



2020 Half Year Results

September 3rd, 2020



Disclaimer



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Aiman
EZZAT

Chief Executive Officer



Strong H1 demonstrating our resilience and our agility



Revenue

+7.9% cc YoY
€ 7,581m

Bookings

+10.3% cc YoY
€ 7,841m

Digital & Cloud*

> +10% cc YoY
+7% in Q2

Operating Margin

10.8%
-0.6pts YoY

Normalized EPS

€ 2.95
-4% YoY

Organic FCF

€ 106m
€ +16m YoY

* Excluding Altran

Robust response to an unprecedented and ongoing crisis



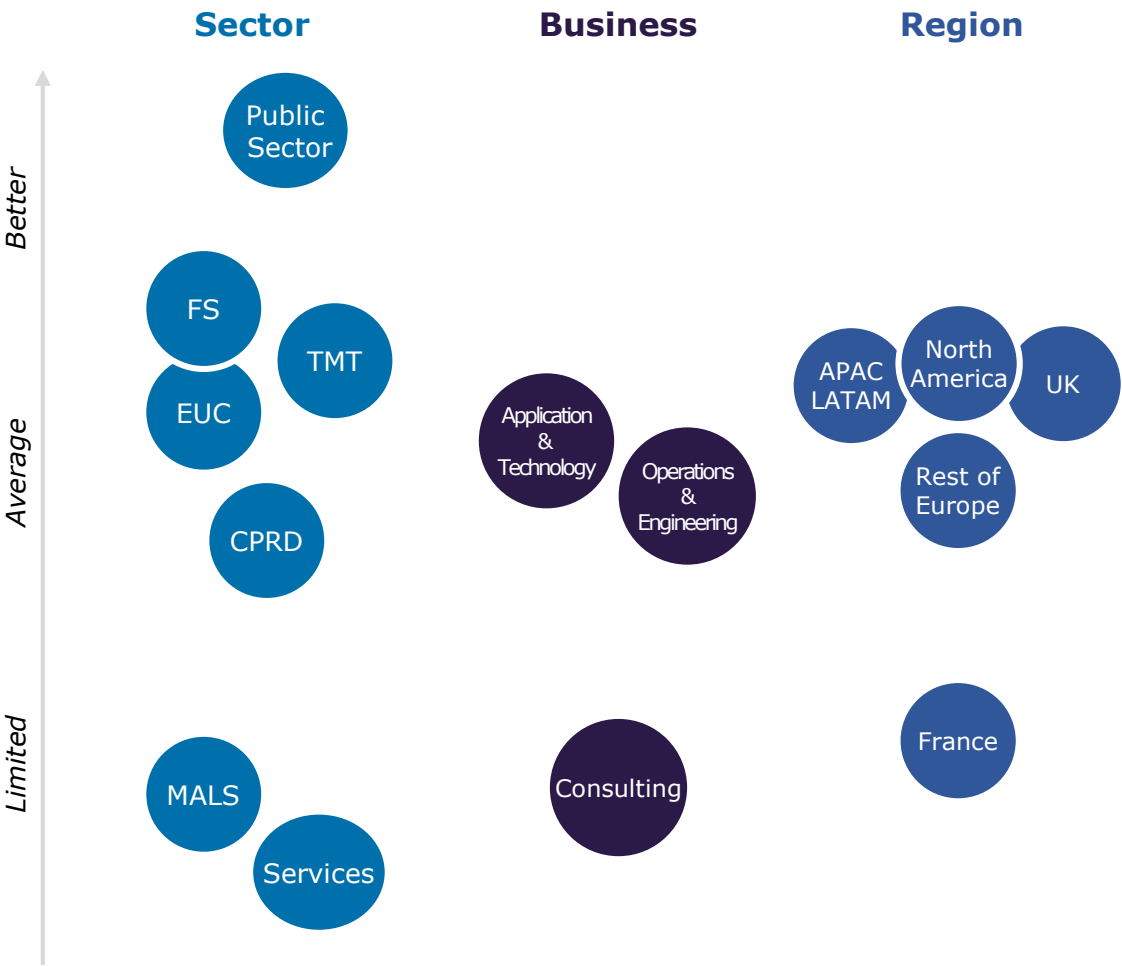
- **Keeping our people safe and engaged**
Giving everyone the tools to face the evolution of the pandemic
- **Ensuring business continuity with clients**
Exceeding client expectations in terms of delivery
- **Operating in a “New Normal”**
Running all our operations from sales to delivery while working extensively from home
- **Smart cost management**
Cutting costs while sustaining investment in the future

Group demonstrated resilience in Q2 leveraging its diversification



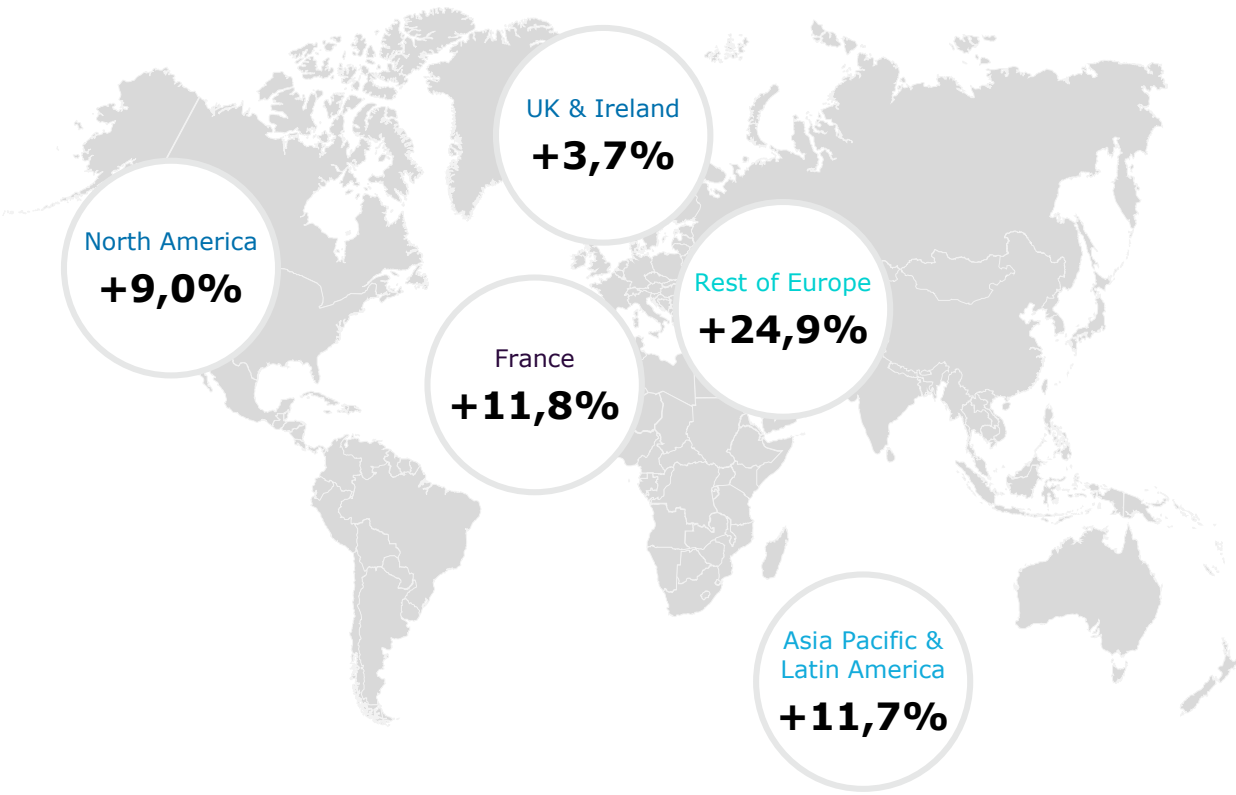
Q2 Resilience

(Q2 organic growth vs. Q1 organic growth)



Q2 Growth

YoY at constant currency (incl. acquisitions)



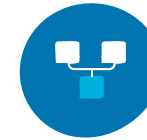


Altran integration is on track

Integration is running well

- ✓ Altran Technologies is **consolidated** since April 1st and fully operational
- ✓ **Integrated model** roll out confirmed for January 2021
- ✓ 250+ common **business opportunities** already identified, some of them have already been signed
- ✓ Launching new converged **offerings**
- ✓ **Leadership** fully engaged

Synergies are confirmed



Operational & Cost synergies :
€ 70-100 m
(annual run rate)
two thirds by mid 2021

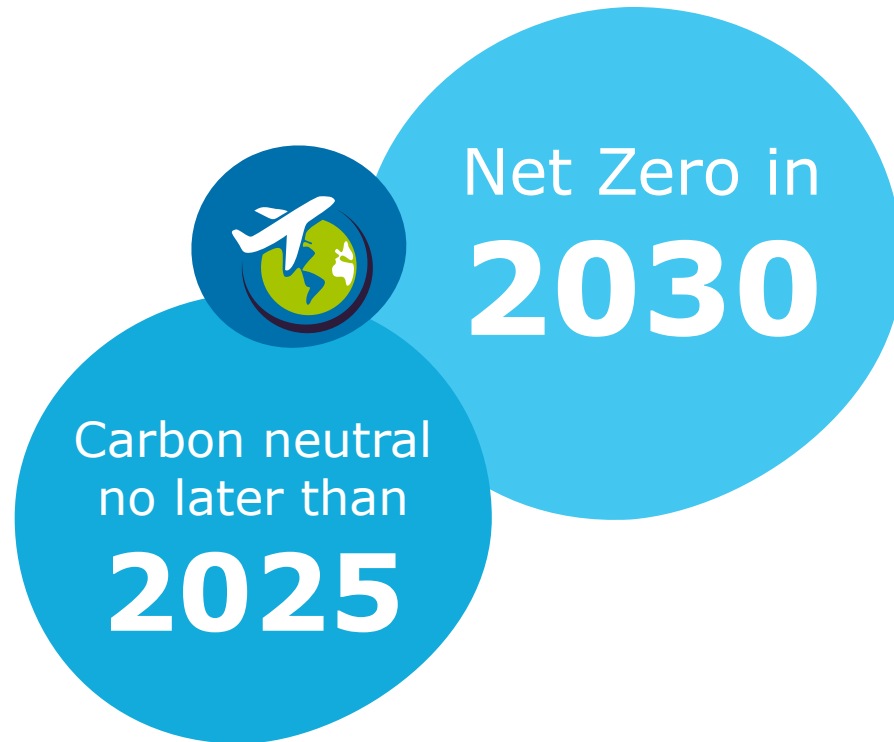


Revenue synergies :
€ 200-350 m
(annual run rate)
within 3 years

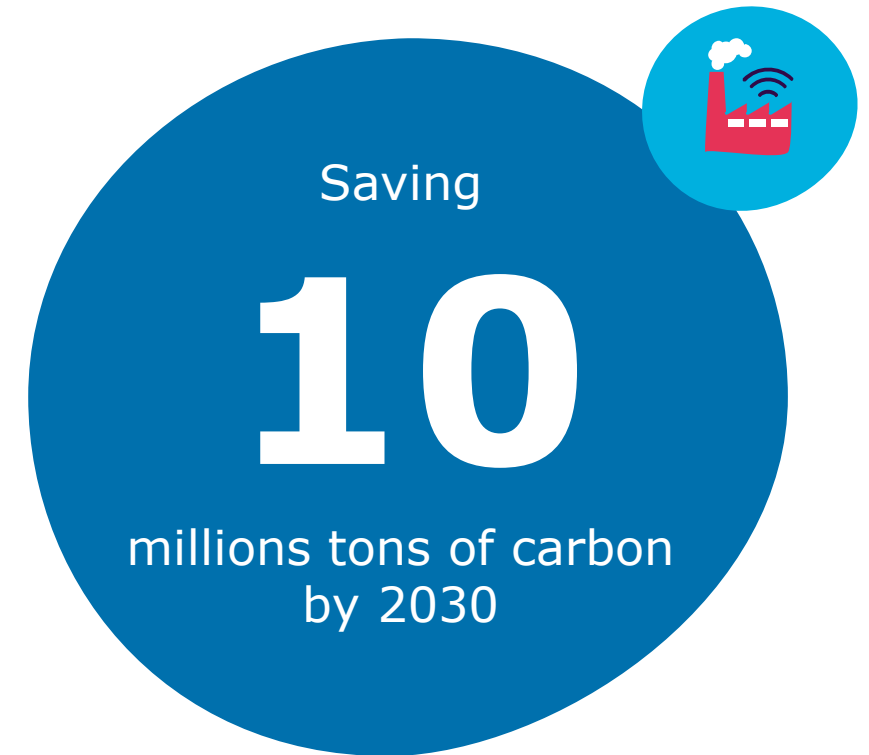
Renewed commitment on Climate



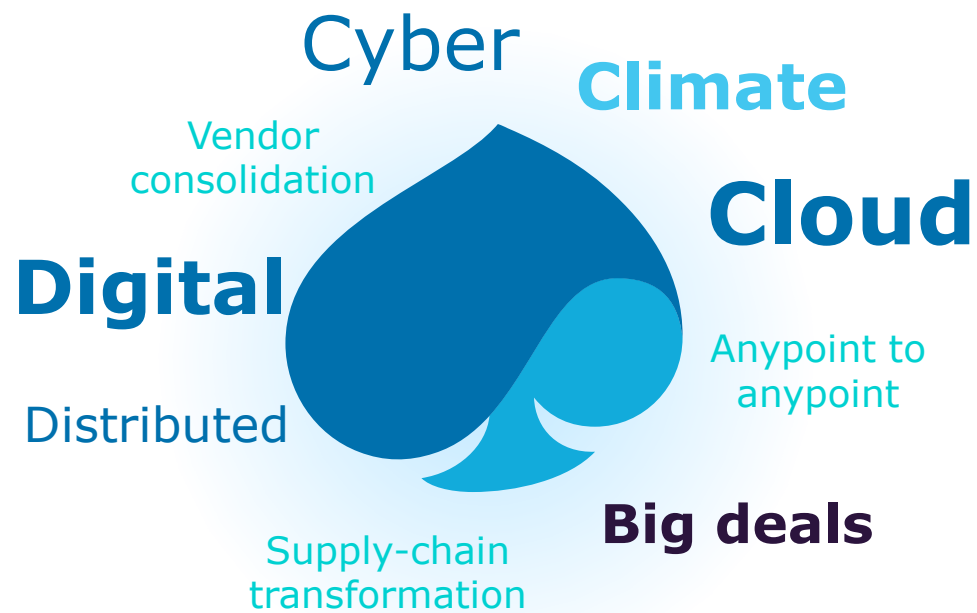
Acting on our operations



Helping our clients meeting their objectives



Shaping our New Normal



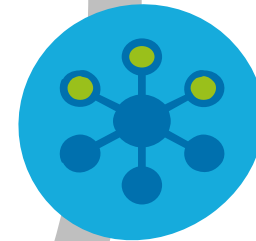
Proactive with Clients

Taking part in strategic conversations
Shaping deals with CxOs



Investing in Talent

Massive reskill
Growing satisfaction



Innovating in Portfolio

Best-of-breed offerings
(5G, Intelligent industry)



Accelerating transformation



Demonstrating resilience and agility



Altran integration on track



Accelerating on climate



Leveraging the "New Normal"

Full-year 2020 outlook



+12.5%
to
+14.0%

Revenue growth
at constant currency
incl. scope impact est. +17.0 pt

0.6 to 0.9 pts
contraction
(vs. 12.3%)

Operating Margin

over
€ 900m

Organic FCF

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Rosemary
STARK

Chief Sales Officer

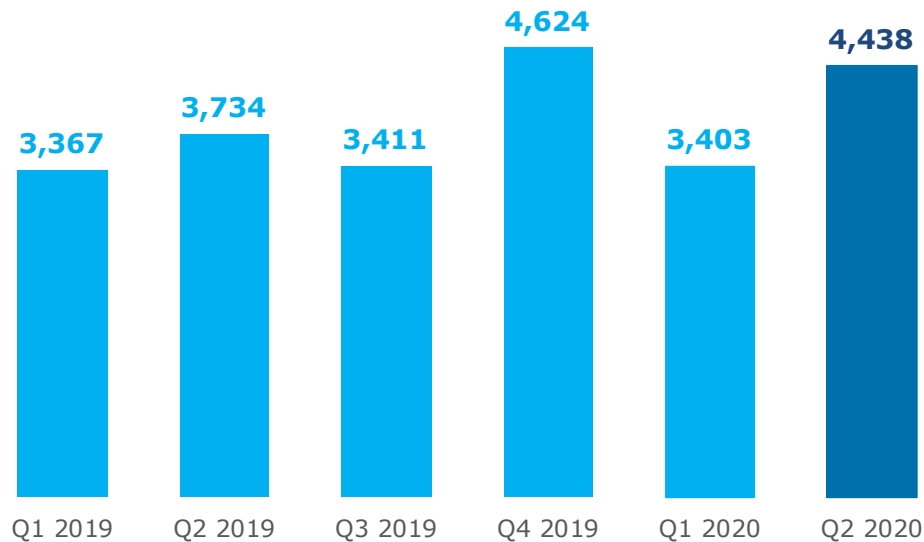


Strong Sales Momentum



Bookings evolution

■ in EUR million (at reported rates)



■ Constant currency growth YOY (in %)

+2.7% +6.7% +19.6% +16.4% +0.8% +18.8%

Highlights

- H1 bookings of €7.8Bn, +10.3% YOY at cc with book to bill of 103%
- Q2 bookings of €4.4Bn, +18.8% YOY at cc
- Q2 also delivered a strong book to bill at 110%
- Digital and Cloud bookings continue to grow well in H1 2020, driven by demand for digital transformation and specifically accelerated move to cloud for many clients
- Resilient pipeline with double digit growth YOY, and a strong funnel of large deals

Digital transformation and cost reduction are key drivers for our Q2 sales



Consumer Products



Services



TMT



Energy and Utilities



Financial Services



Manufacturing



Public Sector



Communications
Satellite Service
Provider



Global Investment
Bank & Financial
Services Company

Global
Pharmaceutical
Company



Ministry
of Defence



LA POSTE

OMNI HOTELS
& RESORTS

Global
Network
Equipment
Provider



BMW
GROUP



FrieslandCampina



CenturyLink®

Oil and Gas
Major

American Family
Insurance



Financial Services
Compensation Scheme

Global Life
Sciences
Leader

Global
Power Tools
Manufacturer



Major SE Asia Bank

Global furniture retailer

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Carole
FERRAND

Chief Financial Officer



Financial Overview



in EUR millions

	H1 2019	H1 2020	Variation	Constant Currency Growth
Revenues	7,007	7,581	+8.2%	+7.9%
Operating expenses	-6,210	-6,763		
Operating margin	797	818	+3%	
(in % of revenues)	11.4%	10.8%	-0.6pt	
Other operating income and expenses	-139	-241		
Operating profit	658	577	-12%	
(in % of revenues)	9.4%	7.6%		
Net financial expense	-39	-64		
Income tax	-232	-204		
Non-controlling interests	1	2		
Net profit (group share)	388	311	-20%	
(in % of revenues)	5.5%	4.1%	-1.4pt	
Basic EPS in €	2.34	1.86	-21%	
Normalized EPS in €	3.08 ⁽¹⁾	2.95 ⁽¹⁾	-4%	
Organic free cash flow	90	106	+16	

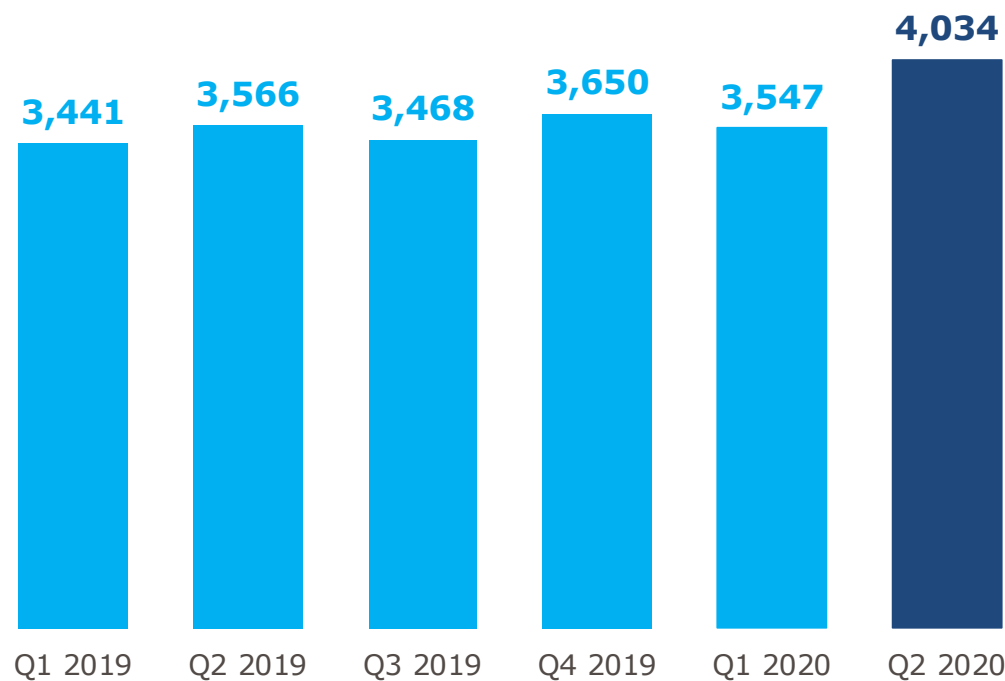
Note: All alternate performance measures (organic growth, constant currency growth, operating margin, Free cash flow, normalized EPS and net debt) are defined in appendix

1) Excluding expenses of €30 million in H1 2019 and €26 million in H1 2020 due to the transitional impact of the US tax reform

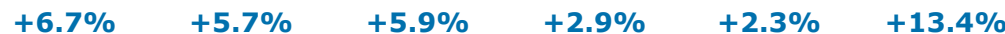


Quarterly Revenue Growth

Revenues in EUR millions



Constant currency growth YOY (in %)



Constant currency growth

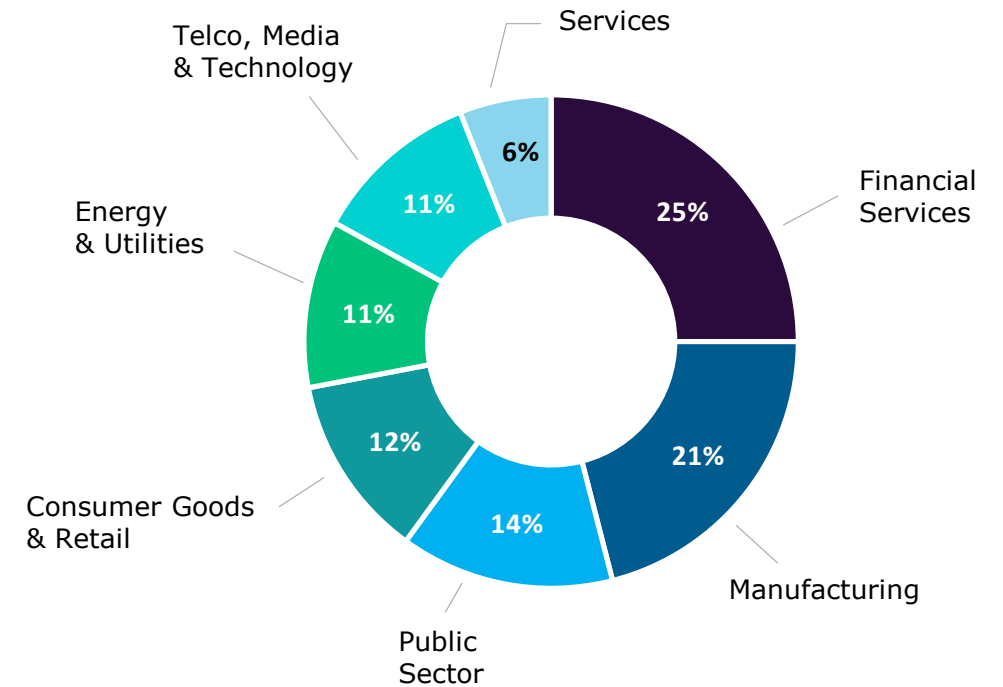
Q2: +13.4% YoY
H1: +7.9% YoY

	Q1 2020	Q2 2020	H1 2020
	Year-on-Year		
Organic	+ 2.0%	-7.7%	-3.4%
Group scope	+0.3pt	+21.1pt	+11.3pt
Constant Currency	+ 2.3%	+13.4%	+ 7.9%
Currencies	+0.8pt	-0.3pt	+0.3pt
Reported	+ 3.1%	+13.1%	+ 8.2%



Q2 & H1 2020 Revenues by Sector

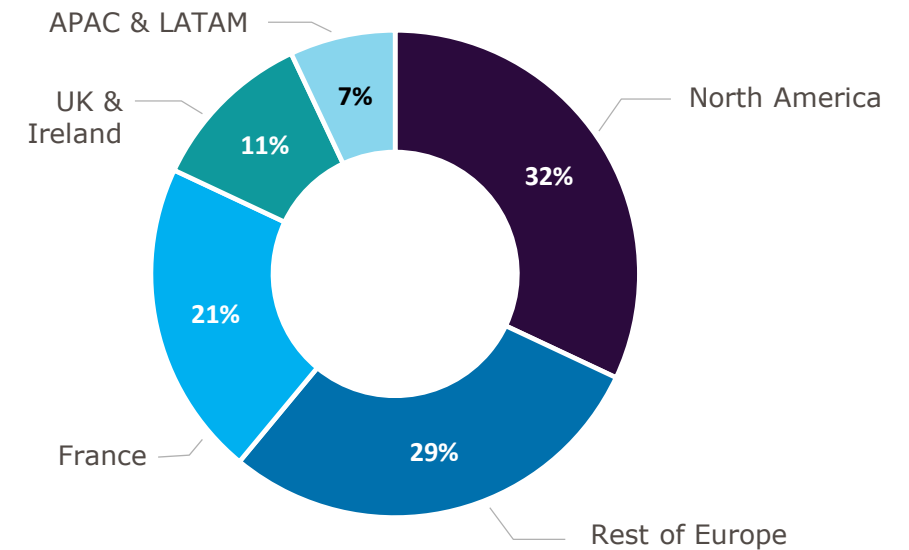
	Q2 2020	H1 2020
	Year-on-Year	Year-on-Year
	Constant Currency	Constant Currency
Financial Services	+1.2%	+0.0%
Energy & Utilities	+6.0%	+3.9%
Manufacturing	+31.4%	+19.2%
Consumer Goods & Retail	-5.5%	-1.8%
Public Sector	+12.3%	+8.5%
Telco, Media & Technology	+71.3%	+35.5%
Services	-8.1%	-1.3%
TOTAL	+13.4%	+7.9%





Q2 & H1 2020 Revenues by Regions

	Q2 2020	H1 2019	H1 2020	H1 2020	
	Constant Currency	Revenues		Year-on-Year	
		(in €m)	(in €m)	Reported	Constant Currency
North America	+9.0%	2,248	2,400	+6.8%	+4.2%
UK & Ireland	+3.7%	849	853	+0.5%	+0.6%
France	+11.8%	1,498	1,612	+7.6%	+7.6%
Rest of Europe	+24.9%	1,898	2,172	+14.4%	+15.1%
APAC & LATAM	+11.7%	514	544	+5.8%	+11.4%
TOTAL	+13.4%	7,007	7,581	+8.2%	+7.9%

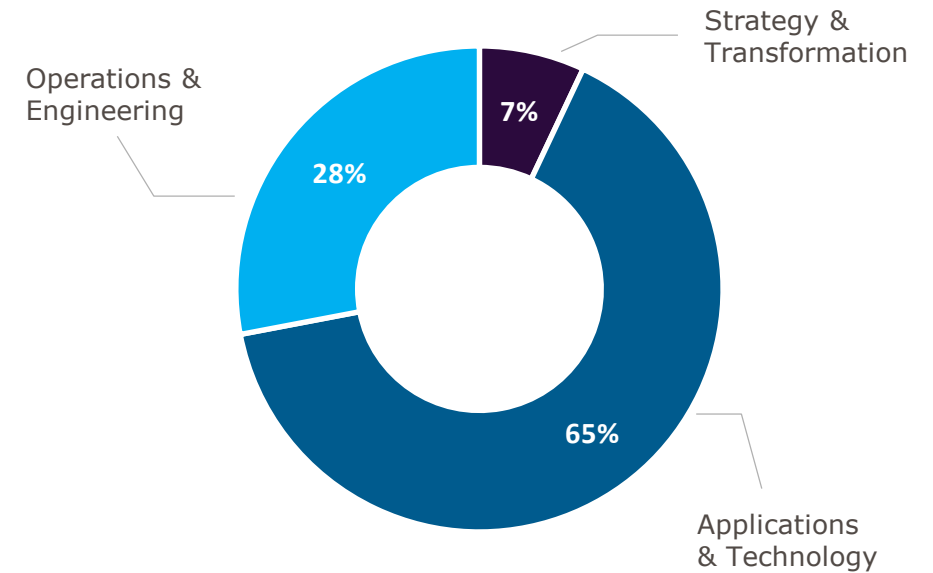




Q2 & H1 2020 Revenues by Business

Total Revenues

	Q2 2020	H1 2020
	Year-on-Year	Year-on-Year
	Constant Currency	Constant Currency
Strategy & Transformation	+7.6%	+8.6%
Applications & Technology	-4.5%	-1.3%
Operations & Engineering	+69.4%	+37.2%



Reminder: from Jan 1st, 2019:

- (i) Business line taxonomy has been streamlined and homogenized (see the Appendix section)
- (ii) Activity trends by business are calculated based on Total Revenues, i.e. before elimination of inter-business billing (see Appendix section)



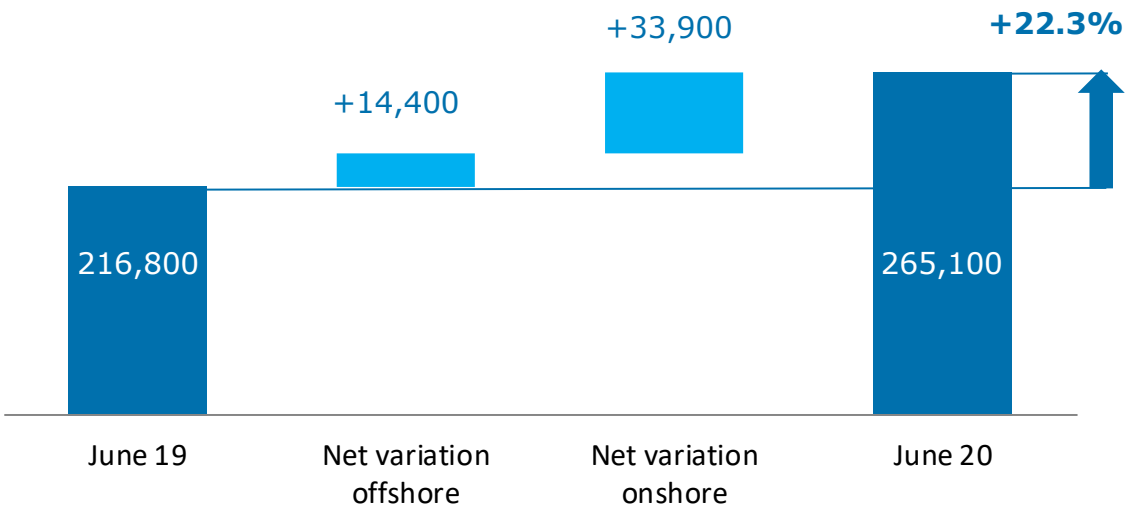
Operating Margin by Regions

	H1 2019			H1 2020		
	Revenues	Operating Margin		Revenues	Operating Margin	
	(in €m)	(in €m)	(%)	(in €m)	(in €m)	(%)
North America	2,248	290	12.9%	2,400	346	14.4%
UK & Ireland	849	135	15.9%	853	122	14.3%
France	1,498	144	9.6%	1,612	112	6.9%
Rest of Europe	1,898	215	11.3%	2,172	221	10.2%
APAC & LATAM	514	59	11.4%	544	57	10.5%
Not allocated		-46			-40	
TOTAL	7,007	797	11.4%	7,581	818	10.8%



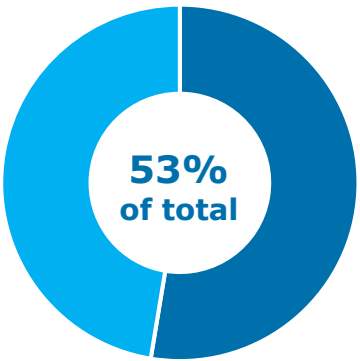
Headcount Evolution

Headcount Evolution
June 2019 to June 2020



**Workforce in global
production centers:**

**+11.5%
YoY**



Attrition
H1 2020 vs. H1 2019

Attrition	June 2019 LTM	June 2020 LTM	Variation
Strategy & Transformation	17.8%	17.8%	-
Applications & Technology	23.0%	17.0%	-6.0pt
Operations & Engineering	21.2%	18.0%	-3.2pt
TOTAL	22.3%	17.4%	-4.9pt

Operating Margin Analysis



in EUR millions		H1 2019	H1 2020
Revenues		7,007	7,581
Cost of services rendered		-5,105	-5,616
in % of revenues		-72.9%	-74.1%
Gross margin		1,902	1,965
in % of revenues		27.1%	25.9%
Selling expenses		-571	-569
in % of revenues		-8.1%	-7.5%
General & Administrative expenses		-534	-578
in % of revenues		-7.6%	-7.6%
Operating Margin		797	818
in % of revenues		11.4%	10.8%



Net Financial Expense and Income Tax

in EUR millions	H1 2019	H1 2020
Interest on bonds	-31	-61
Other interest income and expense	32	30
Net interest expense	1	-31
Other financial income & expenses	-40	-33
Net financial expense	-39	-64

in EUR millions	H1 2019	H1 2020
Income tax	-232	-204
Effective tax rate	37.4%	39.7%
Effective tax rate, before transitional tax expense ⁽¹⁾	32.6%	34.6%

(1) Excluding expenses of €30 million in H1 2019 and €26 million in H1 2020 due to the transitional impact of the US tax reform

Net Profit Analysis



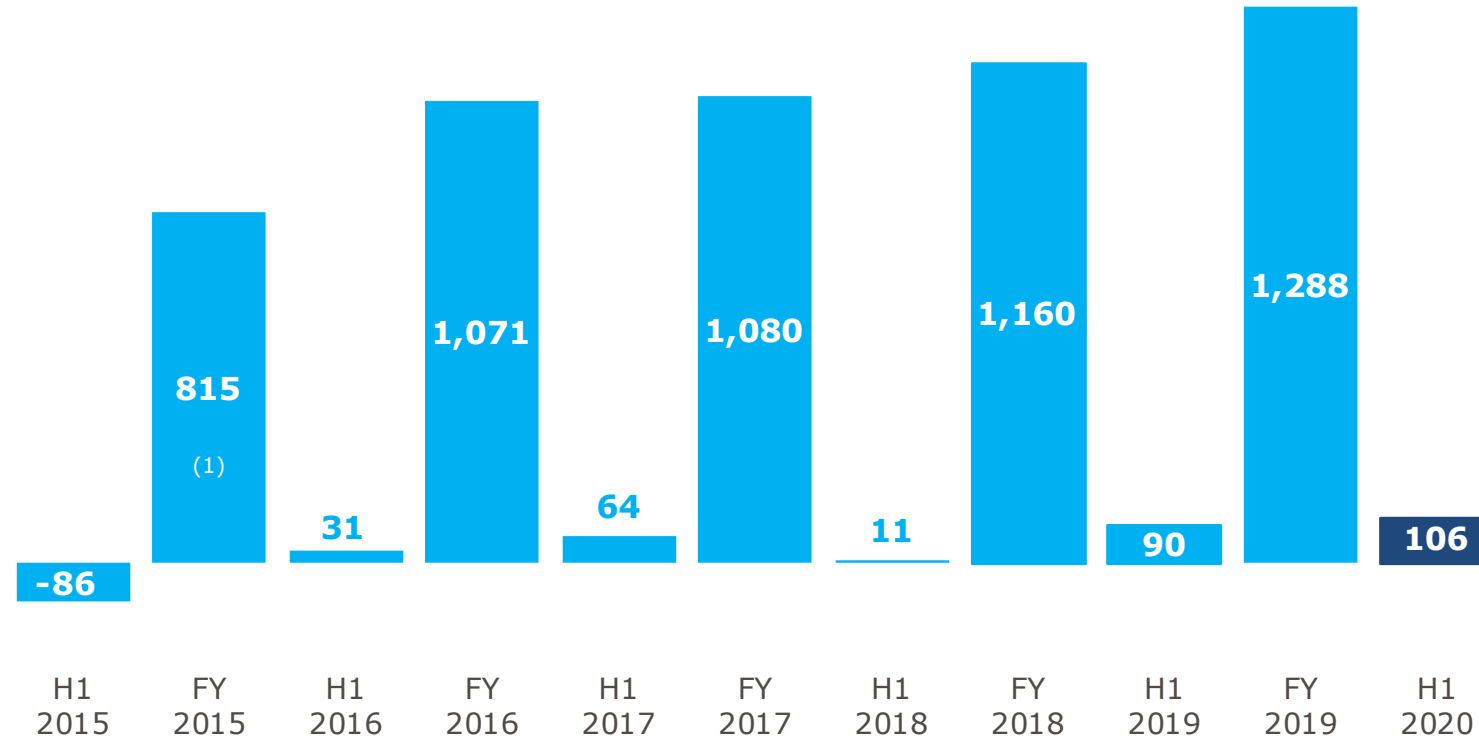
in EUR millions		H1 2019	H1 2020
Operating margin		797	818
Other operating income and expenses		-139	-241
<i>of which</i>			
_Restructuring costs		-26	-76
_Amortization of intangible assets acquired through business combinations		-38	-35
_Acquisition and integration costs		-18	-61
_Expenses relating to share grants		-55	-52
_Other costs		-2	-17
Operating profit		658	577
Net financial expense		-39	-64
Income tax expense		-232	-204
Non-controlling interests		1	2
Net profit (Group share)		388	311
Average number of shares		165,843,357	167,646,025
Basic EPS - in €		2.34	1.86
Normalized EPS (non diluted) - in €		3.08 ⁽¹⁾	2.95 ⁽¹⁾

(1) Excluding expenses of €30 million in H1 2019 and €26 million in H1 2020 due to the transitional impact of the US tax reform

Organic Free Cash Flow Generation



in EUR millions



Net debt
€6,008m as at June 30, 2020
 vs. **€600m** as at Dec 31, 2019

(1) After €76m outflow recognized in connection with the increase in the Group's majority stake in its Brazilian subsidiary Capgemini Brazil SA

Q&A



Aiman **EZZAT**
Chief Executive Officer



Carole **FERRAND**
Chief Financial Officer



Rosemary **STARK**
Chief Sales Officer

Appendix



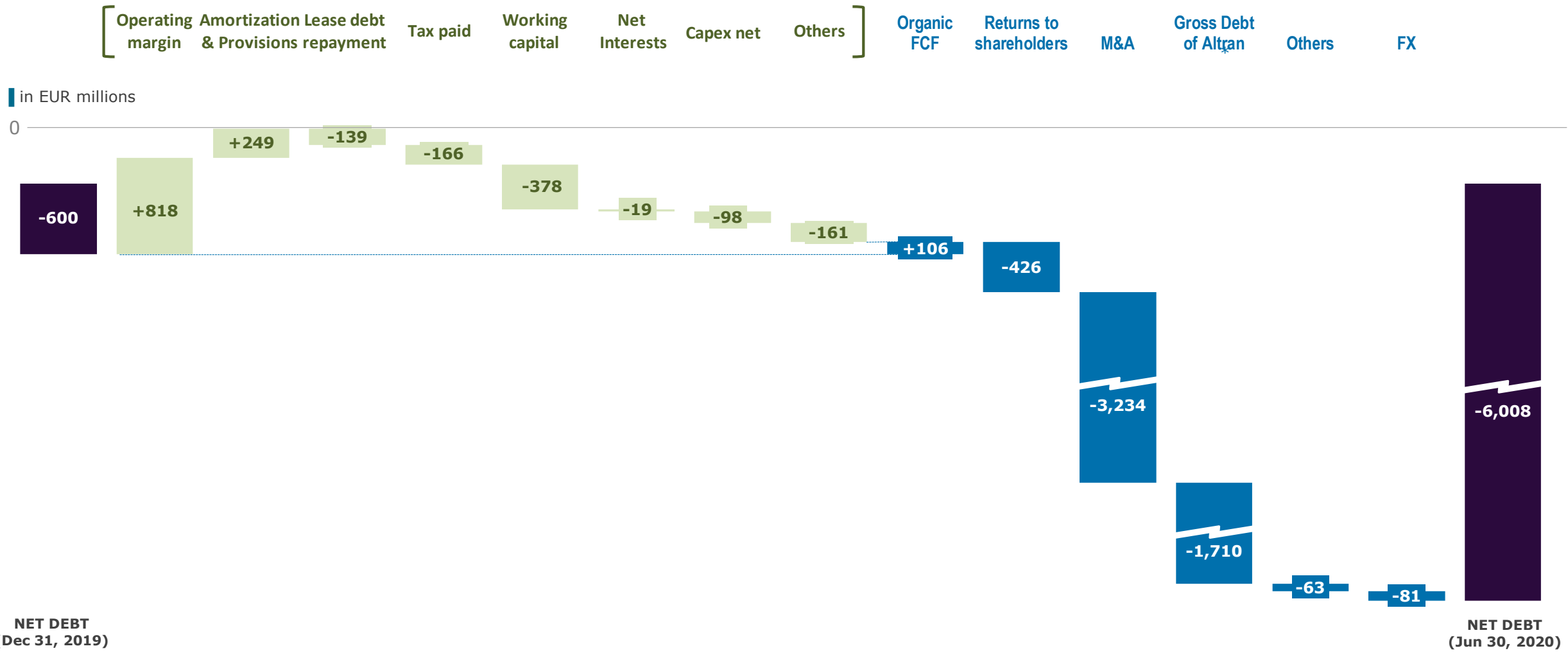


Alternate Performance Measures

- | **Organic growth**, or like-for-like growth, in revenues is the growth rate calculated at constant Group scope and exchange rates. The Group scope and exchange rates used are those for the published period. Exchange rates for the published period are also used to calculate **growth at constant exchange rates**.
- | When determining activity trends by business and in accordance with internal operating performance measures, growth at constant exchange rates is calculated based on **Total revenues**, i.e. before elimination of inter-business billing. The Group considers this to be more representative of activity levels by business. As its business evolves, an increasing number of contracts require the combination of different business lines' expertise, leading to an increase in inter-business flows.
- | **Operating margin** is one of the Group's key performance indicators. It is equal to revenues less operating expenses. It is calculated before "Other operating income and expenses" which include amortization of intangible assets recognized in business combinations, the charge resulting from the deferred recognition of the fair value of shares granted to employees (including social security contributions and employer contributions), and non-recurring revenues and expenses, notably impairment of goodwill, negative goodwill, capital gains or losses on disposals of consolidated companies or businesses, restructuring costs incurred under a detailed formal plan approved by the Group's management, the cost of acquiring and integrating companies acquired by the Group, including earn-outs comprising conditions of presence, and the effects of curtailments, settlements and transfers of defined benefit pension plans.
- | **Normalized earnings per share** are calculated by dividing normalized profit or loss attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the period, excluding treasury shares. Normalized net profit or loss is equal to profit for the period attributable to owners of the Company corrected for the impact of items recognized in other operating income and expense, net of tax calculated using the effective tax rate.
- | **Organic free cash flow** is calculated based on items in the Statement of Cash Flows and is equal to cash flow from operations less acquisitions of property, plant, equipment and intangible assets (net of disposals), lease liability repayments and adjusted for flows relating to the net interest cost.
- | **Net debt** comprises (i) cash and cash equivalents, as presented in the Consolidated Statement of Cash Flows (consisting of short-term investments and cash at bank) less bank overdrafts, and also including (ii) cash management assets (assets presented separately in the Consolidated Statement of Financial Position due to their characteristics), less (iii) short- and long-term borrowings. Account is also taken of (iv) the impact of hedging instruments when these relate to borrowings and own shares
- | **Covid-19:** The impact of the health crisis on the consolidated financial statements at 30 June 2020 is not isolated. The definition of the above alternative performance measures is therefore unchanged and, in accordance with past practice, these financial statements include in other operating income and expenses a non-material amount of incremental and non-recurring costs related to this crisis.



Net Cash Evolution



Previous Year														
-1,104	+797	+227	-142	-98	-498	+13	-118	-91	+90	-431	-152	-	-8	-16
														-1,621



Net Cash Evolution

in EUR millions	H1 2019	H1 2020
Profit for the period	387	309
Depreciation, amortization and impairment of fixed assets and right-of-use	273	291
Change in provisions	-19	-33
Losses on disposals of assets and others	3	43
Net finance costs	-1	31
Income tax expense / (income)	232	204
Other non-cash items	58	61
Cash flows from operations before net finance costs and income tax	933	906
Income tax paid	-98	-166
Change in restructuring debt	3	-6
Changes in operating working capital	-501	-372
Operating cash flows (A)	337	362
Capital expenditure (net of proceeds) (B)	-118	-98
Cash outflows on business combinations (net of cash & cash equivalents acquired) and on purchases of Altran securities	-152	-3,234
Change in Group scope (financial debt of Altran)		-1,710
Increase in share capital	0	-1
Dividends paid	-281	-226
Net payments relating to Capgemini SE shares transactions	-132	-204
Change in debt	-26	-58
Interest paid & received (C)	13	-19
Repayment of lease debt (D)	-142	-139
Translation & other	-16	-81
Change in net cash and cash equivalents	-517	-5,408
Opening Net Cash / (Debt)	-1,104	-600
Closing Net Cash / (Debt)	-1,621	-6,008
Organic Free Cash Flow (A) + (B) + (C) + (D)	90	106



Revenue Quarterly Evolution

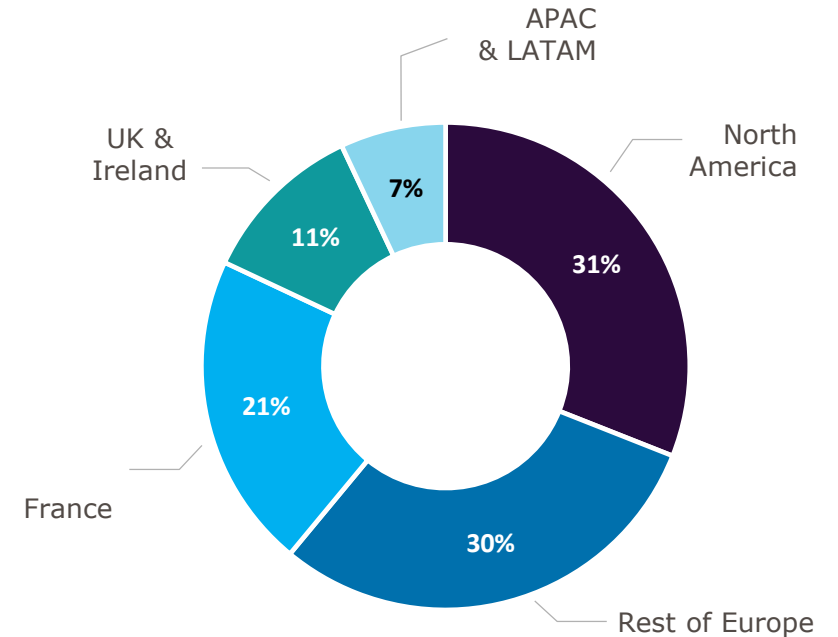
	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020
Revenues (in €m)*	3,153	3,314	3,228	3,502	3,441	3,566	3,468	3,650	3,547	4,034
Year-on-Year reported growth	+1.2%	+4.7%	+7.7%	+7.8%	+9.2%	+7.6%	+7.4%	+4.2%	+3.1%	+13.1%
Year-on-Year organic growth	+6.1%	+6.7%	+6.3%	+5.7%	+5.0%	+4.7%	+5.0%	+2.2%	+2.0%	-7.7%

* 2018 YoY growth rates are computed on a comparable basis (i.e. with 2017 revenues restated for IFRS 15)



Q2 2020 Revenues by Regions

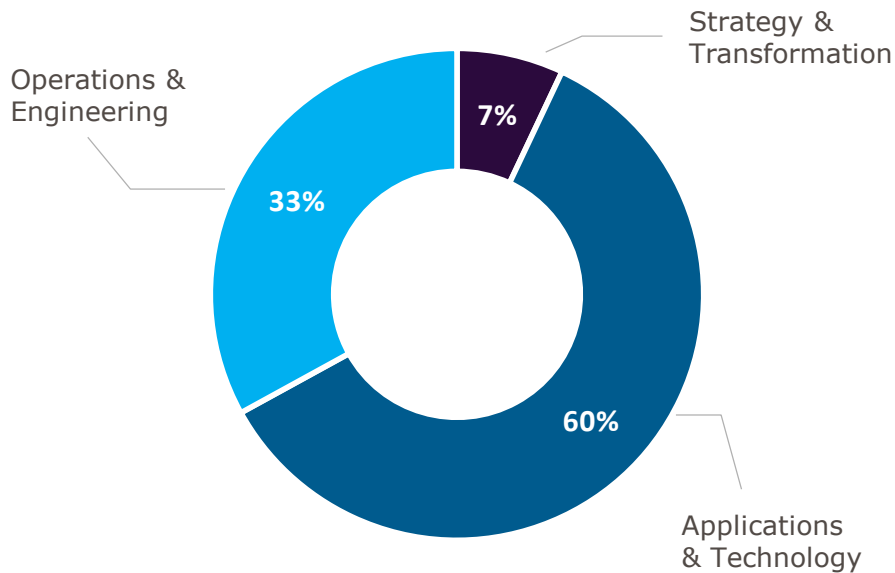
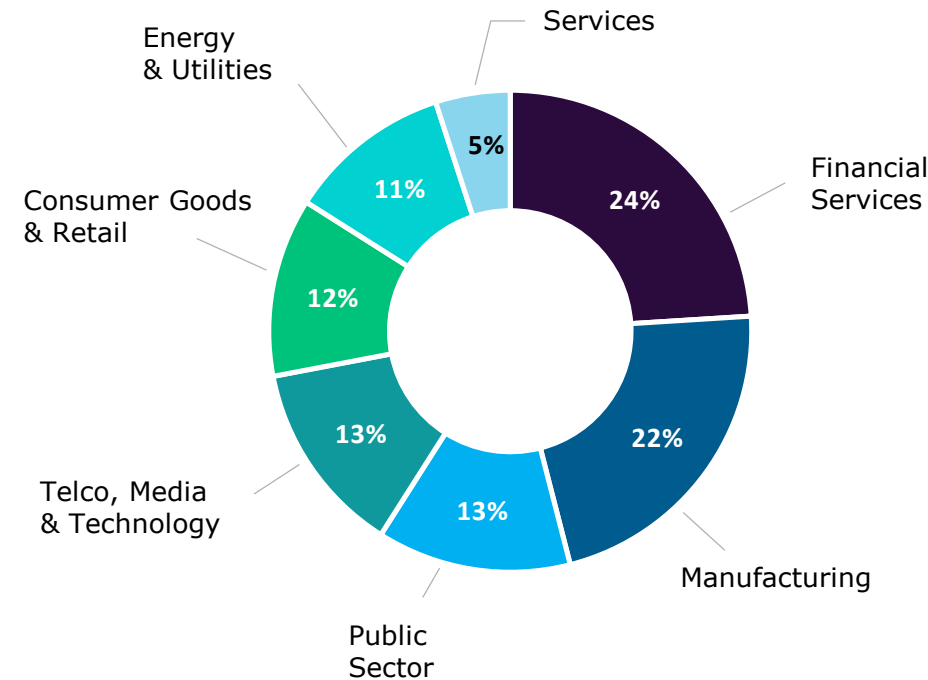
	Q2 2019	Q2 2020	Q2 2020	
	Revenues		Year-on-Year	
	(in €m)	(in €m)	Reported	Constant Currency
North America	1,141	1,267	+11.1%	+9.0%
UK & Ireland	433	443	+2.3%	+3.7%
France	767	857	+11.8%	+11.8%
Rest of Europe	960	1,192	+24.1%	+24.9%
APAC & LATAM	265	275	+3.6%	+11.7%
TOTAL	3,566	4,034	+13.1%	+13.4%



Q2 Revenue Mix by Sector / Business

Q2 Revenues By Sector
(in % of Group Revenues)

Q2 Revenues By Business
(in % of Total Revenues)

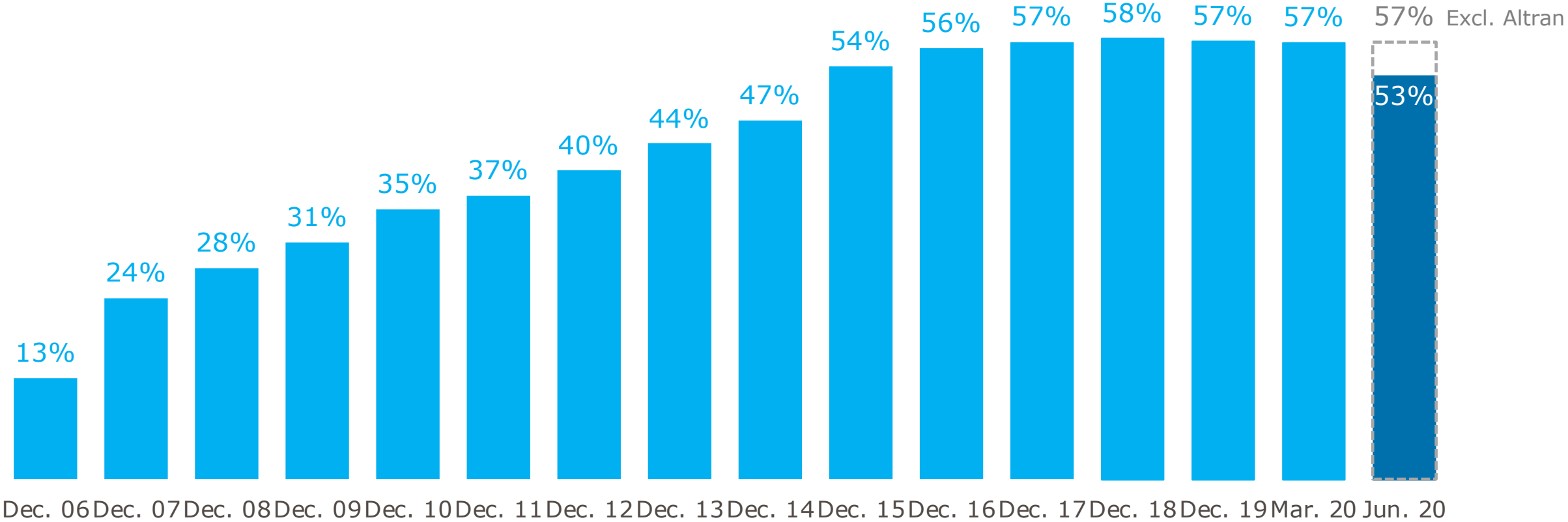




Operating Margin – Analysis by Type of Costs

in EUR millions		H1 2019	H1 2020
Revenues		7,007	7,581
Personnel costs		-4,437	-5,110
in % of revenues		-63.3%	-67.4%
Purchases and subcontracting expenses		-1,146	-1,114
in % of revenues		-16.4%	-14.7%
Travel expenses		-274	-152
in % of revenues		-3.9%	-2.0%
Rent, facilities and local taxes		-91	-93
in % of revenues		-1.3%	-1.2%
Depreciation, amortization, provisions and proceeds from asset disposal		-262	-294
in % of revenues		-3.7%	-3.9%
Total operating expenses		-6,210	-6,763
in % of revenues		-88.6%	-89.2%
Operating margin		797	818
in % of revenues		11.4%	10.8%

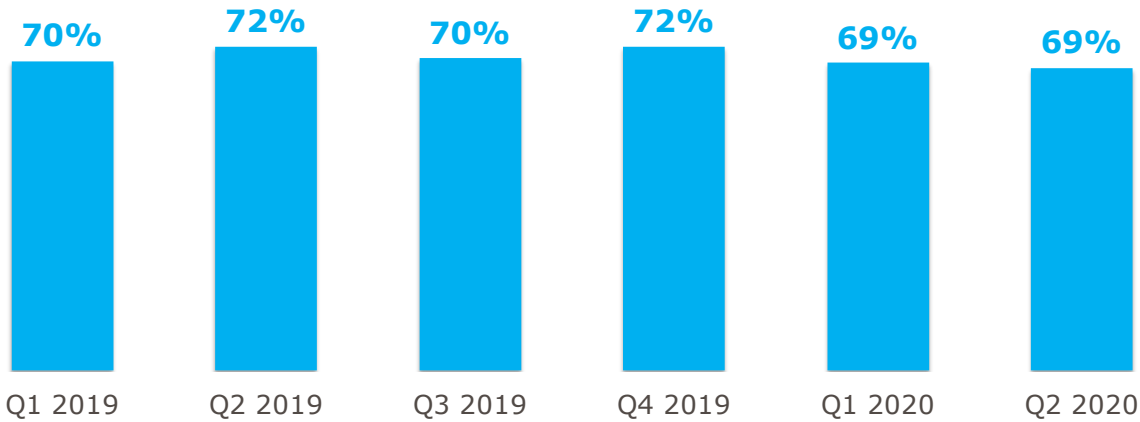
Offshore Leverage Evolution



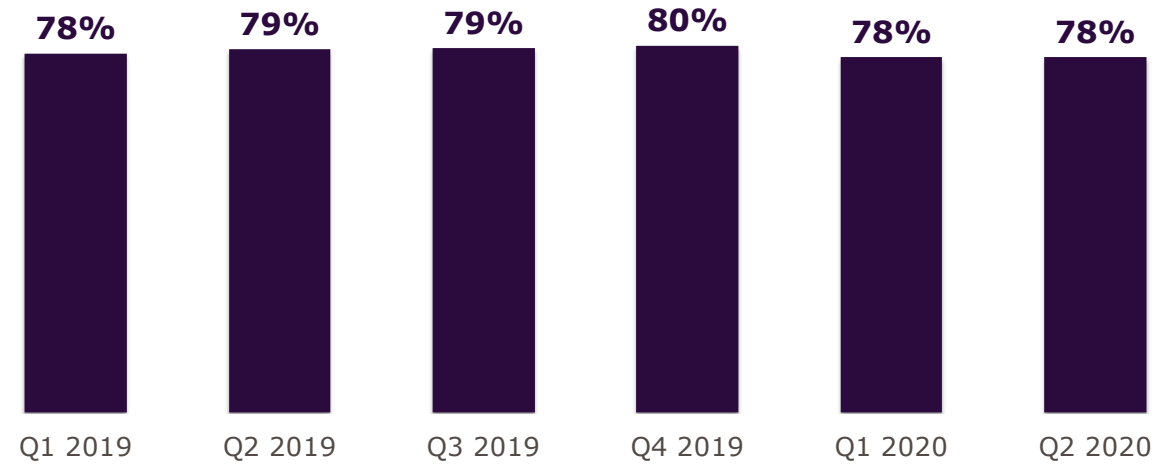


Utilization Rates Evolution

Strategy & Transformation



Applications & Technology



Balance Sheet



ASSETS				EQUITY & LIABILITIES			
in EUR millions	June 30, 2019	Dec. 31, 2019	June 30, 2020	in EUR millions	June 30, 2019	Dec. 31, 2019	June 30, 2020
				Equity ⁽¹⁾	7,466	8,424	5,922
				Non-controlling interests	-2	-5	9
				Total equity	7,464	8,419	5,931
Goodwill	7,591	7,662	10,316	Long-term borrowings	3,237	2,564	7,619
Intangible assets	658	645	811	Deferred taxes	183	185	210
Property, plant & equipment	749	738	846	Provisions for pensions ⁽²⁾	1,132	1,046	1,202
Lease right-of-use assets	827	762	917	Non-current provisions	20	17	112
Deferred taxes	1,102	999	1,153	Non-current lease liabilities	638	592	715
Other non-current assets	320	766	502	Other non-current liabilities	278	192	377
Total non-current assets	11,247	11,572	14,545	Total non-current liabilities	5,488	4,596	10,235
Contract costs	86	83	102	Short-term borrowings and bank overdrafts	260	717	866
Contract assets	1,519	1,176	1,619	Accounts and notes payable	2,786	3,011	3,255
Trade receivables	1,907	2,121	2,204	Contract liabilities	727	836	830
Current tax receivables	123	45	221	Current provisions	86	99	95
Other current assets	559	464	590	Current tax liabilities	199	153	134
Cash management assets	204	213	332	Current lease liabilities	232	221	277
Cash and cash equivalents	1,669	2,461	2,149	Other current payables	72	83	139
Total current assets	6,067	6,563	7,217	Total current liabilities	4,362	5,120	5,596
Total Assets	17,314	18,135	21,762	Total Equity & Liabilities	17,314	18,135	21,762

(1) attributable to owners of the company

(2) and other post-employment benefits

Cash Flow Statement



in EUR millions	H1 2019	H1 2020
Profit for the period attributable to owners of the Company	388	311
Non-controlling interests	-1	-2
Depreciation, amortization and impairment of fixed assets and Lease right-of-use assets	273	291
Change in provisions	-19	-33
Losses on disposals of assets and other	3	43
Expenses relating to share grants	47	48
Net finance costs	-1	31
Income tax (income) expense	232	204
Unrealized (gains) losses on changes in fair value and other financial items	11	13
Cash flows from operations before net finance costs and income tax (A)	933	906
Income tax paid (B)	-98	-166
Change in trade receivables, contract assets net of liabilities and contract costs	-360	16
Change in accounts and notes payable	65	-57
Change in other receivables/payables	-203	-337
Change in operating working capital (C)	-498	-378
NET CASH FROM (USED IN) OPERATING ACTIVITIES (D=A+B+C)	337	362
Acquisitions of property, plant and equipment and intangible assets	-120	-99
Proceeds from disposals of property, plant and equipment and intangible assets	2	1
Acquisitions of property, plant and equipment and intangible assets, net of disposals	-118	-98
Cash (outflows) inflows on business combinations net of cash and cash equivalents acquired	-152	-1,547
Cash outflows in respect of cash management assets	-19	-134
Other cash outflows, net	-25	-37
Cash outflows from investing activities	-196	-1,718
NET CASH USED IN INVESTING ACTIVITIES (E)	-314	-1,816
Proceeds from issues of share capital	-	-1
Dividends paid	-281	-226
Net payments relating to transactions in Capgemini SE shares	-132	-204
Proceeds from borrowings	217	9,032
Repayments of borrowings	-24	-5,585
Subsequent acquisition of Altran securities	0	-1,672
Repayment of lease liabilities	-142	-139
Interest paid	-19	-49
Interest received	32	30
NET CASH FROM (USED IN) FINANCING ACTIVITIES (F)	-349	1,186
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS (G=D+E+F)	-326	-268
Effect of exchange rate movements on cash and cash equivalents (H)	-15	-66
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD (I)	2,004	2,450
CASH AND CASH EQUIVALENTS AT END OF PERIOD (G+H+I)	1,663	2,116



Comprehensive Income & Change in Equity

in EUR millions	H1 2019	H1 2020
Actuarial gains and losses on defined benefit pension plans, net of tax (1)	-86	-101
Remeasurement of hedging derivatives, net of tax (2)	26	-30
Translation adjustments (2)	41	-132
Other, net of tax (1)		-1
OTHER ITEMS OF COMPREHENSIVE INCOME	-19	-264
Profit for the period (reminder)	387	309
Total comprehensive income for the period	368	45
Attributable to:		
Owners of the Company	369	46
Non-controlling interests	-1	-1

(1) Other items from the comprehensive income that will not be included in the profit & loss account

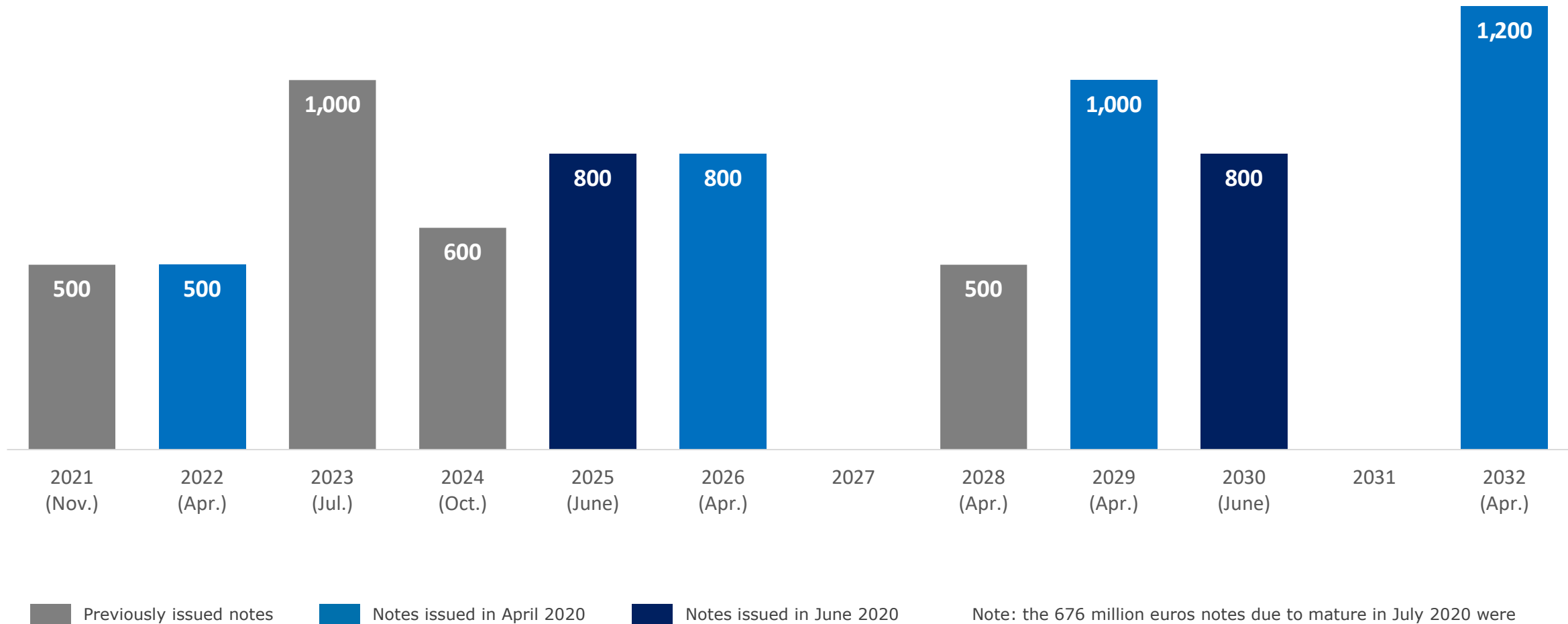
(2) Other items from the comprehensive income that could be included in the profit & loss account

in EUR millions	Number of shares	Share capital	Additional paid-in capital	Treasury shares	Consolidated retained earnings and other reserves	Total income and expense recognized in equity		Equity (attributable to owners of the Company)	Non-controlling interests	Total equity
						Translation adjustments	Other			
At January 1, 2020	169,345,499	1,355	3,150	-30	4,899	-80	-870	8,424	-5	8,419
Dividends paid out for 2019					-226			-226		-226
Incentive instruments and employee share ownership	104,200	1	-1		48			48		48
Elimination of treasury shares				-203	-1			-204		-204
Initial take over of Altran								0	-459	-459
Subsequent acquisition of Altran securities					-2,134			-2,134	462	-1,672
Transactions with minority shareholders and others					-32			-32	12	-20
Transactions with shareholders	-	1	-1	-203	-2,345	0	0	-2,548	15	-2,533
Income and expense recognized in equity						-133	-132	-265	1	-264
Profit for the period					311			311	-2	309
At June 30, 2020	169,449,699	1,356	3,149	-233	2,865	-213	-1,002	5,922	9	5,931



Bond Debt Maturity Profile

■ Bond Debt (in EUR million)



Note: the 676 million euros notes due to mature in July 2020 were redeemed in June 2020 with proceeds from April 2020 notes issuance



About Capgemini

Capgemini is a global leader in consulting, digital transformation, technology, and engineering services. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year+ heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. Today, it is a multicultural company of 270,000 team members in almost 50 countries. With Altran, the Group reported 2019 combined revenues of €17 billion.

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