2013 Q3 Revenues
Paris, November 7\textsuperscript{th}, 2013
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Continuous Improvement Trend

**Growth**

- €2.45B revenue in Q3 2013, +1.6% organic growth Year-on-Year

**Sales activity**

- Stable bookings in Projects and Consulting activities
- Good pipeline evolution +8% above Sep. 2012

**New offerings**

- High demand for our strategic offers, +20% bookings growth Year-on-Year

**Offshore**

- Growing headcount, 130,000+ end Q3 2013
- ~56,200 offshore (+17% Year-on-Year), of which nearly 45,700 in India

**Balance sheet**

- OCEANE repurchased for €687M
- €400M ORNANE issued

Full year guidance maintained on revenue, margin and cash
Improving Performance in a Contrasted Market

From a geographic standpoint
- France growing, stabilization in the Netherlands confirmed, rest of Europe stable, still negative drag from Iberia
- Modest growth in North America
- Strong growth in Asia Pacific and Latin America, revenue +15% Year-on-Year, strong contribution of Caixa in Brazil

From a sector perspective
- Strong performance of the Financial Services sector, revenue at +14% Year-on-Year
- CPRDT sector growing again, +4% Year-on-Year
- Challenging demand in Public sector in the UK

Strong performance and dynamism of our offer portfolio management
- Strategic offerings bookings over-performing, +20% Year-on-Year, representing 34.5% of our total bookings, +7 pts Year-on-Year
- New offers on hot segments: “Trouve” solution for analytics in tax and welfare and “Insurance Connect” our new cloud-based platform
- Promising traction on SkySight, already more than 100 good prospects

Good evolution of our pipeline
- Overall pipeline is 8% greater than Sep. 2012
- Strong momentum in large deal opportunities, proportion of deals over €50M increasing:+19% Year-on-Year
- Year-to-Date outsourcing sales are impacted by trend towards shorter firm commitments

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Improving Momentum with Key Wins in Q3 2013

Strategic offers growing 20%+ p.a. (YTD)

**Top Line Initiatives:**
- Testing, BIM, Mobile Services, SkySight

**Sector Growth Initiatives:**
- Utilities, Public, Telco, CPRDT, Financial Services

**Other Group Offers:**
- Digital Transfo., SaaS, Service Integration, BPM, etc

Major Q3 wins per discipline

**Consulting**
- ALSTOM
- Airbus
- GSN
- European retailer

**Application Services**
- Major US insurer
- Bayer Business Services
- GrDF
- Global leader in beverages

**Infrastructure Services**
- SCUBI
- Major European utility company
- Telefónica
- European energy producer

**BPO**
- Syngenta
- Schneider Electric
- Total
- Zurich
A Major Deal with Areva

Euriware acquisition

- Long-term outsourcing and system integration deal with Areva with further opportunities to support international operations
- Strengthened position in a priority sector, Energy & Utilities
- Adding a new vertical to the Sogeti High Tech business (Aerospace)
- New and complementary skills around industrial & engineering systems

Next steps

- Finalization of the deal expected early 2014
- Organize a smooth transition respecting some specific commitments (key locations maintained)
Revenues Quarterly Evolution

<table>
<thead>
<tr>
<th></th>
<th>Q1 2013</th>
<th>Q2 2013</th>
<th>Q3 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>in M€ published</td>
<td>2 499</td>
<td>2 534</td>
<td>2 451</td>
</tr>
<tr>
<td>Sequential current growth</td>
<td>-3.6%</td>
<td>1.4%</td>
<td>-3.3%</td>
</tr>
<tr>
<td>Sequential organic growth</td>
<td>-2.3%</td>
<td>1.5%</td>
<td>-2.2%</td>
</tr>
<tr>
<td>Year-on-Year current growth</td>
<td>-2.6%</td>
<td>-2.0%</td>
<td>-2.8%</td>
</tr>
<tr>
<td>Year-on-Year organic growth</td>
<td>-1.7%</td>
<td>-0.4%</td>
<td>1.6%</td>
</tr>
</tbody>
</table>

Year-on-Year organic growth
Q3 2013 Revenues by Main Geography

Current Year-on-Year

<table>
<thead>
<tr>
<th>Region</th>
<th>Q3 2012</th>
<th>Q3 2013</th>
<th>Q3 13 / Q3 12</th>
<th>Q3 13 / Q3 12</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>543</td>
<td>516</td>
<td>-4.9%</td>
<td>1.3%</td>
</tr>
<tr>
<td>UK &amp; Ireland</td>
<td>534</td>
<td>482</td>
<td>-9.7%</td>
<td>-2.5%</td>
</tr>
<tr>
<td>France</td>
<td>497</td>
<td>514</td>
<td>3.4%</td>
<td>3.4%</td>
</tr>
<tr>
<td>Benelux</td>
<td>262</td>
<td>258</td>
<td>-1.8%</td>
<td>-1.8%</td>
</tr>
<tr>
<td>Rest of Europe</td>
<td>426</td>
<td>418</td>
<td>-1.6%</td>
<td>0.1%</td>
</tr>
<tr>
<td>APAC &amp; Latam</td>
<td>261</td>
<td>263</td>
<td>0.8%</td>
<td>14.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2 523</strong></td>
<td><strong>2 451</strong></td>
<td><strong>-2.8%</strong></td>
<td><strong>1.6%</strong></td>
</tr>
</tbody>
</table>
Q3 2013 Revenue Growth by Business

<table>
<thead>
<tr>
<th>Business Category</th>
<th>H1 13 / H1 12</th>
<th>Q3 13 / Q3 12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting Services</td>
<td>-9.0%</td>
<td>-7.0%</td>
</tr>
<tr>
<td>Local Professional Services</td>
<td>-3.9%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Technology Services</td>
<td>0.3%</td>
<td>2.0%</td>
</tr>
<tr>
<td><strong>CS / LPS / TS</strong></td>
<td><strong>-1.5%</strong></td>
<td><strong>1.2%</strong></td>
</tr>
<tr>
<td>Outsourcing Services</td>
<td>-0.3%</td>
<td>2.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>-1.1%</strong></td>
<td><strong>1.6%</strong></td>
</tr>
</tbody>
</table>
### Q3 2013 Revenues by Sector

#### Organic Growth

<table>
<thead>
<tr>
<th>Sector</th>
<th>H1 13 / H1 12</th>
<th>Q3 13 / Q3 12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Services</td>
<td>7.9%</td>
<td>13.8%</td>
</tr>
<tr>
<td>Energy, Utilities &amp; Chemicals</td>
<td>1.1%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Manufacturing, Automotive &amp; Life Sciences</td>
<td>1.7%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Consumer Product, Retail, Distribution and Transportation</td>
<td>0.3%</td>
<td>4.4%</td>
</tr>
<tr>
<td>Public Sector</td>
<td>-7.3%</td>
<td>-5.0%</td>
</tr>
<tr>
<td>Telecom, Media &amp; Entertainment</td>
<td>-15.2%</td>
<td>-1.9%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>-1.1%</strong></td>
<td><strong>1.6%</strong></td>
</tr>
</tbody>
</table>

#### Sector-wise Growth

- **Financial Services:** 13.8%
- **Energy, Utilities & Chemicals:** 0.9%
- **Manufacturing, Automotive & Life Sciences:** 0.9%
- **Consumer Product, Retail, Distribution and Transportation:** 4.4%
- **Public Sector:** -5.0%
- **Telecom, Media & Entertainment:** -1.9%

**Total:** 1.6%
Bookings Evolution

At actual rate

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Outsourcing</th>
<th>CS / LPS / TS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 12</td>
<td>1 594</td>
<td>590</td>
</tr>
<tr>
<td>Q2 12</td>
<td>1 762</td>
<td>1 179</td>
</tr>
<tr>
<td>Q3 12</td>
<td>1 368</td>
<td>2 086</td>
</tr>
<tr>
<td>Q4 12</td>
<td>1 787</td>
<td>884</td>
</tr>
<tr>
<td>Q1 13</td>
<td>1 611</td>
<td>2 145</td>
</tr>
<tr>
<td>Q2 13</td>
<td>1 587</td>
<td>2 627</td>
</tr>
<tr>
<td>Q3 13</td>
<td>1 374</td>
<td>1 965</td>
</tr>
</tbody>
</table>

In M€
Headcount Evolution

**December 2012 to September 2013**

**Attrition YTD**

<table>
<thead>
<tr>
<th>Service</th>
<th>Sep. 12</th>
<th>Sep. 13</th>
<th>Year-on-Year variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting Services</td>
<td>17.9%</td>
<td>17.4%</td>
<td>-0.5pt</td>
</tr>
<tr>
<td>Local Professional Services</td>
<td>16.4%</td>
<td>14.8%</td>
<td>-1.6pt</td>
</tr>
<tr>
<td>Technology Services</td>
<td>17.6%</td>
<td>16.5%</td>
<td>-1.1pt</td>
</tr>
<tr>
<td>Outsourcing Services</td>
<td>18.0%</td>
<td>18.1%</td>
<td>0.1pt</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>17.5%</td>
<td>16.7%</td>
<td>-0.8pt</td>
</tr>
</tbody>
</table>
Utilization Rates

Consulting Services
- Q1 12: 65%
- Q2 12: 67%
- Q3 12: 64%
- Q4 12: 67%
- Q1 13: 62%
- Q2 13: 69%
- Q3 13: 64%

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

Technology Services
- Q1 12: 80%
- Q2 12: 80%
- Q3 12: 81%
- Q4 12: 81%
- Q1 13: 79%
- Q2 13: 80%
- Q3 13: 81%
Managing Dilution

Capgemini has completed the repurchase of its OCEANEs due January 1, 2014 (the “2014 OCEANEs”)

- Total cost of repurchase of €687M for 85%;
- Reduction of potential dilution of 14.28M shares.

Financed with €287M in cash and €400M from the issuance of ORNANE

- Zero coupon instrument
- €67.13 strike price
- Minimized dilution

Around €100M assigned to reduce dilution