

M-Review *Americas India*

July 18, 2024



Executive Summary



- Strong H1 closing with 1.6M GOP upside (0.3M over the forecast)
- Testing growth remains moderate so focus on improving bottom-line
- Large deals in pipe – GE, Disney, J&J, and others
- Growth trajectory continues for PBS, CNCA and most of the GBLs

Key Wins (June 2024):



154.4 M\$ TCV
Digital, Data &
Restaurant Platform



103.0 M\$ TCV
MICHELIN - Global IT
ADM Contract – Harvest 3



28.7 M\$ TCV
KPMG - FOT Engage AMS Services
(Jun 24 – Oct 27)



21.2 M\$ TCV
Digital Experience
2024_2025



10.8 M\$ TCV
New Sales PIS/FS Bradesco Banking
(4700045170) NR Q3/2024



8 M\$ TCV
One ERP Program 2024-25



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Finance





Key KPI – Q3 2024

AMS OBU - Testing	F	F'	B	R'	F - F'	F - B	F - R'
Headcount (CSS)	3,918	3,964	4,300	4,382	-1.2%	-8.9%	-10.6%
Headcount (DSP)	-	-	-	-	0.0%	0.0%	0.0%
Headcount (DSS)	-	-	-	-	0.0%	0.0%	0.0%
DSP & DSS as a % of Total HC	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Billable FTE	3,357	3,376	3,583	3,612	-0.6%	-6.3%	-7.1%
Grade A% (Average)	32.4%	32.5%	34.2%	37.7%	-0.1%	-1.8%	-5.3%
Grade C% (Landing)	29.2%	29.0%	27.7%	26.8%	0.1%	1.5%	2.3%
Grade A Intake (%)	66.7%	62.9%	41.9%	26.1%	3.8%	24.8%	40.6%
Grade B Attrition (%)	24.9%	18.3%	21.4%	16.8%	6.5%	3.5%	8.1%
CSS Attrition (%)	20.2%	15.2%	15.1%	13.0%	5.0%	5.2%	7.2%
Lateral ARVE	93.3%	93.4%	93.0%	93.1%	0.0%	0.3%	0.3%
Freshers ARVE	64.3%	64.3%	64.4%	64.0%	0.0%	-0.1%	0.3%
ADRC 21	-49.1	-49.8	-50.0	-48.7	-1.5%	-1.9%	0.8%
Landing ARC	-935	-931	-928	-900	0.5%	0.7%	3.9%
Net Total Cost/ Billed Hour	-7.3	-7.4	-7.4	-7.6	-1.2%	-1.4%	-3.9%
CSS Rem	(11,105)	(11,346)	(12,240)	(12,047)	-2.1%	-9.3%	-7.8%
DSP Rem	-	-	-	(0)	0.0%	0.0%	-100.0%
DSS Rem	-	-	-	-	0.0%	0.0%	0.0%
Total Payroll Cost	(11,105)	(11,346)	(12,240)	(12,047)	-2.1%	-9.3%	-7.8%
L&D	(102)	(104)	(106)	(86)	-2.2%	-3.8%	18.7%
Travel (NBT)	(7)	(7)	(7)	(10)	0.0%	0.0%	-31.9%
Other	(173)	(172)	(150)	(118)	0.5%	15.7%	47.0%
Net Controllable Cost	(11,388)	(11,630)	(12,502)	(12,260)	-2.1%	-8.9%	-7.1%
Total Allocation	(1,981)	(1,981)	(1,981)	(2,103)	0.0%	0.0%	-5.8%
Net Total Cost	(13,368)	(13,611)	(14,483)	(14,363)	-1.8%	-7.7%	-6.9%
Pass through Exp	(173)	(173)	(173)	(75)	0.0%	0.0%	131.3%
Internal & External Subcon	(53)	(53)	(97)	(42)	0.0%	-45.2%	26.4%
Gross Total Cost	(13,594)	(13,837)	(14,753)	(14,480)	-1.8%	-7.9%	-6.1%
Travel	(105)	(105)	(105)	(74)	0.0%	0.0%	42.8%
Total Revenue	14,039	14,119	14,892	14,042	-0.6%	-5.7%	0.0%
GOP	445	283	139	(438)	57.5%	220.1%	-201.6%
GOP % of Total Revenue	3.2%	2.0%	0.9%	-3.1%	1.2%	2.2%	6.3%

AMS OBU - overall	F	F'	B	R'	F - F'	F - B	F - R'
Headcount (CSS)	4,324	4,369	4,699	4,796	-1.0%	-8.0%	-9.8%
Headcount (DSP)	79	78	84	78	1.3%	-6.0%	1.3%
Headcount (DSS)	69	69	69	62	0.0%	0.0%	11.3%
DSP & DSS as a % of Total HC	3.3%	3.3%	3.2%	2.8%	0.1%	0.2%	0.5%
Billable FTE	3,721	3,736	3,905	3,932	-0.4%	-4.7%	-5.4%
Grade A% (Average)	30.0%	30.2%	31.8%	35.3%	-0.2%	-1.8%	-5.3%
Grade C% (Landing)	30.3%	30.1%	28.4%	27.6%	0.2%	1.9%	2.7%
Grade A Intake (%)	68.6%	62.0%	41.1%	24.7%	6.6%	27.5%	43.9%
Grade B Attrition (%)	24.9%	17.7%	20.4%	16.8%	7.1%	4.5%	8.1%
CSS Attrition (%)	19.5%	14.5%	14.8%	12.9%	5.0%	4.6%	6.5%
Lateral ARVE	92.8%	92.8%	91.7%	91.1%	0.0%	1.1%	1.7%
Freshers ARVE	64.7%	64.7%	64.2%	64.3%	0.0%	0.5%	0.4%
ADRC 21	-52.8	-53.3	-53.1	-51.5	-0.9%	-0.6%	2.5%
Landing ARC	-1001	-993	-987	-954	0.8%	1.4%	5.0%
Net Total Cost/ Billed Hour	-8.4	-8.4	-8.4	-8.6	-0.4%	-0.9%	-3.3%
CSS Rem	(13,175)	(13,361)	(14,190)	(13,989)	-1.4%	-7.2%	-5.8%
DSP Rem	(473)	(476)	(524)	(511)	-0.5%	-9.6%	-7.4%
DSS Rem	(270)	(270)	(267)	(234)	0.0%	1.2%	15.8%
Total Payroll Cost	(13,919)	(14,107)	(14,981)	(14,734)	-1.3%	-7.1%	-5.5%
L&D	(175)	(144)	(142)	(114)	21.5%	23.2%	52.7%
Travel (NBT)	(36)	(35)	(35)	(53)	1.5%	1.5%	-32.0%
Other	(414)	(399)	(397)	(453)	3.8%	4.3%	-8.5%
Net Controllable Cost	(14,543)	(14,685)	(15,555)	(15,353)	-1.0%	-6.5%	-5.3%
Total Allocation	(2,436)	(2,436)	(2,436)	(2,469)	0.0%	0.0%	-1.3%
Net Total Cost	(16,979)	(17,121)	(17,991)	(17,822)	-0.8%	-5.6%	-4.7%
Pass through Exp	(848)	(848)	(848)	(665)	0.0%	0.0%	27.7%
Internal & External Subcon	(2,748)	(2,748)	(2,791)	(3,649)	0.0%	-1.6%	-24.7%
Gross Total Cost	(20,575)	(20,717)	(21,631)	(22,136)	-0.7%	-4.9%	-7.0%
Travel	(616)	(615)	(615)	(503)	0.1%	0.1%	22.4%
Total Revenue	21,514	21,532	22,160	22,745	-0.1%	-2.9%	-5.4%
GOP	1,395	1,272	986	964	9.7%	41.6%	44.7%
GOP % of Total Revenue	6.5%	5.9%	4.4%	4.2%	0.6%	2.0%	2.2%

Overall OBU top and bottom-line is better than the budget despite headwinds
Improving on Forecast



Key KPI – H2 2024

AMS OBU - Testing	F	F'	B	R'	F - F'	F - B	F - R'
Headcount (CSS)	3,874	3,949	4,306	4,287	-1.9%	-10.0%	-9.6%
Headcount (DSP)	-	-	-	-	0.0%	0.0%	0.0%
Headcount (DSS)	-	-	-	-	0.0%	0.0%	0.0%
DSP & DSS as a % of Total HC	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Billable FTE	3,316	3,343	3,575	3,569	-0.8%	-7.2%	-7.1%
Grade A% (Average)	32.5%	32.6%	34.4%	36.7%	-0.1%	-1.9%	-4.2%
Grade C% (Landing)	28.7%	28.3%	27.0%	27.9%	0.4%	1.6%	0.8%
Grade A Intake (%)	63.8%	66.9%	57.7%	21.2%	-3.0%	6.2%	42.7%
Grade B Attrition (%)	20.0%	16.6%	18.6%	15.4%	3.3%	1.3%	4.6%
CSS Attrition (%)	15.7%	13.1%	13.1%	12.3%	2.6%	2.6%	3.4%
Lateral ARVE	93.2%	93.2%	92.7%	92.2%	0.0%	0.5%	1.0%
Freshers ARVE	64.6%	64.6%	64.5%	64.8%	0.0%	0.1%	-0.2%
ADRC 21	-49.5	-50.0	-49.9	-48.6	-1.1%	-0.8%	1.8%
Landing ARC	-929	-921	-918	-914	0.9%	1.3%	1.7%
Net Total Cost/ Billed Hour	-7.5	-7.6	-7.5	-7.6	-0.8%	-0.2%	-1.6%
CSS Rem	(21,831)	(22,266)	(24,058)	(23,196)	-2.0%	-9.3%	-5.9%
DSP Rem	-	-	-	(0)	0.0%	0.0%	-100.0%
DSS Rem	-	-	-	-	0.0%	0.0%	0.0%
Total Payroll Cost	(21,831)	(22,266)	(24,058)	(23,196)	-2.0%	-9.3%	-5.9%
L&D	(258)	(260)	(212)	(122)	-0.9%	21.5%	110.5%
Travel (NBT)	(15)	(15)	(15)	(20)	0.0%	1.6%	-25.0%
Other	(348)	(345)	(298)	(293)	0.7%	16.8%	18.8%
Net Controllable Cost	(22,452)	(22,887)	(24,582)	(23,631)	-1.9%	-8.7%	-5.0%
Total Allocation	(3,961)	(3,961)	(3,961)	(3,948)	0.0%	0.0%	0.3%
Net Total Cost	(26,413)	(26,848)	(28,544)	(27,579)	-1.6%	-7.5%	-4.2%
Pass through Exp	(345)	(345)	(345)	(133)	0.0%	0.0%	159.2%
Internal & External Subcon	(101)	(101)	(189)	(71)	0.0%	-46.4%	41.7%
Gross Total Cost	(26,860)	(27,295)	(29,078)	(27,783)	-1.6%	-7.6%	-3.3%
Travel	(212)	(212)	(212)	(135)	0.0%	0.1%	56.9%
Total Revenue	27,092	27,281	28,950	26,894	-0.7%	-6.4%	0.7%
GOP	233	(14)	(128)	(889)	-1782.7%	-282.5%	-126.2%
GOP % of Total Revenue	0.9%	-0.1%	-0.4%	-3.3%	0.9%	1.3%	4.2%

AMS OBU - overall	F	F'	B	R'	F - F'	F - B	F - R'
Headcount (CSS)	4,290	4,369	4,716	4,694	-1.8%	-9.0%	-8.6%
Headcount (DSP)	79	78	84	78	1.3%	-6.0%	1.3%
Headcount (DSS)	71	71	71	56	0.0%	0.0%	26.8%
DSP & DSS as a % of Total HC	3.4%	3.3%	3.2%	2.8%	0.1%	0.2%	0.6%
Billable FTE	3,681	3,706	3,899	3,890	-0.7%	-5.6%	-5.4%
Grade A% (Average)	30.1%	30.2%	32.0%	34.4%	-0.1%	-1.9%	-4.3%
Grade C% (Landing)	29.8%	29.4%	27.7%	28.8%	0.5%	2.2%	1.1%
Grade A Intake (%)	62.9%	63.8%	57.1%	19.8%	-0.9%	5.8%	43.1%
Grade B Attrition (%)	19.6%	16.0%	18.1%	15.3%	3.5%	1.5%	4.3%
CSS Attrition (%)	14.9%	12.4%	12.8%	12.1%	2.5%	2.1%	2.8%
Lateral ARVE	92.7%	92.7%	91.5%	90.6%	0.0%	1.1%	2.0%
Freshers ARVE	65.0%	65.0%	64.4%	65.1%	0.0%	0.7%	-0.1%
ADRC 21	-53.6	-53.9	-53.0	-51.8	-0.5%	1.1%	3.4%
Landing ARC	-996	-984	-977	-968	1.3%	2.0%	2.9%
Net Total Cost/ Billed Hour	-8.7	-8.7	-8.6	-8.7	-0.1%	0.9%	-0.3%
CSS Rem	(26,136)	(26,482)	(27,959)	(27,100)	-1.3%	-6.5%	-3.6%
DSP Rem	(963)	(968)	(1,065)	(942)	-0.5%	-9.6%	2.2%
DSS Rem	(547)	(547)	(540)	(451)	0.0%	1.2%	21.3%
Total Payroll Cost	(27,646)	(27,996)	(29,564)	(28,492)	-1.3%	-6.5%	-3.0%
L&D	(394)	(330)	(284)	(149)	19.4%	39.0%	163.8%
Travel (NBT)	(62)	(60)	(72)	(111)	4.5%	-12.7%	-43.6%
Other	(903)	(872)	(792)	(876)	3.6%	14.1%	3.1%
Net Controllable Cost	(29,005)	(29,258)	(30,711)	(29,628)	-0.9%	-5.6%	-2.1%
Total Allocation	(4,872)	(4,872)	(4,872)	(4,656)	0.0%	0.0%	4.6%
Net Total Cost	(33,878)	(34,131)	(35,583)	(34,284)	-0.7%	-4.8%	-1.2%
Pass through Exp	(1,697)	(1,697)	(1,697)	(1,251)	0.0%	0.0%	35.6%
Internal & External Subcon	(5,490)	(5,490)	(5,577)	(7,065)	0.0%	-1.6%	-22.3%
Gross Total Cost	(41,064)	(41,317)	(42,857)	(42,600)	-0.6%	-4.2%	-3.6%
Travel	(1,223)	(1,220)	(1,232)	(889)	0.2%	-0.7%	37.6%
Total Revenue	41,879	41,980	43,420	44,328	-0.2%	-3.5%	-5.5%
GOP	1,729	1,576	1,476	2,323	9.7%	17.1%	-25.6%
GOP % of Total Revenue	4.1%	3.8%	3.4%	5.2%	0.4%	0.7%	-1.1%

Overall OBU top and bottom-line is better than the budget
Improving on Forecast

YTD Jun ARC up by 3.3% to opening of the year, aiming to reduce it further



Key KPI – YEL 2024

AMS OBU - Testing	F	F'	B	R'	F - F'	F - B	F - R'
Headcount (CSS)	3,874	3,949	4,306	4,287	-1.9%	-10.0%	-9.6%
Headcount (DSP)	-	-	-	-	0.0%	0.0%	0.0%
Headcount (DSS)	-	-	-	-	0.0%	0.0%	0.0%
DSP & DSS as a % of Total HC	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Billable FTE	3,338	3,353	3,565	3,613	-0.4%	-6.4%	-7.6%
Grade A% (Average)	32.7%	32.7%	34.2%	37.2%	0.0%	-1.5%	-4.5%
Grade C% (Landing)	28.7%	28.3%	27.0%	27.9%	0.4%	1.6%	0.8%
Grade A Intake (%)	72.4%	71.8%	46.6%	50.0%	0.6%	25.8%	22.4%
Grade B Attrition (%)	16.8%	15.1%	18.5%	17.8%	1.7%	-1.7%	-1.0%
CSS Attrition (%)	14.1%	12.7%	12.9%	12.9%	1.4%	1.2%	1.2%
Lateral ARVE	91.4%	91.4%	92.5%	92.6%	0.0%	-1.1%	-1.2%
Freshers ARVE	64.2%	64.1%	64.3%	66.2%	0.1%	-0.1%	-2.0%
ADRC 21	-49.1	-49.3	-49.8	-48.0	-0.4%	-1.3%	2.3%
Landing ARC	-929	-921	-918	-914	0.9%	1.3%	1.7%
Net Total Cost/ Billed Hour	-7.7	-7.7	-7.7	-7.5	-0.3%	0.2%	2.1%
CSS Rem	(44,549)	(44,986)	(48,261)	(46,798)	-1.0%	-7.7%	-4.8%
DSP Rem	(0)	(0)	-	(1)	20.0%	0.0%	-100.0%
DSS Rem	(1)	(0)	-	-	223.7%	0.0%	0.0%
Total Payroll Cost	(44,550)	(44,987)	(48,261)	(46,799)	-1.0%	-7.7%	-4.8%
L&D	(391)	(401)	(424)	(343)	-2.4%	-7.7%	14.2%
Travel (NBT)	(15)	(19)	(37)	(40)	-22.2%	-59.9%	-62.5%
Other	(500)	(510)	(589)	(589)	-2.0%	-15.1%	-15.2%
Net Controllable Cost	(45,456)	(45,916)	(49,311)	(47,771)	-1.0%	-7.8%	-4.8%
Total Allocation	(7,923)	(7,923)	(7,923)	(8,335)	0.0%	0.0%	-4.9%
Net Total Cost	(53,378)	(53,839)	(57,234)	(56,105)	-0.9%	-6.7%	-4.9%
Pass through Exp	(520)	(537)	(691)	(404)	-3.2%	-24.7%	28.8%
Internal & External Subcon	(178)	(184)	(372)	(221)	-3.4%	-52.2%	-19.5%
Gross Total Cost	(54,076)	(54,560)	(58,296)	(56,730)	-0.9%	-7.2%	-4.7%
Travel	(333)	(337)	(431)	(365)	-1.0%	-22.8%	-8.6%
Total Revenue	52,682	53,045	56,781	54,866	-0.7%	-7.2%	-4.0%
GOP	(1,394)	(1,515)	(1,516)	(1,864)	8.0%	8.0%	25.2%
GOP % of Total Revenue	-2.6%	-2.9%	-2.7%	-3.4%	0.2%	0.0%	0.8%

AMS OBU - overall	F	F'	B	R'	F - F'	F - B	F - R'
Headcount (CSS)	4,290	4,369	4,716	4,694	-1.8%	-9.0%	-8.6%
Headcount (DSP)	79	78	84	78	1.3%	-6.0%	1.3%
Headcount (DSS)	71	71	71	56	0.0%	0.0%	26.8%
DSP & DSS as a % of Total HC	3.4%	3.3%	3.2%	2.8%	0.1%	0.2%	0.6%
Billable FTE	3,703	3,716	3,889	3,932	-0.4%	-4.8%	-5.8%
Grade A% (Average)	30.4%	30.4%	31.9%	35.0%	0.0%	-1.6%	-4.7%
Grade C% (Landing)	29.8%	29.4%	27.7%	28.8%	0.5%	2.2%	1.1%
Grade A Intake (%)	65.6%	66.4%	45.7%	46.6%	-0.7%	19.9%	19.0%
Grade B Attrition (%)	16.9%	15.1%	18.0%	17.8%	1.8%	-1.2%	-0.9%
CSS Attrition (%)	14.0%	12.6%	12.9%	12.9%	1.4%	1.1%	1.1%
Lateral ARVE	91.2%	91.2%	91.2%	90.2%	0.0%	0.0%	1.0%
Freshers ARVE	64.6%	64.5%	64.2%	66.1%	0.1%	0.4%	-1.5%
ADRC 21	-52.4	-52.4	-52.9	-51.4	-0.1%	-0.9%	2.0%
Landing ARC	-996	-984	-977	-968	1.3%	2.0%	2.9%
Net Total Cost/ Billed Hour	-8.7	-8.7	-8.7	-8.7	-0.1%	-0.1%	0.9%
CSS Rem	(52,299)	(52,609)	(56,023)	(55,269)	-0.6%	-6.6%	-5.4%
DSP Rem	(1,850)	(1,880)	(2,101)	(1,969)	-1.6%	-12.0%	-6.1%
DSS Rem	(983)	(1,006)	(1,060)	(980)	-2.3%	-7.3%	0.3%
Total Payroll Cost	(55,131)	(55,495)	(59,184)	(58,218)	-0.7%	-6.8%	-5.3%
L&D	(545)	(545)	(567)	(403)	0.0%	-3.8%	35.4%
Travel (NBT)	(121)	(121)	(151)	(194)	0.0%	-19.9%	-37.7%
Other	(1,818)	(1,818)	(1,575)	(1,567)	0.0%	15.4%	16.0%
Net Controllable Cost	(57,616)	(57,979)	(61,477)	(60,382)	-0.6%	-6.3%	-4.6%
Total Allocation	(9,745)	(9,745)	(9,745)	(9,828)	0.0%	0.0%	-0.8%
Net Total Cost	(67,360)	(67,724)	(71,222)	(70,210)	-0.5%	-5.4%	-4.1%
Pass through Exp	(2,636)	(2,821)	(3,393)	(3,056)	-6.6%	-22.3%	-13.8%
Internal & External Subcon	(10,250)	(10,502)	(11,149)	(14,641)	-2.4%	-8.1%	-30.0%
Gross Total Cost	(80,246)	(81,048)	(85,764)	(87,908)	-1.0%	-6.4%	-8.7%
Travel	(1,863)	(1,982)	(2,472)	(2,202)	-6.0%	-24.6%	-15.4%
Total Revenue	82,187	82,431	85,338	88,902	-0.3%	-3.7%	-7.6%
GOP	3,221	2,780	1,401	2,550	15.9%	129.9%	26.3%
GOP % of Total Revenue	3.9%	3.4%	1.6%	2.9%	0.5%	2.3%	1.1%

Overall OBU top and bottom-line is better than the budget despite headwinds

Improving on Forecast

On BFTEs, better on Q2 sequentially, ambition to improve in H2

CSS BFTEs	Forecast	YoY %	Seq %
Q1	3,699	-8.9%	-3.9%
Q2	3,753	-3.5%	1.5%
Q3	3,721	-5.4%	-0.9%
Q4	3,639	-5.4%	-2.2%
H1	3,726	-6.2%	-4.2%
H2	3,681	-5.4%	-1.2%
YEL	3,703	-5.8%	

02

Human Resources





PEOPLE METRICS

WORKFORCE



4557



Reduced by 196
from Jan'24



Hiring Diversity

76.9%

DIVERSITY



52.2%

+1.3% from Jan'24

Grade E & F

29.1%

+0.35% from Jan'24

50.9% 51.0% 51.0% 51.4% 51.8% 52.2%



Jan'24 Feb'24 Mar'24 Apr'24 May'24 Jun'24

HC

2379

PULSE

7.8

at TB

- Engagement score dropped from 0.4 from Jan'24 while the TB dropped by 0.2
- Manager participation increased by ~14% from Jan'24

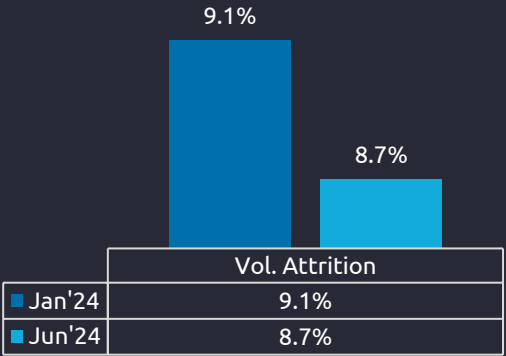
Driver Strength

- Growth [Career Path]
- Peer Relations - Quality

68% Employee Participation

52% Manager Participation

ATTRITION



- Vol attrition is trending downward from Jan'24 by 0.4

DIVERSITY

8.6%
[dec. by 0.4
from Jan'24]

TOP RATER

6.5% [30 H C]

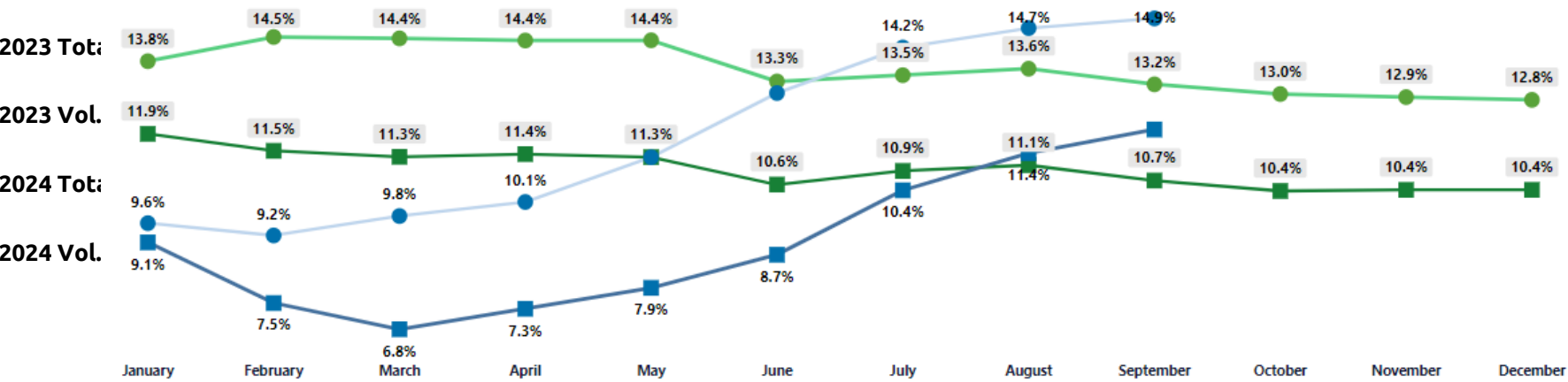
CAREER GROWTH

Promotion Summary:

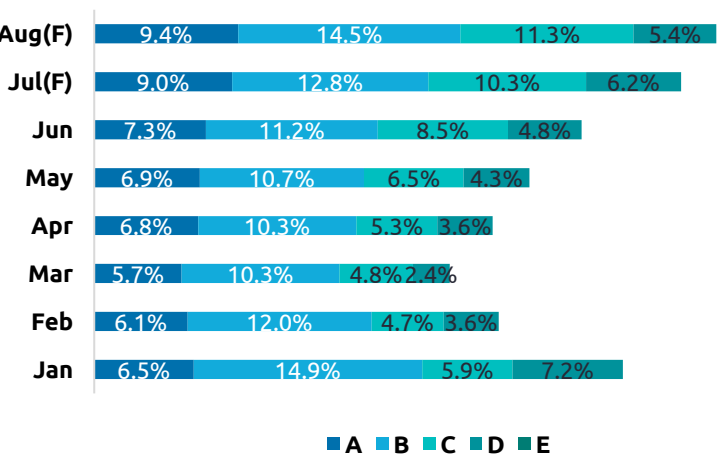
- Laterals – 366 [13%]
- Freshers – 526 [29%]
- Overall promotion diversity at 57%



Attrition Analysis (Actual & Projection)

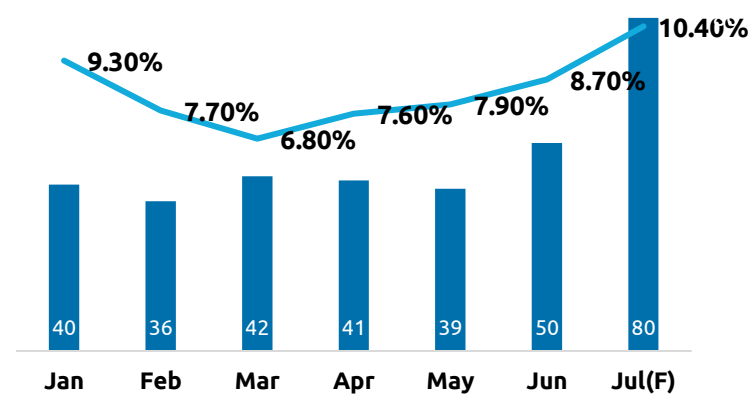


Global Grade - Average YTD VOL Attrition
(Actual & Projection)



Disclaimer: Forecast numbers may change on monthly actuals

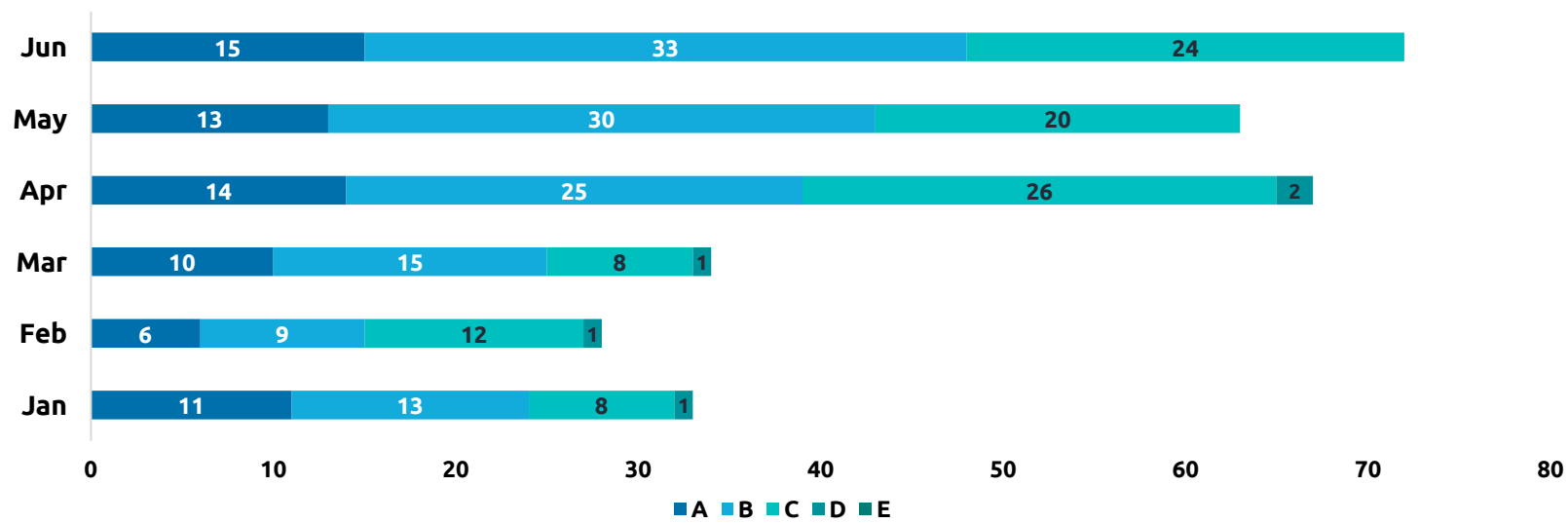
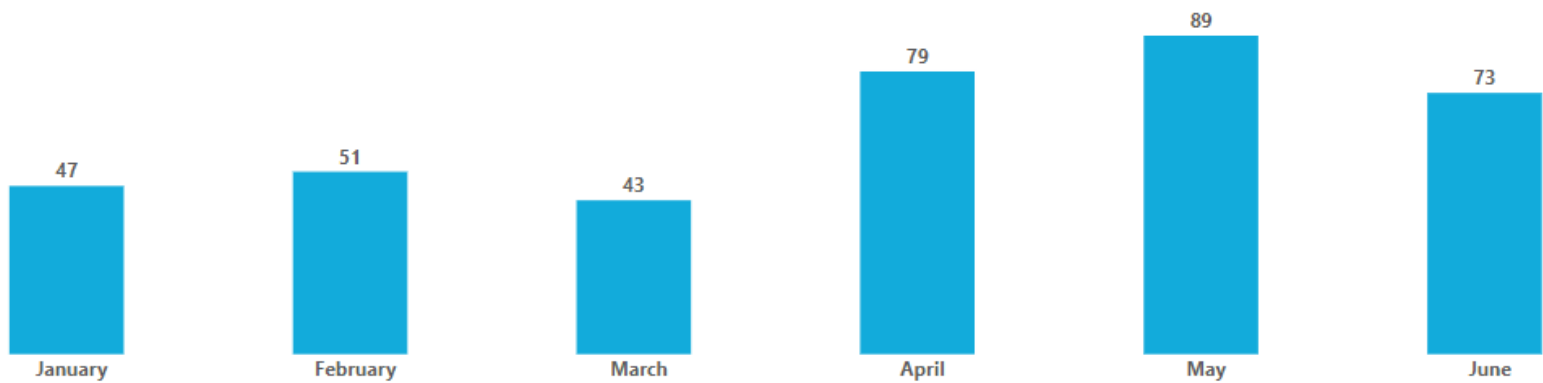
MTD Vol. Attrition



Highlights

- Total attrition 13%
- Vol. attrition 8.7%
- Top rater performers Vol attrition [6.5%; 30 HC] increased by 5.2% as compared to Jan'24 & 1.5% as compared to last month.
- Current Grade B at 11.2% [+0.5% from last month]. Forecasting 11.7% Grade B Voluntary attrition

Resignation Analysis



Disclaimer: Forecast numbers may change on monthly actuals

Highlights

- Jun vol. resignations closed at **73**, 18% lower than last month.
- **34%** of Jun vol. resignations are **Top Raters [25 HC]**
- Resignations across all grades has increased considerably from Jan'24 with Grade B & C being the highest contributors
- Retention Efforts – 2 female employees retained across grades

Learning & Development



Ocean Program					
	Beginners			Practitioners	
Track	Enrolled	Completions	Certified	Completions	Certified
QE&T	3786	2917	2632	1556	1056
SAP	29	25	11	10	5
Java	6	6	5	4	4
Microsoft	6	4	1	1	1
CIS	2	1	1		
Agile	2	1	1		
Front End					
I&D	1	0			
Grand Total	3832	2954	2538	1571	933
Industry Certified (till date)					

L1- 2740 , L2- 338
Completions

2202
Unique employee doing
L1 & L2

2427 Certified
Connected Managers

283 In-Progress

ROLE BASED			
Agile		Engagement Manager	
E-Learning	1163		Added during the year
ALM Tool Advanced Certifications	2	Level Fnd	25
SAFe & CSM	387	Level 1	14
*Internal Certificate	0	Level 2	4
Scum.org (PSM, etc..)	254	Level 3	1
OCEAN Scrum Master Foundations & L1 - Practitioner	0	Level 4	0
Total - Actual	1806	Total	44
Linear projection ambition	0		
Ambition 2024			
Achievement %			
Diversity Goal			
Diversity #	995		
Diversity %	55%		
Grade D, E & F Count	22		
Grade D, E & F %	1%		
Architect		Actual	
		Level 1	4
		Level 2	2
		Level 3	0
		Total	6

04

Delivery





Profitability

► CM Improvement :

- **\$39.8M** CM improvement reported as of July; \$4.2M increase MoM, @2.08% of YEL ABL Revenue

► DLS 2024 :

- Delivery Led booking reported at **\$435.7M** @ 37.3% CM (US, Can, LATAM, Sogeti).
- New DLSI policy applicable on deals sold from June 2024.

► Financials:

- Strong momentum continues with **\$4.4M** MoM increase in DVI to achieve YTD DVI of \$28.8M

► Industrialization:

- To-Be structure and estimates being reviewed for TIO org.





US Markets Delivery Watch List by BU (Weekly update –15/07/2024)

RED Txt - Summary is included in Finance M-Review
Grey Text - Reason for addition
Italics – key pursuits

CPRS

- **Darden POS Upgradation (C&CA)* Complex Engagement-** Sprint 63 is in-progress. Regression Cycle 2 has commenced from 07/04. Delay in completion of few functional features had a spillover effect on the schedule for Regression Cycle 1 and subsequently has crunched the schedule for Cycle 2 now. Targeting to deploy a production-ready code by 07/30.
- **MSC ERP SYS INTE-Bundle 2 (SAP) Customer Dissatisfaction-** Current Bundle 2 engagement for S4 implementation terminated by MSC with effect from 06/26.
- **Subway DevOPS (C&CA) Customer Dissatisfaction, Delay in Delivery-** Started the engagement by taking over from HCL in Dec'23 but not able to find onsite resource with right skillsets in Azure/Terraform. 3 out of 5 resources have resigned. We have two replacement candidates who have joined so far. One more offshore and one onshore position is pending to be fulfilled. Regular staffing updates and work demos are being made to manage client's sentiment on our work.
- **Disney_WMS Implementation_DLP (Invent)* Scheduled overrun-** Go Live date pushed from Jun-24 to Nov-24. Client has now requested to plan for 1 warehouse GoLive in Nov-24 followed by 3 months of Hypercare and the second warehouse to Go live in 2025. CG France is now managing the stakeholder relationship & discussions on converting the existing contract to a T&M contract from July-24 is positive. Negotiations are in progress and meeting scheduled in the week of 07/15 for presenting the revised nos.
- **Bloomin_Restaurant & Infra Support(C&CA & CIS) Customer Dissatisfaction -** Customer and Capgemini delivery teams are collaborating well. Focus should continue on (1) executing the revamped incident handling processes (2) knowledge management (3) measuring training effectiveness of the agents.
- **CVS Health (BSV) Pending commitments –** Client raised concern on the ticket closure on lock commitment in Nov-23 to Jan-24. Team worked on the improvements and focused on various action items including process improvements, client expectation setting, resource changes etc to improve on the commitment beyond 100%. The same is achieved for last two months and now Team also got confirmation from client for us to increase the lock to 130%. Team working towards increasing the resource load to manage the same.

R&ET

- **Hexion (Multi Tower- ADM/ CIS/ BSV) Customer Escalation -** Hexion CEO engaged a third-party agency to conduct audit of IT services who provided feedback with respect to service quality, resource staffing, continuous improvements and governance. Actions include targeting a new solution (CIS/ADM) demonstrating new ways of working, building connects with Advisor etc. Discussions on with new CIO on Capgemini's progress. Key actions coming out of HEXION CIO India visit includes metrics tracking, identification of India based DE from CIS, higher focus on retention of key resources/ ODC for team etc.
- **Baker Hughes Columbus (Engg/C&CA)* Complex Engagement-** Escalated due to fulfilment and penalty issues and non-standard staffing resulting in financial issue. No CPI misses from March'24. Improvement in SOW and delivery - WIP. Total 16 pending demands. Negotiations with customer underway to change commercials related to penalty including productivity. Targeting to have a new contract effective July to replace current extended contract. CR submitted to customer to remove low margin Cyber from scope, committed bench etc. to help reduce overall financial burden for H2 2024.
- **ConEd (Multi Tower-ER&D/I&D/Testing/Invent) Delivery issues -** Delays in Asset Management and Safety Maximo programs – including customer escalations in Optix and Sherpa projects. OptiX and Sherpa – Project split into 2 phases with 3 applications Go-live in Sep-24 and rest in Nov-24. SIT 1 in progress with 60% execution done vs 90% planned. Staffing to meet the revised plan is critical. Niche vendor being added to cover some of the scope. Overall recovery plan underway with support of ERD/ I&D practice. For Optix and Sherpa about 450K\$ impact is anticipated. Financial impact for GBL is still being assessed. Cworx – Go-Live date moved to Aug-24, CR being negotiated.

Legend:

■ Red-14 ● Amber- 3 ● Yellow- 3 ● Green- 1

Technology, Media & Telecom

- **Autodesk (CIS) Contract issues -** Working with Group IT on consuming the Microsoft commitment. Discussion with Group Procurement and Group IT Enterprise Architect in progress and looks positive.
- **T-Mobile DRE_2024 (DCX)* Customer Dissatisfaction –** Client escalation on our program management performance . Delays and complexity by client decisions resulting into Invoice Delays. Negative DVI of 517K. Re-planning with client defined, acceptance underway. CR1 has been signed and working towards getting a new CR for recent scope changes.
- **WBD_BSV(BSV)* Customer Dissatisfaction –** Legal notice received for insourcing 31 FTE's from Collections. Team expected to extend in full strength till Dec-24. Attrition mitigation actions currently underway. Direction from BU to create a compelling & aggressive proposition with a run rate of ~\$21M for 18 Months, contrary to the current run rate if ~21M/Year (technically 6 Months of discounted/free services through cost savings)

MALS

- **ABB_NA_AMS_FP_2023 (SAP)* Solution issue-** Appreciations from Torque team for successful quarter close. Backlog is under control - especially good action to reduce SD backlog in Torque. CR for Torque 24/7 support, CMIP plan & resolutioning is WIP.
- **Volkswagen GoA_Incentive Optimizer (Invent) Delay in Delivery -** R1.2, detailed plan prepared for all features. Development & Testing in progress, R1.2 requirement freeze .UAT completed. Go-Live date TBD for final deployment for entire Product. Optimizer is complex and AWS setup done for VW. De-aggregation added by VW.
- **SBD IBP implementation (SAP, Invent, I&D)* Complex Engagement-** Detailed project plan created. Presented revised plan and CR to the key customer stakeholders. Awaiting feedback.
- **Honeywell HCM Implementation and Integration (Oracle) Resourcing Challenges-** Design Workshop for Phase1a scope is in-progress. Enterprise Structure & Work Structure design topics signed-off by client. ORC (TA) module read-out completed. PeS bridge components build in progress. Benefits Integrations components build started. Mock 1 Data Migration (with sample data) for Core HR & TA for 6 countries in-progress in HON Dev instance.
- **Guerbet_SAP_S4_ROLLOUT_Ph1(SAP)* Delay in Delivery–** Pre-UAT closure is in sight and target is 07/21. 98% UAT data uploads have been completed, 2 objects remaining. A mock has been added to ensure that the risk is low for subsequent loads. Leadership level connects in place to review progress and advise resolutions / path forward.
- **SBD_HRO (BSV)* Customer Escalation -** Completed command center walkthrough with SBD client. Waiting for feedback and schedule for COE presentation. Follow up call to clarify SBD's concern on IT dependency cases completed. SBD to confirm on the exception approval. SOW with CG's updated on the responsibilities for R&O and WFA shared with SBD.
- **CSL BEHRING-Project Shape(Multi Tower)* Complex Engagement-** CSL Finance Business Owner visited Bangalore location to meet the ATR team, the meeting was good, and lot of appreciation was received for CG and ATR team. CSL Year-end activities was successfully completed with no blockers. Project Unify RFP is received and response is due by 07/24.
- **3M Spinco Infra RUN (CIS)* Delivery & Go-live readiness issues -** June SLA report shows 1 miss that is pending exclusion through exception request to customer. 30-60-90 performance improvement plan continues to progress and driving closure of items with customer; additional items being added by customer. Staff reduction per CMIP continues reassessment for proper timing given current pressures on performance and customer satisfaction.

Sogeti

- **Follett-ADM & ITO (APPS,CIS)* Complex engagement –** Rush prep is continuing. Client continues to deliver on their commitment to pay \$400k per week to make progress on their overdue invoices. Dispute regarding Infrastructure termination is not yet resolved. Meetings between respective legal counsel are occurring.

*Programmes Providing Updates for this week
Date format – MM/DD

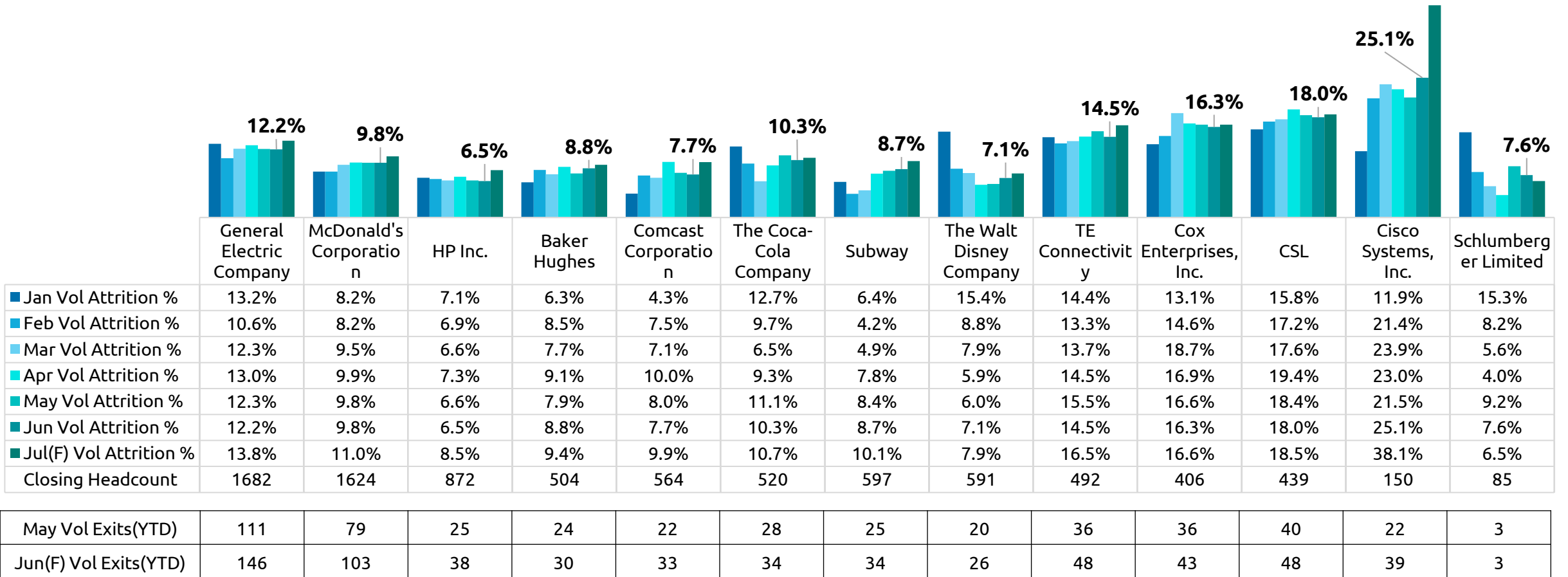
05

Appendix





Client wise (>200 HC) Voluntary Attrition for extended Americas



Insights:

Accounts at attrition higher than overall ABL Americas – GE, McDonald's, Coca cola, TE Connectivity, Cox Enterprises, CSL & Cisco

Americas Engagement Trends

Engagement Score

7.8

At TB

7.8

7.8

Employee Net Promoter Score

33

+2 pts above TB

53% Promoters

27% Passives

20% Detractors

Stay Intent

"Intent to stay in Capgemini for next 12 months"

7.9

At Capgemini

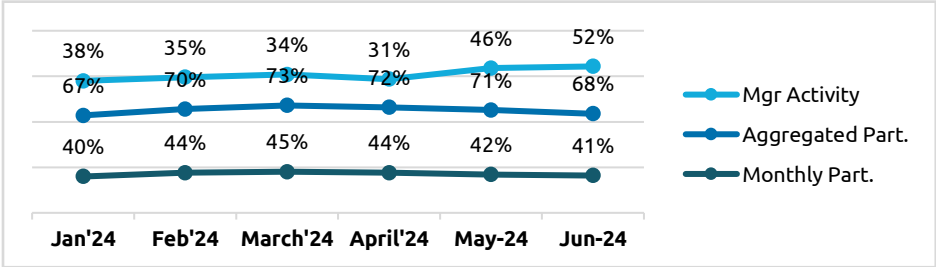
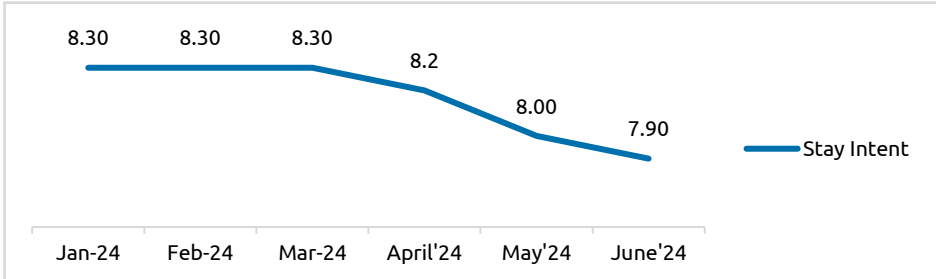
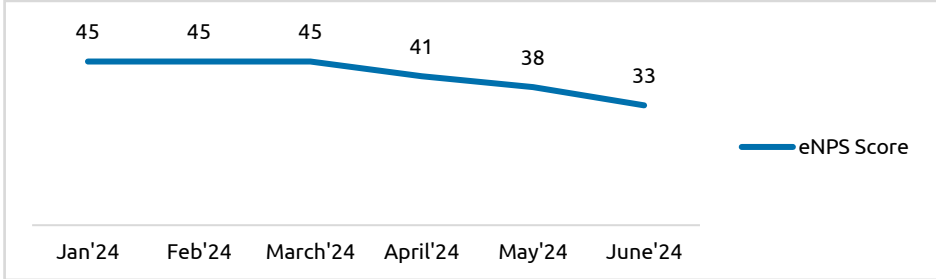
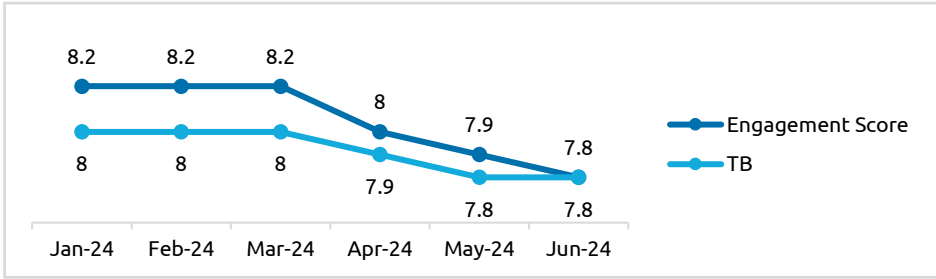
MoM -0.1

Participation

Aggregated* 68%

Current month 41% (-1pp)

Active managers* 52% (+6pp)



DRIVER ANALYSIS

STRENGTHS			
Driver	Score	TB	Trend
Growth – Career Path	7.7	0.1 above TB	↘
Peer Relations – Quality	8.4	0.1 above TB	↘

FOCUS AREAS			
Drivers	Score	TB	Trend
Autonomy	8.0	0.2 below TB	↘
Autonomy – Remote Work	8.1	0.2 below TB	↘
Recognition	7.7	0.1 below TB	↘

Key Insights

- 1. **Strength segments:** Grade A, 1 year – 2 years tenure in Capgemini, 20-24 years age
- 2. **Priority segments:** Grade C, 5 years – 10 years tenure in Capgemini, and Compensation
- 3. **Pulse Dashboards:**
 - Regular dashboards to MU/Practise Leads on manager interaction scores
 - Regular reminders to those with 0% manager activity
 - Manager interaction improved from 26% in May to 28% in June
 - Manager activity improved from 46% in May to 52% in June
- 4. **Future focus to be on Engagement score** – communication on our initiatives & via People Manager program

**Aggregated:* Participated in at least one survey round during the last 6 months
**Manager Activity:* Manager has on average logged in at least once a month over the last quarter



MU	Zero Days (Jan)	Zero Days (Feb)	Zero Days (Mar)	Zero Days (Apr)	Zero Days (May)	Zero Days (June)
NA CPRS	3171	2792	2734	1668	1607	1484
NA MALS	3148	2817	2789	1818	1629	1530
NA TMT	1495	1266	1141	780	759	724
Others	893	782	721	491	409	397
NA EUC	627	596	560	379	349	318
NA CANADA	196	157	189	107	104	98
Grand Total	9530	8410	8134	5243	4857	4551

Practice	Zero Days (Jan)	Zero Days (Feb)	Zero Days (Mar)	Zero Days (Apr)	Zero Days (May)	Zero Days (Jun)
Testing	1915	1594	1420	856	818	723
Central	213	169	126	102	88	87
Sector	14	7	5	3	4	2
Grand Total	2142	1770	1551	961	910	812



PROR Initiative – YTD update (June '24)

Summary:

- PROR deep dive for 2136 FTEs :
- Overall saving
 - Actually billed – 31 (till May)
 - Actually released – 19 (till May)
- 182 FTE is due to contractual billing on 8 Hrs (1 hr is NBT but used for various customer related activity)
- 501 FTEs were confirmed NBT* due to trainings, BGV, etc.
- 0 FTEs were identified as Exception** - billed but showing up as PROR impacted
- 750 FTE were from SAP ADOC – billed but showing up as PROR impacted

YTD PROR Actions (FTE)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
To be Billed	27	18	40	30	32	22							170
To be Released	8	10	9	8	9	12							56
Total	35	28	49	38	41	35							226
Billed (Actuals)	6	2	10	6	7	WIP							31
Released (Actuals)	4	4	5	3	3	WIP							19
Total (Actuals)	10	6	15	9	10	WIP							50

Reasons for lower PROR	Total
To be Billed	170
To be Released	56
8 hrs contract	182
NBT*	501
Investment / Buffer / Support	446
Exception**	0
SAP ADOC	750
WIP	31
Total	2136

*NBT includes time spent on – BGV, Client interviews, SOW signing, KT / trainings, project transition, planned NBT

**Exception includes cases where – FP project & hours not sent to Client but 100% hours billed to end client, timesheets being filled for 8hrs to follow invoicing protocol but 9 hrs cost budgeted and billed, 100% hours being billed to Client on a different code, Non-ABL cases





NA – Delivery Success stories – June '24

BU	Account Name	Key Achievements
MALS - MFG	TOYOTA MATERIAL HANDLING, Inc. ("TMH")	<ul style="list-style-type: none">Strengthened the process documentation for TMH AS400 along with customer sign off. This is being utilized across multiple IT teams and end-users.This helped to reduce 20% of ticket backlogs. Customer is very happy with the delivery, that is reflected in 4.8 out of 5 OTACE score.The customer also recognized the cost savings of 3 Value Adds.
MALS - LS	ThermoFisher RPA Enh/Op.Sup24	<ul style="list-style-type: none">Automated repetitive tasks in UiPath for operational efficiency.Auto Synthesis deployed to analyse top incidents to improve bot stabilization and reduce ticket inflow.
MALS - LS	IPSEN Elafibrinor Onboarding	<ul style="list-style-type: none">Deployed Quero360 platform to onboard Multiple specialty Pharmacies & HUB/Copay (for Enrollment & claims) processes with referral/Shipment/HUB data. This helps in –<ul style="list-style-type: none">Measuring the data quality and performance of specialty pharmacies.Tokenizing the patient information and providing aggregated data with patient journey to Ipsen for their analytical needs.Increasing the tracking of drug sales and providing Patient Journey data.



NA Key Wins – June 2024



154.4 M\$ TCV
Digital, Data &
Restaurant Platform



103.0 M\$ TCV
MICHELIN - Global IT
ADM Contract –
Harvest 3



28.7 M\$ TCV
KPMG - FOT Engage
AMS Services
(Jun 24 – Oct 27)



21.2 M\$ TCV
Digital Experience
2024_2025



10.8 M\$ TCV
New Sales PIS/FS
Bradesco Banking
(4700045170)
NR Q3/2024



8 M\$ TCV
One ERP Program
2024-25

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