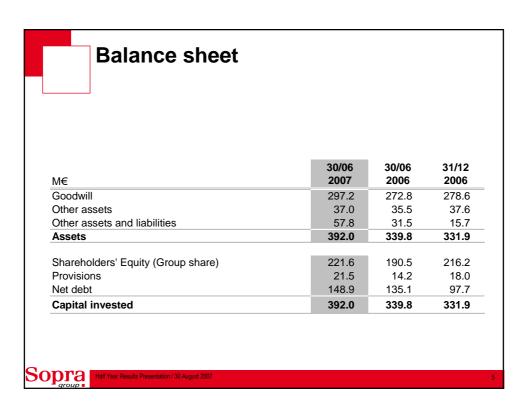
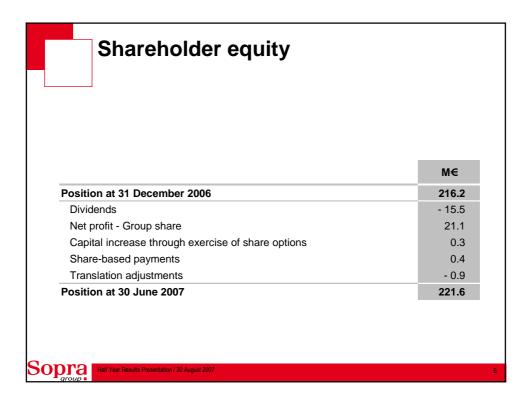


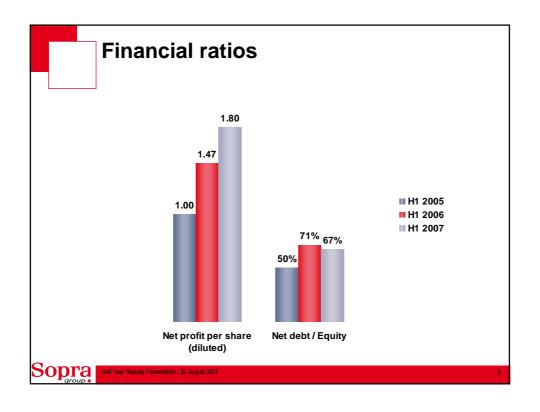
110	fit by b	usiiic.	33 11110	•			
		t Half 1007	First Half 2006			Year 106	
€m	Revenue	PRO % margin	Revenue	PRO % margin	Revenue	PRO % margin	
Group	483.3	34.5	443.0	29.8	897.7	75.0	
		7.1%		6.7%		8.4%	
Consulting	22.7	2.2	21.4	2.5	41.0	4.0	
		9.7%		11.7%		9.8%	
SSI France	288.4	23.0	267.9	20.1	537.9	44.1	
		8.0%		7.5%		8.2%	
SSI Europe	104.4	7.0	100.5	6.0	201.9	15.1	
		6.7%		6.0%		7.5%	
Axway	67.8	2.3	53.2	1.2	116.9	11.8	
		3.4%		2.3%		10.1%	
	Solutions Integra						

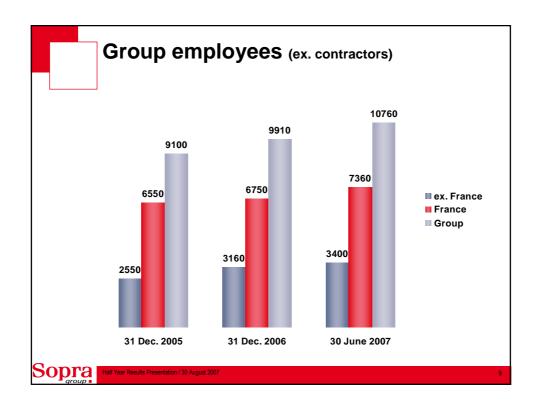


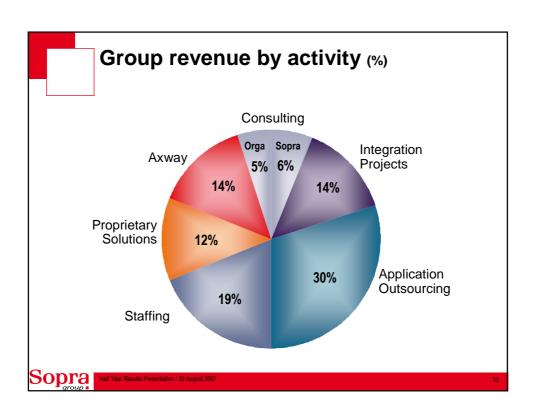




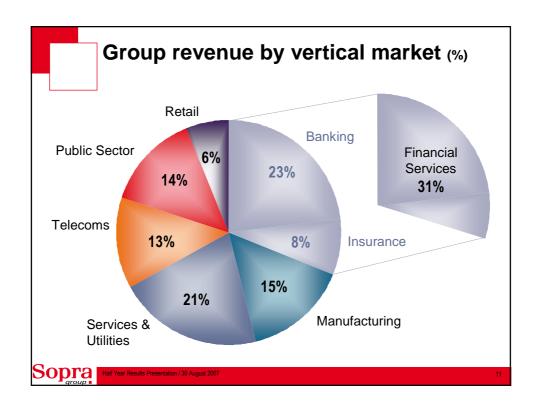
Variation of net debt			
	30/06	30/06	31/12
M€	2007	2006	2006
Net debt at opening (A)	97.7	128.7	128.7
Gross cash flow from operations before net financial debt and tax	40.8	35.1	87.2
Tax paid	- 22.8	3.6	- 1.3
Changes in working capital requirements	- 8.4	2.5	4.4
Net cash flow from operations	9.6	41.2	90.3
Capital expenditures	- 4.6	- 4.8	- 13.1
Net financial interest paid	- 3.5	- 3.1	- 6.0
Free cash flow	1.5	33.3	71.2
Changes in scope	- 34.7	- 24.7	- 25.6
Dividends paid	- 15.5	- 12.6	- 12.6
Capital increases in cash	0.3	0.3	0.6
Other changes	- 2.7	- 2.3	- 2.2
Net cash flow (B)	- 51.1	- 6.0	31.4
Changes in interest rates	- 0.1	- 0.4	- 0.4
Net debt at closing (A-B)	148.9	135.1	97.7

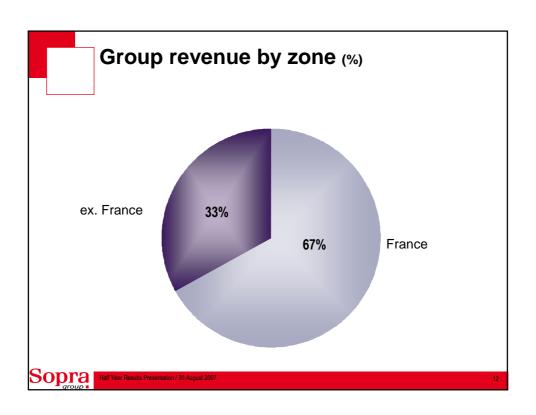


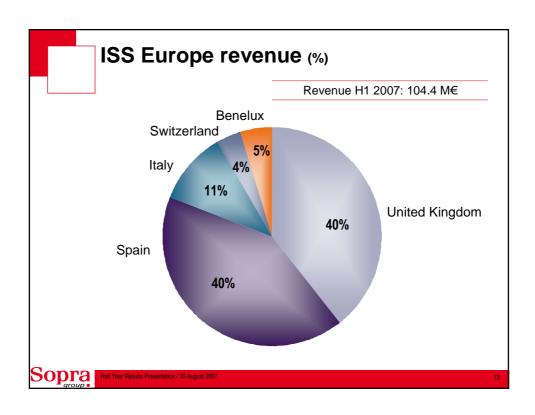


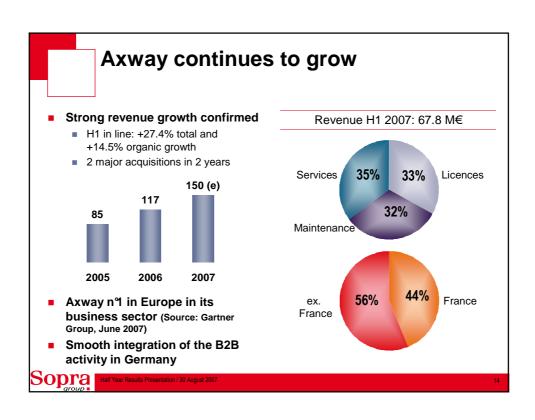


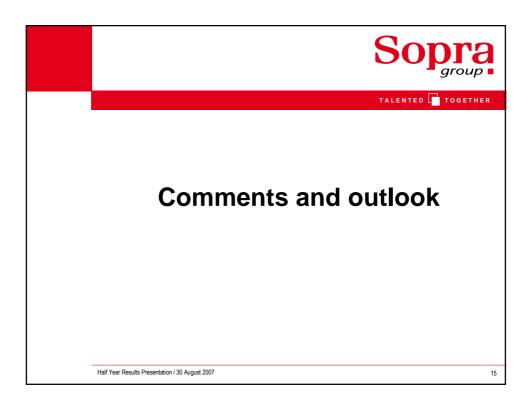














Market context - update

- Buoyant market conditions sustained by strong demand
- Arrival of new competitors maintains pricing pressure and encourages:
 - Innovation
 - Industrialisation
- Outsourcing remains a major theme
- IT sector consolidation continues
- High demand for IT in the Public Sector
- Recruiting is active but complicated by the talent war



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Group objectives for 2007 - update

Priorities

- Position future management
- Reinforce Consulting business
- Transform the core-business approach
 - Industrialisation on/off shore (France Spain Morocco Romania India)
 - Large accounts and offering strategies
- Pursue ambitious strategy for Group "banking solutions"
- Axway in line with objectives

■ Economic performance

- Outperform market sector in organic growth
- Improve margins
- Targeted acquisitions



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Follow-up on 2007 priorities

- Large accounts and Offering Programmes
- Industrialisation and offshore
- Management and 2010 Project preparation

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Large accounts and Offering Programmes

"Large accounts" Programme

- Undergoing testing with some of our largest accounts
- Put in place for over 50% of revenue by end 2007, for all business lines and geographies
- Objective: accelerate internal growth

"Offering" Programme

- "Core business" offerings re-launched
- Targeting industrialised production and structured partnerships
- Homogenous marketing approach
- Objective: increase service content



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Industrialisation and offshore

- Pursue transformation efforts
- Project spearheaded by executive management and CTO
- Accelerate deployment of delivery methods, processes, and development tools
- Continue development of service centres
 - In France, 1500 developers in the regions
 - Nearshore and offshore, 800 developers in Spain, Romania and Morocco (opening soon) as well as in India
- Objective to bring near/offshore staff up to 12%-15% by end 2008
- Real contribution to growth and margin improvement

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Management and 2010 Project preparation

- Priority on management renewal
 - New managers in place for 2007-2008
 - At the top level as well as at the n-2 level
- Building on company culture
 - Growth superior to market growth
 - Strong technology and ability to successfully roll out complex projects
 - Respect for others
 - Results
- Successful execution of the 2010 project
 - For all business lines and geographies
 - With a strong management model based on the differentiating qualities of Sopra Group



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04



Outlook

For 2007:

- Group organic growth will outperform market sector growth
- Improved margins

For 2010:

- An ambitious and independent project for Sopra Group
 - Revenue of 1.5-2 billion euros (including Axway)
 - Operating margin of 10% (including Axway)
- European positioning in Consulting and Systems Integration
- World-wide positioning for Axway

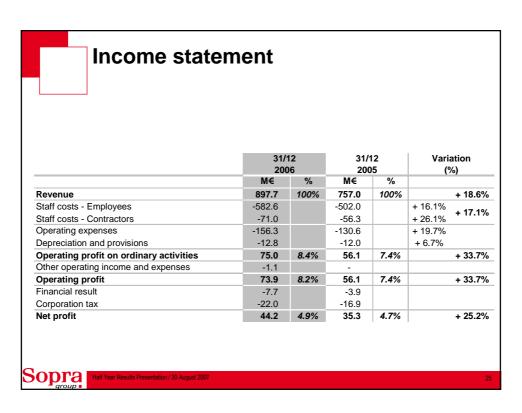


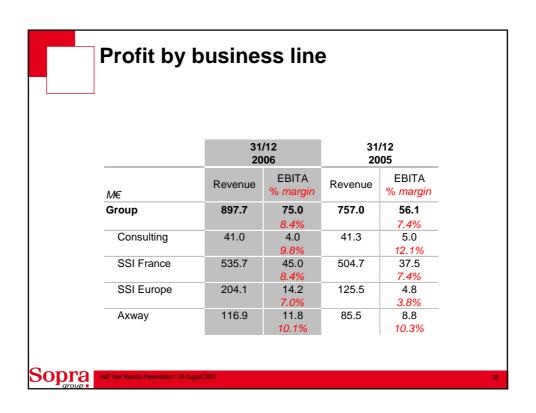
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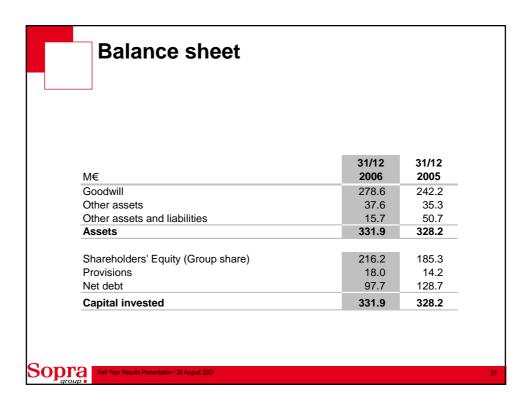
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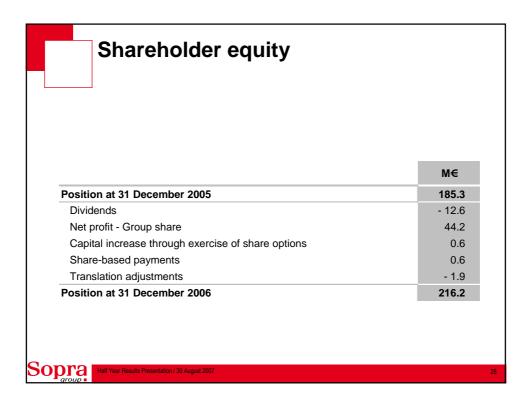












Variation of net debt		
M€	31/12 2006	31/12 2005
	128.7	58.9
Net debt at opening (A) Gross cash flow from operations before net financial debt and tax	88.6	66.6
Tax paid	- 1.3	- 14.2
Changes in working capital requirements		- 1.3
Net cash flow from operations	90.3	51.1
Capital expenditures	- 13.1	- 8.5
Net financial interest paid	- 6.0	- 3.9
Free cash flow	71.2	38.7
Changes in scope	- 25.6	- 103.2
Dividends paid	- 12.6	- 8.6
Capital increases in cash	0.6	4.1
Application IAS 32 & 39	-	- 1.0
Other changes	- 2.2	-
Net cash flow (B)	31.4	- 70.0
Changes in interest rates (C)	- 0.4	0.2
Net debt at closing (A-B+/-C)	97.7	128.7

