

Exane BNP Paribas European Seminar

June 14, 2007

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CEO



Agenda

- 2007 update
- Kanbay integration



Our 2007 Objectives

Improve operational efficiency

- Focus on low performing units
- Further MAP roll-out
- Favor offshore margin accretion

Develop NA

- New leaders development
- Grow Consulting Services
- Additional vertical offers
- Grow offshore leverage 1:3

Leverage Kanbay Integration

- FSI (NA, UK, test Continental Europe)
- Non-FSI: regional adjustment
- India harmonization

Prepare for step changes in

- Consulting
- BPO

This will lead us to:

- **9% growth & 7.0% operating margin in 2007**
- **above market growth & 8.5% operating margin in 2008**

Q1 was another strong quarter across the board

| | Q1 07 / Q4 06 | Q1 07 / Q1 06 |
|----------------------------------|---------------|---------------|
| Consulting / Technology Services | 3.7% | 12.3% |
| Kanbay | 1.5% | 26.9% |
| Local Professional Services | 4.6% | 8.1% |
| CS / TS / LPS / Kanbay | 3.7% | 12.0% |
| Outsourcing Services | 4.8% | 18.1% |
| TOTAL GROUP | 4.1% | 14.2% |

At constant rates and perimeter, including Kanbay

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- **Kanbay integration**



Capgemini and Kanbay bring together unique, but highly complementary capabilities



- **Clients:** Access to significant client base
- **Offers:** More focused on business offers
 - E.g., assessing banking multi-channel management
- **Geography:** Strongest in Europe
- **Delivery:** Local presence
- **Positioning:** Global presence
- **Access to talent in India:** Mumbai, Bangalore, Kolkata
- **Clients:** Ability to create long term relationships
- **Offers:** More focused on technology offers with domain strength
 - E.g., cards processing
- **Geography:** Strongest in North America
- **Delivery:** One-team global delivery model
- **Positioning:** Domain knowledge down to the keyboards
- **Access to talent in India:** Pune, Hyderabad, Chennai

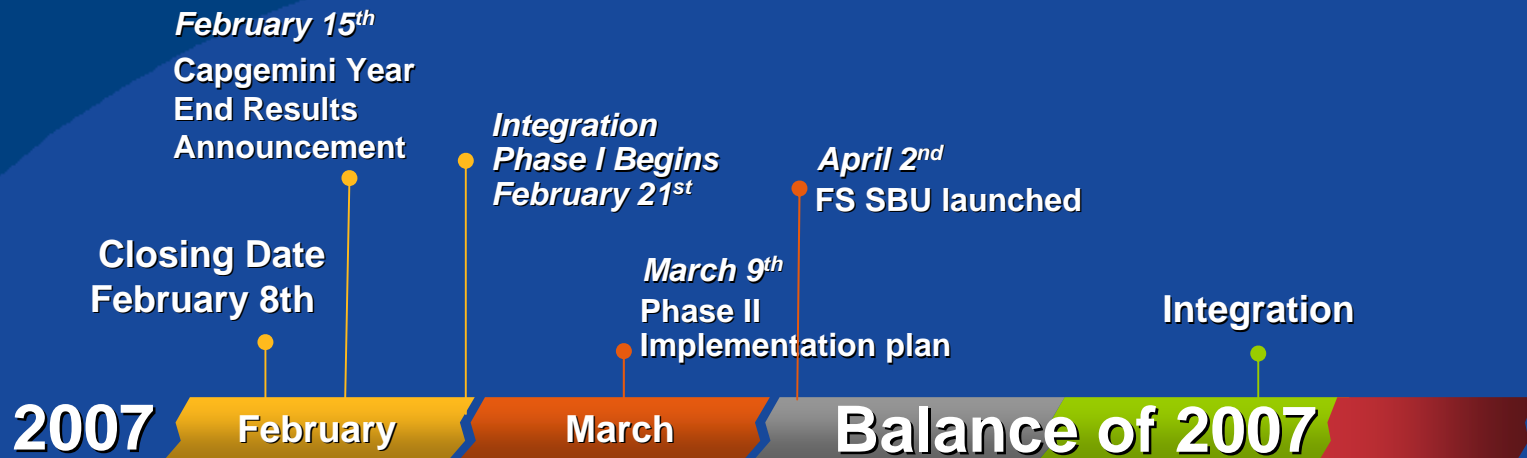
Combined Capabilities

- Deliver end-to-end industry solutions (business and technical) capabilities to clients around the world, specifically in the Financial Services
- Provide our services seamlessly in one-team 'global' delivery model

The integration process is fully on track

Maintain highest levels of Customer Satisfaction while preserving and leveraging Kanbay deep domain expertise and growth momentum

- Provide the same high quality services our customers expect.
“Business as usual”
- Enhance clients’ experience as we integrate our product offerings and technological capabilities
- Financial Services India Platform to be leveraged by Capgemini European clients

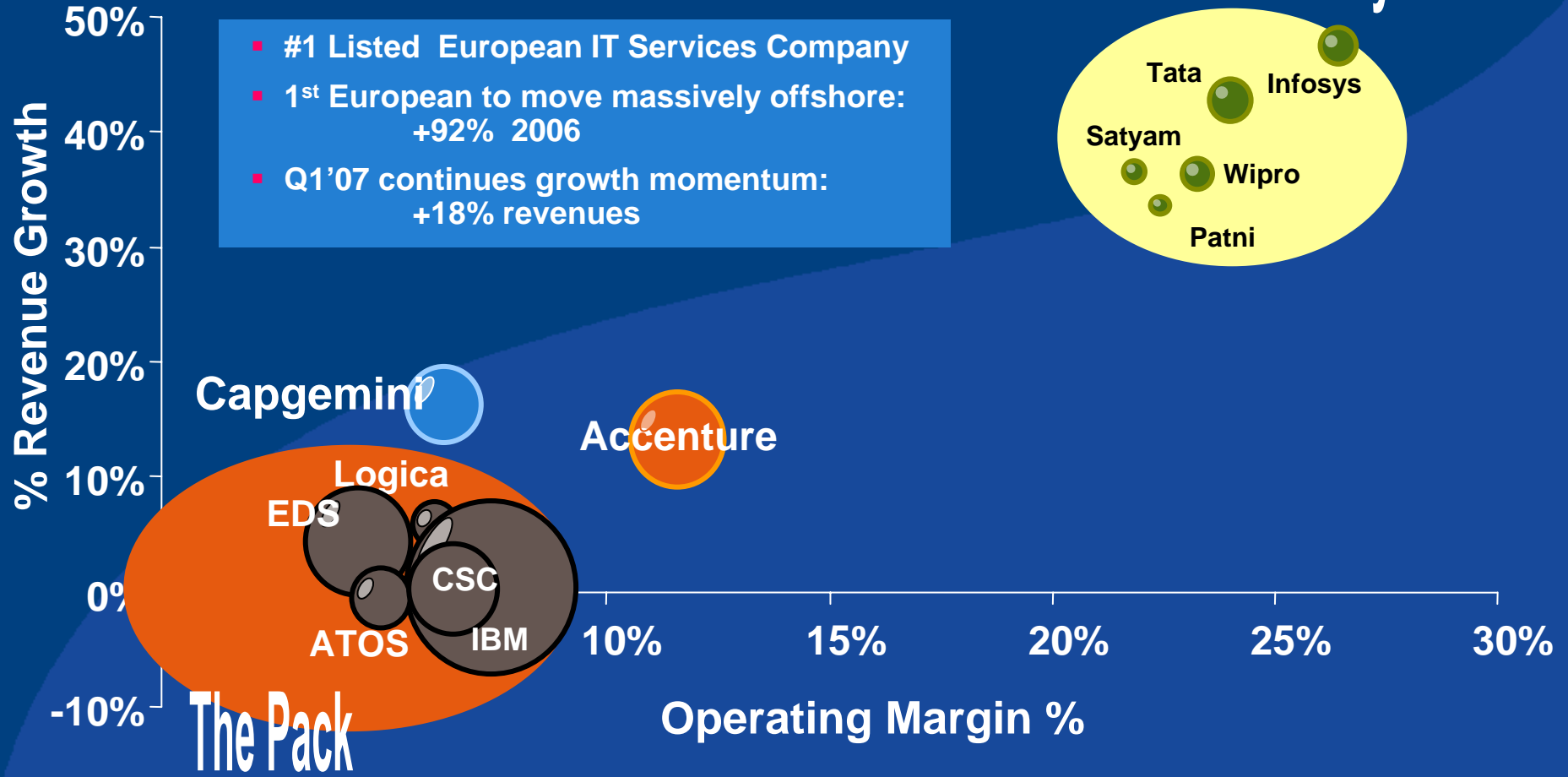


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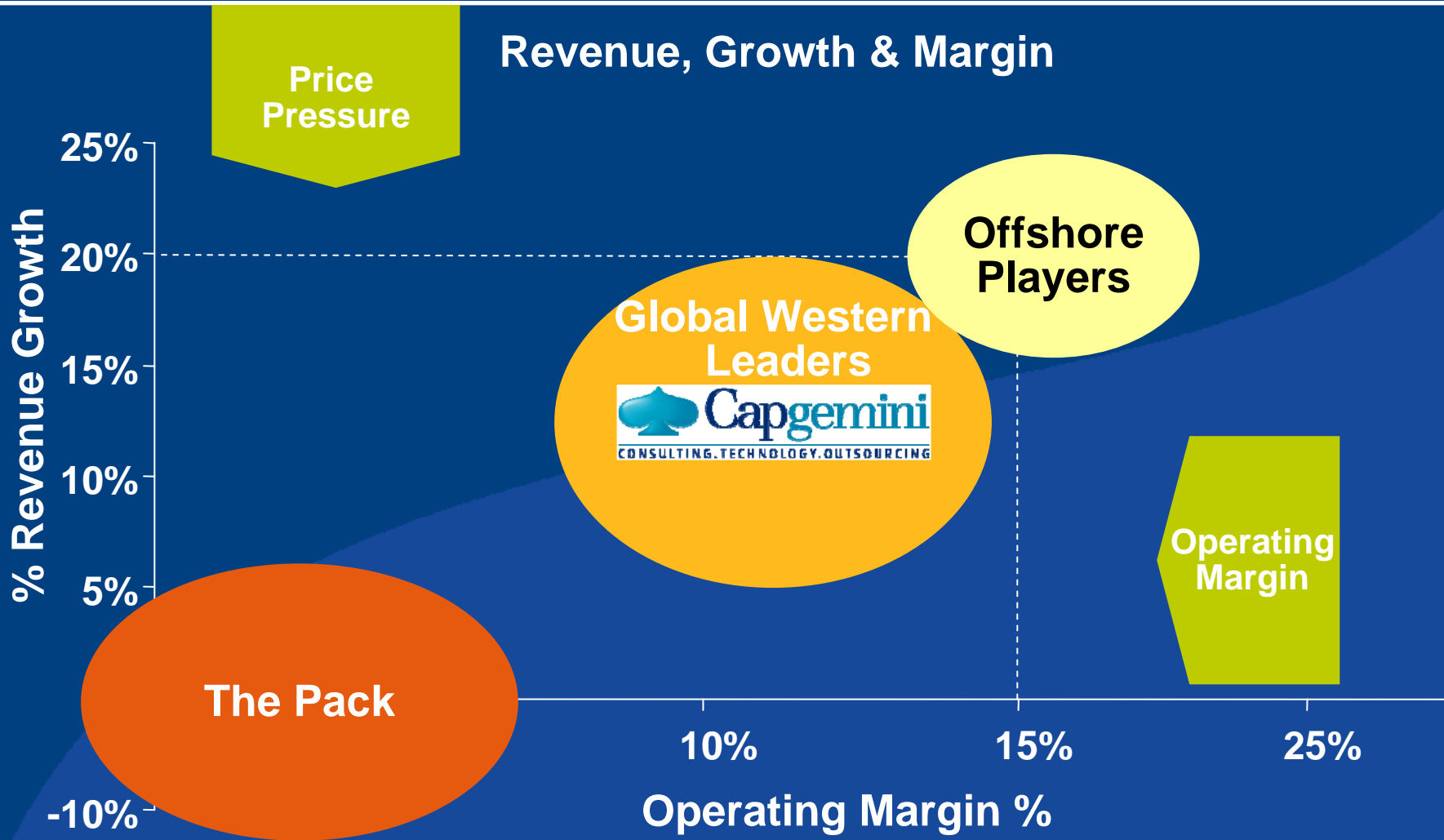
IT Services today: a tale of two worlds



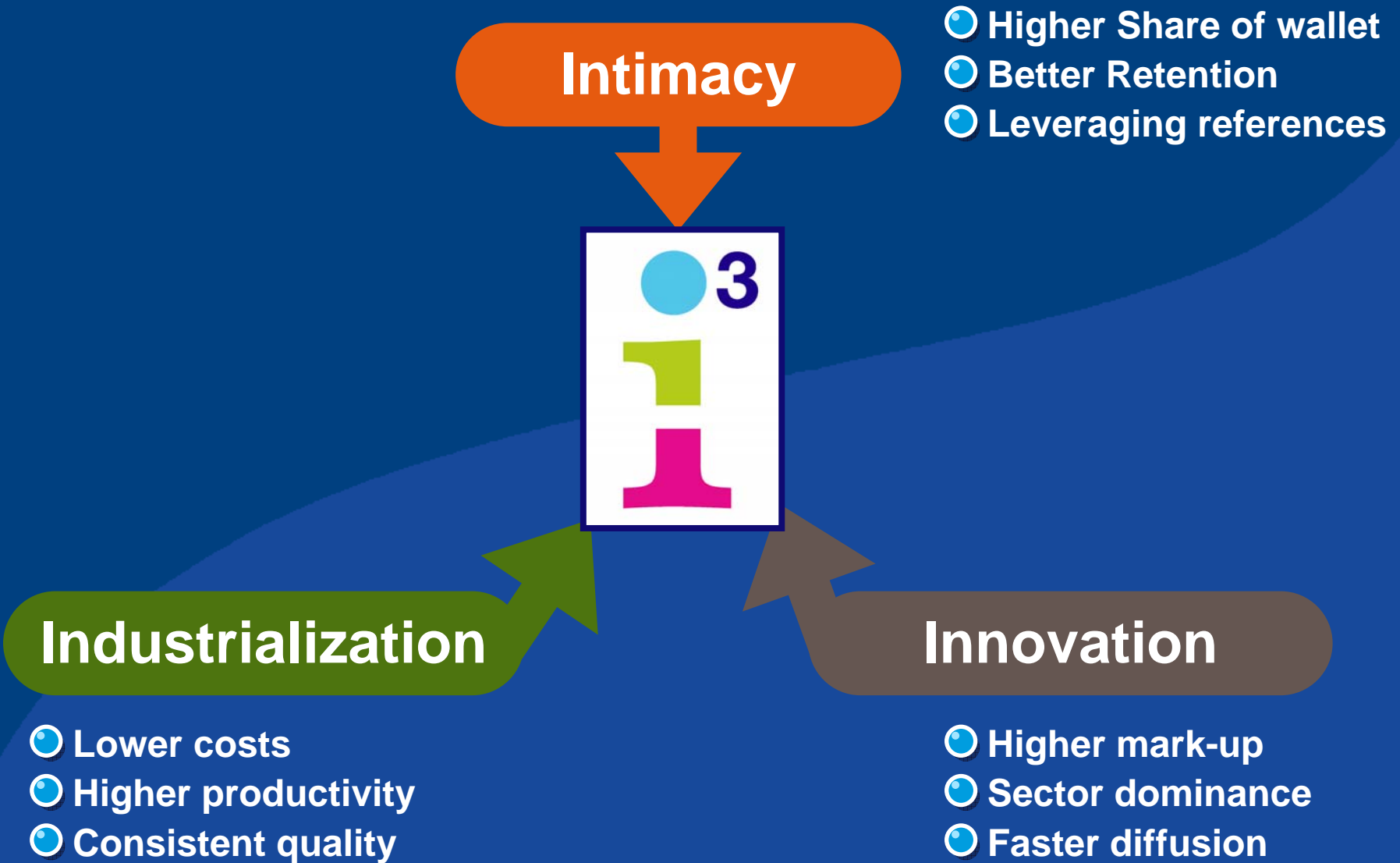
Pure Offshore Player

The Pack

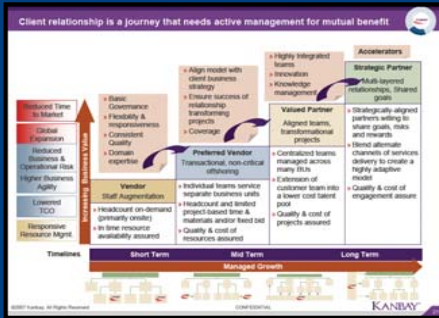
The landscape is due to change



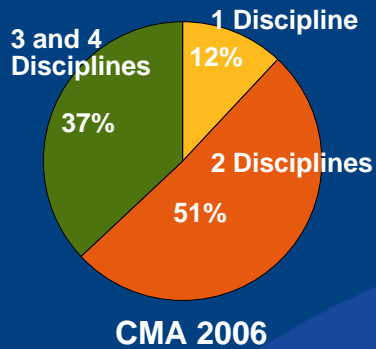
An in-depth transformation is needed



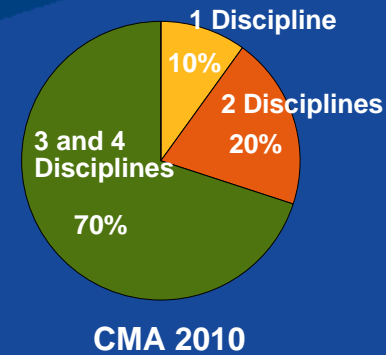
Intimacy: from Vendor to Partner to our largest Clients



- 30 Group or Country Managed Accounts
 - From 10 to 20 Strategic relationships by 2009
 - And 10 more at that level by 2010



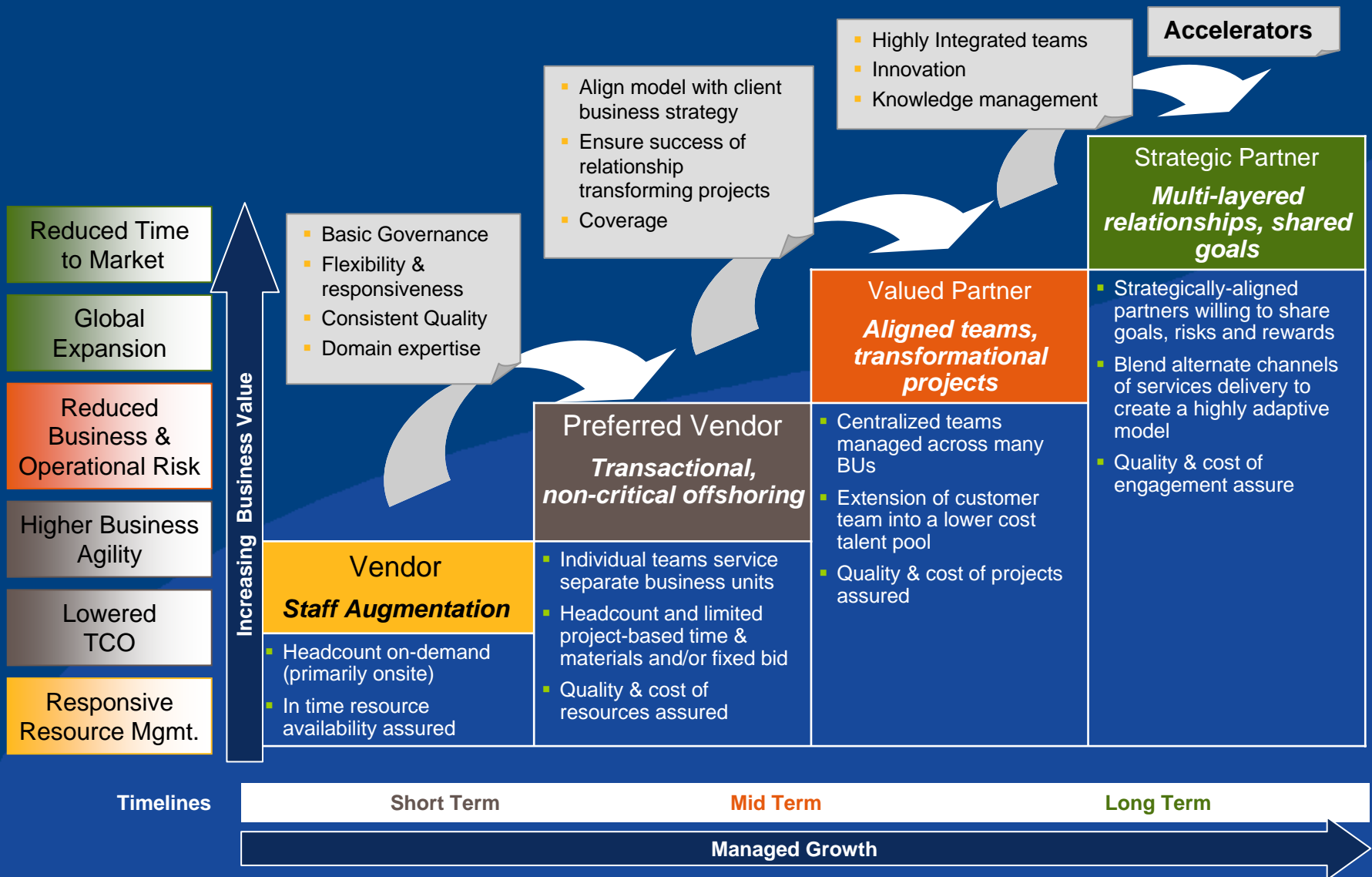
- Bring the full strength of our Group to our clients



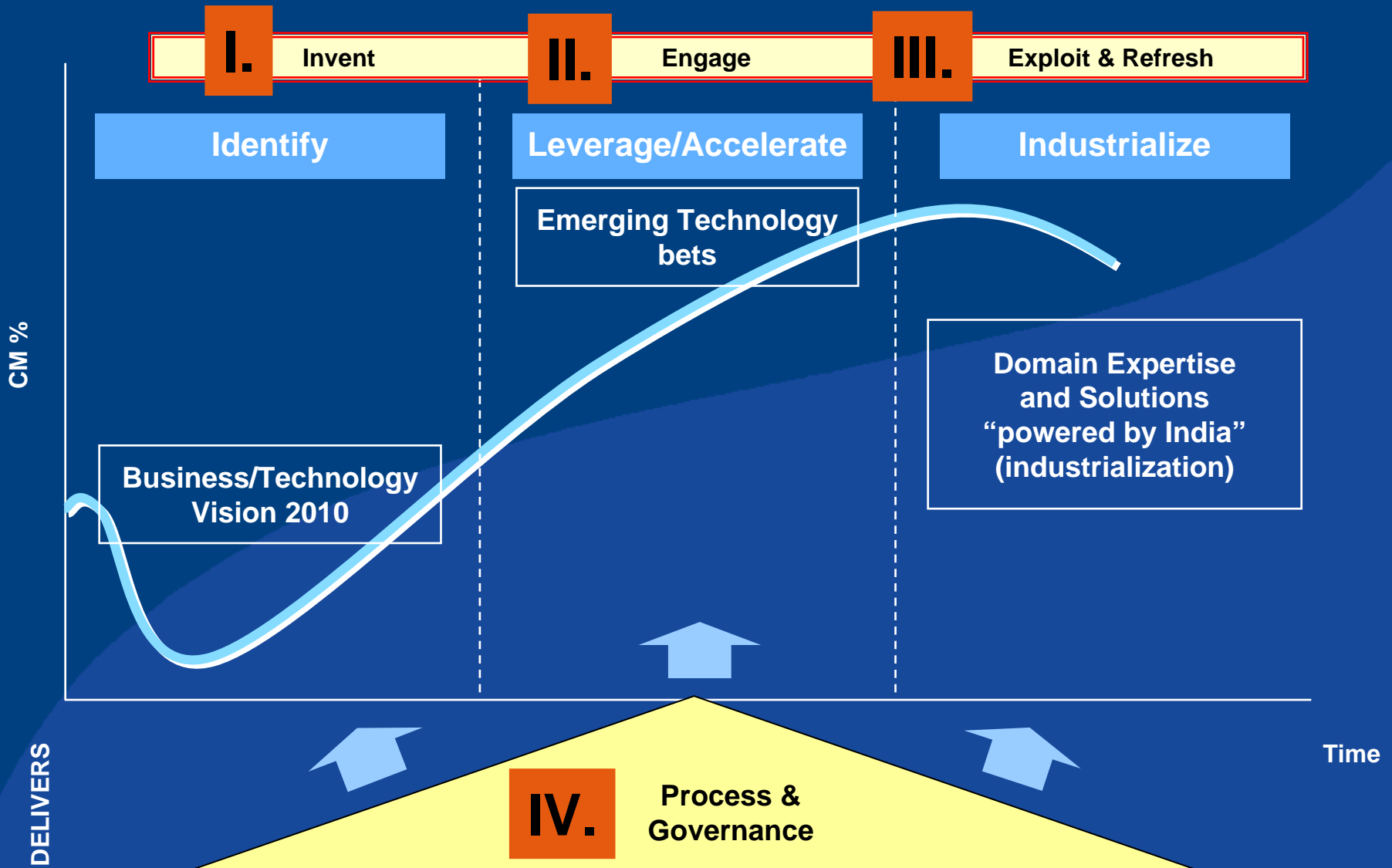
- 50% above average growth in the Group



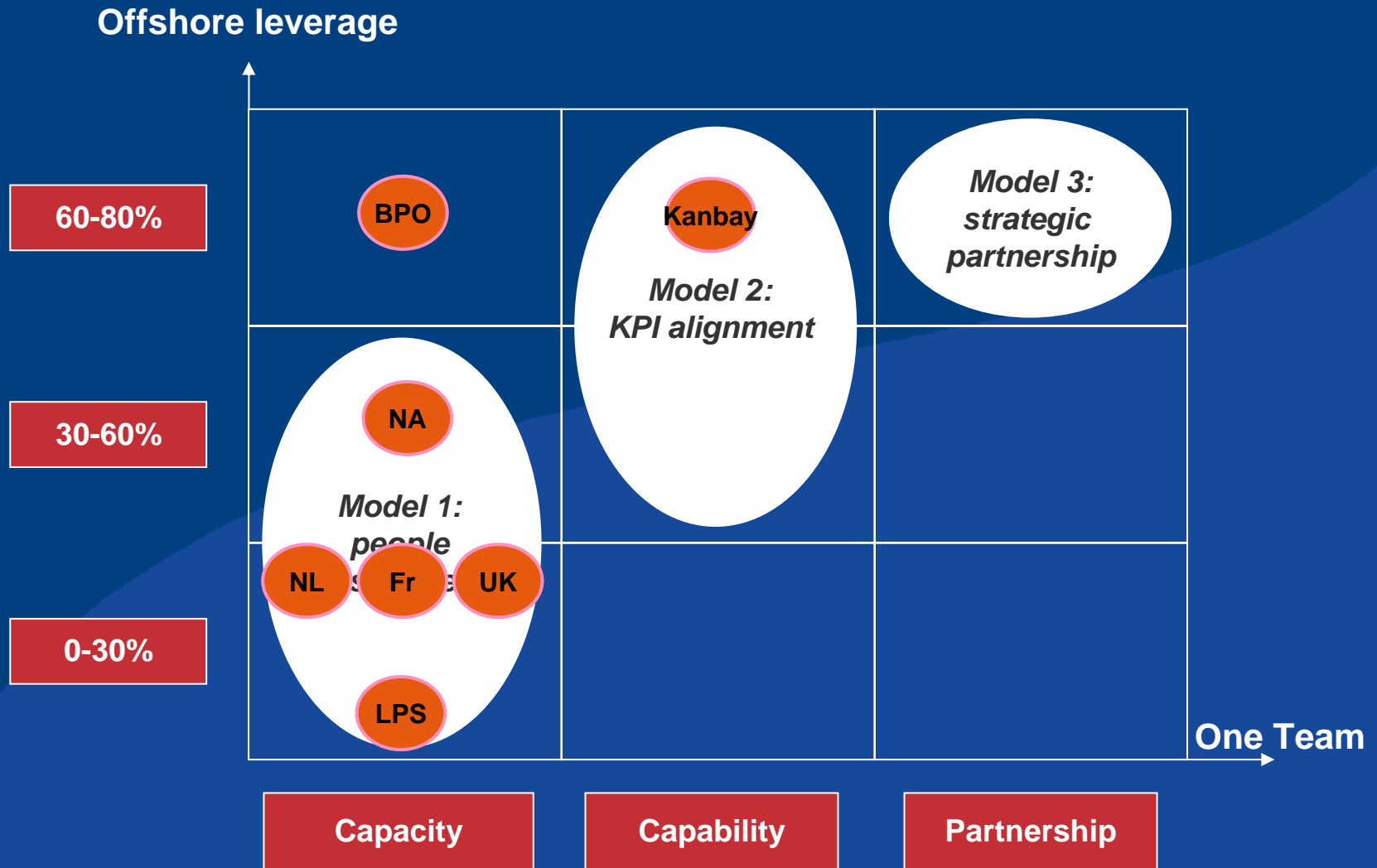
Allow to build lasting relationships through collaboration



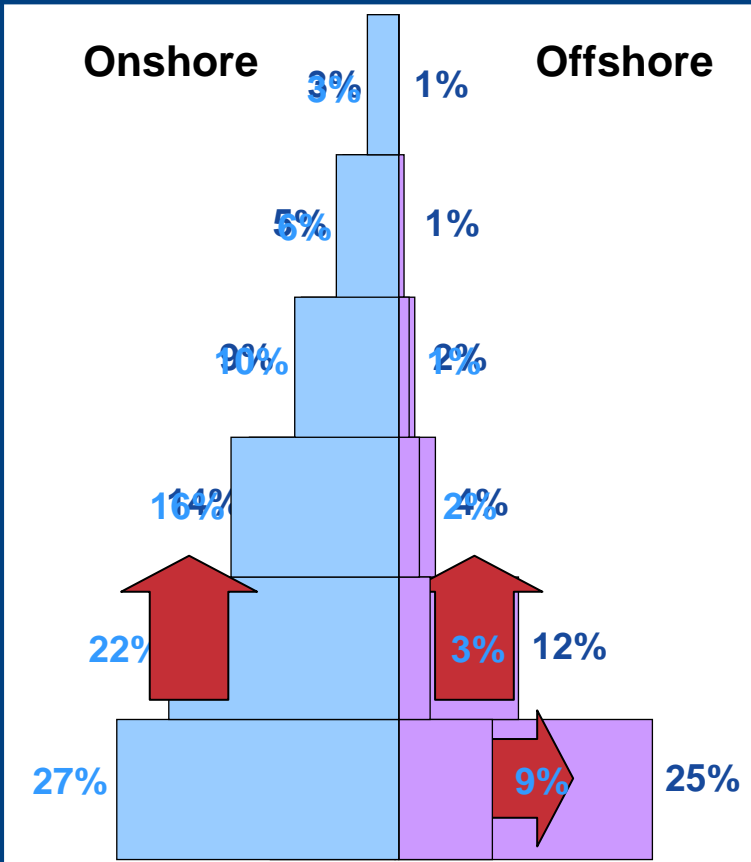
Innovation: key to add value



Industrialization will drive us towards the right model



And requires a deep transformation of our organization



Onshore transformation

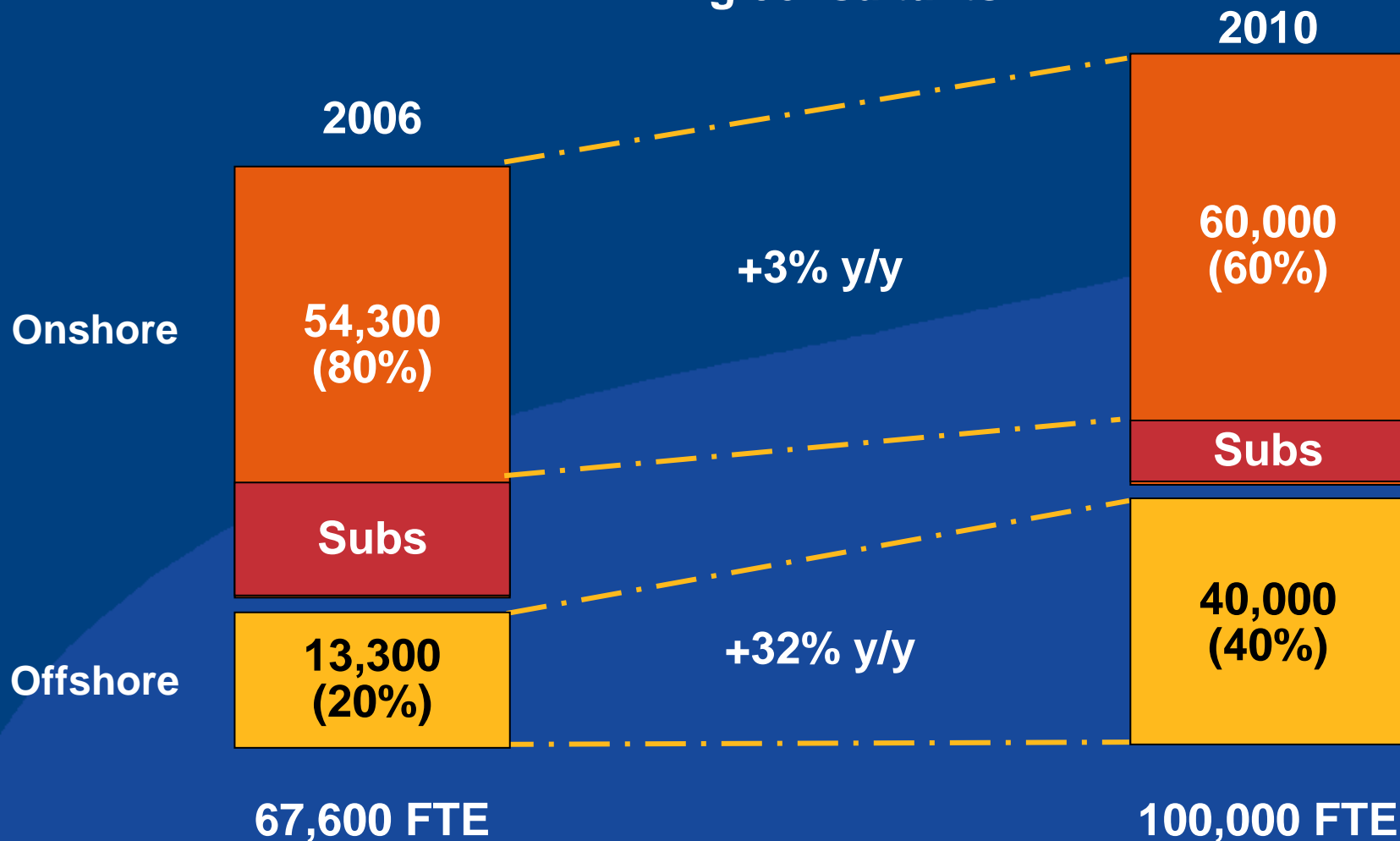
- Transfer of “bench” and contractors offshore
- Sector expertise, engagement management, architecture, functional design
- Innovation

Offshore transformation

- Stronger client and project management capabilities
- Moving from a capacity to a capability management logic

But can be done smoothly assuming benign market conditions

Billing consultants



Conclusion: a strong ambition and the means to it

- Be part of Top 5 Global Leaders

- 2 North America
- 1(?), 2(?) India



- Transformation plan



Industrialization

New operating model

Innovation

Independence
Domain Experts

Cost

Value
Add

Intimacy

New relationship model

Roll-out plan : H2'07 through '09 ; From pilots to deployment

Best, Sustainable Performance Throughout the Cycle

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