

*Solutions***30**

Solutions for New Technologies

Q3 REVENUE **2023**

8 NOVEMBER 2023



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SPEAKERS



Gianbeppi Fortis
Chief Executive Officer



Amaury Boilot
Group Secretary General



Q3 2023

Overview

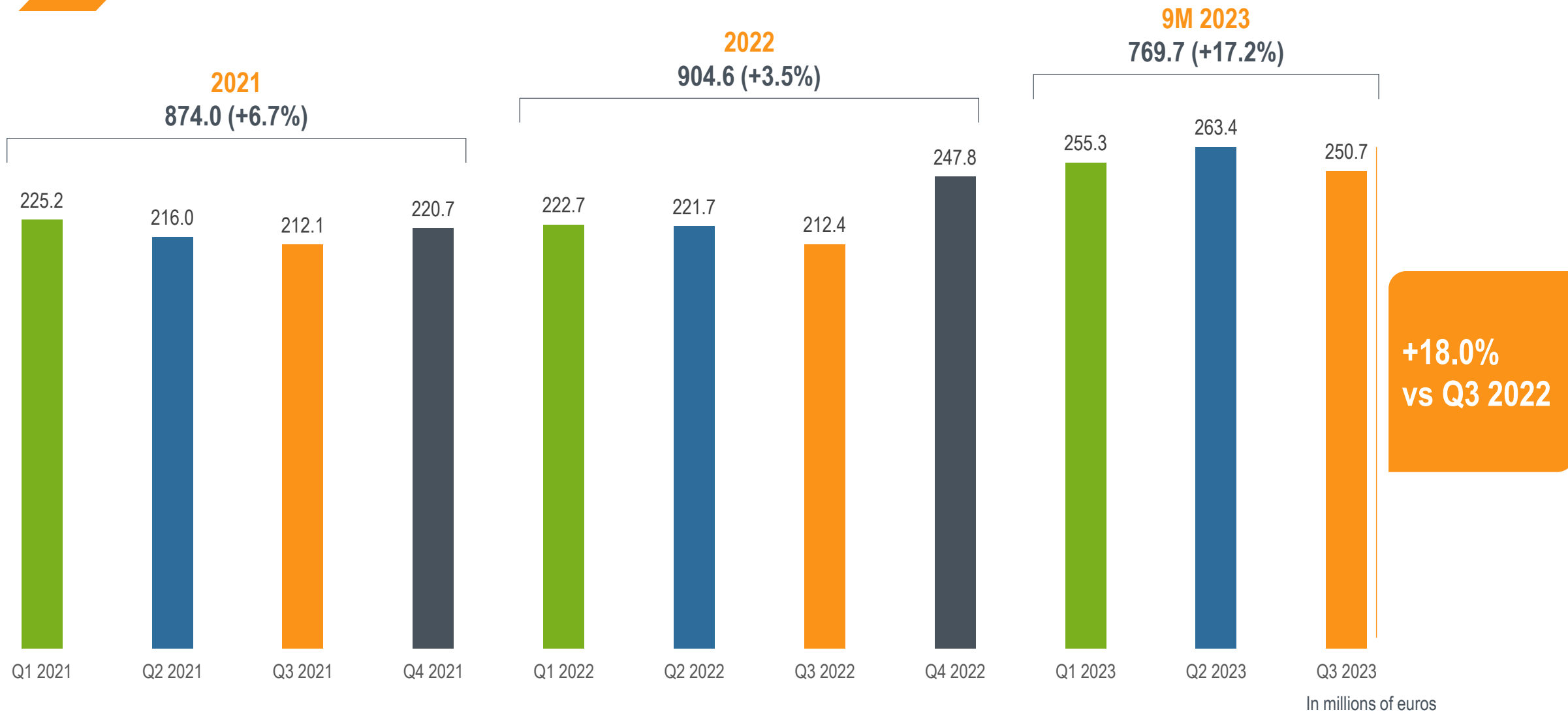
Gianbeppi Fortis, CEO

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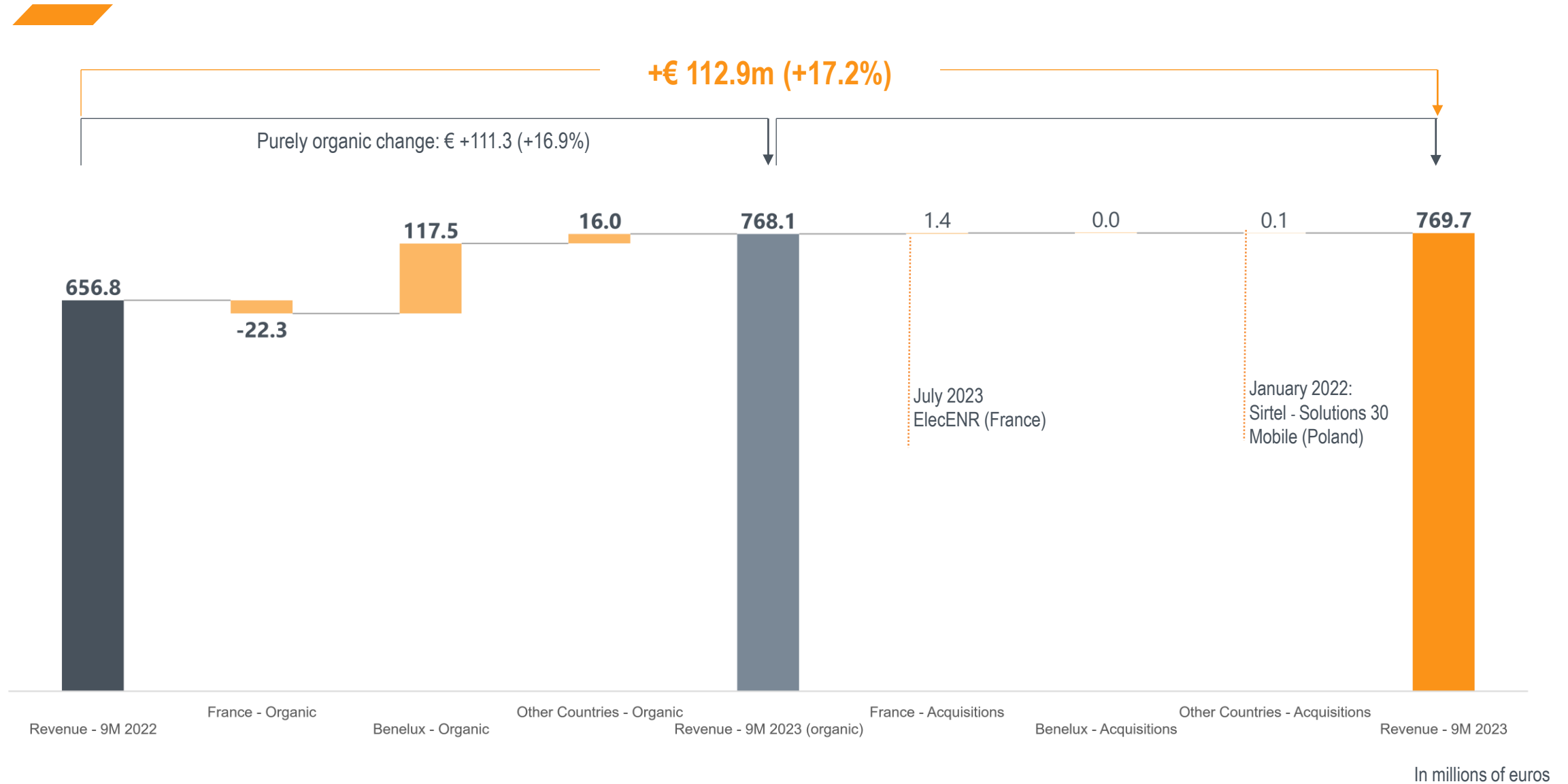
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CRITICAL SIZE IS THE #1 DRIVER FOR PROFITABLE GROWTH

Q3 2023 SETS NEW HISTORICAL HIGH FOR THE 7TH QUARTER IN A ROW

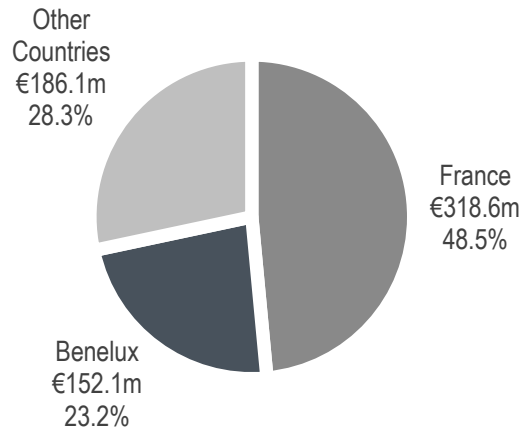


9M 2023 REVENUE: +17.2% (+16.9% organic)



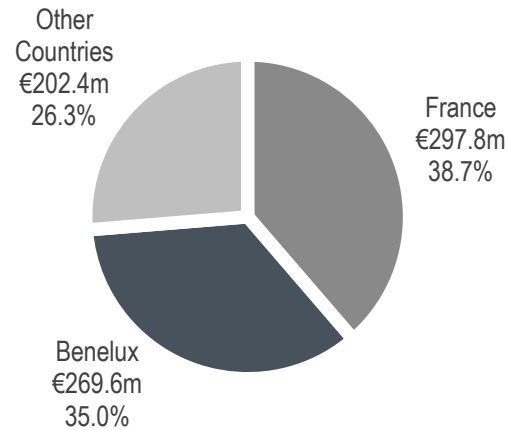
BENELUX KEEPS DRIVING THE GROWTH

9M 2022
€656.8m

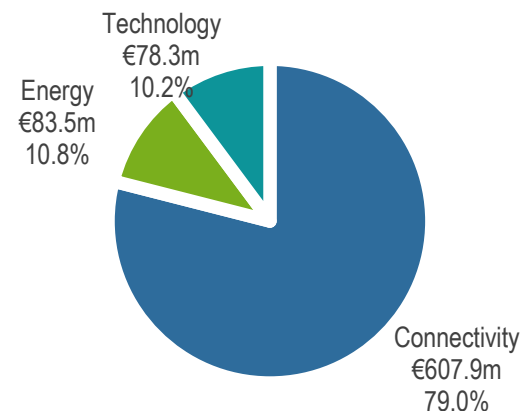
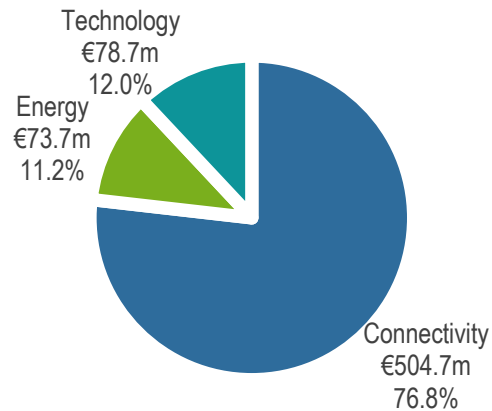


France -7%
Benelux +77%
Other Countries +9%

9M 2023
€769.7m



Connectivity +20%
Energy +13%
Technology -1%



Benelux keeps driving growth thus reinforcing the leadership position of Solutions 30 in the region

- Strong market momentum, especially in the telecommunication industry.

Germany finally about to start

- Ability to gain market share and to position on new markets thanks to experience acquired in France and in Benelux
- Proven capacity to implement quickly operational teams to meet the very high demand
- Progression towards increased size and better margins

Priority given to restauration of margins

- In France with the implementation of a 5 step action plan
- In Spain and in Italy with focus on most profitable businesses



9M 2023

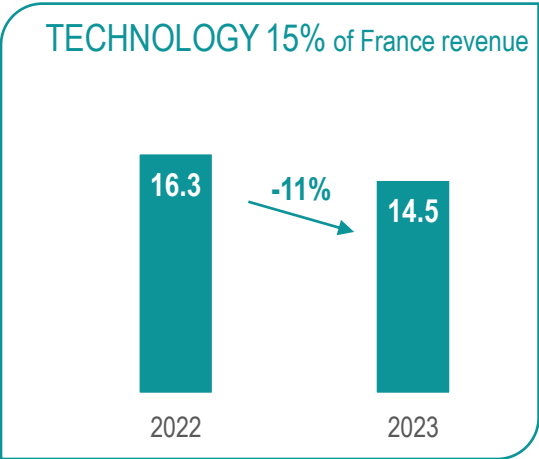
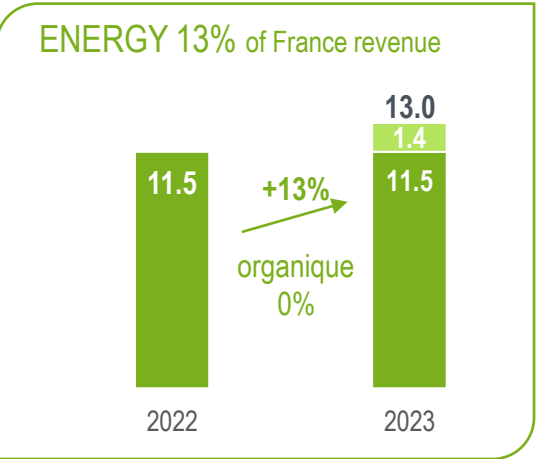
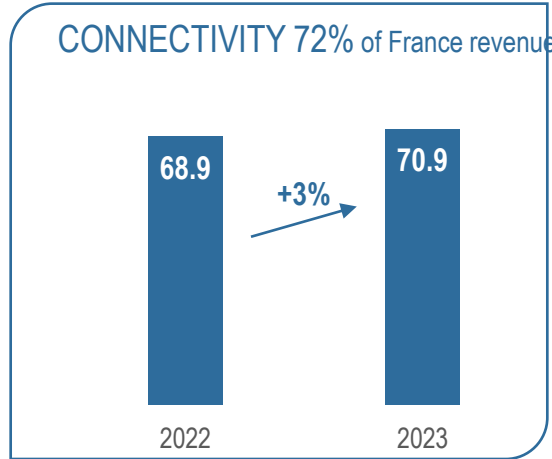
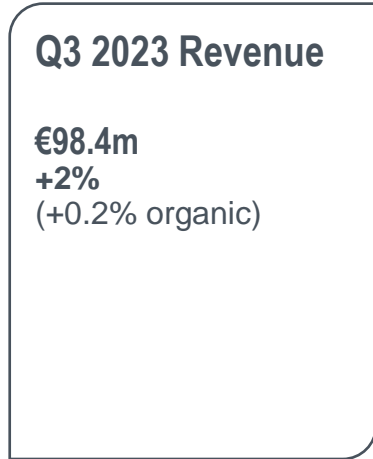
Details per business and region

Amaury Boilot, Group Secretary General

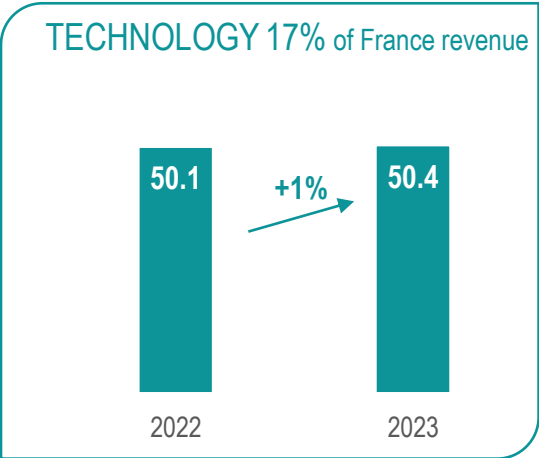
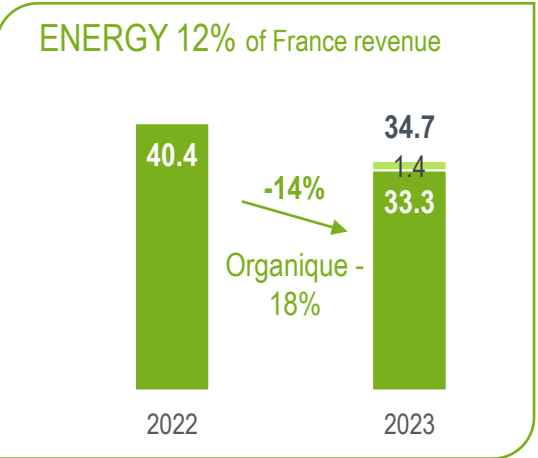
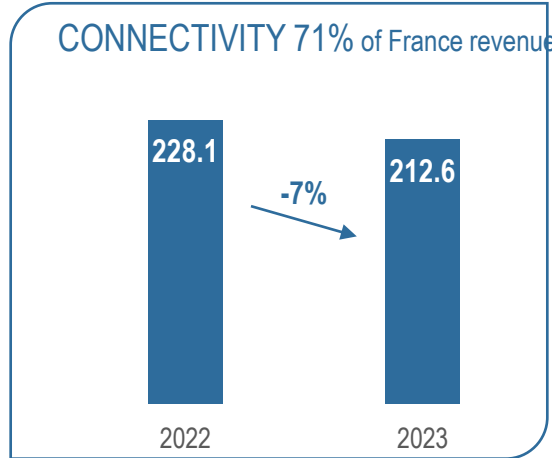
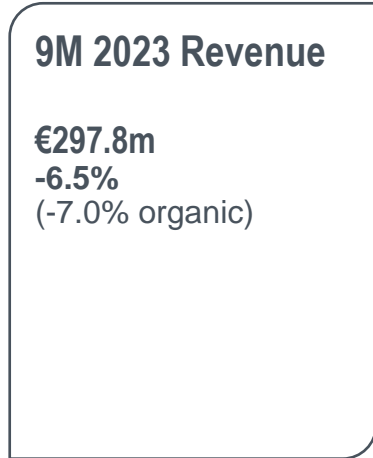
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FRANCE

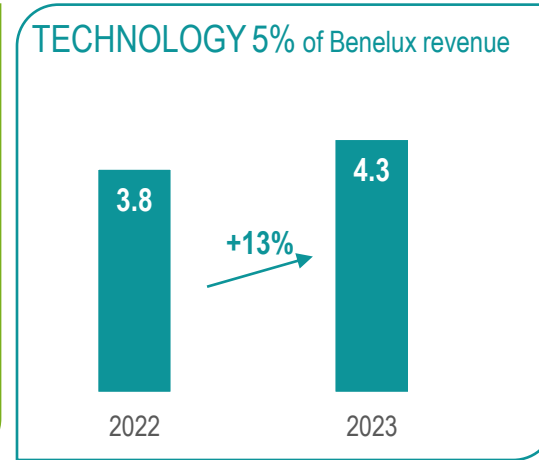
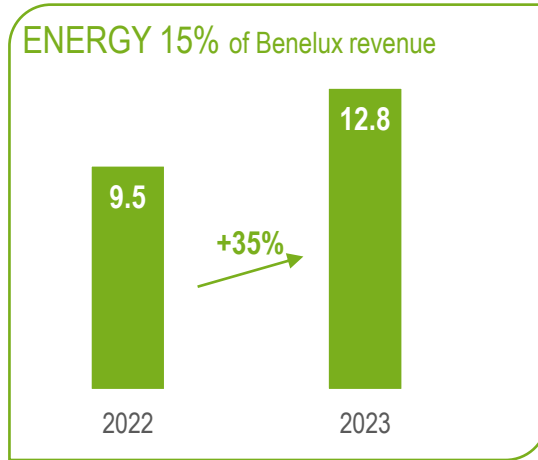
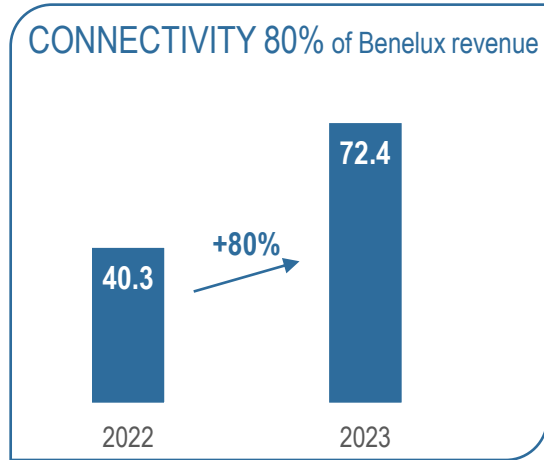


In millions of euros

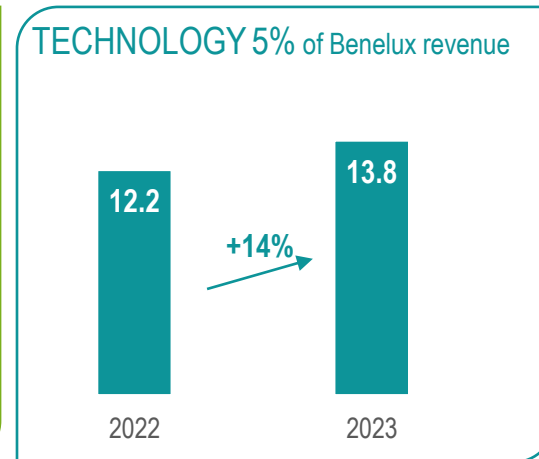
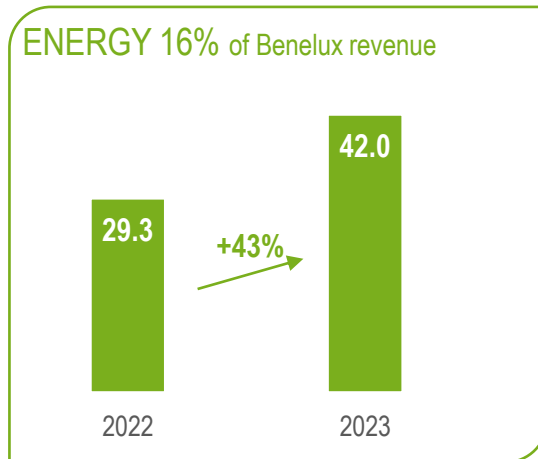
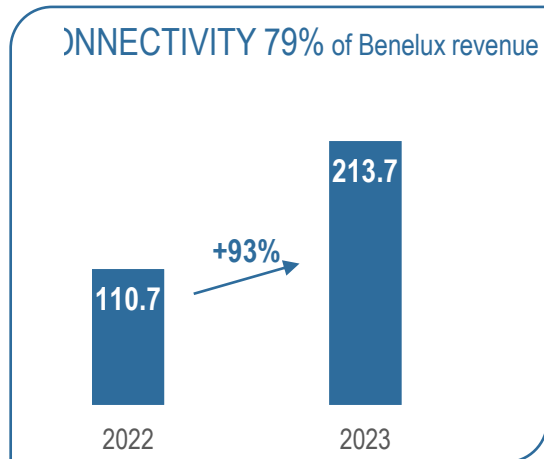


In millions of euros

BENELUX

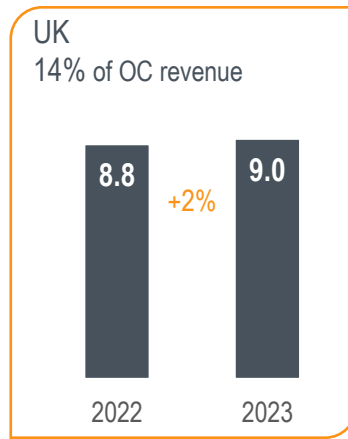
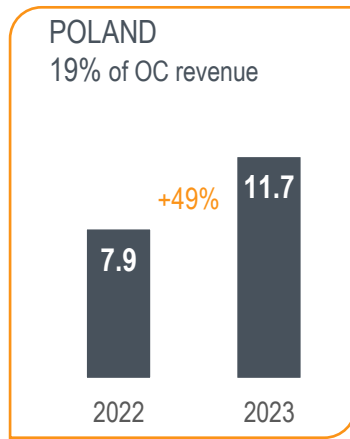
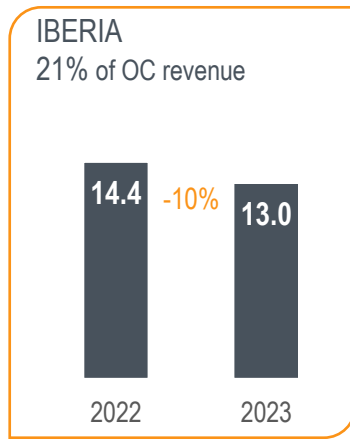
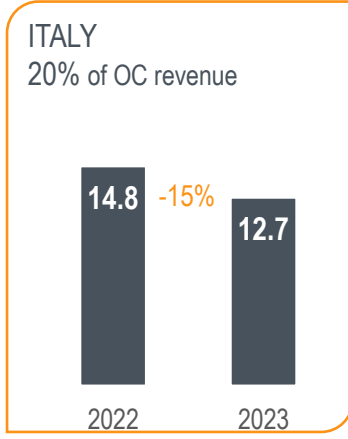
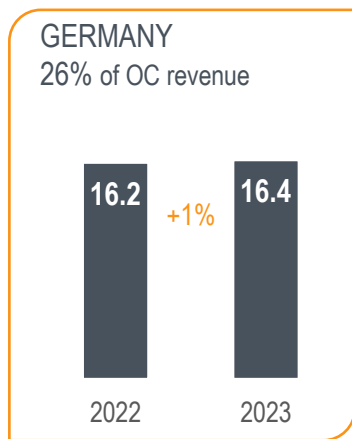


In millions of euros

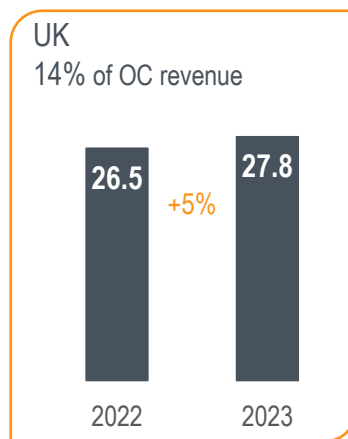
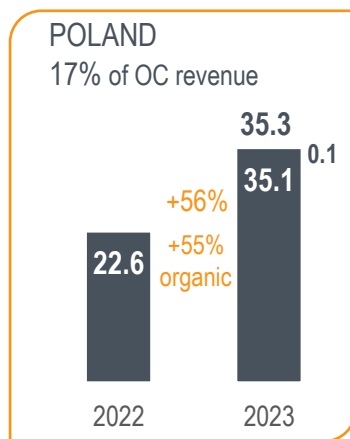
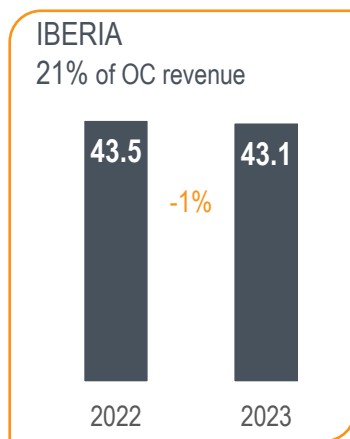
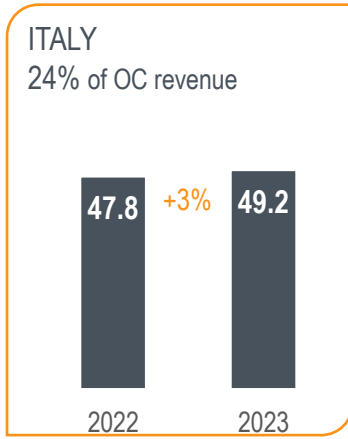
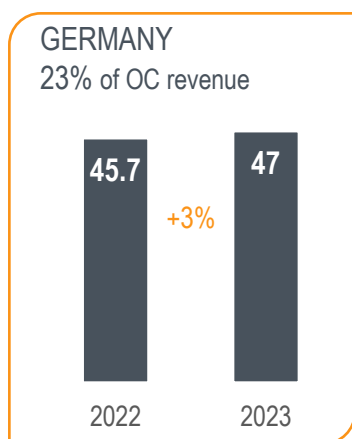
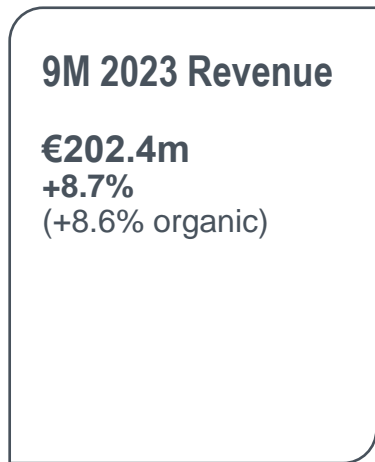


In millions of euros

OTHER COUNTRIES



In millions of euros



In millions of euros

KEY TAKEAWAY: RESTORING PROFITABLE GROWTH

MAXIMISING SYNERGIES

- Developing the polyvalence of technicians
- Industrialising processes and IT tools to enhance the integration of all business units
- Reducing central costs and overheads

FOCUSING ON MOST PROFITABLE ACTIVITIES

- Reorganising of portfolio (France, Spain) to focus on most profitable businesses, especially in the Energy segment
- Reducing exposure to non-profitable contracts (Italy, UK)

REACHING CRITICAL SIZE

- Duplication of the model undergoing in Belgium
- Continued market share gain in the telecom sector and broadening of activities in the energy sector
- FTTH program in Germany about to start

BACK TO FUNDAMENTALS



OUTLOOK

Gianbeppi Fortis, CEO

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CONFIRMED OUTLOOK



REVENUE

Above €1 bn in 2023

€2.5bn in the mid-term



PROFITABILITY

Improvement of EBITDA margin throughout the year

Normative double-digit EBITDA margin, between 10% and 15% depending on the Group's development phases.



Priority to profitable growth and operational execution

Financial policy based on auto-financing and non-dilutive financing:

- Recurring working capital on historic contracts is financed by factoring
- Increases in workload are financed by the Group's cash position.
- Opportunistic acquisitions will be financed by long-term debt,

UPCOMING EVENTS



Webinar – Solutions30 business development model	13 December 2023
Full Year Revenue, 2023	24 January 2024
Full Year Results, 2023	3 April 2024
Annual Report, 2023	19 April 2024
Capital Markets Day	May 2024
Q1 revenue, 2024	13 May 2024
Annual General Meeting	June 2024
Q2 Revenue, 2024	24 July 2024
HY Results, 2024	18 September 2024
Q3 Revenue, 2024	6 November 2024



QUESTIONS & ANSWERS

BY PHONE

PLEASE PRESS

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BY WEBCAST

PLEASE TYPE IN YOUR QUESTION
BY USING THE BUTTON ON THE READER



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