H1 2020 Performance



Revenues €7,581m +7.9% YoY cc*

REGIONS

| Revenues growth YoY cc Operating Margin | | | | |
|---|-----|-------|--|--|
| North America | 32% | | | |
| +4.2% | | 14.4% | | |
| | | | | |
| Rest of Europe | 29% | | | |
| +15.1% | | 10.2% | | |
| | | | | |
| France | 21% | | | |
| +7.6% | | 6.9% | | |
| UK & Ireland | 11% | | | |
| +0.6% | | 14.3% | | |
| APAC & LATAM +11.4% | 7% | 10.5% | | |

Operating Margin* 10.8% -0.6pts YoY

SECTORS

| Revenues growth YoY | сс |
|-------------------------------------|-----|
| Financial Services +0.0% | 25% |
| Manufacturing +19.2% | 21% |
| Public Sector +8.5% | 14% |
| Consumer Goods & Retail -1.8% | 12% |
| Energy & Utilities +3.9% | 11% |
| Telco, Media & Technology +35.5% | 11% |
| Services | 6% |

Organic Free Cash Flow* €106m +€16m YoY

DIGITAL & CLOUD REVENUES

Are up by more than 10% YoY cc

Account for over 50% of Group revenues

воокіngs €7,841m

HEADCOUNT 265,100 +22% YoY

53% offshore

NORMALIZED EPS*

€2.95

-4.0% YoY

Excluding recognition of the income tax expense due to the transitional impact of the US tax reform of \notin 30 million in H1 2019 and \notin 26 million in H1 2020

RETURN TO SHAREHOLDERS €426m

Dividend payment + Share buyback

YoY cc: Year-on-Year at constant currencies.

The terms and alternative performance measures marked with an (*) are defined and/or reconciled in the appendix to the press release.

-1.3%

Q2 2020 Performance



DIGITAL & CLOUD

REVENUES

Revenues Q2 2020 €4,034m

+13.4% YoY cc*

REGIONS

SECTORS

| 1 | | I | REVENCES |
|--------|------------------------|------------------------------|---|
| | Revenues growth YoY cc | Revenues growth YoY of | Are up by |
| 31% | North America | 24% Financial Services | more than 10% |
| | +9.0% | +1.2% | Year-to-date, at constant currencies |
| | | | Account for |
| | | | over 50% |
| | | | of Group revenues |
| | | 22% Manufacturing | |
| | | +31.4% | |
| 30% | Rest of Europe | | BOOKINGS |
| | +24.9% | | DOORINGS |
| | | | - €4,438m |
| | | 13% Public Sector | - , |
| | | +12.3% | |
| | | | |
| 21% | France | 13% Telco, Media & Technolog | ЗХ |
| | +11.8% | +71.3% | HEADCOUNT |
| | | 12% Consumer Goods & Retai | 265 100 |
| | | -5.5% | 265,100 |
| 1.1.04 | | | +22% YoY |
| 11% | UK & Ireland +3.7% | 11% Energy & Utilities | 53% offshore |
| | | +6.0% | |
| 7% | APAC & LATAM +11.7% | 5% Services | - |
| | 1 11.7 /0 | -8.1% | |

YoY cc: Year-on-Year at constant currencies.

The terms and Alternative Performance Measures marked with an (*) are defined and/or reconciled in the appendix to the press release.