

2011 Capgemini analyst day

London, June 15-16

Playing the global Champions League

Paul Hermelin, CEO

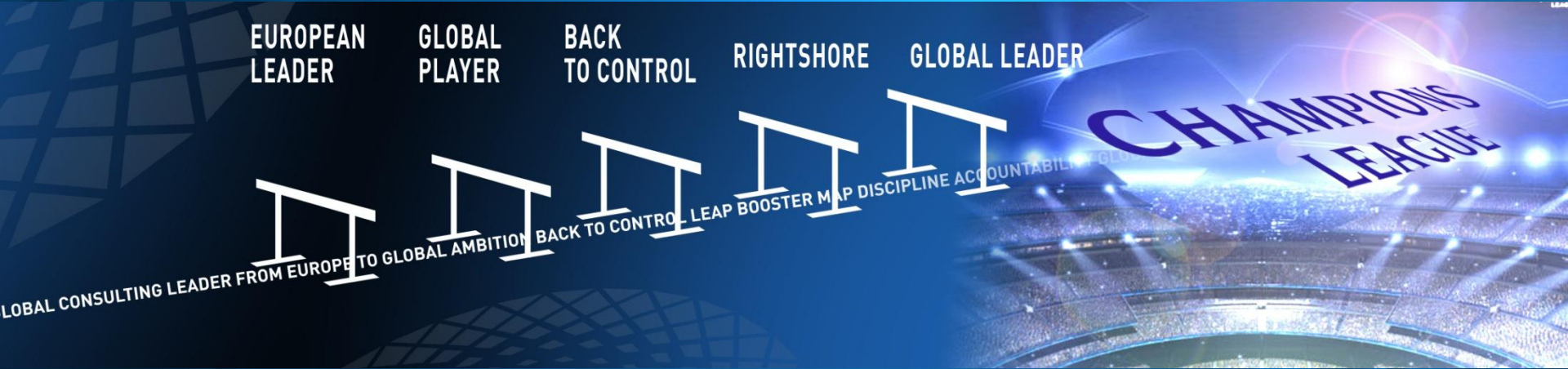
Agenda



Ambition and Strategy

Execution status phase

The Ambition of the Group is to play the Champions League



The Group Strategic Statement

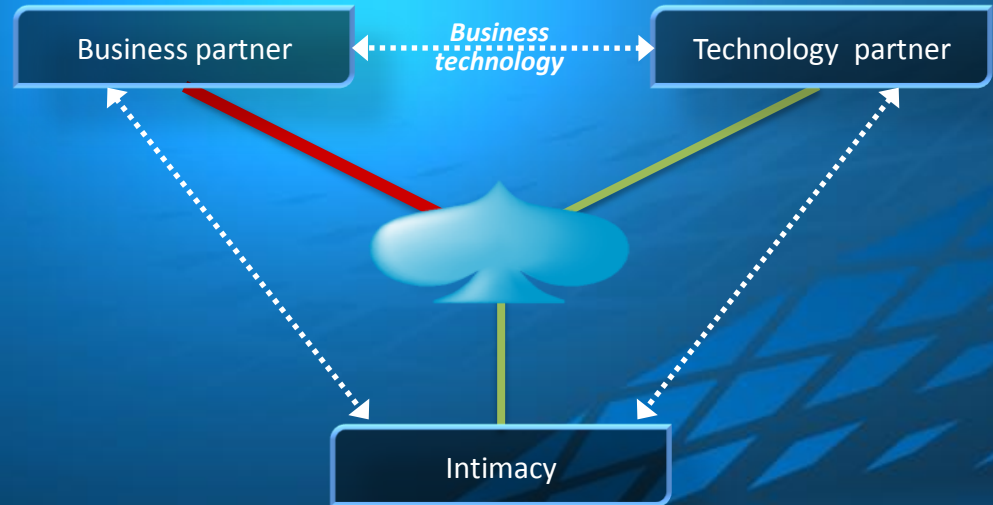
Must Have

Cost excellence

Agility: clients & offers

Global reach

Market positioning



Fast moving technology leads to a new Digital Transformation



Our strategic axis to reach the Champions League ambition



10% of revenues
in Fast Growth
Economies

Strong thought
leadership with
Capgemini
Consulting

€1bn revenues
with an IT
intensive BPO

Recurrent revenue
in New Business
Model

Offshore leverage
combining
innovation and
industrialization

Supply chain
reengineering – Lean
methods

Full application
lifecycle services

Complete innovative
Infrastructure offers
(Design, Build & Run)

Group Ambition in Execution Phase

Agenda

Ambition and Strategy



Execution status phase

5 priorities to accelerate the Group Transformation

Must Have

1

Increase the level of industrialization

2

Building a world leader in applications

3

Expand our global coverage

Market positioning

4

Adding value to our portfolio

5

Enhancing our infrastructure transformation capabilities

1

Continue the journey of industrialisation

Last year

- LEAN program launched
- Model 2 in India
- Share offshore Service Center for delivery
- Automated quality measure of production software

2011 priorities

- Generalization of our Lean methods for a reengineered delivery
- Around 40 000 people in India
- Better inter BU utilization : "worldwide staffing"
- Maximize Under -runs

Future direction

- Relentless industrialization and Lean program
- BD effort reengineering
- Indirect costs To be model

2

Building a world leader in Applications

Last year

- #3 worldwide in applications
- Strong offshore base leveraging Kanbay
- Strong entrepreneurship culture
- Separated AD / AM
- Application lifecycle services initiative launched

2011 priorities

- Growth is back +6% yoy in Q1
- Aligned AD+AM in 2 geographic SBU to leverage the conveyor belt
- A booming Financial Services unit, combines offshore expertise and account management
- SAP views us as their #3 global partner

Future direction

- Capture business opportunities thanks our new AD+AM organization
- Developing our mobility applications
- Further industrialization of our services
- Offshore value added
- Refine business models: BA/CSD/PBS/AM

3

Expanding our global coverage

Last year

- 2% of our revenue in FGE
- Focus on following our global clients

2011 priorities

- 7% of our revenue in FGE
- Becoming a leader in Brazil with CPM Braxis and 20% growth in Brazil
- Increase leadership on mature market (Germany; US...)
- Success of the offshore platform

Future direction

- Leverage Global Account management
- Increase the footprint of our global offers
- Organic growth in India
- Focused acquisitions in new FGE: China, Mexico, Turkey

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Adding value to our portfolio

Last year

- Strong partner of key packages leaders SAP and Oracle
- BIM (Business Information Management) initiative launched
- Testing initiative launched
- 400m€ BPO

2011 priorities

- SAP WITH Hana, Mobility
- Growing with Oracle Tax
- New focused alliances (Pegasystems, Temenos)
- PROSODIE acquisition
- Focused acquisitions to complement our strengths (Avantias, BICG)
- New BPO vertical solutions

Future direction

- New Business Model expansion
- Current business model evolution
- Developing outcome-based business
- Growing consulting
- Accelerate our « enriched BPO »
- Continuing selective acquisitions strategy

5

Enhancing infrastructure transformation capabilities

Last year

- ▶ Building GIO to leverage our transformational outsourcing strengths from the UK
- ▶ ITS (Infostructure Transformation Services) initiative launched
- ▶ Leveraging our SAP hosting capabilities

2011 priorities

- ▶ Created a global Infrastructure services SBU, including dedicated transformational capabilities
- ▶ Acquired Artesys in France with strong expertise in transformation and complex infrastructure management
- ▶ Launched new cloud infrastructure services (IaaS)

Future direction

- ▶ Focused acquisitions on transformational capabilities
- ▶ Renovate our outsourcing base through operational efficiency and new services : XRIM; Consumption based model
- ▶ Expanding our Cloud orchestration capabilities and related services

Capgemini is determined to play in the global Champions League

