2015
Q1 REVENUES

Paris • April 27th, 2015

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People matter, results count.

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Paul
HERMELIN

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A **robust start** of the year

Guidance on current revenue growth **increased to at least 5%**

€2,764M revenue
+10.5% current growth and +1.5% organic growth YoY

Bookings growth **+10.3%** YoY at constant rates

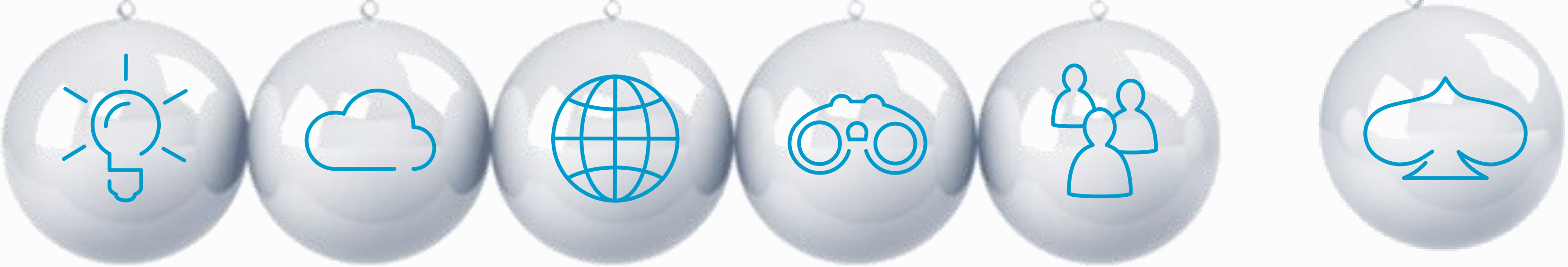
Strong performance on **larger deals**

22% SMAC* revenue growth in YoY

*SMAC definition now also includes Digital Customer Experience.

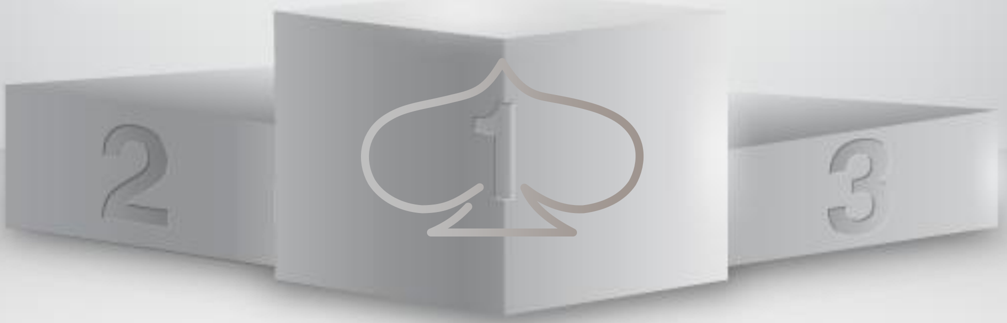
Offshore leverage at **48%**
60,000 employees in India and 70,000 for the total offshore headcount

The Group continues on a strong **momentum**



Strong **North America**	Rebound in **Consulting services**	Stable **Europe**	Acceleration on **innovative offerings**	Fast growing **emerging markets**	Buoyant **financial services**
• North American momentum continues with 11.7% organic growth in Q1 YoY • Pipeline up 18% YoY	• Back to growth: +3.1% organic revenue in Q1 YoY • Utilization rates are up 6 points in Q1 YoY	• France at 1.2% and Benelux at 0.9% organically in Q1 YoY, in line with the market • Good growth in the rest of Europe • UK revenue impacted by a large pass through	• Digital Customer eXperience and mobile bookings accelerating: +44% in Q1 YoY • Very good market reception of our new Cybersecurity offer	• APAC and LatAm have a strong Q1, with organic revenue up by 22.9% YoY	• Organic growth reaches 14.3% in Q1 YoY • Big pipeline and strong bookings growth

Major wins in Q1 2015



Competitiveness
in managed services

GLOBAL MANUFACTURER

(TME) (Manufacturing)

Innovation in
infrastructure outsourcing

Heathrow
Making every journey better
(Transport)

European BANK
(FS)

STATE OF GEORGIA
CONSTITUTION
WISDOM JUSTICE MODERATION
1776
(Public)

Digital Services

Bradesco
(FS)

ABN·AMRO
(FS)

Aiman
EZZAT

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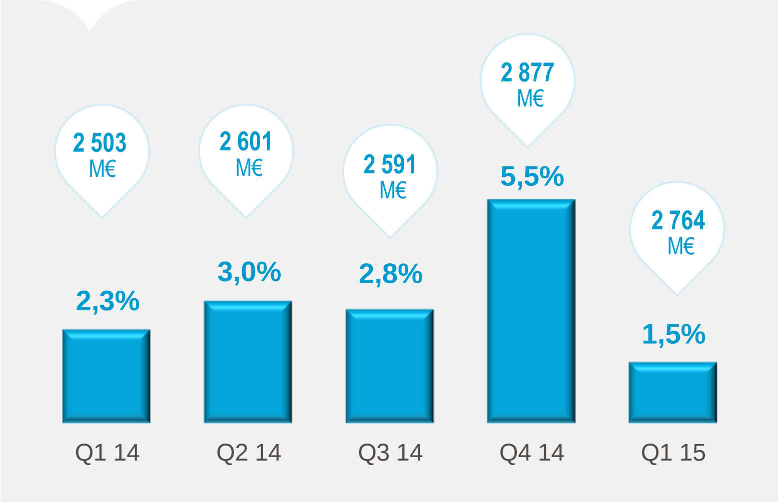
Revenues **Quarterly Evolution**

	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015
In M€ published	2 503	2 601	2 591	2 877	2 764
Sequential current growth	-4.0%	3.9%	-0.4%	11.1%	-3.9%
Sequential organic growth	-3.6%	1.9%	-2.5%	10.0%	-7.3%
Year-on-Year current growth	0.2%	2.7%	5.7%	10.4%	10.5%
Year-on-Year organic growth	2.3%	3.0%	2.8%	5.5%	1.5%

ORGANIC GROWTH YOY



Current growth **+10.5%** YoY

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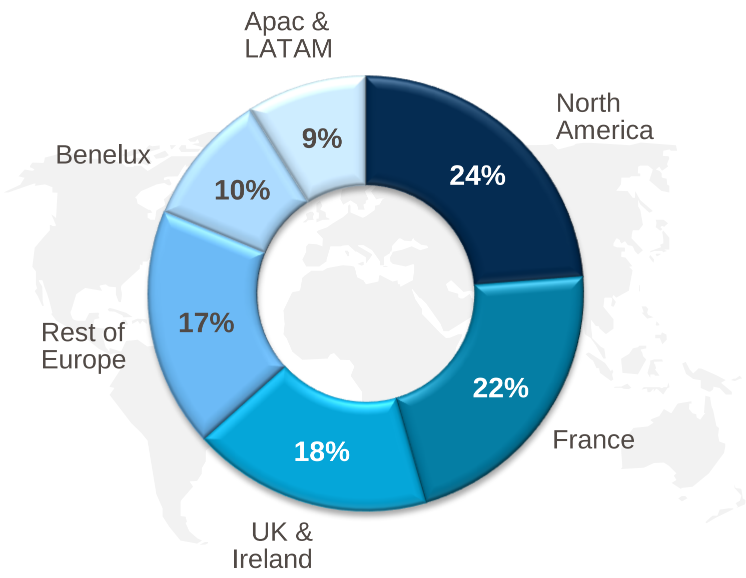
Q1 2015 Revenues by **Main Geography**

	Current		Year-on-Year Current	Year-on-Year Organic
In M€	Q1 14	Q1 15	Q1 15 / Q1 14	Q1 15 / Q1 14
North America	495	662	33.8%	11.7%
UK & Ireland	539	504	-6.6%	-16.1%
France	556	620	11.5%	1.2%
Benelux	265	267	0.9%	0.9%
Rest of Europe	466	471	1.2%	3.0%
APAC & LATAM	182	240	31.6%	22.9%
TOTAL	**2 503**	**2 764**	**10.5%**	**1.5%**



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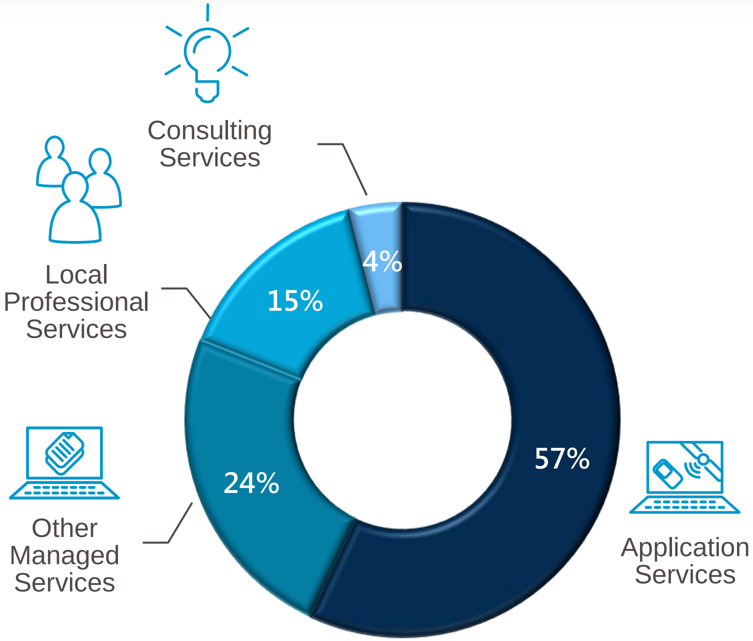
Q1 2015 Revenues by **Business**

Organic Year-on-Year	Q1 15 / Q1 14
Consulting Services	3.1%
Local Professional Services	0.5%
Application Services	4.6%
Other Managed Services	-5.1%
TOTAL	**1.5%**



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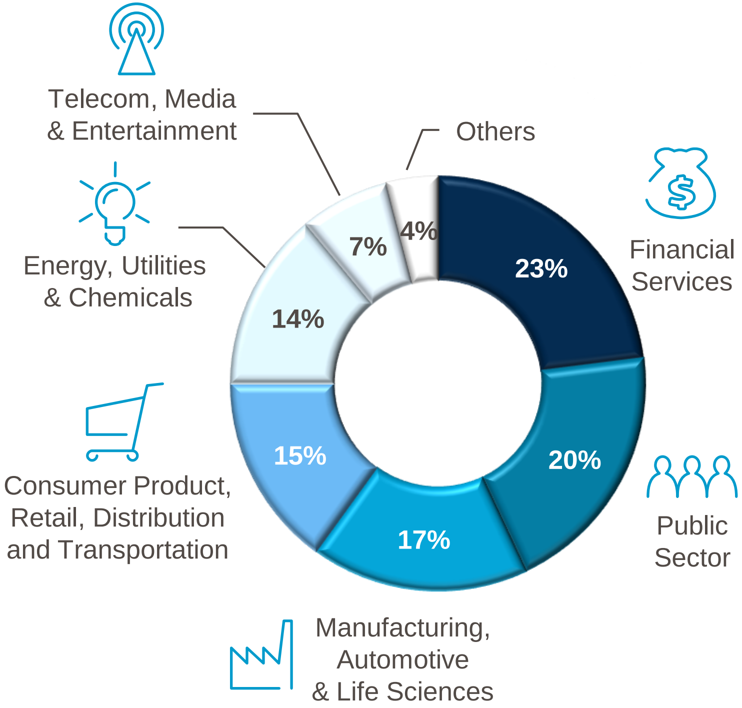
Q1 2015 Revenues by **Sector**

Organic Year-on-Year	Q1 15 / Q1 14
Financial Services	14.3%
Energy, Utilities & Chemicals	7.1%
Manufacturing, Automotive & Life Sciences	-0.5%
Consumer Product, Retail, Distribution & Transportation	7.9%
Public Sector	-13.3%
Telecom, Media & Entertainment	-6.4%
TOTAL	**1.5%**



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Appendix

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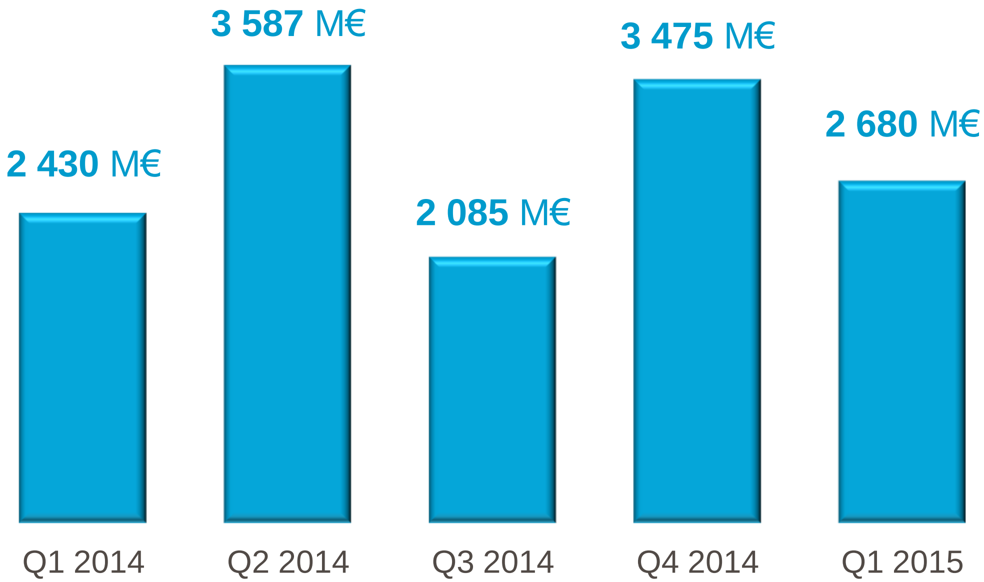
Bookings Evolution



Bookings growth

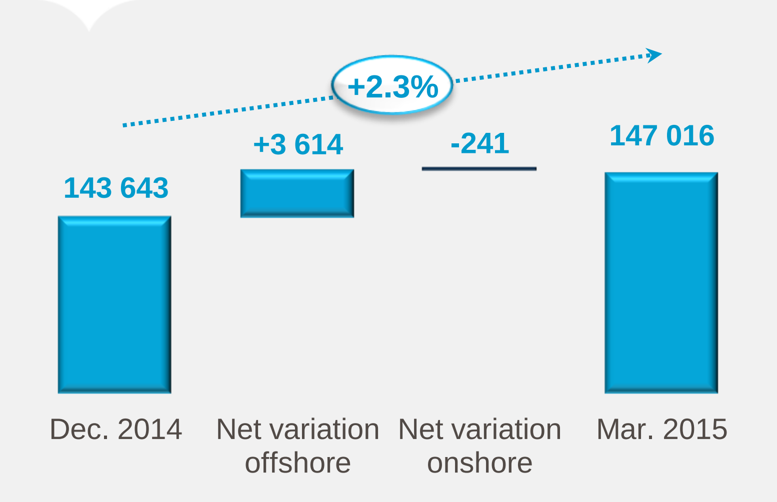
+10.3% YoY

At Q1 2015 rate

Headcount Evolution

Attrition YTD	Mar. 14	Mar. 15	Year-on-Year variation
Consulting Services	21.9%	19.3%	-2.6 pts
Local Professional Services	13.2%	16.6%	+3.4 pts
Application Services	14.7%	15.7%	+1.0 pt
Other Managed Services	16.9%	19.5%	+2.6 pts
TOTAL	**15.1%**	**16.7%**	**+1.6 pts**

DECEMBER 2014 TO MARCH 2015



Offshore Headcount growth

+15.8% Year-on-Year

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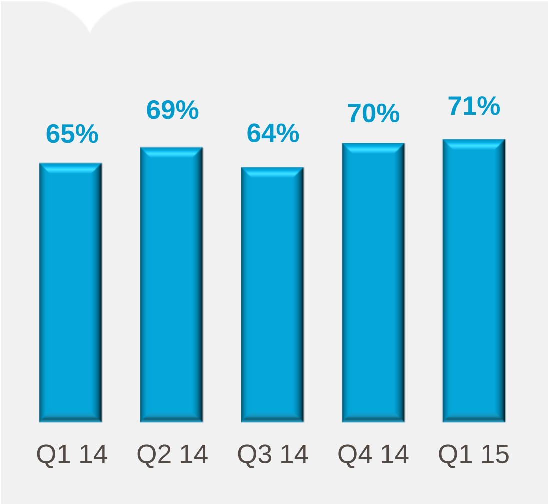
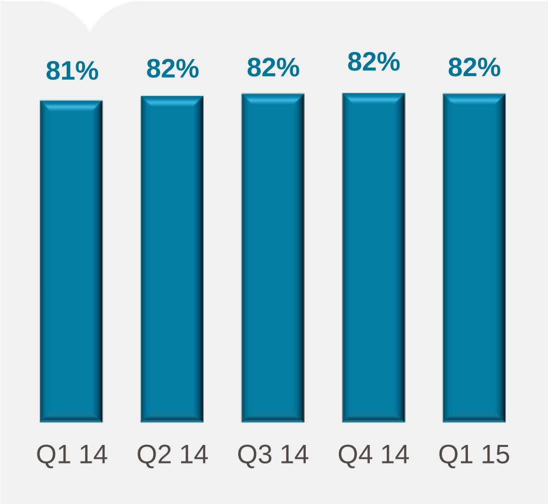
Utilization **Rates**

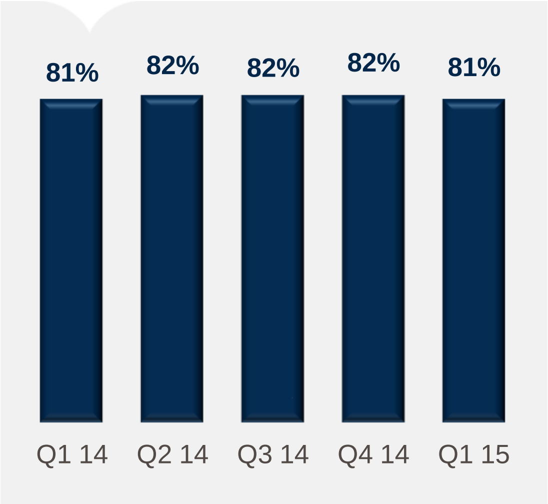
Consulting Services



Application Services



Local Professional Services



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