



# Analyst Presentation on Preliminary H1 2022 results

August 9, 2022

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# Today's agenda

INTRODUCTION TO MAJOREL

PRELIMINARY H1 2022 RESULTS

ADJUSTED 2022 FULL YEAR OUTLOOK

FINAL REMARKS

# Today's agenda

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## OUR MISSION

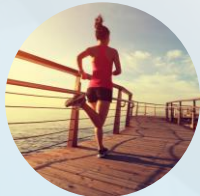
We create amazing customer experiences that people value and we are proud of. By combining **talent, process, data and technology** we deliver real impact for our partners

We are **driven to go further**

## OUR VALUES



Creativity

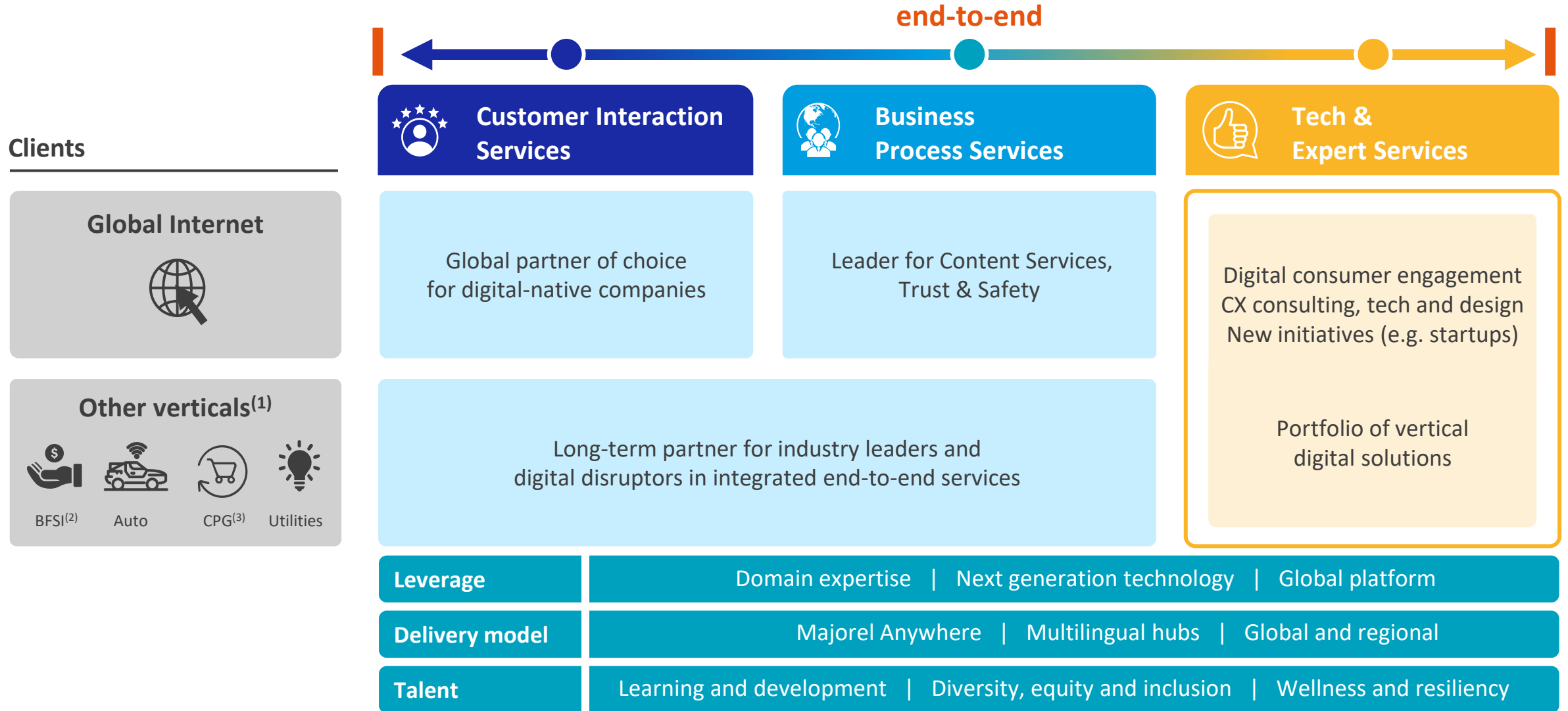


Excellence



Respect

# 1 We are a trusted long-term partner for rich end-to-end CX



(1) Selected verticals. (2) Banking, financial services and insurance. (3) Consumer packaged goods.

# Today's agenda

INTRODUCTION TO MAJOREL

**PRELIMINARY H1 2022 RESULTS**

ADJUSTED 2022 FULL YEAR OUTLOOK

FINAL REMARKS

## 2 Business highlights H1 2022



### Strong top-line growth and profitability

**€976m**

Net revenue

+16% reported growth yoy  
+17% growth like for like yoy

**€175m**

Operating EBITDA  
(+17.9% Op. EBITDA margin)



### Growth with clients

**117%<sup>1</sup>**

Net Revenue Retention

**+78,000**

Team members

**+9,000**

compared to  
Dec 31, 2021



### M&A & Strategic Partnership

Acquisition of



Completed on Jan 1st

**IST**

Announced on March 17th

**alembo**

Completed on June 2nd

Strategic partnership with



Completed on June 1st



### Ongoing regional expansion

**3**

new countries organically in H1



Greece  
Mar'22



Ghana  
Jan'22



N. Macedonia  
Jan'22

**6**

new countries inorganically in H1



Suriname  
via Alembo, Jun'22



Japan, Lithuania,  
South Korea, Thailand  
via Booking, Jun'22



Turkey  
via Mayen, Jan'22



### Continued digital expansion

**49%**

Global Internet clients

**23%**

Content Services,  
Trust & Safety

**9%**

Tech & Expert Services

<sup>1</sup> Excluding reduction of COVID-19 related business.

Note: H1 2022 numbers are based on preliminary, unaudited and non-reviewed management reporting. All operational KPIs are expressed as % of group net revenue. For definitions we refer to slide 20 of this presentation.



# Announcement on a potential merger with Sitel



THIS ANNOUNCEMENT RELATES TO THE DISCLOSURE OF INFORMATION THAT QUALIFIED OR MAY HAVE QUALIFIED AS INSIDE INFORMATION WITHIN THE MEANING OF ARTICLE 7(1) OF THE MARKET ABUSE REGULATION (EU) 596/2014.

June 20, 2022

Press Release

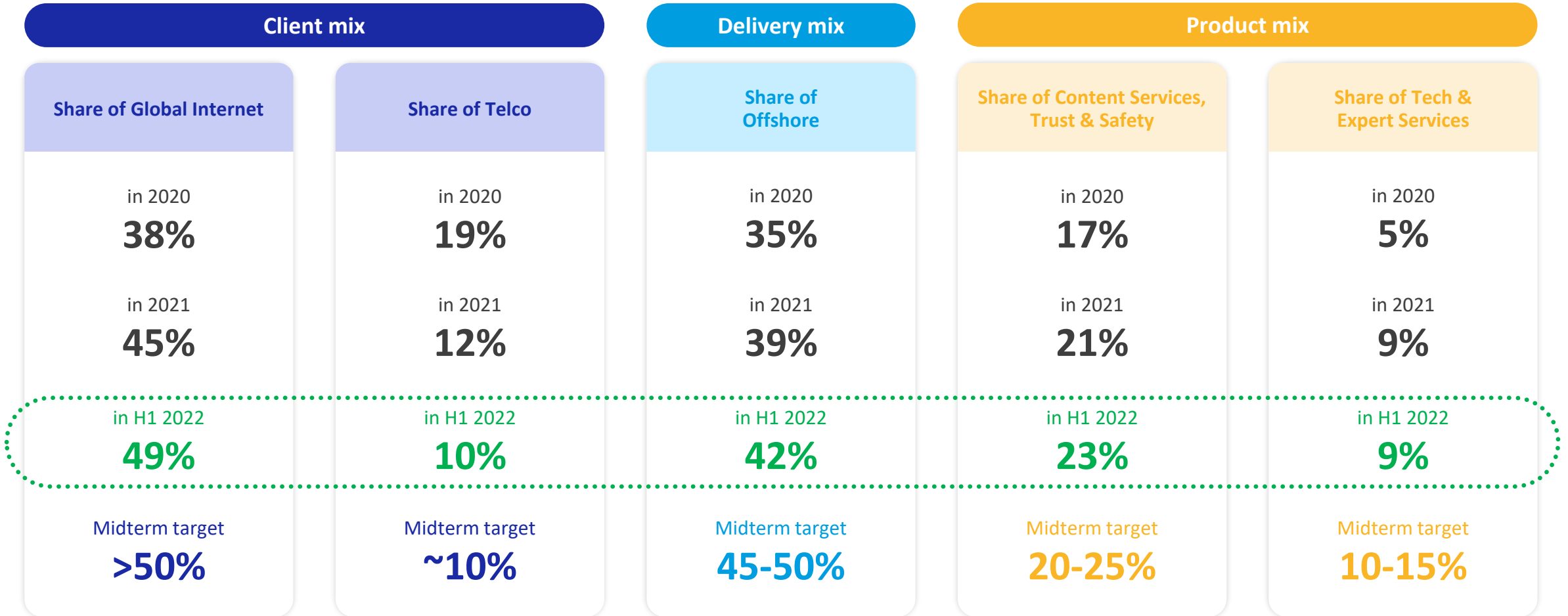
## Majorel and Sitel Group® agree on key terms for a potential merger, transforming two high-profile CX groups into a global industry leader

### Highlights

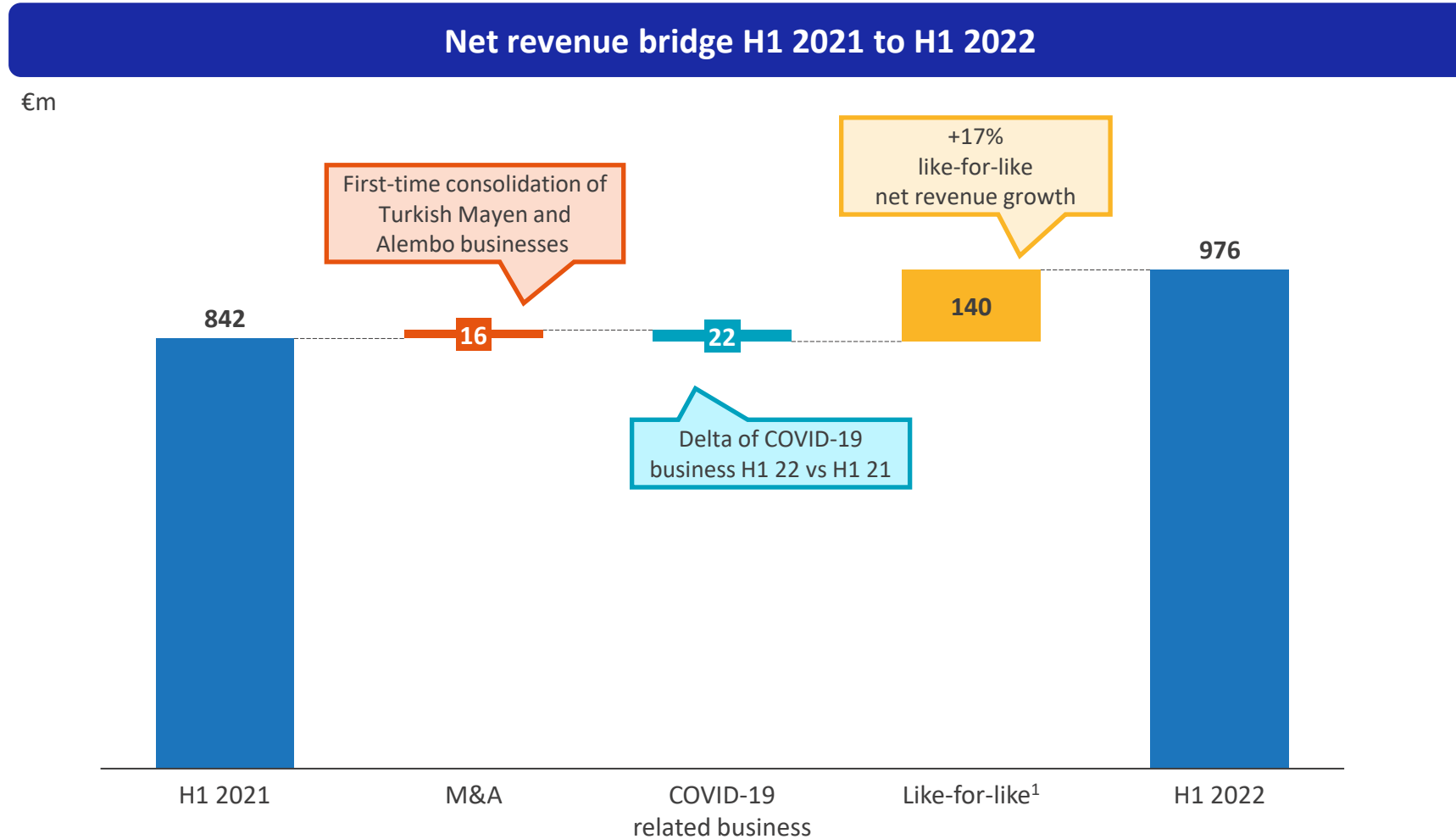
- ✓ A new global customer experience (CX) leader in a \$300bn+ industry, with pro-forma revenues of €5.4bn<sup>1</sup> and pro-forma EBITDA of over €1bn<sup>2</sup>, over 240,000 team members across more than 55 countries, and serving over 1,000 clients<sup>3</sup>
- ✓ Setting the foundations for market leadership with a truly global platform spanning the Americas, Europe and APAC, serving vertical leaders and digital disruptors in their respective industries
- ✓ Deep cultural fit, and shared entrepreneurial mindset paves the way for successful integration and accelerated growth
- ✓ Majorel shareholders to own 43.9% of the enlarged group and to receive a €440m cash distribution, expected to be approved before the Merger
- ✓ Promising value creation potential for Majorel shareholders fuelled by enhanced momentum of the combined entity, the attractive financial terms of this potential transaction, and circa €100m p.a. expected run-rate net synergies from the potential merger
- ✓ Based on today's non-binding term sheet, parties will pursue confirmatory due diligence expeditiously to enter into binding merger agreement as soon as possible

**Luxembourg, June 20, 2022** - Majorel Group Luxembourg S.A. ("Majorel"), a leading global provider of next-generation end-to-end customer experience ("CX") solutions for digital-native and vertical leading brands, listed on Euronext Amsterdam (Bloomberg Code: MAJ:NA / Reuters Code: MAJ.AS), today announces that it has, together with its major shareholders Bertelsmann Luxembourg S.à r.l. ("Bertelsmann"), Saham Customer Relationship Investment S.à r.l. Limited and Saham Outsourcing Luxembourg S.à r.l. (together "Saham"),

## 2 Progress in all strategic KPIs

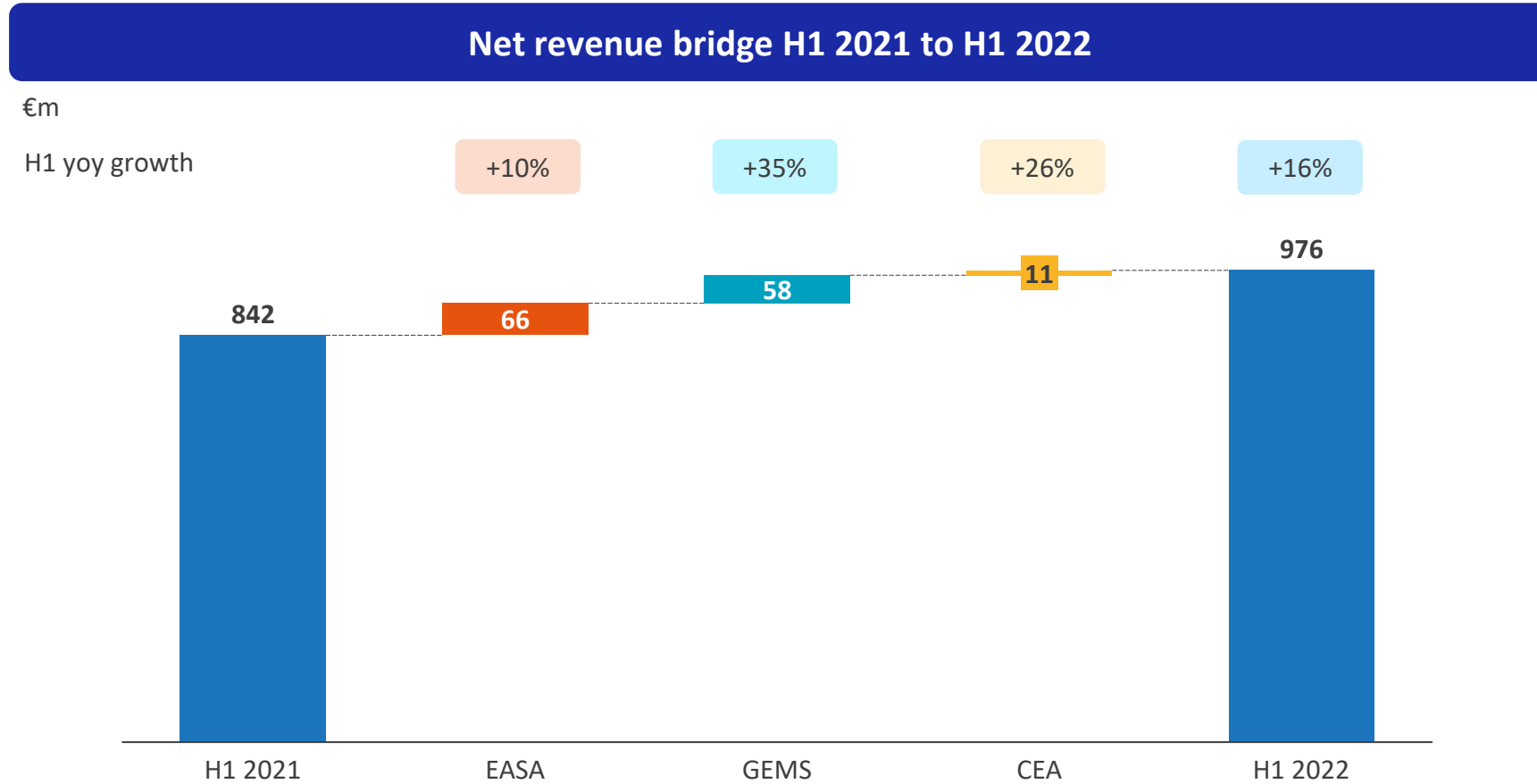


## 2 Strong topline growth of 16% net revenue



Note: H1 2022 numbers are based on preliminary, unaudited and non-reviewed management reporting. For definitions we refer to slide 20 of this presentation.  
1. Adjusted for M&A in H1 2022 and non-recurring COVID-19 related business in H1 2021 and H1 2022

## 2 All segments contributed to Majorel's growth



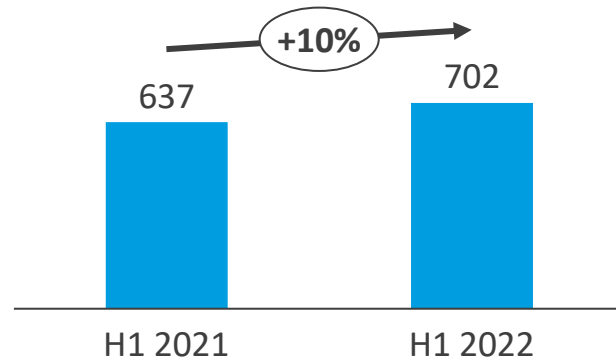
## 2

## Continuing momentum across all segments

## Net revenue H1 2021 and H1 2022

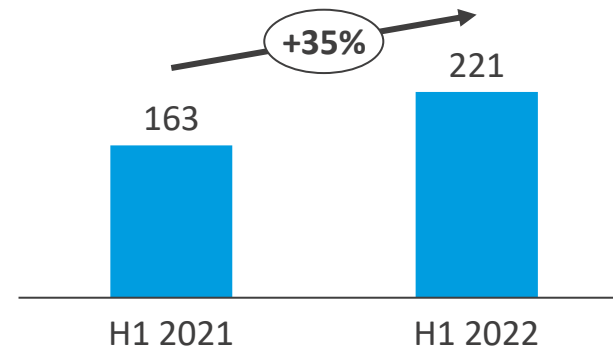
€m

## EASA

**+11%**

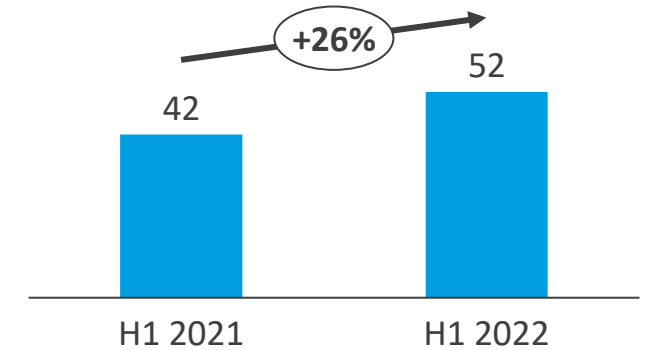
Like-for-like net revenue growth

## GEMS

**+35%**

Like-for-like net revenue growth

## CEA

**+26%**

Like-for-like net revenue growth



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INTRODUCTION TO MAJOREL

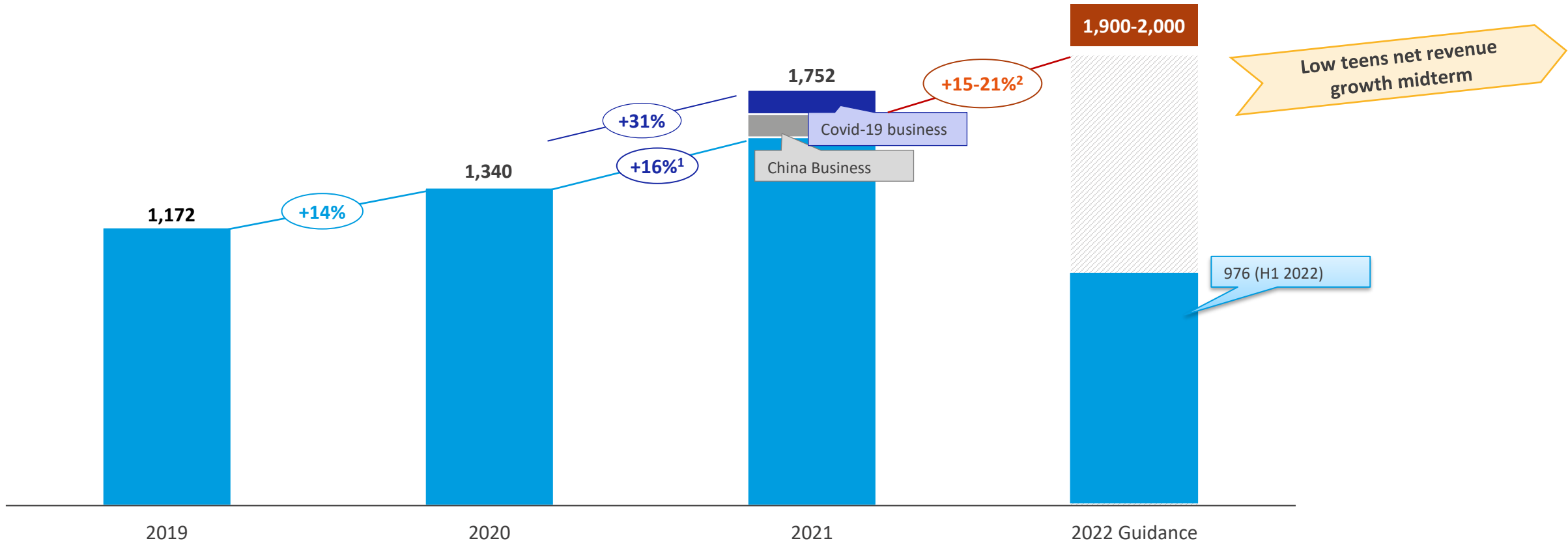
PRELIMINARY H1 2022 RESULTS

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# 3 Majorel increases net revenue guidance for 2022

Net revenue  
€m



(1) Like-for-like Net revenue growth 2021 yoy (excl. Covid-19 Business and effects from the first time consolidation of China Business). (2) Net revenue growth excl. COVID-19 business in 2021

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## 4 Final remarks

Continuing strong topline net revenue growth: Like-for-like growth +17% YOY



Strong profitability with Operating EBITDA in H1 2022 of €175 million (17.9% Operating EBITDA margin)



Increased guidance for current fiscal year 2022: Net revenue expected €1,900-2,000 million



Continuing growth with existing and new clients: net revenue retention (NRR) of 117% in H1 2022<sup>1</sup>



Further regional expansion: 9 additional countries entered in H1 2022, leading to 41 countries in total



Agreement on key terms for potential merger with Sitel as announced on June 20<sup>th</sup>, good progress with DD



1. Excluding COVID-19 related services. Including COVID-19 related business NRR is 114%



# Appendix



# Definitions

<b>Net revenue</b>	Net revenue for the Group corresponds to revenues as reported in our management reporting less certain direct, order-related external costs which are part of external expenses and costs of materials and consist mainly of cost of services purchased (subcontracted or outsourced services). Net revenue for each Segment corresponds to the according Segment revenue less certain direct, order-related inter-Segment and external costs. Management reporting data exclude revenues from minor activities (primarily the Sonopress Business) outside the Majorel Group's core business which are reported in the consolidated income statement (the "Sonopress Business" is defined as certain non-core business activities historically carried out by Arvato de Mexico, S.A. de C.V., which was wound down in 2021).
<b>Change in like-for-like Net Revenue</b>	Change in like-for-like Net revenue corresponds to Net Revenue growth year over year, adjusted for certain specific, probably non-recurring items. For H1 2022 to H1 2021 like-for-like Net Revenue comparison the contribution of the first-time consolidation of the Turkish Mayen business, Alemba business and COVID-19 related business were adjusted.
<b>Operating EBITDA</b>	As of January 2022, the definition of Operating EBITDA has been updated: Operating EBITDA is defined as EBIT (earnings before interest and taxes) adjusted for amortization and depreciation, impairment and reversal on intangible assets, property, plant and equipment and right-of-use assets, adjusted for (i) impairment on goodwill and other intangible assets with indefinite useful life as well as gains from business combinations, (ii) impairment on carrying amounts on assets held for sale, (iii) impairment/reversals on other financial assets at amortized cost, (iv) impairment/reversals on investments accounted for using the equity method, (v) results from disposals of investments, (vi) fair value measurement of investments, (vii) results from disposals of intangible assets and property, plant and equipment, (viii) operating realized and unrealized forex gains and losses including on derivatives (ix) expenses on long-term incentive programs and (x) further adjustments such as restructuring, acquisition-related and integration expenses, and other special items.
<b>Operating EBITDA Margin</b>	We define Operating EBITDA margin as Operating EBITDA divided by net revenue.
<b>Offshore</b>	We define "Offshore" as net revenue from the following countries (even if some local business is included): Armenia, Colombia, Croatia, Egypt, Estonia, Georgia, Ghana, Greece, India, Ivory Coast, Kenya, Lithuania, Malaysia, Mexico, Morocco, North Macedonia, Peru, Philippines, Poland, Portugal, Romania, Senegal, Suriname Togo, and Turkey.
<b>Net Revenue Retention</b>	Net revenue retention H1 2022 is defined as net revenue generated by clients in H1 2022 divided by net revenue generated by the same cohort of clients in H1 2021 (excluding M&A in 2022). Net revenue retention H1 2021 is defined as net revenue generated by clients in H1 2021 divided by net revenue generated by the same cohort of clients in H1 2020 (excluding the China Business in 2021).
<b>Covid-19 Business</b>	COVID-19 Business means contracts to provide services in the fight against the COVID-19 pandemic.



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