

# **FULFILLING** THE POTENTIAL **OF DIGITAL** 2013 HIGHLIGHTS

econocom

## DIGITAL: IMMEDIATE BOARDING!

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Our ambition: to become a major player in the digital world  
 Expanding our global presence  
 Growth guidance achieved, financial solidity confirmed  
 Bringing new skills to the management team  
 One group, two brands, three businesses  
 Areas of expertise covering the whole digital value chain  
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Speeding up the spread of digital progress  
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 Retail – Rolling out an omni-channel strategy at Points of Sales

P.39 **5 points to remember**

## LET'S REALISE THE POTENTIAL OF DIGITAL NOW

Jean-Louis Bouchard, Chairman



**Digital is a wonderful adventure – and it's only just beginning.** Econocom looks ahead at the

new territories to conquer with daring, confidence and optimism. The technologies available now offer a wealth of opportunities for progress for companies and public organisations (education, hospitals, justice, etc.). By taking advantage of these opportunities, we will rapidly and sustainably

improve our countries' economy and our working environment. I firmly believe that the digital transformation that is currently underway is a wonderful opportunity that we need to seize in Europe.

**Our alliance with Osiatis is perfectly in keeping with this view and with our "Mutation" 2013-2017 strategic plan** which has already established us as a major digital service provider. We now trade under two brands: Econocom for our expertise in sourcing and technology management & financing for digital assets, and Econocom-Osiatis for digital services.

**For forty years, our strength has been our ability to invent solutions and combine our technical expertise and financial innovation** which offer large corporations faster access to the very best technology. We supply them with solutions that are in line with their business requirements and budgets. I believe we are the only player that can offer such a wide range of expertise. Thanks to this original approach, we want to be the driving force that speeds up the implementation of the progress offered by digital technologies.

**This crucial role we have is very exciting and motivating for our teams because it will benefit everyone: countries, communities, companies and individuals.** Our success will depend on our technical and financial expertise but also on our creativity, pragmatism and sound understanding of our clients' businesses. It is also based on our ability to create innovative solutions using development models that combine the "startup" spirit with the strength of a major group. The creation of our subsidiary Digital Dimension in January 2014 is a perfect example of this.

"...we want to be the driving force that speeds up the implementation of the progress offered by digital technologies."

**We strive to attract the talents we need to achieve our ambitions** by offering them the opportunity to fulfil their potential. I personally intend to offer them new, original ways of working that are inspired by our corporate values and are in line with their aspirations.

**To help the digital mutation and its positive effects gather momentum, we have decided to explain our vision and drive this change.** In 2014, we will therefore be devoting energy and resources to sharing, with all the people involved in this essential transformation, our convictions and commitment to our clients to fulfil the potential of digital technologies.

# 01.



2013: THE FIRST YEAR OF  
**THE MUTATION**  
STRATEGIC PLAN

## OUR AMBITION: TO BECOME A MAJOR PLAYER IN THE DIGITAL WORLD

We are a European business-to-business digital service provider. Our new Mutation strategic plan, which was launched in 2013, aims to establish us as a major player in the digital sector.

### Our two brands

With our two brands, Econocom and Econocom-Osiatis, we are the only player that can offer an innovative combination of technology management and financing and the most flexible services and infrastructure-related applications on the market.

### Our organisation

With the wide range of technologies we cover and our independence from banks, hardware and software manufacturers and telecom operators mean we can offer a unique combination of technical skills, financing capabilities for major projects, and expertise in supplying and managing digital assets.

### Our six values

Our talent also relies on our values, which make us stand out from the rest and guide our actions and decisions every day: Be enterprising, Bounce back, Face reality, Build together, Proud to be responsible and Respect.

### Our strategic plan

To be the European pioneer in integrating and financing digital solutions: Econocom's aim as defined in its 2013-2017 strategic plan, called "Mutation".

# X2

Mutation 2013-2017 should allow us to double in size over the next 5 years.

## EXPANDING OUR GLOBAL PRESENCE

AUSTRIA  
BELGIUM  
BRAZIL  
CANADA  
CZECH REPUBLIC  
FRANCE  
GERMANY  
IRELAND  
ITALY  
LUXEMBOURG  
MEXICO  
MOROCCO  
THE NETHERLANDS  
POLAND  
ROMANIA  
SLOVAKIA  
SPAIN  
SWITZERLAND  
UNITED KINGDOM  
UNITED STATES



20  
countries

6.3M  
technology assets managed

40 years  
of experience

€1.77 Bn  
revenue

+ 8,000  
employees

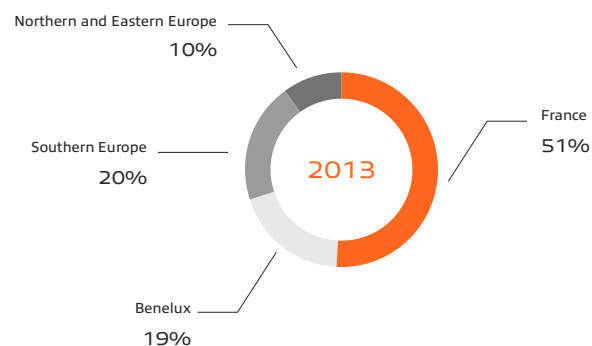
## GROWTH GUIDANCE ACHIEVED, FINANCIAL SOLIDITY CONFIRMED

2013 was notable for the strategic acquisition of Osiatis, a leading infrastructure service provider, and for the excellent results in each of our business lines. This strong growth will enable us to step up our development in the digital sector.

### Breakdown of revenue by activity



### Breakdown of revenue by geographical area



### Growth in revenue



+15%

### Growth in recurring operating profit<sup>1</sup>



+16%

<sup>1</sup> Before amortisation of the brands and the ECS customer portfolio

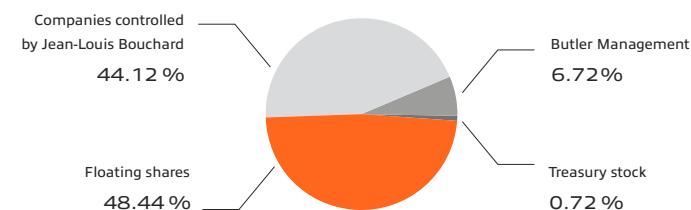
<sup>2</sup> Restated

### Share performance



+39.8%

### Ownership structure on 31 December 2013



## BRINGING NEW SKILLS TO THE MANAGEMENT TEAM

Alongside Jean-Louis Bouchard, Chairman and founder of Econocom, our Management has benefited from the alliance with Osiatis. The Management team is driven by entrepreneurship, innovation and sharing the skills and information that allow them to bounce back and be ever-ready to embark on new challenges.



**Jean-Philippe Roesch**  
Managing Director,  
Chief Executive Officer



**Véronique di Benedetto**  
Deputy Managing Director,  
Managing Director France



**Bruno Lemaistre**  
Managing Director,  
Chief Executive Officer



**Bruno Grossi**  
Strategy - Acquisitions  
- Communications



**Jean-Louis Bouchard**  
Chairman



**Jean-Maurice Fritsch**  
Managing Director of Services



**Christophe Vanmallegheem**  
Deputy Managing Director of Services

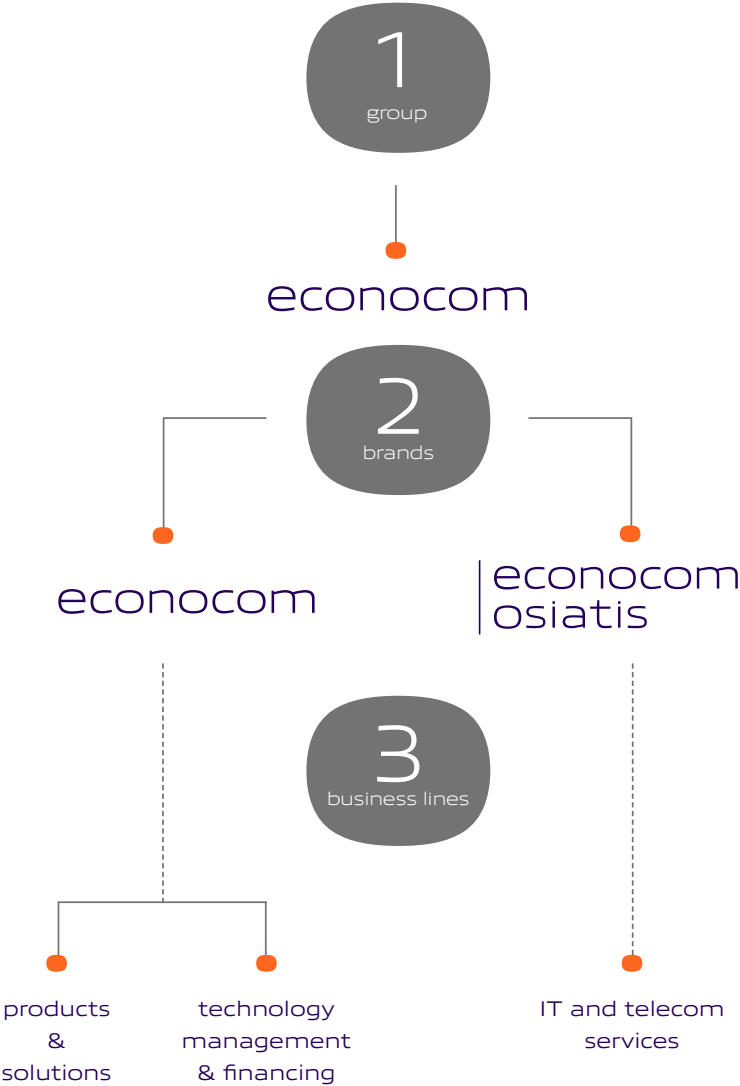


**Galliane Touze**  
Group Company Secretary



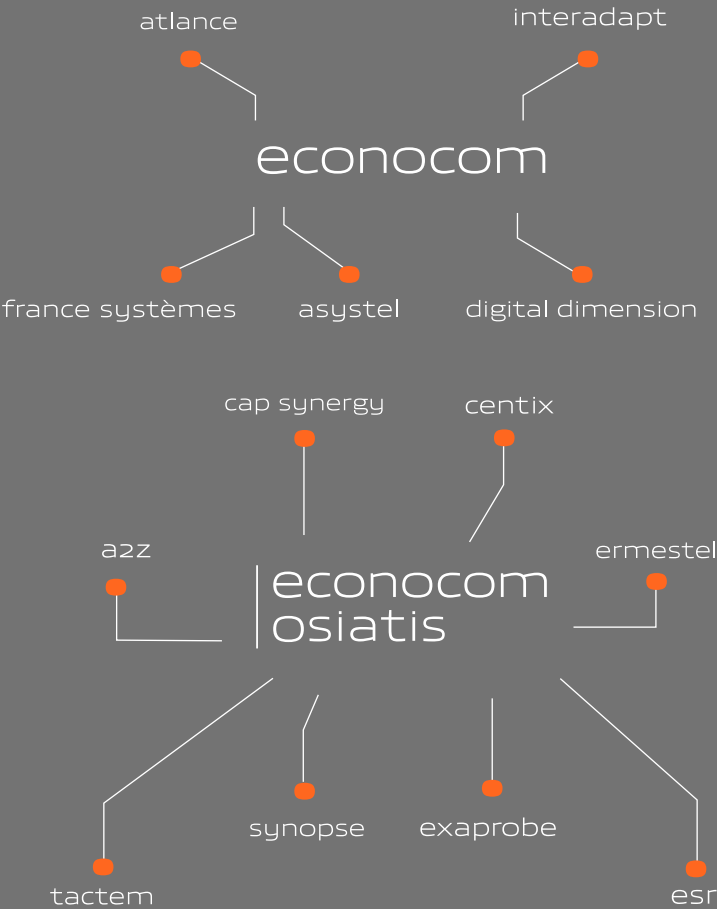
**Charles De Stoop**  
Deputy Managing Director in charge  
of Transformation

ONE GROUP, TWO BRANDS,  
THREE BUSINESSES



Driven by our innate entrepreneurial spirit, we have carried out a number of acquisitions which have allowed Econocom to develop business substantially. Our merger with Osiatis is perfectly in line with this rationale.

Alongside the Econocom brand, we have decided to create an Econocom-Osiatis brand as a development platform for our service business. The group's various companies will come under either one of these brands, depending on their area of expertise.



## AREAS OF EXPERTISE COVERING THE WHOLE DIGITAL VALUE CHAIN

### Products & Solutions

We manage the entire lifecycle of a company's IT products (PCs, laptops, tablets, servers, printers, multimedia objects), whatever their need: implementing mobile ICT and digitisation solutions, large-scale deployments of ICT devices, optimised printing, hardware and software to build a private cloud solutions, etc. Our services include consultancy, sourcing, customisation, integration, roll-out and recycling of ICT products.

### Technology Management & Financing

Our expertise in digital technologies and managing digital assets means we can offer a unique combination of technical skills and investment capacities for large-scale equipment sourcing projects. Our financing solutions ensure optimal management whilst preserving our clients' cash flow.

### IT and Telecom services

We are a leading provider of infrastructure services (IT governance and security, architecture advice, tool and cloud transformation engineering, production and workspace outsourcing, critical system and network maintenance), and infrastructure-related applications (portals, collaboration, mobility, business intelligence, etc.) We have built strategic partnerships with major players in the digital industry in order to design and build reliable, sustainable, easy-to-use infrastructures.



## A BUSINESS-ORIENTED APPROACH TO ADDRESS OUR CLIENTS' BUSINESS NEEDS

At Econocom, we devise solutions for each business in order to address the specific needs of public and private-sector companies and organisations. Whatever the industry sector, our enterprise solutions help our clients manage their infrastructures, whilst our Smart solutions offer optimal access to the new digital technologies.

### **Our enterprise solutions enable our clients to control the lifecycle of their resources.**

Our enterprise solutions are multi-disciplinary solutions that draw on the full spectrum of our expertise in industrialising and streamlining key infrastructure processes. We can provide any type of digital equipment within optimal lead-times (PCs, tablets, smartphones, smart objects, digital assets, etc.), offer turnkey mobile solutions, streamline printing infrastructures and build dedicated cloud solutions (tailored, private-cloud, virtual workspace and data centres), etc.

# +25%

growth in revenue for  
enterprise solutions

### **Our Smart solutions incorporate digital technologies into companies' business strategies.**

We have devised a range of Smart solutions based on smart objects which combine our service, sourcing and technology management and financing expertise. With our Smart solutions, our clients can benefit from vertical solutions that are tailored to their specific needs, whatever their industry sector: healthcare, B2C, industry, education, etc.

# +52%

growth in revenue for smart objects  
and business solutions



Our Smart solutions show our  
ability to address the concerns  
that are the key to our clients'  
success.

A black and white photograph of a woman and a man interacting with a large, white, horizontal digital table. The woman, on the left, is wearing a dark sleeveless top and a watch, and is touching the screen. The man, on the right, is wearing a suit and tie, and is also touching the screen. The table displays the word 'econocom' in a large, lowercase font. The background is a blurred indoor setting.

02.

**THE DIGITAL  
REVOLUTION**  
IN ORGANISATIONS  
AND SOCIETY

## SPEEDING UP THE SPREAD OF DIGITAL PROGRESS

### Digital: an opportunity for businesses

Digital technology and its countless applications are transforming the world we live and work in. Science, education, the economy and industry are all benefiting more and more each day from these new technologies.

Tens of billions of smart, connected objects will soon be assisting us in our everyday lives. This new world of technology, innovation, creativity and movement is a world of opportunities for companies of all sizes and industry sectors. These companies are now undergoing a major transformation in order to take full advantage of these new opportunities: more sophisticated devices, instant, permanent availability of information, data storage capacity, security, the flexibility of cloud solutions, and IT and telecoms convergence. Their IT system is critical for business development. We are ready to invent new, agile, open solutions and devise combinations of technological and financial expertise which will facilitate the advent of digital technology.

### Everyone should benefit from the digital revolution!

Digital technology drives progress for organisations, thanks to the immense appeal it has for each individual within them. It generates new ways of collaborating and communicating, which are more flexible, agile and mobile: information can be exchanged anytime, anywhere. There is a shift in the balance of working relationships in organisations which benefits each individual. The digital revolution is a great source of hope as it brings with it a wealth of potential for developing and enhancing opportunities. But whilst digital technology is an opportunity for organisations, it's also a challenge. Accessing this technology requires creativity, which is a state of mind as well as just a combination of expertise. This entrepreneurial spirit and ability to invent not only technologies but solutions, this realism, willingness to share, expertise in financing and managing projects, have been our key strengths for the past forty years.



A unique showroom for digital uses, the econocom digital center\* illustrates our Smart solutions expertise.

76%

of French companies plan to roll out a private cloud project (Gartner)



80%

of decision-makers believe that digital technologies are essential to their strategy (source PwC, Digital IQ Report 2014)



\* Feel free to visit our Digital Centers in Paris and Brussels

## SUPPORTING THE ENTREPRENEURS WHO ARE MOVING THE DIGITAL SECTOR FORWARD

A new generation of more agile players is emerging with digital projects that will generate new uses and drive progress. We assist our clients by developing partnerships with these entrepreneurial circles who are innovating in the digital world.

### StartUp42

Launched in early 2013 by EPITA, an IT engineering school, StartUp 42 is a startup incubator based in Paris. This non-profit organisation helps budding entrepreneurs with digital technology projects get started. We coach the teams of young entrepreneurs selected throughout the programme, along with other mentors.

### Club Open Innovation

We are a member of the Open Innovation Club, which was founded in 2012 and coordinated by the Paris Region Lab, an initiative set up by the Paris City and Greater Paris regional councils in order to put large companies in touch with startups. This partnership will broaden our network of startups whilst providing a forum for exchanging with our partners and clients.

### Partech Entrepreneur

Partech Entrepreneur is the first business angel fund of Partech Ventures, a venture capital fund specialising in high-growth-potential internet and information technology companies. We are contributing €1 million to the venture to finance startups in the digital sector with high development potential.



## OUR COMMITMENT TO CORPORATE SOCIAL RESPONSIBILITY (CSR)

Our Corporate Social Responsibility policy is based on our six corporate values and is implemented via our "Ecoresponsible" programme, which is overseen by the Executive Committee. It is part of our growth strategy.

### Our commitment to employee well-being

We are committed to developing skills, ensuring well-being in the workplace and diversity. In France, the SHARE programme was set up for this very purpose, and includes a range of services designed to ensure a better work-life balance for staff, (home cleaning service, childcare, tutoring for children, car-pooling, etc.), allows employees to work from home and provides financial support if required. We are also committed to gender parity, and aim to ensure a more balanced mix of male and female employees and promote equality in terms of career development. In order to improve our training policy, we have set up an in-house management training facility, the Econocom Management Academy, to improve employees' management skills.

ecoresponsible 

21%

of our managers are women

34,000

employee services have been delivered since the Share Services Club opened in April 2012, with a 99% satisfaction rate

Almost 7%

of employees occasionally work from home

### Our environmental actions

Our main environmental concerns are energy consumption, greenhouse gas emissions and the production of waste, in particular digital. Every year, carbon footprint audits are conducted in all the countries in which the group operates, which enable us subsequently to identify areas of improvement and implement corrective measures. As required by the EU WEEE (Waste Electric and Electronic Equipment) directive, we collect all end-of-life digital equipment from our customers and arrange for recycling. Since 2013, Ecologic, a state-accredited organisation that specialises in collecting and processing WEEE in France, is in charge of collecting and processing all WEEE produced by our leasing business.

22

tonnes of WEEE collected and processed with Ecologic

### Our ethical charter

In 2012 we drafted an ethical charter in order to encourage our stakeholders to comply with its principles.

### Giving something back to society

Since 2006, Econocom has supported the NGO Passerelles numériques which helps young people from underprivileged backgrounds receive training and qualify for careers in the IT industry in Cambodia, Vietnam and the Philippines. Between 2011 and 2013, a total of €140,000 has been donated to the organisation. We are also committed to a number of social causes in all the countries we operate in, such as helping young people enter the job market and promoting women in the digital industry and in the corporate world in general.

52

weeks spent on corporate volunteering by 23 employees since 2006 (3 volunteer assignments in 2013)

### United Nations Global Compact

In 2012 we became a member of the United Nations Global Compact. Every year, we publish a report on our commitments, actions and progress.



# O3.

A MUTATION  
ILLUSTRATED  
**BY OUR SUCCESSES**



## USER SATISFACTION, INFRASTRUCTURE MANAGEMENT AND COST CONTROL

Bonduelle, the global leader in ready-to-eat vegetables, was looking for a partner to manage its IT infrastructure and user support worldwide. We provided the client with a personalised, scalable outsourcing solution, with complete financial transparency.

### Guaranteeing optimal infrastructure availability

Bonduelle asked us to provide remote monitoring, administration and operations for its IT infrastructures, consisting of some 200 servers and 3,500 workstations in 14 countries. Our service addressed the client's high performance standards, with an excellent availability rate for the production infrastructure, with 24/7 services for the servers. In order to implement the service, we relocated Bonduelle's 2 data centres from the south to the north of France, to the group's headquarters. The entire project was conducted in a spirit of teamwork and transparency with Bonduelle's IT department, which can now focus on its core tasks.

### Quality of service for users

The IT department asked us to provide a quality service to Bonduelle's employees. We therefore rolled out a range of dedicated services: a team of five people on call to offer desk-side support all over France and an Econocom-Osiatis Service Desk available from 7am to 7pm and in seven languages.

### Over fifty production sites worldwide

Founded as a family business in 1853, Bonduelle aimed to become *"the world leader, ensuring wellbeing with a vegetable-based diet"*. Its vegetables are now sold in 100 countries under various brand names, via different distribution channels and using a variety of technologies. With unique food-processing capabilities and 57 industrial facilities, Bonduelle's produce comes from prime vegetable-growing areas near its clients.

## IMPROVING INTERNAL COMMUNICATION

EDF is overhauling its collaborative and communications tools to keep pace with the transformation of its business. The aim of the project is to ensure better, faster communication, share knowledge and pass on skills and expertise more effectively, whilst optimising operating costs.

A project to renovate and unify all EDF's collaborative and email solutions has been launched: EDF SA and ERDF's 160,000 users will now benefit from the world's biggest messaging private cloud infrastructure using Microsoft technologies.

### Change management and modernising EDF's infrastructure for a minimum 5-year contract

As part of a consortium with Bull, Econocom-Osiatis will be providing an end-to-end solution using modern, integrated email, file-sharing, video-conferencing and instant messaging solutions (Exchange, SharePoint and Lync). The services provided by the consortium include engineering and rolling out a private cloud infrastructure, business continuity for the current solution, migration to Microsoft solutions, secure running of the solutions and managing a catalogue of pay-per-use services.

2

data centres

68

Bullion servers

400

virtual machines

1,000

TB storage

160,000

on-line users

## PROMOTING DIGITAL TECHNOLOGIES

Thanks to new technologies, the learning process is becoming more engaging, easier and more innovative. We assist schools, universities and training centres in introducing new digital technologies into teaching.

### The advent of the digital school bag

The Institution Notre-Dame, a private school in Poissy near Paris, signed a contract to roll out 300 tablets for its junior secondary students. Thanks to a lighter school bag and an innovative approach to learning that mirrors their own use of digital technologies, students are motivated and engaged. We assisted the school in implementing an end-to-end solution that addresses all their teaching, technical and financing needs. Our sourcing contract includes integrating digital textbooks and applications, roll-out, breakage and theft insurance, maintenance for the tablets and training for staff by a teacher-trainer, for an all-inclusive fee per user profile.

### Tablets: a major asset for sandwich course students

Twenty-eight training centres for sandwich courses in the Greater Paris area now have supplied their 4,133 trainees with digital touch tablets, a project that is jointly funded by the Greater Paris regional council and the training centres themselves. Each student now has a 10-inch tablet with a metal case and a 3G/H+ card. The package includes a subscription and a service whereby they can stay up to date with their lessons throughout the training programme, whether they're at work or at the training centre. Econocom was asked to provide its expertise as an integrator/assembler. A further 2,000 students will also be provided with tablets in 2014.

## ENSURING A SWIFT RECOVERY FOR PATIENTS AND ENABLING MEDICAL STAFF TO WORK MORE EFFICIENTLY

In 2012, in partnership with Lille hospital, a consortium of companies devised an innovative hospital room designed to speed up patients' convalescence.

The convalescence room, now widely recognised by the medical profession, is sold under the CLINIQUE brand.

### Turnkey solutions that address patients' and staff's needs

Devised in to response to reforms in hospital procurement processes in France, the hospital room was designed with a focus on four fundamental principles:

- Speedier recovery to ensure a shorter hospital stay and enhanced patient comfort
- Can be incorporated into existing or new hospital buildings
- Smart design based on new technology uses
- Eco-design to address sustainable development requirements.

The room has been designed with a view to optimising patient care and convalescence, and features equipment to facilitate both physical mobility (a mobile bed-armchair, rehabilitation software, etc.), psychological wellbeing

(a pleasant, ergonomically-designed space instead of the traditional "hospital" environment), and patient empowerment (access to multimedia information about the patient's condition, treatment and general health advice).

### Solutions integrator

We brought our experience as a digital solutions integrator, combined with our financial engineering expertise. Our Smart solutions for Healthcare also include digital operating theatres, "clinical infotainment" for both patients (in-room access to a range of multimedia entertainment and information services) and medical staff (access to applications in the hospital information system (HIS).

## COORDINATING AND SYNCHRONISING POINTS OF SALES

We supplied 650 iPads to OVS' (Gruppo Coin) fifty-three Italian stores in order to boost their marketing campaigns and communication. Gruppo Coin benefited from our pay-per-use solution which includes advice, design and roll-out.

OVS' chain of shops in Italy can now boost their promotion campaigns and ensure that consistent information is available to their sales staff across all the stores thanks to the iPads: the managers of the various departments can communicate with the group's head office and exchange information on marketing campaigns – in particular, visual content – more effectively. We devised an “as a service” visual and digital content management solution for OVS.

### A dedicated B2B digital tablet solution

With Everpad by econocom, we assist businesses in their mobility strategy. This tailored solution provides financing, distribution, deployment and related services (planning, demonstration, testing, data management, support, etc.), all for an all-inclusive fee.

### The leading Italian fashion retailer

Gruppo Coin's stores (Coin, OVS, UPIM, Iana and Excelsior Milano) hold a 6.51% market share in Italy. They employ 9,511 people at 1,020 stores in Italy and a further 117 overseas. In 2013, Gruppo Coin posted revenue of €1.657 billion.

## ROLLING OUT AN OMNI-CHANNEL STRATEGY AT POINTS OF SALES

Our financing and sourcing solutions are flexible and even cover non-digital equipment, allowing BAS Group to refresh its in-store equipment quickly and when it needs.

BAS Group is converting its 210 stores to an omni-channel model: customers can now buy whatever they want, whenever they want, anywhere and on any device. The retailer has supplied its sales staff with mobile POS devices, which offer real-time visibility of stocks, products not in-store, customer data, etc. and give the customer in-store support and assistance right through to payment.

### A dynamic new sales model

We designed a flexible, competitive technology management & financing solution for all the store equipment. BAS needed state-of-the-art equipment, ranging from POS systems, Wi-Fi and touch screens to servers and even coffee machines.

### Benelux' largest electronics retailer

In the Netherlands, BAS Group's e-commerce site is a unique platform between vendor and consumer. Its retail chains Dixons, MyCom and iCentre (Apple Premium Reseller) have a total of 210 stores and employ 1,400 people. In 2013 BAS Group reported revenue of €400 million.



## 5 POINTS TO REMEMBER

01

The ambitious Mutation 2013-2017 strategic plan is well underway

02

A major acquisition in the service sector giving rise to a leading new European player

03

Stepping up our strategic initiatives in the digital market

04

A rise in results, cash generation and shareholder return

05

Another year of profitable growth expected for 2014

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