

Cegecim

2016 Annual Results.

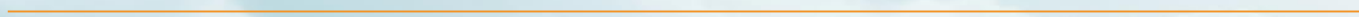
Analysts meeting <<<
March 23, 2017





Cegedim

2016 Annual Results.





AGENDA

SAFE HARBOR STATEMENT

This presentation contains forward-looking statements (made pursuant to the safe harbour provisions of the Private Securities Litigation Reform Act of 1995). By their nature, forward-looking statements involve risk and uncertainty. Forward-looking statements represent the company's judgment regarding future events, and are based on currently available information. Consequently the company cannot guarantee their accuracy and their completeness, and actual results may differ materially from those the company anticipated due to a number of uncertainties, many of which the company is not aware of. For additional information concerning these and other important factors that may cause the company's actual results to differ materially from expectations and underlying assumptions, please refer to the reports filed by the company with the 'Autorité des Marchés Financiers'.

01

Cegedim Vision

By Jean-Claude Labrune

02

Cegedim Strategy

By Laurent Labrune

03

2016 Performance and Financial results

By Pierre Marucchi





Cegedim Vision
Jean-Claude Labrune

Cegedim Vision

» Cegedim continues to **reinvent itself, innovate** and **invest**

» Strategic refocusing

» New products

- Docavenue, Smart RX, Pulse Cloud, Vision Anywhere, MSP solution, Activ'Infinite 7, etc

» New organization

» Cegedim continues to Invest

- SaaS, Digital, Big Data, BPO

Numerous opportunities

New ways in
the healthcare
management



New
Government
reforms



New ways of Delivering
healthcare







Cegecim Strategy
Laurent Labrune

Our Playbook



**Portfolio
Management**



**Investing in
Innovation**

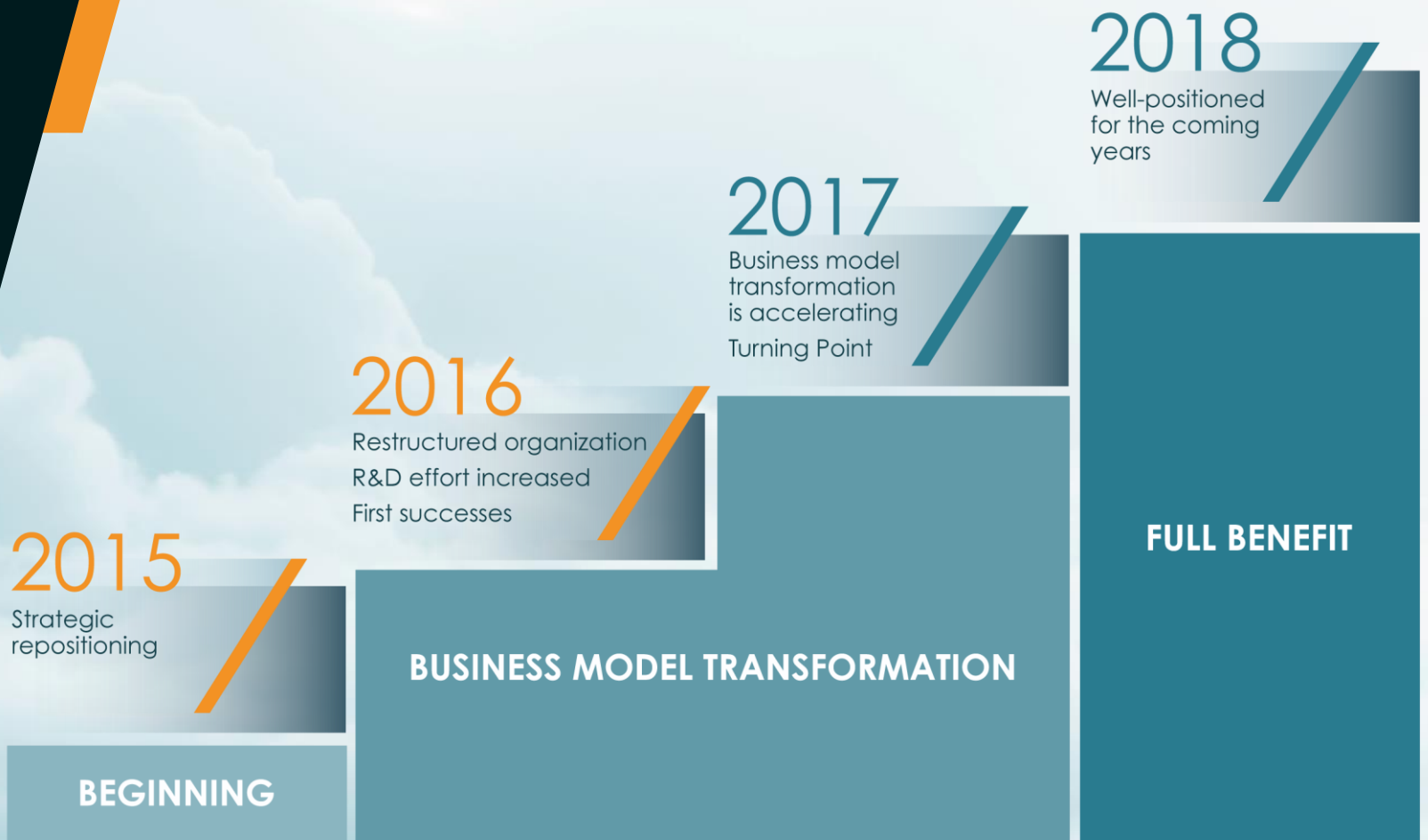


Innovation and Business Model
Transformation are our key levers to
create efficient growth

**Business Model
Transformation**



Our Playbook Planning



Our Playbook



| 14 |



Our
Playbook:
Portfolio
Management



Divestments

- » CRM and Strategic Data

April
2015

Proceed used to pay back debt

Acquisitions

- » Activus (Cegedim Insurance Solutions)
- » Nightingale (CHS)
 - » Futuramedia (Digital)
 - » BBM (CHS)

Jul.15

Oct.15

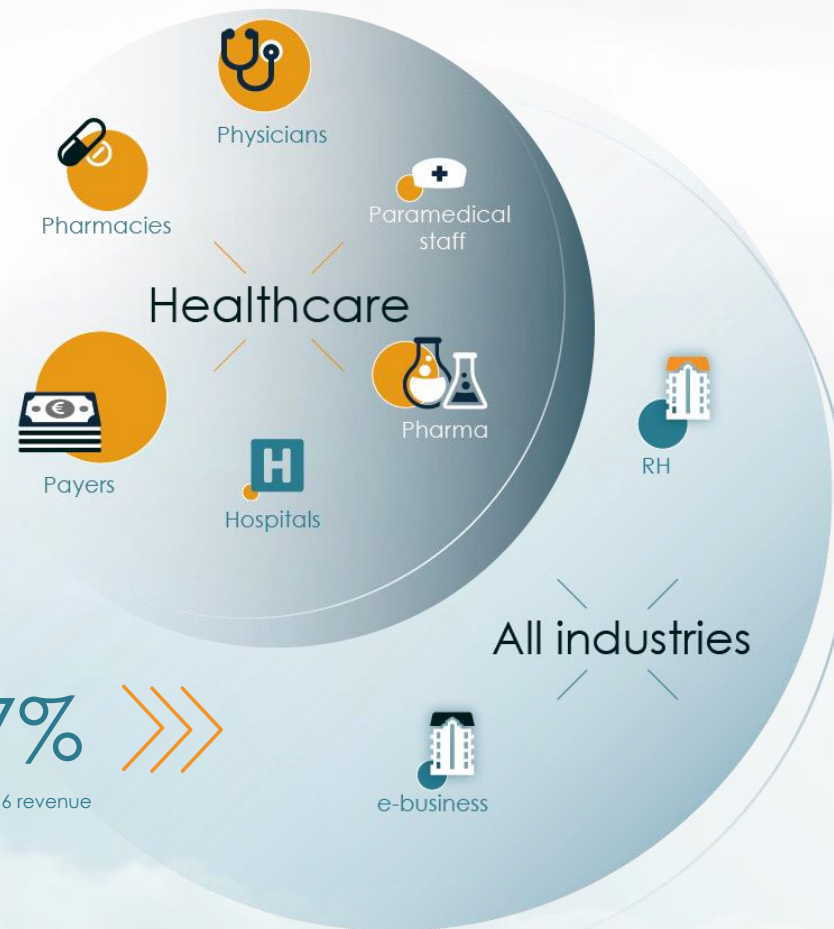
Nov.16

Feb.17

Cegedim
2016
 Annual
 Results.

Cegedim
 Today:
 Our Clients

83% >>>
 of FY 2016 revenue



17% >>>
 of FY 2016 revenue

● Proportional to FY 2016 Revenue



- Software
- Services
- BPO
- Third-party payment



- Software
- Database
- Services



- Payroll
- BPO
- TAM



- Software
- Database
- Services
- Supply chain
- Digital media



- Data
- Supply chain
- Digital Media



- Dematerialization
- Invoices
- Digitization
- Electronic signature
- Archiving
- EDI
- Payment management



- Software
- Database
- Services
- BPO



- Supply chain

Cegedim
 Today:
 Our division

Health Insurance, HR and e-services



Payers



RH



Pharma



e-business



Hospitals

€262m
 Revenue

€44m
 EBITDA

17%
 EBITDA margin

Healthcare Professionals



Physicians



Paramedical staff



Pharmacists

€175m
 Revenue

€21m
 adjusted EBITDA⁽¹⁾

12%
 adjusted EBITDA margin⁽¹⁾

Activities not allocated

€3m
 Revenue

€1m
 EBITDA

21%
 EBITDA margin

● Proportional to FY 2016 Revenue

(1) €4.0m adjustment to the Healthcare Professional EBITDA

© Cegedim 2017

Cegedim
2016
Annual
Results.

Cegedim
Today:
Our Presence



Cegedim Today: Our Positions

Cegedim Insurance Solutions



Software and IT
In France



Third-Party Payment
in France

Cegedim SRH



In France



+350,000 employees
managed everyday

Cegedim e-business



European
Network



+300 million
Electronic Documents
exchanged per year

Cegedim Healthcare Software



UK Pharmacists
French, Italian
& Spanish Physicians



French Pharmacists
UK Physicians

Cegedim Today: Our Strengths



Leading market positions
in each of our divisions



Stable, well-balanced
and diversified revenue mix



High barriers to entry



Unique presence
in the Healthcare Ecosystem



Recognized portfolio of
innovative and integrated
solutions



Long-standing shareholder
support and experienced
management

Our Playbook



Portfolio
Management



Investing in
Innovation



Business Model
Transformation



Our Playbook:
Investing in
Innovation



Capitalized R&D

€40.6m

In FY 2016

+44.3%

Percentage increase
compare to a year ago

Revenue on Capitalized R&D ratio

9.2%

In FY 2016

+261bps

Percentage increase compare
to a year ago

**Our Playbook:
Investing in
Innovation**



Launch of numerous new products

Pulse Cloud Practice Management for US GP's

Vision Anywhere for UK GP's

SaaS

Smart RX for French Pharmacists

MonLogicielMedical.com for French GP's

Digital

Launch of numerous new products

Docavenue French platform

Cegedim e-business full SaaS e-invoicing platform

Digital

Activ Infinite 7 for Health Insurance Cy

SaaS

Our Playbook



Portfolio
Management



Investing in
Innovation



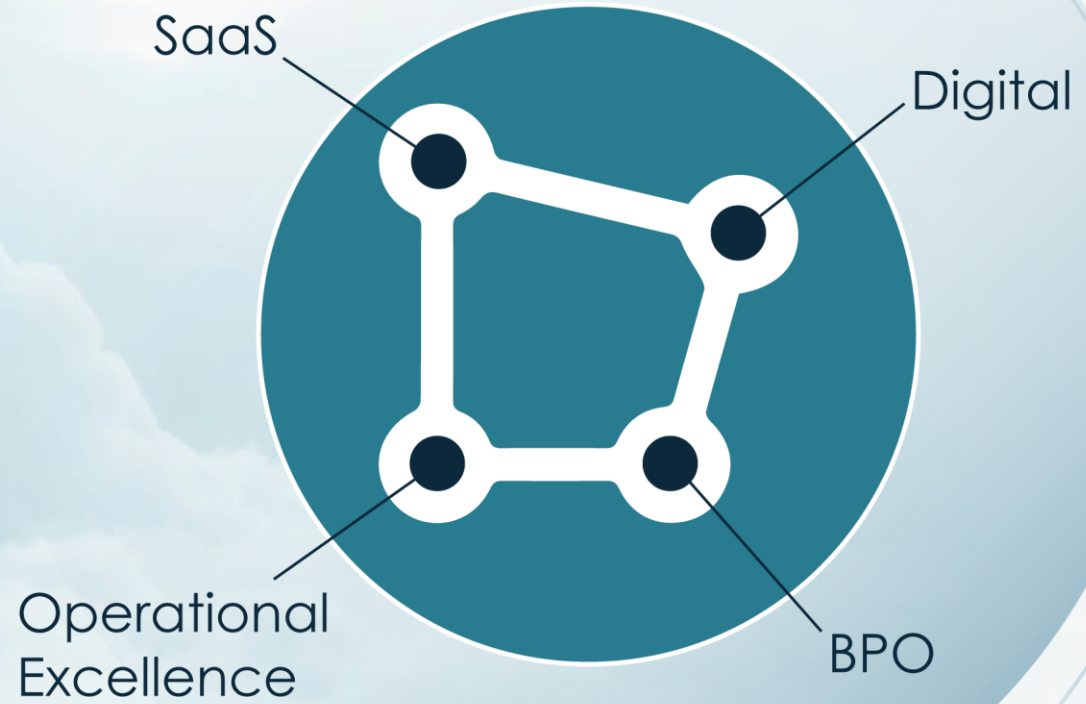
Business Model
Transformation



Business Model Transformation



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Align organization and resources to our best opportunities

BPO: Full Service Model



Software



Extending the range of opportunities



Software & Full Services Model

- US GP's with RCM
- HR Department (FNAC)
- Health Insurance Companies (Klesia, YSTIA)



Creating new opportunities with customers
and expanding the value of Cegedim's offer

Operational Excellence



Simplify and optimize process



Increase R&D productivity Software Factory



Reduce cost of services Industrialization



New Head of HR



New local management team



Building employee engagement Recrut'lab

**4 Growth
 Engines**



Cegedim's Transformation



We have a **clear vision** for **our future** and are **strongly positioned** in **key** global **market**



Our **playbook** is **underway** and starting to **deliver benefits**



2017 is a **turning point**: sustainable **future growth in** revenue and earnings





Finance
Pierre Marucchi





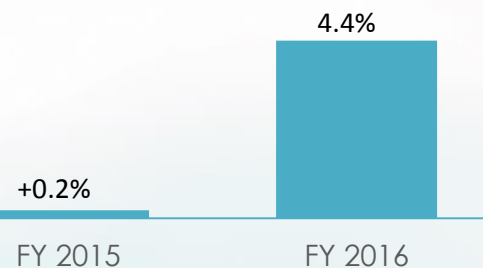
2016 Performance and Financial results



2016
Operating Performances

Group Revenue

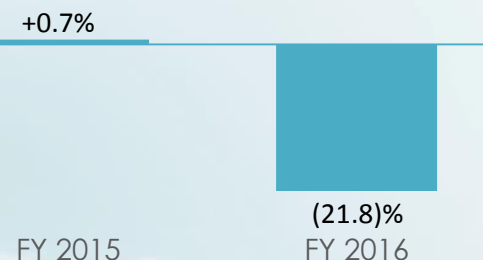
€440.8m
+3.4% reported
+4.4% L-f-L



The business model transformation initiated in fall 2015 is beginning to pay off with acceleration over the year

Group EBITDA

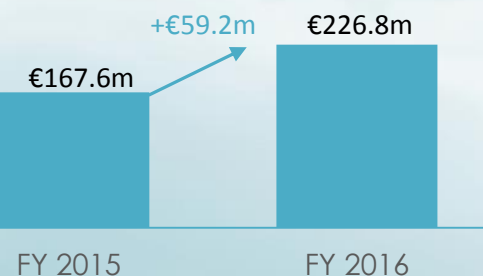
€61.4m
(21.8)% reported



Negative impact from:
 SaaS, R&D effort and BPO deployment

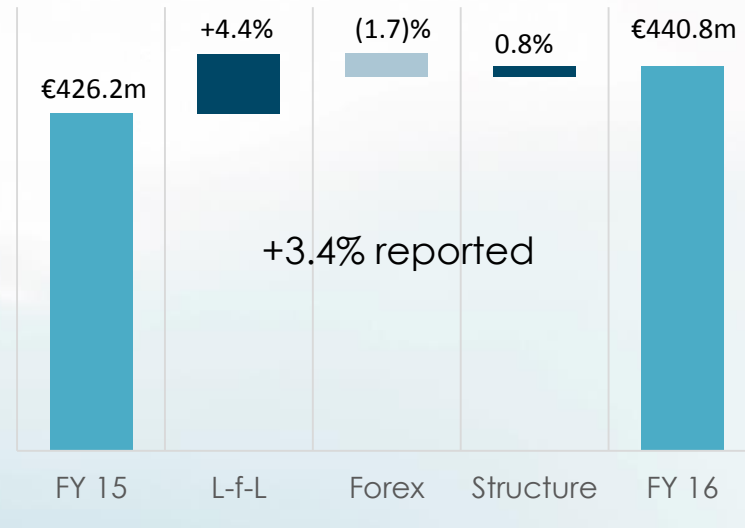
Net Debt

€226.8m
Gearing 1.2x

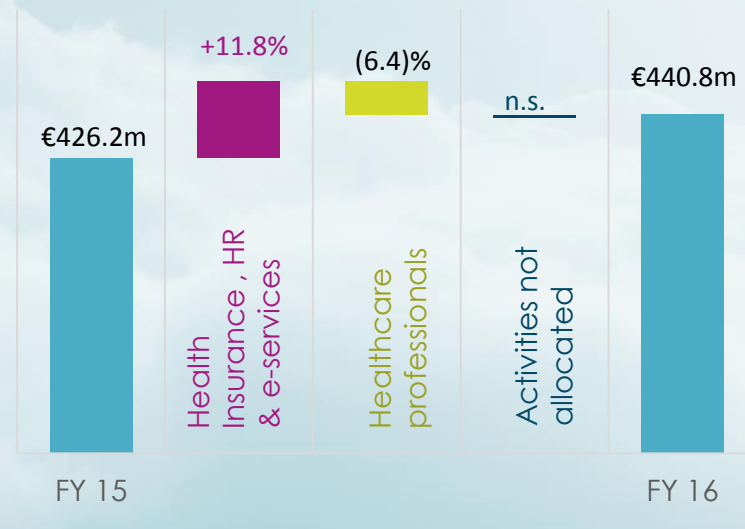


€41.6m of €59.2m are related to acquisition and to the bond early redemption

**FY 2016
 revenue**



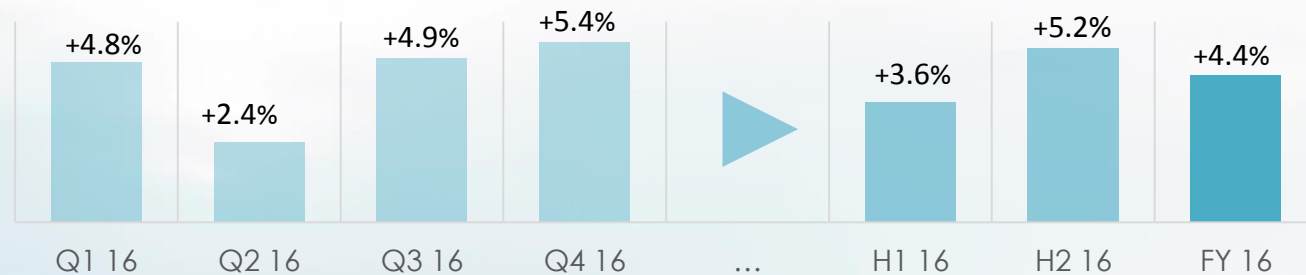
Revenue growth



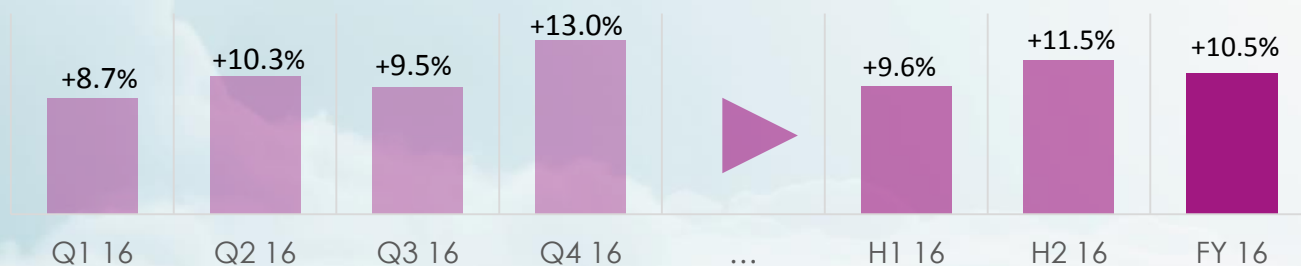
Revenue growth by division

Focus on
 Organic
 Growth

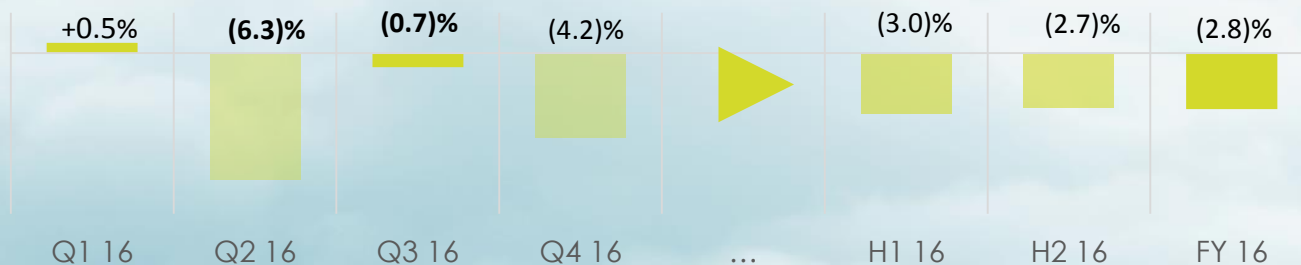
Group Revenue



Health Insurance, HR & e-services Revenue



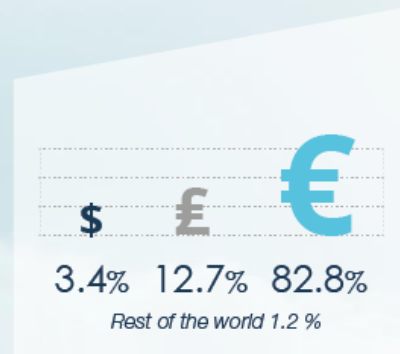
Healthcare Professionals Revenue



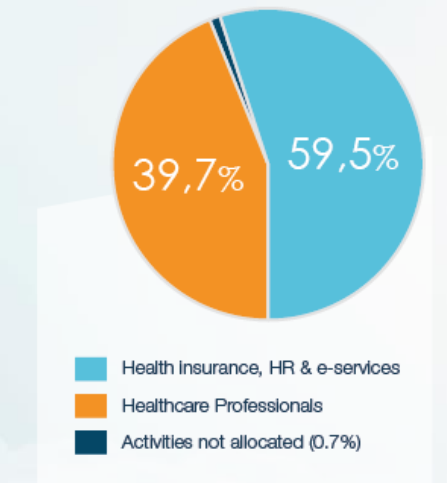
**Well Diversified
 revenue source**



Client



Currency

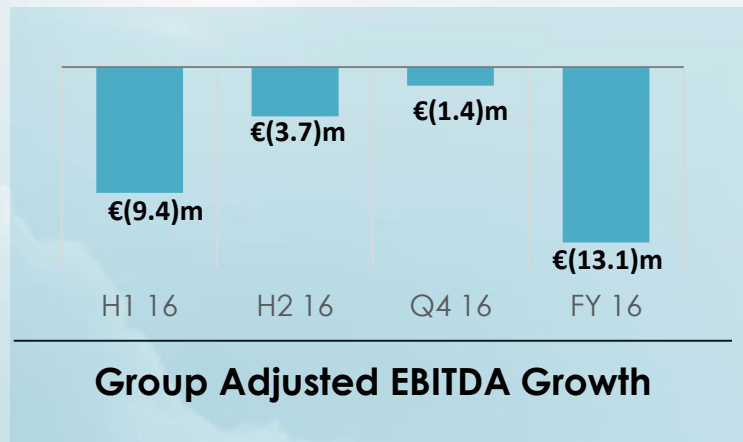


Division

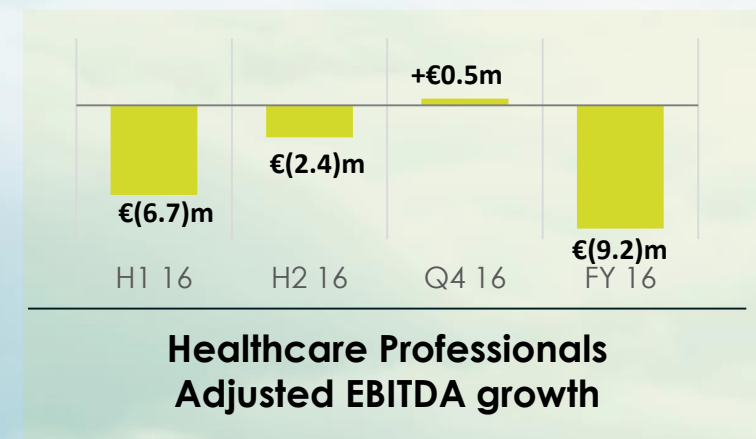
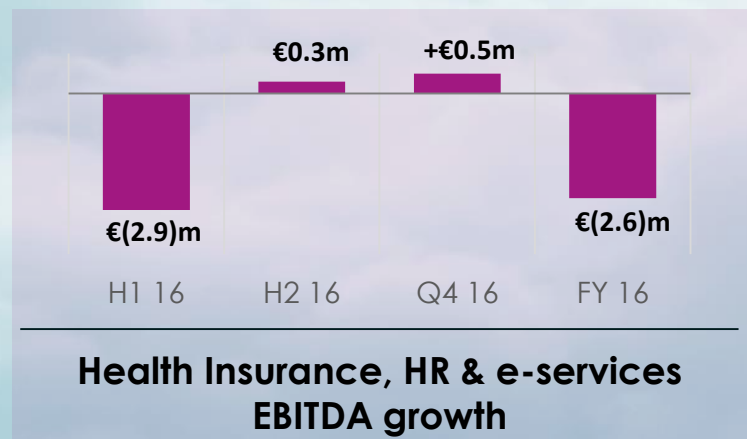
Adjusted EBITDA Trend by division



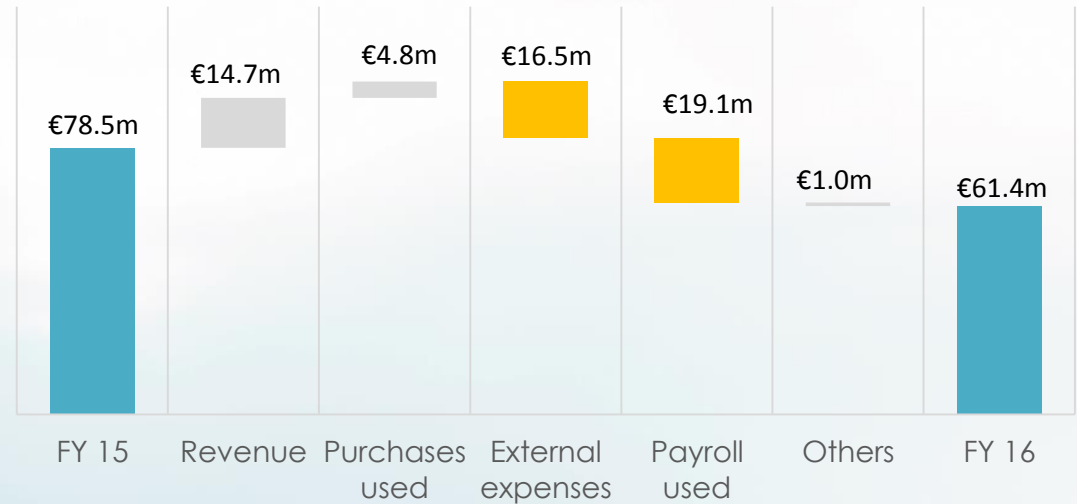
Decreased in EBITDA is mainly due to the Healthcare Professionals Division
 EBITDA trend improved over the year



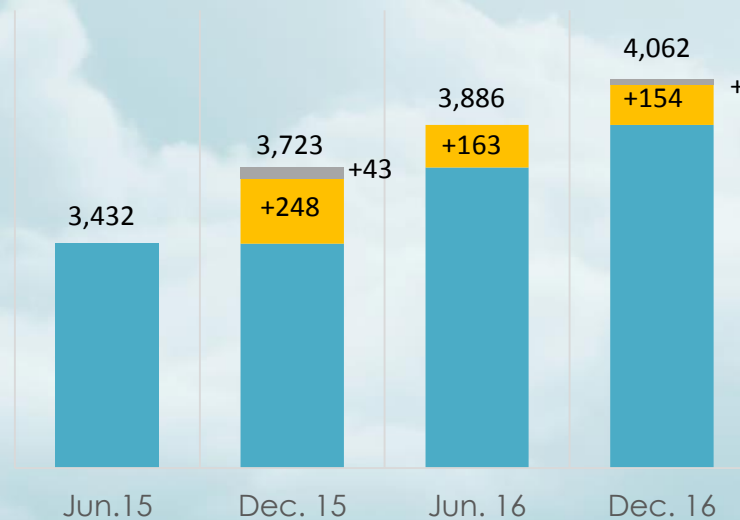
Adjusted EBITDA:
 Consolidated EBITDA adjusted for the €4.0m of negative impact from impairment of receivables in the Healthcare Professional division



Adjusted EBITDA Trend by nature

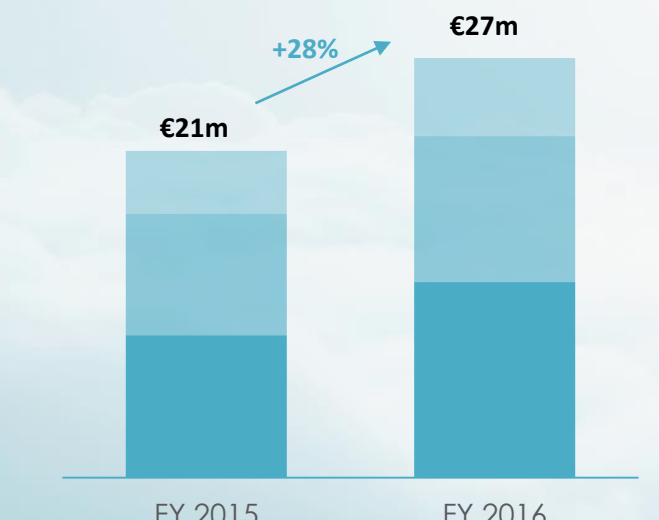


EBITDA Trend



Workforce on long term contract

- Net hiring
- From acquisition

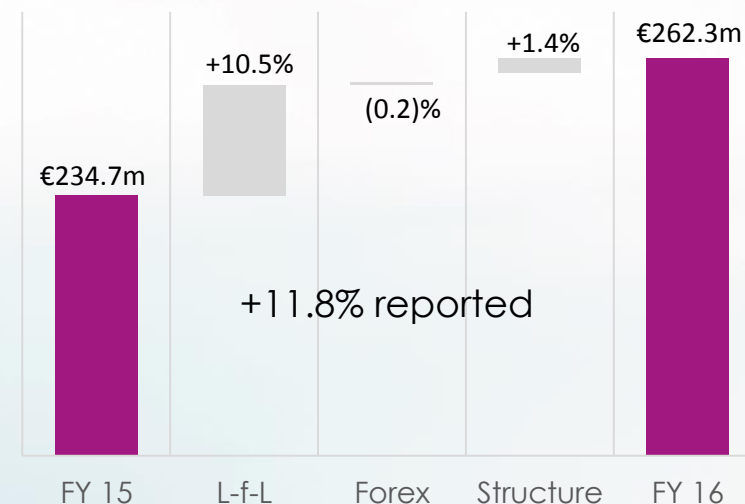


BPO Revenue Trend

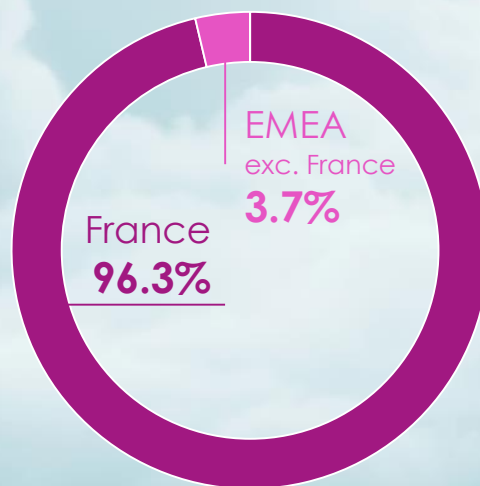
**Health
 Insurance, HR
 & e-services
 Revenue**

59.5%

% of 2016 Consolidates revenue



Revenue growth



Revenue breakdown by geography

- Double-digit growth at BPO business for health insurance companies (*iGestion*)
- Robust growth in the third-party flow management activity
- Solid growth in software and services devoted to health insurance companies despite the impact of transitioning to SaaS
- Excellent momentum at *Cegedim e-business* and strong acceleration in Q4
- Double-digit growth at *Cegedim SRH*
- Solid growth at RNP

Comments

Health
Insurance, HR
& e-services
Operating
Profit

In € million	FY 15	FY 16	% change
Revenue	234.7	262.3	+11.8%
EBITDA Margin	46.5 19.8%	43.9 16.7%	(5.7)% (309)bps
D&A	(16.0)	(15.3)	+ (4.6)%
EBIT before special items Margin	30.5 13.0%	28.6 10.9%	(6.3)% (209)bps
Special items	(0.3)	(0.3)	n.m.

The decline was chiefly the result of:

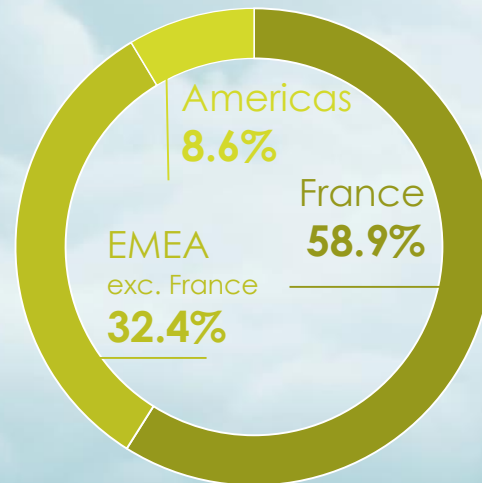
- The start of operations with BPO clients for iGestion;
- Cegedim Insurance Solutions switching its core products over to SaaS format, the start of operations with numerous new clients, and the start of new projects for existing clients;
- A difference in the timing of promotional campaigns in 2016 compared to 2015 for RNP.

Comments

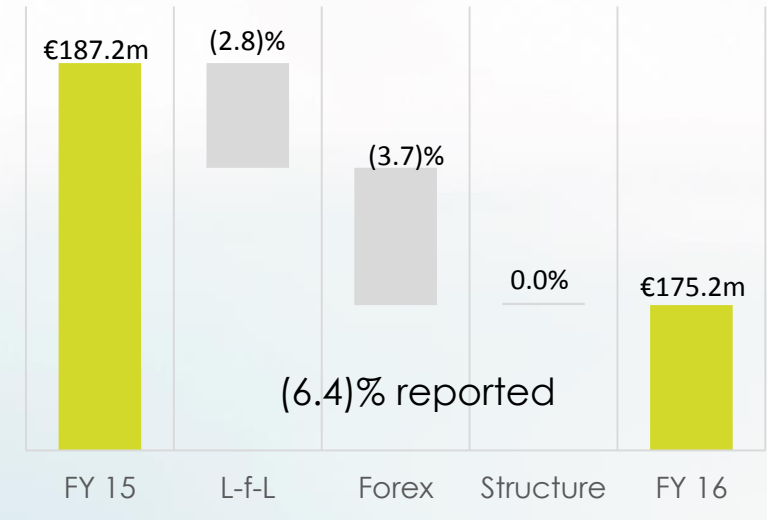
**Healthcare
 Professionals
 Revenue**

39.7%

% of 2016 Consolidates revenue



Revenue breakdown by geography



Revenue growth

- Decline in revenue was due to:
 - Transition to cloud-based offerings
 - Wait and see attitude from UK doctors pending the release in January 2017 of Cegedim's new SaaS offering
 - New SaaS offering for French pharmacists in September 2016
- These performances were partially offset by:
 - Double-digit growth at Pulse
 - Robust growth in products and services designed for physical therapists and nurses in France
 - Double-digit growth at Cegelease

Comments

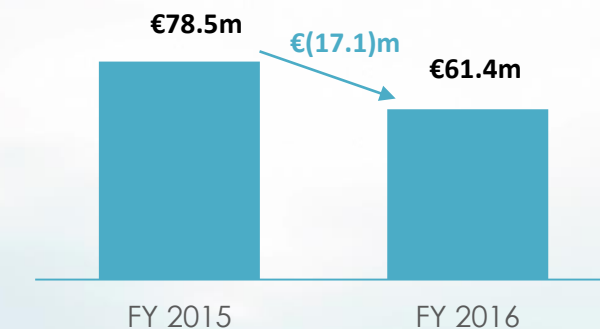
Healthcare
Professionals
Operating
Profits

In € million	FY 15	FY 16	% change
Revenue	187.2	175.2	(6.4)%
EBITDA margin	30.0 16.0%	16.9 9.6%	(43.8)% (641)bps
Adjusted EBITDA margin	30.0 16.0%	20.9 11.9%	(30.5)% (413)bps
D&A	(11.3)	(13.6)	+20.5%
EBIT before special items margin	18.7 10.0%	3.2 1.9%	(82.7)% (815)bps
Adjusted EBIT before special items margin	18.7 10.0%	7.2 4.1%	(61.3)% (586)bps
Special items	(3.8)	(14.9)	+292.2%

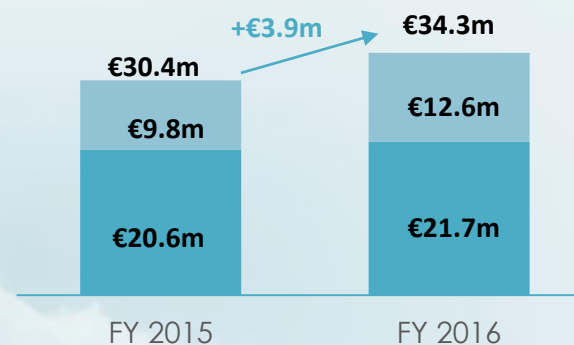
- The decline in EBITDA was chiefly attributable to investments made to ensure future growth. The Group was mainly penalized by the investments it made in:
 - France, to develop the new hybrid offering for pharmacies;
 - The US, focusing on Revenue Cycle Management (RCM) activities and SaaS electronic health records (EHR);
 - The UK, to launch a cloud-based offering for UK doctors in 2017.
- EBITDA felt a pinch from efforts to switch Belgian doctors over to SaaS format and reorganize the business in the US this summer.
- The decline was partially offset by an increase in the computerization of physical therapists and nurses in France.

Comments

From
 EBITDA
 to
 EBIT before special items

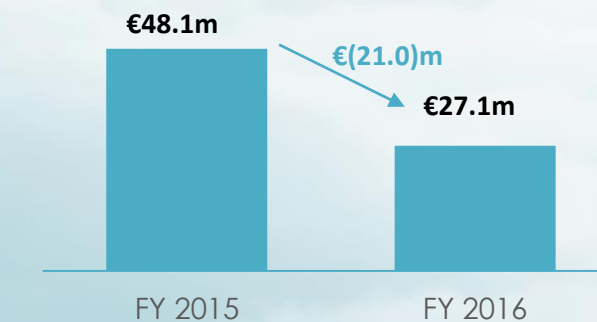


EBITDA Trend



■ R&D Depreciation ■ Depreciation

Depreciation expenses



EBIT before special items

From
EBIT before special items
to
Net Earnings

Special items

In € million	FY 15	FY 16
Restructuring cost	(4.0)	(9.2)
Allowance for legacy software	-	(7.5)
Impact of moving the corporate headquarters	-	(2.8)
Financial penalties on 2007 business divestment	-	(4.6)
Other	(2.6)	(0.0)
Special Items	(6.7)	(24.1)

Cost of net debt

In € million	FY 15	Q1 16	Avr. 16 Dec. 16	FY 16
Interest expenses and others	(40.8)	(7.3)	(2.6)	(9.9)
Premium paid	-	(15.9)	-	(15.9)
Cost of net financial debt	(40.8)	(23.2)	(2.6)	(25.8)

Taxes

In € million	FY 15	FY 16
Income taxes	(2.4)	(3.3)
Deferred taxes	20.0	(0.8)
Special Items	17.6	(4.1)

Financial Performance

In € million	FY 15	FY 16	% change
Revenue	426.2	440.8	+3.4%
EBITDA Margin	78.5 18.4%	61.4 13.9%	(21.8)% (449)bps
Adjusted EBITDA Margin	78.5 18.4%	65.4 14.8%	(16.7)% (359)Bps
D&A	(30.4)	(34.3)	+12.8%
EBIT before special items Margin	48.1 11.3%	27.1 6.1%	(43.7)% (514)bps
Special items	(6.7)	(24.1)	+261.5%
EBIT Margin	41.4 9.7%	2.9 0.7%	(92.9)% (905)bps
Cost of net financial debt	(40.8)	(25.8)	(36.8)%
Total Taxes	17.6	(4.1)	n.m.
Earnings from continuing activities	19.5	(25.6)	n.m.
Earnings from discontinuing activities	47.5	(1.1)	n.m.
Net earnings	67.0	(26.7)	n.m.
Earnings before special items per share	1.6	(1.2)	n.m.

Net Debt Situation



(1) Including net debt related to acquisition / disposal and estimated earn-out
 (2) Including €15.9m of premium paid for the total redemption of the 6.75% bond
 (3) Including €1.9m of dividend received

Solide Capital Structure

»»» Credit rating

BB
stable outlook

S&P Rating assessed
on April 28, 2016

»»» Maturity Profile



- »»» • **RCF:** €200m due 2021, €190m drawn at Dec. 31, 2016
- **Shareholder Loan:** €45m due 2021

- »»» • **Compliant with Bank covenants**
- Leverage ratio 2.28 (<2.50)
- Coverage ratio 2.79 (>1.50)

FY 2016
Balance
Sheet

In € million	Dec.15	Dec.16
Assets		
Goodwill	188.5	199.0
Other non-current assets	223.7	248.3
Cash & Cash equivalent	231.3	20.8
Other current assets	220.0	241.1
Assets held for sale	0.8	0.0
Total assets	864.3	709.1
Shareholders equity & liabilities		
Shareholder equity	228.1	188.9
Other non-current liabilities	44.3	45.1
Financial debt	398.9	247.6
Other current liabilities	189.1	227.4
Liabilities of activities held for sale	3.8	0.0
Total equity and liabilities	864.3	709.1

Impact from the redemption of the 6.75% bond maturing in 2020





FY 2017 Outlook



Potential impact of Brexit

In 2016, the UK represented

12.7%

Of consolidated
Group **revenue**

14.8%

Of consolidated
Group **EBIT**

- Cegedim operates in the UK in local currency, as it does in all the countries where it operates.
- No major European health program at work in the UK.



Thus, the impact on the consolidated Group EBIT margin should be marginal

**2017
Outlook
A Growth
Story**

+4% / +6%

FY 2017 Revenue
L-f-I growth
As of March 22, 2017

€66m to €72m

FY 2017 EBITDA
As of March 22, 2017

- The business model transformation is well under way, so **growth momentum is expected to pick up in Q4 2017 and lead to improving profitability in the future**
- We expect to see the **full impact of the transformation in 2018**
- The Group do not anticipate significant acquisition in 2017



(1) These projections are publicly disclosed on March 22, 2017. The fact that Cegedim include these projections in this presentation should not be taken to mean that these projections continue to be our projections as of any subsequent date. Please refer to point 3.7 "Outlook" in our 2016 Registration Document.



Q&A Session



» Notes «

Appendix



Cegedim: Entreprise value

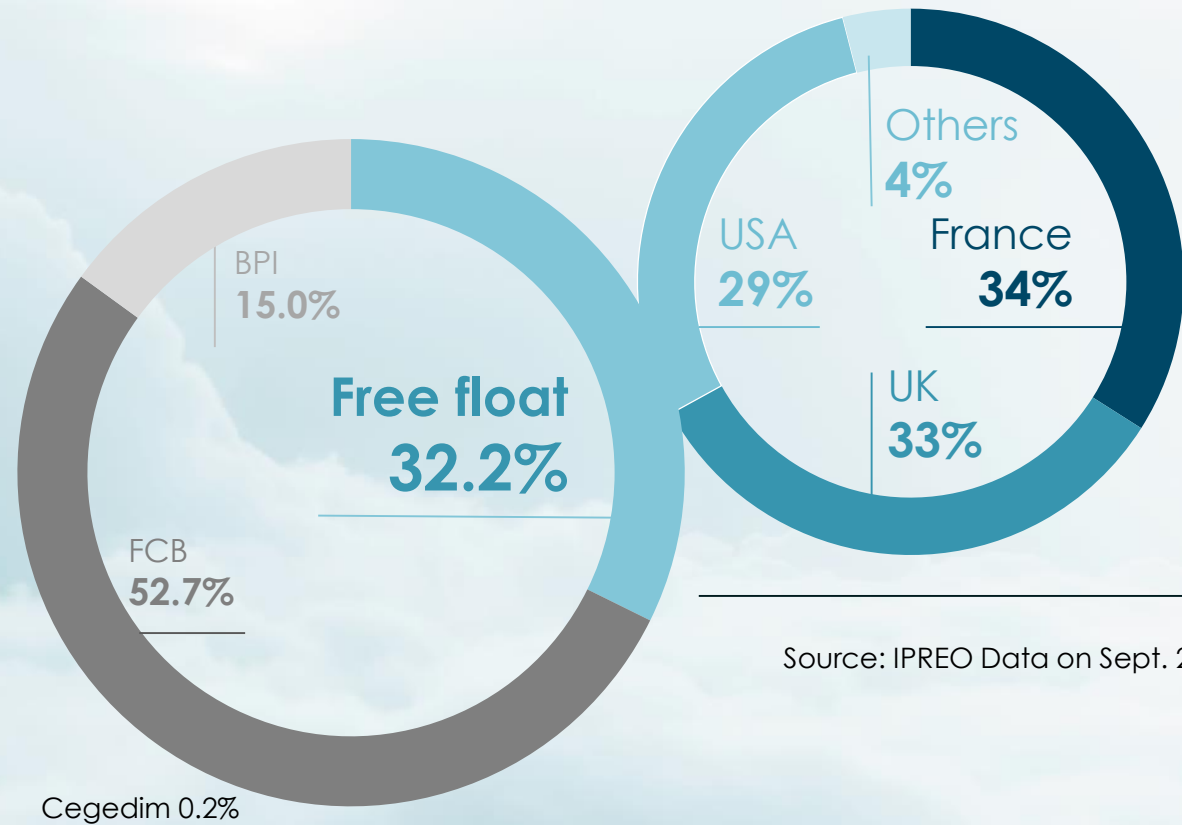
Analyst coverage.

- Kepler Cheuvreux Benjamin Terdjman
- Gilbert Dupont Guillaume Cuvillier
- Société Générale Patrick Jousseaume

Entreprise value trend

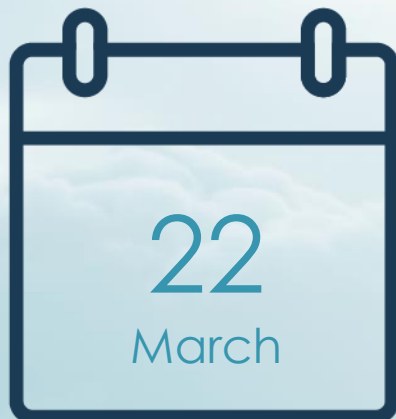


Shareholder Structure as of Dec. 2016

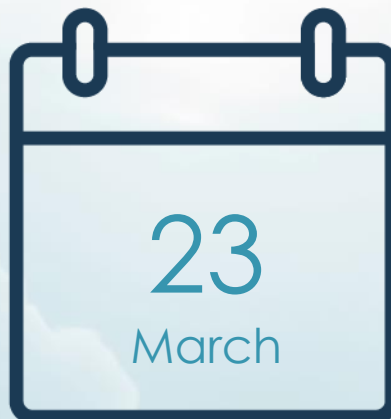


Source: IPREO Data on Sept. 26, 2016

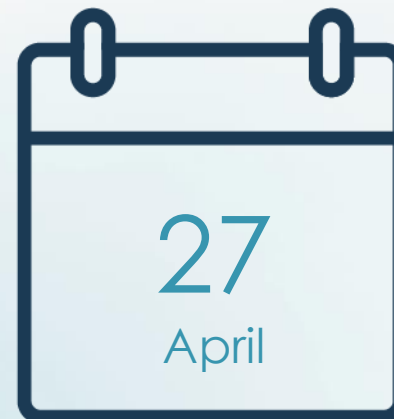
EVENTS 2017



2016 Earnings



Analyst Meeting



Q1-17 Revenue



Q2-17 Revenue



HY-17 Earnings



Q3-17 Revenue



We welcome your questions and comments

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