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
CONTINUED STRONG GROWTH DYNAMIC

Q3 REVENUES

+15.7% YoY CONSTANT CURRENCY

€ 5,553 M

Q3 BOOKINGS

+13% book-to-bill

0.98
STRONG PERFORMANCE ACROSS THE BOARD

Q3 YoY Constant Currency Growth

**BUSINESSES**
- Strategy & Transformation: +29%
- Applications & Technology: +16%
- Operations & Engineering: +14%

**SECTORS**
- Manufacturing: +21%
- Services: +18%
- Financial Services: +15%

**Geographical Growth**
- North America: +15%
- France: +13%
- Rest of Europe: +16%
- Asia Pacific & Latin America: +24%
- UK & Ireland: +17%
- Manufacturing: +21%
- Services: +18%
- Financial Services: +15%
THE BUSINESS & TECHNOLOGY PARTNER OF OUR CLIENTS

**INTELLIGENT INDUSTRY**
- Real-time end-to-end demand visibility
  - JAPAN ELECTRONICS: Robotics process automation
  - Rakuten Mobile: DevOps for virtual 4G/5G networks
  - US AUTOMOTIVE: Platform engineering for products

**CUSTOMER FIRST**
- ALSTOM: SaaS for digital rail services
  - AUSTRALIAN MEDIA COMPANY: Marketing technology transformation
  - JAPAN INSURANCE: CRM transformation
  - JAPAN INSURANCE: Claims on the cloud

**ENTERPRISE MANAGEMENT**
- EUROPEAN COMMISSION: Digital gateway for stakeholders
  - US BANK: Cloud enabled data lake and warehouse
  - US CONSUMER GOODS: Global finance automation
  - US CONSUMER GOODS: Corporate-wide S/4 Hana deployment

**SUSTAINABILITY**
- BREITLING: Global carbon accounting
  - FRENCH BANK: ESG performance tracking
  - GLOBAL ENERGY: Carbon insights for business decisions

**DATA & AI**
- SOFICO: European cloud digitalization
  - EUROPEAN AUTOMOTIVE: Cloud based mobile services
  - GLOBAL MEDIA & TECHNOLOGY: Data & cloud transformation

**CYBER-SECURITY**
- CYBER-SECURITY: Cybersecurity deployment
  - NORDICS LIFE SCIENCES: Vulnerability tests for air navigation systems

© Capgemini 2022. All rights reserved | 6
THE BUSINESS & TECHNOLOGY PARTNER OF OUR CLIENTS

VALUE CREATION

- Client-centric organization
- Strategic partner of CXOs
- Proactive transformation deal shaping
- Focus on value creation with Industry specific solutions

BREADTH OF PORTFOLIO

- Unique combination of Business, Digital and Engineering
- Leading on Cloud and Data/AI
- Strong technology partnerships (co-investments)
- Ahead on Sustainability

BEST TALENT

- State-of-the-art talent management
- Scalable and efficient talent ecosystem
- Continuous reskilling and upskilling
- Brand recognition and awards

GAINING MARKET SHARES
2022 OUTLOOK

**Revenue Growth**
- +14% to +15% at constant exchange rates
- Inorganic contribution around 1.5 points

**Operating Margin**
- 12.9% to 13.1%

**Organic FCF**
- Above €1,700M
**QUARTERLY REVENUE GROWTH**

### Revenues in EUR millions

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2021</td>
<td>4,271</td>
</tr>
<tr>
<td>Q2 2021</td>
<td>4,440</td>
</tr>
<tr>
<td>Q3 2021</td>
<td>4,552</td>
</tr>
<tr>
<td>Q4 2021</td>
<td>4,897</td>
</tr>
<tr>
<td>Q1 2022</td>
<td>5,167</td>
</tr>
<tr>
<td>Q2 2022</td>
<td>5,521</td>
</tr>
<tr>
<td>Q3 2022</td>
<td>5,553</td>
</tr>
</tbody>
</table>

**Constant currency growth**

- **Q3**: +15.7% YoY
- **9M**: +17.5% YoY

<table>
<thead>
<tr>
<th>Year</th>
<th>Organic</th>
<th>Group scope</th>
<th>Constant Currency</th>
<th>Currencies</th>
<th>Reported</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2022</td>
<td>+16.3%</td>
<td>+1.4pts</td>
<td>+17.7%</td>
<td>+3.3pts</td>
<td>+21.0%</td>
</tr>
<tr>
<td>Q2 2022</td>
<td>+18.1%</td>
<td>+1.2pts</td>
<td>+19.3%</td>
<td>+5.1pts</td>
<td>+24.4%</td>
</tr>
<tr>
<td>Q3 2022</td>
<td>+14.3%</td>
<td>+1.4pts</td>
<td>+15.7%</td>
<td>+6.3pts</td>
<td>+22.0%</td>
</tr>
<tr>
<td>9M 2022</td>
<td>+16.2%</td>
<td>+1.3pts</td>
<td>+17.5%</td>
<td>+5.0pts</td>
<td>+22.5%</td>
</tr>
</tbody>
</table>

**Constant currency growth YOY (in %)**

- +24.2%
- +12.4%
- +12.9%
- +12.5%
- +17.7%
- +19.3%
- +15.7%
### Q3 & 9M 2022 Revenues by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Q3 2021</th>
<th>Q3 2022</th>
<th>Variation Year-on-Year</th>
<th>9M 2022 Year-on-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(in €m)</td>
<td>(in €m)</td>
<td>Reported</td>
<td>Constant Currency</td>
</tr>
<tr>
<td>North America</td>
<td>1,360</td>
<td>1,803</td>
<td>+32.6%</td>
<td>+14.7%</td>
</tr>
<tr>
<td>UK &amp; Ireland</td>
<td>552</td>
<td>646</td>
<td>+17.2%</td>
<td>+17.2%</td>
</tr>
<tr>
<td>France</td>
<td>894</td>
<td>1,008</td>
<td>+12.7%</td>
<td>+12.7%</td>
</tr>
<tr>
<td>Rest of Europe</td>
<td>1,362</td>
<td>1,574</td>
<td>+15.5%</td>
<td>+15.5%</td>
</tr>
<tr>
<td>APAC &amp; LATAM</td>
<td>384</td>
<td>522</td>
<td>+35.9%</td>
<td>+24.1%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>4,552</td>
<td>5,553</td>
<td><strong>+22.0%</strong></td>
<td><strong>+15.7%</strong></td>
</tr>
</tbody>
</table>

### 9M 2022 Revenues by Region

- **North America**: 31%
- **UK & Ireland**: 19%
- **France**: 29%
- **Rest of Europe**: 12%
- **APAC & LATAM**: 9%
### Q3 & 9M 2022 Revenues by Sector

<table>
<thead>
<tr>
<th>Sector</th>
<th>Q3 2022 Year-on-Year</th>
<th>9M 2022 Year-on-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Constant Currency</td>
<td>Constant Currency</td>
</tr>
<tr>
<td>Financial Services</td>
<td>+14.9%</td>
<td>+14.5%</td>
</tr>
<tr>
<td>Energy &amp; Utilities</td>
<td>+7.3%</td>
<td>+7.3%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>+21.3%</td>
<td>+22.0%</td>
</tr>
<tr>
<td>Consumer Goods &amp; Retail</td>
<td>+14.5%</td>
<td>+20.4%</td>
</tr>
<tr>
<td>Public Sector</td>
<td>+15.6%</td>
<td>+20.2%</td>
</tr>
<tr>
<td>Telco, Media &amp; Technology</td>
<td>+11.9%</td>
<td>+12.6%</td>
</tr>
<tr>
<td>Services</td>
<td>+18.0%</td>
<td>+24.5%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>+15.7%</strong></td>
<td><strong>+17.5%</strong></td>
</tr>
</tbody>
</table>
## Q3 & 9M 2022 REVENUES BY BUSINESS

### Total Revenues

<table>
<thead>
<tr>
<th></th>
<th>Q3 2022 Year-on-Year</th>
<th>9M 2022 Year-on-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Constant Currency</td>
<td>Constant Currency</td>
</tr>
<tr>
<td>Strategy &amp; Transformation</td>
<td>+28.5%</td>
<td>+29.3%</td>
</tr>
<tr>
<td>Applications &amp; Technology</td>
<td>+15.9%</td>
<td>+19.3%</td>
</tr>
<tr>
<td>Operations &amp; Engineering</td>
<td>+13.8%</td>
<td>+13.5%</td>
</tr>
</tbody>
</table>

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

Bookings (in EUR million)

Q1 2021: 4,201
Q2 2021: 4,927
Q3 2021: 4,608
Q4 2021: 5,726
Q1 2022: 5,473
Q2 2022: 6,134
Q3 2022: 5,427

Constant currency growth

Q3: +12.5% YoY
9M: +19.0% YoY

Constant currency growth YOY (in %)

+27.3%  +14.3%  +15.0%  +10.3%  +26.5%  +18.8%  +12.5%
HEADCOUNT EVOLUTION

Headcount Evolution
Sept. 2021 to Sept. 2022

309,300
Sep. 2021
Net variation offshore
+33,200
Net variation onshore
+15,900
358,400
Sep. 2022

Attrition
Sept. 2022 vs. Sept. 2021

<table>
<thead>
<tr>
<th></th>
<th>Sept. 2021 LTM</th>
<th>Sept. 2022 LTM</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy &amp; Transformation</td>
<td>20.3%</td>
<td>22.7%</td>
<td>+2.4pts</td>
</tr>
<tr>
<td>Applications &amp; Technology</td>
<td>20.0%</td>
<td>26.8%</td>
<td>+6.8pts</td>
</tr>
<tr>
<td>Operations &amp; Engineering</td>
<td>18.9%</td>
<td>27.1%</td>
<td>+8.2pts</td>
</tr>
<tr>
<td>TOTAL</td>
<td>19.5%</td>
<td>26.8%</td>
<td>+7.3pts</td>
</tr>
</tbody>
</table>

Workforce in global production centers:
+19% YoY

59% of total
Q&A

Aiman EZZAT
Chief Executive Officer

Olivier SEVILLIA
Chief Operating Officer

Carole FERRAND
Chief Financial Officer
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, acquisition costs, costs of 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.
Q3 REVENUE MIX BY SECTOR & BUSINESS

Revenues By Sector (in % of Group Revenues)

- Services: 23%
- Manufacturing: 13%
- Financial Services: 13%
- Public Sector: 12%
- Applications & Technology: 8%
- Energy & Utilities: 5%
- Telco, Media & Technology: 33%

Revenues By Business (in % of Total Revenues)

- Strategy & Transformation: 8%
- Applications & Technology: 30%
- Operations & Engineering: 62%

Revenues By Region (in % of Group Revenues)

- North America: 33%
- APAC & LATAM: 28%
- Rest of Europe: 18%
- France: 12%
- UK & Ireland: 9%
### Revenue Quarterly Evolution

<table>
<thead>
<tr>
<th></th>
<th>Q1 2021</th>
<th>Q2 2021</th>
<th>Q3 2021</th>
<th>Q4 2021</th>
<th>Q1 2022</th>
<th>Q2 2022</th>
<th>Q3 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues (in €m)</td>
<td>4,271</td>
<td>4,440</td>
<td>4,552</td>
<td>4,897</td>
<td>5,167</td>
<td>5,521</td>
<td>5,553</td>
</tr>
</tbody>
</table>

**Year-on-Year organic growth**

+1.7% +12.9% +13.2% +13.2% +16.3% +18.1% +14.3%

**Year-on-Year CC growth**

+24.2% +12.4% +12.9% +12.5% +17.7% +19.3% +15.7%

**Year-on-Year CC growth by Region**

- **North America**
  - +16.1% +9.0% +12.3% +11.1% +16.8% +16.7% +14.7%
- **UK & Ireland**
  - +24.1% +13.6% +18.1% +18.0% +21.3% +24.1% +17.2%
- **France**
  - +23.2% +9.9% +6.2% +4.3% +11.1% +14.5% +12.7%
- **Rest of Europe**
  - +35.3% +14.2% +12.1% +12.7% +16.0% +17.8% +15.5%
- **APAC & LATAM**
  - +17.3% +25.0% +29.5% +35.8% +42.6% +40.7% +24.1%

**Year-on-Year CC growth by Sector**

- **Financial Services**
  - +9.5% +5.4% +5.4% +5.9% +12.1% +16.6% +14.9%
- **Energy & Utilities**
  - +8.7% +1.2% -2.1% -0.7% +6.1% +8.6% +7.3%
- **Manufacturing**
  - +43.2% +19.2% +19.0% +21.1% +21.1% +23.3% +21.3%
- **Consumer Goods & Retail**
  - +12.7% +22.6% +27.9% +21.2% +24.8% +23.1% +14.5%
- **Public Sector**
  - +16.2% +13.3% +14.2% +12.4% +22.7% +21.9% +15.6%
- **Telco, Media & Technology**
  - +84.0% +9.8% +10.5% +8.1% +15.6% +15.4% +11.9%
- **Services**
  - +5.3% +16.6% +18.1% +17.6% +20.4% +32.5% +18.0%

**Year-on-Year CC growth by Business**

- **Strategy & Transformation**
  - +25.2% +29.3% +27.4% +26.0% +32.1% +27.5% +28.5%
- **Applications & Technology**
  - +5.7% +14.6% +16.3% +16.0% +20.4% +21.7% +15.9%
- **Operations & Engineering**
  - +77.6% +7.7% +7.3% +6.8% +12.7% +13.9% +13.8%

**Year-on-Year reported growth**

+20.4% +10.1% +13.6% +15.0% +21.0% +24.4% +22.0%
**UTILIZATION RATES EVOLUTION**

---

**Strategy & Transformation** *

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Utilization Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2021</td>
<td>72%</td>
</tr>
<tr>
<td>Q2 2021</td>
<td>75%</td>
</tr>
<tr>
<td>Q3 2021</td>
<td>73%</td>
</tr>
<tr>
<td>Q4 2021</td>
<td>73%</td>
</tr>
<tr>
<td>Q1 2022</td>
<td>69%</td>
</tr>
<tr>
<td>Q2 2022</td>
<td>69%</td>
</tr>
<tr>
<td>Q3 2022</td>
<td>68%</td>
</tr>
</tbody>
</table>

---

**Applications & Technology** *

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Utilization Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2021</td>
<td>83%</td>
</tr>
<tr>
<td>Q2 2021</td>
<td>84%</td>
</tr>
<tr>
<td>Q3 2021</td>
<td>82%</td>
</tr>
<tr>
<td>Q4 2021</td>
<td>79%</td>
</tr>
<tr>
<td>Q1 2022</td>
<td>79%</td>
</tr>
<tr>
<td>Q2 2022</td>
<td>80%</td>
</tr>
<tr>
<td>Q3 2022</td>
<td>80%</td>
</tr>
</tbody>
</table>

* 2021 quarterly utilization rates are restated for scope effects if any
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 over 350,000 team members in more than 50 countries. With its strong 55-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 2021 global revenues of €18 billion.

Get the Future You Want | www.capgemini.com