


Full year 2025 performance

Revenues

€22,465m  +3.4%
YoY cc*


Operating margin*

13.3%  Stable YoY

Organic free cash flow*

€1,949m

Bookings

€24,356m  +3.9%
YoY cc*

Headcount

423,000  +24%
YoY**

Normalized EPS*

€12.95  +5.8%
YoY

Return to shareholders

€1,122m Dividend payment
& share buybacks

Sectors	Manufacturing	Financial Services	Public Sector	Consumer Goods & Retail	Telco, Media & Technology	Energy & Utilities	Services
Share of 2025 group revenues	25%	22%	15%	13%	12%	8%	5%
Revenues growth YoY cc	-2.1% ▼	+9.2% ▲	+4.0% ▲	+1.5% ▲	+7.7% ▲	+4.3% ▲	+3.3% ▲

Regions	North America	Rest of Europe	France	UK & Ireland	APAC & LATAM
Share of 2025 group revenues	29%	30%	19%	13%	9%
Revenues growth YoY cc	+7.3% ▲	-0.7% ▼	-4.1% ▼	+10.5% ▲	+13.8% ▲

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/>

**This increase primarily reflects the integration of WNS team members.

Q4 2025 performance

Revenues

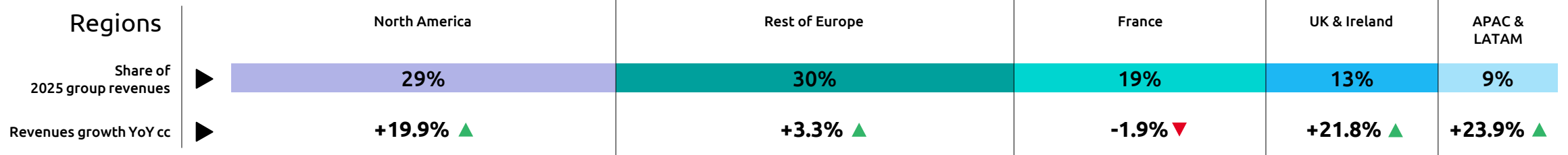
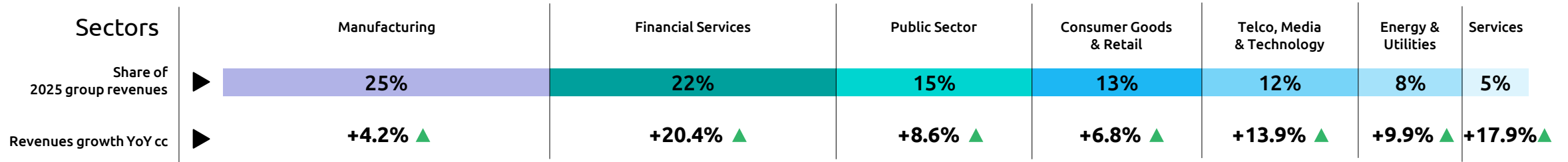
€5,965m ▲ +10.6% YoY cc*

Bookings

€7,202m ▲ +9.1% YoY cc

Headcount

423,000 ▲ +24% YoY



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

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