



**Sopra**  
group



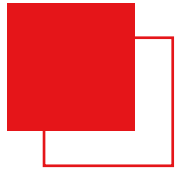
# 2009 Annual Results Presentation

16 February 2010

TALENTED  TOGETHER

Unissons nos Talents

Annual Results – 16 February 2010

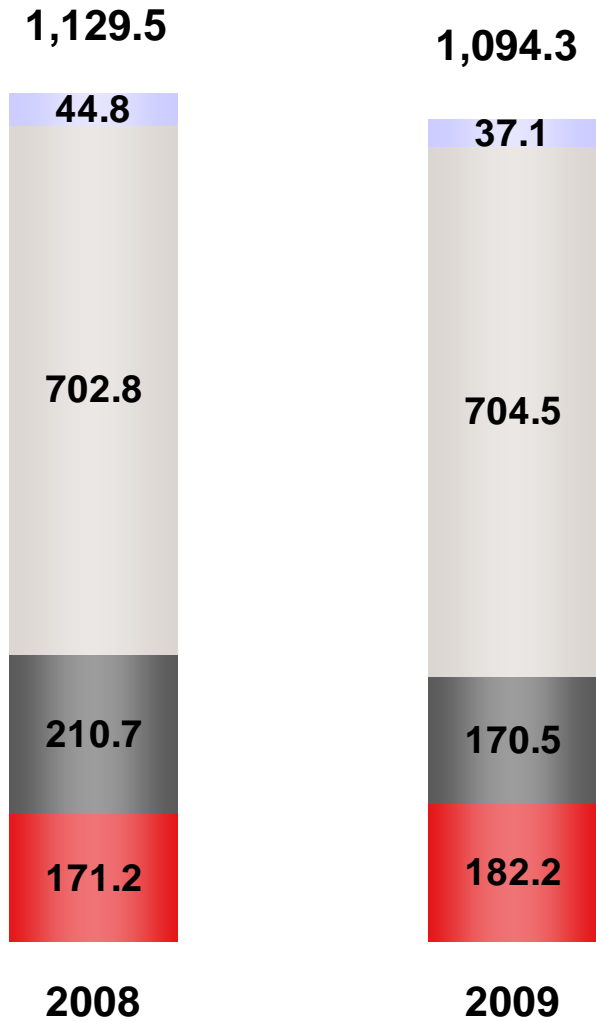


# Agenda

- **2009 Achievements**
- **Complementary Information**
- **New Wins and Commentary**
- **Strategy and Outlook**



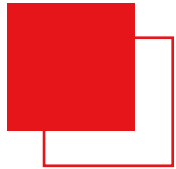
# Revenue (€m)



Growth:	Full Year	Q4
Total	-3.1%	-8.0%
Organic	-4.5%	-6.0%

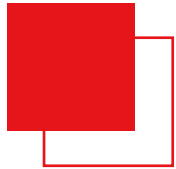
Organic Growth	2009	Q4
Management Consulting	- 17.2%	- 7.3%
SSI* France	+ 0.3%	- 4.3%
SSI* Europe	- 15.3%	- 18.3%
Axway	- 7.6%	- 1.1%

\*SSI: Systems & Solutions Integration



# Income Statement

	31/12 2009		31/12 2008		% Change
	€m	%	€m	%	
<b>Revenue</b>	<b>1,094.3</b>		<b>1,129.5</b>		<b>- 3.1%</b>
Staff costs - Employees	-737.4		-721.8		+ 2.2%
Staff costs - Contractors	-74.3		-97.6		- 23.9%
Operating expenses	-183.7		-193.8		- 5.2%
Depreciation, amortisation and provisions	-15.9		-14.0		+ 13.6%
<b>Profit from recurring operations</b>	<b>83.0</b>	<b>7.6%</b>	<b>102.3</b>	<b>9.1%</b>	<b>- 18.9%</b>
Amortisation of allocated intangible assets	-2.6		-1.4		
Other operating income and expenses	-17.2		-1.2		
<b>Operating profit</b>	<b>63.2</b>	<b>5.8%</b>	<b>99.7</b>	<b>8.8%</b>	
Net cost of financial debt	-9.2		-9.9		
Net financial expense	-1.8		-3.3		
Corporate income tax	-20.9		-		
Profit after tax of discontinued activities	-4.1		-		
<b>Net profit</b>	<b>27.2</b>	<b>2.5%</b>	<b>58.2</b>	<b>5.2%</b>	

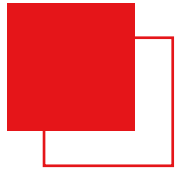


## Operating Profit by Division

<i>(in millions of euros)</i>	2009			2008		
	Revenue	PRO**	% Margin	Revenue	PRO**	% Margin
Management consulting	37.1	0.8	2.2%	44.8	2.3	5.1%
SSI* France	704.5	58.5	8.3%	702.8	62.7	8.9%
SSI* Europe	170.5	5.2	3.0%	210.7	17.1	8.1%
Axway	182.2	18.5	10.2%	171.2	20.2	11.8%
<b>Total Group</b>	<b>1,094.3</b>	<b>83.0</b>	<b>7.6%</b>	<b>1,129.5</b>	<b>102.3</b>	<b>9.1%</b>

*\*SSI: Systems & Solutions Integration*

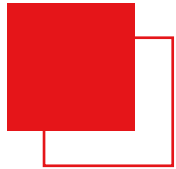
*\*\*PRO: Profit from recurring operations*



# Balance Sheet

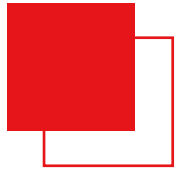
€m	31/12 2009	31/12 2008
Goodwill	356.6	372.7
Allocated intangible assets	23.1	26.4
Other fixed assets	40.4	41.0
<b>Assets</b>	<b>420.1</b>	<b>440.1</b>
Trade accounts receivable (net)	333.9	401.5
Other assets and liabilities	-334.9	-375.1
<b>Operating assets and liabilities</b>	<b>-1.0</b>	<b>26.4</b>
<b>ASSETS + WCR</b>	<b>419.1</b>	<b>466.5</b>

€m	31/12 2009	31/12 2008
Equity	281.7	268.3
Net financial debt	137.4	198.2
<b>CAPITAL INVESTED</b>	<b>419.1</b>	<b>466.5</b>



## Shareholders' Equity

	M€
<b>Position at 31 December 2008</b>	<b>268.3</b>
Dividends	- 19.3
Net profit - Group share	27.2
Capital increase through exercise of share subscription options	1.2
Acquisition or disposal of treasury shares	0.8
Share-based payments	0.3
Actuarial differences	- 0.2
Change in financial instruments	1.0
Translation adjustments	2.4
<b>Position at 31 December 2009</b>	<b>281.7</b>



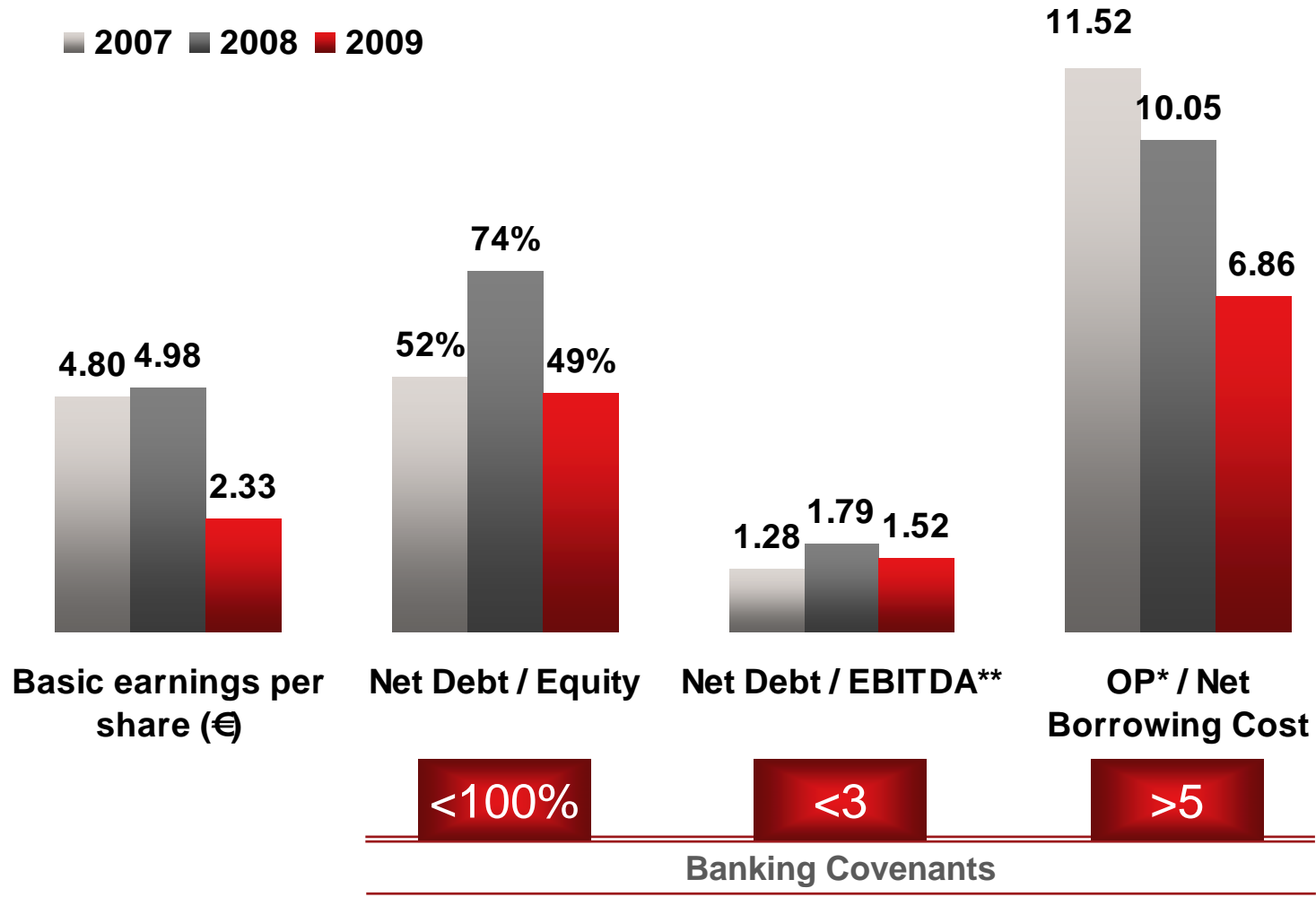
## Changes in Net Debt

€m	2009	2008
<b>Net debt at beginning of period (A)</b>	<b>198.2</b>	<b>130.3</b>
Cash from operations before changes in working capital	94.6	108.4
Income taxes paid	-32.2	-29.3
Changes in working capital requirements	50.2	-2.8
<b>Net cash flow from operating activities</b>	<b>112.6</b>	<b>76.3</b>
Net cash used in investing activities	-12.0	-12.7
Net interest paid	-9.4	-10.7
<b>Free cash flow</b>	<b>91.2</b>	<b>52.9</b>
Impact of changes in consolidation scope	-8.8	-101.6
Dividends paid	-19.3	-19.3
Capital increases in cash	1.2	0.8
Other changes	-3.9	-
<b>Total net change for the period (B)</b>	<b>60.4</b>	<b>-67.2</b>
Effect of foreign exchange rate changes (C )	0.4	-0.7
<b>Net debt at period-end (A-B+/-C)</b>	<b>137.4</b>	<b>198.2</b>



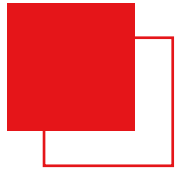


# Financial Ratios



\*OP: Operating Profit

\*\*EBITDA: €90.7m

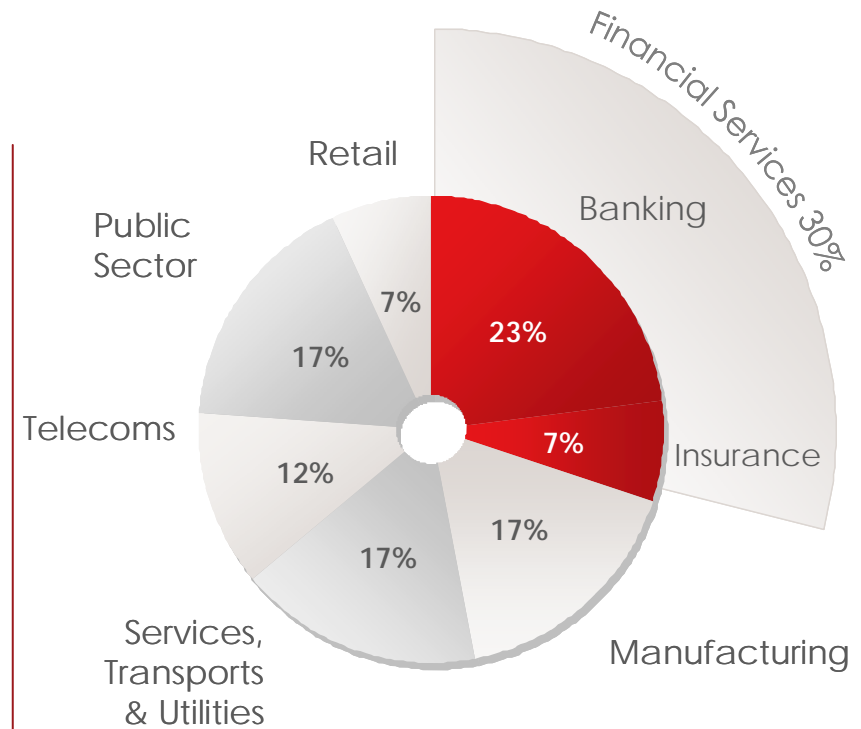
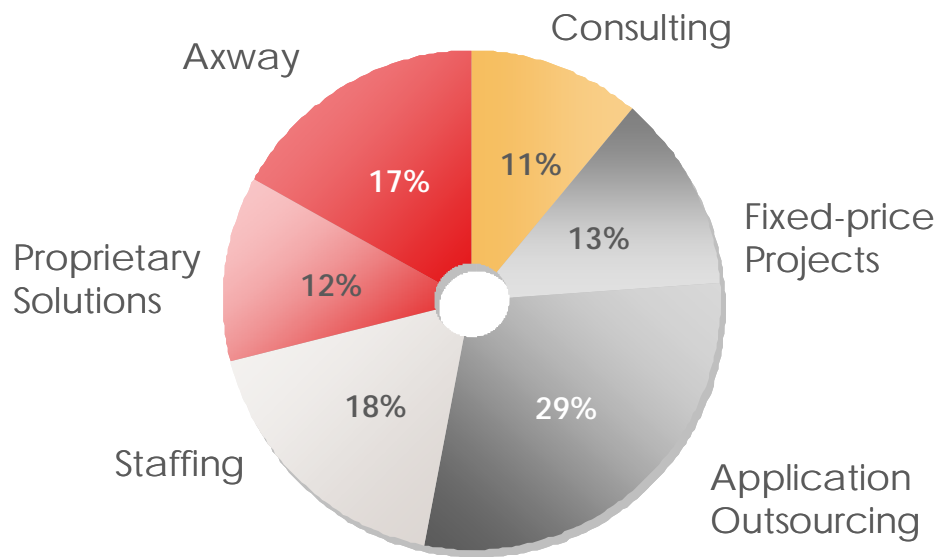


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- **Complementary Information**
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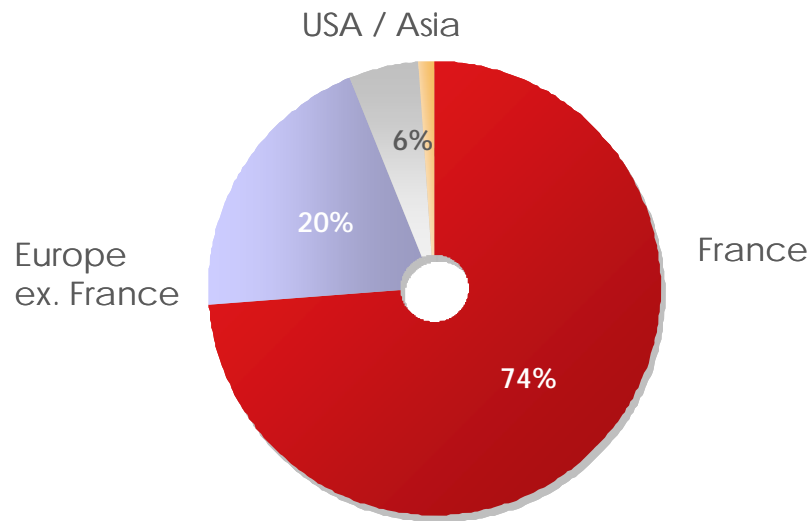


# Business Sector & Vertical Market Positioning

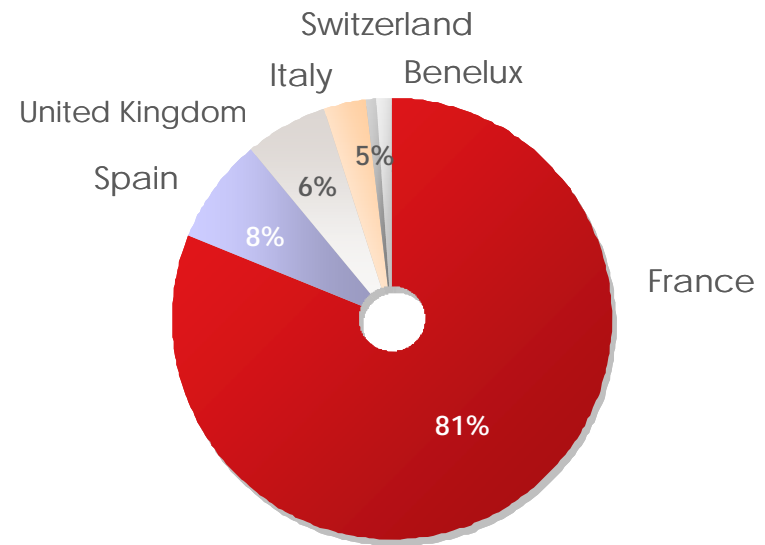




# Strong Positioning in France



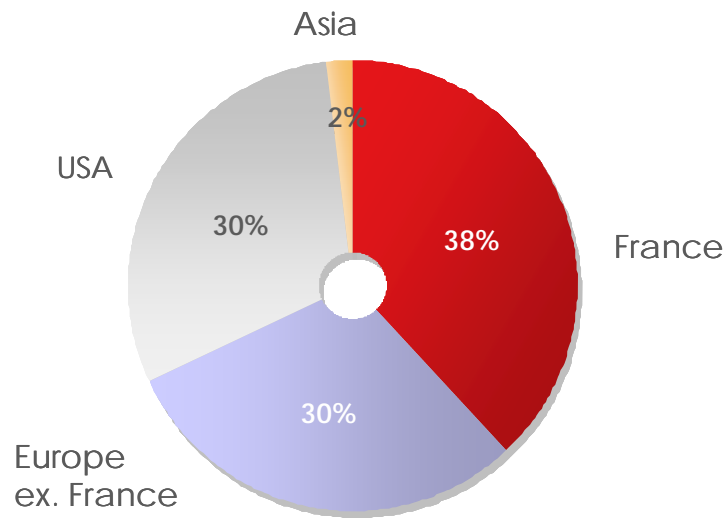
Revenue: Sopra Group & Axway



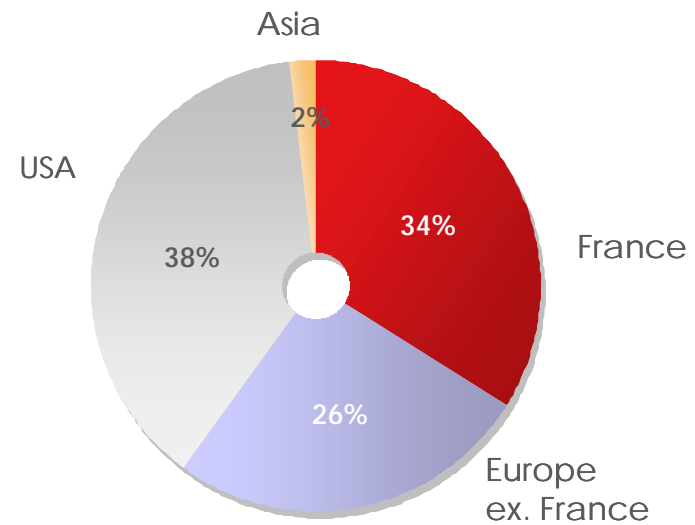
Sopra Group Revenue (ex. Axway)



# Axway: Balanced Geographies



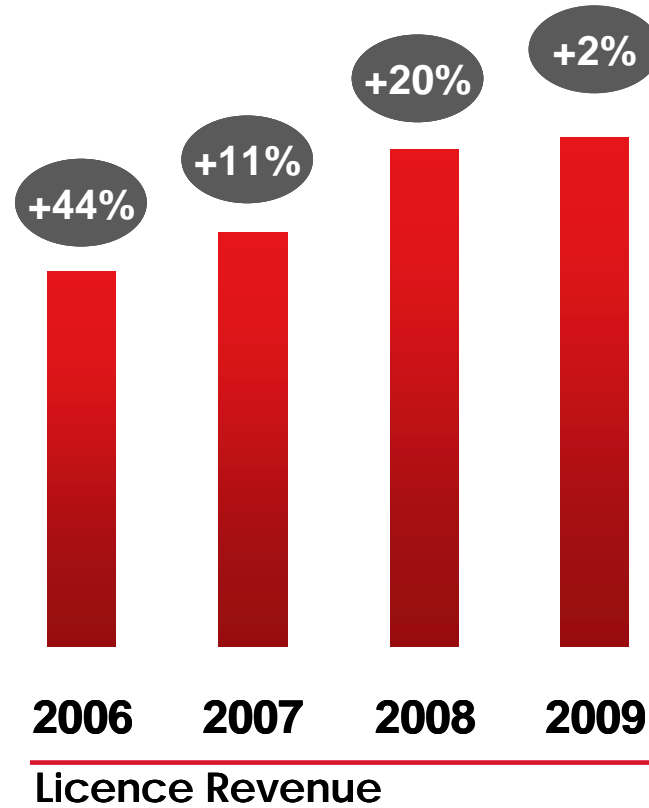
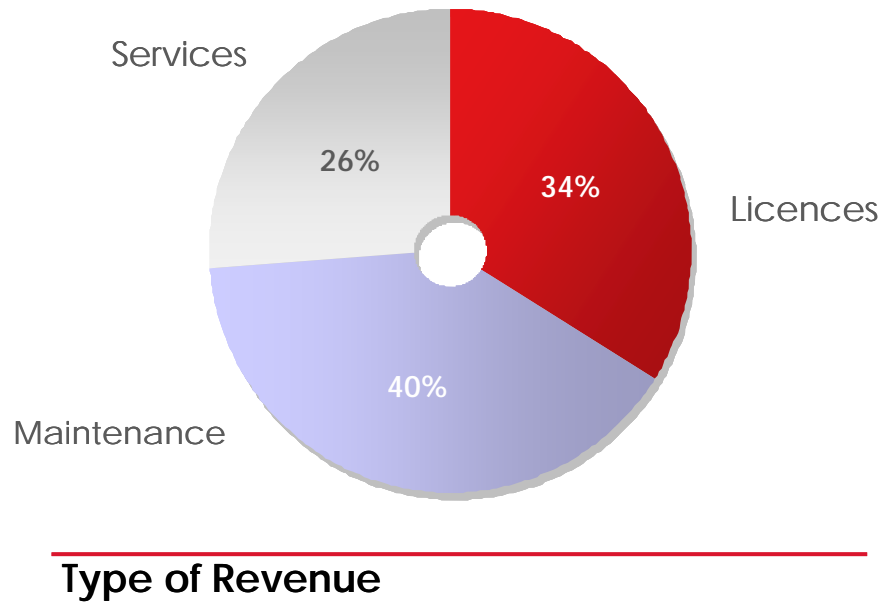
**Axway Revenue**



**Axway Revenue (\$1=1€)**

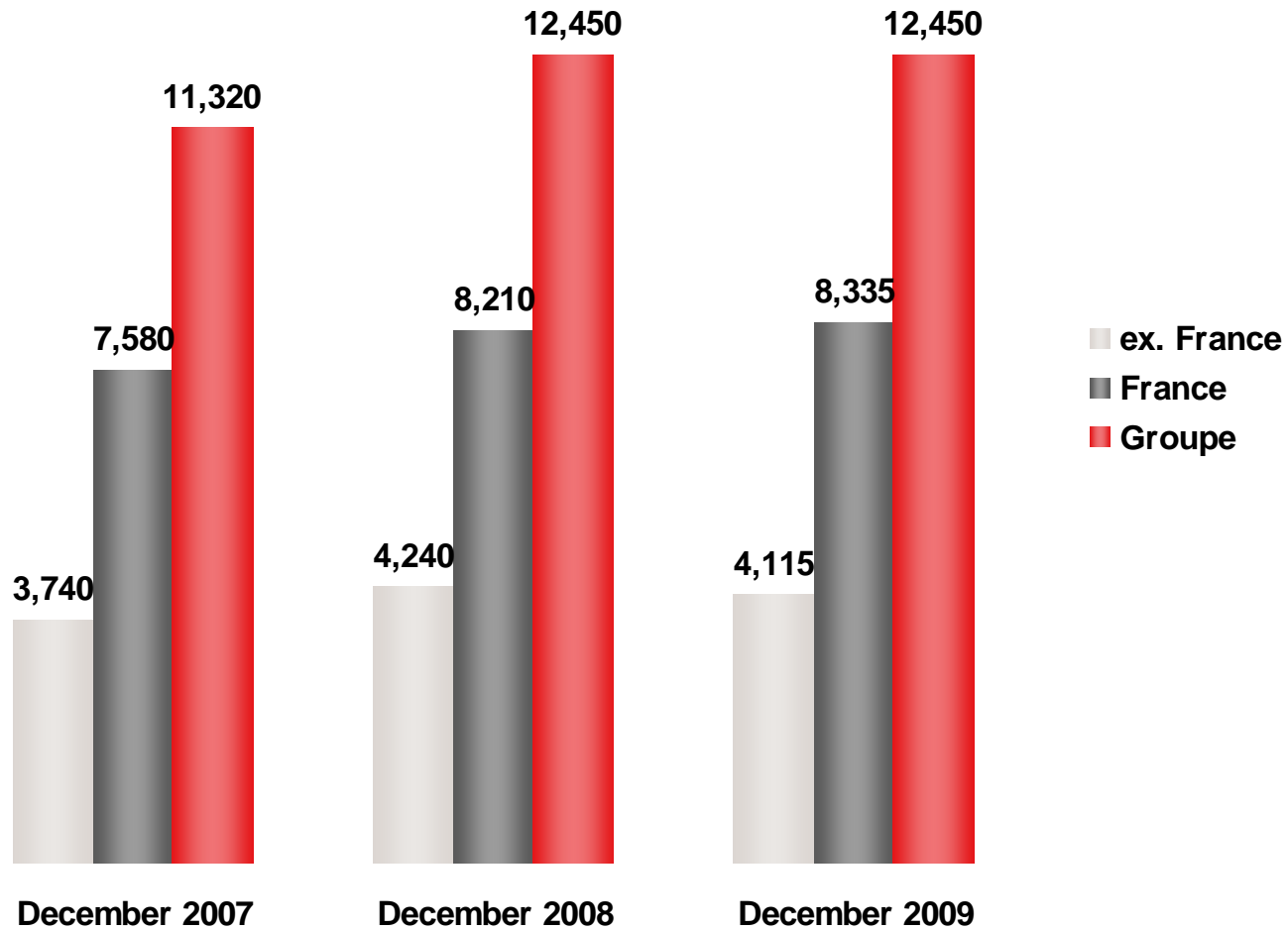


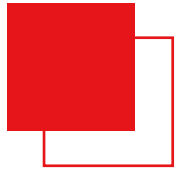
# Axway: Focus on Revenue





## Workforce (excluding contractors)





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# Taking Market Share (1/3)

- **Utilities**
  - EDF
  - GDF-SUEZ
  - Scottish Power
  
- **Financial Services**
  - NAG, Tesco Finance, First Data Corp (UK)
  - ING Direct, Allianz (Spain)
  
- **Public Sector**
  - Large Ministry Offices (France)
  - NHS Scotland (UK)
  - SOGEI (Italy)
  
- **Manufacturing**
  - Thales
  - EADS – Airbus, Eurocopter, Astrium
  
- **Retail**
  - Groupe Mulliez
  - Casino
  - Mercadona (Spain)



## Taking Market Share (2/3)

- **Large Public Sector Projects**
  - Additional waves of Chorus
  - ONP win (Opérateur national de paye)
  - Exchange systems in place with Axway
  
- **Large Banking Projects and Sopra Group Solutions**
  - Payment factories for Société Générale, Transactis
  - Credit factories for large banking groups
  - International roll-outs
  
- **From Application Management to Application Outsourcing**
  - La Redoute
  - BNP Paribas, Société Générale, Crédit Agricole
  - Social, insurance, retirement: RSI, CNAM, AGEFOS, ACCOSS
  - Easyjet
  - France Loisirs

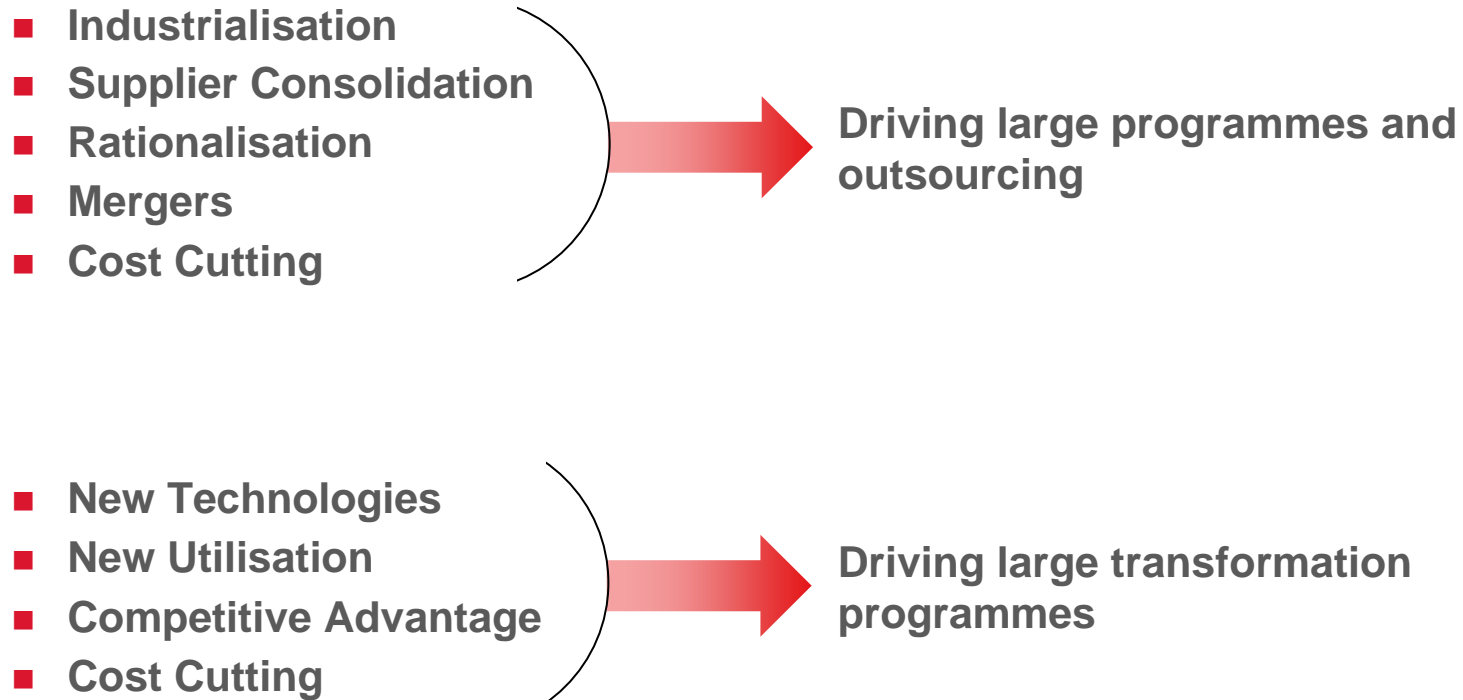


## Taking Market Share (3/3)

- **Testing – Success for the new offering**
  - “Triple Star Award”
  - EDF
  - Virgin Media
  - Dalkia
  - Eurocopter
  
- **STIE – Success**
  - Airbus, flight simulator
  - Thales, Avionics
  - International extensions
  
- **Sopra Group Solutions**
  - Roche, Vinci Park (Pleiades)
  - Carrefour Property (Altaix)



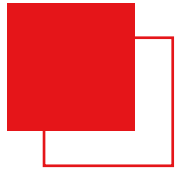
# Changes in Client Demand





# Pursuing the Transformation Programme

- **Transformation of offerings and business lines**
  - Road map the future and reinforce the present
- **Confirmation of economic segments and large accounts**
  - Reinforcement of internal governance
  - Selection of accounts and segments with high potential
- **Industrialisation the entire production chain**
  - Methods – Tools
  - Service Centres
  - Quality
- **Human resources governance adapted**
  - Prepare career plans at 3-year intervals
  - Anticipate needs by business unit and globally
  - Qualitative reinforcement
  - Accelerated training

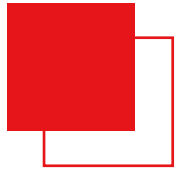


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## A Strategy in Motion

A year dominated by the initiative to separate  
Sopra Group and Axway



## Strategic Initiative: Axway Spin-off

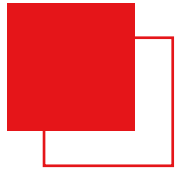
- Complete operational autonomy in place
- Infrastructure/functional autonomy well-advanced
- Spin-off procedures advancing as planned
- Mode: attribution of Axway shares to Sopra Group shareholders and simultaneous listing on Euronext
- Sopra Group would retain a 15% stake in Axway
- This operation would be subject to the approval of Sopra Group's shareholders and, in the absence of unfavourable conditions, may be carried out in the final quarter of 2010, on the basis of the interim financial statements for the six-month period ended 30 June 2010





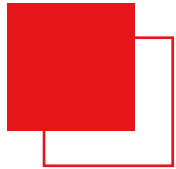
## Axway's Offering

- **Axway is the world-wide leader of “Business Interaction Networks”**
- **Platform guarantees, secures and governs all electronic exchanges necessary to an enterprise**
  - Internally: factories, depots, sales points, mother companies, subsidiaries, etc.
  - Externally: clients, suppliers, government, etc.
  - Between IT applications
  - In multiple modes: Files, B2B/EDI, eMail, Services, EAI, etc.
- **Offerings under research for OnDemand or Mobile (iPhone, etc.) needs**



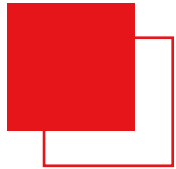
# Distribution

- **Global Geographic Coverage**
  - Undeniable leader in Europe
  - Major player and strong growth in the US
  - Established partner in Asia
- **Quality approach specific to Finance and Supply Chain verticals world-wide**
- **Leadership and potential attracts more and more integration and distribution partners**



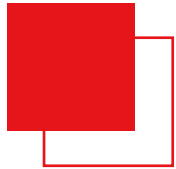
## Marketing, R&D, Support

- **Savoir-faire recognised by leading industry analysts**
  - Leader in Gartner Group's MFT, B2B, and eMail "Magic Quadrants"
- **Onshore/offshore infrastructure in place, capable of optimising maintenance, support and innovation**



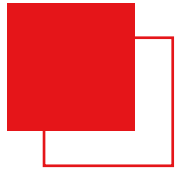
# G&A and Management

- **Systems complete, autonomous, world-wide and specific to a software developer**
  - Finance, Legal, HR, etc.
  
- **International, highly qualified management team with M&A experience**
  - Viewlocity
  - Cyclone Commerce
  - Atos/Actis
  - Tumbleweed



## For Sopra Group ex. Axway

- A strategy in motion, designed to adapt to changing client demand and to play a role in market consolidation when the time is right
- Optimisation, rationalisation and continued industrialisation
- Capitalise on strengths
  - On the current business divisions, including Sopra Group Solutions
  - On the positioning in targeted vertical market segments
  - On the strong position in France



# Outlook

- **Sopra Group forecasts positive organic growth and a slight improvement in its current operating margin**
- **Axway forecasts positive organic growth and a slight improvement in its current operating margin**



**Sopra**  
*group*



Questions?

TALENTED  TOGETHER

Unissons nos Talents

Annual Results – 16 February 2010