2017
Q3 revenues

Paris – October 25th, 2017
Disclaimer

This presentation may contain forward-looking statements. Such statements may include projections, estimates, assumptions, statements regarding plans, objectives, intentions and/or expectations with respect to future financial results, events, operations and services and product development, as well as 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” or the negatives of these terms and similar expressions. Although Capgemini’s management currently believes that the expectations reflected in such forward-looking statements are reasonable, investors are cautioned that forward-looking statements are subject to various risks and uncertainties (including without limitation risks identified in Capgemini’s Registration Document available on Capgemini’s website), because they relate to future events and depend on future circumstances that may or may not occur and may be different from those anticipated, many of which are difficult to predict and generally beyond the control of Capgemini. Actual results and developments may differ materially from those expressed in, implied by or projected by forward-looking statements. Forward-looking statements are not intended to and do not give any assurances or comfort as to future events or results. Other than as required by applicable law, Capgemini does not undertake any obligation to update or revise any forward-looking statement.

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.
Growth accelerates in Q3, notably in North America (+6.9%)
Acceleration in North America, sustained growth in Europe

**North America**
- Return on investments with acceleration in CPRD
- Gaining traction on Digital with significant wins
- EUC trough behind us

**Continental Europe**
- Sustained growth, notably in Italy, Germany, Sweden and France
- Continued traction from Digital
- Buoyant FS, CPRD and Manufacturing

**UK and Ireland**
- HMRC base impact weighing as planned on public sector
- Softness in the market

**Asia Pacific and LatAm**
- Dynamic Asia Pacific
- Challenging environment in Brazil
Portfolio transition to Digital & Cloud is a key growth driver

- Digital & Cloud growing +23% YoY
- Comprehensive service portfolio, reinforced through acquisitions
- Management Consulting capabilities to foster business with CXOs
- Sector focused digital offers, with strong traction from Financial Services and Manufacturing
- Solid momentum on cloud services (cloud native development and cloud integration services)

We pursue our portfolio shift strengthening the sectorial dimension of our offers

LYONSCG

- A leading global ecommerce cloud systems integrator, 300+ experts in Salesforce Commerce Cloud
- Works with a number of retail and B2B brands
- Supports our growth strategy in digital, notably in CPRD, reinforcing our capabilities in the US and UK
- Itelios + LyonsCG position us as a global leader in Salesforce commerce cloud

Our strategy of targeted acquisitions could bring 1 to 2 points of additional growth in the 2-3 years to come
Some important deals of this quarter

Accompanying our top clients in their transformation: a sizeable multiyear deal with McDonald’s

• Leveraging a strategic relationship inherited from IGATE

• Capgemini will be McDonald’s global IT strategic provider for restaurants and digital capabilities

• A top notch reference in customer-focused technologies, while demonstrating leadership in platform thinking
Market evolutions

- Insatiable appetite for Digital, business originated demand
- Increasing need for sector specific solutions and business platforms
- Large companies looking for strategic partners in their transformation

- Rapid progress of Artificial Intelligence and automation
- Cloud and “as a service”, the new normal, transforming managed services
- Increasing size of Digital projects (from “POC” to large scale deployments) with growing impact on the IT strategy

Client centricity

Portfolio agility
We confirm our 2017 FY outlook

- Constant currency revenue growth: +3%
- Operating margin: 11.7% - 11.9%
- Organic free cash flow: > €950m
Revenues Quarterly Evolution

Q3 constant currency growth +3.4% YoY

<table>
<thead>
<tr>
<th>Year-on-Year</th>
<th>Q3 2017</th>
<th>9 months 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic</td>
<td>+ 3.1%</td>
<td>+ 2.9%</td>
</tr>
<tr>
<td>Group scope</td>
<td>+0.3pt</td>
<td>+0.3pt</td>
</tr>
<tr>
<td>Constant currency</td>
<td>+ 3.4%</td>
<td>+ 3.2%</td>
</tr>
<tr>
<td>currencies</td>
<td>-2.4pt</td>
<td>-1.0pt</td>
</tr>
<tr>
<td>Current</td>
<td>+ 1.0%</td>
<td>+ 2.2%</td>
</tr>
<tr>
<td>activities being discontinued</td>
<td>-0.1pt</td>
<td>-0.2pt</td>
</tr>
<tr>
<td>Reported</td>
<td>+ 0.9%</td>
<td>+ 2.0%</td>
</tr>
</tbody>
</table>

Revenues (M€)

<table>
<thead>
<tr>
<th>Revenues (MC)</th>
<th>Q1 2016</th>
<th>Q2 2016</th>
<th>Q3 2016</th>
<th>Q4 2016</th>
<th>Q1 2017</th>
<th>Q2 2017</th>
<th>Q3 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,092</td>
<td>3,165</td>
<td>3,019</td>
<td>3,263</td>
<td>3,171</td>
<td>3,241</td>
<td>3,046</td>
</tr>
</tbody>
</table>

Constant currency growth YoY

+13.9% +15.0% +2.2% +1.9% +2.8% +3.3% +3.4%
### Q3 2017 Revenues by Main Geography

<table>
<thead>
<tr>
<th>Region</th>
<th>Reported</th>
<th>Constant Currency</th>
<th>Constant Currency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>North America</strong></td>
<td>Q3 2016</td>
<td>Q3 2017 9 months</td>
<td>Q3 2016 9 months</td>
</tr>
<tr>
<td>North America</td>
<td>939</td>
<td>962</td>
<td>+2.4%</td>
</tr>
<tr>
<td>UK &amp; Ireland</td>
<td>463</td>
<td>391</td>
<td>-15.5%</td>
</tr>
<tr>
<td>France</td>
<td>599</td>
<td>627</td>
<td>+4.7%</td>
</tr>
<tr>
<td><strong>Rest of Europe</strong></td>
<td>772</td>
<td>823</td>
<td>+6.6%</td>
</tr>
<tr>
<td><strong>APAC &amp; LATAM</strong></td>
<td>246</td>
<td>243</td>
<td>-1.2%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>3,019</td>
<td>3,046</td>
<td>+0.9%</td>
</tr>
</tbody>
</table>

- **Year-on-Year**
  - North America: +2.4% (+6.9%)
  - UK & Ireland: -15.5% (-10.8%)
  - France: +4.7% (+4.7%)
  - Rest of Europe: +6.6% (+6.8%)
  - APAC & LATAM: -1.2% (+2.0%)
  - TOTAL: +0.9% (+3.4%)

- **Percentage Contribution**
  - North America: 13%
  - UK & Ireland: 31%
  - France: 27%
  - Rest of Europe: 21%
  - APAC & LATAM: 8%
### Q3 2017 Revenues by Business

<table>
<thead>
<tr>
<th>Business</th>
<th>Q3 2017</th>
<th>9 months 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting Services</td>
<td>+16.0%</td>
<td>+12.3%</td>
</tr>
<tr>
<td>Technology and Engineering Services</td>
<td>+3.8%</td>
<td>+3.6%</td>
</tr>
<tr>
<td>Application Services</td>
<td>+5.7%</td>
<td>+5.7%</td>
</tr>
<tr>
<td>Other Managed Services</td>
<td>-6.3%</td>
<td>-6.5%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>+3.4%</strong></td>
<td><strong>+3.2%</strong></td>
</tr>
</tbody>
</table>

**Year-on-Year**

**Constant Currency**

- Consulting Services: +16.0%
- Technology and Engineering Services: +3.8%
- Application Services: +5.7%
- Other Managed Services: -6.3%
- **TOTAL**: +3.4%
## Q3 2017 Revenues by Sector

<table>
<thead>
<tr>
<th>Sector</th>
<th>Q3 2017</th>
<th>9 months 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Services</td>
<td>+4.7%</td>
<td>+6.7%</td>
</tr>
<tr>
<td>Energy, Utilities &amp; Chemicals</td>
<td>+2.9%</td>
<td>+1.1%</td>
</tr>
<tr>
<td>Manufacturing, Automotive &amp; Life Sciences</td>
<td>+10.2%</td>
<td>+9.9%</td>
</tr>
<tr>
<td>Consumer Products &amp; Retail, Dist. &amp; Transportation</td>
<td>+8.2%</td>
<td>+5.9%</td>
</tr>
<tr>
<td>Public Sector</td>
<td>-8.3%</td>
<td>-7.7%</td>
</tr>
<tr>
<td>Telecommunications, Media &amp; Entertainment</td>
<td>-1.2%</td>
<td>-1.7%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>+3.4%</strong></td>
<td><strong>+3.2%</strong></td>
</tr>
</tbody>
</table>

### Year-on-Year

- **Financial Services**: +4.7% (+6.7%)
- **Energy, Utilities & Chemicals**: +2.9% (+1.1%)
- **Manufacturing, Automotive & Life Sciences**: +10.2% (+9.9%)
- **Consumer Products & Retail, Dist. & Transportation**: +8.2% (+5.9%)
- **Public Sector**: -8.3% (-7.7%)
- **Telecommunications, Media & Entertainment**: -1.2% (-1.7%)
- **TOTAL**: +3.4% (+3.2%)
Bookings Evolution

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Bookings (M€)</th>
<th>Constant currency growth YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2016</td>
<td>3,128</td>
<td>+17.6%</td>
</tr>
<tr>
<td>Q2 2016</td>
<td>3,228</td>
<td>+24.8%</td>
</tr>
<tr>
<td>Q3 2016</td>
<td>2,792</td>
<td>+14.1%</td>
</tr>
<tr>
<td>Q4 2016</td>
<td>3,879</td>
<td>+5.4%</td>
</tr>
<tr>
<td>Q1 2017</td>
<td>3,001</td>
<td>-3.2%</td>
</tr>
<tr>
<td>Q2 2017</td>
<td>3,388</td>
<td>+4.8%</td>
</tr>
<tr>
<td>Q3 2017</td>
<td>2,700</td>
<td>-1.0%</td>
</tr>
</tbody>
</table>
Headcount Evolution

Headcount
September 2016 to September 2017

Sep. 2016: 187,600
Net variation offshore: +9,200
Net variation onshore: +1,800
Sep. 2017: 198,600
Year-on-Year variation: +5.9%

Workforce in global production centers:
57% of total

Attrition
Q3 2017 / Q3 2016

<table>
<thead>
<tr>
<th>Service</th>
<th>Q3 2016</th>
<th>Q3 2017</th>
<th>Year-on-Year variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting Services</td>
<td>20.9%</td>
<td>21.5%</td>
<td>+0.6pt</td>
</tr>
<tr>
<td>Technology and Engineering Services</td>
<td>17.7%</td>
<td>19.9%</td>
<td>+2.2pt</td>
</tr>
<tr>
<td>Application Services</td>
<td>17.9%</td>
<td>18.4%</td>
<td>+0.5pt</td>
</tr>
<tr>
<td>Other Managed Services</td>
<td>22.8%</td>
<td>21.3%</td>
<td>-1.5pt</td>
</tr>
<tr>
<td>TOTAL</td>
<td>18.9%</td>
<td>19.0%</td>
<td>+0.1pt</td>
</tr>
</tbody>
</table>

+8.9% YoY
Appendix
Utilization Rates

Consulting Services
- Q1 2016: 70%
- Q2 2016: 71%
- Q3 2016: 68%
- Q4 2016: 70%
- Q1 2017: 71%
- Q2 2017: 72%
- Q3 2017: 69%

Application Services
- Q1 2016: 81%
- Q2 2016: 81%
- Q3 2016: 82%
- Q4 2016: 81%
- Q1 2017: 81%
- Q2 2017: 81%
- Q3 2017: 82%

Technology and Engineering Services
- Q1 2016: 82%
- Q2 2016: 83%
- Q3 2016: 83%
- Q4 2016: 83%
- Q1 2017: 82%
- Q2 2017: 84%
- Q3 2017: 85%
About Capgemini

A global leader in consulting and technology services, Capgemini is at the forefront of innovation to address the entire breadth of clients’ opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of 200,000 team members in over 40 countries. The Group reported 2016 global revenues of EUR 12.5 billion.

Learn more about us at
www.capgemini.com