



ANNUAL REPORT 2018

On the cover
Thukral & Tagra
Out of Play, 2017

Installation: cement, resin, grains
Exhibition "Bread circuses and wifi"
Pearl Lam Gallery, Hong Kong

ANNUAL REPORT 2018

Capgemini is made up of more than **211,000 women and men** in over **40 countries**, who work with **world-renowned clients** to find solutions to their most demanding challenges. As a global leader in consulting, technology services, and digital transformation – with unrivaled sectorial expertise – we enable our clients to **design and build tomorrow's businesses**, to make the most of the

Who we are

opportunities offered by technology, and to **boost their competitiveness and agility**. For more than 50 years, the way we operate, work, and collaborate has been guided by our **seven core values**: Honesty, Boldness, Trust, Freedom, Fun, Modesty, and Team Spirit. These values have shaped who we are today – a **responsible leader** determined to have a positive impact on all stakeholders within our ecosystem.



Letter from Paul Hermelin

6-7

Governance

10-13

Key figures

14-17

Capgemini around the world

18-19

2018 highlights

20-23

Architects of Positive Futures

24-25

We bridge business and technology

Harnessing technology to serve our clients

30-31

Editorial by Thierry Delaporte

32-33

Focusing on seven portfolio priorities

34-41

Capgemini Invent

42-43

Editorial by Aiman Ezzat

44-45

Reshaping industry with proven expertise

46-47

Client success stories

48-55

Leveraging a global ecosystem of leading partners

56-57

We excel with passion

What makes us different

62-63

Meet our talents

64-69

Talents at the core of our business

70-73

Noteworthy publications

74-75

Contacts

The artists

Credits



Watch the video at
reports.capgemini.com/2018/en/annual-report

LETTER FROM PAUL HERMELIN

2018 was more than just another year in the Group's history. In fact, Capgemini took several important and promising steps forward during those 12 months.

First of all, we demonstrated our ability to combine sustained growth with increased profitability. We reached and exceeded the objectives we set for ourselves, even raising our growth target twice. This enabled us to expand our market share in many countries. At the same time, I cannot overlook the downturn in our net profit caused by exceptional costs, notably tied to tax reform on the other side of the Atlantic.

This sustained growth is clearly driven by our clients' growing appetite for technology. The digital transformation of the economy and the adoption of cloud services have become the new standards, together with continually rising demands in terms of cybersecurity. Our clients remain hungry for progress, both in terms of agility and productivity. All of these powerful factors support and will continue to fuel our growth.

From my perspective, 2018 is also memorable because we managed to achieve this tremendous performance even as we undertook several major transformation initiatives. We decided to strengthen our Group based on two strategic priorities, spearheaded by our two Chief Operating Officers: first, to shift gears to bring an increased dynamic to the way we manage our portfolio of services to benefit our clients and further differentiate our company – Thierry Delaporte eagerly pursues this ambition; and second, aligning our company so that each client receives all the strength and expertise of the Group – Aiman Ezzat dynamically leads this new, resolutely "customer-centric" organization. Implementing these two priorities while remaining completely focused on the market and our business was an immense challenge: I would like to thank all Capgemini managers for tackling this challenge with such vitality.

Strengthened by its progress on these two fronts, the Group will approach the years ahead with ambition and confidence. We feel ready to embrace our role as a strategic partner to our clients, who are also leaders in their sectors. Nevertheless, we remain vigilant to potential risks and market volatility – both valid reasons for continuing to exercise prudence.

Now, more than ever before, our ambition and confidence arise from the principles outlined by Serge Kampf. From the outset, Capgemini's founder grasped the unprecedented contribution computing and technology would make to business performance and development. He also understood – both before and better than anyone else – that technology is nothing without the women and men who put it to work. The digital wave has led all business leaders – not just in IT departments – to become champions of innovation, for whom Capgemini positions itself as the bridge between their ambitions and the power of technology.

But there is more. Our business, services, relies above all on the determination and enthusiasm of our 211,300 people who are and who make up Capgemini. I have noticed that a growing share of their motivation depends on the Group's commitment to causes tied to our core business: technology. We have chosen to focus our corporate social responsibility efforts on digital inclusion. In addition to this, from a business perspective, we can contribute and help society harness the full potential of digital innovation, in terms of education and training, but also in other areas, such as healthcare and outreach to individuals requiring special care. These issues mobilize a number of our clients in the public service sector. I have come to hope that this bridge we are building can also bring together technology and society as a whole.

This prospect stands as a source of great pride for all of us; it requires us not only to remain at the forefront of technology, but also to reflect on the scope of these advances. Finally, I cannot conclude this introduction without sharing the excitement, and the sense of great responsibility incumbent upon us, as we welcome the new and promising fronts like artificial intelligence and the Internet of Things.

Paul Hermelin
 Chairman and CEO



Thukral & Tagra
Pinball 04 (Windows of Opportunity), 2012
Oil on canvas • 71cm x 91cm

“Every year, Capgemini features works of art in its Annual Report. This year, we decided to showcase India, a country where 100,000 of our people work. We are honored to share with you selected works from Thukral and Tagra, leading figures in India’s contemporary art scene.”

Paul Hermelin
Chairman and CEO

Board of Directors



Paul Hermelin
Chairman and CEO

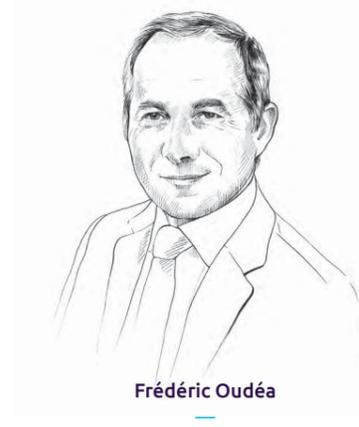
The Board of Directors determines the strategic direction of Capgemini. It appoints the corporate executive officers in charge of its implementation, approves the financial statements, convenes the general shareholders' meeting, and proposes the annual dividend. It makes major decisions regarding effective operations and the future of Capgemini to create sustainable value for the benefit of all its shareholders and other stakeholders.

As of March 1, 2019, the Capgemini Board of Directors has 13 members, including

11 members elected at the shareholders' meeting and two members appointed in accordance with the employee representation system; 80% are independent directors and 45% women. The wide range of their experience and expertise ensures quality discussions and the smooth running of the Board; this creates the best possible balance in terms of the Group's day-to-day working environment and the various challenges facing Capgemini. /



Laurence Dors



Frédéric Oudéa



Siân Herbert-Jones



Pierre Pringuet
Lead Independent Director



Anne Bouverot



Daniel Bernard
Vice Chairman



Patrick Pouyanné



Laura Desmond



Robert Fretel



Xavier Musca



Kevin Masters



Lucia Sinapi-Thomas



Françoise Garnier
Statutory auditor, PwC



Frédéric Quélin
Statutory auditor, KPMG

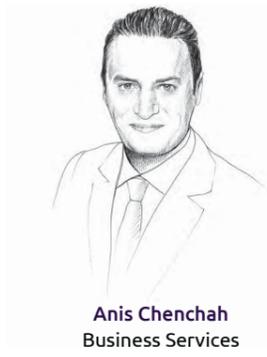
Executive Committee



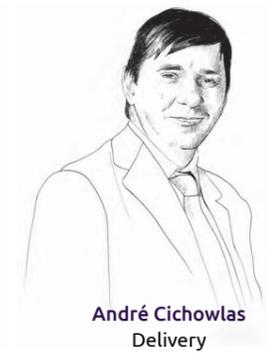
Paul Hermelin
Chairman and CEO

As of March 1, 2019, the Group Executive Committee is comprised of 25 members, including the nine members of the Group Executive Board listed in blue. The Group Executive Board is in charge of ensuring the collective management of the Group at an operational level.

The Group Executive Committee helps define Capgemini's main strategies. It sets the strategic priorities and the resulting action plans. It ensures that these plans are effectively implemented at the operational level. /



Anis Chenchah
Business Services



André Cichowlas
Delivery



Jean Coumaros
Transformation



Pierre-Yves Cros
Strategy & Development



Cyril Garcia
Capgemini Invent



Franck Greverie
Portfolio of Strategic Offers



Christine Hodgson
Corporate & Social Responsibility



Aruna Jayanthi
Asia Pacific & Latin America



Thierry Delaporte
Chief Operating Officer



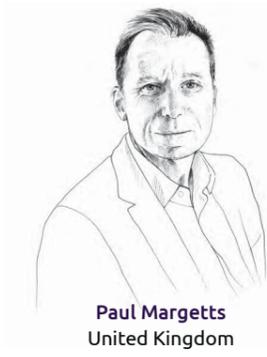
Aiman Ezzat
Chief Operating Officer



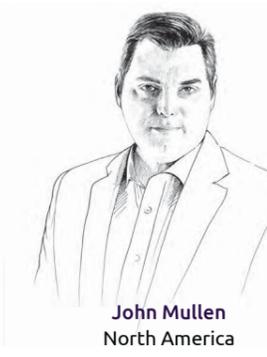
Jean-Philippe Bol
Cloud & Infrastructure Services



Anirban Bose
Financial Services



Paul Margetts
United Kingdom



John Mullen
North America



Maria Pernas
Legal Affairs



Virginie Régis
Marketing & Communications



Carole Ferrand
Chief Financial Officer



Hubert Giraud
People Management & Transformation



Patrick Nicolet
Technology



Olivier Sevillea
Europe



Jérôme Siméon
France



Rosemary Stark
Sales



Hans van Waayenburg
Netherlands



Ashwin Yardi
India

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

2018 Key figures

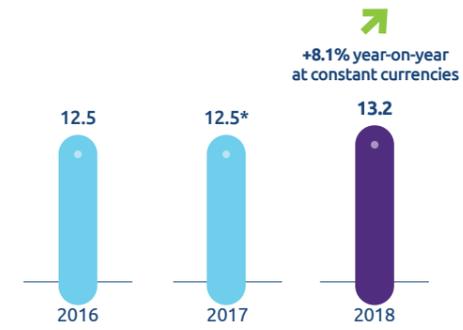
“Our financial journey throughout the year – both in terms of revenue and margin – was successful.”

PERFORMANCE

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

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

Carole Ferrand
Chief Financial Officer



REVENUES
IN BILLIONS OF EUROS

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

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



OPERATING MARGIN*
IN MILLIONS OF EUROS

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

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



ORGANIC FREE CASH FLOW
IN MILLIONS OF EUROS

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

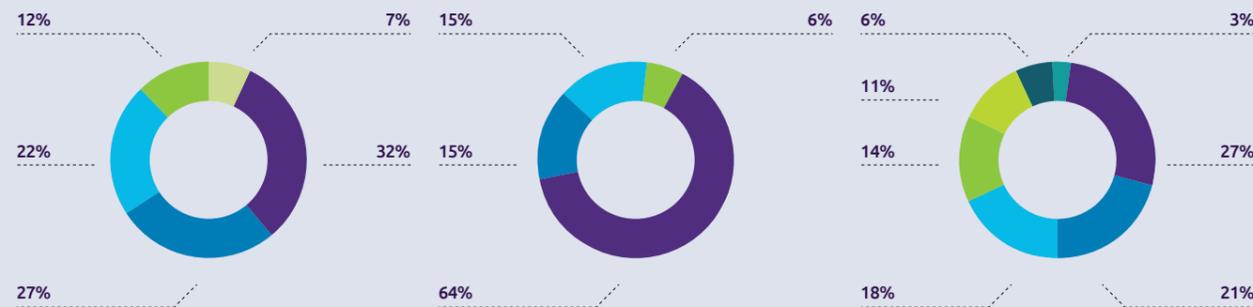


NORMALIZED EARNINGS PER SHARE
IN EUROS

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

SHAREHOLDER INFORMATION

For ongoing information about the Group, shareholders can refer to a dedicated website, investors.capgemini.com, or contact the Investor Relations team at actionnaires@capgemini.com.



REVENUE BREAKDOWN BY REGION

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

REVENUE BREAKDOWN BY BUSINESS

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

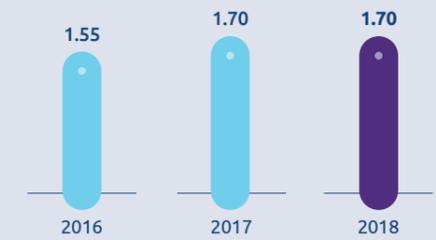
REVENUE BREAKDOWN BY SECTOR

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



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

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



DIVIDEND PER SHARE
IN EUROS

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



DIGITAL AND CLOUD OFFERINGS
AS A PERCENTAGE OF REVENUES

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



BOOKINGS
IN BILLIONS OF EUROS

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

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



Capgemini's international footprint

We are 211,300 women and men of over 120 nationalities, based in more than 40 countries.

- Canada
- United States



- Argentina
- Brazil
- Colombia
- Guatemala
- Mexico



- Austria
- Belgium
- Czech Republic
- Denmark
- Finland
- France
- Germany
- Hungary
- Ireland
- Italy
- Luxembourg
- Netherlands
- Norway
- Poland
- Portugal
- Romania
- Russia
- Spain
- Sweden
- Switzerland
- United Kingdom



- Morocco
- Saudi Arabia
- South Africa
- United Arab Emirates



- Australia
- China
- Hong Kong SAR
- India
- Japan
- Malaysia
- New Zealand
- Philippines
- Singapore
- Taiwan
- Vietnam

16 INNOVATION CENTERS APPLIED INNOVATION EXCHANGE (AIE)

- San Francisco
- New York
- Toronto
- Bordeaux
- Paris
- Toulouse
- Grenoble
- Marseille
- Lille
- London
- Stockholm
- Munich
- Utrecht
- Mumbai
- Singapore
- Melbourne

Several new AIEs will open in 2019.

From new acquisitions and major partnerships to memorable events, successes, and acknowledgements, 2018 was a particularly eventful year for Capgemini. Discover some of our best moments.

2018 Highlights

Capgemini creates Capgemini invent

[#NewLineOfServices](#)

In September 2018, Capgemini launched **Capgemini Invent**, its new global entity that helps decision-makers plan and build their future organizations. Capgemini Invent brings together, under one banner, Capgemini Consulting and specialists in data science and emerging technologies thanks to recently acquired companies. These include: LiquidHub, a specialist in digital customer engagement; Fahrenheit 212, innovation strategy consulting; and three creative design studios, Idean, Adaptive Lab, and Backelite. /



— Capgemini Invent's office in Helsinki, Finland.

— A Rugby Sevens tournament sponsored by Capgemini in 2018.



Capgemini enters the scrum

#Partnership

In 2018, the Group became the official Global Innovation Partner of the Men's and Women's HSBC World Rugby Sevens Series. Capgemini celebrated this new multi-year partnership by organizing client events in connection with matches, by mobilizing employees, and by sponsoring the Rugby World Cup Sevens, held in San Francisco in July. On the heels of this new commitment, Capgemini opened its VivaTech Paris stand to host six SportsTech startups working to improve sports and the promotion of sports. /

Employee share ownership: renewed confidence

#Success

Designed to create engagement around the development and performance of the Group, the fifth employee shareholding plan was a great success, with a subscription rate of 191%! Close to 33,600 employees in the 24 participating countries subscribed to the plan, representing 17.2% of eligible candidates. The plan comprised 2.5 million shares, representing approximately 1.5% of the Group's total share capital. As of December 31, 2018, employee share ownership stood at 5.89% of the Group's total capital. A huge thank you to all our people who have demonstrated their confidence in the Group. /

Recognized by our technology partners

#LeaderInTech

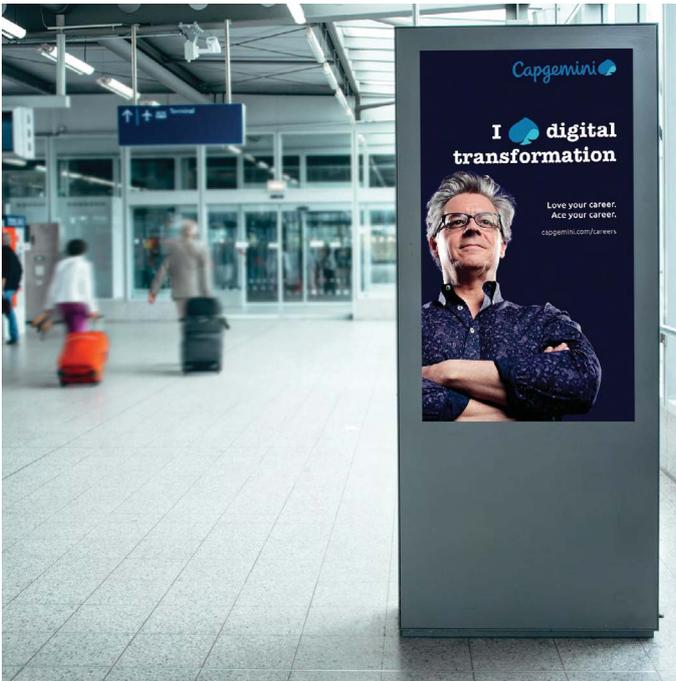
Once again, the Group received numerous awards in 2018 from its technology partners. Among these accolades, Salesforce, the leading platform for customer relations management solutions, awarded Capgemini a Cloud Solution Award for its work on Einstein Analytics (an AI platform). Capgemini also received four Partner of the Year Awards from MuleSoft, an integration software company recently acquired by Salesforce. /



An evolving portfolio

#Cloud&Digital

Starting at 18% in 2014, Capgemini's Cloud and Digital offers jumped to 45% of the Group's total revenue in 2018. This growth demonstrates the agility of our portfolio and our capacity to adapt our services to the evolving needs of our clients. The contracts we signed this year with Yara and Equinor (formerly Statoil) in Norway, Eneco in the Netherlands, EDF in France, Syngenta in Sweden, and Scottish Water in Scotland illustrate our Group's dynamic growth and expertise in these fields. /



Because our people are our biggest strength, the Group works to create an exciting and rewarding professional experience to boost performance. Launched in September, our new employer brand campaign "Love your Career. Ace your Career" encourages candidates and employees alike to follow their passions as they contribute to our collective performance and build their careers. /

Passionate people: our ace of spades

#LoveYourCareer



Expanding the team

#Acquisitions

Capgemini continued to expand its expertise and broaden its range of services by making new acquisitions across the world, including: LiquidHub in the United States, a specialist in digital customer engagement; Doing in Italy, an agency specialized in digital transformation services for marketing and communications; June 21 in France, a digital marketing consulting firm; and Adaptive Lab in the United Kingdom, a studio specialized in digital design. /



Recognized for our ethics

#Ethics

For the seventh year in a row, we are proud to be recognized as one of the world's most ethical companies by the Ethisphere Institute, a global leader in promoting best practices in corporate governance. This recognition attests to the Group's firm commitment to ethics and integrity. /



Sogeti gets a new look

#Brands

Sogeti, dedicated to the Group's local technology services, updated its branding, becoming "Sogeti part of Capgemini". This change brings further alignment between Sogeti and Capgemini's values, while complementing its strength with the range of services the Group offers. This initiative also serves to strengthen the value of the Capgemini brand. /



Stefan Ek
Sogeti part of Capgemini



Technology to help locate lost children

#Hackathon

2018 marked the fifth edition of Capgemini's Tech Challenge, an online hackathon designed to identify India's best programmers and technophiles, and empower them to develop their projects with support from Capgemini's teams. This exemplary program attracted nearly 135,000 candidates. Capgemini selected the 50 most promising teams to take part in the grand final on its Pune campus, which was also broadcast on the country's business channel CNBC-TV18. The 2017 edition produced the prototype of ReUnite, a mobile application used to locate missing children using Amazon's facial recognition tools. The system, which fills an important need in India, was co-developed in 2018 by Capgemini engineers and is already being adopted by a number of state government bodies in India. /

As a leader in digital transformation, Capgemini is also a responsible company working to ensure that technology and innovation drive sustainable and social development. We have strengthened this commitment to our employees, clients, and partners by leveraging three fundamental pillars: diversity, digital inclusion, and environmental sustainability. We act as “Architects of Positive Futures”.

CSR

Architects of Positive Futures

THE THREE PILLARS OF OUR CORPORATE SOCIAL RESPONSIBILITY POLICY

DIVERSITY

We attract and retain talented people of all backgrounds, regardless of their gender, age, education credentials, abilities, social origin or geographic location. We believe that diversity is an asset for our business and our employees, for whom we strive to create an inclusive work environment. It is also an asset for our clients, as we harness this diversity to fuel our collective performance, making our creativity and relevance stronger. /



TARGET

27%

of employees promoted to or hired for Executive Leadership roles to be women by 2020

DIGITAL INCLUSION

We champion digital culture and play an active role in reducing the digital divide, to fight exclusion and inequality. As digital transformation becomes a business reality across all sectors, we strive to make it an opportunity for everyone. /



TARGET

80%

of social impact projects across the Group will be focused on Digital Inclusion by 2020

ENVIRONMENTAL SUSTAINABILITY

Aware of the challenges tied to climate change, we are reducing our own carbon footprint and helping our clients solve their sustainability challenges through innovation and technology. Our Sustainability 2020 environmental strategy is based on five major priorities: mobility and smart transportation; energy performance; waste sorting and recycling; optimizing property and IT; and responsible purchasing. /



TARGET

30%

reduction in emissions per employee by 2030 (compared with 2015 baseline)

Please see the Integrated Report for more detailed information about our goal of being Architects of Positive Futures.
reports.capgemini.com/2018/en/integrated-report

Key 2018 highlights

DIVERSITY:
67,500 women
in the Group at the end
of 2018

Diversity is a matter that concerns all of us at Capgemini. We promote diversity in all of our activities and at every level of our organization, and have made it a central theme of our management coordination meetings and many of our internal events. This helps engage collective reflection on this topic, accelerate our employees' engagement, and allows us to leverage diversity as we create value for our clients. /



— Mobilization of Capgemini France employees during Impact Together Week, which helps disadvantaged groups with digital inclusion.

ENVIRONMENTAL SUSTAINABILITY:
20% reduction
in carbon emissions
per employee
compared with 2015

In 2018, we opened several new offices employing sustainability-centric design. Our new Lille office – our first positive-energy certified (BEPOS) building – creates more energy than it consumes. Our new India Airoli campus (Mumbai) is one of eight sites in India with LEED Platinum (Leadership in Energy and Environmental Design) or IGBC Platinum (Indian Green Building Council) certification, meaning that energy and resource efficiency have been considered in every aspect of design and operations. /



— Our people volunteering at an event with Year Up, an NGO that helps young underprivileged professionals in Atlanta.

DIGITAL INCLUSION:
64% of social/
community-impact
initiatives in the area of
digital inclusion

In 2018, we launched our Digital Academy in order to offer training in coding methods to young people from disadvantaged backgrounds, as well as other groups facing exclusion. The Digital Academy works in partnership with local NGOs to identify future talent among groups that are underrepresented in our sector, and to develop a hands-on learning methodology so our students become potential recruits for digital companies. With Simplon, a social entrepreneur

specialized in teaching programming and digital, we formed an initial partnership in France that is currently being expanded internationally. After France, we launched our Digital Academy in the United Kingdom, the United States, and India, while we have continued our efforts to open new centers in Spain, Germany, and the Netherlands. /



— Our new offices in Lille, France, which are positive-energy certified (BEPOS).





“We are obsessed with traditional ways of painting but also with interactive devices. The idea of mixing the old and new excites us.”

Thukral & Tagra
Dominus Aeris – Coleus XII, 2016
Oil on canvas (82cm x 182cm)

PART ONE

We bridge business and technology

Now more than ever, business decisions are shaped by technological challenges. And yet, these same challenges often influence our clients' decisions. Capgemini brings together the necessary resources to serve as a “bridge” between the power of technology and our clients' business ambitions. Our dedication to excellence drives us to ensure maximum agility in order to master the most advanced technologies at every moment, to strengthen our sectorial expertise, and foster strong relationships with business decision-makers who are now major technology consumers. /

Throughout our history, we have systematically set ourselves apart from the competition thanks to our vast culture of technology and our excellent grasp of the business challenges faced by our clients. This constant dialogue between business and technology is central to all our initiatives. Every day, we ensure we have the resources we need to serve as a bridge between the power of technology and the business ambitions of our clients.

BUSINESS AND TECH

Harnessing the power of technology to serve the ambitions of our clients

Four businesses

1. Consulting – strategy and transformation

With the creation of Capgemini Invent in 2018, we are building on our expertise in strategy, technology, data science, and creative design to support major companies and organizations in creating new models and new products and services within the digital economy.

2. Application services

Capgemini helps its clients develop their IT and digital environment by modernizing, extending, and securing them through the use of cutting-edge technologies. Our teams design and develop technological solutions and help our clients optimize their applications for more agile operations. They also offer application maintenance solutions.

3. Technology and engineering services

Sogeti, part of Capgemini, provides assistance and support to internal IT and engineering teams within client companies.

4. Other managed services

These services integrate, manage, and/or develop our clients' IT infrastructure systems – either fully or partially. They also serve our clients' (or a group of clients') transaction services and their on-demand services and/or business activities (Business Services). /

Seven strategic priorities in our portfolio of offers

We have chosen to accelerate our development in seven priority markets by offering innovative and high-added-value services in:

- › Customer Experience
- › Cloud
- › Cybersecurity
- › AI & Analytics
- › Digital Manufacturing
- › Digital Core with SAP S/4HANA®
- › Next-Gen ADM

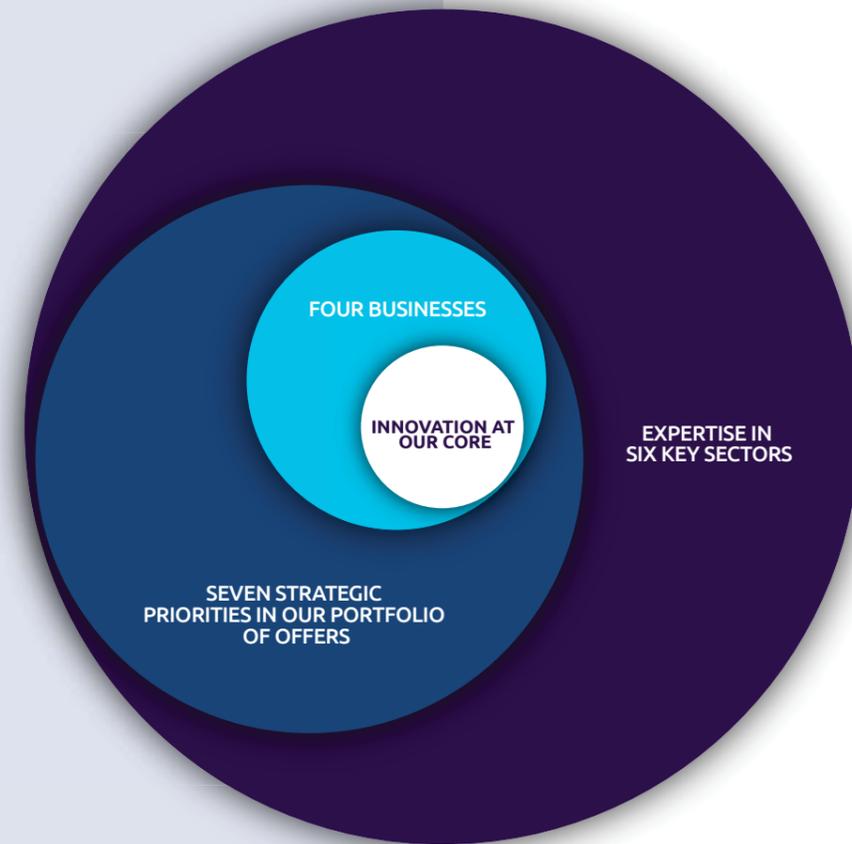
Expertise in six key sectors

We develop our skills and expertise in six key sectors to transform our clients' businesses to align with the realities of their industry:

- › Consumer Products & Retail, Distribution & Transportation
- › Energy, Utilities & Chemicals
- › Financial Services (Banking, Capital Markets & Insurance)
- › Manufacturing, Automotive & Life Sciences
- › Public Sector
- › Telecommunications, Media & Entertainment



— Capgemini talents in the UK and in France



Innovation at our core

Through our innovation-based approach, we ensure that our clients benefit from all the power of technology and its advances. This approach is supported by several innovation assets. The Capgemini Applied Innovation Exchange (AIE) is our global network of innovation centers dedicated to our clients' challenges. The Capgemini Research Institute is our research and study center designed to shed light on the issues businesses face within a digital economy. In addition, we benefit from strategic alliances with our global ecosystem of technology partners and specialized startups. /



Thukral & Tagra
 Simul Existentium II: Moraceae-A, 2018
 Oil on canvas (61 cm dia.)



“Every talented person at Capgemini possesses a thorough knowledge of our clients’ business sectors and a steadfast drive to stay on top of the latest technological trends.”

Thierry Delaporte,
 Chief Operating Officer

Thierry Delaporte, Chief Operating Officer, explains how Capgemini analyzes the demands of a new digital world to transform technological breakthroughs into business opportunities for its clients.

Staying ahead of the game and keeping up with the frantic pace of innovation are two of the main challenges facing our clients. In every sector, new players are arriving and forcing our clients to rethink their strategy at every moment. Never relenting in their efforts, securing the resources needed to face the competition and improving their profitability are critical challenges for our clients. And technology is the key to solving each of these challenges.

We are known for the high quality of our delivery, and our teams of engineers number among the most capable in our industry. We are also known for our culture of innovation. Every talented person at Capgemini possesses a thorough knowledge of our clients’ business sectors and a steadfast drive to stay on top of the latest technological trends. In our services business, our women and men constitute our most valuable asset. Our people’s constant focus on improving their performance and their ability to anticipate future trends enable us to tackle the toughest challenges for our clients.

This same dynamic spirit animates the entire company. Demonstrating this fact is the creation, in September 2018, of Capgemini Invent, our new entity devoted to helping all corporate management departments anticipate and delineate the future of their business, as well as our broader effort to reinvent our offers continually. For example, our cloud and digital activities have grown from 18% to 45% of our revenue in just four years. A specific management system oversees our entire portfolio of services, and you will find a presentation of our strategic priorities in the following pages.

But, before I close, I can’t help but draw your attention to another project that struck me in 2018, when we decided, in connection with our CSR policy, to increase our efforts in favor of digital inclusion. New initiatives have since cropped up across many areas of the Group, and I am delighted with our initial achievements and the enthusiasm shown by our employees. /



L eading businesses are re-inventing themselves and one of Capgemini’s key strengths is our ability to anticipate our clients’ needs. This forward-thinking mindset has never been more important than in today’s rapidly changing business and technology environment. This is why Capgemini has developed a new way of managing its

portfolio. Designed for the dynamic nature of digital and the world of innovation, it is built with agility and adaptability in mind, and will ensure that we remain responsive and relevant to our clients.

Our portfolio of offers provides a wide array of services: from developing new businesses to enhancing their productivity by leveraging the next waves of technology. Capgemini is a leader in high-value segments such as cloud, cybersecurity, AI, IoT, customer experience, and more. We are positioned to

act as a strategic partner to our clients during their business-transformation projects. Relentless emphasis on constantly evolving our services allows us to competitively address the real opportunities and the relevant, critical challenges our clients face every day.

Our new approach focuses on seven key areas to propel the Group’s sustainable and profitable growth for years to come. /



Customer Experience

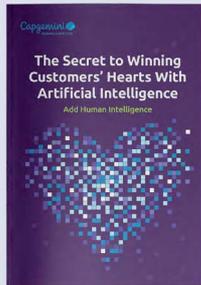
Embracing humanity, sensitivity, and intuition – grounded in rigorous analysis and cutting-edge technology. Capgemini CX creates experiences that build relationships.

THE OFFER

The Customer Experience (CX) offer enables our clients to create experiences that deliver fast and sustained value for their overall business and for their customers. We develop services that utilize the latest technology platforms and make it possible to reimagine customer journeys for the marketing, sales, customer service, and eCommerce functions. We leverage AI to translate rich data, from within a company and its larger ecosystem, to achieve personalization in every customer-brand interaction. In 2019, Capgemini has been positioned as a worldwide leader for the third time in a row, in Gartner's Magic Quadrant for CRM/CX Service Providers. /

CLIENT STORY

NYDJ is a denim and apparel brand well established in the United States and renowned for its pioneering fit technology and inclusive sizing. Capgemini partnered with the brand to elevate its customer experience and provide digital marketing, design, consulting and support services including implementations of Salesforce Commerce Cloud and Marketing Cloud for NYDJ.com. Following the company's site launch in 2018, it saw an 11% increase in organic traffic, leading to a 33% boost in year-on-year organic revenue. /



PUBLICATION
The secret to winning customers' hearts with artificial intelligence: add human intelligence

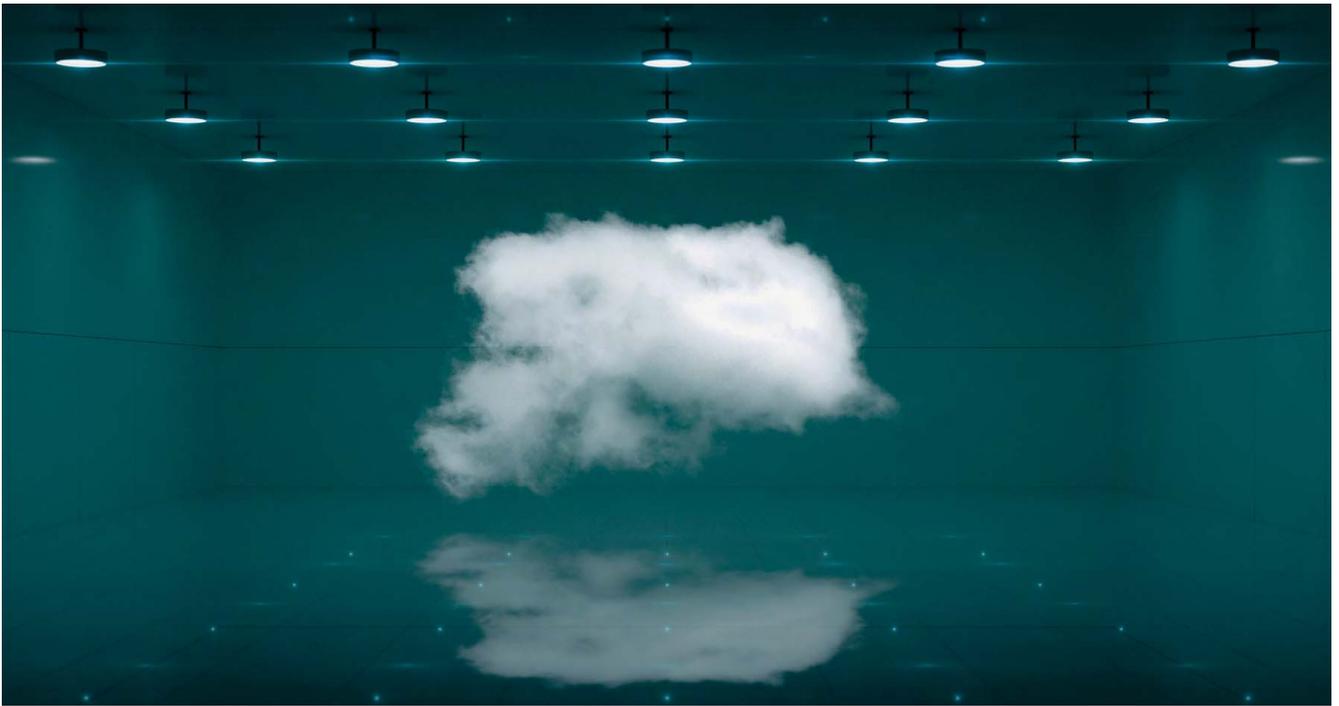


81%
of consumers are willing to pay more for a better experience¹
#QualityFirst

70%+
of organizations now have a dedicated customer experience team²
#Expert

25%
of customer experience teams report directly to the CEO²
#Leadership

1. Source: Capgemini Research Institute 2017, "The Disconnected Customer: What digital customer experience leaders teach us about reconnecting with customers". 2. Source: Gartner 2018, "Customer Experience 2018 Benchmarks: Turning Return on Investment Into Reality, Analyst(s): Nick Ingelbrecht, Ed Thompson, Olive Huang, Melissa Davis, Julie Meyer".



Cloud

Delivering a cloud-first way of working for the digital enterprise. We work hand-in-hand with organizations to define the right cloud strategy for their business and manage a hybrid estate, while keeping everything secure.

THE OFFER

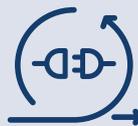
Though it is not a new field, cloud computing is rife with innovation. Capgemini's Cloud services is a complete portfolio designed to facilitate our clients' migration to and use of the cloud, which refers to storing and accessing data and programs over the internet instead of on your computer's hard drive. It aims to simplify the adoption of a cloud-first strategy for replacing or complementing existing IT systems while enabling clients to develop innovative services directly in the cloud, so that they can gain and maintain a competitive edge. /



PUBLICATION
Unlocking the hybrid integration dividend

CLIENT STORY

Capgemini helped Yara, the Norwegian global chemical and fertilizer company, build the foundation for its digital transformation. Capgemini improved the company's overall efficiency through application management of Yara's SharePoint and SAP environment. Furthermore, the company's hybrid cloud strategy, combining private cloud with Microsoft Azure public cloud, provides a cost-effective solution that enables faster time to market. /



75%
of cloud automation leaders have achieved higher revenue growth with automation¹
#CIO

46%
of cloud integration leaders aim to use APIs (application programming interfaces) to create new revenue streams²
#API

2nd
cloud computing represents the second biggest talent gap in the market³
#TalentGap

1. Source: Capgemini and Sogeti 2018, "The automation advantage, making legacy IT keep pace with the cloud". 2. Source: Capgemini 2018, "Unlocking the hybrid integration dividend, how to transform your business with hybrid integration and APIs". 3. Source: Capgemini Research Institute 2017, "The Digital Talent Gap, Are Companies Doing Enough".



8.7%
 growth in global
 information-security spending
 forecast for 2019¹
#MarketGrowth

\$114 bn
 worldwide spending
 on information security
 products and services in 2018¹
#Cybersecurity

40%
 of organizations intend to
 increase security spending for
 risk management and privacy
 concerns through 2020¹
#Investment

THE OFFER

Cappgemini's full portfolio of Cybersecurity services combines the expertise of 3,500 experts across the world supported by a global network of Security Operations Centers (SOCs). Our end-to-end approach includes consulting, compliance, protection, and monitoring services to meet security requirements in virtually every industry and market segment. As a global player, we offer security adapted to each client's business context, acting as a trusted advisor along their digital transformation journey./



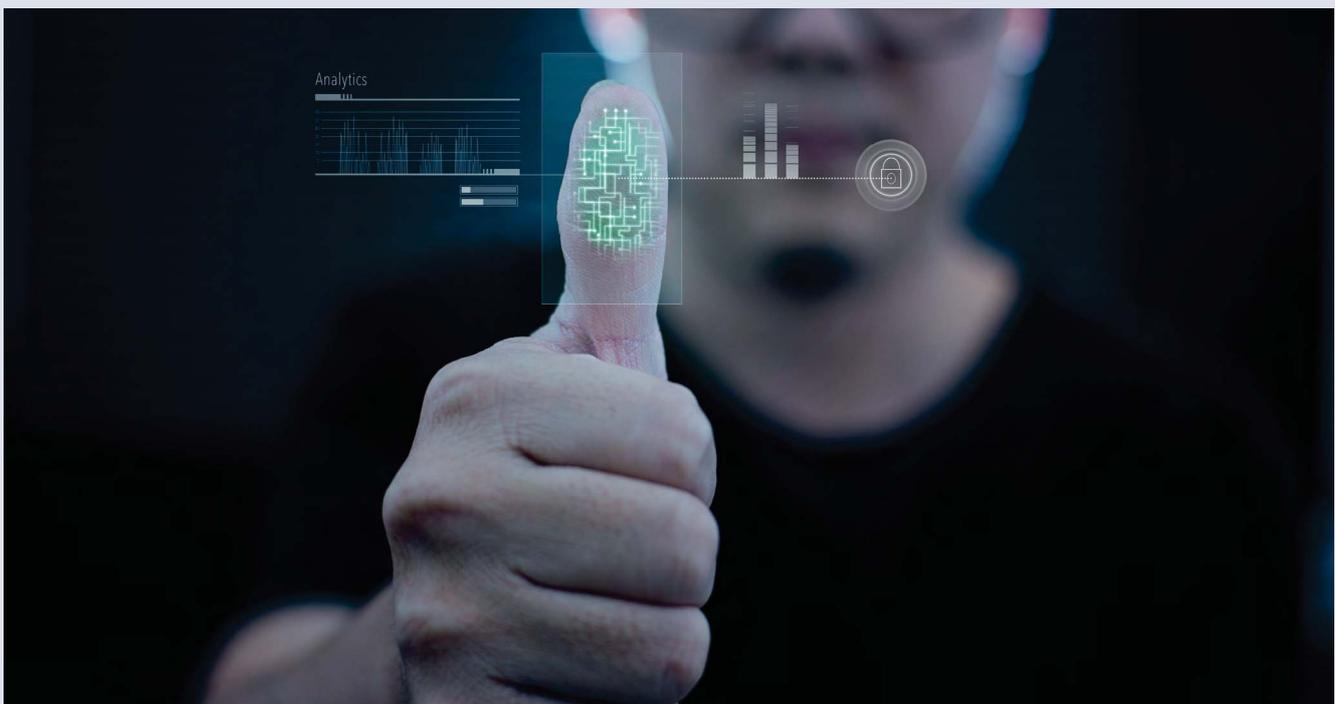
PUBLICATION
 Cybersecurity: the new
 source of competitive
 advantage for retailers

CLIENT STORY

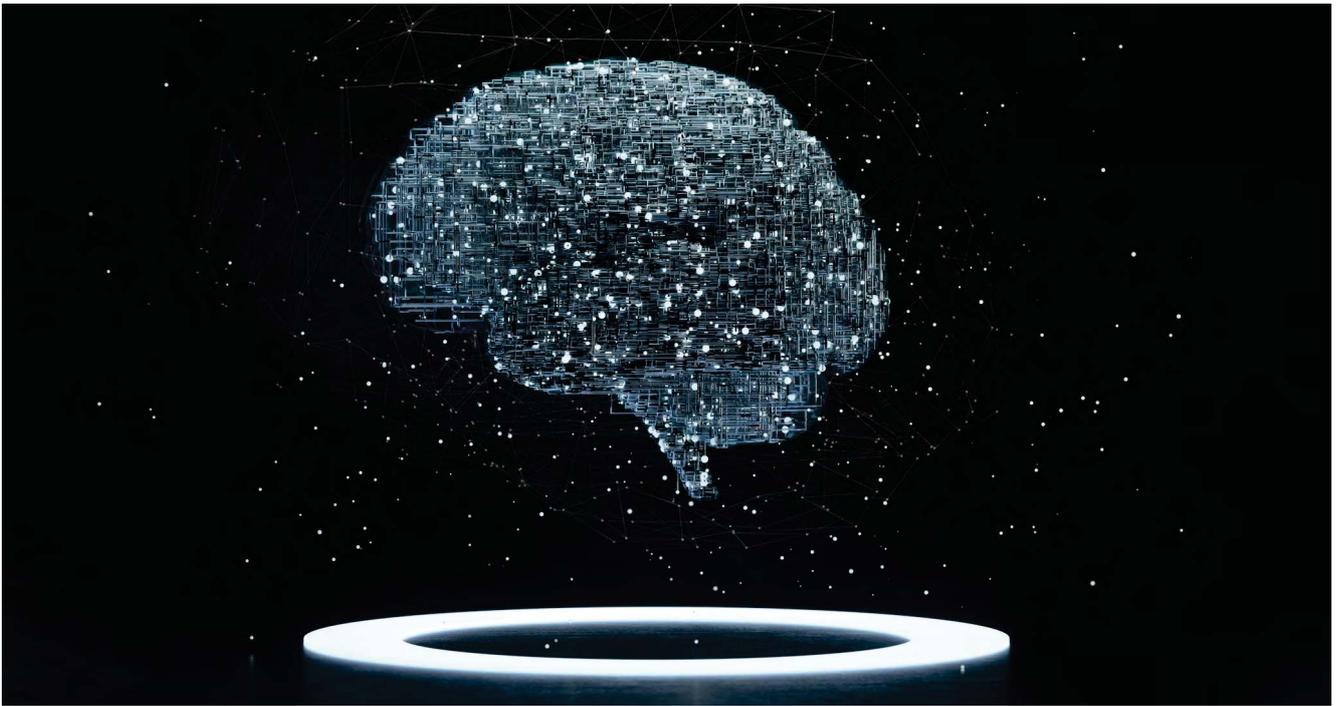
Cappgemini provides cybersecurity consulting services to the Financial Services Compensation Scheme (FSCS), the UK's compensation fund of last resort for customers of authorized financial services firms, which protects consumers should such a financial institution fail. Cappgemini performs a range of cybersecurity services including IT security assessments and attack simulation testing. Additional services include Security Operations Centers and penetration testing./

Bringing confidence to digital transformation initiatives. We help clients build digital trust – transforming security into a source of strength and competitive advantage.

Cybersecurity



1. Source: Gartner 2018, "Forecast: Information Security, Worldwide, 2016-2022, 2Q18 Update."



AI & Analytics

Immersive, highly personalized experiences are simplifying customer journeys and boosting sales. Augmented operations are reducing costs and powering smart factories. Across industries, AI is empowering employees and driving material performance improvements.

THE OFFER

Perform AI is a complete portfolio of artificial intelligence services enabling clients to develop pragmatic business solutions that enhance operational excellence, growth, performance, and business innovation. By responsibly and ethically infusing AI technologies across their business, organizations can achieve greater operational efficiency, boost sales and loyalty through a human-centered customer experience, assist risk analysis, detect fraud, ensure regulatory compliance, augment employee productivity, and ultimately reimagine their business in the AI era. /



PUBLICATION
Building the retail superstar: how unleashing AI across functions offers a multi-billion dollar opportunity

CLIENT STORY

Cappgemini partnered with UK-based water company Severn Trent, listed on the FTSE 100, to develop a complex machine learning model, capable of tackling leaks. By applying advanced analytics to data collected by sensors on water pipes, the model was able to filter five billion data points and, by doing so, provide engineers on the ground with valuable information. In areas where the model was applied, time to find leaks was reduced by over half and overall leakage was reduced by more than 16%, improving customer satisfaction. /



\$52.2 bn

predicted cognitive and AI global spend in 2021¹

#Investment

1/3

less than a third of organizations currently promote data-driven decision-making or apply AI to improve the customer experience²

#Data

73%

of consumers are aware of having AI-enabled interactions³

#CX

1. Source: IDC, 22 March 2018, "Worldwide Semiannual Cognitive Artificial Intelligence Systems Spending Guide". 2. Source: Cappgemini Research Institute 2018, "Understanding digital mastery today: Why companies are struggling with their digital transformations". 3. Source: Cappgemini Research Institute 2018, "The Secret to Winning Customers' Hearts With Artificial Intelligence, add Human Intelligence".



\$519-685 bn
 estimated value of connected
 products market by 2020¹
#MarketSize

50%
 of manufacturers' products
 estimated to be smart and
 connected by 2020¹
#IoT

\$1.3 trillion
 in projected global spending
 on IoT by 2020²
#Spending

THE OFFER

Digital Manufacturing is about the data-driven optimization of manufacturing, leveraging the power of technology (cloud, IoT, AI, cognitive computing, 3D, AR/VR). These technologies break silos between the physical and digital worlds, and build intelligent connections between machines, products, employees, and suppliers that drive rich customer value: reduced time to market, mass customization and product innovation to enable growth; end-to-end industrial efficiency and enhanced customer service to improve profitability and competitive agility. By empowering manufacturing staff, we help clients realize the promise of Industry 4.0. /



PUBLICATION
 Digital engineering: the
 new growth engine for
 discrete manufacturers

CLIENT STORY

Cappgemini is the strategic partner of **DENSO International America** (one of the world's largest automotive tier-one suppliers to global OEMs). The partnership has supported the development of DENSO's cockpit systems for more than 14 years and allowed DENSO to deliver high-quality products to its automotive OEMs using model-based system design, knowledge-based engineering and machine-learning principles, while improving efficiency in the product-development value stream using Cappgemini's digital manufacturing platform. /

Accelerating and securing physical-digital convergence to improve engineering and manufacturing performance at scale. We help clients leverage digital platforms in order to increase collaboration and provide insights across the value chain.

Digital Manufacturing



1. Source: Cappgemini Research Institute 2018, "Digital Engineering: The new growth engine for discrete manufacturers".
 2. Source: Cappgemini Research Institute 2017, "Unlocking the business value of IoT in operations".



Digital Core with SAP S/4HANA[®]

To anticipate and constantly adapt to every new market challenge and opportunity, businesses need to become ever-evolving digital companies. The Digital Core with SAP S/4HANA[®] platform is the nerve center that enables and sustains digital transformation.

THE OFFER

Capgemini leverages the SAP S/4HANA[®] platform to deliver what we call “the Renewable Enterprise”, a company able to constantly grow and adapt. We bring together the technology, the process, and the operating model to sustain digital transformation and enable high speed innovation while protecting mission-critical applications. Designed to put user experience at the center, it uses approaches such as AI and embedded analytics, DevOps, cloud architecture, APIs and microservices to help our clients “renew” themselves as they unlock business value and outpace their competition. /

CLIENT STORY

Centrica plays a key role in the lives of millions of people and businesses, and its ability to adapt and evolve as the energy industry changes is of critical importance. The company recognized the opportunity to enhance its digital infrastructure and software to become more agile and prepared for innovation while also reducing costs, and identified SAP S/4HANA[®] technology as a key enabler to make its vision of a fully digital, agile, and global enterprise a reality. /



#3

in S/4HANA[®] certifications worldwide; #1 in EMEA
#Certifications

10

consecutive years that Capgemini has won an SAP[®] Pinnacle Award
#SAP

3

consecutive years that Capgemini has won an SAP[®] Customers' Choice Award
#CustomerFocus



€87 bn
 predicted global market
 for application management
 services in 2022¹
#Applications

60%
 of application management RFPs will
 include a requirement to support
 clients' digital and innovation agenda
 beyond cost savings by 2022²
#Innovation

THE OFFER

We offer a unique and comprehensive approach to application development and maintenance (ADM) – an approach that starts with business outcomes and takes into account the needs of IT systems, as well as the business. Our Next-Gen ADM services help turbocharge the monitoring, management, and transformation of application environments, to ensure agile transformation of legacy applications, as well as processes and delivery modes adapted to digital transformation strategies. Information Services Group (ISG) has recognized Capgemini as a leader in Next-Gen ADM services in the US, Continental Europe, and the UK. /



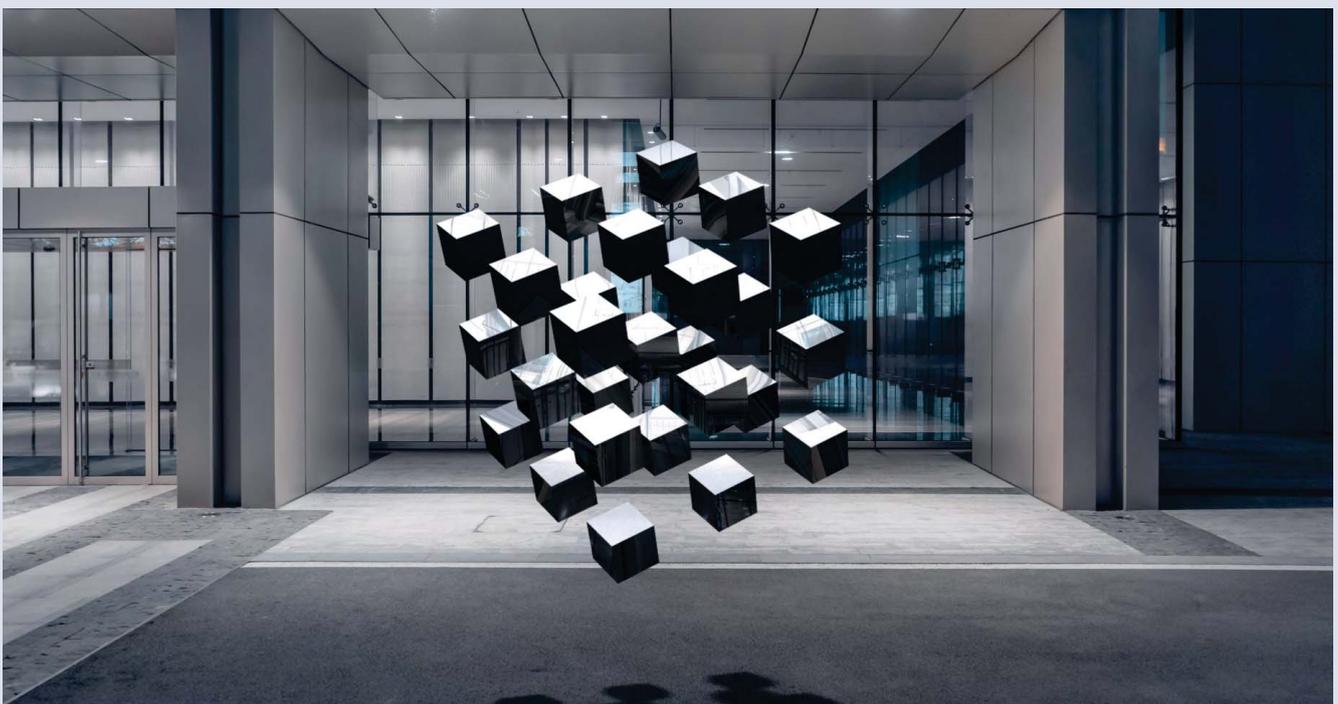
PUBLICATION
 Application Landscape
 – IT handbook

CLIENT STORY

Capgemini is in the midst of a five-year agreement with TE Connectivity, a \$14 billion global technology and manufacturing leader, to provide application support, maintenance, and development across the company's portfolio of over 1,000 applications. Capgemini is also working to help drive digital transformation at TE Connectivity through engagement in strategic programs and projects across the manufacturing, engineering, sales and marketing, and corporate center domains. /

Powerful, accelerated growth. Next-Gen ADM brings together the right technology, processes and culture to help organizations increase business agility in the face of automation, big data, and other disruptive technologies.

Next-Gen ADM



1. Source: IT Serviceline Forecast, Gartner, IDC MarketScape 2016, "Worldwide Application Modernization Services for SAP Upgrades Vendor Assessment". 2. Source: Gartner Forecast Analysis 2018, "IT Services, Worldwide, 3Q18 Update, October 2018, Desk Research Next-Gen Application Development & Maintenance (ADM) Services, Europe 2019".

Launched in September 2018, Capgemini Invent is a new business brand that combines the Group’s expertise in strategy, technology, data science and creative design to help organizations develop new business models, products and services within a fully digital economy.

Capgemini Invent

In today’s market, an increasing number of business decisions are shaped by technology challenges.

Traditional consulting in innovation and digital transformation is no longer enough. That’s why Capgemini created Capgemini Invent, a brand that combines the multi-disciplinary strengths of Capgemini Consulting with key expertise in data science and other areas of emerging tech. This expertise is found throughout the Group, in part thanks to recent acquisitions, including: Fahrenheit 212, LiquidHub, the creative design studios Idean, Adaptive Lab, and Backelite.

Capgemini Invent aims to help businesses anticipate, design, and develop new business models within a creative and digital mindset across all sectors. The brand relies on a vast ecosystem of strategic partners, enabling it to expand its offer and design innovative solutions to meet the most demanding customer expectations.

The new entity also draws upon all the skills and capabilities across the Group in order to implement the projects initiated by its teams. Capgemini has positioned

itself as a leading player in digital transformation – known for its ability to design ideas and strategies, and then implement them at speed and scale across our clients’ organizations. /

SIX AREAS OF EXPERTISE

Capgemini Invent has six key capabilities that directly contribute to the rich diversity of the Group’s portfolio of offers:

INNOVATION AND STRATEGY

Designing and developing the products, services, and business models of the future.

INSIGHT-DRIVEN ENTERPRISE

Leveraging advanced data analysis, artificial intelligence, and automation to improve financial performance and strategic decision-making.

FUTURE OF TECHNOLOGY

Seizing the opportunities offered by emerging technologies by creating solutions adapted to each activity and sector.

CUSTOMER ENGAGEMENT

Reimagining customer experience across the marketing, sales, services, and commerce lifecycle.

OPERATIONS TRANSFORMATION

Reinventing the full organizational value chain, asset management, and operational processes to improve productivity.

PEOPLE AND ORGANIZATION

Developing the culture, human resources, and skills that organizations need to succeed in the digital era.

CLIENT SUCCESS STORY

MAN takes transportation into the future

With €14.3 billion in sales revenue in 2017, the Munich-based company MAN is one of Europe's leading players in the commercial vehicle industry. It aims to offer innovative transportation solutions for its customers while generating profitable international growth and a sustained increase in its enterprise value. MAN has engaged Capgemini Invent to support its long-term business transformation.

A leading supplier of trucks, buses, and vans, MAN has a focus on innovative transportation solutions. In addition to consistent customer orientation, key success factors are technology leadership and the continuous expansion of the after-sales business. Over the last several years, MAN has extended its portfolio with digital services to become a supplier of complete transport solutions. MAN leverages the RIO digital brand – an open, cloud-based platform for the entire transportation industry that operates as an independent brand of TRATON GROUP*.

Facing demand for highly efficient and reliable vehicles, as well as rapidly changing market and regulation requirements, MAN decided to devise a new approach to developing products. To achieve this, it is applying a new architectural product concept, as well as a new digitally integrated product lifecycle management system landscape. The new process and tools solution for digital engineering integrates sales, engineering, production, and service into the process chain. It will enable engineers to handle increasing product variance while improving quality and re-use.

To accomplish this business transformation, MAN engaged Capgemini Invent to support the multi-year program with digital transformation and process consulting, solution design and rollout, and change management. This collection of services is complemented by the Group's wide range of other expertise. We help MAN to achieve its program objectives with a combination of engineering, process, and IT technology know-how, and by leveraging specific transformation methodologies. /

*MAN is part of TRATON GROUP.

— A selection of the trucks, buses, and vans sold by MAN.





Thukral & Tagra
 Simul Existentium II: Sterculiaceae-A, 2018
 Oil on canvas (61 cm dia.)

“Our ambition is to serve as a strategic partner to industry-leading organizations.”

Aiman Ezzat,
 Chief Operating Officer

Aiman Ezzat, Chief Operating Officer, discusses the current changes to our customer-centric organization and the way Capgemini serves as a strategic partner.

With orders amounting to around **€13.4 billion**, 2018 was a particularly exciting year that laid a strong foundation for 2019. We are proud to work with renowned companies in various sectors around the world, some of whom have even made us one of their preferred partners. But our ambition does not end there! Our goal is to play a defining role in the strategic decisions guiding the activity of an even broader portfolio of clients.

To achieve that goal, we have introduced an organization that will unite all the strengths of our Group and extend our vast range of services to everyone. As you know, now more than ever, our clients are at the center of everything we do. And that goes both for our traditional points of contact in IT departments, as well as all other corporate leaders – in operations, marketing, and sales, for example – who now rely on our

services. Technology is everywhere, serving as a powerful lever for every transformation in the digital realm.

We have improved our agility, combining our sectorial expertise and a deep understanding of our clients' businesses, with our technological skills, competitiveness, and global presence. Moreover, it is the diversity of our teams that helps to encourage a free exchange of ideas and perspectives, which ultimately enriches our Group. These are all crucial advantages for supporting our clients, creating value and expanding our market share in a high-potential environment.

2018 was a year of major commercial success, which we can all celebrate. I invite you to discover, in the following pages, a series of interviews that demonstrate the trust that our customers show in us. /



Digital is fundamentally reshaping every industry. At Capgemini, we support our market-leading clients to navigate the new competitive landscape and usher in their business transformation.

Reshaping industry with proven expertise

CONSUMER PRODUCTS & RETAIL, DISTRIBUTION & TRANSPORTATION

Consumers are commanding the spotlight; they want to engage with brands in increasingly personalized, intelligent, and digital ways. Capgemini guides clients through the rapidly changing business and technology environment, identifying ways in which many of the world's biggest consumer brands can transform their business. The Group works with its clients to create a digital vision and roadmap for their business.

2018 HIGHLIGHTS

- › Capgemini works with more than 300 leading retail companies globally, including 27 of the world's largest retailers.
- › 32,000 Capgemini specialists support clients in 40+ countries.

REVENUES

18% of Capgemini's overall business

ENERGY, UTILITIES & CHEMICALS

Energy, utilities, and chemicals companies are facing an unprecedented level of disruption. With new players entering the market, more cost-effective and sustainable energy sources coming online, and new technology enabling greater flexibility, this is an industry in transition. Our industry-wide perspective is built to guide energy, utility, and chemicals companies as they master these market shifts and tech-triggered trends. Our experts work with clients to take bold steps towards succeeding in a customer-driven, technology-enabled landscape.

2018 HIGHLIGHTS

- › Capgemini provides its services to 12 out of the top 20 utilities companies around the world.
- › Published 20th annual industry landmark research report – World Energy Markets Observatory (WEMO).

REVENUES

11% of Capgemini's overall business

FINANCIAL SERVICES (BANKING, CAPITAL MARKETS & INSURANCE)

The Group works with financial institutions to manage their digital and operational transformation. Focusing on open enterprises, data-driven compliance, deep customer experience, and intelligent automation, Capgemini helps create scalable and flexible systems for our clients. We leverage the full breadth of Capgemini's expertise to create end-to-end solutions to invent, shape, build, and run the technology infrastructure for global financial services companies.

2018 HIGHLIGHTS

- › Capgemini worked with nine of the world's 15 largest banks.
- › The Group also partnered with 12 of the 15 largest insurance companies in the world.

REVENUES

27% of Capgemini's overall business



**MANUFACTURING,
AUTOMOTIVE & LIFE
SCIENCES**

With profitable growth at the top of the agenda, manufacturing, automotive, and life sciences companies strive to innovate faster to get closer to customers, and achieve a step-change in operational efficiency. Clients expect end-to-end capabilities for a holistic transformation journey. Our extensive view of these industries combined with our diverse, knowledgeable teams enable us to respond to client needs by building industry-specific, client-proven solutions that activate business-growth platforms.

2018 HIGHLIGHTS

- › Responsible for delivering services to 14 of the world's 15 largest automotive OEMs and 12 of the top 15 automotive suppliers.
- › Strong growth of industry capabilities and expertise, now with over 20,000 people across the sector.

REVENUES

21% of Capgemini's overall business

PUBLIC SECTOR

The rapid pace of technological change and disruption deeply influences how governments, public workers, and administrations provide services to citizens around the world. Capgemini has extensive experience working with public organizations, agencies, and enterprises at every level to envision and implement proven solutions that both modernize and enable levels of efficiency and flexibility often only seen in business.

2018 HIGHLIGHTS

- › Public sector business grew 6.7% in 2018.
- › Capgemini has strengthened its position in digital and cloud services provided to public sector clients around the Group.

REVENUES

14% of Capgemini's overall business

**TELECOMMUNICATIONS,
MEDIA &
ENTERTAINMENT**

The rapidly changing demands of a new generation of end-consumers are driving unprecedented disruption as companies strive to find ways of delivering immersive consumer experiences while they adapt to innovative and emerging technology platforms. From the growing importance of 5G for telecoms, to the evolving content consumption and distribution models for media and entertainment clients, to the speed of technological change for all players, Capgemini partners with clients to address the challenges they are facing in these industries.

2018 HIGHLIGHTS

- › Over 80% of global leaders in these industries have benefited from our approach.
- › We have successfully delivered more than 1,000 major engagements in over 50 countries.

REVENUES

6% of Capgemini's overall business

CLIENT SUCCESS STORY

Digitalizing the nuclear industry with EDF

48

— The Flamanville nuclear power plant in France.

49

A global leader in low-carbon energies, EDF carried out a vast digital transformation of its nuclear business to boost its competitiveness and maintain its spot among the world's top names in the energy industry. Launched in partnership with Capgemini in fall 2017, the SWITCH program was designed to standardize, harmonize, and modernize processes and engineering methods, explains Jean-Bernard Lévy, Chairman and Chief Executive Officer of EDF Group.



Jean-Bernard Lévy,
Chairman and Chief Executive Officer
of EDF Group

What are the challenges and benefits of digital transformation in the nuclear industry?

Jean-Bernard Lévy › When I took over as CEO of EDF, I initiated and shared a strategy called CAP 2030, which included digital transformation as a priority for our Group. It is my firm conviction that digital transformation is synonymous with performance and competitiveness. This even applies to nuclear engineering; I can only see the benefits. From building

and operating nuclear power plants, to their decommissioning and dismantling, our employees have access to interactive, practical, and simple tools to ensure a powerful digital continuity with our partners. Today, the digital transformation of our facilities is advancing at full steam, supporting the Grand Carénage program (renovation of French nuclear plants) and our major projects like Flamanville 3 and Hinkley Point. The main challenge is to continue and even accelerate this digital transformation.

What are the main highlights of SWITCH, the digital transformation program dedicated to building new nuclear plants?

J. B. L. › Created in partnership with Capgemini, SWITCH helps digitalize our power plant controls, maintenance systems and construction works. None of this is new, but SWITCH takes it to the next level. For example, we are implementing a new engineering system that redesigns all our processes through a “data-centric” lens. Even more concretely, we are creating digital twins of our nuclear power plants. SWITCH enables us to standardize our practices and develop a virtuous operation based on digital continuity. With SWITCH, we are doing much more than digitalizing our standard practices.

Why Capgemini?

J. B. L. › First of all, we wanted to implement a demanding call for tenders in order to select a partner capable of showcasing a strong list of achievements in other industries or businesses. We needed to see proof of experience and robust expertise before embarking on this adventure. I'm thrilled about our choice. It took hardly six months – full of hard work, of course – to put in place all the teams and resources necessary to launch our new projects. Today, we all share high hopes for our digital transformation to boost performance across our entire nuclear engineering business./



Watch the video at
reports.capgemini.com/2018/en/annual-report

“Today, we all share high hopes for our digital transformation to boost performance across our entire nuclear engineering business.”

Jean-Bernard Lévy, Chairman and
Chief Executive Officer of EDF Group.



“From learning about our brand to booking a transformation voyage, to picking my favorite dining spot on our *Scarlet Lady*, digital technology is a key underpinning for our experience. Capgemini has been a key partner in helping us plan, organize, and build this incredible technology eco-system.”

Andy Schwalb, Chief Technology Officer of Virgin Voyages

CLIENT SUCCESS STORY

Sailing uncharted waters with Virgin Voyages

Virgin Voyages is a new player in the cruise line industry, with its maiden voyage scheduled for 2020. The company’s mission is to build the world’s most irresistible travel brand. The result: an “Adult-by-Design” model for sailors who want a more elevated and sophisticated holiday experience. Virgin Voyages is partnering with Capgemini to use technology to serve its customers better. Michelle Bentubo, VP, Voyage Travel Services of Virgin Voyages, discusses how technology is driving this new brand.



Michelle Bentubo, VP, Voyage Travel Services of Virgin Voyages.

What role does technology play in your strategy to create positive disruption in the industry?

Michelle Bentubo › We had to build an immense amount of IT systems and business processes that would effectively support our crew to intuitively serve our sailors. Our systems had to be focused on the experience of the end user. We weren’t looking to be driven by what’s available, but rather by what could be achieved. Capgemini understood our need for a best-in-class solution for our IT ecosystem.

How did Capgemini help you achieve your objectives?

M. B. › Capgemini designed a CRM platform to help us deliver an experience that is relevant to our sailors. It provides our crew with insightful knowledge, so our crew members can quickly identify each of our sailors and understand their individual preferences. We can then provide signature Virgin service: thoughtful, focused, curated experiences that will resonate with our sailors. We also wanted to provide this special experience to our travel partners, whom we call First Mates. With Capgemini’s system and robust capabilities, we created a clean design that helps our crew engage with our First Mates. Approaching First Mate engagement in a completely new and unique way, we can ob-

tain real-time numbers of their engagement with us. We call this our SeaQ, which we use to understand who we should be engaging with on a more personal level, who we should be inviting to brand events and more.

What did Capgemini bring as a partner to help build your business?

M. B. › Process, diligence, and determination. Capgemini was realistic in what could be achieved and, more importantly, creative in how best to achieve our goals. They understood that we are a startup, so every dollar is important to us! They bring systems that can solve today’s issues, and can grow with us as we mature. They didn’t try to make us fit into their existing suite of offerings; they worked with us to build something to support our needs.

How are preparations going for your maiden voyage, and what are the next steps in the relationship?

M. B. › In February, our booking site went live – when we said it would. We delivered a product that sailors wanted and that our crew can be proud of, and response has been tremendous. But there is so much more to do before the launch of *The Scarlet Lady* in 2020, the first of four Virgin Voyages vessels. Capgemini is still delivering, refining, and creating extraordinary things for our sailors. /

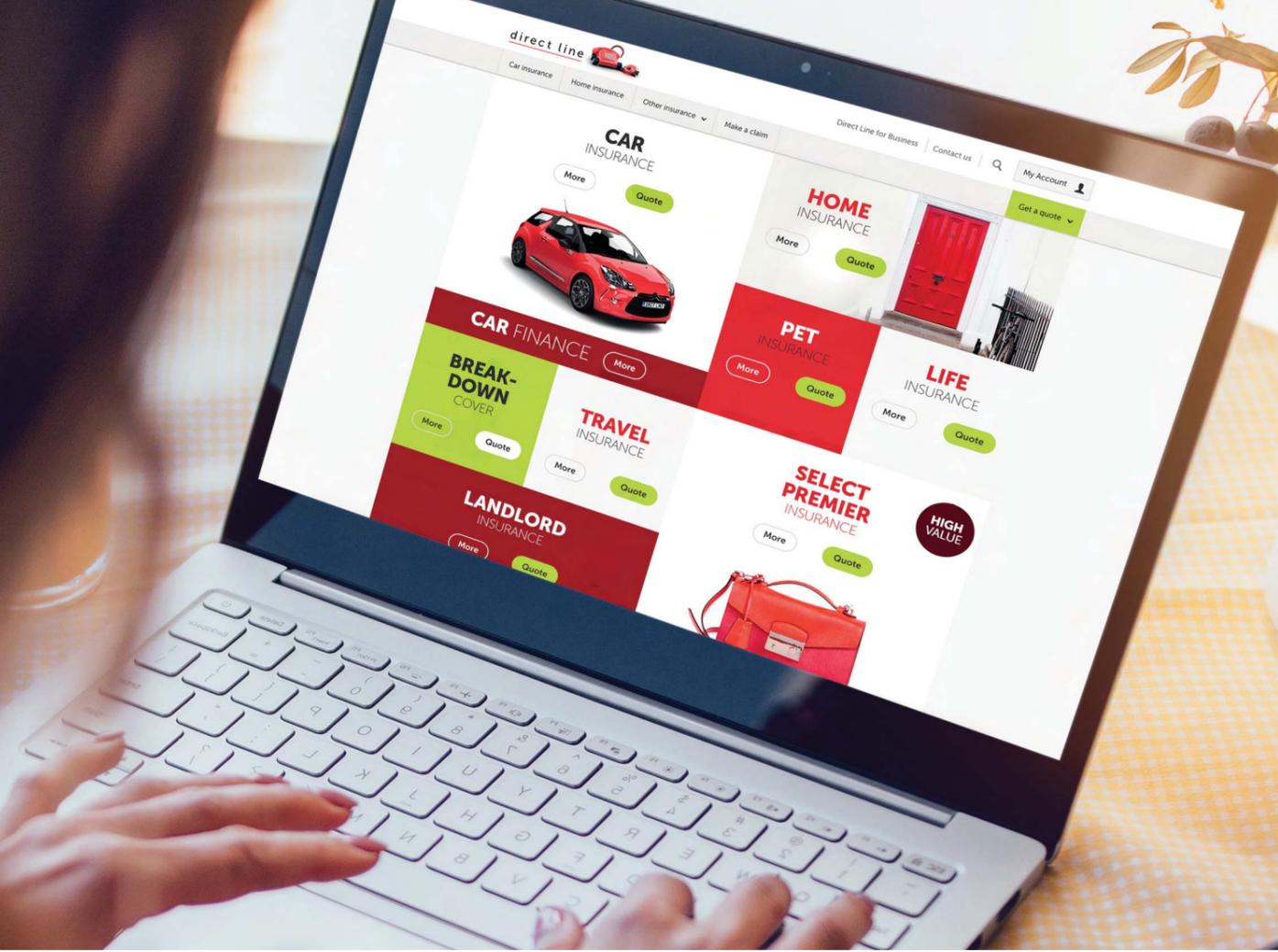


Watch the video at reports.capgemini.com/2018/en/annual-report

— Renderings of the cabins on *The Scarlet Lady*.

CLIENT SUCCESS STORY

Transforming customer service with DLG



Direct Line Group (DLG), one of the largest insurance groups in the UK, with over 11,000 employees managing 15 million in-force policies, was separated from the Royal Bank of Scotland Group in 2012 and subsequently independently floated on the London Stock Market. After going public, DLG worked with Capgemini to reduce its service desk costs and improve both its flexibility and responsiveness. Already providing hosting services to DLG, Capgemini is tackling the new contract through an agile methodology and by leveraging its strong digital and data capabilities. The result: the significant savings and system improvements that DLG was looking for, explains Steve Maddock, Chief Operating Officer of DLG.

What are the major challenges facing the insurance industry?

Steve Maddock ▶ We see three key challenges at the moment. The first is the changing needs of the customer, particularly around product innovation and development. We're also seeing a changing trend in terms of distribution pattern, and how we remain relevant to our customers as these industry changes take effect. And finally, where we see global margin compression, how do we use technology to drive deeper efficiency into our organization?

What innovations are key to helping you navigate these transformations?

S. M. ▶ First the digital agenda, particularly analyzing how we can offer flexible products and solutions to our customers. Our customers are becoming much more discerning – they want to select covers that are specifically relevant to them. So, how do we deliver that in a very flexible and transparent way? Secondly, how we engage with customers across different channels and

finally how we embrace big data, automation, and machine learning, and find innovative ways to reflect new insights into our pricing and propositions.

What strengths attracted you to Capgemini?

S. M. ▶ We've got a very far-reaching transformation program that touches every aspect of our infrastructure and refreshes a number of our core delivery applications. So, Capgemini's global reach and strong insurance expertise over a broad

product set, are aligned with our needs. Secondly, their methodology – the ability to deliver agility at scale. In addition, the ability to draw to our attention different trends from within our industry or adjacent markets. Capgemini has the capability to challenge our thinking and help provoke further innovation. /



— Direct Line Group offices in the UK.



“Capgemini has the capability to challenge our thinking and help provoke further innovation.”

Steve Maddock, Chief Operating Officer of DLG.



Watch the video at reports.capgemini.com/2018/en/annual-report



CLIENT SUCCESS STORY

Large-scale transformation with Groupe PSA

54



Capgemini signed a major agreement with Groupe PSA to support the automaker with its global growth plan. We discussed objectives and results with Jean-Luc Perrard, CIO of Groupe PSA.

meet our tight deadlines. In 2018, within the context of the acceleration that we are witnessing, we would not have been able to solve our volumetric challenges without this partnership.

What are your ambitions for the future?

J. L. P. › We are looking to expand the methods for processing the data generated by our businesses so that we can control all our processes in real time and, in this way, secure powerful tools to aid with decision making. We also need to innovate further by opening up our systems – without forgetting that IT is an asset that we must also protect in order to guarantee continuous quality and performance over the long term. /

What major challenges are being tackled by the Information Systems Department at Groupe PSA?

Jean-Luc Perrard › We have five main missions. First, within a context of high business demand (more than 30% growth in our vehicle sales in Europe in 2018), we need to ensure operational quality and control our costs. In addition, in connection with our Push-to-Pass growth strategy, we support initiatives around connected vehicles, services, and mobility. We also ensure the convergence of the Opel-Vauxhall IT systems with our PCD systems (Peugeot, Citroën, and DS). Finally, we are helping the Group navigate CO₂ regulations. Capgemini works closely alongside us on these topics.

Why did Groupe PSA decide to develop a partnership with Capgemini in 2014?

J. L. P. › This partnership aligns with our global growth plan, which aims to respond to challenges of flexibility, responsiveness, and cost optimization tied to new developments in a rapidly changing industry. The agreement enables Groupe PSA to mobilize immense resources in specific and/or new technologies (digital, big data, business intelligence, IoT, agile methods, etc.) within a volatile context and short timeframes.

In India, for example, where we will soon launch our vehicles, Capgemini is rolling out scalable and reusable solutions to help us

Fostering Open Data maturity with the European Commission

Open Data refers to information collected, produced or paid for by public bodies, which can be freely used, modified, and shared by anyone in order to increase government transparency and accountability. The European Data Portal surveys Open Data in 35 European countries, focusing on three main goals:

- › Provide access to Open Data and public sector information across Europe
- › Support European countries, in particular EU member states, in improving their data-publishing practices
- › Promote data publishing and reuse by demonstrating its socio-economic benefits

In 2018, the Commission awarded Capgemini Invent a three-year contract to continue the development of the European Data Portal, carry out related consulting services, and conduct data economy studies.

Faced with this challenge, Capgemini Invent is managing the overall project, conducting specific studies, helping provide measurements of Open Data maturity in Europe, and assessing the market value of the data economy while Sogeti part of Capgemini is responsible for services-oriented activities, including help desk and

“The European Data Portal is uniquely positioned in setting the standard and supporting European countries to close the gap and reach higher levels of Open Data maturity.”

Dinand Tinholt,
Vice President and European Institutions Lead of Capgemini Invent.

incident management. The annual Open Data Maturity Assessment has become a landmark for measuring and benchmarking Open Data policies and implementation in Europe. To date, the portal covers 35 countries and 77 catalogs, links to over 890,000 data sets and offers a variety of learning resources and use cases. /



Optimizing customer experience with SP Group

To prepare for the liberalization of Singapore’s electricity market, one of Asia Pacific’s leading energy utilities companies, SP Group is digitalizing its operations to provide greater convenience for its 1.5 million customers. Capgemini is supporting SP Group in this strategic challenge to improve and transform the company’s digital infrastructure.

Capgemini’s Asia Pacific teams have capitalized on the vast expertise in the energy utilities and chemicals sector available across the Group to craft a solution adapted to the needs

of the company. SP Group’s upgraded infrastructure and processes mean more benefits for customers in the Open Electricity Market, including:

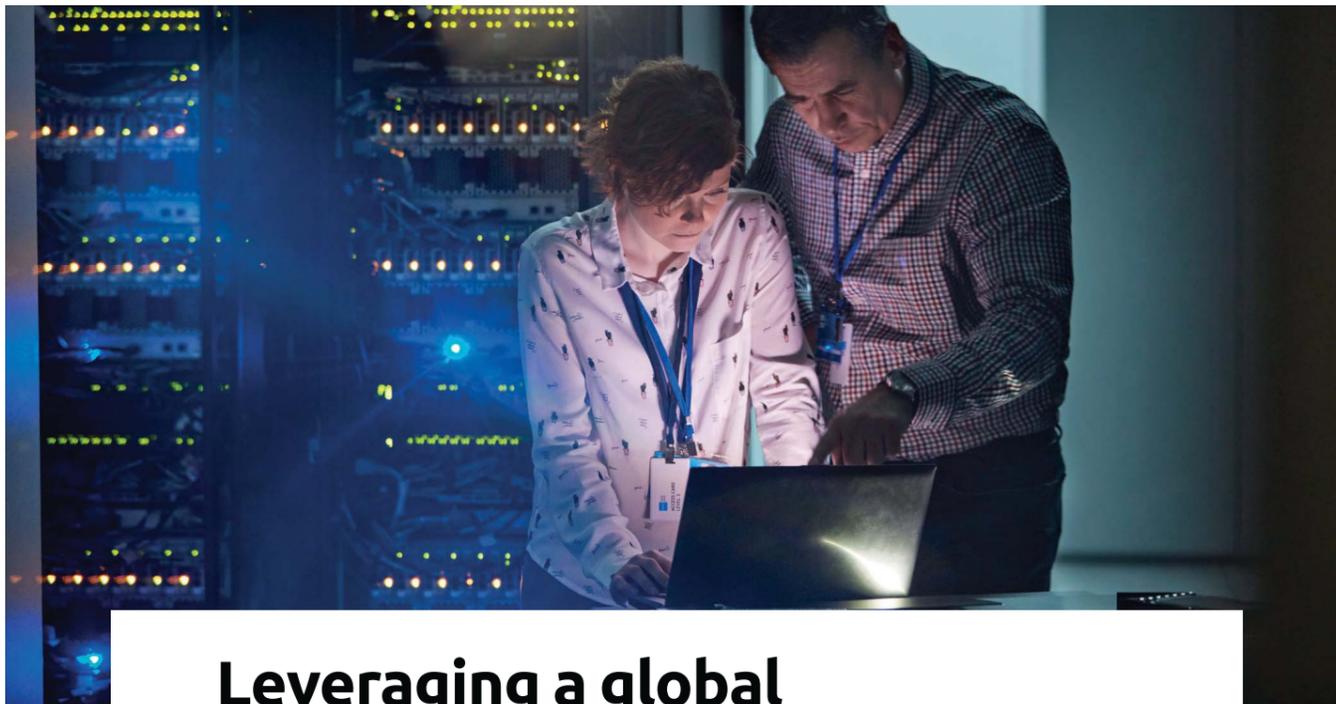
- › Customer management systems that allow customers to easily choose different electricity providers based on needs and preferences
- › Seamless switching of electricity providers
- › Hardware and software upgrades that deliver greater efficiency and reliable operations
- › Retailers can use SP Group’s billing services to enable consolidated billing of all utilities irrespective of chosen electricity provider.

This project began in 2015 and has already expanded its capacity and processes to manage transactions better, support seamless customer switching, and offer more effective billing methods. /



“By working with Capgemini, we look forward to delivering the benefits of our new and enhanced systems to all customers, with the roll out of the Open Electricity Market.”

Jeanne Cheng,
Chief Risk Officer of SP Group



Leveraging a global ecosystem of leading partners

At Capgemini, we engage with our global ecosystem of leading tech and business partners to help our clients solve their toughest challenges. We identify those partners who can best serve each client's unique needs by creating innovative, value-added custom solutions.

GLOBAL PARTNERSHIPS

Through our strategic partners network, we help clients unlock new value sources as well as optimize existing value streams. Clients can then develop new business models, automate processes to boost performance, or enter new global markets. In order to provide our clients with the fullest range of benefits, we maintain five types of strategic alliances:

<p>CORE PARTNERS Identify and execute growth initiatives for specific market segments.</p>	<p>GLOBAL GROWTH PARTNERS Create or expand markets by integrating new products.</p>	<p>SOLUTION-ENABLING PARTNERS Use our partners' products as enablers in servicing our clients.</p>
<p>VALUE-ADDED RESALE SERVICES Facilitate software purchases and delivery.</p>	<p>EMERGING PARTNERS Support innovations focusing on priority topics and client needs.</p>	

RECENT JOINT INITIATIVES

Capgemini collaborates with world leaders in technology and business on joint initiatives that produce state-of-the-art solutions. Our ecosystem of partners is constantly evolving to suit the specific needs of our clients. Some current initiatives include:



"Cloud" with Amazon Web Services focuses on a cloud-first strategy to boost growth.



"Cloud Native Transformation" with Pivotal accelerates our clients' digital transformation through cloud-native application development and management.



"Enterprise Portfolio Modernization" with Microsoft offers a full range of services to align digital transformation with application modernization strategies.



"Cloud Native Transformation" with Red Hat accelerates our clients' digital transformation through cloud-native application development and management.



"Field Service Lightning Accelerator" with Salesforce enhances and extends Field Service.



"Fast Digital 4 Discrete Industries" with SAP uses an agile methodology based on Capgemini's Digital Transformation Framework for the discrete manufacturing industry.



"Cognitive IoT" with IBM meets clients' growing need to conduct smart analytics on explosive data volumes generated by connected devices.

KEY PARTNERSHIP AREAS

Capgemini's partnership ecosystem is constructed around our seven portfolio priorities, with each partner reinforcing expertise in line with our strategic portfolio. This carefully curated ecosystem gives clients access to the latest thinking, technologies and market intelligence, and is constantly evolving to keep up with the latest trends. /

CAPGEMINI'S SEVEN PORTFOLIO PRIORITIES	AMAZON WEB SERVICES	MICROSOFT	SALESFORCE	SAP	ADOBE	GOOGLE	IBM	ORACLE	PEGA	DELL
Customer Experience		●	●	●	●	●	●		●	●
Cloud	●	●	●	●		●	●	●	●	●
Cybersecurity	●	●				●	●			●
AI & Analytics	●	●	●	●	●	●	●	●	●	
Digital Manufacturing	●	●	●	●			●			
Digital Core with SAP S/4HANA®	●	●		●		●	●	●		
Next-Gen ADM	●	●	●	●				●	●	●





“Most of our art addresses the issues, cultural shifts, problems, and beliefs of people living in India today.”

Thukral & Tagra
Dominus Aeris – Coleus XI, 2016
Oil on canvas (182cm x 243cm)

PART TWO

We excel with passion

Our people are our greatest asset. We are proud to demonstrate clearly, through this year’s Annual Report, what makes our people unique. Capgemini’s objective is to create a stimulating work environment that fuels our people’s passions, allowing them to grow in their careers, develop and activate their full potential. Here, we introduce you to nine Capgemini team members that, together, represent the vast diversity of our Group. /

The women and men of Capgemini are proven experts in their fields and are our greatest strength. They are at the frontline of business transformation, driving our high-performance culture and providing our clients with cutting-edge services.

What makes us different



— Team members at an internal training.

SEVEN VALUES TO GUIDE OUR ACTIONS

In a global service-industry context, our 211,300 employees, in more than 40 countries, remain by far our most valuable asset. Serge Kampf, our founder, understood the importance of building a high-performance culture based on shared fundamental values between employees.

We have seven values that define who we are and how we act. Today, more than ever, our values give us a competitive advantage when concerns such as ethics and trust in technology are becoming increasingly important, especially due to the growth of artificial intelligence.

- **Honesty:** loyalty, integrity, and a complete refusal to use underhanded methods to gain any kind of advantage.

- **Boldness:** a flair for entrepreneurship, a desire to take considered risks, engaged commitment.

- **Trust:** to empower both individuals and teams, giving priority to real openness and the sharing of ideas and information.

- **Freedom:** independence in thought, judgment, and deeds, and entrepreneurial spirit, creativity.

- **Fun:** the enjoyment of being part of a team, feeling proud of a job well done, a sense of achievement in the quest for better quality.

- **Modesty:** exhibiting discretion, showing common sense, and being attentive to others.

- **Team spirit:** solidarity, friendship, generosity, and fairness in sharing the benefits of collective work.

STRENGTH IN NUMBERS

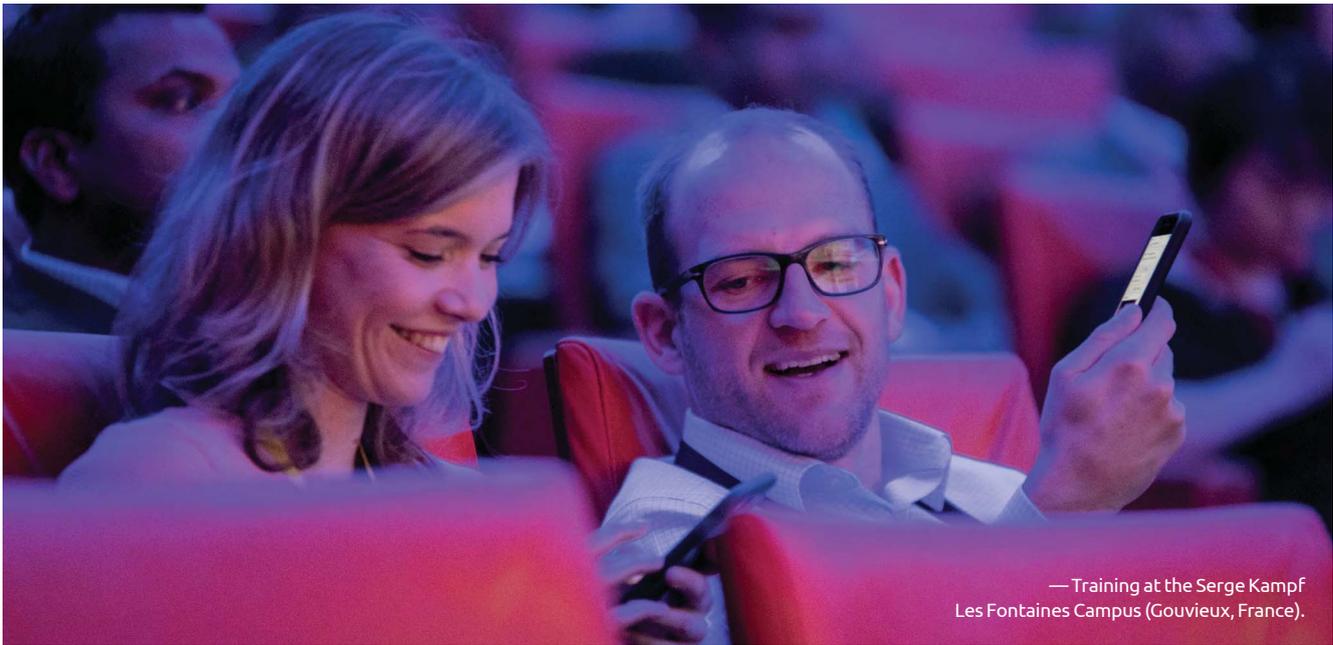
We strongly believe that team spirit is the cornerstone of any project. Our people-first approach to business, as reflected in our promise “People matter, results count”, is the driving force behind our dedication to performance. This collective pool of expertise sets us apart from our competition and enables our clients to respond faster to market trends, to continuously adapt to the latest innovations, and to turbocharge their business performance.

OUR EXCELLENT DELIVERABLES

We deploy operational excellence; the Group was founded on principles that still underpin our working methods today – entrepreneurship, client-centricity, a drive to make the most of our talents, a commitment to ethics, and the quest to improve daily performance. Our talents share this vision with us and, thanks to them, we are able to ensure high-quality deliverables and reach the most ambitious objectives.

OUR UNIQUE WAY OF COLLABORATING

We support our clients throughout the entire duration of their projects and collaborate hand-in-hand with them. We help them handle the



— Training at the Serge Kampf Les Fontaines Campus (Gouvieux, France).

211,300
talents representing
120+ nationalities

4.19/5
Capgemini's OTACE*
(client satisfaction) score

*Our client satisfaction process, known as OTACE (On Time and At Client Expectations), helps ensure that the services we provide continue to meet our clients' expectations.

obstacles and challenges they come across. We work alongside our clients from strategy development through to implementation. Our clients benefit from a long-term, fully tailored approach; supported by our experts and strategic partners every step of the journey. This collaboration is the unique force that sparks new ideas, promotes clear communication and delivers sustainable business value. We unleash it through our Collaborative Business Experience™.

We have identified four key elements that structure our approach: targeting value, mitigating risk, optimizing capabilities, and aligning the organization. This approach helps our clients to easily form a picture of their organization's strengths, weaknesses, needs, and priorities. Our award-winning model helps us to work as closely as possible with our clients to achieve better, faster, and more sustainable results.

— **MEETING OUR CUSTOMERS' EXPECTATIONS WITH TECHNOLOGICAL SKILLS**

At Capgemini, we are proud of our expertise in new technologies: we fully understand their potential and the impact they will have on our clients' business activities. This outstanding expertise is essential in gaining our clients' trust and becoming their chosen transformation partner. For us, that means being constantly "enterprise ready", and we do this through our Assess-Validate-Exploit approach. We begin by assessing technology trends with our best global experts in domains including AI, blockchain, cloud, connectivity, cybersecurity, data, IoT, and immersive technologies. We know businesses have complex requirements, so we get hands-on and "under the skin" to validate claims and hype. And then we exploit that understanding by leveraging it through TechnoVision, our platform for architects and practitioners

to implement enterprise-ready technology in the complex systems of our clients, utilizing an architect for change philosophy.

— **APPLYING INNOVATION AT SPEED AND SCALE**

Capgemini has helped several of the world's biggest companies differentiate themselves in the market through applied innovation. Our clients find an accelerated path to embed innovation through our Applied Innovation Exchange (AIE). A global network composed of 16 innovation labs, the AIE provides a controlled environment for organizations to immerse themselves in the understanding, experimentation, and application of emerging technologies. Clients learn how to apply innovation at the right speed and scale, in a secure and sustainable manner, as well as proactively plan for disruptions in business. Thanks to a carefully curated ecosystem of partners and startups, the AIE helps our clients to select the technologies best suited to tackle their unique sectorial challenges and turbocharge their transformation./

Meet our talents

The passion, dedication and expertise of our people powers everything we do. Working in teams across the world, the women and men of Capgemini bring diverse experience and an almost boundless skillset to the service of our customers. Here, a selection of our talents share the ways they make a difference, every day.



As a Visual Designer in our creative studios at Idean, I am on a mission to simplify complex information and come up with intuitive solutions. I spend a lot of my days interacting with my clients because, at Idean, we are convinced that people have all the answers. For this reason, I like to carry out interviews and workshops, even before thinking about designing



VISUAL DESIGNER

“Besides human contact, what I enjoy most about my job is being able to use my designer’s brain in very different ways!”

Adam Howard
Visual Designer – Idean part of Capgemini Invent
New York, United States

solutions. Since our integration with Capgemini, the interactions with project managers from other parts of the Group have added a lot of value. They provide me with valuable perspectives on the project’s overall scope, as well as in-depth knowledge about the client’s needs and technological capabilities. I particularly like to get them involved in co-design workshops, as that’s when we are able to consolidate information, join our competencies and, ultimately, deliver the best solutions for our clients. Besides human contact, what I enjoy most about my job is being able to use my designer’s brain in very different ways! /

PORTFOLIO LEADER

“I put great emphasis on building trustful relationships with clients and on creating multi-skilled high-performance teams.”

Madan Sundararaju
Vice President, Media & Entertainment Sector Leader – Capgemini
New York, United States

What I enjoy most about my job is collaborating with the CxOs from my largest client, a world-renowned media conglomerate headquartered in the US. My role is to provide them with the technological capabilities they need to navigate the sweeping transformations in content consumption and help them capitalize on this digital disruption to continue to lead their market sector. For example, we recently partnered with their news division to develop a more efficient content production platform, enabling media professionals to collaborate remotely

on a news story and share content in real time with the studio. This meant that a news story could be verified faster and pushed on air at the speed of social media. To implement successful projects such as this one, I put great emphasis on building trustful relationships with my clients and on creating multi-skilled high-performance teams. Finally, another thing that is very close to my heart in my job is overall satisfaction. My philosophy is simple: happy employees make happy clients! /



SOFTWARE ENGINEER

“I chose to continue the adventure with Capgemini because the company offers real opportunities to learn and build a long-term career.”

Imane Djellalil
Software Engineer – Capgemini
Paris, France



You could argue that becoming a Software Engineer was not in the cards for me. But at 19, after studying literature and theater for two years, it is the path I chose. I was determined to learn how to code so I enrolled in the “Full-Stack Java Developer” training program offered by the Capgemini Digital Academy*. The program allowed me to learn a highly valuable skill with no personal financial investment. I really loved the fact that it is open to everyone – people with no higher education or no prior knowledge of programming languages can participate. And the hands-on learning



methodology based on practice was a real motivator for me since it allowed me to complete an internship where I worked alongside industry experts and prestigious clients. When I was offered a position at Capgemini, it was an easy choice for me to make because the company offers real opportunities to learn and build a long-term career. /

*See page 25 for more information.

DATA SCIENTIST

“I believe that it will become more and more crucial for companies to understand how humans can efficiently augment machines, how machines can reinforce what humans do best, and how to redesign business processes to support this partnership.”

Tove Hjelm
Data Scientist – Sogeti part of Capgemini
Gothenburg, Sweden

My role, as a Data Scientist, is to transform data into knowledge – something that is absolutely paramount in executing AI projects. Recently, I took part in the development of an AI assistant for a Swedish governmental agency, which aimed to help employees extract important information from old Swedish handwritten documents dating from the 18th century. My mission was to transform the documents into machine-written texts and then to identify important information within the texts. To achieve this, I had to do a lot of language processing and text analysis. In the prototyping phase, we found that AI had the potential to significantly increase the team’s productivity. Instead of spending time deciphering and analyzing documents, which the system could do for them, employees could focus 100% on taking informed decisions. This is what I find great with human-AI collaboration: while AIs take care of the repetitive and basic tasks,

humans can concentrate on assignments where they can really add value performing a role that AIs cannot do – like making complex decisions, demonstrating creativity, or showing empathy. So, as human-AI collaboration continues to evolve and expand to all sectors of the economy, I believe that it will become more and more crucial for companies to understand how humans can efficiently augment machines, how machines can reinforce what humans do best, and how to redesign business processes to support this partnership. /



HEAD OF AUTOMOTIVE

“We help our clients keep up with the speed of innovation in the fast-changing Chinese automotive sector.”

Liu Qingping
Vice President & Head of Automotive Asia Pacific
– Capgemini Invent, Shanghai, China

What sets Capgemini Invent apart in the Chinese market is its huge automotive footprint – we work with 70% of the world’s top car manufacturers. Also, we have strong expertise in areas as varied as customer experience, business modeling, supply chain development, and digital transformation.



Thanks to this experience and knowledge, we are able to help our clients keep up with the speed of innovation in the fast-changing Chinese automotive sector. In the last four years, our business has grown 20% in China, which means that we have had to grow our project management teams very rapidly. To achieve this, I have put a great emphasis on hiring and training talented young consultants, especially in the digital field. So far, we have managed to provide our clients with some of the most innovative digital customer experience solutions in the Chinese automotive market. One of my greatest satisfactions is seeing my team grow stronger every day! /

SALESFORCE ARCHITECT

“As I continue working on this project, I feel lucky I am able to further strengthen my Agile expertise.”

Since moving to Melbourne, I have been overseeing the development of Salesforce solutions for the RMIT (Royal Melbourne Institute of Technology). My team and I are based at the RMIT’s office, so we are able to work in close collaboration with its staff, using a framework designed to help organizations such as the RMIT reap the full benefits of the agile methodology. It synchronizes alignment, collaboration, and delivery for a large number of cross-functional Agile teams. In addition, it encourages large and complex organizations, like universities, which often have a high-level, 12-to-18-month roadmap, to focus on a shorter, quarterly horizon. Thanks to this approach, we have been able to execute Salesforce

projects more agilely and, thus, efficiently deliver tailored services for the university’s staff, students, and clients. Recently, Capgemini won the Transformation of the Year Award, at the 2019 ISG Paragon Awards ANZ, for the positive impact we have had so far on the transformation of Australia’s largest university. I am very proud of this accomplishment and, as I continue to work on this project, I feel lucky I am able to further strengthen my Agile expertise, alongside Capgemini and the RMIT teams! /

Francisco Falder
Agile Methods Expert – Capgemini
Melbourne, Australia



ENTERPRISE ARCHITECT

“A lot of what I do is about evaluating the benefits of new technologies with regard to my clients’ businesses, which requires mastering fast-evolving innovations.”

Thomas Heimann
Enterprise Architect Director – Capgemini
Düsseldorf, Germany



I initially studied computer science, but I have always looked for ways to bring a new dimension to my work by interacting with people. Today, my role is to support clients in shaping their IT strategy and optimizing their IT landscape. A lot of what I do is about evaluating the benefits of new technologies with regards to their businesses, which requires mastering fast-evolving innovations. The beauty of evolving in a large group such as Capgemini is working with colleagues who

have complementary expertise, so we can ensure our IT recommendations serve our clients’ business goals to the very best. Part of my job involves evaluating changes in the company’s IT strategy, but the biggest challenge lies in anchoring these changes in employee habits. /



HUMAN RESOURCES

“Although attractiveness is important, talent retention is equally crucial.”

Ravikiran Saurkar
Senior Director, Human Resources – Capgemini
Mumbai, India



In India, we employ more than 100,000 people across 12 locations, so stakes are particularly high for HR managers! We have managed to build a strong brand awareness and are seen as an attractive employer. But, although attractiveness is important, talent retention is equally crucial. With the launch of the Group’s new global employee experience strategy, we have increased our efforts to improve all aspects of our employees’ lives. Not only have we designed more advantageous rewards

policies, but we also revamped our office spaces, embarked on streamlining our IT systems, and introduced a more casual dress code. In addition, we created more opportunities to connect with our people. Ultimately, what we are trying to do is create a more vibrant, comfortable, and fun workplace and, by doing so, we are hoping to reinforce our reputation as one of the most employee-friendly companies in the country and in the world! /



DIGITAL TRANSFORMATION

“The fact that we shared the same Capgemini culture, was key in presenting ourselves to the client as a unique and well-consolidated team, capable of speaking the ‘same language’.”

Eloina Rodriguez Gonzalez
Manager, Digital Transformation Team – Capgemini
Mexico City, Mexico



For the past two years, I have been accompanying a Mexican multinational company in the implementation of global IT projects. This leads me to travel all over the world and collaborate with people of different cultural backgrounds, which I always find very thrilling. Recently, my team and I flew to Beijing to support our client in the acquisition of a Chinese company. Prior to and during our 55 workshops there, we worked hand-in-hand with our colleagues from Capgemini China, which was a real asset. They helped us understand Chinese regulations and trends, assess the acquired company’s internal processes, and, especially, overcome language and cultural barriers. The fact that we had previously worked together for this client, but also shared the same Capgemini culture, was key in presenting ourselves to the client as a unique and well-consolidated team, capable of speaking the “same

language”. Our stakeholders appreciated the fluidity of our collaboration and were impressed by our ability to bridge the gaps between Mexican and Chinese cultures. Ultimately, Capgemini’s global footprint, as well as our strong cultural awareness and ability to work efficiently across cultures, have been strong factors in our client’s decision to choose us as partners for the past 17 years. They know that no matter where in the world they decide to develop their business, they can rely on Capgemini’s high level of professionalism, as well as our strong cultural and technical expertise. On a more personal note, Beijing was mind-blowing and I cannot wait to go back! /



At Capgemini, we empower our people by leveraging, nurturing, and developing their passions. We provide engaging and challenging projects, continuous development opportunities, international mobility, as well as management and leadership exposure, guiding them towards flourishing career paths.

Talent at the core of our business

—During a workshop, Capgemini talents work together to address the issue of leadership in a digital world.

Ace your career. The ace of spades – our iconic symbol – is traditionally considered to be the highest-value card in a deck. It celebrates the strength of our company as a global leader in its field, and is a reflection of the passionate people driving our organization forward. By far our greatest asset, these talented individuals and the human touch they bring to technology sets us apart from our peers and makes our company a great place to work.

We encourage all our people to find purpose in their passion, to grow and develop into an “ace” at what they do. And we empower them by providing the skills, experiences, and development opportunities that will help each individual progress throughout their career journey.



61,000+
recruitments in 2018

24,000
employees traveled for
international assignments
in 2018

—
**JOIN THE BEST AND THE
BRIGHTEST**

Our ambition is to make Capgemini a Leader for Leaders, a company with the capacity to design and deliver the most compelling projects for the most demanding clients, all by attracting and retaining the most talented people.

We provide top-class services to the world’s leading brands while inviting the brightest talents to support them and us through continuous challenges, innovation, international

exposure, and exceptional chances to contribute and take the lead. In 2018, Capgemini welcomed over 61,000 new employees.



— Talents test a VR experience during an internal event at the Serge Kampf Les Fontaines Campus in Gouvieux.

— **UNPARALLELED LEADERSHIP OPPORTUNITIES**

We inspire our people to grow and take ownership of their careers by developing their capabilities and putting them into practice. Work here is collaborative and hands-on. Challenging experiences, bold entrepreneurialism, leadership opportunities – these are but some of the elements that characterize life at Capgemini. Employees are exposed to challenges from an exciting mix of sectors, industries, clients, and geographies. Last year, for example, around 24,000 individuals went to work abroad in more than 100 countries around the world.

— **RESPONSIBLE AND SUSTAINABLE**

At Capgemini, we have an ambition to be recognized as a leading responsible and sustainable company, using our expertise for positive impact. Our “Architects of Positive Futures” program aims to deliver our business and technology solutions, contributing to a positive future for all. This includes leveraging diversity, fostering digital inclusion, and sustaining a neutral environmental footprint. For the seventh year in a row, we are proud to be recognized as one of the most ethical companies in the world by the Ethisphere Institute, a world leader in promoting best practices in business ethics.

— **A DIVERSE AND INCLUSIVE WORKFORCE**

Capgemini cultivates a work environment where everyone feels valued, included and empowered. As a company that employs 211,300 people in over 40 countries around the world, diversity is a hallmark strength and decisive to the growth of our business. Differences in perspective encourage a vibrant exchanges of ideas.



Globally cited as a great company to work for

Capgemini provides a unique workplace environment and has been consistently recognized as a great company to work for. Last year alone, our Group scored multiple awards from leading organizations around the world, among them the “Leading Employer 2018” award, placing in the “Top 1%” of all employers in Germany; the “Top Employer 2018” award in Belgium; the “Top Employer Institute 2019” in Italy; one of the “Happiest IT Organizations 2018” in Denmark; one of the “top 50 companies” in India’s first People Capital Index (PCI) in 2019, and “Best Place to Work for LGBTQ Equality” in 2019 in North America, just to name a few. /



— A conference during the 2018 Business Priority Week.



— Capgemini organizes trainings for its talents throughout the world.

96%
of Capgemini employees participated in learning activities in 2018

8.1 million
hours of global learning took place in 2018

Our Active Inclusion program takes one step further by expanding the conversation beyond diversity to focus on inclusion of all people. Its aim is to make a positive difference by developing and hiring talented people from groups that are currently under-represented, as well as fostering a culture where everyone at Capgemini feels welcome and respected.

In a challenging talent landscape, Capgemini pursues numerous initiatives to further our commitment to the role of women in technology and continue to address our gender balance. Recent examples include Outstanding Women in Leadership (OWL), the Mentor and Protégé Progression (MAPP), and Global Recruitment of Women (GROW), plus the long-standing Women@Capgemini program. We have attained EDGE certification – the leading business standard for gender equality – in many of our locations. Combined, these efforts

connect women across business units and countries, empowering them to inspire, learn, and advance together. In 2018, Capgemini was recognized as one of *The Times*** “Top 50 Employers for Women”. In addition, the professional equality index between women and men in Capgemini in France has a score of 94 points out of 100**.

— **CONTINUOUS LEARNING TO STAY AHEAD**

Technology is advancing faster than ever before and it is instrumental to our value proposal. The idea that an outstanding graduate or even an experienced employee can rely on their existing skills as they move forward in their careers is obsolete. Continuous learning is a life-long affair.

At Capgemini, employees are presented with a wide and constantly updated range of opportunities to

sharpen their skills and competencies in order to build their capabilities. These include networking with professional communities, focused skills development, external certification, one-on-one coaching and mentoring, structured leadership development, and talent-acceleration programs. These investments in our collective brainpower ensure we continue to deliver industry-leading technology services to our clients and maintain a competitive edge for our company and our people.

— **DEVELOPING OUR TALENTS**

Established in 1987, Capgemini Group Learning & Development and our Capgemini University jumpstarted the learning strategy across our organization, providing a range of professional development courses aligned to a wide variety of employees’ career paths. Special attention is given

*British daily newspaper **The French Ministry of Labor has created a Gender Equality Index measuring parity between women and men, common to all companies. The goal is to calculate the gap in salaries and identify methods of improvement.

to skills upgrading in the most in-demand areas, i.e. the digital and cloud domains, to ensure our people stay ahead of the curve when designing and delivering business solutions. Recent examples include the “Global Innovators Month Hackathon” – an initiative that combined learning streams in AI, blockchain and intelligent design – and the Automation Academy, a program to teach targeted skills supporting the increased demand for automation technologies.

In addition, we also offer management and leadership development courses to prepare the future managers and leaders

within the Group. Some examples of these programs include “Connect & Drive”, a talent acceleration program focusing on leadership and business acumen for high-potential employees; “Game Changers”, a program designed to further develop proven leaders with the potential to implement game-changing initiatives; and “Pace Setters”, a personal development program for leaders who are recognized and ready for a larger role.

Finally, we offer a portfolio of learning solutions to employees worldwide through various training facilities at our international Serge Kampf Les

Fontaines Campus (located at Gouvieux, near Paris), plus virtual classroom and remote-learning programs. Over the course of 2018, 96% of our workforce participated in learning activities, registering a total of 8.1 million learning hours. The average employee took part in 40.3 learning hours. The University focuses on the Management & Leadership portfolio and has been consistently recognized as a best-in-class learning organization, securing eight external learning industry awards, including the 2018 Skillsoft Program of the Year award. /

E.L.I.T.E. Management Program

Available to employees in India, the program provides exposure to a range of Group roles and functions, senior leader mentorship, and extra-curricular projects. E.L.I.T.E. is a rigorous, 10-year management program designed to identify, nurture, and develop the future leaders of Capgemini. In the first year, E.L.I.T.E. trainees undergo several rotations across different business units, including at least one international assignment. After four rotations, managers are then offered a position within the best-suited business unit, with continuous support and training throughout their career-development journey. /

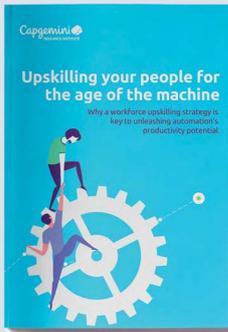


— Nearly 10,000 employees have worked at the Serge Kampf Les Fontaines Campus in 2018, at kickoff sessions, trainings, account meetings, mobilization campaigns, and more.

Noteworthy publications

CAPGEMINI RESEARCH INSTITUTE

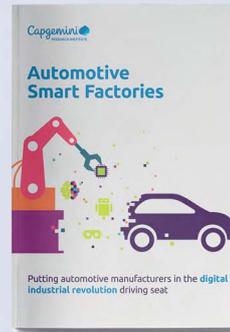
The **Capgemini Research Institute** publishes several reports and studies on various topics every year to help our clients analyze major trends in their markets, understand the impact of new technologies on their business, and anticipate upcoming challenges.



Why a workforce upskilling strategy is key to unleashing automation's productivity potential
—
#TALENT



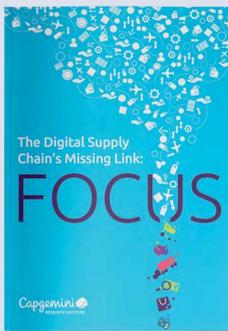
Cybersecurity: the new source of competitive advantage for retailers
—
#CYBERSECURITY



Automotive smart factories
—
#DIGITALMANUFACTURING



Unlocking the business value of industrial Internet of Things
—
#IIOT

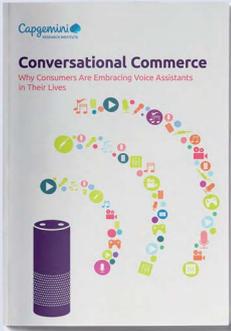


Focus: the digital supply chain's missing link
—
#SUPPLYCHAIN



Digital engineering: the new growth engine for discrete manufacturers
—
#DIGITALMANUFACTURING

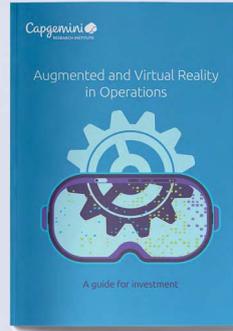
In 2019, for the second time in a row, the Capgemini Research Institute was ranked first among 23 consulting and technology companies by the independent analyst Source Global Research. This ranking recognizes the Capgemini Research Institute for the excellence of its publications, its original content, the quality of its research, and the expertise of its contributors. /



Conversational Commerce:
 why consumers are embracing voice assistants in their lives
 —
#CUSTOMEREXPERIENCE



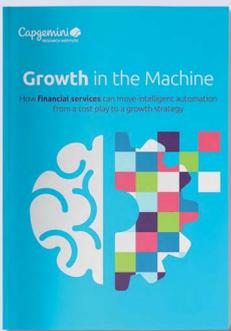
Does blockchain hold the key to a new age of supply chain transparency and trust?
 How organisations have moved from blockchain hype to reality
 —
#BLOCKCHAIN



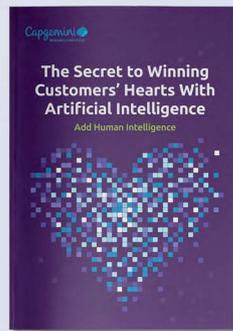
Augmented and virtual reality in operations:
 a guide for investment
 —
#VIRTUALREALITY



2018 World retail banking report
 —
#BANKING



Growth in the machine:
 how financial services can move intelligent automation from a cost play to a growth strategy
 —
#AUTOMATION



The secret to winning customers' hearts with AI:
 add human intelligence
 —
#AI



Building the retail superstar:
 how unleashing AI across functions offers a multi-billion dollar opportunity
 —
#RETAIL



Seizing the GDPR advantage:
 from mandate to high-value opportunity
 —
#GDPR



Understanding digital mastery today
 Why companies are struggling with their digital transformations
 —
#DIGITALTRANSFORMATION



Find out more

Discover all the Group's publications at

capgemini.com/research-institute/

Where to find us around the world

We are present in more than 40 countries. Discover our key contacts around the world.

GROUP REGISTERED OFFICE, CORPORATE AND FINANCIAL HEADQUARTERS

11, rue de Tilsitt
75017 Paris – France
Tel.: +33 1 47 54 50 00
Fax: +33 1 47 54 50 35
capgemini.com

CAPGEMINI UNIVERSITY

11, rue de Tilsitt
75017 Paris – France
+33 1 47 54 50 00

APPLIED INNOVATION EXCHANGE

capgemini.com/aie
79 Fifth Ave. #300
New York, NY 10003
+1 212 314 8000

GLOBAL ENTITIES

Business Services
Dubai: +971 4 559 8304

Capgemini Invent
Paris: +33 1 57 99 00 00

Cloud Infrastructure Services
Paris: +33 1 57 99 00 00

Digital Engineering & Manufacturing Services
Cambridge: +1 617 245 4707

Insights & Data Services
London: +44 330 588 8000

Sogeti part of Capgemini
Sweden: +46 8 5368 2000

GLOBAL SECTORS

Consumer Products & Retail, Distribution & Transportation
Chicago: +1 312 395 5000

Energy, Utilities & Chemicals
Paris: +33 1 57 99 00 00

Manufacturing, Automotive & Life Sciences
Munich: +49 89 383380

Public Sector
› Public Security
Utrecht: +31 30 689 78 00
› Tax services and social protection
London: +44 330 588 8000

Financial Services
New York: +1 212 314 8229

Telecoms, Media & Entertainment
Paris: +33 1 57 99 00 00

FOR FUTURE EMPLOYEES
capgemini.com/careers

FOR INVESTORS AND FINANCIAL ANALYSTS
investors.capgemini.com
Vincent Biraud
vincent.biraud@capgemini.com
+33 1 47 54 50 87

FOR SHAREHOLDERS

Patrick Massoni
+33 1 47 54 51 41

FOR MEDIA

Sam Connatty
Media Relations
sam.connatty@capgemini.com
+44 370 904 3601

FOR MARKET ANALYSTS

Kara Lira
Market Analyst Relations
kara.lira@capgemini.com
+1 702 942 3266

COUNTRIES

📍 **Argentina**
Buenos Aires: +54 11 5297 9200

📍 **Australia**
Sydney: +61 292 934 000

📍 **Austria**
Vienna: +43 1 21163

📍 **Belgium**
Diegem: +32 27 08 11 11

📍 **Brazil**
São Paulo: +55 11 3708 9100

📍 **Canada**
Toronto: +1 416 365 4565
Montreal: +1 541 989 4100

📍 **China**
Shanghai: +86 21 6182 2688

📍 **Colombia**
Bogotá: +57 1 319 26 00

📍 **Czech Republic**
Prague: +420 222 803 678

📍 **Denmark**
Vallensbæk: +45 70 11 22 00

📍 **Finland**
Espoo: +358 9 452 651

📍 **France**
Paris: +33 1 57 99 00 00

📍 **Germany**
Berlin: +49 30 887030

📍 **Guatemala**
Guatemala: +502 2223 00 10

📍 **Hungary**
Budapest: +36 1 701 1432

📍 **India**
Mumbai: +91 22 7144 4283

📍 **Ireland**
Dublin: +353 1 639 0100

📍 **Italy**
Milan: +39 02 414931

📍 **Japan**
Tokyo: +81 3 6202 2150

📍 **Luxembourg**
Bertrange: +352 31 44 01

📍 **Malaysia**
Kuala Lumpur: +603 2603 5550

📍 **Mexico**
Mexico City: +52 55 8503 2400

📍 **Morocco**
Casablanca: +212 5 22 46 18 00

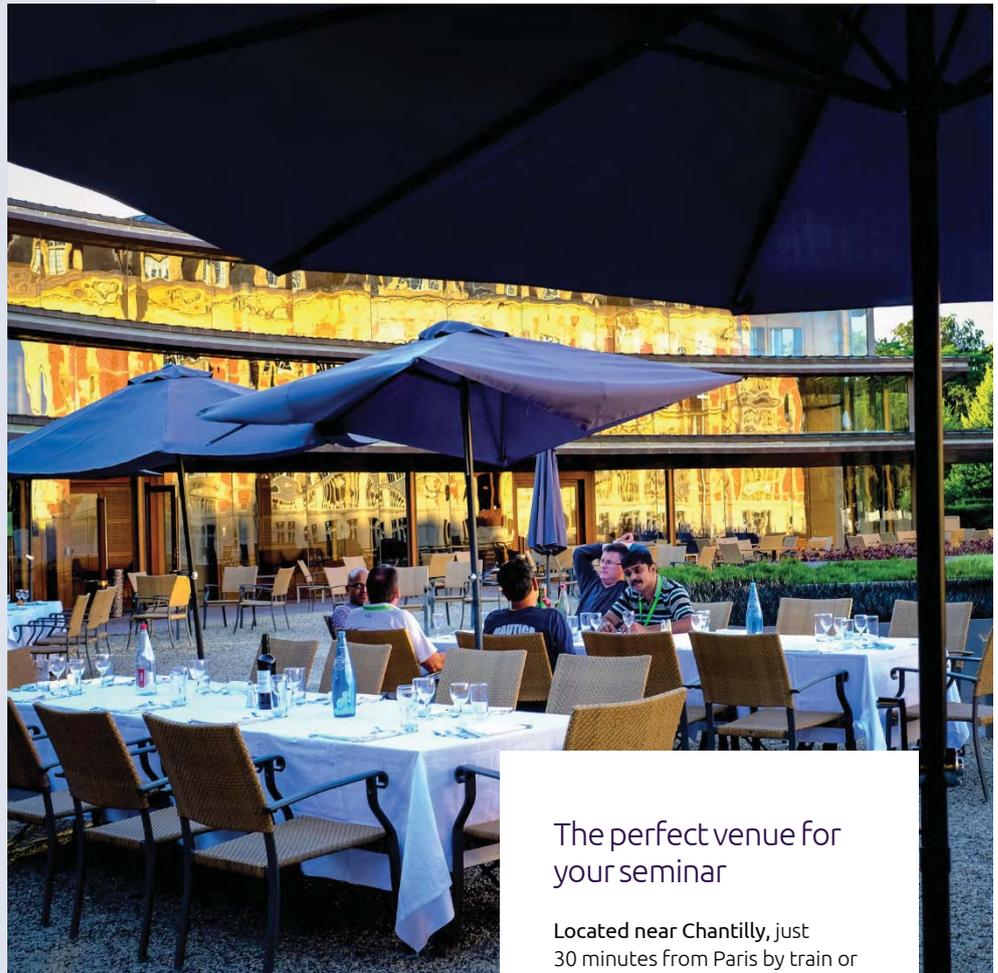
📍 **Netherlands**
Utrecht: +31 30 689 00 00

📍 **New Zealand**
Wellington: +64 4 901 5300

📍 **Norway**
Oslo: +47 24 12 80 00

📍 **Philippines**
Manila: +63 2 667 6000

- Poland**
Warsaw: +48 22 464 70 00
- Portugal**
Lisbon: +351 21 412 22 00
- Romania**
Bucharest: +40 21 209 8010
- Saudi Arabia**
Riyadh: +966 112 795 225
- Singapore**
Singapore: +65 6224 6620
- South Africa**
Cape Town: +27 21 657 6010
- Spain**
Madrid: +34 91 657 70 00
Barcelona: +34 93 495 86 00
- Sweden**
Stockholm: +46 8 5368 5000
- Switzerland**
Geneva: +41 22 879 16 50
Zurich: +41 44 560 24 00
- Taiwan**
Taipei: +886 2 8758 7888
- United Arab Emirates**
Dubai: +971 4 559 8304
- United Kingdom**
London: +44 330 588 8000
- United States**
New York: +1 212 314 8000
Irving: +1 972 556 7000
- Vietnam**
Ho Chi Minh City: +84 28 39 978 100



The perfect venue for your seminar

Located near Chantilly, just 30 minutes from Paris by train or from Charles de Gaulle airport, the Serge Kampf Les Fontaines Campus is ideal for groups seeking an exceptional experience thanks to its innovative workspaces and a dynamic team with 15 years of expertise in event planning. In 2018, the Campus received two prestigious awards in the event planning industry: the SYT d'OR 2018 award from UNIMEV, in the "Concept de la Rencontre"* category, and the Grand Prix Heavent Paris 2018 award, in the "Best Event" category, together with its partner Ozécla.

Visit our website for more information
les-fontaines.com

Serge Kampf Les Fontaines Campus
 67 Route de Chantilly
 60270 Gouvieux – France
 +33 3 44 62 91 00

*Event conference category

Thukral & Tagra

Capgemini Group Founder Serge Kampf began the tradition of featuring contemporary artists in each year's Annual Report as a way of celebrating the arts. For this year's Reports Collection (Annual Report, Integrated Report, Registration Document), Capgemini has chosen to work with a duo of contemporary Indian artists, Jiten Thukral and Sumir Tagra. The decision to feature these artists pays homage to India, emphasizing the importance of the country for the Group and celebrating the talents that we currently employ there – more than 100,000 in total.

Jiten Thukral and Sumir Tagra have worked together and collaborated for more than 15 years. Their work explores a wide range of artistic media, including painting, sculpture, interactive installation, video, performance, and more. Through their works, they seek to engage the public and expand the role of art in society.

Thukral and Tagra's earliest collaborations examined migration and consumer culture in a globalized world, while exploring Indian identity within this context. Their recent work builds on these themes, interpreting Indian mythological narratives and symbols in order to inject fresh life into a largely static area of cultural material. The everyday experience of Indian architecture and urban design is also embedded in all of their work.

Jiten Thukral was born in Jalandhar, Punjab and received a BFA from Chandigarh Art College and an MFA from the New Delhi College of Art. Sumir Tagra was born in New Delhi and received a BFA from the New Delhi College of Art, and a PG from the National Institute of Design, Ahmedabad. Their work has been featured in prestigious institutions all over the world, including galleries and museums in India, China, Europe, the Middle East, and the United States. Explore more at thukralandtagra.com.

Capgemini is grateful for Thukral and Tagra's contributions to this year's Annual Report.



[instagram.com/thukralandtagra/](https://www.instagram.com/thukralandtagra/)

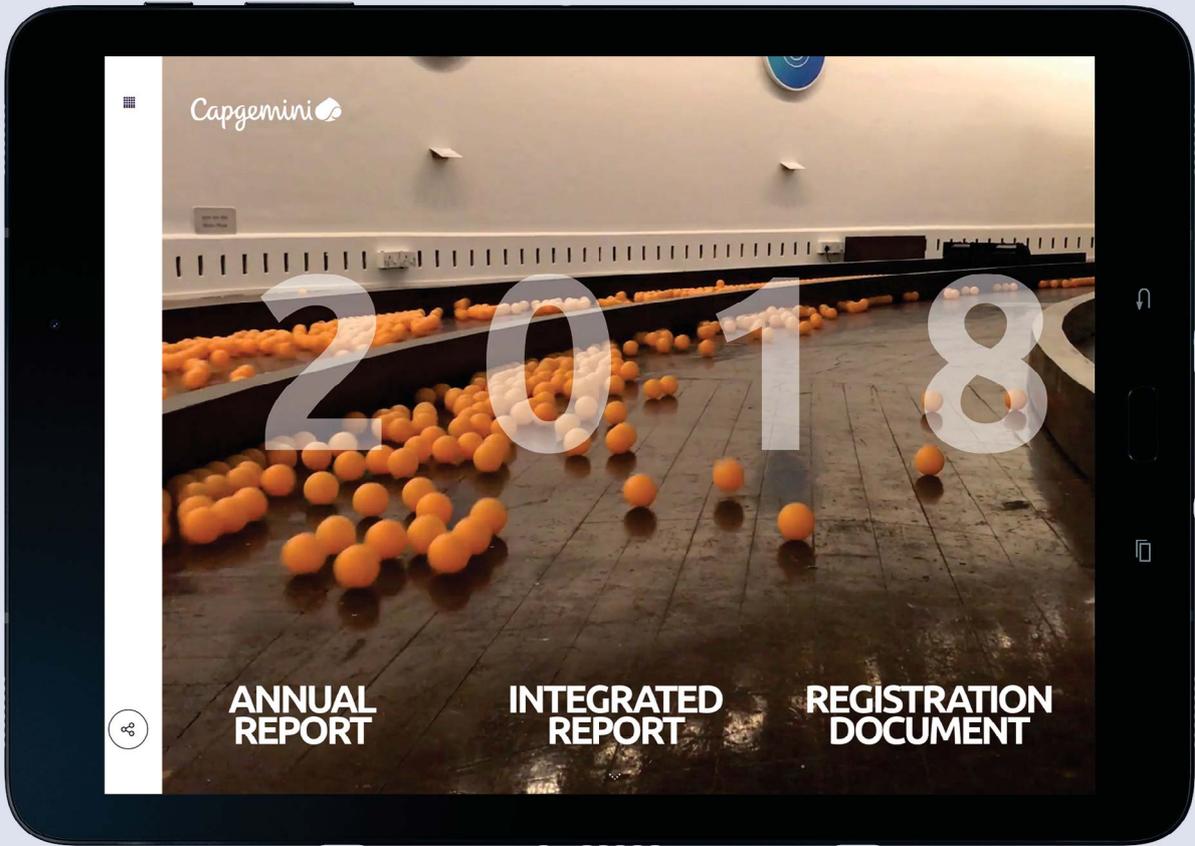


[facebook.com/Thukral-Tagra-614033121991757/](https://www.facebook.com/Thukral-Tagra-614033121991757/)



vimeo.com/thukralandtagra





Connect with us

Discover the digital version of our 2018 reports:
reports.capgemini.com/2018/en/



ADDITIONAL RESOURCES

Our website
capgemini.com

Investors section
investors.capgemini.com

Careers section
capgemini.com/careers/

Insights and news
capgemini.com/insights-and-news

CSR
capgemini.com/corporate-responsibility



The Annual Report outlines Capgemini's primary activities and the major events from the previous business year. Combining interviews and analysis, it retraces the transformations that have impacted our activities and our ambitions.

The Integrated Report describes how Capgemini's strategy, governance and organization create long-term financial and extra-financial value for the Group and its stakeholders.

The Registration Document provides complete legal, economic, financial, and accounting information about our activities, together with analysis of the company's results and future prospects.

Project management
Group Marketing and Communication Department
11 rue de Tilsitt, 75017 Paris France

Graphic design, production and publishing
WordAppeal & Studio L'Éclaireur

Artists – All rights reserved
Thukral & Tagra – thukralandtagra.com

Photographs – All rights reserved
Pierre-Emmanuel Rastoin (p06, 14, 32 and 44) • Serge Picard (p65) • Robert Geary (p67) • Imagen.D (p69)
• Yamel Photography (p68) • Shan Wong (p64 and 65) • Peter Nilsson (p66) • Zongqin Yang (p67) • Abhishek Ogale (p68)
• Hugo Ribes • Tomasz Cwiklinski • Capgemini MACS team

Sketches (portraits) – All rights reserved
Caroline Andrieu

Copyrights – All rights reserved
© AWS • © Capgemini • © Commission européenne • © DLG • © EDF • GettyImages • © Groupe PSA • © IBM (*IBM and the IBM logo are trademarks of International Business Machines corp, registered in many jurisdictions worldwide*) • © Les Fontaines, Capgemini Gouvieux • © MAN • © Media World Rugby • © Microsoft • © Pivotal • © Redhat • © Salesforce • © SAP • © Virgin Voyages

Thanks to
EDF, DLG, Virgin Voyages, Groupe PSA, MAN, The European Commission, SP Group, Centrica, ST Water, Yara, FSCS, TE Connectivity, Denso, NYDJ, RMIT.



