



Full year 2025 performance

Revenues

€22,465m  +3.4%
YoY cc*

Operating margin*

13.3%  Stable YoY

Organic free cash flow*

€1,949m

Bookings

€24,356m  +3.9%
YoY cc*

Headcount

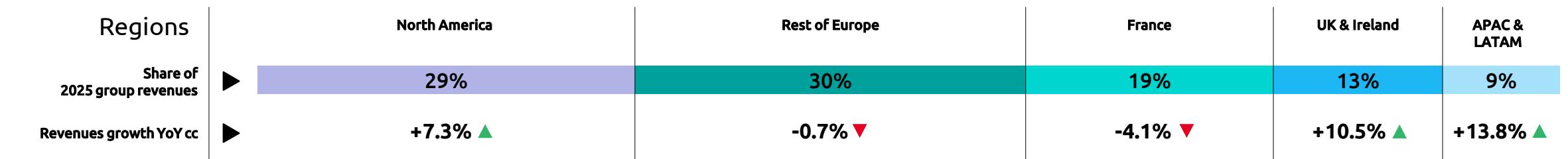
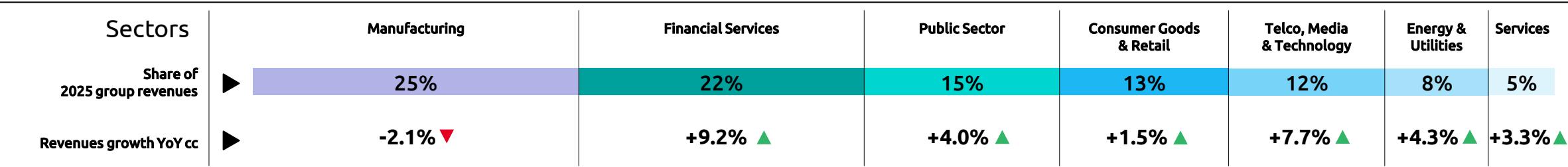
423,000  +24%
YoY**

Normalized EPS*

€12.95  +5.8%
YoY

Return to shareholders

€1,122m  Dividend payment
& share buybacks



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

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

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

**This increase primarily reflects the integration of WNS team members.

Q4 2025 performance



Revenues

€5,965m  +10.6% YoY cc*

Bookings

€7,202m  +9.1% YoY cc

Headcount

423,000  +24% YoY

Sectors	Manufacturing	Financial Services	Public Sector	Consumer Goods & Retail	Telco, Media & Technology	Energy & Utilities	Services
Share of 2025 group revenues	► 25%	22%	15%	13%	12%	8%	5%
Revenues growth YoY cc	► +4.2% ▲	+20.4% ▲	+8.6% ▲	+6.8% ▲	+13.9% ▲	+9.9% ▲	+17.9% ▲

Regions	North America	Rest of Europe	France	UK & Ireland	APAC & LATAM
Share of 2025 group revenues	► 29%	30%	19%	13%	9%
Revenues growth YoY cc	► +19.9% ▲	+3.3% ▲	-1.9% ▼	+21.8% ▲	+23.9% ▲

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

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