Full Year 2020 Performance



Revenues

€15,848m +13.7% YoY cc* Operating Margin*

11.9%

-0.4pts YoY

Organic Free Cash Flow*

€1,119m -€169m yoy





| DIGITAL & CLOUD |
|----------------------------|
| REVENUES |
| Are up by |
| around 15% |
| YoY cc |

Account for

c.65%

of Q4 Group revenues

BOOKINGS

€16,892m

HEADCOUNT

269,800 +23% yoy

54% offshore

NORMALIZED EPS*

€7.23

+7% YoY

Excluding the transitional impact of the US tax reform representing a tax expense of €60m in 2019 and a tax income of €8m in 2020

RETURN TO SHAREHOLDERS

€745m

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.

Q4 2020 Performance



Revenues Q4 2020

€4,259m +20.8% YoY cc*

| REGIONS | SECTORS | DIGITAL & CLOUD REVENUES |
|---------------------------|-----------------------------------|---|
| Revenues growth YoY | Revenues growth YoY cc | Are up by |
| 31% Rest of Europe +31.6% | 24% Financial Services +8.8% | around 15% Year to date at constant currencies |
| | | Account for C.65% of Group Revenues |
| | Manufacturing | |
| 9% North America | +35.1% | |
| +13.7% | | BOOKINGS |
| | 13% Public Sector +15.0% | €5,155m |
| 23% France +21.1% | Telco, Media & Technology +95.7% | HEADCOUNT |
| | 12% Consumer Goods & Retail +4.3% | 269,800 |
| 0% UK & Ireland +18.1% | Energy & Utilities +6.6% | +23% YoY 54% offshore |
| 7% APAC & LATAM +11.7% | 6% Services +1.3% | |

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.