

Q3 2021 REVENUES

OCTOBER 28, 2021





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





EXCELLENT Q3 WITH STRONG UNDERLYING ACCELERATION

REVENUES

+12.9% cc YoY
+13.2% organic
€4,552m

BOOKINGS

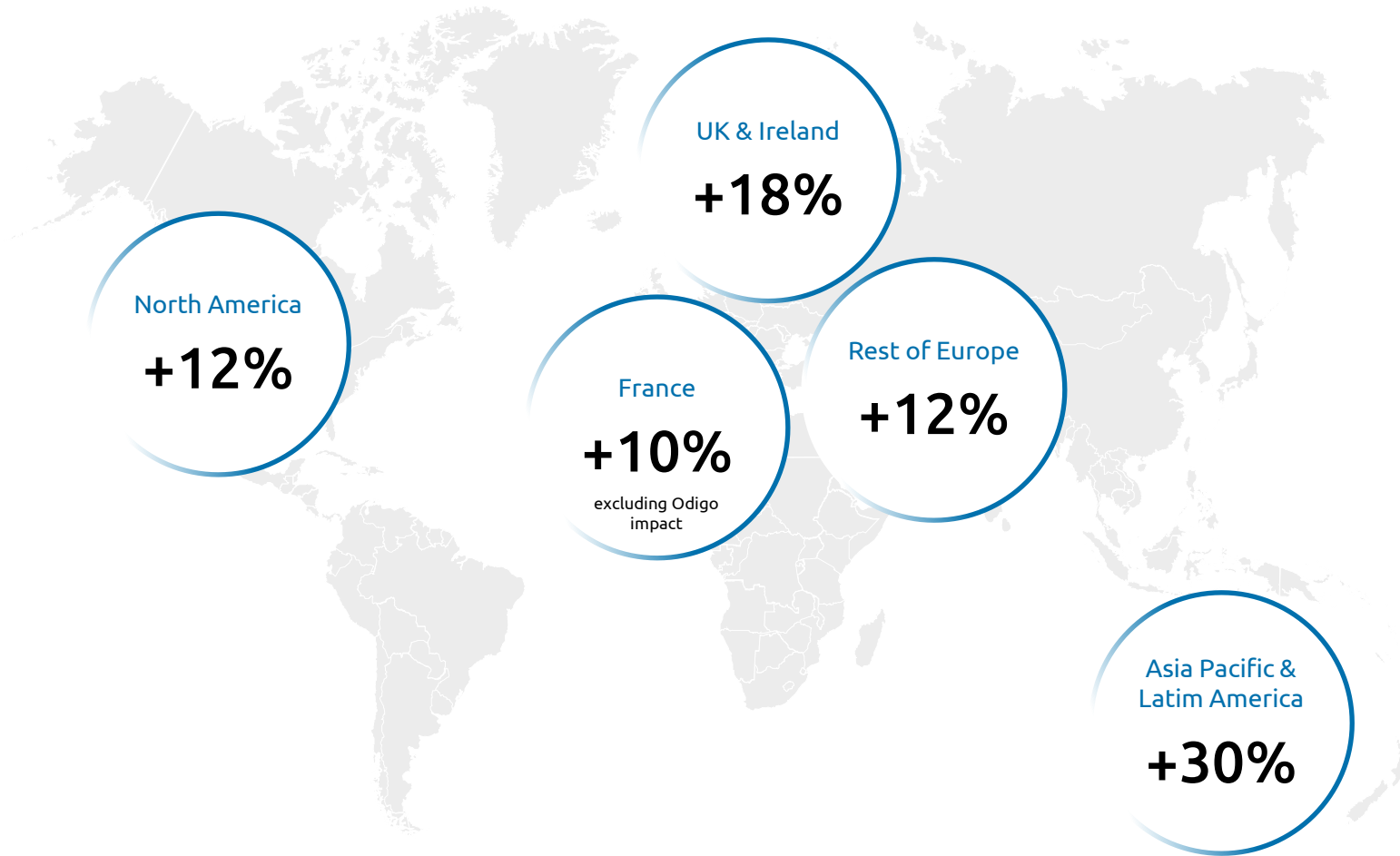
+15.0% cc YoY
1.01 book-to-bill

DIGITAL & CLOUD

>+20%
cc YoY



GROWTH ALL ACROSS THE BOARD



PERFORMANCE HIGHLIGHTS

SECTORS

Consumer Goods & Retail	+28%
Manufacturing	+19%
Services	+18%

BUSINESSES

Strategy & Transformation	+27%
Applications & Technology	+16%
Engineering	+15%



MAJOR PARTNER FOR DIGITAL TRANSFORMATION

INTELLIGENT INDUSTRY

HOT IN Q3

- Strategies by industries
- Smart Manufacturing IDC recognition
- #1 in Everest Engineering Services Providers

Qualcomm

Speed to market end to end IoT design

SANOFI

Innovative sensors for bioproduction

GLOBAL AGRITECH

Smart factory design

GLOBAL APPAREL

Connected wearables

CUSTOMER FIRST

HOT IN Q3

- A new era for Frog, part of Capgemini Invent
- Cooperation with Copado

WINDTRE

Real-time 1to1 contextual client communication

Globe

Integrated, channel agnostic end-to-end client experience

APAC GOV

Online mental health portal

GLOBAL TELCO

5G and Fiber customer experience

ENTERPRISE MANAGEMENT

HOT IN Q3

- Leader of Procurement Transformation (NelsonHall)
- Gartner SAP S/HANA leader
- Acquisition of Acclimation

APAC BANK

Improve financial crime controls

AUTO SUPPLIER

Global human capital management transformation

LUXURY CARS

Seamless experience across all channels

Ameritas

Agile DevOps for testing

CLOUD

HOT IN Q3

- Proposal to acquire Empired
- Google Cloud Industry Solutions Partner

U.S. BANK

Wealth management migration to Cloud

DASSAULT FALCON JET

Cybersecure infrastructure on Cloud

Money & Pensions Service

Cloud native apps to manage pensions

EQUIFAX

Business transformation with Cloud and Data

DATA & AI

HOT IN Q3

- Leader by IDC for AI services
- Data and Analytics Leader by Everest
- AI Breakthrough Award

ENEDIS

SmartOps AI to automate incident resolution

GLOBAL PHARMA

Holistic end-to-end Data ecosystem in the Cloud

RETAIL

Core Data infrastructure for 1,000 stores

SPIE

Robust Data protection on Cloud

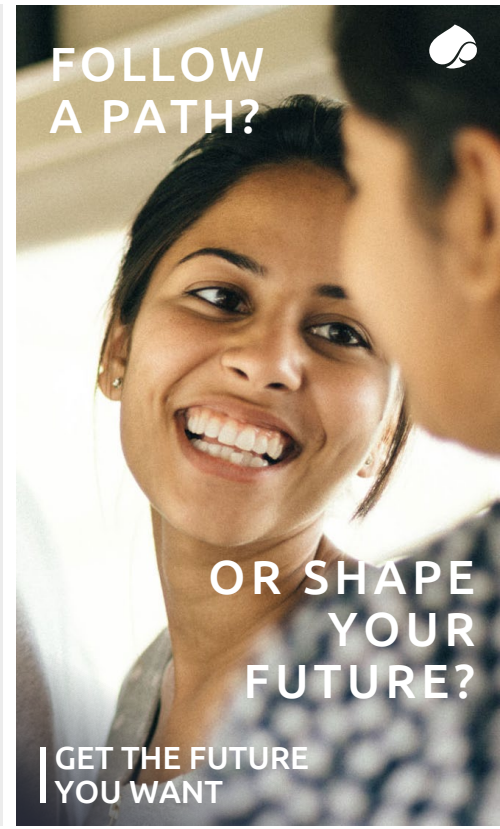


ATTRACTING AND RETAINING THE BEST TALENT



EMPLOYER OF CHOICE

<p>HIRING</p> <p>+36,000 ↑</p> <p>young graduates hired YtD</p>	<p>DIVERSITY</p> <p>34.8% ↑</p> <p>women in workforce (+1pt YtD)</p>	<p>LEADERSHIP</p> <p>+17% ↑</p> <p>senior leadership ranks YtD</p>
<p>TRAINING</p> <p>9.3M ↑</p> <p>hours of training YtD*</p>	<p>NEW NORMAL</p> <p>>80% ↑</p> <p>flex-work policy coverage end of 2021</p>	<p>EMPLOYEE EXPERIENCE</p> <p>4.0 / 5 ↑</p> <p>on Glassdoor</p>



INVESTING IN SUSTAINABILITY AS A GROWTH PLATFORM

WE HELP BUSINESSES ROLL OUT THEIR SUSTAINABLE TRANSFORMATIONS THROUGH CUTTING-EDGE OFFERINGS

NET ZERO
STRATEGY & NEW BUSINESS MODELS
Live ✓

SUSTAINABLE IT
Live ✓

More offerings to come

UPDATE ON OUR OWN FOOTPRINT

-77% H1 emissions compared to 2019

1.4M trees planted
20M by 2030

500 climate circles organized by senior leadership

BUSINESS DYNAMIC NEVER BEEN SO STRONG

100+
projects delivered

50+
closed deals
In the last 6 months



Heavy-duty trucks electrification



Environmental impact evaluation for consumer goods



Datacenter optimization

...

WE WILL PUBLISH OUR ESG POLICY BY THE END OF THE YEAR



FULL-YEAR OUTLOOK

+14.5%
to
+15.0%

previously
+12.0% to
+13.0%

REVENUE GROWTH

constant currency

>12.7%

previously
12.5% to
12.7%

OPERATING MARGIN

> €1,700m

previously
> €1,500m

ORGANIC FCF



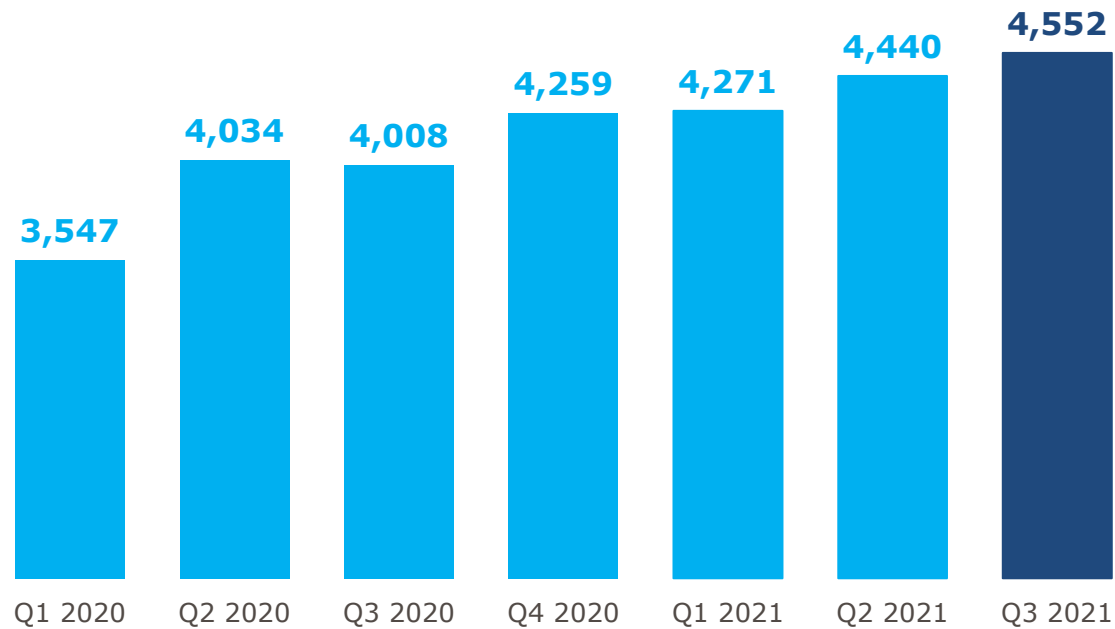
Carole FERRAND
Chief Financial Officer





QUARTERLY REVENUE GROWTH

Revenues in EUR millions



Constant currency growth YOY (in %)

+2.3% **+13.4%** **+18.4%** **+20.8%** **+24.2%** **+12.4%** **+12.9%**

Constant currency growth

Q3: +12.9% YoY

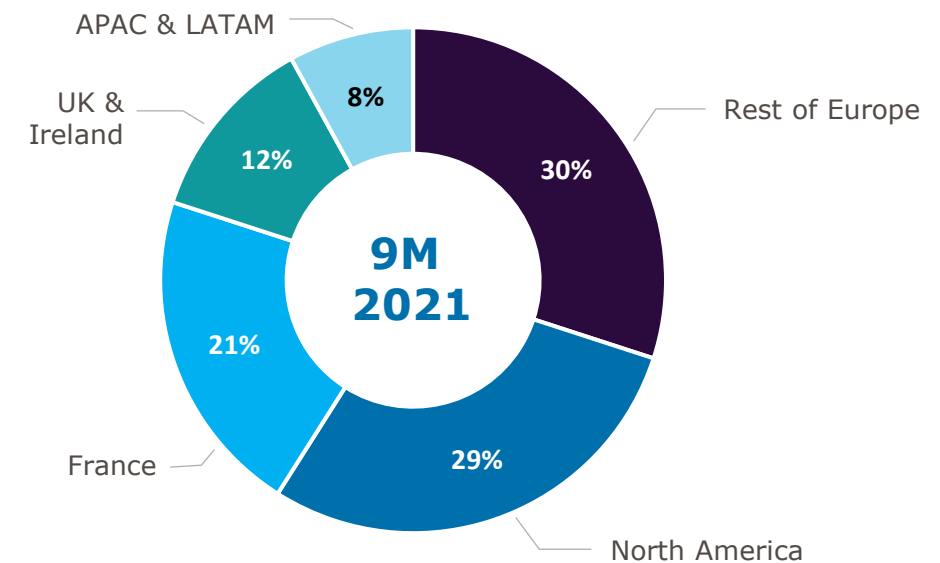
9M: +16.1% YoY

	Q1 2021	Q2 2021	Q3 2021	9M 2021
	Year-on-Year			
Organic	+ 1.7%	+12.9%	+13.2%	+ 9.1%
Group scope	+22.5pt	-0.5pt	-0.3pt	+7.0pt
Constant Currency	+24.2%	+12.4%	+12.9%	+16.1%
Currencies	-3.8pt	-2.3pt	+0.7pt	-1.7pt
Reported	+20.4%	+10.1%	+13.6%	+14.4%



Q3 & 9M 2021 REVENUES BY REGION

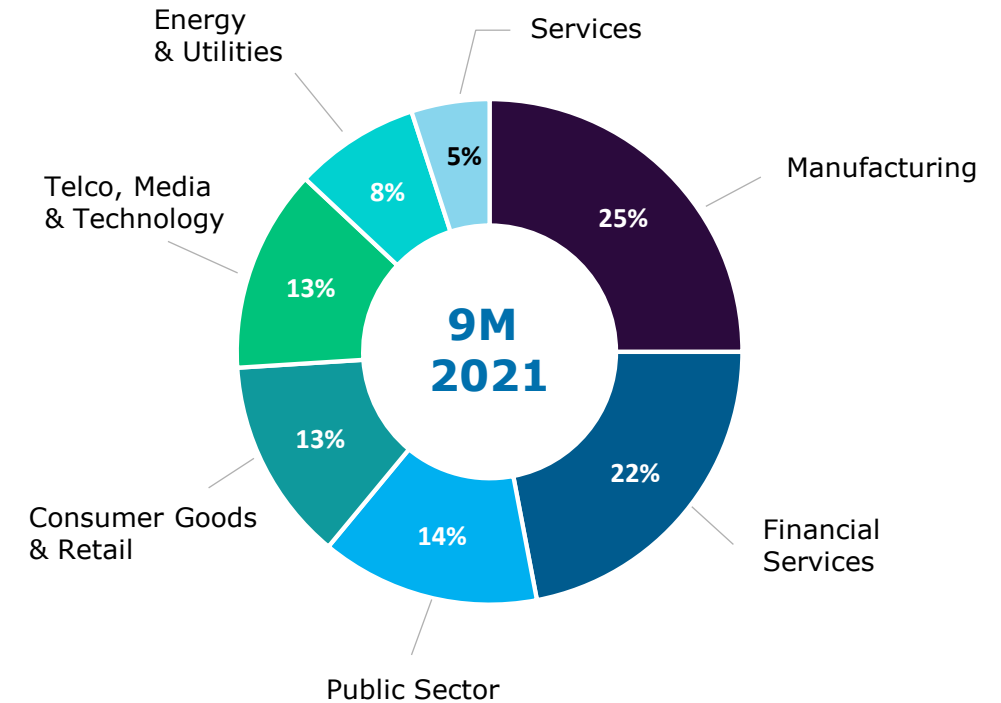
	Q3 2020	Q3 2021	Variation		9M 2021
	Revenues		Year-on-Year		Year-on-Year
	(in €m)	(in €m)	Reported	Constant Currency	Constant Currency
North America	1,218	1,360	+11.6%	+12.3%	+12.3%
UK & Ireland	443	552	+24.5%	+18.1%	+18.4%
France	842	894	+6.2%	+6.2%	+12.7%
Rest of Europe	1,212	1,362	+12.4%	+12.1%	+19.6%
APAC & LATAM	293	384	+31.2%	+29.5%	+24.3%
TOTAL	4,008	4,552	+13.6%	+12.9%	+16.1%





Q3 & 9M 2021 REVENUES BY SECTOR

	Q3 2021	9M 2021
	Year-on-Year	Year-on-Year
	Constant Currency	Constant Currency
Financial Services	+5.4%	+6.0%
Energy & Utilities	-2.1%	+1.9%
Manufacturing	+19.0%	+26.1%
Consumer Goods & Retail	+27.9%	+21.5%
Public Sector	+14.2%	+15.1%
Telco, Media & Technology	+10.5%	+27.5%
Services	+18.1%	+11.6%
TOTAL	+12.9%	+16.1%



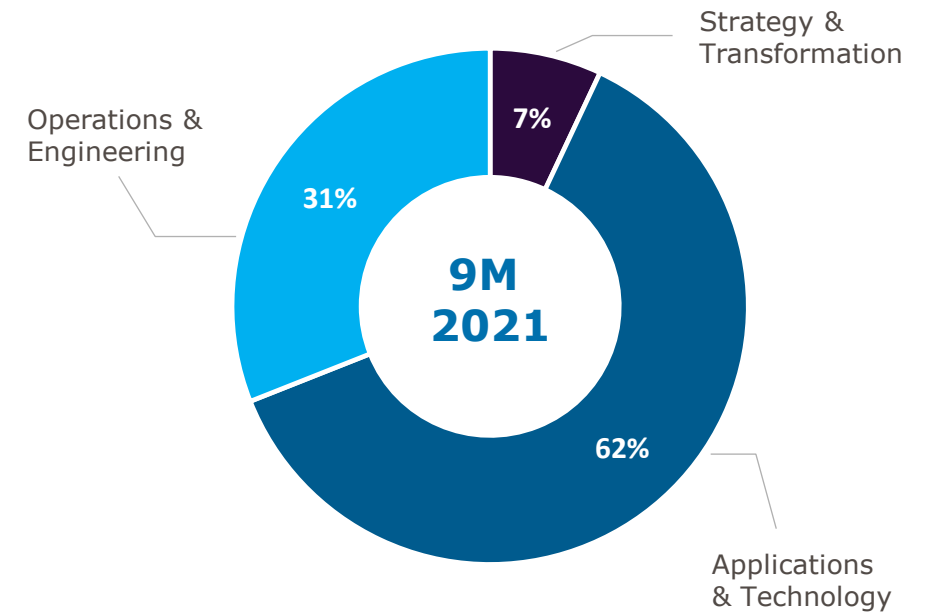


Q3 & 9M 2021 REVENUES BY BUSINESS

Total Revenues

	Q3 2021	9M 2021
	Year-on-Year	Year-on-Year
	Constant Currency	Constant Currency
Strategy & Transformation	+27.4%	+27.3%
Applications & Technology	+16.3%	+12.1%
Operations & Engineering	+7.3%	+23.4%

Strategy & Transformation
Applications & Technology
Operations & Engineering

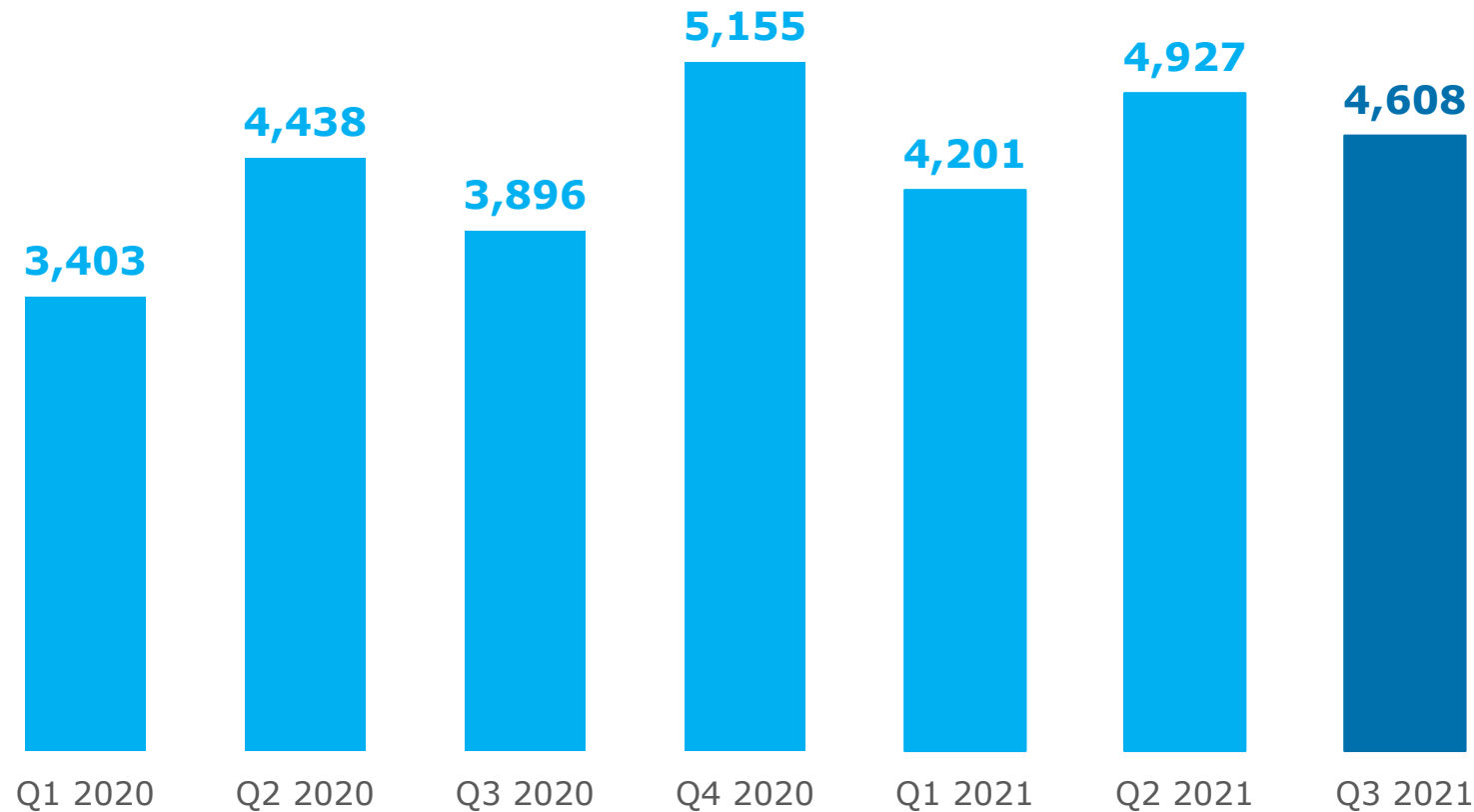


Reminder: from Jan 1st, 2019, activity trends by business are calculated based on Total Revenues, i.e. before elimination of inter-business billing (see Appendix section)



BOOKINGS EVOLUTION

Bookings (in EUR million)



Constant currency growth

Q3: +15.0% YoY

9M: +18.2% YoY

Constant currency growth YOY (in %)

+0.8%

+18.8%

+17.4%

+15.0%

+27.3%

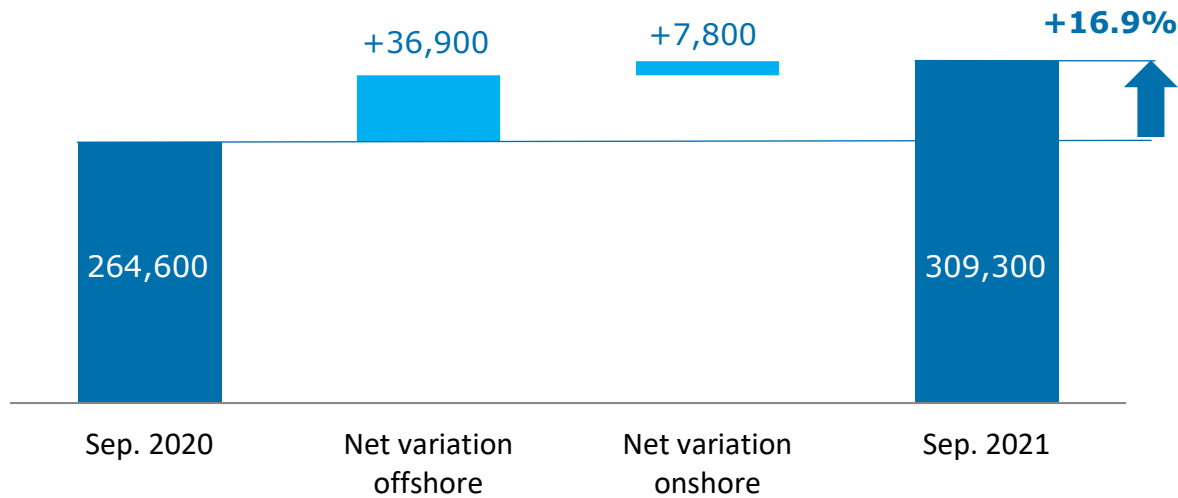
+14.3%

+15.0%

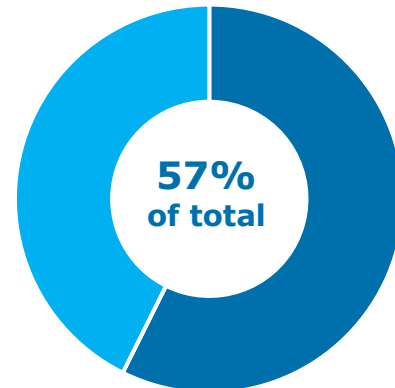


HEADCOUNT EVOLUTION

Headcount Evolution Sept. 2020 to Sept. 2021



Workforce in global production centers: +26.3% YoY



Attrition Sept. 2021 vs. Sept. 2020

Attrition	Sept. 2020 LTM	Sept. 2021 LTM	Variation
Strategy & Transformation	14.3%	20.3%	+6.0pt
Applications & Technology	14.4%	20.0%	+5.6pt
Operations & Engineering	14.3%	18.9%	+4.6pt
TOTAL	14.3%	19.5%	+5.2pt

Q&A



Aiman EZZAT
Chief Executive Officer



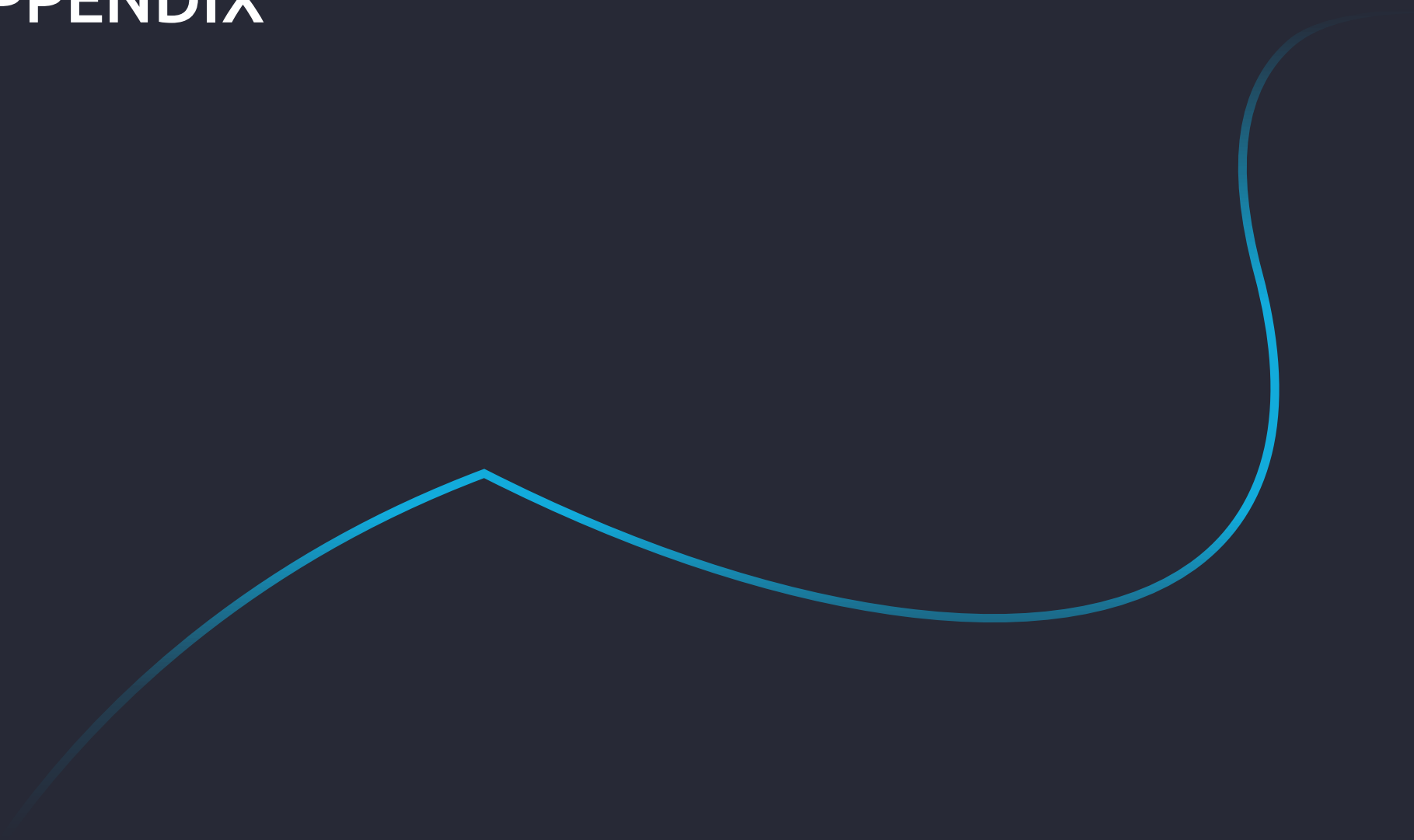
Carole FERRAND
Chief Financial Officer



Olivier SEVILLIA
Chief Operating Officer

APPENDIX

Capgemini 





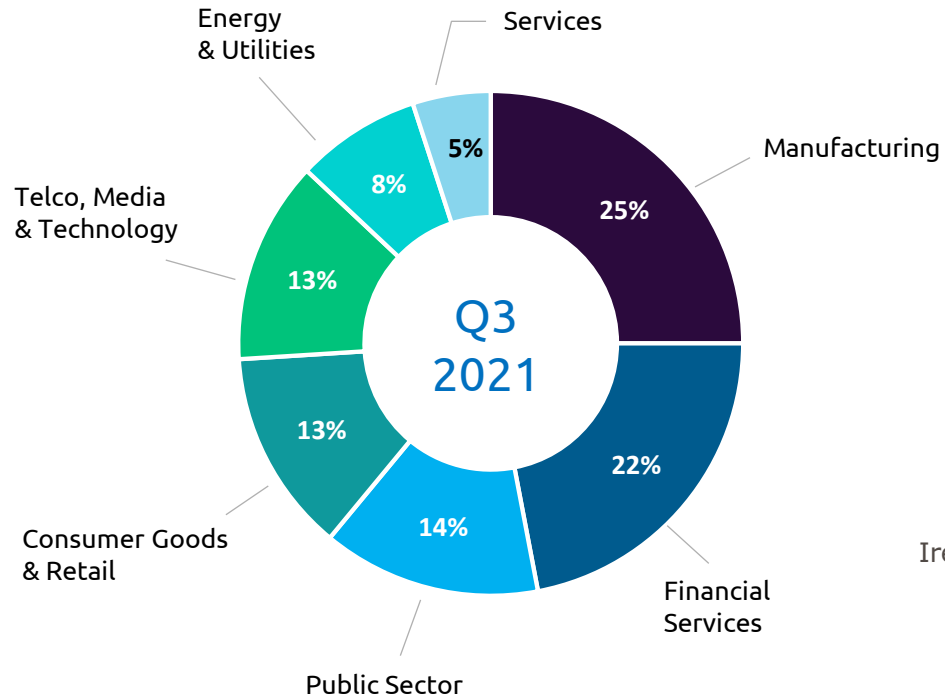
ALTERNATE PERFORMANCE MEASURES

- **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.

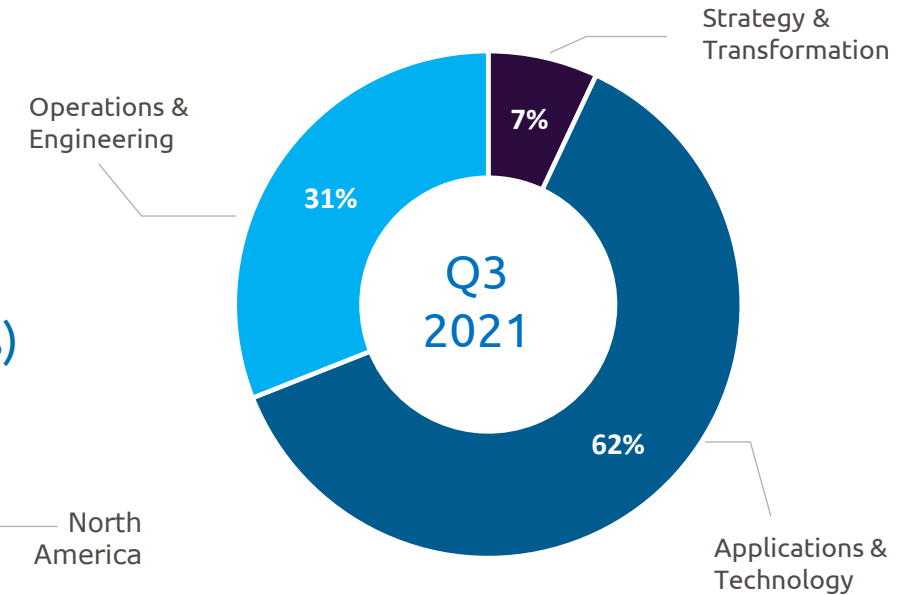


Q3 REVENUE MIX BY SECTOR & BUSINESS

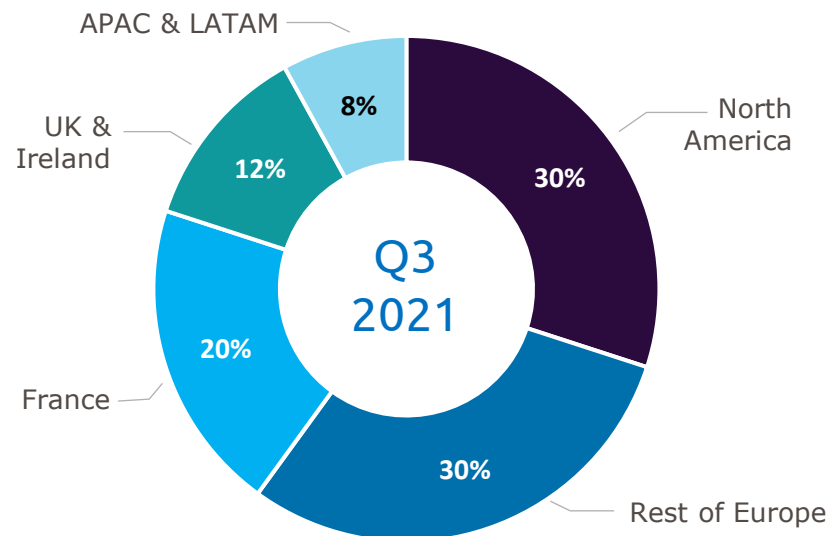
Revenues By Sector (in % of Group Revenues)



Revenues By Business (in % of Total Revenues)



Revenues By Region (in % of Total Revenues)





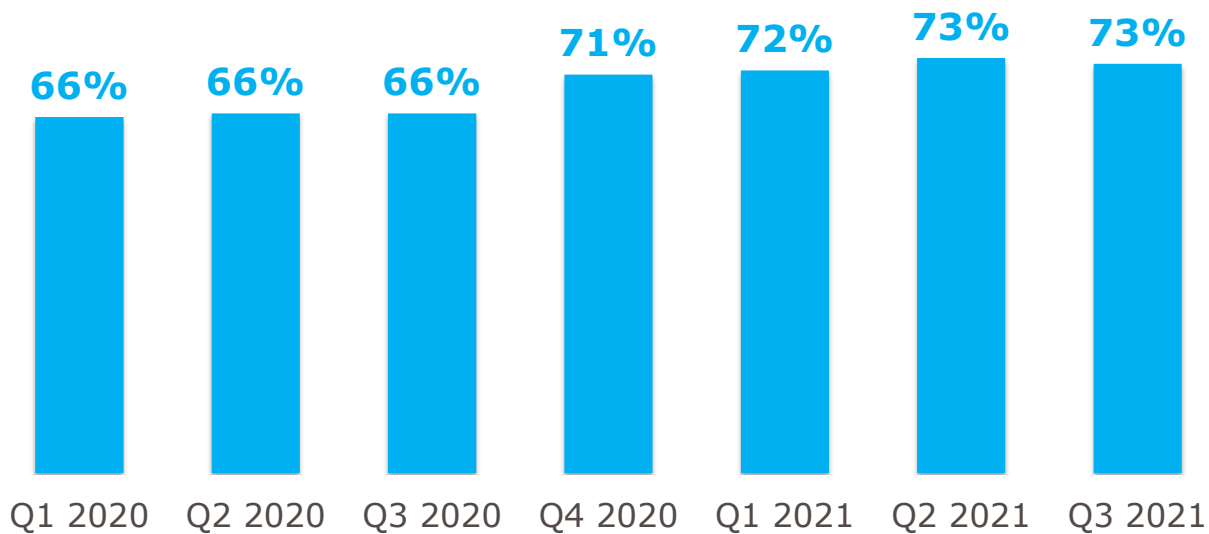
REVENUE QUARTERLY EVOLUTION

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

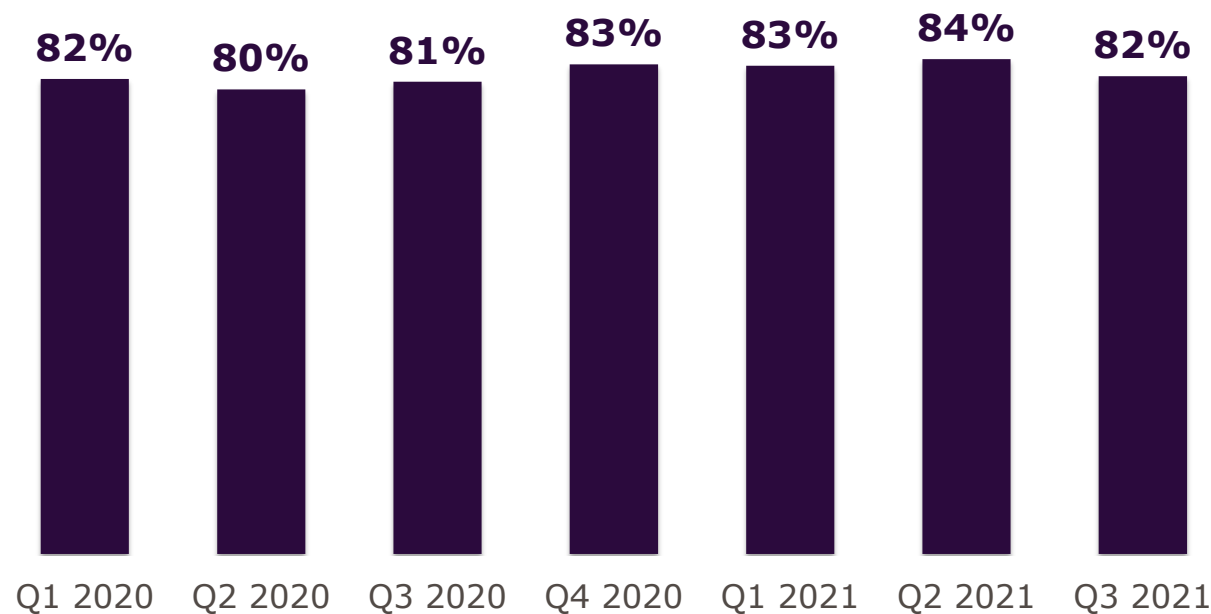


UTILIZATION RATES EVOLUTION

Strategy & Transformation *



Applications & Technology *



* 2020 quarterly utilization rates are restated for scope effects

About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 300,000 team members in nearly 50 countries. With its strong 50 year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fuelled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2020 global revenues of €16 billion.

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