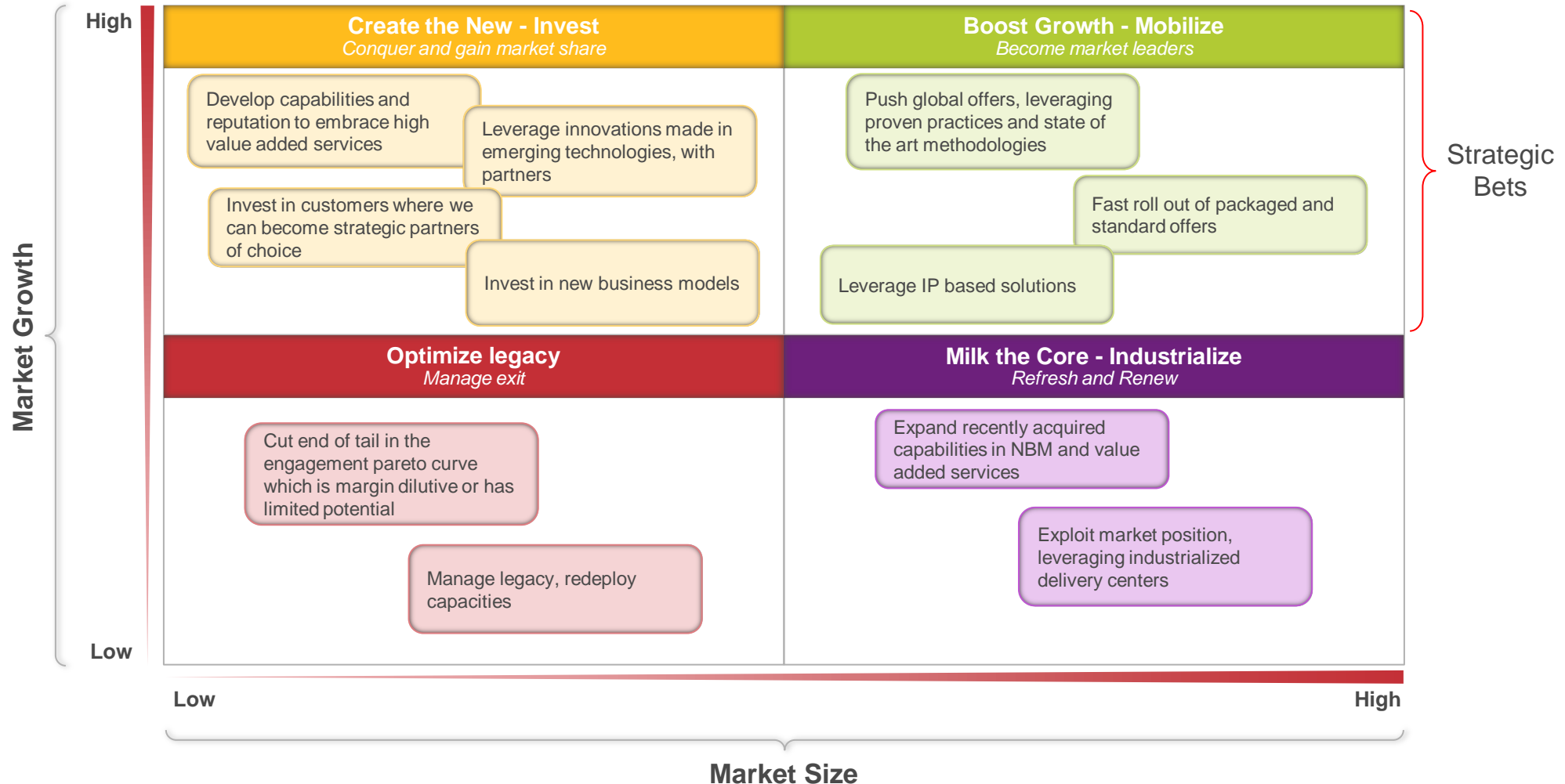




Portfolio Transformation Program

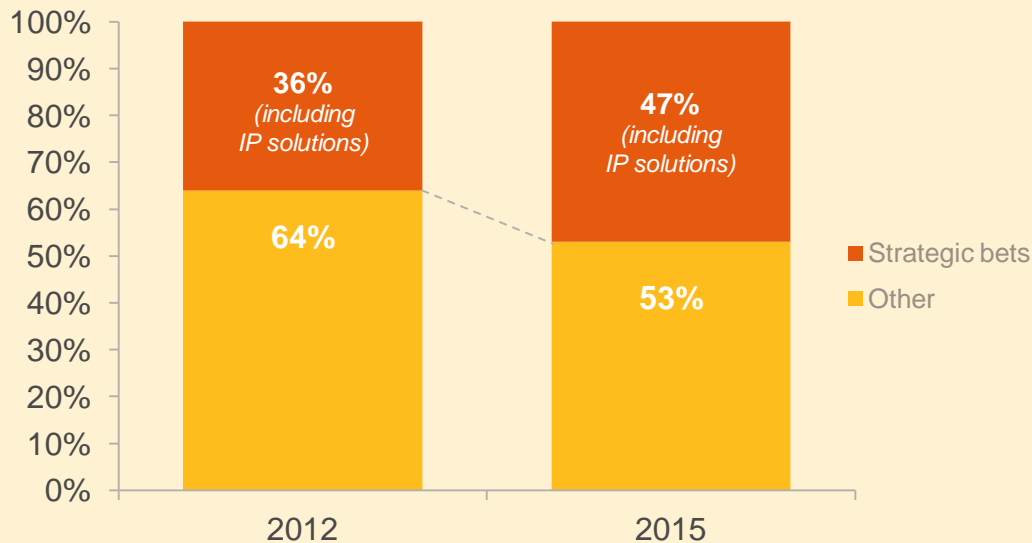
Paul Nannetti
Les Fontaines, 12-13 June

We dynamically manage our Portfolio of offers, anticipating technology shifts



We expect Strategic Bets to represent 47% of our Total Revenues by 2015...

Portfolio mix – 2012 - 2015



Comments

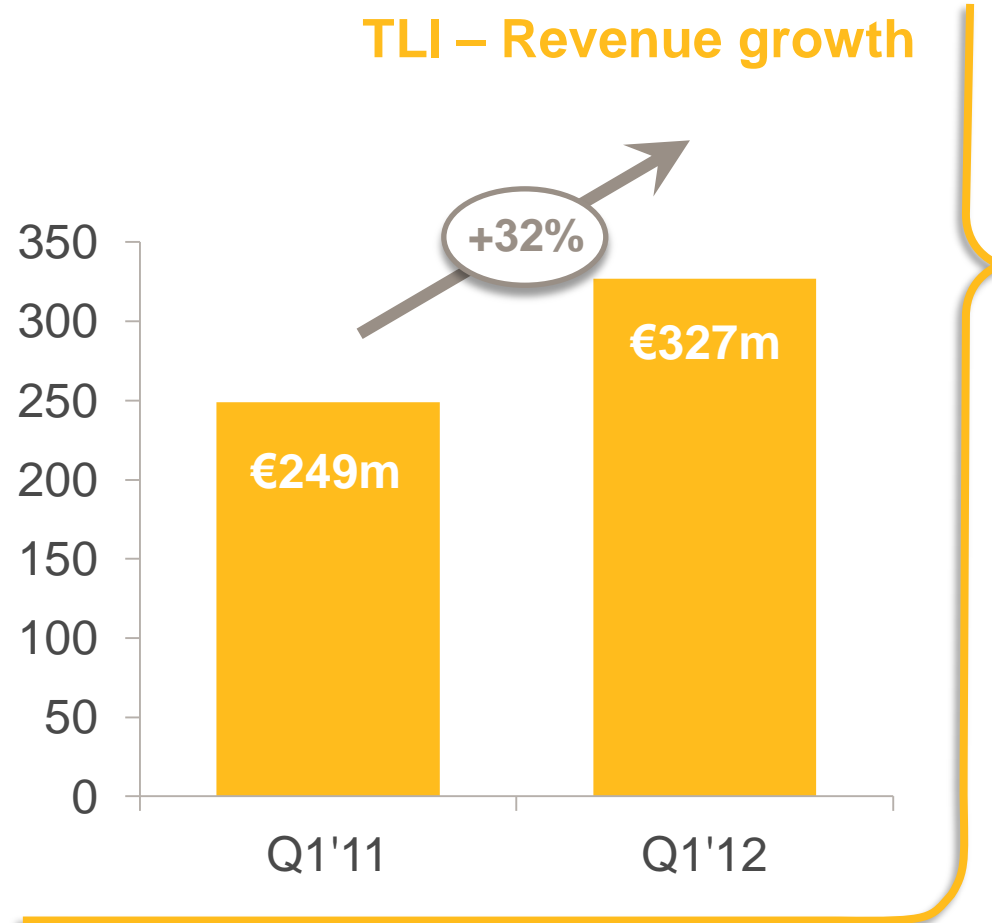


“Strategic Bets” include:

- Top Line Initiatives (TLIs)
- Sector Growth Initiatives (SGIs)
- Digital Transformation
- Social Enterprise w\ SFDC
- Service Orchestration
- IP based solutions (IBX, Prosodie)

... and to support 150 to 200 bp operating margin improvement

Our 2012 TLIs (BIM, Mobility, Testing, BPM, SES) demonstrate the power of portfolio to drive growth & margins



**TLIs
generated
10 pts more
contribution
margins
than Group
average in Q1'12**

We have demonstrated that Cloud is an ubiquitous design principle for our new offering investments

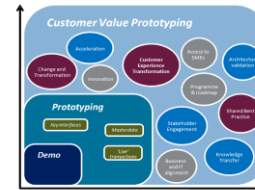


Consulting Services

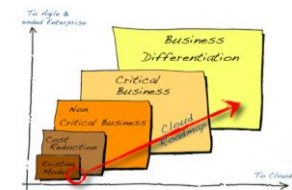
Digital Transformation



Customer Value Prototyping



Cloud Road Mapping



Application Services

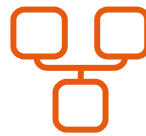
SaaS development



SaaS integration

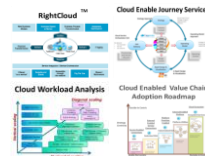


SaaS Orchestration

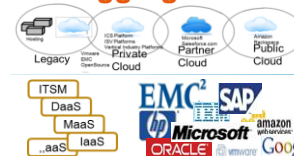


Infrastructure Services

Infrastructure Transformation Services



Cloud Service Aggregation



Cloud Service Orchestration



BPO Services

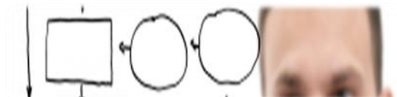
IBX – On demand procurement



Social Media Management



Our Global Process Model®



Interviews with our top global customers in H2'11 validated our portfolio strategy & encouraged acceleration



Key themes from CIO interviews on our strategy



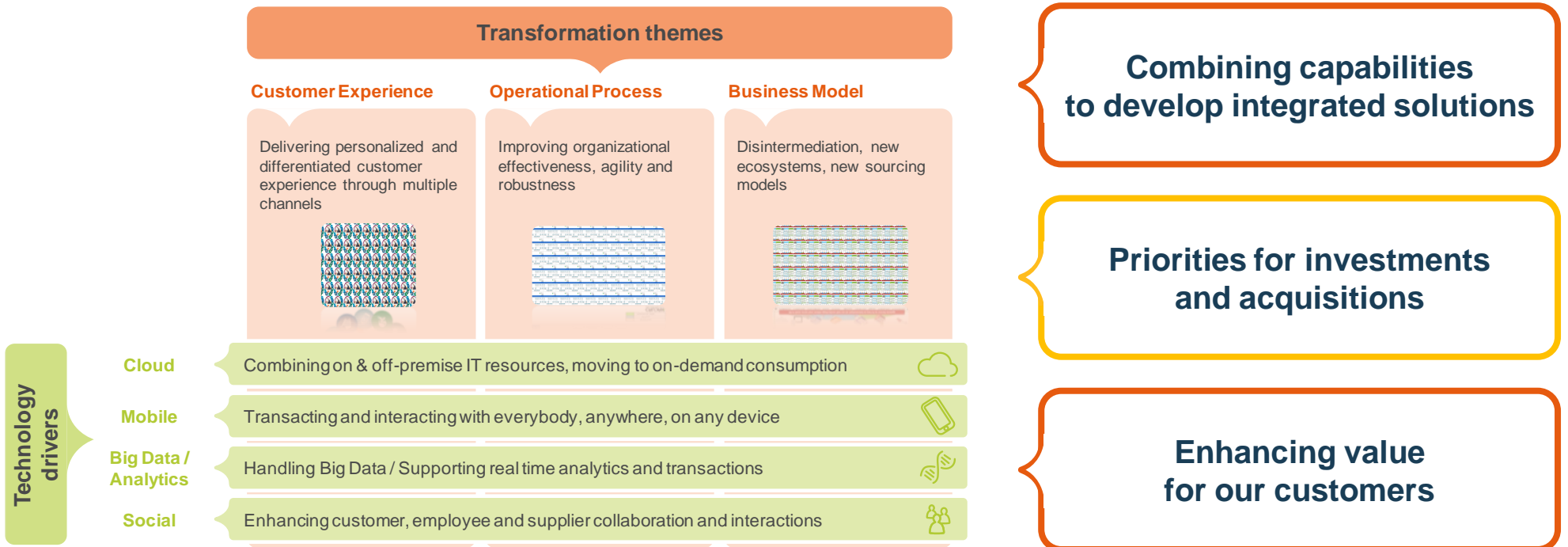
- Move to strategic partnerships transferring responsibility to SIs that demonstrate global domain leadership

- Cloud, Big Data, Mobility, Consumerisation

“I like your strategic intent – this is fully aligned with our priorities – but move fast”

**Ed Steinke,
CIO Coca Cola**

The Group is now mobilized around an ambitious portfolio transformation journey





Thank you