

Tuesday 30 August 2012

2012 H1 RESULTS PRESENTATION
(1 January – 30 June 2012)

 Business & Decision

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- **The Group**
- H1 2012 Highlights
- Key figures
- Financial performance
- Outlook

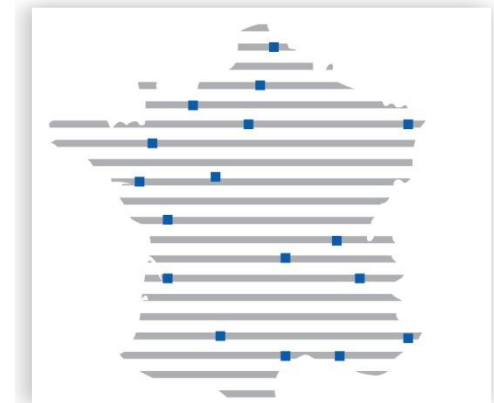
Business & Decision is an international Consulting and Systems Integration Group



▶ 2,800 employees



▶ 16 countries across the world



▶ 17 agencies in France

➔ A MULTI-SPECIALIST GROUP

5 major expertise areas recognized by:

- ▶ The biggest international research firms
- ▶ Solution vendors who are leaders in the Group's expertise areas

BI/EPM

Amongst Gartner's 14 Magic Quadrant international players

Gartner

CRM

Amongst Gartner's 14 Magic Quadrant European players

Gartner

E-business

Amongst the 12 biggest design and web agencies of Europe for Forrester

FORRESTER

EIM

MDM/BRMS/SEARCH/ECM

Consulting

(Project ownership assistance/Consulting/ERP Change management)
Business & Decision University

➔ UNIQUE POSITIONING

**A specialist's agility,
expertise and innovation
capacity coupled with a large
IT services company's structure
and standardized approach**

EXPERTISE

- ▶ Perfect command of technologies
- ▶ Business processes knowledge
- ▶ Sector-specific expertise

INNOVATION

- ▶ Cloud Computing
- ▶ Mobility
- ▶ Business social networks
- ▶ Green Data Center

STANDARDIZATION

- ▶ Package offerings
- ▶ Shared tools and methods
- ▶ Dedicated or shared service centers

→ THE VALUE CHAIN

A complete service range to help elaborate, build, execute and successfully complete transformation projects

Consulting

- ▶ Management and Consulting
- ▶ Process optimization
- ▶ Solutions selection
- ▶ Audit

Integration

- ▶ Architecture
- ▶ Project management
- ▶ Implementation
- ▶ Audit

Execution

- ▶ Managed services
- ▶ Methodology
- ▶ Hosting
- ▶ Migration
- ▶ AMO/Third-party software testing

Drive adoption

- ▶ Training
- ▶ Continuous improvement
- ▶ Change Management

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➔ HIGHLIGHTS

- ▶ Operating income at 4.9% of total revenue.
- ▶ Performance and profitability in French regions and the Benelux.
- ▶ Sale of the main UK subsidiary.
Effective on 29 February 2012
Gain on sale: €3.1m
- ▶ Bank covenants respected.

▶ Discontinued activity in small and unprofitable countries

H1 2012 China, Italy, Israel / Income: - € 0.7m.

▶ Sale of minority shareholding

H1 2012 Impact: € 0.9m of which half cash.

▶ US Action plan

CRM activity reinforcement through the acquisition of a company having about 30 clients.

BI & CRM activity development through direct service to clients previously served through partners.

Sale of a non-profitable activity specialized in ERPs.

▶ Continued legal simplification

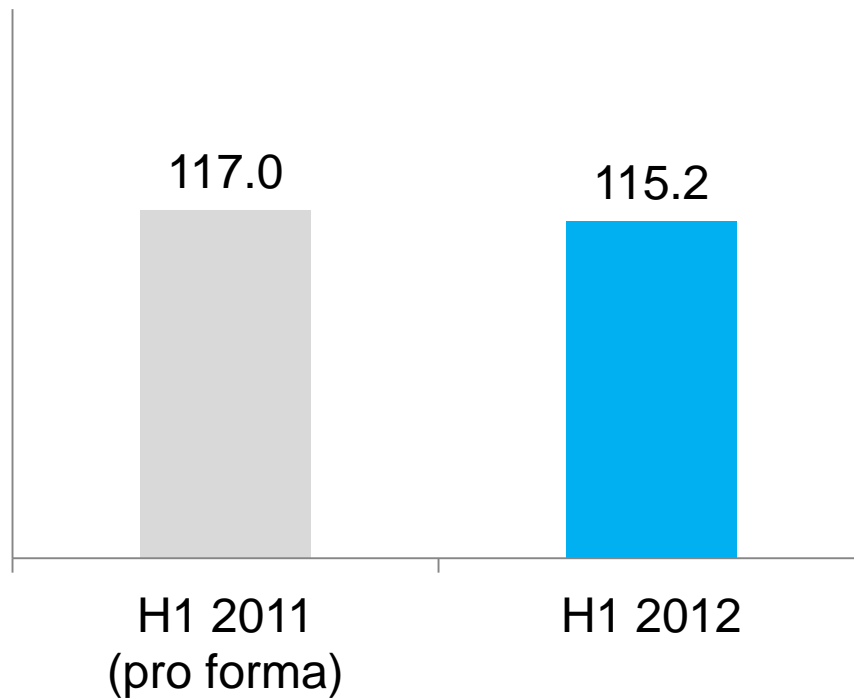
In Switzerland: merger of 4 companies into 2

In Spain: merger of the 2 companies

In France: merger of 5 companies into 1 finalized (Business & Decision Paris)

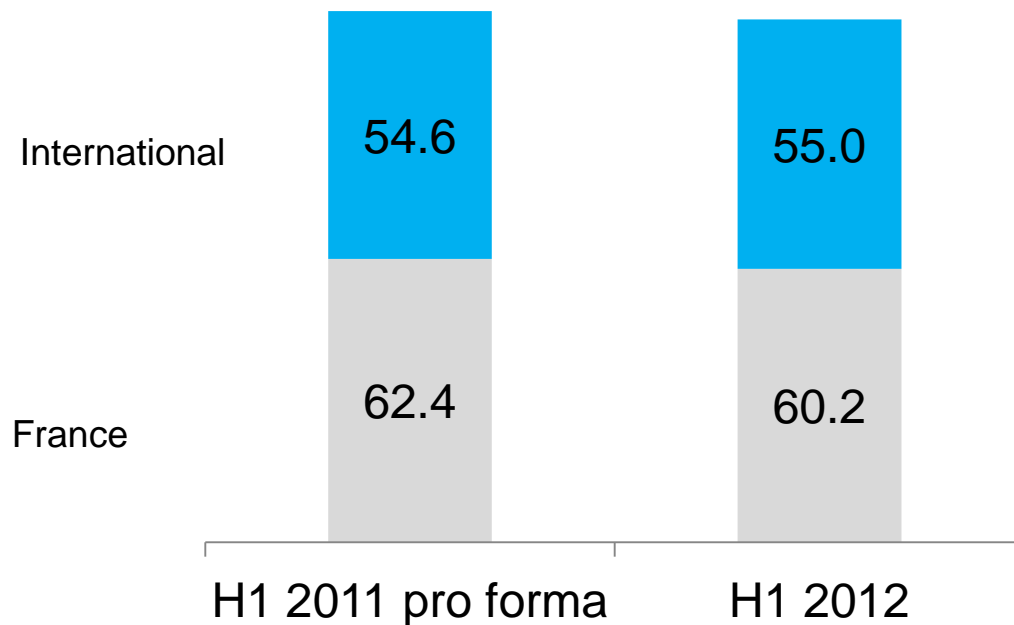
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First-Half consolidated revenue (€m)



- ▶ H1 2012 revenue is down by 1.5% as compared to H1 2011, at comparable method, exchange rate and structure.
- ▶ Pro forma: the two Half-Years include 2 months of the sold UK subsidiary.

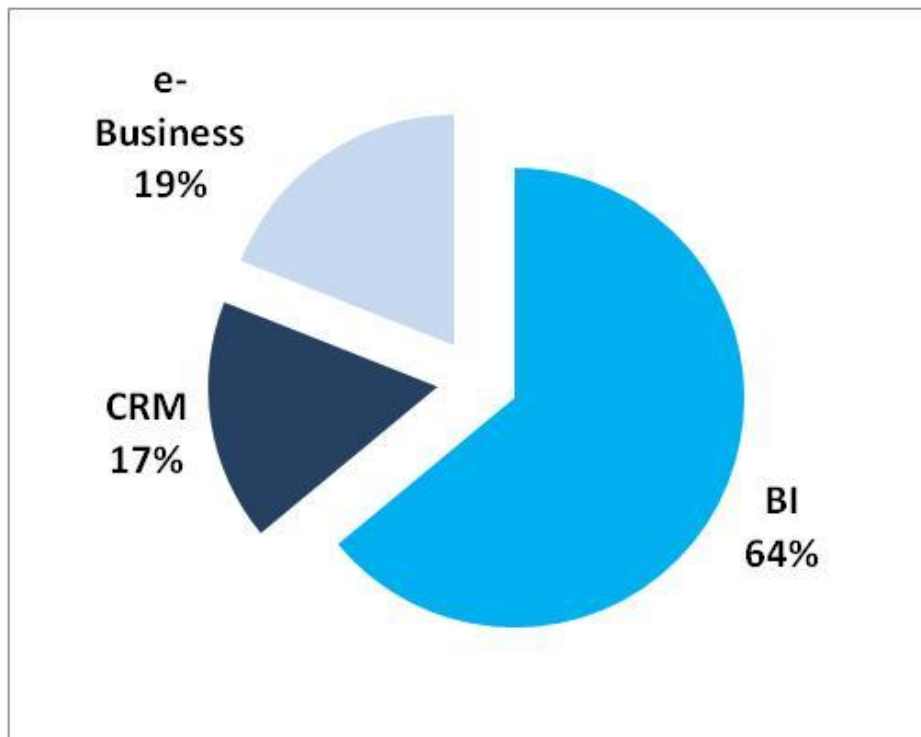
Consolidated H1 2012 revenues (€m)



- ▶ Revenue in France is down by 2.7%.
- ▶ Turnover from international operations is up 0.8% at comparable method, consolidation scope and exchange rate:
 - Strong growth in the Benelux
 - Maintained activity level in the USA
 - Decrease in revenue in "small" countries
 - Discontinued activity in China and Italy and transfer in Israel

Pro forma: 2 months of sold subsidiary for each Half-Year

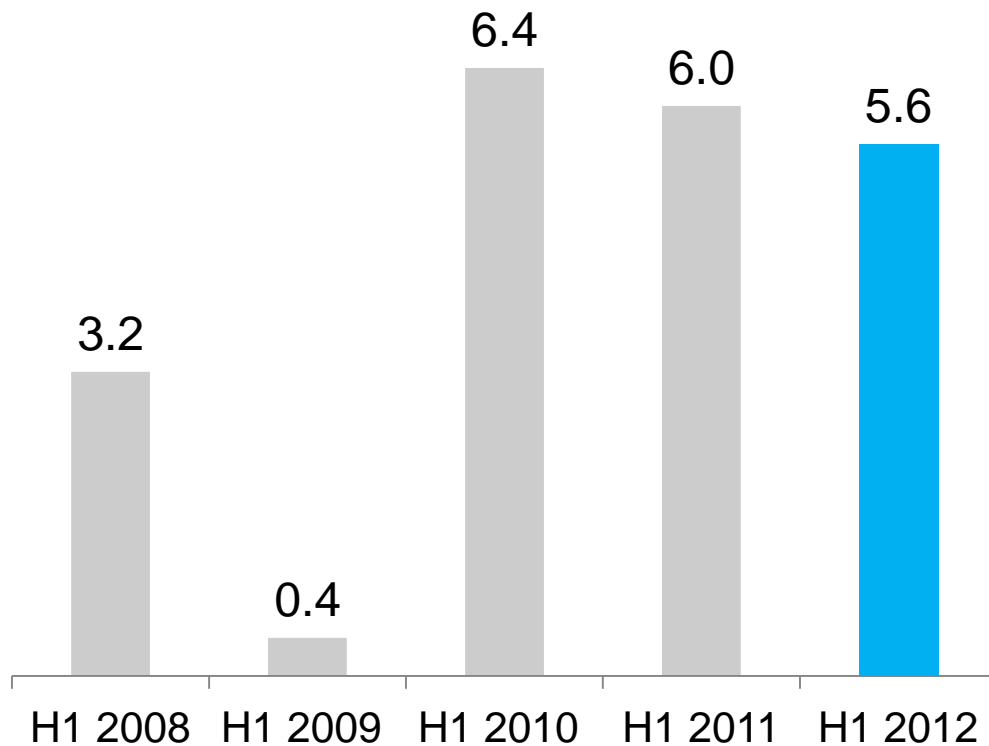
Revenue breakdown



- ▶ Revenue breakdown by main expertise areas is stable:
- ▶ Business Intelligence accounts for 64% of total revenue and is down by 2.7% as compared to H1 2011.
- ▶ Generating 17% of global revenue, CRM revenue is stable and up 0.2 % compared to S1 2011.
- ▶ Accounting for 19% of total revenue, e-Business grows 0.9% thus confirming its market development potential.

➔ OPERATING INCOME

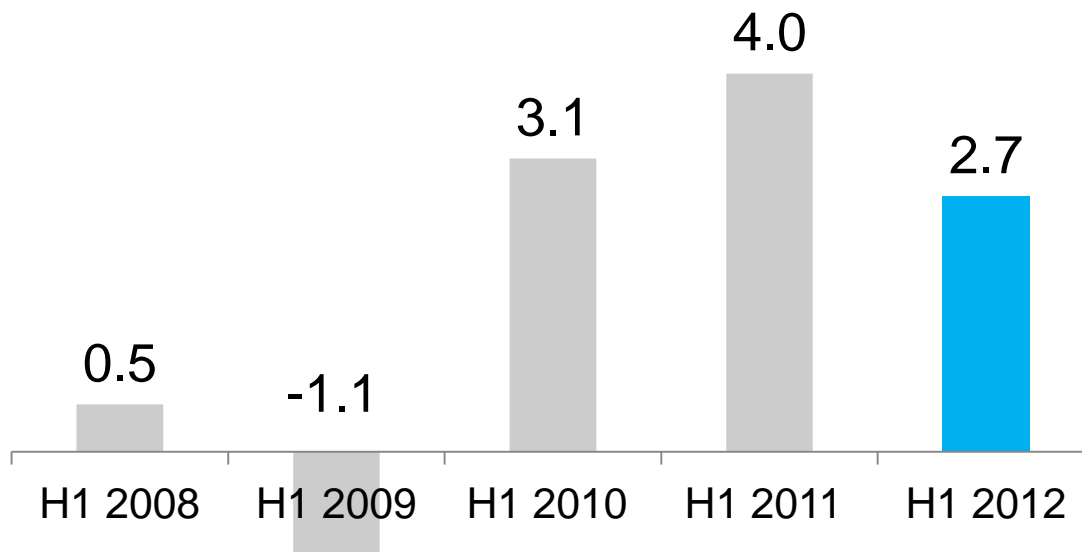
Operating income (€m)
(published information)



- ▶ Operating income amounts to €5.6m.
- ▶ The operating margin is 4.9 %.
- ▶ H1 2012 results include a capital gain of €3.1m on the UK sale.
- ▶ Presented figures have not been restated.

→ NET INCOME

Net Income – Group share (€m)
(published information)



- ▶ Net income (Group share) amounts to €2.7m.
- ▶ Impact of sale of a minority shareholding: €0.9m.
- ▶ Foreign exchange loss: -€1.0m.

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➔ INCOME STATEMENT 30 JUNE (€m)

Excluding sold activities

€m	H1 2012	H1 2011
Revenue	110.9	113.3
Current operating income	2.9	5.2
<i>Current operating margin</i>	2,6%	5,4%

Published information

€m	H1 2012	H1 2011
Other operating revenue & expense	2.4	-0.8
Operating income	5.6	6.0
<i>Operating margin</i>	4.9%	4.8%
Financial result	-1.7	-0.5
Tax	-1.4	-1.5
Net income	2.6	4.0
Net income group share	2.7	4.0
<i>Net margin</i>	2,3%	3,2%

➔ BALANCE SHEET (€m)

Assets	30 June 12	31 Dec. 11	Liabilities	30 June 12	31 Dec. 11
Non-current assets	58.8	69.7	Shareholders' equity	62.6	59.6
			Minority interest	0.4	0.7
Goodwill	35.4	46.7	Non current liabilities	18.0	30.4
Net fixed assets	21.4	21.2	Provisions	3.7	5.2
Deffered tax	1.8	2.0	Financial liabilities	13.9	23.8
			Other liabilities	0.6	1.4
Current assets	98.0	109.3	Current liabilities	75.7	88.5
Customers & related	74.4	82.9	Trade Payables	10.4	13.3
Other current assets	17.8	11.8	Other liabilities	43.7	49.1
Cash & cash equivalents	5.8	14.6	Financial liabilities	7.4	7.7
Assets to be sold	0.0	0.8	Cash & cash equivalents	14.2	18.5
			Liabilities to be sold	0.1	0.5
Total assets	156.8	179.8	Total liabilities	156.8	179.8

→ CASH FLOW STATEMENT

€M	30 June 2012	31 Dec. 2011	30 June 2011
Current operating income	3.2	13.5	6.8
Eliminations	0.6	1.6	-0.7
Operating cash flow before tax	3.9	15.1	6.1
tax	-3.2	-5.7	-2.1
Cash flow after tax	0.6	9.4	4.0
Change in working capital	-12.2	-9.0	-17.1
Net cash flow from operating activities	-12.3	0.5	-13.1
Net cash flow from investment activities	13.7	-1.3	-0.4
Net cash flow from financing activities	-10.8	-3.0	-0.6
Change in cash & cash equivalent	-9.4	-3.8	-14.1
opening cash balance	14.4	18.1	18.1
closing cash balance	4.8	14.4	3.9
Impact of exchange rate conversions	0.2	-0.1	0.0
Change in cash & cash equivalent	-9.4	-3.8	-14.1

➔ BANK COVENANTS

Ratios

	June 2012	December 2011	<i>Negotiated 2012</i>
Net gearing	0.47	0.59	< 0.80
Leverage	2.05	2.33	< 2.50
Interest cover	6.57	13.97	> 4.40

- ▶ At 30 June 2012, all covenants were met.
- ▶ Covenants are applied and verified twice a year over a 12-month rolling period.

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- ▶ Ongoing profitability improvement action plans:
 - ▶ Better operational management
 - ▶ Adaptation of organization to activity levels
- ▶ Targeted investments in innovative and high value-added offerings:
 - ▶ Hub'Sales, Web Analytics specialist, 20 consultants and 80 customers
 - ▶ Proxi-Business, e-Commerce specialist, long-standing Eolas partner, a team of 5 consultants
 - ▶ Development of new Cloud Computing and Big Data offerings
 - ▶ Development of packaged offerings: software packages and SaaS