



Paul Hermelin

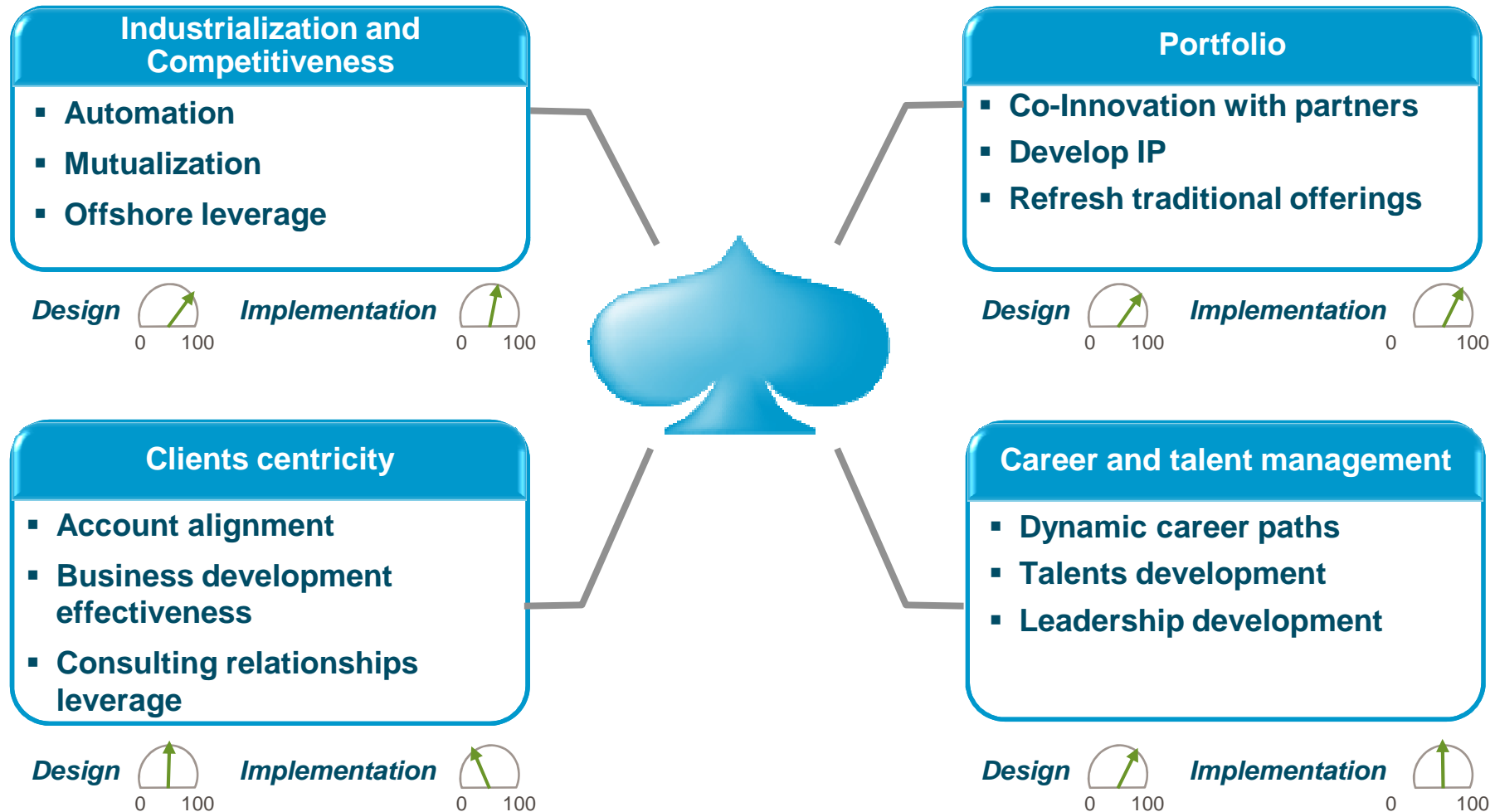
Group Momentum

Analyst Day 2014
Holborn, May 22



People matter, results count.

Our transformation is well on its way

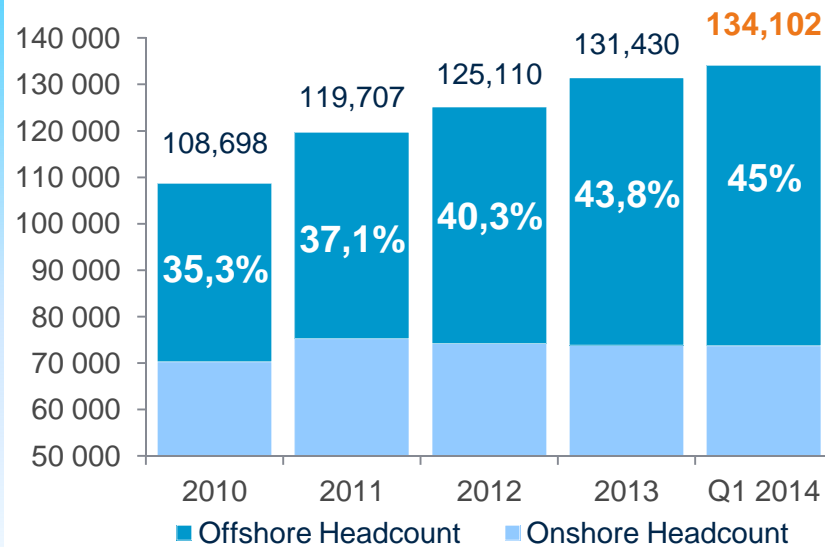




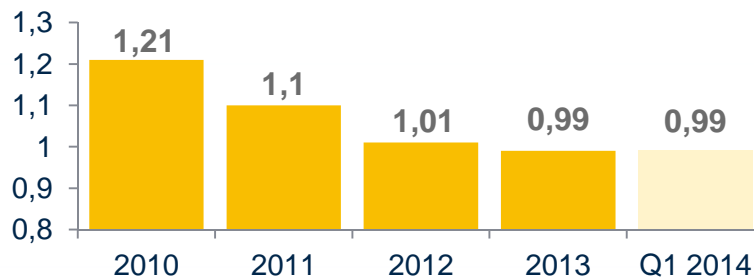
Talents – Hubert Giraud

Our people

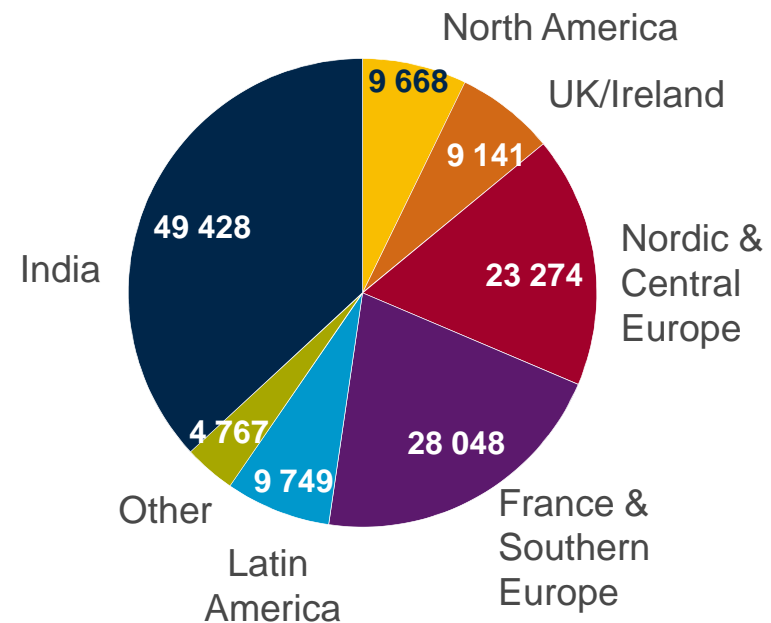
Group Headcount Evolution



VP to staff ratio

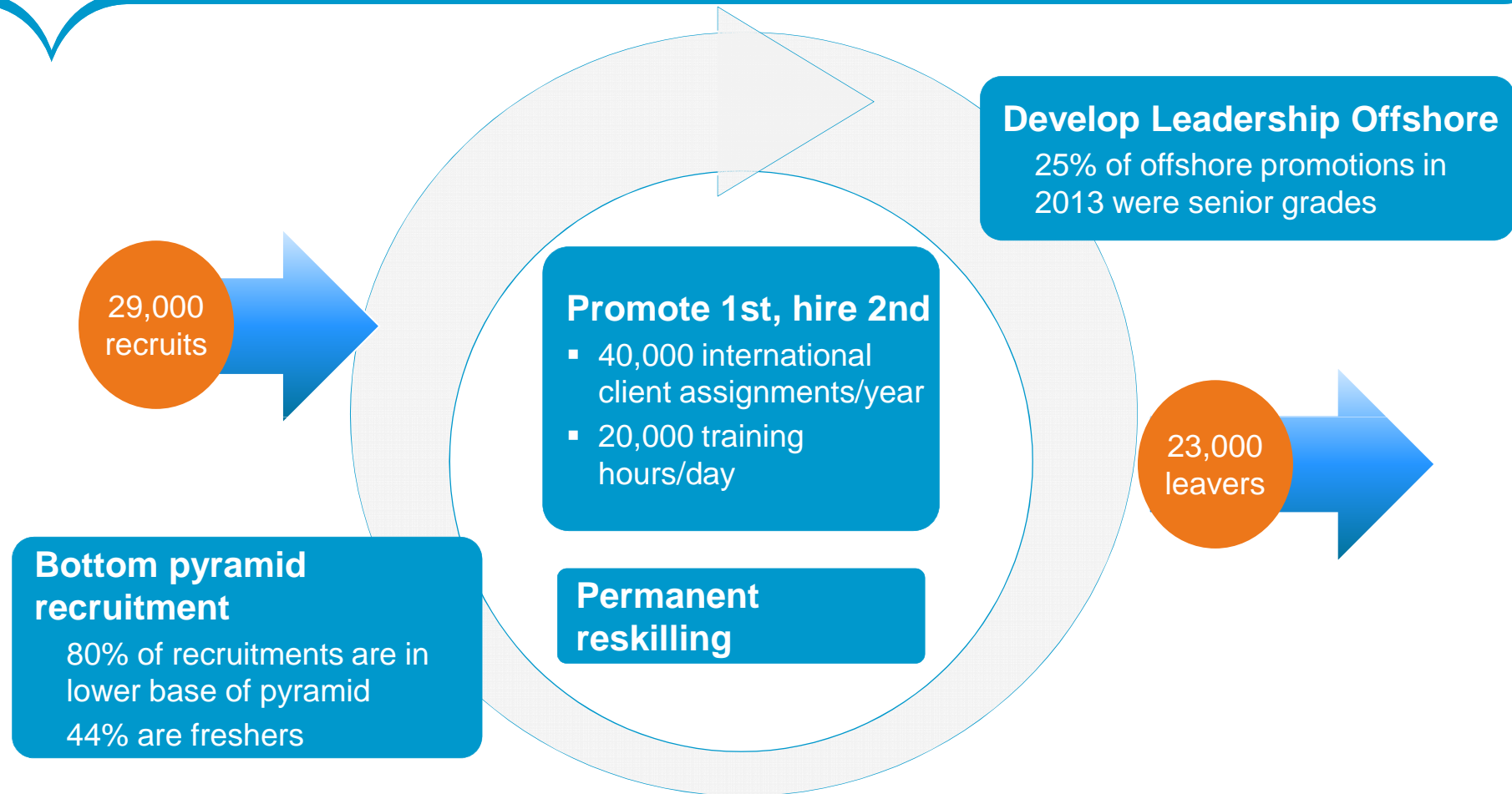


Headcount by Geography



- 8,000 employees average net increase / year
- 45% of headcount is now located offshore
- India has crossed 50,000 people in April

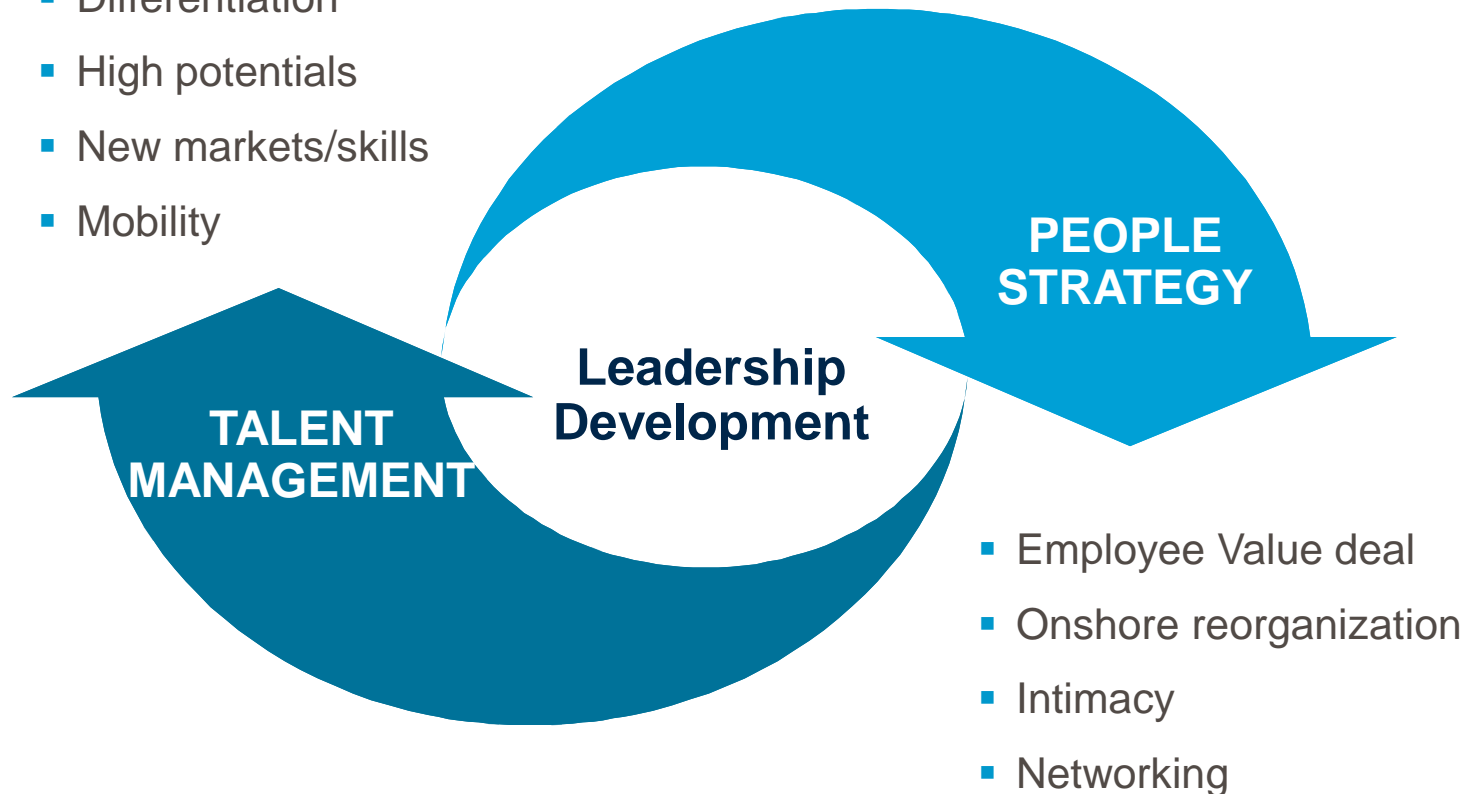
We manage our people to lower the pyramid costs



Average Remuneration Cost (ARC) stays stable onshore and diminishes overall by 3.5% due to an improved business mix

Two priorities on People Management

- Differentiation
- High potentials
- New markets/skills
- Mobility



- Employee Value deal
- Onshore reorganization
- Intimacy
- Networking



AMSI initiative – Catherine Perronet

AMSI is one of the Group programs to change the intimacy game

Benefits

- » Accelerate and diversify our portfolio growth
- » Improve our win rate on big deals
- » Generate more sole sourcing deals
- » Improve our business development costs effectiveness

Account Management Strategic Initiative

- » Some strategic clients



- » A multi-year commitment of a dedicated team
- » Monitored at the CEO level

A pragmatic approach

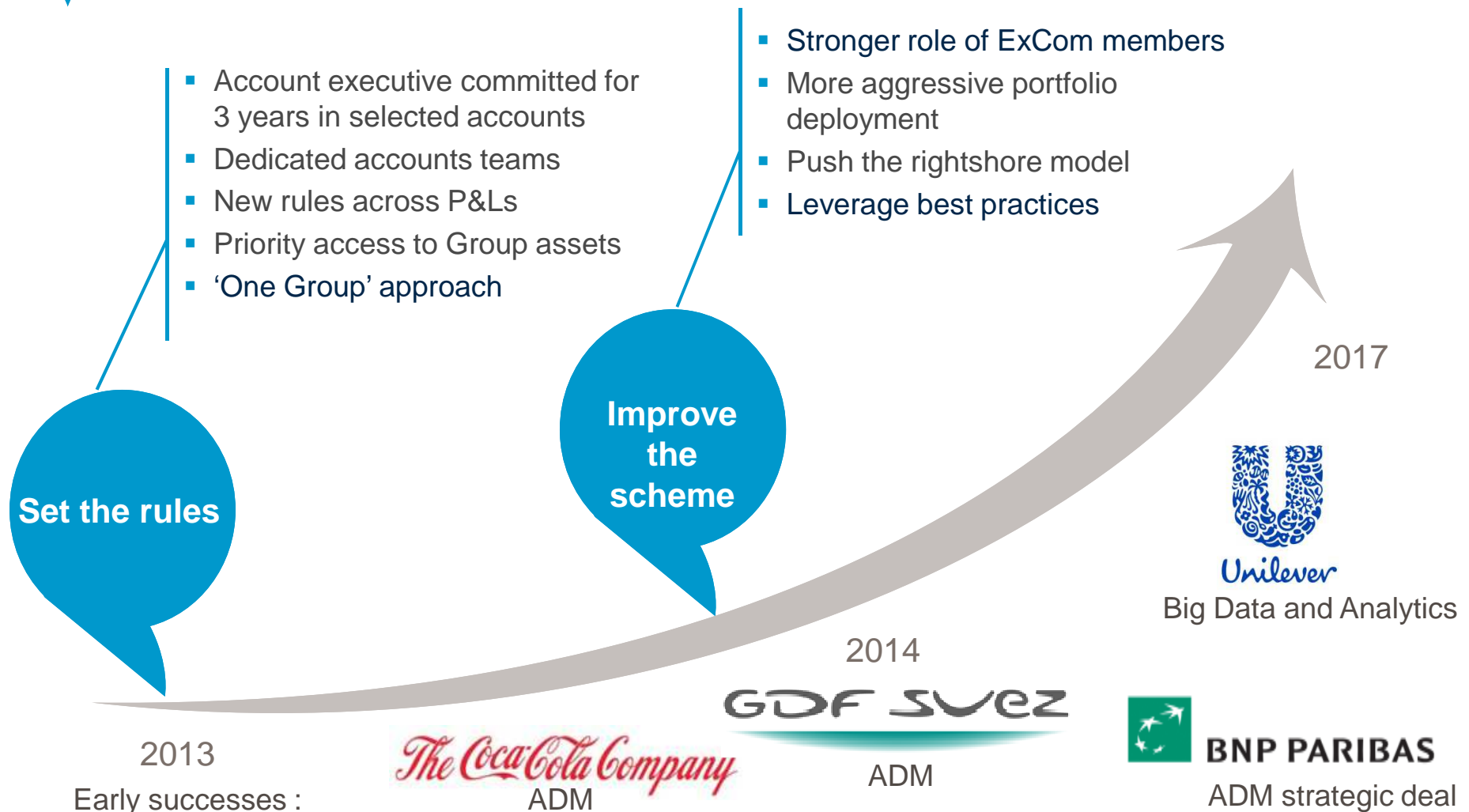


**Compulsory enforcement of
best practices: 7 golden rules**

**Transparency: memorandum of
Understanding (MoU)**

Speed & Flexibility

It is a promising transformation journey





Paul Hermelin - Conclusion