

**SQLI  
DIGITAL  
EXPERIENCE**

# 2022 HALF- YEAR RESULTS

22

09

22



# PARTICIPANTS



**Philippe DONCHE-GAY**  
Chairman & Chief Executive Officer



**Olivier STÉPHAN**  
Deputy Managing Director for Finance



# AGENDA

- **SQLI TODAY**
- **HALF-YEAR PERFORMANCE**
- **FINANCIAL RESULTS**
- **SHAREHOLDER STRUCTURE & GOVERNANCE**
- **CONCLUSION/QUESTIONS & ANSWERS**

# SQLI TODAY

---

**Philippe DONCHE-GAY**

CHAIRMAN & CHIEF EXECUTIVE OFFICER





# WE ARE SQLI!

A EUROPEAN DIGITAL SERVICES COMPANY

**2,100**

Employees

**€225m**

2021 turnover

**>45%**

International

**13**

Countries

**73/100**

ESG rating

**Top 25**

Ecovadis ranking

**94/100**

Gender parity

**3.53/5**

Happy Trainees

**€171m**

Market capitalisation

**>70%**

Control DBAY Advisors

**2000**

Listing on Euronext

**1990**

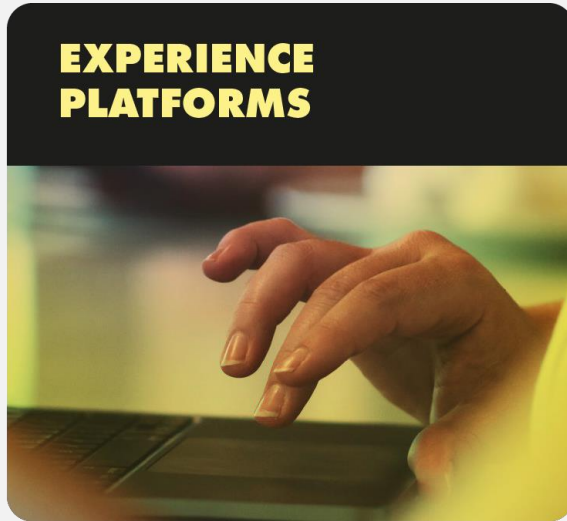
Creation



# A CLEAR POSITIONING

THE DIGITAL EXPERIENCE

## > 3 FLAGSHIP OFFERS



## > ENHANCED BY 3 COMPLEMENTARY AREAS OF EXPERTISE

- DIGITAL CONSULTING
- DIGITAL MARKETING & UX DESIGN
- DATA & INSIGHTS



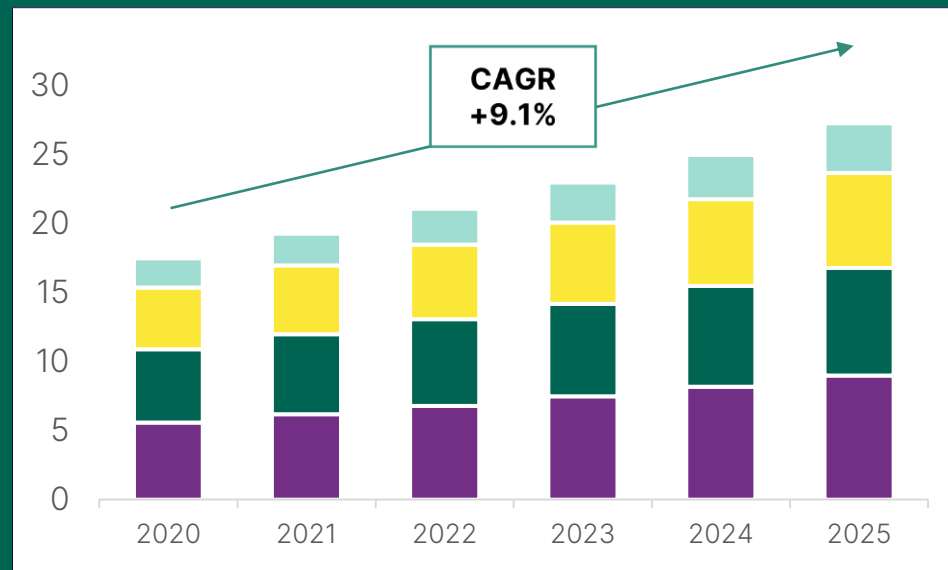
# GROWTH ON OUR MARKETS

## THE DIGITAL EXPERIENCE AND ITS COMPONENTS

SQLI HY 2022 - 22 SEPTEMBER 2022

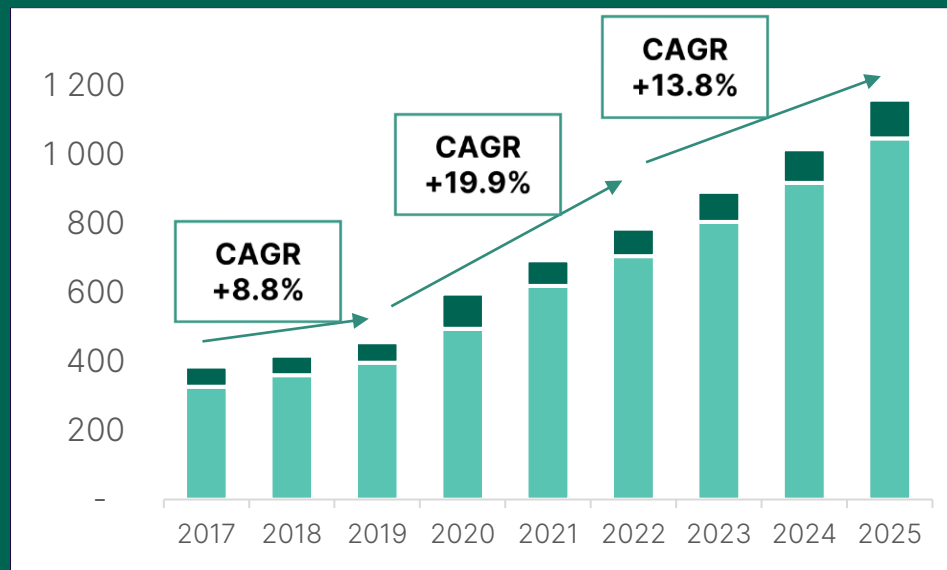
### MARKET AND THE DIGITAL EXPERIENCE

IN €BN



### E-COMMERCE MARKET

IN €M



- INTEGRATION PLATFORMS
- DIGITAL MARKETING
- DIGITAL WORKPLACE
- E-COMMERCE PLATFORMS

- B2C
- B2B



# AN EVOLVING ECOSYSTEM

## GROWING NUMBER OF PLAYERS BY FIELD OF EXERTISE

### Marketplaces

Forrester New Wave



Source : Forrester New Wave Q4 2021

### Digital Commerce

Gartner Magic Quadrant



Source : Gartner 02-2022

### Digital Experience

Gartner Magic Quadrant



Source : Gartner 08-2022



# OUR CLIENTS

PLACE THEIR TRUST IN US

**AIRBUS**

**Nestlé®**

**Carlsberg®**

**L'ORÉAL®**

**Miele**

**legrand®**



**BRIDGESTONE**

**LVMH**  
MOËT HENNESSY • LOUIS VUITTON

  
ArcelorMittal

  
Carrefour

**adidas®**

**Hämlays**  
The Finest Toys in the World

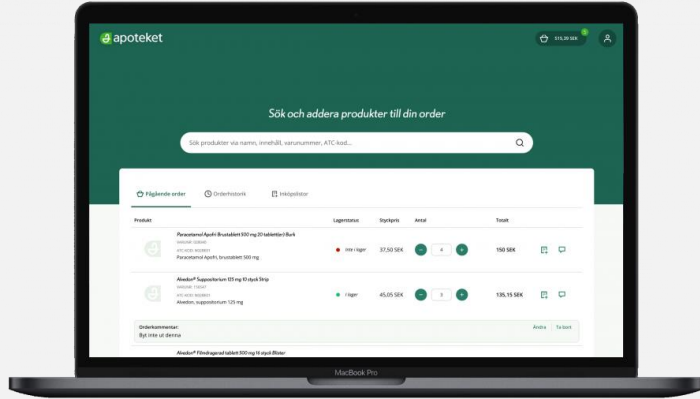
**colruyt**

**SGS**

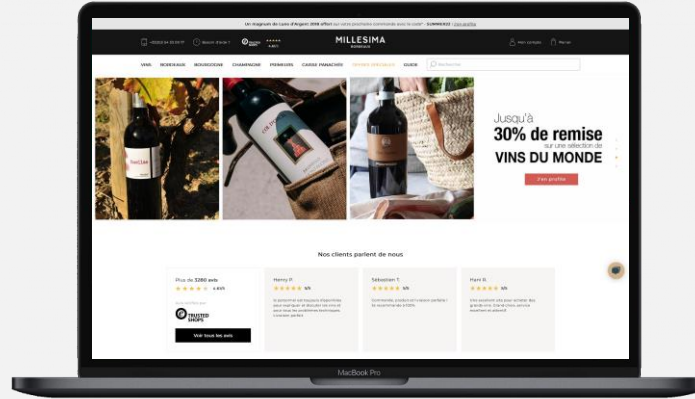
**DIESEL®**



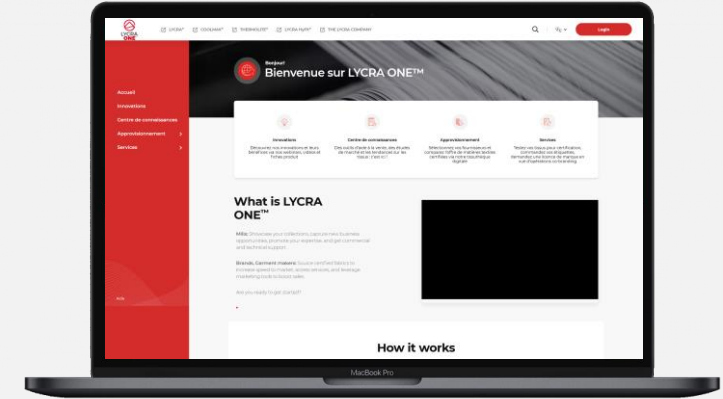
# NEW REFERENCES ACHIEVED



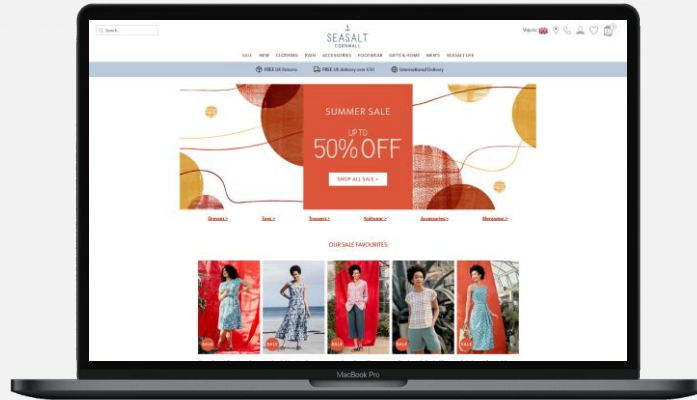
In collaboration with **SQLI Nordics**, **Apoteket AB** has launched a new e-commerce site intended to make the daily tasks of healthcare professionals easier.



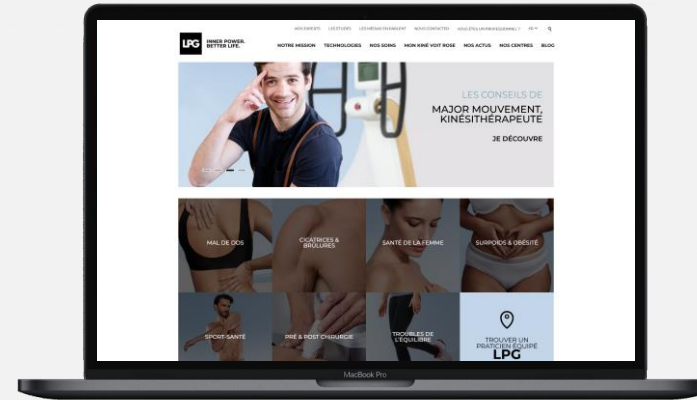
**Millésima**, a pioneer in the online sale of wines, entrusted **SQLI** with the overhaul of its e-commerce site to support its strong growth.



**LYCRA** used the services of the **SQLI Group** for its broad range of digital expertise, user experience, design and technological know-how.



Thanks to the overhaul of its platform by **SQLI**, **Seasalt** has seen its conversion rate rise to 6%.



**SQLI** has provided its technical expertise to the **LPG®** group for its logistics reorganisation.

# HALF-YEAR PERFORMANCE

---

**Philippe DONCHE-GAY**

CHAIRMAN & CHIEF EXECUTIVE OFFICER





# RESULTS **IN LINE** WITH TARGETS



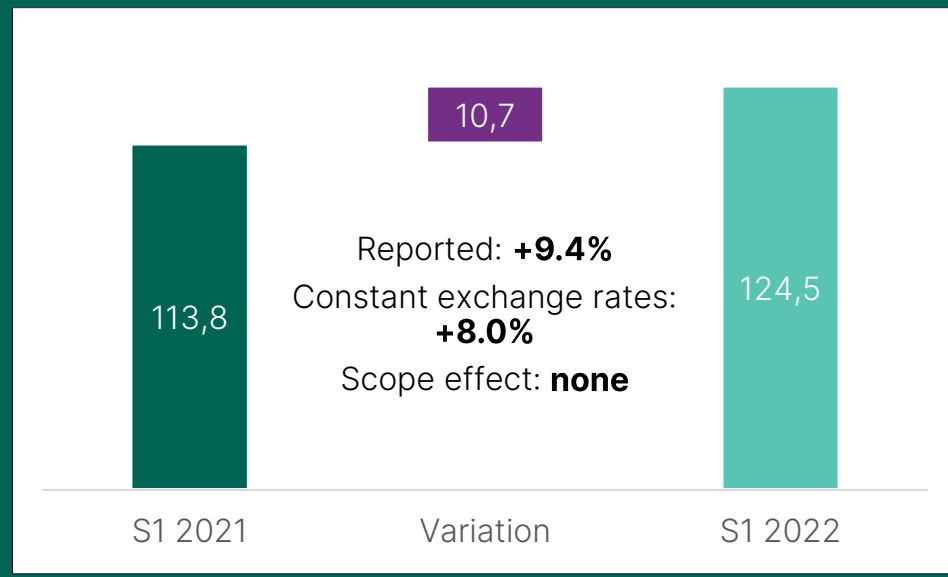
AUDITED CONSOLIDATED DATA



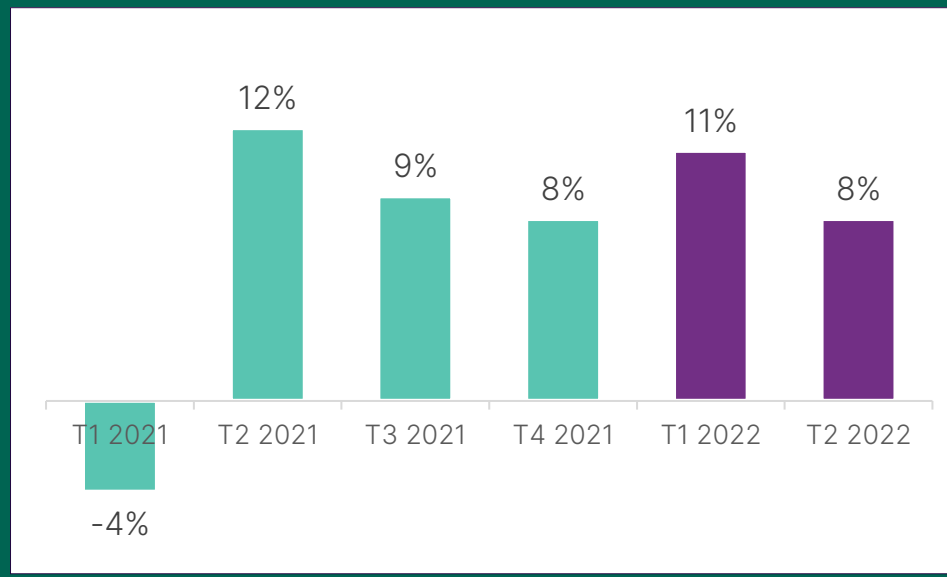
# REVENUE GROWTH

SQ1 HY 2022 - 22 SEPTEMBER 2022

## REVENUE IN €M



## QUARTERLY CHANGE IN %



AUDITED CONSOLIDATED DATA

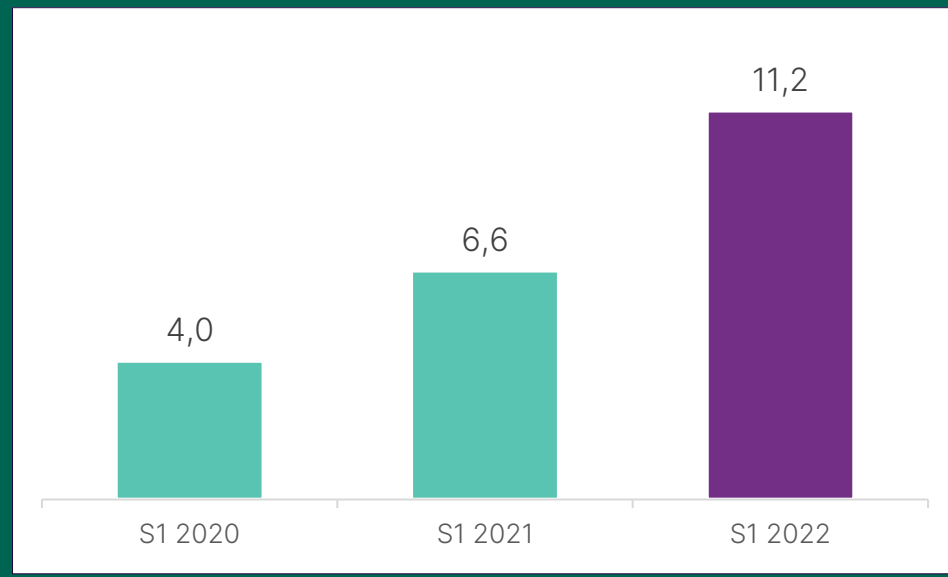
CO-PUBLIC



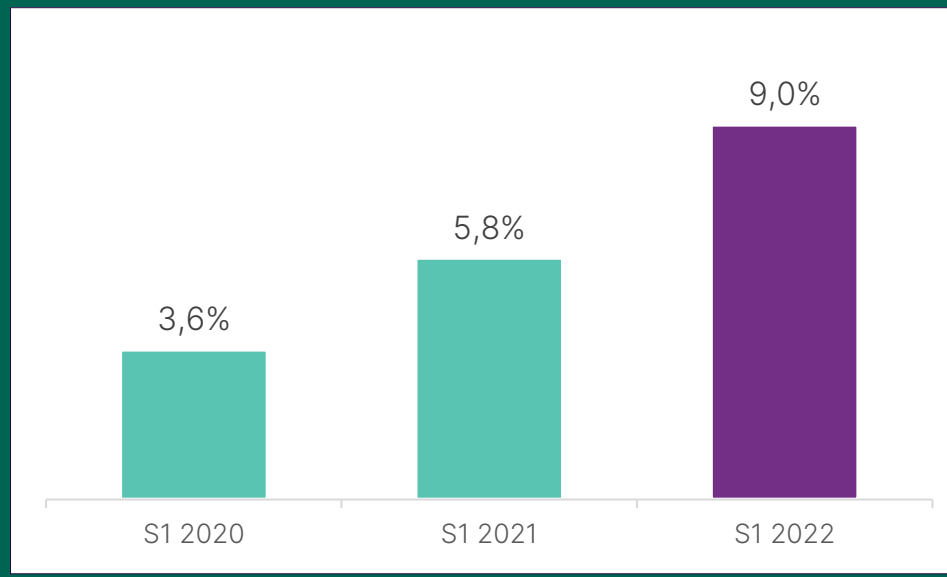
# MARGIN GROWTH

SQ L I H Y 2 0 2 2 - 2 2 S E P T E M B E R 2 0 2 2

## Current operating income IN €M



## Current operating margin AS A % OF REVENUES



AUDITED CONSOLIDATED DATA

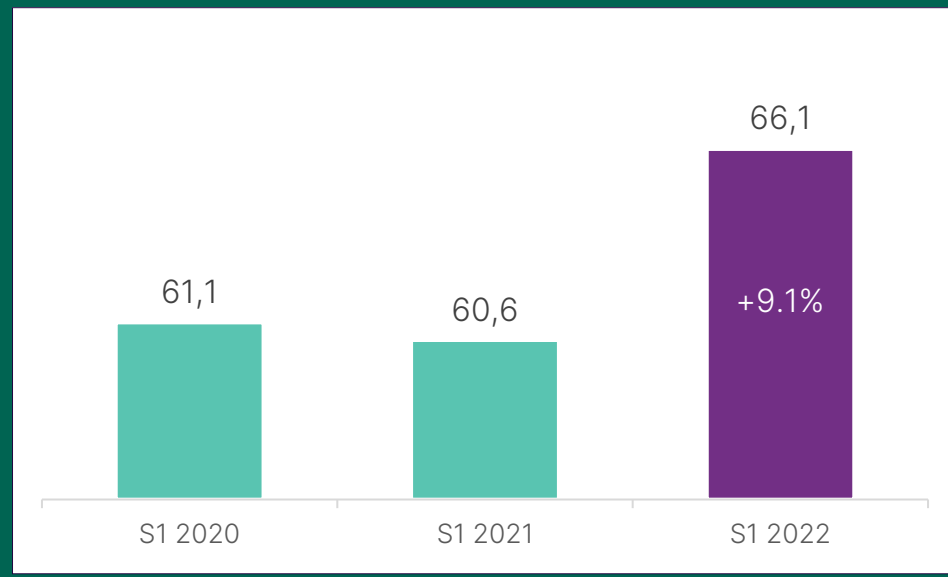
CO-PUBLIC



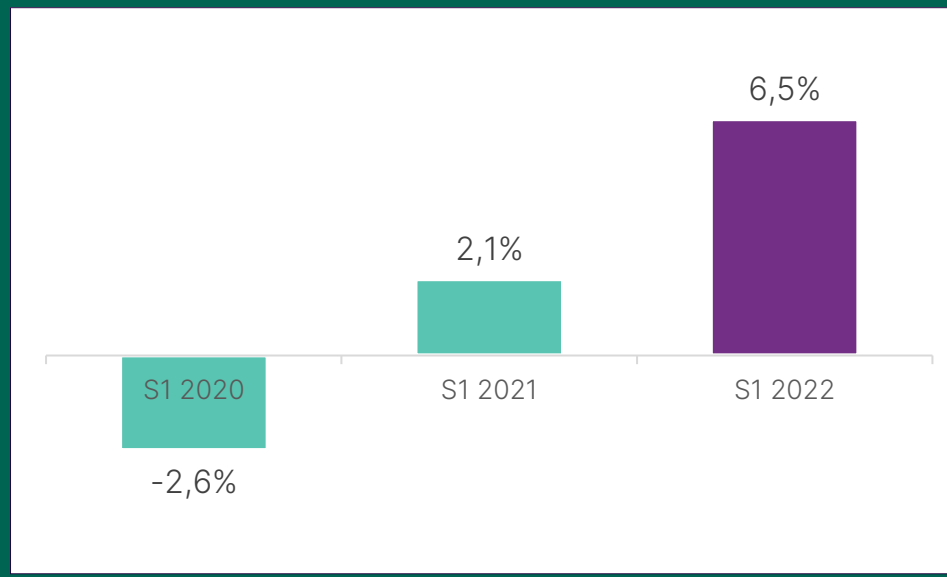
# PERFORMANCE IN FRANCE

SQ1 HY 2022 - 22 SEPTEMBER 2022

## REVENUE IN €M



## Current operating margin AS A % OF REVENUES



AUDITED CONSOLIDATED DATA

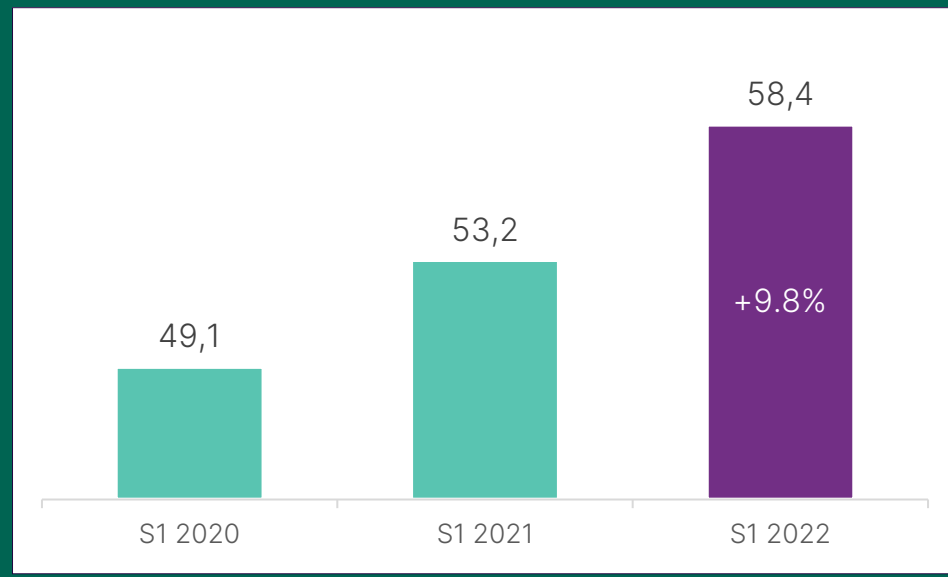
CO-PUBLIC



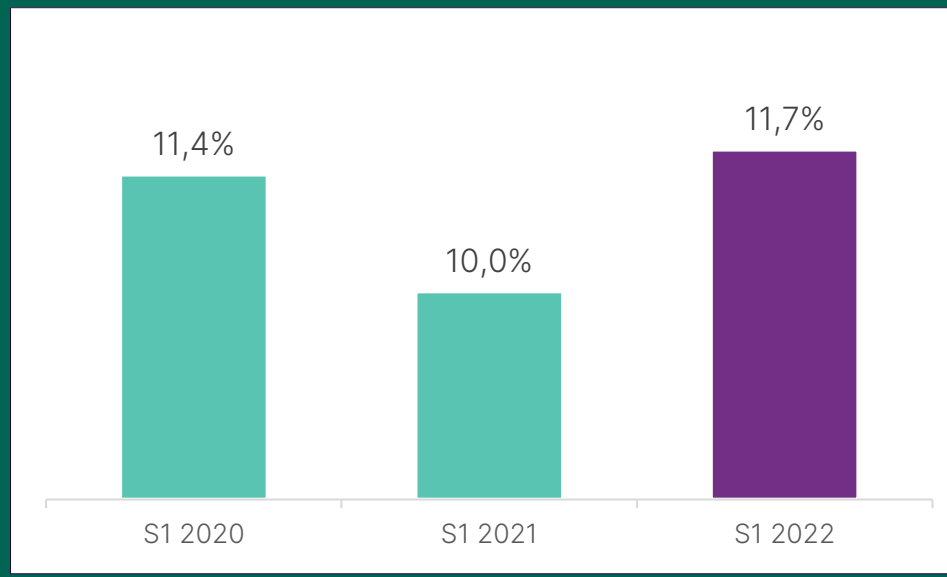
# INTERNATIONAL PERFORMANCE

SQ1 HY 2022 - 22 SEPTEMBER 2022

## REVENUE IN €M



## Current operating margin AS A % OF REVENUES



AUDITED CONSOLIDATED DATA

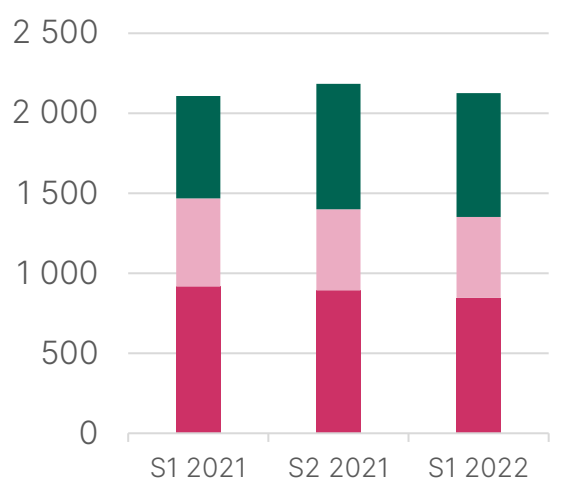
CO-PUBLIC



# OUR EMPLOYEES

## CHANGE IN HEADCOUNT\*

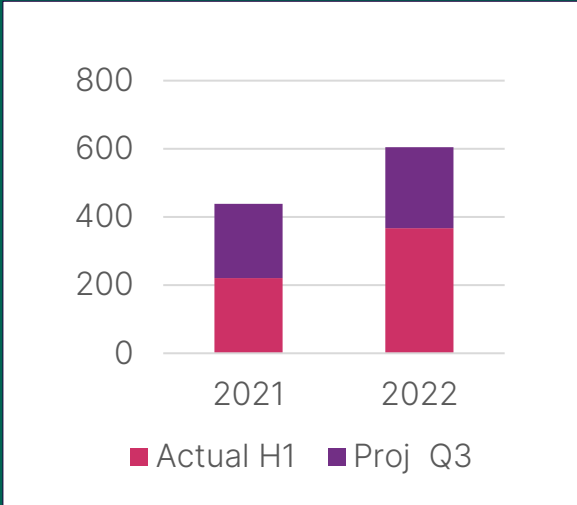
### AVERAGE HEADCOUNT



### H1 2022 INDICATORS

- **RECRUITMENTS: 360**
- **TURNOVER RATE: 29% LTM**
- **EMPLOYMENT RATE: 85%**

### 2021/2022 RECRUITMENTS



\* INCLUDING LOCAL TEMPORARY EMPLOYEES

# FINANCIAL RESULTS

---

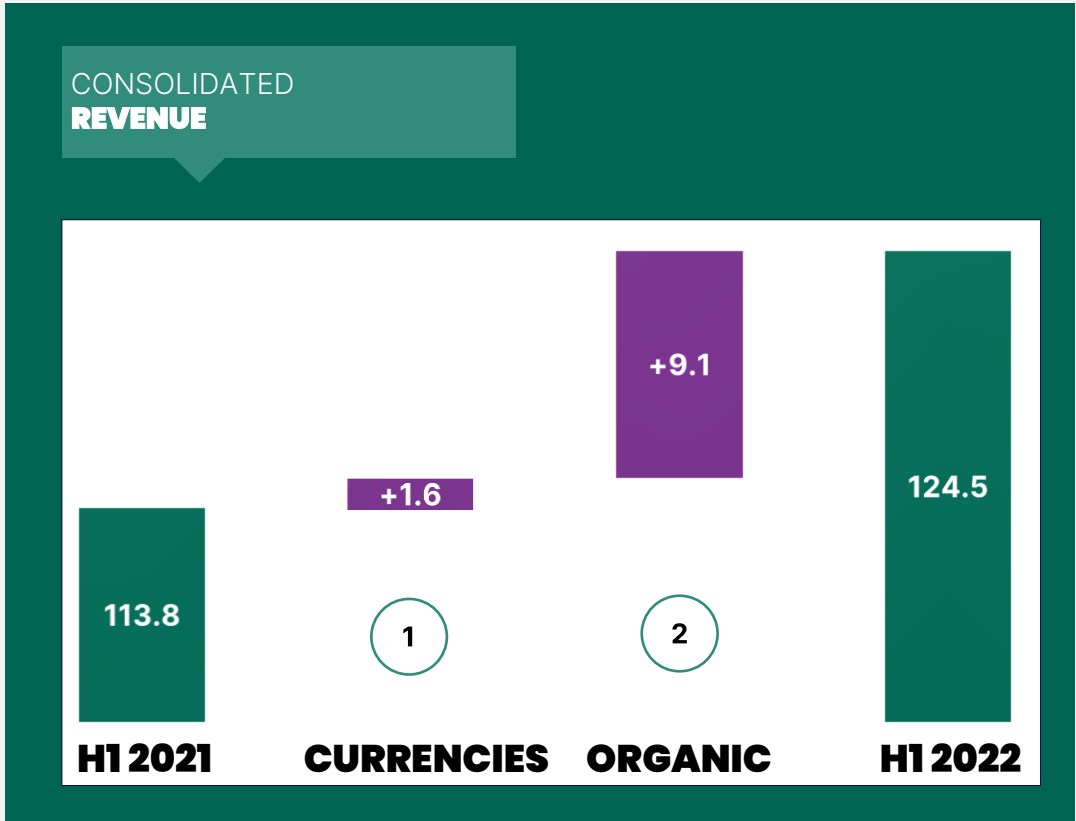
**Olivier STEPHAN**

DEPUTY MANAGING DIRECTOR FOR FINANCE





# REVENUE GROWTH



AUDITED CONSOLIDATED DATA (IN MILLIONS OF EUROS)

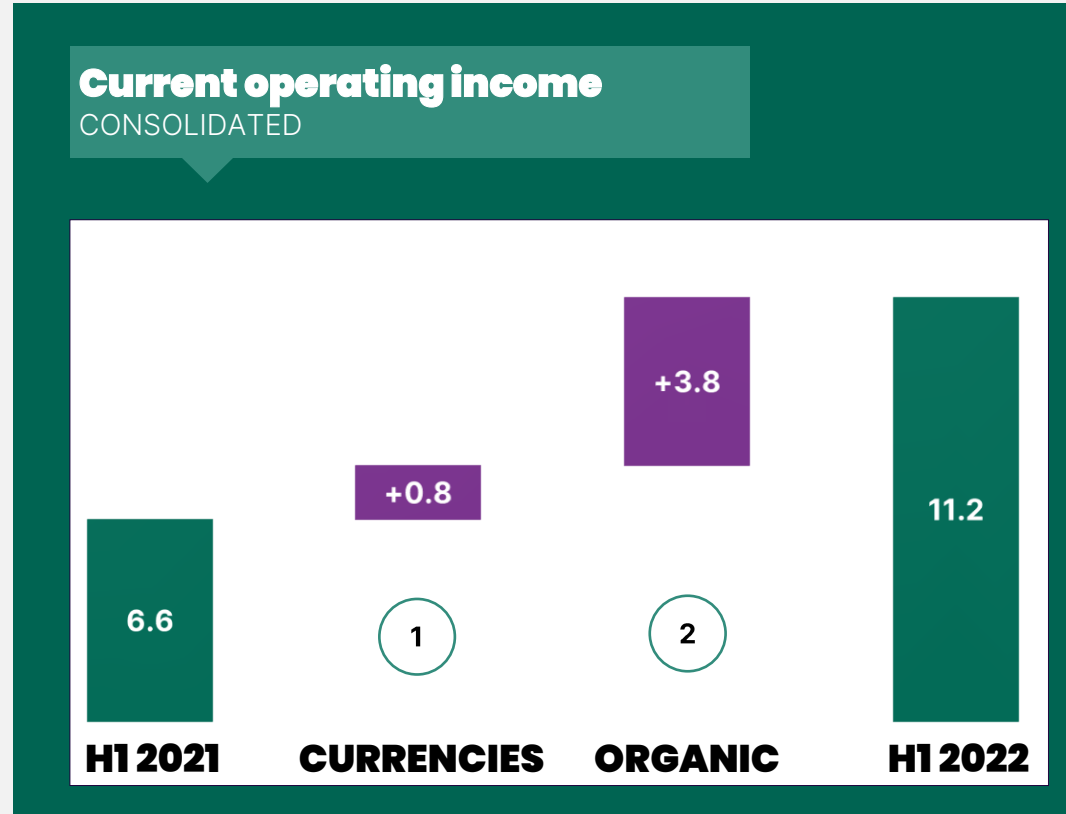
➤ ① → CURRENCY EFFECT:  
• Mainly (CHF/€)

➤ ② → ORGANIC REVENUE GROWTH FROM H1 2021 TO H1 2022  
• Price effect: +4.7% (principally out of France)  
• Activity/Mix effect: +3.3%



# CHANGE IN CURRENT OPERATING INCOME

## CURRENT OPERATING INCOME



AUDITED CONSOLIDATED DATA (IN MILLIONS OF EUROS)

➤ ① → CURRENCY EFFECT:

- Mainly (CHF/€)

➤ ② → ORGANIC GROWTH IN CURRENT OPERATING INCOME FROM H1 2021 TO H1 2022

- Effect of the improvement in the activity rate
- Industrialisation of projects in Service Centres
- Control of indirect costs excluding recruitment

# SQLI INCOME STATEMENT

## FROM CURRENT OPERATING INCOME TO NET PROFIT

- SHARP RECOVERY IN CURRENT OPERATING INCOME
- NON-RECURRING INCOME IMPACTED BY COSTS RELATED TO THE TAKEOVER # €2M
- COST OF DEBT IMPACTED BY THE POST-TAKEOVER REFINANCING # €1M

€M - IFRS	H1 2021	H1 2022
REVENUE	113.8	124.5
EBITDA*	8.0	12.1
Other allocations to net impairment, depreciation, amortisation and provisions	(1.4)	(0.9)
CURRENT OPERATING INCOME	6.6	11.2
Non-recurring income	(0.9)	(3.3)
OPERATING INCOME (EBIT)	5.7	7.9
Net cost of debt	(0.9)	(2.3)
Other financial income and expenses	(0.5)	(0.7)
Tax expenses	(1.5)	(2.3)
NET INCOME	2.8	2.6

AUDITED CONSOLIDATED DATA (IN MILLIONS OF EUROS)

\*EBITDA = income before interest, taxes, depreciation and amortisation (excl. IFRS 16)



# SQLI CASH FLOW STATEMENT

## FROM INCOME TO CASH

- **CLEAR IMPROVEMENT IN CASH FLOW**
- **CHANGE IN WCR LINKED TO:**
  - Stability of the DSO at a good level
  - Growth effect
  - Deconsolidating utilisation factor # €5m

€M - IFRS	H1 2021	H1 2022
Cash flow	10.6	13.8
Change in WCR	(8.9)	2.3
Income tax	(1.5)	(1.3)
<b>CASH FLOW FROM OPERATIONS</b>	<b>0.2</b>	<b>14.8</b>
Investments	(0.8)	(1.2)
Change in scope	(0.0)	0.0
<b>CASH FLOW FROM INVESTMENTS</b>	<b>(0.8)</b>	<b>(1.2)</b>
Debt issuance	0.0	26.3
Net disposals of Treasury shares	0.5	0.2
Loan repayments and financial charges	(5.0)	(50.5)
Impact IFRS 16	(4.8)	(4.8)
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>	<b>(9.3)</b>	<b>(28.8)</b>
<b>CHANGE IN CASH</b>	<b>(10.0)</b>	<b>(15.1)</b>

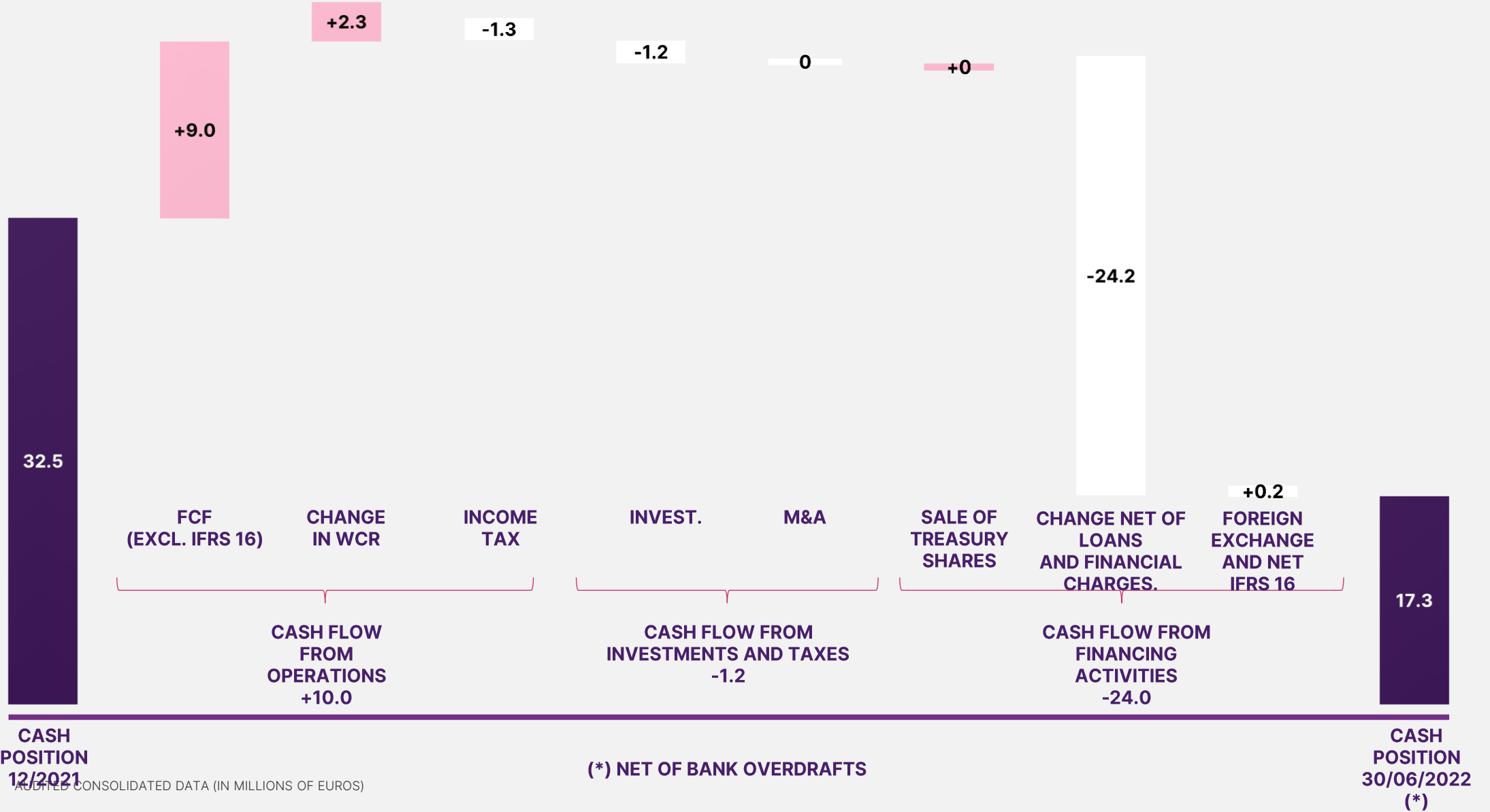
AUDITED CONSOLIDATED DATA (IN MILLIONS OF EUROS)





# CASH FLOW

SQI HY 2022 - 22 SEPTEMBER 2022



ADJUSTED CONSOLIDATED DATA (IN MILLIONS OF EUROS)

CO-PUBLIC

# BALANCE SHEET ASSETS

## > IFRS 16:

- Lease renewals in France
- Depreciation of premises

## > GOOD CASH CONTROL

€M - IFRS	30/06/2021	31/12/2021	30/06/2022
Goodwill	89.2	89.2	89.2
Deferred tax assets	1.8	0.8	0.1
Tax assets (CICE, CIR tax credits)	2.5	2.6	3.3
Leased assets (IFRS 16)	20.2	18.7	19.6
Other non-current assets	19.5	19.0	17.6
<b>NON-CURRENT ASSETS</b>	<b>133.2</b>	<b>130.3</b>	<b>129.7</b>
Client accounts	66.8	71.6	73.0
Other current assets	23.1	18.1	19.5
Cash and cash equivalents	29.1	32.6	21.1
<b>CURRENT ASSETS</b>	<b>119.0</b>	<b>122.3</b>	<b>113.5</b>
<b>TOTAL ASSETS</b>	<b>252.2</b>	<b>252.6</b>	<b>243.3</b>

AUDITED CONSOLIDATED DATA (IN MILLIONS OF EUROS)



# BALANCE SHEET LIABILITIES

## > IMPACT OF GROWTH ON THE PAYABLES ITEM

€M - IFRS	30/06/2021	31/12/2021	30/06/2022
SHAREHOLDERS' EQUITY	98.1	100.9	105.2
Long-term borrowings	40.0	39.2	26.3
Lease liabilities > 1 year (IFRS 16)	15.5	13.5	13.9
Other non-current liabilities	5.5	5.5	4.3
<b>NON-CURRENT LIABILITIES</b>	<b>61.0</b>	<b>58.3</b>	<b>44.5</b>
Short-term borrowings	10.2	9.8	4.1
Lease liabilities < 1 year (IFRS 16)	8.1	8.2	8.4
Accounts payable	19.9	18.9	21.5
Other current liabilities	54.9	56.6	59.5
<b>CURRENT LIABILITIES</b>	<b>93.1</b>	<b>93.5</b>	<b>93.6</b>
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>	<b>252.2</b>	<b>252.6</b>	<b>243.3</b>

AUDITED CONSOLIDATED DATA (IN MILLIONS OF EUROS)



# NET FINANCIAL DEBT

➤ **USE OF “DECONSOLIDATING” FACTORING IN FINANCING:  
# €5M BEFORE SET-UP OF A CENTRALISED TREASURY**

➤ **VERY COMFORTABLE LEVERAGE RATIO**

➤ **ADDITIONAL CAPACITIES THAT CAN BE MOBILISED**

- CAPEX loan: €20m
- Revolving credit: €10m
- Factoring reserve: €7m

€M - IFRS	30/06/2021	31/12/2021	30/06/2022
SHAREHOLDERS' EQUITY	98.1	100.9	105.2
GROSS DEBT	50.2	49.0	26.3
Cash and cash equivalents	29.1	32.6	16.9
NET DEBT	21.1	16.4	9.2
<b>NET DEBT TO SHAREHOLDERS' EQUITY RATIO</b>	<b>22%</b>	<b>16%</b>	<b>9%</b>
EBITDA 12 MONTHS	11.8	15.2	20.1
<b>NET DEBT TO EBITDA 12 MONTHS</b>	<b>1.8</b>	<b>1.1</b>	<b>0.5</b>

AUDITED CONSOLIDATED DATA (IN MILLIONS OF EUROS)



# SHAREHOLDER STRUCTURE & GOVERNANCE

---

**Philippe DONCHE-GAY**

CHAIRMAN & CHIEF EXECUTIVE OFFICER



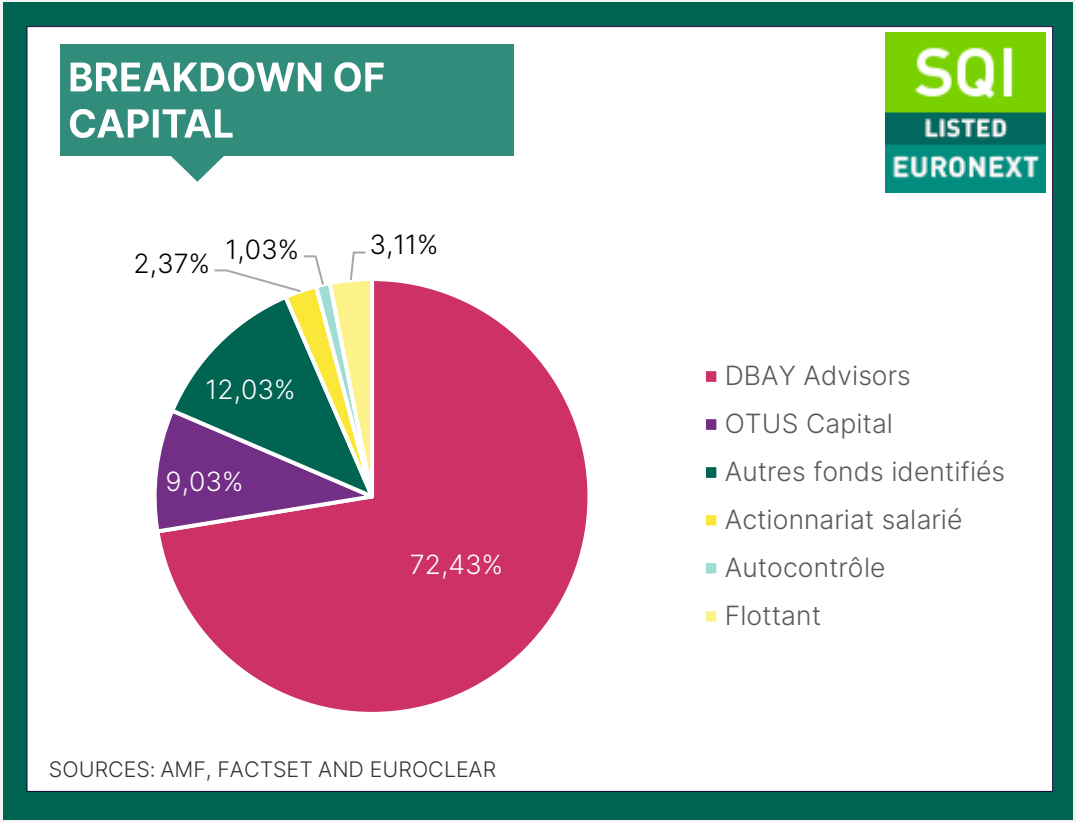


# REFERENCE SHAREHOLDER SINCE 15 FEBRUARY 2022

Shareholding structure

Board of Directors

SQLI HY 2022 - 22 SEPTEMBER 2022



<b>CHAIRMAN</b>
Philippe DONCHE-GAY
<b>INDEPENDENT</b>
Nathalie MESNY Ariel STEINMANN
<b>DBAY REPRESENTATIVES</b>
Diederik VOS Iltay SENSAGIR Bev WHITE Alexis NASARD Sven HAGEMANN
<b>SQLI EMPLOYEE REPRESENTATIVE</b>
Jérôme ABERGEL

- Share price (21/09/2022): €37.20
- Number of shares: 4,613,975
- Market Cap. €172m

- Board of Directors aligned with Middelnext recommendations

CO-PUBLIC

# CONCLUSION

---

**Philippe DONCHE-GAY**

CHAIRMAN & CHIEF EXECUTIVE OFFICER





# SQLI TODAY IS

1

**A GROUP WITH REVENUE GROWTH MOMENTUM AND STEADILY RISING MARGINS**

2

**A DELEVERAGED GROUP WITH SOLID FINANCIAL LEEWAY AND THE SUPPORT OF A MAJORITY SHAREHOLDER**

3

**A GROUP POSITIONED ON A BUOYANT MARKET SEEKING VALUE-CREATING ACQUISITION OPPORTUNITIES**



# Q&A

## Questions & Answers

CO-PUBLIC



**THANK  
YOU**

**Thank you**



# APPENDICES

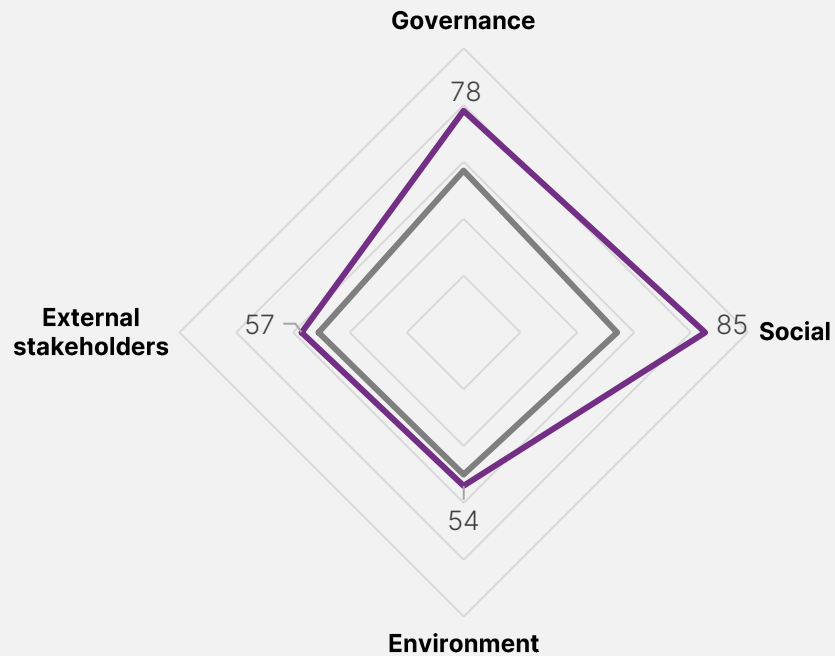
---



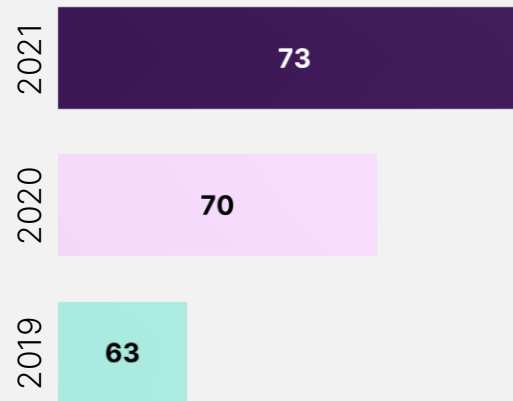


# EXTRA-FINANCIAL RATING

— SQLI 2021\* — Benchmark



## OVERALL SCORE:



## DRIVERS OF PROGRESS

- > Environment: digital sobriety
- > Social: hybrid work

\* BASED ON DATA AT THE END OF 2020

