

22 March 2016



Digital performance 

SQLI, DIGITAL PERFORMANCE LEADER

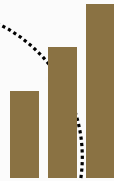
EUROPEAN CONSULTANCY GROUP IN MARKETING & TECHNOLOGIES



1,875
EXPERTS



€179M
IN 2015



19
BRANCHES

8

AROUND THE WORLD

SWITZERLAND BELGIUM LUXEMBOURG
NETHERLANDS MOROCCO

11

IN FRANCE



80%

OF CLIENTS
RECOMMEND

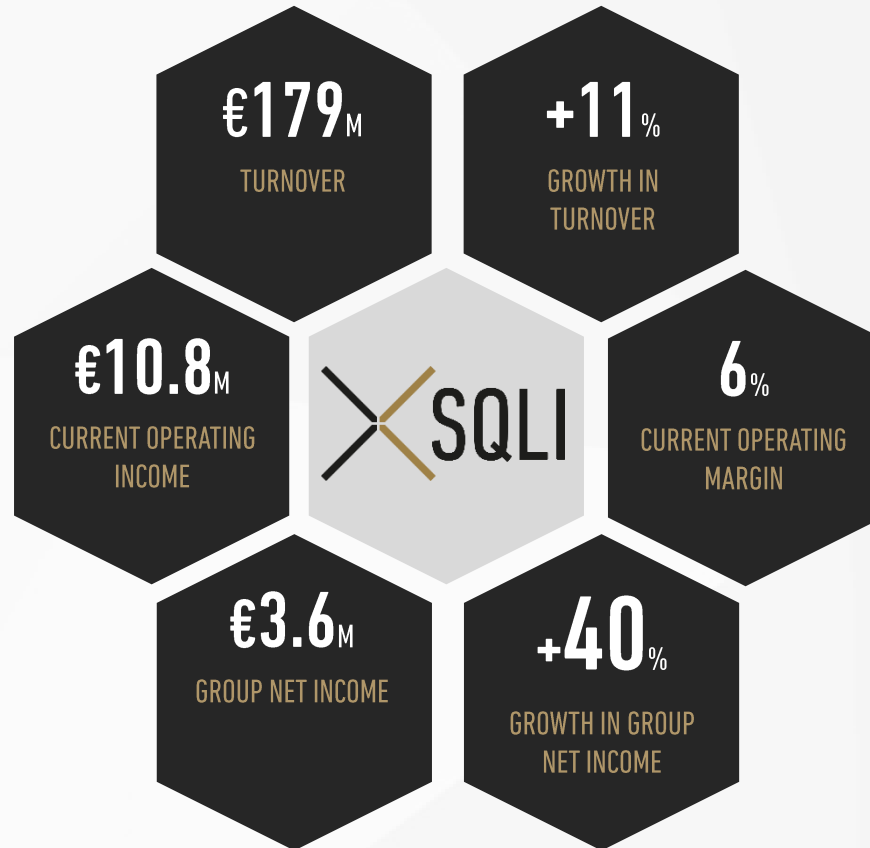
SQLI

2015 HIGHLIGHTS

Didier Fauque, CEO

2015 FINANCIAL PERFORMANCE

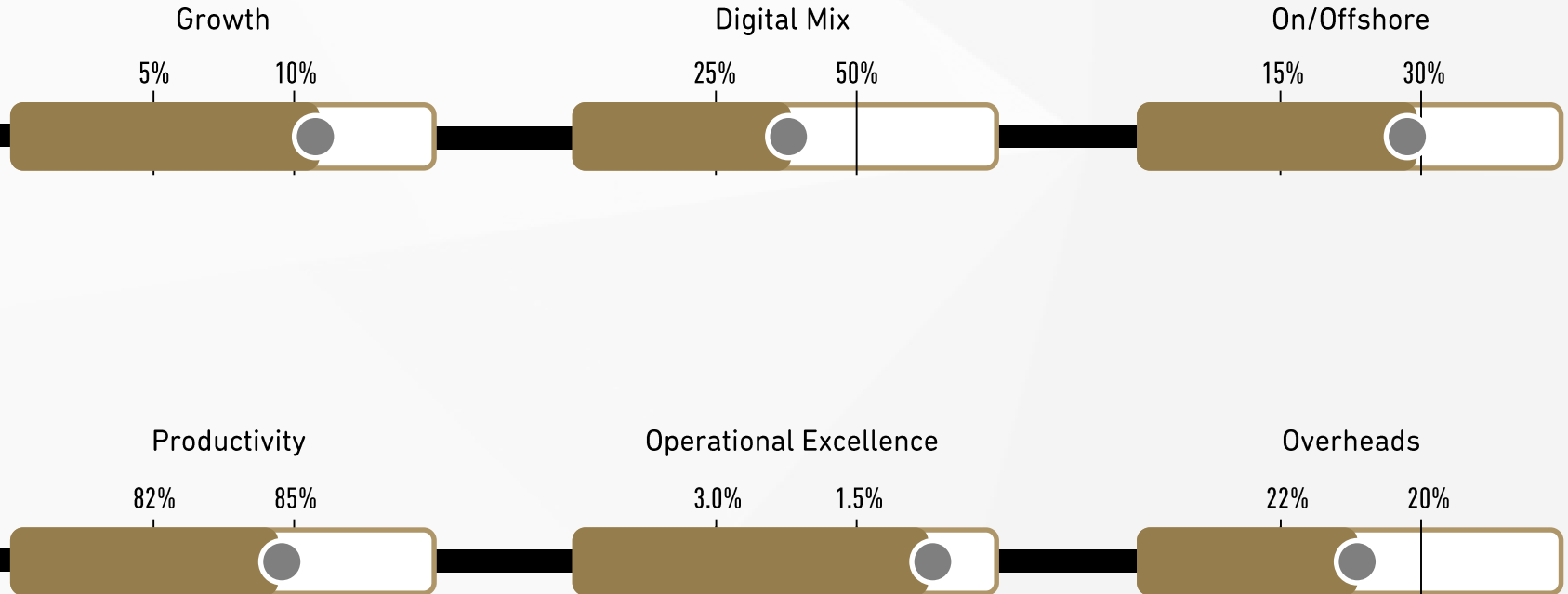
KEY FIGURES



CONSOLIDATED DATA (IN € MILLION)

TRANSFORMATION COMPLETE

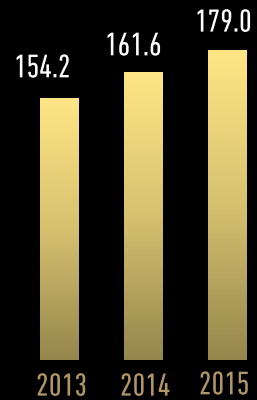
MANAGEMENT DASHBOARD



ANNUAL GROWTH

DOUBLE-DIGIT INCREASE

TURNOVER



+7%

ORGANIC

+4%

ACQUISITIONS

11%

CONSOLIDATED

2016: MAJOR ACHIEVEMENTS...

DIGITAL ONLINE SHOPPING CENTER
1ST PRIZE – BUSINESS CATEGORY
2016 Digital Transformation
Awards

AUSHOPPING



Coupling application
**OCCULUS RIFT AND
LEAP MOTION**



**USER
EXPERIENCE**

LEROYMERLIN

**CONNECTED
STORE**

NEW TERMINAL INTERFACE

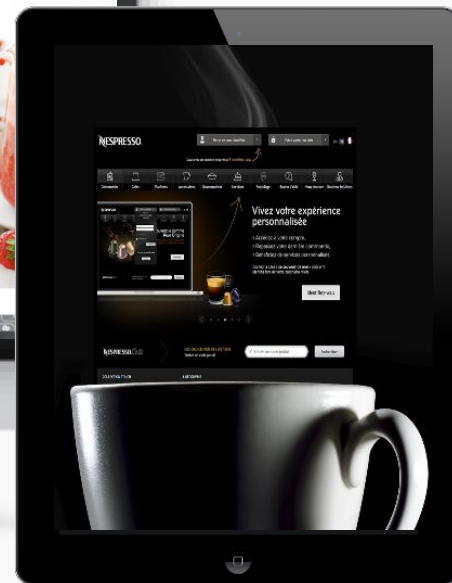
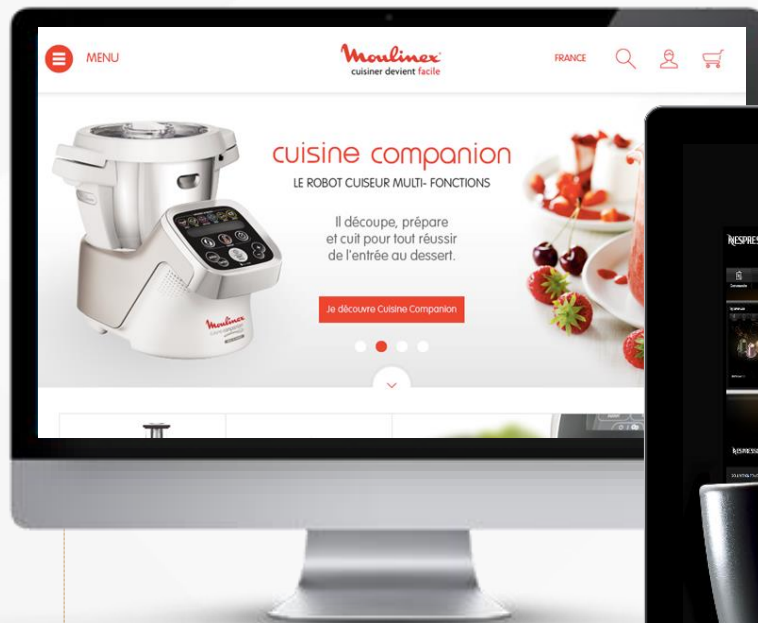
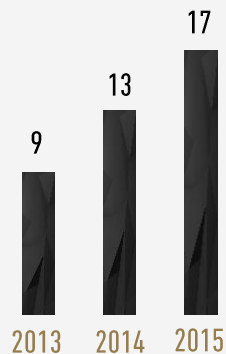


SNCF TRANSILIEN

**GRAPHIC, ERGONOMIC
AND TECHNICAL OVERHAUL**

...AND MAJOR RAMP-UPS

TURNOVER FOR 3 CLIENTS

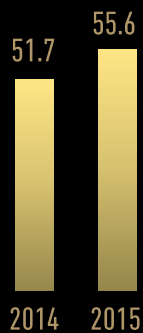


DIGITAL MIX

TURNOVER BY ACTIVITY

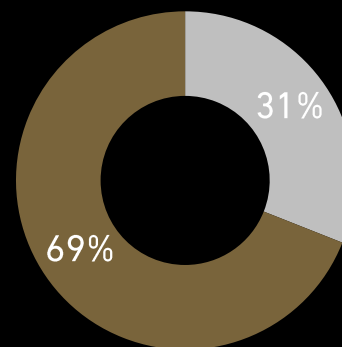
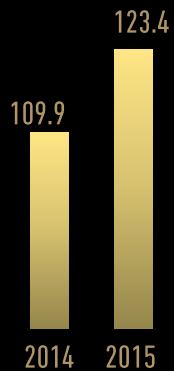
DIGITAL COMMERCE

+7%



DIGITAL TECHNOLOGIES

+12%



■ Digital Commerce

■ Digital Technologies

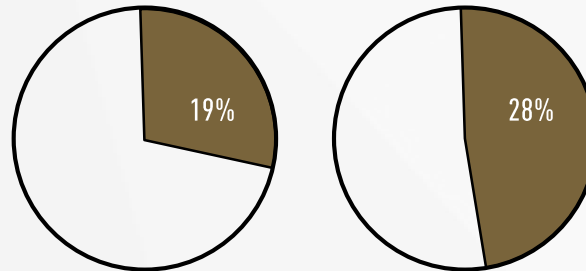


ON/OFFSHORE PERFORMANCE

INNOVATIVE SERVICE CENTERS IN AGILE MODE



RTE – LA BANQUE POSTALE – GROUPAMA – BPCE
NESPRESSO – CDISCOUNT – RFF



ISC DAYS CHARGED (AS A %)

ONSHORE
BORDEAUX

OFFSHORE
RABAT

OPTIMIZED PRODUCTIVITY

EMPLOYEES AND OUTSOURCING

EMPLOYEES



OUTSOURCING



EMPLOYEES + OUTSOURCING (% OF TURNOVER)

-2 POINTS



HEADCOUNT (EXCLUDING TRAINEES)

END 2014: 1,910
END 2015: 1,875

EMPLOYMENT RATE

2015: 84.5%
(+3.6 POINTS)

OUTSOURCING FLEXIBILITY EXPERT PROFILES

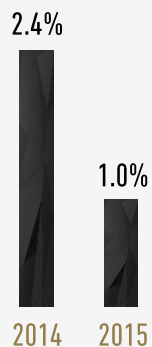
CONSOLIDATED DATA (IN € MILLION)

OPERATIONAL EXCELLENCE

STRUCTURAL COSTS AND PROJECT TROUBLE-SHOOTING

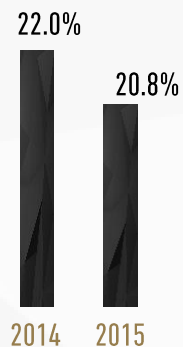
PROJECT TROUBLE-SHOOTING (% OF TURNOVER)

-1.4 POINT



FIXED OVERHEADS (% OF TURNOVER)

-1.2 POINT



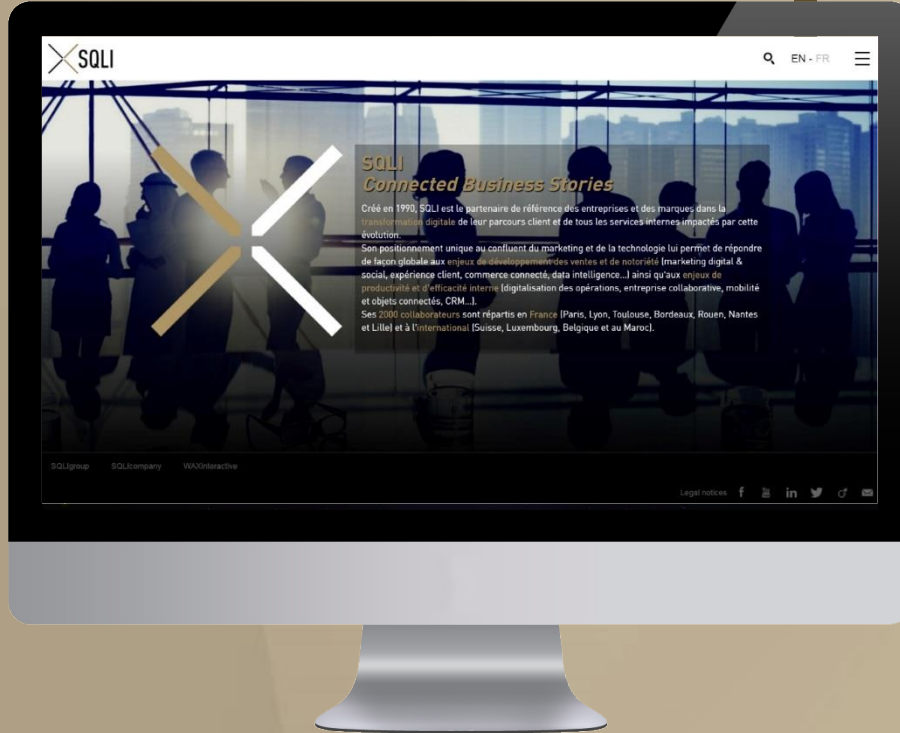
PROGRAMME FOR
DELIVERY EXCELLENCE

OVERHAUL OF ALL
FIXED OVERHEADS

CONSOLIDATED DATA (IN € MILLION)

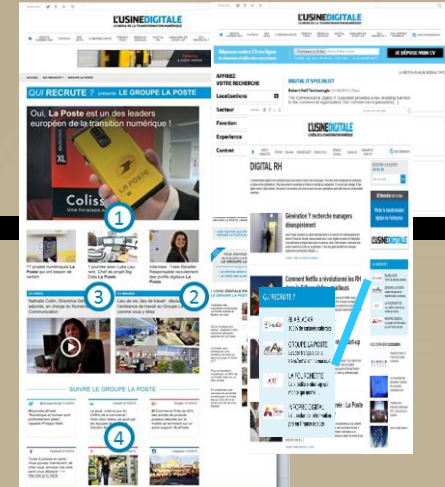
HOW TO GO FROM 300 TO 500 NEW HIRES / YEAR

2016 HR AMBITION



INTEGRATED WEBSITE
FOR SQLI JOBS

L'USINE DIGITALE
LE MÉDIA DE LA TRANSFORMATION NUMÉRIQUE



NEW CAREERS WEBSITE

TO BE LAUNCHED ON 31 MARCH 2016

RECOGNIZED APPEAL

MEDIA VISIBILITY

Les Echos ▶ **START**

 **FRENCHWEB.FR**
THE MAGAZINE FOR DIGITAL PROFESSIONALS

**13 companies to send your CV
to in 2016**

13. **SQLI : geek et marketing font bon ménage**

Experte dans la transformation digitale des entreprises, l'entreprise SQLI, fondée en 1990, intégrera cette année 500 nouveaux profils à leur équipe de près de 2.000 collaborateurs. SQLI a lancé en 2014 sa marque employeur avec pour promesse "Play the digital game"... histoire d'assumer un peu plus sa culture geek et marketing.

Combien ? 500 collaborateurs, dont 120 jeunes diplômés
Où ? Les 17 agences du groupes, basées en France, au Benelux, en Suisse et au Maroc.

Profil ? Experts en technologies mobiles, experts e-commerce, chefs et directeurs de projet, data scientists, UX designers...
[Postuler ICI](#)



No. 2

out of the Top 100
digital companies recruiting in
2016

 **SQLI**

2015 RESULTS

Nicolas Rebours, CFO

INCOME STATEMENT

CONSOLIDATED DATA

€ million - IFRS	2014	H1 2015	H2 2015	2015	Change (YoY)
Turnover	161.6	89.3	89.7	179.0	+11%
Ebitda*	5.9	5.5	7.0	12.5	+112%
<i>Ebitda margin</i>	4%	6%	8%	7%	+4 points
Current operating income	5.0	4.6	6.2	10.8	+116%
<i>Current operating margin</i>	3%	5%	7%	6%	+3 points
Other operating income and expenses	-0.8	-2.0	-2.1	-4.1	NS
Operating income	4.2	2.6	4.2	6.7	+60%
Cost of net financial debt	-0.4	-0.3	-0.3	-0.6	+46%
Other financial income and expenses	0.5	-0.1	0.0	-0.1	NS
Income before tax	4.3	2.1	4.0	6.0	+40%
Tax	-1.7	-0.9	-1.6	-2.5	+42%
Group net income	2.6	1.2	2.4	3.6	+40%

*Current operating income before depreciation and amortization and provisions

CASH FLOW

CONSOLIDATED DATA

€ million - IFRS	2014	H1 2015	H2 2015	2015
Cash flow	+4.8	+3.3	+4.7	+8.0
Change in WCR	-4.4	-7.8	+3.7	-4.1
Tax	-1.8	-1.1	-1.2	-2.3
Cash flow from operating activities	-1.4	-5.6	+7.2	+1.6
Acquisitions, net of fixed assets	-5.9	-0.9	-1.5	-2.4
Changes in scope	-2.6	-	-	-
Cash flow from investing activities	-8.5	-0.9	-1.5	-2.4
Capital increase	+0.2	+0.5	+0.9	+1.4
Repurchase of shares and BSAAR warrants	-1.2	-	-	-
Dividends	-2.0	-	-1.6	-1.6
Payments, net of borrowings	+10.6	-3.4	-0.8	-4.2
Interest paid	-0.2	-0.2	-0.3	-0.5
Cash flow from financing activities	+7.4	+3.2	-1.8	-5.0

BALANCE SHEET AND NET POSITION

CONSOLIDATED DATA

€ million - IFRS	31/12/2015
Goodwill	51.1
Non-current assets	15.9
Current assets	79.0
Cash and cash equivalents	18.2
Total Assets	164.2

€ million - IFRS	31/12/2015
Equity	72.6
Non-current liabilities	2.4
Current liabilities	72.1
Financial debt	17.0
Total Liabilities	164.2

€ million - IFRS	31/12/2015
Long-term loans	9.7
Short-term loans	7.3
Cash and cash equivalents	18.2
Net cash	1.2

OTHER UNDRAWN FINANCING:

€34 MILLION

EQUITY: €14 M*

FACTORING: €14 M

OVERDRAFT FACILITIES: €3 M

MT TRANCHE 1: €3 M

* Subject to the exercise of all outstanding instruments

STRATEGY & OUTLOOK

Didier Fauque, CEO

THREE LEVERS FOR SQLI GROUP

LEVERS FOR GROWTH & PROFITABILITY



CONSULTING

**MOVE UP IN THE
VALUE CHAIN**



BUSINESS

**DEVELOP VERTICAL
OFFERS**



INTERNATIONAL

**ACCOMPANY OUR CLIENTS
ON A GLOBAL SCALE**

CREATION OF A NEW BRAND, SQLI CONSULTING

DIGITAL RECAPTURE OF FORMER MARKET SHARE



SQLI Consulting is the digital transition and strategy consulting arm of SQLI Group. Its remit is to develop the performance of brands and organizations by advising companies on adapting their business models to digital change.

Managing Partner &
Finance Expert



Partner &
Retail Expert



Change
Management



Services
Transformation



Customer eXperience
Management



Digital Workplace



Insurance Expert



Innovation & Services
Design



Business Processes

MANAGEMENT TEAM

2 PARTNERS

7 ASSOCIATE PARTNERS & MANAGERS

AMBITION:

100 CONSULTANTS MEDIUM TERM

STRATEGIC SEGMENT OFFERS / DIGITAL RETAIL

+ **Marketing** / Client engagement, animation & loyalty, social media

+ **Retail** / Cross-channel sales, digitization of points of sale and marketplace, acceleration in time-to-market

+ **Mobile** / Smoother client experience, sales team tablets, product catalogues, mobile CRM

+ **Analytics** / Big Data, data marketing

STRATEGIC SEGMENT OFFERS / FINANCE

+ **Augmented Banking**

+ **Marketing** / Partner and influencer communication strategies, acquisition & retaining of target partners, innovative services design

+ **Business Advisory** / Audit of applications & BtoBtoC processes, best practice benchmarking, bank/partner process design

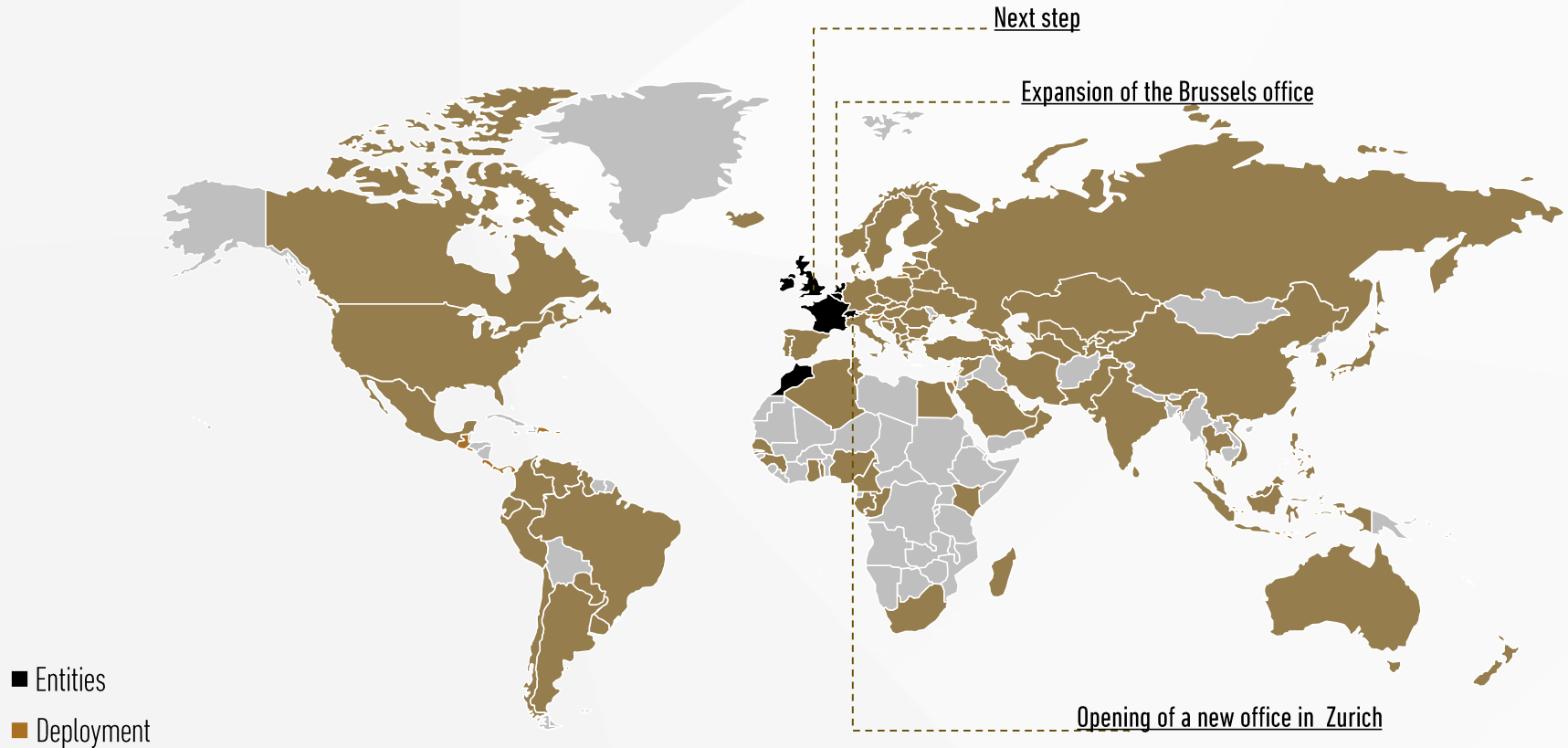
+ **Solutions** / Multi-device digital applications, outsourcing of processes, digital factory

CREATION OF A SMART UTILITIES OFFER

- + **IoT** / energy performance management, smart meters
- + **Mobile** / Mobile expertise and industrialization
- + **Analytics** / Big Data, for value-added services
- + **Customer** / From user to client

SQLI, GLOBAL DEPLOYMENT CAPABILITIES

GAME-CHANGING SUCCESS STORIES ACROSS 5 CONTINENTS



AMBITION 2016



TURNOVER

Double-digit increase including acquisitions

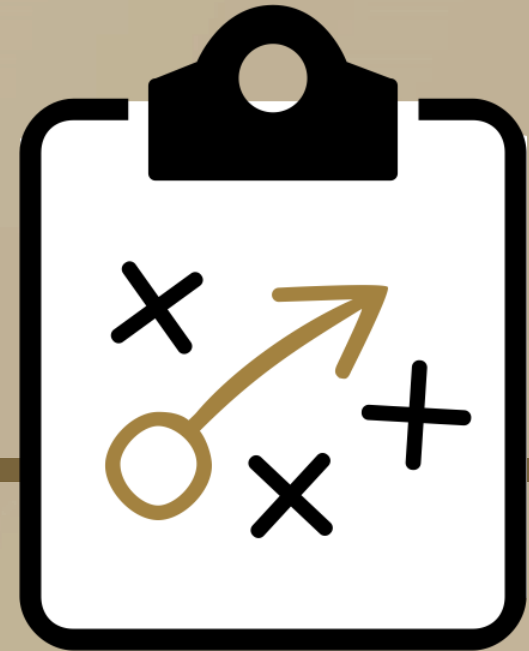


CURRENT OPERATING MARGIN

≥8%
at the end of the plan



Ensure the
successful
completion of
strategic plan
Ambition 2016 and
launch **Plan 2020**.



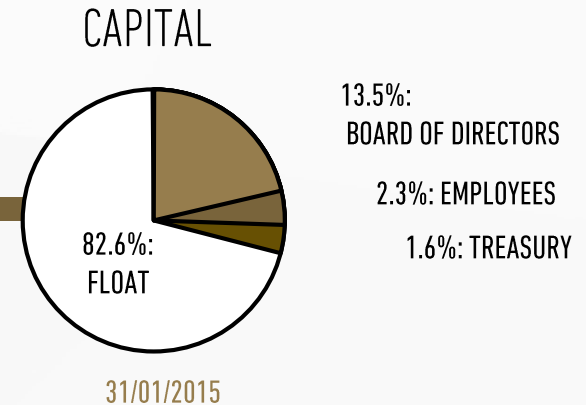
GOVERNANCE & SHAREHOLDERS

Roland Fitoussi, Chairman

**Build a leader
in today's
connected
world...**

LASTING RETURNS FOR SHAREHOLDERS

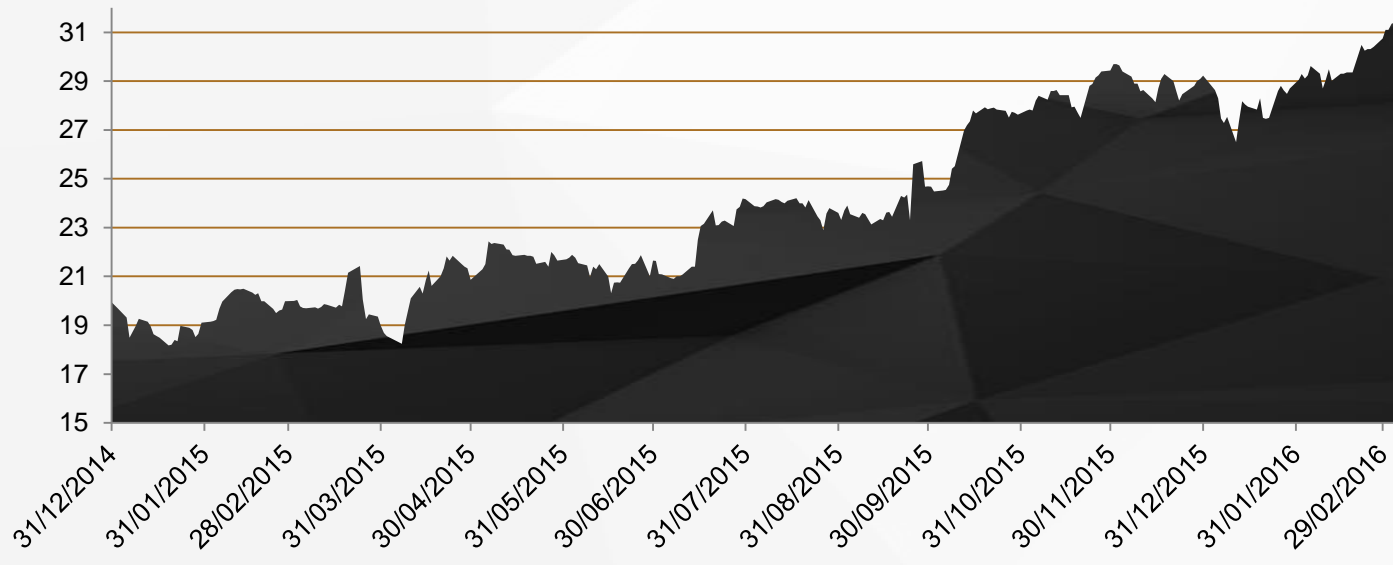
MARKET DATA



* To be approved at the next Annual General Meeting

SHAREHOLDER INFORMATION

MARKET DATA



LATEST SHARE PRICE: €31.60

YOY PERFORMANCE:

+47%

CAPITALIZATION:

€116 M

NUMBER OF SHARES: 3,685,916

SHARES OUTSTANDING:

863,111

ELIGIBILITY:

FCPI

PEA / PEA-PME

SRD LONG ONLY



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