

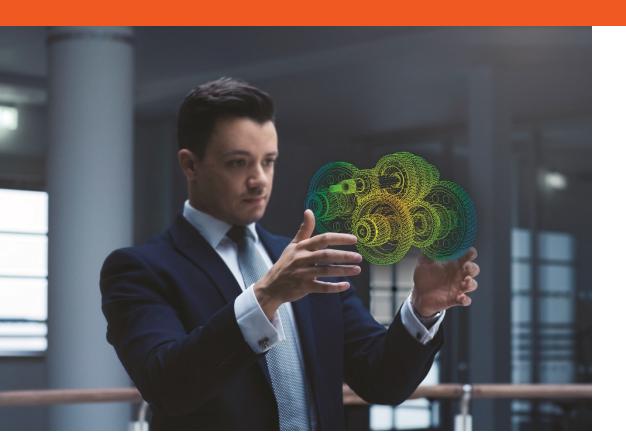
FY20 Sales

Investors presentation

2020 sales: resilient, in line with Group's expectations

ESI Group February 9th, 2021 External Use

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Vision – Mission

We envision a world where Industry can commit to bold outcomes, addressing high stakes concerns – environmental impact, safety & comfort for consumers and workers, adaptable and sustainable business models





Providing reliable and customized solutions anchored on predictive physics to allow industries to take the right decisions at the right time.





Mission Critical Solutions, addressing Customer Outcomes

2020 showed all our customers the URGENCY of change and it is now clear that 2021 will be a year of accelerating innovation in the industries we serve

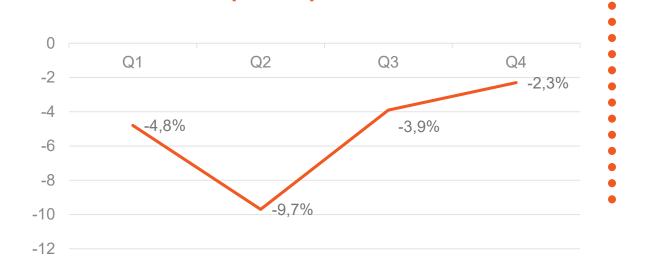
FY20 Sales Financial figures

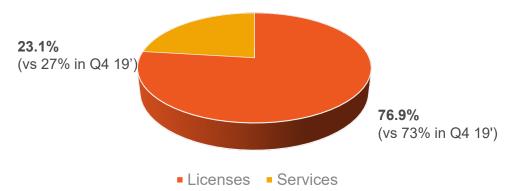
Q4 Confirms better trend: Revenue @ -7.4%

Sales (€m)	2020	2019	Change	
			Current rate	Constant rate
Q4 Licenses	23.0	24.2	(4.7)%	(2.3)%
Q4 Services	6.9	8.9	(22.7)%	(21.3)%
Q4 Total	29.9	33.1	(9.6)%	(7.4)%

Slower decrease in Licenses revenue (-2.3%)



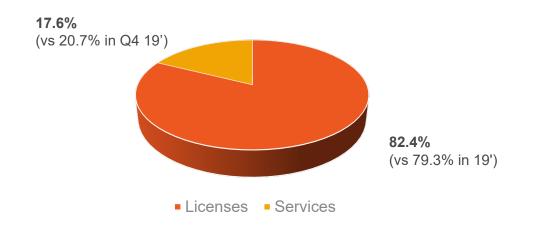




2020: @-8.7% with a good License revenue performance (-5.1%)

Sales (€m)	2020	2019	Change	
			Current rate	Constant rate
2020 Licenses	109.2	115.9	(5.8)%	(5.1)%
2020 Services	23.4	30.3	(22.9)%	(22.3)%
2020 Total	132.6	146.2	(9.3)%	(8.7)%

FY2020 sales



2020 revenue: a solid and resilient business model

Stability of Repeat Business €97.3m, -0.7% and +0% @ constant rate

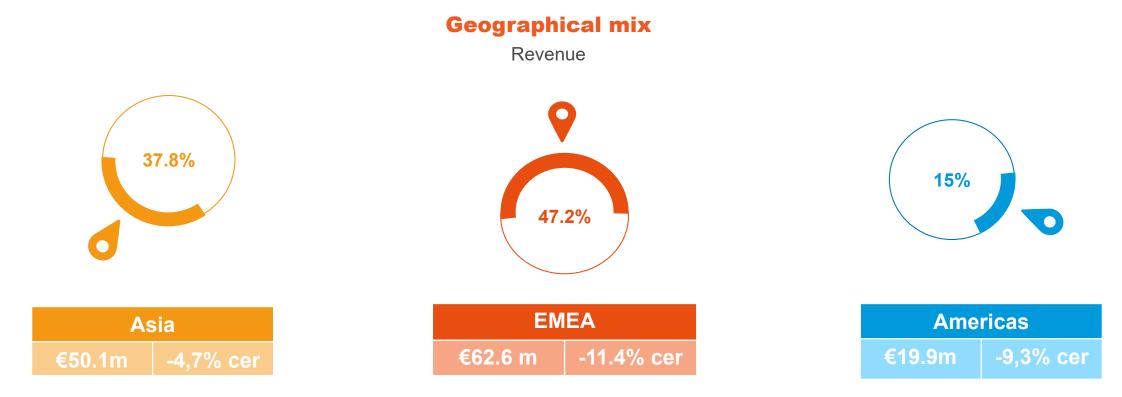
Perpetual Licenses 10.6% vs 15% YTD 2019

FY20 Top 20 better performed 1% increase in Licenses & -26% in Services

-5.8% -0.7% 115.9 109.2 120 98 97.3 100 80 60 -36.1% 40 18.1 11.6 -0.2 0.3 20 0 New Business Deferred Total Repeat -20 **Business** revenue 2019 2020

Licenses Split

2020 revenue per region: Asia good resistance (-4.7%)

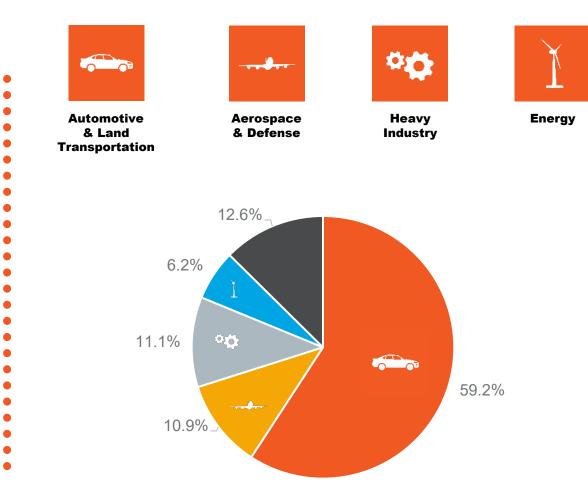


2020 revenue per industry

Approximatively **87.4% of the total** revenue from four main industries

Resilience in Automotive & Land Transportation and Heavy Industry

> Aerospace is particularly impacted by the Covid-19 crisis but showing a growth in Q4



2021 Perspectives

ESI, a transformed company aligned toward customer-centric vision

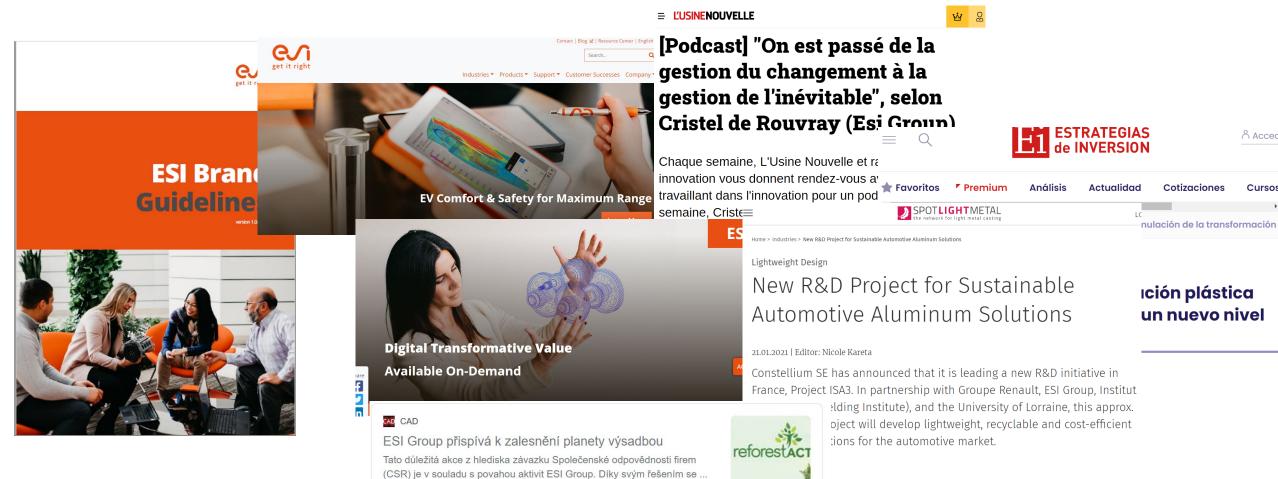




Approach by Industry and Account type Culture of execution and data-driven assessment

ESI, a company with a growing visibility

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ESI, a committed company

More than a commitment – a part of our DNA



ESI – Ready to seize more opportunities Success Stories

Success Stories

A positive path for the years to come





New market challenges

Industry cross-fertilization

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Governance evolution

The board of directors





Alex Davern Chairman



Alain de Rouvray Founder



Cristel de Rouvray CEO



Vincent Chaillou C-COO



Rajani Ramanathan



Véronique Jacq



Eric d'Hotelans



Yves de Balmann



Charles-Helen des Isnards

The executive committee - Evolution





Mike Salari

Appointed Corporate COO Revenue Generation

Vincent Chaillou

Retiring on December 31st, 2021



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Q&A

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Upcoming events



- Annual results 2020 March 16, 2021 (6pm CET)
- First quarter 2021 April 29, 2021 (6pm CET)



Thank you



Any Questions?

Email: investors@esi-group.com

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