2013 Q1 Revenues

Paris, May 2, 2013
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Paul Hermelin
Resilient activity, in line with expectations

**Growth**
€2.5B revenue in Q1 2013, -1.7% YoY
in spite of unfavorable effect of working days

**Sales activity**
Positive momentum with acceleration of bookings since March after a slow start
Book-to-Bill ratio at 1.07

**New offerings**
Continuous demand for our strategic offers, +20% bookings growth YoY

**Offshore**
Growing headcount, 126,400+ end Q1
~52,000 offshore (+15% YoY), of which nearly 42,000 in India

Full year guidance confirmed
Soft market entering 2013, gaining momentum

- Pipeline increase over the quarter
  - “wait and see” mode in January and February
  - Acceleration in March/ April
  - Good momentum on small-medium size deals

- Encouraging North America market despite stable Q1 revenue
  - Q1 bookings +9% YoY,
  - March pipeline up by 14% versus 2012

- Strong client appetite for technology and innovation
  - Digital transformation
  - Strong SMAC (Social, Mobile, Analytics, Cloud) agenda with partners

**Evolution of bookings YoY**

- Jan
- Feb
- Mar
- Apr
Key wins in Q1’13

Capgemini Consulting & Digital Transformation

US Insurance
Global Leader in Beverage Industry
Global Specialty Materials Company

Applications Services

European Public Sector Agency
BC hydro FOR GENERATIONS
Global Pharmaceutical Company

Infrastructure Services

Energy Future Holdings

BPO

SANDVIK

Testing

Coromant

Mobility

NA/ Global Food Company

Big Data & Analytics

European Media Company

Sector Solutions

NA Auto Insurance company

Global Leader in Beverage Industry

US / Global integrated retailer

US / Global Insurance

European / Global Bank

UK Transport Company

Global Leader in Beverage Industry

US Telco Service Company

Capgemini Consulting &
Digital Transformation

European / Global Bank

Energy Future Holdings

European / Global Bank

US Telco Company

European / Global Bank

US / Global Insurance

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On-track on our strategy implementation

- **Portfolio**
  - High activity on SMAC (Social Mobile Analytics Cloud) initiatives with strategic partners
  - Creation of an infrastructure Cloud Management Unit
  - **Strategic offers bookings growing at 20% YoY in Q1**

- **Pyramid**
  - **Relentless offshore progression** while hiring trend remaining similar to 2012
    - +15% offshore headcount growth YoY, comparable to the best IPPs
    - Offshore ratio: >41% in Q1
    - **India representing 1/3 of the workforce**
  - Satisfactory “freshers” proportion in recruitments
    - Proportion of “freshers” in total hiring improved, >42% in Q1

- **Industrialization & Cost cutting**
  - **New program decided to improve our costs competitiveness** through:
    - Delivery standardization across AD, AM and IM
    - Further deployment of the offshore factory model with shared services and centers of excellence
    - Pooling of non people costs at group level
Q1 Organic Growth -1.7%

<table>
<thead>
<tr>
<th>(in M€)</th>
<th>Q1 2012</th>
<th>Q2 2012</th>
<th>Q3 2012</th>
<th>Q4 2012</th>
<th>Q1 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount in M€ (published)</td>
<td>2 565</td>
<td>2 585</td>
<td>2 523</td>
<td>2 591</td>
<td>2 499</td>
</tr>
<tr>
<td>Sequential Current Growth</td>
<td>0.8%</td>
<td>-2.4%</td>
<td>2.7%</td>
<td>-3.6%</td>
<td></td>
</tr>
<tr>
<td>Sequential Organic Growth</td>
<td>0.1%</td>
<td>-4.0%</td>
<td>4.5%</td>
<td>-2.3%</td>
<td></td>
</tr>
<tr>
<td>Year-on-Year Current Growth</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-2.6%</td>
</tr>
<tr>
<td>Year-on-Year Organic Growth</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-1.7%</td>
</tr>
</tbody>
</table>
## Q1 2013 Revenues by Main Geography

**Q1 2013 Revenues - Paris, May 2, 2013**

### Current and Organic Revenues (in M€)

<table>
<thead>
<tr>
<th></th>
<th>Current Q1 2012</th>
<th>Current Q4 2012</th>
<th>Current Q1 2013</th>
<th>Sequential Q1 13 / Q4 12</th>
<th>Year on Year Q1 13 / Q1 12</th>
<th>Organic Sequential Q1 13 / Q4 12</th>
<th>Organic Year on Year Q1 13 / Q1 12</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>505</td>
<td>517</td>
<td>501</td>
<td>-3.0%</td>
<td>-0.8%</td>
<td>-1.0%</td>
<td>0.1%</td>
</tr>
<tr>
<td>UK &amp; Ireland</td>
<td>510</td>
<td>501</td>
<td>510</td>
<td>1.9%</td>
<td>-0.1%</td>
<td>7.4%</td>
<td>2.0%</td>
</tr>
<tr>
<td>France</td>
<td>578</td>
<td>568</td>
<td>551</td>
<td>-3.1%</td>
<td>-4.8%</td>
<td>-3.1%</td>
<td>-4.8%</td>
</tr>
<tr>
<td>Benelux</td>
<td>298</td>
<td>280</td>
<td>273</td>
<td>-2.2%</td>
<td>-8.7%</td>
<td>-2.2%</td>
<td>-8.7%</td>
</tr>
<tr>
<td>Rest of Europe</td>
<td>478</td>
<td>495</td>
<td>469</td>
<td>-5.4%</td>
<td>-1.5%</td>
<td>-5.5%</td>
<td>-2.6%</td>
</tr>
<tr>
<td>APAC &amp; Latin America</td>
<td>196</td>
<td>230</td>
<td>195</td>
<td>-15.4%</td>
<td>-0.4%</td>
<td>-16.0%</td>
<td>6.3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2 565</strong></td>
<td><strong>2 591</strong></td>
<td><strong>2 499</strong></td>
<td><strong>-3.6%</strong></td>
<td><strong>-2.6%</strong></td>
<td><strong>-2.3%</strong></td>
<td><strong>-1.7%</strong></td>
</tr>
</tbody>
</table>
Q1 2013 Revenue by Business

<table>
<thead>
<tr>
<th>Business</th>
<th>Sequential Q1 13 / Q4 12</th>
<th>Year on Year Q1 13 / Q1 12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting Services</td>
<td>- 3.3%</td>
<td>- 10.1%</td>
</tr>
<tr>
<td>Local Professional Services</td>
<td>0.1%</td>
<td>- 5.2%</td>
</tr>
<tr>
<td>Technology Services</td>
<td>- 3.0%</td>
<td>- 1.2%</td>
</tr>
<tr>
<td>CS / TS / LPS</td>
<td>- 2.2%</td>
<td>- 3.0%</td>
</tr>
<tr>
<td>Outsourcing Services</td>
<td>- 2.3%</td>
<td>0.2%</td>
</tr>
<tr>
<td>TOTAL GROUP</td>
<td>- 2.3%</td>
<td>- 1.7%</td>
</tr>
</tbody>
</table>

At constant rates and perimeter
Headcount Evolution

March 2012 to March 2013

December 2012 to March 2013

<table>
<thead>
<tr>
<th>Service Type</th>
<th>YTD % 2012</th>
<th>YTD % 2013</th>
<th>YoY Var.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting Services</td>
<td>18.6%</td>
<td>15.4%</td>
<td>- 3.2 pts</td>
</tr>
<tr>
<td>Local Professional Services</td>
<td>17.6%</td>
<td>14.9%</td>
<td>- 2.7 pts</td>
</tr>
<tr>
<td>Technology Services</td>
<td>16.0%</td>
<td>16.2%</td>
<td>0.2 pt</td>
</tr>
<tr>
<td>Outsourcing Services</td>
<td>18.1%</td>
<td>15.2%</td>
<td>- 2.9 pts</td>
</tr>
<tr>
<td>Group</td>
<td>17.0%</td>
<td>15.5%</td>
<td>- 1.5 pts</td>
</tr>
</tbody>
</table>
Bookings Evolution by Business

(in M€)

<table>
<thead>
<tr>
<th></th>
<th>Q1 12</th>
<th>Q2 12</th>
<th>Q3 12</th>
<th>Q4 12</th>
<th>Q1 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS/LPS/TS</td>
<td>1,655</td>
<td>1,919</td>
<td>1,431</td>
<td>1,965</td>
<td>1,624</td>
</tr>
<tr>
<td>Outsourcing</td>
<td>555</td>
<td>1,129</td>
<td>682</td>
<td>727</td>
<td>547</td>
</tr>
</tbody>
</table>

2013 Q1 Revenues - Paris, May 2, 2013

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<table>
<thead>
<tr>
<th></th>
<th>Bookings</th>
<th>Revenue</th>
<th>BBR</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>357</td>
<td>335</td>
<td>1.07</td>
</tr>
<tr>
<td>Rest of the World</td>
<td>1 266</td>
<td>1 177</td>
<td>1.08</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1 624</strong></td>
<td><strong>1 512</strong></td>
<td><strong>1.07</strong></td>
</tr>
</tbody>
</table>
Key Messages

- Q1 in line with expectations
- Better Q2 expected
- Margin progression on plan and restructuring under control
- First €100m buy back program completed, additional step to come
- Progress on balance sheet optimisation to be announced with H1
- Full guidance confirmed for the year
2013 Q1 Revenues

Back Up

People matter, results count.
# Q1 2013 Revenues by Geography

## (in M€)

<table>
<thead>
<tr>
<th>Country</th>
<th>Q1 2012</th>
<th>Q4 2012</th>
<th>Q1 2013</th>
<th>Q1 13 / Q4 12</th>
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<tr>
<td><strong>EUROPE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1 864</td>
<td>1 844</td>
<td>1 803</td>
<td>-2.2%</td>
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</tr>
<tr>
<td>Nordic</td>
<td>181</td>
<td>192</td>
<td>184</td>
<td>-4.2%</td>
<td>2.0%</td>
<td>-4.9%</td>
<td>-1.0%</td>
</tr>
<tr>
<td>Central Europe</td>
<td>169</td>
<td>171</td>
<td>161</td>
<td>-6.0%</td>
<td>-4.4%</td>
<td>-5.7%</td>
<td>-4.4%</td>
</tr>
<tr>
<td>Southern Europe</td>
<td>128</td>
<td>132</td>
<td>124</td>
<td>-6.1%</td>
<td>-2.6%</td>
<td>-6.1%</td>
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Q1 2012 & 2013 Revenues by Geography

At constant rates and perimeter
Q1 2013 Revenues by Sector

<table>
<thead>
<tr>
<th>Sector</th>
<th>Q1 13 / Q1 12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Services</td>
<td>2.5%</td>
</tr>
<tr>
<td>Energy, Utilities &amp; Chemicals</td>
<td>-1.5%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Consumer Products, Retail, Distribution &amp; Transportation</td>
<td>-2.4%</td>
</tr>
<tr>
<td>Public Sector</td>
<td>-4.4%</td>
</tr>
<tr>
<td>Telecom, Media &amp; Entertainment</td>
<td>-8.9%</td>
</tr>
<tr>
<td>Other</td>
<td>-8.3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>-1.7%</strong></td>
</tr>
</tbody>
</table>

**Notes:**
- Q1 2013 / Q1 12
- Financial Services: 2.5%
- Energy, Utilities & Chemicals: -1.5%
- Manufacturing: -0.2%
- Consumer Products, Retail, Distribution & Transportation: -2.4%
- Public Sector: -4.4%
- Telecom, Media & Entertainment: -8.9%
- Other: -8.3%
- Total: -1.7%
Utilization Rates

**Consulting Services**

- Q1 12: 65%
- Q2 12: 67%
- Q3 12: 64%
- Q4 12: 67%
- Q1 13: 62%

**Technology Services**

- Q1 12: 80%
- Q2 12: 80%
- Q3 12: 81%
- Q4 12: 81%
- Q1 13: 79%

**Local Professional Services**

- Q1 12: 82%
- Q2 12: 83%
- Q3 12: 83%
- Q4 12: 82%
- Q1 13: 80%

At constant perimeter
Charge-Out Rates (Onshore)

At budget rates and constant perimeter
2013 Q1 Revenues

Paris, May 2, 2013