

2. Corporate Governance

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Benchmark Corporate Governance Code and Board of Directors' report on Corporate Governance

The Board of Directors' report on Corporate Governance was prepared pursuant to:

- the provisions set out in the last paragraph of Article L. 225-37, Article L. 225-37-4 and Article L. 22-10-10 of the French Commercial Code (*Code de commerce*);
- the recommendations set out in the "Corporate Governance Code" issued jointly by AFEP and MEDEF (French private business associations) in December 2008 (recommendations immediately adopted by our Board of Directors as a benchmark), as revised in December 2022 and its application guidelines;
- as well as the rules of good governance, adopted, applied and complied with continuously by the Capgemini Group since the closing of its first fiscal year on December 31, 1968 (i.e. more than 50 years ago!).

This report was approved by the Board of Directors on February 12 and March 16, 2026, following its review by the Compensation Committee and the Ethics & Governance Committee.

A detailed Cross-Reference Table is presented for the Corporate Governance report in Section 9.3 of the Universal Registration Document (Cross-Reference Table for the management report). Most of the information is presented in this Chapter 2.

Under the "Comply or Explain" rule provided for in Article L. 22-10-10, paragraph 4, of the French Commercial Code and stipulated in Article 28.1 of the AFEP-MEDEF Corporate Governance Code for listed companies revised in December 2022, **the Company considers that its practices comply fully with the recommendations of the current AFEP-MEDEF Code.**

The AFEP-MEDEF Code and its application guidelines may be consulted at <https://lafep.org> or <https://www.medef.com>.



2.1 Company management and administration

2.1.1 History

The Capgemini Group was founded over 50 years ago in 1967 by Mr. Serge Kampf, who was still Honorary Chairman and Vice-Chairman at the time of his death on March 15, 2016. Capgemini was marked by his quite exceptional personality. He was an exceptional entrepreneur and a captain of industry the likes of which are rarely seen. In 1967, he was among the first to understand the role of an IT services company. He had taken the Group to the top of its sector when he handed Mr. Paul Hermelin the Executive Management of the Group in 2002, followed by the Chair of the Board in 2012. He built the Group based on principles that still apply today: a spirit of enterprise, a passion for clients, an obsession to help employees grow, ethical conduct at all times and performance at its best.

The story of this half-century can be split into four major periods:

— period one (1967-1996): 29 years of independence

Sogeti was created in Grenoble in October 1967 as a “traditional” limited liability company, managed nearly 30 years by the same Chairman and Chief Executive Officer, Mr. Serge Kampf, its founder and the uncontested leader of a brilliant team of managers that he formed around him and never ceased to promote. Fully conscious that the Group – if it were to attain the increasingly ambitious objectives that he set each year – could not restrict much longer its financial capacities to those of its founding Chairman, Mr. Serge Kampf finally accepted in January 1996 under friendly pressure from the two other “main” shareholders (CGIP, a partner since 1988 and Daimler Benz, shareholder since 1991):

- to propose to the Shareholders’ Meeting of May 24, 1996 the merger-absorption within Capgemini of the two holding companies that had until then enabled him to retain majority control;
- to participate (personally in the amount of FRF 300 million) in a share capital increase of FRF 2.1 billion, with the balance subscribed in equal parts (FRF 900 million) by Daimler and CGIP;
- and finally to transfer the head office from Grenoble to Paris.

In May 1996, at the end of this initial period, the Group had 25,000 employees (7,000 in France, nearly 4,000 in the United States, some 12,000 in the triangle formed by the UK, Benelux and the Nordic countries and around 2,000 across approximately 10 other countries) – a 625-fold increase on its initial headcount! – and reported annual revenues of approximately FRF 13 billion (€2 billion), i.e. *per capita* revenues of around FRF 520,000 (€80,000).

— period two (1996-2002): a change in ownership

On May 24, 1996, as announced in January to key Group managers, Mr. Serge Kampf presented his proposals to the Shareholders’ Meeting which adopted them with a large majority. Just after, a two-tier structure – more familiar to the German shareholder than the French *société anonyme* – was introduced for a four-year period, with Mr. Serge Kampf as Chairman of the Management Board and Mr. Klaus Mangold (Daimler-Benz) as Chairman of the Supervisory Board. One year later, following Daimler-Benz’s decision to refocus on its core businesses (a decision confirmed soon after by the spectacular takeover of Chrysler), this latter was replaced by Mr. Ernest-Antoine Seillière, Chairman of CGIP (now

the principal shareholder of the Group, with 30% of the share capital). At the end of this four-year period, the Shareholders’ Meeting of May 23, 2000 held to approve the 1999 financial statements decided not to renew this two-tier governance structure and to reinstate Mr. Serge Kampf in his duties as Chairman and Chief Executive Officer and to create at his request a position of general manager, which had never really existed within the Group. The first holder of this position was Mr. Geoff Unwin, already considered to be the Group’s number two within the Management Board.

At the end of the 1990s, having recovered its independence, Capgemini benefited fully from the euphoria generated by the “internet bubble”, the Year 2000 and the birth of the Euro. The Group had great ambitions. A major milestone was reached in 2000 with the acquisition of Ernst & Young Consulting, making Capgemini a new global leader in its sector and consolidating its positions in the United States. However, the Group was hit hard by the 2001 economic crisis triggered by the burst of the internet bubble and difficulties integrating Ernst & Young Consulting.

In December 2001, after a difficult year whose disappointing results only confirmed the threat of recession hanging over the global economy at that time, the Group had 55,000 employees and reported annual revenues of around €7 billion, i.e. *per capita* revenues of approximately €125,000, more than 50% above that of the first period but merely the reflection of the incorporation in the headcount in May 2000 of 16,643 consultants from Ernst & Young.

Taking note of the decision made – and confirmed – by Mr. Geoff Unwin to retire in the near future, the Board of Directors decided, at the recommendation of its Chairman, to appoint as his replacement Mr. Paul Hermelin, who became Group general manager alongside Mr. Serge Kampf, Chairman and Chief Executive Officer, on January 1, 2002.

— period three (2002-2012): a well-prepared power transfer

On July 24, 2002, Mr. Serge Kampf took the initiative to recommend to the Board of Directors – which accepted – to separate the duties of Chairman and Chief Executive Officer, as recently made possible by the New Economic Regulations Law (NRE). He considered that after creating, expanding, leading and managing the Group for 35 years, the time had come for him to give more power and visibility to the person he considered the best qualified to succeed him one day. This two-man team operated efficiently and in harmony for 10 years, although, according to Mr. Serge Kampf, this was due more to the relationship of trust, friendship and mutual respect between the two individuals than what the NRE says regarding the respective roles, powers and responsibilities of the Chairman and the Chief Executive Officer.

Despite the heavy storm which battered the Group during the first four years of this period, the Group invested considerable sums in major restructuring operations, the most obvious outcome of which was the reinvigoration of all Group companies: for example, at the end of 2011, the Group had 120,000 employees (compared with 55,000 employees 10 years previously) and reported revenues of €10 billion compared with €7 billion in 2001.

— period four (2012 to this day): a new dimension for the Group

Capgemini has had the same goal since 1967: helping businesses to be more efficient, innovative and agile through technology. Since its foundation, Capgemini has been known for its boldness, and its desire to build, develop and help its employees grow, to best serve its clients.

On April 4, 2012, as he had already implied two years previously on the renewal of his term of office, Mr. Serge Kampf informed Directors that “after having enjoyed the benefits of separation for 10 years” he had decided to place this office back in the hands of the Board of Directors. He recommended a return at this time to the “standard” method of governance (that of a company in which the duties of Chairman and Chief Executive Officer are exercised by the same individual) and the appointment as Chairman and Chief Executive Officer of the current Chief Executive Officer, Mr. Paul Hermelin, who had widely demonstrated, throughout a “probationary period” of a rather exceptional length, his ability to hold this role.

At its meeting of April 4, 2012, the Board followed these recommendations and solemnly conferred on Mr. Serge Kampf the title of “Honorary Chairman” and function of Vice-Chairman, which he retained until his death on March 15, 2016. At the Shareholders’ Meeting of May 24, 2012, Mr. Serge Kampf passed the torch to Mr. Paul Hermelin, who became Chairman and Chief Executive Officer of Capgemini. “The Group is assured to continue its great story”, emphasized its founder at this time. The Shareholders’ Meeting gave a standing ovation in honor of Mr. Serge Kampf’s immense contribution to the development and reputation of the Company. Since the appointment of Mr. Paul Hermelin as Chief Executive Officer in 2002 and then as Chairman and Chief Executive Officer in 2012, and the return to growth in 2004, the Group has set a course for new horizons. Firstly geographic, with expansion in India, the keystone of the Group’s industrialization process. Two major milestones were reached with the acquisition of Kanbay in 2007 followed by IGATE in 2015, both US Financial

Services specialists with a strong presence in India. The Group also expanded in Brazil, taking control of CPM Braxis in 2010, a leading Brazilian player. These new horizons are also technological. The Group launched new offerings integrating major changes such as cloud computing, digital and big data and meeting cyber security challenges.

In 2018, the Group remodeled its organization in line with the new ambitions set by the Board of Directors and Group Management: the maturity achieved by all the business lines now enables the Group to be organized around the client relationship. This organization enables Capgemini to better draw on the full range of its expertise and develops synergies between businesses, offerings and the geographical areas where the Group serves its clients.

Following the acquisition in April 2020 of Altran, a global leader in engineering and R&D services, Capgemini and Altran formed a global digital transformation leader for industrial and tech companies, ready to deploy the full promise of Intelligent Industry. This new group enjoys a unique position for bringing the power of new technologies and data to leading industrial and technology players across the globe.

It was in this dynamic context that the Board of Directors’ meeting of September 16, 2019 chose Mr. Aiman Ezzat, Chief Operating Officer, to succeed Mr. Paul Hermelin as Chief Executive Officer at the end of the Shareholders’ Meeting of May 20, 2020. This decision was taken after a management succession internal process launched in 2017. A governance structure separating the duties of Chairman and Chief Executive Officer, under which Mr. Paul Hermelin remained Chairman of the Board and Mr. Aiman Ezzat became Chief Executive Officer of the Company, as the sole Executive Corporate Officer, was therefore implemented by the Board of Directors following the Shareholders’ Meeting of May 20, 2020. With this new governance structure, confirmed in May 2022, Capgemini is writing the next Chapter in its history with the passion and collective energy that characterize the Group, and continue making Capgemini a global and responsible leader in its sector.

2.1.2 Governance structure

BALANCED GOVERNANCE, TAILORED TO CAPGEMINI’S SPECIFIC REQUIREMENTS

The Company’s Board of Directors seeks to implement a balanced governance structure tailored to Capgemini and able to adapt to the circumstances and challenges specific to the Group, as well as changes in best practices in this area. It chooses between two general management approaches: combining or separating the duties of Chairman of the Board and Chief Executive Officer.

Current governance structure

The Company’s current governance structure separates the duties of Chairman of the Board of Directors, exercised by Mr. Paul Hermelin, and Chief Executive Officer, exercised by Mr. Aiman Ezzat.

It was in the context of Mr. Hermelin’s managerial succession prepared since 2017, that the Board of Directors of May 20, 2020 unanimously decided, at the recommendation of the Ethics & Governance Committee, to separate the duties of Chairman and Chief Executive Officer with immediate effect. During this meeting, Mr. Paul Hermelin, the current Chairman and Chief Executive Officer, was confirmed as Chairman of the Board of Directors for the remainder of his term of office as Director, and Mr. Aiman Ezzat was appointed Chief Executive Officer for his term of office as Director.

The Board of Directors’ meeting of May 19, 2022 decided to continue this separated governance structure following the renewal of Mr. Paul Hermelin’s term of office as Director for a period of four years by the Shareholders’ Meeting. The members of the Board of Directors also reappointed Mr. Hermelin as Chairman of the Board of Directors.

Following the renewal of Mr. Aiman Ezzat’s term of office as Director for a period of four years by the Shareholders’ Meeting of May 16, 2024, the members of the Board of Directors unanimously reappointed him as Chief Executive Officer, confirming their full support for the continued implementation of the Group’s strategy.

The Board of Directors considers the separation of the duties of Chairman and Chief Executive Officer to be the most appropriate governance model for the Company following the successful two-year management hand-over phase. It wishes the Company to continue to benefit from Mr. Paul Hermelin’s expertise and experience and his in-depth knowledge of the Group. The extensive duties previously entrusted to the Chairman of the Board of Directors during the management hand-over phase came to an end in May 2022 at the end of the Shareholders’ Meeting (see the Section below, Role and duties of the Chairman of the Board of Directors).

In addition, the Board of Directors also decided to retain the position of Lead Independent Director for as long as the duties of the Chairman of the Board are assumed by a director who is not independent as defined by the AFEP-MEDEF Code to which the Company adheres, as is currently the case. Mr. Frédéric Oudéa was confirmed in his duties as Lead Independent Director by the Board of Directors’ meeting of May 19, 2022 following the renewal of his term of office as Director for a period of four years (see below for more information on his role and duties).



Executive Corporate Officers succession procedure

The Ethics & Governance Committee (whose chairman is also the Lead Independent Director if the duties of Chairman and Chief Executive Officer are grouped together or if the Chairman of the Board is not an independent director) is responsible for preparing the work and deliberations of the Board of Directors regarding the appointment by the Board of Executive Corporate Officers.

To prepare Executive Corporate Officers transition, the Committee draws up and updates a succession plan covering: Chairman, Chairman and Chief Executive Officer or Chief Executive Officer, Chief Operating Officers.

Each year, the Committee reviews the procedures implemented by Group Management to manage succession plans for Executive Management (Group Executive Board and Group Executive Committee) to ensure talent able to assume the major operational and functional responsibilities in the Group are correctly identified, while taking new talent into account.

In addition, it examines annually the Group's "talent pool" for individuals capable of becoming Executive Corporate Officers and particularly members of the Group Executive Committee. As such, it is informed by the Chief Executive Officer of their career paths and any developments concerning them.

The Chairman of the Board of Directors participates in the work of the Ethics & Governance Committee on these issues, other than those that directly concern him.

In addition, the Board of Directors implemented a succession plan enabling the immediate appointment of an interim successor in the event of the death or sudden incapacity of the Chairman of the Board of Directors or the Chief Executive Officer. The aim of this plan is to ensure business continuity pending the appointment of a future successor by the Board of Directors. This plan is reviewed annually by the Ethics & Governance Committee.

The Ethics & Governance Committee carried out these various reviews in 2025 and early 2026.

It is recalled that, in accordance with the Bylaws and Board of Directors' Charter, if the Chairman is absent or indisposed the Vice-Chairman chairs meetings of the Board of Directors and Shareholders' Meetings. Mr. Frédéric Oudéa is currently the Vice-Chairman of the Board of Directors, as well as the Lead Independent Director.

Powers of the Chief Executive Officer

Since May 20, 2020, Mr. Aiman Ezzat carries out the duties of Chief Executive Officer of the Company. Following the renewal of his term of office as Director for a period of four years by the Shareholders' Meeting of May 16, 2024, the Board of Directors decided to reappoint Mr. Aiman Ezzat as Chief Executive Officer for the duration of his term of office.

In accordance with Article 15.4 of the Company's bylaws, the Chief Executive Officer has the most extensive powers to act in all circumstances in the name of the Company. He exercises these powers within the limit of the corporate purpose and subject to the powers expressly entrusted by law to Shareholders' Meetings and the Board of Directors. He represents the Company in its dealings with third parties.

Limits on the powers of the Chief Executive Officer

The Charter stipulates that the Chief Executive Officer must seek and obtain prior approval from the Board of Directors for any decision which is of major strategic importance or which is liable to have a material impact, either directly or indirectly, on the financial position or commitments of the Company or those of one or more of its principal subsidiaries. This applies in particular to:

- the draft annual budget prepared in accordance with the three-year plan;
- the approval of the annual investment and divestment budget;
- the conclusion of material strategic alliances;
- acquisitions or disposals of assets or investments not recorded in the annual investment budget, individually worth more than €100 million, or for smaller investments, resulting in the €300 million cumulative annual ceiling being exceeded;
- financial transactions with a material impact on the Company financial statements or the consolidated financial statements of the Group and particularly issues of securities granting access to the Company's share capital or market debt instruments;
- the grant to employees of incentive instruments granting access to the Company's share capital and particularly performance shares;
- material internal reorganization transactions;
- material changes to the scope or range of businesses;
- increases or decreases in the share capital of a direct subsidiary of Capgemini, concerning an amount in excess of €100 million;
- specific authorizations concerning the granting of pledges, security and guarantees, other than the delegation of authority granted annually to him up to the maximum amount set by the Board of Directors.

The limits on the powers of the Chief Executive Officer also apply, where applicable, to the Chief Operating Officers.

Role and duties of the Chairman of the Board of Directors

Since May 20, 2020, Mr. Paul Hermelin carries out the duties of Chairman of the Board of Directors. After a two-year management hand-over phase, the Board of Directors decided, at the end of the Shareholders' Meeting of May 19, 2022, to reappoint Mr. Paul Hermelin as non-executive Chairman of the Board of Directors for his term of office, ending the extended duties of the Chairman of the Board of Directors in order to return to a "standard" Chairman role.

During the Shareholders' Meeting of May 20, 2026, shareholders will be asked to renew the term of office of Mr. Paul Hermelin, for a four-year period. The Board of Directors proposes to retain, at the end of the next Shareholders' Meeting, a governance structure separating the duties of Chairman and Chief Executive Officer and to reappoint Mr. Paul Hermelin as Chairman of the Board, subject to the renewal of his term of office as director by the Shareholders' Meeting.

In accordance with Article 14.2 of the Company's bylaws and the Board of Directors' Charter, the Chairman of the Board of Directors therefore chairs meetings of the Board of Directors. He prepares, organizes and leads the work of the Board of Directors and sets the agenda of meetings. He oversees the proper operation of the Company's bodies and the correct implementation of Board decisions. He ensures that Directors are able to carry out their duties and have all information necessary for this purpose.

He is regularly informed by the Chief Executive Officer of major events involving the Group and may request that he provide specific information to advise the Board and its Committees.

The Chairman of the Board of Directors is the only person authorized to speak on behalf of the Board, with the exception of any specific assignment entrusted to the Lead Independent Director pursuant to the dialogue with shareholders provided for in the Board of Directors' Charter.

The Chairman of the Board of Directors reports on the work of the Board of Directors to Shareholders' Meetings which he chairs.

The Chairman of the Board of Directors chairs and leads the Strategy & CSR Committee.

In all his assignments other than those conferred by law, the Chairman of the Board of Directors acts in close conjunction with the Chief Executive Officer, who has responsibility for the general and operational management of the Company. In this context, the Chairman of the Board of Directors may represent the Group, notably with bodies, institutions and public authorities. The Chairman of the Board of Directors shall devote his best efforts to promoting the Group's values, culture and reputation.

Lead Independent Director

The Board of Directors' Charter states that when the duties of Chairman of the Board of Directors and Chief Executive Officer are exercised by the same person, the Board of Directors appoints a Lead Independent Director. In the case of separation of the duties of Chairman of the Board of Directors and Chief Executive Officer, the Board of Directors may also choose to appoint a Lead Independent Director. This appointment is essential when the Chairman of the Board of Directors is not an Independent Director as defined by the AFEP-MEDEF Code, as is currently the case.

The duties of the Lead Independent Director are entrusted by the Board to the Chairman of the Ethics & Governance Committee, elected by the Board of Directors from among its members classified as independent. The duties of the Lead Independent Director and Chairman of the Ethics & Governance Committee may be revoked at any time by the Board of Directors.

As for any other Director, the Lead Independent Director may be a member of one or more specialized Board committees in addition to the Ethics & Governance Committee that he chairs. He may also attend the meetings of specialized Board committees of which he is not a member.

During the last Board assessments, the Directors expressed their full satisfaction with the creation of the position of Lead Independent Director, as the role and activities enable the balance desired by the Board to be achieved, in line with best governance practices.

Since May 20, 2021, the duties of Lead Independent Director have been performed by Mr. Frédéric Oudéa, Independent Director. He

was confirmed in his duties as Lead Independent Director at the end of the Shareholders' Meeting of May 19, 2022 for a period of four years. Mr. Frédéric Oudéa informed the Board of his wish not to stand for re-election of his term of office as Director, which expires at the Shareholders' Meeting of May 20, 2026. The Board therefore indicated its intention to appoint a new Lead Independent Director as long as the Chairman of the Board of Directors does not meet the independence criteria, in accordance with the Charter of the Board of Directors.

Duties of the Lead Independent Director

In accordance with the Board of Directors' Charter and the decisions of the Board of Directors, the Lead Independent Director has the following duties:

- he is consulted by the Chairman of the Board of Directors on the proposed Board meeting schedule presented for the approval of the Board and on the draft agenda for each meeting of the Board of Directors;
- he can propose to the Chairman the inclusion of items on the agenda of Board of Directors' meetings at his own initiative or at the request of one or more Board members;
- he can bring together Board members in the absence of Executive Corporate Officers in so-called "executive sessions", at his own initiative or at the request of one or more Board members, to discuss a specific agenda; he chairs any such sessions;
- he leads the assessment of the composition and performance of the Board of Directors and its specialized committees;
- he steers the search for and selection of new Directors;
- he chairs meetings of the Board of Directors convened to assess the performance and/or compensation of the Chairman and Chief Executive Officer or the Chairman where these duties are separated;
- he holds regular discussions with the other Directors to ensure they have the means necessary to perform their duties in a satisfactory manner and in particular that they receive sufficient information prior to the Board meetings;
- he conducts specific reviews to verify the absence of conflicts of interest within the Board of Directors;
- he may be called on, at the request of the Chairman, to communicate with Company shareholders on governance and Executive Corporate Officer compensation issues and informs the Chairman and the members of the Board of Directors of any contacts he may have in this respect;
- he reports on his actions to the Annual Shareholders' Meeting.

The Lead Independent Director is assisted by the Board Secretary in the administrative tasks relating to his duties.

The report on his work in 2025 is presented in Section 2.2.2 (Activities of the Board of Directors in 2025).

Accordingly, the Group's governance enjoys an active, diligent and independent Board of Directors, with a collective approach to its organization and the vigilant authority of a Lead Independent Director with specific powers and duties.



2.1.3 Composition of the Board of Directors

An independent and balanced Board of Directors

Paul Hermelin
Chairman of the Board of Directors



Frédéric Oudéa
Lead Independent Director & Chairman of the Ethics & Governance Committee

The Board of Directors seeks to implement a balanced governance structure tailored to Capgemini and able to adapt to the circumstances and challenges specific to the Group. True to its history and the Group's values, its action seeks to achieve the goal of sustainable and responsible growth, which had defined Capgemini for over 50 years.

13+2

Board of Directors⁽¹⁾

83%

Independent Directors⁽²⁾

60 years

Average age

40%

Internationalization

6 years

Average length of office

w: 42%

M: 58%

Gender balance⁽³⁾

2

Directors representing employees

1

Director representing employee shareholders

NB: Information at December 31, 2025.

⁽¹⁾ 13 directors were elected by shareholders: the two directors representing employees were appointed in accordance with the employee representation system.

⁽²⁾ The directors representing employees and employee shareholders are not taken into account in calculating the independence rate, in accordance with the provisions of the AFEP-MEDEF Code.

⁽³⁾ The directors representing employees and employee shareholders are not taken into account in calculating this percentage, in accordance with the provisions of the French Commercial Code.

At December 31, 2025, the Capgemini SE Board of Directors has 15 members, including 13 members elected by Shareholders' Meeting and two members appointed in accordance with the employee representation system. 83% of its members are independent, 40% have international profiles and 42% are women. Directors are appointed for a period of four years. Directors are appointed by the Shareholders' Meetings, or in the case of employee Directors, in accordance with the Company's bylaws.

Further information on the provisions of the bylaws governing the Board of Directors is presented in Section 8.1.17.

Composition of the Board – a range of profiles and experience

Board of Directors composition policy and objectives

The Board of Directors regularly assesses its composition and the various areas of expertise and experience contributed by each of its members. It also regularly identifies the direction to be taken to ensure the best possible balance with regards to international development and the diversity of the Group's employees, changes

in its shareholding base, the various challenges facing Capgemini, including sustainability issues, as well as the Group's medium-term strategic direction. It ensures that the Board retains a range of experience, expertise and nationalities and respects gender balance, while ensuring the commitment of all Directors to the Group's fundamental values. To this end, the work of the Ethics & Governance Committee, chaired by the Lead Independent Director, is invaluable.

During its meeting on February 14, 2022 and at the recommendation of the Ethics & Governance Committee, the Board of Directors decided to renew the following objectives for its composition for the period 2022-2026:

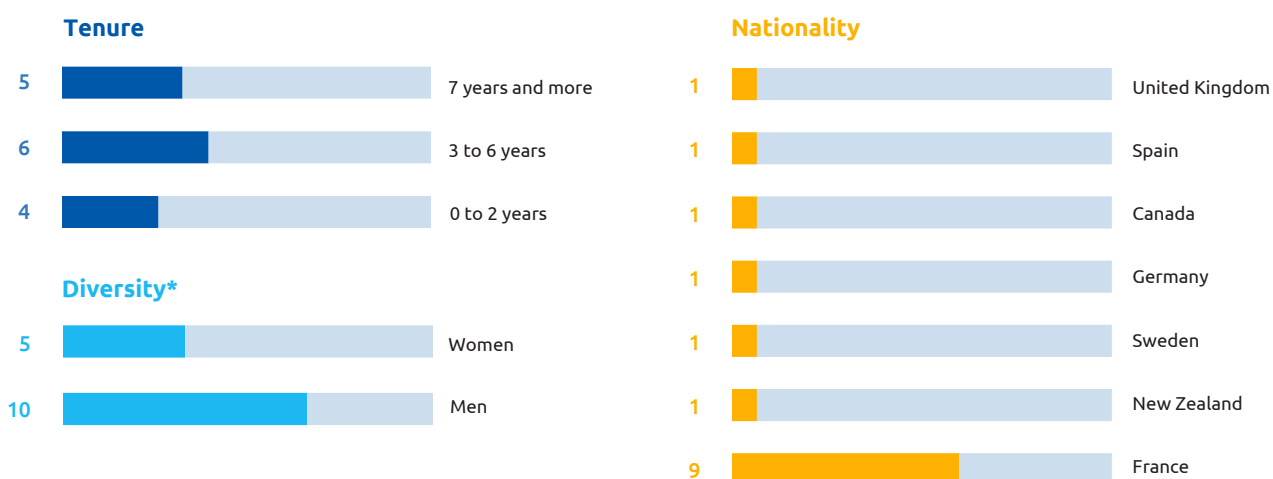
- i. international diversification to reflect changes in Capgemini's geographic spread and businesses;
- ii. diversity of profiles and expertise;
- iii. staggered renewal of terms of office; and
- iv. maintenance of a measured number of Directors enabling coherence and collective decision-making.

Implementation in 2025 of the 2022-2026 objectives and results

The following table summarizes the implementation in 2025 of the various objectives regarding the Board of Directors' composition. These objectives do not include Directors representing employees and Directors representing employee shareholders, who are appointed in accordance with specific legal provisions.

Objective	Implementation and results in 2025
International diversification to reflect changes in the Group's geographical spread and businesses	The renewal of the terms of office as Director of Mr. Kurt Sievers, a German citizen, by the Shareholders' Meeting of May 7, 2025, enabled the international diversification of the Board's composition to be maintained. At December 31, 2025, 40% of Directors have an international profile.
Diversity of profiles and expertise	The renewal of the terms of office of Messrs. Patrick Pouyanné and Kurt Sievers and the nomination of Mr. Jean-Marc Chéry enabled the Board to maintain its diversity of profiles and benefit from their solid experience. Mr. Patrick Pouyanné brings to the Board of Directors his expertise in macroeconomic and geopolitical issues and his experience in managing a leading international energy group, a sector facing climate change challenges and where new technologies play an essential role. Mr. Kurt Sievers brings to the Board of Directors his management experience in a leading international group in the semiconductor industry, a sector at the heart of the Intelligent Industry's development and ecological transition challenges, as well as in industrial sovereignty. Mr. Sievers also brings his expertise in the automotive sector, technology and artificial intelligence, and his knowledge of North America and American corporate governance. Mr. Jean-Marc Chéry brings to the Board his experience as President and Chief Executive Officer of a global semiconductor company at the heart of the Intelligent Industry, committed to manufacturing sustainable technologies and offering its customers innovative solutions. He also brings to the Board his expertise in technology, artificial intelligence, and industry knowledge, particularly in the automotive and energy sectors. In addition, in 2025, the Ethics & Governance Committee launched work on changes in the composition of the Board and its specialized committees to prepare the upcoming decisions of the Board of Directors in 2026 that will maintain good diversity and a skills balance within the Board.
Staggered renewal of terms of office	Terms of office continued to be renewed on a staggered basis in 2025, with the renewal of the terms of office of two Directors and the appointment of a new director.
Maintenance of a measured number of Directors enabling coherence and collective decision-making	In 2025, the number of Directors increased from 14 to 15 following the appointment of Mr. Jean-Marc Chéry at the Shareholders' Meeting of May 7, 2025. The Board considers that a number of 14/15 Directors enables coherent and collective decision-making.

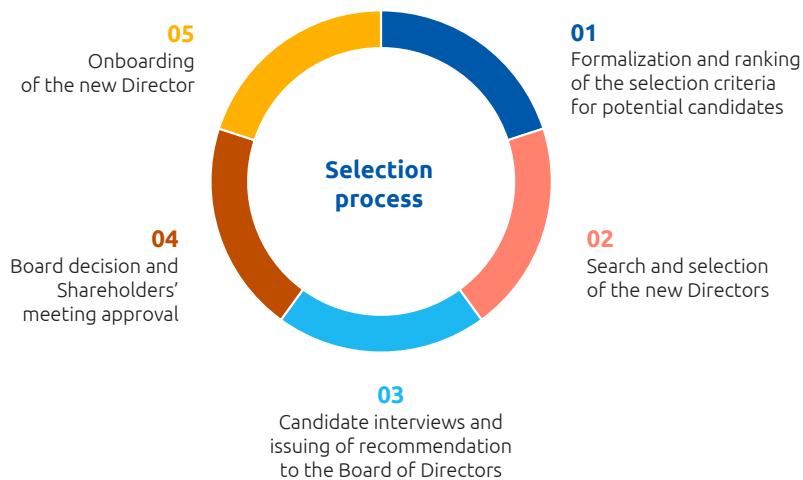
Results of the application of the Board of Directors' diversity policy in 2025



* Scope covers all members of the Board (whereas percentage of women on the Board – currently 42% – excludes Directors representing the employees and employee shareholders as per French law).



Director selection process



When one or more directorships become vacant, or more broadly when the Board of Directors wishes to expand or modify its composition, the Ethics & Governance Committee documents and ranks the selection criteria for potential candidates, taking account of the desired balance and diversity of the Board's composition, as well as the Group's strategic challenges and the experience and expertise present on the Board, including in the sustainability field. The Committee takes into account the diversity policy and the 2022-2026 objectives defined by the Board of Directors, as presented above.

Based on these criteria, the Committee Chairman steers the search for and selection of new Directors, where appropriate with the assistance of an external consultant, and conducts the necessary verifications.

The members of the Ethics & Governance Committee then interview the candidates and issue a recommendation to the Board of Directors. The Chairman of the Board of Directors and the Chief Executive Officer are involved in the selection process.

In preparation of the 2025 Shareholders' Meeting, the Ethics & Governance Committee recommended renewing the terms of office of two Directors expiring at the end of the Meeting and enriching the diversity of its profiles by broadening its industry knowledge and deepening its expertise, particularly in technology and AI, with the appointment of a new Director, Mr. Jean-Marc Chéry.

A specific selection process exists for Directors representing employees and Directors representing employee shareholders, in accordance with prevailing regulations. For more detailed information, please refer to Section 8.1.17.

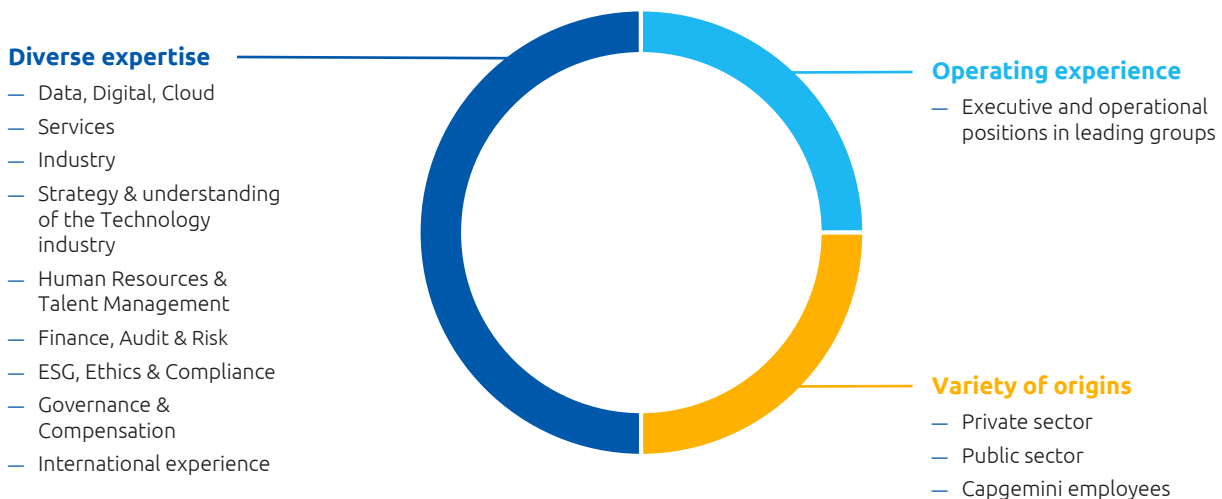
Experience and expertise represented [ESRS 2 GOV-1-23 (a)]

The change in the composition of the Board of Directors in recent years, has enabled the replacement of a large number of its members, increasing the number of independent and female Directors and reducing the average age. The Board has also included a representative of employee shareholders since 2012 and two employee representatives since September 2016, further contributing to the range of experience and viewpoints.

The Board comprises individuals from diverse and complementary professional and cultural backgrounds, true to the Group's history and values. This enables it to perform its duties collectively and in an open manner.

A good match between Directors and the Group's strategic focus

In accordance with its diversity policy, the Board of Directors ensures the balance and plurality of expertise on the Board with regard to the challenges facing the Group. It maintains a range of experience and nationalities and respects gender balance, while ensuring the commitment of all directors to the Group's fundamental values



The Board of Directors therefore decided to adopt the following **objectives for its composition for the period 2022-2026**:

- 01.** International diversification to reflect changes in Capgemini's geographical spread and businesses.
- 02.** Diversification of profiles and expertise.
- 03.** Staggered renewal of terms of office.
- 04.** Maintenance of a measured number of directors, enabling coherence and collective decision-making.



The experience and expertise brought by each Director sitting on the Board of Directors at December 31, 2025 may be summarized as follows.

	Experience and expertise of directors							Expertise			Member of specialized Board committees			
	General experience & expertise													
	Management position (Executive Committee)	Strategy and understanding of technology sector	Human resources & talent management	Finance, Audit & Risks	ESG, Ethics & Compliance	Governance & Compensation	International experience	Data, Digital & Cloud	Services	Industry	Audit & Risk Committee	Ethics & Governance Committee	Compensation Committee	Strategy & CSR Committee
Paul Hermelin Chairman of The Board	●	●	●	●	●	●	●	●	●	●				○
Aïman Ezzat Chief Executive Officer	●	●	●	●	●	●	●	●	●	●				●
Frédéric Oudéa Lead Independent Director	●	●	●	●	●	●	●		●		○			
Jean-Marc Chéry Director	●	●	●	●	●	●	●	●		●				●
Megan Clarken Director	●	●	●	●	●	●	●	●	●					●
Ulrica Fearn Director	●	●	●	●	●		●		●	●	●			
Maria Ferraro Director	●	●	●	●	●	●	●		●	●	●			
Pierre Goulaieff Director representing employees		●	●			●	●	●	●				●	
Siân Herbert-Jones Director	●	●		●	●	●	●	●	●	●	●	●		
Hervé Jeannin Director representing employees		●	●		●			●	●	●				●
Christophe Merveilleux du Vignaux Director representing employee shareholders		●		●	●	●	●	●	●				●	
Belen Moscoso del Prado Director	●	●	●		●	●	●	●	●	●			●	
Xavier Musca Director	●	●	●	●	●				●		○	●		
Patrick Pouyanné Director	●	●	●	●	●	●	●	●	●	●		●	○	
Kurt Sievers Director	●	●	●	●	●	●	●	●		●			●	●
Rate by expertise	80%	100%	87%	80%	93%	87%	87%	73%	87%	67%				

● Committee member ○ Committee Chairman

* Including expertise on climate change.

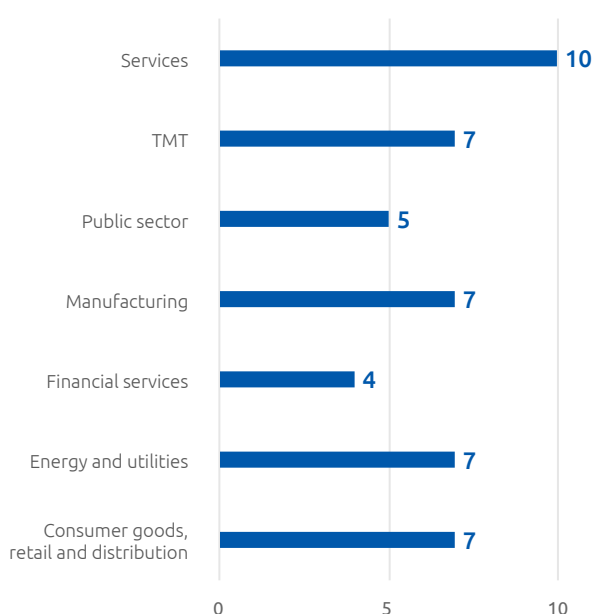
The Board of Directors considers that Directors carrying out or having carried out the duties of Chief Executive Officer or Chief Operating Officer of an international group listed on the stock market bring to the Board all the general expertise listed above (Strategy; Human Resources and Talent Management; Finance, Audit and Risks; ESG, Ethics and Compliance; Governance and Compensation). This is the case for Ms. Clarcken and Messrs. Chéry, Musca, Oudéa, Pouyanné and Sievers. The Board also considers that Mr. Ezzat, Director and Chief Executive Officer of Capgemini SE, and Mr. Hermelin, former Chief Executive Officer of Capgemini, bring all the above experience and expertise to the Board of Directors.

Among the Directors demonstrating ESG expertise, the Board of Directors considers that Ms. Clarcken, Ms. Fearn, Ms. Ferraro, Ms. Herbert-Jones and Ms. Moscoso del Prado as well as Messrs. Chéry, Ezzat, Hermelin, Musca, Oudéa, Pouyanné and Sievers bring specific expertise relating to climate change issues. Expertise and experience with regard to sustainability issues more broadly is summarized in Section 4.1.6.1 of this Universal Registration Document.

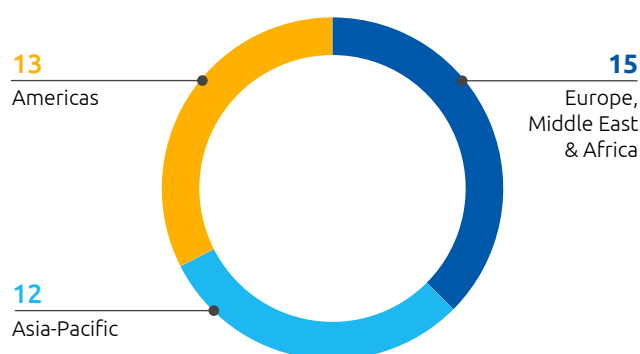
Finally, a detailed individual presentation of Directors at December 31, 2025, setting out their career path and the offices and duties they hold and linking to the expertise each of them bring to the Board, is presented in Section 2.1.4 of this Universal Registration Document.

Experience in Group sectors and geographic areas [ESRS 2 GOV-1-21 (c)]

Sector Expertise



Knowledge of the Group's markets



Changes in the composition of the Board in 2025

Shareholders' Meeting of May 7, 2025

The Board of Directors of Capgemini SE, meeting on February 17, 2025 under the chairmanship of Mr. Paul Hermelin, Chairman of the Board of Directors, and having read the report of the Ethics & Governance Committee, deliberated on changes in the composition of the Board of Directors at the Shareholders' Meeting of May 7, 2025.

In line with the Board's ambitions to deepen its industry expertise and enrich its diversity of profiles, the Shareholders' Meeting of May 7, 2025 approved i) the renewal of the terms of office of Messrs. Patrick Pouyanné and Kurt Sievers and ii) the appointment of Mr. Jean-Marc Chéry as a member of the Board of Directors, for a term of four years.

Changes after the Shareholders' Meeting of May 7, 2025

Following Ms. Megan Clarcken's resignation from her office as Director effective December 31, 2025, the Board of Directors' meeting of January 5, 2025 decided to coopt Ms. Lila Tretikov as a Director with effect from January 5, 2026.

This appointment is consistent with the Board's ambition to enrich the diversity of its profiles and deepen its industry expertise. Ms. Lila Tretikov will bring to the Board her tech skills and her recognized expertise in AI and business transformation through technology. Ms. Lila Tretikov has dual French and American citizenship (see Section 7.1 of this Universal Registration Document for additional information on Ms. Lila Tretikov).

Ms. Lila Tretikov will serve for the remainder of Ms. Megan Clarcken's term of office, i.e. until the 2027 Shareholders' Meeting called to approve the financial statements for the year ended December 31, 2026.

Her co-option will be presented to the upcoming Shareholders' Meetings for ratification.



Changes in the composition of the Board of Directors and its specialized committees in 2025

	Departures	Appointments	Renewals
Board of Directors	n/a	Jean-Marc Chéry Director (AGM 05/07/2025)	Patrick Pouyanné Director (AGM 05/07/2025) Kurt Sievers Director (AGM 05/07/2025)
Audit & Risk Committee	n/a	n/a	n/a
Compensation Committee	n/a	n/a	Patrick Pouyanné (05/07/2025) Kurt Sievers (05/07/2025)
Ethics & Governance Committee	n/a	n/a	Patrick Pouyanné (05/07/2025)
Strategy & CSR Committee	n/a	Jean-Marc Chéry (05/07/2025)	Kurt Sievers (05/07/2025)

At December 31, 2025, the Board of Directors therefore comprised 15 Directors, with 83% of Independent Directors and 42% of Female Directors (the Directors representing employees and employee shareholders are not taken into account in calculating these percentages).

Upcoming changes in the composition of the Board

The Board of Directors of Capgemini SE, meeting on March 16, 2026, deliberated on the change in its composition to be proposed to the next Shareholders' Meeting of May 20, 2026.

Messrs. Xavier Musca and Frédéric Oudéa having indicated their desire not to seek reappointment⁽¹⁾, the Board of Directors warmly thanked them for their respective contributions to the work of the Board of Directors and its committees, and particularly as Chairman of the Audit & Risk Committee for the first one, and Lead Independent Director and Chairman of the Ethics & Governance Committee for the second one.

Based on the report of the Ethics & Governance Committee, the Board of Directors decided to propose to the 2026 Shareholders' Meeting, i) the renewal of the terms of office of Mr. Paul Hermelin and Ms. Maria Ferraro and ii) the appointment of Ms. Véronique Weill⁽²⁾ and Mr. Luc Rémont as members of the Board of Directors, for terms of four years. This proposal supports the Board's ambition to maintain a diverse range of profiles and industry expertise, while further enhancing gender parity on the Board.

The Board of Directors proposes to retain, at the end of the next Shareholders' Meeting, a governance structure separating the duties of Chairman and Chief Executive Officer and to reappoint Mr. Paul Hermelin as Chairman of the Board for a final term, subject to the renewal of his term of office as director by the Shareholders' Meeting. The Board of Directors considers that the reappointment of Mr. Hermelin as Chairman of the Board will provide the best possible framework for organizing the forthcoming successions of the Chairman of the Board and the Chief Executive Officer during the 2026-2030 period.

The Board of Directors also intends to appoint Mr. Patrick Pouyanné as Lead Independent Director at the end of the Shareholders' Meeting. As an experienced executive, Mr. Patrick Pouyanné has extensive knowledge of the Company, having served as an independent member of the Board for nine years and participated in the previous Chief executive Officer succession process. He is Chairman of the Compensation Committee and member of the Ethics & Governance Committee.

Mr. Rémont will bring to the Board his executive management experience in leading international groups in the energy and energy transition sectors, where technology plays a key role. He will also contribute his financial expertise and merger and acquisitions experience, as well as his knowledge of the financial sector.

Ms. Véronique Weill has held numerous roles in the insurance and banking sectors in senior management positions within international companies. She will bring to the Board her financial expertise, her solid experience in corporate governance and CSR, as well as her knowledge of new technology and digital issues in the financial services sector.

The Board of Directors considers Mr. Luc Rémont and Ms. Véronique Weill to be independent pursuant to the criteria of the AFEP-MEDEF Code to which the Company refers.

The co-option of Ms. Lila Tretikov to replace Ms. Megan Clarken, decided by the Board of Directors on January 5, 2026, will also be presented for ratification at the next Shareholders' Meeting⁽³⁾.

Ms. Lila Tretikov will bring to the Board her technological skills and her recognized expertise in Artificial Intelligence as well as business transformation through technology.

Assuming the adoption of these resolutions by the Shareholders' Meeting of May 20, 2026, the composition of the Board of Directors would remain stable with 15 directors, including two directors representing employees and one director representing employee shareholders. 83% of its members would be independent⁽⁴⁾, 40% would have international profiles and 50% would be women⁽⁴⁾.

It is specified that the provisions of Order 2024-934 enacting the "Women on Boards" Directive into French law, published on October 15, 2024, will only apply to Capgemini SE from January 1, 2027. Nevertheless, the Company will already comply with its provisions at the end of the Shareholders' Meeting of May 20, 2026, subject to the approval of the above-mentioned resolutions. The percentage of women on the Board calculated according to the new applicable rules, i.e. including the director representing employee shareholders, would be 46%.

⁽¹⁾ Due to the loss of his status as an independent director for Mr. Musca (tenure exceeding 12 years following the Shareholders' Meeting of May 20, 2026) and for personal reasons regarding Mr. Oudéa.

⁽²⁾ Subject to regulatory confirmation that Ms. Weill is able to accept this mandate

⁽³⁾ Ms. Lila Tretikov will serve for the remainder of her predecessor's term of office, i.e. until the 2027 Shareholders' Meeting called to approve the financial statements for the year ended December 31, 2026.

⁽⁴⁾ The Directors representing employees and employee shareholders are not taken into account in calculating this percentage, in accordance with the provisions of the AFEP-MEDEF Code and the French Commercial Code.

Independence of the Board of Directors

Independence criteria

In accordance with the definition of independence adopted by the AFEP-MEDEF Code, a director is independent when he/she has no relationship with the Company, the Group or its Management, that is likely to impair his/her judgment.

The following criteria are examined, initially by the Ethics & Governance Committee and then by the Board, to determine whether a director is independent (Article 10.5 of the AFEP-MEDEF Code):

Criterion 1: Employee/Corporate officer

Is not and has not been during the course of the previous five years:

- an employee or Executive Corporate Officer of the Company;
- an employee or Executive Corporate Officer or director of a company that the Company consolidates;
- an employee or Executive Corporate Officer or director of the Company's parent company or a company that this parent company consolidates.

Criterion 2: Cross directorships

Is not an Executive Corporate Officer of a company in which the Company holds directly or indirectly a directorship or in which an employee designated as such or an Executive Corporate Officer of the Company (currently or within the last 5 years) holds a directorship.

Criterion 3: No material business relationships

Is not a customer, supplier, corporate bank, financing bank or advisor:

- material for the Company or its Group;
- or for which the Company or its Group represents a significant portion of its activity.

Criterion 4: Family ties

Does not have close family ties with a corporate officer.

Criterion 5: Auditor

Has not been the statutory auditor of the Company in the last 5 years.

Criterion 6: Length of directorship

Has not been a director of the Company for more than twelve years (the status of Independent Director is lost on the date of the twelve-year anniversary).

In addition, the Board also applies the specific provisions of the AFEP-MEDEF Code applicable to non-Executive Corporate Officers and representatives of major shareholders:

- a non-Executive Corporate Officer cannot be considered independent if he receives variable compensation in cash or securities or any compensation linked to the performance of the Company or the Group; and
- Directors representing major shareholders of the Company may be considered independent provided those shareholders do not participate in the control of the Company. However, beyond a threshold of 10% of the share capital or voting rights, the Board of Directors, based on a report by the Ethics & Governance Committee, systematically considers the Director's independent status taking into account the composition of the Company's share capital and the existence of any potential conflicts of interest.



Ratio and calculation rules

In companies with widely-held share capital, such as Capgemini SE, the AFEP-MEDEF Code recommends that at least one-half of Board members should be independent.

Directors representing employee shareholders and Directors representing employees are not included when calculating the Board's independence, in accordance with the provisions of the AFEP-MEDEF Code. Accordingly, the percentage of independent Directors on the Capgemini SE Board of Directors at the date of this Universal Registration Document is calculated based on 12 members and not the full 15 members of the Board.

The following table summarizes the classification adopted for each director following this review, for the 12 Directors included in the calculation of the Board's independence ratio in accordance with the AFEP-MEDEF Code.

	Is not and has not been within the last 5 years, an employee or Executive Corporate Officer	No cross-directorships	No material business relationships	No family ties	Has not been the statutory auditor of the Company in the last 5 years	Has not been a director for more than 12 years	Classification
Paul Hermelin	x	✓	✓	✓	✓	x	Not independent
Aiman Ezzat	x	✓	✓	✓	✓	✓	Not independent
Jean-Marc Chéry	✓	✓	✓	✓	✓	✓	Independent
Ulrica Fearn	✓	✓	✓	✓	✓	✓	Independent
Maria Ferraro	✓	✓	✓	✓	✓	✓	Independent
Siân Herbert-Jones	✓	✓	✓	✓	✓	✓	Independent
Belen Moscoso del Prado	✓	✓	✓	✓	✓	✓	Independent
Xavier Musca	✓	✓	✓	✓	✓	✓	Independent
Frédéric Oudéa	✓	✓	✓	✓	✓	✓	Independent
Patrick Pouyanné	✓	✓	✓	✓	✓	✓	Independent
Kurt Sievers	✓	✓	✓	✓	✓	✓	Independent
Lila Tretikov*	✓	✓	✓	✓	✓	✓	Independent
TOTAL							10 INDEPENDENT DIRECTORS (83%)

x Independence criteria not met.

✓ Independence criteria met.

* Director co-opted at the Board of Directors' meeting of January 5, 2026 to replace Ms. Megan Clarken who resigned. The co-option of Ms. Lila Tretikov will be presented to the Shareholders' Meeting of May 20, 2026 for ratification.

The Board also confirmed that Mr. Paul Hermelin, Chairman of the Board of Directors, does not receive any variable remuneration in cash or securities or any remuneration related to the performance of the Company or the Group, and that there are no Directors representing major shareholders on the Board of Directors (other than the Director representing employee shareholders, already considered not to be independent).

Based on the independence criteria set out above, the Board considered that 10 of its 12 members (excluding Directors representing employees and employee shareholders), i.e. 83%, could be considered independent:

Jean-Marc Chéry, Ulrica Fearn, Maria Ferraro, Siân Herbert-Jones, Belen Moscoso del Prado, Xavier Musca, Frédéric Oudéa, Patrick Pouyanné, Kurt Sievers and Lila Tretikov.

Specific review by the Board of Directors of the business relationship criteria between Capgemini Group and its Directors

During its annual review of the independence of Directors, the Board of Directors examined, in particular, any business relationships between Capgemini Group and each director or company with which they are associated, in order to assess the materiality of these relationships.

This assessment was conducted with regard to both quantitative and qualitative criteria.

The quantitative assessment was based on a statement of business flows between Capgemini Group and entities that are suppliers and/or clients of Capgemini and that have Directors in common with Capgemini SE.

Review of director independence by the Board of Directors

Based on the report of the Ethics & Governance Committee, the Board of Directors examined the personal situation of each of the members of the Board of Directors with regard to the AFEP-MEDEF Code independence criteria set-out above during its meeting of February 12, 2026.

This analysis is supplemented by a review of more qualitative and contextual items reflecting the situations examined, such as negotiation terms and conditions for the delivery of services, the organization of the relationship between stakeholders and the relevant Director's position in the contracting company and the existence of a long-term relationship or a position of potential economic dependence.

This review is one of the specific activities conducted by the Lead Independent Director as part of the procedure to assess the absence of conflict of interest (see below).

After assessing the above criteria and based on the work of the Ethics & Governance Committee, the Board of Directors concluded as follows:

- in 2025, Capgemini SE and its subsidiaries have, in the normal course of business, delivered services to and/or received services from companies in which certain of its independent Directors are executives or directors;
- to the extent that the services were contracted under normal conditions and that the corresponding revenues recognized by Capgemini and the relevant companies could not be considered material or to indicate a position of economic dependence, in the Board of Directors' opinion these business relationships were not material for Capgemini Group or the relevant companies and did not indicate a situation of economic dependence or exclusivity and were not likely to compromise the independence of the Directors concerned.

In addition to procedures performed prior to entering into service agreements, a specific review was performed of relations with Crédit Agricole Corporate and Investment Bank (CACIB), as Mr. Xavier Musca was Chief Executive Officer of CACIB and Deputy Chief Executive Officer of Crédit Agricole SA until May 2025.

The Board of Directors noted that CACIB disclosed it had decreased its interest below the 10% share capital and voting rights threshold in the Company on April 30, 2025 and that CACIB acted as the structuring bank for the most recent Group employee share ownership transactions (including the latest share capital increase on December 18, 2025). Implementation of the leveraged and secure offers requires the financial institution structuring the offer to enter into on and off-market hedging transactions, by buying and/or selling shares, share purchase options and/or all other transactions throughout the duration of the transactions. In its threshold crossing disclosure, CACIB stated that it held 8.89% of the share capital and voting rights of the Company, including 8.86% in respect of derivatives and 0.001% in respect of guarantees.

In addition, Capgemini SE held 17.14% of Azqore, a subsidiary of CA Indosuez SA (a Crédit Agricole subsidiary) which operates a platform specializing in banking transactions for wealth management players, until October 2025.

In accordance with the Company's Charter, Mr. Xavier Musca was not present during discussions and did not participate in voting on any deliberations that could lead to a conflict of interest situation (even potential). Furthermore, the Company was informed of the procedure implemented by the Crédit Agricole group to manage potential conflicts of interest. In this context, Mr. Xavier Musca did not participate in the decision-making process for any transactions involving Capgemini.

The Board of Directors considered that these business relations were not material from Capgemini's point of view or that of the relevant companies and did not indicate a situation of economic dependence or exclusivity and were unlikely to call into question Mr. Xavier Musca's independence.

Independence of the Board after the 2026 Shareholders' Meeting

Assuming the renewal of the terms of office of Mr. Paul Hermelin and Ms. Maria Ferraro, the appointments of Mr. Luc Rémont and Ms. Véronique Weill, and the ratification of the co-option of Ms. Lila Tretikov, the percentage of independent directors would be 83% (10 members out of 12).

Overview of the independent status of the Board of Directors

	Percentage of Independent Directors ⁽¹⁾	Classification of Board members ⁽²⁾
At the date of the 2025 Universal Registration Document	83%	Jean-Marc Chéry, Ulrica Fearn, Maria Ferraro, Siân Herbert-Jones, Belen Moscoso del Prado, Xavier Musca, Frédéric Oudéa, Patrick Pouyanné, Kurt Sievers and Lila Tretikov Paul Hermelin and Aiman Ezzat
At the end of the Shareholders' Meeting of May 20, 2026	83%	Jean-Marc Chéry, Ulrica Fearn, Maria Ferraro, Siân Herbert-Jones, Belen Moscoso del Prado, Patrick Pouyanné, Luc Rémont, Kurt Sievers, Lila Tretikov and Véronique Weill Paul Hermelin and Aiman Ezzat

(1) Directors representing employees and employee shareholders are not included in this percentage in accordance with the AFEP-MEDEF Code.

(2) In bold: members considered independent by the Board.

Information on regulated agreements with related parties

No agreements governed by Article L. 225-38 of the French Commercial Code were authorized by the Board of Directors during the year ended December 31, 2025.

Internal Charter on regulated agreements

In accordance with Article L. 225-39 of the French Commercial Code, the Board of Directors' meeting of February 12, 2020 approved an Internal Charter specifying the methodology used to (i) identify and classify agreements that should be governed by the regulated agreements procedure at Company level prior to their conclusion, renewal or termination, and (ii) regularly assess whether agreements on ordinary transactions concluded at arm's length satisfy these requirements.

The Internal Charter and, particularly, the procedure for classifying agreements as ordinary transactions performed at arm's length, is reviewed annually by the Board of Directors, based on a preliminary study by the Ethics & Governance Committee.

A report on the implementation of the Internal Charter was presented to the Ethics & Governance Committee during its meeting of November 27, 2025. After analyzing the criteria adopted to classify agreements as regulated agreements or ordinary agreements performed at arm's length during the fiscal year, the Ethics & Governance Committee recommended that the Board of Directors not modify the agreement classification criteria in the Internal Charter.

Absence of conflict of interest

Article 7.1 of the Capgemini SE Board of Directors' Charter requires Directors to comply with recommendation no. 21 of the AFEP-MEDEF Code concerning the prevention of conflicts of interest:

"Although they are themselves shareholders, the Directors represent all the shareholders and are required to act in all circumstances in the Company's interest. They are required to notify the Chairman of the Ethics & Governance Committee or the Board of any one-off conflict of interests or potential conflict of interests and to refrain from attending deliberations and voting on the related decision. Any director who has a permanent conflict of interest is required to resign from the Board."

Furthermore, in light of the recommendations of the French Financial Markets Authority (AMF) and the Corporate Governance High Committee, the Board of Directors implemented an appraisal procedure to assess any conflicts of interest that may arise from business relations.

To this end, a statement of business flows between Capgemini Group and entities that are suppliers and/or clients of Capgemini Group and that have Directors in common with Capgemini SE is prepared annually and communicated to the Lead Independent Director and Chairman of the Ethics & Governance Committee. A qualitative assessment of situations encountered is also conducted based on several criteria, as detailed in the Section "Independence of the Board of Directors" above. In addition, each year Directors are required to issue a statement to the Company regarding the existence or absence, to their knowledge, of any conflicts of interest.



Based on this information, the Lead Independent Director confirmed the absence of any conflicts of interest.

These conflict of interest prevention measures supplement one of the general duties of the Ethics & Governance Committee which is to draw the attention of the Chairman and the Board of Directors to any potential situations of conflict of interest it has identified between a Director and the Company or its Group or between Directors. They also provide input for the Board of Directors' work on the independence classification of Directors.

Loans and guarantees granted to Directors and managers of the Company

None.

Declarations concerning corporate officers

As far as the Company is aware, none of the current members of the Board of Directors:

- has been found guilty of fraud at any time during the last five years;
- has been involved in any bankruptcy, receivership, liquidation or company placed in administration at any time during the last five years with the exception of Mr. Paul Hermelin, Chairman of The Bridge, a company placed in liquidation proceedings on October 9, 2019 by the Avignon Commercial Court and removed from the Companies Register in March 2022 and Ms. Belen Moscoso del Prado, who was a director of the Spanish company Adveo International, which was removed from the Companies Register in June 2022;

- has been subject to any form of official public sanction and/or criminal liability pronounced by a statutory or regulatory authority (including designated professional bodies);
- has been disqualified by a court from acting as a member of the administrative, management or supervisory bodies of an issuer or from participating in the management or conduct of the affairs of any issuer at any time during the last five years.

As far as the Company is aware, there are no:

- conflicts of interest among the members of the Board of Directors between their duties towards Caggemini and their private interests and/or any other duties;
- arrangements or agreements with the principal shareholders, customers or suppliers pursuant to which one of the members of the Board of Directors was selected;
- restrictions accepted by the members of the Board of Directors on the sale of their investment in the share capital of Caggemini (other than the obligation under the bylaws that each director must hold at least 500 shares throughout their term of office, excluding Directors representing employees and employee shareholders, and the obligation for the Executive Corporate Officer to hold shares detailed in Section 2.3.2);
- service contracts between the members of the Board of Directors and Caggemini or any of its subsidiaries that provide for the granting of benefits under such contract.

As far as the Company is aware, there are no family ties between members of the Board of Directors.

2.1.4 Information on the members of the Board of Directors

Overview of the Board of Directors (at December 31, 2025)

	Inde- pendent Director	Atten- dance rate (Board)	Board Committees	First appoint- ment	Expiry of term of office Share- holders' Meeting	Number of years on the Board	Number of shares owned	Nationality	Age	Gender	Number of offices in listed companies ⁽¹⁾
Paul Hermelin Chairman of the Board of Directors	No	100%	Strategy & CSR (C)	2000	2026	25	200,388	French	73	M	1
Aïman Ezzat Chief Executive Officer and Director	No	100%	Strategy & CSR	2020	2028	5	123,912	French	64	M	2
Jean-Marc Chéry Director	Yes	83%	Strategy & CSR	2025	2029	0	1,000	French	65	M	3
Megan Clarken⁽²⁾ Director	Yes	91%	Strategy & CSR	2023	2027	2	500	New Zealander	59	F	1
Ulrica Fearn Director	Yes	100%	Audit & Risk	2023	2027	2	1,000	Swedish	52	F	2
Maria Ferraro Director	Yes	91%	Audit & Risk	2022	2026	3	500	Canadian	52	F	2
Pierre Goulaieff Director representing employees	No	100%	Compensation	2022	2028	3	322	French	59	M	1
Siân Herbert-Jones Director	Yes	100%	Audit & Risk, Ethics & Governance	2016	2028	9	1,000	British	65	F	1
Hervé Jeannin Director representing employees	No	100%	Strategy & CSR	2020	2028	5	12	French	62	M	1
Christophe Merveilleux du Vignaux Director representing employee shareholders	No	100%	Compensation	2024	2028	1	14,829	French	58	M	1
Belen Moscoso del Prado Director	Yes	100%	Compensation	2020	2028	5	1,000	Spanish	52	F	1
Xavier Musca Director	Yes	91%	Audit & Risk (C), Ethics & Governance	2014	2026	11	1,000	French	65	M	2
Frédéric Oudéa Director	Yes	91%	Ethics & Governance (C)	2018	2026	7	1,000	French	62	M	3
Patrick Pouyanné Director	Yes	100%	Compensation (C), Ethics & Governance	2017	2029	8	1,000	French	62	M	2
Kurt Sievers Director	Yes	73%	Strategy & CSR, Compensation	2021	2029	4	1,000	German	56	M	2

(C) Committee Chairman.

(1) In accordance with the recommendations of the AFEP-MEDEF Code, the total number of offices held by a Director in listed companies must not exceed five (including the one in Capgemini SE) or three for Executive Corporate Officers (Chairman and Chief Executive Officer, Chief Executive Officer, Chief Operating Officer, Chairman or members of the Management Board).

(2) Ms. Megan Clarken resigned her office as Director from December 31, 2025. The Board of Directors decided to co-opt Ms. Lila Tretikov to replace Ms. Megan Clarken from January 5, 2026 for the remainder of her predecessor's term of office.



Expiry of terms of office of Directors of the Company elected by Shareholders' Meeting

Name	2026 AGM	2027 AGM	2028 AGM	2029 AGM
Paul Hermelin, Chairman of the Board of Directors	✓			
Aiman Ezzat, Chief Executive Officer			✓	
Jean-Marc Chéry ⁽¹⁾				✓
Ulrica Fearn ⁽¹⁾		✓		
Maria Ferraro ⁽¹⁾	✓			
Siân Herbert-Jones ^{(1) (2)}			✓	
Christophe Merveilleux du Vignaux ⁽³⁾			✓	
Belen Moscoso del Prado ⁽¹⁾			✓	
Xavier Musca ^{(1) (2)}	✓			
Frédéric Oudéa ⁽¹⁾	✓			
Patrick Pouyanné ⁽¹⁾				✓
Kurt Sievers ⁽¹⁾				✓
Lila Tretikov ^{(1) (4)}		✓		

(1) Independent Director.

(2) Directors no longer classified as an Independent Director on the renewal of their term of office (term of more than 12 years).

(3) Director representing employee shareholders.

(4) Director co-opted by the Board on January 5, 2026 for the remainder of her predecessor's term of office (Ms. Megan Clarken).

Information on the members of the Board of Directors at December 31, 2025

At December 31, 2025, the Capgemini Board of Directors has 15 members. The wide range of their experience and expertise contributes to the quality of discussions and the smooth operation of the Board, ensuring the best possible balance taking account of the Group's situation and the different challenges facing Capgemini.

A detailed individual presentation of each Director is presented below.



Date of birth:

April 30, 1952

Nationality:

French

Business address:

Capgemini SE,
11, rue de Tilsitt
75017 Paris

First appointment:

2000

Expiry of term of office:

2026 (Ordinary Shareholders' Meeting held to approve the 2025 financial statements)

Number of shares held at December 31, 2025:

200,388

PAUL HERMELIN

Chairman of the Board of Directors Chairman of the Strategy & CSR Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Mr. Paul Hermelin is a graduate of École Polytechnique and École Nationale d'Administration. He spent the first fifteen years of his professional life in the French government, primarily in the Ministry of Finance. He held a number of positions in the Budget Office and on various ministry staffs, including that of Finance Minister, Jacques Delors. He was chief of staff to the Minister of Industry and Foreign Trade from 1991 to 1993.

Mr. Paul Hermelin joined the Capgemini Group in May 1993, where he was first in charge of coordinating central functions. In May 1996, he was appointed member of the Management Board and Chief Executive Officer of Capgemini France. In May 2000, following the merger of Capgemini and Ernst & Young Consulting, he became Chief Operating Officer of the Group and Director. On January 1, 2002, he became Chief Executive Officer of the Capgemini Group, followed by Chairman and Chief Executive Officer on May 24, 2012. Under his guidance and leadership, Capgemini has become a world leader in the transformation and digitization of companies, seeking to leverage technology to achieve inclusive and sustainable progress.

Following the separation of the duties of Chairman and Chief Executive Officer on May 20, 2020 as part of the Group Management succession, Mr. Paul Hermelin remained Chairman of the Capgemini SE Board of Directors.

Mr. Paul Hermelin is also Senior Advisor to the Eurazeo Group since February 2022.

Mr. Paul Hermelin brings to the Board his expertise in corporate growth, transformation and digitization, his experience in innovation and technology and his in-depth knowledge of the Group which he led for 18 years.

Principal office:

Mr. Paul Hermelin has been Chairman of the Capgemini SE Board of Directors since May 20, 2020.

OFFICES HELD IN 2025 OR CURRENT OFFICES AT DECEMBER 31, 2025

Chairman of the Board of Directors of:

- CAPGEMINI SE* (since May 20, 2020)

Senior Advisor of:

- EURAZEO* (since February 2022)

Chairman of:

- AIX-EN-PROVENCE INTERNATIONAL MUSIC FESTIVAL

Director of:

- AFEP (French Association of Private Companies)

Other offices held in Capgemini Group:

Director of:

- CAPGEMINI INTERNATIONAL BV (Netherlands) (since March 15, 2019)
- CAPGEMINI TECHNOLOGY SERVICES INDIA LIMITED (India) (since August 11, 2017)

OTHER OFFICES HELD DURING THE LAST FIVE YEARS (OFFICES EXPIRED)

n/a

* Listed company.





AIMAN EZZAT

Director
Chief Executive Officer
Member of the Strategy & CSR Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Mr. Aiman Ezzat, born on May 22, 1961, holds a MSc (Master of Science) in chemical engineering from École Supérieure de Chimie Physique Electronique de Lyon in France and an MBA from the Anderson School of Management at UCLA.

Mr. Aiman Ezzat has been Chief Executive Officer of Capgemini SE since May 20, 2020. He has also been a Director of Capgemini SE and a member of the Strategy & CSR Committee since the same date. He is also a Director of Air Liquide since May 4, 2021. In September 2021, he was named the “Best European CEO” for the technology and software category in Institutional Investor’s “2021 All Europe Executive Team” annual ranking.

Mr. Aiman Ezzat was Chief Operating Officer of Capgemini SE from January 1, 2018 to May 20, 2020. He was Chief Financial Officer of the Group from December 2012 to the end of May 2018. In March 2017, he was named the “Best European CFO” for the technology and software category in Institutional Investor’s “2017 All European Executive Team” annual ranking.

From December 2008 to 2012, he led the Financial Services Global Business Unit (GBU) after serving as Chief Operating Officer from November 2007. Mr. Aiman Ezzat also served as Capgemini’s Deputy Director of Strategy from 2005 to 2007. He played a key role in the development of the Booster turnaround plan for the Group’s activities in the United States, as well as in the development of the Group’s offshore strategy. In 2006, he was part of the acquisition and integration team for Kanbay, a global IT services firm focused on the Financial Services industry.

Before joining Capgemini, from 2000 to 2004, Mr. Aiman Ezzat served as Managing Director of International Operations at Headstrong, a global business and technology consultancy, where he worked in the Financial Services sector.

This came after nine years at Gemini Consulting (Gemini Consulting was the former brand of the strategic and transformation consulting arm of the Capgemini Group, which subsequently became Capgemini Consulting and then Invent), where he held a number of roles including Global Head of the Oil, Gas and Chemicals practice.

Mr. Aiman Ezzat is a Knight of the Legion of Honor.

Principal office:

Mr. Aiman Ezzat has been Chief Executive Officer of Capgemini SE since May 20, 2020.

Date of birth:

May 22, 1961

Nationality:

French

Business address:

Capgemini SE,
11, rue de Tilsitt
75017 Paris

First appointment:

2020

Expiry of term of office:

2028 (Ordinary Shareholders’ Meeting held to approve the 2027 financial statements)

Number of shares held at December 31, 2025:

123,912

OFFICES HELD IN 2025 OR CURRENT OFFICES AT DECEMBER 31, 2025

Chief Executive Officer of:

— CAPGEMINI SE* (since May 20, 2020)

Director of:

— CAPGEMINI SE* (since May 20, 2020)
— L’AIR LIQUIDE S.A.* (since May 4, 2021)

Other offices held in Capgemini Group:

Chairman of:

— SOGETI FRANCE 2005 S.A.S. (since April 30, 2018)
— CAPGEMINI SERVICE S.A.S. (since May 20, 2020)
— CAPGEMINI LATIN AMERICA S.A.S. (since May 20, 2020)
— CAPGEMINI VENTURES SAS (since January 1, 2024)
— CAPGEMINI FRANCE SAS (since November 22, 2024)
— CAPGEMINI 2024 SAS (since November 28, 2024)

Director and Chief Executive Officer of:

— BGP BRAVO INC. (United States) (since November 29, 2024)

Chairman of the Board of Directors of:

— CAPGEMINI AMERICA, INC. (United States) (since May 20, 2020)

Chairman of the Supervisory Board of:

— CAPGEMINI NV (Netherlands) (since November 27, 2020)

Chairman of the Board of Directors and Chief Executive of:

— CAPGEMINI NORTH AMERICA INC. (United States) (since May 20, 2020)

Director of:

— CAPGEMINI INTERNATIONAL BV (Netherlands) (since May 20, 2020)
— PURPOSE GLOBAL PBC (United States) (since April 17, 2020)
— CAPGEMINI TECHNOLOGY SERVICES INDIA LIMITED (India) (since January 19, 2021)
— WNS (Holdings) Limited (Jersey) (since October 17, 2025)

OTHER OFFICES HELD DURING THE LAST FIVE YEARS (OFFICES EXPIRED)

Offices held in Capgemini Group:

Chairman of:

— ALTRAN TECHNOLOGIES S.A.S. (until June 7, 2021)
— CAPGEMINI 2023, renamed BLUE SAS (until January 10, 2024)

* Listed company.



JEAN-MARC CHERY

Independent Director Member of the Strategy & CSR Committee (since May 7, 2025)

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Mr. Jean-Marc Chéry graduated with a degree in Engineering from the ENSAM engineering school in Paris, France.

Mr. Chéry is President of the Managing Board and Chief Executive Officer of STMicroelectronics (ST) since May 2018. He chairs the STMicroelectronics' Executive Committee.

Mr. Chéry began his career in the Quality organization of Matra, the French engineering group. In 1986, he joined Thomson Semiconducteurs, which subsequently became ST, and held various management positions in product planning and manufacturing, rising to lead ST's silicon wafer manufacturing plant in Tours, France, and later in Rousset, France. In 2005, Mr. Chéry successfully led the Company-wide 6-inch wafer-manufacturing restructuring program before taking charge of ST's Front-End Manufacturing operations in Asia Pacific. In 2008, he was promoted to Chief Technology Officer and assumed additional responsibilities for Manufacturing and Quality (2011) and the Digital Product Sector (2012). In 2014, Mr. Chéry was appointed ST's Chief Operating Officer responsible for Technology and Manufacturing operations. In July 2017, Mr. Chéry was appointed Deputy CEO with overall responsibility for Technology and Manufacturing, as well as for Sales and Marketing operations.

Mr. Chéry has sat on the Board of Directors of Legrand since 2021 and has chaired its Commitment and CSR Committee since 2023. He is also a member of France Industrie. He has been Chair of the Board of Directors at the Global Semiconductor Alliance (GSA) since December 2024. He has served as Chairman of the France – Malaysia Business Council at Medef International since 2018. Previously, Mr. Chéry was President of the European microelectronics R&D program (AENEAS) and served as President of the European Semiconductor Industry Association (ESIA) in 2019-2021.

Mr. Chéry was promoted Knight of the Legion of Honor by the French Ministry of Economy and Finance in July 2019.

Mr. Chéry joined the Board of Directors of Capgemini SE on May 7, 2025 and was appointed a member of the Strategy & CSR Committee at the same date.

Mr. Chéry brings to the Board his experience as President and Chief Executive Officer of a global semiconductor company at the heart of the Intelligent Industry, committed to manufacturing sustainable technologies and offering its customers innovative solutions. He also brings to the Board his expertise in technology, artificial intelligence, and industry knowledge, particularly in the automotive and energy sectors.

Principal office:

President of the Managing Board and Chief Executive Officer of STMicroelectronics.

OFFICES HELD IN 2025 OR CURRENT OFFICES AT DECEMBER 31, 2025

President of the Managing Board and Chief Executive Officer of:

— STMICROELECTRONICS* (since May 2018)

Director of:

— LEGRANDS.A* (since May 2021)
— CAPGEMINI SE* (since May 2025)

Chairman of the Board of Directors of:

— GLOBAL SEMICONDUCTOR ALLIANCE (GSA)
(since December 2024)

OTHER OFFICES HELD DURING THE LAST FIVE YEARS (OFFICES EXPIRED)

Chairman of:

— European Semiconductor Industry Association
(ESIA) (until December 2021)
— European Microelectronics R&D Program
(AENEAS) (until 2021)
— Medef International Council of France-Malaysia
Business Leaders (until 2024)

* Listed company.

Date of birth:

July 5, 1960

Nationality:

French

Business address:

STMicroelectronics,
Chemin du Champ-
des-Filles, 39
1228 Plan-les-Ouates,
Switzerland

First appointment:

2025

Expiry of term of office:

2029 (Ordinary
Shareholders'
Meeting held to
approve the 2028
financial statements)

Number of shares held at December 31, 2025:

1,000





MEGAN CLARKEN

Independent Director
Member of the Strategy & CSR Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Born in New Zealand, Ms. Megan Clarcken held senior leadership positions for large publishers and online technology providers in Australia, before joining Nielsen in 2004.

From 2004 to 2019, Ms. Clarcken held numerous senior positions at Nielsen in both commercial and product leadership, including Chief Commercial Officer of Nielsen Global Media, President of Watch, Nielsen's Media Measurement services, and President of Product leadership. Ms. Clarcken's previous roles at Nielsen include Managing Director of Media Client Services in Asia Pacific, Middle East and Africa and Managing Director of Nielsen's digital business across the Asia Pacific region. Ms. Megan Clarcken was also a champion of diversity & inclusion during her 15 years at Nielsen Global Media.

She was Chief Executive Officer of Criteo S.A. from November 2019 to February 2025 and served on the Board of Directors from August 2020 to February 2025.

Ms. Megan Clarcken joined the Board of Directors of Capgemini SE on May 16, 2023 and was appointed a member of the Strategy & CSR Committee at the same date. She served as a Director until December 31, 2025.

Throughout her career, Ms. Megan Clarcken has acquired solid expertise in technology, data and digital transformation as well as experience in the media and retail sectors. She brings to the Board her inclusion and diversity expertise, as well as her knowledge of the US and Asia Pacific markets.

Principal office:

Chief Executive Officer of Criteo S.A. (until February 15, 2025).

OFFICES HELD IN 2025 OR CURRENT OFFICES AT DECEMBER 31, 2025

Chief Executive Officer of:

— CRITEO S.A.* (France) (until February 15, 2025)

Director of:

— CAPGEMINI SE* (until December 31, 2025)

— CRITEO S.A.* (France) (until February 15, 2025)

OTHER OFFICES HELD DURING THE LAST FIVE YEARS (OFFICES EXPIRED)

n/a

* Listed company.

Date of birth:

October 30, 1966

Nationality:

New Zealander

Business address:

Capgemini SE,
11, rue de Tilsitt
75017 Paris

First appointment:

2023

Expiry of term of office:

2027 (Ordinary Shareholders' Meeting held to approve the 2026 financial statements)

Number of shares held at December 31, 2025:

500



Date of birth:

January 24, 1973

Nationality:

Swedish

Business address:

Carlsberg A/S,
1 J.C. Jacobsens Gade
1799 Copenhagen
Denmark

First appointment:

2023

**Expiry of term
of office:**

2027 (Ordinary
Shareholders' Meeting
held to approve
the 2026 financial
statements)

**Number of shares held
at December 31, 2025:**

1,000

ULRICA FEARN

**Independent Director
Member of the Audit & Risk Committee**

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Ms. Ulrica Fearn is a Swedish citizen and holds a master's degree in business and finance from the University of Halmstad, Sweden.

Ms. Ulrica Fearn is Chief Financial Officer of Carlsberg Group since January 1, 2023. Before joining Carlsberg, she was Chief Financial Officer of Equinor, a leading energy company in Norway. Prior to Equinor, she was Director, Group Finance at the British telecommunications company, BT Group. She began her career at Diageo, where she spent almost 20 years in various senior finance and other management roles across Europe, APAC and the USA.

She joined the Board of Directors of Capgemini SE on May 16, 2023 and was appointed a member of the Audit & Risk Committee at the same date.

Ms. Ulrica Fearn brings to the Board her strong financial expertise from multiple senior positions in leading global companies in the energy, telecommunications and consumer goods & retail sectors, all of which are industries leveraging technology as part of their sustainable transformation journey.

Principal office:

Member of the Executive Board and Chief Financial Officer of Carlsberg.

OFFICES HELD IN 2025 OR CURRENT OFFICES AT DECEMBER 31, 2025

Director of:

— CAPGEMINI SE* (since May 16, 2023)

Member of the Executive Board of:

— CARLSBERG A/S* (Denmark) (since January 1, 2023)

OTHER OFFICES HELD DURING THE LAST FIVE YEARS (OFFICES EXPIRED)

n/a

* Listed company.





MARIA FERRARO

Independent Director
Member of the Audit & Risk Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Ms. Maria Ferraro was appointed Member of the Executive Board and Chief Financial Officer of Siemens Energy AG and Member of the Executive Board and Chief Financial Officer of Siemens Energy Management GmbH effective May 1, 2020. Prior to her appointment, she held several senior management positions in Corporate Finance within Siemens in the United Kingdom, as well as in Canada, Germany and the United States.

Before being appointed Chief Financial Officer of Siemens Energy, Ms. Maria Ferraro held the position of Chief Financial Officer for the Digital Industries operating company as well as Chief Diversity Officer at Siemens AG.

Ms. Maria Ferraro was born and educated in Canada. She is a designated Chartered Accountant and spent her early career with PricewaterhouseCoopers (PwC) and Nortel Networks, holding a variety of roles in Canada and on a global level whilst gaining in-depth experience in European and Asian markets.

She joined the Board of Directors of Capgemini SE on May 19, 2022 and was appointed a member of the Audit & Risk Committee at the same date.

Ms. Maria Ferraro has acquired throughout her career financial expertise and solid experience in the manufacturing, technology and energy sectors within a global group at the heart of the Intelligent Industry's development. She also brings to the Board her inclusion and diversity expertise, as well as her knowledge of European and Asian markets.

Principal office:

Member of the Executive Board and Chief Financial Officer of Siemens Energy AG and Siemens Energy Management GmbH.

Chief Inclusion and Diversity Officer.

OFFICES HELD IN 2025 OR CURRENT OFFICES AT DECEMBER 31, 2025

Director of:

- CAPGEMINI SE* (since May 19, 2022)

Offices held in Siemens Group:

Member of the Executive Board of:

- SIEMENS ENERGY AG* (Germany) (since May 1, 2020)
- SIEMENS ENERGY MANAGEMENT GMBH (Germany) (since May 1, 2020)

OTHER OFFICES HELD DURING THE LAST FIVE YEARS (OFFICES EXPIRED)

Director of:

- SIEMENS GAMESA RENEWABLE ENERGY S.A.* (Spain) (until December 2022)

* Listed company.

Date of birth:
May 21, 1973

Nationality:
Canadian

Business address:
Siemens Energy AG,
Siemenspromenade 9
91058 Erlangen
Germany

First appointment:
2022

Expiry of term of office:
2026 (Ordinary Shareholders' Meeting held to approve the 2025 financial statements)

Number of shares held at December 31, 2025:
500



Date of birth:

May 14, 1966

Nationality:

French

Business address:

Sogeti Luxembourg,
36 route de Longwy
L-8080 Bertrange
Luxembourg

First appointment:

2022

**Expiry of term
of office:**

2028 (Ordinary
Shareholders' Meeting
held to approve
the 2027 financial
statements)

**Number of shares held
at December 31, 2025:**

322

PIERRE GOULAIEFF

**Director representing employees
Member of the Compensation Committee**

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Mr. Pierre Goulaieff initially trained as an electronic engineer (ISEN), leading him first to design maintenance and simulation tools for automated means of transport and then to become head of production at a co-manufacturing site.

He also holds an MBA from the University of Nancy 2, a Master's in Human Resources from Paris 2 Panthéon-Assas/CIFFOP University and a Master's in IT and Innovation (Nancy 2 and Namur Universities).

Mr. Pierre Goulaieff joined the Capgemini Group in 1998 with Capgemini Luxembourg, which became Sogeti Luxembourg in 2005, where he has held various functions (analyst, project manager and then test manager).

He is currently Vice-Chairman of the Sogeti Luxembourg employee delegation.

He was a member of the International Works Council (IWC) from 2002 to 2022, a member of the IWC Bureau from 2006 to 2022 and Secretary of the IWC from 2016 to 2022, until his appointment as a Director representing employees.

Mr. Pierre Goulaieff was appointed as a Director representing employees on the Capgemini SE Board of Directors from January 27, 2022 and a member of the Compensation Committee from May 19, 2022.

Mr. Pierre Goulaieff brings to the Board of Directors his in-depth knowledge of the Capgemini Group and its businesses, as well as his experience of technological environments and his perspective as an employee, thus contributing to the diversity of profiles represented on the Board. He also brings his experience in the field of social dialog.

Principal office:

Director representing employees.

OFFICES HELD IN 2025 OR CURRENT OFFICES AT DECEMBER 31, 2025

Director of:

— CAPGEMINI SE* (since January 27, 2022)

OTHER OFFICES HELD DURING THE LAST FIVE YEARS (OFFICES EXPIRED)

n/a

* Listed company.





SIÂN HERBERT-JONES

Independent Director
Member of the Audit & Risk Committee
Member of the Ethics & Governance Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

A British Chartered Accountant, Ms. Siân Herbert-Jones initially worked for 13 years with PricewaterhouseCoopers in its London and then Paris offices, where she was in charge of mergers and acquisitions (from 1983 to 1993). She then joined the Sodexo Group, where she spent 21 years, including 15 years as Chief Financial Officer and member of the Group Executive Committee (until February 28, 2016). She was a director of Air Liquide S.A. (from 2011 to 2023), where she chaired the Audit & Accounts Committee. She was also a director of Bureau Veritas (from 2016 to 2024) and was a member of the Audit & Risk Committee from May 2017 and chaired this Committee from February 2021.

Ms. Siân Herbert-Jones joined the Board of Directors of Capgemini SE on May 18, 2016. She has been a member of the Audit & Risk Committee since this date and has been a member of the Ethics & Governance Committee since May 19, 2022.

Of British nationality, she brings strong financial and audit expertise to the Board, as well as her experience with international transactions, particularly in the service sector (BtoB). She also contributes to the Board her multicultural management experience and expertise and her experience as an Independent Director on the Boards of leading listed international companies committed to sustainability issues.

Principal office:
Independent Director.

OFFICES HELD IN 2025 OR CURRENT OFFICES AT DECEMBER 31, 2025

Director of:
— CAPGEMINI SE* (since May 2016)

OTHER OFFICES HELD DURING THE LAST FIVE YEARS (OFFICES EXPIRED)

Director of:
— BUREAU VERITAS* (until June 2024)
— L'AIR LIQUIDE S.A.* (until May 2023)
— COMPAGNIE FINANCIERE AURORE INTERNATIONALE, a Sodexo group subsidiary (until December 2021)

* Listed company.

Date of birth:
September 13, 1960

Nationality:
British

Business address:
Capgemini SE,
11, rue de Tilsitt
75017 Paris

First appointment:
2016

Expiry of term of office:
2028 (Ordinary Shareholders' Meeting held to approve the 2027 financial statements)

Number of shares held at December 31, 2025:
1,000



Date of birth:

August 21, 1963

Nationality:

French

Business address:

Capgemini
Technology Services,
43, rue Pré Gaudry,
69007 Lyon

First appointment:

2020

**Expiry of term
of office:**

2028 (Ordinary
Shareholders' Meeting
held to approve
the 2027 financial
statements)

**Number of shares held
at December 31, 2025:**

12

HERVE JEANNIN

Director representing employees Member of the Strategy & CSR Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Mr. Hervé Jeannin joined Capgemini as an analyst in February 1984, after finishing his studies. He designed and managed IT projects for a range of clients until 1999. From 2000 to 2004 he developed a client account as a sales engineer within the Group. Between 2005 and 2015 he managed employee relations through a variety of roles (employee representative, Works Committee, Health and Safety Committee, union representative, Union General Secretary), which he held part-time from 1993, the date of his first office as employee representative.

From 2016 to 2022, he was in charge of workplace first aid and evacuation training within the Group in France. He provided the Group with his experience in the field as first responder and psychological support provider with the French Rescue and Emergency Federation (FFSS) and the civil protection organization. Since May 2022, he has been an advisor to the European Commission on industrial transformation, mainly in the technological fields within the European Economic and Social Committee (EESC).

Mr. Hervé Jeannin was also a member of the International Work Council (IWC) from 2012 to 2020, enabling him to gain a global vision of the Group and meet with many Group employees at various sites.

He joined the Board of Directors on May 20, 2020 as a Director representing employees. He has also been a member of the Strategy & CSR Committee since that date.

Mr. Hervé Jeannin brings to the Board the perspective of an employee with considerable experience of employee relations, dialogue and negotiations gained over 30 years as an employee representative and his knowledge of the Company and its businesses thanks to over 40 years spent with the Group in several business lines and six cities. He also brings his experience in social dialogue and his knowledge of occupational health and safety issues and the European industrial environment since joining the EESC in 2022.

Principal office:

Mr. Hervé Jeannin is, since May 2022, an advisor to the European Commission on industrial transformation, mainly in technological fields.

OFFICES HELD IN 2025 OR CURRENT OFFICES AT DECEMBER 31, 2025

Director of:

— CAPGEMINI SE* (since May 20, 2020)

OTHER OFFICES HELD DURING THE LAST FIVE YEARS (OFFICES EXPIRED)

n/a

* Listed company.





CHRISTOPHE MERVEILLEUX DU VIGNAUX

Director representing employee shareholders Member of the Compensation Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Mr. Merveilleux du Vignaux is a graduate of HEC business school (1989). He started his career in 1991 with Coopers & Lybrand (PWC) as a financial auditor and then as a corporate finance consultant, before joining Capgemini in 1998.

He has over 25 years' experience within the Group, successively in the Mergers & Acquisitions department, as Business Risk Manager and then as Chief Financial Officer of Capgemini in India between 2004 and 2008.

He was then appointed Chief Financial Officer of several Strategic Business Units (SBU), for a range of scopes including the European, APAC and Americas regions. In particular, he was Chief Financial Officer of the Americas SBU between 2016 and 2022.

Since 2022, he is Head of Transformation in the Group Finance Department, responsible for the implementation of the OneFinance transformation program.

He is Chairman of the Supervisory Board of the Capgemini Employee Savings Mutual Fund (FCPE) since April 2022.

Mr. Merveilleux du Vignaux joined the Board of Directors of Capgemini SE as a Director representing employee shareholders on May 16, 2024. He has been a member of the Compensation Committee since July 25, 2024.

Mr. Merveilleux du Vignaux brings to the Board of Directors his finance expertise and in-depth knowledge of the Group and its operations.

Principal office:

Head of Finance Transformation.

Date of birth:

July 26, 1967

Nationality:

French

Business address:

Capgemini Technology Services,
76 avenue Kleber
75016 Paris

First appointment:

2024

Expiry of term of office:

2028 (Ordinary Shareholders' Meeting held to approve the 2027 financial statements)

Number of shares held at December 31, 2025:

14,829

OFFICES HELD IN 2025 OR CURRENT OFFICES AT DECEMBER 31, 2025

Offices held in Capgemini Group:

Director of:

- CAPGEMINI SE* (since May 16, 2024)
- CAPGEMINI SOLUTIONS CANADA INC. (Canada) (since January 2017)
- CAPGEMINI CANADA INC. (Canada) (since March 2019)
- GESTION CAPGEMINI QUEBEC INC. (Canada) (since March 2019)
- CAPGEMINI BRASIL LTDA (Brazil) (since April 2023)
- CAPGEMINI HONG KONG LTD (Hong Kong) (since January 2013)
- CAPGEMINI (KUNSHAN) CO. LIMITED (China) (since December 2013)
- CAPGEMINI (CHINA) CO. LIMITED (China) (since February 2014)

Chairman of the Supervisory Board of:

- FCPE CAPGEMINI (since April 2022)

OTHER OFFICES HELD DURING THE LAST FIVE YEARS (OFFICES EXPIRED)

Alternate Director of:

- CAPGEMINI BRASIL SA (Brazil) (until April 2023)

Director of:

- CAPGEMINI Business Services (China) LTD (until April 2022)
- CHAPPUIS HALDER AND CO LTD (Hong Kong) (until January 2023)

* Listed company.



BELEN MOSCOSO DEL PRADO LOPEZ-DORIGA

Independent Director Member of the Compensation Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Ms. Belen Moscoso del Prado Lopez-Doriga has been Chief Digital, Data & Technology Officer and a member of the Executive Committee at Lesaffre Group, a global leader in fermentation and micro-organisms, since 2023.

Before joining Lesaffre, she was Chief Digital, Data & Innovation Officer and member of the Executive Committee at Sodexo. She also sat on Sodexo's Venture Capital Investment Committee and was Chairman of the Foodchéri Board of Directors. Aligned with her commitments, she was also an Executive Committee sponsor of SoTogether, Sodexo's diversity and inclusion global program.

Between 2008 and 2015, she held several positions leading digital and data transformations: at Axa Group, as Director of Digital Strategy, Transformation, and Innovation and at Solocal, as Head of Strategy, M&A and Partnerships.

For eight years, she was a consultant at Bain & Company, where she accompanied clients on strategic reviews, performance improvements and post-acquisition integration assignments in Europe and Central America. She started her career in 1995, in Spain, at The Walt Disney Company, where she held different positions in strategic and operational marketing and sales.

During her career, she has also advised multiple start-ups and promoted building winning relations with corporations to develop long-lasting partnerships.

Ms. Belen Moscoso del Prado Lopez-Doriga holds a Master's in International Economics from Carlos II University in Spain and also attended UCLA and Singularity University.

She joined the Board of Directors of Capgemini SE on May 20, 2020 and was appointed a member of the Compensation Committee on the same date.

Ms. Belen Moscoso del Prado Lopez-Doriga is a Spanish citizen. She has acquired solid experience in the field of innovation and transformation applied to Digital, Data and Innovation strategy over the course of her career in international corporations. Her experience and position in a global leader in fermentation and micro-organisms facing sustainability issues, also allow her to bring knowledge in climate and environmental issues to the Board.

Principal office:

Ms. Belen Moscoso del Prado Lopez-Doriga is Chief Digital, Data & Technology Officer and a member of the Executive Committee of Lesaffre Group.

OFFICES HELD IN 2025 OR CURRENT OFFICES AT DECEMBER 31, 2025

Director of:

- CAPGEMINI SE* (since May 20, 2020)
- SOCIÉTÉ INDUSTRIELLE LESAFFRE – SIL, Lesaffre (since 2024)

OTHER OFFICES HELD DURING THE LAST FIVE YEARS (OFFICES EXPIRED)

Chairman of the Board of Directors of:

- FOODCHERI (until December 2022)

Member of the Consultative Advisory Board of:

- WYND (until February 2021)

* Listed company.

Date of birth:

June 15, 1973

Nationality:

Spanish

Business address:

Lesaffre
77 rue de Menin
59520 Marquette lez
Lille - France

First appointment:

2020

Expiry of term of office:

2028 (Ordinary
Shareholders' Meeting
held to approve
the 2027 financial
statements)

Number of shares held at December 31, 2025:

1,000





XAVIER MUSCA

Independent Director
Chairman of the Audit & Risk Committee
Member of the Ethics & Governance Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

A graduate of Institut d'Etudes Politiques in Paris and École Nationale d'Administration, Mr. Xavier Musca began his career at the General Finance Inspectorate in 1985. In 1989, he joined the Treasury Directorate, where he became Head of the European Affairs Bureau in 1990. In 1993, he was called to the Prime Minister's staff, then returned to the Treasury Directorate in 1995. Between 2002 and 2004, he was Principal Private Secretary to Francis Mer, Minister for the Economy, Finance and Industry and was then appointed Treasury Director in 2004. He was subsequently appointed Chief Executive Officer of Treasury and Economic Policy in June 2005. In these positions, he played a key role in preparing major European and global summits at the start of the financial crisis. He was the French negotiator at IMF and World Bank meetings and coordinated the bailout of the European Union banking sector with his European counterparts. In 2009, he became Deputy Secretary General to the French President in charge of economic affairs and was responsible for negotiations at the G20 meeting in London on April 2, 2009 on placing the global financial system on a sounder footing and improving supervision and the fight against tax havens. He was appointed Secretary General to the French President in 2011.

On July 13, 2012, Mr. Xavier Musca was appointed Deputy Chief Executive Officer of Crédit Agricole SA, responsible for International retail banking, Asset management and Insurance. He was Deputy Chief Executive Officer of Crédit Agricole SA, as effective second Executive Director of Crédit Agricole S.A. (from May 2015 to May 2025). He was also Chief Executive Officer of Crédit Agricole Corporate & Investment Bank (CACIB) (from September 2022 to May 2025). He has been the Chairman of the Supervisory Board of Tikehau Capital since May 15, 2025.

Xavier Musca is a Knight (2009) and Officer (2022) of the Legion of Honor and of the National Order of Merit and the Order of Agricultural Merit.

Mr. Xavier Musca joined the Board of Directors of Capgemini SE on May 7, 2014. He has been a member of the Audit & Risk Committee (formerly the Audit Committee) since this date and was appointed Chairman on December 7, 2016. He has been a member of the Ethics & Governance Committee since May 20, 2021.

Mr. Xavier Musca brings to the Board of Directors his management experience with a major international group and his financial expertise. He has in-depth knowledge of the financial sector, including both retail and BtoB services, in a group committed to financing energy transition and responsible investment. He also provides the Board with his knowledge of economic globalization issues.

Principal office:

Mr. Xavier Musca has been Chairman of the Supervisory Board of Tikehau Capital.

OFFICES HELD IN 2025 OR CURRENT OFFICES AT DECEMBER 31, 2025

Chairman of the Supervisory Board of:

– TIKEHAU CAPITAL (since May 15, 2025)

Director of:

– CAPGEMINI SE* (since May 2014)

Offices held in Crédit Agricole Group:

Deputy Chief Executive Officer and effective second Executive Director of:

– CREDIT AGRICOLE S.A.* (Member of the Management Committee – Member of the Group Executive Committee) (until May 2025)

Chief Executive Officer of:

– CREDIT AGRICOLE CORPORATE & INVESTMENT BANK (until May 2025)

Chairman of the Board of Directors of:

– CACEIS BANK (until May 2025)

OTHER OFFICES HELD DURING THE LAST FIVE YEARS (OFFICES EXPIRED)

Offices held in Crédit Agricole Group:

Chairman of the Board of Directors of:

– AMUNDI S.A.* (until May 2021)
– CA CONSUMER FINANCE (until September 2022)
– IDIA CAPITAL INVESTISSEMENT (until February 2023)

Director of:

– AMUNDI S.A.* (until September 2022)
– CA ASSURANCES (until September 2022)

Director – Vice-Chairman of:

– PREDICA (until September 2022)
– CA ITALIA (until September 2022)

Permanent representative of CREDIT AGRICOLE S.A. on the Board of Directors of:

– PACIFICA (until September 2022)

* Listed company.



Date of birth:

July 3, 1963

Nationality:

French

Business address:

Sanofi,
46 avenue
de la Grande Armée
75017 Paris

First appointment:

2018

**Expiry of term
of office:**

2026 (Ordinary
Shareholders' Meeting
held to approve
the 2025 financial
statements)

**Number of shares held
at December 31, 2025:**

1,000

FRÉDÉRIC OUDÉA

Independent Director

Lead Independent Director, Vice-Chairman and Chairman of the Ethics & Governance Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Mr. Frédéric Oudéa is a graduate of the *École Polytechnique* and the *École Nationale d'Administration*.

From 1987 to 1995, Mr. Frédéric Oudéa held various positions in the French senior civil service (Audit Department of the Ministry of Finance, Ministry of Economy and Finance, Budget Ministry, Private Office of the Minister of Budget and Communication). In 1995, he joined Société Générale and successively held the position of Deputy Head then Head of the bank's Corporate Banking arm in London. In 1998, he became Head of Global Supervision and Development of the Equities division. In May 2002, he was named Deputy Chief Financial Officer of Société Générale Group, followed by Chief Financial Officer in January 2003. In 2008 he was appointed CEO of the Group, before becoming Chairman and Chief Executive Officer in 2009. In May 2015, following the regulatory split between the roles of Chairman and Chief Executive Officer, he was appointed Chief Executive Officer. He held this position until May 2023.

Mr. Frédéric Oudéa has been Chairman of the Board of Directors of Sanofi since May 25, 2023. He has also been Chairman of the Board of Directors of Revolut Western Europe since September 2025.

Mr. Frédéric Oudéa has been Senior Executive Advisor of Groupe Bruxelles Lambert (GBL) since November 1, 2023 and a member of the Supervisory Board of Umicore since April 25, 2024. He has also been Chairman of the École Polytechnique Foundation and a member of the Board of Directors of École Polytechnique since January 2022.

Mr. Frédéric Oudéa is a Knight of the Legion of Honor and an Officer of the National Order of Merit.

Mr. Frédéric Oudéa joined the Board of Directors of Capgemini SE on May 23, 2018 and was appointed a member of the Ethics & Governance Committee on the same date. He is Lead Independent Director, Vice-Chairman and Chairman of the Ethics & Governance Committee since May 20, 2021.

Mr. Frédéric Oudéa brings to the Board his experience as former head of a leading banking group with an ambitious international development plan, which is highly innovative in digital and committed to energy transition as part of a sustainable finance approach.

Principal office:

Mr. Frédéric Oudéa is Chairman of the Board of Directors of Sanofi.

OFFICES HELD IN 2025 OR CURRENT OFFICES AT DECEMBER 31, 2025

Director of:

- CAPGEMINI SE* (since May 2018)
- AFEP (French Association of Private Companies)
- École Polytechnique (a Public scientific, cultural and professional institution under French law)

Chairman of the Board of Directors of:

- SANOFI* (since May 2023)
- REVOLUT EUROPE DE L'OUEST (since September 2025)

Member of the Supervisory Board of:

- SONIC TOPCO (since February 2024)

Offices held in Groupe Bruxelles Lambert:

Senior Executive Advisor of:

- GROUPE BRUXELLES LAMBERT (GBL)* (Belgium) (since November 1, 2023)

Member of the Supervisory Board of:

- UMICORE* (Belgium) (since April 25, 2024)

Director of:

- SIENNA INVESTMENT MANAGERS SAS (since January 1, 2025)

Member of the Supervisory Board of:

- SIENNA PRIVATE EQUITY SAS (since January 5, 2025)
- SIENNA VENTURE CAPITAL SAS (until November 28, 2025)

OTHER OFFICES HELD DURING THE LAST FIVE YEARS (OFFICES EXPIRED)

Chief Executive Officer of:

- SOCIÉTÉ GÉNÉRALE* (until May 2023)

Non-voting member on the Board of Directors of:

- SANOFI* (until May 2023)

Director of:

- ALD* (until December 2023)

* Listed company.





PATRICK POUYANNÉ

Independent Director
Chairman of the Compensation Committee
Member of the Ethics & Governance Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Mr. Patrick Pouyanné is a graduate of *École Polytechnique* and a Chief Engineer of France's *Corps des Mines*. Between 1989 and 1996, he held various administrative positions in the Ministry of Industry and other cabinet positions (technical advisor to the Prime Minister – Edouard Balladur – in the fields of the Environment and Industry from 1993 to 1995, Chief of Staff for the Minister for Information and Aerospace Technologies – François Fillon – from 1995 to 1996). In January 1997 he joined Total in Angola followed by Qatar in 1999. In August 2002, he was appointed President, Finance, Economy and IT for Exploration & Production. In January 2006, he became President, Strategy, Growth and Research and was appointed a member of the Group's Management Committee in May 2006. In March 2011, Mr. Patrick Pouyanné was appointed Vice-President, Chemicals, and Vice-President, Petrochemicals. In January 2012, he became President, Refining & Chemicals and a member of the Group's Executive Committee.

On October 22, 2014, he was appointed Chief Executive Officer of TOTAL S.A. and President of the Group's Executive Committee. TOTAL's Board of Directors appointed him as its Chairman from December 19, 2015. Following the renewal of Mr. Pouyanné's term of office as Director by the Shareholders' Meetings of June 1, 2018 and then May 28, 2021 and May 24, 2024 for a period of three years, the Board of Directors confirmed him in his duties of Chairman of the Board and Chief Executive Officer for the same period.

Mr. Pouyanné is Vice-Chairman of the French non-profit, *Entreprises pour l'Environnement* (EpE), after being Chairman from June 2022 to June 2025. Mr. Pouyanné was also Chairman of the non-profit, *L'Alliance pour l'Éducation-United Way*, from June 2018 to January 29, 2025, having accepted this position as Chairman and Chief Executive Officer of TotalEnergies. In addition, he is a member of the Board of Directors of *École Polytechnique* (since September 2018), *Association Française des Entreprises Privées* (since 2014), *Institut du Monde Arabe* (since 2017) and the foundation *La France s'engage* (since 2017).

Mr. Pouyanné is an Officer of the Legion of Honor.

Mr. Pouyanné has been a Director of Capgemini SE since May 10, 2017 and Chairman of the Compensation Committee since May 19, 2022. He has been a member of the Ethics & Governance Committee since May 20, 2021.

He brings to the Board of Directors of Capgemini SE his expertise in macroeconomic and geopolitical issues and his experience in managing a leading international energy group, a sector facing climate change challenges and where new technologies play an essential role.

Principal office:

Mr. Patrick Pouyanné has been Chairman and Chief Executive Officer of TotalEnergies SE (formerly TOTAL SE) since December 2015. He has been a director of TotalEnergies SE since May 2015 and is Chairman of the Strategy & CSR Committee.

OFFICES HELD IN 2025 OR CURRENT OFFICES AT DECEMBER 31, 2025

Chairman and Chief Executive Officer of:

- TOTALENERGIES SE* (since December 2015)

Director of:

- CAPGEMINI SE* (since May 2017)
- École Polytechnique (a Public scientific, cultural and professional institution under French law) (since September 2018)
- AFEP (French Association of Private Companies) (since 2014)
- Institut du Monde Arabe (since 2017)
- Foundation La France s'engage (since 2017)

Chairman of:

- Non-profit, *L'Alliance pour l'Éducation-United Way* (until January 2025)
- French non-profit *Entreprises pour l'Environnement* (EpE) (until June 2025)

Vice-Chairman of:

- French non-profit *Entreprises pour l'Environnement* (EpE) (since June 2025)
- Non-profit, *L'Alliance pour l'Éducation-United Way* (since January 2025)

OTHER OFFICES HELD DURING THE LAST FIVE YEARS (OFFICES EXPIRED)

n/a

* Listed company.

Date of birth:
June 24, 1963

Nationality:
French

Business address:
TotalEnergies,
2, place Jean Millier
92400 Courbevoie

First appointment:
2017

Expiry of term of office:
2029 (Ordinary Shareholders' Meeting held to approve the 2028 financial statements)

Number of shares held at December 31, 2025:
1,000



KURT SIEVERS

Independent Director
Member of the Strategy & CSR Committee
Member of the Compensation Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Mr. Kurt Sievers, a German citizen, graduated with a Master of Science degree in physics and information technology from Augsburg University (Germany).

Mr. Kurt Sievers was Chief Executive Officer and Executive Director of NXP Semiconductors N.V. from May 2020 to October 2025. He joined NXP in 1995, and rapidly moved through a series of Marketing & Sales, Product Definition & Development, Strategy and general management leadership positions across a broad number of market segments. In 2009, he became a member of the Executive Management team, where he has been instrumental in the definition and implementation of the NXP high-performance mixed signal strategy. Mr. Sievers was influential in the merger of NXP and Freescale Semiconductor, which created one of the leading semiconductor companies and a leader in automotive semiconductors.

Mr. Kurt Sievers is a member of the Supervisory Board of Daimler Truck AG and Daimler Truck Holding AG since May 27, 2025.

He served on the Board of the German National Electrical and Electronics Industry Association (ZVEI) and the Global Semiconductor Alliance (GSA) until December 2025. He also served as a member of the Asia-Pacific Committee of German Business (APA) and as a member of the Board at the German Asia-Pacific Business Association (OAV), acting as the spokesperson for the Republic of Korea.

He joined the Board of Directors of Capgemini SE on May 20, 2021 and was appointed a member of the Strategy & CSR Committee and the Compensation Committee on the same date.

He brings to the Board of Directors his management experience in a leading international group in the semiconductor industry, a sector at the heart of the Intelligent Industry's development and ecological transition challenges, as well as in industrial sovereignty. Mr. Sievers also brings his expertise in the automotive sector, technology and artificial intelligence, and his knowledge of North America and American corporate governance.

Principal office:

Mr. Kurt Sievers is a member of the Supervisory Board of Daimler Truck AG and Daimler Truck Holding AG.

Date of birth:

April 9, 1969

Nationality:

German

Business address:

Daimler Truck
Holding AG
Fasanenweg 10
70771 Leinfelden-
Echterdingen
Germany

First appointment:

2021

Expiry of term of office:

2029 (Ordinary Shareholders' Meeting held to approve the 2028 financial statements)

Number of shares held at December 31, 2025:

1,000

OFFICES HELD IN 2025 OR CURRENT OFFICES AT DECEMBER 31, 2025

Director of:

— CAPGEMINI SE* (since May 20, 2021)

Chief Executive Officer and Executive Director of:

— NXP SEMICONDUCTORS N.V.* (Netherlands) (until October 2025)

Member of:

- THE BOARD OF THE GLOBAL SEMICONDUCTOR ALLIANCE (GSA) (until December 31, 2025)
- THE BOARD OF THE GERMAN NATIONAL ELECTRICAL AND ELECTRONICS INDUSTRY ASSOCIATION (ZVEI) (until December 31, 2025)

- THE ASIA-PACIFIC COMMITTEE OF GERMAN BUSINESS (APA) (until December 31, 2025)
- THE BOARD OF THE GERMAN ASIA-PACIFIC BUSINESS ASSOCIATION (OAV) (until December 31, 2025)

Chairman of:

— THE BOARD OF AENEAS, INDUSTRY ASSOCIATION (until January 2025)

Member of the Supervisory Board of:

- DAIMLER TRUCK HOLDING AG* (Germany) (since May 27, 2025)
- DAIMLER TRUCK AG (Germany) (since May 27, 2025)

OTHER OFFICES HELD DURING THE LAST FIVE YEARS (OFFICES EXPIRED)

Chairman of:

— ESIA (European Semiconductor Industry Association) (until December 2023)

Chair of the Advisory Board of:

— SALON INTERNATIONAL ELECTRONICA (until June 2021)

* Listed company.



2.1.5 Group Management

Management of the Group

Since May 20, 2020, Capgemini SE Group management has been led by Mr. Aiman Ezzat.

Group Executive Board

It prepares the broad strategies submitted to the Executive Committee for approval and facilitates the carrying out of the Group's operations. It also takes the necessary measures with regards to the appointment, setting of quantitative objectives and performance appraisal of executives with a wide range of responsibilities.

Executive Committee

It assists Group management to define broad strategies and make decisions regarding the Group's operating structure, the choice of priority offerings, production rules and organization, and the methods of implementing human resources management.

Four special-purpose committees assist Group management

The Group Review Board

The Mergers & Acquisitions Committee

The Investment Committee

The Risk Committee

Since May 20, 2020, the general management of Capgemini SE has been assumed by Mr. Aiman Ezzat, whose biography is presented in Section 2.1.4 of this Universal Registration Document.

Group Management is assisted by two bodies comprising the Group's key operating and functional managers: the Group Executive Board and the Group Executive Committee.

In addition, four special-purpose committees assist Group Management, the Group Executive Board and the Group Executive Committee:

- the **Group Review Board**, chaired by the Chief Executive Officer, which examines the major business proposals in the course of drafting or negotiation, multi-national or multi-business framework agreements entered into with clients or suppliers and major contracts involving guarantees given by the Group;
- the **Merger & Acquisitions Committee**, also chaired by the Chief Executive Officer, which examines acquisition and divestment projects in the course of identification, selection, assessment or negotiation;
- the **Investment Committee**, chaired by the Chief Financial Officer, which reviews and provides advice with respect to projects requiring investment, including those involving real estate or investment in technologies;
- the **Risk Committee**, chaired by the Chief Financial Officer, which is in charge of the effective implementation of the risk identification and risk management system and which leads the associated internal controls.

As far as the Company is aware, no Group Management member has, at any time during the last five years, been found guilty of fraud, been involved in any bankruptcy, receivership, or liquidation or company placed in administration, been subject to any form of official public sanction and/or criminal liability or been disqualified by a court from acting as an executive or from participating in the management or conduct of the affairs of any issuer.

At the date of this Universal Registration Document and as far as the Company is aware, there are no:

- family ties between the general management members or between a general management member and a director of the Company;
- potential conflicts of interest among general management members between their duties to the Company and their private interests and/or any other duties;
- arrangements or agreements with a shareholder, customer, supplier, or other party pursuant to which a general management member was selected;
- restrictions on the sale by general management members of their investment in the share capital of Capgemini (other than the obligation to hold performance shares detailed in Section 2.3.2).

For information on the compensation of Executive Corporate Officers, please refer to Section 2.3 of the Universal Registration Document.

Group Executive Board

The role of the Group Executive Board (GEB) is to facilitate the conduct of the Group's operations and to take the necessary measures, notably with regard to the setting of quantitative objectives and appointing and assessing the performance of executives with a wide range of responsibilities.

The GEB defines the broad strategies and actions to be submitted to the Group Executive Committee for approval and ensures their implementation by the major business units.

At the date of this Universal Registration Document, the Group Executive Board brings together Group Management and the following individuals:

Aiman Ezzat	Chief Executive Officer
Fernando Alvarez	Chief Strategy and Development Officer
Nive Bhagat	Chief Financial Officer
Anirban Bose	CEO Americas
Karine Brunet	Chief Operations and Delivery Officer
Andrea Falleni	CEO, Southern Europe
Cyril Garcia	Global Head of Sustainability Services, Corporate Responsibility and Group Accelerators
Franck Greverie	Chief Technology & Portfolio Officer, Leadership Global Business Lines
Roshan Gya	CEO Northern Europe
Anne Lebel	Chief Human Resources Officer & Ethics
Kartik Ramakrishnan	CEO Financial Services
Michael Schulte	CEO Engineering
Jérôme Siméon	Chief Revenue Officer and Global Industries



Group Executive Committee

The role of the Group Executive Committee is to assist Group Management define broad strategies concerning the Group's operating structure, the choice of priority offerings, production rules and organization and the implementation conditions for human resources management. The Group Executive Committee meets once a month and includes the Chief Executive Officer and the other Group Executive Board members.

The Group Executive Committee is the management body for which diversity and international diversification objectives have been set. These objectives are described below in the Section "Diversity policy for management bodies".

At the date of this Universal Registration Document, the Group Executive Committee has 37 members, 22% of which are women and 67% are of non-French nationality.

At the date of this Universal Registration Document, the Group Executive Committee comprised the following individuals:

Aiman Ezzat	Chief Executive Officer	Group Management	Group Executive Board
Fernando Alvarez	Chief Strategy and Development Officer		
Nive Bhagat	Chief Financial Officer		
Anirban Bose	CEO Americas		
Karine Brunet	Chief Operations and Delivery Officer		
Andrea Falleni	CEO Southern Europe		
Cyril Garcia	Global Head of Sustainability Services, Corporate Responsibility and Group Accelerators		
Franck Greverie	Chief Technology & Portfolio Officer, Leadership Global Business Lines		
Roshan Gya	CEO Northern Europe		
Anne Lebel	Chief Human Resources Officer & Ethics		
Kartik Ramakrishnan	CEO Financial Services		
Michael Schulte	CEO Engineering		
Jérôme Siméon	Chief Revenue Officer and Global Industries		
Pascal Brier	Chief Innovation Officer		
Kevin Campbell	CEO Insights & Data		
Inma Casero	Deputy CHRO		
Sanjay Chalke	CEO India		
Volker Darius	CEO Invent		
Steffen Elsaesser	Chief Transformation Officer		
Patrick Ferraris	Head Global Industries		
Stephen Hilton	CEO Cloud Infrastructure Services		
Olivier Lepick	General Secretary		
Ted Levine	Deputy CEO Americas		
Karine Marchat	COO WNS		
Paul Margetts	CEO Asia-Pacific		
Fabrice Mariaud	Head Delivery		
Rainer Mehl	Group Strategic Clients		
Keshav Murugesh	CEO WNS		
Sarika Naik	Chief Corporate Responsibility Officer		
Rajnish Nath	Managing Director Manufacturing US		
Niraj Parihar	COO Americas		
Maria Pernas	General Counsel & Commercial and Contract Management		
Olivier Pfeil	CEO Business Services		
Beatrice Speisser	Chief Marketing & Communications Officer		
Shin Tonomura	Deputy CEO Asia-Pacific		
Volkmar Varnhagen	COO Engineering		
Jeroen Versteeg	Chief Sales Officer		

Diversity policy for management bodies

Diversity is one of the three pillars of the Group's Corporate Social Responsibility (CSR) strategy. In a constantly changing global market with a skills shortage, Capgemini believes diversity drives innovation and creativity. A range of diverse profiles and inclusive practices in our work environment are key to ensuring the Group remains attractive and guaranteeing its long-term success.

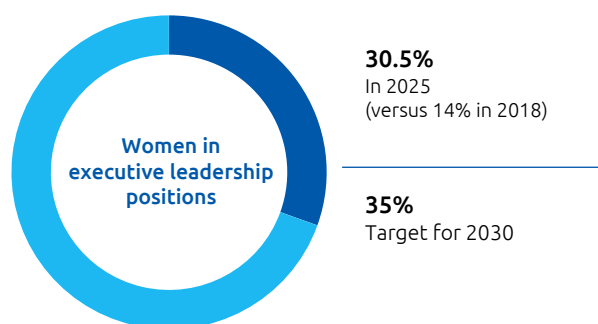
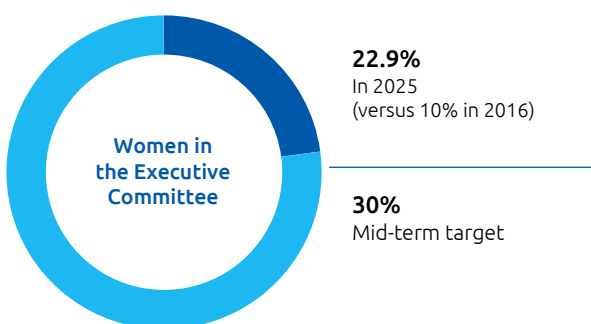
As part of its CSR strategy and to accompany these changes, the Group decided the following regarding diversity in its management bodies:

- to set the objective of a progressive increase in both female and international representation on the Group's Executive Committee:
 - as of December 31, 2025, the international representation on the Group Executive Committee ended at 63% or 22 members out of 35 members,
 - with regard to female representation, this has led to a steady increase from 2016 to 2023 in the percentage of women in this management body, rising successively from below 10% in 2016 to 24% in 2018, 26.9% in 2019, 27.6% in 2020, 2021 and 2022 and 28.9% in 2023. However, changes in the management body occurring in 2024 and 2025, expanded the

Executive Committee and as a result drove the percentage down to 22.9% at the end of 2025. The mid-term objective remains to reach at least 30% and longer term to achieve the same percentage of women in the Executive Committee as in the Group's headcount.

- to increase female representation in the 10% of positions with the greatest responsibility within Group executive leadership and, more widely in the Vice-President community, by similarly setting annual objectives in this respect for the Group's key managers. In 2018, 14% of Group executive leadership positions were held by women. The percentage at the end of 2019 went up to 17% and up again to 20.3% at the end of 2020 against a target of 20%, up to 22.4% at end of 2021 against a target of 22%, further up 2 pts in 2022 to 24.4% and up again to 26.2% in 2023 and to 29% at the end of 2024. The objective was to reach a percentage of 30% by 2025. This target has been slightly exceeded at end of 2025 to reach 30.5%. Going forward, the ambition is to increase this percentage by 1 pt per year to reach 35% by 2030.

Diversity for management bodies



These objectives are combined with the strengthening of the Group's internal policies to ensure the monitoring of regular and fair practices supporting this strategic direction, enabling diversified and non-discriminatory global representation at all levels of the organization. A specific focus is placed on gender equality, with a long-term objective of progressively aligning and enhancing the percentage of female senior executives with the overall percentage of women in the Vice-President population.

A more detailed description of our policies and indicators for gender diversity in general, as well as the measures taken to increase the percentage of women in management positions, is presented in Chapter 4 of the present Universal Registration Document.

As part of various duties, the Capgemini SE Board of Directors monitors the implementation of this policy of non-discrimination and diversity by Group Management, notably with regard to the balanced representation of men and women in the Group's management bodies.

The Group's CSR strategy, which is monitored specifically since October 2018 by the Strategy & CSR Committee, and which includes inclusion as a key pillar, is reviewed annually by the Board of Directors. In addition, new duties were entrusted to the Compensation Committee since 2019 to ensure the implementation of such policy for management bodies. The various quantified indicators are verified by an external auditor as part of the sustainability statement.

Finally, the Board of Directors has embedded inclusion targets in the variable compensation of Executive Corporate Officers. Since 2018, the Board of Directors has included a gender related criterion in the performance shares plans: first related to the inflows of women at VP level, then since 2023 related to the evolution in the percentage of female leaders within Executive Leadership.

(see Section 2.3 of this Universal Registration Document for more information on the individual objectives of the Executive Corporate Officers – Inclusion is included in the objective concerning the roll-out of the Group's ESG strategy; and the description of the criteria applicable to performance shares granted in 2025 in Note 12 to the financial statements).



2.1.6 Transactions carried out in the Company's shares

Transactions carried out in 2025 in the Company's shares or related financial instruments by the individuals referred to in Article L. 621-18-2 of the French Financial and Monetary Code, of which the Company is aware, are as follows:

	Transaction	Transaction date	Average price (in euros)	Report reference
Aiman Ezzat Chief Executive Officer	Vesting of 14,399 performance shares (Plan dated 10/03/2022)	October 10, 2025	0.00	2025DD1063393
	Sale of 63.0660 FCPE "ESOP Capgemini" units (2020 employee share ownership plan)	December 17, 2025	476.40	2025DD1085624
	Subscription of 98.1393 FCPE "ESOP Capgemini" units (2025 employee share ownership plan)	December 18, 2025	110.70	2025DD1086193
Nive Bhagat Group Chief Financial Officer	Vesting of 7,019 performance shares (Plan dated 10/06/2021)	October 8, 2025	0.00	2025DD1062729
Jean-Marc Chéry Director	Purchase of 1,000 shares	May 20, 2025	149.10	2025DD1038891
Pierre Goulaieff Director representing employees	Sale of 10.5684 FCPE "ESOP Capgemini" units (2020 employee share ownership plan)	December 17, 2025	476.30	2025DD1085668
	Subscription of 9.2426 FCPE "ESOP Capgemini" units (2025 employee share ownership plan)	December 18, 2025	110.70	2025DD1086185
Hervé Jeannin Director representing employees	Purchase of 60 shares	March 3, 2025	148.70	2025DD1023217
	Sale of 60 shares	March 4, 2025	146.35	2025DD1023270
	Subscription of 29.4486 "Capgemini Classic" units (reinvestment at term of the 2020 employee share ownership plan)	December 17, 2025	146.46	2025DD1085591
Christophe Merveilleux du Vignaux Director representing employee shareholders	Vesting of 1,386 performance shares (Plan dated 10/03/2022)	October 10, 2025	0.00	2025DD1063145
	Subscription of 19.6919 FCPE "ESOP Capgemini" units (2025 employee share ownership plan)	December 18, 2025	110.70	2026DD1087262

2.2 Organization and activities of the Board of Directors

Board of Directors

Board of Directors

95%
Attendance

15
Members

83%
Independence⁽¹⁾

11
Meetings

3
Executive Sessions

The Board of Directors sets the strategic direction of the Company and the Capgemini Group. It appoints the Executive Corporate Officer(s) responsible for implementing this strategy, approves the financial statements, convenes the Shareholders' Meetings and proposes the annual dividend. It takes decisions on the major issues concerning the operation and future of Capgemini, to promote sustainable value creation for its shareholders and all stakeholders.

Ethics & Governance Committee

100%
Attendance

4
Members

100%
Independence

4
Meetings

Compensation Committee

93%
Attendance

5
Members

100%
Independence

3
Meetings

Strategy & CSR Committee

89%
Attendance

6
Members

60%
Independence

5
Meetings

Audit & Risk Committee

96%
Attendance

4
Members

100%
Independence

7
Meetings

NB: Information at December 31, 2025.

(1) The directors representing employees and employee shareholders are not taken into account in calculating the independence rate, in accordance with the provisions of the AFEP-MEDEF Code.

2.2.1 Organization of the Board of Directors

The Board of Directors is a collegiate body that collectively represents all shareholders and is required to act in all circumstances in the interests of the Company. It seeks to promote long-term value creation by the Company by taking into consideration the social and environmental issues associated with its activities.

The role of the Board of Directors

The principal role of the Board of Directors is to determine the key strategies of the Company's business and the Group it controls and oversee their implementation. It appoints the Executive Corporate Officers responsible for implementing these strategies and sets their compensation. It approves the financial statements, convenes the Shareholders' Meetings, and proposes the dividend. It conducts or organizes the performance of controls and verifications it considers appropriate and confirms in particular the existence and efficiency of internal control, internal audit and risk management systems, notably with regard to accounting and financial reporting and sustainability reporting procedures. It ensures the diversity of its composition and that of the management bodies.

More broadly, the Board of Directors takes decisions on the major issues concerning the operation and future of Capgemini, to promote sustainable value creation for its shareholders and all stakeholders. It has, in particular, the duty to monitor and steer the Group ESG strategy, broken down into a set of priorities and ambitious medium-term objectives, ensuring ESG is fully embedded in the Group's main strategic orientations. Given Capgemini's business as a service provider, the Board pays particular attention to the management of the Group's 423,400 employees and thousands of managers across the globe.

The work of the Board of Directors and its specialized committees in 2025 in accordance with their duties is presented in detail in Sections 2.2.2 and 2.2.4. In addition, the oversight by the Board and its specialized committees of sustainability issues is presented in Section 4.1.6 of this Universal Registration Document.

Information on the diversity policy of the Board and the management bodies is presented in Sections 2.1.3 and 2.1.5, respectively. The internal control, risk management and Group compliance systems are detailed in Section 3.1. Detailed information on the implementation of the Group's ESG policy is presented in Chapter 4 of this Universal Registration Document.



Operating rules – Corporate Governance framework

Capgemini SE refers to the AFEP-MEDEF Corporate Governance Code for listed companies (December 2022 version), in addition to applicable legislative and regulatory provisions.

For many years, the Capgemini SE Board of Directors has applied best governance practices now aligned with the recommendations of the AFEP-MEDEF Code and strives constantly to improve its governance.

Accordingly, the Board has:

- prepared, adopted, applied and amended where useful or necessary the **Board of Directors’ Charter**, particularly as part of a constant drive to improve the governance of the Company (see below);
- set up **four specialized board committees** – the Audit & Risk Committee, the Compensation Committee, the Ethics & Governance Committee, and finally the Strategy & CSR Committee – and given each a clearly defined role (see Section 2.2.4);
- created the role of **Lead Independent Director** in May 2014, with specific prerogatives and duties to contribute to the balanced governance of Capgemini where the duties of Chairman and Chief Executive Officer are grouped together or where the Chairman of the Board is not an Independent Director as defined by the AFEP-MEDEF Code (see Section 2.1.2 above);
- **adopted a system for allocating compensation** to Directors, whereby the majority of such compensation is indexed to attendance at Board and Committee meetings (see Section 2.3.1);
- **periodically reviewed the personal situation** of each Director in light of the definition of independence adopted by the AFEP-MEDEF Code (“a director is independent when he/she has no relationship of any sort with the Company, the Group or its Management, that is likely to impair his/her judgment”) (see Section 2.1.3);
- **regularly assessed its organization and activities**, either at the time of the annual internal assessment performed by the Lead Independent Director or three-yearly, through the assessment conducted by an external consultant under the responsibility of the Lead Independent Director (see Section 2.2.3);
- **assessed since 2015 the effective contribution of each Director** to the activities of the Board of Directors, at the time of the annual Board assessment (see Section 2.2.3).

Compliance with the AFEP-MEDEF Code

Capgemini SE is constantly seeking to improve its governance and regularly monitors its compliance with the provisions of the AFEP-MEDEF Code.

Under the “Comply or Explain” rule provided for in Article L. 22-10-10 of the French Commercial Code and stipulated in Article 28.1 of the AFEP-MEDEF Corporate Governance Code for listed companies of December 2022, the Company considers that its practices comply fully with the recommendations of the AFEP-MEDEF Code.

AFEP-MEDEF recommendations disregarded	Capgemini practices/ explanations
None	n/a

It is recalled that the AFEP-MEDEF Code was amended in December 2022 with the inclusion of new recommendations strengthening the duties of the Board of Directors with regard to sustainable development issues. The Company complies with these new recommendations, including the presentation of the Group’s climate strategy to the Shareholders’ Meeting, which was performed early than required at the Shareholders’ Meeting of May 16, 2023. The strategy will be presented again at the next Shareholders’ Meeting on May 20, 2026.

Board Charters

The Charters of the Board of Directors and the specialized board committees are available on the Company’s website: <https://www.capgemini.com/>.

The Board Charter defines the organization and activities of the Board of Directors and supplements the prevailing provisions of the law and the bylaws. It is consistent with market recommendations aimed at guaranteeing compliance with fundamental corporate governance principles and particularly the AFEP-MEDEF Corporate Governance Code for listed companies to which the Company adheres.

When the legal form of the Company returned to that of a traditional limited liability company (*société anonyme*) in May 2000, a new Charter was debated and adopted by the Board of Directors.

The Charter has since been amended several times in line with changes in legal and regulatory provisions and changes specific to the Company and as part of the constant drive to improve governance, with the dual aim of facilitating the collective working of the Board of Directors and satisfying the corporate governance expectations of shareholders and their representatives.

The Board of Directors’ Charter was updated in February and October 2024 (i) to take account of Directive 2022/2464 of December 14, 2022, the so-called Corporate Sustainability Reporting Directive, enacted into French law by Order 2023-1142 of December 6, 2023, and (ii) to benefit from the provisions of Law no. 2024-537 of June 13, 2024, the so-called Attractiveness Law, on modernizing the way boards of directors and shareholders meet and deliberate.

Organization of powers

The Capgemini SE Board of Directors’ Charter sets out or clarifies the scope of and basis for exercising the various powers entrusted to the Board of Directors, the four specialized board committees, the Chairman of the Board of Directors, the Vice-Chairman and the Lead Independent Director.

The Board of Directors is a collegiate body that collectively represents all shareholders and is required to act in all circumstances in the interests of the Company, by taking into consideration the social and environmental issues associated with its activities.

The role of **the four specialized Board committees** is to study and document the issues that the Board has scheduled for discussion and to present recommendations on the subjects and sectors within their remit to plenary sessions of the Board. The Committees are consultation bodies and therefore hold no decision-making powers. Their members and the Chairman are appointed by the Board of Directors and are selected exclusively from among Capgemini SE Directors. They are appointed in a personal capacity and may under no circumstances be represented at the meetings of the Committee(s) to which they belong. The Board reserves the right to amend at any time the number and/or make-up of these Committees, as well as the scope of their duties. Finally, the Charters of each of the four Committees – and any amendments thereto which the Committees may later propose – must be formally approved by the Board.

The **Chairman** of the Board of Directors prepares, organizes and leads its work. He sets the agenda of meetings, communicates to Directors all information necessary to carry out their duties and oversees the proper operation of the Company's bodies, the correct implementation of Board decisions and compliance with the rules of good conduct adopted by Capgemini. He chairs Shareholders' Meetings to which he reports on the organization, activities and decisions of the Board (see Section 2.1.2 for a detailed description of the role and duties of the Chairman of the Board of Directors).

In the absence of the Chairman, the **Vice-Chairman** chairs meetings of the Board of Directors and Shareholders' Meetings.

A **Lead Independent Director is appointed from among Independent Directors** where the duties of Chairman of the Board of Directors and Chief Executive Officer are grouped together or, if they are separated, where the Chairman of the Board of Directors is not an Independent Director as defined by the AFEP-MEDEF Code.

The duties and composition of the specialized Board committees are presented in Section 2.2.4. The role and prerogatives of the Lead Independent Director are set out in Section 2.1.2.

The **Chief Executive Officer** has the most extensive powers to act in all circumstances in the name of the Company, subject to the restrictions presented in Section 2.1.2. He may be assisted in his duties by **Chief Operating Officers**.

Director ethics

The Board of Directors' Charter sets out the main obligations of the Code of Business Ethics that Capgemini SE Directors undertake to comply with throughout their term of office.

An extract from the Code of Business Ethics is included in the Charter of the Board of Directors and detailed below:

"The Directors (and any other person who attends Board or Committee meetings) are required to treat as strictly confidential matters discussed during Board or Committee meetings and all Board or Committee decisions, as well as any information of a confidential nature or that is presented as such by the Chairman and Chief Executive Officer or Chairman (as applicable) or any other Director. Each Director undertakes to comply with the following obligations, unless he/she has informed the Chairman and Chief Executive Officer or Chairman (as applicable), in writing, of any objections to one or several of such obligations:

- 1) Although they are themselves shareholders, the Directors represent all the shareholders and are required to act in all circumstances in the Company's interest. They are required to notify the Chairman of the Ethics & Governance Committee or the Board of any one-off conflict of interests or potential conflict of interests and to refrain from attending deliberations and voting on the related decision. Any Director who has a permanent conflict of interest is required to resign from the Board. Directors must inform the Chairman of the Ethics & Governance Committee of business dealings between the Company and the companies or entities with which they are linked, as well as any offers of appointments they receive (see 3 below) in order to ensure that they are compatible with their appointment and the functions they carry out within the Company.
- 2) Each Director undertakes to hold (or to purchase within six months of his/her election) at least 500 shares of the Company. The shares acquired to fulfill this obligation must be held in registered form. This obligation does not apply to Directors representing employees and employee shareholders.
- 3) The Directors are required to devote the necessary time and attention to their duties. The Directors may not hold more than four other appointments in French or non-French listed companies that are not members of the Capgemini Group and must comply with all applicable regulations restricting the number of directorships held by a single person. The Chief Executive Officer and any Chief Operating Officers may not hold more than two other directorships in French or non-French listed companies that are not members of the Capgemini Group; they must request the opinion of the Board before accepting any new appointment in a listed company. If the Chairman is not also the Chief Executive Officer, the Board may issue specific recommendations with regard to his/her status. During the term of their office at the Company, Directors must keep the Chairman of the Board informed of

any offers of appointments they would like to accept in other French or non-French companies, and their membership of Board committees of these companies, as well as any change in their appointments or participation in these committees. If the duties of Chairman and Chief Executive Officer are combined, he/she will inform the Chairman of the Ethics & Governance Committee. The Chairman informs the Board of Directors of appointments accepted.

- 4) The members of the Board of Directors must attend all meetings of the Board and all meetings of the Committees of which they are members, as well as all Shareholders' Meetings. In its annual Universal Registration Document, the Company publishes Directors' individual attendance rates at meetings of the Board and the Committees of which they are members, as well as average attendance rates.
- 5) The Directors are obliged to keep abreast of the Company's situation and development. To this end, they may ask the Chairman to communicate on a timely basis all information that is essential to allow them to contribute effectively to the discussion of matters included on the agenda of the next Board meeting. Regarding information not available to the public that is obtained in the course of their duties, Directors are subject to secrecy rules extending beyond the simple requirement of discretion imposed by law.
- 6) In accordance with laws and regulations applicable to insider trading, as set more specifically by the French Monetary and Financial Code and the general regulations of the French Financial Markets Authority (AMF), the members of the Board of Directors shall refrain from:
 - carrying out any transactions on the securities (including derivatives) of companies about which (and in the extent to which) they have privileged information by virtue of their position as a member of the Board of Directors of the Company; and
 - carrying out any transactions, whether direct, indirect or through derivatives, involving the securities of the Company:
 - during a period commencing on the thirtieth calendar day preceding the public release of mid-year and full-year results and ending after the close of the trading day of the said public release,
 - and during a period commencing on the fifteenth calendar day preceding quarterly announcements and ending after the close of the trading day of the said public release.
- 7) In conformity with the Monetary and Financial code and with the general regulations of the French Financial Markets Authority (AMF) each Director is required to notify the AMF and the Company by electronic means of all transactions carried out involving Capgemini SE securities within three business days following their execution."



The Board seeks to comply with and ensure compliance with all rules of good governance together with a certain number of values which each Board member has solemnly undertaken to respect. A “Code of Business Ethics” was drafted at its initiative and distributed to all Group employees (and must be signed by all new recruits) with the following main objectives:

- ensure all Group companies comply with a certain number of rules of good behavior and primarily that of perfect integrity in the conduct of business and the management of employees;
- implement measures stopping, fighting and sanctioning non-compliance with the core values of the Group, or prevailing laws and regulations in the relevant country;
- provide an institutional framework for the actions, controls and dissuasive measures required to deal with the problems identified by these measures.

The report on the work of the Ethics & Governance Committee (see Section 2.2.4 below) describes in detail the actions undertaken in 2025 by the Ethics Department and the Compliance Department and the implementation of the Code of Business Ethics. On its update at the beginning of 2019, each Director signed the new Code, evidencing their commitment and support (both individual and collective) for all the measures contained therein. Implementation by the Group of its Ethics & Compliance programs in 2025 is detailed in Chapter 4 of this Universal Registration Document (see specifically Section 4.11 on Business Conduct).

Director training

The Board of Directors is briefed on changes in markets, the competitive environment and the main challenges facing the Company, including with respect to Corporate Social Responsibility.

Integration of new Directors

Capgemini ensures that Directors joining the Board receive training in the specific aspects of the Group, its businesses and activity sectors, particularly through meetings with the various members of Group Management. New Directors are also advised on the specific aspects of the Company’s Board of Directors during meetings with the Chairman of the Board of Directors, the Chief Executive Officer, the Lead Independent Director, the Committee Chairmen, the Board Secretary and members of the Group Executive Committee. In addition, the new members joining the Audit & Risk Committee receive information on the specific accounting, financial, operating and sustainability aspects of the Company.

Ongoing training

Capgemini ensures that the Directors have sufficient understanding of the Group, its ecosystem and its challenges. The Board members therefore meet regularly with the members of the Group Executive Board during Board and Committee meetings. The

Directors are also invited to the Group “*Rencontres*” gatherings, a recurring event bringing together, over several days, more than 700 of the Group’s key managers and emerging talent. In addition, each year a Board meeting dedicated to strategy is held in the form of a seminar and invites key managers of the Group to contribute to Board discussions. These seminars also enable Directors to constantly refine their understanding of the challenges facing the Group through themed presentations (market developments, technology trends, competitive environment, focus on a specific geography or line of business, etc.) and site visits.

Furthermore, the Board organizes a range of specific training sessions throughout the year to help Directors increase their knowledge of the Group (through presentations of its ecosystem, challenges, businesses, offerings and certain of its regions) and its competitive environment, as well as recent market disruption trends and technological developments.

In 2025, in addition to operating presentations and issues discussed during Board meetings (described in the Section below on the activities of the Board), two training sessions were organized ahead of Board of Directors’ meetings. These focused on the activities of Capgemini Invent (the Group’s consulting activity), market trends from the perspective of the Group’s major technological partners, and on artificial intelligence (AI). In 2025, the Board of Directors focused particularly on artificial intelligence (generative AI and agentic AI) in its broader context (training, presentations at Board meetings, risk monitoring and strategic discussions), covering AI-related trends, issues and opportunities, as they impact the Group service offering or the agentic AI-powered Intelligent Operations strategy, as accelerated by the acquisition of WNS.

Directors can also receive additional training on aspects specific to the Group, its businesses, activity sector and social and environmental responsibility issues and in particular climate issues, if they consider it necessary.

In addition, the Directors representing employees or employee shareholders, and Executive Corporate Officers, attend mandatory Group training sessions covering, in particular, anti-corruption measures, ethics, cybersecurity, anti-trust laws, intellectual property, data protection and sustainable development. The independent Directors indicated that they had attended in-person or online training sessions as part of their other executive duties and, in particular, sessions on anti-corruption measures, ethics and sustainable development. In 2025, Group mandatory e-learning were made available to Directors on request.

Finally, the Directors who so request and Directors representing employees or employee shareholders regularly receive special external training, enabling them to obtain and perfect the knowledge and techniques necessary to the exercise of their duties.

2.2.2 Activities of the Board of Directors in 2025

Board of Directors' meetings

Number of meetings and attendance rate

The Board meets at least six times a year. Meetings are convened by the Chairman in accordance with a schedule decided by the Board well in advance. This schedule may be amended during the year in response to unforeseen circumstances or at the request of more than one Director.

In 2025, the Board met **11 times** during the year (including by video conferencing and conference call), seven times during the first-half and four times during the second-half.

The Board meeting focusing primarily on the Group's strategy was held on June 11 and 12, 2025 in the form of a seminar.

In addition, the Board **held three executive sessions** chaired by the Lead Independent Director and attended by all the Directors except the Chief Executive Officer.

The **average attendance rate** at Board meetings was 95%, demonstrating the involvement and availability of the Directors throughout the year for issues of particular importance to the Group. The following table presents individual attendance rates at meetings of the Board of Directors and the specialized Board committees on which the Directors sit.

Number of meetings of the Board of Directors and its specialized committees in 2025 and attendance rates

	Board of Directors	Ethics & Governance Committee	Strategy & CSR Committee	Audit & Risk Committee	Compensation Committee
TOTAL NUMBER OF MEETINGS	11	4	5	7	3
Average attendance rate	95%	100%	89%	96%	93%

Individual Director attendance rates

Name	Board of Directors		Ethics & Governance Committee		Strategy & CSR Committee		Audit & Risk Committee		Compensation Committee	
	No. of meetings	%	No. of meetings	%	No. of meetings	%	No. of meetings	%	No. of meetings	%
Paul Hermelin	11	100%	-	-	5	100%	-	-	-	-
Aiman Ezzat	11	100%	-	-	5	100%	-	-	-	-
Jean-Marc Chéry ⁽¹⁾	5/6	83%	-	-	1/2	50%	-	-	-	-
Megan Clarken ⁽²⁾	10	91%	-	-	4	80%	-	-	-	-
Ulrica Fearn	11	100%	-	-	-	-	7	100%	-	-
Maria Ferraro	10	91%	-	-	-	-	6	86%	-	-
Pierre Goulaieff	11	100%	-	-	-	-	-	-	3	100%
Siân Herbert-Jones	11	100%	4	100%	-	-	7	100%	-	-
Hervé Jeannin	11	100%	-	-	5	100%	-	-	-	-
Christophe Merveilleux du Vignaux	11	100%	-	-	-	-	-	-	3	100%
Belen Moscoso del Prado	11	100%	-	-	-	-	-	-	3	100%
Xavier Musca	10	91%	4	100%	-	-	7	100%	-	-
Frédéric Oudéa	10	91%	4	100%	-	-	-	-	-	-
Patrick Pouyanné	11	100%	4	100%	-	-	-	-	3	100%
Kurt Sievers	8	73%	-	-	4	80%	-	-	2	67%

(1) Mr. Jean-Marc Chéry was appointed as a Director at the Shareholders' Meeting of May 7, 2025. He has been a member of the Strategy & CSR Committee since that date.

(2) Ms. Megan Clarken resigned her office as Director with effect from December 31, 2025.



Organization and preparation

The Notice of meeting is sent to Directors two weeks before the meeting date, and contains the agenda set after the Chairman of the Board of Directors has consulted with the Lead Independent Director and any Directors who proposed specific points to be discussed by the Board.

In accordance with the Board of Directors' Charter, preparatory documentation is sent to Directors in the week before the meeting.

In addition, important press releases (acquisitions, signature of major contracts, alliances, etc.) issued by the Company together with financial analysts' studies of Capgemini or the sector are regularly brought to the attention of Directors.

Documents relating to the Board of Directors as well as the above-mentioned information are communicated via a secure platform.

Activities of the Board in 2025

The agenda of Board of Directors' meetings is defined not only to provide Directors with an overview of the Group's position, but also with regard to Group governance principles, which, pursuant to prevailing texts and to the Board of Directors' Charter, presuppose that Board members will make decisions on specific topics.

Group strategy and organization, CSR	Governance	Finance
<ul style="list-style-type: none"> Definition and monitoring of the Group's medium-term strategic priorities and activities in the United States Acquisition of WNS and agentic AI-powered Intelligent Operations strategy; monitoring of other external growth opportunities and current integrations Artificial Intelligence strategy (generative and agentic) (offering portfolio and Group operations) Review of the main changes in markets, technology and the competitive environment Monitoring of the roll-out of the Group's CSR strategy, including the climate strategy 	<ul style="list-style-type: none"> Changes in the composition of the Board and Committees (independence of directors and Board diversity policy) Preparation of the Shareholders' Meeting Internal assessment of the Board and launch of the three-yearly external assessment Monitoring of dialogue with shareholders and proxy advisors Review of the executive corporate officers succession process (including in emergency situations) and preparation of future governance deadlines Amendments to the Bylaws to bring them into compliance with the Attractiveness Law 	<ul style="list-style-type: none"> Budget Financial communication, including review of the process for preparing the financial results press release Financing transactions related to the acquisition of WNS Share buyback program Sureties, endorsements and guarantees
Group Performance	Audit & Risk	Talent management, diversity and compensation
<ul style="list-style-type: none"> Group performance and activities Optimization of the Group's organization Monitoring customer satisfaction 	<ul style="list-style-type: none"> 2024 Company financial statements 2024 consolidated financial statements and 2025 first-half interim consolidated financial statements Statutory Auditors terms of office Risk monitoring (including mapping) encompassing cybersecurity Internal control and Internal audit Monitoring of the Group's various ethics and compliance actions 	<ul style="list-style-type: none"> Monitoring of Group talent management Diversity policy for management bodies Monitoring of the Group executive succession process excluding the Chief Executive Officer and preparation of potential executives Compensation of Executive Corporate Officers and Directors⁽¹⁾ and the equity ratio Performance share and free share grants New employee share ownership plan

(1) Executive Corporate Officers did not participate in debates concerning their own compensation and performance.

In addition, the Board held **three executive sessions** in 2025 chaired by the Lead Independent Director and attended by all the Directors except for the Chief Executive Officer. In addition to reviewing the compensation and performance of the Chief Executive Officer during the past year, these executive sessions

also focused on governance issues, including the assessment of the Board and executive corporate officers succession, as well as the strategic priorities to be implemented in the context of setting the compensation objectives of the Chief Executive Officer for the coming year.

Report on the Lead Independent Director's activities in 2025

Mr. Frédéric Oudéa was appointed as Lead Independent Director and Chairman of the Ethics & Governance Committee at the end of the Shareholders' Meeting of May 20, 2021. Following the renewal of his term of office as Director at the Shareholders' Meeting of May 19, 2022, he was renewed as Lead Independent Director and Chairman of the Ethics & Governance Committee at the end of this Meeting and appointed Vice-Chairman of the Board of Directors.

Mr. Frédéric Oudéa informed the Board of his wish not to stand for re-election of his term of office as Director, which expires at the Shareholders' Meeting of May 20, 2026. The Board therefore indicated its intention to appoint a new Lead Independent Director as long as the Chairman of the Board of Directors does not meet the independence criteria, in accordance with the Charter of the Board of Directors.

The duties of the Lead Independent Director in 2025 were as follows:

Preparation of Board of Directors' meetings	Involvement in the preparation of Board of Directors' meetings, particularly as concerns the different governance issues presented to the Board. He was also consulted by the Chairman of the Board of Directors on the agendas of all Board meetings.
External assessment of the Board of Directors and its specialized committees	Conducting, at the end of 2025 and in early 2026, the external three-yearly assessment of the Board and its specialized committees covering 2025 with the assistance of an external consultant, based on a questionnaire and individual meetings with each of the members of the Board (see Section 2.2.3).
Prevention of conflicts of interest/ classification of Independent Directors	Staying informed of business relations between the Company and companies or structures with which Directors are related and of any directorship proposals received by Directors, in order to avoid any potential situations of conflict of interest. Annual review of Director independence criteria.
Composition of the Board of Directors	As part of the Ethics & Governance Committee's activities, leading the candidate search procedure in advance of the Shareholders' Meeting of May 7, 2025 which appointed a new director. Initiating discussions on changes in the composition of the Board with a view to the Shareholders' Meeting of May 20, 2026, preparing the medium-term governance deadlines, and steering the process to find new directors.
Communication with shareholders	Meeting, together with the Chairman of the Board of Directors, several institutional investors to present Capgemini's governance principles, compensation policies, or the ESG policy as part of the Company's dialogue with its shareholders; reporting on these discussions to the Ethics & Governance Committee, whose members include the Chairman of the Compensation Committee, and to the Board of Directors.
Chair of three executive sessions (meetings held without the presence of the Chief Executive Officer)	Chairing three executive sessions of the Board in 2025, focusing on the compensation and performance of the Chief Executive Officer in 2025, the strategic priorities to be implemented in the context of setting the variable compensation objectives of the Executive Corporate Officer and different governance subjects (including the assessment of the Board and Executive Corporate Officers succession).

In addition, Mr. Oudéa, as Lead Independent Director, reported to shareholders of the Company on his activities and on the activities of the Board and its specialized committees in 2024 at the Shareholders' Meeting of May 7, 2025, in accordance with the Board of Directors' Charter.

Financial authorizations

A summary table of current delegations of authority granted by Shareholders' Meetings to the Board of Directors to perform share capital increases and detailing utilizations of these delegations in 2025, is presented in Section 6.1.2 of this Universal Registration Document.



2.2.3 Assessment of the Board of Directors

2024 internal assessment: conclusions and actions implemented in 2025

An internal assessment of the composition and activities of the Board of Directors and its specialized committees was conducted in 2024 under the responsibility of the Lead Independent Director and presented in detail in the Company's 2024 Universal Registration Document.

Following this assessment, the following measures were implemented in 2025 for the three priorities approved by the Board of Directors:

2025 Priorities	Actions implemented
<p>Strategy</p> <ul style="list-style-type: none"> Continued increased involvement of the Board in the definition and oversight of strategic priorities and more in-depth monitoring of acquisitions, development of activities in the United States and new business priorities. 	<ul style="list-style-type: none"> The strategic seminar was an opportunity for presentations and discussions on the Group's various strategic projects as well as operations in the United States. It also allowed a review of the indicators monitoring the Group's medium-term strategic direction, which were updated in December 2025 and include, in particular, indicators to monitor the development of activities in the United States and the Group's new business priorities. In 2025, the Board of Directors focused particularly on artificial intelligence (generative AI and agentic AI) in its broader context (training, presentations at Board meetings, risk monitoring and strategic discussions), covering AI-related trends, issues and opportunities, as they impact Group operations and the service offering. Various Board meetings were also devoted to monitoring acquisitions and particularly the acquisition of WNS, as well as the agentic-AI powered Intelligent Operations strategy, as accelerated by the acquisition of WNS.
<p>Composition of the Board of Directors</p> <ul style="list-style-type: none"> Planning of the reappointment and replacement of Directors during the period 2025-2026, particularly taking account of the staggered renewal of terms of office, the composition of committees and the diversity of profiles. 	<ul style="list-style-type: none"> As part of the Board's work on changes in its composition and in accordance with the objectives set for the period 2022-2026 (international diversity, diversity of profiles, staggered renewal of terms of office, maintaining a measured number of directors enabling coherence and collective decision-making), the Board of Directors proposed the appointment of Mr. Jean-Marc Chéry and the renewal of the terms of office of Messrs. Patrick Pouyanné and Kurt Sievers at the Shareholders' Meeting of May 7, 2025. These appointments enabled the Board of Directors to maintain the diversity of its profiles and benefit from their solid experience.
<p>Talent management</p> <ul style="list-style-type: none"> Greater oversight by the Ethics & Governance Committee and the Board of Directors of succession and career development plans for the Executive Committee and talent management. 	<ul style="list-style-type: none"> Several meetings were organized during the year with Group operating managers, either during Board meetings or training sessions, at the strategy seminar, or in a more informal setting. In addition, the Ethics & Governance Committee worked on the executive corporate officers succession plans, addressing both emergency scenarios and a range of timelines aligned with upcoming governance deadlines. The process of establishing and monitoring executive corporate officers succession plans was raised during the external assessment of the Board in 2025.

2025 external assessment: conclusions and priorities for 2026

In accordance with the three-year frequency recommended by the AFEP-MEDEF Code, a formal assessment of the activities of the Board of Directors and its specialized committees was performed at the end of 2025 with the assistance of an external service provider and under the responsibility of the Lead Independent Director, who guaranteed the confidentiality of opinions expressed, the impartiality of analyses and the consultant's ability to freely express his recommendations. The review assessed changes in the activities of the Board since the last external assessment in 2022.

To ensure independence and avoid any conflict of interest, it was decided to appoint a firm that was not otherwise involved in the recruitment of directors for the Group. The assessment was therefore conducted by the firm Russell Reynolds, which replaced Leaders Trust International, which had performed all the three-yearly external assessments since 2008.

The assessment was conducted with the help of a detailed questionnaire validated beforehand by the Lead Independent Director. The questions and answers provided were then used to prepare "interview guidelines" for meetings held with each Director to obtain, with complete anonymity, their comments and suggestions.

The questions focused on the composition and activities of the Board of Directors and its specialized committees and enabled a self-assessment of the effective contribution of each Director. This exercise was launched during the internal assessment of activities in 2015. The Lead Independent Director provided individual feedback on these assessments of the effective contribution of each Director.

A summary report was presented to the Board of Directors on February 12, 2026 by the external consultant, analyzing the information gathered both through the questionnaires and the individual meetings. This report was discussed in detail.

The assessment highlighted the further progress achieved since 2022 (the date of the last external assessment), in both the activities of the Board and its committees, and confirmed the excellent quality of discussions and the opportunity for each

Director to participate in debate. Directors particularly noted progress with involving the Board in defining and monitoring strategic priorities and particularly the introduction of regularly updated performance indicators. In addition, they welcomed the talent management actions implemented, as well as the meetings with operational managers, which should be continued going forward.

In terms of governance, the Directors considered the composition of the Board to be balanced with regard to the Group's challenges and the objectives set by the Board for the period 2022-2026 and highlighted the high level of expertise and commitment of Directors. The leadership of the Chairman of the Board of Directors and the role of the Lead Independent Director were also viewed as a major asset providing balance and stability.

The Directors expressed a high level of satisfaction with the functioning and organization of the Board and its committees. They particularly value the executive sessions devoted notably to preparing succession plans for executive corporate officers, ongoing training sessions, and the quality of strategic seminars.

Following this assessment, the Board of Directors set the following priorities for 2026:

Strategy

Continued involvement of the Board in defining strategy and monitoring strategic priorities, developing activities in the United States and developing AI/Agentic AI activities.

Monitor the integration of WNS and Cloud4C.

Succession plans

Continue work on preparing the succession of executive corporate officers including monitoring the development of members of the Group Executive Board.

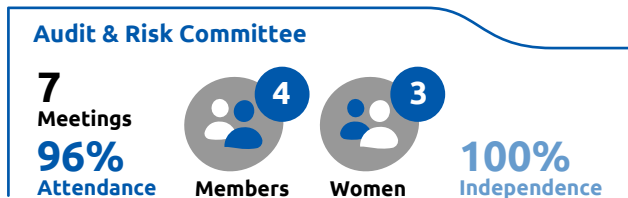
Continue planning for the replacement of directors over the period 2026-2030.

Board operations

Introduce an annual Board agenda of the Board of Directors to further reinforce the focus on strategic issues and risk monitoring.



2.2.4 Role and composition of the four specialized board committees



N.B. All figures are up to date at December 31, 2025.

Composition at December 31, 2025

Members	Attendance rate
Xavier Musca (Chairman) ⁽¹⁾	100%
Ulrica Fearn ⁽¹⁾	100%
Maria Ferraro ⁽¹⁾	86%
Siân Herbert-Jones ⁽¹⁾	100%

(1) Independent.

Committee duties

In accordance with Article L. 821-67 of the French Commercial Code, the French Financial Markets Authority (AMF) recommendation of July 22, 2010 and best market practice, the duties of the Audit & Risk Committee in 2025 fell into three categories.

Firstly, the Audit & Risk Committee monitors issues concerning the preparation and control of financial and accounting information. It monitors the financial information preparation process, including in digital format, and, where applicable, suggests recommendations to guarantee its integrity. It examines the draft annual and half-year consolidated financial statements of the Group, the annual accounts of Capgemini SE and the management presentation of the main accounting options adopted and the Company's material off-balance sheet commitments.

Secondly, the Audit & Risk Committee ensures the existence and efficiency of internal control systems, internal audit and the management of major risks to which the Group is exposed in the course of its business with regard to accounting and financial reporting procedures (such as financial, legal, operating, employee and environmental risks and the resulting measures implemented). Following the strengthening of these risk monitoring duties, the Committee must notably review the major risks to which the Group may be exposed at least once annually, in particular through a review of the risk mapping prepared and updated by the Group Management Risk Committee.

In the course of these duties, it reviews the Sections of the draft Corporate Governance report concerning internal control and risk management procedures.

Finally, the Committee is responsible for monitoring the statutory audit of the annual and half-year consolidated financial statements of the Group and the annual accounts of the Company. It ensures the independence of the Statutory auditors and generally monitors the conduct of their engagements.

Where it considers it useful or necessary, the Audit & Risk Committee may be assisted by experts appointed for this purpose.

In addition, during its meeting of February 13, 2024, the Board of Directors appointed the Audit & Risk Committee as the specialized Board Committee responsible for duties relating to sustainability reporting, following the enactment into French law of Directive 2022/2464 of December 14, 2022, known as the Corporate Sustainability Reporting Directive (CSRD). The Board of Directors meeting of July 25, 2024, approved the new version of the Audit & Risk Committee Charter taking into account these new duties.

In this context, the Audit & Risk Committee is responsible for overseeing issues regarding sustainability reporting procedures, including in digital format and, where applicable, makes recommendations to ensure its integrity. It monitors the process for establishing the information published in accordance with Sustainability Reporting standards. The Committee also ensures the existence and efficiency of internal control systems, internal audit and management systems for major risks to which the Group may be exposed in the course of its business with regard to sustainability reporting procedures. It reviews the draft sustainability report.

It monitors the engagement to certify sustainability information and ensures the independence of the Sustainability Auditors and generally monitors the conduct of their engagement. Finally, it issues recommendations to the Board on the sustainability auditor(s) proposed for appointment by the Shareholders' Meeting.

Committee composition and participation

At December 31, 2025, the Committee has four Directors, all of whom are independent: **Mr. Xavier Musca** (Chairman), **Ms. Ulrica Fearn**, **Ms. Maria Ferraro** and **Ms. Siân Herbert-Jones**.

Through their professional careers, Audit & Risk Committee members have amassed the necessary accounting and financial expertise to perform their duties. Mr. Xavier Musca acquired considerable expertise in the French and international financial and banking sectors throughout his career in the French civil service, ministerial offices and the private sector. Ms. Siân Herbert-Jones was Chief Financial Officer of Sodexo from 2001 to 2016. Ms. Maria Ferraro's career as Chief Financial Officer in international groups across a range of sectors, including the Intelligent Industry sector, allows her to contribute financial expertise combined with business knowledge. Ms. Ulrica Fearn has acquired throughout her career strong financial expertise as Chief Financial Officer of leading global companies in the energy, telecommunications and consumer goods & retail sectors, all of which are industries leveraging technology as part of their sustainable transformation journey.

This Committee met seven times in 2025, with an attendance rate of 96%.

Committee work in 2025

The Committee reviewed the annual accounts of Capgemini SE and the consolidated financial statements of the Group for the year ended December 31, 2024, the condensed interim consolidated financial statements for the half-year ended June 30, 2025 and the 2025 budget.

With regard to the 2024 consolidated financial statements, the Committee monitored the valuation of goodwill, the provision for pensions and other post-employment benefits, the analysis of other operating income and expenses and the change in Group net debt and tax rates.

The Statutory auditors reported to the Committee on the quality of the accounting monitoring of projects and the good control and anticipation of the accounts closing process.

The 2024 Sustainability Statements was presented to the Audit & Risk Committee, particularly as it is the first year of implementation of the dual materiality matrix. The sustainability auditors also presented their procedures and main conclusions on this document.

As part of its risk management oversight activities, the Committee took due note of the annual risk mapping update based on interviews conducted with around fifty Group managers as well as employees treating specific risk issues. The findings confirmed fifteen critical risks for which action plans have been drawn up, monitored by the risk owners and reviewed by the Group Management Risk Committee. The owners of some critical risks (cybersecurity, unethical behavior and major contract exposures and liabilities – pre-sale and service delivery) presented a detailed report to the Audit & Risk Committee on the management of these risks.

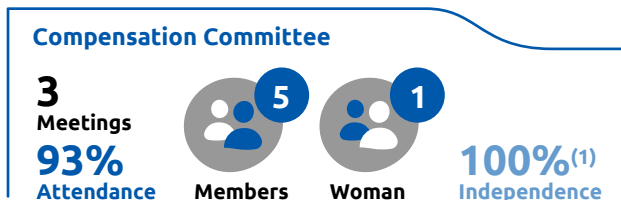
The Audit & Risk Committee also interviewed:

- the Chief Cybersecurity Officer, questioning him on the approach implemented to prevent and react to possible cyber-attacks, in an active context and notably impacted by artificial intelligence, on the Group’s organization position in terms of cybersecurity risk management, as assessed by independent third parties, as well as preparations for the new DORA and NIS2 European regulations;
- the Internal Audit Director, questioning him on working methods, planning, areas of intervention, resources, the conclusions of audits carried out during the year and the follow-up of recommendations;
- the Delivery Director (Production/Methods and Support), questioning him in particular on the impact on the operating accounts of major contracts that are monitored individually and on the major trends and causes underlying project deviations;
- the Director in charge of pre-sales risk management, questioning him on the activities of the Group Review Board during the period and the terms and conditions of major commercial proposals;
- the Tax Director, questioning him on major upcoming changes in the environment where the Group operates and on the tax policy.

The Committee also reviewed a specific presentation on managing provisions for pensions and other post-employment benefits. It also continued the RFP process launched in 2024 to select a new Group Statutory Auditor, ahead of the expiry of the terms of office of the current Statutory Auditors in 2026, with a view to issuing a recommendation to the Board of Directors.

The Committee met with the Statutory auditors and the Sustainability auditor during a meeting held without the presence of executives, focusing on the financial audit approach, key audit matters, the audit scope, its planning, materiality thresholds and the internal control review, as well as the audit approach for the sustainability statement to be published in 2026.

Finally, the Committee took note of the non-audit services approved during the fiscal year and performed by the external auditors.



N.B. All figures are up to date at December 31, 2025.

(1) The Directors representing employees and employee shareholders are not taken into account in calculating the independence rate, in accordance with the provisions of the AFEP-MEDEF Code.

Composition at December 31, 2025

Members	Attendance rate
Patrick Pouyanné (Chairman) ⁽¹⁾	100%
Pierre Goulaieff	100%
Christophe Merveilleux du Vignaux	100%
Belen Moscoso del Prado ⁽¹⁾	100%
Kurt Sievers ⁽¹⁾	67%

(1) Independent.

Committee duties

On October 8, 2014, the Selection & Compensation Committee changed its name to the “Compensation Committee” and now concentrates exclusively on setting the compensation of Executive Corporate Officers and defining compensation policies for Group executives. The Committee has several duties set out in its Charter.

Firstly, it must present proposals to the Board of Directors on the fixed and variable compensation of Executive Corporate Officers and, with regards to the variable portion, and where appropriate, propose a detailed list of individual objectives (quantitative and qualitative), enabling an assessment of performance and the calculation of the variable compensation component(s). The Committee reviews the information presented to shareholders for the vote on Executive Corporate Officer compensation (so-called “Say on Pay”) and is consulted on financial terms and conditions in the event of the appointment or departure of an Executive Corporate Officer. It also reviews the information presented to shareholders for the vote on Director compensation and proposes allocation rules and a total compensation amount to the Board of Directors.

The Compensation Committee must be informed of the compensation policies adopted by Capgemini Group companies in managing senior executive careers and the application of these policies with respect to the Group’s medium and long-term strategy presented to the Board of Directors. The Committee must also be informed annually by Group Management of the (fixed and variable) compensation of Executive Committee members.

Following the amendment of its Charter in March 2019, the Committee ensures that Group Management implements a diversity policy and objectives for management bodies. To this end, the work of the Strategy & CSR Committee is invaluable.



Finally, the Committee reviews the various schemes enabling senior executives to better share in the Group's profits (long-term incentive instruments and particularly performance share grants, Group savings schemes, etc.) and proposes to the Board of Directors the incentive instruments it considers appropriate and capable of being implemented in all (or certain) Capgemini Group companies.

The Committee may conduct or instruct analyzes or investigations likely to help it carry out its tasks.

Committee composition and participation

At December 31, 2025, this Committee has five Directors, all of whom are independent with the exception of the Directors representing employees and employee shareholders (who are not taken into account in calculating the independence rate, in accordance with the AFEP-MEDEF Code):

Mr. Patrick Pouyanné (Chairman), **Mr. Pierre Goulaieff** (Director representing employees), **Mr. Christophe Merveilleux du Vignaux** (Director representing employee shareholders), **Ms. Belen Moscoso del Prado** and **Mr. Kurt Sievers**.

This Committee met three times in 2025, with an average attendance rate of 93%.

Committee work in 2025

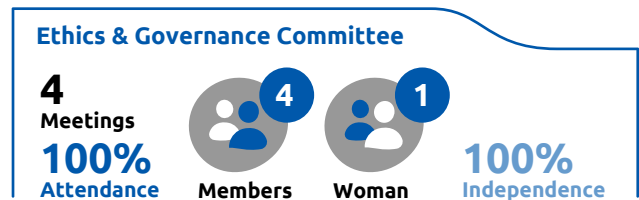
In accordance with the Committee's remit, it ensured throughout 2025 the consistency of the Group's senior executive compensation policy. Its Chairman regularly reported on the Committee's work and presented recommendations to the Board of Directors concerning the following areas:

- the consistency of the general compensation policy of the Group and its subsidiaries;
- the compensation of the Chairman of the Board of Directors;
- the compensation of the Executive Corporate Officer (Chief Executive Officer) and a review of the compensation of members of the Executive Committee. These recommendations focused at the beginning of the year on:
 - appraising the individual performance of the Executive Corporate Officer compared with the objectives set at the beginning of the previous year,
 - calculating the variable component of this compensation paid after the Shareholders' Meeting vote for the Executive Corporate Officer,
 - determining the fixed compensation and variable component if objectives are attained for the following year,
 - selecting and setting objectives to be used for the current year as a basis for defining the calculation of the actual variable component due.

The Committee reviewed the principle and means of granting shares subject to performance and/or presence conditions and ensured the consistency of performance conditions tied to financial indicators, as well as non-financial indicators in line with the Company's Corporate Social Responsibility policy. It also studied the principle and means of granting shares subject to performance and/or presence conditions to certain managers proposed to the Board of Directors for agreement on February 17 and October 27, 2025.

The Committee also monitored the Group employee share ownership plans and was regularly advised of the potential impact of regulatory changes on Executive Corporate Officers compensation packages.

Finally, the Committee monitored the diversity policy and objectives of the Group's management bodies.



N.B. All figures are up to date at December 31, 2025.

Composition at December 31, 2025

Members	Attendance rate
Frédéric Oudéa (Chairman) ⁽¹⁾	100%
Siân Herbert-Jones ⁽¹⁾	100%
Xavier Musca ⁽¹⁾	100%
Patrick Pouyanné ⁽¹⁾	100%

(1) Independent.

Committee duties

Since October 8, 2014, the roles of the Ethics & Governance Committee now include not only Executive Corporate Officer selection and succession plans and the proposal of new Directors to ensure the balanced composition of the Board but also Group senior executive selection and succession plans.

The main remit of this Committee (created in July 2006 by decision of the Board) is to verify that the Group's seven core values (Honesty, Boldness, Trust, Freedom, Team Spirit, Modesty and Fun) are correctly applied and adhered to, defended and promoted by the Group's corporate officers, senior management and employees in all of its businesses and in all subsidiaries under its control, in all internal and external communications – including advertising – and in all other acts undertaken in the Group's name.

It is also tasked more generally with overseeing the application of best corporate governance practice within Capgemini SE and its subsidiaries. The Ethics & Governance Committee is responsible for all matters relating to the selection, appraisal and annual independence review of the Company's Directors. It leads the annual assessment and the three-yearly external assessment of the organization and activities of the Board. It draws the attention of the Chairman and the Board of Directors to any potential situations of conflict of interest it has identified between a Director and the Company or its Group or between Directors. It ensures the implementation of a corruption and influence peddling prevention and detection system and oversees Group compliance with rules and conventions on human rights and fundamental freedoms in the exercise of its activities. It must be ready to implement the measures necessary should the need to replace the Chief Executive Officer suddenly arise. It must determine and propose to the Board any changes it considers appropriate or relevant to the Board's activities and composition, in particular as part of its diversity policy (co-opting a new Director or replacing a resigning director, increasing the proportion of female Directors, diversity of profiles and expertise of Directors, etc.), or to the governance structure currently in place within the Group. The Committee is briefed on succession plans for key operating and functional managers of the Group. It is also informed of the policy for identifying, developing and retaining high potential executives. The Chairman of the Board of Directors and the Chief Executive Officer are involved in the Committee's work and attend meetings, except where deliberations directly concern them. The Committee must be consulted by Group Management prior to any appointment to the Group Executive Board.

Committee composition and participation

At December 31, 2025, the Committee has four Directors, all of whom are independent: **Mr. Frédéric Oudéa** (Chairman), **Ms. Siân Herbert-Jones**, **Mr. Xavier Musca** and **Mr. Patrick Pouyanné**.

It is recalled that the Charter of the Board of Directors provides that the duties of Lead Independent Director be conferred by the Board on the Chairman of the Ethics & Governance Committee.

This Committee met four times in 2025, with an average attendance rate of 100%.

Committee work in 2025

The activities of the Ethics & Governance Committee focused on the following issues in 2025:

Governance

The Ethics & Governance Committee:

- launched discussions on changes in the composition of the Board during the period 2025-2026 and mid-term governance deadlines;
- with a view to the Shareholders' Meeting of May 7, 2025, recommended the renewal of the terms of office as Director of Messrs. Patrick Pouyanné and Kurt Sievers and the appointment of Mr. Jean-Marc Chéry as a Director;
- proposed the appointment by the Board of Directors of Mr. Jean-Marc Chéry as a member of the Strategy & CSR Committee from May 7, 2025, as well as the co-option of Ms. Lila Tretikov for the remainder of Ms. Megan Clarcken's term of office;
- was briefed on the implementation of the internal charter on regulated agreements and the classification of ordinary agreements performed at arm's length and conducted a preliminary review of the agreement classification procedure as part of the annual review of classification criteria by the Board of Directors;
- was briefed on the process implemented by Group Management for the succession of Executive Corporate Officers and reviewed the emergency succession plan for Executive Corporate Officers;
- examined the Group's "talent pool" for individuals capable of becoming Executive Corporate Officers and particularly members of the Group Executive Committee. As such, the Committee was informed by the Chief Executive Officer of the annual performance of these individuals, their career paths and any developments concerning them.
- monitored the dialogue between the Company and its shareholders and proxy advisors in preparation of the 2025 Shareholders' Meeting and prepared the governance issues presented to the Board and then to the Shareholders' Meeting of May 7, 2025, such as amendments to the Bylaws to bring them into compliance with the so-called "Attractiveness" law which facilitates attendance at meetings of the Board of Directors and Shareholders' Meetings using telecommunications means;

- was briefed on the meetings held by the Lead Independent Director and Chairman of the Board with several institutional investors to present Capgemini's governance principles;
- under the responsibility of its Chairman, the Lead Independent Director, was briefed on and debated the internal assessment of the composition and activities of the Board and its specialized committees during 2024; it also recommended to the Board the selection of a consultant to conduct the external assessment at the end of 2025 and was kept informed of work undertaken with a view to discussing the conclusions of this external assessment in the Committee and then by the Board of Directors in early 2026;
- deliberated the Board of Directors' diversity policy and its implementation during 2025, for proposal to the Board of Directors;
- deliberated the independence of Directors and the absence of conflicts of interest in preparation of the 2024 Universal Registration Document, for proposal to the Board of Directors;
- was briefed on the conclusions and observations of the High Committee for Corporate Governance (*Haut Comité du Gouvernement d'Entreprise*) and the French Financial Markets Authority (AMF) in their respective annual reports on corporate governance;
- reviewed the governance section of the Board of Directors' report, prepared in accordance with the last paragraph of Article L. 225-37, Article L. 225-37-4 and Article L. 22-10-10 of the French Commercial Code with a view to the Shareholders' Meeting of May 7, 2025;
- reviewed the governance section of the sustainability statement for fiscal year 2024.

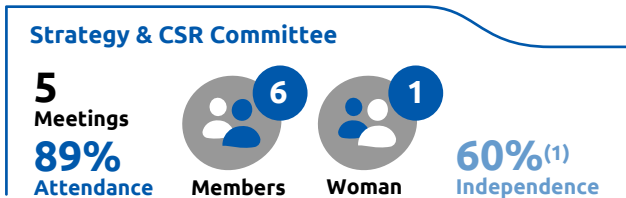
Ethics & Compliance

The Committee also interviewed the Ethics Director, who presented a report detailing both changes in and the strengthening of governance around ethics and the implementation of the Group's ethics policy in 2025: communication with employees, assessment of the alert system, training, the conflict of interest prevention system, as well as the focus of the 2026 policy. The implementation of the Group's human rights policy was also presented as well as the various actions to be undertaken in 2026.

In addition, the Chief Compliance Officer informed the Ethics & Governance Committee of the results of the internal control campaign conducted in conjunction with the Group's anti-corruption system and, more broadly, provided an update on the implementation of the anti-corruption plan in 2025 and priority actions for 2026. The Committee was also informed of the updated Duty of care Group mapping, the main actions implemented by the Group in 2025 under the Duty of care plan, both within the Group and with regard to its suppliers and priority areas for 2026.

Finally, the Internal Audit Director presented the internal audit conclusions on the good understanding and application of Group anti-corruption and ethics programs to the Committee.





N.B. All figures are up to date at December 31, 2025.

(1) The Directors representing employees and employee shareholders are not taken into account in calculating the independence rate, in accordance with the provisions of the AFEP-MEDEF Code.

Composition at December 31, 2025

Members	Attendance rate
Paul Hermelin (Chairman)	100%
Jean-Marc Chéry ⁽¹⁾	50%
Megan Clarken ⁽¹⁾	80%
Aiman Ezzat	100%
Hervé Jeannin	100%
Kurt Sievers ⁽¹⁾	80%

(1) Independent.

Committee duties

At the end of 2018, the Board of Directors entrusted the Strategy & Investment Committee, subsequently renamed the Strategy & CSR Committee, with a specific duty relating to the monitoring of the Group's Corporate Social Responsibility (CSR) strategy, ensuring consistency in the consideration of social and environmental aspects in the Group's main strategic orientations.

The role of this Committee is to:

- study in-depth the strategic options open to the Group to ensure its continued growth, improve its profitability and maintain its independence to enrich Board discussions;
- study the Group's mid- and long-term strategic focus, considering the social and environmental issues associated with its activities and major technological and competitive trends and developments;
- determine the amount of investment required to implement each of these possible strategies;
- monitor material investments, alliances and divestments;
- examine the Group's Corporate Social Responsibility (CSR) strategy, monitor annually the results of this strategy and issue any opinions or recommendations.

More generally, the Committee identifies and deliberates on any direction or initiative considered relevant to the Group's future, provided it does not compromise the smooth running of operations and guarantees operating and financial stability.

Committee composition and participation

At December 31, 2025, the Committee has six Directors, three of whom are independent:

Mr. Paul Hermelin (Chairman), **Mr. Jean-Marc Chéry** (Independent Director), **Ms. Megan Clarken** (Independent Director), **Mr. Aiman Ezzat** (Chief Executive Officer), **Mr. Hervé Jeannin** (Director representing employees) and **Mr. Kurt Sievers** (Independent Director).

Mr. Jean-Marc Chéry has been a member of the Committee since May 7, 2025, following his appointment as a Director at the Shareholders' Meeting of May 7, 2025.

This Committee met five times in 2025, with an average attendance rate of 89%.

Committee work in 2025

To prepare the Board of Directors' decisions, the Committee:

- maintained an ongoing dialogue with the Chief Executive Officer on acquisition opportunities exceeding the delegation granted to him, to prepare Board deliberations, and particularly the acquisition of WNS which was discussed during an exceptional Committee meeting;
- reviewed the approach to integrating acquisitions and studied progress with the integration of recent acquisitions, focusing particularly on the compatibility of business cultures, talent retention and steering value creation;
- discussed the preparation of the Board of Directors' strategy seminar in June 2025 with the Chief Executive Officer;
- analyzed the offering portfolio, the partnership strategy and the competitive environment and developments in the technology landscape based on presentations by the Chief Executive Officer;
- reviewed the indicators proposed and intended to measure the Group's progress on strategic priorities;
- reviewed, as part of its oversight role for corporate social and environmental responsibility (CSR) actions, the Group's CSR strategy, founded on three pillars, diversity and inclusion, digital inclusion and environmental sustainability and reported to the Board;
- reviewed the various CSR objectives proposed for the members of the Executive Committee and the Chief Executive Officer. These objectives were submitted to and approved by the Board when setting the Chief Executive Officer's compensation.

Where authority was delegated to the Chief Executive Officer, the Committee was informed throughout the year of proposed acquisitions and verified the consistency of these acquisitions with the priorities defined by the Board of Directors.