Capgemini Overview
Capgemini BPO Portfolio

SECTOR FOCUS

SECTOR OFFERS

- CPG, Retail & Distribution
- Utilities
- Media and Entertainment
- Manufacturing
- Financial Services

TRANSFORMATION

- Finance & Accounting
- Supply Chain & Procurement Services
- Analytics

Demand Driven Insights / Supply Chain
SMARTcare
Participations
Enterprise Content Management
Insurance Claims Processing
Capgemini – an integrated services provider in 40+ countries

Group workforce
136,795
Working offshore
62,804
Finance and Accounting Outcomes
We are a leader in finance and accounting

Delivering world class finance outcomes
- Align outcomes to shareholder value
- Establish world class operations
- Assure business agility

Transforming finance through GEM
- Secure transformation & transition
- Industrialize outcomes & solutions
- Execute corporate change agenda

Reducing total cost of service through FAO as a stack
- Deliver optimal total cost of service
- Deploy best-of-breed solutions
- Release investment from back office

Top Line Growth
- Customer retention
- Revenue leakage
- Acquisition integration

Earnings per Share
- Eliminate & standardize
- Reduced cost of ownership Tax efficiency

Margin Improvement

Improved Cash Flow

Return on Investment
- Optimized working capital
- Enhanced cash flow
- Asset management

Risk Management
- Integrated controls
- Reduced non-compliance
- Continuous assurance

Grade Mix

Location Mix

Competency Model

Global Process Model®

Technology

Pricing

Governance

Service

Process Store

Applications

Infrastructure

Capabilities:

- Service
- Process Store
- Applications
- Infrastructure

- P2P
- C2C
- R2A
- MDM
- Helpdesk
- GRC

- FAO Applications Store
- ERP
- SAP
- ORACLE
- NETSUITE

- Cloud

- Private
- Public
- Hybrid
Our diamond KPIs allow us to focus on CFO agenda (CFO office benefits)

- Benchmarked top quartile productivity across all processes
- Optimized cost of service in a committed transaction price
- Transformation of fixed to variable costs
- Accelerating a reduced cost of finance processes

- Top quartile accuracy and timeliness of processing
  - 99.9% accuracy in processing
  - 99.9% of transactions completed within 2 days of receipt
- Assured on time close
- Enhanced quality through Capgemini Advanced Command Center Analytics
  - Improved forecast accuracy

- Top Line growth
- Profitability
- Risk and reputation
- Working capital

- Standard, documented controls implemented across all business units and geographies
- Continuous monitoring of operation of controls
- Assurance of data privacy and security delivered through certified global delivery network
- Regular review and analysis of CFO’s results, with focused improvement initiatives
CFO Office benefits

- Reduced revenue leakage and improved customer service through improved stock availability
- Increased sales force effectiveness
- Accelerated secure entry to new markets
- Accelerated integration of new acquisitions
- Transformation resources available on demand to support various growth initiatives

- Improved collections to convert sales to cash more quickly
- Improve cash flow through better inventory turnaround time
- Release value from slow and obsolete stock
- Improved management of cash outflow through better control of payments to suppliers
- Targeted reduction in spend through Spend Analytics and DSO through Credit Analytics

- Reduction in total cost of service through adoption of the FAO stack
- Targeted reduction in spend through Spend Analytics
- Reduction in cost of audit through adoption of standard controls and testing
  - Reduction in Head Office costs through adoption of Lean Tax Efficient Accounting

- Improved balance sheet control and visibility through adoption of controllership and monthly SOX assurance
- Fraud reduction through control analytics
- Reputation risk alerts activated through social listening analytics
- Reduction of risk of fines and reputational damage as a result of adoption of tax efficient accounting
We use our Integrated Delivery Network to provide the right resources from the right locations

Interaction Center focused on skills and comprehensive business knowledge to interact with third parties
Expertise Center focused on advanced service line expertise and offering a value add to professional services
Processing Center focused on transactional work types to deliver the highest quality at the best price

Global Enterprise Model

- 23 F&A delivery centers
- Over 3,400 C2C accountants
- Over 1,900 R2A specialists
- Over 2,700 P2P specialists
- 200 MDM experts
- 120 GRC and SOX compliance experts
- 50 Tax Efficient Accounting experts
- Over 9,000 F&A specialists
- 38 languages

24/7/365 Global Operations
ISO 9001, 27001, 22301, PCI-DSS, SOCI Compliance
GEM enables us to deliver world class outcomes to our clients

### Global Enterprise Model

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grade Mix</td>
<td>Seniority and experience mapping to service expectations</td>
</tr>
<tr>
<td>Location Mix</td>
<td>Sets an optimal mix of delivery locations</td>
</tr>
<tr>
<td>Competency Model</td>
<td>Competency levels and appropriate management within each job family</td>
</tr>
<tr>
<td>Global Process Model</td>
<td>Best-practice processes with integrated controls and performance measures</td>
</tr>
<tr>
<td>Technology</td>
<td>Market leading technology solutions across P2P, C2C and R2A</td>
</tr>
<tr>
<td>Pricing</td>
<td>Pricing models matched with business outcomes in line with overall strategy</td>
</tr>
<tr>
<td>Governance</td>
<td>Governance framework with the right level of interaction and decision making</td>
</tr>
</tbody>
</table>

### Examples of Client Outcomes

- **70% reduction in operating cost** of accounting back office for a Paper Products company
- **Over 20% cost reduction** due to aligning IoT strategy to GEM standard for a global FMCG major
- Significant cost reduction and improved OAE by **23%** for a Global Distribution major
- Significantly improved and maintains **97.5% of current receivables** across Europe for a paper products major
- On average, **20% improvement in compliance metrics** for an Agri-Business Major
- Successfully improved productivity by **25%** in the first 3 years for a manufacturing company
- Billing turnaround **reduced by 60%** for a global shipping company
- **7% reduction in AR past due balances** within 6 months of implementing collection strategy for a manufacturing company
- **Working capital reduction of €31m** (35% of DSO related working capital) for an M&E company
- **Month end closing and reporting time reduced by 80%** (in Asia region) for a Global FMCG Major

*Capgemini BPO | December 2014*
GEM is continuously updated to create virtuous circle that industrializes innovation and leads to...

Solution

Transformation

GEM configures best practice to deliver sustainable solution

GEM powers your transformation: pulling the levers at different times and with different degrees of force

Innovation and iPortal

Faster transition to target model with reduced risk

GEM future-proofs platform innovation across engagements and delivery centers

GEM Transition
‘FAO-as-a-Stack’ – a complete functional solution

- BPO-led integration
- Professionalization
- Outcomes focused

- BPO Process Store
- Modular usage
- Customized solutions

- FAO Applications Store
- GPM-compliant ERP
- Integration

- Capgemini-hosted
- Skysight, AWS
- BPO in the Cloud

World Class Outcomes at the Lowest Total Cost of Service
Supply Chain Management
Plan-to-Deliver encompasses a range of services integrating supply chain master data with planning, execution, and analytics.

**Insight**
- Network optimization
- Forecasting
- Spend analytics
- Supplier performance
- Asset utilization
- Factory reporting
- Inventory optimization
- Warehouse analytics
- Logistics analysis
- Order fill analysis

**Integrated Planning & Execution**
- Sales & operations planning
- Demand planning
- Supply network planning
- Strategic sourcing
- Procurement operations
- Material planning
- Capacity planning
- Production planning
- Master production schedule
- Warehouse management
- Inventory management
- Order management
- Logistics management
- Global trade management

**Enable**
- Planning master
- Vendor master
- Manufacturing master
- Location master
- Customer master
- Material master
- Resource master
- Logistics master
- Global trade master

**Plan**
- Planning master
- Network optimization
- Forecasting
- Sales & operations planning
- Demand planning
- Supply network planning

**Source**
- Vendor master
- Strategic sourcing
- Procurement operations
- Material planning

**Make**
- Manufacturing master
- Capacity planning
- Production planning
- Master production schedule
- Warehouse management
- Inventory management

**Store**
- Location master
- Customer master
- Logistics master
- Global trade master

**Deliver**
- Planning master
- Vendor master
- Manufacturing master
- Location master
- Customer master

**Planning**
- Planning
- Execution
- Planning/Execution
- Master Data
- Insights
Supply chain BPO is focused on building a competitive advantage for organizations through world class outcomes.

**Top Line Growth**
- Improve Customer Satisfaction
- Prevent Revenue Leakage
- Acquisition Integration

**Margin Improvement**
- Reduce direct supply chain costs
- Reduce operating costs
- Tax Efficiency

**Responsiveness:**
- Improved order lead time by 12%

**Boost Revenue:**
- 20% increase in Order Fill Rate

**Customer Loyalty:**
- Improved customer loyalty index by 10%

**Control:**
- Achieved a 90% accuracy of BOM MDM entry

**Compliance:**
- PO compliance enhanced from 60 to 80% in two years

**Risk Management**
- Integrated Controls
- Reduced non-compliance
- Continuous Assurance

**Cash Flow Increase:**
- Reduced slow movers by 30%

**Reduced Costs:**
- Reduced logistics costs by 32%
- PO compliance enhanced from 60 to 80% in two years

**Efficiency:**
- Resource efficiency up by >40% for MDM processes

**Cash Flow Increase:**
- Inventory holding reduced by approx. $6.1 mill AUD

**Accurancy:**
- Improved their forecast accuracy by 9%

**Standardization:**
- World-leading agri-business research company
- Master data cycle times reduced from around 28 days to 11 days

**Revenue**
- Global Telecom Major

**Cost**
- Global BPO

**Cash**
- Global Beverages Major

**Control**
- Global GMCG Major

**Return on Investment**
- Optimise Working Capital
- Improve Cashflow
- Improve Asset Utilization

**World-leading agri-business research company**

**Global GMCG Major**

**Global CPG Major**

**Global Telecom Major**
Positioning horizontal offerings as sector-industry specific solutions to address the entire manufacturing value chain

<table>
<thead>
<tr>
<th>Industry</th>
<th>Specific business challenges</th>
<th>Targeted vertical services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial Products</td>
<td>• High dependency on demand from other sectors</td>
<td>• MTO/MTS/ATO Order Management</td>
</tr>
<tr>
<td>and Hi-Tech</td>
<td>• Highly resource intensive</td>
<td>• Service Management</td>
</tr>
<tr>
<td></td>
<td>• Highly complex supply chains</td>
<td>• Enterprise Content Management</td>
</tr>
<tr>
<td>Chemicals, Agrichemicals and Agriproducts</td>
<td>• Highly energy and resource intensive</td>
<td>• Master Data Management</td>
</tr>
<tr>
<td></td>
<td>• Must manage exchange rate volatility</td>
<td>• Demand Planning and Forecasting</td>
</tr>
<tr>
<td></td>
<td>• Highly complex and costly logistics drive the proximity need</td>
<td>• Manufacturing Analytics in a Box (MAB)</td>
</tr>
<tr>
<td>Automotive</td>
<td>• R&amp;D costs</td>
<td>• Logistics Management</td>
</tr>
<tr>
<td></td>
<td>• Raw materials prices</td>
<td>• ATO/MTO Order Management</td>
</tr>
<tr>
<td></td>
<td>• Technology upgrade and labor costs</td>
<td>• Direct/Indirect Procurement</td>
</tr>
<tr>
<td>Aerospace</td>
<td>• High dependency on airline industry</td>
<td>• Parts Management</td>
</tr>
<tr>
<td></td>
<td>• R&amp;D costs</td>
<td>• Warranty Management</td>
</tr>
<tr>
<td></td>
<td>• Raw materials prices</td>
<td>• Manufacturing Analytics in a Box (MAB)</td>
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<td></td>
<td>• Technology upgrade and labor costs</td>
<td>• Demand Planning and Forecasting</td>
</tr>
<tr>
<td>Forest, Paper &amp; Packaging</td>
<td>• Decrease in demand</td>
<td>• ECM</td>
</tr>
<tr>
<td></td>
<td>• High input costs</td>
<td>• Manufacturing Analytics in a Box (MAB)</td>
</tr>
<tr>
<td></td>
<td>• Better operational effectiveness</td>
<td>• Demand Planning and Forecasting</td>
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<tr>
<td></td>
<td>• High supply chain costs</td>
<td>• Spend Analytics</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• MDM</td>
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<td></td>
<td>• Demand Planning and Forecasting</td>
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</tbody>
</table>
Analytics
# Capgemini Business Analytics Overview

9000+ BIM FTE’s across group, 1400+ FTEs delivering Data Management & Reporting Services, 160 FTE COE

## Solutions & Services

<table>
<thead>
<tr>
<th>Insights 360</th>
<th>Demand Driven Optimization</th>
<th>Financial Planning &amp; Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spend, Working Capital, Inventory, Order, Revenue</td>
<td>Production, Logistics, Inventory</td>
<td>Budgeting, Forecasting &amp; Reporting</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Forecasting Solutions</th>
<th>Demand Driven Insights</th>
<th>Insurance Claims Analytics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand, Supply, Cost &amp; Revenue</td>
<td>Price, Promotion &amp; OSA</td>
<td>Predictive Asset Analytics</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Media – Participations &amp; Residuals Analytics</th>
<th>BI &amp; Big Data</th>
<th>Data Architecture, Warehousing &amp; Management</th>
</tr>
</thead>
</table>

## World Class Outcomes Framework

- **Revenue Growth**: Enable Top Line Growth, Organic Growth and Entry into New Markets, Effective Sales & Strategy
- **Cost & Profitability**: Eliminate Revenue Leakage from Existing Business, M&A Effectiveness & Platform Agility, Effective Inorganic Growth
- **Working Capital**: Increase Working Capital, Effective Working Capital Management

### Financial Planning & Analysis

- Budgeting, Forecasting & Reporting

### Forecasting Solutions

- Demand, Supply, Cost & Revenue

### Insurance Claims Analytics

### Media – Participations & Residuals Analytics

### Predictive Asset Analytics

- Reliability & Performance

### BI & Big Data

- Data Architecture, Warehousing & Management

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Some examples

**Global FMCG Major**
- Worth of lost sales identified at a key retailer due to Out of Shelf
  - £ 5.6M

**Revenue Analytics**
- to increase revenue & reduce leakage

**Expense Analytics**
- to help reduce wastage and improve margin
- € 6M

**Global Bearings Manufacturer**
- Spend Analytics
- Cost saving opportunities
  - ~ 98%

**Large Agri-Business major**
- Working capital optimization
  - € 117.5M

**Revenue Growth**
- Revenue vs. Incremental Units

**Improved Cash Flow**
- Early Payment Analysis (No. of Days)

**Control Enhancement**
- Control Analytics
- to help reduce business risk

**Working Capital Analytics**
- to help improve Cash Flow

**Global FMCG Major**
- Control performance increased from 23% to 98%

**Revenue Analytics**
- Price Strategy Map

**Expense Analytics**
- Margin Improvement

**Control Analytics**
- Working Capital Optimization

**Working Capital Analytics**
- Working Capital Optimization

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Insight 360 – Our platform for actionable intelligence

Visibility
- Comprehensive dashboards with drilldowns
- What-if interface
- Value and benefit estimators

Insights
- Performance against benchmark and goals
- Insights and quantified opportunity

Actions
- Drilldown to action and accountability

Impact
- Savings opportunities and value drivers
- Probability and propensity

Product
- X i-360 subscriptions
- Updates and new releases

Solutions
- Custom solutions for clients
- Enhancements and custom features

Services
- Ongoing tracking, analytics insights and dashboard build services

Projects
- Projects of specific interest on a i-360 focus area

Family of i-360 Products and Services
- Spend
- Working Capital
- Inventory
- Order
- Control & Compliance
- Revenue
About Capgemini

With almost 140,000 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.

Learn more about us at www.capgemini.com.