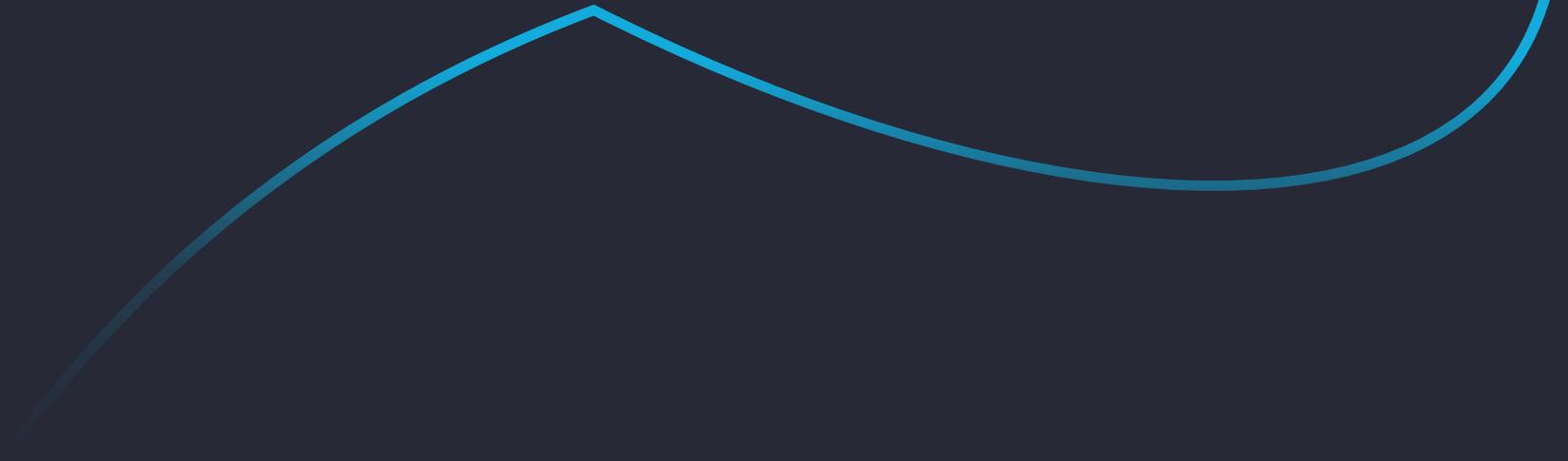


Q1 2023 REVENUES

MAY 4, 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



STARTING 2023 WITH A QUARTER EXCEEDING EXPECTATIONS



Q1 REVENUES

+10.7%

€ 5,729M

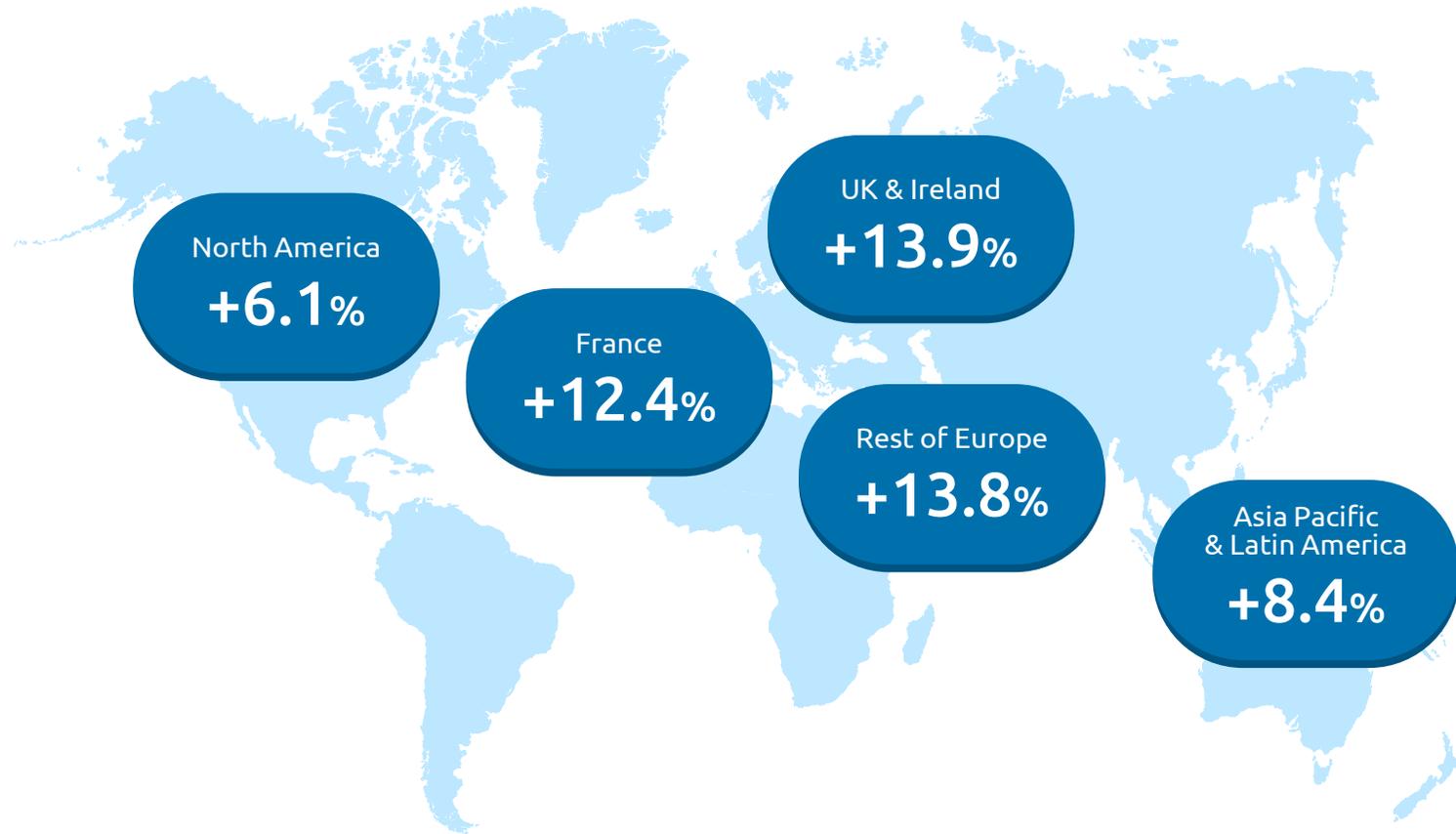
Q1 BOOKINGS

+6.5%

1.02 book-to-bill



DEMAND REMAINS SUSTAINED FOR HIGH VALUE-ADDED TRANSFORMATION SOLUTIONS



Q1 Constant Currency Revenue Growth



BUSINESS AND TECHNOLOGY SOLUTIONS THAT MATCH OUR CLIENT NEEDS



INTELLIGENT INDUSTRY	 Digital factory for new nuclear	MEDICAL DEVICES Dedicated & secured Offshore Delivery Center	US PHARMACEUTICAL New laboratory set-up and control	 Green battery Gigafactory launch	CLOUD	DATA & AI
CUSTOMER FIRST	US CREDIT UNION Marketing automation and modernization	AUTO MANUFACTURER Customer messaging services	US INVESTMENT ADVISOR Omnichannel Experience	LUXURY RETAIL Client experience strategy	 Transformation to Cloud	 Data architecture & management
ENTERPRISE MANAGEMENT	 Employee experience service desk	 Business critical ADM	 Digital Core Finance & supply chain on the cloud	PUBLIC SERVICE EDUCATION Managed infra for better service	GLOBAL INDUSTRIAL CONGLOMERATE Operations in the cloud	 Transformation with Data & AI
SUSTAINABILITY	ITER Decarbonized power plants of the future	ASIAN UTILITY Real time data for water usage & leak detection	US PETROLEUM COMPANY Digital for enterprise decarbonization	CYBER-SECURITY	CONSUMER PRODUCTS Shift to Cloud	US BANK Massive data estate modernization
SUSTAINABILITY	ITER Decarbonized power plants of the future	ASIAN UTILITY Real time data for water usage & leak detection	US PETROLEUM COMPANY Digital for enterprise decarbonization	CYBER-SECURITY	MULTINATIONAL AUTO MANUFACTURER Cyber defend services	JAPAN BANK Endpoint detection and response



WE REITERATE OUR 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



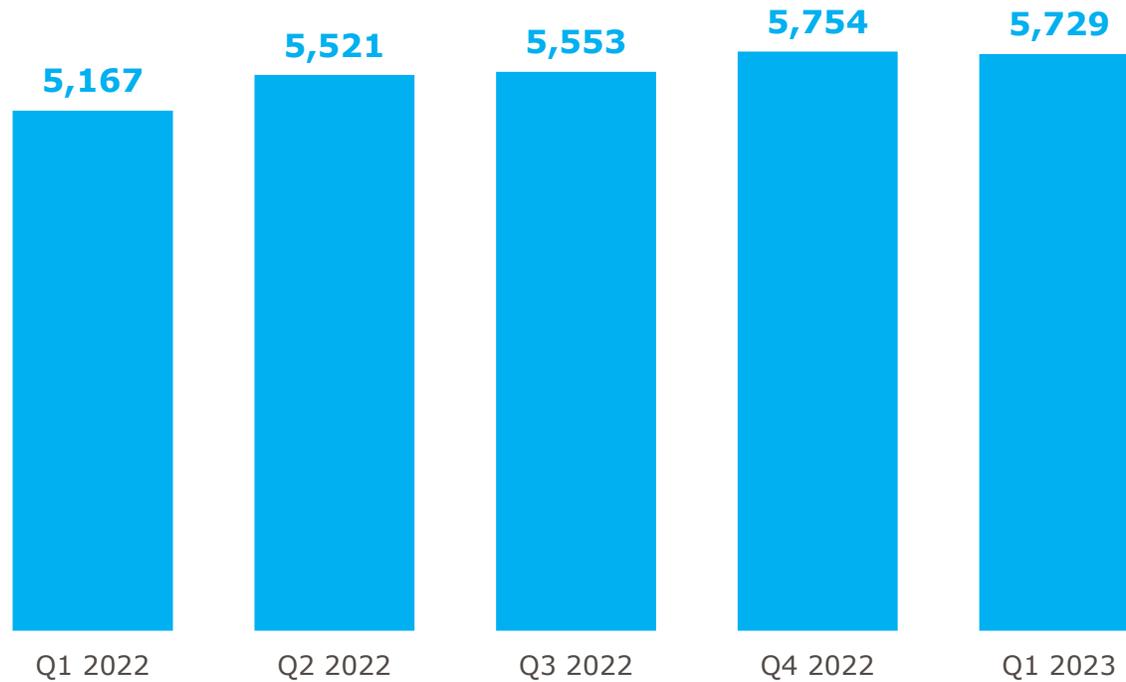
Carole FERRAND
Chief Financial Officer





QUARTERLY REVENUE GROWTH

Revenues in EUR millions



Constant currency growth

Q1: +10.7% YoY

	Q1 2023 Year-on-Year
Organic	+10.1%
Group scope	+0.6pts
Constant Currency	+10.7%
Currencies	+0.2pts
Reported	+10.9%

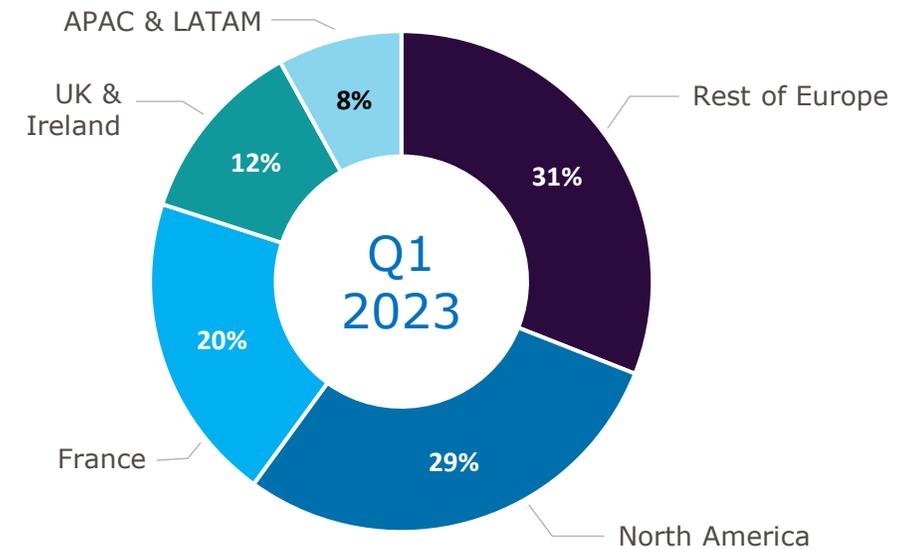
Constant currency growth YOY (in %)





Q1 2023 REVENUES BY REGION

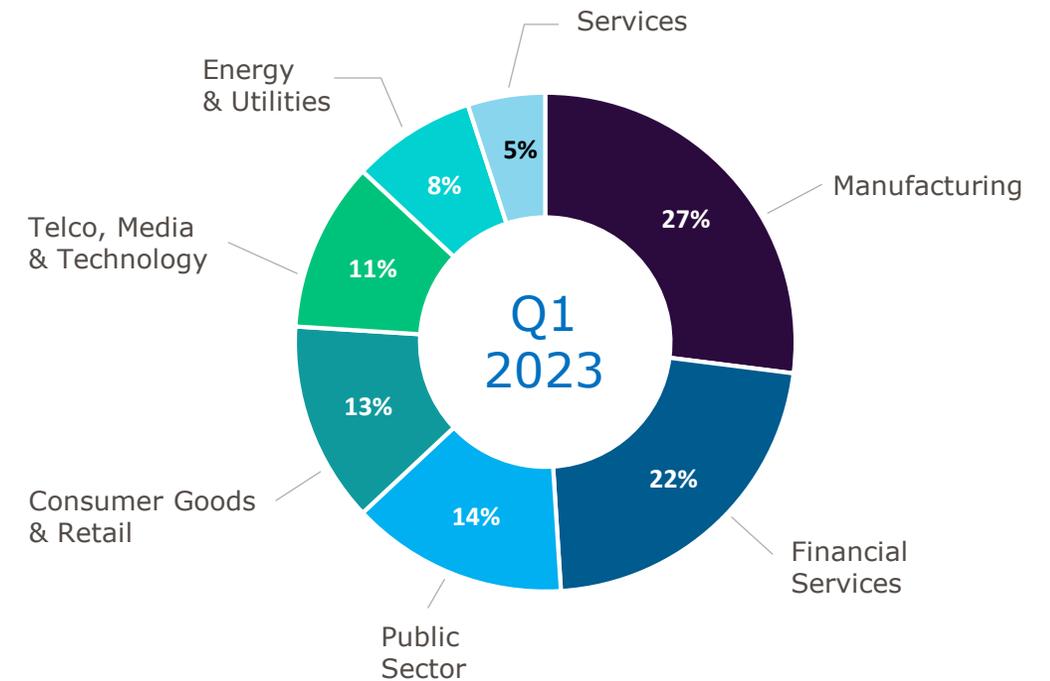
	Q1 2022	Q1 2023	Variation	
	Revenues		Year-on-Year	
	(in €m)	(in €m)	Reported	Constant Currency
North America	1,509	1,663	+10.2%	+6.1%
UK & Ireland	635	686	+8.0%	+13.9%
France	1,035	1,163	+12.4%	+12.4%
Rest of Europe	1,546	1,739	+12.5%	+13.8%
APAC & LATAM	442	478	+8.1%	+8.4%
TOTAL	5,167	5,729	+10.9%	+10.7%





Q1 2023 REVENUES BY SECTOR

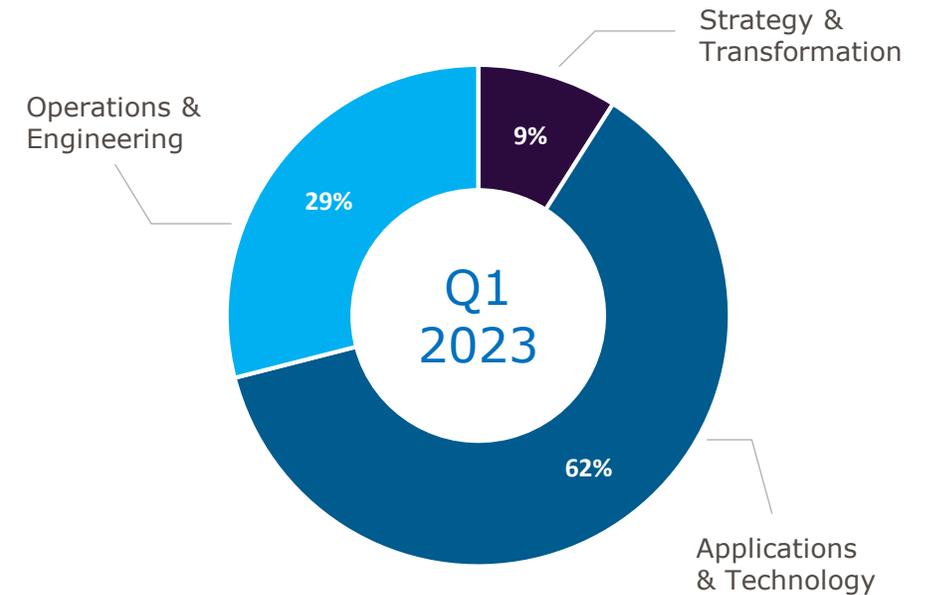
	Q1 2023
	Year-on-Year
	Constant Currency
Financial Services	+9.4%
Energy & Utilities	+5.9%
Manufacturing	+16.8%
Consumer Goods & Retail	+6.8%
Public Sector	+13.1%
Telco, Media & Technology	+3.1%
Services	+10.7%
TOTAL	+10.7%





Q1 2023 REVENUES BY BUSINESS

	Q1 2022	Q1 2023	Q1 2023
	Total Revenues		Year-on-Year
	(in % of Group Revenues)		Constant Currency
Strategy & Transformation	8%	9%	+15.6%
Applications & Technology	63%	62%	+10.7%
Operations & Engineering	29%	29%	+9.2%

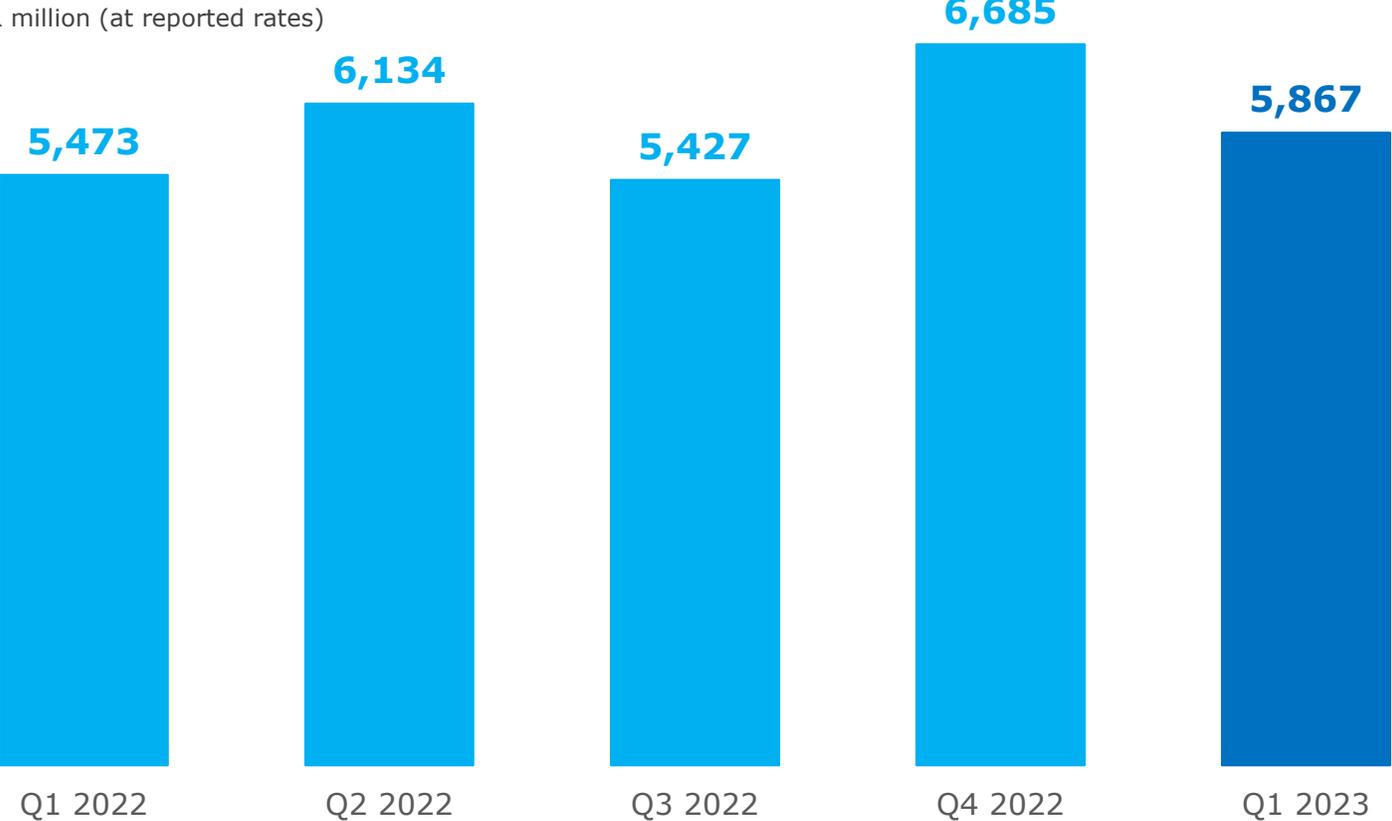


Reminder: from Jan 1st, 2019, activity trends by business are calculated based on Total Revenues, i.e. before elimination of inter-business billing (see definitions in the Appendix section)

BOOKINGS EVOLUTION



in EUR million (at reported rates)



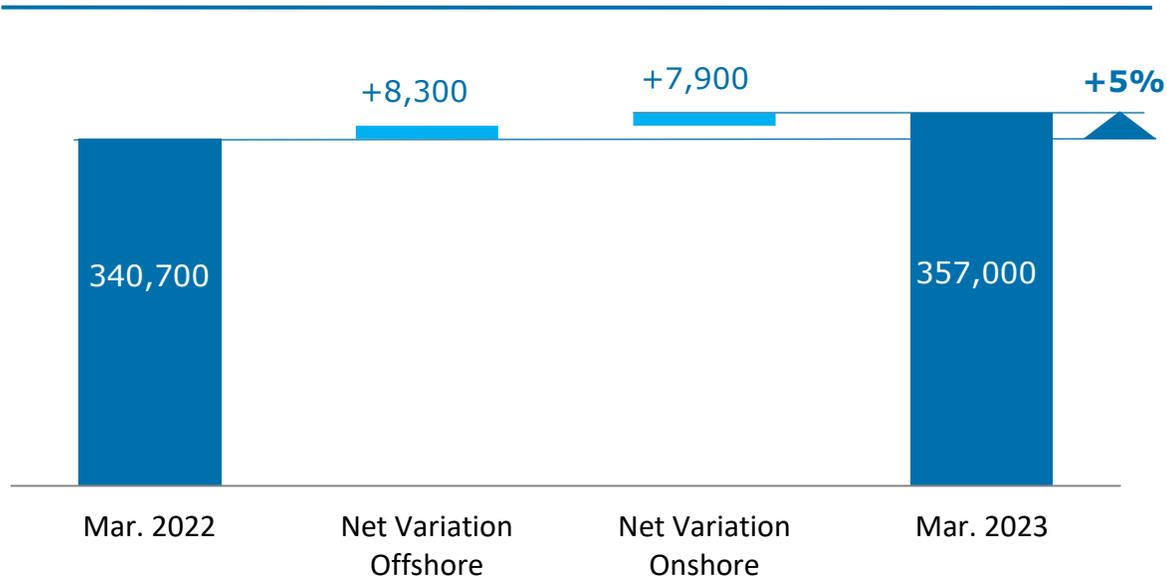
Constant currency growth YOY (in %)





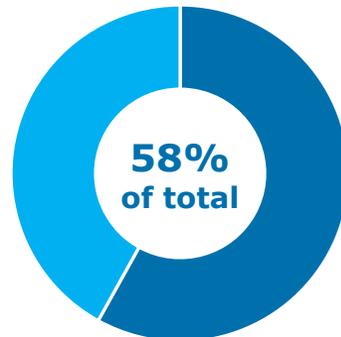
HEADCOUNT EVOLUTION

Headcount Evolution



Workforce in global production centers:

+4% YoY



Attrition

Attrition	Q1 2022 LTM	Q1 2023 LTM	Variation
Strategy & Transformation	23.3%	20.0%	-3.4pts
Applications & Technology	26.9%	22.1%	-4.8pts
Operations & Engineering	25.5%	24.3%	-1.2pts
TOTAL	26.2%	22.9%	-3.4pts

Q&A



Aiman EZZAT
Chief Executive Officer



Olivier SEVILLIA
Chief Operating 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, 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** 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.



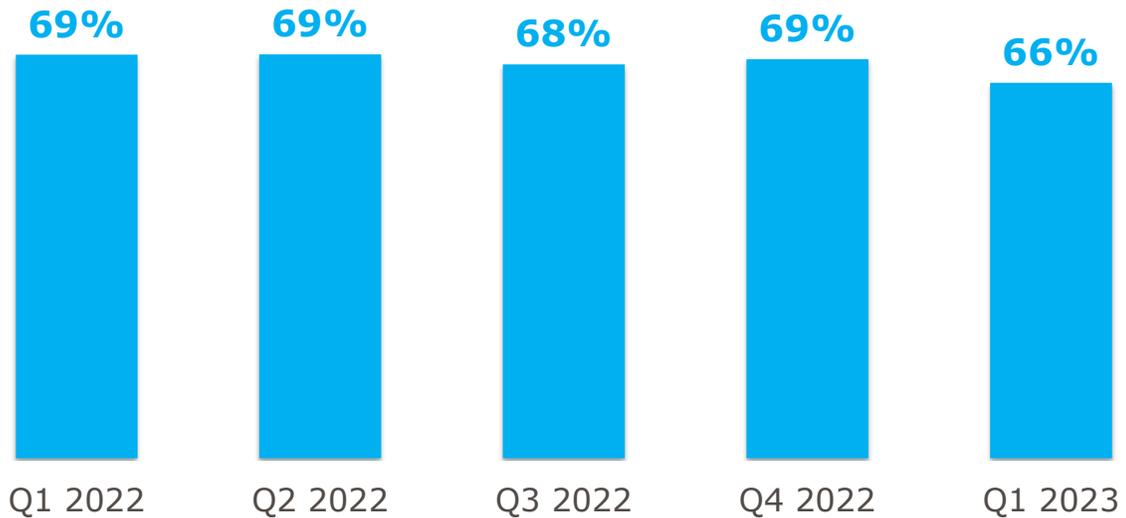
REVENUE QUARTERLY EVOLUTION

	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023
Revenues (in €m)	5,167	5,521	5,553	5,754	5,729
Year-on-Year organic growth	+16.3%	+18.1%	+14.3%	+12.8%	+10.1%
Year-on-Year CC growth	+17.7%	+19.3%	+15.7%	+14.0%	+10.7%
Year-on-Year CC growth by Region					
North America	+16.8%	+16.7%	+14.7%	+12.3%	+6.1%
UK & Ireland	+21.3%	+24.1%	+17.2%	+15.3%	+13.9%
France	+11.1%	+14.5%	+12.7%	+11.9%	+12.4%
Rest of Europe	+16.0%	+17.8%	+15.5%	+15.2%	+13.8%
APAC & LATAM	+42.6%	+40.7%	+24.1%	+19.6%	+8.4%
Year-on-Year CC growth by Sector					
Financial Services	+12.1%	+16.6%	+14.9%	+9.9%	+9.4%
Energy & Utilities	+6.1%	+8.6%	+7.3%	+6.3%	+5.9%
Manufacturing	+21.1%	+23.3%	+21.3%	+19.9%	+16.8%
Consumer Goods & Retail	+24.8%	+23.1%	+14.5%	+13.7%	+6.8%
Public Sector	+22.7%	+21.9%	+15.6%	+15.4%	+13.1%
Telco, Media & Technology	+15.6%	+11.5%	+11.9%	+9.6%	+3.1%
Services	+20.4%	+32.5%	+18.0%	+20.8%	+10.7%
Year-on-Year CC growth by Business					
Strategy & Transformation	+32.1%	+27.5%	+28.5%	+25.4%	+15.6%
Applications & Technology	+20.4%	+21.7%	+15.9%	+14.4%	+10.7%
Operations & Engineering	+12.7%	+13.9%	+13.8%	+13.0%	+9.2%
Year-on-Year reported growth	+21.0%	+24.4%	+22.0%	+17.5%	+10.9%

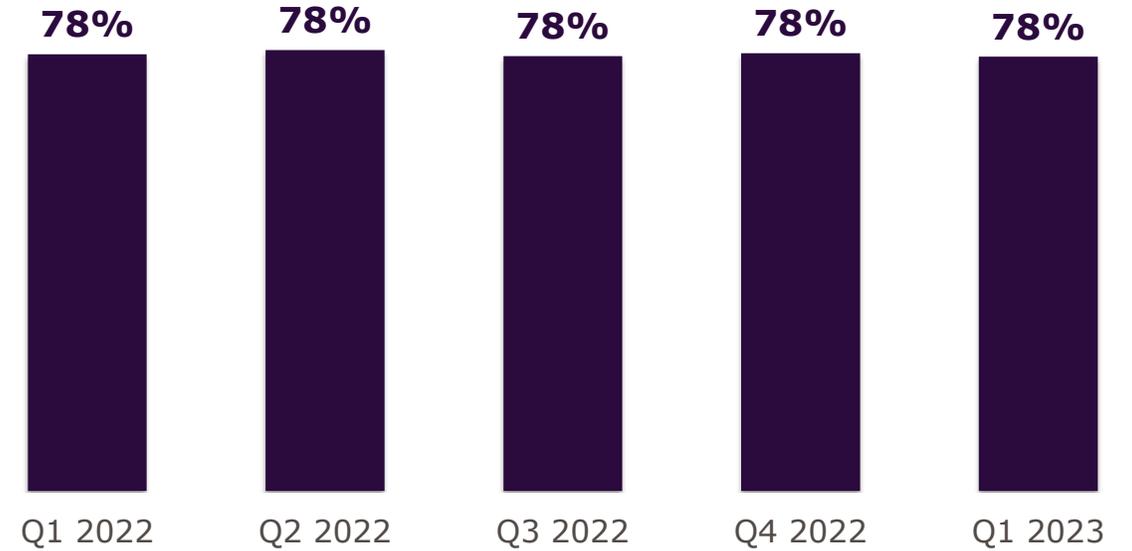


UTILIZATION RATES EVOLUTION

Strategy & Transformation



Applications & Technology *



* 2022 restated for comparison purposes

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 nearly 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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