PRESENTATION OF FIRST-HALF 2015 RESULTS
Paris, 6 August 2015
DISCLAIMER

- This presentation contains forward-looking statements subject to certain risks and uncertainties that may affect the Group’s future growth and profitability. 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 the operational risks and uncertainties explained in our 2014 Registration Document filed with the Autorité des Marchés Financiers (AMF) on 29 April 2015. See pages 36 and following in particular.

- 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.
1 | Key events of the first half of 2015
2 | Financial results of the first half of 2015
3 | Market, strategy & medium-term targets
4 | Question & answer session
5 | Annexes
KEY EVENTS OF THE FIRST HALF OF 2015

Vincent Paris – Chief Executive Officer
FIRST-HALF 2015: KEY FIGURES

Revenue

€1,768.1m

Growth* 6.4%
Organic growth** 2.0%

Operating profit on business activity

€107.4m

i.e. 6.1% of revenue

Net profit attributable to the Group

€26.9m

i.e. 1.5% of revenue

Cost synergies in H1 2015

€20.0m

Ahead of initial planning
Confirmation of a total cumulative amount of €62m

* Base of comparison adjusted pro forma for the merger

** At constant scope and exchange rates
UPDATE ON THE SOPRA - STERIA INTEGRATION

THE MAIN PORTION OF THE INTEGRATION IS COMPLETE

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**1st phase of integration**
*Until June 2015*

- Major decisions:
  - Organisation
  - Governance
  - Systems
  - Tools

- Identifying operational synergies

- Implementing decisions quickly

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**2nd phase of integration**
*Starting June 2015*

- Monitoring alerts and improving security

- Assessing and continuously improving operational and functional systems
OPERATIONAL SYNERGIES RELATED TO THE MERGER
UPDATE AT 30/06/2015

- Confirmation of the target of €62m in synergies for €65m in implementation costs

- €20m in savings generated in H1
  Initial annual target for the 2015 financial year: €35m

- €25.5m in implementation costs recorded in H1
  Initial annual target for the 2015 financial year: €45m
UPDATED 2015 ANNUAL TARGETS

Organic revenue growth of around 2%

vs. Announced on 19 March 2015: “organic revenue growth for the financial year”

Operating margin on business activity of around 6.5%

vs. Announced on 19 March 2015: “operating margin on business activity of around 6%”
ORGANIC GROWTH OF 2.0% IN H1 2015

Revenue ($m)

1,661.4

Revenue H1 2014*

56.4

Currency effect

16.1

Scope effect

34.2

Organic growth

1,768.1

Revenue H1 2015

* Base of comparison adjusted pro forma for the Sopra Steria merger

Averages vs H1 2014:
- EUR/GBP = +12.2%
- EUR/NOK = +3.5%
### OPERATING PERFORMANCE BY DIVISION

**KEY FIGURES IN FIRST-HALF 2015**

<table>
<thead>
<tr>
<th></th>
<th>H1 2015 (€m)</th>
<th>H1 2014 Restated* (€m)</th>
<th>Organic growth (%)</th>
<th>H1 2015 (% of Rev.)</th>
<th>H1 2014 Pro Forma (% of Rev.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>666.2</td>
<td>654.1</td>
<td>+ 1.8%</td>
<td>8.0%</td>
<td>5.0%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>518.3</td>
<td>523.4</td>
<td>- 1.0%</td>
<td>6.4%</td>
<td>9.4%</td>
</tr>
<tr>
<td>Other Europe</td>
<td>346.3</td>
<td>331.9</td>
<td>+ 4.3%</td>
<td>0.6%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Sopra Banking Software</td>
<td>138.3</td>
<td>128.7</td>
<td>+ 7.5%</td>
<td>7.2%</td>
<td>6.7%</td>
</tr>
<tr>
<td>Other Solutions</td>
<td>99.0</td>
<td>95.9</td>
<td>+ 3.2%</td>
<td>8.8%</td>
<td>12.0%</td>
</tr>
<tr>
<td>Total</td>
<td>1,768.1</td>
<td>1,734.0</td>
<td>+ 2.0%</td>
<td>6.1%</td>
<td>6.3%</td>
</tr>
</tbody>
</table>

* Revenue at 2015 scope and exchange rates
FRANCE: CONSULTING & SYSTEMS INTEGRATION
INTEGRATION PROGRESSING SMOOTHLY, STRONG BUSINESS ACTIVITY

• Strong organic growth, accelerated in Q2 (+4.3%)
• Substantial increase in operating profit on business activity

<table>
<thead>
<tr>
<th></th>
<th>H1 2015 (€m)</th>
<th>(% of Rev.)</th>
<th>H1 2014 Pro forma (€m)</th>
<th>(% of Rev.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>562.8</td>
<td></td>
<td>545.2</td>
<td></td>
</tr>
<tr>
<td><strong>Organic growth (%)</strong></td>
<td>+ 3.1%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating profit on business activity</td>
<td>53.8</td>
<td>9.6%</td>
<td>34.0</td>
<td>6.2%</td>
</tr>
<tr>
<td>Profit from recurring operations</td>
<td>53.5</td>
<td>9.5%</td>
<td>32.8</td>
<td>6.0%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>38.4</td>
<td>6.8%</td>
<td>22.2</td>
<td>4.1%</td>
</tr>
</tbody>
</table>

France: Consulting & Systems Integration (C&SI)
H1 2015

Presentation of first-half 2015 results - 06/08/2015 - Paris
FRANCE: I2S

A CHALLENGING SITUATION, SLIGHT IMPROVEMENT IN THE FIRST HALF

France:

Infrastructure and Security Services (I2S)

<table>
<thead>
<tr>
<th></th>
<th>H1 2015 (€m)</th>
<th>(% of Rev.)</th>
<th>H1 2014 Pro forma (€m)</th>
<th>(% of Rev.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>103.4</td>
<td>-4.6%</td>
<td>108.4</td>
<td></td>
</tr>
<tr>
<td>Organic growth (%)</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating profit on business activity</td>
<td>-0.5</td>
<td>-0.5%</td>
<td>-1.4</td>
<td>-1.3%</td>
</tr>
<tr>
<td>Profit from recurring operations</td>
<td>-0.5</td>
<td>-0.5%</td>
<td>-1.4</td>
<td>-1.3%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>-6.1</td>
<td>-5.9%</td>
<td>-4.4</td>
<td>-4.1%</td>
</tr>
</tbody>
</table>

- Importance of Infrastructure Management to positioning the Group’s comprehensive offering
  - Recovery plan launched
  - Increased selectivity in contracts
  - Slight improvement in operating profit on business activity, driven by optimisation and restructuring initiatives
- Buoyant cybersecurity business with a cutting-edge technological offering
**UNITED KINGDOM**

**SOLID POSITIONING AND SIGNIFICANT OPPORTUNITIES**

<table>
<thead>
<tr>
<th></th>
<th>H1 2015</th>
<th>H1 2014 Pro forma</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(€m)</td>
<td>(%) of Rev.</td>
</tr>
<tr>
<td>Revenue</td>
<td>518.3</td>
<td>468.2</td>
</tr>
<tr>
<td>Organic growth (%)</td>
<td>-1.0%</td>
<td></td>
</tr>
<tr>
<td>Operating profit on business activity</td>
<td>33.3</td>
<td>6.4%</td>
</tr>
<tr>
<td>Profit from recurring operations</td>
<td>26.9</td>
<td>5.2%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>25.2</td>
<td>4.9%</td>
</tr>
<tr>
<td></td>
<td>38.5</td>
<td>8.2%</td>
</tr>
</tbody>
</table>

- High base of comparison from H1 2014 in terms of revenue and operating profit on business activity + electoral context in H1 2015
- Solid position in the shared services market
- Private-sector business development initiatives
### OTHER EUROPE

**STABILISATION IN GERMANY, GROWTH IN SPAIN AND SCANDINAVIA**

<table>
<thead>
<tr>
<th></th>
<th>H1 2015</th>
<th>H1 2014 Pro forma</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(€m)</td>
<td>(€m)</td>
</tr>
<tr>
<td></td>
<td>(% of Rev.)</td>
<td>(% of Rev.)</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td>346.3</td>
<td>334.0</td>
</tr>
<tr>
<td><strong>Organic growth (%)</strong></td>
<td>+ 4.3%</td>
<td></td>
</tr>
<tr>
<td><strong>Operating profit on business activity</strong></td>
<td>2.2</td>
<td>0.6%</td>
</tr>
<tr>
<td><strong>Profit from recurring operations</strong></td>
<td>1.7</td>
<td>0.5%</td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td>- 4.9</td>
<td>-1.4%</td>
</tr>
</tbody>
</table>

- Operating loss in Germany in H1 2015 but business stabilised, with improved results expected in H2 2015
- Strong growth in Spain and Scandinavia
- Prospects for improvement over full-year 2015 compared to pro forma 2014 (2014 operating profit on business activity of 1.0%)
SOPRA BANKING SOFTWARE
HIGH LEVEL OF INVESTMENT, MAJOR BUSINESS OPPORTUNITIES

Sopra Banking Software

<table>
<thead>
<tr>
<th></th>
<th>H1 2015 (€m)</th>
<th>H1 2014 Pro forma (€m)</th>
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</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>138.3</td>
<td>127.2</td>
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<td>9.9</td>
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<tr>
<td>Profit from recurring operations</td>
<td>7.2</td>
<td>5.2%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>7.2</td>
<td>5.2%</td>
</tr>
</tbody>
</table>

- Success of the “Platform” product in Europe, particularly in France
- Success of the “Amplitude” product in the Middle East & Africa
- Operating margin on business activity similar to H1 2014, confirming an annual target of around 10%, taking into account the level of investment in R&D
**OTHER SOLUTIONS**

**CONTINUED POSITIVE TRENDS IN REVENUE AND MARGINS**

<table>
<thead>
<tr>
<th></th>
<th>H1 2015 (€m)</th>
<th>(%) of Rev.</th>
<th>H1 2014 Pro forma (€m)</th>
<th>(%) of Rev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>99.0</td>
<td></td>
<td>78.4</td>
<td></td>
</tr>
<tr>
<td><strong>Organic growth (%)</strong></td>
<td>+ 3.2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating profit on business activity</td>
<td>8.7</td>
<td>8.8%</td>
<td>9.4</td>
<td>12.0%</td>
</tr>
<tr>
<td>Profit from recurring operations</td>
<td>8.7</td>
<td>8.8%</td>
<td>9.4</td>
<td>12.0%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>6.4</td>
<td>6.5%</td>
<td>9.0</td>
<td>11.5%</td>
</tr>
</tbody>
</table>

- Very high base of comparison with Q2 2014 in HR Software (impact related to the recognition of ONP licences)
- Very good momentum in HR Software and Property Management Solutions
FINANCIAL RESULTS

Laurent LEMAIRE – Chief Financial Officer
## INCOME STATEMENT
### FIRST-HALF 2015

<table>
<thead>
<tr>
<th></th>
<th>H1 2015 (€m)</th>
<th>H1 2015 (% of Rev.)</th>
<th>H1 2014 Pro forma (€m)</th>
<th>H1 2014 Pro forma (% of Rev.)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>1,768.1</td>
<td></td>
<td>1,661.5</td>
<td></td>
</tr>
<tr>
<td><strong>Operating profit on business activity</strong></td>
<td>107.4</td>
<td>6.1%</td>
<td>104.3</td>
<td>6.3%</td>
</tr>
<tr>
<td><strong>Expenses related to stock options and related items</strong></td>
<td>-0.4</td>
<td></td>
<td>-1.6</td>
<td></td>
</tr>
<tr>
<td><strong>Amortisation of allocated intangible assets</strong></td>
<td>-9.5</td>
<td></td>
<td>-8.6</td>
<td></td>
</tr>
<tr>
<td><strong>Profit from recurring operations</strong></td>
<td>97.5</td>
<td>5.5%</td>
<td>94.1</td>
<td>5.7%</td>
</tr>
<tr>
<td><strong>Other operating income and expenses</strong></td>
<td>-31.4</td>
<td></td>
<td>-24.4</td>
<td></td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td>66.1</td>
<td>3.7%</td>
<td>69.7</td>
<td>4.2%</td>
</tr>
<tr>
<td><strong>Cost of net financial debt</strong></td>
<td>-4.1</td>
<td></td>
<td>-6.3</td>
<td></td>
</tr>
<tr>
<td><strong>Other financial income and expenses</strong></td>
<td>-7.7</td>
<td></td>
<td>-10.2</td>
<td></td>
</tr>
<tr>
<td><strong>Tax expense</strong></td>
<td>-25.2</td>
<td></td>
<td>-14.3</td>
<td></td>
</tr>
<tr>
<td><strong>Share of net profit from equity-accounted companies</strong></td>
<td>0.2</td>
<td></td>
<td>0.6</td>
<td></td>
</tr>
<tr>
<td><strong>Net profit</strong></td>
<td>29.3</td>
<td></td>
<td>39.5</td>
<td></td>
</tr>
<tr>
<td><strong>of which attributable to Group</strong></td>
<td>26.9</td>
<td>1.5%</td>
<td>33.0</td>
<td>2.0%</td>
</tr>
<tr>
<td><strong>of which minority interests</strong></td>
<td>2.4</td>
<td></td>
<td>6.5</td>
<td></td>
</tr>
</tbody>
</table>
### OTHER OPERATING INCOME AND EXPENSES

**FIRST-HALF 2015**

<table>
<thead>
<tr>
<th></th>
<th>H1 2015 (€m)</th>
<th>H1 2014 Pro forma (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs related to business combination</td>
<td>- 0.9</td>
<td>- 4.7</td>
</tr>
<tr>
<td>Restructuring and reorganization costs</td>
<td>- 30.4</td>
<td>- 16.9</td>
</tr>
<tr>
<td>Others</td>
<td>- 0.1</td>
<td>- 2.8</td>
</tr>
<tr>
<td>Other operating income and expenses</td>
<td>- 31.4</td>
<td>- 24.4</td>
</tr>
</tbody>
</table>
## TAX EXPENSE
### FIRST-HALF 2015

<table>
<thead>
<tr>
<th></th>
<th>H1 2015 (€m)</th>
<th>H1 2014 Pro forma (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit before tax</td>
<td>54.3</td>
<td>53.2</td>
</tr>
<tr>
<td>Effective tax charge</td>
<td>25.2</td>
<td>14.3</td>
</tr>
<tr>
<td>Effective tax rate (%)</td>
<td>46.4%</td>
<td>26.9%</td>
</tr>
<tr>
<td>Deferred tax net asset</td>
<td>146.5</td>
<td></td>
</tr>
<tr>
<td>Uncapitalised tax asset</td>
<td>53.1</td>
<td></td>
</tr>
</tbody>
</table>
### CHANGE IN FINANCIAL NET DEBT
#### FIRST-HALF 2015

<table>
<thead>
<tr>
<th>Description</th>
<th>H1 2015 (€m)</th>
<th>H1 2014 Pro forma (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net debt at beginning of period (A)</td>
<td>442.4</td>
<td>348.7</td>
</tr>
<tr>
<td>Cash flow from operations before cost of net financial debt and tax*</td>
<td>102.2</td>
<td>100.1</td>
</tr>
<tr>
<td>Tax paid</td>
<td>- 6.1</td>
<td>- 21.8</td>
</tr>
<tr>
<td>Change in operating working capital requirement</td>
<td>- 226.0</td>
<td>- 117.0</td>
</tr>
<tr>
<td><strong>Net cash flow from operations</strong></td>
<td>- 129.9</td>
<td>- 38.7</td>
</tr>
<tr>
<td>Change relating to investing activities</td>
<td>- 17.7</td>
<td>- 24.9</td>
</tr>
<tr>
<td>Net financial interest</td>
<td>- 5.3</td>
<td>- 5.1</td>
</tr>
<tr>
<td><strong>Free cash flow</strong></td>
<td>- 152.9</td>
<td>- 68.7</td>
</tr>
<tr>
<td>Changes in scope</td>
<td>-</td>
<td>- 23.6</td>
</tr>
<tr>
<td>Financial investments</td>
<td>3.4</td>
<td>-</td>
</tr>
<tr>
<td>Dividends received from equity-accounted companies</td>
<td>-</td>
<td>2.1</td>
</tr>
<tr>
<td>Additional contributions related to defined-benefit pension plans</td>
<td>- 10.4</td>
<td>- 8.5</td>
</tr>
<tr>
<td>Purchase and sale of treasury shares</td>
<td>- 22.6</td>
<td>-</td>
</tr>
<tr>
<td>Other changes</td>
<td>0.3</td>
<td>- 0.9</td>
</tr>
<tr>
<td><strong>Total net change for the period (B)</strong></td>
<td>- 182.2</td>
<td>- 99.6</td>
</tr>
<tr>
<td>Changes in exchange rates (C)</td>
<td>6.5</td>
<td>- 0.8</td>
</tr>
<tr>
<td><strong>Net debt at period-end (A-B-C)</strong></td>
<td>618.1</td>
<td>449.1</td>
</tr>
</tbody>
</table>

*Of which reorganisation and restructuring costs € 25 m
MARKED SEASONALITY IN FREE CASH FLOW
FIRST-HALF TYPICALLY CASH CONSUMING

Free cash flow (€m)

- 200  -150  -100  -50   0   50   100   150   200


-83  -96   38  -55  + 1  97  85  + 149  65  + 49

-75  -66  -37  -24  -31  52  78  69  76  -27

Non-recurring elements = €55m

- €72m on average

~ €80m difference

- 153

Objective ~ 155

MARKED SEASONALITY IN FREE CASH FLOW
FIRST-HALF TYPICALLY CASH CONSUMING

Free cash flow (€m)

- 200  -150  -100  -50   0   50   100   150   200


-83  -96   38  -55  + 1  97  85  + 149  65  + 49

-75  -66  -37  -24  -31  52  78  69  76  -27

Non-recurring elements = €55m

- €72m on average

~ €80m difference

- 153

Objective ~ 155
SOUND FINANCIAL POSITION (1/2)

FIRST-HALF 2015

Net financial debt at 30/06/2015

<table>
<thead>
<tr>
<th>30/06/2015</th>
<th>Sopra Steria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross financial debt</td>
<td>847.0</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>228.9</td>
</tr>
<tr>
<td>Net financial debt</td>
<td>618.1</td>
</tr>
</tbody>
</table>

EBITDA leverage: 2.1x (max. 3.0x)

Available undrawn amount: €1bn i.e. 54% of authorised amount*

Long terms to maturity
- Bond: 2019
- Bank borrowing facilities: 2020 (extension possible to 2021)

* For a constant amount of commercial paper (€243m at 30/06/2015)
### SOUND FINANCIAL POSITION (2/2)
#### FIRST-HALF 2015

<table>
<thead>
<tr>
<th></th>
<th>30/06/2015 Amount used (€m)</th>
<th>30/06/2015 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>200.0</td>
<td>200.0</td>
</tr>
<tr>
<td>Syndicated loan - Tranche B £</td>
<td>112.5</td>
<td>112.5</td>
</tr>
<tr>
<td>Multi-currency revolving credit facility</td>
<td>-</td>
<td>900.0</td>
</tr>
<tr>
<td>Finance leases</td>
<td>9.5</td>
<td>9.5</td>
</tr>
<tr>
<td>Overdrafts and Other</td>
<td>93.4</td>
<td>193.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>595.3</strong></td>
<td><strong>1,595.9</strong></td>
</tr>
<tr>
<td>Commercial paper</td>
<td>243.0</td>
<td></td>
</tr>
<tr>
<td>IFRS 3 impact - Bond</td>
<td>8.6</td>
<td></td>
</tr>
<tr>
<td><strong>Gross debt</strong></td>
<td><strong>847.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

|                                |                              |
| Cash and cash equivalents      | 228.9                        |
| **Net financial debt**         | **618.1**                    |

*Before the impact of fair value remeasurement under IFRS 3*
PENSION FUND DEFICIT NET OF TAX (UK)

FIRST-HALF 2015

- No change in engagements in local currency
- Change in deficit due to currency effect (up €19m in first-half 2015)
- Annual additional cash contribution of £17m unchanged through June 2017
## SIMPLIFIED BALANCE SHEET
### FIRST-HALF 2015

<table>
<thead>
<tr>
<th></th>
<th>30/06/2015 (€m)</th>
<th>31/12/2014 Adjusted* (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goodwill</strong></td>
<td>1,546.8</td>
<td>1,475.2</td>
</tr>
<tr>
<td>Allocated intangible assets</td>
<td>176.7</td>
<td>174.6</td>
</tr>
<tr>
<td><strong>Other fixed assets</strong></td>
<td>235.6</td>
<td>230.0</td>
</tr>
<tr>
<td><strong>Equity-accounted investments</strong></td>
<td>148.6</td>
<td>146.8</td>
</tr>
<tr>
<td><strong>Fixed assets</strong></td>
<td>2,107.7</td>
<td>2,026.6</td>
</tr>
<tr>
<td><strong>Net deferred tax</strong></td>
<td>146.5</td>
<td>146.6</td>
</tr>
<tr>
<td><strong>Trade accounts receivable (net)</strong></td>
<td>1,088.2</td>
<td>931.6</td>
</tr>
<tr>
<td><strong>Other assets and liabilities</strong></td>
<td>- 1,058.7</td>
<td>- 1,047.7</td>
</tr>
<tr>
<td><strong>Working capital requirement (WCR)</strong></td>
<td>29.5</td>
<td>- 116.1</td>
</tr>
<tr>
<td><strong>Assets + WCR</strong></td>
<td>2,283.7</td>
<td>2,057.1</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td>1,117.3</td>
<td>1,086.8</td>
</tr>
<tr>
<td><strong>Provisions for post-employment benefits</strong></td>
<td>441.4</td>
<td>428.6</td>
</tr>
<tr>
<td><strong>Provisions for contingencies and losses</strong></td>
<td>106.9</td>
<td>99.3</td>
</tr>
<tr>
<td><strong>Net financial debt</strong></td>
<td>618.1</td>
<td>442.4</td>
</tr>
<tr>
<td><strong>Capital invested</strong></td>
<td>2,283.7</td>
<td>2,057.1</td>
</tr>
</tbody>
</table>

* According to IFRS 3 - Business combination
MARKET, STRATEGY & MEDIUM-TERM TARGETS

Vincent Paris – Chief Executive Officer
STRATEGIC PLAN LAUNCHED

Digital wave

Industry consolidation

5-year strategic plan construction

Independent project

Creation of Sopra Steria

Strategic project

Timeline

April to Sept. 2015
Work of the strategy committee and working groups

End of 2015
First guidelines

2016 and beyond
Implementation

Governance

Strategy Committee
led by Pierre Pasquier

Working groups
CHALLENGES OF DIGITAL TRANSFORMATION (1/2)
FOR OUR LARGE CLIENTS

**OPERATIONAL EXCELLENCE**

- Operational efficiency
  - Focusing on core business
  - Standardisation, globalisation, regulation, consolidation
  - Shortening business cycles

- Reducing IT costs
  - Managing obsolescence
  - Shortening IT cycles

**IT CHALLENGES**

- New client experience
  - Knowledge/value for clients
  - B2B/Supply Chain/Production digitisation
  - HR 3.0

- Openness
- Security
- Flexibility
- Agility

**BUSINESS LINE CHALLENGES**

- Operational efficiency
  - Focusing on core business
  - Standardisation, globalisation, regulation, consolidation
  - Shortening business cycles

- Reducing IT costs
  - Managing obsolescence
  - Shortening IT cycles

**DIGITAL TRANSFORMATION**

- Mobile
- Analytics
- SaaS
- Connected objects
- Artificial intelligence
- Cybersecurity
- SOA/API
- Big data
- IaaS/PaaS

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Presentation of first-half 2015 results - 06/08/2015 - Paris
CHALLENGES OF DIGITAL TRANSFORMATION (2/2)

FOR OUR LARGE CLIENTS

Need of a partner for transformation

- Solutions Supplier and Business-Line Service Manager
- Architect/Integrator for the digital world
- Driver of the Information System asset enhancement

Business Value

IT Value
FIRST GUIDELINES OF THE PROJECT

**Differentiated positioning...**

- European operator
- Integrated End-to-End provider
- Focus on
  - Our key verticals
  - Our large clients
- Innovative

**...and specific strengths**

- Solutions
- Client proximity

Integrated End-to-End european partner for digital transformation
FIRST PRIORITIES RETAINED

Strategic priorities

• Reinforce solutions

• Launch disruptive initiatives to make the digital wave a driver of transformation for our clients, especially in the financial sector
  • Enhanced market intelligence
  • Innovative partnerships
  • Co-innovation
  • B2B2C approach, etc.

• Reinforce the cohesion of the group’s business model
  • Cross-pollination in vertical markets
  • Pivotal role of solutions

Resources

• A player in consolidation, M&A strategy

• “Best in class” financial performance
  • Increased growth and profitability
  • Focus on cash generation
REMINDER OF TARGETS FOR 2017

Revenue of between €3.8bn and €4.0bn

Operating profit on business activity of between 8% and 9%
SOPRA STERIA 2014
A EUROPEAN LEADER IN DIGITAL TRANSFORMATION

- €3.4bn in revenue
- More than 37,000 employees
- Present in over 20 countries
- A good business match

Top 5 European digital services companies

- Pro forma revenue at 31/12/2014
  - France: 46%
  - Rest of World: 25%
  - United Kingdom: 29%

Top 10 operating in Europe

- BUSINESS LINES
  - Consulting & Integration: 57%
  - Solutions: 16%
  - Infrastructure Management: 13%
  - BPS: 14%

- VERTICAL MARKETS
  - Aerospace, Defence, Homeland security: 23%
  - Financial services, Retail, Manufacturing: 27%
  - Public sector: 15%
  - Telecoms, Media: 12%
  - Utilities, Energy: 8%
BREAKDOWN OF SOPRA STERIA’S 2014 PRO FORMA REVENUE BY COUNTRY

GROUP PRO FORMA REVENUE AT 31/12/2014

- France: 46%
- Other Europe: 23%
- United Kingdom: 29%
- Rest of World: 2%

Total: €3,370m

SERVICES REVENUE AT 31/12/2014 (87% OF REVENUE)

- France: 45%
- Other Europe: 32%
- United Kingdom: 23%

Total: €2,937m

SOLUTIONS REVENUE AT 31/12/2014 (13% OF REVENUE)

- France: 56%
- Other Europe: 31%
- Rest of World: 13%

Total: €433m
SOPRA STERIA

BREAKDOWN OF SOLUTIONS REVENUE IN 2014

Solutions Revenue at 31/12/2014
€433m: 13% of Group Revenue

- Property management solutions: 10%
- Sopra HR Software: 30%
- Sopra Banking Software: 60%

Sopra Banking Software 2014 revenue = €258m
o/w France = €94m
o/w outside France = €164m

Breakdown of Solutions Revenue by Activity

- Integration Services: 49%
- Licences: 15%
- Maintenance: 24%
- Managed Services: 12%

Breakdown of Solutions Revenue by Country

- France: 56%
- Europe (outside France): 31%
- Rest of World: 13%
SHARE OWNERSHIP STRUCTURE AT 30/06/2015
A STABLE SHAREHOLDER BASE FOR A SUCCESSFUL PROJECT

- Pasquier family 69.0%
- Odin family 28.6%
- Managers 2.4%
- Founders & Management 4.3%
- Sopra GMT 19.8%
- Soderi
- Shareholdings managed on behalf of employees
- Treasury shares
- Free float

Shareholders' agreement
- 24.1% (36.7%)
- 8.5% (7.2%)
- 1.5%
- 65.9% (56.1%)

20,393,091 listed shares – 24,646,694 exercisable voting rights

XX.X% = Percentage of share capital held
(XX.X%) = Percentage of voting rights
CHANGE IN SHAREHOLDING ON 25/06/2015
SOPRA GMT INCREASES ITS STAKE IN THE GROUP’S SHARE CAPITAL

Presentation of first-half 2015 results - 06/08/2015 - Paris