

# Margin Ambition

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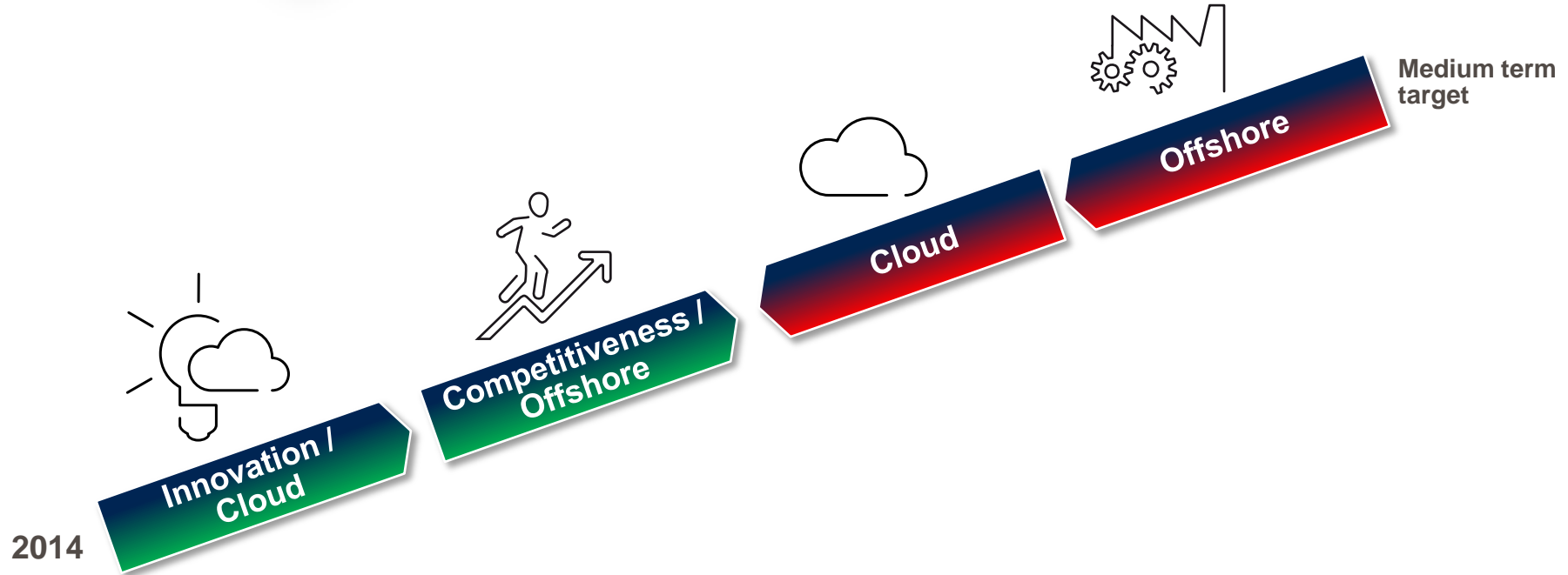
Analyst Day  
Paris, 28 May 2015

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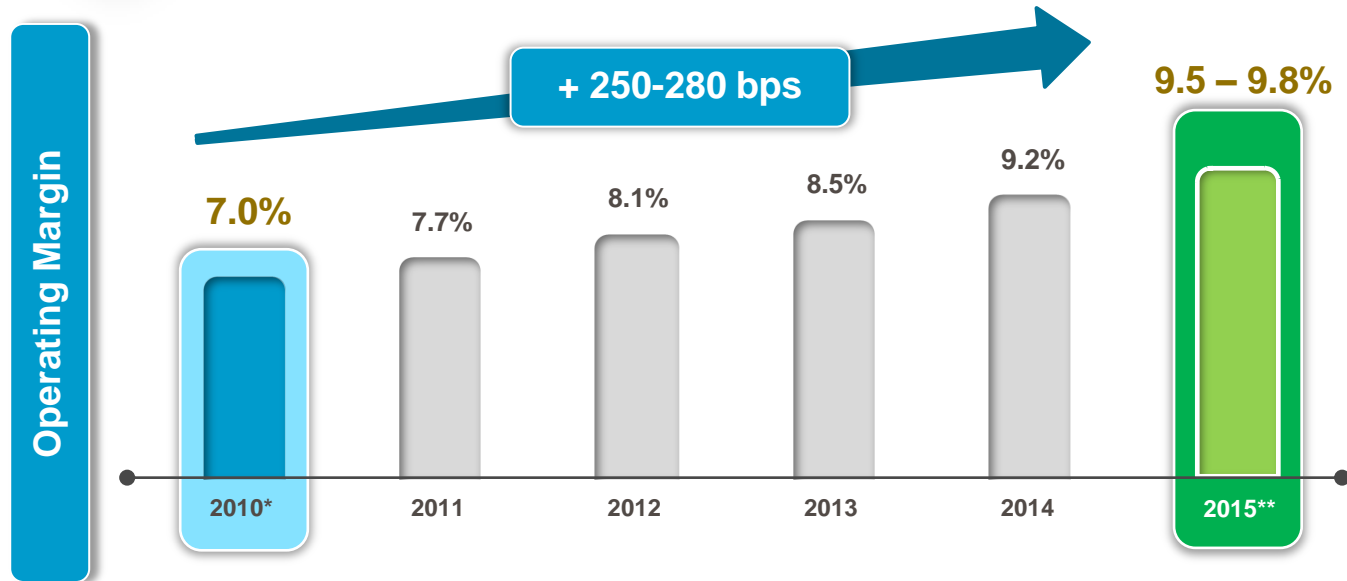
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# Confirm medium term organic growth target of 5-7%



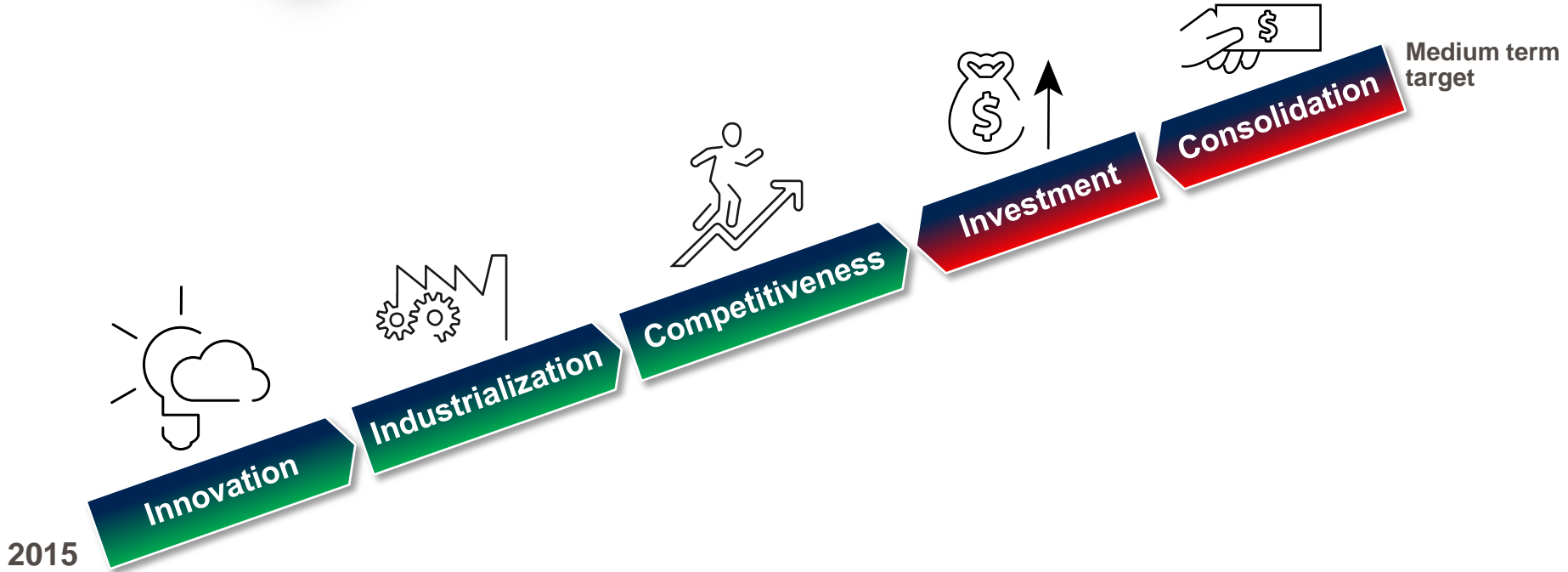
# Operating Margin Progression



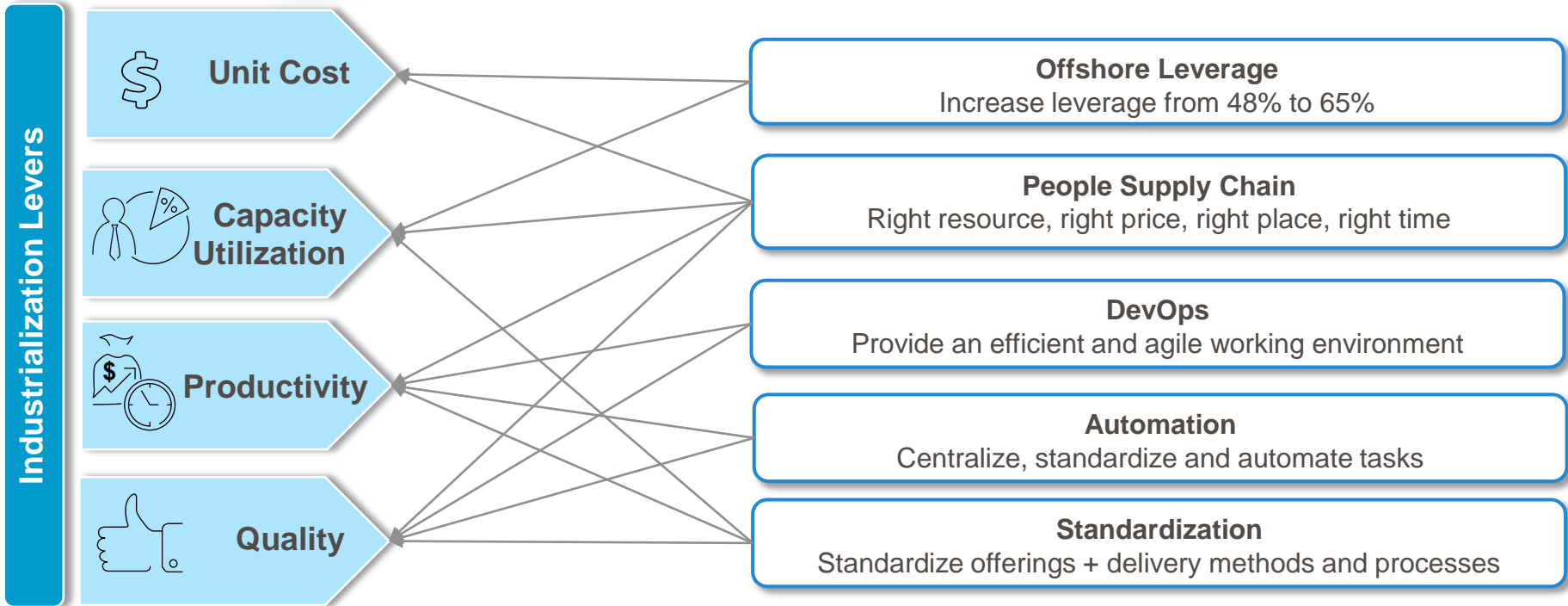
\* 2010 not restated with IAS 19

\*\* 2015 Operating Margin guidance

# Operating margin levers and headwinds



# Driving all Industrialization levers



# Accelerating deployment of Innovation

## SMAC

- Analytics moving to Insights & Data
- Leveraging opportunities from cloud disruption

## Digital

- Driving growth on customer experience
- Positioning on Digital Manufacturing

## Sector Offerings

- Increasing sector focus with offering maturity
- Basis for developing business platform as a service

## Life Cycle Management

- Managing maturity of offering portfolio
- Service offering life cycle extension

# Additional Competitiveness Levers

## Account Management

- Become the partner of the leading Innovative and Industrialized clients
- Increase revenue concentration on large accounts >50M

## Geographic Mix

- Increase non European revenue to >50%
- Reduce dilution from Asia Pacific/Latam

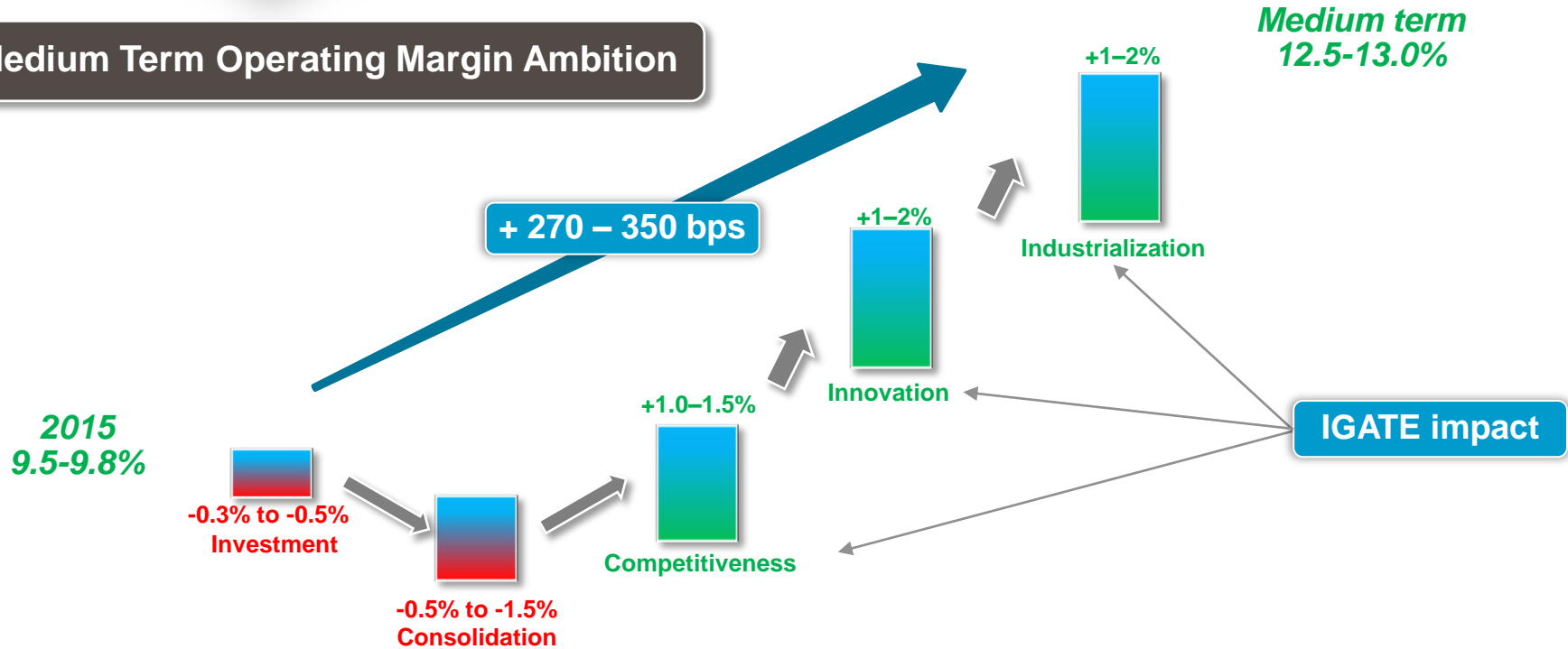
## Globalization

- Pursue globalization of shared services + standardization of processes/systems
- Reduce G&A to 7% of revenues



# Ambition to reach 12.5-13.0% Operating Margin Medium Term

## Medium Term Operating Margin Ambition





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