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2010 Third Quarter Revenues

Paris, November 4, 2010

Back to Growth

- **+8.2% growth year on year at Group level, +2.5% organically**
  - Cyclical business rebounding: +7.9% organic growth in Technology Services and +4.2% in Local Professional Services
  - Recovery confirmed in North America in P&C, +20.1% organic growth
  - Booming Financial Services unit, +30% organic growth of which +42.5% in North America accelerating over Q2

- **Market demand rebound in H2**
  - +14.6% year on year Q3 booking, 38.7% Q3 booking driven by our Top Line Initiatives
  - Key wins in various sectors and in all disciplines
    - Consulting services: RWE Power AG (Energy Utilities), Eurizon Vita Spa (Financial services)
    - Technology services: MAIF and Credit Agricole (Financial services), Ministerie van Defensie (Public)
    - Outsourcing services: Nokia Siemens Network and Grohe Holding (Manufacturing), Anglian Water Services and EDF Energy (Energy Utilities),
  - Expected book-to-bill ratio increase in Q4

- **Fight for talents**
  - Acceleration of hiring in Q3 2010, +9.490 in Q3 out of which 2/3 offshore
  - 100,000+ employee mark passed at Group level

- **On-going integration plan of CPM Braxis, consolidated in Capgemini over Q4**

Guidance reiterated:
3 to 5% organic growth in H2 2010
> 6.5% FY Operating Margin

A Closer Look at our Public Sector

Aspire under control

- - 5.7% Q3 revenues year on year
- - 1.7% Q3 sequential
- Stabilization expected in Q4 year on year, all existing contracts remain and continue to be delivered as planned
- New business opportunities to come in 2011

Pockets of growth developing

- Over 200M€ of bookings year to date in Rest of the World (Public sector excluding the UK, the Netherlands and France)
- Promising perspectives in North America in public security, tax and welfare, testing services
- Robust demand for Outsourcing Services in the Netherlands, leveling out in the UK

An Exceptional Q3 for the Financial Services Unit

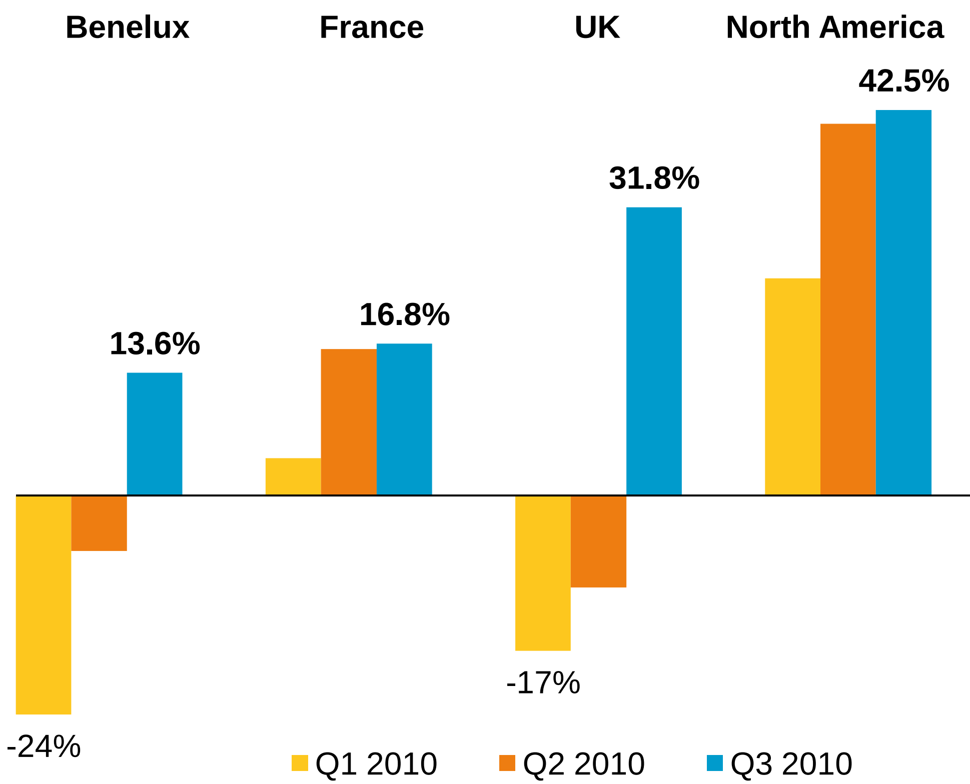
Clients

- **Positive traction at major clients as well as new clients**
- **Spend driven by offshore, Risk and regulatory compliance, merger and acquisitions, payments, emerging economies and new platforms**
- **Increasing penetration of packages to replace legacy platforms**

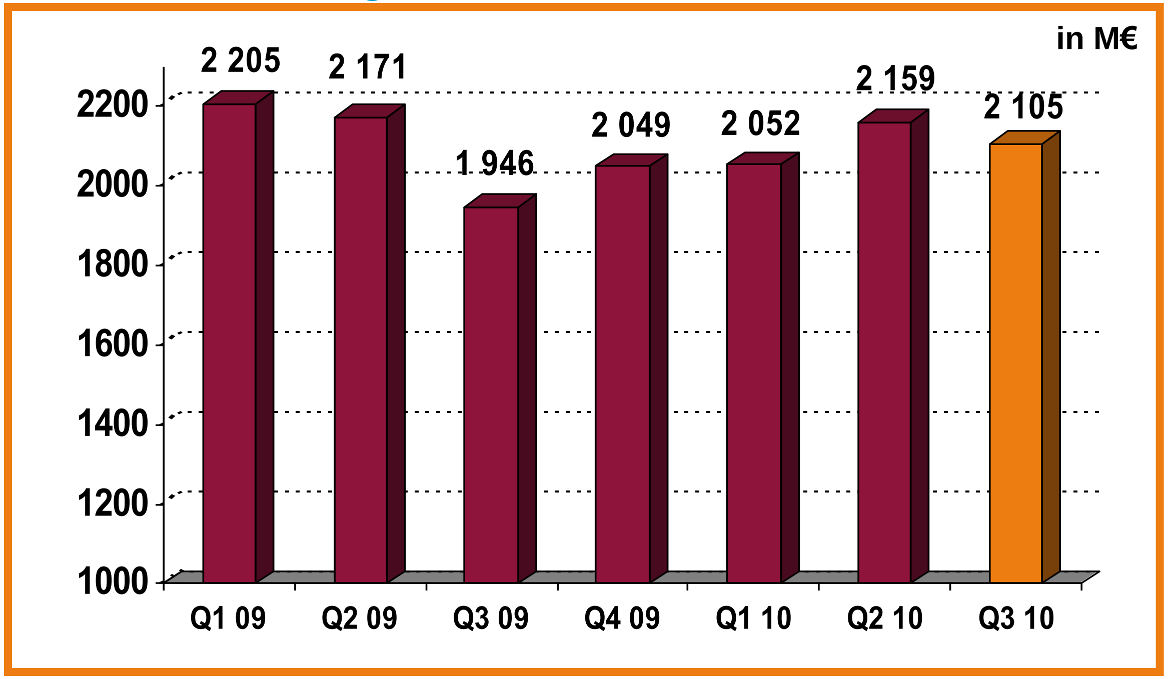
People

- **Strong offshore leverage with 77.7% offshore penetration**
- **+5,000 people recruited in India since the beginning of 2010**

2009/ 2010 FS Unit year on year Growth Comparison



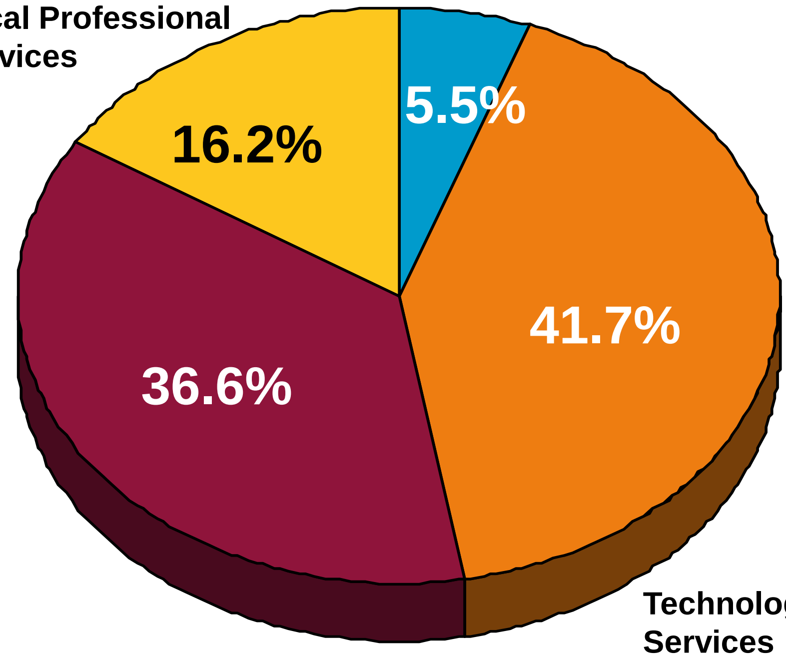
Revenues Quarterly Evolution



	Q1 2009	Q2 2009	H1 2009	Q3 2009	Q4 2009	H2 2009	FY 2009	Q1 2010	Q2 2010	H1 2010	Q3 2010
M€ (Published)	2 205	2 171	4 376	1 946	2 049	3 995	8 371	2 052	2 159	4 211	2 105
Sequential Current Growth		-1.5%		- 10.4%	5.3%			0.1%	5.2%		- 2.5%
Sequential Organic Growth		-1.4%		- 10.0%	6.4%			- 2.1%	2.0%		- 3.5%
Year-on-Year Current Growth								-6.9%	- 0.5%		8.2%
Year-on-Year Organic Growth								-7.7%	- 4.5%		2.5%

Q3 2010 Revenue Growth by Discipline

At constant rates and perimeter



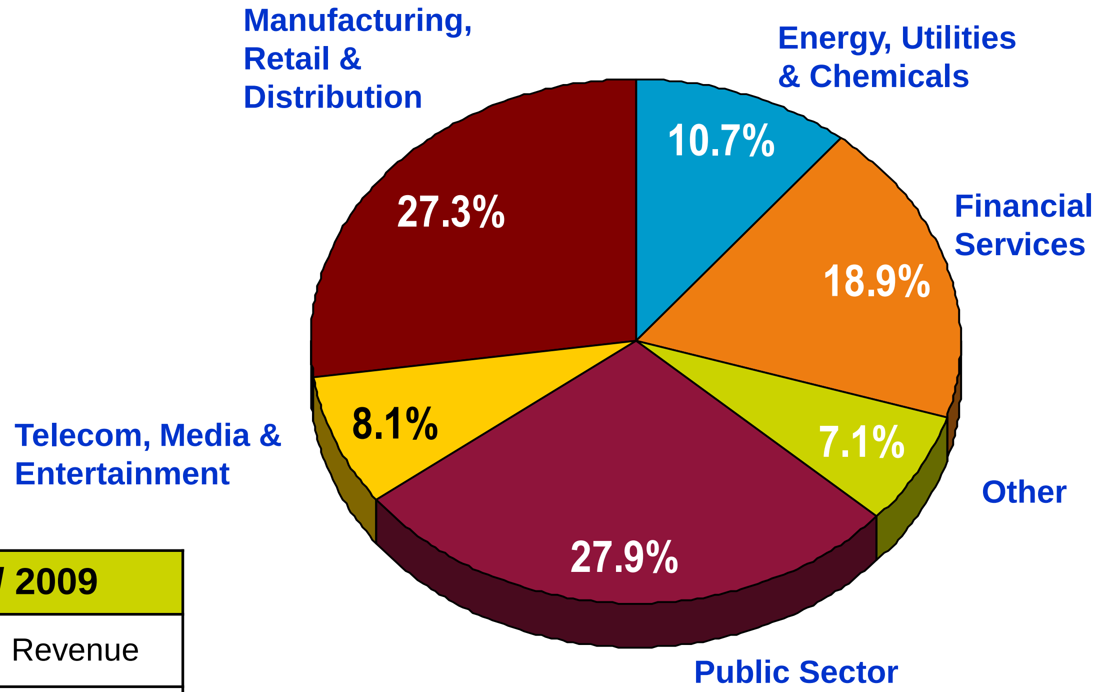
	Sequential	Year-on-year
	Q3 10 / Q2 10	Q3 10 / Q3 09
Consulting Services	- 14.5%	- 4.1%
Technology Services	- 2.4%	7.9%
Local Professional Services	- 4.9%	4.2%
CS / TS / LPS	**- 4.2%**	**5.8%**
Outsourcing Services	- 2.1%	- 2.8%
TOTAL GROUP	**- 3.5%**	**2.5%**

Q3 2010 Revenues by Geography

M€	Current			Current		Organic	
				Sequential	Year on year	Sequential	Year on year
	Q3 2009	Q2 2010	Q3 2010	Q3 10 / Q2 10	Q3 10 / Q3 09	Q3 10 / Q2 10	Q3 10 / Q3 09
North America	388	433	439	1.3%	13.2%	2.7%	0.1%
Europe & Asia of which :	1 558	1 726	1 666	- 3.5%	7.0%	-5.0%	3.1%
UK & Ireland	450	470	492	4.6%	9.3%	0.7%	3.0%
France	431	493	433	- 12.2%	0.5%	- 12.1%	0.1%
Benelux	325	327	322	- 1.5%	- 0.8%	- 3.1%	- 2.3%
Germany & Central Europe	124	132	137	3.7%	10.1%	3.1%	7.2%
Nordic	98	134	118	- 11.9%	20.7%	- 13.9%	6.7%
Southern Europe & Latin America	99	124	111	- 9.8%	12.8%	- 9.7%	11.0%
Asia Pacific	31	46	53	13.8%	68.7%	13.7%	41.0%
TOTAL	1 946	2 159	2 105	- 2.5%	8.2%	- 3.5%	2.5%

Q3 2010 Revenues by Sector

At budget rates and constant perimeter



	Q3 2010 / 2009	
	Bookings	Revenue
Financial Services	20.7%	16.6%
Energy, Utilities & Chemicals	9.8%	- 16.7%
Manufacturing, Retail & Distribution	37.9%	7.7%
Public Sector	- 26.0%	2.1%
Telecom, Media & Entertainment	105.7%	6.2%
Other	- 3.9%	- 8.7%
Total	**14.6%**	**2.9%**

Headcount Evolution

Headcount as of Dec. 31, 2009	90 516
Recruits *	22 995
Acquisitions / Outsourcing Deals **	1 507
Disposals	- 100
Layoffs	- 2 261
Leavers	- 11 801
Headcount as of Sept. 30, 2010	100 856

66% OFFSHORE

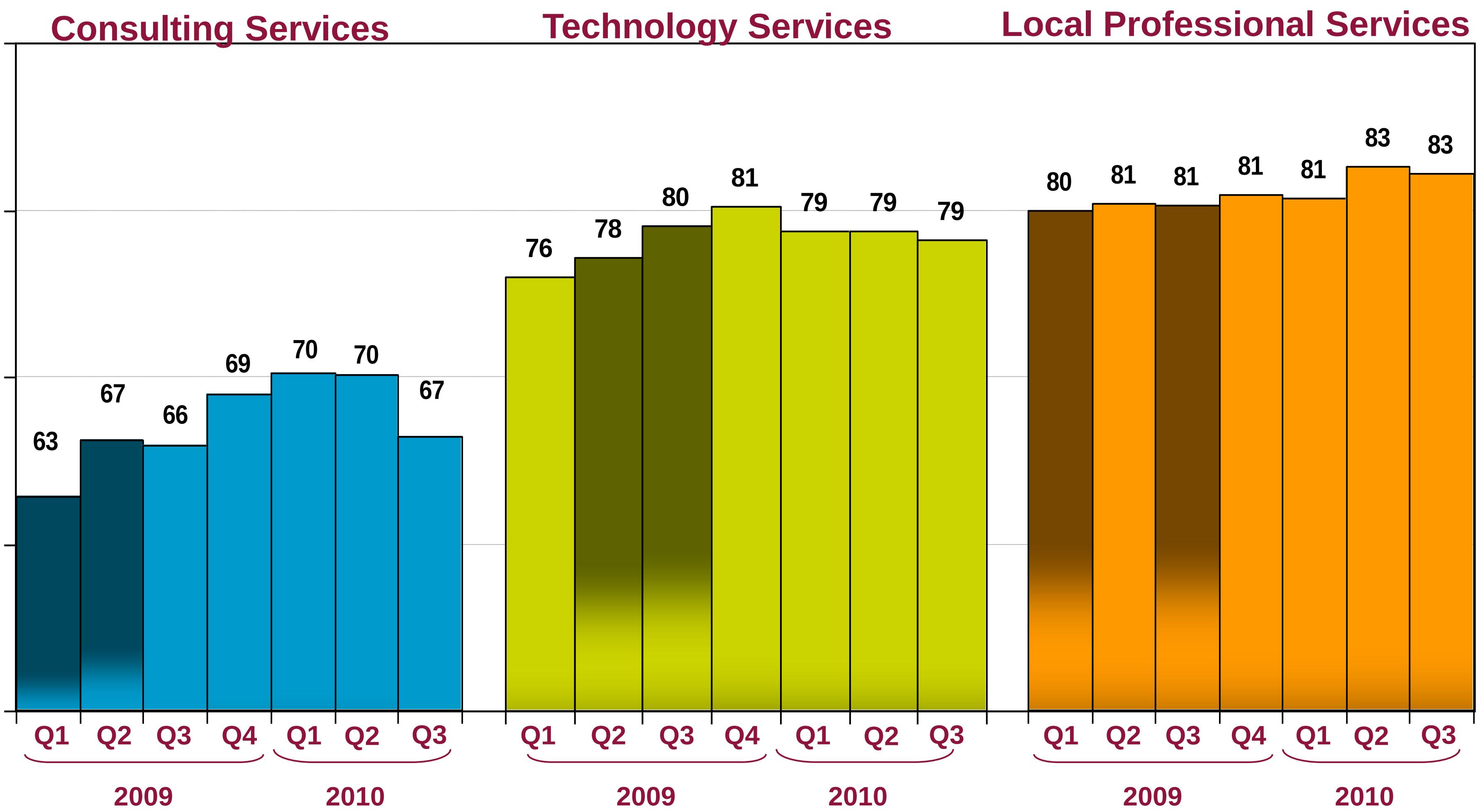
(*) out of which : 12 674 in India
2 589 in other offshore locations

(**) out of which : 197 for IBX
696 for SSS
109 for BluWater
210 for Uphantis
44 for Skvader

Note that CPM Braxis is not included

Sept YTD Attrition	Sept 09	Sept 10	YoY Var
Consulting Services	13.0%	21.9%	8.9 pts
Technology Services	9.4%	16.9%	7.5 pts
Local Professional Services	10.2%	14.4%	4.2 pts
Outsourcing Services	9.5%	15.9%	6.4 pts
Total Disciplines	**9.8%**	**16.3%**	**6.5 pts**

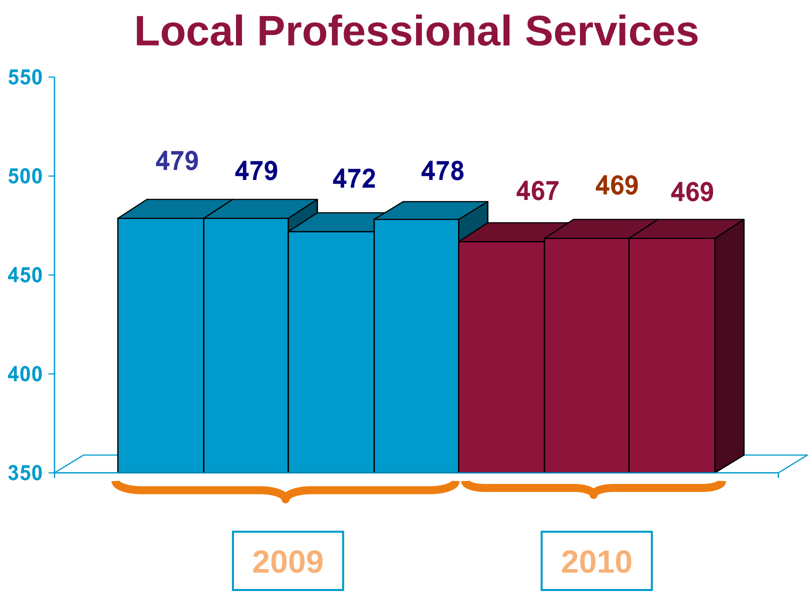
Utilization Rates by Discipline

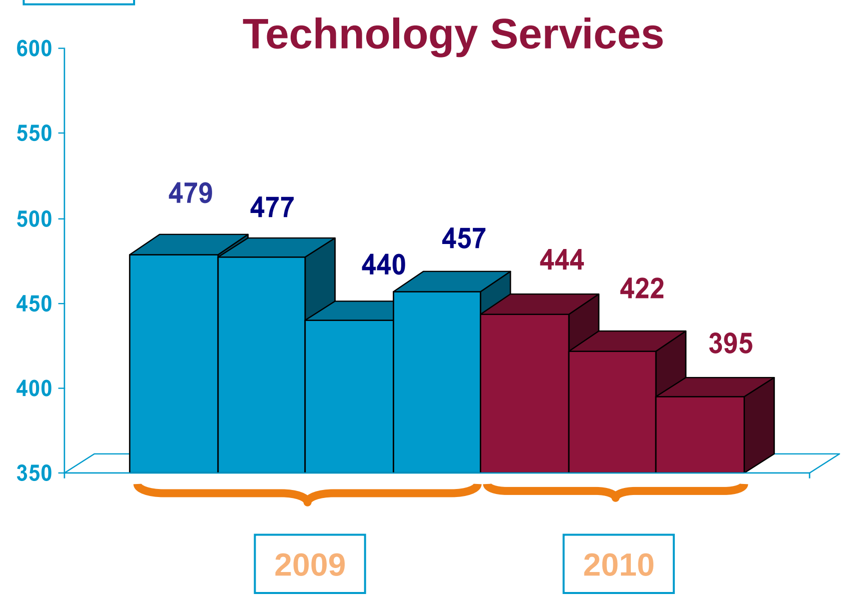


At constant perimeter

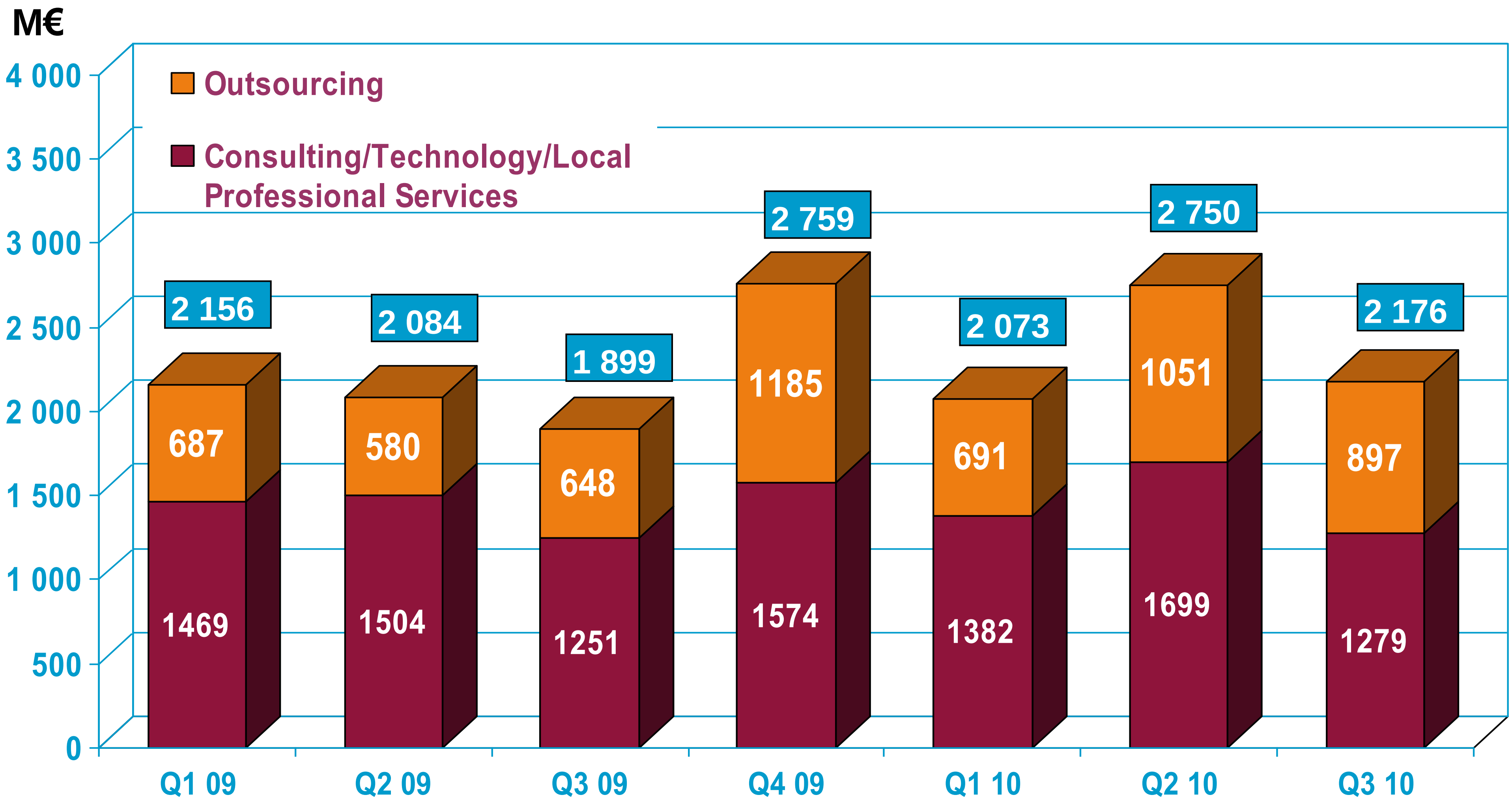
Charge-Out Rates

At budget rates and constant perimeter





Bookings Evolution by Discipline



At constant rates & perimeter

Book-to-Bill Evolution

M€	Consulting / Technology / Local Professional Services		
	Bookings	Revenues	Book-to-bill ratio
North America	288	253	1.14
Rest of the world	991	1 043	0.95
TOTAL	1 279	1 296	0.99

At budget rates

Conclusion: Outlook

H2 Revenues

H2 year on year organic growth:
+3% to +5%

FY 2010
Operating margin

Above 6.5% of revenues

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Q3 2010 Revenues
Back-up

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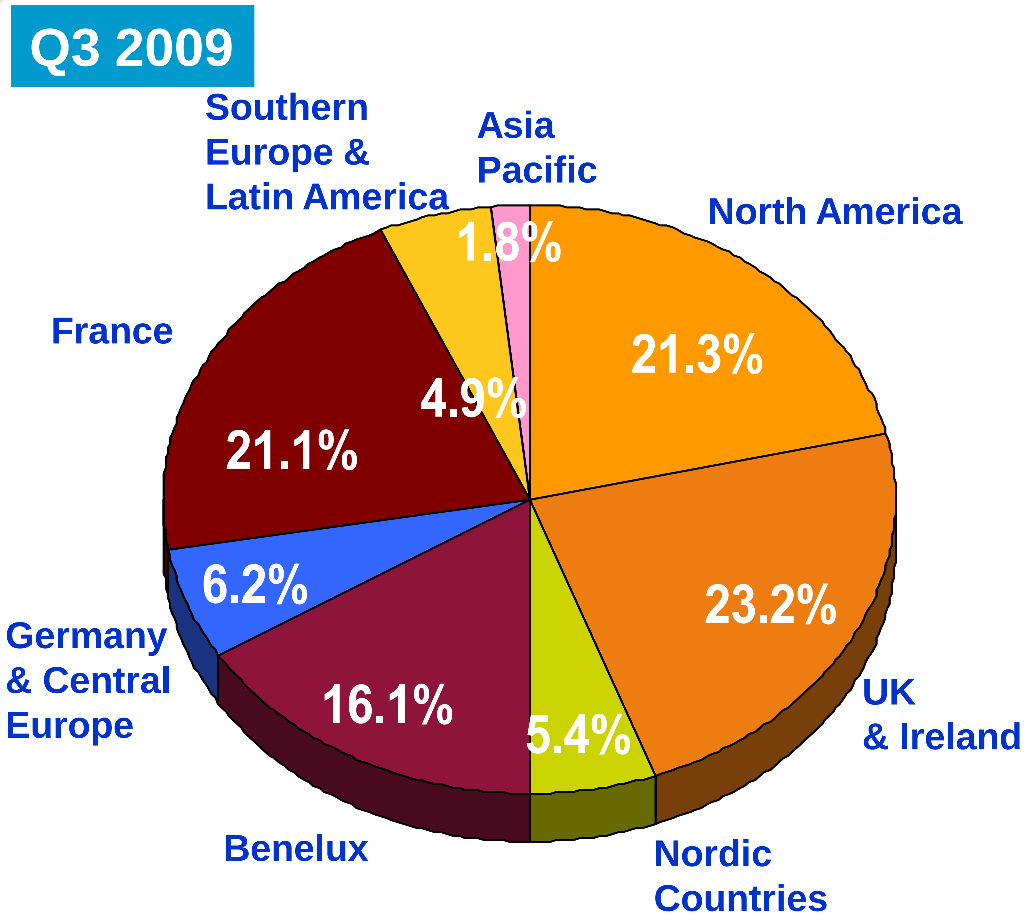
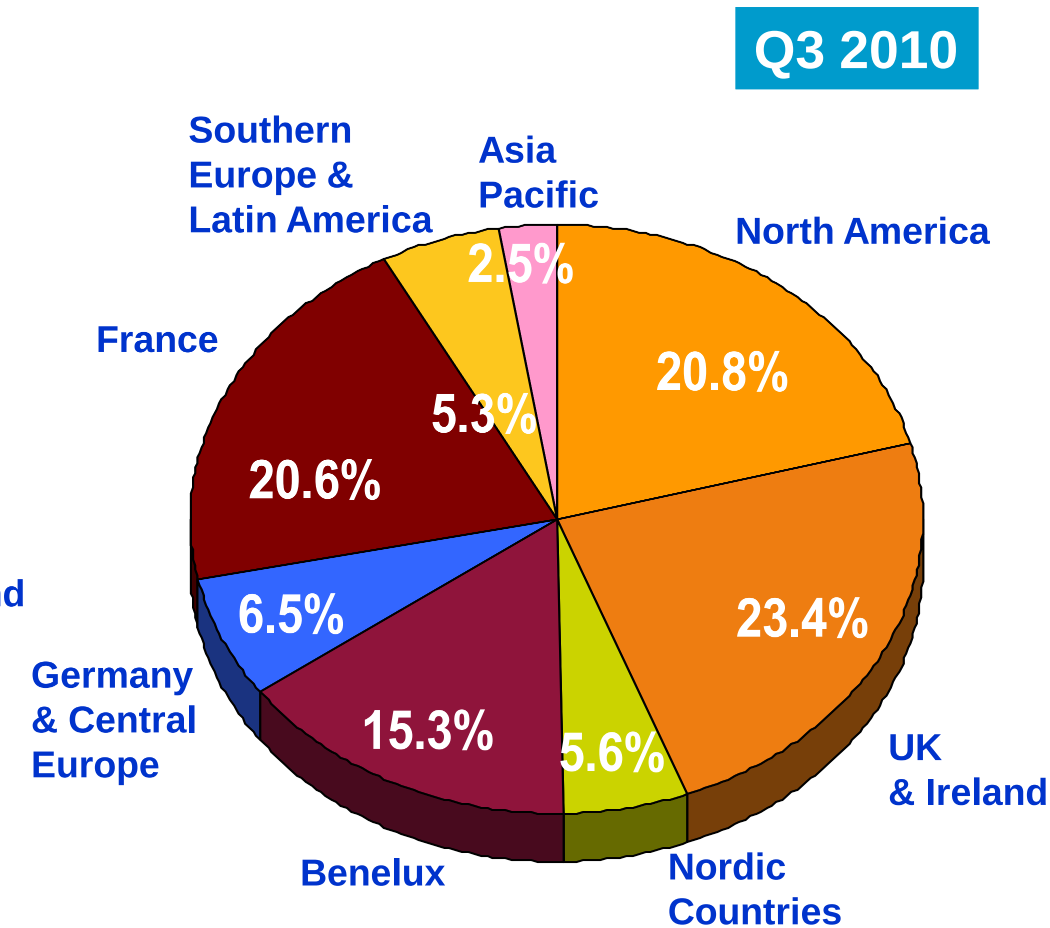
Q3 2010 Revenues by Geography

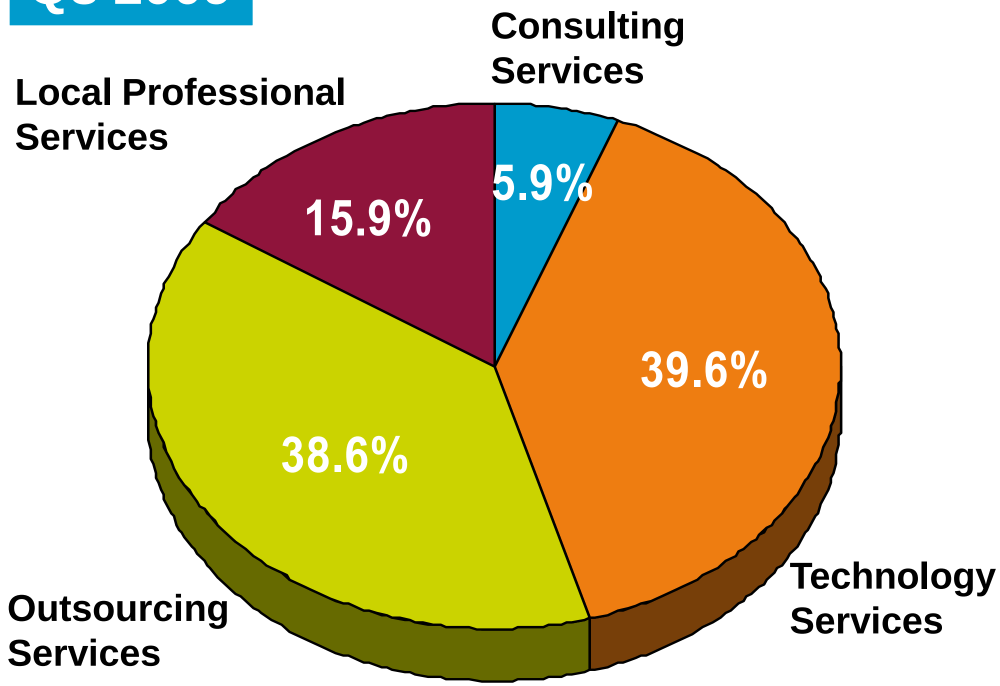




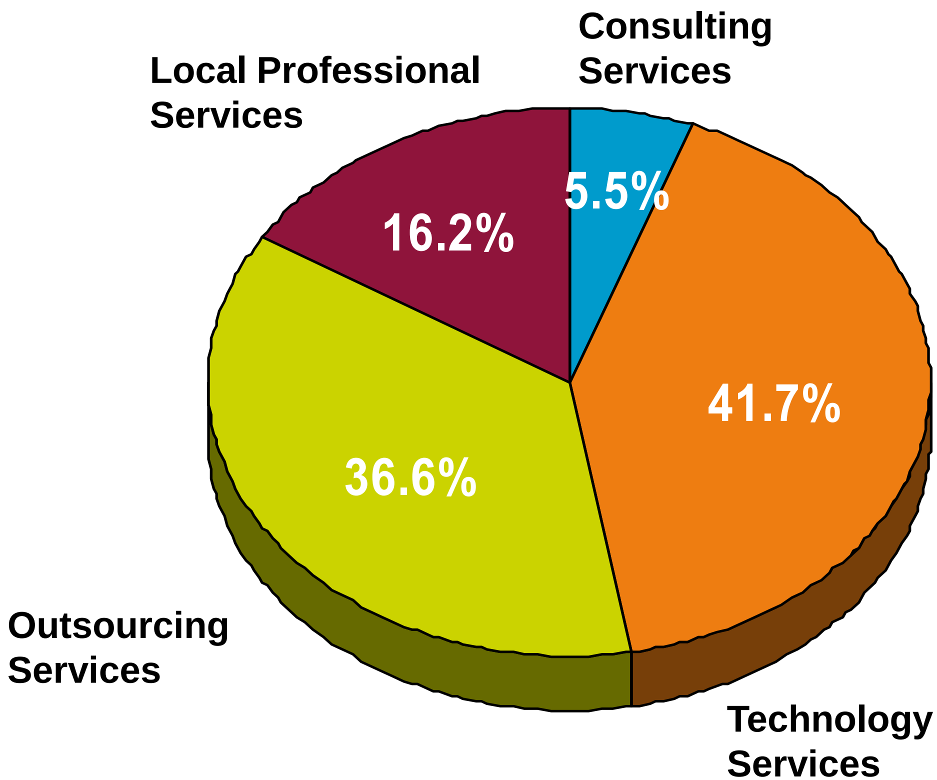
At constant rates and perimeter

Q3 2010 Revenues by Discipline

Q3 2009



Q3 2010



At constant rates and perimeter

Group Headcount by Discipline

	Sept. 09	Dec. 09	Mar. 10	Jun. 10	Sept. 10	Sept. 10/ Sept. 09	Sept. 10/ Dec. 09
Consulting Services	3 949	3 834	3 757	3 719	3 424	- 13.3%	- 10.7%
Technology Services	39 380	40 541	41 282	44 271	47 850	21.5%	18.0%
Outsourcing Services	27 689	28 035	28 677	29 447	30 900	11.6%	10.2%
Local Professional Services	18 033	17 879	17 878	17 950	18 488	2.5%	3.4%
TOTAL GROUP(*)	89 278	90 516	91 792	95 586	100 856	13.0%	11.4%

(*) including not classified headcount

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