

The background features a solid blue color with a series of white, curved, wavy lines that sweep across the frame from the bottom left towards the top right, creating a sense of motion and energy.

# INVESTOR DAY

**e** *for excellence*

**Jean-Louis Bouchard**



**WHERE TO**

**Bruno Grossi**



**AGENDA**

**HOW**

**Robert Bouchard**

**e** *for excellence*

A dark purple silhouette of a microscope is centered in the upper half of the image, set against a lighter purple gradient background. The microscope is oriented horizontally, with its eyepiece on the left and its objective lenses on the right.

# WHERE TO

**Bruno Grossi**  
STRATEGY AND M&A

# OUR TRACK-RECORD

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# OUR **TRACK RECORD** - 2007-2012 HORIZON PLAN

## ENVIRONMENT

## ACTIONS

## RESULTS

**Year zero of mobile web**  
(1<sup>st</sup> iPhone, Android)



**Bold** move into **mobility**

**Increasing financing and technology needs**  
driven by **digital revolution**

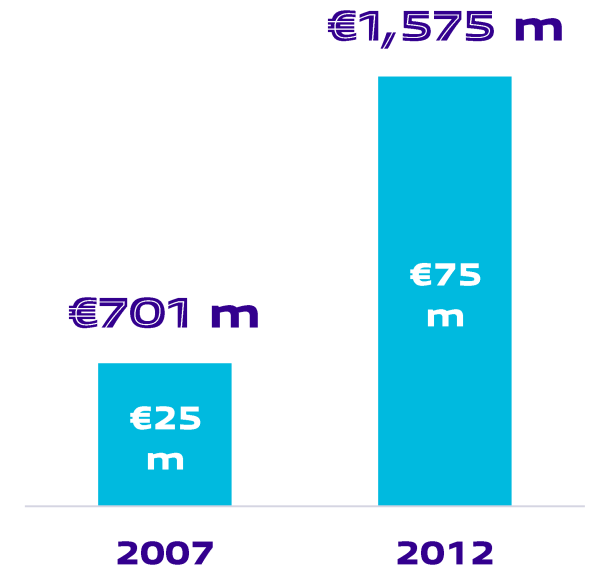


**Develop IT financing as booster of IT transformation**

**Financial crisis** looming



**Resilient business model**  
**Acquisition of ECS**



● Consolidated revenue

● Recurring operating profit<sup>(1)</sup>

(1) Before amortisation of intangible assets from acquisitions

# OUR **TRACK RECORD** - 2012-2017 MUTATION PLAN

## ENVIRONMENT

## ACTIONS

## TARGETS

Major digital disruptions  
facebook. UBER  airbnb

Talents **aspiration**  
& **entrepreneurial** spirit

Massive **growth**  
of **digital** assets



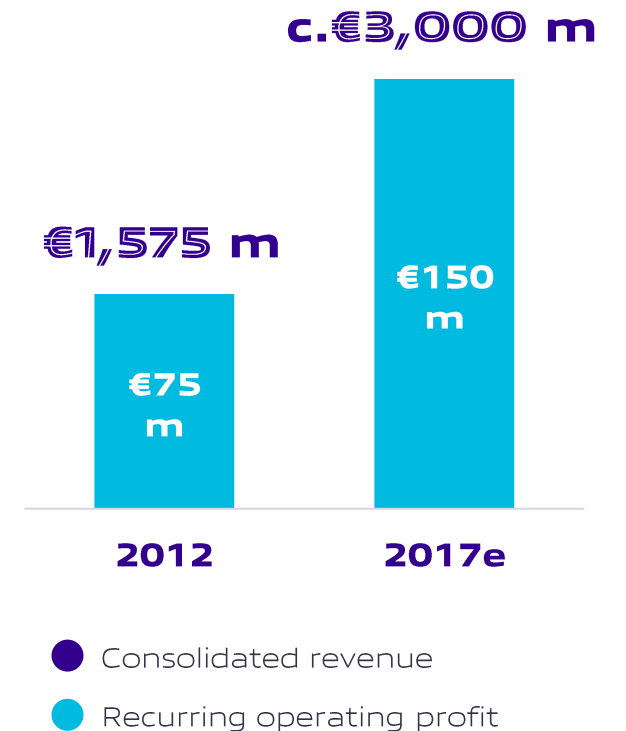
Become a major operator of **digital transformation**  
**Acquisition of Osiatis**  
Services go from  
**2,300 to 8,500 FTEs**



Build an **original development model**  
**(One Galaxy)**

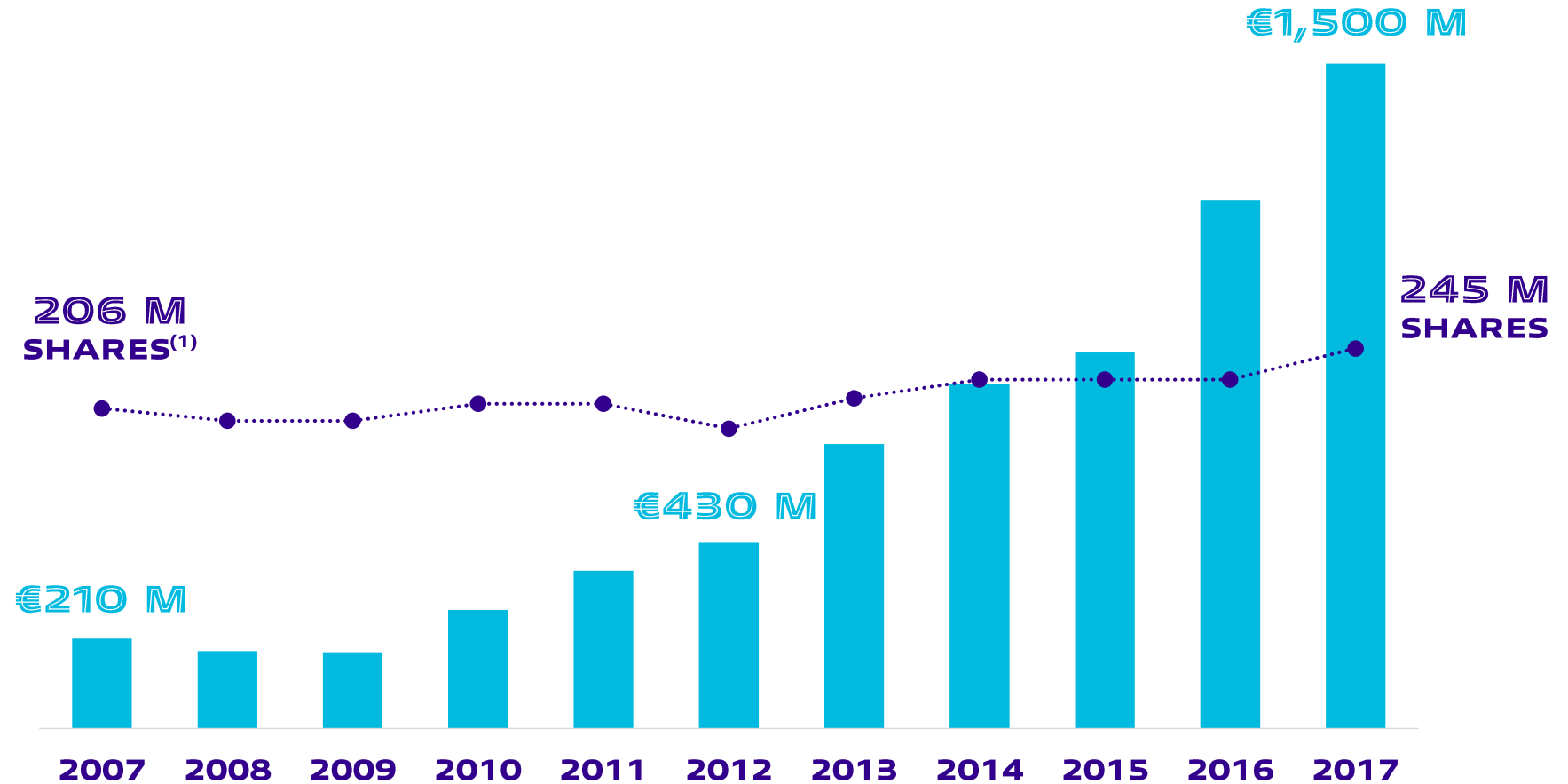


**Launch of internal refinancing (EDFL) and structured finance**



# STOCK MARKET PERFORMANCE

**Average  
market cap**  
(million euros)



(1) proforma after stock splits



# OUR GROUP TODAY

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# OUR GROUP TODAY: A RECOGNISED ENABLER OF DIGITAL TRANSFORMATION



**c.€3 BN**  
revenue

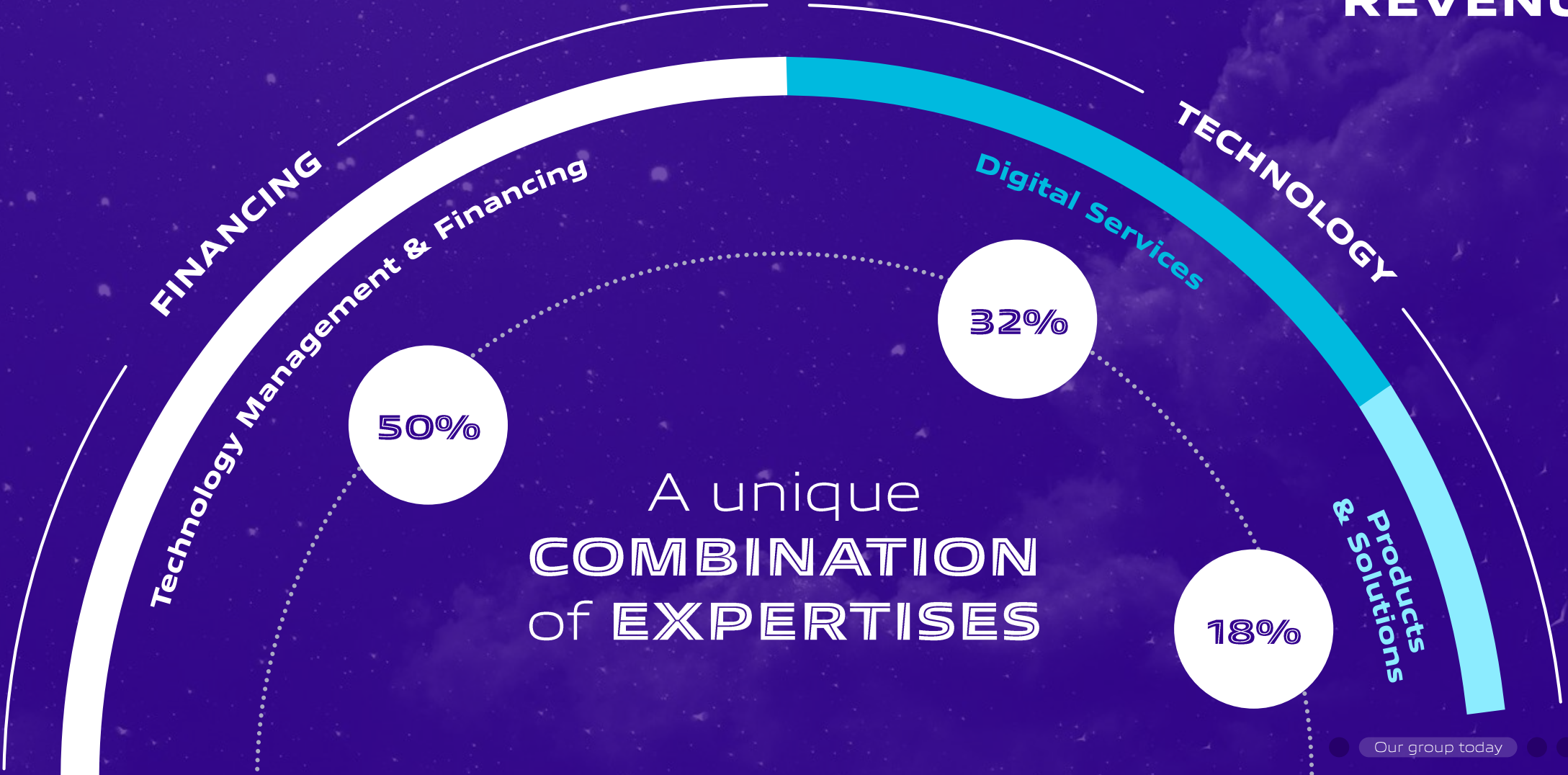


**c.11,000**  
employees

**A EUROPEAN**  
scale

# OUR GROUP TODAY: A RECOGNISED ENABLER OF DIGITAL TRANSFORMATION

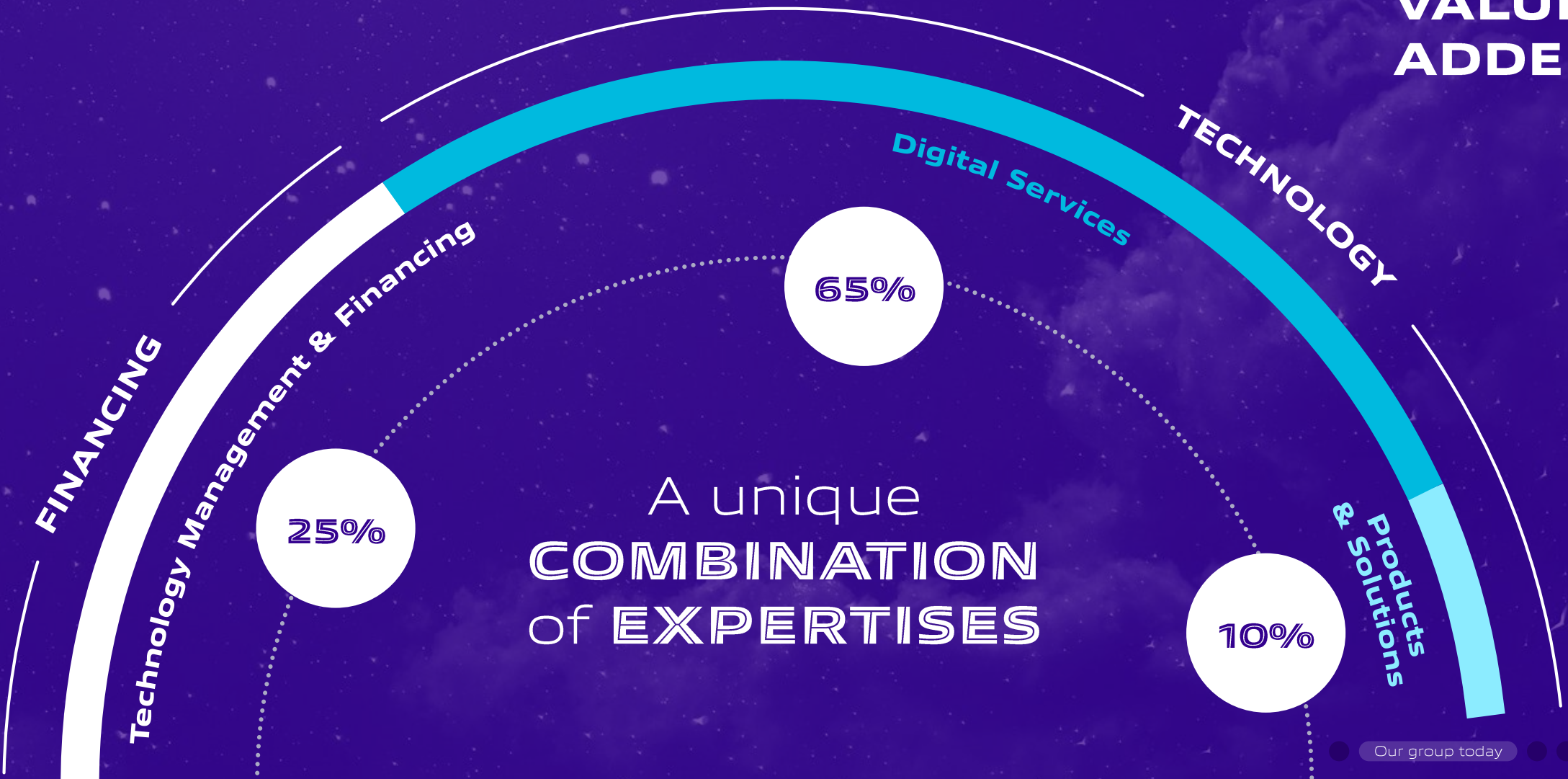
## REVENUE



A unique  
**COMBINATION**  
of **EXPERTISES**

# OUR GROUP TODAY: A RECOGNISED ENABLER OF DIGITAL TRANSFORMATION

VALUE  
ADDED



A unique  
**COMBINATION**  
of **EXPERTISES**

# OUR GROUP TODAY: A RECOGNISED ENABLER OF DIGITAL TRANSFORMATION



>10<sup>0</sup>%

Revenue CAGR 12-17e

A differentiating  
**MIXED-GROWTH**  
model

# "ONE GALAXY" A DIFFERENTIATING MODEL econocom

magic makers

kartable

helis

jade

alter way

exaprobe

infeeny

asystel italia

digital security

cineolia

bizmatica

econocom caverin

econocom brasil

jtrs

digital dimension

histoverly

clever energies

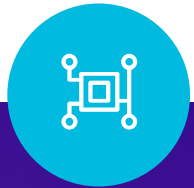
# MARKET TRENDS

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# FOUR MARKET TRENDS SUPPORT OUR STRATEGIC ORIENTATIONS

01



**Pace of digital  
transformation  
accelerating**

02



**All sectors  
in the game**

03



**Users have taken  
control  
-  
B2C redefines  
standards**

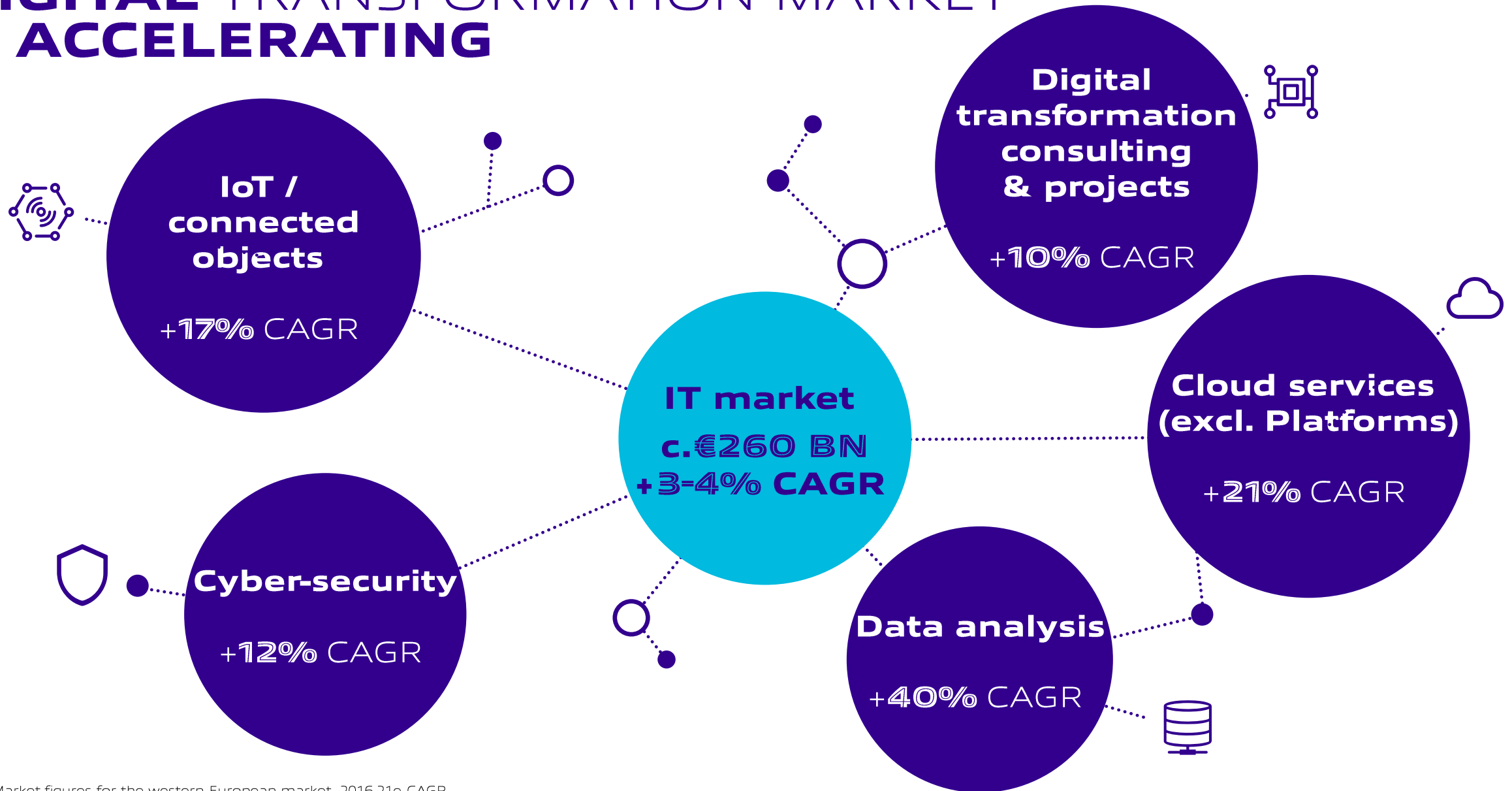
04



**Usage  
overtaking  
ownership**



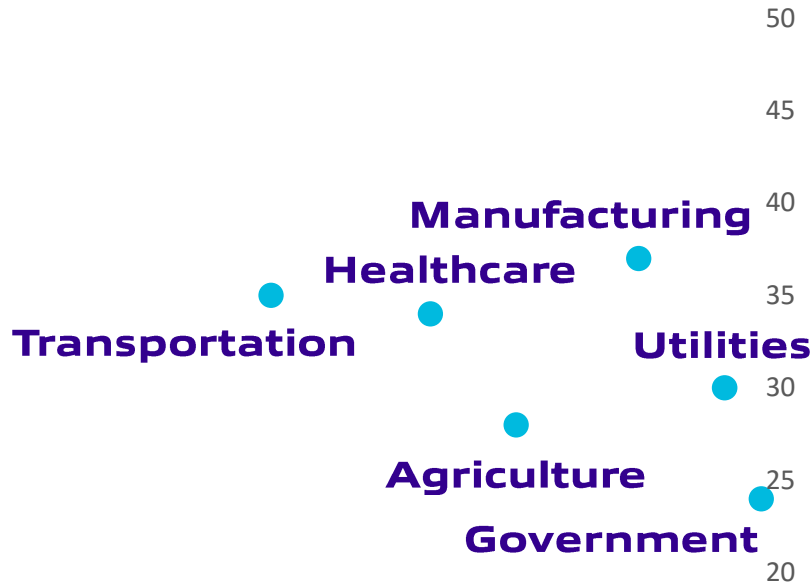
# DIGITAL TRANSFORMATION MARKET IS ACCELERATING



Note: Market figures for the western European market, 2016-21e CAGR  
source: PAC, Gartner, Econocom

# ALL SECTORS IN THE GAME

## IMPACT OF DIGITAL



## Late comers

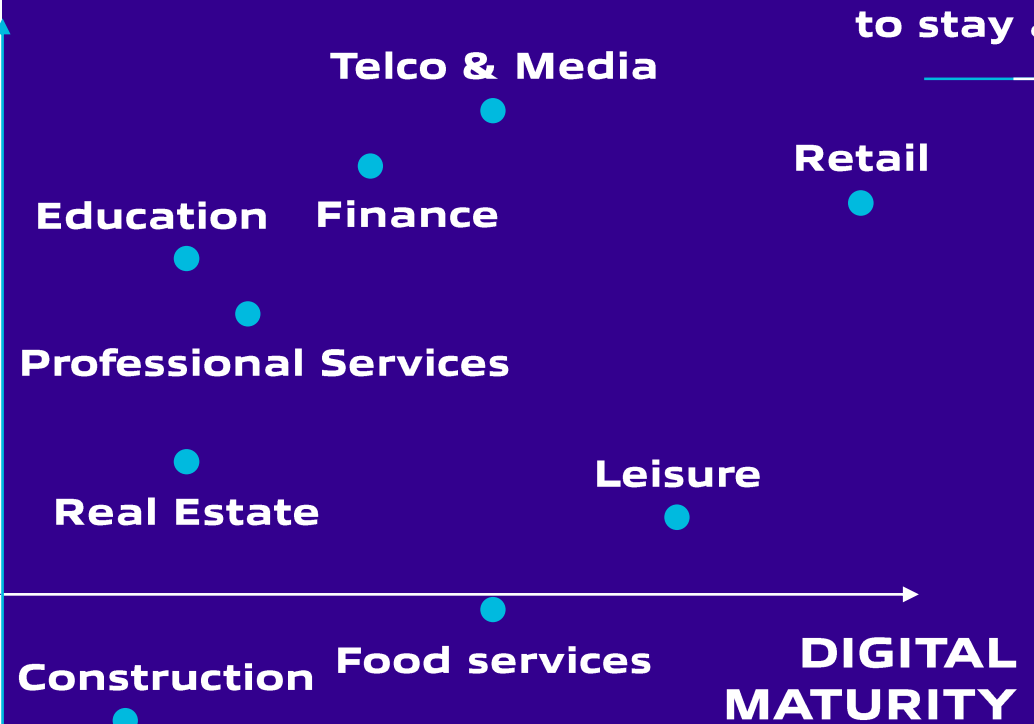
Low initial digital intensity

Need help to kickstart their digital transformation

## Early adopters

Already on the edge

Need to invest to stay ahead



# USERS HAVE TAKEN OVER AND ARE REDEFINING THE STANDARDS

Digital users are  
**EMPOWERED**  
&  
**SPEAK UP**



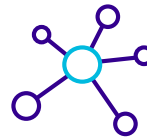
All organisations  
have to **ADAPT**  
to the **HIGHEST**  
**B2C STANDARDS**



## MUST-HAVE FOR OUR CLIENTS



**in-depth knowledge  
of uses**



**Redesigned processes  
from users' perspective**



**End-to-end  
super quality**

# USAGE IS INCREASINGLY REPLACING OWNERSHIP

**Paid**  
**"as a Service"**  
vs. owned



**IT Hardware**  
c.25% ↗



**Software**  
c.15% ↗



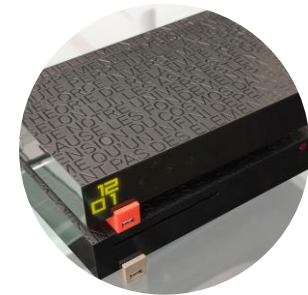
**Entertainment**  
c.30% ↗



**Planes**  
c.40%



**Car**  
c.50%

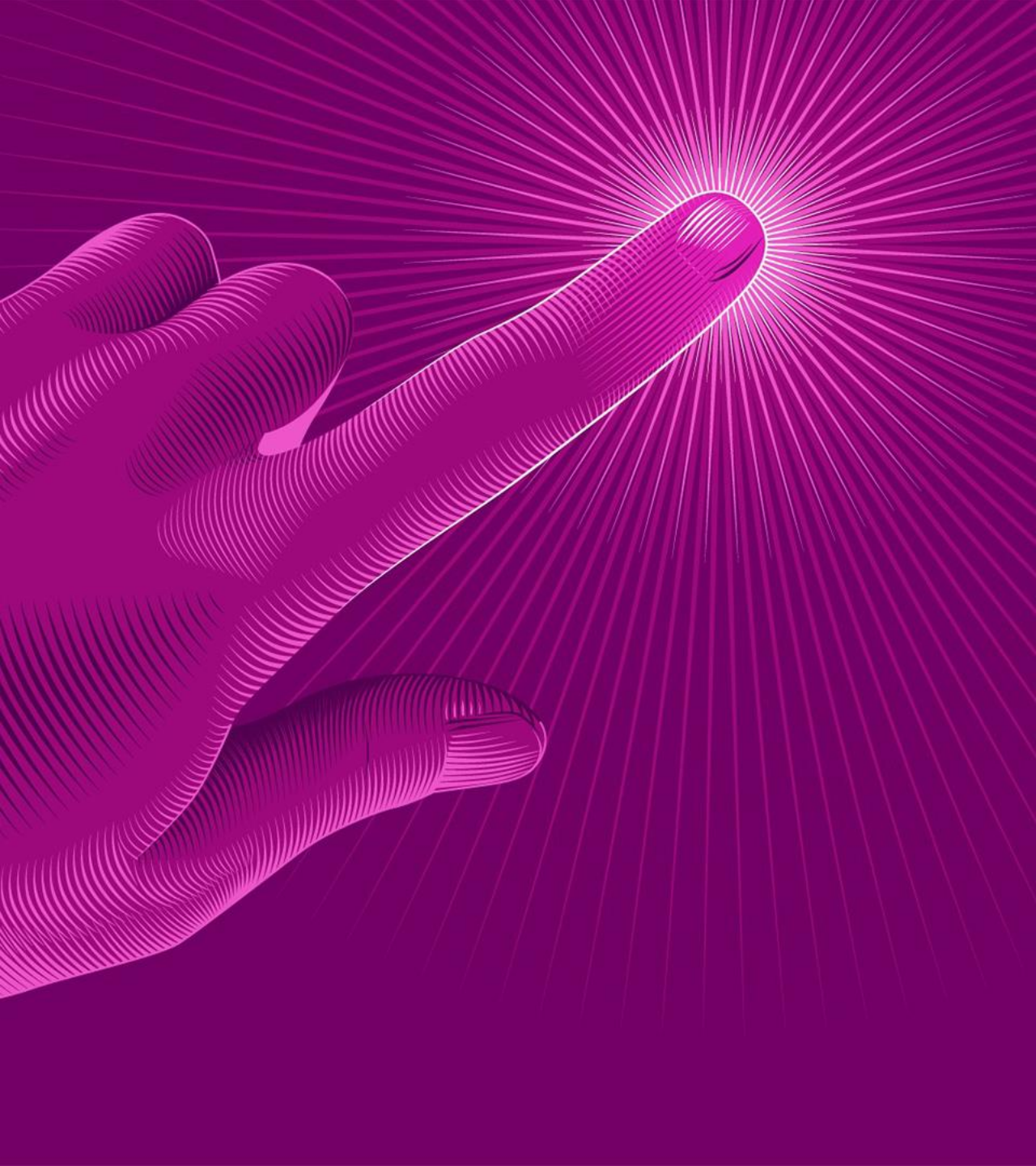


**Triple-play box**  
c.100%

# NEW POSITIONING

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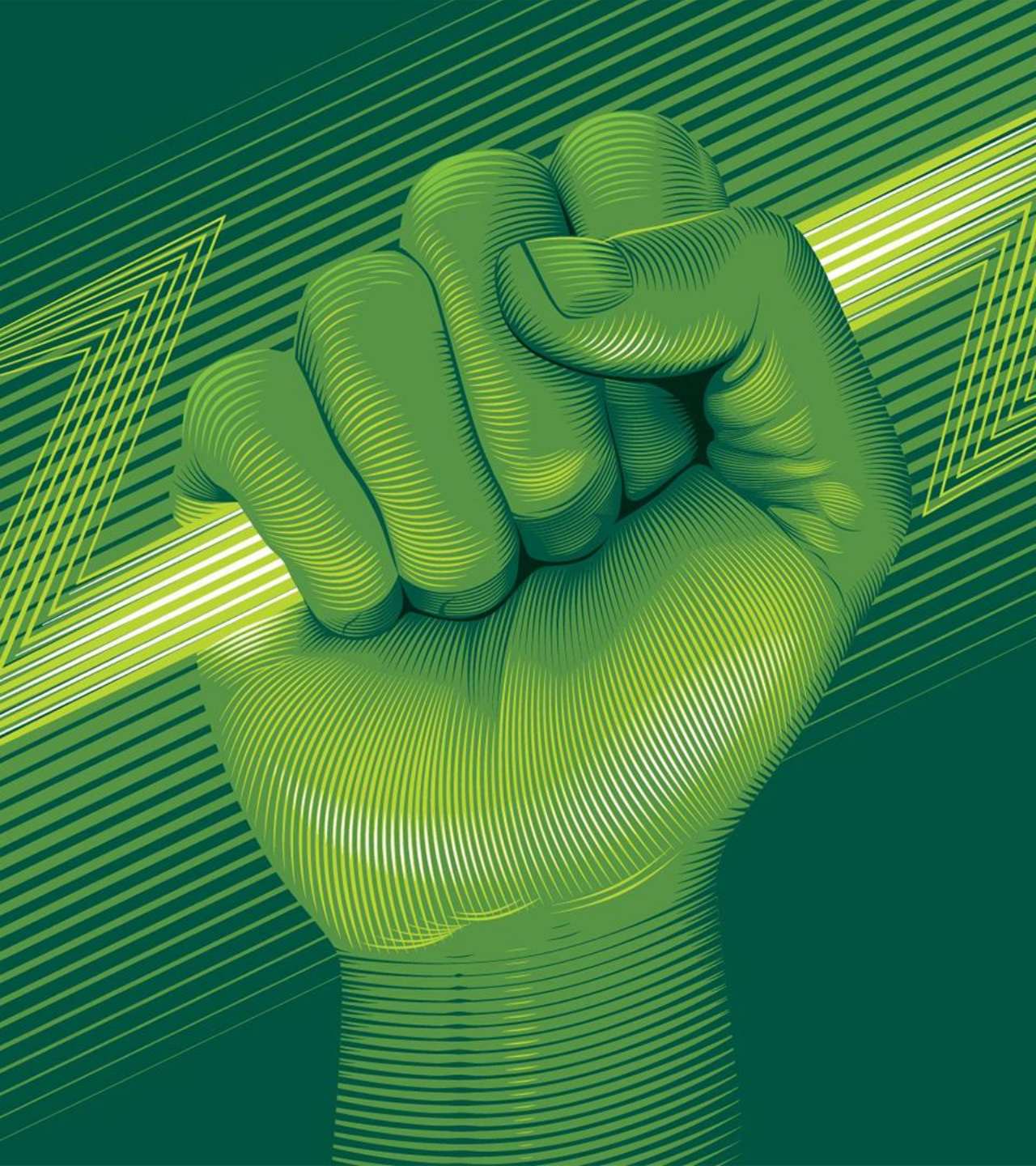
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**OUR PROMISE**

**MAGICAL  
CLICK**

**EMOTION  
AND IMPACT,  
RIGHT FROM  
THE FIRST CLICK,  
TIME AFTER TIME**



**OUR VISION**

**CLICK  
POWER**

**DIGITAL  
USERS HAVE  
TAKEN CONTROL:  
THEY'RE THE NEW  
MASTERS  
OF THE GAME**



**OUR MISSION**

**CLICK  
MATCH**

**BOOST  
COMPANIES'  
AGILITY**



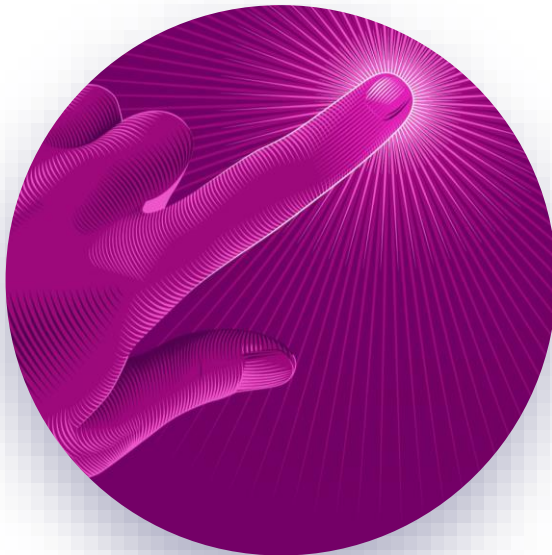


**OUR SPIRIT**

**CLICK  
SPIRIT**

**THE EXTRA-MILE  
ATTITUDE,  
COMPANIES  
NEED ADVICE  
AND SUPPORT  
FROM START  
TO FINISH –  
AND BEYOND**

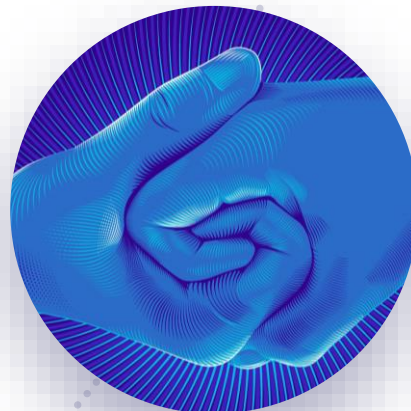
**PROMISE  
MAGICAL CLICK**



**VISION  
CLICK POWER**



**SPIRIT  
CLICK SPIRIT**



**MISSION  
CLICK MATCH**



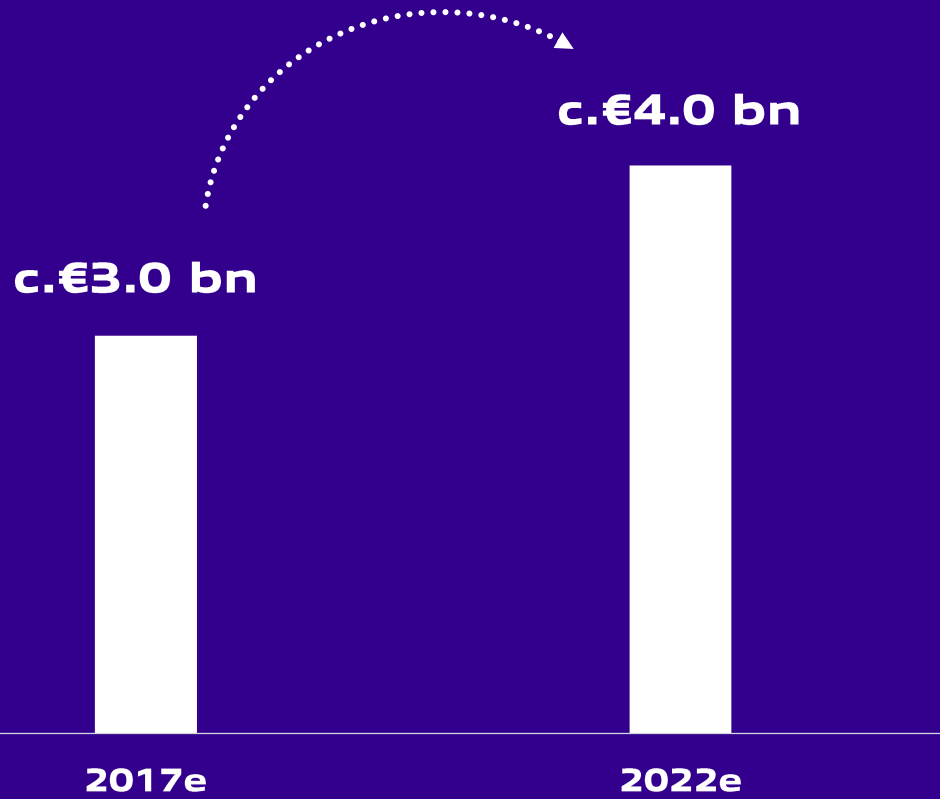
# NEW AMBITION

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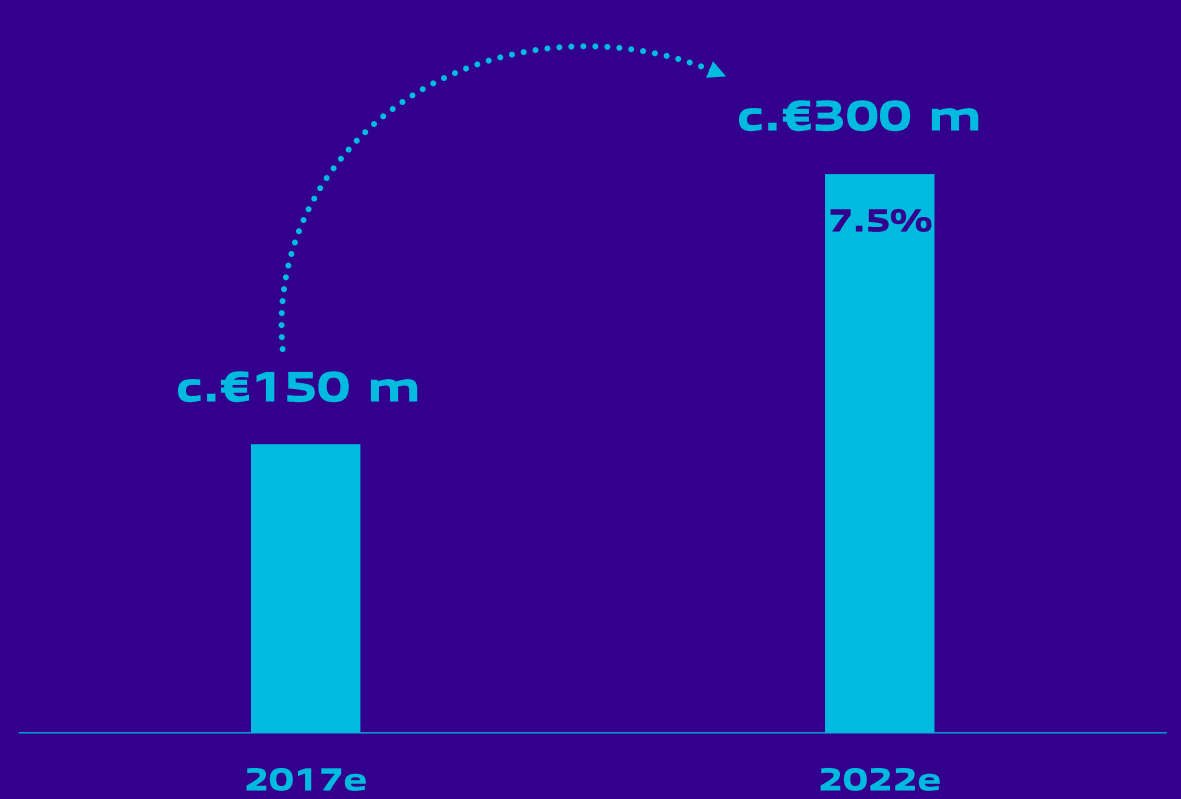
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# E FOR EXCELLENCE AMBITION FOR 2022

## REVENUE



## RECURRING OPERATING PROFIT





**BREAK**

**e** *for excellence*



**HOW**

**ROBERT BOUCHARD**  
COO



# HOW

**ROBERT BOUCHARD**  
COO

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**MARTINE BAYENS**  
SATELLITES

---

**SÉBASTIEN MUSSET**  
TRANSFORMATION,  
RESOURCES AND FRANCE

---

# STRATEGIC PLAN BUILT ON 4 PILLARS

#1

EXCELLENCE  
IN DELIVERY  
& OFFERS

#2

GROWTH  
RELAYS

end-to-end  
digital solutions

&  
extend financing  
beyond  
traditional IT

#3

SATELLITES

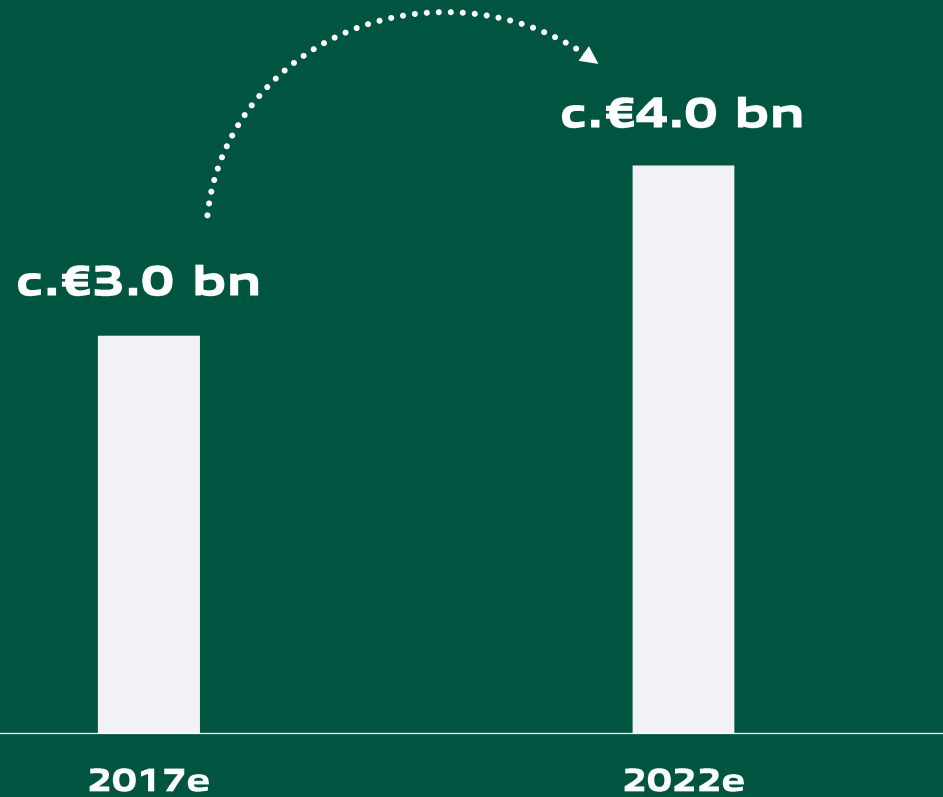
#4

M&A

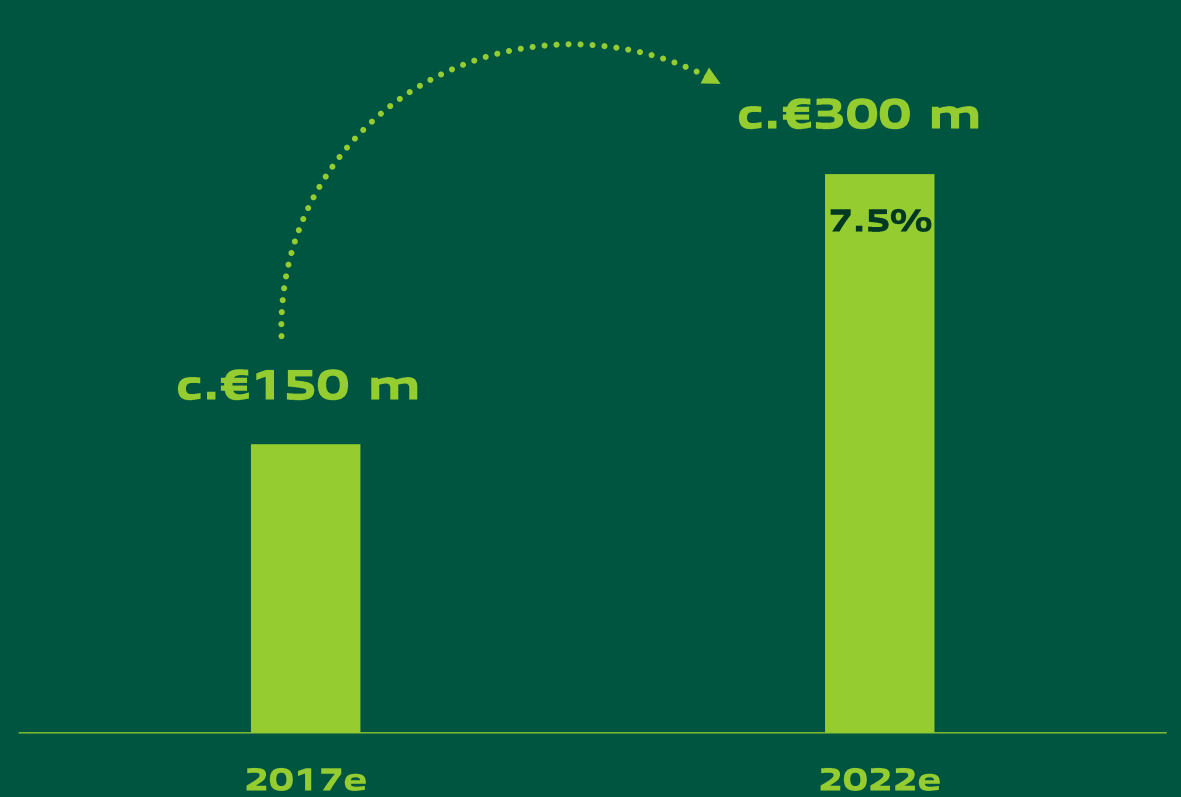


# E FOR EXCELLENCE AMBITION FOR 2022

## REVENUE



## RECURRING OPERATING PROFIT



# CREATE THE **MAGICAL CLICK**

▲  
USER SATISFACTION

## VALUE

- **Business-transformative** solutions
- **Boost of organizations digital agility**

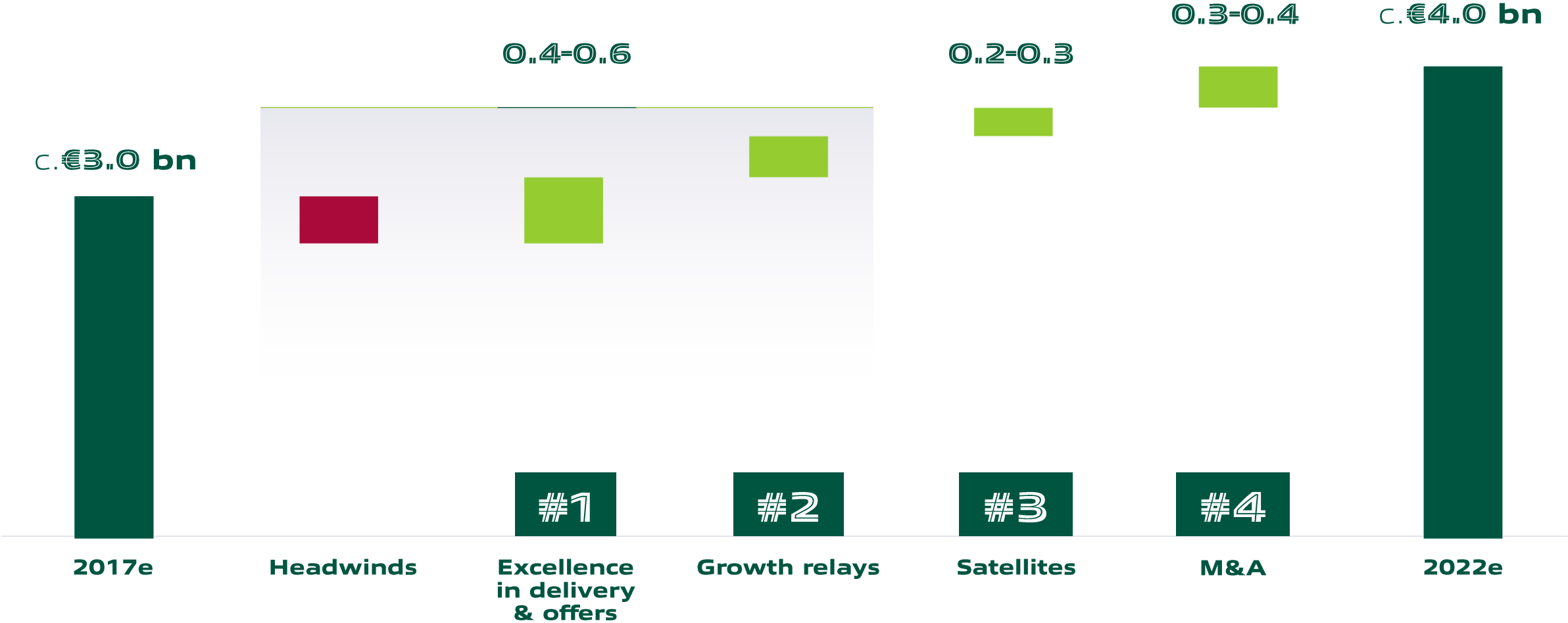
## USER EXPERIENCE

- Understanding of **uses**
- **Passion for technology**
- **Measure** of users' and clients' **satisfaction**

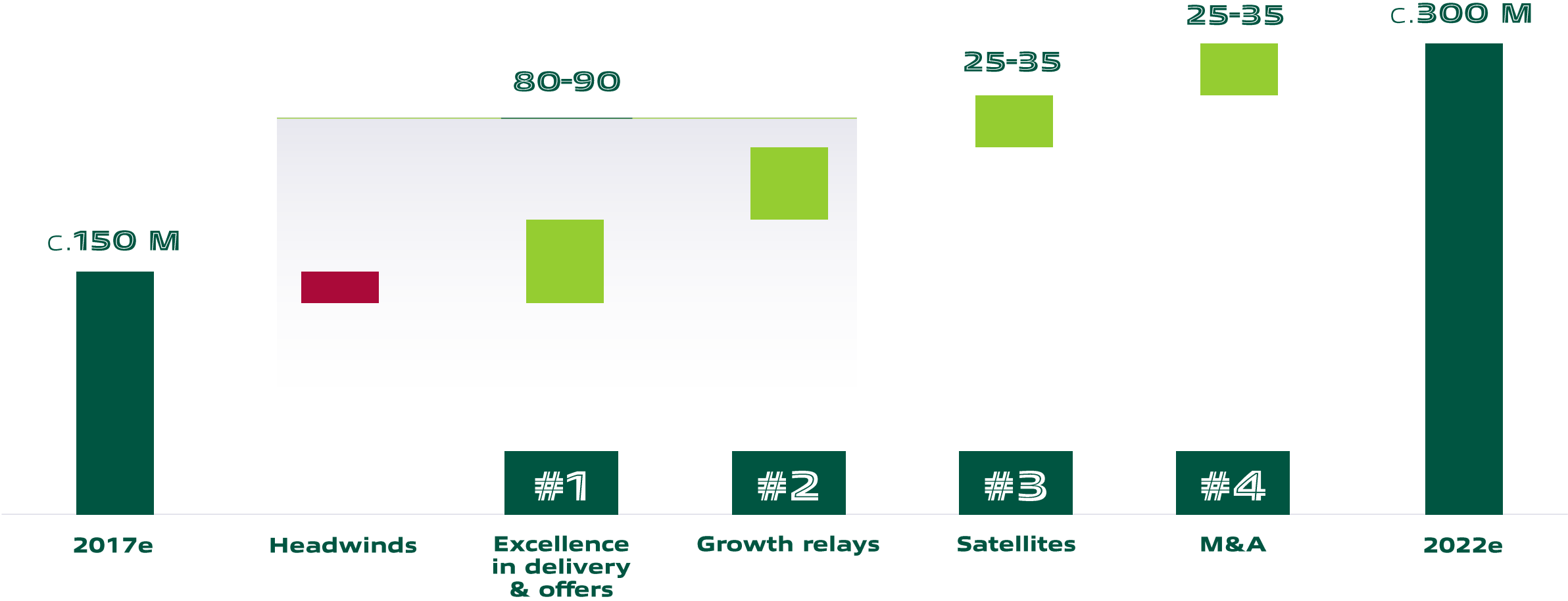
## OPERATIONAL EXCELLENCE

- **Highest B2C standards**
- **Processes** and **automation**

# REVENUE GROWTH DRIVERS (ESTIMATES)



# ROP GROWTH LEVERS (ESTIMATES)

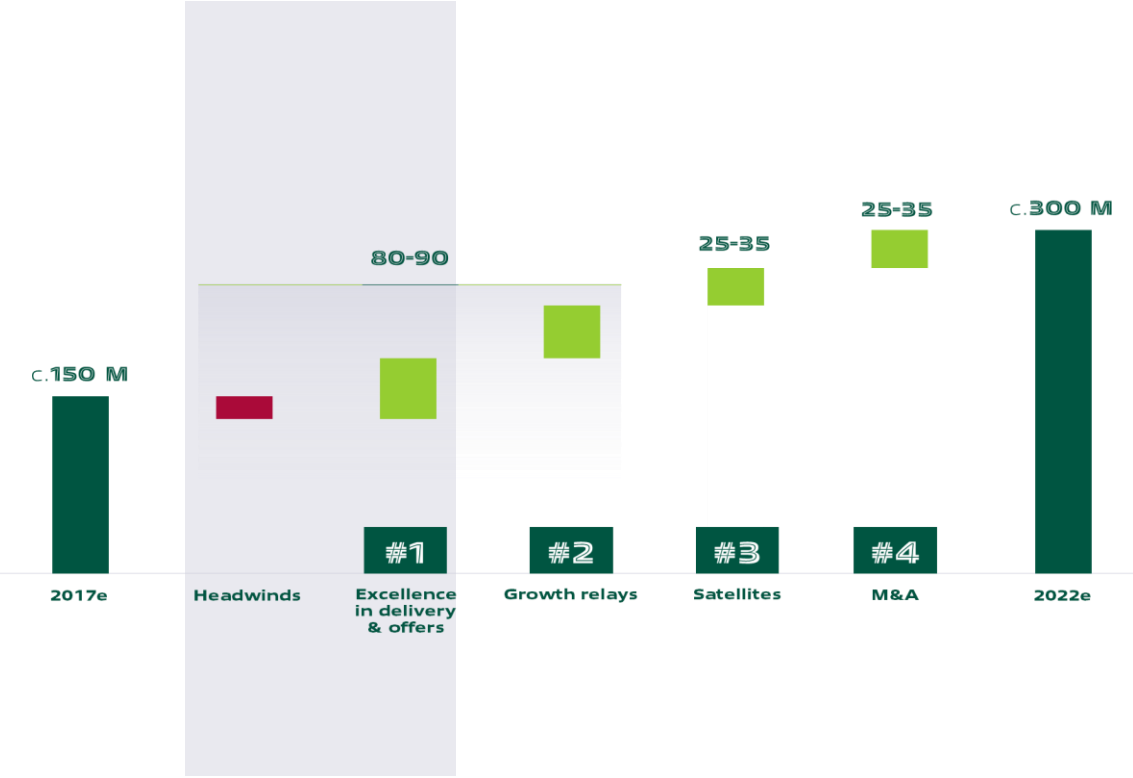


# EXCELLENCE IN DELIVERY & OFFERS

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# LEVER 1 "EXCELLENCE IN DELIVERY & OFFERS"



**>25 tangible initiatives across 3 businesses**

**c.€30-40M additional ROP**

- Products & Solutions
- Technology Management & Financing (TM&F)
- Services

# PRODUCTS & SOLUTIONS INITIATIVES

CREATE USE-  
BASED SERVICES



New "B2B2C" web platform  
Services targeting the user

ENHANCE VALUE  
THROUGH  
EXPERTISE



Advanced customization  
Enriched perceived quality

EXTEND BUSINESS  
SURFACE

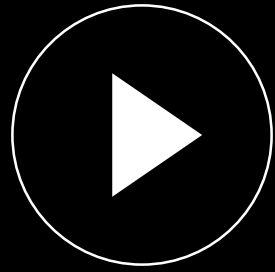


More Products  
More Partners  
Extend European foothold



6 M  
assets  
procured

150 K  
references  
in catalogue





# TECHNOLOGY MANAGEMENT & FINANCING

CREATE USE-BASED SERVICES



**Green solutions**

**Performance and “per-use” contracts**

ENHANCE VALUE THROUGH EXPERTISE



**Second hand reselling platform**

Leverage **lifecycle data** to extend “**pay per use**” capabilities

EXTEND BUSINESS SURFACE



**Extend asset spectrum** (medical, IoT...)

**Extend client base:**

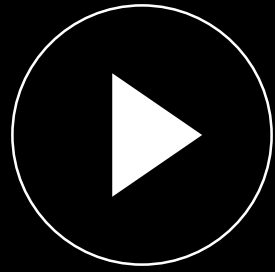
- New Partnerships
- Public sector



**7 M** leased devices of which 70% fleet-managed

**6 M** assets procured

**150 K** references in catalogue



# SERVICES INITIATIVES

## CREATE USES BASED SERVICES



**OneDesk:** "self-serve" digital workplace

**OneGate:** hybrid infrastructure management "cockpit"

**Predictive maintenance**

## ENHANCE VALUE THROUGH EXPERTISE



Organization by apps & infra **expertise**

**AI, data analytics, automation, chatbot, robotics, etc.**

**Infrastructure advisory**

## EXTEND BUSINESS SURFACE



Extend **technology in workspace management**

Extend **technology range in maintenance**

**1.5M**  
users  
supervised

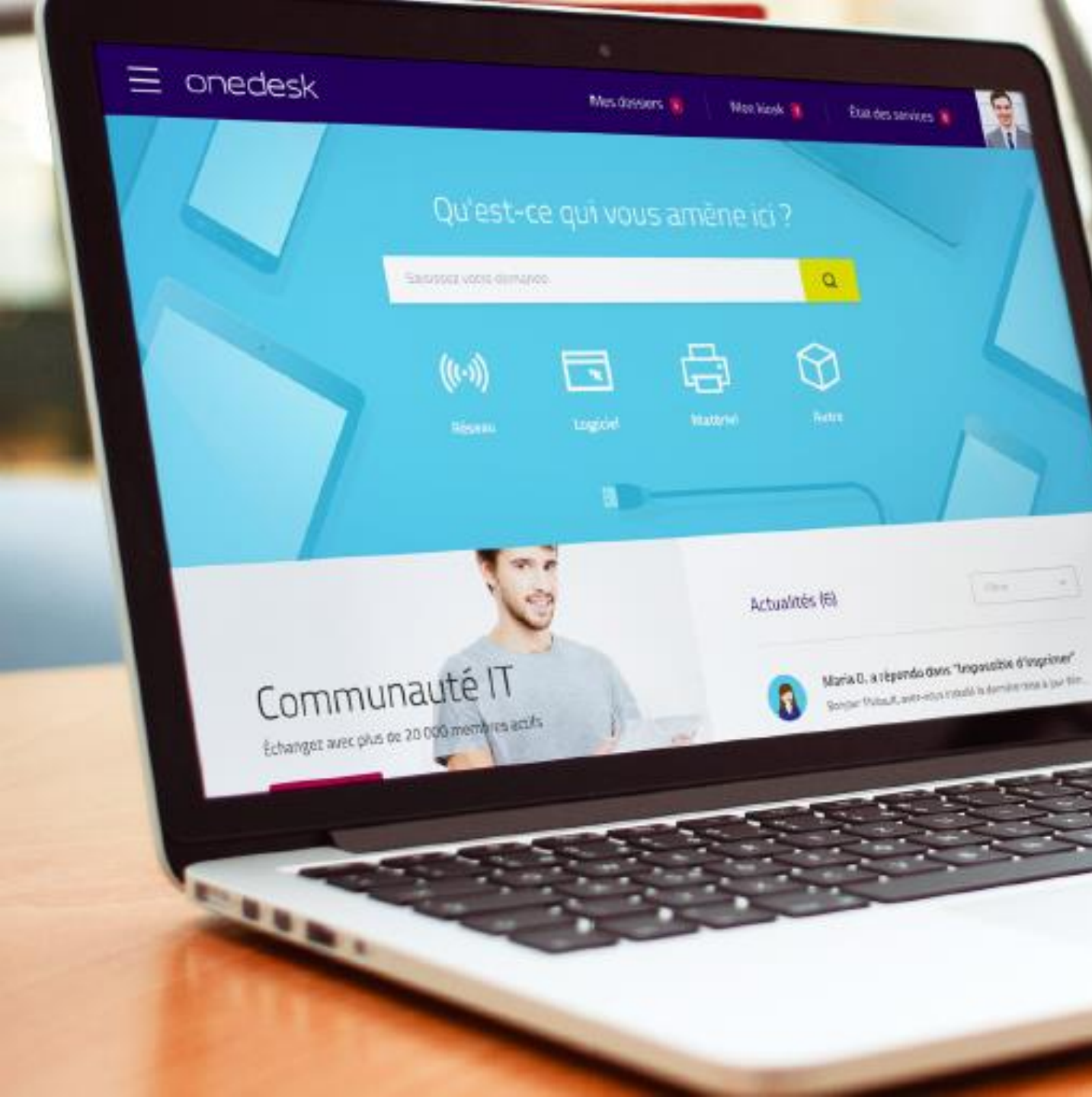
**300,000**  
servers  
maintained

**> 1,200**  
developers  
**650 solution**  
& **350 security**  
experts

**7 M**  
leased devices  
of which 70%  
fleet-managed

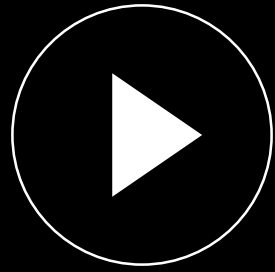
**6 M**  
assets  
procured

**150 K**  
references  
in catalogue



# ONE DESK: RE-INVENTING THE WORKPLACE

**Innovate differently:**  
get the inspiration from  
best-of-breed B2C standards  
to transform the relationship  
with employees



# GOING BEYOND: **DATA ANALYTICS**

**Decision  
makers**

**CREATE USE-  
BASED SERVICES**

**ENHANCE VALUE  
THROUGH  
EXPERTISE**

**EXTEND  
BUSINESS  
SURFACE**

**DATA ANALYTICS**

« MARS »

**1.5M  
users  
supervised**

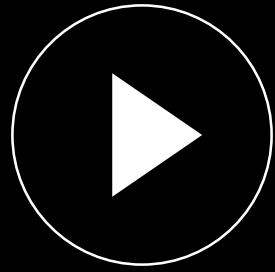
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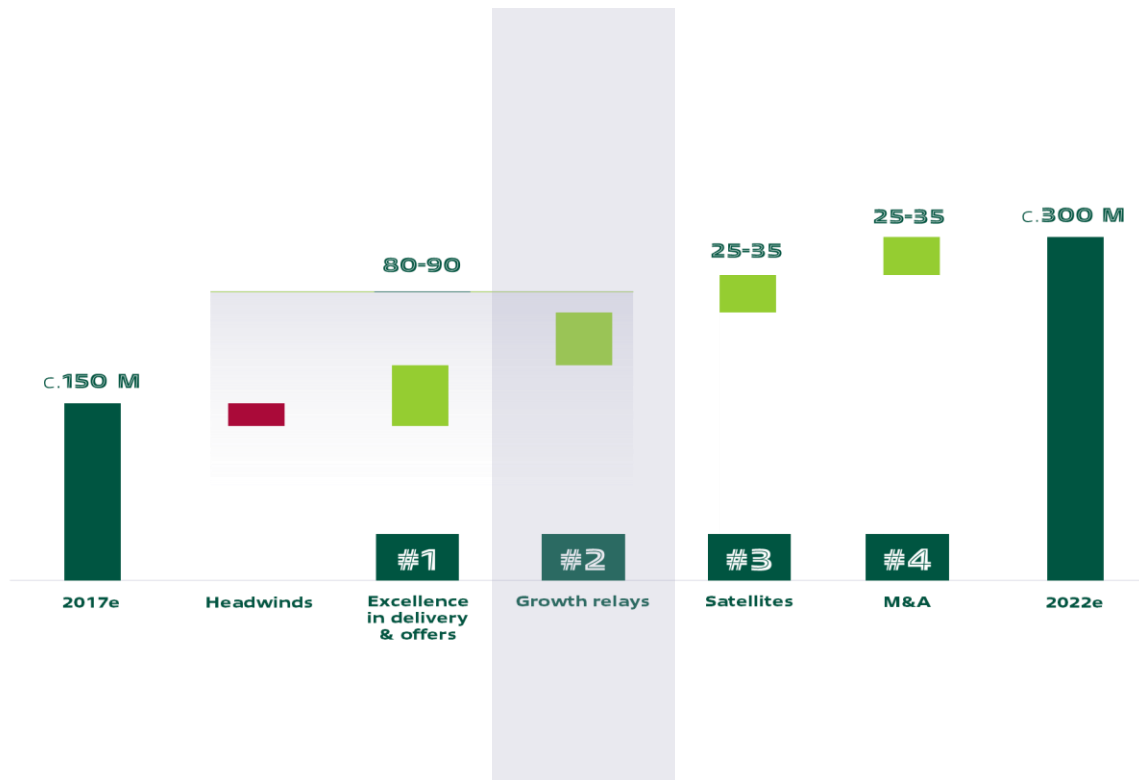
# GROWTH RELAYS

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# LEVER 2 "GROWTH RELAYS"



Capitalising on our unique know-how

Delivering c. **€40-50M** additional ROP

Develop end-to-end digital solutions

Extend financing beyond traditional IT

# END-TO-END DIGITAL SOLUTIONS

BUILD ON ECONOCOM'S KEY STRENGTH

**Decision  
makers**

**Users**

CREATE USE-  
BASED SERVICES

ENHANCE VALUE  
THROUGH  
EXPERTISE

EXTEND  
BUSINESS  
SURFACE

**DATA ANALYTICS**  
« MARS »

**END-TO-END  
SOLUTIONS**

# END-TO-END DIGITAL SOLUTIONS, POWERED BY ECONOCOM

**Simplicity**

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**Customization**

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**Flexibility**

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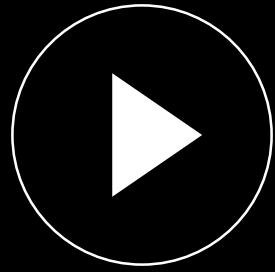
**Unique Responsibility,  
from think to run**

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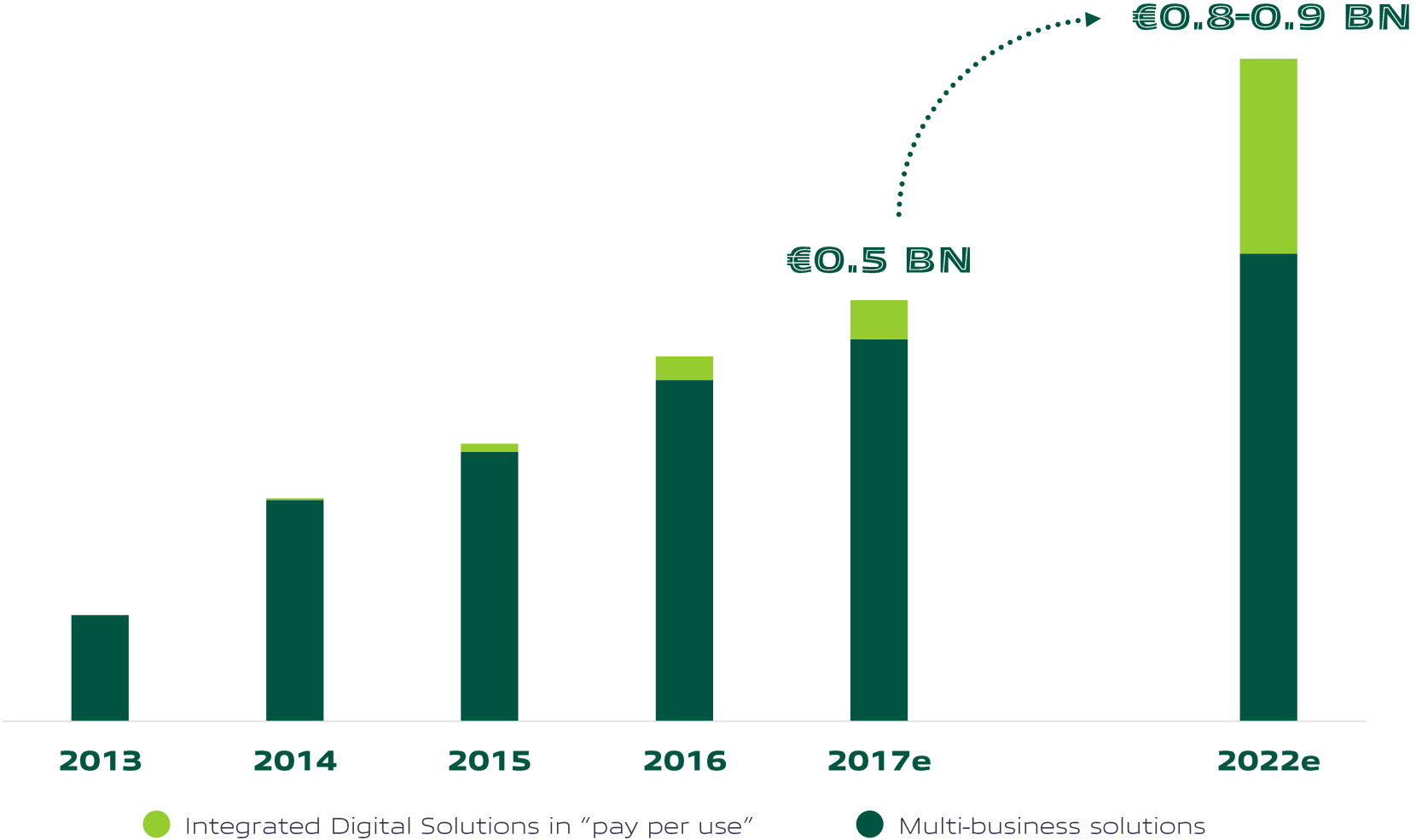
Access to **“pay-per-use”**  
financing



**BOOSTS  
DIGITAL AGILITY**



# DEVELOP END-TO-END DIGITAL SOLUTIONS



**Integrated and pay-per-use** digital solutions to represent **c20% of sales in 2022**

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**Margin of 7-10%**

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**c50%** of the **additional revenue** will be **replacing existing business**

# EXTEND FINANCING BEYOND TRADITIONAL IT



“Digital” is moving  
**way beyond  
traditional  
IT departments**

Organisations face  
a **financing challenge**  
for their  
modernization

Econocom  
has the **know-how  
to finance** large  
& complex  
modernization projects

# EXTEND FINANCING BEYOND TRADITIONAL IT

+€150-200 M



EXTEND FINANCING  
TO NEW ASSETS &  
SOLUTIONS

**Leverage our internal  
refinancing company (EDFL)**

**Develop structured finance**



CREATE NEW  
BUSINESS  
MODELS

**Finance innovative  
“pay-per-xx”  
business models**

**Additional revenue  
in structured  
finance in 2022**

# SATELLITES

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**e** *for excellence*



# ONE GALAXY: CREATING VALUE



Cyber-security



Mobile apps



Web apps/cloud



IoT

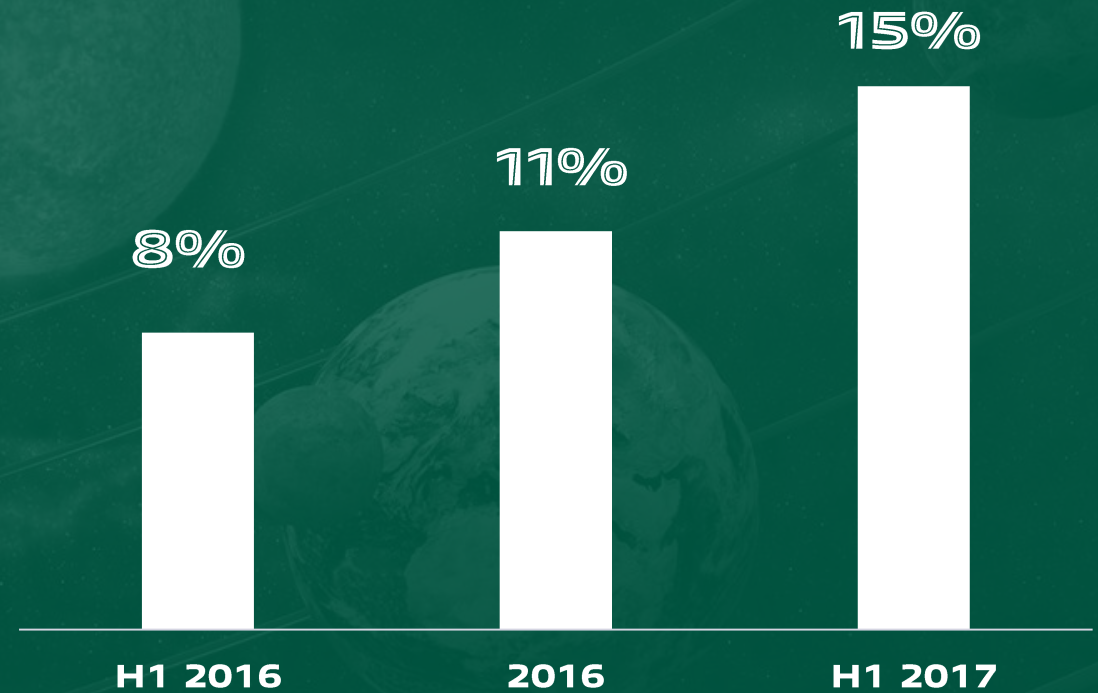


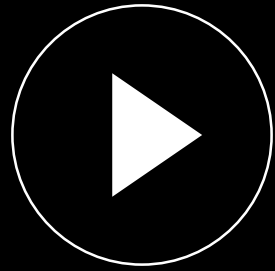
Digital Signage



Consulting

### Organic growth of Satellites (%)





# CARRY OUR **SATELLITES** TO FURTHER GROWTH

**+€200-300 M**  
(double digit  
organic growth)



Revenue  
increase  
17-22e

**+€25-35 M**



ROP  
increase  
17-22e



**Access to econocom's client portfolio - Attract talents**



**Lead generation**  
and major deals  
supported by crossed  
incentives



**European expansion**  
spurred by Econocom  
network



**Cross-business line** offers  
to address specific sectors  
or market segments



**Support in excellence  
of delivery:** customer  
engagement process, lean  
management capabilities,  
ISO certification projects



Review **satellites'**  
**acquisitions  
opportunities**

# MOBILITY FOR RETAIL

## WAREHOUSE & LOGISTICS



**Inventory, shop restocking, intershop transfers**

**E-commerce**

**Industrial-grade private wifi**

## IN-STORE



### **Labelling**

live pricing & promotions

### **Service Process**

Repair & after-sales

### **Order & Pay**

Assisted sales, product info & order, self-order kiosks, m-payment

### **Services to Customers**

Guest wifi, charging stations

## DRIVE-TO-STORE

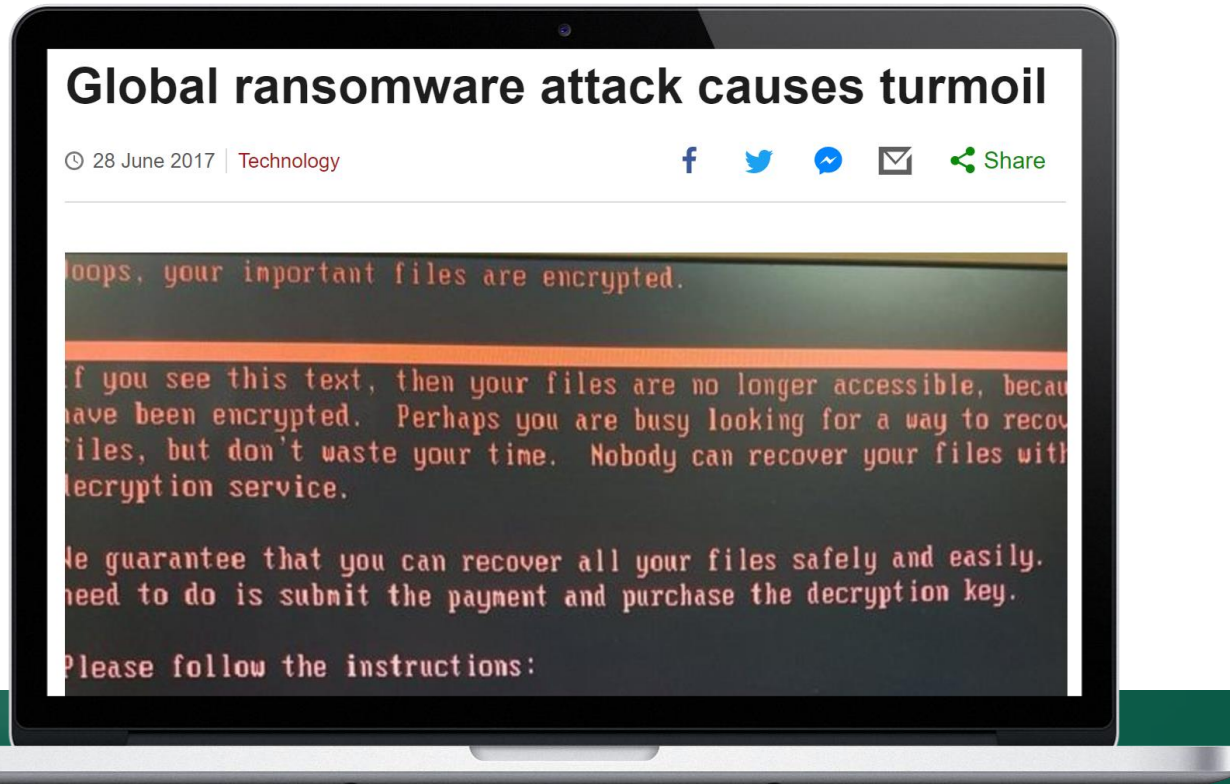


### **M-coupons**

### **Promotions**

### **Geofencing**

# SECURITY: A TOP PRIORITY OF 100% OF DIGITAL PROJECTS



**300 experts** dedicated to Information Systems and IoT



## A holistic approach

- Audit and consulting
- Integration of security solutions
- Managed services
- Control and monitoring of incidents



**The only CERT on IoT in Europe**  
Computer Emergency Response Team

M&A

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# M&A: AN INTEGRAL PART OF THE STRATEGY



#1

**DEPLOY  
" ONE GALAXY"  
ACROSS EUROPE**

**Roll out the model**  
in Germany and the UK

**Complement foothold**  
in the other European  
geographies

#2

**INVEST  
IN HIGH VALUE  
SEGMENTS**

**Create a European  
consulting brand**

**Data analytics**

**IoT / connected objects**

**€300-400 M revenue acquired over the Plan**  
**€25-35 M additional ROP**

# CONCLUSION

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 *for excellence*



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THANK YOU

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# Q & A

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