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Chairman and CEO

2016 | Capital Market Day

June 1st – Munich

A positive market dynamic, with strong traction on Digital & Cloud

Technology disruptions

- **Digital** wave transforms our businesses
- Generalization of **Cloud**
- **Automation** improves productivity, quality and time to market

Clients' expectations

- **New differentiated ways** to drive growth and differentiation
- **Agility, speed** and simplicity
- IT cost reductions



Geographies

- **NA** growing steadily excluding Energy & Utilities
- Continental **Europe** improving momentum (notably in **Germany** and **Nordics**, while **Benelux** is flat)
- Dynamic private sector in **UK**
- Solid growth in **APAC**
- Challenging environment in **Brazil**

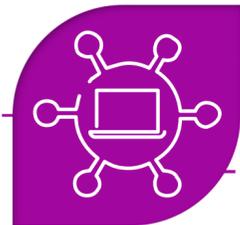
Sectors

- Buoyant **Financial services**
- Headwind in **Energy & Utilities** notably in NA
- **CPRD** demand continues to be strong, especially in Digital

To reinforce our leadership, our strategic priorities in 2016



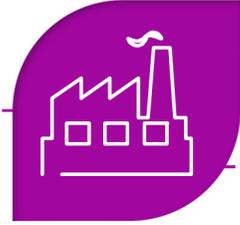
Fully exploit the potential of **IGATE** acquisition



Lead in key markets: **Cloud, Digital, Business services**



Attract and develop the best **talents**



Further **industrialize and automate** to be more competitive

We focus on growth drivers to meet our mid-term objective

Traction in Digital, Cloud and Business Services

- **Digital & Cloud** growing 28% Q1 2016 YoY. Developing our ecosystem of partners and our intellectual property
- **Business services** reinforced with the ITOPS platforms

Industrialization impact

- Competitiveness gains make **outsourcing** deals more attractive
- Reduction of the **revenue cannibalization** coming from offshore transition
- Standardization of delivery improves **quality of service**

Client centricity and focus on biggest accounts

- Extending our **global accounts** program (up to 22 clients) and spreading an account-centric organization
- **Revenue growth** from top clients accretive to Group growth
- IGATE: cross-sell opportunities and culture of **client intimacy**

Strong positions on strategic markets

- **North America** first market (growing 6.9% organic excl. EUC)
- Strong vertical in **Financial Services**
- **APAC** growing rapidly

Mid term organic growth 5 – 7%

We ambition to be a leader in Digital & Cloud

2. Focused acquisitions to accelerate the Digital Shift

- OINIO and Fahrenheit 212
- Screening the market for opportunities

3. A program to attract the best digital talents

4. A renewed ecosystem of partners



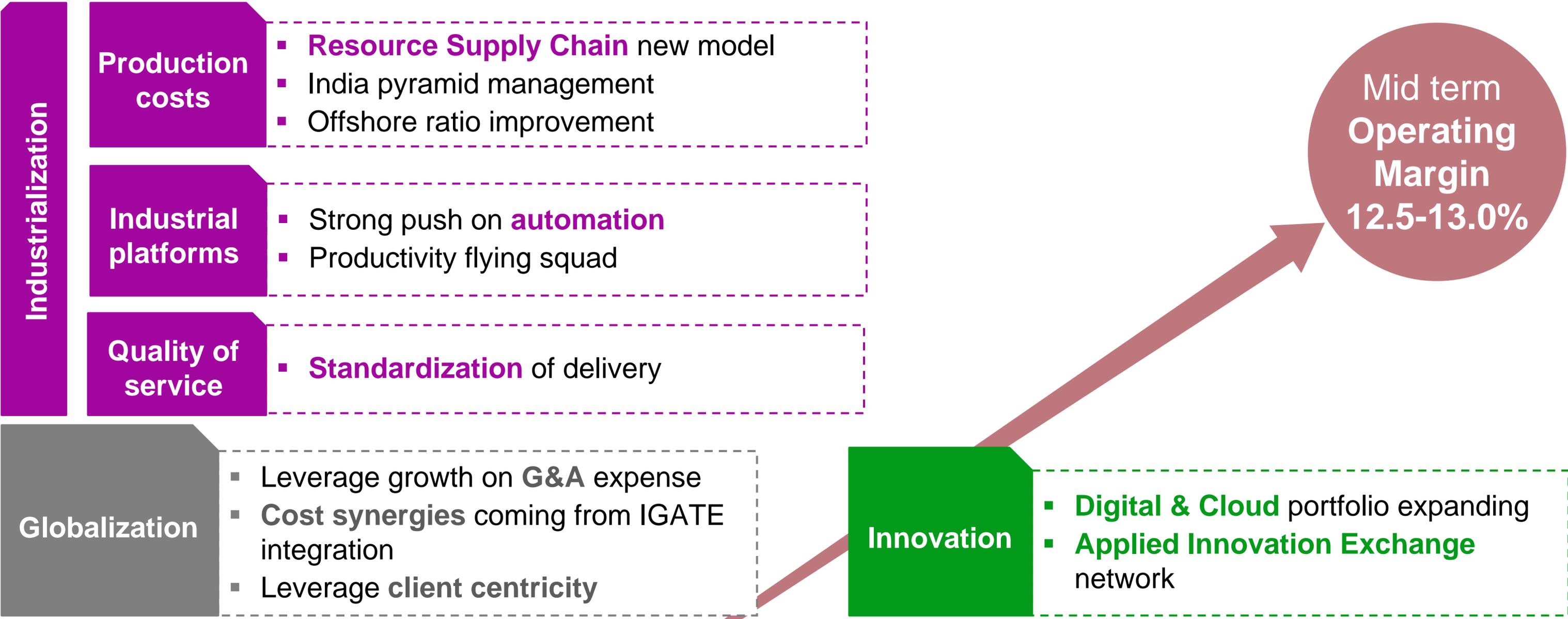
1. A comprehensive Digital & Cloud offer

- Launch of our “Digital Manufacturing offer”
- Reorganization of our “Cloud Choice” offer

5. Key reference clients



We pursue our margin improvement roadmap



In this shifting market, our definition of a leader:

**Working for the most demanding clients,
on the most challenging projects,
with the most talented people**



faurecia

IKEA

SIEMENS



CNA

GLOBAL
CHAIN OF
FAST FOOD
RESTAURANTS





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