

# 2016

## Q1 Revenues

Paris • April 27th, 2016



**People matter, results count.**

# Disclaimer

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.

This presentation contains forward-looking statements. Forward-looking statements are statements that are not historical facts. These statements include projections and estimates and their underlying assumptions, statements regarding plans, objectives, intentions and expectations with respect to future financial results, events, operations, services, product development and potential, and 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" and similar expressions. Although Cap Gemini's management believes that the expectations reflected in such forward-looking statements are reasonable, investors are cautioned that forward-looking information and statements are subject to various risks and uncertainties (because they relate to events and depend on circumstances that may or may not occur in the future), many of which are difficult to predict and generally beyond the control of Cap Gemini, that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements. No one should therefore unduly rely on these forward-looking statements as they reflect only the judgment of Cap Gemini's management at the date of this presentation and are not intended to give any assurances or comfort as to future results. Other than as required by applicable law, Cap Gemini does not undertake any obligation to update or revise any forward-looking information or statements.



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

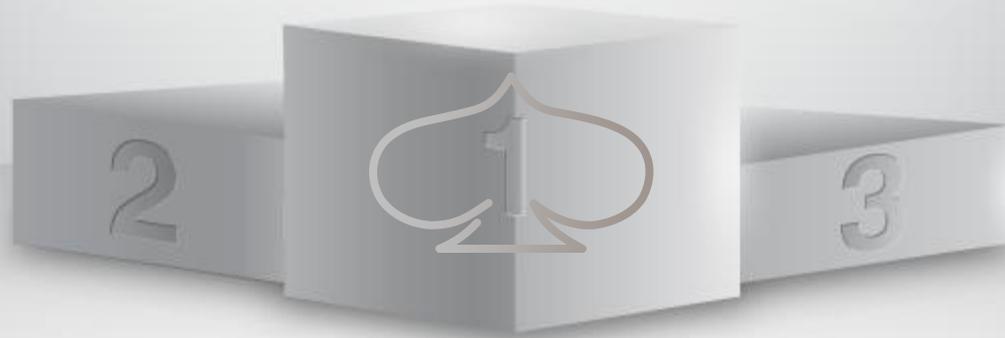
## Buoyant **Financial Services**

- 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

**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**



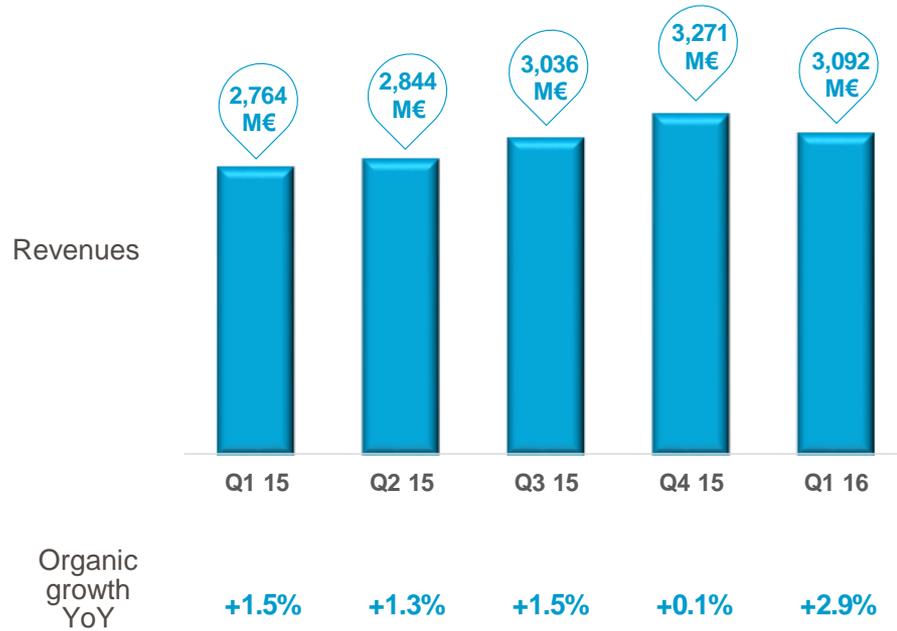
Following our **competitiveness** roadmap

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



Aiman  
**EZZAT**

# Revenues Quarterly Evolution

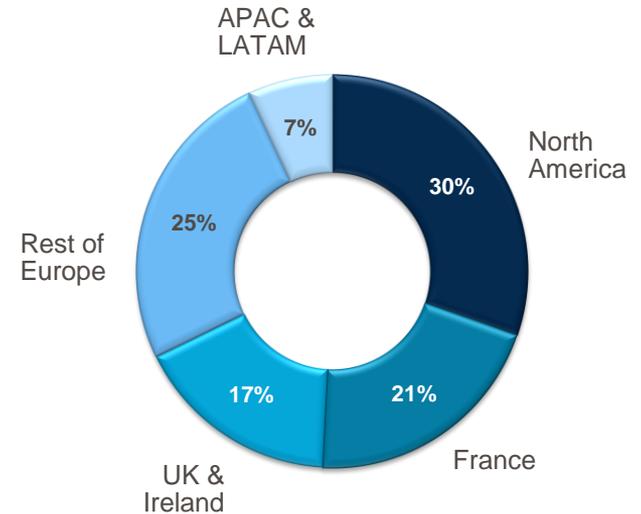



 Constant  
 currency  
 growth  
**+13.9%** YoY

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

# Q1 2016 Revenues by Main Geography

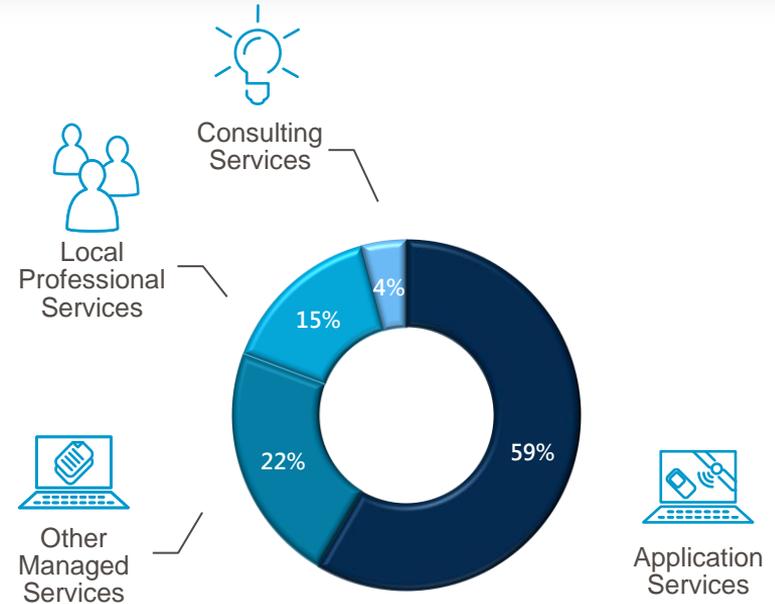
	In M€		Year-on-Year	
	Q1 2015	Q1 2016	Current	Constant Currency
			Q1 2016 / Q1 2015	Q1 2016 / Q1 2015
North America	662	938	+41.5%	+40.1%
UK & Ireland	504	525	+4.3%	+8.1%
France	620	633	+2.0%	+2.0%
Rest of Europe*	738	780	+5.6%	+6.1%
APAC & LATAM	240	216	-9.9%	+6.4%
<b>TOTAL</b>	<b>2,764</b>	<b>3,092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



\* Rest of Europe region now includes Benelux

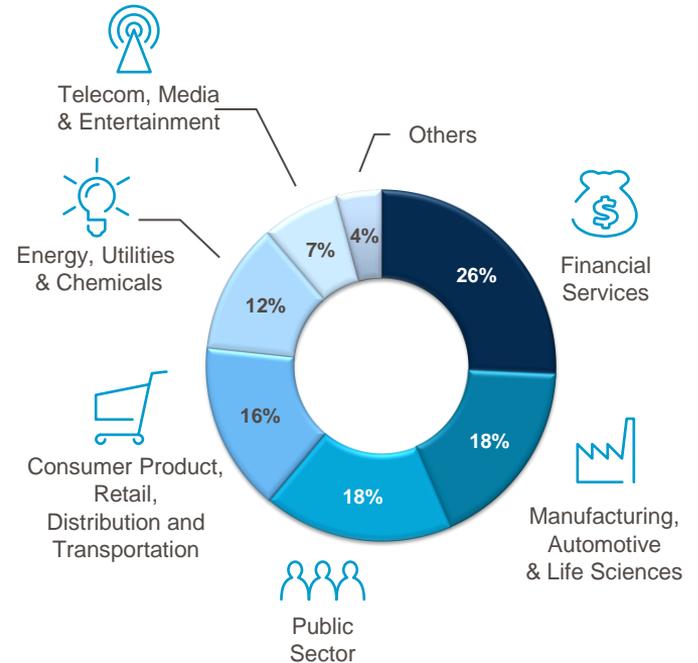
# Q1 2016 Revenues by Business

	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%
<b>TOTAL</b>	<b>+13.9%</b>

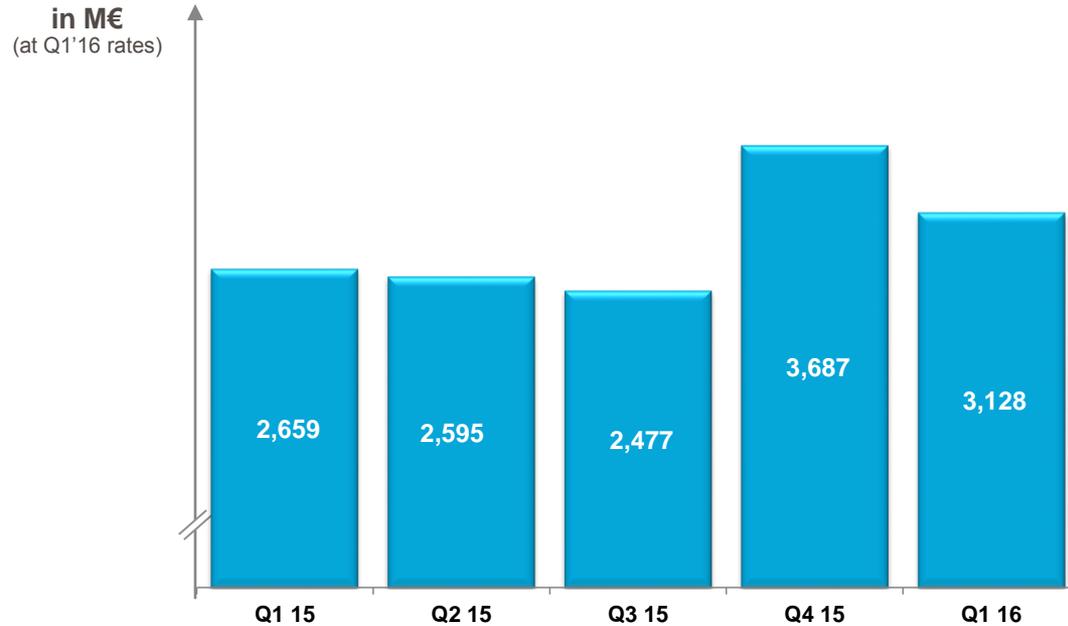


# Q1 2016 Revenues by Sector

	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%
<b>TOTAL</b>	<b>+13.9%</b>



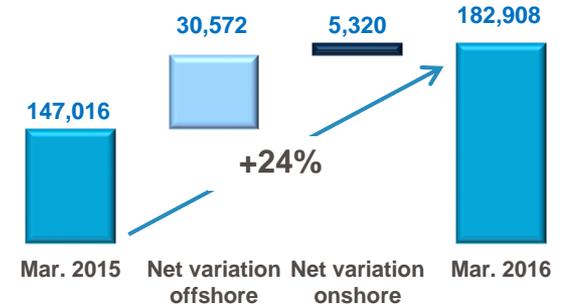
# Bookings Evolution



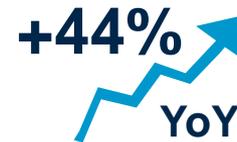
Previous quarter bookings have been restated to Q1'2016 exchange rates

# 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
<b>TOTAL</b>	<b>16.7%</b>	<b>16.7%</b>	<b>0.0 pt</b>



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



CONSULTING.TECHNOLOGY.OUTSOURCING



# Appendix

# Utilization Rates



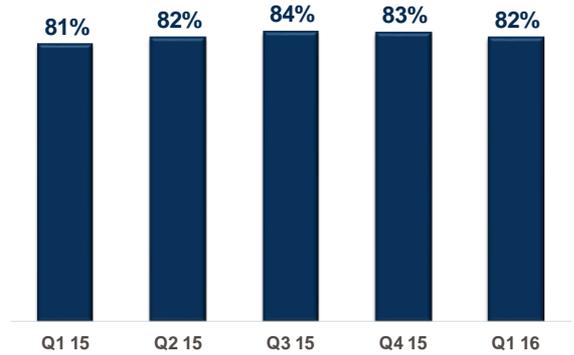
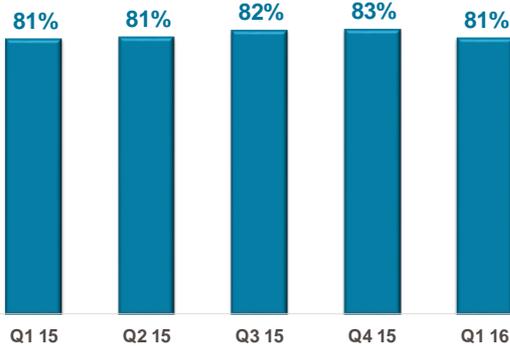
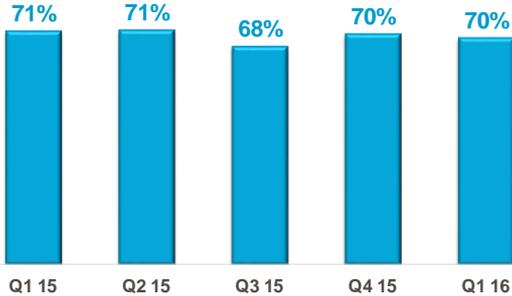
## Consulting Services



## Application Services



## Local Professional Services



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