Thursday, Feb 4th, 2016 – New York, The Ritz-Carlton, Battery Park, NY 10004

Capital Markets Day Leading Customers' Digital Transformation

Agenda

| 09:30 am | Welcome Stefan Gruber, Head of Investor Relations |
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| 09:30 – 10:00 am | Strategy and Vision Bill McDermott, CEO |
| 10:00 – 10:25 am | Driving Effectiveness and Efficiency of our Business Models Luka Mucic, CFO |
| 10:25 – 10:55 am | The Path into the Digital Economy Bernd Leukert, Executive Board Member (incl. Demo and 5 min Q&A) |
| 10:55 – 11:20 am | Break |
| 11:20 – 12:00 pm | Customer Perspective Rob Enslin, Executive Board Member Jaan Saar, Head of Process and IT, SWISS PROPERTY John Hinshaw, Executive Vice President & Chief Customer Officer, Hewlett Packard Enterprise |
| 12:00 – 12:20 pm | Business Networks Steve Singh, Global Managing Board Member |
| 12:20 – 01:00 pm | Q&A Bill McDermott, Luka Mucic, Rob Enslin, Bernd Leukert, Steve Singh |
| 01:00 – 2:00 pm | Lunch |

