

H1 2022 RESULTS

JULY 28, 2022

Capgemini 





DISCLAIMER

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Aiman EZZAT
Chief Executive Officer





STRONG MOMENTUM

REVENUES

+18.5% € 10,688M
cc YoY
+19.3% Q2 cc YoY

BOOKINGS

€ 11,607M
+22% cc YoY

BOOK-TO-BILL

1.09
1.11 Q2

OPERATING MARGIN

12.2%
+0.2pts YoY

NORMALIZED EPS

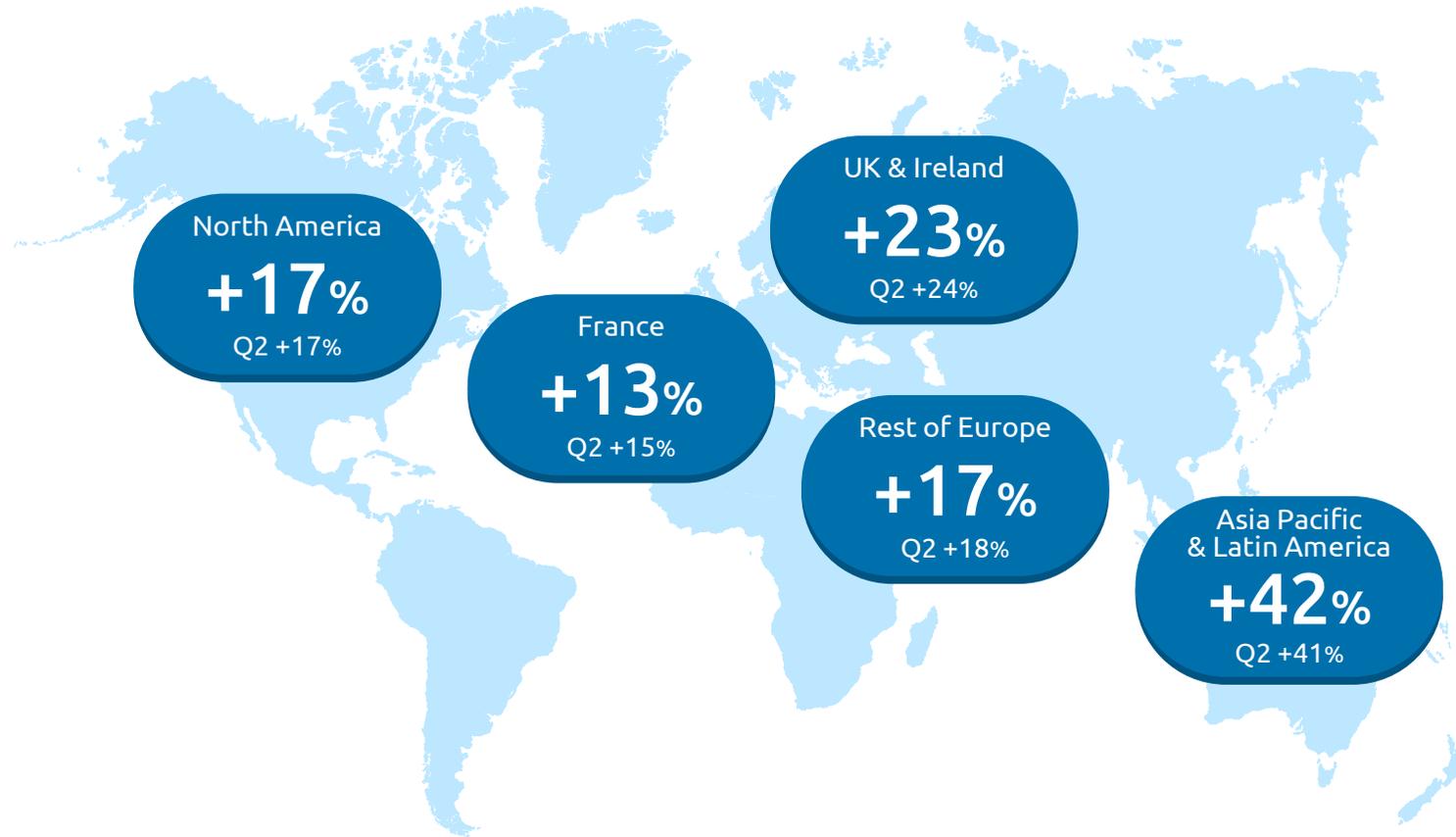
€ 4.87
+36% YoY

ORGANIC FCF

€ 193M



H1 ACCELERATION VISIBLE ACROSS THE BOARD



BUSINESSES

Strategy & Transformation

+30%



Applications & Technology

+21%



Operations & Engineering

+13%



SECTORS

Services

+28%



Consumer Goods & Retail

+24%



Public Sector

+23%





POSITIONED FOR CONTINUOUS GROWTH



EQUIPPED FOR MARKET EVOLUTION



 **PORTFOLIO**
TO SEIZE OPPORTUNITIES

Sustainability

Energy & Renewables

Outsourcing / Consolidation

Sovereignty / Cybersecurity



MARGIN LEVERS
 **AGILITY**

Industrialization / Offshore

Portfolio evolution

New Normal

Cost efficiency



ACCELERATING WITH OUR CLIENTS ON SUSTAINABILITY

BEST-IN-CLASS OFFERINGS LIVE

COMMIT



NET ZERO STRATEGY

NEW BUSINESS MODELS

ACT



SUSTAINABLE IT

GREEN CORE WITH SAP

SUSTAINABLE OPERATIONS & SUPPLY CHAIN

SUSTAINABLE PROCUREMENT

MONITOR & REPORT



DATA FOR NET ZERO



RECOGNIZED BY ANALYSTS

STRONG BUSINESS ACCELERATION IN H1

>100

clients penetrated

ICONIC WINS

- Sustainable IT
- Sustainability Academy
- Net Zero Cloud Data
- Carbon Reduction Program
- Sustainable Product Development
- Green Service Design

WE LIVE SUSTAINABILITY

SUSTAINABILITY CAMPUS launched in Q2

40%

talent upskilled by end 2022



RAISING OUR AMBITION TO NET ZERO 2040

validated against SBTi's new standard



Among the first **companies** in the world to be certified

2022 OUTLOOK



REVENUE GROWTH

+14% ↑
to **+15%** ↑

PREVIOUSLY +8% to +10%

*At constant exchange rates
Inorganic contribution around 1.5 points*

OPERATING MARGIN

12.9%
to **13.1%**

ORGANIC FCF

above
€1,700M



Olivier SEVILLIA
Chief Operating Officer





REAPING THE BENEFITS OF OUR GO-TO-MARKET STRATEGY

- ▶ Focused Industry Approach
- ▶ Large Accounts Centricity
- ▶ CXO Intimacy
- ▶ Proactive Deal Shaping

**STRONG PIPELINE
and BOOKINGS**

SECTOR GROWTH

	H1	Q2
Financial Services	+14.4%	+16.6%
Energy & Utilities	+7.3%	+8.6%
Manufacturing	+22.3%	+23.3%
Consumer Goods & Retail	+23.5%	+23.1%
Public Sector	+22.5%	+21.9%
Telco, Media & Technology	+13.0%	+11.5%
Services	+28.0%	+32.5%

Year-on-year constant currency



FOCUSED TO DELIVER STRONG BUSINESS VALUE TO CXOS

INTELLIGENT INDUSTRY

GLOBAL AUTOMOTIVE

Digital cockpit systems and software

US MEDTECH

Connected lab ecosystems



Product re-engineering and Transformation



Advanced metering infrastructure, Next Gen Grid & Edge compute

CUSTOMER FIRST

EUROPEAN RAILWAYS

Transforming client management systems



Mobile app for user self-service

APAC INSURANCE

Claims portal development

GLOBAL ENERGY

Future retail experience and decarbonization

ENTERPRISE MANAGEMENT



Multiyear Cyber Transformation

US INSURANCE

Strategic partnership including automation services



Business apps operation transformation



ESG for investment managers

CLOUD



Multiyear Cloud transformation

US FASHION RETAILER

SAP managed services, including Cloud and Cyber



Next generation services covering Cloud infrastructures

US HOSPITALITY

Cloud operations combining 2 hyperscalers

DATA & AI



Data Science Strategic Partnership

EUROPEAN AUTOMOTIVE

Big Data platform for Automated Driving

UK BANK

Data foundation to track financed emissions

GOVERNMENT AGENCY

AI & Analytics to improve policy making



Carole FERRAND
Chief Financial Officer



FINANCIAL OVERVIEW



in EUR millions	H1 2021	H1 2022	Variation	Constant Currency Growth
Revenues	8,711	10,688	+22.7%	+18.5%
Operating expenses	-7,669	-9,387		
Operating margin	1,042	1,301	+25%	
(in % of revenues)	12.0%	12.2%	+0.2pts	
Other operating income and expenses	-230	-233		
Operating profit	812	1,068	+32%	
(in % of revenues)	9.3%	10.0%	+0.7pts	
Net financial expense	-85	-71		
Income tax	-282	-327		
Share of profit of associates	-1	-2		
Non-controlling interests	-1	-1		
Net profit (group share)	443	667	+50%	
(in % of revenues)	5.2%	6.3%	+1.1pts	
Basic EPS in €	2.63	3.91	+49%	
Normalized EPS in €	3.91 ⁽¹⁾	5.03 ⁽¹⁾	+29%	
Organic free cash flow	429	193	-236	

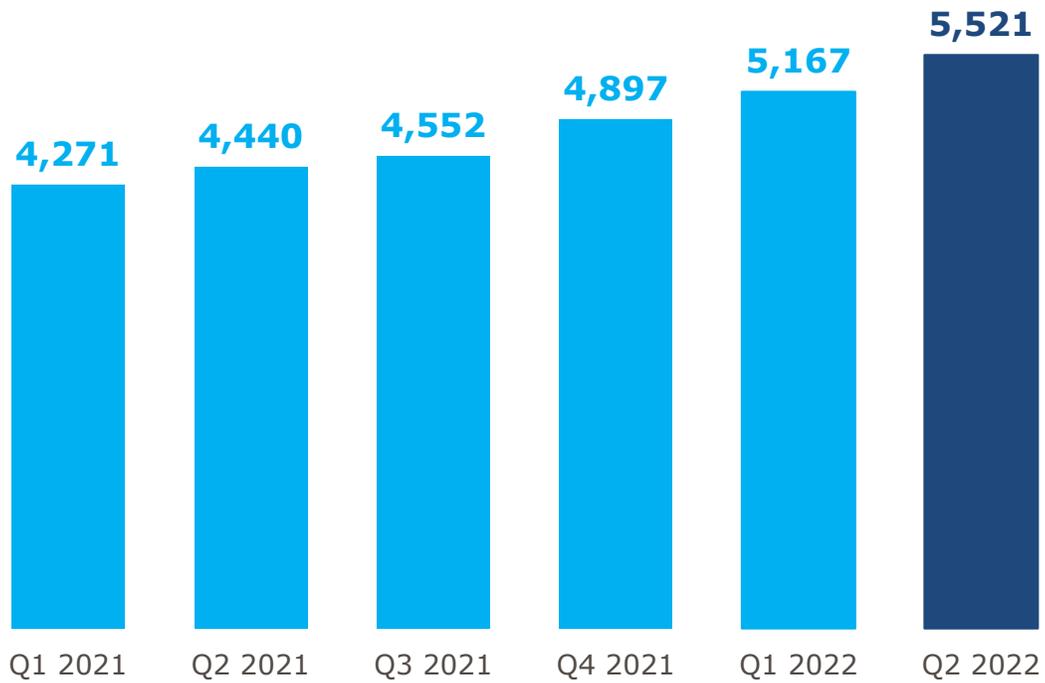
Note: All alternate performance measures (organic growth, constant currency growth, operating margin, Free cash flow, normalized EPS and net debt) are defined in Appendix

(1) Excluding exceptional tax expenses of €29 million in H1 2022 and €56 million in H1 2021



QUARTERLY REVENUE GROWTH

Revenues in EUR millions



Constant currency growth YOY (in %)



Constant currency growth

Q2: +19.3% YoY

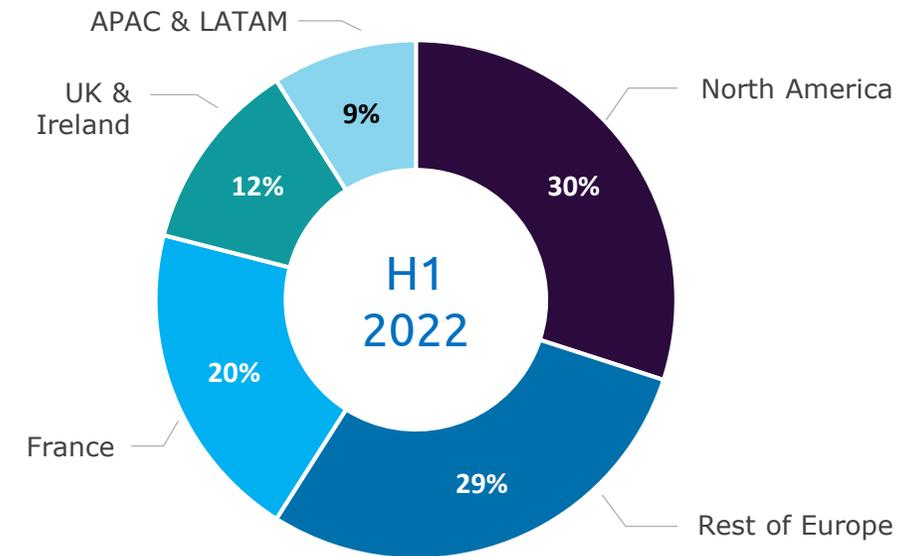
H1: +18.5% YoY

	Q1 2022	Q2 2022	H1 2022
	Year-on-Year		
Organic	+16.3%	+18.1%	+17.2%
Group scope	+1.4pts	+1.2pt	+1.3pts
Constant Currency	+17.7%	+19.3%	+18.5%
Currencies	+3.3pts	+5.1pts	+4.2pts
Reported	+21.0%	+24.4%	+22.7%



Q2 & H1 2022 REVENUES BY REGION

	Q2 2022	H1 2021	H1 2022	Variation	
	Year-on-Year	Revenues		Year-on-Year	
	Constant Currency	(in €m)	(in €m)	Reported	Constant Currency
North America	+16.7%	2,478	3,170	+27.9%	+16.8%
UK & Ireland	+24.1%	1,018	1,287	+26.4%	+22.7%
France	+14.5%	1,872	2,113	+12.9%	+12.8%
Rest of Europe	+17.8%	2,710	3,161	+16.7%	+16.9%
APAC & LATAM	+40.7%	633	957	+51.2%	+41.5%
TOTAL	+19.3%	8,711	10,688	+22.7%	+18.5%

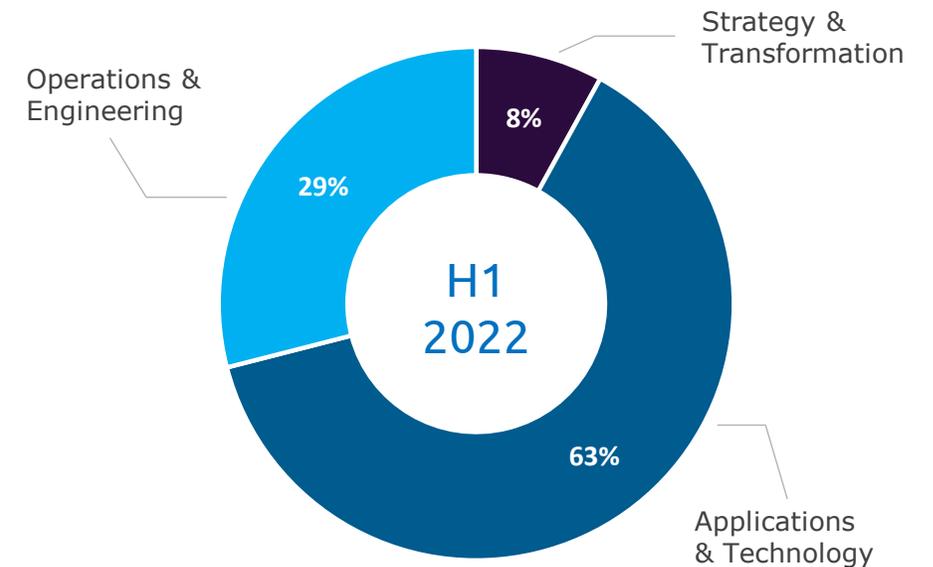




Q2 & H1 2022 REVENUES BY BUSINESS

Total Revenues

	H1 2021	H1 2022	H1 2022
	Total Revenues		Year-on-Year
	(in % of Group Revenues)		Constant Currency
Strategy & Transformation	7%	8%	+29.7%
Applications & Technology	62%	63%	+21.1%
Operations & Engineering	31%	29%	+13.4%

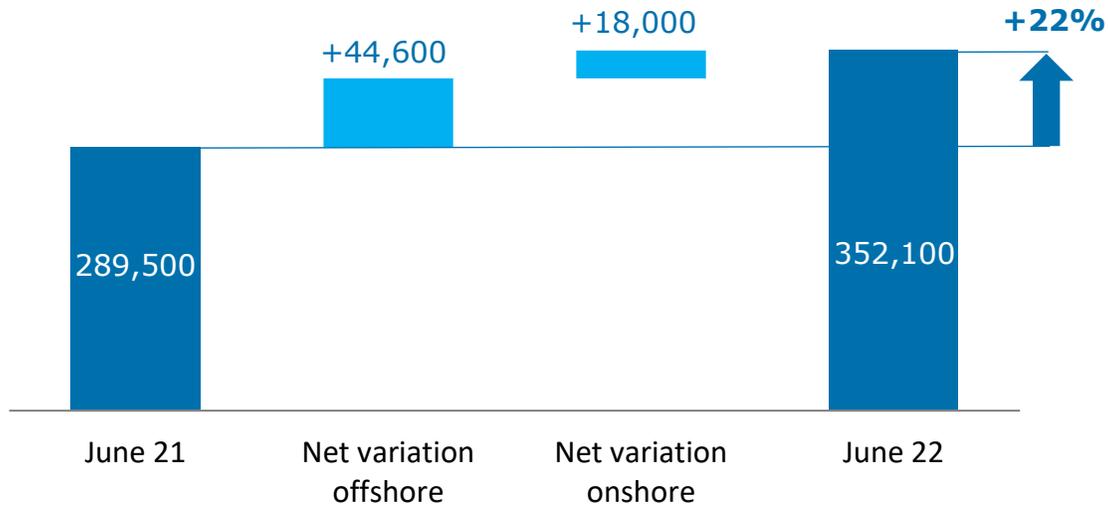


Reminder: from Jan 1st, 2019, activity trends by business are calculated based on Total Revenues, i.e. before elimination of inter-business billing (see definitions in the Appendix section)



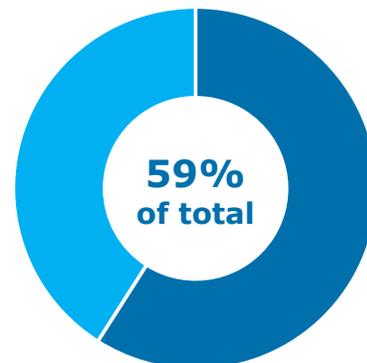
HEADCOUNT EVOLUTION

Headcount Evolution



Workforce in global production centers:

+27% YoY



Attrition

Attrition	June 2021 LTM	June 2022 LTM	Variation
Strategy & Transformation	16.7%	22.8%	+6.1pts
Applications & Technology	14.9%	27.5%	+12.6pts
Operations & Engineering	15.4%	26.7%	+11.3pts
TOTAL	15.2%	27.0%	+11.8pts



OPERATING MARGIN BY REGIONS

	H1 2021			H1 2022		
	Revenues	Operating Margin		Revenues	Operating Margin	
	(in €m)	(in €m)	(%)	(in €m)	(in €m)	(%)
North America	2,478	389	15.7%	3,170	490	15.5%
UK & Ireland	1,018	179	17.6%	1,287	237	18.4%
France	1,872	141	7.5%	2,113	226	10.7%
Rest of Europe	2,710	312	11.5%	3,161	311	9.8%
APAC & LATAM	633	78	12.5%	957	93	9.7%
Not allocated		-57			-56	
TOTAL	8,711	1,042	12.0%	10,688	1,301	12.2%

OPERATING MARGIN ANALYSIS



in EUR millions	H1 2021	H1 2022
Revenues	8,711	10,688
Cost of services rendered	-6,417	-7,895
in % of revenues	-73.7%	-73.8%
Gross margin	2,294	2,793
in % of revenues	26.3%	26.2%
Selling expenses	-584	-727
in % of revenues	-6.7%	-6.8%
General & Administrative expenses	-668	-765
in % of revenues	-7.6%	-7.2%
Operating Margin	1,042	1,301
in % of revenues	12.0%	12.2%



NET FINANCIAL EXPENSE AND INCOME TAX

in EUR millions	H1 2021	H1 2022
Interest on bonds	-70	-64
Other interest income and expense	11	18
Net interest expense	-59	-46
Other financial income & expenses	-26	-25
Net financial expense	-85	-71

in EUR millions	H1 2021	H1 2022
Income tax	-282	-327
Effective tax rate	38.7%	32.8%
Effective tax rate, before exceptional tax expenses	31.0%⁽¹⁾	29.9%⁽¹⁾

(1) Excluding exceptional tax expenses of €29 million in H1 2022 and €56 million in H1 2021

NET PROFIT ANALYSIS



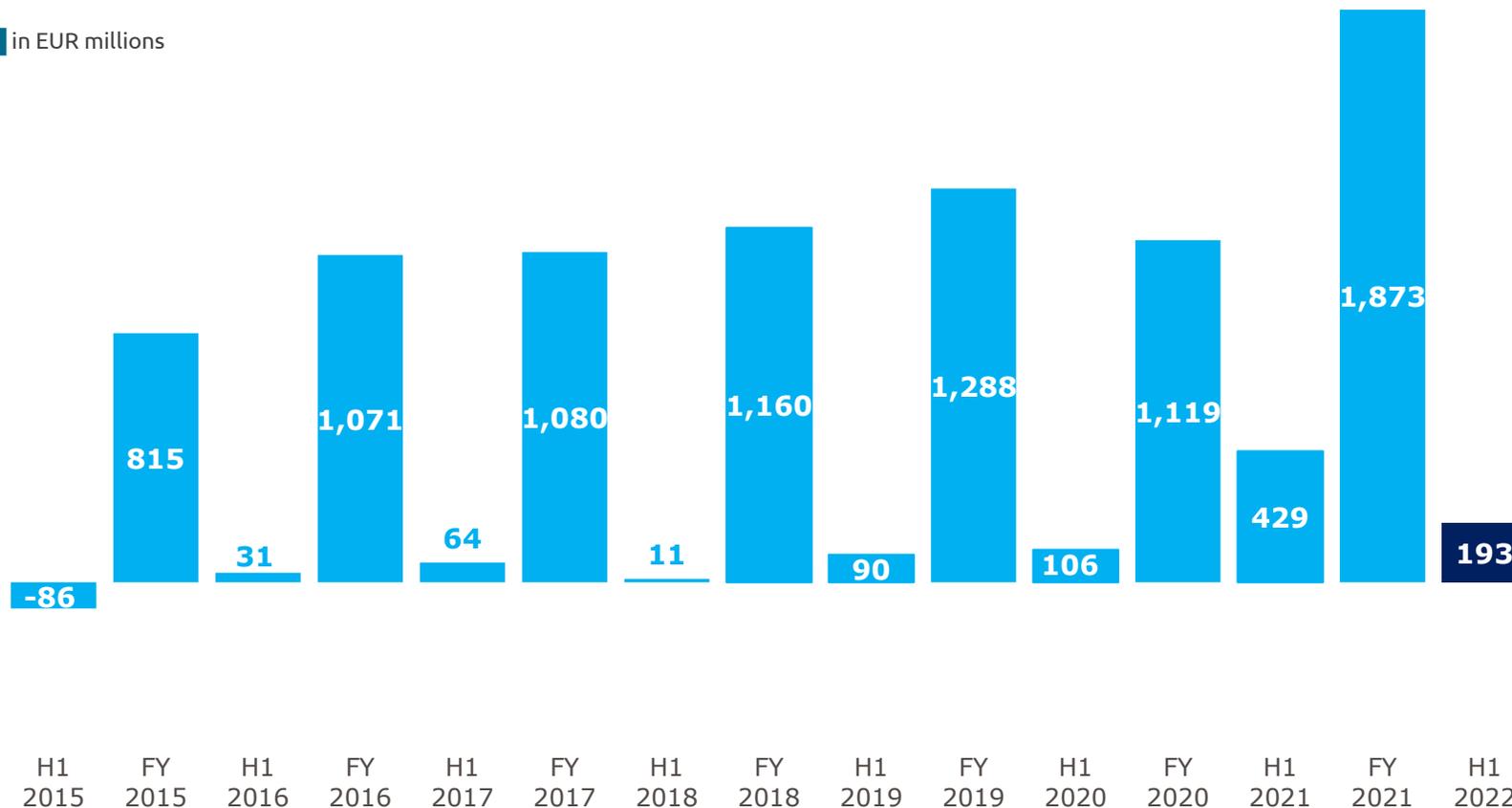
in EUR millions	H1 2021	H1 2022
Operating margin	1,042	1,301
Other operating income and expenses	-230	-233
<i>of which</i>		
<i>_Restructuring costs</i>	-40	-24
<i>_Amortization of intangible assets acquired through business combinations</i>	-59	-68
<i>_Acquisition and integration costs</i>	-64	-43
<i>_Expenses relating to share grants</i>	-73	-86
<i>_Other costs</i>	6	-12
Operating profit	812	1,068
Net financial expense	-85	-71
Income tax expense	-282	-327
Non-controlling interests	-1	-1
Share of profit of associates	-1	-2
Net profit (Group share)	443	667
Average number of shares	168,453,627	170,561,706
Basic EPS - in €	2.63	3.91
Normalized EPS (non diluted) - in €	3.91 ⁽¹⁾	5.03 ⁽¹⁾

(1) Excluding exceptional tax expenses of €29 million in H1 2022 and €56 million in H1 2021



ORGANIC FREE CASH FLOW GENERATION

in EUR millions



Net debt
€4.1bn as at June 30, 2022
vs. **€3.2bn** as at Dec 31, 2021

Q&A



Aiman EZZAT
Chief Executive Officer



Olivier SEVILLIA
Chief Operating Officer



Carole FERRAND
Chief Financial Officer

APPENDIX

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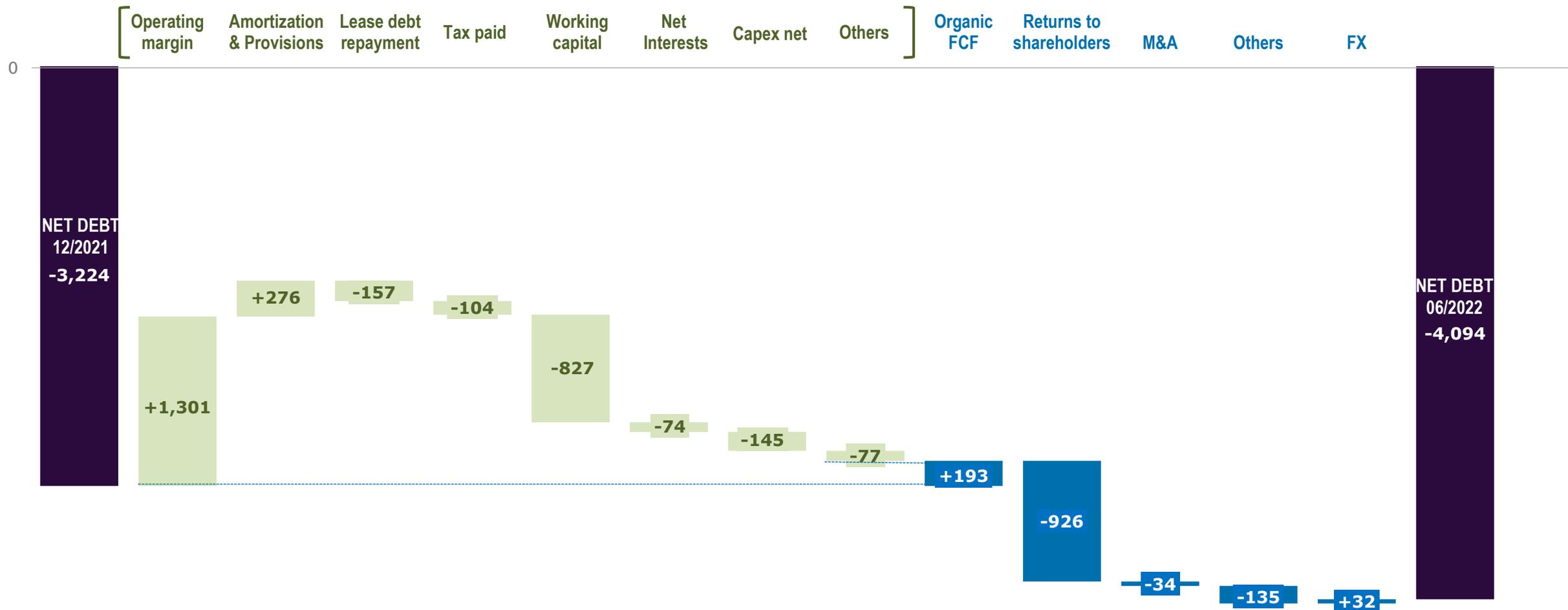
ALTERNATE PERFORMANCE MEASURES

- **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.



NET CASH EVOLUTION

in EUR millions



Previous Year

-4,904	+1,042	+276	-161	-201	-135	-92	-83	-217	+429	-329	-70	-5	+53	-4,826
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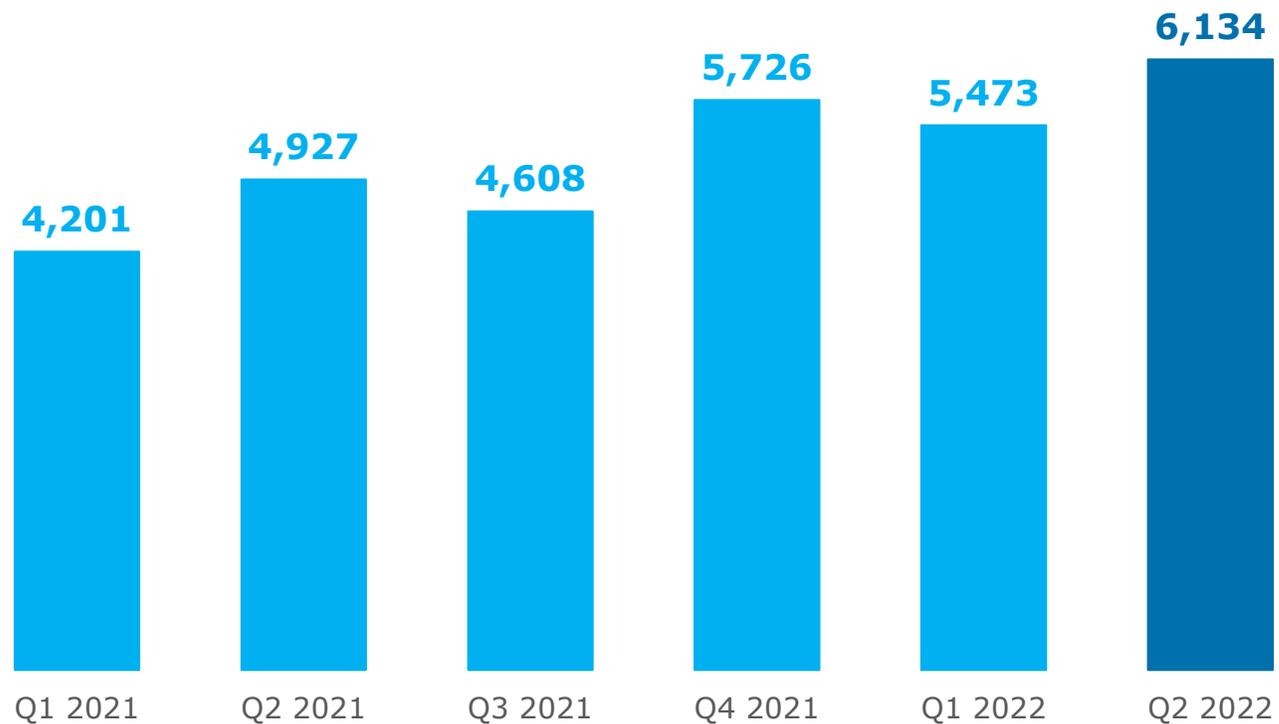
NET CASH EVOLUTION

in EUR millions	H1 2021	H1 2022
Profit for the period	444	668
Depreciation, amortization and impairment of fixed assets and right-of-use	328	356
Change in provisions	-93	-18
Losses on disposals of assets and others	8	13
Net finance costs	59	46
Income tax expense / (income)	282	327
Other non-cash items	73	108
Cash flows from operations before net finance costs and income tax	1,101	1,500
Income tax paid	-201	-104
Change in restructuring debt	-2	-3
Changes in operating working capital	-133	-824
Operating cash flows (A)	765	569
Capital expenditure (net of proceeds) (B)	-83	-145
Cash outflows on business combinations (net of cash & cash equivalents acquired)	-70	-34
Increase in share capital	0	0
Dividends paid	-329	-409
Net payments relating to Capgemini SE shares transactions	2	-515
Change in debt	-7	-137
Interest paid & received (C)	-92	-74
Repayment of lease debt (D)	-161	-157
Translation & other	53	32
Change in net debt	78	-870
Opening Net Cash / (Debt)	-4,904	-3,224
Closing Net Cash / (Debt)	-4,826	-4,094
Organic Free Cash Flow (A) + (B) + (C) + (D)	429	193



BOOKINGS EVOLUTION

in EUR million (at reported rates)



Constant currency growth YOY (in %)





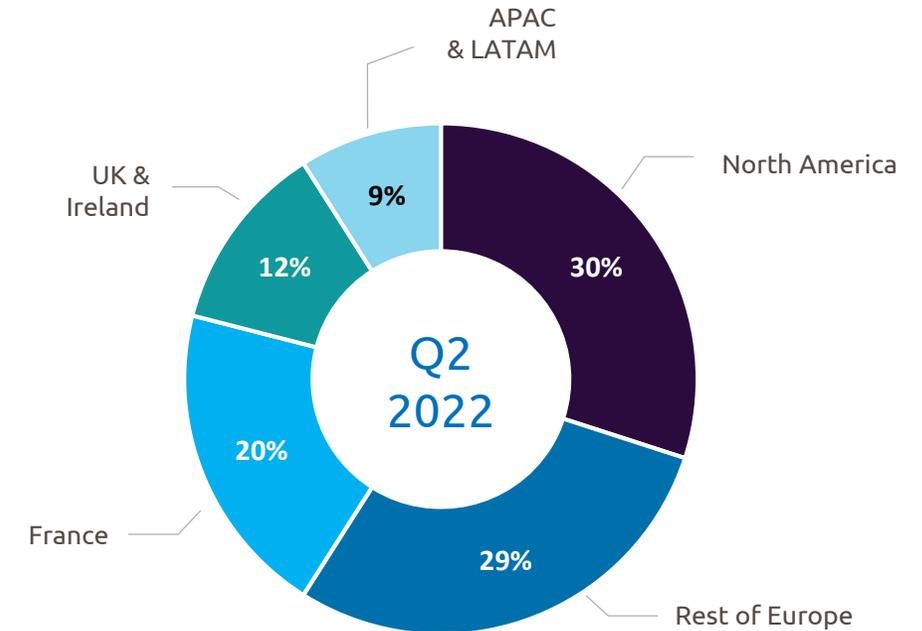
REVENUE QUARTERLY EVOLUTION

	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022
Revenues (in €m)	4,271	4,440	4,552	4,897	5,167	5,521
Year-on-Year organic growth	+1.7%	+12.9%	+13.2%	+13.2%	+16.3%	+18.1%
Year-on-Year CC growth	+24.2%	+12.4%	+12.9%	+12.5%	+17.7%	+19.3%
Year-on-Year CC growth by Region						
North America	+16.1%	+9.0%	+12.3%	+11.1%	+16.8%	+16.7%
UK & Ireland	+24.1%	+13.6%	+18.1%	+18.0%	+21.3%	+24.1%
France	+23.2%	+9.9%	+6.2%	+4.3%	+11.1%	+14.5%
Rest of Europe	+35.3%	+14.2%	+12.1%	+12.7%	+16.0%	+17.8%
APAC & LATAM	+17.3%	+25.0%	+29.5%	+35.8%	+42.6%	+40.7%
Year-on-Year CC growth by Sector						
Financial Services	+9.4%	+5.4%	+5.4%	+5.9%	+12.1%	+16.6%
Energy & Utilities	+8.6%	+1.2%	-2.1%	-0.7%	+6.1%	+8.6%
Manufacturing	+43.6%	+19.2%	+19.0%	+21.1%	+21.1%	+23.3%
Consumer Goods & Retail	+12.5%	+22.6%	+27.9%	+21.2%	+24.8%	+23.1%
Public Sector	+15.9%	+13.3%	+14.2%	+12.4%	+22.7%	+21.9%
Telco, Media & Technology	+84.2%	+9.8%	+10.5%	+8.1%	+15.6%	+11.5%
Services	+5.4%	+16.6%	+18.1%	+17.6%	+20.4%	+32.5%
Year-on-Year CC growth by Business						
Strategy & Transformation	+25.2%	+29.3%	+27.4%	+26.0%	+32.1%	+27.5%
Applications & Technology	+5.7%	+14.6%	+16.3%	+16.0%	+20.4%	+21.7%
Operations & Engineering	+77.6%	+7.7%	+7.3%	+6.8%	+12.7%	+13.9%
Year-on-Year reported growth	+20.4%	+10.1%	+13.6%	+15.0%	+21.0%	+24.4%



Q2 2022 REVENUES BY REGIONS

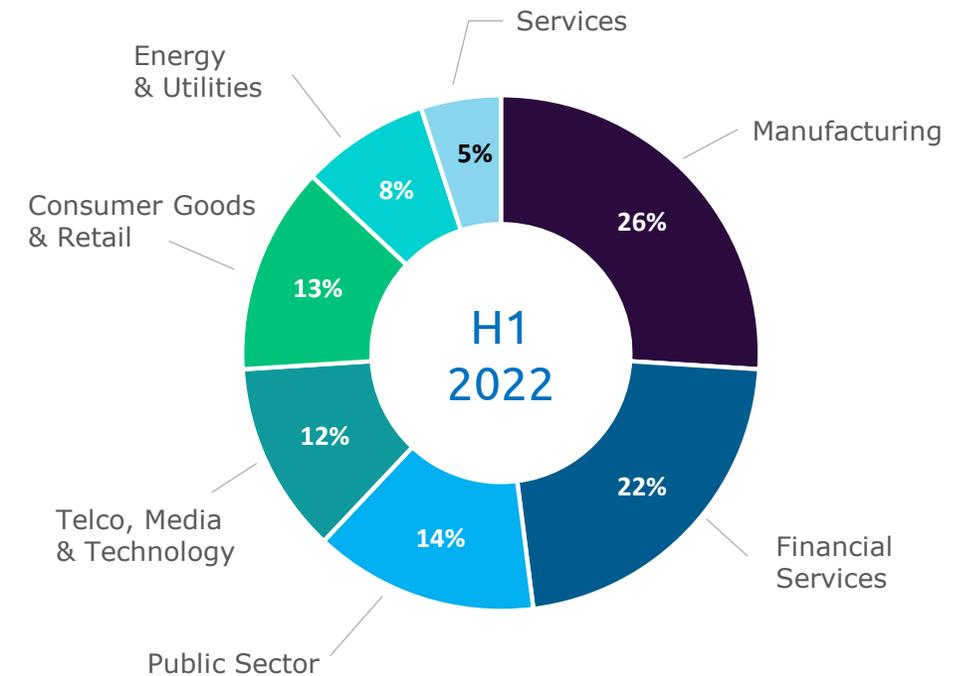
	Q2 2021		Q2 2022		Variation	
	Revenues				Year-on-Year	
	(in €m)	(in €m)	Reported	Constant Currency		
North America	1,271	1,661	+30.7%	+16.7%		
UK & Ireland	516	652	+26.2%	+24.1%		
France	941	1,078	+14.6%	+14.5%		
Rest of Europe	1,374	1,615	+17.6%	+17.8%		
APAC & LATAM	338	515	+52.6%	+40.7%		
TOTAL	4,440	5,521	+24.4%	+19.3%		





Q2 & H1 2022 REVENUES BY SECTOR

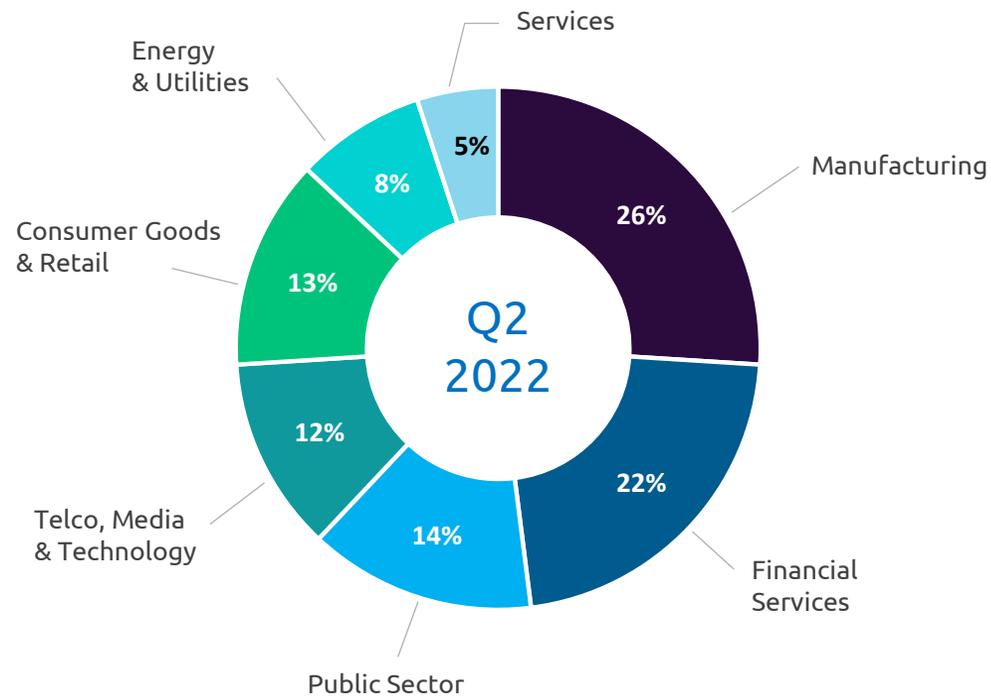
	Q2 2022	H1 2022
	Year-on-Year	Year-on-Year
	Constant Currency	Constant Currency
Financial Services	+16.6%	+14.4%
Energy & Utilities	+8.6%	+7.3%
Manufacturing	+23.3%	+22.3%
Consumer Goods & Retail	+23.1%	+23.5%
Public Sector	+21.9%	+22.5%
Telco, Media & Technology	+11.5%	+13.0%
Services	+32.5%	+28.0%
TOTAL	+19.3%	+18.5%



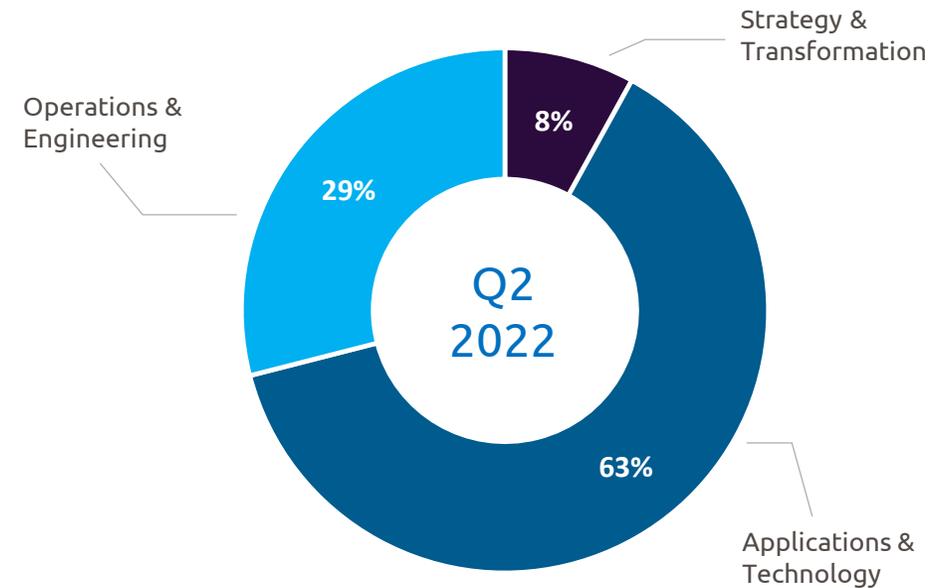


Q2 REVENUE MIX BY SECTOR / BUSINESS

Revenues By Sector (in % of Group Revenues)



Revenues By Business (in % of Total Revenues)



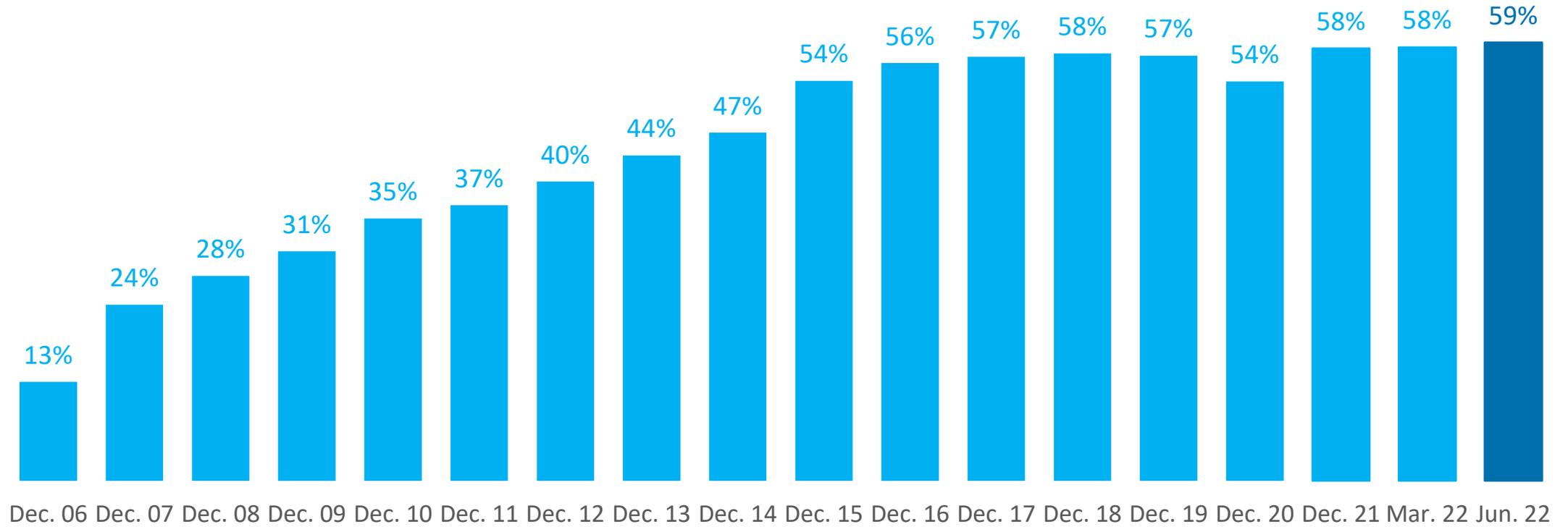


OPERATING MARGIN – ANALYSIS BY TYPE OF COSTS

in EUR millions	H1 2021	H1 2022
Revenues	8,711	10,688
Personnel costs	-6,034	-7,420
in % of revenues	-69.3%	-69.4%
Purchases and subcontracting expenses	-1,187	-1,444
in % of revenues	-13.6%	-13.5%
Travel expenses	-47	-109
in % of revenues	-0.5%	-1.0%
Rent, facilities and local taxes	-85	-98
in % of revenues	-1.0%	-0.9%
Depreciation, amortization, provisions and proceeds from asset disposal	-316	-316
in % of revenues	-3.6%	-3.0%
Total operating expenses	-7,669	-9,387
in % of revenues	-88.0%	-87.8%
Operating margin	1,042	1,301
in % of revenues	12.0%	12.2%



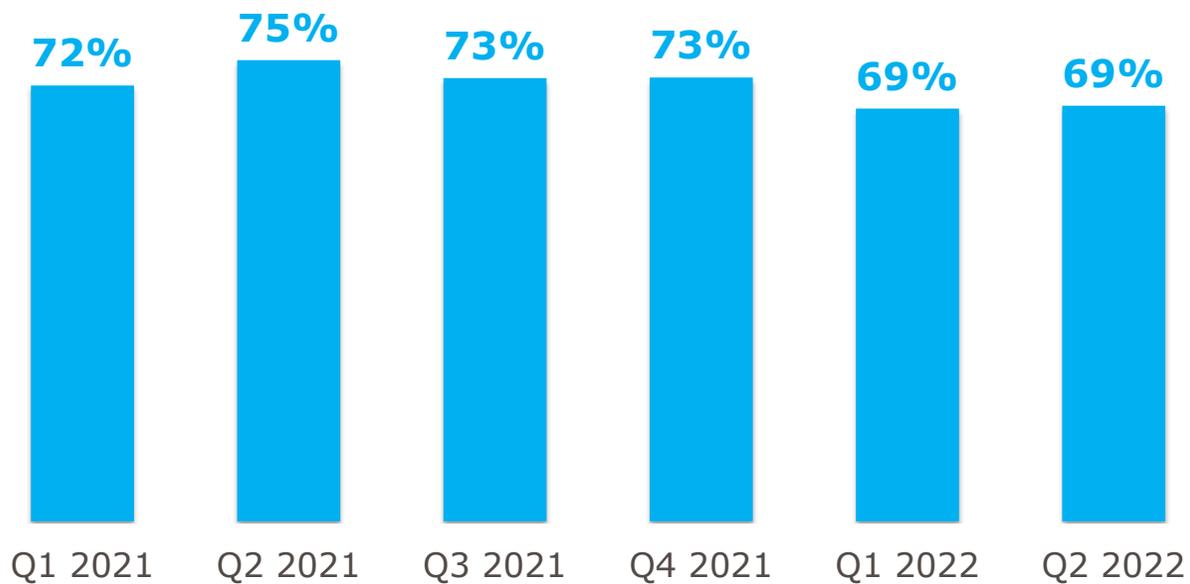
OFFSHORE LEVERAGE EVOLUTION



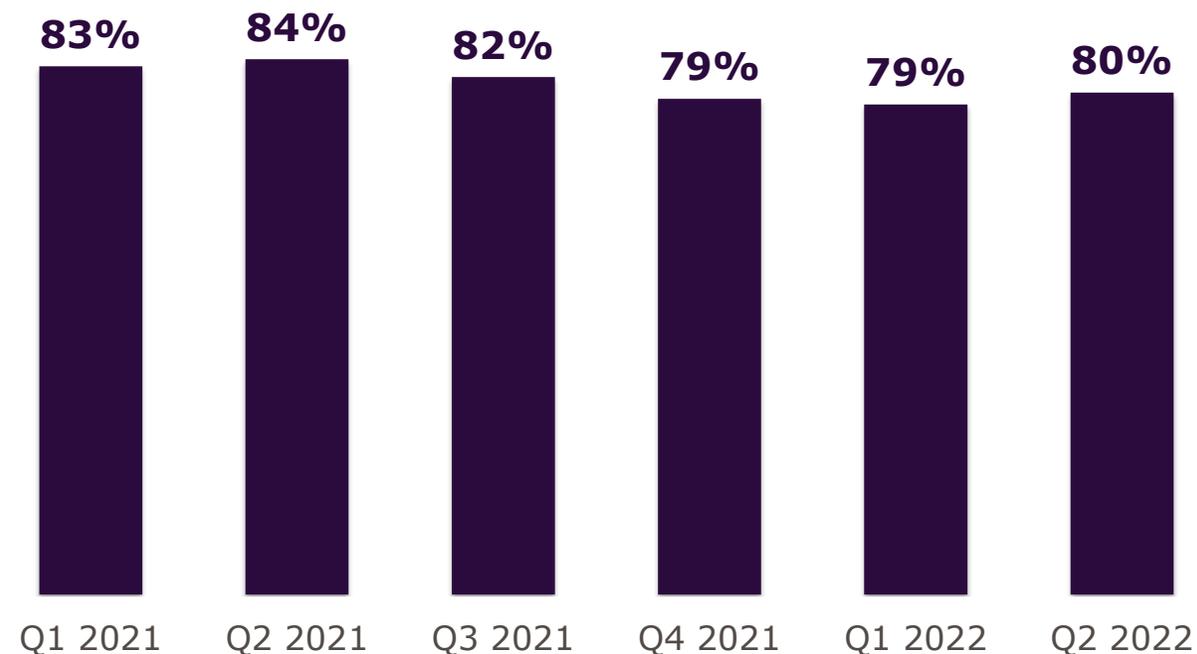


UTILIZATION RATES EVOLUTION

Strategy & Transformation



Applications & Technology





BALANCE SHEET

ASSETS				EQUITY & LIABILITIES			
in EUR millions	June 30, 2021	Dec. 31, 2021	June 30, 2022	in EUR millions	June 30, 2021	Dec. 31, 2021	June 30, 2022
Goodwill	10,096	10,633	11,087	Equity ⁽¹⁾	6,681	8,467	8,938
Intangible assets	1,042	1,003	969	Non-controlling interests	11	12	15
Property, plant & equipment	801	880	913	Total equity	6,692	8,479	8,953
Lease right-of-use assets	809	823	771	Long-term borrowings	6,639	6,654	6,649
Deferred taxes	873	881	834	Deferred taxes	255	294	347
Other non-current assets	602	814	931	Provisions for pensions ⁽²⁾	744	655	513
Total non-current assets	14,223	15,034	15,505	Non-current provisions	372	341	338
Contract costs	119	117	121	Non-current lease liabilities	609	627	577
Contract assets	1,657	1,380	2,246	Other non-current liabilities	443	466	520
Trade receivables	2,449	3,109	2,846	Total non-current liabilities	9,062	9,037	8,944
Current tax receivables	264	141	285	Short-term borrowings and bank overdrafts	1,131	87	200
Other current assets	608	738	845	Accounts and notes payable	3,567	4,361	4,231
Cash management assets	322	385	415	Contract liabilities	1,040	1,405	1,357
Cash and cash equivalents	2,623	3,129	2,403	Current provisions	129	140	123
Total current assets	8,042	8,999	9,161	Current tax liabilities	228	75	310
Total Assets	22,265	24,033	24,666	Current lease liabilities	280	274	265
				Other current payables	136	175	283
				Total current liabilities	6,511	6,517	6,769
				Total Equity & Liabilities	22,265	24,033	24,666

(1) attributable to owners of the company

(2) and other post-employment benefits

CASH FLOW STATEMENT



in EUR millions	H1 2021	H1 2022
Profit for the period attributable to owners of the Company	443	667
Non-controlling interests	1	1
Depreciation, amortization and impairment of fixed assets and Lease right-of-use assets	328	356
Change in provisions	-93	-18
Losses on disposals of assets and other	8	13
Expenses relating to share grants	58	80
Net finance costs	59	46
Income tax (income) expense	282	327
Unrealized (gains) losses on changes in fair value and other financial items	15	28
Cash flows from operations before net finance costs and income tax (A)	1,101	1,500
Income tax paid (B)	-201	-104
Change in trade receivables, contract assets net of liabilities and contract costs	-235	-570
Change in accounts and notes payable	116	62
Change in other receivables/payables	-16	-319
Change in operating working capital (C)	-135	-827
NET CASH FROM (USED IN) OPERATING ACTIVITIES (D=A+B+C)	765	569
Acquisitions of property, plant and equipment and intangible assets	-85	-146
Proceeds from disposals of property, plant and equipment and intangible assets	2	1
Acquisitions of property, plant and equipment and intangible assets, net of disposals	-83	-145
Cash (outflows) inflows on business combinations net of cash and cash equivalents acquired	-70	-34
Cash outflows in respect of cash management assets	21	-24
Other cash outflows, net	-16	-78
Cash outflows from investing activities	-65	-136
NET CASH USED IN INVESTING ACTIVITIES (E)	-148	-281
Dividends paid	-329	-409
Net payments relating to transactions in Capgemini SE shares	2	-515
Proceeds from borrowings	84	266
Repayments of borrowings	-390	-170
Repayment of lease liabilities	-161	-157
Interest paid	-105	-92
Interest received	13	18
NET CASH FROM (USED IN) FINANCING ACTIVITIES (F)	-886	-1,059
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS (G=D+E+F)	-269	-771
Effect of exchange rate movements on cash and cash equivalents (H)	48	25
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD (I)	2,828	3,119
CASH AND CASH EQUIVALENTS AT END OF PERIOD (G+H+I)	2,607	2,373



COMPREHENSIVE INCOME & CHANGE IN EQUITY

in EUR millions	H1 2021	H1 2022
Actuarial gains and losses on defined benefit pension plans, net of tax (1)	198	247
Remeasurement of hedging derivatives and net investment, net of tax (2)	42	-18
Translation adjustments (2)	210	423
OTHER ITEMS OF COMPREHENSIVE INCOME	450	652
Profit for the period (remainder)	444	668
Total comprehensive income for the period	894	1,320
Attributable to:		
Owners of the Company	893	1,319
Non-controlling interests	1	1

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

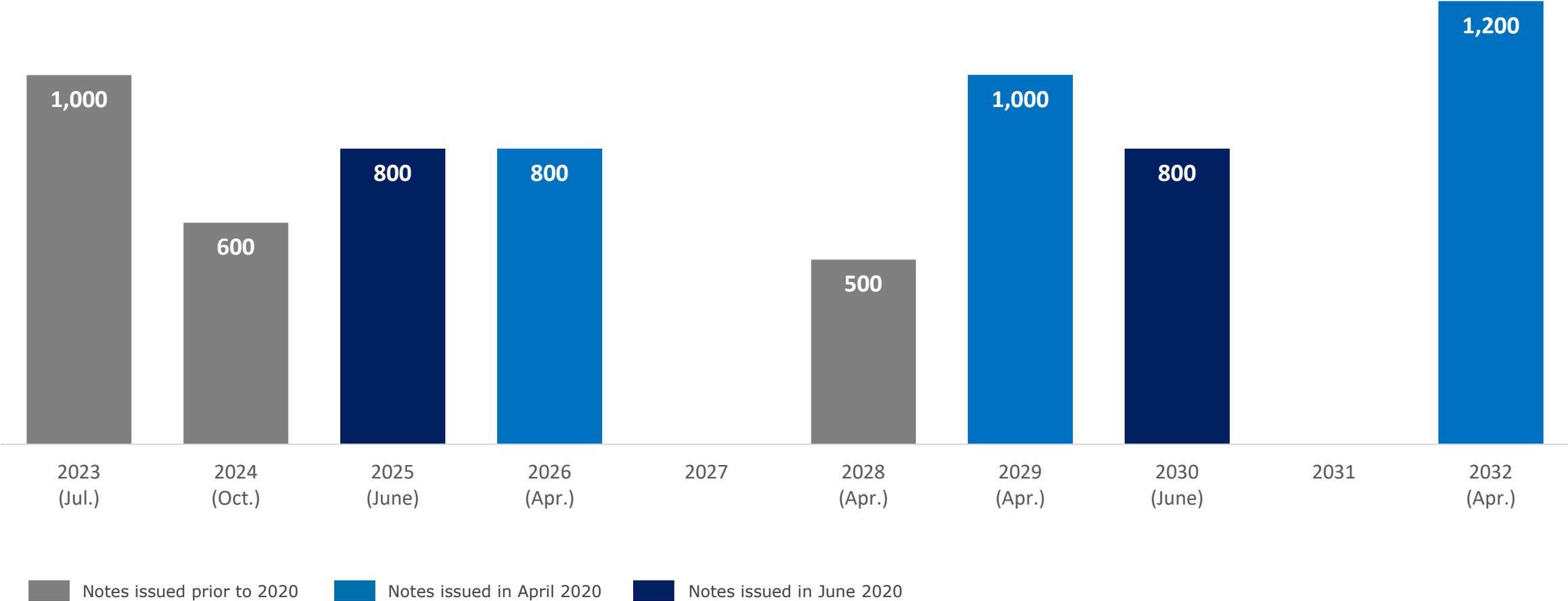
(2) Other items from the comprehensive income that could be included in the profit & loss account

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, 2021	172,391,524	1,379	3,609	-79	4,233	-120	-555	8,467	12	8,479
Impact of the first-time application of the IFRS Interpretation Committee (IFRIC) decision published in April 2021 on SaaS type contracts					-2			-2		-2
At January 1, 2022	172,391,524	1,379	3,609	-79	4,231	-120	-555	8,465	12	8,477
Dividends paid out for 2021					-409			-409		-409
Incentive instruments and employee share ownership					80			80		80
Elimination of treasury shares				-516	1			-515		-515
Transactions with minority shareholders and others					-2			-2	2	0
Transactions with shareholders				-516	-330			-846	2	-844
Income and expense recognized in equity						423	229	652	0	652
Profit for the period					667			667	1	668
At June 30, 2022	172,391,524	1,379	3,609	-595	4,568	303	-326	8,938	15	8,953

BOND DEBT MATURITY PROFILE



in EUR millions



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.

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