

BPO: Driving Shareholder Value for our Clients through Global Enterprise Model

Christopher Stancombe
CEO, Business Process Outsourcing

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C o m p e t i t i v e n e s s

People matter, results count.

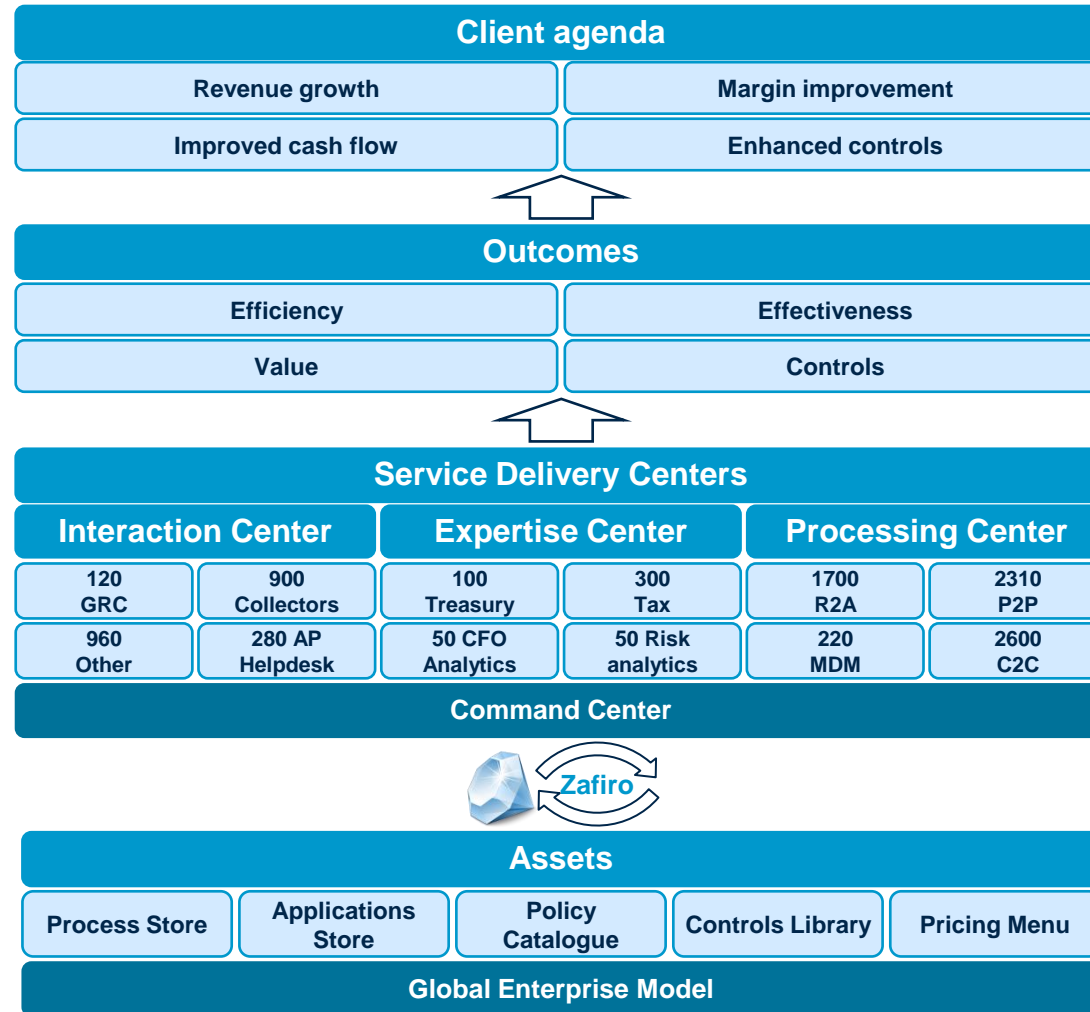
Focusing and aligning to deliver client outcomes

Capgemini delivers shareholder value for our clients

Focusing on the delivery of World class finance outcomes

From a global delivery network that develops top talent with the right skills

Using platforms that deploy best of breed technology configured to deliver best in class processes & service



Intimacy

- Industry knowledge
- Client interaction
- Value pricing

Focus

- Industrialisation
- Innovation
- Investment

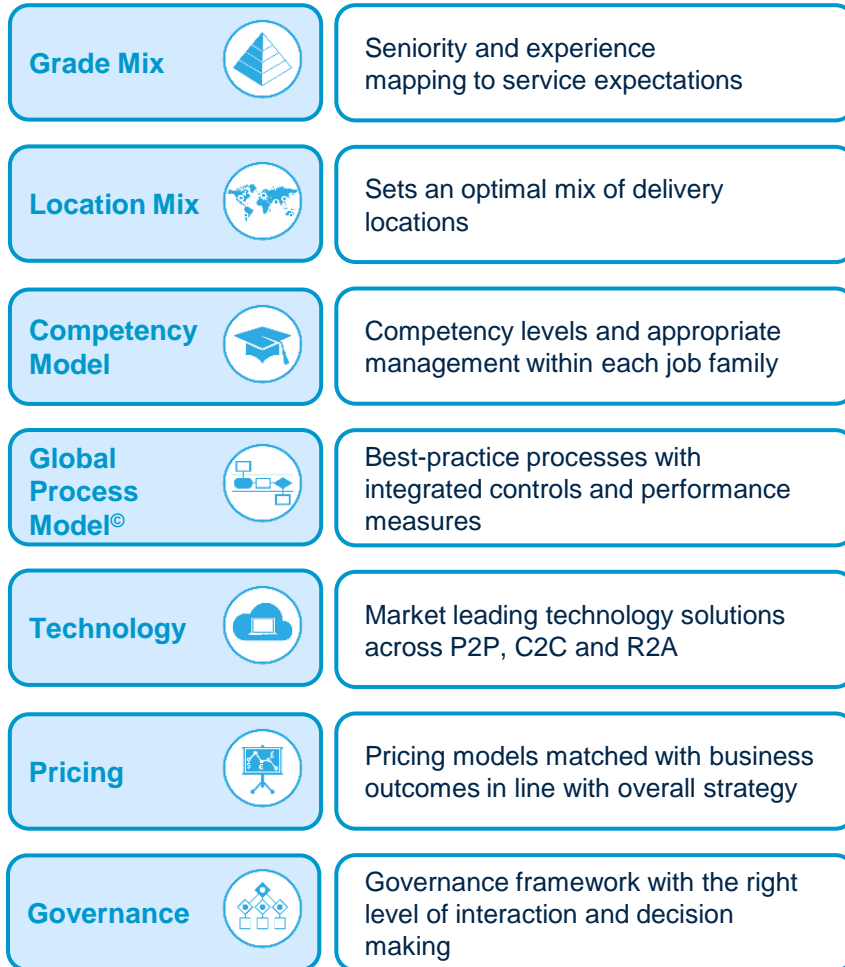
Industrialization

- GEM Academy
- Global Delivery Network
- Competency Models

Innovation

- Global solutions
- Service line expertise
- GEM updates

Using innovation...



Global Enterprise Model



... to deliver first-class outcomes to our clients

Global Enterprise Model

Grade Mix



Seniority and experience mapping to service expectations

Location Mix



Sets an optimal mix of delivery locations

Competency Model



Competency levels and appropriate management within each job family

Global Process Model ©



Best-practice processes with integrated controls and performance measures

Technology



Market leading technology solutions across P2P, C2C and R2A

Pricing



Pricing models matched with business outcomes in line with overall strategy

Governance



Governance framework with the right level of interaction and decision making

Examples of client outcomes



- **70% reduction in operating cost** of accounting back office for Paper Products company



- **over 20% cost reduction** due to aligning location strategy to GEM standard



- Significant cost reduction and improved OAE by **23%**



- Significantly improved and maintains **97.5% current receivables** across Europe



- On average, **20% improvement in compliance metrics**



- Successfully improved productivity by **25%** in the first 3 years for Manufacturing company



- Billing turnaround **reduced by 60%** for global shipping company



- **7% reduction in AR past due balances** within 6 months of implementing collection strategy for manufacturing company



- **Working capital reduction of €31m** (35% of DSO related working capital) for M&E company



- **Month end closing and reporting time reduced by 80%** in Asia region

Driving a global industrialization programme

Standardized delivery

- One competency model in all locations
- Optimum grade mix for job families
- ISO 9001, 27001, 22301, PCI-DSS, SOC1 compliance
- Strong governance model



Profiling our Global Delivery Network around interaction, expertise and processing



Globally aligned improvement agenda based on industrialization and innovation

- iPortal to capture, monitor and report production cost **improvement progress against targets** at all levels:



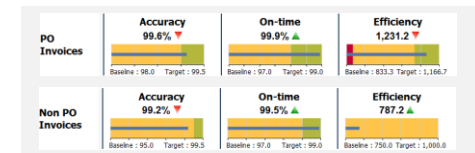
- BU/Engagements
- Centres
- GEM levers



- iShare to drive **best practice replication**



- GCC providing discrete, **benchmarked data** to deliver consistent on time performance information



- **Process and technology maturity assessments** triggering further GEM alignment



- From robotics to **artificial intelligence**

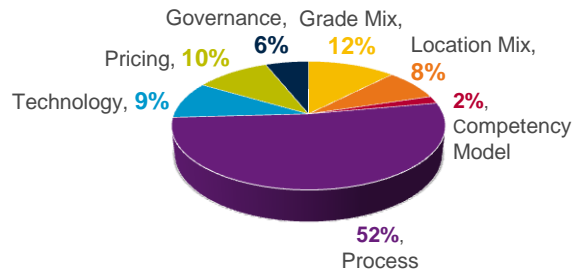


- **Production planning** toolset

Measuring the attention to detail

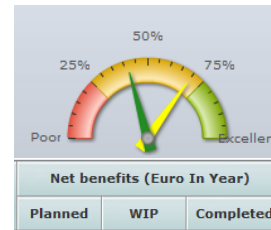
Ongoing iPortal Driven Monitoring

Improvement projects' split by GEM lever (%)



Target fulfilment progress tracking at all levels:

- BPO
- BU
- Engagement
- Center
- GEM Lever

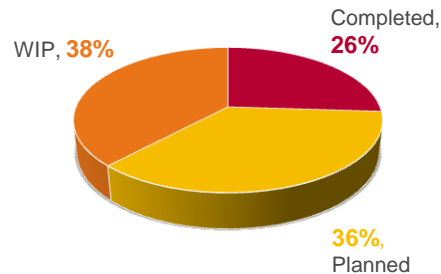


Dedicated teams to monitor and drive the execution:

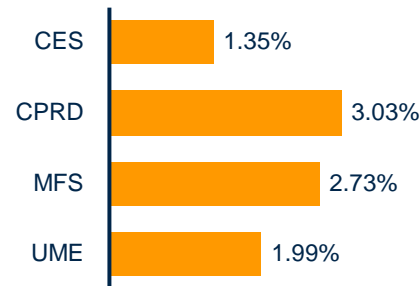
- Zafiro Stream Leads
- GDN, HR, Centres
- Delivery Excellence
- Command Centres
- IT Sector Partners

YTD Production Cost Improvement

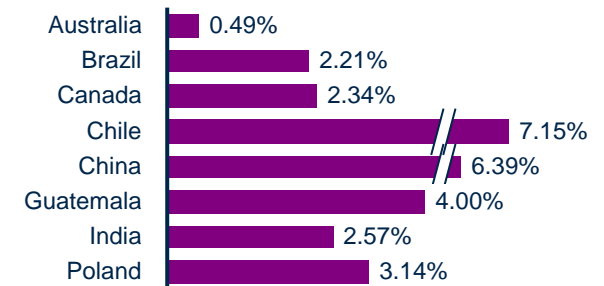
Projects' completion status (%)



YTD PC Improvement Business Units (%)



YTD PC Improvement BPO Centres (%)



Recognition of our achievements

- **“Thought Leader of the Year”** awarded to our client Chris Piazza (Warner Bros.) for global finance transformation program
- **“Next Generation” Process Excellence Award** for ‘*Creating Change Friendly Environment: Lean Model Office*’
- **‘Best Supplier in 2013’** and **‘Best Performance in Cost’** for *outstanding performance as a partner and significant cost savings delivered through the transformation of SKF’s business processes*
- **2013 ‘Prime Supplier of the Year’** for *outstanding contribution to move business initiatives forward and championing supplier diversity*
- **‘Supplier Diversity Partnership Award’** for *demonstrating commitment to business success through the inclusion of diverse Suppliers*



Energy Future Holdings

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With more than 130,000 people in over 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2013 global revenues of EUR 10.1 billion.

Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.



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