Preparing the turnaround in the Netherlands

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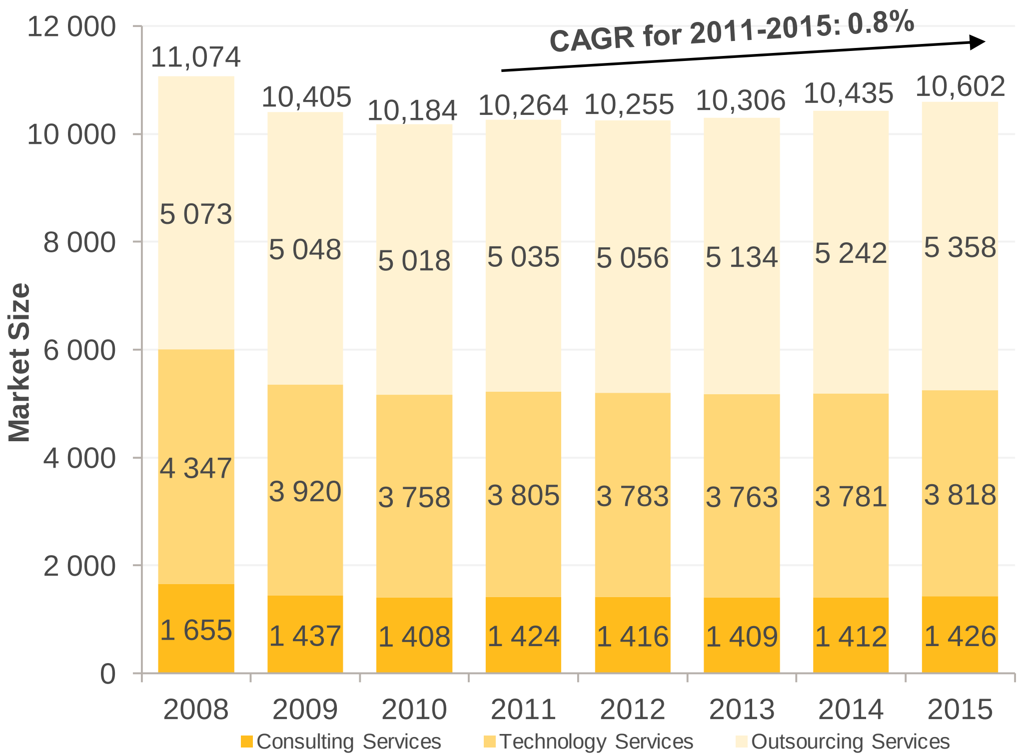
Les Fontaines, 12-13 June

Management summary

- Dutch market still under pressure
  - Economic recession
  - Overcapacity
  - Prices under pressure
  - Freelancers and brokers influence competition landscape and pricing
  - Severe competition of traditional players and IPP's
- Worst in Topline decline is behind us, need to recover profit
  - Public market is cutting and that will not change
  - Few large clients (eg KPN and Philips) have massively cut IT-spend
- Capgemini is and will stay the leader in the market
  - Rightshore strategy is working
  - We are and further will address our cost base
  - The innovation leader in digital transformation and new technologies
  - We are deploying new business& engagement models eg Prosodie, SaaS, etc

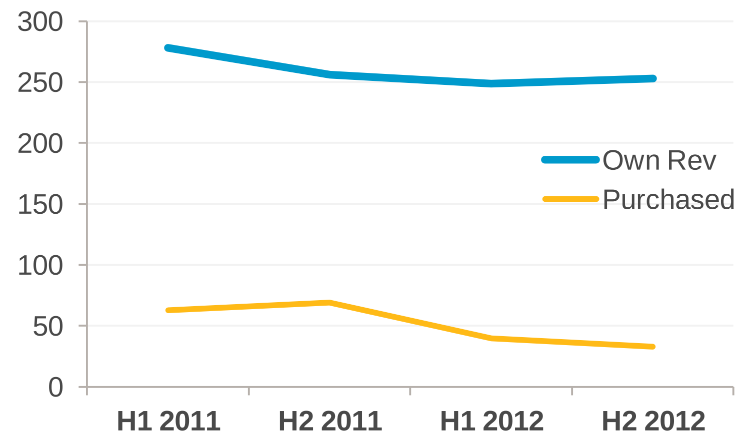
In a difficult market we expect to stabilize our revenue and we keep improving our revenue mix

Market Size & Development
2008-2015[1] (EUR million)



Key Observations

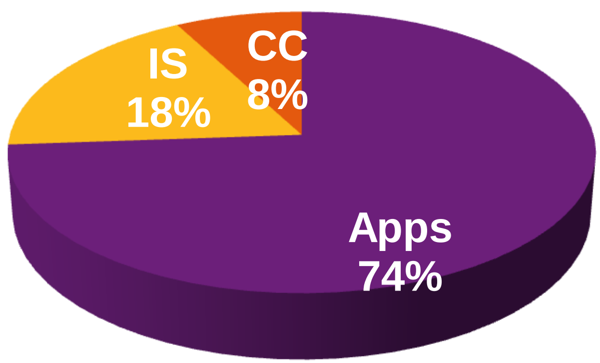
The Dutch IT Services Market is estimated at EUR10.2 billion in 2011 (Y-o-Y growth rate of 0.8%) and projected at EUR10.6 billion end of 2015 at a CAGR of 0.8% from 2011-2015



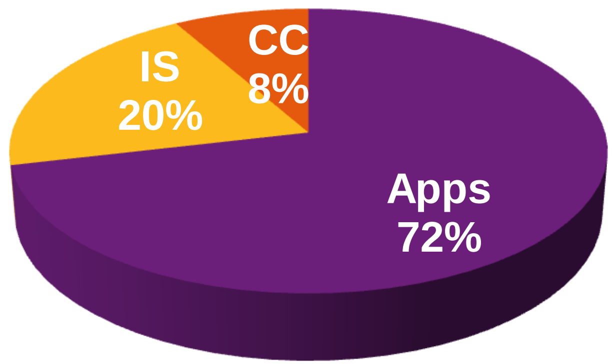
Notes:
1) The numbers are taken from Gartner Forecast IT Services, 2008-2015, 1 Q12 Update and are estimates only. The numbers represent the Dutch IT Services figures only
The Dutch IT Services Market includes Consulting, Technology & Outsourcing Services
Source: Gartner Forecast IT Services, 2008-2015, 1 Q12 Update IMF

Our mix of service is still dominantly AS, but the focus on IS is working

2011



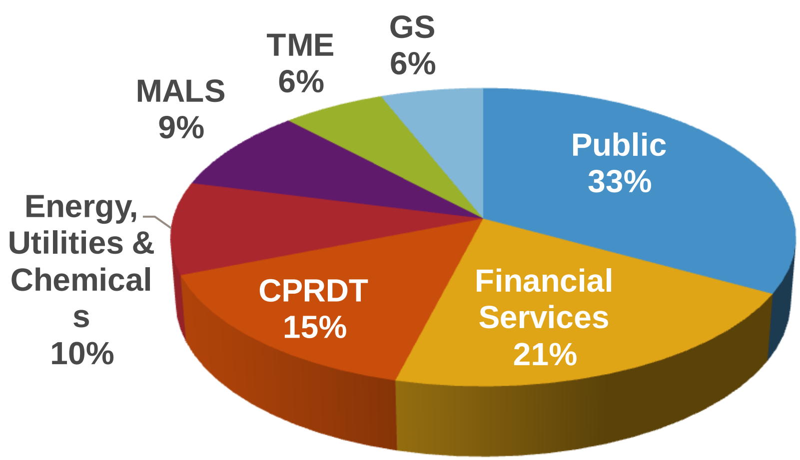
2012



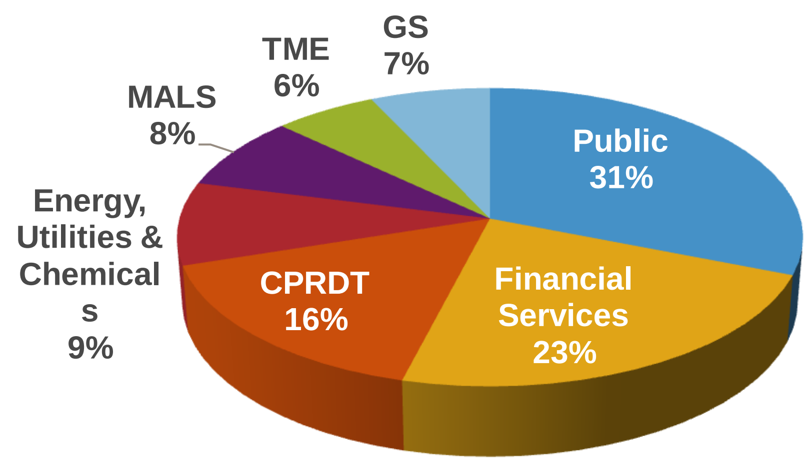
IS growth is fueled by Infrastructure outsourcing with healthy pipe
Both on IS as on AS part we have strong SAP Run and Oracle Run service who have strong performance
Cloud, Mobility, Security and BI are hot offerings in all 3 domains

As a leader our positioning on various sectors allows us to mitigate the risks

2011 April YTD



2012 April YTD



Where we see growth today

- Digital transformation
- Java, Sharepoint, Agile/Scrum
- SEPA, in & outside Finance
- BI
- Cloud, Mobile, Security
- E-Commerce
- Optimising Business Applications and Infrastructure (TCO reduction)
- Datacenters, virtualisation

Recent wins confirm our promising client portfolio: a unic diversity in the Dutch market

Design & Built Business release 2 SVB10 (10ME)

Application Maintenance “toeslagen” (10ME)

Technical Application Maintenance

Maintenance DIGID

Separation TV-division

Portals and SAP

Reduction of Waiting times

Business analytics With SAS

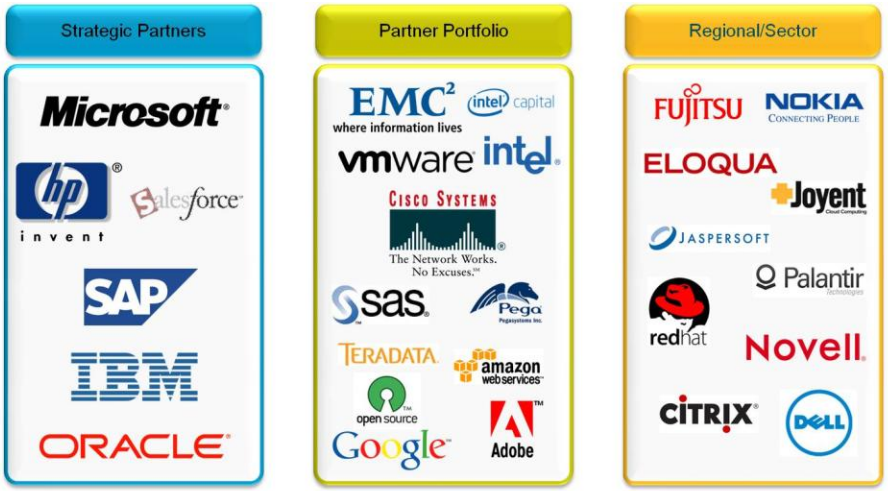
Armstrong Program

Development Intranet

Transformation of Transaction Services

Optimising Planning

Our strategy combines all the strengths of our local position and our global strengths



And this is put down in 6 programs

Sales Transformation

- Strengthen Value Capturing
- Proactive Holden Account Planning
- Differentiated sales roles
- Lean Sales

Portfolio Mgt

- Change the business mix
- Redefine and focus Service Portfolio
- Product training Sales
- Governance
- Integral portfolio concept

Delivery

- E2E customer orientation
- Improve industrialization
- Standardized processes
- Rightshore
- Fixed delivery

Change The Pyramid

- Centralized Staffing
- Activate re-skilling
- Hiring YP
- Balancing Rightshore
- Activate pyramid management

HR Innovation

- Improve the dialogue with our employees
- Increase internal mobilization
- Development of the “Universal” Professional
- Designing future working relationship

Reduce Cost

- Internal BPO
- New Building
- Lean mgt
- Rebalance our Pyramid

Capgemini
CONSULTING.TECHNOLOGY.OUTSOURCING

Thank you

People matter, results count.