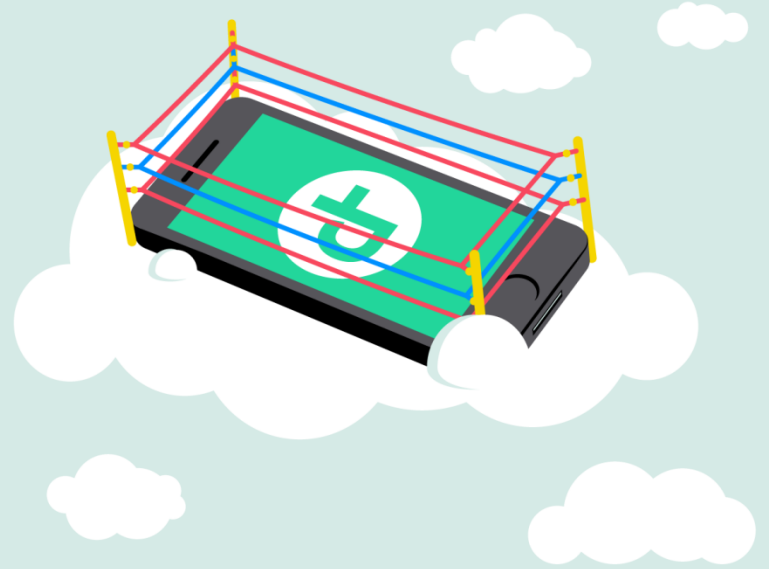


Q1 2016 revenue

Analyst presentation

May 18th, 2016



Disclaimer

This presentation contains forward-looking statements that involve risks and uncertainties concerning the Group's expected growth and/or profitability in the future. Actual events or results may differ from those described in this document.

Consequently the company cannot guarantee the accuracy and the completeness of said forward-looking statements due to a number of uncertainties, many of which the company is not aware of.

For additional information concerning any important factor that may cause the company's actual results to materially differ from expectations and underlying assumptions, please refer to the reports filed by the company with the "Autorité des Marchés Financiers » (AMF).



1

Key figures & facts

Key figures & facts Q1 2016



Growth Q1 2016

- €133.4m Revenue
- +15.5% growth
- Like-for-like: +13.7%
- FX impact: -0.7%
- M&A impact: +2.5%



Guidance update

- Unchanged despite Grimstad disposal
- €525-535m Revenue
- > 7.5% Operating margin



Portfolio evolution

- Disposal of Grimstad system integration activities in Norway
- Acquisition of minority interests in core business subsidiaries



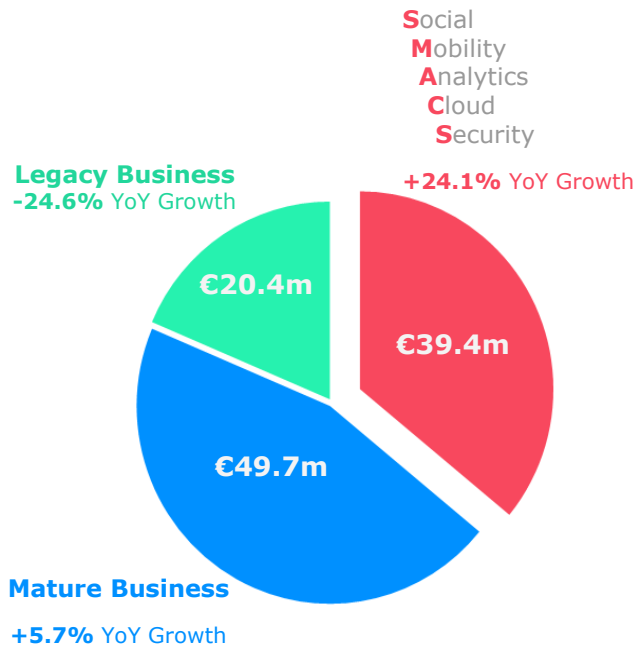
Free share plan

- Presented for approval to next Shareholders' meeting
- Based on 2018 results
- Paid out of Company-owned shares

Evolution of our positioning – Q1 2016 overview

Offers

(excl. Between, Be Team & acquisitions)



Clients & verticals

(organic scope excluding Between)

Top 3

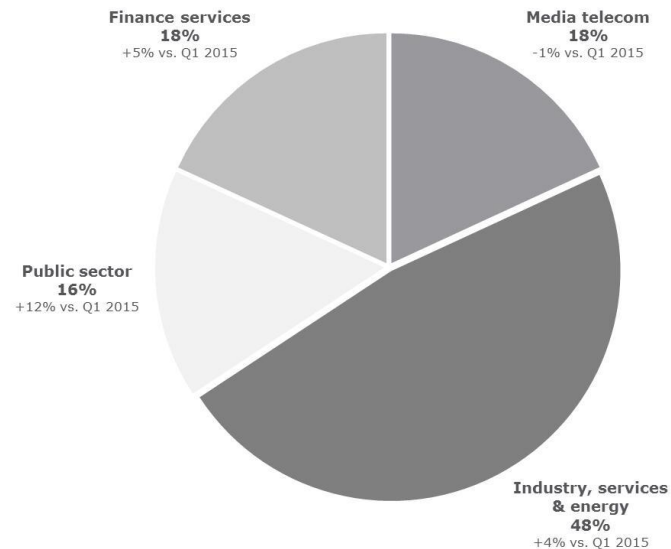
14% of the revenue

- ENGIE
- Sanofi
- BNP Paribas

Next 7

21% of the revenue

- Vodafone
- Major electricity provider
- SNCF
- CA/CL
- Deutsche Telekom
- Société Générale
- Carrefour





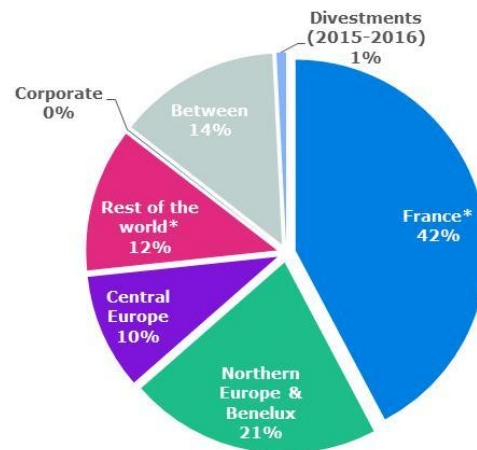
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Q1 2016 Revenues

Q1 2016 Revenue analysis by Region

France driving the “excluding Between” growth figures thanks to SMACS attraction

In millions of euros	Q1 2016	Q1 2015
France*	56.4	50.3
Variation	12.3%	
L-f-I variation	11.9%	
Northern Europe & Benelux	28.4	27.1
Variation	4.8%	
L-f-I variation	7.2%	
Central Europe	13.0	13.0
Variation	0.2%	
L-f-I variation	0.4%	
Rest of the world*	16.2	13.2
Variation	23.2%	
L-f-I variation	-4.9%	
Corporate	(0.1)	0.0
Between	18.2	9.0
Variation	102.7%	
L-f-I variation	102.7%	
Divestments (2015-2016)	1.1	2.9
Total	133.4	115.5
Variation	15.5%	
L-f-I variation	13.7%	
L-f-I variation excluding Between	6.2%	

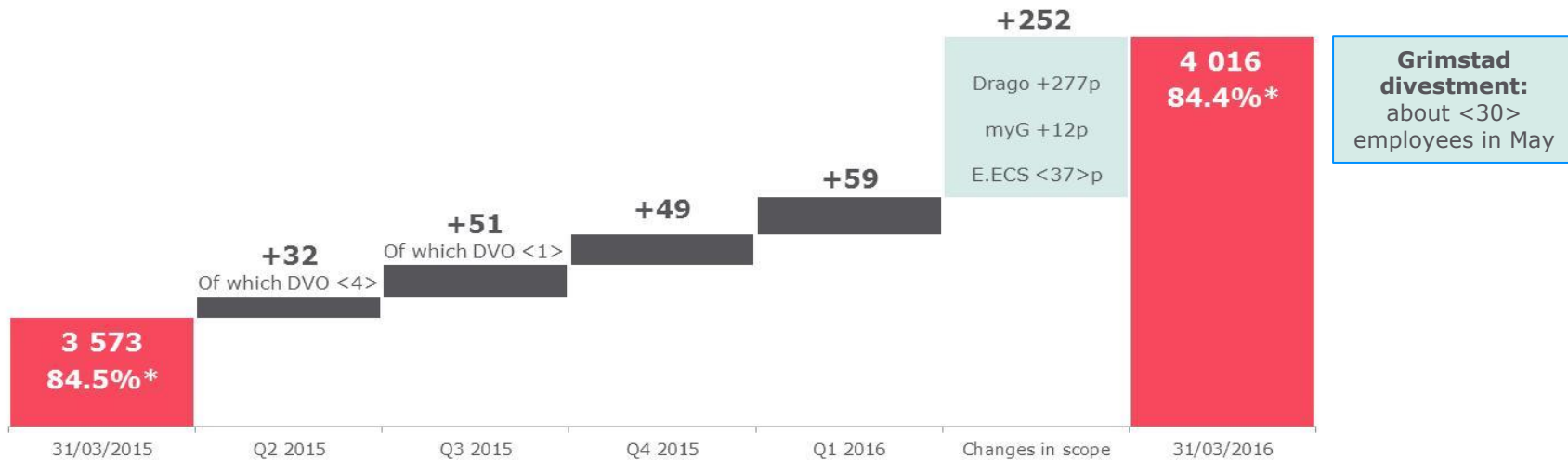


*Of which contribution of the acquisitions:

In millions of euros	Q1 2016	Q1 2015
France	0.2	-
myG France, consolidated as of October 1 st 2015	0.2	-
Rest of the world	3.8	-
Drago, consolidated as of October 1 st 2015	3.7	-
myG Spain, consolidated as of October 1 st 2015	0.1	-

Resources analysis – Headcount, utilisation rate and billable ratio*

+ 59 employees over Q1 2016, on a good utilisation level



Utilization rate of internal resources, excluding divested entities

Q1 2015	Q2 2015	Q3 2015	Q4 2015	FY 2015	Q1 2016
83.0%	84.5%	85.0%	84.8%	84.3%	82.8%

*Billable ratio = productive headcount / total headcount



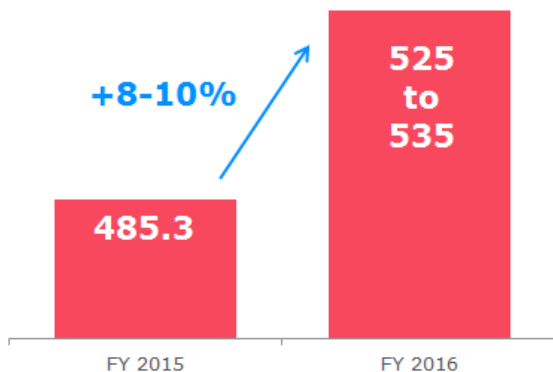
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Prospects Update

2016 guidance – unchanged despite Grimstad exit

Hypothesis: stable economic environment and exchange rates

Revenue

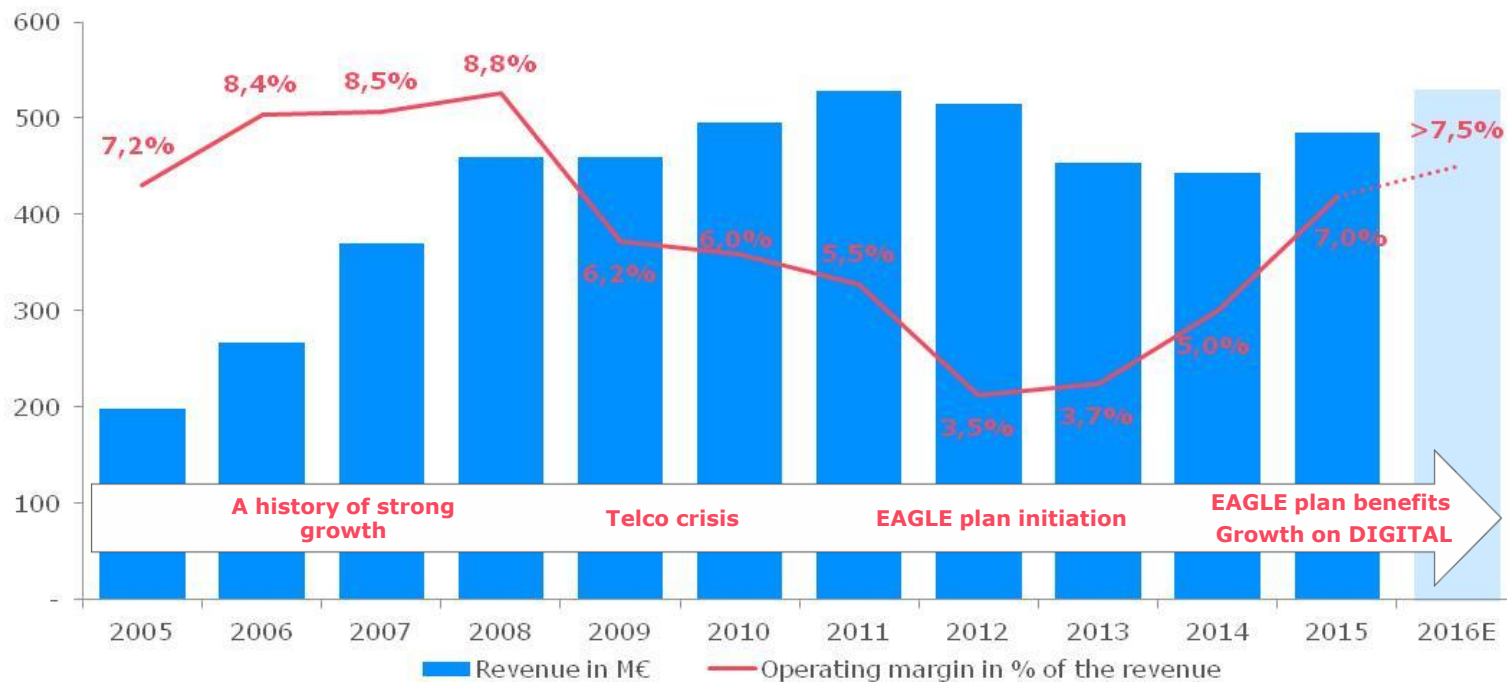


Operating margin



- **+7.4 to 9.4% like-for-like** vs. +7-9% previously
- -0.6% FX impact (negative: Norwegian krone, pound sterling, Swiss franc, Turkish lira / positive: UAE dirham) vs. -0.5% previously
- +1.4% M&A impact vs. +2% previously due to Grimstad exit
 - Drago & myG: €11m (€15m FY 16 – €4m in Q4 15)
 - Exa ECS: -€1.1m (Q1 2015)
 - Norway Grimstad: -€3.3m (May-Dec 2015)
- Main improvement coming from scissor effect
- Slight positive impacts of working days: +0.4 days (excl. Drago & myG)
- Dilutive effect of Between

2016 guidance in a 10-year view





4

Appendix

Devoteam, entrepreneurs in disruptive technology



At Devoteam we deliver innovative technology consulting for business, to **make our clients win their digital battle**

4000

Professionals

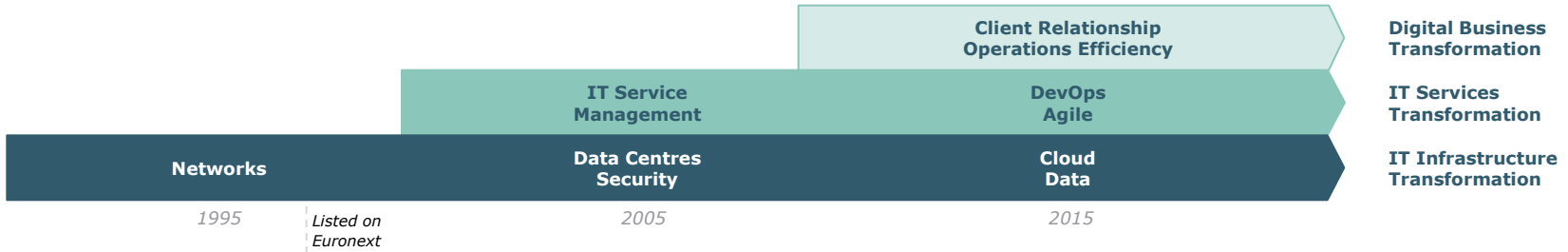
20

Countries

€485m

Turnover in 2015

20 years of transformation experience



Shareholding structure

	31-12-15		
	Nb of shares	% of capital	% of voting rights
Executive Board ¹	2.165.274	26,42%	33,63%
Tabag ²	606.944	7,41%	12,70%
Lazard Freres Gestion	382.900	4,67%	4,01%
Financière Echiquier	542.177	6,62%	5,67%
Amiral Gestion	521.609	6,36%	5,46%
Nominative shares ³	286.765	3,50%	5,91%
Owned shares	571.827	6,98%	0,00%
Public	3.118.653	38,05%	32,63%
Total	8.196.149	100%	100%

(1) together part of a shareholders' agreement

(2) owned by Yves de Talhouët, linked with the board of Directors by a tax treaty

(3) founders of subsidiaries, employees and former employees

Digital Battle



Customers buy differently

People work like they live

New services appear everyday

Banking & Insurance

Dematerialise the sales process to improve **customer purchasing-journey**

Automotive

Leverage the **power of data with connected cars and** transform the driver- experience

Retail

Provide consistent **customer experience** and build multi-channel strategy for a retailer

Utilities

Optimise the management of field operations using field force geo-localisation services

Industry

Empower collective intelligence thanks to cloud-based collaborative platform

Public sector

Create a **single digital platform** with self-service portal and establish paperless administration

Three Complementary Levers to Win The Digital Battle

Business – Make your business digitally enabled



Digital Business Transformation

*Customer Experience
Operation Efficiency
Analytics & Smart Data
Business Operating Model*



Disruptive Technology

*User Experience
Agile Development & Testing
Internet of Things
Geo-Performance*

IT – Make your IT your “Business Hero”



IT Transformation



Risk and Security



IT Service Excellence



Cloud and Network Infrastructure

People – Make your people “Digital Workers”



Digital Culture Adoption



Collaboration, Usage and Tools

FY 2015 Revenue and operating margin

Based on 2016 new reporting structure

In millions of euros	FY 2015
France	
Group contribution	207.7
Operating margin	21.8
In % of Group contribution	10.5%
Northern Europe & Benelux	
Group contribution	110.1
Operating margin	6.9
In % of Group contribution	6.2%
Central Europe	
Group contribution	53.9
Operating margin	3.2
In % of Group contribution	5.8%
Rest of the world	
Group contribution	60.0
Operating margin	4.5
In % of Group contribution	7.5%

In millions of euros	FY 2015
Corporate	
Group contribution	0.1
Operating margin	(3.9)
Between	
Group contribution	46.8
Operating margin	0.9
In % of Group contribution	1.9%
Divestments (2015-2016)	
Group contribution	6.7
Operating margin	0.6
In % of Group contribution	8.3%
Total	
Group contribution	485.3
Operating margin	33.9
In % of Group contribution	7.0%

Glossary

Like-for-like or I-f-I variation: At comparable perimeter and exchange rates

Between: "Between", a subsidiary operating in the Netherlands on the market of sourcing of IT professionals, has a very volatile contribution to revenue since, depending on the terms and conditions of the contracts signed, the revenue consolidated at Group level may be based on the contract's gross margin or on the full amount invoiced to the final customer. As a consequence, the Group decided to isolate this subsidiary when calculating the growth rate of the consolidated revenues

Divestments (2015-2016) or divested entities: In 2016, Divestments include Grimstad activities in Norway, deconsolidated on May 1st 2016. In 2015, it also includes Exa ECS, deconsolidated on April 1st 2015

Utilization rate of internal resources: Measures the percentage of working hours (excluding paid holidays) of billable employees that were billed to a client

Operating margin: Defined as the current operating result before amortization of intangible assets related to acquisitions and excluding the impact of stock options