

H1 2024 Results

July 26, 2024



Disclaimer

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Aiman EZZAT

Chief Executive Officer

Capgemini 

Resilient performance in H1



REVENUES

-2.6% cc YoY
€ 11,138m

BOOKINGS

€ 11,793m
€ 6,138m Q2

BOOK-TO-BILL

1.06
1.09 Q2

OPERATING MARGIN

12.4%
€ 1,384m

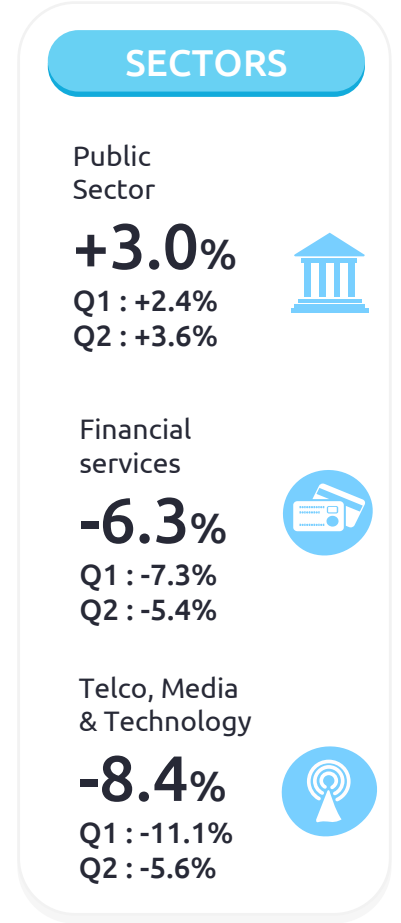
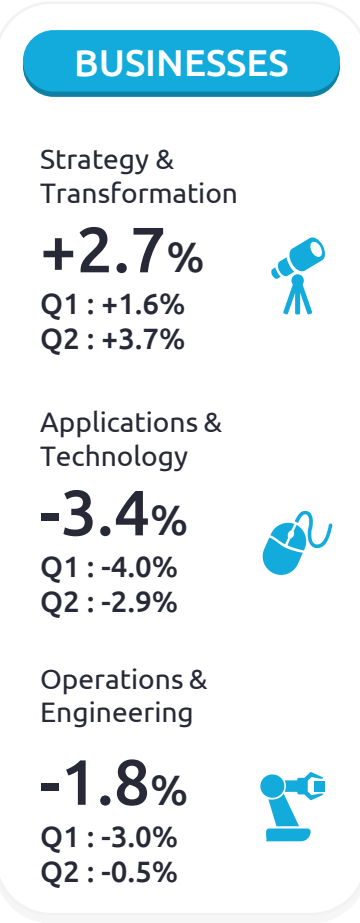
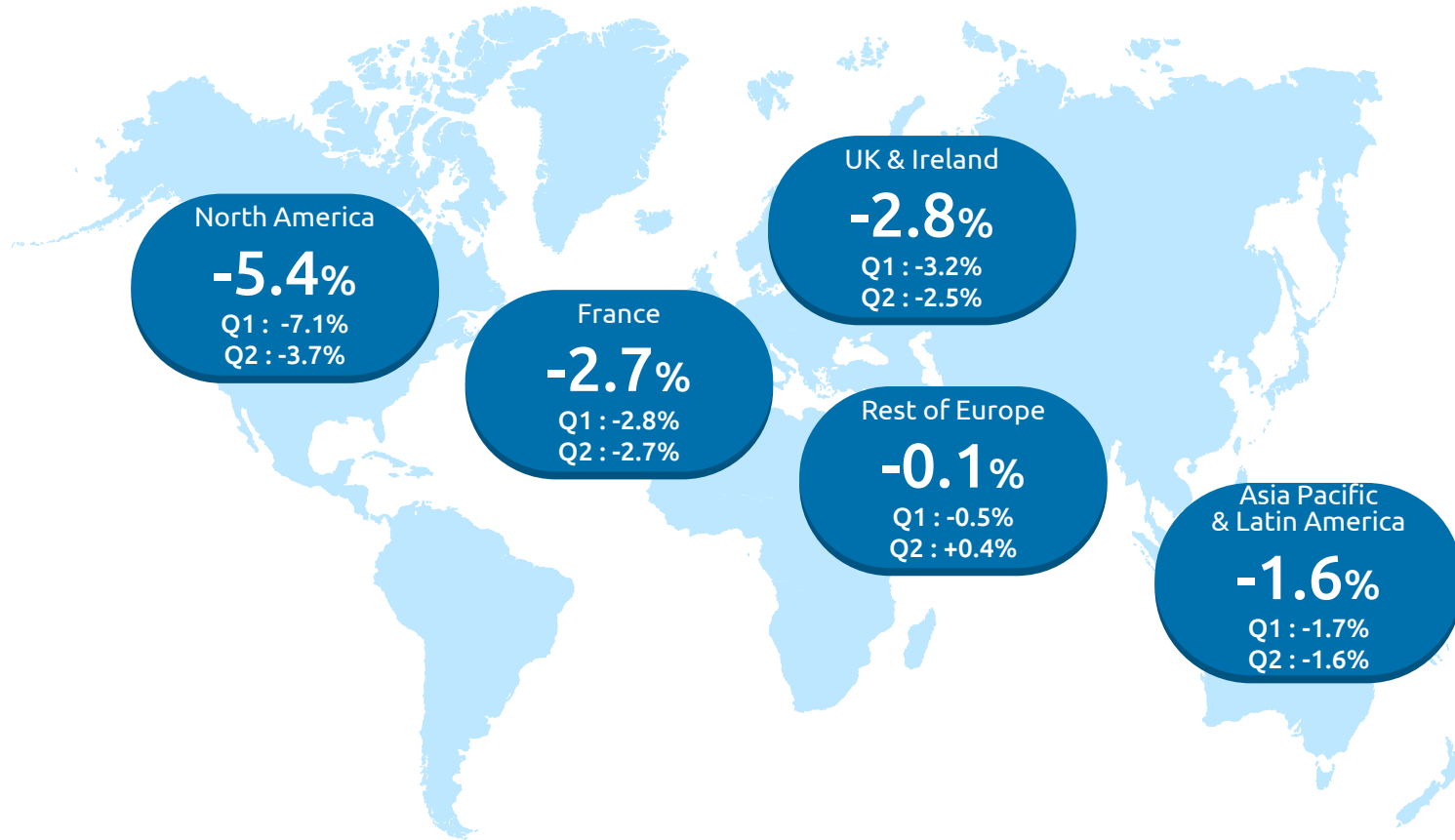
NORMALIZED EPS

€ 5.88
+1% YoY

ORGANIC FCF

€ 163m
+ € 216m YoY

Q2 is better than Q1 across businesses, geographies and sectors



Revenue growth in constant currency



REVENUE GROWTH

-0.5%
to **-1.5%**

at constant exchange rates

PREVIOUSLY 0% to +3%

*Inorganic contribution of around 0.5 point
(was from a marginal impact up to 1 point)*

OPERATING MARGIN

13.3%
to **13.6%**

ORGANIC FCF

around
€ 1.9 bn

Fully leveraging Generative AI opportunity



CATALYSING TRANSFORMATION WITH GEN AI

Delivering projects at scale

> 350 in flight projects
> 2,000 qualified opportunities

Upskilled Talents

> 120,000 talents trained on GenAI tools

Leveraging our Strategic Partnerships



CREATING VALUE FOR OUR CLIENTS



GenAI assistants for Customer Experience and Sales

EUROPEAN TELECOMMUNICATION
GenAI for Cloud and Infrastructure operations

GLOBAL LIFE SCIENCES
GenAI for IT Service Desk



EUROPEAN MINISTRY
AI/ GenAI for predictive maintenance across defense assets

GenAI customer service copilot with Microsoft Dynamics 365

GLOBAL AEROSPACE AND DEFENSE
Generative AI Factory

APAC CONSUMER PRODUCTS
GenAI assistant for data search

US HEALTHCARE
Insurance process transformation with automation, AI and GenAI

US CONSUMER PRODUCTS
GenAI Sales assistant


Well positioned to capture growth opportunities



 **INTELLIGENT INDUSTRY**

CLOUD 

DATA 

AI GENERATIVE AI 

DIGITAL CORE 

SUSTAINABILITY 

RECOGNIZED BY OUR ECOSYSTEM OF PARTNERS



RECOGNIZED AS A LEADER BY THE ANALYSTS ACROSS BUSINESSES AND INDUSTRIES



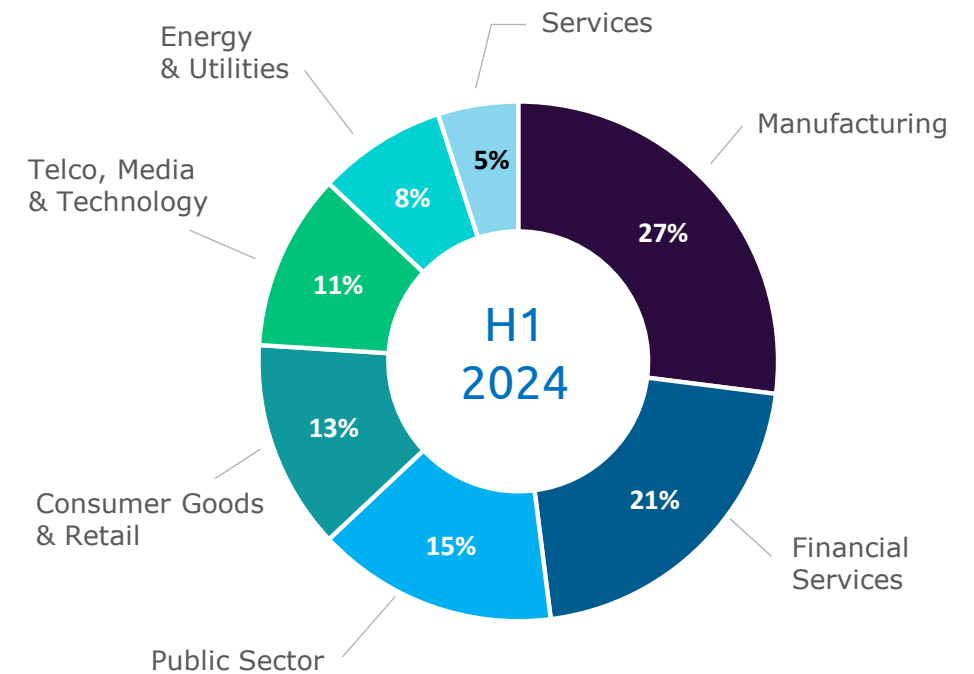
Olivier SEVILLIA
Chief Operating Officer





Q2 & H1 2024 Revenues by Sector

	Q2 2024	H1 2024
	Year-on-Year	Year-on-Year
	Constant Currency	Constant Currency
Financial Services	-5.4%	-6.3%
Energy & Utilities	+0.9%	+1.7%
Manufacturing	-1.1%	-1.3%
Consumer Goods & Retail	-3.2%	-3.5%
Public Sector	+3.6%	+3.0%
Telco, Media & Technology	-5.6%	-8.4%
Services	+0.2%	-1.0%
TOTAL	-1.9%	-2.6%



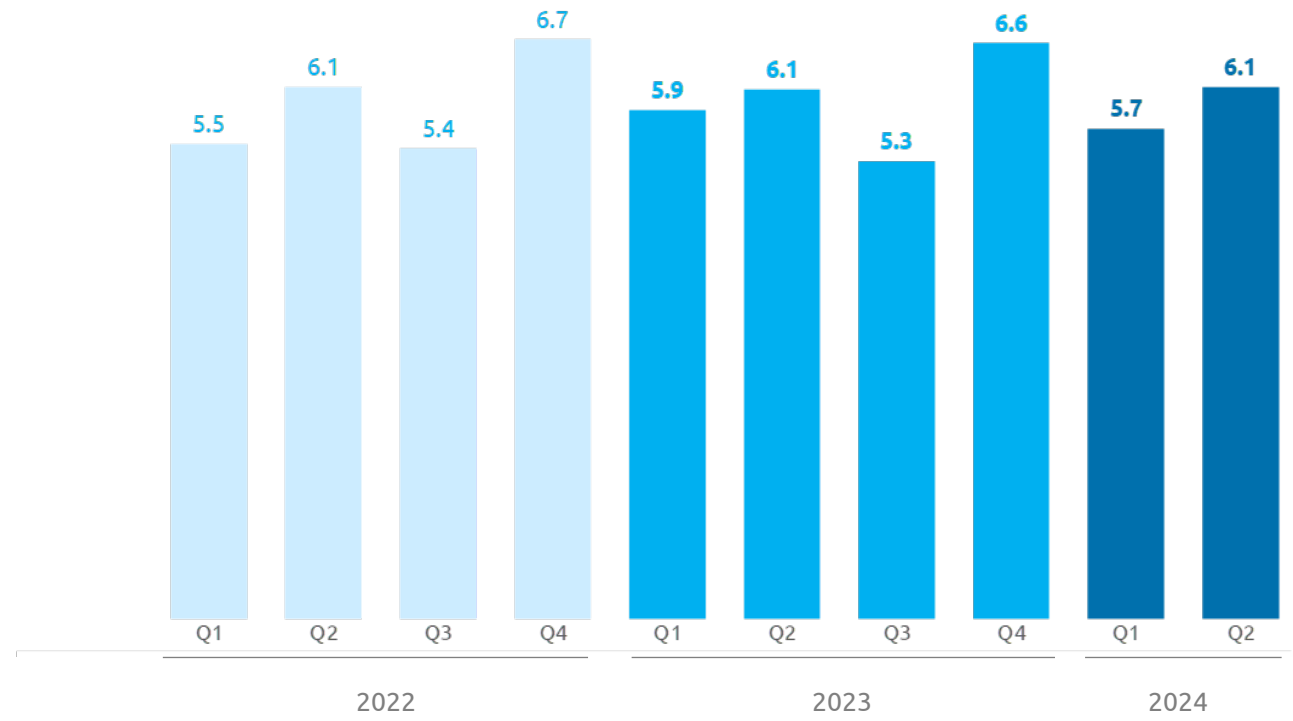


Bookings Evolution

QUARTERLY

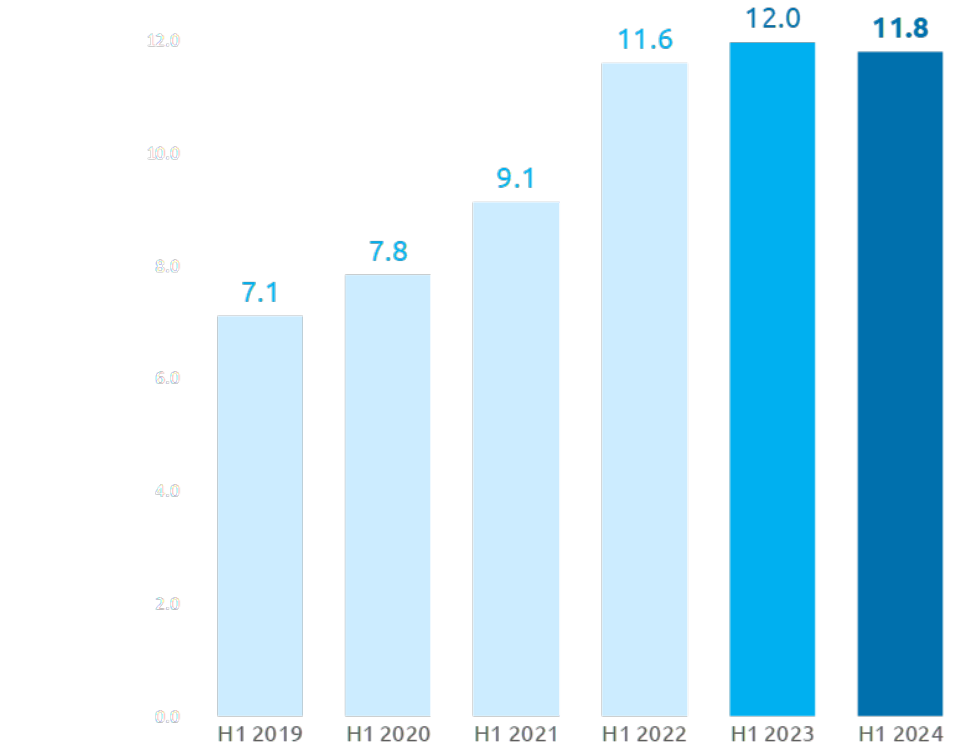
Book to Bill	1.06	1.11	0.98	1.16	1.02	1.07	0.96	1.18	1.02	1.09
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in EUR billion (at reported rates)



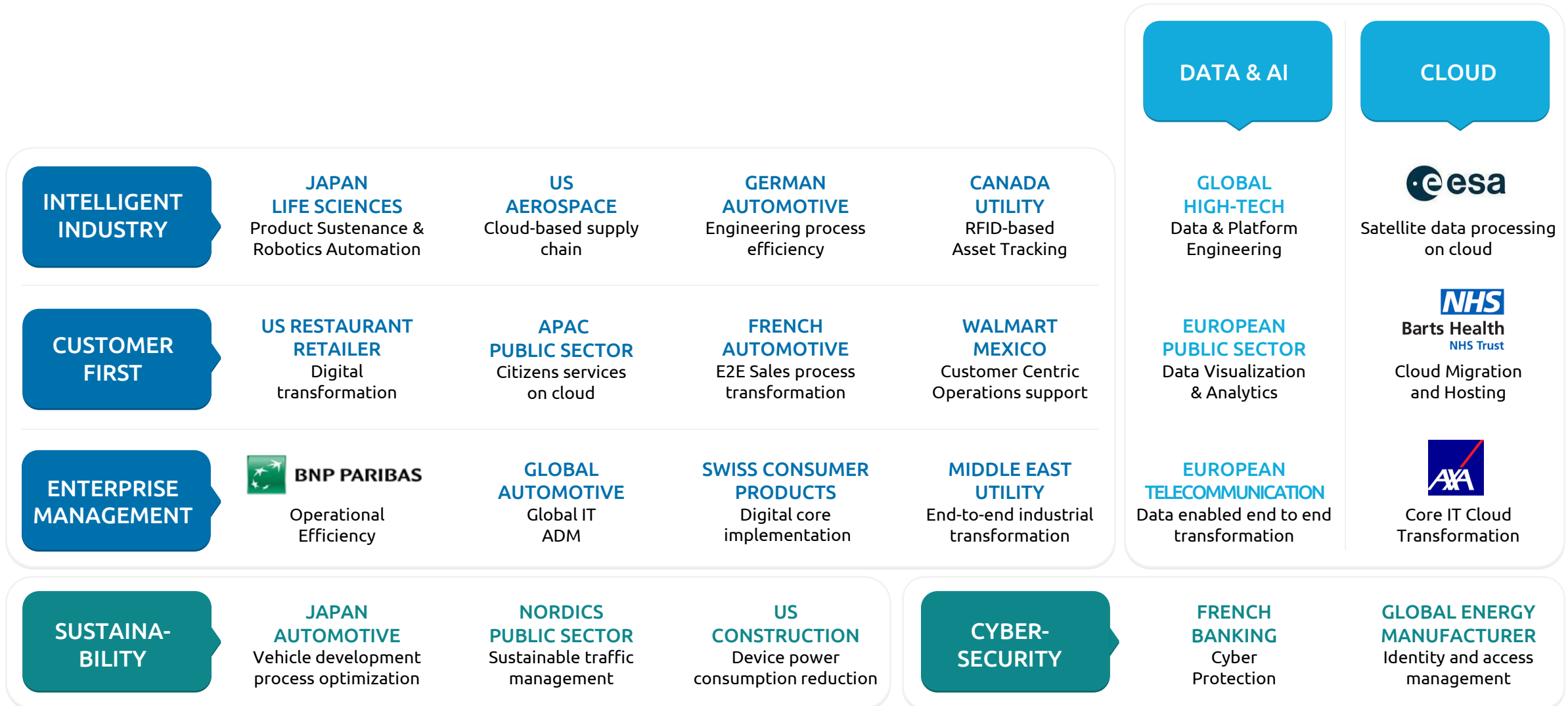
HALF-YEAR

Book to Bill	1.01	1.03	1.05	1.09	1.05	1.06
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GENERATING VALUE FOR OUR CLIENTS



Nive BHAGAT
Chief Financial Officer



Financial Overview



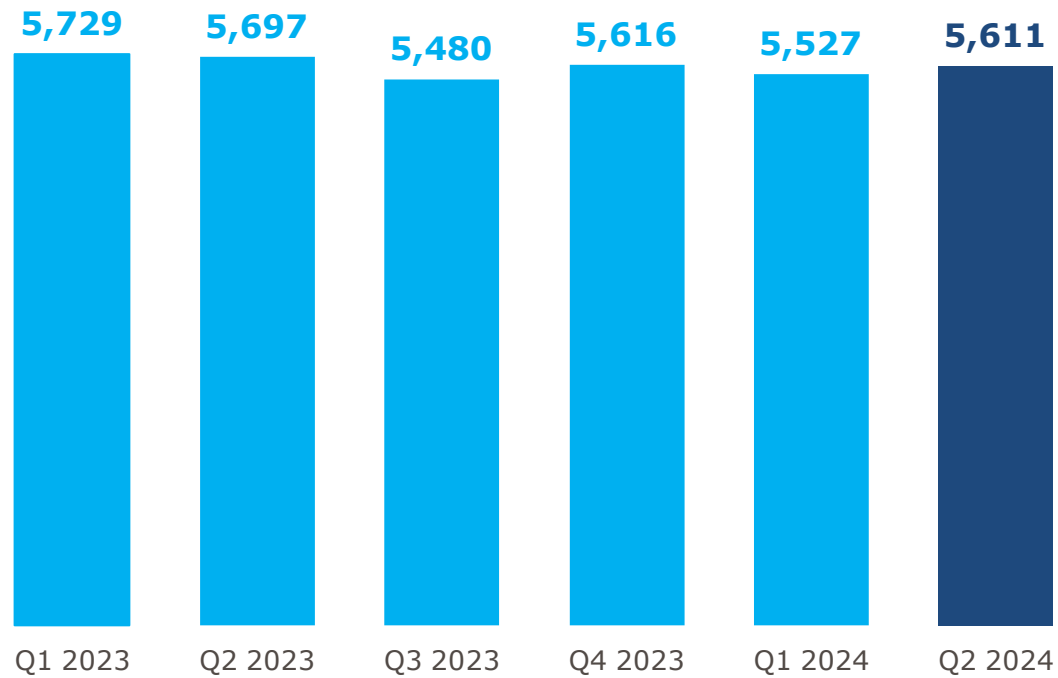
in EUR millions	H1 2023	H1 2024	Variation	Constant Currency Growth
Revenues	11,426	11,138	-2.5%	-2.6%
Operating expenses	-10,013	-9,754		
Operating margin	1,413	1,384	-2%	
(in % of revenues)	12.4%	12.4%	+0 bp	
Other operating income and expenses	-262	-237		
Operating profit	1,151	1,147	-0%	
(in % of revenues)	10.1%	10.3%	+20 bp	
Net financial income / expense	-22	20		
Income tax	-313	-326		
Share of profit of associates	-4	-3		
Non-controlling interests	-3	-3		
Net profit (Group share)	809	835	+3%	
(in % of revenues)	7.1%	7.5%	+40 bp	
Basic EPS in €	4.70	4.88	+4%	
Normalized EPS in €	5.80	5.88	+1%	
Organic free cash flow	-53	163	+216	

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



Quarterly Revenue Growth

Revenues in EUR millions



Constant currency growth YOY (in %)



Constant currency growth

Q2: **-1.9%** YoY

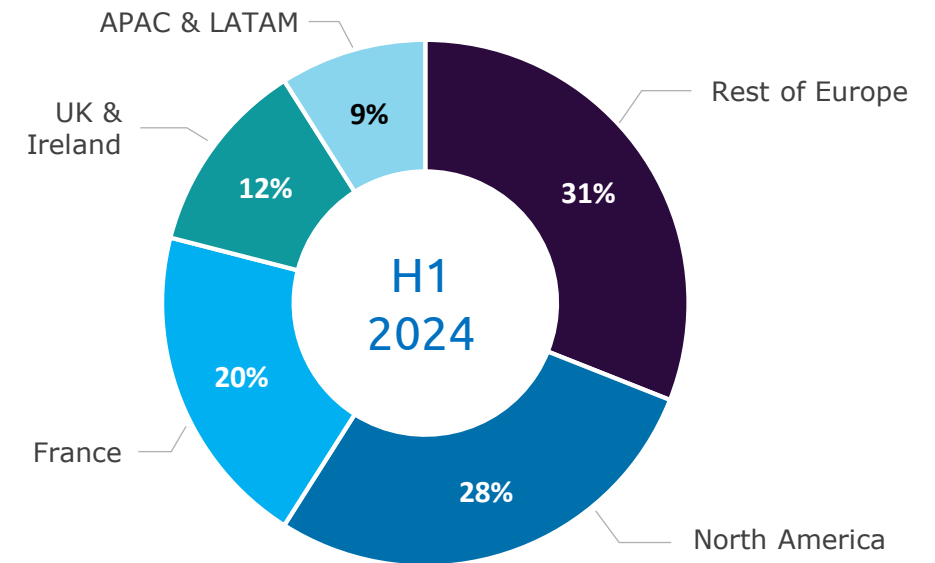
H1: **-2.6%** YoY

	Q1 2024	Q2 2024	H1 2024
	Year-on-Year		
Organic	-3.6%	-2.3%	-3.0%
Group scope	+0.3pts	+0.4pts	+0.4pts
Constant Currency	-3.3%	-1.9%	-2.6%
Currencies	-0.2pts	+0.4pts	+0.1pts
Reported	-3.5%	-1.5%	-2.5%



Q2 & H1 2024 Revenues by Region

	Q2 2024	H1 2023	H1 2024	Variation	
	Year-on-Year	Revenues		Year-on-Year	
	Constant Currency	(in €m)	(in €m)	Reported	Constant Currency
North America	1,581	3,288	3,108	-5.5%	-5.4%
UK & Ireland	696	1,386	1,380	-0.4%	-2.8%
France	1,114	2,308	2,245	-2.7%	-2.7%
Rest of Europe	1,741	3,472	3,470	-0.1%	-0.1%
APAC & LATAM	479	972	935	-3.7%	-1.6%
TOTAL	5,611	11,426	11,138	-2.5%	-2.6%

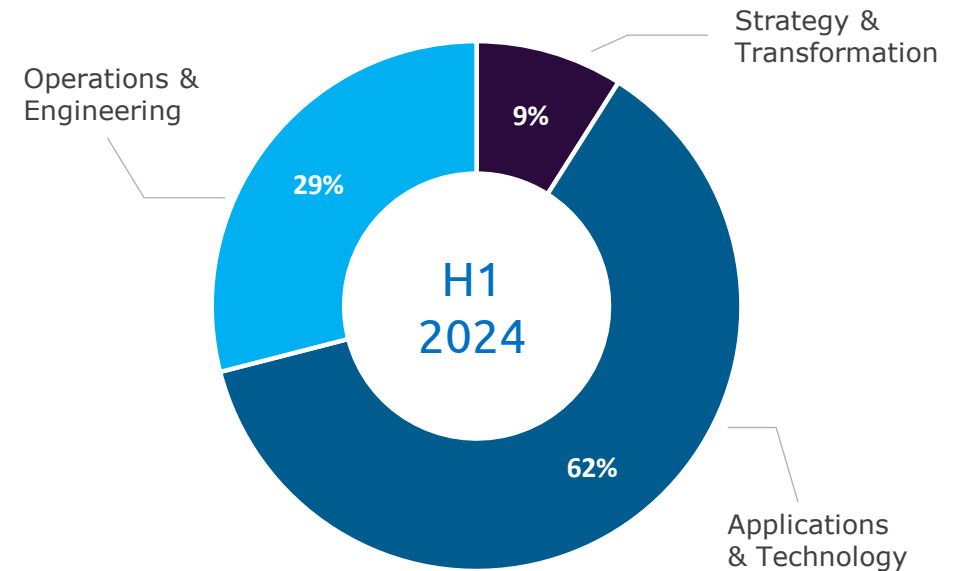




Q2 & H1 2024 Revenues by Business

Total Revenues

	Q2 2024	H1 2024
	Year-on-Year	Year-on-Year
	Constant Currency	Constant Currency
Strategy & Transformation	+3.7%	+2.7%
Applications & Technology	-2.9%	-3.4%
Operations & Engineering	-0.5%	-1.8%

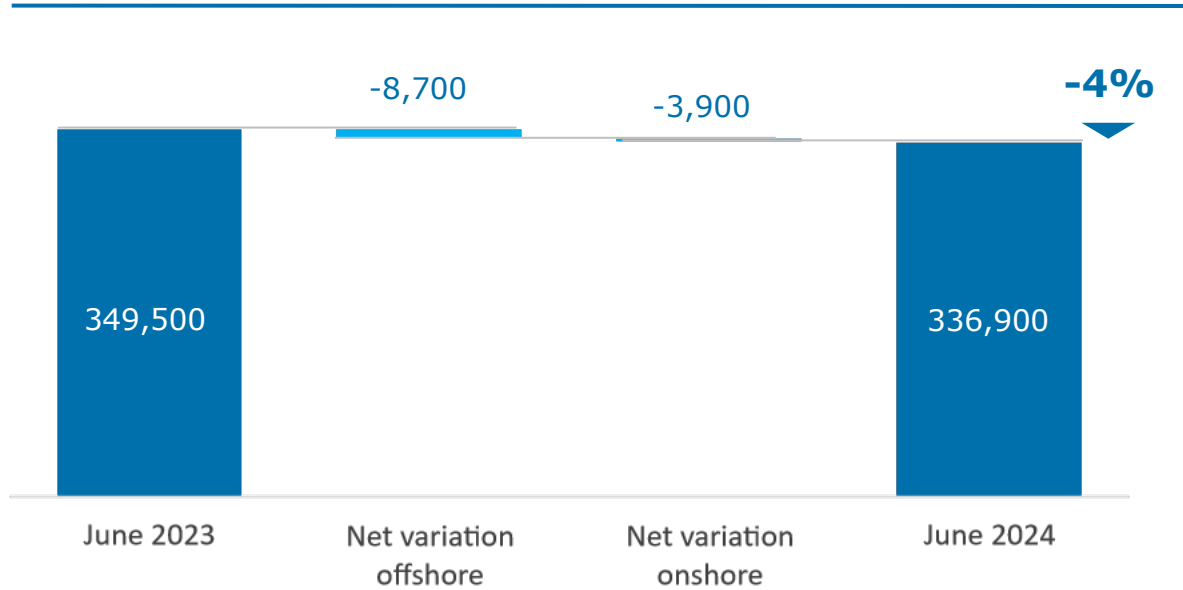


Note: activity trends by business are calculated based on Total Revenues, i.e. before elimination of inter-business billing (see definitions in the Appendix section)

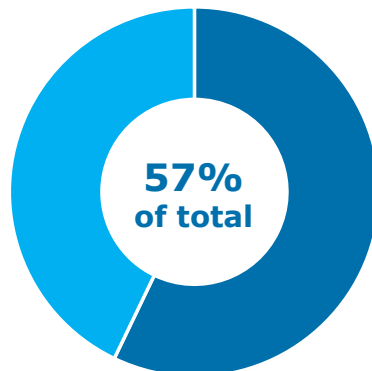


Headcount Evolution

Headcount evolution



Workforce in global production centers



Attrition

Attrition	June 2023 LTM	June 2024 LTM	Variation
Strategy & Transformation	18.2%	13.9%	-4.3pts
Applications & Technology	19.5%	14.2%	-5.3pts
Operations & Engineering	23.3%	16.9%	-6.4pts
TOTAL	20.9%	15.2%	-5.7pts



Operating Margin by Region

	H1 2023			H1 2024		
	Revenues	Operating Margin		Revenues	Operating Margin	
	(in €m)	(in €m)	(%)	(in €m)	(in €m)	(%)
North America	3,288	500	15.2%	3,108	481	15.5%
UK & Ireland	1,386	255	18.4%	1,380	282	20.5%
France	2,308	257	11.1%	2,245	205	9.1%
Rest of Europe	3,472	365	10.5%	3,470	384	11.1%
APAC & LATAM	972	99	10.2%	935	98	10.5%
Not allocated		-63			-66	
TOTAL	11,426	1,413	12.4%	11,138	1,384	12.4%

Operating Margin Analysis



in EUR millions	H1 2023	H1 2024
Revenues	11,426	11,138
Cost of services rendered	-8,438	-8,164
in % of revenues	-73.8%	-73.3%
Gross margin	2,988	2,974
in % of revenues	26.2%	26.7%
Selling expenses	-803	-824
in % of revenues	-7.0%	-7.4%
General & Administrative expenses	-772	-766
in % of revenues	-6.8%	-6.9%
Operating Margin	1,413	1,384
in % of revenues	12.4%	12.4%



Net Financial Result and Income Tax

in EUR millions	H1 2023	H1 2024
Interest on bonds	-63	-51
Other interest income and expense	73	87
Net interest expense	10	36
Other financial income and expenses	-32	-16
Net financial income / expense	-22	20

in EUR millions	H1 2023	H1 2024
Income tax	-313	-326
Effective tax rate	27.8%	28.0%

Net Profit Analysis

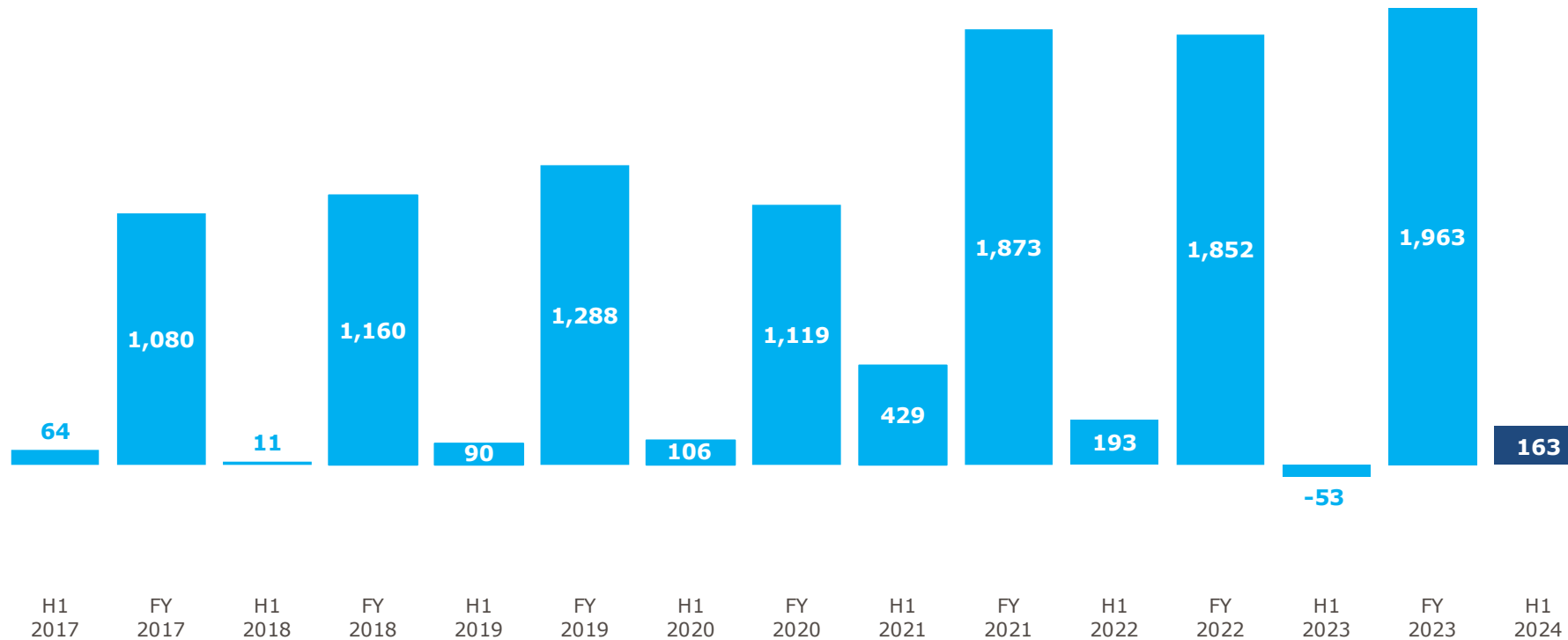


in EUR millions	H1 2023	H1 2024
Operating margin	1,413	1,384
Other operating income and expenses	-262	-237
<i>of which</i>		
<i>_Restructuring costs</i>	<i>-68</i>	<i>-53</i>
<i>_Amortization of intangible assets acquired through business combinations</i>	<i>-63</i>	<i>-64</i>
<i>_Acquisition and integration costs</i>	<i>-29</i>	<i>-19</i>
<i>_Expenses relating to share grants</i>	<i>-106</i>	<i>-121</i>
<i>_Other costs</i>	<i>4</i>	<i>20</i>
Operating profit	1,151	1,147
Net financial income / expense	-22	20
Income tax expense	-313	-326
Share of profit of associates & joint ventures	-4	-3
Non-controlling interests	-3	-3
Net profit (Group share)	809	835
Average number of shares	171,947,414	170,981,563
Basic EPS - in €	4.70	4.88
Normalized EPS (non diluted) - in €	5.80	5.88



Organic Free Cash Flow Generation

in EUR millions



Net Debt
€2.8bn as at June 30, 2024
vs. **€2.0bn** as at Dec 31, 2023

Q&A



Aiman EZZAT
Chief Executive Officer



Olivier SEVILLIA
Chief Operating Officer



Nive BHAGAT
Chief Financial Officer

Appendix



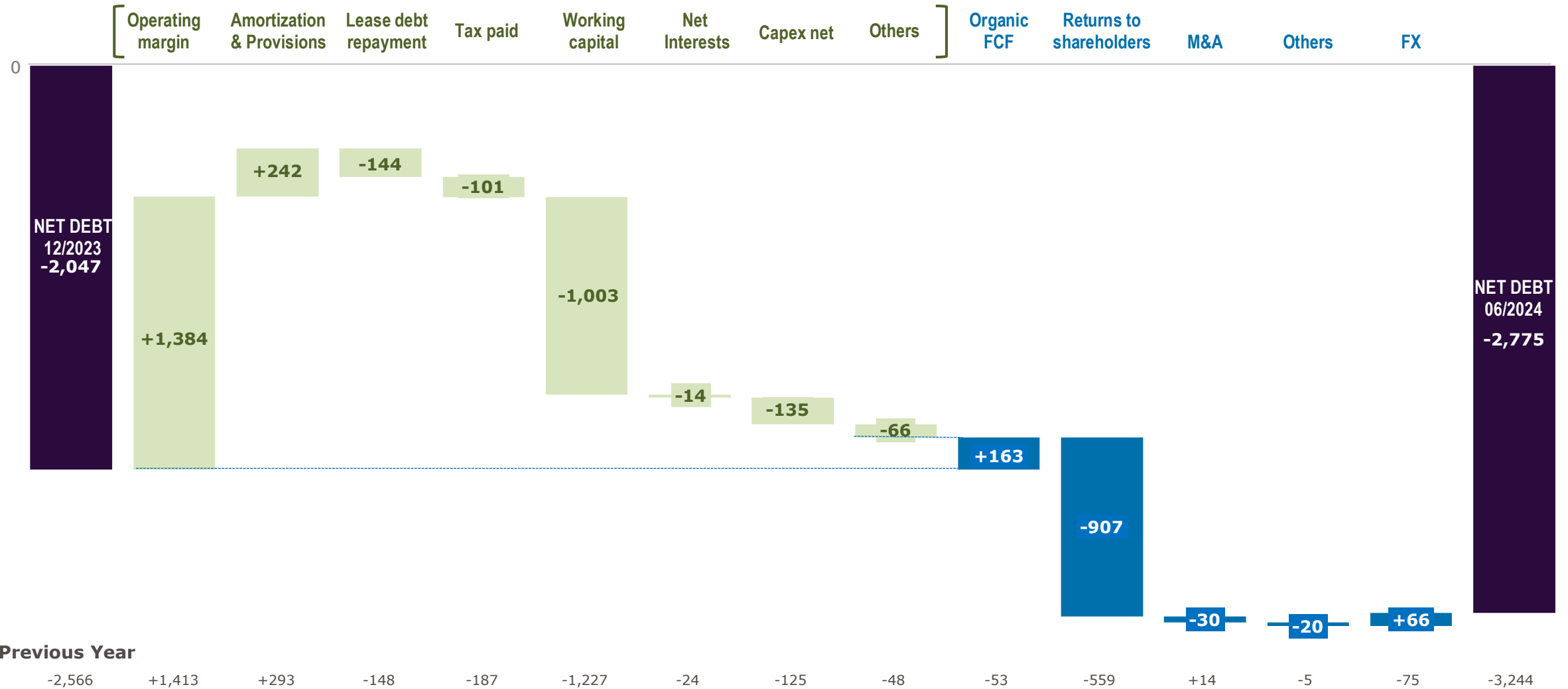
Alternate Performance Measures

- **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, expenses related to share-based compensation (including social security contributions and employer contributions) and employee share ownership plan, 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



Previous Year

-2,566 +1,413 +293 -148 -187 -1,227 -24 -125 -48 -53 -559 +14 -5 -75 -3,244



Net Cash Evolution

in EUR millions

	H1 2023	H1 2024
Profit for the period	812	838
Depreciation, amortization and impairment of fixed assets and right-of-use	345	339
Change in provisions	-20	-45
Losses on disposals of assets and others	17	5
Net finance costs	-10	-36
Income tax expense / (income)	313	326
Other non-cash items	201	133
Cash flows from operations before net finance costs and income tax	1,658	1,560
Income tax paid	-187	-101
Change in restructuring debt	-6	-7
Changes in operating working capital	-1,221	-996
Operating cash flows (A)	244	456
Capital expenditure (net of proceeds) (B)	-125	-135
Cash outflows on business combinations (net of cash & cash equivalents acquired)	14	-30
Increase in share capital	0	0
Dividends paid	-559	-580
Net payments relating to Capgemini SE shares transactions	9	-332
Change in debt	-14	-15
Interest paid & received (C)	-24	-14
Repayment of lease debt (D)	-148	-144
Translation & other	-75	66
Change in net debt	-678	-728
Opening Net Cash / (Debt)	-2,566	-2,047
Closing Net Cash / (Debt)	-3,244	-2,775
Organic Free Cash Flow (A) + (B) + (C) + (D)	-53	163



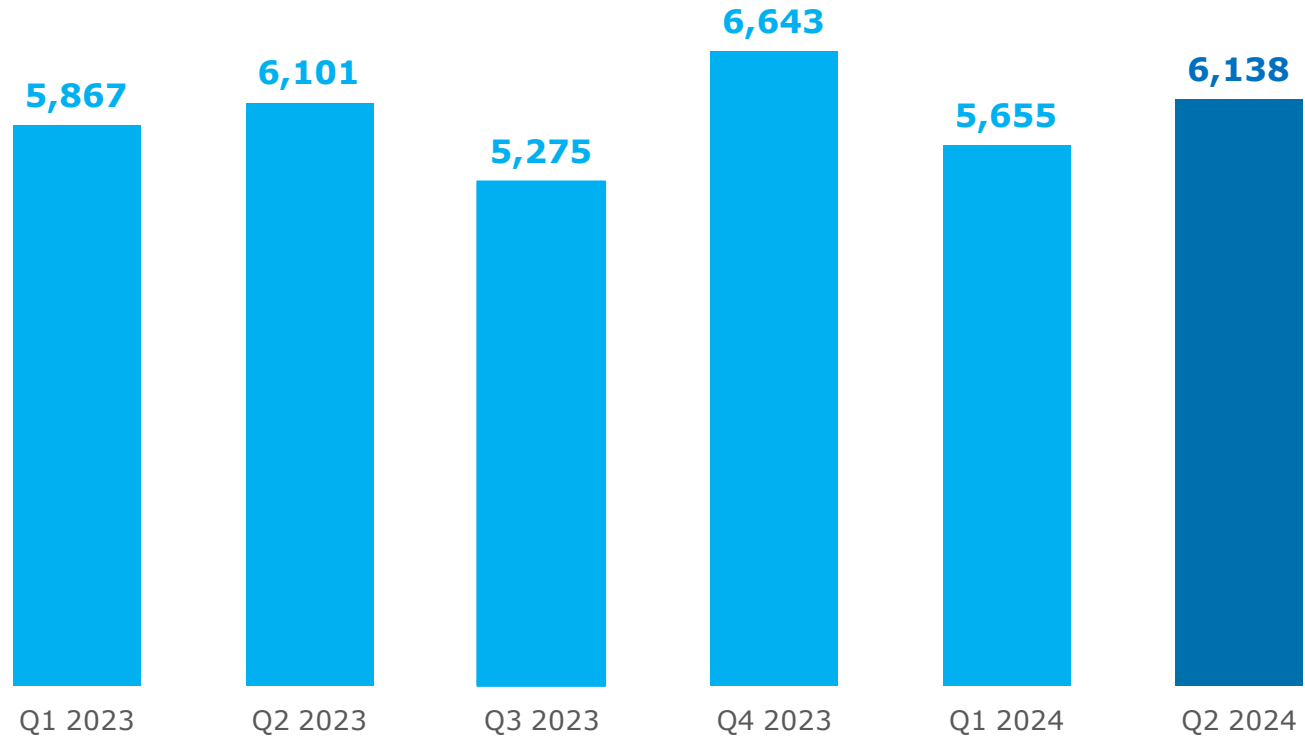
Revenue Quarterly Evolution

	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
Revenues (in €m)	5,729	5,697	5,480	5,616	5,527	5,611
Year-on-Year organic growth	+10.1%	+4.7%	+2.0%	-0.9%	-3.6%	-2.3%
Year-on-Year CC growth	+10.7%	+5.2%	+2.3%	-0.2%	-3.3%	-1.9%
Year-on-Year CC growth by Region						
North America	+6.1%	-	-4.0%	-6.6%	-7.1%	-3.7%
UK & Ireland	+13.9%	+10.2%	+5.0%	+2.7%	-3.2%	-2.5%
France	+12.4%	+6.2%	+3.7%	+2.5%	-2.8%	-2.7%
Rest of Europe	+13.8%	+9.0%	+5.4%	+2.7%	-0.5%	+0.4%
APAC & LATAM	+8.4%	+1.4%	+7.6%	+1.1%	-1.7%	-1.6%
Year-on-Year CC growth by Sector						
Financial Services	+9.4%	+2.9%	-3.4%	-4.3%	-7.3%	-5.4%
Energy & Utilities	+5.9%	+4.4%	+3.4%	+5.9%	+2.5%	+0.9%
Manufacturing	+16.8%	+11.2%	+4.3%	+0.5%	-1.5%	-1.1%
Consumer Goods & Retail	+6.8%	+0.2%	+2.5%	-1.6%	-3.8%	-3.2%
Public Sector	+13.1%	+8.7%	+14.0%	+7.0%	+2.4%	+3.6%
Telco, Media & Technology	+3.1%	-1.3%	-6.7%	-8.0%	-11.1%	-5.6%
Services	+10.7%	+3.9%	+1.0%	+0.9%	-2.3%	+0.2%
Year-on-Year CC growth by Business						
Strategy & Transformation	+15.6%	+9.1%	+5.1%	+4.9%	+1.6%	+3.7%
Applications & Technology	+10.7%	+5.6%	+2.8%	-0.6%	-4.0%	-2.9%
Operations & Engineering	+9.2%	+3.2%	+0.9%	-1.3%	-3.0%	-0.5%
Year-on-Year reported growth	+10.9%	+3.2%	-1.3%	-2.4%	-3.5%	-1.5%

Bookings Evolution



in EUR million (at reported rates)



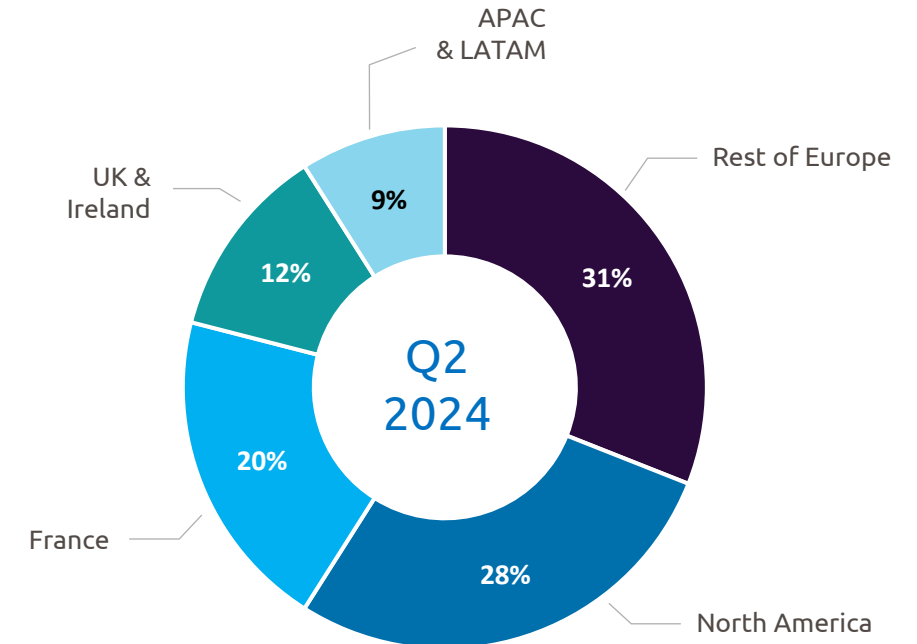
Constant Currency Growth YOY (in %)





Q2 2024 Revenues by Region

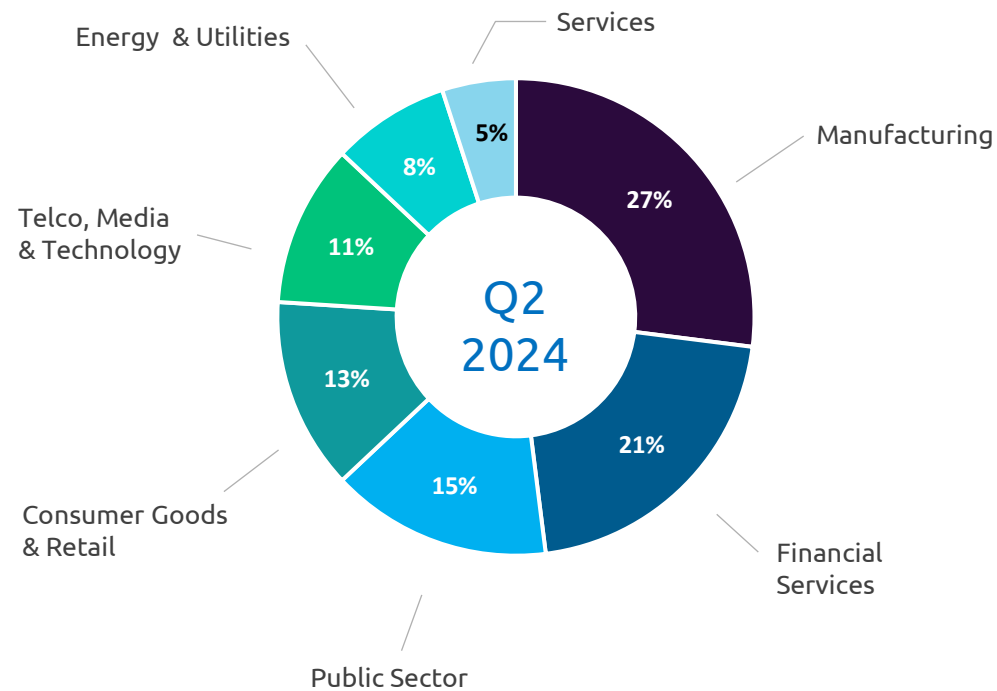
	Q2 2023	Q2 2024	Variation	
	Revenues		Year-on-Year	
	(in €m)	(in €m)	Reported	Constant Currency
North America	1,625	1,581	-2.7%	-3.7%
UK & Ireland	700	696	-0.5%	-2.5%
France	1,145	1,114	-2.7%	-2.7%
Rest of Europe	1,733	1,741	+0.5%	+0.4%
APAC & LATAM	494	479	-3.0%	-1.6%
TOTAL	5,697	5,611	-1.5%	-1.9%



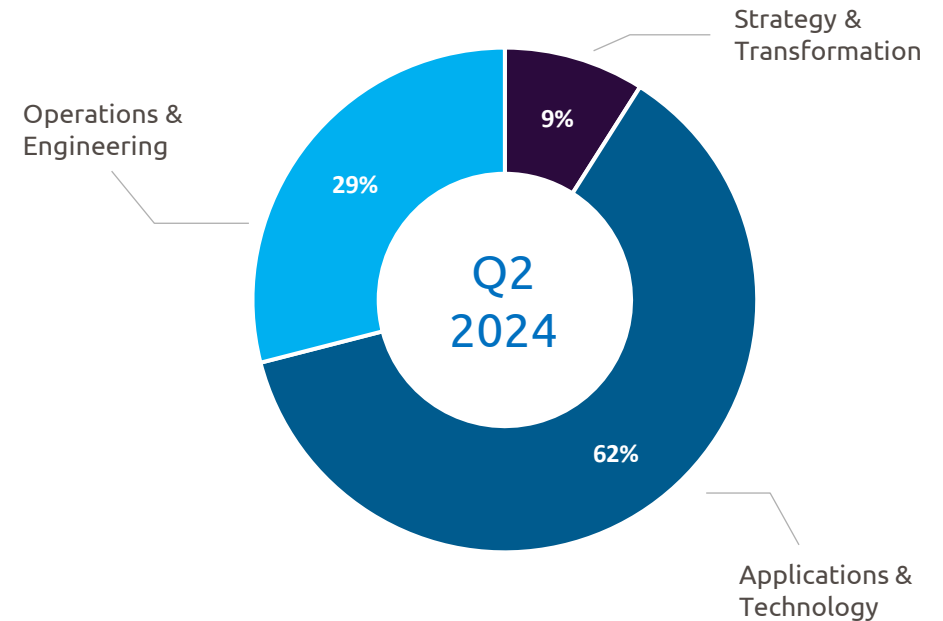


Q2 2024 Revenue Mix by Sector / Business

Revenues By Sector (in % of Group Revenues)

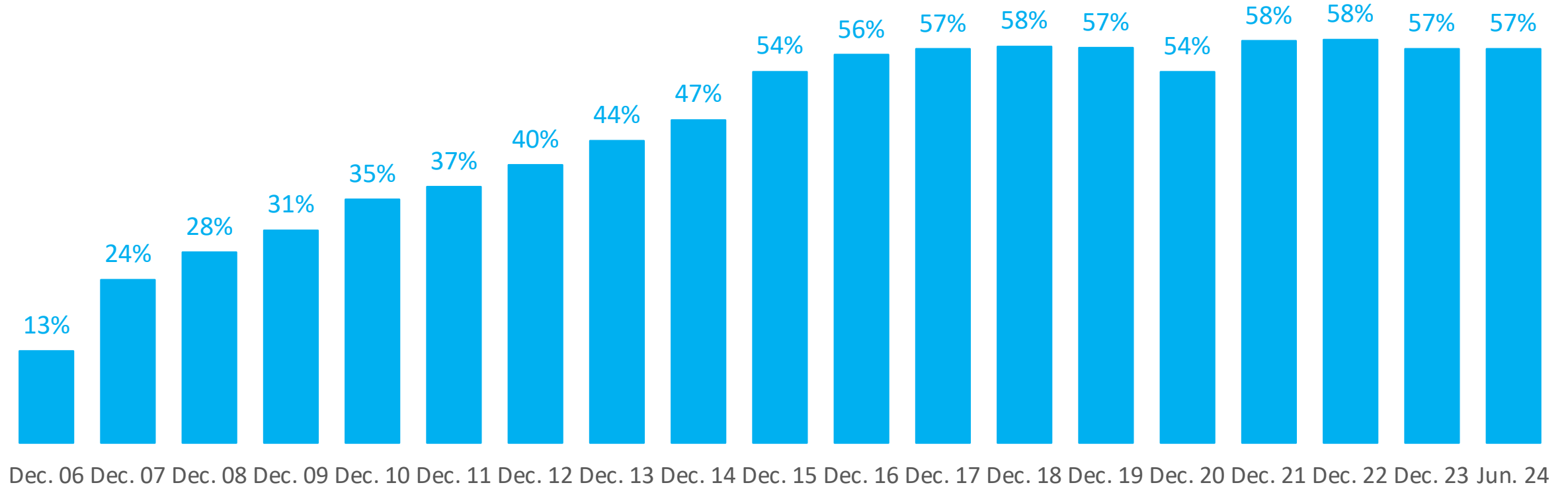


Revenues By Business (in % of Total Revenues)





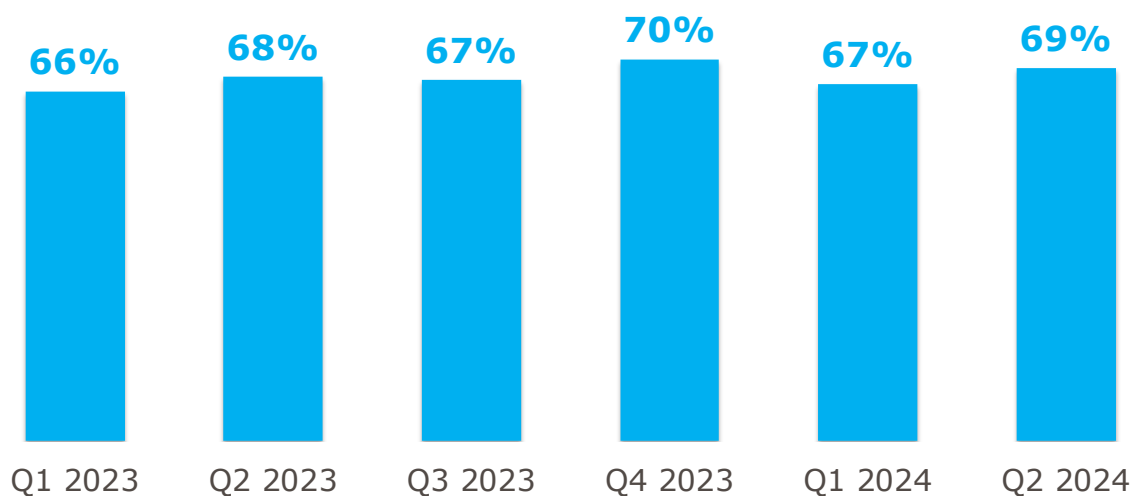
Offshore Leverage Evolution



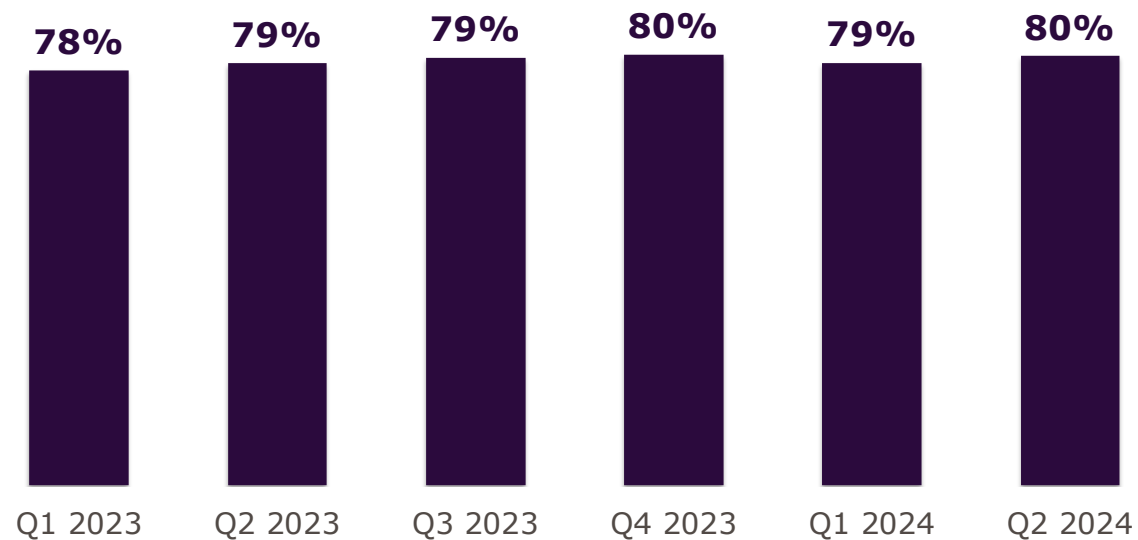


Utilization Rates Evolution

Strategy & Transformation



Applications & Technology





Operating Margin – Analysis by Nature of Costs

in EUR millions	H1 2023	H1 2024
Revenues	11,426	11,138
Personnel costs	-7,969	-7,807
in % of revenues	-69.7%	-70.1%
Purchases and subcontracting expenses	-1,446	-1,403
in % of revenues	-12.7%	-12.6%
Travel expenses	-161	-145
in % of revenues	-1.4%	-1.3%
Rent, facilities and local taxes	-106	-103
in % of revenues	-0.9%	-0.9%
Depreciation, amortization, provisions and proceeds from asset disposal	-331	-296
in % of revenues	-2.9%	-2.7%
Total operating expenses	-10,013	-9,754
in % of revenues	-87.6%	-87.6%
Operating margin	1,413	1,384
in % of revenues	12.4%	12.4%

Balance Sheet



ASSETS			
in EUR millions	June 30, 2023	Dec. 31, 2023	June 30, 2024
Goodwill	10,955	11,213	11,357
Intangible assets	866	798	839
Property, plant & equipment	835	788	755
Lease right-of-use assets	833	783	834
Deferred taxes	657	560	541
Other non-current assets	813	814	926
Total non-current assets	14,959	14,956	15,252
Contract costs	139	132	141
Contract assets	2,491	1,670	2,383
Trade receivables	3,001	3,286	2,935
Current tax receivables	286	148	343
Other current assets	905	811	866
Cash management assets	575	161	367
Cash and cash equivalents	3,195	3,536	2,572
Total current assets	10,592	9,744	9,607
Total Assets	25,551	24,700	24,859

EQUITY & LIABILITIES			
in EUR millions	June 30, 2023	Dec. 31, 2023	June 30, 2024
Equity ⁽¹⁾	10,063	10,454	10,843
Non-controlling interests	17	19	22
Total equity	10,080	10,473	10,865
Long-term borrowings	5,663	5,071	4,276
Deferred taxes	308	275	310
Provisions for pensions ⁽²⁾	360	331	298
Non-current provisions	340	327	304
Non-current lease liabilities	641	598	652
Other non-current liabilities	388	376	362
Total non-current liabilities	7,700	6,978	6,202
Short-term borrowings and bank overdrafts	1,339	675	1,421
Accounts and notes payable	4,314	4,568	4,400
Contract liabilities	1,252	1,332	1,106
Current provisions	107	118	101
Current tax liabilities	315	123	387
Current lease liabilities	258	251	252
Other current payables	186	182	125
Total current liabilities	7,771	7,249	7,792
Total Equity & Liabilities	25,551	24,700	24,859

(1) attributable to owners of the company

(2) and other post-employment benefits

Cash Flow Statement



in EUR millions	H1 2023	H1 2024
Profit for the period attributable to owners of the Company	812	838
Depreciation, amortization and impairment of fixed assets and Lease right-of-use assets	345	339
Change in provisions	-20	-45
Losses on disposals of assets and other	17	5
Expenses relating to share grants	93	109
Net finance costs	-10	-36
Income tax (income) expense	313	326
Unrealized (gains) losses on changes in fair value and other financial items	108	24
Cash flows from operations before net finance costs and income tax (A)	1,658	1,560
Income tax paid (B)	-187	-101
Change in trade receivables, contract assets net of liabilities and contract costs	-603	-563
Change in accounts and notes payable	-160	58
Change in other receivables/payables	-464	-498
Change in operating working capital (C)	-1,227	-1,003
NET CASH FROM (USED IN) OPERATING ACTIVITIES (D=A+B+C)	244	456
Acquisitions of property, plant and equipment and intangible assets	-127	-136
Proceeds from disposals of property, plant and equipment and intangible assets	2	1
Acquisitions of property, plant and equipment and intangible assets, net of disposals	-125	-135
Cash (outflows) inflows on business combinations net of cash and cash equivalents acquired	14	-30
Cash outflows in respect of cash management assets	-195	-200
Other cash outflows, net	-16	-29
Cash outflows from investing activities	-197	-259
NET CASH USED IN INVESTING ACTIVITIES (E)	-322	-394
Dividends paid	-559	-580
Net payments relating to transactions in Capgemini SE shares	9	-332
Proceeds from borrowings	656	176
Repayments of borrowings	-390	-176
Repayment of lease liabilities	-148	-144
Interest paid	-113	-126
Interest received	89	112
NET CASH FROM (USED IN) FINANCING ACTIVITIES (F)	-456	-1,070
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS (G=D+E+F)	-534	-1,008
Effect of exchange rate movements on cash and cash equivalents (H)	-70	60
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD (I)	3,795	3,517
CASH AND CASH EQUIVALENTS AT END OF PERIOD (G+H+I)	3,191	2,569



Comprehensive Income & Change in Equity

in EUR millions	H1 2023	H1 2024
Actuarial gains and losses on defined benefit pension plans, net of tax (1)	-5	71
Remeasurement of hedging derivatives and net investment, net of tax (2)	89	56
Translation adjustments (2)	-102	229
Other, net of tax (1)	0	-1
OTHER ITEMS OF COMPREHENSIVE INCOME	-18	355
Profit for the period (reminder)	812	838
Total comprehensive income for the period	794	1,193
Attributable to:		
Owners of the Company	791	1,190
Non-controlling interests	3	3

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

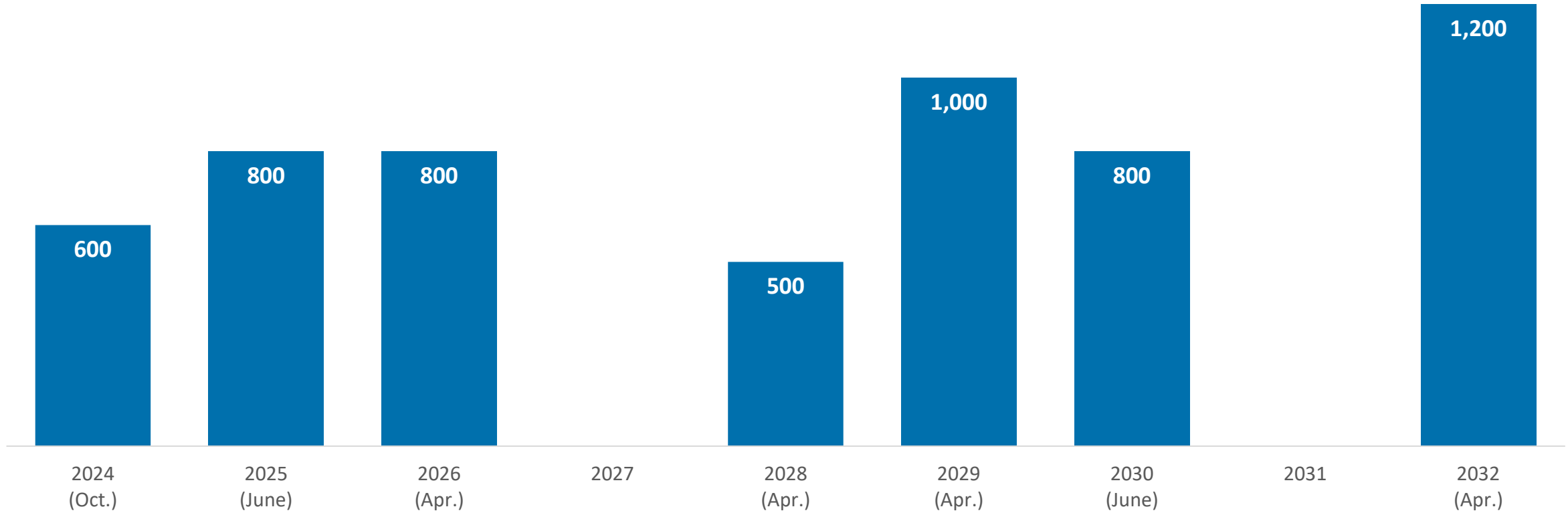
(2) Other items from the comprehensive income that could be included in the profit & loss account

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 January 1, 2024	172,608,113	1,381	3,482	-237	6,518	-263	-427	10,454	19	10,473
Dividends paid out for 2023					-580			-580		-580
Incentive instruments and employee share ownership				1	108			109		109
Elimination of treasury shares				-332				-332		-332
Transactions with minority shareholders and others					2			2		2
Transactions with shareholders				-331	-470			-801	0	-801
Income and expense recognized in equity					-76	229	202	355	0	355
Profit for the period					835			835	3	838
At June 30, 2024	172,608,113	1,381	3,482	-568	6,807	-34	-225	10,843	22	10,865



Bond Debt Maturity Profile

in EUR millions



About Capgemini

Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2023 global revenues of €22.5 billion.

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