

FY 2024 Results

February 18, 2025

Disclaimer



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Aiman EZZAT

Chief Executive Officer

Capgemini 



Demonstrating resilience in 2024

REVENUES

€ 22,096m
-2.0% cc YoY

BOOKINGS

€ 23,821m
1.08 Book to Bill

OPERATING MARGIN

13.3%
stable

ORGANIC FCF

€ 1,961m
stable

NORMALIZED EPS

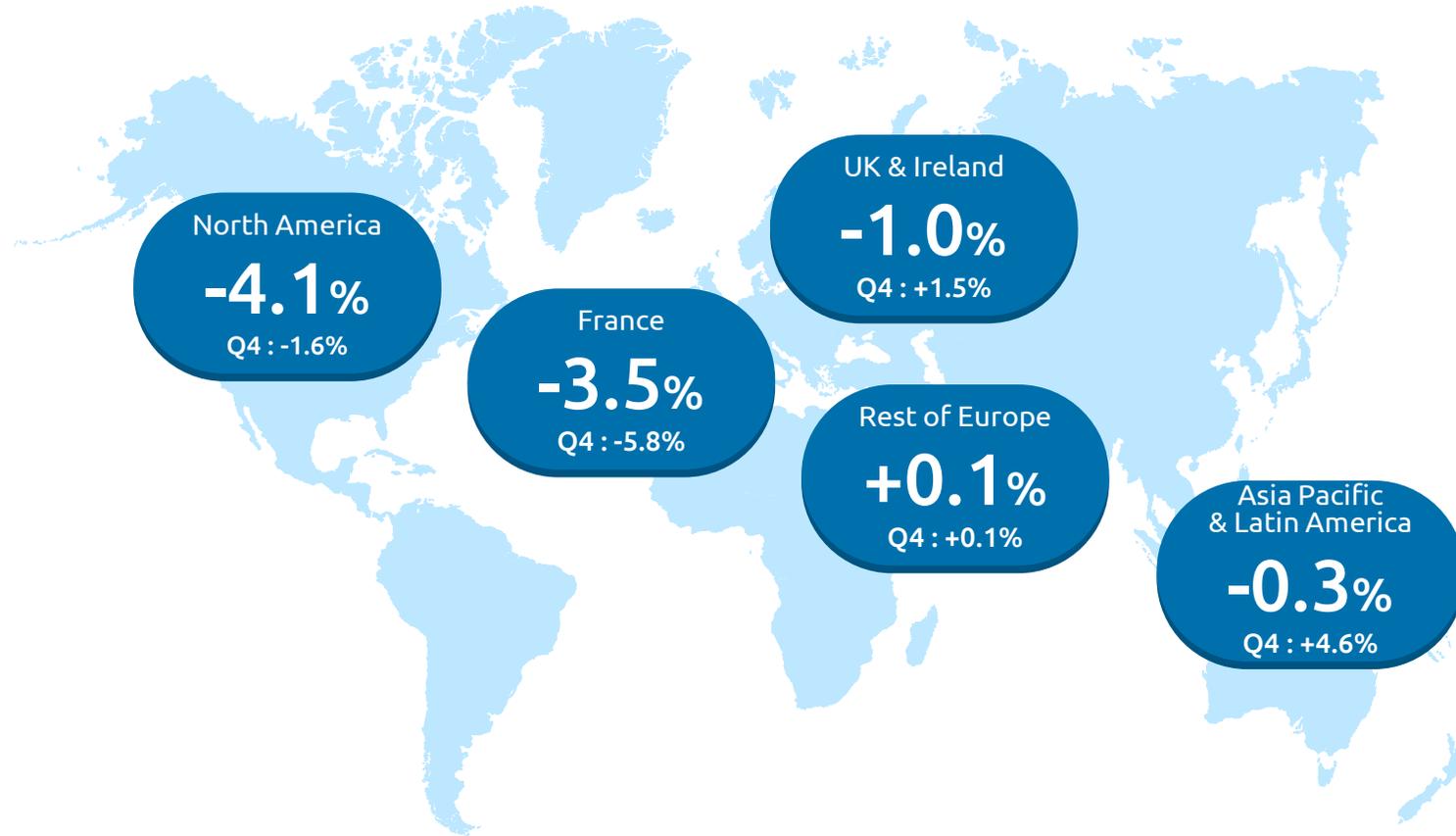
€ 12.23

DIVIDEND PER SHARE

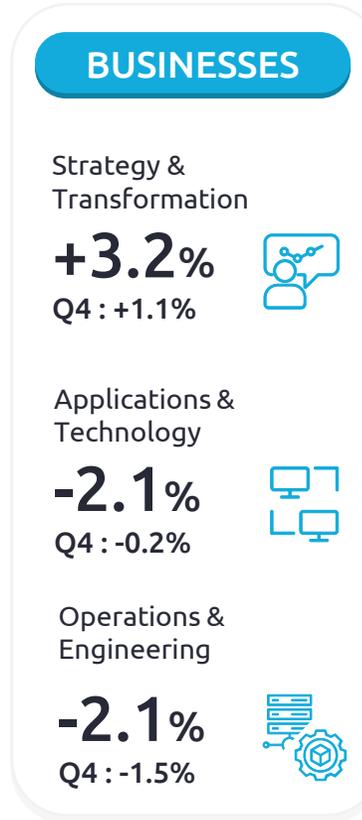
€ 3.40
stable



Environment remains challenging



FY YoY Constant Currency Revenue Growth
Q4 Constant Currency Revenue Growth





Continue to focus on high value-added solutions

INTELLIGENT INDUSTRY	 Real time monitoring & maintenance	 Edge Cloud Computing	 Connected Health for Hearing	 New Nuclear Engineering	CLOUD	DATA & AI
CUSTOMER FIRST	US INSURANCE AI-enabled omni-channel experience	GLOBAL AUTOMOTIVE End-to-End Customer Journey on Cloud	GLOBAL TECHNOLOGY Mobile Digital Experience	APAC PUBLIC SECTOR Food Safety for Citizens	GERMAN BANKING Future-proof Cloud Infrastructure	 Content Services Platform
ENTERPRISE MANAGEMENT	EUROPEAN LIFE SCIENCES Digital core for supply chain	 Digital Core for Swedish Armed Forces	 Infrastructure & applications management	JAPAN INSURANCE Reduce IT costs & time to market	 Digital core on Cloud	 Energy efficient GPUaaS
SUSTAINABILITY	 Clean fuels strategy	GLOBAL INSURANCE Cloud & automation for sustainability goals	US UTILITY Advanced Metering Infrastructure	CYBER-SECURITY	 Identity and Access Management	 Cybersecurity Monitoring & Controlling Services

GenAI solutions gaining traction



Recognized for our leadership in GenAI in 2024

Recognized by our clients

≈ 4% of our *bookings* FY 2024
 ≈ 5% of our *bookings* Q4 2024

Recognized by the market



19 Strategic Partnerships



Upskilled Talent

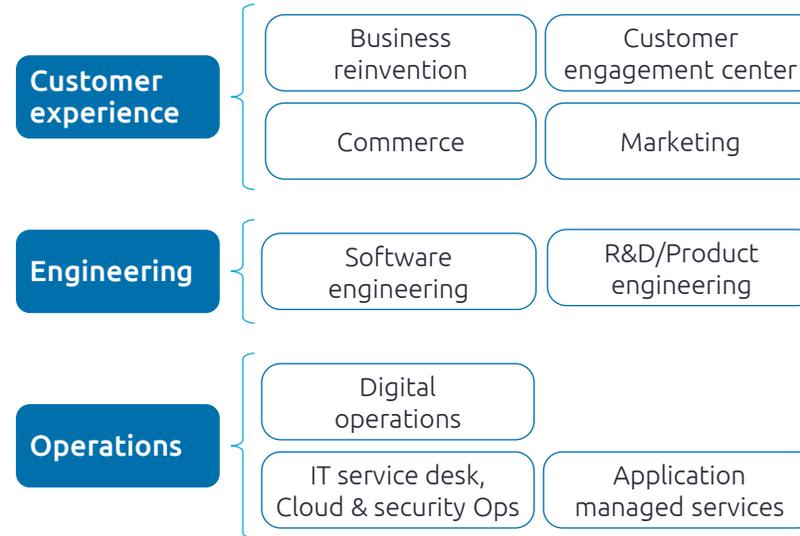
> 150,000 talents trained on GenAI tools

Enhanced Delivery

Actively embedding GenAI solutions in new and in-flight projects

Leveraging Agentic AI & GenAI to accelerate value creation

Main offers with Agentic AI & Gen AI



Agentic AI & Gen AI assets

RAISE

AI at scale
 Platform to deploy custom GenAI assistants on AI agents at scale

CPGA

Privacy
 Deployment of GenAI assistants on AI agents in a cloud-based private environment

Emblematic wins

Global Logistics
 GenAI Agents for Finance & Accounting

European Utility
 GenAI Agents for supply chain

Global Consumer Goods
 GenAI Agents for marketing



2024 ESG policy achievements

ENVIRONMENT



TOTAL CARBON EMISSIONS

-35% ↓ Reduction (scope 1,2 & 3)
Vs. 2019 baseline

BUSINESS TRAVEL EMISSIONS

-62% ↓ Reduction per employee
Vs. 2019 baseline

TRANSITION TO RENEWABLE

98% ↑ Share of renewable electricity
+2pts vs. 2023

RECOGNITIONS



SOCIAL



GENDER BALANCE

39.7% ↑ Women in global workforce
+0.9pts vs. 2023

DIGITAL INCLUSION

7.5M ↑ Digital Inclusion beneficiaries
since 2018
+3.2M vs. 2023

LEARNING

77 ↑ Learning hours per employee
+44% vs. 2023

GOVERNANCE



GENDER BALANCE IN LEADERSHIP

29.0% ↑ Women among Group's
executive leaders
+2.8pts vs. 2023

ETHICS



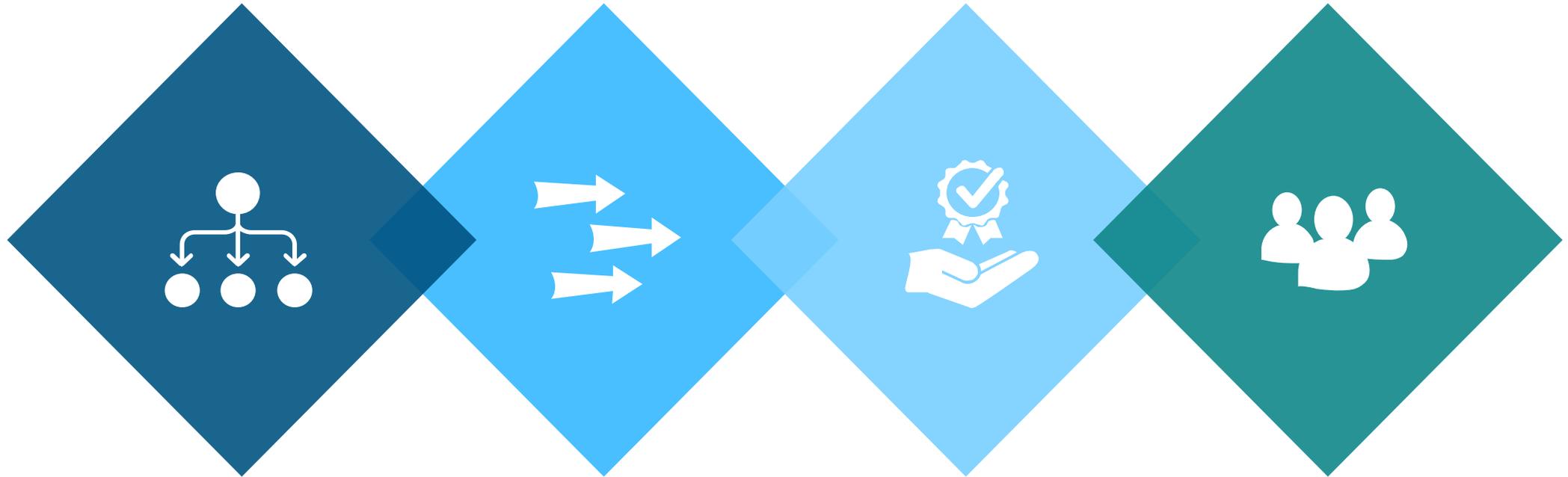
Recognized by **Ethisphere**
for 12 years in a row

CYBERSECURITY

977 ↑ CyberVadis score
+19pts vs. 2023 (out of 1000)



Focusing on agility to boost growth



**Operations
Simplification**

**Go-To-Market
Effectiveness**

**Offering and
Delivery
Competitiveness**

**Talent
Deployment**



2025 Outlook

REVENUE GROWTH

-2.0%
to **+2.0%**

at constant exchange rates

OPERATING MARGIN

13.3%
to **13.5%**

ORGANIC FCF

around
€ 1.9bn

Nive BHAGAT
Chief Financial Officer





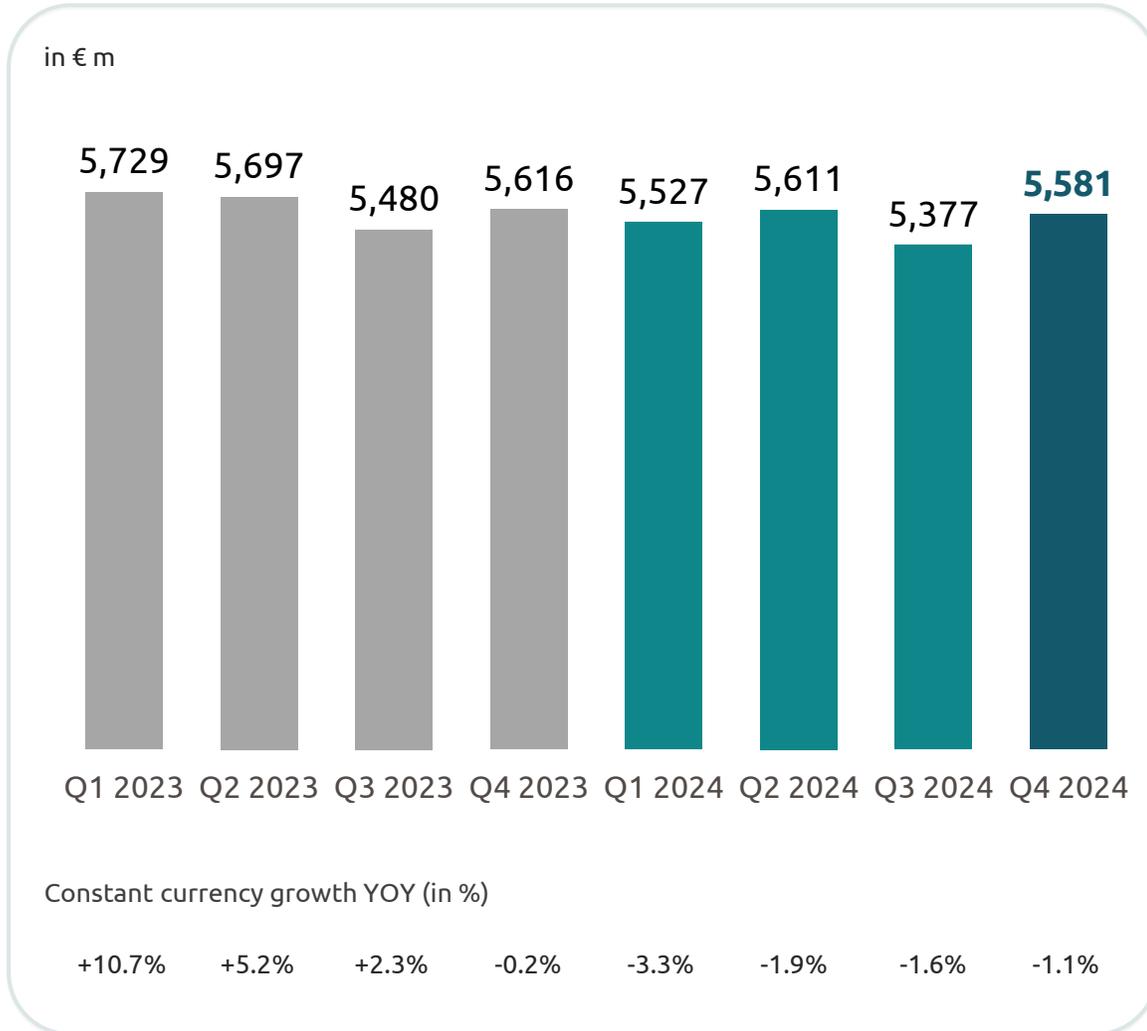
Financial Overview

in € m	FY 2023	FY 2024	Variation	Constant Currency Growth
Revenues	22,522	22,096	-1.9%	-2.0%
Operating expenses	-19,531	-19,162		
Operating margin	2,991	2,934	-1.9%	
(in % of revenues)	13.3%	13.3%	0.0pt	
Other operating income and expenses	-645	-578		
Operating profit	2,346	2,356	+0.4%	
(in % of revenues)	10.4%	10.7%	+0.3pts	
Net financial income / expense	-42	13		
Income tax	-626	-681		
Share of profit of associates & Non-controlling interests	-15	-17		
Net profit (Group share)	1,663	1,671	+0.5%	
(in % of revenues)	7.4%	7.6%	+0.2pts	
Basic EPS in €	9.70	9.82	+1.2%	
Normalized EPS in €	12.44	12.23	-1.7%	
Organic free cash flow	1,963	1,961	-2	

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



Quarterly Revenue Growth



Constant Currency Growth

Q4: **-1.1% YoY**

FY: **-2.0% YoY**

	Q1 2024	Q2 2024	Q3 2024	Q4 2024	FY 2024
	Year-on-Year				
Organic	-3.6%	-2.3%	-2.1%	-1.5%	-2.4%
Group scope	+0.3pts	+0.4pts	+0.5pts	+0.4pts	+0.4pts
Constant Currency	-3.3%	-1.9%	-1.6%	-1.1%	-2.0%
Currencies	-0.2pts	+0.4pts	-0.3pts	+0.5pts	+0.1pts
Reported	-3.5%	-1.5%	-1.9%	-0.6%	-1.9%



Bookings & Book-to-Bill

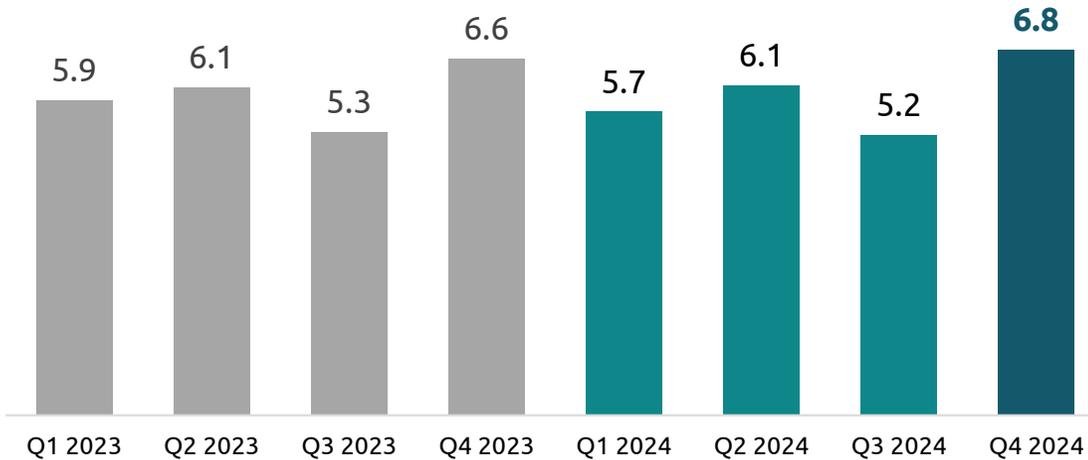
Quarterly

Book-to-Bill

1.02 1.07 0.96 1.18 1.02 1.09 0.97 **1.22**

Bookings

in € bn



Constant currency growth YOY (in %)

+6.5% +1.2% +1.4% +1.7% -3.5% +0.0% -0.8% +1.9%

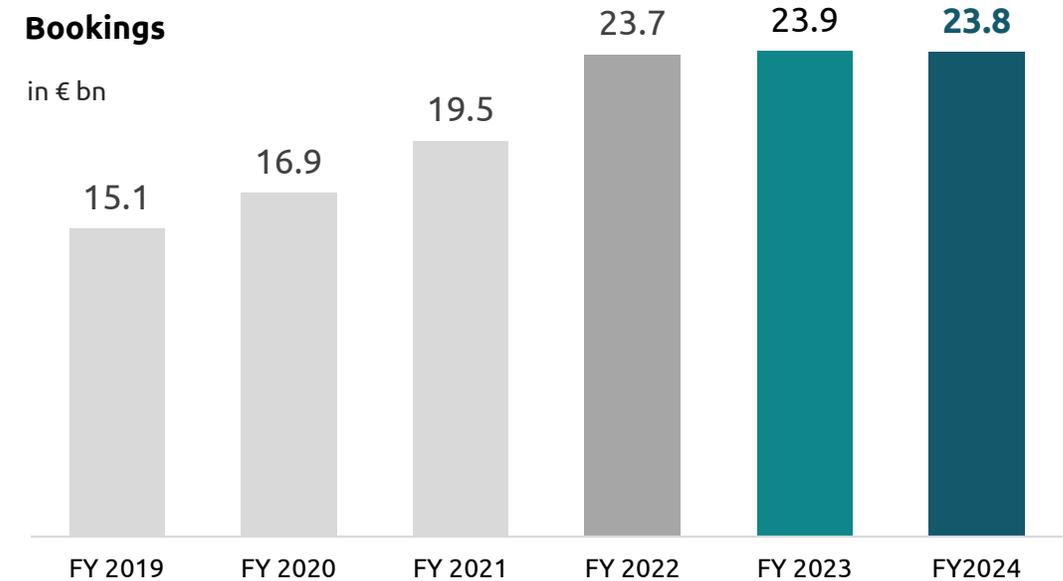
Full Year

Book-to-Bill

1.07 1.07 1.07 1.08 1.06 **1.08**

Bookings

in € bn

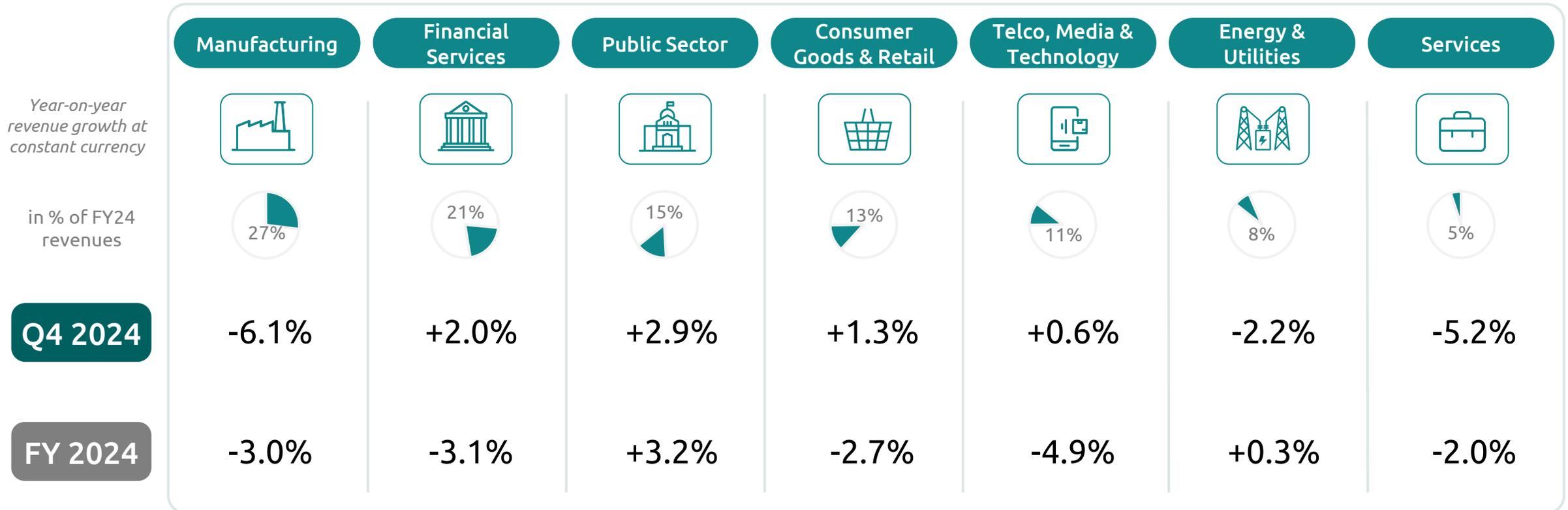


Constant currency growth YOY (in %)

+11.3% +13.3% +15.8% +16.8% +2.6% -0.5%



Revenues by Sector





Revenues & Operating Margin By Region

Revenues in € m,
year-on-year
revenue growth at
constant currency

in % of FY24
revenues

Q4 2024
Revenues

FY 2024
Revenues

FY 2024
Operating
Margin

	North America	France	UK & Ireland	Rest of Europe	APAC & LATAM
Q4 2024	1,550	1,116	683	1,735	497
	-1.6%	-5.8%	+1.5%	+0.1%	+4.6%
FY 2024	6,188	4,380	2,753	6,851	1,924
	-4.1%	-3.5%	-1.0%	+0.1%	-0.3%
FY 2024	16.5%	10.2%	19.7%	12.0%	12.4%
	+0.9pts	-2.4pts	+1.1pts	+0.3pts	+0.2pts

Capgemini	
5,581	-1.1%
22,096	-2.0%
13.3%	+0.0pts



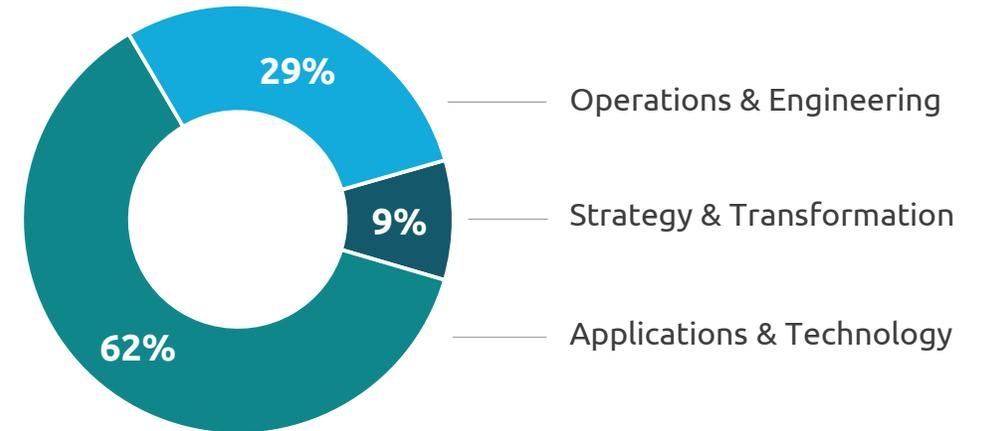
Revenues by Business

Year-on-year
revenue growth
at constant
currency

Q4 2024

FY 2024

Strategy & Transformation	Applications & Technology	Operations & Engineering
		
+1.1%	-0.2%	-1.5%
+3.2%	-2.1%	-2.1%

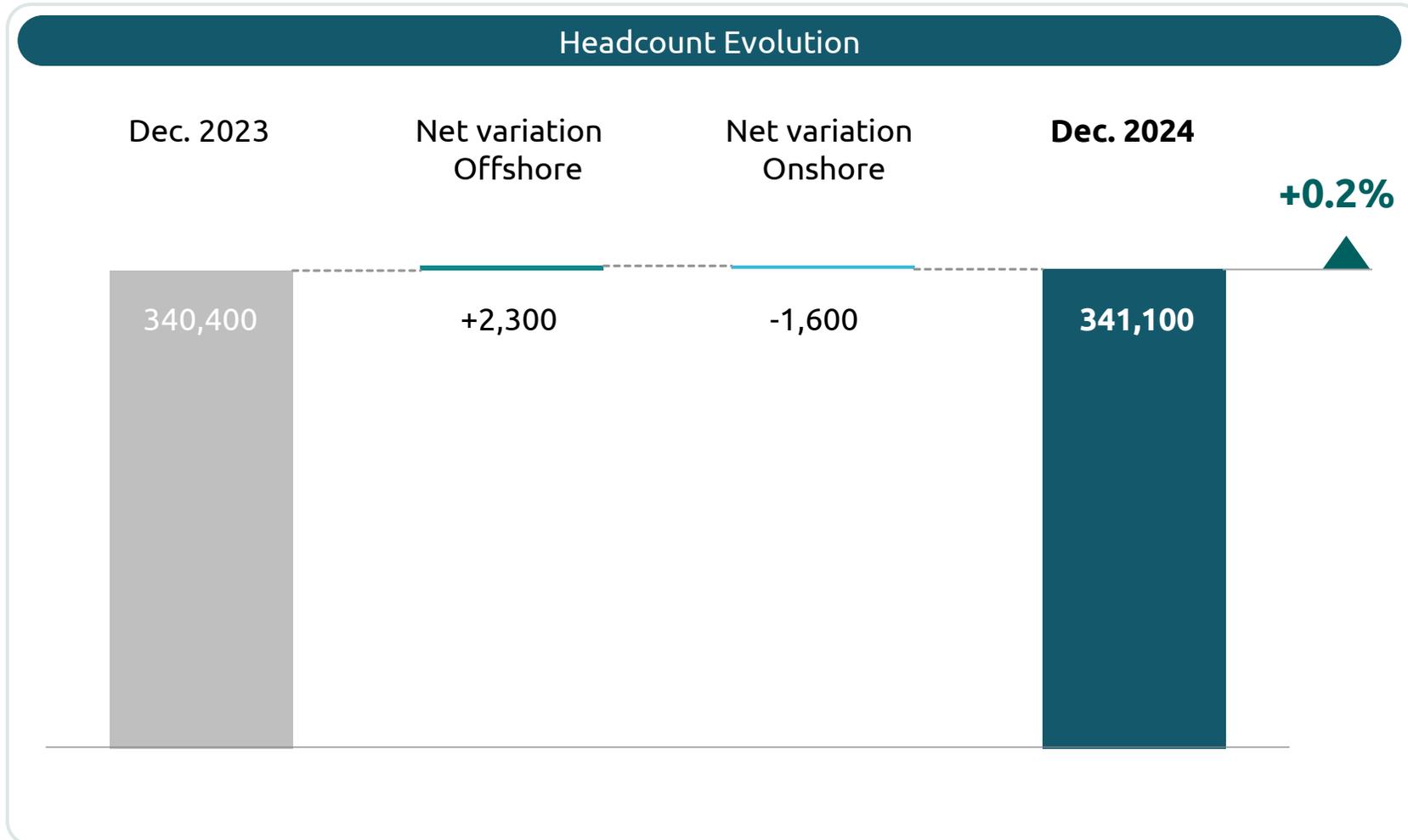


in % of FY24 revenues

Note: 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





Operating Margin Analysis

in € m	FY 2023	FY 2024
Revenues	22,522	22,096
Cost of services rendered	-16,474	-16,044
<i>in % of revenues</i>	-73.1%	-72.6%
Gross margin	6,048	6,052
<i>in % of revenues</i>	26.9%	27.4%
Selling expenses	-1,598	-1,634
<i>in % of revenues</i>	-7.1%	-7.4%
General & Administrative expenses	-1,459	-1,484
<i>in % of revenues</i>	-6.5%	-6.7%
Operating Margin	2,991	2,934
<i>in % of revenues</i>	13.3%	13.3%



Net Financial Result & Income Tax

in € m	FY 2023	FY 2024
Interest on bonds	-115	-100
Other interest income and expense	132	160
Net interest expense	17	60
Other financial income and expenses	-59	-47
Net financial income / expense	-42	13

in € m	FY 2023	FY 2024
Income tax	-626	-681
Effective tax rate	27.2%	28.8%



Net Profit Analysis

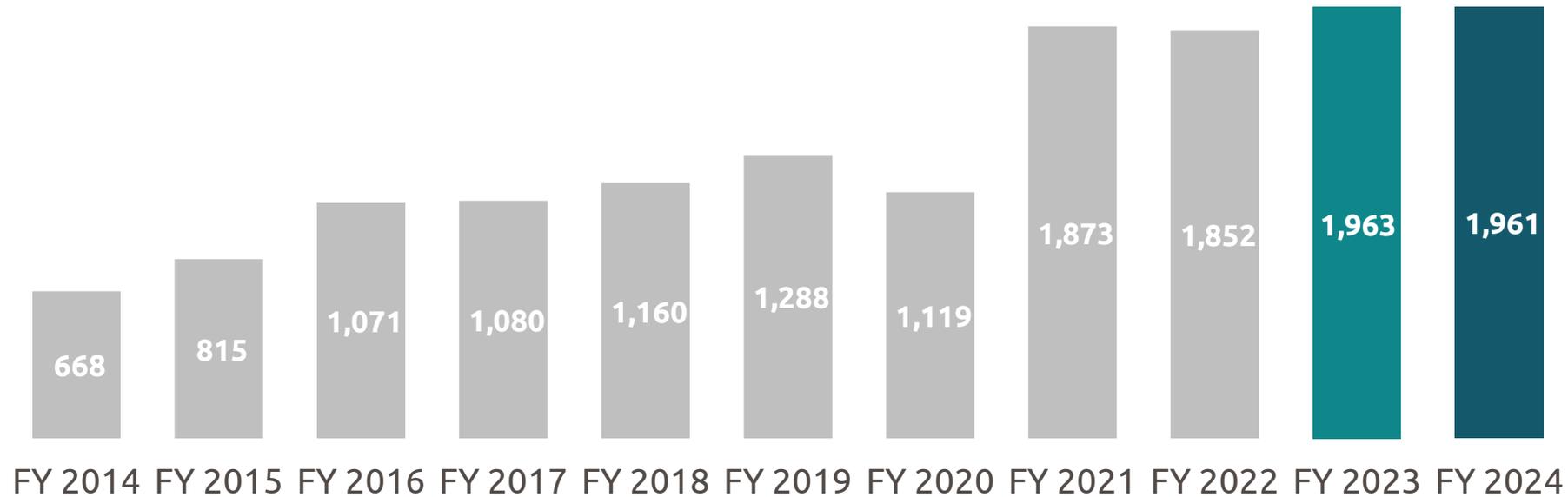
in € m	FY 2023	FY 2024	Variation
Operating margin	2,991	2,934	-1.9%
Other operating income and expenses	-645	-578	
<i>o/w Restructuring costs</i>	-179	-124	
<i>o/w Amortization of intangible assets acquired through business combinations</i>	-123	-125	
<i>o/w Acquisition and integration costs</i>	-59	-52	
<i>o/w Expenses relating to share grants</i>	-214	-231	
<i>o/w Expenses relating to employee share ownership plan</i>	-67	-59	
<i>o/w Others</i>	-3	13	
Operating profit	2,346	2,356	+0.4%
Net financial income / expense	-42	13	
Income tax expense	-626	-681	
Share of profit of associates & joint ventures	-10	-11	
Non-controlling interests	-5	-6	
Net profit (Group share)	1,663	1,671	+0.5%
Average number of shares	171,350,138	170,201,409	
Basic EPS - in €	9.70	9.82	+1.2%
Normalized EPS (non diluted) - in €	12.44	12.23	-1.7%



Organic Free Cash Flow

Organic FCF Evolution

in € m



Organic FCF

€ 1,961m

vs € 1,963m in FY 2023

Net Debt

€ 2.1bn

as of Dec 31, 2024

vs € 2.0bn as of Dec. 31, 2023

Q&A



Aiman EZZAT
Chief Executive Officer



Nive BHAGAT
Chief Financial Officer

Appendix



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13. ESG Policy Indicators



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, expenses related to share-based compensation (including social security contributions and employer contributions) and employee share ownership plan, 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** is 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** or **net cash** 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, intercompany loans and own shares.



Revenue Quarterly Evolution

	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Revenues (in € m)	5,729	5,697	5,480	5,616	5,527	5,611	5,377	5,581
Year-on-Year organic growth	+10.1%	+4.7%	+2.0%	-0.9%	-3.6%	-2.3%	-2.1%	-1.5%
Year-on-Year CC growth	+10.7%	+5.2%	+2.3%	-0.2%	-3.3%	-1.9%	-1.6%	-1.1%
Year-on-Year CC growth by Region								
North America	+6.1%	+0.0%	-4.0%	-6.6%	-7.1%	-3.7%	-3.9%	-1.6%
UK & Ireland	+13.9%	+10.2%	+5.0%	+2.7%	-3.2%	-2.5%	+0.4%	+1.5%
France	+12.4%	+6.2%	+3.7%	+2.5%	-2.8%	-2.7%	-2.5%	-5.8%
Rest of Europe	+13.8%	+9.0%	+5.4%	+2.7%	-0.5%	+0.4%	+0.6%	+0.1%
APAC & LATAM	+8.4%	+1.4%	+7.6%	+1.1%	-1.7%	-1.6%	-2.2%	+4.6%
Year-on-Year CC growth by Sector								
Financial Services	+9.4%	+2.9%	-3.4%	-4.3%	-7.3%	-5.4%	-1.3%	+2.0%
Energy & Utilities	+5.9%	+4.4%	+3.4%	+5.9%	+2.5%	+0.9%	+0.1%	-2.2%
Manufacturing	+16.8%	+11.2%	+4.3%	+0.5%	-1.5%	-1.1%	-3.4%	-6.1%
Consumer Goods & Retail	+6.8%	+0.2%	+2.5%	-1.6%	-3.8%	-3.2%	-5.2%	+1.3%
Public Sector	+13.1%	+8.7%	+14.0%	+7.0%	+2.4%	+3.6%	+3.9%	+2.9%
Telco, Media & Technology	+3.1%	-1.3%	-6.7%	-8.0%	-11.1%	-5.6%	-3.0%	+0.6%
Services	+10.7%	+3.9%	+1.0%	+0.9%	-2.3%	+0.2%	-0.7%	-5.2%
Year-on-Year CC growth by Business								
Strategy & Transformation	+15.6%	+9.1%	+5.1%	+4.9%	+1.6%	+3.7%	+6.5%	+1.1%
Applications & Technology	+10.7%	+5.6%	+2.8%	-0.6%	-4.0%	-2.9%	-1.2%	-0.2%
Operations & Engineering	+9.2%	+3.2%	+0.9%	-1.3%	-3.0%	-0.5%	-3.4%	-1.5%
Year-on-Year reported growth	+10.9%	+3.2%	-1.3%	-2.4%	-3.5%	-1.5%	-1.9%	-0.6%



Q4 & FY 2024 Revenues by Region

	Q4 2023	Q4 2024	Variation	
	Revenues		Year-on-Year	
	(in € m)	(in € m)	Reported	Constant Currency
North America	1,566	1,550	-0.9%	-1.6%
UK & Ireland	647	683	+5.6%	+1.5%
France	1,184	1,116	-5.8%	-5.8%
Rest of Europe	1,732	1,735	+0.1%	+0.1%
APAC & LATAM	487	497	+2.1%	+4.6%
TOTAL	5,616	5,581	-0.6%	-1.1%

	FY 2023	FY 2024	Variation	
	Revenues		Year-on-Year	
	(in € m)	(in € m)	Reported	Constant Currency
	6,462	6,188	-4.2%	-4.1%
	2,709	2,753	+1.6%	-1.0%
	4,537	4,380	-3.5%	-3.5%
	6,837	6,851	+0.2%	+0.1%
	1,977	1,924	-2.6%	-0.3%
	22,522	22,096	-1.9%	-2.0%



Operating Margin by Region

	FY 2023			FY 2024		
	Revenues	Operating Margin		Revenues	Operating Margin	
	(in € m)	(in € m)	(%)	(in € m)	(in € m)	(%)
North America	6,462	1,010	15.6%	6,188	1,022	16.5%
UK & Ireland	2,709	504	18.6%	2,753	542	19.7%
France	4,537	571	12.6%	4,380	445	10.2%
Rest of Europe	6,837	800	11.7%	6,851	823	12.0%
APAC & LATAM	1,977	241	12.2%	1,924	238	12.4%
Not allocated		-135			-136	
TOTAL	22,522	2,991	13.3%	22,096	2,934	13.3%



Operating Margin – Analysis by Nature of Costs

in € m	FY 2023	FY 2024
Revenues	22,522	22,096
Personnel costs	-15,341	-15,134
in % of revenues	-68.2%	-68.6%
Purchases and subcontracting expenses	-2,977	-2,880
in % of revenues	-13.2%	-13.0%
Travel expenses	-322	-293
in % of revenues	-1.4%	1.3%
Rent, facilities and local taxes	-209	-209
in % of revenues	-0.9%	-0.9%
Depreciation, amortization, provisions and proceeds from asset disposal	-682	-646
in % of revenues	-3.0%	-2.9%
Total operating expenses	-19,531	-19,162
in % of revenues	-86.7%	-86.7%
Operating margin	2,991	2,934
in % of revenues	13.3%	13.3%



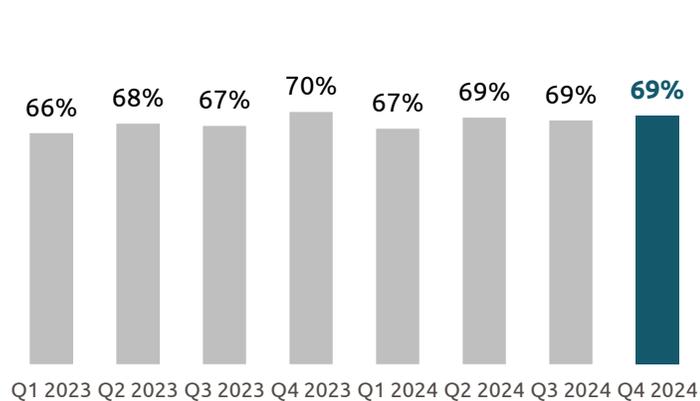
Attrition, Utilization & Offshore Leverage

Strategy & Transformation

LTM Attrition

15.0% +0.2pts

Utilization Rate

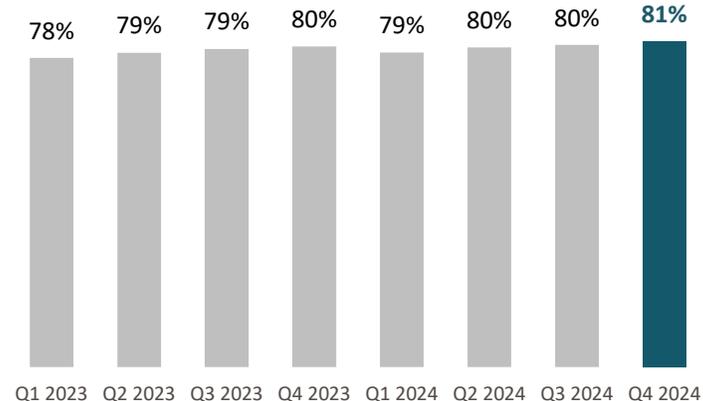


Applications & Technology

LTM Attrition

15.0% -0.3pts

Utilization Rate



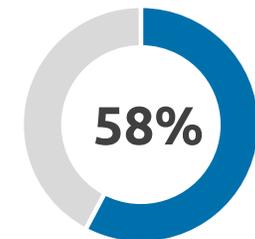
Operations & Engineering

LTM Attrition

17.0% -2.0pts

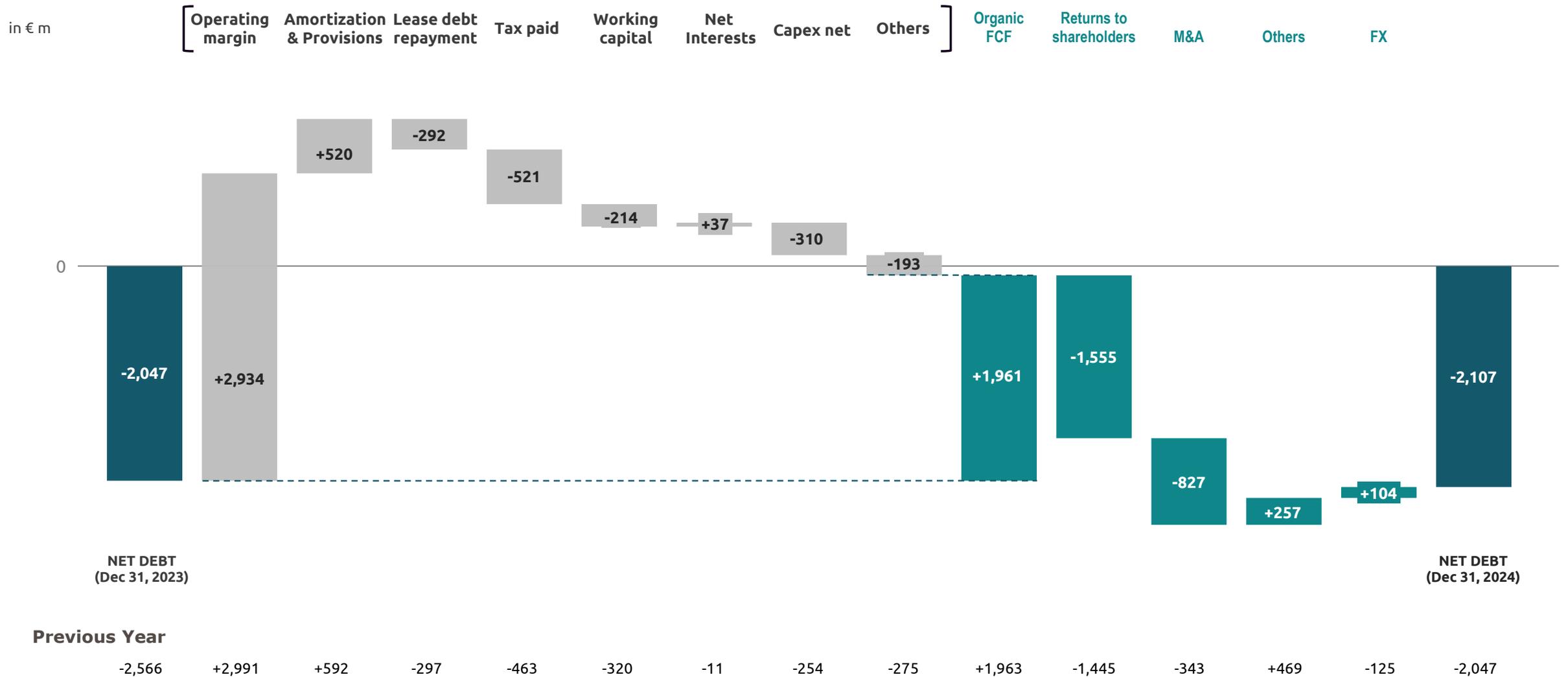
Capgemini

Group Offshore





Net Cash Evolution





Net Cash Evolution

in € m	FY 2023	FY 2024
Profit for the period	1,668	1,677
Depreciation, amortization and impairment of fixed assets and right-of-use	700	683
Change in provisions	-65	-61
Losses on disposals of assets and others	22	27
Net finance costs	-17	-60
Income tax expense / (income)	626	681
Other non-cash items	374	314
Cash flows from operations before net finance costs and income tax	3,308	3,261
Income tax paid	-463	-521
Change in restructuring debt	7	-8
Changes in operating working capital	-327	-206
Operating cash flows (A)	2,525	2,526
Capital expenditure (net of proceeds) (B)	-254	-310
Cash outflows on business combinations net of cash acquired	-343	-827
Increase in share capital	465	413
Dividends paid	-559	-584
Net payments relating to treasury shares transactions	-876	-989
Change in debt	-6	-138
Interest paid & received (C)	-11	37
Repayment of lease debt (D)	-297	-292
Translation, perimeter changes & other	-125	104
Change in net cash and cash equivalents	519	-60
Opening Net Cash / (Debt)	-2,566	-2,047
Closing Net Cash / (Debt)	-2,047	-2,107
Organic Free Cash Flow (A) + (B) + (C) + (D)	1,963	1,961

Cash Flow Statement



In € m	FY 2023	FY 2024
Profit for the period attributable to owners of the Company	1,663	1,671
Non-controlling interests	5	6
Depreciation, amortization and impairment of fixed assets and lease right-of-use assets	700	683
Change in provisions	-65	-61
(Gains) / Losses on disposals of assets & others	22	27
Expenses relating to share based compensation	185	214
Expenses relating to employee ownership plan	67	59
Net finance costs	-17	-60
Income tax (income) expense	626	681
Unrealized (gains) losses on changes in fair value and other financial items	122	41
Cash flows from operations before net finance costs and income tax (A)	3,308	3,261
Income tax paid (B)	-463	-521
Change in trade receivables, contract assets net of liabilities and contract costs	1	-14
Change in accounts and notes payable	-168	49
Change in other receivables/payables	-153	-249
Change in operating working capital (C)	-320	-214
NET CASH FROM (USED IN) OPERATING ACTIVITIES (D=A+B+C)	2,525	2,526
Acquisitions of property, plant and equipment and intangible assets	-259	-315
Proceeds from disposals of property, plant and equipment and intangible assets	5	5
Acquisitions of property, plant and equipment and intangible assets, net of disposals	-254	-310
Cash (outflows) inflows on business combinations net of cash and cash equivalents acquired	-343	-827
Cash (outflows) inflows in respect of cash management assets	215	-100
Other cash (outflows) inflows, net	-1	-100
Cash (outflows) inflows from investing activities	-129	-1,027
NET CASH USED IN INVESTING ACTIVITIES (E)	-383	-1,337
Proceeds from issues of share capital	465	413
Dividends paid	-559	-584
Net payments relating to transactions in Capgemini SE shares	-876	-989
Proceeds from borrowings	1,905	847
Repayments of borrowings	-2,932	-1,448
Repayment of lease liabilities	-297	-292
Interest paid	-182	-170
Interest received	171	207
NET CASH FROM (USED IN) FINANCING ACTIVITIES (F)	-2,305	-2,016
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS (G=D+E+F)	-163	-827
Effect of exchange rate movements on cash and cash equivalents (H)	-115	97
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD (I)	3,795	3,517
CASH AND CASH EQUIVALENTS AT END OF PERIOD (G+H+I)	3,517	2,787



Balance Sheet

ASSETS			EQUITY & LIABILITIES		
In € m	Dec. 31, 2023	Dec. 31, 2024	In € m	Dec. 31, 2023	Dec. 31, 2024
			Equity ⁽¹⁾	10,454	11,775
			Non-controlling interests	19	22
			Total equity	10,473	11,797
			Long-term borrowings	5,071	4,281
			Deferred taxes	275	267
			Provisions for pensions ⁽²⁾	331	309
			Non-current provisions	327	274
			Non-current lease liabilities	598	671
			Other non-current liabilities	376	352
			Total non-current liabilities	6,978	6,154
			Short-term borrowings and bank overdrafts	675	863
			Accounts and notes payable	4,568	4,693
			Contract liabilities ⁽³⁾	1,332	1,392
			Current provisions	118	109
			Current tax liabilities	123	153
			Current lease liabilities	251	262
			Other current payables	182	237
			Total current liabilities	7,249	7,709
			Total Equity & Liabilities	24,700	25,660
Goodwill	11,213	12,343			
Intangible assets	798	837			
Property, plant & equipment	788	755			
Lease right-of-use assets	783	862			
Deferred taxes	560	579			
Other non-current assets	814	976			
Total non-current assets	14,956	16,352			
Trade receivables	5,088	5,219			
Current tax receivables	148	169			
Other current assets	811	863			
Cash management assets	161	268			
Cash and cash equivalents	3,536	2,789			
Total current assets	9,744	9,308			
Total Assets	24,700	25,660			

- (1) attributable to owners of the company
- (2) and other post-employment benefits
- (3) previously named "advances from customers and billed in advance"



Comprehensive Income & Change in Equity

in € m	FY 2023	FY 2024
Actuarial gains and losses on defined benefit pension plans, net of tax (1)	-57	66
Remeasurement of hedging derivatives and NIH, net of tax (2)	50	-10
Translation adjustments (2)	-255	443
Other, net of tax (1)	4	0
OTHER ITEMS OF COMPREHENSIVE INCOME	-258	499
Profit for the period (remainder)	1,668	1,677
Total comprehensive income for the period	1,410	2,176
Attributable to:		
Owners of the Company	1,405	2,169
Non-controlling interests	5	7

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

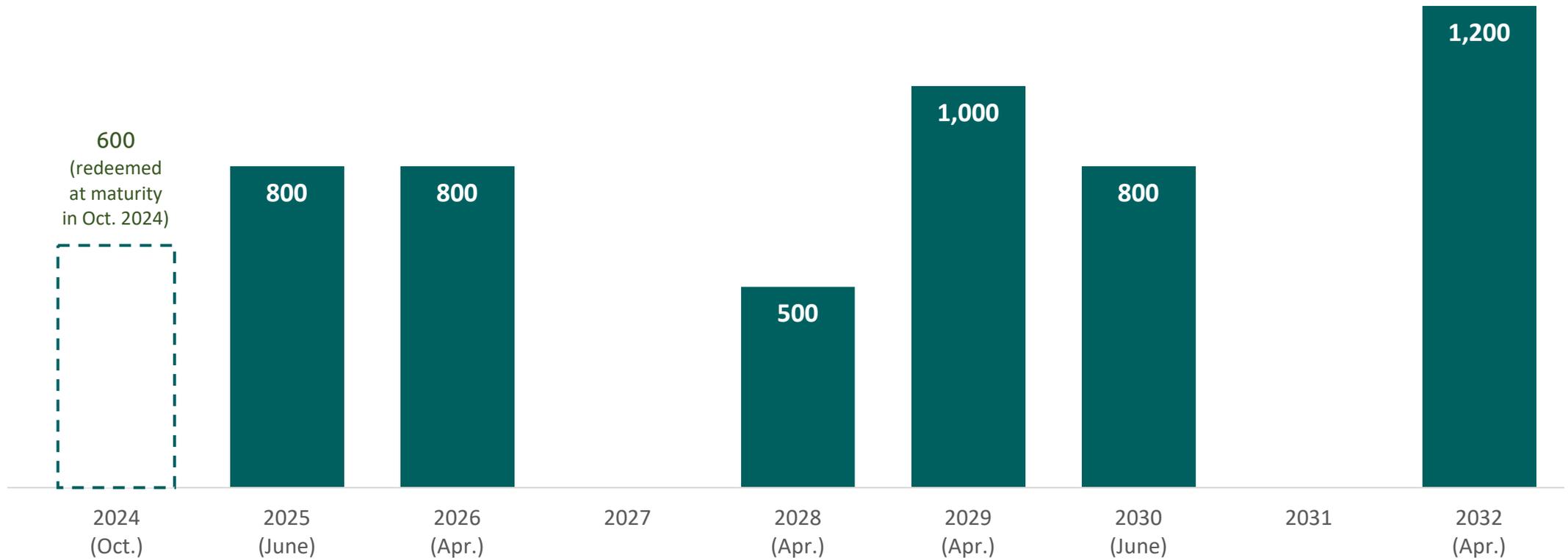
(2) Other items from the comprehensive income that could be included in the profit & loss account

in € m	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, 2024	172,608,113	1,381	3,482	-237	6,518	-263	-427	10,454	19	10,473
Dividends paid out for 2023					-580			-580		-580
Incentive instruments and employee share ownership	2,705,440	22	392	280	22			716		716
Elimination of treasury shares				-987	1			-986		-986
Capital reduction	-3,966,082	-32	-682	714				0		0
Transactions with minority shareholders and others					2			2		2
Third-party share in dividend distributions of subsidiaries								0	-4	-4
Transactions with shareholders	-1,260,642	-10	-290	7	-555	0	0	-848	-4	-852
Income and expense recognized in equity					-75	443	130	498	1	499
Profit for the period					1,671			1,671	6	1,677
At December 31, 2024	171,347,471	1,371	3,192	-230	7,559	180	-297	11,775	22	11,797



Bond Debt Maturity Profile

in € m





ESG Policy Indicators

	Objectives	Key Performance Indicators	2019 (baseline)	2023	2024	Change vs. 2019	2025 Objective	2030 Objective (vs 2019)
Environment	Be carbon neutral for our own operations no later than 2025 and across our supply chain by 2030, and committed to becoming a net zero business by 2040	Scope 1 & 2 - Absolute emissions (ktCO ₂ e)	154.1	13.6	11.2	-93%		-80%
		Scope 3 - Employee commuting emissions per headcount (tCO ₂ e/head)	1.08	0.50	0.55	-49%		-55%
		Scope 3 - Business travel emissions per headcount (tCO ₂ e/head)	1.26	0.50	0.48	-62%		-55%
		Scope 3 - Purchased goods and services (ktCO ₂ e)	305.7	352.1	301.5	-1%		-50%
	Transition to 100% renewable electricity by 2025, and electric vehicles by 2030	% of electricity from renewables	28%	96%	98%	+70pts	100%	
Social	Increase average learning hours per employee by 5% every year to ensure regular lifelong learning	Average Completed Learning Hours per headcount trained during the reporting period	41.9	53.8	77.4	+85%		
	40% of women in our teams by 2025	% of women in the workforce	33.0%	38.8%	39.7%	+6.7pts	40%	
	5m beneficiaries supported by our digital inclusion programs by 2030	Cumulated number of beneficiaries since 2018	29,012	4.4m	7.5m			5m
Governance	30% of women in Group executive leadership positions in 2025	% of women in Group executive leadership positions	16.8%	26.2%	29.0%	+12.2pts	30%	
	Maintain over 80% of the workforce with an Ethics score of 7-10	% of the headcount with an Ethics score of 7-10		86%	85%		>80%	>80%
	Be recognized as a front leader in data protection and cybersecurity	Cyber Rating agencies - CyberVadis score		958	977			940-950 out of 1,000
		DPO certification		72%	76%		95%	

Note: in the table above, 2024 data may include some estimates and some historical data points have been restated to ensure comparability

About Capgemini

Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, generative AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2024 global revenues of €22.1 billion.

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