STERIA 2011 Analysts Event

13-14 January 2011, Cleveland and Leeds (Day 1)

Excellence without boundaries
This presentation may contain forward-looking statements concerning Groupe Steria. Such statements are based on management's current views and assumptions that could ultimately prove inaccurate and are subject to numerous risk factors and uncertainties. These risk factors and uncertainties are described within the 2009 Annual Report filed with the French Autorité des Marchés Financiers as a Document de Référence (available at www.steria.com).

Groupe Steria does not assume any liability to update or revise such forward-looking statements provided in this presentation.

This presentation does not constitute an offer to sell or a request for an offer to purchase shares in the Groupe Steria.
Introduction to Steria 2011 Analyst Day
13th & 14th January 2011 - UK

Presenter: François Enaud
Group Executive General Manager
Welcome to Cleveland for the 2011 Analyst Day
“Front Line Services and Shared Platform Services”

Leeds (66.1 Mi from Cleveland)
## Agenda for Day 1

<table>
<thead>
<tr>
<th>Time</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:45</td>
<td>Introduction &amp; Group Strategy</td>
</tr>
<tr>
<td>9:30</td>
<td>Defence Business Community</td>
</tr>
<tr>
<td>10:00</td>
<td>Banking Business Community</td>
</tr>
<tr>
<td>10:45</td>
<td>Coffee Break</td>
</tr>
<tr>
<td>11:00</td>
<td>Homeland Security Business Community</td>
</tr>
<tr>
<td>11:30</td>
<td>Enterprise Information Management (EIM) Business Community</td>
</tr>
<tr>
<td>12:15</td>
<td>Lunch</td>
</tr>
<tr>
<td>13:30</td>
<td>Departure to Cleveland Police HQ (~ 25 mins)</td>
</tr>
<tr>
<td>14:30 – 17:00</td>
<td>Cleveland Police Shared Services Presentations &amp; Demonstrations</td>
</tr>
<tr>
<td>17:10</td>
<td>Departure to Leeds (~ 75 mins)</td>
</tr>
<tr>
<td>19:00</td>
<td>Business Update and Strategic Priorities for the next 3 years</td>
</tr>
<tr>
<td>20:00</td>
<td>Drinks &amp; Dinner at Tempus Restaurant</td>
</tr>
</tbody>
</table>
## Agenda for Day 2

<table>
<thead>
<tr>
<th>Time</th>
<th>Topics</th>
</tr>
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<tbody>
<tr>
<td>8:15</td>
<td>Departure from Met Hotel to Tingley (~ 30 mins)</td>
</tr>
<tr>
<td>9:00</td>
<td>NHS SBS presentation</td>
</tr>
<tr>
<td>10:00</td>
<td>Front Line Services &amp; Shared Platform Services</td>
</tr>
<tr>
<td>10:45</td>
<td>Coffee Break</td>
</tr>
<tr>
<td>11:00</td>
<td>NHS SBS Floor Walk</td>
</tr>
<tr>
<td>12:00</td>
<td>Way back to MET Hotel (~ 30 mins)</td>
</tr>
<tr>
<td>12:30</td>
<td>Lunch at Tempus Restaurant</td>
</tr>
<tr>
<td>14:00</td>
<td>Departure to Airport / Train Station</td>
</tr>
</tbody>
</table>
Contents

- Reminder of the main features
  - History
  - Profile and positioning
- Reminder of Group Strategy
- Update on the Global Service Lines
- Introduction to the Business Communities
- Q&A
Steria at a Glance

- **€1.63bn** revenue (31/12/09)
- **Presence in 16** countries
- **18,858** employees (30/09/2010)
- **30%** headcount in offshore countries
Steria’s Track Record of Financial Performance

Revenue (€m)

Operating Margin (%)

+19% per year on average since 1997
o/w +7% organic

(1) Atos Origin, LogicaCMG, CapGemini.
## Strategic Acquisitions Road Map

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (€)</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1969</td>
<td></td>
<td>Foundation by Jean Carteron</td>
</tr>
<tr>
<td>1999</td>
<td>€307m</td>
<td>IPO</td>
</tr>
<tr>
<td>2002</td>
<td>€1018m</td>
<td>Integris Acquisition</td>
</tr>
<tr>
<td>2005</td>
<td>€1175m</td>
<td>Mummert Consulting Acquisition</td>
</tr>
<tr>
<td>2007</td>
<td>€1878m</td>
<td>Xansa Acquisition</td>
</tr>
</tbody>
</table>

- **1999**
  - IPO
  - Revenue: €307m

- **2002**
  - Integris Acquisition
  - Revenue: €1018m

- **2005**
  - Mummert Consulting Acquisition
  - Revenue: €1175m

- **2007**
  - Xansa Acquisition
  - Revenue: €1878m

Other events:

- Listing on the Paris Stock Exchange
- Internation-alisation
- IT Outsourcing
- UK Public Sector
- Advise & Execute
- German market Share
- Banking Sector
- Business Process Outsourcing
- Offshore
- UK market share
Group Profile as of 30/09/2010

Geographic Focus

Belux-Switzerland 4%
Scandinavia 9%
Germany 14%
France 31%
UK 39%
Spain 3%

Vertical & Horizontal Service Offerings

Consulting/ System Integration/ Managed Services 51%
Appl. Mgt 10%
BPO 8%

Customer Focus

Public Sector 39%
Financial Services 26%
Utilities 26%
Manufacturing & Other 6%
Retail 3%

Market Focus 91%

Utilities includes Energy, Telecommunications and Transportation

www.steria.com
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Group strategy
Set up a Value Proposition in order to be one of the best alternative to Global players

Core Market & Clients

- Geography is the prevalent dimension Western Europe
- New presence in emerging countries
- Global operations to leverage business in the countries

1. Geography is the prevalent dimension Western Europe
2. Focus on 3 core vertical markets (Service Industries)
3. Global operations to leverage business in the countries
4. Increase business consulting
5. Develop innovative services (Mobility, Security, EIM, ...)
6. Focus on large accounts & large transformation programmes
7. Industrialise our delivery
8. Develop new service offerings (IaaS & Saas)
9. A new way of doing business together

Vertical Portfolio (BCs)
Innovation on Key Technologies Trends (BCs)
Global Account Management
Global Service Lines (Agencies & DCs)
One Steria programmes

More Vertical Footprint
Develop Group Solutions portfolio
Our service model: Highly customised / widely industrialised

- Focus / Innovation
- Integration
- Industrialisation

- Expertise
- Distinctive offers
- Global Service Lines

- Dual
  - Business
  - Technological

- Capitalisation
  - Business value driven

- Service excellence
  - Productivity
Steria’s Global Delivery Network
Nearshore and Offshore Centres

- Headcount: 5,500
  Services: IT Services, BPO, Infrastructure
- Headcount: ~300
  Services: Global Service Centre, Infrastructure
- Headcount: 100+
  Services: IT Services for French speaking countries

: Presence of Steria
Business Values

- **Project Culture**
  - > 1800 project managers experienced and trained with a dedicated cursus
  - Project academy with international sessions in our Corporate University in Chennai (India)

- **Technology expertise & Innovation**
  - Innovation agency in order to stimulate and animate innovation across the Group
  - Yearly innovation contest
  - Business Communities focused on hot technology topics (cloud computing, mobility, security, green issues)

- **Business expertise**
  - More than 1000 business consultants spread over our 3 core vertical markets
  - Integrated model (advise & execute)

- **Proximity**
  - Geography is the first dimension in our organisation
  - Decision making centres are close to clients location
  - Agility and responsiveness

- **Commitment**
  - > 60% of our contracts are fixed price with commitments on results
Human Values

- Rooted Values
  - Simplicity, respect, openness highly revealed in yearly employee survey

- People empowerment
  - Incentives for managers representing between 10% and 50% of the total compensation

- Team engagement
  - Yearly survey followed by actions plan

- Employee shareholding
  - 19% of the capital owned by employees
  - More than 5000 employees are shareholders
Corporate responsibility

Workplace
- Best place to work in Norway (2nd among all industries)
- Active participation of employee shareholders in the corporate governance

Marketplace
- Ethic code signed off by senior managers
- Awarded by SFR Best 2010 Supplier in the category “IT & services”
- NHS SBS awarded BPO project of the year by the National Outsourcing Association

Environment
- The only international IT Services company to be ranked in the A Banding in 2010 for Carbone Disclosure and in the Top 3 among 500 companies in France with a score of 89% in 2010
- Ranked in top 5 among all suppliers to UK Government (Home Office) for the green approach

Communities
- Best Corporate Social Responsibility practice awards in India (Nasscom & Bombay Stock Exchange)
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- Q&A
Infrastructure Management: what did we decide last year?

- Push RIMS leveraging key references and experience
- Innovate through Security Operation Center
- Pursue industrialisation through automation
- Develop Key Alliances and Partners
Infrastructure Management: What has happened?

**Remote Infrastructure Services**
- Pursued development and leverage of one of our key strength
  - Development of our offshore capabilities (growth of our staff in Poland with 100 additional employees)
  - Opening of a new offshore RIMS capability in India in April 2010

**Innovation**
- Security Operation Centre
  - Signed our first worldwide references for Security management with Airbus
  - Implementation of our first SOC in Toulouse
- Worldwide release of Steria Infrastructure On Command
  - First component of our Cloud Service Offering
  - Strong partnership with CISCO
  - First projects live on On Command since July 2010
Infrastructure Management: What has happened?

- Industrialisation
  - Deployment of server automation tool set in France and UK
  - Deployment of STARS platform within our Area Delivery Centres in Europe
  - Consolidation system administration activities from France to Poland

- Key Alliances
  - Group Partnership with VMware
  - Leverage Partnership with HP Software
    - Signature of a major contract with Axa Tech in order to deploy worldwide their new service management platform, leveraging our competence centre in India
Application Portfolio Management Services
What did we say last year?

Component Based
Service Catalogue
New Offers

Transformational APM
Output Based Services

Industrialised
Common
Delivery Structures

APM Framework
Global Delivery Model
Commercial Innovation
Application Portfolio Management Services
What has happened?

APM Framework & Catalogue
Developed & Roll out in all geographies

New Offers
Component Based Services
Portfolio Assessment Method
Legacy Modernisation

Deployed Strategic tool CAST
Global Support Model
APM Shared Delivery Centres

Deployed
Strategic tool CAST

Global Support Model
APM Shared Delivery Centres

www.steria.com
Testing
What did we say last year?

TestToMarket® Methodology
Global Delivery Model
Commercial Innovation
Strategic partnership with «niche software players» in order to provide automated end-to-end testing services

- SmartTesting: functional testing
- Odin Axe: test automation acceleration
- Qualisystem: communication hardware testing
- Experimentus: TMMi industry leaders

- Deployment of standardised test methodology (process, standards & templates), fully automated and integrated platform

- New service portfolio: Steria Right Testing to be released in Q1 2011
- 10% revenue growth versus 2009
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Creation of Business Communities

- Creation of 17 Business Communities in 2010
  - Equivalent to the decision to create Global Service Lines in 2009 but from a vertical and a technological standpoint

- The overall purpose is to boost the Group organic growth potential
  - Increase the Group eligibility
  - Identification and selection of high growth potential solutions in each market segments
  - Capitalise on a full vision of Group capabilities and strengthen knowledge management
  - Enable every client to benefit from the best capabilities of the Group
  - Develop cross-selling channels across the organisation
  - Strengthen innovation and technology
# 17 Business Communities

<table>
<thead>
<tr>
<th>Vertical segments</th>
<th>Innovation and technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defence</td>
<td>Mobility</td>
</tr>
<tr>
<td>Health</td>
<td>Green</td>
</tr>
<tr>
<td>Homeland Security</td>
<td>Security</td>
</tr>
<tr>
<td>Government</td>
<td>EIM: BI / Data Management / ECM</td>
</tr>
<tr>
<td>Energy</td>
<td>EIS (Oracle + SAP)</td>
</tr>
<tr>
<td>Banking</td>
<td>Architects</td>
</tr>
<tr>
<td>Telco / Media</td>
<td>Open source</td>
</tr>
<tr>
<td>Insurance</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td></td>
</tr>
</tbody>
</table>
What Has Been Done in 2010?

- Teams and networks foundation
- Market studies
- Review of our positions and assessment of our expertise and solutions in each segment (“Due diligence”)
- Definition of orientations and strategic priorities for the each segment
- Focus now on
  - Go to market tools
  - Knowledge management
  - External communication
  - Leads and pipeline sharing and bid support

In one year the result in some segments is a real change of client perception regarding Group capabilities
4 Examples

- Defence -> Chris Bates
- Banking  -> Stefan Lamprecht
- Homeland Security -> Michel Lorgere
- Enterprise Information Management -> Klaus-Dieter Schulze
Business Communities

Study Cases
Steria – Defence Business Community

Presenter: Christ Bates
Head of Defence Business Community
Contents

- Defence Business Community for Steria
- Why Defence is a hot topic?
- Our Positioning and Domains of Excellence
- Customer References
- Ambition
Defence IS Market – Market segmentation

- **‘Battlespace’**: Defence Functions – eg Command & Control, Logistics, HR
- **Back office space**: Support & Administration
- **Operational Services**: Service Lines – eg Networks, Applications
- **Military Systems**: Incl. C4I
- **Enabling Services**: Weapons Systems, Logs & CLS
Steria: Over 30 Years Experience in the Defence Industry

With a network of more than 500 dedicated consultants in the sector, Steria provides European Ministries of Defence with innovative solutions for maximising operational effectiveness and reducing costs.

*EuroCIS was set up between Steria and Atos Origin, and were later joined by EADS (now Cassidian) as a minority partner.
### Key Milestones

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1984</td>
<td>UK – USAS contract (Unit Spares ADP Systm - Royal Air Force inventory Management)</td>
</tr>
<tr>
<td>1993</td>
<td>Steria acquires DIGILOG, a specialist in real time software for defence and transport applications</td>
</tr>
<tr>
<td>1996</td>
<td>FR – Creation of the EuroCIS GIE with Atos Origin &amp; EADS</td>
</tr>
<tr>
<td>2001</td>
<td>GE – SAP-based Traffic &amp; Transport Management System for German armed forces</td>
</tr>
<tr>
<td>2002</td>
<td>NO – Steria becomes Norwegian MOD ICT partner with Framework Agreement</td>
</tr>
</tbody>
</table>
| 2004 | UK – MJDI* Management Information System (MIS) – the Tri-service inventory management system thanks to USAS legacy contract  
   *Management of the Joint Deployed Inventory |
| 2005 | SP – Steria organises the first Spanish Navy Logistics Conference in Madrid  
   FR – Steria maintains the French Army’s maintenance management system SIMAT*  
   GE – Steria wins its first contract with the German MOD Transformation Centre  
   *Système d’Information du Materiel de l’Armée de Terre |
| 2007 | UK – Steria exhibits at DSEi, the world’s premier Defence Systems Exhibition  
   UK – Steria breaks into the Testing & Referencing BPO market with the Land System Reference Centre  
   NO – Steria delivers the Norwegian armed forces’ Secure Platform |
| 2008 | Steria acquires Xansa and significant BPO capabilities  
   Steria FR & UK collaborate on joint bid for French MOD’s SIMMAD*  
   UK – MJDI Full Tranche 1 is signed with UK MOD  
   *Système d’Information de la Maintenance du Matériel Aéronautique de Défense |
| 2009 | UK – FLIS bid: Steria’s entry in Tier 1 space.  
   FR – Steria wins GTP (Gestion Technique du Patrimoine) & LOUVOIS |
| 2010 | UK – DSTL contract win, worth €71M  
   NO – AFSP contract extension, worth €49M |
Steria Business in the Defence Sector

- Significant presence in the Defence Sector
- >500 people in 2010

### 2009 Defence Revenue

<table>
<thead>
<tr>
<th>Area</th>
<th>2009 (€M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>48</td>
</tr>
<tr>
<td>Other Europe</td>
<td>16</td>
</tr>
<tr>
<td>France</td>
<td>12</td>
</tr>
<tr>
<td>Germany</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>80</strong></td>
</tr>
</tbody>
</table>

### Split by Business Lines 2009

- **IM**: 50%
- **AD and SI**: 32%
- **APM**: 7%
- **Testing**: 7%
- **Consulting**: 4%
Defence Revenue Split by Activity Domains

2009

- Logs & CLS
- Admin. Systems
- Enabling Services
- Weapon Systems
- C4ISTAR
Contents

- Defence Business Community for Steria
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Defence – An Attractive Segment

- Defence is a long cycle sector, with potential add-on work or extensions and as such rewards are high
- Despite reduction in national defence budgets of NATO countries (excl. USA) over the last 20 years, the ICT component has been steadily rising, especially in geographies were Steria is established
- ICT requirements have been evolving over the last 20 years, in line with the evolution of threats to national interests, and Steria's portfolio of capabilities has been flexible enough to match those evolutions
- Budgetary contractions in Western European public sector spending are likely to fuel outsourcing of previously core military capabilities (e.g. back office administrative function, logistics, etc.)
- The UK / France agreement to strengthen defence co-operation will bring cross-border opportunities for which Steria is ideally positioned
- Steria is positioned to benefit from such trends
Constricting Public Sector conditions across Europe affect the Defence Market – UK SDSR is showing the way for further transformation of the sector

Outsourcing players will benefit from change

Source: Steria Market Intelligence and Research

www.steria.com
Addressing the Industry Challenges

**Business Challenges**

- Maintain or Enhance Operational Focus
- Reduce Costs
- Benefit from Industrialised Solutions
- Shared Services across Government
- Maximise Interoperability of Systems

**Business Solutions**

- Integrated Information (Data fusion, system integration, granularity of information)
- Ensure Commanders to make the right decision at the right time
- Outsource non-core IT systems & processes
- Develop repeatable “industrialised” solutions
- Rationalise Infrastructures (data centres, networks, etc.)
- Implement common standards
- Cross border interface projects
- End-to-end, tri-service solutions across segments
Contents

- Defence Business Community for Steria
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Steria covers all key market segments to meet end-to-end Defence Information Services requirements.

Steria's Defence Domains of Excellence cover key capabilities to support those market segments' requirements:

- Logistics
- Biometrics & Identity Management
- Intelligence
- Testing & Referencing
- Infrastructure & Secure Messaging

*C4ISTAR: Command, Control, Communications, Computers, Intelligence, Surveillance, Target Acquisition & Reconnaissance
Our Domains of Excellence within the Defence Industry

Logistics
- Capabilities to support MODs & OEMs in the definition of Defence Logistics processes (including tri-service logistics) and the design, development, support and management of logistics information systems and services

Biometrics & Identity Management
- Capabilities developed for access & identity control, currently deployed with the British armed forces in Afghanistan

Intelligence
- Capabilities to develop intelligence gathering, management and presentation solution for Military and Secure government purposes

Testing & Referencing
- Capability to provide comprehensive Defence system (IT & platform) testing & referencing in simulated environments

Infrastructure & Secure Messaging
- Capability to provide IT infrastructure – from networks to higher level information & systems architecture – to base & deployed military operations. Includes provision of secure enterprise messaging and directory services
## Logistics and Biometrics & Identity Management

### Logistics

- **Our domain expertise**
  - E2E defence logistics
  - Tri-service process convergence
  - Solution teams include ex-Service Personnel

- **Our specific solutions**
  - Requirements definition & convergence

### Biometrics & Identity Management

- **Our domain expertise**
  - Solutions deployed in theatre
  - Adaptable for homeland security to deployed military environment

- **Our specific solutions**
  - Access control solutions
  - Fingerprinting
  - Retinal Scans

### Some references:

- **UK MOD: MJD1** (Tri-service inventory management solution)
- **French MOD: SIMAT** (army vehicle maintenance)
- **German MOD**: Steria helped the Bundeswehr define its process requirements for Traffic & Transportation Management

- **British Armed Forces, BDCS** (Site access control & forensics functionality)
- **Germany – Federal and Bundeslaender police** – Steria FIT & VIS for identity management
Intelligence and Testing & Referencing

**Intelligence**

- **Our domain expertise**
  - Secure Enterprise Information Management
  - Information Assurance
  - Infrastructure Design
  - Cyber Network Defence
  - Appropriately Cleared Staff, embedded at customer locations and at our equivalent facilities

- **Our specific solutions**
  - Enterprise Content Management
  - Secure Messaging

**Testing & Referencing**

- **Our domain expertise**
  - Multi-level network-enabled testing
  - Applications characterization, testing & referencing
  - Deployed environment replication

- **Our specific solutions**
  - E2E testing service management
  - Performance & Capacity Testing

**Some references:**

- Classified for Security Reasons

**Some references:**

- UK MOD: LSRC (Land Systems Reference Centre) – MOD’s release assurance for infrastructure & applications prior to deployment
## Infrastructure & Secure Messaging

### Our domain expertise
- Defence Infrastructure Networks
- Secure internal & external Messaging & Directory Services

### Our specific solutions
- Complete secure messaging solution
  - For Internal defence messaging
  - For defence industry messaging
  - For support contract

### Some references:
- UK MOD: EMS (Electronic Messaging Service)
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- Ambition
Some Key Defence Customers

LogABw: Traffic & Transport Mgt for Armed Forces – SAP
ZTransBw: Transformation Services for the Bundeswehr

P8012: Secure platform for Norwegian Armed Forces
P2914: Secret/NATO Secret architecture platform for Armed Forces

MJDI: Management of the Joint Deployed Inventory
LSRC: Land Systems Reference Centre

LOUVOIS: Tri-service Payment solution for French MOD
EuroCIS: C2IS solutions for French MOD
2010 Successes in Defence

- **Defence Science & Technology Laboratory (DSTL)**
  - €71M
  - 8 year
  - Infrastructure management services for MOD agency at two secure UK sites

- **MONACO**
  - €15M
  - ICT services for secure MOD customer

- **Norwegian Armed Forces**
  - €49M
  - 2 year framework contract extension
  - Secure ICT platform development services
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Our Ambition and Growth

Defence Revenue Evolution Objective

Revenue: Defence

CAGR: ~15%

80 M€

163 M€

2009

2014e

Growth Areas

<table>
<thead>
<tr>
<th>Domain of Excellence</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logistics</td>
<td>↑</td>
</tr>
<tr>
<td>Infrastructure &amp; Secure Messaging</td>
<td>↑</td>
</tr>
<tr>
<td>Intelligence</td>
<td>↑</td>
</tr>
<tr>
<td>Testing &amp; Referencing</td>
<td>↑</td>
</tr>
<tr>
<td>Identity Mgt &amp; Biometrics</td>
<td>↑↑</td>
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</table>
Steria- Banking Business Community

Presenter: Stefan Lamprecht
Head of Banking Business Community
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- Banking Business Community for Steria
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- Ambition
With a network of more than 3,000 dedicated consultants in the sector, Steria provides leading clients with business consulting and innovative solutions for realising the value and maximizing the productivity.

Steria: Over 40 Years Experience in the Banking Industry

- **1986**: Steria pioneer in Interbanking network implementation
- **1989**: Biggest export contract for a European ITS company: Information System of Bank of Saudi Arabia
- **1994**: Information System of the Centrale des Règlements interbancaires
- **2000**: Atlas project international core banking system roll out for BNP
- **2005**: Banking business consulting expertise leveraged via Mummert Consulting acquisition
- **2007**: Extension of the banking expertise through the acquisition of Xansa (Barclays, CFS, LTSB...)
- **Today**: Société Générale remote Infrastructure monitoring BNPP Service Desk
Steria Business in the Banking Sector

Large presence in the biggest European countries

<table>
<thead>
<tr>
<th>Area</th>
<th>2009(€M)</th>
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</thead>
<tbody>
<tr>
<td>Germany</td>
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</tr>
<tr>
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<td>93</td>
</tr>
<tr>
<td>France</td>
<td>72</td>
</tr>
<tr>
<td>Other Europe</td>
<td>24</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>294</strong></td>
</tr>
</tbody>
</table>

2009 Banking Revenue

2009 Split by Business Lines

- APM: 32% (Business Consulting: 11%, Testing: 2%, BPO: 2%, IM: 12%, AD and SI: 41%)
Banking – An Attractive Segment: Overview

We set value on long-term, stable customer relationships and are reliable partners of our customers.

- nearly all financial service providers in EuroStoxx 50 are Steria’s customers, partly since decades
- usually long-term framework agreements with our customers, in general preferred partner status.
- By creating value for the complete banking landscape Steria has a holistic view of its customers’ challenges. Steria serves:
  - universal banks
  - sales banks
  - bank IT providers and computer centers
  - processing service providers
  - product service providers
  - organizations and associations
- our approach is to create real business partnerships: long-term, sustainable, reliable and constantly growing

extract from our reference list
- Banco Santander
- Barclays
- BBVA
- BNP Paribas
- Co-operative Financial Services
- Commerzbank
- Crédit Agricole
- Crédit Suisse
- Deutsche Bank
- DnB Nor
- FinanzInformatik
- Lloyds TSB
- Nordea
- RBOS
- Société Générale
- UBS
- Unicredit/ HVB

www.steria.com
Banking – An Attractive Segment: Facts

- Banking industry sets standards in special knowledge areas such as risk management, data protection and compliance.

- Due to sinking margins in the classical retail and transactional banking, banks are forced to reduce cost by efficiency programs.

- Banking is seen as a “top tier industry”: Projects related to (global universal) banks create strong visibility for Steria in the market.

- Ongoing national and international consolidation of banking sector driven by economies of scale and strategic acquisitions creates opportunities starting from management consulting such as PMI up to outsourcing activities such as BPO.
Increasing Complexity in Financial Services

Tighter regulation
Rising degree of EU-wide regulatory rules (e.g. credit payment, securities, consumer protection etc)

Trust in financial services firms is falling
Large trust gap between banks and their clients
Customers to demand greater responsiveness and transparency from banks

Emergence of new business models and shifting demographics
Fragment customers’ needs and preferences
Both Gen Y and Gen X are more likely to switch banks for lower fees and to conduct more activities online

Emergence of new channels & technologies disrupting buying & service patterns
Including mobile payments, Internet banking and social financial networks. More demanding customers

Banks face increasing competitive pressure
Other industries have chosen to enter banking services
Banks face lower income levels, high pressure on margins, profit pools are shifting in a saturated market

Source: Steria Market Intelligence and Research, Gartner
www.steria.com
Addressing the Industry Challenges

**Business Challenges**

- Return to growth
- Optimization of cost structures
- Improvements in governance and risk management
- Compliance with regulatory and legal requirements
- Innovation and agility gains

**IT Business Value**

- Focus on business models and operating models
- Improve client understanding and relationship through cross and up selling
- Operational excellence
- Industrialized approaches incl. outsourcing, SaaS and BPO services
- Reform risk management culture
- Integrated enterprise-wide risk management framework and system
- Priority on threat management, compliance incl. legal and regulatory requirements
- Core banking transformation
- Accelerate time to market
- Flexibility as key element in banking applications and platforms
- Integrated multiple channels

Source: Steria Market Intelligence and Research, Gartner

www.steria.com
Steria is a real banking specialist: unique banking process expertise combined with technology excellence

- Steria covers all relevant processes in a modern bank and provides value added solutions by using state-of-the-art technology

- Our customers benefit from our broad experience based on practical projects all over Europe with customers in all banking segments: global, European and regional banks.
Our Domains of Excellence within the Banking Industry

Steria owns special expertise and capabilities in five domains of excellence

Comprehensive coverage of all business/IT core processes

<table>
<thead>
<tr>
<th>Post Merger Integration and Migrations</th>
<th>Core Banking</th>
<th>EU Regulation and Compliance</th>
<th>Sales and Customer Management</th>
<th>Payments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steria procedure model “PMI plateau”</td>
<td>Standard software integration and customization (Oracle, SAP)</td>
<td>Basel III</td>
<td>CRM systems (e.g. Siebel, SAP)</td>
<td>Advanced payment platform Stecard</td>
</tr>
<tr>
<td>PMI benchmark data base and toolboxes</td>
<td>Custom core banking software</td>
<td>MiFID II</td>
<td>Channel management</td>
<td>Mobile payments</td>
</tr>
<tr>
<td>Steria migration factory</td>
<td>SOA architectures</td>
<td>Target2-securities</td>
<td>Sales management</td>
<td>SEPA</td>
</tr>
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<td></td>
<td></td>
<td>Anti-money laundering</td>
<td>Sales solutions</td>
<td>SWIFT services and solutions</td>
</tr>
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<td></td>
<td></td>
<td>Financial sanctions</td>
<td>Financial planning</td>
<td>BPO solutions for payments</td>
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<td></td>
<td></td>
<td>Fraud/ corruption</td>
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<tr>
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<td></td>
<td>Compliance BPO</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Compliance strategy</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Avoid the pitfalls and increase the speed of merger success

- The current market is leading to a consolidation of the finance sector

Steria tames PMI complexity using an integrative and consistent approach – based on relevant experience from a multitude of projects
Modernization of core banking systems: Prepare for the future

The average age of core banking systems is higher than 20 years: existing systems are monolithic, highly integrated and organized by business lines

Steria provides flexibility gains and operational excellence by core banking transformation

Steria services include:

- **Business Process Consulting**
  - Optimization of business processes (organization and IT)
  - Core banking software evaluation and selection — based on profound knowledge and experience in the European market and a proven toolset

- **Business Process Implementation**
  - Integration, roll-out and enhancements of core banking systems
  - Use of special migration strategies and standardized tools
  - Group wide harmonization of core banking systems (HQ and subsidiaries)

- **Business Process Operation**
  - High quality operation and application management of core banking applications

Some References

- **Antwerp Diamond Bank**
  Steria delivers infrastructure outsourcing services for I-flex FLEXCUBE core banking solution

- **Société Générale**
  Benchmark of Flexcube/Oracle FS and Finacle/Infosys

- **Major German Bank**
  Steria provided highly professional project management services for the customer with up to 45 employees for the successful introduction of a core banking system
Gaining competitive advantages by sophisticated regulatory and compliance driven solutions

Regulatory and legal requirements are continuously increasing while banks are forced to be compliant with the new rules: Regulatory compliance and risk management costs are rising.

Steria’s approach is to create added values for its customers in building solutions, which not only comply with the rules, but provide additional benefit in terms of new services, higher process quality or lower risk.

Steria’s consulting, IT and operational services include:

- Basel II/ III
- 3rd EU AML Directive
- Target2-securities
- MiFID II
- Financial sanctions
- Fraud/ corruption
- Compliance strategy
- Upcoming new regulations

Steria’s ambition is to become the leading business and IT partner for current and future EU regulatory and legal changes in Europe.
Sales & Customer Management

- Re-engineer customer acquisition, retention and relationship strategies. Building up new channels and mobile customer access
- During the financial crisis banks have lost reputation and need to restore client trust, client understanding and relationships
- New channels and technologies are disrupting buying and service patterns. New channels like mobile phones and new technologies like social networking continue to change customers’ financial behavior
- Steria’s consulting, IT and operational services include
  - Analytical and operational CRM systems: evaluation, design and implementation of individual or packaged software, complaint management solutions
  - Sales planning & management (business & IT)
  - Customer value based sales management
  - Optimization of financial planning process (business & IT)
  - Channel management solutions
  - Customer portals

Some References
Barclays
Implementation of Chordiant Call Centre Desktop solution
CFS
Implementation of smile Internet offering
Leading UK credit card providers
Digital Channels Solution (mobile roadmaps leveraging customer data with group-wide and third-party offers and services.)
Building the next generation of bank’s payment architecture

The payments landscape is fundamentally changing:
- Key role in European harmonization with tighter regulatory rules
- Technology innovations and demanding customer requirements drive new payment services and open the marketplace for new competitors
- Cost pressure challenges banks to rethink their payment infrastructures to remain competitive

Steria services include:
- Operation of payment and card platforms and services (Stecard solution)
- Modernization of payment systems and processes
- Payment innovations (e.g. mobile payments, contactless payments, e-invoicing) and new business models
- Solutions for European harmonization challenges (e.g. SEPA)
- Corporate payment portals and solutions
- SWIFT services and solutions
- Corporate cash and liquidity management
- Identity management and mass payments
- BPO services for payments

Some References
- Barclays Bank: Business process outsourcing since 2002: credit and debit card charge back services
- Crédit Agricole: Integration and roll-out of a new SEPA e-banking platform
- Transactis: Development of a payment front-office for Scopiété Générale and La Banque Postale
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- Ambition
Some Key Banking Customers

**Global Leader in banking:** Pre & Post Merger Integration

**Major German Bank:** Core Banking System-Professional project management services

**Global Player:** Maintenance and development of a FX/Commodities back office system

**CFS:** Smile-technology solution developed using Websphere and legacy components

**Major German Bank:** Global implementation of 3rd EU Anti Money Laundering Directive.

**Barclays:** Chordiant Call Centre Desktop

**HSH Nordbank:** Implementation of SAP Bank Analyzer

**Financial Services Authority:** AM services and Onshore knowledge acquisition
Some Key Banking Customers

Nord / LB: SAP HCM, service model for SAP HCM, development and maintenance of the system for 5 yrs.
Major bank in France: E-payment study, analysis of the European e-Payment market.

German Landesbank: Modernize and harmonize its credit system landscape within the whole group Renewal of credit application landscape, credit standard S/W systems (Loan IQ, SAP)

Global automotive bank: Strategic partnership for holistic consulting and IT services approach. Business process management and organization in the core activities financing, leasing and insurances

The Co-operative Bank: Big Card Programme.
Banque de France: Platform project aims to provide a common Market Operation platform up to 2015.
2010 Successes in Banking

- Early entry into new PMI projects
  - Customer: Banco Santander to integrate SEB (Consumer Finance Business), Deutsche Bank to integrate Sal. Oppenheim (Private Banking) and Postbank (Retail Banking)
  - DoE: PMI and Compliance

  - Customer: Credit Suisse
  - DoE: Payments and Customer Management

- Secured major Telephony Integration project, to replace legacy telephony systems
  - Customer: CFS
  - DoE: Sales and Customer Management

- International Deployment of a Core Banking System
  - Customer: BNPP
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Our Ambition and Growth

Banking Revenue Evolution Objective

<table>
<thead>
<tr>
<th>Revenue: Banking</th>
<th>Growth Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAGR: ~10%</td>
<td>Business Line</td>
</tr>
<tr>
<td>300 M€</td>
<td>Business Consulting</td>
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<tr>
<td></td>
<td>AD and SI</td>
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<td>APM</td>
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<td></td>
<td>Testing</td>
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<td></td>
<td>IM</td>
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<tr>
<td></td>
<td>BPO</td>
</tr>
</tbody>
</table>

2009  2014e
Homeland Security Business Community for Steria
Why Homeland Security is a hot topic?
Our Positioning and Domains of Excellence
Customer References
Ambition
Steria: Over 35 Years Experience in the Homeland Security Industry

With a wide network of dedicated consultants across 16 countries, Steria delivers solutions to security institutions to maximize efficiency and optimize budget spending.

Steria offers a large range of capabilities, from business consulting to innovative solutions, covering most of the key domains of Homeland security information systems.

- **First STORM implementation in Grampian Police (Scotland)** in 1995.
- **EURODAC Project** signature for the EU COMMISSION in 2000.
- **Schengen Program** STORM widely adopted by UK police forces in 2005.
- Recognized supplier running major programs for public institutions with high budgets >60M€ (Cleveland Police, Schengen Program, UK Probation service) **Today**.

www.steria.com
Strong historic presence in the UK, Belgium and Scandinavia

### 2009 Homeland Security Revenue

<table>
<thead>
<tr>
<th>Area</th>
<th>2009 (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>104</td>
</tr>
<tr>
<td>Other Europe</td>
<td>49</td>
</tr>
<tr>
<td>Germany</td>
<td>4</td>
</tr>
<tr>
<td>France</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>160</strong></td>
</tr>
</tbody>
</table>

### Split by Business Lines 2009

- IM: 55%
- APM: 8%
- A and SI: 18%
- BPO: 12%
- Testing: 4%
- Consulting: 3%
Homeland Security Business Community for Steria

Why Homeland Security is a hot topic?

Our Positioning and Domains of Excellence

Customer References

Ambition
Homeland security – An Attractive Segment

- National security is a prime concern of States.
  - Customers are mostly in public sector
  - High budget allocation
  - Budgets are constrained but preserved even in crisis recovery times.

- Long cycle sector. Mid or long term contracts with extensions.

- Customers are looking for options to optimize budget allocation which are in Steria range of services (As Cleveland police is pioneering)
  - Shared services
  - BPO

- Steria capabilities
  - Matches with Market demand and Steria can leverage differentiators in this specific market (Biometrics)
  - Are spread over group affiliates having history in the market: growth is reachable by fostering diversification of affiliates
Rise of internal / external threats to citizens in a globalized world

International Regulation strengthening

Security to be the key priority
Increase in migration of people prioritizing security between government departments and between governments and clients for transferring data.

Plethora of Technologies adoption
Biometrics remains one dominant area. Others include integrated / networked security systems and modular products. Convergence of physical and IT security disciplines is the key focus.

Driven by EU regulations
Adoption of intrusive international regulations such as the Stockholm Programme which future action plan likely to pave way for common European framework for Identity Management and legal framework for data protection and privacy.

Interoperability becomes a key issue
Increasing need for balance between level of security and the cost-effectiveness and convenience of solution for exchanging information. Use of SOA and legacy management for flexible legacy systems and accessibility.

Budgetary constrains
National institutions have to drive to drive through cost optimizations and savings as a result of the financial meltdown.

Source: Steria Market Intelligence and Research
www.steria.com
Addressing the Industry Challenges

**Business Challenges**

- Need for efficient field technologies
- Convergence of physical and IT systems security
- Data Sharing mechanisms
- Regulation compliance
- Individual data privacy
- Need for cost effective IT infrastructure

**IT Business Value**

- Mobile technologies (queries, biometrics, data entering)
- Command & control systems
- Securing terminals and transmissions
- Implement Knowledge management / content management services
- Focus on Integration technologies (SOA, BPM, ESB)
- Information system architecture consulting
- Information system Security services
- Data compliance
- Data quality management
- Shared service centres
- Benefit from industrialized solutions
- Migration solutions
- IT Outsourcing services

Source: Steria Market Intelligence and Research

www.steria.com
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Our Positioning in the Market

Steria has a comprehensive solution portfolio, covering most of the key domains of Homeland security information systems with a Strong Track record in Police, border control agencies and emergency management organisations.

This "palette" of building blocks enables the customer to design in a customized way their future systems includes:

- Front end technologies (Portals, Document management systems, workflow applications), transactional back end systems, Investigation case management systems, Identity Access Management and biometrics, Intelligent & distributed information systems, secure infrastructure, mobile technologies, command & control systems.

Steria has a multi-disciplinary expertise: Business consultants (Police, biometrics, EU regulations), software architects & design of complex systems (Schengen, Storm, SIB, FIT, Nivadis, etc.), Software Development and test capability for large projects.

Steria is owner of key technological building blocks.

Experience in Large programs delivery.

Excellence in Market niches technologies (Biometrics).
Our Domains of Excellence Within the Homeland Security Industry

- **Command & Control systems**
  - Delivery and support of real time Command and/or Control solutions

- **System to system (Distributed information systems):**
  - Integration technologies, SOA, Distributed architectures
  - Secure messaging systems

- **Investigation Case management system & Secure Intelligence databases**
  - Solution for investigation support and operative analysis for police organizations
  - Central secure databases to store criminal data (Schengen information system)

- **Biometrics**
  - Automated Fingerprint Information Systems (AFIS)
  - Client stations for capture and data management: Steria FIT

- **Secure Infrastructure**
  - Infrastructure management for security customers
  - Hardware provision, infrastructure design, Data Protection, Network security, etc
## Command & Control systems and System to System

### Command & Control systems
- **Our business consulting expertise**
  - 15 years of implementation in police forces
  - Business and technical expertise
- **Our specific solutions**
  - STORM (Police)
  - IGNIS (Fire brigades)

### System to System
- **Our business consulting expertise**
  - Legal framework analysis
  - Detail technical specifications
  - Integration in a distributed information system
- **Our specific solutions**
  - Steria Interconnection Box (SIB)
  - S to S toolset

### Some references:
- 28 Storm implementation in UK police forces
- 21 Storm implementations in Sweden police forces
- Ignis implementation in Berlin and Frankfurt Fire brigades
- STORM APM for >50 customers

### Some references:
- Schengen Information System II
- Visa Information System
- German BKA
### Investigation management system and Biometrics

<table>
<thead>
<tr>
<th>Investigation management system</th>
<th>Biometrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>➤ <strong>Our business consulting expertise</strong></td>
<td>➤ <strong>Our business consulting expertise</strong></td>
</tr>
<tr>
<td>➤ Organization and process consulting</td>
<td>➤ Biometrics expertise</td>
</tr>
<tr>
<td>➤ Investigation system Business analysis</td>
<td>➤ Business analysis</td>
</tr>
<tr>
<td>➤ <strong>Our specific solutions</strong></td>
<td>➤ <strong>Our specific solutions</strong></td>
</tr>
<tr>
<td>➤ NIVADIS</td>
<td>➤ Steria FIT +</td>
</tr>
<tr>
<td></td>
<td>➤ Steria AFIS solution</td>
</tr>
<tr>
<td></td>
<td>➤ AFIS Integration</td>
</tr>
</tbody>
</table>

#### Some references:
- Berlin police (DE)
- Hessen police (DE)
- Lower saxony Police (DE)

#### Some references:
- EU Commission Biometric matching system – BMS (BE)
- Eurodac + project (BE)
- Belgian police Criminal AFIS implementation (BE)
- SteriaFIT (NO) deployed in 20 countries (500 implementations in Germany) – user acceptance tests
Secure Infrastructure

Our business consulting expertise
- IM Architecture
- IT Security audits

Our vertical & horizontal solutions
- Secure infrastructure supply

Some references:
- German Federal Ministry of internal affairs
- German Federal Office of IT Security
- NOMS contract for the UK ministry of Justice (IM)
- Norwegian police (IM)
- Norwegian customs (IM)
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<th>Contents</th>
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<tr>
<td>✔ Homeland Security Business Community for Steria</td>
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<td>✔ Why Homeland Security is a hot topic?</td>
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<tr>
<td>✔ Our Positioning and Domains of Excellence</td>
</tr>
<tr>
<td>✔ Customer References</td>
</tr>
<tr>
<td>✔ Ambition</td>
</tr>
</tbody>
</table>
Some Key Homeland Security Customers

- European Commission: Schengen information system, Implementation of EURODAC, (AFIS system) – Central finger print recognition system for the immigration process in Europe
- Cleveland Police: Police Shared Services Partnership – Police Operational Services & Police Shared Business Services (HR, Payroll, Finance, Estates etc)
- Norwegian Police Secure Infrastructure Services: Centralization and consolidation of IT systems, One common storage and backup solution (SAN/NAS)

Please refer the appendix for more details on the above
2010 - Some Successes in Homeland Security

- **Cleveland Police**
  - €211m
  - 10 years
  - Software / System Integration / AM / BPO

- **European Commission – DG Home Affairs**
  - Schengen Information System II / Visa Information System
  - Software / System Integration / Consulting / AM

- **Schengen Related Business – Development of the Schengen National information systems for EU Member states**
  - Romania - 2,6 M€
  - UK – 2,1 M€
  - Software / System Integration / Consulting

- **Biometrics Critical projects Implementation**
  - EU Commission DG Home Affairs – EURODAC + Project
  - Belgian Police – Criminal AFIS Implementation project.
  - Automated Fingerprints Information Systems / System Integration / Testing / Consulting
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**Our Ambition and Growth**

Homeland Security Revenue Evolution Objective

**Revenue: Homeland Security**

- **CAGR:** ~7%
- **2009:** 160 M€
- **2014e:** 220 M€

**Growth Areas**

<table>
<thead>
<tr>
<th>Business Line</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Consulting</td>
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<tr>
<td>AD and SI</td>
<td>↑</td>
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<tr>
<td>APM</td>
<td>↑↑</td>
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<tr>
<td>Testing</td>
<td>↑</td>
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<tr>
<td>IM</td>
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<tr>
<td>BPO</td>
<td>↑↑</td>
</tr>
</tbody>
</table>

[![Steria logo](https://www.steria.com)](https://www.steria.com)
Steria – Enterprise Information Management (EIM) Business Community

Presenter: Klaus-Dieter Schulze
Head of EIM Business Community
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- EIM Business Community for Steria
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- Ambition
Enterprise information management is an integrative discipline for structuring, describing and governing information assets across organizational and technological boundaries to improve efficiency, promote transparency and enable business insight.

Data Management (DM)

- Reliability of Data
  DM ensures the availability and reliability of data for all business needs

Business Intelligence (BI)

- Valid Decisions
  BI ensures suitable information for fast and accurate decision making

Enterprise Content Management (ECM)

- Efficient Processes
  ECM ensures the quality and efficiency of content based processes
Steria: Over 15 Years Experience in the Information Management market

A broad set of established methodologies and tools combined with our proven global delivery model ensures the efficient delivery of the right information, to right users and the right time for our customers.

- **1995**: Steria Profiles® methodologies and tools
- **2003**: BI Maturity Model/Audit (biMM® and biMA®) introduced
- **2007**: Steria first offshore Deal for EIM
- **2009**: Release of the third biMA® Market Survey
Steria Business in the EIM Sector

- Wide presence in the Enterprise Information Management Sector
- ~ 800 people in 2010

<table>
<thead>
<tr>
<th>Area</th>
<th>2009 (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>30</td>
</tr>
<tr>
<td>UK</td>
<td>30</td>
</tr>
<tr>
<td>France</td>
<td>27</td>
</tr>
<tr>
<td>Other Europe</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>94</td>
</tr>
</tbody>
</table>

2009 EIM Revenue

Split by Business Lines 2009

- AD and SI 41%
- APM 32%
- BPO 2%
- Testing 2%
- IM 12%
- Business Consulting 11%
EIM Revenue Split by Sub-segment

2009 Revenue split

- BI: 35
- DM: 24
- ECM: 35
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Our Domains of Excellence

Domains of Excellence

- **Data Management**
  - Production and use of trustworthy data

- **Information Intelligence**
  - Analytical applications and effective usage of information in business processes

- **Architecture & Technology**
  - Customized systems using innovative technology based on flexible architectures

- **Governance**
  - Organizational structures for an efficient provision of information

- **Strategy**
  - Information as a strategic asset to your company
Our ability to commit on Business Transformation programmes based on our data architecture and data governance industrialized approach:

- Our end-to-end ability to design and implement Enterprise MDM systems including unique customer view and SOA approach
- Business Process improvement via data quality and data integration solutions
- Data migration expertise: M&As, secure new ERP implementation, CRM process improvement via accurate data.
- Our dedicated DM centre of excellence:
  - 15 years experience
  - Our multi-industry track of records
  - Steria Profiles™ methodology & tools / workbench
Competitive Advantage through information - we make sure that our customers have the right information for their decisions:

- We ensure the efficient management of the rising amount of information
- We ensure the needed quality and the flexible access to information for quick and valid decisions
- Based on our Business Intelligence Maturity Model we provide services from BI-Strategy definition to the implementation of enterprise business intelligence solutions
- Our dedicated BI centre of excellence:
  - 13 years experience
  - Study of the market in 2004, 2006 and 2009 on the basis of biMA©
  - Successful long term customer relationships
  - Market and project proven Maturity Model biMM© as the basis for all our services
Document and Electronic Records Management:

- Recognised excellence in records management and compliance issues
- Proven ability in large scale programmes
- Integrated business improvement and transformation
- Knowledge Management Practice specialising in:
  - EDRMS and ECM
  - Case Management Strategy
  - Digital Asset Management Strategy
EIM Expertise and Solutions

Data Management
- Data Excellence Framework
- Profiles
- Data Integration Framework
- Ab Initio team

Business Intelligence
- bIMA/BI Strategy
- BICC Framework
- Cognos Team
- SAP BI Team

Enterprise Content Management
- Optimizing Mail Processes
- Electronic Records Management

*DDD = Data Discovery Dashboard
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Some Key EIM Customers

**Societe Generale**: Design and Implementation of a single customer view in a Oracle / Siebel CRM environment.

**Deutsche Bank**: BI Partner for Private and Business Customer for Change the Bank and Run the Bank activities

**Deutsche Telekom**: Business Intelligence governance and Analytical applications

**French Ministry of Finance and Industry**: Collection and validation of financial data to feed up the new centralized SAP F& A apps.
Some Key EIM Customers

**VW:** BI-Strategy Development and Implementation incl. Business Intelligence Competency Centre (BICC)

**French Water Co.:** Data Quality firewall, Master Data Management & BI, Real Time Monitoring & Quality Control

**Major UK Retailer:** Strategy, design, implementation and support of an enterprise-wide data warehouse and reporting solution

**Gaz de France:** Provision of an industrialized solution to migrate all their legacy data to their new IS running SAP I-SU
Our Ambition and Growth

EIM Revenue Evolution Objective

**Revenue: EIM**

- **CAGR:** ~16%
- **200 M€** in 2014e
- **94 M€** in 2009

**Growth Areas**

<table>
<thead>
<tr>
<th>Business Line</th>
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<tbody>
<tr>
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<tr>
<td>Testing</td>
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<td>IM</td>
<td>🚀</td>
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<td>BPO</td>
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</tbody>
</table>
Business update & strategic priorities

Presenter: François Enaud
Group Executive General Manager
Contents

- Business update
- Strategic priorities for the next 3 years
- Q&A
Reminder of 9m2010 performance
Back to Revenue Growth in 2010

- Q3 2010 YTD revenue growth
  - Overall +4.8%
  - Organic +2.6%

- Tough business environment due to the specific situation in the Public Sector
  - Moratorium for IT spend in excess of £1m
  - Review of the existing contracts

- Agreement reached with the Cabinet Office in October 2010
  - All existing contracts under review were confirmed
  - New opportunities started to appear again
  - Interest confirmed for the NHS SBS and Front Line Service models

- Solid pipeline representing 2.2x forecasted annual revenue as of 30/09/2010 (similar to last year ratio)
Market Share Gains in 2010

- Revenue growth in 2010 vs. European IT Services sector
- Change in the company profile perceived by clients since 2 years
  - Major successes: SFR IM, SG IM, BNPP helped desk, Statnett smart metering, Cleveland Police, DSTL, Airbus MSS, Chorus AM for the French Administration, Nord LB major HCM contract …
  - New kind of contracts: larger, more complex, which include industrialised services, offshore resources, process externalisation and business competencies
  - Competitive advantage: size, flexibility, focus, speed of execution, offshore capabilities
- First results of the investments we did over the last 2 years
  - GSL
  - Business Communities
  - Internal IT and Applications…
Reminder of First Half Profitability

- Operating margin rate of 6.9% in H1 2010
  - vs. 6.9% in H1 2009

- A good cash performance
  - Net financial debt of €210m => A reduction of ~ €65m per year in average since 2008
Q4 2010 activity in line with expectations

End of month headcount above 2009 level since August

FY 2010 performance in line with the guidances revised in October 2010

- Organic revenue growth > +1,0%
- Operating margin rate: 7%

Net Financial Debt < €150m
Strategic Priorities

Growth – Growth – Growth

Gain Market share

Value
- Vertical footprint
- Expertise and Solutions
- Innovation
- Customer intimacy

Differentiation
- Service model
- Flexibility
- Corporate values
- Engagement

Productivity
- Delivery industrialisation
- Internal structure optimisation
Productivity

Delivery Costs
- Delivery Centres
- Processes
- Offshore

Other Costs
- Overheads
- Buildings
- External Spending
Purchasing

- A central purchasing team set up in 2008 and strengthened in 2009 & 2010
  - ~ 50 persons
- New categories and governance in the Group
- Yearly external spend > €500m (excluding buildings)
- What has been done so far
  - PC / Servers / Standard Software / WAN / Mobile / Car fleet
  - Progressive impact (equipment amortisation, former contract replaced by the new one…)
- Still to be done
  - Data storage / Insurance / Office supply / Multifunctional devices / Software / Networks / Telecommunication…
  - Subcontracting optimisation
Buildings

- Buildings > 100 locations
- Property fees: ~ €50m per year
- Levers
  - Price per square meter optimisation
  - Space per person optimisation
- Specific actions planned in 2011 mainly in France and in the UK
- Group Facility Committee clearly focused on
  - Strategy
  - Pro-active management of projects
Structure Cost optimisation

Key levers
- Alignment / Globalisation
- Systems / Automation
- Offshore
“One Steria Programme” regarding Systems

Knowledge Management
Progressive Paybacks of the Investments Made

<table>
<thead>
<tr>
<th>Year</th>
<th>2008</th>
<th>2010</th>
<th>2012</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Investments linked to the Integration</td>
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</tbody>
</table>
| 2. - Purchasing  
  - Buildings  
  - Structure |

- Paybacks
- Investments P&L charge
- ~ 150bp in 3 years
Strategic Priorities

Growth – Growth – Growth

Gain Market share

Value
- Vertical footprint
- Expertise and Solutions
- Innovation
- Customer intimacy

Differentiation
- Service model
- Flexibility
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- Engagement

Productivity
- Delivery industrialisation
- Internal structure optimisation
Value and Differentiation

Core Market & Clients

- PS
  - Business planning
  - Sales
  - Res\textsuperscript{ce} Mgt
  - P\&L

- FS

- Util.

2011 Focus:

- Business Consulting
- Development of DOE and Solutions
- Innovative Offerings
- Increase market in key accounts

Vertical Portfolio (BCs)
Innovation on Key Technologies Trends (BCs)
Global Account Management
Global Service Lines (Agencies & DCs)
One Steria programmes

Proximity & flexibility
Speed & agility
Human touch
Commitment
Corporate Responsibility
Employee ownership
A Full Scope of Capabilities
Group Organisation Fully in Line with the Priorities (1)

- Group processes and organisation adapted
  - All strategic domains represented in the Excom
  - SEVP board for transformation review
  - Incentive structure for Excom members
    - 50% on individual targets
    - 30% on Group targets
    - 20% on transformation programmes
Group Organisation Fully in Line with the Priorities (2)

François Enaud

3 Senior Vice President Executives
John Torrie – Laurent Lemaire – Olivier Vallet

Group Executive Committee
11 members
Group Organisation Fully in Line with the Priorities (3)

Geographic Business Responsibilities

<table>
<thead>
<tr>
<th>Country</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>John Torrie*</td>
</tr>
<tr>
<td>Spain</td>
<td>Emilio Yoldi*</td>
</tr>
<tr>
<td>France</td>
<td>Olivier Vallet*</td>
</tr>
<tr>
<td>Scandinavia</td>
<td>Kjell Rusti*</td>
</tr>
<tr>
<td>Belgium</td>
<td>René Luyckx</td>
</tr>
<tr>
<td>India</td>
<td>Mukesh Aghi*</td>
</tr>
<tr>
<td>Singapore</td>
<td>Jacky El Harrar</td>
</tr>
<tr>
<td>Germany</td>
<td>Oliver Nazet*</td>
</tr>
<tr>
<td>Switzerland</td>
<td>Nicolas Vezin</td>
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</tbody>
</table>

Sales & Marketing

<table>
<thead>
<tr>
<th>Department</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>Patricia Langrand*</td>
</tr>
<tr>
<td>Business Communities</td>
<td>Patricia Langrand*</td>
</tr>
<tr>
<td>BPO Europe</td>
<td>Hilary Robertson</td>
</tr>
<tr>
<td>Global Accounts</td>
<td>Mukesh Aghi*</td>
</tr>
<tr>
<td>Strategic Partners</td>
<td>Mukesh Aghi*</td>
</tr>
<tr>
<td>Innovation</td>
<td>Richard Potter</td>
</tr>
<tr>
<td>Offshore</td>
<td>Isaac George</td>
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</tbody>
</table>

Global Service Lines & Delivery Centres

<table>
<thead>
<tr>
<th>Centre</th>
<th>Responsible</th>
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<tbody>
<tr>
<td>I M</td>
<td>John Jackson</td>
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<tr>
<td>A P M</td>
<td>Philippe Calvet</td>
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<tr>
<td>Testing</td>
<td>Sean Beesting</td>
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<tr>
<td>Poland</td>
<td>Bruno Bouquet</td>
</tr>
<tr>
<td>India Centres</td>
<td>Asma Aïdi</td>
</tr>
<tr>
<td>Morocco Centre</td>
<td>Ilhame Choukrani</td>
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Central Support

<table>
<thead>
<tr>
<th>Department</th>
<th>Responsible</th>
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</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>J. Vermeule*</td>
</tr>
<tr>
<td>Communication</td>
<td>S. Robins</td>
</tr>
<tr>
<td>Accounting / Reporting / Consolidation</td>
<td>C. Tillard</td>
</tr>
<tr>
<td>Legal &amp; Global Risks</td>
<td>S. Dangu</td>
</tr>
<tr>
<td>Project Management</td>
<td>S. Ferré</td>
</tr>
<tr>
<td>Group Applications Services</td>
<td>S. Ferré</td>
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<tr>
<td>Finance &amp; Tax</td>
<td>J. Moran</td>
</tr>
<tr>
<td>Investor Relations &amp; Corp. Dev.</td>
<td>O. Psaume</td>
</tr>
<tr>
<td>Internal Control &amp; Audit</td>
<td>F. Cordel</td>
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<tr>
<td>Group Purchasing</td>
<td>C. Soupizet</td>
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<tr>
<td>Commercials</td>
<td>J. Bachelart</td>
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<tr>
<td>Group Infrastructure Services</td>
<td>C. Revelli</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>F. Hunwick</td>
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<tr>
<td>Quality</td>
<td>A. Aïdi</td>
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*EXCOM members

www.steria.com
Conclusion

- Group profile and client perception has changed since 2008
  - Playing in the first league
- Significant transformational investments post Xansa acquisition
- Strong focus on organic growth
  - First signs in 2010 of market share gains
  - Major commercial successes
- Organisation and processes in place and fully aligned with strategic objectives
- Payback of transformational programmes still ahead of us
- Size to execute rapidly and successfully the strategic orientations

Attractive alternative to very large competitors
STERIA 2011 Analysts Event

13-14 January 2011, Cleveland and Leeds (Day 2)

Excellence without boundaries
Intelligent Cost Management

saving £250m across the NHS

John Neilson
Chief Executive
NHS Shared Business Services
Challenges facing the NHS

- White Paper – radical change
  - SHAs/PCTs abolished by 2012/2013
  - 400 – 600 new GP consortia accountable for £80bn
  - New governance and accountability
  - Putting patients and the public first

- Improving quality & healthcare outcomes
  - £20bn of efficiency savings by 2014
  - 45% reduction in management costs by 2014
Steria & Department of Health - a unique joint venture

delivering value to the NHS

Unique 50:50 JV
Commercial organisation
Joint governance
Customer focus
Best practice
World Class

Management & Business Devt
Service optimisation
Best practice
Offshore capability
Commercial expertise

Original shared service centres
NHS experienced people
Oracle EWA
Financial support

Dividends

saving the NHS £250m over 10 years = 12,500 additional nurses

delivering value to the NHS
About NHS SBS

Core Service Lines:
- Finance & Accounting
- Payroll & HR
- Family Health Services
- Commercial Procurement Solutions

- Typical savings for Trusts of between 20% and 30%
- Employs 1,430 people, including 670 in India
- 40% of NHS organisations are NHS SBS clients
- 25m people in England have NHS care from NHS SBS clients
Customer Profile

130 Finance & Accounting clients
- Over £31 billion payments / per annum
- £12 billion of NHS debt recovered per annum
- 60,000+ trained users on the Oracle system

57 Payroll & HR clients
- Paying 200,000 NHS employees
- Processing 2.5 million payroll transactions per annum
- Extending into HR Shared Services

16 Family Health Services clients
- NE London sector – seven Trusts
- East Midlands region – nine Trusts

50 Commercial Procurement Solutions clients
Added Value

- New Commercial Procurement Solutions will deliver substantial savings over five years for the NHS
- A common financial platform to enable the transition to GP Consortia
- Governance & compliance – IGAF Level 3, SAS70, ISO 27001, Registration Authority UK & India
- Future proof services free to current clients
  - Business Intelligence capability for enhanced management information and reporting
  - Oracle R12 upgrade for leading edge technology
- Developing broader Employee Services offer to complement Payroll & HR services
Voice of the Customer: “would recommend NHS SBS”

NHS Directors of Finance & HR
Voice of the Customer: “NHS SBS adds value”

- 2007: YES: 39%
- 2008: YES: 69%
- 2009: YES: 87%
- 2010: YES: 91%

NHS Directors of Finance & HR
NHS SBS growth (€m)

NHS SBS Revenue Trend (€m)

2009 2010 2011 2012 2013 2014

€62m

delivering value to the NHS
Strategic Priorities

- Developing new offer for GP consortia market
- Enhanced proposition for Acutes & Foundation Trusts
- Family Health Services growth acceleration
- Launch of Commercial Procurement Solutions
New Procurement Offer

- A full end to end procurement managed service combining:
  - Strategic sourcing to enable rationalisation of suppliers and products
  - e-Procurement based on data analytics
  - Business transformation

- The model delivers:
  - Progressive control over Trust influenceable spend
  - Increased compliance with negotiated contracts
  - Increasing year on year savings
End to End Procurement

New Service provided through SBS BI data for Buyers and Trusts

Current SBS Service – P2P

External to Procurement Service

Match Goods & Invoice

Supplier Fulfillment & Invoice

Create Purchase Order

Catalogues

RFQ & Contracts

Sourcing, RFI & Short listing

Aggregate Demand

Payment & Spend Analysis

New Service provided by Buyers based on BI data

New Service Available to Buyers Requisitioners

Buyers Service setting up contracts

Service provided By Buyers for use by Requisitioners

Automatically generated by SBS eProcurement system

Underpinned by Change Management

delivering value to the NHS
Summary

- NHS SBS on target to achieve savings for the NHS of £250m over 10 years
  - NAO verified £50 million cost savings to the NHS so far
- Generating revenues of €62m in 2010 (12.5% growth)
  - a successful and profitable public/private sector partnership
- Leveraging NHS SBS capability will result in far greater savings to the NHS
- NHS SBS can be a key facilitator of change in the NHS
- £1.06m royalty fee shared with NHS SBS clients in 2010 (in addition to cost and efficiency savings already achieved by NHS Trusts)
Earl Howe, Minister for Efficiencies, accepts NHS SBS cheque for £1,066,000 on behalf of the NHS
Front Line Services and Shared Services

Presenter: John Torrie
Senior Executive Vice President
Chief Executive Officer, UK and India
UK Government Shared Services

Business Drivers

- Public sector debt is driving 20-40% budget cuts in UK public services
- Drive to protect frontline jobs and services
- Increased need for Efficiency
- Duplication in Departments, Authorities and Services (emergency)
- Improvements in consistency of services provided
- New business models
- Transforming back office services
- Better management and reporting
- Co-ordination between central, local and service areas of government
Areas of Focus

- Back Office repetitive functions (repetition)
  - e.g. F&A, payroll
- Non core activities to the service provided
  - Logistics, Fleet management
- Vertical services (knowledge based)
  - Community justice
- Duplicated services (efficiency)
- IT based business processes
- IT core services
Operational implementation

- Process externalisation
- Better use of IT
- Process improvement
- Process transformation
- Combine processes from other organisations
Benefits

- Economies of scale – sharing of common activity
- Focus on core services – frontline activity
- Divestment of non-core processes
- Move from capex to opex
- Process standardisation and consistency
- Improved reporting
- KPI Management
Opportunities in UK Public Sector

- Police and Emergency Services
- Central Government departments
- Local Authorities
- Health
- Public sector suppliers
- Utilities
Why Steria Might Benefit from these Opportunities

- Transformational capabilities
- Full coverage in terms of services
  Consulting – SI / APM – Infrastructure Management – horizontal and vertical BPO
- Shared Platform Services experience
- Public Sector business knowledge
- Commercial and contracting flexibility and agility
- Unique examples in Europe of such models already running and managed by Steria

Shared Business Services
STERIA 2011 Analysts Event

13-14 January 2011, Cleveland and Leeds

Excellence without boundaries