



INVESTORS PRESENTATION

Including Q3 2021 revenue

DISCLAIMER



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A FAST GROWING LEADER

DELIVERING FIELD SERVICES
BETTER - FASTER - SMARTER

Solutions30

Solutions for New Technologies

OUTSOURCING MULTITECHNICAL FIELD SERVICES

Solutions 30 is an integrated services company which aims at making digital technologies easily accessible to everyone.



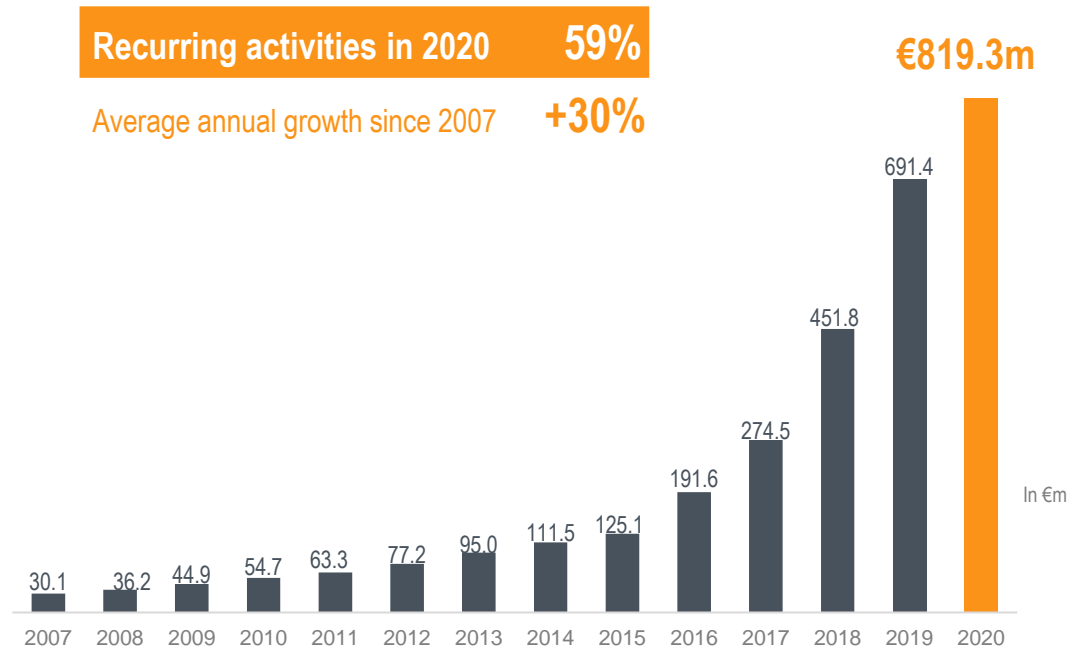
We accelerate the transition to digital by delivering “last mile” solutions, including connected equipment deployment and assistance.



We provide one-stop-shop solutions to end-clients, both individuals and enterprises, on behalf of large technology companies.



A HISTORY OF HIGH GROWTH



15,700 personnel

60,000
call-outs per day

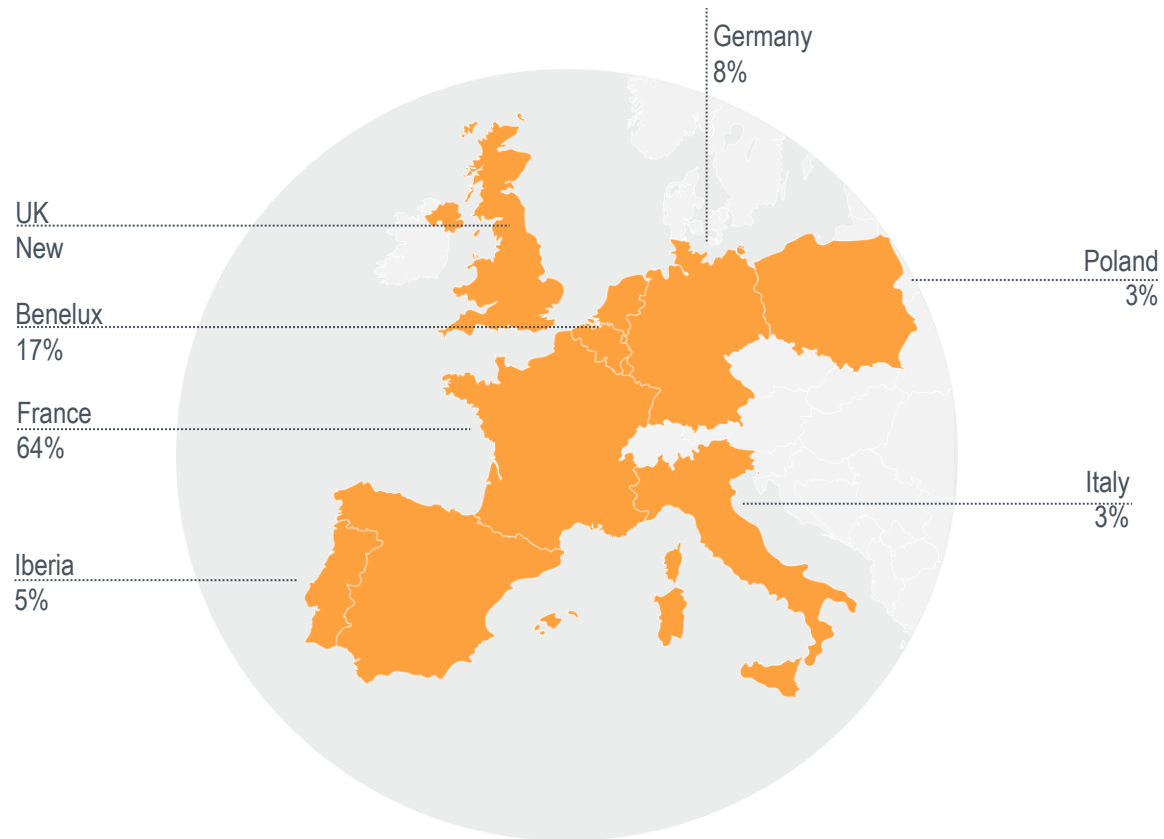
+45%
CAGR since 2015

13.0%
2020 EBITDA
margin

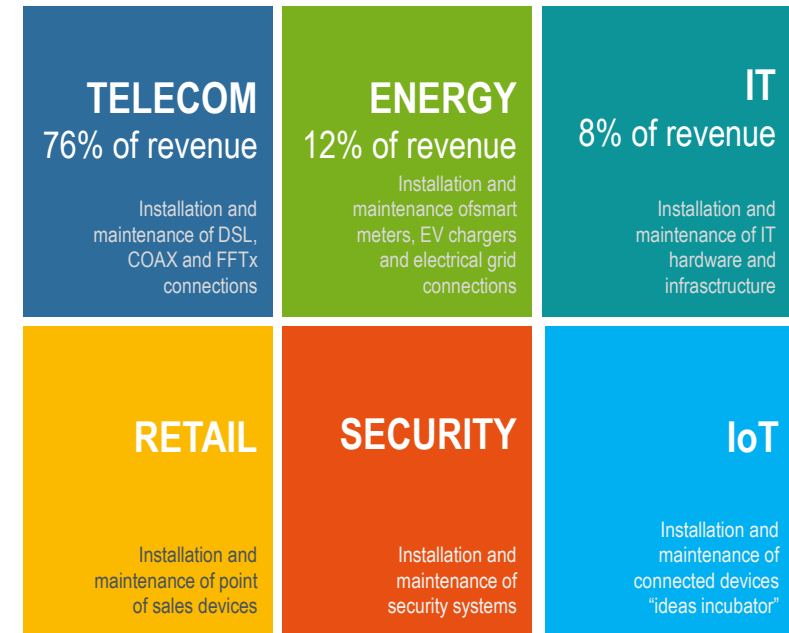
2003
Creation Date

THE EUROPEAN LEADER IN LAST DIGITAL MILE SERVICES

A EUROPEAN FOOTPRINT



6 VERTICALS





OUR CLIENT NEEDS

Outsourcing of a critical but non-core business
to a trusted partner

OUR PURPOSE

Delivering field services
better, faster and smarter in a fast-changing world

OUR CHALLENGE

Maintain a profitable, efficient and scalable organisational structure with a **constant and sustainable quality of service**

3 PILLARS FOR AN EFFICIENT AND SCALABLE BUSINESS MODEL

VOLUME

Maximising volumes and recurrence

- Standardise interventions to maximise economies of scale
- Improve our knowledge base in real-time

DENSITY

Maximising the density of the technician network

- Maximise technicians' availability
- Ensure short response time

AUTOMATISATION

Maximising automation through a powerful IT system

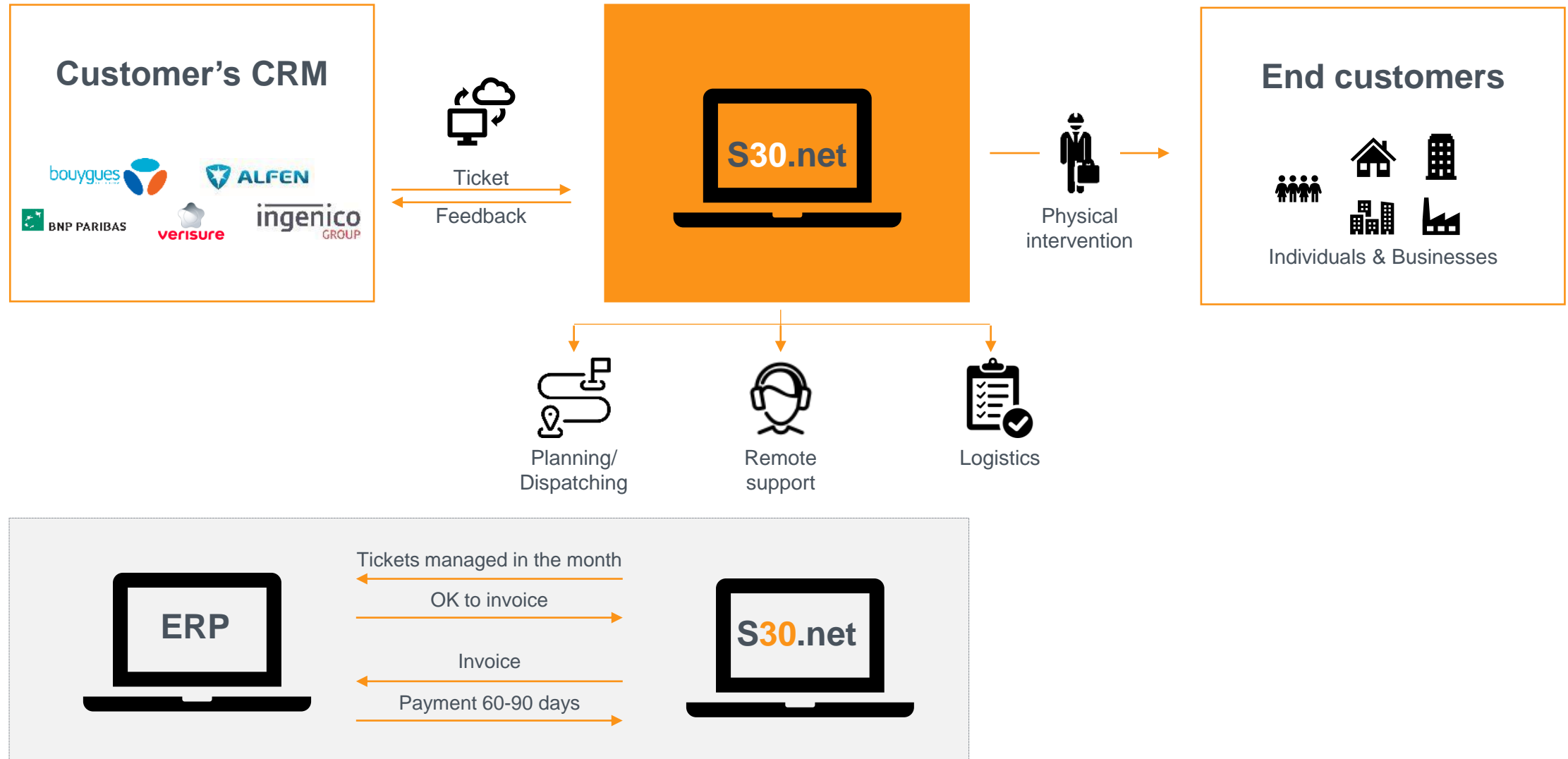
- Automate workforce management and repetitive tasks
- Optimise call-outs and tasks planning in real-time

- ➔ Maximising the efficiency of our technicians and operational process
- ➔ A robust development base easy to duplicate on new markets and geographies



Our commitment
BETTER | FASTER | SMARTER

A FULLY AUTOMATED IT PLATFORM



AN ESTABLISHED PORTFOLIO OF LOYAL CLIENTS

TELECOMS



ENERGIE



IT



RETAIL



SECURITE



IoT



STRATEGY PRIORITISES GROWTH TO REACH DOMINATING POSITION IN ALL THE GEOGRAPHIES

#1

SECTOR DIVERSIFICATION

From IT to energy: supporting the digitisation of the economy in all sectors

#2

GEOGRAPHICAL DIVERSIFICATION

A strategy of selective geographical expansion: accessibility, market structure, growth potential and duplication of model

#3

A SINGLE ORGANISATION

An identical operational structure for the various business sectors and countries, maximizing synergies and economies of scale

#4

MARKET CONSOLIDATION

Numerous opportunities to accelerate growth in a highly fragmented market where Solutions 30 is the natural consolidator

KEY FACTS

9M 2021 Revenue €653.5m
+12.9%
(+9.3% organic)

FINANCIALS

- Auditors' HY review has confirmed:
 - No misstatement in the opening balance-sheet
 - No observation on the 2021 interim financial statements
- Positive conclusion of the conciliation procedure with banks announced in December

BUSINESS AND OUTLOOK

- Unfavourable base effect in H2 2021 due to extremely strong resilience in 2020
- Difficulties in sourcing materials: activities are delayed, not lost
- French market is mature with differed start-up of new businesses due to supply chain issues
- Strong market momentum in other European countries thanks to deep secular tailwinds and massive recovery plans
- Resuming of M&A activities





POWERING SOLUTIONS 30

TRANSFORMATION PLAN

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A NEW CHAPTER AHEAD

1 20% CAGR

- Setting-up of unique profitable business model
- A pool of technicians servicing high volume markets

DENSITY | VOLUME | AUTOMATION

2 46% CAGR

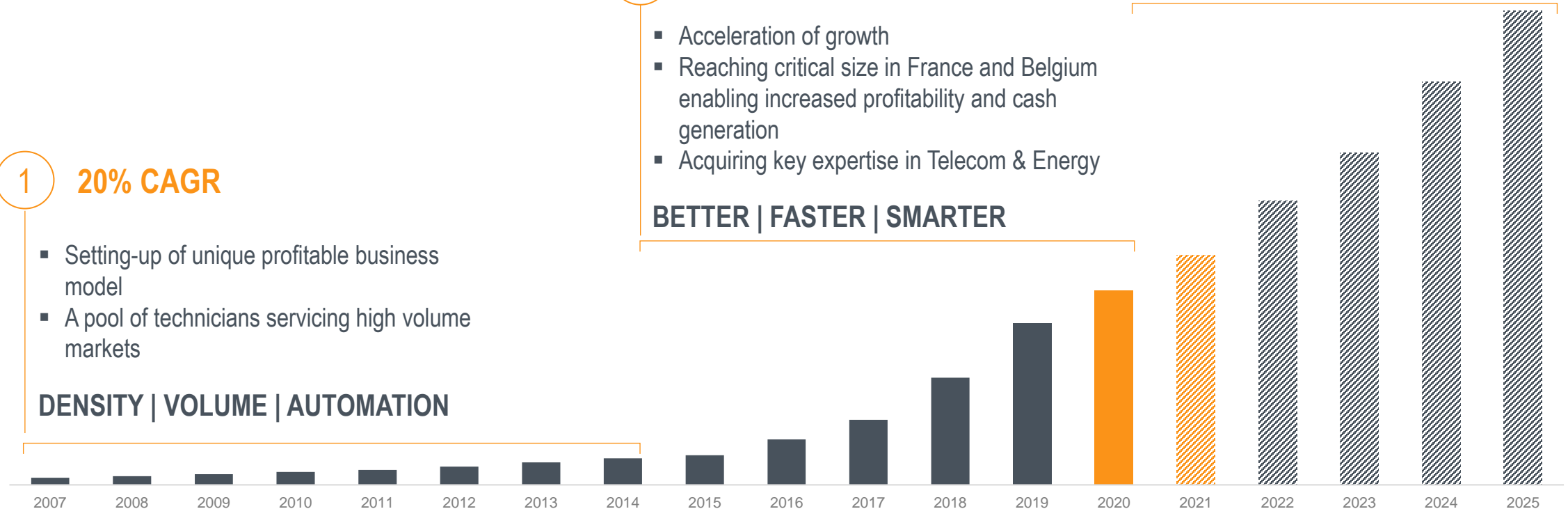
- Acceleration of growth
- Reaching critical size in France and Belgium enabling increased profitability and cash generation
- Acquiring key expertise in Telecom & Energy

BETTER | FASTER | SMARTER

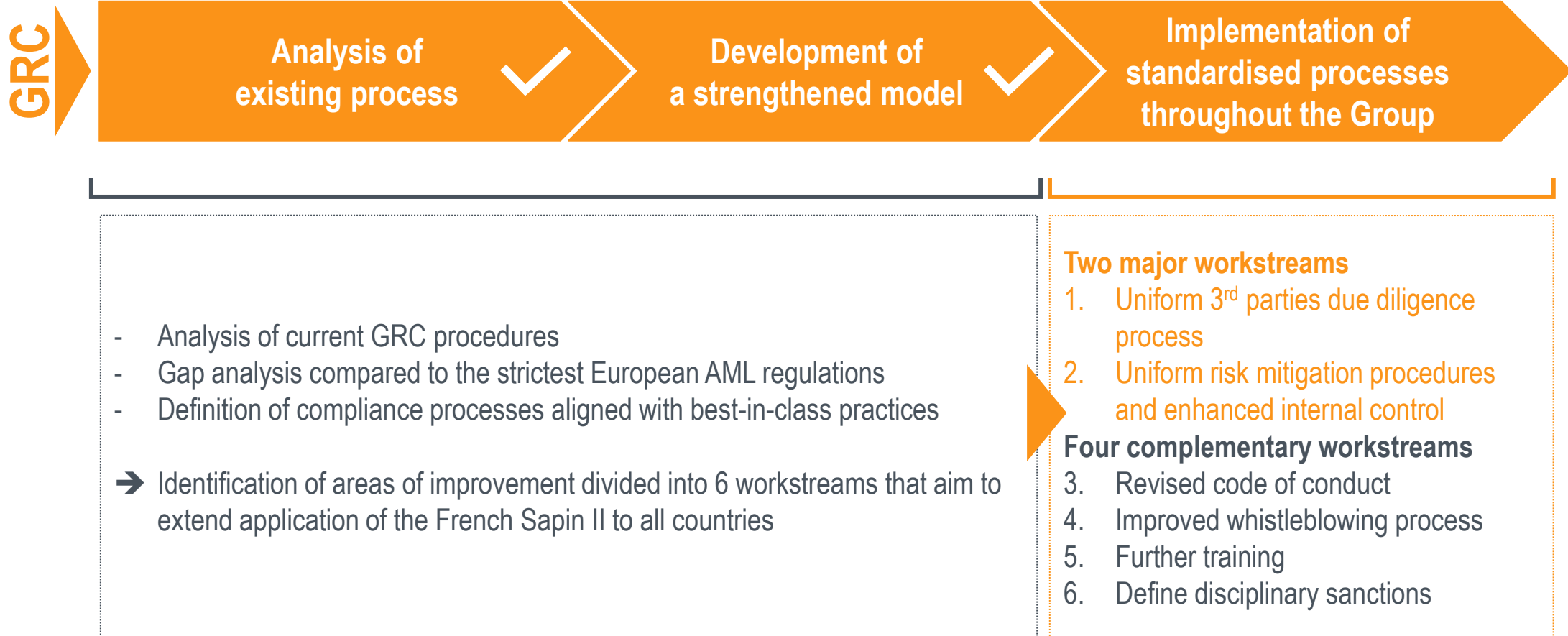
3 DOUBLE-DIGIT CAGR

- A new growth phase is arising
- Duplication of the success experienced in France is underway
- Strengthening fundamentals

GOVERNANCE | RISK | COMPLIANCE



PROJECT SET-UP



PROJECT GOVERNANCE



WORKSTREAMS PROGRESS



		STATUS
1. Uniform 3 rd parties due diligence process	<div><div></div><div>66%</div></div>	<div><div></div><div></div><div></div></div>
2. Uniform risk mitigation procedures and enhanced internal control	<div><div></div><div>43%</div></div>	<div><div></div><div></div><div></div></div>
3. Revised code of conduct	<div><div></div><div>93%</div></div>	<div><div></div><div></div><div></div></div>
4. Improved whistleblowing process	<div><div></div><div>86%</div></div>	<div><div></div><div></div><div></div></div>
5. Further training	<div><div></div><div>11%</div></div>	<div><div></div><div></div><div></div></div>
6. Define disciplinary sanctions	<div><div></div><div>5%</div></div>	<div><div></div><div></div><div></div></div>

1. UNIFORM 3RD PARTIES DUE DILIGENCE PROCESS



METHOD

- 3rd parties assessment
- Review of current selection process
- Definition of an improved concept for selecting third parties, relevant for the whole group and compliant with all local regulations
- Verification of risk scenarios with pilot entities



DELIVERABLES

- Concept of due diligence process
- Due diligence for high risk business partners
- Detailed specification of an IT-Tool
- Roll-out and training



ILLUSTRATIONS / STATUS

- Preliminary assessment of 22,600 creditors. <1% high risk
- Preliminary assessment of 900 debtors. No debtor classified as high risk.
- Upgrade and roll-out of a proprietary IT tool to enable multiple compliance checks depending on the subcontractors risk exposure
- Adaptation of the ERP to enable compliance checks on business partners

2. UNIFORM RISK MITIGATION PROCEDURES AND ENHANCED INTERNAL CONTROL



METHOD

- Define applicable fields of law
- Definition of compliance risk scenarios
- Identification of relevant risk clusters
- Verification of risk scenarios with pilot entities
- Design of a risk map and roll-out



DELIVERABLES

- Risk map for initial risk assessment
- Risk register with applicable risk scenarios
- Risk management process & manual
- Detailed specification of an IT-Tool
- Roll-out and training



ILLUSTRATIONS / STATUS

- Risk scenarios under verification in pilot entities in Italy (done), Poland, (done) Belgium (done) and France (undergoing).
- Core processes have been analysed: Operations, Purchase-to-Pay, Order-to-Cash, Finance & Hire-to-Retire
- Processes and controls are defined and enacted but documentation and formalization need to be improved.

3. REVISED CODE OF CONDUCT



METHOD

- Review of current code of conduct, based on risk assessment
- Identification of areas of improvements
- Design of a regular update & communication process



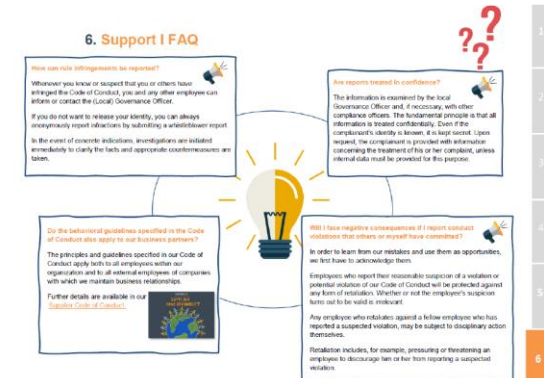
DELIVERABLES

- Revised code of conduct
- Concept for update & communication process
- Roll-out and training



ILLUSTRATIONS / STATUS

- Enriched and user-friendly code of conduct being completed



4. IMPROVED WHISTLEBLOWING PROCESS



METHOD

- Review of current mechanism
- Recommendation in the light of new applicable regulations
- Implementation of a state-of-the-art system



DELIVERABLES

- Revised whistleblower policy
- Requirements for whistleblower system
- Identification of whistleblower platform suppliers
- Roll-out and training concept




ILLUSTRATIONS / STATUS

- From a manual to an automated mechanism
- External provider selected
- Implementation to be launched

You can report any conduct or situations that violate the law or regulations (fraud, corruption, serious breach of human rights, endangerment of physical health and safety or the environment, etc.), and our internal policies or procedures (anti-corruption policy, code of ethics, etc.). We would like to thank you for your cooperation.

 File a report

 Ask a question

 Monitor my report

5. FURTHER TRAINING



METHOD

- Evaluation of training needs for workstreams #1-4
- Definition of target groups and training materials
- Communication plan
- Roll out of training
- Definition of regular process for review and tracking of trainings



DELIVERABLES

- Training concept
- Training materials
- Training schedule and roll-out



ILLUSTRATIONS / STATUS

- Evaluation under process

6. DEFINE DISCIPLINARY SANCTIONS

 METHOD	 DELIVERABLES	 ILLUSTRATIONS / STATUS
<ul style="list-style-type: none">▪ Definition of sanctioning process, including definition of disciplinary actions, roles and procedures	<ul style="list-style-type: none">▪ Guideline for disciplinary actions	<ul style="list-style-type: none">▪ TBD



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OUTLOOK

KEY BUILDING BLOCKS FOR A LONG-TERM SUSTAINED GROWTH

	FTTH SIGNIFICANT YET UNTAPPED OPPORTUNITY Homes passed / Homes connected	5G DAWN OF A NEW ERA	EV CHARGING STATIONS & ENERGY TRANSITION MASSIVE MARKETS WITH MULTIPLE OPPORTUNITIES	RECOVERY PLANS RECOVERY PLANS UNLOCKING SUBSTANTIAL OPPORTUNITIES
FRANCE	64% / 30%	<ul style="list-style-type: none"> 5G roll-out has just started in most of European countries and is expected to further accelerate 5G expected to become the main mobile technology in 2026 	<ul style="list-style-type: none"> The lack of charging infrastructure is the last barrier to the widespread adoption of electric vehicles Renewable energy, and more specifically, solar panels represent an extensive vectors for growth. In France only, the untapped potential of solar energy production on roofs is estimated at 364 GW (3x the total power of French production park). The untapped potential of solar energy production on the ground is 775 GW in France. 	<ul style="list-style-type: none"> Total : €39,000m Telecom*: €540m Energy*: €100m
BELGIUM	6% / 1%			<ul style="list-style-type: none"> Total : €12,000m Telecom*: €187m Energy*: €70m
NETHERLANDS	59% / 24%			<ul style="list-style-type: none"> Total : €26,000m Telecom*: €1,200m Energy*: €360m
GERMANY	22% / 8%			<ul style="list-style-type: none"> Total : €70,000m Telecom*: €4,300m Energy*: €400m
SPAIN	88% / 71%			<ul style="list-style-type: none"> Total : €69,000m Telecom*: €6,700m Energy*: €2,240m
ITALY	41% / 10%			<ul style="list-style-type: none"> Total: €24,000m Telecom*: €1,400m
POLAND	41% / 20%			
UK	15% / 9%			<ul style="list-style-type: none"> Telecom: £5,000m

A UNIQUE EXPERTISE TO BENEFIT FROM SECULAR TAILWINDS IN EUROPE

	FTTH SIGNIFICANT YET UNTAPPED OPPORTUNITY	5G DAWN OF A NEW ERA	EV CHARGING STATIONS	ENERGY TRANSITION
			MASSIVE MARKETS WITH MULTIPLE OPPORTUNITIES	
FRANCE	<ul style="list-style-type: none"> Longstanding and deep relationships with all major Telcos in Solutions 30 geographies Expertise and technical skills acquired through decades of close collaboration with customers 	<ul style="list-style-type: none"> Significant customer intimacy acquired through decades of close collaboration with Telcos Resources and competencies acquired via targeted strategic acquisitions: Comvergent & Mono (UK), Provisiona (Spain) and Algor (Italy) 	<ul style="list-style-type: none"> Solutions 30 has developed the skills & certifications required to position itself in this market Strategic partnerships(Alfen, EDF, Enel, EV Box, Oil Companies. & Car manufacturers) and first services contracts have already been signed 	<ul style="list-style-type: none"> Residential energy markets require various types of interventions with limited complexity & technical know-how representing highly synergistic opportunities for Solutions 30 with its existing client base Sotranasa has expertise in the installation & maintenance of solar equipment
BELGIUM				
NETHERLANDS				
GERMANY				
SPAIN				
ITALY				
POLAND				
UK				

LONG-TERM GROWTH IS CONFIRMED



	FTTH	5G	SMART METERS	EV CHARGING STATIONS & ENERGY TRANSITION	INCREASE DENSITY	MARKET CONCENTRATION
FRANCE						
BELGIUM						
NETHERLANDS						
GERMANY						
SPAIN						
ITALY						
POLAND						
UK						

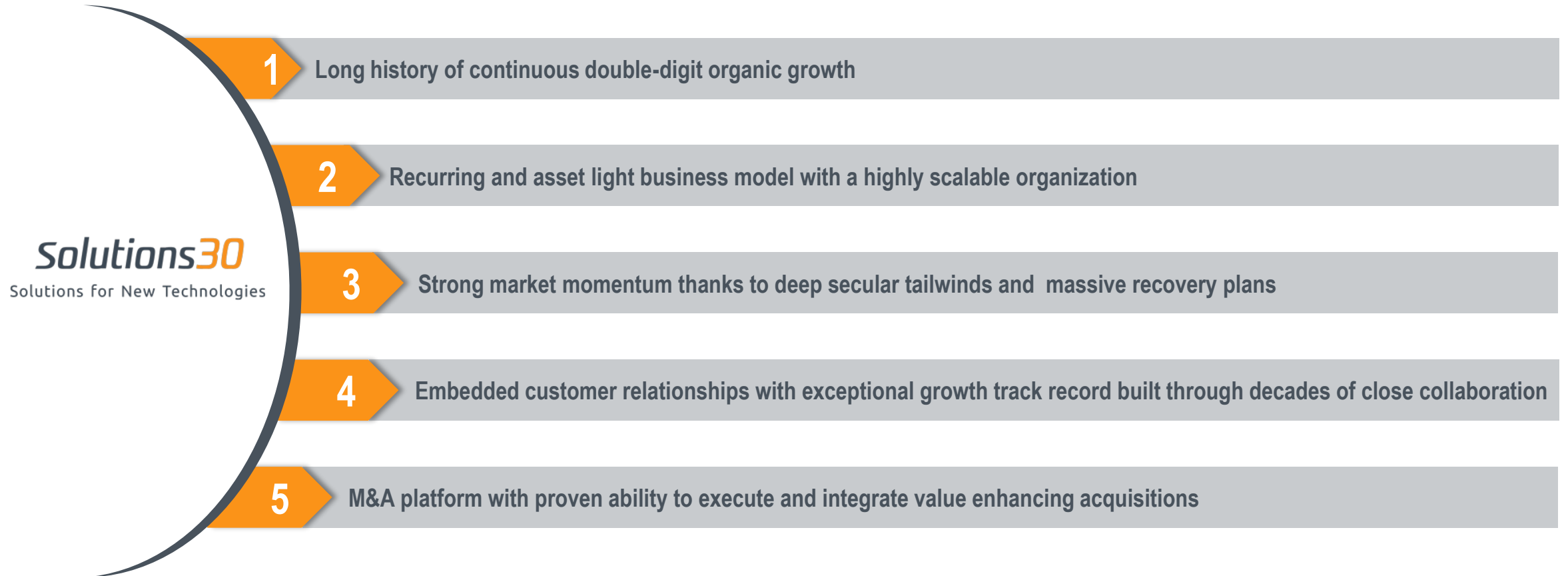
Future Growth Driver

Near - future Growth Driver

Current Growth Driver

Mature

KEY HIGHLIGHTS



AGENDA

FY revenue, 2021

| 26 January 2022

CONTACT

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investor.relations@solutions30.com | Tel.: +352 (2) 837 1389

www.solutions30.com



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Solutions for New Technologies

Two decades serving digital deployment in Europe



BACK-UP SLIDES

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Solutions for New Technologies

GOVERNANCE STRUCTURE

SUPERVISORY BOARD

100% independent members

Alexander Sator
Chairman of the Supervisory Board since
September 2018

Paul Raguin
Member of the Supervisory Board since
April 2018

Strategy Committee
President: J. P. Cottet

Caroline Tissot
Member of the Supervisory Board since
May 2017

Pascale Mourvillier
Member of the Supervisory Board since
December 2021

Remuneration & Nomination
Committee
President: A. Sator

Francesco Serafini
Member of the Supervisory Board since
May 2017

Yves Kerveillant
Member of the Supervisory Board since
April 2019

Audit Committee
President: Y. Kerveillant

GROUP MANAGEMENT BOARD



Gianbeppi Fortis,
Chief Executive Officer



Amaury Boilot
Chief Financial Officer



Luc Brusselsaers
Chief Revenue Officer



Franck D'Aloia
Chief Operations Officer
in charge of integrations



João Martinho
Chief Operations Officer
in charge of performance

ESG COMMITMENT IN BRIEF



- In 2020, SOLUTIONS 30 was ranked by Vigeo as the second-best company on Euronext Paris, in terms of improving its ESG rating.
- In 2021, SOLUTIONS 30 kept improving its ESG ratings
 - Now Ecovadis Gold with a score of 66/100
 - Gaia : 76/100
- SOLUTIONS 30 equipped itself with a management system, policies, procedures and guidelines to steer, align and coordinate its subsidiaries.

2021 CHANGES IN SCOPE OF CONSOLIDATION

COUNTRY	COMPANY	DATE OF CONSOLIDATION	FY REVENUE AT TIME OF ACQUISITION	COMMENT
Algor	Italy (60%)	1 Nov 2020	€4m	5G market penetration
Comvergent	UK	1 Dec 2020	€17.5m	New geography and 5G expertise
Brabamij	Belgium	1 Dec 2020	€6m	Complementary expertise in the Energy business



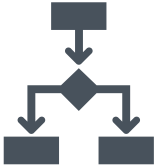
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H1 2021 FINANCIALS

AUDITORS' REVIEW



In-depth due diligence on the opening balance sheet

- Review and analysis of the results of the independent investigations carried out by Deloitte and Didier Kling Expertises & Conseil in the first half of 2021.
- Transition with the previous auditor.
- Review of the different items of the opening balance sheet and the realization of additional diligences.
- Review of the measures taken by the company in 2021.



No misstatement in the opening balance-sheet



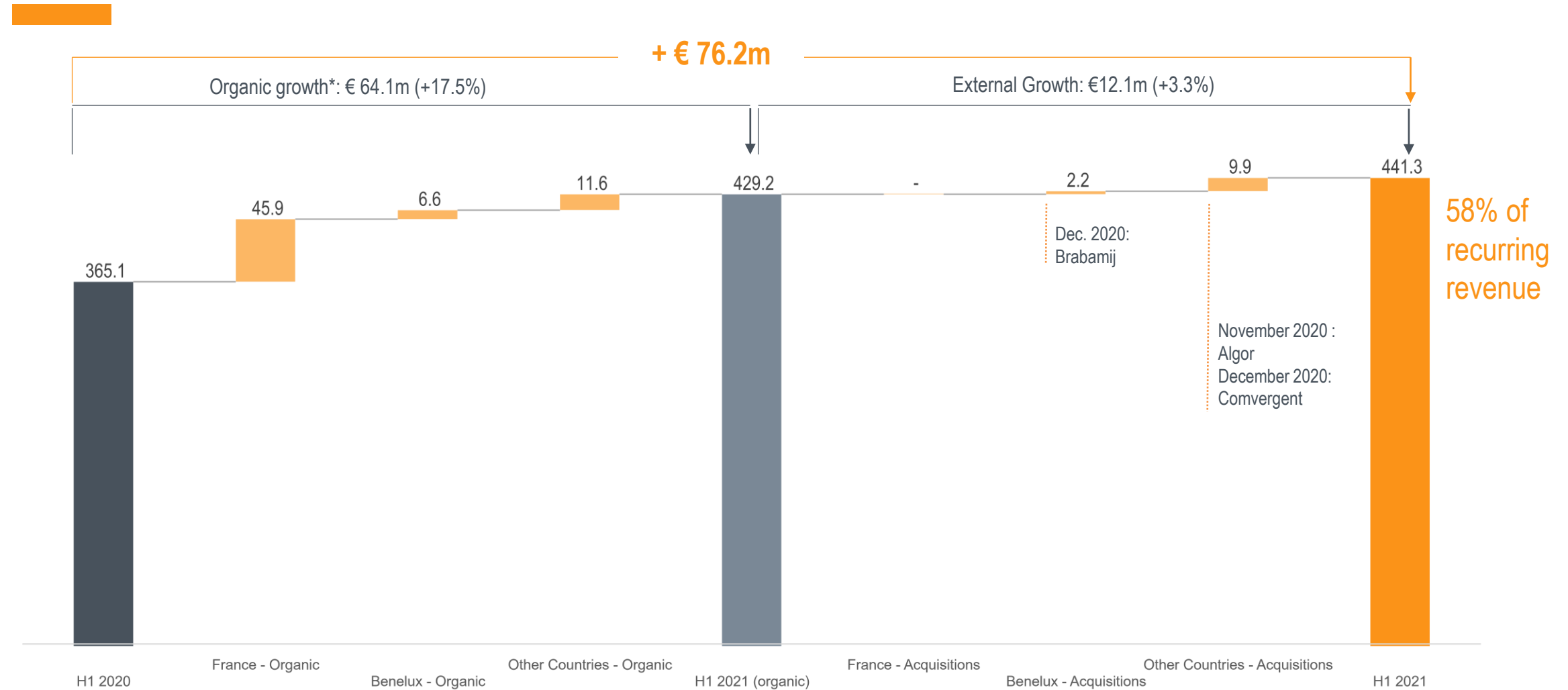
Opinion

- Application of IAS 710: mandatory reservation linked to previous auditors' disclaimer of opinion



No observation on the 2021 interim financial statements

H1 2021 REVENUE: +20.9% (+17.5% organic)



* Including organic growth from acquired companies : €1.4m

In millions of euros

ADJUSTED EBITDA MARGIN OF 11.2%

€ millions	H1 2021	H1 2020	Change
Revenue	441.3	365.1	+20.9%
Operational costs	352.8	285.4	+24%
As % of turnover	79.9%	78.2%	+1.7pp
Central org. costs	39.0	38.0	+2%
As % of turnover	8.8%	10.4%	-1.6 pp
Adjusted EBITDA ⁽¹⁾	49.5	41.3	+19.8%
As % of revenue	11.2%	11.3%	
Operational depreciation	-19.9	-19.8	+0.5%
As % of revenue	-4.5%	-5.4%	
Adjusted EBIT ⁽¹⁾	29.6	21.5	+37.5%
As % of revenue	6.7%	5.9%	

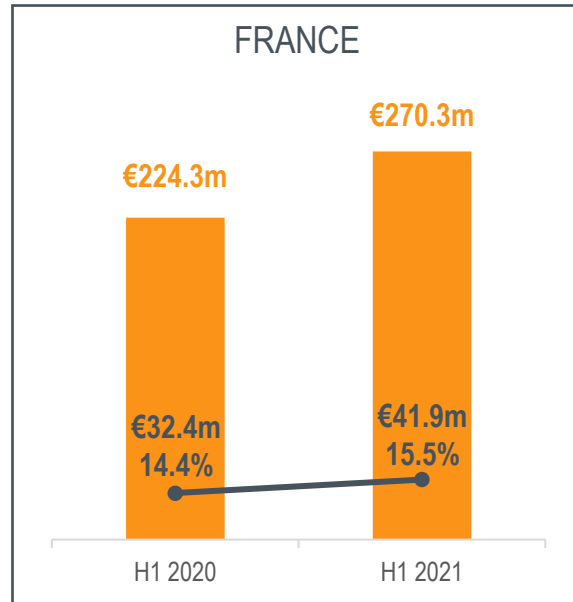
Solid operational performance given the rapid ramp-up of new contracts signed

- Increase in operational costs due to recruitment and training of the teams ;
- Tight control over central costs.

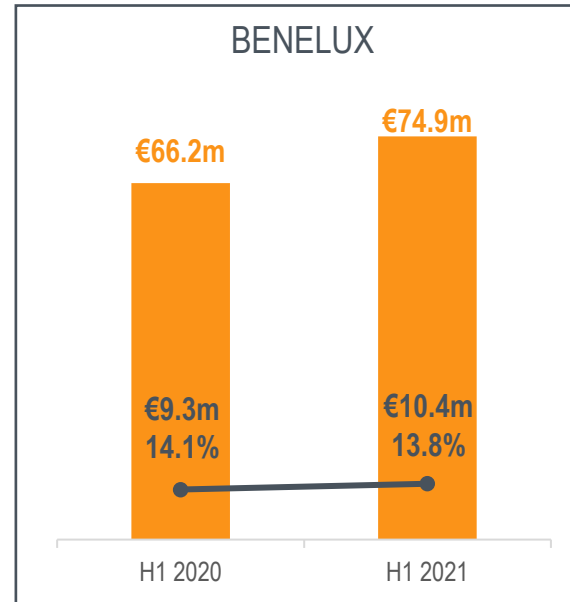
⁽¹⁾ Correction of elements considered by the company as being exceptional or non-recurring to provide a better reading of operational performance
Adjusted EBITDA: Earnings before interest, taxes, depreciation, and amortization, as well as non-recurring income and expenses
Adjusted EBIT: Operating income before amortization of customer relationships, and non-recurring income and expenses.

In millions of euros

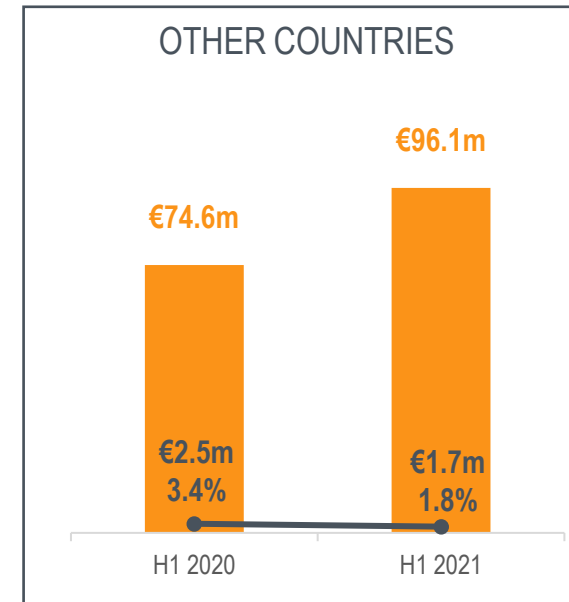
ADJUSTED EBITDA PER GEOGRAPHY



Positive impact from the increase in FTTH volumes tempered by the shift from smart meters to new activities related to energy transition and e-mobility.



Fast ramp-up of smart-meters deployment combined with the preparation of a new growth phase in the telecom segment.



Ramp-up of new contracts in Italy and Spain, combined with the adaptation of the organisation in Germany to capture expected strong growth in the telecom and energy segments.

—●— Adj. EBITDA
■ Revenue

Reaching critical size in each geography is key to replicate the operational performance already achieved in France

NET INCOME (GROUP SHARE) OF 3.2%

€ millions	H1 2021	H1 2020	Change
Adjusted EBIT	29.6	21.5	+37.5%
Amortisation of intangibles	-7.3	-5.6	
Financial result	0.7	-2.0	
Non-recurring items	-4.8	0.3	
Corporate taxes	-3.6	-3.7	
Consolidated net income	14.6	10.5	+39.5%
As % of revenue	3.3%	2.9%	
Net income (group share)	14.1	10.4	+35.3%
As % of revenue	3.2%	2.9%	

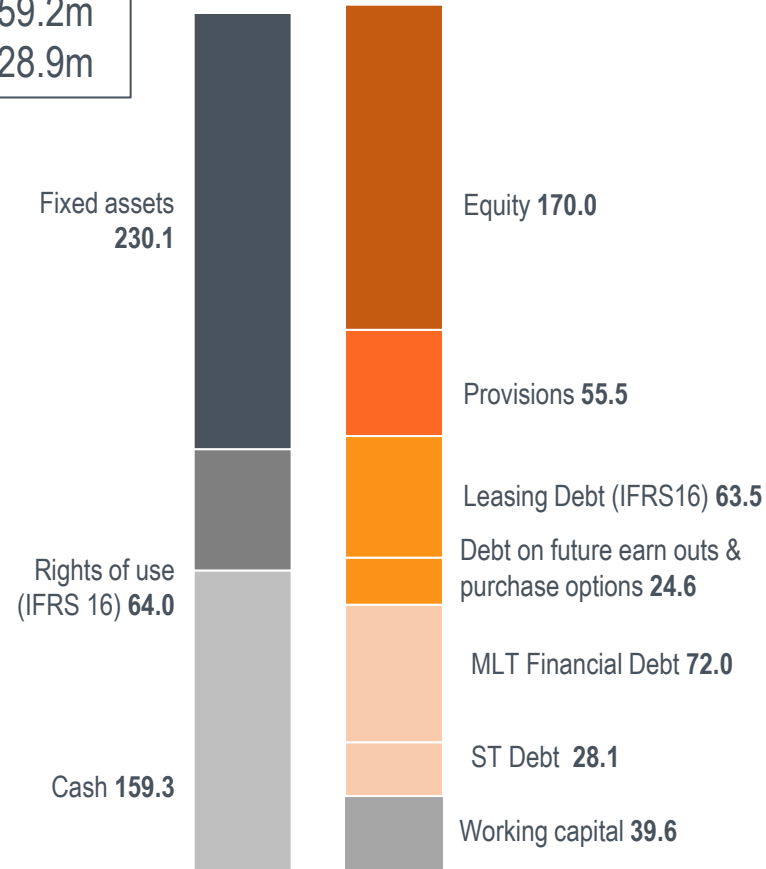
Increase in non-recurring items

- €3.5m of exceptional expenses linked to the defamation campaign against the Group

In millions of euros

SOLID FINANCIAL STRUCTURE

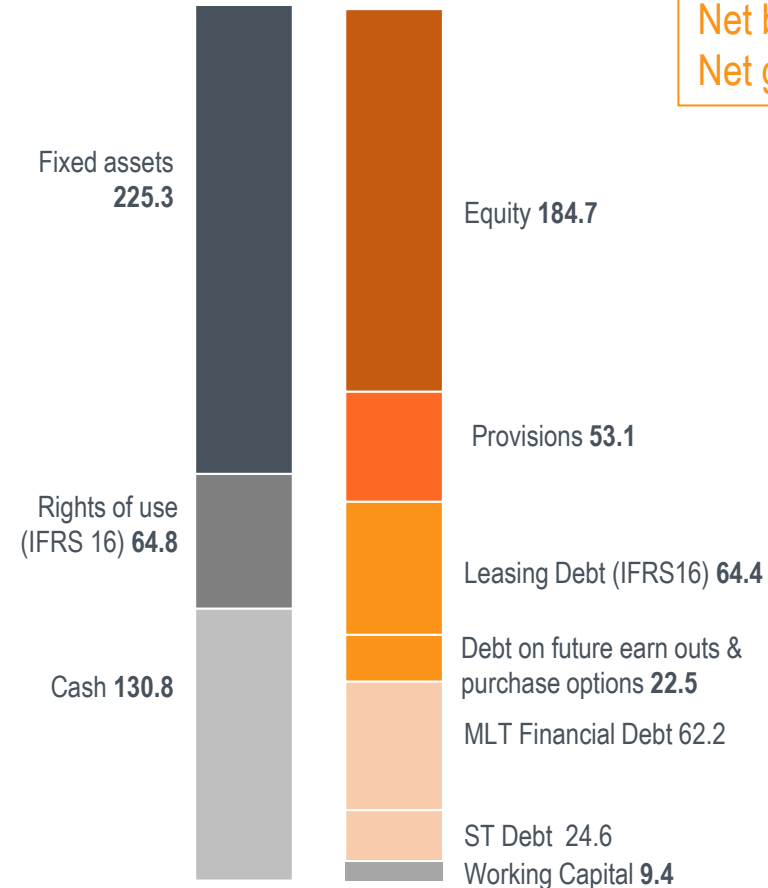
Net bank cash €59.2m
Net gross debt €28.9m



31/12/2020

Outstanding position of receivables sold to the factor: €93.5m

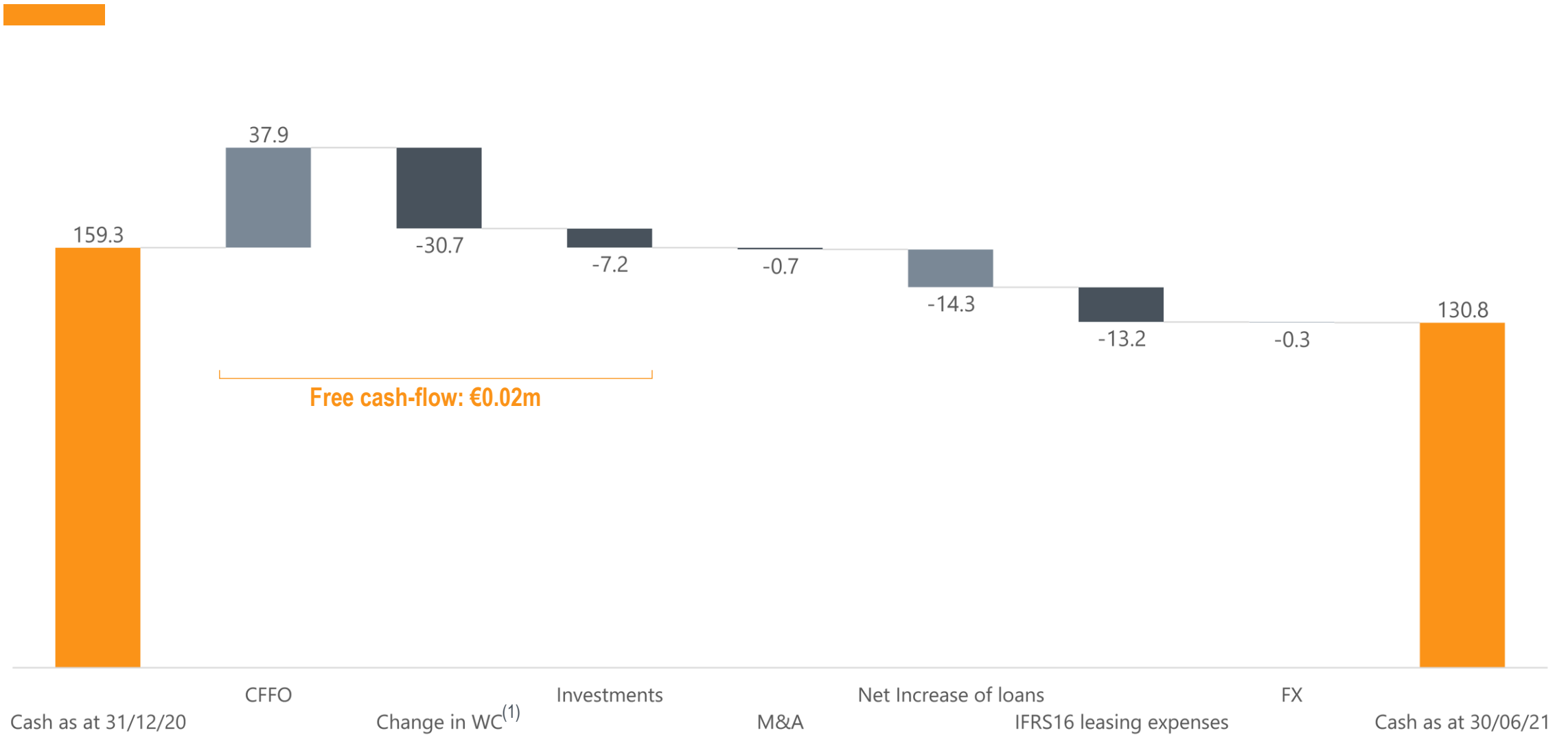
Net bank cash €44.0m
Net gross debt €42.9m



30/06/2021

Outstanding position of receivables sold to the factor: €73.2m

H1 2021 CASH GENERATION



KEY ACHIEVEMENTS



Continued profitable growth in a highly challenging environment, with fast ramp-ups in multiple geographies

- A solid financial structure in adequation with sustainable growth



A proven financing policy based on 3 pillars

- On-going business WCR is financed through factoring at minimum costs (<1%)
- Scale-up of new contracts is financed with cash
- M&A operations are financed through long-term debt



The normalisation of the situation with auditors sets the basis to restart the M&A strategy in the course of 4Q2021.





Q3 2021

OVERVIEW

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Q3 2021 | KEY FACTS

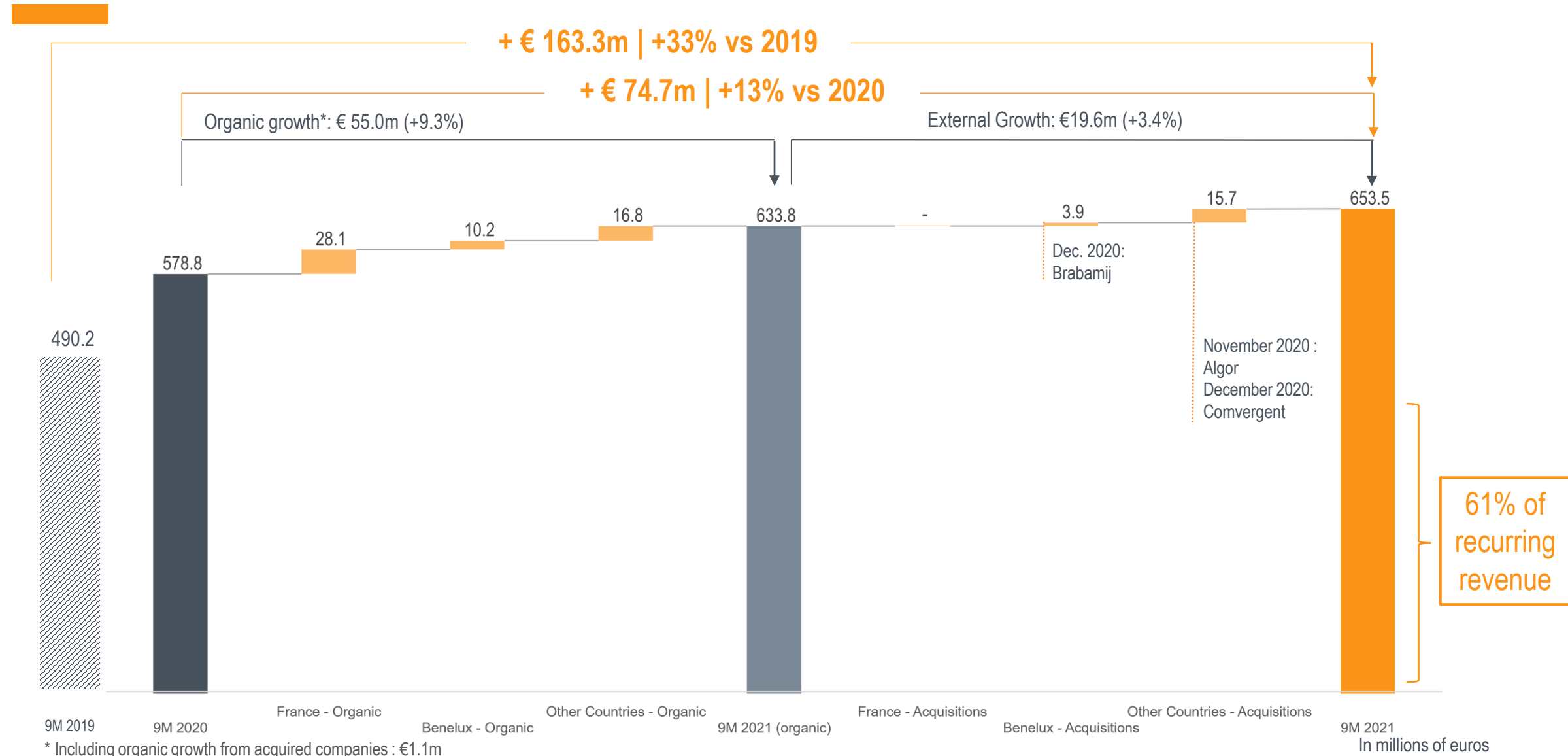
9M 2021 Revenue €653.5m
+12.9%
(+9.3% organic)

Q3 2021 Revenue €212.1m
-0.7%
(-4.2% organic)

- **Unfavourable base effect, with Q3 2020 revenues inflated** by a post-lockdown catch-up effect
- **Difficulties in sourcing materials** negatively impact the revenue of Q32021: activities are delayed, not lost
- **In France:**
 - Deployments of fiber (homes passed) and smart-meters are slowing down as expected.
 - Fiber client connections suffer from an unfavourable base effect and are slightly lower than in the same period of 2020.
 - Maintenance activities are growing but can't compensate the above negative effects.
 - Ramp up of new activities has been negatively impacted by supply chain problems
- **Strong development in Belgium** where smart meters are being deployed and FTTH roll-out is starting.
- **Telcom in Italy and Spain are driving growth** of Other Countries.
- Resuming of M&A activities, confirming the return to a **normalised situation**.
- **Strong sales pipe**, driven by FTTH deployment in Europe and activities related to the energy transition.

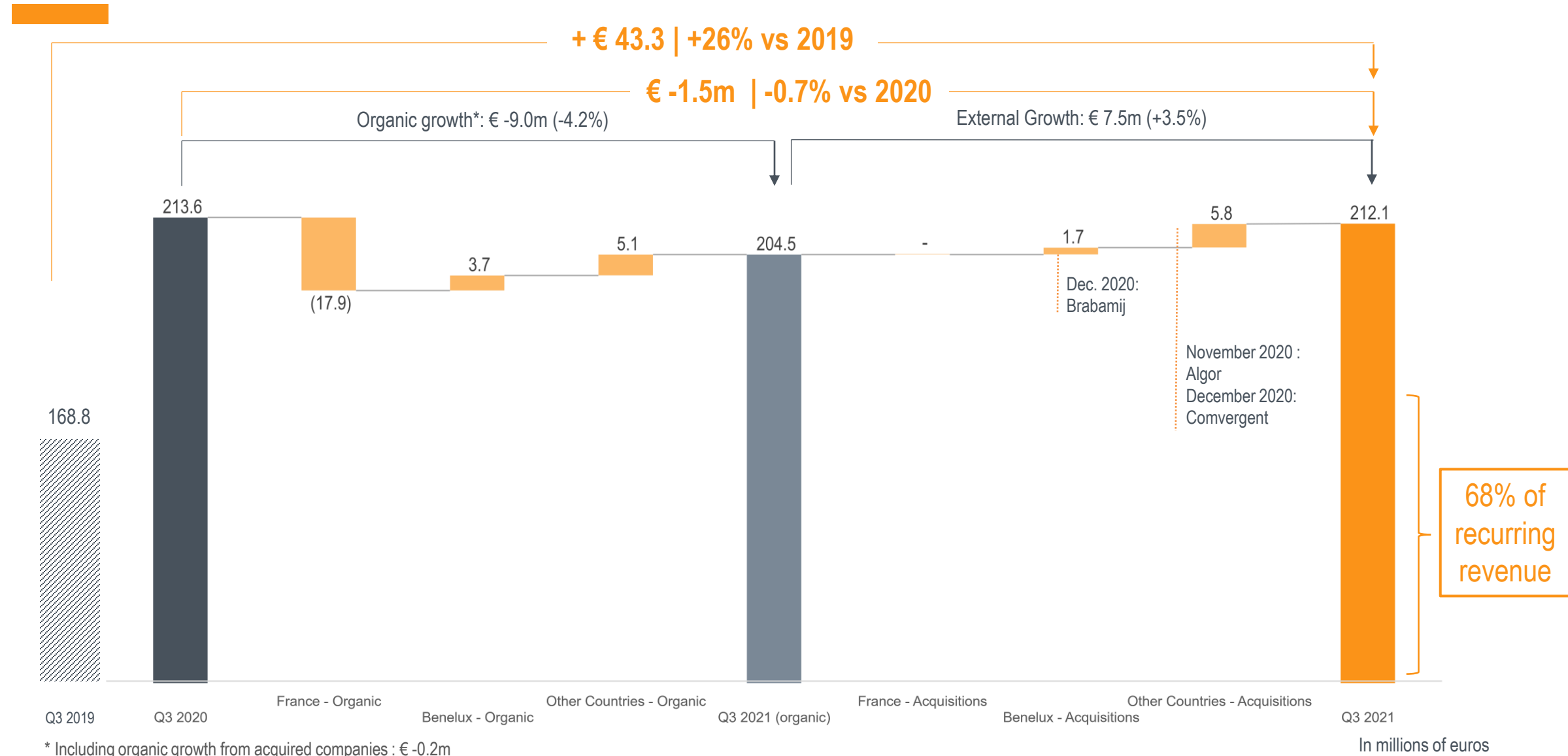


9M 2021 REVENUE: +12.9% (+9.3% organic)



* Including organic growth from acquired companies : €1.1m

Q3 2021 REVENUE: -0.7% (-4.2% organic)



UNFAVOURABLE BASE EFFECT

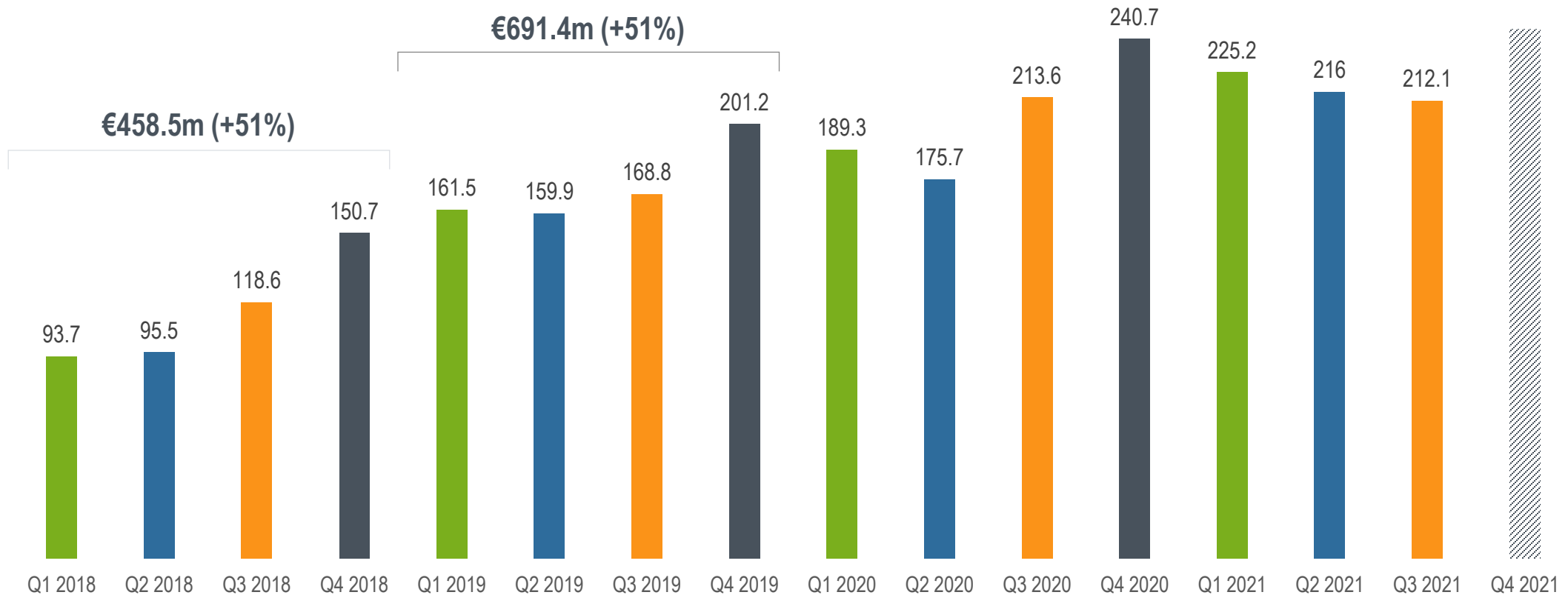
← Market adjustments consecutive to Covid →

€819.3m (+18%)

+/- 10% growth

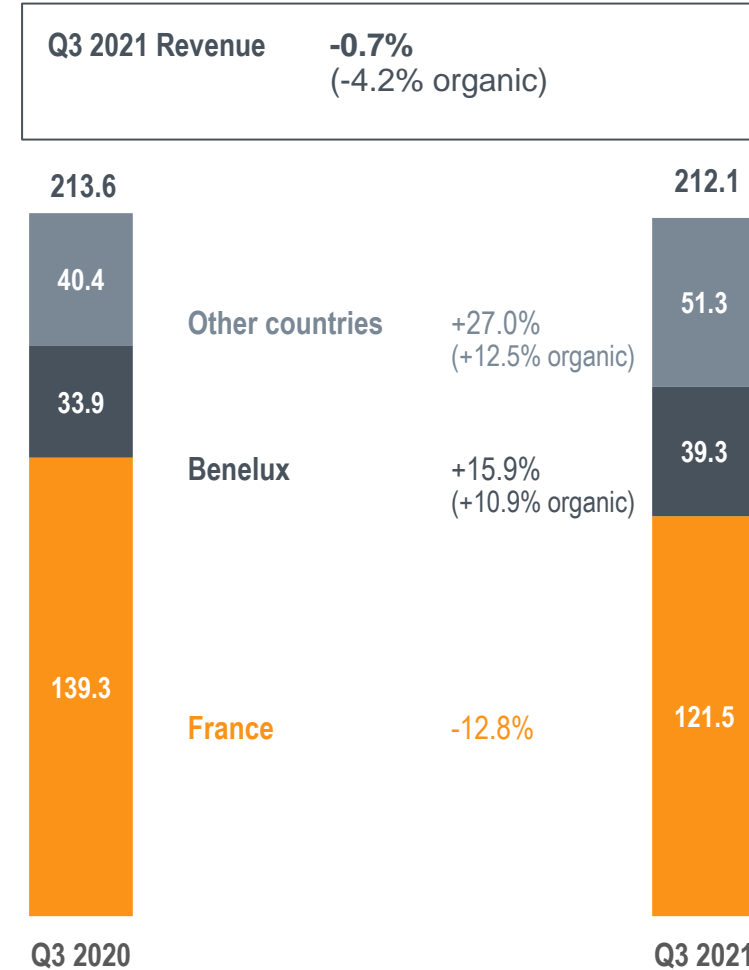
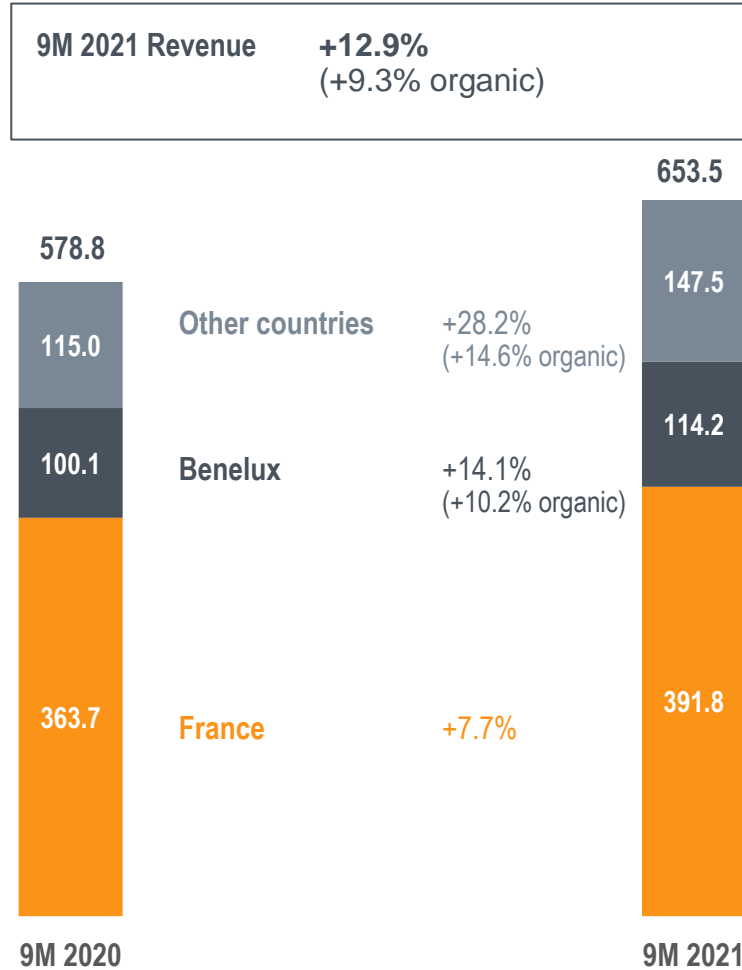
€691.4m (+51%)

€458.5m (+51%)



In millions of euros

Q3 & 9M REVENUE PER GEOGRAPHY



■ Other countries
■ Benelux
■ France

In millions of euros



Q3 2021

DETAILS PER BUSINESS AND REGION

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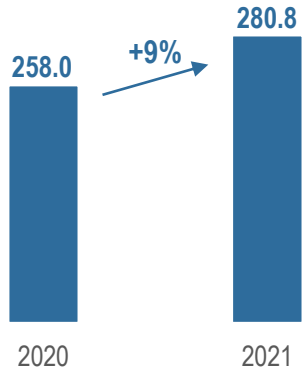
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FRANCE

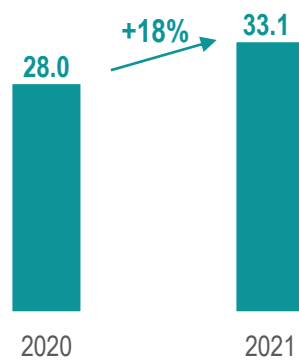


9M 2021 Revenue +7.7%

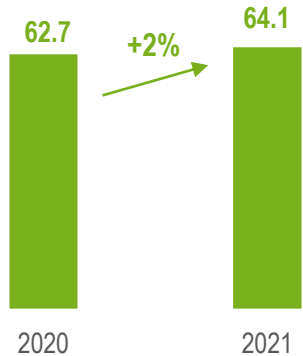
TELECOM 72% of France revenue



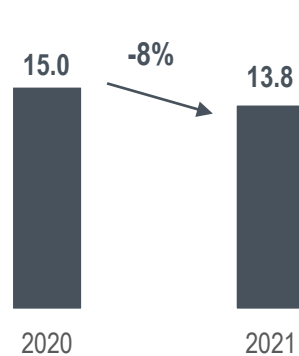
IT 8% of France revenue



ENERGY 16% of France revenue



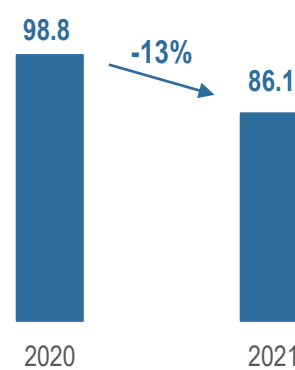
OTHERS 4% of France revenue



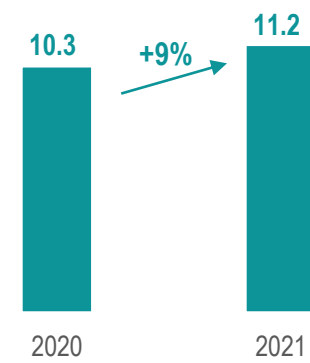
In millions of euros

Q3 2021 Revenue -12.7%

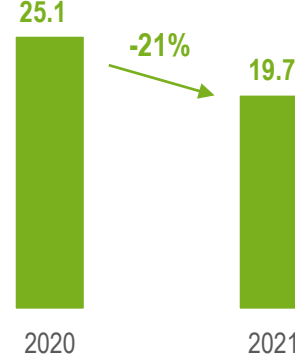
TELECOM 71% of France revenue



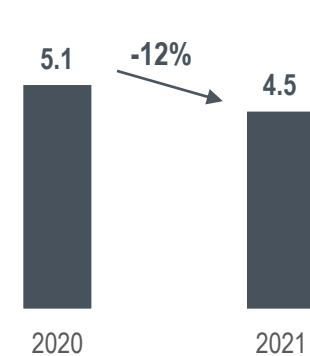
IT 9% of France revenue



ENERGY 16% of France revenue

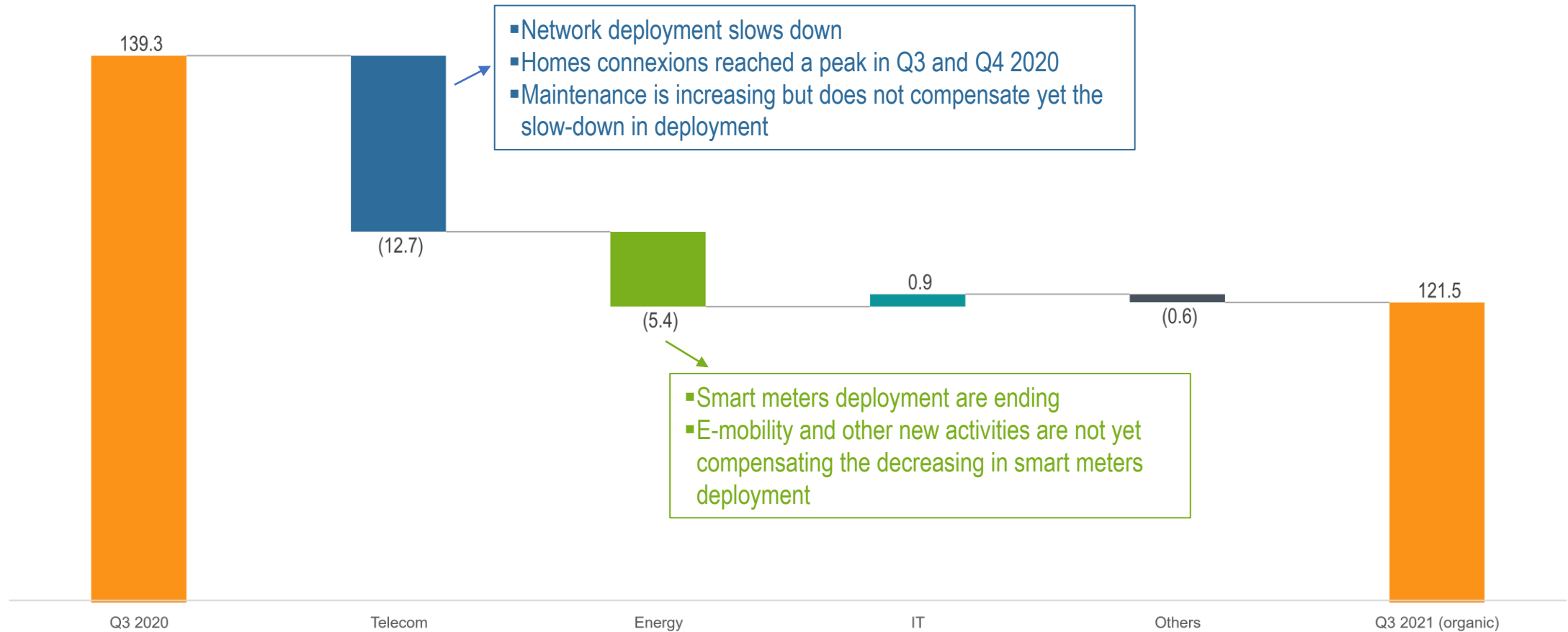


OTHERS 4% of France revenue



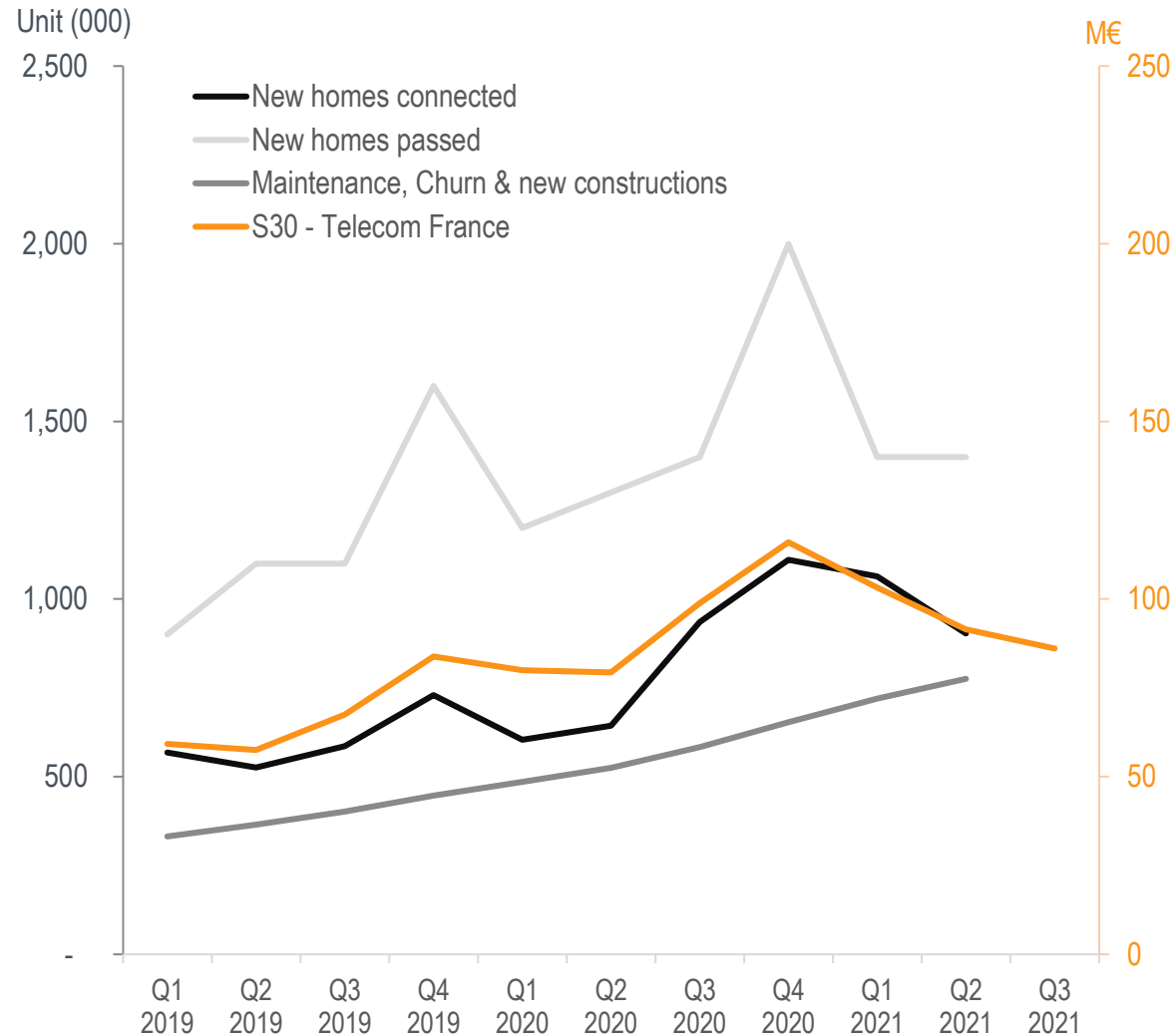
In millions of euros

FOCUS ON FRANCE - Q3 2021



In millions of euros

A MATURE MARKET WITH REMAINING STRONG POTENTIAL



Source : Arcep - June 2021

■ S30 Revenue follows the same trend as homes connexions while the maintenance market increases

■ Maintenance & Churn do not compensate the slow-down in installation and deployment

■ As of 30/06/2021, 12.4m of homes connected
 ■ Number of new homes connected have peaked in H2 2020.

■ As of 30/06/2021, 27m of homes passed
 ■ Most high-density zones are covered

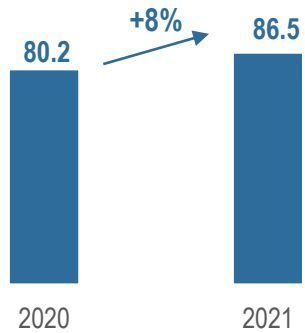
Maintenance: 10% of the installed base
 Churn: 10% of the installed base
 New construction: 5% of the installed base

↑ Core business
 ↓

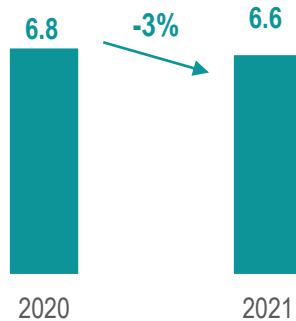
BENELUX

9M 2021 Revenue **+14.1%**
(+10.2% organic)

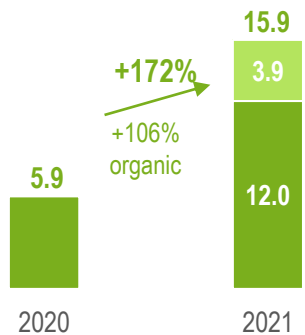
TELECOM 76% of Benelux revenue



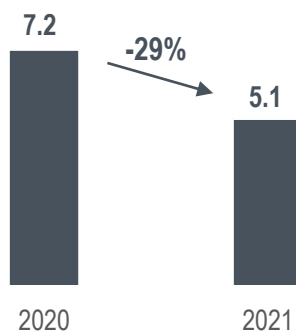
IT 6% of Benelux revenue



ENERGY 14% of Benelux revenue



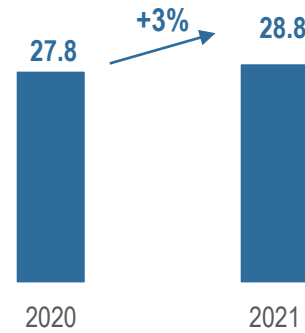
OTHERS 5% of Benelux revenue



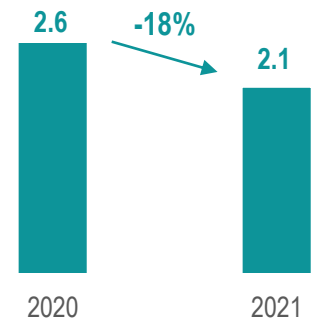
In millions of euros

Q3 2021 Revenue **+15.9%**
(+10.9% organic)

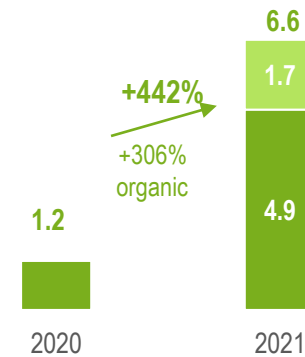
TELECOM 73% of Benelux revenue



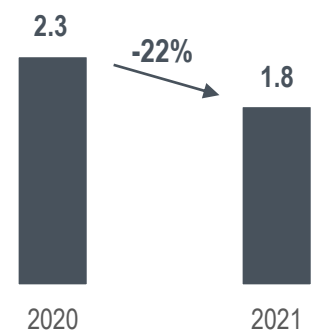
IT 5% of Benelux revenue



ENERGY 17% of Benelux revenue



OTHERS 5% of Benelux revenue



In millions of euros

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In millions of euros