

Q1 2015-2016 Results



ELIOR GROUP Q1 2015-2016 RESULTS

Philippe Salle - Chairman and CEO

Olivier Dubois - CFO

eliorGroup 
Time savored

February 26, 2016

DISCLAIMER

This document was prepared by Elior for the sole purpose of this presentation. This presentation includes only summary information and does not purport to be comprehensive. The information contained in this document has not been independently verified.

No representation or warranty, express or implied, is made as to, and no reliance should be placed upon, the fairness, accuracy, completeness or correctness of the information or opinions contained in this document and none of Elior, its affiliates, directors, employees and representatives accept any responsibility in this respect.

Certain information included in this presentation are not historical facts but are forward-looking statements. The forward-looking statements are based on current beliefs, expectations and assumptions, including, without limitation, assumptions regarding present and future business strategies and the economic environment in which Elior operates, and involve known and unknown risk, uncertainties and other factors, which may cause actual results, performance or achievements, or industry results or other events, to be materially different from those expressed or implied by these forward-looking statements.

Forward-looking statements speak only as of the date of this presentation and Elior expressly disclaims any obligation or undertaking to release any update or revisions to any forward-looking statements in this presentation to reflect any change in expectations or any change in events, conditions or circumstances on which these forward-looking statements are based. Such forward looking statements in this presentation are for illustrative purposes only. Forward-looking information and statements are not guarantees of future performances and are subject to various risks and uncertainties, many of which are difficult to predict and generally beyond the control of Elior. Actual results could differ materially from those expressed in, or implied or projected by, forward-looking information and statements. These risks and uncertainties include those discussed or identified under “Facteurs de Risques” in the Registration Document filed by Elior with the Autorité des marchés financiers (“AMF”) on January 28, 2016, (number: R.16 - 003) which is available on the AMF’s website and on Elior’s website at www.eliorgroup.com.

This presentation does not contain or constitute an offer of Elior’s shares for sale or an invitation or inducement to invest in Elior’s shares in France, the United States of America or any other jurisdiction.

AGENDA

1

**Q1 2015-2016
HIGHLIGHTS**

2

**Q1 2015-2016
FINANCIAL PERFORMANCE**

3

**CONTRACT CATERING &
SERVICES**

4

CONCESSION CATERING

5

OUTLOOK

6

CONCLUSION AND Q&A

— 1 —
Q1 2015-2016
HIGHLIGHTS

PHILIPPE SALLE
Group Chairman and CEO

Q1 2015-2016 HIGHLIGHTS

ACQUISITION

ABL Management in the corrections and higher education segments in the USA

BRANDING

THS renamed Elior North America

Launch of Areas brand for concessions



INNOVATION

Launch of Smartfood Paris

Reimagine Food in Spain

Sponsoring of *Hacking de l'Hôtel de Ville* in Paris

FINANCE

Repricing (-25bps) and maturity extension (+1 year) of € senior debt

Early repayment of high yield portion (€50m)

SHAREHOLDING as of 02/03/16

BIM: 26.1%

Charterhouse: 10.6%

Emesa: 5.2%

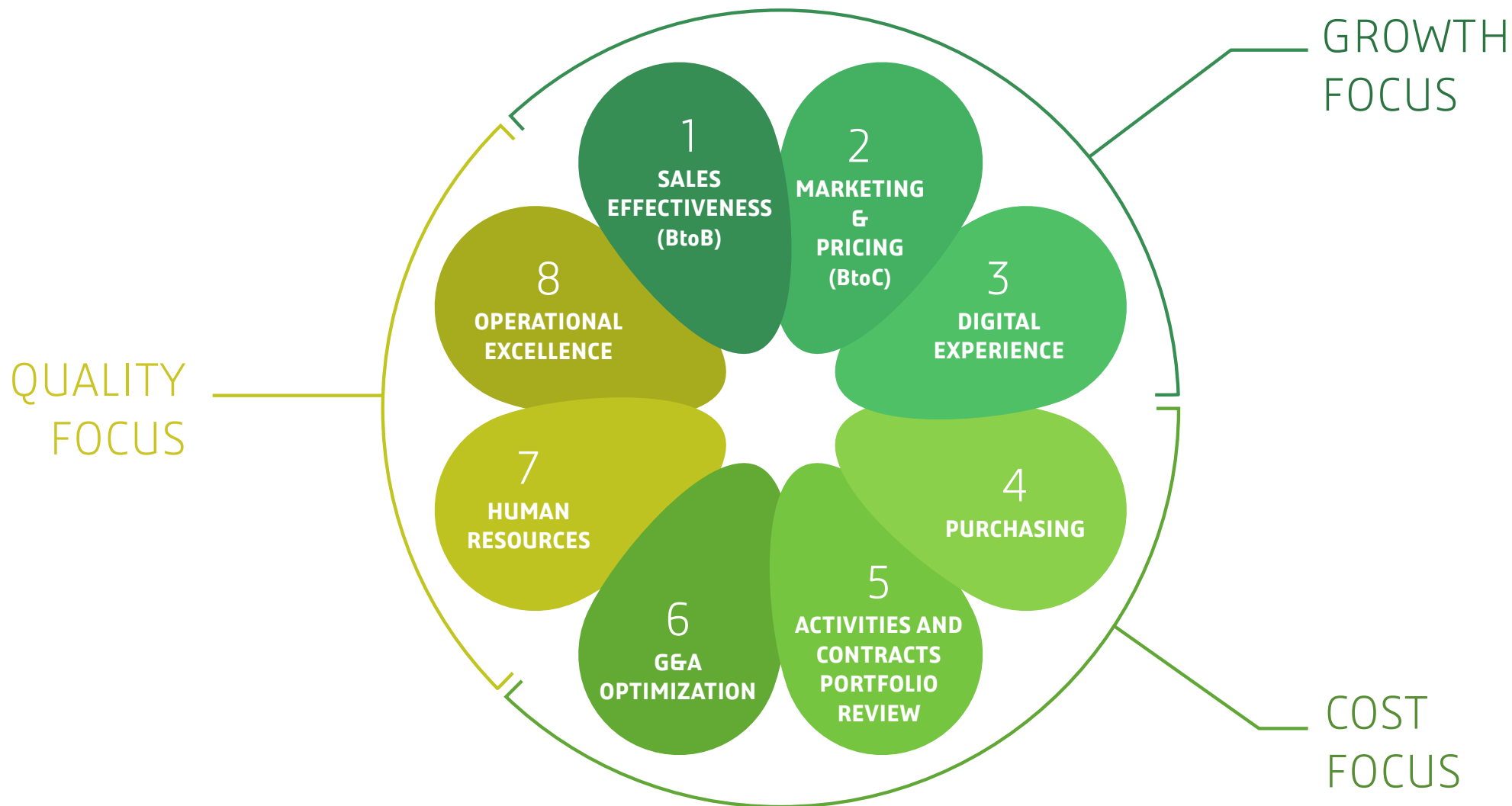
Free float: 58.1%

SPONSORING

Official partner of Paris 2024 Olympic games bid

Official partner supporting France's candidature to the 2025 World Fair

TSUBAKI ROADMAP: 8 PROJECTS



TSUBAKI DEPLOYMENT

TSUBAKI 1 SALES EFFECTIVENESS

Live deployment of CRM tool in the UK and Italy

Training ongoing

TSUBAKI 3 DIGITAL EXPERIENCE

Digital: significant brick of the Group's IT master plan

Investment in *Foodmeup*, *TouchandPlay* and *La boîte à encas*

Launch of LIFE intrapreneurship program

TSUBAKI 5 PORTFOLIO REVIEW

Voluntary exit of contracts and disposal of activities in Q1 2015-2016 representing c. €38m revenues in Q1

(2.1)% impact on Q1 2015-2016 organic growth

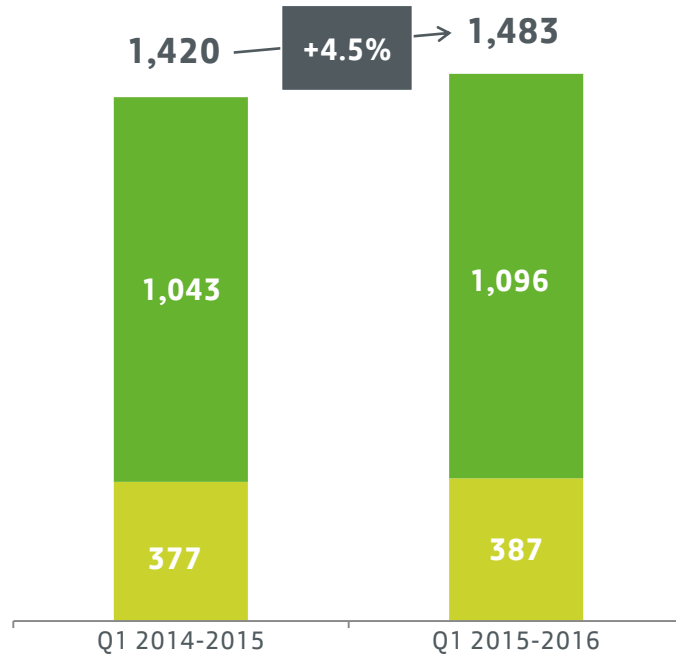
– 2 –

Q1 2015-2016 FINANCIAL PERFORMANCE

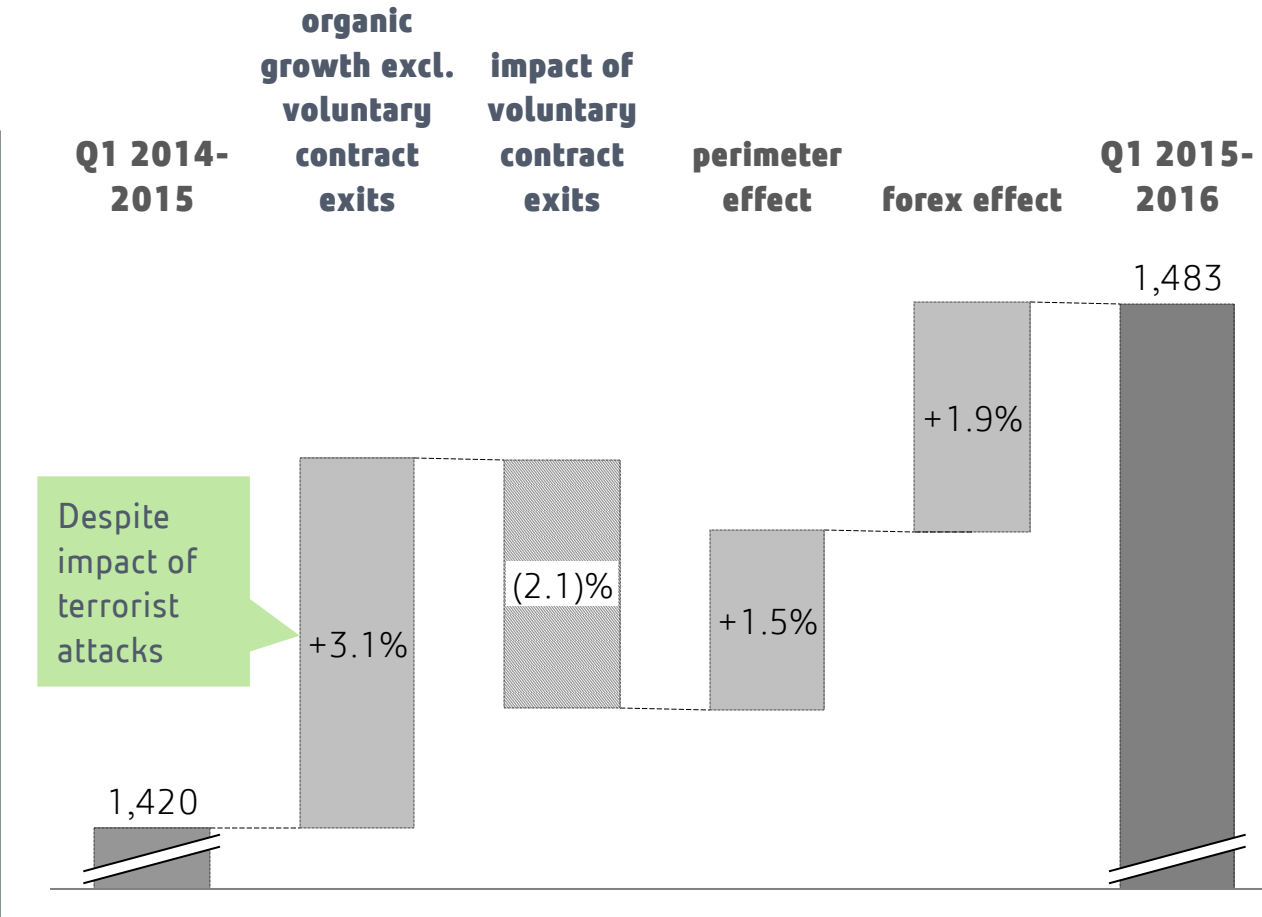
OLIVIER DUBOIS
Group CFO

REVENUE ANALYSIS

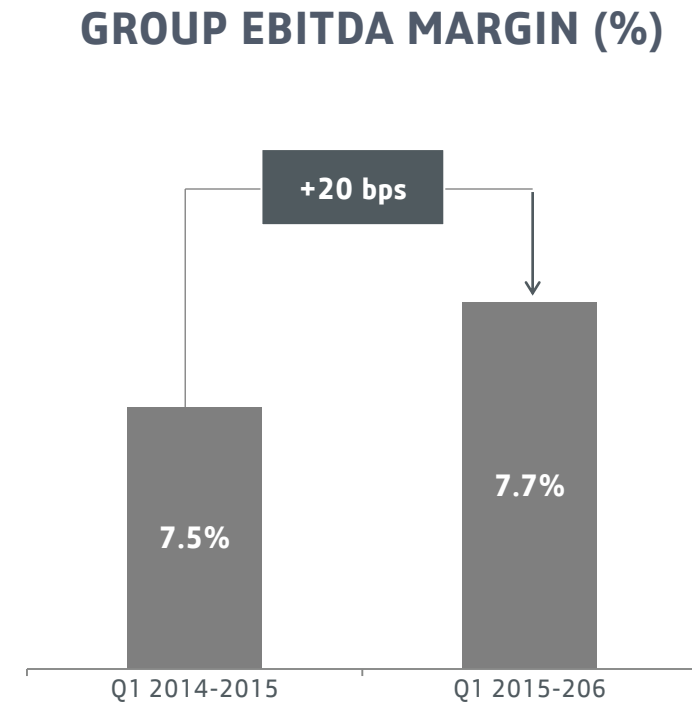
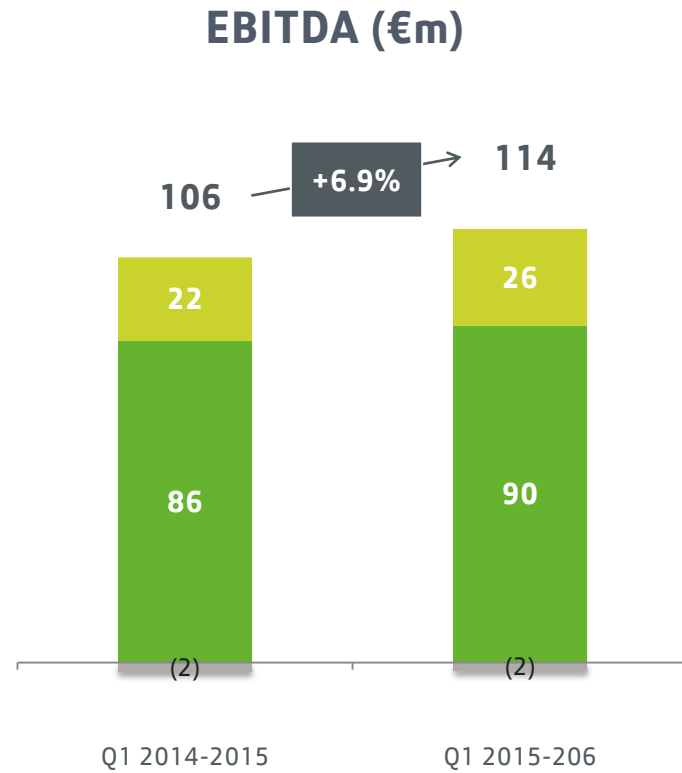
(€m)



■ Contract Catering & Services ■ Concession Catering



EBITDA ANALYSIS



■ Contract Catering & Services
 ■ Concession Catering
 ■ Corporate

PROFIT & LOSS ACCOUNT ANALYSIS

€m	Q1 2015-2016	Q1 2014-2015	YoY CHANGE
EBITDA	114	106	+6.9%
<i>EBITDA margin</i>	<i>7.7%</i>	<i>7.5%</i>	+20 bps
EBITA	75	67	+11.0%
Non-recurring	(10)	0*	€(10)m
GW amortization	(3)	(2)	€(1)m
Financial charges	(14)	(32)*	+ €18m
Income tax	(19)	(14)	€(5)m
Minority interest	0	0	ns
NET INCOME GROUP SHARE	28	20	+40.6%
Reported EPS (€)	0.16	0.12	+33.3%
Adjusted EPS** (€)	0.21	0.12	+75.0%

▶ Restructuring and voluntary contract exits

▶ Exceptional charges related to refinancing in Q1 2014-2015

▶ c.40% tax rate

* Q1 2014-2015 non-recurring financial charges have been reclassified as financial charges

**Adjusted for non recurring and goodwill amortization (net of tax calculated with a normative 34% tax rate)

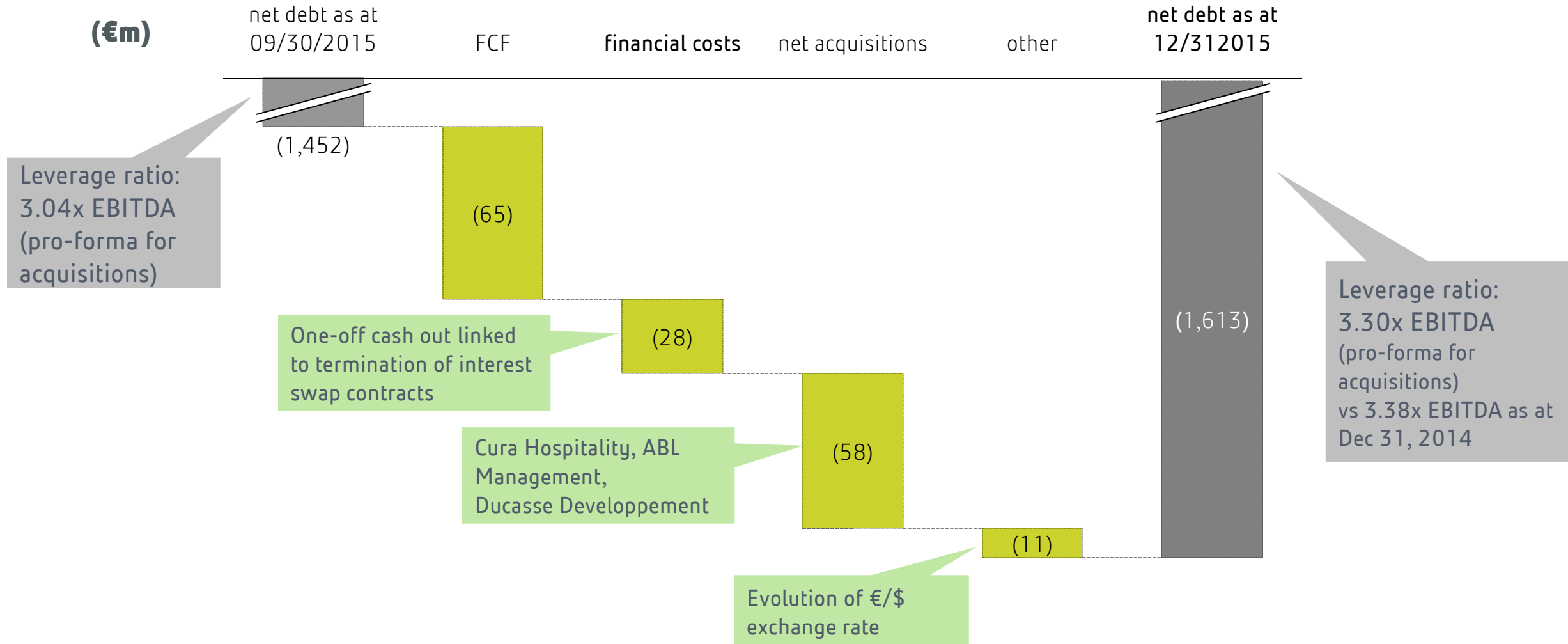
FREE CASH FLOW ANALYSIS

€m	Q1 2015-2016	Q1 2014-2015	YOY CHANGE
EBITDA	114	106	+€8m
Change in WCR	(90)	(90)	-
Net Capex	(40)	(56)	+€15m
Cash tax	(29)	(6)	€(23)m
Non-recurring cash items	(19)	(32)	+€13m
FREE CASH FLOW	(65)	(78)	+€13m

▶ Non recurring cash-out related to past years

▶ Restructuring and voluntary contract exits

NET DEBT ANALYSIS



— 3 —

CONTRACT CATERING & SERVICES

PHILIPPE SALLE
Group Chairman and CEO

Q1 2015-2016 HIGHLIGHTS

ACQUISITIONS

- ABL Management, US corrections and higher education dining provider
Consolidated as from Dec 1, 2015

CONTRACTS

- Accor and Airbus in B&I (France)
- City of Le Raincy (France)
- Galeries Lafayette in Services (France)
- City of Verbania in education (Italy)
- Geriatros senior care homes (Spain)
- BG Group plc (UK)

INNOVATION & CONCEPTS

- *Mon 1er resto* concept in French schools
- Fair trade ORANG UTAN coffee at Kingston University (UK)
- 2 Spanish central kitchens certified by CAAE as “100% organic meals” production centers
- Opening of a monop’ daily on SFR campus in Paris region

FINANCIAL PERFORMANCE

€m	Q1 2015-2016	Q1 2014-2015	REPORTED GROWTH	ORGANIC GROWTH
Revenues	1,096	1,043	+5.1%	+0.2%
o/w France	561	555	+1.0%	+1.0%
o/w International	535	487	+9.8%	(0.9)%
EBITDA <i>As % of sales</i>	90 8.2%	86 8.3%	+4.1% (10)bps	
o/w France <i>As % of sales</i>	50 9.0%	49 8.8%	+2.2% +20bps	
o/w International <i>As % of sales</i>	40 7.4%	37 7.6%	+6.6% (20)bps	
Capex <i>As % of sales</i>	24 2.2%	29 2.8%	(18.8)% (60)bps	

— 4 —

CONCESSION CATERING

PHILIPPE SALLE
Group Chairman and CEO

Q1 2015-2016 HIGHLIGHTS

PORTFOLIO REVIEW

- Closure of Boston airport points of sale
- Disposal of Atlanta airport specialty retail store
- Authorization to close Toluca airport points of sale (Mexico)

CONTRACTS

- 10 year-contract with SNCF Gares & Connexions covering Gare du Nord and 7 major French railway stations
- 4 new points of sale in Santiago airport in Chile (International terminal)

OPERATIONS

- Success of COP21 catering arrangements
- New qualitative and diversified offering for the restaurant of the Rodin museum in Paris
- Launch of anti-waste boxes (doggy-bag) in French city restaurants

FINANCIAL PERFORMANCE

€m	Q1 2015-2016	Q1 2014-2015	REPORTED GROWTH	ORGANIC GROWTH
Revenues	387	377	+2.7%	+3.4%
o/w France	162	168	(3.8)%	(3.8)%
o/w International	225	209	+7.9%	+9.2%
EBITDA <i>As % of sales</i>	26 6.7%	22 5.9%	+15.8% +80bps	
o/w France <i>As % of sales</i>	11 6.8%	14 8.5%	(22.6)% (170)bps	
o/w International <i>As % of sales</i>	15 6.6%	8 3.9%	+83.5% +270bps	
Capex <i>As % of sales</i>	13 3.3%	25 6.5%	(47.6)% (320)bps	

— 5 —

OUTLOOK

PHILIPPE SALLE

Group Chairman and CEO

OLIVIER DUBOIS

Group CFO

eliorgroup 

EXPECTED CHANGES IN GOVERNANCE

BOARD OF DIRECTORS PROFILE POST-AGM*

9 members

4 independent directors
(over 40%)

4 women (over 40%)

1 censor – non voting
member



Philippe Salle
Chairman & CEO



Gilles Auffret
Independent



Laurence Battle
Independent



Anne Busquet*
Independent



Gilles Cojan
Sofibim** rep.



Emilio Cuatrecasas*
Emesa rep.
Independent



Elisabeth Van Damme
Charterhouse rep.



Robert Zolade
BIM** rep.



Female director*
Servinvest** rep.

* Subject to approval of the shareholders' meeting of March 11, 2016

** Entities controlled by Robert Zolade

New directors

2016 AMBITIONS

REVENUES

Organic growth* at or above 3% excluding contract exits

Expected impact of contract exits at or below 150bps

EBITDA MARGIN RATIO

At least +20 bps vs. FY 2014-2015
→ at/or above 8.6%

EPS and ADJUSTED EPS**

Strong growth

M&A

Given current pipeline for acquisitions in contract catering in the USA, the Group expects to close new transactions in the coming months in the framework of its 2020 strategic plan

*Organic growth = total growth excluding perimeter change and foreign exchange rate impacts

** Adjusted for non recurring and goodwill amortization (net of tax calculated with a normative 34% tax rate)

— 6 —

CONCLUSION and Q&A

PHILIPPE SALLE

Group Chairman and CEO

OLIVIER DUBOIS

Group CFO

eliorgroup 

