2016 ANNUAL RESULTS PRESENTATION
Paris, 27 February 2017
This presentation contains forward-looking information subject to certain risks and uncertainties that may affect the Group’s future growth and financial results. Readers are reminded that licence agreements, which often represent investments for clients, are signed in greater numbers in the second half of the year, with varying impacts on end-of-year performance. Actual outcomes and results may differ from those described in this document due to operational risks and uncertainties. More detailed information on the potential risks that may affect the Group’s financial results are available in our 2015 Registration Document filed with the Autorité des Marchés Financiers (AMF) on 22 April 2016 (see pages 33 and following in particular). Sopra Steria does not undertake any obligation to update the forward-looking information contained in this document beyond what is required by current laws and regulations. The distribution of this document in certain countries may be subject to certain laws and regulations. Persons physically present in countries where this document is released, published or distributed should inquire as to any applicable restrictions and should comply with those restrictions.
How can you effectively navigate your digital transformation?

Getting things done can also be fun!

Available at www.soprasteria.com
AGENDA

1. 2016 operational performance
2. 2016 financial results
3. Rollout of our strategy in 2016
4. 2017 outlook and targets
5. Question & answer session
6. Annexes
2016 OPERATIONAL PERFORMANCE

Vincent Paris – Chief Executive Officer
KEY EVENTS OF FINANCIAL YEAR 2016

- Strong 2016 performance
  Targets exceeded
- Consolidation of a leading position in France
- Recovery in low-margin businesses
- Higher-value offerings and digital initiatives
- Strengthening of Sopra Banking Software
- A new Enterprise Project
KEY FIGURES
STRONG PERFORMANCE IN 2016

Revenue
€3,741.3m
i.e. organic growth* of 5.2%
growth at constant exchange rates of 8.3% and total growth of 4.4%

Operating profit on business activity
€301.1m
i.e. 8.0% of revenue
up 22.6% relative to 31/12/2015

Net profit attributable to the Group
€150.4m
i.e. 4.0% of revenue
up 78.2% relative to 31/12/2015

Net financial debt
€506.0m
i.e. 1.47x EBITDA
down €24.8 million relative to 31/12/2015
thanks to a Free Cash Flow of €150.6m

* Alternative performance measures are defined on page 49 of this presentation
TARGETS EXCEEDED IN 2016

➢ “Organic revenue growth of between 3% and 5%”
  ➢ Organic growth of **5.2%**

➢ “Operating margin on business activity of more than 7.5%”
  ➢ Operating margin on business activity of **8.0%**

➢ “Strong increase in free cash flow”
  ➢ Free cash flow of **€150.6m** compared with **€49.3m** in 2015
STRONG PERFORMANCE ACROSS ALL REPORTING UNITS IN 2016

<table>
<thead>
<tr>
<th></th>
<th>Revenue 2016 (€m)</th>
<th>2015 Restated* (€m)</th>
<th>Organic growth (%)</th>
<th>Operating profit on business activity 2016 (% of Rev.)</th>
<th>Operating profit on business activity 2015 (% of Rev.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>1 528.1</td>
<td>1 432.4</td>
<td>+ 6.7%</td>
<td>8.1%</td>
<td>7.5%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>927.9</td>
<td>924.4</td>
<td>+ 0.4%</td>
<td>8.0%</td>
<td>7.3%</td>
</tr>
<tr>
<td>Other Europe</td>
<td>728.1</td>
<td>687.9</td>
<td>+ 5.8%</td>
<td>5.7%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Sopra Banking Software</td>
<td>350.9</td>
<td>314.1</td>
<td>+ 11.7%</td>
<td>9.1%</td>
<td>9.1%</td>
</tr>
<tr>
<td>Other Solutions</td>
<td>206.4</td>
<td>199.1</td>
<td>+ 3.7%</td>
<td>14.2%</td>
<td>11.6%</td>
</tr>
<tr>
<td>Total</td>
<td>3 741.3</td>
<td>3 557.9</td>
<td>+ 5.2%</td>
<td>8.0%</td>
<td>6.8%</td>
</tr>
</tbody>
</table>

* Revenue at 2016 scope and exchange rates
STRONG ORGANIC GROWTH AND MARKET SHARE GAINS

- Key accounts up 10%
- Consulting up 17%

A HIGHER OPERATING MARGIN ON BUSINESS ACTIVITY

- Significant training investment in connection with the Enterprise Project

SHARP FALL IN REORGANISATION AND RESTRUCTURING COSTS

FRANCE: CONSULTING & SYSTEMS INTEGRATION

CONSOLIDATION OF A LEADING POSITION

FRANCE:

Consulting & Systems Integration (C&SI)

(INCLUDING CIMPA)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>(€m)</td>
<td>(% of Rev.)</td>
<td>(€m)</td>
</tr>
<tr>
<td>Revenue</td>
<td>1 327.4</td>
<td>1 161.1</td>
</tr>
<tr>
<td>Organic growth (%)</td>
<td>+ 8.0%</td>
<td></td>
</tr>
<tr>
<td>Operating profit</td>
<td>119.0</td>
<td>101.3</td>
</tr>
<tr>
<td>Profit from</td>
<td>110.6</td>
<td>100.1</td>
</tr>
<tr>
<td>recurring</td>
<td>8.0%</td>
<td>8.6%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>106.1</td>
<td>60.7</td>
</tr>
<tr>
<td></td>
<td>8.0%</td>
<td>5.2%</td>
</tr>
</tbody>
</table>

- Strong organic growth and market share gains
- A higher operating margin on business activity
- Sharp fall in reorganisation and restructuring costs
Continued refocusing on higher-added-value offerings in the IT infrastructure management business

Gradual improvement in profitability. Operating margin on business activity target maintained at around 5% in 2017 and positive operating profit
### UNITED KINGDOM

**BUSINESS STABLE OVERALL AT CONSTANT EXCHANGE RATES**

<table>
<thead>
<tr>
<th></th>
<th>2016 (€m)</th>
<th>(% of Rev.)</th>
<th>2015 (€m)</th>
<th>(% of Rev.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>927.9</td>
<td></td>
<td>1 042.0</td>
<td></td>
</tr>
<tr>
<td>Organic growth (%)</td>
<td>+ 0.4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating profit on business activity</td>
<td>74.7</td>
<td>8.0%</td>
<td>76.2</td>
<td>7.3%</td>
</tr>
<tr>
<td>Profit from recurring operations</td>
<td>63.1</td>
<td>6.8%</td>
<td>63.3</td>
<td>6.1%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>59.4</td>
<td>6.4%</td>
<td>57.1</td>
<td>5.5%</td>
</tr>
</tbody>
</table>

- No business impact from Brexit in 2016. Adverse foreign currency translation effect of €117.5m in the year (with the GBP/EUR rate down 11.4%)
- Organic growth in public sector business (up 2.0%)
- Reorganisation in private sector business
- Higher profitability thanks to cost optimisation measures
## UPDATE ON SSCL

**TRANSFORMATION PHASE SUCCESSFULLY COMPLETED**

### Created at end-2013
- **Founding clients**
  - Department for Work and Pensions
  - Department for Environment, Food and Rural Affairs
  - Environment Agency
- **2014 - 15 extension**
  - UK SBS
  - Ministry of Justice
  - Home Office
  - Metropolitan Police Service
- **10-year contracts**

### Characteristics of the joint venture
- **75/25 joint venture with Cabinet Office**
- **BPO/transactional services**
- **Any public organisation excluding the NHS**
- **Europe’s largest multiclient shared services ERP platform**

### 2016 operating position
- **98% of KPIs continually achieved**
- **£100m of savings already generated**
- **Transformation phase successfully completed**

### End of transformation phase

<table>
<thead>
<tr>
<th>Year</th>
<th>Services</th>
<th>Transformation</th>
<th>Revenue (£m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td></td>
<td>-£45m</td>
</tr>
<tr>
<td>2015</td>
<td></td>
<td></td>
<td>145</td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td>165</td>
</tr>
<tr>
<td>2017e</td>
<td></td>
<td></td>
<td>180</td>
</tr>
</tbody>
</table>

2020 **TARGETS**

- Generate savings of £500m for the government
- Generate revenue > £200m
- Be the UK Government’s preferred partner for *data management, reporting and analytics*
SUCCESS OF THE RECOVERY PLAN INITIATED IN 2015

- Successful transformation in Germany
- Operating profit on business activity doubled
  - Improvement in all countries
  - Sharp recovery in Germany, where the operating margin on business activity rose from 0% in 2015 to 5.7% in 2016
- Business growth in almost all countries
  - Strong growth in Spain, Benelux and Norway

### Other Europe

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>(%) of Rev.</th>
<th>2015</th>
<th>(%) of Rev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>728.1</td>
<td></td>
<td>697.4</td>
<td></td>
</tr>
<tr>
<td>Organic growth (%)</td>
<td>+ 5.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating profit on business activity</td>
<td>41.8</td>
<td>5.7%</td>
<td>18.5</td>
<td>2.7%</td>
</tr>
<tr>
<td>Profit from recurring operations</td>
<td>39.1</td>
<td>5.4%</td>
<td>17.4</td>
<td>2.5%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>31.1</td>
<td>4.3%</td>
<td>5.3</td>
<td>0.8%</td>
</tr>
</tbody>
</table>
SOPRA BANKING SOFTWARE
A YEAR OF DEVELOPMENT AND CONSOLIDATION

- Strong growth in revenue: up 24.3%, of which 11.7% organic
- Significant new ground gained on Specialised loans and Payments
- Deliveries in line with the ‘Platform’ product roadmap
- Successful go-live of Cassiopae V4.5 for Hyundai
- Strong momentum for the ‘Amplitude’ product, with 13 contracts signed and 23 go-live decisions
- €14m increase in R&D expenses, representing 27% of revenue
OTHER SOLUTIONS

IMPROVED OPERATING PERFORMANCE

<table>
<thead>
<tr>
<th></th>
<th>2016 (€m)</th>
<th>2015 (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>206.4</td>
<td>198.3</td>
</tr>
<tr>
<td><strong>Organic growth (%)</strong></td>
<td>+3.7%</td>
<td></td>
</tr>
<tr>
<td><strong>Operating profit on business activity</strong></td>
<td>29.4</td>
<td>23.1</td>
</tr>
<tr>
<td><strong>Profit from recurring operations</strong></td>
<td>28.3</td>
<td>23.1</td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td>26.7</td>
<td>17.7</td>
</tr>
</tbody>
</table>

- Human Ressources
  - Back to growth in H2 after deals slipped in H1
  - Significant improvement in profitability

- Real Estate
  - Strong growth and high profitability
  - Potential for significant development through a range of enriched solutions and digital services platforms
2016 FINANCIAL RESULTS

Etienne du Vignaux – Chief Financial Officer
## INCOME STATEMENT
### FINANCIAL YEAR 2016

<table>
<thead>
<tr>
<th></th>
<th>2016 (€m)</th>
<th>2016 (% of Rev.)</th>
<th>2015 (€m)</th>
<th>2015 (% of Rev.)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>3 741.3</td>
<td></td>
<td>3 584.4</td>
<td></td>
</tr>
<tr>
<td><em>Organic growth</em></td>
<td></td>
<td>5.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating profit on business activity</strong></td>
<td>301.1</td>
<td>8.0%</td>
<td>245.5</td>
<td>6.8%</td>
</tr>
<tr>
<td><strong>Expenses related to stock options and related items</strong></td>
<td>- 12.1</td>
<td></td>
<td>- 1.2</td>
<td></td>
</tr>
<tr>
<td><strong>Amortisation of allocated intangible assets</strong></td>
<td>- 21.1</td>
<td></td>
<td>- 19.4</td>
<td></td>
</tr>
<tr>
<td><strong>Profit from recurring operations</strong></td>
<td>267.8</td>
<td>7.2%</td>
<td>225.0</td>
<td>6.3%</td>
</tr>
<tr>
<td><strong>Other operating income and expenses</strong></td>
<td>- 27.6</td>
<td></td>
<td>- 72.4</td>
<td></td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td>240.2</td>
<td>6.4%</td>
<td>152.6</td>
<td>4.3%</td>
</tr>
<tr>
<td><strong>Cost of net financial debt</strong></td>
<td>- 6.7</td>
<td></td>
<td>- 8.1</td>
<td></td>
</tr>
<tr>
<td><strong>Other financial income and expenses</strong></td>
<td>- 7.6</td>
<td></td>
<td>- 14.9</td>
<td></td>
</tr>
<tr>
<td><strong>Tax expense</strong></td>
<td>- 80.9</td>
<td></td>
<td>- 47.2</td>
<td></td>
</tr>
<tr>
<td><strong>Share of net profit from equity-accounted companies</strong></td>
<td>10.8</td>
<td></td>
<td>7.2</td>
<td></td>
</tr>
<tr>
<td><strong>Net profit</strong></td>
<td>155.8</td>
<td></td>
<td>89.6</td>
<td></td>
</tr>
<tr>
<td><em>of which attributable to Group</em></td>
<td>150.4</td>
<td>4.0%</td>
<td>84.4</td>
<td>2.4%</td>
</tr>
<tr>
<td><em>of which minority interests</em></td>
<td>5.4</td>
<td></td>
<td>5.2</td>
<td></td>
</tr>
</tbody>
</table>
### OTHER OPERATING INCOME AND EXPENSES

#### FINANCIAL YEAR 2016

<table>
<thead>
<tr>
<th>Description</th>
<th>2016 (€m)</th>
<th>2015 (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs related to business combination</td>
<td>- 1.3</td>
<td>- 2.0</td>
</tr>
<tr>
<td>Restructuring and reorganisation costs</td>
<td>- 22.9</td>
<td>- 67.2</td>
</tr>
<tr>
<td>Other</td>
<td>- 3.5</td>
<td>- 3.3</td>
</tr>
<tr>
<td>Other operating income and expenses</td>
<td>- 27.7</td>
<td>- 72.4</td>
</tr>
</tbody>
</table>
## TAX EXPENSE

### FINANCIAL YEAR 2016

<table>
<thead>
<tr>
<th></th>
<th>2016 (€m)</th>
<th>2015 (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit before tax and share from equity-accounted companies</td>
<td>225.9</td>
<td>129.6</td>
</tr>
<tr>
<td>Effective tax charge</td>
<td>80.9</td>
<td>47.2</td>
</tr>
<tr>
<td>Effective tax rate (%)</td>
<td>35.8%</td>
<td>36.4%</td>
</tr>
<tr>
<td>Net deferred tax assets</td>
<td>128.9</td>
<td>126.9</td>
</tr>
</tbody>
</table>
CHANGE IN NET FINANCIAL DEBT IN 2016

VERY STRONG IMPROVEMENT IN FREE CASH FLOW

Free cash flow of €150.6m
vs. €49.3m in 2015
A FREE CASH FLOW REPRESENTING 4% OF REVENUE

-44,2

2014

49,3

2015

150,6

2016
A HEALTHY FINANCIAL POSITION AT 31/12/2016

DEBT COVENANTS AND LIQUIDITY

<table>
<thead>
<tr>
<th>Bond</th>
<th>31/12/2016 Amount used (€m)</th>
<th>31/12/2016 Amount authorised (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bond</td>
<td>180.0</td>
<td>180.0</td>
</tr>
<tr>
<td>Syndicated loan - Tranche A €</td>
<td>160.0</td>
<td>160.0</td>
</tr>
<tr>
<td>Syndicated loan - Tranche B £</td>
<td>74.8</td>
<td>74.8</td>
</tr>
<tr>
<td>Multi-currency revolving credit facility</td>
<td>-</td>
<td>900.0</td>
</tr>
<tr>
<td>Finance leases</td>
<td>14.7</td>
<td>14.7</td>
</tr>
<tr>
<td>Overdrafts and Other</td>
<td>32.3</td>
<td>192.6</td>
</tr>
<tr>
<td>Total</td>
<td>461.8</td>
<td>1 522.1</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>302.7</td>
<td></td>
</tr>
<tr>
<td>IFRS 3 impact - Bond</td>
<td>7.0</td>
<td></td>
</tr>
<tr>
<td>Gross debt</td>
<td>771.4</td>
<td></td>
</tr>
</tbody>
</table>

Cash and cash equivalents 265.4

Net financial debt 506.0

Available undrawn amount: €1.1bn i.e. 58% of authorised amount*

Net financial debt at 31/12/2016: €506.0m

EBITDA leverage: 1.47x (max. 3.0x)

Long terms maturity
- Bond: 2019
- Bank borrowing facilities: 2021 (extension possible to 2023)

* Assuming a constant amount of commercial paper (€302.7m at 31 December 2016) and overdrafts
UK PENSION FUND DEFICIT NET OF TAX AT 31/12/2016
AN AVERAGE NET DEFICIT OF AROUND €200m SINCE END-2014

- Deficit net of tax up 10% vs. 30/06/2016
- Increase in pension obligations vs. 30/06/2016 due to a lower discount rate over the period (in spite of a sharp rise since October 2016)
- Annual additional cash contribution of £17m unchanged through June 2017
ROLLOUT OF OUR STRATEGY IN 2016

Vincent Paris – Chief Executive Officer
A recognised brand

- Organic growth of 5.2%
- Major contracts won
- France’s top recruiter of young graduates in the digital sector (source: Usine Nouvelle)
- Happy Trainees accreditation in France
- Sopra Steria Consulting ‘best career opportunities’ in Germany (source: Focus Money Magazine)
- Ranked no. 2 in Norway’s ‘Great Place to Work’ ranking

Performance once again close to historical standards

<table>
<thead>
<tr>
<th>Metric</th>
<th>2014 Pro forma</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating margin</td>
<td>6.9%</td>
<td>6.8%</td>
<td>8.0%</td>
</tr>
<tr>
<td>Free cash flow/revenue</td>
<td>-1.3%</td>
<td>1.4%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Group net profit</td>
<td>2.8%</td>
<td>2.4%</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

A new Enterprise Project

- Organic growth of 5.2%
- Major contracts won
- France’s top recruiter of young graduates in the digital sector (source: Usine Nouvelle)
- Happy Trainees accreditation in France
- Sopra Steria Consulting ‘best career opportunities’ in Germany (source: Focus Money Magazine)
- Ranked no. 2 in Norway’s ‘Great Place to Work’ ranking
CONTINUED ROLLOUT OF OUR STRATEGY IN 2016
FOCUSING ON PREVIOUSLY DEFINED KEY THEMES

European leader in digital transformation

An independent player active in market consolidation
Differentiated positioning based on value and innovation
Capitalising on solutions and close client relationships
Priority given to vertical approach
Acceleration of digital initiatives
CONTINUED ROLLOUT OF OUR STRATEGY IN 2016

REAFFIRMED INDEPENDENCE AND PROACTIVE EXTERNAL GROWTH

We Share 2016: 200,000 Sopra Steria shares acquired by employees

Sopra Steria’s founders, managers and employees together hold 30.3% of the company’s shares and 41.7% of voting rights

The Group completed five acquisitions in 2016:
- Acquired revenue: €70m on a full-year 2016 basis
- Average acquired operating profit on business activity > 12% on a full-year 2016 basis
CONTINUED ROLLOUT OF OUR STRATEGY IN 2016
HIGHER-VALUE OFFERINGS

**FRANCE CONSULTING**
As % of total France revenue

- 2016 growth
  - 28% (o/w 17% organic growth)

- 12% of revenue

  - 2015: 11% of revenue
  - 2016: 12% of revenue

- Group: 1,800 consultants; 7% of total revenue
  - France = 60% of Group consulting revenue
  - International rollout in progress
  - €10m revenue acquired in 2016 (full-year basis)

**SOLUTIONS**
As % of total Group revenue

- 2016 growth
  - 16% (o/w 9% organic growth)

- 15% of revenue

  - 2015: 14% of revenue
  - 2016: 15% of revenue

- 2016 R&D expenses up €16m
- €60m revenue acquired in 2016 (full-year basis)
CONTINUED ROLLOUT OF OUR STRATEGY IN 2016
CLOSE CLIENT RELATIONSHIPS AND IMPROVED SOLUTIONS

→ Stronger vertical governance and beginnings of synergies
  • Across national boundaries
  • Across service offerings (end-to-end approach)
    ➢ Priority on the banking vertical

→ International rollout of key accounts approach
  • 23 key accounts in France (66% of France revenue in 2016)
  • 93 key accounts in Europe (50% of Group revenue in 2016)

→ International rollout of an integrated consulting model
  ➢ Priorities: UK, Germany, banking vertical

→ Improved solutions

- Management of property portfolios
- Social housing
- Specialised loans
- Payments
- BIM
- Instant payment
- Sopra HR 4YOU
CONTINUED ROLLOUT OF OUR STRATEGY IN 2016
DIGITAL AT THE HEART OF PERFORMANCE

Market recognition
• No. 1 IoT recruiter in France (source: JobaJobi Institute survey)
• Development of IBM Watson alliance
• Financial services competency status on AWS in UK
• World Health Innovation Award (research project with Oslo university hospital)
• 100+ data scientists at end-2016

2016 initiatives
• Partnerships with
  • ThreatQuotient for predictive SOCs
  • ExpertSystem for semantic analysis
• Integration to the Google Cloud Partner Program
• Opened a ninth Digilab, in Singapore
• Set up a Digital Workplace
2017 OUTLOOK AND TARGETS

Vincent Paris – Chief Executive Officer
PRIORITIES FOR 2017

PERFORMANCE

Continue to improve performance

ACQUISITIONS

Proactive policy of targeted acquisitions

ADDED VALUE

Shift business mix with goal of Consulting and Solutions accounting for 15% and 20% respectively by 2020

TRANSFORMATION

Continue to adapt our model to respond to all the challenges posed by digital transformation:

- Agile and collaborative working methods
- Artificial intelligence and RPA (robotics process automation)
- Human resources
2017 BUDGETARY ASSUMPTIONS

- Adverse calendar effect of 2-3 days in a number of European countries
- Adverse GBP/EUR currency translation effect
- End of transformation phase for SSCL
  - Reduction in revenue linked to transformation (down c. £45m vs. 2016)
2017 TARGETS

- Organic revenue growth of between 2% and 3%
- Operating margin on business activity of around 8.5%
- Free cash flow > €150m
QUESTIONS & ANSWERS
ANNEXES
2016 revenue of €3.7 billion

40,000 employees

A presence in over 20 countries

An end-to-end offering

Top 5 European digital services companies

United Kingdom: 26%
France: 50%
Rest of World: 22%
Other Europe: 2%

Top 10 operating in Europe

Consulting & Integration: 59%
BPS: 13%
Solutions: 15%
Infrastructure Management: 14%

BUSINESS LINES

VERTICALS

Banking: 23%
Public Sector: 19%
Aerospace/Defence/Homeland Security: 8%
Energy/Utilities: 10%
Transport/Telecoms/Media: 6%
Other: 5%
Retail: 6%
Insurance: 5%
REVENUE BY COUNTRY
FOR THE PERIOD ENDED 31/12/2016

SERVICES REVENUE TO 31/12/2016

- France: €3,184m (48%)
- United Kingdom: €1,996m (29%)
- Other Europe: €728m (23%)

SOLUTIONS REVENUE TO 31/12/2016

- France: €557m (60%)
- Rest of World: €371m (12%)
- Other Europe: €728m (28%)

2016 revenue
Other Europe = €728m
o/w Germany = 33%
o/w Spain = 16%
o/w Italy = 8%
o/w Switzerland = 6%
o/w Belux = 9%
o/w Scandinavia = 28%
Solutions Revenue
For the period ended 31/12/2016

Solutions revenue by product:
- Sopra HR Software: 28%
- Sopra Banking Software: 63%
- Property Management Solutions: 9%

Total solutions revenue = €557m

Sopra Banking Software 2016 revenue = €351m
Oceanic: €158m
Outside France: €193m

Solutions revenue by business line:
- Managed Services: 50%
- Licences: 14%
- Maintenance: 22%
- Integration Services: 14%

Total solutions revenue = €557m
# Changes in Exchange Rates

## Financial Year 2016

### For €1 / %

<table>
<thead>
<tr>
<th>Currency</th>
<th>Average Rate 2016 (€m)</th>
<th>Average Rate 2015 (€m)</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pound sterling</td>
<td>0.8195</td>
<td>0.7258</td>
<td>-11.4%</td>
</tr>
<tr>
<td>Norwegian krone</td>
<td>9.2906</td>
<td>8.9496</td>
<td>-3.7%</td>
</tr>
<tr>
<td>Swedish krona</td>
<td>9.4689</td>
<td>9.3535</td>
<td>-1.2%</td>
</tr>
<tr>
<td>Danish krone</td>
<td>7.4452</td>
<td>7.4587</td>
<td>+0.2%</td>
</tr>
<tr>
<td>Swiss franc</td>
<td>1.0902</td>
<td>1.0679</td>
<td>-2.0%</td>
</tr>
</tbody>
</table>
CHANGE IN REVENUE IN FINANCIAL YEAR 2016
GROWTH AT CONSTANT EXCHANGE RATES OF 8.3%

IM Sweden = -€2.3m
Cassiopea = +€37.1m
CIMPA = +€64.6m
LASCE = +€3.7m
Active 3D = +€0.7m

Averages vs. 2015:
GBP/EUR = -11.4%
NOK/EUR = -3.7%
## EARNINGS PER SHARE

### FINANCIAL YEAR 2016

<table>
<thead>
<tr>
<th></th>
<th>2016 (€m)</th>
<th>2015 (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net profit - attributable to Group (€m)</td>
<td>150.4</td>
<td>84.4</td>
</tr>
<tr>
<td>Weighted average number of shares in issue excluding treasury shares</td>
<td>20.04</td>
<td>19.76</td>
</tr>
<tr>
<td>Basic earnings per share (€)</td>
<td>7.50</td>
<td>4.27</td>
</tr>
<tr>
<td>Basic recurring net earnings per share (€)</td>
<td>8.45</td>
<td>6.75</td>
</tr>
<tr>
<td>Theoretical weighted average number of shares</td>
<td>20.09</td>
<td>19.81</td>
</tr>
<tr>
<td>Fully diluted earnings per share (€)</td>
<td>7.49</td>
<td>4.26</td>
</tr>
<tr>
<td>Diluted recurring net earnings per share (€)</td>
<td>8.43</td>
<td>6.73</td>
</tr>
</tbody>
</table>
BREAKDOWN OF CHANGE IN NET FINANCIAL DEBT
FINANCIAL YEAR 2016

<table>
<thead>
<tr>
<th></th>
<th>2016 (€m)</th>
<th>2015 (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating profit on business activity</td>
<td>301.1</td>
<td>245.5</td>
</tr>
<tr>
<td>Depreciation, amortisation and provisions (excluding allocated intangible assets)</td>
<td>42.9</td>
<td>58.0</td>
</tr>
<tr>
<td>EBITDA</td>
<td>344.0</td>
<td>303.5</td>
</tr>
<tr>
<td>Non-cash items</td>
<td>- 0.9</td>
<td>- 7.5</td>
</tr>
<tr>
<td>Tax paid</td>
<td>- 72.0</td>
<td>- 35.2</td>
</tr>
<tr>
<td>Change in operating working capital requirement</td>
<td>- 17.0</td>
<td>- 81.9</td>
</tr>
<tr>
<td>Reorganisation and restructuring costs</td>
<td>- 29.6</td>
<td>- 55.8</td>
</tr>
<tr>
<td>Net cash flow from operating activities</td>
<td>224.5</td>
<td>123.2</td>
</tr>
<tr>
<td>Change relating to investing activities</td>
<td>- 46.7</td>
<td>- 42.3</td>
</tr>
<tr>
<td>Net financial interest</td>
<td>- 6.2</td>
<td>- 8.3</td>
</tr>
<tr>
<td>Additional contributions related to defined-benefit pension plans</td>
<td>- 21.0</td>
<td>- 23.3</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>150.6</td>
<td>49.3</td>
</tr>
<tr>
<td>Impact of changes in scope</td>
<td>- 120.6</td>
<td>- 92.3</td>
</tr>
<tr>
<td>Financial investments</td>
<td>1.4</td>
<td>3.1</td>
</tr>
<tr>
<td>Dividends paid</td>
<td>- 34.4</td>
<td>- 37.5</td>
</tr>
<tr>
<td>Dividends received from equity-accounted companies</td>
<td>3.1</td>
<td>2.2</td>
</tr>
<tr>
<td>Capital increases in cash</td>
<td>2.3</td>
<td>2.4</td>
</tr>
<tr>
<td>Purchase and sale of treasury shares</td>
<td>10.3</td>
<td>- 22.5</td>
</tr>
<tr>
<td>Impact of changes in foreign exchange rates</td>
<td>12.3</td>
<td>6.2</td>
</tr>
<tr>
<td>Other changes</td>
<td>- 0.2</td>
<td>0.7</td>
</tr>
<tr>
<td>Change in net financial debt</td>
<td>24.8</td>
<td>- 88.4</td>
</tr>
</tbody>
</table>

Net financial debt at beginning of period   | 530.8     | 442.4     |
Net financial debt at end of period         | 506.0     | 530.8     |
### SIMPLIFIED BALANCE SHEET

#### 31/12/2016

<table>
<thead>
<tr>
<th></th>
<th>31/12/2016 (€m)</th>
<th>31/12/2015 (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodwill</td>
<td>1 557.0</td>
<td>1 586.9</td>
</tr>
<tr>
<td>Allocated intangible assets</td>
<td>179.7</td>
<td>186.5</td>
</tr>
<tr>
<td>Other fixed assets</td>
<td>160.8</td>
<td>162.8</td>
</tr>
<tr>
<td>Equity-accounted investments</td>
<td>202.3</td>
<td>154.4</td>
</tr>
<tr>
<td>Fixed assets</td>
<td>2 099.8</td>
<td>2 090.7</td>
</tr>
<tr>
<td>Net deferred tax</td>
<td>128.9</td>
<td>126.9</td>
</tr>
<tr>
<td>Trade accounts receivable (net)</td>
<td>1 132.7</td>
<td>1 099.8</td>
</tr>
<tr>
<td>Other assets and liabilities</td>
<td>- 1 171.5</td>
<td>- 1 117.2</td>
</tr>
<tr>
<td>Working capital requirement (WCR)*</td>
<td>- 38.7</td>
<td>- 17.4</td>
</tr>
<tr>
<td>Assets + WCR</td>
<td>2 190.0</td>
<td>2 200.1</td>
</tr>
<tr>
<td>Equity</td>
<td>1 103.1</td>
<td>1 233.1</td>
</tr>
<tr>
<td>Provisions for post-employment benefits</td>
<td>464.5</td>
<td>309.4</td>
</tr>
<tr>
<td>Provisions for contingencies and losses</td>
<td>116.4</td>
<td>126.8</td>
</tr>
<tr>
<td>Net financial debt</td>
<td>506.0</td>
<td>530.8</td>
</tr>
<tr>
<td>Capital invested</td>
<td>2 190.0</td>
<td>2 200.1</td>
</tr>
</tbody>
</table>

*After reclassification of certain items in WCR as of 31/12/2015*
## HEADCOUNT

### FINANCIAL YEAR 2016

<table>
<thead>
<tr>
<th>Region</th>
<th>31/12/2016</th>
<th>31/12/2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>18,227</td>
<td>17,606</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>6,508</td>
<td>6,722</td>
</tr>
<tr>
<td>Other Europe</td>
<td>7,844</td>
<td>7,495</td>
</tr>
<tr>
<td>Rest of the World</td>
<td>231</td>
<td>134</td>
</tr>
<tr>
<td>X-Shore</td>
<td>7,003</td>
<td>6,493</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>39,813</strong></td>
<td><strong>38,450</strong></td>
</tr>
</tbody>
</table>
OWNERSHIP AT 31/01/2017
KEY SHAREHOLDERS BACKING THE CORPORATE PROJECT

Pasquier family 69.0%
Odin family 28.6%
Managers 2.4%

---

Founders & management 3.0%
Sopra GMT 19.7%
Soderi
Interests managed on behalf of employees
Treasury shares
Free float

Shareholders’ agreement 22.7% (33.1%)
7.6% (8.6%)
0.6%
69.2% (58.4%)

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

20,531,795 listed shares
25,883,626 exercisable voting rights

2016 Results Presentation - 27/02/2017 - Paris
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 the restated revenue for the same period in the prior financial year.

- **EBITDA**: This measure, as defined in the Registration Document, is equal to the consolidated operating profit on business activity adding back depreciation and amortisation included in the 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 expense relating to the cost of services rendered by the grantees of stock options and free shares and additions to the 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 predictive, presented separately in order to give a clearer picture of performance based on ordinary activities.

- **Recurring net earnings per share**: This measure is equal to basic net earnings per share before taking into account other operating income and expenses net of tax.

- **Free cash flow**: Free cash flow is defined as the net cash from operating activities (as described in the consolidated cash flow statement in the Registration Document), less investments (net of disposals) in tangible and intangible fixed assets, less net interest and less additional contributions to address any deficits in defined-benefit pension plans.