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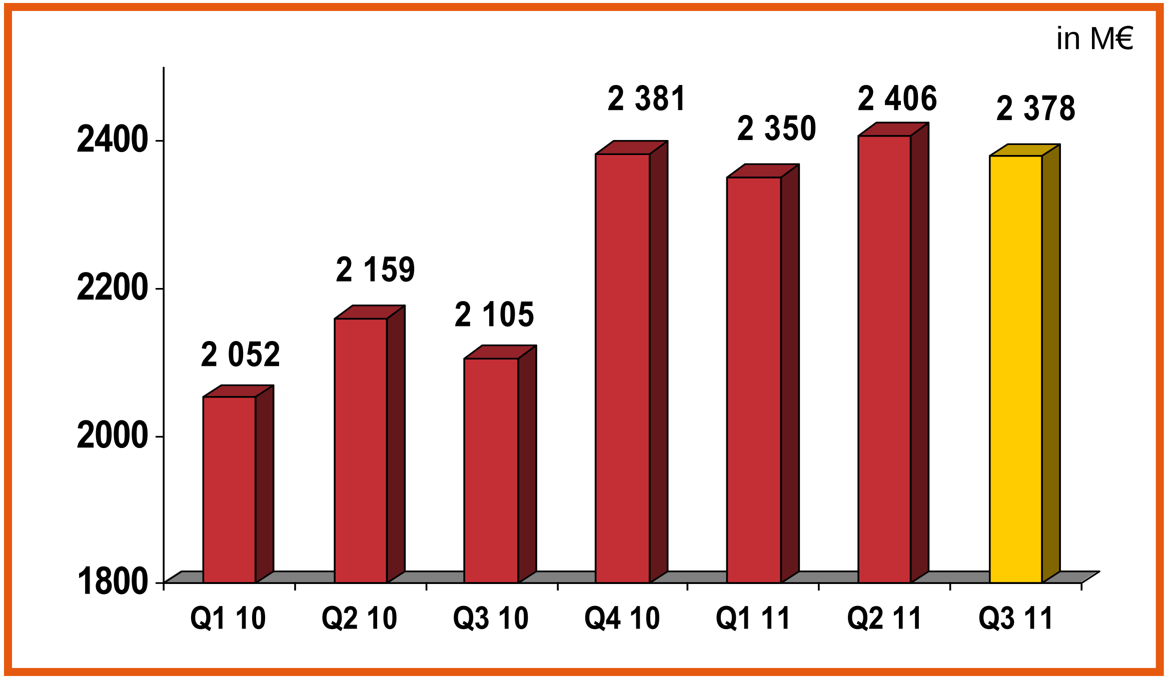
2011 Third Quarter Revenues

Paris, November 8, 2011

Positive Journey in Q3

- 4th consecutive quarter with a double-digit published growth
  - Q3 2011: +13%, Q2 2011: +11.4%, Q1 2011: +14.5%, Q4 2010: +16.2%
  - Most cyclical business showing a +6.1% organic growth (Consulting, Technology and Sogeti)
  - BPO activities contributing with a strong +19.9% organic growth rate
- Our growth engines are working well, we continue to gain market shares despite economic turbulences
  - In France: +7.8% in Q3
  - In North America: +5% in Q3
  - In the Nordic countries: +12.4% in Q3
  - Good resistance of Telco with +14.0% growth, and impressive growth in Manufacturing, +18.8%
- Agile HR management
  - Recruitment focused on freshers, over 50% of September recruits
  - High attrition rate leveraged to accelerate pyramids reshaping
  - 117.400+ employee on Sept. 30, including 37.4% offshore
  - Cautious recruitment policy in Q4

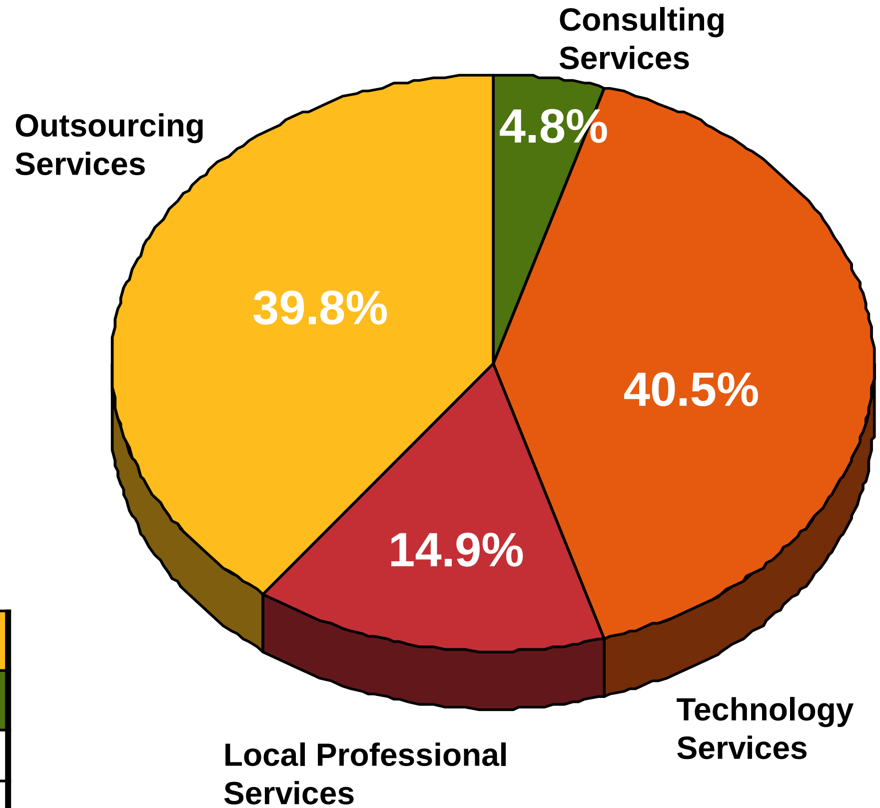
Revenues Quarterly Evolution



	Q1 2010	Q2 2010	H1 2010	Q3 2010	Q4 2010	H2 2010	FY 2010	Q1 2011	Q2 2011	H1 2011	Q3 2011
M€ (Published)	2 052	2 159	4 211	2 105	2 381	4 486	8 697	2 350	2 406	4 756	2 378
Sequential Current Growth		5.2%		- 2.5%	13.1%			- 1.3%	2.4%	6.0%	- 1.2%
Sequential Organic Growth		2.1%		- 0.7%	3.9%			1.0%	4.0%	3.3%	- 4.0%
Year-on-Year Current Growth								14.5%	11.4%	12.9%	13.0%
Year-on-Year Organic Growth								6.4%	8.3%	7.4%	4.7%

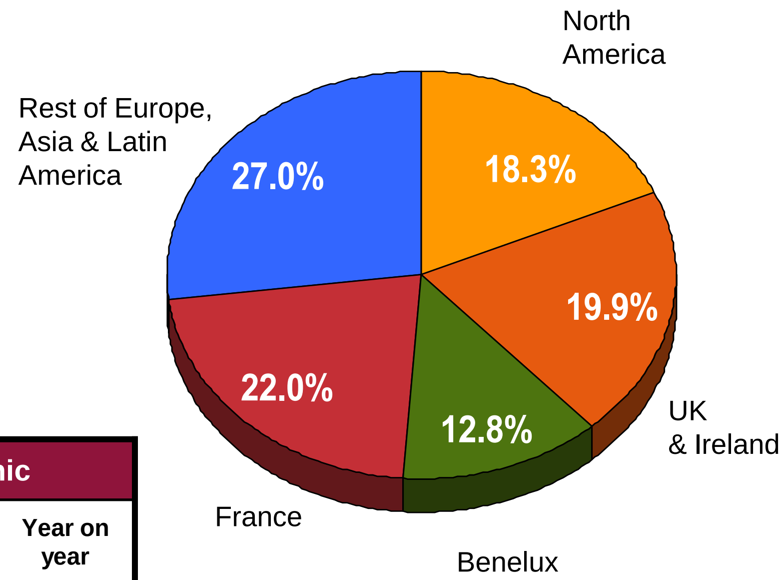
Q3 2011 Revenue Growth by Business

At constant rates & perimeter



	Sequential	Year-on-year
	Q3 11 / Q2 11	Q3 11 / Q3 10
Consulting Services	- 13.0%	- 0.9 %
Technology Services	- 5.4 %	7.2 %
Local Professional Services	- 7.2 %	5.3 %
CS / TS / LPS	**- 6.5 %**	**6.1 %**
Outsourcing Services	**0.1 %**	**2.7 %**
TOTAL GROUP	**- 4.0 %**	**4.7 %**

Q3 2011 Revenues by Geography



M€	Current			Current Sequential	Current Year on year	Organic Sequential	Organic Year on year
	Q3 2010	Q2 2011	Q3 2011	Q3 11 / Q2 11	Q3 11 / Q3 10	Q3 11 / Q2 11	Q3 11 / Q3 10
North America	439	445	435	- 2.4 %	- 0.9 %	- 5.3 %	5.0 %
France	433	515	522	1.5 %	20.5 %	- 7.8 %	7.8 %
UK & Ireland	492	508	473	- 6.8 %	- 3.7 %	- 7.5 %	1.3 %
Benelux	322	319	304	- 4.7 %	- 5.7 %	- 4.7 %	- 5.7 %
Rest of Europe, Asia & Latin America	419	619	644	4.0 %	53.6 %	3.6 %	10.4 %
TOTAL	2 105	2 406	2 378	- 1.2 %	13.0 %	- 4.0 %	4.7 %

Headcount Evolution

Headcount as of Dec. 31, 2010	**108 698**
Recruits *	**25 874**
Acquisitions / Outsourcing Deals **	**1 854**
Disposals	**- 33**
Layoffs	**- 3 078**
Leavers	**- 15 887**
Headcount as of Sept. 30, 2011	**117 428**

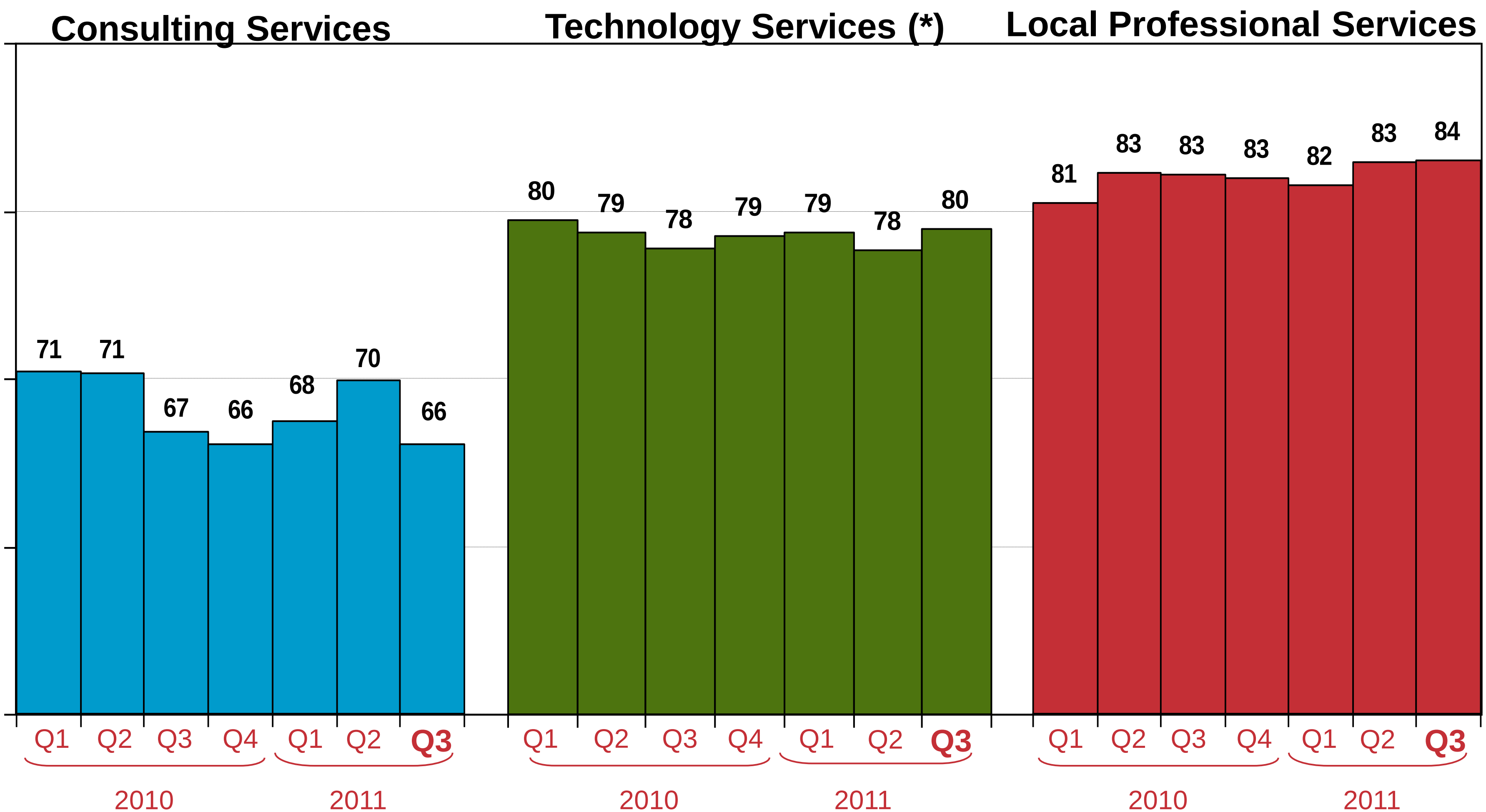
51% OFFSHORE

(*) out of which : 3 356 in Sogeti (Excl. India)
10 328 in India
2 785 in other offshore centers

(**) out of which : 847 Prosodie

Sept YTD Attrition	Sept 10	Dec 10	Sept 11	YoY Var
Consulting Services	21.8%	21.9%	22.5%	0.7 pts
Technology Services	16.9%	16.7%	18.8%	1.9 pts
Outsourcing Services	16.0%	15.5%	17.1%	1.1 pts
Local Professional Services	14.4%	15.0%	18.5%	4.1 pts
Total Disciplines	**16.2%**	**16.1%**	**18.8%**	**2.6 pts**

Utilization Rates by Discipline

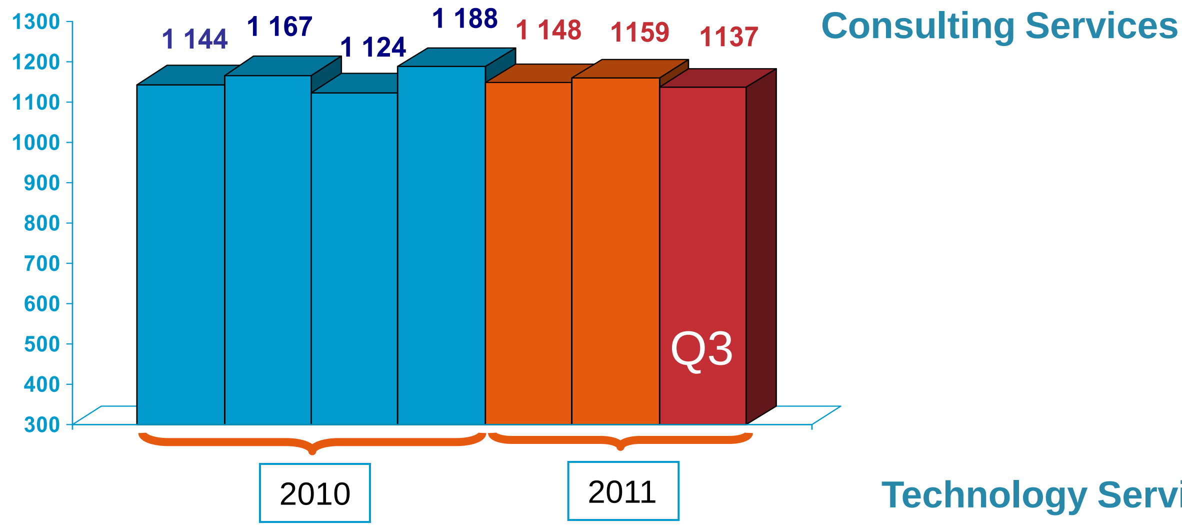


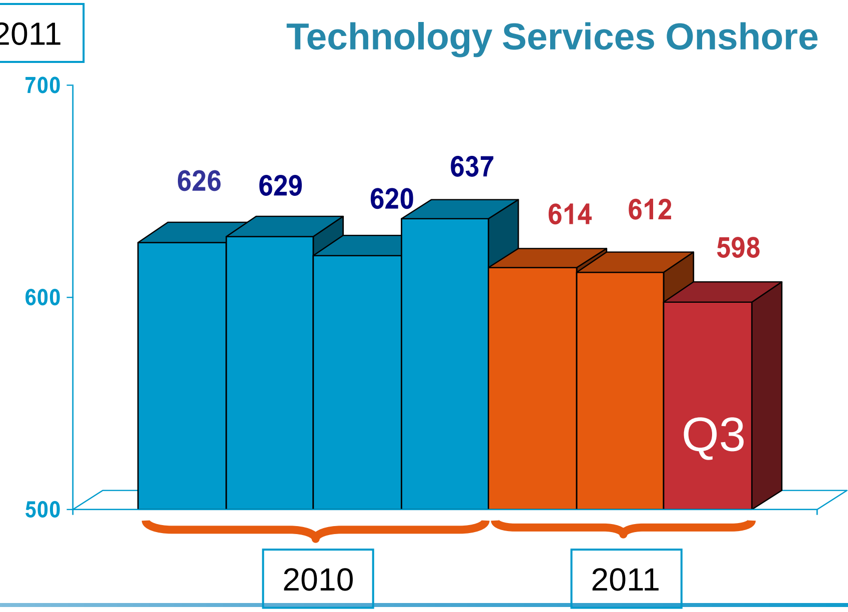
At constant perimeter

(*) Excluding CPM Braxis

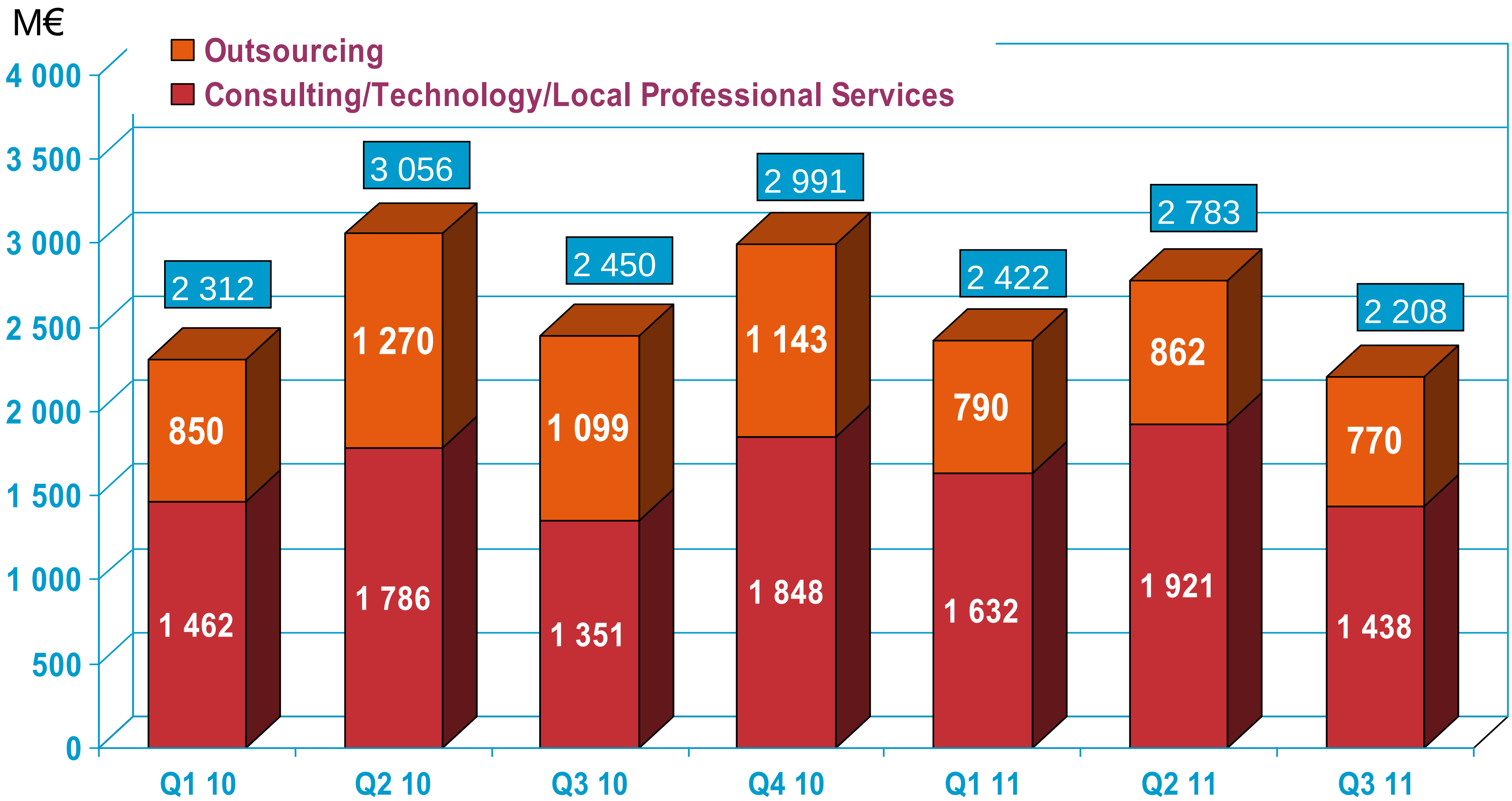
Charge-out Rates

At budget rates and constant perimeter





Bookings Evolution by Business



At budget rates & constant perimeter – Prosodie not included

Book-to-Bill Evolution – Q3 2011

At budget rates

M€	Consulting / Technology / Local Professional Services		
	Bookings	**Revenues**	**Book-to-bill ratio**
North America	**318**	**296**	**1.07**
Rest of the world	**1 120**	**1 166**	**0.96**
TOTAL	**1 438**	**1 462**	**0.98**

A book-to-bill ratio in line with former Q3 :

0.97 in 2008, 1.03 in 2009, 0.99 in 2010

Differentiating through Agile Portfolio Management Strategy

Strong Global Offers Performance

- +20% bookings growth YoY on **BIM**
  - Nice deals won at Unilever, Philips Healthcare and Deutsche Telekom
- +26% bookings growth YoY in **Testing**
- +331% YoY bookings growth on **Smart Energy Services**
- €33M revenues YTD in **BPM** and promising bookings
- Overall, **+17% revenue growth** on our global offers

Alliance Driven Successes

- **Oracle** – Focus area wins in Exadata, Fusion Applications and Big Data
- **SAP** – Focus area wins in HANA, Duet Enterprise and Mobility
  - Deal signed with the Ministry of Economic Affairs in Holland on **SAP Mobility**, strong pipeline of opportunities following our recent campaign
- **EMC** – Announced as 6th major global alliance with Storage-as-a-Service focus

Strategic Portfolio Shifts

- Capgemini Consulting driving **Digital Transformation,** early wins
  - Next generation CRM program for a major German Premium car manufacturer
  - Future of the car after-sales for PSA Peugeot Citroen
- Focus on hypergrowth sector segments: **Tax management**, **One Manufacturer**, **CTP**
- Vibrant **BPO** activity with strong results and the launch of a new **Supply Chain** service line

Major Wins in Q3

Capgemini Consulting	Application Services	Infrastructure Services	BPO
العلم Al-Elm شركة سعودية مساهمة e-gov. solutions provider in Saudi Arabia	Crédit Mutuel ARKEA Major banking insurance company in France	RDC The largest information services provider in the automotive sector in the Benelux	INTERNATIONAL PAPER Production and distribution of paper in the USA
	hydro one Major actor in the electricity services industry in Canada	usg people Specialized Dutch provider of employment services in Europe	Armstrong American manufacturer of flooring, ceiling and cabinets
	NATS World Leader in Air Traffic Management in the UK		

Schneider Electric — the global specialist in energy management

BURBERRY

SCOR — French reinsurer

Deutsche Post

2011 Guidance

Year-on-year reported revenue growth:

+ 9 to + 10 %

Operating margin rate improvement:

Over 0.5 points vs 2010

Capgemini, global European leader in the IT sector

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Back-up

Paris, November 8, 2011

Q3 2011 Revenues by Geography

M€	Current			Current		Organic	
				Sequential	Year on year	Sequential	Year on year
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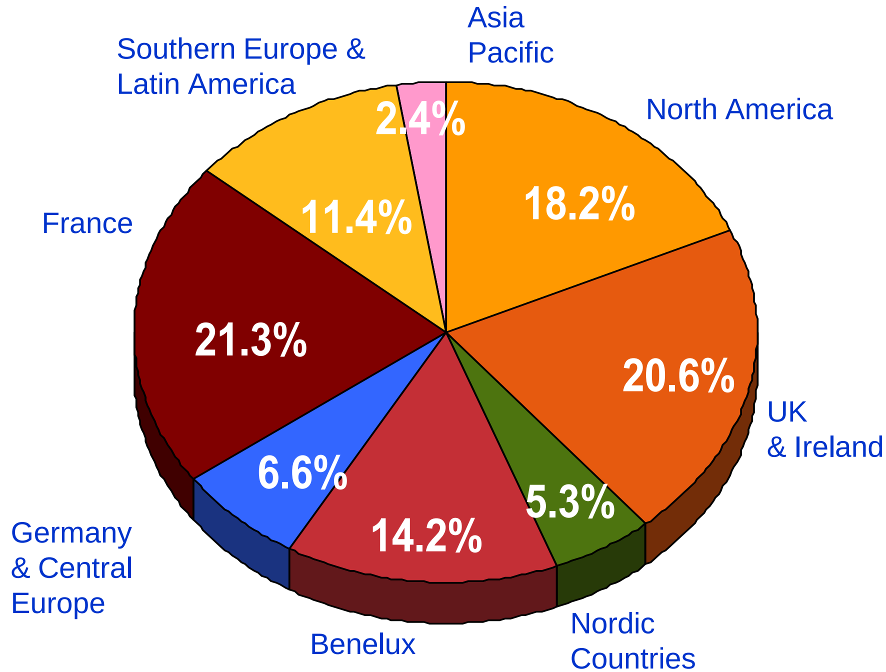
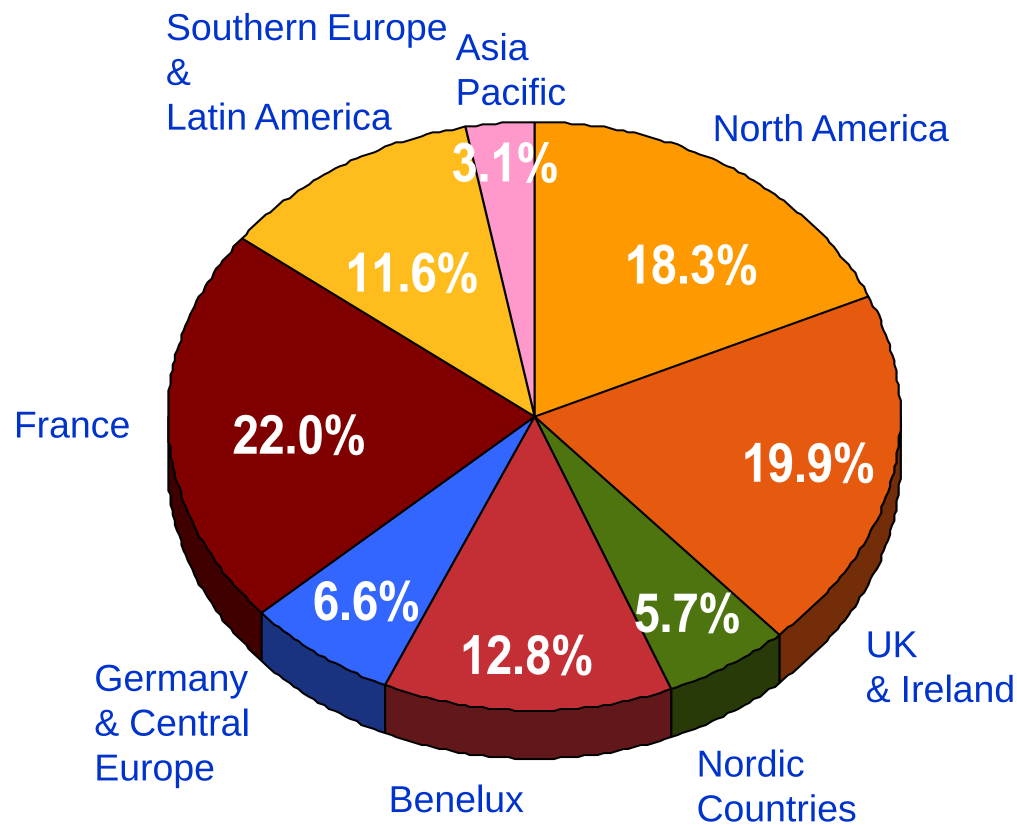
North America	439	445	435	- 2.4%	- 0.9%	- 5.3%	5.0 %
Europe & Asia of which :	1 666	1 961	1 943	- 0.9%	16.6%	- 3.7%	4.6%
France	433	515	522	1.5%	20.5%	- 7.8%	7.8%
UK & Ireland	492	508	473	- 6.8%	- 3.7%	- 7.5%	1.3%
Benelux	322	319	304	- 4.7%	- 5.7%	- 4.7%	- 5.7%
Southern Europe & Latin America	111	236	276	16.8 %	148.3%	15.4%	6.8%
Germany & Central Europe	137	155	158	1.7 %	15.2%	1.3%	4.5%
Nordic countries	118	161	135	- 15.9%	14.2%	- 15.2%	12.4%
Asia Pacific	53	67	75	12.1%	41.8%	11.5%	40.1%
TOTAL	2 105	2 406	2 378	- 1.2%	13.0%	- 4.0%	4.7%

Q3 2011 Revenues by Geography

Q3 2010



Q3 2011



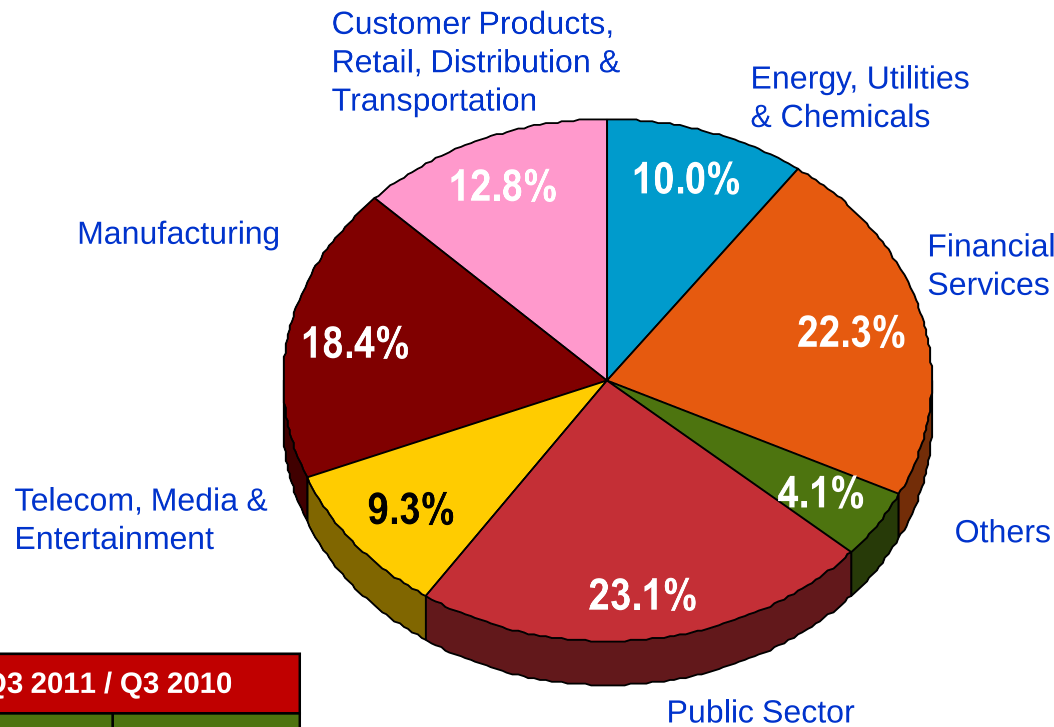
At constant rates and perimeter

Group Headcount by Business

	Sept. 10	Dec. 10	Mar. 11	Jun. 11	Sept. 11	Sept. 11 / Sept. 10	Sept. 11 / Dec. 10
Consulting Services	3 424	3 654	3 400	3 333	3 410	- 0.4%	- 6.7%
Technology Services	47 850	51 453	50 577	52 096	53 050	10.9%	3.1%
Outsourcing Services	30 900	34 744	38 881	39 252	41 156	33.2%	18.5%
Local Professional Services	18 488	18 645	18 974	19 295	19 511	5.5%	4.6%
TOTAL GROUP(*)	100 856	108 698	112 127	114 274	117 428	16.4%	8.0%

(*) including not classified headcount

Q3 2011 Revenues by Sector



At budget rates and constant perimeter
Prosodie not included

	Q3 2011 / Q3 2010	
	Bookings	Revenues
Financial Services	14.6 %	5.7 %
Energy, Utilities & Chemicals	- 19.1 %	5.0 %
Manufacturing	- 28.6 %	18.8 %
Customer Products, Retail, Distribution & Transportation	- 11.2 %	8.4 %
Public Sector	- 0.8 %	- 7.4 %
Telecom, Media & Entertainment	- 32.5 %	14.0 %
Others	37.0 %	- 15.1 %

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