

# ANNUAL RESULTS 2019

13 MARCH 2020

**STANISLAS LEMOR**

Chairman and Chief Executive Officer

**MARC VETTARD**

Deputy Chief Executive Officer

The image shows a large, modern industrial warehouse building with a white facade. The word "STEF" is written in large, blue, sans-serif capital letters on the side of the building, followed by a circular logo consisting of two interlocking blue rings. The building has several loading docks with numbered doors (37, 38, 39, 40, 41, 42, 43, 44, 45) and a white semi-truck with a trailer parked in front of one of the docks. The sky is blue with scattered white clouds.

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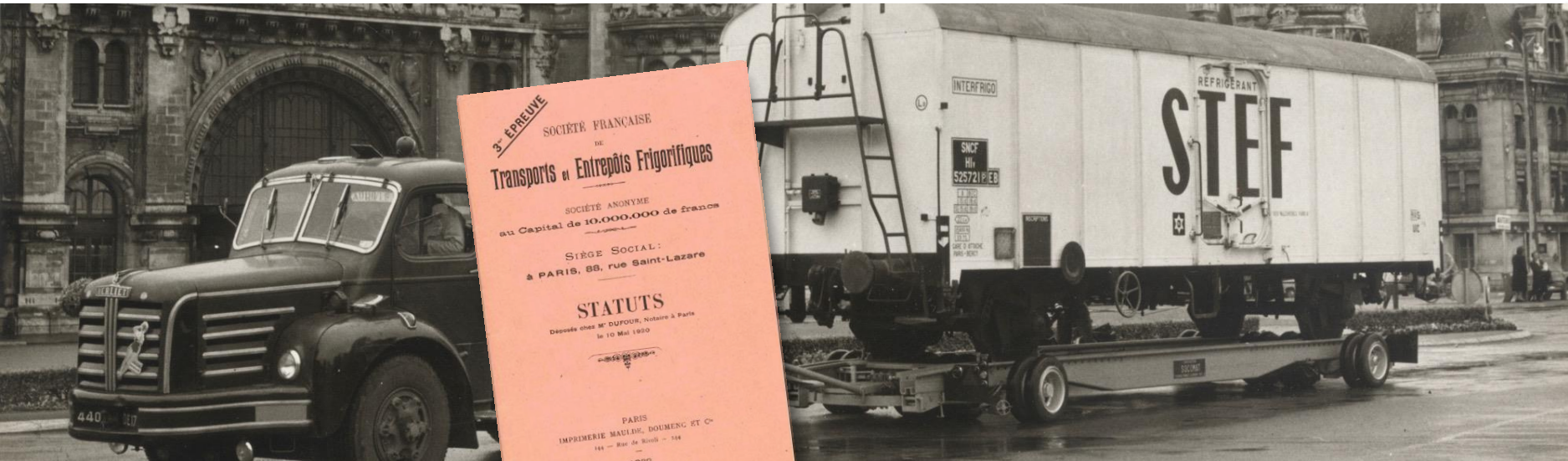
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# 100 YEARS OF HISTORY



# KEY MILESTONES



1920

Creation of Société Française de Transports et Entrepôts Frigorifiques

STEF now subsidiary of newly established SNCF

1938



1981

Creation of TFE and introduction of the two circles logo



STEF bought by Financière de l'Atlantique, a subsidiary of CGM

1987



1992

Now-independent Financière de l'Atlantique acquires TFE

The two companies merge under the name STEF-TFE

1996



1998

IPO

STEF introduced its own brand

2012



# 100 YEARS OF HUMAN ENDEAVOUR



# 100 YEARS

## CHANGING OUR FOOD CULTURE



FROM  
HOMEMADE  
MEALS  
TO  
EATING OUT  
AND  
DOORSTEP DELIVERIES



# 100 ANS

## IMPROVING THE FOOD RETAIL BUSINESS



FROM  
**CORNER SHOPS**  
TO **SUPERMARKETS**  
AND THE ADVENT OF  
**E-COMMERCE**



# 100 YEARS OF INNOVATION

REFRIGERATED WAGONS



RAIL-ROAD CONNECTION



ICE TOWERS





# 100 YEARS OF INNOVATION

LTL



SHARED-USER LOGISTICS



TMS & WMS



# 100 YEARS OF INNOVATION

## TRACEABILITY & GEOLOCATION



## DIGITALIZATION



## NEW ENERGIES



# FUTURE INITIATIVES OVERVIEW



# HIGHLIGHTS



# HIGHLIGHTS



**SPECIALISATION BY BUSINESS UNIT**

**STRENGTHENING OUR POSITION  
IN CO-PACKING**

**TEMPORARY PUBLIC-SERVICE  
DELEGATION FOR FERRY LINK WITHOUT  
AJACCIO & BASTIA PORTS**



# A TURNAROUND IN NET INCOME

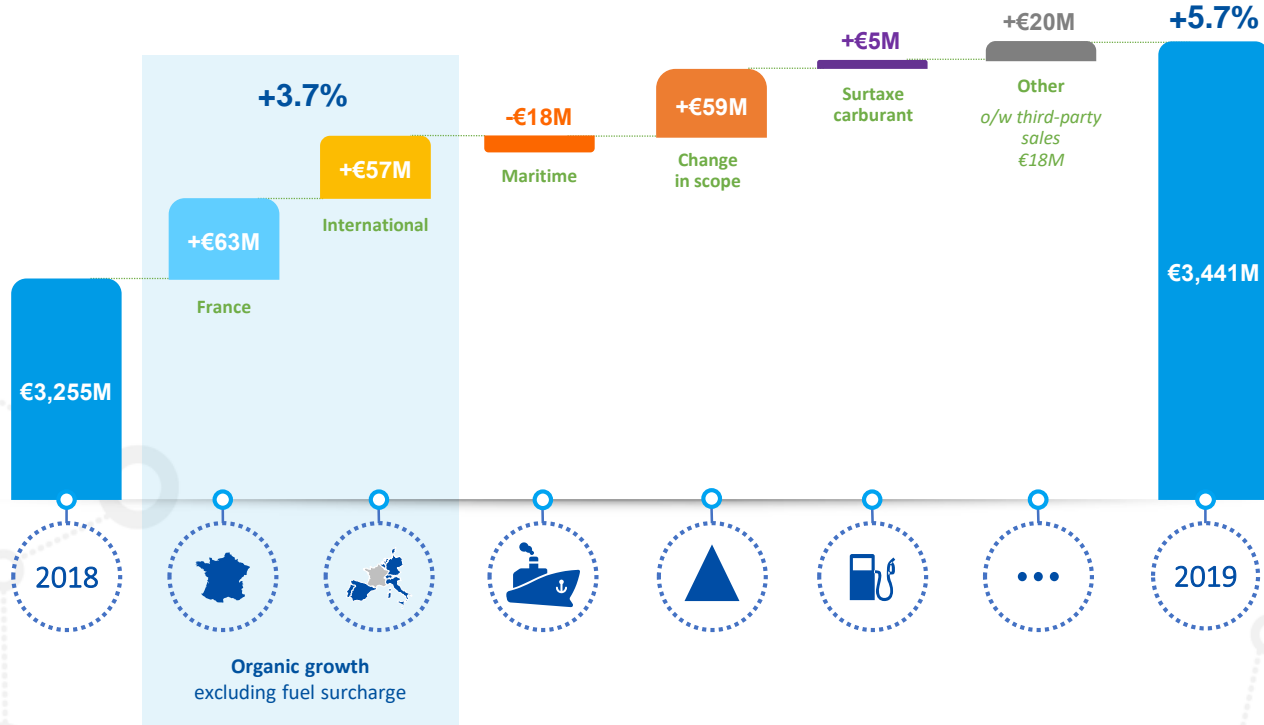
100 ANS

M100€

# FINANCIAL PERFORMANCE

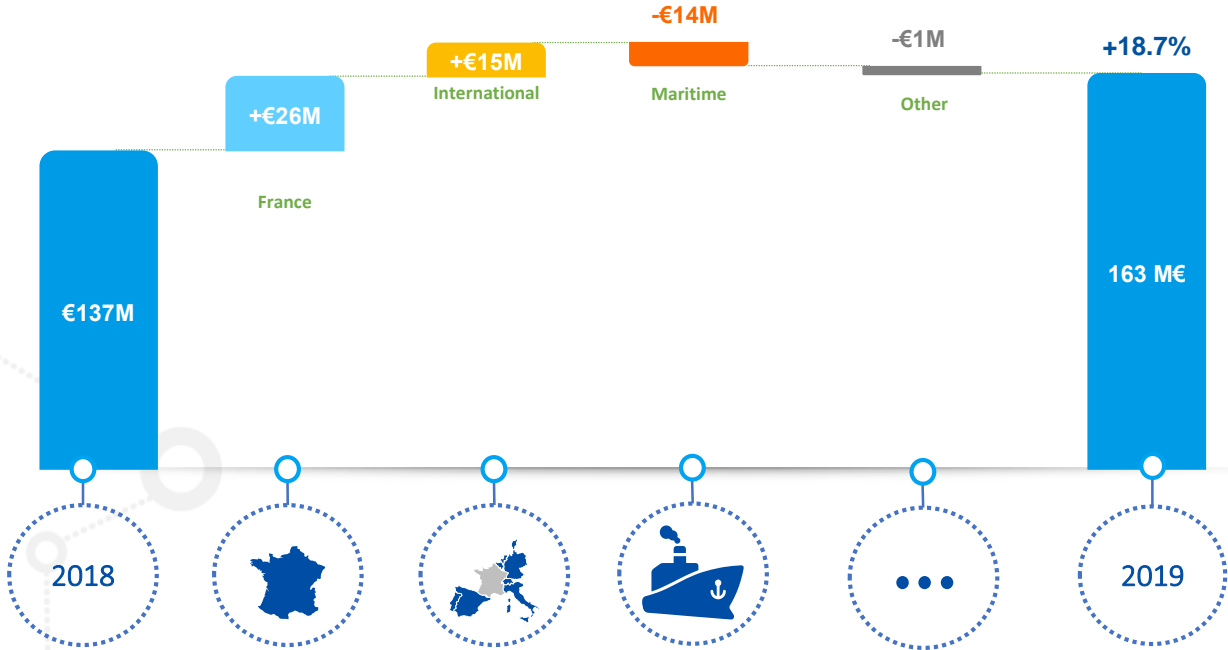


# GROWTH IN TURNOVER





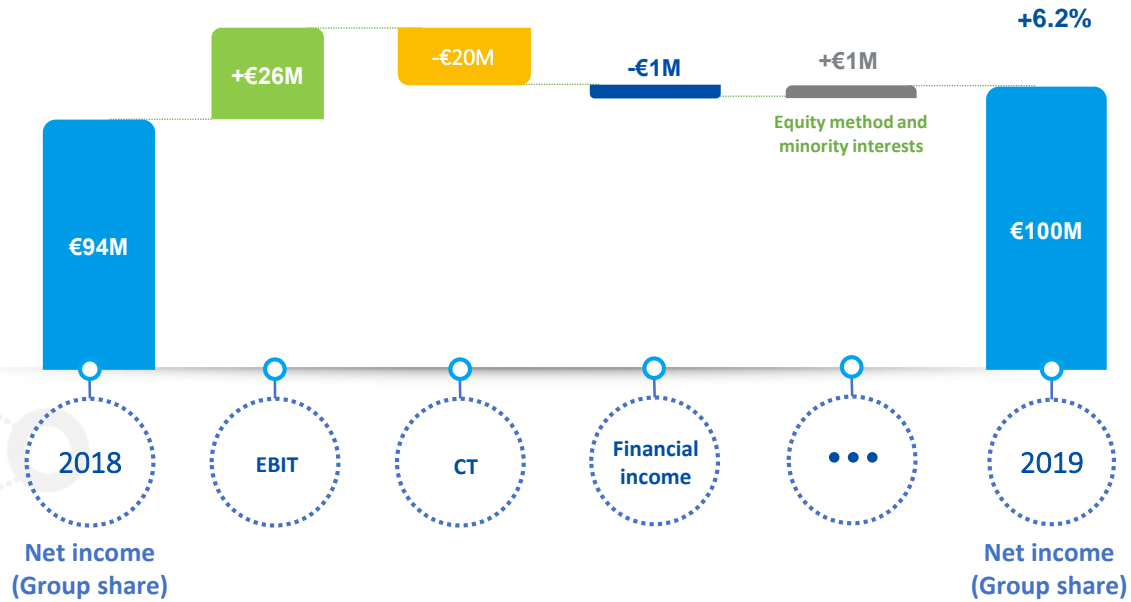
# STRONG IMPROVEMENT IN OPERATING PROFIT



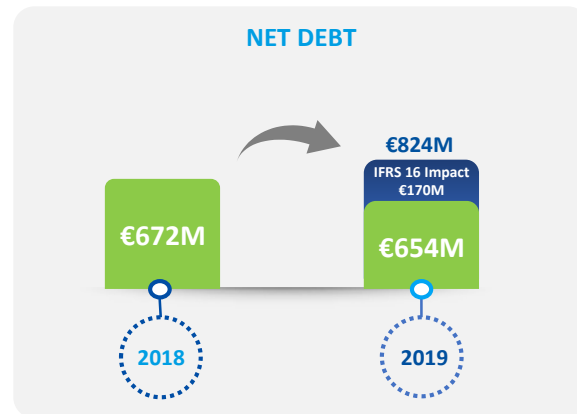
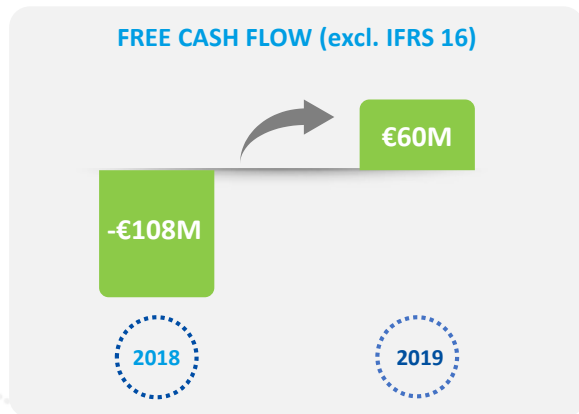
# INCREASED TAX RATE

€M	2018	2019
Profit before tax	130	154
Effective tax rate	27.5%	36%
<b>Tax on income</b>	<b>(36)</b>	<b>(55)</b>

# SYMBOLIC NET INCOME



# A SOLID FINANCIAL STRUCTURE



## IFRS 16 IMPACT

- Increase in debt + €170M (including new finance leases)
- Significant effect on EBITDA + €44M

# OPERATIONAL PERFORMANCE



# ENVIRONMENT



## **A FOOD ECOSYSTEM STILL TRANSFORMING**

in a context of weak evolution of food consumption

## **ENGAGED CONSUMERS**

leading the distribution channels fragmentation

## **RETAILERS AND AGRI-FOOD INDUSTRIES OBLIGED TO ADAPT**

## **LOGISTICS: AN ESSENTIAL VECTOR OF TRANSFORMATION**

# FRANCE

## IMPLEMENTATION OF THE SPECIALISATION STRATEGY



**€2,055M**

Turnover  
+5%

**€128M**

Operating profit  
+25%

Over **14,000**

Customers

**600**

Net recruitments

# CHILLED FLOWS

**+2.9%**  
Turnover



**Performance and quality improvement**



# CHILLED SUPPLY CHAIN

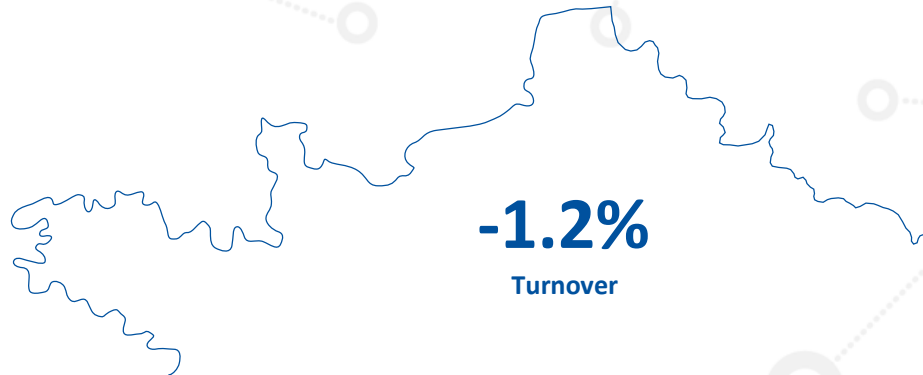
**+4.5%**

Turnover

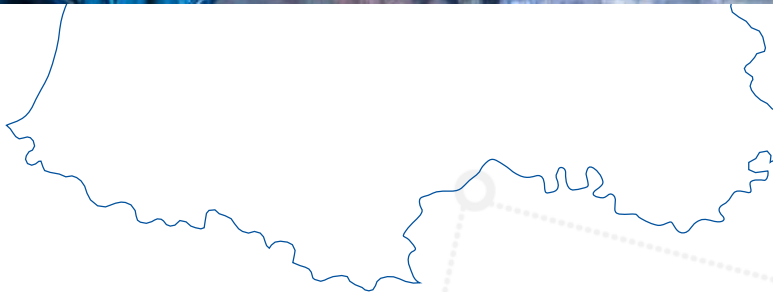


**Confirmation of the business model efficiency**

# FROZEN



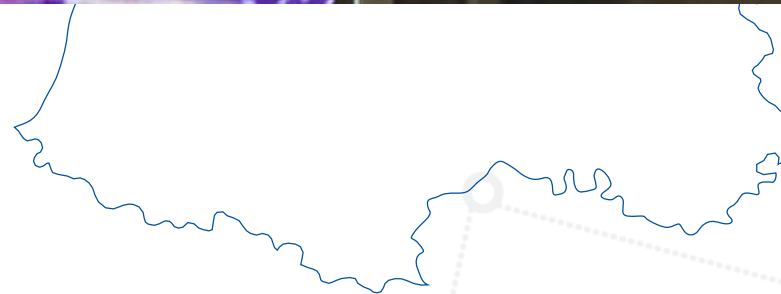
**Stable activity in a buoyant context**



# DRY & AMBIENT INDUSTRIAL PACKAGING MARKET



**Complementary know-how**



# SEAFOOD

**+26.6%**

Turnover



**A complex environment**

# RETAIL

**+12.3%**  
Turnover



**A sector undergoing deep transformation**

# FOODSERVICE

**+6.2%**

Turnover



**Structural improvements in a growing market**

# INTERNATIONAL BUSINESS MODEL ROLLOUT IN EUROPE



**€860M**

Turnover  
+11%

**€39M**

Operating profit  
+60%

**Over 10,000**

Customers

**About 400**

recruitments

# ITALY

Good momentum despite  
stable food consumption

**+11%**  
Turnover





# SPAIN & PORTUGAL

Excellent commercial dynamics

**+15.8%**  
Turnover

**+6.3%**  
Turnover



# BELGIUM, NETHERLANDS & SWITZERLAND

Ongoing business structuration



# MARITIME

Refocusing operations on departmental ports



**€94M**

Turnover

**-€6M**

Operating profit

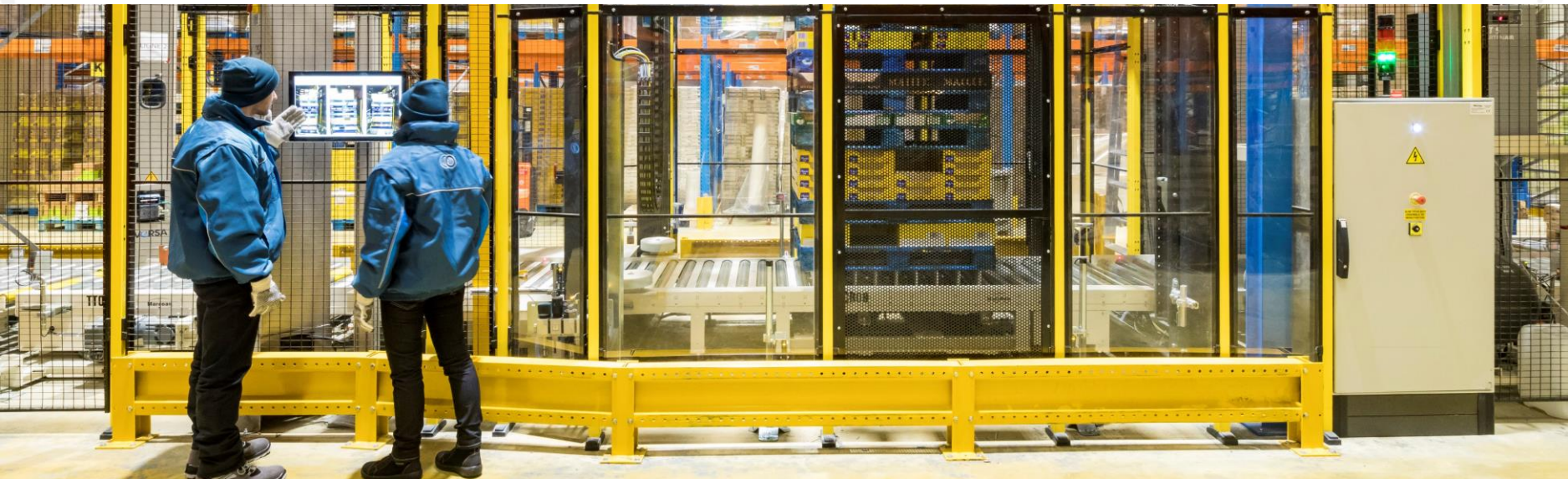
**Temporary  
public-service  
Delegation**

on track

**Public-service  
delegation  
2021-2027**

common industrial project

# EXTRA-FINANCIAL PERFORMANCE



# PAVING THE WAY FOR THE FUTURE

## USING CSR TO DRIVE PERFORMANCE

### A COMMITMENT TO EMPLOYEES

#### PROFIT-SHARING:

Over €30M distributed to employees

#### ATTRACTING TALENT:

Ambassador programme to develop relations with universities

#### HEALTH & SAFETY IMPROVEMENTS

# PAVING THE WAY FOR THE FUTURE

## USING CSR TO DRIVE PERFORMANCE

### A COMMITMENT TO SOCIETY

#### HELPING YOUNG PEOPLE TO ENTER THE WORKING WORLD:

Involvement in the TEKNIK programme encouraging young people to pursue careers in transport and logistics

#### DISABLED PEOPLE INTEGRATION:



Signing of the pledge to provide job opportunities for people with disabilities

#### OUTREACH INITIATIVES:

Partnership with Les Restos du Cœur in France



# PAVING THE WAY FOR THE FUTURE

## USING CSR TO DRIVE PERFORMANCE

### A COMMITMENT TO THE ENVIRONMENT

#### RENEWING ISO 50001

Two goals: reducing consumption of electricity and diesel

**alertgasoil**  
fuel cost killer

#### COLD PRODUCTION:

Installing a smart management system

# OUTLOOK

## 2020



**DIFFICULT TO GAUGE THE IMPACT OF THE  
CORONAVIRUS EPIDEMIC**

**SECURING MARITIME BUSINESS**

**ONGOING SPECIALISATION IN TRANSPORT & LOGISTICS  
BUSINESSES**



# FINANCIAL CALENDAR

## **2020 Q1 TURNOVER**

23 April 2020 end of trading

## **2020 Q2 TURNOVER**

23 July 2020 end of trading

## **2020 FIRST-HALF RESULTS**

3 September 2020 end of trading

Meeting on 4 September 2020



## **2020 Q3 TURNOVER**

22 October 2020 end of trading

# APPENDICES



# TREND IN FOOD CONSUMPTION

	 Food consumption <sup>(1)</sup>	 Agri-food production
Eurozone	+0.8%	+1.3%
France	+0.4%	+0.1%
Italy	-0.1%	+2.8%
Spain	+1.3%	+1.4%
Portugal	+4.0%	- 1.1%
Belgium	-1.1%	+2.1%
Netherlands	+0.1%	-0.1%
Switzerland	0.0%	-

Source: Eurostat - Aggregate variation, Jan-December 2019  
Data adjusted for seasonal and calendar effects

<sup>(1)</sup>Including beverages and tobacco.

# SIMPLIFIED INCOME STATEMENT

€M	2018	2019	Change in €M	Change as %
<b>Turnover</b>	3,255.1	3,441.0	185.9	5.7%
Turnover excl. third-party sales	2,866.6	3,034.5	168.0	5.9%
<b>EBIT</b>	137.2	162.9	25.6	18.7%
Financial result	(7.3)	(8.7)	(1.5)	20.0%
Profit before tax	130.0	154.1	24.2	18.6%
<b>Net income (Group share)</b>	94.4	100.3	5.9	6.2%
EBITDA	253.5	324.1	70.6	27.9%

# EBIT

€M	2018	2019	Change in €M	Change as %
<b>Turnover</b>	3,255.1	3,441.0	185.9	5.7%
Purchases from third parties	(2,104.1)	(2,147.7)	(43.6)	2.1%
Taxes	(64.1)	(67.0)	(2.9)	4.5%
Payroll expenses	(835.3)	(902.8)	(67.5)	8.1%
Depreciations and amortisations	(113.5)	(168.7)	(55.2)	48.6%
Net reversals of provisions	(2.8)	1.8	4.6	
Other operating income and expenses	1.9	6.2	4.3	
<b>EBIT</b>	<b>137.2</b>	<b>162.9</b>	<b>25.6</b>	<b>18.7%</b>

# OTHER INCOME AND EXPENSES

€M	2018	2019
Gains on real estate asset sales	2.2	0.9
Gains on vehicle sales	1.1	1.8
Other income and expenses	(1.5)	3.5
<b>Other operating income and expenses</b>	<b>1.9</b>	<b>6.2</b>

# FINANCIAL RESULT

€M	2018	2019	Change
Euribor 3M average	(0.32)%	(0.36)%	
Net debt end of period	671.7	824.4	152.7
Net financial expenses	(7.3)	(8.7)	(1.5)

# CASH FLOW

€M	2018	2019
Self-financing	208.5	254.5
Change in working capital	26.1	10.7
Net investment programme	(342.2)	(159.4)
<b>Free cash flow</b>	<b>(107.5)</b>	<b>105.7</b>
Capital increase (and share buyback)	(0.1)	0.4
Dividends	(30.3)	(30.9)
Other cash flows	(7.5)	(227.9)
<b>Debt change</b>	<b>(145.5)</b>	<b>(152.7)</b>
<b>Net debt at closing</b>	<b>671.7</b>	<b>824.4</b>



# NET INVESTMENT PROGRAM

€M	2018	2019
Investments in tangible and intangible assets	(303.4)	(154.4)
Net financial investments	(46.8)	(19.4)
Sale of assets	6.6	13.0
Other	1.4	1.4
<b>Total</b>	<b>(342.2)</b>	<b>(159.4)</b>

# BALANCE SHEET

€M	31/12/2018	31/12/2019
Goodwill	186.8	203.8
Property, plant and equipment	1,250.1	1,447.8
Other non-current assets and fixed assets	78.6	84.0
<b>Total non-current and financial assets</b>	<b>1,515.5</b>	<b>1,735.6</b>
Net working capital requirement	(92.9)	(87.7)
<b>Total assets (net)</b>	<b>1,422.6</b>	<b>1,647.9</b>
Equity	695.0	760.7
Provisions and deferred tax liabilities	55.9	62.8
Net debt	671.7	824.4
<b>Total liabilities (net)</b>	<b>1,422.6</b>	<b>1,647.9</b>