Organic Growth
Journey
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The present forward-looking statements are made as of the date of this presentation, and Capgemini did not disclaim any intention or obligation to provide, update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.
We aim to achieve 5-7% organic growth in the medium term.

Other elements impacting growth are global macro and geographic mix.

* Some market trends are both headwinds and tailwinds.
Offshore

- Industrialization headwind → Revenue erosion through mix evolution with offshore and price erosion (-1%)
- Offshore impact analysis at current offshore penetration rate:
  - 15% offshore volume growth → 1.5% revenue growth → 1% revenue growth / 5% volume growth
  - 1% onshore volume shrinkage** → -0.5% growth
  - When penetration increases to 50% by 2015 → 2% revenue growth and 6.5% volume growth

Penetration stabilizes at 60% based on current mix

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• 2014 and 2015 are based on projections
• ** Based on our experience in the last couple of years
### Potential erosion of legacy business

<table>
<thead>
<tr>
<th>Revenue Impacted</th>
<th>Erosion over 5 years</th>
<th>Overall Impact</th>
<th>Annual Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>IaaS</td>
<td>5%</td>
<td>30-50%</td>
<td>1.5-2.5%</td>
</tr>
<tr>
<td>SaaS</td>
<td>30%</td>
<td>20-30%</td>
<td>6.0-9.0%</td>
</tr>
<tr>
<td>Total</td>
<td>35%</td>
<td>7.5-11.5%</td>
<td>- 1.5-2.3%</td>
</tr>
</tbody>
</table>

### Additional growth of legacy business

- Revamp of bespoke/customized apps
- Migration to new technologies
- Business intelligence
- Security and testing opportunities
- More platform based opportunities

Erosion might be more limited as TCO on SaaS becomes less attractive
Innovation (Cloud)

Strategic portfolio growth

- +19% growth in bookings YoY in 2013
- Driven globally with centralized decisions
- SMAC (social, mobile, analytics and cloud) at 12% of revenues growing at 25% → 3% growth
- Objective: Strategic portfolio at 20% of revenues and 20% growth → 4% sustainable growth

Strategic offers share of total bookings

- 2011: 83% strategic, 17% non-strategic
- 2012: 75% strategic, 25% non-strategic
- 2013: 70% strategic, 30% non-strategic

Strategic portfolio needs continuous renewal as offerings mature
Market Competitiveness (offshore)

Globalization
Account Centricity
Productivity
Cost
Quality

Market Share gain
Higher % outsourcing
Accelerating organic growth to 5 – 7% in the medium term

**Annual Organic Growth**

- **Cloud**
  - Pricing erosion: -1-2%
  - Offshore Growth: +1-2%
- **Innovation**
  - +1-2%
- **Market Competitiveness**
  - +3-5%

**Overall 5-7%**

* Target is 5-7%
* Geographic mix and macro will provide support

*Medium term projection*
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