

Half Year 2009 Results Presentation

31 August 2009

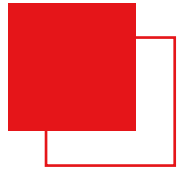


First Half 2009 Highlights

- **Encouraging results**
 - Revenue contraction limited to 4%
 - Organic growth for SSI France at 3%
 - Margin protection

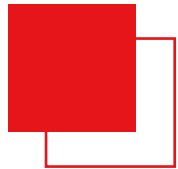
- **Financial resilience**
 - Net improvement to cash position and WCR
 - Free cash flow multiplied by 4

- **Blue chip client confidence**
 - Book to bill ratio at 1.08

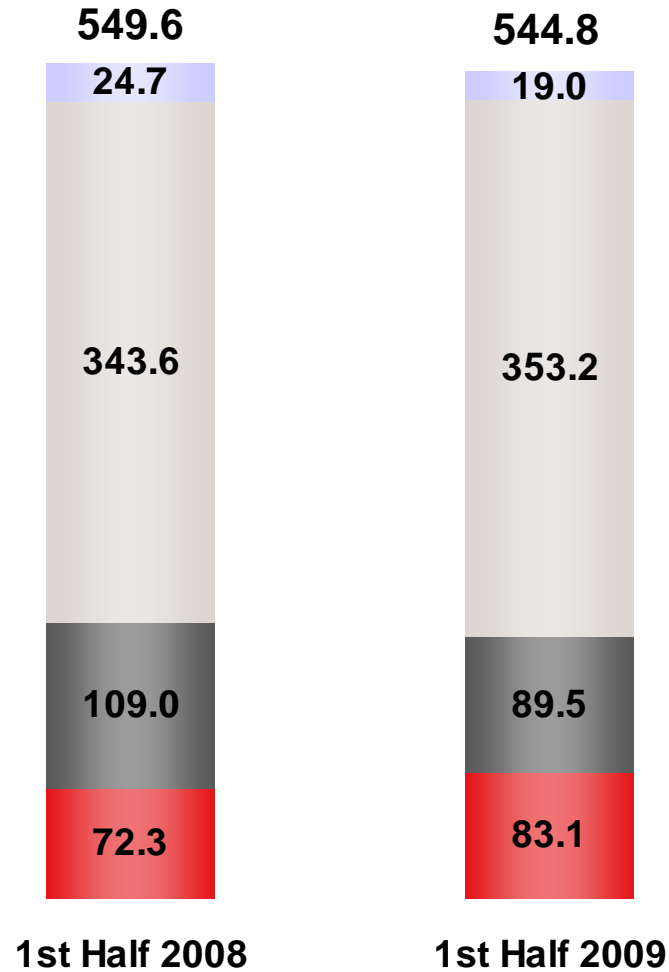


Agenda

- **First Half 2009 Achievements**
- **New Wins and Commentary**
- **Strategy and Outlook**



Revenue (€m)



Growth:	First Half	Q2
Total	-0.9%	-2.6%
Organic	-4.3%	-5.9%

Organic Growth	H1	Q2
Management Consulting	- 23.1%	- 21.7%
SSI* France	+ 2.8%	+ 0.6%
SSI* Europe	- 14.3%	- 16.7%
Axway	- 14.0%	- 13.0%

*SSI: Systems & Solutions Integration



Income Statement

	30/06 2009		30/06 2008		31/12 2008	
	€m	%	€m	%		
Revenue	544.8		549.6		1 129.5	
Staff costs - Employees	-374.6		-360.8		-721.8	
Staff costs - Contractors	-39.6	+1.4%	-47.5		-97.6	
Operating expenses	-96.1		-92.9		-193.8	
Depreciation, amortisation and provisions	-8.0		-7.6		-14.0	
Profit from recurring operations	26.5	4.9%	40.8	7.4%	102.3	9.1%
Amortisation of allocated intangible assets	-1.4		-0.4		-1.4	
Other operating income and expenses	-2.2		-		-1.2	
Operating profit	22.9	4.2%	40.4	7.4%	99.7	8.8%
Net cost of financial debt	-4.9		-4.1		-9.9	
Net financial expense	-0.9		0.2		-3.3	
Corporate income tax	-6.3		-11.8		-28.3	
Net profit	10.8	2.0%	24.7	4.5%	58.2	5.2%



Operating Profit by Division

<i>(in millions of euros)</i>	30/06 2009			30/06 2008		
	Revenue	PRO**	% Margin	Revenue	PRO**	% Margin
Management consulting	19.0	0.8	4.2%	24.7	2.5	10.1%
SSI* France	353.2	23.2	6.6%	343.6	28.7	8.4%
SSI* Europe	89.5	2.4	2.7%	109.0	7.2	6.6%
Axway	83.1	0.1	0.1%	72.3	2.4	3.3%
Total Group	544.8	26.5	4.9%	549.6	40.8	7.4%

*SSI: Systems & Solutions Integration

**PRO: Profit from recurring operations



Balance Sheet

M€	30/06 2009	30/06 2008	31/12 2008
Goodwill	377.6	299.7	372.7
Allocated intangible assets	24.7	4.5	26.4
Other fixed assets	41.0	39.3	41.0
Assets	443.3	343.5	440.1
Trade accounts receivable (net)	358.0	385.9	401.5
Other assets and liabilities	-339.5	-326.8	-375.1
Operating assets and liabilities	18.5	59.1	26.4
ASSETS + WCR	461.8	402.6	466.5
Equity	265.8	246.0	268.3
Net financial debt	196.0	156.6	198.2
CAPITAL INVESTED	461.8	402.6	466.5



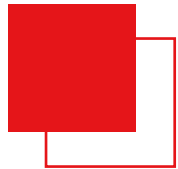
Change in Equity

	M€
Position at 31 December 2008	268.3
Dividends	- 19.3
Net profit - Group share	10.8
Share-based payments	0.2
Change in financial instruments	0.2
Translation adjustments	5.8
Other movements	- 0.2
Position at 30 June 2009	265.8

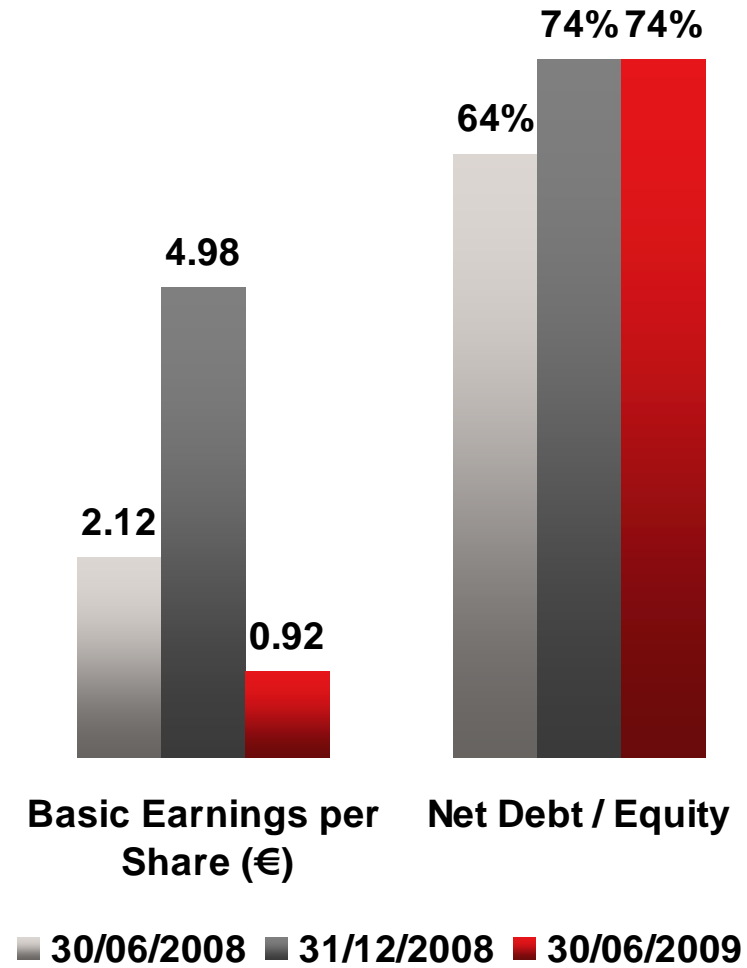


Change in Net Debt

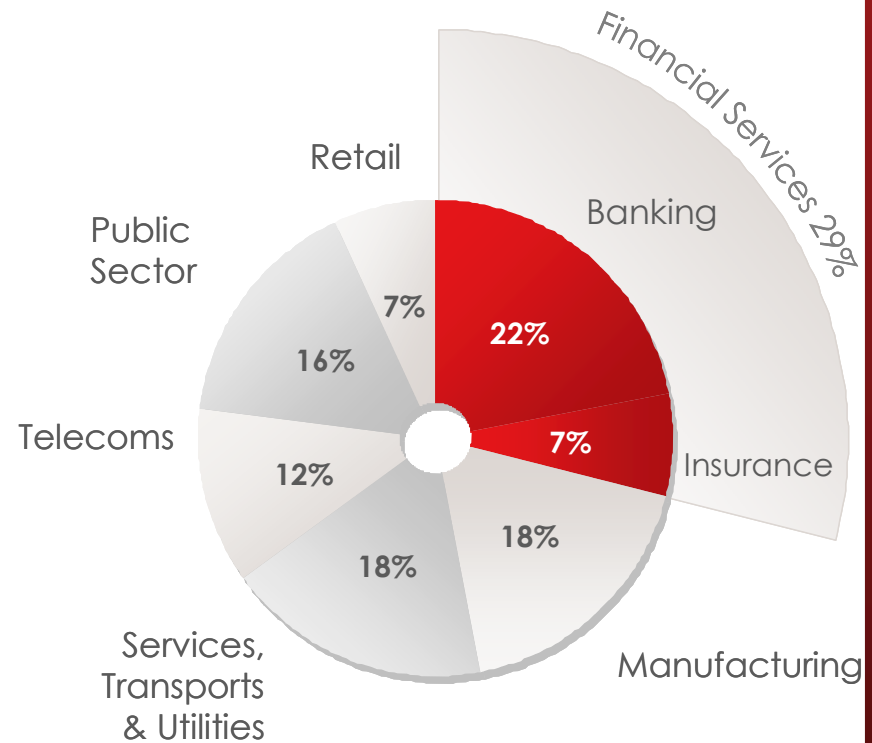
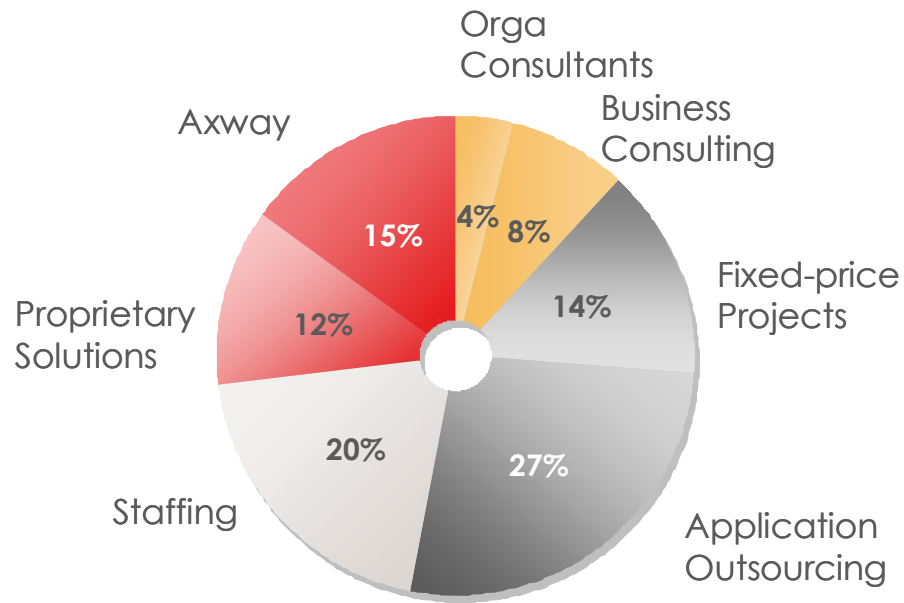
€m	30/06 2009	30/06 2008	31/12 2008
Net debt at opening	198.2	130.3	130.3
Gross cash flow from operations before net financial debt and tax	32.4	42.0	108.4
Tax paid	-12.9	-10.1	-29.3
Changes in working capital requirements	26.4	-12.8	-2.8
Net cash flow from operations	45.9	19.1	76.3
Net financial interest paid	-6.8	-6.2	-12.7
Capital expenditures	-5.0	-4.2	-10.7
Free cash flow	34.1	8.7	52.9
Changes in scope	-8.8	-15.4	-101.6
Dividends paid	-19.3	-19.3	-19.3
Capital increases in cash	0.0	0.4	0.8
Other changes	-4.6	-0.2	0.0
Net cash flow	1.4	-25.8	-67.2
Changes in interest rates	0.8	-0.5	-0.7
Net debt at closing	196.0	156.6	198.2



Financial Ratios

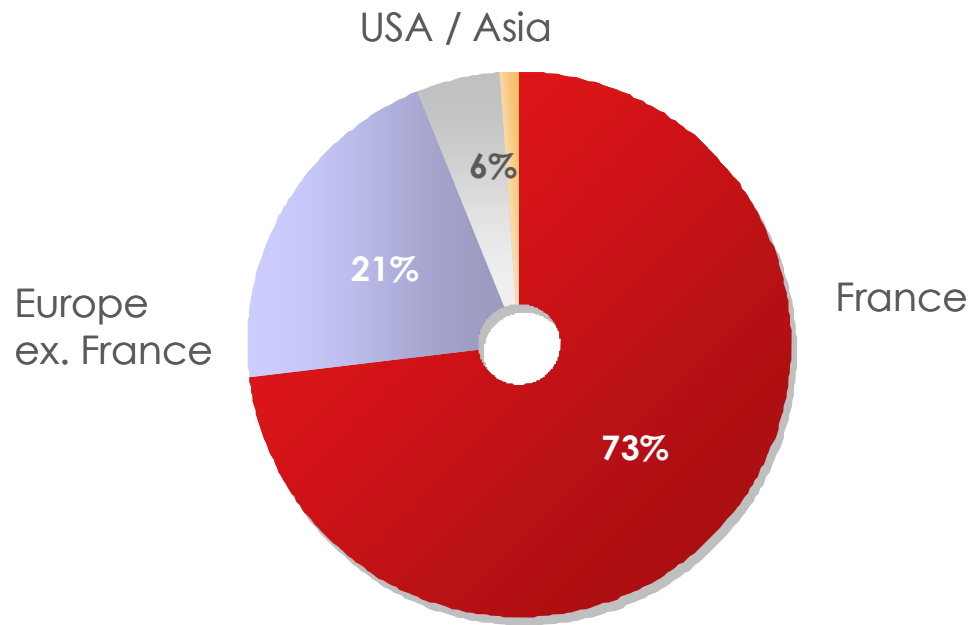


Business Sector & Vertical Market Positioning

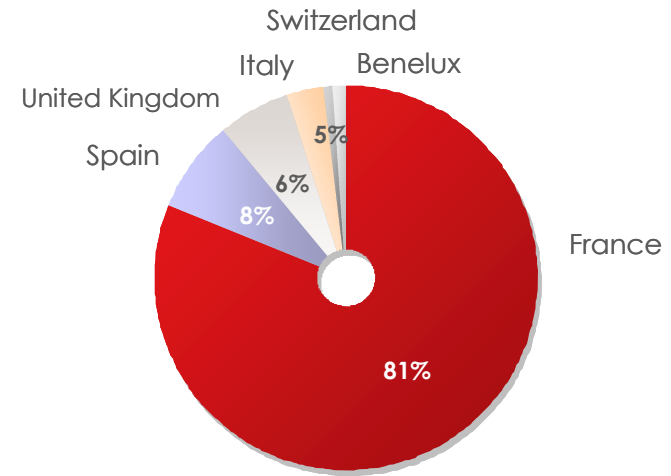




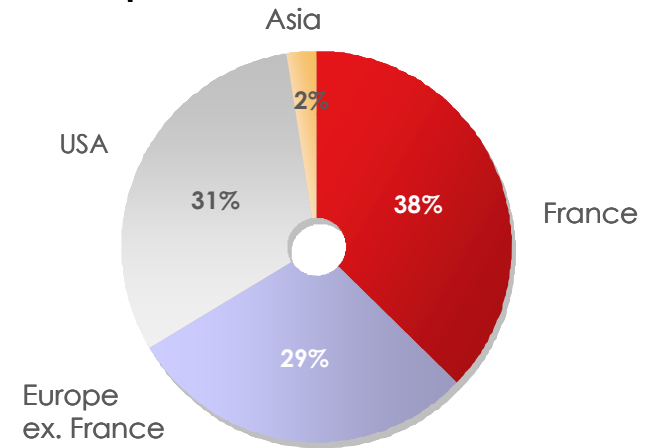
Revenue by Region



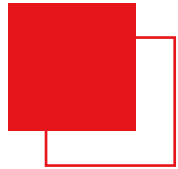
Geographies



CSSI Europe

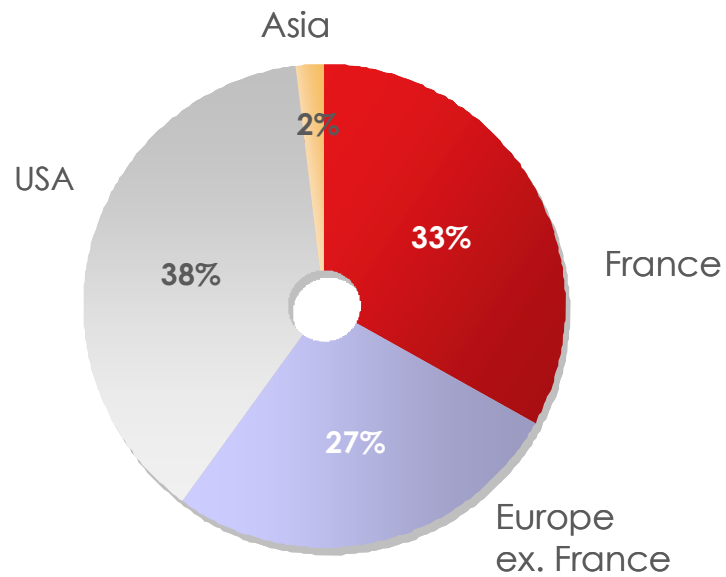


Axway Revenue

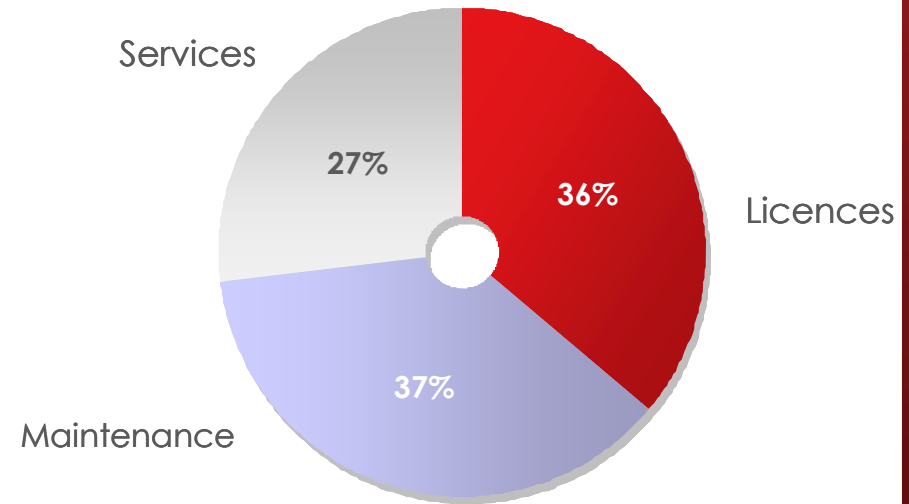


Axway – 2008 Pro Forma Revenue

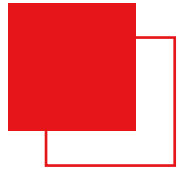
*N.B.: €1 = \$1



Regions*



Type of Revenue*

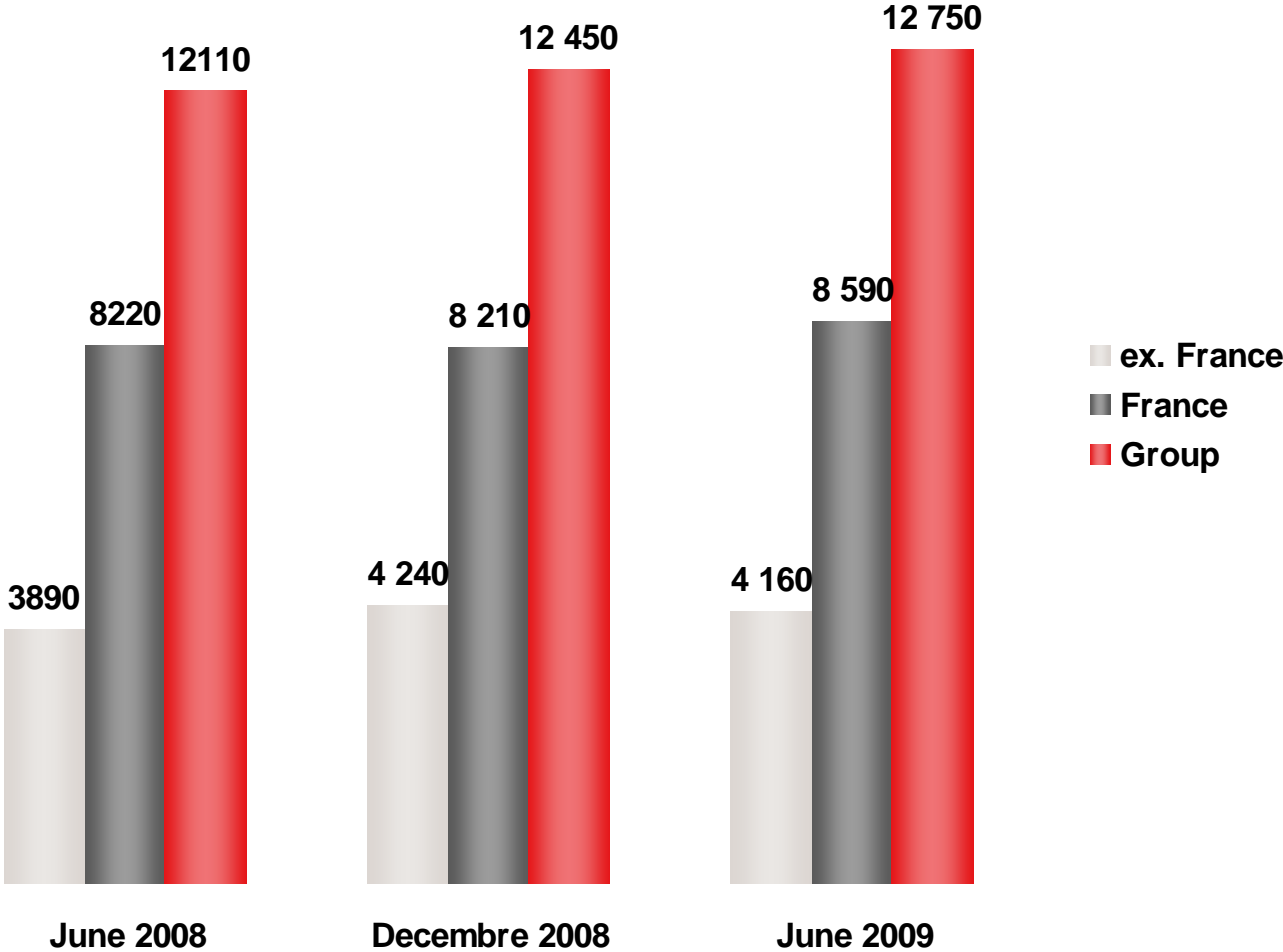


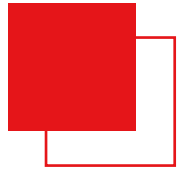
Axway – First Half 2009

- Profitability protected
- Investments maintained
- Promising Second Half 2009



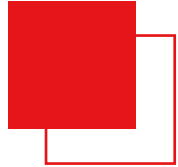
Change in Workforce (excluding contractors)





Agenda

- First Half 2009 Achievements
- **New Wins and Commentary**
- Strategy and Outlook



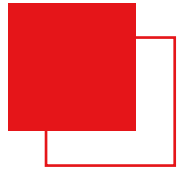
Significant Contract Wins in the First Half

- **Utilities: EDF, Scottish Power**
- **Financial Services: BNP Paribas, HSBC, a large American leader**
- **Public Sector: Chorus, Scottish Executive, Defense Ministry**
- **Manufacturing: EADS, ThyssenKrupp Elevator**



Growing Presence with EDF

- Presence in EDF's large transformation programmes
- Internal organisation & strategy to place Sopra Group among the top 5 suppliers in 2012
- Very strong revenue growth (multiplied by 3 in 3 years)



New Life for Banking Solutions

- **Strategic positioning at the core of large banking information system transformation projects, organised with a distributor-delivery model**
 - Payment Factories
 - Credit Factories
- **Adoption of the Sopra Group “SURFI reform” solution**
 - Equipping the quasi-totality of the banking sector in France in 2009
- **Leadership confirmed for new payment method installation (SEPA)**
 - Natixis Payments chose the Sopra Group payment solution, as did the majority of large banks

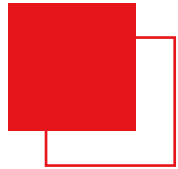


Chorus Project in 4 successive waves

Large transformation project for the French State

- **Sopra Group & Axway: Conception and installation of a centralised, unique and secure exchange platform between the SIFE* and all government Ministries**
- **Deployment for the Ministry of National Education, Superior Education and Research**
- **Deployment for the Defense Ministry**
- **Training of the Chorus Project trainers**
- **Other good news to follow**

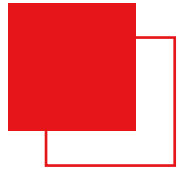
**SIFE: Financial Information System for the French State*



Success for Axway in the USA

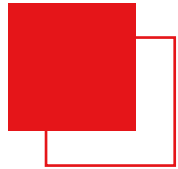
Huge contract with a large American financial institution

- **Modernise the data exchange platforms**
- **Reduce costs inherent to the coexistence of multiple heterogeneous platforms by supplying a single, state of the art platform**
- **Entire Synchrony™ platform tested at length to validate capabilities to respond to client demands and volume needs**



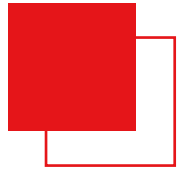
Commentary on Market Conditions (1/2)

- **Application Outsourcing demand confirmed**
- **Pressure on pricing and delivery engagements**
- **Lower demand for consulting and staffing contracts**
- **Growing need for enterprise transformation**
 - With more complex decision cycles for large projects
 - With a delay in investment decisions for software products
- **Market evolution favours large suppliers with a real industrialised delivery model**



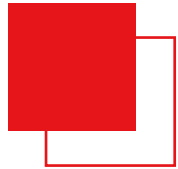
Commentary on Market Conditions (2/2)

- **Strong investment in the public sector**
- **Two phases in the banking sector**
 - Reduce costs
 - Large industrial and transformation projects
- **Stability in telecoms**
- **Growth in utilities**
- **Varied performance in the manufacturing and retail sectors**



Agenda

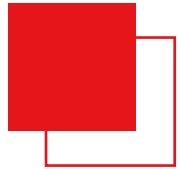
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Group Strategy

Two Brands for Two Well-Defined Strategic Profiles

- **Sopra Group** reconfirms its strategic focus on systems integration and services with an offerings continuum covering
Consulting | Projects | Application Outsourcing | Proprietary Solutions
- Pursuit of multiple growth-driving transformation initiatives
 - Combination of consulting activities
 - Increased investment in the banking sector software
 - Pursuit of the industrialisation programme
 - Alignment of the European subsidiaries with its global offering
- **Axway** confirms its European-American strategy
 - Solidify leadership in Europe and USA
 - Leverage recent acquisitions in terms of margin potential, offerings portfolio and client base



Outlook 2009

For the Group
Slightly positive total growth
Dip in organic growth contained within 3-4% range
Current operating margin target above 7%

- **Management Consulting**
 - Stabilised activity and margin improvement in the second half year period
- **SSI France**
 - Slight organic growth and a margin close to that achieved in 2008
- **SSI Europe**
 - Decrease in revenue for full year similar to H1 decrease
- **Axway**
 - Revenue for second half 2009 comparable to pro forma revenue achieved in H2 2008
 - Current operating margin expected in the 7-10% range for the full year 2009



Sopra
group



Questions

TALENTED  TOGETHER

Unissons nos Talents

First Half Results – 31 August 2009

Half Year 2009 Results Presentation

31 August 2009