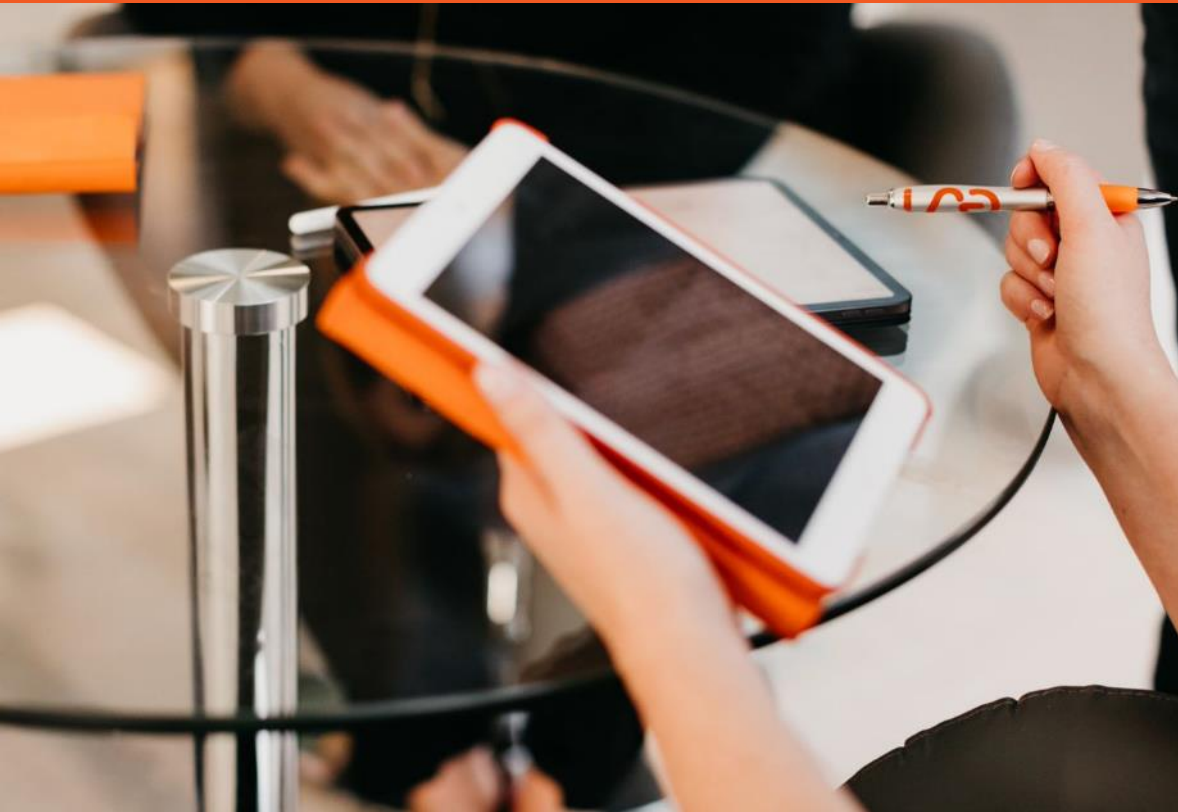


FY20 results



Investors presentation

ESI Group
March 17th, 2021

External Use

esi-group.com

Disclaimer

This document has been prepared by ESI GROUP (the "Company") and is for information purposes only.

The information and opinions contained in this document are provided as of the date of this document only and may be updated, supplemented, revised, verified or amended, and thus such information may be subject to significant changes. The Company is not under any obligation to update the information or opinions contained herein which are subject to change without prior notice.

The information contained in this document has not been subject to independent verification. No representation, warranty or undertaking, express or implied, is made as to the accuracy, completeness or appropriateness of the information and opinions contained in this document. The Company, its subsidiaries, its advisors and representatives accept no responsibility for and shall not be held liable for any loss or damage that may arise from the use of this document or the information or opinions contained herein.

This document contains certain forward-looking statements. These statements are not guarantees of the Company's future performance. These forward-looking statements relate to the Company's future prospects, developments and marketing strategy and are based on analyses of earnings forecasts and estimates of amounts not yet determinable. Forward-looking statements are subject to a variety of risks and uncertainties as they relate to future events and are dependent on circumstances that may or may not materialize in the future. Forward-looking statements cannot, under any circumstance, be construed as a guarantee of the Company's future performance and the Company's actual financial position, results and cash flow, as well as the trends in the sector in which the Company operates, may differ materially from those proposed or reflected in the forward-looking statements contained in this document. Even if the Company's financial position, results, cash-flows and developments in the sector in which the Company operates were to conform to the forward-looking statements contained in this document, such results or developments cannot be construed as a reliable indication of the Company's future results or developments.

Many of these risks, uncertainties, and factors are currently amplified by, and may continue to be amplified by, the COVID-19 pandemic.

The Company does not accept any obligation to update or to confirm projections or estimates made by analysts or to make public any correction to any prospective information in order to reflect an event or circumstance that may occur after the date of this document.

This document does not constitute an offer to sell or subscribe or a solicitation to purchase or subscribe for securities in France, the United States or any other jurisdiction. Securities may not be offered or sold in the United States absent registration under the US Securities Act of 1933, as amended, or an exemption from registration thereunder. No public offering of securities may be conducted in France or abroad prior to the delivery by the French Autorité des Marchés Financiers (Financial Markets Authority) of a visa on a prospectus that complies with the provisions of Directive 2003/71/CE as amended.

Speakers



Cristel de Rouvray
CEO



Mike Salari
C-COO Revenue Generation



Olfa Zorgati
CFO & Head of Operations



Emmanuel Leroy
EVP Industry Solutions

ESI's 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.

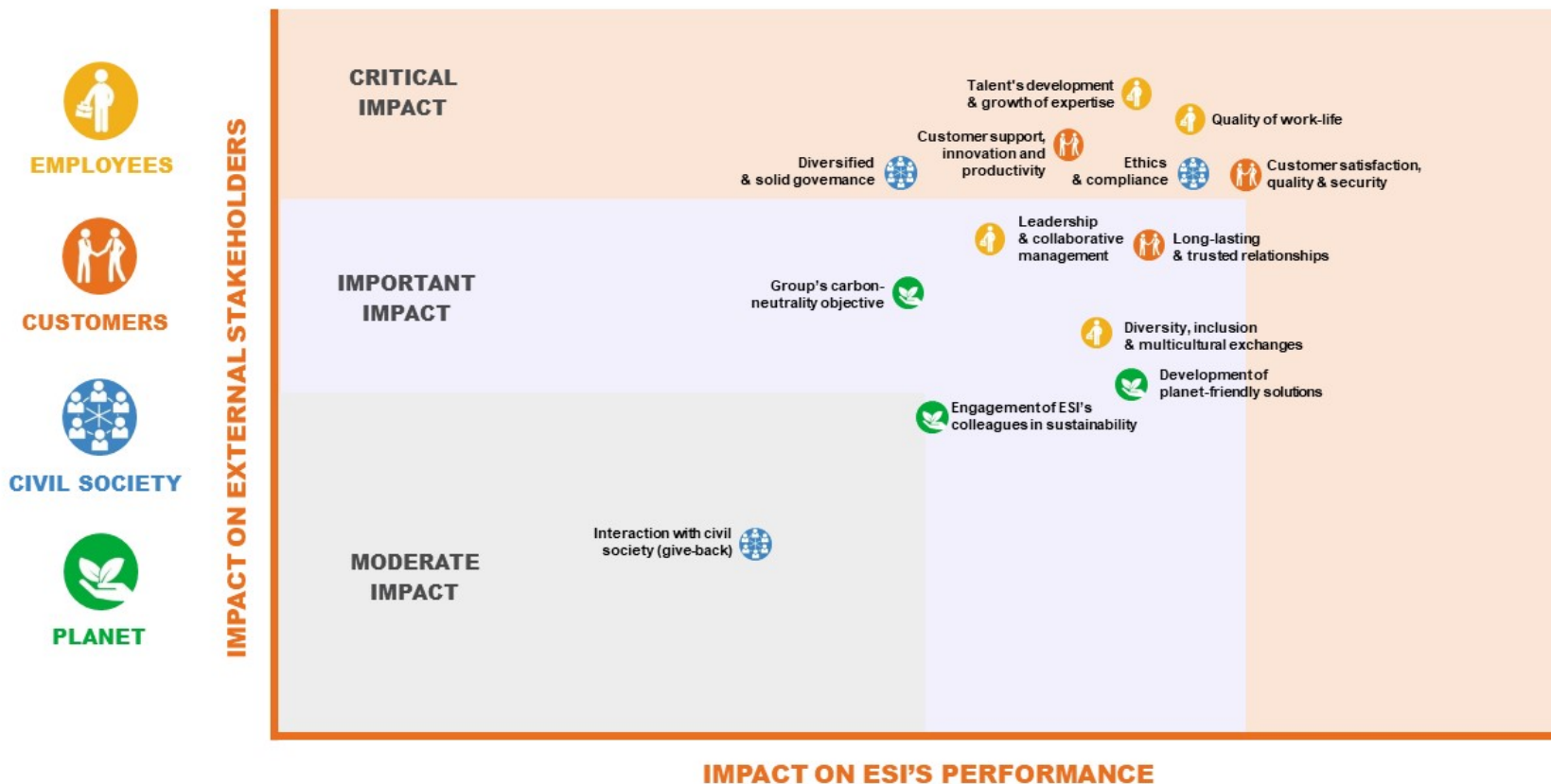
ESI – Our new corporate purpose

**Boost human creativity
to drive industrial
performance to ever
higher levels**

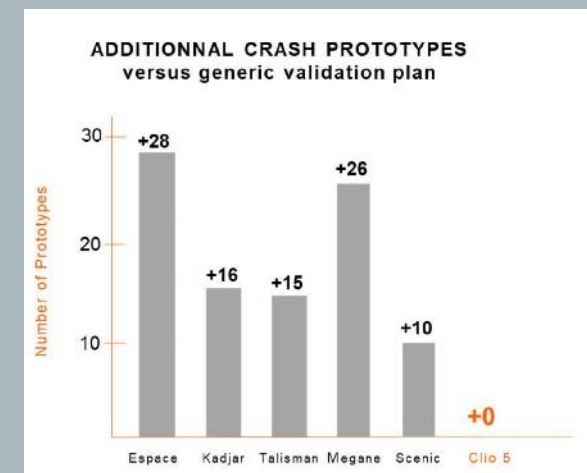
Corporate Social Responsibility



ESI Group's Materiality Matrix



Customer & planet example



Emancipating from real prototypes – waste, energy and raw materials savings

2020 demonstrated the resiliency of ESI's business

Long-term relationships



"With this further development of the software suite, ESI Group has achieved a quantum leap in the field of simulations. By being able to utilize a unique mathematical model for both crash and load testing, we're improving our development efficiency at several stages of a project. Given the ever-shortening development cycles in the automobile sector, this gives us a decisive competitive edge."

Dr. Ralph Sundermeier, Head of Functional Calculation Interior and Methods at Volkswagen



"Water impact has a destructive force that is more powerful than expected. In the worst-case scenario, if the strength of the underside of the vehicle body is inadequate and the quantity of splashed water is large, the impact could cause parts on the underside to fail." Turning to virtual testing, using ESI Virtual Performance Solution (VPS), they were able to study how water impact affects the vehicle body by simulating a crash into different obstacles.

Honda Engineering



"ESI Virtual Seat Solution was used to determine the exact position of an occupant settling into the seat. We also used the software to simulate the inflation of the bladders and to determine how the bladders could change the posture of the seated occupant. This information allowed us to place the multi-contour bladder positions appropriately in the seat."

Missy A. Pereny, Seat Comfort Manager Lear Corporation



"ESI VA One is an outstanding software product. However, the real success is provided in the proactive, flexible, timely and high-quality support of the ESI team from our first contact with the sales team to our contact with technical support."

Florian Ruess, Managing Director, Space Structures GmbH

**The path to ESI's performance
improvement is to leverage this
foundation for improved
New Business & profitability**

2020

Building a foundation for improved growth & profitability

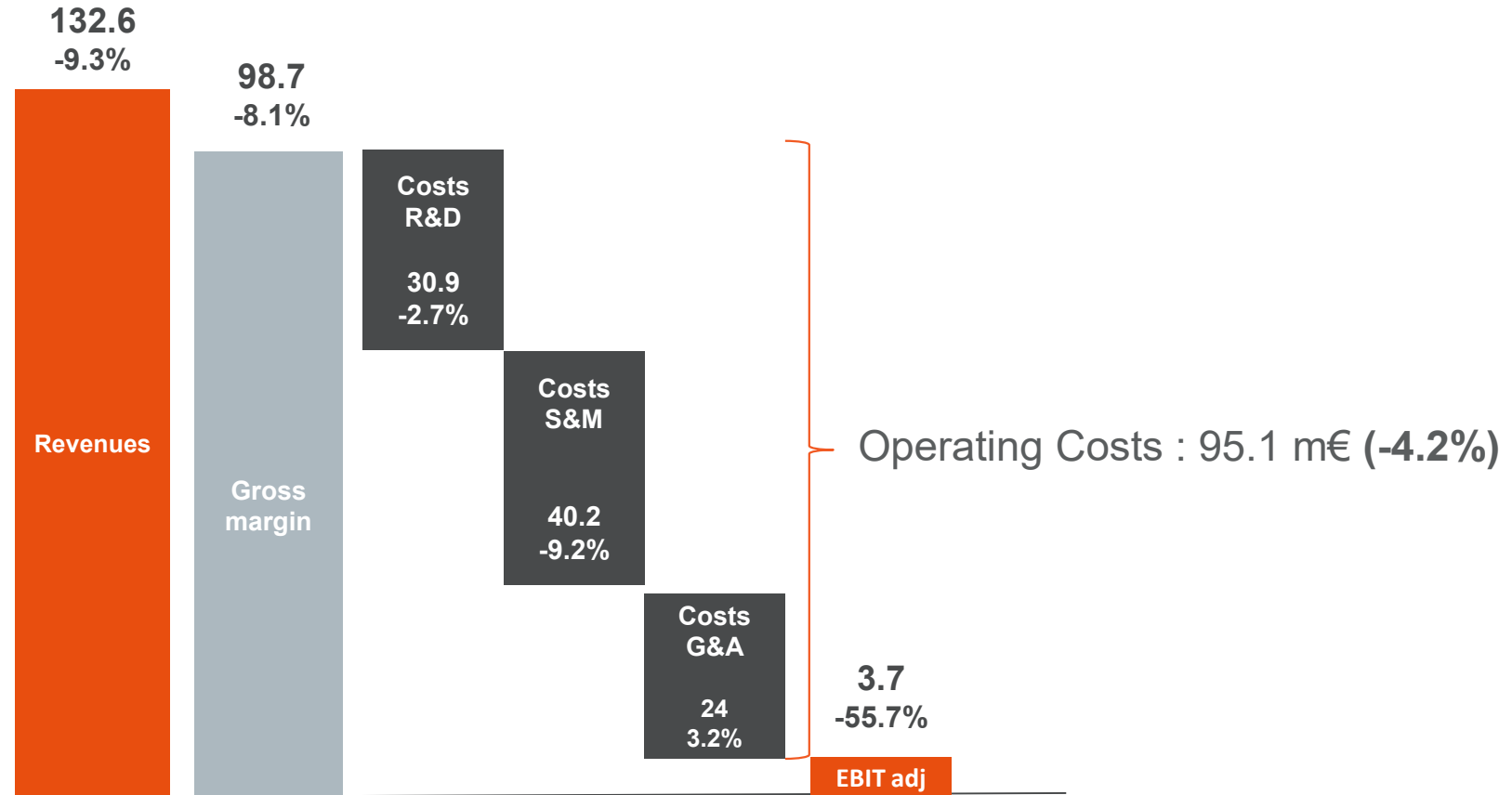
Key figures

EBIT (adj.) decrease limited to -4.6 m€ vs -13.6 m€ decrease in revenue

(€m)	FY 2020	FY 2019 (Jan – Dec)	Change	Change cer
Revenue	132.6	146.2	-9.3%	-8.7%
Gross margin	98.7	107.4	-8.1%	-7.5%
%revenue	74.5%	73.4%		
EBIT (adjusted*)	3.7	8.3	-55.7%	-55.0%
%revenue	2.8%	5.7%		
EBIT	4.0	8.4	-52.0%	-55.0%
%revenue	3.1%	5.8%		
Net result	1.4	n/a	n/a	
%revenue	1.1%	n/a	n/a	
Cash	22.5	20.2	11.0%	

* Adjusted before IFRS 16

EBIT (adj.) per destination - Overview



- Improvement of GM at 74.5% vs 73.4% in 2019
- Decrease of operating costs mostly due to S&M : lower marketing costs (digital events) & decreased travel expenses

EBIT (adj.) per nature - Overview

Decrease of all types of costs

€m	FY 2020		FY 2019 (JAN- DEC)		VARIATION	
	Amount	%revenue	Amount	%revenue	Amount	% Var
Revenue	132.6		146.2		-13.6	-9.3%
Expenses linked to revenue	-7.9	-6.0%	-9.0	-6.1%	1.1	-11.7%
Staff costs	-93.4	-70.5%	-95.9	-65.6%	2.5	-2.6%
Other costs	-27.6	-20.8%	-33.6	-23.0%	6.1	-18.1%
Total costs to EBIT (adj.)	128.9		137.9		-9.0	-6.6%
EBIT (adjusted)	3.7	2.8%	8.3	5.7%	-4.6	-55.8%

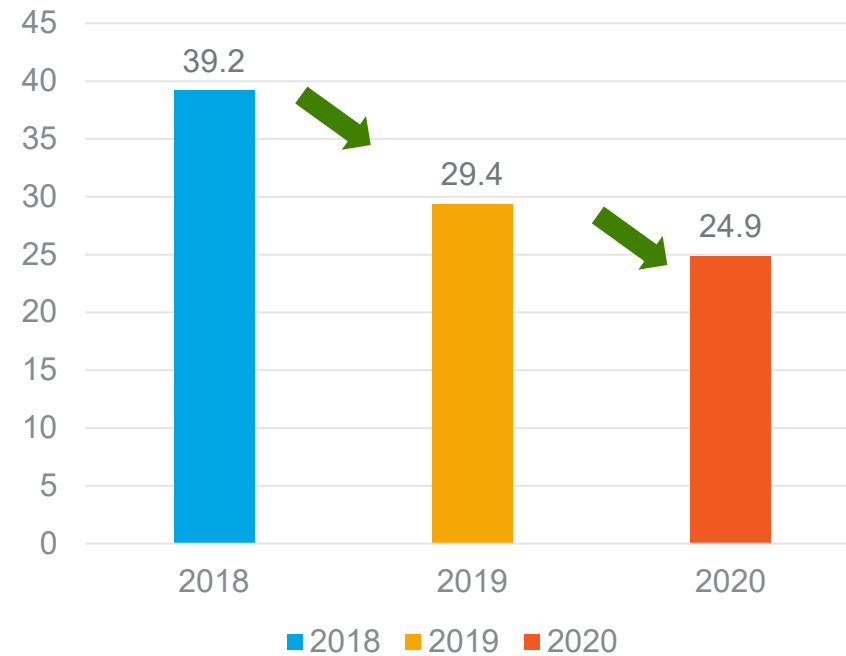
Cash position & Net financial debt

Good trend of financial indicators

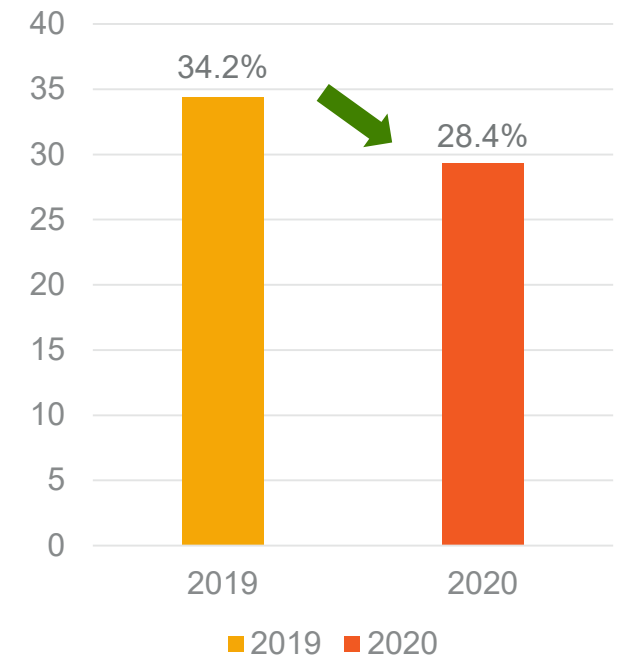
Cash position

<i>m€</i>	FY20	FY19
Cash	22,5	20,2
<i>Incl. RCF</i>	0,0	10,0

Net financial debt

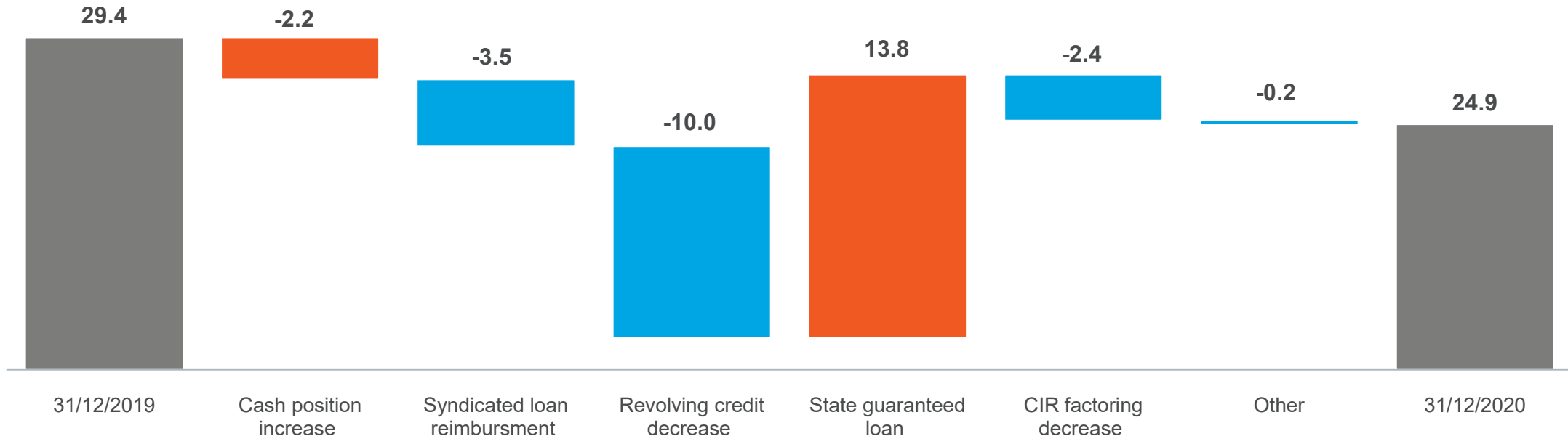


Gearing Net financial debt/Equity



Net financial debt decreased in FY 20 by 4.5m€

Net financial debt bridge



Improving the Group's long-term profitability

Rationalization of some elements of the Group's cost structure



Facilities

Adapt to new ways of working

Global structure

Simplification & synergies

Events & travel

Go digital

Software development

Align on ROI

Q1 forward-looking statement

Revenues

€52m – €55m
vs €54.9m in 2020

These statements are subject to a number of risks and uncertainties, including those related to the COVID-19 virus and associated further economic and market disruptions; further adverse changes or fluctuations in the global economy; further adverse fluctuations in our industry, foreign exchange fluctuations, changes in the current global trade regulatory environment; fluctuations in customer demands and markets; fluctuations in demand for our products including orders from our large customers; cyber-attacks; expense overruns; and adverse effects of price changes or effective tax rates.

2021

A roadmap to align all Group efforts to accelerate revenue growth:
focus on New Business

ESI – A reliable partner for helping customers *make the right decision at the right time*



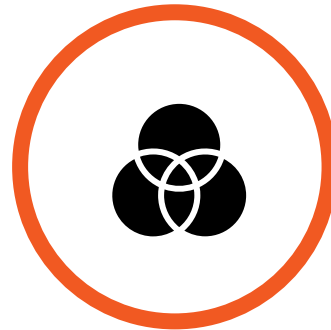
Combination of services & licenses,
predictive physics
48 years



Global company



Committed
company



Cross-industry
with top-class
customers

On BFM Business – March 6th, 2021

Qu'est-ce que la transformation digitale dans l'industrie nucléaire ?
Interview de Vincent Champain, SEVP IT & Digital

BFM BUSINESS 15.34

Framatome Digital

**06
03
21**

L'INVITÉ

LA TRANSFORMATION DIGITALE DE FRAMATOME

The image shows a television broadcast from BFM Business. At the top, an orange banner contains the title of the interview: "Qu'est-ce que la transformation digitale dans l'industrie nucléaire ?" followed by "Interview de Vincent Champain, SEVP IT & Digital". Below this, a dark blue banner displays the "BFM BUSINESS" logo and the time "15.34". The main content area features two men in suits seated at a table with microphones. The man on the right is wearing glasses. To the right of the men, a large blue graphic contains the text "Framatome Digital" with two white curved lines underneath. On the far right edge, a vertical orange bar displays the date "06 03 21". At the bottom left, a small red box with white text identifies the guest as "L'INVITÉ". A dark blue banner at the bottom of the screen reads "LA TRANSFORMATION DIGITALE DE FRAMATOME".

Our approach to tackle customers challenges

Allowing industries to make the right decisions at the right time

4 industries of focus



Automotive &
Land
transportation



Aerospace,
Defense &
Naval



Heavy
industry



Energy

4 customers targeted outcome



PRE-CERTIFICATION

Pre-certification
& validation



HUMAN-CENTRIC

Human
centric



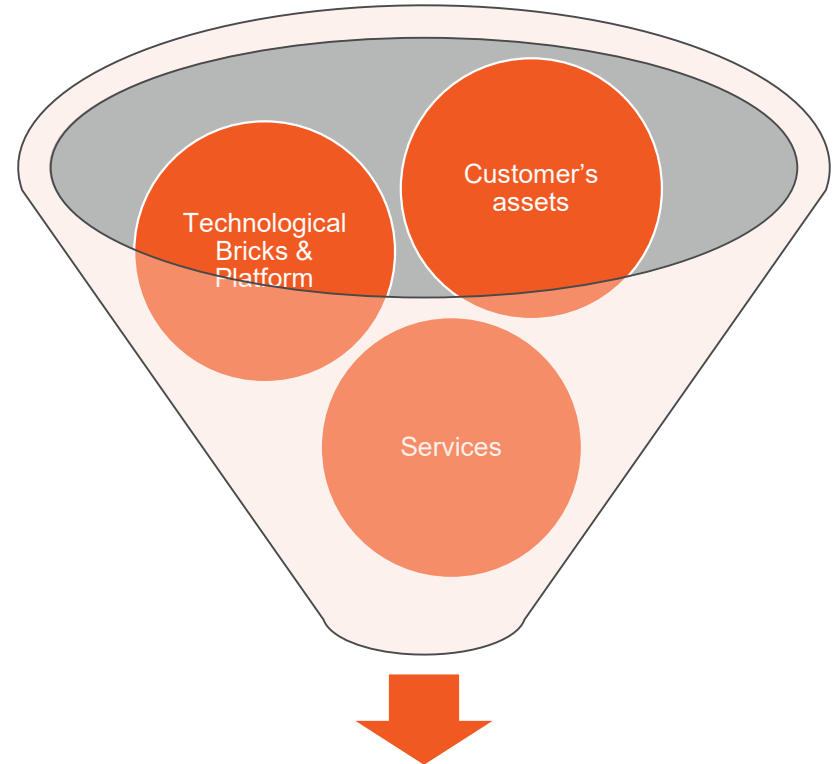
SMART
MANUFACTURING

Smart
manufacturing



PRE-EXPERIENCE

Pre-
experience



Customized approach

Our sales motion

Execute reliably Globally & locally



Global account management



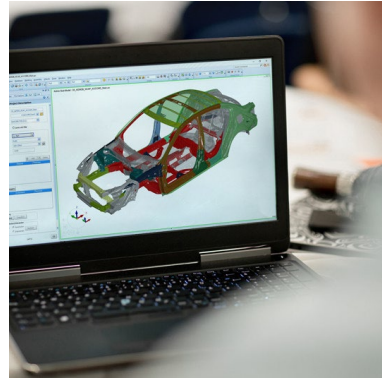
Local sales

2021, a focus on New Business

Global marketing programs to feed our new business pipeline



**Sustainable
Mobility**



**Multi-Material
Joining &
Assembly**



**Heavy
Machinery**

A **program** is a globally coordinated approach-to-market to increase New Business: Account-base Marketing, dedicated events, industry demonstrators to make it **easier to sell**

End-to-end Assembly Solution

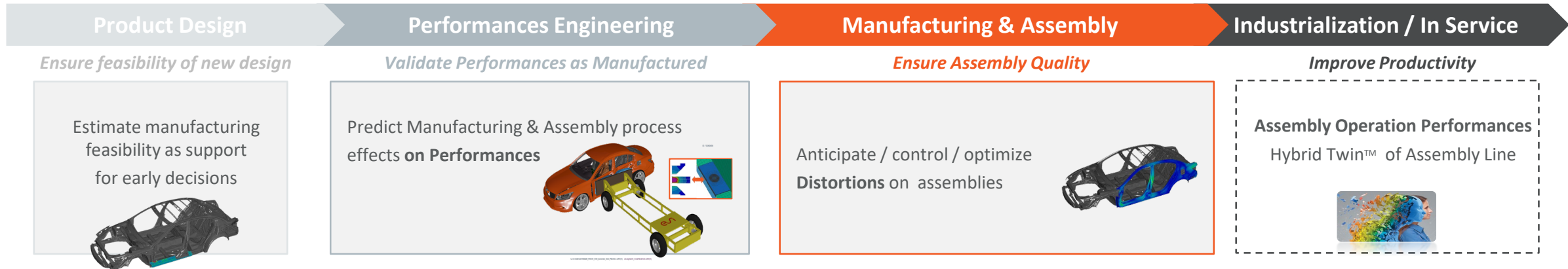
Take the right decision at the right time

Customer Challenges / Stakes

- ❑ CO₂ emissions, EV, Lightweight
- ❑ Complexity : body variant, growing outsourcing rate
- ❑ Assembly Process digitalization

ESI outcome :

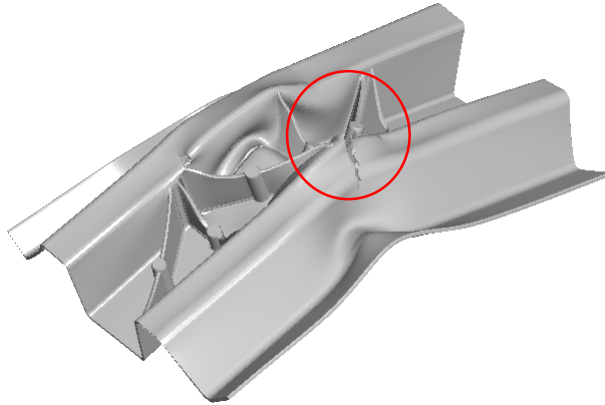
- ✓ High accuracy virtual prototyping
- ✓ Multi-material / Multi-process assemblies
- ✓ End-to-end chaining of product development cycle



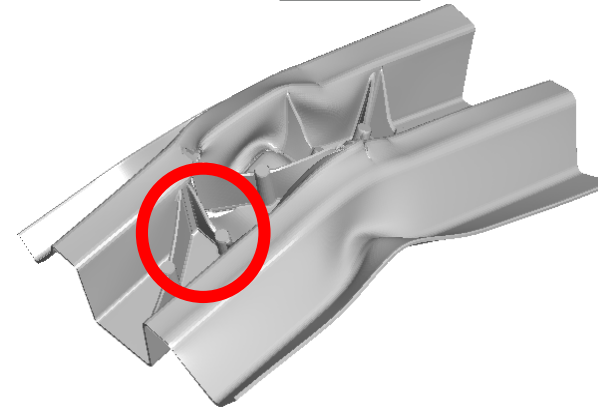
Example

Filling customer's gap with more Predictive models for full vehicle safety as Manufactured

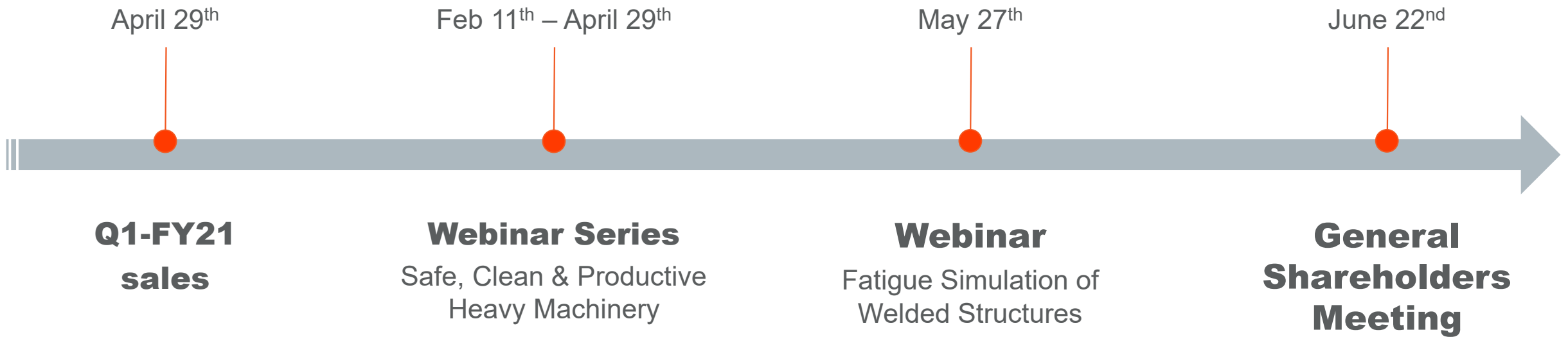
No Manufacturing Influence



With Manufacturing Influence



Upcoming events



More events presented in our website: www.esi-group.com/company/events

Take away



Demonstrated resilience
of our business model

Focus on
New Business

Culture of transparency
& execution

A committed company

Thank you



Any Questions?

Email: investors@esi-group.com