

In 2018, Capgemini met or exceeded all financial targets set at the beginning of the year. The Group strengthened its growth profile, while continuing to improve profitability and organic free cash flow generation.

# 2018 Key figures

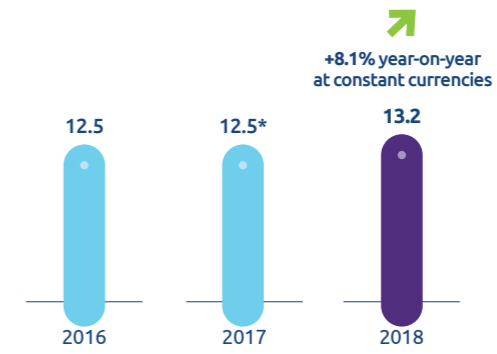
**“Our financial journey throughout the year – both in terms of revenue and margin – was successful.”**

**PERFORMANCE**

**T**his year demonstrated, once again, our capacity to improve our profitability while delivering sustained growth. Our Consulting and Applications Services business lines recorded strong growth, spurred by an unfading demand in digital and cloud: our related activities, which grew over 20% at constant

exchange rates in 2018, now account for around 45% of the Group. All our regions contributed to this performance and are now enjoying an operating margin above 11%. We believe that these solid financial results, combined with our key strengths, will allow us to continue outperforming the market in 2019. /

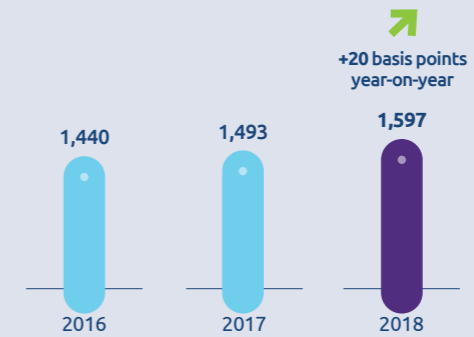
**Carole Ferrand**  
Chief Financial Officer



**REVENUES**  
IN BILLIONS OF EUROS

In 2018, the Group generated revenues of €13,197 million, up 5.4% compared with 2017. Growth is 8.1% at constant exchange rates, significantly above the 6-7% target communicated at the beginning of the year. Organic growth was 6.2%.

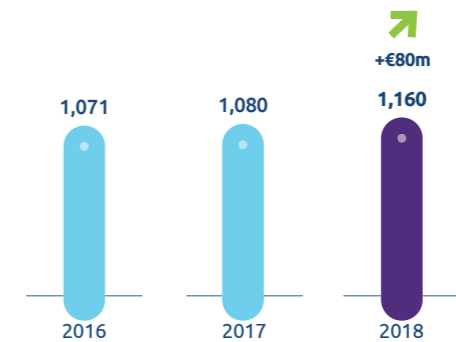
\*Restated for the impact of IFRS 15, applicable from January 1, 2018 and which resulted in a decrease in revenues recognized of €267 million (2.1% of revenues), with no change in euros to the operating margin, net profit, earnings per share or organic free cash flow.



**OPERATING MARGIN\***  
IN MILLIONS OF EUROS

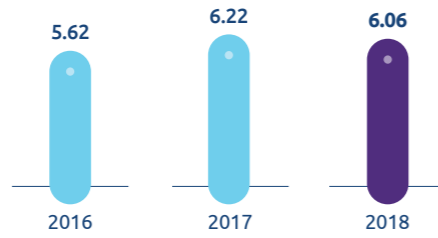
Operating margin\* was €1,597 million, or 12.1% of revenues, an increase of 7% or 20 basis points year-on-year, in line with annual objectives. This further improvement in margin illustrates our ability to combine investments in our talent and our portfolio of sector offerings with profitable growth.

\*Operating margin is one of the Group's key performance indicators. It is defined as the difference between revenues and operating expenses. It is calculated before the other operating income and expenses.



**ORGANIC FREE CASH FLOW**  
IN MILLIONS OF EUROS

Organic free cash flow reached €1,160 million, exceeding the €1,000 million objective set at the beginning of the year.

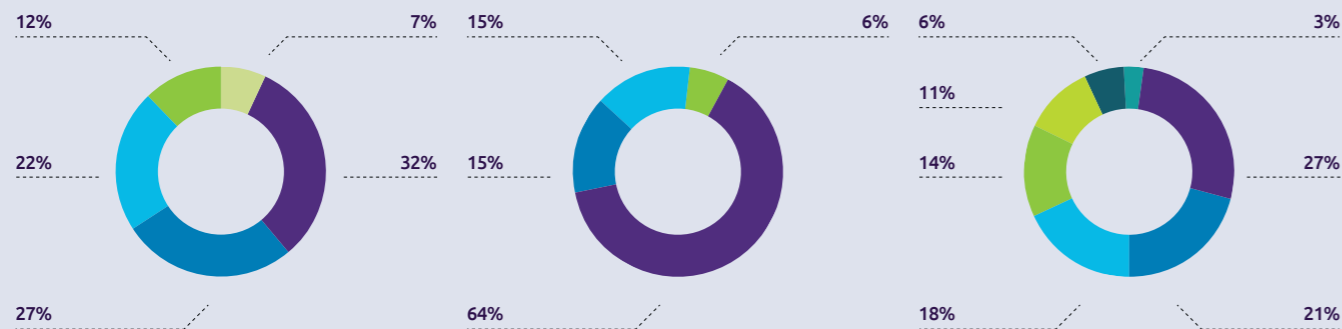


**NORMALIZED EARNINGS PER SHARE**  
IN EUROS

Normalized EPS was €5.74, or €6.06 adjusted for a €53 million expense related to the transitional impact of a U.S. tax reform, a level close to that reported in 2017 (-3%).

**SHAREHOLDER INFORMATION**

For ongoing information about the Group, shareholders can refer to a dedicated website, [investors.capgemini.com](http://investors.capgemini.com), or contact the Investor Relations team at [actionnaires@capgemini.com](mailto:actionnaires@capgemini.com).



**REVENUE BREAKDOWN BY REGION**

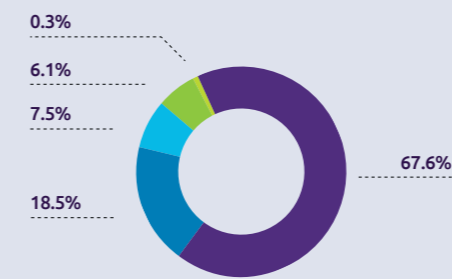
- NORTH AMERICA
- FRANCE
- UNITED KINGDOM AND IRELAND
- ASIA PACIFIC AND LATIN AMERICA
- REST OF EUROPE

**REVENUE BREAKDOWN BY BUSINESS**

- APPLICATION SERVICES
- TECHNOLOGY AND ENGINEERING SERVICES
- CONSULTING SERVICES
- OTHER MANAGED SERVICES

**REVENUE BREAKDOWN BY SECTOR**

- FINANCIAL SERVICES
- MANUFACTURING, AUTOMOTIVE AND LIFE SCIENCES
- CONSUMER PRODUCTS, RETAIL, DISTRIBUTION, AND TRANSPORTATION
- PUBLIC SECTOR
- ENERGY, UTILITIES, AND CHEMICALS
- TELECOMMUNICATIONS, MEDIA, AND ENTERTAINMENT
- OTHERS



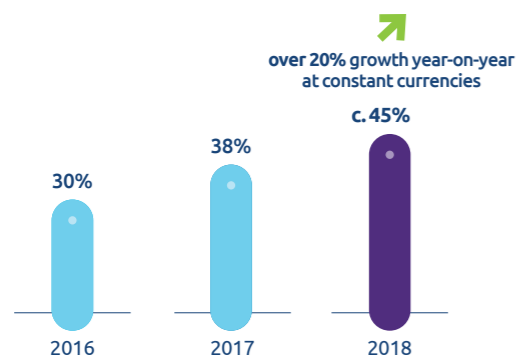
**SHAREHOLDER STRUCTURE**  
AT THE END OF DECEMBER 2018 (BASED ON A SHAREHOLDER SURVEY)

- INTERNATIONAL INSTITUTIONAL INVESTORS
- FRENCH INSTITUTIONAL INVESTORS
- INDIVIDUAL SHAREHOLDERS
- EMPLOYEES AND BOARD MEMBERS
- TREASURY SHARES



**DIVIDEND PER SHARE**  
IN EUROS

The Group has an established dividend distribution policy that ensures a balance between the investments required for its development and the distribution of profits to shareholders. In 2018, Capgemini paid a dividend of €284 million and devoted €464 million to share buybacks.



**DIGITAL AND CLOUD OFFERINGS**  
AS A PERCENTAGE OF REVENUES

The Group's momentum continues to be supported by digital and cloud activities, which grew over 20% at constant exchange rates and now account for around 45% of Group revenues.



**BOOKINGS**  
IN BILLIONS OF EUROS

Bookings totaled €13,393 million in 2018, a 9% increase at constant exchange rates year-on-year.

**CAPGEMINI SHARE PRICE**  
IN EUROS, COMPARED TO CAC 40 AND STOXX EUROPE 600 INDEXES, FROM DECEMBER 31, 2016 TO FEBRUARY 28, 2019

