

**2016 ANNUAL RESULTS: IMPROVEMENTS FOR H2 2016**

Paris, March 28, 2017

Business & Decision, an international consulting and systems integration company, announces, for the year 2016, operating income of €-0.4m. For the second half of 2016, operating income is € 0.6 million, presenting improved operating profitability in comparison with first half 2016.

€ million	2016 (*)	2014
<b>Revenue</b>	<b>227.6</b>	<b>224.2</b>
<b>Current operating income</b>	<b>0.2</b>	<b>5.9</b>
<b>Operating income</b>	<b>-0.4</b>	<b>4.7</b>
<b>Net income (Group Share)</b>	<b>-5.9</b>	<b>1.0</b>

(\*) Status of the accounts relating to the audit / At the date of this release, accounts have been approved by the Board of Directors on 28 march 2017. Audit of accounts procedures are in progress.

Christophe Dumoulin, CEO of Business & Decision, comments: "*The year 2016, in line with our roadmap, was that of transition. We achieved a good performance in terms of revenue growth. We have driven our efforts on refocusing on our core business and put in place a new governance for the management of the company. The second half of 2016 already benefits from our actions, which will have their full effect in 2017.*"

In 2016, consolidated revenue was € 227.6 million, growing 1.5% in comparison with 2015. Revenue growth at constant consolidation scope and exchange rates was 6%.

Current operating income amounted to € 0.2 million, compared to € 5.9 million for the financial year 2015. Current operating income for the first half of 2016 was € -1.0 million, offset by a net operating income improved significantly in the second half of 2016 to € 1.2 million.

Operating income amounted to € -0.4 million, after impact of operating expenses including restructuring and disposal costs. Financial result amounted to € -2.1 million, equivalent to the previous year.

Net income, Group share, amounted to -5.9 million euros, including € -4.0 million for the first half of 2016.

Net financial debt amounted to € 27.1 million compared to € 26.8 million for the previous year. Disposals in the United States led to a decrease in goodwill of € 3.6 million.

The group has renegotiated with its banks the reprofiling of its medium-term debt. Although the net debt to EBITDA ratio was not met as at December 31, 2016, the banks have waived the liability for the balance of the financing put in place in April 2016.

**Outlook**

The year 2017 enjoys a favorable context for continued growth, particularly in the areas of innovation. Steering of profitability is continuing and should allow return to higher margin levels.

## Financial Calendar

30 March 2017:	Analysts & investors meeting at 5:30 pm, Paris
27 April 2017:	2017 first quarter revenue at 5:35 pm
28 June 2017:	Shareholders' annual General Meeting at 5:30 pm, Paris
31 July 2017:	2017 first half revenue at 5:35 pm
31 August 2017:	2017 first half results at 5:35 pm
4 September 2017:	Analysts & investors meeting, Paris
31 October 2017:	2017 third quarter revenue at 5:35 pm
31 January 2018:	2017 full year revenue at 5:35 pm

## About Business & Decision

Business & Decision, an international Consulting and Systems Integration company, is a leader in Business Intelligence (BI) and CRM, and a major player in e-Business. We leverage a unique combination of technical, functional and industry specialization, as well as partnerships with all of the key software vendors, to deliver maximum-value projects and help clients break through barriers to innovation such as Big Data and digital transformation. Business & Decision operates in 12 countries and employs over 2,500 people in France and worldwide.

To learn more: [www.group.businessdecision.com](http://www.group.businessdecision.com)

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