

Tuesday 6 September 2011

2011 H1 RESULTS PRESENTATION

(1 January – 30 June 2011)

 **Business & Decision**

Patrick Bensabat

Chairman and Chief Executive Officer

Christophe Dumoulin

Deputy Chief Executive Officer





- The Group



- Financial Performance



- Outlook

Business & Decision is an international Consulting and Systems Integration Group

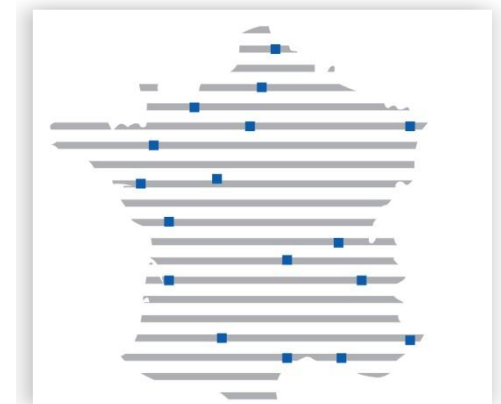
2010 Turnover: €237m, 49% of which was generated by international operations



▶ 2,800 employees



▶ 19 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

➔ 1,600 CUSTOMERS ACROSS THE WORLD

Banking and Insurance	
Life sciences	
Industry	
Telecoms and Media	
Retail and Distribution	
Public and Private services	

➔ PERFECT COMMAND OF TECHNOLOGIES

Special relationship with partners who are value creators and catalysts

BI
EPM

SAS
QlikView
TERADATA
Raising Intelligence
MicroStrategy
Best In Business Intelligence™
INFORMATICA
The Data Integration Company™

CRM

salesforce.com
Success On Demand.™
neolane
marketing that delivers
Coheris

EIM

exalead
Orchestra
talend*
**open integration solutions*
TIBCO
The Power of Now®
Information Builders

E-business

Zend
The php Company
eZ
hybris software
THE AGILE RESPONSE
FatWire
SOFTWARE
Magento
LIFERAY
Enterprise. Open Source. For Life.
Adobe
ENDECA
Kony Solutions

Global
partners





SUMMARY

- Group



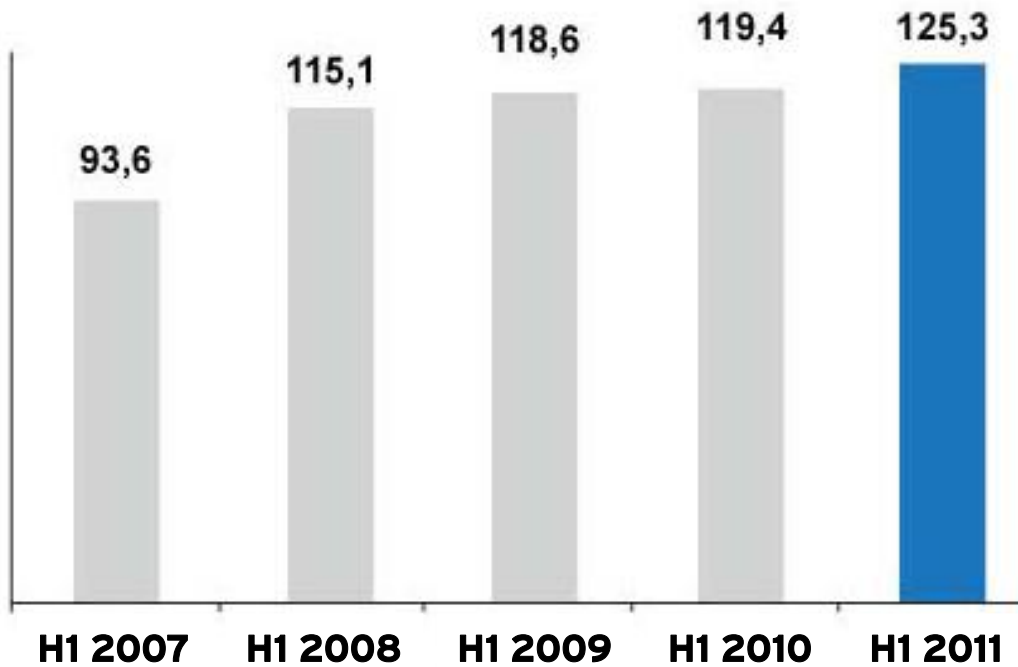
- Financial performance



- Outlook

➔ H1 TURNOVER

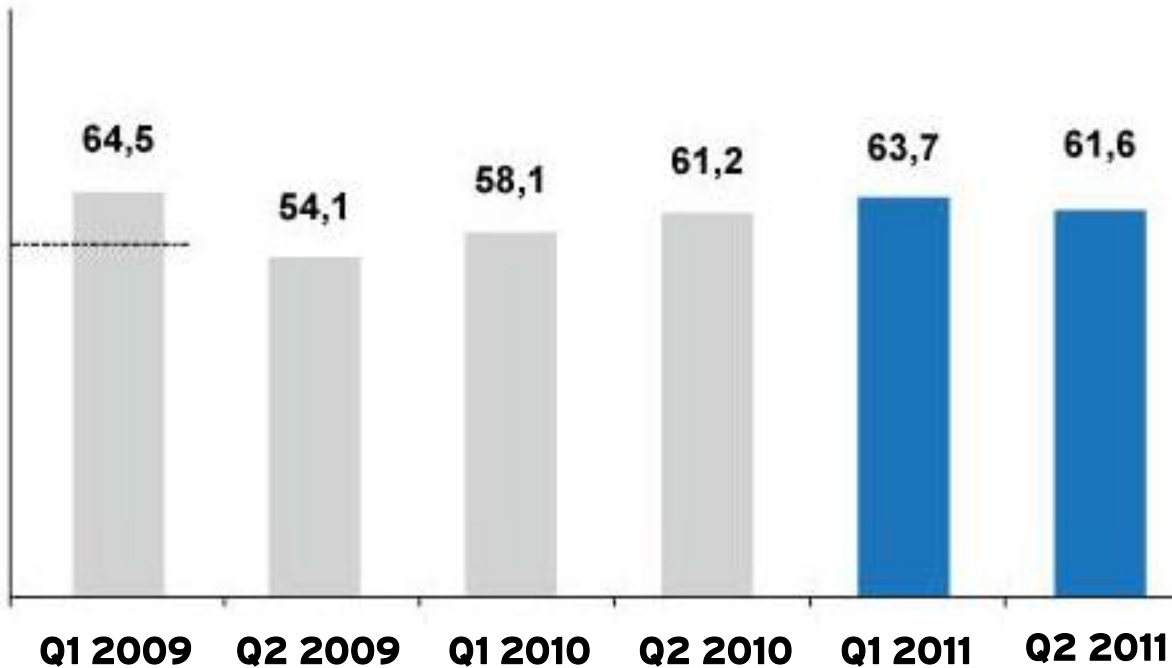
Consolidated turnover (€m)



- ▶ Global 2011 H1 turnover showing a gross increase of 5.0% as compared to the 2010 H1.
- ▶ A 5.4% growth at constant exchange rate.
- ▶ The growth rate for the 2011 H1 is 6.4% as compared to the 2010 H2.

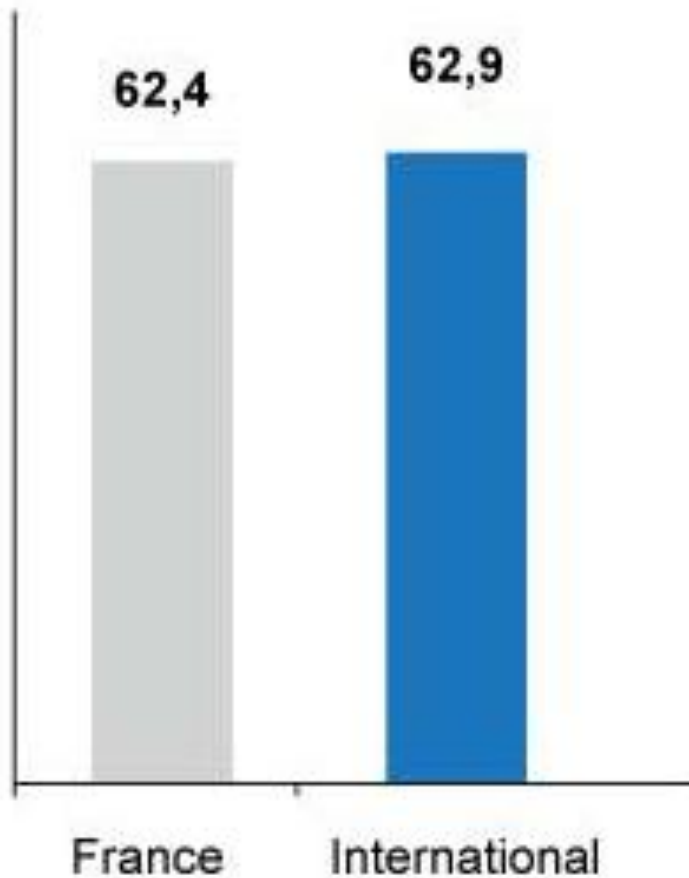
→ QUARTERLY TURNOVER

Consolidated Quarterly turnover (€m)



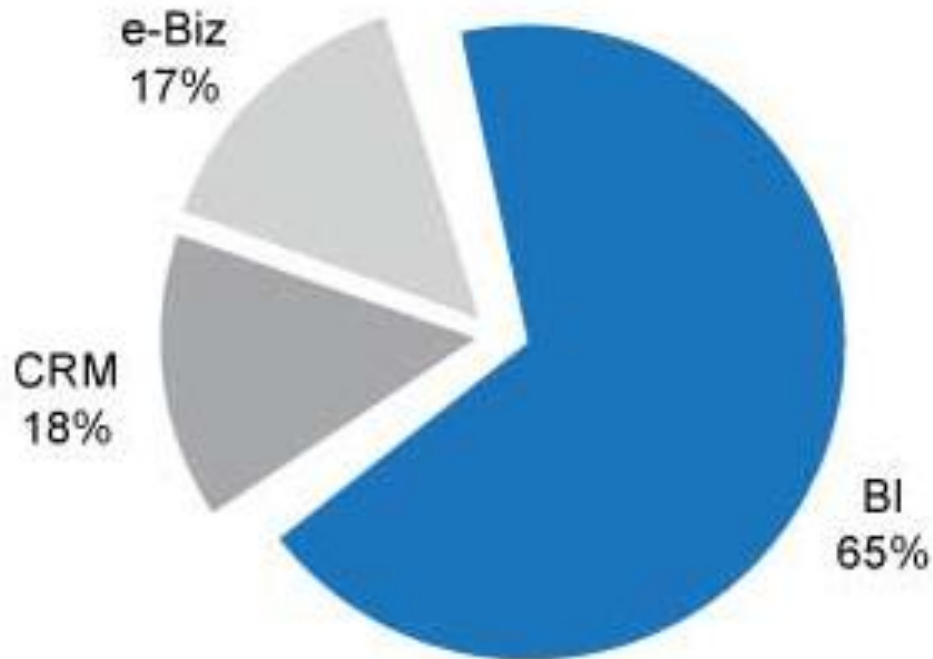
- ▶ Growth reported for 2011's H1 was mostly achieved during the first quarter.
- ▶ Turnover for 2011 Q1 has increased by 9.6% as compared to 2010's Q1.
- ▶ Despite some disruptions, activity level during 2011 Q2 was slightly higher than in 2010 Q2, being up 0.6%.

Consolidated 2011 H1 turnover (€m)



- ▶ Turnover from operations in France is €62.4m, up 1.4 % on 2010 H1.
- ▶ Turnover from international operations is €62.9m, up 8.8%.
- ▶ Strong turnover growth in countries important for the Group:
 - United Kingdom 23%
 - North America: 21 %
 - Switzerland: 19 %
 - Germany: 25 %

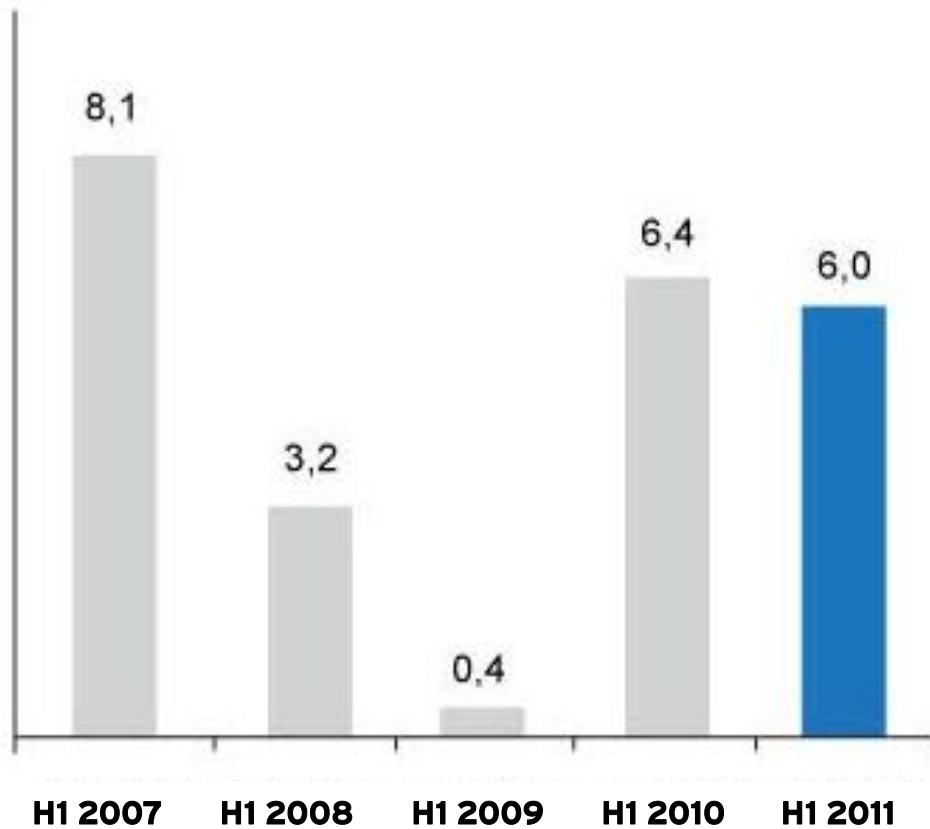
Turnover breakdown in %



- ▶ Business Intelligence accounts for 65% of total turnover, and is up 3% on 2010's H1.
- ▶ Generating 17% of global turnover, CRM turnover is up 7% on 2010.
- ▶ Accounting for 18% of total turnover, e-Business is up 10% and thus confirms its development potential.

➔ H1 PROFITABILITY

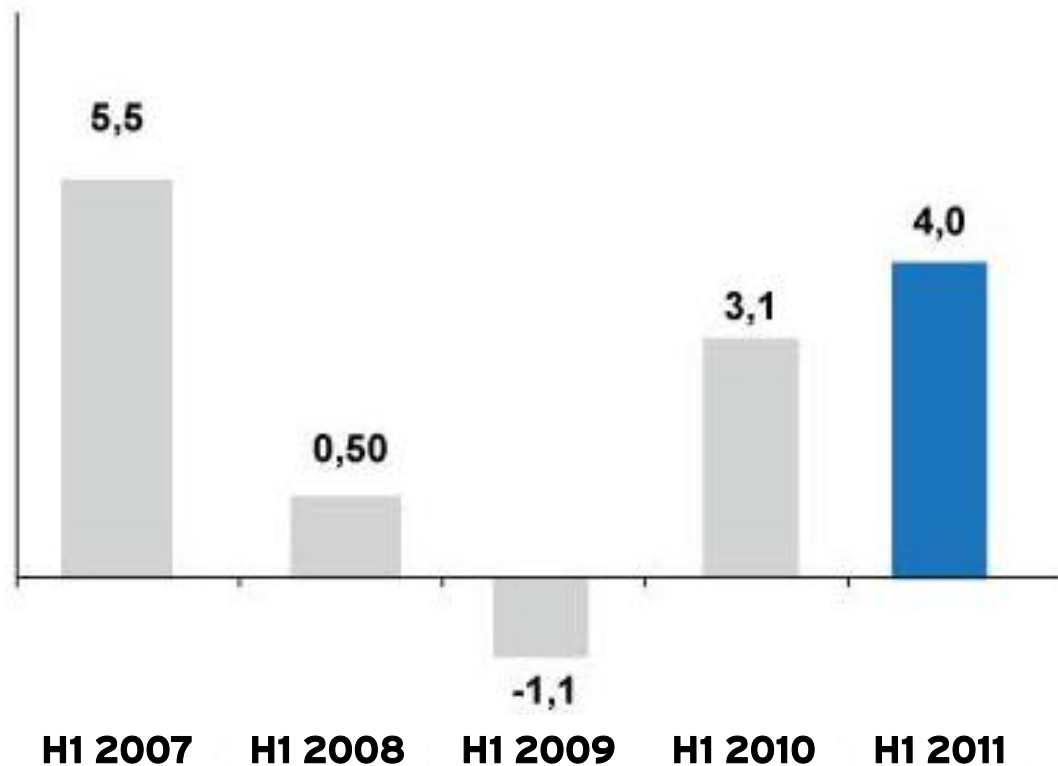
Operating income (€m)



- ▶ Operating income amounts to €6.0m.
- ▶ The operating margin is thus 4.8%.

➔ INCREASE IN NET INCOME

Net income - Group share (€m)



- ▶ Reported net income (Group share) is €4.0m, a considerable increase on 2010's H1. It includes:
 - gains on disposal amounting to €1m
 - currency exchange losses amounting to €0.4m
- ▶ This increase in net income - Group share marks the Group's return to long-term profitability.

➔ INCOME STATEMENT H1 2011 (IN € Millions)

	Half-year 2011	Half-year 2010
Turnover	125.3	119.4
Other income	0.2	3.1
Total current operating income	125.5	122.4
External charges	30.5	30.6
Taxes other than income taxes	1.9	1.4
Payroll costs	85.5	79.6
Depreciation and amortization expense	0.8	3.2
Total current operating expenses	118.6	114.8
Current Operating income	6.8	7.6
<i>Percentage of turnover</i>	<i>5.4%</i>	<i>6.4%</i>
Other (operating) income and expenses	-0.8	-1.2
Operating income	6.0	6.4
<i>Percentage of turnover</i>	<i>4.8%</i>	<i>5.4%</i>
Financial results	-0.5	-1.5
Tax expense	-1.5	-1.8
Net Income after taxes	4.0	3.1
Related enterprises	0.0	0.0
Net income foll. associated undertaking	4.0	3.1

→ BALANCE SHEET H1 2011 (IN € Millions)

Assets	30/06/2011	31/12/2010	Liabilities	30/06/2011	31/12/2010
Non-current assets	69.2	69.2	Shareholders' equity	54.1	50.9
Goodwill	45.8	46.5	Non-current liabilities	32.5	36.2
Net Fixed Assets	18.3	16.7	Provisions	4.9	4.8
Other non-current assets	5.1	6.1	Financial liabilities	26.5	27.5
			Other liabilities	1.1	3.9
Current assets	93.1	108.4	Current liabilities	75.8	90.5
Customers and related receivables	78.3	82.1	Trade payables	11.0	17.0
Other current assets	9.6	7.7	Current taxes	1.1	1.6
Cash and cash equivalents	5.2	18.5	Financial liabilities	5.8	3.3
			Cash and cash equivalents	11.3	18.4
			Other current liabilities	46.5	50.2
TOTAL ASSETS	162.4	177.6	TOTAL LIABILITIES	162.4	177.6

➔ CASH FLOW STATEMENT H1 2011 (IN € Millions)

Cash flow	30/06/2011	30/06/2010
Current operating income	6.8	7.6
Less non-cash or non-operating items	-0.7	2.8
Paid taxes	-2.1	-2.2
<i>Change in working capital</i>	-17.1	-4.9
Net cash flow from operating activities	-13.1	3.2
Net cash flow from investment activities	-0.4	-2.8
Net cash flow from financing activities	-0.6	-0.1
Change in cash and cash equivalent	-14.1	0.4
<i>Opening cash balance</i>	18.1	5.0
<i>Closing cash balance</i>	3.9	5.3
Change in cash and cash equivalent	-14.1	0.4

Ratios

	Actual	<i>Negotiated</i>
Net gearing	0.71	< 0.85
Leverage	2.15	< 3.60
Interest cover	8.55	> 3.80

- ▶ At 30 June 2011, all covenants were met.
- ▶ Covenants are applied twice a year over a 12-month rolling period.

- Group

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- Financial performance

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- Outlook

- ▶ Sustained business activity, with new contracts and customers ensuring a positive outlook for the end of the year.
- ▶ Return to long-term profitability thanks to adjustments and continuous actions.
- ▶ Targeted investments to pursue innovation in expertise areas that are still very promising.
- ▶ Recruitment plan in France and at the international level to strengthen teams.