



# 2001 Half Year Results, September 2001

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## GPP has met during H1 important objectives



#### Digital reprographics and office supplies

In its traditional business, GPP has maintained an EBITDA of approximately 8m Euros in Q2 in a difficult economic environment



#### **Business software**

Logic Control is performing better than expected and the free cashflow generation was 7,5 m Euros in H1, vs a budget of 3m Euros



#### Voice and data

Ola developed into a service provider focusing on customer service and reducing capex & opex needs by approximately 30 m Euros



#### Management

GPP has continued to strengthen its management team, both centrally and locally



#### Cost control and synergies

To respond to downturn in economy and to exploit synergies we launched cost control programmes for 12 m Euros, cost discipline is in place



#### with the mantra of

Integrate commercial offer in high end One Stop Shop



Management focus on bottom line



Implement synergies to increase margins (10-12 m Euros)



**Growth plan for 2002 (acquisitions and organic)** 

**Implementing** 

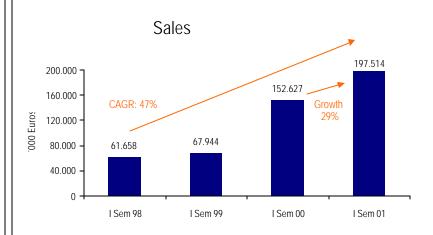
### H1 Consolidated results

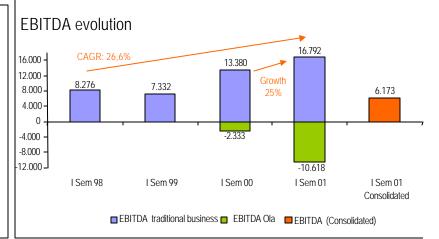


	Consolidated	results		
	I Sem 2001	I Sem 2000	% Diff 01-00	I Sem 1999
Sales	197.514	152.627	29,4%	67.944
Gross Margin	93.547	80.247	16,6%	35.838
EBITDA	6.173	11.047	-44,1%	7.332
EBIT	-8.432	162	n.a.	3.336
BDI	-14.439	-2.819	n.a.	3.053
Net Assets	405.909	335.118	21,1%	83.396
Total Assets	689.443	505.902	36,3%	163.457
Cash + S/T Inv	30.558	24.053	27,0%	20.969
Net Debt	109.810	57.595	90,7%	26.144
Net Debt / Net Assets	27,1%	17,2%		31,3%
Net Debt/ Total Assets	15,9%	11,4%		16,0%
Employees	2.927	2.300	27,3%	1.270

- GPP consolidated P&L June YTD 2001 includes Ola Internet and Logic Control. Ola
  consolidated only one month in I semester 2000 (Ola lost 12.8m Euros at EBITDA in the full H1
  2000). On the other hand, it does not include Italy and Logistics which were discontinued at the
  end of 2000.
- Net Assets at June 2000 includes a shares swap due to Ola acquisition but not the capital increase done at the beginning of July for a total amount of 112 mln Euros fully covered by the market
- Increase in assets are due to consolidation of Logic Control and other small acquisitions done in US during the second half of the year.

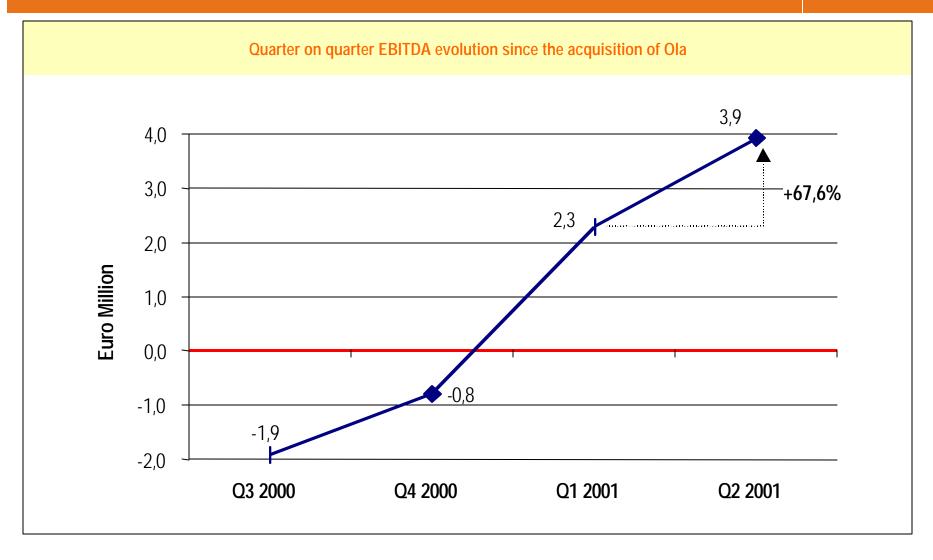
#### Historic evolution (Sales and EBITDA)





## Quarter on quarter EBITDA evolution since the acquisition of Ola



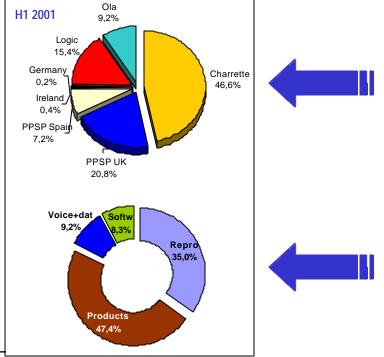


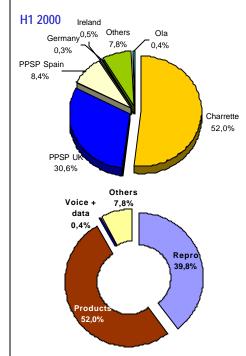
## Sales 1H 2001 -vs- 1H 2000



Currency: '000 EUR

Sales Q1+ Q2 2001	Products	Repro	Voice + data	Softw	Total Sales	Sales Q1+Q2 2000	Products	Repro	Voice+ data	Other	Total Sales		% Incre / dec
		•	voice i data	JOHN					voice i data	Otrici			
Charrette	62.969	29.147			92.116	Charrette	60.080	19.298			79.378	Charrette	16,0%
PPSP UK	6.323	34.761			41.084	PPSP UK	9.133	37.599			46.732	PPSP UK	-12,1%
PPSP Spain	10.406	3.932			14.338	PPSP Spain	10.112	2.703			12.815	PPSP Spain	11,9%
Ireland		822			822	Ireland		719			719	Ireland	14,3%
Germany		486			486	Germany		403			403	Germany	20,7%
Logic Control	13.996			16.462	30.458	Logic Control					0	Logic Control	n.a.
Ola Internet			18.211		18.211	Ola Internet			664		664	Ola Internet	n.a.
Others					0	Others				11.917	11.917	Others	n.a.
Total Sales	93.693	69.148	18.211	16.462	197.514	Total Sales	79.325	60.721	664	11.917	152.627	Total Sales	29,4%





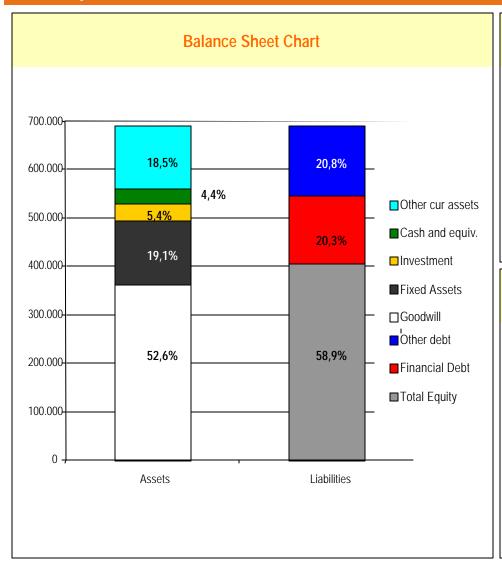
#### Sales commentaries

- United States (+16%):
  - Organic growth 1% impacted by decrease in supplies
  - Favourable exchange rate: +7%
  - Acquisitions completed in 2000
- United Kingdom
  - ▶ Restructuring process in the retail division
  - Competitive pressure in the market and economy slow down in the London area
  - ▶ Negative impact exchange rate: -2%
- ▶ PPSP Spain
  - Growth led by repro with an increase of 45% vs H1 2000

## GPP Balance Sheet 1H 2001



Currency: '000 EUR



#### Balance Sheet at 30 June 2001

	I Sem 2001	I Sem 2000	•	I Sem 2001	I Sem 2000
Cash & equivalents	30.558	24.053	S/T Financial debt	60.655	39.138
Acc Receivable	73.586	62.939	Acc Payable	50.046	46.797
Stocks	21.891	21.563	Other S/T debt	61.687	32.967
Other cur assets	32.563	18.291	L/T Financial debt	79.713	42.513
Fixed assets	130.871	84.217	Other L/T Debt	31.433	9.370
Investments	37.011	11.756	Equity	405.909	335.118
Goodwill	362.962	283.083			
Total Assets	689.443	505.902	Total Liabilities	689.443	505.902

#### **Balance Sheet ratios**

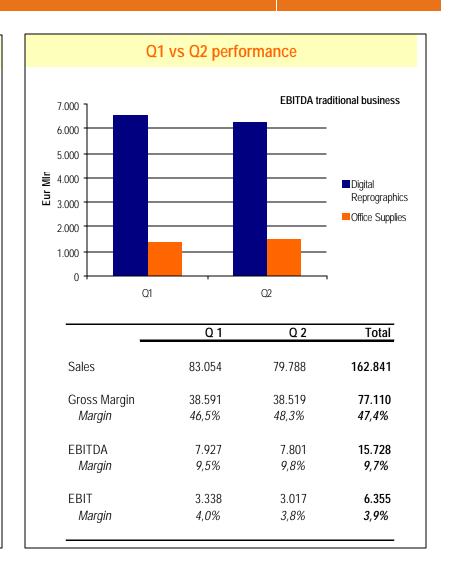
Total Assets	689 m Euros
Goodwill	363 m Euros
Net Debt	110 m Euros
Net Debt / Net Assets	27,1%
Net Debt / Total Assets	15,9%
Market Cap	280 m Euros (30/06/01)
Net Debt / Market Cap	39,3%

# The historic divisions are growing profitability in a very challenging economic environment



#### Half year performance: Digital Reprographics and Office Supplies

- Consolidated market history of over 30 years
- Number 1 niche player in USA and UK AECGD sector
- In a challenging economic environment (especially due to reduced advertising related spend the US) GPP succeeded to maintain good profitability with still high potential to grow. Gross margins held well, i.e. GPP did not enter in a price war with competitors.
- Lowering in sales from Q1 is led by UK restructuring of less performing branches while Spain and above all US repro are growing at high rates (16% y/y)
- Cost reduction have started to be implemented (maintained EBITDA with lower sales)
- Potential for growth:
  - value added solutions (EDMS, e-repro, consulting, scanning, etc)
  - OSS solutions in the United States
  - Dot.com and e-repro (EUR 4,4 m in Q2 vs EUR 3,3 m in Q1)

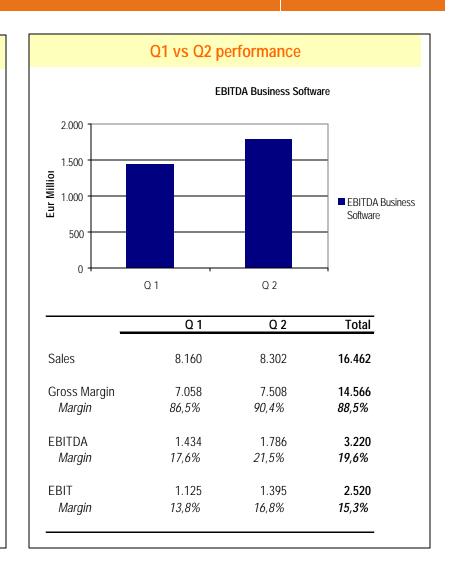


# The business software division strongly above expectations, with the Euro yet to come



#### Half year performance: Business Software

- Consolidated market history of over 30 years
- Number 1 player in Spain SME and Professional software sector
- Increase in software maintenance sales (customer base increased by 500 units over around 22,000 customers) in 6 months boosted improvement in gross margins
- Free cashflow was 7,5 m Euros with a strong improvement over expectations boosted by Balance Sheet management and application of ROCE criteria
- Development of synergies with Ola and Picking Pack Service Point Spain
   (234 lines of Ola sold to Logic Control customers in two months)
- Euro opportunity expected Q3 and Q4 (over 60% of Spanish SMEs not yet Euro-ready)

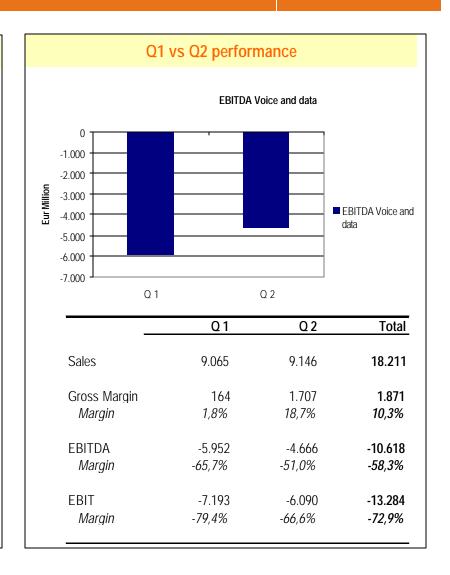


# Voice and data: Ola developed into a full service provider lowering capex and opex needs



#### Half year performance: Voice & Data

- High service quality has consistently been the mantra of Ola services.
- Customer acquisition has made good pace throughout the semester,
   without advertising cost, but hampered by quality issues that have caused high churn.
- Ola has developed into a full service provider, faced by continued quality instability issues in the development of the IP network.
- The new model will allow for a full provision of voice and data services with a high quality service (Online gross margin 25%)
- Ola will focus on the most value enhancing components of the value chain (customer care, marketing, billing, distribution, pricing)
- Net margins under the new scheme are similar to those of the network model, but with very limited investment (8m EUR vs 30 m EUR).
- In H1 Ola has completed its management team in critical areas where the company will focus most going forward.
- EBITDA breakeven is expected by Q2 2002
- Growth opportunity for MVNO and DSL



# GPP is one of the Spanish companies which is better positioned in the e-commerce



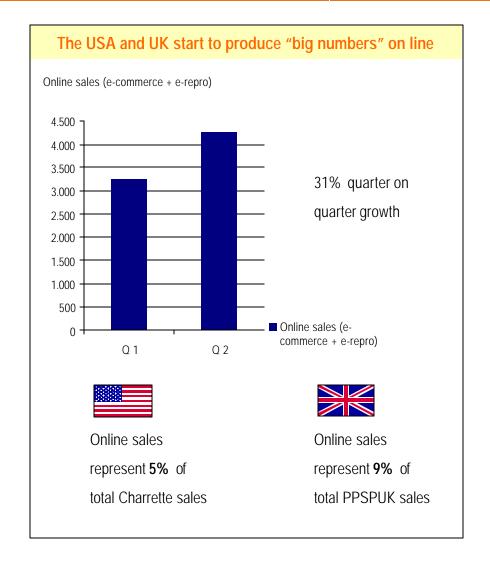
Data in Euro Million

# The Spanish one stop shop will be soon online WWW.????.com Integrated platform for complete offer of GPP back office services to SMEs and professional Increased cross selling leveraging the customer base

• Cost savings by integrated three companies operations

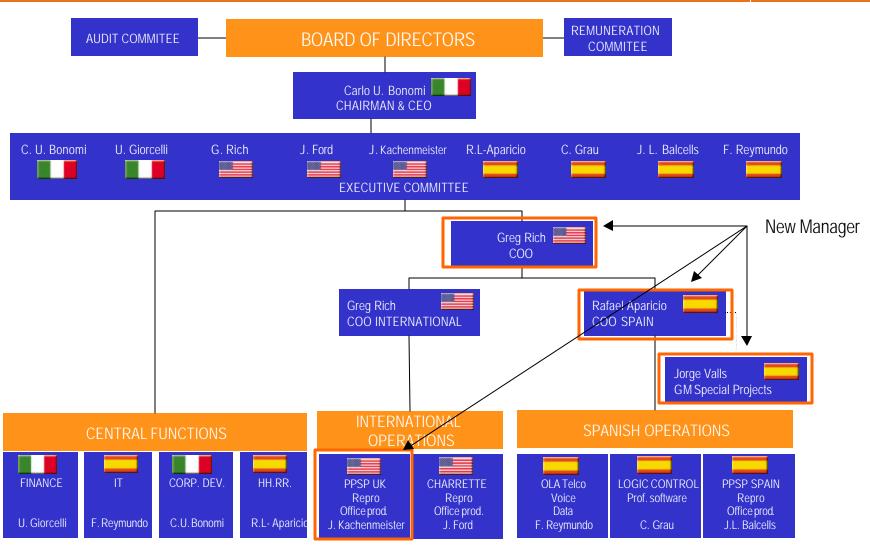
• Base to enlarge offer through partnerships with suppliers

• Launch date: beginning of October 2001.



## GPP has strengthened its management team





# Synergies and cost control: GPP has done important steps during H1 2001



#### Testing commercial synergies: Spain

- During June / July Logic Control, PPSP Spain and Ola started to "work together" by implementing operational and commercial synergies.
- Project led by new Chief Operating Officer Spain, Rafael Lopez
   Aparicio
- Currently running Phase I: Test and analysis
- First results: 105 visits to LC customers to sell Ola lines
   43 customers contracted Ola lines

234 lines sold

5,4 lines per customers (confirming quality of cust.)
National rollup in October to cover 75% LC
customers

• Other projects: ADSL Ola to LC customers

Facility sharing projects

Transfer of ISP customers from Ola to Logic

Reprographics material for LC by PPSP Spain

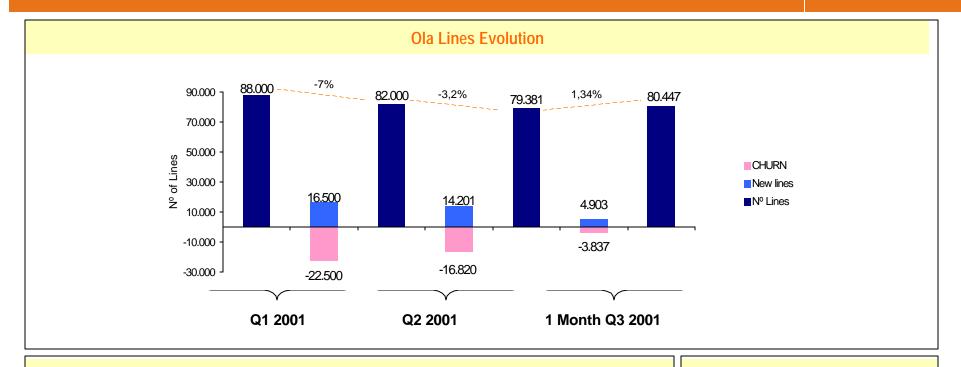
One stop shop online

#### Cost reductions: Summary major PIAs worldwide

- SG&A optimisation
- Building occupancy cost reduction
- Outsourcing of no core activities (logistics, transportation) in Logic Control and Charrette
- Optimisation of retail and production space (closure of low performing branches in UK and Spain)
- Hardware and network maintenance realignment
- Personnel reduction and optimisation of new digital equipment
- · Cost discipline in place
- Vigilant attitude to capex
- Savings should contribute for Euro 12 m Euros when fully implemented (6 m Euros in 2001)
- To be launched in Q3 BIAs (Balance Sheet Improvement Actions)

# Ola: Customer acquisition has maintained good pace throughout the year under reduced advertising, but hampered by quality issues that have caused high churn not expected in the future





#### **Highlights**

- During July, we have halted the abnormally high churn rates experienced in recent months, reversing the downward sloping trend in line acquisition
- A significant number of churners in June and July have been caused by faulty service.
- We expect that now that quality of service will be the norm, our salesmen and, especially, our commercial agents will recover lost confidence in Ola's voice products in order to boost sales in coming months.

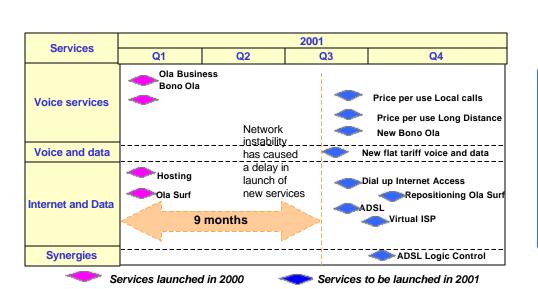
#### Lines per day

- Q1 275 lines per dayQ2 237 lines per day
- July 245 lines per day
- Latest budget 250 lines per day

# With marketing and development of new products not affected being network independent



Product	Service Provider Impact on Margins				
rioduct	High	Medium	Low		
Local calls			<u> </u>		
Long distance calls					
International calls			0		
Fixed-mobile calls					
Internet access					
ADSL			<u> </u>		
Hosting			•		
Housing			0		
MVNO			0		



#### **Service Provider impact**

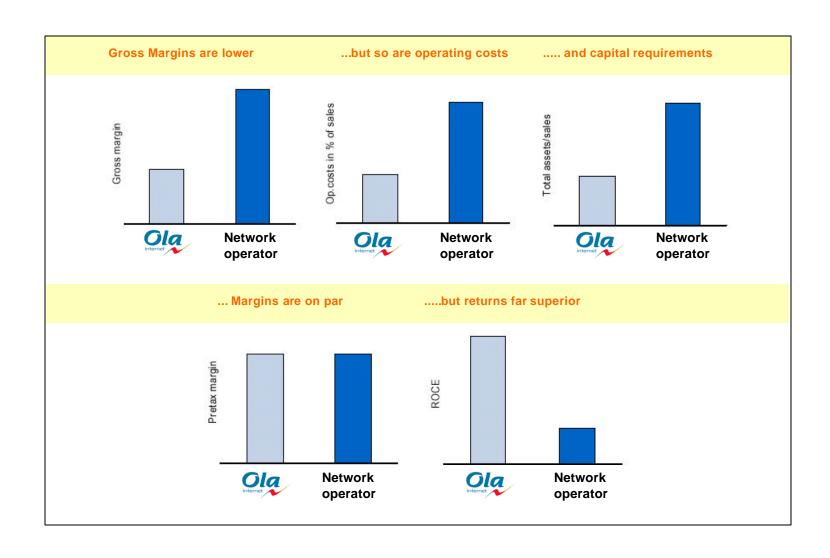
- Feasibility to offer services is not being affected by the service provider model
- IP network was only used to provide long distance calls, while local and international were offered through third parties networks

#### Marketing Plan calendar

- Ola marketing plan is not affected at all by a network independent model
- Long distance voice is already being offered by third party network providers
- Data products are provided through our data network & ISP
- New Internet access, Broadband and voice portfolio of products are expected to be launched by Q4 2001 as expected

# ..and altogether, lower capital requirements should provide greater returns over the long term





## The impact of the plan on Ola financials



## How to get there?

- Capex reduced to 8 m Euros (2001 2003 excluding MVNO)
- Opex reduced by 10 m Euros per year
- Sales target 40 45 m Euros sales for year 2001
- The new focus might lead to write offs (one off non cash charge) which is currently being analysed depending of the negotiations with key suppliers
- Complete service range by Q4 2001
- Expected EBITDA positive Q2 2002

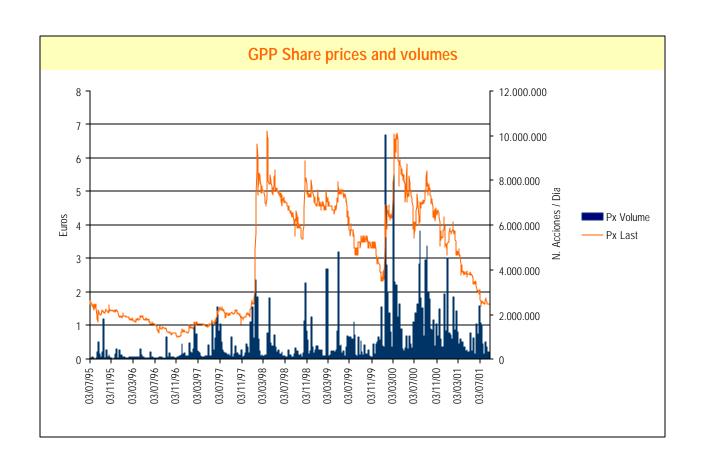
## What will Ola become?

- One of the largest providers of telco services in Spain
- Consolidation in ADSL
- Consolidation in data
- Launch of MVNO
- Security services

- Business Fundamentals remain intact demand from SMEs is good
- Company focusing at what it does and must do best: marketing, distribution and customer care
- · Network outsourcing quality providers abound
- Operating risk and capex requirements strongly reduced in current model
- The service provider model has proven successful (Debitel, 3U, Drillisch, etc.)

# At the current price level, GPP offers investors a unique play in the merging of the "old" and "new economy" models and a growing story with an increasing and experienced management team





#### Commentary

- 1.Decreased volumes during H1 2001 (average 0,4% of capital traded daily vs over 2% in 2000)
- 2. Share price depressed by:
- 2.1 World Stock Markets crisis
- 2.2 Small investors leaving the markets
- 2.3 Image of GPP "too linked to Ola and telco sector"
- 2.4 Lockup expiring (10% GPP shares)

## H 2 objectives and the growing opportunity in each business...



#### Digital reprographics and office supplies

Sustained growth of e-repro and e-commerce, SAP full implementation and critical volumes in Spain, UK repro know how fully implemented in US

#### **Business software**

Euro effect, increase customer base, new product launches, exploit synergies, maintain cash flow improvement

#### Voice and data

Consolidate operations, develop data service, new product launches, confirmation Q2 02 EBITDA breakeven and reach 250 lines per day

#### Cost control and synergies

Begin the year 2002 with a lower cost base and entering the second phase in the implementation of synergies with 12 m Euros less of costs

#### with the mantra of

Develop quarter on quarter double digit EBITDA growth

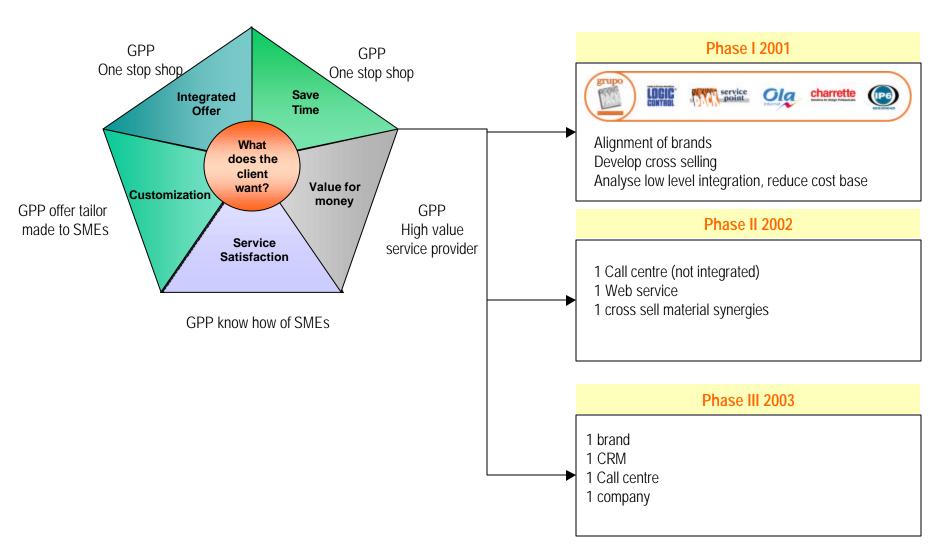
2002 growth plan in place via organic growth and acquisitions

Meet cashflow goals

Consolidate one stop shop focused on high end customers

# ...getting to the one stop shop focusing on the high end customer requirements...





## ...extracted from last quarter communication



#### Q1 comment

- ...GPP share price was 5.89 Euros on 31st March 2000 and today is around 2.50 Euros.... while:
  - 1. Ola is today a mature company and has been almost 12 months "under the belt" with focused management
  - 2. We believe GPP had a good start of the year in a challenging environment with results in line with budget
  - 3. GPP management team is complete
  - 4. GPP has the right mix to deliver solid bottom line results and growth potential

- 1. Ola is now on the correct pace to develop based on a slim cost structure and virtually 0 capex
- 2. The good performance of the traditional business was repeated in Q2 with Logic Control far above expectations
- 3. GPP management has been further strengthened, especially in Spain to materialise synergies, reduce costs and deliver future growth
- 4. GPP is a unique play in the merging of the old and new economy models and a growing story with an experienced management team

# 2002-03: The objective is growing significantly top and bottom line in all the businesses



#### The growing opportunity

 GPP has a strong growing opportunity especially on the bottom line of all its businesses

#### Digital repro and office supplies

- Reach in Spain and US same EBITDA margins as in the UK (respectively moving from 3% and 8% to 17%)
- Consistently increase e-based services with better gross margin
- Increase weight of consultancy services
- Bolt on acquisitions

#### **Business Software**

- Increase consistently of customer base
- New product offerings
- Benefiting of consolidation of the industry
- Further reduce cost base
- · Bolt on acquisitions

#### **Voice and Data**

- Reach breakeven by cost reductions under implementation and sales target implementation
- New products launch, especially data, DSL, and MVNO
- Joint Ventures

#### **GPP Corporate**

- · Strengthen cost discipline
- Vigilant attitude to capex
- Increase cross sale and implementation of synergies
- Complete launch of one stop shop in Spain