

Talented Together



2013 FULL YEAR RESULTS PRESENTATION

Paris, 19 February 2014



AGENDA

- 1) 2013 Highlights
- 2) Financial results
- 3) Market, strategy & objectives



2013 HIGHLIGHTS

Pascal Leroy, Chief Executive Officer

REINFORCEMENT OF THE GROUP GOVERNANCE



- Pierre Pasquier

Chairman

- Oversees the strategy, including M&A
- Leads corporate and financial communication operations
- Assists the CEO via certain operational missions



- Pascal Leroy

Chief Executive Officer

- Ensures general management of the Group
- Helps formulate strategy
- Supervises the implementation of decisions adopted



- Vincent Paris

Deputy CEO

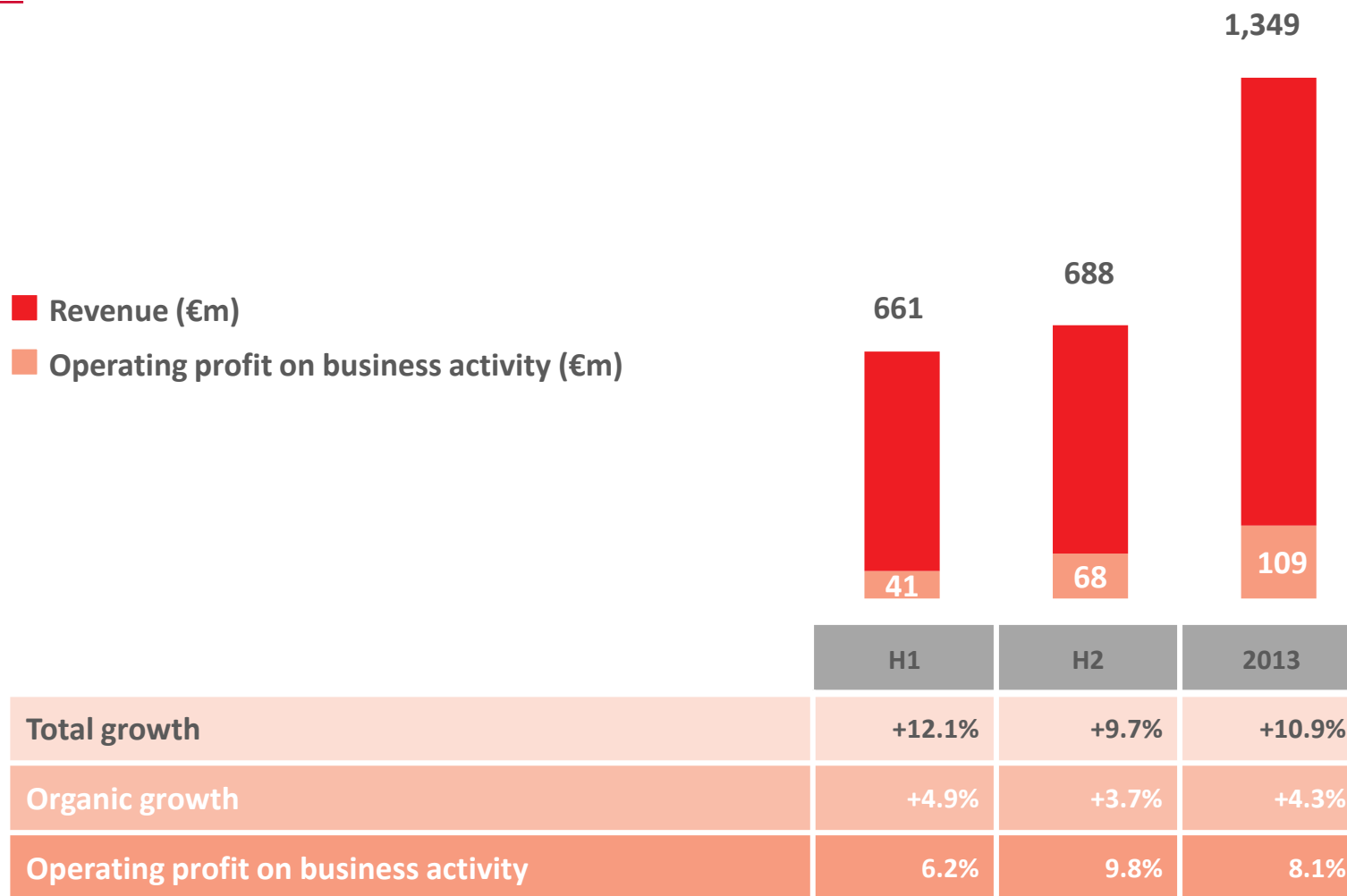
- Assists the CEO in operational management of the Group
- Manages Group's French activities
- Leads the process of transformation and industrialization

2013: YEAR OF SUCCESS AND DEVELOPMENT

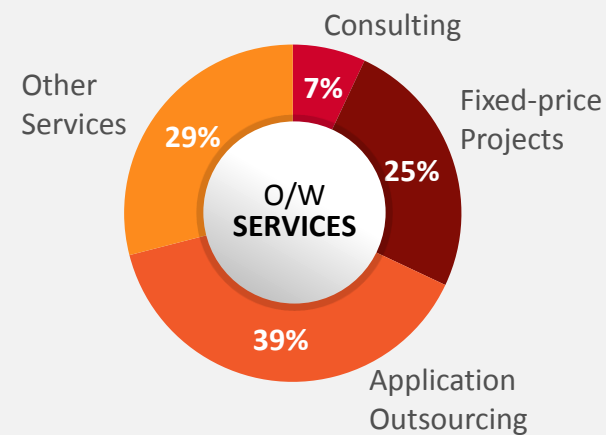
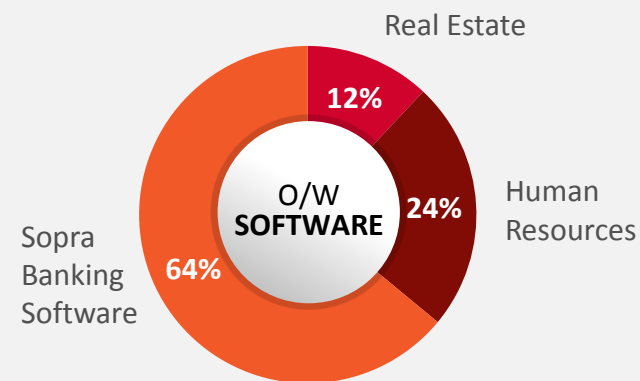
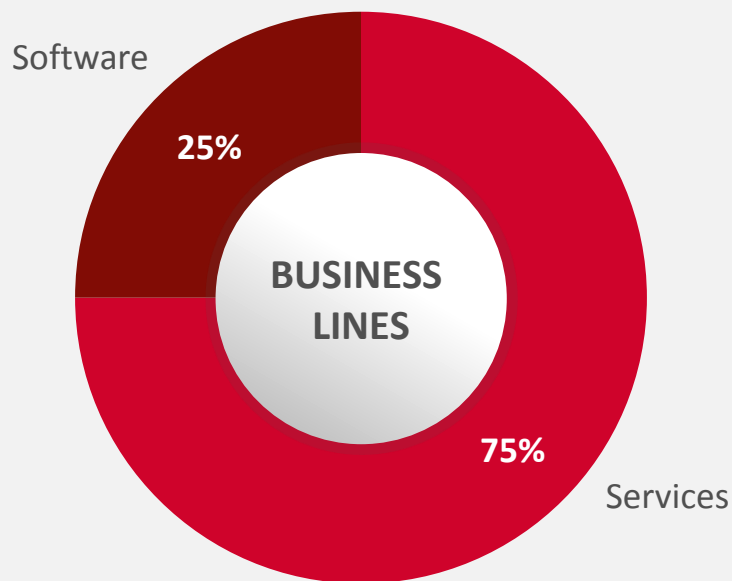
- Solid performance and sustained growth over the year
- Ambitious and determined M&A strategy
- Value-creating corporate development plan for our
 - Customers
 - Employees
 - Shareholders



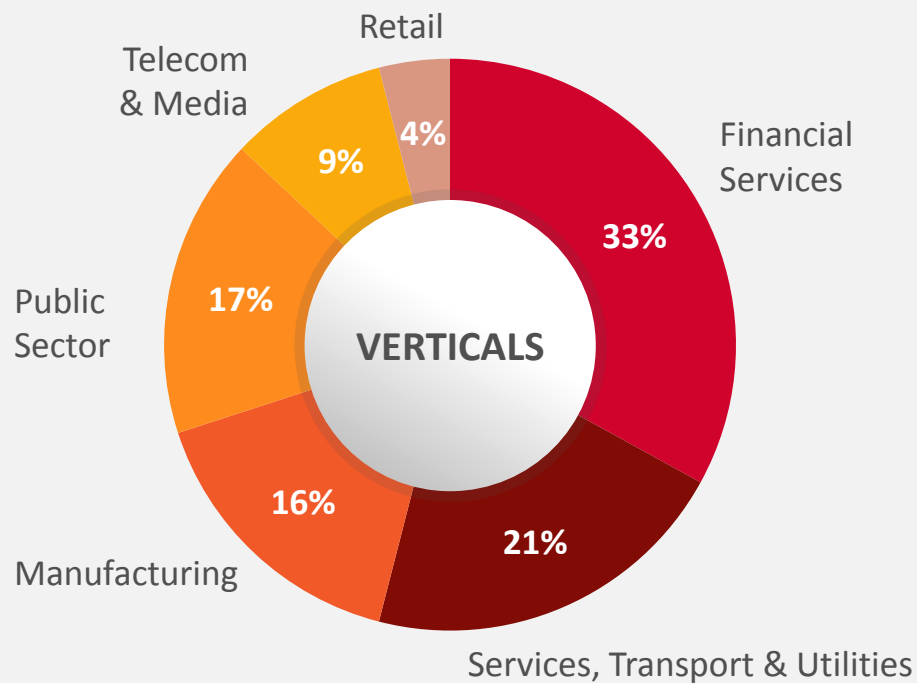
QUALITY PERFORMANCE IN 2013



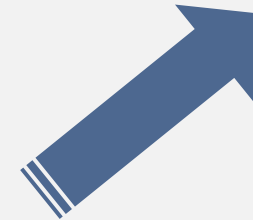
REVENUE BY BUSINESS LINE



REVENUE BY VERTICAL MARKET

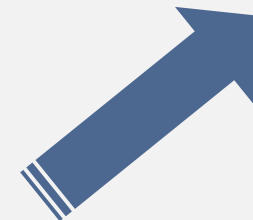


Key Accounts



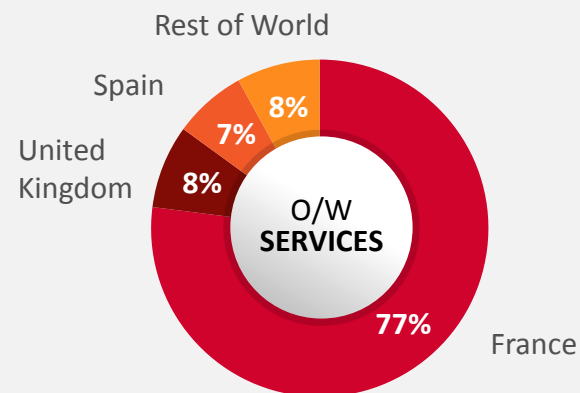
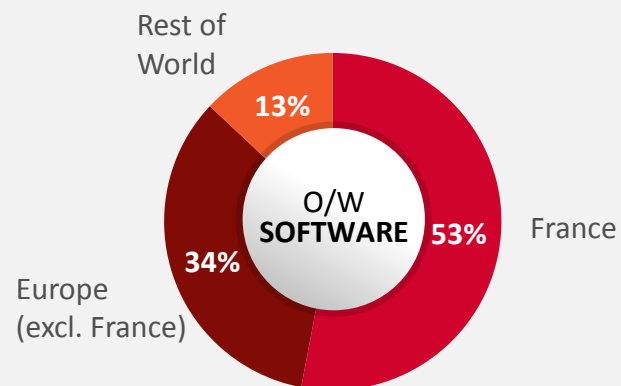
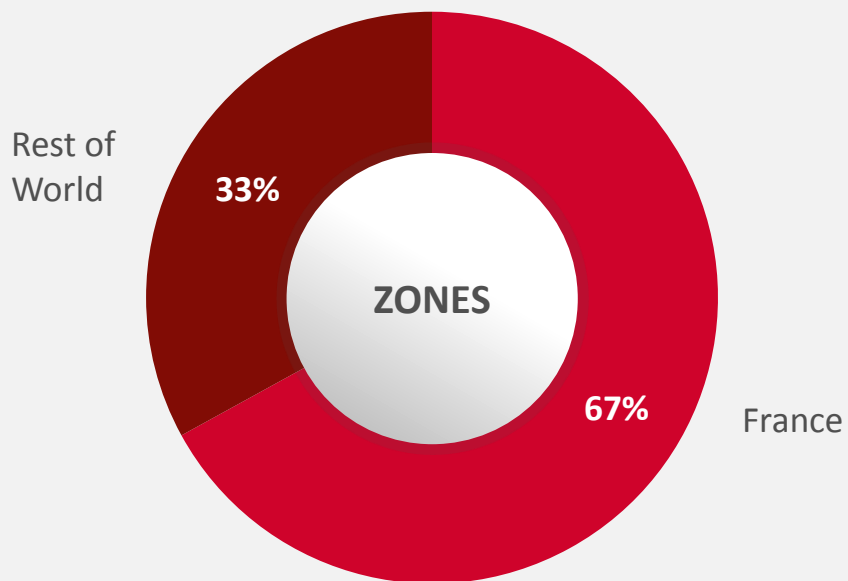
+13% vs 2012

Public Sector / Defense



+18% vs 2012

REVENUE BY GEOGRAPHIC ZONE



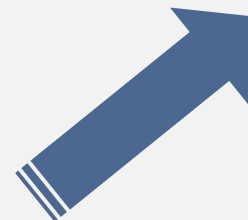
TRENDS IN 2013

France



+4.1% vs 2012

Europe (excl. France)



+9.6% vs 2012

Sopra Banking Software



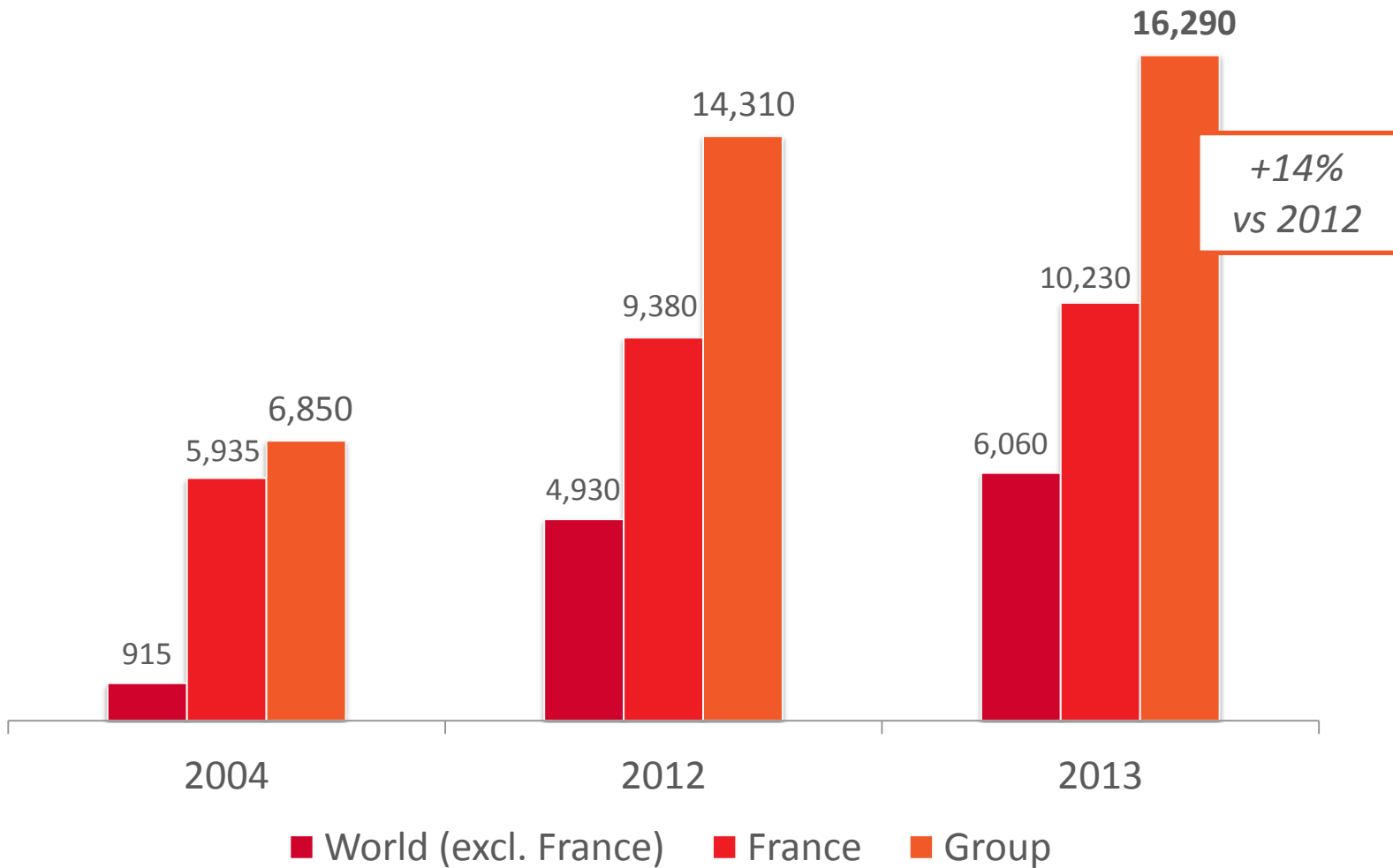
-0.3% vs 2012

Top 30 clients



53% of sales

CONSTANT INCREASE IN HEADCOUNT



KEY FIGURES FOR THE FINANCIAL YEAR

Revenue

€1,349m

+€132m vs 2012

Organic growth

+4.3%

Total growth +10.9%

Operating profit on business activity

€109m

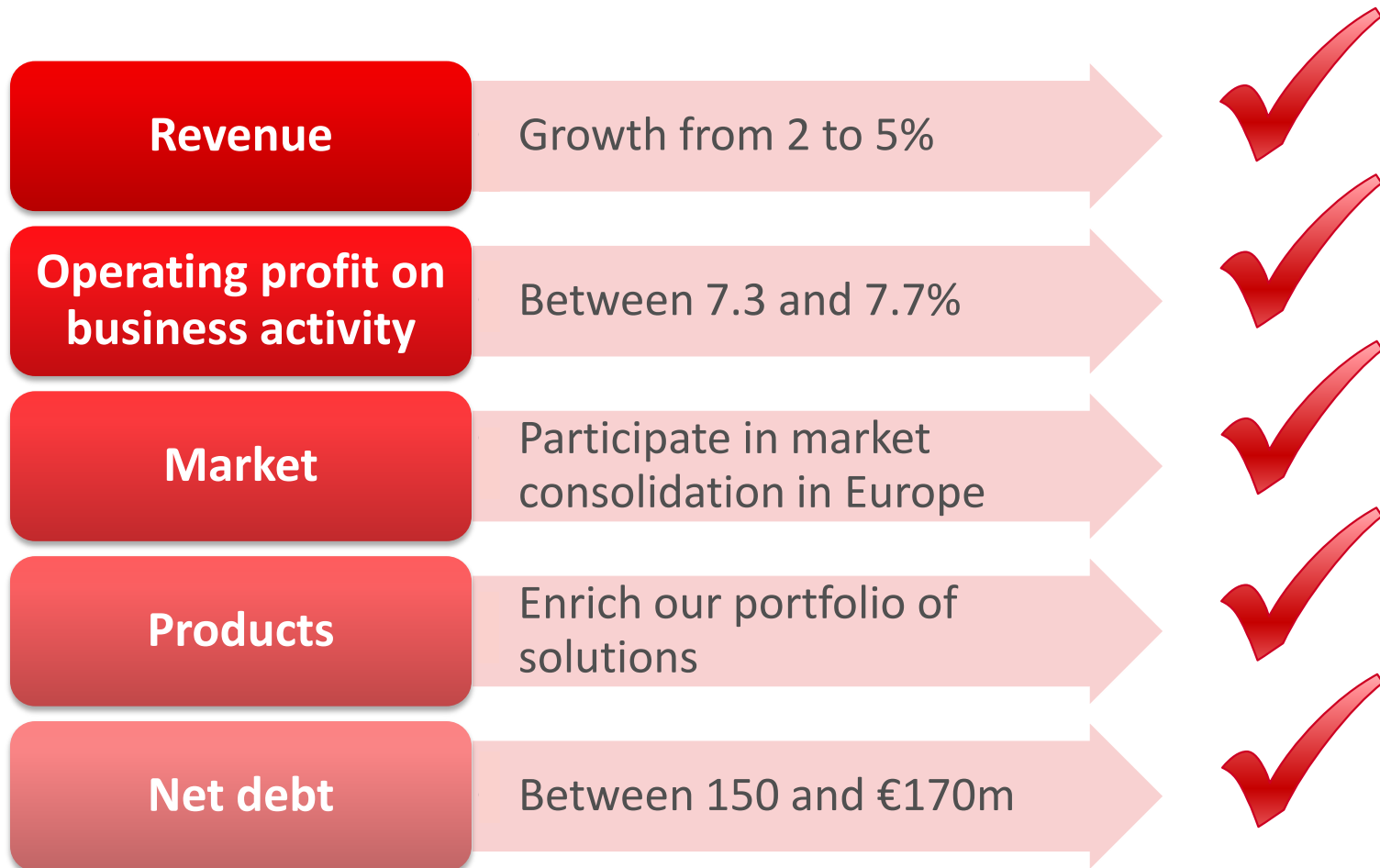
8.1% of revenue

Net profit

€71m

5.3% of revenue

ANNOUNCED OBJECTIVES ACHIEVED





FINANCIAL RESULTS

François Lefebvre, Chief Financial Officer

RESULTS IN LINE WITH ANNOUNCED OBJECTIVES

| | 2012 (€m) | 2013 (€m) | 2013 (%) |
|---------------------------------------|--------------|--------------|-------------|
| Revenue | 1,216.7 | 1,349.0 | |
| Operating profit on business activity | 109.6 | 108.9 | 8.1% |
| Profit from recurring operations | 103.2 | 101.1 | 7.5% |
| Operating profit (EBIT) | 91.3 | 103.9 | 7.7% |
| Net profit - Group share | 55.6 | 71.4 | 5.3% |
| EPS (€) | 4.67 € | 6.00 € | |

OPERATING PROFIT ON BUSINESS ACTIVITY

| | 2012 (€m) | 2013 (€m) | 2013/2012 (%) |
|---|--------------|--------------|------------------|
| Revenue | 1,216.7 | 1,349.0 | + 10.9% |
| Staff costs - employees | - 811.8 | - 911.9 | + 12.3% |
| Staff costs - contractors | - 100.1 | - 105.6 | + 5.5% |
| <i>Staff costs - Total</i> | - 911.9 | - 1017.5 | + 11.6% |
| Operating expenses | - 178.2 | - 201.3 | + 13.0% |
| Depreciation, amortization and provisions | - 17.0 | - 21.3 | + 25.3% |
| Operating profit on business activity | 109.6 | 108.9 | |

OPERATING PROFIT

| | 2012 (€m) | 2013 (€m) | 2013 (%) |
|---|--------------|--------------|-------------|
| Operating profit on business activity | 109.6 | 108.9 | 8.1% |
| Expenses related to stock options and free share awards | - 2.2 | - 3.0 | |
| Amortisation of allocated intangible assets | - 4.2 | - 4.8 | |
| Profit from recurring operations | 103.2 | 101.1 | 7.5% |
| Other operating income and expenses | - 11.9 | 2.8 | |
| Operating profit (EBIT) | 91.3 | 103.9 | 7.7% |

NET PROFIT

| | 2012 (€m) | 2013 (€m) | 2013 (%) |
|---|--------------|--------------|-------------|
| Operating profit | 91.3 | 103.9 | 7.7% |
| Cost of net financial debt | - 7.2 | - 7.0 | |
| Other operating income and expenses | - 1.0 | - 1.4 | |
| Tax expense | - 33.6 | - 32.5 | |
| Share of net profit from equity-accounted companies | 6.1 | 8.4 | |
| Net profit | 55.6 | 71.4 | 5.3% |

BALANCE SHEET

| | 2012 (€m) | 2013 (€m) |
|---|---------------|---------------|
| Goodwill | 314.6 | 317.5 |
| Allocated intangible assets | 56.5 | 51.4 |
| Other fixed assets | 45.7 | 56.7 |
| Equity-accounted investments | 113.8 | 118.8 |
| Fixed assets | 530.6 | 544.4 |
| Trade accounts receivable (net) | 384.3 | 442.4 |
| Other assets and liabilities | - 405.6 | - 474.3 |
| Operating assets and liabilities | - 21.3 | - 31.9 |
| ASSETS + WCR | 509.3 | 512.5 |
| Equity | 305.3 | 357.9 |
| Net financial debt | 204.0 | 154.6 |
| Capital invested | 509.3 | 512.5 |

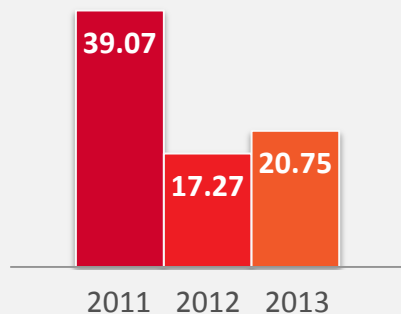
CHANGE IN NET DEBT

| | 2012 (€m) | 2013 (€m) |
|---|--------------|--------------|
| Net debt at beginning of period (A) | 46.4 | 204.0 |
| Gross cash flow from operations before net financial debt and tax | 112.2 | 93.6 |
| Tax paid | - 41.8 | - 36.8 |
| Changes in working capital requirements | - 8.6 | - 1.7 |
| Net cash flow from operations | 61.8 | 55.2 |
| Change relating to operating investments | - 7.7 | - 20.9 |
| Net financial interest paid | - 6.8 | - 6.9 |
| Free cash flow | 47.3 | 27.4 |
| Changes in scope | - 182.4 | 41.0 |
| Financial investments | - 0.1 | - 0.9 |
| Dividends paid | - 22.6 | - 20.2 |
| Dividends received from equity-accounted companies | 1.3 | 1.9 |
| Capital increases in cash | 0.0 | 1.4 |
| Other changes | 0.2 | - 0.5 |
| Net cash flow (B) | - 156.3 | 50.1 |
| Changes in exchange rates (C) | - 1.3 | - 0.7 |
| Net debt at period-end (A-B-C) | 204.0 | 154.6 |

BANK COVENANTS

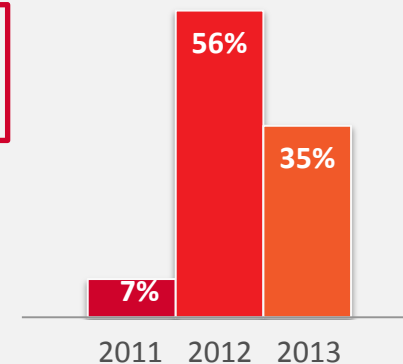
PRO / Cost of net debt

Must be
> 5



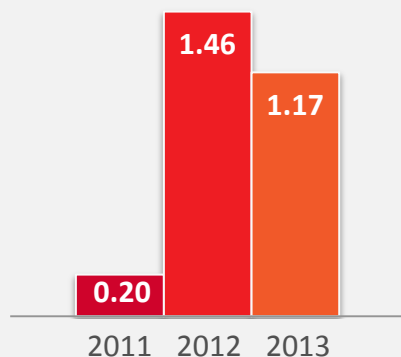
Net debt / Equity

Must be
< 100%



Net debt / EBITDA

Must be
< 3



Net financial debt is adjusted for employee profit sharing (€29.8 m) for the calculation of bank covenants



MARKET, STRATEGY & OBJECTIVES

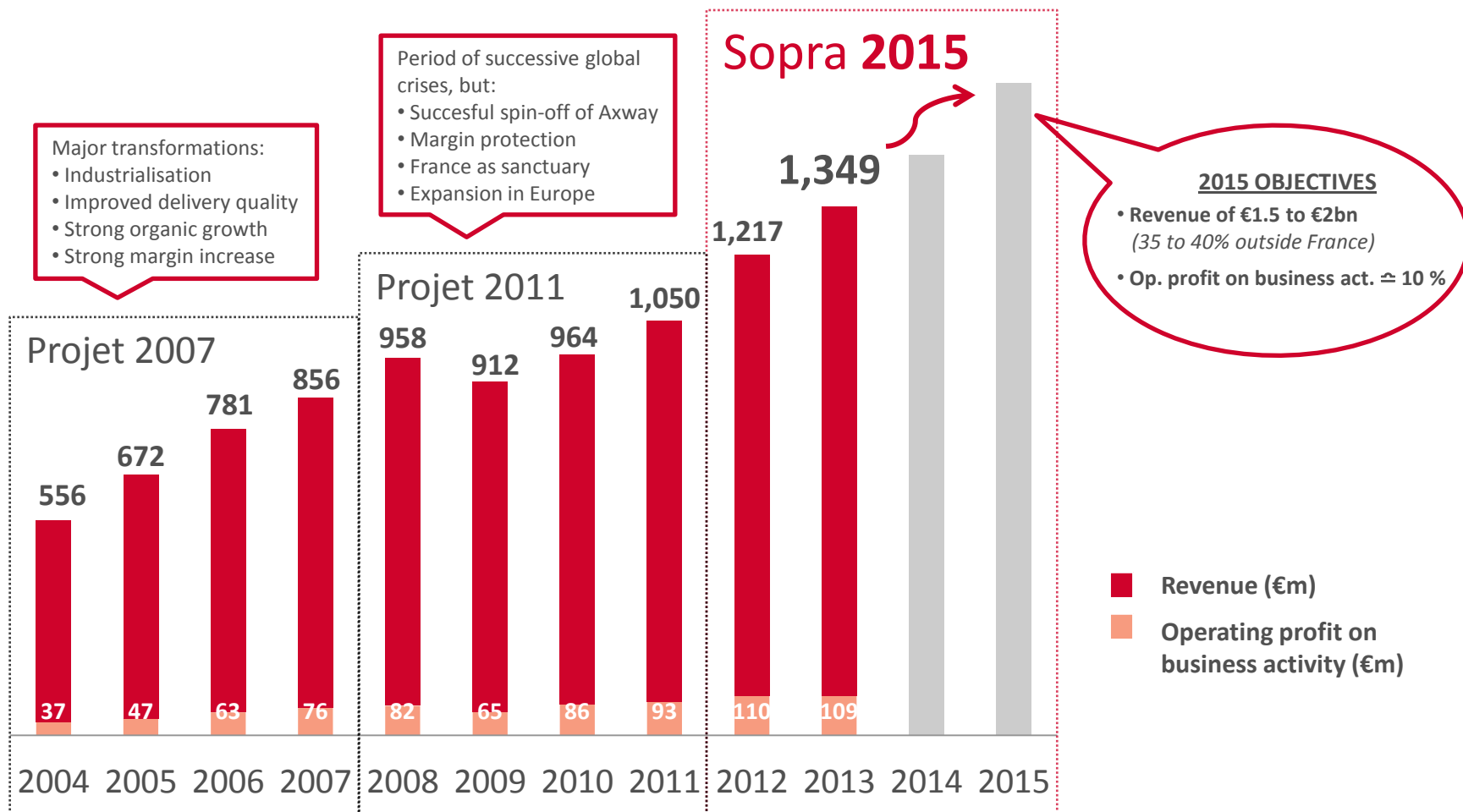
Pascal Leroy, Chief Executive Officer

IT MARKET EVOLVING AT A FURIOUS PACE

- **3 major challenges** for our clients
 - Service quality and cost control of existing systems
 - Development & innovation to support growth
 - Outsourcing, “on demand” or “as a service” to optimise competitiveness



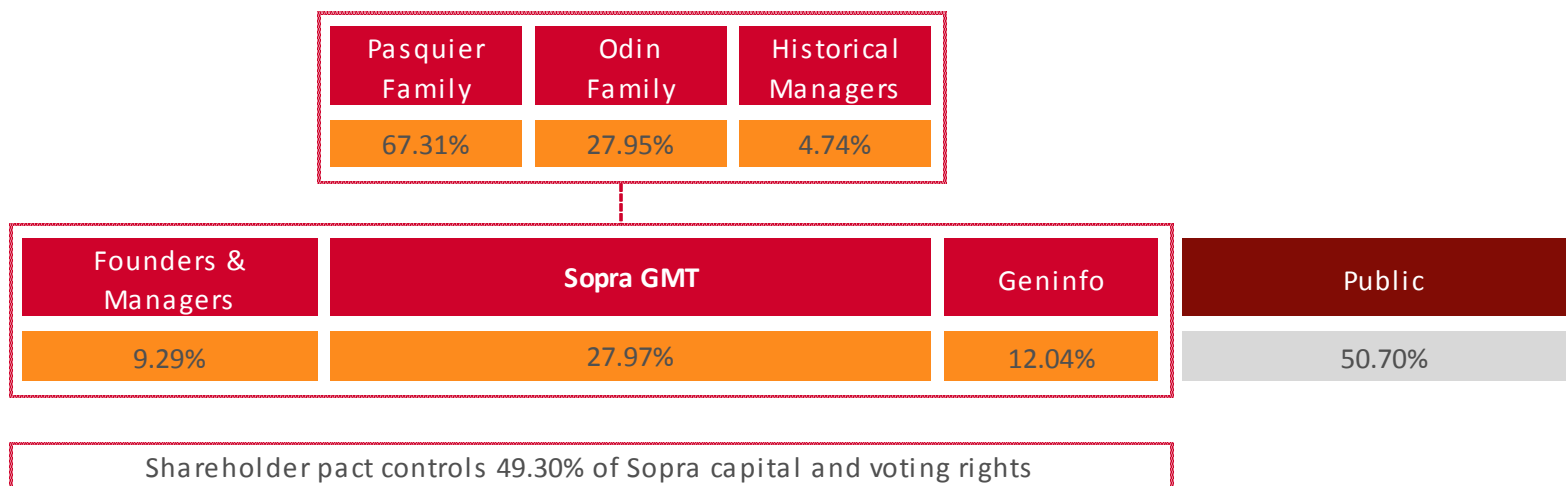
HEADING STRAIGHT FOR 2015



OUR 4 MAJOR STRATEGIC INITIATIVES



OWNERSHIP STRUCTURE



Sopra GMT, guaranteeing Sopra's independent corporate project

OBJECTIVES & AMBITIONS FOR 2014

- Objectives
 - Organic growth between 3% and 5%
 - Operating margin on business activity improvement
 - Year-end net debt between €110 and €130m
- Ambitions
 - Continue dynamic external growth strategy
 - Ongoing transformation of our business model to anticipate future demands



APPENDICES

PERFORMANCE BY DIVISION

| | 2012 margin (%) | 2013 margin (%) | 2013 revenue (€m) | Organic growth (%) |
|-----------------------------|-----------------------|-----------------------|-------------------------|--------------------------|
| France | 8,6% | 8,3% | 828,0 | + 4,1 % |
| United Kingdom | 6,5% | 7,4% | 83,9 | + 1,8 % |
| Spain | 6,1% | 6,2% | 75,9 | + 1,5 % |
| Italy | 2,8% | 3,9% | 44,0 | + 12,2 % |
| Belgium | 2,7% | 2,9% | 13,7 | + 24,5 % |
| Switzerland | 12,4% | 10,4% | 10,6 | - 3,6 % |
| Germany | 6,7% | - 7,7% | 19,5 | NS |
| Total Europe (excl. France) | 5,9% | 5,1% | 247,6 | + 9,6 % |
| Sopra Banking Software | 14,4% | 10,9% | 217,3 | - 0,3 % |
| HR Access | - | 7,7% | 56,1 | + 2,4 % |
| Total Group | 9,0% | 8,1% | 1 349,0 | + 4,3 % |

INCOME STATEMENT

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|---|--------------|--------------|
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| Tax expense | - 33.6 | - 32.5 |
| Share of net profit from equity-accounted companies | 6.1 | 8.4 |
| Net profit | 55.6 | 71.4 |

CHANGE IN EQUITY

| | 2012 (€m) | 2013 (€m) |
|---|--------------|--------------|
| Equity position at beginning of period | 273.9 | 305.3 |
| Net profit - Group share | 55.6 | 71.4 |
| Distribution in cash (ordinary) | - 22.6 | - 20.2 |
| Capital increase through exercise of share subscription options | 0.0 | 1.4 |
| Acquisition or disposal of treasury shares | 0.7 | 0.1 |
| Share-based payments | 1.6 | 4.1 |
| Actuarial differences | - 2.2 | 0.7 |
| Change in financial instruments | - 1.2 | 0.4 |
| Translation adjustments | 0.1 | - 5.4 |
| Other movements | - 0.6 | 0.1 |
| Equity position at end of period | 305.3 | 357.9 |

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. Natural persons present in these countries and in which this press release is disseminated, published or distributed, should obtain information about such restrictions and comply with them.*

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