



# ANNUAL REPORT 2000/2001

(Year ending 30 June 2001)

Business Intelligence | Customer Relationship Management | E-Business

Business Intelligence | Customer Relationship Management

Business Intelligence | Customer Relationship Management

Business Intelligence | Customer Relationship Management | E-Business

Business Intelligence

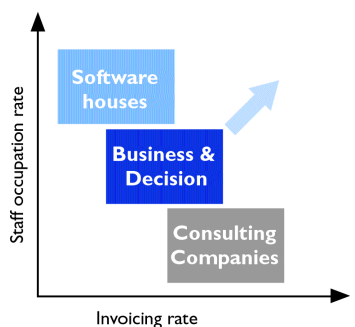
Contents	
STRATEGY	2
FINANCIAL HIGHLIGHTS	3
BUSINESS & DECISION AT A GLANCE	4
CHAIRMAN'S AND CHIEF EXECUTIVE'S STATEMENT	6
OPERATIONAL REVIEW	7
FINANCIAL REVIEW	9
BOARD OF DIRECTORS	12
REPORT OF INDEPENDENT ACCOUNTANTS	13

## STRATEGY

Founded in 1992, Business & Decision is a consulting and engineering company specialising in Business Intelligence, Customer Relationship Management and E-Business. The company helps customers improve control over results and structures, increase profits through cost-control, and develop multi-channel customer relationship systems, including the Internet.

Business & Decision has a unique market positioning, between classic software houses and consulting companies. Business & Decision's staff of 460, in France and throughout Europe, work on complete projects, providing services ranging from consultancy to IT realisation.

The company has a reputation among leading software companies for its functional and technological expertise, and has sealed strong technological and sales partnerships with editors Brio, Business Objects, Cognos, Hyperion, Marketic, Oracle, Remedy, SAS, Siebel, Vignette, and others.



Business & Decision currently has more than 350 customers, of which 75% are French index CAC40 companies including Air France, Alcatel, Axa, BNP-Paribas, Bouygues Telecom, Cardif, Carrefour, Celio, Danone, Gan, Gemplus, Havas Voyages-American Express, HP, Lever, LVMH, PSA-Peugeot Citroen, Renault, Sony, TotalFinaElf, and others.

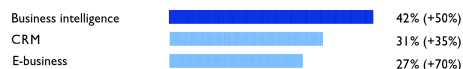
Business & Decision has been listed on Euronext Paris' Nouveau Marche ("new market") since February 2001. The company is part of both IT-Cac index and Euronext's Next economy segment which includes companies that comply with additional requirements in terms of stock liquidity, financial reporting, information and accounting standards.

# FINANCIAL HIGHLIGHTS

## REVENUES/CONSOLIDATED TURNOVER (MILLION EUROS)



## 2000/2001'S REVENUE BREAKDOWN BY MARKET (IN %, AND 2000/2001 TO 1999/2000 GROWTH RATE)



## 2000/2001'S REVENUE BREAKDOWN BY GEOGRAPHICAL REGION (MILLION EUROS, AND 2000/2001 TO 1999/2000 GROWTH RATE)



## OPERATING PROFIT/EBIT AFTER EMPLOYEE PARTICIPATION (MILLIONS EUROS)



## NET PROFIT (GROUP SHARE)/ NET ATTRIBUTABLE PROFIT (MILLIONS EUROS)



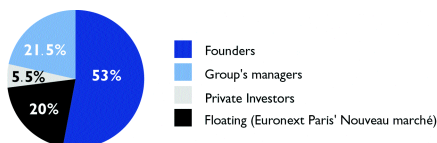
## AVERAGE HEADCOUNT



Fiscal year ends 30 June.

## SHAREHOLDERS (AS OF 26 MARCH 2002)

Share number : 8 .044.356



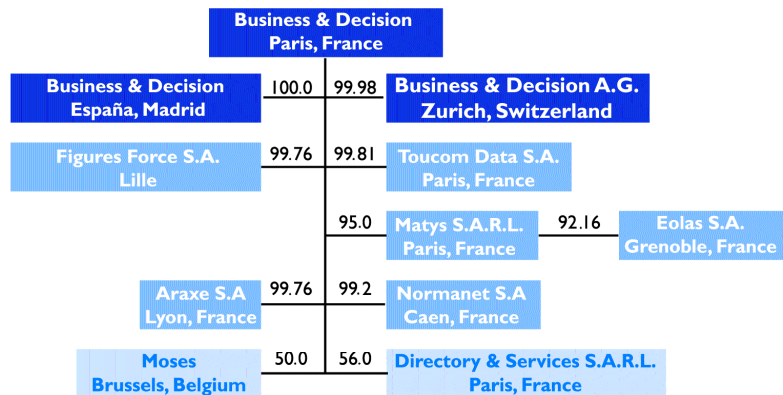
## Quotation

Label  
Euroclear code  
Bloomberg code  
Reuters code  
Classification Footsie (FTSE)

**Euronext Paris**  
**"Nouveau marché"**  
Next Economy  
7895  
BSDC FP  
BZDK.LN  
972  
(information technology)

# BUSINESS & DECISION AT A GLANCE

Company structure (as of 30 June, 2001)



## Revenue Breakdowns

2000/2001'S REVENUE BREAKDOWN BY MARKET  
(IN %, AND 2000/2001 TO 1999/2000 GROWTH RATE)

Business intelligence	42%	(+50%)
CRM	31%	(+35%)
E-business	27%	(+70%)

2000/2001'S REVENUE BREAKDOWN  
BY GEOGRAPHICAL REGION (MILLION EUROS,  
AND 2000/2001 TO 1999/2000 GROWTH RATE)

Paris area	68.5%	(+26%)
French regions	18%	(+96%)
International	13.5%	(not significant)

## Company Milestones

1992

Business & Decision founded by Patrick Bensabat (President and CEO)

1993

Integration of global solutions in Business Intelligence with customers such as Danone and Total

1995

First complete global Data Warehouse implementation

1997

First Customer Relationship Management (CRM) reference

1999

- Offices opened in Lilles (North of France)
- Major international projects in Switzerland, Belgium, Spain, Portugal, Tunisia and Morocco

2000

- Subsidiaries created in Zurich (Switzerland) and Madrid (Spain)
- Acquisition of Eolas (based in Grenoble, in the French Alps), E-Business company, specialised in Web site development, referencing and hosting
- Offices opened in Nantes (West of France) and Marseille (South-East of France), and Geneva (Switzerland)
- Acquisition of financial service specialists Toucom Data (Paris, France) and Figures Force (North of France)

2001

- Business & Decision listed on Euronext Paris' "New Market"
- Moses: joint-venture founded with BBDO-Omnicom Belgium, dedicated to CRM solutions for sales or marketing departments of large companies
- Acquisitions of Normanet (E-Learning Web agency based in Normandy, France) and Araxe (E-Solutions provider based in Lyon, France)
- Subsidiary Directory & Services created, for LDAP Directory solutions
- Business & Decision files share exchange tender offer for editor and integrator of multi-channel customer relationship software Com6 (also listed on Euronext French "New Market")
- Business & Decision acquires Flux Consultancy, Belgium-based consulting company dedicated to Business Intelligence and Risk Management

## CHAIRMAN'S AND CHIEF EXECUTIVE'S STATEMENT

Business & Decision recorded annual results for FY 2000/2001 (ended 30 June 2001), in conformity with the business plan put forth at its Nouveau Marché IPO of 6 February 2001. The company registered net profit of EUR 2.1 millions (against EUR 1.4 millions for the previous fiscal year), a progression of +50% on a consolidated annual turnover which increased organically by +55% at EUR 27.7 millions. EBIT were EUR 3.1 millions (11.2% of turnover) reflecting the company's high profitability in a context of strong growth through regional offices (based in Marseille, Grenoble, Lille, Lyon, and Nantes, in France) and international offices or subsidiaries (based in Belgium, Spain, and Switzerland).

The company has recorded annual organic growth rate of more than 50% for the last six years. Normanet and Araxe, the companies acquired and integrated at the end of the fiscal year (respectively 1 May 2001 and 1 June 2001) contributed marginally to consolidated turnover (EUR 0.2 millions) and did not impact Group profitability.

In each of our main markets, other IT service companies and specialist firms have reduced their growth targets. Business & Decision however are proud to have kept the promises we made to our shareholders.

### **The new paths of growth: broadening and internationalizing Business & Decision's offering**

Future growth will rely in the short-term on the broadening of the Customer Relationship Management offering and in the extension of the company's international network of European units. Accordingly, the company opened a second Swiss agency, in Lausanne, in early September.

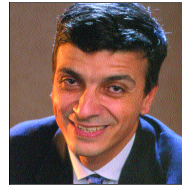
In October 2001, Business & Decision and Com6 have decided to link up to constitute a major innovator in the European market for Customer Relationship Management systems. Com6 is an editor and integrator of multi-channel customer relationship software, and is also listed on Euronext Paris's "Nouveau Marché" (Euroclear code: 7754). Our linking with Com6 will enable Business & Decision to benefit from strong commercial, technological and geographic synergies. The two companies are complementary in terms of CRM expertise. Com6 is recognised for its expertise in Customer Relationship Management through every available channel (telephone, fax, Web and e-mail). The link-up with Com6 will enable us to position Business & Decision among the European leaders in CRM consulting and engineering.

The new group will have a stronger and broader presence in Europe, with subsidiaries and sales offices in Belgium, Spain, the United Kingdom and Switzerland.

The proportion of turnover realised outside France stands to increase significantly as activity ramps up in these countries.

Com6's London subsidiary gives Business & Decision an established base in the United Kingdom, where Com6 has been developing a strong service-oriented business that is already profitable. This unit is to be the model for the way the company will operate within Business & Decision.

For its current financial year (ending 30 June 2002), the new group is aiming for turnover of EUR 52 million, achieved via organic growth and acquisitions, with a net rate of return comparable to that posted by Business & Decision in FY2001.






**Patrick Bensabat**  
founder,  
Chairman and CEO

## OPERATIONAL REVIEW

The balanced turnover breakdown between Business & Decision's three markets and their respective growth rates attests to the company's distinctive and high added value positioning.

### 2000/2001'S REVENUE BREAKDOWN BY MARKET (IN %, AND 2000/2001 TO 1999/2000 GROWTH RATE)

Business intelligence		42% (+50%)
CRM		31% (+35%)
E-business		27% (+70%)

Over the year, Business & Decision's strategy of penetrating the mid-market segment (EUR 330 millions-1 billions) of companies located in French regions paid off with 18% percent of company activity being generated from clients situated in France's regions. The gradual strengthening of the Swiss and Spanish subsidiaries (created in January 2000 and February 2001), as well as the Belgian joint-venture (March 2001, with BBDO-Omnicom) should enable the company to markedly accelerate its already increasing International share of turnover (13.5% in 2000/2001 versus 1% last year). Customer portfolio has been broadened through internal and external growth (with Araxe and Normanet joining Business & Decision). Several regional offices were opened in France, International offices were strengthened.

### 2000/2001'S REVENUE BREAKDOWN BY GEOGRAPHICAL REGION (MILLION EUROS, AND 2000/2001 TO 1999/2000 GROWTH RATE)

Paris area		68.5% (+26%)
French regions		18% (+86%)
International		13.5% (not significant)

### Business Intelligence

Business Intelligence technology aims to optimise the company's information capital for better management. IDC reports annual market growth rate superior to 30%.

Business & Decision offers companies Data Warehouse installations for marketing analysis, sales forecast, reporting and budget forecast.

With a 42% share of company revenues, Business & Decision's Business Intelligence activities recorded +50% growth for FY 2000/2001.

### Customer Relationship Management (CRM)

The aim of Customer Relationship Management (CRM) is to create a «one-to-one» sales relation between a customer and a company. IDC valued the French CRM market at EUR 1 billion in 2000.

Business & Decision provides both analytical and operational CRM solutions. Analytical CRM includes database construction and analysis (Data Mining), and profiling solutions. Marketing campaign management solutions, Sales Forces Automation solutions, and Call Centres are part of operational CRM.

Business & Decision's Customer Relationship Management market segment (31% of global turnover) grew by +35% during FY 2000/2001.

### E-Business

Companies need to integrate Internet technology in order to increase their market share, profitability and competitiveness. IDC reported BtoB market segment annual growth rate of 103% between 2000 and 2005. Business & Decision and the company's subsidiaries integrate E-Solutions, such as Marketplaces, E-Procurement, Supply Chain Management, E-Learning, Web Marketing, LDAP Directories, and others. E-business (Internet projects, Intranets and Extranets for large corporations and SMEs) which accounts for 27% of the company's activity progressed by +70% during FY 2000/2001.

## References

Business & Decision's customers include:

### *- Banks & Insurance companies:*

AGF, Alliance, Axa, Banque de France, Banque Populaire, Barclays, BNP Paribas, Caisse centrale de réassurance, Caisses d'épargne, Caisse nationale du Crédit agricole, Cardif, Cedel bank, Cencep, Coface, Crédit agricole-Indocam, Crédit bail, Crédit du Nord, Crédit lyonnais, Crédit mutuel, Crédit Suisse, Fortis, Gan, GMF, Groupe CPR, Maaf, MMA, Société Générale, UBS, ZeBank...

### *- Food and Retail Companies:*

3Suisses, Auchan, Beghin Say, Blédina, Carrefour, Celio, Danone, Décathlon, Euromaster, Grand Vision, Heineken, Interbrew, Kraft Jacobs Suchard, la Redoute, le Bon marché, Lever, l'Union Cana-Caval, Midas, Nestlé, NMPP, Printemps, Saint-Louis, Sodexho, Weil, Yves Rocher...

### *- Industry:*

Alcatel, Aréva (Cogema), ArjoWiggins, Atochem, Aventis, Camping Gaz, Cartier, Carnaud Metalbox, Caterpillar, CEA, Ciments Français, CNN, Compaq, Givaudan, Gemplus, HP (Hewlett-Packard), L'Oréal, LVMH, Monsanto, Ondéo (Lyonnaise des eaux), Otis, Pasteur Mérieux, Pfizer, Philips, PSA-Peugeot-Citroën, Renault, Saint-Gobain, Sanofi-Synthelabo, Schneider, SGI (Silicon Graphics), Sony, Strafor-Facom, TotalFinaElf, Valeo, Virbac, Vivendi, Wabco...

### *- Administration & Local Government:*

Centre hospitalier universitaire de Bordeaux, Centre hospitalier régional universitaire de Lille, Cnam, Conseil général du Finistère, Conseil régional du Centre, Cramif, Hôpitaux civils de Colmar, Hospices civils de Lyon, Institut Montsouris, ministère de l'Économie, ministère de l'Emploi et de la solidarité, Opac du Nord, Semitan, Sonacotra, Unedic...

### *- Telcos & Services:*

Aéroports de Paris, Air France, Bouygues Télécom, BT (Bouygues Telecom), CGEA, Cegetel, DNS (Dauphiné libéré), Europe1, France Télécom, Hachette Livres, Havas Voyages-American Express, JC Decaux, Jet Services, Kompass, La Poste, Mediapost, Poste Suisse, Prisma Presse, SFR, Société des autoroutes Paris-Rhin-Rhône, Suez, TF1 publicité, Wanadoo, Worldcom...



## FINANCIAL REVIEW

In line with Group anticipations, Business & Decision's headcount (at the core of the company's development strategy) increased during FY 2000/2001 from 284 to 461. The billing rate recorded by company consultants progressed by 1.2% for a global occupation rate which remained unchanged, further testimony to Business & Decision's signature standard of "technological and functional consulting". More than 90% of the company's consultants operated in a "project" mode (which ranges from consulting to IT implementation) as opposed to 7% of personnel who are delegated in-house and 3% who work on a fixed fee basis.

This growth in the company's headcount also accounts for a strong structuring of the company in terms of training, management control, human resources, sales teams and extension of new and promising e-decision segments (such as the June 2001 creation of Directory & Services, a subsidiary specialized in company electronic directory architectures).

### Consolidated profit and loss account

(thousand euros)	30 June 2001	%	30 June 2000	%
Revenue	27,653	100	17,856	100
Other operating revenue			55	0.31
Purchases and other external charges	4,499	16.27	2,005	11.23
Employee charges (including employee profit-sharing)	19,134	69.19	12,445	69.70
Taxes and similar payments	425	1.54	333	1.86
Charges to depreciation/ amortization and operating provisions	538	1.95	672	3.76
Amortization of goodwill	50	0.18	2	0.01
Other operating expenses			44	0.25
<b>Operating profit</b>	<b>3,007</b>	<b>10.87</b>	<b>2,410</b>	<b>13.50</b>
Financial revenue and expenses	140	0.51	-16	-0.09
<b>Net profit of integrated companies</b>	<b>3,147</b>	<b>11.38</b>	<b>2,394</b>	<b>13.41</b>
Exceptional revenue and charges	2	0.01	-31	-0.17
Income tax	-1,070	-3.87	-927	-5.19
<b>Net profit of consolidated companies before goodwill</b>	<b>2,079</b>	<b>7.52</b>	<b>1,436</b>	<b>8.04</b>
Share of profits of companies before goodwill				
<b>Consolidated net profit</b>	<b>2,079</b>	<b>7.52</b>	<b>1,436</b>	<b>8.04</b>
Minority interests	11	0.04	-16	-0.09
<b>ATTRIBUTABLE NET PROFIT</b>	<b>2,068</b>	<b>7.48</b>	<b>1,452</b>	<b>8.13</b>
<i>Payroll, and employee profit-sharing</i>	<i>19,134</i>		<i>12,445</i>	
<i>Average headcount</i>	<i>319</i>		<i>195</i>	
<i>Total average cost per employee</i>	<i>60</i>		<i>64</i>	
<i>Revenue per employee</i>	<i>87</i>		<i>92</i>	
Number of shares	7,200,000		3,000	
Earnings by share (in euros)	0.29		73.79	
<i>Employee profit-sharing</i>	<i>40</i>		<i>447</i>	

## Consolidated balance sheet

Consolidated assets (thousand euros)	2000-2001		1999-2000
	Gross		Net
<b>Total fixed assets</b>	<b>4,776</b>	<b>731</b>	<b>4,046</b>
Intangible fixed assets	2,227	224	2,003
Tangible fixed assets	1,490	507	983
Total long-term investments	1,060		1,060
Investments in companies reported by equity methods			
<b>Current assets</b>	<b>26,214</b>	<b>674</b>	<b>25,541</b>
Total stocks	25		25
Trade debtors	12,692	674	12,018
Other debtors and prepayments and accrued income	1,577		1,577
Short-term investments	10,737		10,737
Cash and equivalents	1,183		1,183
<b>TOTAL ASSETS</b>	<b>30,990</b>	<b>1,404</b>	<b>29,586</b>

Consolidated liabilities (thousand euros)	2000-2001	1999-2000
<b>Shareholders' equity consolidated group</b>	<b>19,221</b>	<b>1,885</b>
Share capital	504	46
Share premium account	15,178	
Consolidated reserves and net profit *	3,539	1,839
Other reserves		
<b>Minority interests</b>	<b>28</b>	<b>57</b>
<b>Provision for liabilities and charges</b>	<b>123</b>	<b>110</b>
<b>Total debts</b>	<b>10,214</b>	<b>8,432</b>
Loans and financial debts	857	612
Trade creditors and payable bills	2,005	1,544
Other debts, accruals and deferred income	7,352	6,276
<b>TOTAL LIABILITIES</b>	<b>29,586</b>	<b>10,483</b>
* net profit:	2,068	1,452

## Consolidated cash-flow statement

(thousand euros)	30 June 2001		30 June 2000	
	Amount	Total	Amount	Total
<b>Cash flow from operations</b>				
Net profit of consolidated companies		2,068		1,452
Minority interests in net profit of consolidated companies		11		-16
Elimination of non-cash and non-operating items		573		72
- depreciations and provisions	422		236	
- deferred tax variation	151		-164	
- capital gains				
Net change in working capital requirement		-3,806		380
- stocks	-11			
- operating receivables	-5,203		-2,361	
- operating payables	1,408		2,741	
<b>Net cash flow from operations</b>		<b>-1,154</b>		<b>1,887</b>
<b>Cash flow from investment activities</b>				
Assets acquired		-2,288		-287
Sale of fixed assets		17		76
Variation of consolidated area		-1,289		-412
<b>Net cash flow from investment activities</b>		<b>-3,560</b>		<b>-622</b>
<b>Cash flow from financing activities</b>				
Dividends paid to Business & Decision's shareholders				
Dividends paid to minority interests				
Capital increase		15,262		
Long-term borrowings		0		152
Repayment of loans		-76		-11
<b>Net cash flow from financing activities</b>		<b>15,186</b>		<b>142</b>
<b>Change in net cash position</b>		<b>10,472</b>		<b>1,407</b>
Cash at start of period		982		-425
Cash at close of period		11,454		982
Effect of exchange rate changes				

A comprehensive annual report, available in French, includes notes to the accounts.

## BOARD OF DIRECTORS

**Patrick Bensabat, founder:  
President of Business & Decision's Board of Directors**

Also:

- Business & Decision's Chairman and Chief Executive Officer
- President of Business & Decision Participations' Board of Directors
- President of Toucom Data's Board of Directors
- President of Normanet's Board of Directors
- President of Araxe's Board of Directors
- President of BDI's Board of Directors
- President of PBC's Board of Directors

**Christophe Dumoulin:Executive Director**

Also:

- Executive Director of Matys
- Executive Director of Directory & Services
- Executive Director of Toucom Data
- Executive Director of Araxe
- Executive Director of Normanet
- Executive Director of Business & Decision Participations
- Executive Director of BDI

**David Lau Lam:Non Executive Director**

Also:

- Technical Director of Business & Decision

**Michele Bensabat (born Tova Rabinovitsj):  
Non Executive Director**

Also:

- Non Executive Director of Business & Decision Participations
- Non Executive Director of Toucom Data
- Non Executive Director of Araxe
- Non Executive Director of Normanet
- Non Executive Director of BDI
- Non Executive Director of PBC

### Executive Committee

Patrick Bensabat (aged 40),Chairman and Chief Executive Officer  
Christophe Dumoulin (aged 39),Partner, Executive Director, in charge of Sales operations  
Françoise Fogelman (aged 52),Partner  
Pierre Perrin (aged 54),Partner  
David Lau Lam (aged 34), Technical Director  
Marc Smadja (aged 39),Financial Director (CFO)

### Investor calendar

**30 June 2001:** end of fiscal year 2000/2001

**7 November 2001:** Q1 turnover public announcement

**21 November 2001:** Patrick Bensabat,speaker at Stock-IT (Paris)

**21 November 2001:** Shareholders' general meeting

**6 February 2002:** Q2 turnover public announcement

**Mid-April 2002:** half-year net profit public announcement

**Early May 2002:** Q3 turnover public announcement

**Late July 2002:** Q4 turnover public announcement and fiscal year 2001/2002 turnover public announcement



- France
- Great Britain
- Belgium
- Switzerland
- Spain

 **Business & Decision**

153,rue de Courcelles - 75817 Paris cedex 17  
tél.:+33 (0)1 56 21 21 21 - fax:+33 (0)1 56 21 21 22  
[finance@businessdecision.com](mailto:finance@businessdecision.com)  
[www.businessdecision.com](http://www.businessdecision.com)