2021 full-year results – March 9, 2022

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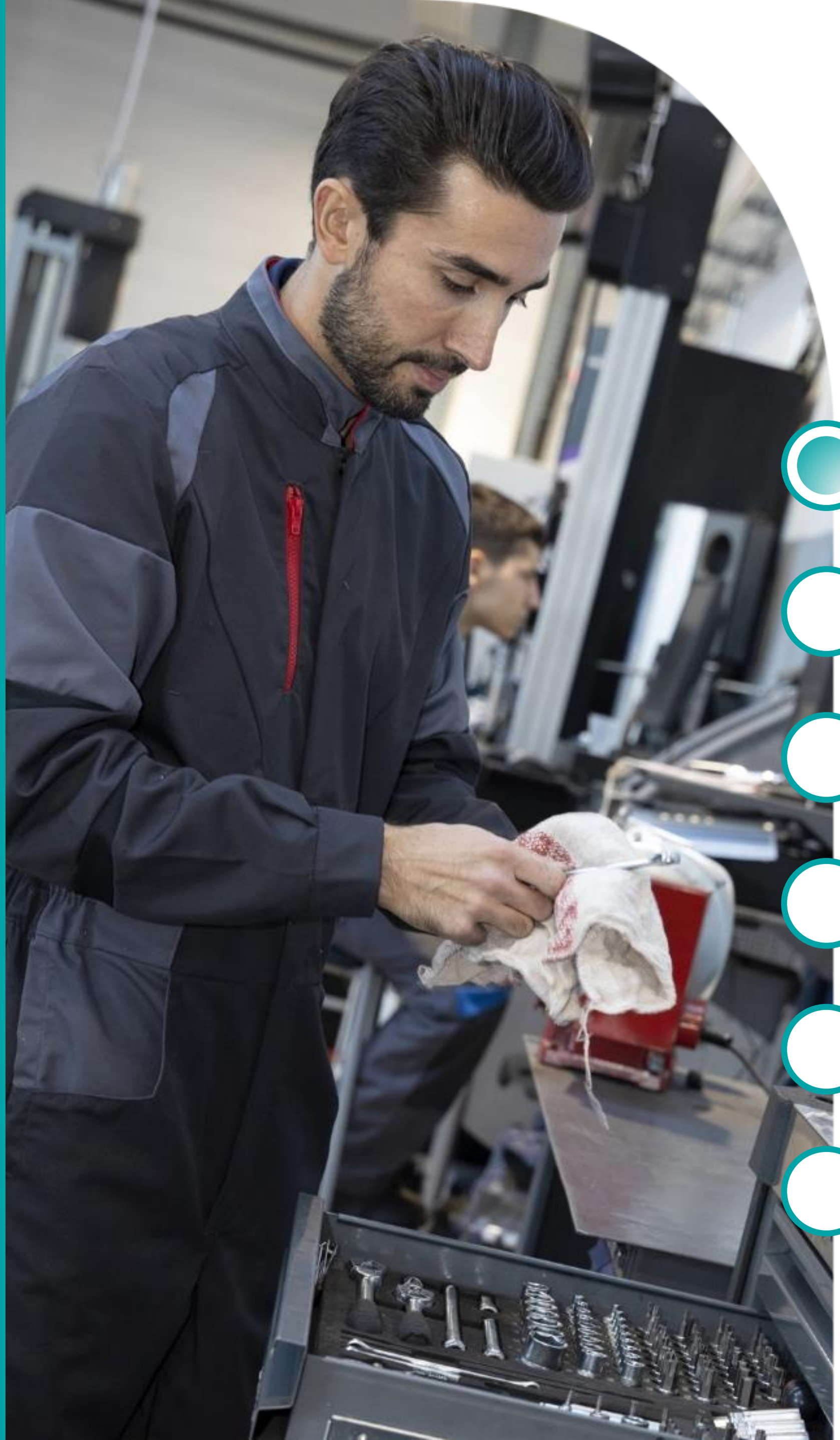


Solid operational and financial achievements in 2021

Activity rebound, strong profitability and cash generation drive acceleration in deleveraging

- **Revenue** up +7.4% on an organic basis
- **EBITDA margin** up +70bps at 34.5%
- **EBIT margin** up +240bps at 12.7%
- **Headline net income** up +60.4% at €222.7m
- **Headline net income per share** up +56.4% at €0.97 (on a fully diluted basis)
- **Free cash flow after lease payments** at €228.1m (up +€11.9m / +5.5% yoy)
- **Net debt** reduced by €135.4m in 2021
- **Financial leverage ratio** at 3.0x as of December 31, 2021
- **Resumption of a dividend distribution of €0.37 per share** proposed at the next AGM, with the option of a payment in Elis shares

Activity recovery driven by increasing need for Hygiene and by a marked pick-up in tourism and business travel

- **Strengthened organic growth profile driven by:**
  - The development of sustainable demand for Hygiene products and services
  - The increasing need for clean and traceable workwear across most industries
- **Good recovery in our Hospitality markets** (Southern Europe, France in the UK)
- **Significant productivity improvement** in several countries
- **Limited impact of the Omicron variant** on our business

Topline acceleration and strong earnings improvement expected in 2022, along with further deleveraging

- **Organic revenue growth** for the full-year expected between +13% and +15%
- In a context of very strong inflation of energy prices, **2022 EBITDA margin is expected to be at c. 33.5%**
- **2022 EBIT** expected at **c. €500m**
- **2022 headline net income per share** expected at **c. €1.35 (up c. +40% YoY)**
- **2022 free cash flow** (after lease payments) should be at c. **€200m**
- **Financial leverage ratio** expected at **2.6x** as of December 31, 2022

Healthcare: Good momentum across the board

Improvement in activity

- Non-Covid related treatments in hospitals are normalizing in most of our countries
- Advances with nursing homes: development of outsourcing and market share gains

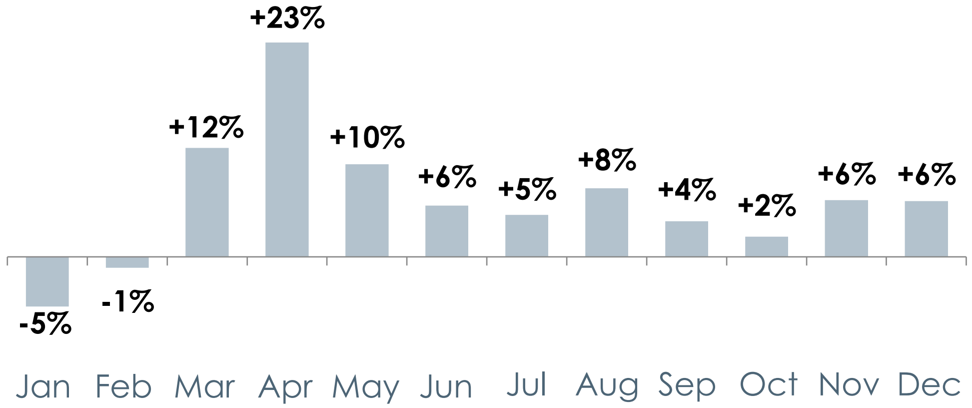
Elis benefits from structural changes in the industry

- Healthcare professionals are moving back to textile vs disposable paper (more reliable sourcing, better comfort, lower environmental impact)
- Clients consume more workwear than before (e.g., daily changes vs 3 changes per week)

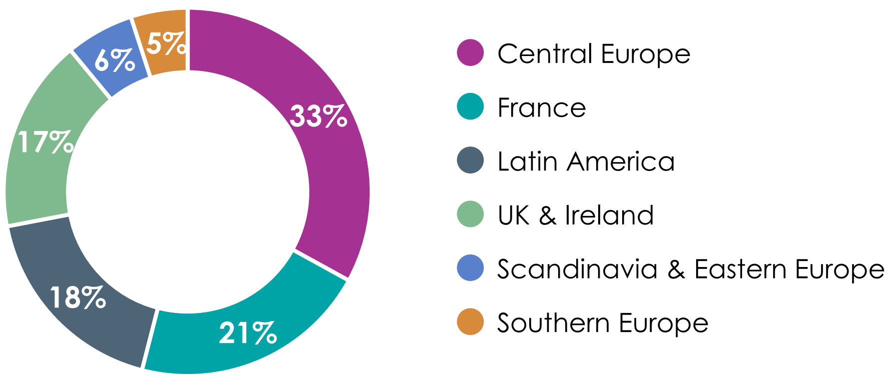
Some of the temporary contracts for overgowns signed in Brazil in 2020 came to an end in H2 2021

- Elis has been converting some of these short-term contracts into long-term ones, at a more normative margin rate level

2021 Healthcare monthly growth excluding M&A



2021 Healthcare revenue breakdown by geography



Industry and Trade & Services: Elis has successfully addressed customer needs for more hygiene

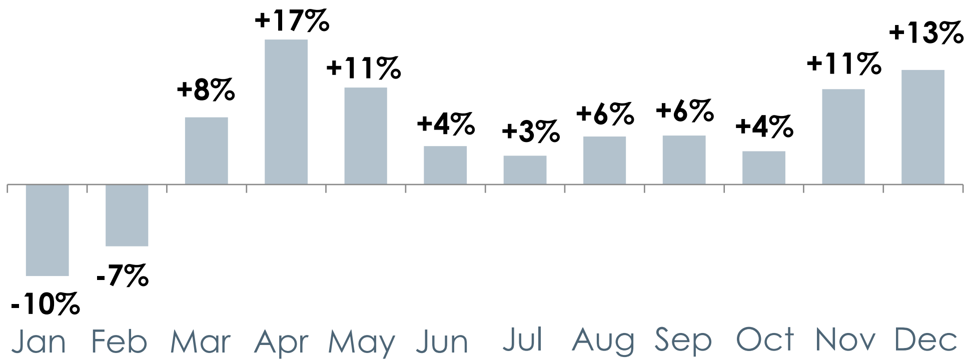
The sanitary crisis has created some structural client needs

- **Need for hygiene:** Higher demand for soaps, hand wipes, hydro-alcoholic gels, pest control solutions and higher linen consumption (more changes of workwear)
- **Need for a reliable provider:** Many companies had workwear sourcing issues during the pandemic, as some small local players closed their plants; Elis is currently leveraging its leadership position and network density to gain many new clients
- **Need for traceability:** Tracking of linen washing history is becoming a must-have for every company using uniforms; Elis is gaining many contracts with first-time outsourcers in Eastern Europe, Southern Europe and Latin America
- **Need for responsible suppliers:** An increasing number of tender offers come with an ESG component, a field in which Elis is an industry leader

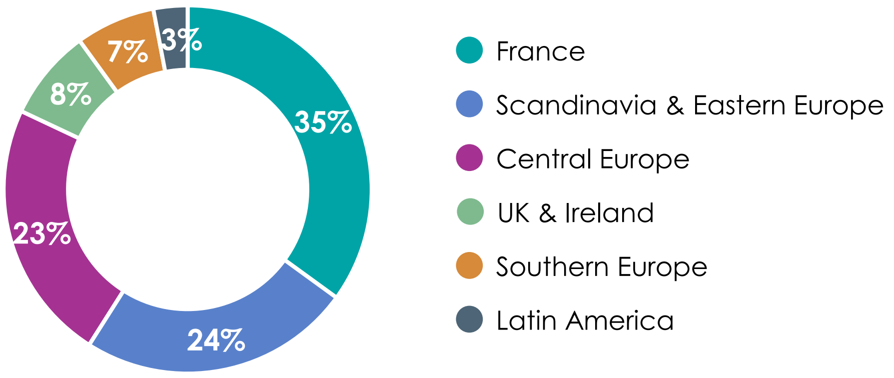
Activity is still impacted by remote working in some segments

- Lower activity in workplace canteen and lower consumption of hygiene products in corporate offices

2021 Industry monthly growth excluding M&A



2021 Industry revenue breakdown by geography



Hospitality: Strong pick-up in volume since May

Marked activity pick-up since May 2021

- Rebound first started in domestic tourism
- France, the UK & Ireland and Southern Europe all recorded strong activity pick-up

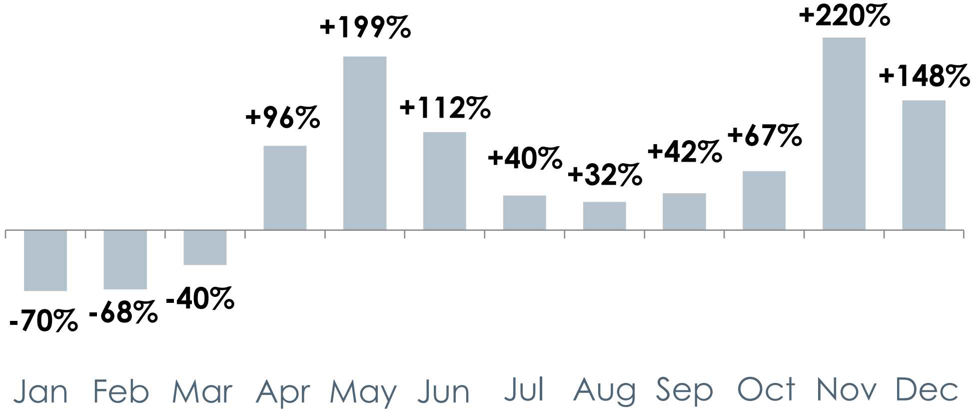
Business travel steadily recovered in H2

- Very good summer season and resumption of professional events from September onwards
- Very limited impact from the Omicron variant in Q4

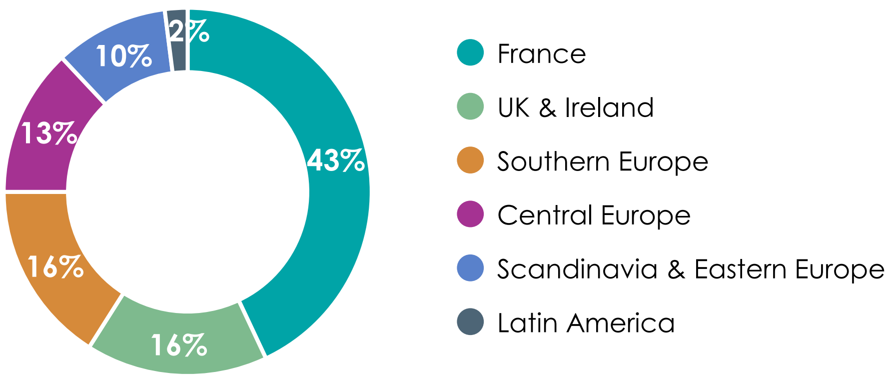
Good pricing dynamics

- Very limited pressure on new bids
- No structural change in our clients' consumption habits
- Inflationary context helps pricing discussions with customers

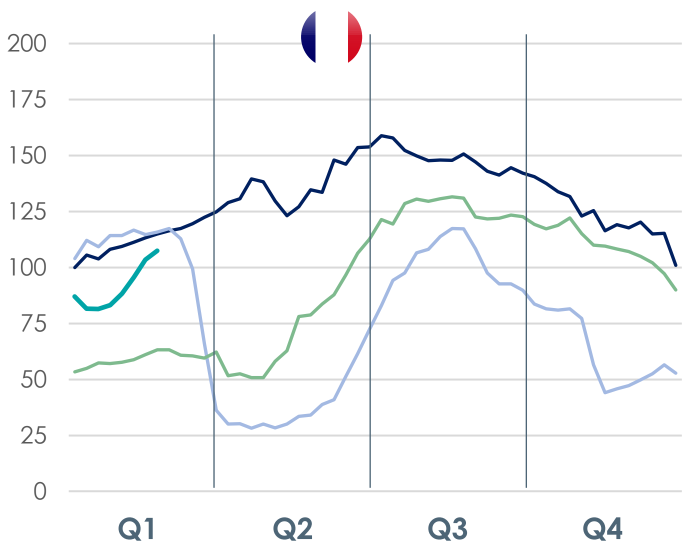
2021 Hospitality monthly growth excluding M&A



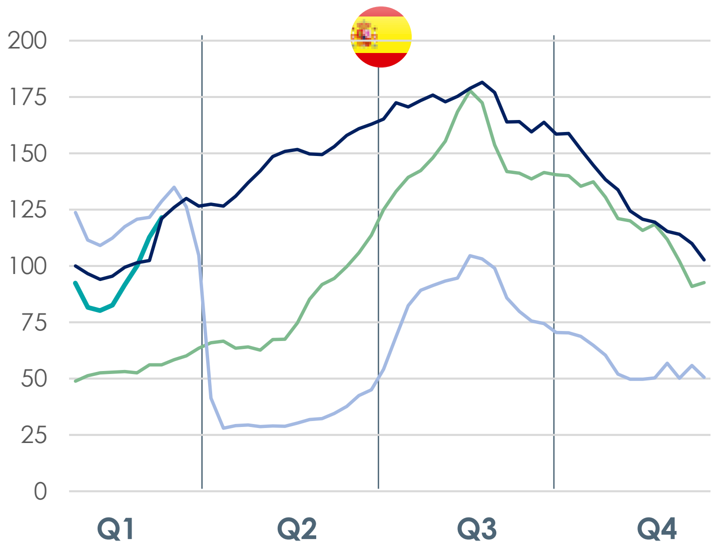
2021 Hospitality revenue breakdown by geography



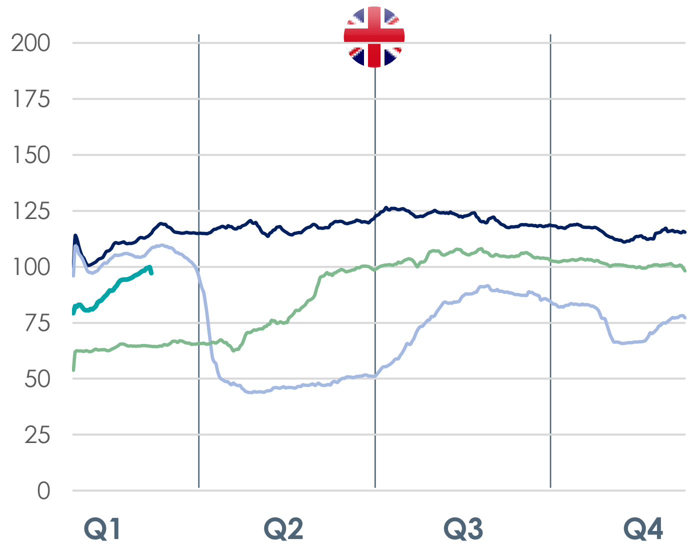
Pick-up in Hospitality: Focus on France, Spain and the UK



Flat linen volumes in France – Basis 100 January 2019



Flat linen volumes in Spain – Basis 100 January 2019



Flat linen volumes in the UK – Basis 100 January 2019

2019 2020 2021 2022

- Activity in Hospitality started to rebound from Q2 2021 onwards
- Summer season was good, driven by domestic tourism
- The Omicron outbreak did not have any significant impact on our activity in H2

Elis' quality of service and leadership position have driven client retention

Churn rate reduction

Strong reliability

Delivery regardless of volumes and potential workforce shortfall, **differentiating Elis from its competitors,** which were sometimes totally closed and stopped servicing their customers

Listening to clients

Elis acted as a **real business partner** during the crisis, adapting invoicing terms to the reality of our customers (discounts, contracts put on hold, etc.)

Seamless quality of service

Quality improvement programs in place in all our geographies bear fruit during the crisis

As an example, the churn rate improved to -7% in the UK in 2021, underscoring the success of the measures implemented in the country

Strong operating leverage in 2021: EBITDA margin up +70bps

2020 cost adjustment efforts have generated some permanent savings

- ✓ Permanent **shutdown of plants** across the Group
- ✓ **Layoffs of full-time employees** at plant level
- ✓ **Cost-cutting plans** in every country head office, especially in France in H2 2020

Lighter cost base

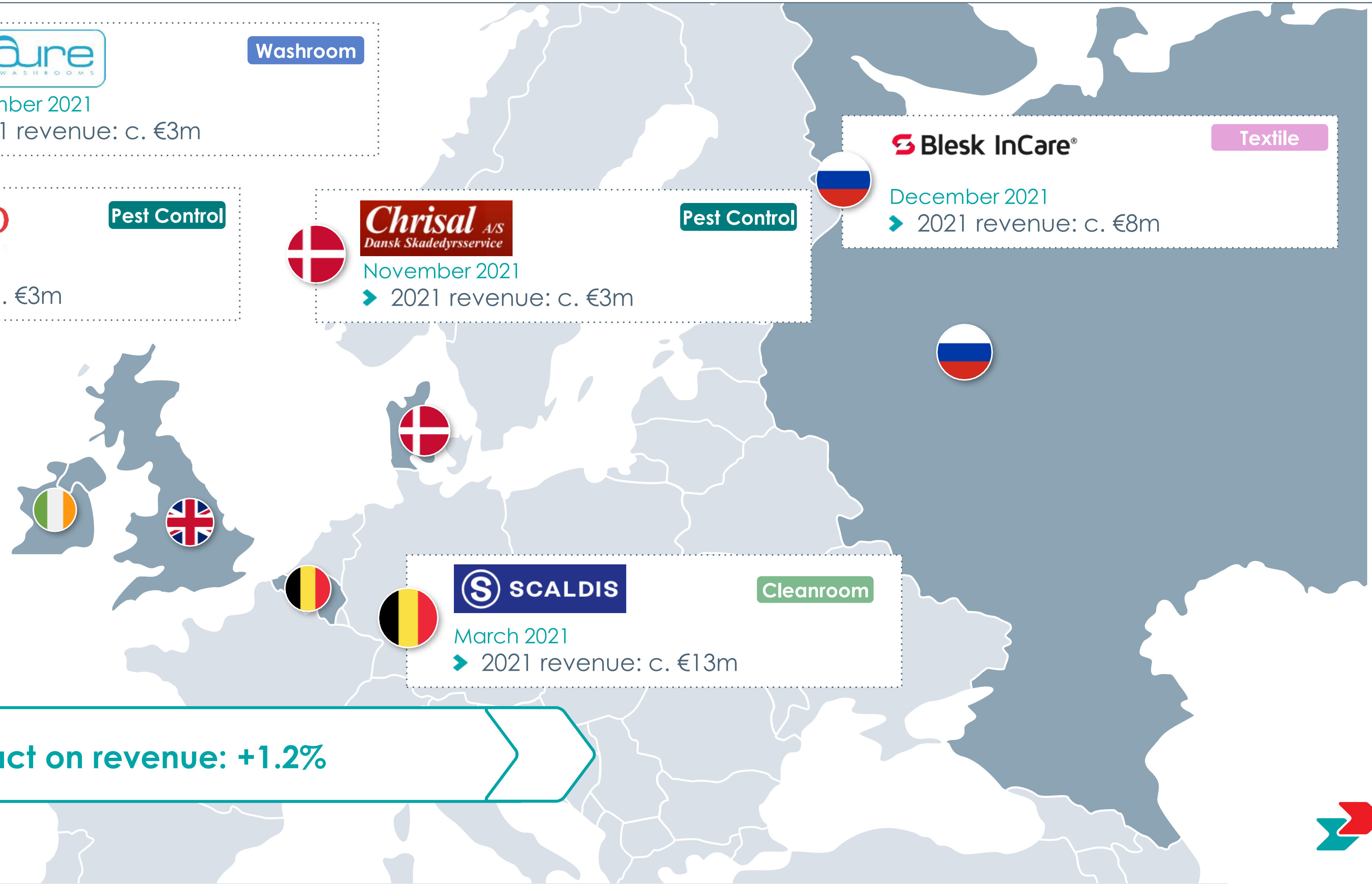
Strong operational performance thanks to Elis' know-how

- ✓ Good **pricing discipline** in all countries
- ✓ Further **productivity improvement** across the board

Slight impact from inflation in H2 2021

- ✓ **Inflation level varies** from a country to another
- ✓ **Material gas price** increase in December (cf. "2022 Outlook" section)
- ✓ **Some labor shortages** drove wages up in some countries, especially the UK

5 acquisitions closed in 2021, of which 4 in Hygiene & Well-being



Pure Washrooms — Washroom
September 2021
- 2021 revenue: c. €3m

PestGuard — Pest Control
July 2021
- 2021 revenue: c. €3m

Chrisal A/S Dansk Skadedyrsservice — Pest Control
November 2021
- 2021 revenue: c. €3m

Blesk InCare — Textile
December 2021
- 2021 revenue: c. €8m

SCALDIS — Cleanroom
March 2021
- 2021 revenue: c. €13m

2021 M&A impact on revenue: +1.2%

Elis has no presence in Ukraine and only limited presence in Russia

Russia:
revenue of c. €20m

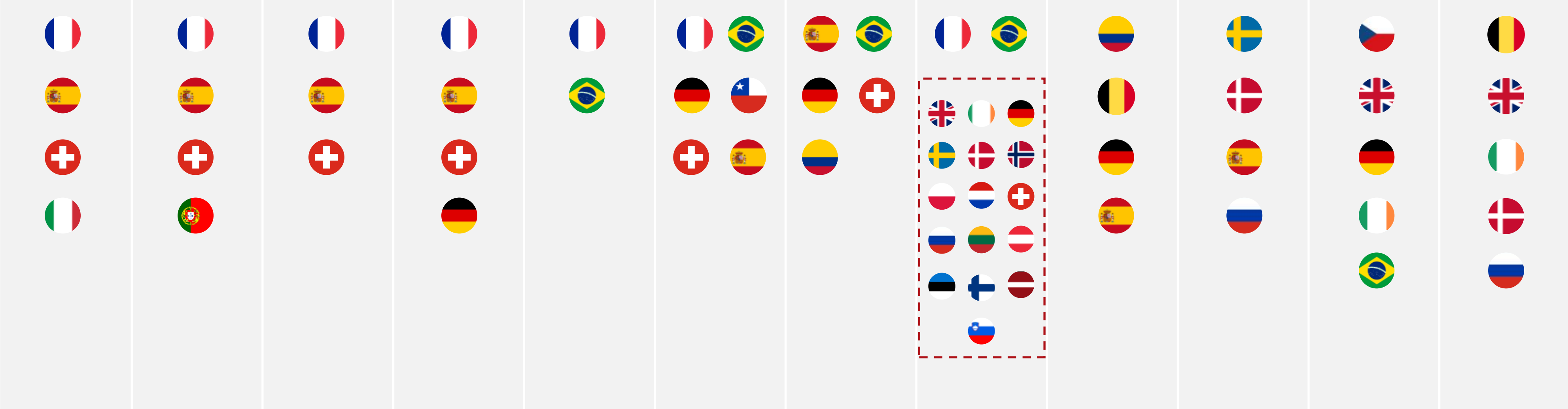
9 plants
in the country

Sufficient funding
and inventory to allow
business continuity
until the end of 2022

Successful track record in acquiring and integrating businesses

Nearly 75 acquisitions since 2010	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Nb. of acquisitions	7	7	4	8	7	9	6	5	6	5	5	5
M&A spend (€m), incl. earn-outs on previous transactions	28	13	13	22	97	117	221	1,392	62	83	88	87

Countries



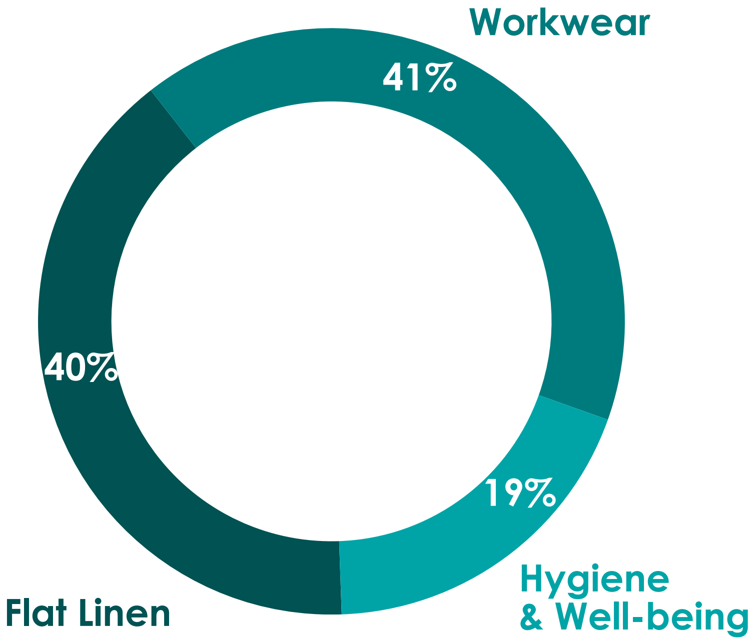
Strategic acquisitions	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
	Lavotel				Atmosfera		Indusal	Lavebras Berendsen				

Strategic acquisitions or bolt-ons to consolidate positions, enter new geographies or offer new services

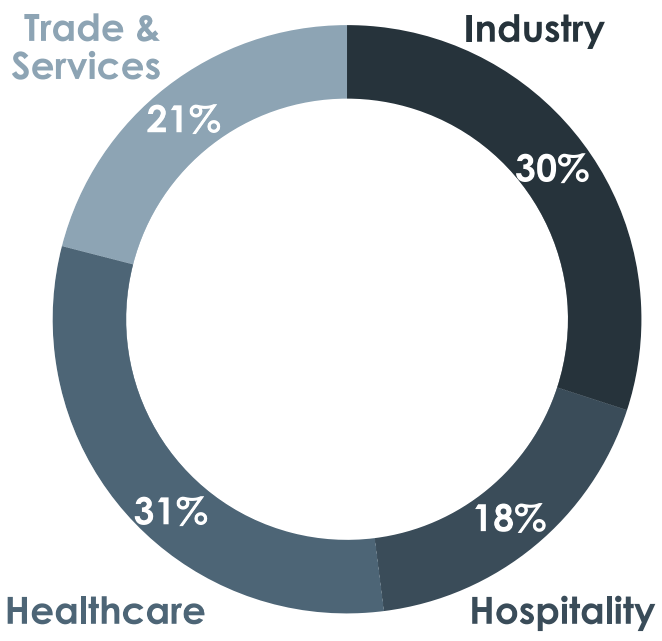
Elis offers a highly diversified and well-balanced profile

2021 revenue breakdown

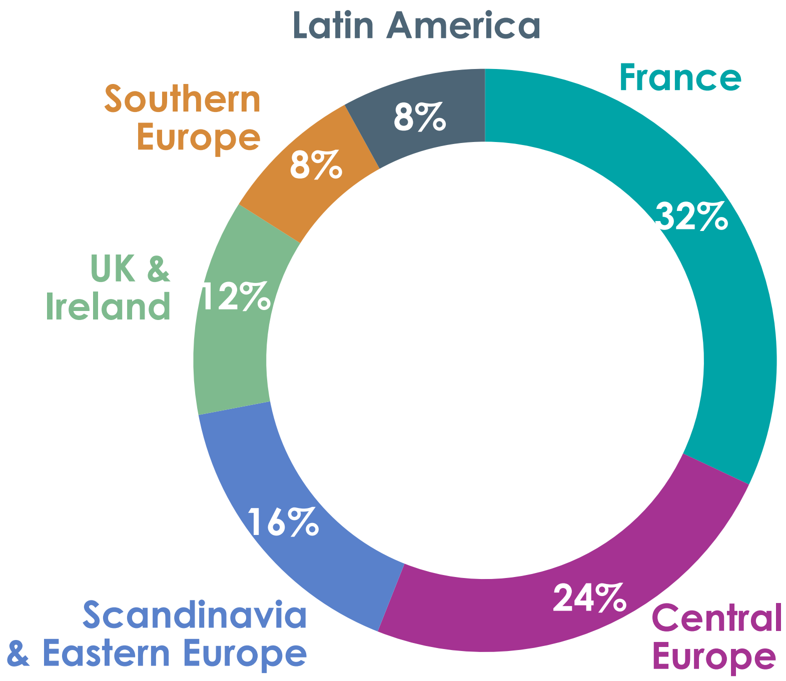
By activity



By end-market

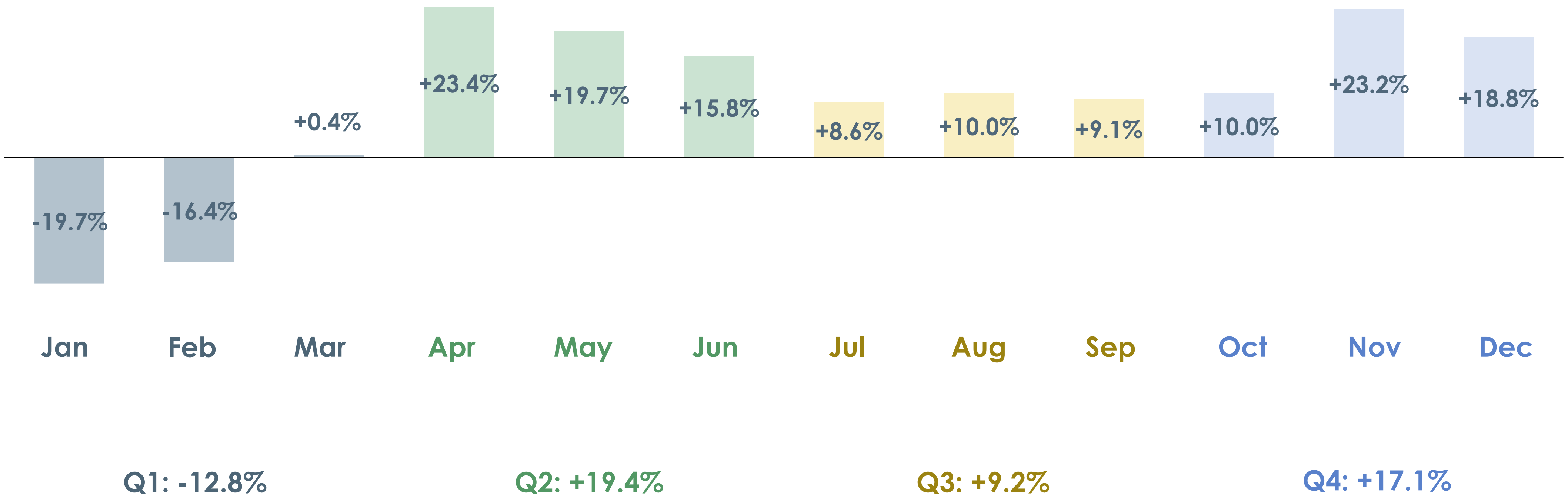


By geography



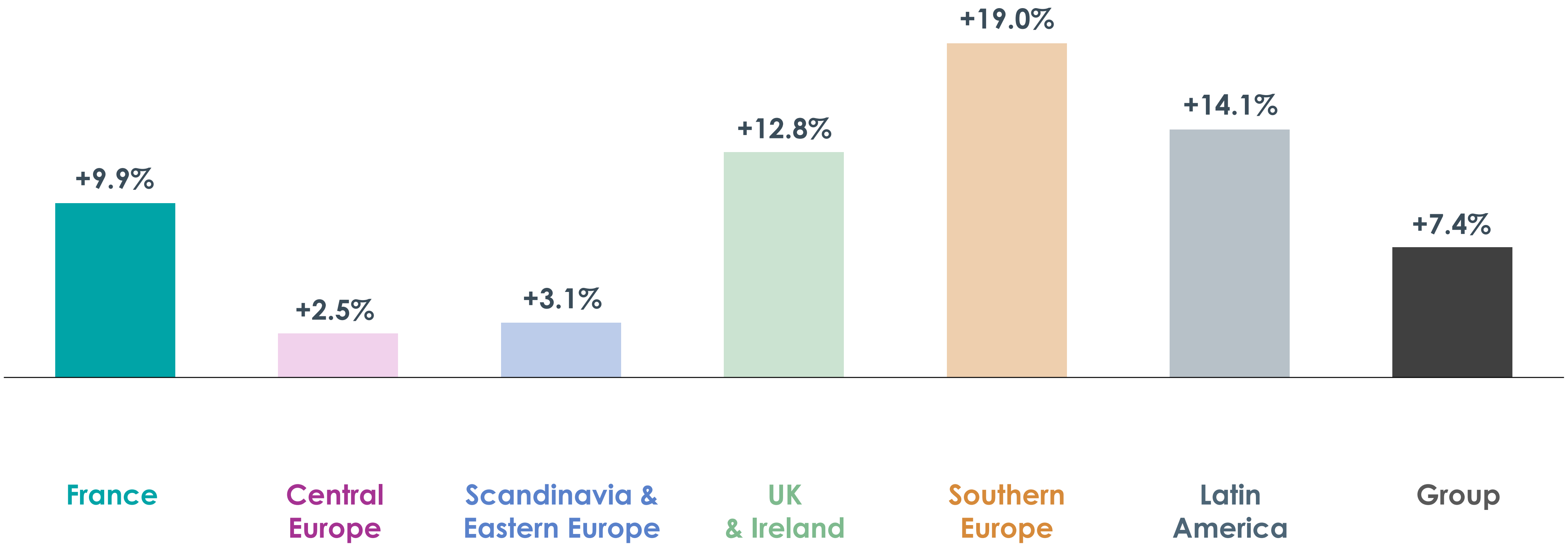
Strong organic growth rebound from Q2 onwards: Activity improvement across the board

2021 monthly organic revenue evolution



Strong organic growth rebound driven by recovery in Hospitality and strong commercial dynamism

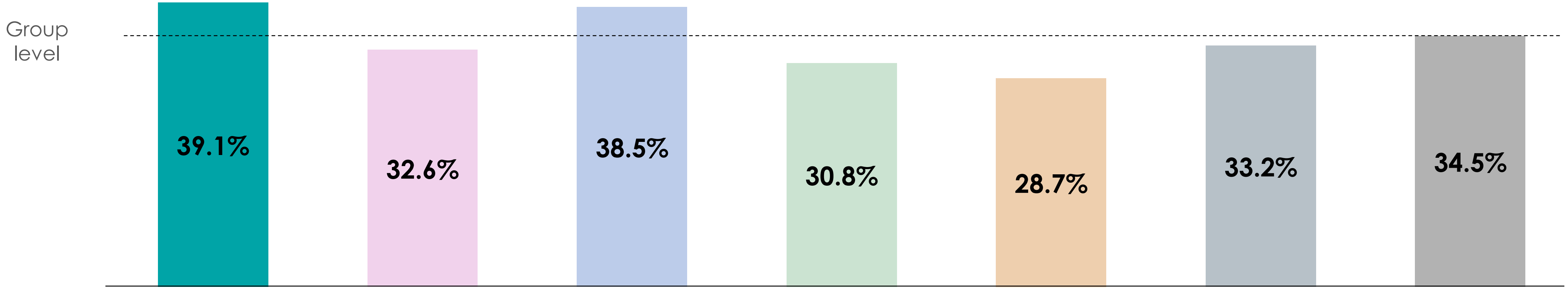
2021 organic revenue evolution by geography



EBITDA margin up +70bps in 2021
Post-pandemic margin significantly above 2019 level

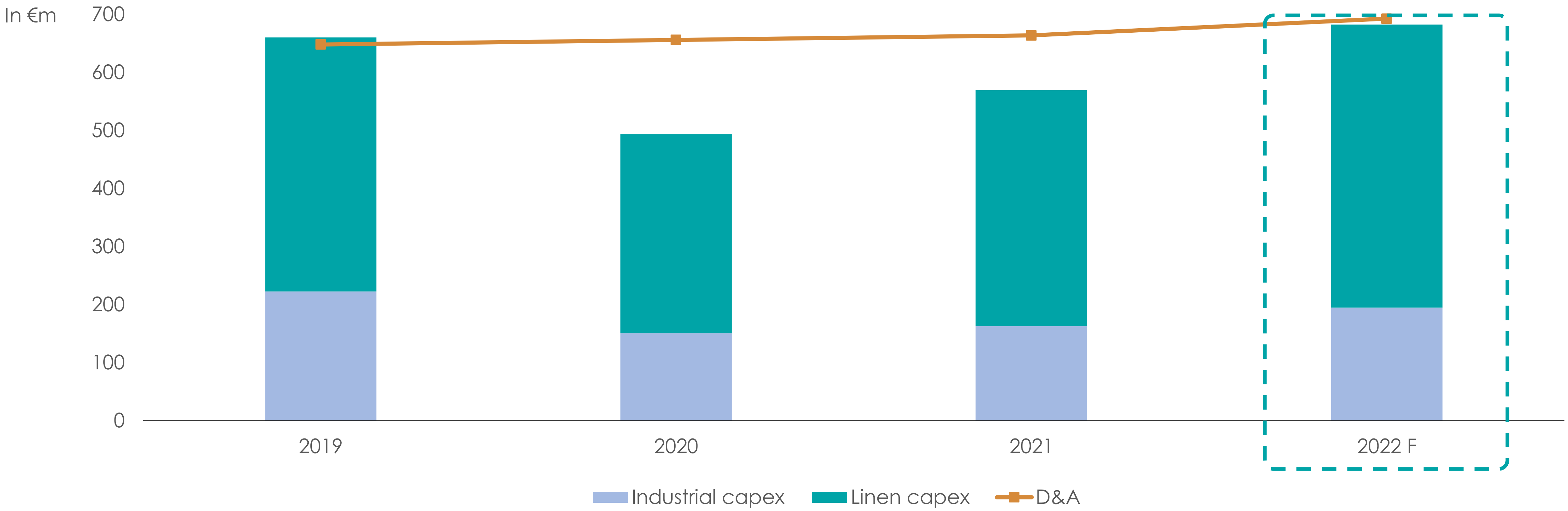
2021 EBITDA margin

	France	Central Europe	Scandinavia & Eastern Europe	UK & Ireland	Southern Europe	Latin America	Group
vs 2020	+110bps	-10bps	-40bps	+170bps	+560bps	-60bps	+70bps
vs 2019	+110bps	+100bps	-20bps	+220bps	-10bps	+280bps	+90bps



Margin rates and percentage change calculations are based on actual figures.

EBIT margin improvement in 2021 and 2022 driven by D&A stability



- ✓ **2019:** Last year of the Berendsen capex program
- ✓ **2020:** Capex decrease in the context of the pandemic
- ✓ **2021:** Capex as a percentage of revenue back to the normative level
- ✓ **2022:** Capex pickup expected but D&A will increase only modestly

Strong improvement of all profitability metrics; Headline net income up +60.4%

(In €m)	2021	2020[1]	% change
Revenue	**3,048.3**	**2,806.3**	**+8.6%**
EBITDA	**1,052.1**	**947.6**	**+11.0%**
As a % of revenue	*34.5%*	*33.8%*	*+70bps*
D&A	(663.7)	(656.1)	
EBIT	**388.3**	**291.5**	**+33.2%**
As a % of revenue	*12.7%*	*10.4%*	*+240bps*
Current operating income	**358.8**	**276.4**	**+29.8%**
Amortization of intangible assets recognized in a business combination	(81.0)	(93.9)	
Non-current operating income and expenses	(16.1)	(64.5)	
Operating income	**261.7**	**118.0**	**+121.7%**
Net financial result	(90.5)	(88.4)	
Tax	(56.6)	(27.0)	
Income from continuing operations	**114.6**	**2.7**	**x43**
Net income	**114.6**	**2.7**	**x43**
Headline net income	**222.7**	**138.8**	**+60.4%**

- The decrease in 2020 linen capex led to a **stabilization of the D&A level in 2021**
- Decrease in PPA amortization due to **the end of the Berendsen trademark amortization scheme**
- **The high amount in 2020 was mainly made up of restructuring costs relating to saving plans and site shutdowns as well as additional costs directly tied to the sanitary crisis.**

Percentage change calculations are based on actual figures.

[1] Previously communicated 2020 numbers have been retrospectively restated from the impact of IFRS 3.

2021 Headline net income calculation

(In €m)	2021	2020[1]
Net income	**114.6**	**2.7**
Amortization of intangible assets recognized in a business combination[2]	**65.3**	**74.3**
IFRS 2 expense[2]	**25.9**	**13.4**
Accelerated amortization of loans issuing costs[2]	**2.1**	**0.1**
Breakup costs (refinancing) [2]	**3.3**	**-**
Non-current operating income and expenses	**11.5**	**48.2**
o/w litigation provision allowance / (reversal) [2]	*(0.2)*	*0.6*
o/w exceptional expense relating to the sanitary crisis[2]	*-*	*16.5*
o/w restructuring costs[2]	*4.8*	*25.2*
o/w acquisition-related costs[2]	*3.7*	*4.6*
o/w other[2]	*3.1*	*1.4*
Headline net income	**222.7**	**138.8**

[1] Previously communicated 2020 numbers have been retrospectively restated from the impact of IFRS 3.
[2] Net of tax effect.

Record free cash flow after lease payments in 2021, at €228m
Net debt reduced by c. €225m since the beginning of the crisis

(In €m)	2021	2020
EBITDA	**1,052.1**	**947.6**
Non-recurring items and changes in provisions	(14.1)	(55.2)
Acquisition and disposal expenses	(1.6)	(4.2)
Other	(1.6)	(1.4)
Cash flow before finance costs and tax	**1,034.7**	**886.8**
Net capex	(569.5)	(493.8)
Change in working capital requirement	10.1	26.6
Net interest paid	(74.6)	(64.1)
Tax paid	(83.2)	(65.8)
Lease liabilities payments - principal	(89.4)	(73.4)
Free cash flow (after lease liabilities payments)	**228.1**	**216.3**
Acquisitions of subsidiaries, net of cash acquired	(86.9)	(87.6)
Changes arising from obtaining or losing control of subsidiaries or other entities	(8.9)	(4.3)
Other cash flows related to financing activities	6.8	(4.8)
Proceeds from disposal of subsidiaries, net of cash transferred	0.0	0.5
Dividends and distributions paid	-	-
Capital increase, treasury shares	17.7	(1.3)
Other	(21.4)	(27.6)
Net financial debt variance	**135.4**	**91.2**
	December 31st, 2021	**December 31st, 2020**
Net financial debt	**3,145.6**	**3,281.0**

- **The high amount in 2020 was mainly made up of restructuring costs** relating to saving plans and site shutdowns and of additional costs directly tied to the sanitary crisis
- **Linen capex up c. €65m** reflecting the pick-up in activity after a strong slowdown in 2020
- **Positive change in WCR** due to very strong focus on cash-ins from clients and tight inventory management
- **Low H1 2020 base** due to deferred rent payments
- **Reserved capital increase for employees** (c. €11m)

Liquidity and rating profiles significantly upgraded in 2021

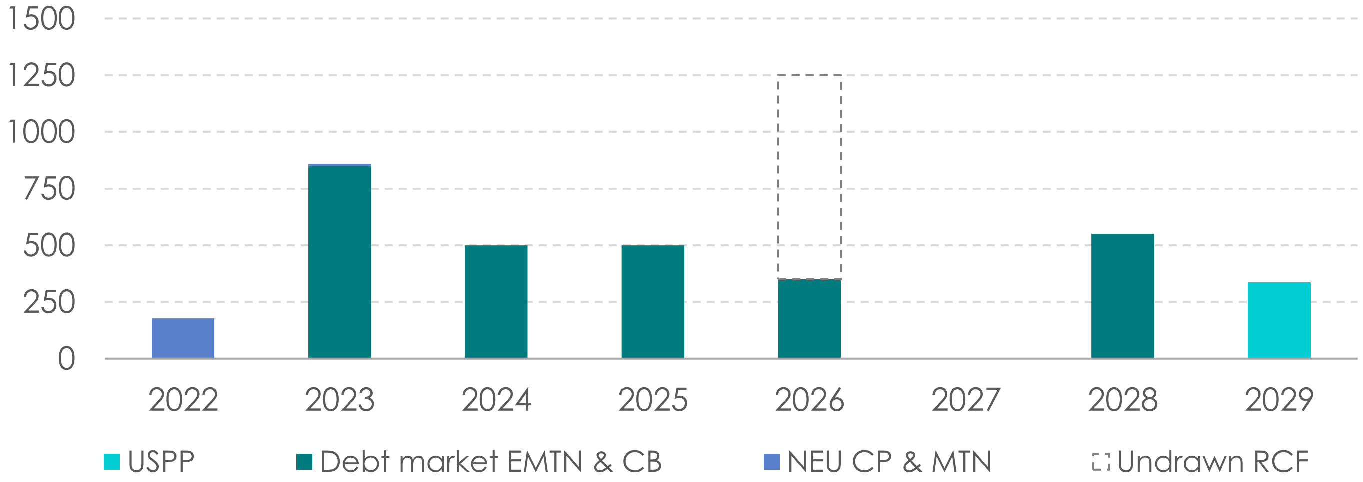
A well-diversified financing

As of December 31, 2021	
Bond (issued Oct 2019) €500m	Coupon 1.0% Maturity 2025
Bond (issued Oct 2019) €550m	Coupon 1.625% Maturity 2028
Bond (issued Apr 2019) €500m	Coupon 1.75% Maturity 2024
USPP (signed Apr 2019) €335m	Coupon 2.70% Maturity 2029
Bond €450m	Coupon 1.875% Maturity 2023
Bond €350m	Coupon 2.875% Maturity 2026
Convertible bond €383m	Coupon 0% Maturity 2023
Commercial paper (CP) €178m	< 1 year
Revolving credit facility Undrawn €900m	Maturity 2026

2021 debt and rating highlights

- **Strong cash generation : CP outstanding amount reduced by €140m**
- **New €900m Sustainability-linked Revolving Credit Facility due November 2026, fully undrawn as of December 31, 2021**
- **New €200m Bond issuance due April 2028 fully dedicated to partial redemption of the €650m Bond due February 2023 (reduced then at €450m)**
- **Net debt / EBITDA ratio of 3.0x as of December 31, 2021 (RCF and USPP definition)**
- **S&P Rating upgraded from BB to BB+ (stable outlook)**

Maturity schedule (as of December 31, 2021)



A very strong financial profile that proved its resilience during the crisis

Main achievements over 2019-2021

- **2019**
  High Yield bond and Term loans refinanced by new EMTN bond and USPP
- **2020**
  Waivers on leverage covenant obtained as part of the Covid-19 crisis impact management
- **2021**
  Partial refinancing of the 2023 EMTN bond by a €200m tap on the 2028 EMTN bond and new €900m sustainability-linked RCF (new maturity 2026)

- **Debt repayment schedule reprofiled and secured**

- **Average cost of debt reduced by 50 bps (from 2% to 1.50%), representing annual savings of c. €20m on financial charges**

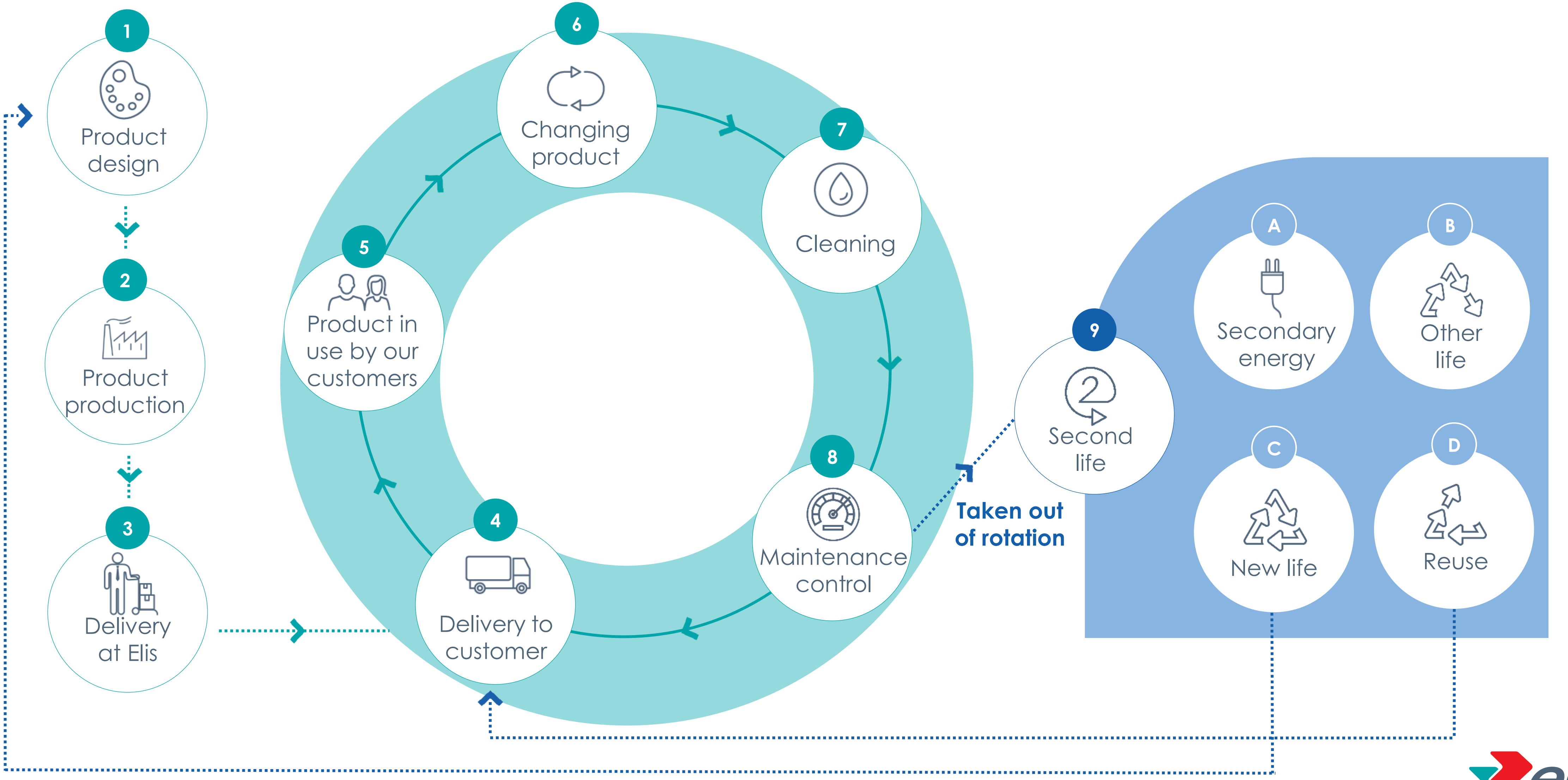
- **Net debt reduced by more than €225m since the beginning of the pandemic thanks to strong cash flow generation**

- **Business model resilience recognized by the rating agencies, as underscored by the recent upgrade from BB to BB+ by S&P and BBB low rating maintained by DBRS**

2021 key financial takeaways

1. Sharp recovery in 2021 activity in all our verticals and geographies
2. EBITDA margin and EBIT margin up +70bps and +240bps respectively, on the back of a lighter cost base, operational improvements and D&A normalization
3. Improvement of free cash flow generation at €228m leading to €135m reduction in net debt (more than €225m since the beginning of the crisis)
4. Financial leverage ratio at 3.0x as of December 31, 2021, expected to decrease sharply in 2022

Elis' growth model is a virtuous circle: Our business is based on the circular economy



A sustainable solution, creating many commercial opportunities

Elis' services are sustainable alternatives to:

- Acquisition or regular use of products: by optimizing product usage through product sharing and industrial management
- Single-use products: by offering reusable solutions, cleaned locally and contributing to local economic development

Elis' best-in-class industrial asset base and circular business model enable further optimization of carbon and water reductions

Clients sensitive to ESG topics will naturally lean towards best-in-class players

Example: Surgical fields are massively switching from Chinese single-use paper to classical textile rental

An increasing number of tenders won by Elis with CSR criteria

City of Amsterdam

Region Gävleborg

Increased demand for services and products based on circular economy principles

Driven by regulations, business trends and CSR group practices to reduce natural resource consumption. Solutions based on product as a service, reuse, repair, refurbishment or recycling are globally strongly supported

Increased demand for low carbon solutions supporting customer climate goals

Elis' services offer naturally lower carbon emissions compared to traditional alternatives thanks to its circular business models. The Group also constantly develops its range of sustainable products to support its customers increasing demands

Elis helps its client to reduce their CO_2 emissions

Circular economy is a sustainable solution to address today's environmental challenges

- Using a hand towel with a cotton spool reduces CO_2 emissions by up to 29% compared to a disposable papier towel solution
- The use of reusable hospitals scrub suits in healthcare establishments allows a 31% reduction in CO_2 emissions compared to disposable ones, which can go up to 62%
- Using workwear in a product-as-a-service approach, allows up to 37% CO_2 emissions compared to other approaches such as washing at home or in traditional laundries

Some concrete examples of our longstanding commitment (1/2)

Continue our circular economy journey

- ✓ Better value our end-of-life products: 73% of our textiles are being reused or recycled, 5,000 water fountains have been renovated
- ✓ Innovate to close the loop (Textile to Textile)
- ✓ Engage with others on circular economy

DELEGATIONEN FÖR CIRKULÄR EKONOMI

TRANSITION FORUM

ELSEVIER Comparative life cycle assessment of reusable and disposable scrub suits used in hospital operating rooms

Climate: a longstanding commitment

- ✓ Proposal to set up Science Based Targets (SBT) at the next AGM in May
- ✓ Commitment renewed at COP26
- ✓ Elis' EcoVadis Gold certification was renewed for the 5th consecutive year
- ✓ Elis ranked B by the CDP for its 1st year of reporting
- ✓ Elis UK & Elis Sweden both committed to achieve carbon neutrality (by 2045 and by 2035 respectively)
- ✓ Climate objectives (decrease of -20% in CO_2 emissions in intensity by 2025)

CDP COP26 4mbition climate by afep FRENCH BUSINESS CLIMATE PLEDGE

Offering increasingly responsible products

- ✓ In line with our objective to have at least one responsible product (i.e., made from responsible materials) in each of our product families
- ✓ Acceleration in new responsible product offer from 2022 onwards

elis

Some concrete examples of our longstanding commitment (2/2)

Deployment of Elis' golden rules

- ✓ Elis' 10 safety golden rules aim at preventing work-related accidents and further develop our safety culture
- ✓ All our plants are being sensitized to those rules

Acceleration of the transition to alternative vehicles

More than doubled the number of alternative vehicles.

E.g., in France, in 2021:

- ✓ +85 electric vehicles for sales force (70% of the total amount of vehicles renewed)
- ✓ +16 small trucks and more expected in 2022
- ✓ 2 additional heavy trucks with biogas being experimented ;
  25 more expected in 2022
  (biofuel and electric)

In Sweden: 25% of light duty vehicles use alternative fuels

CSR is part of our day-to-day business

- ✓ Elis has put in place a dedicated CSR committee
  (first session took place in July 2021)
- ✓ CSR Director reports directly to the CEO
- ✓ Implementation of a €900m sustainability-linked Revolving Credit Facility

Our 2021 performance

Circularity *and Exemplarity* to reduce our impact on the planet

	2021	2025
Climate Change intensity	-19%	**-20%**
Thermal energy intensity[1]	-22%	**-35%**
Water intensity[1]	-40%	**-50%**

	2021	2025
Responsible vehicles	257	↗↗
Textile recycling	73%	**80%**
Range of responsible products	46%	**100%**

Empower our employees and offer them a brighter future

	2021	2025
Frequency rate	-6%	**-50%**
Gender Diversity / Women	34%	**40%**

	2021	2025
Chevron & Talent Development	Paris Barcelona planed	**Further promote the Chevron Program**

Make a positive impact on society

	2021	2025
Foundation	3rd class	**x3**
Direct supplier CSR assessment	93%	**95%**

[1] European laundries

vs 2010
vs 2019

A history of revenue and margin expansion in Latin America

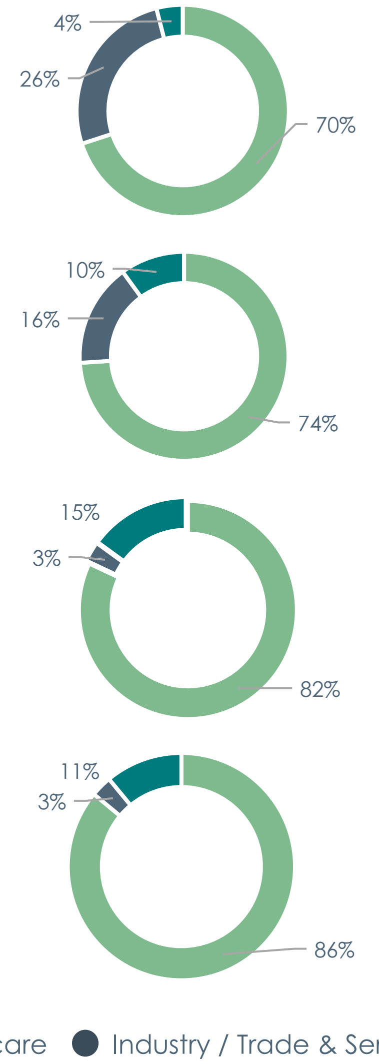
2014
Brazil
10 acquisitions
Average organic growth 2015-2021: +9.5%

2015
Chile
Elis present since 2015
2 acquisitions
Average organic growth 2016-2021: +5.6%

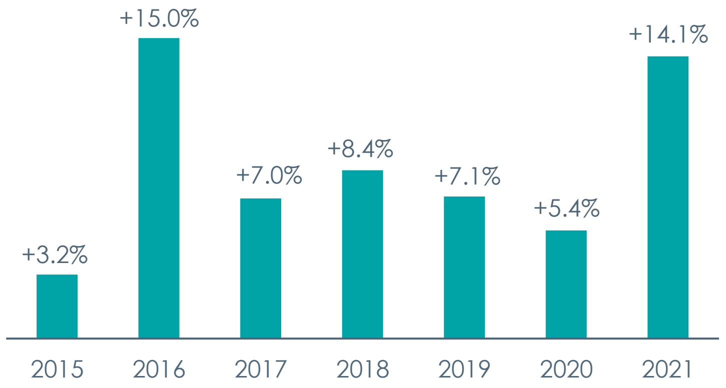
2017
Colombia
Elis present since 2017
2 acquisitions
Average organic growth 2018-2021: +20.7%

2022
Mexico
Closing expected by the end of July 2022

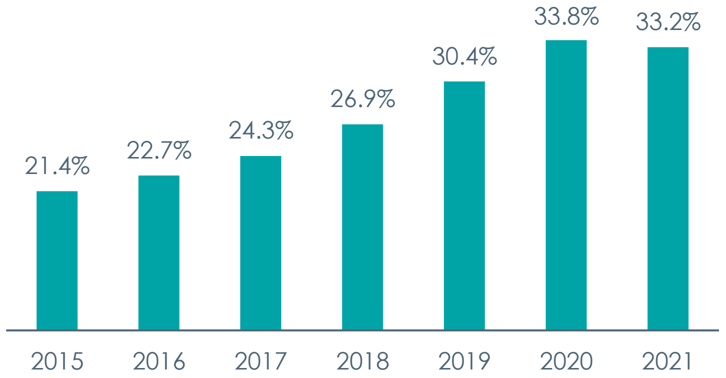
2021 revenue mix by end-market



Latam organic revenue growth 2015-2021



Latam EBITDA margin evolution 2015-2021



EBITDA margin numbers from 2019 onwards include the IFRS 16 impact (+160bps impact in 2019)

Elis's strong track-record in Brazil demonstrates its capacity to integrate assets in Latin America

- **2012** – Elis enters the Brazilian market through the opening of a commercial office
- **2014** – Acquisition of Atmosfera and L'Acqua
- **2015** – Acquisition of Teclav
- **2016** – Acquisition of Martins & Lococo, MPW and Laves
- **2017** – Acquisition of Lavebras and Bardusch
- **2018** – No acquisition
- **2019** – No acquisition
- **2020** – Acquisition of Clinilaves and Asph
- **2021** – No acquisition

Brazil revenue (mBRL) [1]	324	436	887	932	993	1,068	1,234
Organic growth	+5.0%	+14.8%	+7.6%	+6.4%	+6.6%	+6.6%	+11.5%
Number of customers	3,752	4,105	5,000	5,058	5,109	5,216	5,675
Number of employees	3,848	4,757	8,970	8,956	9,128	9,343	9,520
EBITDA margin	21.6%	23.0%	25.4%	28.0%	31.6%	35.5%	35.7%

[1] Pro forma 12-month revenue including full year of acquired companies

Acquisition of a century-old business that is a leader on the Mexican market

A leader in its industry

- Only player with national coverage
- Pre-covid organic revenue growth above +10%
- Contained impact from the Covid crisis on the business with 2020 revenue down c. -7% (in MXN)

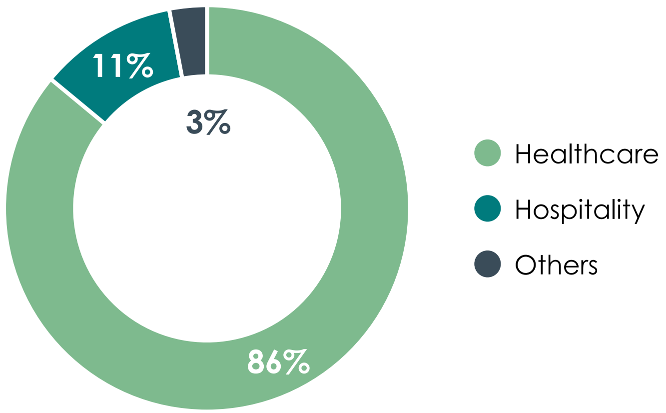
Established operator with great know-how

- Century-old business
- Family-owned
- Structured organization with good IT and processes
- Experienced management will continue to run the business (earn-out mechanism over 2023-2025)

2021 key figures

- Revenue of MXN1,779m (c. €74m)
- 38% EBITDA margin (IFRS)
- 18% EBIT margin (IFRS)

Revenue breakdown by end-market



Healthcare

Sanitizing, sterilizing and supplying of linen and hospital garments for patients, medical staff and facilities

Hospitality

Linen for hotels, restaurants and sports clubs

Others

Garments for food, pharmaceutical and automotive industry

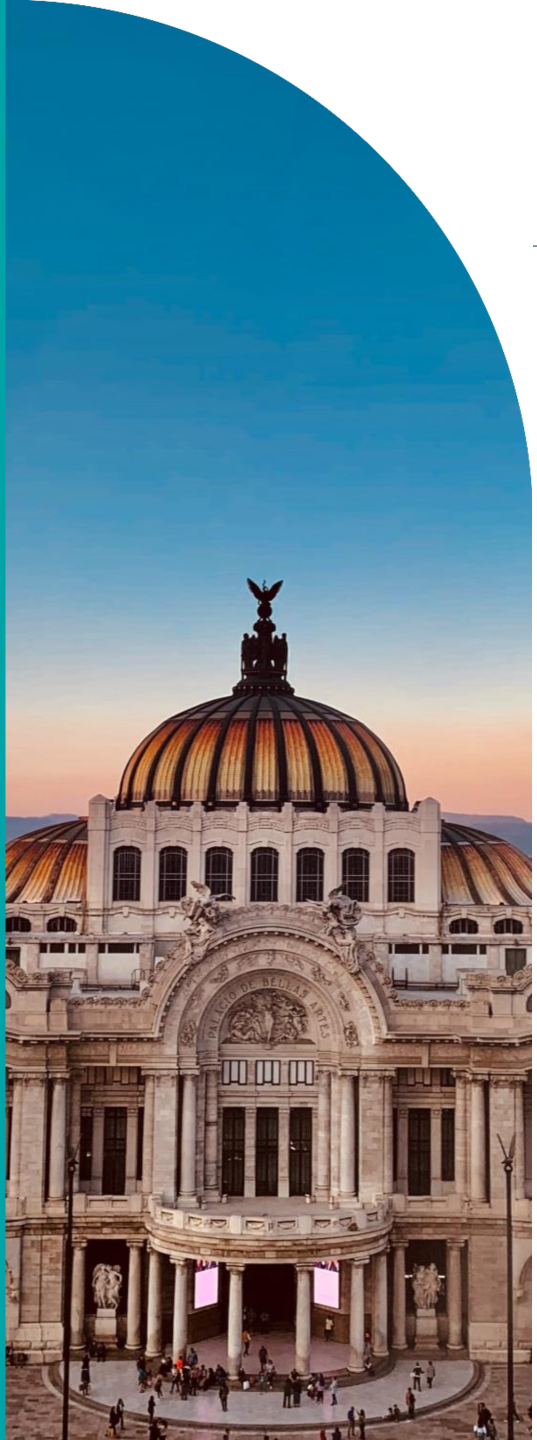
National coverage and high-quality industrial assets

- 11 washing plants
- 320 tons per day capacity
- State-of-the-art facilities (European standards, Kannegieser equipment…)
- More than 2,600 employees

11 washing plants

12 distribution centers

1 garment factory

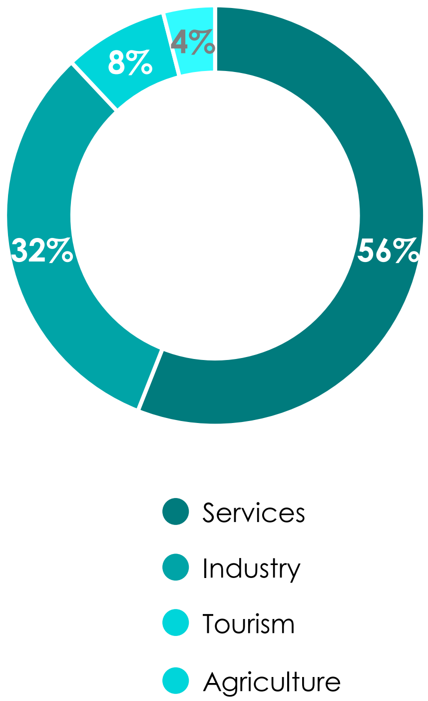


The Mexican economy is solid and stable

The Mexican economy has performed solidly throughout the COVID-19 crisis

- c. 130 million inhabitants
- 15th economy in the world
- c. 4% annual GDP growth before the pandemic ; 2022/2023 forecasts of 2.7% and 2.4% respectively
- Relatively low inflation (c. 4% p.a. before the Covid crisis)
- Low unemployment rate at c. 3.5%
- Historical business partner of the USA and China
- Economic dynamism correlated with US activity
- Covid had no major impact on the economy and public finances remain strong

Mexico GDP breakdown



Elis expects to generate c. 10% organic revenue growth in Mexico in the coming years

A market with strong outsourcing potential

Workwear for industry is still largely internalized

- Strong footprint of companies operating in food-processing, pharmaceuticals, automotive, aerospace
- Strong outsourcing potential in Workwear
- Elis to act as a market opener

Strong public healthcare market

- Ageing population drives public investment programs
- Public hospital share is c. 85%

Very dynamic hospitality market driven by tourism

- 8th most visited country in the world
- 25% more hotel rooms than in France
- Outsourcing rate is very low, but growing strongly

Bolstering Elis' organic growth profile

Key financial highlights of the Mexican transaction

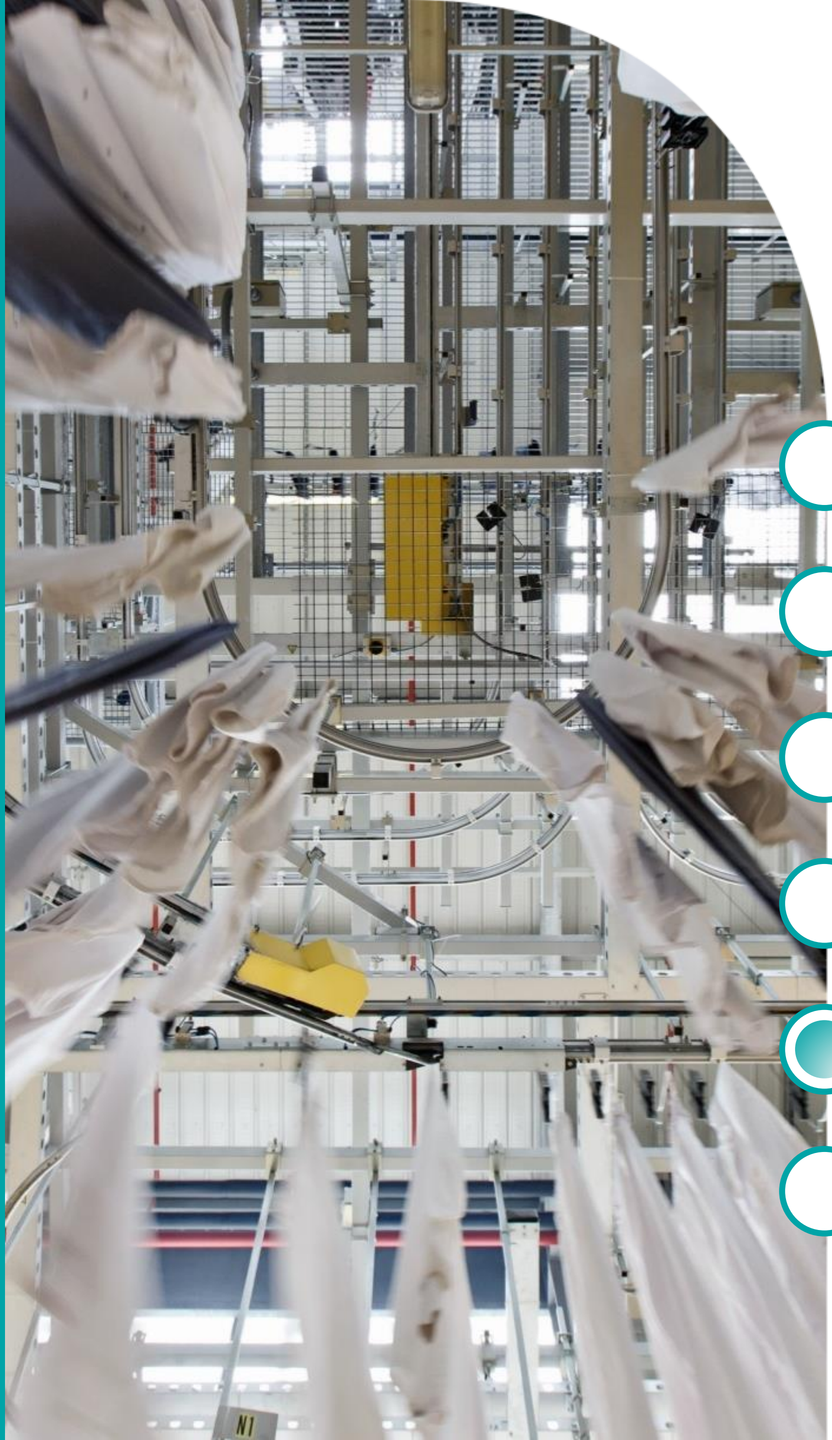
- **Attractive multiples (5.6x 2021 EBITDA and 12.0x 2021 EBIT)**
- **c. 4% accretive impact on headline net income per share on a 12-month proforma basis**
- **The deal includes potential earn-outs over 2023-2025 at lower multiple**

- **Elis enters a new market with strong growth prospects**

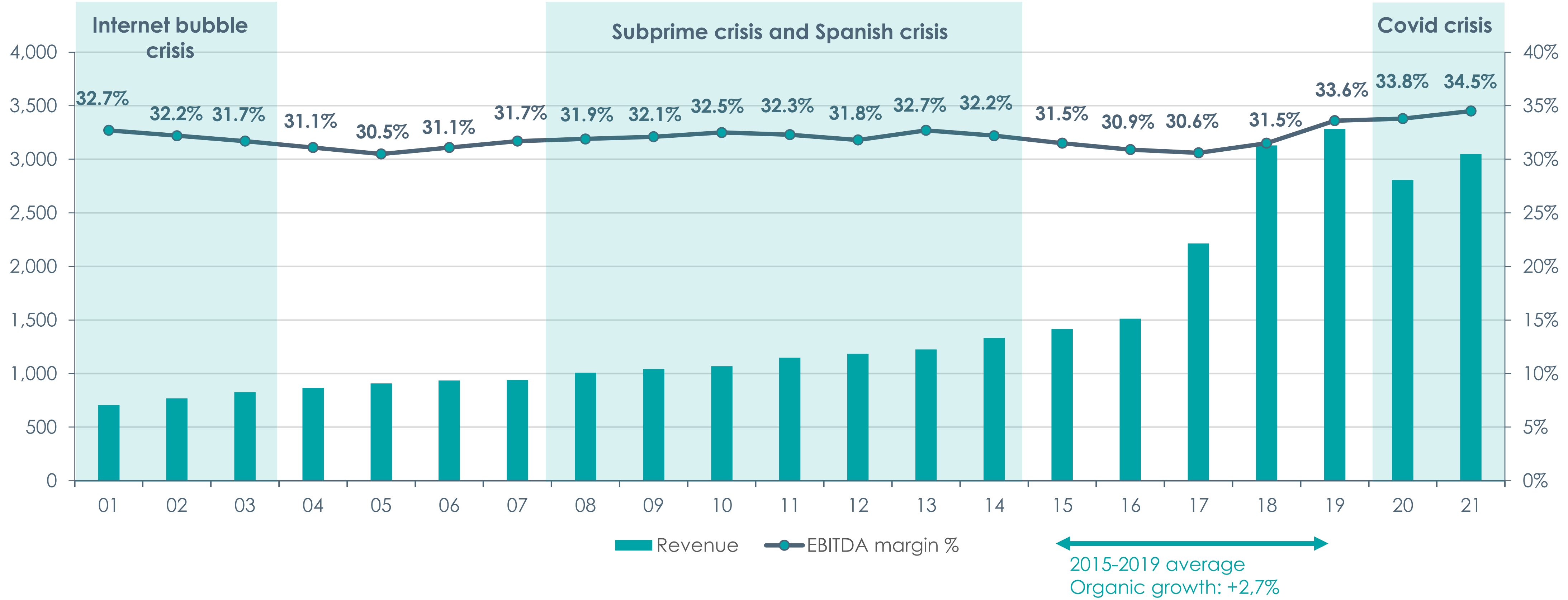
- **The Mexican market is highly fragmented, offering further consolidation opportunities for Elis**

- **2021 key financials**
  - Revenue: c. €74m
  - EBITDA margin: 38%
  - EBIT margin: 18%

- **Transaction expected to close by end-July 2022**



Proven business resilience over the years



- Since its 2015 IPO, Elis has delivered an average of nearly **+3% organic growth per annum**
- Over the last **20** years, **EBITDA margin** has evolved within a **narrow range**
- **Elis' free cash flow has improved steadily over the past years:** €154m in 2018, €174m in 2019, €217m in 2020 and €228m in 2021

EBITDA margin numbers from 2019 onwards include the IFRS 16 impact (+210bps impact in 2019)

Elis's organic growth profile reinforced in all non-Hospitality markets

Structural trends are changing Elis' organic growth profile

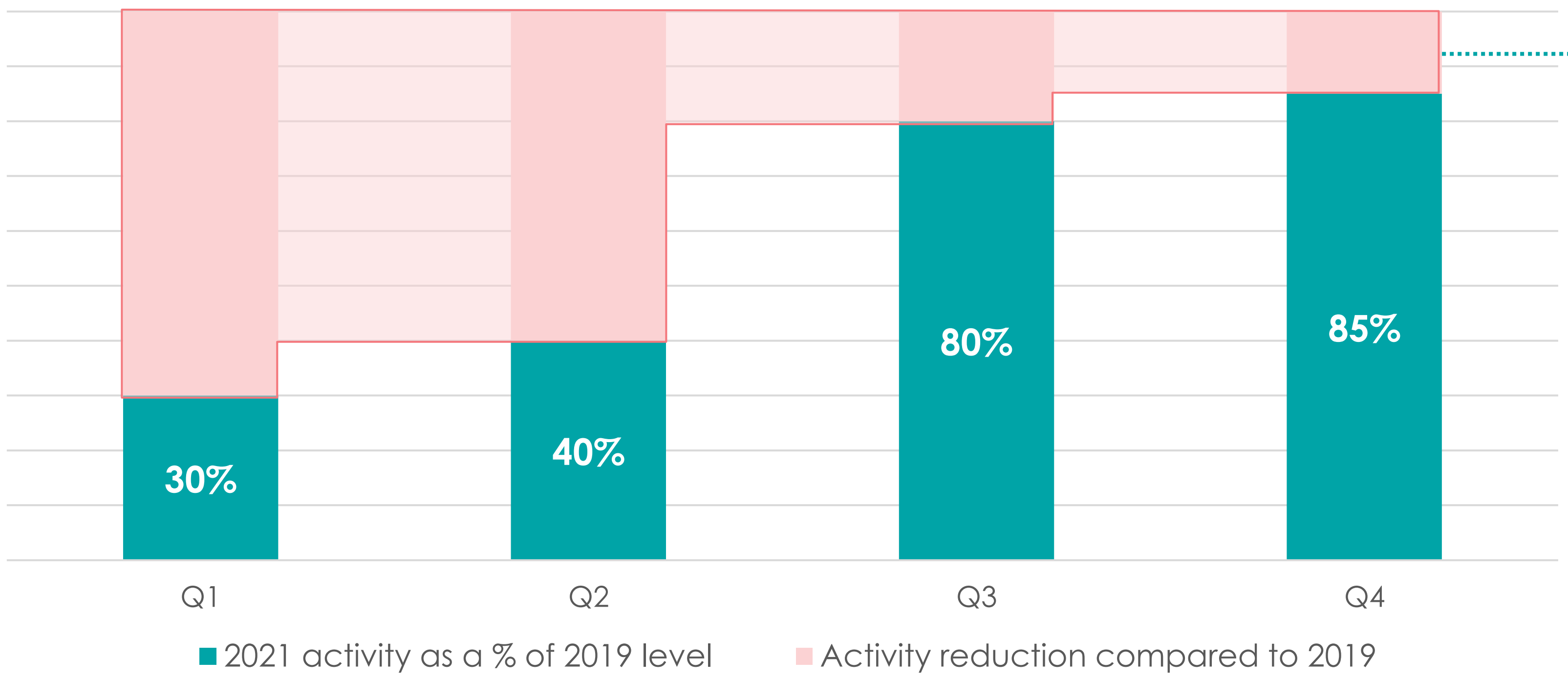
Need for more hygiene creates cross-selling opportunities: New hygiene services (including pest control), increase in hygiene product consumption and in linen rotation	**Outsourcing trend** driven by the need for employers to ensure a clean work environment for their employees: Providing clean uniforms to employees along with a professional washing solution is the new standard	**Structural growth of the nursing home business,** driven by ageing European population (Flat linen, Workwear for employees and washing of resident linen)	**Steady increase in the share of Elis' fast-growing markets :** Latin America and Eastern European countries generally generate double-digit growth and represent an increasing share of Elis' revenue	Suppliers with high ESG standards such as Elis will benefit from the **increase in tenders with an ESG component**

Main countries concerned

Elis' post-crisis normative organic revenue growth (i.e., excluding post-Covid crisis Hospitality catch-up effect) should be above +3.5%

Hospitality: up to c. €350m recovery potential in 2022

Quarterly 2021 Hospitality activity compared to 2019



Total 2021 revenue shortfall vs 2019: c. €350m

FY 2022 organic revenue growth

We currently expect full-year 2022 organic growth to be between +13% and +15%

Our working assumption is that activity in Hospitality in H1 2022 will be -20% below the 2019 level and that it will continue to recover in H2 2022

This working assumption also factors in:

- Normative organic revenue growth in our 3 other end-markets
- Significant pricing effect in a context of strong inflation

Foreseeable cost increases are quickly passed on to customers

Example of personnel costs (c. 40% of revenue):

Main drivers

- ✓ Increase in minimum legal wage
- ✓ Labor shortages

Cost increase timing

- ✓ Minimum legal wage increase for year N is announced by Governments in Q3 N-1 or Q4 N-1
- ✓ Cost increase is implemented from Jan 1st of year N onwards

Price increase timing

- ✓ For small clients: the increase is reflected in our indexation formula, leading to price increase from Jan 1st of year N onwards
- ✓ For big clients: negotiations usually take place in late Q3 N-1 / early Q4 N-1, also leading to price increase from Jan 1st of year N onwards

Very limited lag effect, hence limited margin impact for Elis

Erratic increases of cost components are more difficult to immediately pass on

Energy costs (gas, electricity & fuel): c. 5% of revenue

Main driver

- ✓ North gas exchange point (GEP)

Cost increase timing

- ✓ Immediate when we pay spot, delayed when we entered a fixed gas tariff contract
- ✓ Historically, the choice between paying spot or fixing the price was made based on comparing current market price with historical figures
- ✓ 50% of the energy costs are currently hedged
- ✓ c. 1,000 GWh are currently not hedged

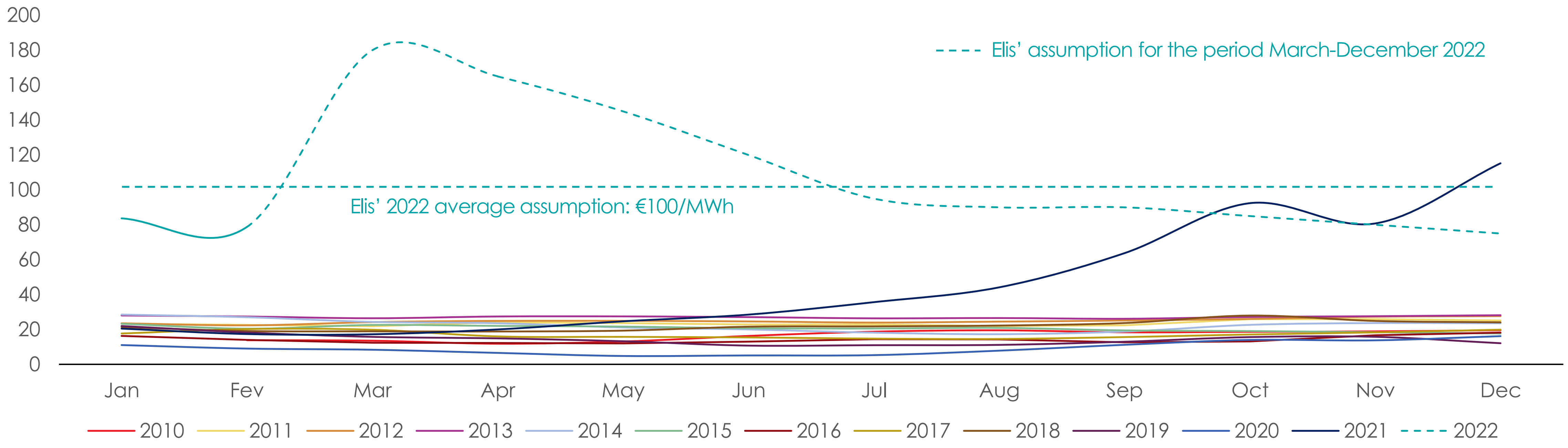
Price increase timing

- ✓ We use a public index with both small clients (using our pricing indexation formula) and bigger clients (through standard negation process)
- ✓ Negotiations with customers usually take place in late Q3 / early Q4, implying that higher Q4 energy costs are not passed through immediately

Potentially significant lag effect, especially in case of strong price swings in Q4 N-1 / Q1 N

Gas prices: what happened in 2021 and where we stand today

Monthly average GEP (gas exchange point) price evolution since 2010 (€ per MWh)



- Between January 2010 and July 2021, the average monthly GEP price never exceeded €30/MWh
- From H2 2021 onwards, gas prices started to reach unprecedented levels
- In September 2021, Elis had the opportunity to freeze gas prices but elected not to, given the very high price at that time compared to historical figures. In Q4 2021, gas prices continued to rise, up to a spot peak at c. €184/MWh in December
- In 2022, after a relative easing in January and February, gas prices have soared since early March due to the war in Ukraine

FY 2022 profitability and free cash flow generation

2022 EBITDA margin should be at c. 33.5%, assuming that gas price will stabilize for the remainder of the year at the YTD average price as of March 8, 2022, i.e. €100/MWh

Should gas prices remain significantly above €100/MWh in H1 2022, we would act on our pricing as early as this summer, with an additional +1% increase passed on to our customers for every €30 tranche above €100/MWh

2022 EBIT should be at c. €500m thanks to the smoother D&A increase in 2022, reflecting the slowdown in investments in 2020 and 2021 because of the pandemic

2022 headline net income per share should be at c. €1.35 (up c. +40% compared to 2021)

2022 free cash flow after lease payments should be at c. €200m as a result of the impact of the strong pick-up in activity on working capital requirement and the increase in linen capex due to inflation (increase in cotton price and in freight costs)

Financial leverage ratio as of December 31, 2022 is expected at c. 2.6x, including the Mexican acquisition

Medium-term outlook

Organic growth

Elis' post-crisis normative organic revenue growth (i.e., excluding post-Covid crisis Hospitality catch-up effect) should be **above +3.5%**

This is a direct consequence of the need generated by the sanitary crisis for more hygiene, more traceability, more responsible products and services, and for a more secure supply chain

EBITDA

The decrease in EBITDA margin expected in 2022 should be reversed in 2023, either mechanically if gas price goes down in 2022, or through the price increase we will implement from H2 2022 onwards

Key takeaways

1. Strong 2021 financial and operational performance driven by the recovery in activity in all our verticals and geographies
2. Reinforced organic growth and deleveraging profile in a post-Covid world
3. Sharp acceleration in topline growth expected in 2022, along with strong earnings improvement
4. Further expansion in Latin America with the acquisition of a Mexican leader with strong growth prospects

- 2021 business highlights
- Financials
- A responsible business
- Elis enters Mexico
- 2022 outlook
- Q&A - *Xavier Martiré (CEO) & Louis Guyot (CFO)*

Appendix: Restatement of 2020 figures

IFRS 3 “Business combinations”

- IFRS 3 requires previously published comparative periods to be retrospectively restated for business combinations (recognition of the final fair value of the assets acquired and the liabilities and contingent liabilities assumed when this fair value was provisionally determined at the previous balance sheet date).

(in €m)	2020 reported	IFRS 3	2020 restated
Revenue	**2,806.3**	**-**	**2,806.3**
EBITDA	**947.5**	**0.1**	**947.6**
EBIT	**291.5**	**0.0**	**291.5**
Current operating income	**276.4**	**0.0**	**276.4**
Amortization of intangible assets recognized in a business combination	(93.0)	(0.9)	(93.9)
Non-current operating income and expenses	(64.1)	(0.4)	(64.5)
Operating income	**119.3**	**(1.3)**	**118.0**
Financial result	(88.4)	0.0	(88.4)
Tax	(27.1)	0.1	(27.0)
Income from continuing operations	**3.9**	**(1.2)**	**2.7**
Net income	**3.9**	**(1.2)**	**2.7**

Appendix: Financial definitions

- **Organic growth** in the Group's revenue is calculated excluding (i) the impacts of changes in the scope of consolidation of "major acquisitions" and "major disposals" (as defined in the Document de Base) in each of the periods under comparison, as well as (ii) the impact of exchange rate fluctuations
- **EBITDA** is defined as EBIT before depreciation and amortization net of the portion of subsidies transferred to income
- **EBITDA margin** is defined as EBITDA divided by revenues
- **EBIT** is defined as net income (or net loss) before financial expense, income tax, share in income of equity-accounted companies, amortization of customer relationships, goodwill impairment, non-current operating income and expenses, miscellaneous financial items (bank fees recognized in operating income) and expenses related to IFRS 2 (share-based payments).
- **Free cash flow** is defined as cash EBITDA minus non-cash-items items, minus change in working capital, minus linen purchases and manufacturing capital expenditures, net of proceeds, minus tax paid, minus financial interests' payments and minus lease liabilities payments
- **The financial leverage ratio** is the leverage ratio calculated for the purpose of the financial covenant included in the new banking RCF agreement signed in November 2021: Leverage ratio is equal to Net financial debt / Pro forma EBITDA of acquisitions finalized during the last 12 months after synergies
- **The historical leverage ratio** is the leverage ratio reported by the Group for previous FY and calculated for the former bank financings now repaid : Total net leverage is equal to (Net financial debt, less current accounts held for employee profit-sharing and accrued interest not yet due, plus unamortized debt issuance costs and finance lease liabilities as measured under IAS 17 had the standard had continued to apply) divided by (Pro forma EBITDA of acquisitions finalized during the last 12 months after synergies and excluding the impact of IFRS 16)

These alternative performance measures are meant to facilitate the analysis of Elis' operating trends, financial performance and financial position and allow the provision to investors of additional information that the Managing Board believes to be useful and relevant regarding Elis' results. These alternative performance measures generally have no standardized meaning and therefore may not be comparable to similarly labelled measures used by other companies. As a result, none of these alternative performance measures should be considered in isolation from, or as a substitute for, the Group's consolidated financial statements and related notes prepared in accordance with IFRS

Nicolas Buron
Investor Relations Director
Tel: +33 1 75 49 98 30
Mob: +33 6 83 77 66 74
Email: nicolas.buron@elis.com

ELIS SA
5, boulevard Louis Loucheur
92210 Saint-Cloud
France
https://fr.elis.com/en