



| 2020 Full Year Results

FEBRUARY 17, 2021

Disclaimer



This presentation may contain forward-looking statements. Such statements may include projections, estimates, assumptions, statements regarding plans, objectives, intentions and/or expectations with respect to future financial results, events, operations and services and product development, as well as statements, regarding future performance or events. Forward-looking statements are generally identified by the words “expects”, “anticipates”, “believes”, “intends”, “estimates”, “plans”, “projects”, “may”, “would”, “should” or the negatives of these terms and similar expressions. Although Capgemini’s management currently believes that the expectations reflected in such forward-looking statements are reasonable, investors are cautioned that forward-looking statements are subject to various risks and uncertainties (including without limitation risks identified in Capgemini’s Universal Registration Document available on Capgemini’s website), because they relate to future events and depend on future circumstances that may or may not occur and may be different from those anticipated, many of which are difficult to predict and generally beyond the control of Capgemini. Actual results and developments may differ materially from those expressed in, implied by or projected by forward-looking statements. Forward-looking statements are not intended to and do not give any assurances or comfort as to future events or results. Other than as required by applicable law, Capgemini does not undertake any obligation to update or revise any forward-looking statement.

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Aiman
EZZAT

Chief Executive Officer





Achieving top of the range 2020 performance

Revenue

+13.7% cc YoY
€ 15,848m

Bookings

+13% cc YoY
€ 16,892m

Digital & Cloud

+15% cc YoY
c. 65% in Q4

Operating Margin

11.9%
-0.4pt

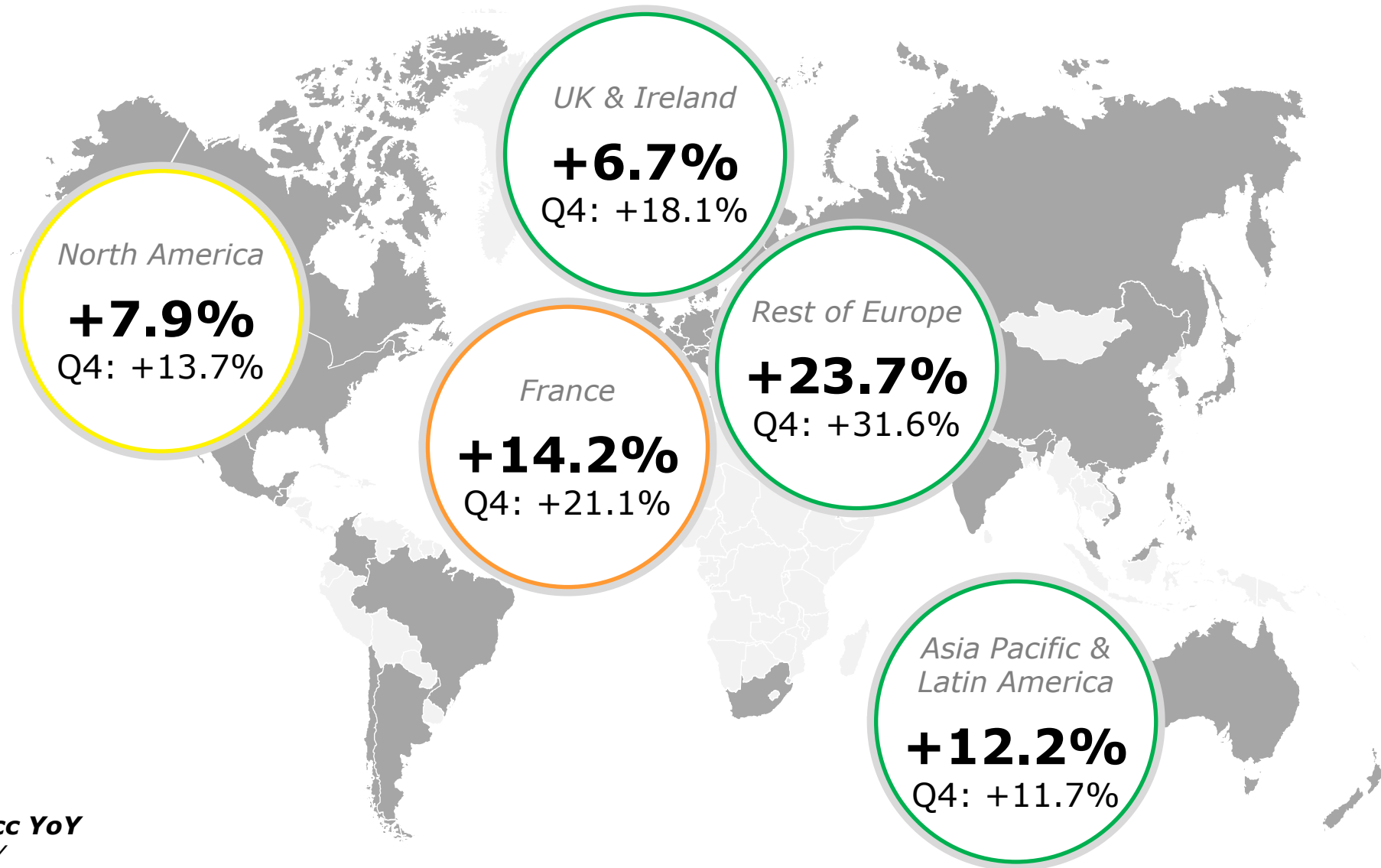
Normalized EPS

€ 7.23
+7%

Organic FCF

€ 1,119m
- € 169m

Recovery well underway



2020 Growth cc YoY
Q4 Growth cc YoY

Empowering worldclass clients through Data/AI and Cloud

**AI Services for 38
companies**

NORDIC CAPITAL

**Data Lake
on the Cloud**



**IoT, UX/UI and
Artificial Intelligence**

Nexecur
Groupe Crédit Agricole

**Digitalize
efficiently**

**Pensioenfonds
Detailhandel**

**Data migration & IT
consolidation**

 **SOCIETE
GENERALE**

**Digitalization and
Move to Cloud**



**Scale up a
Cloud Platform**

**Global
Retailer**

**Machine Learning Ops
for Analytics**

**US-based
Telco Provider**

**Self-service strategy
with Chatbots**



**Cloud
Provisioning**

**Global
Retailer**



Resilience in a crisis




- ✓ **Diversified & robust client base**
with 95% of revenue based on existing clients
- ✓ **Mobilized talents within the company**
with rich and varied skills and who have demonstrated their agility
- ✓ **Relevant offerings**
to address a wide range of expectations from our clients
- ✓ **Flexible delivery and operating model**

We come out of 2020 stronger than ever.



Altran integration on track

- ✓ **Integrated organization** in place since January
- ✓ **44 deals won** and a rich pipeline of 410+ joint opportunities
- ✓ 3 joint **Intelligent Industry offerings** 
- ✓ **Leadership** fully engaged and very strong expression of support from **employees**
- ✓ **Confirmed synergies** with 2/3 of cost synergies run-rate achieved by mid-2021



Operational &
Cost synergies:
€ 70-100 m
(annual run rate)
within 3 years



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

Creating joint value in **Intelligent Industry**



**Fully digitalize
clinical trial operations**

US Aerospace
Industry

**Design and implement
a factory of the future**



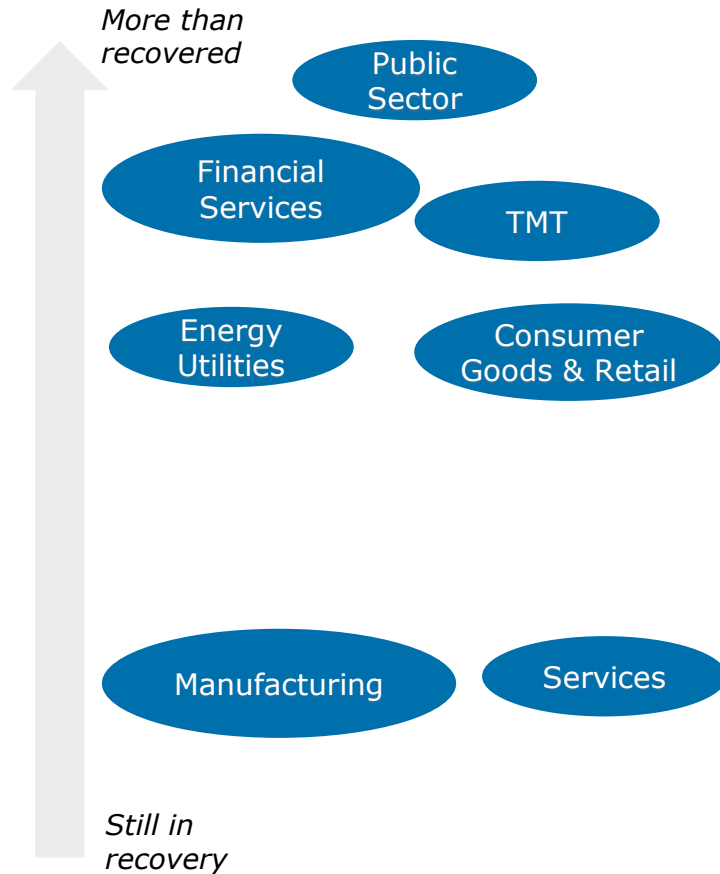
New mobility solution

- ✓ Complementary capabilities
- ✓ Cross-selling
- ✓ Unique positioning

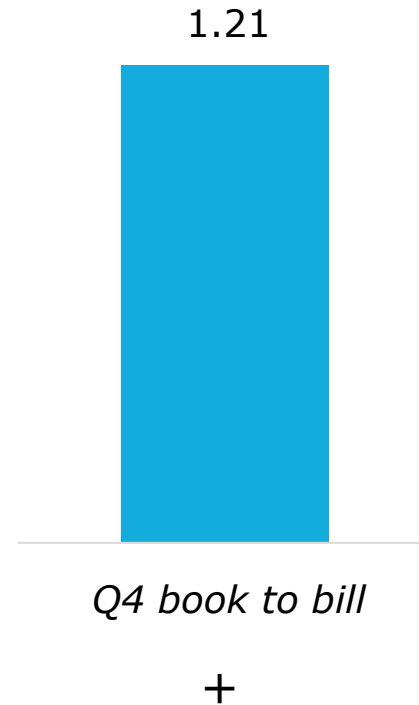


Exciting market dynamics to fuel 2021 growth

Good **recovery**



Strong **bookings**



Healthy **sales funnel**

Well positioned on **growth drivers**



Cloud



Data/AI



Connectivity



Softwarization



Cybersecurity



Activating all levers to increase our agility

- Boosting the development of **Talents**
- Accelerating on **agile** and **automation** with the launch of new platforms
- **Digitalizing** our core processes
- Delivering our “**New Normal**”
- Sustaining **smart cost management**

Continuous commitment in our responsibility journey



2030

- **Net Zero** ambition
- Helping our clients save **10 million tonnes** of CO2



2025

- Carbon **neutrality**
- Switch to **100% renewable** energies

2020



**ENVIRONMENTAL
SUSTAINABILITY**

-56% yoy

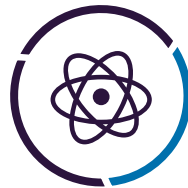
Total Carbon Emissions
Reduction per head*



**GENDER
DIVERSITY**

+2 pts

of women in
workforce (35%)*



**DIGITAL
INCLUSION**

300 000 +

beneficiaries from digital
inclusion programs

* excluding Altran

2021 outlook



+7.0%
to
+9.0%

Revenue growth
at constant currency
incl. scope impact of +4.5pts

12.2%
to
12.4%

Operating Margin

over
€ 1,300m

Organic FCF

Carole
FERRAND

Chief Financial Officer



Financial Overview



in EUR millions	FY 2019	FY 2020	Variation	Constant Currency Growth
Revenues	14,125	15,848	+12.2%	+13.7%
Operating expenses	-12,384	-13,969		
Operating margin	1,741	1,879	+8%	
(in % of revenues)	12.3%	11.9%	-0.4pt	
Other operating income and expenses	-308	-377		
Operating profit	1,433	1,502	+5%	
(in % of revenues)	10.1%	9.5%	-0.6pt	
Net financial expense	-79	-147		
Income tax	-502	-400		
Non-controlling interests	4	2		
Net profit (group share)	856	957	+12%	
(in % of revenues)	6.0%	6.1%	+0.1pt	
Basic EPS in €	5.15	5.71	+11%	
Normalized EPS in €	6.76 ⁽¹⁾	7.23 ⁽¹⁾	+7%	
Organic free cash flow	1,288	1,119	-169	

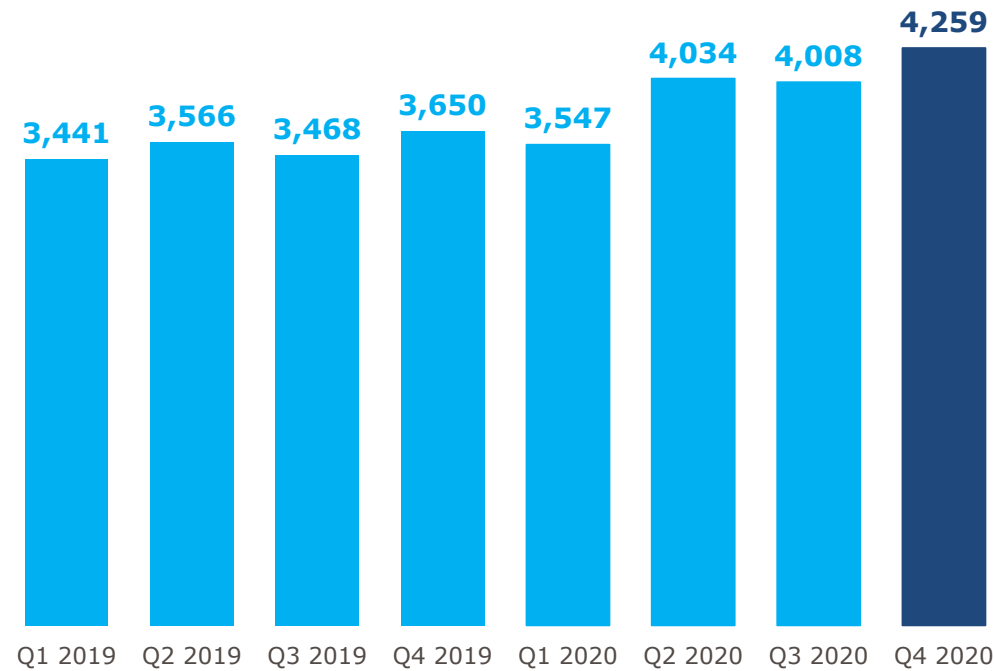
Note: All alternate performance measures (organic growth, constant currency growth, operating margin, Free cash flow, normalized EPS and net debt) are defined in Appendix

(1) Excluding an expense of €60 million in 2019 and an income of €8 million in 2020 due to the transitional impact of the US tax reform



Quarterly Revenue Growth

Revenues in EUR millions



Constant currency growth YOY (in %)

+6.7% +5.7% +5.9% +2.9% +2.3% +13.4% +18.4% +20.8%

Constant currency growth

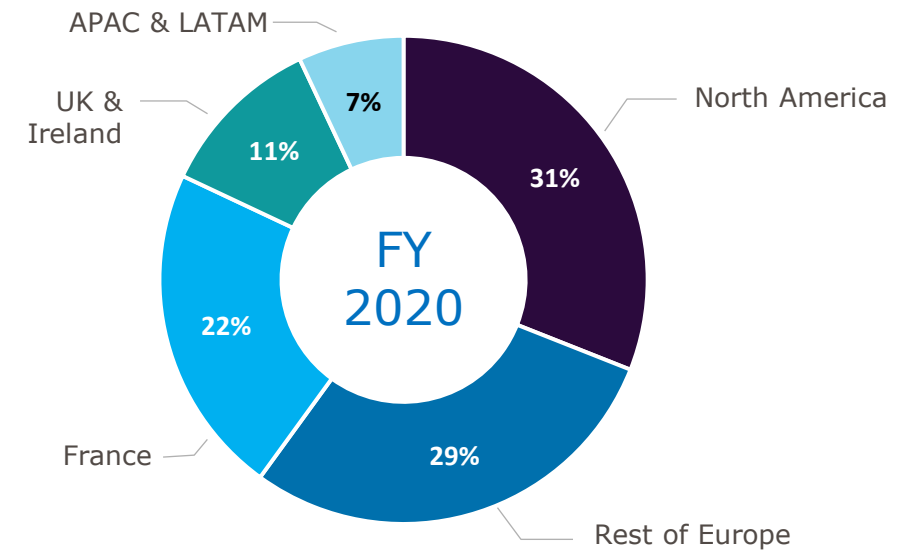
Q4: +20.8% YoY
FY: +13.7% YoY

	Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2020
Year-on-Year					
Organic	+ 2.0%	-7.7%	-3.6%	-2.4%	-3.2%
Group scope	+0.3pt	+21.1pt	+22.0pt	+23.2pt	+16.9pt
Constant Currency	+ 2.3%	+13.4%	+18.4%	+20.8%	+13.7%
Currencies	+0.8pt	-0.3pt	-2.8pt	-4.1pt	-1.5pt
Reported	+ 3.1%	+13.1%	+15.6%	+16.7%	+12.2%



Q4 & FY 2020 Revenues by Regions

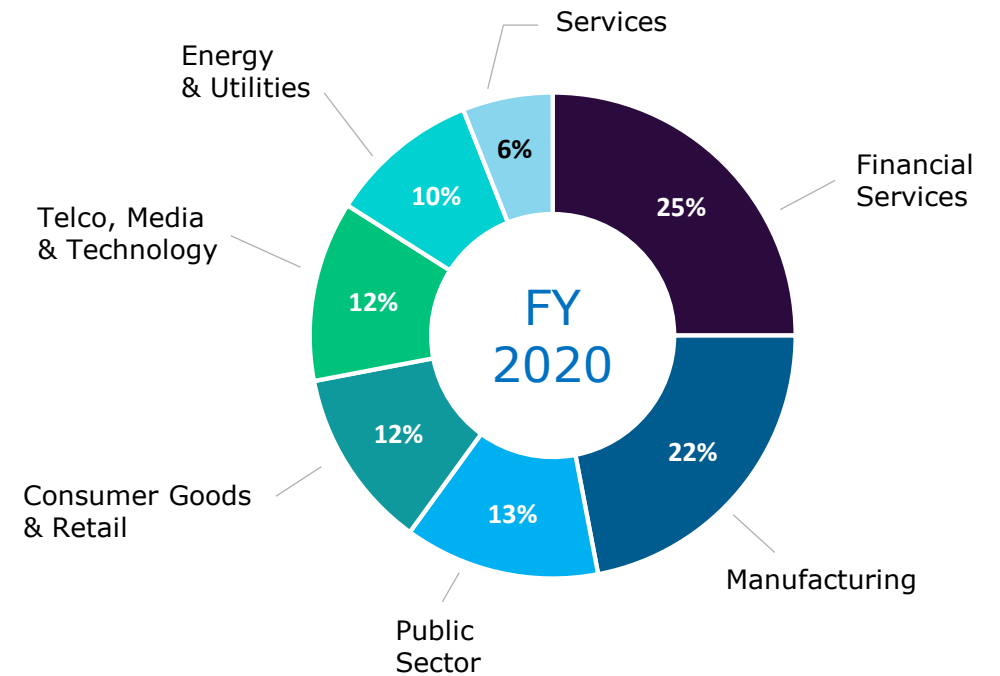
	Q4 2020	FY 2019	FY 2020	Variation	
	Year-on-Year	Revenues		Year-on-Year	
	Constant Currency	(in €m)	(in €m)	Reported	Constant Currency
North America	+13.7%	4,567	4,839	+5.9%	+7.9%
UK & Ireland	+18.1%	1,653	1,741	+5.3%	+6.7%
France	+21.1%	3,017	3,443	+14.1%	+14.1%
Rest of Europe	+31.6%	3,809	4,700	+23.4%	+23.7%
APAC & LATAM	+11.7%	1,079	1,125	+4.2%	+12.2%
TOTAL	+20.8%	14,125	15,848	+12.2%	+13.7%





Q4 & FY 2020 Revenues by Sector

	Q4 2020	FY 2020
	Year-on-Year	Year-on-Year
	Constant Currency	Constant Currency
Financial Services	+8.8%	+4.1%
Energy & Utilities	+6.6%	+4.3%
Manufacturing	+35.1%	+27.8%
Consumer Goods & Retail	+4.3%	-0.1%
Public Sector	+15.0%	+11.8%
Telco, Media & Technology	+95.7%	+62.8%
Services	+1.3%	-1.3%
TOTAL	+20.8%	+13.7%

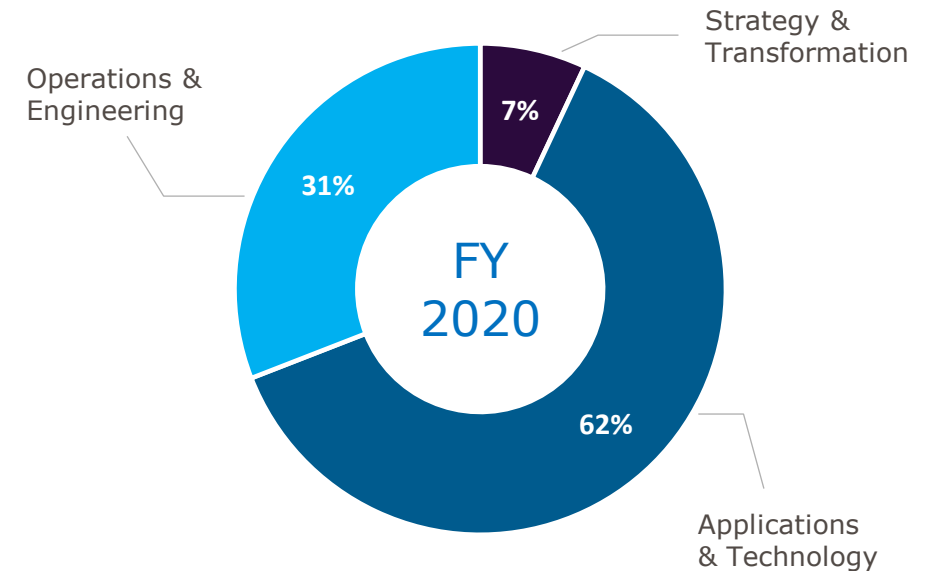




Q4 & FY 2020 Revenues by Business

Total Revenues

	Q4 2020	FY 2020
	Year-on-Year	Year-on-Year
	Constant Currency	Constant Currency
Strategy & Transformation	+13.3%	+11.0%
Applications & Technology	+1.3%	-0.2%
Operations & Engineering	+75.6%	+55.5%

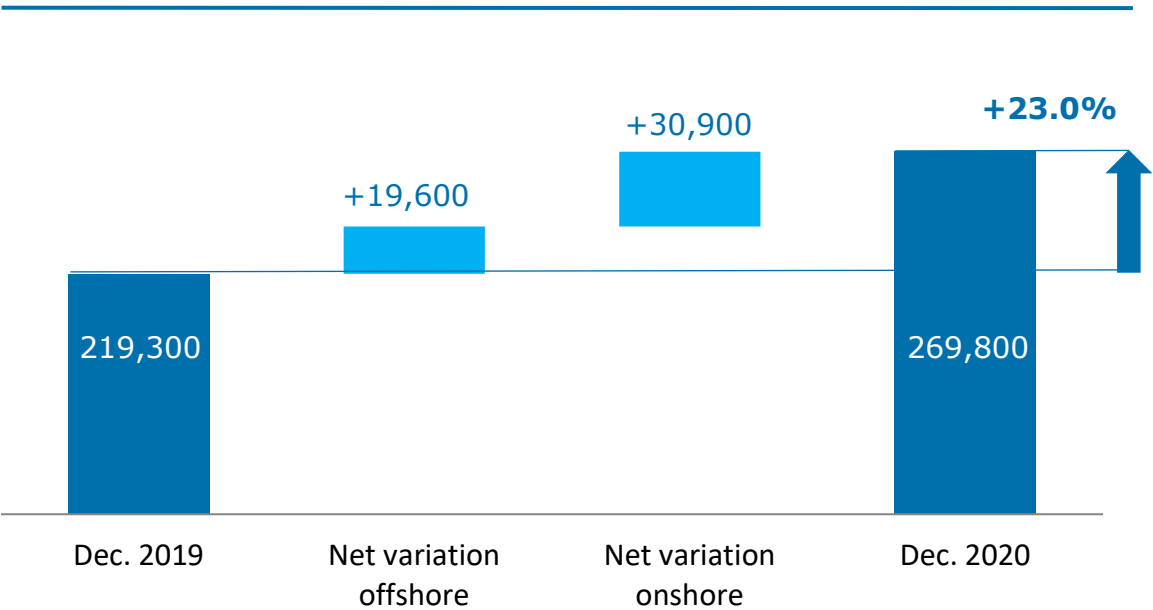


Reminder: from Jan 1st, 2019, activity trends by business are calculated based on Total Revenues, i.e. before elimination of inter-business billing (see definitions in the Appendix section)



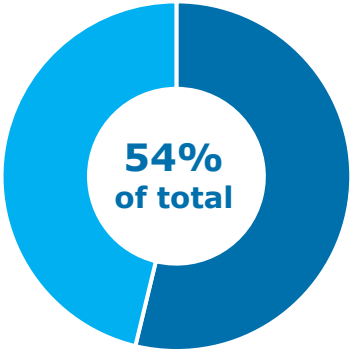
Headcount Evolution

Headcount Evolution



Workforce in global production centers:

+15.6% YoY



Attrition

LTM attrition	Dec. 2019	Dec. 2020	Variation
Strategy & Transformation	19.1%	14.1%	-5.0pt
Applications & Technology	19.9%	12.5%	-7.4pt
Operations & Engineering	20.3%	13.2%	-7.1pt
TOTAL	20.0%	12.8%	-7.2pt



Operating Margin by Regions

	FY 2019			FY 2020		
	Revenues	Operating Margin		Revenues	Operating Margin	
	(in €m)	(in €m)	(%)	(in €m)	(in €m)	(%)
North America	4,567	637	13.9%	4,839	718	14.8%
UK & Ireland	1,653	251	15.2%	1,741	269	15.5%
France	3,017	366	12.1%	3,443	300	8.7%
Rest of Europe	3,809	451	11.8%	4,700	537	11.4%
APAC & LATAM	1,079	120	11.2%	1,125	146	13.0%
Not allocated		-84			-91	
TOTAL	14,125	1,741	12.3%	15,848	1,879	11.9%



Operating Margin Analysis

in EUR millions	FY 2019	FY 2020
Revenues	14,125	15,848
Cost of services rendered	-10,274	-11,712
in % of revenues	-72.7%	-73.9%
Gross margin	3,851	4,136
in % of revenues	27.3%	26.1%
Selling expenses	-1,123	-1,113
in % of revenues	-8.0%	-7.0%
General & Administrative expenses	-987	-1,144
in % of revenues	-7.0%	-7.2%
Operating Margin	1,741	1,879
in % of revenues	12.3%	11.9%



Net Financial Expense and Income Tax

in EUR millions	FY 2019	FY 2020
Interest on bonds	-62	-115
Other interest income and expense	59	33
Net interest expense	-3	-82
Other financial income & expenses	-76	-65
Net financial expense	-79	-147

in EUR millions	FY 2019	FY 2020
Income tax	-502	-400
Effective tax rate	37.1%	29.5%
Effective tax rate, underlying	32.6%	33.0%

Net Profit Analysis



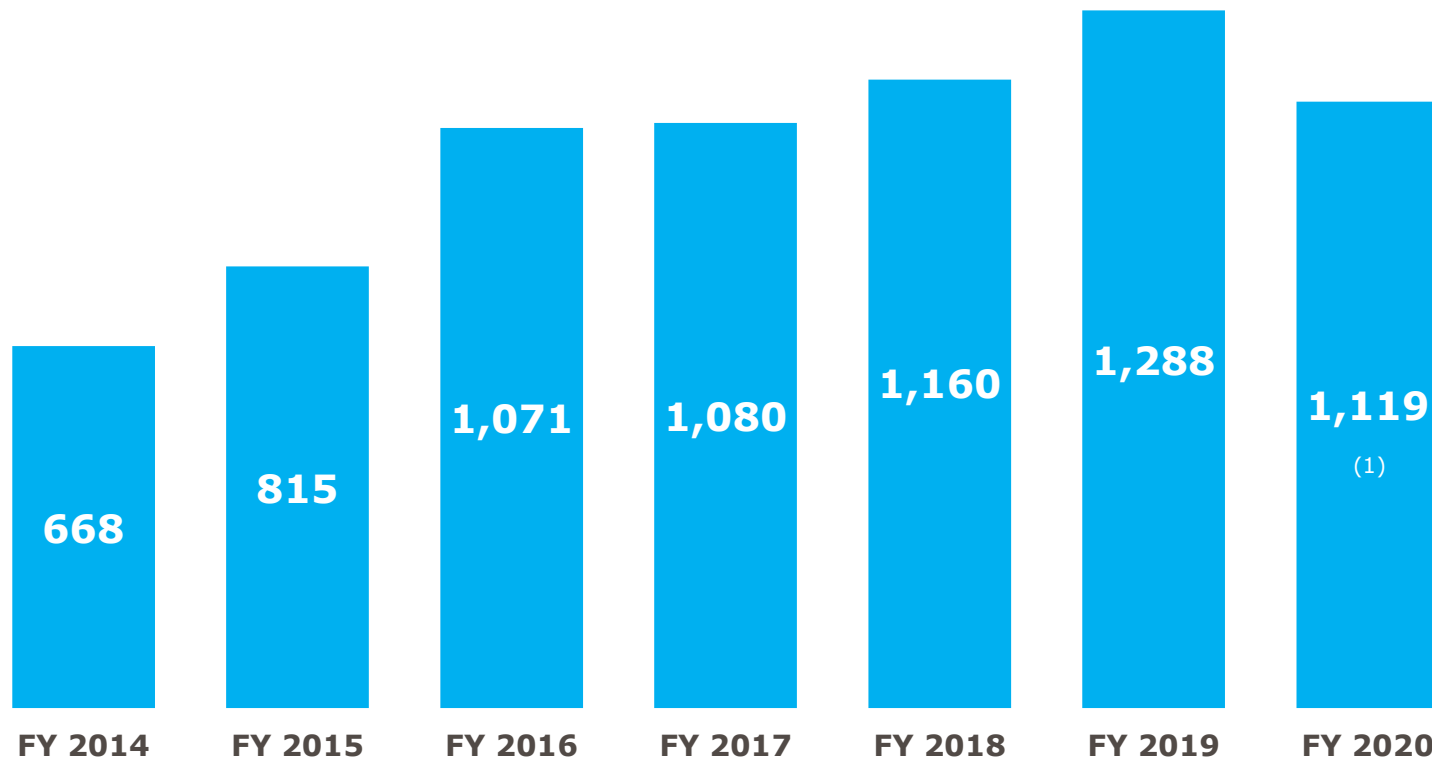
in EUR millions		FY 2019	FY 2020
Operating margin		1,741	1,879
Other operating income and expenses		-308	-377
<i>of which</i>			
<i>Restructuring costs</i>		<i>-82</i>	<i>-147</i>
<i>Amortization of intangible assets acquired through business combinations</i>		<i>-73</i>	<i>-113</i>
<i>Acquisition and integration costs</i>		<i>-50</i>	<i>-109</i>
<i>Expenses relating to share grants</i>		<i>-105</i>	<i>-105</i>
<i>Other costs</i>		<i>2</i>	<i>97</i>
Operating profit		1,433	1,502
Net financial expense		-79	-147
Income tax expense		-502	-400
Non-controlling interests		4	2
Net profit (Group share)		856	957
Average number of shares		166,171,198	167,620,101
Basic EPS - in €		5.15	5.71
Normalized EPS (non diluted) - in €		6.76 ⁽¹⁾	7.23 ⁽¹⁾

(1) Excluding an expense of €60 million in 2019 and an income of €8 million in 2020 due to the transitional impact of the US tax reform



Organic Free Cash Flow Generation

in EUR millions



Net debt

€4.9b as at Dec 31, 2020

vs. **€0.6b** as at Dec 31, 2019

(1) After the unwinding of the €225 million Altran factoring program

Q&A



Aiman **EZZAT**
Chief Executive Officer



Carole **FERRAND**
Chief Financial Officer

Appendix

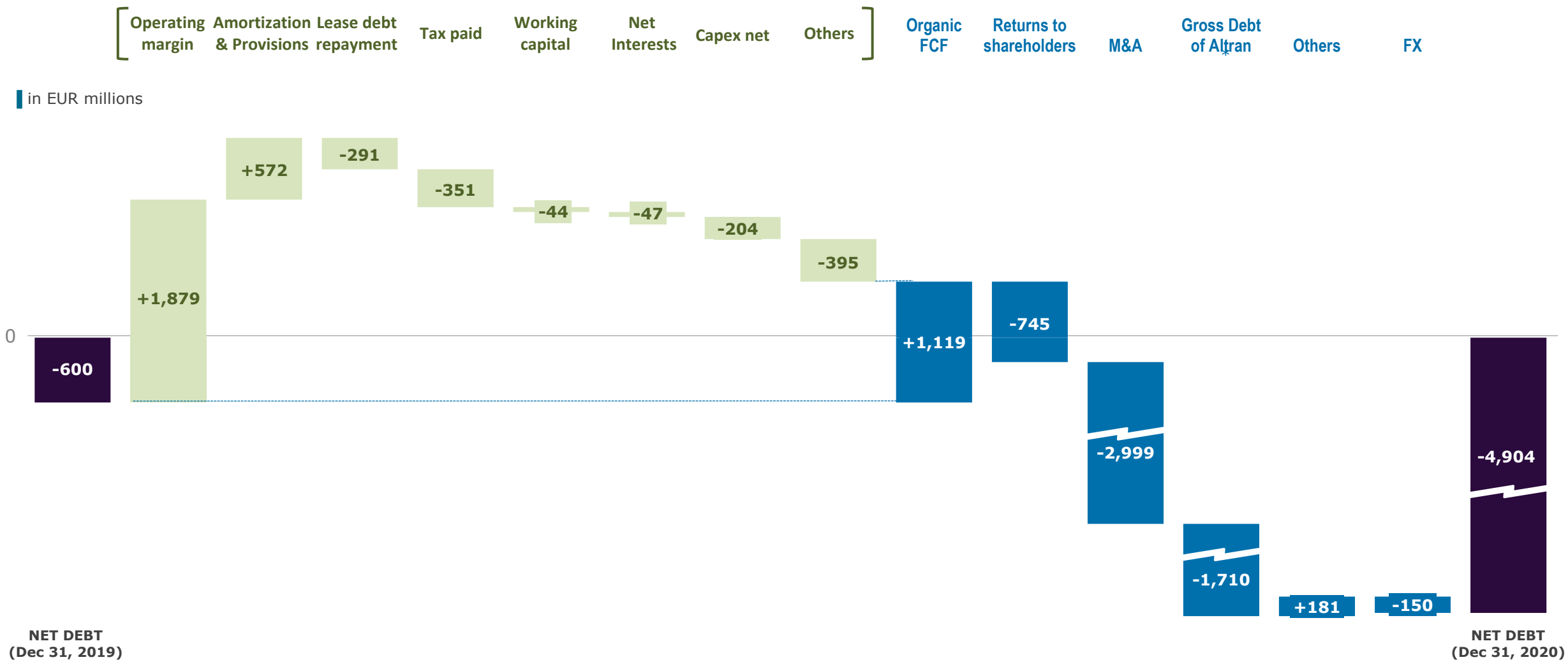


Alternate Performance Measures

- **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 Group's consolidated financial statements 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	+1,741	+479	-272	-217	+30	-15	-219	-239	+1,288	-432	-578	-	+240	-14

Net Cash Evolution

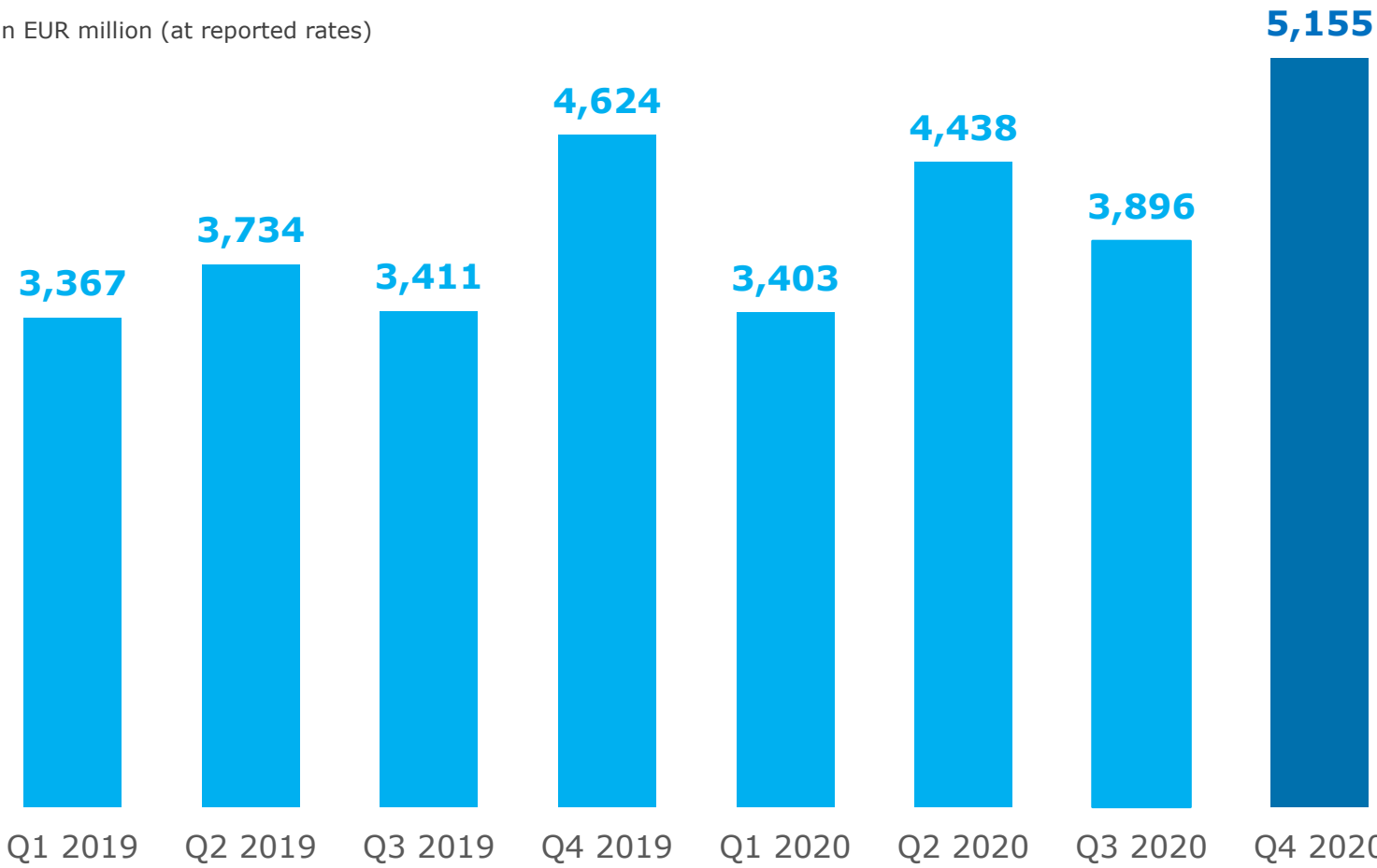


in EUR millions	2019	2020
Profit for the period	852	955
Depreciation, amortization and impairment of fixed assets and right-of-use	545	649
Change in provisions	-48	-66
Losses on disposals of assets and others	19	-76
Net finance costs	3	82
Income tax expense / (income)	502	400
Other non-cash items	108	112
Cash flows from operations before net finance costs and income tax	1,981	2,056
Income tax paid	-217	-351
Change in restructuring debt	5	-5
Changes in operating working capital	25	-39
Operating cash flows (A)	1,794	1,661
Capital expenditure (net of proceeds) (B)	-219	-204
Cash outflows on business combinations net of cash acquired and on purchases of Altran securities	-578	-3,244
Increase in share capital	253	277
Financial debt of Altran		-1,710
Dividends paid	-282	-226
Net payments relating to treasury shares transactions	-134	-514
Change in debt	-29	144
Interest paid & received (C)	-15	-47
Repayment of lease debt (D)	-272	-291
Translation, perimeter changes & other	-14	-150
Change in net cash and cash equivalents	504	-4,304
Opening Net Cash / (Debt)	-1,104	-600
Closing Net Cash / (Debt)	-600	-4,904
Organic Free Cash Flow (A) + (B) + (C) + (D)	1,288	1,119

Bookings evolution



■ in EUR million (at reported rates)



■ Constant currency growth YOY (in %)





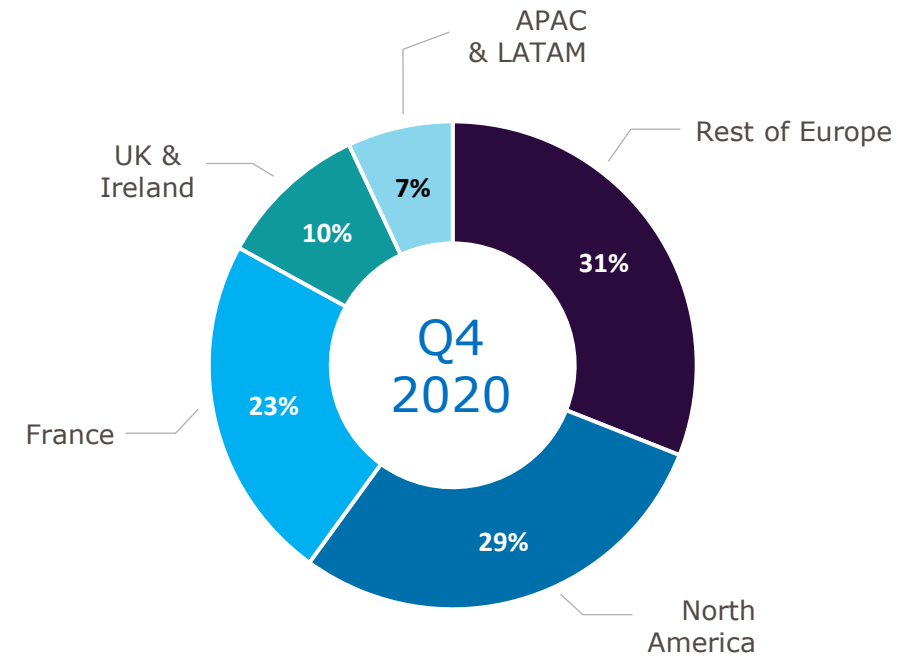
Revenue Quarterly Evolution

	Q1 2020	Q2 2020	Q3 2020	Q4 2020
Revenues (in €m)	3,547	4,034	4,008	4,259
Year-on-Year organic growth	+2.0%	-7.7%	-3.6%	-2.4%
Year-on-Year CC growth	+2.3%	+13.4%	+18.4%	+20.8%
Year-on-Year CC growth by Region				
North America	-0.6%	+9.0%	+10.0%	+13.7%
UK & Ireland	-2.6%	+3.7%	+9.1%	+18.1%
France	+3.3%	+11.8%	+20.1%	+21.1%
Rest of Europe	+5.1%	+24.9%	+32.7%	+31.6%
APAC & LATAM	+11.2%	+11.7%	+14.0%	+11.7%
Year-on-Year CC growth by Sector				
Financial Services	-1.1%	+1.2%	+7.4%	+8.8%
Energy & Utilities	+1.9%	+6.0%	+5.7%	+6.6%
Manufacturing	+6.2%	+31.4%	+38.5%	+35.1%
Consumer Goods & Retail	+2.3%	-5.5%	-2.4%	+4.3%
Public Sector	+5.1%	+12.3%	+14.8%	+15.0%
Telco, Media & Technology	-2.1%	+71.3%	+79.2%	+95.7%
Services	+6.1%	-8.1%	-1.3%	+1.3%
Year-on-Year CC growth by Business				
Strategy & Transformation	+9.6%	+7.6%	+13.5%	+13.3%
Applications & Technology	+2.1%	-4.5%	+0.3%	+1.3%
Operations & Engineering	+3.5%	+69.4%	+70.4%	+75.6%
Year-on-Year reported growth	+3.1%	+13.1%	+15.6%	+16.7%



Q4 2020 Revenues by Regions

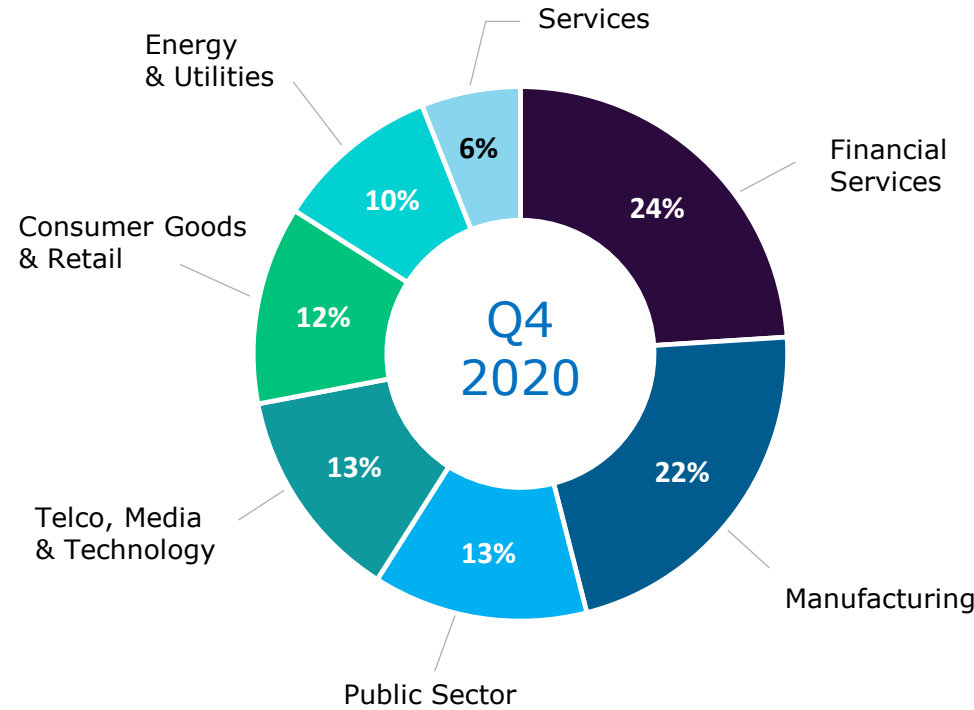
	Q4 2019	Q4 2020	Variation	
	Revenues		Year-on-Year	
	(in €m)	(in €m)	Reported	Constant Currency
North America	1,155	1,221	+5.6%	+13.7%
UK & Ireland	397	445	+12.3%	+18.1%
France	817	989	+21.1%	+21.1%
Rest of Europe	998	1,316	+31.9%	+31.6%
APAC & LATAM	283	288	+1.9%	+11.7%
TOTAL	3,650	4,259	+16.7%	+20.8%



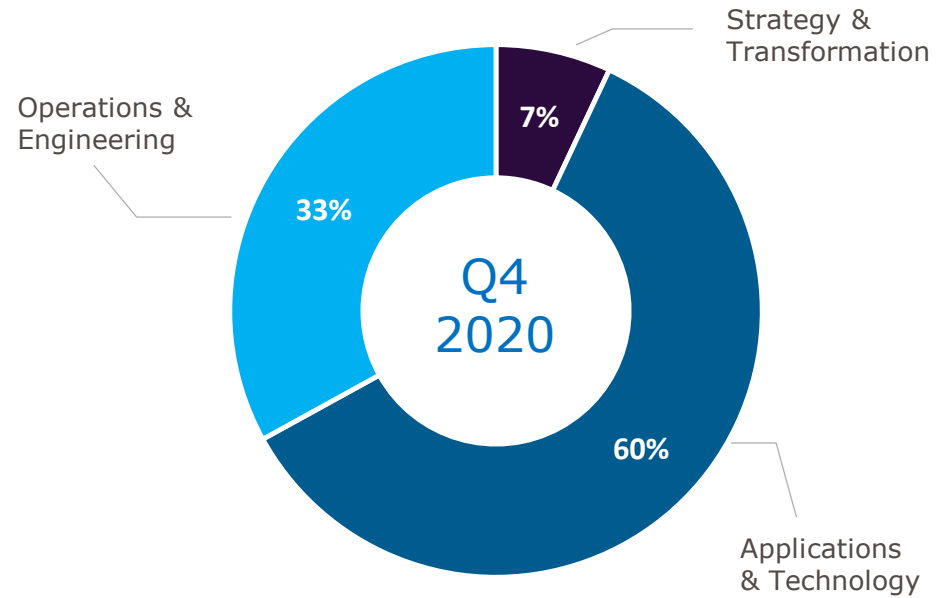
Q4 Revenue Mix by Sector / Business



Revenues By Sector
(in % of Group Revenues)



Revenues By Business
(in % of Total Revenues)

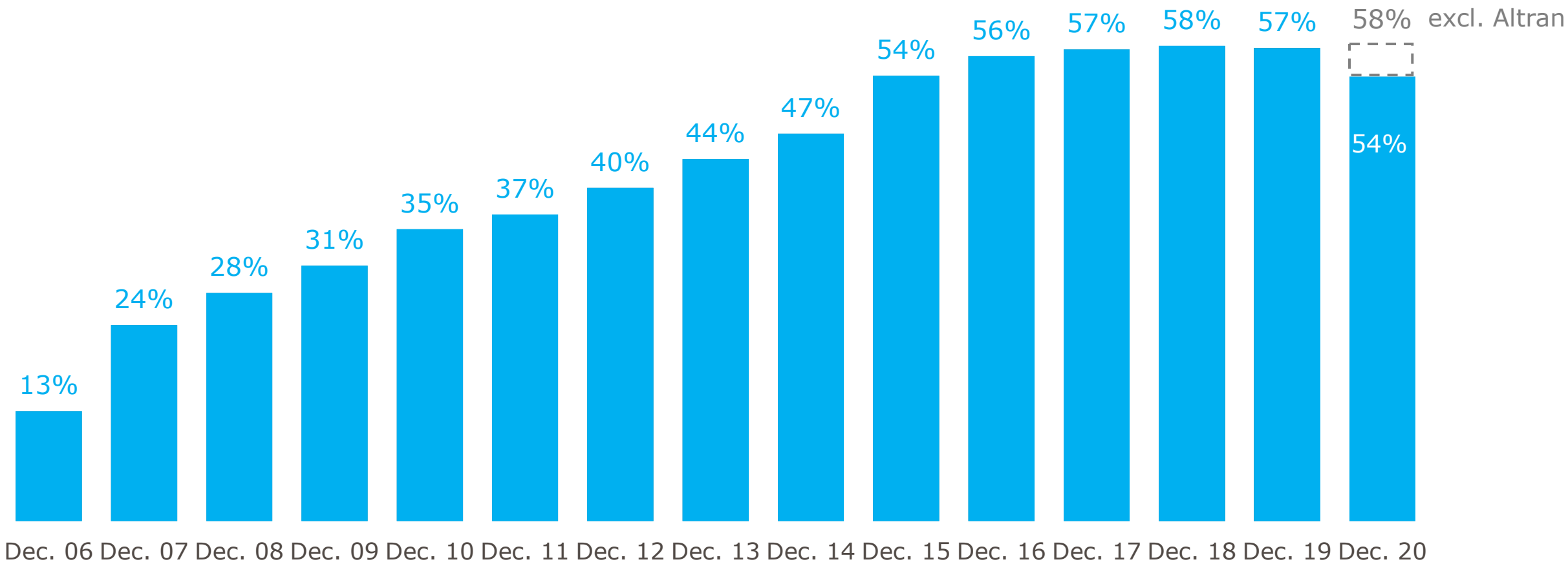




Operating Margin – Analysis by Type of Costs

in EUR millions		FY 2019	FY 2020
Revenues		14,125	15,848
Personnel costs		-8,918	-10,478
in % of revenues		-63.1%	-66.1%
Purchases and subcontracting expenses		-2,214	-2,437
in % of revenues		-15.7%	-15.4%
Travel expenses		-534	-221
in % of revenues		-3.8%	-1.4%
Rent, facilities and local taxes		-176	-185
in % of revenues		-1.3%	-1.1%
Depreciation, amortization, provisions and proceeds from asset disposal		-542	-648
in % of revenues		-3.8%	-4.1%
Total operating expenses		-12,384	-13,969
in % of revenues		-87.7%	-88.1%
Operating margin		1,741	1,879
in % of revenues		12.3%	11.9%

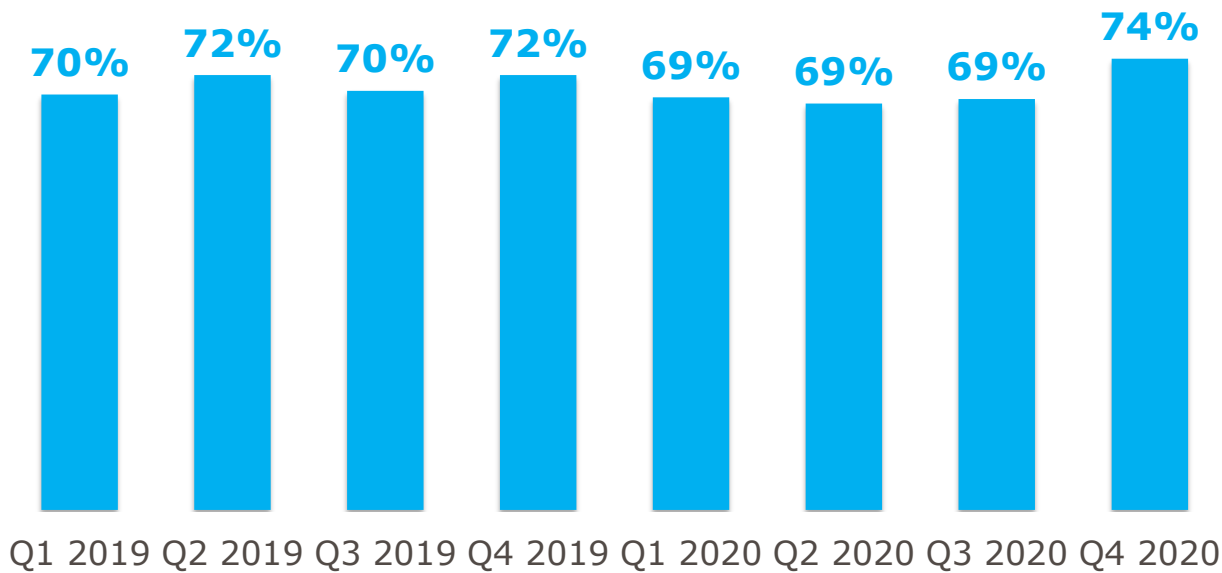
Offshore Leverage Evolution



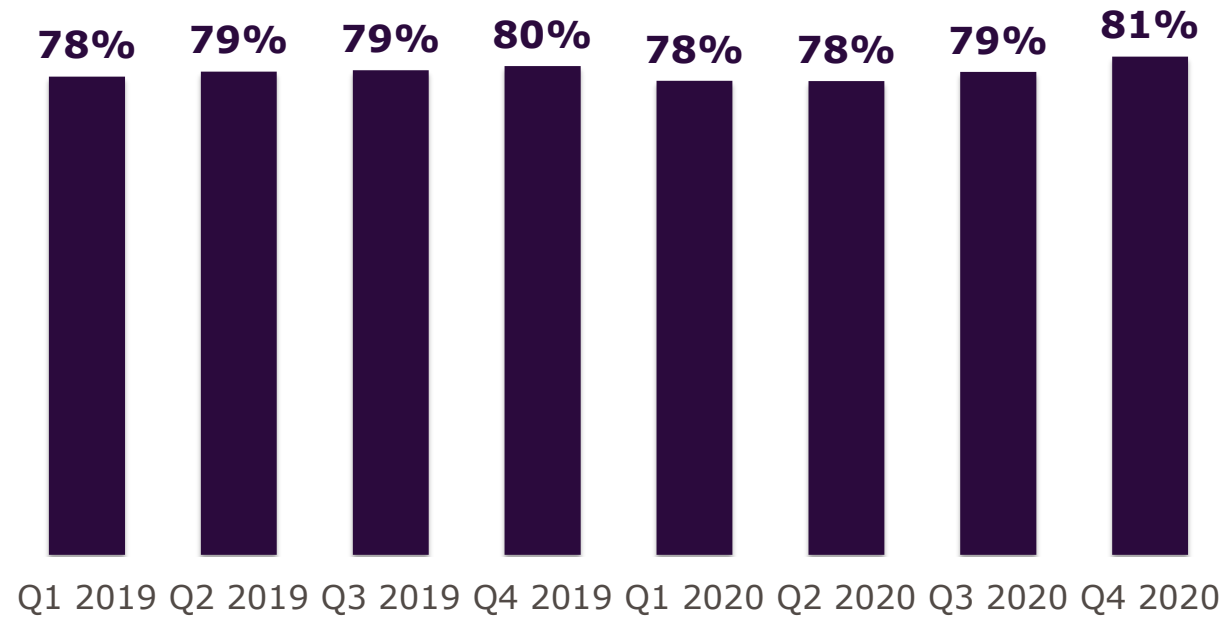


Utilization Rates Evolution

Strategy & Transformation



Applications & Technology



Balance Sheet



ASSETS			EQUITY & LIABILITIES		
in EUR millions	Dec. 31, 2019	Dec. 31, 2020	in EUR millions	Dec. 31, 2019	Dec. 31, 2020
			Equity ⁽¹⁾	8,424	6,103
			Non-controlling interests	-5	12
			Total equity	8,419	6,115
Goodwill	7,662	9,795	Long-term borrowings	2,564	7,127
Intangible assets	645	1,100	Deferred taxes	185	230
Property, plant & equipment	738	805	Provisions for pensions ⁽²⁾	1,046	1,072
Lease right-of-use assets	762	887	Non-current provisions	17	337
Deferred taxes	999	983	Non-current lease liabilities	592	681
Other non-current assets	766	545	Other non-current liabilities	192	417
Total non-current assets	11,572	14,115	Total non-current liabilities	4,596	9,864
Contract costs	83	102	Short-term borrowings and bank overdrafts	717	951
Contract assets	1,176	1,148	Accounts and notes payable	3,011	3,358
Trade receivables	2,121	2,688	Contract liabilities	836	1,044
Current tax receivables	45	129	Current provisions	99	122
Other current assets	464	598	Current tax liabilities	153	89
Cash management assets	213	338	Current lease liabilities	221	287
Cash and cash equivalents	2,461	2,836	Other current payables	83	124
Total current assets	6,563	7,839	Total current liabilities	5,120	5,975
Total Assets	18,135	21,954	Total Equity & Liabilities	18,135	21,954

(1) attributable to owners of the company

(2) and other post-employment benefits

Cash Flow Statement



in EUR millions	FY 2019	FY 2020
Profit for the period attributable to owners of the Company	856	957
Non-controlling interests	-4	-2
Depreciation, amortization and impairment of fixed assets and Lease right-of-use assets	545	649
Change in provisions	-48	-66
(Gains) / Losses on disposals of assets & others	19	-76
Expenses relating to share grants	88	93
Net finance costs	3	82
Income tax (income) expense	502	400
Unrealized (gains) losses on changes in fair value and other financial items	20	19
Cash flows from operations before net finance costs and income tax (A)	1,981	2,056
Income tax paid (B)	-217	-351
Change in trade receivables, contract assets net of liabilities and contract costs	-98	72
Change in accounts and notes payable	-26	-123
Change in other receivables/payables	154	7
Change in operating working capital (C)	30	-44
NET CASH FROM (USED IN) OPERATING ACTIVITIES (D=A+B+C)	1,794	1,661
Acquisitions of property, plant and equipment and intangible assets	-222	-206
Proceeds from disposals of property, plant and equipment and intangible assets	3	2
Acquisitions of property, plant and equipment and intangible assets, net of disposals	-219	-204
Cash (outflows) inflows on business combinations net of cash and cash equivalents acquired	-165	-1,557
Cash outflows in respect of cash management assets	-30	-150
Cash outflows in respect of the acquisition of Altran shares	-41	-15
Other cash outflows, net	-413	212
Cash outflows from investing activities	-649	-1,510
NET CASH USED IN INVESTING ACTIVITIES (E)	-868	-1,714
Proceeds from issues of share capital	253	277
Dividends paid	-282	-226
Net payments relating to transactions in Capgemini SE shares	-134	-514
Proceeds from borrowings	430	9,308
Repayments of borrowings	-448	-6,273
Subsequent acquisition of Altran shares		-1,672
Repayment of lease liabilities	-272	-291
Interest paid	-77	-96
Interest received	62	49
NET CASH FROM (USED IN) FINANCING ACTIVITIES (F)	-468	562
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS (G=D+E+F)	458	509
Effect of exchange rate movements on cash and cash equivalents (H)	-12	-131
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD (I)	2,004	2,450
CASH AND CASH EQUIVALENTS AT END OF PERIOD (G+H+I)	2,450	2,828



Comprehensive Income & Change in Equity

in EUR millions

	FY 2019	FY 2020
Actuarial gains and losses on defined benefit pension plans, net of tax (1)	-35	-19
Remeasurement of hedging derivatives and NIH, net of tax (2)	1	-168
Translation adjustments (2)	108	-563
Other, net of tax (1)	1	-1
OTHER ITEMS OF COMPREHENSIVE INCOME	75	-751
Profit for the period (reminder)	852	955
Total comprehensive income for the period	927	204
Attributable to:		
Owners of the Company	931	205
Non-controlling interests	-4	-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

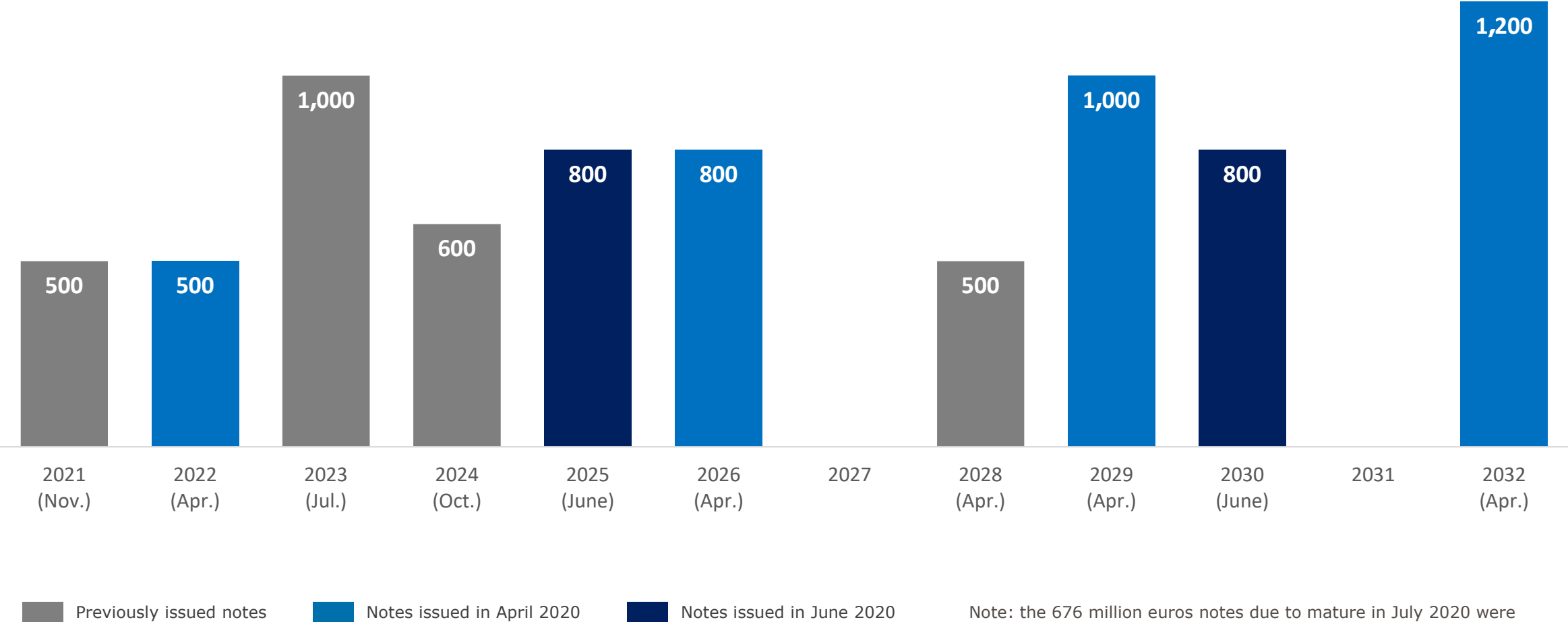
in EUR millions

	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 December 31, 2019	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	3,104,200	24	253	125	-15			387		387
Initial take over of Altran								0	-458	-458
Subsequent acquisition of Altran securities					-2,135			-2,135	463	-1,672
Elimination of treasury shares				-516	-2			-518		-518
Share capital reduction by cancellation of treasury shares	-3,664,862	-29	-353	382				0		0
Transactions with minority shareholders					-34			-34	13	-21
Transactions with shareholders	-560,662	-5	-100	-9	-2,412	0	0	-2,526	18	-2,508
Income and expense recognized in equity						-564	-188	-752	1	-751
Profit for the period					957			957	-2	955
At December 31, 2020	168,784,837	1,350	3,050	-39	3,444	-644	-1,058	6,103	12	6,115



Bond Debt Maturity Profile

in EUR millions



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 partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of 270,000 team members in nearly 50 countries. With its strong 50 year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fuelled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2020 global revenues of €16 billion.

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