



visiativ

The Human & Digital Experience Platform



CATALYST

Together we make the difference

January 8, 2020



A new step



Together we make the difference

Cooperating, acting and innovating together
for sustainable business transformation

The company of the future is an intelligent platform

Customers

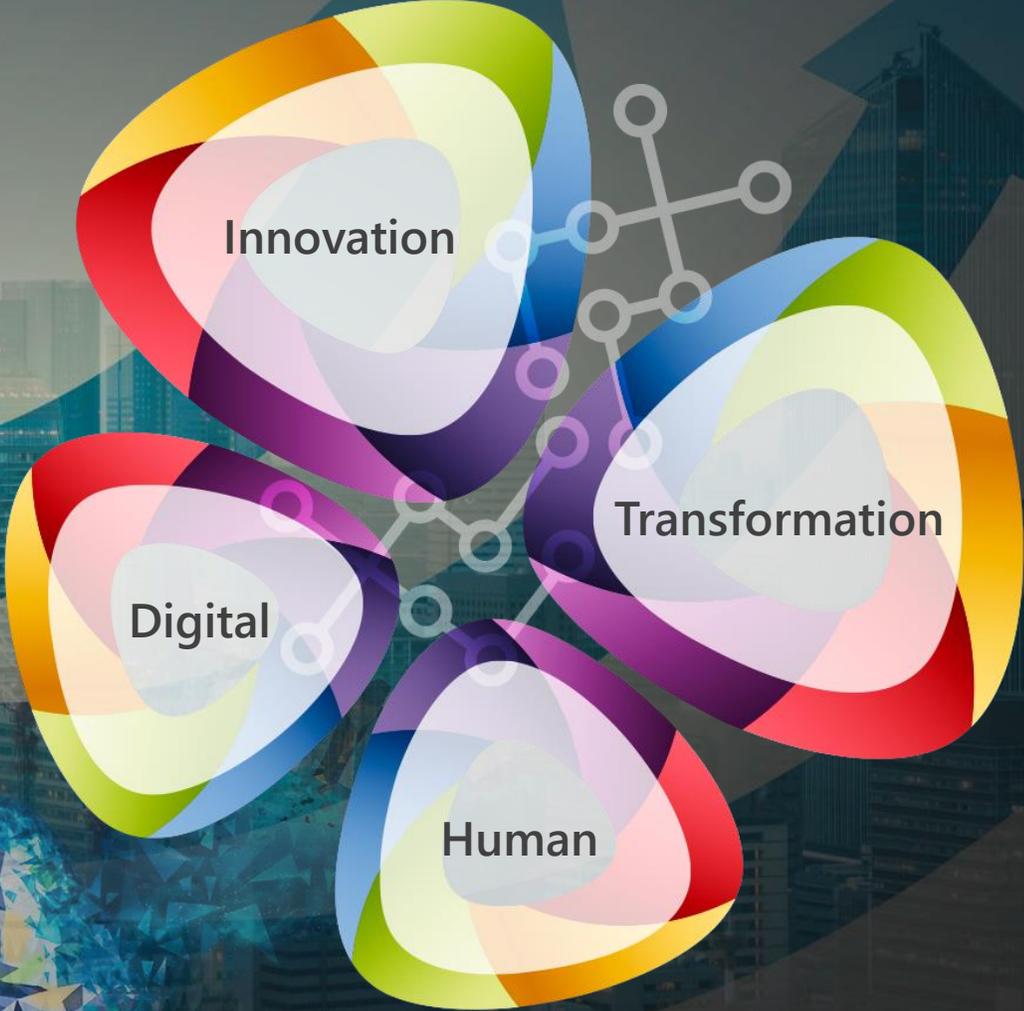
Partners

INTELLIGENT
PLATFORM
COMPANY

Employees

VISION

Innovation & Transformation Accelerator



MISSION

Serving our customers' value chain

PURPOSE

Innovation 

 Design



 Manufacturing

After Sales 

 Sales



A unique history

From strategy to execution

Reinventing ourselves, transforming our organization, our value proposition and our business models



Successful challenges

2015 - 2017
2016



Turnover: €100 Million
Investment in the 3DEXPERIENCE
Moovapps platform
Great Place To Work

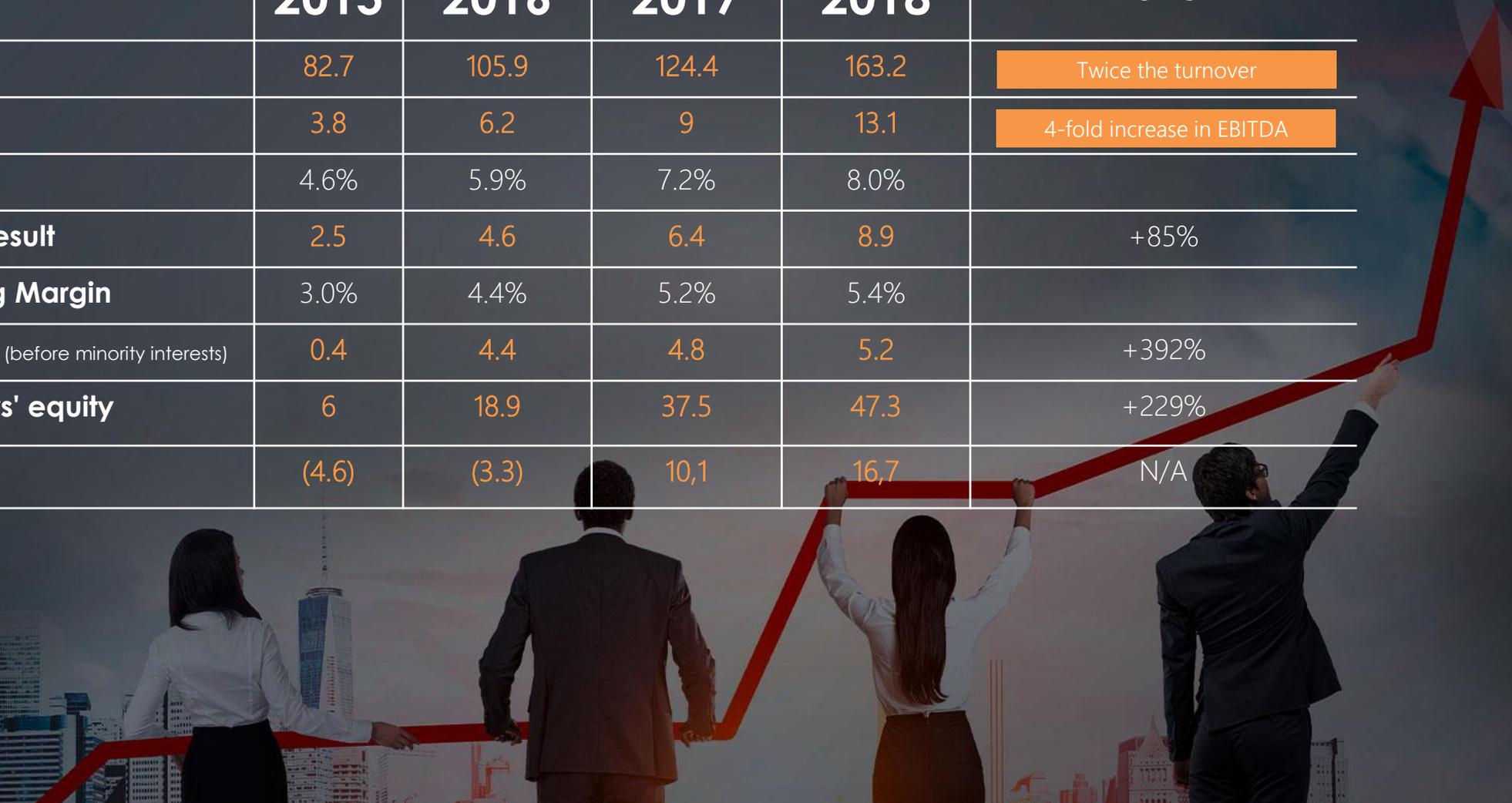
2017 - 2020
2019



Turnover: €200 Million
Unique value proposition
Recurring business model
International
Double-digit organic growth
External growth

Financial performance

	2015	2016	2017	2018	Average growth
Turnover	82.7	105.9	124.4	163.2	Twice the turnover
EBITDA	3.8	6.2	9	13.1	4-fold increase in EBITDA
% EBITDA	4.6%	5.9%	7.2%	8.0%	
Operating result	2.5	4.6	6.4	8.9	+85%
% Operating Margin	3.0%	4.4%	5.2%	5.4%	
Net income (before minority interests)	0.4	4.4	4.8	5.2	+392%
Shareholders' equity	6	18.9	37.5	47.3	+229%
Net Debt	(4.6)	(3.3)	10,1	16,7	N/A



NEXT
100»

Visiativ reaches the critical size to become a global player...

▶ Growth: Turnover €200 Million*:

Average growth of **+30%** per year (of which +10% organic)

Growth of **9% to 25%** in international turnover

60% recurring business

▶ Profitable: 8% EBITDA margin (achieved 2018):

+100 bps per year (EBITDA/CA)

▶ 18,000 Customers – 1,000 Employees

Value proposition: Human & Digital Experiences Platform



Visiatiiv AN ESSENTIAL ACTOR





CATALYST

2023



A commitment



CATALYST
2023

A unique value proposition

Global support, working alongside executives to accelerate innovation and transformation of their companies





Capitalize on customer base & accelerate **multi-brand customers** acquisitions





More than 750 multi-brand customers

CROSS-SELL
UPSELL
NEWNAME

Cross-sell

25%

of Turnover



More than **150** transformations

Get a **pragmatic consulting approach**
in term of support

From diagnosis to road map

FAST PASS

3DCONTINUITY

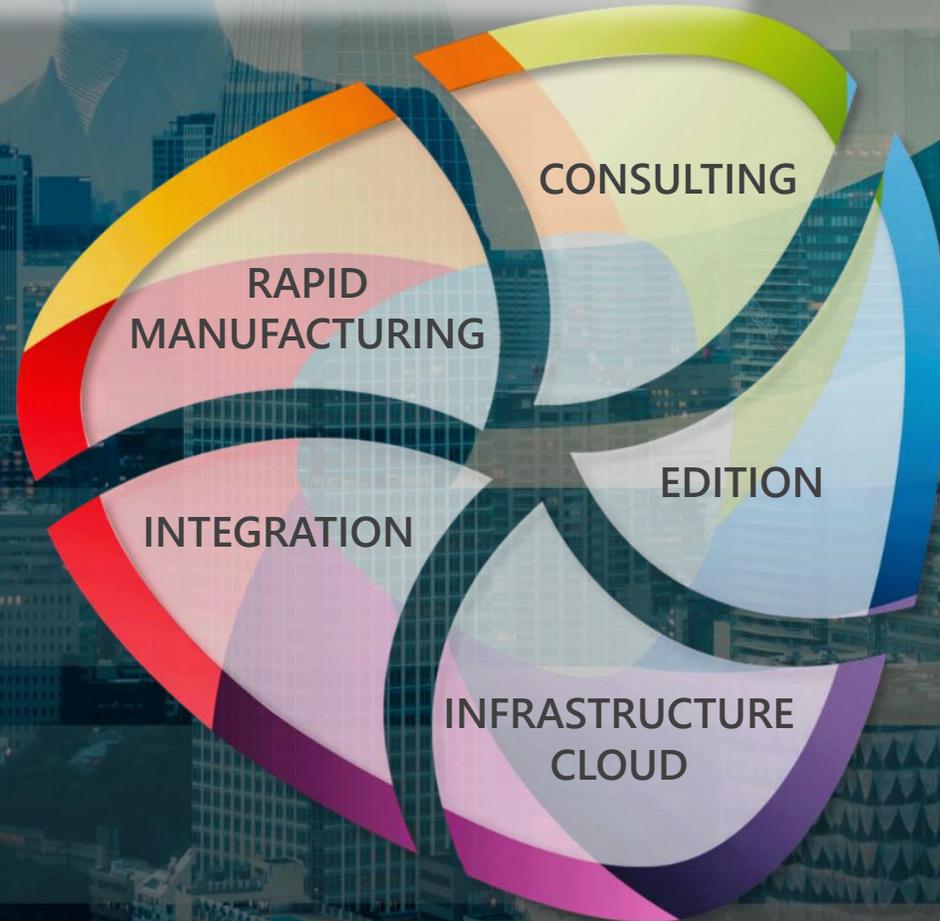
TRANSFORMATION NUMÉRIQUE
À GRANDE VITESSE



A human skills platform for the
digital experience

Become a **Human & Digital
Experience Platform**

**EXPERIENCE
EXPERTISE
EXCELLENCE**



The Human & Digital Experiences Platform

COMMUNITIES
EXPERIENCE

FACILITIES
EXPERIENCE

INNOVATION
EXPERIENCE

EMPLOYEE
EXPERIENCE

Digital Workplace

Cyber Risk

GDPR

IT INFRASTRUCTURE
EXPERIENCE

3D PRODUCT
EXPERIENCE

PARTNER
EXPERIENCE

Employee Center

Customer Service
Management

Product
Life Management

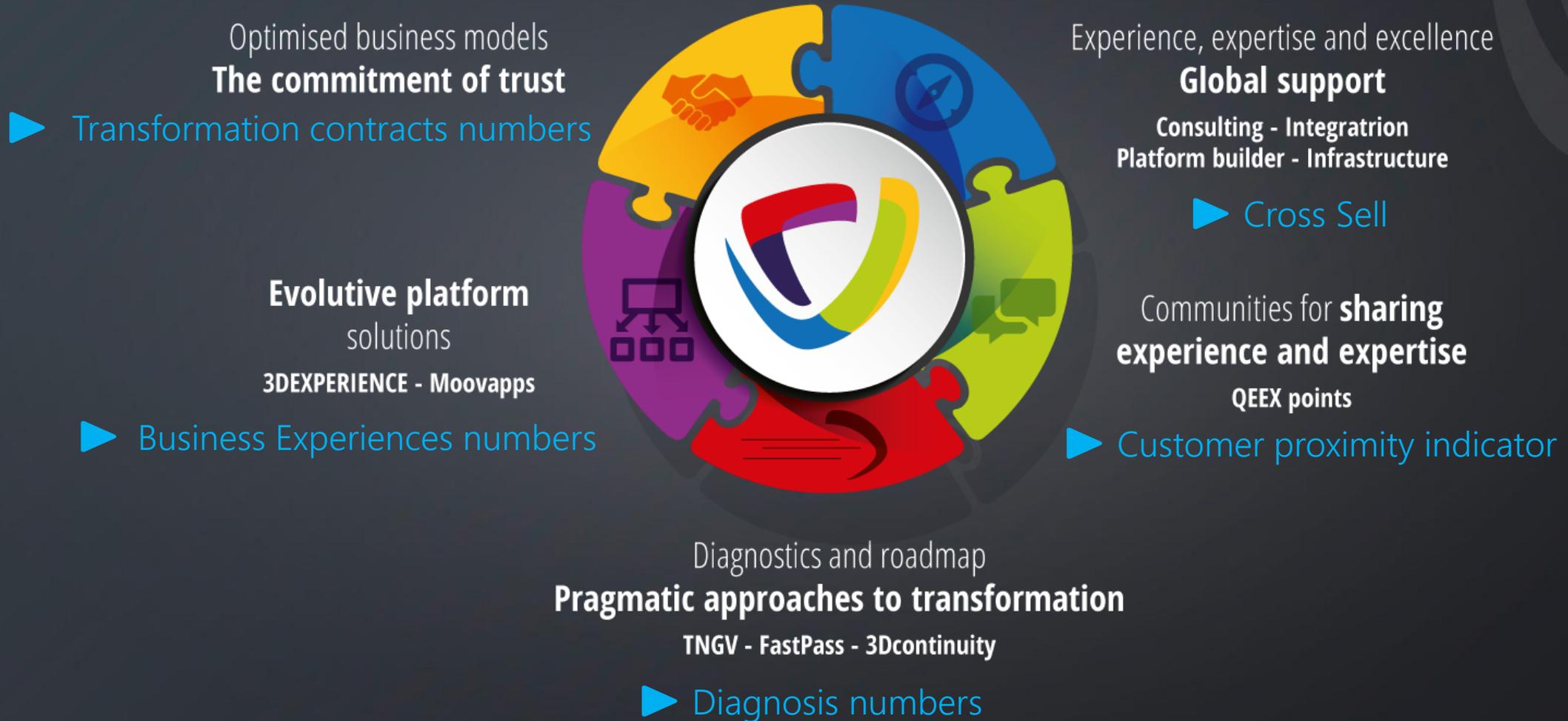
3D

CUSTOMER
EXPERIENCE

Customer Relationship
Management



A unique value proposition for executives





BEING **CATALYST** TO OPTIMIZE

- Organisation
- Performance
- Transformation
- Innovation
- Merge

New governance



Laurent Fiard
CEO



Bruno Demortière
Chief Operating Officer



Olivier Blachon
Deputy Managing
Director Integration



Grégory Jourdan
Deputy Managing
Director
Human Resources



Philippe Garcia
Deputy Managing
Director Finance



A challenge



CATALYST
2023

IMPROVE OUR PROFITABILITY

We want to be more agile, quicker to react,
and more effective

ORGANISATION



MULTI- COMPETENCIES PLATFORM



Focusing on our strengths

Consulting – Integration – Platform builder



BECOME A GLOBAL PLAYER OF INNOVATION & TRANSFORMATION

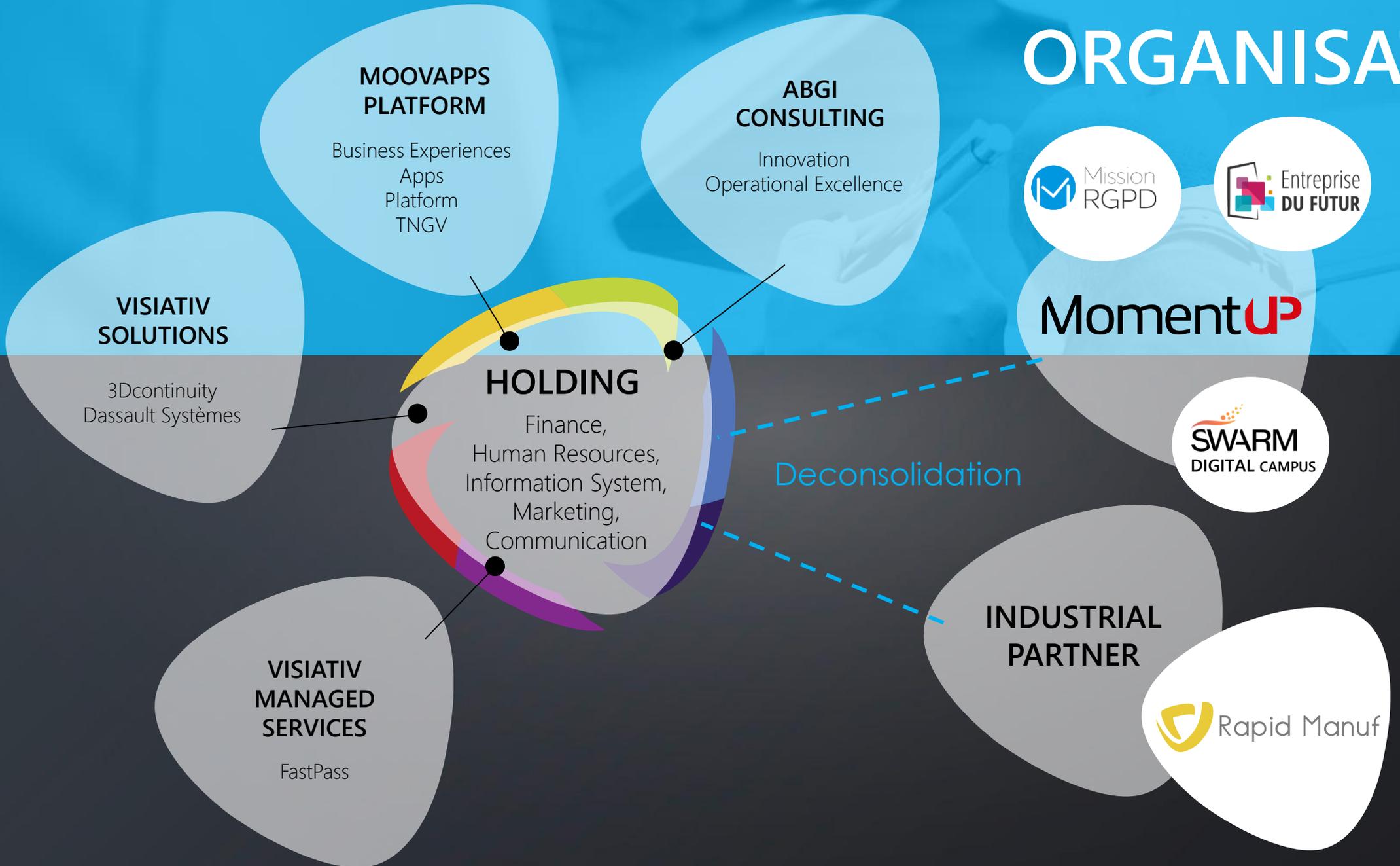
The partner of SME executive



Strengthening alliances

Spin-off & Partnerships

ORGANISATION



PERFORMANCE

EBITDA
€30 M

✓
Empowering the divisions
Holding agility
P&L & cash generation per division

✓
IMPROVING PROFITABILITY

✓
Concentrate on organic growth and
focus on highly profitable external
acquisitions

**EBITDA: Wealth creation taking into account R&D investment*

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Target: €30 Million EBITDA

TRANSFORMATION

**CAPITALISING
ON STRATEGIC
CUSTOMERS**
CROSS & UP SELL

Defining the «next-gen operating models»

Management systems (ERP)
IT architecture (Data Driven Company)
Culture and capabilities competencies
Processes (Simplification)

**INCREASE THE AVERAGE BASKET AND
CREATE NEW RECURRING BUSINESS MODELS**

Industrialization - platformization Business Experiences

Make – Buy – Agregate
New business model (opex vs capex)

INNOVATION

**UNIQUE
VALUE
PROPOSITION**

Developing the Employees Experience

VisiaTeam platform – Employer brand

**BECOME A *HUMAN & DIGITAL*
EXPERIENCE PLATFORM FOR SME**

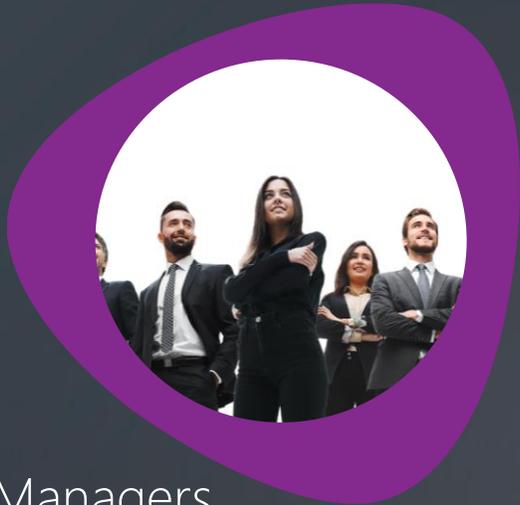
Competencies – Methodologies - Apps

Developing the Customers Experience

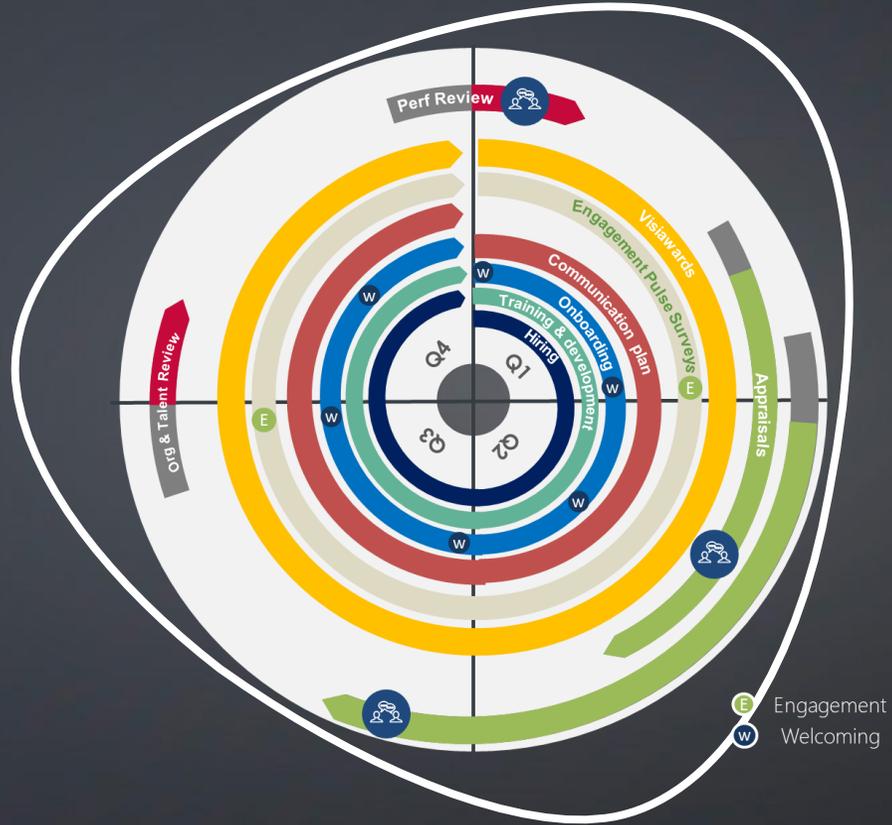
Business Experiences

Consultative selling-empathic approach

Developing Employees Experience



Managers



VisiaTeam



HR team



Employees

Extra-financial performance

Equality WOMEN-MEN

Equality Index:
83/100

Extra-financial performance: Inclusion



Inclusion of people in situations of disability or social fragility



Access to new technologies through education



initiatives-coew.fr



Handigital



MERGE



SYNERGIES

Integrate all external growths into the overall value proposition

ACHIEVING INTEGRATIONS:

Employee commitment, generating economies of scale, pooling resources

Redefining M&A ambitions

Target and road map, accretion, International

Achieving synergies from external growth

ON THE WAY TO CATALYST 2023

NEXT-GEN
OPERATING
MODELS



€30 M
EBITDA

vive  visiativ

Vision

i nnovations

V alues

e xecution