

FULL YEAR 2021 PERFORMANCE



REVENUES

€18,160m ▲ +15.1% YoY cc*

OPERATING MARGIN*

12.9% ▲ +1.0pt YoY

ORGANIC FREE CASH FLOW*

€1,873m ▲ +€754m YoY

DIGITAL & CLOUD

Double Digit Growth

YoY

Account for circa

2/3rd

of FY Group activity



BOOKINGS

€19,462m

+15.8% YoY cc

HEADCOUNT

324,700

+20% YoY 58% offshore

NORMALIZED EPS*

€9.19

+27% YoY

Excluding a transitional tax expense of €36 million in 2021, compared to tax income of €8 million in 2020

RETURNS TO SHAREHOLDERS

€529m

Dividend payment + Share buyback

SECTORS	Manufacturing	Financial Services	Public Sector	Telco, Media & Technology	Consumer Goods & Retail	Energy & Utilities	Services
SHARE OF GROUP REVENUES	25%	22%	14%	13%	13%	8%	5%
REVENUES GROWTH YOY CC	+25.0% ▲	+6.3% ▲	+14.4% ▲	+21.5% ▲	+20.8% ▲	+1.2% ▲	+12.9% ▲

REGIONS	Rest of Europe	North America	France	UK & Ireland	APAC & LATAM
SHARE OF GROUP REVENUES	31%	29%	21%	11%	8%
REVENUES GROWTH YOY CC	+17.6% ▲	+12.0% ▲	+10.3% ▲	+18.3% ▲	+27.3% ▲
OPERATING MARGIN	12.3%	15.9%	10.2%	18.0%	11.5%

YoY cc: Year-on-Year at constant currencies.

The terms and alternative performance measures marked with an () are defined and/or reconciled in the appendix to the press release

For more information, see the press release on <https://investors.capgemini.com/en/>