Portfolio Update
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<table>
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<tr>
<th>Customer expectations</th>
<th>Capgemini response</th>
<th>FY2014 Results</th>
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<tbody>
<tr>
<td>Reduce My TCO</td>
<td>▪ NextGen AM, NextGen IM, Industrialized BPO, Managed Testing services</td>
<td>Total CV of deals &gt;$50M</td>
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<tr>
<td></td>
<td>▪ Outcome based engagements</td>
<td>€2.5B</td>
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<tr>
<td>Fuel My growth through Digital transformation</td>
<td>▪ Strategic offers: Digital, Cybersecurity, Cloud, Insights &amp; Data</td>
<td>% of strategic offer bookings</td>
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<td></td>
<td>▪ Consulting led solutions</td>
<td>34%</td>
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<tr>
<td>Make My Core IT more agile and simple</td>
<td>▪ ERP and Custom Renovation</td>
<td>SMAC % revenues</td>
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<tr>
<td></td>
<td>▪ Integrated / as-a-Stack offers</td>
<td>17%</td>
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<tr>
<td></td>
<td>▪ Service integration</td>
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Portfolio offerings is evolving fast (2/2)

2014 to 2015 movements

**Create** the New – Incubation
- Asset Management
- IP solutions
- Internet of Things
- Engineering Services/PLM

**Optimize** / Downplay Legacy
- Onshore AM
- Traditional IM
- Onshore T&M

**Deploy** Global Offers – Boost Growth
- F&A as a Stack
- Service Integration
- Cloud Platform Services
- Security
- Big Data
- Big Data
- Mobility
- BPM
- Sector offers
- ERP
- RIM
- BPO F&A
- Next Gen AM
- BI Service Centers
- Managed Testing

**Industrialize** Services – Next Gen
- Onshore T&M
- Onshore AM
- Traditional IM
- Internet of Things
- Engineering Services/PLM
- IP solutions
- Asset Management

**Growth**
- High
- Low

**Profit / Maturity**
- High
- Low

Optimize / Downplay Legacy
- Onshore AM
- Traditional IM
- Onshore T&M

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Industrialize Services – Next Gen
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Create the New – Incubation
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Our Digital Customer approach to win in the market

**DCX & mobile value proposition**

- A clear focus on delivery of business outcomes, solutions & IP
- Global Expert network of over 9,000 People
- Our partner ecosystem of technology alliance partners, start-ups & marketing agencies, built on digital transformation research with MIT
- Differentiated approach through innovation, design thinking and client outcomes delivered

**How we deliver**

- Proven 3-step Test & Learn Approach
- End-to-end blend of strategy & transformation using our Fast & Furious methodology

+44% bookings in Q1 2015 YoY
We position ourselves on Digital Manufacturing

The next phase of Digital

Group offers & focus:

- Product Lifecycle management: the market is growing double-digit and the Group accelerates (1000+ FTEs), notably since the Euriware acquisition

  - Asset Management
  - Process optimization: Industrial Control systems and manufacturing intelligence (from sensors to ERP and smart data)
  - Digital engineering services: Group skills (Sogeti High Tech) will be boosted by the IGATE integration

Digital-industrial Asset Lifecycle Management

- An offer for large enterprises with substantial investments in complex industrial assets
- DiALM standardizes asset information on a single digital platform, empowering clients to make the right decisions
- A joint R&D effort between Capgemini and AVEVA, the world’s leading engineering software provider for plant and power industries
Our portfolio strategy is sectorized

Focus on Retail

Demand Trends
• NextGen AM
• Mobility
• Digital Commerce
• NextGen Supply Chain

Booking growth across the segment (YoY) - Double Digit

Focus on Automotive

Demand Trends
• Automotive Connect
  • Insights
  • Customer Experience
  • Connected Vehicles
  • Mobile Solutions

DCX & Mobile, Insights & Data combined - Triple Digit

Focus on Public Sector

Demand Trends
• IaaS
• Insights & Data
• Digital Experience
• Mobility

Booking growth across the segment (YoY) - Double Digit

Share of Sectors
(FY2014)

Customer Products, Retail, Distribution & Transportation

Energy, Utilities & Chemicals

Manufacturing, Automotive & Life Sciences

Financial Services

Telecom, Media & Entertainment

Public Sector

Focus on Banking & Financial Services

Demand Trends
• Digital Banking
• Managed Testing
• Transformation
• Mobility

Booking growth across the segment (YoY) - Double Digit

Focus on Utilities

Demand Trends
• Digital Experience
• Transformation
• Insights & Data
• Testing

Insights & Data and Testing combined - Double Digit

Focus on Insurance

Demand Trends
• Insights & Data
• Managed Testing
• Transformation
• Digital Insurance

Insights & Data and Testing combined - Double Digit

49%

22%

22%

17%

14%

8%

5%

22%

Public Sector