

A group of business professionals in a meeting. An older man in a dark suit and tie is looking at a laptop. A woman with curly hair, wearing a dark blazer over a light blue shirt, is smiling and looking towards the man. Another man in a dark suit is partially visible on the right, looking towards the woman. A coffee cup is on the table in the foreground.

Solocal January 2020

Disclaimer

This document contains forward-looking statements. Any forward-looking statement does not constitute forecasts as defined in European regulation (EC) 809/2004. Forward-looking statements relate to expectations, beliefs, projections, future plans and strategies, anticipated events or trends and similar expressions concerning matters that are not historical facts. The forward-looking statements are based on the Company's current beliefs, assumptions and expectations of its future performance, taking into account all information currently available. Forward-looking information and statements are not guarantees of future performance and are subject to various risks and uncertainties, many of which are difficult to predict and generally beyond the control of the Company. These risks and uncertainties include those discussed or identified under section 4 "Risk Factors" of the SoLocal Group's reference document which was filed with the French financial markets authority (AMF) on 21st March 2019. Important factors that could cause actual results to differ materially from the results anticipated in the forward-looking statements include, among other things: the effects of competition; usage levels; the success of investments by the Group in France and abroad; the effects of the economic situation. SoLocal Group, its affiliates, directors, advisors, employees and representatives expressly disclaim any liability whatsoever for such forward-looking statements.

The forward-looking statements contained in this document apply only at the date of this document. Solocal Group does not undertake to update any of these statements to take account of events or circumstances arising after the date of said document or to take account of the occurrence of unexpected events.

Accounting data presented on an annual basis are in audited consolidated form, but all accounting data indicated on a quarterly basis are in unaudited consolidated form. Business indicators covered in the presentation are for continued activities. Due to rounding, numbers presented throughout this and other documents may not add up precisely to the total provided.

Key investment highlights

- **Digital services company set up to capture **double digit growth of digital market****
- **Key competitive edge** through combination of massive rich local content, powerful data, local coverage, strong partnerships & scalable tech platforms
- **Recurring revenue businesses** driven by auto-renewal subscription-based contracts
- **EBITDA growth** driven by significant cost savings
- **Operating cash flow generation**
- **Seasoned management team** with proven business track-record and aligned with shareholders interests



Presentation

solocal

Solocal overview



2.4bn visits¹



€669m 2018 revenue



51% reach²



399k customers



4.7m listed pros



>10m reviews⁴



>540k websites³



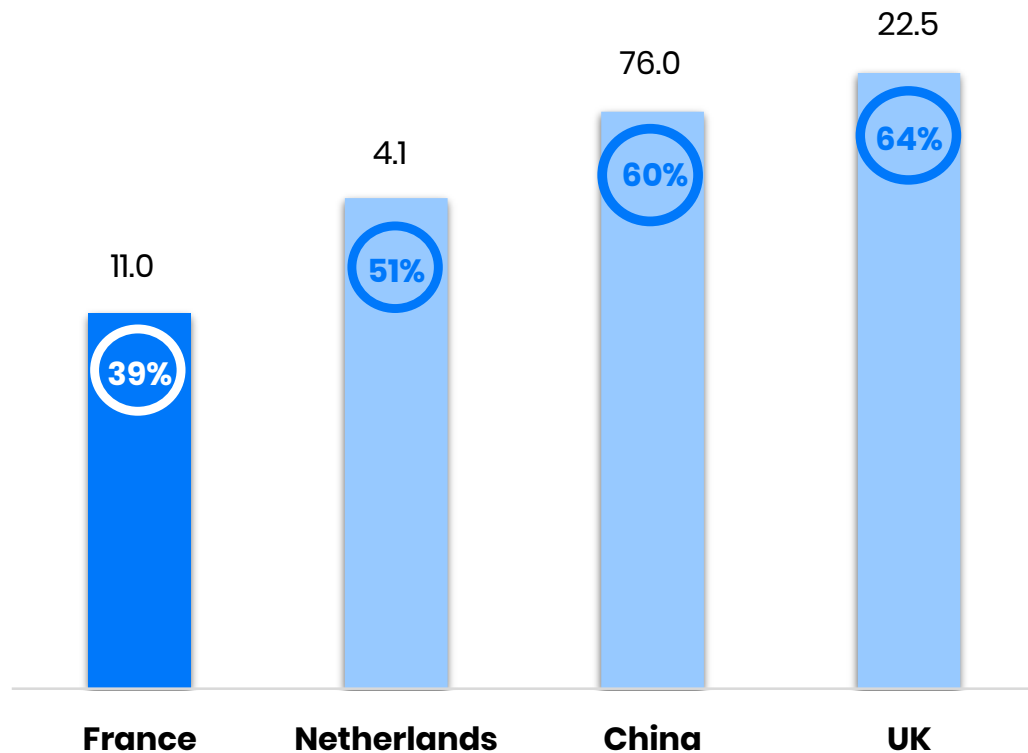
>40k camp./year

Financial Highlights

- **Deep transformation** initiated in 2018: swift reorganisation, repositioning of the offer, towards operational excellence of the sales organisation
- **Digital order intake growth in Q3 2019**
- **Stabilisation of 2018 recurring EBITDA¹**, following stabilisation in 2018FY¹ after 9 years of decline
- **Drastic reduction in the cost base vs. 2017**: -€60 M in 2018 , -€100 M in 2019E and -€125-130 M in 2020E
- **2019 outlook**: stabilised Digital order intake¹ and moderate growth of recurring EBITDA¹
- **Since the beginning of 2019, increased salesforce productivity** driven by new omnichannel organisation with optimised geographical areas and new salesforce compensation plan
- **Solocal 2020 plan thoroughly executed**

... in a market with substantial opportunities

Share of Internet expenses in total advertising spend 2018 (in €bn)



+12%

DIGITAL AD

+26%

VIDEO AD

+11%

DISPLAY

+41%

PROGRAMMATIC

+10%

E-COMMERCE

Leveraging strong assets to deliver success

#1

#2

#3

#4

#5

AUDIENCE

DATA

TECH

PARTNERS

COVERAGE

Become the trustworthy local digital services partner for all businesses in supporting their growth

Unique combination of strengths vs. competitors

solocal

GAFAM

WEB AGENCIES

PURE AD TECH

SaaS PLAYERS

VERTICAL PLAYERS



AUDIENCE

- Proprietary media
- Rich content updated daily
- SEO know-how
- Premium partnerships



LOCAL PRESENCE

- Customer-facing employees
- Field sales workforce
- Local contact with national brands' points of sale



DIGITAL DATA & TECH

- Proprietary Presence platform
- Proprietary programmatic technology
- Purchase-driven & geolocated data





Value Proposition

solocal

New digital range in figures



**Digital
Presence**



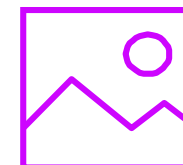
Websites



**Digital
Advertising**



**New
Services**



Print

2018 Revenues

€131 M

€107 M

€325 M

€7 M

€98 M¹

**Market
growth²**

+5%

+20%

+11%

+25%

-10%















**“FULL WEB” | ALL DEVICES | MULTICHANNEL
IN SUBSCRIPTION MODE | WITH DIGITAL COACHING**

Focus on the three main product ranges

PRESENCE

WEBSITES

ADVERTISING

PRESENCE		WEBSITES	ADVERTISING			
<p>Presence ESSENTIEL</p> <p> MINI-SITE</p> <hr/> <p>Visibility on 9 websites, search engines and social networks</p> <p></p> <p>€29 Excl. taxes/month</p>	<p>Presence PREMIUM</p> <p> MINI-SITE</p> <p>+</p> <p>Visibility on 21 websites, search engines and social networks</p> <p></p> <p>+</p> <p>e-reputation</p> <p></p> <p>€49 Excl. taxes/month</p>	<p>Websites</p> <p>Essentiel</p> <hr/> <p>Premium</p> <hr/> <p>Privilege</p> <hr/> <p>From €70 Excl. taxes/month</p> <p>E-commerce website</p> <p>Essentiel</p> <hr/> <p>Premium</p> <hr/> <p>Privilege</p> <hr/> <p>From €80 Excl. taxes/month</p>	<p>Priority Ranking</p> <p>PRESENCE PREMIUM</p> <p></p> <p>+</p> <p>Priority Ranking</p> <p></p> <p>Initial</p> <hr/> <p>Privilege</p> <hr/> <p>Integral</p> <hr/> <p>From €59 Excl. taxes/month</p>	<p>Offline Performance</p> <p>LEADS AND DRIVE TO STORE</p> <p>Booster Contact </p> <hr/> <p>Local Impact  Full Web</p> <hr/> <p>From €75 Excl. taxes/month</p>	<p>Visibility</p> <p>DISPLAY CAMPAIGNS</p> <p>Social Tract </p> <hr/> <p>Adhesive  Full Web</p> <hr/> <p>VIDEO CAMPAIGNS</p> <p>Social Vidéo </p> <hr/> <p>From €69 Excl. taxes/month</p>	<p>Online Performance</p> <p>TRAFFIC TO WEBSITES</p> <p>Booster Site </p> <hr/> <p>Social Clic </p> <hr/> <p>From €75 Excl. taxes/month</p>

Websites: new Essentiel range

The website for 'lk cuisine agencement' features a dark red header with the 'lk' logo and navigation links: Accueil, Cuisine, Dressing, Conception, Electrodomestique, Contact. A main banner shows a modern kitchen with the text 'Conception et aménagement d'intérieur sur-mesure près de Besançon'. Below this, a 'Nos services' section lists 'Sur mesure', 'Plan', 'Livraison et montage', and 'Dépôt gratuit'. A testimonial states: 'Une entreprise spécialisée dans la conception de votre intérieur...'. A quote reads: 'Nous mettons un point d'honneur à vous proposer les meilleures prestations, les meilleurs produits pour un rapport qualité-prix imbattable.' Another section highlights 'Nos services d'aménagement de cuisine et de dressing sur-mesure'. A call to action asks: 'Vous avez un projet d'aménagement d'intérieur sur-mesure? Demandez un devis gratuit!'. The footer includes contact information and a map of Besançon.

<https://www.lk-cuisine-agencement.fr/>

The website for 'Les Soins de Sophie' has a light, airy design with a header containing 'Accueil', 'Esthétique', 'Massage', 'Origami', 'Yoga', 'Contact', and a 'Réserver ma séance' button. The main banner features a spa setting with the text 'Les Soins de Sophie à Cannes' and 'Esthétique, massages et onglerie à Antibes'. A section titled 'Votre esthéticienne à Cannes' describes the services. Another section, 'Soins beauté à Antibes', mentions 'Découvrez les soins esthétiques à travers les séances d'épilation, les soins du visage et le maquillage professionnel.' Below this is a 'Me contacter' form and a 'Plan des Soins de Sophie' map. The footer lists 'LES SOINS DE SOPHIE' and provides contact details.

<https://www.soins-de-sophie.fr/>

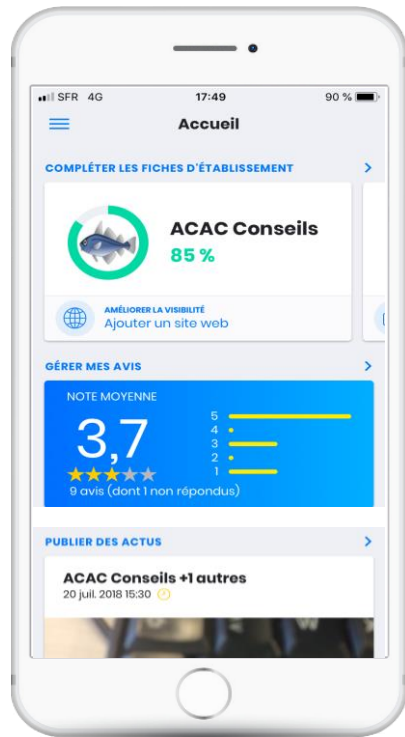
The website for 'Salon de l'artdoise' features a header with 'Général de l'artdoise', 'Accueil', 'L'artdoise', 'L'artdoise 2', 'L'artdoise 3', 'L'artdoise 4', 'L'artdoise 5', 'L'artdoise 6', 'L'artdoise 7', 'L'artdoise 8', 'L'artdoise 9', 'L'artdoise 10', 'L'artdoise 11', 'L'artdoise 12', 'L'artdoise 13', 'L'artdoise 14', 'L'artdoise 15', 'L'artdoise 16', 'L'artdoise 17', 'L'artdoise 18', 'L'artdoise 19', 'L'artdoise 20', 'L'artdoise 21', 'L'artdoise 22', 'L'artdoise 23', 'L'artdoise 24', 'L'artdoise 25', 'L'artdoise 26', 'L'artdoise 27', 'L'artdoise 28', 'L'artdoise 29', 'L'artdoise 30', 'L'artdoise 31', 'L'artdoise 32', 'L'artdoise 33', 'L'artdoise 34', 'L'artdoise 35', 'L'artdoise 36', 'L'artdoise 37', 'L'artdoise 38', 'L'artdoise 39', 'L'artdoise 40', 'L'artdoise 41', 'L'artdoise 42', 'L'artdoise 43', 'L'artdoise 44', 'L'artdoise 45', 'L'artdoise 46', 'L'artdoise 47', 'L'artdoise 48', 'L'artdoise 49', 'L'artdoise 50', 'L'artdoise 51', 'L'artdoise 52', 'L'artdoise 53', 'L'artdoise 54', 'L'artdoise 55', 'L'artdoise 56', 'L'artdoise 57', 'L'artdoise 58', 'L'artdoise 59', 'L'artdoise 60', 'L'artdoise 61', 'L'artdoise 62', 'L'artdoise 63', 'L'artdoise 64', 'L'artdoise 65', 'L'artdoise 66', 'L'artdoise 67', 'L'artdoise 68', 'L'artdoise 69', 'L'artdoise 70', 'L'artdoise 71', 'L'artdoise 72', 'L'artdoise 73', 'L'artdoise 74', 'L'artdoise 75', 'L'artdoise 76', 'L'artdoise 77', 'L'artdoise 78', 'L'artdoise 79', 'L'artdoise 80', 'L'artdoise 81', 'L'artdoise 82', 'L'artdoise 83', 'L'artdoise 84', 'L'artdoise 85', 'L'artdoise 86', 'L'artdoise 87', 'L'artdoise 88', 'L'artdoise 89', 'L'artdoise 90', 'L'artdoise 91', 'L'artdoise 92', 'L'artdoise 93', 'L'artdoise 94', 'L'artdoise 95', 'L'artdoise 96', 'L'artdoise 97', 'L'artdoise 98', 'L'artdoise 99', 'L'artdoise 100'. The main banner shows a table with food and the text 'Salon de l'artdoise location de salles à Saint-Maximin'. Below this, a 'Services traiteur et location de salle clés en main' section lists 'Fourniture produits professionnels', 'Service traiteur adapté à tout régime alimentaire', 'Buvés offerts à la carte - 10 à 15 boissons', and 'Parking privé de 500 places'. Another section, 'Location de salle près de Compiègne', shows a large hall. A 'Un service traiteur sur mesure' section features a chef. The footer includes contact information and a map.

<https://www.salon-artdoise.fr/>

The website for 'Ets Aert-Fil à Martigné-Perchaud' has a dark header with 'Accueil', 'Ets Aert-Fil', 'Ets Aert-Fil 2', 'Ets Aert-Fil 3', 'Ets Aert-Fil 4', 'Ets Aert-Fil 5', 'Ets Aert-Fil 6', 'Ets Aert-Fil 7', 'Ets Aert-Fil 8', 'Ets Aert-Fil 9', 'Ets Aert-Fil 10', 'Ets Aert-Fil 11', 'Ets Aert-Fil 12', 'Ets Aert-Fil 13', 'Ets Aert-Fil 14', 'Ets Aert-Fil 15', 'Ets Aert-Fil 16', 'Ets Aert-Fil 17', 'Ets Aert-Fil 18', 'Ets Aert-Fil 19', 'Ets Aert-Fil 20', 'Ets Aert-Fil 21', 'Ets Aert-Fil 22', 'Ets Aert-Fil 23', 'Ets Aert-Fil 24', 'Ets Aert-Fil 25', 'Ets Aert-Fil 26', 'Ets Aert-Fil 27', 'Ets Aert-Fil 28', 'Ets Aert-Fil 29', 'Ets Aert-Fil 30', 'Ets Aert-Fil 31', 'Ets Aert-Fil 32', 'Ets Aert-Fil 33', 'Ets Aert-Fil 34', 'Ets Aert-Fil 35', 'Ets Aert-Fil 36', 'Ets Aert-Fil 37', 'Ets Aert-Fil 38', 'Ets Aert-Fil 39', 'Ets Aert-Fil 40', 'Ets Aert-Fil 41', 'Ets Aert-Fil 42', 'Ets Aert-Fil 43', 'Ets Aert-Fil 44', 'Ets Aert-Fil 45', 'Ets Aert-Fil 46', 'Ets Aert-Fil 47', 'Ets Aert-Fil 48', 'Ets Aert-Fil 49', 'Ets Aert-Fil 50', 'Ets Aert-Fil 51', 'Ets Aert-Fil 52', 'Ets Aert-Fil 53', 'Ets Aert-Fil 54', 'Ets Aert-Fil 55', 'Ets Aert-Fil 56', 'Ets Aert-Fil 57', 'Ets Aert-Fil 58', 'Ets Aert-Fil 59', 'Ets Aert-Fil 60', 'Ets Aert-Fil 61', 'Ets Aert-Fil 62', 'Ets Aert-Fil 63', 'Ets Aert-Fil 64', 'Ets Aert-Fil 65', 'Ets Aert-Fil 66', 'Ets Aert-Fil 67', 'Ets Aert-Fil 68', 'Ets Aert-Fil 69', 'Ets Aert-Fil 70', 'Ets Aert-Fil 71', 'Ets Aert-Fil 72', 'Ets Aert-Fil 73', 'Ets Aert-Fil 74', 'Ets Aert-Fil 75', 'Ets Aert-Fil 76', 'Ets Aert-Fil 77', 'Ets Aert-Fil 78', 'Ets Aert-Fil 79', 'Ets Aert-Fil 80', 'Ets Aert-Fil 81', 'Ets Aert-Fil 82', 'Ets Aert-Fil 83', 'Ets Aert-Fil 84', 'Ets Aert-Fil 85', 'Ets Aert-Fil 86', 'Ets Aert-Fil 87', 'Ets Aert-Fil 88', 'Ets Aert-Fil 89', 'Ets Aert-Fil 90', 'Ets Aert-Fil 91', 'Ets Aert-Fil 92', 'Ets Aert-Fil 93', 'Ets Aert-Fil 94', 'Ets Aert-Fil 95', 'Ets Aert-Fil 96', 'Ets Aert-Fil 97', 'Ets Aert-Fil 98', 'Ets Aert-Fil 99', 'Ets Aert-Fil 100'. The main banner shows hands working with a basket and the text 'Ets Aert-Fil à Martigné-Perchaud'. A section titled 'Fabrication artisanale de panier près de Châteaubriant' describes the craft. An 'Actualités' section features a photo of a basket. The footer includes contact information and a map.

<https://www.fabricant-panier-grillage.fr/>

New Presence offer – Unique customer mobile app

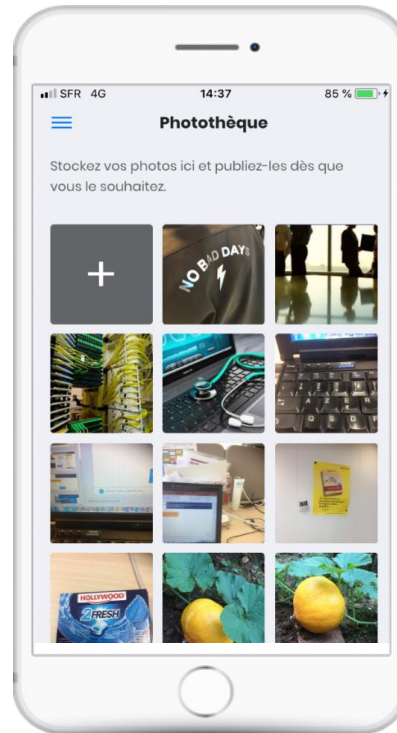


Edit profile

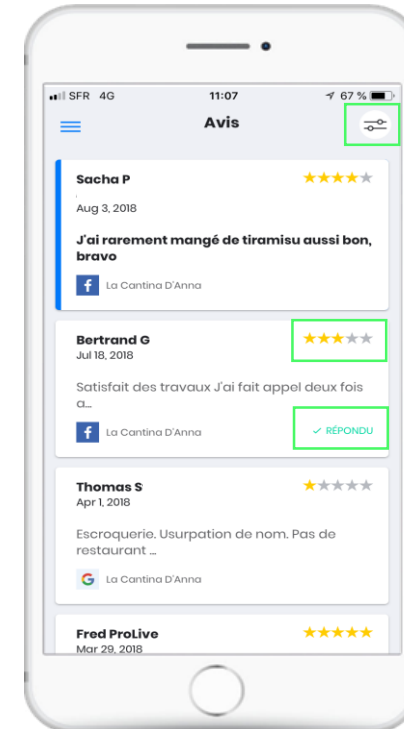
Update news



Add pictures



Manage reviews



Monitor dashboard



Automatic update of customer profile on



Searching professionals on Google

The screenshot shows a Google search for 'Auberge de l'Écu de France La Ferté Saint Aubin'. The search results include several entries with snippets of text, ratings, and links to external websites. A small thumbnail of the restaurant's interior is visible in the top right of the search results area.

The screenshot shows the Google My Business profile for 'Auberge de l'Écu de France'. It features a header with a photo of the restaurant's interior and a map showing the location. Below the header, there is a rating of 4.1 stars from 22 Google reviews, a 'Site Web' button, and an 'Itinéraire' button. The profile lists the address as '6 Rue Général Leclerc, 45240 La Ferté-Saint-Aubin', the phone number as '02 38 64 69 22', and the hours as 'Fermé - Ouvre à 12:00 (mar.)'. There are also buttons for 'Suggérer une modification' and 'Voir les photos'. The main content area shows a menu board with items like 'Prot du Jour: 16€' and 'Menu du Jour: 12,50€', and a photo of a nougat glacé dessert.

Logo

Geolocalisation

Photos

Website

Address

Opening hours

Phone

News

Priority Ranking: customers choose keywords and geographical coverage interactively

The screenshot displays the Solocal 'CATALOGUE DES PRODUITS' interface. It is divided into two main sections: '1- Sélectionner un produit' and '2- Configurer le produit'. In the first section, a search bar is present, and a list of product categories is shown on the left, including 'Gammes' (Publicité Digitale, Identité Visuelle, etc.) and 'Offres' (Offres SEA, Identité Visuelle, etc.). The main list of products includes 'Offre Pro', 'Offre « Prise de rendez-vous en ligne »', 'Prestations Studio Création', 'Prolive Migration Traffic Garanti', 'Prolive-Pack Présence', 'Search Réseaux', 'Social Clic', 'Social Tract', and 'Social Vidéo'. A 'Solution Référence prioritaire' pop-up is visible, detailing benefits like appearing in top search results and targeting specific clients. The second section, '2- Configurer le produit', features a map of France with a location pin over Paris. A progress bar at the top of this section shows five steps: 1) LOCALITÉ, 2) ACTIVITÉ, 3) PRÉSENCE, 4) RÉFÉRENCIEMENT, and 5) PANIER. The 'PRÉSENCE' step is currently active. A sidebar on the right allows for configuration of 'Vitrerie, fenêtre, véranda' (with 'vitreries' selected), 'Extension de présence', and 'Référencement'. At the bottom, there are buttons for 'Retourner à la liste des établissements', 'Retourner à l'étape 2', and 'Valider et passer à l'étape 4'. The total price is shown as 588,00 € HT.

Selection of offers

Presence settings
Locations
Activities

Complementary digital offers: *La Grange aux cuirs* located in Le Perreux-Sur-Marne

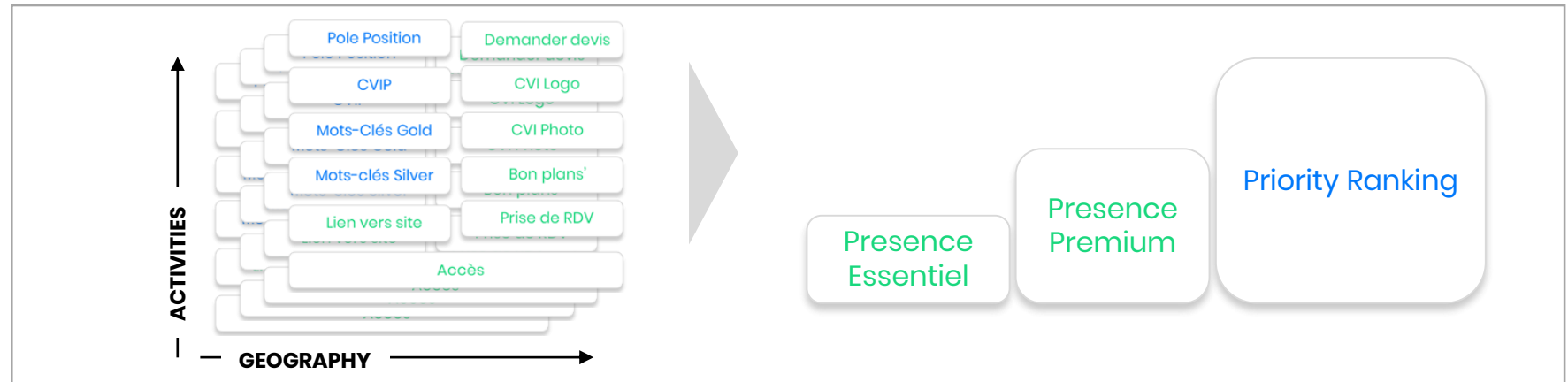
Presence management

Lead generation

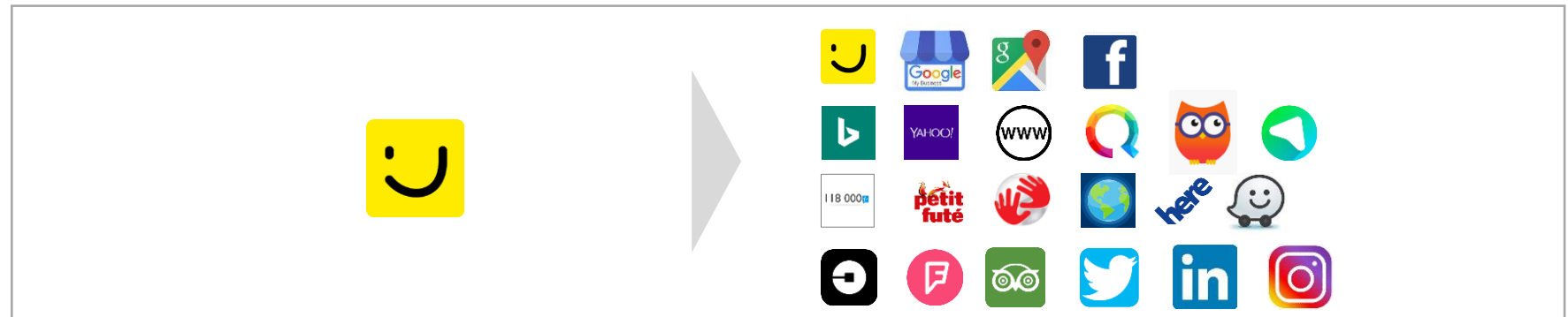
The image displays a collection of digital marketing assets for 'La Grange aux Cuirs'. On the left, a 'Solocal Manager' dashboard shows the business profile with an 85% completion rate and social media links. In the center, a 'Website' screenshot features a 'CTA' (Call to Action) button with the phone number '01 48 71 10 38'. Overlaid on this are 'PagesJaunes' and 'GMB' (Google My Business) listings, both featuring 'E-reputation' (Google reviews) and 'Priority Ranking on PagesJaunes'. On the right, a 'Ranking on Bing' listing is shown. Below these are 'SEA (digital ad)' examples for 'Expert Nettoyage de Fourrure' and 'Réparation Cuir Au Perreux | Spécialiste des Vestes en Cuir'. The background includes a photo of the storefront and an interior view of the clothing store.

Consistent and simplified service range

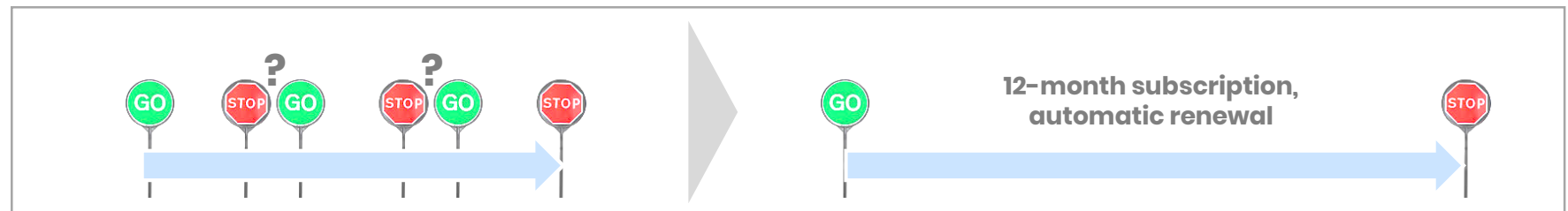
SIMPLIFIED



« FULL WEB »



SUBSCRIPTION MODE



Positive first results on SME segment

Migration rate¹

> 80%

Telesales Development rate²

+ 20-25%

Field sales Development rate³

+ 5-10%

PagesJaunes accounts for 30% of requests for quotes and 18% of signed quotes.

BSPI Rénovation
(Restoration)

Being top ranked means more leads calling, hence more work.

Guillon Père et Fils
(Levelling and sanitation)

It brings me customers, prospects and more visibility.

Sudelec
(Electrical equipment)

I subscribed to the Priority Ranking offer to have an online presence on high-traffic websites and social networks, and for the centralised dashboard via the app.

CTA
(Vehicle inspection)

We wanted to be top ranked, as we have a lot of competitors. With Solocal we have a relationship based on trust.

Luminex Provence
(Electricity, heating)

Reinforced Large Account dynamics

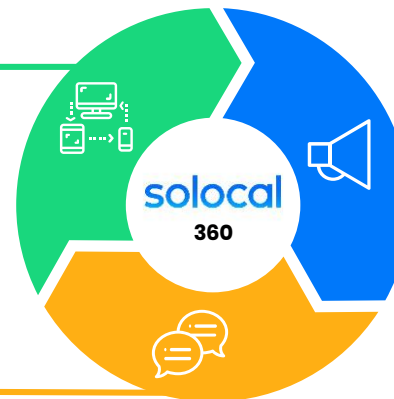
- Ongoing momentum of Large Account customer segment
- Solocal provides **local support** to all Large Accounts' points of sale via **comprehensive product range**, including
 - Site Locator / Presence
 - Priority Ranking
 - Drive to store

Examples of Q3 2019 new Large Account contracts



Presence Management

Data & Relationship Marketing



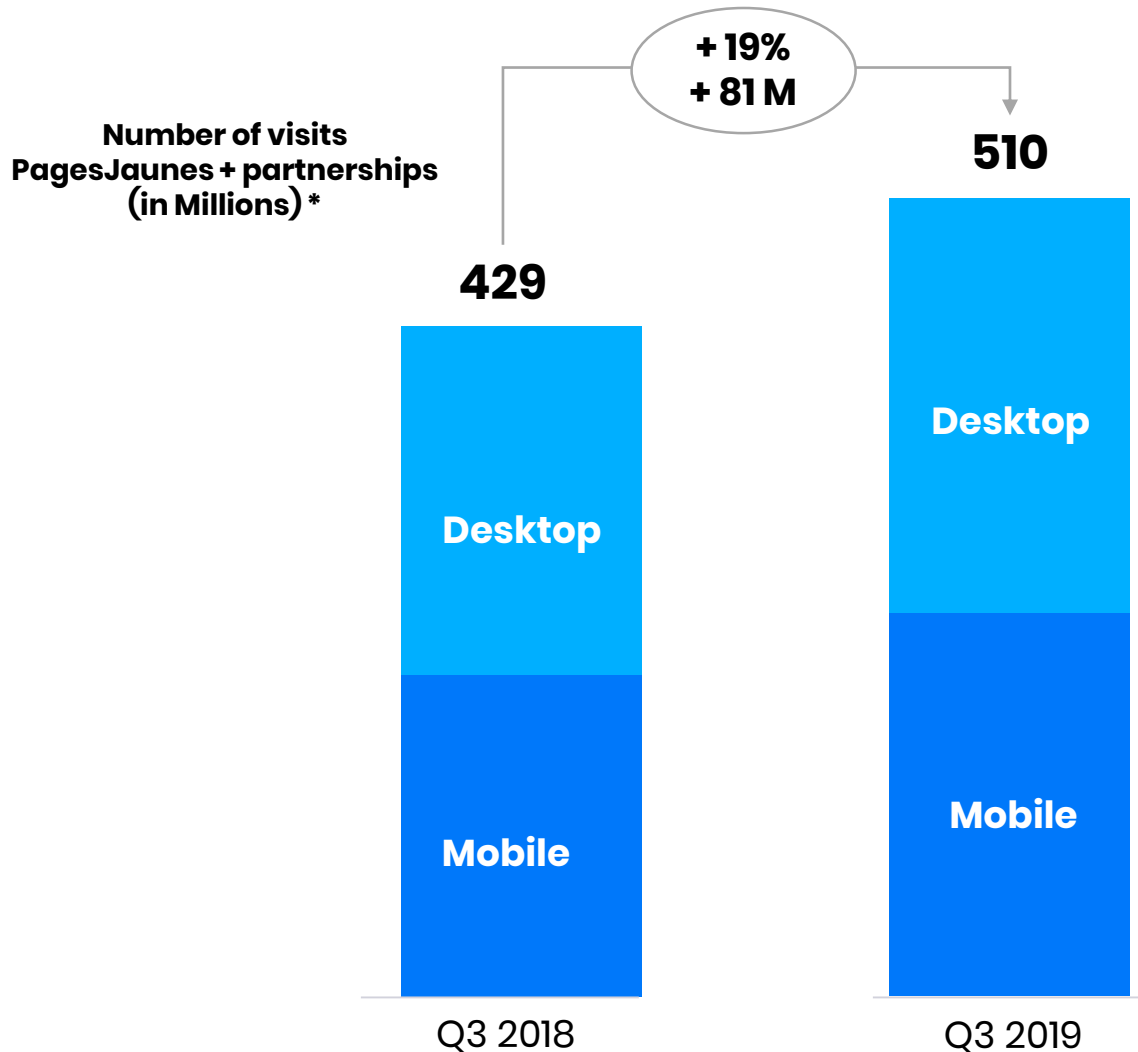
Search & Display Advertising

Large Account contract case study: Intermarché



- **Strategic 3-year contract announced in July 2019**
- Intermarché, Bricorama, Bricomarché, Brico Cash, Rody et Netto brands benefit from Presence product
- Les Mousquetaires drive visibility and branding for c. 3,000 points of sale: reliable and consistent information communicated full web
- Each point of sale can manage and control its online content, data...
- Target: enable customer acquisition and loyalty

PagesJaunes traffic positive trend in Q3 2019



- Growth driven by partnerships
- Increase in RGPD-compliant first-party data for Solocal
- Mobile traffic up (vs. Q3 2018)



Recent activity and highlights

solocal

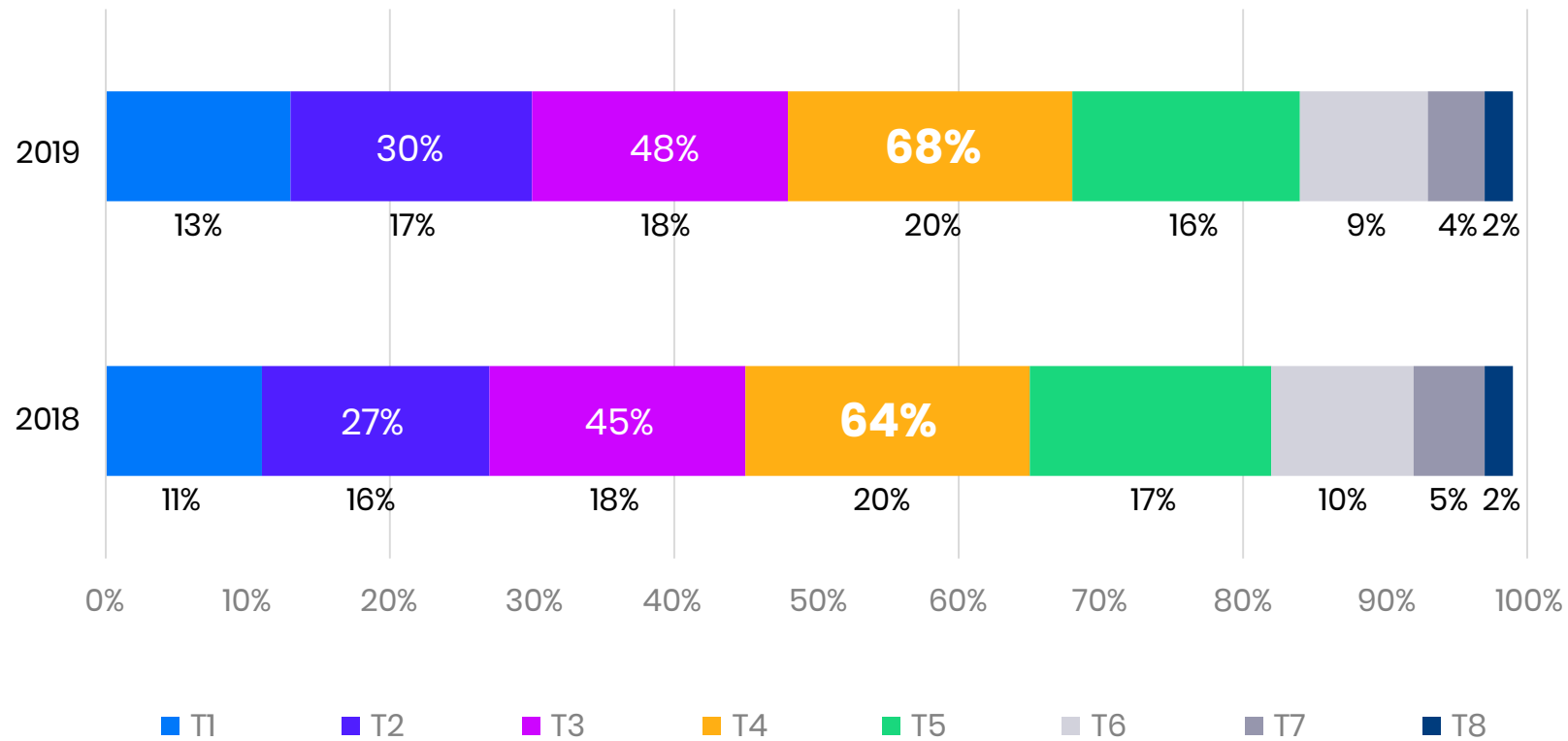
Q3 2019 : Key messages

- **Back to growth in H2 2019**
 - **Q3 2019 Digital order intake growth:** +5.3% vs. Q3 2018
-
- New **digital service range** fueling growth
 - Close to 60% subscription sales: driving long-term **recurring revenues**
 - **Long-term profitable growth**

Accelerated order intake conversion into revenues

% of quarterly order intake converted into revenues in the following quarters (average of first two quarters)

Digital



- Order intake are converted into revenues faster than previous years thanks to:
 - Sales work on clearing and increasing quality of order intake
 - Product Mix improvement
- Conversion rate into revenues over the next 12 months
 - **In H1 2018, 64%**
 - **In H1 2019, 68%, i.e. +4pts**
- This improved conversion rate demonstrates that:
 - **Solocal 2020** is in motion
 - **SaaS Business model** in progress
 - Positive impact on **2020 Digital revenues**

Q3 2019: Digital order intake growth

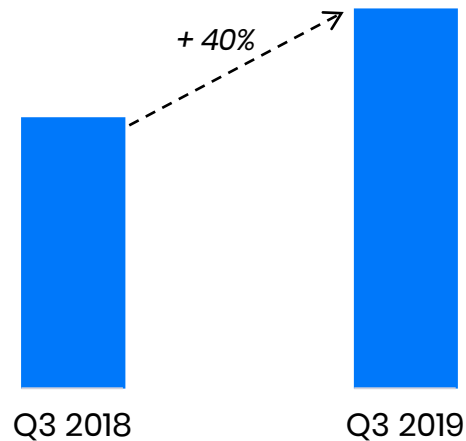
In million euros	Q3 2018	Q3 2019	Change
Digital order intake	96	101	+5.3%
Digital revenues	139	129	-7.5%
Digital order backlog (BoP/EoP)	349 ³	318	-9.0%
Auto-renewal subscription order intake (% of Digital order intake) ¹	22%	59%	+37 pts
PJ traffic (million visits) ²	429	510	+19%

- +5.3% growth of **Digital order intake** in Q3 2019 vs. Q3 2018:
 - Roll-out of new products in subscription mode to customers
 - Organisation upgrade delivering short & long-term productivity improvement
- **Digital revenues** down -7.5%, led by previous quarters order intake conversion into revenues
- **Digital order backlog** down by -9.0% due to Q3 seasonality of order intake vs revenues
- c. 60% of Digital order intake are in **subscription with auto-renewal**, up +37 pts vs. last year, boosted by Priority Ranking
- **PJ traffic** up +19%, leading to increased volume of first-party data

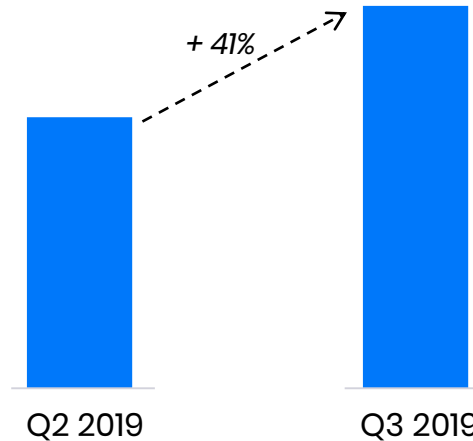
Q3 2019: Structural shift to deliver sustainable growth

- Ongoing organisation upgrade ensuring long-term growth acceleration, including:
 - New product launch
 - New sales tools and training
 - Upgrading management in sales organisation
- Leading to further increase in productivity & profitability

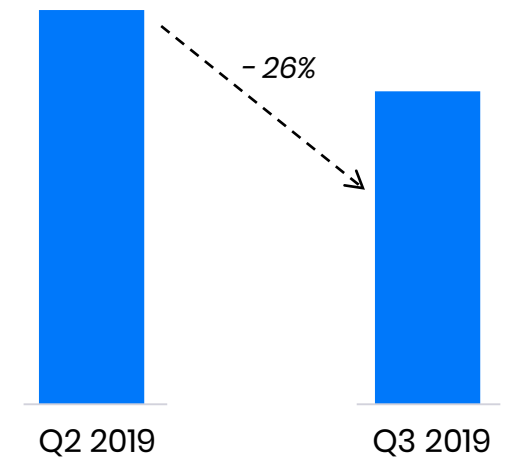
Weekly Digital order intake / Sales rep¹



Calling time / Telesales rep²



Customer request backlog²

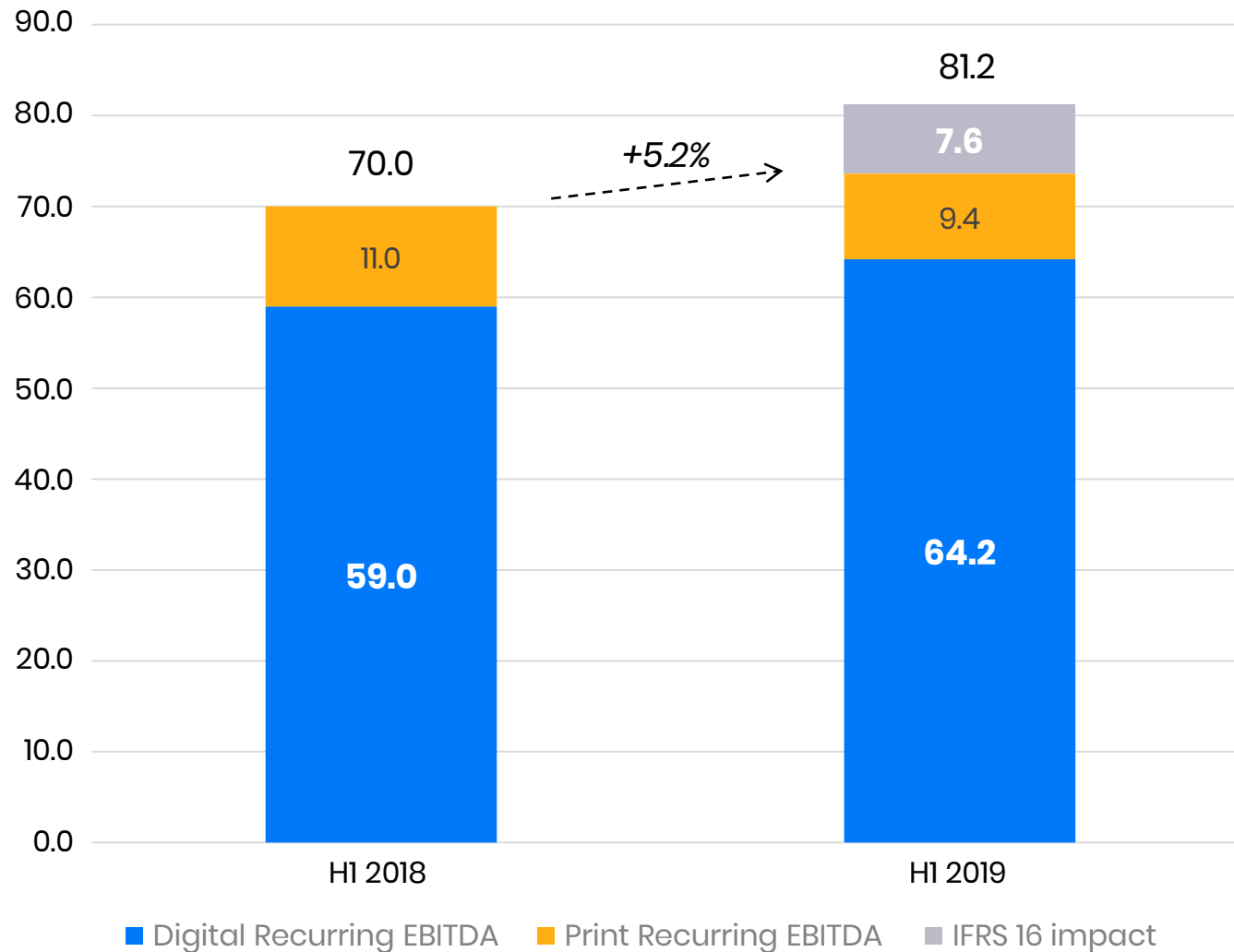


H1 2019: Growth in recurring EBITDA despite decrease in revenues

In million euros	H1 2018	H1 2019 ¹	Change	H1 2019 (IFRS 16)
▪ Digital revenues	293	268	-9%	268
▪ Print revenues	57	36	-37%	36
Total revenues	350	304	-13%	304
▪ Net recurring external expenses	(96)	(91)	-5%	(83)
▪ Recurring personnel expenses	(183)	(139)	-24%	(140)
Recurring EBITDA	70	74	+5%	81
▪ Non recurring EBITDA	(133)	(1)	-99%	(1)
Consolidated EBITDA	(63)	73	+216%	80
▪ Depreciation and amortisation	(33)	(29)	-12%	(37)
Operating income	(96)	44	+146%	43
▪ Other financial income and expenses	(19)	(17)	-11%	(20)
Income before tax	(115)	26	+123%	23
▪ Corporate income tax	35	7	-80%	7
Consolidated net income	(80)	20	+125%	16

- Revenues are still impacted from H2 2018 order intake decrease
- **Moderate growth in recurring EBITDA¹ in H1 2019: €74m in H1 2019 vs. €70m in H1 2018**
- **Expenses significantly reduced**
- **Positive net income**

H1 2019: Focus on recurring EBITDA



- IFRS 16 accounting rule applied since 1st January 2019
- IFRS 16 impact on EBITDA: +€8m as of 30th June 2019
 - Due to rent costs
- Estimated 2019FY impact: c. €16m
- **Recurring EBITDA growth** under same standard in H1 2019 vs. H1 2018 of **5.2%**

Ongoing decrease in the fixed cost structure in H1 2019

In million euros	H1 2018	H1 2019 ¹
Revenues	350	304
▪ Variable costs	(33)	(33)
▪ Fixed costs	(247)	(190)
Total recurring expenses	(280)	(223)
Recurring EBITDA	70	81

- €50m reduction in costs in H1 2019, on top of €60m cost reduction in 2018 (already booked in 2018FY), driven by
 - Decrease in personnel expenses
 - Rigorous cost control
- Variable costs stable due to the change in product mix

Optimising investments for successful transformation & growth

OTHER

IT & CLOUD

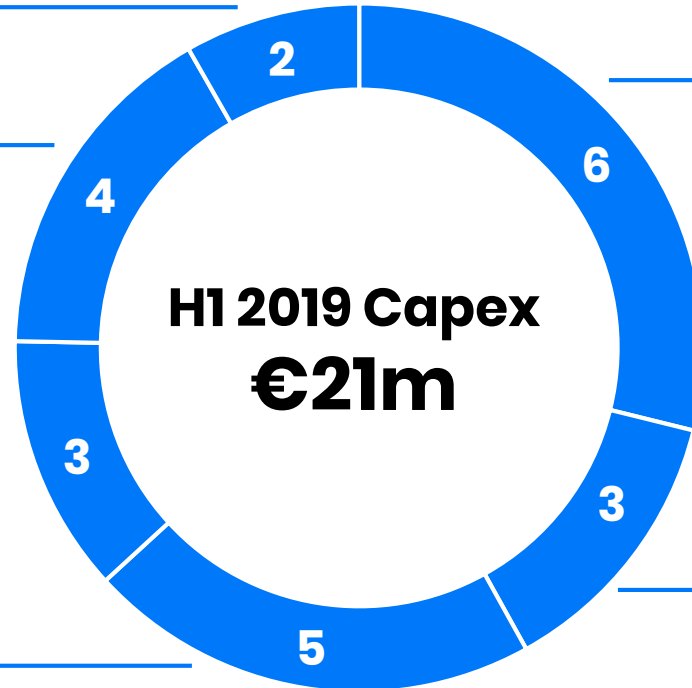
IT infrastructure modernization
and Move to Cloud

DATA

Big Data and artificial intelligence

DIGITAL SERVICES

- Presence
- Priority Ranking
- Digital Advertising
- Websites



MEDIA PLATFORMS

Investments in Group media

- Pages Jaunes
- Search engine
- Voice search
- Mappy MaaS (*mobility as a service*)...

SALES, CRM AND MARKETING

Launch of the new range of services and sales

Presence and Full Web Digital advertising
in subscription mode

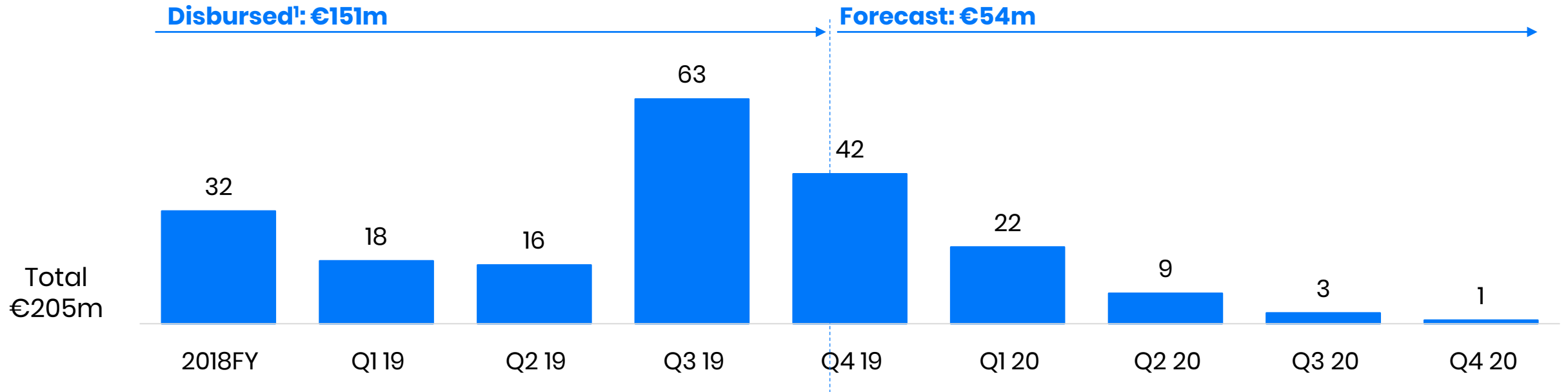
Adaptation and modernisation
of sales, CRM and marketing tools

Cash flow generation

In million euros	H1 2018	H1 2019 ¹	<i>o/w IFRS 16 impact</i>
Recurring EBITDA	70	81	+8
▪ Non monetary EBITDA	5	6	-
▪ Change in WCR	(25)	(19)	-
- of which Change in customers WCR	(10)	(5)	-
- of which Change in suppliers WCR	13	(6)	-
- of which Change in other WCR	(27)	(8)	-
▪ Capex	(22)	(21)	-
Recurring operating cash flow	30	47	-
▪ Non-recurring items	(12)	(46)	-
▪ Financial expenses	(17)	(20)	(3)
▪ Corporate income tax paid	(12)	4	-
FCF from continued activities	(12)	(15)	-
▪ Others (of which leases)	(2)	(8)	(5)
Net cash variation	(14)	(23)	-
Net cash position at start of period	86	82	-
Net cash position at end of period	72	58	-

- IFRS 16 included for H1-2019
- Seasonality in cash generation: H2 historically higher than H1
 - More Print revenues recognised in H2 due to business seasonality, impacting customers WCR
 - €25m one-off personnel-related outflows in H1 2019
- €38m of restructuring costs paid in H1 2019
- Tax refund received for €6m
- EBITDA – capex in line with plan: €53m (*before IFRS 16*)

Cash outflows related to the 2018 restructuring plan



Notice period

- Monthly salary (2-3 months)

Mobility / reclassification leave

- 80% of the monthly salary for 9-10 months

Indemnities

- Amount according to seniority²

H1 2019: Stable financial leverage

In million euros	H1 2018	H1 2019 ¹
▪ Gross debt	398	409
▪ Cash EoP	72	58
▪ Net debt	326	349
▪ Recurring EBITDA	70	81
▪ Financial leverage ²	1.8x	1.9x

- **Debt covenants according to the bond documentation are not based on IFRS 16**

- €398m bond maturing March 2022

- **Financial leverage² = 1.9x**, ie 45% headroom relative to the bond covenant (3.5x)
- **ISCR of 5.6x**, ie 86% headroom relative to the bond covenant (3.0x)

Next quarters: Accelerating growth

- **Keeping up growth into Q4 2019**

- Focus on new Products roll-out (existing & new customers)
 - Cross-media ad campaign to fuel new customer acquisition
 - Building on Q3 2019 sales momentum and positive energy
-

- **2019 target:**

- Stabilised Digital order intake in 2019
 - Moderate growth of recurring EBITDA in 2019
-

- **Pursuing growth dynamics into forthcoming quarters**

Appendix

Main features of 2022 bond

- **Amount:** €398m
- **Interests:** 8% payable quarterly

3-month EURIBOR rate – with a minimum of 1% + margin based on the level of consolidated net financial leverage ratio (consolidated net debt/consolidated EBITDA) at the end of each semester

Greater than 2.0:1	9.0%
Less or equal to 2.0:1 but greater than 1.5:1	7.0%
Less or equal to 1.5:1 but greater than 1.0:1	6.0%
Less or equal to 1.0:1 but greater than 0.5:1	5.0%
Less or equal to 0.5:1	3.0%

- **Maturity:** 15 March 2022
- **Early repayment** or callable by the company: at any time, all or part of the bonds at 100% of the principal amount (par value)
- **Credit ratings:**

	Issuer rating	Security rating
Fitch	CCC+	B-
Moody's	Caa1 negative outlook	Caa2

BASKETS IN THE BOND DOCUMENTATION

Working capital facility

Up to €10m

Asset financing

Up to €50m

Bilateral credit lines

Up to €50m

RCF

H1 2019: Impact of the IFRS 16 standard on leases

- **Applicable as of 1st January 2019**
 - Recognition on balance sheet of all lease commitments **currently recognised as off balance sheet commitments** and finance leases
 - Impact on the Group's balance sheet:
 - **Recognition of a lease debt among liabilities** (discounted residual future rentals)
 - **In exchange for a right-of-use posted in the assets as a fixed asset amortised over the lease term**
 - Leases with a residual term of less than twelve months are excluded
 - Most lease contracts are related to the head office
- **The impact on financial debt is €113m as of 30/06/19**
- **Impact on recurring EBITDA is +€8m in H1 2019, estimated 2019FY impact of +€16m**
- **No impact on cash**

In million euros	IFRS 16 Impact as of 30/06/19	Estimated IFRS 16 Impact as of 31/12/19
Revenues	-	-
▪ Net external expenses	8	16
▪ Personnel expenses	-	-
▪ Restructuring costs	-	-
EBITDA	8	16
▪ Depreciation and amort.	(8)	(16)
Operating income	(0)	(0)
▪ Financial income	-	-
▪ Financial expenses	(3)	(6)
Financial result	(3)	(6)
Result before tax	(3)	(6)
▪ Corporate income tax	-	-
Net income	(3)	(6)

Value-added Website range

* Upfront payment

WEBSITES



ESSENTIEL

Customisable templates

SEO optimised content

300 SEA clicks

2 follow up calls and updates / year

Hotline and client dashboard 24/7

Set up fees **€450**

From **€70* Excl. taxes/month**
12-month contract, automatic renewal

PREMIUM

Exclusive templates, optimised design
by dedicated webmaster

SEO strategy including 10 keywords

600 SEA clicks at launch

Specific SEO calls every 4 months

Hotline and client dashboard 24/7

Set up fees **€1,500**

From **€169* Excl. taxes/month**
24-month contract, automatic renewal

PRIVILEGE

Fully customised design with tailor
made functionalities and pro photos

Dedicated webmaster and SEO expert

New design every 2 years

SEO strategy including 20 keywords
1,200 SEA clicks / year for life

Optimisation calls every 3 months

Hotline and client dashboard 24/7

Set up fees **€2,790**

From **€325* Excl. taxes/month**
24-month contract, automatic renewal

E-COMMERCE SITES



All of the above

+ 500 product catalogue, including
20 products created for the customer

Set up fees **€450**

From **€80* Excl. taxes/month**
12-month contract, automatic renewal

All of the above

+ product catalogue, including
40 products created for the customer

Set up fees **€1,650**

From **€169* Excl. taxes/month**
24-month contract, automatic renewal

All of the above

+ product catalogue, including
75 products created for the customer

Set up fees **€3,540**

From **€325* Excl. taxes/month**
24-month contract, automatic renewal

Focus on Presence and Priority Ranking product range

Presence

Essential	Premium
<p>Visibility on: 9 websites & media</p> <p>Mini-website</p>	<p>Visibility on: 21 websites & media</p> <p>E-reputation</p> <p>Mini-website</p>
<p>From: €29/month</p>	<p>€49/month</p>

Priority Ranking

Initial	Privilege	Integral
<p>Up to 20 keywords</p> <p>+</p> <p>Visibility on: 21 websites & media</p> <p>E-reputation</p> <p>Mini-website</p>	<p>Up to 35 keywords</p> <p>+</p> <p>Visibility on: 21 websites & media</p> <p>E-reputation</p> <p>Mini-website</p>	<p>All relevant keywords</p> <p>+</p> <p>Visibility on: 21 websites & media</p> <p>E-reputation</p> <p>Mini-website</p>
<p>From €59/month...</p>		<p>... to €387/month</p>