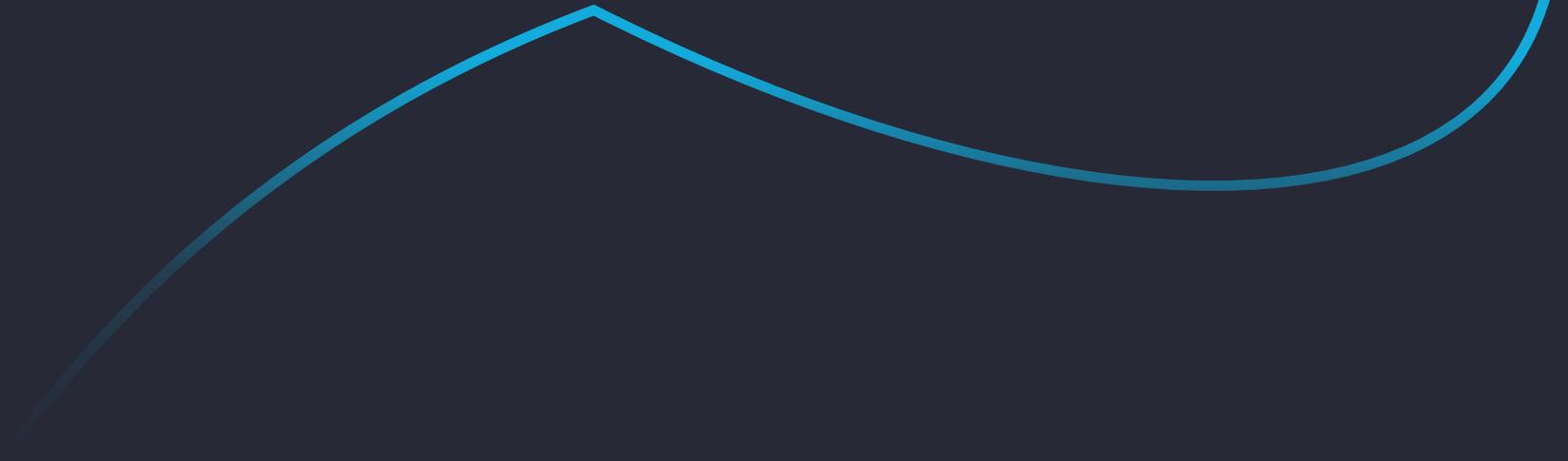


FY 2022 RESULTS

FEBRUARY 21, 2023

Capgemini 





DISCLAIMER

This presentation may contain forward-looking statements. Such statements may include projections, estimates, assumptions, statements regarding plans, objectives, intentions and/or expectations with respect to future financial results, events, operations and services and product development, as well as statements, regarding future performance or events. Forward-looking statements are generally identified by the words “expects”, “anticipates”, “believes”, “intends”, “estimates”, “plans”, “projects”, “may”, “would”, “should” or the negatives of these terms and similar expressions. Although Capgemini’s management currently believes that the expectations reflected in such forward-looking statements are reasonable, investors are cautioned that forward-looking statements are subject to various risks and uncertainties (including without limitation risks identified in Capgemini’s Universal Registration Document available on Capgemini’s website), because they relate to future events and depend on future circumstances that may or may not occur and may be different from those anticipated, many of which are difficult to predict and generally beyond the control of Capgemini. Actual results and developments may differ materially from those expressed in, implied by or projected by forward-looking statements. Forward-looking statements are not intended to and do not give any assurances or comfort as to future events or results. Other than as required by applicable law, Capgemini does not undertake any obligation to update or revise any forward-looking statement.

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Aiman EZZAT
Chief Executive Officer





CAPGEMINI DEMONSTRATES ITS RESILIENCE IN Q4 AND SETS ANOTHER RECORD PERFORMANCE IN 2022

REVENUES

+16.6% cc YoY
€ 21,995m

BOOKINGS

+16.8% cc YoY
€ 23,719m

OPERATING MARGIN

13.0%
+10bp

ORGANIC FCF

€ 1,852m
- € 21m

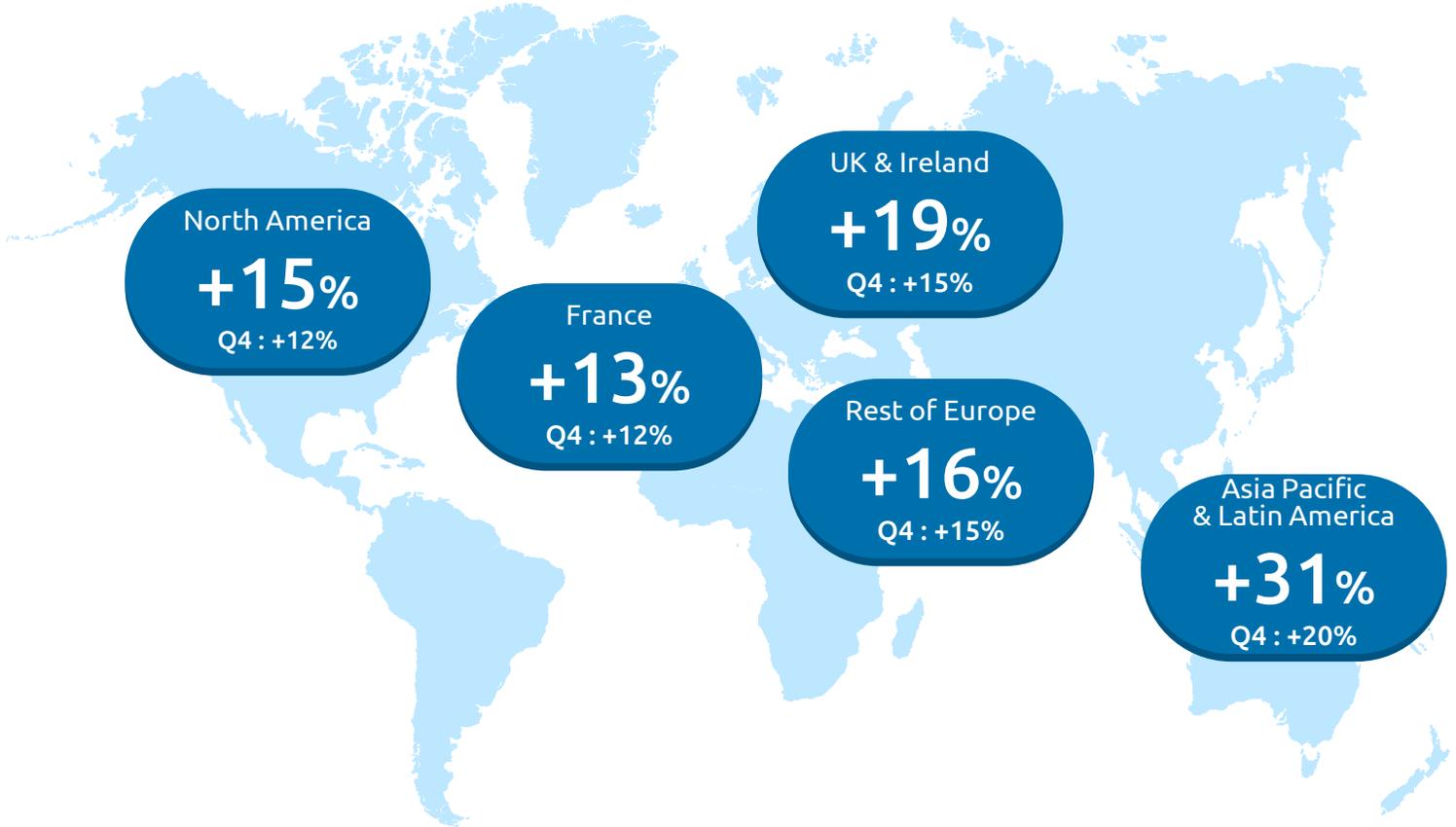
NORMALIZED EPS

€ 11.52
+25%

DIVIDEND PER SHARE

€ 3.25
+35%

BROAD-BASED DEMAND FOR OUR DIGITAL TRANSFORMATION SOLUTIONS



FY YoY Constant Currency Revenue Growth
Q4 Constant Currency Revenue Growth



PURSuing AN ARTICULATED STRATEGY TO DRIVE A WINNING COMBINATION

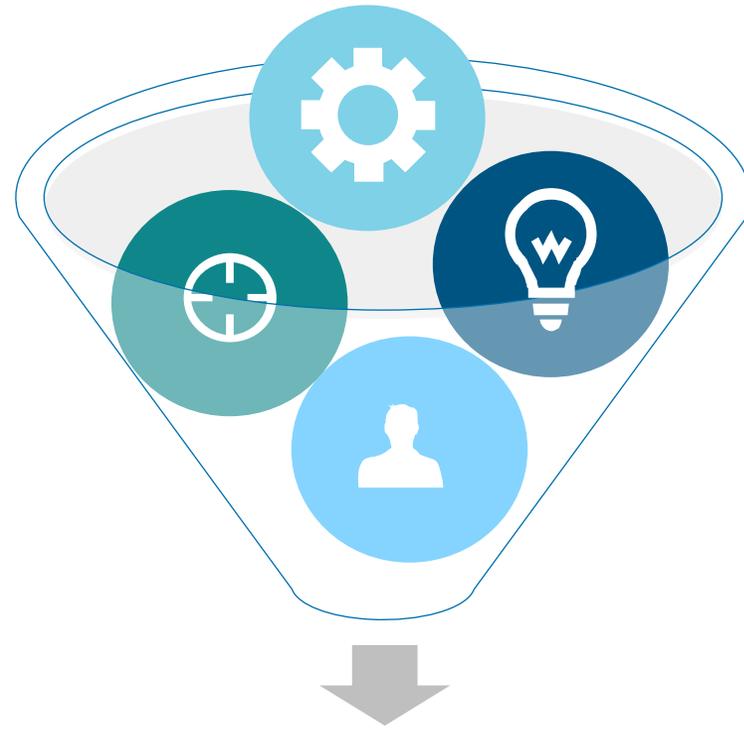


A client-centric organization

- Strategic partner of **CXOs**
- Large **accounts centricty**
- Shaping **transformational deals**

Home of talents

- Attractive brand** for talent
- Agile **talent management**
- Continuous **training** and **skilling**
- Talent shaper**



Solutions for the digital economy

- At the forefront of **innovation**
- Strong **industry focus**
- Thriving technology **partnerships**
- Leader in **intelligent industry**
- Well recognized on **sustainability**

World-class operations

- Industrialized** operations
- Delivery** excellence
- Agile** global organization

Focusing on value creation for our clients

CONTINUOUS PROGRESS IN OUR ESG JOURNEY – 2022 HIGHLIGHTS



ENVIRONMENT

TRANSITION TO RENEWABLE

87%  Share of renewable electricity
+34 pts vs. 2021

TOTAL CARBON EMISSIONS

- 46%  Reduction per employee
Vs. 2019 baseline

VALIDATED NET ZERO OBJECTIVES



Raising our ambition
to **net zero** 2040

MOBILIZING INNOVATION

- 29%  Energy consumption in India thanks
to our Energy Command Center
Vs. 2019 baseline

SOCIAL

DIVERSITY

37.8%  Women in workforce
+ 2pts vs. 2021

DIGITAL INCLUSION

1.9M  Digital Inclusion beneficiaries
since 2018
+ 1.14 M vs. 2021

LEARNING

51.4  Learning hours per employee
+12% vs. 2021

RECOGNITIONS



GOVERNANCE

LEADERSHIP DIVERSITY

24.4%  Women among Group's
executive leaders
+ 2pts vs. 2021

CYBERSECURITY

riskrecon
BIT SIGHT
The Standard in SECURITY RATINGS
cyber vadis

Recognized as a front leader in cybersecurity
by several external
Cyber Rating agencies

ETHICS

2022 **WORLD'S MOST ETHICAL COMPANIES**TM
Recognized by **Ethisphere**
for 10 years in a row
WWW.ETHISPHERE.COM



WELL POSITIONED TO ACCOMPANY OUR CLIENTS

Tomorrow's economy is a **digital** one

As **business & technology transformation partner**, we enable our clients to accelerate their twin transition

Tomorrow's economy is a **sustainable** one

The result is a **strong structural demand** for years to come



2023 OUTLOOK

REVENUE GROWTH

+4.0%
to **+7.0%**

at constant exchange rates

Inorganic contribution around 0.5 points at the lower end of the target range and 1.0 point at the upper end

OPERATING MARGIN

13.0%
to **13.2%**

ORGANIC FCF

around
€ 1.8 bn



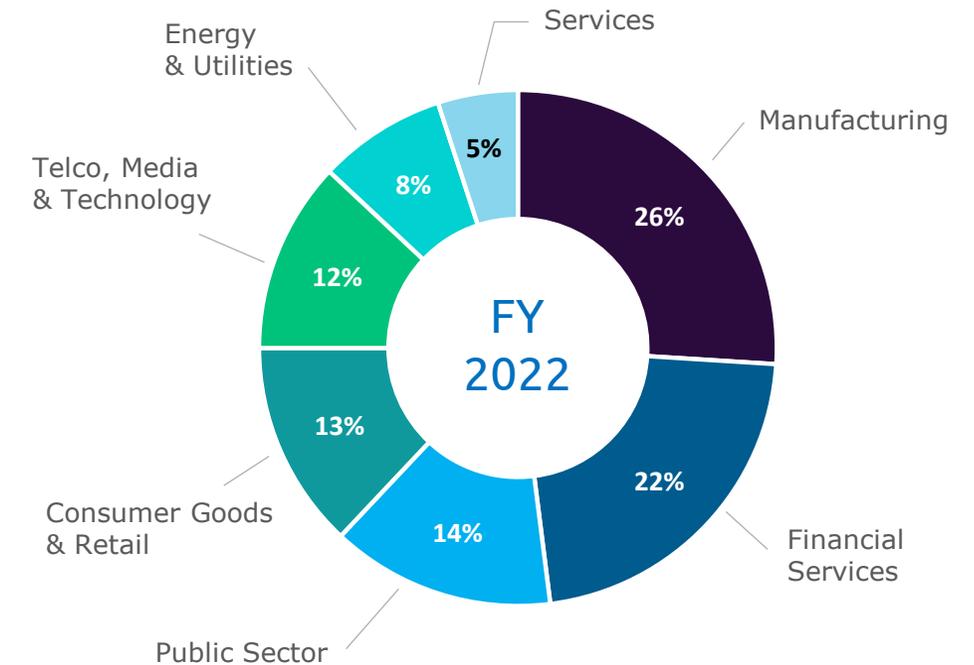
Olivier SEVILLIA
Chief Operating Officer





Q4 & FY 2022 REVENUES BY SECTOR

	Q4 2022	FY 2022
	Year-on-Year	Year-on-Year
	Constant Currency	Constant Currency
Financial Services	+9.9%	+13.4%
Energy & Utilities	+6.3%	+7.0%
Manufacturing	+19.9%	+21.4%
Consumer Goods & Retail	+13.7%	+18.5%
Public Sector	+15.4%	+19.0%
Telco, Media & Technology	+9.6%	+11.8%
Services	+20.8%	+23.3%
TOTAL	+14.0%	+16.6%

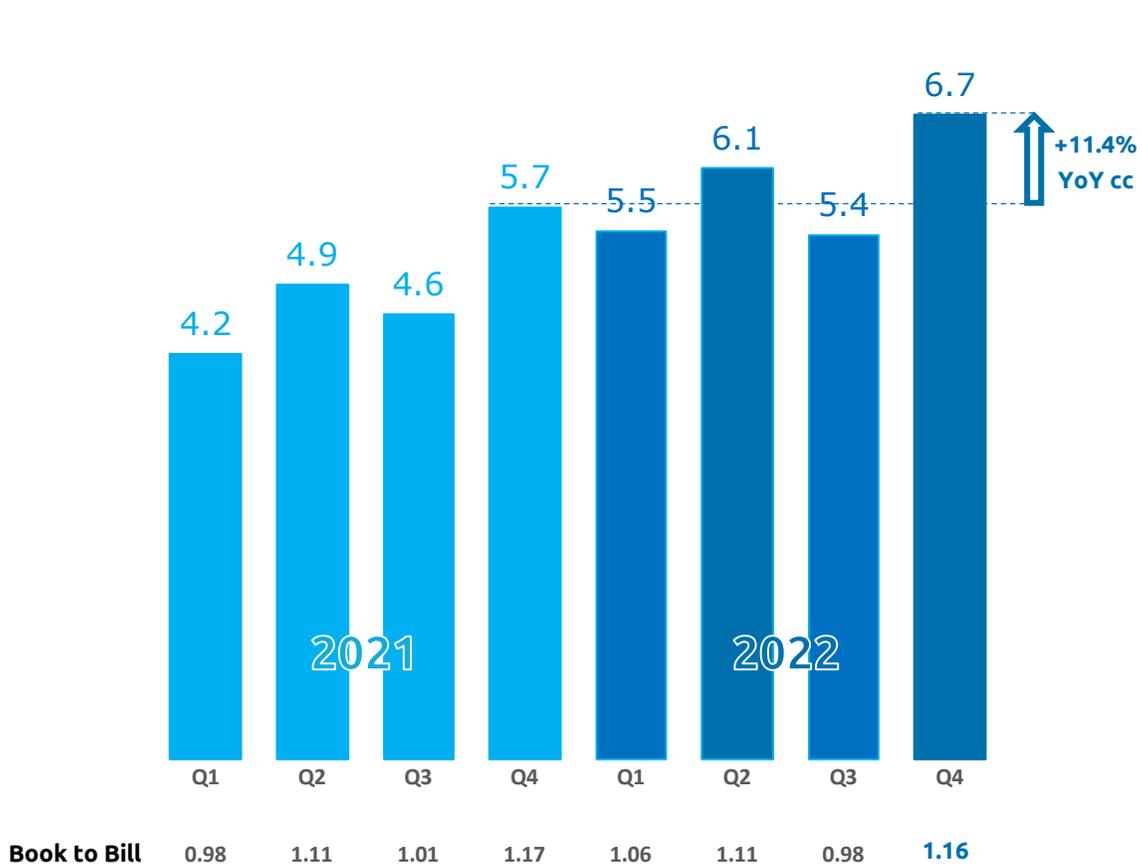




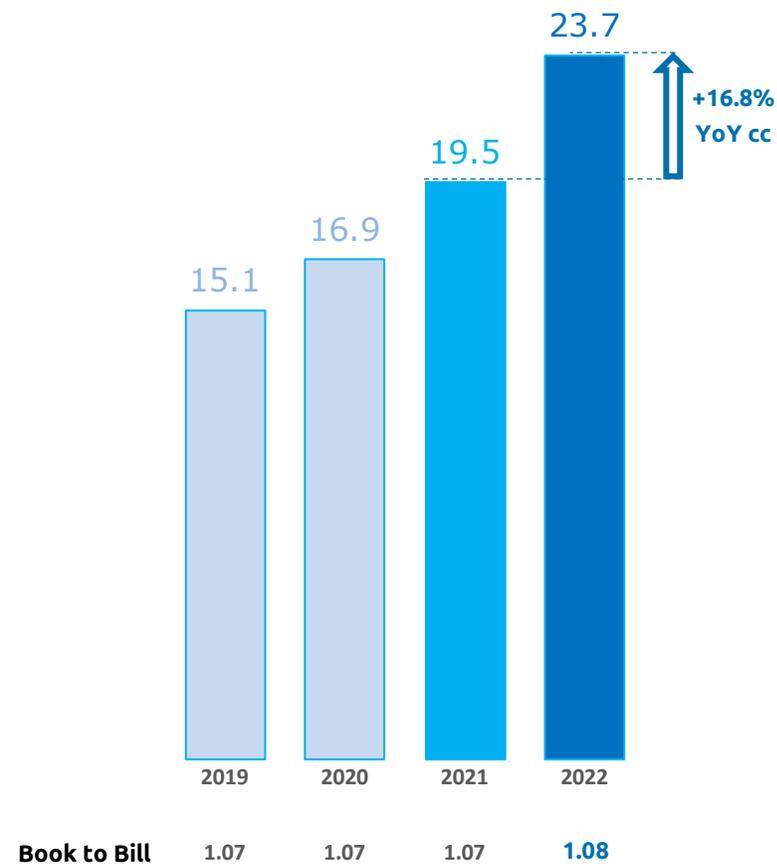
BOOKINGS EVOLUTION

in EUR billion (at reported rates)

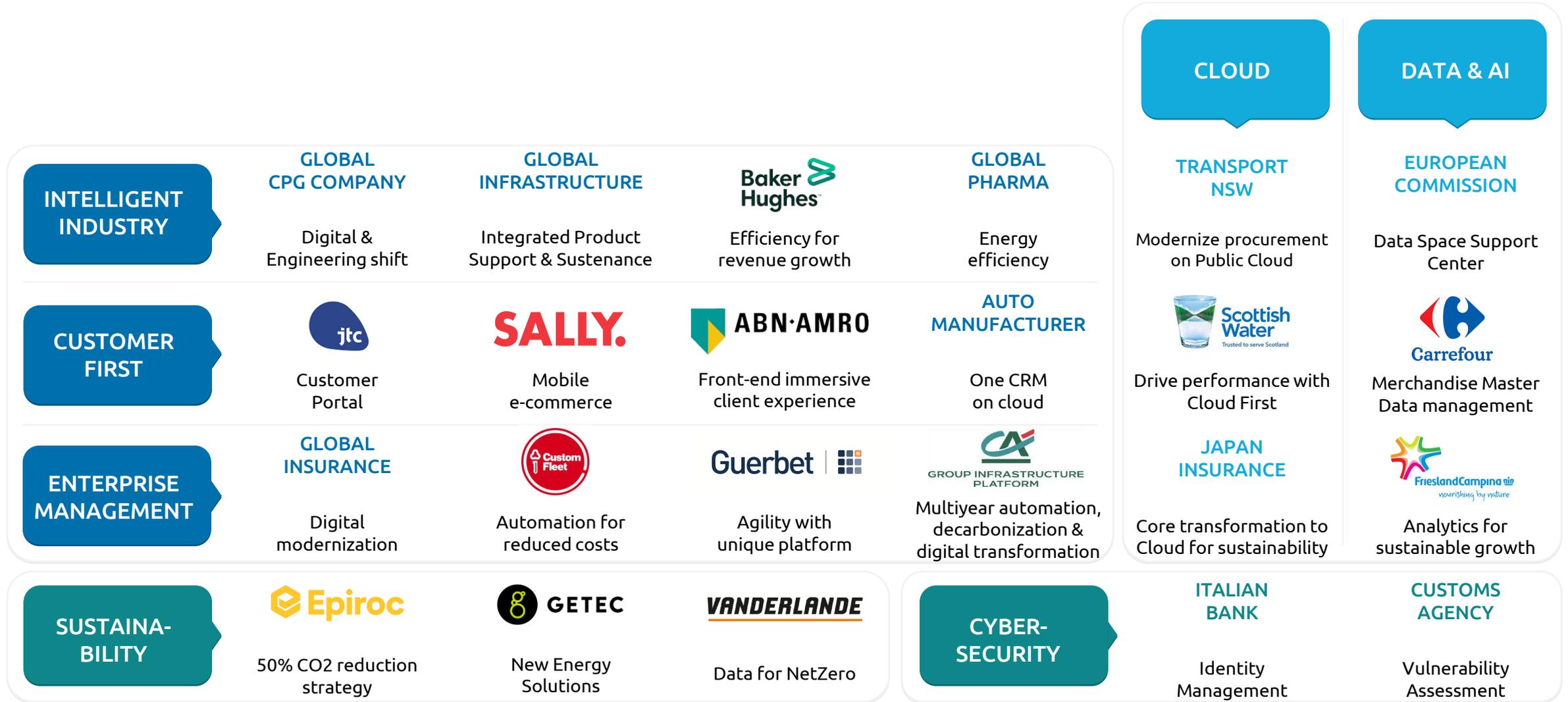
QUARTERS



FULL YEAR



COVERING ALL THE DIMENSIONS OF OUR STRATEGIC FRAMEWORK





Carole FERRAND
Chief Financial Officer





FINANCIAL OVERVIEW

in EUR millions	FY 2021	FY 2022	Variation	Constant Currency Growth
Revenues	18,160	21,995	+21.1%	+16.6%
Operating expenses	-15,820	-19,128		
Operating margin	2,340	2,867	+22%	
(in % of revenues)	12.9%	13.0%	+0.1pt	
Other operating income and expense	-501	-474		
Operating profit	1,839	2,393	+30%	
(in % of revenues)	10.1%	10.9%	+0.8pt	
Net financial expense	-159	-129		
Income tax	-526	-710		
Share of profit of associates	5	-4		
Non-controlling interests	-2	-3		
Net profit (Group share)	1,157	1,547	+34%	
(in % of revenues)	6.4%	7.0%	+0.6pt	
Basic EPS in €	6.87	9.09	+32%	
Normalized EPS in €	9.19 ⁽¹⁾	11.52 ⁽¹⁾	+25%	
Organic free cash flow	1,873	1,852	-21	

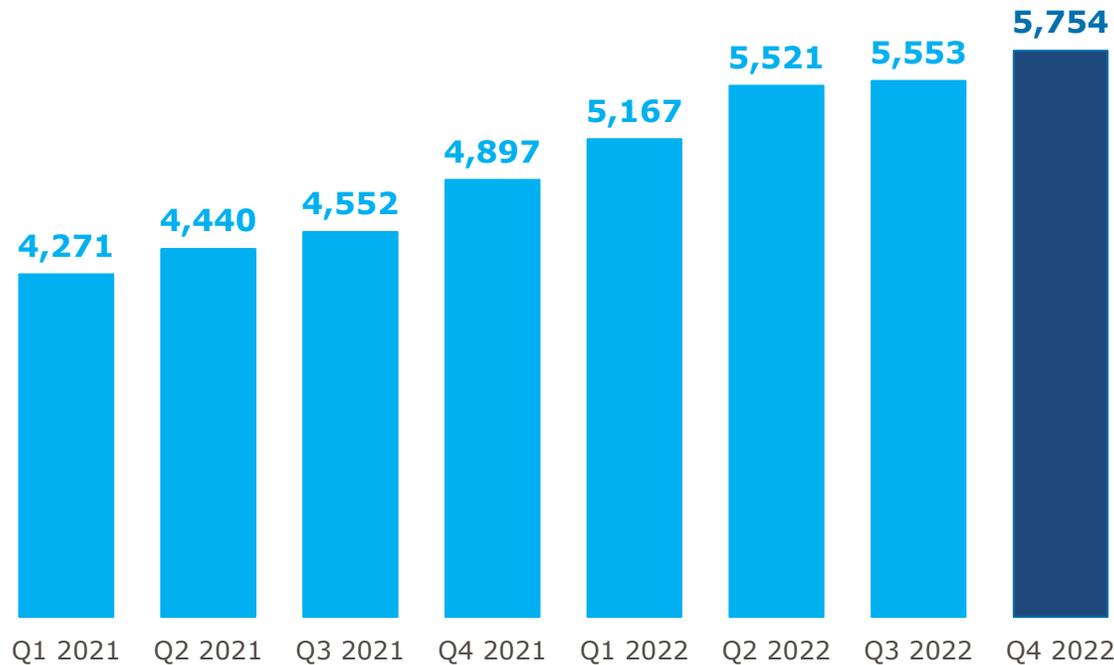
Note: All alternate performance measures (organic growth, constant currency growth, operating margin, free cash flow, normalized EPS and net debt) are defined in Appendix

(1) Excluding exceptional tax expenses of €73 million in 2022 and €36 million in 2021



QUARTERLY REVENUE GROWTH

Revenues in EUR millions



Constant currency growth YOY (in %)



Constant currency growth

Q4: **+14.0%** YoY

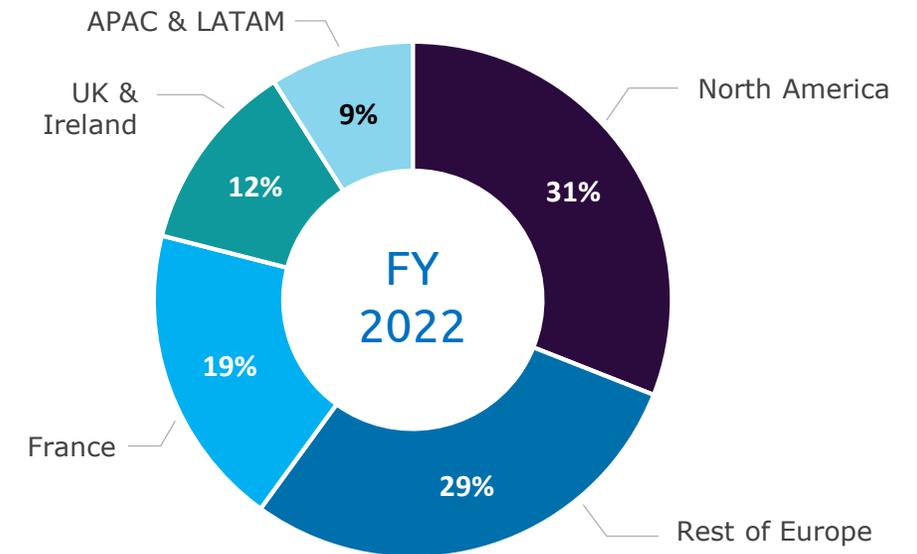
FY: **+16.6%** YoY

	Q1 2022	Q2 2022	Q3 2022	Q4 2022	FY 2022
	Year-on-Year				
Organic	+16.3%	+18.1%	+14.3%	+12.8%	+15.3%
Group scope	+1.4pts	+1.2pts	+1.4pts	+1.2pts	+1.3pts
Constant Currency	+17.7%	+19.3%	+15.7%	+14.0%	+16.6%
Currencies	+3.3pts	+5.1pts	+6.3pts	+3.5pts	+4.5pts
Reported	+21.0%	+24.4%	+22.0%	+17.5%	+21.1%



Q4 & FY 2022 REVENUES BY REGION

	Q4 2022	FY 2021	FY 2022	Variation	
	Year-on-Year Constant Currency	Revenues (in €m)		Reported	Constant Currency
North America	+12.3%	5,251	6,737	+28.3%	+15.0%
UK & Ireland	+15.3%	2,127	2,561	+20.4%	+19.4%
France	+11.9%	3,799	4,276	+12.6%	+12.5%
Rest of Europe	+15.2%	5,563	6,437	+15.7%	+16.1%
APAC & LATAM	+19.6%	1,420	1,984	+39.7%	+30.6%
TOTAL	+14.0%	18,160	21,995	+21.1%	+16.6%



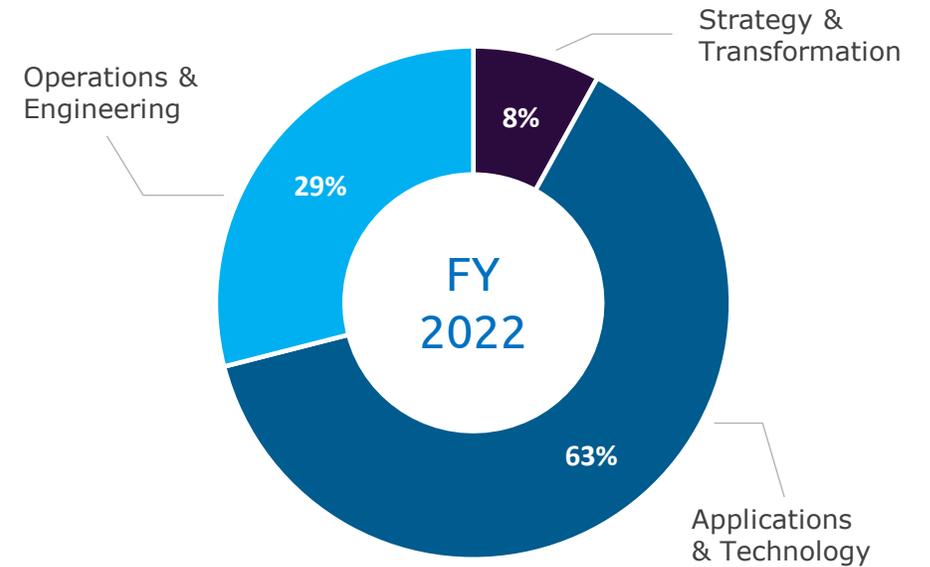


Q4 & FY 2022 REVENUES BY BUSINESS

Total Revenues

	Q4 2022	FY 2022
	Year-on-Year	Year-on-Year
	Constant Currency	Constant Currency
Strategy & Transformation	+25.4%	+28.2%
Applications & Technology	+14.4%	+18.0%
Operations & Engineering	+13.0%	+13.4%

Strategy & Transformation
Applications & Technology
Operations & Engineering

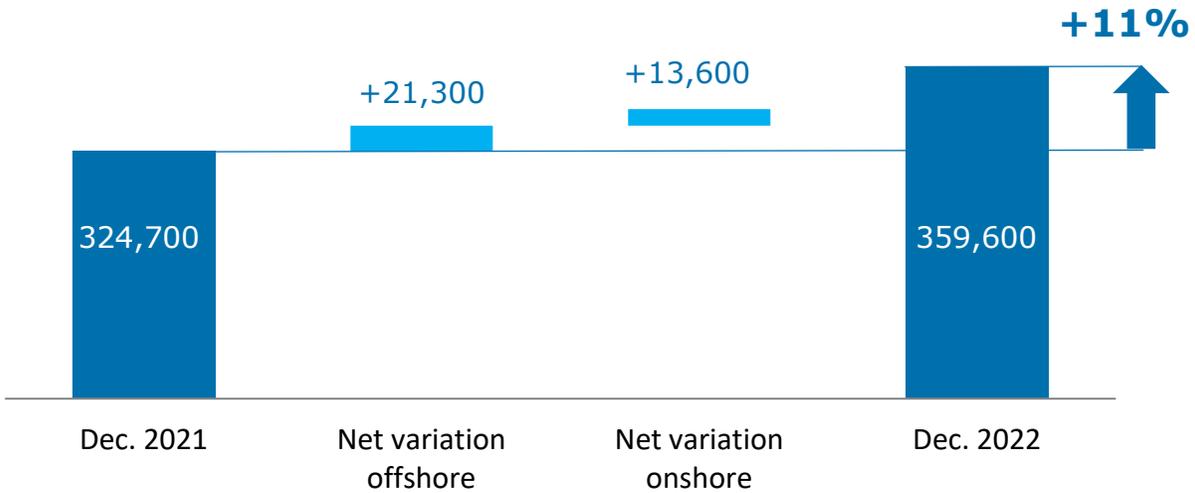


NB: activity trends by business are calculated based on Total Revenues, i.e. before elimination of inter-business billing (see definitions in the Appendix section)



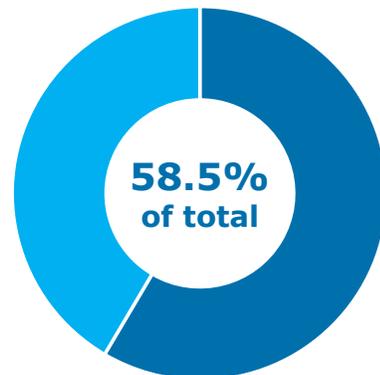
HEADCOUNT EVOLUTION

Headcount Evolution



Workforce in global production centers:

+11% YoY



Attrition

Attrition	Dec 2021 LTM	Dec 2022 LTM	Variation
Strategy & Transformation	22.5%	21.8%	-0.7pt
Applications & Technology	23.9%	25.0%	+1.1pt
Operations & Engineering	22.9%	26.5%	+3.6pt
TOTAL	23.5%	25.5%	+2.0pt



OPERATING MARGIN BY REGION

	FY 2021			FY 2022		
	Revenues	Operating Margin		Revenues	Operating Margin	
		(in €m)	(in €m)		(%)	(in €m)
North America	5,251	835	15.9%	6,737	1,051	15.6%
UK & Ireland	2,127	383	18.0%	2,561	462	18.0%
France	3,799	389	10.2%	4,276	518	12.1%
Rest of Europe	5,563	684	12.3%	6,437	746	11.6%
APAC & LATAM	1,420	164	11.5%	1,984	210	10.6%
Not allocated		-115			-120	
TOTAL	18,160	2,340	12.9%	21,995	2,867	13.0%

OPERATING MARGIN ANALYSIS



in EUR millions	FY 2021	FY 2022
Revenues	18,160	21,995
Cost of services rendered	-13,368	-16,163
in % of revenues	-73.6%	-73.5%
Gross margin	4,792	5,832
in % of revenues	26.4%	26.5%
Selling expenses	-1,196	-1,518
in % of revenues	-6.6%	-6.9%
General & administrative expenses	-1,256	-1,447
in % of revenues	-6.9%	-6.6%
Operating margin	2,340	2,867
in % of revenues	12.9%	13.0%



NET FINANCIAL EXPENSE AND INCOME TAX

in EUR millions	FY 2021	FY 2022
Interest on bonds	-140	-128
Other interest income and expense	23	61
Net interest expense	-117	-67
Other financial income & expenses	-42	-62
Net financial expense	-159	-129

in EUR millions	FY 2021	FY 2022
Income tax	-526	-710
Effective tax rate	31.3%	31.3%
Effective tax rate, underlying	29.2% ⁽¹⁾	28.1% ⁽¹⁾

(1) Excluding exceptional tax expenses of €73 million in 2022 and €36 million in 2021



NET PROFIT ANALYSIS

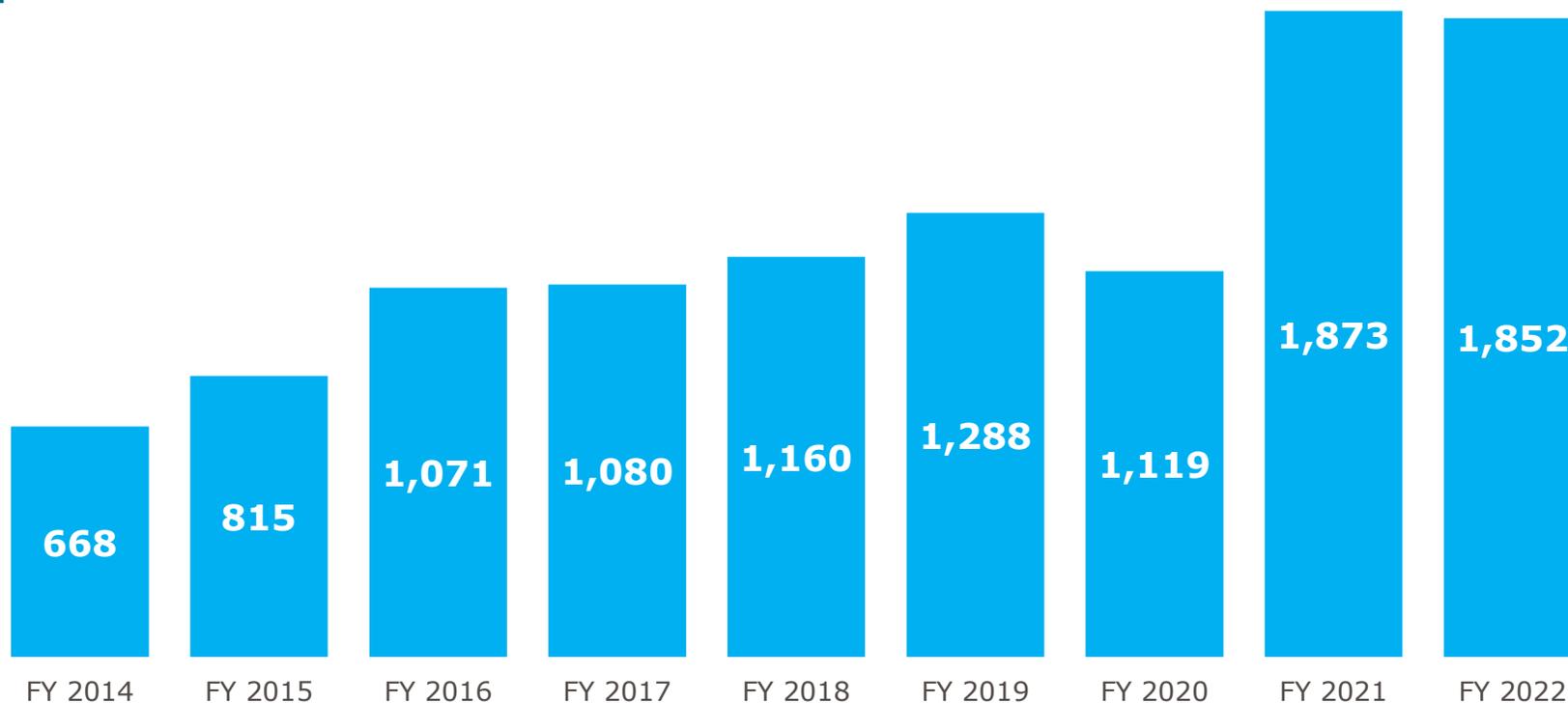
in EUR millions	FY 2021	FY 2022
Operating margin	2,340	2,867
Other operating income and expense	-501	-474
<i>of which</i>		
<i>Restructuring costs</i>	<i>-101</i>	<i>-82</i>
<i>Amortization of intangible assets acquired through business combinations</i>	<i>-122</i>	<i>-136</i>
<i>Acquisition and integration costs</i>	<i>-120</i>	<i>-84</i>
<i>Expenses relating to share grants</i>	<i>-163</i>	<i>-176</i>
<i>Other</i>	<i>5</i>	<i>4</i>
Operating profit	1,839	2,393
Net financial expense	-159	-129
Income tax expense	-526	-710
Share of profit of associates	5	-4
Non-controlling interests	-2	-3
Net profit (Group share)	1,157	1,547
Average number of shares	168,574,058	170,251,066
Basic EPS - in €	6.87	9.09
Normalized EPS (non diluted) - in €	9.19 ⁽¹⁾	11.52 ⁽¹⁾

(1) Excluding exceptional tax expenses of €73 million in 2022 and €36 million in 2021



ORGANIC FREE CASH FLOW GENERATION

in EUR millions



Net debt
€2.6bn as at Dec 31, 2022
vs. **€3.2bn** as at Dec 31, 2021

Q&A



Aiman EZZAT
Chief Executive Officer



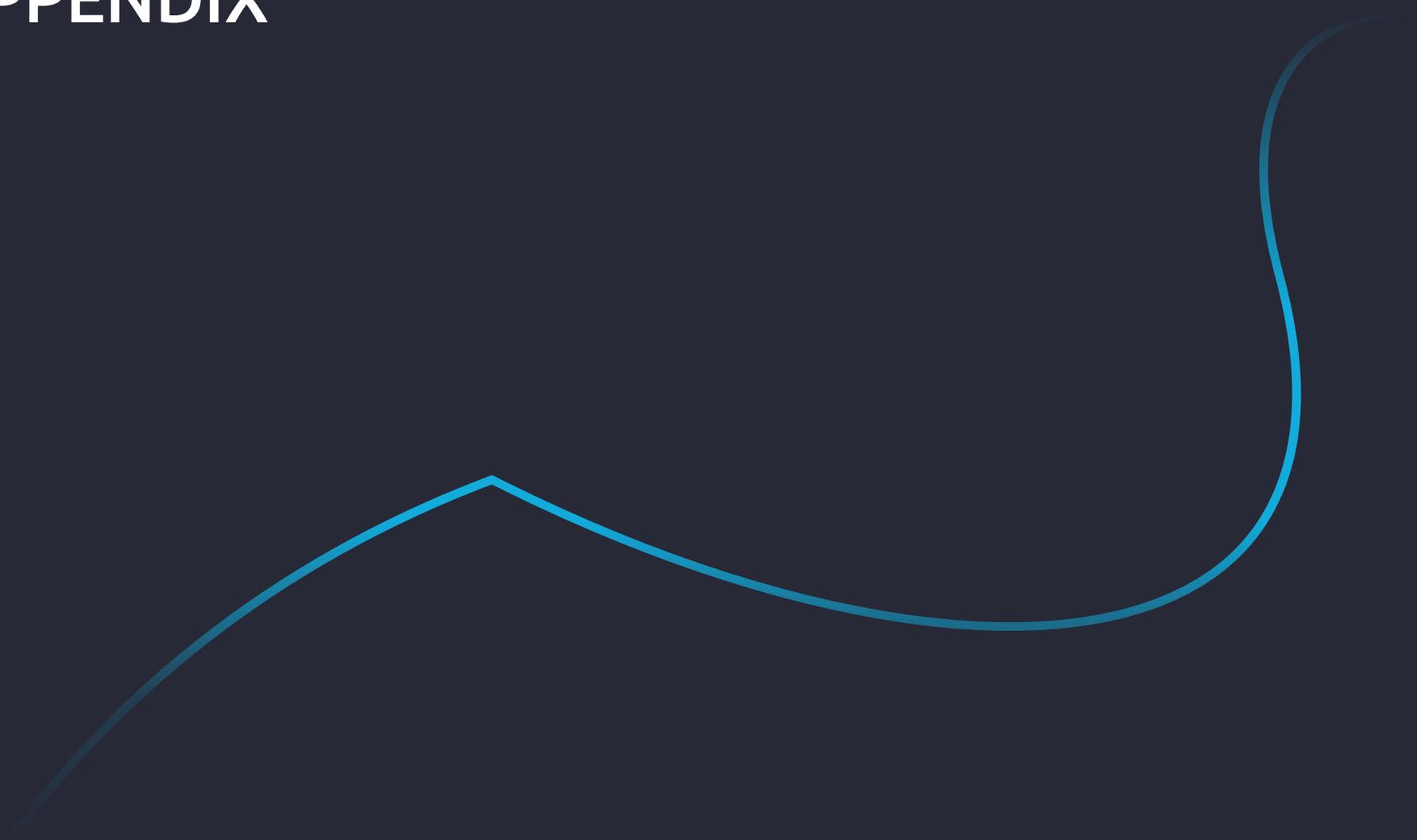
Olivier SEVILLIA
Chief Operating Officer



Carole FERRAND
Chief Financial Officer

APPENDIX

Capgemini 





ALTERNATE PERFORMANCE MEASURES

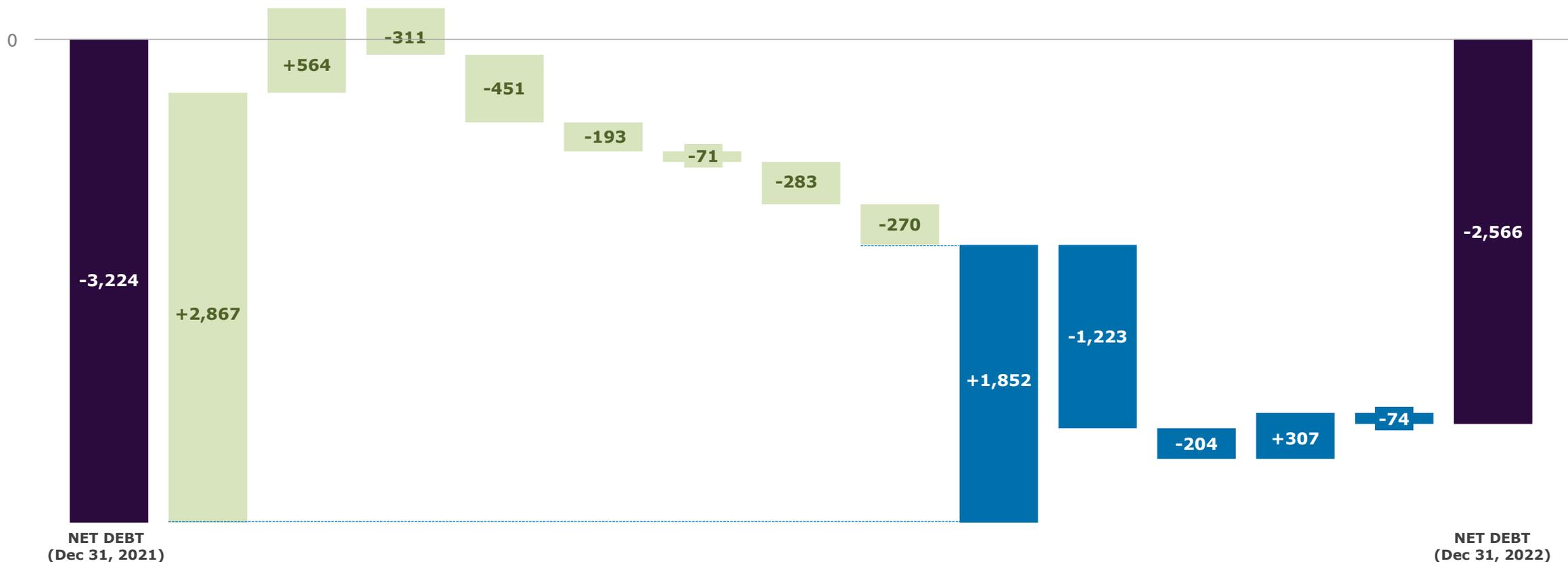
- **Organic growth**, or like-for-like growth, in revenues is the growth rate calculated at constant Group scope and exchange rates. The Group scope and exchange rates used are those for the published period. Exchange rates for the published period are also used to calculate **growth at constant exchange 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, 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.



NET CASH EVOLUTION

in EUR millions

- Operating margin
- Amortization & Provisions
- Lease debt repayment
- Tax paid
- Working capital
- Net Interests
- Capex net
- Others
- Organic FCF
- Returns to shareholders
- M&A
- Others
- FX



Previous Year

-4,904 +2,340 +542 -320 -440 +529 -126 -262 -390 +1,873 -529 -369 +548 +157 -3,224



NET CASH EVOLUTION

in EUR millions	2021	2022
Profit for the period	1,159	1,550
Depreciation, amortization and impairment of fixed assets and right-of-use	672	719
Change in provisions	-146	-77
Losses on disposals of assets and others	33	13
Net finance costs	117	67
Income tax expense / (income)	526	710
Other non-cash items	131	179
Cash flows from operations before net finance costs and income tax	2,492	3,161
Income tax paid	-440	-451
Change in restructuring debt	3	7
Changes in operating working capital	526	-200
Operating cash flows (A)	2,581	2,517
Capital expenditure (net of proceeds) (B)	-262	-283
Cash outflows on business combinations net of cash acquired	-369	-204
Increase in share capital	587	507
Dividends paid	-329	-409
Net payments relating to treasury shares transactions	-197	-826
Change in debt	-42	-188
Interest paid & received (C)	-126	-71
Repayment of lease debt (D)	-320	-311
Translation, perimeter changes & other	157	-74
Change in net cash and cash equivalents	1,680	658
Opening Net Cash / (Debt)	-4,904	-3,224
Closing Net Cash / (Debt)	-3,224	-2,566
Organic Free Cash Flow (A) + (B) + (C) + (D)	1,873	1,852



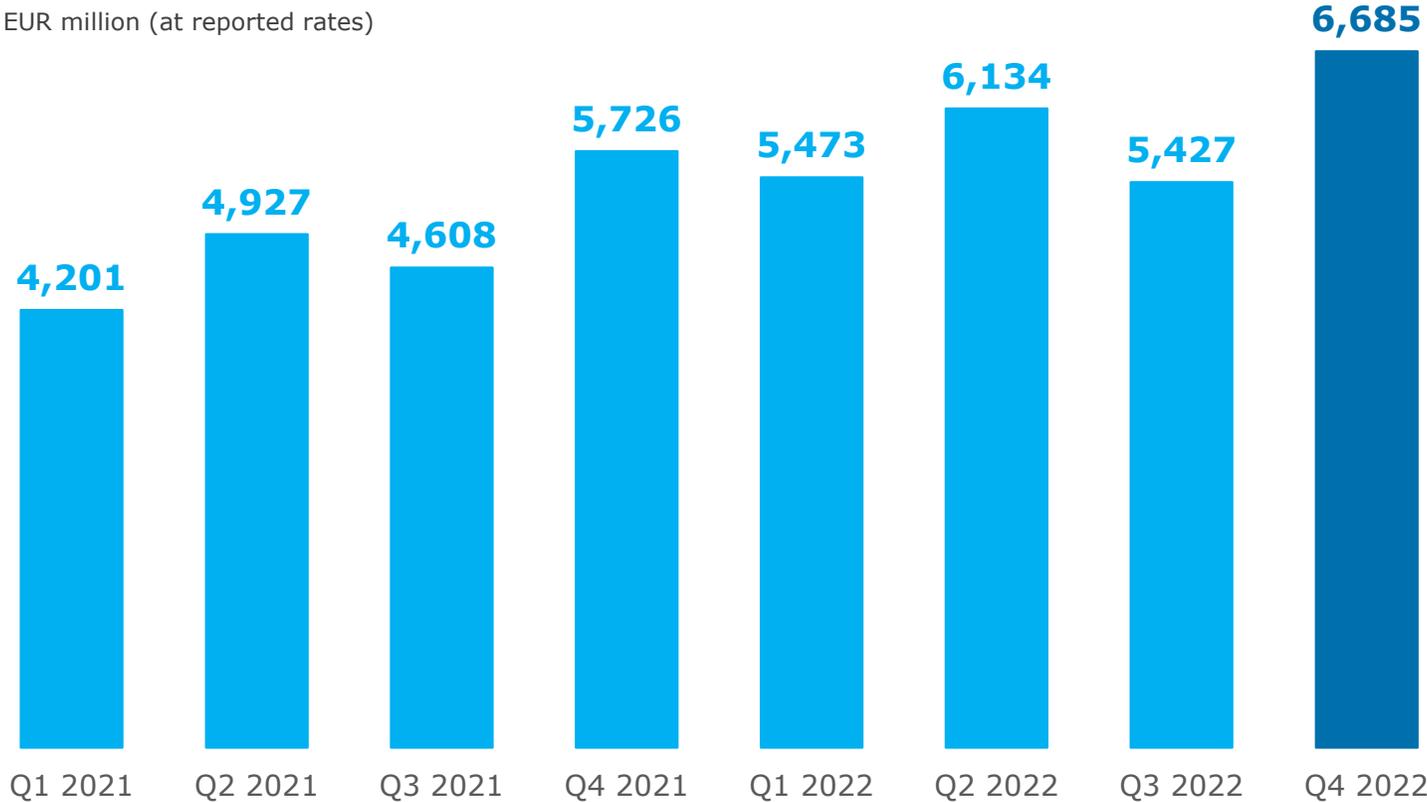
REVENUE QUARTERLY EVOLUTION

	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Revenues (in €m)	4,271	4,440	4,552	4,897	5,167	5,521	5,553	5,754
Year-on-Year organic growth	+1.7%	+12.9%	+13.2%	+13.2%	+16.3%	+18.1%	+14.3%	+12.8%
Year-on-Year CC growth	+24.2%	+12.4%	+12.9%	+12.5%	+17.7%	+19.3%	+15.7%	+14.0%
Year-on-Year CC growth by Region								
North America	+16.1%	+9.0%	+12.3%	+11.1%	+16.8%	+16.7%	+14.7%	+12.3%
UK & Ireland	+24.1%	+13.6%	+18.1%	+18.0%	+21.3%	+24.1%	+17.2%	+15.3%
France	+23.2%	+9.9%	+6.2%	+4.3%	+11.1%	+14.5%	+12.7%	+11.9%
Rest of Europe	+35.3%	+14.2%	+12.1%	+12.7%	+16.0%	+17.8%	+15.5%	+15.2%
APAC & LATAM	+17.3%	+25.0%	+29.5%	+35.8%	+42.6%	+40.7%	+24.1%	+19.6%
Year-on-Year CC growth by Sector								
Financial Services	+9.5%	+5.4%	+5.4%	+5.9%	+12.1%	+16.6%	+14.9%	+9.9%
Energy & Utilities	+8.7%	+1.2%	-2.1%	-0.7%	+6.1%	+8.6%	+7.3%	+6.3%
Manufacturing	+43.2%	+19.2%	+19.0%	+21.1%	+21.1%	+23.3%	+21.3%	+19.9%
Consumer Goods & Retail	+12.7%	+22.6%	+27.9%	+21.2%	+24.8%	+23.1%	+14.5%	+13.7%
Public Sector	+16.2%	+13.3%	+14.2%	+12.4%	+22.7%	+21.9%	+15.6%	+15.4%
Telco, Media & Technology	+84.0%	+9.8%	+10.5%	+8.1%	+15.6%	+11.5%	+11.9%	+9.6%
Services	+5.3%	+16.6%	+18.1%	+17.6%	+20.4%	+32.5%	+18.0%	+20.8%
Year-on-Year CC growth by Business								
Strategy & Transformation	+25.2%	+29.3%	+27.4%	+26.0%	+32.1%	+27.5%	+28.5%	+25.4%
Applications & Technology	+5.7%	+14.6%	+16.3%	+16.0%	+20.4%	+21.7%	+15.9%	+14.4%
Operations & Engineering	+77.6%	+7.7%	+7.3%	+6.8%	+12.7%	+13.9%	+13.8%	+13.0%
Year-on-Year reported growth	+20.4%	+10.1%	+13.6%	+15.0%	+21.0%	+24.4%	+22.0%	+17.5%

BOOKINGS EVOLUTION



in EUR million (at reported rates)



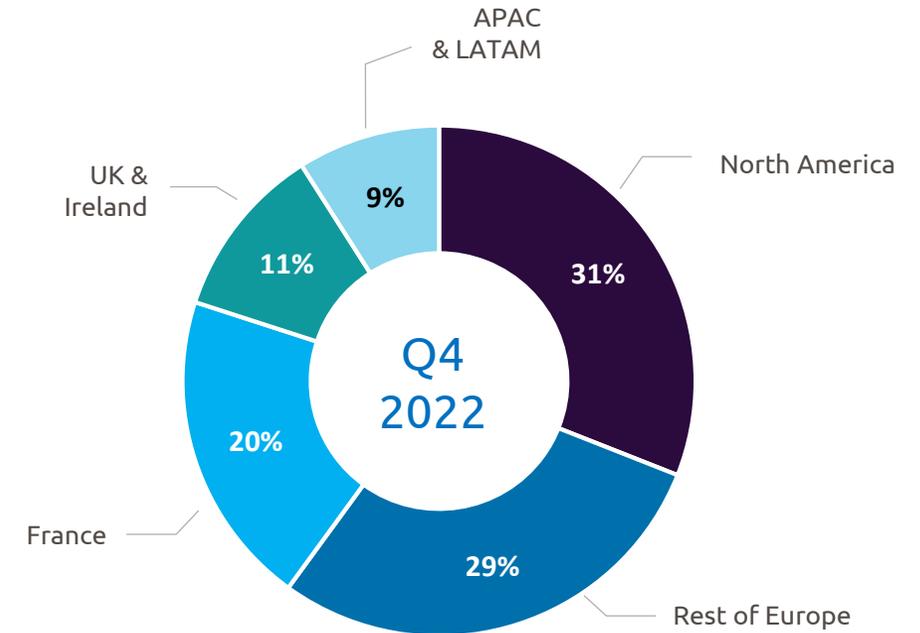
Constant Currency Growth YOY (in %)





Q4 2022 REVENUES BY REGION

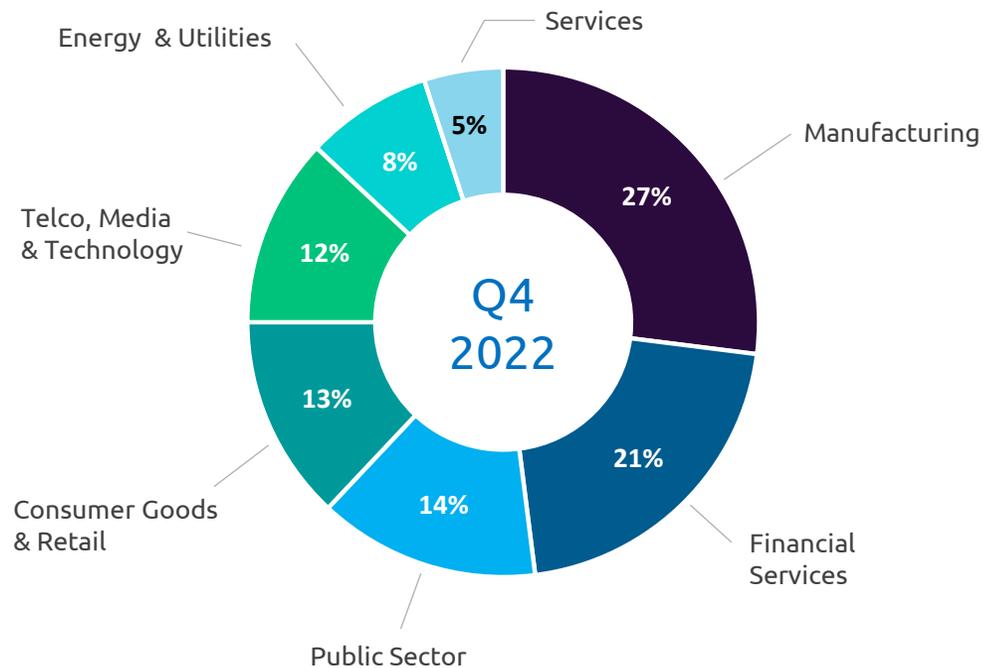
	Q4 2021	Q4 2022	Variation	
	Revenues		Year-on-Year	
	(in €m)	(in €m)	Reported	Constant Currency
North America	1,413	1,764	+24.8%	+12.3%
UK & Ireland	557	628	+12.7%	+15.3%
France	1,033	1,155	+11.9%	+11.9%
Rest of Europe	1,491	1,702	+14.2%	+15.2%
APAC & LATAM	403	505	+25.4%	+19.6%
TOTAL	4,897	5,754	+17.5%	+14.0%



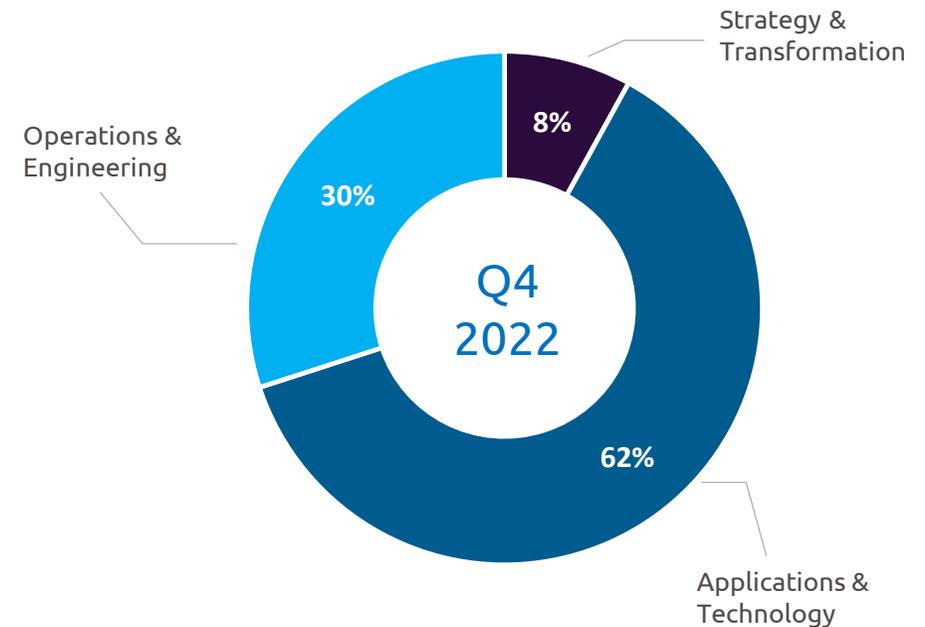


Q4 REVENUE MIX BY SECTOR / BUSINESS

Revenues By Sector (in % of Group Revenues)



Revenues By Business (in % of Total Revenues)

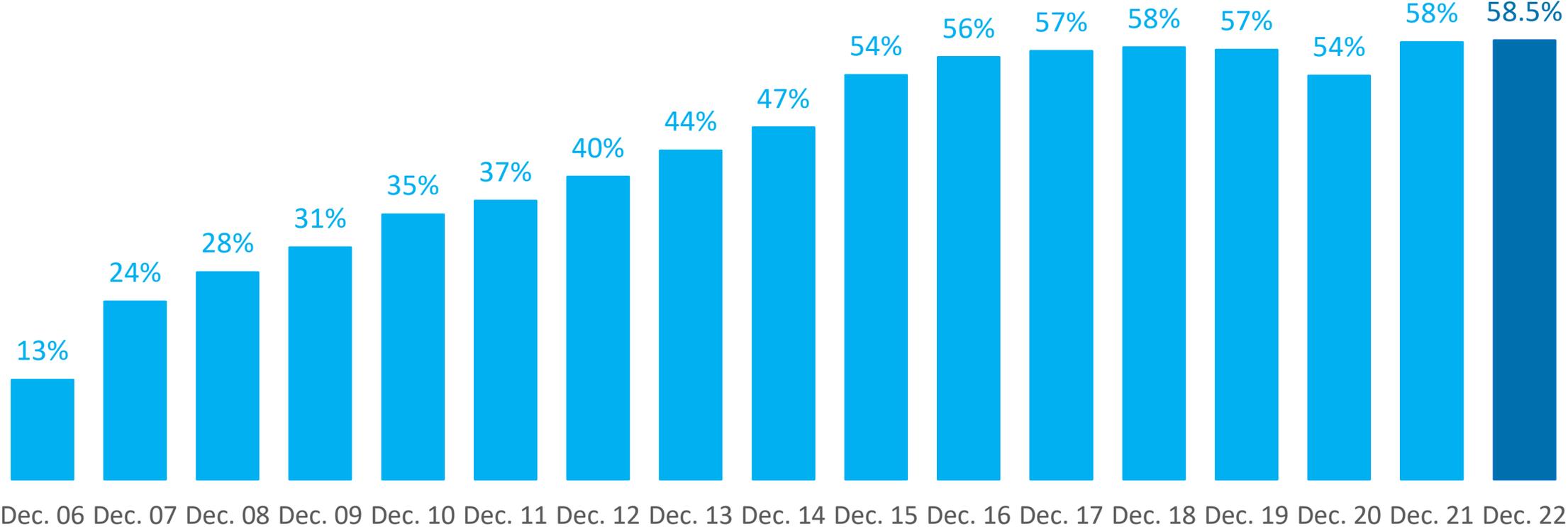




OPERATING MARGIN – ANALYSIS BY TYPE OF COSTS

in EUR millions	FY 2021	FY 2022
Revenues	18,160	21,995
Personnel costs	-12,192	-14,969
in % of revenues	-67.1%	-68.1%
Purchases and subcontracting expenses	-2,718	-3,049
in % of revenues	-15.0%	-13.9%
Travel expenses	-123	-290
in % of revenues	-0.7%	-1.3%
Rent, facilities and local taxes	-154	-196
in % of revenues	-0.8%	-0.9%
Depreciation, amortization, provisions and proceeds from asset disposal	-633	-624
in % of revenues	-3.5%	-2.8%
Total operating expenses	-15,820	-19,128
in % of revenues	-87.1%	-87.0%
Operating margin	2,340	2,867
in % of revenues	12.9%	13.0%

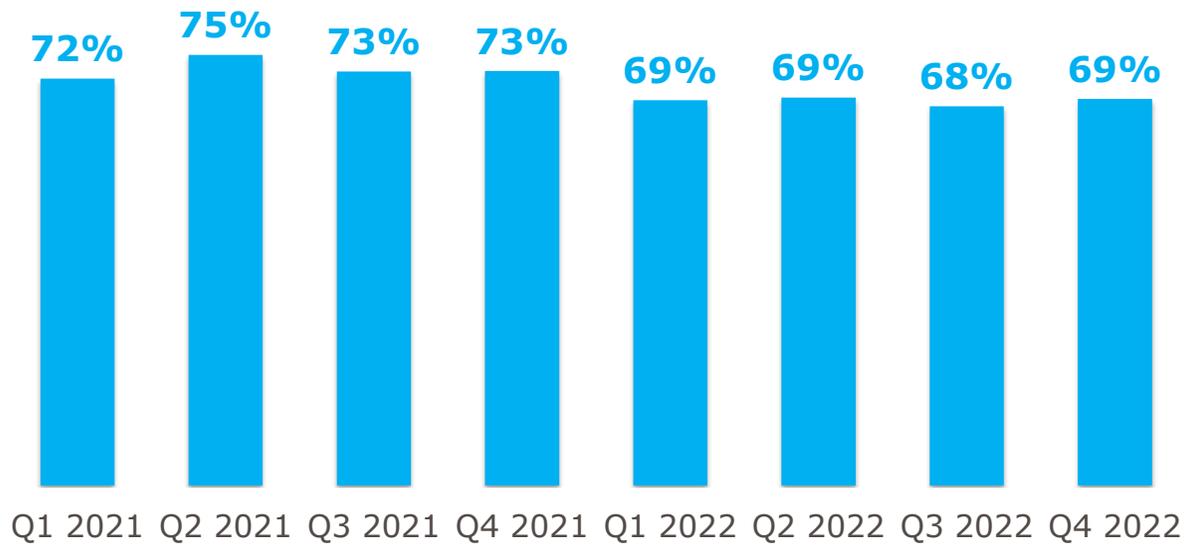
OFFSHORE LEVERAGE EVOLUTION



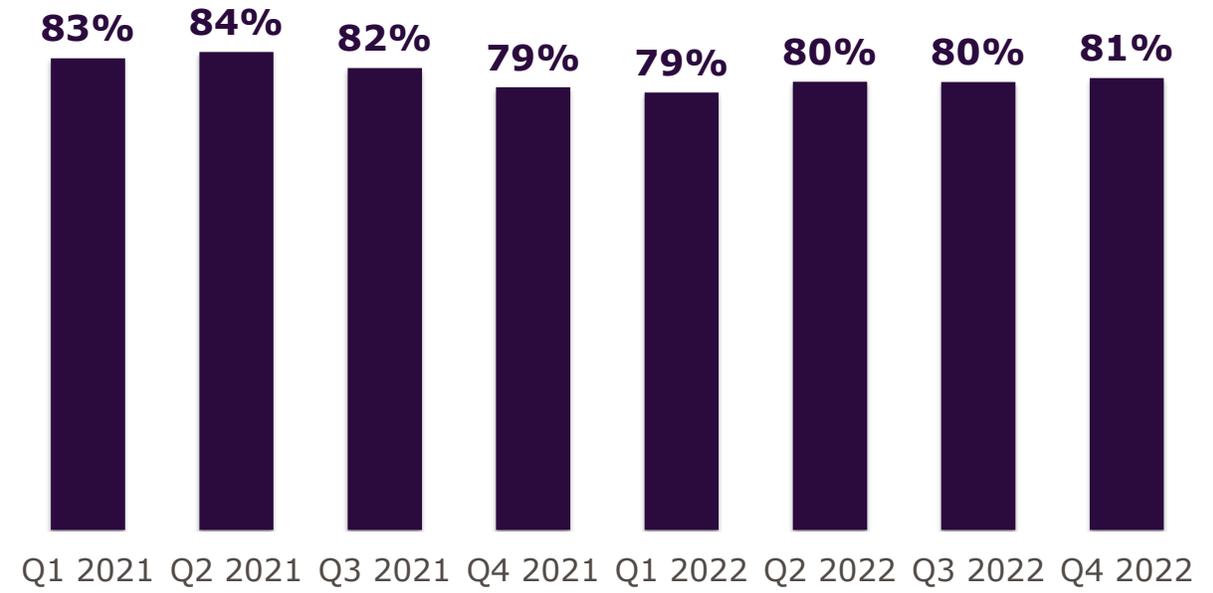


UTILIZATION RATES EVOLUTION

Strategy & Transformation*



Applications & Technology*



* 2021 quarterly utilization rates are restated for perimeter effects



BALANCE SHEET

ASSETS			EQUITY & LIABILITIES		
in EUR millions	Dec. 31, 2021	Dec. 31, 2022	in EUR millions	Dec. 31, 2021	Dec. 31, 2022
			Equity ⁽¹⁾	8,467	9,727
			Non-controlling interests	12	16
			Total equity	8,479	9,743
			Long-term borrowings	6,654	5,655
			Deferred taxes	294	308
			Provisions for pensions ⁽²⁾	655	365
			Non-current provisions	341	339
			Non-current lease liabilities	627	533
			Other non-current liabilities	466	471
			Total non-current liabilities	9,037	7,671
			Short-term borrowings and bank overdrafts	87	1,102
			Accounts and notes payable	4,361	4,749
			Contract liabilities ⁽³⁾	1,405	1,470
			Current provisions	140	103
			Current tax liabilities	75	68
			Current lease liabilities	274	257
			Other current payables	175	316
			Total current liabilities	6,517	8,065
			Total Equity & Liabilities	24,033	25,479
Goodwill	10,633	11,090			
Intangible assets	1,003	906			
Property, plant & equipment	880	876			
Lease right-of-use assets	823	721			
Deferred taxes	881	708			
Other non-current assets	814	836			
Total non-current assets	15,034	15,137			
Trade receivables	4,606	5,253			
Current tax receivables	141	106			
Other current assets	738	795			
Cash management assets	385	386			
Cash and cash equivalents	3,129	3,802			
Total current assets	8,999	10,342			
Total Assets	24,033	25,479			

(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 2021	FY 2022
Profit for the period attributable to owners of the Company	1,157	1,547
Non-controlling interests	2	3
Depreciation, amortization and impairment of fixed assets and Lease right-of-use assets	672	719
Change in provisions	-146	-77
(Gains) / Losses on disposals of assets & others	33	13
Expenses relating to share grants	125	164
Net finance costs	117	67
Income tax (income) expense	526	710
Unrealized (gains) losses on changes in fair value and other financial items	6	15
Cash flows from operations before net finance costs and income tax (A)	2,492	3,161
Income tax paid (B)	-440	-451
Change in trade receivables, contract assets net of liabilities and contract costs	-197	-490
Change in accounts and notes payable	351	115
Change in other receivables/payables	375	182
Change in operating working capital (C)	529	-193
NET CASH FROM (USED IN) OPERATING ACTIVITIES (D=A+B+C)	2,581	2,517
Acquisitions of property, plant and equipment and intangible assets	-266	-290
Proceeds from disposals of property, plant and equipment and intangible assets	4	7
Acquisitions of property, plant and equipment and intangible assets, net of disposals	-262	-283
Cash (outflows) inflows on business combinations net of cash and cash equivalents acquired	-369	-204
Cash outflows in respect of cash management assets	-25	-19
Other cash outflows, net	-22	-153
Cash outflows from investing activities	-416	-376
NET CASH USED IN INVESTING ACTIVITIES (E)	-678	-659
Proceeds from issues of share capital	587	507
Dividends paid	-329	-409
Net payments relating to transactions in Capgemini SE shares	-197	-826
Proceeds from borrowings	137	468
Repayments of borrowings	-1,498	-482
Repayment of lease liabilities	-320	-311
Interest paid	-153	-136
Interest received	27	65
NET CASH FROM (USED IN) FINANCING ACTIVITIES (F)	-1,746	-1,124
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS (G=D+E+F)	157	734
Effect of exchange rate movements on cash and cash equivalents (H)	134	-58
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD (I)	2,828	3,119
CASH AND CASH EQUIVALENTS AT END OF PERIOD (G+H+I)	3,119	3,795



COMPREHENSIVE INCOME & CHANGE IN EQUITY

in EUR millions	FY 2021	FY 2022
Actuarial gains and losses on defined benefit pension plans, net of tax (1)	342	195
Remeasurement of hedging derivatives and NIH, net of tax (2)	160	-66
Translation adjustments (2)	524	112
Other, net of tax (1)	1	4
OTHER ITEMS OF COMPREHENSIVE INCOME	1,027	245
Profit for the period (remainder)	1,159	1,550
Total comprehensive income for the period	2,186	1,795
Attributable to:		
Owners of the Company	2,184	1,792
Non-controlling interests	2	3

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

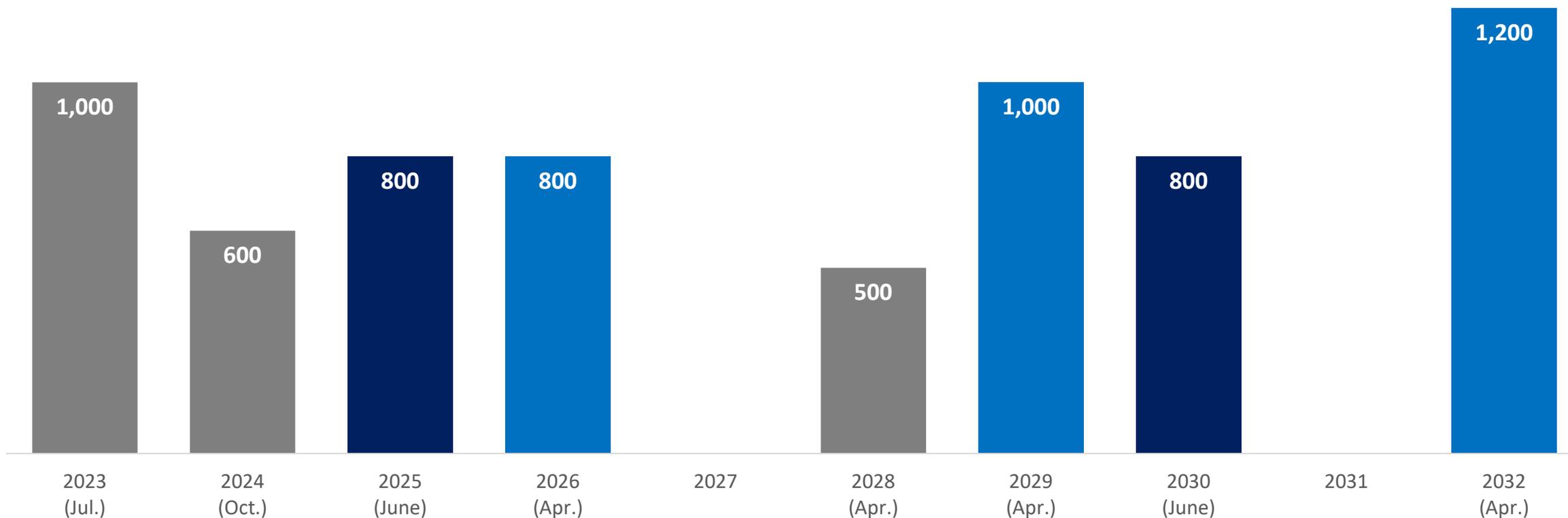
(2) Other items from the comprehensive income that could be included in the profit & loss account

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	3,500,000	28	479	218	-19			706		706
Elimination of treasury shares				-827	1			-826		-826
Capital reduction	-2,309,411	-18	-382	400				0		0
Transactions with minority shareholders and others					-1			-1	1	0
Transactions with shareholders	1,190,589	10	97	-209	-428	0	0	-530	1	-529
Income and expense recognized in equity						112	133	245	0	245
Profit for the period					1,547			1,547	3	1,550
At December 31, 2022	173,582,113	1,389	3,706	-288	5,350	-8	-422	9,727	16	9,743



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 360,000 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 2022 global revenues of €22 billion.

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