

2017

Full Year Results

Paris – February 15th, 2018

Disclaimer



This presentation may contain forward-looking statements. Such statements may include projections, estimates, assumptions, statements regarding plans, objectives, intentions and/or expectations with respect to future financial results, events, operations and services and product development, as well as statements regarding future performance or events. Forward-looking statements are generally identified by the words “expects”, “anticipates”, “believes”, “intends”, “estimates”, “plans”, “projects”, “may”, “would”, “should” or the negatives of these terms and similar expressions. Although Capgemini’s management currently believes that the expectations reflected in such forward-looking statements are reasonable, investors are cautioned that forward-looking statements are subject to various risks and uncertainties (including without limitation risks identified in Capgemini’s Registration Document available on Capgemini’s website), because they relate to future events and depend on future circumstances that may or may not occur and may be different from those anticipated, many of which are difficult to predict and generally beyond the control of Capgemini. Actual results and developments may differ materially from those expressed in, implied by or projected by forward-looking statements. Forward-looking statements are not intended to and do not give any assurances or comfort as to future events or results. Other than as required by applicable law, Capgemini does not undertake any obligation to update or revise any forward-looking statement.

This presentation does not contain or constitute an offer of securities for sale or an invitation or inducement to invest in securities in France, the United States or any other jurisdiction.

Paul
HERMELIN

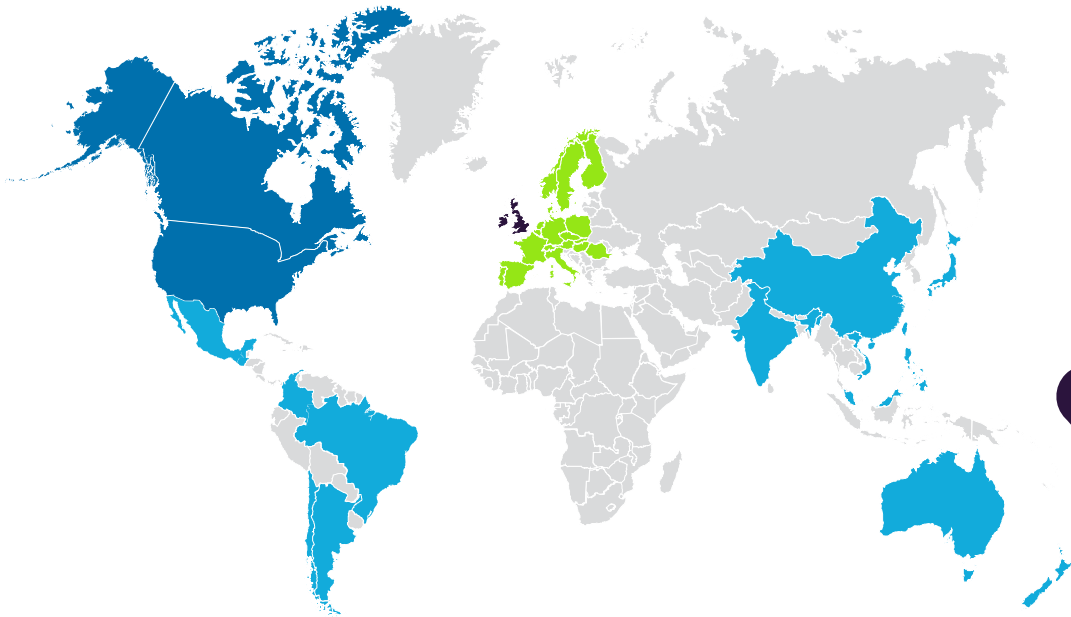




We deliver on **sustained top line performance** with **strong margin uplift**

- > **€12,792m** revenues
+4.0% constant currency growth
- > **Digital & Cloud** close to **€5b in FY2017**,
38% of revenues, growing **+24%**
- > We deliver on our main challenge of the year,
bringing back **North America to solid growth**
- > **11.7%** Operating Margin, **+20bps**
- > Organic free cash flow of **€1,080m**
- > Normalized EPS **+11%** before one-off
- > Execution of our **Digital acquisition program**

We are on track with our organic growth ambitions



North America

- Growth above expectation
- Price pressure in H1 2017
- Large digital transformation deals

Continental Europe

- Sustained clients demand across the board
- Competitive edge leveraging mix of digital & cloud offering and offshoring
- Gaining market shares in most countries



UK and Ireland

- Successful HMRC insourcing with solid ongoing relationship
- Demand softening in H2
- Turnaround efforts under way



Asia Pacific and LatAm

- Good growth across APAC
- Strong performance in Mexico
- Brazil stabilizing

We leverage digital technologies to help our clients transform at scale



Everything digital



- Successful **C-level engagements**
- Increasingly **larger and more ambitious transformation engagements**
- **Fast growing** Digital Customer Experience & Digital Manufacturing

Cloud becomes the norm



- Hybrid **public/private clouds**
- Great opportunities for **application migration** to the cloud
- Cloud native developments

Cybersecurity is top priority



- Accelerating momentum, notably in **security monitoring**
- Leveraging our expertise to **secure cloud environments**

Artificial Intelligence taking off



- Team of **3,300 AI evangelists**
- Over **570 clients' applied AI deployments**
- Development of **proprietary platforms**
- Leveraging **internal AI tools**



Our priorities for 2018



Passion for Clients

- Reinforce **client intimacy and strategic relation** by leveraging our **sector expertise**
- Strengthen our status as **strategic partner with key clients**



Portfolio Agility

- Continue to **rotate our portfolio**
- Leverage **automation and competitiveness** throughout the portfolio
- Expand in high growth areas through **targeted acquisitions**



Talent Excellence

- **Unprecedented investment in education and training** to stay ahead of the technology curve
- **Boost new generation** of diverse and agile Leaders



Corporate & Social Responsibility

- **Quantified diversity, inclusion and environmental sustainability objectives** at the core of our operations
- Rapid reorientation of sponsoring activities towards **Digital Inclusion**



Our 2018 objectives

6% to 7%

Constant currency
revenue growth

12.0%
to
12.2%

Operating **margin**

above
€1b

Organic free **cash flow**

Thierry
DELAPORTE



LiquidHub is a major boost to our digital strategy



LiquidHub has established a leading position in the strategic field of digital customer engagement.



A leading **Digital Engagement firm** in North America with **close relationship with CxOs**



Core technology partner to large global leaders, **helping them to interact and manage their own customers**



Operating advanced **proprietary platforms** across Healthcare and Financial Services



SEI New ways.
New answers.®



GODIVA
Belgium 1926



AMGEN



Rosemary
STARK

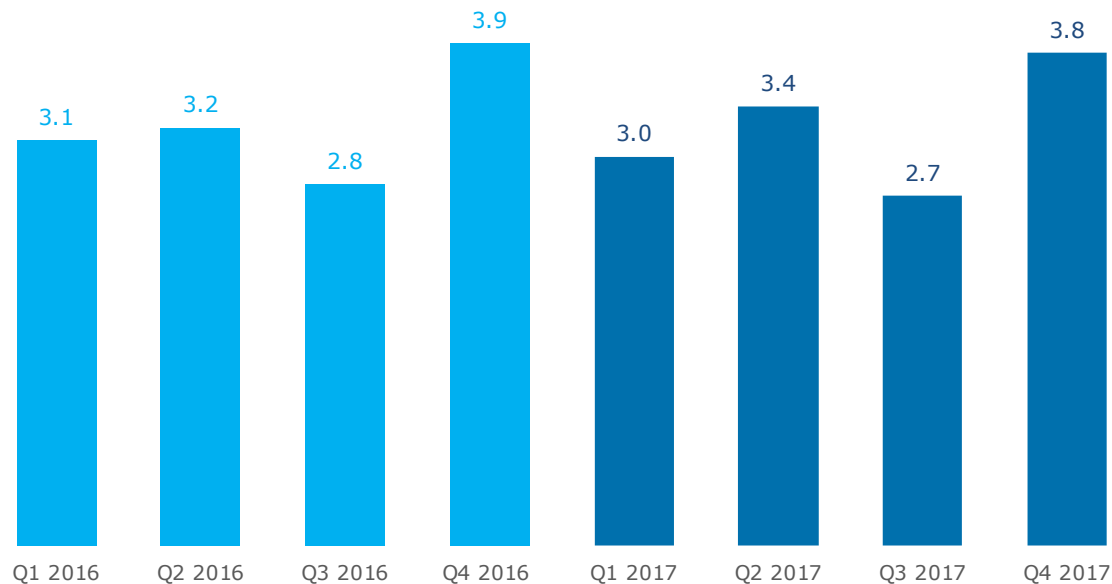


Capgemini ended 2017 with strong sales momentum



Bookings Evolution

■ in EUR billion (at reported rates)



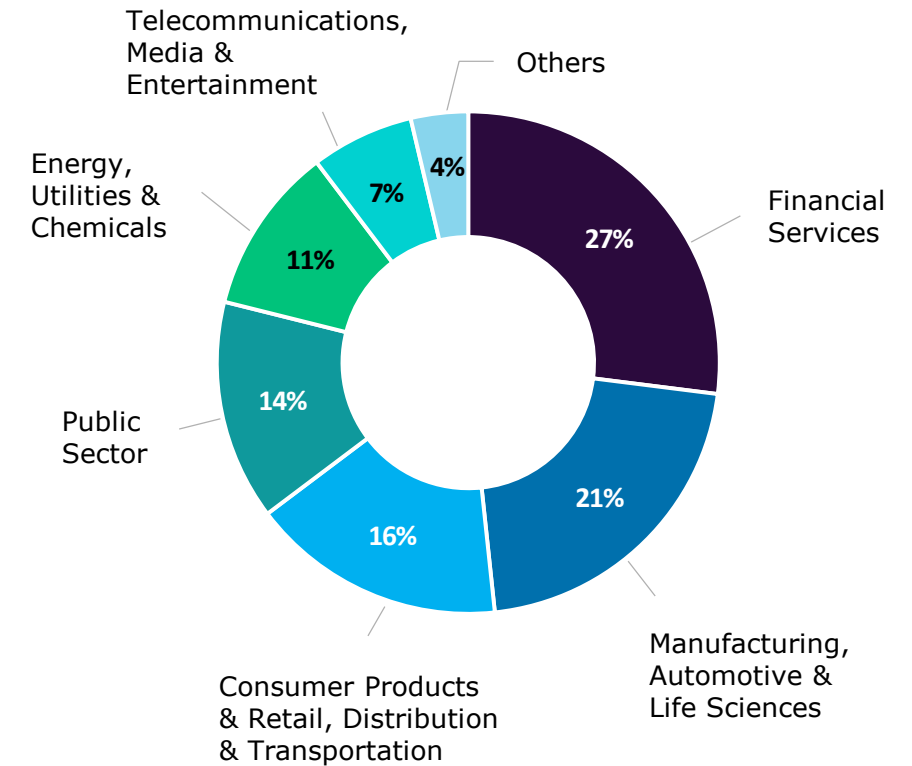
Main Highlights

- Achieved bookings of €12.9B with 1% YoY growth at constant currency
- Digital and Cloud bookings increased by more than 20%
- Our large accounts grew more than 2% above the Group average
- Strong pipeline growth – particularly in Digital and Cloud



Q4 & FY 2017 Revenues by Sector

	Q4 2017	FY 2017
	Constant Currency	
	Year-on-Year	Year-on-Year
Financial Services	+5.8%	+6.4%
Energy, Utilities & Chemicals	+7.3%	+2.6%
Manufacturing	+11.9%	+10.4%
Consumer Product, Retail, Dist. & Transportation	+13.2%	+7.8%
Public Sector	-8.4%	-7.9%
Telecom, Media & Entertainment	+0.7%	-1.1%
TOTAL	+6.2%	+4.0%



Driving growth with client focus



50 New multi-year contracts

1 of world's
top 3 Banks



American
supercenter
chain

Leading
European based
global bank

International
aircraft
manufacturer

Major US
financial services
firm



Global
manufacturing and
technology
company

Significant new wins in Digital and Cloud

Largest bank
in Northern
Europe



Top US
Bank



French
corporate
investment
bank

US
restaurant
business



Natixis
Insurance



molex

Aiman
EZZAT



Financial Overview



in EUR millions	FY 2016	FY 2017	Variation
Revenues	12,539	12,792	+2.0%
Operating expenses	-11,099	-11,299	
Operating margin	1,440	1,493	+4%
(% Revenues)	11.5%	11.7%	+0.2pt
Other operating income and expenses	-292	-310	
Operating profit	1,148	1,183	+3%
(% Revenues)	9.2%	9.2%	
Net financial expense	-146	-72	
Income tax	-94 ⁽¹⁾	-303	
Non-controlling interests	13	12	
Net Profit (Group Share)	921	820	+11% ⁽²⁾
(% Revenues)	7.3%	6.4%	+0.5pt ⁽²⁾
Basic EPS in €	5.44	4.88	+12% ⁽²⁾
Normalized EPS in €	6.69	6.22	+11% ⁽²⁾
Organic Free cash flow	1,071	1,080	+9

1) Including a €180m one-off non-cash income related to goodwill arising from legal restructurings

2) Adjusted for a €180m one-off non-cash income in 2016

Note: All non-GAAP measures (organic growth, constant currency growth, operating margin, Free cash flow, normalized EPS and net debt) are defined in appendix

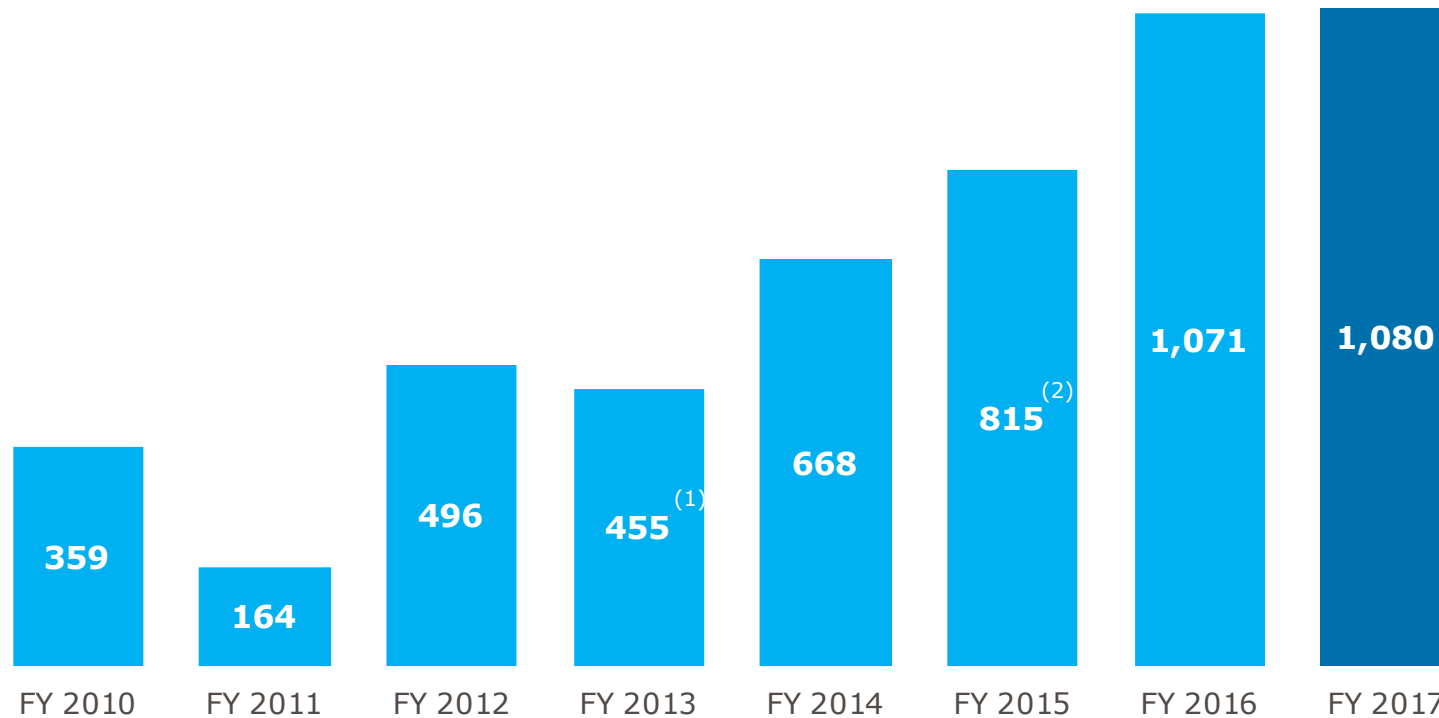
Constant currency growth
+4.0% YoY

Net profit (Group Share)
+11% YoY
before one-off tax profits



Organic Free Cash Flow Generation

■ in EUR millions



Net debt (end 2017)
€ 1,209m
vs. **€1,413m** in 2016

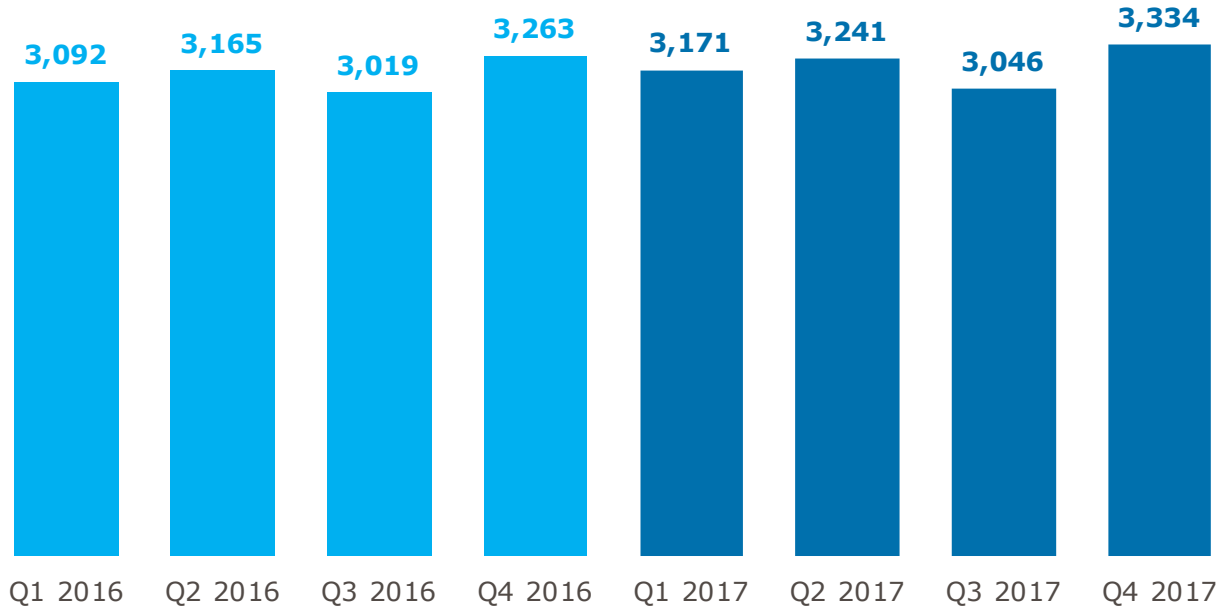
1) Before the €235m exceptional contribution to a UK pension fund

2) After €76m outflow recognized in connection with the increase in the Group's majority stake in its Brazilian subsidiary CPM Braxis



Revenues Quarterly Evolution

Revenues in EUR millions



Constant currency growth YOY (in %)



Constant currency growth

Q4: **+6.2%** YoY

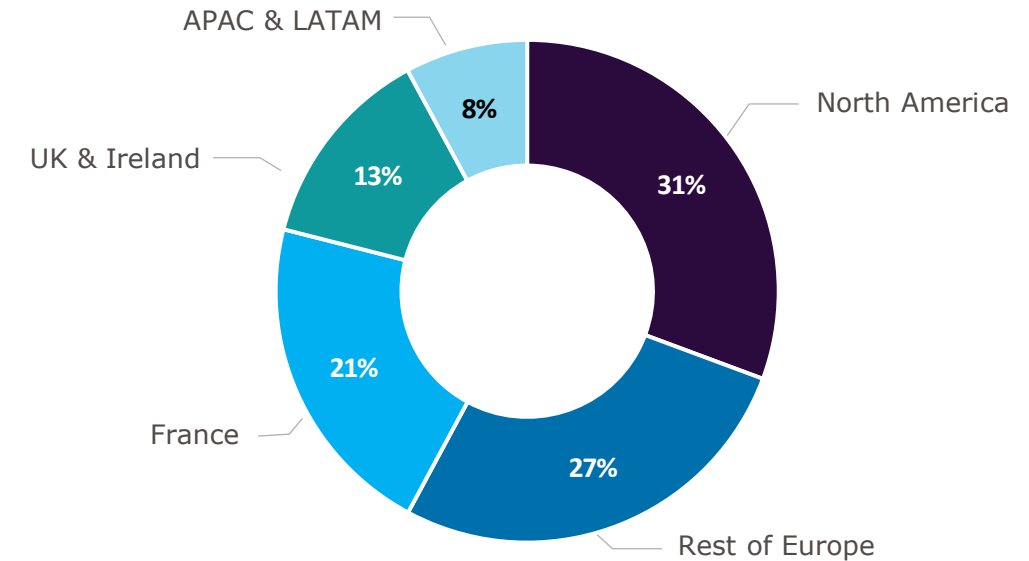
FY: **+4.0%** YoY

	Year-on-Year	
	Q4 2017	FY 2017
Organic	+ 5.6%	+ 3.6%
Group scope	+0.6pt	+0.4pt
Constant currency	+ 6.2%	+ 4.0%
currencies	-3.5pt	-1.6pt
Current	+ 2.7%	+ 2.4%
activities being discontinued	-0.5pt	-0.4pt
Reported	+ 2.2%	+ 2.0%



Q4 and FY 2017 Revenues by Main Geography

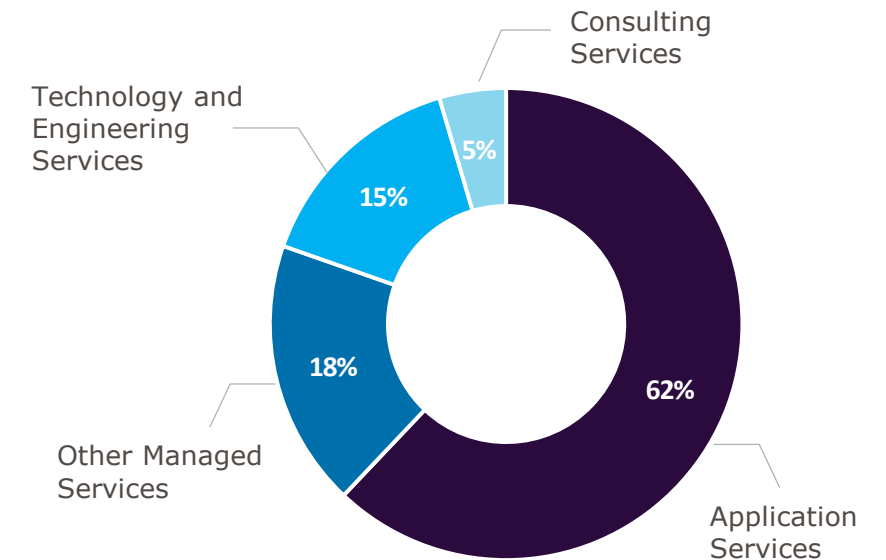
	Q4 2017	FY 2016	FY 2017	FY 2017	
	YoY	Revenues		Year-on-Year	
	Constant Currency	(in €m)	(in €m)	Reported	Constant Currency
North America	+12.3%	3,800	3,923	+3.2%	+5.0%
UK & Ireland	-15.9%	1,993	1,681	-15.6%	-9.6%
France	+6.5%	2,567	2,700	+5.2%	+5.2%
Rest of Europe	+11.3%	3,214	3,478	+8.2%	+8.6%
APAC & LATAM	+7.8%	965	1,010	+4.7%	+7.9%
TOTAL	+6.2%	12,539	12,792	+2.0%	+4.0%





Q4 and FY 2017 Revenues by Business

	Q4 2017	FY 2016	FY 2017	FY 2017	
	YoY	Revenues		Year-on-Year	
	Constant Currency	(in €m)	(in €m)	Reported	Constant Currency
Consulting Services	+19.1%	506	584	+15.4%	+14.0%
Technology & Engineering Services	+7.8%	1,873	1,927	+2.9%	+4.7%
Application Services	+8.9%	7,557	7,940	+5.1%	+6.6%
Other Managed Services	-6.4%	2,603	2,341	-10.1%	-6.4%
TOTAL	+6.2%	12,539	12,792	+2.0%	+4.0%

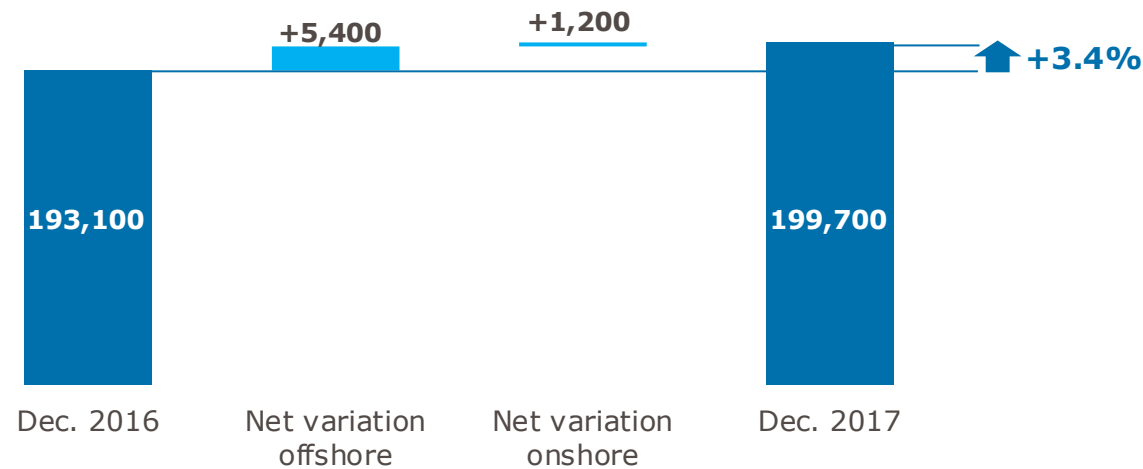




Headcount Evolution

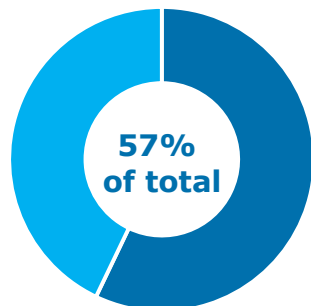
Headcount Evolution

December 2016 to December 2017



Workforce in global production centers:

+5.0%
YoY



Attrition

FY 2017 vs. FY 2016

Attrition	FY 2016	FY 2017	Year-on-Year variation
Consulting Services	19.4%	20.9%	+1.5pt
Technology and Engineering Services	17.7%	20.2%	+2.5pt
Application Services	17.3%	18.0%	+0.7pt
Other Managed Services	21.8%	21.1%	-0.7pt
TOTAL	18.3%	18.9%	+0.6pt



Operating Margin by Geography

	FY 2016			FY 2017		
	Revenues	Operating Margin		Revenues	Operating Margin	
	(in €m)	(in €m)	(%)	(in €m)	(in €m)	(%)
North America	3,800	587	15.4%	3,923	529	13.5%
UK & Ireland	1,993	290	14.6%	1,681	254	15.1%
France	2,567	234	9.1%	2,700	267	9.9%
Rest of Europe	3,214	339	10.5%	3,478	418	12.0%
APAC & LATAM	965	64	6.6%	1,010	99	9.8%
Not allocated		-74			-74	
TOTAL	12,539	1,440	11.5%	12,792	1,493	11.7%



Operating Margin by Business

	FY 2016	FY 2017
Consulting Services	10.7%	11.2%
Technology and Engineering Services	12.8%	13.6%
Application Services	12.7%	12.9%
Other Managed Services	10.0%	9.2%
TOTAL	11.5%	11.7%



Operating Margin by Destination

in EUR millions	FY 2016	FY 2017
Revenues	12,539	12,792
Cost of services rendered	-9,183	-9,408
% of revenues	-73.3%	-73.5%
Gross margin	3,356	3,384
% of revenues	26.7%	26.5%
Selling Expenses	-1,032	-1,019
% of revenues	-8.2%	-8.0%
General & Administrative Expenses	-884	-872
% of revenues	-7.0%	-6.8%
Operating Margin	1,440	1,493
% of revenues	11.5%	11.7%



Net Financial Expense and Income Tax

in EUR millions	FY 2016	FY 2017
Interest on bonds	-108	-55
Other interest income and expense	4	37
Net interest expense	-104	-18
Other financial income & expenses	-42	-54
Net financial expense	-146	-72

in EUR millions	FY 2016	FY 2017
Income tax	-94⁽¹⁾	-303
Effective tax rate	9.3%	27.3%
Effective tax rate, before one-off	27.3%	27.3%

1) Including a €180m one-off non-cash income in respect goodwill arising on legal restructurings

Net Profit Analysis



in EUR millions		FY 2016	FY 2017
Operating margin		1,440	1,493
Other operating income and expenses		-292	-310
<i>of which</i>			
<i>Restructuring costs</i>		-103	-131
<i>Amortization of intangible assets acquired through business combinations</i>		-68	-65
<i>Acquisition and integration costs</i>		-69	-38
Operating profit		1,148	1,183
Net financial expense		-146	-72
Income tax expense		-94 ⁽¹⁾	-303
Non-controlling interests		13	12
Net profit (Group share)		921	820
Average number of shares		169,450,721	168,057,561
Basic EPS - in €		5.44	4.88
Normalized EPS (non diluted) - in €		6.69 ⁽²⁾	6.22

1) Including a €180m one-off non-cash income in respect goodwill arising on legal restructurings

2) Adjusted for the €180m one-off non-cash income, the 2016 normalized EPS would stand at 5.62€



Review of 2017 priorities

Maintain discipline around acquisition and integration of targets

- Ramping up on targeted bolt-on acquisitions
- Valuations within our target range and successful integration based on employee retention

Focus on investments to support organic growth while maintaining mid term margin trajectory

- Growth above the FY target with strong acceleration in Q4
- Margin continues to expand despite FX headwind

Sustain effort on Free Cash Flow generation

- Above target conversion at 72% of operating margin

Maintain balance between return to shareholders and M&A

- €438m returned to shareholders
- €238m cash out on acquisitions

2018 priorities



Solidify mid term growth ambition while accelerating inorganic growth

Confirm trajectory to mid term margin ambition

Continue to deliver in excess of 1bn Euros of organic free cash flow

Maintain balance between return to shareholders and M&A



Appendix

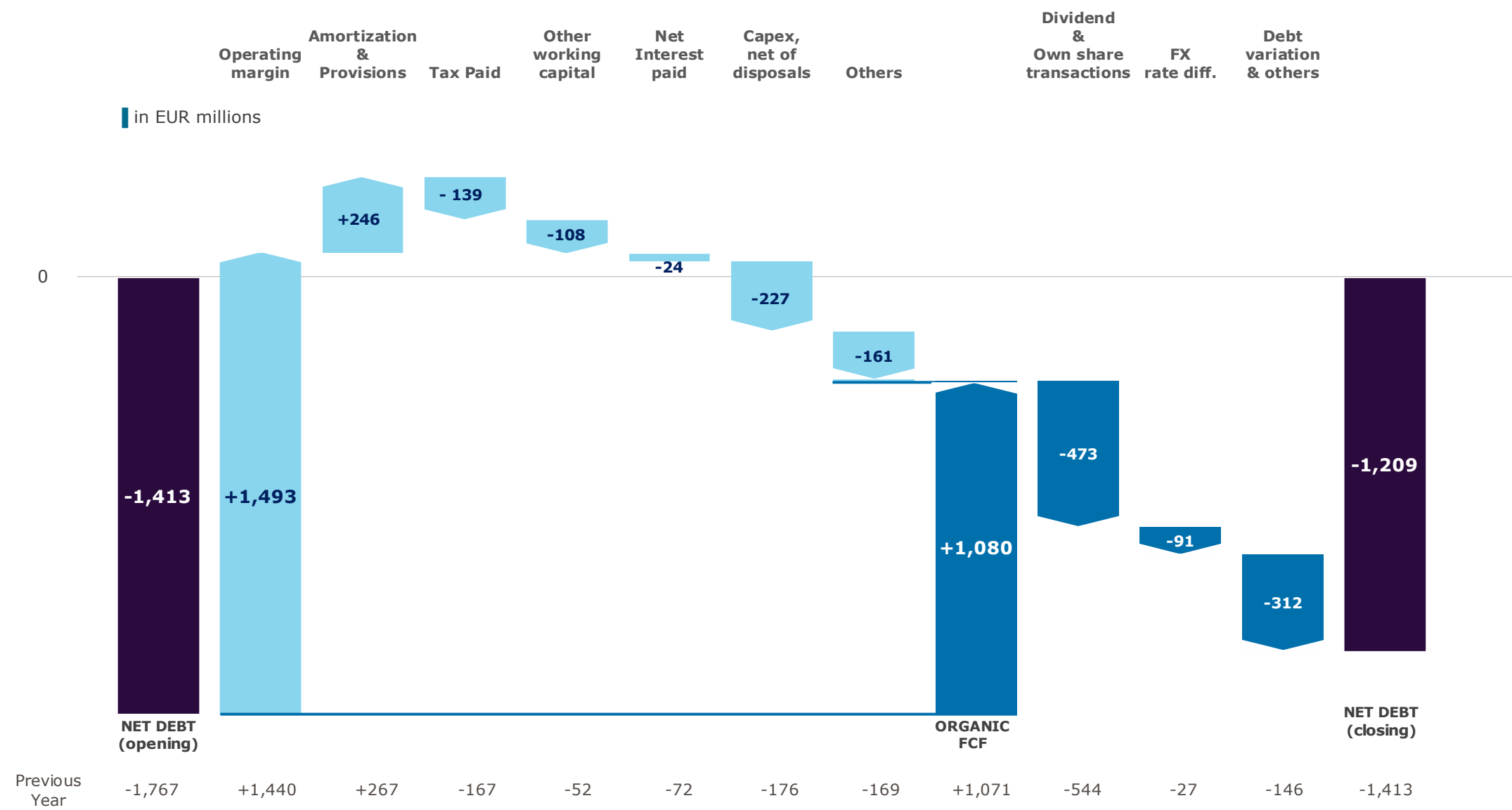


Non-GAAP measures

- **Organic growth**, or like-for-like growth, in revenues is the growth rate calculated at constant Group scope and exchange rates. The Group scope and exchange rates used are those for the published fiscal year. Exchange rates for the published fiscal year are also used to calculate **growth at constant exchange rates**. As announced on the publication of the outlook for 2017, organic growth and growth at constant exchange rates are presented after removing the Brazilian equipment resale activity from 2016 and 2017 revenues, to enable comparable presentation of quarterly trends.
- **Operating margin** is one of the Group's key performance indicators. It is equal to revenues less operating expenses. It is calculated before "Other operating income and expenses" which include amortization of intangible assets recognized in business combinations, the charge resulting from the deferred recognition of the fair value of shares granted to employees (including social security contributions and employer contributions), and non-recurring revenues and expenses, notably impairment of goodwill, negative goodwill, capital gains or losses on disposals of consolidated companies or businesses, restructuring costs incurred under a detailed formal plan approved by the Group's management, the cost of acquiring and integrating companies acquired by the Group, including earn-outs comprising conditions of presence, and the effects of curtailments, settlements and transfers of defined benefit pension plans.
- **Normalized earnings per share** are calculated by dividing normalized profit or loss attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the period, excluding treasury shares. Normalized net profit or loss is equal to profit for the period attributable to owners of the Company corrected for the impact of items recognized in other operating income and expense, net of tax calculated using the effective tax rate.
- **Organic free cash flow** is calculated based on items in the Statement of Cash Flows and is equal to cash flow from operations less acquisitions of property, plant, equipment and intangible assets (net of disposals) and adjusted for flows relating to the net interest cost.
- **Net debt** comprises (i) cash and cash equivalents, as presented in the Consolidated Statement of Cash Flows (consisting of short-term investments and cash at bank) less bank overdrafts, and also including (ii) cash management assets (assets presented separately in the Consolidated Statement of Financial Position due to their characteristics), less (iii) short- and long-term borrowings. Account is also taken of (iv) the impact of hedging instruments when these relate to borrowings and own shares;



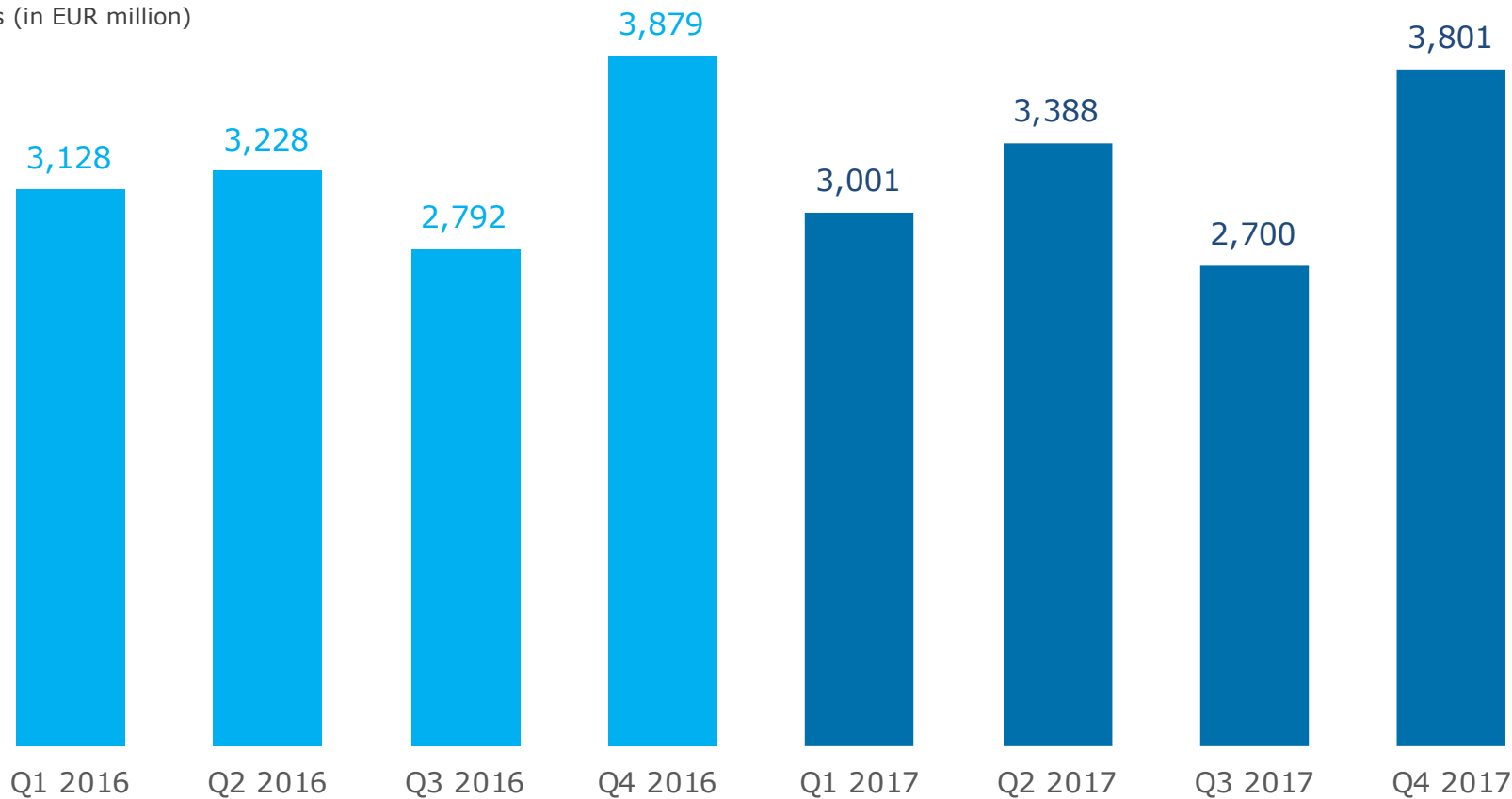
Net Cash Evolution



Bookings Evolution



Bookings (in EUR million)



FY 2017
Published: -1.1%
Constant currency: +0.6%
Book to bill: 1.01

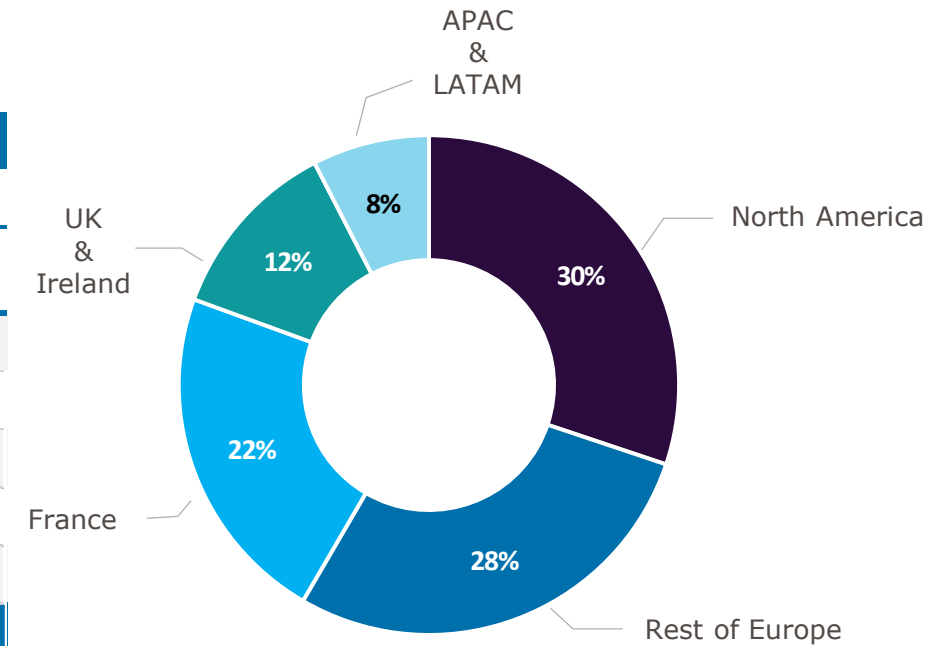
Constant currency growth YOY (in %)





Q4 2017 Revenues by Main Geography

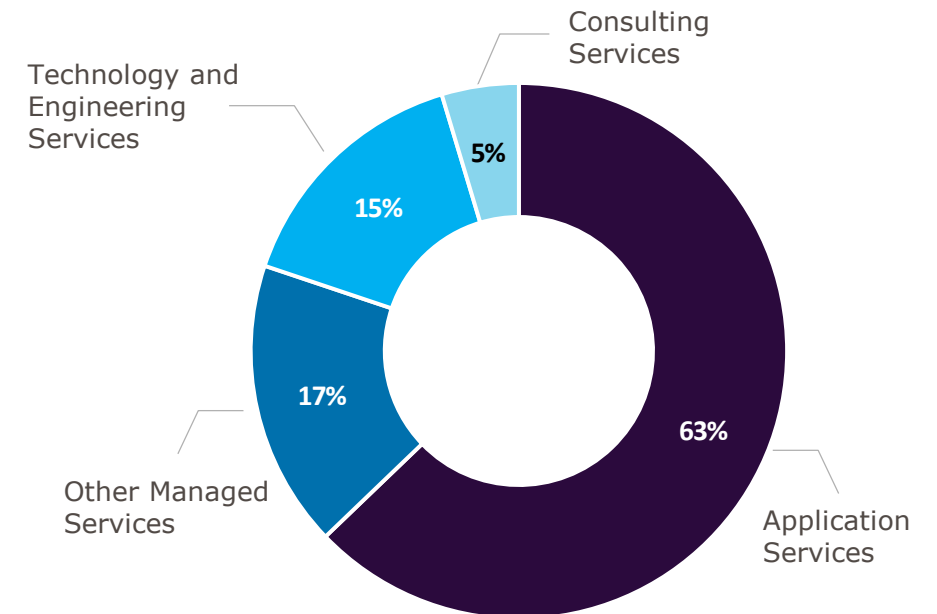
	Q4 2016	Q3 2017	Q4 2017	Q4 2017			
	Revenues (in €m)			Sequential		Year-on-Year	
				Reported	Constant currency	Reported	Constant currency
North America	970	962	1,006	+4.6%	+4.9%	+3.6%	+12.3%
UK & Ireland	482	391	396	+1.3%	+0.1%	-17.9%	-15.9%
France	695	627	740	+18.0%	+18.0%	+6.5%	+6.5%
Rest of Europe	851	823	943	+14.5%	+15.0%	+10.7%	+11.3%
APAC & LATAM	265	243	249	+2.7%	+4.8%	-5.7%	+7.8%
TOTAL	3,263	3,046	3,334	+9.4%	+9.7%	+2.2%	+6.2%





Q4 2017 Revenues Business

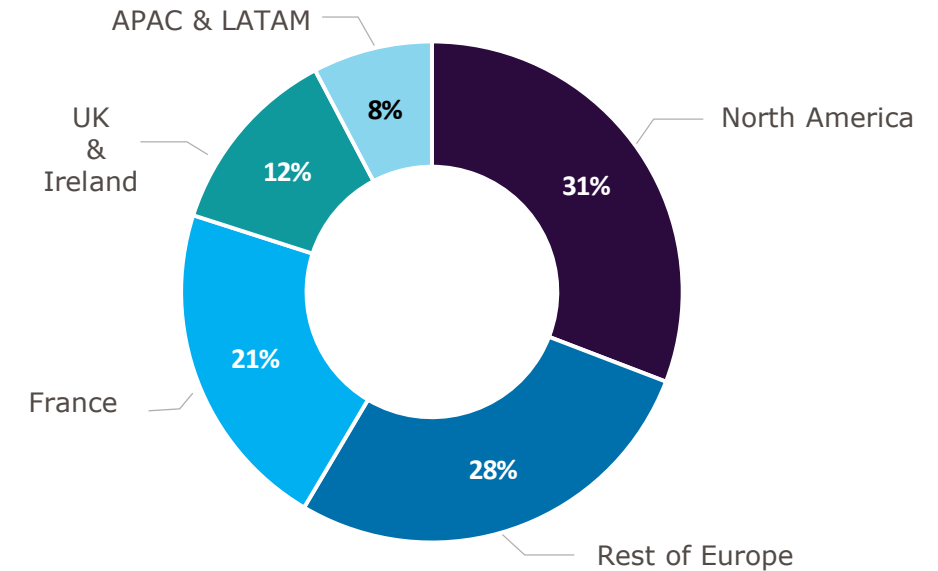
	Q4 2017	
	Constant Currency	
	Sequential	Year-on-Year
Consulting Services	+15.8%	+19.1%
Technology and Engineering Services	+13.0%	+7.8%
Application Services	+10.5%	+8.9%
Other Managed Services	+2.9%	-6.4%
TOTAL	+9.7%	+6.2%





H2 2017 Revenues by Main Geography

	H2 2016	H1 2017	H2 2017	H2 2017			
	Revenues (in €m)			Sequential		Year-on-Year	
				Reported	Constant currency	Reported	Constant currency
North America	1,910	1,956	1,967	+0.6%	+8.4%	+3.0%	+9.6%
UK & Ireland	945	894	787	-12.1%	-8.7%	-16.7%	-13.5%
France	1,293	1,332	1,368	+2.6%	+2.6%	+5.7%	+5.7%
Rest of Europe	1,624	1,712	1,766	+3.1%	+3.6%	+8.8%	+9.2%
APAC & LATAM	510	518	492	-4.8%	+3.5%	-3.5%	+4.9%
TOTAL	6,282	6,412	6,380	-0.5%	+3.1%	+1.6%	+4.8%

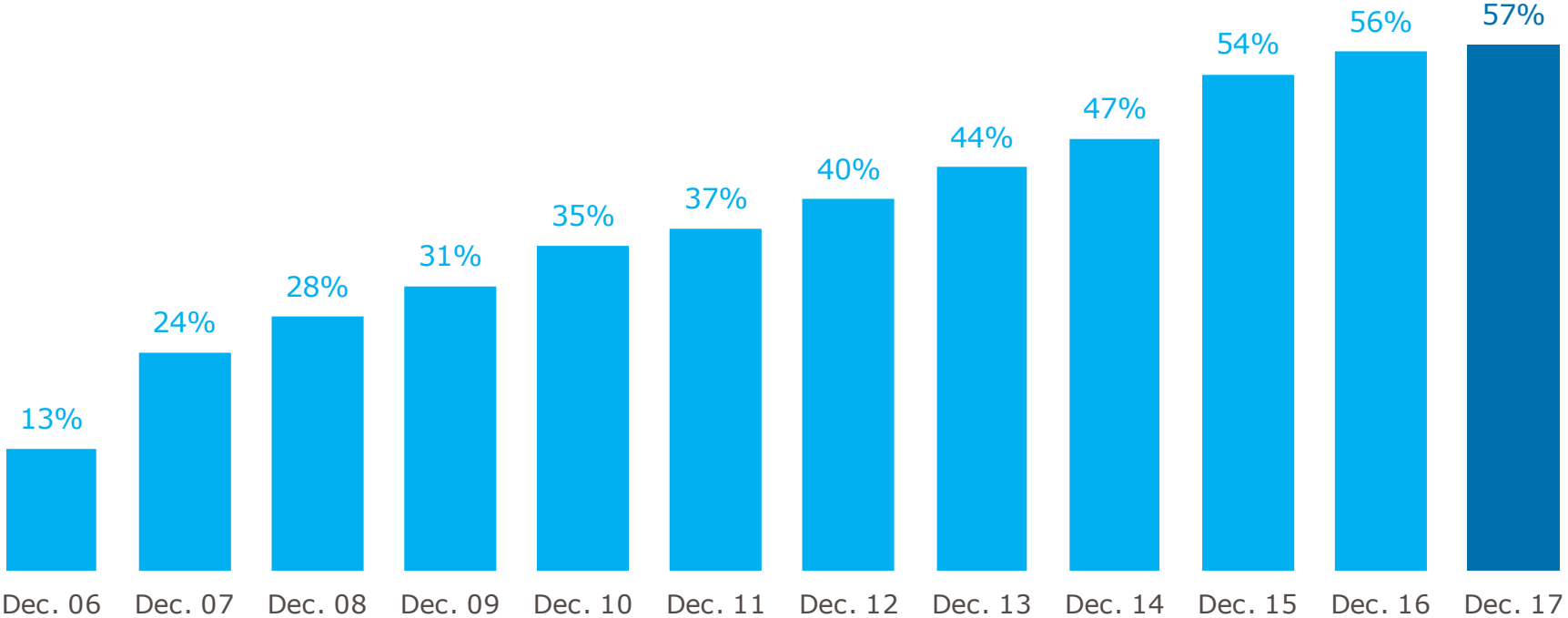




Operating Margin Analysis

in EUR millions	FY 2016	FY 2017
Revenues	12,539	12,792
Personnel costs	-7,611	-8,002
% of Revenues	-60.7%	-62.6%
Purchases and subcontracting expenses	-2,254	-2,105
% of Revenues	-18.0%	-16.4%
Travel expenses	-521	-516
% of Revenues	-4.2%	-4.0%
Rent, facilities and local taxes	-380	-357
% of Revenues	-3.0%	-2.8%
Depreciation, amortization, provisions and proceeds from asset disposal	-333	-319
% of Revenues	-2.6%	-2.5%
Total operating expenses	-11,099	-11,299
% of Revenues	-88.5%	-88.3%
Operating margin	1,440	1,493
% of Revenues	11.5%	11.7%

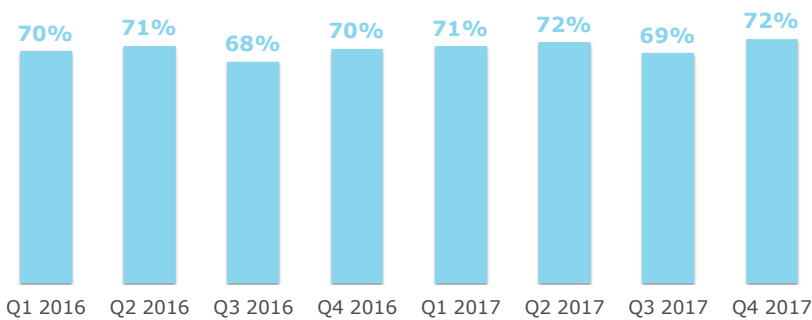
Offshore Leverage from 2007 to 2017



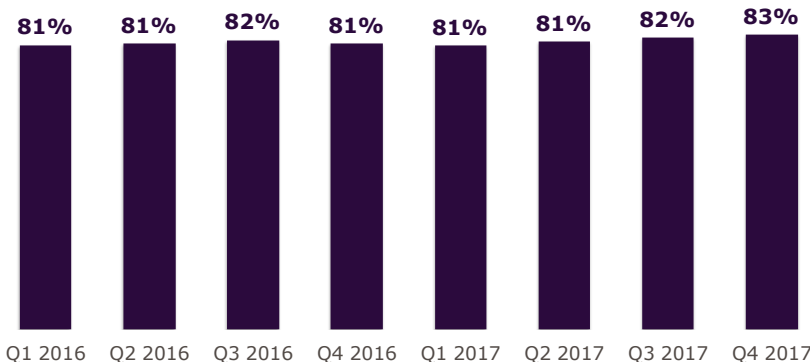
Utilization Rates



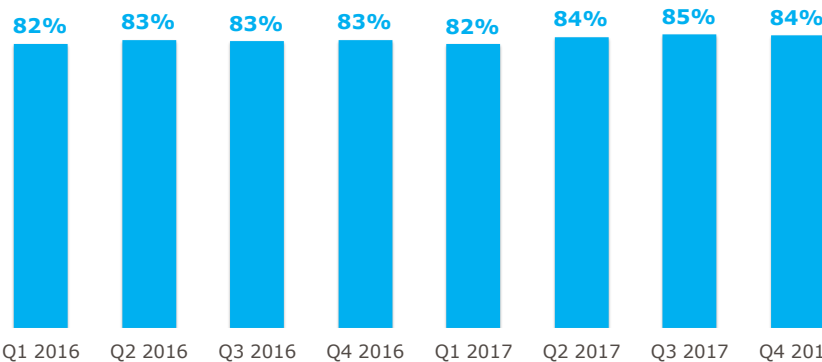
Consulting Services



Application Services



Technology & Engineering Services





Net Cash Evolution

in EUR millions		FY 2016	FY 2017
Profit for the period		908	808
Goodwill impairment		0	0
Depreciation, amortization and impairment of fixed assets		299	301
Change in provisions		-5	-9
Losses on disposals of assets		6	15
Net finance costs		104	18
Income tax expense / (income)		94	303
Other non-cash items		43	96
Cash flows from operations before net finance costs and income tax		1,449	1,532
Income tax paid		-167	-139
Change in restructuring debt		-4	10
Changes in operating working capital		41	-73
Operating cash flows (A)		1,319	1,330
Capital expenditure (net of proceeds) (B)		-176	-226
Cash outflows on business combinations net of cash & cash equivalents acquired		-23	-243
Increase in share capital		0	320
Increase in share capital subscribed by non-controlling interests		0	0
Dividends paid		-229	-262
Net payments relating to treasury shares transactions		-315	-531
Change in debt		-117	-75
Interest paid & received (C)		-72	-24
Translation, perimeter changes & other		-33	-85
Change in net cash and cash equivalents		354	204
Opening net cash and cash equivalents		-1,767	-1,413
Closing net cash and cash equivalents		-1,413	-1,209
Organic Free Cash Flow (A) + (B) + (C)		1,071	1,080

Balance Sheet



ASSETS		
in EUR millions	Dec 31, 2016	Dec 31, 2017
Goodwill	7,176	6,830
Intangible assets	813	681
Property, plant & equipment	754	749
Deferred taxes	1,473	1,283
Other non-current assets	374	311
Total non-current assets	10,590	9,854
Accounts & notes receivable	3,074	3,265
Current tax receivables	132	107
Other current assets	627	657
Cash management assets	157	168
Cash and cash equivalents	1,879	1,988
Total current assets	5,869	6,185
Total Assets	16,459	16,039

- 1) Attributable to owners of the company
2) and other post-employment benefits

EQUITY & LIABILITIES		
in EUR millions	Dec 31, 2016	Dec 31, 2017
Equity ⁽¹⁾	7,272	6,956
Non-controlling interests	13	4
Total equity	7,285	6,960
Long-term borrowings	3,287	2,783
Deferred taxes	227	172
Provisions for pensions ⁽²⁾	1,374	1,196
Non-current provisions	26	25
Other non-current liabilities	292	311
Total non-current liabilities	5,206	4,487
Short-term borrowings and bank overdrafts	125	589
Accounts and notes payable	2,818	2,837
Advances from cust. and billed in advance	737	890
Current provisions	104	88
Current tax liabilities	109	107
Other current payables	75	81
Total current liabilities	3,968	4,592
Total Equity & Liabilities	16,459	16,039

About Capgemini

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of 200,000 team members in over 40 countries. The Group reported 2017 global revenues of EUR 12.8 billion.

Learn more about us at

www.capgemini.com



People matter, results count.

This message contains information that may be privileged or confidential and is the property of the Capgemini Group.

Copyright © 2017 Capgemini. All rights reserved.

Biraud, Vincent

Head of Investor Relations

vincent.biraud@capgemini.com

+33 1 4754 5087

Schmitt, Marine

Senior Investor Relations Manager

marine.schmitt@capgemini.com

+33 1 4754 5082