

Financial update

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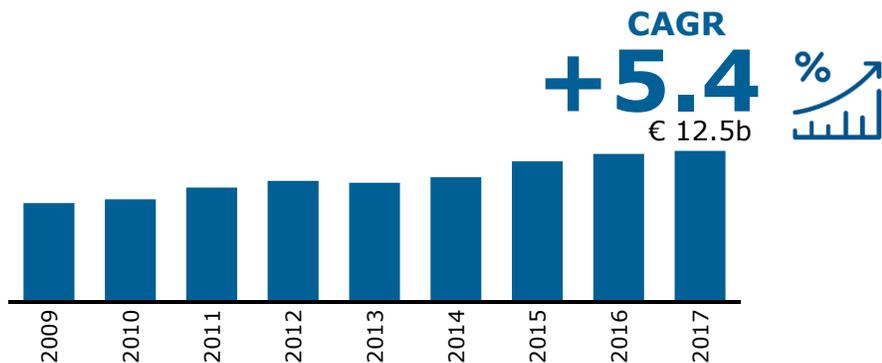
The present forward-looking statements are made as of the date of this presentation, and Capgemini did not disclaim any intention or obligation to provide, update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.



We have achieved a strong financial journey...



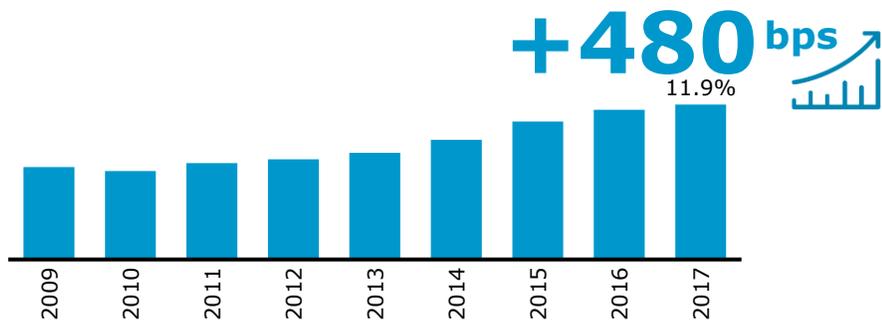
REVENUES



- Extend our **global reach**
- **Unify our go-to-market** on selected global accounts
- Develop our **sector focus**



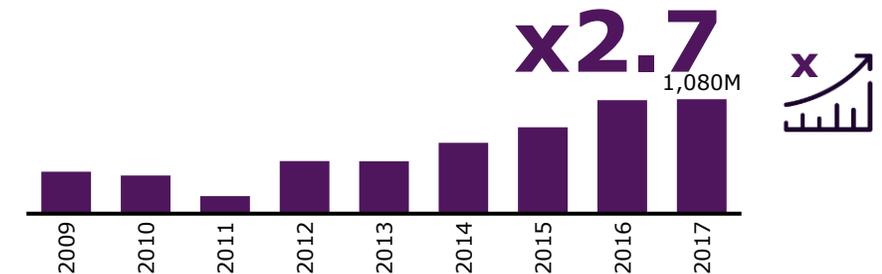
OPERATING MARGIN*



- Drive **competitiveness** through globalization
- **Industrialize:** offshore & automation
- Invest in **innovation:** Digital & Cloud business



ORGANIC FREE CASH FLOW*



- Reaffirm a **capex-lite business model**
- Increase **free cash flow focus**

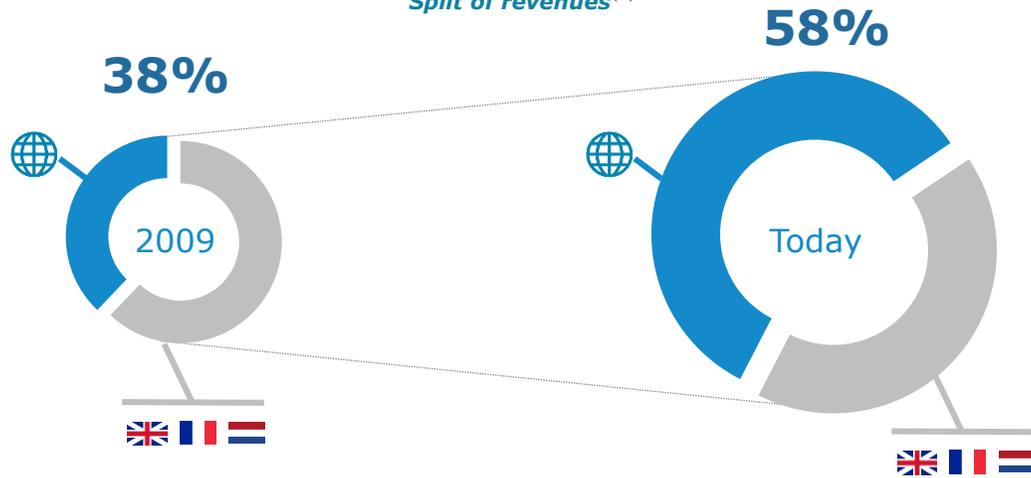
* Operating margin and organic free cash flow are alternate performance measures defined and reconciled in Capgemini registration document.



...while improving our resilience profile

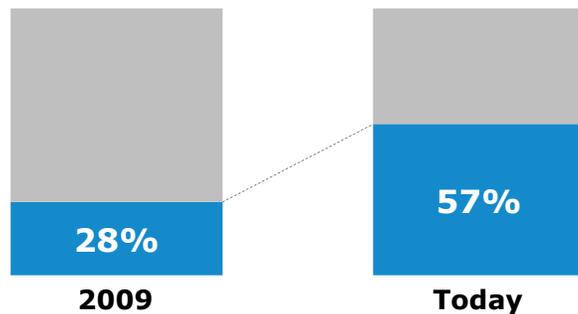
GEOGRAPHICAL EXPOSURE DIVERSIFICATION

Split of revenues^(a)



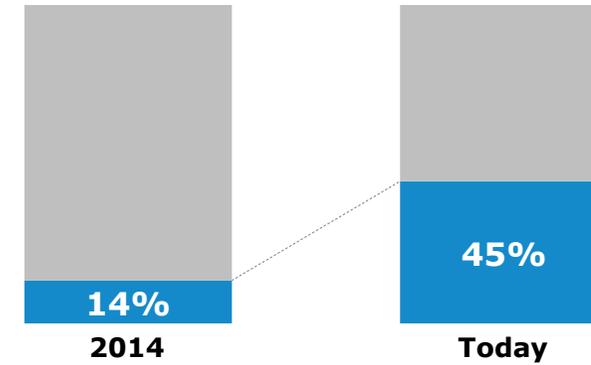
GLOBAL AND FLEXIBLE OFFSHORE DELIVERY MODEL

Offshore leverage^(b)



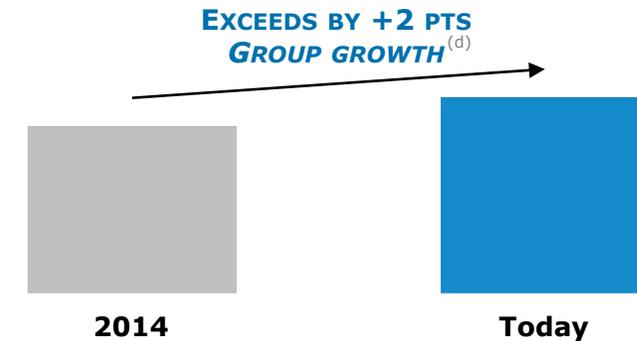
STRUCTURAL DIGITIZATION OF THE ECONOMY

Digital & Cloud^(c)



RECURRING AND INCREASING REVENUES FROM TOP CLIENTS

Top 100 clients organic growth



(a) Percentage of Group revenues outside France, UK and Ireland and the Netherlands in FY2009 and YTD2018.

(b) Percentage of total Group headcount located in offshore places.

(c) Percentage of Digital & Cloud in Group activity in FY2014 and in the first 9 months of FY2018.

(d) The organic growth of the Top 100 clients outpaced Group organic growth by 2 points in average in FY2015, FY2016, FY2017 and YTD2018.



We confirm our mid-term ambitions



Innovation



Competitiveness



Industrialization



**MID-TERM
AMBITION**



ORGANIC GROWTH

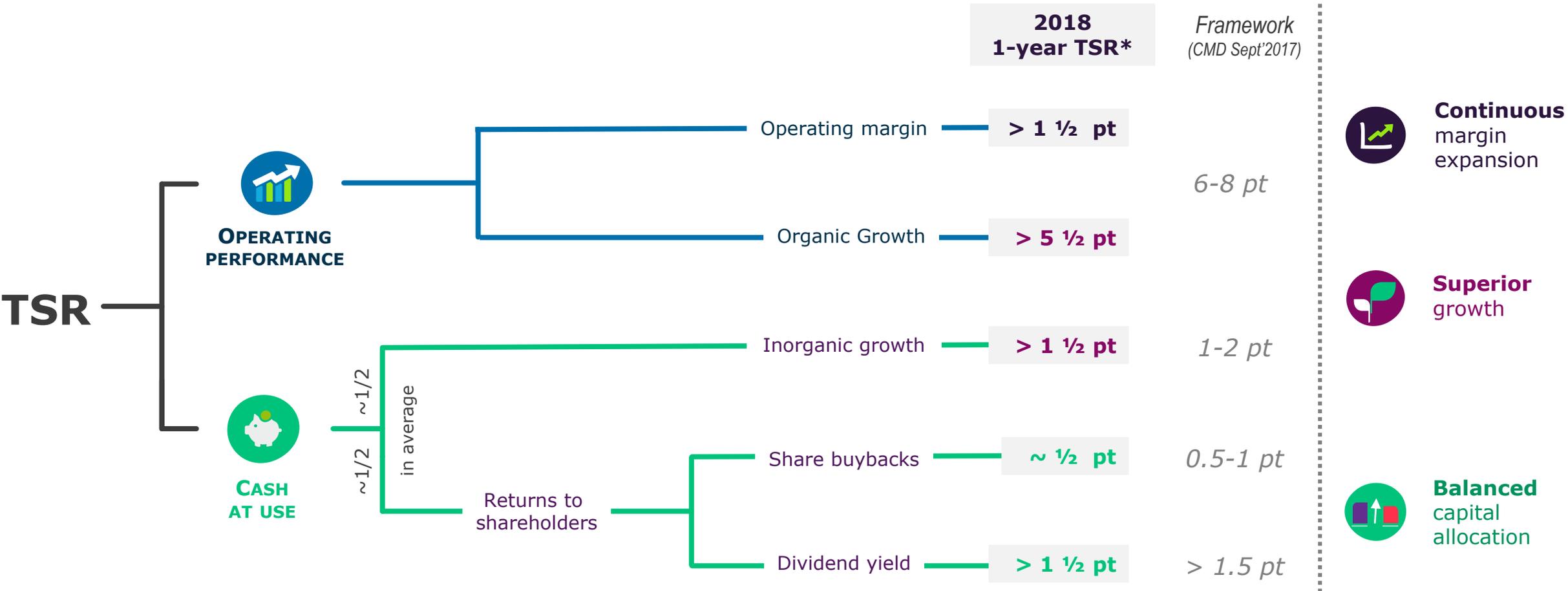
**+ 5%
to +7%**



OPERATING MARGIN

**+ 12.5%
to +13.0%**

2018 confirms our resilient Total Shareholder Return framework



* Based on FY 2018 outlook



We align our reporting with the new realities

DISCIPLINED PORTFOLIO MANAGEMENT

Drive a proactive, disciplined and agile portfolio strategy

Invest in Group priorities to bring value and differentiation



CLIENT CENTRICITY

Unify our go-to-market

Reinforce our sector approach

Bring the full portfolio to our client through one single channel

WHAT IS CHANGING ?



Moving to a model with more client centricity and no more managed by Business lines

Financial reporting

Geography	Revenues Constant currency growth Operating margin
Sector	% of Group revenues Constant currency growth
Business	% of Group revenues Constant currency growth ^(a)

Transparency

- Provide all relevant comments to let investors understand our performance
- Comment performance by business whenever necessary

(a) Total revenues (internal+external) to match the economics of selling business outcomes via "multi-tower deals" rather than single capabilities

We develop the levers of a sustained performance



Superior growth

Leverage on the digitization of the economy

Be recognized as a strategic partner by a larger number of global accounts

Fuel strategic accounts growth by combining Core IT and innovation

Increase differentiation with sector offers and alliances



Continuous margin expansion

Bring selected digital offers at scale

Get a premium price on differentiated offers

Leverage offshore, automation & AI

Adapt re-investment in innovation to market conditions



People matter, results count.

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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

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