

# 2022

# FINANCIAL # COMMUNICATION



# ODDO BHF FORUM

INVESTOR PRESENTATION

6<sup>th</sup> to 11<sup>th</sup> January 2022

# Forward-looking statement

This presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are based on expectations and assumptions that we believe to be reasonable when made, but that may not prove to be accurate. By their nature, forward-looking statements involve risk and uncertainty. 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 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.

Any forward-looking statement speaks only as of the date on which it is made, and we assume no obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise, except as required by law.





Day after day, our more than 5,000 great employees work hard to improve the health of thousands of people every minute



**FY 2020 REVENUE**

**€496.9m**



**EMPLOYEES**

**5,311** - Dec. 2020



**COUNTRIES**

**+10**



**% OF REVENUE**

**+84%** - from healthcare space

# The big picture

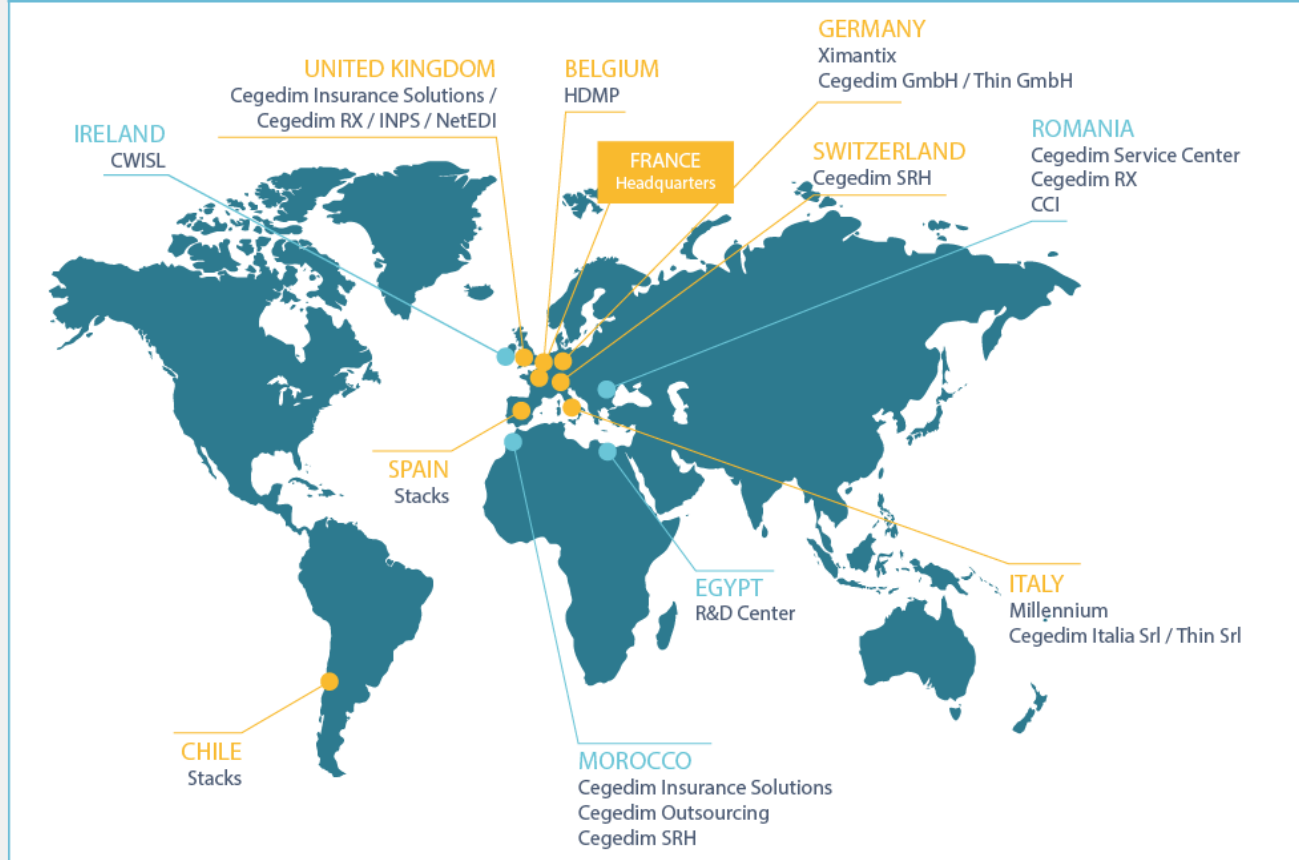
Cegedim in 2022



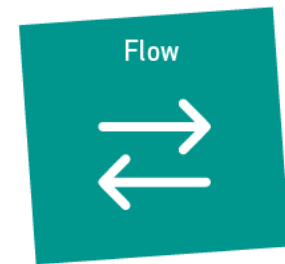
# This is Cegedim

Founded in 1969, Cegedim is an innovative technology and services company in the field of digital data flow management for healthcare ecosystems and B2B, and a business software publisher for healthcare and insurance professionals. Cegedim employs more than 5,300 people in more than 10 countries and generated revenue close to €500 million in 2020. Cegedim SA is listed in Paris (EURONEXT: CGM).

## A STRONG EUROPEAN PRESENCE



## OUR BUSINESSES



# Breakdown of business by activities

Licenses, SaaS, internet services and maintenance, integration, hosting for healthcare professionals in France, Spain, the UK, Belgium, Italy, and Romania, health insurance companies in France and the UK and HR departments in France.

**56%**  
of FY 2020 revenue

## Software & Services



## Flow



Digitalization of processes and invoices in healthcare and other sectors in France, the UK and Germany.

**16%**  
of FY 2020 revenue

Business process outsourcing for health insurance companies, mainly claims processing, and HR departments in France, with offshore centers in Romania and Morocco.

**10%**  
of FY 2020 revenue

## BPO



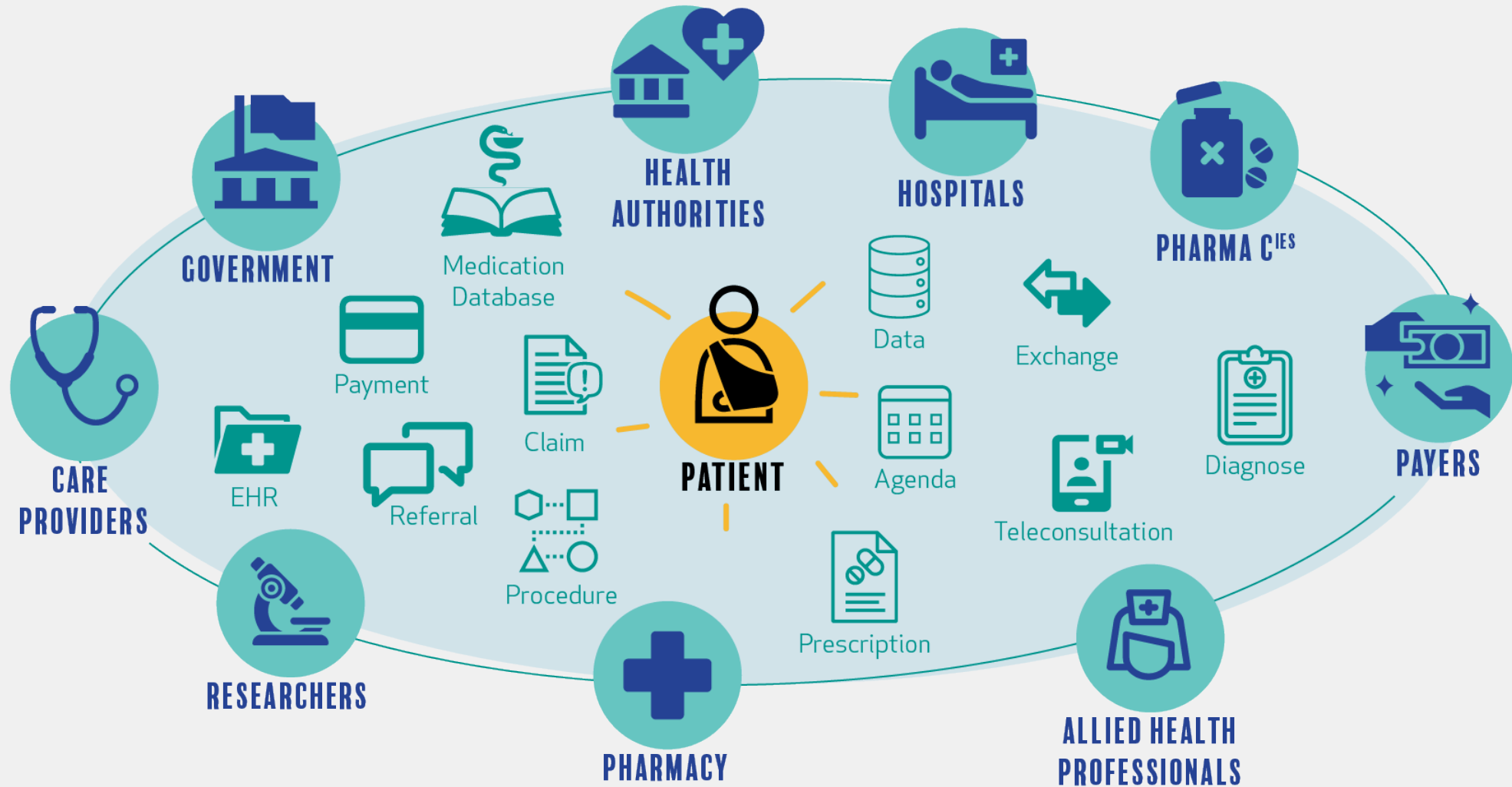
## Data & Marketing



European Health database used by health authorities, governments, healthcare professionals, and pharma companies in Germany, France, Italy, Spain, Romania, and the UK. Digital and print marketing at pharmacies in France. Digital marketing for French doctors.

**18%**  
of FY 2020 revenue

# We are the leading integrated player in healthcare, with an unique ecosystem



# Mega trends affecting our markets: Creating strong tailwinds for technology spend



## Ageing population & Chronic disease

Increasing demand for healthcare services driven by aging population and growth in chronic disease.



## Shift towards outcome-based care

Incentive to use IT to increase efficiency.



## Fragmented care

One patient – several conditions – numerous physicians.



## Greater patient engagement

Patients increasingly seek to engage about their health and select and organize their care teams.



## More stringent regulation

- Quality standards are becoming more stringent due to new regulations;
- Higher investment needed to comply with new regulation;
- Software CE certified as a medical device.



## Shift towards ambulatory care

- Demand is growing for treatment to occur at the patient's home rather than at expensive secondary care facilities.



## Staff shortage

The global health workforce shortage will increase further in coming decades and create medical deserts.



## Cost pressure

- Healthcare systems are no longer sustainable from a financial standpoint.



## Digitalization

- Changing the way care is delivered and payments are made;
- Big data analytics;
- Artificial intelligence.



## Covid-19

- Long-term trends accelerated by the Covid-19 pandemic.



# Cegedim's 3 pillars



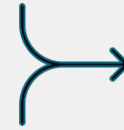
**Innovation**

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**Financial Discipline**

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**M&A**

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**Focused on core market**

BPO | Cloud | Saas  
Digital | Data | BPO

**A renewed business model**

# CEGEDIM'S EQUITY STORY

We are unlocking the massive potential of the Group by creating synergies between our different offerings

We are uniquely positioned to drive digitalization of the economy

Strong market position

Strong recurring revenue base

Stable customer base

Focus on free cash flow

A unique integrated healthcare ecosystem

All products in SaaS format

A refocused Group

Solid business model

Innovation is our Motto

Long-standing shareholder support

Entrepreneurial culture

# How we got through the Covid-19 crisis

## People

- Telework deployed in all countries during lockdowns
- Limited recourse to partial unemployment
- Hiring postponed when possible

## IT Infrastructure

- Robust network
- Secure datacenter

## Innovation

- Product development plans continued as planned

## Finance

- Prudent cost management
- Travel, reception, marketing all reduced
- Rent and social payments postponed
- Robust financial situation
- Reasonable leverage
- No debt maturing before October 2024
- €65m RCF undrawn
- Overdraft facilities unused

## Business model

- Recurring revenue
- Predominately in the healthcare sector

# Q3 2021 revenue

Highlights & Performance



# The big picture as of end of September 2021

## Figures

+5.5% L.f.L  
€376.0m

9M 2021 Revenue

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**ON THE BACK OF AN  
EXCELLENT FIRST HALF,  
CEGEDIM ACHIEVED A  
SOLID THIRD QUARTER**

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+4.0% L.f.L  
€124.8m

Q3-2021 Revenue

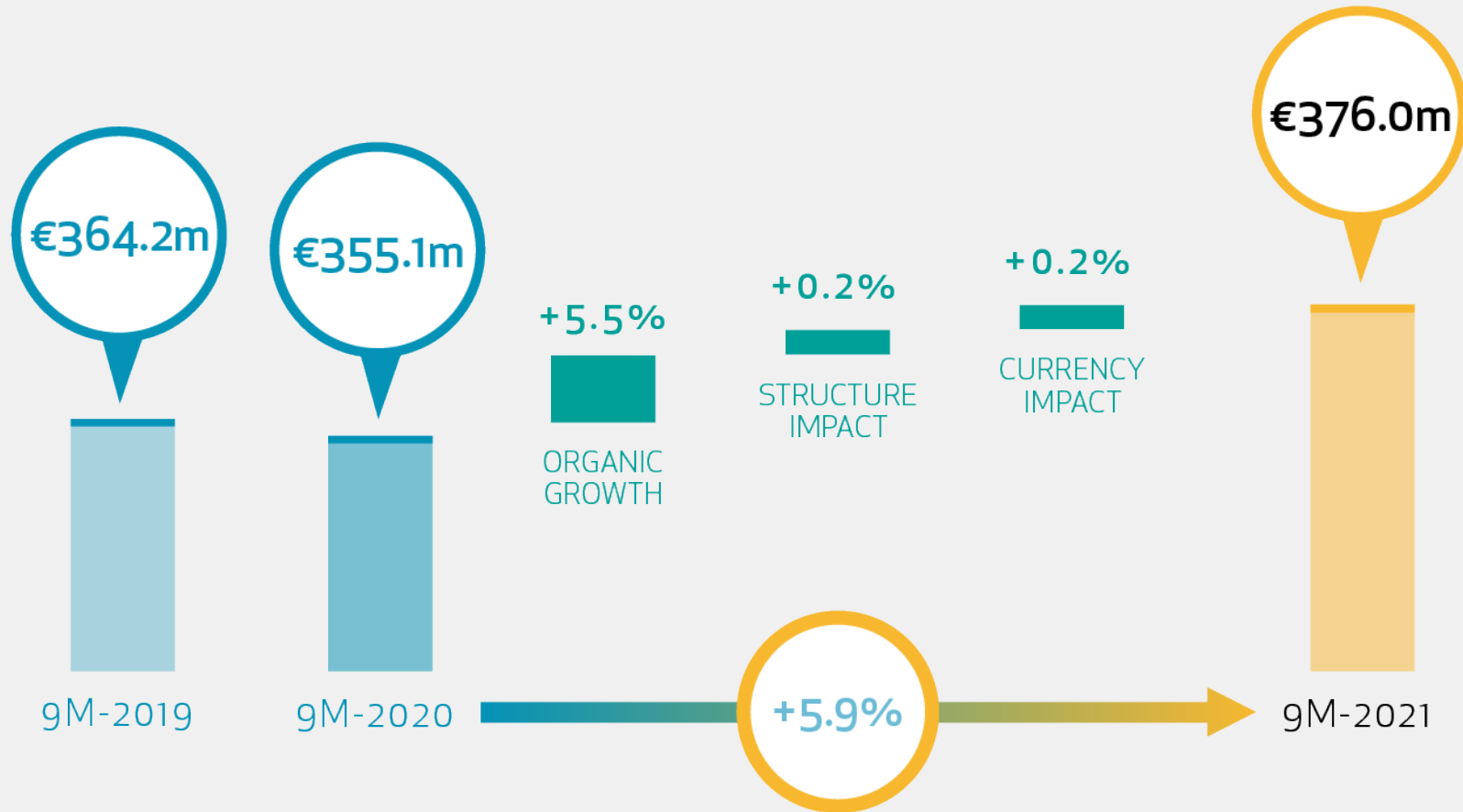
## Good progress of

- Data business
- Cegedim Media
- Cegedim Insurance
- Cegedim SRH
- Cegedim e-business
- Maïa

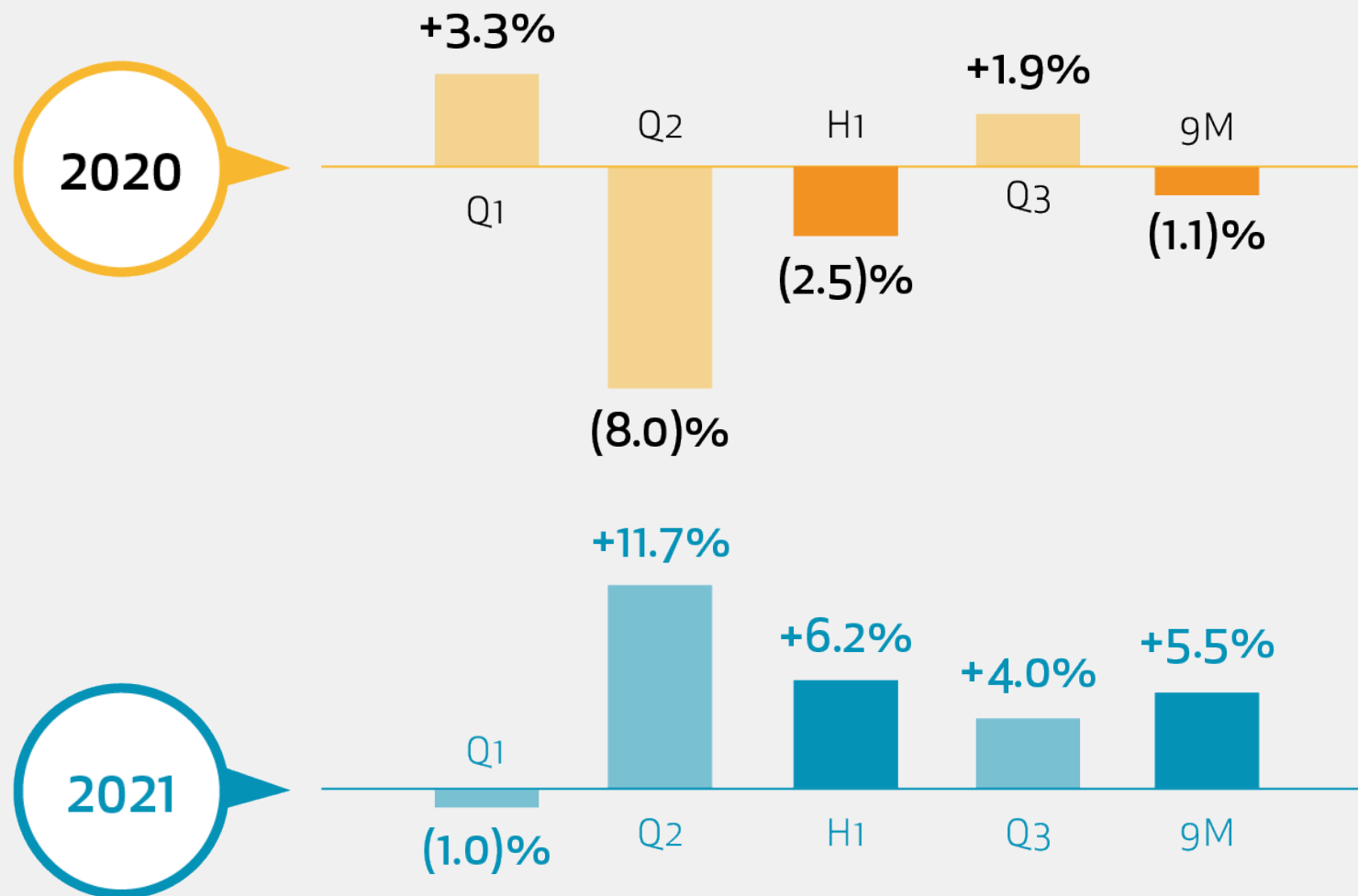
## Development

- **Cegedim Santé**  
Excellent Momentum
- **Cegedim Real-World Data**  
Available now in Italy
- **Futuramedia, digital, communication solutions**, deployed in UK pharmacies

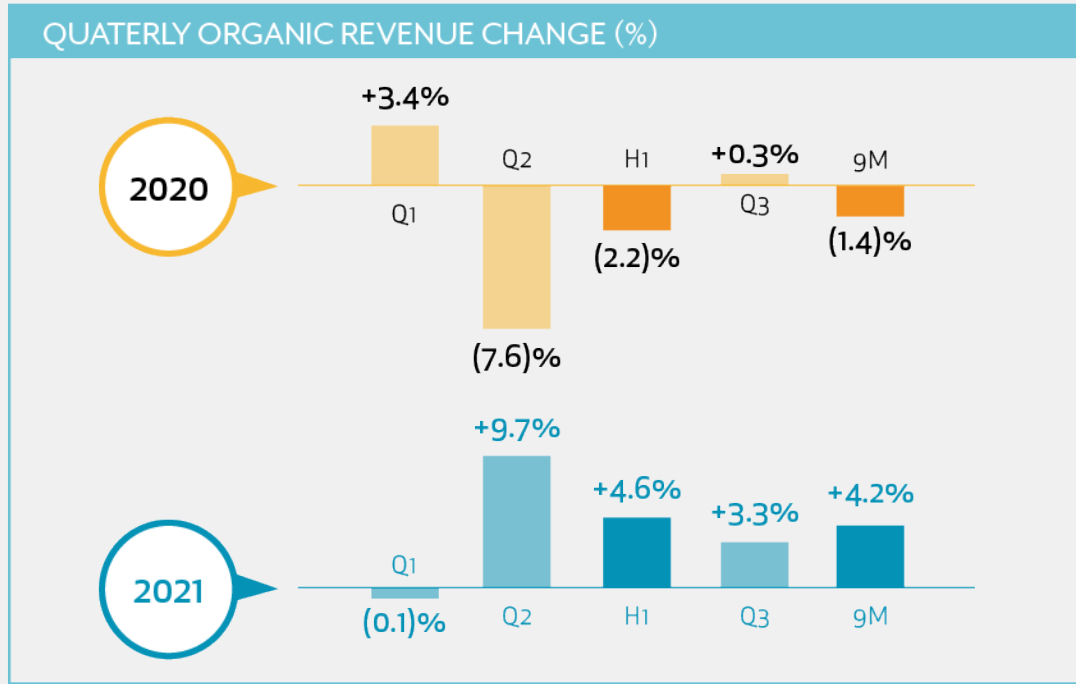
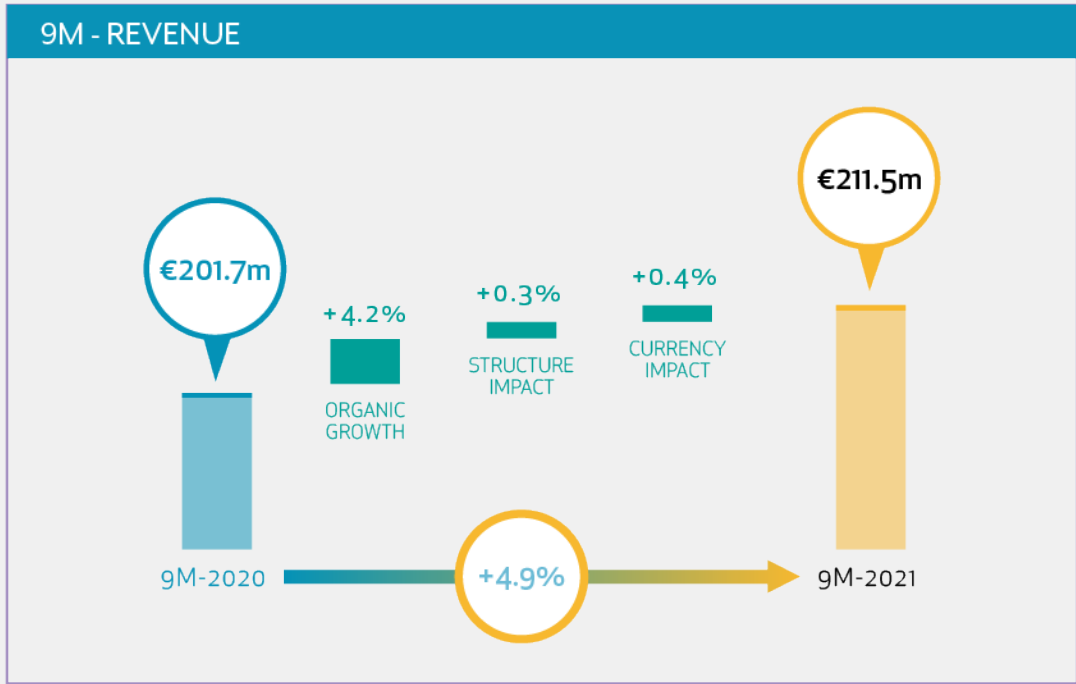
# 9M 2021 Revenue up 5.5% like for like



# Quarterly organic revenue change (%)

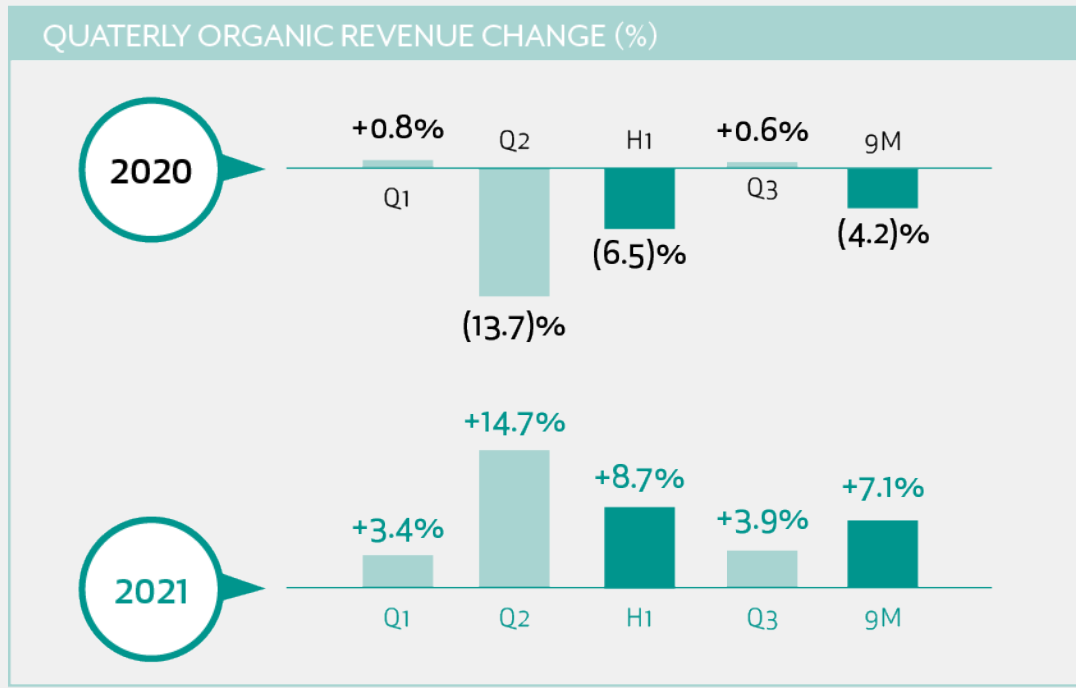
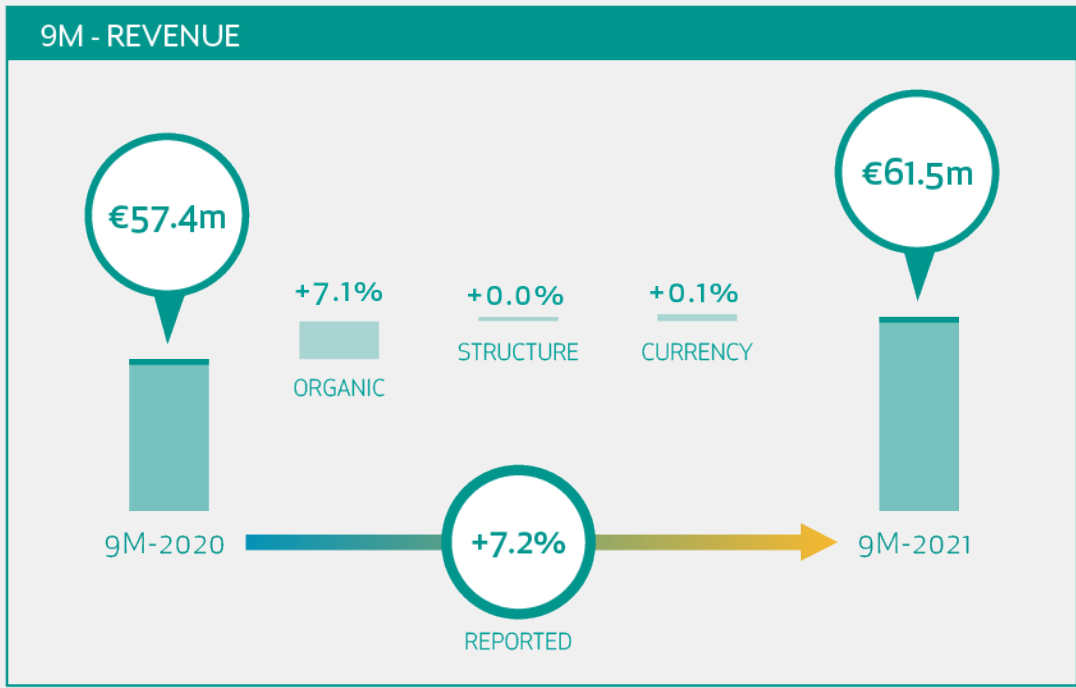


# Software & Services: +4.2% LFL 9M 21 revenue



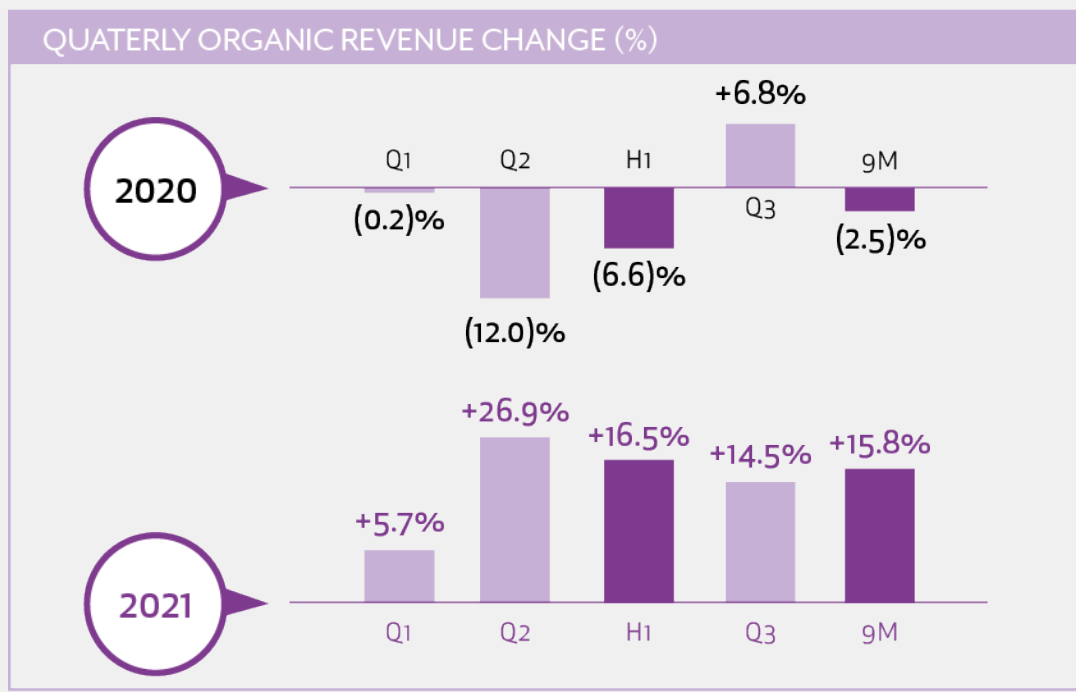
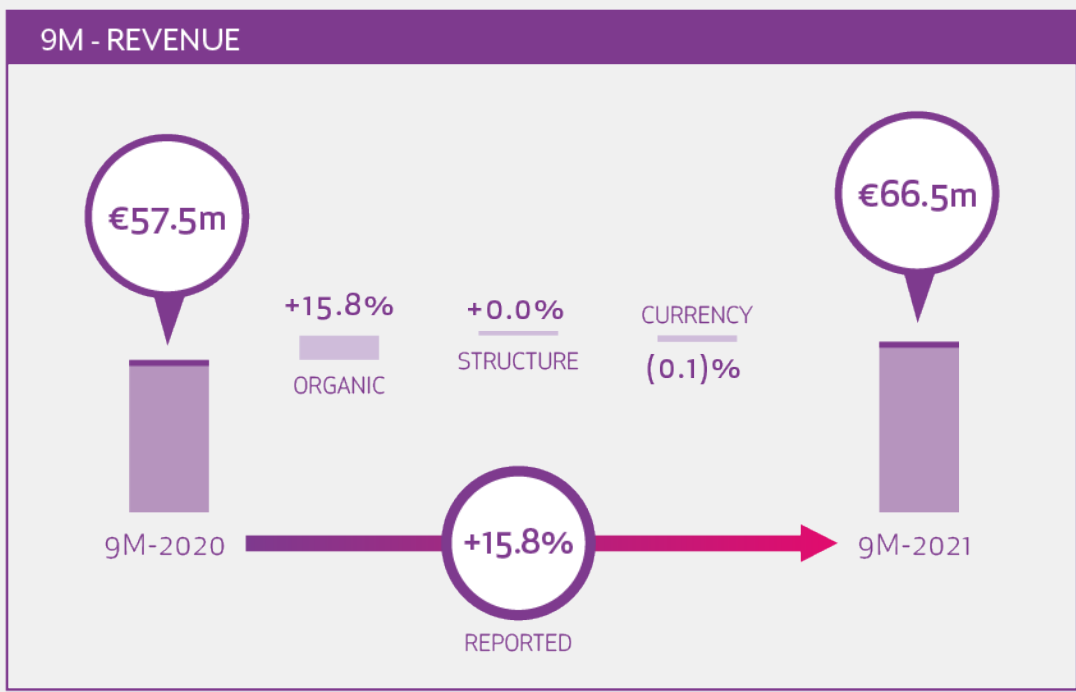
- ### COMMENTS
- Strong growth in computerization activities for health insurers, bolstered by the resumption of project-based business, among other factors.
  - Solid momentum at Cegedim Santé France.
  - Maia, the appointment scheduling and teleconsultation business, doubled its revenues over the first nine months of 2021 compared with 2020.
  - HR management outsourcing activity is on the right track.



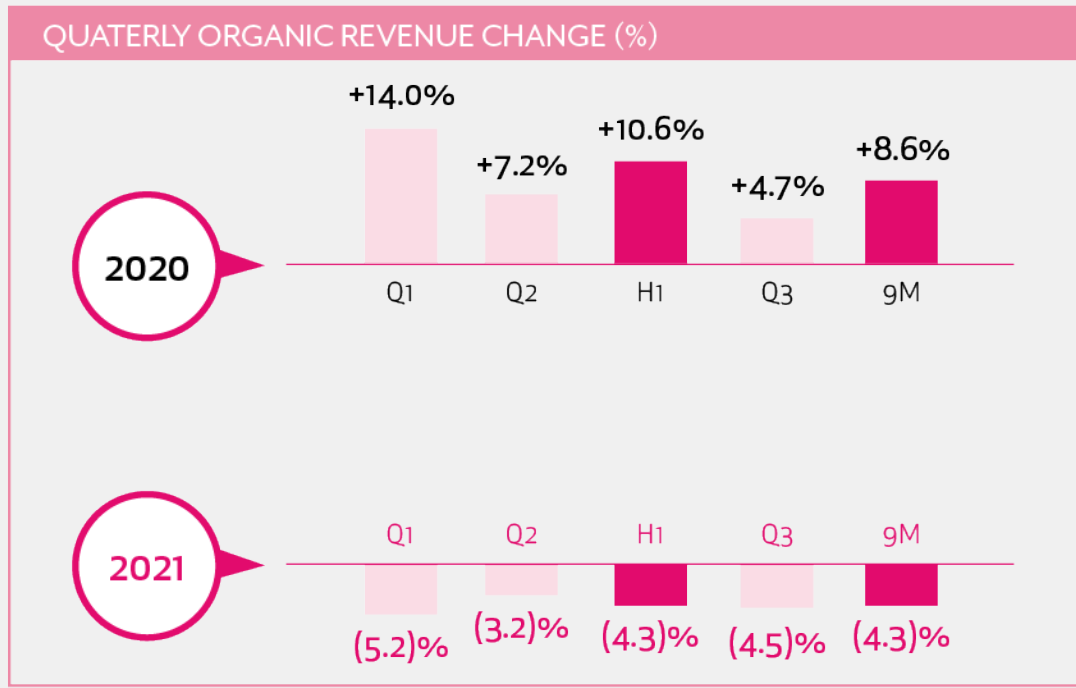
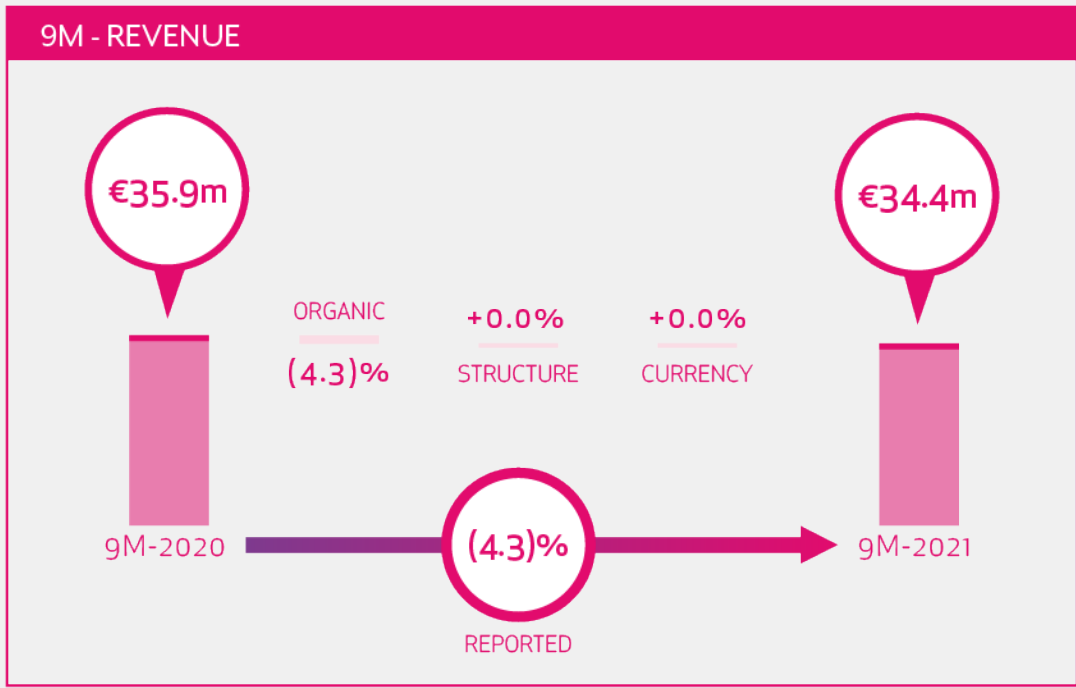


- ### COMMENTS
- Process digitalization and data exchange experienced growth and began delivering several projects awarded in the first half of 2021.
  - People in France reduced their use of the healthcare system early in the year because of public health restrictions due to the Covid-19 pandemic, which put a crimp on healthcare flow business related to reimbursements.

# Data & Marketing: +15.8% LFL 9M 21 revenue



- ### COMMENTS
- Data activities experienced strong growth against the backdrop of the pandemic.
    - In July, Cegedim rolled out its real-world database for the Italian market.
  - On the back of very strong growth in the third quarter, digital communications for pharmacies in France posted a 9M 2021 performance on a par with its showing over the same period in 2019.
    - Futuramedia, a digital communication solutions expert, is rolling out its offering in UK pharmacies.



### COMMENTS

A significant portion of this division's business is **providing services for insurance companies and mutual insurance providers**, so it took a hit from public health restrictions that caused people in France reduce their use of the healthcare system.

## Performance

On the back of an excellent first half, Cegedim achieved a solid third quarter

+5.5% L.f.L  
€376.0m  
9M 2021 Revenue

## Outlook

Cegedim is well positioned to continue to grow

Benefiting from a strong growth momentum in different businesses

## Strategy

Keep focus on innovation

Gain market share



New Guidance

**FY 2021  
Outlook**

**REVENUE**

**+3.0 TO 5.0% LFL**

**RECURRING OPERATING  
INCOME**

**C. +4.0%**

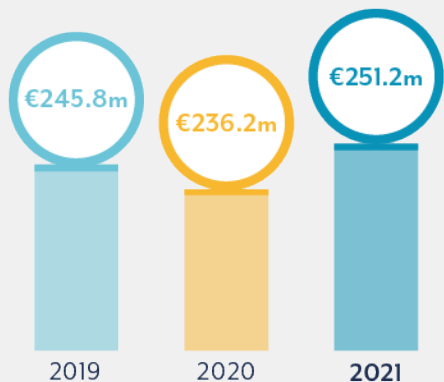
These targets may need to be revised if the Covid-19 crisis causes a severe tightening of public health restrictions in Europe after this presentation is issued. The Group does not expect to make any significant acquisitions in 2021. And lastly, the Group does not provide earnings estimates or forecasts.

# H1 2021 results

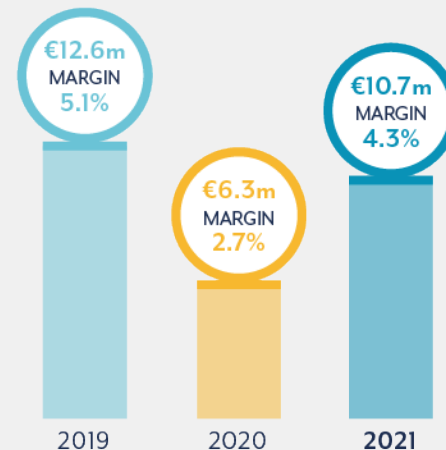
Highlights & Performance

# H1 2021 The big picture

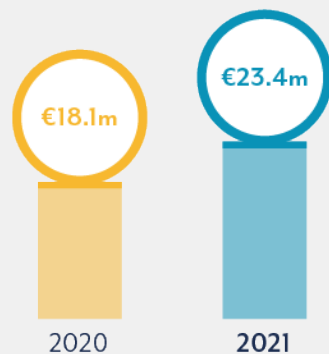
## H1 - REVENUE



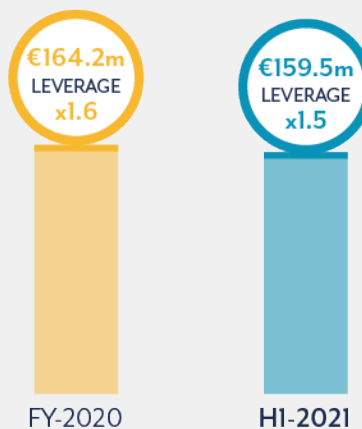
## H1 - RECURRING OPERATING INCOME



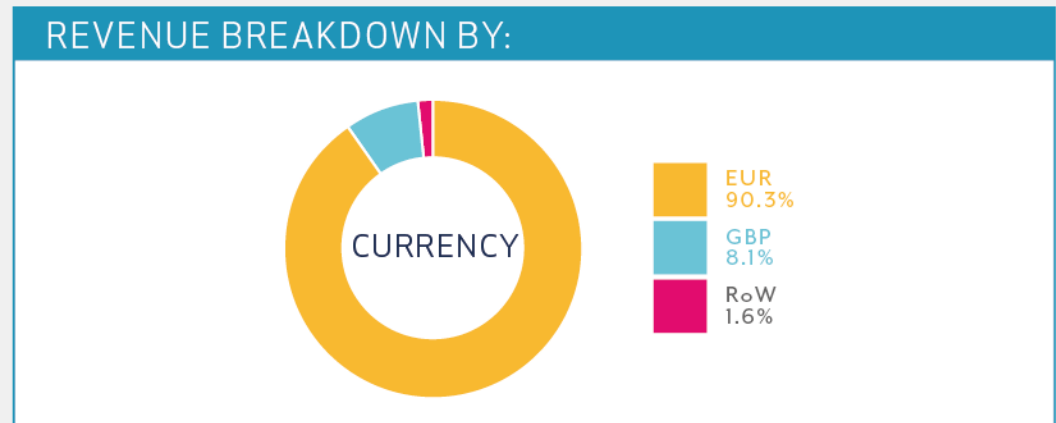
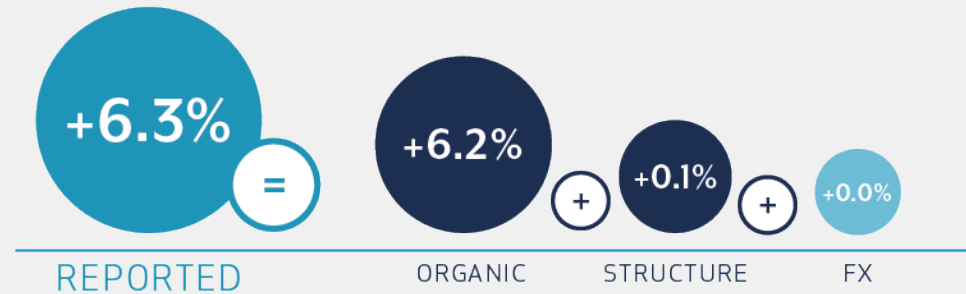
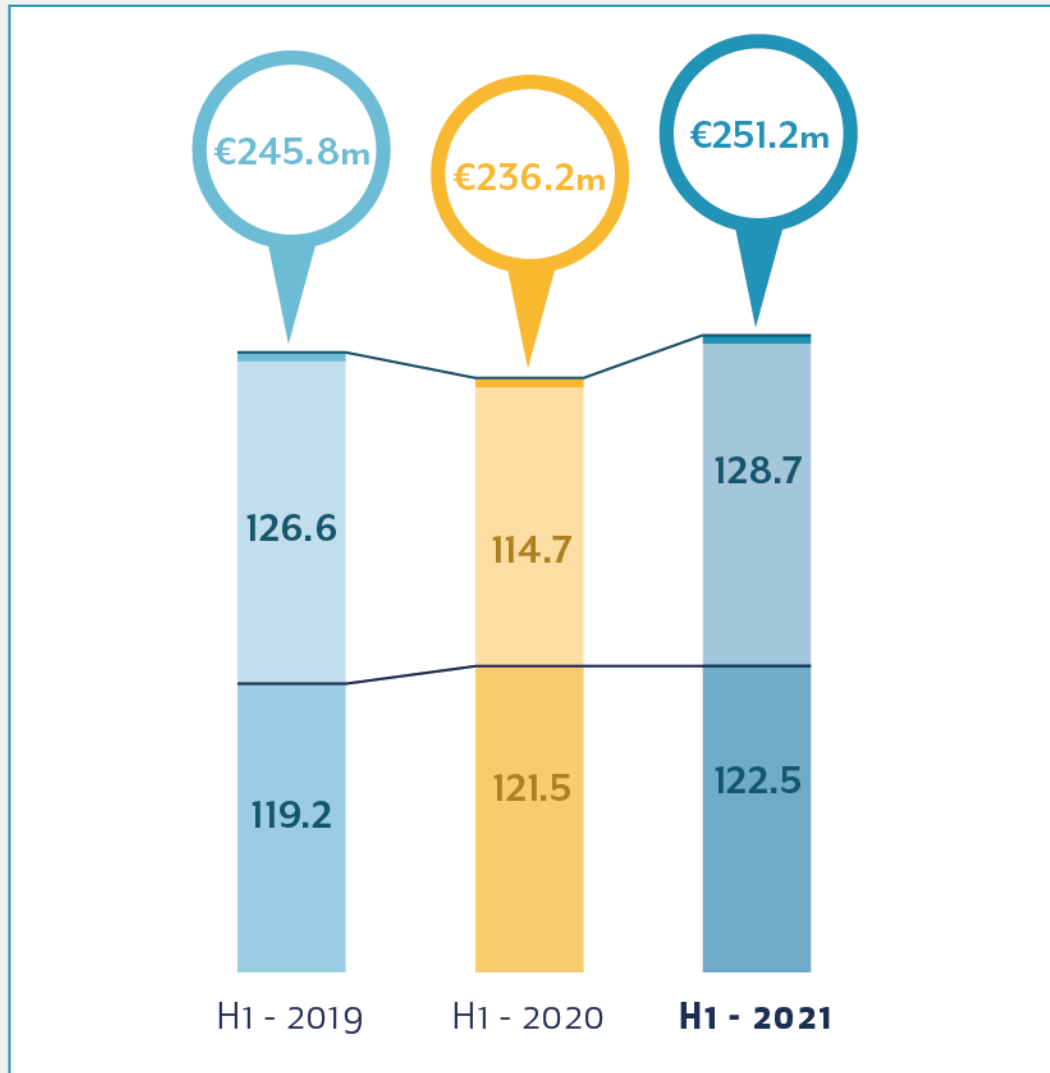
## H1 - FCF from operations



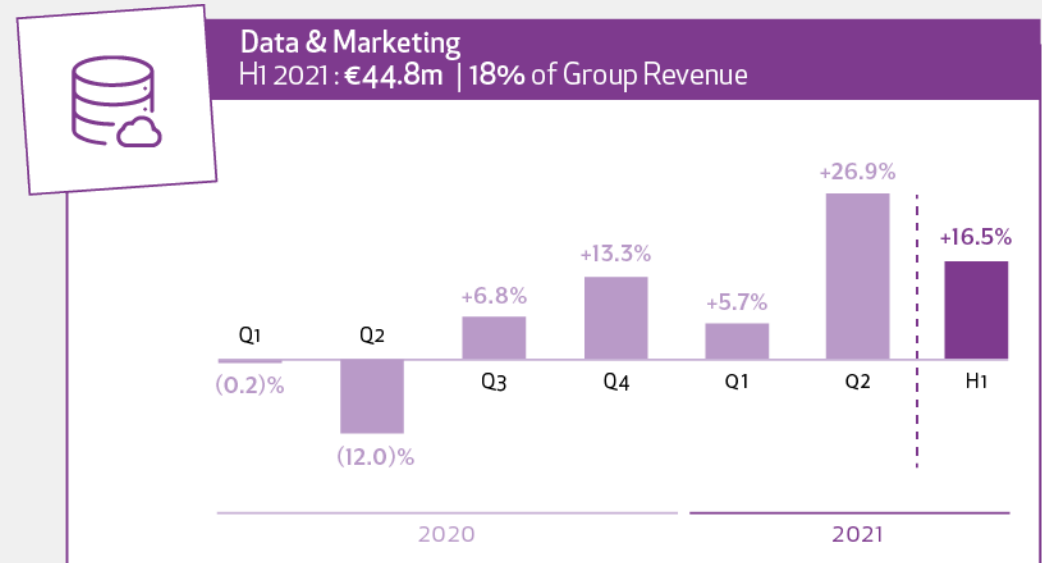
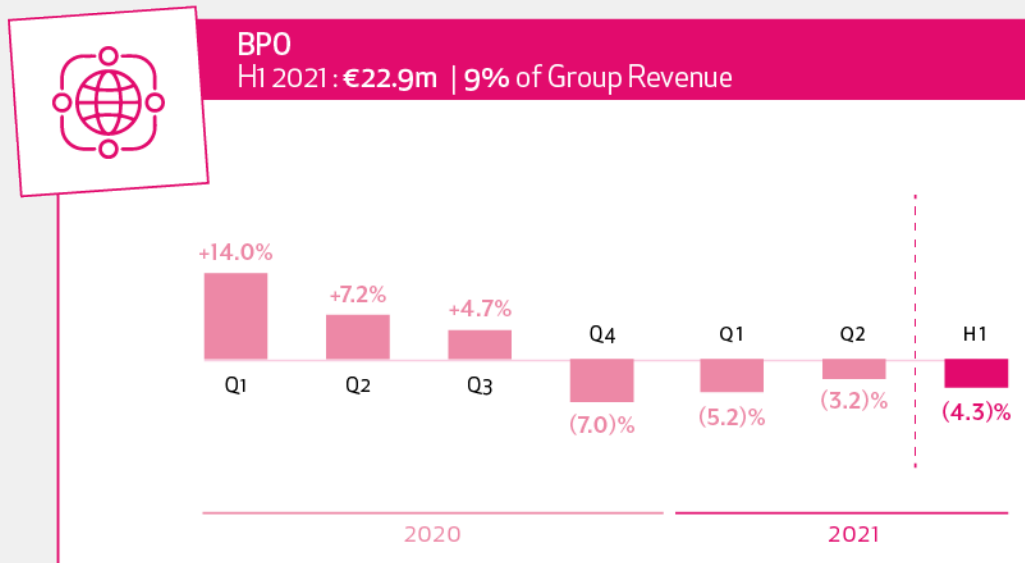
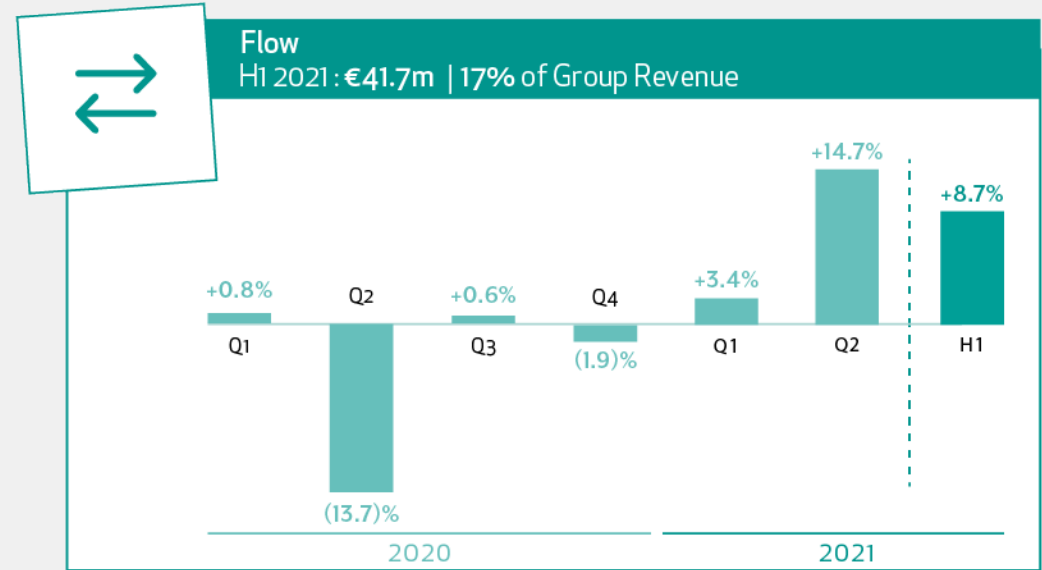
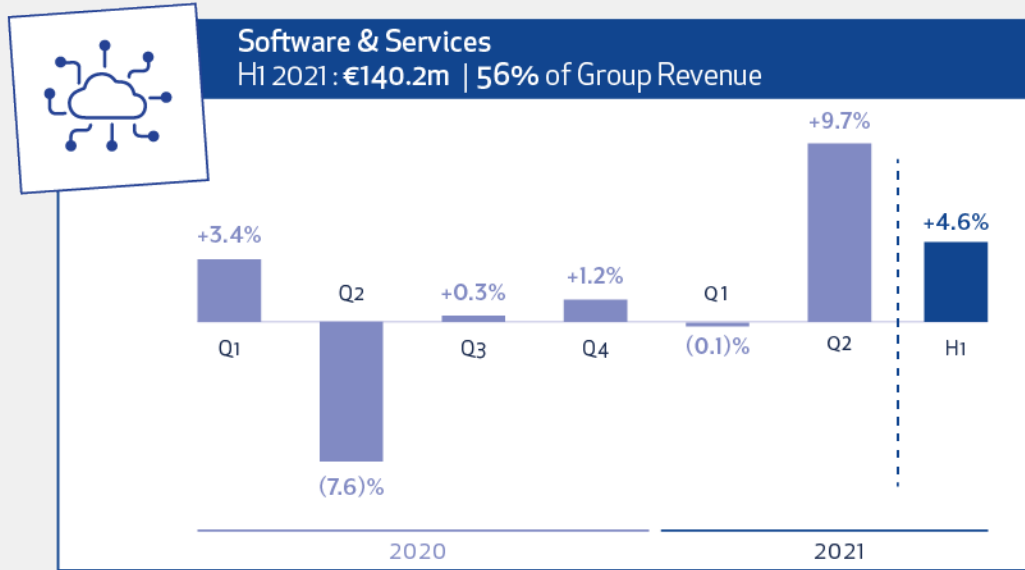
## NET DEBT Excl. LEASE LIABILITIES



# H1 2021 Revenue up 6.2% like for like

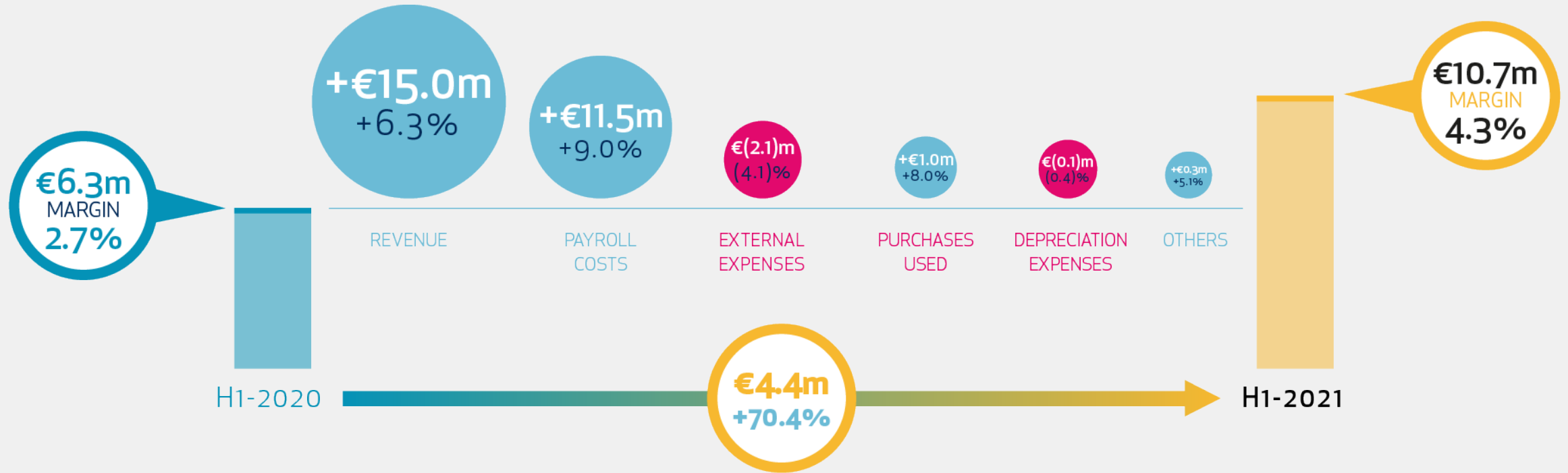


# Revenue: Quarterly revenue organic change

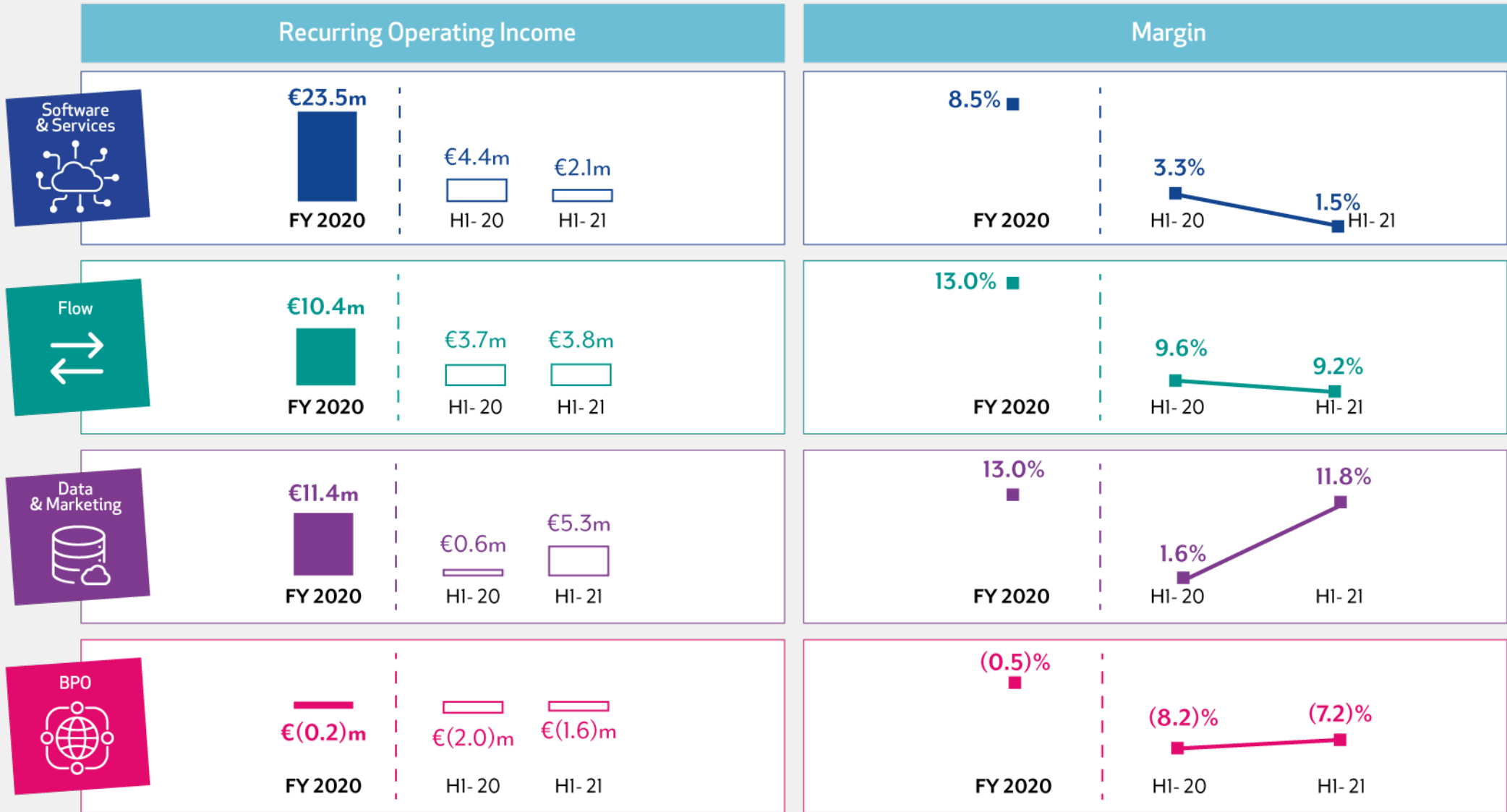




# Recurring Operating Income Trend



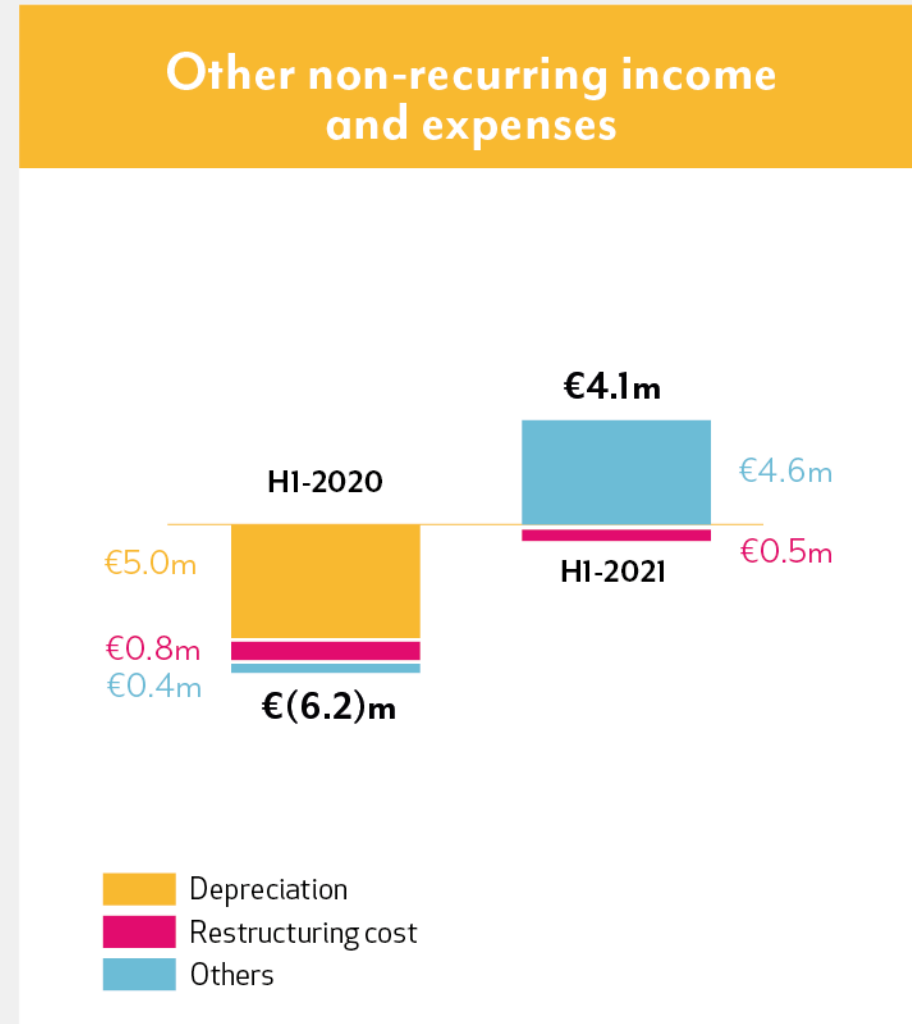
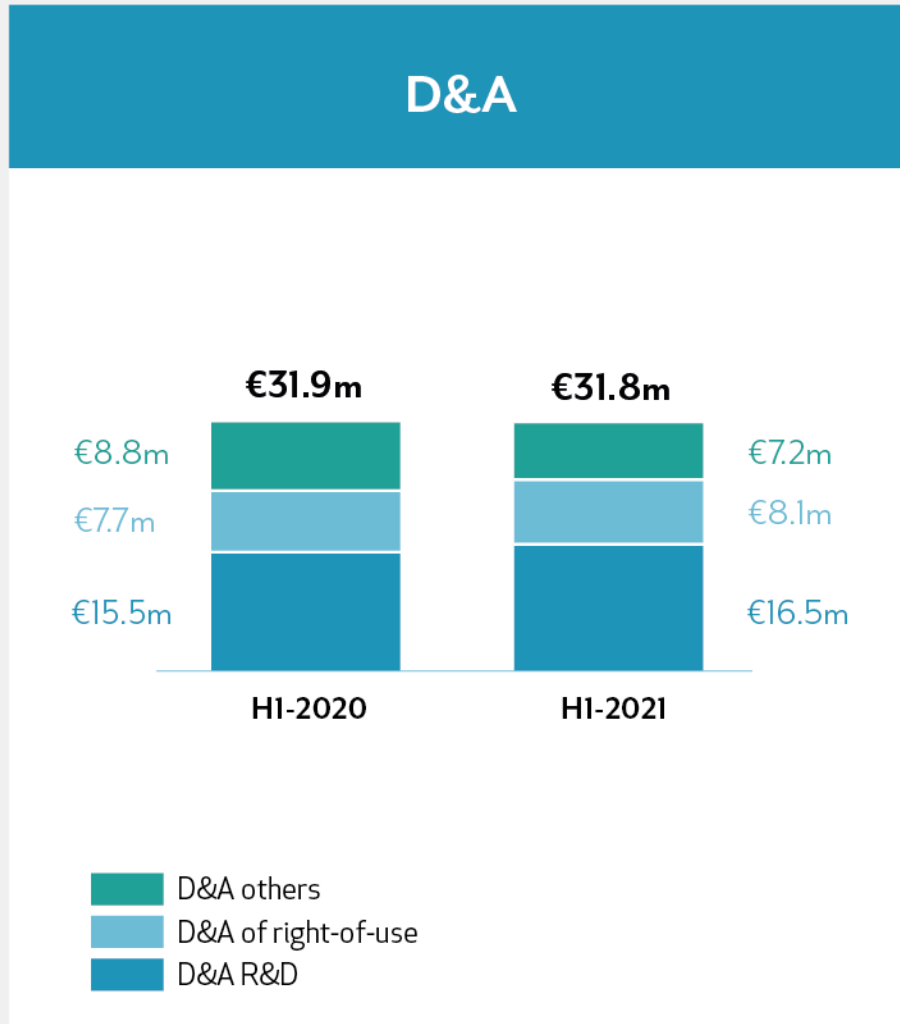
# Recurring Operating income trend & seasonality by division



# H1 2021 Financial Performance

In € million	H1 - 2020	H1 - 2021	% change
<b>Revenue</b>	<b>236.2</b>	<b>251.2</b>	<b>6.3%</b>
EBITDA	38.2	42.6	11.3%
<i>margin</i>	16.2%	16.9%	+75bps
D&A	(31.9)	(31.8)	(0.4)%
<b>Recurring operating income</b>	<b>6.3</b>	<b>10.7</b>	<b>70.4%</b>
<i>margin</i>	2.7%	4.3%	+161 bps
Other non-recurring income and expenses	(6.2)	4.1	n.s.
Operating income	0.1	14.8	n.s.
<i>margin</i>	0.1%	5.9%	+585bps
Cost of financial debt	(4.6)	(5.5)	20.6%
Total taxes	(0.2)	(2.8)	n.s.
<b>Net earnings</b>	<b>(4.6)</b>	<b>6.5</b>	<b>n.s.</b>
<hr/>			
<b>Recurring earnings per share</b>	<b>(0.2)</b>	<b>0.4</b>	<b>n.s.</b>
<b>Earnings per share</b>	<b>(0.3)</b>	<b>0.5</b>	<b>n.s.</b>

# Focus on D&A and Non-recurring income and expenses



# Jun. 2021 Balance Sheet: Sound Financial Structure

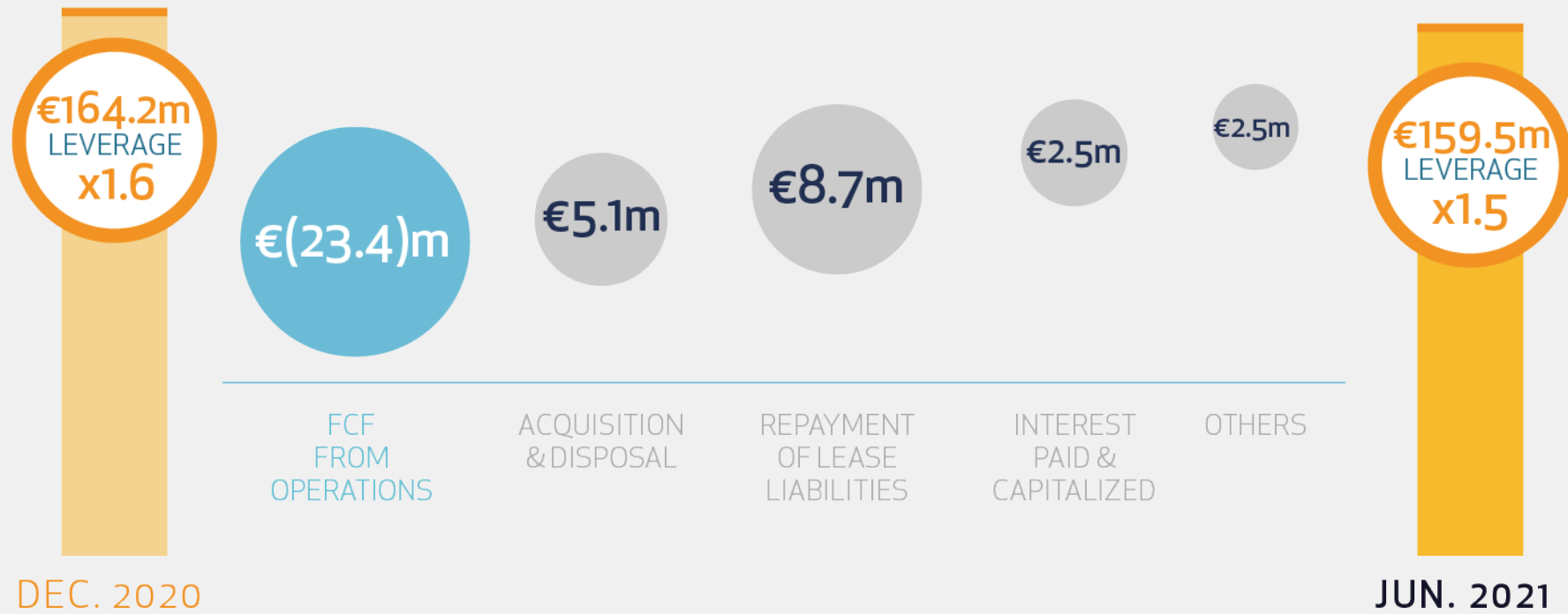
In € million	Dec - 2020	Jun - 2021
<b>ASSETS</b>		
Goodwill	186.0	193.3
Intangible assets	163.0	171.7
Tangible assets	110.3	109.3
Financial assets	20.5	21.5
Other non-current assets	55.0	53.9
Cash & cash equivalents	24.7	32.9
Trade receivables, short-term portion	134.7	136.7
Other current assets	211.1	78.1
<b>Total assets</b>	<b>905.4</b>	<b>797.4</b>
<b>SHAREHOLDERS EQUITY &amp; LIABILITIES</b>		
Shareholder equity	207.9	216.9
Long-term financial debt	186.3	186.5
Other non-current liabilities	107.9	105.6
Short-term financial debt	2.6	6.0
Other current liabilities	400.7	282.5
<b>Total equity and liabilities</b>	<b>905.4</b>	<b>797.4</b>



# Positive FCF from operation

In € million	H1 - 2020	H1 - 2021
Cash flow before taxes and interests	34.7	47.0
Change in working capital requirement	18.1	9.0
Corporate tax paid	(2.1)	0.6
<b>Net cash flow from operating activities</b>	<b>50.7</b>	<b>56.6</b>
Acquisition of intangible assets	(27.8)	(25.3)
Acquisition of tangible assets	(5.0)	(7.9)
Disposal of tangible and intangible assets	0.3	0.0
<b>Free cash flow from operations</b>	<b>18.1</b>	<b>23.4</b>

# Change in Net Financial Debt



# ESG presentation

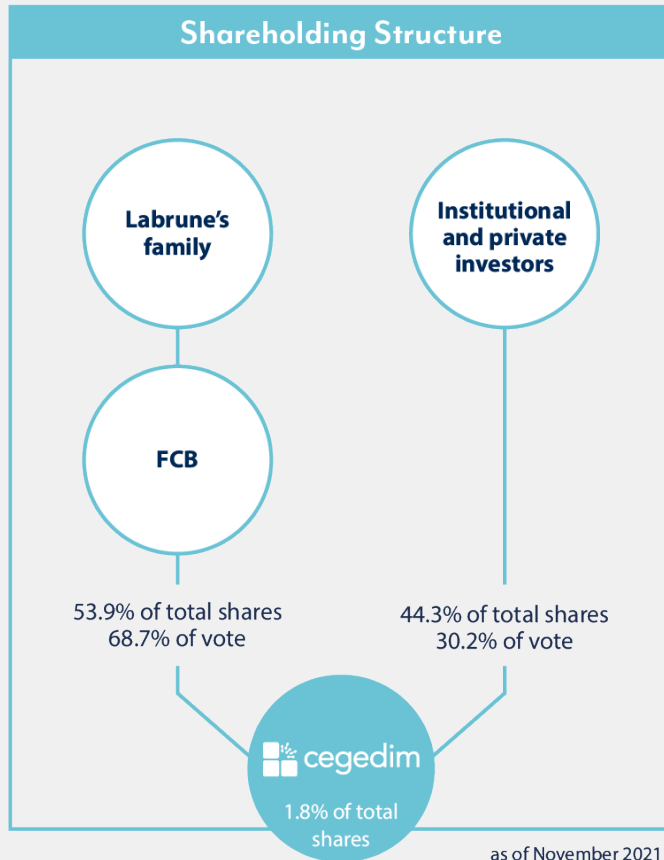
Governance | Sustainability | People



# Governance

Board of directors & Audit & ESG committees

# A family Group with an entrepreneurial spirit



- Stable family shareholding with long-term strategy
- Experienced management
- Entrepreneurial spirit.
- Listed on Euronext Paris
- Cegedim refers to the MiddleNext corporate governance code. (updated on September 2021).



## BOARD OF DIRECTORS

- Jean-Claude **Labrune**  
Chairman of the Board of Directors
- Jean-Pierre **Cassan**  
Independent director
- Béatrice **Saunier**  
Independent director
- Marcel **Kahn**  
Independent director
- **FCB, SAS**, represented by Pierre Marucchi
- **GERS, GIE**, represented by Nicolas Giraud
- Sandrine **Debroise**
- Catherine **Abiven**
- Aude **Labrune**
- Laurent **Labrune**
- Frédéric **Duchesnes**  
Censor

The Cegedim's Board of Directors has ten directors, including three independent members and four women.

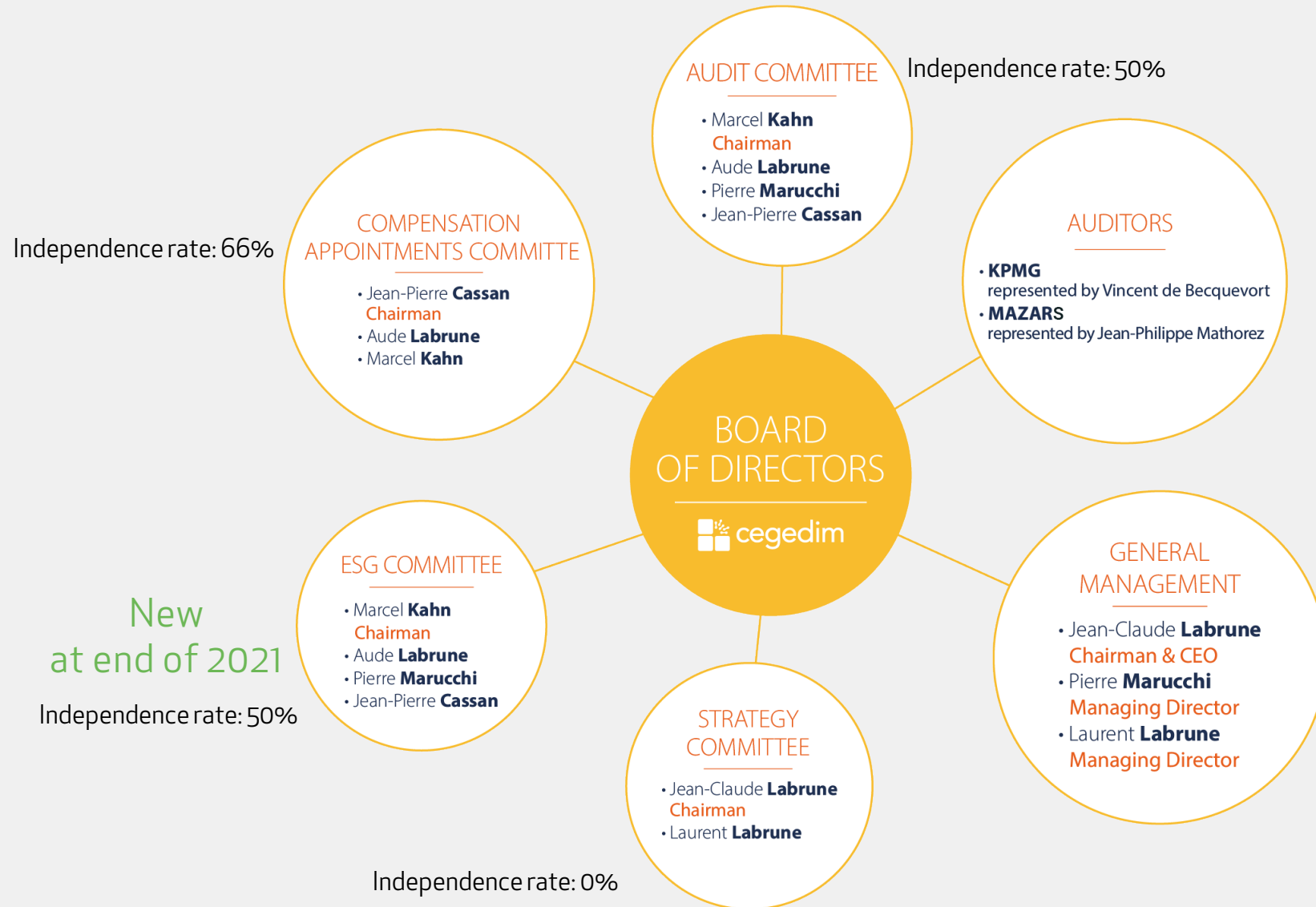
The Board of Directors usually meets five times per year.

The Board approves the financial statements and voted in particular on the Group's major orientations and strategic decisions.

Aude Labrune and Sandrine Debroise are employed by FCB and have employment contracts with FCB. Aude Labrune is the Chairwoman of the FCB Executive Board and Director of Communications for Cegedim Group. Sandrine Debroise is CFO of FCB and Cegedim Group.

Catherine Abiven is Managing Director of Cegedim Activ and has an employment contract with Cegedim Activ.

# Board of Directors & Committee



# A diversified board

Criterion	Results for 2020	Target
Gender	40% Women	Equal representation of women and men within the Board
Independence	30% Independent directors	Compliance with the MiddleNext Code for audited companies, one-third of the Board's directors are independent.
Age	58 Average age	No more than one-third of Board members are over 75 years old.
Average tenure	16 years Of service	-
Rate of attendance	92% Average	90%   90%   100%   90%   80%   100%

# Independence of Board's Committees

Director	Independent Director	First year of appointment	Term end date	Audit Committee	ESG Committee	Compensation Nomination Committee	Strategy Committee
Jean Claude Labrune	No	1969	2022	-	-	-	Chairman
FCB represented by Pierre Marucchi	No	1989	2022	Member	Member	-	-
GERS, GIE represented by Nicolas Giraud	No	1995	2022	-	-	-	-
Marcel Khan	Yes	2016	2022	Chairman	Chairman	Member	-
Laurent Labrune	No	2001	2025	-	-	-	Member
Aude Labrune	No	2007	2025	Member	Member	Member	-
Catherine Abiven	No	2019	2025	-	-	-	-
Sandrine Debroise	No	2016	2022	-	-	-	-
Jean Pierre Cassan	Yes	2010	2022	Member	Member	Chairman	-
Béatrice Saunier	Yes	2018	2024	-	-	-	-

# Audit Committee role

The Audit Committee helps the Board of Directors ensure that the Company's individual financial statements and related information provided are accurate and reliable.

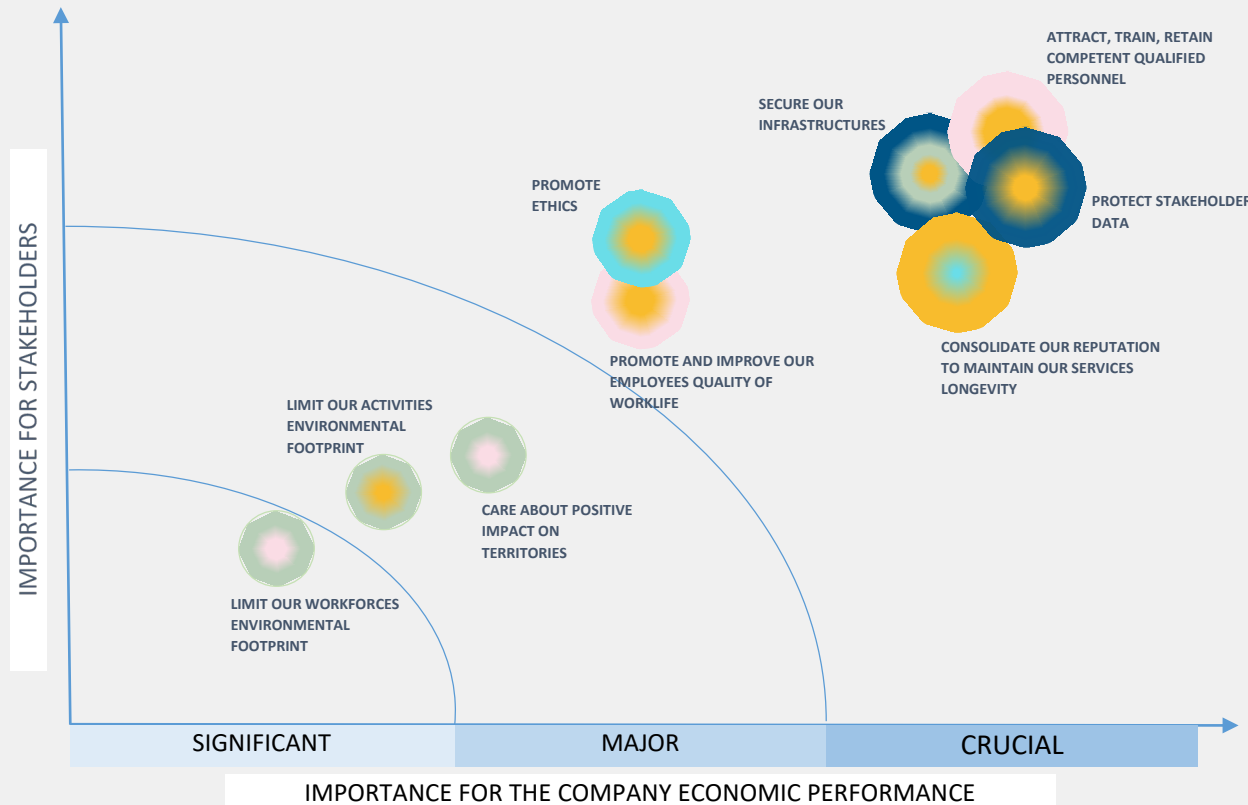




The Group is also adapting its Governance to the challenges of long-term value creation by forming an ESG Committee to focus on environmental, social, and governance issues.



# Risk mapping & materiality assessment



- HR
- Environmental
- Safety
- Reputation
- Ethics

By identifying the risks, we are able to spotlight our major CSR challenges, and assess and position them in a materiality matrix.

The policies and action plans we deploy are commensurate with the importance of each challenge.

Once a year, our CSR risks and challenges are reviewed and approved by senior management and the Group's Audit Committee.

*Cegedim Group's CSR challenges are assessed and positioned in the materiality matrix based on their importance. The weighted importance of each type of risk (HR, Environmental, Safety, Reputation, Ethics) is visually represented in the chart. The size of the dots reflects the full importance of the issue to the Group and its stakeholders.*

# Governance

Performance driving management compensation

# Compensation structure for executive corporates officers

<i>In euros</i>	Jean Claude Labrune Chairman & CEO	Pierre Marucchi Managing Director	Laurent Labrune Managing Director
Fixed compensation	€260,000 <i>No performance condition</i>	€153,801 <i>No performance condition</i>	€120,250 <i>No performance condition</i>
Annual variable compensation	-	€172,194 <i>The variable compensation varies in proportion to fluctuations in the Group's Recurring Operating Income*.</i>	€249,610 <i>The variable compensation varies in proportion to fluctuations in the Group's Recurring Operating Income*.</i>
Special payments	-	€50,000 New 2022 Will be based on ESG criteria	€20,000 New 2022 Will be based on ESG criteria
Board members compensation	€14,000 <i>Only from Cegedim SA</i>	€42,671 <i>From Cegedim SRH Switzerland and Cegedim SA.</i>	€14,000 <i>Only from Cegedim SA</i>
Benefit in kind	-	€5,004	-
Total	€274,000	€423,670	€403,860

*All their compensation is paid in respect of their employment contracts. Thus, any retirement benefits will be those defined by their employment contracts and not in respect of their position as corporate officers.*

# Compensation structure for executive corporates officers

<i>In %</i>	Jean Claude Labrune Chairman & CEO	Pierre Marucchi Managing Director	Laurent Labrune Managing Director
Fixed compensation	95%	36%	30%
Annual variable compensation	-	41%	62%
Special payments	-	12%	5%
Board members compensation	5%	10%	3%
Benefit in kind	-	1%	0%
Total	100%	100%	100%

# Free share plan for employees

- When performance conditions are met, free shares are awarded to non-executive senior managers of the Group and Cegedim Group employees.
- The main characteristics of the plans are as follows:
  - 2-year vesting period for beneficiaries whose residence for tax purposes is in France and then must keep shares for a term of 1 year
  - 3-year vesting period for beneficiaries whose residence for tax purposes is not in France as of the award date.
  - The shares will be fully allotted to the beneficiaries on one condition: no resignation, dismissal or termination.
  - In 2020, 31,090 shares were awarded.



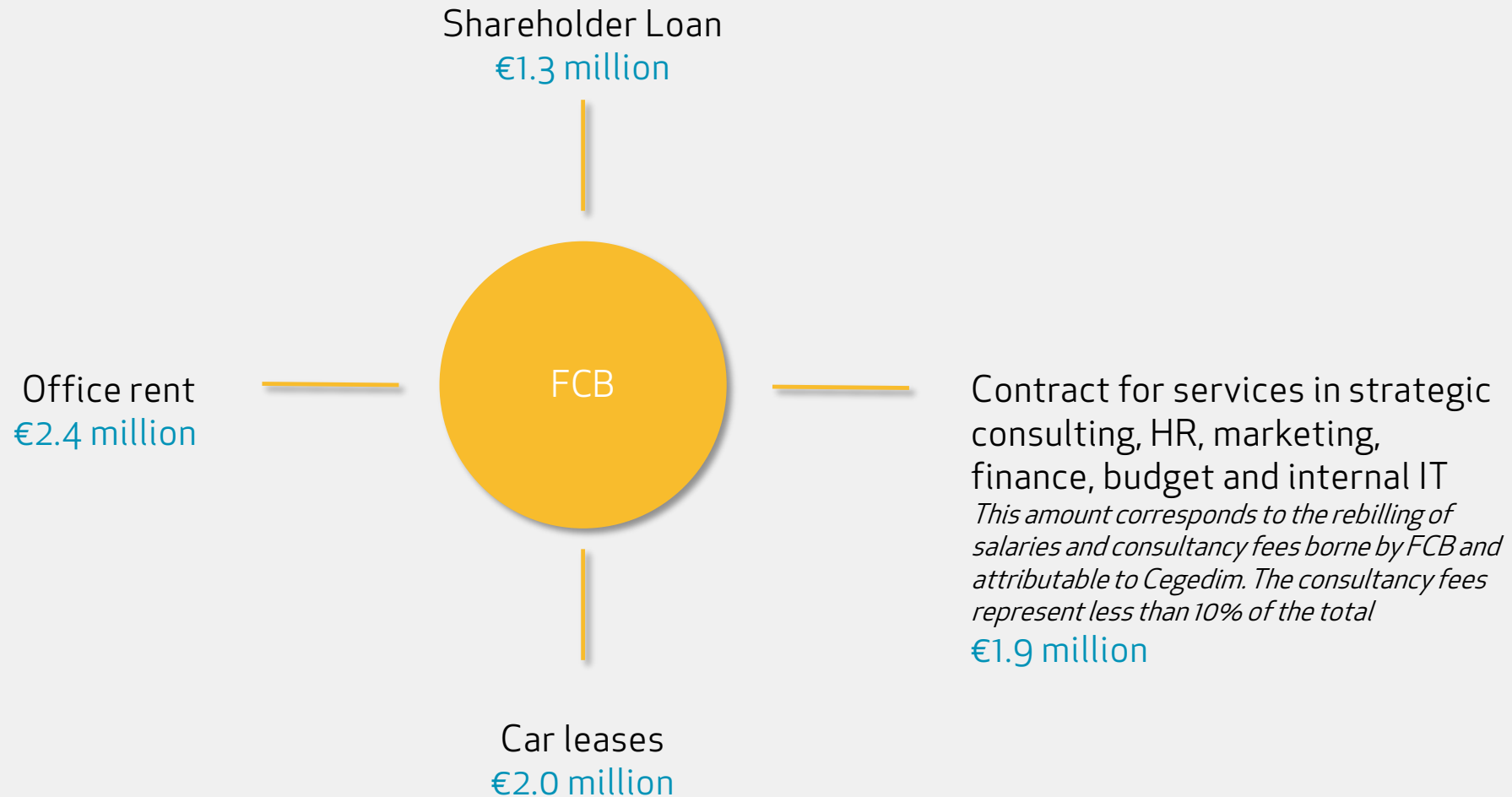
# Compensation for members of the board of directors

- Compensation for board member non-executive corporate officers amount paid in 2020

Board member	Amount paid
Aude Labrune	€14,000
Jean-Pierre Cassan	€18,000
Sandrine Debroise	€14,000
Marcel Kahn	€25,000
Catherine Abiven	€14,000
Béatrice Saunier	€14,000

- CEO pay ratio
  - Corporate officers are compensated solely for their role as directors. For the three executive corporate officers, the total compensation amounts to €71 million. As a result, the Group is not obligated to report pay ratios or pay ratio trends.







# Related parties transaction



# Sustainability

Governance

# Sustainability: The big picture (2020 | 2019)

 <p>447   456</p> <p>Datacenter GHG emissions</p>	 <p>+18%   +11%</p> <p>Increase in number of virtual servers (13 virtual servers for every physical)</p>	 <p>100%</p> <p>Completion of the security checklist</p>
 <p>2   2</p> <p>Number of Ethics Committee meetings</p>	 <p>7   6</p> <p>Number of translations of the Ethics Charter</p>	 <p>6   1</p> <p>Number of languages available in the "Ethics Charter" e-learning course</p>

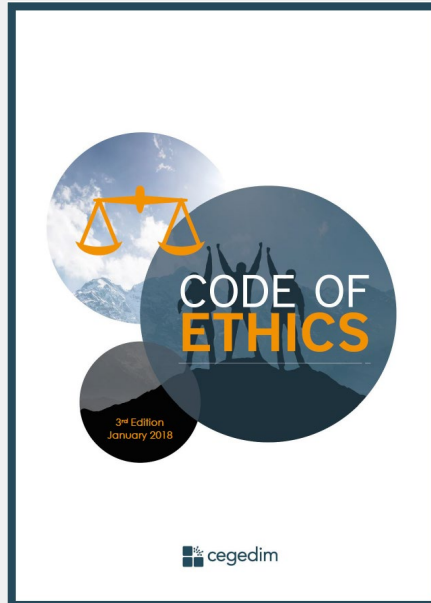
- Code of Ethics
  - The Group's Ethics Charter was updated at the end of 2017. It is available in the Group's seven spoken languages: French, English, Spanish, Romanian, Dutch, German, and Italian. It is being translated into Arabic for Egypt and Morocco.
  - The Ethics Charter is given to all new recruits and signed by them.
  - An e-learning program was created with specific modules for training employees on the Ethics Charter.
- Ethics Committee
  - The Ethics Committee comprises five permanent members: The Director of Group Communications and Chairman of the Committee, the Director of Group Human Resources, the Chief Financial Officer of the Group, the General Counsel, the Chief Investment Officer & Head of Investor Relations.
  - The Ethics Committee meets as often as necessary. In 2020 it met twice.
  - Group employees may contact the Ethics Committee if they have any concerns. No alerts were received in 2020.

# External recognition of our ESG performance

- The Axylia Carbon Score®
  - Axylia, a consulting firm specializing in responsible finance, created the Axylia Carbon Score®.
  - The Axylia Carbon Score® assesses, on a scale from A to F, a company's ability to pay its carbon bill. It tells investors whether the company is truly profitable and responsible, after charging for the cost of the CO2 it emits.

Carbon Risk*	Carbon Score	Breakeven emissions	Direct Neutral Scope 1, 2 and 3 (Axylia approach)	Source
9%	A	14,127	1,164	Annual report

*\*impact on Group consolidated EBITDA*



## Code of ethics

[https://www.cegedim.fr//Docs\\_Communique/CEGEDIM\\_Code\\_of\\_ethics\\_ENG.pdf](https://www.cegedim.fr//Docs_Communique/CEGEDIM_Code_of_ethics_ENG.pdf)

[https://www.cegedim.com/Docs\\_Communique/DPEF\\_2020\\_ENG.pdf](https://www.cegedim.com/Docs_Communique/DPEF_2020_ENG.pdf)



## Social Responsibility Report (SRR)



# Sustainability

Limiting our environmental footprint

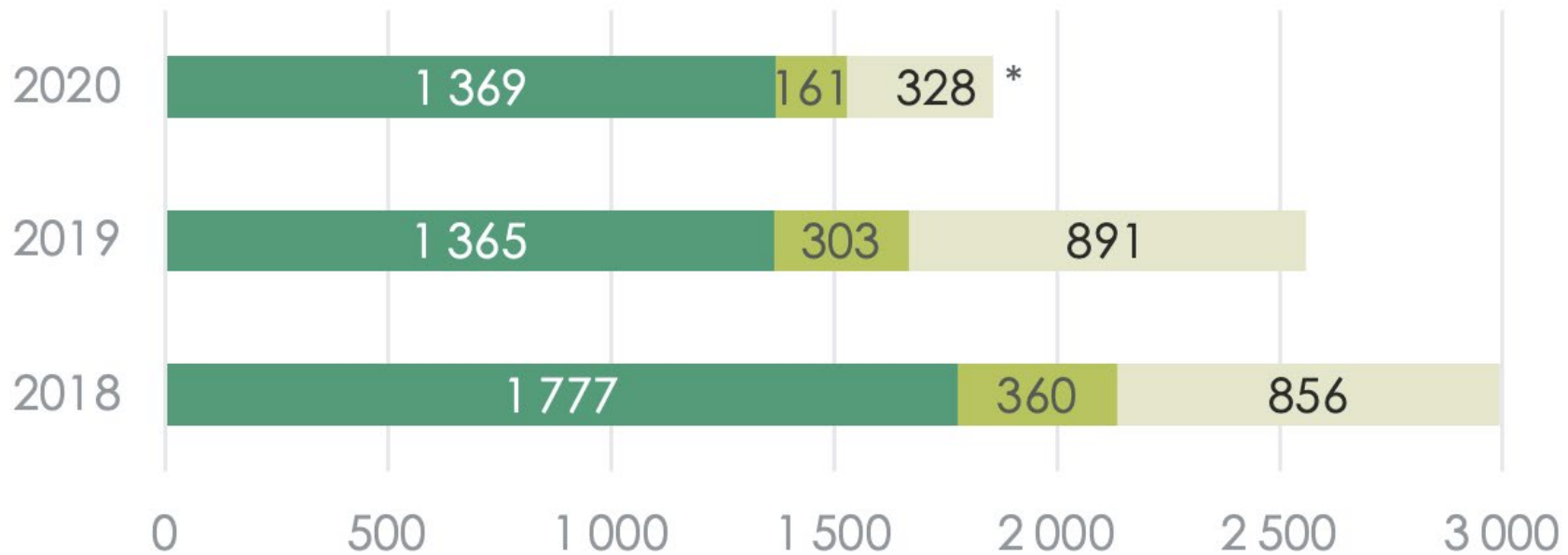
# Reducing our environmental footprint

- Carbon footprint
  - We measure our greenhouse gas footprint in terms of the electricity we need to run our businesses efficiently. As providers of services, our activities are office-based. Our CO2 emissions are commensurate with those of standard office activities.
  - Our primary carbon footprint is principally generated by company cars and air-conditioning systems, while our secondary carbon footprint mostly stems from energy consumption and business travel.
  - The Group's datacenters in France account for a significant share of our electricity consumption. Since 2018, the Group has been able to measure, monitor and manage the carbon footprint of its hosting centers as part of its program to continuously improve energy efficiency.
- Fleet management
  - When employees replace their cars, they are strongly encouraged to choose the most carbon-friendly categories.

# Carbon footprint

## CO<sub>2</sub> emissions per category

- metric tons of CO<sub>2</sub> equivalent generated by electricity consumption
- metric tons of CO<sub>2</sub> equivalent generated by gas consumption
- metric tons of CO<sub>2</sub> equivalent generated by air travel



\* Train travel in France generated 5 metric tons of CO<sub>2</sub> equivalent in 2020 - this is not visible because of the chart scale

# Reducing our environmental footprint

- Fleet management
  - When employees replace their cars, they are strongly encouraged to choose the most carbon-friendly categories.
  - Some sites encourage the use of alternative energies and transport methods, for example with EV-only parking spaces with charging stations, bicycle and kick scooter parking facilities with charging stations, and solar-powered parking lighting.
- Limit business travel
  - Our travel policy encourages employees to cut back on their travel and use alternative, less polluting solutions without reducing the quality of the services offered to customers.
  - Travelling to attend in-house meetings is limited and any exemption requires prior approval by management.
  - We introduced remote work technology as early as 2007 and encourage our employees to reduce short-distance travel and instead use videoconferencing, telephone conferencing, instant messaging, and document exchange platforms.

# Reducing our environmental footprint

- Sustainable procurement and consumption
  - Office supplies
    - We have streamlined our purchases and prefer to source our office materials from referenced suppliers who offer a catalogue of selected supplies. These suppliers must meet ISO certification standards and respect our ethical, environmental, and traceability standards.
    - We encourage our employees to purchase eco-friendly office supplies, as long as the price is reasonable. We only use recycled ecolabel paper or paper from sustainably managed forests for bulk printouts. We purchase our business cards from an ISO 14001 and Imprim'Vert certified supplier that uses ecolabel paper.
  - Telephone policy
    - Our telephone policy also factors in sustainability concerns. We purchase double-SIM mobile phones—so our employees can use the same device for both personal and professional purposes—with low SARs. We also plan to replace our landlines with VoIP solutions. All our telephones are recycled at the end of their lives.
  - Waste management and Recycling
    - Most sites have adopted waste prevention and management practices, notably for paper, cardboard, plastic bottles, and coffee pods. Cegecim Group is currently working to standardize best practices, especially for sorting and collecting recyclables from offices.

# Reducing our environmental footprint

- The Green IT program and datacenter
  - Our program to continuously improve the energy efficiency of our IT hosting services focuses efforts on three main areas:
    - Virtualization to ensure optimal use of IT resources.
    - Reducing server and IT equipment energy consumption
    - Optimizing the efficiency of datacenter air conditioning systems.



# Sustainability

Protecting stakeholders data

# Protecting stakeholders data

- Information system security
  - A secure, resilient, durable infrastructure
  - High availability architecture
  - Business and service continuity
  - System and data security
  - Data protection
  - End of life equipment
- Secure data collection and protection
  - Databases
  - Personal data protection policy
  - Data accuracy and quality
  - Data protection
  - Copyright laws and intellectual property rights

# Sustainability

Giving back to community



- We encourage giving back to our local communities in all the countries we operate in. Cegedim subsidiaries organize initiatives at their discretion. For example:
  - Galerie d'Aguesseau, the art gallery in our head office building in Boulogne-Billancourt, exhibits the work of about ten artists a year and regularly promotes local artists.
  - Cegedim joined the fight against cancer in 2017 when it partnered with the Institut Gustave Roussy
  - Futuramedia helped Établissement français du sang (EFS), the French blood agency, and Restos du Coeur, which delivers meals to the needy, broadcast their digital campaigns again this year. They ran ads free of charge in over 400 French pharmacies taking part in the scheme.
  - Cegedim Insurance Solutions is a partner of "*Nos Quartiers ont des Talents*", a nonprofit which helps young graduates find jobs or internships through a network of companies committed to promoting equal opportunities and youth employability. University graduates under the age of 30 from humble backgrounds or priority neighborhoods are mentored by experienced working managers, and even senior executives.

# Our economic contribution

## Generated Value



€496.9m

FY 2020 revenue



€0.1m

Financial and other income

€497.0m

Total generated value

## Distributed Value

€126.0m



Used to purchase goods and services from our suppliers

€9.0m



In financial costs for our capital providers

€6.3m



Returned to the community by paying corporation tax, other taxes, and duties

€256.2m



Used for employee wages, pensions, etc.

€75.5m



Reinvested in Cegedim for future value generation

# People

Cegedim's most valuable asset and resources

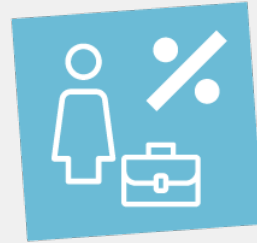


# People: The big Picture FY 2020 data



5,331

Employees



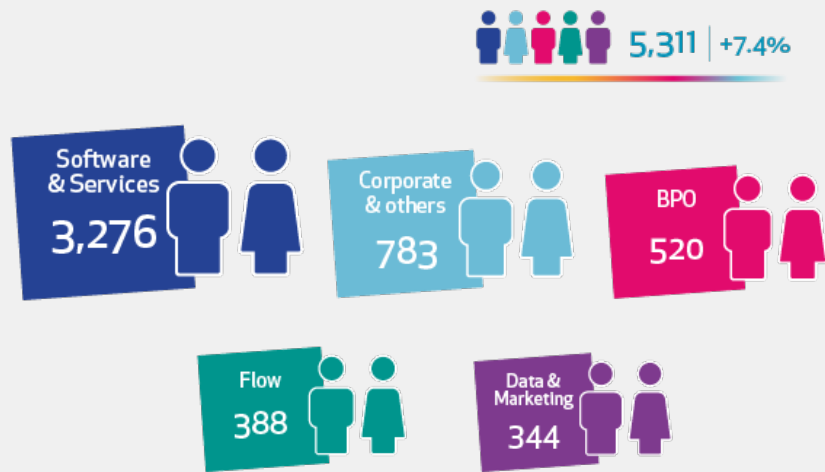
45%

Of employees are female

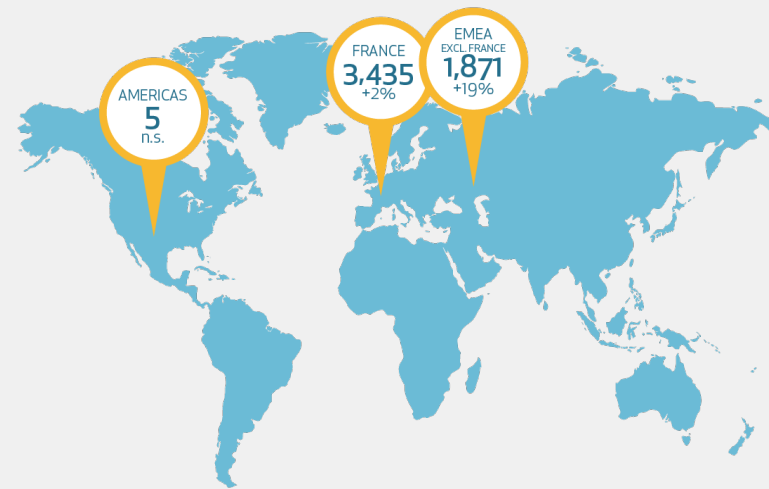


6%

Employee-initiated departure rate



Employees by division



Employees by country

- Cegedim Group's human resources policy reflects its keen interest in social equality.
- Our human-sized HR teams focus on communicating, imparting skills, and sharing experiences, which are critical ingredients for continuous personal development.
- We also have a proximity management policy which fosters rapid, efficient decision-making and nimble responses.
- Employees are appraised regularly and receive training and advancement opportunities.

# Organizing work and fighting discrimination

- Social and economic committees (CSE)
  - We maintain close social dialogue in 2020, increasing the frequency of our exchanges due to the health situation.
- Organization of working hours
  - In 2020, a new Time savings account, or Compte Épargne Temps (CET) agreement was concluded, resulting in the following key changes:
    - Employees may take leave on personal grounds and deduct it from their CET account;
    - Employees may donate days of leave from their CET account to colleagues as part of the leave-sharing program;
    - Employees have more options to cash in their overtime (RTT).
- Equitable career advancement
  - The Group does not discriminate when hiring and assigning positions. Job offers provide for wages without discrimination and raises are based on each employee's performance and experience.
  - Any person who is a victim of or witness to discrimination has several means of reporting it.
  - In compliance with French regulations, Cegecim ensures that women employees returning to work after maternity leave receive a pay rise.

# Organizing work and fighting discrimination

- Disabled workers

- Cegedim Group combats all forms of discrimination and aims to facilitate the integration of workers with disabilities. We are endeavoring to improve access to our buildings for the disabled. The Group complies with local regulations governing the employment of people with disabilities in all the countries where it operates.
- In France, Cegedim grants employees with disabilities five days extra paid leave to attend to their medical and administrative formalities, priority access to parking spaces and childcare services.

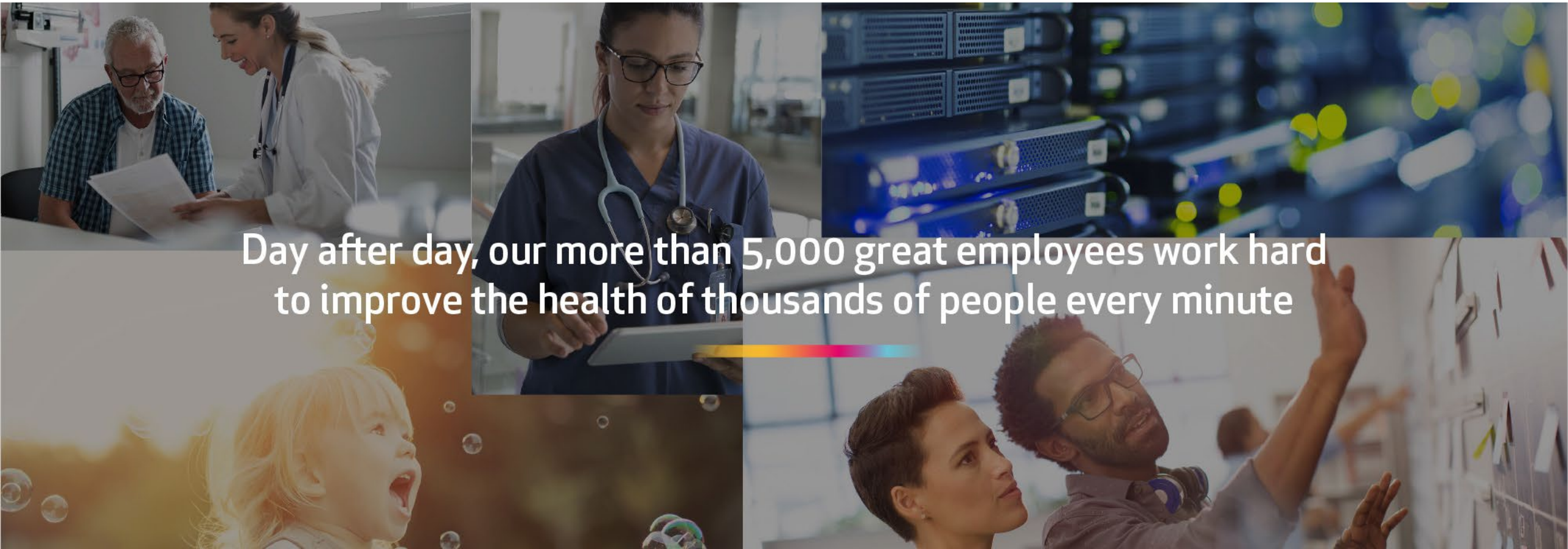
- Managing qualification and skills

- We operate in a variety of businesses and can help our employees enrich their skills and gain new experiences so they can take on new responsibilities.
- The Group's HR policy is based on training and internal mobility, because we believe that professional development is a major factor in motivating employees to achieve success.

# Work organization and Quality of life 3/3



*Since 2018, employees in France have also been offered spots in the company nursery, which is operated in partnership with a leading provider. In 2020, we opened four more nursery spots for our employees, bringing the total to 25, or an increase of 19% on 2019. The huge success of the 2020 campaign and the fact that we kept last year's spots meant we were able to satisfy most new requests and cater to specific individual situations.*



Day after day, our more than 5,000 great employees work hard to improve the health of thousands of people every minute



# Addendum

H1 2021 Earnings

# FY 2022 Financial agenda

January 27

after the market closes

**FY 2021  
REVENUES**

March 24

after the market closes

**FY 2021  
EARNINGS**

April 28

after the market closes

**Q1 2022  
REVENUES**

June 17

**SHAREHOLDERS'  
MEETING**

July 28

after the market closes

**H1 2022  
REVENUES**

September 20

after the market closes

**H1 2022  
EARNINGS**



# Thank you for your attention

For any additional information  
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Download our mobile app Cegedim IR in iOS and Android and follow us on



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