

A decorative graphic consisting of several overlapping, wavy, red lines that create a sense of motion and depth, positioned horizontally across the middle of the slide.

# Results presentation for the 1<sup>st</sup> half year 2013

Paris, 1 August 2013



# Contents

*Highlights*

Financial Results

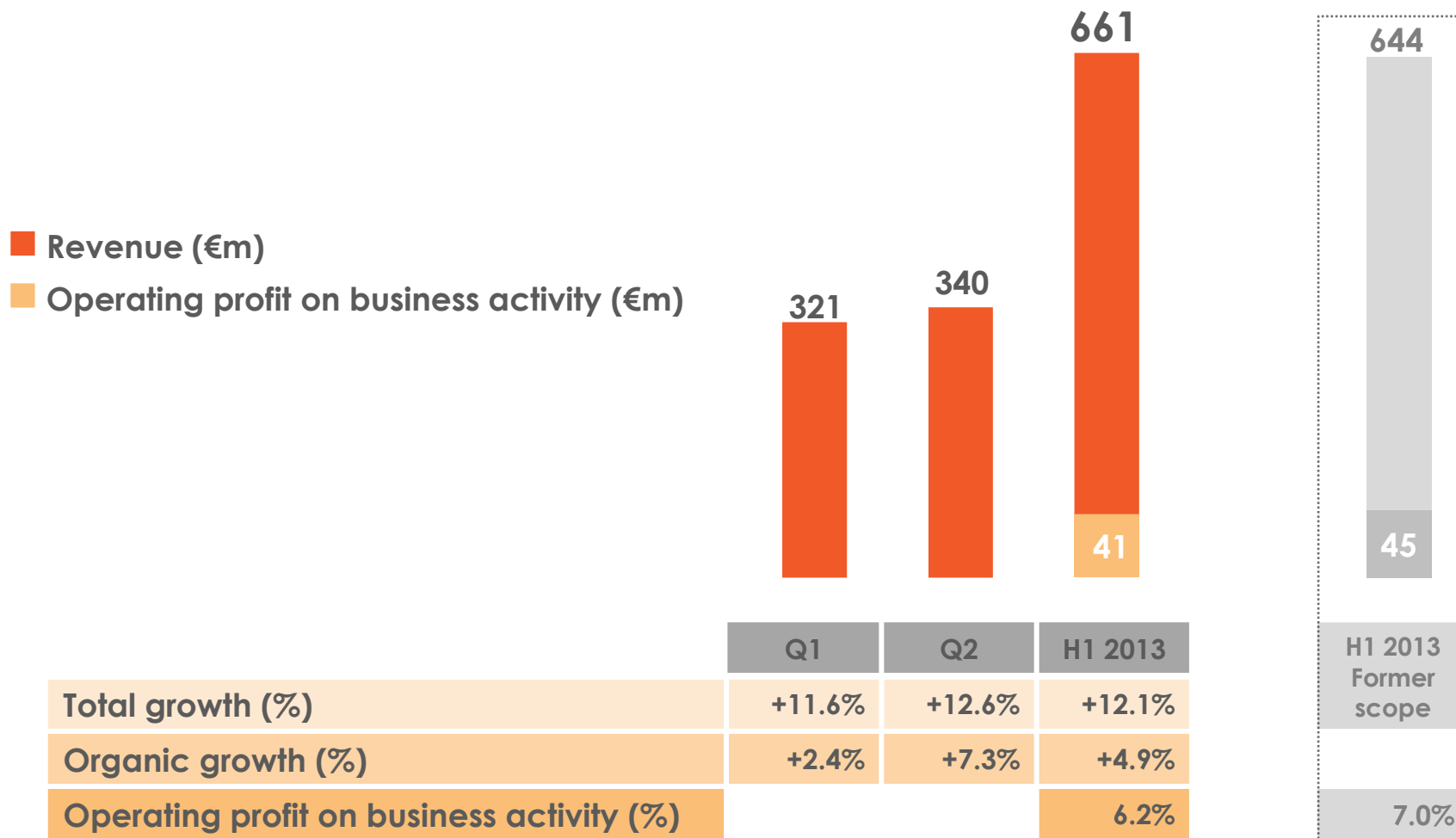
Market, Strategy & Objectives



# Highlights of the 1st half year

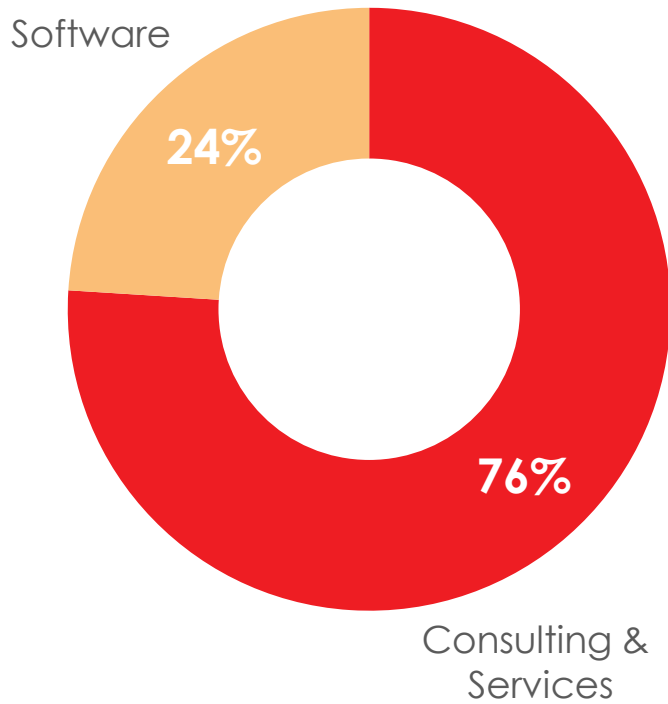
- Speed-up in growth over the half-year, bolstered by key accounts
- Strong growth in Europe
- Investments in France and Europe hurt short term margin but serve Group strategy
- Integration well on track for HR Access
- Annual targets confirmed, both for 2013 and up to 2015

# Sopra Group remains on course

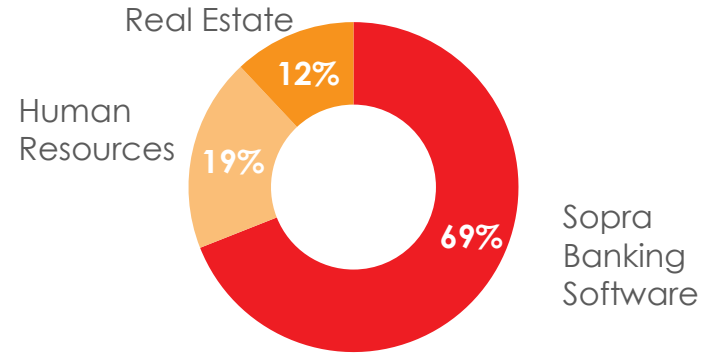


# Revenue by business line

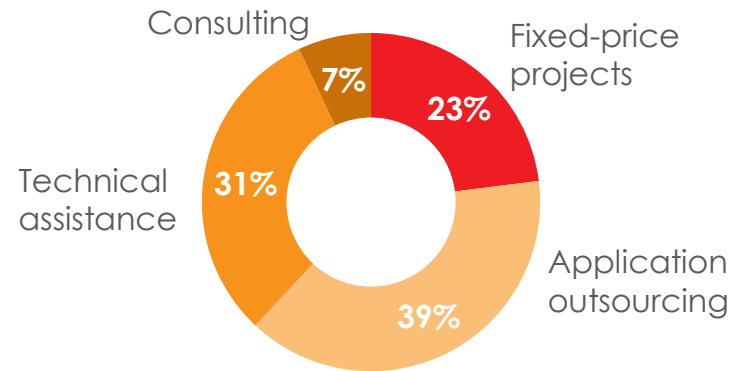
## Business line



## o/w Software

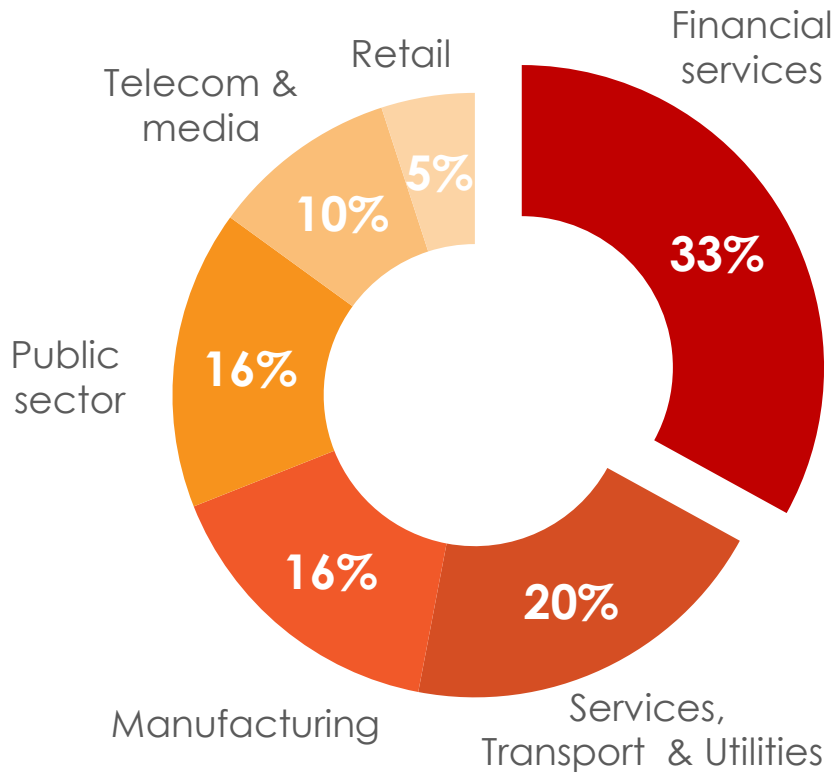


## o/w Consulting & Services

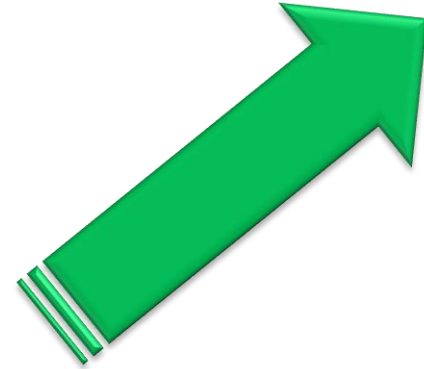


# Revenue by vertical market

## Verticals

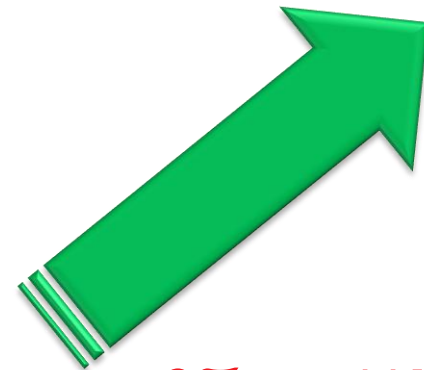


## Key accounts



+12% vs. H1 2012

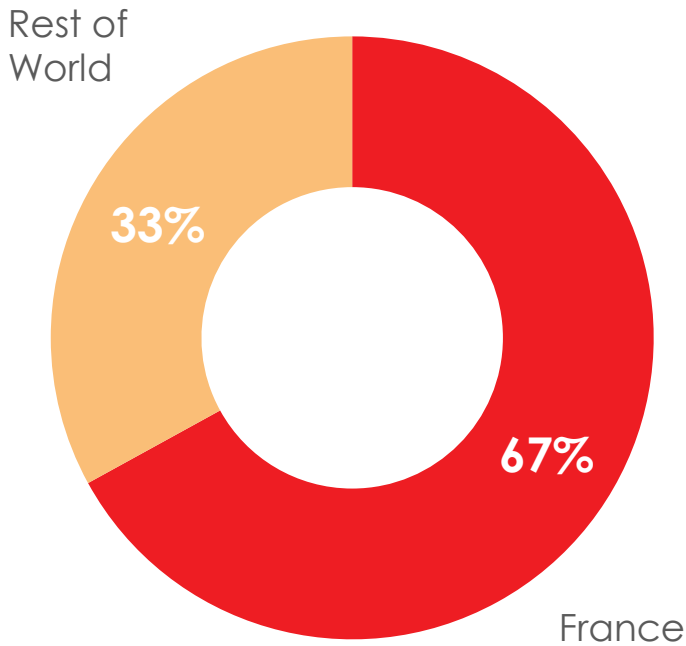
## Public Sector



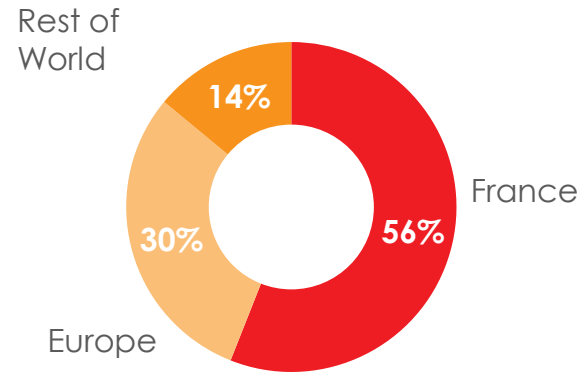
+8% vs. H1 2012

# Revenue by region

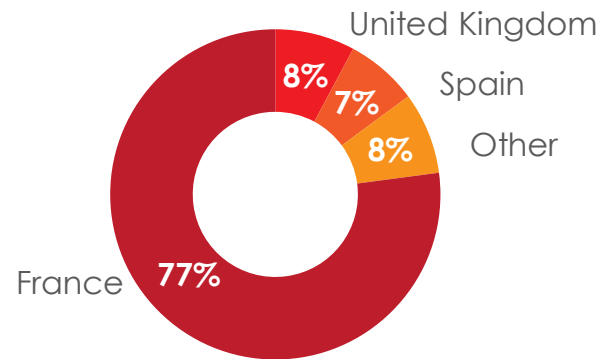
## Regions



## o/w Software

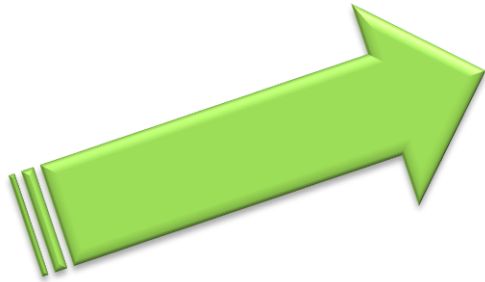


## o/w Consulting & Services



# Performance in 1<sup>st</sup> half

France



+4.6% vs. H1 2012

Europe (excluding France)



+9.5% vs. H1 2012

Sopra Banking Software



+1.3% vs. H1 2012

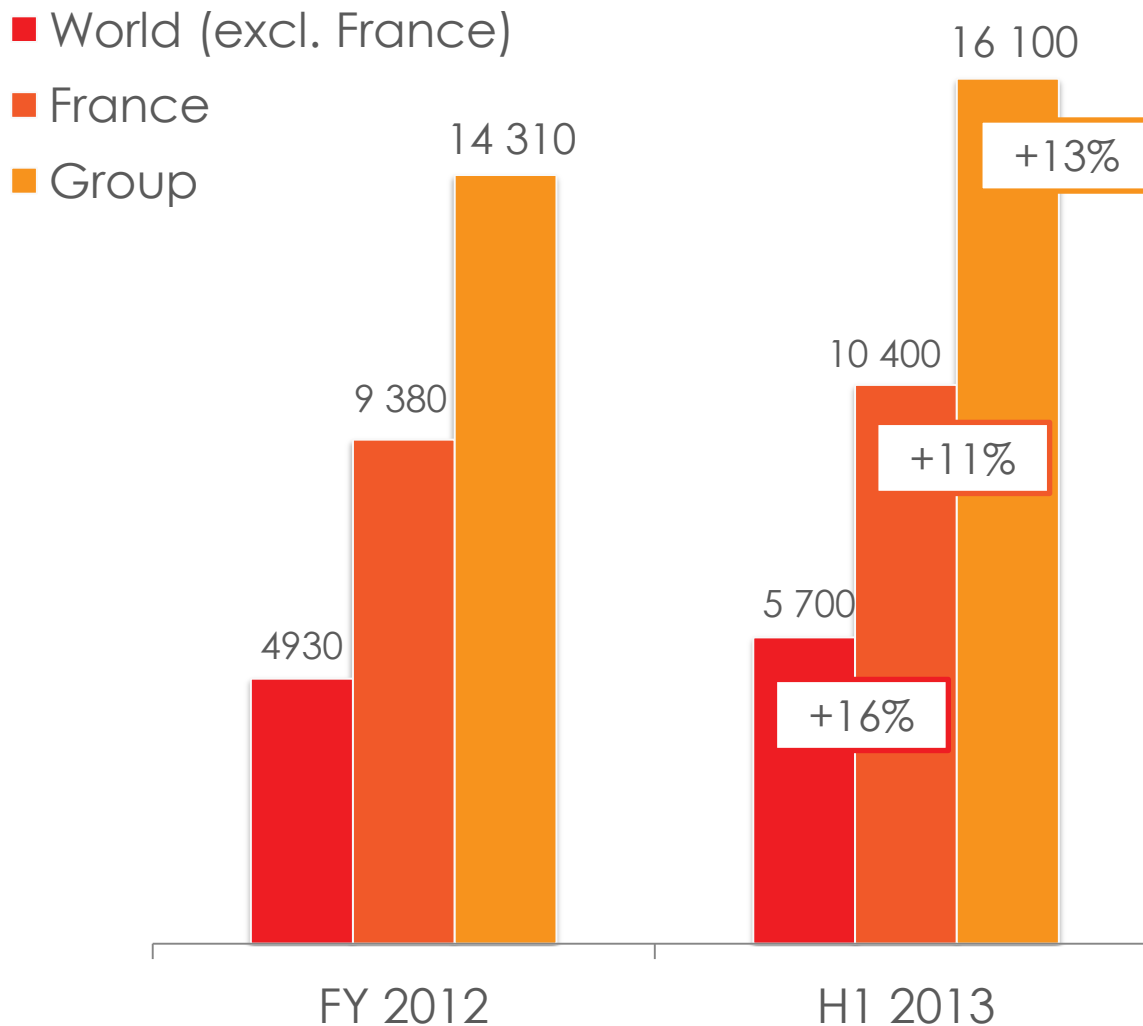
Top 30 Clients



53% of revenue



# Constant increase in headcount



# Key figures for the half year

Revenue

€661m

+ €71m vs. H1 2012

Organic growth

+4.9%

Total growth +12.1%

Op. profit on business act.

€41m

Former scope  
€45m  
7.0% of  
revenue

6.2% of revenue

Net profit

€50m

7.6% of revenue



# Contents

Highlights

***Financial Results***

Market, Strategy & Objectives

# Solid results for the half year

	H1 2012 (€m)	H1 2013 Former scope (€m)	H1 2013 Former scope (%)	H1 2013 Current scope (€m)	H1 2013 Current scope (%)
Revenue	589.6	644.4		661.0	
Operating profit on business activity	47.6	45.0	7.0%	41.3	6.2%
Profit from recurring operations	45.2	41.2	6.4%	37.5	5.7%
Operating profit (EBIT)	38.4	40.3	6.3%	63.6	9.6%
Net profit - Group share	20.5	26.5	4.1%	50.2	7.6%

# Operating profit on business activity

	H1 2012 (€m)	H1 2013 Former scope (€m)	H1 2013 Current scope (€m)	H1 2013 / H1 2012 (%)
Revenue	589.6	644.4	661.0	12.1%
Staff costs - employees	-396.6	- 442.3	- 455.4	14.8%
Staff costs - contractors	- 49.7	- 52.2	- 53.1	6.8%
<i>Staff costs - Total</i>	-446.3	- 494.5	- 508.5	13.9%
Operating expenses	- 87.8	- 95.9	- 101.2	15.3%
Depreciation, amortisation and provisions	- 7.9	- 9.0	- 10.0	26.6%
Operating profit on business activity	47.6	45.0	41.3	

# Operating profit

	H1 2012 (€m)	H1 2013 Former scope (€m)	H1 2013 Former scope (%)	H1 2013 Current scope (€m)	H1 2013 Current scope (%)
Operating profit on business activity	47.6	45.0	7.0%	41.3	6.2%
Expenses related to stock options and bonus share awards	- 0.7	- 1.4		- 1.4	
Amortisation of allocated intangible assets	- 1.7	- 2.4		- 2.4	
Profit from recurring operations	45.2	41.2	6.4%	37.5	5.7%
Other operating income and expenses	- 6.8	- 0.9		26.1	
Operating profit (EBIT)	38.4	40.3	6.3%	63.6	9.6%

# Net profit

	H1 2012 (€m)	H1 2013 Former scope (€m)	H1 2013 Former scope (%)	H1 2013 Current scope (€m)	H1 2013 Current scope (%)
Operating profit	38.4	40.3	6.3%	63.6	9.6%
Cost of net financial debt	- 2.9	- 2.5		- 2.4	
Other operating income and expenses	- 0.5	0.1		-	
Tax expense	-14.7	- 13.8		- 13.4	
Share of net profit from equity-accounted companies	0.3	2.4		2.4	
<b>Net profit</b>	20.6	26.5	4.1%	50.2	7.6%

# Balance sheet

	31/12/2012 (€m)	30/06/2013 (€m)
Goodwill	314.6	311.3
Allocated intangible assets	56.5	53.6
Other fixed assets	45.7	51.2
Equity-accounted investments	113.8	114.8
<b>Fixed assets</b>	<b>530.6</b>	<b>530.9</b>
Trade accounts receivable (net)	384.3	450.7
Other assets and liabilities	- 405.6	- 432.7
<b>Operating assets and liabilities</b>	<b>- 21.3</b>	<b>18.0</b>
<b>Assets + WCR</b>	<b>509.3</b>	<b>548.9</b>
Equity	305.3	332.7
Net financial debt	204.0	216.2
<b>Capital invested</b>	<b>509.3</b>	<b>548.9</b>

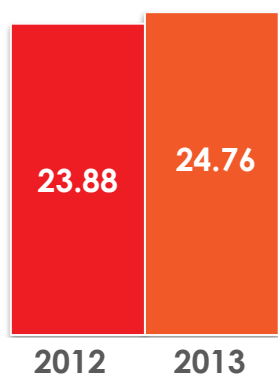


# Change in net debt

	30/06/2012 (€m)	30/06/2013 (€m)
Net debt at beginning of period (A)	-46.4	-204.1
Gross cash flow from operations before net financial debt and tax	45.5	39.9
Tax paid	-29.3	-15.4
Changes in working capital requirements	-37.9	-50.9
Net cash flow from operations	-21.7	-26.4
Change relating to operating investments	-6.3	-8.3
Net financial interest paid	-2.2	-2.4
Free cash flow	-30.2	-37.1
Changes in scope	-182.3	44.2
Financial investments	-0.4	-0.9
Dividends paid	-22.6	-20.2
Dividends received from equity-accounted companies	1.3	1.9
Capital increases in cash	-	0.1
Other changes	-0.4	0.5
Net cash flow (B)	-234.5	-11.5
Changes in exchange rates (C )	-0.4	-0.6
Net debt at period-end (A-B-C)	-281.3	-216.2

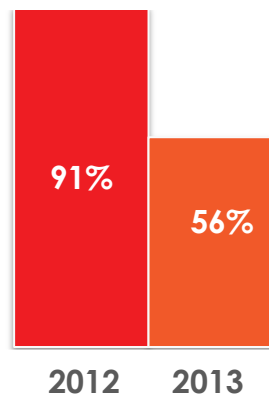
# Bank covenants at 30 Juin

PRO / Cost of net debt



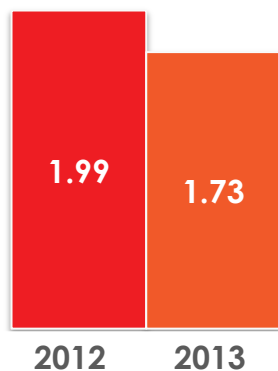
Must be  
**> 5**

Net debt / Equity



Must be  
**< 100%**

Net debt / EBITDA (€107m)



Must be  
**< 3**

Net financial debt is adjusted for employee profit sharing (€31.3m) for the calculation of bank covenants



# Contents

Highlights

Financial Results

***Market, Strategy & Objectives***

# A rapidly evolving IT market



- **2 major challenges** for our clients
  - Maintenance quality and cost control of existing systems
  - Develop & innovate to support growth and competitiveness
- Market increasingly receptive to **differentiating business models** which combine consulting, services and software solutions



# Sopra 2015, an ambitious corporate project

## ■ **Ambition**

- A coherent, independent European consulting, IT services and software development firm
- A market reference in terms of financial performance

## ■ **Positioning**

- Provide our clients with a full picture of the enterprise transformations to be implemented at the company
- Propose an overall approach with a comprehensive service offering based on our three business lines: Consulting – IT services – Software

## ■ **Performance**

- Revenue in the €1.5 to €2bn range (including 35 to 40% outside France)
- Operating margin on business activity of around 10%

# Progress on our four major strategic initiatives

Large clients consistently show their confidence in us with contract renewals



Upscaling value

Europe

Strong organic growth and strategic acquisitions

Reinforced offerings



Software

Innovation & offerings

First contactless smartphone application designed to pay for public transport





# Annual targets for 2013 confirmed

- Organic growth of between 2% and 5%
- An operating margin on business activity, under former scope, in excess of 8.0%
- An operating margin on business activity, under current scope, of between 7.3% and 7.7%
- A net profit margin at least equal to that of the preceding year, i.e. 4.6%
- Net debt of between €150m and €170m

## Q&A

Microphones are available from the hostesses





# Appendices

# Income statement

	H1 2012 (€m)	H1 2013 Former scope (€m)	H1 2013 Former scope (%)	H1 2013 Current scope (€m)	H1 2013 Current scope (%)
<b>Revenue</b>	589.6	644.4		661.0	
Staff costs - employees	-396.6	- 442.3		- 455.4	
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Operating expenses	- 87.8	- 95.9		- 101.2	
Depreciation, amortisation and provisions	- 7.9	- 9.0		- 10.0	
<b>Operating profit on business activity</b>	47.6	45.0	7.0%	41.3	6.2%
Expenses related to stock options and bonus share awards	- 0.7	- 1.4		- 1.4	
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Other operating income and expenses	- 6.8	- 0.9		26.1	
<b>Operating profit</b>	38.4	40.3	6.3%	63.6	9.6%
Cost of net financial debt	- 2.9	- 2.5		- 2.4	
Other operating income and expenses	- 0.5	0.1		-	
Tax expense	- 14.7	- 13.8		- 13.4	
Share of net profit from equity-accounted companies	0.3	2.4		2.4	
<b>Net profit before profit from discontinued operations</b>	20.6	26.5	4.1%	50.2	7.6%
<b>Net profit - Group share</b>	20.5	26.5	4.1%	50.2	7.6%
Minority interests	0.1	-		-	

# Performance by European subsidiary

	H1 2012 margin (%)	H1 2013 margin (%)	Revenue H1 2013 (€m)	Organic growth (%)
France	8.8%	7.5%	413.7	4.6%
Total Europe (excluding France)	4.3%	2.8%	122.9	9.5%
United Kingdom	3.9%	7.8%	42.3	1.9%
Spain	4.7%	1.3%	37.8	-1.6%
Italy	2.0%	3.1%	22.8	15.7%
Switzerland	12.3%	13.0%	5.4	-3.6%
Benelux	-	-1.5%	6.6	29.4%
Germany	15.8%	-20.0%	8.0	NS
Sopra Banking Software	9.7%	9.7%	107.8	1.3%
HR Access	-	-22.3%	16.6	2.5%
Total Group	8.1%	6.2%	661.0	4.9%

# Change in equity

	H1 2013 (€m)
Equity position at beginning of period	305.3
Net profit - Group share	50.2
Distribution in cash (ordinary)	- 20.2
Capital increase through exercise of share options	0.1
Acquisition or disposal of treasury shares	- 0.2
Share-based payments	1.7
Actuarial differences	- 0.8
Change in financial instruments	0.4
Translation adjustments	- 4.2
Other movements	0.4
Equity position at end of period	332.7



# Forward-looking information

- *This presentation contains forecasts in respect of which there are risks and uncertainties concerning the Group's future growth and profitability. The Group highlights the fact that the signature of licence contracts, which often represent investments for clients, are more significant in the second half of the year, and as a result, may lead to more or less favourable impacts on the end-of-year performance.*
- *The actual sequence of events or results may differ from that described in this document, in light of a certain number of risks and uncertainties, as described in the 2012 Reference Document which was filed with the Autorité des Marchés Financiers (AMF) on 23 April 2013 (notably on pages 47 et seq.).*
- *The distribution of this document in certain countries may be subject to the laws and regulations in force. Persons present in these countries and in which this document is disseminated, published or distributed, should obtain information about such restrictions and comply with them.*

# Contacts

## ■ Investor relations team

- Kathleen Clark Bracco
- Lima Abdellaoui
- Arthur Carli



+33 (0) 1 40 67 29 61



+33 (0) 1 40 67 86 88



+33 (0) 1 40 67 29 75

*Sopra Group  
Financial communication  
9 bis, rue de Presbourg  
75116 Paris*

[www.finance.sopragroup.com](http://www.finance.sopragroup.com)  
[investors@sopragroup.com](mailto:investors@sopragroup.com)

