

WELCOME

2021/22 annual results

Wavestone | June 1, 2022



2021/22 ANNUAL RESULTS



Pascal Imbert

CEO



Patrick Hirigoyen

General Director



Helene Cambournac

CSR Manager



Laurent Stoupy

CFO



Supporting large organizations in their most critical transformations

Pure player
in consulting
€470m



Europe
US, Asia
~4,000 employees



Business
Technology
Sustainability



A wide-angle photograph of the Chicago skyline at sunset. The sky is a mix of orange, pink, and blue, with soft clouds. The city's skyscrapers are illuminated with warm lights, and their reflections are visible on the calm water of Lake Michigan in the foreground. The overall mood is serene and urban.

ACTIVITY AND HIGHLIGHTS OF THE 2021/22 FISCAL YEAR



Annual growth of +13% in 2021/22; equivalent to +10% organic growth

| Consolidated non-audited data (in €m) | 2021/22 | 2020/21 | Change | Change at constant scope ¹ and on a constant forex basis |
|---------------------------------------|---------|---------|--------|---|
| Revenue | 470.1 | 417.6 | +13% | +10% |

(1) Excluding Everest Group *consulting* consolidated since 5/01/2021, why innovation! consolidated since 11/01/2021, and NewVantage Partners consolidated since 1/01/2022.

/ €470.1m at the end of the 2021/22 fiscal year, exceeding the objective of €462m

- > sustained growth of +13%; equivalent to +10% at constant scope and exchange rates

Consultant utilization rate of 77% and modest increase in sales prices

| | 2021/22 fiscal year (12 months) | 2020/21 fiscal year (12 months) | |
|-----------------------------|------------------------------------|------------------------------------|--|
| Consultant utilization rate | 77% | 71% | ▶ consultant utilization rate high over 2021/22, above the 75% normative level |
| Average daily rate | €854 | €842 | ▶ sales prices up on a constant scope basis ▶ increase of +€7 linked to the integration of Everest Group <i>consulting</i> , why innovation!, and NewVantage Partners |
| Order book | 4.3 months | 4.1 months | ▶ strong levels of order intake at the end of the fiscal year, despite the geopolitical situation |

A positive outlook for practically all sectors of activity



TRANSPORTATION - TRAVEL



FINANCIAL SERVICES



PUBLIC SECTOR &
INTERNATIONAL INSTITUTIONS



ENERGY - UTILITIES



MANUFACTURING



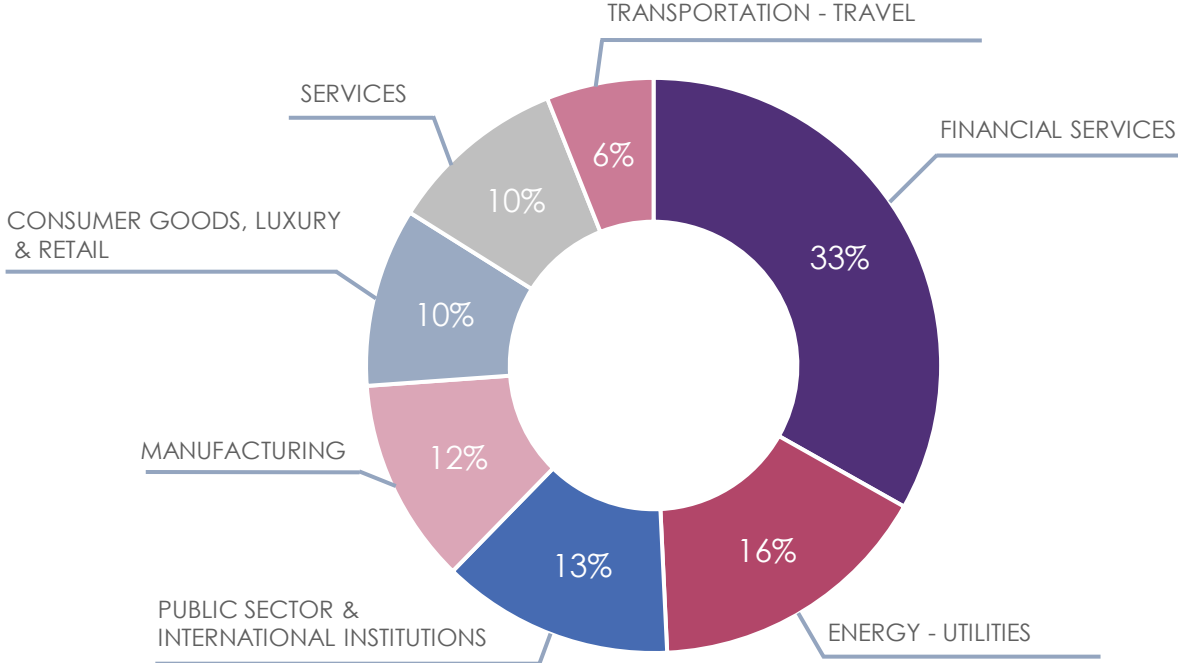
SERVICES



CONSUMER GOODS, LUXURY
& RETAIL

Sectoral trends in 2021/22, compared with 2020/21

Distribution of revenue in 2021/22



| 2021/22 Revenue | |
|-----------------|-----|
| FRANCE | 84% |
| INTERNATIONAL | 16% |

TOP-20 CLIENTS 2021/22

| | |
|------------------------------|----|
| EDF | 6% |
| TOTALENERGIES | 5% |
| SNCF | 5% |
| SOCIETE GENERALE | 5% |
| LA POSTE | 5% |
| CREDIT AGRICOLE | 5% |
| BNP PARIBAS | 4% |
| AXA | 4% |
| ENGIE | 3% |
| L'OREAL | 2% |
| BPCE | 2% |
| UGAP | 2% |
| SANOFI | 2% |
| STELLANTIS | 2% |
| MINISTRY OF THE ARMED FORCES | 2% |
| ALLIANZ | 2% |
| GROUPAMA | 1% |
| MINISTRY OF THE ECONOMY | 1% |
| SAINT GOBAIN | 1% |
| LEGAL & GENERAL | 1% |

International activity strongly positioned overall

UK, Luxembourg, Belgium, Morocco,
Hong Kong



Resurgent growth and excellent profitability

Switzerland



After a difficult first quarter, profitability recovered strongly over the fiscal year

US



Very slightly negative operating margin, continuation of the recovery plan



Three targeted acquisitions during the fiscal year

/ Consulting practice of Everest Group – Dallas, USA

- › IT sourcing and business process outsourcing – average revenue of \$11m (~€9.1m) over the last three fiscal years
- › purchase price: \$9.1m (~€7.5m) in enterprise value
- › consolidated since May 1, 2021

/ why innovation! – Singapore

- › agile transformation – average revenue of S\$5m (~€3.2m) over the last three fiscal years
- › acquisition price: between S\$6.7m and S\$7.9m (~€4.3m and €5.1m) in enterprise value
- › consolidated since November 1, 2021

/ NewVantage Partners – Boston, USA

- › data strategy – revenue of \$2.6m (~€2.3m) in 2021
- › acquisition price: between \$2.7m and \$3.9m (~€2.4m and €3.5m) in enterprise value
- › consolidated since January 1, 2022



Good recruitment dynamic but staff turnover high

/ 2021/22 recruitment plan targets exceeded

- > nearly 1,000 gross hires over the fiscal year, exceeding the target which was raised to 900 new starters in December 2021

/ Staff turnover rate of 18% over the fiscal year

- > against a target of 15%

/ 3,732 employees at March 31, 2022

- > compared with 3,453 at March 31, 2021

/ Wavestone takes 1st place in the *Great Place to Work*® rankings for France

- > 1st place for companies with over 2,500 employees in France, and 3rd place in Luxembourg
- > 86% of all employees consider Wavestone to be a Great Place To Work®



A wide-angle photograph of a city skyline at sunset. The sky is filled with soft, warm colors of orange, pink, and purple, with scattered clouds. The city buildings are illuminated with lights, and their reflections are visible on the water in the foreground. The water is a deep blue with gentle ripples.

FINANCIAL RESULTS FOR THE 2021/22 FISCAL YEAR



Solid EBIT margin of 15.9%

| Consolidated data (in €m) Audited data | 2021/22 (12 months) | 2020/21 (12 months) | <i>Change</i> |
|--|------------------------|------------------------|---------------|
| Revenue | 470.1 | 417.6 | <i>+13%</i> |
| Purchases consumed | (11.2) | (14.0) | |
| Personnel costs | (336.0) | (310.2) | |
| External expenses | (34.4) | (23.7) | |
| Levies and taxes | (7.7) | (7.2) | |
| Net allocation for depreciation and provisions | (6.0) | (9.7) | |
| Other operating income and expenses | 0.2 | 0.5 | |
| EBIT | 74.8 | 53.3 | <i>+40%</i> |
| <i>EBIT margin</i> | <i>15.9%</i> | <i>12.8%</i> | |

exceptionally low level due to the savings plan put in place during the Covid-19 crisis

reduction of the footprint of premises as part of the Smartworking@Wavestone project

Doubling of the group share of net income

| Consolidated data (in €m) Audited data | 2021/22 (12 months) | 2020/21 (12 months) | <i>Change</i> |
|---|------------------------|------------------------|---------------|
| EBIT | 74.8 | 53.3 | +40% |
| <i>EBIT margin</i> | <i>15.9%</i> | <i>12.8%</i> | |
| Amortization of client relationships | (1.5) | (1.5) | |
| Other operating income and expenses | (0.5) | (8.5) | |
| Operating income | 72.8 | 43.3 | +68% |
| Cost of net financial debt | (0.9) | (1.1) | |
| Other income and expenses | (0.0) | (1.5) | |
| Income tax expenses | (20.9) | (15.3) | |
| Group share of net income | 51.0 | 25.4 | +101% |
| <i>Net margin</i> | <i>10.9%</i> | <i>6.1%</i> | |

includes €8.3m in provisions and depreciation for the Smartworking@Wavestone project

reduction in the corporate tax rate and CVAE

Increase in self-financing capacity

| Consolidated data (in €m) Audited data | 2021/22 (12 months) | 2020/21 (12 months) |
|---|------------------------|------------------------|
| Self-financing capacity before net financial debt and tax expenses | 79.0 | 67.0 |
| Tax paid | (15.8) | (17.0) |
| Change in WCR | (6.9) | 20.8 |
| Net cash flow from operations | 56.3 | 70.8 |
| Net cash flow from investments | (12.5) | (0.8) |
| of which fixed asset acquisitions | (0.5) | (0.7) |
| of which changes in scope | (12.5) | - |
| Net cash flow from financing operations | (24.0) | (47.2) |
| of which dividends paid | (4.6) | - |
| of which sales (acquisitions) of company shares | (2.4) | 0.1 |
| of which loans received net of repayments | (8.5) | (38.3) |
| of which repayments of lease liabilities | (7.6) | (7.8) |
| Change in cash and cash equivalents | 19.9 | 22.8 |

Available cash and cash equivalents of €60.3m at March 31, 2022

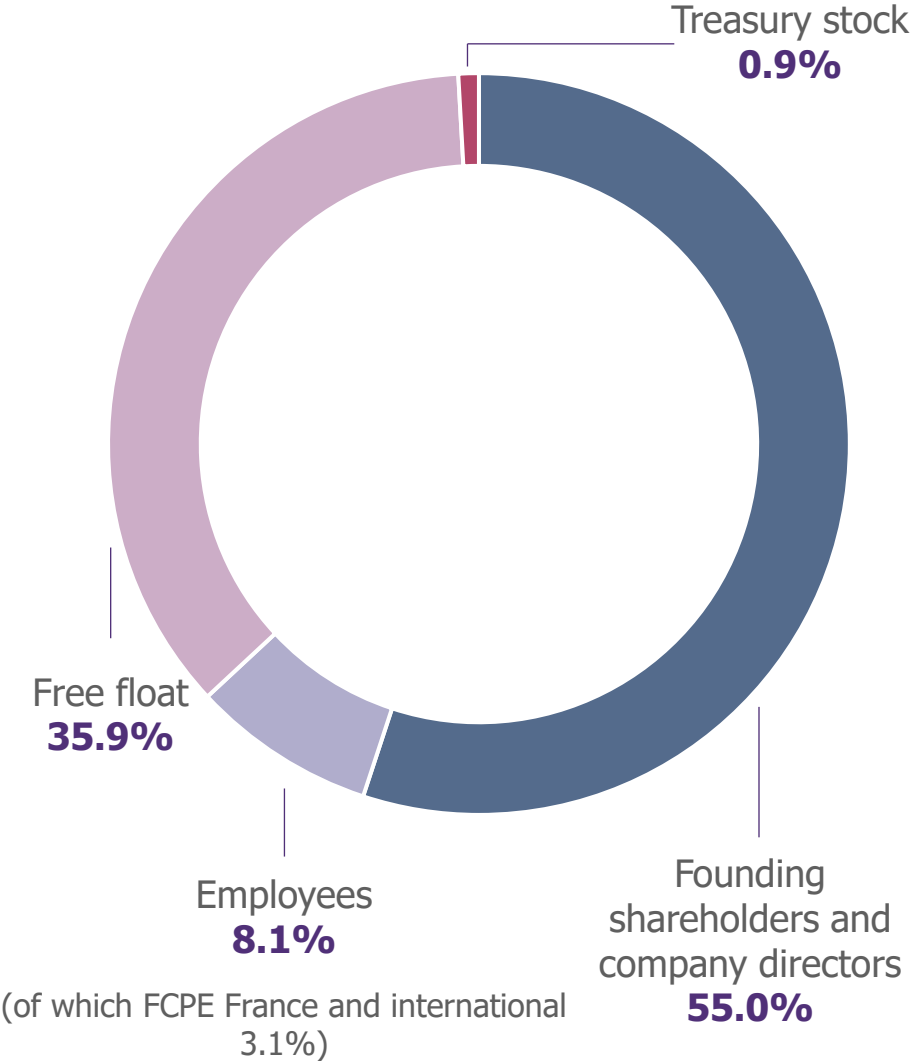
| Consolidated data (in €m) Audited data | 3/31 2022 | 3/31 2021 |
|---|--------------|--------------|
| Non-current assets | 214.9 | 212.6 |
| of which goodwill | 178.5 | 162.0 |
| including rights to use leased assets | 14.5 | 21.0 |
| Current assets | 171.1 | 145.8 |
| of which trade receivables | 147.8 | 125.7 |
| Cash and cash equivalents | 108.3 | 88.0 |
| TOTAL ASSETS | 494.2 | 446.5 |

| Consolidated data (in €m) Audited data | 3/31 2022 | 3/31 2021 |
|---|--------------|--------------|
| Shareholders' equity | 257.0 | 206.1 |
| of which minority interests | 0.0 | 0.0 |
| Financial liabilities | 47.9 | 56.2 |
| of which less than one year | 8.1 | 8.2 |
| Lease liabilities | 18.1 | 30.3 |
| Non-financial liabilities | 171.3 | 154.0 |
| TOTAL LIABILITIES | 494.2 | 446.5 |

Net cash and cash equivalents: €60.3m

compared with €31.8m at March 31, 2021

Breakdown of share capital at March 31, 2022



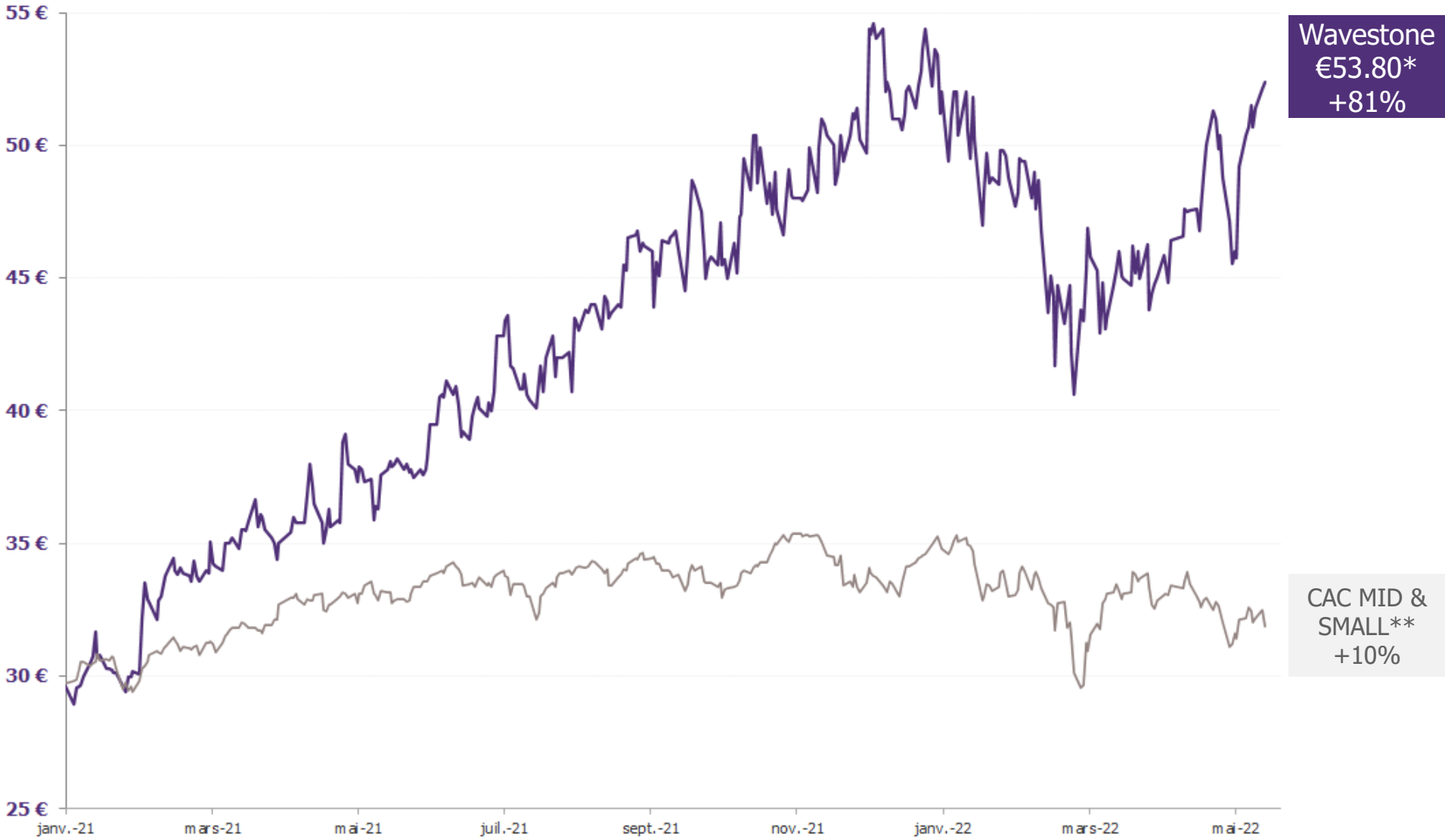
Number of shares: **20,196,492**

No potential dilution

Dividend to be proposed at the shareholders' Annual General Meeting of July 28, 2022: **€0.38 per share (+65%)**



Evolution of the share price since January 1, 2021



Data for 2022 YTD
 Wavestone: -1%
 CAC Mid & Small: -5%

Average daily liquidity on Euronext: **€700k**
 (average daily trading on Euronext, YTD 2022 at May 27, 2022 source: Euronext)

* Price evolution since January 1, 2021 (data as of Friday May 27, 2022)

** CAC MID & SMALL rebased on Wavestone's opening price at Thursday, December 31, 2020



CSR RESULTS FOR THE 2021/22 FISCAL YEAR



Our commitments on sustainable performance

Our commitments

- 1 Improve client satisfaction and support clients in sustainable performance
- 2 Promote employee engagement, well-being, and quality-of-life at work
- 3 Act for diversity, and create an inclusive working environment where everyone is free to be themselves, and has the same opportunity to fulfill their potential
- 4 Be a good corporate citizen that behaves ethically and responsibly
- 5 Minimize the impact of our activity on the environment

Our contribution to the Sustainable Development Goals



2021/22: a year rich in achievements

Re-expression of our CSR ambitions in five commitments

Impact credit – introduction of ESG criteria for the financing of the firm

Impact – co-construction with Wavestone teams and stakeholders

Smartworking@Wavestone – a reinvention of ways of working

New awards

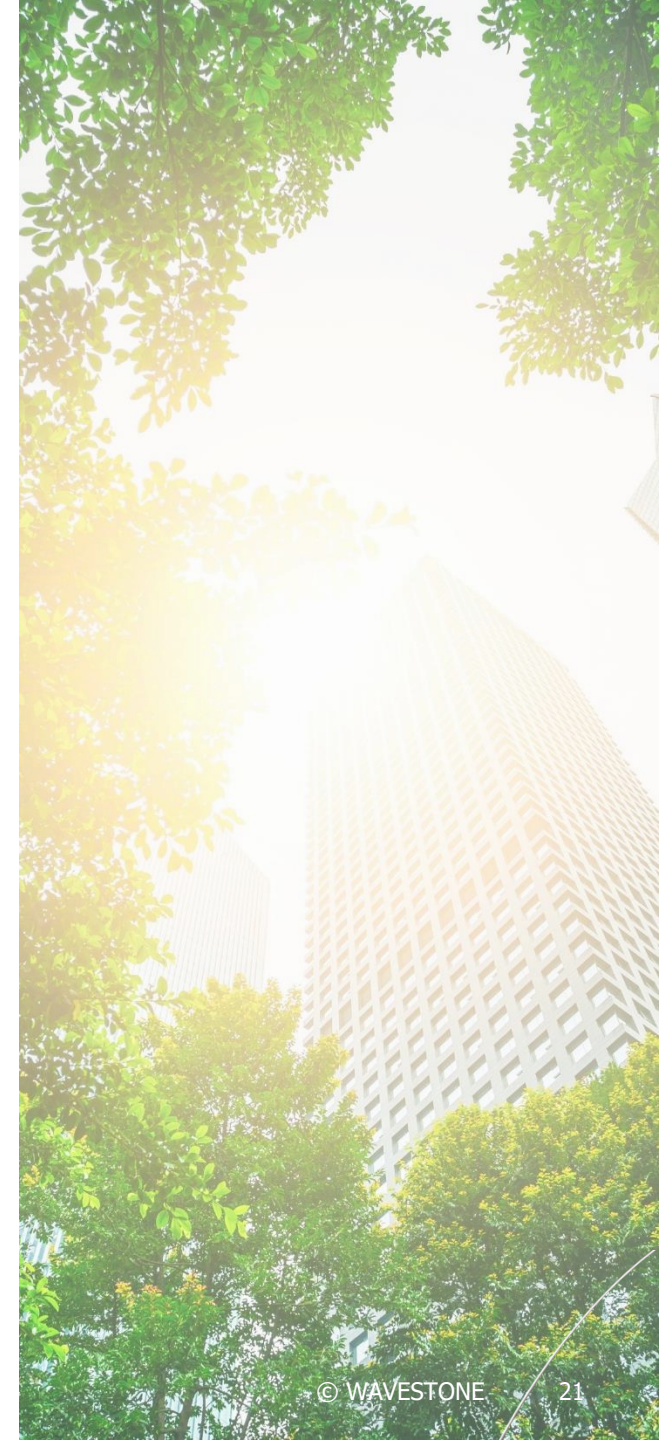


HUMPACT 












...but some areas for progress in the coming year

- / client satisfaction and employee retention below our objectives
- / CDP rating not progressing in line with our ambitions



Assessment 2021/22

| | Commitments | Indicators | Results 2021/22 | Objectives 2021/22 | Results 2020/21 |
|---|---|---|---|--------------------|-----------------|
| 1 | Improve client satisfaction and support clients in sustainable performance | NPS® ¹ |  48 | 50 | 54 |
| | | Number of projects done under the responsible consulting approach |  37 | 25 | 5 |
| 2 | Promote employee engagement, well-being, and quality-of-life at work | Employee engagement index |  70 | 69 | - |
| | | Staff turnover rate |  18% | 15% | 11% |
| 3 | Act for diversity, and create an inclusive working environment where everyone is free to be themselves, and has the same opportunity to fulfill their potential | Proportion of women in management |  33% | 31.5% | 31% |
| | | Number of employees with a disability |  35 | 30 | 29 |
| 4 | Be a good corporate citizen that behaves ethically and responsibly | Employees trained in applying the ethical charter |  97% | 95% | 84% |
| | | Workforce time spent on social engagement |  1.0% | 1.0% | 0.8% |
| 5 | Minimize the impact of our activity on the environment | Reduction in carbon footprint per employee compared with 2019/20 |  64% | 30% | - |

¹ NPS® is a registered trademark of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.

Our priorities for the coming fiscal year

1. Improvement in client satisfaction

- › increased focus on the quality of client relations
- › actions targeted at several identified weak points

2. Continuation of employee retention measures

- › by emphasizing the quality of execution of our HR activity
- › by capitalizing on the good GPTW results

3. Definition of an aligned trajectory with the Net-Zero Standard SBTi

- › strengthening the firm's contribution to the climate challenge
- › commitments for 2025 and 2050 submitted in June to the SBTi



2022/23 objectives

| | Commitments | Indicators | Objectives 2022/23 | Results 2021/22 |
|---|---|---|--|-----------------|
| 1 | Improve client satisfaction and support clients in sustainable performance | NPS® | 50 | 48 |
| | | Number of projects done under the responsible consulting approach | 100 | 37 |
| 2 | Promote employee engagement, well-being, and quality-of-life at work | Employee engagement index | 71 | 70 |
| | | Staff turnover rate | 15% | 18% |
| 3 | Act for diversity, and create an inclusive working environment where everyone is free to be themselves, and has the same opportunity to fulfill their potential | Proportion of women in management | 33% | 33% |
| | | Number of employees with a disability | 40 | 35 |
| 4 | Be a good corporate citizen that behaves ethically and responsibly | Employees trained in applying the ethical charter | 95% | 97% |
| | | Workforce time spent on social engagement | 1.0% | 1.0% |
| 5 | Minimize the impact of our activity on the environment | Reduction in carbon footprint compared with 2019/20 (SBTi commitment) | Scope 1 / 2 -13% | - |
| | | | Scope 3 (per employee) -20% | - |

A wide-angle photograph of a city skyline at sunset. The sky is filled with soft, colorful clouds in shades of orange, pink, and purple. The city buildings are illuminated with warm lights, and their reflections are visible on the water in the foreground. The water is a deep blue with gentle ripples.

OUTLOOK 2022/23



Impact: Wavestone's strategic plan for 2025

/ Major transformations in response to pressing challenges



Competition



Digital



Climate

Wavestone, the privileged partner of major companies facing these challenges

/ Three ambitions for the 2025 horizon

| | | |
|--------------------------------|---|--|
| €750m <i>Revenue</i> | 5 <i>5 non-French clients in the TOP 20</i> | 5% <i>Among the 5% of best-performing companies in CSR terms</i> |
|--------------------------------|---|--|

Nomadéis, an acquisition fully in line with *Impact*

/ Independent French consulting firm specializing in the environment and social responsibility

- › key player in supporting the energy, environmental, and social responsibility transition of companies and public-sector institutions
- › 20 years' experience and over 700 projects in 70 countries

/ The backbone of Wavestone's new Sustainability Practice

- › combining of Nomadéis's understanding of the challenges and CSR expertise with Wavestone's skills
- › become a major player in sustainable development consulting

/ Details of the purchase

- › acquisition of a 100% stake in Nomadéis
- › purchase price: €2.8m in enterprise value
- › financed entirely in cash from Wavestone's own funds

- Registered office: **Paris, France**
- **Revenue of €1.9m** in 2021/22; growth of 28%
- Stable profitability
- Consolidated since **April 1, 2022**

2022/23, continued pursuit of growth despite a more complex environment

/ Continue to implement *Impact*

- > align Wavestone's operational model with the challenges of *Impact*, globalize certain offers, strengthen expertise
- > accelerate external growth in the US and the UK, without ruling out tactical purchases in France

/ Manage a more pressurized context for salaries

- > adjust the firm's salary policy as soon as required to remain competitive
- > increase sales prices to better manage the sales price/salary ratio

/ Remain vigilant to the changing economic environment

- > capitalize on the momentum of recent quarters and the high level of the order intake at the start of the fiscal year
- > maintain a sustained level of business development activity to build resilience against a potential slowdown in some sectors



2022/23 objectives

Revenue



**2021/22
results**

€470.1m



**2022/23
objectives**

> €505m

EBIT margin

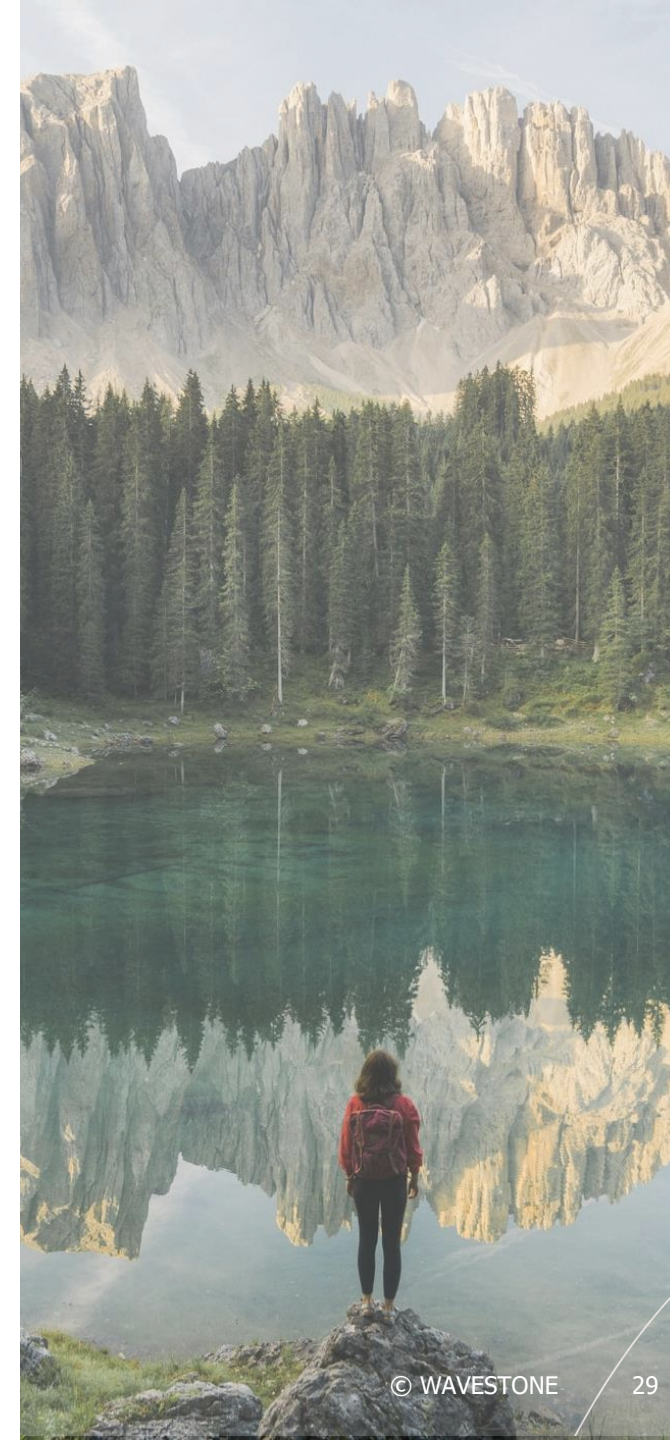


15.9%



~15%

including Nomadéis



A wide-angle photograph of the Chicago skyline at sunset. The sky is a mix of orange, pink, and blue, with soft clouds. The city's skyscrapers are illuminated with warm lights, and their reflections are visible on the calm water in the foreground. The overall mood is serene and professional.

2021/22 ANNUAL RESULTS QUESTION AND ANSWER SESSION



2021/22 ANNUAL RESULTS

QUESTION AND ANSWER SESSION



MICROSOFT TEAMS

Unmute your microphone | Use 'Raise hand' button



TELEPHONE:

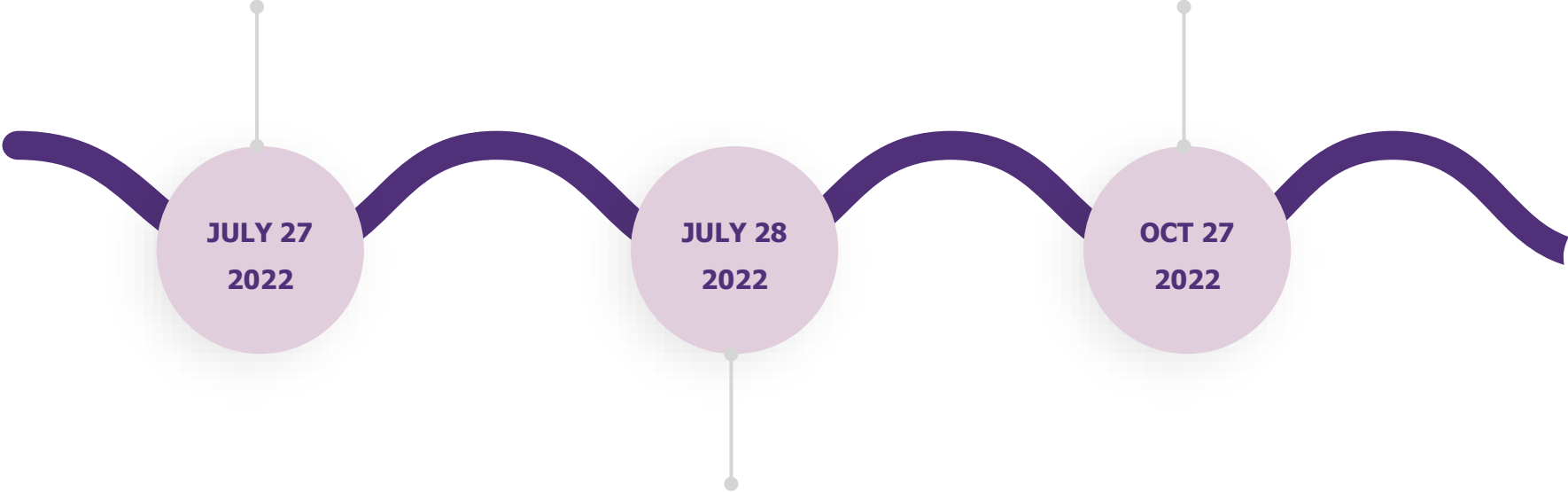
Press "*" then "6"



Financial agenda

1 **Q1 2022/23 revenue** (after stock market closing)

3 **H1 2022/23 revenue** (after stock market closing)



2 **Annual General Meeting**

HAVE A GOOD DAY

Join us on July 27, 2022

for the publication of the Q1 2022/23 revenue

