

H1 2017 financials

Analyst presentation

5 September 2017



Disclaimer

This presentation contains forward-looking statements that involve risks and uncertainties concerning the Group's expected growth and/or profitability in the future. Actual events or results may differ from those described in this document.

Consequently the company cannot guarantee the accuracy and the completeness of said forward-looking statements due to a number of uncertainties, many of which the company is not aware of.

For additional information concerning any important factor that may cause the company's actual results to materially differ from expectations and underlying assumptions, please refer to the reports filed by the company with the "Autorité des Marchés Financiers » (AMF).

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Key figures & facts

Key facts and figures H1 2017



Acquisition of D2SI

- Independent leader in France in Public Cloud Amazon technologies
- Circa €13m revenue in 2016
- Circa 100 employees
- 80% stake
- Consolidated from 1 October 2017



Sale of 40% of Between

- Brokerage business based in the Netherlands
- €76.3m Revenue in 2016 – €68m expected in 2017
- Decrease of Devoteam's ownership to 35%
- Profits & losses of Between booked as "Income from discontinued operation, net of tax" – previous periods restated



€256.5m Revenue in H1 2017, up 7.7% like-for-like from H1 2016

Operating Margin at 9.9%, up 70 bp from H1 2016

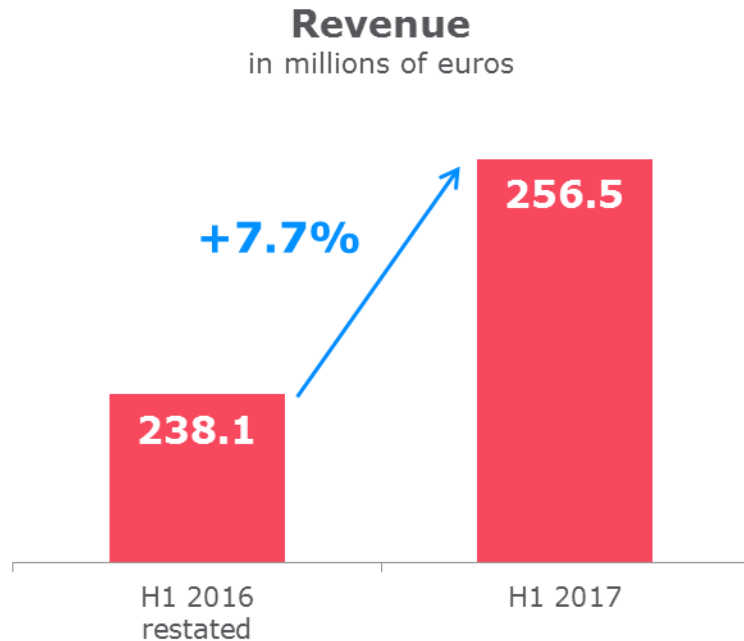
Net income – Group share at €11.9m, +57.1% from H1 2016

Net cash of €49.0m on 30 June 2017 (€34.7m excl. the impact of the factor)

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Financial results

H1 2017 revenue



+7.7% yoy growth of revenue

- FX impact: -0.1%
- M&A impact: +0.2%

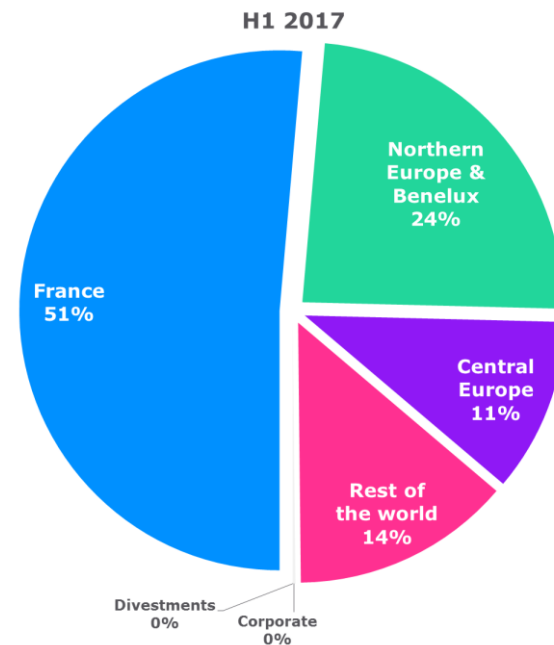
+7.7% like-for-like variation

Revenue analysis by Region

In millions of euros	Q2 2017	Q2 2016 restated	H1 2017	H1 2016 restated
France	64.5	58.6	132.2	114.8
Variation	10.0%		15.2%	
L-f-l variation	10.0%		15.2%	
Northern Europe & Benelux	29.2	30.0	61.8	58.4
Variation	-2.7%		5.8%	
L-f-l variation	-6.9%		1.8%	
Central Europe	14.1	11.2	27.8	22.7
Variation	26.3%		22.5%	
L-f-l variation	17.4%		14.1%	
Rest of the world	17.8	21.6	35.1	38.1
Variation	-17.8%		-7.9%	
L-f-l variation	-17.8%		-7.8%	
Corporate	(0.4)	(0.1)	(0.4)	(0.2)
Divestments	-	1.6	-	4.2
Total	125.3	123.0	256.5	238.1
Variation	1.9%		7.7%	
L-f-l variation	1.3%		7.7%	

Of which impact of significant acquisitions:

In millions of euros	Q2 2017	Q2 2016	H1 2017	H1 2016
Northern Europe & Benelux	1.6		2.7	
HNCO, consolidated as of 1 July 2016 (estimate)	1.0		1.6	
Globicon, consolidated as of 1 July 2016 (estimate)	0.6		1.1	
Central Europe	1.0		1.9	
Q-Partners Consulting, consolidated as of 1 July 2016	1.0		1.9	



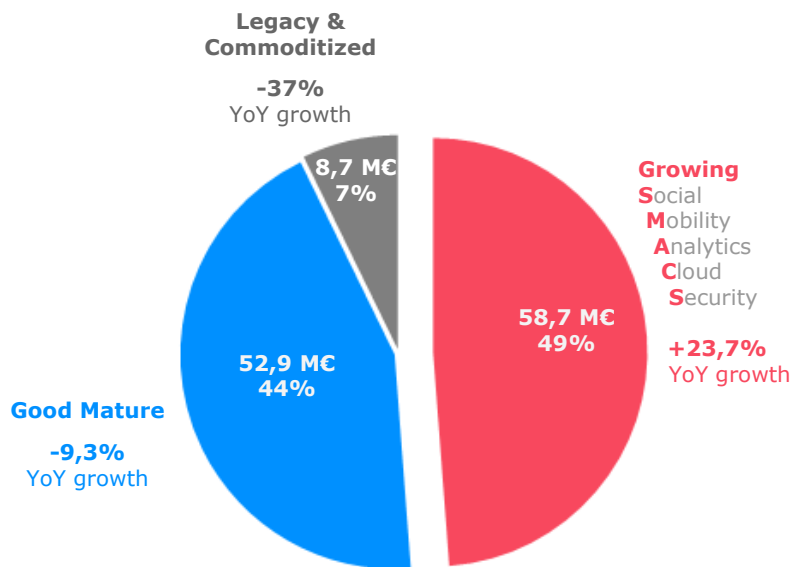
Discontinued operation:

In millions of euros	Q2 2017	Q2 2016	H1 2017	H1 2016
Between	16.4	19.1	35.1	37.3
Variation	-14.1%		-6.0%	
L-f-l variation	-14.1%		-6.0%	

Evolution of our positioning Q2 2017

Offers

(organic scope excluding Be Team)



Clients & verticals

(organic scope)

Top 3

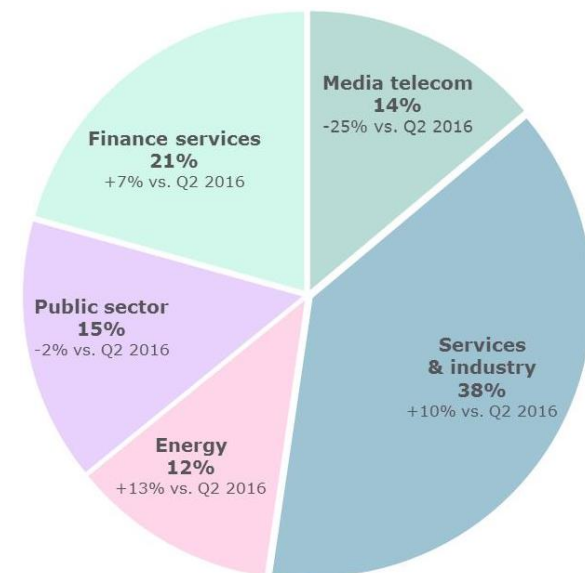
14% of the revenue

- ENGIE
- Major Electricity provider
- BNP Paribas

Next 7

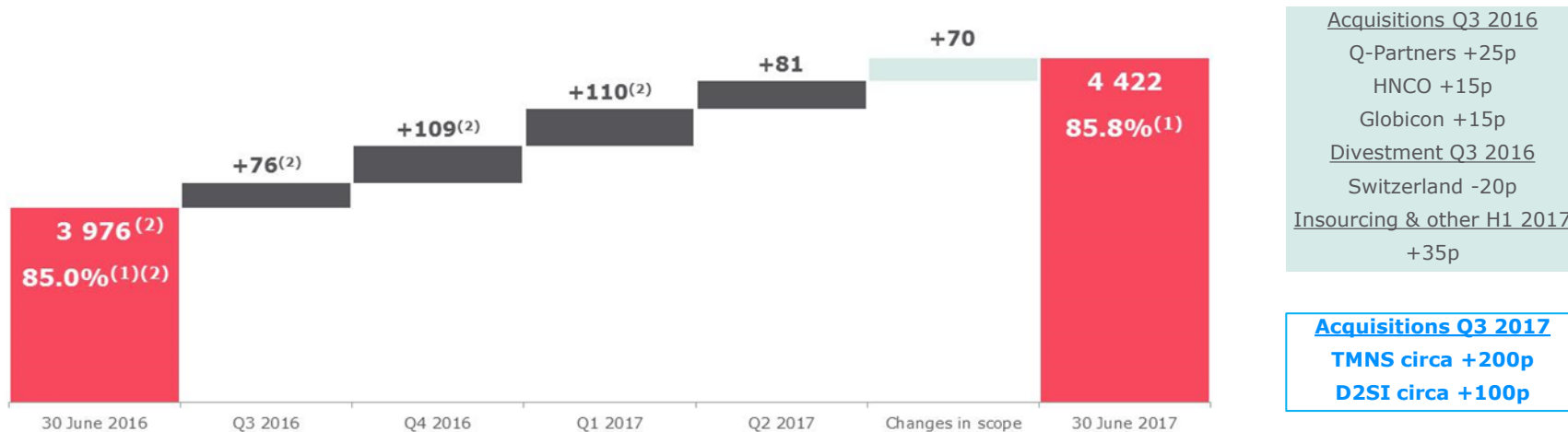
19% of the revenue

- Deutsche Telekom
- SNCF
- Sanofi
- Société Générale
- Carrefour
- CA/CL
- Axa



Resources analysis

Headcount and billable ratio⁽¹⁾



Utilization rate of internal resources⁽³⁾ excl. divested entities

Q1 2016	Q2 2016	Q3 2016	Q4 2016	2016	Q1 2017	Q2 2017
82.9%	85.1%	85.5%	84.1%	84.4%	82.9%	84.2%

⁽¹⁾Billable ratio = productive headcount / total headcount

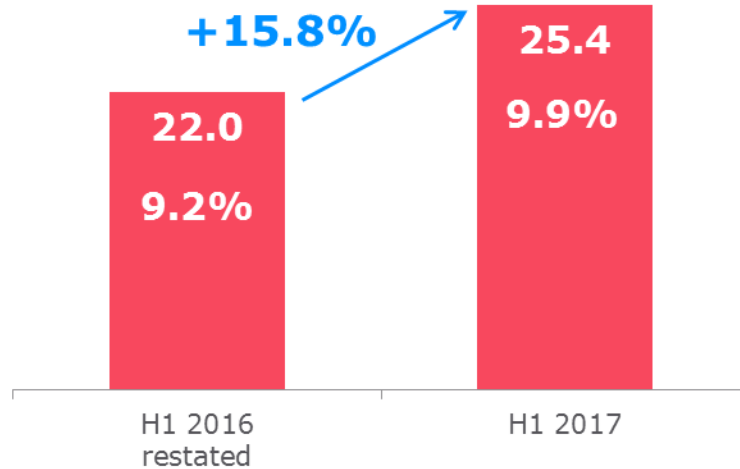
⁽²⁾2016 & 2017 restated from Between: 26 non productive people on 30 June 2016, +6 people in Q3 2016, +1 people in Q4 2016 and -1 people in Q1 2017

⁽³⁾Number of working days of billable employees that were billed to a client compared to the total number of available days excluding holidays

H1 2017 operating margin

Operating Margin

in millions of euros and % of Revenue



From 9.2% to 9.9% operating margin

- Positive scissor effect
- Relative effect of Between

Operating margin analysis by Region

In millions of euros	H1 2017	H1 2016 restated
France		
Group contribution	132.2	114.8
Operating margin	17.0	14.8
In % of Group contribution	12.9%	12.9%
Northern Europe & Benelux		
Group contribution	61.8	58.4
Operating margin	4.6	4.3
In % of Group contribution	7.4%	7.4%
Central Europe		
Group contribution	27.8	22.7
Operating margin	2.4	1.7
In % of Group contribution	8.5%	7.5%
Rest of the world		
Group contribution	35.1	38.1
Operating margin	2.1	2.3
In % of Group contribution	5.9%	6.1%

In millions of euros	H1 2017	H1 2016 restated
Corporate		
Group contribution	(0.4)	(0.2)
Operating margin	(0.6)	(1.1)
Divestments		
Group contribution	-	4.2
Operating margin	-	(0.1)
In % of Group contribution	-	-1.9%
Total		
Group contribution	256.5	238.1
Operating margin	25.4	22.0
In % of Group contribution	9.9%	9.2%

Profit & loss statement

	H1 2017		H1 2016 restated		YoY var.
	MC	%	MC	%	%
Continuing operations					
Revenue	256.5	100%	238.1	100%	7.7%
Operating Margin	25.4	9.9%	22.0	9.2%	15.8%
Cost of share based payment & Impact of acquisitions (amortization of intangibles)	(1.1)		(0.8)		
Current Operating Profit	24.3	9.5%	21.2	7.7%	14.7%
Non current result excluding impairment & Badwill & M&A	(1.6)		(2.8)		
Operating Profit before M&A and assets disposal	22.7	8.8%	18.4	6.7%	23.5%
M&A and other assets disposal	0.0		(1.3)		
Impairment, Badwill	(1.0)		(1.2)		
Operating Profit	21.7	8.5%	15.8	6.6%	37.4%
Financial result	(0.9)		(1.1)		
Share of profit from associates	0.1		(0.1)		
Profit Before Tax	20.9	8.1%	14.6	5.3%	43.1%
Income tax	(7.8)		(5.9)		
Discontinued operation					
Profit (loss) from discontinued operation, net of tax	0.5		0.5		
Profit After Tax	13.6	5.3%	9.2	3.3%	48.4%
Profit attributable to the Owners of the company	11.9		7.6		57.1%
Basic earnings per share (euro)	1.51		0.98		53.7%
Diluted earnings per share (euro)	1.50		0.98		53.8%

Cost of share based payment +€0.3m

Cost of the incentive plan (free shares) impacted by correction on turnover ratio

Non current restructuring costs -€1.2m

Germany, Spain and France

Other non current costs -€1.5m

In 2017: impairment of goodwill of Devoteam Netherlands for -€1.0m

In 2016: losses on disposals of Norway Solution for €1.3m and fair value of the non current assets held for sale Devoteam Genesis for €1.2m (sold in July)

Financial result +€0.2m

Improvement in financial result mainly due to positive change effect (Turkish lira)

Income tax +€1.9m

Due to improvement in profits

Restated from impairment & losses on asset disposal, Effective Tax Rate (ETR) at 35.7% slightly above H1 2016

Cash flow statement – analytical view

In millions of euros	H1 2017	H1 2016	FY 2016
Ebitda*	25.4	22.5	45.0
Change in Working Capital	(20.9)	(13.3)	9.2
Tax paid	(7.8)	(3.3)	(7.2)
Operating cash flow	(3.3)	5.8	47.0
Investment cash flow	(2.7)	(2.3)	(9.5)
Financing cash flow	6.3	(1.8)	(18.5)
Net change in cash	0.2	1.8	19.0
Opening <u>Net</u> cash position	59.5	40.0	40.0
FX	(0.9)	(0.1)	0.5
Non current assets held for sale	(9.8)	(2.1)	-
Net change in cash	0.2	1.8	19.0
End <u>Net</u> cash position	49.0	39.5	59.5

*Operating result before depreciations and amortizations

In millions of euros	H1 2017	H1 2016	FY 2016
Off balance sheet factoring net position	14.3	18.9	10.3

Operating cash flow lower than in H1 2016

Higher working capital (higher DSO)

Investment cash flow stable

Positive financing cash flow

Acquisition of additional stake in subsidiaries: -€4.4m

Disposal of shares in subsidiaries: +€2.5m

Cash from transaction on own shares: +€5.6m

Change in factoring position net of deposit: +€4.0m

Cash in non current assets held for sale

In 2017: cash position of Between

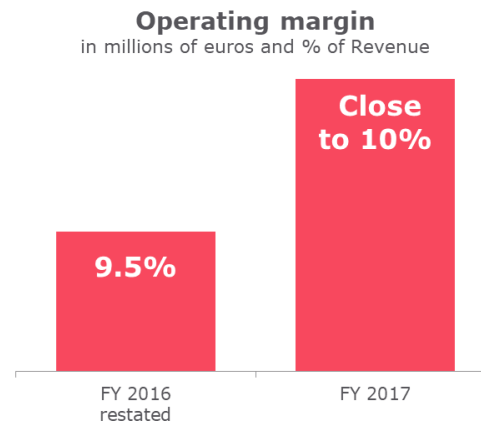
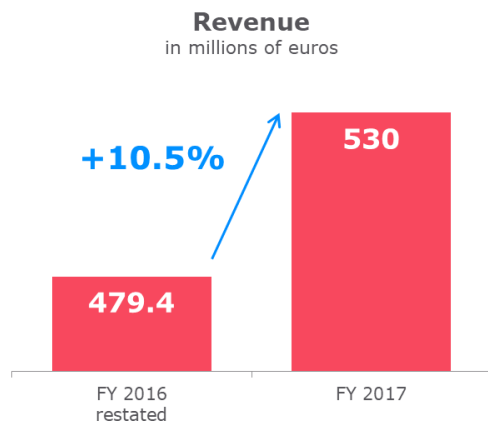
In 2016: cash position of Genesis (Switzerland)

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Prospects

2017 Guidance updated to reflect Between and D2SI changes

Hypothesis: stable economic environment and exchange rates



- **Between now excluded from Revenue figure**
- **+8% like-for-like** (unchanged)
- Non significant FX impact
- M&A impact: +2.8 pt (+2 pt previously)
 - Divestments 2016 (CH & NO): -€4.2m
 - Acquisitions 2016 (HNCO, Globicon & Q-Partners): €4.7m
 - TMNS: €10m H2 2017 (10 M€ over 7 months previously)
 - D2SI: €3m Q4 2017 (added)

- Operating margin guidance updated to cancel the dilution of Between, from “close to 9%” previously to “close to 10%”
- Improvement despite unfavorable working days
- Restructuring cost expected around €3m

Note: restated H2 2016 operating margin (i.e. Between excluded) was 9.7% of revenue

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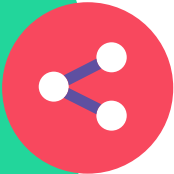
Appendix

We deliver **Innovative Technology Consulting** for Business



Program & change management

600 professionals



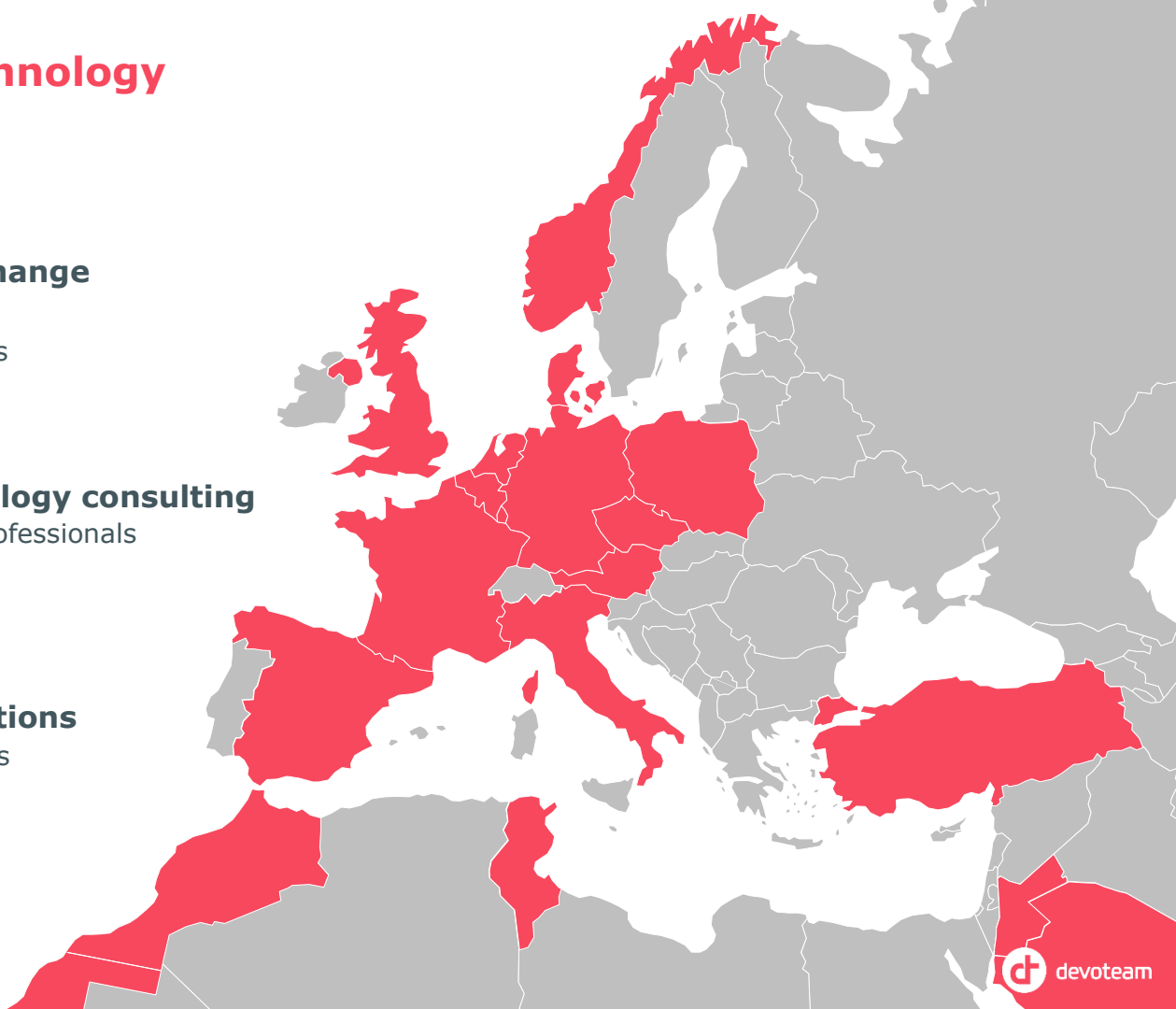
Technology consulting

3,200 professionals

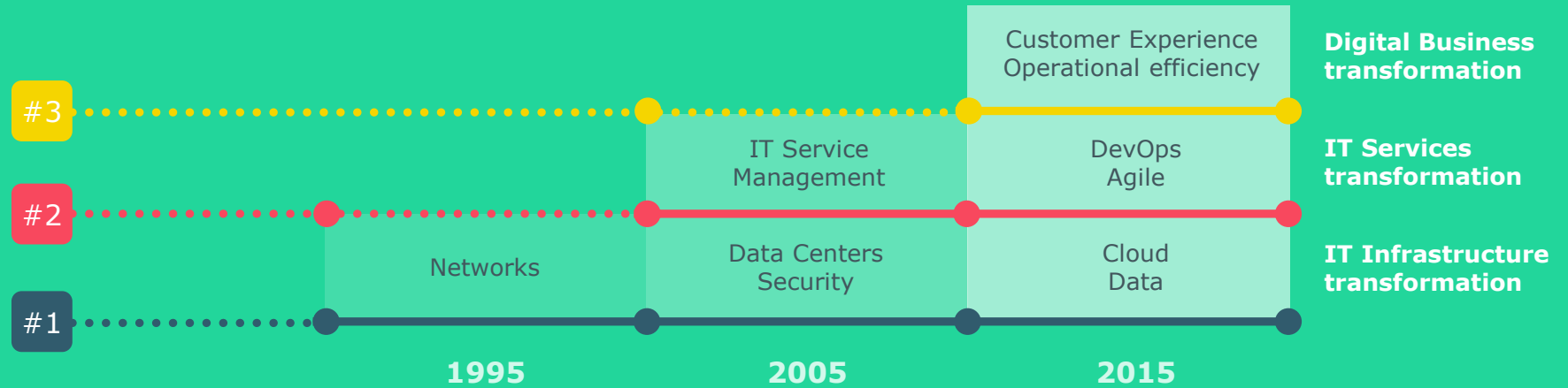


Integration of cloud solutions

300 professionals



Over the past 20 years we have chosen to be focused on **3 consecutive disruptive revolutions**



This has build our DNA as **Digital Transformakers**
To help our customers win their digital battle



Digital Battle



Customers buy differently

People work like they live

New services appear everyday

Agile IT Platform

Transform core IT into an Agile and Service oriented digital platform

Digital Workplace

Create a work environment that makes employees more effective, and organisations more agile

Cyber security

Answer business need for speed and agility through programs that optimize security levels, but also trust

Business Process Excellence

Leverage the potential of digital to improve operational excellence, and create processes that can change the business

Data as a Service

Boost decision-making by leveraging data and providing businesses with fast, smart and high quality data services

Digital Experience

Design digital services & experiences that engage consumers & employees, improving the business & operational performance

Pro forma information of the profit & loss statement

In millions of euros	H1 2017	H1 2016 restated	H1 2016 presented	2016 restated	2016 presented
Continuing operations					
Revenue	256.5	238.1	275.4	479.4	555.7
Operating margin	25.4	22.0	22.7	45.3	47.0
In % of the revenue	9.9%	9.2%	8.2%	9.5%	8.5%
Cost of share based payment & impact of acquisitions (amortization of intangibles)	(1.1)	(0.8)	(0.8)	(1.7)	(1.7)
Current operating income	24.3	21.2	21.9	43.6	45.3
In % of the revenue	9.5%	8.9%	7.9%	9.1%	8.2%
Non current result excluding impairment, badwill & M&A	(1.6)	(2.8)	(2.8)	(4.0)	(4.0)
Operating income before M&A & assets disposal	22.7	18.4	19.1	39.6	41.3
In % of the revenue	8.8%	7.7%	6.9%	8.3%	7.4%
M&A & other assets disposal	0.0	(1.3)	(1.3)	(2.2)	(2.2)
Impairment, badwill	(1.0)	(1.2)	(1.2)	(1.1)	(1.1)
Operating income	21.7	15.8	16.5	36.3	38.0
In % of the revenue	8.5%	6.6%	6.0%	7.6%	6.8%
Financial result	(0.9)	(1.1)	(1.1)	(2.4)	(2.4)
Share of profit from associates	0.1	(0.1)	(0.1)	0.1	0.1
Income before tax	20.9	14.6	15.3	34.0	35.7
In % of the revenue	8.1%	6.1%	5.5%	7.1%	6.4%
Income tax	(7.8)	(5.9)	(6.1)	(11.9)	(12.3)
Discontinued operation					
Profit (loss) from discontinued operation, net of tax	0.5	0.5	-	1.3	-
Net income	13.6	9.2	9.2	23.4	23.4
In % of the revenue	5.3%	3.9%	3.3%	4.9%	4.2%
Net income - Group share	11.9	7.6	7.6	19.8	19.8
Basic earnings per share	€1.51	€0.98	€0.98	€2.54	€2.54
Diluted earnings per share	€1.50	€0.98	€0.98	€2.54	€2.54

Analytical balance sheet

In millions of euros

ASSETS	30.06.2017	31.12.2016
Goodwill	77.2	81.2
Non current assets	18.9	19.3
Current assets	197.7	207.9
Net cash ⁽¹⁾	49.0	59.5
Non current assets held for sale ⁽²⁾	27.7	-
TOTAL ASSETS	370.6	367.9
LIABILITIES	30.06.2017	31.12.2016
Group shareholders equity	146.3	136.3
Minority shareholders equity	9.5	9.8
Long term liabilities	11.1	11.5
Current liabilities	182.8	210.2
Non current liabilities held for sale ⁽²⁾	20.9	-
TOTAL EQUITY & LIABILITIES	370.6	367.9

(1) Net cash represents cash position net of all financial debt

(2) On 30 June 2017: refers to IFRS 5 reclassification due to Between

Glossary

Restated: restated from Between, in accordance with IFRS 5 "Non current assets held for sale and discontinued operations" which requires the net profits and losses of the activity to be presented as "Net result of discontinued operations, net of tax" in the consolidated income statement

Between is a Dutch subsidiary specializing in "sourcing of IT professionals"

France: French operations

Northern Europe & Benelux: Belgium, Denmark, United-Kingdom, Luxembourg, Netherlands including TMNS in Switzerland, Germany and Serbia, and Norway excluding divested activities

Central Europe: Austria, Czech Republic, Germany and Poland

Rest of the world: Middle East, Algeria, Spain, Italy, Morocco, Mexico, Panama, Tunisia and Turkey

Corporate: headquarter activities which cannot be allocated directly to the operational regions

Divestments or divested entities: in 2016, Divestments include Grimstad activities in Norway, deconsolidated on 1 May 2016, and Devoteam Genesis, deconsolidated on 1 July 2016

Revenue and group contribution: the revenue of a region is the contributive revenue and is defined as the total revenue (internal and external) of the region minus the costs of internal subcontracting. It reflects the contribution of the region to the revenue of the Group produced with own resources. The sum of the contributions of the regions corresponds to the consolidated revenue of the Group

Operating margin: current operating result before amortization of intangible assets related to acquisitions and excluding the impact of the share-based payment

Like-for-like or l-f-l variation: variation at comparable perimeter and exchange rates

Utilization rate of internal resources: number of working days of billable employees that were billed to a client compared to the total number of available days excluding holidays

Free cash flow: net cash from operating activities minus acquisition of fixed assets

Contacts

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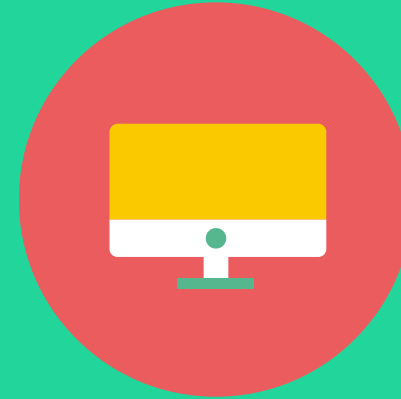
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