

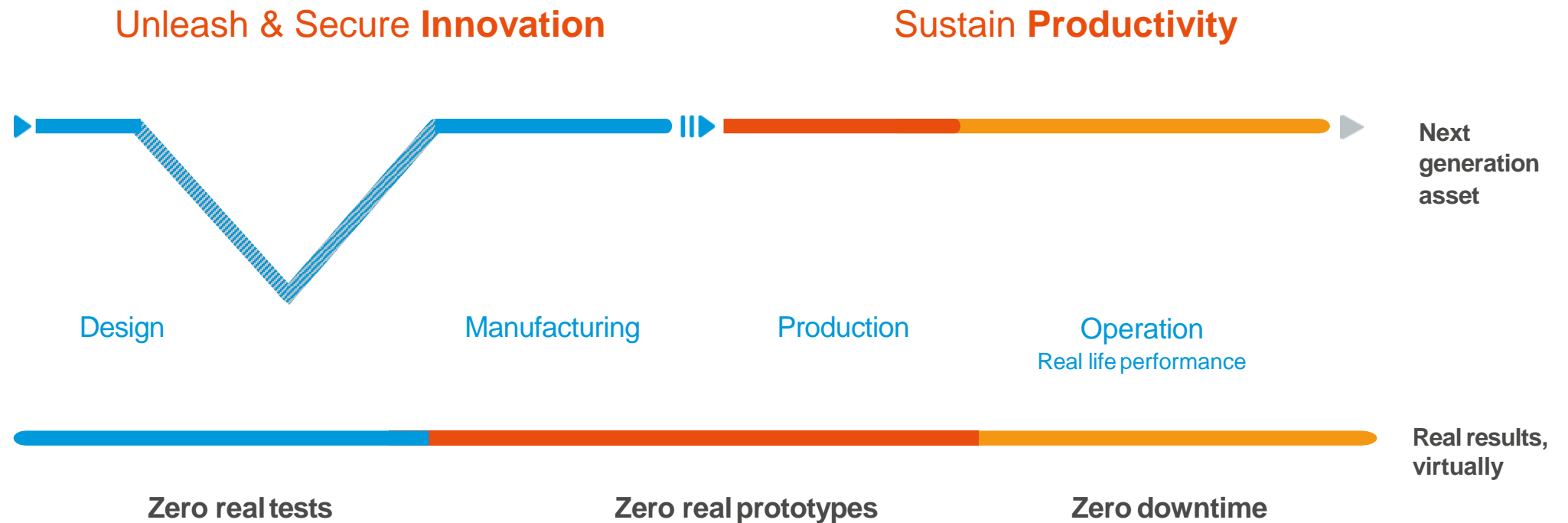
# Q3 2019 REVENUES ANALYST CALL



November 19<sup>th</sup>, 2019

# Moving Towards Product Performance Lifecycle™

## Because the Outcome Matters.





# WHY ESI?

*It's not about analysis or big data,  
it's about a new paradigm for designing, manufacturing &  
operating for performance.*

## Industry challenge

Invest today to perform better tomorrow

## ESI's strength

Physics of materials + strong customer intimacy

## ESI's journey

*Our long-standing partners face their own transformation juggling between innovation and productivity:  
It's all about their performance!*



## ESI TODAY

*From “old product focused offer” to new “client-centric solutions”*



### Customers' needs focused

Focused around **customers' needs**, combining expertise and technology into value.



### Innovation management

Unique approach by **Technology Readiness Levels** to de-risk & unleash innovation



### Global approach

Supporting our customers' global transformations with our global talent



### Local specificities

A strong local ecosystem to address **local needs**, including scientific committee



Value | Trust | Talent | Intimacy

# A POWERFUL RESILIENT BUSINESS MODEL



Strong sales  
recurrence



Services  
as a key  
differentiator  
asset



Long-standing  
collaboration  
with our  
installed base



A growing  
market

# A YEARLY BUSINESS

Sales (€m)	2019	2018	Change	
			Current rate	Constant rate
Q3 Licenses	20.7	20.6	+0.5%	-2.9%
Q3 Services	7.9	7.4	+6.6%	+4.5%
<b>Q3 Total</b>	<b>28.6</b>	<b>28.0</b>	<b>+2.1%</b>	<b>-0.9%</b>
9 months Licenses	61.5	60.0	+2.6%	-0.5%
9 months Services	21.8	21.2	+2.9%	+1.1%
<b>9 months Total</b>	<b>83.4</b>	<b>81.2</b>	<b>+2.7%</b>	<b>-0.1%</b>

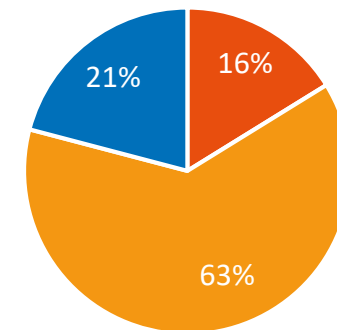
## 9 months indicators

(before differed revenues)

+5.7% Rental Licenses growth

82.5% Licensing repeat rate

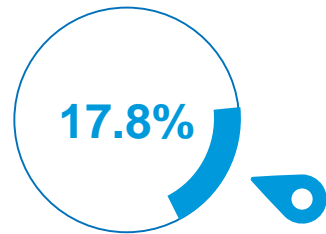
16% Perpetual Licenses share  
(vs 20% in 2018)



■ Perpetual licenses ■ Rental licenses ■ Rental maintenance

# A GLOBAL VALUE PROPOSITION TO SUPPORT CUSTOMERS

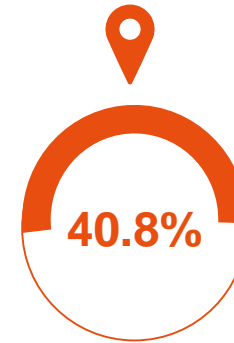
(9-month indicators)



**Americas**

€14.8M

6.2%  
0.6% *cer*



**EMEA**

€34.0M

0.9%  
0.9% *cer*



**Asia**

€34.5M

3.0%  
-1.3% *cer*

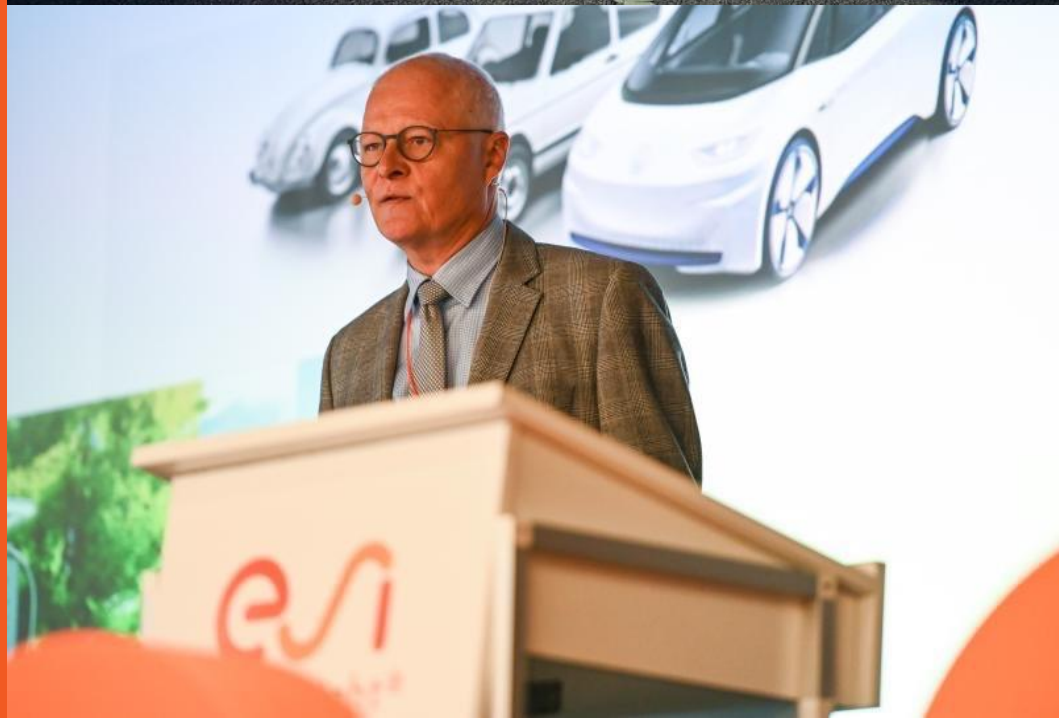
esi  
get it right®

Market

outlook



© Renault



Nicolas LEPAPE  
Expert en Réalité Virtuelle et Simulation - Safran





**Any Questions?**