

MOVE UP 2020

Strategic Plan





today's world is a digital world
& today's consumers are its leaders

"Customers are no longer kings - they are omnipotent gods"
Patrick Bousquet-Chavanne, CMO, Marks & Spencer

decision-makers underestimate how strongly consumers rate their customer experience

of decision-makers believe that a consumer will switch brands as a result of a poor customer experience

49%

89%

of consumers say they have already switched brands as a result of a poor customer experience

of decision-makers believe that consumers are ready to pay more for a positive customer experience

44%

86%

of consumers say they already do

Oracle, CXM study

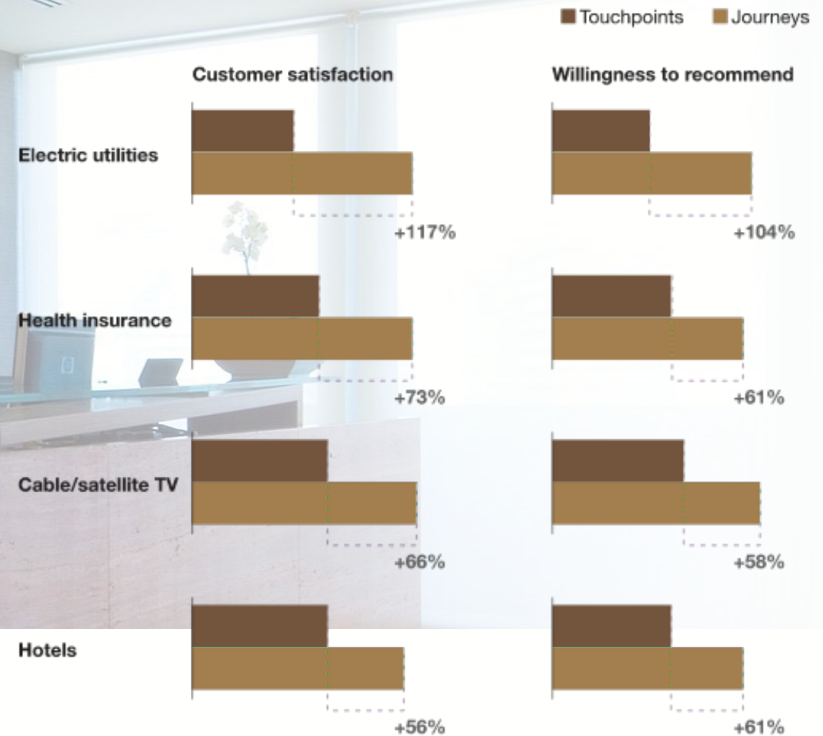
"from touchpoints to journeys"

2016 > Seeing the world as customers do.

McKinsey & Company

"businesses are significantly more strongly correlated with overall outcomes than are touchpoints"

as industries shift paradigms so customer satisfaction surges and can spread



from strength to strength

73%

FORRESTER

according to Forrester, only 27% of today's businesses have a coherent digital strategy that sets out how the firm will create customer value as a digital businesses

80%

Gartner

Gartner says, however, that 125,000 large organizations are launching digital business initiatives now and that CEOs expect their digital revenue to increase by more than 80% by 2020

50%

IDC

IDC expects that the percentage of enterprises creating advanced digital transformation initiatives will more than double by 2020, from today's 22% to almost 50%

NutriCook® **connect** 
Fonctionne avec iPad** uniquement

connected
experience

our clients connect
to their consumers
& and their digital
expectations
through **technology**
&
experience

“ La cocotte connectée pour cuisiner facilement ”



 **SEB**

connected experience



For a 360 view of all forms of client interaction

OMNI-CHANNEL CRM

SELF-SERVICE



SELF-SERVICE
B2B E-COMMERCE
24/7

TRADITIONAL CHANNELS



PERSONALIZATION



DATA ANALYSIS
PERSONALIZED ADVICE ON
PRODUCT NEEDS
FORECASTING & REPLENISHMENT

repeat orders
via the web

60%

give thousands of customers access to the full wealth of L'Oréal's offer and deliver a coherent omni-channel experience in 21 countries

connected experience



DISTRIBUTION CHANNELS



PERSONALIZATION



personalized advice on all order channels and choice of delivery format: customers can choose deliveries that suit them, be it to their office, their home or by express courier

5 billion capsules sold via the web

retain the leadership in premium customer experience structured around coffee moments

customer experience

all of the emotions and sentiments experienced by the customer before, during & after the purchase of a product or service

the outcome of all of the interaction that a customer has with a brand or company

connected experience

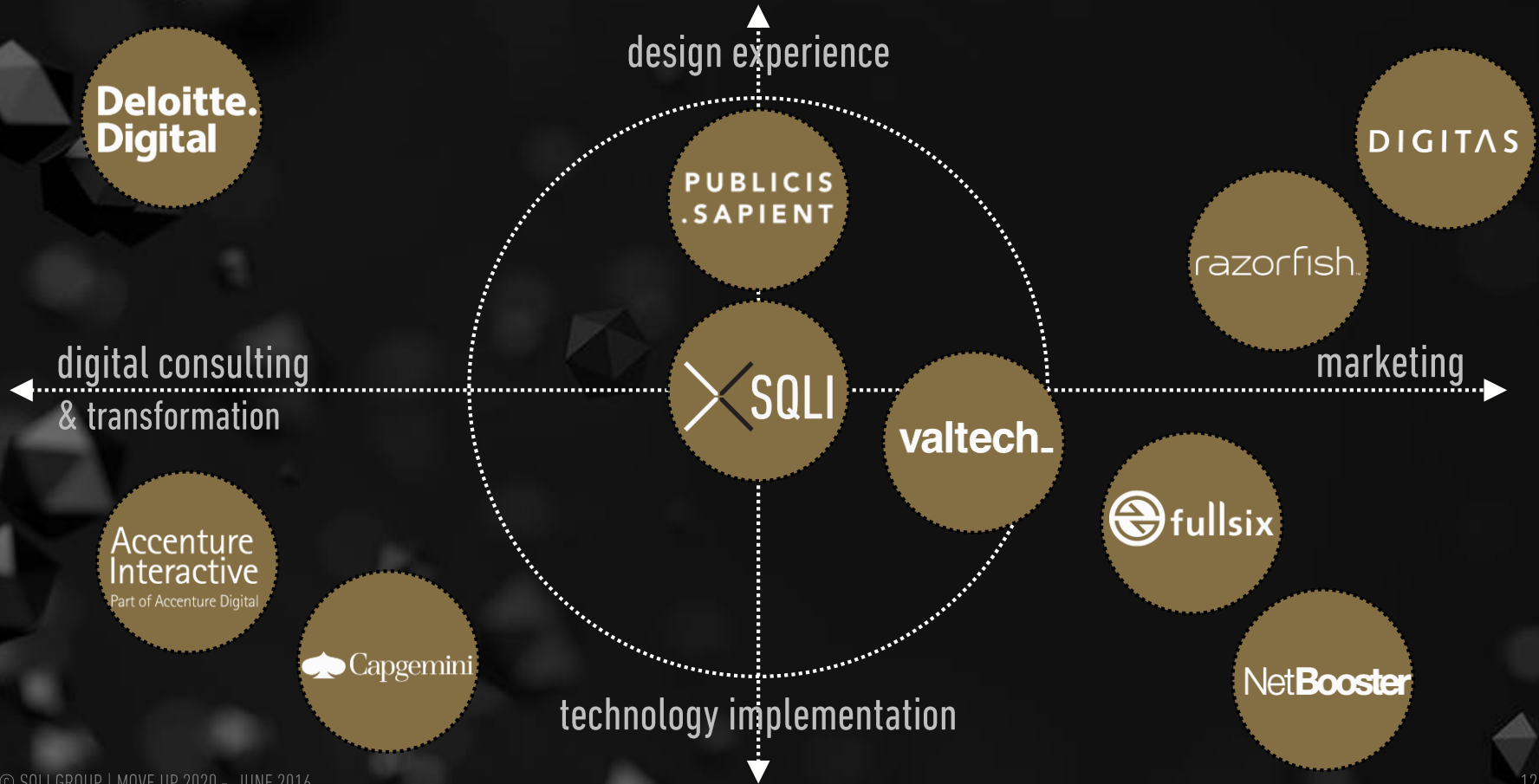
all of the resources (marketing, consulting, technological) needed to create and enrich customer experience through digital



SQLI the leader in connected experience

partner to tier one brands that use digital to drive
customer experience

connected experience means combining critical & complementary expertise



From **AMBITION** 2016

MOVE UP 2020

from performance to outperformance: the need for speed!



2013

2016

2020

digital transformation

connected experience



AMBITION 2016

MOVE UP 2020

our commitments

MOVE UP 2020 Strategic Plan



REVENUE

DD %

Organic growth + Double Digit external growth on average from start to finish



EBITDA

>12 %

End of plan

5 levers for success



STRATEGIC MIX



STRATEGIC MIX

For a better connection with demand from our customers and with their needs

INTERNATIONAL



PROFITABLE MARKETS

For select connections with the best and most profitable digital markets

INFLUENCE



INFLUENTIAL TEAMS

For a better connection with our strategic customers by setting up the outposts they need to guide customer relationships

EXPERTISE



RELEVANT RESPONSES

For a better connection with the "real" world, with the real priorities and challenges of our customers: access to the expertise and technologies they need 24/7

EXECUTION



EFFECTIVE MANAGEMENT

For a better connection with operational excellence



strategic mix



for a better connection with demand from our customers & with their needs

increase our core digital offer so that it represents **40 to 70%** of revenue for our global offer

- + e-Commerce
- + mobility
- + IoT
- + data
- + consulting
- + marketing
- + design experience
- + web solutions



international



for select connections with the best and most profitable digital markets

our organic and external growth targets the **Northern European markets** where margins are stronger

- + plan provides for 2 new entities
- + expansion in Switzerland, German-speaking market in Zurich
- + development of the UK entity



influence



for a better connection with our strategic customers

attract & valorize opinion leaders to establish outposts and improve customer relationship management via recruitment and external growth



expertise



for a better connection with the "real" world, with the real priorities and challenges of our customers

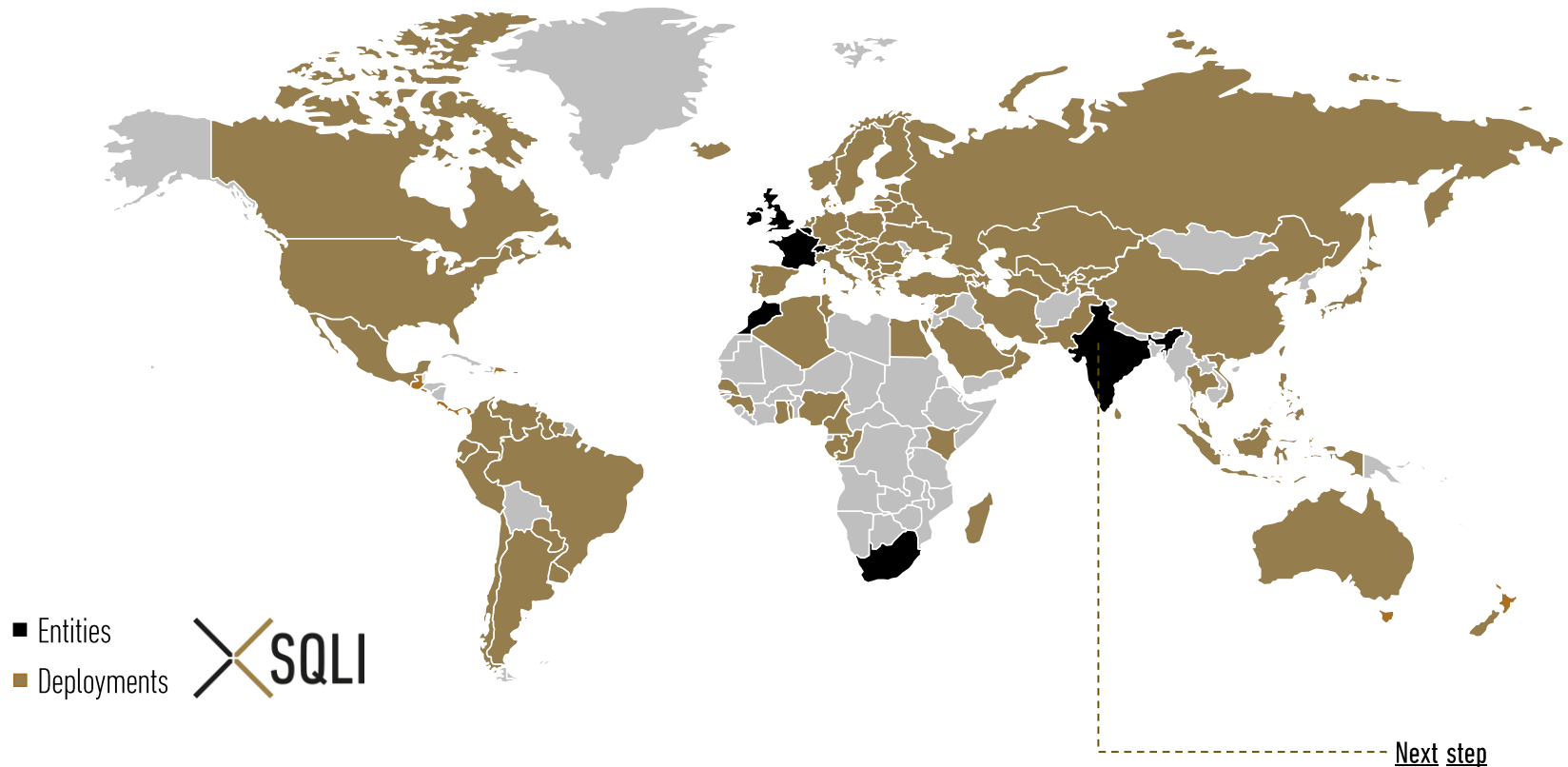
our customers are subject to market pressure and constraints - we allow major European brands to **deploy their digital platforms** worldwide via our nearshore and offshore services centers where staff numbers will increase:

- + size of DSC set to double (500 to 1,000)
- + "follow the sun" service with the opening of a center in India



A global reach

Game-changing success stories across 5 continents





execution



for a better connection with operational excellence

we continue to perfect our structure for even more performance & profitability

- + CIR
- + cost management
- + productivity
- + delivery excellence
- + leakage
- + etc.

Clear potential for progress



A man with a beard and dark hair is shown in profile, looking out over a city at sunset. The sun is low on the horizon, creating a warm, golden glow. The city below is blurred, with houses and buildings visible. The man is wearing a dark polo shirt. The overall mood is contemplative and hopeful.

move from a culture of response to a culture of conviction

X SQLI the place to be best place to work



"SQLI is a multitude of expertise, a passionate mix of innovation and entrepreneur initiative"

Xavier, Head of Marketing & Experience Design



"Working at SQLI means working with the best specialists in digital for the best experience"

Jean-Noël, Strategy & Transformation



"The working atmosphere and team spirit are a real source of energy"

Eric, Technical Expert



"What I like is being able to work on a whole range of exciting assignments for prestigious brands"

Thomas, Expert Consultant in Change Management



"I was attracted by the company's 100% digital positioning. SQLI has given me the opportunity and means to develop and realize my potential from day one"

Rachid, Project Manager



"What impresses me is the commitment and the fact that the different businesses really listen to each other and are all able to contribute"

Maryline, Account Manager

3,000 talented profiles in 2020

CREATIVE SPIRIT

X

COMMITMENT

X

FORWARD THINKING

X



SQLI committed player

2009

Green IT

- Energy consumption
- Carbon thanks to new IT tools
- Printing
- Waste sorting & other initiatives

2012

Défis Mecenova

- Make A Wish
- ELA
- SOS Villages d'Enfants
- Le Rire Médecin

2016

SQLI For Good !

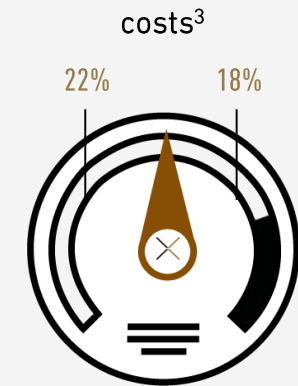
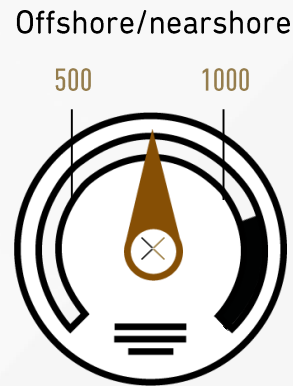
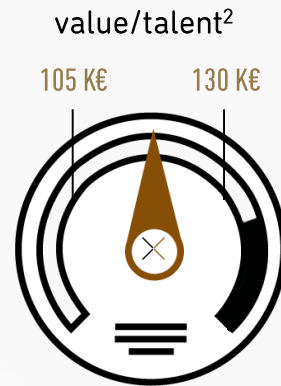
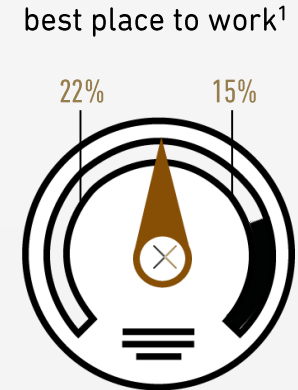
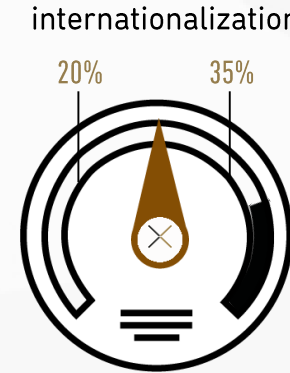
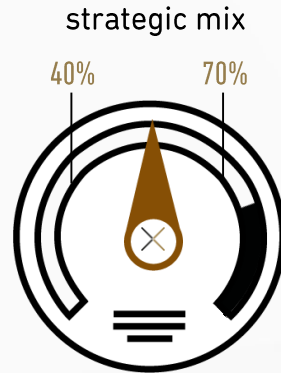
- Partner **LIVE FOR GOOD**
- Skills sponsorship
- Mentoring
- Incubation

4 times more job creation & greater solidarity than the private sector


11 million jobs in Europe created by the social economy, i.e. a 6.7% share

indicators

executive management dashboard



continued commitment to shareholder returns



regular dividend
payout policy
throughout the plan

no operations that
will not generate
value

what we are made of...
a variety of expertise, one DNA

200

connected
commerce
experts

120

digital marketing
consultants &
experts

500

web developers

100

experience
design
consultants

150

mobile
application
designers

80

data scientists &
data analysts

70

digital
transformation
consultants

700

people abroad

30

agile coaches

100

back-office
integration
experts

80

customer
relationship
management
experts

100

architects &
project leaders

100% geek | 100% marketing | 100% consulting



X SQLI