

2016

Q1 Revenues

Paris • April 27th, 2016



People matter, results count.

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Paul **HERMELIN**

A **dynamic growth** in Q1 2016



€3,092M revenue

+13.9% constant currency growth YoY



28% Digital & Cloud revenue growth YoY

Strong traction for innovative offers



Bookings growth **+17.6%** YoY at
constant rates

Positive market dynamic



Delivery of IGATE synergies is ahead on
schedule



Offshore leverage at **55%**

Reaching 100,000 Workforce in global production centers

**We confirm our
guidance for
2016**

Growing steadily thanks to **a diversified portfolio**



Improving momentum in **Europe**

- Europe is growing +5.3% constant currency
- Positive growth in UK, with a dynamic private sector
- Extension of the HMRC contract announced in March

North America reinforced as first Group market

- +40.1% constant currency growth
- Broad based growth outside Energy and Utilities : +6.9% organic

Contrasts in **APAC & LATAM**

- Solid growth in APAC
- Challenging environment in Brazil

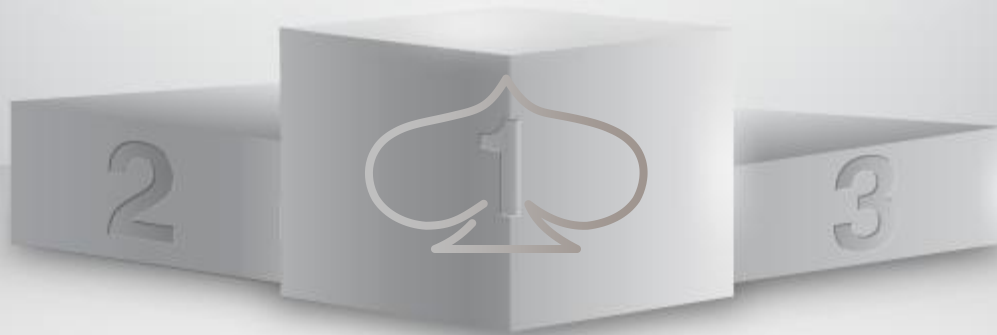
Buoyant **Financial Services**

- Growing +29.7% constant currency
- Solid Group footprint and offerings in the sector, reinforced with IGATE
- Strong appetite for our Digital and Cloud offers

An excellent start for **Consulting**

- Strong start of the year, notably in UK, Germany and Nordics

Major wins in Q1 2016



Largest deals



HM Revenue
& Customs

A leading
manufacturer of
imaging solutions

An American
Insurance company

A global agri-food
company

A large commercial
European Bank

Specific Digital & Cloud deals



SIEMENS

A leading car
rental company

An American
multinational
bank

A global beverage
retailer



A global provider of
products and
solutions for the
healthcare



Progressing firmly on **our priorities for 2016**



Good momentum
on **Digital & Cloud**

- ◆ Launch of **three cloud factories in India**
- ◆ **Collaboration with AWS** reinforced
- ◆ **Blockchain** practice launched
- ◆ **Cross-discipline teams** on digital transformation
- ◆ Acquisitions of Fahrenheit 212 and oinio



IGATE
integration
on track

- ◆ **Synergies delivery** ahead of schedule
- ◆ **Operation integration** on track
- ◆ Good **talent and client retention**
- ◆ Leveraging IGATE Account model



Applying a
proactive
talent strategy

- ◆ Big focus on growing talents in **Digital & Cloud**
- ◆ Accelerate attraction and retention plan for **hot skills**
- ◆ Focused investment in **skills development**



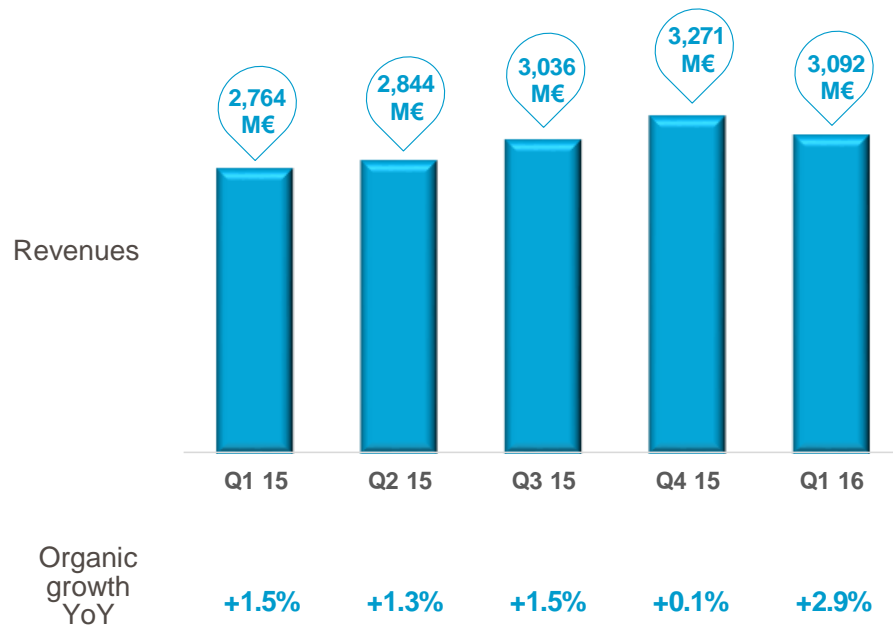
Following our
competitiveness
roadmap

- ◆ Strong push on **automation** led at Group level
 - Accelerating automation initiatives in Infrastructure and Business Services
- ◆ New **resource supply chain**
 - Using IBM Watson AI



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Revenues Quarterly Evolution

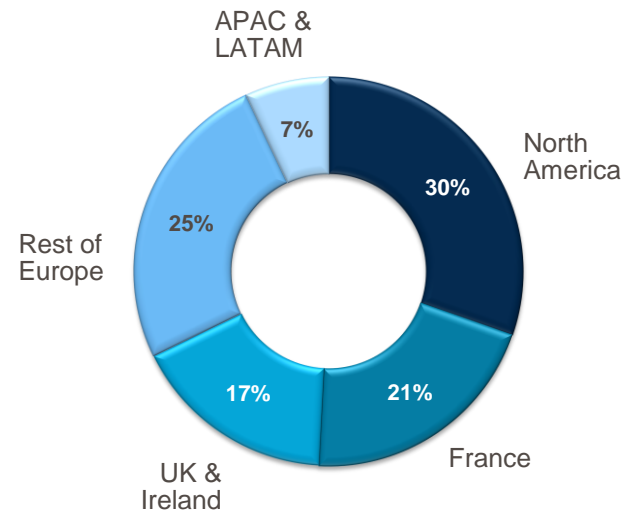


Constant
currency
growth
+13.9% YoY

	YoY growth
Organic	+ 2.9%
perimeter impact	+11.0pt
Constant currency	+13.9%
currency impact	-2.1pt
Reported	+11.8%

Q1 2016 Revenues by Main Geography

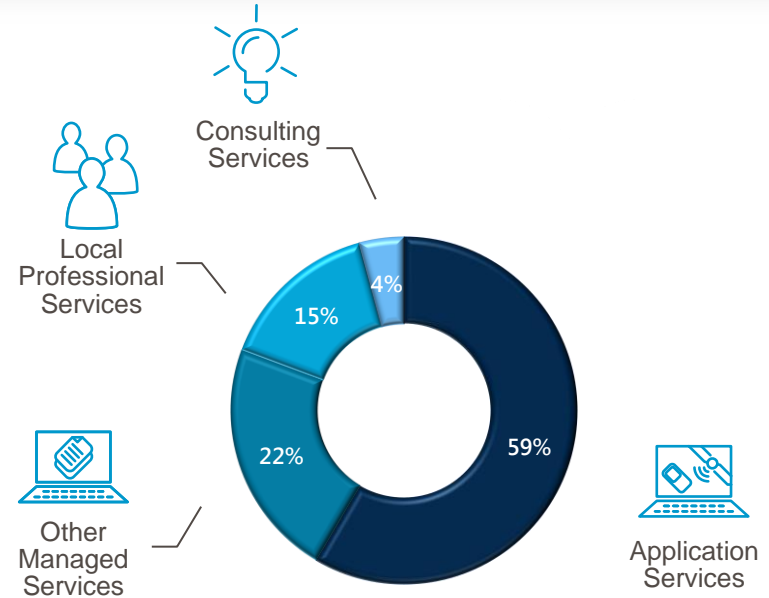
	In M€		Year-on-Year	
			Current	Constant Currency
	Q1 2015	Q1 2016	Q1 2016 / Q1 2015	Q1 2016 / Q1 2015
North America	662	938	+41.5%	+40.1%
UK & Ireland	504	525	+4.3%	+8.1%
France	620	633	+2.0%	+2.0%
Rest of Europe*	738	780	+5.6%	+6.1%
APAC & LATAM	240	216	-9.9%	+6.4%
TOTAL	2,764	3,092	+11.8%	+13.9%



* Rest of Europe region now includes Benelux

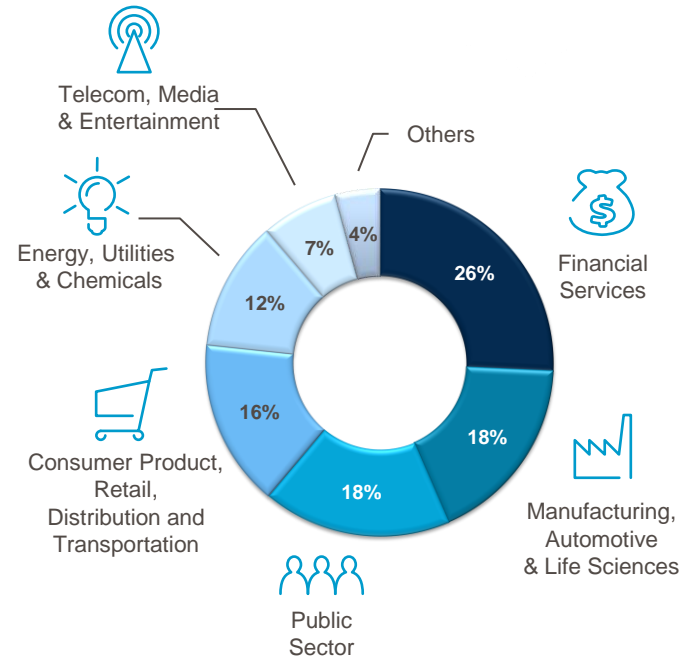
Q1 2016 Revenues by Business

	Constant Currency Year-on-Year Q1 2016 / Q1 2015
Consulting Services	+7.4%
Local Professional Services	+11.2%
Application Services	+16.2%
Other Managed Services	+11.2%
TOTAL	+13.9%

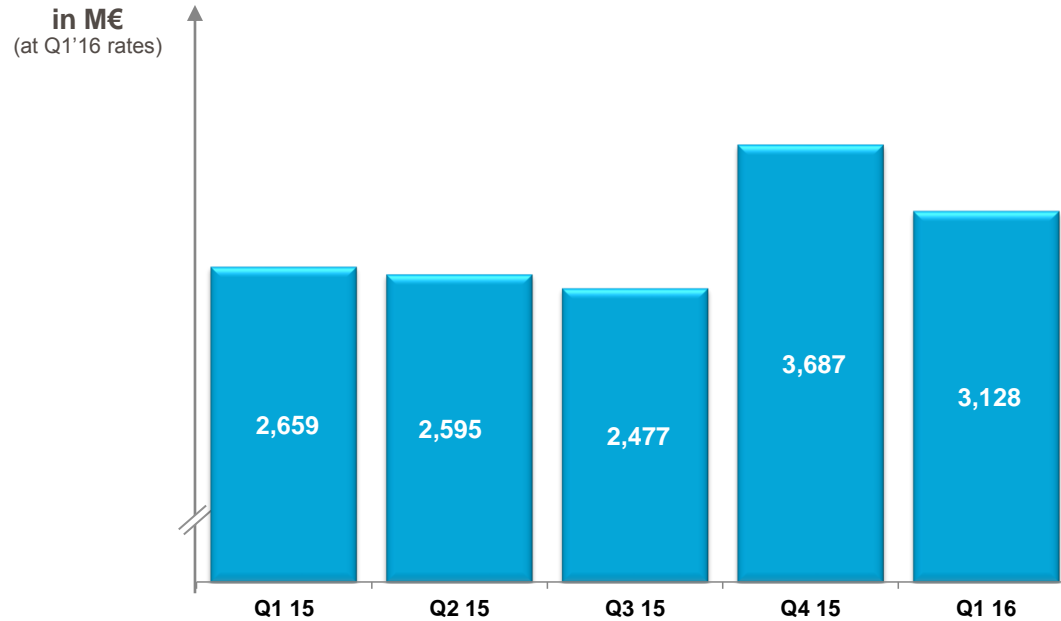


Q1 2016 Revenues by Sector

	Constant Currency Year-on-Year Q1 2016 / Q1 2015
Financial Services	+29.7%
Energy, Utilities & Chemicals	-1.0%
Manufacturing, Automotive and Life Sciences	+18.9%
Consumer Product, Retail, Dist. & Transportation	+14.7%
Public Sector	+1.7%
Telecom, Media & Entertainment	+18.0%
TOTAL	+13.9%



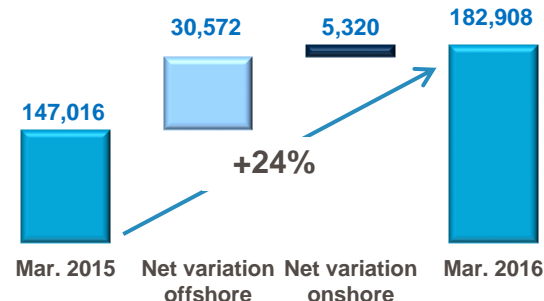
Bookings Evolution



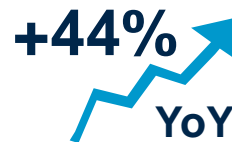
Previous quarter bookings have been restated to Q1'2016 exchange rates

Headcount Evolution

Attrition YTD	Mar. 15	Mar. 16	Year-on-Year variation
Consulting Services	19.3%	16.5%	-2.8pt
Local Professional Services	16.6%	16.5%	-0.1pt
Application Services	15.7%	16.0%	+0.3pt
Other Managed Services	19.5%	19.4%	-0.1pt
TOTAL	16.7%	16.7%	0.0 pt



Workforce in global
production centers:
100,000



Update on 2016 priorities

Integration of IGATE to drive the synergies in 2017 and 2018



Integration on track and synergy delivery ahead of schedule

Ensure the Group remains on its mid term operating margin trajectory



Margin expansion supported by industrialization and innovation levers. Confirming FY year guidance.

Maintain cash discipline and investment control



Cash processes fully deployed in IGATE, cash generation on track.

Active dilution management / Employee share-based incentives



Q1 buyback : 1.5m shares for €115m



Capgemini

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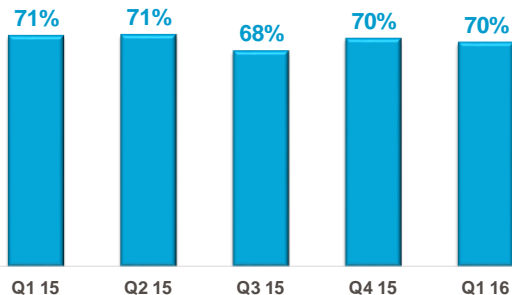


Appendix

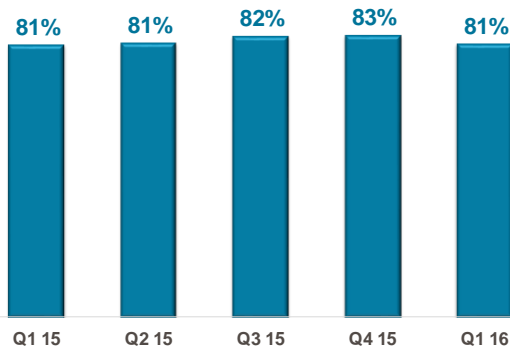
Utilization Rates



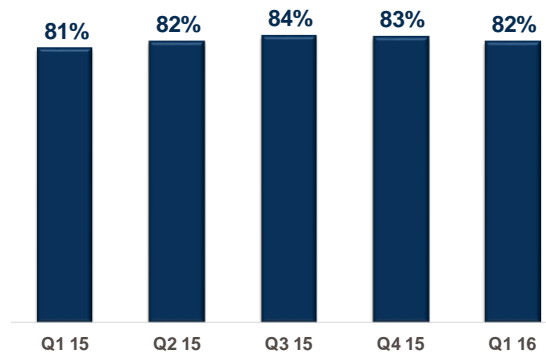
Consulting Services



Application Services



Local Professional Services



2015 Utilization rates have been restated for an updated onshore/offshore blend formula