



# H1 2020 RESULTS

July 27, 2020

# EXECUTIVE SUMMARY (1/2)

**Edenred, a digital champion with strong business and financial fundamentals to overcome the Covid-19 crisis**

- ▶ **A strong growth profile** with a **robust financial position**
- ▶ A **global player**, operating in **46 countries**, on **vastly underpenetrated markets**
- ▶ **A tech leader**, delivering relentless **innovation around specific-purpose payment solutions**
- ▶ **250+ solutions** covering essential needs: **Eat, Move, Care, Pay**
- ▶ **An agile organization**, with local corporate entrepreneurs operating on the ground, supported by e-Quarter's scaling champions and technology experts

**H1 2020: strong Group resilience, and sharp rebound in June in Europe**

- ▶ **Total revenue** of **€696m**, down **4.8% like-for-like** and **10.4% as reported** due to a negative currency impact (-6.1%)
- ▶ **Operating revenue** of **€675m**, down **4.6% like-for-like**, reflecting **+6.6% in Q1** and **-15.4% in Q2**
- ▶ **A sharp improvement in June** with operating revenue down 9% like-for-like after -19% in April and -18% in May
- ▶ **EBITDA: €255m**, down **12.8% like-for-like** and 17.8% as reported
- ▶ **FCF generation of €113m** vs. €(13)m in H1 2019 due to a temporarily longer float retention time
- ▶ **Net profit, Group share: €100m**



*All like-for-like and currency impact figures are excluding Venezuela and based on proforma 2019 figures that include a classification change for revenue recognition in Brazil (neutral impact over the full year). See the appendix, page 39.*

## EXECUTIVE SUMMARY (2/2)

### FY 2020 outlook

- ▶ **Continued gradual recovery in H2**, particularly in Europe, while still some uncertainties in Latin and North America: **year-on-year like-for-like monthly operating revenue growth >0% at some stage in H2 2020**
- ▶ Confirmation of **€100m cost savings/avoidance plan** and **selective downward adjustments of 2020E capital expenditure**

**FY 2020 EBITDA estimate<sup>1</sup>**  
**between €540m and €610m**

**FY 2020 leverage**  
**< 2.8x EBITDA**

### Edenred, a digital champion well positioned for the “post-Covid” world

- ▶ **A crisis accelerating the need for earmarked funds to fulfill essential needs**
- ▶ **An agile organization combined with a technology platform allowing the Group to seize business opportunities**
- ▶ **Strong financials to pursue our product and technology investment strategy**

**Capacity to rebound quickly thanks to a resilient business model, strengthened digital leadership, the accelerated deployment of earmarked funds programs, and an ambitious product and technology investment strategy**



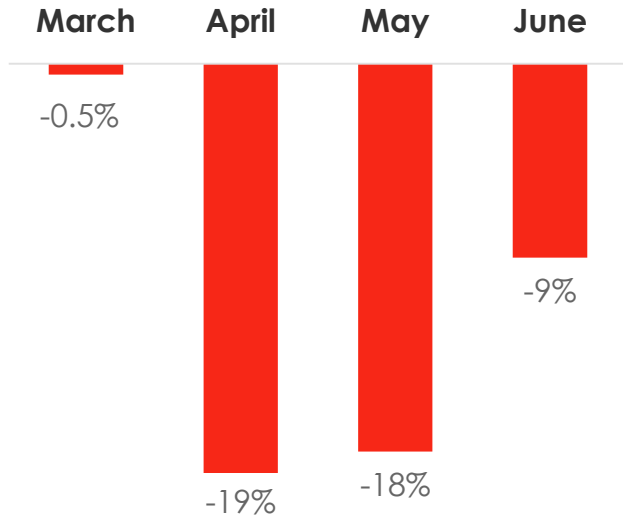
# Agenda

1. H1 2020 Highlights
2. H1 2020 Results
3. 2020 Outlook



# SHARP IMPROVEMENT IN JUNE DRIVEN BY THE GRADUAL END OF LOCKDOWNS AND SHORT-TIME WORK SCHEMES IN EUROPE

Group total operating revenue like-for-like change



- ▶ **Overall resilience** thanks to **digital business continuity**, launch of **new initiatives** around earmarked funds and products' focus on **essential needs: Eat, Move, Care, Pay**
- ▶ **Fast recovery in Europe** since June, in line with the gradual easing of lockdown rules:
  - Phase-out of short-time work schemes
  - Ability to move again
  - Higher spending volume at merchants' stores
- ▶ **Americas still highly impacted** as Covid had still not peaked as of end-June

# SEAMLESS BUSINESS CONTINUITY THANKS TO AGILE TEAMS AND DIGITAL SOLUTIONS

**86%** of total Edenred business volume was digital in H1 2020

**+9pts** in Employee Benefits digital adoption in Europe vs. H1 2019

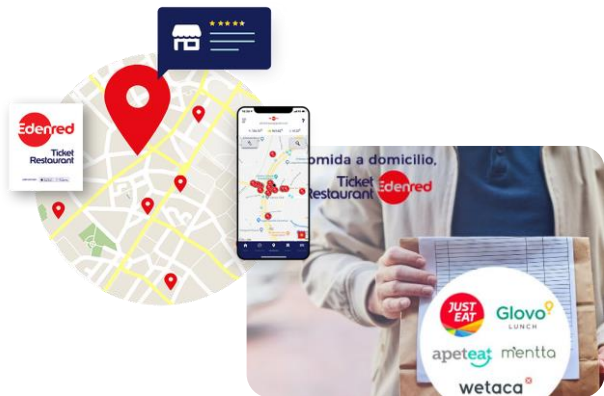


- ▶ **Close to 100% of Edenred employees have been able to work from home**
- ▶ **Digital ensures good business and usage continuity** – digital loading of clients' and users' accounts, launch of plastic-free solutions in some countries (e.g. Spain, Finland)
- ▶ **Solutions fitting home/remote working requirements, e.g.:**
  - Increased flexibility at lunch time vs. on-site cafeteria
  - Digital fleet managers' platform to monitor drivers' expenses vs. processing paper receipts and invoices
  - Digital B2B payment automation platform vs. faxing paper checks

# STRONG RAMP-UP OF APP-TO-APP PAYMENTS (MEAL DELIVERY PLATFORMS)

**x2** number of transactions vs. H1 2019

**60** partnerships live in **6** countries through Edenred Digital Payment Services



- ▶ **Fast ramp-up of app-to-app payment in Brazil** with the launch of Uber Eats, iFood and Rappi: **600k transactions since go live in March 2020**
- ▶ High adoption rate **in France, with 30% of Ticket Restaurant card users** logged in Edenred Digital Payment Services (EDPS)
- ▶ Continued development with an **ambitious roadmap for H2 2020 and 2021**, both for new products and for new geographies

# INNOVATIVE FOOD SOLUTIONS TO REPLACE SCHOOL OR OFFICE CAFETERIA

Two illustrations of specific purpose food programs



## An innovative e-voucher system to replace free lunches for UK pupils

- ▶ A digital payment solution giving access to a large food network built in 2 weeks
- ▶ **1.3 million British pupils** as beneficiaries
- ▶ £15 per week per eligible child to be spent on **food in a dedicated supermarket network**
- ▶ Initial project for April, first extension until end-June, now extended to the end of August

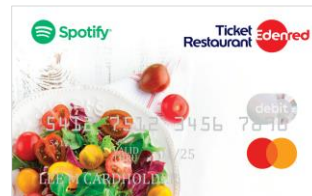


Department  
for Education



## Launch of a new food benefits program in the USA

- ▶ A corporate meal card program to **increase employers' attractiveness** and **improve workers' productivity and wellbeing** by securing a budget for food
- ▶ Particularly relevant for **remote workers** and **when on-site food services are not available**
- ▶ No tax break
- ▶ **First client: Spotify** (launch date: **August 2020**)





# ENSURING AN EFFICIENT ECONOMIC RECOVERY VIA SPECIFIC-PURPOSE SOLUTIONS

Boosting the tourism sector and promoting a green recovery



## New holiday benefits in Greece to relaunch local tourism industry



- ▶ Since March 2020, up to **€300 per employee**, to be used in a filtered network of local travel agents, hotels, restaurants
- ▶ Tax exempted benefit
- ▶ Existing holiday benefits programs in Romania, Slovakia

## Reconciling environmentally friendly behaviors and economic recovery

- ▶ Strong performance of **Ticket Ecochèque in Belgium** in Q2 (to stimulate green consumption: 1kg CO<sub>2</sub> saved per €1 spent)
- ▶ Roll-out of the existing range of benefits dedicated to sustainable mobility (USA, UK, Belgium, Finland) **in France** last March with the launch of **Ticket Mobilité**
  - **Ticket Mobilité: up to €400 per year per employee** (tax exempt) to pay for mobility (e.g. bicycle purchase and maintenance, public transportation)



# ACTIVE MANAGEMENT OF P&L AND CASH FLOWS

## P&L

- ▶ **Topline** rolling forecast by country and by solution
- ▶ **€100m opex savings/avoidance plan for full-year 2020** vs. budget, to mitigate Edenred's sensitivity to the consequences of Covid-19 epidemic
- ▶ **Well on track to reach the €100m cost savings/avoidance target in 2020**

## Cash flows

- ▶ **Increased float in H1 2020** as a result of **longer retention time** due to lockdown measures
- ▶ **Intended capital expenditure for 2020 revised downward**, without compromising the Group's capacity for technological innovation or growth
- ▶ **Float retention time to return to normal in H2** as users start to spend their funds again at merchants' stores
- ▶ **No risk to the Group's liquidity** and **strong financial position** with **BBB+ Strong Investment Grade** rating confirmed by Standard & Poor's last May

# SUPPORTING EDENRED'S ECOSYSTEM: MORE THAN EVER RELIEF PLAN

Up to €15 million committed to mitigate the consequences of the Covid-19 epidemic on Edenred's ecosystem

## An agile bottom-up approach

- ▶ A selection of **63** initiatives out of more than 100 proposals from local country managers to:
  - ▶ **Protect Edenred employees**, notably in countries with lower healthcare coverage
  - ▶ **Support merchants** (e.g. restaurant owners) and **professional users** (e.g. truck drivers)
  - ▶ **Support scientific research** to find a cure for Covid-19
- ▶ Initiatives throughout all Edenred countries

## Illustrations

- ▶ Strengthening **health insurance coverage in some Latin American countries**
- ▶ **Stimulating consumption in restaurants, e.g.:**
  - Participation in HORECA Comeback initiative in Belgium
  - "Let's Eat Out" marketing campaign in Central Europe
- ▶ **Supporting essential needs for professional users**
  - Access to sanitary facilities for European truckers
  - Free online health consultations for Brazilian truckers





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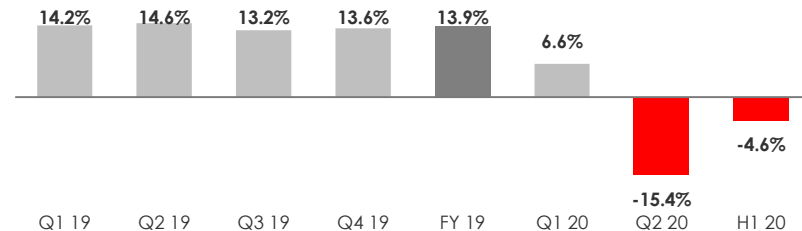


# H1 2020 OPERATING REVENUE

H1 2020 down 4.6% L/L (of which -15.4% in Q2) and down 10.2% as reported

	Q2 2020	H1 2020
	<b>€292m</b>	<b>€675m</b>
<b>REPORTED</b>	<b>-23.4%</b>	<b>-10.2%</b>
<b>Scope</b>	+0.3%	+0.4%
<b>Currency</b>	-8.2%	-6.0%
<b>LIKE-FOR-LIKE</b>	<b>-15.4%</b>	<b>-4.6%</b>
	<b>€381m</b>	<b>€751m</b>
	Q2 2019	H1 2019

## L/L OPERATING REVENUE CHANGE



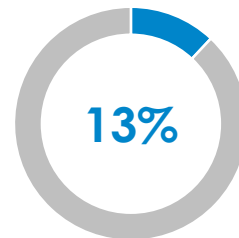
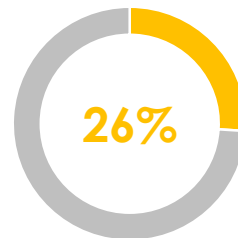
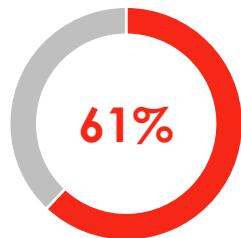
# H1 2020 OPERATING REVENUE BREAKDOWN PER BUSINESS LINE

## EMPLOYEE BENEFITS

## FLEET & MOBILITY SOLUTIONS

## COMPLEMENTARY SOLUTIONS

% OF H1 2020 GROUP OPERATING REVENUE



- Corporate Payment Services
- Incentive & Rewards
- Public Social Programs

€412m

€173m

€90m

H1 2020 OPERATING REVENUE CHANGE

LIKE-FOR-LIKE

-8.7%

-1.4%

+11.0%

REPORTED

-12.9%

-10.7%

+6.1%

# H1 2020 OPERATING REVENUE – EMPLOYEE BENEFITS

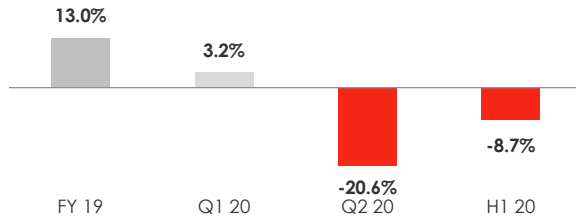
Temporary impact from furlough measures and delayed merchant revenue

€412m  
in H1 20

-8.7%  
L/L

-12.9%  
as reported

L/L operating revenue change



## During the lockdown

- ▶ **Temporary impact from short-time working** (benefit allowance calculated based on the number of actual days worked)
- ▶ **Delayed merchant revenue** due to limited traffic in-store

## After the lockdown

- ▶ **Client fees:** recovery led by end of furlough measures
- ▶ **Merchant fees:** recovery fueled by traffic rebound in reopened stores

# H1 2020 OPERATING REVENUE – FLEET & MOBILITY SOLUTIONS

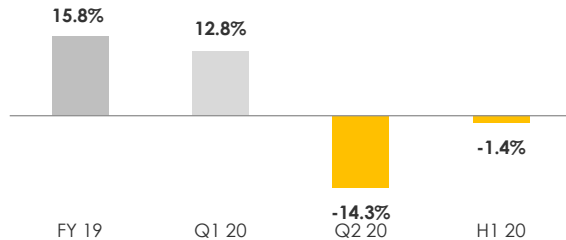
Mixed effects from stay-at-home requirements on heavy and light fleet segments

€173m  
in H1 20

-1.4%  
L/L

-10.7%  
as reported

L/L operating revenue change



## During the lockdown

- ▶ **Heavy fleet solutions** (trucking business) more resilient than **light fleet solutions** (mostly vans and small trucks)

## After the lockdown

- ▶ **Progressive rebound** in **heavy fleet solutions**
- ▶ **Fast rebound** in **light fleet solutions** as soon as stay-at-home measures were eased
- ▶ **Pursued innovation strategy**, e.g. launch of a new fleet management platform in Europe in H1



# H1 2020 OPERATING REVENUE – COMPLEMENTARY SOLUTIONS

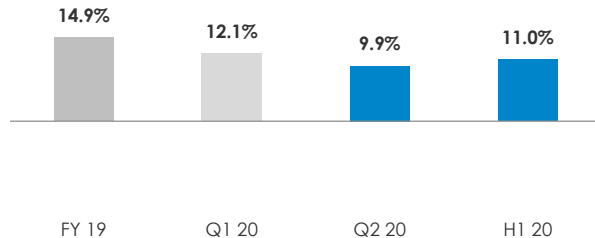
New specific purpose programs and stronger appetite for digital secured Corporate Payment solutions leading to 11% L/L operating revenue growth in H1

€90m  
in H1 20

+11.0%  
L/L

+6.1%  
as reported

L/L operating revenue growth



▶ **Strong performance of new specific purpose programs** to combat Covid impacts, e.g.:

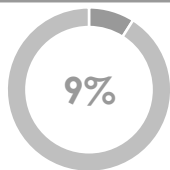
- Free school meals program in the UK
- Covid-19 voucher relief program in Italy
- NGO-funded food cards in Brazil
- Childcare programs for caregivers in France

▶ **Increased attractiveness of digital corporate payment services**, as an alternative to paper-based solutions, e.g.:

- CSI B2B platform
- Virtual card issuing
- Identified IBAN

# H1 2020 OPERATING REVENUE BREAKDOWN PER REGION

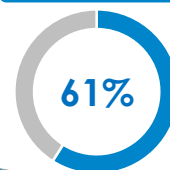
## REST OF THE WORLD



+3.5% L/L

+1.0% as reported

## EUROPE



-3.5% L/L

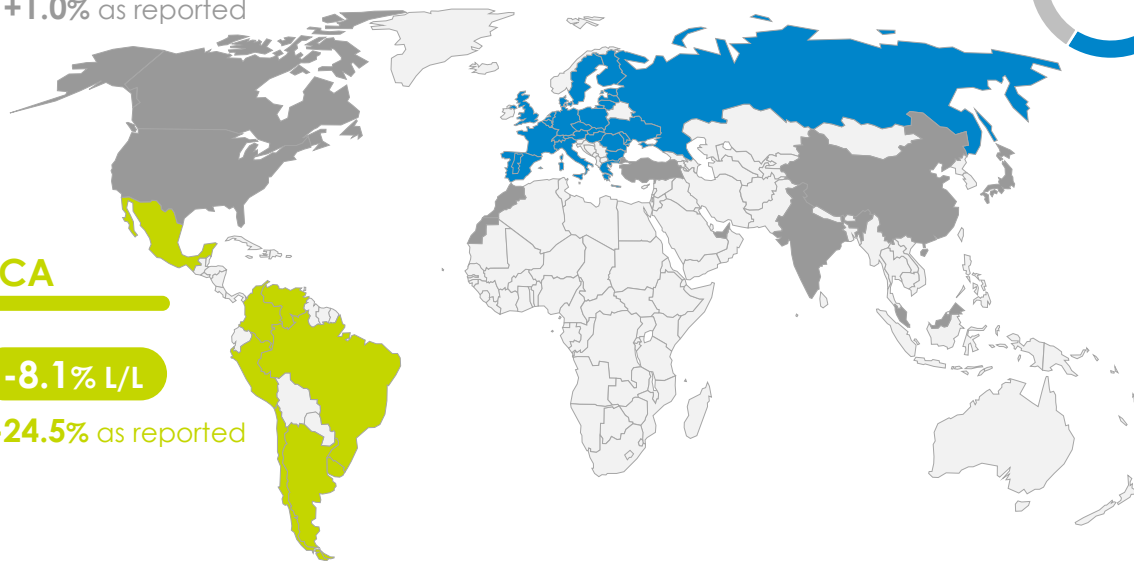
-2.6% as reported

## LATIN AMERICA



-8.1% L/L

-24.5% as reported



# H1 2020 OPERATING REVENUE – EUROPE

Strong rebound in June, particularly in France

€411m  
in H1 20

-3.5%  
L/L

-2.6%  
as reported

## L/L CHANGE

	Q1 20	Q2 20	H1 20
France	+2.0%	-31.3%	-13.5%
Rest of Europe	+7.8%	-5.9%	+0.8%
<b>Total Europe</b>	+5.9%	<b>-13.1%</b>	<b>-3.5%</b>

## France

- ▶ **One of the hardest hit** countries by stay-at-home and short-time working measures **in April and May**
- ▶ **Strong rebound in June**, as client orders returned to positive territory
- ▶ **Employee Benefits:** merchant revenue still delayed in June, but situation improving thanks to a daily spending cap revised up from €19 to €38 in restaurants:
  - Average digital transaction value in restaurants is up 50% in June vs pre-Covid situation
- ▶ **Fleet & Mobility:** positive performance in June vs last year

## Rest of Europe

- ▶ **Employee Benefits:** mixed situations with gradual recovery, at different levels from one country to another depending on timing and conditions of the lockdown easing
- ▶ **Fleet & Mobility:** on-going recovery in Continental Europe, while TRFC is still impacted by the lockdown in the United Kingdom

# H1 2020 OPERATING REVENUE – LATIN AMERICA

Peak of Covid crisis not yet reached at end-June

€203m  
in H1 20

-8.1%  
L/L

-24.5%  
as reported

## L/L CHANGE

	Q1 20	Q2 20	H1 20
Brazil	+7.1%	-22.2%	-8.2%
Hispanic Latin America	+0.6%	-16.0%	-8.0%
<b>Total Latin America</b>	+5.2%	-20.4%	-8.1%

## Brazil

- ▶ **Peak of Covid crisis not yet reached** at end-June
- ▶ **Employee Benefits** impacted notably by closed restaurants. Fast adoption rate of meal delivery platform app-to-app payment solutions
- ▶ **Fleet & Mobility:** better resilience of heavy fleet vs. light fleet solutions, reinforced by positive effects from a particularly good harvest season
- ▶ **Negative retail fuel price effect in H1**

## Hispanic Latin America

- ▶ **An overall lack of control of the spreading epidemic**
- ▶ **Mexico strongly impacted** by epidemic and negative retail fuel price effect in Fleet & Mobility Solutions

# H1 2020 OTHER REVENUE

Higher float more than offset by lower interest rates and strong negative currency effect from Latin America

## OTHER REVENUE

**€21m** in H1 20

vs. €26m in H1 19

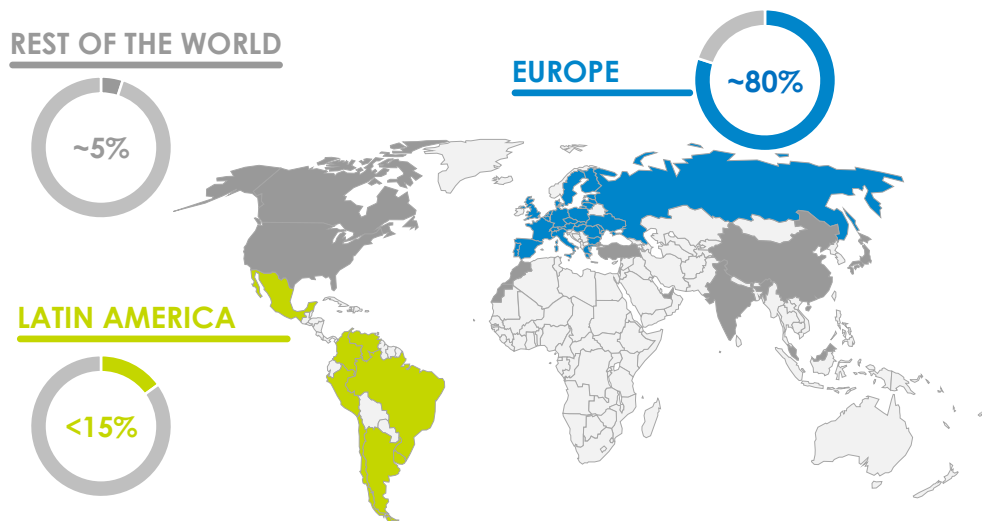
- ▶ Higher float in H1 2020 vs. H1 2019 due to extended Employee Benefits retention time
- ▶ Lower interest rates worldwide, especially in non-Eurozone and non-European countries
- ▶ Negative currency effects in Latin America

Other revenue in €m	H1 2020	H1 2019	Reported change	L/L change
Latin America	11	15	-20.3%	-5.3%
Europe	8	8	-6.5%	-6.2%
Rest of the World	2	3	-40.1%	-34.9%
<b>Total</b>	<b>21</b>	<b>26</b>	<b>-18.4%</b>	<b>-9.2%</b>

# FLOAT INVESTMENT POLICY

## A FLOAT MAINLY GENERATED IN EUROPE

Regional breakdown of the float



## A CAUTIOUS INVESTMENT POLICY

- ▶ Centralized cash management
- ▶ Investment in money market instruments in local currency only (bank term deposits with no risk on capital)
- ▶ No float transfer between currencies (natural hedge)
- ▶ Optimized maturity management policy
- ▶ Diversified and high-standard counterparties

# H1 2020 TOTAL REVENUE

H1 organic resilience hindered by negative FX changes in Latin America

	Q2 2020	H1 2020
	<b>€301m</b>	<b>€696m</b>
<b>REPORTED</b>	<b>-23.6%</b>	<b>-10.4%</b>
<b>Scope</b>	+0.3%	+0.4%
<b>Currency</b>	-8.3%	-6.1%
<b>LIKE-FOR-LIKE</b>	<b>-15.5%</b>	<b>-4.8%</b>
	<b>€394m</b>	<b>€777m</b>
	Q2 2019	H1 2019

## TOTAL REVENUE DETAILS (IN €M)

	H1 20	H1 19	Reported change	L/L change
Operating revenue	675	751	-10.2%	-4.6%
Other revenue	21	26	-18.4%	-9.2%
<b>Total revenue</b>	<b>696</b>	<b>777</b>	<b>-10.4%</b>	<b>-4.8%</b>

## CURRENCY EFFECTS (IN €M)

BRL	(36)
MXN	(5)
Other currencies	(6)
<b>Total impact</b>	<b>(47)</b>

# H1 2020 EBIT: €192M

High seasonality of operating leverage this year, with encouraging signs of a rebound and a €100m cost savings/avoidance plan that should pay off in H2

In € millions	H1 2020	H1 2019	Reported change	L/L change
Operating revenue	675	751	-10.2%	-4.6%
Other revenue (A)	21	26	-18.4%	-9.2%
<b>Total revenue</b>	<b>696</b>	<b>777</b>	<b>-10.4%</b>	<b>-4.8%</b>
<b>EBITDA</b>	<b>255</b>	<b>310</b>	<b>-17.8%</b>	<b>-12.8%</b>
EBITDA margin	36.7%	39.9%	-3.3pts	-3.4pts
<b>Operating EBIT (B)</b>	<b>171</b>	<b>223</b>	<b>-23.4%</b>	<b>-18.7%</b>
Operating EBIT margin	25.3%	29.7%	-4.4pts	-4.4pts
<b>EBIT (C)=(A)+(B)</b>	<b>192</b>	<b>249</b>	<b>-22.8%</b>	<b>-17.7%</b>
EBIT margin	27.6%	32.0%	-4.4pts	-4.4pts

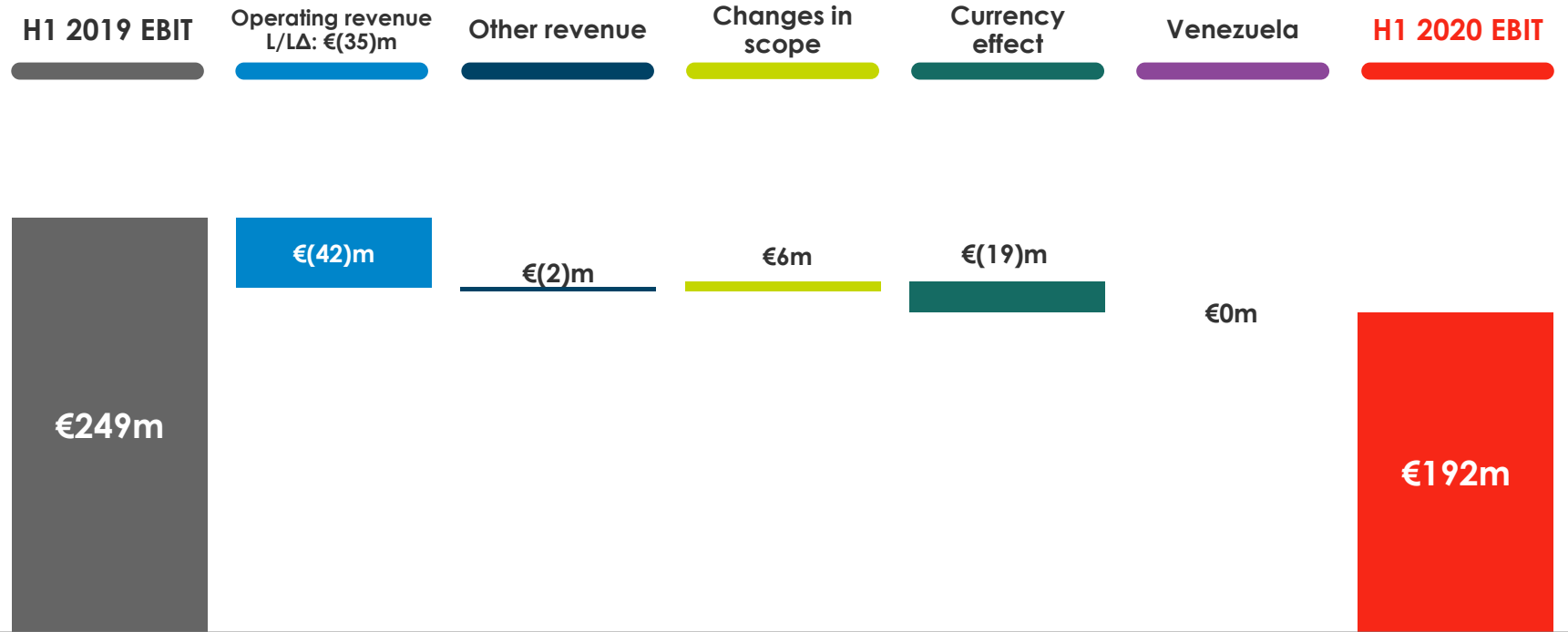
## Cost dynamics

- Increased cost base in Q1 vs. 2019 against a backdrop of double-digit growth until mid-March
- Fast response with a €100m cost savings/avoidance plan vs. budget, designed via a bottom-up approach
- Well on track to reach the €100m cost savings/avoidance target in 2020



# H1 2020 EBIT: €192M, DOWN 18% L/L AND 23% AS REPORTED

High seasonality of profitability in 2020, and particularly negative currency effects



# H1 2020 NET PROFIT

Net profit, Group share at €100m

In € millions	H1 2020	H1 2019	Reported change
<b>EBITDA</b>	<b>255</b>	<b>310</b>	<b>-17.8%</b>
D&A excluding PPA	(43)	(43)	
PPA	(20)	(18)	
<b>EBIT</b>	<b>192</b>	<b>249</b>	<b>-22.8%</b>
Share of net profit from equity-accounted companies	6	6	
Other income and expenses	(13)	(12)	
<b>Operating profit including share of net profit from equity accounted companies</b>	<b>185</b>	<b>243</b>	
Net financial expense	(15)	(14)	
Income tax expense	(57)	(69)	
Net profit attributable to non-controlling interests	(13)	(14)	
<b>Net profit, Group share</b>	<b>100</b>	<b>146</b>	<b>-31.4%</b>

Mainly comprising technology asset write-offs

# EBITDA TO FCF

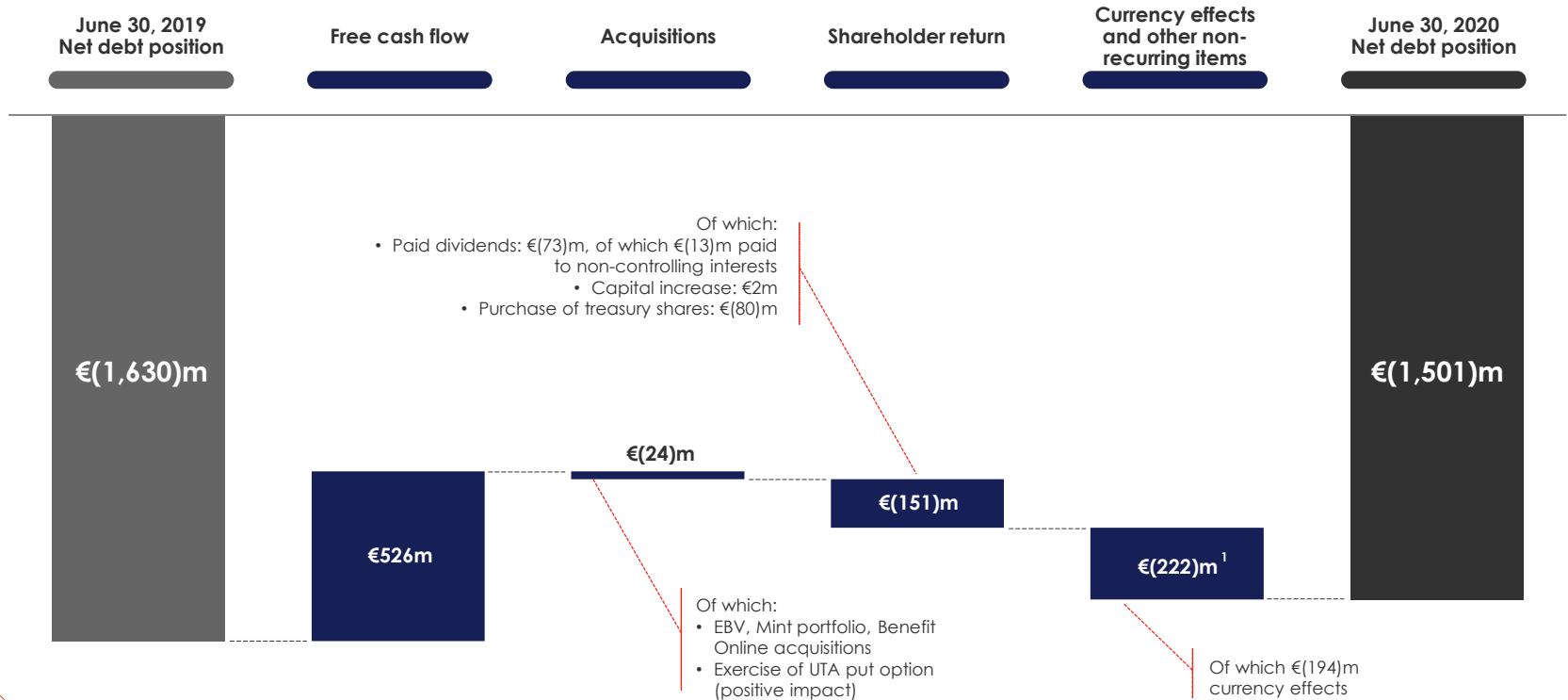
A business model ensuring profitable growth and cash generation

In € millions	H1 2020	H1 2019
<b>EBITDA</b>	<b>255</b>	<b>310</b>
Funds from operations (FFO)	207	264
<b>Increase/(Decrease)</b> in cash linked to changes in float	313	(256)
<b>Decrease</b> in WCR, excl. float	135	148
<b>Increase</b> in restricted cash	(489)	(132)
Recurring capex	(53)	(37)
<b>Free cash flow (FCF)</b>	<b>113</b>	<b>(13)</b>

- ▶ **H1 2020 float increase** due to higher prepaid solutions retention time
- ▶ **Float retention time to return to normal by the end of the year**
- ▶ H1 capex reflects **ongoing technology development** during the period
- ▶ **H2 2020E capex < H2 2019 level**

# NET DEBT AT JUNE 30, 2020: €1,501M

A lower net debt thanks to high level of cash flow generation in H2 2019, strong business resilience and longer float retention in H1 2020



1. Does not include an amount of €157 million corresponding to the fine issued by France's antitrust authority, which will be paid in first-quarter 2021.

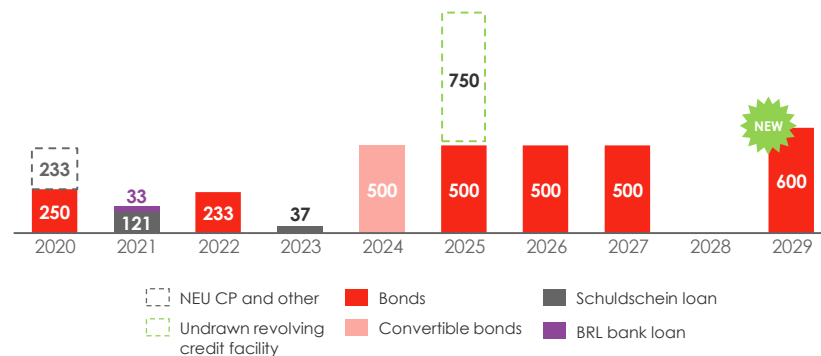
# A ROBUST FINANCIAL POSITION

## High level of liquidity and solid balance sheet

- ▶ €4.6bn cash, cash equivalents and restricted funds on balance sheet
- ▶ €1.5bn short-term financing options :
  - ▶ undrawn revolving credit facility of €750m
  - ▶ Commercial paper authorization of €1bn with €750m from short-term NEU CP (of which €228m was used as of end-June 2020) and €250m from medium-term NEU MTN
- ▶ No financial covenants
- ▶ **June:** a new €600m 9-year bond issue paying a record low interest rate for an Edenred bond (1.375%) – increasing debt maturity while optimizing cost of debt

## Strong Investment Grade rating

- ▶ BBB+ rating, Outlook stable confirmed by Standard & Poor's last May
- ▶ No major reimbursements before 2024





# Agenda

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# FY 2020 OUTLOOK – OPERATING REVENUE

## H2 2020: Continued gradual recovery in Europe, and still some uncertainties in the Americas

### Employee Benefits

- ▶ Some delayed user spending in H1 will generate merchant revenue in H2
- ▶ Ongoing positive effects of innovation and digitalization process in Europe
- ▶ Latam still impacted by lockdown measures in Q3

### Fleet & Mobility

- ▶ Continued gradual recovery in Europe
- ▶ Latam still impacted by lockdown measures in Q3

### Complementary Solutions

- ▶ Further contribution from new specific-purpose programs
- ▶ Corporate Payment still impacted in some specific verticals in North America (travel, hospitality, media)

**L/L monthly operating revenue growth  
> 0% vs. LY at some stage in H2 2020**

## FY 2020 OUTLOOK – PROFITABILITY

Continued gradual recovery in H2 2020 combined with the €100m cost savings/avoidance plan will have a positive impact on operating leverage

**FY 2020 EBITDA estimate<sup>1</sup>**

**between €540m and €610m**



# FY 2020 OUTLOOK – CASH FLOW

## H2 2020

- ▶ Gradual business recovery
- ▶ Float retention time to return to normal after a longer retention time in H1 due to lockdowns
- ▶ Further negative FX impact on the float
- ▶ Capex in H2 2020 < H2 2019
- ▶ Limited M&A transactions

## FY 2020 leverage

**< 2.8x EBITDA**

# A DIGITAL CHAMPION WITH STRONG FUNDAMENTALS TO OVERCOME THE CURRENT CRISIS, WELL POSITIONED FOR THE “POST-COVID” WORLD

## Edenred’ strong business and financial fundamentals

- ▶ **A strong growth profile** with a robust financial position
- ▶ **A global player, operating in 46 countries**, on vastly underpenetrated markets
- ▶ **A tech leader**, delivering relentless innovation around **specific-purpose payment solutions**
- ▶ **250+ solutions covering essential needs**: Eat, Move, Care, Pay
- ▶ **An agile organization**, with local corporate entrepreneurs operating on the ground, supported by e-Quarter’s **scaling champions** and **technology experts**

## Seize business opportunities and pursue the product and technology investment strategy

- ▶ **Front-liner on markets experiencing fast-paced digitalization**: shift from paper to card, ramp-up of innovative digital features such as app-to-app payment, contactless payment
- ▶ **Leverage our platform and innovation capabilities to launch efficient specific-purpose programs**
  - ▶ Help corporates gain efficiency and attractiveness
  - ▶ Support governments in providing efficient and targeted stimulus to the economy
- ▶ **Pursue our ambitious technology and product innovation strategy and seize medium-term M&A opportunities in all business lines**

The capacity to rebound quickly thanks to our resilient profile, strengthened digital leadership, the accelerated deployment of earmarked funds programs, and an ambitious product and technology investment strategy



# APPENDICES

# EDENRED: TECH FOR GOOD

A recognized commitment

MEMBER OF

**Dow Jones  
Sustainability Indices**



In collaboration with

a RobecoSAM brand



FTSE4Good



**WE SUPPORT**



**MSCI**



**ISS ESG**  
ethix • climate • oekom

vigeo eiris



**SUSTAINALYTICS**



**CDP**  
DRIVING SUSTAINABLE ECONOMIES

**ecovadis**



# OPERATING REVENUE

In € millions	Q1		Q2		H1	
	2020	2019	2020	2019	2020	2019
Europe	228	213	183	209	411	422
<i>France</i>	70	69	41	59	111	128
<i>Rest of Europe</i>	158	144	142	150	300	294
Latin America	121	129	82	140	203	269
Rest of the world	34	28	27	32	61	60
<b>Operating revenue</b>	<b>383</b>	<b>370</b>	<b>292</b>	<b>381</b>	<b>675</b>	<b>751</b>

In %	Q1		Q2		H1	
	Reported	Like-for-like	Reported	Like-for-like	Reported	Like-for-like
Europe	+6.9%	+5.9%	-12.3%	-13.1%	-2.6%	-3.5%
<i>France</i>	+2.0%	+2.0%	-31.3%	-31.3%	-13.5%	-13.5%
<i>Rest of Europe</i>	+9.3%	+7.8%	-4.7%	-5.9%	+2.1%	+0.8%
Latin America	-5.6%	+5.2%	-41.9%	-20.4%	-24.5%	-8.1%
Rest of the world	+18.9%	+18.4%	-15.0%	-9.8%	+1.0%	+3.5%
<b>Operating revenue</b>	<b>+3.5%</b>	<b>+6.6%</b>	<b>-23.4%</b>	<b>-15.4%</b>	<b>-10.2%</b>	<b>-4.6%</b>

# OTHER REVENUE

In € millions	Q1		Q2		H1	
	2020	2019	2020	2019	2020	2019
Europe	4	4	4	4	8	8
<i>France</i>	2	2	1	1	3	3
<i>Rest of Europe</i>	2	2	3	3	5	5
Latin America	7	7	4	7	11	15
Rest of the world	1	1	1	2	2	3
<b>Other revenue</b>	<b>12</b>	<b>13</b>	<b>9</b>	<b>13</b>	<b>21</b>	<b>26</b>

In %	Q1		Q2		H1	
	Reported	Like-for-like	Reported	Like-for-like	Reported	Like-for-like
Europe	+2.7%	+2.4%	-15.1%	-14.2%	-6.5%	-6.2%
<i>France</i>	-5.8%	-5.8%	-1.8%	-1.8%	-3.9%	-3.9%
<i>Rest of Europe</i>	+9.0%	+8.5%	-22.8%	-21.4%	-8.2%	-7.7%
Latin America	-11.3%	-3.2%	-29.3%	-7.4%	-20.3%	-5.3%
Rest of the world	-24.0%	-20.1%	-54.6%	-48.2%	-40.1%	-34.9%
<b>Other revenue</b>	<b>-8.4%</b>	<b>-3.4%</b>	<b>-27.9%</b>	<b>-14.7%</b>	<b>-18.4%</b>	<b>-9.2%</b>

# REVENUE CLASSIFICATION CHANGE IN BRAZIL – PRO FORMA FIGURES

Group Operating Revenue	Q1	Q2	Q3	Q4	FY
Actual 2019	369	379	377	445	1 570
Pro forma 2019	370	381	379	440	1 570

Group Other Revenue	Q1	Q2	Q3	Q4	FY
Actual 2019	14	15	16	11	56
Pro forma 2019	13	13	14	16	56

Latin America Operating Revenue	Q1	Q2	Q3	Q4	FY
Actual 2019	128	138	137	156	559
Pro forma 2019	129	140	139	151	559

Latin America Other Revenue	Q1	Q2	Q3	Q4	FY
Actual 2019	9	9	10	4	32
Pro forma 2019	7	7	8	9	32

# TOTAL REVENUE

In € millions	Q1		Q2		H1	
	2020	2019	2020	2019	2020	2019
Europe	232	217	187	213	419	430
France	72	71	42	60	114	131
Rest of Europe	160	146	145	153	305	299
Latin America	128	137	86	147	214	284
Rest of the world	35	29	28	34	63	63
<b>Total revenue</b>	<b>395</b>	<b>383</b>	<b>301</b>	<b>394</b>	<b>696</b>	<b>777</b>

In %	Q1		Q2		H1	
	Reported	Like-for-like	Reported	Like-for-like	Reported	Like-for-like
Europe	+6.9%	+5.9%	-12.4%	-13.1%	-2.7%	-3.6%
France	+1.8%	+1.8%	-30.5%	-30.5%	-13.3%	-13.3%
Rest of Europe	+9.3%	+7.8%	-5.1%	-6.1%	+2.0%	+0.7%
Latin America	-5.9%	+4.7%	-41.3%	-19.7%	-24.3%	-8.0%
Rest of the world	+16.8%	+16.5%	-17.0%	-11.7%	-1.0%	+1.6%
<b>Total revenue</b>	<b>+3.1%</b>	<b>+6.3%</b>	<b>-23.6%</b>	<b>-15.5%</b>	<b>-10.4%</b>	<b>-4.8%</b>



# FROM NET PROFIT, GROUP SHARE TO FREE CASH FLOWS

<i>In € millions</i>	H1 2020	H1 2019
<b>Net profit attributable to owners of the parent</b>	<b>100</b>	<b>146</b>
Non-controlling interests	13	14
Dividends received from equity-accounted companies	11	9
Difference between income tax paid and income tax expense	(7)	6
Non-cash income and expenses	90	89
<b>= Funds from operations before other income and expenses (FFO)</b>	<b>207</b>	<b>264</b>
Decrease (increase) in working capital	448	(108)
Decrease (increase) in restricted cash	(489)	(132)
<b>= Net cash from (used in) operating activities</b>	<b>166</b>	<b>24</b>
Recurring capital expenditures	(53)	(37)
<b>= Free cash flows (FCF)</b>	<b>113</b>	<b>(13)</b>

# EBITDA, OPERATING EBIT & EBIT

<i>In € millions</i>	H1 2020	H1 2019	Reported	Like-for-like
Europe	154	168	-8.3%	-8.9%
<i>France</i>	28	42	-33.3%	-33.3%
<i>Rest of Europe</i>	126	126	-0.1%	-0.8%
Latin America	86	129	-33.3%	-16.6%
Rest of the world	11	18	-40.6%	-47.0%
Holding and others	4	(5)	-170.9%	-99.0%
<b>Total EBITDA</b>	<b>255</b>	<b>310</b>	<b>-17.8%</b>	<b>-12.8%</b>

<i>In € millions</i>	H1 2020	H1 2019	Reported	Like-for-like
Europe	114	130	-11.9%	-11.9%
<i>France</i>	15	28	-48.4%	-48.4%
<i>Rest of Europe</i>	99	102	-1.8%	-1.8%
Latin America	57	94	-40.0%	-23.4%
Rest of the world	0	7	-97.9%	-121.2%
Holding and others	0	(8)	-96.9%	-47.7%
<b>Total Operating EBIT</b>	<b>171</b>	<b>223</b>	<b>-23.4%</b>	<b>-18.7%</b>

<i>In € millions</i>	H1 2020	H1 2019	Reported	Like-for-like
Europe	122	138	-11.6%	-11.5%
<i>France</i>	18	31	-43.8%	-43.8%
<i>Rest of Europe</i>	104	107	-2.1%	-2.1%
Latin America	68	109	-37.3%	-20.9%
Rest of the world	2	10	-79.3%	-93.5%
Holding and others	0	(8)	-96.9%	-47.7%
<b>Total EBIT</b>	<b>192</b>	<b>249</b>	<b>-22.8%</b>	<b>-17.7%</b>

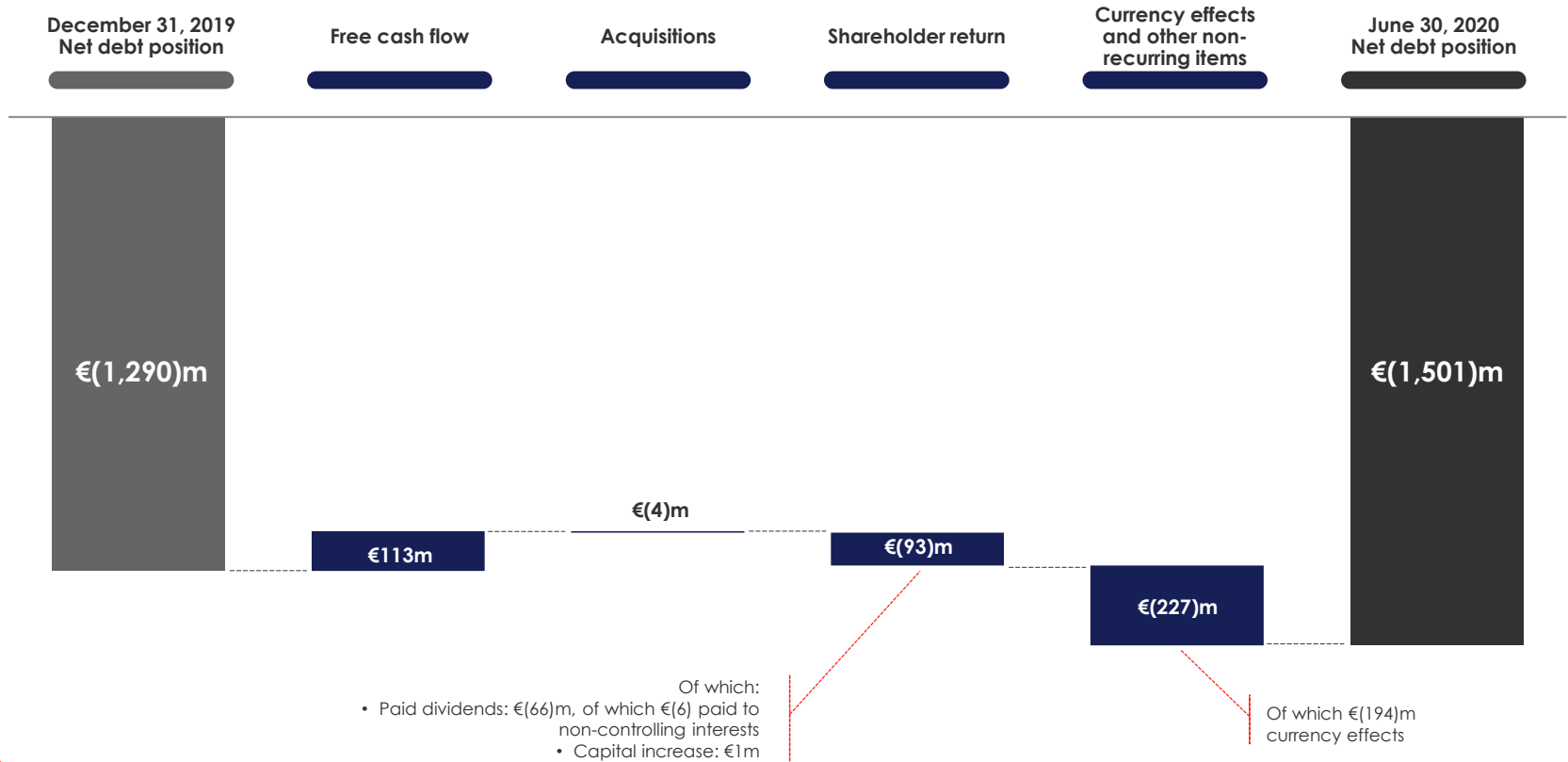
# SUMMARIZED BALANCE SHEET

As of June 30, 2020

<i>In € millions</i>	June 20	Dec 19	June 19	<i>In € millions</i>	June 20	Dec 19	June 19
Goodwill	1,495	1,604	1,604	Total equity	(1,207)	(1,043)	(1,338)
Intangible assets	661	706	606	Gross debt and other financial liabilities	+ 3,832	3,163	3,237
Property, plant & equipment	151	169	139	Provisions and deferred tax	222	239	244
Investments in associates	64	69	64	Funds to be redeemed (float)	+ 4,935	5,161	4,908
Other non-current assets	188	169	144	Working capital excl. float (liabilities)	1,477	1,366	1,122
Float (Trade Receivables, net)	- 1,758	2,142	2,158				
Working capital excl. float (assets)	- 316	290	277	<b>Total equity and liabilities</b>	<b>9,259</b>	<b>8,886</b>	<b>8,173</b>
Restricted cash	2,295	1,864	1,574				
Cash and cash equivalents and other current financial assets	- 2,331	1,873	1,607				
<b>Total assets</b>	<b>9,259</b>	<b>8,886</b>	<b>8,173</b>				
				<b>Total working capital</b>	<b>4,338</b>	4,095	3,595
<b>Net debt</b>	<b>1,501</b>	1,290	1,630	o/w float	3,177	3,019	2,750

# NET DEBT AT JUNE 30, 2020: €1,501M

Net debt variation from December 2019 to June 2020



# AVERAGE EXCHANGE RATE

€1 = X foreign currency	Average rates								
	Q1 2020	Q1 2019	2020 vs. 2019 Change (in %)	Q2 2020	Q2 2019	2020 vs. 2019 Change (in %)	H1 2020	H1 2019	2020 vs. 2019 Change (in %)
Brazilian real (BRL)	4.87	4.28	-12.2%	5.96	4.41	-26.1%	5.42	4.34	-19.9%
Mexican Peso (MXN)	21.83	21.80	-0.1%	25.96	21.50	-17.2%	23.89	21.65	-9.4%
Argentine Peso (ARS) *	69.34	48.67	-29.8%	78.90	48.01	-39.1%	78.90	48.34	-38.7%
British Pound Sterling (GBP)	0.86	0.87	1.4%	0.89	0.87	-1.6%	0.87	0.87	-0.1%
Turkish Lira (TRY)	6.72	6.11	-9.1%	7.59	6.60	-13.1%	7.16	6.36	-11.2%
US Dollar (USD)	1.10	1.14	3.0%	1.10	1.12	2.1%	1.10	1.13	2.5%
Bolivar Sovereign (VES)	77 922	2 992	-96.2%	186 412	5 793	-96.9%	132 167	4 393	-96.7%

Average rates		
Q3 2019	Q4 2019	FY 2019
4.41	4.56	4.41
21.60	21.32	21.55
91.46	80.91	67.26
0.90	0.86	0.88
6.31	6.42	6.36
1.11	1.11	1.12
15 917	34 335	14 759

Spot rate as of 30.06.2020	Spot rate as of 30.06.2019
6.11	4.35
25.95	21.82
78.90	48.34
0.91	0.90
7.68	6.57
1.12	1.14
227 751	7 463

# 2020 EXPECTED CALENDAR EFFECTS

	Q1	Q2	Q3	Q4	2020
<i>Working days</i>	Nb of days	Nb of days	Nb of days	Nb of days	Nb of days
Europe	1	-1	0	0	0
Latin America	1	-1	-1	-1	-2
Rest of the world	1	0	1	1	3
<b>TOTAL</b>	<b>1</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>0</b>



We  
connect,  
You  
win