



Capgemini and Altran create a global digital transformation leader

June 26th, 2019

altran

Transaction highlights (1/2)

- Creation of a **€17b** Group of **250,000+** professionals combining a world leader in Consulting & IT and the world leader in Engineering and R&D services
- **Unique combination of expertise** to support the digital transformation: the **Intelligent Industry**
 - ▶ Unmatched **scale** and **scope**
 - ▶ Boosted **leadership across all sectors**
 - ▶ Reinforced **expertise in new technologies**
 - ▶ Expanded reach to client **CxOs**
 - ▶ Valued **strategic partner** to leading clients
- Ambition to become a leading edge **Software Engineering** company

Transaction highlights (2/2)

Key transaction terms

- ▶ Capgemini to launch a **public tender offer** on Altran
- ▶ **€14.00 per share** in cash¹

Key Commitments

- ▶ **Transaction approved unanimously by both Boards of Directors**

Timing

- ▶ Public offer launch after works councils information-consultation and customary regulatory approvals, notably CFIUS and review by antitrust authorities
- ▶ **Closing of the transaction expected by the end of 2019**

Capgemini is a world leader in Consulting, IT Services and Digital Transformation

€13.2bn

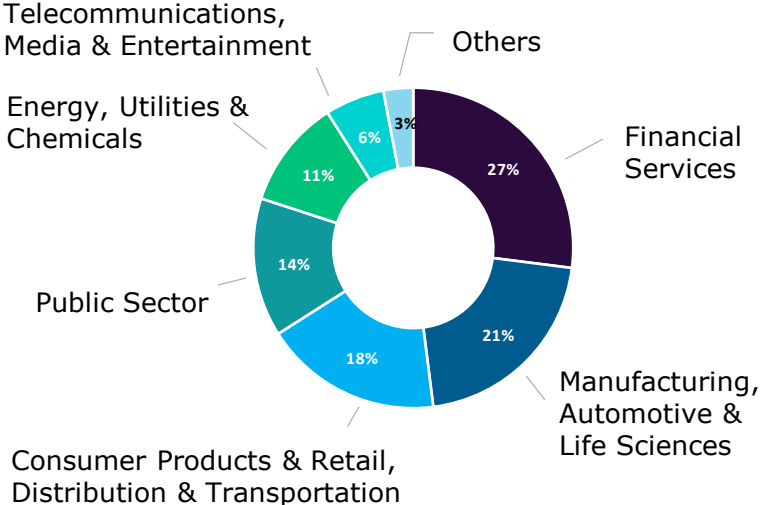
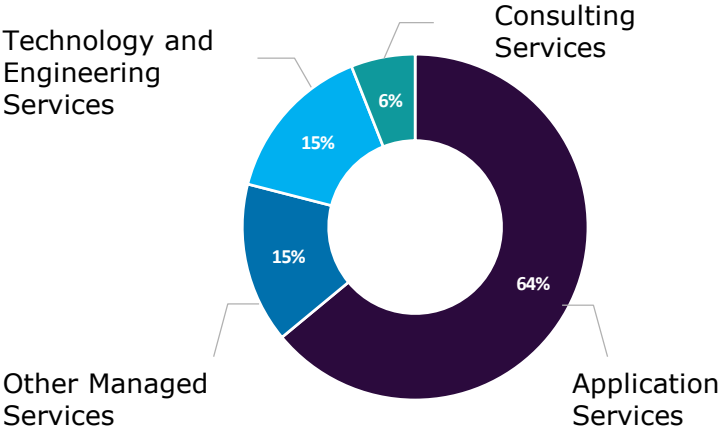
revenue, with an operating margin of 12.1%

40+

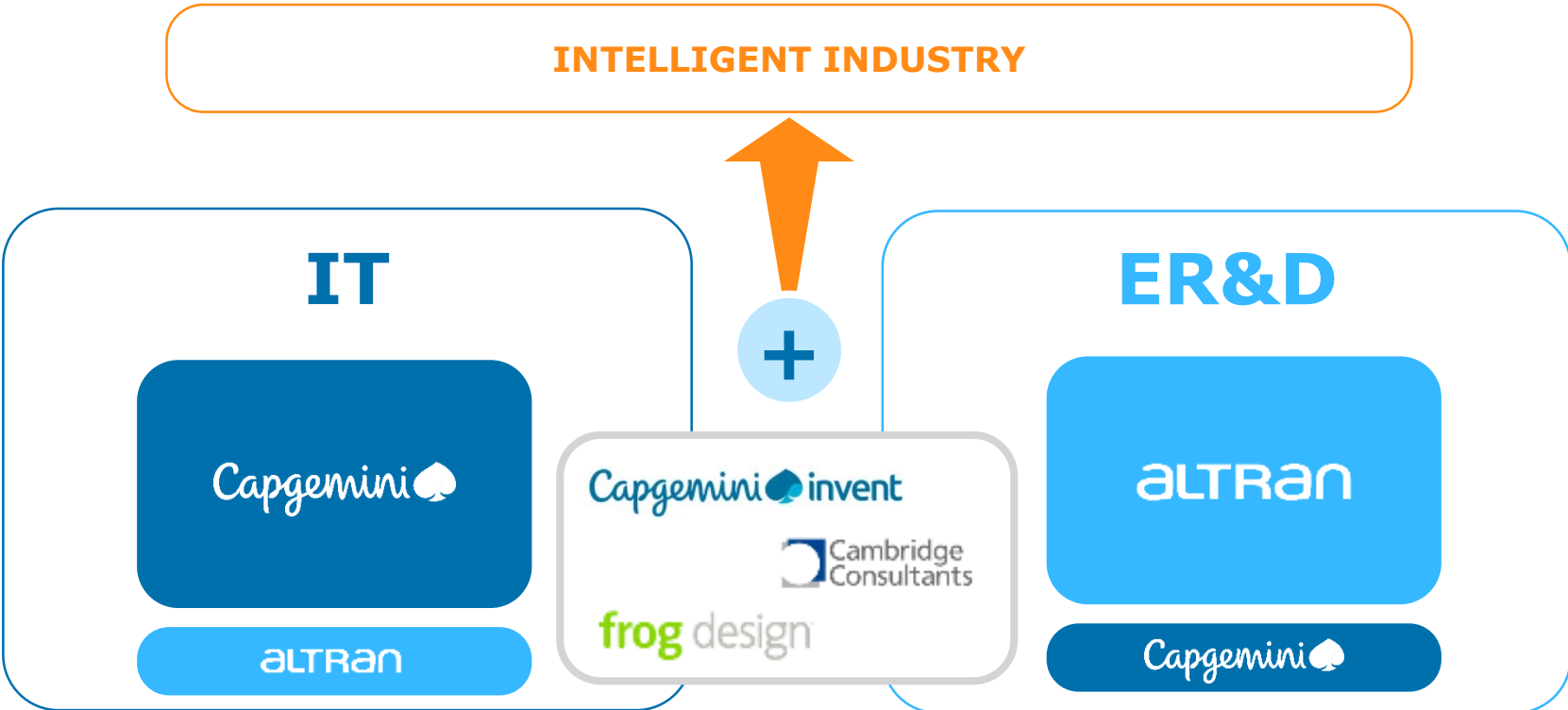
countries, with more than 120 nationalities represented

211,000

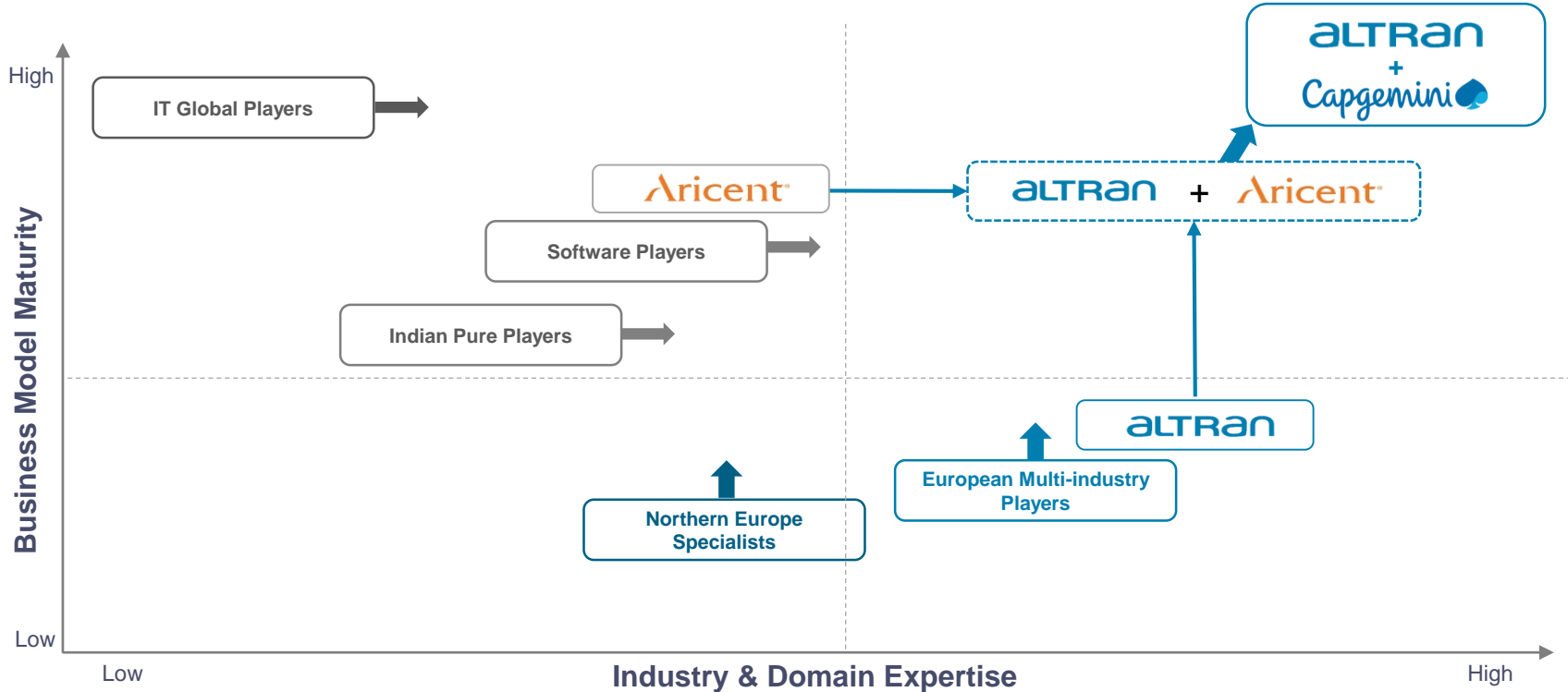
women and men across the world



Combination of leaders of two converging worlds to create a leader of Intelligent Industry



Our perspective on the deal: a move aligned with the industry consolidation and the convergence of IT / Digital and Engineering



Altran's perspective on the deal

A compelling fit:

- 1 First company to bridge Digital and Engineering**
- 2 Creating a first league player**
- 3 Accelerating the execution of our strategy**
- 4 Unlocking new growth opportunities through enhanced financial strength**
- 5 Opening new horizons for our employees in an upscale group**

Accelerating the execution of our strategy (1/2)

Mainstream Engineering and R&D services

Unique breadth of Engineering and R&D capabilities with 26,000 onshore employees in 30+ countries



High Value Services

<p>EXPERIENCE DESIGN & INNOVATION STRATEGY</p>	<p>INNOVATIVE PRODUCT DEVELOPMENT</p>	<p>DISRUPTIVE SOFTWARE PRODUCTS</p>
<p>IoT & EDGE COMPUTING</p>	<p>ANALYTICS & AI</p>	<p>SOFTWARE FRAMEWORKS</p>
<p>CYBERSECURITY</p>	<p>ADVANCED NETWORKS</p>	<p>ADVANCED MANUFACTURING</p>

Unmatched portfolio of next core brands with 3,800 experts

Industrialized GlobalShore®



The premier ER&D global delivery, leveraging 5 Global Engineering Centers with 18,000 employees

Accelerating the execution of our strategy (2/2)

Mainstream Engineering and R&D services



Capgemini “Digital Engineering & Manufacturing Services” ~7,000 engineers

High Value Services

 EXPERIENCE DESIGN & INNOVATION STRATEGY	 INNOVATIVE PRODUCT DEVELOPMENT	 DISRUPTIVE SOFTWARE PRODUCTS
 IoT & EDGE COMPUTING	 ANALYTICS & AI	 SOFTWARE FRAMEWORKS
 CYBERSECURITY	 ADVANCED NETWORKS	 ADVANCED MANUFACTURING

Capgemini Invent

~3,500 experts in Digital Innovation and Transformation

Industrialized GlobalShore®



Capgemini

~3,500 offshore engineers

A strengthened leadership in ER&D Services

GLOBAL ER&D SERVICES LEADER IN SCALE AND FOOTPRINT

- **~€3.4b** revenues in Engineering and R&D
- **54,000+** professionals
- Incl. **21,000+** in Global Engineering Centers

DIVERSIFIED LEADERSHIP IN ER&D SERVICES ACROSS SECTORS

#1
Aeronautics &
Defense

#1
Semiconductor &
Electronics

#1
Telecom

Top 5
Automotive

2018 combined view (1/2)

Capgemini  + altran = COMBINATION

Revenues (€b)

% constant currency growth (YoY)

13.2
+8.1%

2.9
+8.0%



16.1
+8.1%

Operating Margin (€m)

% of revenues

1,597
12.1%

352
12.1%



1,949
12.1%

Headcount

211,000

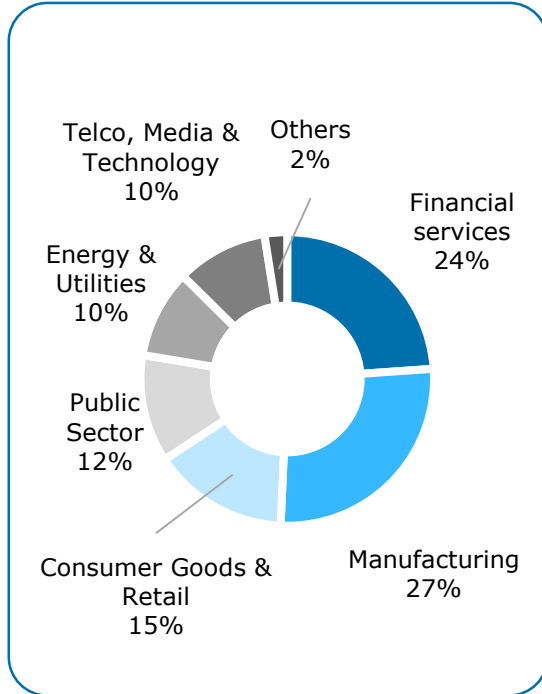
47,000



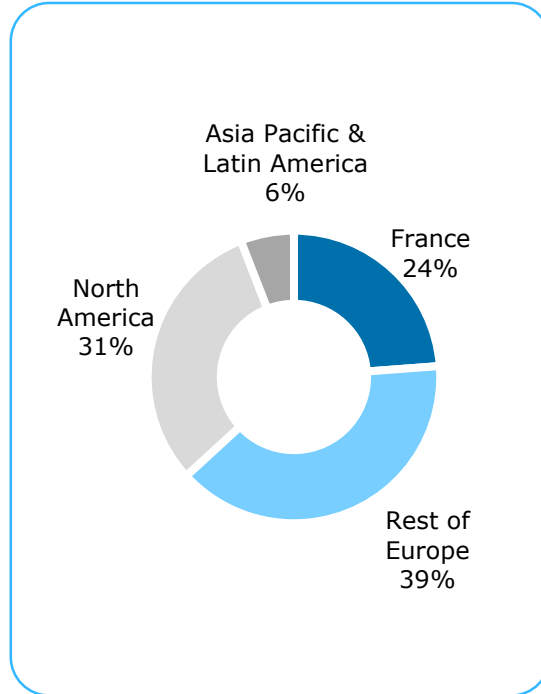
258,000

2018 combined view (2/2)

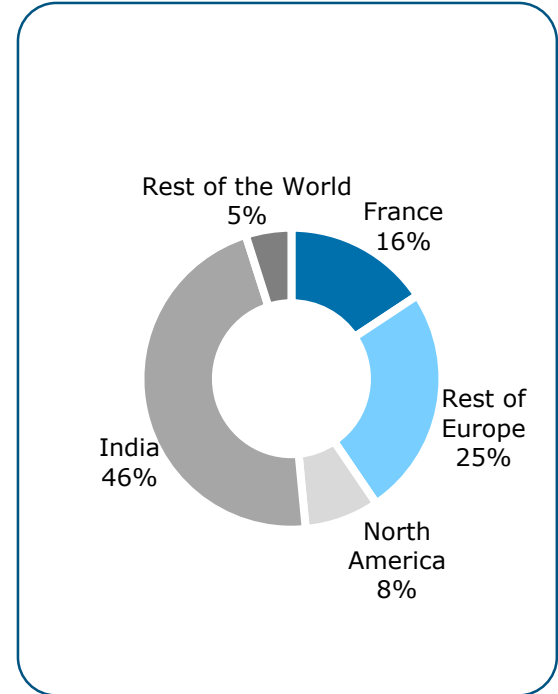
REVENUES BY SECTOR



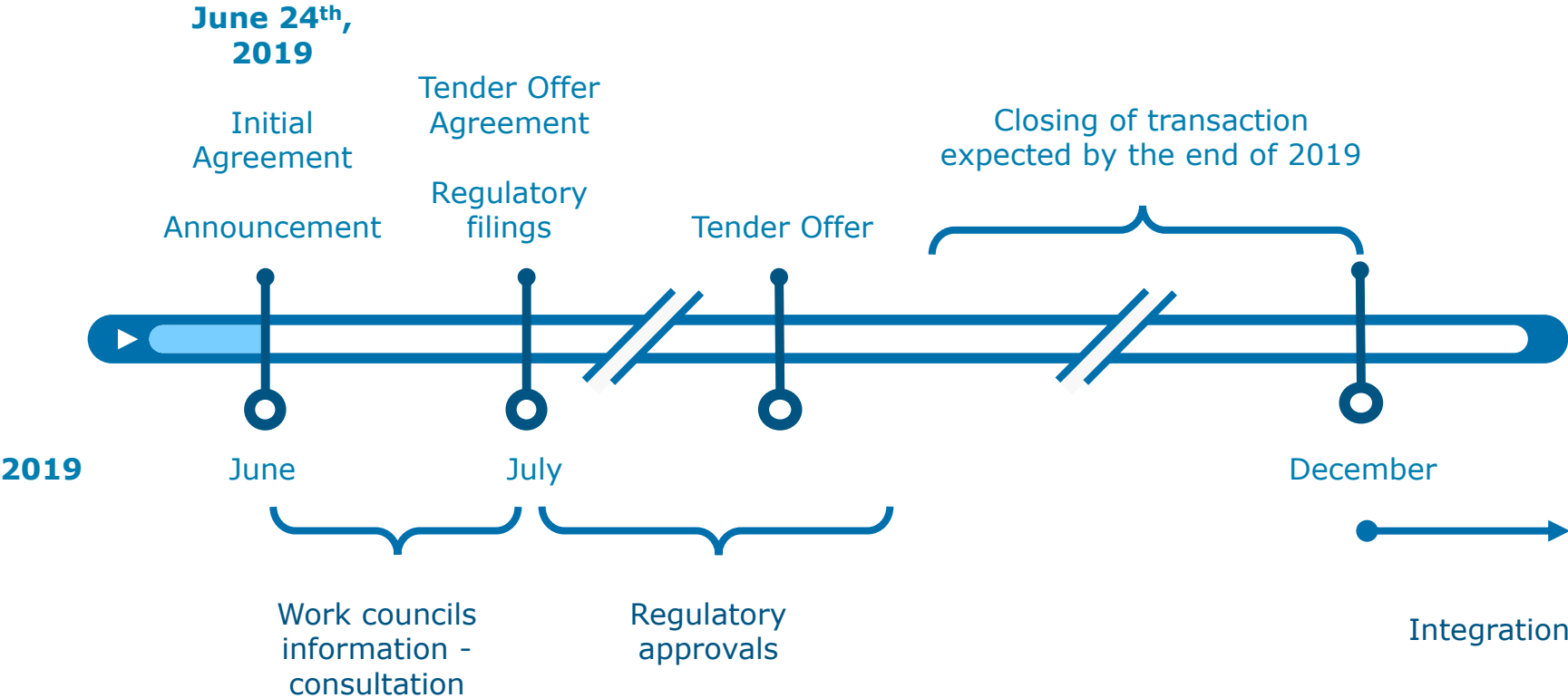
REVENUES BY GEOGRAPHY



HEADCOUNT



Transaction timeline



alTRan