2017
Q3 revenues

Paris – October 25th, 2017

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Paul HERMELIN

Growth accelerates in Q3, notably in North America (+6.9%)

+3.4%
cc YoY

Revenues

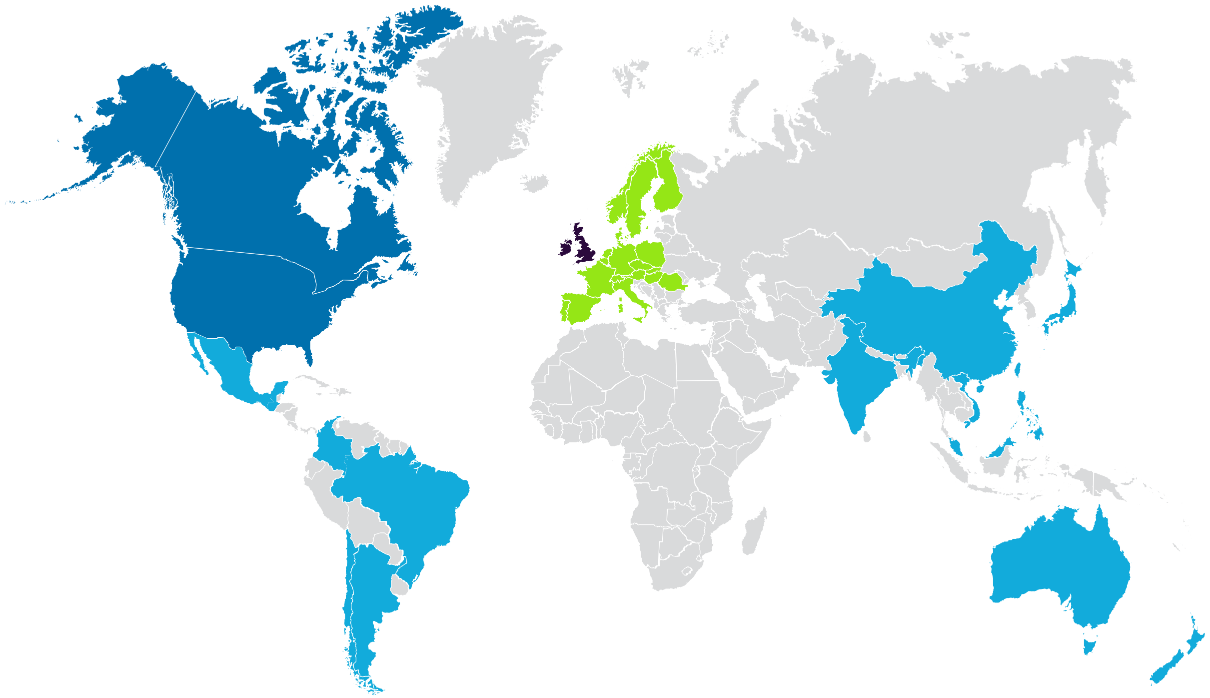
+23%
cc YoY

Digital & Cloud

€2,700m

Bookings

Acceleration in North America, sustained growth in Europe



North America

- Return on investments with acceleration in **CPRD**
- Gaining traction on **Digital** with significant wins
- **EUC** trough behind us

Continental Europe

- **Sustained growth**, notably in Italy, Germany, Sweden and France
- Continued traction from Digital
- Buoyant FS, CPRD and Manufacturing

UK and Ireland

- HMRC base impact weighing as planned on public sector
- **Softness** in the market

Asia Pacific and LatAm

- Dynamic **Asia Pacific**
- Challenging environment in **Brazil**

Portfolio transition to Digital & Cloud is a key growth driver

- Digital & Cloud growing +23% YoY
- Comprehensive service portfolio, reinforced through acquisitions
- Management Consulting capabilities to foster business with CXOs
- Sector focused digital offers, with strong traction from Financial Services and Manufacturing
- Solid momentum on cloud services (cloud native development and cloud integration services)

We pursue our portfolio shift strengthening the sectorial dimension of our offers

LYONSCG
eCommerce Realized!

- **A leading global ecommerce cloud systems integrator,** 300+ experts in Salesforce Commerce Cloud
- Works with a number of retail and B2B brands
- Supports our growth strategy in **digital**, notably in **CPRD**, reinforcing our capabilities in the **US** and **UK**
- Itelios + LyonsCG position us as **a global leader in Salesforce commerce cloud**

Our strategy of targeted acquisitions could bring 1 to 2 points of additional growth in the 2-3 years to come

Some important deals of this quarter

Accompanying our top clients in their transformation: a sizeable multiyear deal with McDonald's

- Leveraging a strategic relationship inherited from **IGATE**
- Capgemini will be McDonald's **global IT strategic provider** for restaurants and digital capabilities
- A **top notch reference** in customer-focused technologies, while demonstrating leadership in **platform thinking**

FCA FIAT CHRYSLER AUTOMOBILES

FirstEnergy

Large US financial services company

Direct Line Group

PSA GROUPE

AIRBUS

ATLAS FINANCIAL HOLDINGS, INC.

celcom

Market evolutions

- Insatiable appetite for Digital, business originated demand
- Increasing need for sector specific solutions and business platforms
- Large companies looking for strategic partners in their transformation

Client centricity

- Rapid progress of Artificial Intelligence and automation
- Cloud and "as a service", the new normal, transforming managed services
- Increasing size of Digital projects (from "POC" to large scale deployments) with growing impact on the IT strategy

Portfolio agility

We confirm our 2017 FY outlook

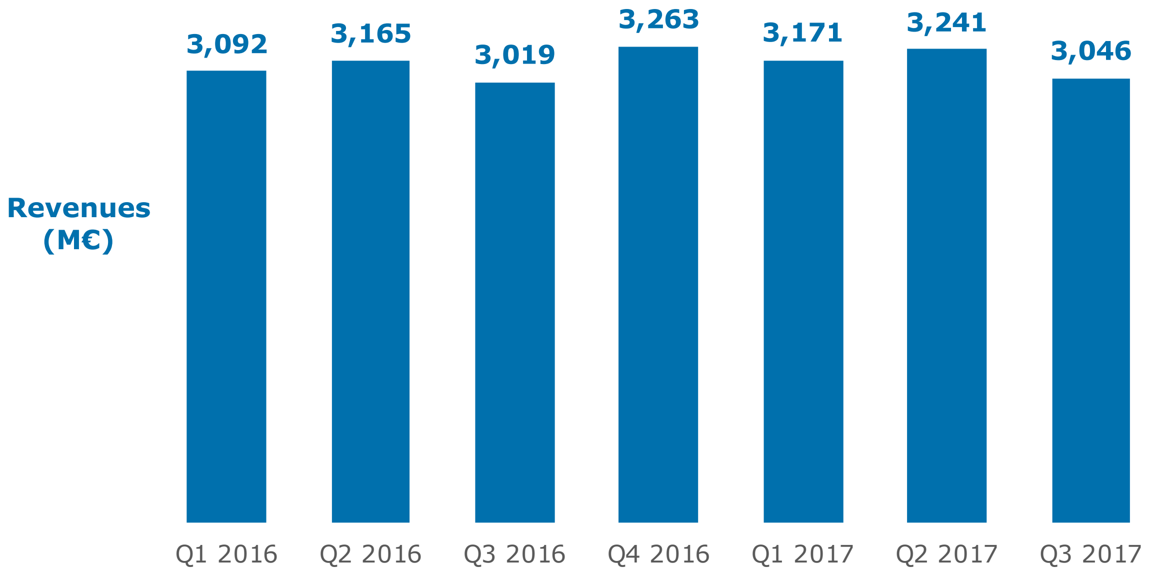
+3% — Constant currency **revenue growth**

11.7% - 11.9% — Operating **margin**

> €950m — Organic free **cash flow**

Aiman EZZAT

Revenues Quarterly Evolution



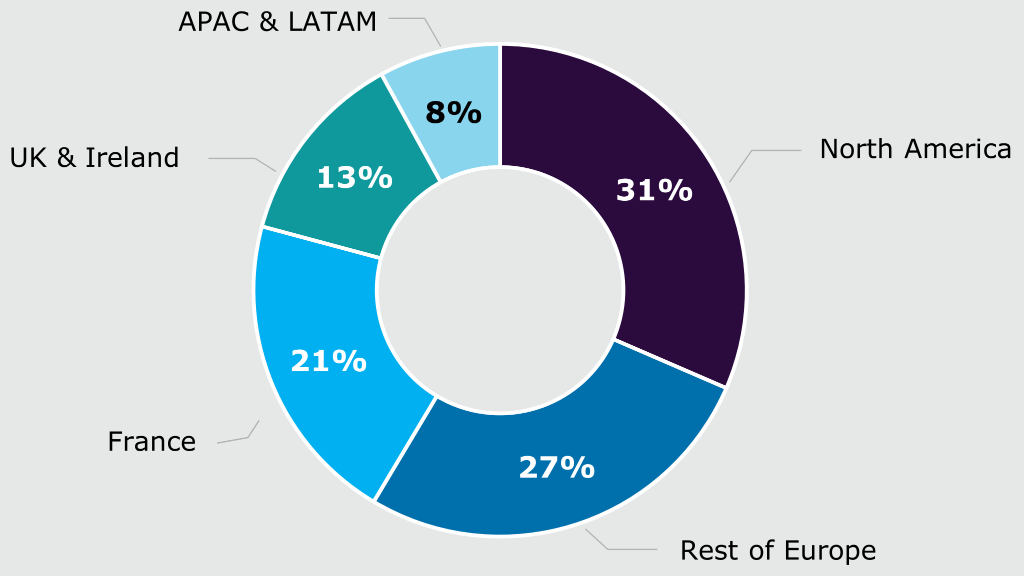
Constant currency growth YoY	+13.9%	+15.0%	+2.2%	+1.9%	+2.8%	+3.3%	+3.4%

Q3 constant currency growth +3.4% YoY

	Year-on-Year	
	Q3 2017	9 months 2017
Organic	**+ 3.1%**	**+ 2.9%**
Group scope	+0.3pt	+0.3pt
Constant currency	**+ 3.4%**	**+ 3.2%**
currencies	-2.4pt	-1.0pt
Current	**+ 1.0%**	**+ 2.2%**
activities being discontinued	-0.1pt	-0.2pt
Reported	**+ 0.9%**	**+ 2.0%**

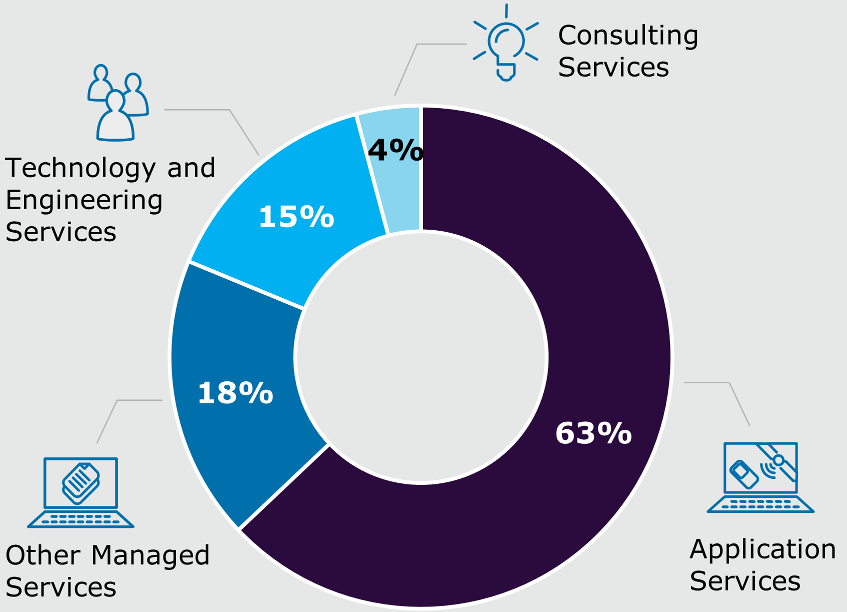
Q3 2017 Revenues by Main Geography

	Revenue in €m		Year-on-Year Reported	Year-on-Year Constant Currency	Constant Currency
	Q3 2016	Q3 2017	Q3 2017	Q3 2017	9 months 2017
North America	939	962	+2.4%	+6.9%	+2.6%
UK & Ireland	463	391	-15.5%	-10.8%	-7.5%
France	599	627	+4.7%	+4.7%	+4.7%
Rest of Europe	772	823	+6.6%	+6.8%	+7.6%
APAC & LATAM	246	243	-1.2%	+2.0%	+7.9%
TOTAL	**3,019**	**3,046**	**+0.9%**	**+3.4%**	**+3.2%**



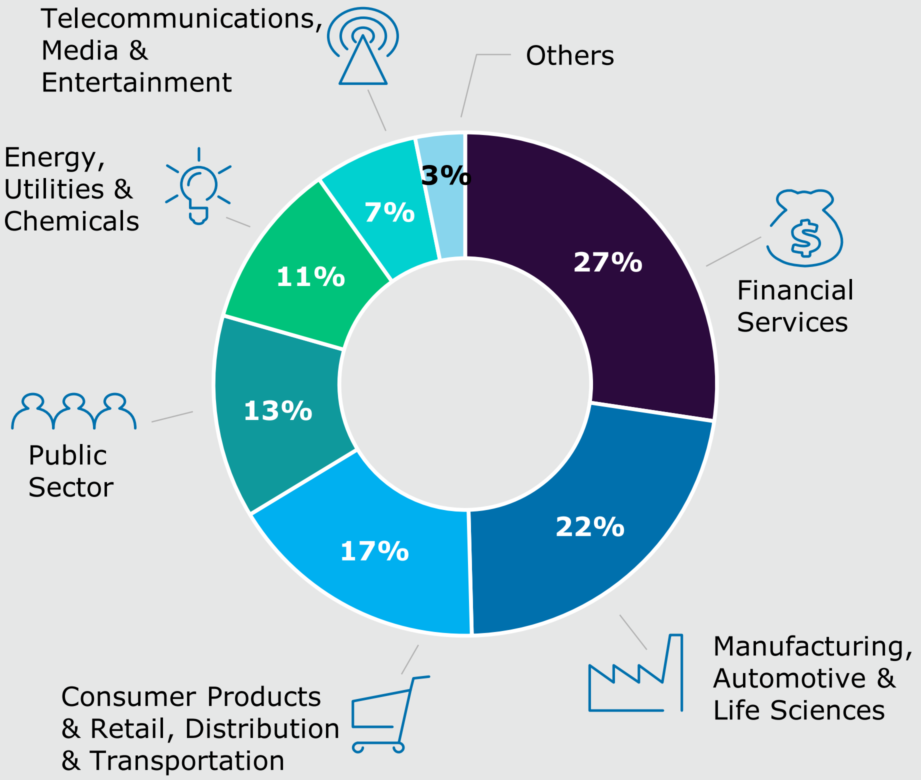
Q3 2017 Revenues by Business

	Year-on-Year Constant Currency Q3 2017	Year-on-Year Constant Currency 9 months 2017
Consulting Services	+16.0%	+12.3%
Technology and Engineering Services	+3.8%	+3.6%
Application Services	+5.7%	+5.7%
Other Managed Services	-6.3%	-6.5%
TOTAL	**+3.4%**	**+3.2%**



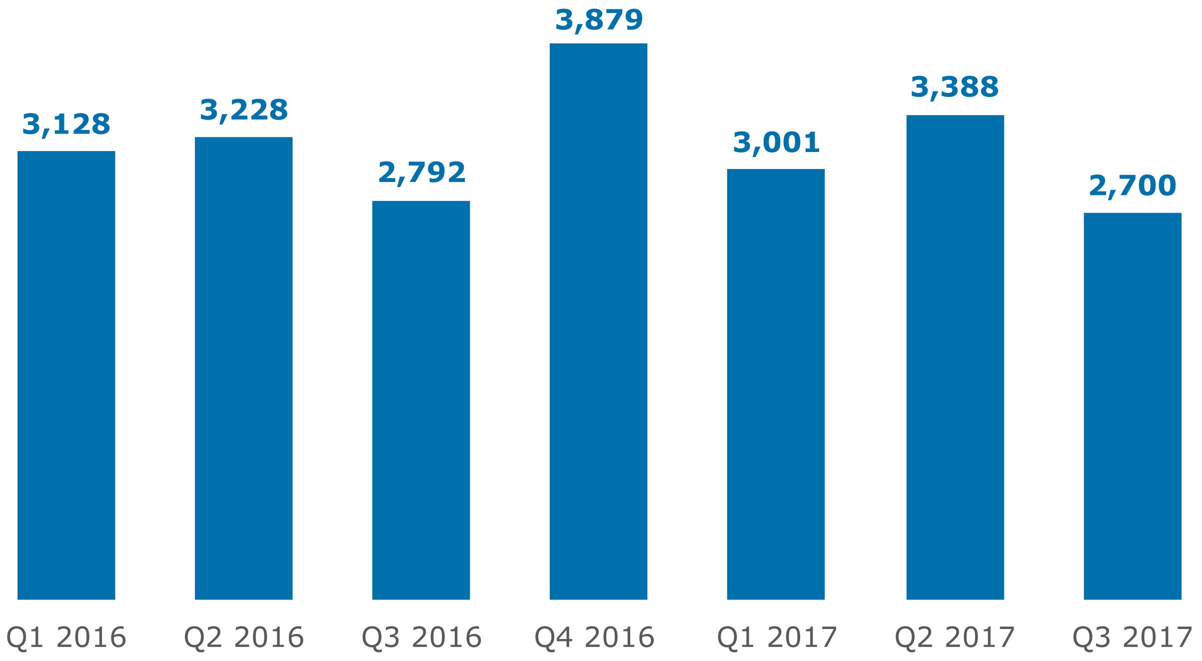
Q3 2017 Revenues by Sector

	Year-on-Year Constant Currency	
	Q3 2017	9 months 2017
Financial Services	+4.7%	+6.7%
Energy, Utilities & Chemicals	+2.9%	+1.1%
Manufacturing, Automotive & Life Sciences	+10.2%	+9.9%
Consumer Products & Retail, Dist. & Transportation	+8.2%	+5.9%
Public Sector	-8.3%	-7.7%
Telecommunications, Media & Entertainment	-1.2%	-1.7%
TOTAL	**+3.4%**	**+3.2%**



Bookings Evolution

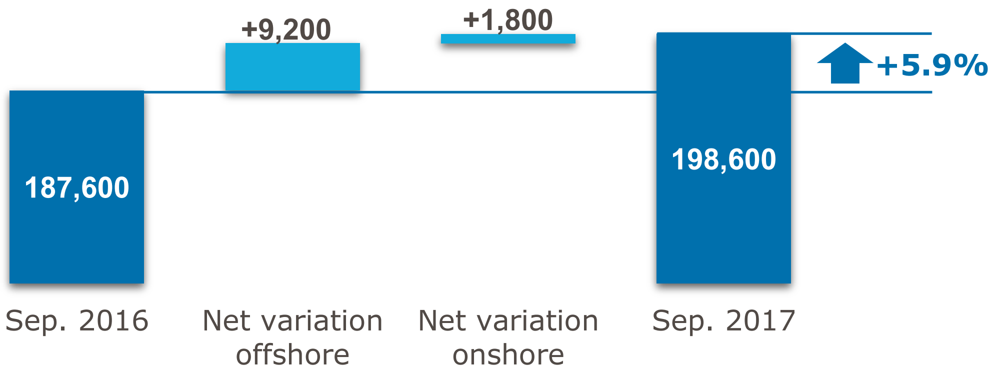
Bookings (M€)



Constant currency growth YoY	+17.6%	+24.8%	+14.1%	+5.4%	-3.2%	+4.8%	-1.0%

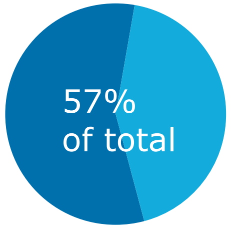
Headcount Evolution

Headcount
September 2016 to September 2017

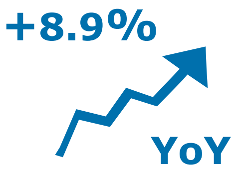


Attrition
Q3 2017 / Q3 2016

Attrition	Q3 2016	Q3 2017	Year-on-Year variation
Consulting Services	20.9%	21.5%	+0.6pt
Technology and Engineering Services	17.7%	19.9%	+2.2pt
Application Services	17.9%	18.4%	+0.5pt
Other Managed Services	22.8%	21.3%	-1.5pt
TOTAL	**18.9%**	**19.0%**	**+0.1pt**



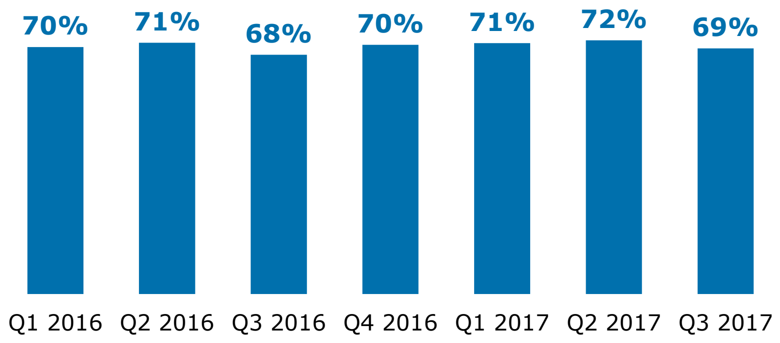
Workforce in global production centers:



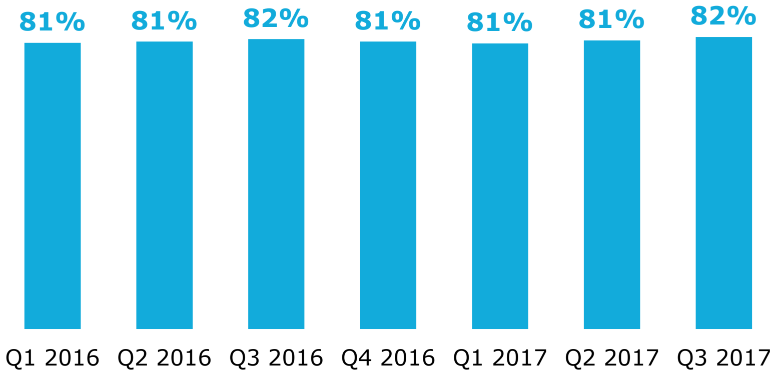
Appendix

Utilization Rates

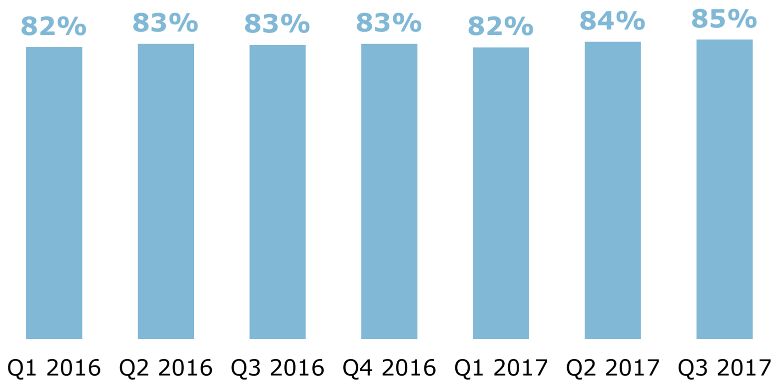
Consulting Services



Application Services



Technology and Engineering Services



People matter, results count.

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www.capgemini.com