Capgemini

CONSULTING.TECHNOLOGY.OUTSOURCING

2014 Q3 Revenues

Paris, November 6th, 2014

People matter, results count.

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Paul Hermelin

Solid execution of our strategy leading to full-year guidance confirmation

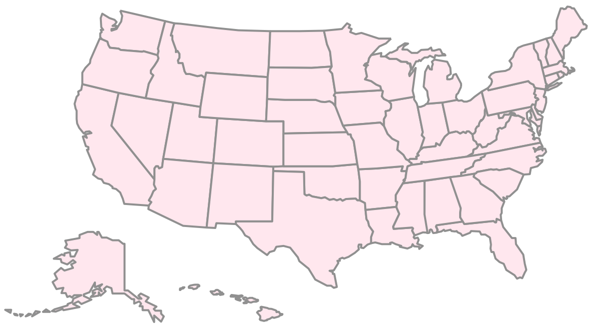
Growth	€2,591M revenues in Q3 2014, +2.8% organic growth YoY and +5.7% current growth
Sales	Stable Q3 bookings YoY at €1,987M Solid pipeline in a still challenging market
Innovation	Strong demand for our strategic offers: +17% bookings growth YTD
Competitiveness	+15% growth of our offshore headcount YoY, +17% in India only Implementing the industrialization of our delivery

Expanding market positioning in two key geographies

Strong dynamism in the UK

- Positive momentum continues with a 4% growth in Q3 YoY, after +3.9% in Q2
- Ongoing portfolio rebalancing from public sector to private sector
- Strong application services demand in the private sector
- Pipeline up by 13 % YoY

Double-digit growth in North America fueled by innovative offerings



- Good organic growth dynamic at +11.9% for NA in Q3 YoY, Q4 expected to come back to the H1 level
- Ramp-up of large programs and good sales in application services
- Very strong growth in infrastructure services pushed by expansion in large accounts
- Pipeline up by 42 % YoY

Continuous innovation in our portfolio and strong market demand

	Deals in Q3	Highlights in Q3
 **Digital Customer Experience**	SAFRAN Snecma; Global Automotive; European Luxury; Volkswagen	• **“Connected Car” offer in Automotive** • **YTD booking +55% over 2013**
 **Mobile**	HSBC; Major Airline; AkzoNobel	• **Capgemini Mobile Secure with Airwatch® by VMware®** • **YTD booking +85% over 2013**
 **Big Data and Analytics**	Technology; Aeronautics & Space	• **Enterprise Data Hub accelerator with Cloudera** • **Data Quality as a service with Informatica**
 **Cloud**	TGI Fridays; Jamba Juice; European Bank; Domino's Pizza; postnl	• **Virtual Company (BPO as a Service with Netsuite and IBX)** • **Infrastructure Cloud Transformation**
 **Sector Specific Innovations**	sparq solutions; SP AusNet; US Specialty Trucks; Horizon Power; European Automotive; European Energy	• **OnePath – leading position on Business Suite on Hana** • **Digital Industrial Asset Lifecycle Management**

Steady improvement of our competitiveness

Pushing industrialization further: costs optimization and quality improvement

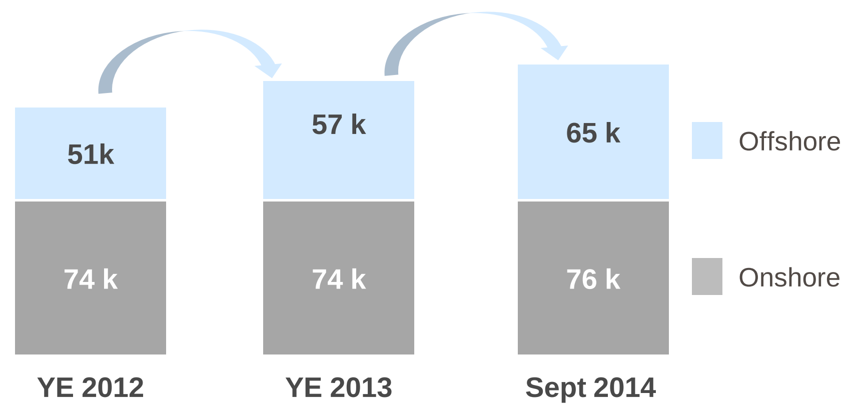
- **Key examples of our industrialization**

Next Gen AM	✓
Next Gen AD	Ongoing
BPO	✓
Infrastructure services globalization	✓
Resources supply chain	Ongoing
Automation	Ongoing

- In **North America**, AM growing at 25% in Q3 with good margin; win rates are up by 10 points

Continuous progress of our offshore leverage

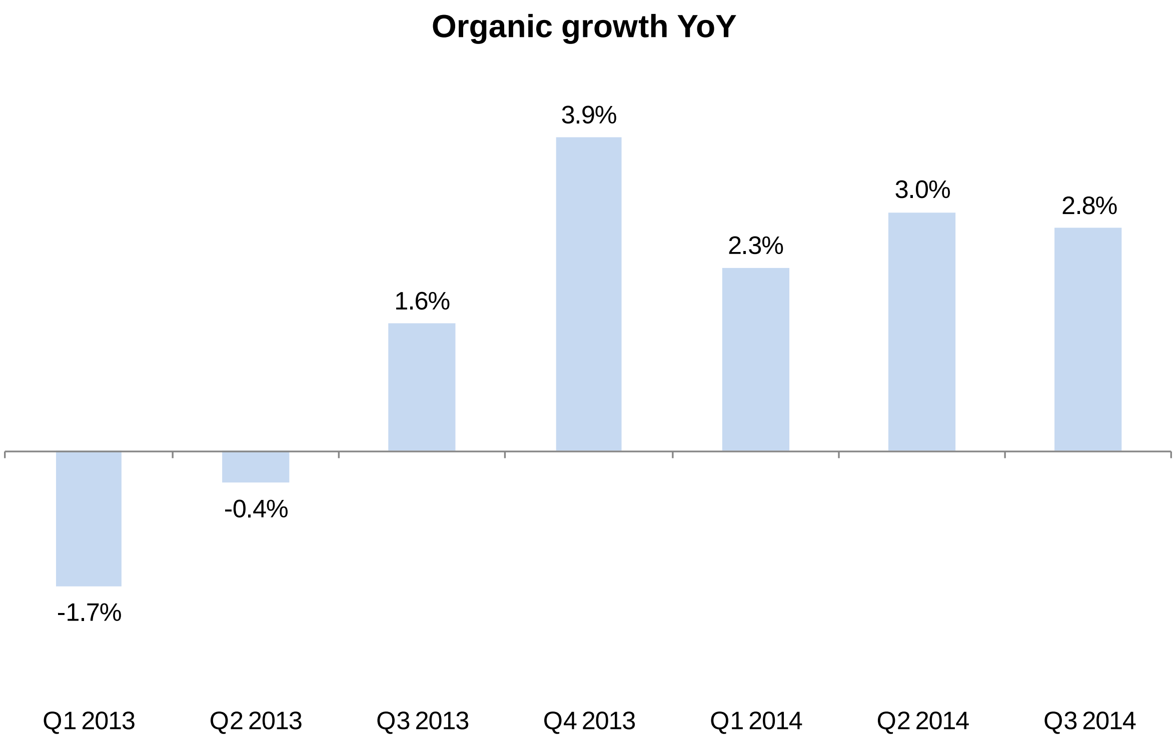
- **Offshore leverage at 46 % in Q3, +3 pts YoY**
  - + 8 pts in Nordics YoY
  - + 7 pts in Central Europe YoY
- **+17% India headcount in Q3 YoY**



Industrialization and offshore, two key assets in a demanding market

Aiman Ezzat

Revenues Quarterly Evolution



Revenue in M€ published

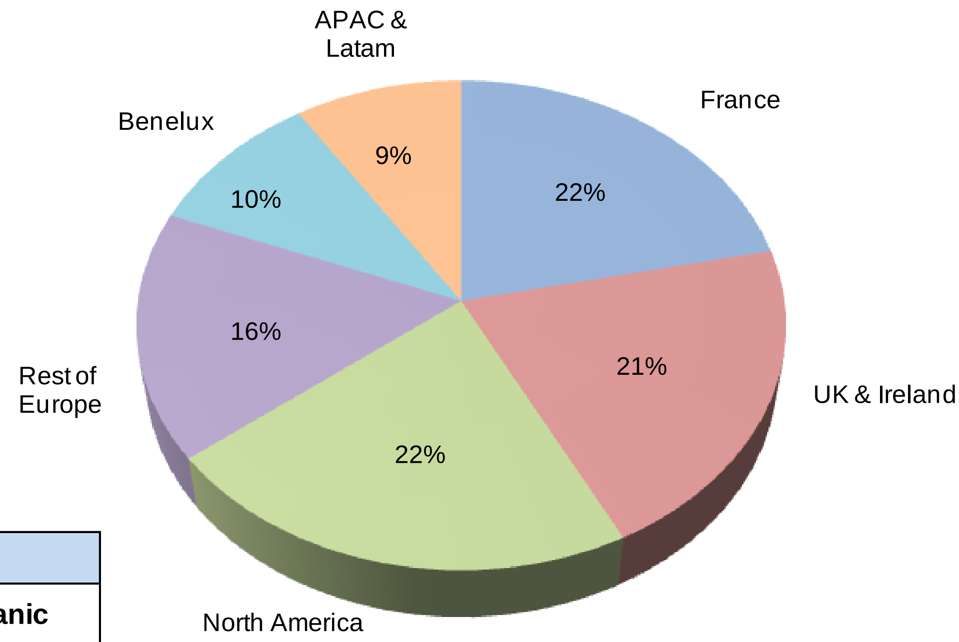
2 499	**2 534**	**2 451**	**2 607**	**2 503**	**2 601**	**2 591**

	Q1 2014	Q2 2014	Q3 2014
in M€ published	2 503	2 601	2 591

Sequential current growth	-4.0%	3.9%	-0.4%
Sequential organic growth	-3.6%	1.9%	-2.5%

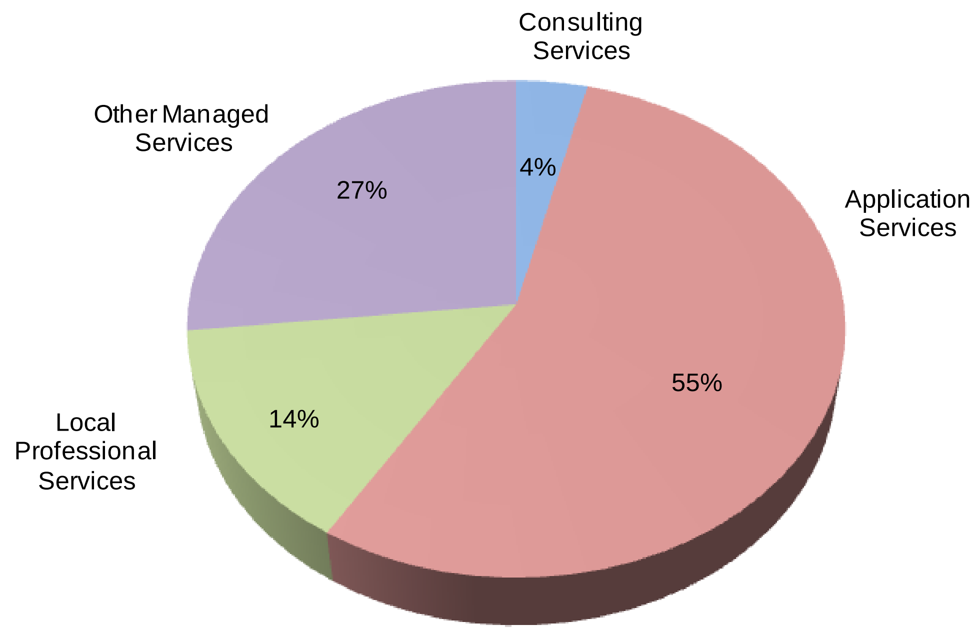
Year-on-Year current growth	0.2%	2.7%	5.7%
Year-on-Year organic growth	2.3%	3.0%	2.8%

Q3 2014 Revenues by Main Geography



in M€	Current		Year-on-Year Current	Year-on-Year Organic
	Q3 2013	Q3 2014	Q3 14 / Q3 13	Q3 14 / Q3 13
North America	516	572	10.9%	11.9%
UK & Ireland	482	540	12.0%	4.0%
France	514	560	9.0%	-0.5%
Benelux	258	256	-0.8%	-0.8%
Rest of Europe	418	425	1.4%	2.9%
APAC & Latam	263	238	-9.5%	-7.2%
Total	**2 451**	**2 591**	**5.7%**	**2.8%**

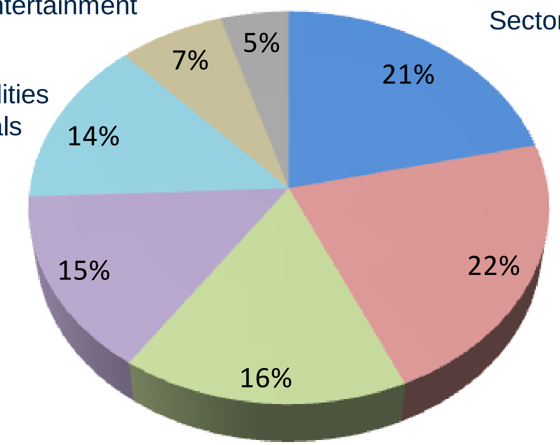
Q3 2014 Revenues Growth by Business



	Organic Year-on-Year	
	H1 14 / H1 13	**Q3 14 / Q3 13**
Consulting Services	-4.7%	-3.0%
Local Professional Services	0.6%	0.0%
Application Services	2.6%	5.1%
Other Managed Services	5.5%	0.6%
Total	**2.6%**	**2.8%**

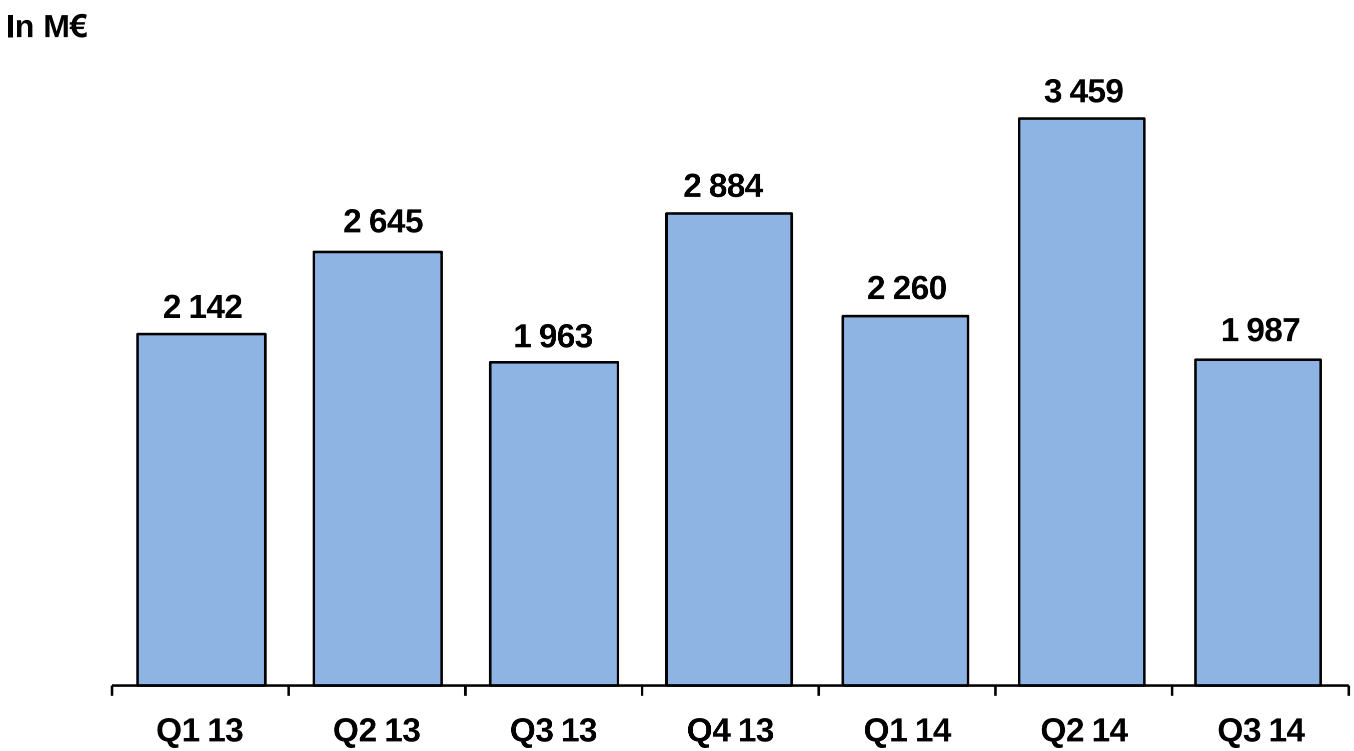
Published H1 figures for Application Services and Other Managed Services have been restated following a reclassification of activities.

Q3 2014 Revenues by Sector



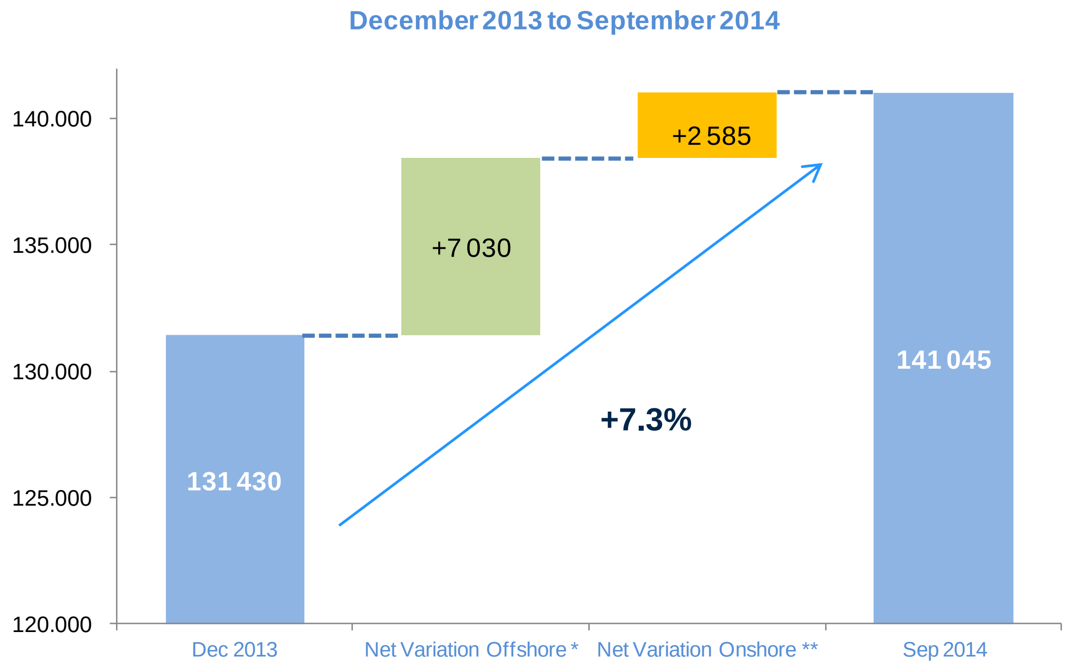
	Organic Year-on-Year	
	H1 14 / H1 13	Q3 14 / Q3 13
Financial Services	3.8%	3.1%
Energy, Utilities & Chemicals	10.2%	15.1%
Manufacturing, Automotive & Life Sciences	-2.7%	0.0%
Consumer Product, Retail, Dist. & Transportation	6.0%	7.6%
Public Sector	1.3%	2.8%
Telecom, Media & Entertainment	-0.3%	-12.2%
Total	**2.6%**	**2.8%**

Bookings Evolution



At Q3 2014 Actual rate

Headcount Evolution



Offshore Headcount Growth
+15% over 12 months

* Includes 106 on account of Euriware acquisition
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Attrition YTD	Sep. 13	Sep. 14	Year-on-Year variation
Consulting Services	17.4%	21.0%	+3.6 pts
Local Professional Services	14.8%	14,8%	+0.0 pts
Application Services	16.6%	17.7%	+1.1 pts
Other Managed Services	18.9%	20,0%	+1.1 pts
Total	**16.7%**	**17.7%**	**+1.0 pts**

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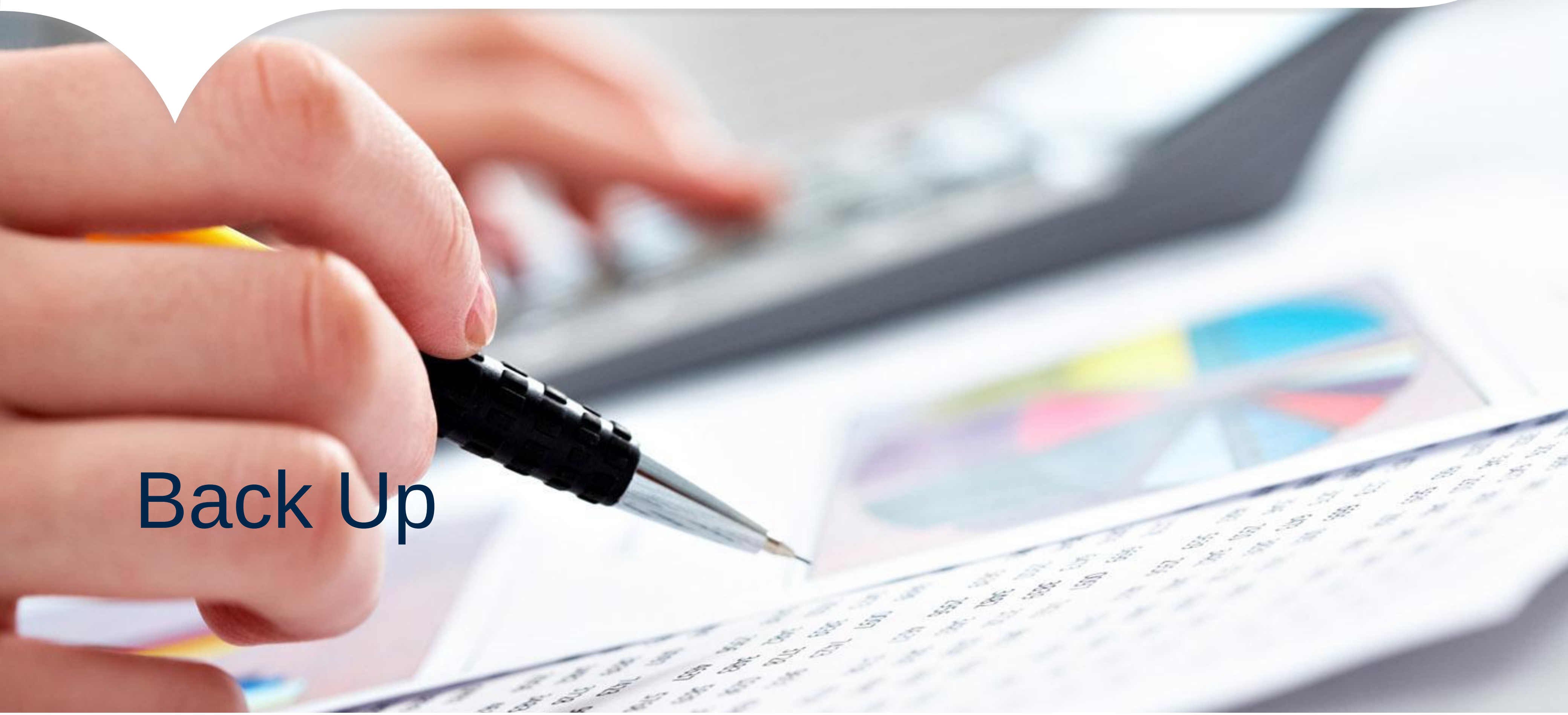

Back Up

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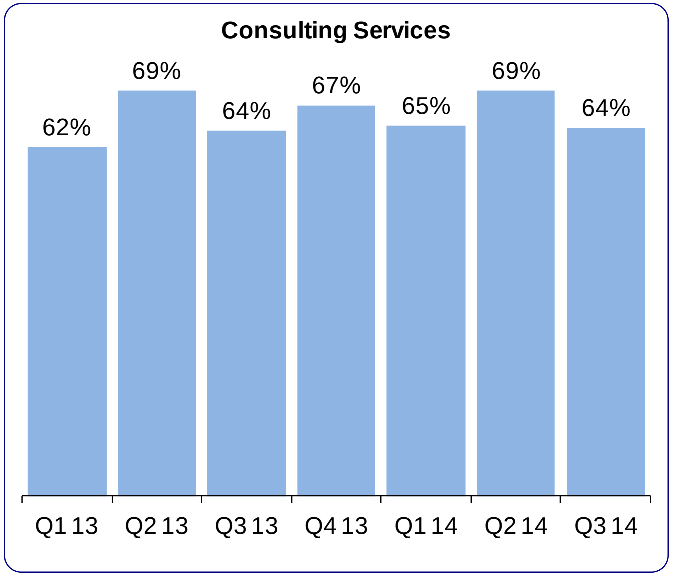
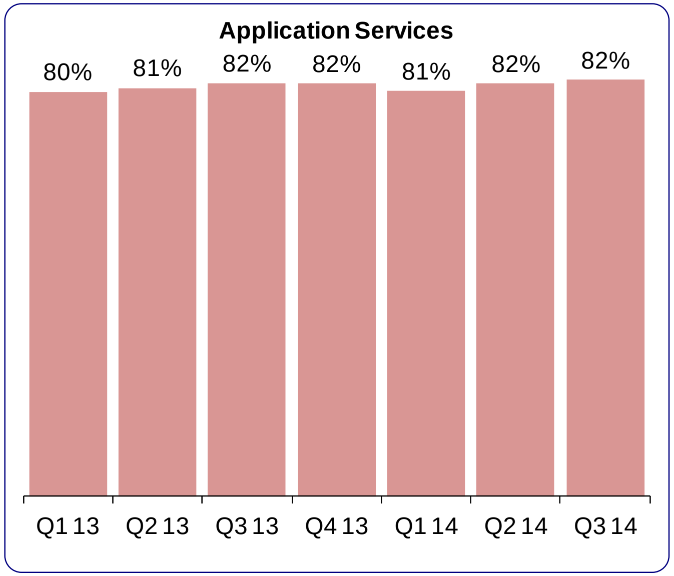
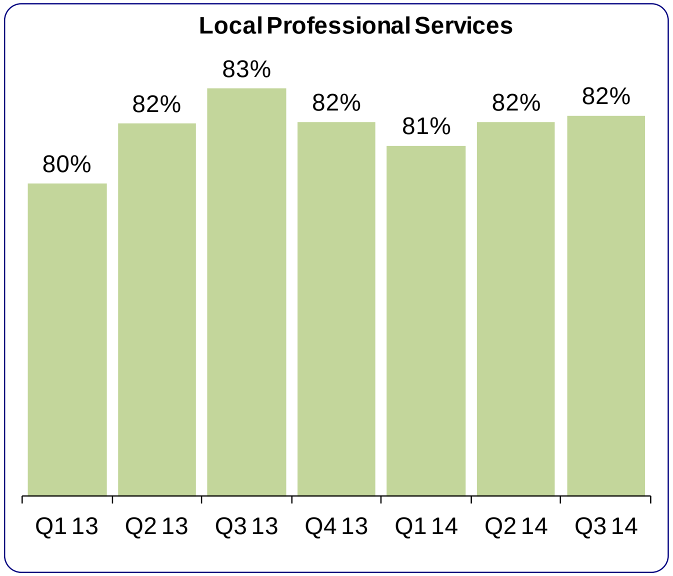
Utilization Rates







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Sequential organic growth	-2.3%	1.5%	-2.2%	7.2%	-3.6%	1.9%	-2.5%
Year-on-Year current growth	-2.6%	-2.0%	-2.8%	0.6%	0.2%	2.7%	5.7%
Year-on-Year organic growth	-1.7%	-0.4%	1.6%	3.9%	2.3%	3.0%	2.8%

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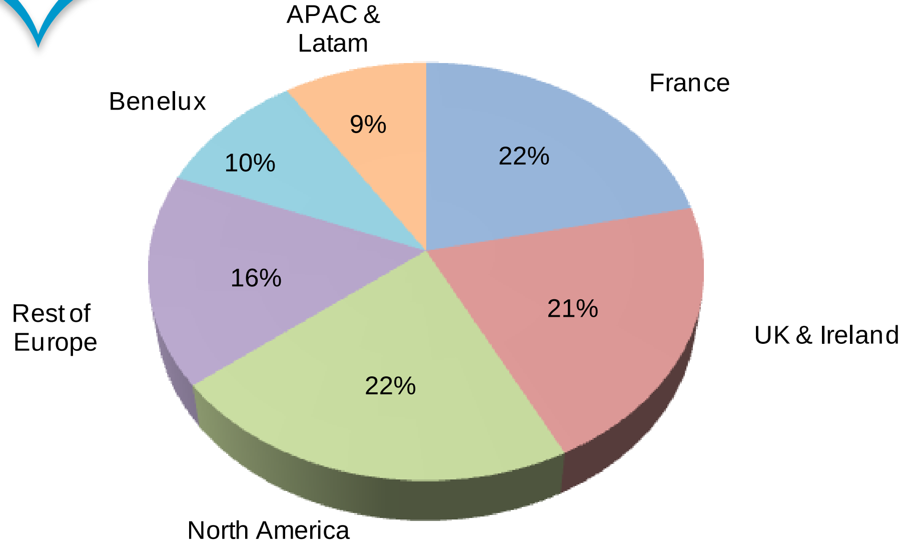

In M€	Current			Current Sequential	Current Year-on-Year	Organic Sequential	Organic Year-on-Year
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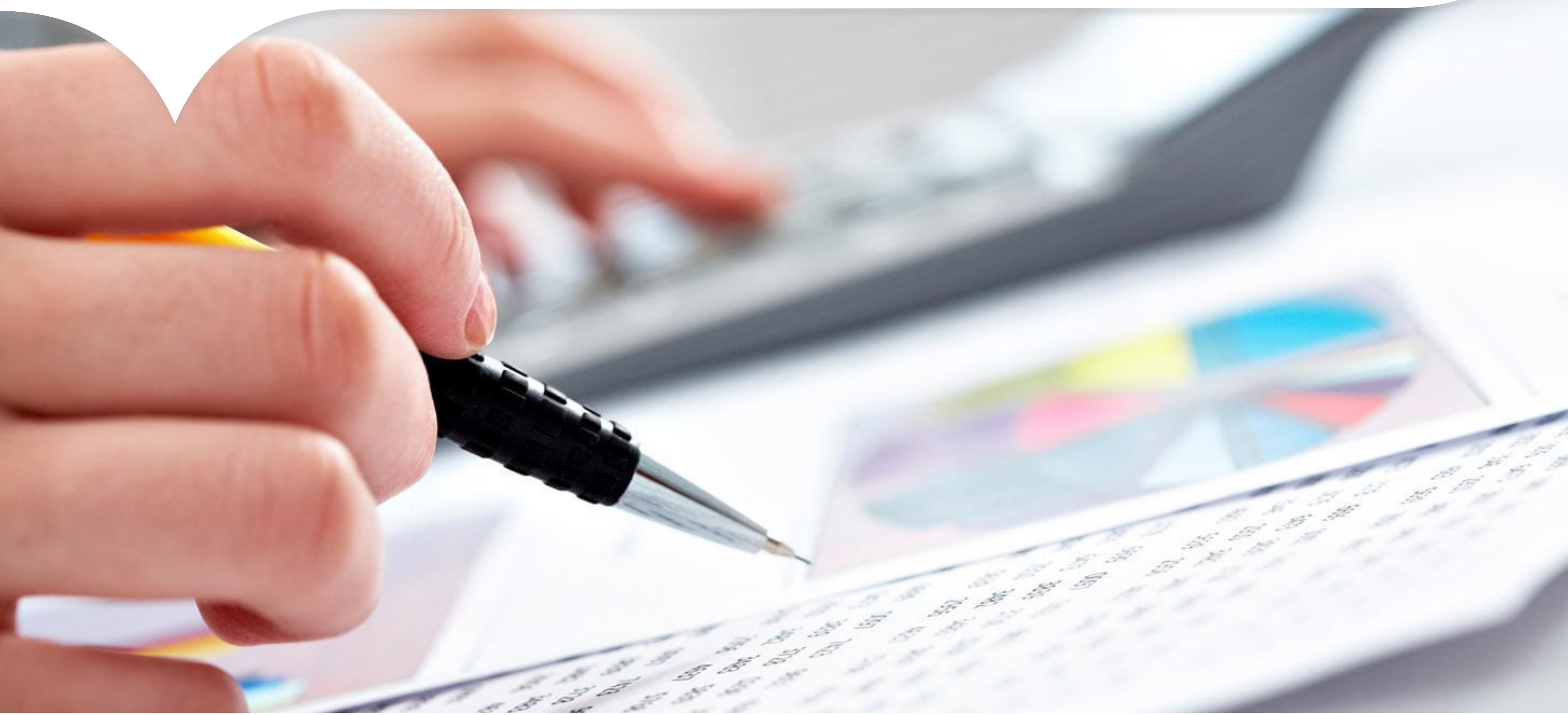

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