

## **ATALIAN'S 2022 JOURNEY**

Atalian is pleased to announce during its Capital Market Day its 2022's Strategy based on 3 key pillars:

- Driving a sustainable and profitable Revenue growth of 4-6% LFL per annum, leading to Net sales above €3.4 billion by 2022
- Improving operational performance with a targeted 2022 EBITDA margin of 8% to 8.5% (post IFRS 16)
- Strong deleveraging of the company to achieve less than 4.0x Net Debt to EBITDA by the end of 2021

To contribute to most of this target, Atalian is considering the Opening of its Capital by end of 2021 between €200 and 300 million and pursuing Opportunistic Divestments for a total of €100m+ by 2020/21 where € 34 million has been completed in 2019.

### **2019 Outlook**

The Group anticipates closing the year 2019 with:

- Net sales reach at least € 3,0 billion
- Estimated EBITDA Margin above 6.5% post IFRS16, representing an EBITDA of circa € 200 million post-IFRS 16
- The Group has completed a Non-Recourse Factoring transaction of € 89 million in December 2019, leading to a total of € 139 million of Non-Recourse Factoring from its existing programme
- Cash Conversion ratio of the Group is expected to land above 60% benefiting from non-recourse Factor of € 89 million
- Net Financial Debt 2019 (post IFRS16) is forecasted below € 1,335 million.

Atalian's Management Board is strongly committed to deliver over the next two years a superior financial and operational performance for the benefit of its customers, lenders and all stakeholders.

### ***About ATALIAN***

*With a turnover of ca. €3 billion, and 125,000+ employees looking after clients in 32 countries, Atalian Servest is one of the world's largest facilities management providers. The company offers cleaning, catering, security, building services, energy management, front of house, landscaping.*

### **Investor Relations:**

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## FINANCIAL DEFINITIONS

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- **Like for like**

Like-for-like information is information factoring out changes in the scope of consolidation (such as divestments and acquisitions occurring in 2019 and 2018) and currency translation effects (2019 figures are converted with 2018 exchange rates in order to calculate the currency effects).

- **Recurring EBITDA**

The Recurring EBITDA (Earnings before interest, tax, depreciation and amortization) is an indicator to measure the performance of the Group excluding the impacts of non-recurring items. It is defined as:

+/- Operating profit (EBIT)

– depreciation, amortization and impairment of operating assets;

– restructuring, litigation, implementation and other non-recurring costs.

- **Non-Recurring items**

Restructuring, litigation, implementation and other non-recurring costs comprise significant items that, because of their exceptional nature, cannot be viewed as inherent to the Group's ongoing performance, such as strategic restructuring, and other business-related litigation cases.

- **Net Financial Debt**

The Net financial debt ("Net debt") is an indicator to measure the financial debt of the Group after deduction of the cash. It is defined as:

+ Financial liabilities (long-term and short-term) including accrued interests and derivative liabilities;

– Net cash and cash equivalents; and

– Derivative asset

- **Free Cash Flow from Operations**

The Cash Flow from Operations is an indicator to measure the level of cash generated by the Operations of the Group before spending cash to maintain or expand its asset base. It is defined as:

+ Recurring EBITDA;

+/- Non Recurring cash items

+/- Other Operating Non Cash Adjustments

+/- Change in Working capital after deconsolidated factoring

– Income Tax paid

- **Free Cash Flow**

The Free Cash Flow is an indicator to measure the level of cash generated by the Group after spending cash to maintain or expand its asset base, and after payment of financial interest. It is defined as:

+/- Free Cash flow from operations; and

– Net Maintenance and Expansion Capex, including leased capex

– Financial interest paid