

2018 ANNUAL RESULTS PRESENTATION

Paris, 22 February 2019

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AGENDA



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Key events of 2018

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2018 operating position by reporting unit

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2018 financial results

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Overview of strategy

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Annexes





KEY EVENTS OF 2018



Vincent Paris – Chief Executive Officer



2018, A TRANSITIONAL YEAR...

BOLSTERING THE GROUP IN RESPONSE TO A CHALLENGING WORKLOAD

- Heavy workload resulting in delivery issues
 - Internal growth
 - Acquisitions
 - Transformations underway at all entities
- Licence revenue lower than expected



Investments to improve the model

- Reinforced organisational structure
- Internal tools
- Continuation of transformation at every entity



Governance reinforced



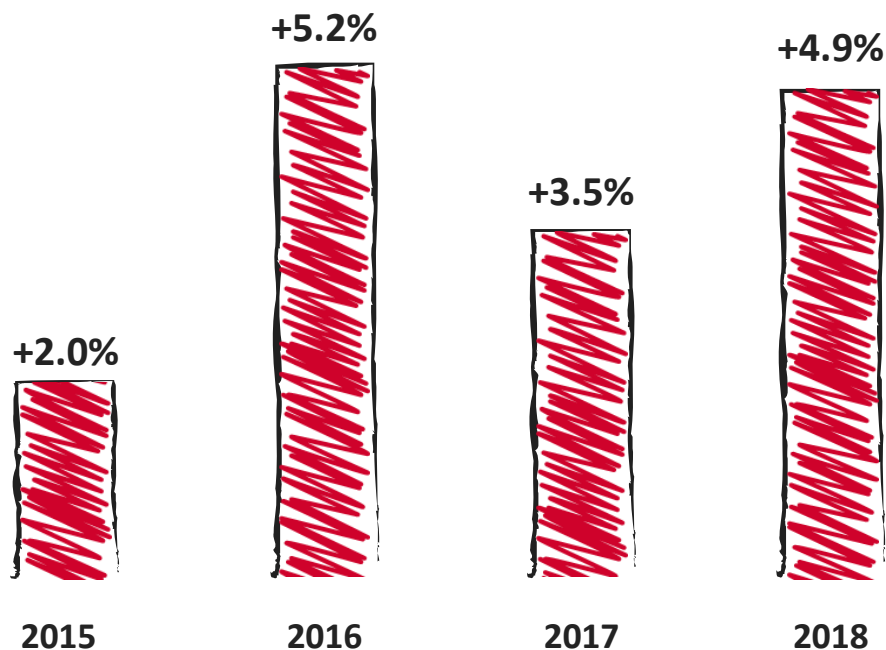
...AND A YEAR OF BIG LEAPS FORWARD

- Robust growth in business activity
- Structural improvement in cash generation
- Continued progress in raising the value of offerings
- First encouraging signs in the United Kingdom
- Significant headway for Sopra Banking Software's products
- External recognition for our sustainability performance



ROBUST GROWTH

ORGANIC REVENUE GROWTH OF 4.9% IN 2018



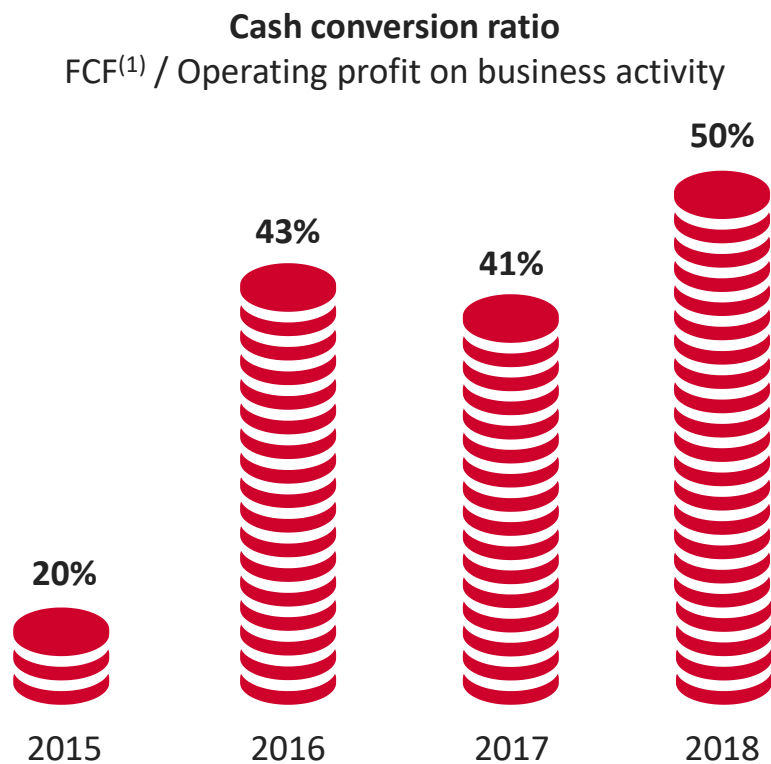
Q4 2018: +5.5%



15-year annual average: +5.5%
(2004–2018)



STRUCTURAL IMPROVEMENT IN CASH GENERATION



(1) Free cash flow excluding sales of trade receivables and after adjusting for non-recurring items

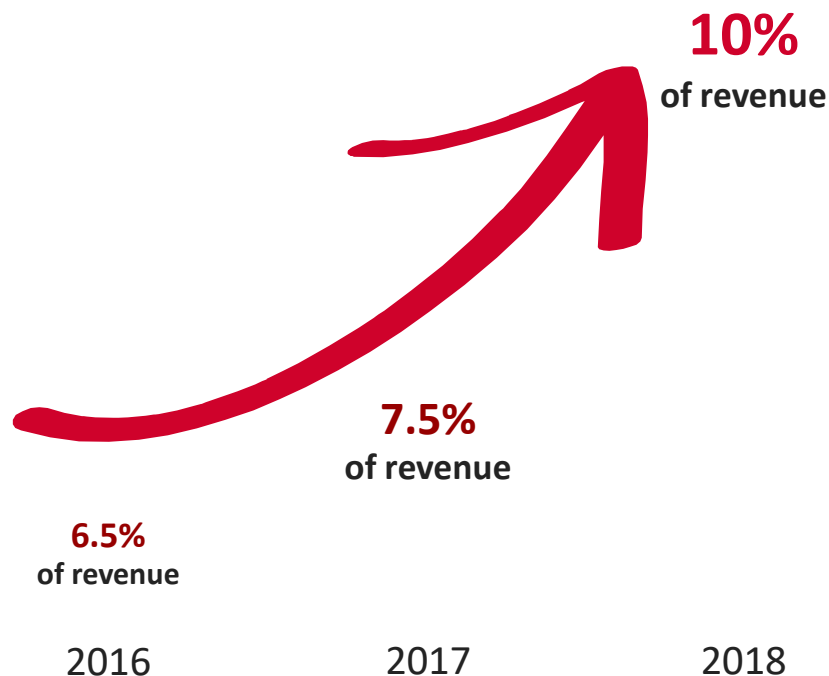


CONTINUING TO RAISE THE VALUE OF OFFERINGS

IN 2018, CONSULTING ACCOUNTED FOR 10% OF GROUP REVENUE

CONSULTING ACTIVITIES

as % of Group revenue



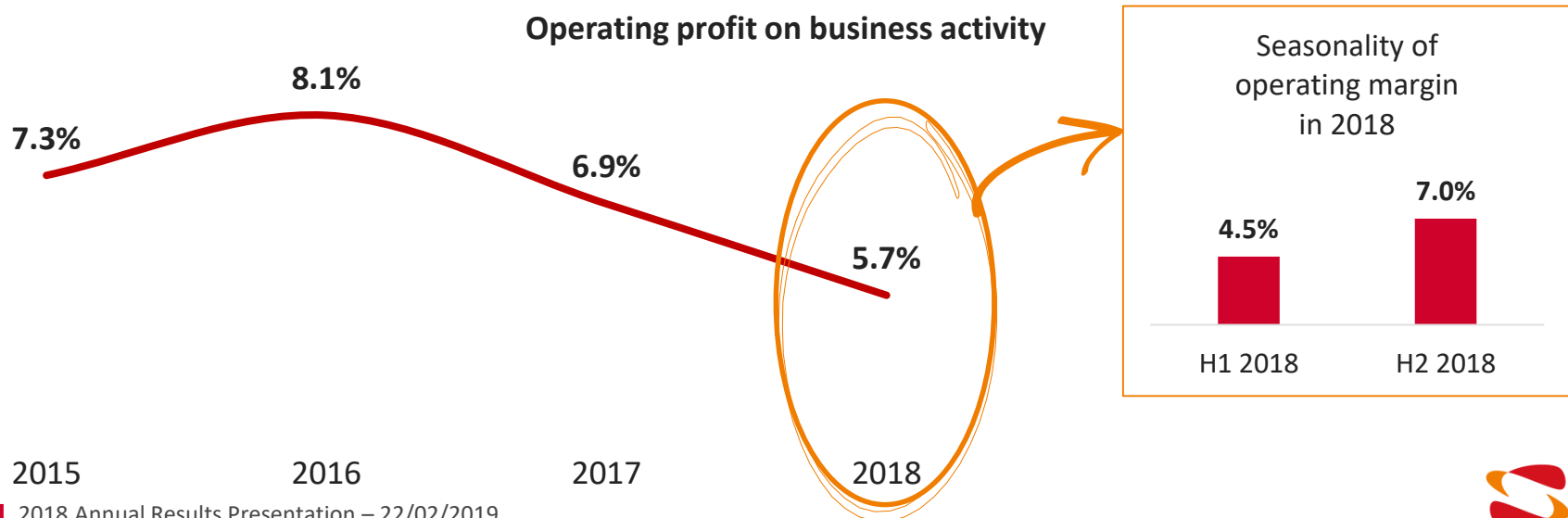
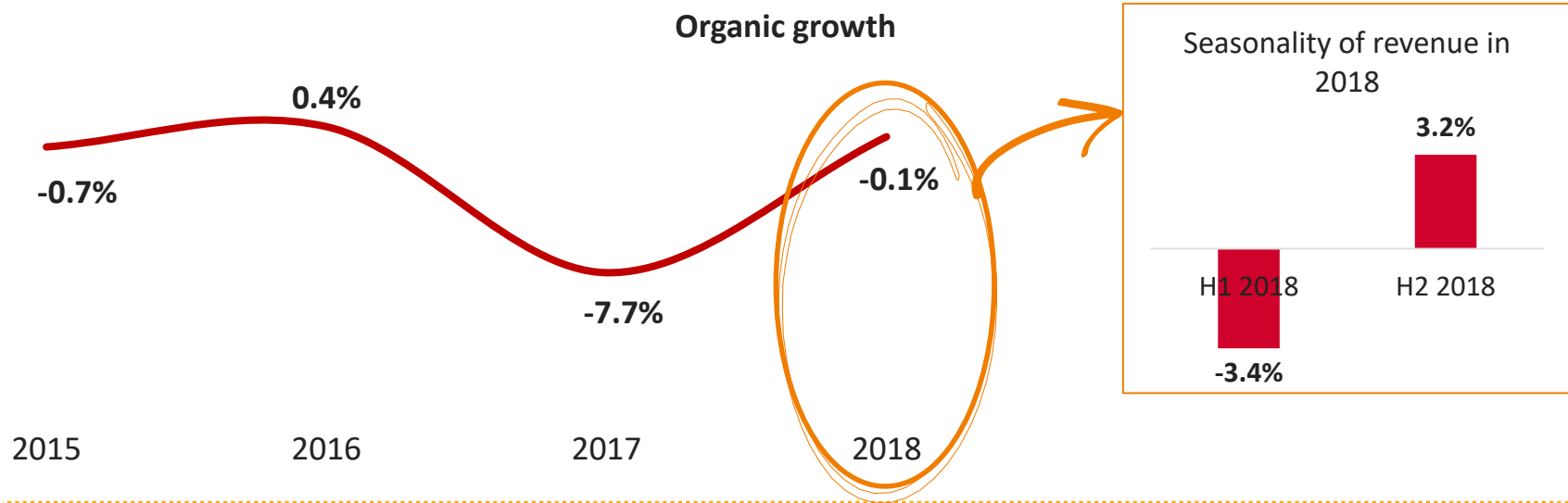
Highlights of 2018

- 2,950 consultants in the Group (up 23% from 2017)
- Successful launch of Consulting business in the United Kingdom (200+ consultants at end-2018)
- Rise in upstream consulting (operational strategy and digital consulting)



FIRST ENCOURAGING SIGNS IN THE UNITED KINGDOM

H2 MARKEDLY BETTER THAN H1



SUBSTANTIAL PROGRESS MADE BUILDING UP SOPRA BANKING SOFTWARE



SOPRA
BANKING
PLATFORM

Last module (Enterprise Account Management) delivered to La Banque Postale



Initial successes for the *Digital eXperience Platform* (DxP) open banking solution



a Sopra Banking Software company

&



a Sopra Banking Software company

Unrivalled global position in asset finance

- Dongfeng Nissan Auto Finance in China
- Bank of Oklahoma in the United States

Several go-lives illustrating our ability to successfully complete major transformation projects in the financial world



SOPRA
BANKING
PLATFORM

AMPLITUDE *Up*

- Transactis
- Argenta
- Attijariwafa Bank
- KCB Bank



a Sopra Banking Software company

- Inter-American Development Bank (IDB)



SOPRA STERIA SINGLED OUT FOR SUSTAINABILITY PROGRESS

HIGH RECOGNITION FROM TWO KEY ORGANISATIONS IN EARLY 2019

Workforce

Promoting equal opportunity and employability

Ethics and Values

Behaving transparently, equitably and fairly towards all stakeholders

Society

Stakeholder dialogue and solidarity initiatives

Environment

Managing the environmental impact of our business activities

Notes:

(1) Greenhouse gas emissions from business travel, offices and on-site datacentres

(2) Science Based Targets initiative

Latest achievements



CDP Climate Change

January 2019: Sopra Steria is named to the A List in recognition of its environmental performance



EcoVadis

January 2019: Sopra Steria attains Advanced Gold status for its corporate social responsibility performance

Focus on the foundations of our environmental performance

- Greenhouse gas emissions reduction target ⁽¹⁾ per employee, approved by the SBTi ⁽²⁾: cut emissions by 43% between 2015 and 2025 (already down 23% between 2015 and 2017)
- Carbon Neutral® business travel, offices and on-site datacentres





2018 OPERATING POSITION BY REPORTING UNIT



Vincent Paris – Chief Executive Officer



KEY FIGURES

2018

Revenue

€4,095.3m

Organic growth of 4.9%*
Growth at constant exchange rate of 7.4%
Total growth of 6.9%

Operating profit on business activity

€307.9m

i.e. 7.5% of revenue
(8.6% in 2017)

Net profit attributable to the Group

€125.1m

Taking into account a tax rate of 39.6 % due to non-recurring items for around €15m
Net margin of 3.1 % vs 4.5% in 2017)

Free cash flow

€173.1m

vs €111.4m in 2017 (excluding a sale of trade receivables with deconsolidation at end-2017)

Net financial debt

€620.9m

corresponding to 1.68x EBITDA
on a 12-month rolling basis

UK pension fund deficit net of tax

€122.5m

vs €167m at 31/12/2017
i.e. a €44.9m reduction

** Alternative performance measures are defined on slide 58 of this presentation*



OPERATING PERFORMANCE BY REPORTING UNIT

	Revenue			Operating profit on business activity	
	2018 IFRS 15 (€m)	2017 Restated* (€m)	Organic growth (%)	2018 IFRS 15 (% of Rev.)	2017 IFRS 15 (% of Rev.)
France	1,699.5	1,623.5	+ 4.7%	9.1%	8.6%
United Kingdom	783.1	784.1	- 0.1%	5.7%	6.9%
Other Europe	997.1	871.7	+ 14.4%	8.1%	8.1%
Sopra Banking Software	373.7	387.7	- 3.6%	-3.6%	9.5%
Other Solutions	241.8	235.5	+ 2.7%	16.7%	14.9%
Total	4,095.3	3,902.5	+ 4.9%	7.5%	8.6%

* Revenue at 2018 scope and exchange rates and after application of IFRS 15



FRANCE

SOLID PERFORMANCE

	2018 IFRS 15		2017 IFRS 15	
	(€m)	(% of Rev.)	(€m)	(% of Rev.)
France				
Revenue	1,699.5		1,597.7	
Organic growth (%)	+ 4.7%			
Operating profit on business activity	155.4	9.1%	138.1	8.6%
Profit from recurring operations	139.2	8.2%	123.8	7.8%
Operating profit	131.8	7.8%	111.4	7.0%

- Robust organic growth (4.7%)
 - Consulting up more than 14%
 - Cybersecurity up more than 30%
 - Return to growth track for IT Infrastructure Management
- Good operating performance
- Further investments in digital and value-enhancement strategy



UNITED KINGDOM (UK)

FIRST ENCOURAGING SIGNS WITHIN ONGOING TRANSFORMATION PROGRAMME

	2018 IFRS 15		2017 IFRS 15	
	(€m)	(% of Rev.)	(€m)	(% of Rev.)
United Kingdom				
Revenue	783.1		791.5	
Organic growth (%)	- 0.1%			
Operating profit on business activity	45.0	5.7%	54.7	6.9%
Profit from recurring operations	32.6	4.2%	42.7	5.4%
Operating profit	18.7	2.4%	38.9	4.9%

- Revenue growth returns to positive footing and better operating profit on business activity in H2 vs H1
- Consulting revenue triples in 2018 (€9.8m => €30.8m) and 200+ consultants
- 1.5x more digital experts: nearly 400 people (UX, AI, data, cloud, security, etc.)
- Rebuilding of clientele in financial services: new clients account for 50% of revenue in 2018
- SSCL joint-venture contributing at normal levels



UK: SSCL MOVING TOWARDS A NORMAL SITUATION

CLEAR IMPROVEMENT IN PERFORMANCE IN H2 2018



Features of the joint venture	2018 operating position	Medium-term objectives
<ul style="list-style-type: none"> • 75/25 joint venture with Cabinet Office • Created at end-2013 • Activity: BPO & Transactional Services • Clients: Any public organisation excluding the NHS • Europe's largest multi-client shared services ERP platform 	<ul style="list-style-type: none"> • Service and production quality at high levels <ul style="list-style-type: none"> • 97% of KPIs⁽¹⁾ consistently met • Successful go-live for Metropolitan Police • £221m already saved by the public sector • Revenue growth returns to positive footing – 2018 revenue: €173m • Clear improvement in performance <ul style="list-style-type: none"> • Increase in orders (3x more than in 2017) • Margin for operating profit on business activity accretive in 2018 vs dilutive in 2017 	<ul style="list-style-type: none"> • Revenue: €200m per year • A trusted partner for the British public sector in the areas of data management, IT automation, reporting and analytics

(1) KPI: Key Performance Indicator



UK: UNCERTAINTY OVER BREXIT BUT NO SERVICE CONTINUITY RISK

No service continuity risk

- Activity built on sales of services and solutions
- More than $\frac{2}{3}$ of business is recurring
- Local clients
- Local resources and organisations
 - Service centres outside the United Kingdom: only in India



No logistics risk of service interruption

Measures taken to limit risks

- Brexit Working Group led by the CFO in the UK analysing risks in 18 different categories (HR, taxes and duties, purchasing/suppliers, etc.)
- Several minor preventive measures: data storage, communications procedures, Brexit supplier plan, etc.

Main risks

- Macroeconomic risks
- Political instability



OTHER EUROPE

ROBUST GROWTH

	2018 IFRS 15		2017 IFRS 15	
	(€m)	(% of Rev.)	(€m)	(% of Rev.)
Other Europe				
Revenue	997.1		824.7	
Organic growth (%)	+ 14.4%			
Operating profit on business activity	80.4	8.1%	66.5	8.1%
Profit from recurring operations	74.9	7.5%	62.2	7.5%
Operating profit	68.5	6.9%	56.0	6.8%

- Year of considerable expansion
 - €1bn in revenue for the reporting unit and about €400m pro forma in Germany
 - Reinforcement thanks to acquisitions: contributions of Kentor, BLUECARAT, IT Economics together accounting for €56m in revenue in 2018
 - Strong organic growth in almost all countries
- Stable operating margin on business activity



SOPRA BANKING SOFTWARE (SBS)

SIGNIFICANT HEADWAY DESPITE DELIVERY ISSUES








	2018 IFRS 15		2017 IFRS 15	
	(€m)	(% of Rev.)	(€m)	(% of Rev.)
Sopra Banking Software				
Revenue	373.7		381.7	
Organic growth (%)	- 3.6%			
Operating profit on business activity	- 13.3	-3.6%	36.3	9.5%
Profit from recurring operations	- 24.2	-6.5%	26.2	6.9%
Operating profit	- 28.9	-7.7%	22.2	5.8%

- Heavy workload resulting in delivery issues
 - Impact of about €16m on contract margins
 - Selective monitoring of sales with an impact of €10m in licences
- No large contracts with major impact on licence sales, unlike the past 3 years
- Roadmap met for *Platform* product and major go-lives
- Strong project pipeline for both specialist loans and core banking solutions



SBS: 2018 POSITION AND 2019 CHALLENGES BY BUSINESS AREA

CONTINUED PROGRESS ON ROADMAP

	Specialist loans	Core banking	
		Platform	Amplitude
Target market	World	Europe	MEA
Clients	380+ clients in 60 countries	300+	200+
Offering	Dedicated solution for specialist lenders: <ul style="list-style-type: none"> - Auto loans - Consumer loans - Corporate loans - Equipment loans 	Modules by business area offering integrated capacities to allow for the gradual migration of systems for large banks Packaging of business line modules based on shared architecture principles for medium-sized banks	Integrated solution for rapid deployment and with low TCO* for small and medium-sized banks <i>*Total Cost of Ownership</i>
Main brands	 <small>a Sopra Banking Software company</small>  <small>a Sopra Banking Software company</small> 	 	 
Major go-lives in 2018	<ul style="list-style-type: none"> - Inter-American Development Bank - BNP Brazil 	<ul style="list-style-type: none"> - Transactis (France) - Argenta (Belgium) 	<ul style="list-style-type: none"> - Attijariwafa Bank (Egypt) - KCB (Kenya) - 30 migrations to Amplitude Up
Key priorities for 2019	<ul style="list-style-type: none"> - Staff increases - Production - Standardisation 	<ul style="list-style-type: none"> - Localisation - Packaging of DXP modules 	<ul style="list-style-type: none"> - Mining existing client base <ul style="list-style-type: none"> - New version of Amplitude Up - Roll-out of digital offerings



SBS: DECISIONS TAKEN FOR 2019

FOCUS ON EXECUTION

- Reorganisation in terms of business areas to strengthen alignment between market/product strategy and execution plans
- Staff increases for project teams
- Expansion of training programmes and internal control
- Standardisation of the lead product versions
- Continuation of investments at level required by the project and the product roadmap

Medium-term ambitions confirmed

Gradual improvement in operating position in 2019



OTHER SOLUTIONS

EXCELLENT PERFORMANCE

Other Solutions	2018 IFRS 15		2017 IFRS 15	
	(€m)	(% of Rev.)	(€m)	(% of Rev.)
Revenue	241.8		235.5	
<i>Organic growth (%)</i>	+ 2.7%			
Operating profit on business activity	40.4	16.7%	35.1	14.9%
Profit from recurring operations	38.4	15.9%	32.9	14.0%
Operating profit	36.5	15.1%	30.4	12.9%

- Human resources solutions:
 - 800,000 payslips managed each month (up 10% from 2017)
 - Increase in revenue for Consulting
 - Positive impact of preparatory work for the transition to income tax withholding in France
- Property management solutions:
 - Leading provider in the social housing and private markets for the property management sector in France
 - Launch of Consulting activity
 - Positive trend buoyed by the maturity of data-driven technologies





2018 FINANCIAL RESULTS



Etienne du Vignaux – Chief Financial Officer



INCOME STATEMENT

FINANCIAL YEAR 2018

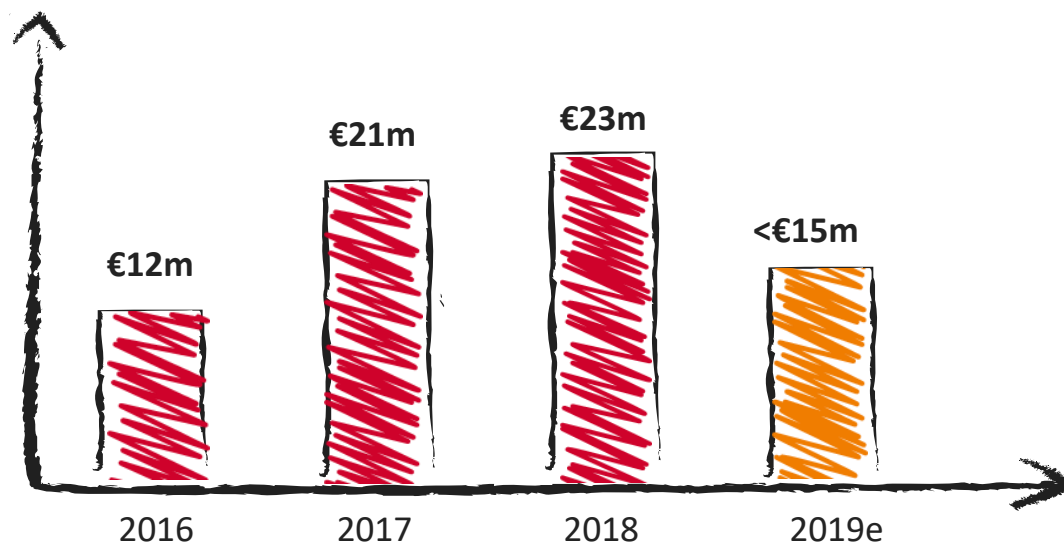
	2018 IFRS 15 (€m)	2018 IFRS 15 (% of Rev.)	2017 IFRS 15 (€m)	2017 IFRS 15 (% of Rev.)
Revenue	4,095.3		3,831.1	
Organic growth	4.9%			
Operating profit on business activity	307.9	7.5%	330.7	8.6%
Expenses related to stock options and related items	- 22.8		- 21.2	
Amortisation of allocated intangible assets	- 24.3		- 21.8	
Profit from recurring operations	260.8	6.4%	287.7	7.5%
Other operating income and expenses	- 34.2		- 25.1	
Operating profit	226.6	5.5%	262.6	6.9%
Cost of net financial debt	- 7.8		- 6.8	
Other financial income and expenses	- 11.7		- 8.5	
Tax expense	- 82.0		- 73.9	
Share of net profit from equity-accounted companies	3.6		1.7	
Net profit	128.7		175.1	
of which attributable to Group	125.1	3.1%	172.5	4.5%
of which minority interests	3.6		2.6	



EXPENSES RELATED TO SHARE-BASED PAYMENTS

A COMPONENT OF THE MERGER'S SUCCESS

- Change in the IFRS 2 expense due to the implementation of share-based payment plans and the movement in the underlying share price
 - LTI plan tied to meeting performance conditions measured annually over a 3-year period
 - Post-merger employee share ownership plan (We Share) in 2016, 2017 and 2018



OTHER OPERATING INCOME AND EXPENSES

FINANCIAL YEAR 2018

	2018 IFRS 15 (€m)	2017 IFRS 15 (€m)
Costs related to business combination	- 2.4	- 1.3
Restructuring and reorganisation costs	- 30.0	- 23.0
Other	- 1.8	- 0.7
Other operating income and expenses	- 34.2	- 25.1



TAX

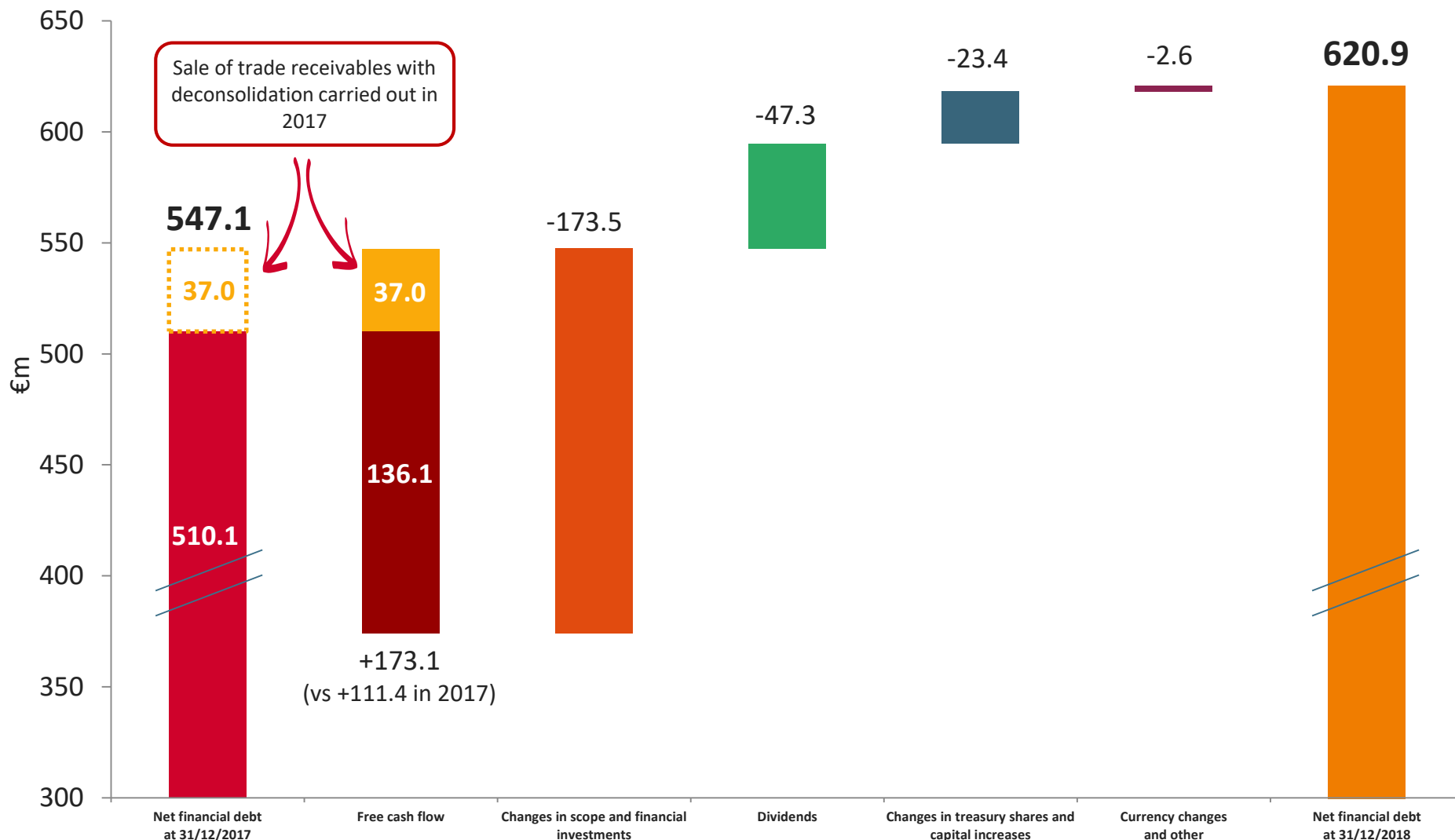
FINANCIAL YEAR 2018

	2018 IFRS 15 (€m)	2017 IFRS 15 (€m)
Profit before tax and share from equity-accounted companies	207.2	247.4
Effective tax charge	- 82.0	- 73.9
Effective tax rate (%)	39.6%	29.9%
<div>including €15m of non-recurring items</div>		
Net deferred tax assets	79.6	99.1



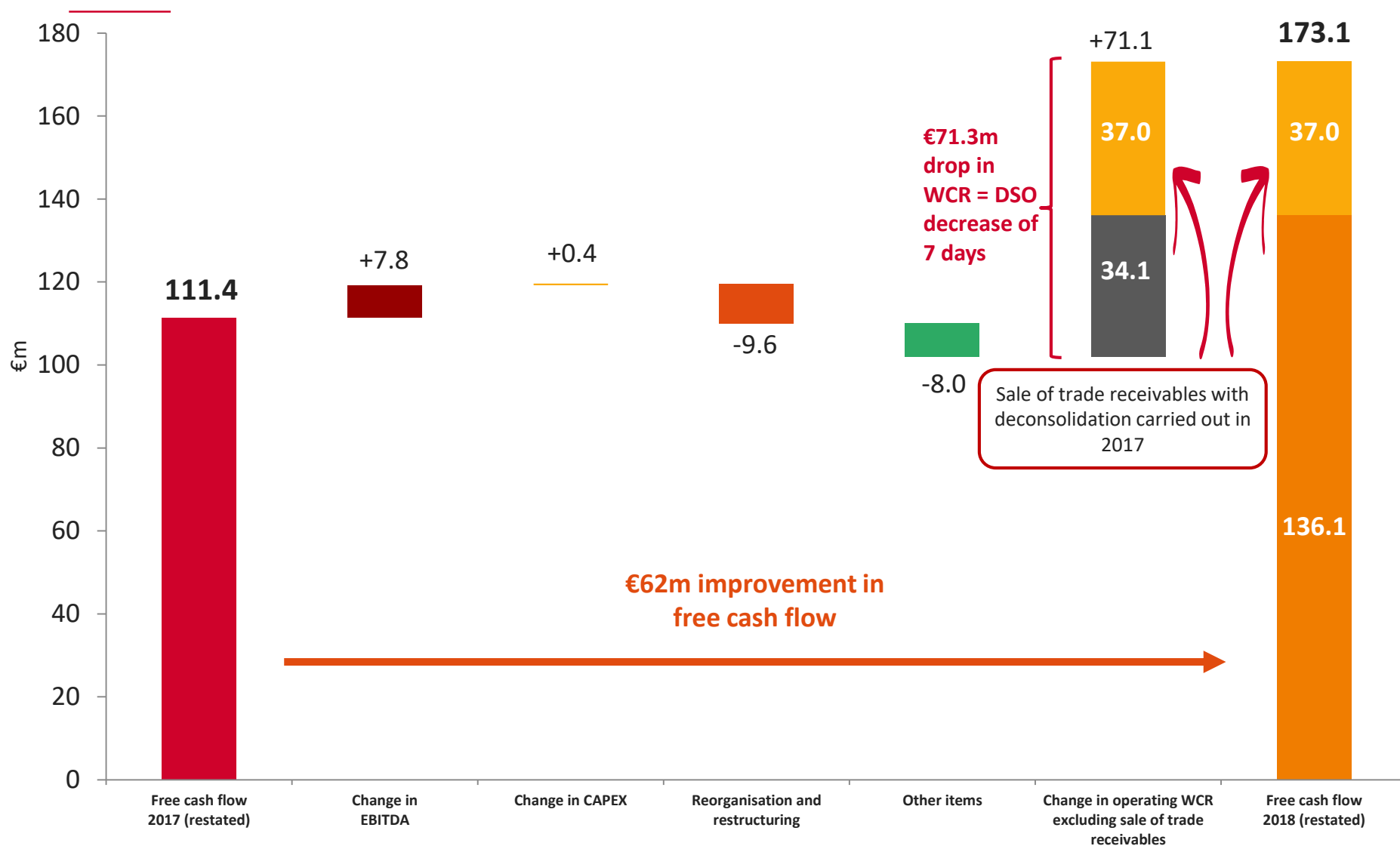
CHANGE IN NET FINANCIAL DEBT IN 2018

STRONG RISE IN FREE CASH FLOW



DETAIL OF MOVEMENT IN FREE CASH FLOW (FCF)

SIGNIFICANT REDUCTION IN WORKING CAPITAL REQUIREMENT



SOUND FINANCIAL POSITION AT 31/12/2018 (1/2)

COMFORTABLE STRUCTURE AND LIQUIDITY

Equity
€1,329.2m

Net financial debt
€620.9m

Available undrawn amount
€1.1bn
i.e. 58% of authorised amount⁽¹⁾

Maturities

- **Bond: 2019**
(refinanced line of credit)
- **Bank borrowing facilities:**
2023

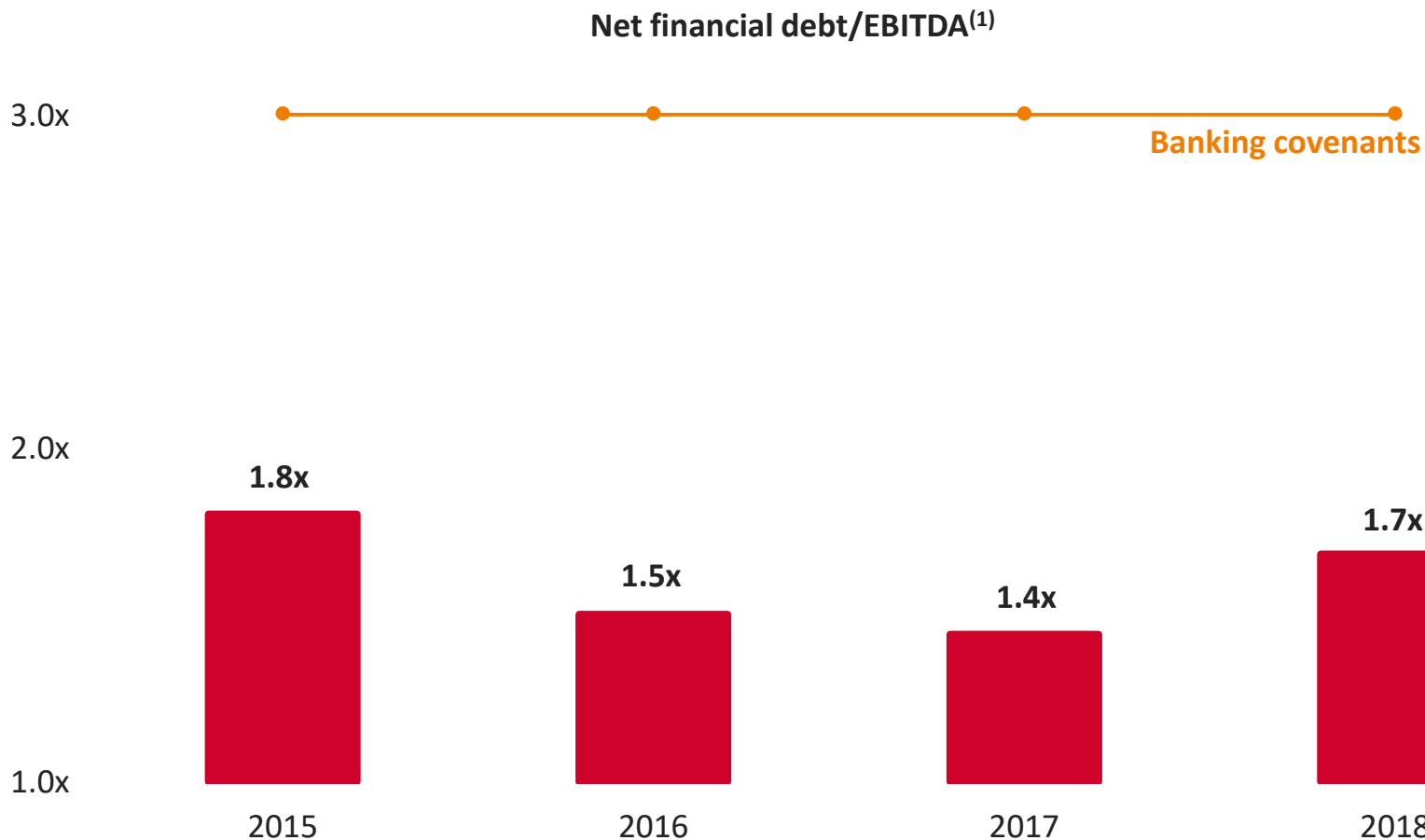
	31/12/2018 Amount used (€m)	31/12/2018 Amount authorised (€m)
Bond	180.0	180.0
Syndicated loan – Tranche A €	128.0	128.0
Syndicated loan – Tranche B £	57.2	57.2
Multi-currency revolving credit facility	-	900.0
Finance leases	16.9	16.9
Overdrafts and Other	151.6	353.0
Total	533.7	1,635.1
Commercial paper	256.0	
Impact of IFRS 3 – Bond	1.5	
Gross debt	791.2	
Cash and cash equivalents	170.3	
Net financial debt	620.9	

Note: Assuming a constant amount of commercial paper (€256m at 31 December 2018) and overdrafts



SOUND FINANCIAL POSITION AT 31/12/2018 (2/2)

NET FINANCIAL DEBT LOWER THAN 2X EBITDA



(1) Pro forma EBITDA on a 12-month rolling basis



ACCOUNTING POLICIES

EFFECT OF IFRS 16 APPLICATION

- Change in accounting for leases (IFRS 16)
 - Elimination of the distinction between operating leases and finance leases (IAS 17) and change in the definition of a lease
 - All leased assets and liabilities recognised in the balance sheet
 - Exceptions only for future leases with term of 12 months or less and low-value leases
- Effective date: 1 January 2019
 - First financial statements published under IFRS 16: statements for the six months ended 30 June 2019
- Simulation of impact on the Group's 2018 accounting data
 - Leases concerned: buildings (85%), vehicles (7%), computer and other equipment (8%)
 - Appearance of a lease liability of about €300m, not classified as financial debt, including debt related to existing financial lease contracts and appearance of an associated asset for approximately the same amount
 - Positive impact on EBITDA of about €90m
 - Insignificant impact on free cash flow (FCF)
 - Slight positive impact on operating profit on business activity and virtually neutral impact on net profit
- Consistent method for calculating banking covenants





STRATEGY REMINDER



Vincent Paris – Chief Executive Officer



AN INDEPENDENT, VALUE-CREATING CORPORATE PLAN

Expanding

- Organic growth
- Targeted external growth

European

...in services and worldwide in software

Independent

- Key shareholder
- Employee shareholding

Added Value

- Consulting
- End-to-end
- Vertical approach

Unique

- Software
- Entrepreneurial culture and close relationships with clients



REAFFIRMED STRATEGIC AMBITIONS

- Services
 - **Strategic partner** for large public authorities, financial and industrial players, and strategic companies in Europe, providing **end-to-end** support for the transformation of their business and operating models, making the best possible use of **digital** and the Group's **solutions**
- Software
 - Main emphasis on **banking**
 - **Developer** of **core business** solutions for retail banks and specialist lenders, all **among the leaders** in our target markets:
 - **EMEA** for core banking solutions
 - **Rest of the world** for specialist lenders



STRATEGIC LEVERS

Offering

- ➔ Strengthening of consulting
 - Upstream positioning: Operational and digital strategy
 - Geographic expansion
- ➔ Success of the Sopra Banking Software project
- ➔ Integration of digital in offerings
 - Development of centres of excellence to capitalise on new technologies (AI, blockchain, IoT, RPA, etc.)
 - Investments in reusable components and development platforms to reduce time to market
 - Rollout of an end-to-end approach to scale up transformation

Vertical approach to major accounts

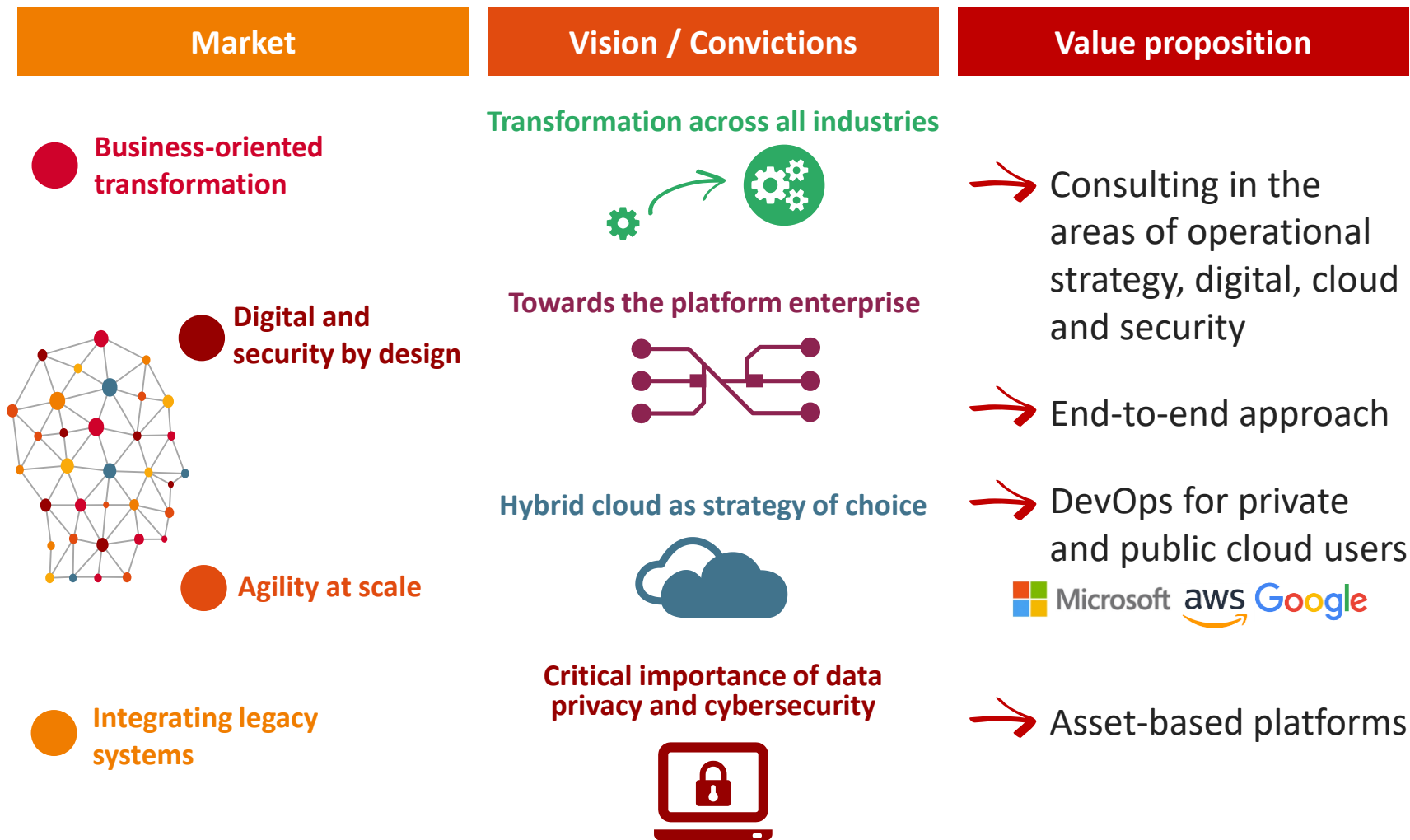
- ➔ Focus on business areas in 8 priority verticals
- ➔ Priority given to financial services

Production model

- ➔ Industrial approach
- ➔ Large-scale rollout of agility and DevOps
- ➔ Widening the role of offshore, with:
 - Centres of technology excellence (blockchain / AI / data / RPA)
 - Asset development (technologies and business specialisations)
 - Sopra Banking Software R&D



INTEGRATION OF DIGITAL IN OFFERINGS



STRATEGIC OBJECTIVES



- Organic growth of between 4% and 6% per year
- Acquisition strategy



- Operating margin on business activity ~10%



- 5% to 7% of revenue





2019 OBJECTIVES



Vincent Paris – Chief Executive Officer



2019 OBJECTIVES

Organic revenue growth of between 4% and 6%

Slight improvement in operating margin on business activity
Mainly in H2

Free cash flow > €150m





QUESTIONS & ANSWERS





ANNEXES



SOPRA STERIA AT 31/12/2018

A EUROPEAN LEADER IN DIGITAL TRANSFORMATION



Top 5 European digital services companies

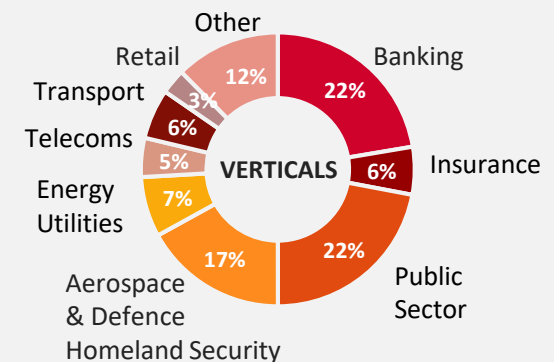
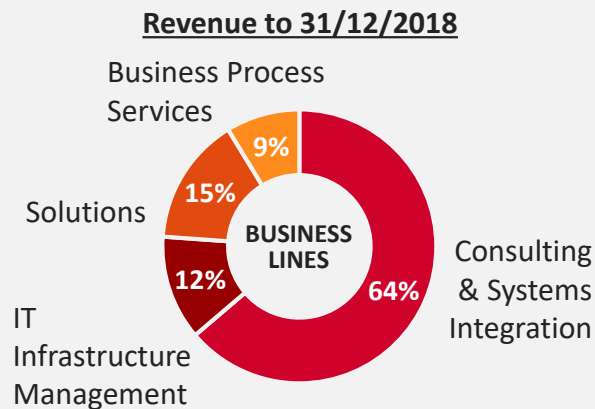
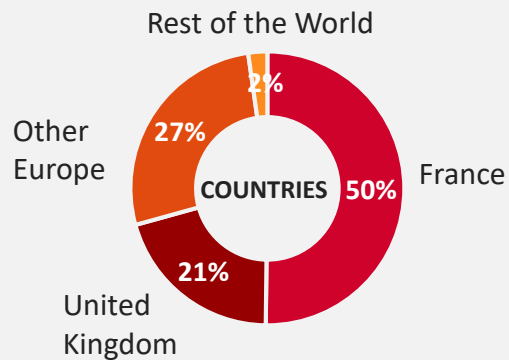
Top 10 operating in Europe

2018 revenue of €4.1bn

44,000+ Employees

Operations in 25 countries

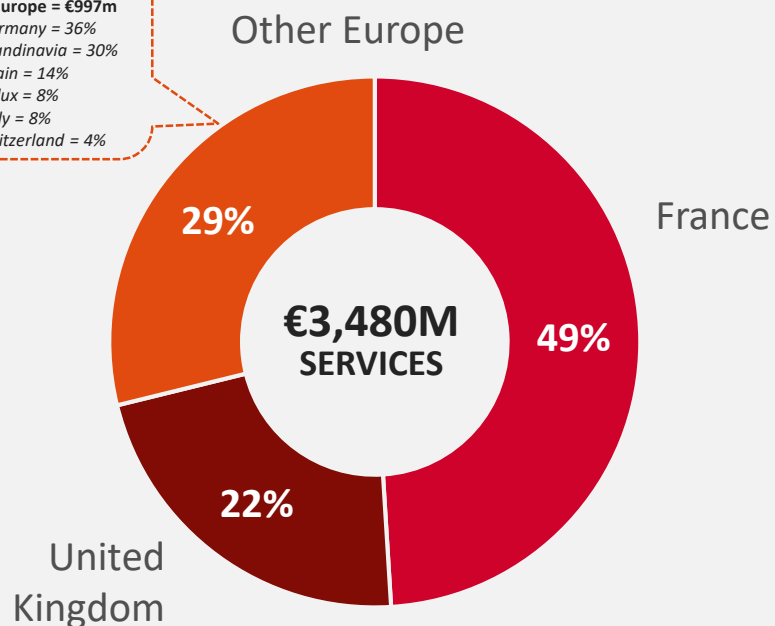
End-to-end approach



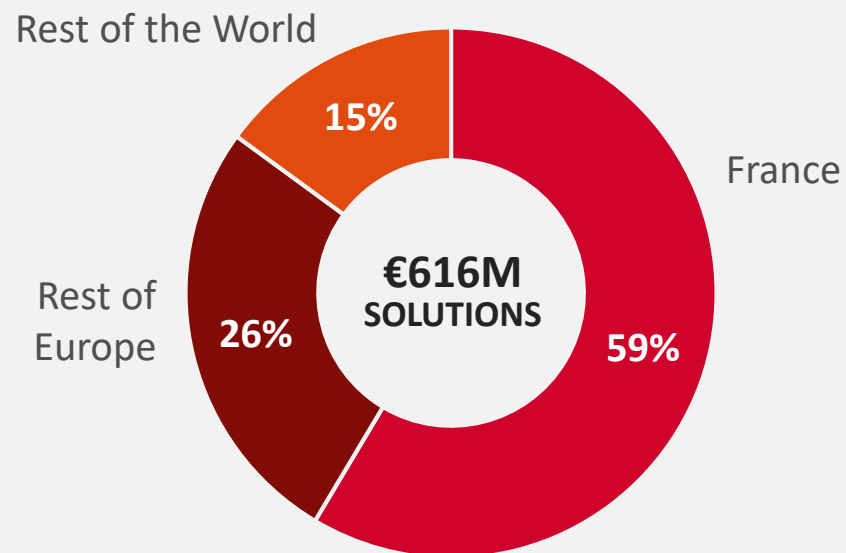
REVENUE BY COUNTRY FOR THE PERIOD ENDED 31/12/2018

SERVICES REVENUE TO 31/12/2018

2018 revenue
Other Europe = €997m
o/w Germany = 36%
o/w Scandinavia = 30%
o/w Spain = 14%
o/w Belux = 8%
o/w Italy = 8%
o/w Switzerland = 4%

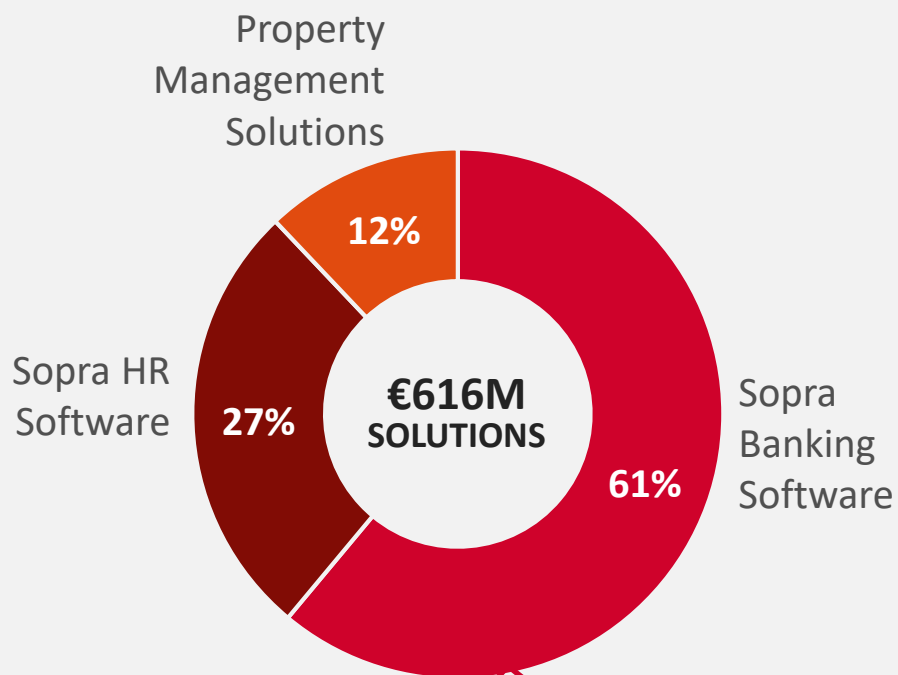


SOLUTIONS REVENUE TO 31/12/2018



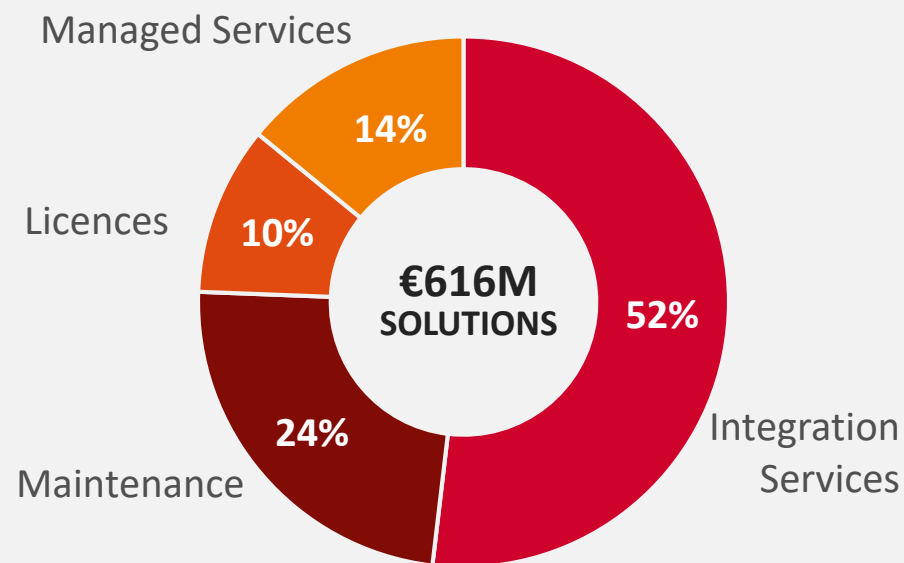
SOLUTIONS REVENUE FOR THE PERIOD ENDED 31/12/2018

SOLUTIONS REVENUE BY PRODUCT



Sopra Banking Software 2018 revenue = €374m
o/w France = €149m
o/w Outside France = €225m

SOLUTIONS REVENUE BY BUSINESS LINE



CHANGES IN EXCHANGE RATES

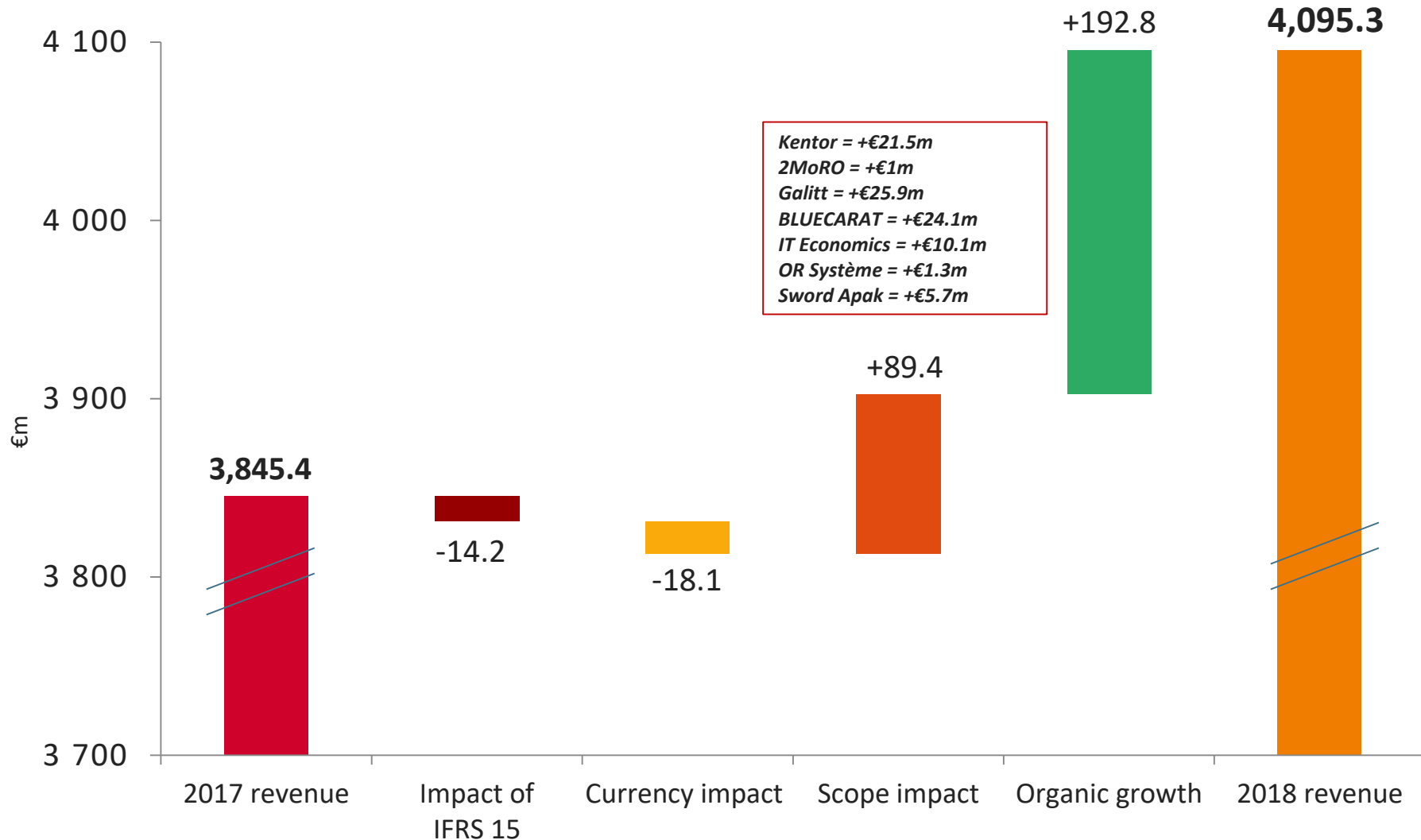
FINANCIAL YEAR 2018

	Changes in exchange rates		
	Average rate 2018	Average rate 2017	Change (%)
<i>For €1 / %</i>			
Pound sterling	0.8847	0.8767	- 0.9%
Norwegian krone	9.5975	9.3270	- 2.8%
Swedish krona	10.2583	9.6351	- 6.1%
Danish krone	7.4532	7.4386	- 0.2%
Swiss franc	1.1550	1.1117	- 3.7%



CHANGE IN REVENUE IN FINANCIAL YEAR 2018

GROWTH AT CONSTANT EXCHANGE RATES: 7.4%



EARNINGS PER SHARE

FINANCIAL YEAR 2018

	2018 IFRS 15 (€m)	2017 IFRS 15 (€m)
Net profit attributable to the Group (€m)	125.1	172.5
Weighted average number of shares in issue excluding treasury shares	20.18	20.21
Basic earnings per share (€)	6.20	8.53
Basic recurring earnings per share (€)	7.43	9.34
Theoretical weighted average number of shares	20.27	20.28
Diluted earnings per share (€)	6.17	8.51
Diluted recurring earnings per share (€)	7.40	9.31



BREAKDOWN OF CHANGE IN NET FINANCIAL DEBT

FINANCIAL YEAR 2018

	2018 IFRS 15 (€m)	2017 IFRS 15 (€m)
Operating profit on business activity	307.9	330.7
Depreciation, amortisation and provisions (excluding allocated intangible assets)	55.8	25.2
EBITDA	363.7	355.9
Non-cash items	- 8.1	- 1.6
Tax paid	- 63.4	- 63.9
Change in operating working capital requirement	- 23.1	- 20.2
Reorganisation and restructuring costs	- 39.2	- 29.6
Net cash flow from operating activities	229.8	240.6
Change relating to investing activities	- 61.8	- 62.3
Net interest	- 8.4	- 9.0
Additional contributions related to defined-benefit pension plans	- 23.4	- 21.0
Free cash flow*	136.1	148.4
Impact of changes in scope	- 168.8	- 96.0
Financial investments	- 4.7	- 2.8
Dividends paid	- 48.7	- 44.5
Dividends received from equity-accounted companies	1.4	2.8
Capital increases in cash	0.0	0.1
Purchase and sale of treasury shares	- 23.4	- 1.3
Impact of changes in foreign exchange rates	- 2.6	- 10.7
Change in net financial debt	- 110.8	- 4.1
<i>* Free cash flow after restating for the sale of trade receivables in 2017 for €37m</i>	173.1	111.4
Net financial debt at beginning of period	- 510.1	- 506.0
Net financial debt at end of period	- 620.9	- 510.1



SIMPLIFIED BALANCE SHEET

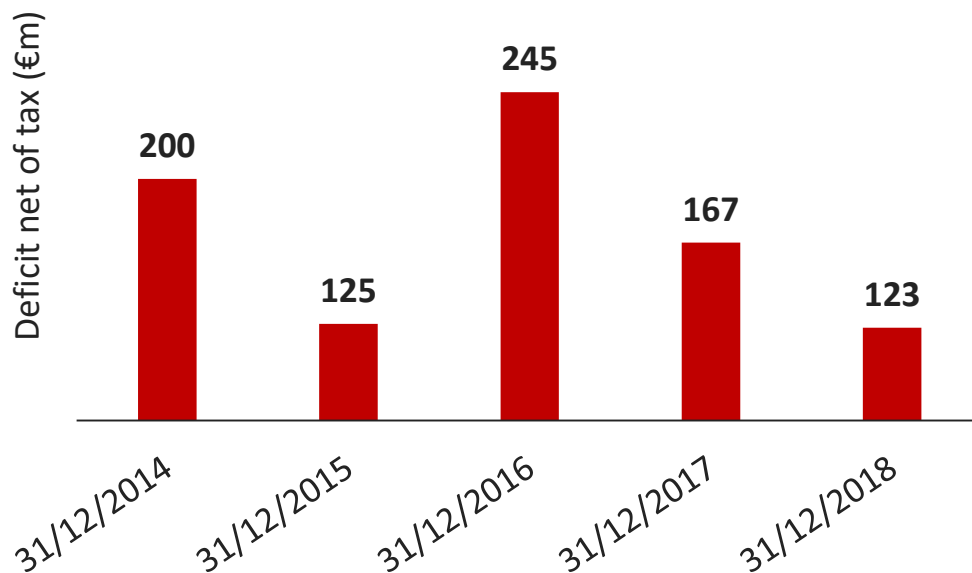
31/12/2018

	31/12/2018 IFRS 15 (€m)	31/12/2017 IFRS 15 (€m)
Goodwill	1,708.5	1,590.6
Allocated intangible assets	183.0	161.5
Other fixed assets	234.9	179.7
Equity-accounted investments	195.1	189.1
Fixed assets	2,321.5	2,120.9
Net deferred tax	79.6	99.1
Trade accounts receivable (net)	1,091.8	1,147.1
Other assets and liabilities	- 1,153.1	- 1,188.1
Working capital requirement (WCR)	- 61.3	- 41.0
Assets + WCR	2,339.8	2,179.0
Equity	1,329.2	1,237.2
Provisions for post-employment benefits	308.3	358.9
Provisions for contingencies and losses	81.5	72.8
Net financial debt	620.9	510.1
Capital invested	2,339.8	2,179.0



UK PENSION FUND DEFICIT NET OF TAX

DEFICIT NET OF TAX DOWN €44M TO €123M AT 31/12/2018



- Deficit net of tax down €44m vs 31/12/2017
- Decrease in local currency commitments exceeds that of assets due to the increase in the discount rate (up 30 bp vs 31/12/2017)
- Annual additional cash contribution of £20m unchanged until August 2020



GLOBAL WORKFORCE

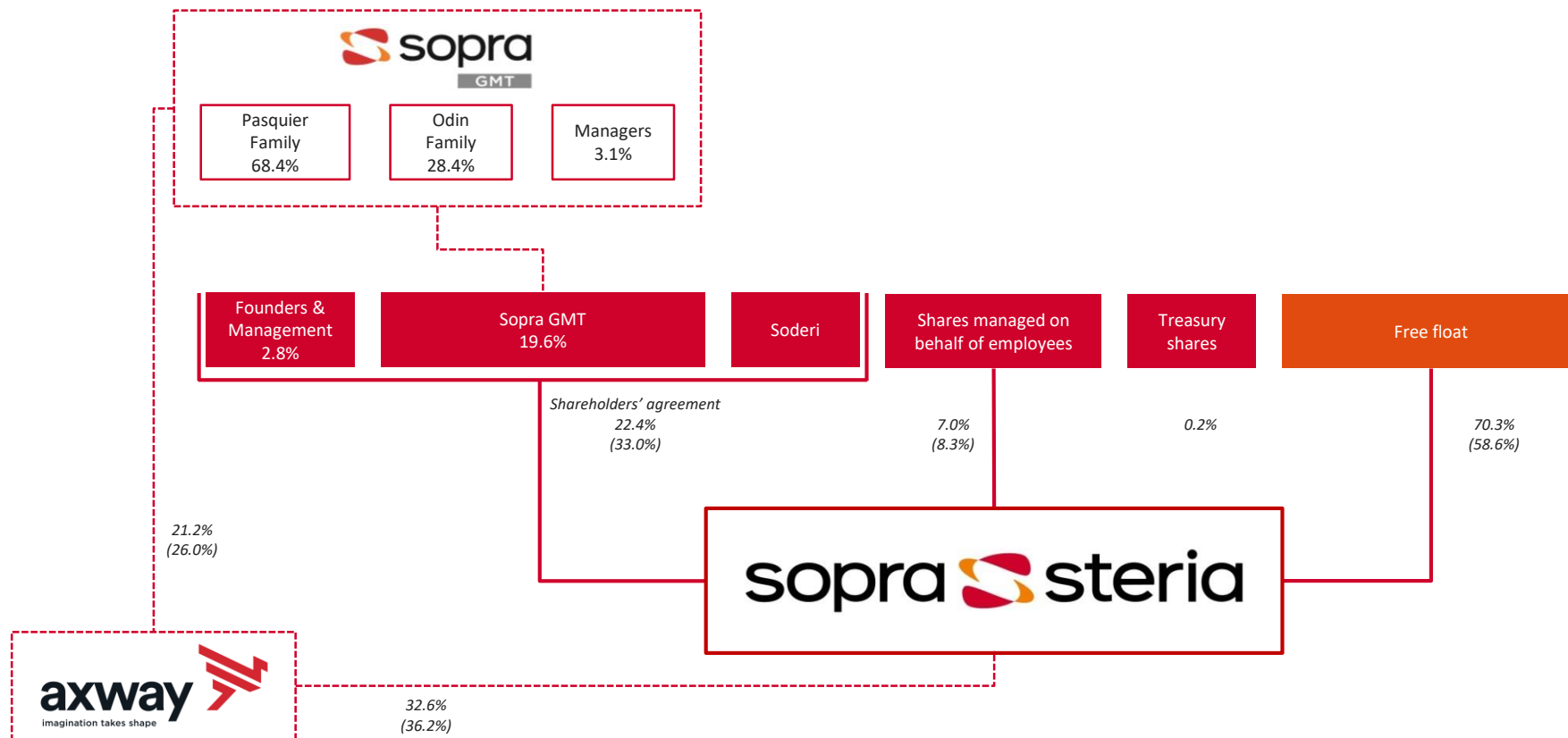
FINANCIAL YEAR 2018

	31/12/2018	31/12/2017
France	19,013	18,649
United Kingdom	6,407	6,181
Other Europe	10,095	8,777
Rest of the World	344	281
X-Shore	8,255	7,773
Total	44,114	41,661



OWNERSHIP AT 31/12/2018

A KEY SHAREHOLDER BACKING THE CORPORATE PLAN



XX.X% = Percentage of share capital held
(XX.X%) = Percentage of voting rights held

20,547,701 listed shares
26,054,339 exercisable voting rights



IMPACT OF IFRS 15

INCOME STATEMENT

	2017 before IFRS 15 (€m)	2017 after IFRS 15 (€m)
Revenue	3,845.4	3,831.1
Operating expenses	-3,515.6	-3,500.4
Operating profit on business activity	329.8	330.7
Profit from recurring operations	286.8	287.7
Operating profit	261.7	262.6
Other financial income and expenses	-9.8	-8.5
Tax expense	-73.5	-73.9
Net profit from continuing operations	173.3	175.1
Consolidated net profit	173.3	175.1
<i>of which attributable to Group</i>	<i>171.4</i>	<i>172.5</i>
<i>of which minority interests</i>	<i>1.8</i>	<i>2.6</i>



IMPACT OF IFRS 15

BALANCE SHEET

	31/12/2017 before IFRS 15 (€m)	31/12/2017 after IFRS 15 (€m)
Deferred tax assets	115.4	115.1
Non-current assets	2,247.1	2,246.8
Trade accounts receivable	1,137.8	1,147.1
Other current assets	256.4	246.3
Current assets	1,556.6	1,555.8
Total assets	3,803.8	3,802.6
Consolidated reserves and other reserves	484.7	481.9
Profit for the year	171.4	172.5
Equity attributable to the Group	1,208.2	1,206.5
Non-controlling interests	31.8	30.7
Total equity	1,240.0	1,237.2
Deferred tax liabilities	16.8	16.0
Non-current liabilities	915.3	914.5
Other current liabilities	1,089.6	1,092.0
Current liabilities	1,648.5	1,650.9
Total liabilities	2,563.8	2,565.4
Total liabilities and equity	3,803.8	3,802.6



ALTERNATIVE PERFORMANCE MEASURES

- **Restated revenue**: Revenue for the prior year, expressed on the basis of the scope and exchange rates for the current year.
- **Organic revenue growth**: Increase in revenue between the period under review and restated revenue for the same period in the prior financial year.
- **EBITDA**: This measure, as defined in the Registration Document, is equal to consolidated operating profit on business activity after adding back depreciation, amortisation and provisions included in operating profit on business activity.
- **Operating profit on business activity**: This measure, as defined in the Registration Document, is equal to profit from recurring operations adjusted to exclude the share-based payment expense for stock options and free shares and charges to amortisation of allocated intangible assets.
- **Profit from recurring operations**: This measure is equal to operating profit before other operating income and expenses, which includes any particularly significant items of operating income and expense that are unusual, abnormal, infrequent or not foreseeable, presented separately in order to give a clearer picture of performance based on ordinary activities.
- **Basic recurring earnings per share**: This measure is equal to basic earnings per share before other operating income and expenses net of tax.
- **Free cash flow**: Free cash flow is defined as the net cash from operating activities, less investments (net of disposals) in property, plant & equipment, and intangible assets, less net interest paid and less additional contributions to address any deficits in defined-benefit pension plans.

