FULL YEAR 2021 PERFORMANCE

**REVENUES**

€18,160m ▲ +15.1% YoY cc*

**OPERATING MARGIN***

12.9% ▲ +1.0pt YoY

**ORGANIC FREE CASH FLOW***

€1,873m ▲ +€754m YoY

**DIGITAL & CLOUD**

Double Digit Growth

YoY of FY Group activity

Account for circa 2/3rd

**BOOKINGS**

€19,462m +15.8% YoY cc

**HEADCOUNT**

324,700 +20% YoY 58% offshore

**NORMALIZED EPS***

€9.19

+27% YoY Excluding a transitional tax expense of €36 million in 2021, compared to tax income of €8 million in 2020

**RETURNS TO SHAREHOLDERS**

€529m

Dividend payment + Share buyback

**SECTORS**

<table>
<thead>
<tr>
<th>SHARE OF GROUP REVENUES</th>
<th>Manufacturing</th>
<th>Financial Services</th>
<th>Public Sector</th>
<th>Telco, Media &amp; Technology</th>
<th>Consumer Goods &amp; Retail</th>
<th>Energy &amp; Utilities</th>
<th>Services</th>
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<tr>
<td></td>
<td>25%</td>
<td>22%</td>
<td>14%</td>
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<td>13%</td>
<td>8%</td>
<td>5%</td>
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</table>

**REVENUES GROWTH YOY CC**

+25.0% ▲ +6.3% ▲ +14.4% ▲ +21.5% ▲ +20.8% ▲ +1.2% ▲ +12.9% ▲

**REGIONS**

<table>
<thead>
<tr>
<th>SHARE OF GROUP REVENUES</th>
<th>Rest of Europe</th>
<th>North America</th>
<th>France</th>
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**REVENUES GROWTH YOY CC**

+17.6% ▲ +12.0% ▲ +10.3% ▲ +18.3% ▲ +27.3% ▲

**OPERATING MARGIN**

12.3% ▲ 15.9% ▲ 10.2% ▲ 18.0% ▲ 11.5%

YoY cc: Year-on-Year at constant currencies.

*The terms and alternative performance measures marked with an (*) are defined and/or reconciled in the appendix to the press release.

For more information, see the press release on https://investors.capgemini.com/en/
# Q4 2021 PERFORMANCE

**REVENUES**

€4,897m ▲ +12.5% YoY cc*  

**DIGITAL & CLOUD**  
Double Digit Growth  
Account for circa 2/3rd of Q4 Group activity

**BOOKINGS**  
€5,726m  
+10.3% YoY cc

**HEADCOUNT**  
324,700  
+20% YoY  58% offshore

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</tr>
<tr>
<td>REVENUES GROWTH YOY CC</td>
<td>+21.1% ▲</td>
<td>+5.9% ▲</td>
<td>+12.4% ▲</td>
<td>+21.2% ▲</td>
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<td>REVENUES GROWTH YOY CC</td>
<td>+12.7% ▲</td>
<td>+11.1% ▲</td>
<td>+4.3% ▲</td>
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