

econocom

information meeting 17 june 2015

the group's growth strategy

1

the econocom galaxy





the econocom galaxy



Econocom: a digital planet digital with a strong appeal which respects the unique characteristics of its satellites in order to promote:

- creativity
- growth
- fast adaptation
- drawing the best talents

High-priority areas

-  The security market
-  Producing web and mobile apps
-  Cloud platforms
-  High-level infrastructures and IT consulting
-  eHealth

Two separate security satellites created:

- Infrastructure and network consulting, audits and security*
- A CERT for IoT and digitalised business process security*

Key geographical areas



Benelux



Spain



France



Italy

Investments H1 2015

4

Econocom
transactions

€37 M revenue

7% operational profitability

250 employees

2

Digital Dimension
transactions

€20 M revenue

6% operational profitability

120 employees

2014 figures

Estimated pro forma results of the satellites at end 2015
(taking into account transactions planned in H2 2015)

~ €200 M pro forma revenue

~ €15 M pro forma recurring operating profit

~1,400 employees

the econocom galaxy

security

digital security
(clesys + b612)

web & mobile
applications

alter way
bizmatica

digital
solutions

digital dimension
eHealth

transformation
consulting

interadapt
helis

Investments H1 2015

helis

Chairman & Founder:
Xavier de La Chapelle

CRITICAL INFRASTRUCTURE
CONSULTING

- Created in 2005
- 2014 revenue: + €8 M
- 50 consultants
- Econocom's stake: 45 %

clesys

Chairman & Founder:
Vincent Crolard

SYSTEM AND NETWORK ARCHITECTURE
SECURITY

- Created in 2005
- 2014 revenue: €6 M
- 55 engineers
- Econocom's stake: 100 %

Investments H1 2015

alter way

Co-chairs and founders:
Véronique Torner and Philippe Montarges

OPEN SOURCE SERVICES PROVIDERS

- Created in 1999
- 2014 revenue: €11 M
- 120 employees
- Econocom's stake: 66%

Investments H1 2015

bizmatica

Chairman: Andrea Piol

BUSINESS WEB & MOBILE APPLICATIONS

- Created in 2000
- 2014 revenue: €12 M
- 80 employees
- Econocom's stake: 70%

Investments H1 2015

digital security

Managing Director: Cédric Messeguer

IoT CYBER-SECURITY

- Created in June 2015
- Europe's 1st dedicated IoT CERT
- Econocom's stake: 55%

Ongoing initiatives

eHealth

IT and infrastructures security

focus

Digital Dimension

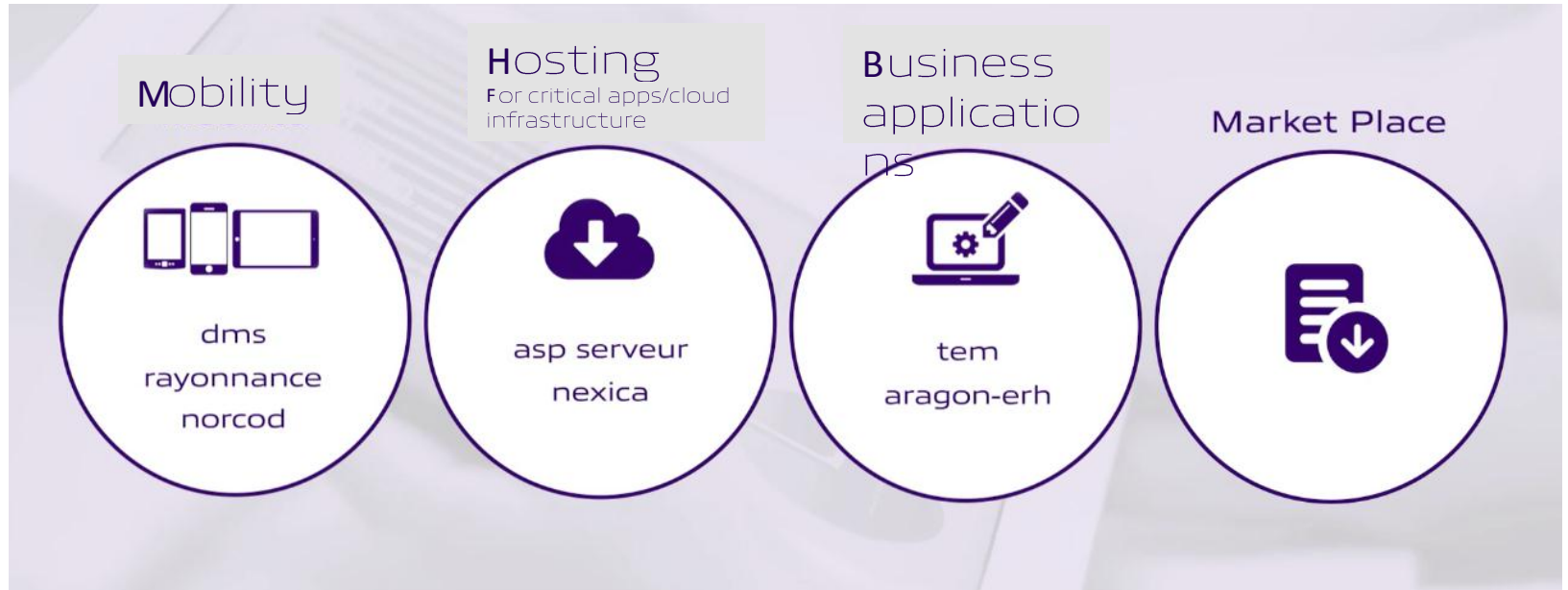
digital dimension

Chairman: Georges Croix

THE MARKETPLACE FOR DIGITAL SOLUTIONS

- Created in 2014
- 2015 pro forma revenue: €72 M
- 300 employees
- Econocom's stake: 50.1%/ Georges Croix' stake: 49.9 %
- 7 acquisitions made as of June 2015

Four main service areas



Focus on digital dimension

Revenue target for end 2016: €120 M

The
Netherlands
Scandinavia
Germany
Italy
Belgium



Focus on digital dimension

Organisation



2

mutation plan
progress and outlook

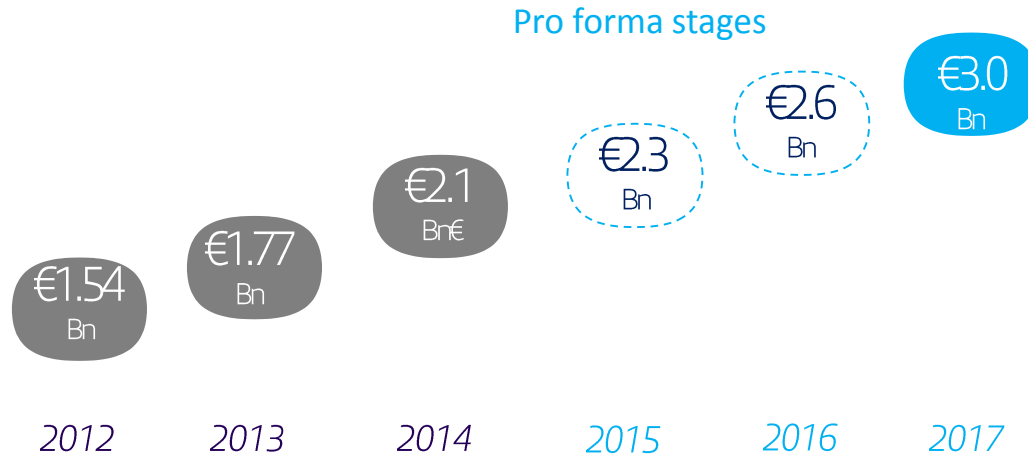
mutation plan

2013/2014

positive results which
confirm our targets

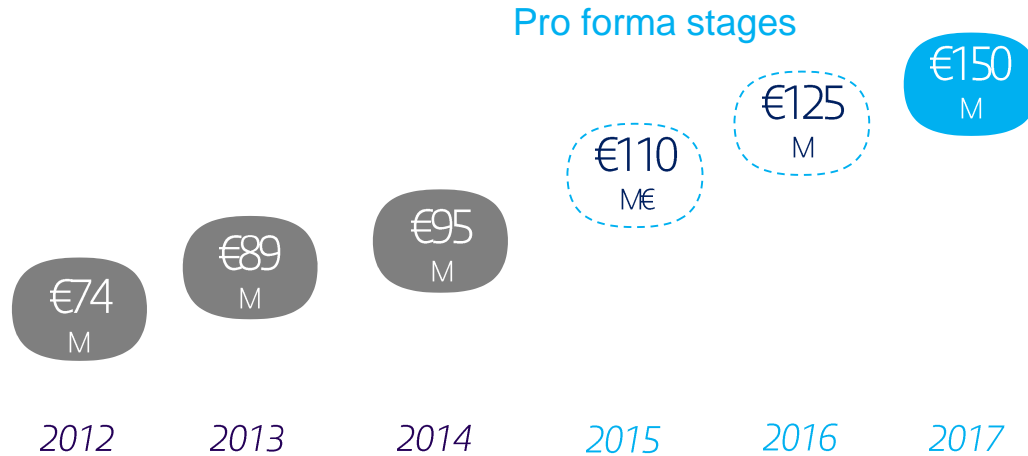
2013-2014: positive results which confirm our targets

Growth in consolidated revenue



2013-2014: positive results which confirm our targets

Growth in recurring operating profit



2013-2014: positive results which confirm our targets

Growth drivers underway

Digital



revenue between
2012 and 2014 **x2**

€236 digital revenue in 2014

2013-2014: positive results which confirm our targets

Growth drivers underway

Acquisitions



8

acquisitions
2013/2014

+€415 M revenue acquired

+5,180 employees

2013-2014: positive results which confirm our targets

Growth drivers underway

International
expansion



New countries
€38 M 2014 revenue
Americas

Growth in
Services in Spain

Workforce between
2012 & 2014 X3

575
employees

2013-2014: positive results which confirm our targets

Growth drivers underway

Multi-business
line solutions



revenue between
2012 and 2014

X1.5

€214 M 2014 revenue

mutation plan

2015 / 2017

on course for
achieving our ambitions

01

Our changing businesses

02

Revenue growth dynamic

03

Drivers for boosting recurring operating profit

New opportunities created by the market change

B2B2C

New decision-makers

building new solutions to address our clients' new challenges

Change in uses

New devices

- with a business approach
- with a dedicated ecosystem

2015-2017: Our changing businesses

TECHNOLOGY MANAGEMENT & FINANCING



A differentiating offering to address our clients' new business needs

- Offer solutions for new useful lives due to technological obsolescence
- Develop pay-per-use and as-a-service solutions
- Continue to diversify into new devices
- Adapt our funding sources to address these new challenges
- Offer responsible solutions that contribute to organisations' overall performance and competitiveness

2015-2017: Our changing businesses

PRODUCTS & SOLUTIONS

B2B2C

New
decision-makers

New
uses

New
devices

A leading-edge technology offering for our clients

- To guarantee our ability to source new technological devices for our clients drawing on the solutions offered by the group's other business lines
- Help expand the group's multi-business model by opening up in new countries



Italy



Spain



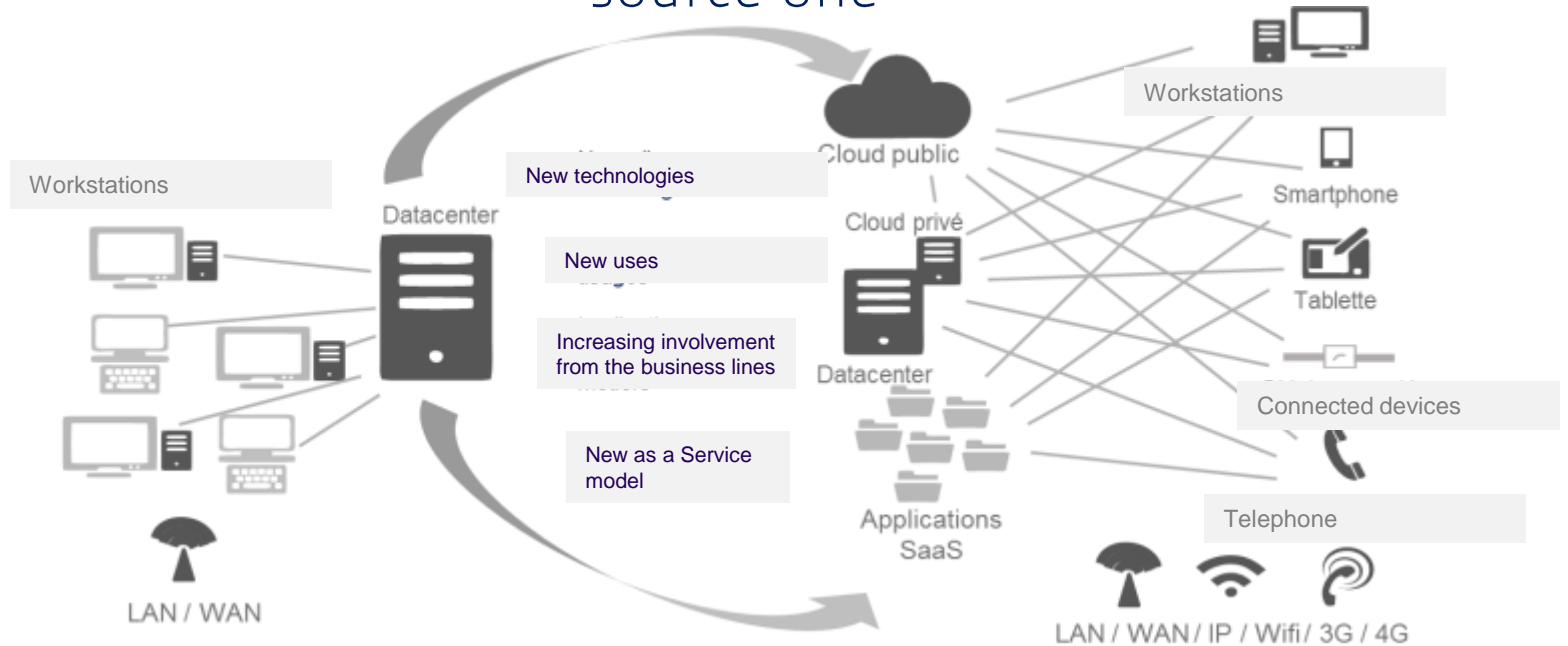
UK



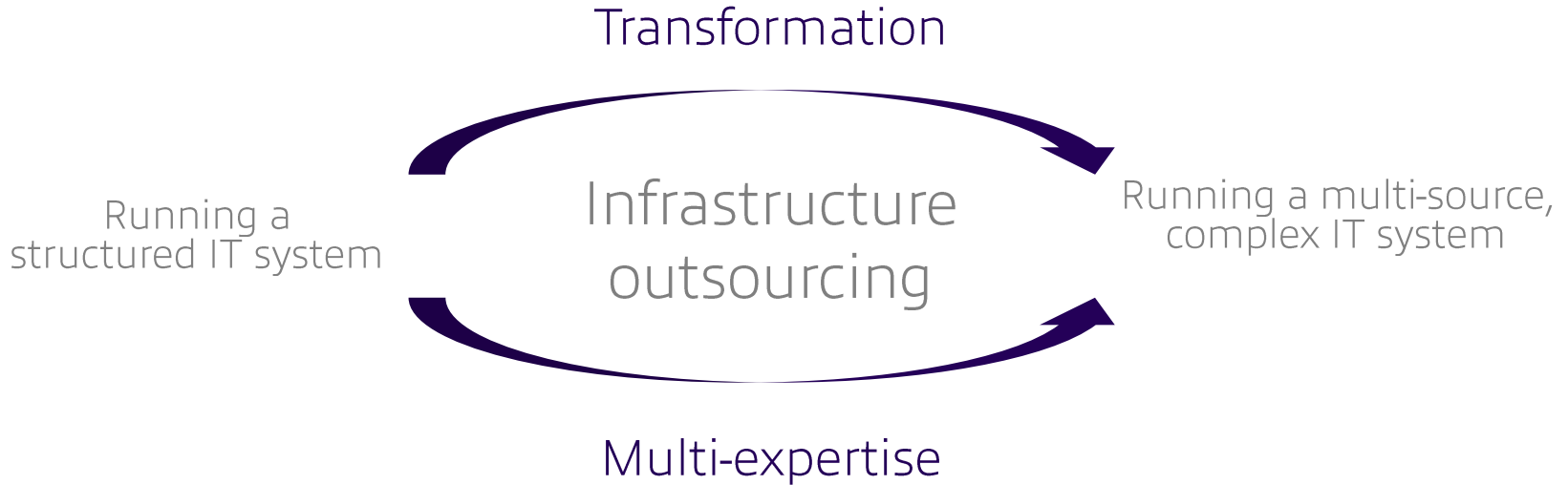
Germany

SERVICES

From a structured, simple IT system to a complex, multi-source one



SERVICES



Developing our service centres and expertise to manage the complexity of IT systems and the advent of new uses
Implementation of private cloud and the hybridisation of infrastructures

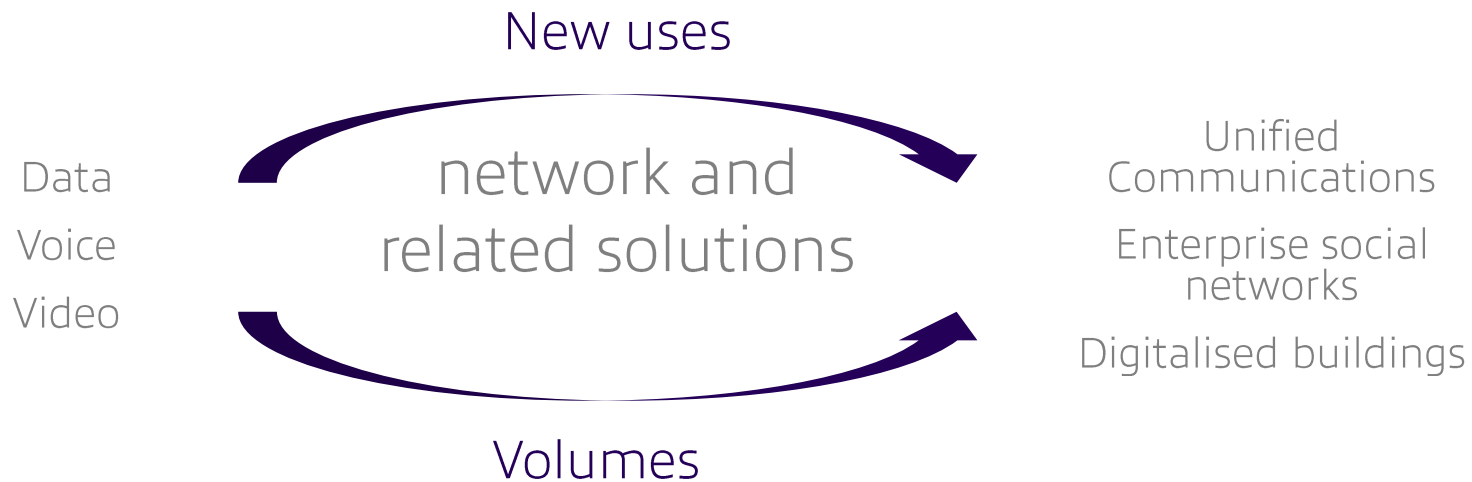
SERVICES



Restrictions of the technological environment
Proliferation of connected devices

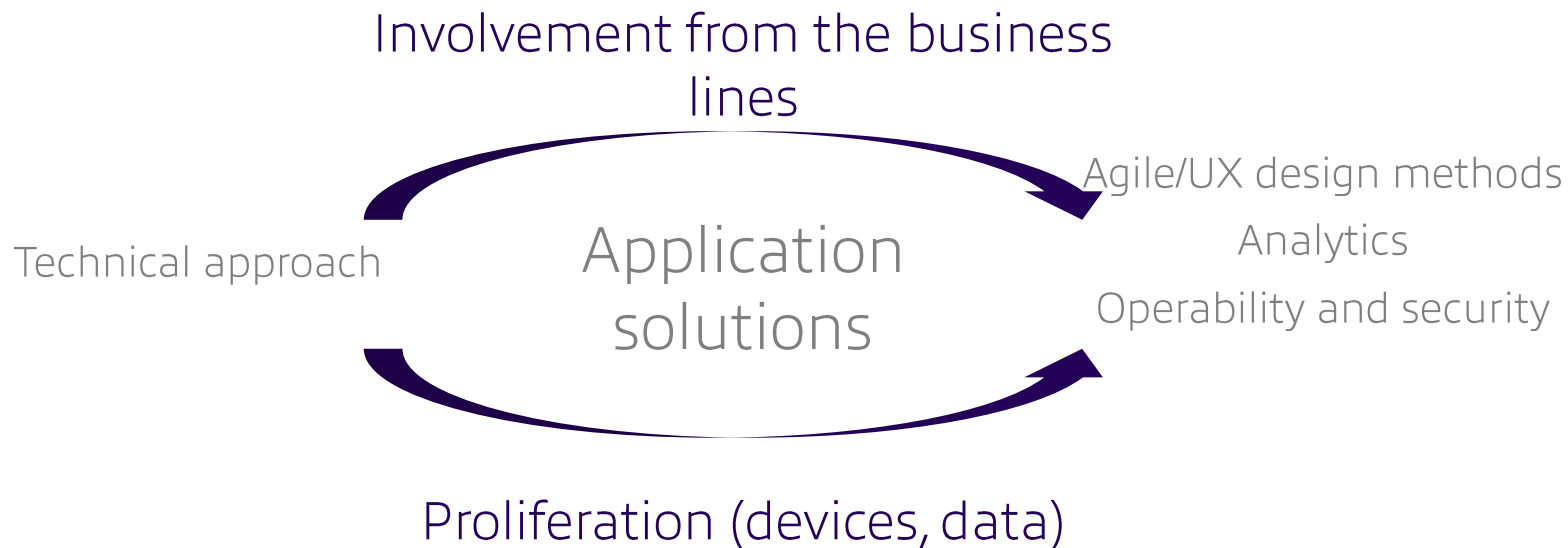
We operate across the complete cybersecurity value chain (consulting, integration and operation of solutions)

SERVICES



Engineering, assistance in implementing innovative, holistic solutions

SERVICES



Focus our developments on business lines and users
Leverage our outsourcing and security expertise

digit-all

a disruptive offering combining the power of our three business lines to fulfil the promises of digital

digit-all
users

digit-all
places

digit-all
things

digit-all

End-to-end project management



Simplified projects with single, end-to-end governance of the project with centralised access to the digital ecosystem

A tailored economic model



A monthly fee to control transformation costs

Flexible contracts



A single, flexible service contract in line with the client's business

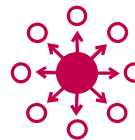
("stop & go", possibility to change services, etc.)

Expertise in key issues of the digital transformation



Experts from Econocom or the "Econocom satellites", for the issues associated with digital: applications, security, cloud, integration, networks, etc.

One word: agility



A modular offering whereby companies can choose to either manage a project end-to-end or deploy an application POC

2015-2017: on course for achieving our ambitions



Our changing businesses

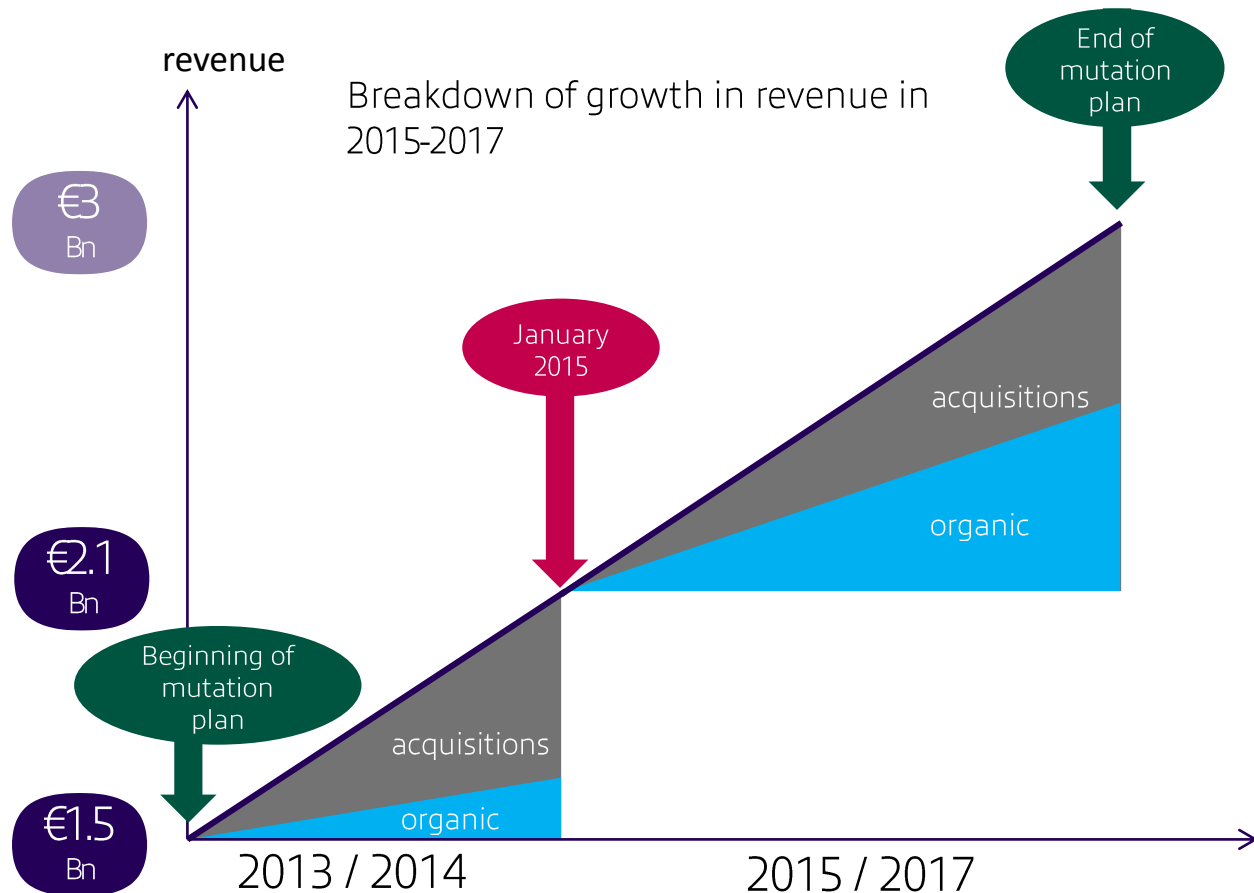


Revenue growth dynamic



Drivers for boosting recurring operating profit

2015-2017: revenue growth dynamic





Sustained organic growth

- Develop new core business offerings
- Recognised expertise and enhanced reputation in digital
- Strong organic growth of acquired companies:
 - Stand-alone
 - Reputation and profile boosted by joining Econocom Group
- Investments to step up growth:
 - Sales force recruitment drive (*>10% in 2015*)
 - Investment in EDFL (*€40 M growth in 2015*)

*Seizing the new
opportunities
of digital*



Targeted acquisitions in high-potential markets

- Consolidating our position in digital
- Growth dynamic of the satellites
- Business synergies with traditional business lines

*An estimated investment of
€150/200 M*

Financed by:

- *Strong cash flow generation*
- *Diverse financing sources:*
 - *Private placement (€101M)*
 - *Convertible bonds (€175 M)*
 - *Credit lines (≥ €300 M)*



Expansion in targeted areas

- Business model rolled out in our key areas in Europe
- Serve our European clients in North America, Mexico and Brazil



2015-2017: on course for achieving our ambitions



Our changing businesses



Revenue growth dynamic



Drivers for boosting recurring operating profit

2015-2017: Drivers for boosting recurring operating profit

High added-value digital solutions

Profitable, synergetic acquisitions

Improved services margins

- Strengthened our position in growth markets
- Expansion of Digital Dimension: 2016 recurring operating profit target > 10% confirmed
- Successful integration of Econocom-Osiatis

€150
M

Margin consolidated

5-6%

Technology
Management &
Financing

>3%

Products & Solutions

Margin improved

>6%

Services

mutation plan

2015 / 2017

a trajectory driven by solid
foundations

2015-2017: a trajectory driven by solid foundations

A leader in markets with high growth potential

Technological expertise and financial innovation for a unique offering

Attractiveness increased by the group's new size and image in the Services industry

Solid financial structure, a balanced risk profile and strong cash flow generation

A leading shareholder with a long-term vision

An attractive shareholder return policy.

*Joined the Euronext
Tech40
in May 2015*

*New status as a
Societas Europaea in
2016*

econocom