



Q1 2022 revenue

Wednesday 27th April 2022

solocal

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All accounting data on an annual or half year basis is presented in the form of audited consolidated information. However, all accounting data on a quarterly basis is presented in the form of unaudited consolidated information. In Solocal results presentation and Solocal press release, Solocal Group isolates continuing operations from discontinued operations. Financial performance indicators are commented on the scope of continuing activities. Due to rounding, numbers presented throughout this and other documents may not add up precisely to the total provided.

All detailed financial indicators and data are published in the Consolidated Financial Statements Report as of 31st December 2021, available on www.solocal.com (Investors and shareholders).



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Q1 2022 Highlights

→ A performance slightly below expectations for the quarter:

- Q1 2022 revenue decrease by -4.8% vs. Q1 2021, i.e. €-5.2 m
- Customer base at 304k as at 31st March 2022 vs. 309k 31st December 2021
- Flat ARPA at c.€1,360
- Controlled churn rate¹ at 13.7% in Q1 2022, vs. 12.8% for the full year 2021 but significantly below Q1 2021 churn rate (16.7%)

→ Flat order backlog at €243m as at 31st March 2022

→ Secured revenue for 2022 of €286.2 million

→ 2022 Outlook confirmed and continued roll-out of the Strategic Plan



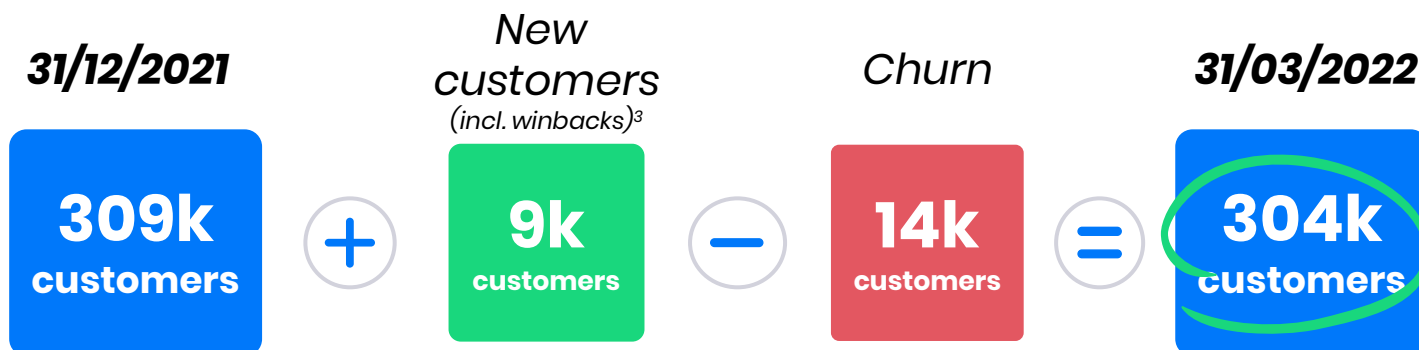
Business update

Hervé Milcent

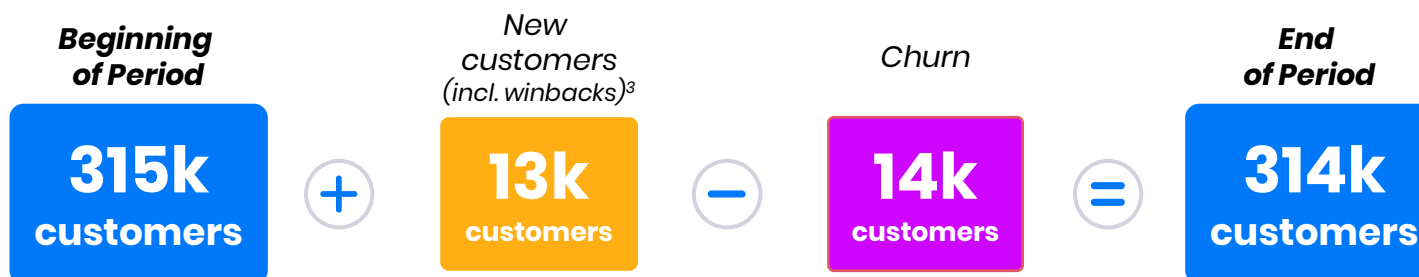
Chief Executive Officer

Customer base slightly down in Q1 2022 (-5k customers)

Q1 2022 customer base overview¹

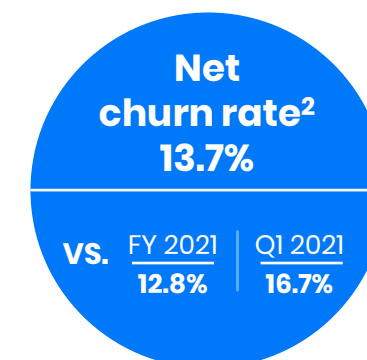


Reminder: Q1 2021 customer base overview¹

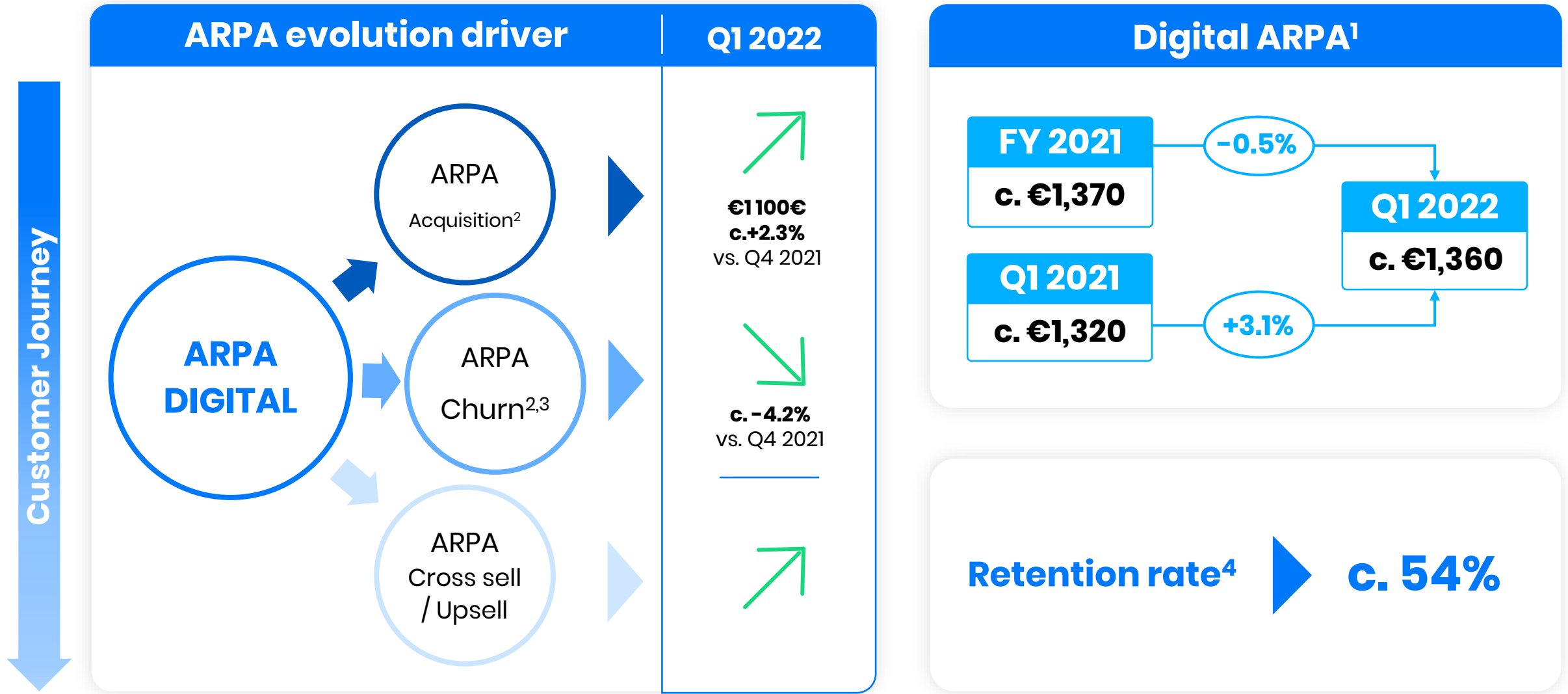


Customer base in Q1 2022

- **304k customers vs. 309k as at 31st December 2021**
- **Churn²:**
 - **decrease** by -3pts vs. Q1 2021 ; but
 - slightly higher vs. 31 Dec 2021, as forecasted
- Churn rate management remains Solocal's top priority in 2022

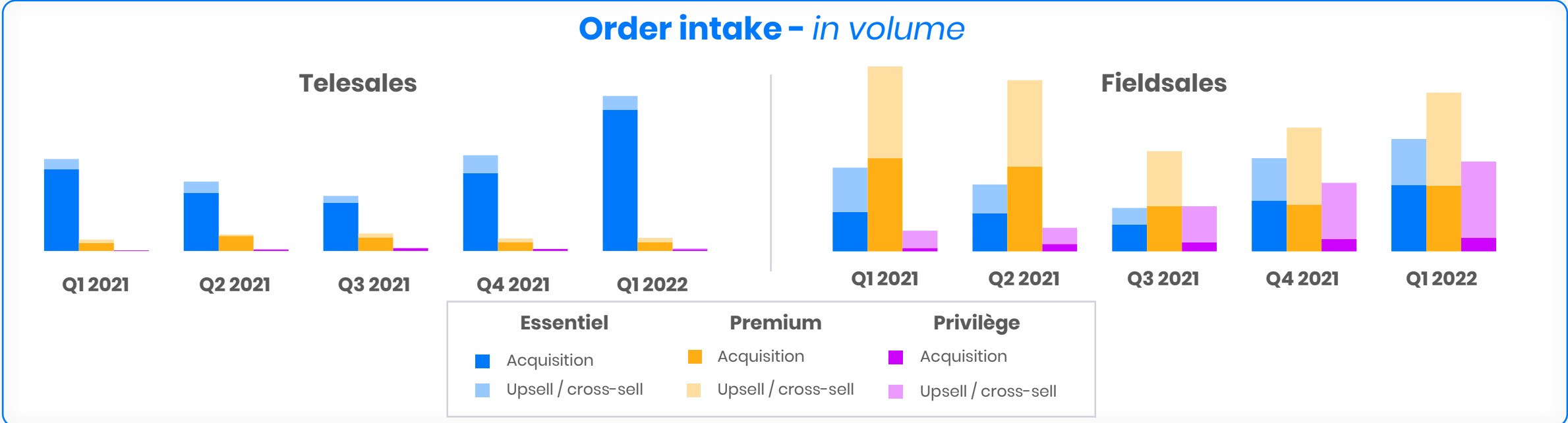


Q1 2022: ARPA stable at c.€1,360



¹Based on Group revenues
²Based on order intake, Solocal SA customer base
³12 months equivalent
⁴nb of customers retained / nb of churn intentions

Websites: commercial strategy is bearing its first fruits



Satisfaction ratings¹

	Score	Trend vs. Q1 2021
• Essentiel:	4.4/5	↗
• Premium:	4.3/5	→
• Privilège:	4.3/5	→

- Strategy on websites starting to bear its fruits:
 - **Telesales:** mainly focused on acquisition via the “Essentiel” range of products
 - **Fieldsales:** hybrid strategy of **acquisition** (mainly Essentiel & Premium) + **upsell & cross-sell** on Premium & Privilège websites
- **No compromise on quality of websites**, which reflects into customer satisfaction ratings

¹General satisfaction grades from 0 to 5



Q1 Revenue

Olivier Regnard

Chief Financial Officer

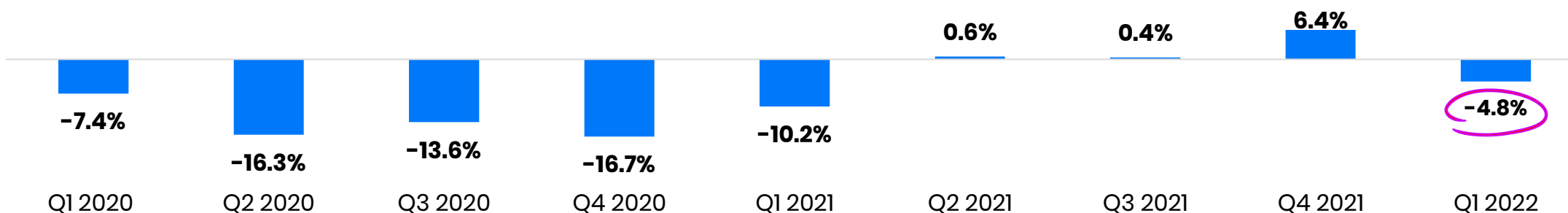
Q1 2022 revenue decrease by -4.8% slightly below expected decrease

	Q4 2021	Q1 2022	Q1 2021	Change QoQ
Revenue (in million euro)	105.9	101.5	106.6	-4.8%
Subscription-based order intake (as a % of order intake) ¹	89%	96%	88%	+7 pts




→ **Revenue down by -4.8%**, as a result of (i) salesforce performance below expectations (ii) unfavourable product mix and (iii) one-off websites revenue cancellation

→ **96% of order intake were subscription-based in Q1 2022**, and should remain at this level on the long run

Revenue growth²



Overview of Solocal revenue

	 Connect¹	 Websites²	 Booster³	TOTAL
Q1 2022	€36.2m	€15.2m	€50.1m	€101.5m
Q1 2021	€31.1m	€15.7m	€59.9m	€106.6m
Change	+16.6%	-3.2%	-16.4%	-4.8%

¹ Connect = Access, Essentiel, Premium, Marketing Digital, Vocal, MDOOffline

² Websites = Essentiel, Premium, Privilège, Websites DIY Websites

³ Booster = Display / Adhesive, Booster Contact, Booster Site, Social, Local impact, Ranking

Stable order backlog¹ of €243 m and €286 m of secured revenue for 2022

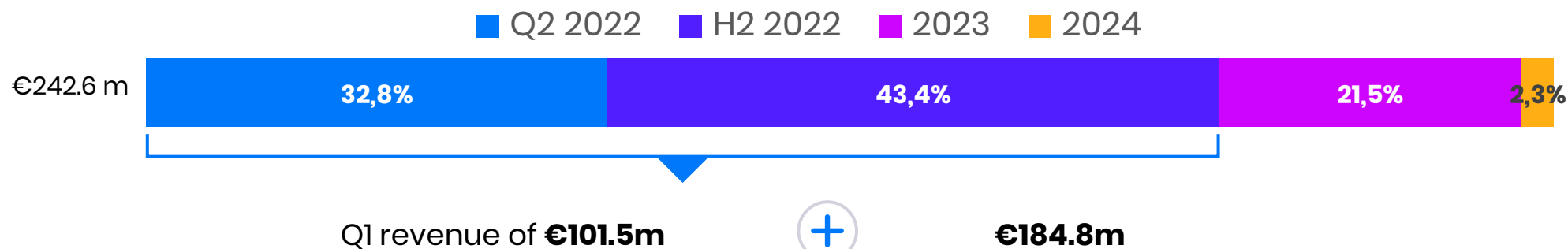
Reminder: Order backlog¹ as at 31.03.2021 is not fully comparable to order backlog as at 31.03.2022 because of change in order intake booking dates, due to change in business model (subscription mode)

	Dec 2021	March 2022	Change
Order backlog ¹ (in € million)	243.5	242.6	-0.4%



Order backlog¹ stable -0.4%
vs. 31th December 2021

Conversion of order backlog into revenue



Secured revenue² for 2022 of €286.2 m as at 31.03.2022 (vs €310m as at 31.03.2021)



Strategic plan follow-up

Hervé Milcent

Chief Executive Officer

Follow up strategic plan achievements over Q1 2022 (1/2)

1 Performance management

A strengthened management at a local level

- 1 new **Field sales Director**
- 3 new **Regional Directors** hired



Compensation plan project

- **85%** of the weight of the compensation plan project focused on **new business** (acquisition & cross sell)
- New objectives for **Managers**



HR partnership

- 1 dedicated **HR manager** for each region in charge of workforce planning, staffing, and career development



2 Execution Regions

Business performance

- Better local **coverage**

Optimization started & ONGOING

Staffing

- Recruitment of ~78 hunters planned
- As at end of Q1 2022: 140 hunters in the salesforce



& ONGOING
Goal at c. 190 hunters

Follow up strategic plan achievements over Q1 2022 (2/2)

3

Sales Campus

- **Welcome process**
- **Targeted training**



4

Methods & tools

**New methods & tools
to support
acquisition activity**

- **Prospection plans** with new optimized tools



- **Data analytics**



Follow up strategic plan achievements over Q1 2022

PHYSICAL SUPPORT

For new customers

Customer Success Manager

- **Systematic customer onboarding** & more regular **training**
- A **unique interlocutor**, with steps from beginning to end of customer journey



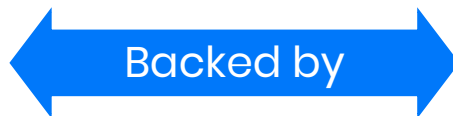
In progress

For existing customers

Customer Care Manager

- to handle customer **questions, requests** & **complaints** according to Solocal standards

In progress



phygital approach



**300k +
customers &
prospects**

TRUST



**PageJaunes
end users**

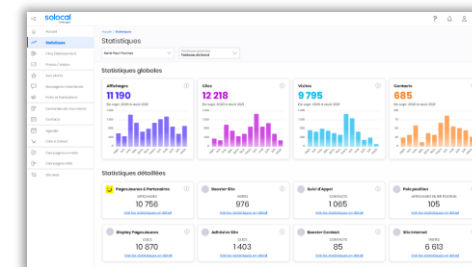
DIGITAL SUPPORT

For all customers

- Easy access to performance in terms of digital exposure
- More impactful & comprehensible **KPIs**

In progress

New dashboards rolled-out



RELEVANCE & ACCURACY

Enhanced performance

- **Optimized search engine** for best results
- Quality scoring
- User generated content



In progress

In progress

USER EXPERIENCE

More transparency

- Brand **new app**
- Professionals badges displayed
- PagesJaunes label to distinguish best professionals



In progress

In progress





Conclusion

Hervé Milcent

Chief Executive Officer

Wrap up

→ 2022, a consolidation year:

Good momentum on operational KPIs:

- Flat ARPA stable vs. 31st December 2021
- Significant net churn controlled: 13.7% in Q1 2022 vs. 16.7% in Q1 2021
- Slight reduction in the customer base, a performance slightly below expectations

→ 2022 ambitions confirmed

- Revenue comparable to 2021
- EBITDA comparable to 2021
- Operating Free Cash Flow¹ comparable to 2021



Q&A