

# 2017

## Q1 Revenues

Paris • April 26<sup>th</sup>, 2017



People matter, results count.

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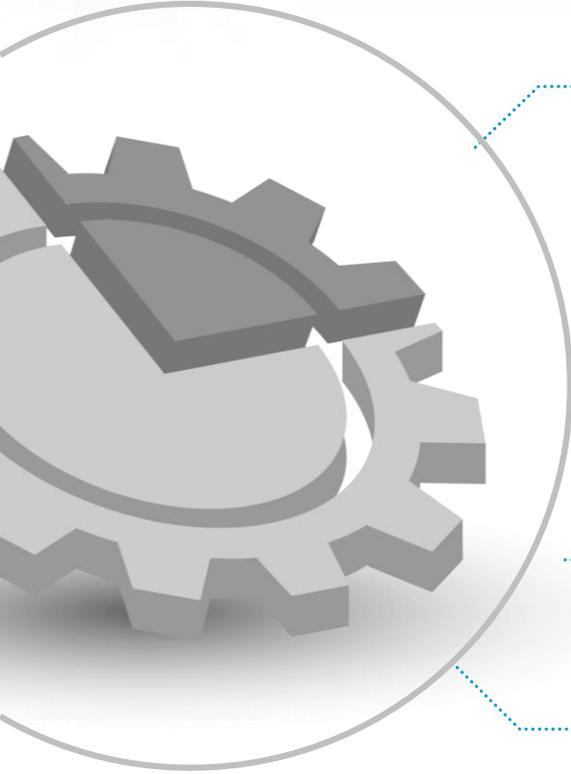
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# Paul **HERMELIN**

# Starting 2017 on a solid footing



- **€3,171m** revenues
- **+2.8%** dynamic constant currency growth
- Strong performance in FS and Manufacturing
- All geographies in line or above expectations



- Digital & Cloud growing steadily at **+24%** YoY
- Reaching **32%** of our revenues
- Consulting services growing double digit



- **€3,001m** bookings
- Good momentum, positive market dynamic



- **+12%** YoY workforce in global production centers
- **57%** of our total headcount

We confirm  
our outlook  
for 2017

# Digital and Cloud assets driving our performance in priority sectors



## A strong value proposition

- Worldwide network of now 10 **Applied Innovation Exchanges**
- **End-to-end service portfolio**, reinforced through acquisitions
- **Management Consulting capabilities** to foster business with CXOs
- **Sectorial expertise** with prominent leadership in FS, Manuf and CPRD
- Extensive and intimate **network of alliances** constantly renewed with innovative emerging partners
- Long-lasting recognition in **best-in-class technology skills**

Q1 wins

### Digital user experience

Helping a **cruise line company in the US** disrupt its business with a differentiated customer experience, building a data lake and deploying a CRM in a greenfield implementation

TME

Big salesforce implementation for a **large energy company in Europe**

EUC

Agile BI and DevOps with SAP HANA, for a **major global oil&gas company**

EUC

Transforming the digital service delivery for a **large life insurer** using DevOps and leveraging our AIE network and Fintech ecosystem

FS

### Digital manufacturing

Digital factory and PLM for the digital transformation of a **global electronics company**

Manuf

Deploying a new PLM for a **leading aircraft manufacturer**

Manuf

PLM deal based on PTC for a **German automotive supplier**

Manuf

### Cloud / Cybersecurity

Azure cloud native apps development for an **insurance products company in NA**

FS

Massive migration to AWS public cloud for a **global leader in the beverage industry**

CPRD

Five-year private cloud deal with a **big healthcare insurance organization**

FS

Cloud native apps development for a **car rental company in UK**

CPRD

For a **large bank in the US**, massive migration of 600+ applications to private cloud

FS

External API development and run for a **large US Bank**

FS

# Buoyant Continental Europe, improving trends in North America

## North America -0.2%

- EUC sequentially stable as planned
- Other sectors improving overall
- Implementing our action plan for growth

## APAC & LatAm +13.6%

- Gaining market share in a dynamic APAC region
- Latin America in line with Q4

## Continental Europe +6.7%

- Excellent momentum
- France : 5.2%
- Rest of Europe : +7.8%
- Solid broad-based traction, with buoyant demand for Digital

## UK & Ireland -7.6%

- HMRC re-insourcing weighing as planned
- Healthy private sector at mid-single digit

*Note: All growth rates are year-on-year constant currencies growth rates unless otherwise stated*

# An active acquisition agenda, fueling our momentum

## Strengthening our innovation and portfolio capabilities



- ◆ Top notch **digital strategy and experience design** consultancy firm – 150 employees, US based, 7 studios worldwide
- ◆ Strategic **global development** plan in place
- ◆ Already reinforcing Consulting in **key pursuits in the FS sector**



- ◆ Expert in **omnichannel ecommerce** – 175 employees
- ◆ Leading player in Demandware (#1 in France), reinforcing our **position on Salesforce**

## ... and reinforcing our footprint in North America



- ◆ The **largest independent service provider specialized on Duck Creek** Insurance software, 300 employees
- ◆ Immediate **commercial momentum, cross-selling opportunities**



- ◆ Offer to buy Ciber's Inc. NA business, under chapter 11, for \$50m. Revenues under consideration \$275m - 3,000 staff
- ◆ **Solid client references** in Automotive, Telecom and Media
- ◆ **Accretion to Group EPS as of H1 2018**

➤ **Actively scanning the market for more opportunities in Digital and Cloud, notably in North America**



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# Revenues Quarterly Evolution

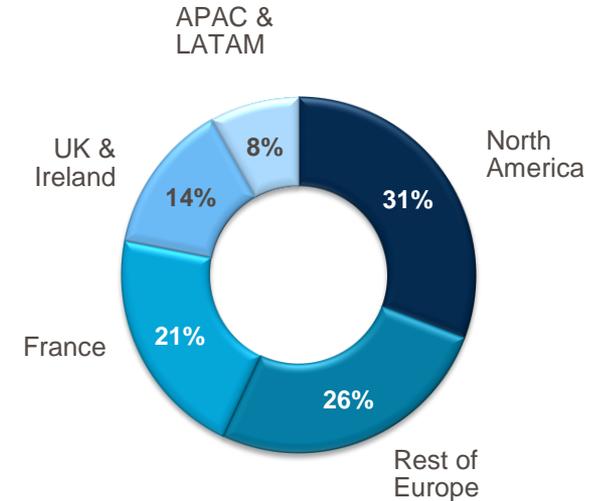


Constant currency growth  
**+2.8%** YoY

|                               | Q1 YoY growth |
|-------------------------------|---------------|
| <b>Organic</b>                | <b>+ 2.6%</b> |
| Group scope                   | +0.2pt        |
| <b>Constant currency</b>      | <b>+ 2.8%</b> |
| currencies                    | +0.2pt        |
| <b>Current</b>                | <b>+ 3.0%</b> |
| activities being discontinued | -0.4pt        |
| <b>Reported</b>               | <b>+ 2.6%</b> |

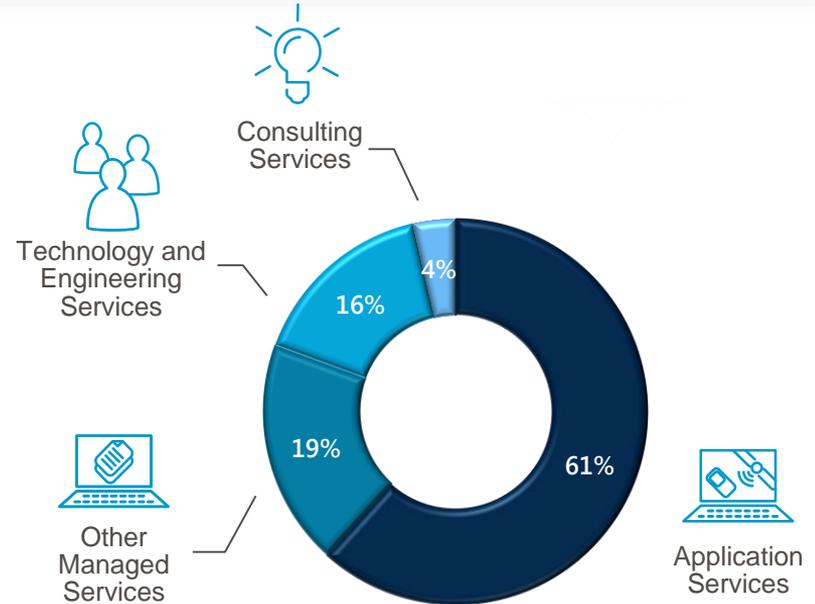
# Q1 2017 Revenues by Main Geography

|                | in €m        |              | Year-on-Year      |                   |
|----------------|--------------|--------------|-------------------|-------------------|
|                | Q1 2016      | Q1 2017      | Reported          | Constant Currency |
|                |              |              | Q1 2017 / Q1 2016 | Q1 2017 / Q1 2016 |
| North America  | 938          | 972          | +3.6%             | -0.2%             |
| UK & Ireland   | 525          | 435          | -17.1%            | -7.6%             |
| France         | 633          | 666          | +5.2%             | +5.2%             |
| Rest of Europe | 780          | 841          | +7.9%             | +7.8%             |
| APAC & LATAM   | 216          | 257          | +18.9%            | +13.6%            |
| <b>TOTAL</b>   | <b>3,092</b> | <b>3,171</b> | <b>+2.6%</b>      | <b>+2.8%</b>      |



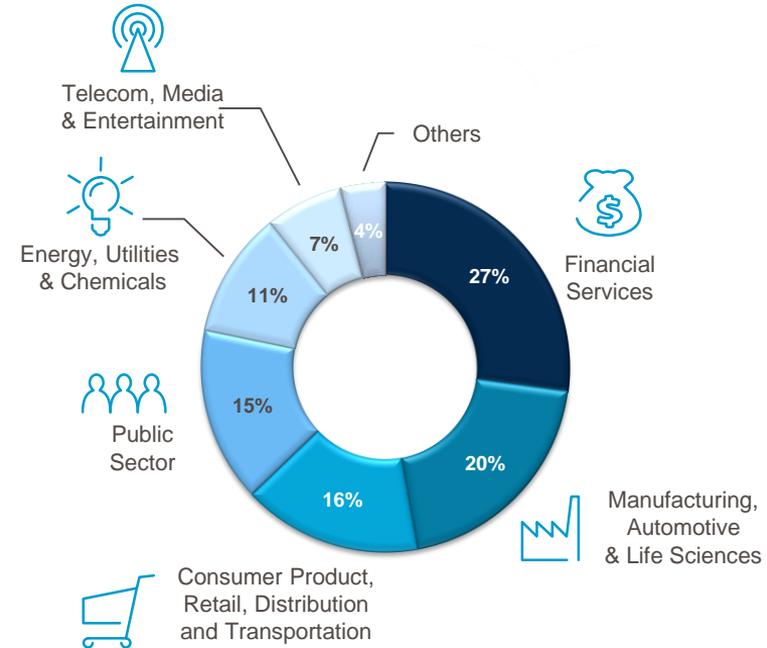
# Q1 2017 Revenues by Business

|                                     | Year-on-Year<br>Constant Currency<br>Q1 2017 / Q1 2016 |
|-------------------------------------|--|
| Consulting Services                 | +10.6%   |
| Technology and Engineering Services | +5.0%  |
| Application Services                | +5.3%  |
| Other Managed Services              | -7.6%  |
| <b>TOTAL</b>                        | <b>+2.8%</b>   |

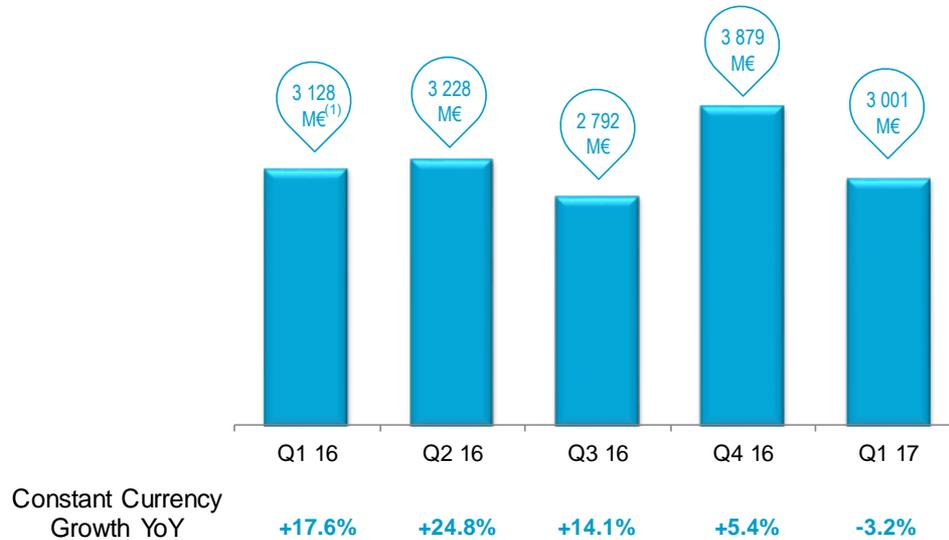


# Q1 2017 Revenues by Sector

|  | Year-on-Year<br>Constant Currency<br>Q1 2017 / Q1 2016 |
|--|--|
| Financial Services                               | +8.1%  |
| Energy, Utilities & Chemicals                    | -0.5%  |
| Manufacturing                                    | +9.1%  |
| Consumer Product, Retail, Dist. & Transportation | +3.6%  |
| Public Sector                                    | -5.7%  |
| Telecom, Media & Entertainment                   | -1.3%  |
| <b>TOTAL</b>                                     | <b>+2.8%</b>   |

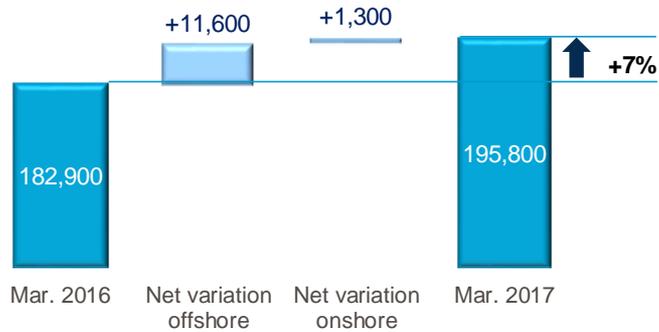


# Bookings Evolution

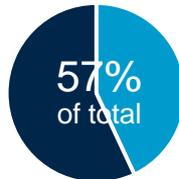


<sup>(1)</sup> Includes the renewal of a large multi-year UK public sector contract

# Headcount Evolution



| Attrition                           | Mar. 16      | Mar. 17      | Year-on-Year variation |
|-------------------------------------|--------------|--------------|------------------------|
| Consulting Services                 | 16.5%        | 18.0%        | +1.5pt                 |
| Technology and Engineering Services | 16.5%        | 17.6%        | +1.1pt                 |
| Application Services                | 16.0%        | 14.3%        | -1.7pt                 |
| Other Managed Services              | 19.4%        | 16.5%        | -2.9pt                 |
| <b>TOTAL</b>                        | <b>16.7%</b> | <b>15.3%</b> | <b>-1.4pt</b>          |



Workforce in global production centers:





CONSULTING.TECHNOLOGY.OUTSOURCING

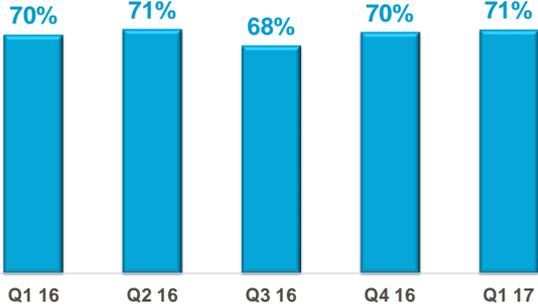


# Appendix

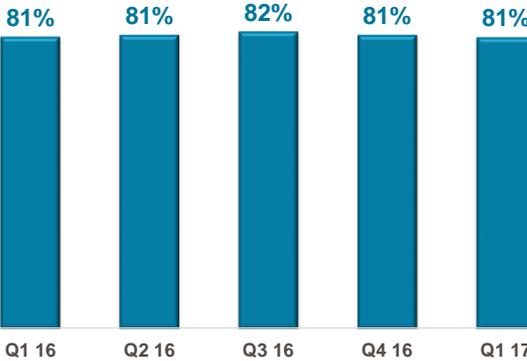
# Utilization Rates



## Consulting Services



## Application Services



## Technology and Engineering Services

