Portfolio Transformation

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Group Sales & Portfolio

Analyst Day
Holborn, London, 22 May 2014
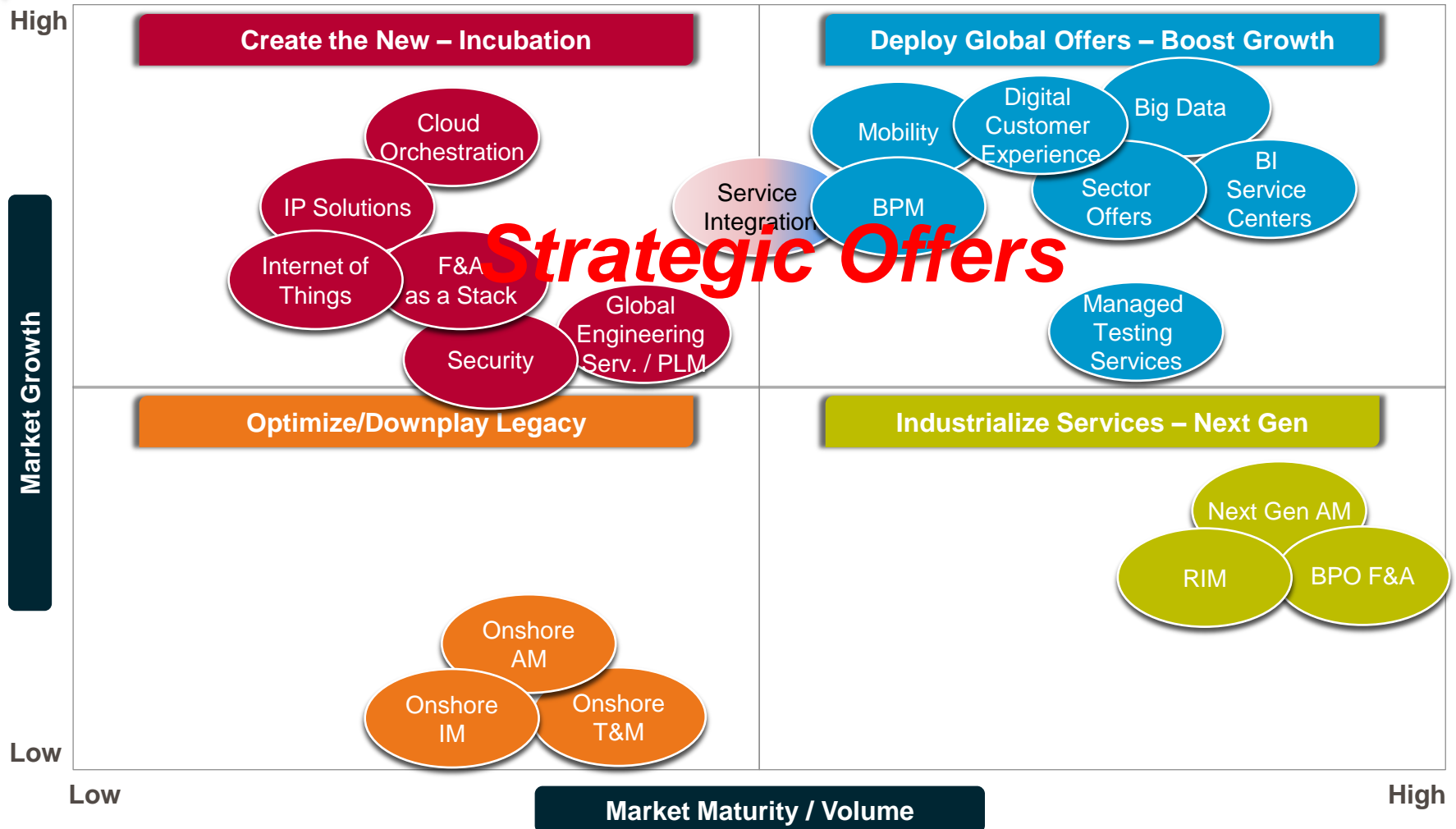
People matter, results count.

Portfolio innovation is directed towards the profitable growth of Strategic Offers

Invest
- at Group level
- at SBU level
- with Partners (MIT, SAP, EMC…)

In New
- Next Gen
- SMAC
- IP

Offers
- Packaged solutions
- Proactive campaigns
- Innovation Days / Zones

For Profitable
- Client Margin Objective: +5.0pts

Growth
- Objective: +20%
- 2013: +19%

We dynamically manage our investments…

Market Growth (vertical axis: High to Low)

Create the New – Incubation	Deploy Global Offers – Boost Growth
Higher Contribution Margins High level of R&D	Higher Contribution Margins High level of BDC
Optimize/Downplay Legacy	**Industrialize Services – Next Gen**
Lower Contribution Margins Higher Indirect Costs	Lower Contribution Margins Lower Indirect Costs

Market Maturity / Volume (horizontal axis: Low to High)

We dynamically manage our investments…

Create the New – Incubation

- Cloud Orchestration
- IP Solutions
- Internet of Things
- F&A as a Stack
- Security
- Global Engineering Serv. / PLM

Deploy Global Offers – Boost Growth

- Mobility
- Digital Customer Experience
- Big Data
- BPM
- Sector Offers
- BI Service Centers
- Managed Testing Services

Service Integration

Strategic Offers

Optimize/Downplay Legacy

- Onshore AM
- Onshore IM
- Onshore T&M

Industrialize Services – Next Gen

- Next Gen AM
- RIM
- BPO F&A

High

Low

Low

High

Market Growth

Market Maturity / Volume

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... co-innovating with Strategic Partners...

Digital Transformation

Digital Transformation **IIiT**

Cloud

Cloud orchestration platforms (SkySight, CMU, Immediate)

vmware
Microsoft
salesforce

Mobility

Mobile Secure™

Direct Store Delivery

UI Works

SAP
amazon webservices™

Digital Customer Experience

In Store Digital Display
DCX Optimisation
Retail on Hybris and Adobe
Clienteling with SFDC

(intel)
IBM
hybris software
An SAP Company
salesforce

Claims Transformation

Policy Admin. Core Transformation

Claims services (InsuranceConnect)

ORACLE
Guidewire

Extreme Apps

Next Best Action
Basket Analysis
Mark Down Analytics

SAP

Big Data

Business Data Lake
Elastic Analytics
Data Warehouse Optimization

Pivotal
amazon webservices™
cloudera
Ask Bigger Questions

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… with a particular focus on Cloud

Business Solutions

- Sector Solutions for Digital Customer Experience

- Capgemini Cloud Assessment (CCA)

- Immediate / SaaS integration framework
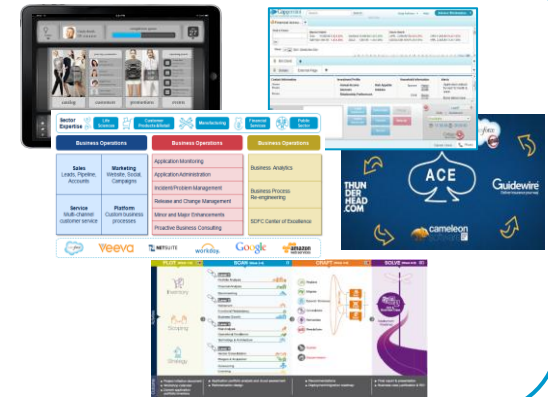
Infrastructure Services

- Service Integration

- Cloud Services Brokering

- Orchestrated Solutions
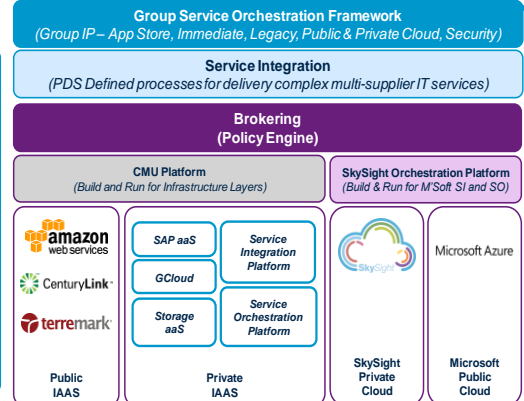
This provides us with recognized Leadership positions

Testing

- "Ranked #1 in outsourced testing services" (Ovum, '11)
- "Major player" (IDC MarketScape, Mar '12)

Mobility

- "Market leading capabilities" (Forrester, Jan '14)
- "Major Player" (IDC, May '13 and Apr '14)
- 2013 SAP® Pinnacle award - "Mobile Co-Innovation Partner of the Year"

Cloud

- Global Consulting and Integration Partner of the Year (VMWare, 2013 and 2014)
- Beacon Award - Smarter Computing (IBM, '14)
- GSI Newcomer of the Year (NetSuite , May '14)

Big Data

- "Leader" (IDC MarketScape, May '14)
- "Leader in BI Services APAC (Forrester, Dec '13)
- 2014 SAP® Pinnacle award for the SAP HANA® Adoption Partner of the Year
- Teradata EPIC Award (2013)

Digital Customer Experience

- Digital Transformation Award (Oracle, '14)
- Vanguard for Digital Strategy Consulting (Kennedy Research , Feb '13)
- "Best Industry Innovation" (Salesforce.com, '14)

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Illustration: we are managing significant evolution in our SAP practice…

Evolution of Capgemini's SAP bookings (all services: Implement, AM, Run & Host/BPO)

Legend: SAP New, Industry or LOB, Core ERP
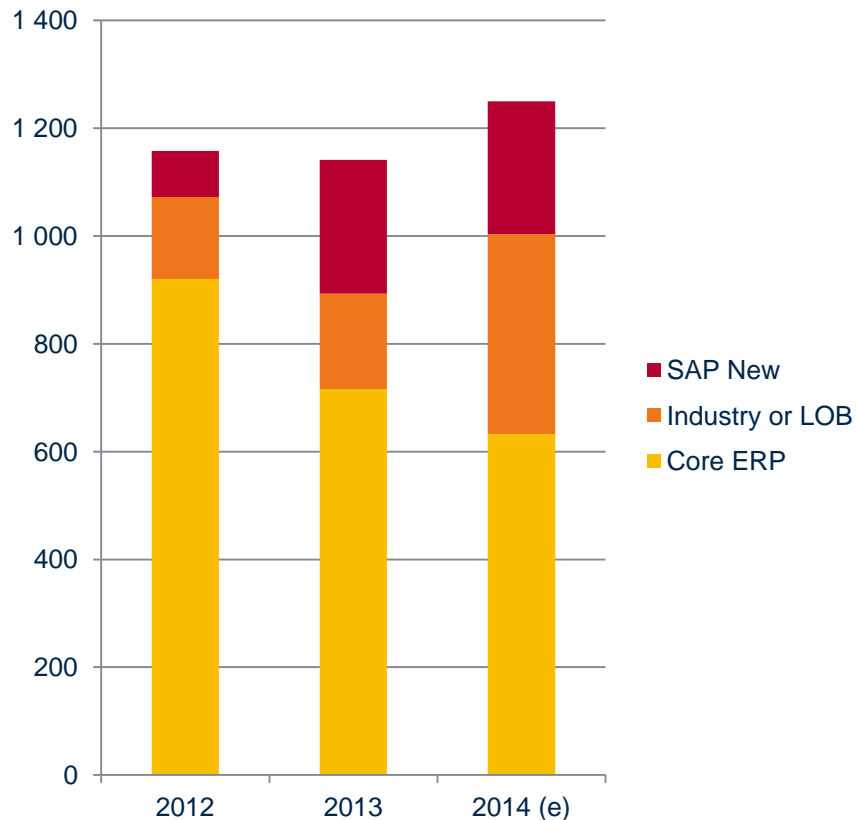
Evolution of Capgemini's SAP bookings (per type of services)

Legend: Run & Host, Managed Serv., Project
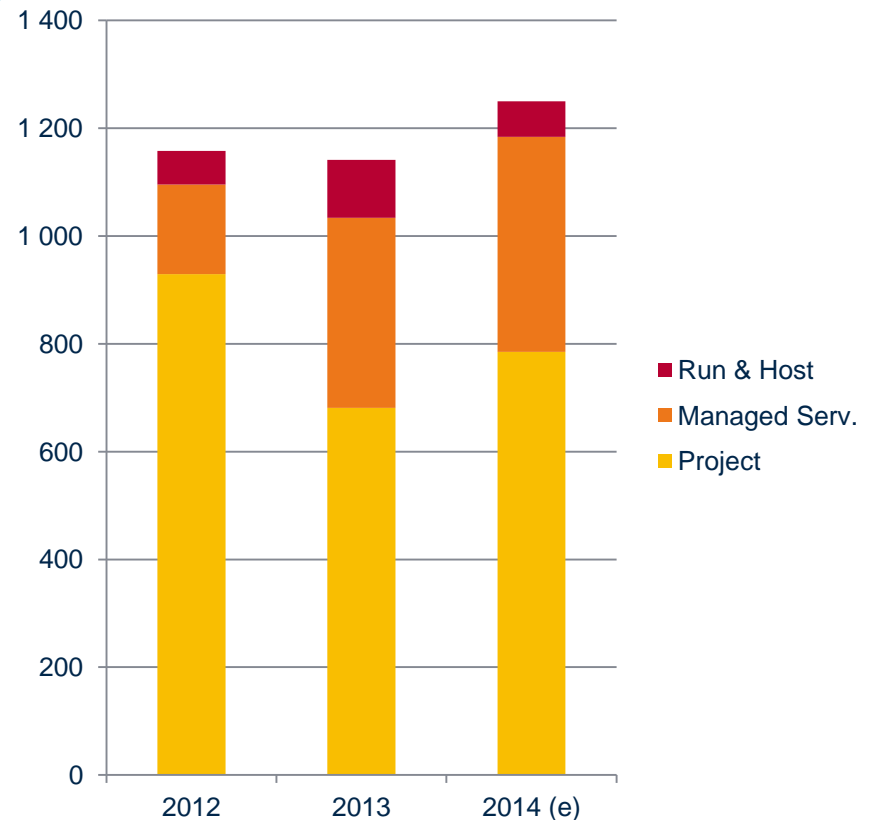
… and renewing our ERP business with SAP Certified OnePath Solutions

- Built on **industry leading practices** and business processes

- Containing Capgemini **industry improvements** – tested, reviewed and certified by SAP

- Including **industry reference models**, solution templates, layouts, reports, test scenarios and scripts

- Designed to bring **quick results and ROI**

- **Highly scalable** – and will grow with the customer

CPGPath
for CP Food, Beverage, Durable Goods & Cosmetics Companies

DistributionPath
for Wholesale Distribution Companies

EnergyPath^{SM}
for Energy, Oil & Gas, and Energy Services Companies

*READY*Upstream
for Upstream Oil & Gas, Independent Exploration, and Production Companies

LifeSciencesPath
for Pharma, Life Sciences and Med Device Companies

RetailPath
for Retail Companies

MFGPath
for Discrete, Repetitive, MTO Manufacturing and Mill Products Companies

AutoPath
for Automotive Suppliers and Aftermarket

UtilityPath
for Utility and Energy Services Companies certification in-process

HCM EDGE
HR LOB Solution for all Companies

CRM EDGE
CRM Solution for all Companies

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Illustration: we are marketing our IP solutions as "Ready2Series"

Ready2 Series

Single IP identity for the Group

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Ready2 Series

SOGETI

Ready2 Series

Strong proposition for our clients

Fast

Proven

Innovative

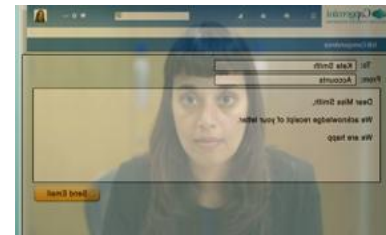*Cost effective*

Creative marketing for our IP solutions

www.capgemini.com/odigo

Ready2 Series

Odigo

3,719 views in **8 weeks**

www.capgemini.com/case

Ready2 Series

C A S E
as-a-service

767 views in **1 week**

www.capgemini.com/ready2series

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Co-innovation & IPR acquisitions are expanding our Ready2Series offers

New IP Solutions in the pipeline or recently released

Insurance Connect
(Q4 2013)

- Hosted claims management solution for P&C insurers
- Built on top of Guidewire technology

Digital Entertainment Exchange
(Q2 2014)

- Global film distribution system, originally developed with Sony Picture Entertainment (IPR acquired back)
- Currently being re-platformed as an industry solution

Triveo
(Q2 2014)

- Digital banking solution for retail bank branches
- Built on top of an acquired innovative sales approach

ReadyUpstream
(Q2 2014)

- EnergyPath O&G industry solution (SAP) enrichment with upstream capabilities, thanks to SSP acquisition*

* Transaction closing expected soon

iShowcase is a tablet app enabling the deployment of our Strategic Offers in the Group


- For iOS, Windows 8 and Android tablets

- Presenting the value propositions, references, collaterals of our Strategic Offers

- Updated with the latest information and assets

- Equipping our VP, Account Executives and Sales Force communities

Portfolio Transformation is a lever for growth, margin improvement and improved win rates

Portfolio mix evolution – 2012-2015

% of Strategic Offers in Group Bookings

Target: 40%

- 2011: 15%
- 2012: 27.5%
- 2013: 32.8%
- 2015: 40%
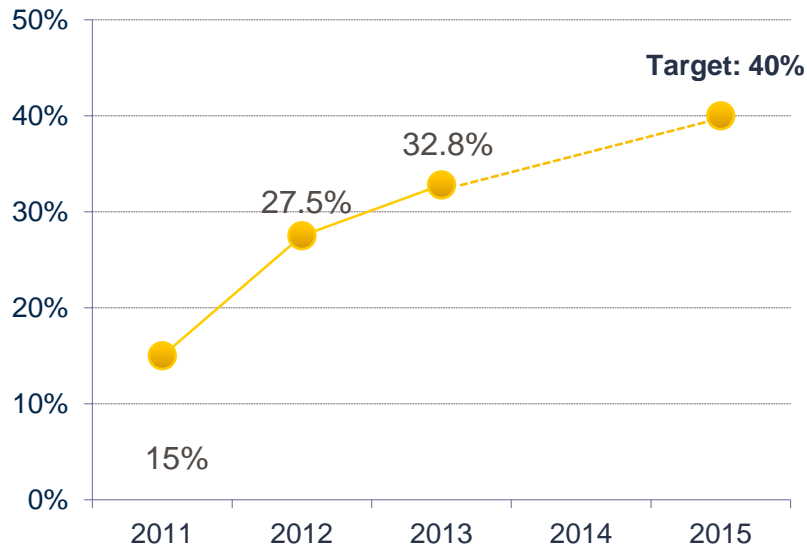
Top Line Initiatives		Testing, BIM, Mobile, SkySight, Digital Customer Experience
Sector Growth Initiatives		Utilities, Public, Telco, CPRD, FS
SBU Offers		Digital Transformation, Service Integration, BPM, Security, etc.
IP Offers Ready2Series		Odigo, X-Treme Apps, OnePath, IBX, Links

Win rate	FY '12	FY '13	Q1 '14
TCV >€20m	22%	34%	60%
Total	48%	52%	59%

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Our Portfolio Strategy helps us shape major Transformational deals

Growth

Innovation

Competitiveness

Technology drivers

- Mobile & Social
- Cloud
- Big Data / Analytics

Customer Experience	Operational Process	Business model
• Personalized, differentiated customer experience using multiple channels	• Improved organizational effectiveness, agility and robustness	• Disintermediated new ecosystems, new sourcing models

SUEZ environnement SITA · eDF ENERGY · European Auto maker · ProSiebenSat.1 Media AG · Royal Mail Group · Unilever

BOSCH · Audi · Network Rail · vodafone · CAIXA

EUROSTAR · PHILIPS · Loblaw · GEFCO · THE STATE OF TEXAS

Schlumberger · ROLLS ROYCE

2 European Telecom operators · esa · SIEMENS

People matter, results count.

About Capgemini

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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