

Deutsche Bank European Technology Conference

September 11, 2009

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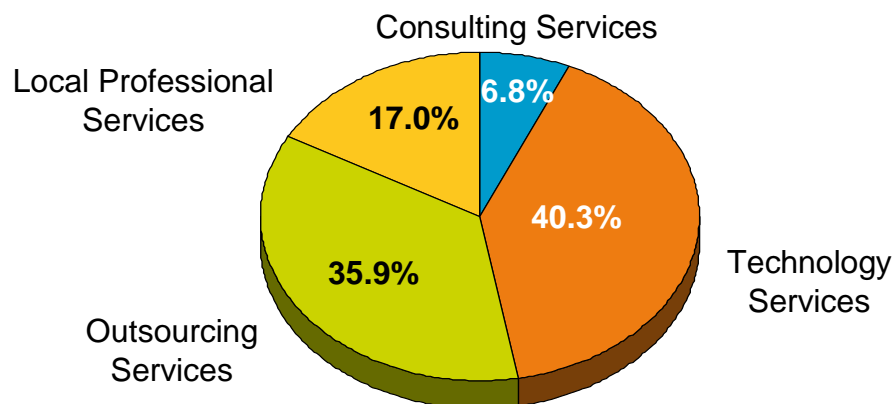
Solid H1 Achievements in a Tough Environment

- **H1 commitments delivered**
 - Limited YoY revenue decrease, good margin protection
 - Positive momentum in Q2 with a 1.10 book-to-bill ratio in Projects and Consulting
 - Solid Outsourcing results: +2.6% revenue growth, margin progression +1.8 point
- **Healthy financials**
 - Strong cash collection
 - Successful financial operations demonstrating market confidence and management commitment
- **Resilient assets proving their efficiency in the downturn**
 - Robust client appetite for Outsourcing services
 - Benefits from significant footprint in the Public sector and Energy & Utilities
 - Solid offshore lever
- **Rigor and agility through stringent resources management**

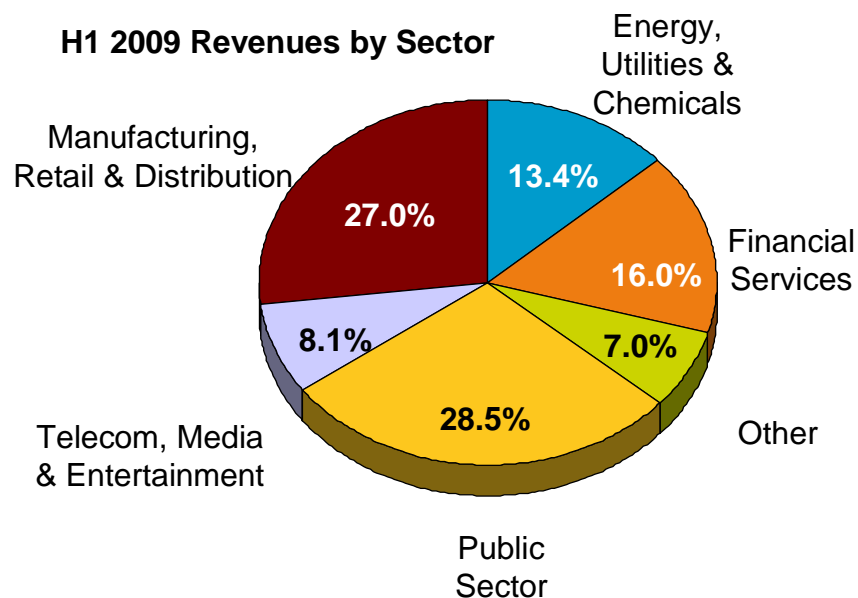


A Balanced Portfolio Softens Adverse Market Conditions

H1 2009 Revenues by Discipline



H1 2009 Revenues by Sector



Organic Growth by discipline

| | H1 09 vs H1 08 |
|----------------------|----------------|
| Consulting | - 13.4 % |
| Technology Services | - 2.6 % |
| Sogeti | - 5.4 % |
| Outsourcing Services | + 2.6 % |
| GROUP TOTAL | - 2.2 % |

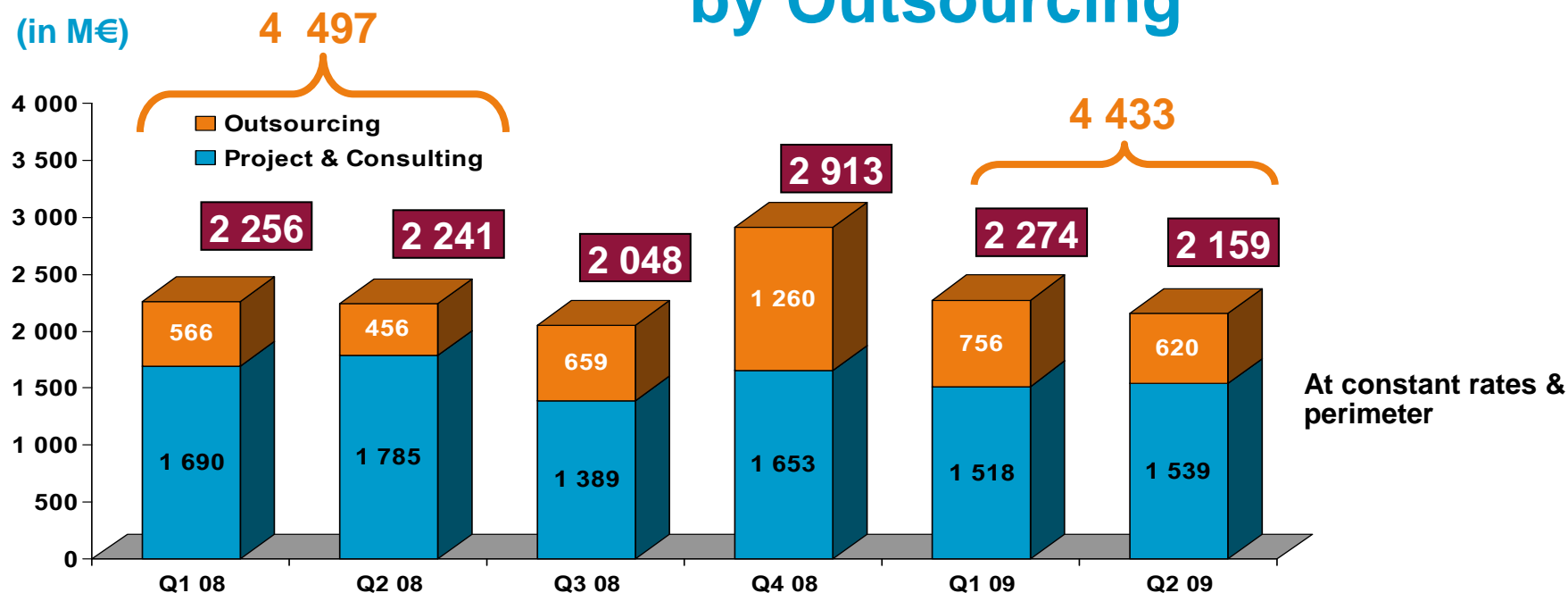
Margin by discipline

| | H1 09 | H1 09 vs H1 08 |
|----------------------|--------------|-----------------|
| Consulting | 10.5 % | - 2.8 pts |
| Technology Services | 6.1 % | - 3.1 pts |
| Sogeti | 9.1 % | - 2.4 pts |
| Outsourcing Services | 6.5 % | + 1.8 pt |
| GROUP TOTAL | 6.6 % | - 1.0 pt |



H1 Bookings Stable Year-on-Year but Driven by Outsourcing

(in M€)



Change in bookings by sector

| | Evolution H1 09 vs H1 08 |
|---------------------------------|--------------------------|
| Public Sector | + 35 % |
| Financial Services | - 11 % |
| Telecom, Media & Entert. | + 19 % |
| Manufacturing, Retail, Distrib. | - 20 % |
| Energy & Utilities | stable |

Book to Bill Ratio

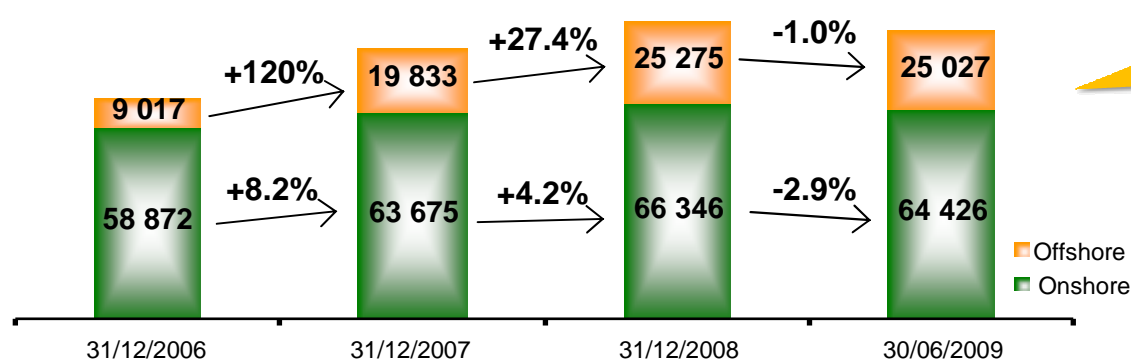
| | |
|-------------------|-------------|
| North America | 1.09 |
| Rest of the world | 1.06 |
| TOTAL | 1.07 |

At budget rates



Offshore Remaining a Key Stabilizer

Group Headcount Evolution 2006-2009



Offshore ratio 28.0%

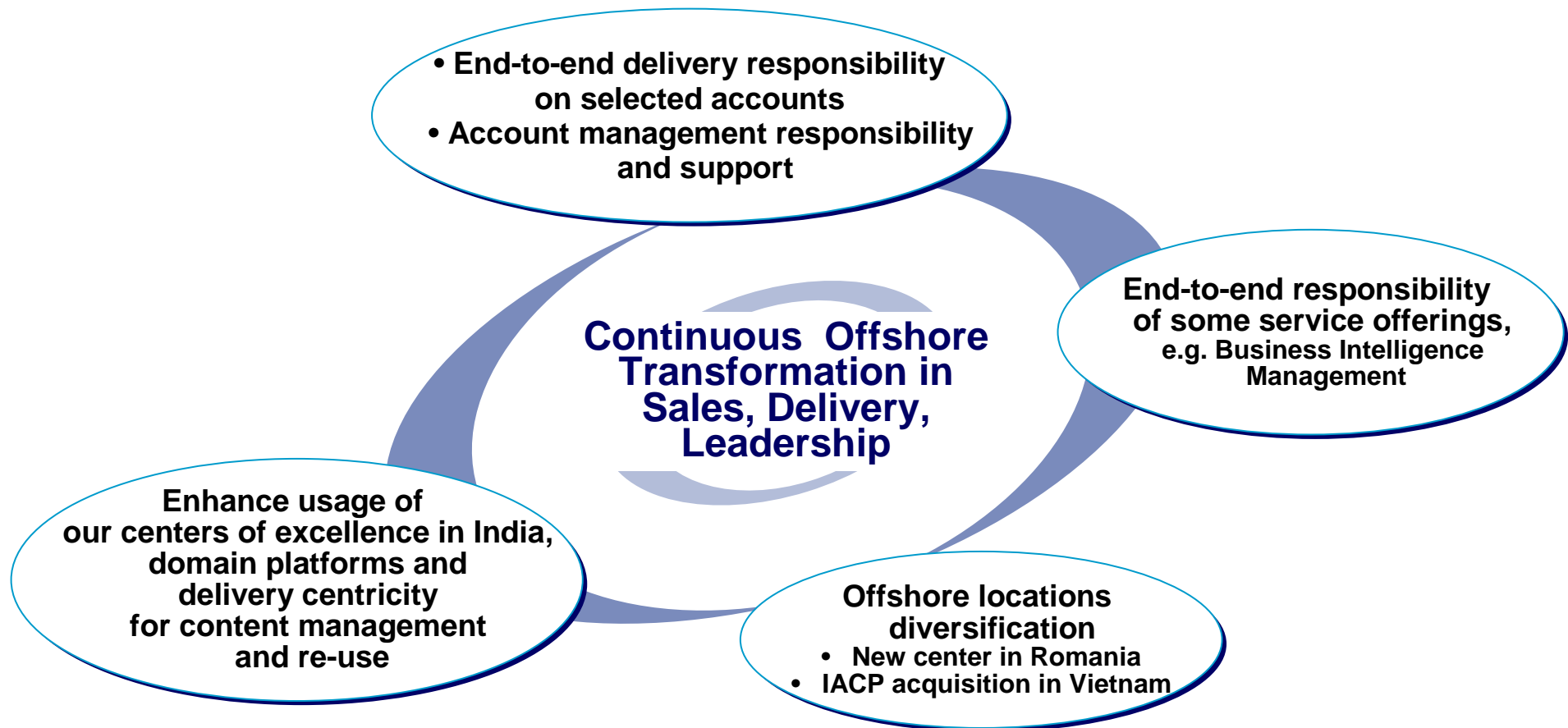
| | |
|---------------|--------|
| India | 19,950 |
| Poland | 3,240 |
| Latin America | 1,032 |
| China | 598 |
| Morocco | 207 |

Vietnam **Starting H2** 100

- A slight decrease of offshore headcount in H1 fully linked to reduced business volumes in the Financial sector
- Some political constraints limiting offshore demand expansion locally
- But still appetite for Rightshore solutions confirming the model
 - Early signs of booking recovery in the Financial sector in Q2
 - Large demand in Infrastructure Management across sectors



Offshore is not Just About Numbers





No Surprise in Current trading

- **An uneventful summer**
- Activity in line with expectations
- No material change in late August forecast
- No collapse of the market but no clear sign of recovery yet
- Financial Services remains the only sector where a real change in attitude is noticeable

- **October remains key, as always**
- Our clients to get their first glimpse at their 10 budgets, giving us near perfect visibility on 09, and the base for our budget process



Outlook for FY 2009

H2 year-on-year organic revenue decrease of 4% to 6%
(full year -3% to -4%)

Full year operating margin of around 7% of revenues

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