



PROFILE 2013-2014





ONE BULL: OUR CORPORATE PLAN 2014-2017

BULL: THE TRUSTED OPERATOR FOR ENTERPRISE DATA

PROFILE

Bull is the trusted operator for enterprise data. The Group, which is firmly established in the Cloud and in Big Data, integrates and manages high-performance systems and end-to-end security solutions. Bull's offerings enable its customers to process all the data at their disposal, creating new types of demand. Bull converts data into value for organisations in a completely secure manner.

Over recent years, digital technology has come to play a primordial role in the enterprise and has fundamentally transformed whole sections of business activity. But these changes are just a prelude to those that are beginning right now. With the rise of Cloud computing, Big Data and smart objects, information has never been so abundant, rich and accessible. In every sector of the economy, many business functions are fundamentally reinventing themselves, based around the way that these data repositories are created and exploited. And it is the way in which technology is used – not the technology itself – which is now the catalyst for innovation, bringing the greatest benefit to users.

Increasingly ubiquitous, but less and less visible, technology's role is now to enable the real expression of this creativity. True to its historic vocation of making technology work to empower business innovation,

Bull continues to support its customers in this new era. That's the whole idea behind the Group's development plan for 2014-2017: 'One Bull'. To refocus Bull, based on the work done in recent years, to ensure that it is perfectly in step with current and emerging business needs.

The goal of One Bull is to mobilize all our resources, so as to enable organizations to extract the full value from the information that they produce and use. With One Bull, the Group aims to become the trusted operator for enterprise data: in other words, the partner who can design and implement the secure and effective technological solutions that its customers need to support the new ways they are using their data. And because a partner must be dependable and sustainable, above all else, One Bull also aims to improve the Group's competitiveness and to double its operating margin (EBIT) for the period to 7% of turnover by 2017.

Clear, ambitious, realistic goals

For businesses, data is tomorrow's energy. An inexhaustible supply of energy, that really fuels performance, opening up new business opportunities. But the challenge now is to successfully seize those opportunities while managing the associated risks. By strengthening its expertise, reenergizing its organization and focusing on clear, ambitious and realistic goals, Bull is ideally positioned to address this new digital revolution and ensure that its customers benefit from it.

Philippe Vannier
Chairman and CEO

BULL

OPERATES IN OVER
50 COUNTRIES

9,200
EMPLOYEES

REVENUE:
€1.3 BILLION

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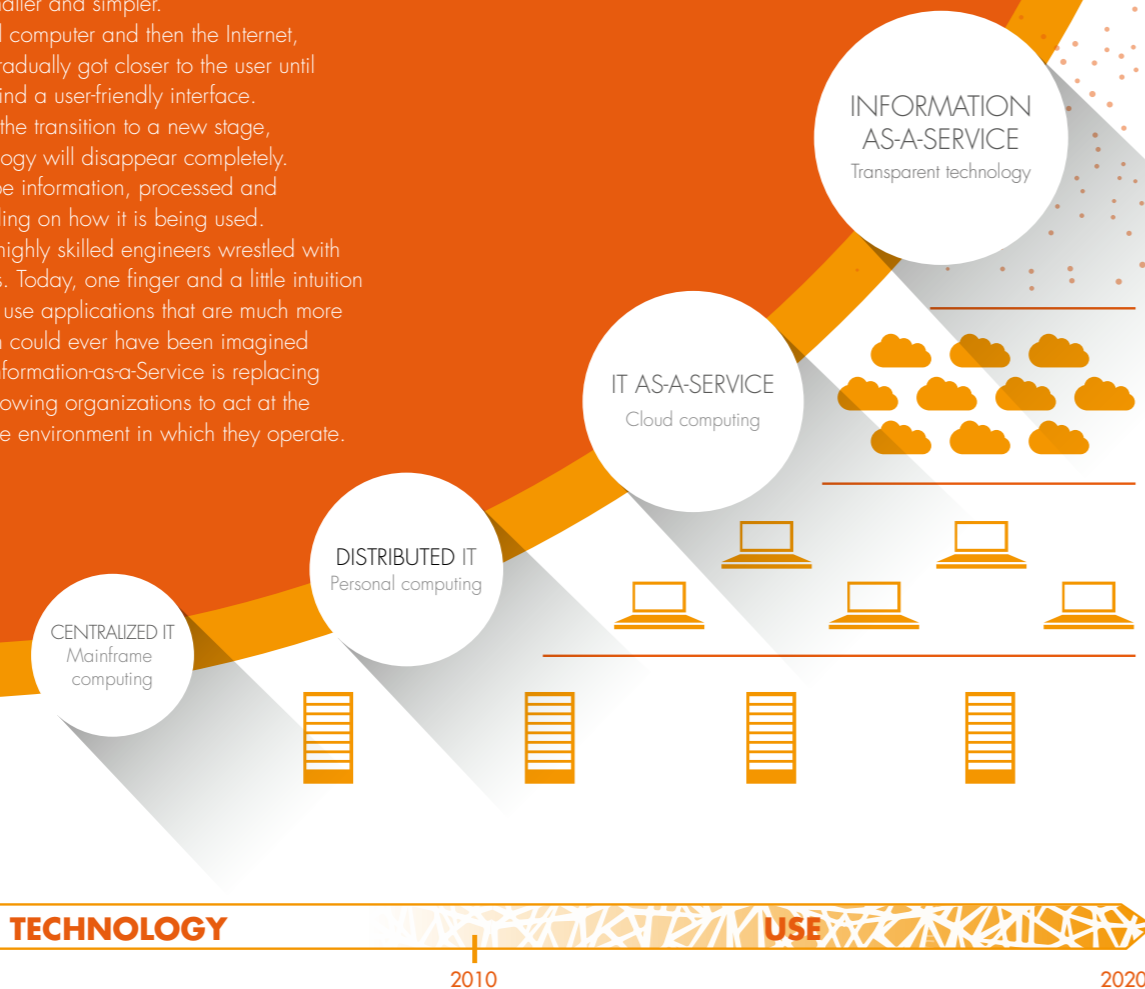
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THE NEW DIGITAL PARADIGM

YOTTAOCTETS

A MODEL FOR NEW WAYS OF USING IT

The history of digital technology is an ongoing quest to make things smaller and simpler. With the personal computer and then the Internet, technology has gradually got closer to the user until it disappears behind a user-friendly interface. The Cloud marks the transition to a new stage, where the technology will disappear completely. All that's left will be information, processed and formatted depending on how it is being used. Forty years ago, highly skilled engineers wrestled with massive machines. Today, one finger and a little intuition is all you need to use applications that are much more sophisticated than could ever have been imagined back then. And Information-as-a-Service is replacing IT-as-a-Service, allowing organizations to act at the same speed as the environment in which they operate.



NEW USES FOR IT

THE VIRTUOUS CIRCLE OF VALUE CREATION AS-A-SERVICE

For 50 years, enterprise computing has flowed like a long river: an information process (sales, production, human resources...) combined with a reporting system and an architecture. The Internet and Cloud computing have turned this flow into a flood. Computing is drowning in a sea of information, with many more resources that are harder to control. Emails, messages of all kinds, meeting reports, exchanges on social networks, operating parameters, environmental measures, user communities, IT outsourcing chains, thousands of mobile applications available 'as-a-Service'... All this digital raw material contains valuable information about customer expectations, competitor initiatives, internal skills, explanations for success or failure...

THE THREAT OF INFOBESITY

Faced with a mountain of data of all kinds, from all kinds of sources, the challenge is to identify, capture and process useful information which will help you understand changes in business activity better and faster, and act accordingly. Otherwise, organizations run the risk of information overload and of collapsing under the weight of evidence that their competitors are using more effectively.

INTENSIFYING COMPETITIVENESS

So the information chain, the data lifecycle is being translated into actions which themselves generate new information. With new uses for IT, a virtuous circle of value creation is being established. As it accumulates knowledge, the organization is improving its capacity to anticipate, optimize and innovate. Very quickly, and at every level, it is improving compared with its competitors: customer satisfaction, operational efficiency, alignment with market needs... By precisely identifying the drivers for action, new uses for IT are intensifying competitiveness.

INTEGRATING NEW SKILLS

OPENING THE WAY TO A NEW ERA

Up to now, computing involved a collection of investments to be brought together and exploited: represented by hardware and software, consultancy and services, in-house skills... But this resulted in high costs, high levels of complexity and constraints related to the need to extract as much value as possible from legacy investments. With the Cloud, everything has changed. Now IT is consumed in the form of services. Like electricity, it's becoming an operating cost, in line with changing patterns of usage, the seasonality of the business or corporate growth. Delivered as a turnkey package, it is presented in a catalogue, along with service level commitments. The organization that wants to equip its employees with new workstations or launch an application destined for its customers, pays for results in line with how much it has 'consumed' and the quality delivered.

CHANGING ROLES

Faced with its internal customers' demands, the role of the IT Department is now to develop the most appropriate and competitive catalogue of services possible. The IT Department focuses particularly on applications that capitalise on its knowledge of the business, leaving it less and less time to devote to purely technical issues. When it comes to these, it prefers to rely on a single expert point of contact, capable of dealing with the complexity of the technology and making it transparent. So the supplier that has recognized expertise in all the various components of today's digital systems – application development, servers, storage, security, networking – and who knows how to make them work together effectively, will naturally become the preferred partner for organizations that are transforming themselves around data and new uses of IT. Skills integration is becoming the key aspect of the IT market: it's something that Bull specialises in and one of the Group's great strengths.

212 billion
DEVICES WILL BE CONNECTED TO THE INTERNET BY 2020¹

x2
THE DIGITAL WORLD IS DOUBLING IN SIZE EVERY TWO YEARS²

+288%
THE RATE BY WHICH MOBILE PAYMENTS ARE SET TO GROW BY 2018³

1/3
OF ALL APPLICATIONS WILL BE CLOUD BASED BY 2020⁴

¹IDC, 2013 - ²IDC/EMC, 2012 - ³Juniper Research, 2014 - ⁴Accenture, 2013

BULL: THE TRUSTED OPERATOR FOR ENTERPRISE DATA

GREATER CLARITY FOR GREATER EFFICIENCY

Supporting our customers in their transformation is also about helping each organization and its practices adapt appropriately to new challenges and new demands. At a time when managing the data lifecycle is the number one priority for IT, Bull has mobilized all its forces within a new organization structure designed to enable our customers to capitalize on the full value of the information they produce and use. Processing power, Cloud computing, integration, security... the Group effectively combines all its expertise to provide optimum solutions for secure data mining. So our customers can tackle their technological concerns with real confidence and focus on their core business and their operations.

TWO BUSINESS SEGMENTS

DATA MANAGEMENT, DATA INFRASTRUCTURE

Across all sectors of the economy, consumer expectations are changing and new competitors are emerging. As digital opens up more and more opportunities, the pace of innovation is increasing. But the rules of the game are changing too. Organizations must focus, right now, on how information is transforming their activities. It's providing new answers to traditional business challenges: based on new types of data flows, new ways of processing information and new data management and security rules. These developments can only deliver their full value if the performance, reliability and availability of the underlying hardware and software systems is optimized. The digital enterprise is built on two, inseparable pillars, around which Bull has chosen to organize its offerings: Data Management and Data Infrastructure.

The Data Management segment consists of the service businesses for managing the enterprise data along its lifecycle. These include system integration, security solutions, along with private cloud management services.

Data Infrastructure consists of the businesses of modernizing processing and storage infrastructure for enterprise data. It includes the design, deployment and maintenance of infrastructure, data centers, servers and high-performance appliances, along with supercomputers.

COMPLEMENTARY AND CONVERGENT SOLUTIONS

From hardware to security, from the Data Center to application integration, from Cloud services to support... Bull's expert teams are all focused on a shared goal: to help each customer go further in its digital transformation and realize its vision through comprehensive, turnkey solutions that are designed, implemented and operated, end to end. This convergence of expertise to support customers' goals guarantees greater efficiency, more innovation, better quality and a deeper commitment.

POINT OF VIEW

"Our organization structure directly mirrors our customers' main concerns. Because it is so simple, it should boost our efficiency when it comes to supporting our customers, as well as our own global performance as a company."

Pierre Barnabé
COO, Bull

R&D AT BULL...

700+
ENGINEERS

€75^M
ANNUAL
INVESTMENT

1900+
PATENTS

UNIFIED R&D

THE INCUBATOR FOR INNOVATION

Bull has organized its activities into two major segments, Data Management and Data Infrastructure: highlighting how technological issues are now so closely intertwined. Whether in a supercomputer, a mobile application or an embedded M2M solution, performance and security issues depend at least as much on hardware components as they do on software. Because the most significant innovations often arise from an ingenious combination of these two aspects, Bull has chosen to bring together all its R&D activities to support its entire business. A veritable incubator for innovation, the Bull R&D organization brings together more than 700 expert multi-disciplinary engineers. The resulting cross-fertilization of ideas and skills, along with careful attention to feedback from the field, will boost the creativity and relevance of the Group's solutions.

DELIVERING MAJOR INITIATIVES

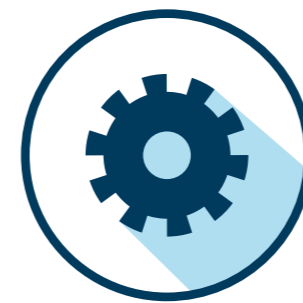
Closely attuned to changes in technology and business, Bull R&D is involved in all key areas of the Group's activities: high-performance computing, cyber-security, Cloud computing, information systems modernization, Big Data. In recent years, the Bull R&D labs have developed many major products that are recognized for their originality and quality. These include the bullx supercomputer, bullion servers for the private Clouds and Big Data, the Shadow intelligent jamming system designed to counter RCIEDs, the libertp tool for modernization of legacy applications and, most recently, hoox, the first European smartphone featuring native security.

POINT OF VIEW

"To explore new areas and develop tomorrow's solutions, today, Bull R&D is investing heavily in customers – with whom it has forged many successful technological partnerships – as well as in institutional collaborative programs (such as competitiveness clusters and European projects) and in partnerships with industry (Open Source, consortiums)."

Sophie Houssiaux
VP R&D

BULL: THE INTEGRATED IT OPERATOR

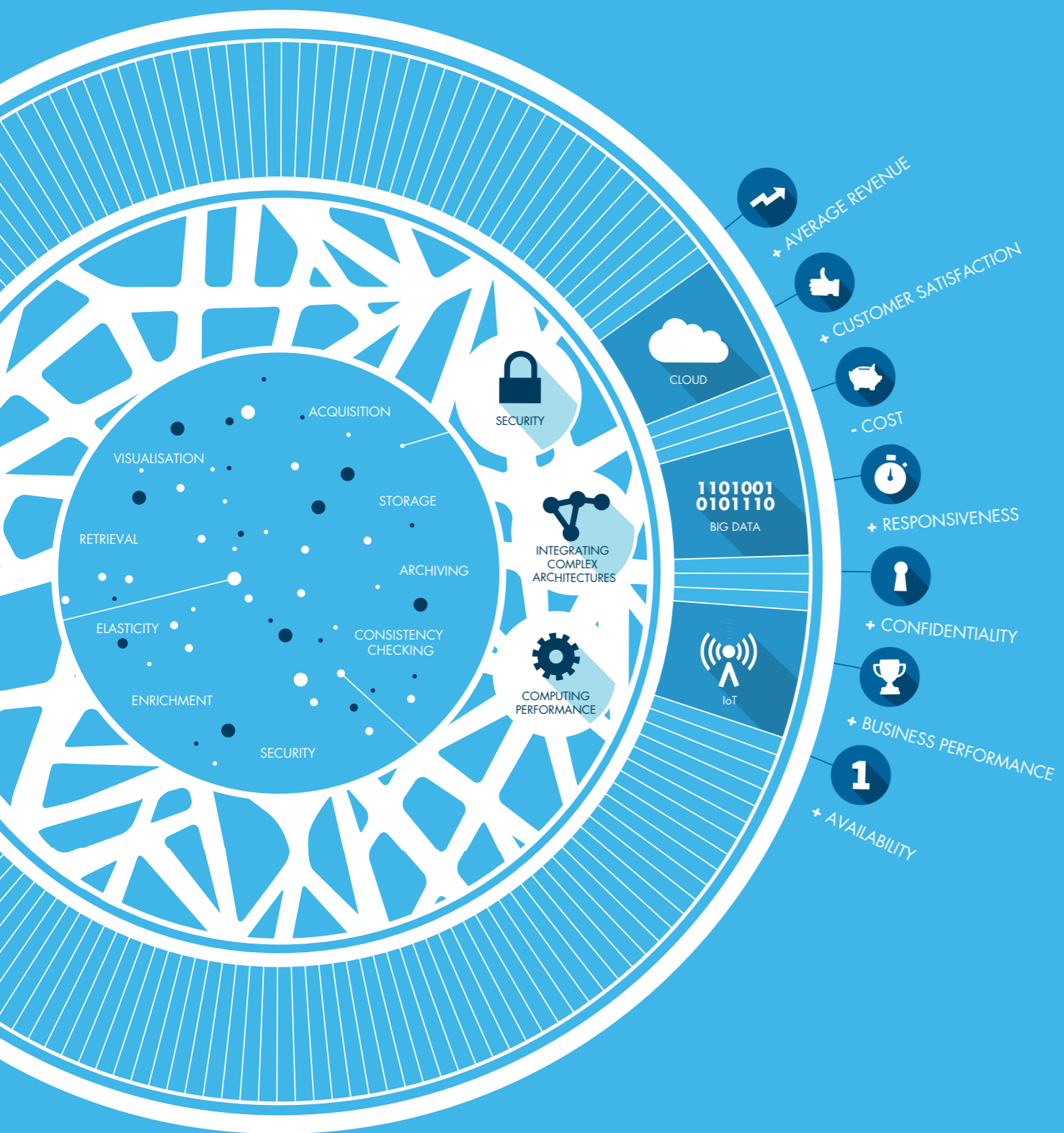


COMPUTING PERFORMANCE

With an estimated 800% growth in data volumes over the next five years, maintaining satisfactory levels of performance is a major challenge for CIOs. So computing power is once again coming to the forefront, especially as applications from the Cloud, Big Data and Internet of things will result in an explosion in the amount of data processing, exchanges and the number of real and virtual users. As a specialist in high performance computing, Bull has designed bullx, an ultra-dense supercomputer for research and scientific computing. bullx represented a breakthrough in HPC which is now benefitting all Bull servers: especially bullion, which has been specially developed to meet today's challenges of mass data processing, high availability, virtualization and eco-efficiency.

One of Bull's most notable qualities is its particular focus on the combined optimization of software and hardware, beginning in the R&D stages. This integrated approach is reflected, in particular, in the development of specialized appliances that combine performance and ease of use. But the need for performance is not limited to servers: it extends much more widely to the entire Data Center. To storage, for example, where Bull is the European leader in systems integration. And to networks and software for Data Center orchestration and management. That's why Bull is helping its customers transform their infrastructures, so they create the new-generation digital power plants needed for the Cloud and Big Data.

DATA IS NOW THE REAL POWER SOURCE FUELLING BUSINESS. BUT TO CONVERT THIS ABUNDANT RAW ENERGY INTO CONCRETE BENEFITS – AND RESPOND TO THE PRIORITY ISSUES OF THE CLOUD, BIG DATA AND THE INTERNET OF THINGS – A WHOLE CHAIN OF EXPERTISE NEEDS TO BE BROUGHT INTO PLAY. UNDERSTANDING THE QUANTITY, DIVERSITY AND SENSITIVITY OF THE INFORMATION THAT YOU'RE DEALING WITH; KNOWING HOW TO CHOOSE AND IMPLEMENT THE BEST TECHNOLOGY OPTIONS; LEARNING TO IDENTIFY AND TRANSLATE BUSINESS CHALLENGES, WHILE DELIVERING ALL THE NECESSARY PERFORMANCE AND SECURITY... BEING AN INTEGRATED OPERATOR MEANS MASTERING ALL THESE LINKS IN THE CHAIN: FROM DATA INFRASTRUCTURE TO DATA MANAGEMENT. AND THAT'S BULL'S GREAT STRENGTH.



POINT OF VIEW

"With increasingly demanding applications, and more and more data, computing power and Data Center agility are critical issues for business. Bull is responding to this, not only by creating servers and supercomputers at the cutting edge of current capabilities, but also solutions for next-generation Data Centers that will be totally controlled and optimized via software."

Franck Greverie
Executive VP, Infrastructure Division

THEY HAVE CHOSEN BULL:

"MÉTÉO-FRANCE":
HOW DO YOU GET MORE VALUE FROM INFORMATION FASTER AND AT A LOWER COST?



THE ISSUE	THE SOLUTION	THE RESULT
For weather forecasting agency Météo-France, it was all about improving the quality and accuracy of its forecasts and cutting its energy bills.	Delivery of two new bullx supercomputers, featuring liquid cooling and a total power of 1 Petaflops, or one million billion operations per second.	A 12-fold increase in usable computing power, a peak performance multiplied by 25, with lower energy consumption, improved quality, especially for forecasts of heavy rainfall, storms and temperatures at ground level, as well as quantification of the risks for the next three days.

BULL: THE INTEGRATED IT OPERATOR



INTEGRATING COMPLEX ARCHITECTURES

Today, organizations innovate and regain their competitive edge by combining digital technology with their traditional know-how. Bull supports its customers on the path to digital transformation by helping to design and implement secure and effective solutions that create appropriate value for their business. Bull is firmly established in the two key areas that are currently redefining application development: data and the Cloud. Data is the raw material for new applications; and nowadays the ability to collect, process and share unlimited data of many different types and from many different sources is primordial. And because it is so flexible and ubiquitous, the Cloud is becoming the preferred vehicle for the dissemination of applications. The fact that it is increasingly open is also enabling the development of innovative composite services. Within the Group, Bull has all the technological elements and skill-sets needed to help organizations take advantage of these new uses of IT, as well as to develop and maintain their legacy applications.

The Group's integration expertise means that, for each project, it can choose the best solutions, put together a team of technology and business experts, and draw on the strength of its network of industrial-scale centers of expertise to develop the most appropriate response in each context.

POINT OF VIEW

"The logic of silos is outmoded. Integration is opening up the digital enterprise. Digital technology is speeding up performance and ensuring immediate availability. What matters today is the ability to bring all the ingredients for rapid, effective implementation at the lowest cost, to boost business performance in a very tangible way."

Thierry Siouffi
Executive VP, Integration Division

THEY HAVE CHOSEN BULL:

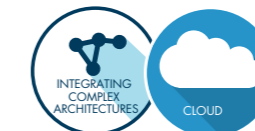
"LOT AIRLINES"

HOW DO YOU OPTIMIZE THE MANAGEMENT OF YOUR INFORMATION ASSETS?



THE ISSUE

Polish airline LOT, one of the largest in the world, wanted to give passengers unlimited access to its offerings and useful information.



THE SOLUTION

Integrating a public Cloud solution, including a mobile version.

- + CUSTOMER SATISFACTION
- + RESPONSIVENESS
- + REVENUES

THE RESULT

5,000,000 customers can plan their journey, check flight plans, reserve tickets and check in for flights at any time, from anywhere in the world.



SECURITY

Security is the essential prerequisite for confidence in digital systems. However, as digital technology expands, so do the new and growing threats that accompany it: explicit threats – from simple malicious acts to espionage, terrorism and organized crime – as well as implicit ones such as hardware failure, human error or the vagaries of nature.

As a specialist in digital security, with a presence throughout the value chain, Bull has established itself as the preferred partner for businesses, operators of vital importance and nation States when it comes to making cyberspace a safe place where real value can be created. In line with its customers' security objectives and operational requirements, Bull protects people, information, communications and infrastructures by getting involved in three areas:

Cyber-security: as a specialist in large-scale infrastructures for information processing and paperless exchanges, Bull protects digital assets in sensitive sectors such as banking, government, telecom, defense and healthcare.

Critical systems: an expert in development under tight constraints, Bull designs and produces

systems for defense, transport, energy and industry where failure is not an option, because of the severe consequences such as threats to human life.

Electronic warfare: Bull enables military and security forces to fight effectively in the increasingly critical theatre of conflict defined by the electromagnetic spectrum, providing counter-terrorism solutions to protect people who are exposed to many kinds of threats.

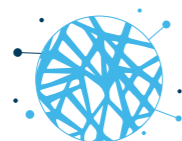
POINT OF VIEW

"Security is no longer optional. It's an integral part of system specifications, and Bull's solutions reflect this concern for security that actively creates value, and is seen as an asset rather than an obstacle to competitiveness."

Philippe Duluc
VP, Security Division

THEY HAVE CHOSEN BULL:

"DEFENSE / SICS" (COMBAT INFORMATION SYSTEM FOR THE SCORPION PROGRAM)
HOW DO YOU MANAGE INFORMATION MOST EFFECTIVELY IN EXTREME SITUATIONS?



THE ISSUE

The French Army wanted a unified command and control (C4I) system for its theaters of operation. Information derived by digitizing the battleground has to be used as the basis for operational decision-making.



THE SOLUTION

Integration and development of a comprehensive software solution, including a GIS (Geographic Information System).

- + RESPONSIVENESS
- + AVAILABILITY
- + CONFIDENTIALITY

THE RESULT

Software that combines simplicity with intuitiveness, and operates on all networks even at low bandwidth... with ultra-secure data exchange.

KEY CUSTOMER CHALLENGES

+ 17%¹1101001
0101110
Big Data+ 27%¹+ 30%¹

The technological building blocks needed to collect, exchange and process huge amounts of data are becoming increasingly mature. This paves the way for the era of Information-as-a-Service. If they can effectively manage the key issues – computing power, integration, security – organizations will then be able to focus on how the technology is being used and make it work to actively support their business activities. The Cloud, Big Data and the Internet of Things are becoming the real drivers of organizational demand.

The Cloud is doing away with the technical and financial constraints of IT, to make data and applications available on demand. The massive amounts of data held in the Cloud can be linked together to create new jobs, closer customer relationships and a more efficient operation of the organization: Big Data. Hardware objects can be interconnected and interact with each other: the Internet of Things. With its extensive expertise in the integration of complex critical systems, Bull helps its customers to seize the many opportunities for innovation promised by these paradigm shifts.



CLOUD COMPUTING

DESPITE STILL BEING A RELATIVE NEW PHENOMENON, THE CLOUD IS ALREADY A KEY FACTOR IN COMPETITIVENESS: CHANGING THE WHOLE DESIGN AND USE OF DIGITAL SERVICES. BULL SUPPORTS ITS CLIENTS IN THIS TRANSFORMATION, OPENING UP ACCESS TO ALL THE BENEFITS OF THE CLOUD.

OUR VISION

The Cloud is the new platform on which business applications can run. The ability to use basic resources (storage, computing power...) or more sophisticated ones, such as email and software packages, in the form of 'on demand' services has rapidly proved beneficial in terms of cost savings, flexibility and access to appropriate capacity. But it would be more accurate to talk about Clouds in the plural. In a private Cloud the company creates its own Cloud, in its own Data Center. The hosted private Cloud remains private, but is entrusted to an external operator. And in a public Cloud, infrastructure is shared between different customers. Cloud suppliers differentiate their approach according to the security issues and requirements for customization.

Customers build hybrid Clouds based on one of these three models, retaining the option to also use their own physical servers as appropriate.

In the face of continuous commercial, functional and technical innovations, the hybrid model is one most likely to last. With this kind of set-up, the organization will be able to seize all the opportunities offered by the Cloud while maintaining security levels to meet the requirements of its business. The Cloud is no longer restricted just to infrastructure components, but is also moving towards the consumption of services on a pay-per-use basis (SaaS) and continuous application development (DevOps). These two changes are affecting the way that services are designed, purchased and operated and the way in which quality and availability are guaranteed. Bull gives decision makers including CIOs, digital champions and senior business management a clear, unique and understandable service delivery commitment, wherever the customer's applications may be located within the Cloud, with a comprehensive dashboard.

THE REAL CHALLENGE FOR BUSINESS

Using the Cloud is now an obvious thing to do. The challenge is knowing the best way to do it. The transition to the Cloud is the catalyst for a profound transformation of the IT Department, which becomes a service provider for its internal customers and needs to rethink its whole organization structure. In order to take full advantage of the opportunities offered by the Cloud and choose wisely between the different ways of 'cloudifying' its IT assets (applications and data), the CIO must now become the CDO (Chief Digital Officer) of the organization.

BULL'S SOLUTION

Moving to the Cloud is a major transformation project. To successfully achieve this, requires a comprehensive, staged approach. Which is why Bull mobilizes all its expertise in the form of 'Le Cloud by Bull', a change management support process that allows our customers to move to the Cloud without losing control and to rapidly reap the initial benefits.

POINT OF VIEW

"When it comes to the Cloud, the breadth of our skills and how they are structured within the 'Le Cloud by Bull' offering makes Bull unique in more ways than one. The Group is a 'one-stop-shop' for its customers: a global partner who frees them up to focus on how they are actually using the Cloud and, as a result, to seize its benefits more rapidly, comprehensively and sustainably. Bull is the only player capable of supporting its customers as they move towards digital – taking into account the essential transformation both of methods (Agile) and teams – right through to operating their critical applications in a distributed multi-vendor environment, while guaranteeing consistent SLAs."

Arnaud Bertrand
Executive VP, Cloud Division

Consulting services help to address the very early issues of security, service quality and IT governance, and to define, in line with business requirements, how the 'as-a-Service' offerings are configured and operated. With Bullion Cloud Platform, the IT Department finally has access to a technology platform that can host even its most demanding and business-critical developments and workload.

As a partner in Numergy – Europe's leading digital power plant – Bull offers a range of services covering all Cloud requirements, from the most basic to the more mission-critical ones, and responding sensitively to issues of sovereignty. With its 1,000 experts and extensive international network of Data Centers delivering local services, Bull meets all the challenges of private hosted Clouds. And with its 500 specialists in application management, PaaS development and Cloud-based application management, Bull is the only player capable of making the end-to-end commitments involved in running complex applications within the Cloud and ensuring that they operate effectively.

Finally, Bull's integration experts help organizations evolve their existing systems to ensure flexibility and successfully transition to the Cloud without compromising the expected benefits.

THEY HAVE CHOSEN BULL



THE WORLD'S LARGEST PRIVATE CLOUD PROJECT FEATURING MICROSOFT TECHNOLOGIES.

EDF, a leading energy player, renovates and unifies all its collaborative and email solutions for users across the whole group and its subsidiary ERDF. Along with Osatis, Bull will be providing a global turnkey service, based on modern integrated solutions for email, file sharing, video-conferencing and instant messaging (Exchange, SharePoint and Lync), in private Cloud mode. The highly secure, scalable, redundant infrastructures will be hosted at two of EDF Group's data centers. They include 68 Bullion servers, 400 virtual machines and 1000 TB of storage. The solution will support some 160,000 users and will be monitored and administered remotely from Bull and Osatis' secure service facilities.

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BIG DATA

BIG DATA IS OPENING UP UNPRECEDENTED OPPORTUNITIES FOR DATA ANALYSIS, TURNING THE WHOLE RELATIONSHIP BETWEEN THE ORGANIZATION AND INFORMATION UPSIDE DOWN. BULL CAN TAKE RESPONSIBILITY FOR ALL TECHNICAL ELEMENTS THAT SUPPORT THIS FUNDAMENTAL CHANGE.

OUR VISION

Companies are increasingly operating in an environment that's overflowing with data: from internal sources (from sales presentations to call center statistics) and those close to the business (produced by customers, the media, competitors, etc.), as well as broader data such as environmental and economic information. The whole aim of Big Data is to mobilize the most advanced methods of collecting, organizing, processing and disseminating information, to analyze this mass of raw data and make sense of it for the company: to better understand consumer expectations, anticipate market trends, improve risk management, etc. But the huge amount, diversity and variability of this data make that extremely complex, so 'infobesity' or information overload is becoming a real risk. According to Gartner, 85% of large companies still won't be able to take advantage of Big Data by 2015. Because Big Data is a paradigm shift in terms of scale which demands a whole new approach.

THE BIG CHALLENGE FOR ORGANIZATIONS

Intuitively this mass of untapped data has a huge potential value. But now the challenge is for businesses to move from potential to reality. Even more important than the technical challenges involved, this is a strategic issue. The organization has to decide what it wants to know, for what reasons, and how to organize the governance of its information assets to achieve this.

THEY HAVE CHOSEN BULL



With Bull and the Tibco software application platform, the **Stade Toulousain** has developed a powerful solution that gives it a 360° view of its customers and its thousands of supporters. Ranked among the best rugby teams in the world, **Stade Toulousain** has decided to boost its financial independence. In particular, this means increasing the stadium seat occupancy from 92% to 98%, and maximize revenue from associated branded products. Data from social networks, ticketing, on-line sales, Twitter, physical shops, etc... is increasingly available, qualified, analyzed and useful. Now, thanks to its new solution, Stade Toulousain can see in just one click information that previously would have taken over a week to obtain. Combining a Big Data solution and SOA architecture, Bull unified the club's information, and then proposed setting up processes to optimize and address customer and supporter loyalty. Thanks to Bull, Stade Toulousain can now put the motto of its manager, Guy Noves, into action: *"Do everything to control our destiny."*

THE BULL SOLUTION

As an expert in designing systems that successfully combine information from a huge range of sources, Bull can help its customers to really utilize Big Data. What makes Bull different is that it operates throughout the entire data value chain: from data gathering, management and analysis, to archiving, restitution and, above all, security. In particular, Bull R&D teams optimize the operation and implementation of tools developed by its software partners (databases, search engines, etc.) on bullion servers, to bring all the power of High Performance Computing (HPC) and the flexibility of the Cloud to Big Data. This close integration opens up new possibilities for turnkey solutions tailored to specific applications (customer behavior analysis, fraud management...) and frees up businesses to be more creative, by providing innovative solutions to the unique challenges posed by the massive amount and diversity of Big Data.



THE INTERNET OF THINGS

THE INTERNET OF THINGS IS SET TO REVOLUTIONIZE HOW WE INTERACT WITH OUR ENVIRONMENT. THE CHALLENGE? TO MANAGE THE COMPLEX SYSTEMS INVOLVED AND MAKE SURE THEY ARE SECURE.

OUR VISION

Thanks to sensors and embedded software, there is increasing scope for objects of all kinds to communicate. They can gather information, talk to each other, and be remotely controlled. Together, they form the Internet of Things, built around specific machine-to-machine (M2M) networks that will connect over 200 billion elements by 2020, according to IDC. This touches all sectors (logistics, energy, industry, utilities, etc.). Gartner estimates that the Internet of Things should add \$1,900 billion of value to the world economy by 2020. However, their autonomy makes these networks vulnerable, and they require security depending on cost, operating conditions and how critical a role they play. These kinds of projects raise many technical and organizational issues of interoperability, performance, robustness, implementation, maintenance, etc. Tasks for a true systems integrator.

THE BIG CHALLENGE FOR ORGANIZATIONS

The Internet of Things offers companies great opportunities for differentiation, automation and optimization. But the biggest challenge is innovation. Experience with the Internet shows that the successful companies are those whose new services exploit the richness of the media. The second challenge is a technical one: combining electronics, embedded computing, networks and mass data processing, the Internet of Things is uncharted territory.

THE BULL SOLUTION

When it comes to connected objects and the Internet of Things, Bull has pioneering expertise as an integrator who can draw on an unrivalled and broad range of complementary skills. The Group operates across the entire value chain of the Internet of Things – from electronics and embedded computing to Big Data and cyber-security – supporting its customers' end-to-end projects so they can focus on their core business: whether that involves bringing new products to market or automating industrial processes. The Bull R&D teams also actively anticipate emerging issues as the Internet of Things develops. For example, the proposed M2M network being developed under the European ITEA initiative aims to achieve applications interoperability between connected objects. It's focused on developing a standard generic platform that can provide all the services needed to implement new applications. Coordinated by the Technical Research Centre of Finland and Bull in France, this project has received a Silver Achievement Award.

THEY HAVE CHOSEN BULL



'Smart Cities' make life easier for tens of millions of Chinese citizens. **IZP Technologies**, a privately-owned Chinese company based in Beijing, and Bull have signed an agreement to implement 'Smart Cities' solutions in China. Bull has been chosen for its successful 'Smart Cities' projects, including projects related to environmental management (such as air quality and water distribution management) and intelligent transport projects (such as the citizen card in Poland). According to Luo Feng, CEO of IZP Technologies: *"Smart Cities' offer the promise of much better managed and cost effective urbanization, with better services being delivered to citizens. Integrating Bull's innovative solutions will help speed up our growth and development in the Smart Cities market."* The project is proportional to the objective, since it targets cities such as Shenzhen (10.5 million citizens), Chongqing (30 million citizens) and Karamay (350,000 citizens).

BULL: A RESPONSIBLE OPERATOR

THE HUMAN ASPECT: THE VITAL ELEMENT

The greatest asset of any company like Bull is its employees. They are the ones with the technical expertise, the knowledge of the business and sectors, and the methodological experience that enables Bull to design and build innovative, customized solutions for its customers.

This is why Bull has made the human dimension one of the three fundamental pillars of its One Bull strategic plan. The Group's aim is to attract the best talent and promote personal development, so everyone can reach their full potential.

Through its recruitment programs and wealth of training, mobility and knowledge-building initiatives, Bull doesn't just develop people's skills, but also individual and collective behaviors that reflect the Group's own values: agility, commitment and team spirit. Bull's aim is to be an employer and partner of choice, who enables the rich diversity of men and women who work for it to link their personal development to that of the Group as a whole. With this in mind, in 2013 Bull created its internal 'Women@Bull' network, which brings together women and men committed to gender diversity, one of the keys to corporate performance.

SHARED RESPONSIBILITY

Through its approach to CSR (Corporate social responsibility), Bull expresses its conviction that there is real value to be created by effectively managing the economic, environmental, social and societal impact of its business activities. CSR at Bull is pragmatic and genuine, based on concrete, meaningful achievements, both in relation to its own responsibilities as a company (Corporate Responsibilities) and those that stem from how its solutions are used (Business Responsibilities).

In particular, this means developing environmentally-friendly, energy-efficient computers – like the bullx supercomputer – and contributing to a use of digital technologies that helps to address today's major energy and societal challenges, in particular via the Cloud, Big Data and Internet of Things. In 2013, Bull was ranked number one out of the 230 companies in France evaluated by the GAIA Index for their commitment to CSR. It is also one of the IT companies rated by EcoVadis, which awarded the Group its highest level of recognition for CSR.

CORPORATE GOVERNANCE

EXECUTIVE COMMITTEE

The Executive Committee is responsible for the Group's operational management. It focuses on Bull's strategic direction and performance monitoring, and on assessing key organizational issues and major projects.



Thierry Siouffi, Executive VP, Integration Division

Philippe Vannier, Chairman and CEO

Philippe Miltin, Executive VP, Sales & Areas

Tiphaine Hecketsweiler, Director of Communication and Branding

John Selman, Executive VP, Finance & Legal

Pierre Barnabé, Executive VP, Chief Operating Officer

Patrice Gry, Executive VP, Director of Human Resources

Franck Greverie, Executive VP, Infrastructure Division

BOARD OF DIRECTORS

The board of directors is required to issue its opinion on matters that could have a significant impact on the Group's development and strategy, and met six times during 2013.

It is supported by two specialist Committees:

the Audit Committee and the HR and Organization Committee.

The Board of Directors of the Bull Group consists of 10 Directors, including two women and six independent Directors in line with the criteria set out in the AFEP-MEDEF code of corporate governance.

Philippe Vannier,
Chairman of the Board
and Chief Executive Officer

Marc Blanchet, Representing Orange

Nathalie Broutèle, Director

Henri Conze, Director

Marc Hériard Dubreuil, Director

Edouard Guillaud, Director

Dominique Lesourd, Representing Crescendo Industries

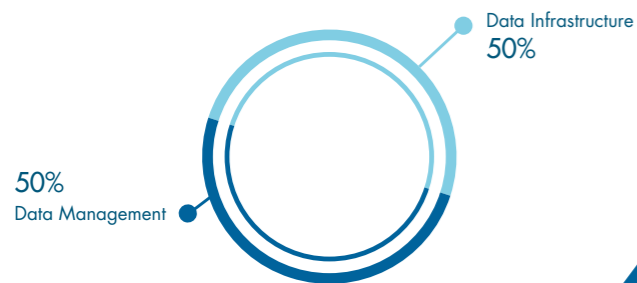
Jean-François Rambicur, Director

Alexandra Soto, Director

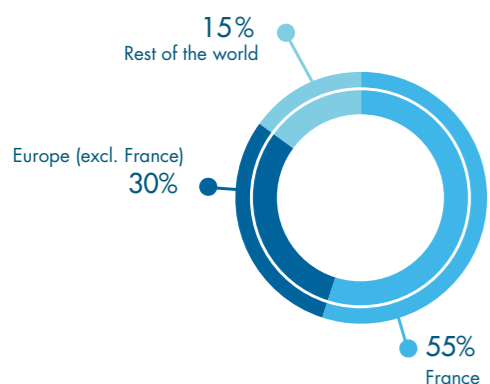
Philippe Vassor, Director

REVENUES

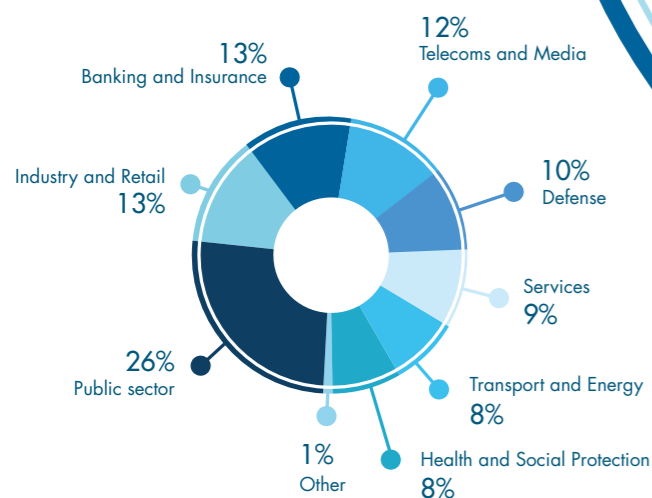
REVENUE BREAKDOWN BY BUSINESS ACTIVITY



GEOGRAPHIC BREAKDOWN OF REVENUE



REVENUE BY BUSINESS SECTOR



REVENUES
€1.3 billion
WITH A FAVORABLE
BOOK-TO-BILL
RATIO OF 104%

KEY FIGURES

2013

Following a tense economic environment globally in the first half of 2013, Bull has improved its cash generation and profitability in the second half of the year.

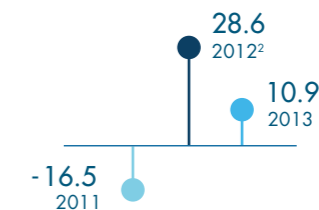
OPERATING CASHFLOW

The Group's key operational priority, cash flow is essential to fund the investment and R&D it needs to secure its future growth and make appropriate acquisitions. Bull has a solid net cash position, of €213 million on 31 December 2013.

NET INCOME

Net income (Group share) was €10.9 million.

NET INCOME EVOLUTION (GROUP SHARE) (in millions of euros)



SUSTAINABLE GROWTH

The Bull Group is a major player in sustainable development, as some of its offerings are critical to the well-balanced development of our environment, especially in the field of smart cities. Bull's intent is to build sustainable growth which respects the overall need for social, societal and environmental balances. In 2013, Bull was ranked number one in the GAIA index for its approach to Corporate social responsibility (CSR) and rated as 'Gold' level by EcoVadis.

RESEARCH AND DEVELOPMENT

An integral part of Bull's DNA, gross investment in R&D was maintained in 2013 at a level of €74.7 million, representing 5.9% of revenues.

A CULTURE OF INNOVATION

The people who work for Bull are its greatest asset, and the Group fosters an environment that encourages initiative, commitment and teamwork to attract talent and with them build the Group of the future that speaks the language of innovation.

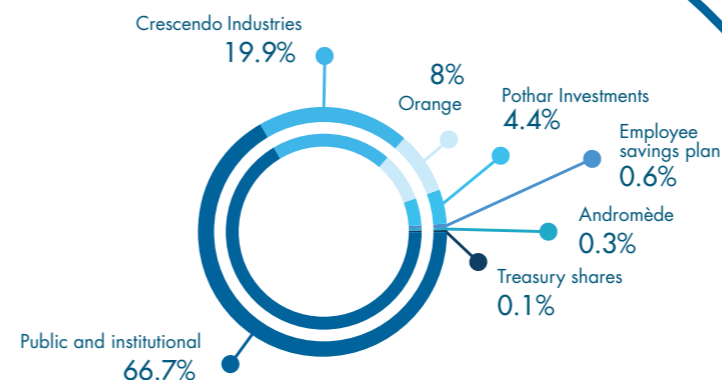
EBIT

The Group's EBIT¹ is in line with the forecast published in Q1 2013 and totaled €45 million for the year, representing 3.5% of revenue. In 2012, one year ahead of schedule, Bull achieved the level of profitability that it had set itself as part of its BullWay strategic plan for 2011-2013.

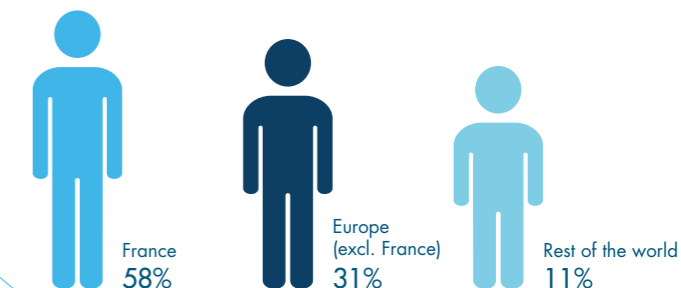
CHANGES IN EBIT¹ (in € millions)



SHAREHOLDER STRUCTURE



EMPLOYEES, BREAKDOWN BY GEOGRAPHIC AREA



9,200
OF EMPLOYEES
IN 2013

¹ EBIT (Earnings before Interest and Taxes): Earnings before income tax, other operating and financial income and expenses, and share of income of associates.

² 2012 figures have been restated in accordance with the amendments to IAS 19.

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