Disclaimer

This presentation does not contain or constitute an offer of securities for sale or an invitation or inducement to invest in securities in France, the United States or any other jurisdiction.

This presentation contains forward-looking statements. Forward-looking statements are statements that are not historical facts. These statements include projections and estimates and their underlying assumptions, statements regarding plans, objectives, intentions and expectations with respect to future financial results, events, operations, services, product development and potential, and statements regarding future performance or events. Forward-looking statements are generally identified by the words “expects”, “anticipates”, “believes”, “intends”, “estimates”, “plans”, “projects”, “may”, “would” “should” and similar expressions. Although Cap Gemini’s management believes that the expectations reflected in such forward-looking statements are reasonable, investors are cautioned that forward-looking information and statements are subject to various risks and uncertainties (because they relate to events and depend on circumstances that may or may not occur in the future), many of which are difficult to predict and generally beyond the control of Cap Gemini, that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements. No one should therefore unduly rely on these forward-looking statements as they reflect only the judgment of Cap Gemini’s management at the date of this presentation and are not intended to give any assurances or comfort as to future results. Other than as required by applicable law, Cap Gemini does not undertake any obligation to update or revise any forward-looking information or statements.
Confirm medium term organic growth target of 5-7%
Operating Margin Progression

* 2010 not restated with IAS 19
** 2015 Operating Margin guidance
Operating margin levers and headwinds

- Innovation
- Industrialization
- Competitiveness
- Investment
- Consolidation

Medium term target

2015
Driving all Industrialization levers

- **Unit Cost**
  - Offshore Leverage: Increase leverage from 48% to 65%

- **Capacity Utilization**
  - People Supply Chain: Right resource, right price, right place, right time

- **Productivity**
  - DevOps: Provide an efficient and agile working environment

- **Quality**
  - Automation: Centralize, standardize and automate tasks
  - Standardization: Standardize offerings + delivery methods and processes
### Accelerating deployment of Innovation

#### SMAC
- Analytics moving to Insights & Data
- Leveraging opportunities from cloud disruption

#### Digital
- Driving growth on customer experience
- Positioning on Digital Manufacturing

#### Sector Offerings
- Increasing sector focus with offering maturity
- Basis for developing business platform as a service

#### Life Cycle Management
- Managing maturity of offering portfolio
- Service offering life cycle extension
Additional Competitiveness Levers

**Account Management**
- Become the partner of the leading Innovative and Industrialized clients
- Increase revenue concentration on large accounts >50M

**Geographic Mix**
- Increase non European revenue to >50%
- Reduce dilution from Asia Pacific/Latam

**Globalization**
- Pursue globalization of shared services + standardization of processes/systems
- Reduce G&A to 7% of revenues
Ambition to reach 12.5-13.0% Operating Margin
Medium Term

Medium Term Operating Margin Ambition

2015
9.5-9.8%

-0.3% to -0.5% Investment

-0.5% to -1.5% Consolidation

+1.0-1.5% Innovation

+1-2% Industrialization

+270 – 350 bps

IGATE impact

12.5-13.0%

Medium term

IGATE impact