



## FIRST-HALF 2020 RESULTS

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PART 1

SIGNIFICANT EVENTS



## Assystem – a resilient Group in the face of an unprecedented crisis (1/2)

### A rapid return to normal business levels

#### In France, immediate mobilisation as from mid-March

- Trust of clients and high level of commitment from management and operations teams
- Rapid decision-making and good agility

#### International business little affected by the pandemic

#### Strategic positioning in sectors that are holding up well in the crisis

- Rapid business recovery for Nuclear activities and re-start well under way for ET&I at end-June 2020



## Assystem – a resilient Group in the face of an unprecedented crisis (2/2)

### Nuclear: continued international development

#### Major contract wins in the UK

- Infrastructure upgrades for naval bases and nuclear technical services for the UK Ministry of Defence (KAD Nuclear partnership)
- Strengthened presence at Hinkley Point C (100 additional construction engineering employees)
- Service agreement with Edvance (EDF and Framatome) to support the HPC and Sizewell C projects



#### Acquisition of Corporate Risk Associates (CRA) and buyout of the 49% minority interests in Assystem Envy

- CRA: reinforcing the Group's skills in risk management consulting and nuclear engineering safety
- Assystem Envy: offering increased management flexibility in the Middle East and with Rosatom



# PART 2

First-half 2020 financial  
performance



## Key figures for first-half 2020

*Revenue*

€229.5<sub>m</sub>

*EBITA*

€9.4<sub>m</sub>

*4.1% of revenue*

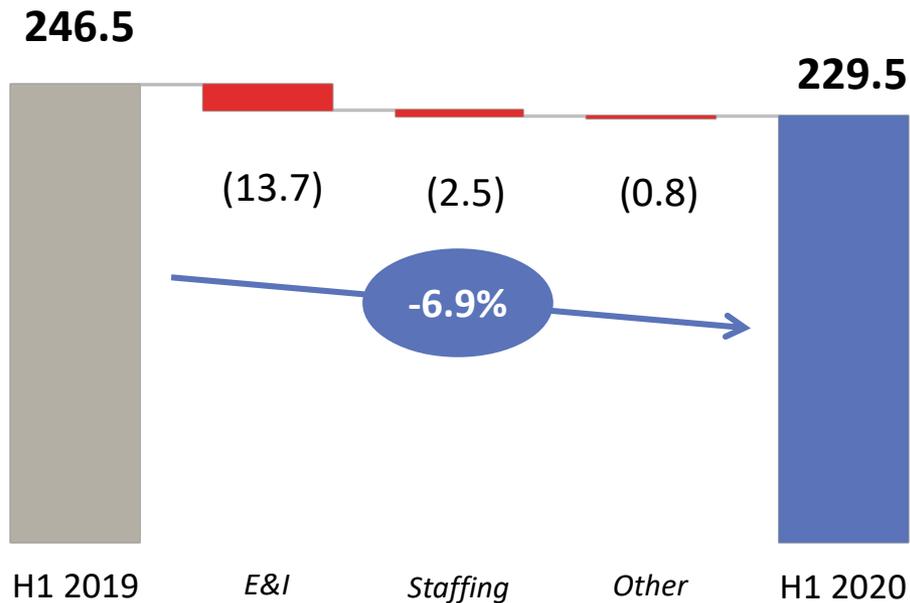
*Consolidated profit<sup>(1)</sup>*

€0.5<sub>m</sub>

*(1) Including a negative €5.6m contribution from Expleo Group (breaking down as Assystem's €10.5 million share of Expleo Group's loss for the period and €4.9 million in capitalised coupons on Expleo Group convertible bonds)*

# Revenue

(In €m)



**Like-for-like growth:** - 9.4%

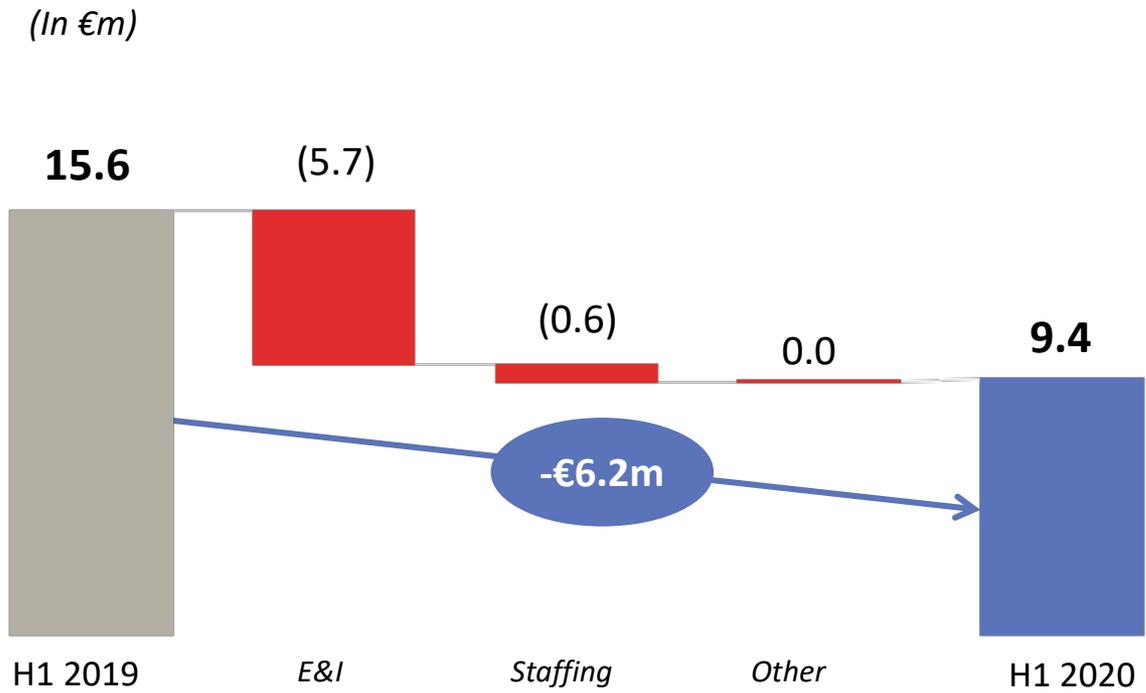
Impact of changes in scope of consolidation: + 2.3%

Currency effect: + 0.2%

**Total growth:** - 6.9%

The Covid-19 pandemic had a significant impact on like-for-like growth for the period, particularly during the national lockdown in France

# EBITA and EBITA margin



Significant fall in EBITA and EBITA margin due to lower revenue caused by the Covid-19 pandemic

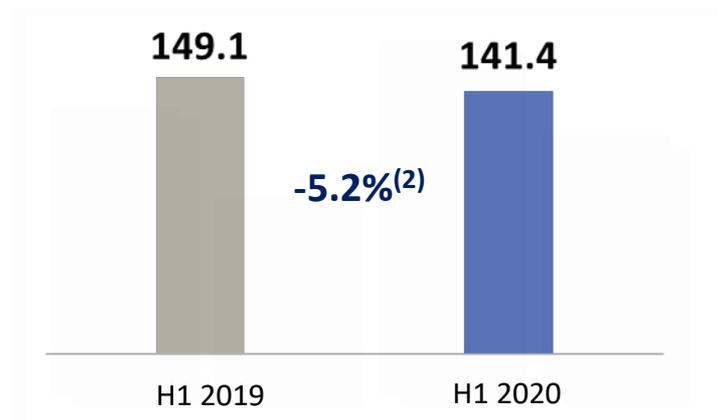
# Energy and Infrastructure (E&I) – Revenue

Total revenue

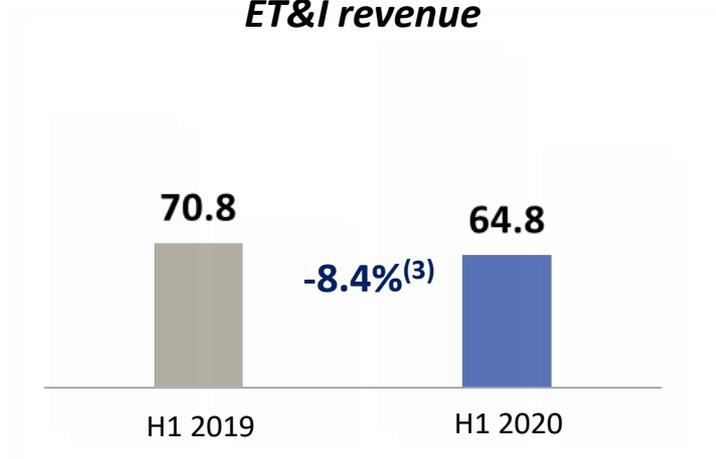
€206.2m

-6.2%<sup>(1)</sup>

## Nuclear revenue



## ET&I revenue



- Strong mobilisation of clients and teams in France to achieve a rapid return to normal business levels
- Robust revenue for international operations
- Revenue based on a constant scope of consolidation slightly higher in June 2020 than June 2019

- Return to business levels at least equal to those in 2019 expected in third-quarter 2020, based on a constant scope of consolidation

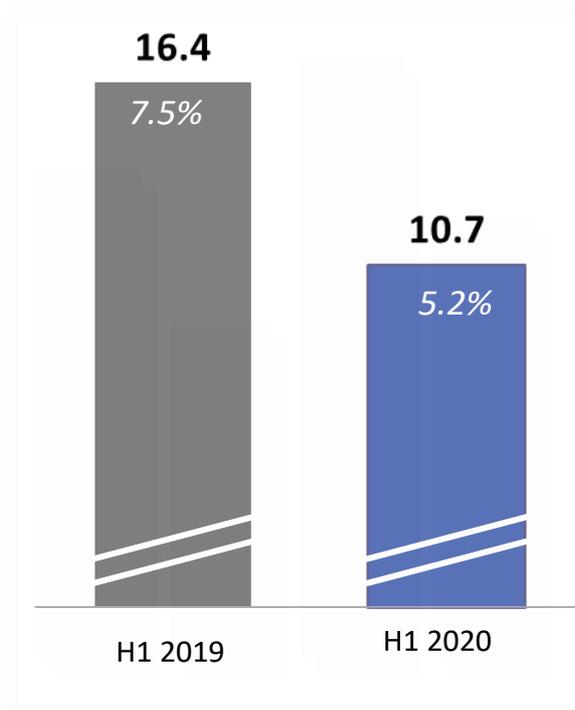
(1) Total change (9.0% like-for-like decrease, 2.6% positive impact from changes in scope of consolidation and a 0.2% favourable currency effect)

(2) Total change (7.6% like-for-like decrease, 2.3% positive impact from changes in scope of consolidation and a 0.1% favourable currency effect)

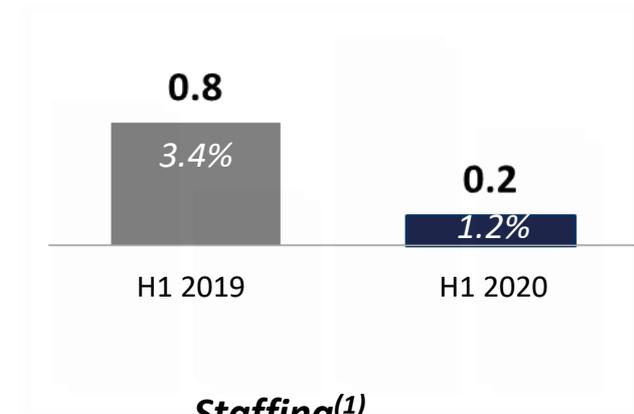
(3) Total change (12.0% like-for-like decrease, 3.2% positive impact from changes in scope of consolidation and a 0.4% favourable currency effect)

# EBITA

(In €m and % of revenue)



**E&I**

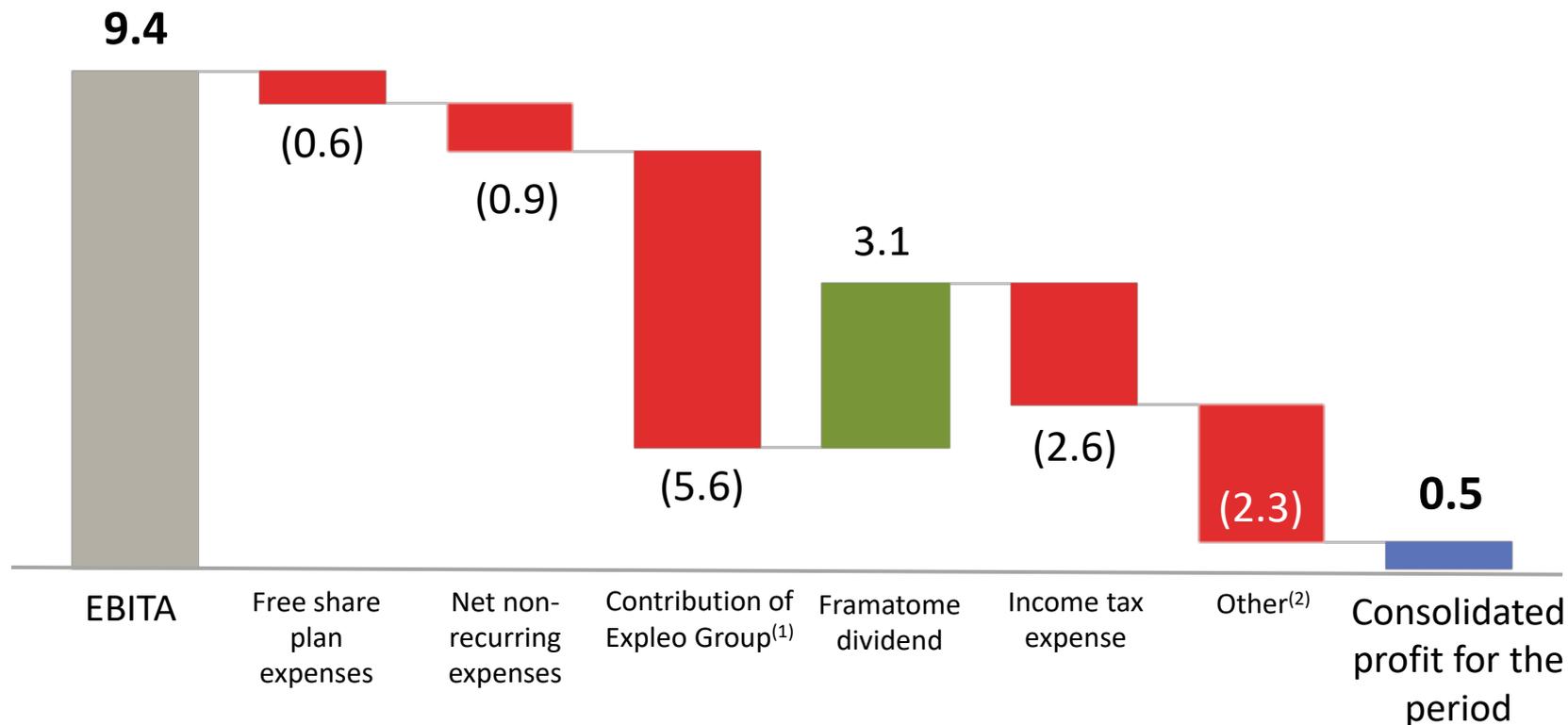


**Staffing<sup>(1)</sup>**

(1) H1 2020 revenue for the Staffing division came to €20.2m, down 11.1%. A number of international projects were affected by border closures

## From EBITA to consolidated profit for the period

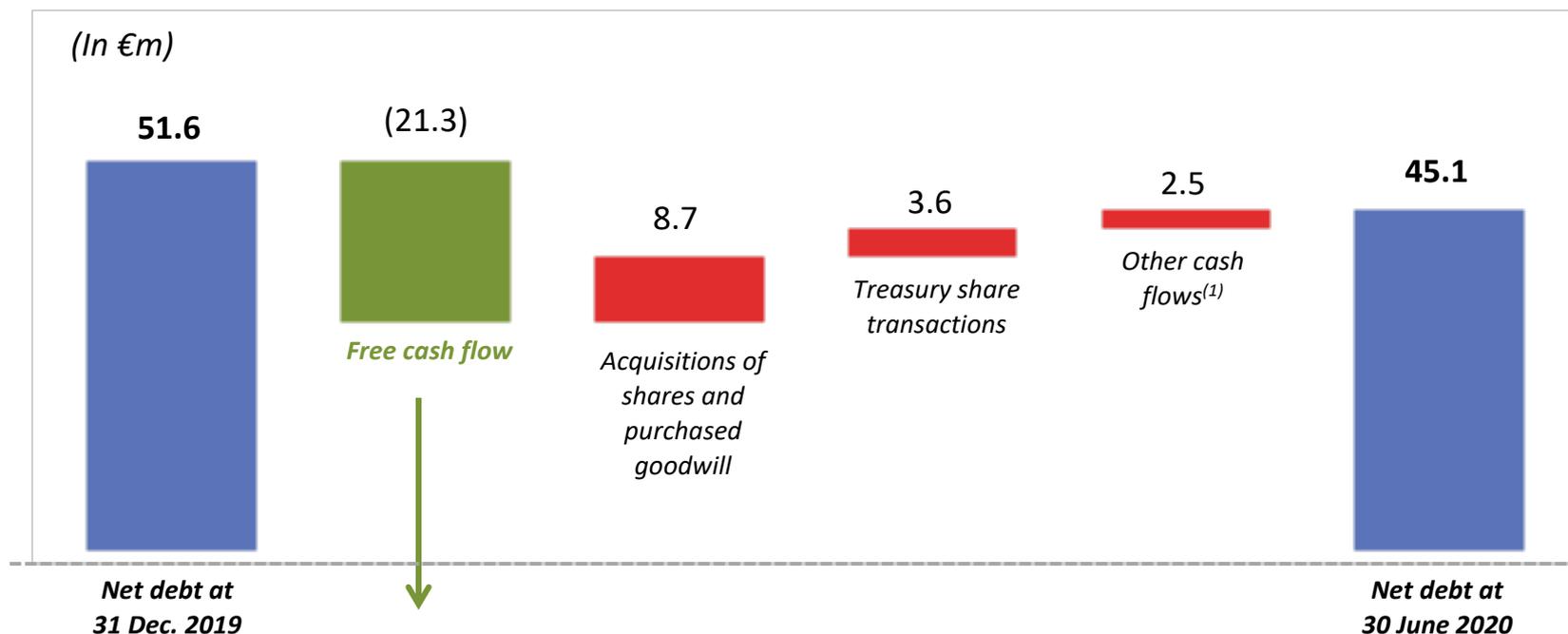
(In €m)



(1) Including €10.5m in Assystem's share of Expleo Group's loss for the period and €4.9m in coupons on Expleo Group convertible bonds

(2) Including a €0.9m expense related to the buyout of the minority interests in Assystem Envy, and €0.5m in net financial expense on cash and debt

# Movements in net debt



## Breakdown of free cash flow (excl. IFRS 16 impact) :

- €11.4m in EBITDA<sup>(2)</sup>
- €20.4m impact of change in WCR, including €29.1m arising from income and payroll tax holidays<sup>(3)</sup>
- €(5.8)m in net operating capex, including €(2.8)m related to the ERP system and IT infrastructure security
- €(4.7)m net impact of income tax paid and other cash flows

(1) Including €(1.0)m in dividends paid to minority shareholders and €(1.1)m in net financial expenses paid

(2) €16.8m including the IFRS 16 impact

(3) €18.8m of these postponed tax payments are payable by the end of 2020 and €10.3m in H1 2021

**( expleo ) – H1 2020 revenue and EBITDA***Revenue***€488.4m****-10.3%**

- Very strong impact of the pandemic on business volumes as from mid-March 2020 in the aeronautical and automotive sectors (*which respectively accounted for 36% and 30% of Expleo's consolidated revenue in 2019*)
- Revenue contraction fully concentrated in the second quarter as Q1 revenue was slightly up year on year

*EBITDA***€24.2m****5.0% of revenue**

- Bulk of EBITDA generated in the first quarter

- To address the ongoing contraction in its revenue, Expleo Group has decided to restructure its operations, primarily in France
- The cost of the corresponding adaptation measures had not been determined at the date on which Assystem's interim consolidated financial statements were approved for issue

# PART 3

## TARGETS FOR FULL-YEAR 2020 AND OUTLOOK



## Targets for 2020<sup>(1)</sup> and outlook



**Consolidated revenue:**

**€485m<sup>(2,3)</sup>**



**EBITA margin:**

**5.0%**

- **Targets based on current business levels and a solid order book**
- **Numerous requests for proposals received**

**=> Good outlook for 2021**

*(1) These targets do not take into account the consequences of any further national lockdowns in France*

*(2) Compared with €497.5m in 2019*

*(3) i.e. more than €255m generated in H2 2020 with a very limited impact from changes in scope of consolidation, versus €251m in H2 2019*

A NEW PATH TO GROWTH



[www.assystem.com](http://www.assystem.com)

# APPENDICES



# Condensed consolidated income statement

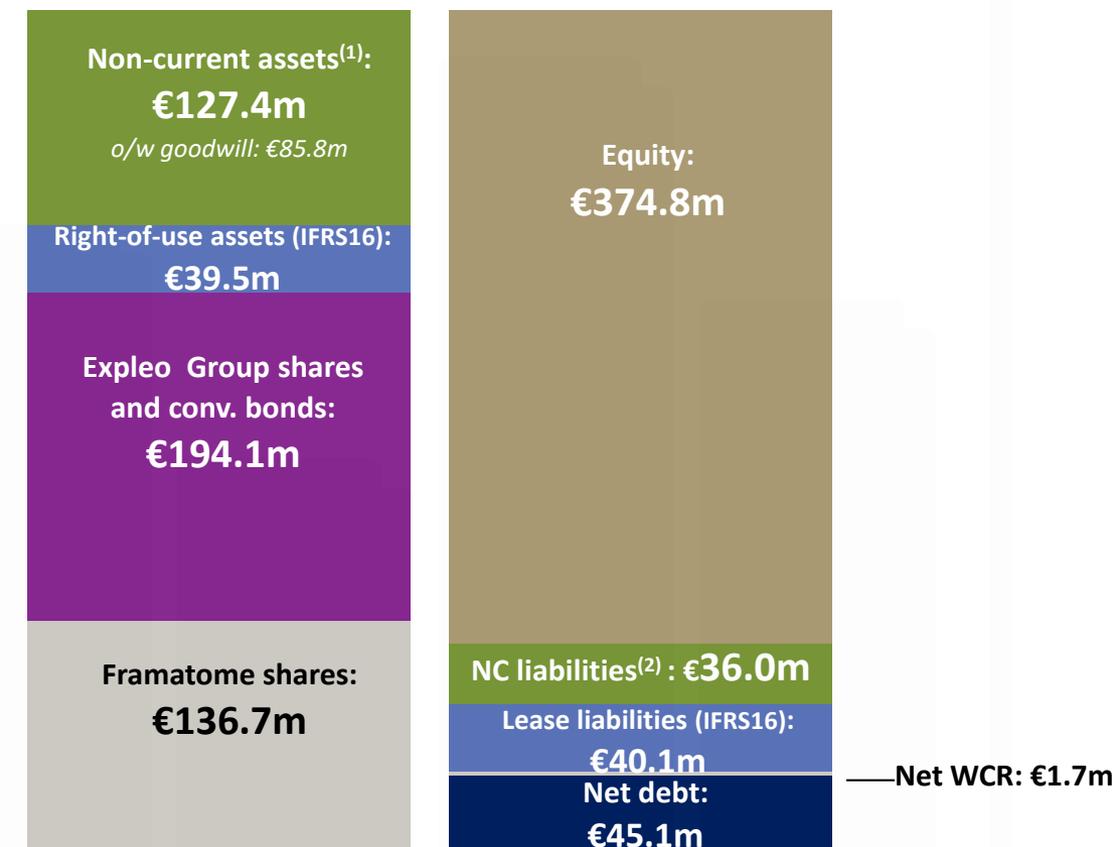
In € millions

	H1 2019	H1 2020
<b>Revenue</b>	<b>246.5</b>	<b>229.5</b>
<b>Operating profit before non-recurring items (EBITA)<sup>(1)</sup></b>	<b>15.6</b>	<b>9.4</b>
<i>EBITA margin</i>	6.3%	4.1%
Non-recurring income and expenses	(1.2)	(0.9)
Share-based payments	(0.3)	(0.6)
<b>Operating profit</b>	<b>14.1</b>	<b>7.9</b>
Share of profit/(loss) of Expleo Group (consolidated by the equity method)	(0.3)	(10.5)
Income from Expleo Group convertible bonds	4.4	4.9
Net financial expense on cash and debt	(1.0)	(0.5)
Other financial income and expenses	1.6	1.3
Income tax expense	(4.5)	(2.6)
<b>Profit from continuing operations</b>	<b>14.3</b>	<b>0.5</b>
Profit from discontinued operations	-	-
<b>Consolidated profit for the period<sup>(2)</sup></b>	<b>14.3</b>	<b>0.5</b>

(1) Operating profit before non-recurring items including share of profit of equity-accounted investees other than Expleo Group (€0.5m in both H1 2019 and H1 2020)

(2) Including profit attributable to non-controlling interests: €0.2m in H1 2019 and €0.4m in H1 2020. Profit for the period attributable to owners of the parent therefore totalled €14.1m in H1 2019 and €0.1m in H1 2020

# Condensed balance sheet at 30 June 2020



**BALANCE SHEET TOTAL: €497.7m**

(1) Goodwill, intangible assets, property, plant and equipment, deferred tax assets, investment property and miscellaneous financial assets.

(2) Not including lease liabilities and debt items.

# Assystem's ownership structure

at 31 August 2020

*Euronext Compartment B*

*FR0000074148*

*Mid-caps deferred  
settlement service (SRD)*

Indices

*CAC All-Shares*

*CAC Industrials*

*CAC Support Services*

*Next 150*

Market capitalisation:

**€374m**

(share price at 31 Aug. 2020:  
€23.9 )

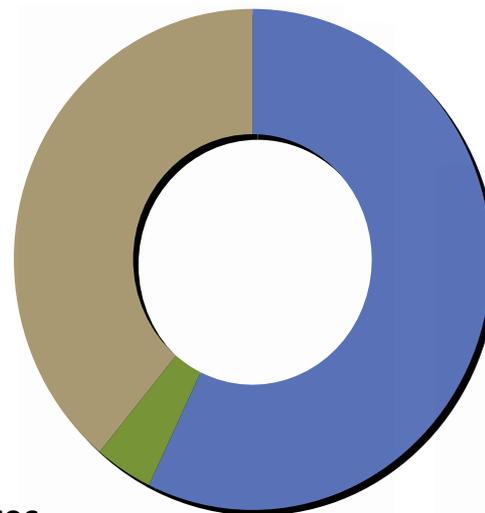
Number of shares:

**15,668,216**

Free float<sup>(2)</sup>  
**38.94%**

Treasury shares  
**3.92%**

HDL Development<sup>(1)</sup>  
**57.14%**



(1) HDL Development is a holding company that is 88.33%-controlled by Dominique Louis (Assystem's Chairman and Chief Executive Officer), notably through HDL, which itself holds 0.85% of Assystem's capital.

(2) Including 0.85% held by HDL.