



# Capgemini has materially transformed in recent years and is well positioned to take advantage of the accelerating demand to transform through technology

**Capgemini** works with world-renowned clients to find solutions to their most demanding challenges. As a **global leader in consulting, digital transformation, technology and engineering services**, with unrivaled sectorial expertise, we enable our clients to design and build tomorrow's businesses, make the most of the opportunities offered by technology and boost their competitiveness and agility.

## Innovation in Intelligent Industry and Customer First drives our growth, Cloud, Data & AI adoption accelerates it

### Technology deployment in new fields

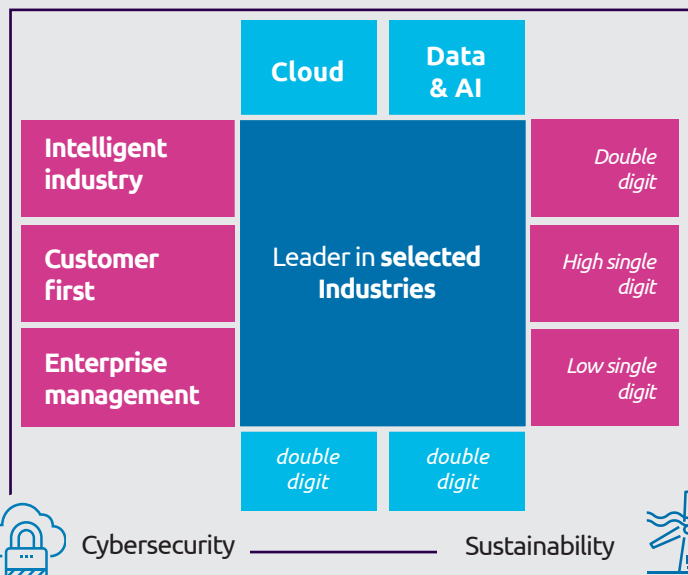
**Intelligent industry**  
Harness the potential of technology and data to transform and digitalize products, industrial operations and connected services of different industries.

**Customer first**  
Continually reinvent businesses and offerings and deliver exceptional personalized experiences.

**Enterprise management**  
Deliver, transform and manage operations for digital core and enterprise applications for greater agility and efficiency.

### Focused go-to-market

Leverage deep sector expertise to gain leadership position in **selected Industries**. Partner with an increasingly larger range of CXOs to grow new and bigger clients.



### Secular technology waves

**Cloud**  
Leverage the power of cloud and the hyperscalers to transform the IT landscape and foster the development of innovative services directly in the Cloud.

**Data & Artificial Intelligence**  
Leverage Data as a primary driver for business change with the accelerated adoption of Artificial Intelligence for actionable insights and new business models.



## Activating all levers to power our 2025 ambition

<ul style="list-style-type: none"> <li>Invest in Leadership &amp; Talent</li> <li>Boost Innovation through partnerships</li> <li>Expand Industrialization &amp; Automation</li> <li>Leverage New Normal</li> </ul>	▶	<ul style="list-style-type: none"> <li>Leadership in <b>Intelligent Industry</b></li> <li>Strategic partner of <b>CXOs</b> in our <b>selected Industries</b></li> <li>Leading player in <b>Cloud and Data</b></li> <li><b>Expand globally</b> while building on <b>leadership in Europe</b></li> <li><b>Demonstrate impact</b> on clients <b>Sustainability targets</b></li> </ul>
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### Our financial ambition



### Our ESG ambition and Policy

There has never been a better time to mobilize technology and unleash the human capability to address ESG challenges.

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OBJECTIVES TO SHARE OUR PROGRESS TOWARD OUR

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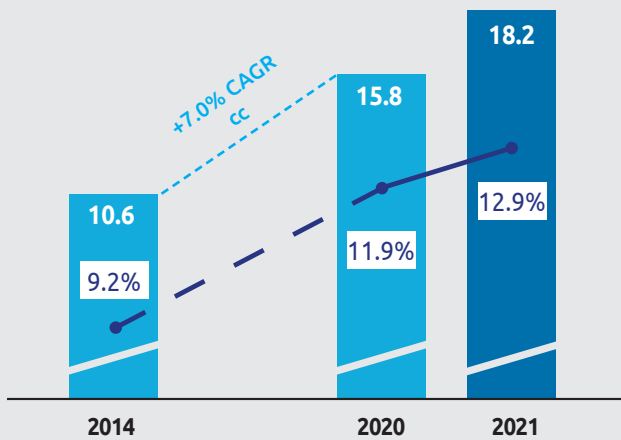
AMBITIOUS ESG PRIORITIES

To learn more about our **ESG policy** please visit [investors.capgemini.com/en/esg-policy/](https://investors.capgemini.com/en/esg-policy/)

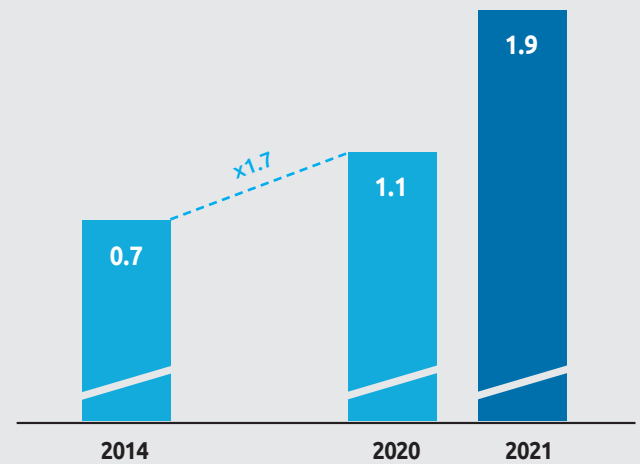
# Financial profile

## 2014-2021 Steady performance improvement & superior resilience

REVENUES (in €b)  
OPERATING MARGIN (in % of revenues)

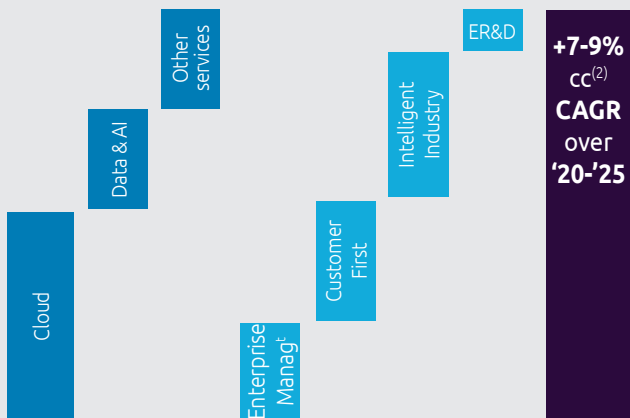


ORGANIC FREE CASH FLOW (in €b)

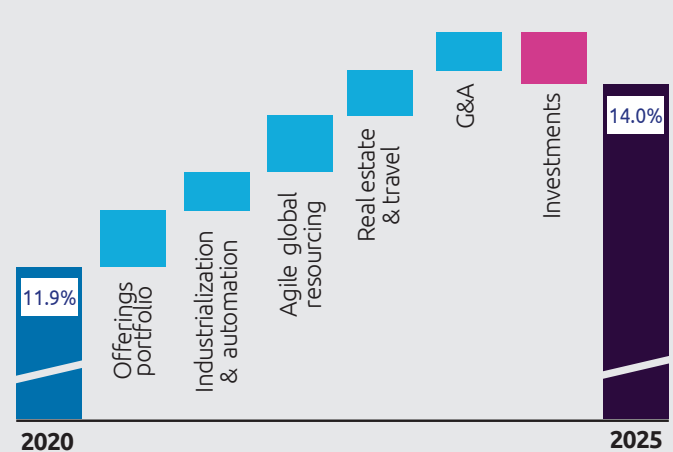


## 2020-2025 Growth acceleration & operating margin expansion

Strong **revenue growth** across our whole portfolio accelerated by cloud, data & AI



Diverse levers to deliver **operating margin**<sup>(1)</sup> improvement



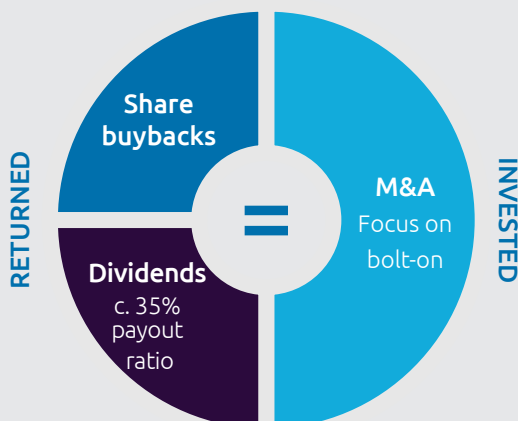
### Outlook 2022

Revenue growth of +14% to +15% at cc

Operating margin of 12.9% to 13.1%

Organic free cash flow above €1,700 million

Balanced **capital allocation**



Strong drivers for **earnings growth**



<sup>(1)</sup> The operating margin corresponds to the difference between revenues and operating costs. It is calculated before the "other products and operating costs"

<sup>(2)</sup> "cc" refers to a variation at constant currency