

# # Q3 2017 Revenues

C.U



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Accounting data presented on an annual basis are in audited consolidated form, but accounting data indicated on a quarterly or halfyearly basis are in unaudited consolidated form.

Business indicators covered in the presentation are for continued activities.

All financial data and indicators are published in details within the report of Consolidated financial information as of 30 June 2017 which is available on the corporate website, <u>www.solocalgroup.com</u> (finance area).









#### **Q3 Business Update**



# **Financial Performance**



#### Outlook

#Q3 2017 revenues



# **Q3 business** update

Eric Boustouller Chief Executive Officer





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### **9M 2017 Internet revenue growth : -1%, as -6% Local Search decline is not fully** offset by double-digit (+13%) Digital Marketing growth

- Marketing
  - -Local Search ARPA : -1%<sup>1</sup>, as a result of impacts of financial restructuring on sales order dynamic in Q4 2016
  - -Local Search customer base : -5%<sup>1</sup>, a lesser decline resulting

improvement in churn

-Digital Marketing revenues : +13%<sup>1</sup>, resulting from steady acceleration on high-end websites and Adwords offerings (Booster contact)

<sup>1</sup> 9M 2017 vs 9M 2016 <sup>2</sup> Total (Internet + Print & Voice) recurring EBITDA

Internet revenues : down -1%<sup>1</sup>, € 471M, as Local Search revenues decline (-6%) is not fully offset by the steady double-digit (+13%) growth of Digital







Q3 2017 & 9M 2017 Internet revenues									
in millions of euros	Q3 2016	Q3 2017	Change	9M 2016	9M 2017	Change			
Internet revenues	156	148	-5%	478	471	-1%			
Local Search revenues	120	107	-11%	363	342	-6%			
<ul> <li># visits (in million)</li> </ul>	616	634	+3%	1822	1890	+4%			
<ul> <li>ARPA<sup>1</sup> (in €)</li> </ul>	245	229	-6%	728	724	-1%			
<ul> <li># clients (in thousand)</li> </ul>	490	466	-5%	499	472	-5%			
Digital Marketing revenues	36	41	+13%	115	130	+13%			
<ul> <li>Penetration rate</li> </ul>	23%	24%	+1pt	23%	24%	+1pt			
<sup>1</sup> Average Revenue Per Advertiser									

6





# in Q2 2017)



figures with end of year 2016 actuals <sup>5</sup> Search Engine Optimisation



#### **Q3** Local Search ARPA down -6%, as a result of impacts of financial restructuring on sales order dynamic in Q4 2016





### Slight improvement in customer base evolution, resulting from improvement in churn



<sup>1</sup> Year-on-Year evolution of average number of customers (Scope: France)





#### **Local Search highlights**

Performance-based offerings

Reinforcement of our guaranteed traffic offerings ftargeting our high-end value customers

#### High value offering migration

Encouraging results of genius bar approach to accompany customers in their migration to ARENA offering





### Steady double-digit Digital Marketing revenue growth of +13%

Revenue growth<sup>1</sup>







#### Mostly driven by high and mid-end Websites (privilege and premium) and Local Transactional Programmatic Services Display Pages Jaunes Doc 9M 2017 : 650 K on-line You ad appointements here +200% vs 2016 **AdWords Booster Contact** TROUVEZ UN PROFESSIONNEL DE SANTÉ Prenez rendez-vous en un clic ! 3 **Offre et Tarifs** Facebook Des SMS de rappel de RD envoyés à vos patients pour ré fortement les RDV pon bopor







### **Q3 2017 Internet revenues and highlights by vertical**

#### Q3 2017 Internet revenues : $\in$ 148 millions (-5%)





#### Q3 2017 versus Q3 2016, scope: France

AdWords

Search



- Strong competition affecting the Digital businesses
- Conclusion of negotiations for the sale of its **AVendreALouer** business



- Strong acceleration of Digital Marketing : Premium websites
- New performancebased offering to be launched in Q4 2017





# Financial performance

Virginie Cayatte Chief Financial Officer





### Q3 2017 & 9M 2017 revenues Q3 2016 Total revenues 197 Internet revenues 156 Local Search revenues 120 Digital Marketing revenues 36 Print & Voice revenues 41

6	Q3 2017	Change	9M 2016	9M 2017	Chang
	177	-10%	602	563	-6%
	148	-5%	478	471	-1%
	107	-11%	363	342	-6%
	41	+13%	115	130	+13%
	29	-29%	124	92	-26%





#### Net debt as of Q3 2017



<sup>1</sup> Net debt, as computed for the financial leverage of €1,106m vs accounting net debt of €1,107m





## Outlook

Eric Boustouller Chief Executive Officer





#### Outlook

• Full mobilization of Solocal Team to deliver as close as possible to the  $\in$  200m EBITDA outlook

• Committing to deliver  $\in \geq 190$  m EBITDA through sales push and opex savings Confident in the short-mid-long term profitable growth opportunity :

- Solid assets to rebound and accelerate growth, requiring to re-invent Local Search and accelerate further Digital Marketing growth....
- Requiring further in depth transformation ... and time
- Necessity to reduce costs drastically, in three steps : 2017 immediate savings, guick operational levers in 2018, mid term lean and mean

<sup>1</sup>2017 vs 2016 <sup>2</sup> Recurring EBITDA to revenue margin (scope : continued activities),





#### **Outlook for 2017**

Despite a positive sales order dynamic, a short term action plan to accelerate growth and a cost reduction plan of more than € 15 million in H2 and on a recurring basis, **SoLocal reviewed its outlook downwards :** 

Internet revenue growth rate

Recurring EBITDA (in €M)<sup>2</sup>

A new strategic plan will be presented on 15 February 2018.

<sup>1</sup>Compared to 2016/ scope : continued activities <sup>2</sup> Recurring EBITDA to revenue margin (scope : continued activities),

2017 Around -1%<sup>1</sup>

≥ 190 M€



### Internet sales orders rebound, which creates volatility in revenues conversion pattern



<sup>1</sup> Year-on-Year evolution

Quarterly Internet sales order growth<sup>1</sup>



#### A focused action plan put in place in Q4 to accelerate growth in the short-term



Reinforced roll-out of our Presence Management offering



Acceleration on performance-based offerings



Roll-out to all verticals of successful mid-end website site Premium





#### Solid assets to rebound and accelerate growth moving forward



New and relevant user experience putting the user at the center, in particular on PagesJaunes





programmatic...)

Bigger audiences monetization with focus on performance

Building on our partnerships (Google, Facebook, data and



#### **Drastic cost reduction in three steps**

#### 2017

#### immediate savings of > € 15 m in H2

#### **Staff costs**

- Frozen recruitments
  - Performance management

#### Non staff costs

- Procurement under control
- IT spend prioritized and carved out
- Cut in communication expenses
- All but revenue driven travel cut
- All but revenue driven seminars and events frozen

#### **Divestments**

Sale of AVAL and PagesJaunes Resto

#### 2018 **Quick operational levers**

- Maintain 2017 actions Office space reduction Revisit all suppliers contracts, reduce number of suppliers CAPEX reduction

- Optimization of outsourcing
  - policy

- Further office space reduction
- Merger of webSite platforms Cloud « platformatization »
- **CAPEX** reduction

#### H1

#### **H2**

#### 2018 - 2019 Lean and mean

- Selfcare platform
- Front to back tools revamping
- Automatic renewal

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- Client segmentation and go to market optimisation
- Revamping and simplification of product range
- Process and organization digitalisation and industrialisation





#### Next steps

### 22 November 2017 : Open house event dedicated to retail shareholders

15 February 2018 : Full y

#### 9 March 2018 : Extrac

#### Full year 2017 results release & Investor Day

Extraordinary General Assembly



# Questions & Answers





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