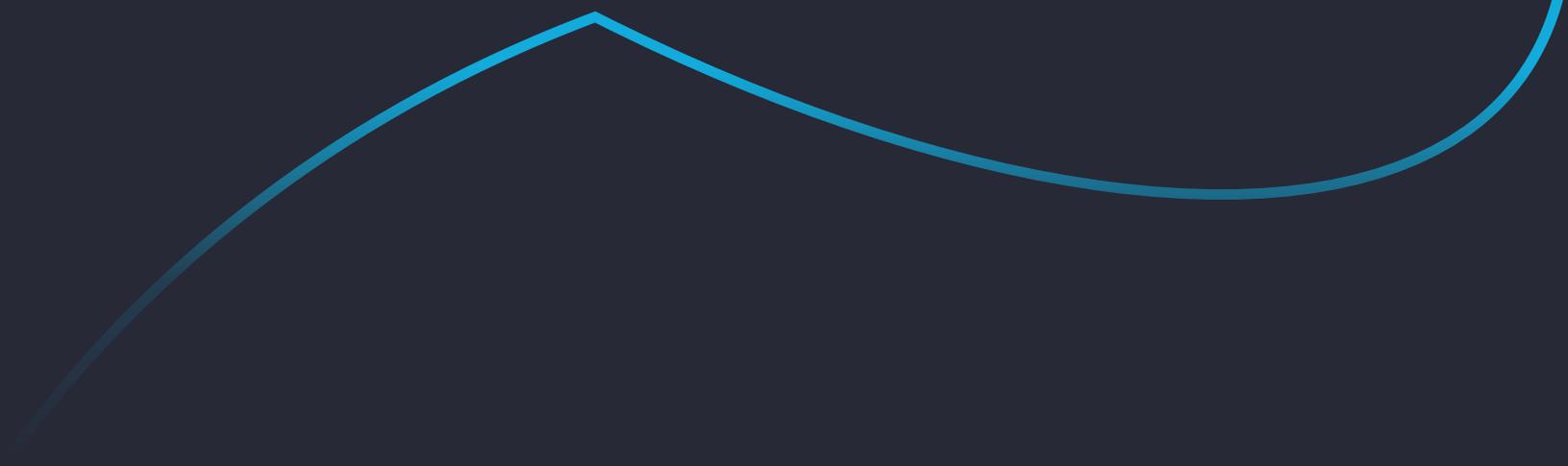


2021 HALF-YEAR RESULTS

JULY 28, 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.

This presentation does not contain or constitute an offer of securities for sale or an invitation or inducement to invest in securities in France, the United States or any other jurisdiction.



Aiman EZZAT
Chief Executive Officer





STRONG H1 PERFORMANCE – ACCELERATION IN Q2

REVENUES

+17.9% €8,711m
cc YoY
+12.4% Q2 cc YoY

BOOK-TO-BILL

1.05
1.11 Q2

DIGITAL & CLOUD

>+10%
cc YoY

OPERATING MARGIN

12.0%
+1.2pt YoY

NORMALIZED EPS

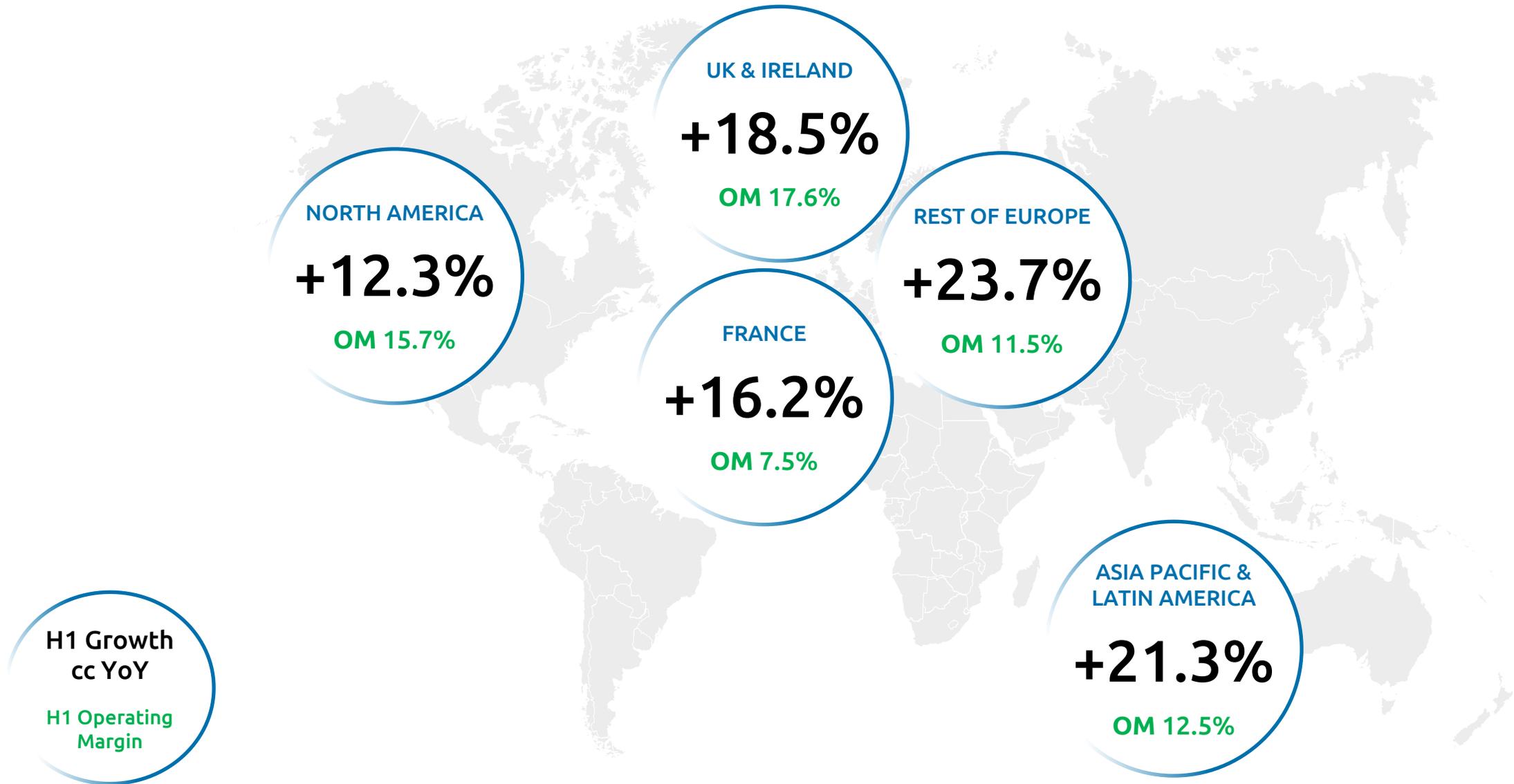
€3.91
+32% YoY

ORGANIC FCF

€429m
+€323m YoY

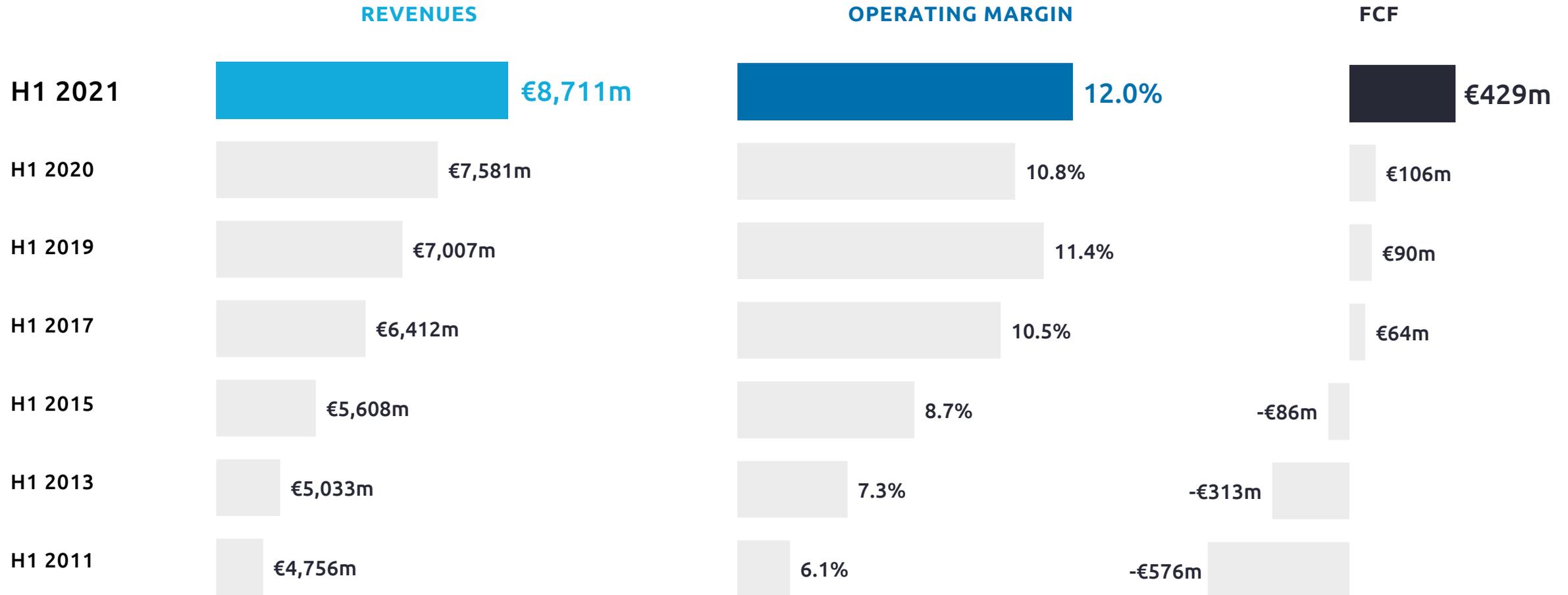


GROWTH DELIVERED





STEADY VALUE CREATION





CLIENTS' TRANSFORMATIONS BLOOMING EVERYWHERE

INTELLIGENT INDUSTRY	CUSTOMER FIRST	ENTERPRISE MANAGEMENT	DIGITAL & CLOUD	SUSTAINABILITY
 AERO MANUFACTURER Connected Intelligence Engineering Services	 FAST-FOOD CHAIN Transform Customer Experience	 UK BANK Chaos engineering platform for Cyber Resilience	 Native managed services on our Cloud Platform	 HENG HIAP INDUSTRIES Accelerate the future of recycling and Sustainability
 AUTOMOTIVE SUPPLIER Development of equipment for Autonomous Cars	 PHARMA RETAILER Digital Customer Operations	 Testing Simulation and Certification	 Seamless Cloud migration	 RED ELÉCTRICA <small>DE ESPAÑA</small> Sustainability strategy implementation
 CONSUMER PRODUCTS Redesign appliances to secure supply-chain	 TRAFIKVERKET Customer Experience, AI & Data Engineering	 ZURICH Insights & Data	 Nortura Flexible Digital expansion	 Asahi <small>BEVERAGES</small> IT transformation for Sustainability
 ENERGY COMPANY Worldwide Connectivity transformation project	 celcom Revitalize Customer Journey	 EUIPO <small>EUROPEAN UNION INTELLECTUAL PROPERTY OFFICE</small> Project Management services	 MINISTRY OF MANPOWER AMD and migration to Cloud	 VOLVO Drive decisions including CO2 Data



GEARING UP FOR SUSTAINED GROWTH

PERFORMING ALL ACROSS THE BOARD

- All businesses, geographies and sectors growing organic in Q2
- Majority even growing double-digit

PARTNERING WITH MARKET LEADERS

- Bleu, Future4Care, Verkor, Qualcomm, Dassault Systèmes, Adobe...

ENRICHING OUR PORTFOLIO

- Accelerating in Intelligent Industry
- Shifting gear in Customer First
- Revitalizing Enterprise Management
- Scaling up in Cloud, Data & AI



TALENT MAGNET

- +19,700 employees net in H1
- Attractive employer, boosted by New Normal and Diversity

ACCELERATING OUR INVESTMENTS

- Top talents recruitments
- Training and reskilling at all levels
- Acquisitions (Acclimation, Multibook, RXP Services)

SCALING UP ON SUSTAINABILITY

- Capgemini as one of the most advanced players
- New offer on Sustainable IT launched in H1
- CXOs and partners conversations flourishing



ENGINEERING IS BACK

ENGINEERING Q2 GROWTH

+16%
cc YoY

ALTRAN SYNERGIES

OPERATIONAL & COST

Target: **€70-100m***



- ✓ **€69m** run rate achieved by mid-2021
- ✓ Delivered **earlier** than expected

REVENUE

Target: **€200-350m***



- ✓ **300** joint deals won
- ✓ Rich pipeline of **1000+** opportunities

Capgemini engineering

No. 1 Engineering Services Provider

Everest Group 2021 List of Top 50™ Engineering Services Providers



FULL-YEAR OUTLOOK UPGRADED

+12.0%
to
+13.0%

PREVIOUSLY
**+7% to
+9%**

REVENUE GROWTH

Constant Currency

12.5%
to
12.7%

PREVIOUSLY
**12.2% to
12.4%**

OPERATING MARGIN

> €1,500m

PREVIOUSLY
> €1,300m

ORGANIC FCF



Carole FERRAND
Chief Financial Officer



FINANCIAL OVERVIEW



in EUR millions	H1 2020	H1 2021	Variation	Constant Currency Growth
Revenues	7,581	8,711	+14.9%	+17.9%
Operating expenses	-6,763	-7,669		
Operating margin	818	1,042	+28%	
(in % of revenues)	10.8%	12.0%	+1.2pts	
Other operating income and expenses	-241	-230		
Operating profit	577	812	+41%	
(in % of revenues)	7.6%	9.3%	+1.7pts	
Net financial expense	-64	-85		
Income tax	-204	-282		
Share of profit of associates	-	-1		
Non-controlling interests	2	-1		
Net profit (group share)	311	443	+42%	
(in % of revenues)	4.1%	5.2%	+1.1pts	
Basic EPS in €	1.86	2.63	+42%	
Normalized EPS in €	2.95 ⁽¹⁾	3.91 ⁽¹⁾	+32%	
Organic free cash flow	106	429	+323	

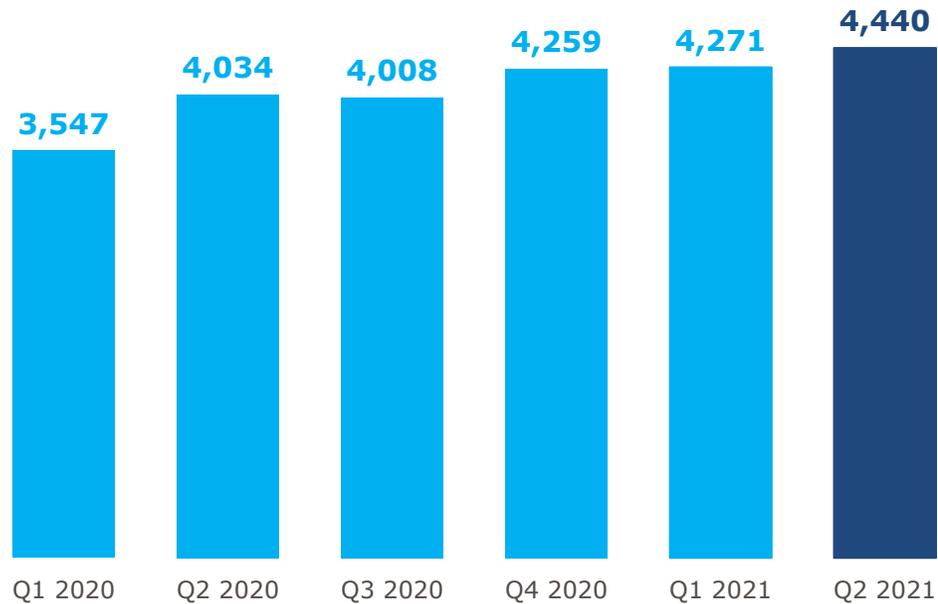
Note: All alternate performance measures (organic growth, constant currency growth, operating margin, Free cash flow, normalized EPS and net debt) are defined in Appendix

(1) Excluding exceptional tax expenses of €56 million in H1 2021 and €26 million in H1 2020



QUARTERLY REVENUE GROWTH

Revenues in EUR millions



Constant currency growth

Q2: +12.4% YoY

H1: +17.9% YoY

	Q1 2021	Q2 2021	H1 2021
	Year-on-Year		
Organic	+ 1.7%	+12.9%	+ 7.1%
Group scope	+22.5pts	-0.5pt	+10.8pts
Constant Currency	+24.2%	+12.4%	+17.9%
Currencies	-3.8pts	-2.3pts	-3.0pts
Reported	+20.4%	+10.1%	+14.9%

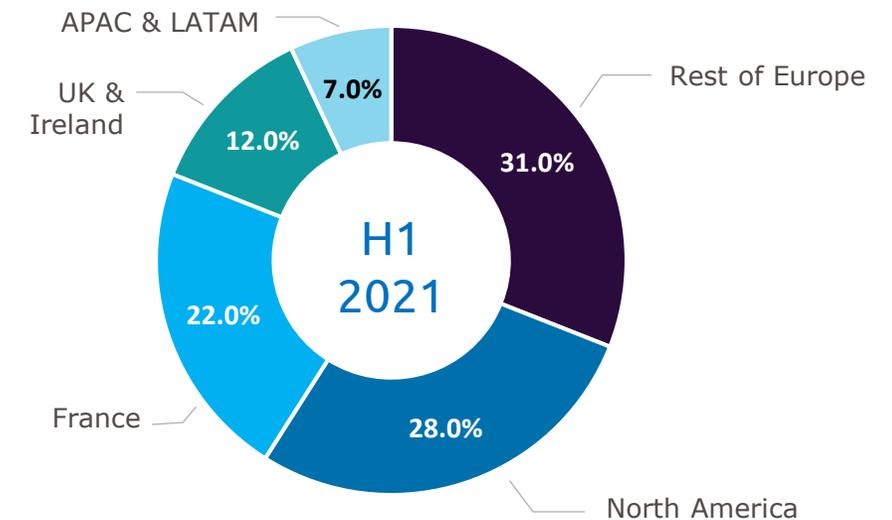
Constant currency growth YOY (in %)





Q2 & H1 2021 REVENUES BY REGION

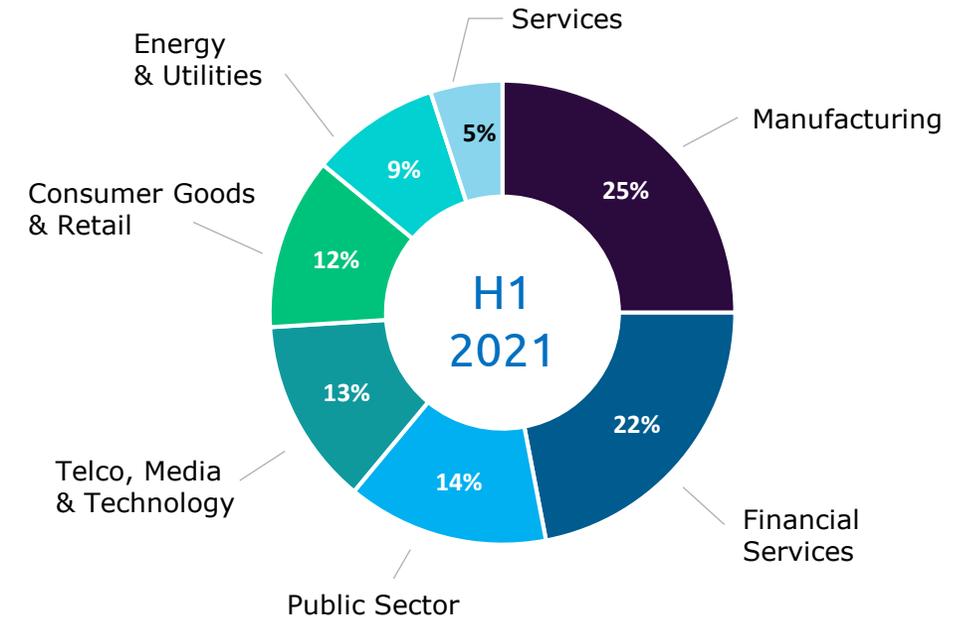
	Q2 2021	H1 2020	H1 2021	Variation	
	Year-on-Year Constant Currency	Revenues (in €m)		Year-on-Year Reported	Year-on-Year Constant Currency
North America	+9.0%	2,400	2,478	+3.3%	+12.3%
UK & Ireland	+13.6%	853	1,018	+19.3%	+18.5%
France	+9.9%	1,612	1,872	+16.2%	+16.2%
Rest of Europe	+14.2%	2,172	2,710	+24.8%	+23.7%
APAC & LATAM	+25.0%	544	633	+16.4%	+21.3%
TOTAL	+12.4%	7,581	8,711	+14.9%	+17.9%





Q2 & H1 2021 REVENUES BY SECTOR

	Q2 2021	H1 2021
	Year-on-Year	Year-on-Year
	Constant Currency	Constant Currency
Financial Services	+5.4%	+7.2%
Energy & Utilities	+1.2%	+4.8%
Manufacturing	+19.2%	+29.8%
Consumer Goods & Retail	+22.6%	+17.6%
Public Sector	+13.3%	+14.3%
Telco, Media & Technology	+9.8%	+37.2%
Services	+16.6%	+12.4%
TOTAL	+12.4%	+17.9%

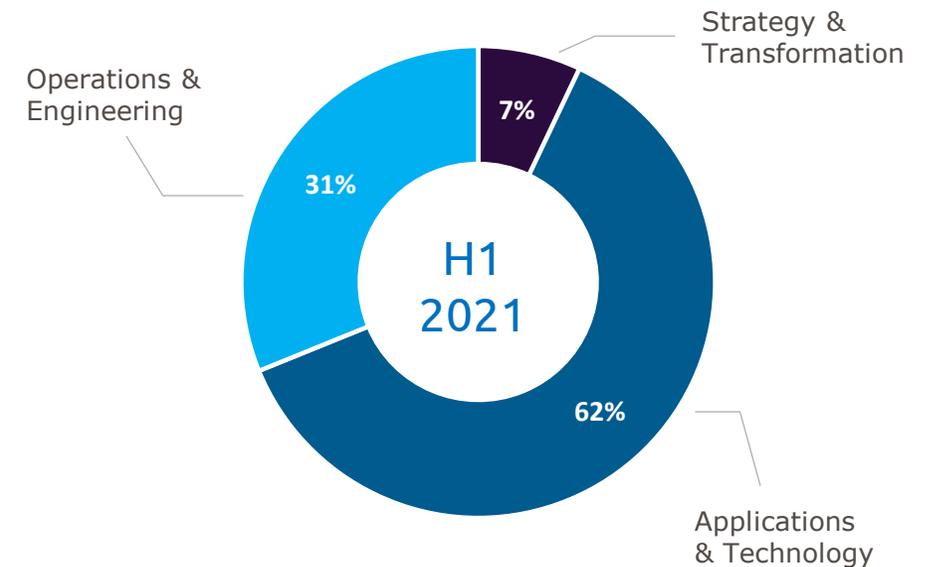




Q2 & H1 2021 REVENUES BY BUSINESS

Total Revenues

	Q2 2021	H1 2021
	Year-on-Year	Year-on-Year
	Constant	Constant
	Currency	Currency
Strategy & Transformation	+29.3%	+27.3%
Applications & Technology	+14.6%	+10.1%
Operations & Engineering	+7.7%	+33.6%

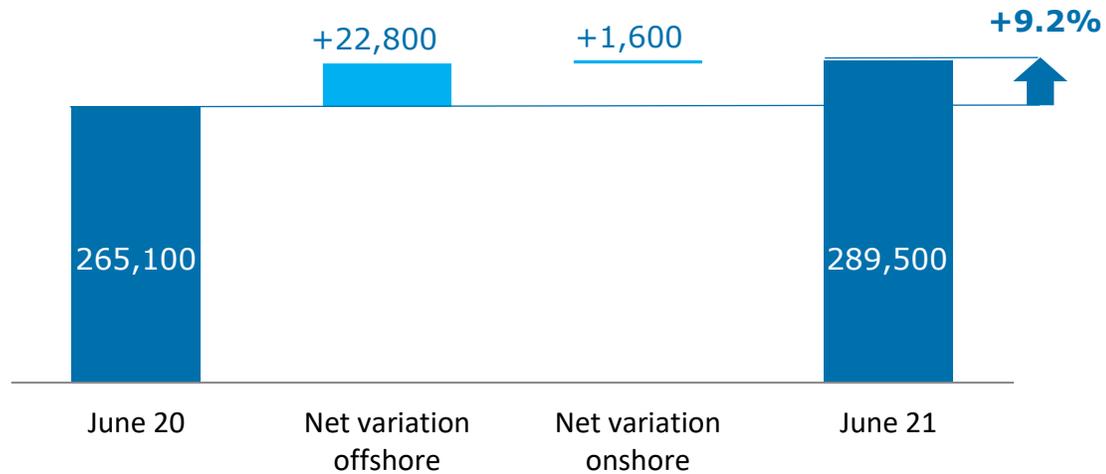


Reminder: from Jan 1st, 2019, activity trends by business are calculated based on Total Revenues, i.e. before elimination of inter-business billing (see definitions in the Appendix section)



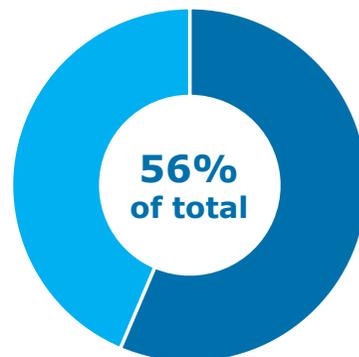
HEADCOUNT EVOLUTION

Headcount Evolution



Workforce in global production centers:

+16.2% YoY



Attrition

Attrition	June 2020 LTM	June 2021 LTM	Variation
Strategy & Transformation	17.8%	16.7%	-1.1pts
Applications & Technology	17.0%	14.9%	-2.1pts
Operations & Engineering	18.0%	15.4%	-2.6pts
TOTAL	17.4%	15.2%	-2.2pts



OPERATING MARGIN BY REGIONS

	H1 2020			H1 2021		
	Revenues	Operating Margin		Revenues	Operating Margin	
	(in €m)	(in €m)	(%)	(in €m)	(in €m)	(%)
North America	2,400	346	14.4%	2,478	389	15.7%
UK & Ireland	853	122	14.3%	1,018	179	17.6%
France	1,612	112	6.9%	1,872	141	7.5%
Rest of Europe	2,172	221	10.2%	2,710	312	11.5%
APAC & LATAM	544	57	10.5%	633	78	12.5%
Not allocated		-40			-57	
TOTAL	7,581	818	10.8%	8,711	1,042	12.0%

OPERATING MARGIN ANALYSIS



in EUR millions	H1 2020	H1 2021
Revenues	7,581	8,711
Cost of services rendered	-5,616	-6,417
in % of revenues	-74.1%	-73.7%
Gross margin	1,965	2,294
in % of revenues	25.9%	26.3%
Selling expenses	-569	-584
in % of revenues	-7.5%	-6.7%
General & Administrative expenses	-578	-668
in % of revenues	-7.6%	-7.6%
Operating Margin	818	1,042
in % of revenues	10.8%	12.0%



NET FINANCIAL EXPENSE AND INCOME TAX

in EUR millions	H1 2020	H1 2021
Interest on bonds	-61	-70
Other interest income and expense	30	11
Net interest expense	-31	-59
Other financial income & expenses	-33	-26
Net financial expense	-64	-85

in EUR millions	H1 2020	H1 2021
Income tax	-204	-282
Effective tax rate	39.7%	38.7%
Effective tax rate, before exceptional tax expenses	34.6% ⁽¹⁾	31.0% ⁽¹⁾

(1) Excluding exceptional tax expenses of €56 million in H1 2021 and €26 million in H1 2020

NET PROFIT ANALYSIS

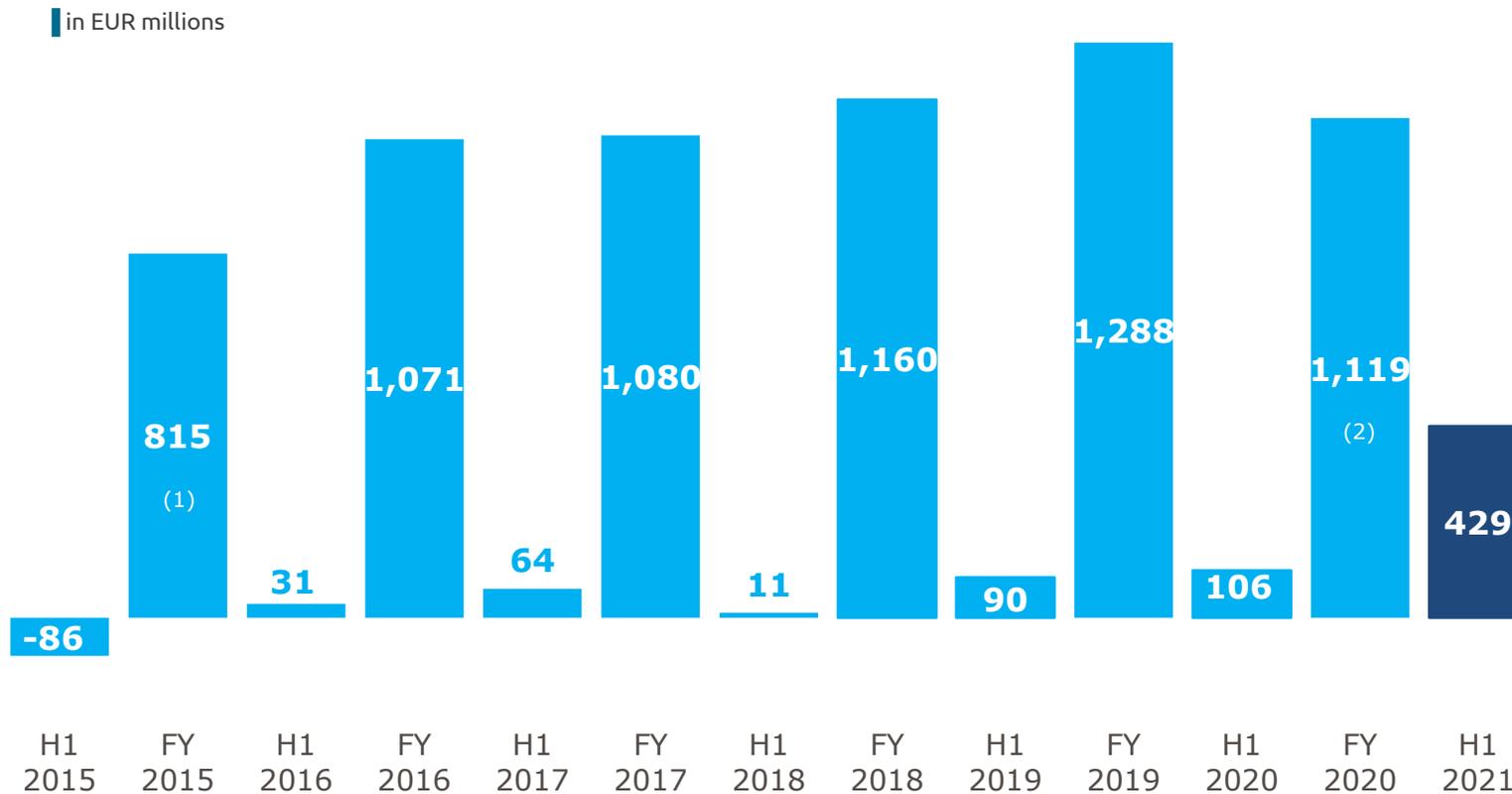


in EUR millions	H1 2020	H1 2021
Operating margin	818	1,042
Other operating income and expenses	-241	-230
<i>of which</i>		
_ <i>Restructuring costs</i>	-76	-40
_ <i>Amortization of intangible assets acquired through business combinations</i>	-35	-59
_ <i>Acquisition and integration costs</i>	-61	-64
_ <i>Expenses relating to share grants</i>	-52	-73
_ <i>Other costs</i>	-17	6
Operating profit	577	812
Net financial expense	-64	-85
Income tax expense	-204	-282
Non-controlling interests	2	-1
Share of profit of associates	-	-1
Net profit (Group share)	311	443
Average number of shares	167,646,025	168,453,627
Basic EPS - in €	1.86	2.63
Normalized EPS (non diluted) - in €	2.95 ⁽¹⁾	3.91 ⁽¹⁾

(1) Excluding exceptional tax expenses of €56 million in H1 2021 and €26 million in H1 2020



ORGANIC FREE CASH FLOW GENERATION



Net debt
€4.8bn as at June 30, 2021
 vs. **€4.9bn** as at Dec 31, 2020

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

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

Q&A



Aiman EZZAT
Chief Executive Officer



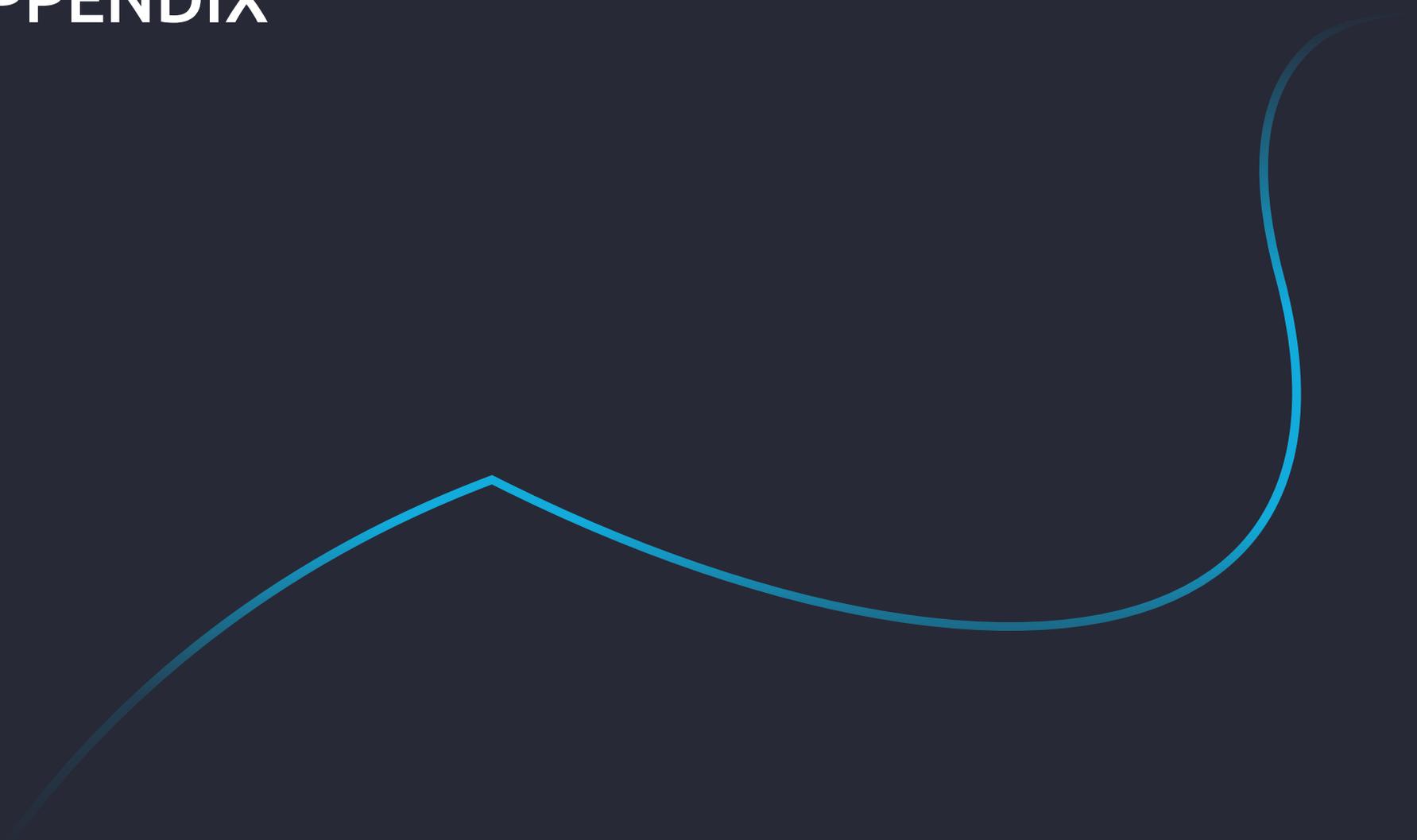
Carole FERRAND
Chief Financial Officer



Olivier SEVILLIA
Chief Operating Officer

APPENDIX

Capgemini 





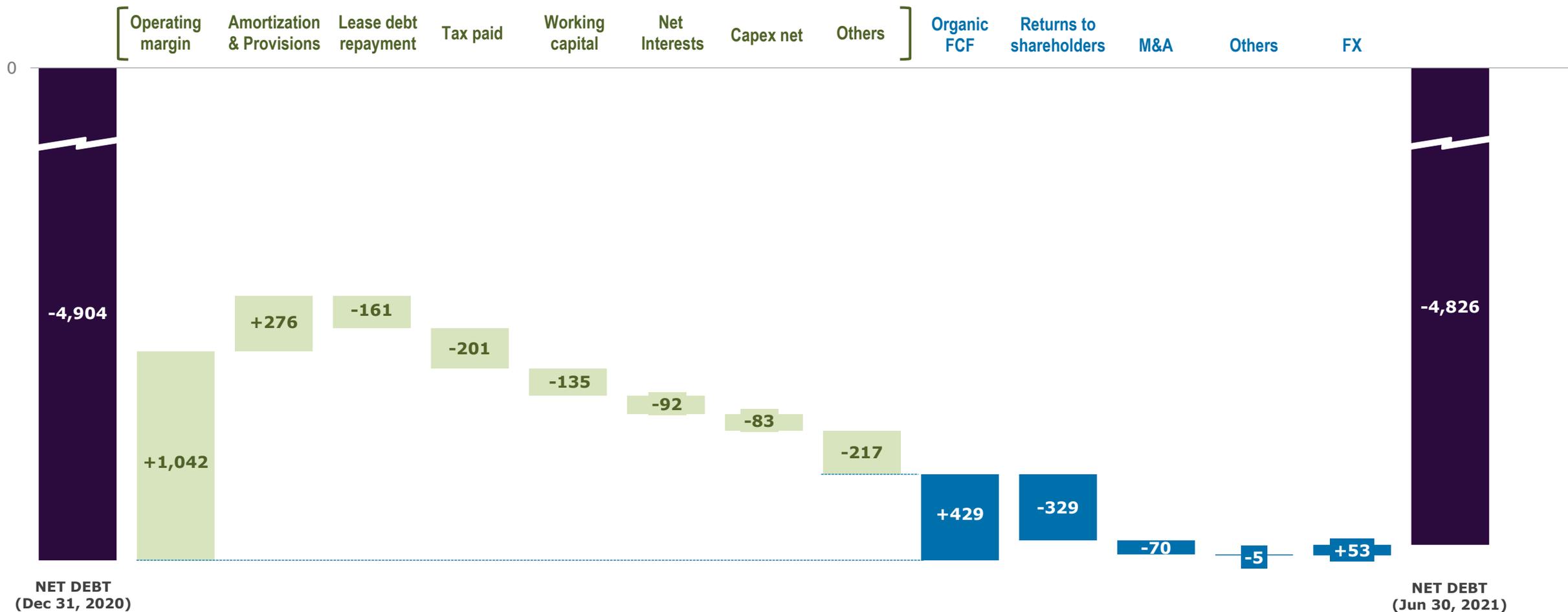
ALTERNATE PERFORMANCE MEASURES

- **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

in EUR millions



Previous Year														
-600	+818	+249	-139	-166	-378	-19	-98	-161	+106	-426	-4,944	-63	-81	-6,008



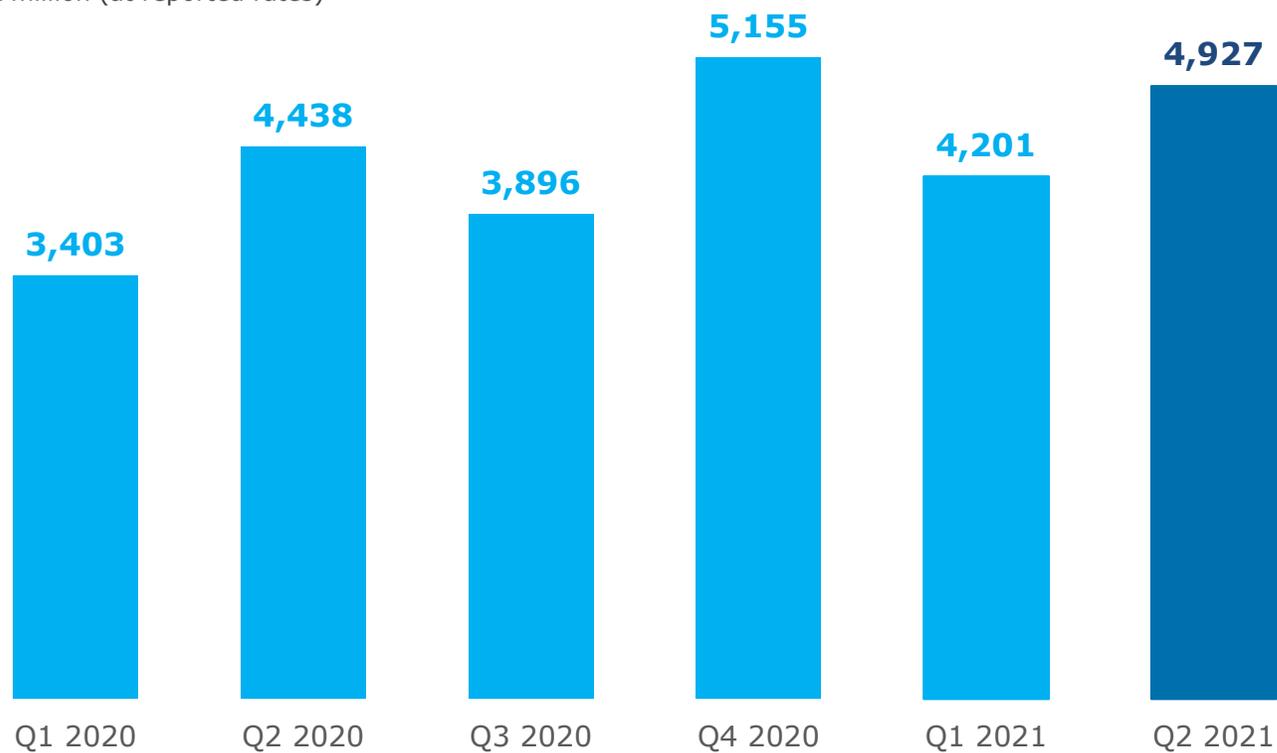
NET CASH EVOLUTION

in EUR millions	H1 2020	H1 2021
Profit for the period	309	444
Goodwill impairment		
Depreciation, amortization and impairment of fixed assets and right-of-use	291	328
Change in provisions	-33	-93
Losses on disposals of assets and others	43	8
Net finance costs	31	59
Income tax expense / (income)	204	282
Other non-cash items	61	73
Cash flows from operations before net finance costs and income tax	906	1,101
Income tax paid	-166	-201
Change in restructuring debt	-6	-2
Changes in operating working capital	-372	-133
Operating cash flows (A)	362	765
Capital expenditure (net of proceeds) (B)	-98	-83
Cash outflows on business combinations (net of cash & cash equivalents acquired) and on purchases of Altran securities	-3,234	-70
Financial debt of Altran	-1,710	
Increase in share capital	-1	
Dividends paid	-226	-329
Net payments relating to Capgemini SE shares transactions	-204	2
Change in debt	-58	-7
Interest paid & received (C)	-19	-92
Repayment of lease debt (D)	-139	-161
Translation & other	-81	53
Change in net debt	-5,408	78
Opening Net Cash / (Debt)	-600	-4,904
Closing Net Cash / (Debt)	-6,008	-4,826
Organic Free Cash Flow (A) + (B) + (C) + (D)	106	429

BOOKINGS EVOLUTION



in EUR million (at reported rates)



Constant currency growth YOY (in %)





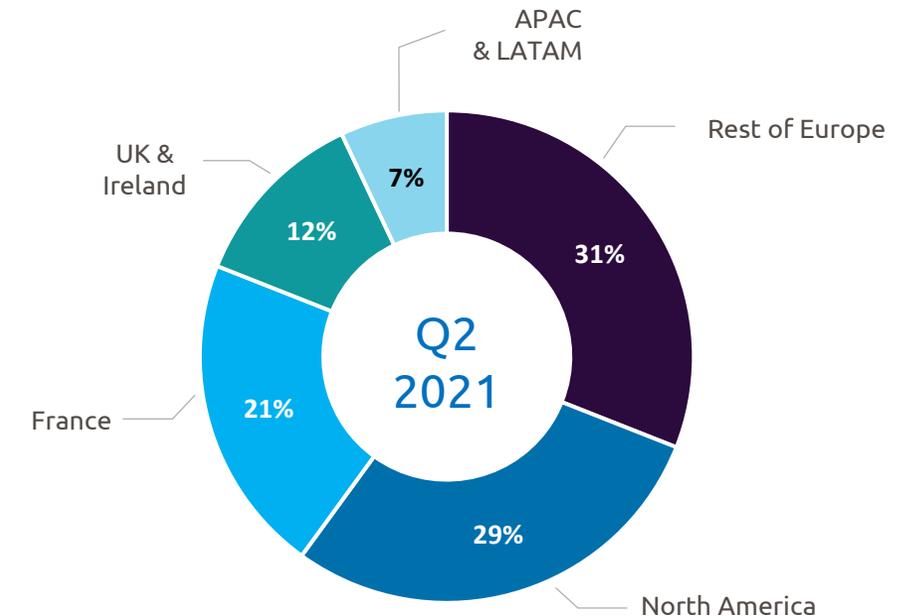
REVENUE QUARTERLY EVOLUTION

	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021
Revenues (in €m)	3,547	4,034	4,008	4,259	4,271	4,440
Year-on-Year organic growth	+2.0%	-7.7%	-3.6%	-2.4%	+1.7%	+12.9%
Year-on-Year CC growth	+2.3%	+13.4%	+18.4%	+20.8%	+24.2%	+12.4%
Year-on-Year CC growth by Region						
North America	-0.6%	+9.0%	+10.0%	+13.7%	+16.1%	+9.0%
UK & Ireland	-2.6%	+3.7%	+9.1%	+18.1%	+24.1%	+13.6%
France	+3.3%	+11.8%	+20.1%	+21.1%	+23.2%	+9.9%
Rest of Europe	+5.1%	+24.9%	+32.7%	+31.6%	+35.3%	+14.2%
APAC & LATAM	+11.2%	+11.7%	+14.0%	+11.7%	+17.3%	+25.0%
Year-on-Year CC growth by Sector						
Financial Services	-1.1%	+1.2%	+7.4%	+8.8%	+9.4%	+5.4%
Energy & Utilities	+1.9%	+6.0%	+5.7%	+6.6%	+8.6%	+1.2%
Manufacturing	+6.2%	+31.4%	+38.5%	+35.1%	+43.6%	+19.2%
Consumer Goods & Retail	+2.3%	-5.5%	-2.4%	+4.3%	+12.5%	+22.6%
Public Sector	+5.1%	+12.3%	+14.8%	+15.0%	+15.9%	+13.3%
Telco, Media & Technology	-2.1%	+71.3%	+79.2%	+95.7%	+84.2%	+9.8%
Services	+6.1%	-8.1%	-1.3%	+1.3%	+5.4%	+16.6%
Year-on-Year CC growth by Business						
Strategy & Transformation	+9.6%	+7.6%	+13.5%	+13.3%	+25.2%	+29.3%
Applications & Technology	+2.1%	-4.5%	+0.3%	+1.3%	+5.7%	+14.6%
Operations & Engineering	+3.5%	+69.4%	+70.4%	+75.6%	+77.6%	+7.7%
Year-on-Year reported growth	+3.1%	+13.1%	+15.6%	+16.7%	+20.4%	+10.1%



Q2 2021 REVENUES BY REGIONS

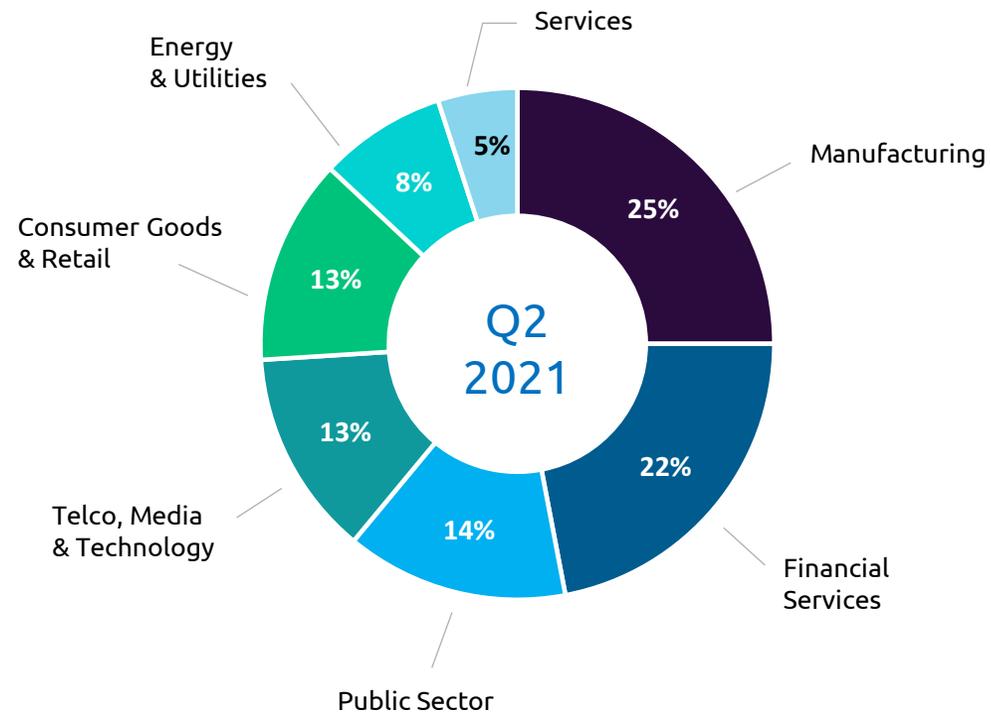
	Q2 2020	Q2 2021	Variation	
	Revenues		Year-on-Year	
	(in €m)	(in €m)	Reported	Constant Currency
North America	1,267	1,271	+0.3%	+9.0%
UK & Ireland	443	516	+16.6%	+13.6%
France	857	941	+9.9%	+9.9%
Rest of Europe	1,192	1,374	+15.2%	+14.2%
APAC & LATAM	275	338	+22.7%	+25.0%
TOTAL	4,034	4,440	+10.1%	+12.4%



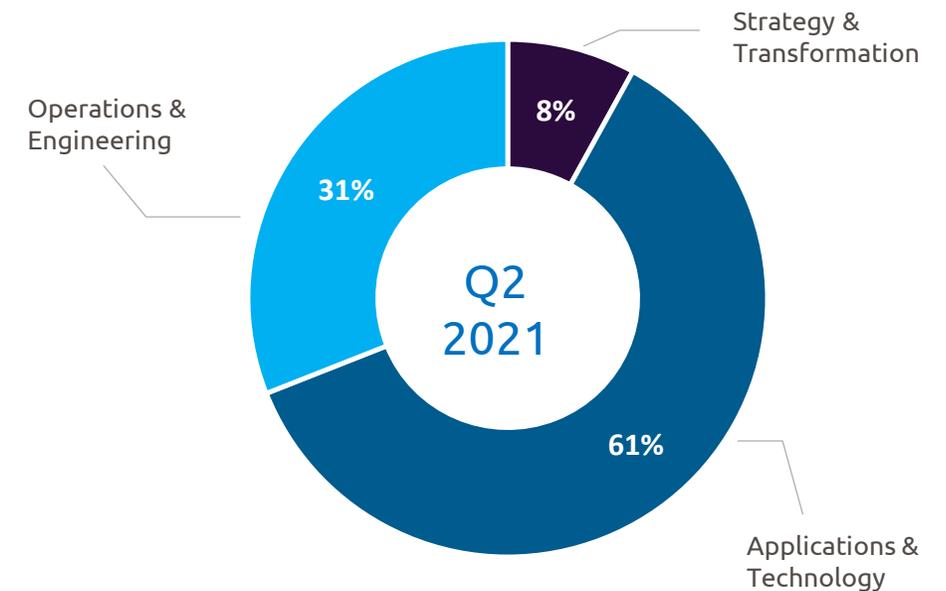


Q2 REVENUE MIX BY SECTOR / BUSINESS

Revenues By Sector (in % of Group Revenues)



Revenues By Business (in % of Total Revenues)



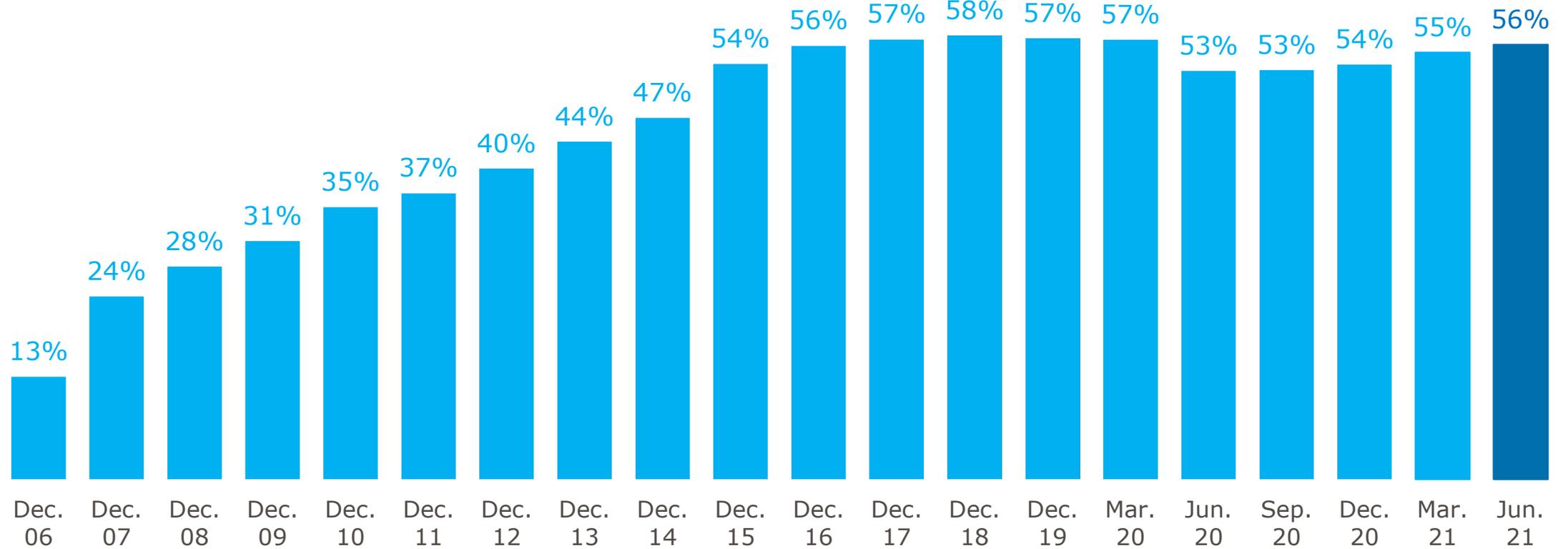


OPERATING MARGIN – ANALYSIS BY TYPE OF COSTS

	H1 2020	H1 2021
Revenues	7,581	8,711
Personnel costs	-5,110	-6,034
in % of revenues	-67.4%	-69.3%
Purchases and subcontracting expenses	-1,114	-1,187
in % of revenues	-14.7%	-13.6%
Travel expenses	-152	-47
in % of revenues	-2.0%	-0.5%
Rent, facilities and local taxes	-93	-85
in % of revenues	-1.2%	-1.0%
Depreciation, amortization, provisions and proceeds from asset disposal	-294	-316
in % of revenues	-3.9%	-3.6%
Total operating expenses	-6,763	-7,669
in % of revenues	-89.2%	-88.0%
Operating margin	818	1,042
in % of revenues	10.8%	12.0%



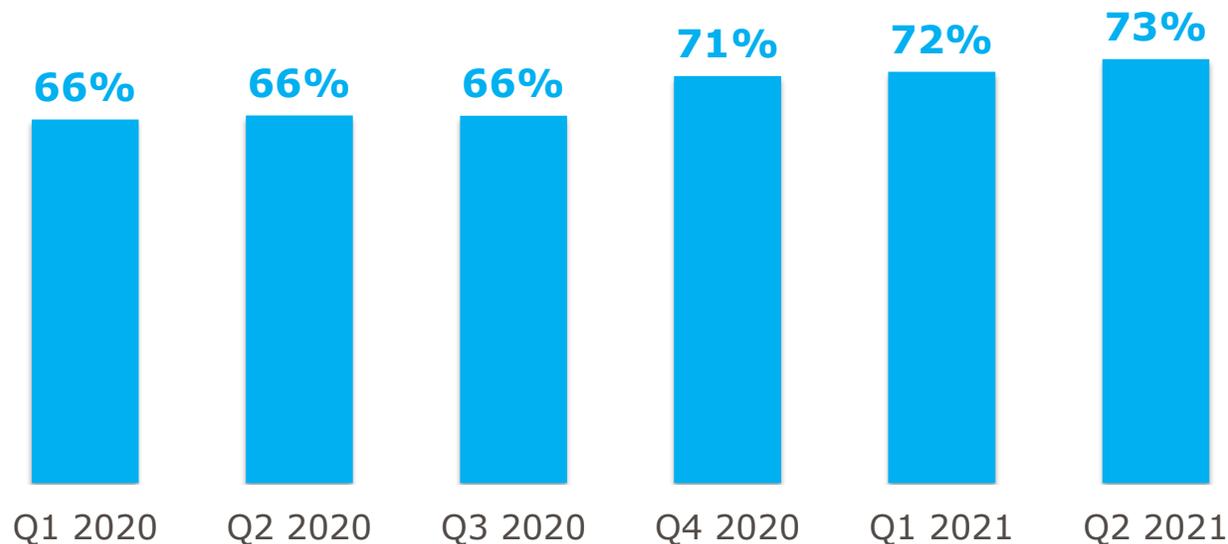
OFFSHORE LEVERAGE EVOLUTION



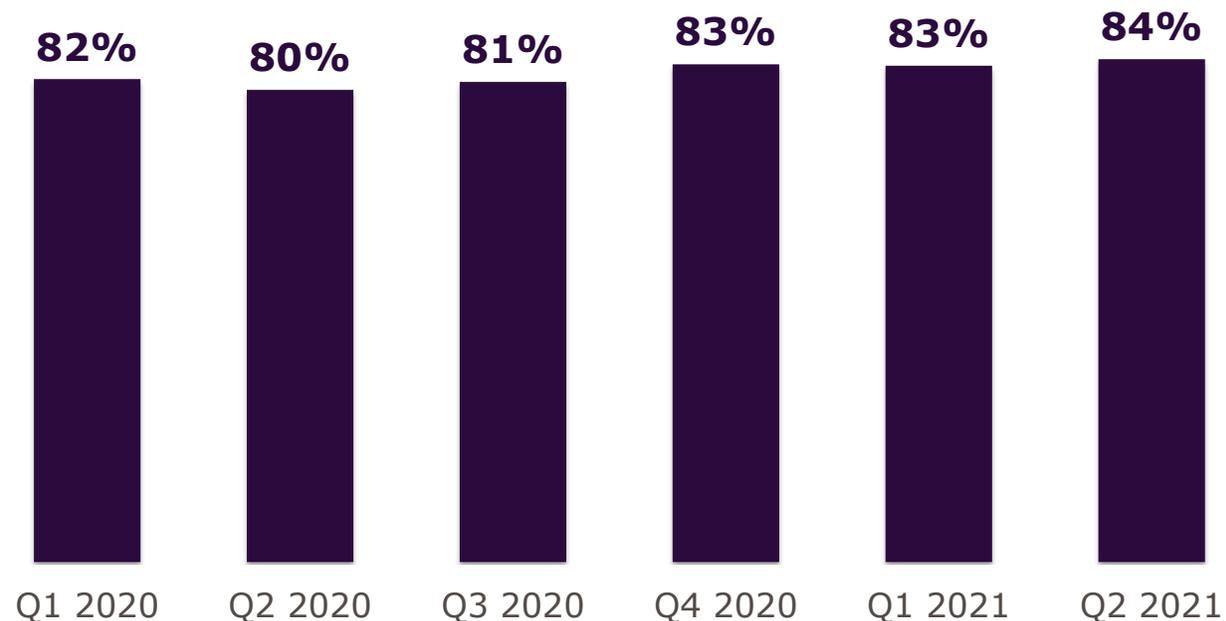


UTILIZATION RATES EVOLUTION

Strategy & Transformation*



Applications & Technology*



* 2020 quarterly utilization rates are restated for scope effects



BALANCE SHEET

ASSETS			
in EUR millions	June 30, 2020	Dec. 31, 2020	June 30, 2021
Goodwill	10,316	9,795	10,096
Intangible assets	811	1,100	1,042
Property, plant & equipment	846	805	801
Lease right-of-use assets	917	887	809
Deferred taxes	1,153	983	873
Other non-current assets	502	545	602
Total non-current assets	14,545	14,115	14,223
Contract costs	102	102	119
Contract assets	1,619	1,148	1,657
Trade receivables	2,204	2,688	2,449
Current tax receivables	221	129	264
Other current assets	590	598	608
Cash management assets	332	338	322
Cash and cash equivalents	2,149	2,836	2,623
Total current assets	7,217	7,839	8,042
Total Assets	21,762	21,954	22,265

(1) attributable to owners of the company

(2) and other post-employment benefits

EQUITY & LIABILITIES			
in EUR millions	June 30, 2020	Dec. 31, 2020	June 30, 2021
Equity ⁽¹⁾	5,922	6,103	6,681
Non-controlling interests	9	12	11
Total equity	5,931	6,115	6,692
Long-term borrowings	7,619	7,127	6,639
Deferred taxes	210	230	255
Provisions for pensions ⁽²⁾	1,202	1,072	744
Non-current provisions	112	337	372
Non-current lease liabilities	715	681	609
Other non-current liabilities	377	417	443
Total non-current liabilities	10,235	9,864	9,062
Short-term borrowings and bank overdrafts	866	951	1,131
Accounts and notes payable	3,255	3,358	3,567
Contract liabilities	830	1,044	1,040
Current provisions	95	122	129
Current tax liabilities	134	89	228
Current lease liabilities	277	287	280
Other current payables	139	124	136
Total current liabilities	5,596	5,975	6,511
Total Equity & Liabilities	21,762	21,954	22,265

CASH FLOW STATEMENT



in EUR millions	H1 2020	H1 2021
Profit for the period attributable to owners of the Company	311	443
Non-controlling interests	-2	1
Depreciation, amortization and impairment of fixed assets and Lease right-of-use assets	291	328
Change in provisions	-33	-93
Losses on disposals of assets and other	43	8
Expenses relating to share grants	48	58
Net finance costs	31	59
Income tax (income) expense	204	282
Unrealized (gains) losses on changes in fair value and other financial items	13	15
Cash flows from operations before net finance costs and income tax (A)	906	1,101
Income tax paid (B)	-166	-201
Change in trade receivables, contract assets net of liabilities and contract costs	16	-235
Change in accounts and notes payable	-57	116
Change in other receivables/payables	-337	-16
Change in operating working capital (C)	-378	-135
NET CASH FROM (USED IN) OPERATING ACTIVITIES (D=A+B+C)	362	765
Acquisitions of property, plant and equipment and intangible assets	-99	-85
Proceeds from disposals of property, plant and equipment and intangible assets	1	2
Acquisitions of property, plant and equipment and intangible assets, net of disposals	-98	-83
Cash (outflows) inflows on business combinations net of cash and cash equivalents acquired	-1,547	-70
Cash outflows in respect of cash management assets	-134	21
Other cash outflows, net	-37	-16
Cash outflows from investing activities	-1,718	-65
NET CASH USED IN INVESTING ACTIVITIES (E)	-1,816	-148
Proceeds from issues of share capital	-1	
Dividends paid	-226	-329
Net payments relating to transactions in Capgemini SE shares	-204	2
Proceeds from borrowings	9,032	84
Repayments of borrowings	-5,585	-390
Subsequent acquisition of Altran securities	-1,672	
Repayment of lease liabilities	-139	-161
Interest paid	-49	-105
Interest received	30	13
NET CASH FROM (USED IN) FINANCING ACTIVITIES (F)	1,186	-886
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS (G=D+E+F)	-268	-269
Effect of exchange rate movements on cash and cash equivalents (H)	-66	48
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD (I)	2,450	2,828
CASH AND CASH EQUIVALENTS AT END OF PERIOD (G+H+I)	2,116	2,607



COMPREHENSIVE INCOME & CHANGE IN EQUITY

in EUR millions	H1 2020	H1 2021
Actuarial gains and losses on defined benefit pension plans, net of tax (1)	-101	198
Remeasurement of hedging derivatives and net investment, net of tax (2)	-30	42
Translation adjustments (2)	-132	210
Other, net of tax (1)	-1	
OTHER ITEMS OF COMPREHENSIVE INCOME	-264	450
Profit for the period (reminder)	309	444
Total comprehensive income for the period	45	894
Attributable to:		
Owners of the Company	46	893
Non-controlling interests	-1	1

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

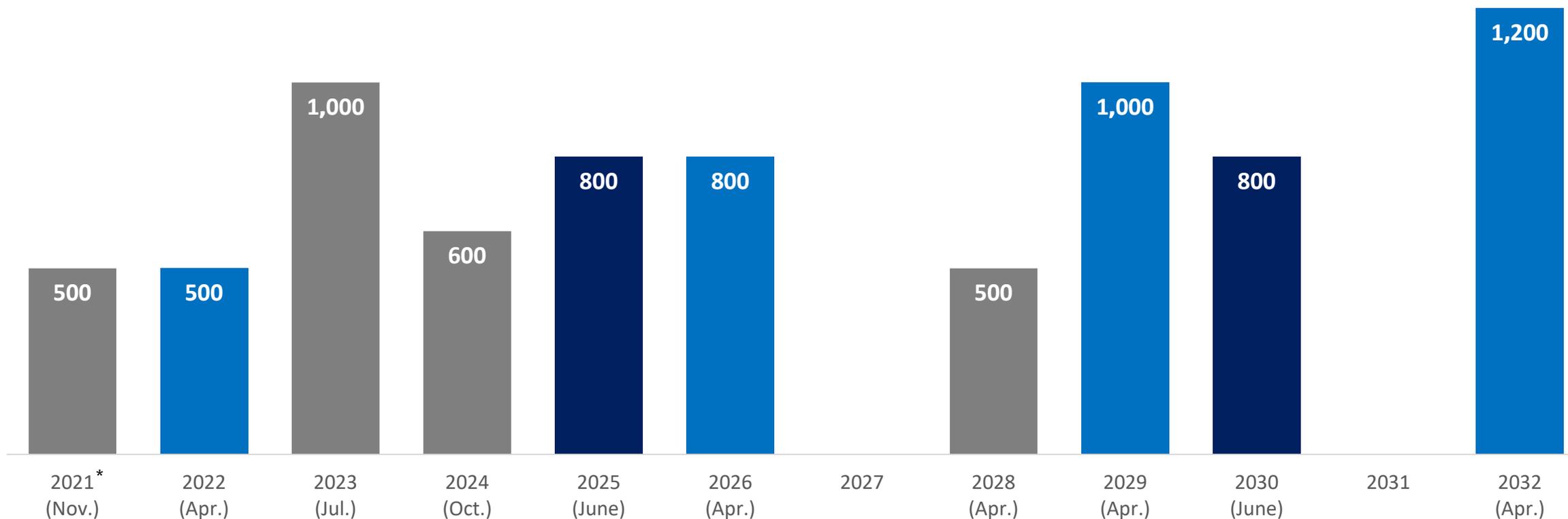
(2) Other items from the comprehensive income that could be included in the profit & loss account

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, 2021	168,784,837	1,350	3,050	-39	3,444	-644	-1,058	6,103	12	6,115
Dividends paid out for 2020					-329			-329		-329
Incentive instruments and employee share ownership					58			58		58
Elimination of treasury shares				1	1			2		2
Adjustment on Altran PPA					-46			-46	-2	-48
Transactions with shareholders	-			1	-316	0	0	-315	-2	-317
Income and expense recognized in equity						210	240	450	0	450
Profit for the period					443			443	1	444
At June 30, 2021	168,784,837	1,350	3,050	-38	3,571	-434	-818	6,681	11	6,692



BOND DEBT MATURITY PROFILE

in EUR millions



Previously issued notes

Notes issued in April 2020

Notes issued in June 2020

* To be redeemed in advance on August 9, 2021

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 290,000 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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