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The Market Continues to Shift

Market disruptions
- Digital reshaping of businesses
- Cloud with “on-demand” boom
- Industrialization changing the price dynamic

Clients’ expectations
- Digital Transformation to drive growth and differentiation
- Agility, speed and simplicity
- Cost competitiveness
- Sourcing flexibility

Capgemini’s strategic priorities
- Globalization
- Innovation
- Industrialization
- Client intimacy
A Global Group

A world class offshore platform serving global clients

Global offerings leveraging all the Group’s skills

Integrated and globalized delivery in Infra and BPO, ongoing for Apps

One single Account Executive for global accounts

Career management at Group level for Senior Executives

Partnerships dynamically managed at Group level
We continue to rebalance our geographic mix

We successfully rebalanced our geographical mix towards North America
The next step is to gain scale in APAC
We give an organic push on innovation

Capgemini invests in its innovation agenda, across the entire value chain

**Technological content**
- Roll-out of our Applied Innovation Exchange platform,
- Leveraging our CTO network and 30+ Labs across the world

**Hot skills management**
- Focus on Cybersecurity experts, Architects and Data scientists
- Targeted training to raise technological awareness
- Very large reskilling programs to come, to align our people's skills with the market demand

**Innovation in all our portfolio**
- Revamped traditional offers
- New offers in SMAC and Cybersecurity
- Proof of concepts development to use latest technologies in businesses
- Platforms development

Co-innovation with our ecosystem of partners
Cloud disruption provides opportunities

A Focused Service Portfolio

Business Cloud

- Business Cloud Strategy
- Workload Re-Platform
- Build for Cloud
- Cloud Managed Services
- Software as a Service (SaaS)
- Business Process as a Service (BPaaS)
- Cybersecurity

Our Cloud Platform Services

- Cloud Platform Strategy & Roadmap
- Portfolio Assessment & Platform Architecture
- Build, Integration, Migration & Testing
- Platform Brokering
- Platform Orchestration
- Platform Service Management

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TRUST / RISK MANAGEMENT / IP PROTECTION

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High Value Outcomes

- postal
- Mosaic
- Capgemini

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We place innovation at the heart of our portfolio

**Sector content**
- Sector growth initiatives, bringing together digital and business content:
  - Automotive Connect
  - Digital utilities transformation
  - Tax & Welfare digital process
  - Smart Energy with IP embedded

**Business Platforms**
- **IGATE** fully-integrated technology and BPO solutions: ITOPS
- **3 solutions:**
  - IGATE Data Management Services for banks and financial institutions
  - IGATE Business Administration Services for the Insurance and Healthcare Space
  - Store in a Box to help retailers maximize store reliability and increase effectiveness of store systems technology

**Digital transformation consulting**
- Asset-based consulting to solve client’s business issues on selected topics
  - Connected insights for automotive
  - Synergies with the Capgemini Group creating pull-through business
  - Fast & Furious methodology
  - Commitment on results
We implement our digital strategy

- A strong focus on digital manufacturing, boosted by IGATE
- A broad DCX & Mobile service offering that leverage the Group assets
- Small acquisitions are contemplated to gain new skills
Our industrialization program makes the difference

- DevOps methods reinvent our traditional AD business
- Automation deployment is launched, starting with Testing
- Infra and BPO sell and deliver work units, according to service level agreements
- Capgemini’s offshore platform growth already matches the best players

Tangible results

- Offshore leverage increases to 55% by end 2015, with a new mid term target to 65%
- Leverage know how for the “people supply chain" transformation
- Increase critical mass for investments in standardization and automation

IGATE leverage
### Stronger focus on Account Management

**STEADY PROGRESS OF CLIENT INTIMACY**

- **14 accounts globally managed** with the Account Management Strategic initiative
  - One voice to the customers and aligned priorities: CXOs relationships, Geographic expansion, Rightshore development, Portfolio diversification
- **30 High Growth accounts** selected in 6 major geographies
  - Objective of a minimum 10% growth on a yearly basis for the next 3 years

**THE IGATE ACCELERATION IN NORTH AMERICA**

- 2 new clients >$100M
- 8 new clients > $30M
- Cross selling opportunities leveraging complementary service portfolio & client base

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**WE BUILD STRONG RELATIONSHIPS**

- Sizable provider
- Innovation partner
- Sector and business content to become mission critical

![Visio Diagram](attachment:diagram.png)

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The IGATE integration

Planning activities started:
- Primary focus India and North America
- Market and customer driven in NA
- People and capabilities driven in India

Enabling functions getting ready for closing:
- Finance
- Human Resources
- Facilities / Procurement
- Processes and IT

Closing expected in H2 2015

Attractive Synergy Profile

**Enhanced Operating Model**
- Combination on capacity utilization, average pyramid, offshore leverage, enhanced scale by city in India
  - Annual savings estimates: $40 - 60M

**Cost Synergies**
- SIGA rationalization: $35-30MM
- Facilities optimization: $5-15M
  - Annual savings estimates: $30-40MM

**Revenue Synergies**
- Cross-selling opportunities leveraging complementary service portfolio & clients
  - IGATE adding attractive new flagship client
  - Development of IGATE large account penetration through enhanced global footprint
  - Revenue synergies: $100 – 150M

**Delivery Synergies**
- Deployment of Capgemini delivery methodology and tools
- Increase productivity through automation
- Larger capabilities in sales and delivery footprint

Synergies achieved within 3 years
Group priorities

01 Invest in innovation
02 Accelerate on industrialization
03 Expand account management

The IGATE integration will take the Group further on these priorities