

2021 FULL-YEAR RESULTS

FEBRUARY 14, 2022





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Aiman EZZAT
Chief Executive Officer





RECORD YEAR FOR THE GROUP

REVENUE

+15.1% cc YoY
€ 18,160m

BOOKINGS

+15.8% cc YoY
€ 19,462m

DIGITAL & CLOUD

c. 65%
strong double-digit growth

OPERATING MARGIN

12.9%
+1.0pt

NORMALIZED EPS

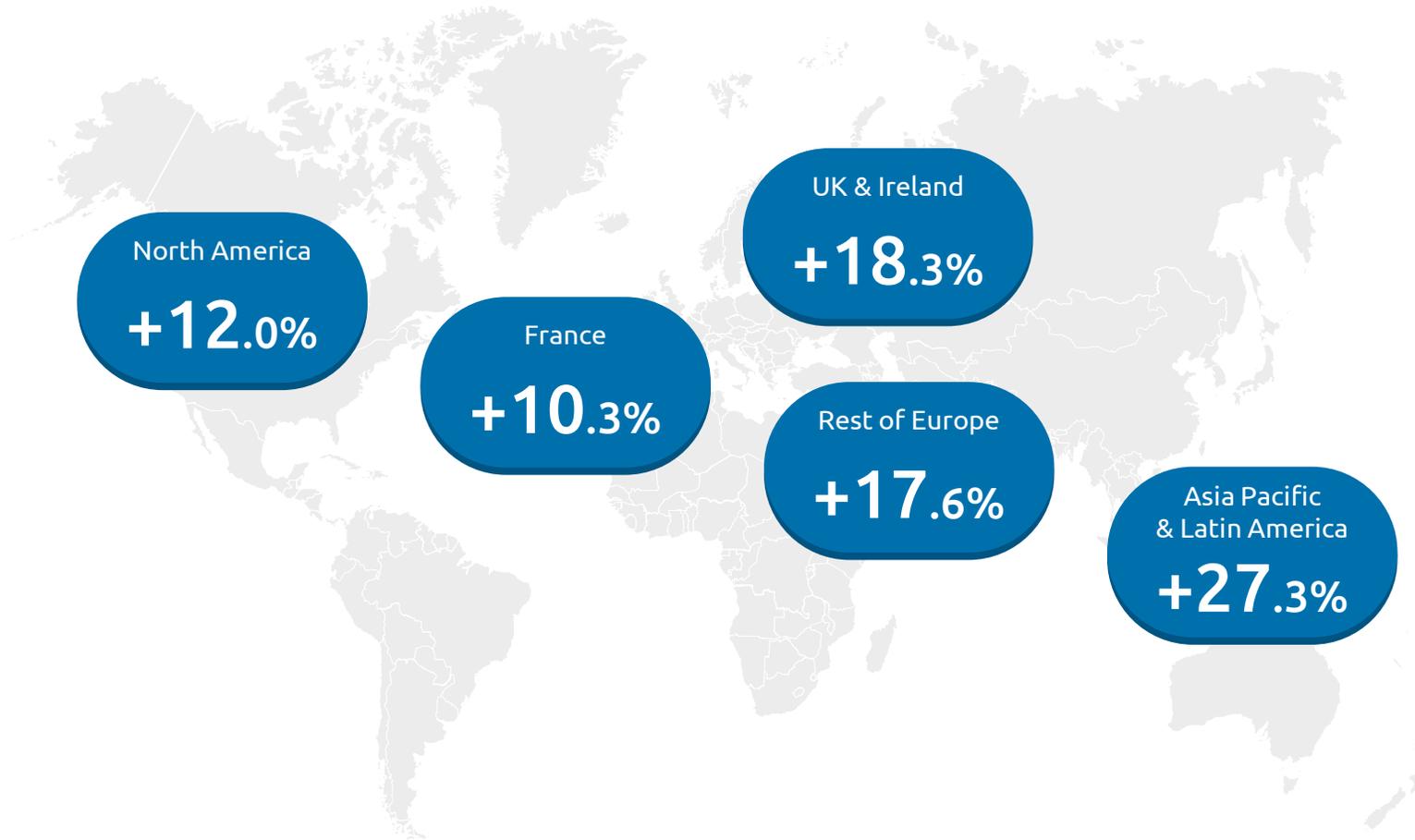
€ 9.19
+27%

ORGANIC FCF

€ 1,873m
+ € 754m



STRONG DYNAMIC GROWTH ACROSS THE GROUP



PERFORMANCE HIGHLIGHTS

SECTORS

Manufacturing	+25.0%
Telco, Media & Technology	+21.5%
Consumer Goods & Retail	+20.8%

BUSINESSES

Strategy & Transformation	+27.0%
Operations & Engineering	+18.5%
Applications & Technology	+13.1%

2021 Constant Currency Revenue Growth (includes Altran scope impact on Q1)



THE STRATEGIC PARTNER OF OUR CLIENTS TRANSFORMATION

GLOBAL
AUTOMOTIVE

Digital Continuity

Intelligent
Industry

GLOBAL PHARMA

Intelligent Product
Engineering

DUTCH
GLOBAL BANK

Immersive Front End UX/UI

Customer
First

US TRANSPORTATION
COMPANY

Customer Experience Data

ITALIAN
BANK

Digital Core

Enterprise
Management

US TALENT
MANAGEMENT

Finance powered by AI



PLM with Carbon
Footprint Impact

US EQUIPMENT
MANUFACTURER

Data for Product Dev

US TECH
COMPANY

Customer Case Management



Augmented Customer Service

US GLOBAL
LOGISTICS

Ship-to-Cash Powered by AI



Intelligent Operations



Journey to Cloud

LUXURY GROUP

Private Cloud
Design & Build



AI Activate with AWS



Data & Analytics
Managed Services



CSR Agenda



CO2 Savings Roadmap

Cloud

Data & AI

Sustainability



Next Gen Cloud Native Tech



Cloud Platform Delivery



Big Data & Intelligence



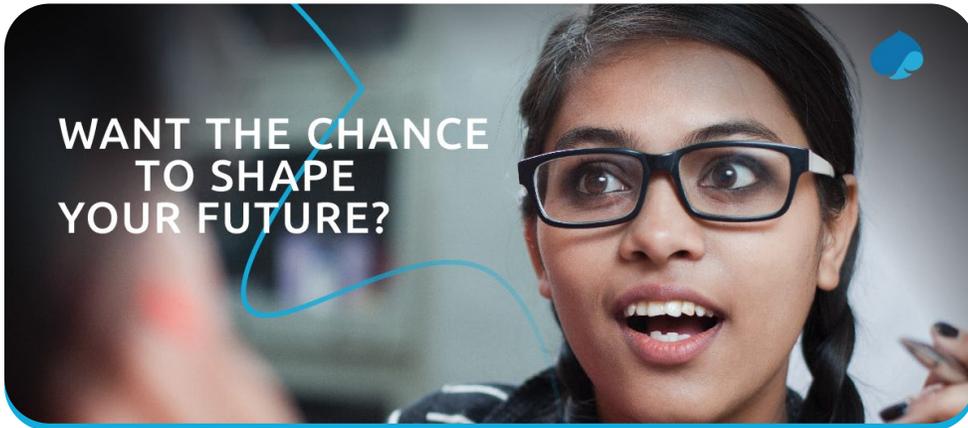
Sustainability Strategy



Data Driven ESG Steering



ATTRACTING THE BEST TALENT IN THE INDUSTRY



TRAINING

12.7M ↑
learning hours
9.8M in 2020

PROMOTIONS

18% ↑
promoted talents*

DIVERSITY

35.8% ↑
women in workforce
+ 2pts vs. 2020

EMPLOYEE EXPERIENCE

4.0 / 5 ↑
on Glassdoor



FLEX WORK FULLY DEPLOYED



WELL POSITIONED TO SUPPORT OUR GROWTH



SUCCESSFUL COMPLETION OF ALTRAN INTEGRATION

FULLY INTEGRATED

Full operational **integration** achieved

Strong expression of employee **satisfaction**

High **retention** of senior & key talents

Integrated **branding** architecture

Capgemini  engineering

frog Part of Capgemini Invent

 Cambridge Consultants Part of Capgemini Invent



MARKET IMPACT

Leadership position on **Intelligent Industry**

Strong recognition by **analysts**

Significant **wins** at leading clients

Unrivalled position in key **sectors**



SYNERGIES DELIVERED

earlier than expected

Operational & cost synergies

Target: € 70-100m
annual run rate 3 years after acquisition

> € 80m
run rate at end of 2021

Revenue synergies

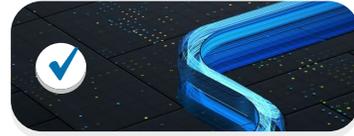
Target: € 200-350m
annual run rate 3 years after acquisition

> € 350m
in 2021





2021: ACHIEVEMENTS ON ALL DIMENSIONS



Strong financial performance
after raising twice our financial objectives



Our clients' strategic partner
at the heart of their digital transformation,
enabled by Data & Cloud



Employer of choice
successfully attracting >55,000 people in 2021



Successful partnerships
to deliver the best value to our clients



Expansion in Asia-Pacific
through 4 successful acquisitions



Brand recognition
as a result of the elevation of our positioning



Leading on ESG
with an ambitious policy



WELL ON TRACK TO ACHIEVE OUR 2025 AMBITION

REVENUE GROWTH

+15% cc (2021)



STRONG BOOK-TO-BILL

1.17 (Q4'21)

HEALTHY SALES FUNNEL

+22%

A DYNAMIC DRIVEN BY ...



2017

2018

2019

2020

2021



REINFORCING OUR GROWTH PROFILE



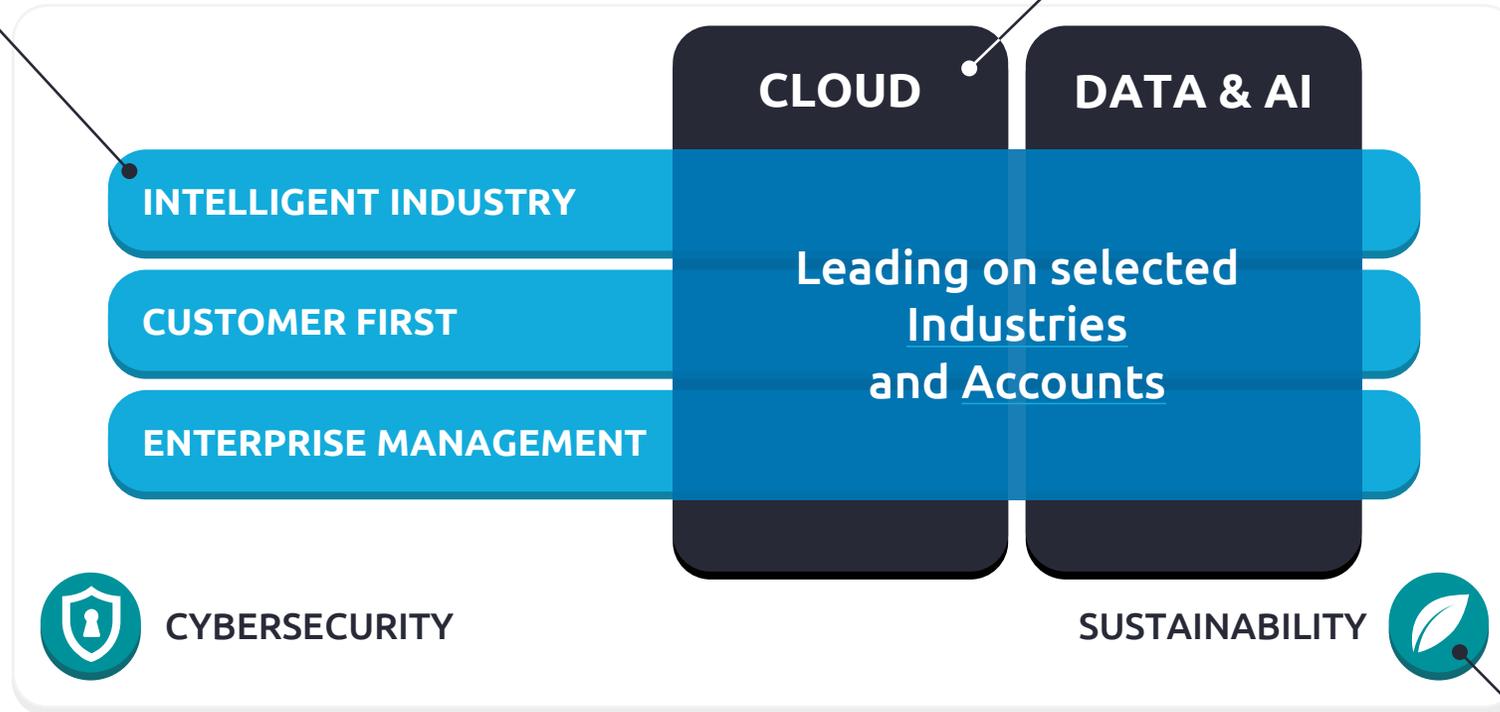
STRATEGIC PRIORITIES BOOSTING CLIENT VALUE GENERATION

2022 ACCELERATION

Leveraging our leadership in **Intelligent Industry**, with increased focus on **industries** and **partnerships**.

2022 ACCELERATION

Shaping end-to-end **Cloud** deals, with a **dedicated focus per hyperscaler**.



2022 ACCELERATION

Accelerating the development of **Sustainability** offerings to support our clients on **their Net Zero journey**.

2022 OUTLOOK



+8% to

+10%

REVENUES GROWTH
constant currency

Inorganic contribution should be of 1 to 2 points.

12.9%
to **13.1%**

OPERATING MARGIN

above
€ 1,700m

ORGANIC FCF



Carole FERRAND
Chief Financial Officer





FINANCIAL OVERVIEW

in EUR millions	FY 2020	FY 2021	Variation	Constant Currency Growth
Revenues	15,848	18,160	+14.6%	+15.1%
Operating expenses	-13,969	-15,820		
Operating margin	1,879	2,340	+25%	
(in % of revenues)	11.9%	12.9%	+1.0pt	
Other operating income and expenses	-377	-501		
Operating profit	1,502	1,839	+22%	
(in % of revenues)	9.5%	10.1%	+0.6pt	
Net financial expense	-147	-159		
Income tax	-400	-526		
Share of profit of associates		5		
Non-controlling interests	2	-2		
Net profit (group share)	957	1,157	+21%	
(in % of revenues)	6.1%	6.4%	+0.3pt	
Basic EPS in €	5.71	6.87	+20%	
Normalized EPS in €	7.23 ⁽¹⁾	9.19 ⁽¹⁾	+27%	
Organic free cash flow	1,119	1,873	754	

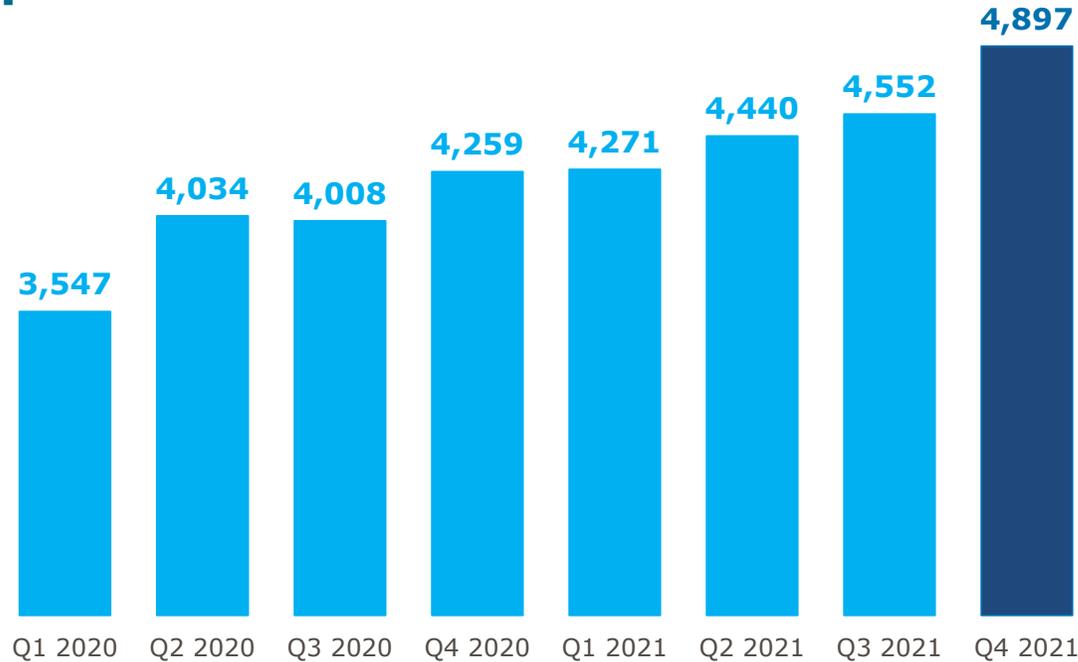
Note: All alternate performance measures (organic growth, constant currency growth, operating margin, Free cash flow, normalized EPS and net debt) are defined in Appendix

(1) Excluding a transitional tax expense of €36 million in 2021 vs. a profit of €8 million in 2020



QUARTERLY REVENUE GROWTH

Revenues in EUR millions



Constant currency growth YOY (in %)



Constant currency growth

Q4: **+12.5%** YoY

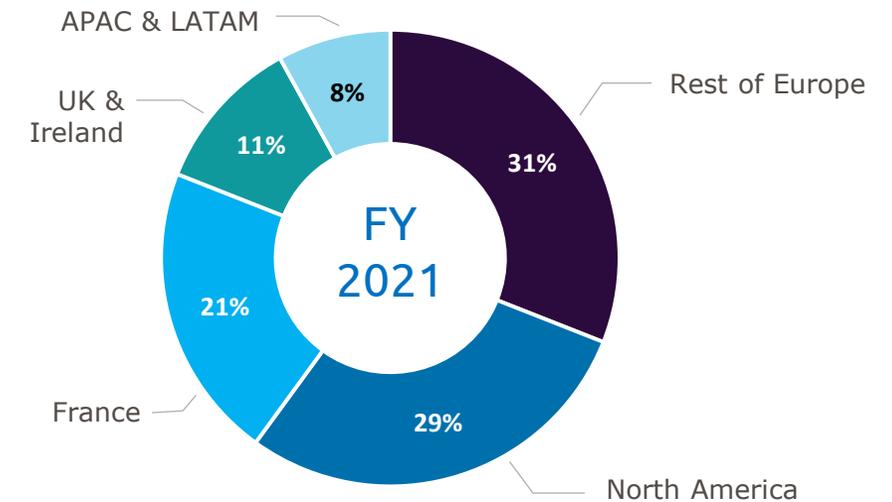
FY: **+15.1%** YoY

	Q1 2021	Q2 2021	Q3 2021	Q4 2021	FY 2021
	Year-on-Year				
Organic	+ 1.7%	+12.9%	+13.2%	+13.2%	+10.2%
Group scope	+22.5pt	-0.5pt	-0.3pt	-0.7pt	+4.9pt
Constant Currency	+24.2%	+12.4%	+12.9%	+12.5%	+15.1%
Currencies	-3.8pt	-2.3pt	+0.7pt	+2.5pt	-0.5pt
Reported	+20.4%	+10.1%	+13.6%	+15.0%	+14.6%



Q4 & FY 2021 REVENUES BY REGION

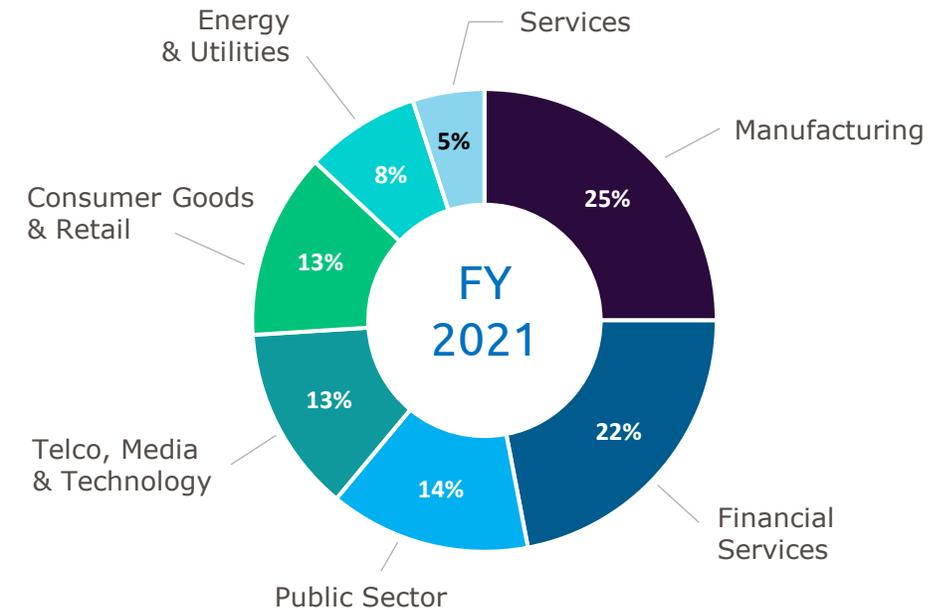
	Q4 2021	FY 2020	FY 2021	Variation	
	Year-on-Year Constant Currency	Revenues (in €m)		Reported	Constant Currency
North America	+11.1%	4,839	5,251	+8.5%	+12.0%
UK & Ireland	+18.0%	1,741	2,127	+22.2%	+18.3%
France	+4.3%	3,443	3,799	+10.3%	+10.3%
Rest of Europe	+12.7%	4,700	5,563	+18.4%	+17.6%
APAC & LATAM	+35.8%	1,125	1,420	+26.2%	+27.3%
TOTAL	+12.5%	15,848	18,160	+14.6%	+15.1%





Q4 & FY 2021 REVENUES BY SECTOR

	Q4 2021	FY 2021
	Year-on-Year	Year-on-Year
	Constant Currency	Constant Currency
Financial Services	+5.9%	+6.3%
Energy & Utilities	-0.7%	+1.2%
Manufacturing	+21.1%	+25.0%
Consumer Goods & Retail	+21.2%	+20.8%
Public Sector	+12.4%	+14.4%
Telco, Media & Technology	+8.1%	+21.5%
Services	+17.6%	+12.9%
TOTAL	+12.5%	+15.1%

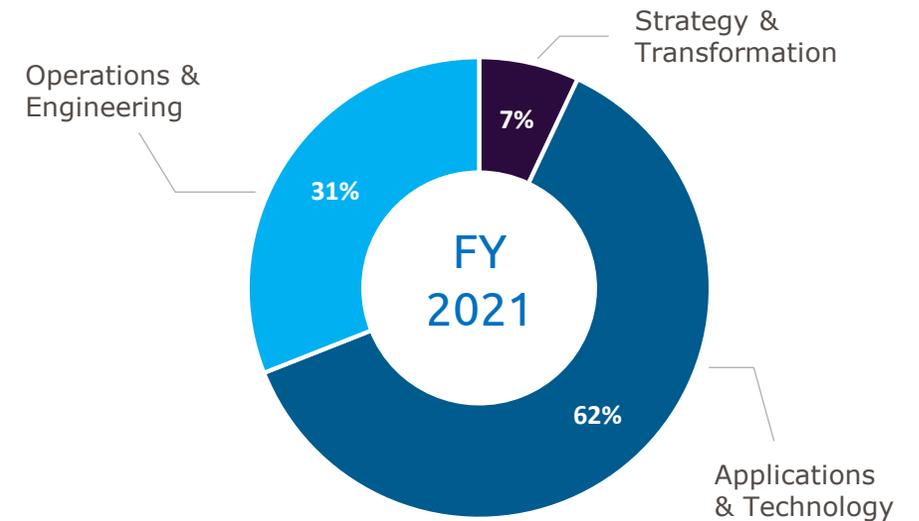




Q4 & FY 2021 REVENUES BY BUSINESS

Total Revenues

	Q4 2021	FY 2021
	Year-on-Year	Year-on-Year
	Constant	Constant
	Currency	Currency
Strategy & Transformation	+26.0%	+27.0%
Applications & Technology	+16.0%	+13.1%
Operations & Engineering	+6.8%	+18.5%

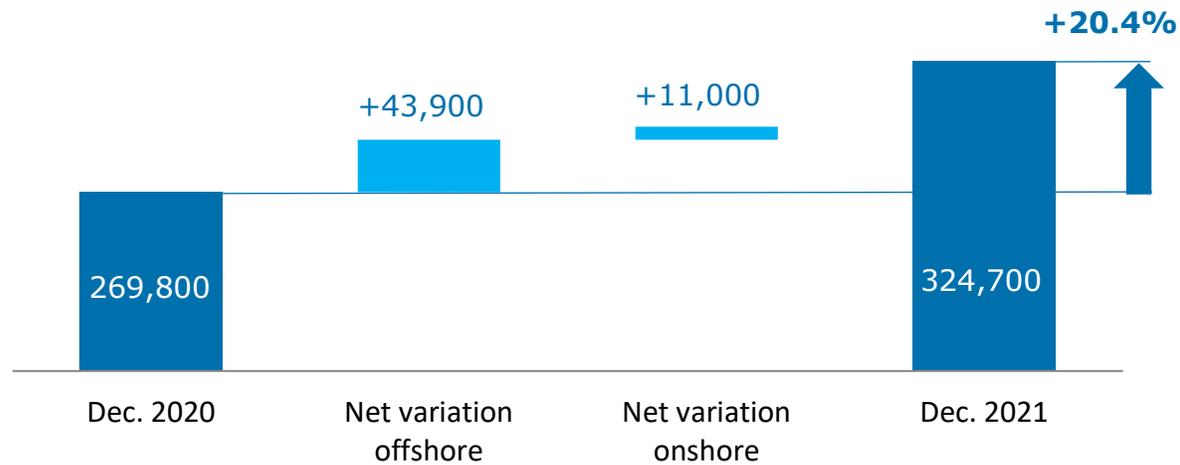


Reminder: from Jan 1st, 2019, activity trends by business are calculated based on Total Revenues, i.e. before elimination of inter-business billing (see definitions in the Appendix section)



HEADCOUNT EVOLUTION

Headcount Evolution

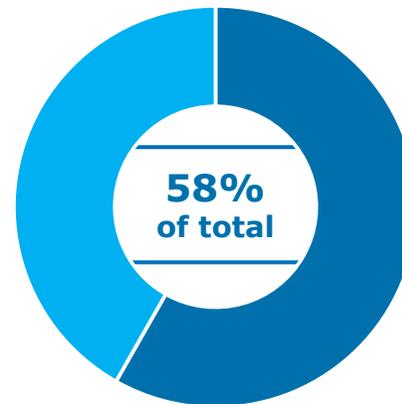


Attrition

Attrition	Dec 2020 LTM	Dec 2021 LTM
Strategy & Transformation	14.1%	22.5%
Applications & Technology	12.5%	23.9%
Operations & Engineering	13.2%	22.9%
TOTAL	12.8%	23.5%

Workforce in global production centers:

+30.3% YoY



+4 pts YoY



OPERATING MARGIN BY REGIONS

	FY 2020			FY 2021		
	Revenues	Operating Margin		Revenues	Operating Margin	
		(in €m)	(in €m)		(%)	(in €m)
North America	4,839	718	14.8%	5,251	835	15.9%
UK & Ireland	1,741	269	15.5%	2,127	383	18.0%
France	3,443	300	8.7%	3,799	389	10.2%
Rest of Europe	4,700	537	11.4%	5,563	684	12.3%
APAC & LATAM	1,125	146	13.0%	1,420	164	11.5%
Not allocated		-91			-115	
TOTAL	15,848	1,879	11.9%	18,160	2,340	12.9%

OPERATING MARGIN ANALYSIS



in EUR millions	FY 2020	FY 2021
Revenues	15,848	18,160
Cost of services rendered	-11,712	-13,368
in % of revenues	-73.9%	-73.6%
Gross margin	4,136	4,792
in % of revenues	26.1%	26.4%
Selling expenses	-1,113	-1,196
in % of revenues	-7.0%	-6.6%
General & administrative expenses	-1,144	-1,256
in % of revenues	-7.2%	-6.9%
Operating margin	1,879	2,340
in % of revenues	11.9%	12.9%



NET FINANCIAL EXPENSE AND INCOME TAX

in EUR millions	FY 2020	FY 2021
Interest on bonds	-115	-140
Other interest income and expense	33	23
Net interest expense	-82	-117
Other financial income & expenses	-65	-42
Net financial expense	-147	-159

in EUR millions	FY 2020	FY 2021
Income tax	-400	-526
Effective tax rate	29.5%	31.3%
Effective tax rate, underlying⁽¹⁾	33.0%	29.2%

(1) Restated for a non-taxable capital gain of €120 million in 2020, and a transitional tax expense of €36 million in 2021 vs. a profit of €8 million in 2020

NET PROFIT ANALYSIS



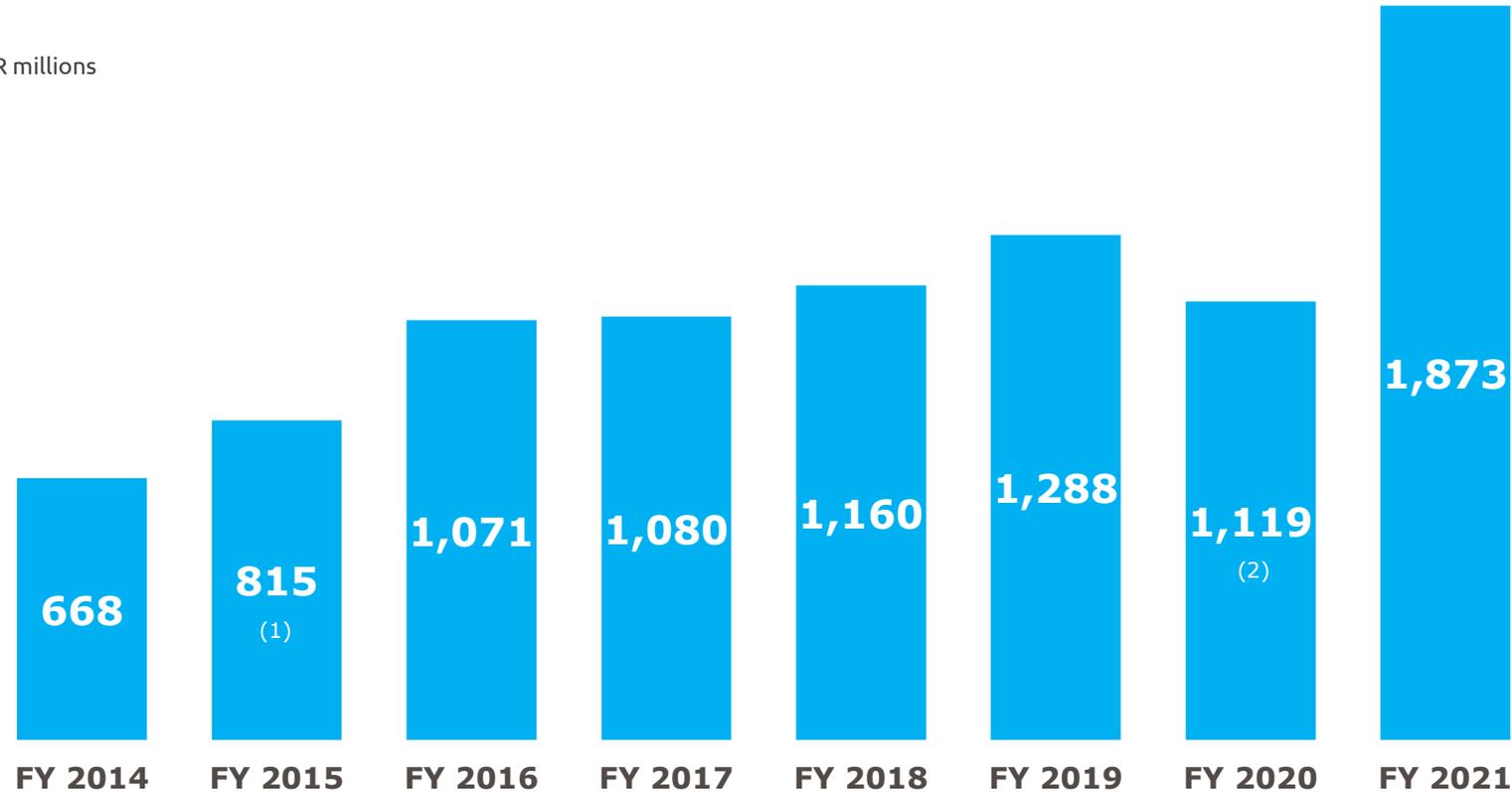
in EUR millions	FY 2020	FY 2021
Operating margin	1,879	2,340
Other operating income and expenses	-377	-501
<i>of which</i>		
<i>Restructuring costs</i>	<i>-147</i>	<i>-101</i>
<i>Amortization of intangible assets acquired through business combinations</i>	<i>-113</i>	<i>-122</i>
<i>Acquisition and integration costs</i>	<i>-109</i>	<i>-120</i>
<i>Expenses relating to share grants</i>	<i>-105</i>	<i>-163</i>
<i>Other costs</i>	<i>97</i>	<i>5</i>
Operating profit	1,502	1,839
Net financial expense	-147	-159
Income tax expense	-400	-526
Share of profit of associates		5
Non-controlling interests	2	-2
Net profit (Group share)	957	1,157
Average number of shares	167,620,101	168,574,058
Basic EPS - in €	5.71	6.87
Normalized EPS (non diluted) - in €	7.23 ⁽¹⁾	9.19 ⁽¹⁾

(1) Excluding a transitional tax expense of €36 million in 2021 vs. a profit of €8 million in 2020



ORGANIC FREE CASH FLOW GENERATION

in EUR millions



Net debt
€3.2bn as at Dec 31, 2021
vs. **€4.9bn** as at Dec 31, 2020

(1) After €76m outflow recognized in connection with the increase in the Group's majority stake in its Brazilian subsidiary Capgemini Brazil SA

(2) After the unwinding of the €225 million Altran factoring program

Q&A



Aiman EZZAT
Chief Executive Officer



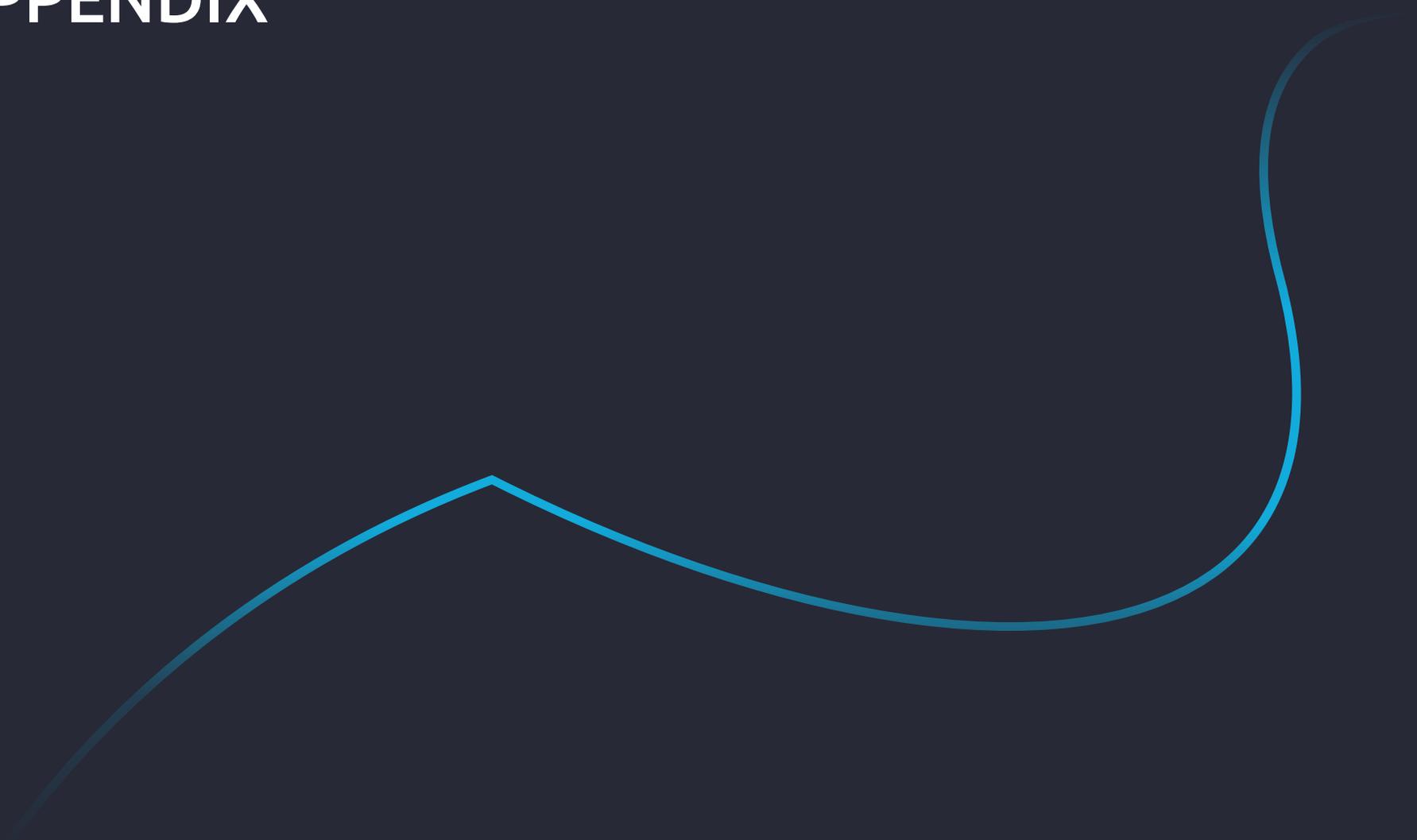
Carole FERRAND
Chief Financial Officer



Olivier SEVILLIA
Chief Operating Officer

APPENDIX

Capgemini 





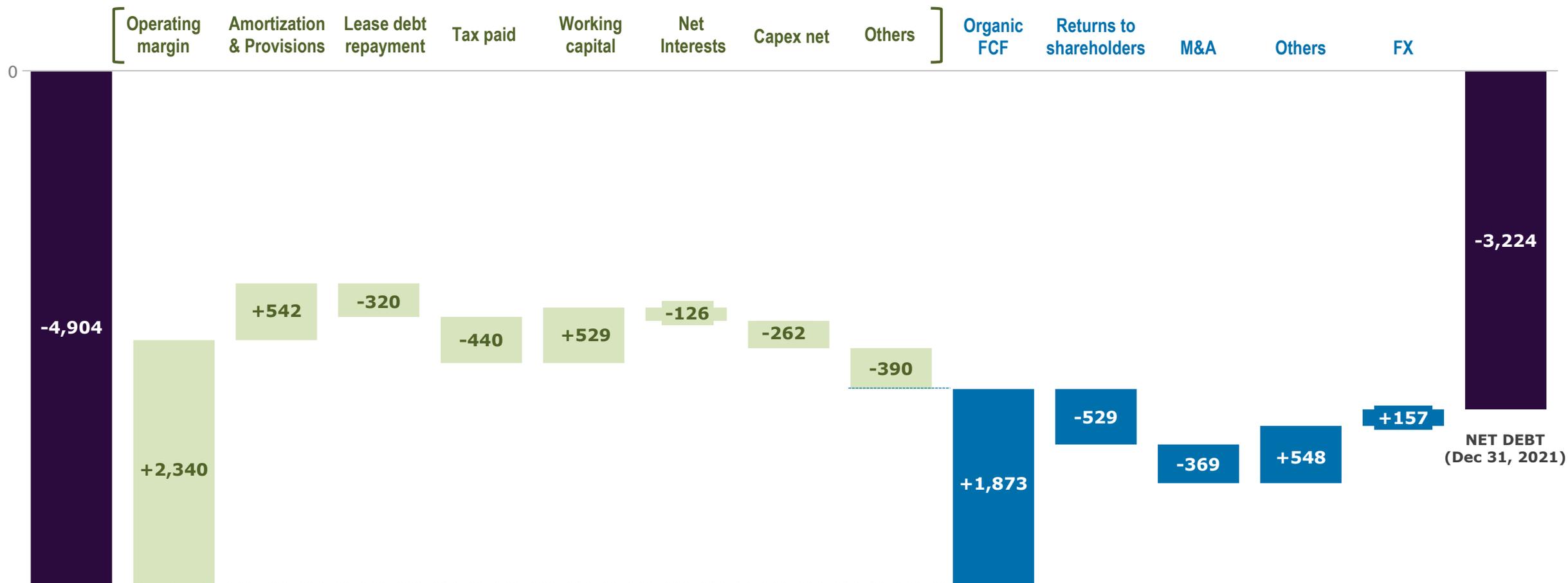
ALTERNATE PERFORMANCE MEASURES

- **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.



NET CASH EVOLUTION

in EUR millions



NET DEBT
(Dec 31, 2020)

Previous Year														
-600	+1,879	+572	-291	-351	-44	-47	-204	-395	+1,119	-745	-4,709	+181	-150	-4,904



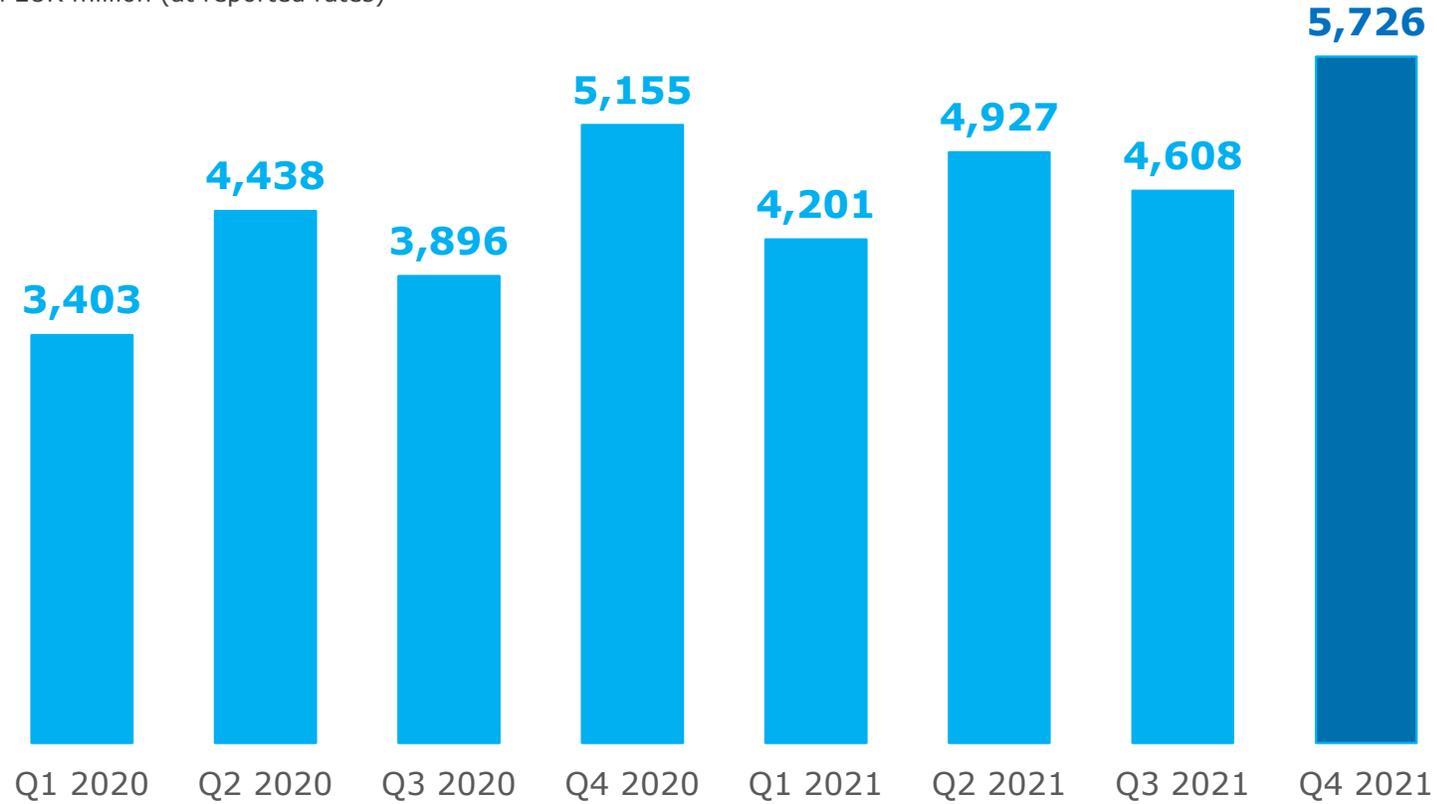
NET CASH EVOLUTION

in EUR millions	2020	2021
Profit for the period	955	1,159
Depreciation, amortization and impairment of fixed assets and right-of-use	649	672
Change in provisions	-66	-146
Losses on disposals of assets and others	-76	33
Net finance costs	82	117
Income tax expense / (income)	400	526
Other non-cash items	112	131
Cash flows from operations before net finance costs and income tax	2,056	2,492
Income tax paid	-351	-440
Change in restructuring debt	-5	3
Changes in operating working capital	-39	526
Operating cash flows (A)	1,661	2,581
Capital expenditure (net of proceeds) (B)	-204	-262
Cash outflows on business combinations net of cash acquired and on purchases of Altran securities in 2020	-3,244	-369
Increase in share capital	277	587
Financial debt of Altran	-1,710	
Dividends paid	-226	-329
Net payments relating to treasury shares transactions	-514	-197
Change in debt	144	-42
Interest paid & received (C)	-47	-126
Repayment of lease debt (D)	-291	-320
Translation, perimeter changes & other	-150	157
Change in net cash and cash equivalents	-4,304	1,680
Opening Net Cash / (Debt)	-600	-4,904
Closing Net Cash / (Debt)	-4,904	-3,224
Organic Free Cash Flow (A) + (B) + (C) + (D)	1,119	1,873

BOOKINGS EVOLUTION



■ in EUR million (at reported rates)



■ Constant currency growth YOY (in %)





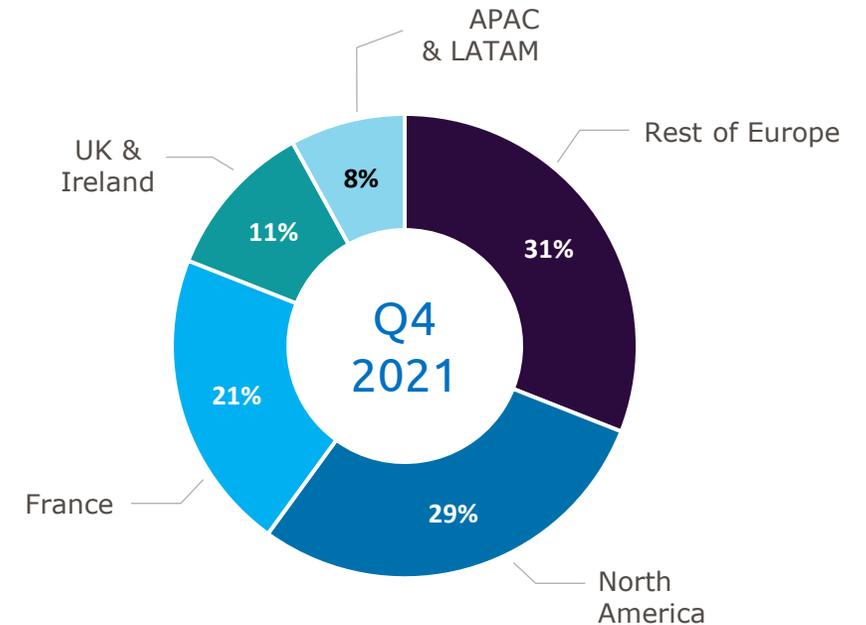
REVENUE QUARTERLY EVOLUTION

	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021
Revenues (in €m)	3,547	4,034	4,008	4,259	4,271	4,440	4,552	4,897
Year-on-Year organic growth	+2.0%	-7.7%	-3.6%	-2.4%	+1.7%	+12.9%	+13.2%	+13.2%
Year-on-Year CC growth	+2.3%	+13.4%	+18.4%	+20.8%	+24.2%	+12.4%	+12.9%	+12.5%
Year-on-Year CC growth by Region								
North America	-0.6%	+9.0%	+10.0%	+13.7%	+16.1%	+9.0%	+12.3%	+11.1%
UK & Ireland	-2.6%	+3.7%	+9.1%	+18.1%	+24.1%	+13.6%	+18.1%	+18.0%
France	+3.3%	+11.8%	+20.1%	+21.1%	+23.2%	+9.9%	+6.2%	+4.3%
Rest of Europe	+5.1%	+24.9%	+32.7%	+31.6%	+35.3%	+14.2%	+12.1%	+12.7%
APAC & LATAM	+11.2%	+11.7%	+14.0%	+11.7%	+17.3%	+25.0%	+29.5%	+35.8%
Year-on-Year CC growth by Sector								
Financial Services	-1.1%	+1.2%	+7.4%	+8.8%	+9.4%	+5.4%	+5.4%	+5.9%
Energy & Utilities	+1.9%	+6.0%	+5.7%	+6.6%	+8.6%	+1.2%	-2.1%	-0.7%
Manufacturing	+6.2%	+31.4%	+38.5%	+35.1%	+43.6%	+19.2%	+19.0%	+21.1%
Consumer Goods & Retail	+2.3%	-5.5%	-2.4%	+4.3%	+12.5%	+22.6%	+27.9%	+21.2%
Public Sector	+5.1%	+12.3%	+14.8%	+15.0%	+15.9%	+13.3%	+14.2%	+12.4%
Telco, Media & Technology	-2.1%	+71.3%	+79.2%	+95.7%	+84.2%	+9.8%	+10.5%	+8.1%
Services	+6.1%	-8.1%	-1.3%	+1.3%	+5.4%	+16.6%	+18.1%	+17.6%
Year-on-Year CC growth by Business								
Strategy & Transformation	+9.6%	+7.6%	+13.5%	+13.3%	+25.2%	+29.3%	+27.4%	+26.0%
Applications & Technology	+2.1%	-4.5%	+0.3%	+1.3%	+5.7%	+14.6%	+16.3%	+16.0%
Operations & Engineering	+3.5%	+69.4%	+70.4%	+75.6%	+77.6%	+7.7%	+7.3%	+6.8%
Year-on-Year reported growth	+3.1%	+13.1%	+15.6%	+16.7%	+20.4%	+10.1%	+13.6%	+15.0%



Q4 2021 REVENUES BY REGIONS

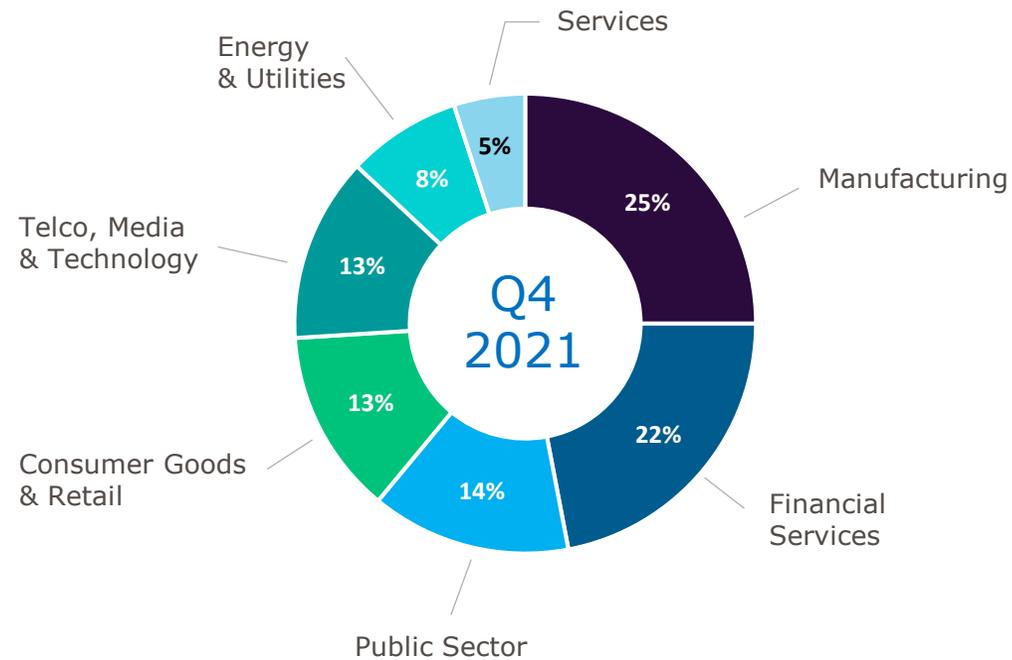
	Q4 2020		Q4 2021		Variation	
	Revenues				Year-on-Year	
	(in €m)	(in €m)	Reported	Constant Currency		
North America	1,221	1,413	+15.8%	+11.1%		
UK & Ireland	445	557	+25.3%	+18.0%		
France	989	1,033	+4.4%	+4.3%		
Rest of Europe	1,316	1,491	+13.3%	+12.7%		
APAC & LATAM	288	403	+39.7%	+35.8%		
TOTAL	4,259	4,897	+15.0%	+12.5%		



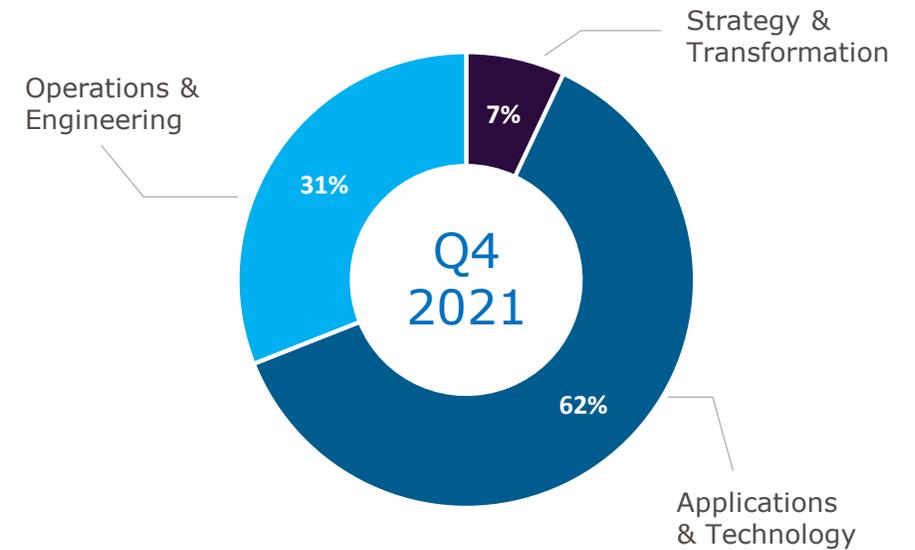


Q4 REVENUE MIX BY SECTOR & BUSINESS

Revenues By Sector
(in % of Group Revenues)



Revenues By Business
(in % of Total Revenues)

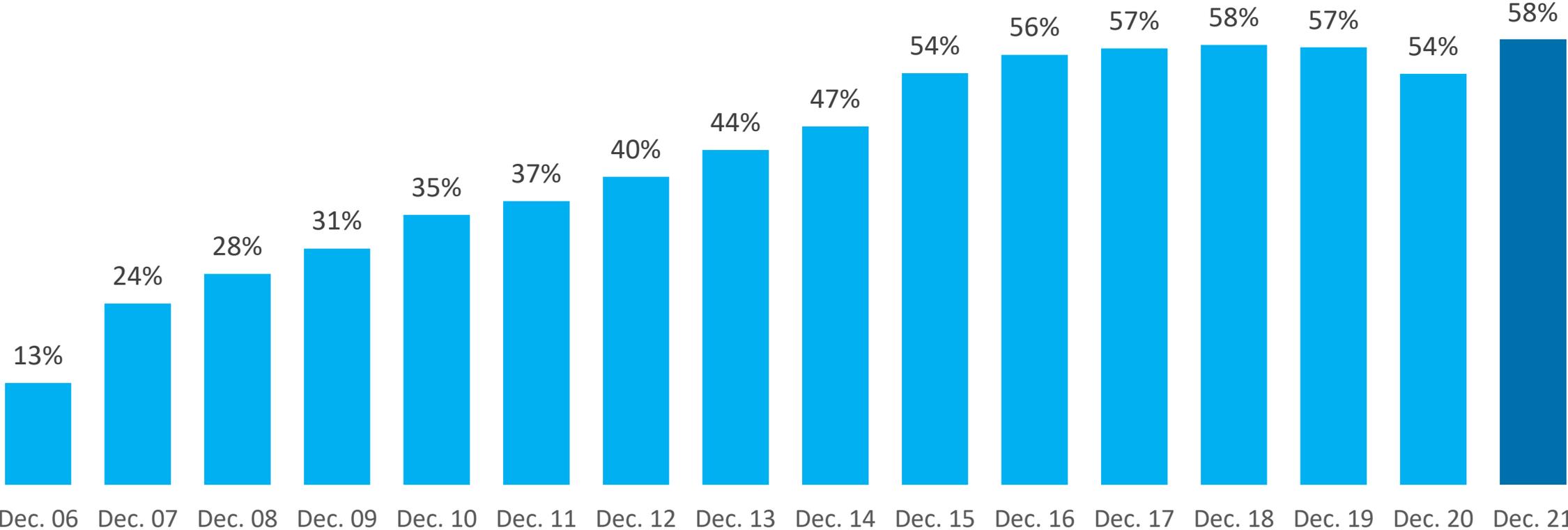




OPERATING MARGIN – ANALYSIS BY TYPE OF COSTS

in EUR millions	FY 2020	FY 2021
Revenues	15,848	18,160
Personnel costs	-10,478	-12,192
in % of revenues	-66.1%	-67.1%
Purchases and subcontracting expenses	-2,437	-2,718
in % of revenues	-15.4%	-15.0%
Travel expenses	-221	-123
in % of revenues	-1.4%	-0.7%
Rent, facilities and local taxes	-185	-154
in % of revenues	-1.1%	-0.8%
Depreciation, amortization, provisions and proceeds from asset disposal	-648	-633
in % of revenues	-4.1%	-3.5%
Total operating expenses	-13,969	-15,820
in % of revenues	-88.1%	-87.1%
Operating margin	1,879	2,340
in % of revenues	11.9%	12.9%

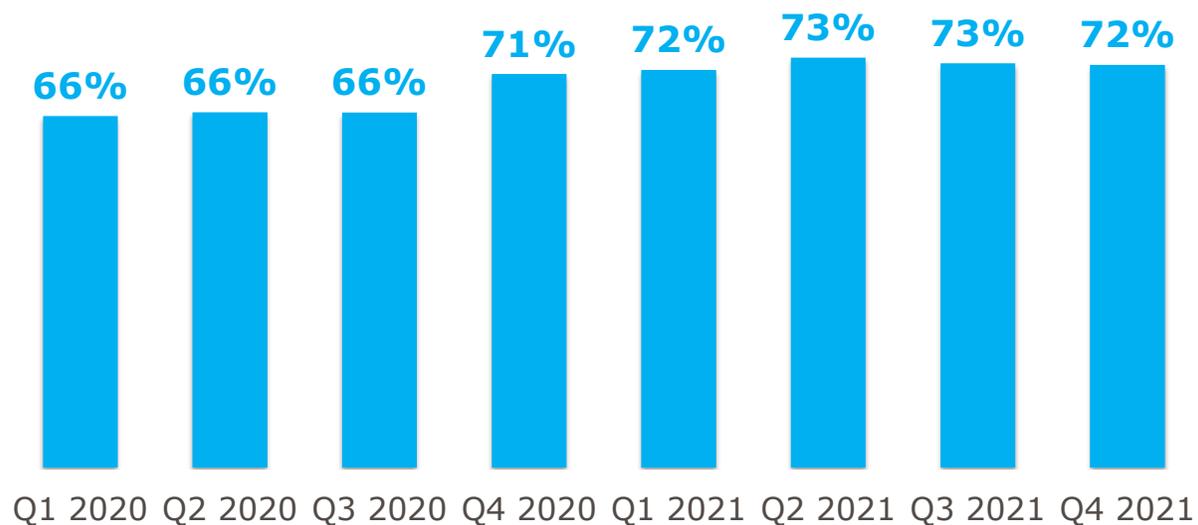
OFFSHORE LEVERAGE EVOLUTION



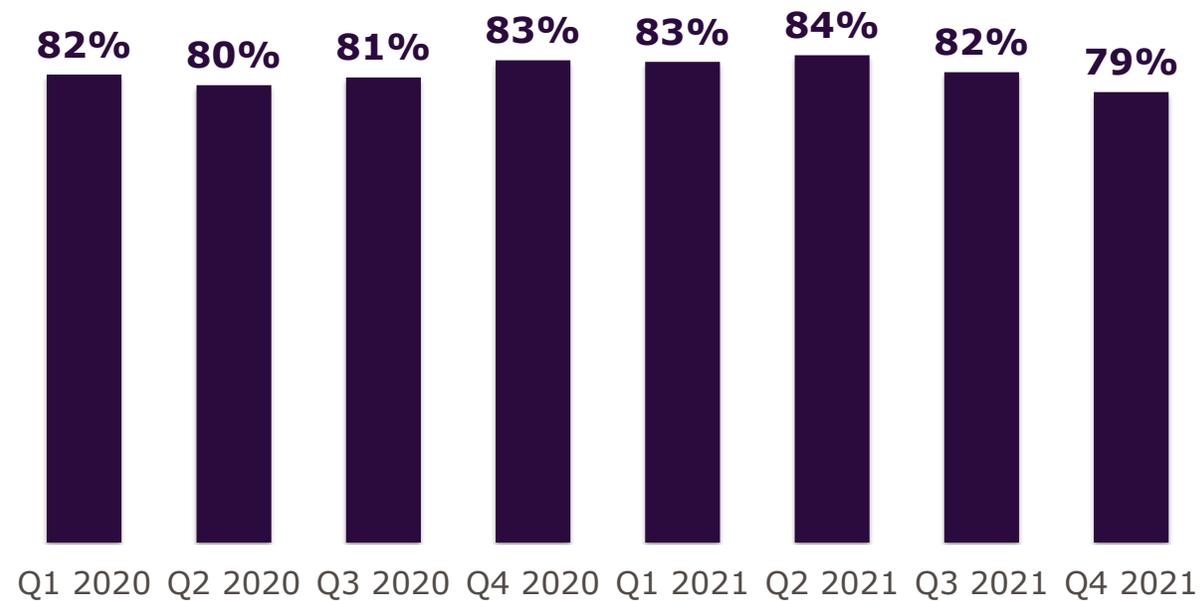


UTILIZATION RATES EVOLUTION

Strategy & Transformation*



Applications & Technology*



* 2020 quarterly utilization rates are restated for scope effects



BALANCE SHEET

ASSETS			EQUITY & LIABILITIES		
in EUR millions	Dec. 31, 2020	Dec. 31, 2021	in EUR millions	Dec. 31, 2020	Dec. 31, 2021
			Equity ⁽¹⁾	6,103	8,467
			Non-controlling interests	12	12
			Total equity	6,115	8,479
Goodwill	9,795	10,633	Long-term borrowings	7,127	6,654
Intangible assets	1,100	1,003	Deferred taxes	230	294
Property, plant & equipment	805	880	Provisions for pensions ⁽²⁾	1,072	655
Lease right-of-use assets	887	823	Non-current provisions	337	341
Deferred taxes	983	881	Non-current lease liabilities	681	627
Other non-current assets	545	814	Other non-current liabilities	417	466
Total non-current assets	14,115	15,034	Total non-current liabilities	9,864	9,037
Trade receivables	3,938	4,606	Short-term borrowings and bank overdrafts	951	87
Current tax receivables	129	141	Accounts and notes payable	3,358	4,361
Other current assets	598	738	Contract liabilities ⁽³⁾	1,044	1,405
Cash management assets	338	385	Current provisions	122	140
Cash and cash equivalents	2,836	3,129	Current tax liabilities	89	75
			Current lease liabilities	287	274
			Other current payables	124	175
Total current assets	7,839	8,999	Total current liabilities	5,975	6,517
Total Assets	21,954	24,033	Total Equity & Liabilities	21,954	24,033

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

CASH FLOW STATEMENT



in EUR millions	FY 2020	FY 2021
Profit for the period attributable to owners of the Company	957	1,157
Non-controlling interests	-2	2
Depreciation, amortization and impairment of fixed assets and Lease right-of-use assets	649	672
Change in provisions	-66	-146
(Gains) / Losses on disposals of assets & others	-76	33
Expenses relating to share grants	93	125
Net finance costs	82	117
Income tax (income) expense	400	526
Unrealized (gains) losses on changes in fair value and other financial items	19	6
Cash flows from operations before net finance costs and income tax (A)	2,056	2,492
Income tax paid (B)	-351	-440
Change in trade receivables, contract assets net of liabilities and contract costs	72	-197
Change in accounts and notes payable	-123	351
Change in other receivables/payables	7	375
Change in operating working capital (C)	-44	529
NET CASH FROM (USED IN) OPERATING ACTIVITIES (D=A+B+C)	1,661	2,581
Acquisitions of property, plant and equipment and intangible assets	-206	-266
Proceeds from disposals of property, plant and equipment and intangible assets	2	4
Acquisitions of property, plant and equipment and intangible assets, net of disposals	-204	-262
Cash (outflows) inflows on business combinations net of cash and cash equivalents acquired	-1,557	-369
Cash outflows in respect of cash management assets	-150	-25
Cash outflows in respect of the acquisition of Altran shares	-15	0
Other cash outflows, net	212	-22
Cash outflows from investing activities	-1,510	-416
NET CASH USED IN INVESTING ACTIVITIES (E)	-1,714	-678
Proceeds from issues of share capital	277	587
Dividends paid	-226	-329
Net payments relating to transactions in Capgemini SE shares	-514	-197
Proceeds from borrowings	9,308	137
Repayments of borrowings	-6,273	-1,498
Subsequent acquisition of Altran shares	-1,672	0
Repayment of lease liabilities	-291	-320
Interest paid	-96	-153
Interest received	49	27
NET CASH FROM (USED IN) FINANCING ACTIVITIES (F)	562	-1,746
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS (G=D+E+F)	509	157
Effect of exchange rate movements on cash and cash equivalents (H)	-131	134
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD (I)	2,450	2,828
CASH AND CASH EQUIVALENTS AT END OF PERIOD (G+H+I)	2,828	3,119



COMPREHENSIVE INCOME & CHANGE IN EQUITY

in EUR millions	FY 2020	FY 2021
Actuarial gains and losses on defined benefit pension plans, net of tax (1)	-19	342
Remeasurement of hedging derivatives and NIH, net of tax (2)	-168	160
Translation adjustments (2)	-563	524
Other, net of tax (1)	-1	1
OTHER ITEMS OF COMPREHENSIVE INCOME	-751	1,027
Profit for the period (reminder)	955	1,159
Total comprehensive income for the period	204	2,186
Attributable to:		
Owners of the Company	205	2,184
Non-controlling interests	-1	2

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

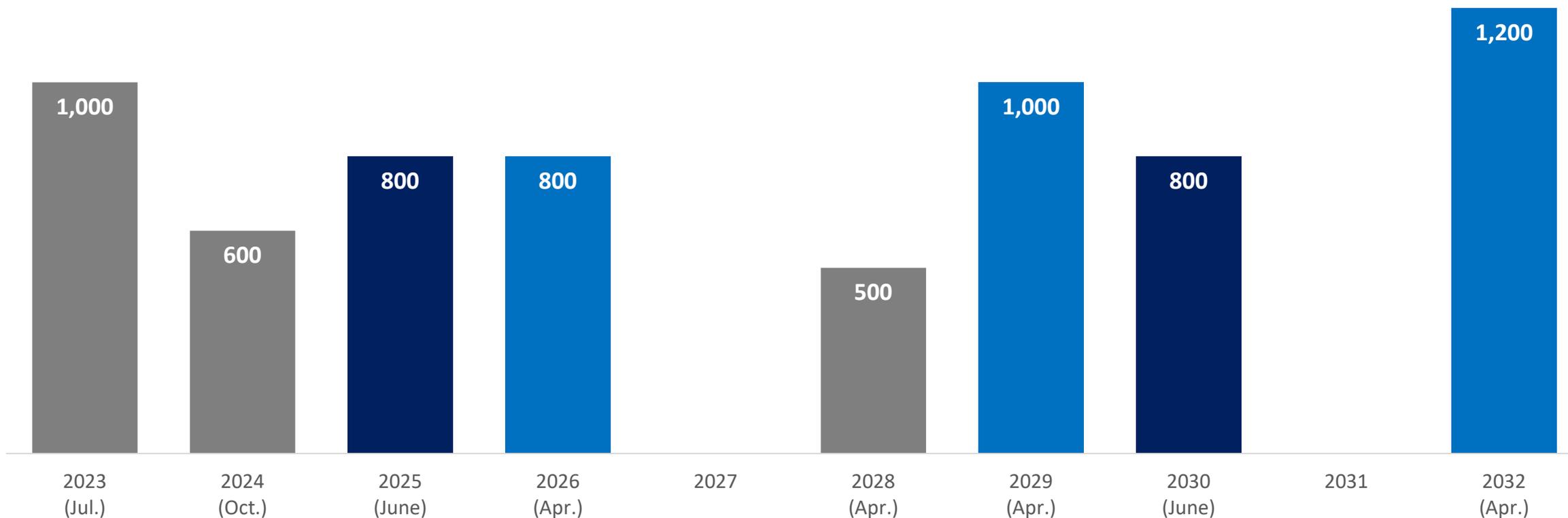
(2) Other items from the comprehensive income that could be included in the profit & loss account

in EUR millions	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 December 31, 2020	168,784,837	1,350	3,050	-39	3,444	-644	-1,058	6,103	12	6,115
Dividends paid out for 2020					-329			-329		-329
Incentive instruments and employee share ownership	3,606,687	29	559	158	-1			745		745
Subsequent PPA Altran update					-46			-46	-2	-48
Transaction with minority shareholders					7			7		7
Elimination of treasury shares				-198	1			-197		-197
Transactions with shareholders	3,606,687	29	559	-40	-368	0	0	180	-2	178
Income and expense recognized in equity						524	503	1,027		1,027
Profit for the period					1,157			1,157	2	1,159
At December 31, 2021	172,391,524	1,379	3,609	-79	4,233	-120	-555	8,467	12	8,479



BOND DEBT MATURITY PROFILE

in EUR millions



Notes issued prior to 2020 Notes issued in April 2020 Notes issued in June 2020

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 325,000 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.

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