



| 2021 Q1 Revenues

APRIL 29, 2021

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Aiman
EZZAT

Chief Executive Officer





Stronger growth momentum than anticipated

Q1 Revenue

+24.2% cc YoY

€ 4,271m

Q1 Bookings

+27.3% cc YoY

€ 4,201m

Double-digit Growth in Digital & Cloud

Legacy scope, excluding Altran

Accelerating across all sectors and geographies



SECTORS

GEOS



Manufacturing ↑↑↑



Services ↑↑



Energy & Utilities ↑



France ↑



Telco, Media & Technology ↑



Financial Services ↑



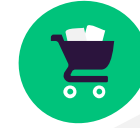
Rest of Europe ↑



North America ↑↑



Public Sector ↑



Consumer Goods & Retail ↑↑










UK & Ireland ↑↑



Asia Pacific & Latin America ↑↑

Portfolio dynamism drives innovative and large deals



 ENEDIS L'ELECTRICITE EN RESEAU Data platform for all business needs	 Gemeente Amsterdam New digital, Cloud -based workplace environment	Swedish Bank Data and analytics strategy	 hydro one IT transformation for cost savings	 fscs Cloud migration
European Postal Service Data lake extension	National Rail Service Infrastructure Data for scheduling	European Manufacturer Trusted Data and MDM for multi-year engagement	Metropolitan Police Multi-year hybrid Cloud infrastructure	BRAND > SAFWAY. Insights from Data with digital transformation
 eesa Corporate application and private Cloud	Singapore Airlines Revamping customer contact with Cloud	Biopharma Company IT transformation, including cybersecurity automation	 tpi COMPOSITES Multi-country finance shared services	 Microsoft Data driven transformation

More to come ▶ New offers in **Sustainability** and in **Intelligent Industry** to be unveiled in Q2



Capgemini Engineering now fully operational

✓ Integration

- **Integrated organization** following Altran acquisition working effectively since Jan 1st
- Strong expression of **satisfaction** from employees and excellent **cooperation** between teams

✓ Wins

- **200 joint deals won**
- Rich pipeline of **700+ opportunities**
- **Market analysts** recognition



**Petrochemical
Company**

Digital in
manufacturing

**Medical device
Manufacturer**

Medical device
embedded **software**

**Telco
Company**

Cloud services
at the **edge**

✓ New Brand

- A **unique set of market leading capabilities** in engineering and R&D



Capgemini  engineering

✓ Synergies

- **Confirmed** synergies
- Synergies **delivery** well on track



Operational & Cost synergies : **€ 70-100 m**
Revenue synergies : **€ 200-350 m**
Both annual run-rate, within 3 years after acquisition

2021 outlook



+7.0%
to
+9.0%

Revenue growth
at constant currency
incl. scope impact est. +4.5pt

12.2%
to
12.4%

Operating Margin

over
€ 1,300m

Organic FCF

Carole
FERRAND

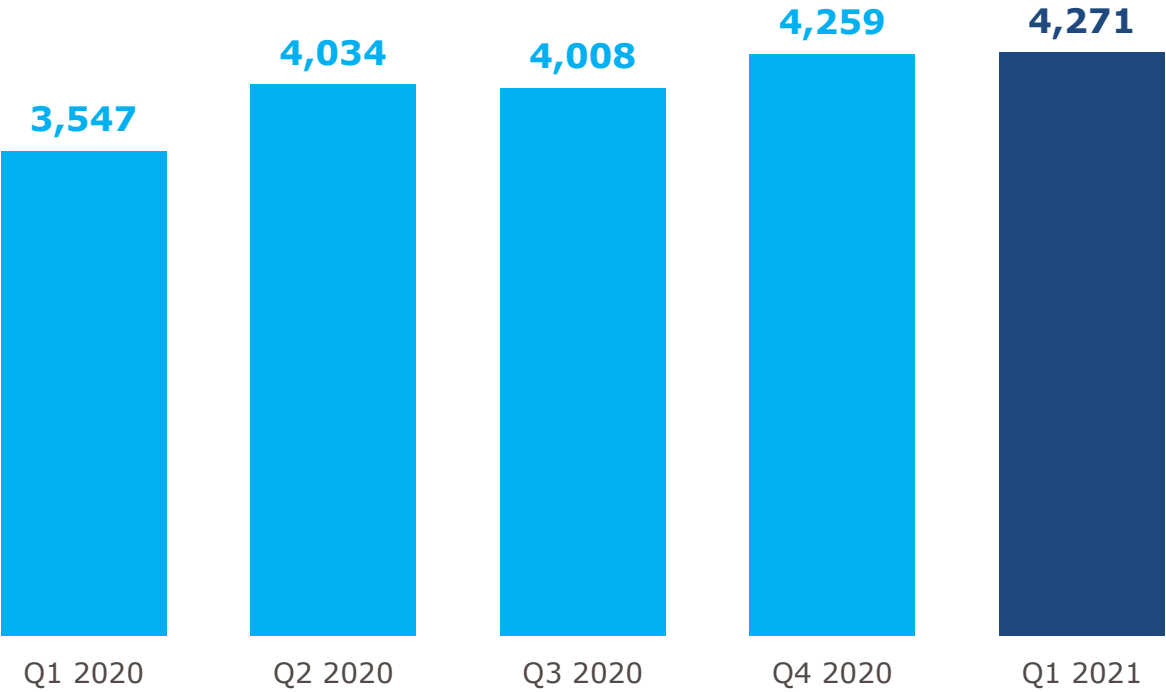
Chief Financial Officer





Quarterly Revenue Growth

Revenues in EUR millions



Constant currency growth YOY (in %)



Constant currency growth

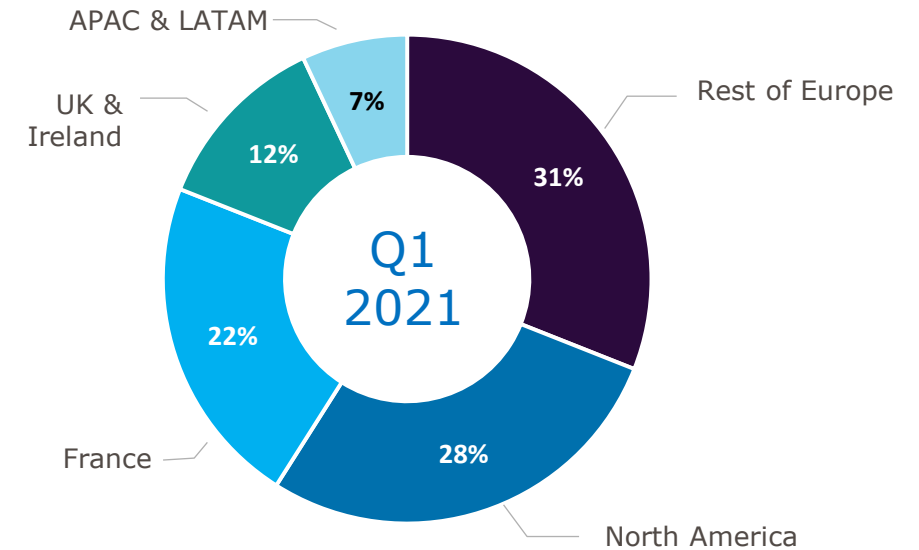
Q1: +24.2% YoY

	Q1 2021
	Year-on-Year
Organic	+ 1.7%
Group scope	+22.5pt
Constant Currency	+24.2%
Currencies	-3.8pt
Reported	+20.4%



Q1 2021 Revenues by Regions

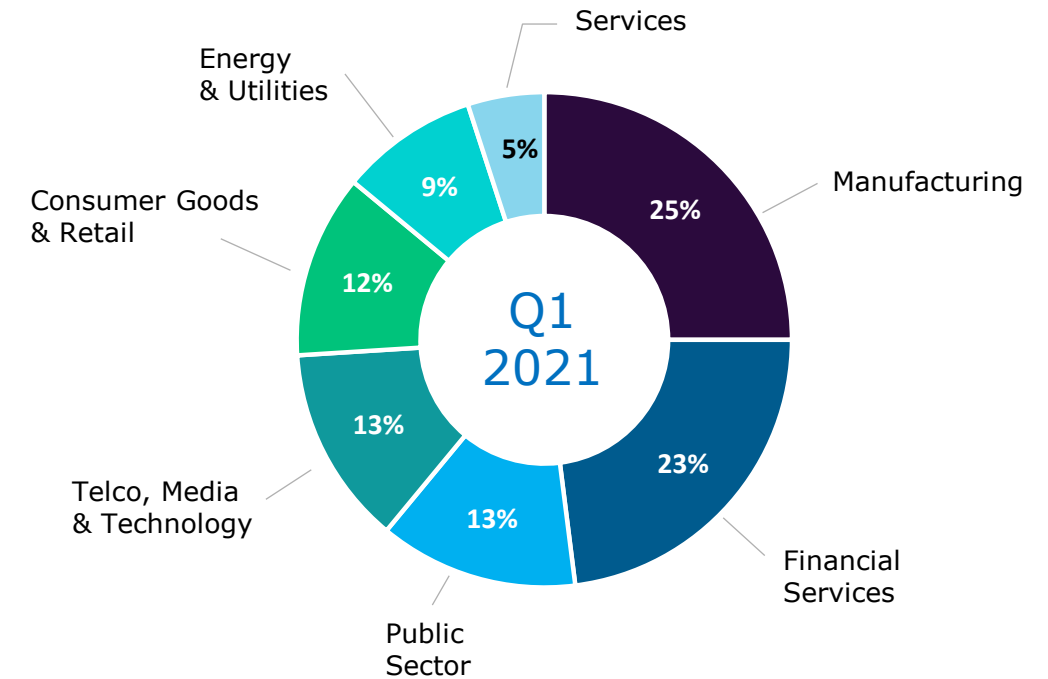
	Q1 2020	Q1 2021	Variation	
	Revenues		Year-on-Year	
	(in €m)	(in €m)	Reported	Constant Currency
North America	1,133	1,207	+6.5%	+16.1%
UK & Ireland	410	502	+22.2%	+24.1%
France	755	931	+23.2%	+23.2%
Rest of Europe	980	1,336	+36.4%	+35.3%
APAC & LATAM	269	295	+9.8%	+17.3%
TOTAL	3,547	4,271	+20.4%	+24.2%





Q1 2021 Revenues by Sector

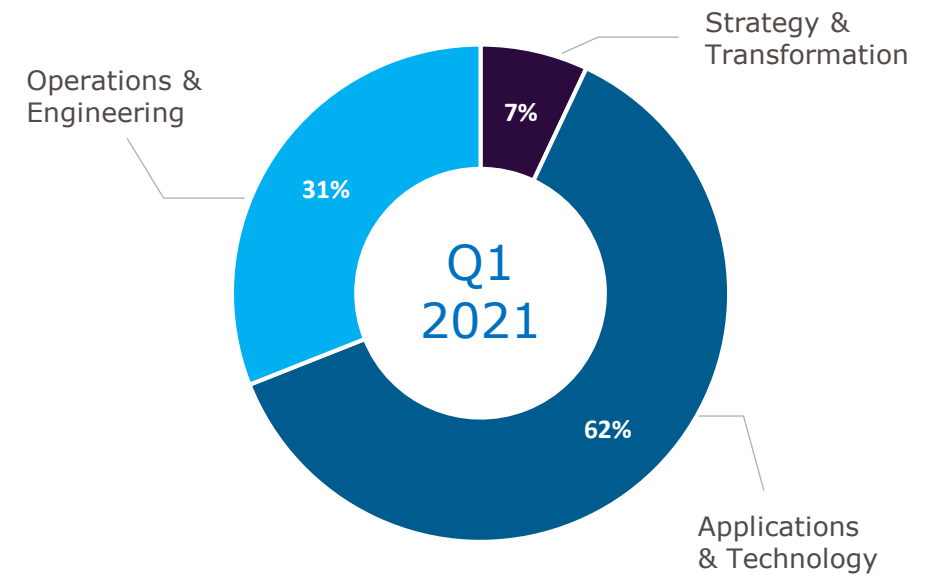
	Q1 2021
	Year-on-Year
	Constant
	Currency
Financial Services	+9.4%
Energy & Utilities	+8.6%
Manufacturing	+43.6%
Consumer Goods & Retail	+12.5%
Public Sector	+15.9%
Telco, Media & Technology	+84.2%
Services	+5.4%
TOTAL	+24.2%





Q1 2021 Revenues by Business

	Q1 2020	Q1 2021	Q1 2021
	Total Revenues		Year-on-Year
	(in % of Group Revenues)		Constant Currency
Strategy & Transformation	7%	7%	+25.2%
Applications & Technology	71%	62%	+5.7%
Operations & Engineering	22%	31%	+77.6%

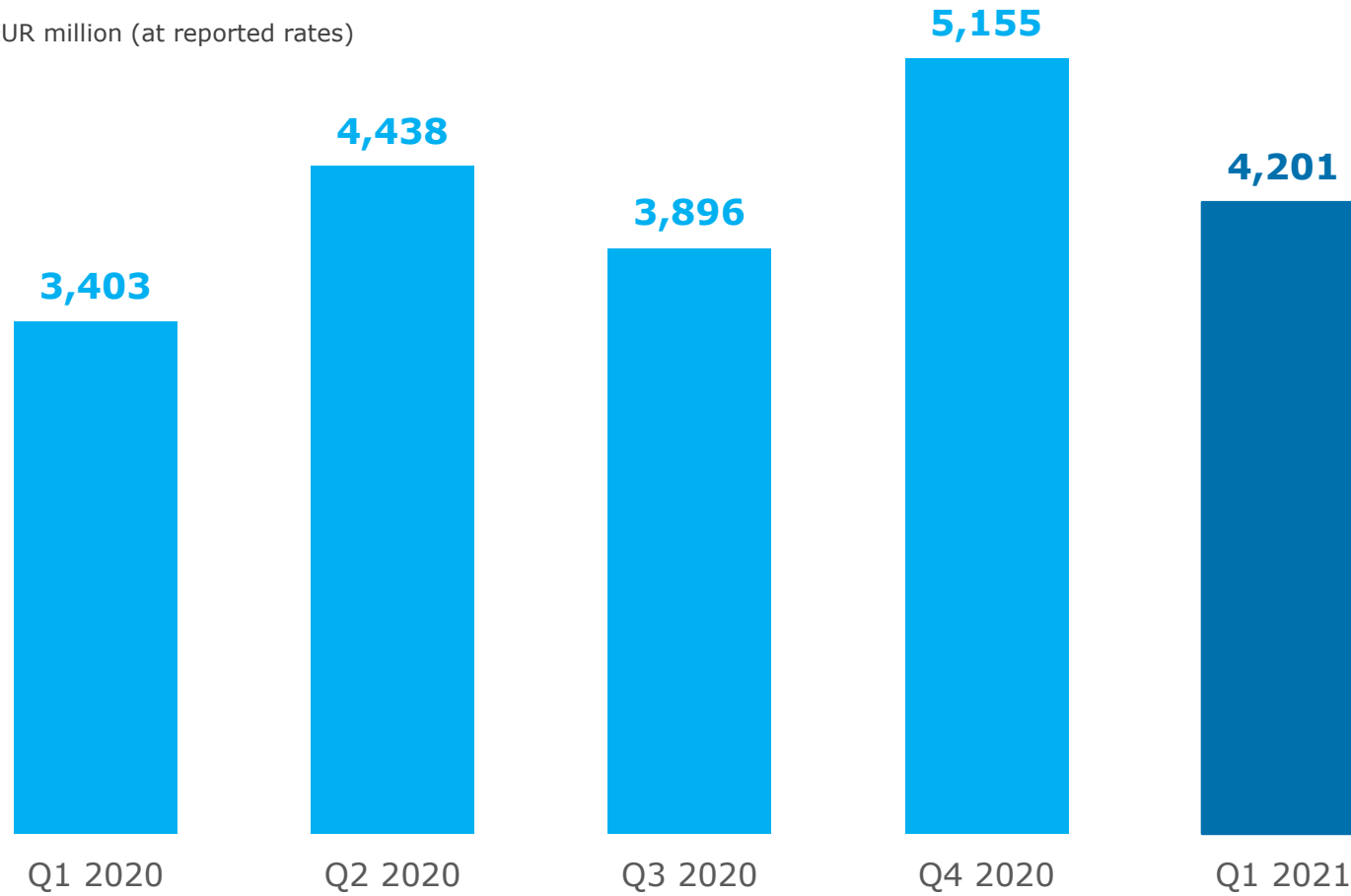


Reminder: from Jan 1st, 2019, activity trends by business are calculated based on Total Revenues, i.e. before elimination of inter-business billing (see definitions in the Appendix section)

Bookings evolution



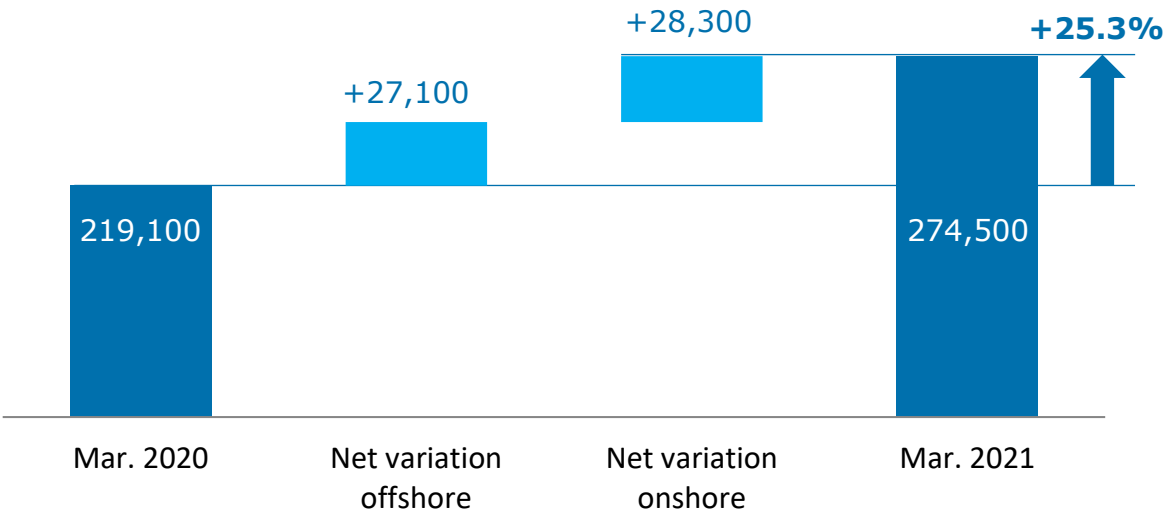
■ in EUR million (at reported rates)



■ Constant currency growth YOY (in %)

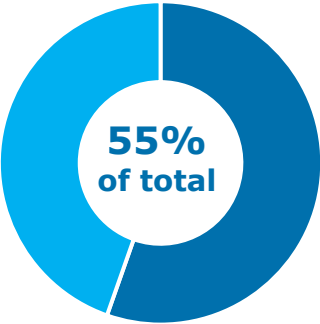
Quarter	Constant currency growth YOY (in %)
Q1 2020	+0.8%
Q2 2020	+18.8%
Q3 2020	+17.4%
Q4 2020	+15.0%
Q1 2021	+27.3%

Headcount Evolution



Workforce in global production centers:

+21.7%
YoY



Attrition

Attrition	Q1 2020 LTM	Q1 2021 LTM	Variation
Strategy & Transformation	20.0%	13.8%	-6.3pt
Applications & Technology	19.2%	12.3%	-6.9pt
Operations & Engineering	19.5%	13.4%	-6.1pt
TOTAL	19.3%	12.8%	-6.5pt

Q&A



Aiman **EZZAT**
Chief Executive Officer



Carole **FERRAND**
Chief Financial Officer

Appendix



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.



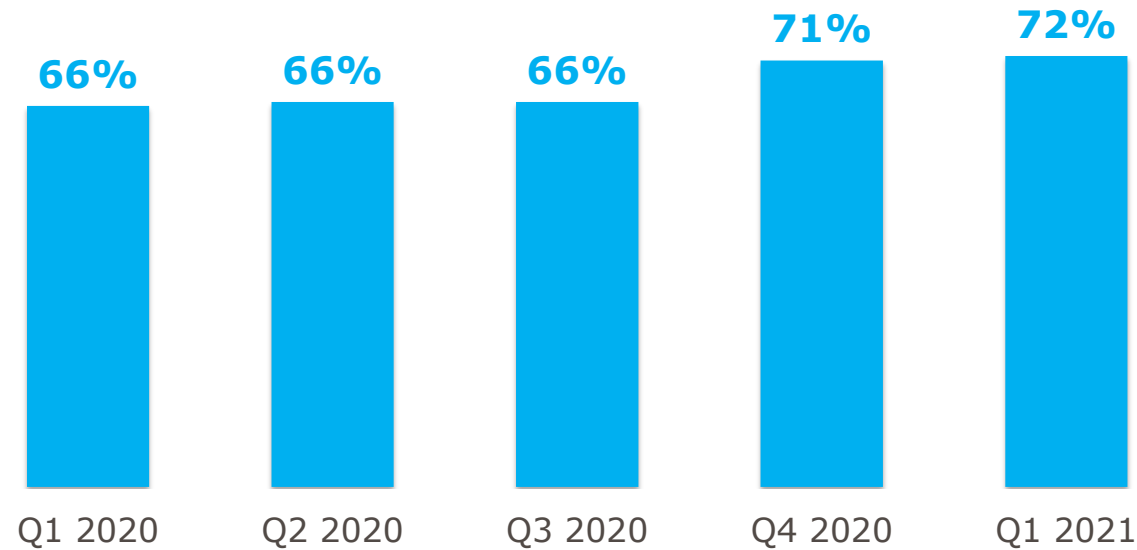
Revenue Quarterly Evolution

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

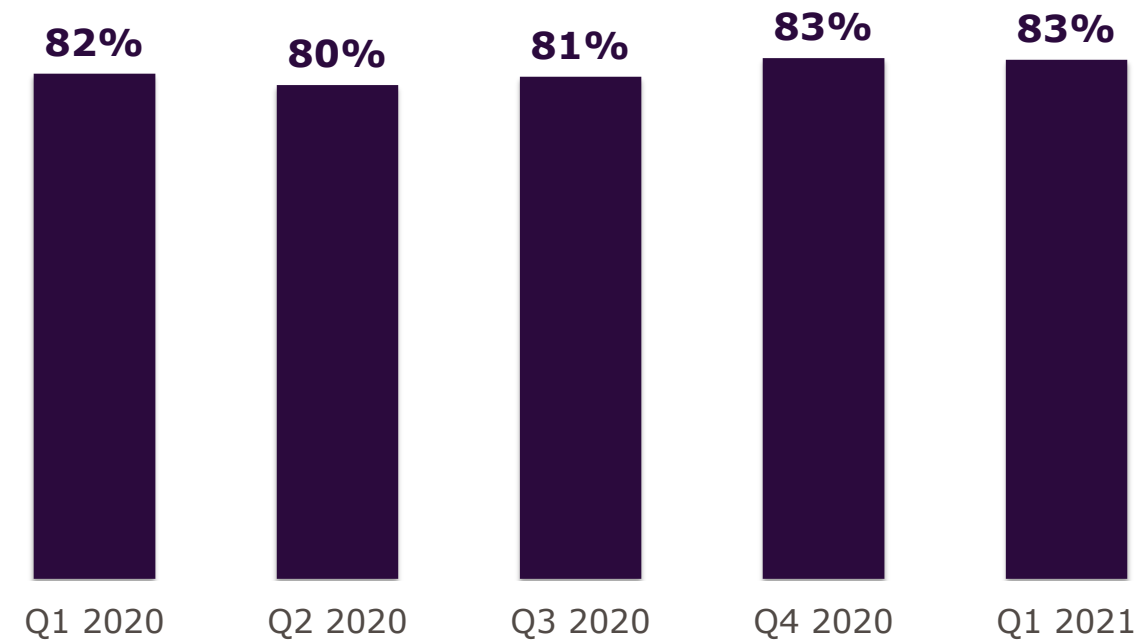


Utilization Rates Evolution

Strategy & Transformation*



Applications & Technology*



* 2020 quarterly utilization rates are restated for scope effects



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 270,000 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, fueled 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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