

ATALIAN GROUP

Q4 & FY 2020

CONSOLIDATED FINANCIAL RESULTS



EUR/USD	2,5386
Open at	3,7762
Close at	2,3574
Margin 59.25 USD	
BUY 3.6538	SELL 4.5792
Order 16.73	volume 9.52



ATALIAN

GLOBAL SERVICES



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Rob LEGGE
Deputy CEO & Group COO



Jean-Jacques GAUTHIER
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Bruno BAYET
Group Controller

2020 Strong Resilience and Record Free Cash Flow



Strong Momentum

- Strong management measures have allowed the Group to quickly adjust to the new business context
- Progressive full recovery of our activities in most of underlying end markets
- Strong contribution from cost savings and cost discipline on SG&A
- Management focus on Cash generation and leveraging on all Government support measures



Resilience

- Interrupted activities partially compensated by Covid-related services
- Several sectors performing well mitigating the overall drop in activity
- Development of new cleaning standards and services



Financial Performance

- 2020 Net Sales limited drop to -3,7% (LfL)
- Recurring EBITDA growth of +12,7% LfL vs last year with margin expansion of +100 bps
- Net Results closing at -6 m€, benefiting from Deferred Tax Assets activation
- Record cash flow from operations of 239 m€
- Strong liquidity at 420 m€ incl. 75 m€ of Deferred Payments
- Net Financial Debt leverage improved to 5,3x vs 6,5x last year



**Sustainable
Profitable
Growth**

▪ Organic Growth by 2022

▪ EBITDA Margin

2022 TARGET

+4% - +6%

8,0 - 8,5 %

2020
Achievement

-3,7%

7,8 %

+100bps vs LY



**Strong Cash Flow
Management**

▪ Strict Working Capital Improvement

▪ Capex control (incl. leasing)

▪ CFFO

2022 TARGET

< 3,5%

≥ 50%

2020
Achievement

-3 days

~ 3,0%

> 100 %

75% excl. Deferred
Payments



**Strengthened
Balance Sheet**

▪ Leverage

▪ Liquidity

▪ Credit Rating

2022 TARGET

below 4,0x

>150m€

Aim at IG profile

2020
Achievement

5,3x

-1,2x vs LY

420m€



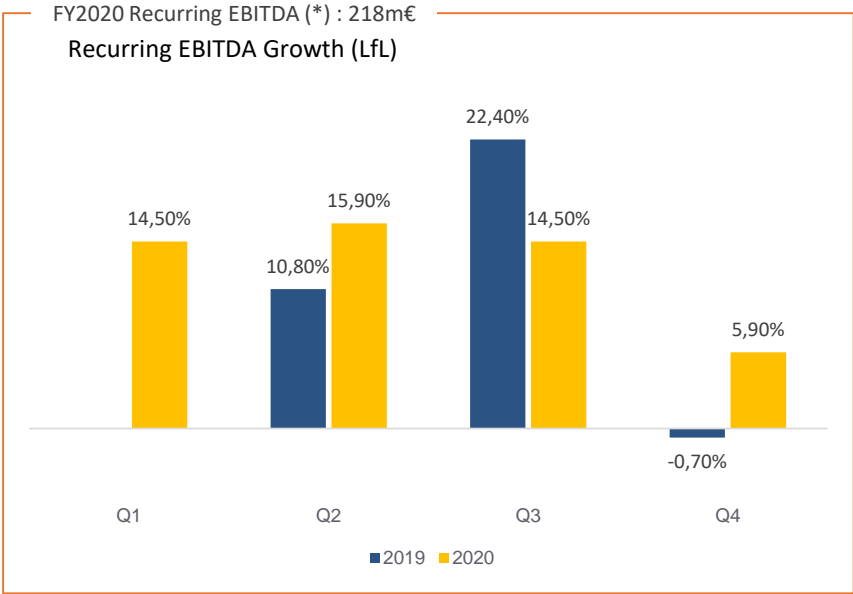
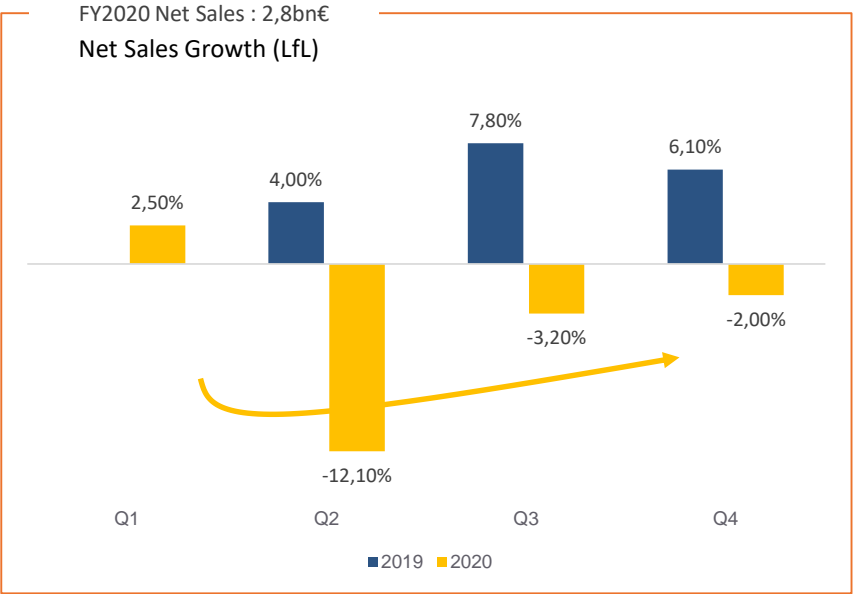
01. FY2020 Highlights

in €M	Q4 2020 Reported	Q4 2019 Reported	change	var LfL (%)
Net Sales	739,6	780,3	-5,2%	-2,0%
Recurring EBITDA	51,9	51,9	0,0%	5,9%
<i>EBITDA Margin (%)</i>	<i>7,0%</i>	<i>6,7%</i>	<i>+30 bps</i>	
Operating Profit	15,3	13,1	16,8%	
Net profit (loss) for the period from continuing operations	11,6	(84,3)	95,9	
Cash Flow from Operations ⁽¹⁾	94,2	30,0	64,2	
Net Financial Debt	1 162,1	1 343,4	(181,4)	
<i>Leverage ratio (LTM)</i>	<i>5,3x</i>	<i>6,5x</i>		

12M 2020 Reported	12M 2019 Reported	change	var LfL (%)
2 808,8	3 058,5	-8,2%	-3,7%
218,3	206,9	5,5%	12,7%
<i>7,8%</i>	<i>6,8%</i>	<i>+100 bps</i>	
100,6	77,7	29,5%	
(5,6)	(128,2)	122,6	
239,3	96,0	143,3	
1 162,1	1 343,4	(181,4)	
<i>5,3x</i>	<i>6,5x</i>		

⁽¹⁾ CF from Operations before financial interests, dividends, acquisitions and divestments

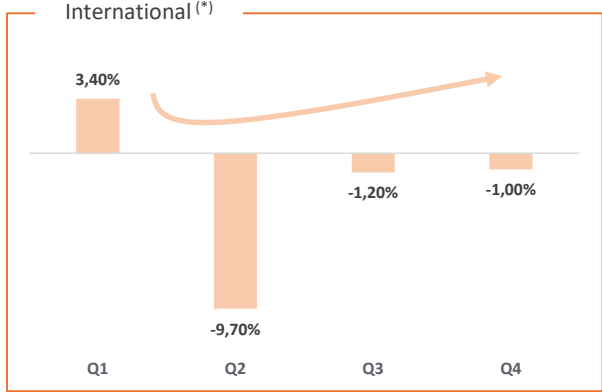
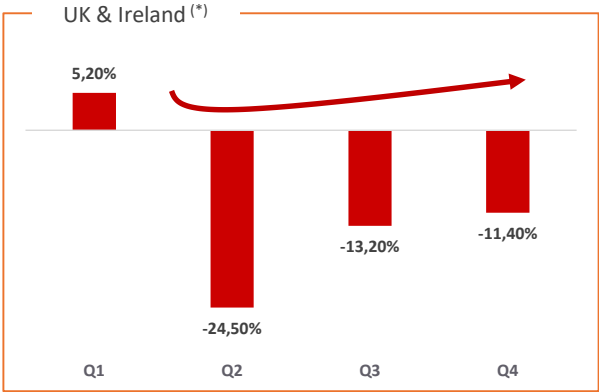
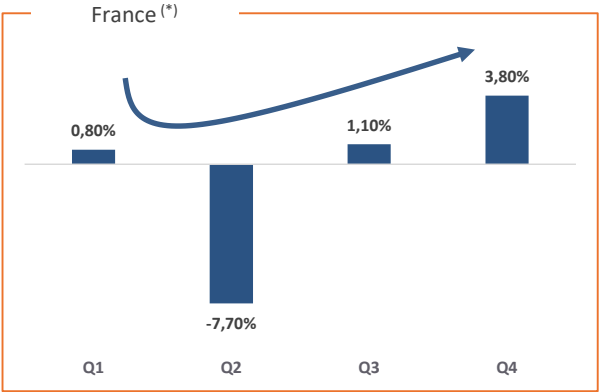
Strong Momentum in 2020 with EBITDA margin improvement by +100bps to 7,8%



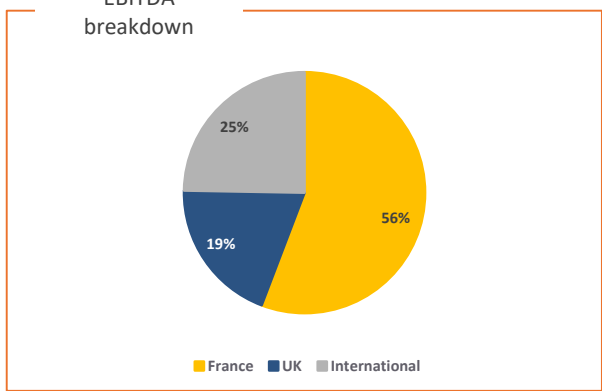
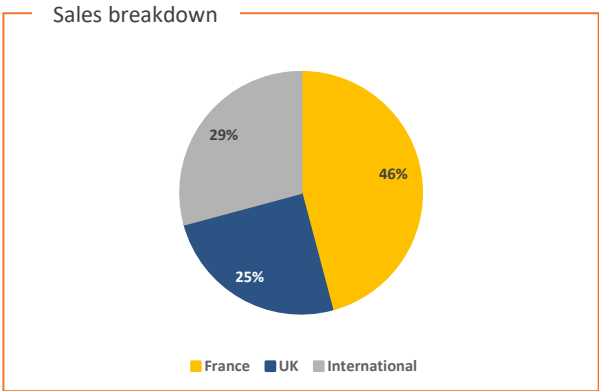
- Strong resilience with progressive recovery of our underlying activities
- Positive impact from our customer centric and agile organisation with a strong focus on cash and cost control

(*) Recurring EBITDA = Operating profit – D&A and impairment of operating assets – restructuring, litigation and other non-recurring costs

All regions gradually recovering

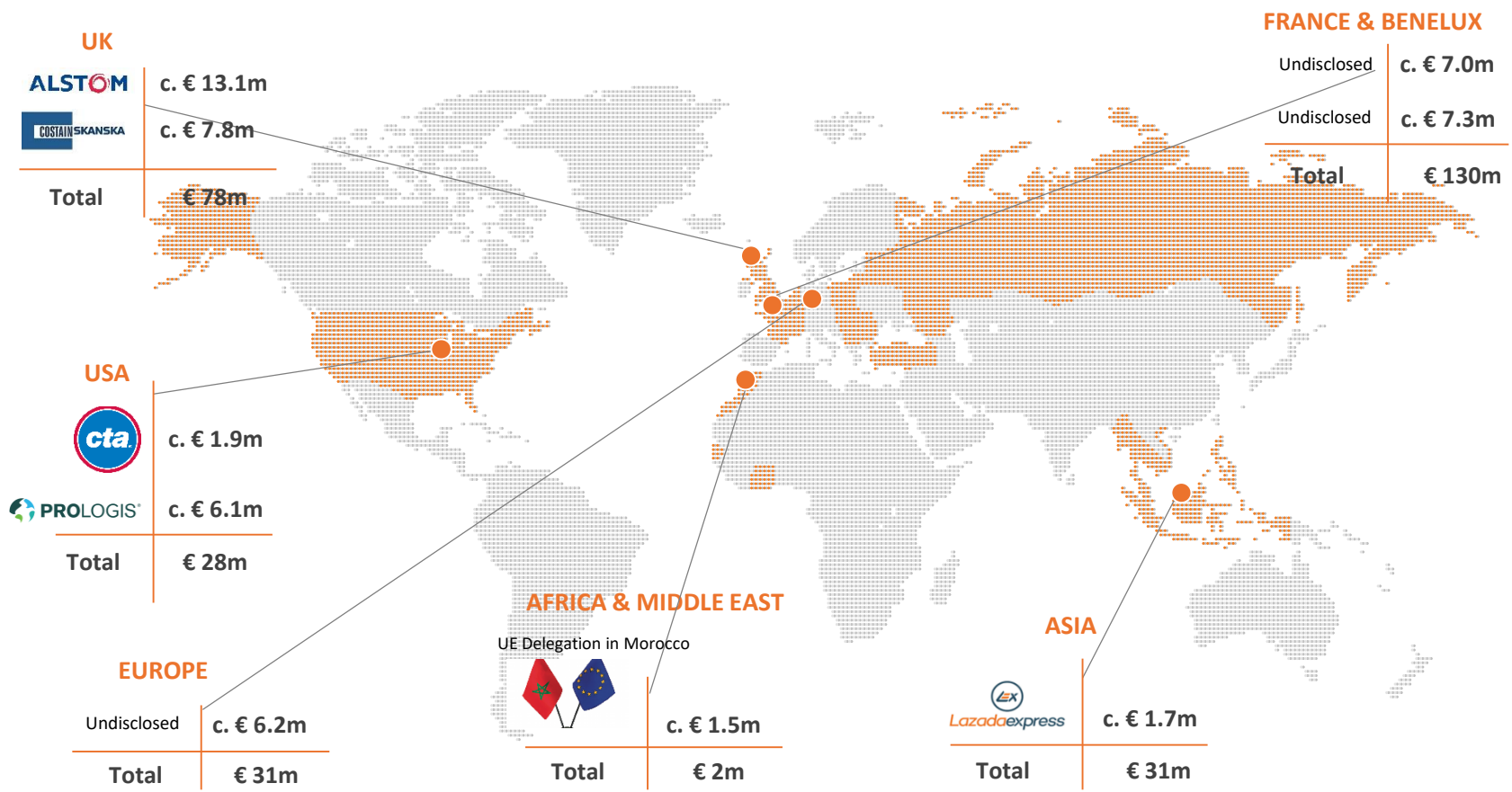


- Performance in France benefiting from greater exposure to cleaning
- UK performance affected by exposure to both catering and project works
- Robust performance in international markets mainly in the USA
- Maintained strong productivity efforts In all regions



(*) Net Sales growth (Lfl)

Close to 300m€ New Wins in 2020 : Examples of Major Wins in 2020





02. Financial Results

Fully in line with our anticipations

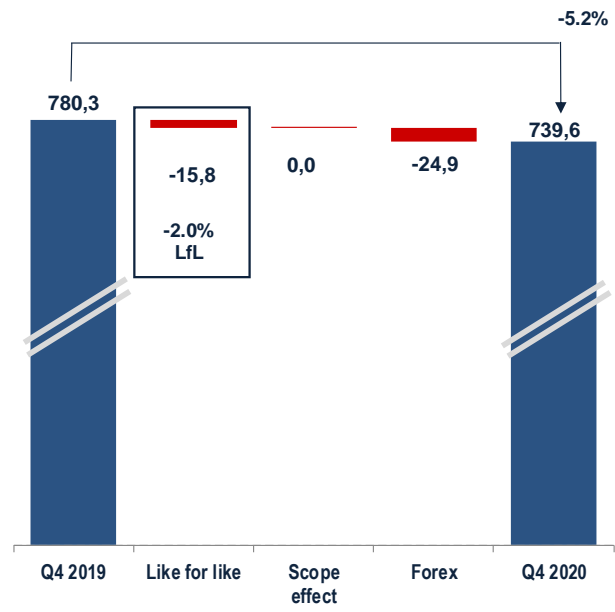
	Original Outlook ⁽¹⁾	Revised Outlook ⁽²⁾	FY 2020
Organic Growth	+3 - +5%	Between -3 and -4%	2,8 bn€ -3,7%
EBITDA Margin	7,5% - 8,0%	≥ 7,5%	218 m€ 7,8%
CFFO/EBITDA	≥ 40%	> 60%	239 m€ > 100% (75% excl. Deferred Payment)
Leverage	≤ 5,8X	< 5,8 X	1 162 m€ 5,3x (vs. 1 343 m€ LY)

⁽¹⁾ CMD 17/01/20

⁽²⁾ Q3 Investor Call 29/10/20

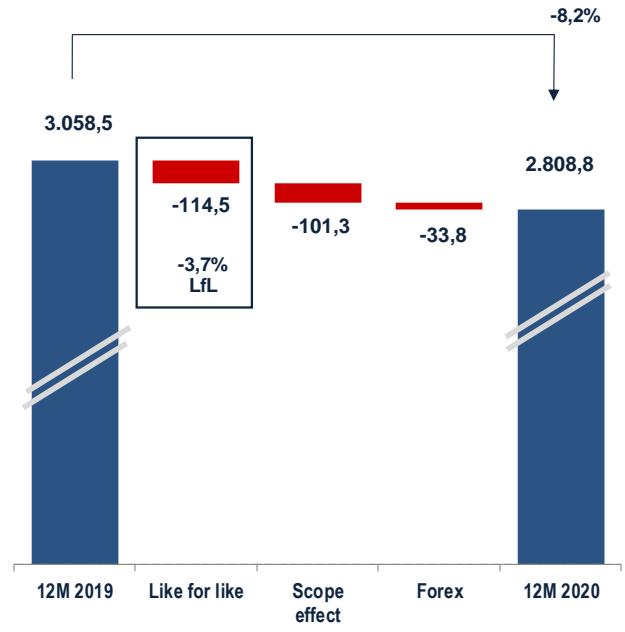
4th Quarter

In €M

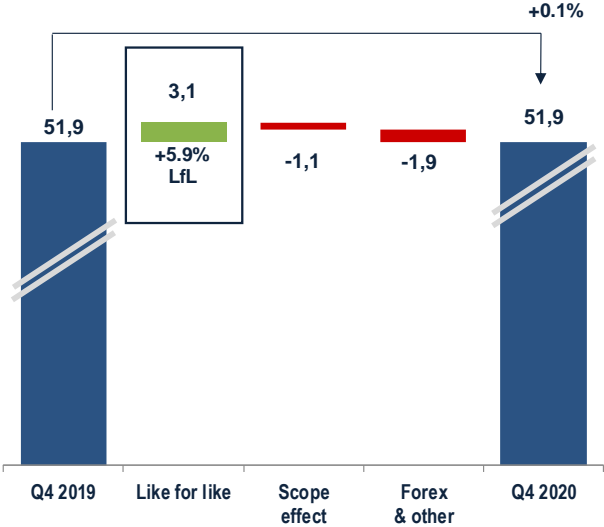


FY 2020e

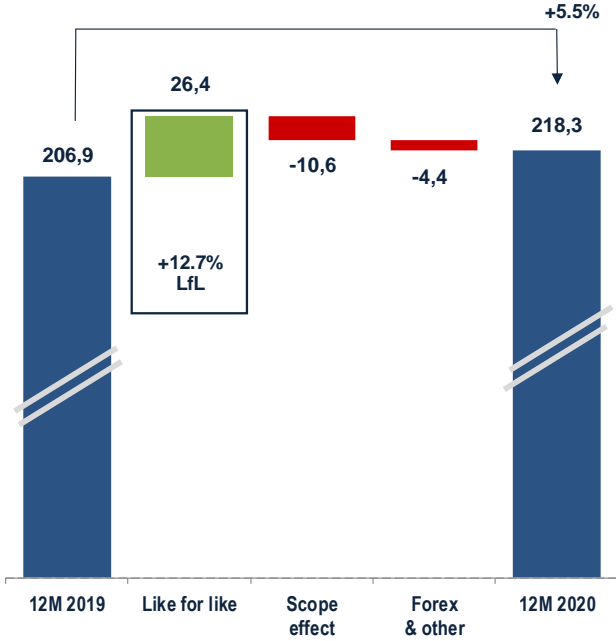
In €M



4th Quarter
In €M



FY 2020e



in €M *	Q4 2020 Reported	Q4 2019 Reported	change	var LfL (%)	12M 2020 Reported	12M 2019 Reported	change	var LfL (%)
Net Sales	347,2	341,5	1,7%	3,8%	1 289,9	1 363,1	-5,4%	-0,5%
Recurring EBITDA	38,1	36,1	5,5%	8,1%	144,0	133,0	8,3%	13,3%
EBITDA Margin (%)	11,0%	10,6%	+50 bps		11,2%	9,8%	+140 bps	
of which Cleaning	33,0	30,0	10,0%		123,2	102,6	20,1%	
Other activities (incl. FM)	5,1	6,1	-16,4%		20,8	30,4	-31,6%	



- Strong performance in 2020 with limited contraction of -0,5% LfL and gradual recovery with +3,8 % growth LfL in Q4. Most sectors recovered except Hospitality, Airports, Real Estates.
- Reinforced organisation focusing on cross-selling, special Covid related works, customer retention and FM activities.
- The ability to adjust to our environment, strong cost discipline and Furlough schemes

* excluding France Corporate Holding

in €M	Q4 2020 Reported	Q4 2019 Reported	change	var LfL (%)
Net Sales	180,6	214,9	-16,0%	-11,4%
Recurring EBITDA	9,2	11,7	-21,4%	-15,8%
EBITDA Margin (%)	5,1%	5,4%	-30 bps	

12M 2020 Reported	12M 2019 Reported	change	var LfL (%)
701,1	796,0	-11,9%	-11,1%
50,3	50,6	-0,6%	1,1%
7,2%	6,4%	+80 bps	



- UK Activities more impacted due to higher contribution from Catering, Projects and Hospitality and stricter lockdowns measures.
- Cleaning Services grew strongly (+5,8% LfL) as well as the Security Division (+21% LfL) thanks to COVID related Services.
- Catering was affected (-40% LfL) due to schools, homeworking restrictions, partially compensated by Governmental job retention support.
- Restructuring of Project Division starting to deliver visible performance during the 4th Quarter.

in €M *	Q4 2020 Reported	Q4 2019 Reported	change	var LfL (%)	12M 2020 Reported	12M 2019 Reported	change	var LfL (%)
Net Sales	212,3	222,8	-4,7%	-1,0%	820,5	902,7	-9,1%	-2,1%
Recurring EBITDA	15,4	12,5	23,2%	35,0%	63,8	55,0	16,0%	29,6%
<i>EBITDA Margin (%)</i>	<i>7,3%</i>	<i>5,6%</i>	<i>+160 bps</i>		<i>7,8%</i>	<i>6,1%</i>	<i>+170 bps</i>	
of which Central Europe (excl. Aktrion)	6,6	6,1	8,2%		22,3	21,6	3,2%	
USA	3,2	(1,1)	n.m.		13,8	2,2	6,3x	
Other	5,6	7,5	-25,3%		27,7	31,2	-11,2%	

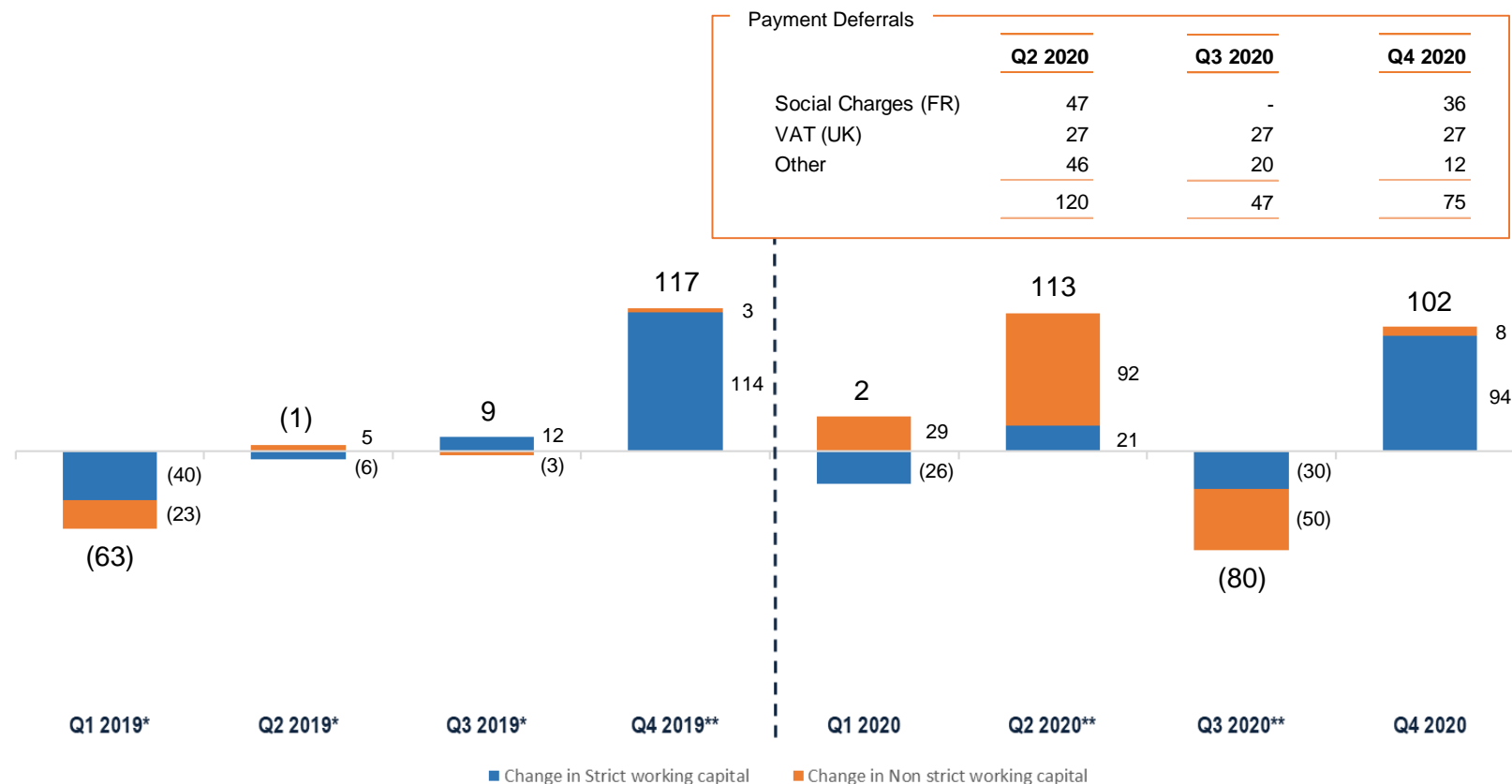


- **Robust performance for International segment** with EBITDA margin improvements in all countries
- **USA:** despite lower activity due to COVID, strong operational improvement thanks to realisation of organizational restructuring and productivity improvement initiatives done in 2019, to janitorial one-off services and the ramp up in sales activity.
- **CEE:** strong sales growth after FX mainly in Turkey, Romania, Hungary. Hands-on performance and productivity plans driving margin expansion in almost all countries with a significant growth in regional performance
- **ASIA:** visible recovery in Q4 Sales with strong contribution from Singapore and Indonesia, almost all countries contributing to FY sales growth
- **BENELUX:** new contracts sales overcompensating COVID and Catering impacts, overall strong sales and profitability growth contribution to the segment
- **OTHER:** Africa activity driven by results in Morocco, FY operational result in line with PY. Aktrion activity picking up after turnaround with positive margin contribution in Q4 and good commercial prospects

in €M	Q4 2020 Reported	Q4 2019 Reported	change	var LfL (%)	12M 2020 Reported	12M 2019 Reported	change	var LFL (%)
Net Sales	739,6	780,3	(40,7)	-2,0%	2 808,8	3 058,5	(249,7)	-3,7%
Recurring EBITDA	51,9	51,9	-	5,9%	218,3	206,9	11,4	12,7%
<i>EBITDA Margin (%)</i>	<i>7,0%</i>	<i>6,7%</i>	<i>+30 bps</i>		<i>7,8%</i>	<i>6,8%</i>	<i>+100 bps</i>	
Depreciation and Amortisation	(22,6)	(24,2)	1,6		(88,4)	(97,6)	9,2	
PPA amortisation	(2,1)	(2,2)	0,1		(8,6)	(8,7)	0,1	
Provisions and Impairment losses (net)	(4,2)	(6,4)	2,2		(7,7)	(9,3)	1,6	
Current Operating Profit	23,0	19,1	3,9		113,6	91,3	22,3	
<i>Current operating profit margin (%)</i>	<i>3,1%</i>	<i>2,4%</i>	<i>+60 bps</i>		<i>4,0%</i>	<i>3,0%</i>	<i>+110 bps</i>	
Other operating net expenses	(7,7)	(6,0)	(1,7)		(13,0)	(13,6)	0,6	
Operating Profit	15,3	13,1	2,2		100,6	77,7	22,9	
Net financial costs	(21,0)	(17,1)	(3,9)		(82,7)	(81,9)	(0,8)	
Other financial result	4,5	(3,0)	7,5		(8,8)	(3,9)	(4,9)	
Income tax expenses	12,3	0,2	12,1		(14,7)	(14,0)	(0,7)	
Net Profit (loss) for the period before associates	11,1	(6,8)	17,9		(5,6)	(22,1)	16,5	
Share of profit (loss) of associates	0,5	(77,6)	78,1		-	(106,1)	106,1	
Net Profit (loss) for the period from continuing operations	11,6	(84,4)	96,0		(5,6)	(128,2)	122,6	

WORKING CAPITAL QUARTERLY EVOLUTION 2019-2020 (*)

in €M

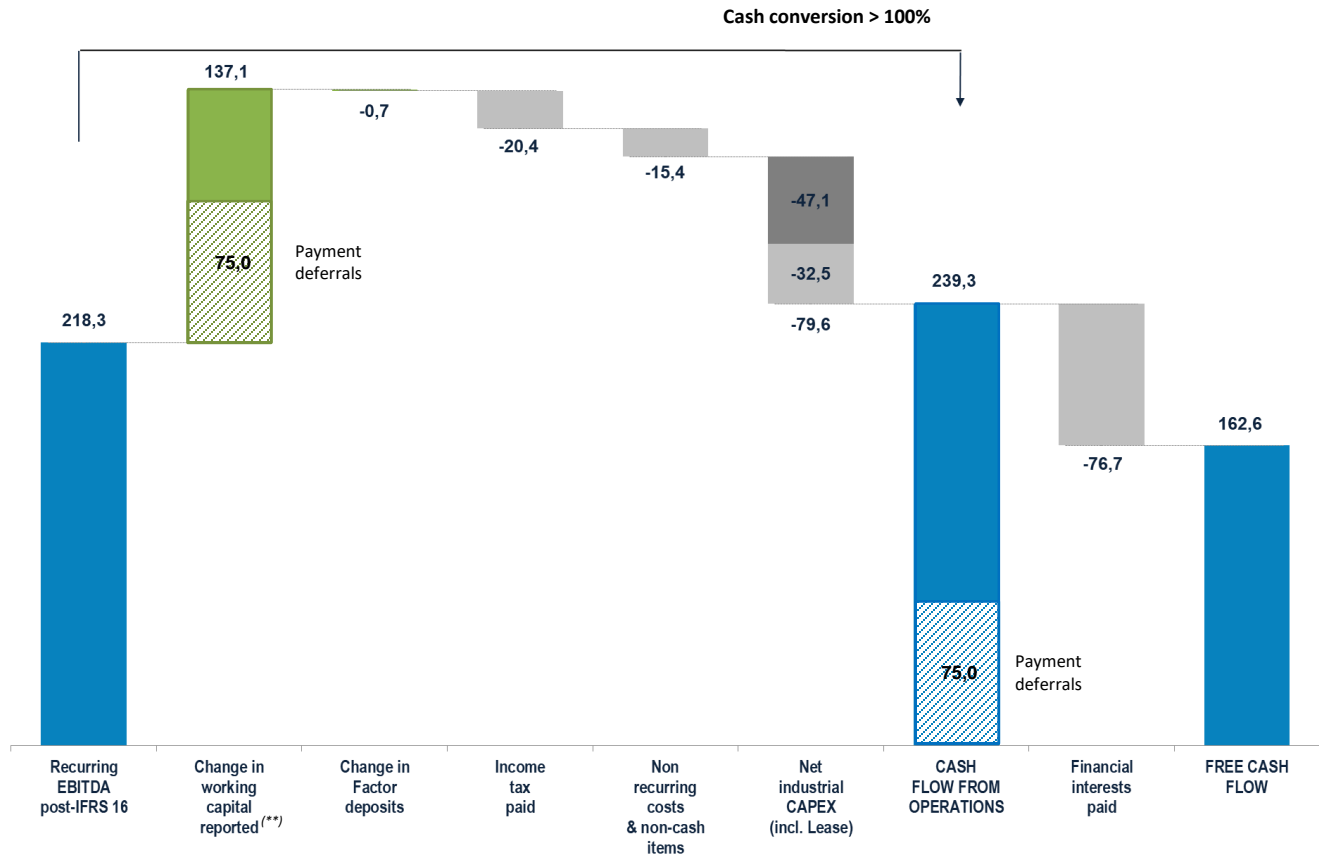


(*) Q4 2020 working capital is benefitting from c. 75m€ of payment deferrals (included in the non strict working capital)

(**) Non recourse factoring : € 166m as per 31/12/2020 (vs. € 146m as per 30/09/2020)

2020 FREE CASH FLOW (*)

in €M

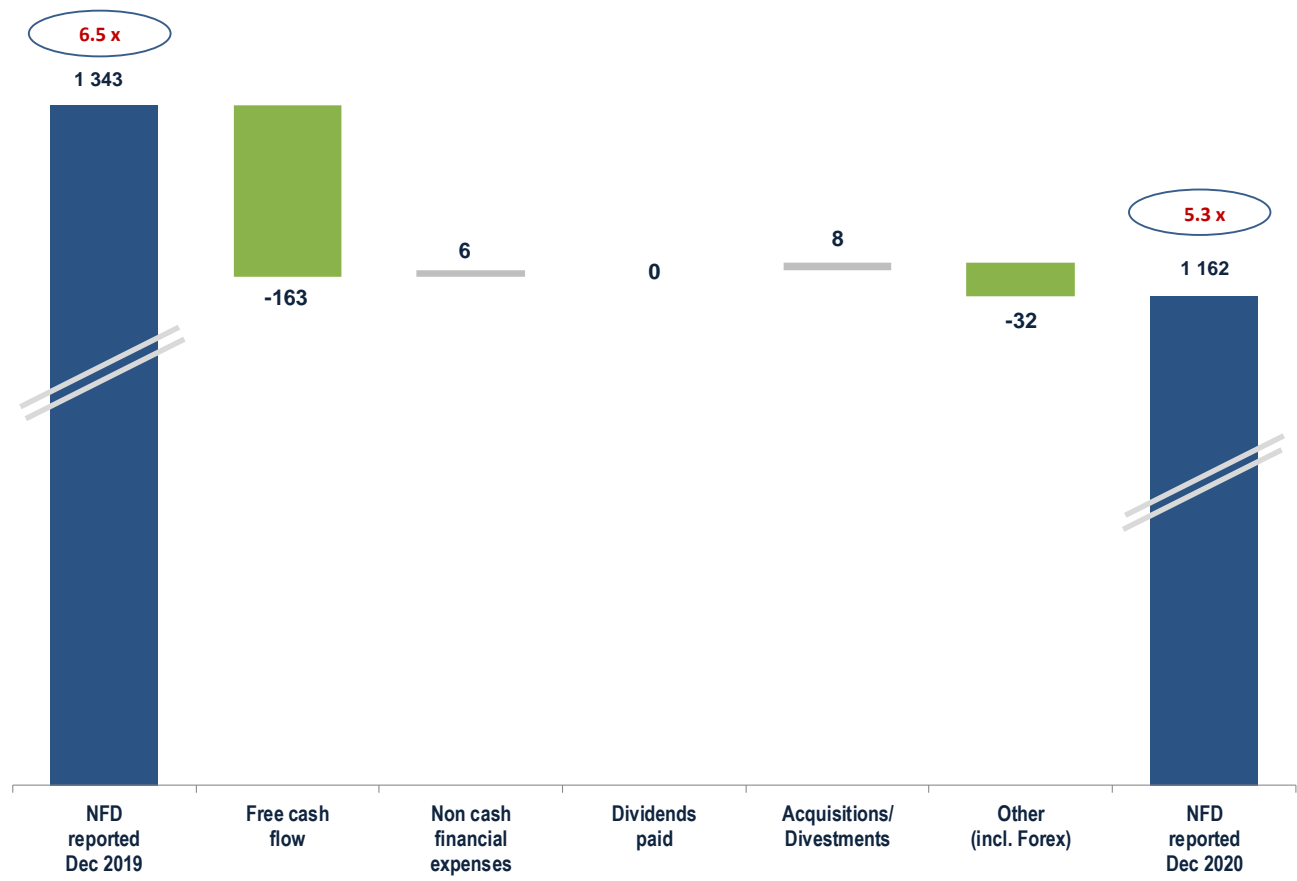


(*) FY 2020 Free Cash Flow is benefitting from c. 75m€ of payment deferrals (included in the change in working capital reported)

(**) Change in working capital reported including change in deconsolidated factoring (+26 m€)

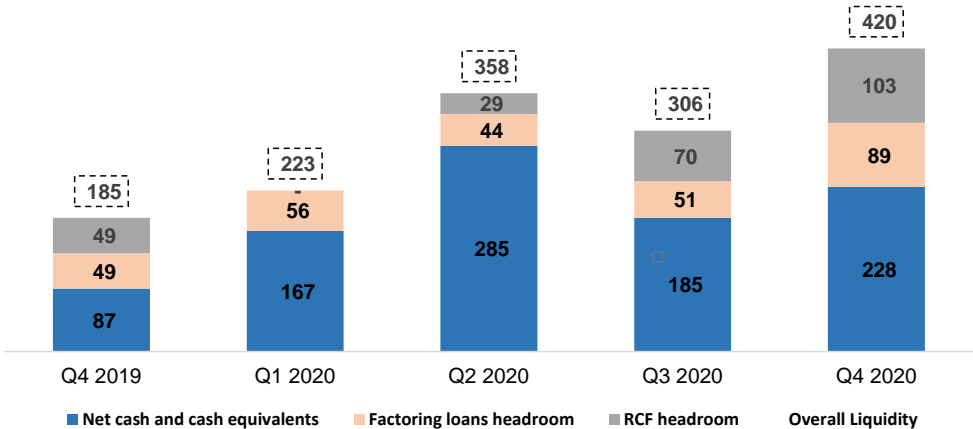
2020 NET FINANCIAL DEBT BRIDGE (*)

in €M



(*) FY 2020 Net Financial Debt is benefitting from c. 75 m€ of deferred payments (included in the Free Cash Flow)

X : Net leverage ratio



- As of December 31st, the Group has a liquidity of c. 420 m€, with c. 228 m€ of cash and cash equivalent
- Factoring Facility : c. 176 m€ drawn, of which c. 166 m€ are without recourse, and a c. 89 m€ headroom
- Revolving Credit Facility : undrawn ; c. 103 m€ headroom
- Other uncommitted Facility : c. 3 m€ drawn out of 15 m€



■ Governmental measures

- As of December 31st 2020, 75 m€ of deferred social charges and taxes of which :
 - ~ 40 m€ to be repaid during H1 2021 (notably social charges in France)
 - ~ 27 m€ of UK taxes, to be repaid on a monthly basis throughout the year until December 2021

■ State guaranteed financing (“PGE”) of 50 m€

- Documentation Long Form signed on June 02nd, 2020 and drawdown on June 24th, 2020
- Extension option (1 to 5 years) can be exercised up to mid-April 2021

■ Factoring programs

- Non-recourse factoring facility with CAL&F increased by 40m€ & extension of 1 year :
 - from 180 m€ to **220m€** (scope extended to Netherlands, Luxembourg, Romania, Hungary and Slovakia)
 - from September 2021 to **September 2022**
 - financing rate reduced to **Euribor +0,7%**
- Non-recourse factoring facility with CIC Factoring in the UK of **35 m€**

03. 2022 Ambition

2022 TARGETS

Strong Commitment on our 2022's Ambitions



▪ Driving a sustainable and profitable growth :

- Transformation of salesforce organization
- New growth and innovation platform in attractive markets
- Fostering integrated FM and key Accounts

2022 Ambitions

+4% - +6%



▪ Improve operational performance :

- Improve Customer retention rate by +1 – 2%
- Decentralisation of performance initiatives
(Time & Attendance, Performance costs savings)
- Procurement Rationalisation and Performance measures

8,0 - 8,5 %



▪ Focus on deleveraging

- Cash Conversion (excl. Deferred Payment)
- Capital Opening of €200m - €300m on FY2021 Accounts
- Leverage ratio (post capital opening) of 4,0x on FY2021 Accounts

≥ 50%

confirmed

< 4,0x

30 April 2021

Q1 2021 Financial Results

29 July 2021

Q2 and HY 2021 Financial

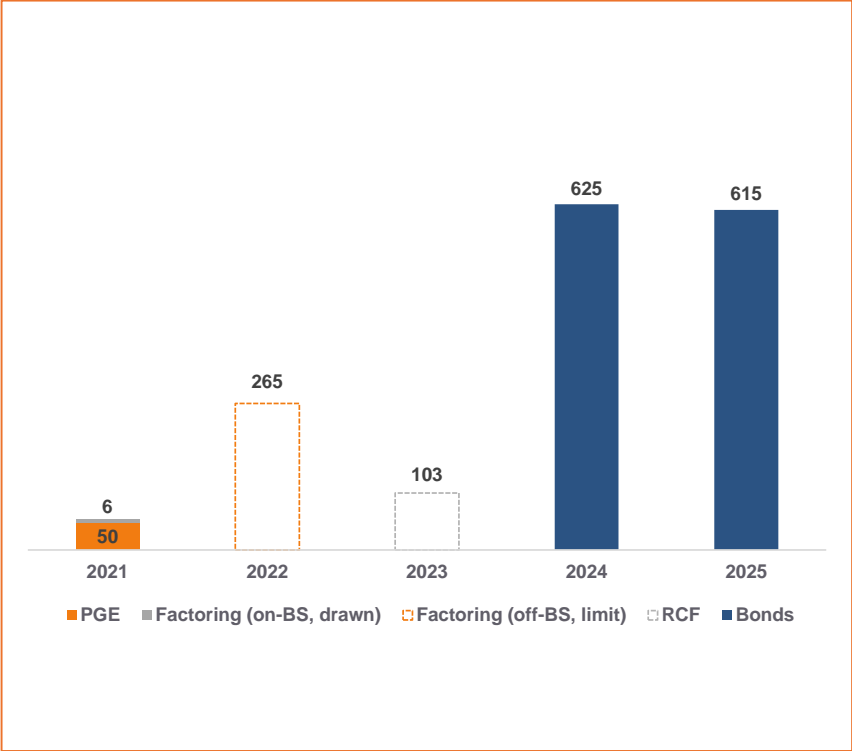
2 November 2021

Q3 and 9M 2021 Financial Results

Appendices

(in million €)	12M 2020	12M 2019	change
Net Sales	2 808,8	3 058,5	-8,2%
Recurring EBITDA	218,3	206,9	5,5%
<i>Recurring EBITDA margin (%)</i>	7,8%	6,8%	
Recurring EBITDA pre-IFRS16	181,6	168,0	8,1%
<i>Recurring EBITDA margin (%)</i>	6,5%	5,5%	
Net Financial Debt	1 162	1 343	(181)
Net Financial Debt pre-IFRS16	1 082	1 263	(181)

Recurring EBITDA pre-IFRS16			
(in million €)	12M 2020	12M 2019	change
France	128,5	116,7	10,1%
UK	46,3	47,4	-2,3%
International	49,5	43,3	14,3%



■ Upcoming debt maturities :

- PGE : June 2021 (5y extension option (*))
- RCF : July 2023
- Senior notes : May 2024 & May 2025

■ Factoring :

- 166 m€ of non recourse further to extension of factoring programs : 265 m€ capacity
- Review of factoring programs expected during 2021

* Extension option can be exercised not earlier than 90 days & not less than 45 days prior to the first anniversary of the Signing Date (June 2nd, 2021)

In M€	Dec-18	Dec-19	Dec-20	Var Dec-19/Dec-20	Var Dec-18/Dec-19
Net Cash & Cash Equivalents	104	87	228	140	(17)
HY Bonds	1 227	1 239	1 225	(14)	13
Factoring	106	31	10	(20)	(75)
RCF	30	54	0	(54)	24
PGE	0	0	50	50	0
Other	90	107	104	(3)	16
Total Gross Debt	1 452	1 431	1 390	(41)	(22)
Total Net Debt	1 348	1 343	1 162	(181)	(5)
Deconsolidated Factoring	54	139	166	27	85
Adjusted Net Debt	1 402	1 482	1 328	(155)	81
Recurring EBITDA	188	207	218		
Leverage (Net Debt / EBITDA)	7,2X	6,5X	5,3X		

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