

**We are Digital
Transformers**



Innovative technology consulting for business

We make clear choices, to Scale!



**Digital
@scale**



**Agility
& proximity**



**Cloud
platform
ecosystem**



**A new
generation
of CIO++**

**Be SMACS
Experts**

**Stay
Multi Local**

**Grow next to
Global Digital
Accelerators**

**Pursue our focus
on CIOs**



Scale! ³⁸ to grow our revenues on **SMACS**

> 70% SMACS group revenues



7% TO 10%

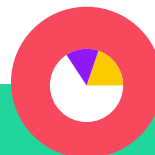
Annual organic growth



Close to

€1Bn

Revenue in 2020,
including + €200 M acquisitions



>10%

Op. Margin
in 2020

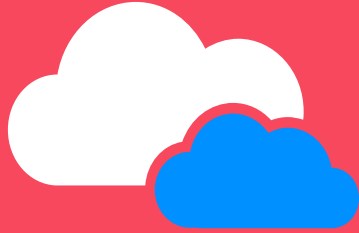


+/-5%

Free Cash Flow as %
of revenues

How are companies
moving forward
with **Cloud & DevOps**
in their agile journey?

The race is on



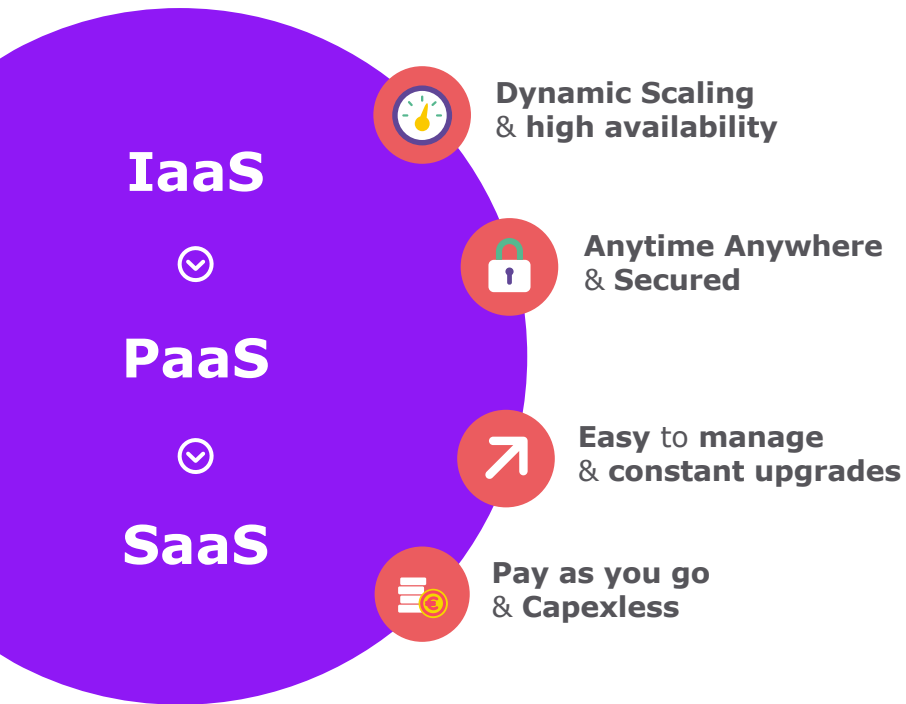
Cloud



DevOps



Cloud computing brings the flexibility & efficiency needed for business to grow in the digital age

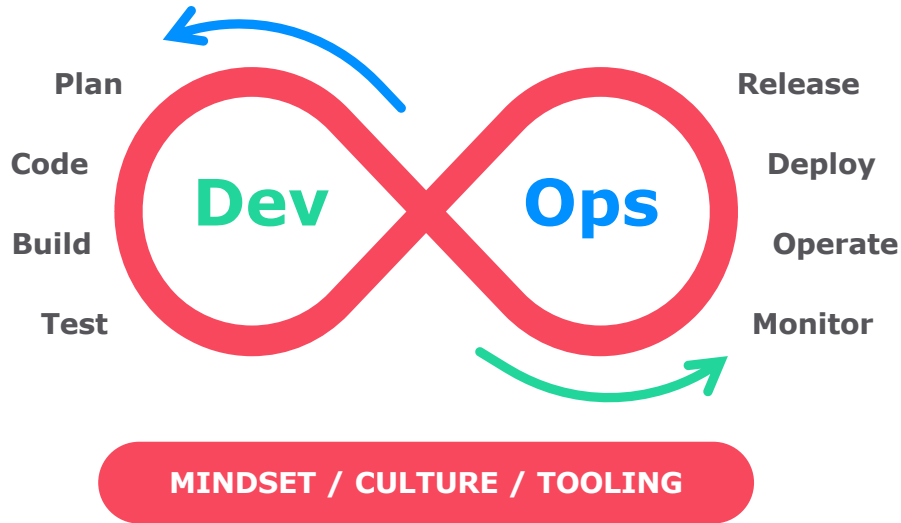


+30%
annual
growth⁽¹⁾

58%
of enterprises have
a **hybrid cloud strategy**⁽²⁾

(1) Worldwide IaaS Public Cloud Services Market - Gartner - 2016
(2) RightScale 2017 State of the Cloud Report

DevOps brings the foundations for true business agility & speed



x200

Faster Lead time
in product change

x30

Deploy frequency

Traditional companies invest massively to catch up with Pur Players

CLOUD JOURNEY

Hybrid Cloud
IaaS + PaaS

Public Cloud
IaaS + PaaS + SaaS

Most traditional Companies

Transformation Front Runners

Digital Pure players



DevOps JOURNEY

IT based
DevOps

Global
DevOps

Full end to end

Agility at Scale



Strategic
Partnerships

Trusted
advisors

We leverage cutting edge technology partners to foster Cloud & DevOps transformation



**Early
involvement**
on cloud topics



No conflicting
outsourcing activities



Major
references

Red Hat
-
Open Leadership

COMMON BUSINESS PROBLEMS

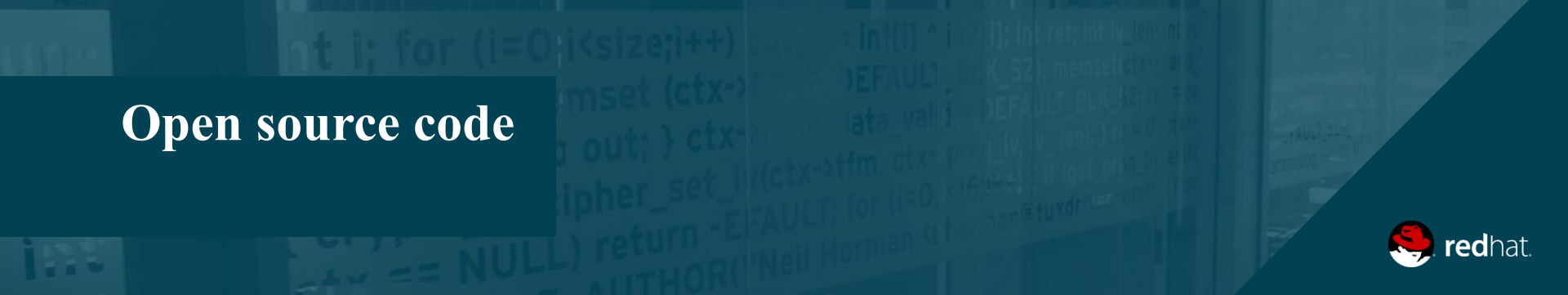
SPEED OF CHANGE UNCERTAINTY
COMPLEXITY
CUSTOMER LOYALTY
TALENT AMBIGUITY
COMPLIANCE GLOBALIZATION
CONSUMER TRUST PRODUCTIVITY DIVERSITY
REGULATION **INNOVATION**
VOLATILITY



Open organization



Open source code



BALANCING INNOVATION AND OPTIMIZATION

HERE'S WHAT OUR CUSTOMERS SAY ARE THEIR TOP PRIORITIES AND CHALLENGES



Optimize the IT you
have



**GAIN
EFFICIENCY**



Integrate apps, data,
and processes



**IMPROVE
PRODUCTIVITY**



Add and manage cloud
infrastructure



**INCREASE
AGILITY**



Build more modern
applications



**MOVE
FASTER**

WHAT WE BELIEVE : HOW TO FACE THIS SHIFT

Open source culture powers open innovation



Avoid long-term roadmaps

Plan just enough to start



Break big things Into small chunks

Work incrementally



Rapid feedback cycles



Automate



Build new skills Through pairing and mentoring



Experimentation informs strategy Small failures are learning opportunities

EXAMPLES OF DIGITAL TRANSFORMATION JOURNEYS



OUR JOINT VISION

Bringing technology
Innovation and business
value to customers from
and through people and
open source technologies



Our Mission: We deliver
Innovative Technology consulting
for business

Our mission is to be the catalyst
in communities of customers,
contributors and partners
creating better technology the
open source way.

DEFAULT TO OPEN

Join us in conversation

Can security and trust
really be **built in the new
digital age?**

Volumes and variety of threats are booming

Average identities exposed per breach

| | 2014 | 2016 |
|---------------------------------------|--------------|----------------|
| Average identities exposed per breach | 805 K | 927 K |
| Ransomware family | 30 | 101 |
| Average ransom amount | \$373 | \$1,077 |

Ransomware family

Average ransom amount



Wannacry



200,000
Computers impacted
150
Country



Not being compliant to the GDPR
could be fined up
to **4%** of global turnover or €20 million

Cyber security is a fast growing market, that is a direct concern for C-levels



FROM TOP TO BOTTOM



It's like the guards at Fort Knox forgot to lock the doors and failed to notice the thieves were emptying the vaults

Greg Walden, the chairman of the House energy and commerce committee, to CEO of Equifax Richard Smith



INVESTMENTS ARE INCREASING

88%

of CIOs said they plan on increasing spending on security in 2018⁽¹⁾

In France, GDPR-related security spending reached €660 millions in 2017, and will grow to

\$1 billion in 2018⁽²⁾

(1) Piper Jaffray, in Jan. 2018
(2) IDC for Syntec - Nov 2017

Must do

1

Quantify cyber risk
in terms of capital
and earnings at risk

2

**Anchor all cyber risk
governance** through
risk and compliance
appetite

3

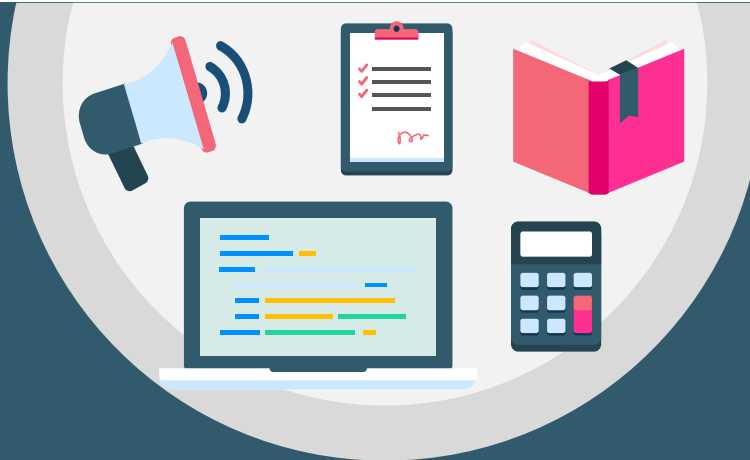
Ensure effectiveness
of independent cyber
risk oversight using
specialized skills

5

Comprehensively map
and test controls with IT,
**legals and business
teams**, and especially
for the third party
interactions

4

Develop, industrialize
and exercise incident
management playbook



Steps towards



We provide advanced cyber security services, from a global risk approach to a technical support after incident failure

Strong expertise
strengthened
by strategic partnerships



+500
Consultants
in EMEA

98%
of our staff gets certification
in continuity and cyber security

+50%
growth Y-1

servicenow



**Trusted
advisors**



**Independence
and cooperation**



**Trust & Digital
Innovation**

What will tomorrow's
Digital Workplace
be and how will UX
and AI **change**
the way we work?

Organisations & People need to change the way they work, at scale

COMPETITIVE PRESSURE

Need to cope with digital business transformation challenges & impacts



TRANSFORMATION OF WORK

Non routine cognitive tasks are dominant

Work is more team-oriented and done by multi-location workers



A NEW GENERATION

Millennials - natively mobile, social, visual - are a growing part of the workforce



INCREASE PRODUCTIVITY & IMPROVE EMPLOYEES' ENGAGEMENT

Tomorrow's Digital Workplace will be a powerful business asset

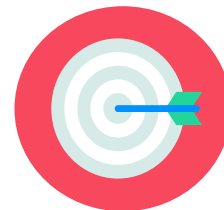


EMPLOYEE CENTRIC

Ubiquitous
& fragmented

Personalized
& Conversational

Assisted
& Automated



ORGANIZATION CENTRIC

Knowledge
& process

teams
& organization's
Performance

Care
& corporate
values



**New
management**
models & roles

**Need
to experiment**
and accept to fail

**Invest more
in people**
& organisations than technology

A strong market dynamic fueled by a vivid competition within a duopoly

+40%
Annual grow

G Suite



Google

The BtC champion
that enters
as a challenger
the Enterprise space

vs

Microsoft

The Enterprise incumbent
that has transformed
his offer to the cloud

Office 365



Solutions are important, but User Experience is key... and Change Management a must



Design Employee Experiences that develop adoption & usages

- › Simple & intuitive
- › Anchored in BtC usages
- › Tailored to Business specific needs
- › Permanently monitor & test potential improvements



Deploy globally, leaving no employees aside

- › Explain "why"
- › From top Management all the way down
- › Multiply formats & supports
- › Train & train again

We have reached the AI tipping point

ON THE SHORT TERM

If any human can do it in less than 20 seconds...



Robotics Process automation & Data Extraction

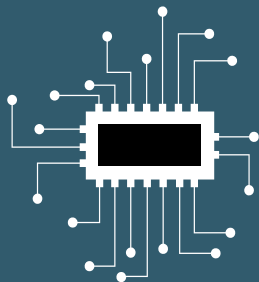
30%
of jobs can be automated
at least at 50%



HUMAN

+

ARTIFICIAL INTELLIGENCE



ON THE LONGER TERM

If it takes expertise, experience & creativity...



Bots & Virtual Assistants

70%
of jobs cannot be automated
at least at 50%



We create a work environment that makes employees more effective, and organisations more agile

A unique combination of skill



Solution & technological expertises



Program & Change Management



UX

Key cloud partners



1 million deployed accounts



350,000 deployed accounts

Unique references & Leadership



+1,000 references



Largest GSuite projects & leader in Europe

Outlook

Key Offers' contribution to our ambition

Agile IT, Cyber Security & Digital Workplace will represent about **70%** of our business in 2018

Agile
IT



Roots of the group & about 50% of our 2018 business spread across the group

50% SMACS

7% organic growth per year
2018 to 2020
SMACS part grows 15%

Cyber
Security



About 10% of our 2018 business, spread across the Group

90% SMACS

10% organic growth per year
2018 to 2020

Digital
Workplace



About 10% of our 2018 business, mainly FR & BELUX

80% SMACS

10% organic growth per year
2018 to 2020

Key Partners' contribution to our ambition

Those 3 partnerships should represent about **15%** of our business in 2018.

They are expected to bring about **25%** of the total organic growth of the Group between 2018 and 2020.



European
Premier

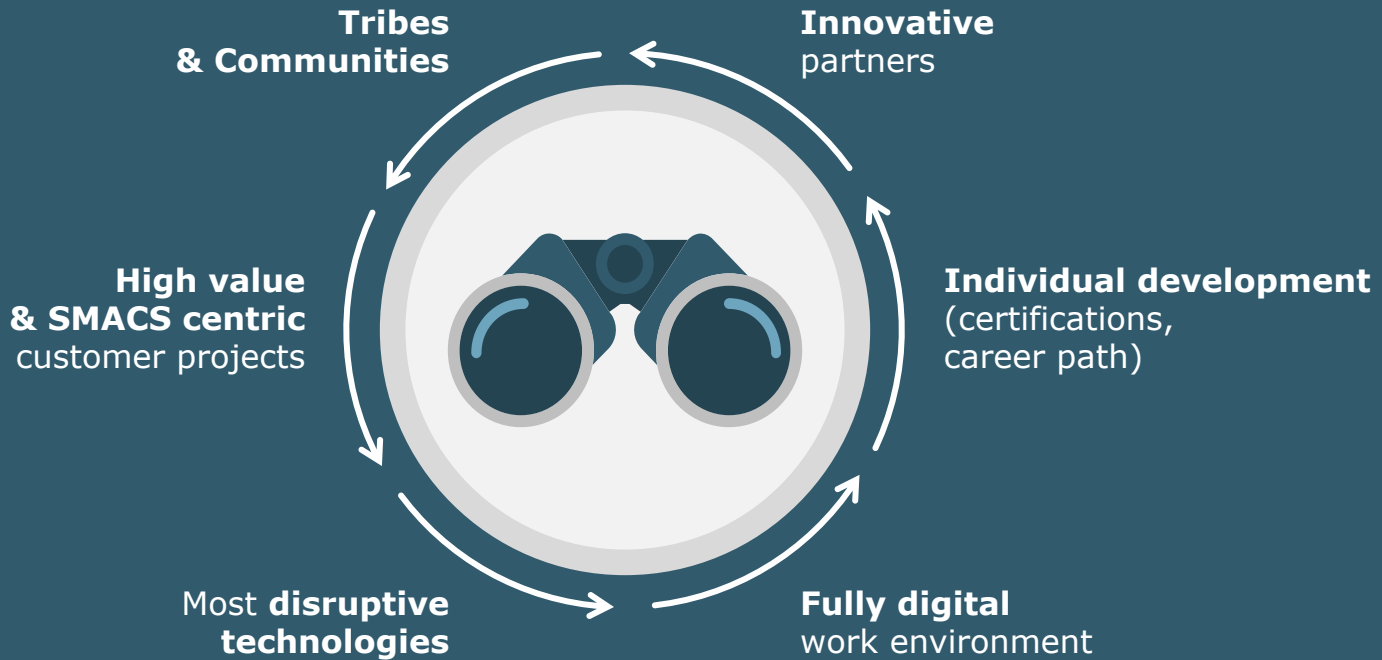


Only European
company
double Gold



Premier in 5
countries

We are engaged into winning the battle for the best talents





TECHNOLOGY
FOR PEOPLE

