



LIVING THE FUTURE
since 1967

Financial update
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CAPITAL
MARKET DAY
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People matter, results count.



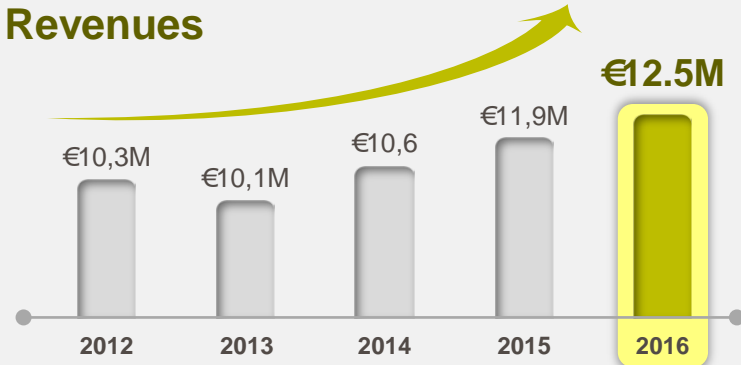
Forward Looking Statements

This presentation contains forward-looking statements with respect to Capgemini's financial condition, results of operations, business, strategy and plans. Although Capgemini believes that such forward-looking statements are based on reasonable assumptions, such statements are not guarantees of future performance. Actual results may differ materially from the forward looking statements as a result of a number of risks and uncertainties, many of which are outside our control, including but not limited to the risks regarding antitrust and regulatory approval, as well as the risks described in the documents Capgemini has filed with the Autorité des Marchés Financiers (French securities regulator) and which are also available in English and French on our website (www.capgemini.com). Investors and security holders may obtain a free copy of the documents filed by Capgemini with the Autorité des Marchés Financiers at www.amf-france.org, or directly from Capgemini.

The present forward-looking statements are made as of the date of this presentation, and Capgemini did not disclaim any intention or obligation to provide, update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

We have delivered continuous value creation

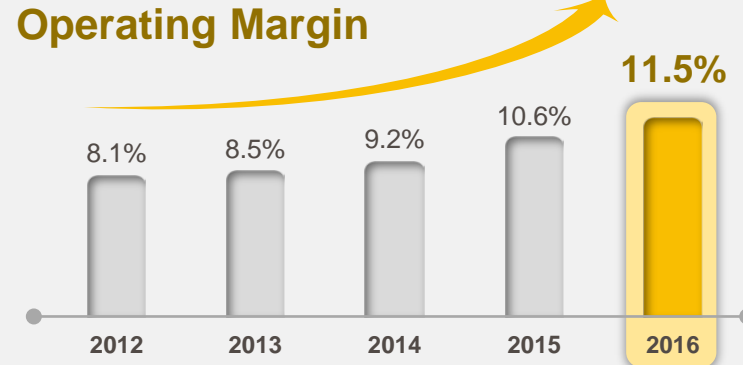
Revenues



last 5 yrs
+5.1% p.a

last 2 yrs
+8.9% p.a

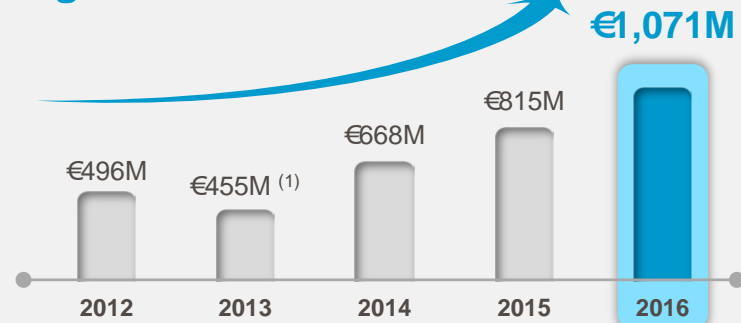
Operating Margin



last 5 yrs
+340 bps

last 2 yrs
+230 bps

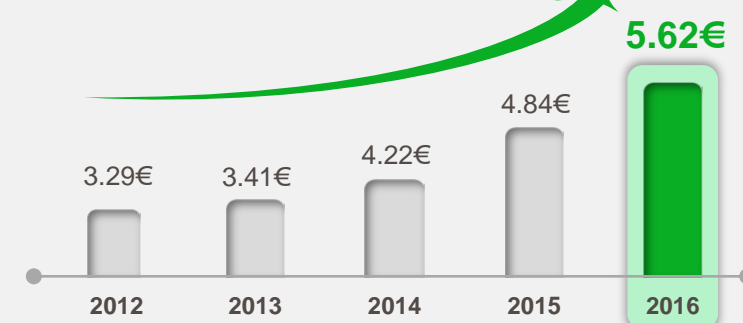
Organic Free-cash-flow



last 5 yrs
x2.2

last 2 yrs
x1.6

Normalized EPS



last 5 yrs
+14% p.a

last 2 yrs
+15% p.a

(1) before the €235m exceptional contribution to a UK pension fund

The road to midterm organic growth ambition (5% to 7%)

2015 to 2017

Market

- Slowdown in offshore growth
- Transition to cloud infrastructure accelerates
- Digital transformation becomes mainstream
- Cybersecurity investment focus

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- Geo mix evolves with IGATE acquisition
- Offshore penetration accelerates in Europe
- Aspire transition / shale gas as headwinds
- Digital and Cloud drive growth

Beyond 2017

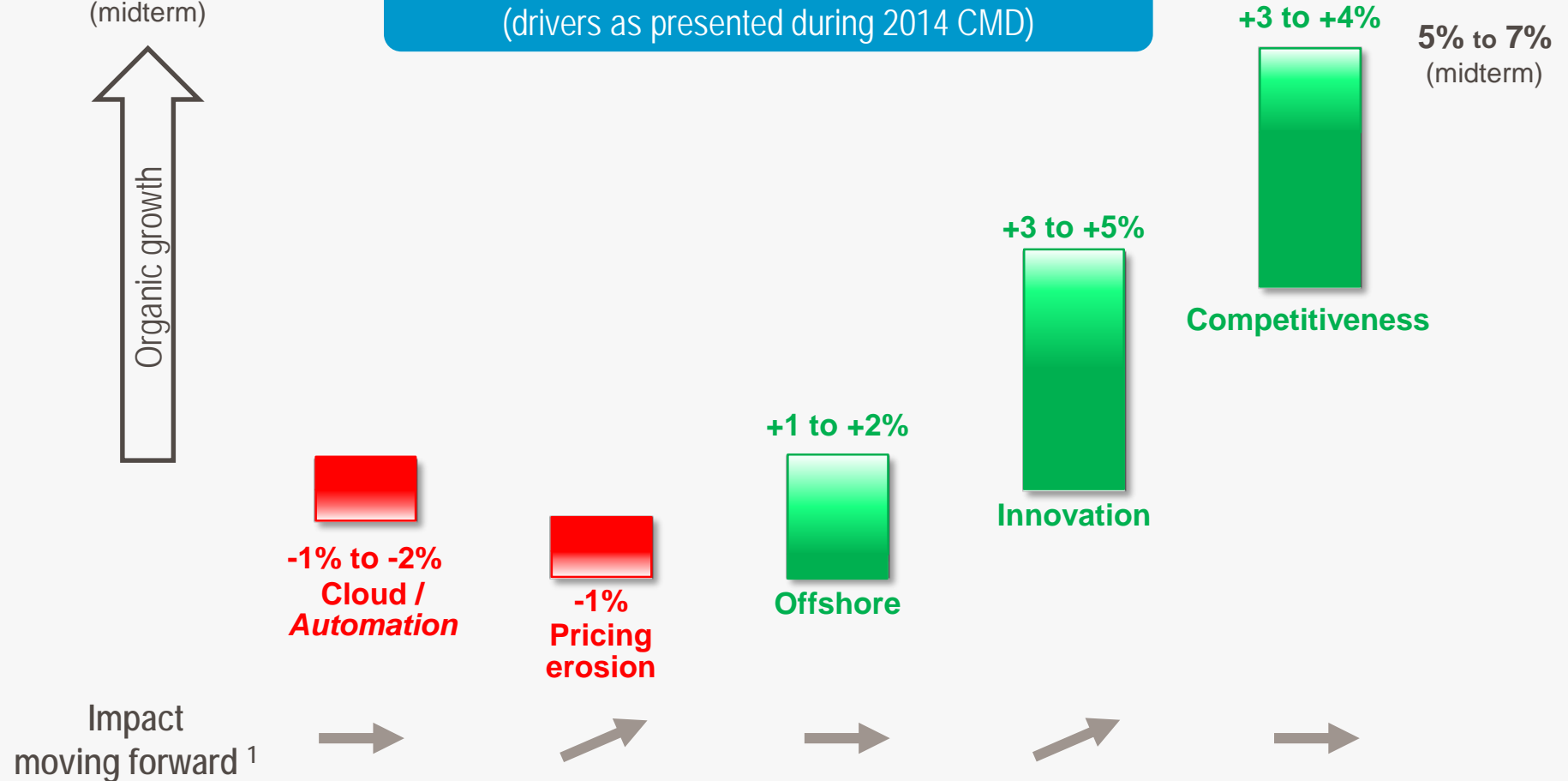
- Offshore as a smaller driver
- Innovation as the primary growth driver with Digital and Cloud
- Productivity (including automation) and quality as drivers of competitiveness
- Reinforced account centricity

¹ The evolution is compared to recent years but still within the same ranges

5% to 7%
(midterm)



Expected future contribution from the drivers
(drivers as presented during 2014 CMD)



The road to midterm operating margin ambition (12.5% to 13.0%)

2015 to 2017

Market

- Transition to public cloud accelerates
- Automation increasing but over-sold
- Offshore slowdown increased short term price pressure 2016 / 2017

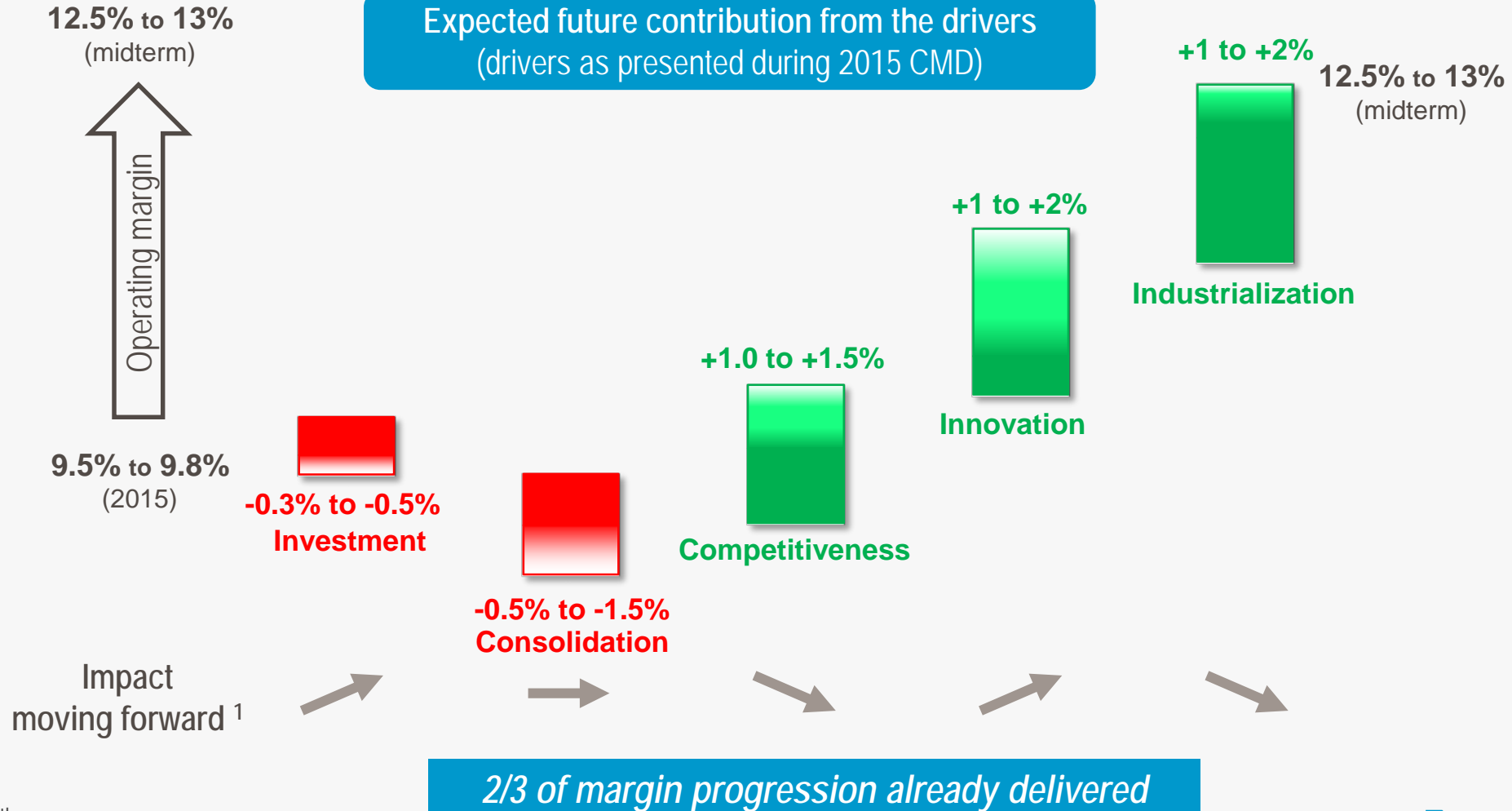
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- Competitiveness and industrialization primary drivers of margin improvement
- Offshore mature outside Continental Europe
- IGATE synergies delivered earlier than anticipated

Beyond 2017

- Productivity and quality more prominent in Industrialization with automation becoming mainstream
- Maturity of the Digital & Cloud portfolio major driver of margin accretion
- Reinforced account centricity

1 The evolution is compared to recent years but still within the same ranges



Building the foundation for sustainable Total Shareholder Return (TSR)

OPERATING performance

Operating margin rate
+ Organic growth



6 to 8%



Creating value from CASH FLOW generation

1 to 2%



Inorganic growth
Bolt-on acquisitions

0.5 to 1.0%



Share buyback
Share count reduction

>1.5%



Dividend yield
Resilient cash flow

- A combination of drivers for a resilient TSR
- Balanced capital allocation

Organic growth and cash flow increasing contribution to shareholder return



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About Capgemini

With more than 190,000 people, Capgemini is present in over 40 countries and celebrates its 50th Anniversary year in 2017. A global leader in consulting, technology and outsourcing services, the Group reported 2016 global revenues of EUR 12.5 billion.

Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

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