This document is an unofficial English-language translation of the document relating to Capgemini's other information (*document autres informations de Capgemini*) which was filed with the French *Autorité des marchés financiers* on October 14, 2019. In the event of any differences between this unofficial English-language translation and the official French document relating to Capgemini's other information, the official French document relating to Capgemini's other information shall prevail.

TENDER OFFER

for the shares of:

ALTRAN

initiated by:

Capgemini

presented by:

BNP PARIBAS CORPORATE & INSTITUTIONAL BANKING

Presenting Bank and Guarantor

CRÉDIT AGRICOLE CORPORATE & INVESTMENT BANK

Presenting Bank

HSBC

Presenting Bank

LAZARD FRÈRES BANQUE

Presenting Bank

INFORMATION RELATING IN PARTICULAR TO THE LEGAL, FINANCIAL AND ACCOUNTING CHARACTERISTICS OF CAPGEMINI

AMF | AUTORITÉ DES MARCHÉS FINANCIERS

This document relating to Capgemini's other information was filed with the AMF on October 14, 2019, pursuant to the provisions of Article 231-28 of the AMF General Regulation and AMF instruction no. 2006-07 relating to tender offers. This document was prepared under the responsibility of Capgemini.

This document supplements the Offer Document prepared by Capgemini and approved by the AMF on October 14, 2019 under number 19-489, pursuant to its clearance decision issued on the same date. This document incorporates by reference Capgemini's Registration Document and Half-Year Financial Report.

This document and the Offer Document are available on the websites of the AMF (www.amf-france.org) and Capgemini (www.capgemini.com) and may be obtained free of charge from:

Capgemini
11 rue de Tilsitt
75017 Paris
France

BNP Paribas
4 rue d'Antin
75002 Paris
France

Crédit Agricole Corporate and Investment Bank
12 place des États-Unis
92547 Montrouge Cedex
France

HSBC France
109 avenue des Champs Elysées
75008 Paris
France

Lazard Frères Banque
121 boulevard Haussmann
75382 Paris cedex 08
France

A press release was issued pursuant to the provisions of Article 231-28 of the AMF General Regulation informing the public of the methods by which this document will be made available.

TABLE OF CONTENTS

1 DESCRIPTION OF THE OFFER

Pursuant to Title III of Book II and more specifically Articles 231-13 and 232-1 *et seq.* of the General Regulation of the *Autorité des marchés financiers* (the "**AMF**"), Capgemini, a European company (*société européenne*) having its registered office at 11 rue de Tilsitt, 75017 Paris, France, registered with the Paris Trade and Companies Register under number 330 703 844, the shares of which are traded on the Euronext regulated market in Paris ("**Euronext Paris**") under ISIN Code FR0000125338 (ticker symbol "CAP") ("**Capgemini** " or the "**Offeror**"), makes an irrevocable offer to the holders of shares of Altran Technologies, a limited liability corporation (*société anonyme*) with a board of directors having its registered office at 96 avenue Charles de Gaulle, 92200 Neuilly-sur-Seine, France, registered with the Nanterre Trade and Companies Register under number 702 012 956, the shares of which are traded on Euronext Paris under ISIN Code FR0000034639 (ticker symbol "ALT") ("**Altran Technologies**" or the "**Company**"), to acquire all of their Altran Technologies shares listed on Euronext Paris under the terms and conditions set forth in Capgemini's tender offer document, which received on October 14, 2019 visa number 19-489 from the AMF pursuant to its clearance decision issued on the same date (the "**Offer Document**"), which may be followed by a squeeze-out, if applicable, in accordance with the provisions of Articles 237-1 to 237-10 of the AMF General Regulation (the "**Offer**").

The Offer is for all the Altran Technologies shares not held by the Offeror:[1]

(i) that are currently issued and outstanding, i.e., to the best knowledge of the Offeror as of the date of the Offer Document, a maximum number of 227,642,786 Altran Technologies shares,[2] and

(ii) that may be issued prior to the closing of the Offer or the Reopened Offer (as such term is defined in paragraph 2.13 of the Offer Document), as a result of the vesting of the free shares granted by Altran Technologies (the "**Free Shares**"), i.e., to the best knowledge of the Offeror as of the date of the Offer Document, a maximum of 2,405,239 new Altran Technologies shares,[3]

altogether representing, to the best knowledge of the Offeror as of the date of the Offer Document, a maximum number of 230,048,025 Altran Technologies shares included in the Offer.

It is specified that the tender of the American Depository Receipts (the "**Altran ADRs**") will not be accepted in the Offer or the Reopened Offer, and that the holders of Altran ADRs will be prior required to exchange them for Altran Technologies shares which could be tendered in the Offer or the Reopened Offer, as indicated in paragraph 2.5 of the Offer Document.

To the best knowledge of the Offeror, there are no other equity securities, or other financial instruments issued by the Company or rights granted by the Company that could give access, either immediately or in the future, to the share capital or voting rights of the Company.

In accordance with Article 231-13 of the AMF General Regulation, on September 23, 2019, BNP Paribas, Crédit Agricole Corporate and Investment Bank, HSBC France et Lazard Frères Banque, in their capacity as financial institutions presenting the Offer, filed the Offer and the draft Offer Document with the AMF on behalf of the Offeror. Only BNP Paribas guarantees the content and the irrevocable nature of the undertakings made by the Offeror in connection with the Offer.

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[1] As of the date of the Offer Document, the Offeror holds 29,378,319 Altran Technologies shares (see paragraph 1.1.2 of the Offer Document) out of a total number of 257,021,105 issued and outstanding shares.

[2] On the basis of the information disclosed by the Company on its website as of September 30, 2019, in accordance with Article 223-16 of the AMF General Regulation, i.e., 257,021,105 shares representing 257,814,914 theoretical voting rights. Based on the same information, this also includes treasury shares, i.e., 2,461,800 shares, it being specified that the Company undertook not to tender the treasury shares in the Offer.

[3] See paragraph 2.4 of the Offer Document.

The Offer is subject to the validity threshold referred to in Article 231-9, I of the AMF General Regulation, as described in more detail in paragraph 1.1.7 of the Offer Document. The Offer also includes a withdrawal threshold, in accordance with Article 231-9, II of the AMF General Regulation, as detailed in paragraph 2.6.1 of the Offer Document.

In addition, as of the date of the Offer Document, the Offer is subject to the condition precedent of the authorization of the combination with regard to merger control by the European Commission, in accordance with Article 6.1.b) of EC Regulation No. 139/2004 of January 20, 2004 or the competent national authorities in the European Union (as described in paragraph 2.6.2 of the Offer Document), it being specified that the Offeror reserves the right to waive such condition.

The Offer is made on a voluntary basis and will be conducted following the standard procedure pursuant to Articles 232-1 *et seq*. of the AMF General Regulation.

2 INFORMATION RELATING IN PARTICULAR TO THE LEGAL, FINANCIAL AND ACCOUNTING CHARACTERISTICS OF CAPGEMINI

This document constitutes an update to the information relating, in particular, to the legal, financial and accounting characteristics of Capgemini as provided in its registration document, which was filed with the AMF on April 2, 2019 under number D.19-0245 (the "**Registration Document**"). The Registration Document is incorporated by reference in this document and is supplemented by the information presented in section 3 below.

The Registration Document is available in electronic form on the website of Capgemini (www.capgemini.com) and the website of the AMF (www.amf-france.org) and may be obtained free of charge from Capgemini (11 rue de Tilsitt, 75017 Paris).

3 RECENT EVENTS SINCE THE FILING OF CAPGEMINI'S REGISTRATION DOCUMENT

3.1 Financial information

Since the filing date of the Registration Document, Capgemini has published its revenue figures for the first quarter of 2019, which were presented in a press release published on April 25, 2019, as reproduced in Annex 1, and its results for the first half of 2019, which were presented in a press release published on July 30, 2019 as reproduced in Annex 2. Capgemini also published, on August 2, 2019, a half-year financial report including in particular its consolidated financial statements as of June 30, 2019 (the "**Half-Year Financial Report**"). The Half-Year Financial Report is incorporated by reference in this document and is available on Capgemini's website dedicated to investors on the "Financial results and reports – Financial results" page (https://investors.capgemini.com/en/financial-results/?fiscal-year=2019).

3.2 General meeting of May 23, 2019

Capgemini's shareholders general meeting was held on May 23, 2019 and all of the resolutions on the agenda were approved.

3.3 Composition of the board of directors since May 23, 2019

Capgemini's shareholders general meeting of May 23, 2019 approved in particular resolutions relating to the composition of the board of directors, i.e. with respect to the appointment of Ms. Xiaoqun Clever and the ratification of the cooptation of Ms. Laura Desmond.

Consequently, as of the date of this document, the composition of the board of directors of Capgemini is as follows:

- Mr. Paul Hermelin, Chairman and Chief Executive Officer (*Président-directeur général*);
- Mr. Daniel Bernard;
- Mr. Pierre Pringuet;
- Ms. Anne Bouverot;
- Ms. Xiaoqun Clever;
- Ms. Laura Desmond;
- Ms. Laurence Dors;
- Mr. Robert Fretel;
- Ms. Siân Herbert-Jones;
- Mr. Kevin Masters;
- Mr. Xavier Musca;
- Mr. Frédéric Oudéa;
- Mr. Patrick Pouyanné; and
- Ms. Lucia Sinapi-Thomas.

3.4 Press releases issued since the filing of the Registration Document

The press releases issued since the filing of the Registration Document are reproduced in Annex 3 and are also available on Capgemini's website on the "Insights & News – Newsroom" page (https://www.capgemini.com/newsroom/) and on Capgemini's website dedicated to investors on the "News and Events – Financial News" page (https://investors.capgemini.com/en/financial-news/).

The abovementioned press releases are the following:

April 3, 2019	Capgemini to enter into alliance partnership with Autodesk for the deployment of a comprehensive BIM platform
	Capgemini named as a Leader for Advanced Digital Workplace Services by NelsonHall
April 4, 2019	Capgemini and École Polytechnique launch a "Blockchain and B2B Platforms" Chair
	Capgemini is Everest Group's Insurance Services Star Performer of the Year 2019
April 5, 2019	Capgemini moves its Greater Paris-region staff into a new building called the "147" in Issy-les-Moulineaux (*Capgemini rassemble ses collaborateurs franciliens dans un nouveau bâtiment, baptisé le « 147 », à Issy-les-Moulineaux*)
April 8, 2019	Everest Group names Capgemini a Leader in Life & Pensions digital services
April 10, 2019	Capgemini immerses itself in a new IT services contract with BAE Systems Maritime-Submarines
April 11, 2019	Dijon Metropole launches a unique smart city project in France

April 15, 2019	GC-Gruppe teams up with T-Systems and Mov'InBlue to offer a versatile delivery service for travelling artisans and professionals (*GC-Gruppe s'appuie sur T-Systems et Mov'InBlue pour proposer un service de livraison agile aux artisans et professionnels itinerants*)
April 16, 2019	Notre-Dame de Paris: Capgemini contributes to the national effort for the reconstruction of the cathedral
April 18, 2019	Capgemini and Women in AI reveal the winners of the first Women in AI Awards
April 25, 2019	Capgemini: revenue growth of 6.7% in Q1 2019 (reference is made to paragraph 3.1 above)
April 26, 2019	Le Village by CA and Capgemini present the result of the 2019 barometer of startup – big corporations relations (*Le Village by CA et Capgemini présentent les résultats du Baromètre 2019 de la relation startup / grand groupe*)
April 29, 2019	Capgemini's supply chain and manufacturing solutions have been certified by SAP as industry innovation accelerators
May 7, 2019	European Commission 3-year contract to build Support Center for Data Sharing
	Energisme alliance – Microsoft deploys its Big Data and IoT platform for energy consumption control with Capgemini (*L'alliance Energisme – Microsoft déploie son offre Big Data et IoT de maîtrise des consommations énergétiques avec les équipes de Capgemini*)
May 8, 2019	EDF Energy appoints Capgemini's Odigo to support its customer service operations
May 9, 2019	Consumer excitement for autonomous vehicles soars but barriers remain
	Capgemini participates in VivaTech for the 4th consecutive year
May 10, 2019	Everest Group names Capgemini Leader and Star Performer for Property & Casualty digital services
May 14, 2019	World Insurance Report 2019: Insurers must respond to customer concerns around emerging-risk coverage
May 21, 2019	Capgemini named as a Leader for Software Testing by NelsonHall
	Capgemini enables new automated system for mortgage processing at Skandiabanken
May 22, 2019	Capgemini drives innovation and IT transformation for Louisiana Pacific with migration to Amazon Web Services
	Everest Group names Capgemini a Leader in Finance and Accounting Outsourcing Services

May 23, 2019	The French *Direction générale de l'armement* selects the consortium composed of Atos, Capgemini and the CEA for Project Artemis, phase II (*La DGA sélectionne le consortium formé par Atos, Capgemini et le CEA, pour la phase II du projet Artemis*)
May 24, 2019	Shareholders Meeting of May 23, 2019
May 28, 2019	Intelligent Automation is boosting operational efficiency, topline growth and customer engagement for global energy and utility companies
June 4, 2019	World FinTech Report 2019: The industry is transitioning from Open Banking to "Open X"
June 5, 2019	Capgemini Receives the 2019 Pega Partner Award for Excellence in Growth and Delivery
June 6, 2019	Industry wants to leverage the 5G revolution but barriers remain
June 7, 2019	Capgemini positioned in the Leadership zone for Engineering, Research and Development (ER&D) services by Zinnov
June 11, 2019	Capgemini opens a school dedicated to jobs of the future, which will train 400 engineers and consultants per year (*Capgemini ouvre une école dédiée aux métiers du futur qui formera 400 ingénieurs et consultants par an*)
	Capgemini and ISAI launch a fund for B2B start-ups and scale-ups
June 12, 2019	Capgemini named a Leader in Global API Strategy and Delivery Service Providers, Q2 2019 Forrester Wave Report
June 13, 2019	Capgemini celebrates the opening of two "Digital Academies" in India, taking the worldwide total to eight
June 14, 2019	Capgemini recognized as winner for 2019 Microsoft SAP on Azure Partner of the Year
June 17, 2019	Paris Air Show in Le Bourget – InSight Mission to Mars: A look back at initial successes (*Salon du Bourget – Mission InSight sur Mars : retour sur les premiers succès*)
June 19, 2019	Capgemini accelerates in the global airline industry by becoming one of the first business partners of Airbus' Skywise digital platform
June 24, 2019	Capgemini and Altran create a global digital transformation leader for industrial and tech companies
June 26, 2019	Capgemini named EMEA Systems Integrator (SI) & Value Added Reseller (VAR) Partner of the Year 2019 by MuleSoft
June 27, 2019	Capgemini enables a global business and technology transformation journey at F.I.L.A Group
	Capgemini wins 2019 Artificial Intelligence Breakthrough award for best virtual agent solution

July 2, 2019	Capgemini holds 11.43% of Altran's share capital
July 3, 2019	Capgemini selected by Volvo Cars for digital and cloud transformation
July 5, 2019	Organizations must address ethics in AI to gain public's trust and loyalty
July 9, 2019	Capgemini's World Wealth Report 2019: with a loss of 2 trillion USD, High Net Worth Individual wealth declines after seven consecutive years of growth but HNWI's trust and satisfaction in wealth managers and firms remain high
July 11, 2019	69% of organizations believe that they will not be able to respond to cybersecurity threats without AI
July 17, 2019	Capgemini launches new AI services based on Microsoft Azure to accelerate the business impact of AI at scale
July 22, 2019	Capgemini launches a new technology platform to deliver rapid deployment of intelligent automation at scale
July 23, 2019	Capgemini named a Leader in advanced analytics BPS by NelsonHall
July 25, 2019	Capgemini Group strengthens its relationship with Microsoft in new initiative using the breadth of Microsoft Azure
	Liquidity program report – 6 months ending June 30, 2019
July 26, 2019	Capgemini enables new digital experiences online and in-store for Celcom, in a multi-year digital transformation project
July 29, 2019	Capgemini reinforces its energy and utilities capabilities in Germany with the acquisition of KONEXUS Consulting
July 30, 2019	Capgemini maintains its growth momentum with strong progression of its first half 2019 results (reference is made to paragraph 3.1 above)
August 2, 2019	Notice of publication of the First Half 2019 Financial Report
August 12, 2019	A new milestone has been reached for the proposed acquisition of Altran by Capgemini
August 27, 2019	Everest Group names Capgemini a Leader in Enterprise Platform IT Services in Banking and Financial Services
September 3, 2019	Everest Group names Capgemini a Leader in Next-generation IT Infrastructure Services for the Insurance industry
September 4, 2019	Capgemini named a Leader in two IDC MarketScape 2019 Vendor Assessments for Utility Services
September 5, 2019	Consumers prefer interacting with voice and chat assistants over humans, creating opportunities for businesses
September 16, 2019	Aiman Ezzat: next Chief Executive Officer of Capgemini

September 17, 2019	World Payments Report 2019: non-cash payments booming as banks face change
September 19, 2019	Launch of a sixth Employee Share Ownership Plan
	Capgemini successfully delivers a strong foundation for Maxeda's omnichannel environment based on SAP S/4HANA
September 23, 2019	Capgemini has filed its friendly tender offer for Altran with the French financial market authority (AMF)
	Capgemini named a leader in Robotic Process Automation and Artificial Intelligence for Banking by NelsonHall
September 25, 2019	Capgemini's Industrial IoT solution connects machines, manufacturing operations and people across BHGE's Italian sites
September 26, 2019	Championing Data Protection and Privacy Report: Enterprises fall behind on GDPR compliance: More than one year on, just 28% say they are compliant
	Capgemini receives clearance from the Committee on Foreign Investment in the United States (CFIUS) for its proposed acquisition of Altran
September 30, 2019	Capgemini signs a contract extension with HMRC
October 2, 2019	Capgemini announces Project FARM, an intelligent data platform that aims to help small-scale farmers in Kenya resolve the global food shortage
October 4, 2019	Capgemini receives antitrust clearance in Morocco for its proposed acquisition of Altran
October 7, 2019	World InsurTech Report 2019: Insurers' role in flux as InsurTechs master digital customer experience
October 10, 2019	Capgemini Research Institute ranked No. 1 for the third consecutive time for the quality of its thought leadership
October 14, 2019	Availability of the Offer Document of Capgemini

3.5 Risk factors

As of the date of this document, the Offeror is not aware of any significant operating or financial risks concerning Capgemini, other than those mentioned in the Registration Document. However, investors should be aware that the list of risk factors mentioned in the Registration Document is not exhaustive and that there may be other risks that are totally or partially unknown or that are not anticipated as of the date of this document and that may have a material adverse effect on Capgemini, its financial situation and/or its results.

3.6 Information relating to the Offer

3.6.1 Costs and financing of the Offer

The costs and financing terms of the Offer are provided in paragraph 2.14 of the Offer Document and are noted below.

3.6.1.1 Fees relating to the Offer

The overall amount of all fees, costs and external expenses incurred by the Offeror in connection with the Offer, including fees and expenses of its financial, legal and accounting advisors, publicity costs and costs relating to the financing of the Offer, is estimated at approximately 45 million euros (excluding taxes).

3.6.1.2 Financing terms of the Offer

In the event that all of the shares targeted by the Offer are tendered in the Offer (with the exception of treasury shares that the Company undertook not to tender), the maximum cost of the Offer will amount to approximately 3.19 billion euros. The Offer will be financed by a bridge loan for an amount of 5.4 billion euros (the "**Facility Agreement**"), covering the purchase of securities (including the Acquisition of the Blocks) and the amount of the consolidated gross debt (1.8 billion euros) of the Company. It is intended that such financing is refinanced by using available cash for 1 billion euros, with the remaining amount being refinanced by debt, mainly in the form of bond issuances.

3.6.2 Impact of the Offer on the main financial results and the consolidated financial statements of Capgemini

On the basis of the financial statements for the year ended December 31, 2018, before (i) potential accounting restatement for homogenization purposes, (ii) revaluation at fair value of the identifiable assets acquired and the liabilities assumed, (iii) impact of the financing of the acquisition on the net finance costs, and (iv) impact of the fees relating to the offer, the principal combined financial data as at December 31, 2018 are as follows:

	As of December 31, 2018			
	Altran	**Capgemini**	**Financing relating to the acquisition(1)**	**Capgemini+Altran(2)**
Revenues (m€)	**2,916**	**13,197**	**n/a**	**16,113**
Operating margin (m€)	**352**	**1,597**	**n/a**	**1,949**
Operating margin rate	*12.1%*	*12.1%*	*n/a*	*12.1%*
Net income (Group share) (m€)	81	730	n/a	811
Average number of shares outstanding during the period	n/a	167,088,363	n/a	167,088,363
Basic earnings per share (€/share)				**4.85**
Equity (attributable to owners of the company) (m€) (Capgemini)				7,480
Number of shares as of December 31, 2018 (Capgemini)				167,293,730
Equity (attributable to owners of the company) per share (€/share)				**44.71**
Net debt	**1,312**	**1,184**	**3,598**	**6,094**

(1) Including the financing of the acquisition of the 29,378,319 shares of Altran Technologies already held by the Offeror as of the date of this document.

(2) The combined financial data presented above are meant to illustrate, for informational purposes only, the effects of the Offer and the financing relating to the acquisition on a selection of balance sheet indicators as at December 31, 2018 and income statement indicators for the year ended December 31, 2018, as if these transactions had occurred on December 31, 2018 for the balance sheet indicators and the number of share as at December 31, 2018 and January 1, 2018 for the income statement indicators, excluding the impacts of the financing relating to the acquisition on the net finance costs. This does not constitute pro forma financial information. The combined financial data are presented exclusively for illustrative purposes and do not

provide an indication of the financial situation and performance that Capgemini would have achieved had the transactions occurred on December 31, 2018 and January 1, 2018, respectively. Likewise, they do not provide an indication of future results or financial situation.

3.6.3 Preliminary amount of goodwill

If Capgemini acquires all of the shares of Altran Technologies it does not already hold, the provisional goodwill (difference between the acquisition price and the Company's net equity according to its financial statements for the year ended December 31, 2018, before potential accounting restatement for homogenization purposes and revaluation at fair value of the identifiable assets acquired and the liabilities assumed on the acquisition date) will be 4.2 billion euros.

4 PERSON RESPONSIBLE FOR THE OFFER DOCUMENT

"*I certify that this document, which was filed with the AMF on October 14, 2019 and which will be released no later than the day before the opening of the offer, includes all the information required by Article 231-28 of the AMF General Regulation and by AMF instruction no. 2006-07, in the context of the tender offer initiated by Capgemini for the shares of Altran Technologies.*

To the best of my knowledge, this information corresponds to reality and contains no omission likely to affect their import."

By: Paul Hermelin, Chairman and Chief Executive Officer

Annex 1 – Press release on Q1 2019 revenues

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Capgemini: revenue growth of 6.7% in Q1 2019

Paris, April 25, 2019 – Capgemini Group achieved consolidated revenues of €3,441 million in the first quarter of 2019, up 6.7% year-on-year at constant exchange rates*.

Paul Hermelin, Chairman and Chief Executive Officer of Capgemini Group, comments: *"The Group achieved a good first-quarter performance with continued momentum in our business, particularly in Europe.*

We are successfully leveraging the investments in our innovation-driven portfolio and our position as a global leader in digital and cloud. These activities continue to develop, reporting growth of 20%. In this quarter, the Group further strengthened its foothold with the acquisition of Leidos Cyber, a cybersecurity leader in the United States.

With this first quarter performance, we confirm all our objectives for 2019."

	Revenues *(In millions of euros)*		**Change**	
	2018	**2019**	**At current exchange rates**	**At constant exchange rates***
1st quarter	3,153	**3,441**	+9.2%	+6.7%

Q1 revenues totaled €3,441 million, up 9.2% year-on-year. Growth at constant exchange rates* was 6.7%, with currency impacts essentially due to the appreciation of the US dollar against the euro. Organic growth* (i.e. excluding the impact of currency fluctuations and changes in Group scope) was 5.0%. Digital and cloud activities continued to grow rapidly (20% at constant exchange rates), to account for over 45% of the Group.

* The terms and Alternative Performance Measures marked with an (*) are defined and/or reconciled in the appendix to this press release.

OPERATIONS BY REGION

North America revenues (32% of Group revenues) grew 7.0% at constant exchange rates. The Telecoms, Media & Technology (TMT) and Services sectors were especially dynamic, followed by the Financial Services and Energy & Utilities sectors.

The performance of the **United Kingdom & Ireland** region (12% of Group revenues) was encouraging, with growth of 6.4% at constant exchange rates. The Energy & Utilities, Consumer Goods & Retail and TMT sectors reported double-digit growth, while the Public Sector continued the positive trends initiated in the previous quarters.

France (22% of Group revenues) continued on a healthy trend, with growth of 4.8% supported by strong momentum in the Manufacturing sector. By business, growth was driven by Applications & Technology services and Strategy & Transformation consulting services.

The **Rest of Europe** region (27% of Group revenues) maintained a robust growth rate, with revenues up 6.3% at constant exchange rates. This was mainly fueled by the strong performance of the Public sector, Energy & Utilities and Services.

Finally, growth continued to accelerate in the **Asia-Pacific and Latin America** region (7% of Group revenues). Revenues rose 13.7%, driven primarily by Financial Services, Manufacturing and Services.

OPERATIONS BY BUSINESS

Strategy & Transformation consulting services (7% of Group revenues), now grouped under *Capgemini Invent*, recorded a 29.7% increase at constant exchange rates in their Total revenues*. This growth reflects not only the contribution of acquisitions in this sector, but also continued high demand from the Group's customers to accompany their digital transformation.

Applications & Technology services (72% of Group revenues) are the Group's core business and continue to capitalize fully on digital and cloud demand in all Group regions. Total revenues* grew 7.1% at constant exchange rates.

Operations & Engineering services (21% of Group revenues) recorded a slight increase in Total revenues*, with growth of 2.1% at constant exchange rates. Again in Q1, Infrastructure Services and Business Services (Business Process Outsourcing and platforms) show stabilization of their activity while Digital Engineering and Manufacturing services continued to grow.

HEADCOUNT

At March 31, 2019, the Group’s total headcount stood at 212,800, up 4.6% year-on-year, with a 5.3% increase in employees in offshore centers to 122,000 (57% of the total headcount).

BOOKINGS

Bookings totaled €3,367 million in Q1 2019, a 2.7% increase at constant exchange rates on a particularly demanding Q1 2018 comparison basis, when bookings rose 15.3%.

OUTLOOK

For 2019, the Group targets revenue growth at constant exchange rates of 5.5% to 8.0%, improved profitability with an operating margin of 12.3% to 12.6% and stronger organic free cash flow - on a comparable basis - of over €1.1 billion.

This outlook takes into account the impact of the application of IFRS 16 from January 1, 2019 on the operating margin (around +5 basis points) and on the organic free cash flow definition (around -€50 million), as detailed in the appendix to the press release publishing this outlook, issued on February 14, 2019.

CONFERENCE CALL

Paul Hermelin, Chairman and Chief Executive Officer and Carole Ferrand, Chief Financial Officer, will present this press release during a conference call in English to be held **today at 6 p.m. Paris time (CET)**. You can follow this conference call live via webcast at the following link. A replay will also be available for a period of one year.

All documents relating to this publication will be placed online on the Capgemini investor website at https://investors.capgemini.com/results.

CALENDAR

May 23, 2019	Shareholders' Meeting
July 30, 2019	Publication of H1 2019 results

Please note that the following payment schedule for the dividend of €1.70 per share will be presented to the Shareholders' Meeting for approval:

June 5, 2019	Ex-dividend date on Euronext Paris
June 7, 2019	Payment of the dividend

DISCLAIMER

This press release may contain forward-looking statements. Such statements may include projections, estimates, assumptions, statements regarding plans, objectives, intentions and/or expectations with respect to future financial results, events, operations and services and product development, as well as statements, regarding future performance or events. Forward-looking statements are generally identified by the words "expects", "anticipates", "believes", "intends", "estimates", "plans", "projects", "may", "would" "should" or the negatives of these terms and similar expressions. Although Capgemini's management currently believes that the expectations reflected in such forward-looking statements are reasonable, investors are cautioned that forward-looking statements are subject to various risks and uncertainties (including, without limitation, risks identified in Capgemini's Registration Document available on Capgemini's website), because they relate to future events and depend on future circumstances that may or may not occur and may be different from those anticipated, many of which are difficult to predict and generally beyond the control of Capgemini. Actual results and developments may differ materially from those expressed in, implied by or projected by forward-looking statements. Forward-looking statements are not intended to and do not give any assurances or comfort as to future events or results. Other than as required by applicable law, Capgemini does not undertake any obligation to update or revise any forward-looking statement.

This press release does not contain or constitute an offer of securities for sale or an invitation or inducement to invest in securities in France, the United States or any other jurisdiction.

About Capgemini

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of EUR 13.2 billion.

Visit us at www.capgemini.com. *People matter, results count*.

* *

*

APPENDIX[1]

BUSINESS CLASSIFICATION

As previously announced, the classification of the Group's business lines was simplified and standardized from January 1, 2019:

- **Strategy & Transformation** includes all strategy and transformation consulting services and corresponds to the *Capgemini Invent* scope;
- **Applications & Technology** brings together "Application Services" and related activities and notably local technology services previously included in "Technology & Engineering Services";
- **Operations & Engineering** encompasses all other Group businesses. These currently comprise: Business Services (including Business Process Outsourcing), all Infrastructure Services (including those previously in "Technology & Engineering Services") and Digital Engineering and Digital Manufacturing services (previously in "Technology & Engineering Services").

DEFINITIONS

Organic growth, or like-for-like growth, in revenues is the growth rate calculated at **constant Group scope and exchange rates.** The Group scope and exchange rates used are those for the reported period. Exchange rates for the reported period are also used to calculate **growth at constant exchange rates**.

Reconciliation of Group growth rates	Q1 2019
Organic growth	**+5.0%**
Changes in Group scope	+1.7pt
Growth at constant exchange rates	**+6.7%**
Exchange rate fluctuations	+2.5pt
Reported growth	**+9.2%**

When determining activity trends by business and in accordance with internal operating performance measures, growth at constant exchange rates is calculated based on **Total revenues**, i.e. before elimination of inter-business billing. The Group considers this to be more representative of activity levels by business. As its business evolves, an increasing number of contracts require the combination of different business lines' expertise, leading to an increase in inter-business flows (approximately 7% of total revenues today).

Operating margin is one of the Group's key performance measures. It is defined as the difference between revenues and operating costs. It is calculated before "Other operating income and expenses" which include amortization of intangible assets recognized in business combinations, the charge resulting from the deferred recognition of the fair value of shares granted to employees (including social security contributions and employer contributions), and non-recurring revenues and expenses, notably impairment of goodwill, negative goodwill, capital gains or losses on disposals of consolidated companies or businesses, restructuring costs incurred under a detailed formal plan approved by the Group's management, the cost of acquiring and integrating companies acquired by the Group, including earn-outs comprising conditions of presence, and the effects of curtailments, settlements and transfers of defined benefit pension plans.

Normalized net profit is equal to profit for the year (Group share) adjusted for the impact of items recognized in "Other operating income and expense", net of tax calculated using the effective tax rate. **Normalized earnings per share** is computed like basic earnings per share, i.e. excluding dilution.

Organic free cash flow is equal to cash flow from operations less acquisitions of property, plant, equipment and intangible assets (net of disposals), lease liability repayments and adjusted for cash out relating to the net interest cost.

[1] Note that in the appendix, certain totals may not equal the sum of amounts due to rounding adjustments.

RESULTS BY REGION

	Revenues (In millions of euros)		Change	
	Q1 2018	Q1 2019	At current exchange rates	At constant exchange rates
North America	960	1,107	+15.3%	+7.0%
United Kingdom and Ireland	386	416	+7.7%	+6.4%
France	698	732	+4.8%	+4.8%
Rest of Europe	888	938	+5.6%	+6.3%
Asia Pacific and Latin America	221	249	+12.8%	+13.7%
TOTAL	**3,153**	**3,441**	**+9.2%**	**+6.7%**

RESULTS BY BUSINESS

	Total revenues* (% of the Group)		Change at constant exchange rates in Total revenues* of the business
	Q1 2018	Q1 2019	
Strategy & Transformation	6%	7%	+29.7%
Applications & Technology	72%	72%	+7.1%
Operations & Engineering	22%	21%	+2.1%

UTILIZATION RATES

	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019
Strategy & Transformation	75%	79%	74%	75%	74%
Applications & Technology	77%	78%	77%	77%	78%

Annex 2 – Press release on H1 2019 results

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Capgemini maintains its growth momentum with strong progression of its first half 2019 results

- **Revenues of €7,007 million, up 8.4%**
- **H1 revenue growth of 6.2% at constant exchange rates and 5.7% in Q2**
- **Operating margin[*] up 0.5 points to 11.4%**
- **Earnings per share up 24% and normalized earnings per share[*] up 12%**
- **Stronger organic free cash flow[*], at €90 million**

Paris, July 30, 2019, 7 a.m. CET – The Board of Directors of Capgemini SE, chaired by Paul Hermelin, convened on July 29, 2019, to review and authorize the issue of the accounts[1] of Capgemini Group for the 1st half of 2019.

Paul Hermelin, Chairman and Chief Executive Officer of Capgemini Group, comments: *"We are demonstrating our ability to deliver continuously a strong increase in earnings, with growth in both revenue and profitability. Momentum remains strong in Europe, where we generate 60% of our revenues, with a remarkable performance in France and the United Kingdom. Digital and Cloud continue to develop at a rapid pace, and for the first time, represent half of our revenues. These excellent results demonstrate the relevance and strength of our strategy.*

The first six months also saw the announcement of the proposed friendly takeover of Altran, a major strategic move for both our companies. We complement each other and with the cultural proximity we will create a world leader in digital transformation for industrial companies, what we call the 'intelligent industry'."

[*] The terms and Alternative Performance Measures marked with an (*) are defined and/or reconciled in the appendix to this press release.
[1] Limited review procedures on the interim consolidated financial statements have been completed. The auditors are in the process of issuing their report.

1[ST] HALF KEY FIGURES

(In millions of euros)	**H1 2018**	**H1 2019** (IFRS 16[2])	***Change***
Revenues	**6,467**	**7,007**	**+8.4%** **+6.2%** at constant exchange rates
Operating margin*	**707**	**797**	**+13%**
as a % of revenues	10.9%	11.4%	**+50 basis points**
Operating profit	**521**	**658**	
as a % of revenues	8.0%	9.4%	
Net profit (Group share)	**314**	**388**	**+23%**
Basic earnings per share (€)	1.88	2.34	+24%
Normalized earnings per share (€)*	2.75 [a]	3.08 [a]	+12%
Organic Free Cash Flow *	**11**	**90**	**+€79 million**
Net cash and cash equivalents / (Net debt)*	(2,192)	(1,621)	+€571 million

[a] Excluding recognition of the income tax expense due to the transitional impact of tax reforms in the U.S. of €18 million in 2018 and €30 million in 2019.

The Group generated **revenues** of €7,007 million in H1 2019, up 8.4% on H1 2018 reported revenues and 6.2% at constant exchange rates*. Organic growth* (i.e. excluding the impact of currency fluctuations and changes in Group scope) was 4.9%.

Group momentum continues to be supported by Digital & Cloud activities, which grew around 20% at constant exchange rates in the first half. They now account for around 50% of Group revenues.

Group growth reached 5.7% at constant exchange rates and 4.7% organically in the second quarter.

Bookings totaled €7,101 million in the first six months of 2019, a 4.8% increase at constant exchange rates year-on-year.

The **operating margin*** is €797 million, or 11.4% of revenues, an increase of 13% or 50 basis points year-on-year. This robust performance reflects the higher gross margin, which has increased at the same rate thanks to the success of innovation offerings. It illustrates the Group's ability to balance growth and higher profitability.

Other operating income and expenses represent a net expense of €139 million. The €47 million improvement year-on-year is mainly due to a reduction in restructuring costs.

Operating profit rose 26% to €658 million, or 9.4% of revenues.

The net financial expense is stable year-on-year at €39 million. The income tax expense is €232 million and includes €30 million due to the transitional impact of tax reforms in the United States, compared with €18 million last year. Adjusted for these expenses, the effective tax rate is 32.6%, compared with 31.4% in H1 2018 and 33.7% in FY 2018.

Net profit (Group share) increases 23% year-on-year to €388 million for the first six months of the year. **Basic EPS** (earnings per share) is up 24% year-on-year at €2.34. **Normalized EPS*** is up 10% to €2.90. Normalized EPS adjusted for the transitional tax expense is up 12% to €3.08.

The Group generated **organic free cash flow*** of €90 million in the half-year, compared with €11 million in the previous year period.

Returns to shareholders amounted to €431 million in H1 2019, with a dividend payment of €281 million and share buybacks totaling €150 million (excluding the liquidity contract). In addition, bolt-on acquisitions resulted in a net cash outflow of €152 million over the period.

OUTLOOK

For 2019, the Group targets revenue growth at constant exchange rates of 5.5% to 8.0%, improved profitability with an operating margin of 12.3% to 12.6% and stronger organic free cash flow - on a comparable basis - of over €1.1 billion.

[2] The impacts of the application of IFRS 16 at January 1, 2019 and the resulting change in the organic free cash flow and net debt definitions are presented in the appendix to this press release.

This outlook takes into account the impact of the application of IFRS 16 from January 1, 2019 on the operating margin (around +5 basis points) and on the organic free cash flow definition (around -€50 million), as detailed in the appendix to the press release publishing this outlook, issued on February 14, 2019.

OPERATIONS BY REGION

North America revenues (32% of Group revenues) grew 3.8% at constant exchange rates, on a particularly high comparison basis as the region's growth reached 17.2% in H1 2018. TMT (Telecoms, Media & Technology), Energy & Utilities and Services sectors recorded the strongest momentum. The operating margin rate was 12.9%, compared with 13.2% in the prior-year period.

The **United Kingdom & Ireland** region (12% of Group revenues) reported a remarkable performance, with growth of 8.0% at constant exchange rates. Revenue growth in the Financial Services, Consumer Goods & Retail and TMT sectors was 10% or higher, while the Public Sector continued the positive trends initiated a year ago. The operating margin jumped to 15.9% from 12.2% a year earlier.

Activity was strong in **France** (22% of Group revenues), with revenues up 6.9% year-on-year. The Manufacturing sector was the most buoyant during the period, growing in excess of 10%. By business, growth was driven by Applications & Technology services and Digital and Cloud demand. The operating margin improved 120 basis points year-on-year to 9.6% of revenues.

Growth momentum remained robust in the **Rest of Europe** (27% of Group revenues), with a 6.2% increase in revenues at constant exchange rates. The Energy & Utilities, Consumer Goods & Retail and Services sectors were the strongest over the period. The region reported a slightly lower operating margin at 11.3%, from 12.0% a year earlier.

Finally, the **Asia-Pacific and Latin America** region (7% of Group revenues) was particularly dynamic. Revenues grew 12.2%, with Financial Services and Manufacturing the main drivers. Overall, the region's operating margin was slightly down to 11.4%, compared with 11.7% in H1 2018.

OPERATIONS BY BUSINESS

Strategy & Transformation consulting services (7% of Group total revenues*), now grouped under *Capgemini Invent*, recorded a 19.4% increase at constant exchange rates in their total revenues. Growth was driven primarily by the TMT sector and, with the contribution of the acquisitions, by Financial Services.

Applications & Technology services (71% of Group total revenues), the Group's core business, reported total revenue growth of 6.6% at constant exchange rates. These services are heavily involved in client projects for the large-scale roll-out of their digital strategy.

Finally, **Operations & Engineering** services (22% of Group total revenues) grew 3.5% at constant exchange rates. The stabilization of the Infrastructure Services and Business Services (Business Process Outsourcing and platforms) activities observed at the beginning of the year was confirmed, while Digital Manufacturing and Engineering business is buoyant.

Q2 TRENDS

Q2 revenues totaled €3,566 million, up 5.7% at constant exchange rates and 4.7% at constant Group scope and exchange rates.

Activity accelerated slightly in Europe and notably in France (+8.9% year-on-year at constant exchange rates), as well as in the United Kingdom & Ireland region (+9.5%), while momentum remained strong in the Rest of Europe (+6.1%). The North America region slowed (+0.8%), as expected, due to a comparison basis that peaked in the second quarter with growth of 19.4% reported in Q2 2018. This region's growth is therefore expected to accelerate from Q3. Finally, the Asia-Pacific and Latin America region growth remained in double digits during the period, growing +10.9%.

Bookings rose 6.7% at constant exchange rates to €3,734 million.

HEADCOUNT

At June 30, 2019, the Group's total headcount stood at 216,800, up 5.5% year-on-year, with an increase in employees in offshore centers to 125,100 (58% of the total headcount).

BALANCE SHEET

The Group had €1,663 million in cash and cash equivalents (net of bank overdrafts) at June 30, 2019. After accounting for borrowings (excluding lease liabilities) of €3,491 million, cash management assets and derivative instruments, Group net debt* is €1,621 million at the end of H1 2019, compared with €1,104 million at January 1, 2019 and €2,192 million at June 30, 2018 (i.e. before the application of IFRS 16[2] from January 1, 2019).

The proposed acquisition of Altran did not impact the Group's balance sheet structure at June 30, 2019.

PROPOSED ACQUISITION OF ALTRAN TECHNOLOGIES

On June 24, 2019, Capgemini and Altran Technologies (Euronext Paris: ALT), the global leader in Engineering and R&D services, jointly announced they had entered into an agreement for exclusive negotiations whereby Capgemini would acquire Altran, through a friendly public offer at €14.00 per Altran share, payable in cash. This project seeks to create a global digital transformation leader for industrial and tech companies. The agreement was unanimously approved by the Capgemini and Altran Boards of Directors.

Capgemini has secured a bridge financing of €5.4 billion, covering the purchase of securities (€3.6 billion) as well as the gross debt (€1.8 billion).

Additionally, on July 2, 2019, Capgemini announced that it held 29,378,319 Altran shares following settlement and delivery of the off-market acquisition of a block of shares from the concert formed around Apax Partners[3]. This transaction follows the signature on June 24, 2019 of a definitive agreement to acquire this block, representing 11.43% of Altran's share capital.

CONFERENCE CALL

Paul Hermelin, Chairman and Chief Executive Officer, Carole Ferrand, Chief Financial Officer and Rosemary Stark, Chief Sales Officer, will present this press release during a conference call in English to be held **today at 8.00 a.m. Paris time (CET)**. You can follow this conference call live via webcast at the following link. A replay will also be available for a period of one year.

All documents relating to this publication will be placed online on the Capgemini investor website at https://investors.capgemini.com/en/financial-results/.

PROVISIONAL CALENDAR

October 24, 2019	Q3 2019 revenues
February 13, 2020	FY 2019 results
April 28, 2020	Q1 2020 revenues

DISCLAIMER

This press release may contain forward-looking statements. Such statements may include projections, estimates, assumptions, statements regarding plans, objectives, intentions and/or expectations with respect to future financial results, events, operations and services and product development, as well as statements, regarding future performance or events. Forward-looking statements are generally identified by the words "expects", "anticipates", "believes", "intends", "estimates", "plans", "projects", "may", "would" "should" or the negatives of these terms and similar expressions. Although Capgemini's management currently believes that the expectations reflected in such forward-looking statements are reasonable, investors are cautioned that forward-looking statements are subject to various risks and uncertainties (including without limitation risks identified in Capgemini's Registration Document available on Capgemini's website), because they relate to future events and depend on future circumstances that may or may not occur and may be different from those anticipated, many of which are difficult to predict and generally beyond the control of Capgemini. Actual results and developments

[3] Altrafin Participations, Mr Alexis Kniazeff and Mr Hubert Martigny.

may differ materially from those expressed in, implied by or projected by forward-looking statements. Forward-looking statements are not intended to and do not give any assurances or comfort as to future events or results. Other than as required by applicable law, Capgemini does not undertake any obligation to update or revise any forward-looking statement.

This press release does not contain or constitute an offer of securities for sale or an invitation or inducement to invest in securities in France, the United States or any other jurisdiction.

IMPORTANT INFORMATION

This press release is disseminated for information purposes only and does not constitute an offer to purchase, or a solicitation of an offer to sell, any securities of Altran Technologies.

The documentation relating to the tender offer which, if filed, will state the terms and conditions of the tender offer, will be submitted to the review of the Autorité des marchés financiers. Investors and shareholders are strongly advised to read the documentation relating to the tender offer when it becomes available, if the offer is filed, as well as any amendments and supplements to those documents as they will contain important information about Capgemini, Altran Technologies and the proposed transaction.

The transaction is notably subject to execution of definitive documentation and obtaining of required regulatory authorizations and other customary conditions. The tender offer would only be filed with the Autorité des marchés financiers after such conditions have been fulfilled.

This press release must not be published, broadcast or distributed, directly or indirectly, in any country in which the distribution of this information is subject to legal restrictions. The tender offer will not be open to the public in jurisdictions in which its launch is subject to legal restrictions. The publication, broadcasting or distribution of this press release in certain countries may be subject to legal or regulatory restrictions. Therefore, persons located in countries where this press release is published, broadcasted or distributed must inform themselves about and comply with such restrictions. Capgemini and Altran Technologies disclaim any responsibility for any violation of such restrictions.

ABOUT CAPGEMINI

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of EUR 13.2 billion.

Visit us at www.capgemini.com. *People matter, results count*.

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APPENDIX[4]

BUSINESS CLASSIFICATION

As previously announced, the classification of the Group's business lines was simplified and standardized from January 1, 2019:

- **Strategy & Transformation** includes all strategy and transformation consulting services and corresponds to the *Capgemini Invent* scope;
- **Applications & Technology** brings together "Application Services" and related activities and notably local technology services previously included in "Technology & Engineering Services";

[4] Note that in the appendix, certain totals may not equal the sum of amounts due to rounding adjustments.

- **Operations & Engineering** encompasses all other Group businesses. These currently comprise: Business Services (including Business Process Outsourcing), all Infrastructure Services (including those previously in "Technology & Engineering Services") and Digital Engineering and Digital Manufacturing services (previously in "Technology & Engineering Services").

APPLICATION OF IFRS 16 AND ADAPTATION OF PERFORMANCE MEASURES

The Group set-out the expected impacts of the application of IFRS 16 from January 1, 2019, when presenting its objectives for 2019 on February 14, 2019.

As a result of the entry into effect of this standard, the Group applies a new accounting treatment to all its leases (primarily real estate leases), similar in substance to that currently applied to finance leases.

Essentially, the Group:

- in its **balance sheet**: recognized, at January 1, 2019, all lease obligations as a debt in liabilities in the amount of €828 million (including €80 million already recognized in respect of finance leases), in line with the €750 to €850 million estimate communicated in February 2019. The corresponding right-of-use was recognized in assets in the amount of €785 million;
- in its **income statement**: recognized the depreciation of the right-of-use asset over the lease term in operating expenses and the corresponding interest in finance costs, instead of a lease expense in operating expenses;
- in **cash flows**: recognized cash outflows as repayments of the lease debt rather than a rental payment.

As announced, the Group does not believe this new accounting treatment modifies the operating nature of the majority of its leases. Consequently, to ensure the Group's performance measures continue to best reflect its operating performance, as the distinction between different lease types disappears with the introduction of IFRS 16, the Group considers, **from January 1, 2019**, all repayments of lease debt as operating items. Accordingly:

- **organic free cash flow** includes repayments of the lease debt (including for finance leases, previously excluded as recognized in repayments of borrowings, of approximately €50 million in 2018);
- Group **net debt** excludes all lease debt (including that relating to finance leases of approximately €80 million at the end of 2018).

Elsewhere, the impact of application of IFRS 16 on the Group's income statement is generally neutral for the main performance measures, whose definitions remain unchanged (estimates based on the 2018 accounts):

- **operating margin**: slightly positive impact, in the range of 5 basis points;
- **net profit** (Group share): slightly negative impact, in the range of €5 million; and
- **normalized earnings per share**: slightly negative impact, in the range of €0.03 per share.

DEFINITIONS

Organic growth, or like-for-like growth, in revenues is the growth rate calculated at **constant Group scope and exchange rates**. The Group scope and exchange rates used are those for the reported period. Exchange rates for the reported period are also used to calculate **growth at constant exchange rates**.

Reconciliation of growth rates	Q2 2019	H1 2019
Organic growth	**+4.7%**	**+4.9%**
Changes in Group scope	+1.0pt	+1.3pt
Growth at constant exchange rates	**+5.7%**	**+6.2%**
Exchange rate fluctuations	+1.9pt	+2.2pt
Reported growth	**+7.6%**	**+8.4%**

H1 2019 currency impacts are mainly linked to the appreciation of the US dollar against the euro.

When determining activity trends by business and in accordance with internal operating performance measures, growth at constant exchange rates is calculated based on **total revenue**, i.e. before elimination of inter-business billing. The Group considers this to be more representative of activity levels by business. As its businesses change, an increasing number of contracts require a range of business expertise for delivery, leading to a rise in inter-business flows (for information, approximately 7% of total revenues in 2018).

Operating margin is one of the Group's key performance measures. It is defined as the difference between revenues and operating costs. It is calculated before "Other operating income and expenses" which include amortization of intangible assets recognized in business combinations, the charge resulting from the deferred recognition of the fair value of shares granted to employees (including social security contributions and employer contributions), and non-recurring revenues and expenses, notably impairment of goodwill, negative goodwill, capital gains or losses on disposals of consolidated companies or businesses, restructuring costs incurred under a detailed formal plan approved by the Group's management, the cost of acquiring and integrating companies acquired by the Group, including earn-outs comprising conditions of presence, and the effects of curtailments, settlements and transfers of defined benefit pension plans.

Normalized net profit is equal to profit for the period (Group share) adjusted for the impact of items recognized in "Other operating income and expense", net of tax calculated using the effective tax rate. **Normalized earnings per share** is computed like basic earnings per share, i.e. excluding dilution.

Organic free cash flow is equal to cash flow from operations less acquisitions of property, plant, equipment and intangible assets (net of disposals) and repayments of lease liabilities, adjusted for cash out relating to the net interest cost. Finance lease payments were included in repayments of borrowings until December 31, 2018. From January 1, 2019, with the adoption of IFRS 16, these payments are now included in the new definition of organic free cash flow as repayments of lease liabilities.

RESULTS BY REGION

	Revenues	Year-on-year growth		Operating margin rate	
	H1 2019 *(In millions of euros)*	**Reported**	**at constant exchange rates**	**H1 2018**	**H1 2019**
North America	2,248	+10.8%	+3.8%	13.2%	12.9%
United Kingdom and Ireland	849	+8.7%	+8.0%	12.2%	15.9%
France	1,498	+6.9%	+6.9%	8.4%	9.6%
Rest of Europe	1,898	+5.7%	+6.2%	12.0%	11.3%
Asia Pacific and Latin America	514	+12.1%	+12.2%	11.7%	11.4%
TOTAL	**7,007**	**+8.4%**	**+6.2%**	**10.9%**	**11.4%**

RESULTS BY BUSINESS

	Total revenues*	Year-on-year growth
	H1 2019 *(% of Group revenues)*	**at constant exchange rates in total revenues* of the business**
Strategy & Transformation	7%	+19.4%
Applications & Technology	71%	+6.6%
Operations & Engineering	22%	+3.5%

SUMMARY INCOME STATEMENT AND OPERATING MARGIN

(In millions of euros)	H1 2018	H1 2019 (IFRS 16)	*Change*
Revenues	**6,467**	**7,007**	**+8.4%**
Operating expenses	(5,760)	(6,210)	
Operating margin	**707**	**797**	**+13%**
as a % of revenues	10.9%	11.4%	*+50bp*
Other operating income and expense	(186)	(139)	
Operating profit	**521**	**658**	**+26%**
as a % of revenues	8.0%	9.4%	
Net financial expense	(39)	(39)	
Income tax income/(expense)	(169)	(232)	
(-) Non-controlling interests	1	1	
Profit for the period, Group share	**314**	**388**	**+23%**

NORMALIZED AND DILUTED EARNINGS PER SHARE

(In millions of euros)	H1 2018	H1 2019 (IFRS 16)	Change
Average number of shares outstanding	167,323,709	165,843,357	
Basic earnings per share (in euros)	**1.88**	**2.34**	**+24%**
Diluted average number of shares outstanding	171,986,730	170,864,789	
Diluted earnings per share (in euros)	**1.83**	**2.27**	**+24%**

(In millions of euros)	H1 2018	H1 2019 (IFRS 16)	Change
Profit for the period, Group share	**314**	**388**	**+23%**
Effective tax rate, excluding transitional tax expense	31.4%	32.6%	
(-) Other operating income and expenses, net of tax	128	93	
Normalized profit for the period	**442**	**481**	
Average number of shares outstanding	167,323,709	165,843,357	
Normalized earnings per share *(in euros)*	**2.64**	**2.90**	**+10%**

The Group recognized an income tax expense in respect of the transitional impact of the tax reform in the U.S. of €18 million in H1 2018 and €30 million in H1 2019. This reduced basic, diluted and normalized earnings per share by €0.18 in H1 2019.

Adjusted for this tax expense, normalized earnings per share is €3.08 in H1 2019:

(In millions of euros)	H1 2018	H1 2019 (IFRS 16)	Change
Normalized earnings per share *(in euros)*	**2.64**	**2.90**	
Transitional tax expense	18	30	
Average number of shares outstanding	167,323,709	165,843,357	
Impact of the transitional tax expense *(in euros)*	**0.11**	**0.18**	
Normalized earnings per share – excluding the transitional tax expense *(in euros)*	**2.75**	**3.08**	**+12%**

CHANGE IN CASH AND CASH EQUIVALENTS AND ORGANIC FREE CASH FLOW

(In millions of euros)	H1 2018	H1 2019 (IFRS 16)
Cash flow from operations	**110**	**337**
Acquisitions of property, plant and equipment and intangible assets, net of disposals	(109)	(118)
Net interest cost	10	13
Repayments of lease liabilities	None	(142)
ORGANIC FREE CASH FLOW	**11**	**90**
Other cash flows from (used in) investing and financing activities	(223)	(416)
Increase (decrease) in cash and cash equivalents	**(212)**	**(326)**
Effect of exchange rate fluctuations	(26)	(15)
Opening cash and cash equivalents, net of bank overdraft	**1,988**	**2,004**
Closing cash and cash equivalents, net of bank overdraft	**1,750**	**1,663**

NET DEBT

(In millions of euros)	06/30/18	12/31/18	01/01/19 (IFRS 16)	06/30/19 (IFRS 16)
Cash and cash equivalents	1,751	2,006	2,006	1,669
Bank overdrafts	(1)	(2)	(2)	(6)
Cash and cash equivalents, net of bank overdraft	**1,750**	**2,004**	**2,004**	**1,663**
Cash management assets	**221**	**183**	**183**	**204**
Long-term borrowings	(3,267)	(3,274)	(3,233)	(3,237)
Short-term borrowings and bank overdrafts	(871)	(83)	(44)	(260)
(-) Bank overdrafts	1	2	2	6
Borrowings, excluding bank overdrafts	**(4,137)**	**(3,355)**	**(3,275)**	**(3,491)**
Derivative instruments	**(26)**	**(16)**	**(16)**	**3**
NET CASH AND CASH EQUIVALENTS / (NET DEBT)	**(2,192)**	**(1,184)**	**(1,104)**	**(1,621)**

Annex 3 – Other press releases issued since the publication of the Registration Document

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Capgemini to enter into alliance partnership with Autodesk for the deployment of a comprehensive BIM platform

Paris, April 3, 2019 – Capgemini will enter into a new partnership agreement with Autodesk, a leader in 3D design, engineering, construction and entertainment software, to deploy Reflect^{IoD}, a new cloud-enabled and secure digital twin platform. The new Building Information Modelling (BIM) platform for building and infrastructure operators integrates natively 1D to 3D, point cloud, geographical information, and Internet of Things (IOT) data while offering value added services to improve operations and maintenance. This agreement is a step towards meeting the ever growing needs of enterprises for standardized brownfields management[1] along their entire lifecycle.

The world's population is expected to reach 10 billion by 2050[2], with 75% living in cities[3]. Globalization and urbanization are driving unprecedented demand for new and rehabilitated buildings and infrastructure. Given this context, a BIM single source of truth enabling data centric collaboration across the extended enterprise is a requirement. Capgemini's services in Digital Engineering and Manufacturing are leading the convergence of the physical and digital worlds to boost its clients' competitiveness. Its solutions, particularly for the AEC (Architecture, Engineering and Construction) sector, leverage model intelligence, digital workflows and powerful data insights to shape smart factories and assets, comfortable and secure buildings, and data-enabled infrastructure towards an efficient, sustainable and livable future.

Backed by Capgemini and Autodesk's expertise, Reflect^{IOD} will provide operators with consistent services from handover to operations, including design reviews in operations, progressive handover and commissioning, support for real time diagnosis and inspections, IoT alerting to prevent fluctuations, remote assistance and asset revamping.

Jean-Pierre Petit, Director of Digital Manufacturing at Capgemini said, *"The essence of a digital twin is data-centric collaborations. Capgemini's agreement with Autodesk will provide BIM operators with a unique cloud-enabled and secured digital twin platform. This collaboration gathers a unique set of digital transformation skills and technologies."*

The platform integrates Autodesk Forge APIs and geographical information systems, as well as Capgemini integration services and platforms such as X-IoT for device management, and Andy 3D for remote assistance and asset revamping on hybrid 3D. It can be configured according to industry and project specific requirements and is adaptable to change following agile and incremental implementation. Furthermore, as certified Forge Systems Integrator, Capgemini can support and advance its clients Forge based initiatives.

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[1] This refers to the operations of an already built building or infrastructure as opposed to a Greenfield, or new asset to be constructed.
[2] Source: STATISTA
[3] Source: STATISTA

“Autodesk is committed to enabling the value of BIM for the entire building lifecycle, from design through operations. Our partnership with Capgemini offers an exciting opportunity for operators to capture and derive more value from digital data created during design, construction, and operations to more efficiently manage their portfolios,” said Nicolas Mangon, Vice President AEC Strategy & Marketing at Autodesk.

About Autodesk
Autodesk makes software for people who make things. If you’ve ever driven a high-performance car, admired a towering skyscraper, used a smartphone, or watched a great film, chances are you’ve experienced what millions of Autodesk customers are doing with our software. Autodesk gives you the power to make anything. For more information: www.autodesk.com

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Capgemini named as a Leader for Advanced Digital Workplace Services by NelsonHall

Paris, April 3 2019 – Capgemini announced today that it has been named a "Leader" in the NelsonHall Evaluation & Assessment Tool (NEAT) Report for Advanced Digital Workplace Services. Capgemini was recognized by NelsonHall for its ability to meet future client requirements as well as for delivering immediate benefits.

Capgemini's digital workplace services support its connected employee experience solution, which includes being able to connect team members with a physical office, people, and support services to provide a comprehensive user-experience. In order to help attract and retain key talent, Capgemini brings this flexibility and technology into the enterprise workspace.

John Laherty, Senior Research Analyst with NelsonHall, said "*Capgemini has developed a strong proposition across digital workplace services through its Connected Employee Experience, which focuses on connecting an employee with everything required to provide a better user experience. Capgemini is further expanding end-user experience through the use of gamification methodologies to drive user adoption for tools across the digital workplace. It is also well positioned to support clients on their digital workplace transformation initiatives through its consulting services, Applied Innovation Exchanges (AIEs), and Connected Employee Experience labs to enable real-life demo scenarios and workshops for clients to experience Connected Workspace and Connected Office capabilities*."

Capgemini's Connected Employee Experience brings a new level of choice and flexibility to employee support, engagement, and interactions. It comprises 3 core elements:

- Connected Workspace: enables employees to use any device for work - company-issued or personal - and gives them fast, easy access to mobile apps, web apps, hosted apps, and data. It also provides a single gateway to incorporate applications, cloud services, self-help support, reporting, social collaboration capabilities, and more.
- Connected Office: makes interaction with the physical office environment easier.
- Connected Employee: transforms the service experience using cognitive computing, analytics, machine learning, chatbots, voicebots, and gamification to respond to or even predict employee needs. Employees get exactly what they need in less time, with less effort, so they are more productive and satisfied.

For its clients to understand the capabilities of the Connected Employee Experience and see the solutions in action, Capgemini has opened multiple Connected Employee Experience Showcase labs around the world - in Poland (Krakow), Canada (Toronto), Sweden (Stockholm), U.K. (London) and India (Mumbai).

"We are pleased to be named a Leader in NelsonHall's Advanced Digital Workplace Services NEAT," said Jean-Philippe Bol, CEO of Cloud Infrastructure Services at Capgemini and Member of the Group Executive Board. *"Today, employees use many devices such as tablets, smartphones, desktops, laptops, and IoT device chatbots in their personal and consumer life. They expect the same level of technology and flexibility at*

work. Capgemini helps organizations to offer their employees a full range of tools to connect them with each other and with their entire ecosystem for greater productivity and better outcomes."

NelsonHall's NEAT is a method by which strategic sourcing managers can evaluate service providers and is a part of NelsonHall's Speed to Source initiative. The NEAT tool assesses service providers against their 'ability to deliver immediate benefit' to buy-side organizations and their 'ability to meet client future requirements,' which is a pragmatic evaluation of the service provider's ability to take clients on an innovation journey over the lifetime of their next contract.

To read the full report click here

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About NelsonHall
NelsonHall is the leading global analyst firm dedicated to helping organizations understand the 'art of the possible' in IT and business services. With analysts in the U.S., U.K., and Continental Europe, NelsonHall provides buy-side organizations with detailed, critical information on markets and vendors (including NEAT assessments) that helps them make fast and highly informed sourcing decisions. And for vendors, NelsonHall provides deep knowledge of market dynamics and user requirements to help them hone their go-to-market strategies. NelsonHall's research is based on rigorous, all-original research, and is widely respected for the quality, depth, and insight of its analysis.

Capgemini and École Polytechnique launch a "Blockchain and B2B Platforms" Chair

Paris, 4 April 2019 - Capgemini, École Polytechnique and the École Polytechnique Foundation are launching a new Chair position dedicated to the technological and economic implications of blockchain, to promote higher education and research in this emerging field. Jérôme Siméon, President of France Business Unit at Capgemini, and François Bouchet, Director-General of École Polytechnique, inaugurated this new Chair on 4 April on the École Polytechnique's campus.

With a strong global expertise in new technologies, Capgemini, alongside École Polytechnique and its Foundation, is committed to the promotion of high-level teaching and research to train talent in the field of innovation, blockchain and business-to-business (B2B) platforms[1].

The "Blockchain and B2B Platforms" Chair aims to develop new skilled talent pools and to contribute to the emergence of professionals who are able to meet the challenges of blockchain and its integration in companies' strategies. The Capgemini teams will work with the École Polytechnique students among others, on "innovation cluster days". Gathering Group partners and clients alongside students, these sessions will lead them to think about blockchain and B2B platform use cases in an aim to meet the "business" needs of sectoral ecosystems selected for the occasion.

The purpose of this Chair is also to support academic research led within the Center for Research in Economics and Statistics (CREST, a CNRS, École Polytechnique and GENES joint research centre) and the École Polytechnique IT Laboratory (LIX, a CNRS and École Polytechnique joint research center) in the field of blockchain. It will be led by Julien Prat, CNRS researcher and Lecturer at École Polytechnique and Daniel Augot, Research Director at the Saclay INRIA centre.

It will give rise to the publication of co-signed research articles, in particular on the development of theory and best practice in the optimisation of blockchain use (in particular commercial use), in an aim to improve the application services provided by blockchains in both quantitative and qualitative terms. The Chair will provide both theoretical and operational insight to the scientific and industrial spheres in France and worldwide.

[1] *Business-to-business platforms are a new type of digital platform that brings companies into contact within a business ecosystem, to exchange information and value between partners.*

François Bouchet, Director-General of École Polytechnique*, said, "This Chair, founded with Capgemini's support, will enable us to offer our students high-level teaching based on research, that is directly connected with the needs of companies facing the problems and opportunities arising from blockchain"*.

Jérôme Siméon, President of Capgemini's France Business Unit and Member of the Group Executive Committee commented, "*At Capgemini, we see blockchain as a breakthrough technology that will enable us to digitize and connect our clients' business ecosystems, by securing and automating transactions and the exchange of information. Deployment of this technology at scale is especially complex, and requires the combination of technological expertise, in particular cloud, data management, platformization, automation and cybersecurity. We want to bring all of this to the Chair, to give it a strong technological dimension, and open it up to concrete applications*".

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ABOUT ÉCOLE POLYTECHNIQUE/École Polytechnique is broadly international (36% of its students and 39% of its teaching staff) and combines research, teaching and innovation at the highest scientific and technological level. The education it provides promotes a culture of excellence with a strong scientific leaning and perpetuates a great humanist tradition.
Through the courses it offers – bachelor's, engineering curriculum, master's, graduate programmes, doctoral programme, doctorate, ongoing training – École Polytechnique trains decision-makers with a strong multidisciplinary culture, exposing them to both the research and business worlds. With its 22 laboratories, of which 21 are joint research centres with CNRS, l'X research centre works at the cutting edge of knowledge about the major interdisciplinary scientific, technological and societal challenges. École Polytechnique is a founding member of the Paris Institut Polytechnique.

www.polytechnique.edu

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ABOUT THE ÉCOLE POLYTECHNIQUE FOUNDATION/Founded in 1987 by twenty major French companies at the initiative of Bernard Esambert (X 1954), who was then Chairman of the École Polytechnique Board of Directors, and with support from the École Polytechnique Alumni Association, the X Foundation brings together the university, its pupils and its research professors in the business world. Its main aims are to support the development of teaching at the École Polytechnique, to develop research and the transfer of advanced technologies to French industry, to finance the development of the X and to contribute to its French and international influence.

www.fondationx.org

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Capgemini is Everest Group's Insurance Services Star Performer of the Year 2019

Paris, April 4, 2019 – Capgemini today announced that it has been named a 2019 "Star Performer" of the Year for insurance services by Everest Group. Capgemini achieved this recognition through its consistent performance throughout 2018 across Everest Groups' various insurance PEAK Matrix™[1] evaluations.

"Capgemini's expertise in insurance services being so widely acknowledged by Everest Group for its skill, innovation, and results carries great significance for us. Everest Group's PEAK Matrix is the 'go to' for many in the industry for thoughtful, thorough analysis of digital services providers," said Shane Cassidy, Managing Director of the Insurance Business Unit for Capgemini's Financial Services. *"Being named the Star Performer of the year for 2019 for Insurance Services, affirms our continual quest for innovation and delivering superior customer experience."*

Everest Group cited Capgemini's articulation of its vision for the future of insurance, its strong capabilities across the digital technology stack, growth-spurring acquisitions, and pursuit of innovation as reasons for why Capgemini is a Star Performer. Twenty-one service providers for digital insurance services were evaluated in the 2019 PEAK Matrix™.

"The IT Services market is undergoing a shift, with demand pivoting to a dramatically different IP, solutioning, and talent requirement from enterprises across industries. Everest Group's 2019 IT Service Provider of the Year awards recognize service providers that are successfully navigating this change and demonstrate consistent top performance across the 21 IT services PEAK Matrix evaluations published in 2018," said Eric Simonson, Managing Partner, Everest Group. *"Capgemini's performance, moving up the rankings from number 8 to 6 on the ITS Top 20 list and as the Star Performer of the Year – for Insurance, reflects the strong momentum it has gathered in its growth journey."*

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[1] The PEAK Matrix is a framework to assess the relative market success and overall capability of service providers. Service providers are positioned on the PEAK Matrix based on evaluation across two key dimensions: market impact measured by the market adoption, portfolio mix, and value delivered, and vision & capability measured by vision and strategy, delivery footprint, innovation and investments, and scope of services offered.

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Capgemini rassemble ses collaborateurs franciliens dans un nouveau bâtiment, baptisé le « 147 », à Issy-les-Moulineaux

Un site unique pour faciliter la collaboration tout en offrant aux salariés un environnement de travail inspirant et convivial

Paris, le 5 avril 2019 – Capgemini s'installe dans un nouveau bâtiment au cœur du quartier d'affaires en pleine expansion du « Grand Paris Seine Ouest » d'Issy-les-Moulineaux. D'une surface de 33 250 m², le bâtiment de 8 étages à l'architecture audacieuse et moderne accueille près de 4 100 collaborateurs de Capgemini.

Ce projet ambitieux s'inscrit dans la continuité d'un plan mondial de transformation et de modernisation immobilier, mené depuis trois ans, consistant à consolider les différents sites du Groupe dans le but de mutualiser les espaces et offrir les fonctionnalités et les services correspondant aux besoins réels des collaborateurs. Ainsi, Capgemini a pensé ce nouveau bâtiment pour correspondre à la culture de collaboration et refléter la philosophie du Groupe. C'est le sens du nom qui a été choisi par les collaborateurs, « *One for Seven* » ou 147, pour faire écho à la fois à l'emplacement géographique du bâtiment et aux 7 valeurs[1] de Capgemini.

« *Regrouper les forces du Groupe au sein d'un même lieu, conçu pour favoriser l'innovation et le travail collaboratif, permettra de renforcer encore les synergies existantes entre les différentes expertises du Groupe* », explique Jérôme Siméon, membre du Comité exécutif du groupe Capgemini et président de

[1] Capgemini repose sur sept valeurs partagées depuis sa création : l'honnêteté, l'audace, la confiance, la liberté, la solidarité, la simplicité et le plaisir.

Capgemini France. « *Le 147 offre à nos collaborateurs un environnement particulièrement propice à la mise en œuvre de méthodes innovantes et agiles au service de nos clients* ».

Le 147, un espace conçu pour favoriser la collaboration et l'innovation

Le 147 multiplie les espaces de tailles variables adaptés aux méthodes de travail actuelles tournées vers le co-working et le collaboratif, tout en offrant des ambiances « feel home » propices à la créativité grâce à la diversité des couleurs et matériaux utilisés.

Le bâtiment a ainsi été conçu pour inspirer les clients, imaginer et construire avec eux les services et business de demain : les experts de Capgemini associent leurs forces à celles des clients et partenaires pour former une seule et même équipe. Vitrine des compétences et du savoir-faire de Capgemini et de ses marques Capgemini Invent et Sogeti, le 147 offre des espaces dédiés à la co-création, notamment *l'Applied Innovation Exchange* et *l'Accelerated Solutions Environment*[1] situés au 8ème étage.

Enfin, alors que Capgemini va recruter cette année plusieurs centaines de collaborateurs en Ile-de-France, le 147 dispose d'un village recrutement dédié qui reflète la qualité de l'environnement de travail et peut accueillir jusqu'à 70 candidats simultanément.

Chiffres et faits principaux

- Triple certification HQE, BREEAM Very Good et Effinergie+, grâce à une consommation de 40 % inférieure à la RT 2012, rendue possible notamment par le recours à la géothermie
- 1 village recrutement
- 1 salle de conférence
- 1 Business Center
- 72 cabines à isolation phonique
- 57 salles de réunion
- 3 terrasses
- 1 salle de sport
- 5 « zen rooms » et un espace gaming

Le bâtiment est situé au 147, quai du Président-Roosevelt à Issy-les-Moulineaux.

À propos de Capgemini

Capgemini est un leader mondial du conseil, des services informatiques et de la transformation numérique. A la pointe de l'innovation, le Groupe aide ses clients à saisir l'ensemble des opportunités que présentent le cloud, le digital et les plateformes. Fort de 50 ans d'expérience et d'une grande expertise des différents secteurs d'activité, il accompagne les entreprises et organisations dans la réalisation de leurs ambitions, de la définition de leur stratégie à la mise en œuvre de leurs opérations. Pour Capgemini, ce sont les hommes et les femmes qui donnent toute sa valeur à la technologie. Résolument multiculturel, le Groupe compte plus de 200 000 collaborateurs présents dans plus de 40 pays. Il a réalisé un chiffre d'affaires de 13,2 milliards d'euros en 2018.

Plus d'informations sur www.capgemini.com. *People matter, results count*.

[1] Fruit de recherches d'une équipe d'experts, d'architectes et de pédagogues, développé par Capgemini dans 25 centres à travers le monde, l'ASE est une démarche utilisée par les entreprises quand elles se trouvent à un moment critique de leur histoire : une fusion, un changement de stratégie, une réorganisation interne, un repositionnement, la mise en place ou la refonte des systèmes d'informations… L'ASE repose sur une méthodologie qui lui est propre et permet de résoudre des problèmes complexes, dans un contexte d'accélération et d'engagement vers l'action.

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Everest Group names Capgemini a Leader in Life & Pensions digital services

Paris, April 8, 2019 – Capgemini today announced that it has been named a Leader for Life & Pensions (L&P) insurance digital services in Everest Group's inaugural L&P Digital Services PEAK Matrix™[1]. Capgemini was acknowledged for its ability to gain global insights through its consulting heritage along with its robust digital services, and partnerships with core product vendors.

"The L&P insurance sector in the last 12-18 months can be characterized by a massive shift from applying digital levers at the peripheries to reimagining business and operating models by deploying digital technologies such as analytics, API-based integration, cloud, machine learning, and RPA. Although cost containment and efficiency gains are still on the top of their strategic agendas, significant investments are now pouring in to create a frictionless experience for end-customers," said Ronak Doshi, Practice Director, Everest Group. *"Robust capabilities across multiple digital technology stacks, wide partnership ecosystem comprising strategic alliances with domain and technology-centric niche vendors, and established credentials to support L&P insurers with consulting-led problem-solving approach to serve unique client requirements, has helped Capgemini position as a Leader on the inaugural Everest Group L&P Insurance Digital Services PEAK Matrix™."*

According to Shane Cassidy, Managing Director for Insurance at Capgemini, *"Making an impact in L&P is all about digital transformation through the right technologies implemented with vision and innovation. Everest Group's recognition of our strength in L&P confirms that our collaborative approach with clients and alliance partners is the correct way to digitally transform and bring value."*

This report analyzed the capabilities of 19 service providers through an objective, data-driven, and comparative assessment based on their absolute market success and delivery capability. The full report, Life & Pensions (L&P) Insurance Digital Services PEAK Matrix™ 2019 – Leapfrogging the Digital Transformation Stage, is available on the Everest Group website.

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Capgemini immerses itself in a new IT services contract with BAE Systems Maritime - Submarines

Paris, April 10, 2019 – Capgemini has today announced a five-year contract with BAE Systems Maritime - Submarines, the branch of the British defense, security, and aerospace company responsible for the design and manufacture of submarines. Under the terms of the deal, Capgemini in the UK will take over the provision of a broad spectrum of IT services, including service orchestration, networking, hosting, end-user computing, DevOps, reporting and analytics, automation, and a digital service desk.

BAE Systems and Capgemini will begin a new partnership to transform the Submarines business IT delivery, allowing the company to take advantage of innovative digital technologies, create better user experiences, ensure high service availability, and reduce the cost of IT.

From its base in Cumbria, England, BAE Systems Submarines is working on two major submarine programs. In this high-pressure environment and with increasing demands from the business and its digitally enabled workforce, Capgemini's IT solution was selected because of its ability to support the company's evolving requirements. These include the need to further enhance the responsiveness of the IT service, and effectiveness and agility of the delivery model, as well as supporting an increasingly mobile workforce.

Stephen Cole, CIO at BAE Systems Submarines, commented: *"As we embarked on this critical program for our Submarines business that will deliver improved agile digital services, world-class service transformation and orchestration capabilities underpinned by very strong references were essential in our selection process. We are confident that Capgemini met these requirements and is the right partner for us. The team really understands where we are trying to get to as a business and its collaborative approach alongside its commitment to developing skills in the local area were paramount to our decision."*

Paul Margetts, Managing Director, UK Business Unit at Capgemini, commented: *"We are delighted to expand upon our business relationship with BAE Systems. Having worked with the company over the past four years, we have seen the tremendous opportunities for change that this program presents, and are hugely excited to be part of the journey at BAE Systems Maritime-Submarines, to help the company make a step change and satisfy new business requirements."*

The service goes live on 21 May 2019.

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DIJON METROPOLE LAUNCHES A UNIQUE SMART CITY PROJECT IN FRANCE

Dijon, Thursday April 11th, 2019 : Dijon metropole has just rolled out an unprecedented smart city project based on remotely managing urban equipement of all the metropolis' 23 municipalities from a connected control centre.

After one year of work, the connected control centre at the heart of the OnDijon project was unveiled by mayor of Dijon, President of Dijon metropole and former Minister, **François REBSAMEN**, President of the Bourgogne Franche-Comté Region **Marie-Guite DUFAY**, and representatives of the consortium that built the post : **Martin BOUYGUES**, Bouygues Group chairman-CEO, authorized representative, EDF Group chairman-CEO **Jean-Bernard LÉVY**, SUEZ group CEO, **Jean-Louis CHAUSSADE** and Capgemini France chairman **Jérôme SIMÉON**.

OnDijon: unique among French Smart City projects

Dijon metropole builds the region of the future with an original Smart City project in France, which has new services for citizens and the modernisation of public action at the heart of public space management.

The OnDijon smart city project has an unprecedented scope as it includes all 23 municipalities of Dijon metropole.

Urban equipment are connected to and remotely managed by the connected control centre, service vehicles are geolocated and interventions better coordinated: waste removal, street cleaning, urban traffic regulation, surveillence of public areas...

The connected control centre: heart of the OnDijon project

Fifty people are working at the 1,200m2 connected control centre, which:

- **simplifies and improves the coordination of interventions and maintenance works** of the metropolis' services on the public space relating to bulky rubbish, roads, green areas, cleaning...
- **remotely manages the urban equipment** of the metropolis 23 municipalities such as traffic lights, street lighting, CCTV or road services
- **ensures public safety and security:** crisis management (snow, floods...), safety of public buildings (fire, intrusion, access control...) as well as CCTV and interventions by the Municipal Police
- **organises inhabitants' mobility** by coordinating means of transport and travel across the area
- **processes around 630 daily calls received at the telephone portal** dedicated to citizens' requests

PRESS RELEASE

OnDijon: a trailbazing business and contract model

To carry out the project, Dijon metropole relies on a consortium responsible for building the connected control centre and managing it for 12 years under a public design, construction, operation and maintenance contract.

The project's total cost is €105 million, of which €53 million is investment by public sources: Dijon metropole, the city of Dijon, the Bourgogne Franche-Comté Region and the European Regional Development Fund (ERDF).

The local authorithy **has already planned most of this investment** as part of its investment and urban equipement renewal programme.

OnDijon relies on an innovative investment leveraging effect: modernizing public services and equipment, especially installing 100% LED lighting, will generate savings allowing new digital services to be funded.

The project enable to achieve 65% energy saving in 12 years.

PROJECT KEY FIGURES

- A **€105m** contract financed by Dijon metropole, the city of Dijon, the Bourgogne Franche-Comté Region and the European Regional Development Fund (ERDF)
- Renovation of **over 34, 000** 100% LED lighting units
- **113** traffic lights and **180** buses fitted with bus priority systems
- **205** geolocated vehicules and **130** equipped with radios communcation sets
- **Over 140 km** of fibre optic cables installed
- **180** buildings operated in safety and security, connected to the control centre, including **13** renovated
- **65%** energy savings at the end of the contract
- Renewal of **26** retractable access points
- Renewal of **269** CCTV cameras

PROJECT KEY DATES

- **Mid-2015 :** earliest studies to group together the six control rooms (Security, Municipal Police, CCTV, Traffic, Municipal enquiries, Snow conditions)
- **February 1st 2018 :** start of the contract with the consortium led by Bouygues Energies & Services and Citelum (EDF Group), with SUEZ and Capgemini, to build the connected control centre
- **June to December 2018 :** development of the command control center
- **April 11th 2019 :** Launch of the Smart Metropolis with the operation of the connected control centre

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A project operated by:

BOUYGUES ENERGIES & SERVICES & citelum GROUPE EDF
with
suez & Capgemini

with the support of:

UNION EUROPEENNE

REGION BOURGOGNE FRANCHE COMTE

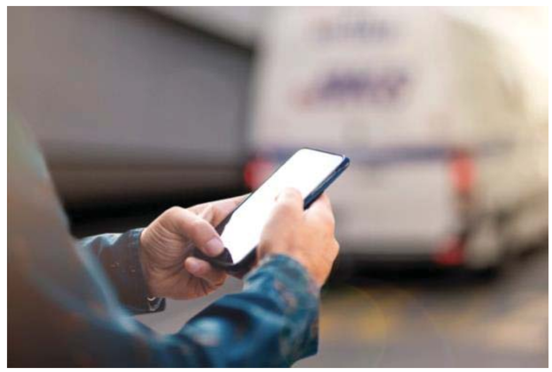
avec le Fonds européen de développement régional (FEDER)

Communiqué de presse

Paris, le 11 avril 2019,

GC-Gruppe s'appuie sur T-Systems et Mov'InBlue pour proposer un service de livraison agile aux artisans et professionnels itinérants

- **Livraison dans le coffre pour les monteurs et les techniciens de maintenance**
- **GC-Gruppe améliore les processus et les services destinés aux artisans avec une solution de T-Systems et Mov'InBlue**
- **La clé numérique peut être utilisée sur différents types de véhicules du parc automobile des artisans**



Avec les clés numériques pour la livraison dans le coffre, l'entrepôt prend la route. Grâce à une solution complète de la filiale de Deutsche Telekom T-Systems et de Mov'InBlue, les artisans peuvent désormais se faire livrer leur matériel directement dans leur véhicule pendant la nuit. La solution a été développée avec Mov'InBlue, une coopération entre Capgemini et l'équipementier Valeo. Les adhérents de l'association de grossistes de GC-Gruppe peuvent utiliser ce service dans toute l'Allemagne. Se lever, prendre son véhicule et se rendre directement au chantier : pour les artisans allemands, un début de journée on ne peut plus confortable.

La solution Mobile Identity & Access (MIA) pour la livraison dans le coffre utilise la clé de voiture numérique de Mov'InBlue. T-Systems réunit dans l'appli MIA les fonctions d'authentification et d'accès. Le service intégral englobe la connectivité jusqu'à la plateforme Cloud avec ses serveurs en Allemagne. Il est conçu sur mesure pour la chaîne de processus des entreprises. Les serveurs de la plate-forme sont situés en Allemagne. L'équipe de Mov'InBlue habille le véhicule de l'artisan sur place avec un boîtier télématique. Son installation est autorisée sans aucune limitation.

Passée avant 20 heures, une commande est livrée le lendemain matin

Qu'il s'agisse de robinetterie ou de céramique sanitaire : les installateurs peuvent commander tout ce dont ils ont besoin le lendemain matin pour leurs clients via la plate-forme GC ONLINE PLUS jusqu'à 20 heures. Le personnel de GC réunit la commande et organise la livraison. Avec l'appli MIA, le chauffeur du grossiste trouve le véhicule de l'artisan et peut l'ouvrir. Une grande attention est portée à la sécurité et à la protection des données. L'ensemble du processus est conforme aux règles de la loi allemande sur la protection des données. Les informations de position du véhicule de l'artisan sont protégées : elles ne sont traitées via l'appli que lorsque l'installateur passe commande. La clé numérique est générée une seule fois. Elle est cryptée et ne reste valable que pendant une durée précise.

Un gain en efficacité mesurable et plus de temps chez le client

La « livraison dans le coffre » fait gagner à l'artisan jusqu'à 60 minutes par commande. « *GC-Gruppe est le parfait exemple de la façon dont la numérisation de la chaîne de livraison permet d'accroître la satisfaction des clients et d'assurer la compétitivité* », souligne **Rami Avidan, responsable des activités Internet des Objets chez T-Systems**. « *GC bouleverse simplement le modèle de livraison. Pour un artisan, c'est aussi facile que de se faire livrer une pizza à domicile. Sa commande est chargée dans son coffre pendant la nuit.* »

« *Les artisans ont des carnets de commandes bien remplis. Ils sont heureux de pouvoir passer plus de temps sur le chantier* », indique **Thomas Werner, de la direction de GC-Gruppe**. « *La « livraison dans le coffre » est un élément utile supplémentaire qui fait le lien entre le monde numérique et le monde analogique. Et ce nouveau service logistique a été très bien accueilli. Nos artisans ont déclaré :* La solution est facile à utiliser. Ça donne du temps pour ce qui compte vraiment. Nous créons des espaces libres. »

Une communication cryptée pour une livraison sûre

Chez Mobile Identity & Access pour la livraison dans le coffre, toute la chaîne de processus, de la commande au justificatif de livraison, se déroule au travers du Cloud hautement sécurisé de Deutsche Telekom. Le Cloud Mov'InBlue génère la clé virtuelle unique qui ouvre le véhicule concerné. Le chauffeur du véhicule de livraison est le seul à avoir cette clé qui lui est transmise sur son smartphone. Celui-ci s'annonce au boîtier télématique présent dans le véhicule de l'artisan. Le boîtier vérifie la validité de la clé et ouvre le véhicule. Le chauffeur de GC peut ouvrir le véhicule uniquement sur place. Et si l'artisan a donné son autorisation. Si un autre chauffeur est chargé de la livraison, les autorisations peuvent être modifiées de façon sûre et sont traçables. « *La communication entre le smartphone et le boîtier télématique pour le mécanisme de fermeture est hautement sécurisé et utilise le cryptage déployé pour le paiement mobile* », souligne **Dominique Doucet, Vice-Président du pôle Confort et Assistance à la Conduite de Valeo, en charge du digital, et Directeur de Mov'InBlue**. À la fin de l'opération, l'entrepôt est informé de la bonne exécution de la livraison.

Mov'InBlue et T-Systems ont signé une déclaration d'intention commune (Memorandum of Understanding, MoU) pour le démarrage général de Mobile Identity & Access pour la « livraison dans le coffre » à partir du printemps 2019.

À propos de T-Systems
T-Systems, filiale du groupe Deutsche Telekom, propose des solutions d'infrastructures informatiques pour accompagner les entreprises internationales dans leur transformation. En s'appuyant sur les infrastructures réseaux et les Data Center européens du groupe, T-Systems répond à l'intégralité des besoins des entreprises à travers ses domaines d'expertise : l'hébergement sécurisé, l'infogérance des systèmes d'information et des données en Cloud (privé, public, hybride), la gestion multi-cloud, les réseaux, les environnements de travail et la cyber sécurité. Les solutions T-Systems sont disponibles instantanément en mode opéré (PaaS) principalement, mais aussi en mode IaaS. T-Systems est reconnu SAP Global Platinium Reseller Partner et opère le plus grand Cloud SAP au monde avec plus de 65 millions de SAPS et plus de 6,7 millions d'utilisateurs. Fort de ses 38 000 collaborateurs dans le monde, T-Systems maîtrise et met en œuvre les dernières innovations IT pour abolir les distances entre les entreprises et leurs clients. Au cours de l'exercice 2018, T-Systems a réalisé un chiffre d'affaires de près de 6,9 milliards d'euros.

Le Magic Quadrant de Gartner a consacré T-Systems comme leader des services de Data Center et infrastructures en Europe depuis 2012. Dans son dernier rapport intitulé « Critical Capabilities for Data Center Outsourcing and Hybrid Infrastructure Managed Services, Europe » (août 2018), le cabinet de recherche et de conseil positionne également T-Systems comme « Leader de l'infrastructure outsourcing & ERP Hosting Services » en Europe.

A propos de Deutsche Telekom
Avec plus de 156 millions de clients mobiles, ainsi que 29 millions d'usagers de lignes fixes et 18 millions de clients utilisant le haut débit, Deutsche Telekom est l'une des principales entreprises de télécommunications intégrées au monde. Le groupe propose des produits et services dans les domaines des télécommunications fixes, des télécommunications mobiles, de l'Internet et de l'IPTV à destination des particuliers, ainsi que des solutions ICT pour les gros comptes et les entreprises.
Deutsche Telekom est présent dans plus de 50 pays et emploie plus de 215 600 collaborateurs à travers le monde. Au cours de l'exercice 2018, le groupe a réalisé un chiffre d'affaires de 75,7 Milliards d'€.

Contacts Presse

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Notre-Dame de Paris: Capgemini contributes to the national effort

Paris, April 16, 2019 – The Capgemini Group has decided to pay the sum of one million euros to help rebuild Notre-Dame Cathedral.

Paul Hermelin, Chairman and CEO of the Capgemini Group: *"Our emotion is strong after this terrible fire. As an international company born in France, we wanted to be in solidarity with the national effort to rebuild this masterpiece of the heritage of humanity."*

About Capgemini

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of EUR 13.2 billion.

Visit us at www.capgemini.com. *People matter, results count*

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Capgemini and Women in AI reveal the winners of the first Women in AI Awards

3 female founders of AI startups are recognized among more than sixty candidates

Paris, April 18, 2019 - Capgemini and the association Women in AI unveiled the winners of the "Women in AI Awards", which for the first time honor the founders of European startups who have put Artificial Intelligence (AI) at the heart of their proposal.

"Artificial Intelligence is at the heart of digital transformation, but like many technological fields, it suffers from a low representation of women," says Anne-Laure Thieullent, AI and Analytics Group Offer Leader, Capgemini. *"In an effort to support and promote gender diversity in the digital professions, Capgemini has created this prize to promote talented and inspiring women and to encourage young women to get involved in innovation projects."*

"There are many women out there who are already actively involved in AI but there is a lack of communication of their work. These awards help to show their great job to the world and to inspire more women to join this field. Our goal is to create strong female role models not only for women, but also for men to open their eyes to new opportunities," says Moojan Asghari, Co-founder of Women In AI.

The first prize goes to Camille Morvan, co-founder of Goshaba in France, a startup that created a sophisticated solution to automate the pre-qualification of job candidates by combining cognitive science, gaming and intelligent data (to assess experience, competence, personality). *"I am delighted to have participated in the Women in AI Awards because it is the first initiative capable of building community momentum among women (and men) who are passionate about the challenges of technology and artificial intelligence. It enables us to open new perspectives for technically highly skilled profiles by showing them that their know-how is valued in business and that they can have a real impact on the world*," said Camille Morvan.

The second prize goes to Priya Lakhani OBE, founder of Century Tech in the UK, a teaching and learning platform that uses machine learning and artificial intelligence to adapt learning styles to students and provide assessment data to teachers. *"This award is proof that a good idea, combined with a relentless determination, will set you up with the best possible chance at success. I want girls everywhere to see artificial intelligence as a field in which they can thrive,"* said Priya Lakhani.

The third prize goes to Francesca Fedeli, founder of Mirrorable in Italy, an interactive platform based on neuroscience research, that allows a unique model of home rehabilitation therapy designed to meet the needs of children who have suffered brain damage that has impacted their motor skills. *"I believe that a major problem in AI is the cognitive bias of those who are developing* *software: if diversity is not in our agenda, neither is ethics. That's why I believe we should achieve more balance in gender diversity, for AI's own sake,"* said Francesca Fedeli.

More than sixty women founders or co-founders of a startup in Artificial Intelligence applied to the award scheme. The jury made up of experts specialized in Artificial Intelligence, made its selection based on the criteria of innovation, maturity and potential of the project. The members of the jury were: **Moojan Asghari**, co-founder of Women in AI and project manager, Sigfox; **Charlotte Pierron-Perlès**, Vice-President at Capgemini Invent; **Armelle de Tinguy**, Investment Manager, Elaia; and **Barry O'Sullivan**, academic and Artificial Intelligence expert at the European Commission.

The top 3 winners will be supported up by a dedicated acceleration program set up by Capgemini and will receive respectively: €5,000 in 1st place, €3,000 in 2nd place and €2,000 in 3rd place.

For more information on the Women in AI Awards, visit: https://www.womeninai.co/wai-awards.

About Women in AI

Women in AI is the largest community of professionals and passionate women in the field of Artificial Intelligence with more than 1500 members through 80 countries. Its mission is to close the gender gap in the industry by bringing empowerment, knowledge and active collaboration via education, research, events, and blogging.

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For more information on Capgemini's portfolio of solutions and services dedicated to Artificial Intelligence: Perform AI

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Le Village by CA et Capgemini présentent les résultats du Baromètre 2019 de la relation startup / grand groupe

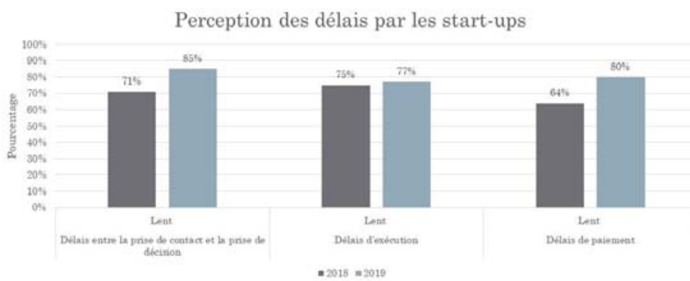
Les relations entre startups et grands groupes gagnent en maturité, car les startups prennent davantage conscience de leur valeur

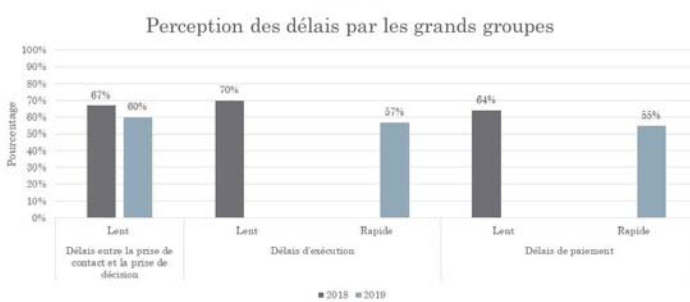
Enseignements clés :
- 79% des startups et 86% des grands groupes estiment que leur culture d'entreprise est bien comprise par l'autre partie.
- Parmi les vecteurs de création de valeur identifiés par les grands groupes, 73% d'entre eux citent l'expérience utilisateur, devant le gain en termes d'image (55%) et la réalisation d'un Proof Of Concept (55%).
- Pour 74% des startups de plus de 6 mois, l'augmentation du chiffre d'affaires constitue le critère principal de la création de valeur.

Paris, le 26 Avril 2019 - Le Village by CA, écosystème unique où startups et grands groupes se rencontrent et coopèrent pour innover ensemble, a mesuré pour la troisième année consécutive et pour la première fois en partenariat avec Capgemini, l'évolution des relations entre startups et grands groupe. Le "Baromètre 2019 de la relation startup/grand groupe" ausculte ainsi l'évolution de cette relation à l'aune de quatre indicateurs principaux : la rapidité, la simplicité, la bienveillance et la création de valeur.

RAPIDITÉ

Des startups de plus en plus exigeantes face à la réactivité des grands groupes





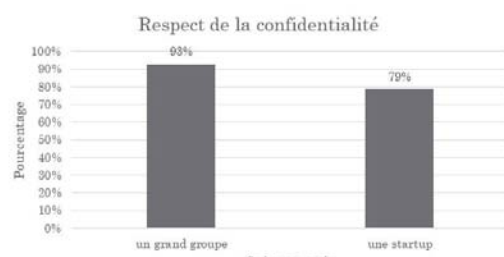
84% des startups interrogées trouvent que le délai **entre la prise de contact et la prise de décision** est lent ou très lent, soit 18% de plus qu'en 2018. Alors que les grands groupes ne sont que 60% à le penser, soit 10% de moins que l'année précédente.
Idem du côté des **délais d'exécution,** jugés lents ou trop lents par 77% des startups (vs. 75% en 2018). Alors que seulement 43% des grands groupes le pensent (vs. 70% l'année dernière), soit une amélioration de la perception de 90% du côté des grands groupes !
On retrouve des proportions similaires dans la perception des **délais de paiement** qui sont estimés lents ou très lents par 80% des startups (vs. 64% en 2018) alors qu'ils ne sont que 45% dans les grands groupes à s'en émouvoir (vs. 64% en 2018). L'écart entre les deux parties est très marqué cette année alors qu'en 2018 la perception était identique des deux côtés avec 64% des interrogés qui regrettaient ces délais.

⇨ **En 2019, les grands groupes se perçoivent plus performants dans les délais de paiement, et la rapidité en général, qu'ils ne le sont en réalité. A contrario, l'insatisfaction et l'exigence de rapidité des startups est en hausse.**

« *Il semble que les startups aient pris conscience de leur valeur et soient devenues plus exigeantes dans leur relation avec les grands groupes. Sur le terrain, on se rend compte que les opérationnels au sein des grands groupes essaient de faire bouger les lignes pour que la collaboration avec les startups soit plus efficace. Cependant, côté fonctions supports (juridique, finance, achats…), il reste encore une belle de marge de progression* », commente Seddik Jamai, en charge du Digital Financial Services & FinTech au sein de l'entité Services Financiers chez Capgemini Invent

BIENVEILLANCE & SIMPLICITÉ

L'envie de collaborer se traduit par des objectifs clairs, une communication fluide et une confidentialité respectée…

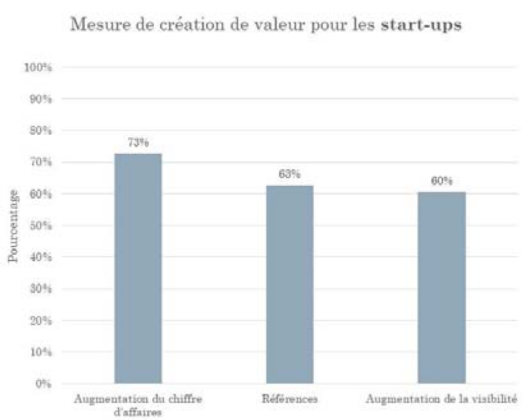


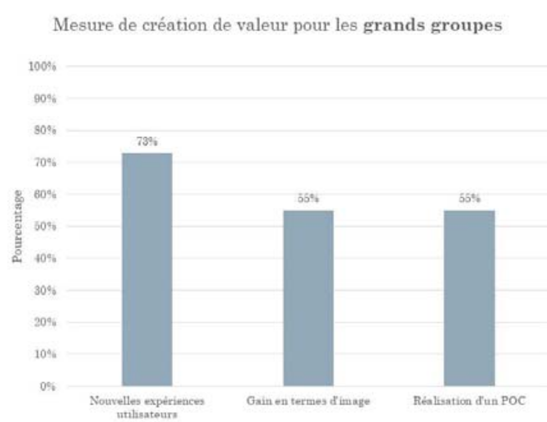
Les **objectifs de la collaboration** sont clairs pour 69% des startups et 88% des grands groupes. C'était déjà le cas en 2018 avec des taux de réponses très proches : 71% de startups et 84% des grands groupes trouvaient que les objectifs communs étaient bien définis et compris.
De même, **la communication** est perçue comme facile pour 64% des startups, et 84% des grands groupes. Ces chiffres sont très proches de ceux de 2018.
Fait nouveau en 2019 : les deux parties s'accordent à dire que leur **culture d'entreprise** est bien comprise par l'autre. 79% des startups et 86% des grands groupes l'affirment, en forte hausse par rapport à 2018. En effet, seules 56% des startups et 64% des grands groupes le pensaient l'année dernière. La hausse du sentiment de compréhension mutuelle est donc de 41% du côté des startups et 34% du côté des grands groupes.

… Mais l'équilibre de la relation n'est pas perçu
L'étude révèle que les deux parties déplorent des conditions contractuelles non adaptées : 47% des grands groupes et 46% des startups sont alignés sur ce constat.
Autre bémol : on trouve de grands écarts de jugement dans **l'équilibre de la relation** : 73% des grands groupes trouvent la relation équilibrée contre seulement 46% des startups. Ici encore, l'évolution par rapport à 2018 est notable, puisqu'en 2018 les startups étaient 69% à trouver la relation équilibrée, soit une dégradation de la perception de 74% **entre 2018 et 2019**. Le déficit d'accompagnement ressenti par les startups (54%) est l'une des raisons explicatives de l'écart de perception de la relation startup / grand groupe.

CRÉATION DE VALEUR

Intérêt de la collaboration : les attentes divergent





Autre point de divergence entre les deux parties : l'évaluation de la création de valeur grâce à cette collaboration.
Pour les grands groupes, l'amélioration de **l'expérience utilisateur** constitue la clé de voûte de leur rapprochement avec les startups. En effet, ils citent ce critère à hauteur de 73% d'entre eux comme élément de satisfaction majeur, devant le gain en termes d'image (55%) et la réalisation d'un Proof Of Concept (55%).

Du côté des startups, la mesure de la création de valeur est toute autre. Pour elles, l'intérêt consiste avant tout à bénéficier **de références et augmenter leur chiffre d'affaires**. On peut même noter des divergences en fonction de la maturité des jeunes pousses.

Pour 74% des startups de plus de 6 mois, l'augmentation du chiffre d'affaires constitue le critère principal de la création de valeur attendue de la collaboration avec un grand groupe. L'obtention de références ainsi que **l'augmentation de leur visibilité** sont également deux critères plébiscités par plus de 60% d'entre elles. A noter : les toutes jeunes pousses de moins de 6 mois valorisent en premier lieu l'augmentation de leur visibilité (78%), critère décisif pour leur futur développement.
« *Après une tendance forte d'amélioration de la relation entre startups et grands groupes en 2017 et 2018, les startups expriment une plus grande impatience à accélérer la concrétisation et l'industrialisation de leur projets. Mais ce que nous trouvons particulièrement remarquable c'est que l'envie est toujours là : startups et grands groupes restent convaincus de l'intérêt de la collaboration. Il reste à renforcer les conditions nécessaires et suffisantes à leur réussite, qui ne sont pas encore toutes atteintes* », précise Fabrice Marsella, Directeur du Village by CA Paris.

- *Lien vers l'étude complète et les graphiques :* *http://bit.ly/2WdKP88*
- *Lien vers la vidéo de la restitution du 25 Avril 2019 :* *http://bit.ly/2L2ZsdC*

VERBATIM STARTUPS GRANDS GROUPES

Startups
"Il faut créer une charte de bonne conduite entre les grands groupes et les startups. Je suis volontaire pour participer à sa rédaction." Pascal Métivier, fondateur de Securkeys.

« La difficulté est de trouver le bon interlocuteur au sein d'un grand groupe, et être introduit par la bonne personne. **»** Nathaniel Suissa, co-fondateur de Clipr

"Si la relation purement opérationnelle se passe toujours assez bien, il est toujours compliqué pour les grands groupes de comprendre nos enjeux et contraintes, notamment financières. Nous avons un nombre d'impayés ou de retard de paiement beaucoup trop important venant de groupes qui devraient être capables de payer dans les temps." Lisa Lévêque, Lead Business Developper chez Ferpection

"*La start up cherche aussi à comprendre le système de décision du groupe, pour affiner son conseil"*
Stéphan Robert de Montgrand, Fanvoice

"Il y a deux façons de voir la collaboration entre une startup et un grand groupe : la coopération pour qu'un géant aide un plus petit à se développer, à créer des emplois et à innover en dehors de sa sphère, ou la tentative d'appropriation d'une IP construite grâce à l'agilité d'entrepreneurs et reprise à bon compte par une équipe IT qui ne sait plus innover."

"Les délais de prise de décision et le nombre d'interlocuteurs intermédiaires sont assez pénalisants pour une startup."

"C'est primordial de travailler avec les grands groupes, mais ça l'est aussi de ne pas compter que sur eux."

"Mettre de côté la politique au sein des grands groupes. Les responsables innovations veulent avancer mais les dirigeants ont des décisions politiques à prendre."

“Après plus de 3 ans à vivre au cœur du triangle Startups - Entreprises établies - Nous, nous avons une vision extrêmement claire des relations et des collaborations Startups / Grands groupes et il y a beaucoup de leçons et de règles à tirer et à faire avancer de part et d'autre. Cependant s’il ne fallait retenir qu'une idée ce serait : l'équilibre de la relation. Il est important que la position de la startup avec le grand groupe

ne soit pas celle d'un prestataire de plus, mais celle d'un associé au développement de l'entreprise, utile à sa véritable transformation.”

Grands groupes

“Les startups représentent un levier incontournable dans la transformation numérique et culturelle des grandes entreprises. L'importance de la mise en place d'un “give & get” équilibré dès le début de la collaboration est clé et permet de mettre un cadre.” Anthony Virapin, Director, Startup Unit chez Microsoft.

“A terme, la relation startup / grand groupe ne devrait plus être un sujet !” – Bertrand Mathieu, Marketing Manager Philips Lighting.

“Il faut prendre le temps au début de la relation de comprendre les enjeux de chacun pour trouver le meilleur choix pour satisfaire les parties.” Maxime Zerbini, IS Innovation Director chez Servier.

“Permet de faire émerger de nouveaux cas d'usage. Il faut accompagner nos startups et les aider à monter en compétence.”

Méthodologie

En 2019, 159 personnes ont répondu à l’étude : 61 représentants de grands groupes et 98 représentants de startups. Le questionnaire a été administré à la fois auprès des startups et des grandes organisations des réseaux respectifs de Capgemini, du Village by CA, de Syntec Numérique et plus largement aux acteurs clés de l’écosystème français.

Secteurs d’activité des répondants :

- Banque, assurance : Grands groupes : 34% - Startups : 7%
- Informatique et télécoms : Grands groupes : 8% - Startups : 3%
- Commerce, distribution : Grands groupes : 34% - Startups : 7%
- BTP, architecture : Grands groupes : 3% - Startups : 8%
- Communication, Marketing, Publicité : Grands groupes 2% - Startups : 12%
- Audit, Gestion : Grands groupes : 2% - Startups : 5%
- Social : Grands groupes : 0% - Startups : 5%

Typologie des startups répondantes :

- Chiffre d’affaires compris entre 100K€ et 1M€ pour 48% des répondants
- Matures, autour de 36 mois d’ancienneté pour 43% des répondants
- Moins de 50 employés
- Financement par fonds propres pour 59% d’entre elles

À propos du Village by CA

Fondé par le Crédit Agricole en 2014, le Village by CA est un écosystème créateur de valeurs et un accélérateur de startups qui soutient des projets à fort potentiel. Le premier Village a vu le jour à Paris en 2014 et le réseau compte désormais 30 Villages partout en France (Lille, Bordeaux, Orléans, Caen, St-Brieuc, Nantes, Paris, Lyon, Toulouse...) et en Italie à Milan. Le Village dispose de relais dans des villes majeures dans le monde (Londres, New York, Moscou, Shanghai, Séoul, Tokyo, Singapour…) afin d'aider les startups dans leur développement à l'international. Bénéficiant d'un environnement à la pointe de la technologie et situé au cœur des régions, les startups de chaque Village by CA évoluent dans un écosystème d'innovation fort d'une multitude de partenaires privés et publics.

À propos de Capgemini

Capgemini est un leader mondial du conseil, des services informatiques et de la transformation numérique. A la pointe de l'innovation, le Groupe aide ses clients à saisir l'ensemble des opportunités que présentent le cloud, le digital et les plateformes. Fort de 50 ans d'expérience et d'une grande expertise des différents secteurs d'activité, il accompagne les entreprises et organisations dans la réalisation de leurs ambitions, de la définition de leur stratégie à la mise en œuvre de leurs opérations. Pour Capgemini, ce sont les hommes et les femmes qui donnent toute sa valeur à la technologie. Résolument multiculturel, le Groupe compte plus de 200 000 collaborateurs présents dans plus de 40 pays. Il a réalisé un chiffre d'affaires de 13,2 milliards d'euros en 2018.

Plus d'informations sur www.capgemini.com. *People matter, results count*.

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Capgemini's supply chain and manufacturing solutions have been certified by SAP as industry innovation accelerators

Industry innovation accelerators aim to help clients achieve digital transformation business goals by leveraging SAP® solutions to realize the benefits of SAP S/4HANA®

Paris, April 29, 2019 – Capgemini has announced that four of its supply chain and manufacturing solutions have been certified by SAP as industry innovation accelerators. These certifications recognize Capgemini's ability to help clients achieve their digital transformation goals by accelerating delivery and enabling competitive differentiation. They also reinforce its strategic partnership with SAP.

"We are very pleased to be successful in completing SAP certification for our industry innovation accelerators," says Philippe D'Amato, Global Partner Lead at Capgemini. *"This industry recognition underpins our commitment to our customers to continue identifying and implementing innovative technologies to help them realize the business benefits of their digital transformation journeys."*

Certified partner-built industry innovation accelerators follow SAP best practices by incorporating design-thinking methodologies to help customers get to the root of the problem and come up with a solution to meet their needs in their environment. The innovation kits are part of Capgemini's strategic collaboration with SAP. Through the SAP Cloud Platform, Capgemini has been able, with the necessary tools and resources, to identify opportunities and build prepackaged industry accelerators.

The four Capgemini solutions that are certified for the manufacturing and retail (supply chain) sectors are:

1. **Intelligent Shipping** – designed to achieve efficiencies in the shipment process through the automated processing of a high volume of delivery documents and converting them into shipments with better capacity utilization for each shipment.
2. **Cold Chain Quality Assurance** – designed to enable clients to achieve safe distribution, improve quality of goods, certify and trace deliveries, and cut waste.
3. **Trusted Goods Consumer Dialogue** – designed to enhance the customer experience by providing them with trusted information from a single source.
4. **Visual Inspection** – designed to help manufacturers avoid costly returns and customer dissatisfaction resulting from the shipment of wrong or defective parts.

"Over the past two years, the demand for pre-built solutions designed to solve customers' most strategic business problems has grown impressively," said Mike Flannagan, senior vice president of SAP Intelligent Enterprise Solutions. *"Capgemini and SAP have worked closely to help organizations transform their businesses, and ultimately build more intelligent enterprises."*

About Capgemini
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# # #

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European Commission awards Capgemini Invent with 3-year contract to build the European Support Center for Data Sharing

The new contract leverages Capgemini Invent's expertise in the field of Insights and Data to drive innovation across Europe

Paris, May 7, 2019 – Capgemini Invent, the digital innovation, consulting and transformation part of the Capgemini Group, today announced that the European Commission has awarded it a three-year contract to set up the European Support Center for Data Sharing (SCDS), and provide related research and consulting services. Capgemini Invent will lead the three-year engagement coordinating a number of partners and subcontractors.

The launch of the European Support Center for Data Sharing extends the European Commission's ongoing efforts in providing the Member States' public and private sectors with core components supporting the European data infrastructure.

The SCDS will offer four key pillars:

- **A data sharing practice observatory** - for collecting existing experience in data sharing and developing original research on legal and technical aspects of data sharing
- **A helpdesk and feedback service** - for supporting practitioners while capturing the richness of their experience in the field, and offering it back to the community
- **Communication activities** - to develop public awareness around the opportunities arising from sharing data, and the tools and services available to achieve the desired economic and societal benefits
- **A web site** – for making all of the above available to the public.

The ultimate goal of the European Support Center for Data Sharing is to leverage this four-pillar approach to facilitate data transactions and data analytics in Europe by collecting, developing and disseminating tools and technical expertise, and by providing practical support.

"Data sharing is a crucial driver for enabling future innovations by businesses, and for improving evidence-based policy-making by governments. The EU's support center for data sharing will be an important initiative in enabling this potential across Europe," says Dinand Tinholt, European Institutions Lead at Capgemini Invent.

In 2014 Capgemini also created for the European Commission - and has been operating since - the European Data Portal (EDP), a website that provides access to public data resources across Europe, while supporting the Member States' national data teams and policy makers in publishing more and better quality data.

About The European Support Center for Data Sharing
Shared data refers to situations in which public sector data, or data held by private companies, is made available to other organizations (public sector bodies or private companies) for use and re-use, whether in exchange for payment (or other reward) or not. The European Support Center for Data Sharing collects existing experience in data sharing and develops original research exploring the space. It supports practitioners, while capturing their experience to offer it back to the community. It develops awareness around the opportunities arising from sharing data and the tools and services available to achieve economic and societal benefits.

About Capgemini Invent
As the digital innovation, consulting and transformation brand of the Capgemini Group, Capgemini Invent helps CxOs envision and build what's next for their organizations. Located in more than 30 offices and 20+ creative studios around the world, its 6,000+ strong team combines strategy, technology, data science and creative design with deep industry expertise and insights, to develop new digital solutions and business models of the future.

Capgemini Invent is an integral part of Capgemini, a global leader in consulting, technology services and digital transformation. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of 200,000 team members in over 40 countries. The Group reported 2018 global revenues of EUR 13.2 billion.
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L'alliance Energisme - Microsoft déploie son offre Big Data et IoT de maîtrise des consommations énergétiques avec les équipes de Capgemini

L'alliance Energisme - Microsoft, qui fournit une offre globale de maîtrise de l'énergie basée sur la plateforme Big Data et IoT d'Energisme et sur l'infrastructure Cloud de Microsoft, accélère son déploiement opérationnel auprès des grands opérateurs énergétiques et des entreprises de services grâce, notamment, aux experts du secteur de l'énergie chez Capgemini.

À l'heure où la transition énergétique entre dans une phase concrète, l'Alliance Energisme - Microsoft va **mettre en commun, en collaboration avec Capgemini, leurs savoir-faire humains, technologiques et commerciaux** afin d'apporter aux acteurs de l'énergie et des services aux entreprises une **solution opérationnelle de bout en bout de maîtrise des dépenses énergétiques**.

La convergence du numérique et du secteur de l'énergie est au cœur de cette dynamique avec l'essor de l'Internet de l'énergie. Pour les fournisseurs d'énergie et les acteurs des services aux entreprises, l'un des prochains enjeux est la **transformation des habitudes de consommation grâce à de puissantes plateformes d'analyse des données complexes d'énergie**.

Pour y répondre, Energisme, Microsoft et Capgemini ont mis en commun leurs équipes d'experts métier et leurs outils technologiques afin d'apporter, dès aujourd'hui, une solution opérationnelle et immédiatement déployable couvrant toute la palette des besoins, du **conseil métier à la gestion et la restitution des données énergétiques**.

Les fournisseurs d'énergie, les distributeurs et autres acteurs des services aux entreprises vont pouvoir disposer rapidement d'une **plateforme Big Data et IoT automatisée, industrialisée et évolutive capable d'interconnecter toutes les sources de données, de les fiabiliser et de les restituer à travers des indicateurs simples pour agir efficacement sur la maîtrise des consommations**.

Déjà déployée auprès de nombreux industriels, entreprises et acteurs de l'énergie, cette plateforme constitue un socle numérique qui bénéficie d'une **infrastructure sécurisée au sein de Datacenters situés sur le territoire national assurant aux clients une totale maîtrise de leurs données dans le respect du RGPD**.

Dotée des dernières technologies Cloud sur Microsoft Azure et d'algorithmes d'intelligence artificielle performants, elle est, par ailleurs, au cœur d'un vaste écosystème de partenaires (cabinets de conseil énergétiques, fournisseurs de capteurs IoT etc).

« Forte de la complémentarité de nos expertises et de notre capacité à traiter en temps réel des milliards de données complexes et hétérogènes d'énergie, notre offre commune permet à nos clients de passer une nouvelle étape dans la mise en place concrète de l'Internet de l'énergie et

d'accélérer la transition énergétique », **déclare Thierry Chambon, Directeur Général d'Energisme.**

« Nous sommes fiers de participer de manière opérationnelle à cette accélération de la transition énergétique aux côtés d'Energisme et de Capgemini qui va dans le sens de notre engagement depuis de nombreuses années avec les grands acteurs énergétiques pour leur apporter le meilleur des technologies au service de leur performance », **souligne Agnès Van de Walle, Partners Development Lead de Microsoft France**.

« *Aujourd'hui, dans un contexte inédit d'incertitudes intensifié par les mutations technologiques, les entreprises ne parviennent pas toujours à saisir toutes les opportunités qui s'offrent à elles, notamment en matière d'efficacité ou d'économies. Chez Capgemini nous les accompagnons dans leur transformation en orchestrant les process, les technologies et les compétences, pour améliorer leur efficience et leur performance. Cette offre s'inscrit résolument dans cette démarche, car elle apporte au marché des réponses efficaces et pérennes aux enjeux de maîtrise des consommations énergétiques* », **précise Laurent Samot, en charge du segment Energie et Utilities chez Capgemini France.**

A propos d'Energisme

Energisme est **la plateforme Big Data et IoT à destination des acteurs de la performance énergétique pour maîtriser leurs consommations d'énergie**. Conçue autour de technologies innovantes, elle permet de collecter et d'agréger tous types de données multi-fluides provenant de sources hétérogènes. Ces données sont ensuite fiabilisées et restituées via des tableaux de bords multi- niveaux et multi-rôles. Energisme met à la disposition de ses clients des outils de modélisation prédictive ainsi qu'un écosystème de partenaires pour anticiper et optimiser leurs consommations.

A propos de Microsoft

Leader des plateformes et des services de productivité, Microsoft donne à chaque individu et chaque organisation les moyens de réaliser ses ambitions, **dans un monde fondé sur le Cloud et la mobilité**. Au cœur de l'écosystème numérique français depuis plus de 30 ans, Microsoft France, présidée par Carlo Purassanta depuis septembre 2017, rassemble plus de 1 600 collaborateurs au sein de son Campus d'Issy-les-Moulineaux, sous le signe de l'ouverture, de la créativité et de la collaboration. Avec un tissu de plus de 10 500 partenaires business, technologiques, acteurs du secteur public, chercheurs ou start-ups, acteur responsable, Microsoft France s'engage en faveur de l'égalité des chances et de l'éducation au numérique aux côtés des associations sur l'ensemble du territoire.

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EDF Energy appoints Capgemini's Odigo to support its customer service operations

London – May 8, 2019 – Capgemini has today announced that it has signed a contract with EDF Energy to change its customer experience with a Contact-Center-as-a-Service (CCaaS) offering from Odigo, Capgemini's cloud contact center solutions brand.

The project is part of a customer experience transformation initiative from EDF Energy, which looks to use innovative technology to optimize the service it delivers to its 3 million customers. Odigo will replace the existing on-premise contact center platform with a cloud-native solution, enabling the energy supplier to deliver a quicker, simpler and more effective service to customers, have greater autonomy over the ongoing maintenance of the solution, and access to a full suite of features for future innovation.

As part of the multi-year deal, the Odigo CCaaS system will deliver a range of services, including routing inbound/outbound interactions, real-time monitoring, workforce optimization and secure card payments.

Niels Roberts, Digital, Automation and Process Excellence Director, at EDF Energy, commented: *"Not only does Odigo have the tools and functionalities to help us deliver a great experience for our customers, but it also offers a flexible, cloud-based commercial model to allow us to continually adapt to our customers' needs. We are excited to work with Odigo over the coming years as part of our customer experience transformation journey."*

Erwan Le Duff, Managing Director of Odigo, commented: *"Building on Capgemini's long-standing relationship in the UK, we are delighted for Odigo now to be implemented at EDF Energy; together we will transform its contact center telephony and support the realization of its customer experience vision. In an age of instantaneous digital communication, effective customer touchpoints are critical to the success of an organization – we believe Odigo's CCaaS offering will give EDF Energy the tools to build strong customer relationships, both now and in the future."*

The contract is already underway and is expected to run until October 2022.

About Odigo
Odigo, a Capgemini brand formerly known as Prosodie-Capgemini, helps large organizations connect with individuals through world-class, cloud-based contact center solutions. Its cutting-edge, proprietary technologies enable a seamless, efficient, omnichannel experience for its customers and a satisfying, engaging experience for service agents. Odigo serves more than 400,000 agents and business users globally. With a 25-year history of industry firsts, Odigo has more than 200 clients around the world.

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Consumer excitement for autonomous vehicles soars but barriers remain

- ***Research shows 1 out of 2 consumers want to get into a self-driving experience within the next five years***
- ***Wide ranging consumer expectations create potential business opportunities for automotive companies to build an entire ecosystem of new services***
- ***Automotive companies need to invest in new services, software and customer communications to convert autonomous to a real consumer experience***

Paris, May 9, 2019 – A new study from the Capgemini Research Institute has found that consumer preference for riding in self-driving cars is set to double within the next five years. While only 25% of consumers would prefer to ride in a self-driving car over a traditional vehicle in 12 months' time, over half (52%) say driverless cars will be their preferred mode of transport by 2024.

These findings have been published today as part of Capgemini Research Institute's report "The Autonomous Car: A Consumer Perspective." The positive response from consumers suggests that they see huge benefits with autonomous vehicles in terms of fuel efficiency (73%), reduced emissions (71%) and saving time (50%). Such is the sense of optimism and anticipation, over half of consumers (56%) say they would be willing to pay up to 20% more for an autonomous vehicle over a standard one.

The findings also point to a changing perception of mobility, consumers believe autonomous cars will take on a larger role in their daily lives, going beyond the act of driving to also have autonomy in running errands and completing chores. Almost half (49%) of respondents to the study would be comfortable with self-driving cars running an errand on their behalf; more than half (54%) would trust an autonomous vehicle to drop off or pick up non-driving friends and family members, while one in two (50%) expect self-driving cars to help them save time to pursue other activities – such as socializing, entertainment, working, or simply enjoying the journey.

It is clear that consumers are anticipating an autonomous future, there are even cultural and geographic factors that are driving higher anticipation for autonomous cars. Capgemini has identified two groups displaying particularly positive sentiment towards autonomous cars - Chinese consumers and millennials.

However, despite the surge in positive consumer sentiment, excitement and anticipation, barriers to adoption remain with respondents saying that purchase or adoption of a driverless vehicle is dependent on vehicle security (73%) and system security (72%).

Markus Winkler, Global Head of Automotive at Capgemini said: *"Our report shows a high level of optimism and excitement among potential autonomous vehicle users. Most conversation to date has focused on the technological evolution of driverless cars – so it's hugely encouraging to see the potential benefits that the technology enables are resonating with future passengers. Customer expectations of in-car experiences will not only impact the automotive industry but other industries* *like media and entertainment, retail, and healthcare as well, paving the way for a plethora of collaborative business opportunities."*

"However, a degree of uncertainty and concern remains, and auto companies must consider the expectations and fears of their future customers while transforming their own operations from a heavy product focus to services and customer orientation, as they bring autonomous vehicles to the market," he concludes.

Capgemini has identified four key areas of focus to accelerate the journey towards an autonomous future:

- **Keep the customer informed:** from the consumer's perception, the car is now moving from a means of transportation to a quasi-personal assistant. This shift places a significant burden of responsibility on the auto company to be candid about the capabilities of the vehicle and avoid any risk of misrepresentation.

- **Understand and reassure:** the study showed that consumers have a clear view on the experience they expect from a self-driving car. Automotive companies would do well to understand consumer expectations and bake them into the design process itself, while also investing in, and communicating, the safety and security elements of the vehicles.

- **Build an ecosystem of services**: expectations around the potential for driverless cars highlights a clear need for automotive companies to expand their scope of consumer offerings. Consumers expect a wide variety of experiences inside the car ranging from entertainment, work and health services. Delivering these experiences and to convert them to into business opportunities will require automotive companies to partner with a new set of technology, content and commerce players in order to create an entire ecosystem of services.

- **Software investment**: as an industrialized sector, heavily transforming, automotive companies need to integrate autonomous into their overall company strategy across all divisions of their business. This can only be achieved by developing software competencies which requires the upskilling of the workforce and the development of new partnerships to ensure digital mastery across different business functions.

Research Methodology

The Capgemini Research Institute conducted a survey of 5,538 consumers across six countries in Europe, North America, and Asia in December 2018. 280 executives from OEMs, suppliers, and tech companies were also surveyed. Capgemini also conducted interviews with industry leaders, examining what consumers want from self-driving cars and how organizations can give it to them.

The full report can be found here:

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About the Capgemini Research Institute

The Capgemini Research Institute is Capgemini's in-house research center. The Institute publishes research on the impact of digital technologies on large traditional businesses. The team draws on the worldwide network of Capgemini experts and works closely with academic and technology partners. The Institute has dedicated research centers in India, the United Kingdom and the United States. It was recently ranked #1 in the world for the quality of its research by independent analysts. Visit us at https://www.capgemini.com/researchinstitute/

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Capgemini participates in VivaTech for the 4th consecutive year

The Group sets 7 key challenges for start-ups, showcases the Sogeti eSports series and invites visitors to discover inspiring individual career journeys

Paris, May 9, 2019 - For the fourth consecutive year, Capgemini is participating in VivaTech, the Paris based, international conference dedicated to start-ups, held from May 16 to 18, at Porte de Versailles. This year the Capgemini Group's presence is focused around a number of key events, including a 'Start-ups Challenge' run by Capgemini Invent, in one of Vivatech's three pitching zones; a series of fireside chats on hot topics of the day such as artificial intelligence and the role of women in the new technologies sector; as well as the *Sogeti Esports Series@VivaTech* tour.

"*VivaTech is an opportunity to demonstrate Capgemini's approach to working with start-ups. Co-creation and open innovation are at the heart of our value proposition for our customers,"* explains Emmanuel Lochon, VP Group Branding and Advertising in charge of Innovation Marketing for the Capgemini Group. *"We also wanted to facilitate discussions on some current hot topics such as artificial intelligence, as well as highlight the inspiring careers of women and top athletes at Capgemini to show that new technologies represent tremendously varied opportunities for all.*"

Start-up Challenges and Inspiration

Capgemini Invent, the digital innovation, consulting and transformation part of Capgemini, launched in September 2018, created seven start-up challenges centered around the major digital transformation concerns of the banking, retail, energy, mobility and IoT sectors in industry. Other challenges were devoted to Corporate Social Responsibility and the future of organizations. These challenges brought together more than 500 competing start-ups from 58 countries who applied between January and March. From May 16 to 18, 49 start-up finalists will have the opportunity to pitch their solutions on stage before juries comprising Capgemini experts and major brands from different sectors. The winners will get the opportunity to be coached by Capgemini Innovation Experts and begin a conversation with Capgemini in order to assess feasibility of future business and technological collaboration.

Throughout the event, Capgemini will highlight the essential role that women play on the tech scene, by organizing daily presentations of career journeys to inspire the next generation. An exclusive space – 'the AI corner' - will welcome professionals and will be dedicated to the presentation of an 'AI Gallery' of use cases and demonstrations to illustrate the Group's know-how in the field of artificial intelligence.

Saturday, May 18, will be devoted to the presentation of inspiring professional journeys and exchanges with the general public. From 2pm, in the pitching zone, Capgemini Invent will feature women who will be sharing their experiences, while at 3.30pm high-level athletes who have transitioned to the technology industry as Capgemini employees will share their career paths.

The Sogeti Esports Series@VivaTech

Sogeti, part the Capgemini Group, continues its commitment to e-sports and is partnering with VivaTech and the start-up Glory4Gamers to organize the Sogeti Esports Series@Vivatech. The tournament is structured around two games sponsored by Sogeti as part of its partnership with Team Oplon: Super Smash Bros Ultimate and Rocket League. The Sogeti Esports Series Grand Final will take place from 9:30am to 12:15pm for Super Smash Bros Ultimate and from 1:45pm to 5pm for Rocket League. A conference on the theme of the e-sports industry will also be held from 12:45 to 13:30 in the Sogeti Esports Series area.

To find out more about the detailed itineraries of the challenges and events: https://www.capgemini.com/events/vivatech-2019/

To learn more about Sogeti and eSports: https://www.fr.sogeti.com/a-propos-de-sogeti/sogeti-et-lesport/ and on the Esports Series@VivaTech tour: https://eu.glory4gamers.com/en/game-hub/sogeti-esports-series

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Everest Group names Capgemini Leader and Star Performer for Property & Casualty digital services

Paris, May 10, 2019 – Capgemini today announced that it has been named a Leader and Star Performer in Property and Casualty (P&C) digital services in Everest Group's 2019 P&C PEAK Matrix™[1]. Everest Group cited Capgemini's articulation of its vision for the future of insurance, its strong capabilities across the digital technology stack, growth-spurring acquisitions, and pursuit of innovation as reasons for why Capgemini is a Leader and Star performer.

"Property & Casualty (P&C) insurers realize the importance of a digital-first strategy for sustained differentiation in the market. Most P&C insurers start this journey by digitizing their core and in the process build a strong IT backbone to enable their digital initiatives. On top of a modern core, P&C insurers are integrating next-generation technologies, such as big data, blockchain, IoT, and machine learning, to build differentiated products and enhance customer experience," said Ronak Doshi, Practice Director, Everest Group. *"Strong market success proof points of assisting P&C insurers on multiple digital technology stacks, expansion of its network of Applied Innovation Exchanges (AIEs), and focused acquisitions to strengthen its digital leadership have helped Capgemini strengthen its value proposition and position it as a Star Performer and Leader on the 2019 Everest Group P&C Insurance Digital Services PEAK Matrix™."*

Twenty-one service providers of digital insurance services were evaluated in the 2019 PEAK Matrix™. Those that show the most growth are designated by Everest Group as Star Performers.

"As P&C digital transformation is an area of deep expertise and strong results for us, it is especially meaningful that Everest Group has commended our strengths and capabilities. Everest Group's analysis is highly regarded in the marketplace which makes this a strong validation of our offerings and deliverables," said Shane Cassidy, Managing Director of the Insurance Business Unit for Capgemini's Financial Services. *"To be named an Everest Group Star Performer, strong growth in the marketplace needs to be achieved which validates that our solutions are resonating well with insurers."*

The full report, Property & Casualty (P&C) PEAK Matrix™ 2019 – Reimagining Products and Stakeholder Experience is available on the Everest Group website.

[1] The PEAK Matrix is a framework to assess the relative market success and overall capability of service providers. Service providers are positioned on the PEAK Matrix based on evaluation across two key dimensions: market impact measured by the market adoption, portfolio mix, and value delivered, and vision & capability measured by vision and strategy, delivery footprint, innovation and investments, and scope of services offered.

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World Insurance Report 2019: Insurers must respond to customer concerns around emerging-risk coverage

Customers demand more comprehensive and personalized insurance products to address 'coverage gap' in existing policies and emerging risks

Paris, May 14, 2019 – The World Insurance Report 2019, published today by Capgemini and Efma, reveals that policyholders are increasingly concerned that their insurance coverage has become insufficient for emerging risks, from cybersecurity to environmental threats. Insurers are less ready for change than their customers, most of whom want more comprehensive and dynamic coverage. At the same time, a significant opportunity exists for insurers to leverage technology and partnerships to get ahead of macro trends and become more proactive partners to their customers.

Key findings of the report include:

Insurers have been slow to respond to emerging risks

The report identifies five macro trends that are creating emerging risks for insurance customers and their businesses: disruptive environmental patterns, technological advancements, evolving social and demographic trends, new medical and health concerns, and business environment changes. Yet most insurers have been slow to respond to these trends and equip customers for them. Under 25% of business customers across all geographies, and less than 15% of personal policyholders, feel they have sufficient coverage to insure against any one of the emerging risks driven by these macro trends. Fewer than 40% of life and health insurers said they have built a pipeline of new products to cover emerging risks comprehensively.

There is a significant coverage gap in emerging risk areas

The slow response to emerging threats has created significant coverage gaps for customers exposed to these risks. The report estimates that 83% of personal insurance customers have medium or high exposure to cyberattacks and to outliving their savings, yet just 3% and 5% respectively are comprehensively covered against these eventualities. Among business customers, 81% are exposed to escalating employee healthcare costs against which just 17% are well covered; 87% are at risk of cyberattacks with less than 18% comprehensively insured; and almost 75% are threatened by rising natural catastrophes, for which just 22% are effectively covered.

Consumers are more prepared for change than providers

As the insurance landscape shifts, customers are showing greater readiness for change than their insurance providers. Over half (55%) of customers said they are ready to explore new insurance models, but barely a quarter (26%) of insurers are investing in them. While 37% of customers said they are highly willing to share additional data in return for improved risk control and prevention services, only 27% of insurers have the capability to tap real-time data for risk modelling purposes.

Insurers need to innovate, and become partners and preventers

Insurers must respond to emerging threats, and changing customer expectations, by embracing new technology and partnerships. Risk assessment capabilities can be significantly enhanced through deployment of machine learning, artificial intelligence and advanced analytics, and effective collaboration with InsurTech providers. Progress in these areas has been mixed: a majority (57%) have leveraged AI, machine learning and advanced analytics, but only 29% have implemented automated risk assessment, and just 20% real-time insight generation from IoT devices.

According to the report, technological progress also needs to be matched by a shift in attitudes. Where insurers have traditionally seen themselves as a payer, they need to evolve into the parallel roles of partner and preventer, working more closely with customers to mitigate risks and provide on-demand services.

"Emerging risk trends and rising customer expectations are dramatically changing the landscape for insurance, and providers must be agile in how they respond," said Anirban Bose, CEO of Financial Services at Capgemini and member of the Group Executive Board. *"This research shows a coverage gap in areas of emerging risk, but also highlights an important opportunity for insurers. Those that can evolve their products through technology, collaborate with innovators, and think of themselves as partners and preventers to their customers, stand to benefit the most."*

"This research shows that the future for insurance will be partnership-centric," said Vincent Bastid, Secretary General of Efma. *"Insurance providers need to collaborate with partners who offer high levels of expertise in areas from AI to advanced analytics. Simultaneously, they must partner more closely with their customers to provide the more responsive, demand-driven service many are seeking."*

Report methodology

The *World Insurance Report (WIR) 2019* covers all the three broad insurance segments—life, non-life, and health insurance. This year's report draws on research insights from two primary sources – the 2019 Global Insurance Voice of the Customer Survey and 2019 Global Insurance Executive Interviews. Together, these sources cover insights from 28 markets: Australia, Belgium, Brazil, Canada, China, Finland, France, Germany, Greece, Hong Kong, India, Italy, Japan, Mexico, the Netherlands, Norway, Philippines, Poland, Portugal, Singapore, South Africa, Spain, Sweden, Switzerland, Turkey, the United Arab Emirates, the United Kingdom, and the United States. For more information, explore the report website at www.worldinsurancereport.com.

About Capgemini

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About Efma

A global non-profit organization, established in 1971 by banks and insurance companies, Efma facilitates networking between decision-makers. It provides quality insights to help banks and insurance companies make the right decisions to foster innovation and drive their transformation. Over 3,300 brands in 130 countries are Efma members.

Headquarters in Paris. Offices in London, Brussels, Andorra, Stockholm, Bratislava, Dubai, Milan, Montreal, Istanbul, Beijing and Singapore. Learn more www.efma.com.

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Capgemini named as a Leader for Software Testing by NelsonHall

Paris, May 21, 2019 – Capgemini announced today that it has been named a "Leader" in the NelsonHall Evaluation & Assessment Tool (NEAT) Report on Software Testing. In the latest NEAT titled Next-Generation Software Testing Services, Capgemini scored highly as a Leader in its evaluation grid for the 'ability to deliver immediate benefit' to customers and 'ability to meet future client requirements.' NelsonHall assessed 17 vendors offering next-generation software testing services for this report.

The report highlighted Capgemini's expertise in the following areas:

- "Capgemini highlights that it is shifting its strategy contracts with outcomes. It is expecting a shift from large managed testing service contracts to agile and as-a-service contracts, where it will bring its methodologies, IP and capabilities."
- On Capgemini's portfolio alignment, NelsonHall noted that it is "aligning its portfolio towards performance, security, mobile, UX testing, and Agile/DevOps. Along with Agile and DevOps, Capgemini will continue in Cognitive QA, looking to add more AI use cases. In the mid-term, the company wants to systematically combine AI and RPA use cases for automating testing services."
- On Digital testing, "a key element of Capgemini's digital testing strategy is around IoT and connected devices. Capgemini believes it has comprehensive ER&D capabilities thanks to its capabilities in automotive, energy and utilities, and medical devices."

Mark Buenen, Global Leader, Digital Assurance and Testing for the Capgemini Group said: *"We are delighted to be once again recognized by NelsonHall for our strong expertise in Software Testing. Customer experience has always been a top priority for Capgemini Group in the rapidly evolving testing landscape and digital environment, fueled by complex business challenges. With our comprehensive suite* of *testing services across the Group, including Sogeti, Capgemini is focused on supporting its clients in their transformation journey to improve quality across all areas of IT development and maintenance."*

"Capgemini is successfully shifting its portfolio towards next-gen offerings, taking an automation approach," said Dominique Raviart, IT Services Research Director, NelsonHall. "We are pleased that Capgemini's automation approach relies on new technologies such as AI, with several AI use cases in place, and also looking at the future with RPA-based automation," he added.

Capgemini is at the forefront of innovation, digital transformation and a customer driven approach to Testing. Capgemini's industry Digital Assurance and Quality Engineering services such as TMap® and TPI®[1], support business transformation for customers worldwide.

To read the full report click here.

[1] TMap® and TPI® are Sogeti's industry leading methodologies for a structured test management approach and test process improvement respectively improvement respectively.

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About NelsonHall
NelsonHall is the leading global analyst firm dedicated to helping organizations understand the 'art of the possible' in IT and business services. With analysts in the U.S., U.K., and Continental Europe, NelsonHall provides buy-side organizations with detailed, critical information on markets and vendors (including NEAT assessments) that helps them make fast and highly informed sourcing decisions. And for vendors, NelsonHall provides deep knowledge of market dynamics and user requirements to help them hone their go-to-market strategies. NelsonHall's research is based on rigorous, all-original research, and is widely respected for the quality, depth, and insight of its analysis.

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Capgemini enables new automated system for mortgage processing at Skandiabanken

The online bank's new LUX (Lending User Experience) mortgage lending product reduces decision time and increases transparency for its customers

Paris and Stockholm, May 21, 2019 – Capgemini today announced its successful engagement with Skandiabanken, the banking arm of Skandia, marked by the debut of LUX, the bank's newly transformed digital mortgage lending business. Skandia is an independent provider of long-term savings and investment products based in Sweden.

LUX, a new automated system for mortgage processing designed and implemented by Capgemini in less than 12 months, makes it possible for Skandiabanken to continue to provide attractive offers for mortgages in the Swedish market.

Additional benefits of the implementation include:

- improved customer experience
- ability to reduce operational risk
- lower costs due to fewer manual steps
- a more competitive and flexible origination process

"Our new LUX digital mortgage lending platform enables our customers to receive faster decisions about their mortgages with increased transparency, at competitive rates. With LUX, customers can have the decisions on mortgage commitments and mortgages in days and for some, minutes. Our work with Capgemini has resulted in a simplified and automated mortgage process that will improve customer experience and enhance customer satisfaction," said Kristina Tånneryd, Head of Products, Skandiabanken.

Capgemini designed the mortgage solution using Pega Platform™, the unified digital process automation (DPA) and case management platform from Pegasystems, the software company empowering customer engagement at the world's leading enterprises. LUX was created by Capgemini to optimize the business operations and customer experience of the mortgage offering. The implementation covers the full mortgage business of the bank, including all property types for existing and new customers.

"Capgemini's project with Skandiabanken was completed in less than 12 months, which beats the benchmark of the fastest mortgage lending origination implementation. It has been an exciting journey to collaborate with Skandiabanken through this implementation and we could not be more pleased by the results of the team effort to date," said Kiran Shah, Head of Financial Services, Capgemini in Sweden.

"Pega's mission is to solve complex business issues such as those Skandiabanken faced. Capgemini's and Skandiabanken's use of the Pega Platform to develop their solution is another example of how we can help financial services companies evolve their offerings," said Magnus Lagerqvist, Sales Director – Nordics, Pegasystems. *"We were impressed with the innovative approach by Capgemini and Skandiabanken to customize the platform to deliver an in-depth, tailored transformation in record time."*

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About Skandia
Skandia is a large independent provider of products for long-term savings and investments, offering products and services that cater for various financial needs and security. Starting out as a Swedish insurance company in 1855, today the brand operates in Europe, Latin America, and Asia. With nearly 2000 employees, it is primarily a pension company that offers occupational pensions with preventive health insurance. Skandia also operates a bank called Skandiabanken in the Nordic region. Skandia's customers are within multiple categories such as businesses, public sector and private individuals.

About Skandiabanken
Skandiabanken is an internet bank based in Sweden, and a wholly owned subsidiary of Skandia Insurance Company Ltd. The Bank employs nearly 300 people and offers payment services, securities trading services, deposits, and lending in the form of home mortgages, private loans, account lines of credit and credit card credits, and securities-based credits. Approximately 99% of lending consists of home mortgages for private individuals.

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Capgemini drives innovation and IT transformation for Louisiana Pacific with migration to Amazon Web Services

In just four months, Capgemini migrated five SAP landscapes from a data center environment to AWS, driving operational agility and efficiencies

Paris, May 22, 2019 – Capgemini today announced that it successfully migrated Louisiana Pacific Corporation's (LP) SAP landscape to Amazon Web Services (AWS) in less than four months. Louisiana Pacific, a leading building solutions company, expects the AWS environment will help it to easily scale production with demand, operate more efficiently and better serve its customers while saving $5 million over five years.

As a global leader in delivering high-performance building solutions, LP's quality engineered products have helped the Nashville, Tennessee-based manufacturer become a $4 billion company. Harnessing digital tools to build a platform that drives scalability, performance, and operational efficiency was crucial for LP to sustain a competitive edge and capture growth opportunities presented by the recovering housing market. To help LP become more agile, scalable and enable quick responses to future market opportunities, Capgemini recommended LP migrate from a data center model to running SAP on AWS.

Capgemini successfully migrated LP's supply chain management system and entire SAP landscape, including more than 70 virtual machines, to AWS in less than four months without any interruption in LP's fast-paced business processes.

"Product innovation is a key focus at LP, and we need a technology environment that's equally as innovative to support the business as we look for new ways to serve our customers," said Don Walker, CIO, Louisiana Pacific. *"Capgemini has been a trusted advisor for years, and the migration to AWS is the latest example of how they continue to help us leverage digital technologies to transform our business."*

With its SAP implementation now deployed on AWS, LP expects to process more orders in less time, synchronize production and shipping systems, improve response time reliability, and achieve 24x7 availability for mills and operations functionality. LP has already seen improvement in application performance by nearly 20 percent and can now more easily leverage IoT applications. Potential use cases include outfitting their factories for real-time insights to more accurately track their logistics and swiftly identify and address challenges along the value chain.

This project is part of a broader five-year, $11 million agreement with LP that was signed in July 2017. Capgemini has worked with LP since 2011 and provides BASIS (Business Application Software Integrated Solution) and security services for LP's entire SAP technology stack, and SAP support center services in conjunction with LP's SAP center of excellence.

"Having a long-standing relationship with LP, we understood their entire business, not just their IT systems." said Charlie Li, Head of Cloud Services, North America, Capgemini. *"With our deep knowledge, we could efficiently combine our future-looking solutions with LP's technology planning to tune their service delivery*

model to include a better blend of resources, refine business processes, and deliver cost savings as well as improved overall operations."

Capgemini has a successful track record of running SAP applications on AWS and has achieved AWS Migration Competency status and AWS SAP Competency status. Capgemini's relationship with AWS dates back to 2008, with both parties working to bring business solutions to enterprise customers leveraging Capgemini's industry expertise coupled with AWS's technology. Capgemini is a Premier Consulting Partner in the AWS Partner Network (APN).

To learn more about the project and watch a video interview with Don Walker, click here.

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Everest Group names Capgemini a Leader in Finance and Accounting Outsourcing Services

Paris, May 22, 2019 – Capgemini today announced that it has been named a leader in Everest Group's PEAK Matrix™ for Finance and Accounting Outsourcing Services. The report evaluated 24 service providers based on vision and capability along with market impact.

According to the report, Capgemini was positioned as a Leader due to its "*strong expertise and capabilities across P2P[1], O2C[2], and R2R[3] processes, with strong penetration in the manufacturing sector."* In addition, the report also acknowledged Capgemini's *"revamp from Global Enterprise Model (GEM) to Digital Global Enterprise Model (D-GEM) – a flexible platform-based architecture to guide its clients through their digital transformation journey."*

Carole Murphy, Head of Finance Powered by Intelligent Automation Practice, Business Services at Capgemini said, *"We are delighted to be recognized as a Leader in Everest Group's PEAK Matrix in Finance and Accounting Outsourcing services (FAO). In an extremely fast paced, digital and data driven environment, transformation can be complex for organizations looking to streamline their finance operations. Capgemini is committed to keeping its customers at the heart of its services in order to meet their business challenges globally, to gain a competitive advantage, reduce costs and drive innovation."*

"Capgemini has an ecosystem of digital solutions, including intelligent automation, chatbots, and advanced analytics that leverage both proprietary and third-party tools. What sets apart Capgemini is its strong methodologies and frameworks, such as ESOAR and D-GEM – a platform-based architecture, which it leverages along with its digital capabilities to help clients through their transformation journeys," said Shirley Hung, Vice President, Everest Group.

With nearly 50 years' experience in finance and accounting services, Capgemini has a strong expertise in every finance function vital to a business, from infrastructure and applications to business process outsourcing. In the wake of evolving business requirements, Capgemini's Digital Global Enterprise Model© (D-GEM) enables its clients to be competitive in a rapidly changing, digital business environment.

Please click here to read the full report.

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[1] Procure to pay
[2] Order to cash
[3] Record to report

La DGA sélectionne le consortium formé par Atos, Capgemini et le CEA, pour la phase II du projet Artemis

Publish date:

23 mai 2019

ROUAULT, Magali

Dans le cadre de la deuxième phase du projet Artemis (Architecture de Traitement et d'Exploitation Massive de l'Information multi-Sources), le consortium formé par Atos, Capgemini et le CEA est sélectionné pour livrer un démonstrateur de plateforme Big Data à la Direction Générale de l'Armement (DGA). Le projet a pour objectif de doter à terme le Ministère des Armées d'une « infostructure » souveraine de stockage et traitement massif de données.

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SHAREHOLDERS' MEETING OF MAY 23, 2019

Paris, May 24, 2019 – The Shareholders' Meeting of Capgemini SE, held yesterday at Pavillon Gabriel in Paris, adopted all 17 resolutions that were put to the vote, including the appointment of Ms. Xiaoqun Clever as a member of the Board of Directors and the ratification of the co-optation of Ms. Laura Desmond, as a director from January 1, 2019.

The Shareholders' Meeting provided an opportunity for Paul Hermelin, Chairman and Chief Executive Officer of the Capgemini Group, to reaffirm the Group's ambition: *"We have achieved all our objectives and demonstrated our ability to combine sustained growth and improved profitability. This good performance was delivered at a time when we were undertaking major transformation work along two strategic priorities, led by the Group's two Chief Operating Officers, Thierry Delaporte and Aiman Ezzat. We have created a range of dynamic solutions that position us in the most promising market segments such as cloud, cybersecurity and artificial intelligence. We have aligned our organization to make all our capabilities available to each client with strong sector expertise and a global presence. The managerial transition is proceeding smoothly and in accordance with the timetable announced at the 2017 General Assembly. We are therefore approaching the coming years with ambition and confidence."*

Shareholders adopted the distribution of a dividend of €1.70 per share for fiscal year 2018. The dividend will be paid from June 7, 2019, with an ex-dividend date of June 5, 2019.

The Shareholders' Meeting approved the resolutions concerning the Board's composition, thus expressing the repeated support of the Group's shareholders for the Board's ambition to continue the international diversification of its composition, deepen its sectorial expertise and diversify its profiles, an ambition that has been pursued for several years:

- The appointment of Ms. Xiaoqun Clever[1], a German citizen, as a member of the Board of Directors for a four-year term. Ms. Xiaoqun Clever has accumulated solid experience in the field of digital transformation and the use of data over the course of a successful career in the software and data industries. In addition, she will bring to the Board of Directors of Capgemini SE her excellent knowledge of the Asian and Central European markets, a valuable asset for the Group's future development in these key geographies.
- The ratification of the co-optation[2] of Ms. Laura Desmond[3], an American citizen, as a director and member of the Strategy and Investment Committee, from January 1st, 2019, with a term of office expiring in 2020 at the Annual Shareholders' Meeting. Founder and Chief Executive Officer of Eagle Vista Partners, a strategic advisory and investment firm focused on marketing and digital technology and member of

[1] A biography of the new director, Ms. Xiaoqun Clever, is presented in the appendix.
[2] Ms. Laura Desmond was provisionally appointed as a director by the Board of Directors on December 5th, 2018, to serve the remainder of Ms.Carole Ferrand's[2] mandate. Her term of office will therefore expire in 2020 at the Annual Shareholders' Meeting convened to approve the 2019 statutory accounts. As a reminder Ms. Carole Ferrand stepped down from the Board on May 28th.
[3] A biography of Ms. Laura Desmond is presented in the appendix.

Adobe's Board of Directors since 2012, Laura brings to the Board her wealth of experience in data analytics and digital marketing, developed as a seasoned executive and Director at key industry players servicing leading clients.

The Board indicated that it considers Ms. Xiaoqun Clever and Ms. Laura Desmond as independent directors in accordance with the provisions of the AFEP-MEDEF Code (France) to which the Company refers.

Following this Shareholders' Meeting, Capgemini SE's Board of Directors counts 14 directors[4], including two directors representing employees, comprising 82% independent directors[5], 29% international profiles, and 50% female directors[6].

The Shareholders' Meeting approved 2018 compensation components of Paul Hermelin, Chairman and Chief Executive Officer, and of the two Chief Operating Officers, Thierry Delaporte and Aiman Ezzat. The principles and criteria for determining the 2019 compensation components of the Chairman and Chief Executive Officer and of the two Chief Operating Officers were also approved.

Finally, the Shareholders' Meeting approved all the financial delegations granted to the Board of Directors.

A detailed breakdown of voting results can be found on the Capgemini website here.

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DISCLAIMER

This press release may contain forward-looking statements. Such statements may include projections, estimates, assumptions, statements regarding plans, objectives, intentions and/or expectations with respect to future financial results, events, operations and services and product development, as well as statements, regarding future performance or events. Forward-looking statements are generally identified by the words "expects", "anticipates", "believes", "intends", "estimates", "plans", "projects", "may", "would" "should" or the negatives of these terms and similar expressions. Although Capgemini's management currently believes that the expectations reflected in such forward-looking statements are reasonable, investors are cautioned that forward-looking statements are subject to various risks and uncertainties (including without limitation risks identified in Capgemini's Registration Document available on Capgemini's website), because they relate to future events and depend on future circumstances that may or may not occur and may be different from those anticipated, many of which are difficult to predict and generally beyond the control of Capgemini. Actual results and developments may differ materially from those expressed in, implied by or projected by forward-looking statements. Forward-looking statements are not intended to and do not give any assurances or comfort as to future events or results. Other than as required by applicable law, Capgemini does not undertake any obligation to update or revise any forward-looking statement.

This press release does not contain or constitute an offer of securities for sale or an invitation or inducement to invest in securities in France, the United States or any other jurisdiction.

[4] Composition of the Capgemini SE Board of Directors in the appendix.

[5] The directors representing employees and employee shareholders are not taken into account in calculating this percentage, in accordance with the provisions of the AFEP-MEDEF Code.

[6] The two directors representing employees are not taken into account in calculating this percentage, in accordance with the provisions of the French Commercial Code currently in force.

APPENDIX 1

Biographies

Xiaoqun Clever

Xiaoqun Clever is a German citizen. She holds an Executive MBA from the University of West Florida and a diploma in Computer Science and International Marketing from the Karlsruhe Institute of Technology (Germany). She also studied Computer Science & Technology at the University TsingHua of Beijing (China).

Xiaoqun has over 20 years' experience as a technology manager. Born in China, she has held various senior management positions in international corporations. Among others, Xiaogun has spent sixteen years at SAP SE in various positions, including Chief Operating Officer, Technology & Innovation (from 2006 to 2009), Senior Vice-President, Design & New Applications (from 2009 to 2012) and Executive Vice-President & President of Labs in China (from 2012 to 2013). From 2014 to 2015, Xiaogun was Chief Technology Officer of ProSiebenSat.1 Media SE, a German media company. Xiaogun was also Chief Technology & Data Officer and member of the Group Executive Board at Ringier AG, an international media group based in Zurich, Switzerland (from January 2016 to February 2019).

Xiaoqun has been a member of the Supervisory Board of Allianz Elementar Versicherungs AG and Allianz Elementar Lebensverischerungs AG (since 2015) as well as Maxingvest SE (since 2017).

Laura Desmond

Laura Desmond is an American citizen and lives in Chicago. She holds a B.B.A. in Marketing from the University of Iowa.

Laura Desmond was Chief Executive Officer of Starcom MediaVest Group's (SMG) Latin America Group, a global marketing and media services company which is part of Publicis Group from 2000 to 2002. From 2003 to 2007, she was Chief Executive Officer of MediaVest, based in New York. Laura was Chief Executive Officer of SMG – The Americas from 2007 to 2008, where she managed a network spanning the United States, Canada and Latin America. From 2008 to December 2016, Laura was the Global Chief Executive Officer of SMG. She was the Chief Revenue Officer of Publicis Group from December 2016 to December 2017.

Laura has been a member of the Board of Directors of Adobe Systems (since 2012) and Syniverse Technologies (since 2016) and also Lead Independent Director of DoubleVerify (since 2017). She is also Founder and Chief Executive Officer of Eagle Vista Partners, a strategic advisory and investment firm focused on marketing and digital technology, based in Chicago.

Laura was co-opted by the Board of Directors of Capgemini SE with effect from January 1, 2019. She has been a member of the Strategy and Investment Committee (renamed Strategy & CSR Committee in March 2019) since this date.

APPENDIX 2

Composition of the Capgemini SE Board of Directors following the Combined Shareholders' Meeting of May 23, 2019

Paul Hermelin – *Chairman and Chief Executive Officer*
Daniel Bernard – *Vice-Chairman*
Anne Bouverot
Laura Desmond
Laurence Dors
Xiaoqun Clever
Robert Fretel – *Director representing employees*
Siân Herbert-Jones
Kevin Masters – *Director representing employees*
Xavier Musca
Frédéric Oudéa
Patrick Pouyanné
Pierre Pringuet – *Lead Independent Director*
Lucia Sinapi-Thomas - *Director representing employee shareholders*

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Intelligent Automation is boosting operational efficiency, topline growth and customer engagement for global energy and utility companies

The sector must focus on quick wins in core functions such as forecasting, yield optimization and complaints management

Paris, May 28, 2019 – The global energy and utilities sector is making increasing use of intelligent automation, including a significant rise in the use of Artificial Intelligence (AI) since 2017, but executives are underestimating its full potential with large scale projects taking a back seat, according to new research from the Capgemini Research Institute.

The "Intelligent Automation in Energy and Utilities: The next digital wave" study found that nearly half of respondents have under-estimated the benefits they derived from their intelligent automation initiatives, while only 18% of organizations are deploying quick-win use cases, and just 15% of those surveyed said their company is deploying multiple intelligent automation use cases at scale.

The report highlights that the traditional energy and utilities business model is under pressure worldwide, with technological changes and increased competition making their presence felt. It cites that automation and AI will also be instrumental in helping these companies to meet climate change goals and the growing demand for clean, cheap, reliable energy.

The report also shows significant regional and sub-sector disparities in the scaling of automation:

- In the United States, 23% of energy and utility companies have deployed intelligent automation initiatives widely at scale, as have 16% in both France and India, compared to just 8% in the UK.
- Meanwhile, a fifth (20%) of oil and gas executives reported multiple use cases at scale, compared to just 6% from water companies.

While the sector is deriving significant value from intelligent automation compared to other industries, scaling, seizing quick-wins and overcoming the critical digital skills gap will be key to bringing it into the mainstream.

Key findings of the study, which surveyed 529 leaders at manager level or above in energy and utility companies, include:

Intelligent automation is delivering significant benefits to the sector:

The report finds that the sector is already seeing significant value from automation, in terms of boosting operations, topline growth and engaging customers, compared to other industries. A consistently higher percentage of executives in the energy and utilities sector said they'd achieved benefits from their intelligent automation initiatives compared to the response for 'all sectors'. Example areas of benefit included:

- 40% of executives said they had seen an increase in operations quality (30% for all sectors)
- 45% had seen an increase in inbound customer leads (27% for all sectors)

- 81% had improved the customer experience through faster responses (60% for all sectors)
- 78% saw a reduction in the number of processes relating to queries and purchases (61% for all sectors)
- 32% had seen an increase in staff productivity (26% for all sectors)

In terms of the benefits, 47% have underestimated the cost savings, 48% the customer satisfaction, and 45% the impact on net and incremental revenue.

Abhijeet Bhandare, Chief Automation Officer at GE Power, explains. *"We have a very clear filtering criteria defined for automation use cases. We have close to 200 automation ideas in the pipeline, and on average about 50% to 60% of them will be rejected. It is important to focus your attention on the remaining 50%, as they will give you the most value. And you must have the right criteria – whether it is value, efficiencies, cost savings or the opportunity cost. Organizations should focus on quality over quantity of use cases."*

80% of organizations are missing out on quick wins for critical use cases:

In core functions, only 18% of energy and utility organizations are deploying quick-win use cases (those that are low on delivery complexity but high in terms of benefits achieved such as forecasting, energy trading, yield optimization, grid behavior interfaces and complaints management). Instead, just over a third of the energy and utility organizations (38%) are focusing their efforts on use cases that are easy to implement but which have a low-benefit upside.

Business related challenges and skills gap hamper deployment at scale:

While overall adoption of AI has matured in the sector, with the majority (52%) of respondents having deployed a number of use cases (compared to 28% just deploying pilots two years ago), only a small minority (15%) of executives said their company was deploying multiple intelligent automation use cases at scale.

Business-related challenges were cited by respondents as barriers to scaling including a lack of co-ordination across different business units (37%), a lack of leadership commitment (35%), and an organizational reticence to experimenting with technology that could replace human workers (34%).

Many executives also pointed to a shortage in skills as a challenge. A majority (55%) cited a lack of talent skilled in automation technologies, with 47% identifying limited efforts to reskill employees, 42% the difficulty of retaining employees with the right skills, and 41% employee resistance to learning new skills.

Philippe Vié, Global Head of Energy & Utilities at Capgemini, comments, *"The energy and utilities sector is already seeing the difference that intelligent automation can make in improving business efficiency, customer satisfaction, and revenue. Executives are quite rightly making the deployment of automation one of their top priorities.*

"Now the focus must shift to the factors that will enable the scaling of multiple use cases including an investment in specialist talent, more integrated co-ordination between business units, and a stronger commitment from leadership. Having tasted the benefits of automation, energy and utility companies must now redouble their investment to reap the full rewards."

Research Methodology

The Capgemini Research Institute conducted a primary survey of 529 business leaders at the manager level or above in energy and utility organizations experimenting with or implementing automation. Respondents were based in seven countries – the United States, Germany, India, United Kingdom, France, Netherlands and Sweden – and across five sub-sectors: electricity utilities, oil and gas, energy services, water utilities, and electricity and gas utilities.

The report can be downloaded here

For a deep dive into the intelligent automation landscape across sectors: '*Reshaping the future: Unlocking automation's untapped value'*, a 2018 global research study from Capgemini Research Institute

For a comprehensive view of the Energy and Utilities market trends, see World Energy Markets Observatory 2018

About Capgemini

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About the Capgemini Research Institute

The Capgemini Research Institute is Capgemini's in-house research center. The Institute publishes research on the impact of digital technologies on large traditional businesses. The team draws on the worldwide network of Capgemini experts and works closely with academic and technology partners. The Institute has dedicated research centers in India, the United Kingdom and the United States. It was recently ranked #1 in the world for the quality of its research by independent analysts.
Visit us at https://www.capgemini.com/researchinstitute/

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World FinTech Report 2019: The industry is transitioning from Open Banking to "Open X"

Driven by four fundamental market shifts, the industry is moving to a shared marketplace that demands improved collaboration and specialization

Paris, June 4, 2019 – The World FinTech Report (WFTR) 2019, published today by Capgemini and Efma, indicates that even though Open Banking has yet to reach maturity, the financial services industry is entering a new phase of innovation – referred to as "*Open X*" – that will require deeper collaboration and specialization. The report advocates that banks and other financial services ecosystem players must begin to plan accordingly and evolve their business models.

The WFTR 2019 identifies a dual challenge: FinTechs are struggling to scale their operations and banks are stalling on FinTech collaboration. As a result, industry players are looking to leapfrog beyond Open Banking towards Open X, which is a more effective, structured form of collaboration, facilitated by Application Program Interface (API)[1] standardization and shared insights from customer data. The era of Open X will create an integrated marketplace, with specialized roles for each player that will enable a seamless exchange of data and services, improving customer experience, and expediting product innovation.

Key findings of the report include:

Open X will transform industry norms and assumptions

The advent of Open X is being driven by four fundamental shifts:

- A move away from a focus on products to an emphasis on customer experience
- The evolution of data as the critical asset
- A shift from prioritizing ownership to facilitating shared access
- Emphasis on partnering to innovate instead of buying or building new solutions

[1] Application programming interface (API) refers to a set of functions and procedures that a player opens to the external world to allow the creation of applications that access the features or data of an operating system, application, or other service.

Open X will lead the financial services industry to a shared ecosystem or marketplace, in which the industry reintroduces the re-bundling of products and services, and both banks and FinTechs must re-evaluate their strategy for innovation and serving customers.

APIs will be critical Open X enablers

APIs, which allow third parties to access bank systems and data in a controlled environment, will be catalysts to creating the Open X marketplace. While customer data is already widely shared and leveraged in the industry, standardized APIs are not commonplace. Although requirements and regulations are complex, standardization will help to reduce fraud, improve interoperability, increase speed to market, and enhance scalability.

The WFTR 2019 also finds that industry players are looking at two potential monetization models for APIs – revenue-sharing (which 60% of banks and 70% of FinTechs think is feasible) and API access fees (supported by 46% of banks and 55% of FinTechs). However, only about a third of banking executives said they are currently well equipped to monetize APIs.

Privacy, security and collaboration concerns may slow progress

While banks and FinTechs said they understand the importance of collaboration, apprehension over privacy and security remain top of mind. When asked what concerns them about Open Banking, the vast majority of banks identified data security (76%), customer privacy (76%), and loss of control of customer data (63%). FinTechs were more optimistic about Open Banking, but 50% expressed fears over security and privacy, and 38% over the loss of control of customer data.

When asked about roadblocks to effective collaboration, 66% of banks and 70% of FinTechs pointed to a difference in the other's organizational culture/mind-set, 52% of banks and 70% of FinTechs mentioned process barriers, and a lack of long-term vision and objectives were listed as gates by 54% of banks and 60% of FinTechs. Only 26% of bank executives and 43% of FinTech leaders said they had identified the right Open Banking collaboration partner. These responses suggest that many banks and FinTechs remain unprepared for Open Banking, let alone for the increased demands of data sharing and integration that Open X will bring.

Open X participants must choose strategic, specialty-based roles

Within the Open X marketplace, banks will need to enhance their integrated (traditional) model first and then focus on areas of specialized strength. The WFTR 2019 identifies three strategic roles expected to evolve as a part of Open X:

- **Suppliers** will develop products and services;
- **Aggregators** will amass products and services from the marketplace and distribute them through internal channels, holding onto customer relationships;
- **Orchestrators** will act as market connectors and coordinators, facilitating partner interactions.

According to the report, integrated firms[2] are likely to struggle to match the time to market of an ecosystem of specialists and find it challenging to meet the unique demands from customers. Within the Open X marketplace, many incumbents may not be best positioned to compete as an Orchestrator and their strengths may lead them to other roles. No matter what role they assume in Open X, however, they must recruit the right talent, leverage data and technology, and collaborate with FinTechs to first ensure better internal capabilities for competitive delivery of relevant services in the current Open Banking scenario.

"Open Banking has long been regarded as transformational for financial services, but this report shows it is just one part of a much bigger picture," said Anirban Bose, CEO of Capgemini's Financial Services and Member of the Group Executive Board*. "The industry is on the verge of a more comprehensive evolution, where there is opportunity to leapfrog into an integrated marketplace that we are calling Open X. In Open X, there will be seamless sharing of data, and ecosystem partners will be able to collaborate in a far more comprehensive way. Our research suggests that banks and FinTechs need to prepare themselves for a more radical change than many previously anticipated."*

"The findings of the report could not be clearer: collaboration will be the foundation of the future of financial services," said Vincent Bastid, Secretary General of Efma. *"In the era of Open X, ecosystem players will have to work together more effectively than they have previously. Only by embracing collaboration and new, specialist roles can both banks and FinTechs thrive and best serve their customers. It's clear that many barriers to collaboration still exist, and there is an urgent need to overcome them for collective benefit."*

Report methodology

The *World FinTech Report 2019* is based on a global survey encompassing responses from 116 traditional financial services firms and 40 FinTech firms including banking and lending, payments and transfers, and investment management. Questions sought to yield perspectives from both FinTech and traditional financial services firms— exploring the emergence of Open Banking in the financial services industry. It sheds light on the impact the new ecosystem will have on all the stakeholders, the challenges and concerns that firms will face, and the emergence of new businesses and monetization models in this space.

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[2] Integrated firms refer to the firms that perform all the functions on their own without collaborating or leveraging other firms in the ecosystem. Many of the banks in the current ecosystem are integrated firms as they build, produce, and distribute their own products for all business lines (without leveraging FinTechs or other players in the ecosystem)

About Efma
A global non-profit organization, established in 1971 by banks and insurance companies, Efma facilitates networking between decision-makers. It provides quality insights to help banks and insurance companies make the right decisions to foster innovation and drive their transformation. Over 3,300 brands in 130 countries are Efma members.

Headquarters in Paris. Offices in London, Brussels, Andorra, Stockholm, Bratislava, Dubai, Milan, Montreal, Istanbul, Beijing, Tokyo and Singapore. Learn more www.efma.com.

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Capgemini Receives the 2019 Pega Partner Award for Excellence in Growth and Delivery

Paris, June 5, 2019 - Capgemini today announced that it has been awarded the 2019 Pega Partner Award for Excellence in Growth and Delivery from Pegasystems Inc. The award marks the eighth consecutive Pega Partner Award win for Capgemini, demonstrating its continued ability to deliver business value to its clients. Capgemini was presented with the award at the annual PegaWorld conference held in Las Vegas.

"We are proud to have been recognized as a Pega Partner Award recipient for an eighth consecutive year," said Anirban Bose, CEO of Financial Services at Capgemini and Group Executive Board member.*"This recognition affirms that our collaboration with Pega to help our customers drive excellence in sales, marketing, services, and operations is delivering tangible results."*

Capgemini and Pega have been working together for over a decade to significantly transform the customer service and operations domains of their clients' IT landscapes, to drive business value for both them and their end customers.

"We are pleased to recognize Capgemini for its continued excellence in accelerating growth and delivery contributions to our business," said Ken Nicolson, Vice President, Global Alliances, at Pegasystems. *"Capgemini is an important partner to us, and one that helps our clients achieve their desired business outcomes."*

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Industry wants to leverage the 5G revolution but barriers remain

Most industrial companies plan to implement 5G within two years, many are willing to operate with their own private licenses

Paris, June 6, 2019 – Industrial companies are embracing 5G connectivity as a primary enabler of digital transformation, and plan to implement the technology within two years. This is spurring interest in private licenses, which nearly half of large industrial companies (47%) intend to apply for, according to the latest findings from the Capgemini Research Institute.

The *5G in Industrial Operations: How Telcos and Industrial companies stand to benefit* study found that 5G is regarded as a catalyst of digital transformation, and that manufacturers expect it to deliver more secure and efficient operations.

Key findings of the study, which surveyed over 800 industrial companies' executives and 150 telecoms executives across 12 countries, include:

5G is critical to digital transformation: When industrial companies' executives were asked which technologies will be the most integral to their digital transformation over the next five years, 75% mentioned 5G as a key enabler, ranking second to cloud computing (84%), and ahead of technology innovations such as advanced automation and AI/machine learning. Industrial companies believe that 5G's versatility, flexibility and reliability will help address connectivity challenges (a limiting factor to digital transformation for 44% of those polled) and fuel future use cases.

Industrial companies want to move quickly to implement 5G: There is widespread confidence in 5G's potential, with almost two-thirds of industrial companies (65%) planning to implement it within the first two years of availability. In Italy (35%), France (30%) and Canada (27%), over a quarter intend to use 5G within the first year, while 75% of industrial companies in the UK and Italy, 69% in Spain, and 68% in the US and Norway plan to start within the first two years. The largest manufacturers are most likely to implement 5G first compared to the broader industry: 74% with annual revenue above $10bn expect to do so within the first two years, compared to 57% with revenue between $500m and $1bn.

One-third (33%) of industrial companies are planning to apply for their own 5G license and large organizations will take the lead with 47% expressing interest. This is fueled by a desire for greater autonomy and security combined with concerns about telecom operators being too slow in rolling-out 5G public networks. However, there will be regulatory barriers which differ across countries.

Gunther May, Head of Technology and Innovation, Business Unit Automation and Electrification at Bosch Rexroth AG says, *"As a solution provider and a manufacturer, we are monitoring the 5G landscape closely and we believe there are multiple benefits to holding our own license. It would allow us to be in full control of our 5G strategy by giving us the freedom to either deploy the network alone or with a telecom operator."*

Security and operational advantages will drive 5G adoption: When asked about the business reason for investing in 5G, more than half cited more secure operations (54%) and efficiency of operations/cost savings (52%), with the expectation that 5G will help in enabling or enhancing use cases such as real-time edge analytics, video surveillance, remote control of distributed production, AI-enabled or remote controlled motions, remote operations through AR/VR, etc.

Industrial companies will pay more for premium services: Despite uncertainties around the speed of deployment, manufacturers are already willing to pay a premium charge for enhanced 5G connectivity. 72% of industrial companies will pay more for enhanced mobile broadband speed and increased capacity, yet only 54% of telecom operators think there is appetite for this. This presents an opportunity for telecom operators to consider how they build a highly profitable 5G business model.

Pierre Fortier, Principal Consultant in Telecom, Media and Technology at Capgemini Invent comments, "*This research makes it clear that industrial companies are confident about the benefits of 5G before it has even come to market. That said, 5G is an emerging technology and there will be many challenges to overcome before it is ready to be deployed at scale. Co-innovation between industrial companies and the telco ecosystem, in the form of pilots and open experimentation platforms, will be essential to create win-win business, service and operating models that will foster 5G adoption.*"

Research Methodology

The Capgemini Research Institute conducted, with Capgemini Invent experts, a primary survey of over 800 executives from industrial companies. Respondents were based in 12 countries: Belgium, Canada, France, Germany, Italy, Netherlands, Norway, South Korea, Spain, Sweden, United Kingdom and United States, and across a dozen sub-sectors: Aerospace & Defense, Airport and Railway Operators, Automotive, Chemical, Consumer Product, Energy & Utilities, Industrial Machinery, Logistics, Medical Devices, Pharma & Life Sciences and Semiconductor and Hi-tech Manufacturing. The Institute also conducted a survey of 150 telecom executives from these 12 countries and also finished more than 20 one-on-one interviews with industry and telecom executives.

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Capgemini positioned in the Leadership zone for Engineering, Research and Development (ER&D) services by Zinnov

The report provides a comprehensive overview of the ER&D market and evolving priorities, with a focus on digital engineering

Paris, June 7, 2019 – Capgemini today announced that it has been positioned in the Leadership zone, by Zinnov, for engineering, research and development (ER&D) services. The Zinnov Zones 2019 ER&D report evaluated around 40 service providers where Capgemini was recognized for its domain specialization, research and development (R&D) practice maturity, innovation, customer spread and scalability.

The Zinnov report provides a comprehensive view of the ER&D market, evolving priorities of ER&D buyers and opportunities for service providers. According to the report, Capgemini has also been acknowledged and rated in the Expansive and Established zone for all engineering horizontals and in the Leadership Zone for its vertical specific capabilities including:

- Design and simulation engineering
- Artificial intelligence and machine learning
- Platform engineering
- Aerospace
- Automotive
- Computer peripherals and storage
- Energy and utilities
- Industrial automation
- Medical devices

"Integrating value chains with multi-disciplinary engineering and manufacturing capabilities is now a business imperative for industrial organizations to significantly boost their competitiveness," said Sanjay Salunkhe, CEO of Digital Engineering and Manufacturing Services at Capgemini. *"We are delighted to be recognized by Zinnov for our deep expertise in engineering, research and development services that help clients maximize the major evolutions that are underway in their sectors such as automotive, aerospace, high tech and medical devices."*

Sidhant Rastogi, Partner & Practice Head, Zinnov said: "*Capgemini continues to exhibit a strong market positioning and is among the leaders for digital engineering and research and development services. In line with the market demands, Capgemini's focus on IoT powered connected products, Industry 4.0 and smart engineering solutions strengthens its core value proposition for its large global client base. The integrated capability of Digital Engineering and Manufacturing Services extends Capgemini's leadership to support end-to-end product development across major industry verticals and be a partner of choice for digital engineering*."

The Capgemini Group has been supporting clients with services in digital engineering and manufacturing for over thirty years. Capgemini's Digital Engineering and Manufacturing Services offer a comprehensive portfolio of end-to-end solutions to address growing client demand in relation to the convergence of the physical and digital worlds. It combines strength of over 10,000 engineers across the globe, with capabilities in IoT, connected products, smart engineering and digital manufacturing.

Please click here to read the full report.

About Capgemini

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About Zinnov

Zinnov was founded in 2002, with presence in Bangalore, Gurgaon, Silicon Valley, and Houston. Since its inception, Zinnov has built in-depth expertise in Product Engineering and Digital Transformation. With a strong foundation in Research and Strategy Consulting they enable their clients to accelerate growth and create efficiencies through innovation, productivity, technology, networked economies and cost savings. They work with clients in the Software, Automotive, Telecom & Networking, Consumer Electronics, Storage, Healthcare, Financial Services & Retail, Semiconductor verticals in US, Europe, Japan & India.

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Capgemini ouvre une école dédiée aux métiers du futur qui formera 400 ingénieurs et consultants par an

Paris, le 11 juin 2019 – 85% des métiers de 2030 n'existent pas encore[1]. Face à ce constat et à la pénurie de talents dans certains cursus, Capgemini crée son école en France – *l'Ecole by Capgemini* - pour accueillir jeunes diplômés, ingénieurs expérimentés ainsi que ses propres collaborateurs et les former aux métiers d'avenir. La filière 3DEXPERIENCE, du nom de la plateforme éponyme de Dassault Systèmes, est la première à être lancée en partenariat avec l'éditeur de logiciels et les Arts et Métiers.

Différentes filières seront développées autour de métiers et/ou technologies à fort potentiel et en constante évolution. C'est le sens de la campagne lancée le 10 juin pour faire connaître l'école autour du thème : *« On ne connaît pas le futur mais on vous y prépare »*. Ainsi, les domaines identifiés aujourd'hui vont de la gestion du cycle de vie du produit à la cybersécurité, en passant par l'expérience client, le cloud, l'intelligence artificielle et la digitalisation des fonctions finances, RH, etc. Ce sont autant de domaines dans lesquels Capgemini se démarque par ses offres éprouvées et pour lesquelles la demande des clients est très forte. Ces domaines seront amenés à évoluer au gré des innovations technologiques et enjeux business futurs.

A terme, ce sont 400 ingénieurs et consultants qui seront formés chaque année par ce biais. Avec un poste proposé à l'issue de chaque parcours, l'Ecole by Capgemini sera une nouvelle porte d'entrée pour rejoindre le Groupe tant pour les jeunes diplômés qui souhaitent compléter leur formation avec des compétences de pointe, que pour les ingénieurs déjà en poste qui aspirent à élargir leurs connaissances, à se reconvertir ou souhaitent booster leur carrière.

Gage d'excellence des formations prodiguées, chaque filière est élaborée en partenariat avec des écoles de renom et des partenaires technologiques leaders du marché. Sachants du groupe Capgemini, référents du marché, experts issus de l'un des éditeurs partenaires, ou encore enseignants de l'école sponsor de la filière, les profils variés des formateurs contribuent ainsi à la richesse des filières proposées. Par ailleurs, un socle commun à toutes les filières permettra à chaque apprenant de renforcer ses « soft skills », plus que jamais essentielles à tous les métiers. Pendant une durée de quatre mois, chaque parcours de formation conjugue théorie et mise en pratique.

La première filière qui voit le jour s'articule autour de la plateforme 3DEXPERIENCE de Dassault Systèmes, en collaboration avec les Arts et Métiers. Cette filière couvre la maîtrise des compétences solution sur les métiers industriels ainsi que les savoir-faire pour répondre à la satisfaction opérationnelle des clients. L'objectif est que les apprenants acquièrent les concepts fondamentaux de la plateforme 3DEXPERIENCE, (processus d'innovation collaborative, gestion du cycle de vie du produit, Usine Numérique et jumeaux numériques), comprennent les enjeux de transformation numérique des clients et sachent implémenter la plateforme 3DEXPERIENCE pour mettre en œuvre les nouveaux processus industriels.

[1] Institute for the Future for Dell Technologies, The new era of man/machine partnerships

Pour Jérôme Siméon, Président de Capgemini France et membre du Comité Exécutif du Groupe : *« Les révolutions technologiques en cours ont des implications économiques et sociétales qui induisent une transformation profonde des métiers et des modes de travail. Avec l'ouverture de son école, Capgemini, dont les métiers sont au cœur de ces mutations, propose une manière inédite de former les talents aux nouveaux métiers à fort potentiel ».*

Les candidatures se font sur le site web de Capgemini : : https://www.capgemini.com/fr-fr/carrieres/lecole-by-capgemini/

À propos de Capgemini

Capgemini est un leader mondial du conseil, des services informatiques et de la transformation numérique. A la pointe de l'innovation, le Groupe aide ses clients à saisir l'ensemble des opportunités que présentent le cloud, le digital et les plateformes. Fort de 50 ans d'expérience et d'une grande expertise des différents secteurs d'activité, il accompagne les entreprises et organisations dans la réalisation de leurs ambitions, de la définition de leur stratégie à la mise en œuvre de leurs opérations. Pour Capgemini, ce sont les hommes et les femmes qui donnent toute sa valeur à la technologie. Résolument multiculturel, le Groupe compte plus de 200 000 collaborateurs présents dans plus de 40 pays. Il a réalisé un chiffre d'affaires de 13,2 milliards d'euros en 2018.

Plus d'informations sur www.capgemini.com. *People matter, results count*.

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Capgemini and ISAI announce the launch of a fund for B2B start-ups and scale-ups

With Capgemini Ventures[1], the Group adds corporate venturing to its Open Innovation strategy. Partnerships with portfolio companies will help create innovative digital solutions for its clients.

Paris, June 11 2019 - Capgemini and ISAI announce today the launch of a dedicated investment fund for B2B start-ups and scale-ups. With a target allocation of 90 million euros, this fund aims to take minority stakes in young technology companies who have developed innovative solutions, future leaders of the software industry (IaaS, SaaS, PaaS[2]) and sustainable IT.

Managed by ISAI, the “ISAI Cap Venture” fund will target young companies around the world, and namely in Europe, having reached a stage of maturity that allows a joint commercial approach with Capgemini. It will co-invest into financing rounds led by venture capital funds (Series A onwards) with an entry ticket between 1 and 5 million euros.

Recognized for its ability to master the IT and organizational complexity of large international groups, Capgemini will facilitate client adoption of the innovative solutions, thus helping to accelerate the growth of the start-ups and scale-ups within the portfolio.

Under the partnership between Capgemini and ISAI:

- In the main, sourcing of investment opportunities will be done by Capgemini via the mobilization of the Group's employees and its worldwide network of "Applied Innovation Exchanges". ISAI will actively contribute through its access to the venture capital ecosystem across Europe and the USA.
- Following an initial selection based on the potential synergies with Capgemini, the "ISAI Cap Venture" fund will invest into 15 to 20 start-ups / scale-ups, by strictly following the rules and practices of the venture capital industry.

[1] Capgemini Ventures’ role within the Capgemini Group is to forge partnerships and investment initiatives within the innovation ecosystem
[2] Within the delivery of Cloud computing IaaS is Infrastructure as a Service, SaaS is Software as a Service, and PaaS is Platform as a Service

"*Our close proximity to the Capgemini Group has allowed us to launch this fund with clear ground rules, enabling everyone to play their role. Capgemini will act as the business partner and growth accelerator for this portfolio of start-ups and scale-ups. We will be, as always, the venture capital investor structurally aligned with the interests of the young companies and their shareholders,*" said Jean-David Chamboredon, ISAI's Executive Chairman.

"This partnership with ISAI will enable Capgemini Ventures to be operational immediately in the venture capital ecosystem and to focus on the selection of investment opportunities and synergies creation with the start-ups and scale-ups in the portfolio," said Lucia Sinapi-Thomas, Executive Director of Capgemini Ventures.

This initiative is part of Capgemini's approach to innovation: connecting the Group's large client organizations to a global ecosystem of innovation partners and start-ups, to create the most promising and innovative digital solutions for their businesses.

"In the digital age, our clients are increasingly embracing open innovation and actively engaging with start-ups. They see Capgemini as a facilitator for the adoption of innovative technologies with the capacity to ensure rapid deployment on a large scale," comments Thierry Delaporte, Chief Operating Officer of the Capgemini Group. *"As their innovation partner mastering their internal complexities, clients naturally expect the Group to invest alongside them in emerging technology solutions. Capgemini Ventures fulfils this expectation."*

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About ISAI
Launched in 2010, ISAI is the Tech Entrepreneurs' Fund and brings together a community of over 250 entrepreneurs around the world.
Nearly 200 successful entrepreneurs, who have invested in ISAI funds, and more than 50 ISAI-backed start-up co-founders share the collective ambition of co-writing great entrepreneurial stories. ISAI invests in differentiated projects run by ambitious teams that it selects rigorously and actively supports.
ISAI Gestion, an investment management company approved by the AMF, with over €300 million under management, aims to finance and support high potential Tech companies, at the seed/post-seed stage (venture capital, ticket from €150k ticket to €2m with participations in successive rounds) or when they have already reached the break-even stage (Tech Growth/LBO, tickets from €5m to €30m).
More information on www.isai.fr/en

This document is not an offer of securities for sale or for investment advisory services. This document contains general information only and is not intended to represent general or specific investment advice.

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Capgemini named a Leader in Global API Strategy and Delivery Service Providers, Q2 2019 Forrester Wave Report

Paris, June 12, 2019 – Capgemini announced that it has been named as a "Leader" in the report, "The Forrester Wave™: Global API Strategy and Delivery Service Providers, Q2 2019". Capgemini's top scores were for strong current offering, strong strategy and for a strong market presence. The report recognizes Capgemini's strengths in application programming interface (API) design and build services, focus on API skills transfer, managed operations, and business technology vision.

According to the report, Capgemini is a good shortlist vendor for buyers that desire a strategic partner that combines API services with managed cloud delivery for APIs, integration, and microservices. Capgemini incorporates a broad set of technologies and best practices in microservices strategy and platforms in support of APIs. Altogether, Capgemini offers a robust set of services for API strategy and delivery.

Randy Hefner, Analyst at Forrester said, *"Capgemini has a strong vision for API possibilities, with good services to back it up. With nearly 18,000 API practitioners globally, Capgemini highlights its models and methods for innovation and six major angles for API value. The firm focuses on verticals like banking, insurance, energy, and telecoms. It also offers its own cloud platform with API management, integration, microservices, and associated capabilities like identity, operations, and DevOps."*

The report identifies and evaluates 9 of the most significant API strategy and delivery service providers, and shows how each provider measures up and helps application development and delivery (AD&D) professionals select the right one for their needs. Capgemini was among the select companies that Forrester invited to participate in this evaluation.

"We are delighted to be named a Leader in The Forrester Wave™: Global API Strategy and Delivery Service Providers, Q2 2019 report", said Jean-Philippe Bol, CEO of Cloud Infrastructure Services at Capgemini and Member of the Group Executive Board. *"APIs are the connecting link between applications, systems, databases and devices, and are integral to the interconnected digital world. We help our clients plan a desirable API strategy as it has the potential to open up new channels for business growth, and has a huge impact on their business performance."*

To read the full report click here

About Capgemini
A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of EUR 13.2 billion.
Visit us at www.capgemini.com. *People matter, results count*

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Capgemini celebrates the opening of two 'Digital Academies' in India, taking the worldwide total to eight

Paris, June 13, 2019 – Capgemini has today announced the opening of two Digital Academies in India, located in Pune and Mumbai. The centers are designed to support excluded populations by using the Group's collective skills to bridge the digital divide. As a key part of its Global Digital Inclusion[1] initiative, Capgemini has partnered with Simplon to make its growing network of Digital Academies in India a reality.

Offering dedicated training programs on how to use digital tools as well as opportunities to learn soft skills that enable digital citizenship, the goal of Capgemini's Digital Academies is to facilitate the sustainable inclusion of a wide range of people who are currently excluded from society and the digital world. They cater to disadvantaged and excluded youth who are Not in Education, Employment or Training (NEET), as well as people who are struggling with long-term unemployment, people with disabilities, and those in transition such as refugees. They also actively seek to engage under-represented or marginalized groups. Through partnering directly with local initiatives, the Digital Academies aim to create 1,400 graduates by 2020.

In less than 2 years, Capgemini has opened Digital Academies and similar digital inclusion initiatives in Morocco, North America, Spain, The Netherlands, and the UK, with the two centers opening most recently in India and a further center coming soon in Germany. In France, Capgemini co-founded La Grande École du Numérique (GEN) with several public and private organizations – including Simplon – to offer digital training to disadvantaged young people.

Thierry Delaporte, Chief Operating Officer for the Capgemini Group, comments *"At Capgemini, we are convinced that technology has an inclusive and positive role to play in our societies. The breadth and depth of our skillsets means we are equipped to be architects of positive futures. Our Groupwide focus on digital inclusion will enable us to mobilize our collective passion, connections and expertise to support individuals with the digital skills they need to sustain themselves in the new world shaped by the digital revolution."*

New centers in Pune and Mumbai are the latest to join Capgemini's Digital Academy network
The all-women residential center in Pune and a non-residential and co-ed center in Mumbai, are initially focused on training 100 unemployed youth in future skills; 50 in each city. The technical courses will include coding and web development, as well as soft skills to ensure the participants are job ready. The length of each training program is around 500 hours. Every successful participant will be awarded a diploma certified by Capgemini and partners.

A key pillar of the Group's CSR program "Architects of Positive Futures"
With the goal of focusing 80% of its social impact initiatives on promoting digital inclusion and future skills by 2020, Capgemini's aim is to help excluded populations, notably from disadvantaged or dislocated parts of society, to benefit from the opportunities that come from a digital lifestyle and the everyday use of digital

[1] Digital Inclusion is social inclusion in the 21st century that ensures individuals and disadvantaged groups have access to, and skills to use, Information and Communication Technologies (ICT) and are therefore able to participate in and benefit from today's growing knowledge and information society.

tools. Furthermore, it will ensure Capgemini's specific global expertise and capabilities are maximized, through work with innovative partners such as global social organizations, as well as other corporations and institutes.

Capgemini's Digital Inclusion initiative is a key pillar of its Groupwide CSR program "Architects of Positive Futures". The other two focus areas center on:

- Diversity: to build an inclusive workplace and attract and retain a diverse workforce to enable Capgemini and its employees to thrive.
- Environmental Sustainability: to minimize Capgemini's own business-related environmental impacts, and provide support to its clients with their sustainability challenges.

To find out more about Capgemini's global CSR program and the new digital inclusion initiative, announced today, go to https://www.capgemini.com/our-company/our-corporate-social-responsibility-program/digital-inclusion/

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Capgemini recognized as winner for 2019 Microsoft SAP on Azure Partner of the Year

Paris, June 14, 2019 - Capgemini today announced it has won the 2019 Microsoft SAP on Azure Partner of the Year. It was honored among a global field of top Microsoft partners for demonstrating excellence in innovation and implementation of customer solutions based on Microsoft technology.

"We are proud to have been recognized as the Microsoft SAP on Azure Partner of the Year," said Geoffroy Pajot, Global Partner Executive for Microsoft at Capgemini. *"There are some significant business benefits for organizations who are migrating their SAP applications to Microsoft Azure, including cost reductions and better business agility. We've helped numerous organizations with their migration to Azure, so we're honored to receive this recognition from Microsoft."*

Awards were presented in several categories, with winners chosen from a set of more than 2,900 entrants from 115 countries worldwide.

The SAP on Azure Partner of the Year Award recognizes a partner who has delivered SAP solutions on Microsoft Azure Platform. Capgemini was able to successfully demonstrate how the customer took advantage of the Microsoft Azure Platform and benefited by migrating their SAP environment to achieve business agility, security, cost savings, flexibility and high availability.

"It's an honor to recognize finalists and winners of the Microsoft 2019 Partner of the Year Awards," said Gavriella Schuster, Corporate Vice President, One Commercial Partner, Microsoft Corp. *"These companies are successfully leading their industries, building intelligent solutions, addressing complex business challenges and making more possible for customers around the world. I'm honored to congratulate each winner and finalist."*

The Microsoft Partner of the Year Awards recognize Microsoft partners that have developed and delivered exceptional Microsoft-based solutions during the past year.

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[Salon International de l'Aéronautique et de l'Espace Paris – Le Bourget]

Mission InSight sur Mars : retours sur les premiers succès !

Paris, le 17 juin 2019 – Moins de six mois après la pose de la sonde InSight et l'installation du sismomètre français sur Mars, ce dernier détecte ses premiers tremblements martiens. Retour sur le rôle du sismomètre français SEIS développé par le CNES, avec le soutien de Capgemini, dans le cadre de la mission InSight sur Mars.

Contexte de la mission

Capgemini a été missionné en 2014 par le CNES, le Centre National d'Etudes Spatiales, pour développer le SISMOC (SeIS on Mars Operation Center), centre de mission qui permet de récupérer les données du sismomètre français SEIS déposé sur la planète Mars et de les traiter avant diffusion aux laboratoires de recherche mondiaux.

La mission InSight (INterior exploration using Seismic Investigations, Geodesy and Heat Transport) est dédiée à la connaissance de la structure interne profonde de la planète Mars et comporte trois instruments : le sismomètre français SEIS, l'instrument allemand HP^3 et l'instrument RISE développé aux Etats-Unis.

L'objectif principal de l'atterrisseur du même nom est d'installer à même la surface de Mars le sismomètre SEIS, fourni par le CNES. C'est la première fois qu'un sismomètre est déposé sur cette planète[1]. Il s'agit de la 12ème mission du Programme Discovery de la NASA.

Le rôle de Capgemini

Après avoir développé le centre de mission FIMOC (French Instrument Mars Operation Center) pour la gestion des deux instruments français ChemCam et SAM de la mission Mars Science Laboratory (MSL, rover Curiosity), Capgemini a été mandaté pour développer le SISMOC (SeIS on Mars Operation Center), permettant de récupérer et traiter les données du sismomètre SEIS à destination des laboratoires de recherche. Installé au sein du CNES à Toulouse, le SISMOC a pour objectif d'élaborer les télécommandes et d'analyser les télémesures échangées avec SEIS pendant toute la durée de la mission. Le SISMOC distribue ces données sismiques aux scientifiques de l'IPGP (Institut de Physique du Globe de Paris) et de différents laboratoires internationaux.

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[1] Les deux seules tentatives précédentes, avec les deux missions américaines Viking 1 et 2 lancées en 1975 par la NASA, s'étaient soldées par un échec : les deux sismomètres américains embarqués n'avaient pas donné les résultats attendus.

Les scientifiques s'appuient sur ces outils pour récupérer et analyser les données sismiques et météorologiques en provenance de Mars, qui permettront de connaître la structure interne de la planète et ainsi affiner la connaissance des modèles de formation des planètes telluriques.

En parallèle, les ingénieurs du CNES utilisent les outils du SISMOC pour surveiller la bonne santé de SEIS à partir de la télémesure reçue et programmer les activités et les séquences de commandes qui seront envoyées à l'instrument sur Mars.

En étant maître d'œuvre de l'instrument principal dont dépendra le succès de la mission, la France joue ainsi un rôle majeur dans cette mission américaine.

Le développement du SISMOC, qui a démarré le 25 mai 2014, a fait intervenir au fil du temps chez Capgemini 27 collaborateurs aux profils variés et aux expertises complémentaires : techniques, fonctionnelles, mais aussi en mathématiques et en physique.

Côté technologies, pour la mise en place d'une solution d'installation du SISMOC, Capgemini s'est appuyé sur l'open-source Chef (solution de gestion de configuration d'infrastructure) qui a permis l'automatisation du déploiement. La solution développée s'appuie sur des technologies WEB, la réutilisation d'outils du CNES et du JPL (Jet Propulsion Laboratory, NASA) et des calculs scientifiques en langage Python.

Jérôme Siméon, Président Capgemini France, précise : « *Nous sommes très heureux que le CNES nous ait renouvelé sa confiance pour cette mission qui nous tient particulièrement à cœur. Elle représente en soi un vrai défi technique et scientifique, mais quelle fierté pour la France de participer à ce projet d'envergure mondiale et de portée stratégique pour la connaissance de la Terre. L'expertise de nos équipes, dotées d'une expérience de vingt ans sur les projets aérospatiaux, fait référence sur le marché. Nous avons d'ailleurs déjà en ligne de mire une nouvelle aventure martienne : la future mission Mars 2020 qui décollera en juillet 2020 pour atteindre Mars en février 2021 ! ».*

Jean-Yves Le Gall, Président du CNES déclare : « *La sonde InSight de la NASA s'est posée sur Mars le 19 décembre dernier, après un voyage de plus de six mois. Plus de six mois après sa mise en route, le sismomètre français SEIS fonctionne parfaitement. Pour les scientifiques, cette mission revêt un caractère particulier car en comprenant comment s'est formée Mars, la planète rouge, nous pourrons en déduire des enseignements sur la formation de la planète bleue, notre Terre. Pour le CNES, cette mission confirme son expertise mondialement reconnue dans l'exploration martienne et son rôle incontournable dans les futures missions d'exploration planétaire* ».

Spécificités scientifiques du projet et leur impact sur la gestion des données :

- Mesure temporelle : un jour sur Mars = 24h et 37 minutes
- Température : elle oscille actuellement quotidiennement entre -90°C et 20°C ce qui a une incidence sur les données temporelles car la variation de températures fait dériver les horloges ;
- Bande passante : le volume généré par le sismomètre est de 1 Gbit/jour. Or, nous sommes à même de récupérer seulement entre 40 et 120 Mbit/jour via les satellites relais ;
- Récupération des données : le temps de visibilité de l'atterrisseur InSight vis-à-vis des satellites tournant autour de Mars est de 10 mn pour 3 passages par jour en moyenne.

Pour accéder à la photothèque de la mission InSight du CNES : cliquer ici.
Pour accéder à la vidéothèque : cliquer ici.

À propos de Capgemini

Capgemini est un des leaders mondiaux du conseil, des services informatiques et de la transformation numérique. A la pointe de l'innovation, le Groupe aide ses clients à saisir l'ensemble des opportunités que présentent le cloud, le digital et les plateformes. Fort de 50 ans d'expérience et d'une grande expertise des différents secteurs d'activité, il accompagne les entreprises et organisations dans la réalisation de leurs ambitions, de la définition de leur stratégie à la mise en œuvre de leurs opérations. Pour Capgemini, ce sont les hommes et les femmes qui donnent toute sa valeur à la technologie. Résolument multiculturel, le Groupe compte 200 000 collaborateurs présents dans plus de 40 pays. Il a réalisé un chiffre d'affaires de 12,8 milliards d'euros en 2017.
Plus d'informations sur www.capgemini.com. *People matter, results count*.

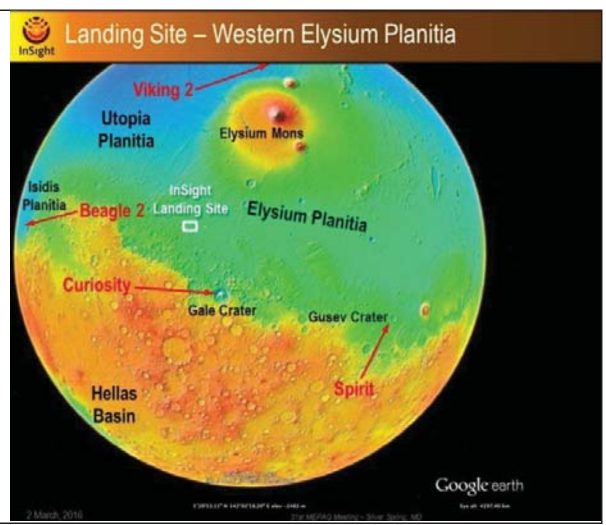
A propos du CNES

Le CNES (Centre National d'Etudes Spatiales) est l'établissement public chargé de proposer au Gouvernement la politique spatiale française et de la mettre en œuvre au sein de l'Europe. Il conçoit et met en orbite des satellites et invente les systèmes spatiaux de demain ; il favorise l'émergence de nouveaux services, utiles au quotidien. Le CNES, créé en 1961, est à l'origine de grands projets spatiaux, lanceurs et satellites et est l'interlocuteur naturel de l'industrie pour pousser l'innovation. Le CNES compte près de 2 500 collaborateurs, femmes et hommes passionnés par cet espace qui ouvre des champs d'application infinis, innovants et interviennent sur cinq domaines d'intervention : Ariane, les sciences, l'observation, les télécommunications, la défense. Le CNES est un acteur majeur de l'innovation technologique, du développement économique et de la politique industrielle de la France. Il noue également des partenariats scientifiques et est engagé dans de nombreuses coopérations internationales. La France, représentée par le CNES, est le principal contributeur de l'Agence spatiale européenne (ESA).
www.cnes.fr

Le site sélectionné pour l'atterrissage d'InSight se situe dans la partie ouest de la plaine « Elysium Planitia » à environ 4 degrés au nord de l'équateur de Mars.

Ce site a été choisi en 2014 parmi 4 sites selon plusieurs critères : planéité de la surface, basse altitude, proximité du volcan Elysium d'intérêt sismique.

Le site Elysium Planitia est situé à 1000 km au nord-ouest du cratère Gale, le site où se trouve le robot Curiosity de la mission MSL (Mars Science Laboratory).



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Capgemini accelerates in the global airline industry by becoming one of the first business partners of the Airbus' Skywise digital platform

Paris, June 19, 2019 - Capgemini today signed the "Skywise Partners" Program Agreement with Airbus, to develop and propose the Skywise platform's data services to airlines. With more than 80 airlines around the world already connected to Skywise, this new agreement forms part of the digital transformation of the aviation sector as a whole, including its entire ecosystem. Signed for a duration of 18 months, this global partnership is the culmination of more than two years of close collaboration between Airbus and Capgemini around the development of the data platform and its solutions.

As an Airbus data and digital transformation partner, Capgemini has been present in the development of the Skywise platform since its inception.

To ensure the technical and commercial deployment of the services and solutions associated to the platform, Capgemini now has 300 experts trained on Skywise operating around the world[1]. These include digital transformation consultants, air and aeronautics specialists, developers, data scientists, and User Experience (UX) design specialists, all of whom will contribute to the development of this partnership, its business and technological footprint in the air transport and aeronautics sector.

The Skywise platform is based on a data lake[2], hosted in the cloud, that allows airlines and other aeronautics players to store, manage and analyze their data and that of their ecosystem more efficiently. Offering visualization, alert management, predictive and machine learning capabilities, Skywise makes it possible to manage a fleet of aircraft over its entire lifespan, integrating all of its operations and maintenance. One of the tangible benefits of the platform is to maximize the availability of a fleet of aircraft, increasing the operational and economic performance of the airline.

For Paul Hermelin, Chairman and CEO of the Capgemini Group: *"This agreement reflects our ambition to become the key partner for strategic programs of global players who are themselves leaders in their industry. Our customers are facing considerable challenges to continue to grow in the new digital economy. Airbus has understood this well and wants to install a market standard for data platforms in the aviation world. Capgemini is fully in line with this approach, bringing its involvement and worldwide presence in this sector as well as its technological expertise in digital integration and transformation."*

For Marc Fontaine, Digital Transformation Officer, Airbus: *"We are delighted by this acceleration of the Skywise platform through the establishment of an ecosystem of certified developers. Capgemini has been with us since the very beginning and we welcome this new phase of collaboration."*

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[1] LATAM, APAC, North America, EMEA
[2] A data lake is a large repository for data storage

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Capgemini and Altran create
a global digital transformation leader for industrial and tech companies

- **Agreement whereby Capgemini is to acquire Altran via a cash offer at €14.00 per share[1], approved unanimously by the boards of directors of both companies**
- **Creation of a group with revenues of €17 billion[2] and more than 250,000 employees through the tie-up of a world leader in Consulting and IT services and the world leader in Engineering and R&D services**
- **Unique combination of expertise to support the digital transformation of industrial companies - the market's most dynamic segment**
- **Expected accretion on normalized earnings per share[3] of over 15% before synergies in the 1st year and over 25% post synergies in 2023**
- **Public offer launch subject to customary regulatory approvals**
- **Firm agreement to acquire shares representing 11% of Altran capital from a group of shareholders led by Apax Partners**

Paris and Neuilly-sur-Seine, June 24, 2019 - Capgemini (Euronext Paris: CAP), a global leader in consulting, IT services and digital transformation, and Altran Technologies (Euronext Paris: ALT), the global leader in Engineering and R&D services, today announced that they have entered into an agreement for exclusive negotiations whereby Capgemini is to acquire Altran, through a friendly takeover bid at €14.00 per Altran share, payable in cash. The total cash consideration will amount to €3.6 billion[4], excluding net financial debt (c. €1.4 billion). The transaction will be accretive to Capgemini's normalized EPS by more than 15%, before synergies from the combination. In 2023, accretion is expected to exceed 25% post synergies. The agreement is unanimously recommended and approved by the Boards of Directors of Capgemini and Altran. In addition, Capgemini has signed a definitive agreement to acquire shares representing 11% of Altran capital from a group of shareholders led by Apax Partners.

Paul Hermelin, Chairman and Chief Executive Officer of the Capgemini Group, said: *"This proposed combination enables Capgemini to take the lead in a very promising market segment—what we call 'Intelligent Industry' or the digital transformation of industrial and tech companies. The complementarity and power of our combined business and technological expertise are truly outstanding assets. By joining forces, we are positioning ourselves as a clear strategic partner to assist our clients in taking full advantage of the revolution created by the developments of the cloud, Edge computing, IoT, artificial intelligence and 5G. I am delighted to welcome to Capgemini the talents and leaders of Altran, who share our beliefs and corporate culture."*

[1] Price per share after detachment of the 2018 coupon of 0.24 euro per share.
[2] Based on the objectives of each of the two groups for the year 2019.
[3] Normalized earnings per share are calculated as undiluted earnings per share using net income (Group share) adjusted for "other operating income and expenses", net of tax. The detailed definition and reconciliation is available in the Capgemini registration document.
[4] Based on a fully diluted number of shares excluding 256.9 million treasury shares.

Dominique Cerutti, Chairman and Chief Executive Officer of the Altran Group, added: *"The proposed combination of Altran with Capgemini is perfectly aligned with the vision set out in our strategic plan. While technological disruptions and the digitalization of industries are accelerating, Altran has developed new service models and strengthened its leadership with a high value-added offer for its customers' Engineering and R&D activities. In an industry that is consolidating rapidly there is no doubt that Capgemini is the ideal partner to build together a world leader in digital transformation. This transaction will create value for our customers, and is an outstanding opportunity to showcase the talent of our teams."*

Two industry leaders join forces

Capgemini is a world leader in consulting, IT services and digital transformation. Altran is the world leading provider of Engineering and R&D services, with a portfolio of high-profile clients, extensive sector expertise and in-depth understanding of industrial business processes and operational technologies.

The combination of the two companies will create a group with revenues of €17 billion[2] and more than 250,000 employees. This new entity will leverage its unique positioning in particularly promising segments.

Through its enhanced scale and broad services portfolio, the combined group will benefit from increased access to key decision-makers from key accounts in dynamic industries (such as Aerospace, Automotive, Life Sciences and Telecommunications) including R&D, manufacturing and supply chain CxOs.

This transaction allows Capgemini to accelerate its development with major Internet and tech companies, by giving the new entity a critical mass in software engineering through centers of expertise, particularly in India and Eastern Europe. The Group aims to become a major player in this key market.

Strengthened leadership in the fast-growing market of Engineering and R&D services

Over the medium-term, Engineering and R&D (ER&D) services are anticipated to grow by around 9%[5] annually. The new entity will be the world's top player in ER&D by size (notably in the USA and in Europe), with unique sector expertise.

The combined scope of these Engineering and R&D services activities will represent annual revenues of approximately €3.4 billion[6] and 54,000 professionals, including 21,000 in 5 Global Engineering Centers.

Building on its track record in industrialization and innovation, Capgemini will strengthen Altran's deployment of its segmented model of services (high value-added services, traditional services, Industrialized Globalshore®) to support customers throughout the entire life cycle of their products and services.

Introducing a world leader in "*Intelligent Industry*"

The new Group will benefit from a unique ability to support industrial players in their digital transformation, by combining its intimate knowledge of their businesses, its privileged access to decision-makers and its portfolio of offers that spans digital transformation, consulting and innovation, information technologies (IT) and operational technologies[7] (OT). Building on these strengths, Capgemini will reinforce its role as the strategic partner of choice of its customers in this "*Intelligent Industry"* space, which present a double-digit growth potential[8].

Strong value creation

The Group expects accretion to normalized EPS, before synergies from the combination, of more than 15% in the first year after closing.

Cost and operating model synergies are anticipated to reach an annual pre-tax run rate between €70 and €100 million in 3 years. At that point in time, commercial synergies should generate between €200 million and €350 million in additional annual revenues, from cross-selling and the development of innovative sectorial offers.

In 2023, with the benefits of these synergies, the accretion on normalized earnings per share should exceed 25%.

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[5] Sources: OECD, IRI, IMF, International Management Consultants, Altran.
[6] 2018 proforma estimates.
[7] The scope of operational technology notably includes software, products & system engineering services, industrial information systems used to manage product lifecycle, manufacturing or delivery processes and mission critical information systems
[8] It is at the crossroads of two already very dynamic sectors: engineering and R&D services for industrial players and IT services for operations (R&D, production, supply chain, etc.), which are respectively growing by 8-12% and 10% according to [(5)] and IDC.

Integration facilitated by cultural proximity and a similar operating model

With both companies built on engineering talent and traditions, Capgemini and Altran have a very close corporate culture that will facilitate a smooth integration of their teams. The two groups also have very similar operating models with many operational indicators in common.

The combined Group will continue to invest massively in its talents, opening up a host of opportunities for the employees of both entities.

Key transaction terms

The agreement sets out the key terms and conditions of the proposed transaction, organizes the information or consultation process by Capgemini and Altran of their respective works councils and contains in particular an exclusive commitment by Altran.

Capgemini intends to launch a cash offer for all Altran share capital at a price of €14.00 per share. This represents a premium of 30% over the volume-weighted average share price over the month until Friday 21 June (adjusted for the €0.24 coupon to be detached on July 1st) and a 33% premium over the 3-month volume weighted average price.

The total cash consideration will amount to €3.6 billion, before taking into account net financial debt (c. €1.4 billion).

Capgemini has signed a definitive agreement to acquire an 11% stake in Altran from the concert formed around Apax Partners (comprising possible customary top-ups).

The public offer launch is expected to take place after the information or consultation phase of the respective works councils, and after the customary regulatory approvals have been received, notably CFIUS in the United States and antitrust authorities. However, the Group reserves the right to launch the public offer before these regulatory approvals are received.

The completion of this combination is expected by the end of 2019.

Financing

Capgemini has secured a bridge financing of €5.4 billion, covering the purchase of securities (€3.6 billion) as well as the gross debt (€1.8 billion).

It plans to refinance the bridge with available cash for €1 billion and the balance by debt issuance, primarily new bond issues.

CONFERENCE CALL

Paul Hermelin, Chairman and Chief Executive Officer of Capgemini, and Dominique Cerutti, Chairman and Chief Executive Officer of Altran, accompanied by Carole Ferrand, Chief Financial Officer of Capgemini, Thierry Delaporte and Aiman Ezzat, Capgemini Co-COOs, will comment on the combination project during a conference call in English **today at 7:00 p.m. Paris time** (CET).

- This conference call will be accessible via webcast, live and replay for one year from this link.
- Dial-in numbers
  France Toll: +33 172727403 PIN: 13584080#
  United Kingdom Toll: +442071943759 PIN: 13584080#
  United States Toll: +1 6467224916 PIN: 13584080#

All documents relating to this project will be posted on Capgemini's Investor Relations website at https://investors.capgemini.com/en/ .

IMPORTANT INFORMATION

This press release is disseminated for information purposes only and does not constitute an offer to purchase, or a solicitation of an offer to sell, any securities of Altran Technologies.

The documentation relating to the tender offer which, if filed, will state the terms and conditions of the tender offer, will be submitted to the review of the Autorité des marchés financiers. Investors and shareholders are strongly advised to read the documentation relating to the tender offer when it becomes available, if the offer is filed, as well as any amendments and supplements to those documents as they will contain important information about Capgemini, Altran Technologies and the proposed transaction.

The transaction is notably subject to execution of definitive documentation and obtaining of required regulatory authorizations and other customary conditions. The tender offer would only be filed with the Autorité des marchés financiers after such conditions have been fulfilled.

This press release must not be published, broadcast or distributed, directly or indirectly, in any country in which the distribution of this information is subject to legal restrictions. The tender offer will not be open to the public in jurisdictions in which its launch is subject to legal restrictions. The publication, broadcasting or distribution of this press release in certain countries may be subject to legal or regulatory restrictions. Therefore, persons located in countries where this press release is published, broadcasted or distributed must inform themselves about and comply with such restrictions. Capgemini and Altran Technologies disclaim any responsibility for any violation of such restrictions.

WARNING

Pursuant to the commission implementing regulation (EU) 2016/1055 of 29 June 2016 laying down implementing technical standards with regard to the technical means for appropriate public disclosure of inside information and for delaying the public disclosure of inside information in accordance with Regulation (EU) No 596/2014 of the European Parliament and of the Council, this press release may contain inside information and has been sent to the authorized broadcaster of Capgemini SE.

This press release may include forward-looking statements and language indicating trends, such as the words "anticipate", "expect", “approximate”, “believe”, “could”, “should”, “will”, “intend”, “may”, “potential” and other similar expressions. These forward-looking statements are only based upon currently available information and speak only as of the date of this press release. Such forward-looking statements are based upon current expectations and are subject to a significant business, economic and competitive risks, uncertainties and contingencies, many of which are unknown and many of which Capgemini and Altran are unable to predict or control. Such factors may cause Capgemini’s and/or Altran’s actual results, performance or plans with respect to the transaction to differ materially from any future results, performance or plans expressed or implied by such forward-looking statements. Neither Capgemini nor Altran, nor any of their advisors accepts any responsibility for any financial information contained in this press release relating to the business or operations or results or financial condition of the other or their respective groups. Capgemini, Altran and their advisors expressly disclaim any obligation or undertaking to disseminate any updates or revisions to any forward-looking statements contained herein to reflect any change in the expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

About Capgemini

Capgemini is a global leader in consulting, IT services and digital transformation. At the forefront of innovation, the Group helps its customers to seize all the opportunities presented by the cloud, digital and platforms. With 50 years of experience and extensive expertise in the various sectors of activity, he assists companies and organizations in achieving their ambitions, from the definition of their strategy to the implementation of their operations. For Capgemini, it is men and women who value technology. Resolutely multicultural, the Group has more than 200,000 employees in more than 40 countries. It had a turnover of €13.2 billion in 2018.
For more information, visit www.capgemini.com. *People matter, results count*.

About Altran

Altran is the undisputed world leader in engineering and R&D services. The Group offers its customers a unique value proposition to meet their transformation and innovation challenges. Altran supports its customers, from concept to industrialization, to develop the products and services of tomorrow. Altran has been working for more than 35 years with major players in many sectors: Automotive, Aeronautics, Space, Defence & Naval, Rail, Infrastructure & Transport, Industry & Consumer Products, Life Sciences, Communications, Semiconductor & Electronics, Software & Internet, Finance & Public Sector. The acquisition of Aricent expands the Group's portfolio of expertise in semiconductors, digital experience and design innovation. Altran generated €2.9 billion in revenue in 2018, with nearly 47,000 employees in more than 30 countries. www.altran.com

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Capgemini named EMEA Systems Integrator (SI) & Value Added Reseller (VAR) Partner of the Year 2019 by MuleSoft

Paris, June 26, 2019 - Capgemini today announced it has been named EMEA SI & VAR Partner of the Year by MuleSoft, a provider of the leading platform for building application networks. Capgemini was recognized for having the greatest EMEA market impact in 2018 in terms of MuleSoft practice development and its significant contributions to empowering customers with expertise and best practices, as they begin to realize the opportunity of application programming interface (API)-led connectivity.

Partners like Capgemini are trusted advisors that enable customers to accelerate their digital transformation. MuleSoft partners align against business outcomes, deliver MuleSoft technology, templates and best practices and enable organizations to develop a Center of Enablement that empowers a self-service approach to integration, dramatically increasing the clock-speed of business.

Capgemini has been a MuleSoft integration partner since 2015 and has more than 600 certified practitioners. Working together, MuleSoft and Capgemini deliver an on-premise, cloud and hybrid integration platform based on open-source API connectivity so businesses can connect applications, data, and devices quickly, flexibly, and cost-effectively.

“We are proud to have been recognized by MuleSoft as an EMEA Partner of the Year for the third year in a row,” said Jeroen Versteeg, Deputy Head of Europe and Global Sales Officer for Capgemini in Europe. *“This award highlights our leadership in creating application networks which power our customers' digital transformations, connecting to the customer core applications with flexible hybrid integrations and APIs. This reinforces our strong and successful collaboration with MuleSoft. In our endeavor to help businesses achieve digital transformation, we are committed to delivering innovative solutions and improving customer experience, and this award confirms that we’re on the right path.”*

The winners of the annual global MuleSoft Partner Awards were recognized at MuleSoft CONNECT San Francisco 2019, the premier conference for accelerating digital transformation, where CIOs, IT leaders, developers and partners come together to build a connected future with Anypoint Platform™ demos, hands-on workshops, breakout sessions and networking opportunities.

Leading organizations in the MuleSoft Partner Program provide consulting and services for MuleSoft’s Anypoint Platform™, a leading solution for API-led connectivity that creates an application network of applications, data, and devices, both on-premises and in the cloud. With API-led connectivity, partners help customers deliver today’s projects quickly while building an agile infrastructure that accelerates follow-on projects. By leading with this approach, partners can deliver far more value, speed, and agility to customers, expanding their role from implementation provider to trusted advisor and change agent. With Anypoint Platform, organizations can unlock new revenue channels, improve customer experiences and drive innovation.

"Our partners are playing an unprecedented role in helping our customers drive digital transformation. The MuleSoft partner ecosystem continues to more than double in size each year led by these award winners who are providing our joint customers with the skills necessary for success, creating centers for enablement to accelerate adoption, and supporting organizational change needed to change the clock speed of business," said Brent Hayward, Senior Vice President of Global Channels and Alliances, MuleSoft. *"We are excited to celebrate the success of our partners as they continue to drive the adoption of application networks and look forward to our continued growth in the coming year."*

To learn more about Capgemini's MuleSoft Partner Program visit: https://www.capgemini.com/partner/mulesoft/.

About Anypoint Platform
MuleSoft's Anypoint Platform™ is a leading application network platform. It allows organizations to create composite applications that connect apps, data and devices through API-led connectivity to form a flexible application network. Anypoint Platform is a unified, single solution for iPaaS and full lifecycle API management, both on-premises and in the cloud.

About Capgemini
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Visit us at www.capgemini.com. *People matter, results count*

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Capgemini enables a global business and technology transformation journey at F.I.L.A Group

To unify and optimize the company's core processes, Capgemini has designed and implemented future ready solutions based on SAP S/4HANA®

Paris, June 27, 2019 - Capgemini has successfully helped F.I.L.A. Group (Fabbrica Italiana Lapis ed Affini), one of the world's leading suppliers of art materials and related products, to design and implement a new unified operating model with the capacity to integrate its multiple businesses around the world. The new solution defines shared digital processes and a common logistics infrastructure for all the Group's brands and products across 20 companies in over 150 countries. The combined enterprise system is based on SAP S/4HANA®, an intelligent business software suite.

With almost a century of history, F.I.L.A - founded in 1920 in Florence (Italy) and managed since 1956 by the Milanese Candela family – has established itself as a world leader in the industry of creative and artistic expression, with manufacturing plants, dozens of brands and thousands of products distributed in every continent. The company has experienced a rapid and continuous growth over time with the development of famous brands, such as Giotto, Tratto, Das, Didò, Pongo and Daler-Rowney, and Canson, as well as specific products for various sectors, from schools to fine arts.

In order to unify and optimize the company's core processes and also strengthen customer relations, F.I.L.A wanted to address the complexity of its vast, disparate global organization. It decided to implement a structured business and technology transformation program named "DNA" (Drawing New Attitude), based on a common operating model to be deployed to all Group companies, using new technology solutions with a future-ready design that could handle both the business and manufacturing challenges of a sector in constant evolution.

A series of local companies is transformed into a single global entity
With the aim to create a unique model that combines control requirements with operational flexibility, F.I.L.A. Group and Capgemini worked together to develop a new enterprise platform based on a SAP S/4HANA solution, which was implemented initially in 20 companies and then extended to the entire Group. Within the framework of this extensive transformation project, Capgemini designed a solution to optimize the distribution model and reshape intercompany coordination, transforming a series of local companies into a single, global entity. A common operating model for all companies was defined, that included monitoring and controlling processes for investments and common current expenditure, along with a unique model of accounting-financial and operational-commercial reporting, that would enable F.I.L.A. to effectively manage an increasingly complex supply chain.

The choice of the SAP S/4HANA solution allowed the implementation of a centralized management of the multiple business models within a single system and enabled the integration of innovative cloud-based solutions.

"With its established international expertise and best practices in digital operations, Capgemini was ideally suited to accompany F.I.L.A. in its business and technology transformation journey. Thanks to our Drawing New Attitude project, we have been able to equip ourselves with a common governance model, unifying both procedures and the management of company processes in our various plants," said Emanuele Messina, Chief Information Officer, F.I.L.A Group. "*Furthermore, this led to the definition of a single control and profitability analysis model that delivered better visibility of the value chain, a key factor in supporting the creation of an international distribution hub."*

"Combining our deep knowledge in manufacturing and SAP S/4HANA, Capgemini was able to contribute to F.I.L.A.'s transformation journey by addressing the complexity of their business and translating their desired approach into architectural future-ready solutions. Designed to optimize their distribution model and reshape their processes F.I.L.A.'s new unified platform and approach has transformed a set of disparate local companies into a single, global entity," said Eraldo Federici, Manufacturing and CPR Director, Capgemini Business Unit in Italy.

To read more details of the story or watch the video visit here.

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F.I.L.A. (Fabbrica Italiana Lapis ed Affini), founded in Florence in 1920 and managed since 1956 by the Candela family, is a highly consolidated, dynamic and innovative Italian industrial enterprise and continues to grow market share. In November 2015, F.I.L.A. listed on the STAR segment of the Milan Stock Exchange. The company, with revenue of over Euro 600 million in 2018, has grown significantly over the last twenty years and has achieved a series of strategic acquisitions, including the Italian Adica Pongo, the US Dixon Ticonderoga and Pacon Group, the German LYRA, the Mexican Lapiceria Mexicana, the English Daler-Rowney Lukas and the French Canson, founded by the Montgolfier family in 1557. F.I.L.A. is an icon of Italian creativity globally through its colouring, drawing, modelling, writing and painting tools, thanks to brands such as Giotto, Tratto, Das, Didò, Pongo, Lyra, Doms, Maimeri, DalerRowney, Canson, Princeton and Strathmore. Since its foundation, F.I.L.A. has chosen to focus on growth through continuous innovation, both in technological and product terms, in order to enable individuals to express their ideas and talent through tools of exceptional quality. In addition, F.I.L.A. and the Group companies work together with the Institutions to support educational and cultural projects which promote creativity and expression among individuals and make culture accessible to all. F.I.L.A. operates through 22 production facilities (of which 2 in Italy) and 35 subsidiaries across the globe and employs approx. 9,500.

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Capgemini wins 2019 Artificial Intelligence Breakthrough award for best virtual agent solution

Paris, June 27, 2019 – Capgemini, today announced that its Cash Collections Assistant powered by Artificial Intelligence[1] has been recognized as the "best virtual agent solution" by AI Breakthrough, part of Tech Breakthrough, a leading market intelligence and recognition platform for global technology innovation and leadership.

Capgemini's Cash Collections Assistant is a human-like voice collector delivering a seamless humanized virtual agent experience. It is designed to perform courtesy or overdue calls to debt owners in 24 languages (including less common languages such as Dutch and Finnish), meeting the demand for a fast, reliable, and efficient service. It also reduces the amount of repetitive collections tasks, enabling augmented workforce with human collectors focusing on more complex work and handling process exceptions.

"We are delighted to receive this AI Breakthrough award for Capgemini's best-in-class Cash Collections Assistant powered by Artificial Intelligence. Capgemini understands the need and importance of reliable customer service and humanized interaction experience in the digitally enabled Business Services based on our Perform AI value proposition. Re-imagining the future of credit-to-cash with augmented workforce at scale empowers us to create truly innovative channels to engage with our clients worldwide," said Adam Bujak, Global Head of Intelligent Process Automation Offering at Capgemini.

"The uniqueness of Capgemini's Cash Collections Assistant powered by Artificial Intelligence comes from a combination of powerful and modular AI architecture, custom finance domain models, and best-of-breed cloud API providers," said James Johnson, Managing Director, AI Breakthrough. *"All of its elements operate in the cloud, enabling key enterprise features such as scalability, multitenancy, leading market security compliance, and continuous deployment. We are glad to recognize Capgemini as one of the 2019 AI Breakthrough award winners."*

The mission of the AI Breakthrough awards is to honor excellence and recognize innovation, hard work and success in a range of AI and machine learning related categories, including AI platforms, deep learning, smart robotics, business intelligence, natural language processing, industry specific AI applications and many more. This year's program attracted more than 2,500 nominations from over 15 different countries across the world.

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[1] *Capgemini's Cash Collections Assistant Powered by Artificial Intelligence is a human-like voice collector delivering a seamless humanized virtual agent experience*

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Capgemini holds 11.43% of Altran's share capital

Paris, July 2, 2019 – Capgemini (Euronext Paris: CAP) reports that it holds 29,378,319 Altran shares (Altran Technologies - Euronext Paris: ALT) as of today following the settlement and delivery of the off-market acquisition of a block of shares from a group of shareholders led by Apax Partners[1]. This transaction is the result of the definite agreement to acquire this block, representing 11.43% of Altran's share capital, signed on 24 June 2019.

In accordance with applicable regulations, these shares will be counted towards the acceptance threshold of the takeover bid on all Altran shares that Capgemini is contemplating and which would be set at 50.10% of the share capital and voting rights (on a fully diluted basis).

Important information

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The documentation relating to the tender offer which, if filed, will state the terms and conditions of the tender offer, will be submitted to the review of the Autorité des marchés financiers. Investors and shareholders are strongly advised to read the documentation relating to the tender offer when it becomes available, if the offer is filed, as well as any amendments and supplements to those documents as they will contain important information about Capgemini, Altran Technologies and the proposed transaction.

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[1] Altrafin Participations, M. Alexis Kniazeff and M. Hubert Martigny

Therefore, persons located in countries where this press release is published, broadcasted or distributed must inform themselves about and comply with such restrictions. Capgemini disclaims any responsibility for any violation of such restrictions.

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Capgemini selected as one of Volvo Cars' main suppliers for digital and cloud transformation

Capgemini strengthens existing partnership with new three-year Master Services Agreement

Paris, July 3, 2019 – Capgemini today announced a three-year Master Services Agreement with Volvo Cars, one of the most well-known and respected premium car brands in the world, to digitally transform its operating model and modernize its IT landscape. As part of the new agreement, Capgemini will deliver a wide range of transformation services including Product Orientation, DevOps and Cloud. The new agreement reinforces the long-term relationship between Capgemini and Volvo Cars, making Capgemini one of Volvo's main suppliers for digital transformation and cloud services.

Capgemini was selected, following a competitive tender process, for its ability to enable large and complex transformations, its global expertise within both business and IT environments, and its proven track record for delivering digital transformation solutions to the largest global automotive brands in the market.

"We are pleased and proud that Volvo Cars has selected us as one of their main partners to help with their transformation. This agreement will combine our skills and expertise within the automotive industry on global and local levels, and we are excited to start a new journey with Volvo Cars," said Anil Agarwal, President of the Scandinavia Business Unit at Capgemini.

The services under this agreement will leverage the full global potential of Capgemini Group and be delivered by its global delivery centers in Sweden, Belgium, USA, China, Poland and India.

Capgemini will be a main provider of end-to-end SAP consulting and technology services (including new SAP S/4HANA® implementation projects, application management and support, and infrastructure/platform services). Capgemini will also deliver services in business transformation, technology transformation, application development, application management and support, project services, digital manufacturing, packaged solution implementation, hosting, security service desk, and onsite support.

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Organizations must proactively address ethics in AI to gain the public's trust and loyalty

Consumers, employees and citizens will reward organizations that proactively show their AI systems are ethical, fair and transparent

Paris, July 5, 2019 – The ethical use of AI is becoming fundamental to winning people's trust, a new study from the Capgemini Research Institute has found. As organizations progress to harness the benefits of AI, consumers, employees and citizens are watching closely and are ready to reward or punish behavior. Those surveyed said that they would be more loyal to, purchase more from, or be an advocate for organizations whose AI interactions are deemed ethical.

The "Why addressing ethical questions in AI will benefit organizations" study surveyed 1,580 executives from large organizations across 10 countries, and over 4,400 consumers across six countries.

Key findings include:

Companies using AI in an ethical way will be rewarded: Among consumers surveyed, 62% said they would place higher trust in a company whose AI interactions they perceived as ethical, 61% said they would share positive experiences with friends and family, 59% said that they would have higher loyalty to the company, and 55% said that they would purchase more products and provide high ratings and positive feedback on social media. By contrast, when consumers' AI interactions result in ethical issues, it threatens both reputation and the bottom line: 41% said they would complain in case an AI interaction resulted in ethical issues, 36% would demand an explanation and 34% would stop interacting with the company.

Ethical issues resulting from AI systems have been observed and experienced: Executives in nine out of 10 organizations believe that ethical issues have resulted from the use of AI systems over the last 2-3 years, with examples such as collection of personal patient data without consent in healthcare, and over-reliance on machine-led decisions without disclosure in banking and insurance. Executives cited reasons including the pressure to urgently implement AI, the failure to consider ethics when constructing AI systems, and a lack of resources dedicated to ethical AI systems.

Consumers, employees and citizens are worried about ethical concerns related to AI and want some form of regulation: Almost half of respondents surveyed (47%) believe they have experienced at least two types of uses of AI that resulted in ethical issues in the last 2-3 years. Most (75%) said they want more transparency when a service is powered by AI, and to know if AI is treating them fairly (73%). Over three quarters (76%) of consumers think there should be further regulation on how companies use AI.

Organizations are starting to realize the importance of ethical AI: 51% of executives consider that it is important to ensure that AI systems are ethical and transparent. Organizations are also taking concrete actions when ethical issues are raised. The research found that 41% of senior executives report to have abandoned an AI system altogether when an ethical issue had been raised.

"Many organizations find themselves at a crossroads in their use of AI. Consumers, employees and citizens are increasingly open to interacting with the technology but are mindful of potential ethical implications. This research shows that organizations must create ethical systems and practices for the use of AI if they are to gain people's trust. This is not just a compliance issue, but one that can create a significant benefit in terms of loyalty, endorsement and engagement," said Anne-Laure Thieullent, AI and Analytics Group Offer Leader at Capgemini. *"To achieve this, organizations need to focus on putting the right governance structures in place, they must not only define a code of conduct based on their own values, but also implement it as an 'ethics-by-design' approach, and, above all, focus on informing and empowering people in how they interact with AI solutions."*

Organizations must prioritize an ethical AI strategy: To address consumer concerns and unlock the trust dividend of ethical AI use, organizations must take a focused approach to making systems fit for purpose. Capgemini recommends a three-pronged approach to build a strategy for ethics in AI that embraces all key stakeholders:

1) **For CxOs, business leaders and those with a remit for trust and ethics:** Establish a strong foundation with a strategy and code of conduct for ethical AI; develop policies that define acceptable practices for the workforce and AI applications; create ethics governance structures and ensure accountability for AI systems; and build diverse teams to ensure sensitivity towards the full spectrum of ethical issues
2) **For the customer and employee-facing teams, such as HR, marketing, communications and customer service:** Ensure ethical usage of AI application; educate and inform users to build trust in AI systems; empower users with more control and the ability to seek recourse; and proactively communicate on AI issues internally and externally to build trust
3) **For AI, data and IT leaders and their teams:** Seek to make AI systems as transparent and understandable as possible to gain users' trust; practice good data management and mitigate potential biases in data; continuously monitor for precision and accuracy; and use technology tools to build ethics in AI.

Luciano Floridi, director of Digital Ethics Labs, Oxford Internet Institute, said, "*A classic way of gaining trust, with AI interactions in particular, can be summarized in three words: transparency, accountability, and empowerment. That means transparency so that people can see what you are doing; accountability because you take responsibility for what you are doing; and empowerment because you put people in charge to tell you if something you did was not right or not good."*

A copy of the report can be downloaded here.

Research Methodology

The research surveyed over 1,580 executives from large organizations (with more than $1 billion in annual revenues) from 10 countries (China, France, Germany, India, Italy, the Netherlands, Spain, Sweden, the UK, and the US). Executives were drawn from three groups - General management/strategy/corporate; IT/AI/data science/analytics; HR and marketing. Additionally, a consumer survey was conducted with 4,400 consumers from six countries (US, China, UK, France, Germany, Netherlands) all of whom had had some form of AI interaction in the past so that they could relate to ethics, trust, and transparency related issues in AI. The Capgemini Research Institute also conducted in-depth interviews with more than 20 academics, industry experts, and entrepreneurs.

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About the Capgemini Research Institute
The Capgemini Research Institute is Capgemini's in-house think-tank on all things digital. The Institute publishes research on the impact of digital technologies on large traditional businesses. The team draws on the worldwide network of Capgemini experts and works closely with academic and technology partners. The Institute has dedicated research centers in India, the United Kingdom and the United States. It was recently ranked #1 in the world for the quality of its research by independent analysts.
Visit us at https://www.capgemini.com/researchinstitute/

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Capgemini's World Wealth Report 2019: with a loss of 2 trillion USD, High Net Worth Individual[1] wealth declines after seven consecutive years of growth but HNWI's trust and satisfaction in wealth managers and firms remain high

- ***3% global decrease in HNWI wealth driven by slump in equity markets and slowing regional economies with Asia-Pacific, and especially China, worst affected by accounting for 25% of the global market decline in 2018***
- ***Ultra-HNWIs[2] were the most affected and accounted for 75% of the overall HNWI wealth decline***
- ***As wealth industry evolves and HNWI expectations shift, key opportunities exist for wealth management firms to better meet rising client expectations around personalized offerings, service quality and fee transparency***

Paris, July 9, 2019 – The World Wealth Report 2019 (WWR), published today by Capgemini, found that after seven years of continuous growth, overall global high net worth individual (HNWI) wealth declined by 3% in 2018. Largely due to a drop in wealth in the Asia-Pacific region (specifically China), this decline has resulted in a loss of 2 trillion USD worldwide. Despite this, wealth management firms maintained stable levels of customer trust and satisfaction throughout the year, though better personal relationships are still key for enhanced performance of firms which can be achieved through effective utilization of next-gen technologies.

Key findings of the report include:

Asia-Pacific leads global wealth decline, while Middle East wealth grew

The global HNWI population and wealth declined by 0.3% and 3% respectively, with Asia-Pacific hit the hardest. The region represented US$1 trillion of the global decline in wealth, as the HNWI population decreased by 2% and HNWI wealth by 5%. China alone was responsible for more than half (53%) of Asia-Pacific and more than 25% of global HNWI wealth loss.

Meanwhile, HNWI wealth declined across nearly all other regions: Latin America declined by 4%, Europe by 3% and North America by 1%. However, the Middle East bucked the trend, generating

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[1] HNWIs are defined as those having investible asset of US$1million or more, excluding primary residence, collectibles, consumables and consumer durables.
[2] Ultra-HNWIs are defined as those who represent the top 1% of the HNWI population, per the definition above.

4% growth in HNWI wealth and increasing its HNWI population by 6% due to strong GDP growth and financial market performance. Similar to the previous year, the markets with the largest HNWI populations - the United States, Japan, Germany, and China - represented 61% of the total global HNWI population.

Ultra-HNWIs record the greatest financial loss

The ultra-HNWI population declined by 4%, and their wealth declined by around 6%. This accounted for 75% of the total global wealth decrease. Mid-tier millionaires (HNWIs between US$5-30 million of wealth) made up 20% of the total decline. The millionaire-next-door segment (which represents HNWIs between US$1-5 million of wealth and makes up almost 90% of the HNWI population) was affected the least in 2018, as their wealth dipped by less than 0.5%, signifying that nearly all declines in HNWI wealth and population were driven by the higher wealth (ultra-HNWI and mid-tier millionaire) segments.

Cash tops equities as most held asset class

Asset allocations shifted significantly, as cash replaced equities to become the most held asset class in Q1 2019, representing 28% of HNWI financial wealth, while equities slipped to the second position at nearly 26% (a decline of 5 percentage points). Volatile equity market conditions spurred a slight increase in allocation towards alternative investments to 13%, a 4 percentage point increase from the previous year.

Trust levels remained stable but wealth managers must evolve the client experience

Despite declining wealth, HNWI's year-over-year trust and satisfaction in wealth management firms increased by 3 percentage points over already high levels. However, the report revealed significant opportunity for wealth firms to proactively address rising HNWI expectations, as an unsatisfactory service experience was the biggest reason for HNWIs to switch firms in 2018. BigTechs[3] are expected to be one of the greatest industry disrupters due to their digital capabilities, particularly as fewer than 50%[4] of HNWI clients said they were satisfied with current mobile and online platforms, and 85% demanded more digital interaction when accessing portfolio information. At the same time, only 62% of HNWIs said they are comfortable with their primary wealth manager's fees, with many demanding more personalized offerings that focus on greater value creation.

According to the report, investment in next-gen technologies will be critical in order to enhance the client experience. While there is consensus among firm executives and wealth managers that AI is a key game-changer, only 5% of surveyed firms said they had implemented AI strategies across all core areas. To support sustainable growth within this disruptive environment, firms must pursue the three key strategies of bridging value gaps for wealth managers and clients, redefining IT strategy and leveraging the integrated ecosystem.

"*While the volatile economic environment of 2018 led to HNWI wealth decline globally, wealth managers have been extremely successful in maintaining strong levels of client trust*," said Anirban Bose, CEO of Capgemini's Financial Services and Member of the Group Executive Board. "*However, future success will depend on the agility of wealth management firms to evolve the client experience and find new ways to add value through more personalized services. Next-gen technology and*

[3] BigTech is a general term for data-driven tech firms not traditionally present in Financial Services, such as Amazon, Google/Alphabet, Alibaba, Apple and Facebook.
[4] Globally, 42% and 46% HNWIs are satisfied with mobile and online platform respectively.

closing expectation gaps will aid this, but the landscape is shifting so quickly that companies must not be afraid to overhaul their strategy and business models if needed."

Report methodology

The World Wealth Report from Capgemini is the industry-leading benchmark for tracking high net worth individuals (HNWIs), their wealth and the global and economic conditions that drive change in the Wealth Management industry. This year's 23rd annual edition includes findings from in-depth primary research on global HNWI's perspectives and behaviors. Based on responses from more than 2,500 HNWIs across 19 major wealth markets in North America, Latin America, Europe and Asia-Pacific, the 2019 Global HNW Insights Survey explores HNWI investment behavior including HNWI trust and confidence, satisfaction, comfort level with fees, and personalized services. The survey also measured current HNWI investment behavioral patterns of global HNWIs, including their asset allocation preferences as well as the geographic allocations of their investments.

About Capgemini

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69% of organizations believe that they will not be able to respond to cybersecurity threats without AI

Two in three organizations plan to deploy Artificial Intelligence to bolster their defense as soon as 2020

Paris, July 11, 2019 – Businesses are increasing the pace of investment in AI systems to defend against the next generation of cyberattacks, a new study from the Capgemini Research Institute has found. Two thirds (69%) of organizations acknowledge that they will not be able to respond to critical threats without AI. With the number of end-user devices, networks, and user interfaces growing as a result of advances in the cloud, IoT, 5G and conversational interface technologies, organizations face an urgent need to continually ramp up and improve their cybersecurity.

The "Reinventing Cybersecurity with Artificial Intelligence: the new frontier in digital security" study surveyed 850 senior IT executives from IT information security, cybersecurity and IT operations across 10 countries and seven business sectors, and conducted in-depth interviews with industry experts, cybersecurity startups and academics.

Key findings include:

AI-enabled cybersecurity is now an imperative: Over half (56%) of executives say their cybersecurity analysts are overwhelmed by the vast array of data points they need to monitor to detect and prevent intrusion. In addition, the type of cyberattacks that require immediate intervention, or that cannot be remediated quickly enough by cyber analysts, have notably increased, including:

- cyberattacks affecting time-sensitive applications (42% saying they had gone up, by an average of 16%).
- automated, machine-speed attacks that mutate at a pace that cannot be neutralized through traditional response systems (43% reported an increase, by an average of 15%).

Facing these new threats, a clear majority of companies (69%) believe they will not be able to respond to cyberattacks without the use of AI, while 61% say they need AI to identify critical threats. One in five executives experienced a cybersecurity breach in 2018, 20% of which cost their organization over $50m.

Executives are accelerating AI investment in cybersecurity: A clear majority of executives accept that AI is fundamental to the future of cybersecurity:

- 64% said it lowers the cost of detecting breaches and responding to them – by an average of 12%.
- 74% said it enables a faster response time: reducing time taken to detect threats, remedy breaches and implement patches by 12%.
- 69% also said AI improves the accuracy of detecting breaches, and 60% said it increases the efficiency of cybersecurity analysts, reducing the time they spend analyzing false positives and improving productivity.

Accordingly, almost half (48%) said that budgets for AI in cybersecurity will increase in FY2020 by nearly a third (29%). In terms of deployment, 73% are testing use cases for AI in cybersecurity. Only one in five organizations used AI pre-2019 but adoption is poised to skyrocket: almost two out of three (63%) organizations plan to deploy AI by 2020 to bolster their defenses.

"AI offers huge opportunities for cybersecurity," says Oliver Scherer, CISO of Europe's leading consumer electronics retailer, MediaMarktSaturn Retail Group. "*This is because you move from detection, manual reaction and remediation towards an automated remediation, which organizations would like to achieve in the next three or five years."*

However, there are significant barriers to implementing AI at scale: The number-one challenge for implementing AI for cybersecurity is a lack of understanding of how to scale use cases from proof of concept to full-scale deployment. 69% of those surveyed admitted that they struggled in this area.

Geert van der Linden, Cybersecurity Business Lead at Capgemini Group says *"Organizations are facing an unparalleled volume and complexity of cyber threats and have woken up to the importance of AI as the first line of defense. As cybersecurity analysts are overwhelmed, close to a quarter of them declaring they are not able to successfully investigate all identified incidents, it is critical for organizations to increase investment and focus on the business benefits that AI can bring in terms of bolstering their cybersecurity."*

Additionally, half of surveyed organizations cited integration challenges with their current infrastructure, data systems, and application landscapes. Although the majority of executives say they know what they want to achieve from AI in cybersecurity, only half (54%) have identified the data sets required to operationalize AI algorithms.

Anne-Laure Thieullent, AI and Analytics Group Offer Leader at Capgemini concludes *"Organizations must first look to address the underlying implementation challenges that are preventing AI from reaching its full potential for cybersecurity. This means creating a roadmap to address key barriers and focusing on use cases that can be scaled most easily and deliver the best return. Only by taking these steps can organizations equip themselves for the rapidly evolving threat of cyberattacks. By doing so, they will save themselves money, and reduce the likelihood of a devastating data breach."*

The report can be downloaded here.

Research Methodology

The research surveyed 850 senior executives, director level and above, spread across seven sectors: consumer products, retail, banking, insurance, automotive, utilities, and telecom. One fifth of the executives are CIOs and one in ten are CISOs in their respective organizations. Executives belong to companies headquartered in France, Germany, the UK, the US, Australia, the Netherlands, India, Italy, Spain, and Sweden. Capgemini also conducted interviews with industry leaders and academics, examining the current status and impact of AI in cybersecurity.

About the Capgemini Research Institute

The Capgemini Research Institute is Capgemini's in-house think-tank on all things digital. The Institute publishes research on the impact of digital technologies on large traditional businesses. The team draws on the worldwide network of Capgemini experts and works closely with academic and technology partners. The Institute has dedicated research centers in India, the United Kingdom and the United States. It was recently ranked #1 in the world for the quality of its research by independent analysts.
Visit us at https://www.capgemini.com/researchinstitute/

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Capgemini launches new AI services based on Microsoft Azure to accelerate the business impact of AI at scale

Paris, July 17, 2019 – Capgemini is expanding its AI capabilities with Microsoft through a series of strategic services aimed at helping enterprises to accelerate their adoption of AI technologies. The new services include AI Engineering for production-grade Data and AI platforms, AI for Operations Intelligence and AI for Customer Experience.

Embedded in Capgemini's Perform AI portfolio offering, Capgemini's AI Engineering service offering enables organizations to modernize their data estate to deliver trusted, reliable, data and AI platforms to support AI at scale applications and data-centric reference architectures. By combining Azure with relevant data and analytics, AI Engineering turns data into actionable insights that clients need to move towards a unified infostructure, for delivering insights directly to applications and end users.

In the industrial context, by launching AI for Operations Intelligence using Azure IoT, Capgemini is helping manufacturers to create an integrated AI-powered data and insights foundation, imperative for moving intuition-driven operations to insight-driven, closed loop, and autonomous plant operations. A key component, the Capgemini Intelligent Operations Platform (IOP), provides the ability to scale up manufacturing and operations intelligence to enable improved visibility, predictability and adaptability.

Finally, Capgemini's AI for Customer Experience (CX) delivers a highly personalized and immersive customer experience at scale while improving the operational efficiency of marketing, sales and service functions. Capgemini's AI in CX services enable its clients to leverage Azure AI capabilities within Dynamics 365 for Sales, Dynamics 365 Market Insights, Dynamics 365 for Customer Service and in Azure Bot Framework to increase revenues, resolve issues faster, reduce contacts volumes and complaints, as well as improve end user customer loyalty, engagement and overall satisfaction.

Anne-Laure Thieullent, AI and Analytics Group Offer Leader at Capgemini said, *"We launched our Perform AI portfolio earlier this year in order to help our clients deliver more tangible business outcomes with trusted AI at scale. Our strategic partnership with Microsoft and the solutions we are jointly launching today are changing the game for organizations wanting to drastically accelerate the business outcomes of their AI initiatives deployed in the Microsoft Azure Cloud. Together we are helping organizations across industries to deploy AI solutions in production with an optimized time to market, enabling them to fulfill the transformation potential they expect from AI."*

John 'JG' Chirapurath, General Manager, Microsoft Azure Data & AI said, *"With the launch of its new Perform AI portfolio, Capgemini continues to accelerate AI outcomes using Azure. These joint services combined with the breadth of Azure, help customers to build and infuse AI capabilities in every experience across every industry for a successful transformation.''*

Accredited as a Microsoft Azure Expert Managed Services Provider (MSP), Capgemini has thousands of Microsoft Certified Professionals (MCPs) and Microsoft Azure Cloud Solution architects and was recently recognized as the Microsoft SAP on Azure Partner of the Year. Capgemini serves Microsoft-enabled enterprises in 35 countries across the Americas, Europe, and Asia Pacific, and deployed AI Centers of Excellence in these regions to support strategic client engagements and deployments with Perform AI.

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Capgemini launches a new technology platform to deliver rapid deployment of intelligent automation at scale

The new cloud-based platform will help enterprises achieve peak performance, contain costs and speed-up time to value with pre-built intelligent automation solutions, accelerators, use-cases and sector bots

Paris, July 22, 2019 – Capgemini today announced the launch of its Intelligent Automation Platform (CIAP) designed to deliver the rapid deployment of automation at scale for businesses worldwide. The technology agnostic, AI-infused platform, which is already supporting live projects across the globe, will allow clients to drive innovation and transformation throughout their organizations, across applications, IT and business operations, with speed and flexibility at a lower cost.

Capgemini's recent study 'Reshaping the future: Unlocking automation's untapped value' highlighted that while automation could deliver cost savings of between $32bn-$165bn across the automotive, retail, utilities and manufacturing sectors, just 16% of enterprises are currently deploying multiple use-cases at scale[1]. CIAP is a purpose-built, plug and play platform that will enable enterprises to move from operations-focused, limited value Intelligent Automation (IA) initiatives to an enterprise-wide, automation-first approach, thereby enabling the deployment of more high-value projects.

The CIAP enables end-to-end integrated automation for applications, IT and business operations, to fast-track automation journeys and drive business excellence across the enterprise. CIAP enhances Capgemini's Automation Drive suite and is embedded across Capgemini's services portfolio. Its rich 'FastTrack Hub' contains re-usable, pre-built intelligent automation solutions, bots, accelerators and use cases to deliver powerful economies of scale in every deployment.

CIAP benefits from the scalability of a cloud-based environment and can therefore leverage any innovations provided as managed services via the cloud. It also offers improved efficiency through a platform command tower powered by AI & analytics monitoring in real-time and 24/7 bot performance.

"All-in-one Intelligent Automation (IA) platforms and their availability on the cloud are bringing new opportunities to the automation market. They are helping enterprises automate any type of process, whether it handles structured or unstructured data, in business departments or in IT," said Sarah Burnett, Executive Vice President and Distinguished Analyst at Everest Group. *"The evolution of IA is happening at a time when technology complexity has become a prime concern for enterprises. An all-in-one IA platform on the cloud could go some way towards addressing this concern."*

[1] "At scale" is defined as implementations that go beyond pilots and test projects, and are adopted at a larger scale across business units, functions or geographies.

Capgemini's platform is already driving benefits for a number of customers (across North America and EMEA) and is acting as a catalyst for more enterprises to unlock the opportunities of Intelligent Automation at scale.

"Intelligent automation is critical to the future of every enterprise," said Ashwin Yardi, CEO India, Chief Industrialization & Automation Officer at Capgemini. *"It will create the optimizations, efficiencies and new opportunities to accelerate growth and drive digital transformation. Capgemini's Intelligent Automation Platform shifts the needle from isolated, limited value initiatives to a unified enterprise-wide, automation-first approach.*

"The launch of Capgemini's Intelligent Automation Platform marks a step change in our intelligent automation capabilities and will form a key component of our portfolio service offers. It will allow our customers to take the brakes off change and pursue the advantages of automation at scale while managing the risks; injecting peak performance into and across an organization's applications, IT and business operations," he further added.

The development of CIAP has been informed by Capgemini's experience of driving IA programs for more than 600 clients globally and comes to market as a tested and mature solution, supported by the collective skills of over 30,000 automation professionals and specialists globally.

For more information on Capgemini's Intelligent Automation Platform please click here.

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Capgemini named a Leader in Advanced Analytics BPS by NelsonHall

Paris, July 23, 2019 – Capgemini announced today that it has been named a "Leader" in the NelsonHall Evaluation & Assessment Tool (NEAT) Report on Advanced Analytics BPS. In the latest NEAT titled, "Advanced Analytics BPS NEAT Assessment 2019," Capgemini scored highly as a Leader in its evaluation grid for the 'ability to deliver immediate benefit' to customers and 'ability to meet future client requirements.' NelsonHall assessed 11 vendors offering advanced analytics business process services (BPS) for this report.

The report primarily highlighted Capgemini's *"proprietary suite of predictive algorithms and accelerators and interactive insights with a portfolio of implementations across sectors and network of strategic analytics and AI partnerships and tie-ins."* In addition, it also acknowledged Capgemini's expertise in the following areas:

- Strong spend and RCM analytics capabilities with proprietary tools and frameworks and client base
- Strong supply chain analytics capability with multiple implementations
- Implementations in computer vision and image analytics with planned investments
- Investments in IoT analytics.

Bala Natarajan, Senior Director – AI, Data Science and Analytics, Business Services at Capgemini said: *"We are delighted to be positioned as a Leader by NelsonHall for our strong expertise in analytics across sectors and geographies. Our rich experience in analytics is focused on solving complex business challenges of customers, producing measurable gains in business outcomes and driving their growth journey through innovation."*

Ivan Kotzev, Lead Analyst CX Services at NelsonHall said*: 'Capgemini has robust analytics capabilities aligned with current client needs such as predictive algorithms and accelerators in spend, RCM, and supply chain analytics. It has also invested in the next stage of analytics services in AI, computer vision, and IoT to meet future market requirements across industries such as food, auto, and medical device manufacturing.'*

Capgemini is at the forefront of innovation, digital transformation and a customer centric approach. Its in-depth analytics expertise is backed by a variety of industrialized offerings covering different business areas such as procurement, supply chain marketing, sales and HR, tailored for organizations to optimize their processes with the help of actionable insights from data.

To read the full report click here.

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About NelsonHall

NelsonHall is the leading global analyst firm dedicated to helping organizations understand the 'art of the possible' in IT and business services. With analysts in the U.S., U.K., and Continental Europe, NelsonHall provides buy-side organizations with detailed, critical information on markets and vendors (including NEAT assessments) that helps them make fast and highly informed sourcing decisions. And for vendors, NelsonHall provides deep knowledge of market dynamics and user requirements to help them hone their go-to-market strategies. NelsonHall's research is based on rigorous, all-original research, and is widely respected for the quality, depth, and insight of its analysis.

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Capgemini Group strengthens its relationship with Microsoft in new initiative using the breadth of Microsoft Azure

Paris, July 25, 2019 – Capgemini is expanding its relationship with Microsoft through a strategic initiative aimed at helping enterprises to accelerate their adoption of cloud technologies.

The new Enterprise Portfolio Modernization (EPM) initiative includes several solutions to support Capgemini's Cloud and application development and maintenance (ADMNext) portfolio of assets and services. EPM optimizes enterprise applications and enterprise ERPs (enterprise resource planning) and reaps the benefits of cloud economics to achieve new business speed and agility. This new initiative focuses on four key solutions based on Azure: Modernize and Migrate Legacy Applications, Data Center Transformation, Develop Cloud-Native Applications and Migrate SAP applications to Azure.

Capgemini's client, Coke One North America (CONA Services), a platform that provides each of the 12 largest Coca-Cola Company North American bottling partners with tools they need to collaborate as one company, chose to migrate its existing SAP BI environment to Azure to achieve business agility, security, cost savings, flexibility and high availability. This comprehensive migration, the biggest of its kind, led Capgemini to be recognized as the 2019 Microsoft SAP on Azure Partner of the Year.

Reinhard Meister, CEO CONA says, "*We partnered with Capgemini because of their strong understanding of our business, how we operate, and their valuable expertise and resources. We saw a real commitment from both them and Microsoft; a clear demonstration of a successful partnership."*

Brad Little, Global Head of Applications Services including ADM and SAP for Capgemini said, *"Our clients look to Capgemini for its global expertise in delivering digital transformation capabilities enabled by the cloud. With these new initiatives based on a range of Microsoft technologies, we are enabling new business agility for enterprises.''*

As a Microsoft Azure Expert and Managed Services Provider (MSP), the Capgemini Group has thousands of Microsoft Certified Professionals (MCPs) and Microsoft Azure cloud solution architects. Capgemini serves Microsoft-enabled enterprises in 35 countries across the Americas, Europe, and Asia Pacific.

Corey Sanders, CVP Solutions at Microsoft said, *"Capgemini's new Enterprise Portfolio Modernization initiative is a joint investment with Microsoft that empowers customers to achieve business speed and agility as they achieve their digital transformation goals. This work is a significant contributor to Capgemini winning SAP on Azure partner of the year, this year."*

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CAPGEMINI SE

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330 703 844 RCS Paris

Paris, le 25 juillet 2019.

Bilan semestriel du contrat de liquidité de la société CAPGEMINI

Au titre du contrat de liquidité confié par la société CAPGEMINI à Kepler Cheuvreux, à la date du 30 juin 2019, les moyens suivants figuraient au compte de liquidité :

- 34 549 titres
- 20 813 885,19 € en espèces
- Nombre de transactions exécutées sur le semestre à l'achat : 1 696
- Nombre de transactions exécutées sur le semestre à la vente : 2 165
- Volume échangé sur le semestre à l'achat : 478 810 titres pour 48 583 041,93 €
- Volume échangé sur le semestre à la vente : 661 619 titres pour 67 201 416,27 €

Il est rappelé :

• que lors du dernier bilan du 31 décembre 2018, les moyens suivants figuraient au compte de liquidité :

- 217 358 titres
- 2 215 189,67 € en espèces
- Nombre de transactions exécutées sur le semestre à l'achat : 3 467
- Nombre de transactions exécutées sur le semestre à la vente : 2 916
- Volume échangé sur le semestre à l'achat : 953 517 titres pour 99 361 387,48 €
- Volume échangé sur le semestre à la vente : 759 659 titres pour 80 899 581,48 €

• que lors de la mise en place du contrat, les moyens suivants figuraient au compte de liquidité :

- 112 715 titres
- 11 947 882,34 € en espèces

La mise en œuvre du contrat de liquidité est réalisée conformément à la Décision de l'AMF n° 2018-01 en date du 2 juillet 2018, instaurant des contrats de liquidité sur titres de capital au titre de pratique de marché admise.

o0o

	Achats			Ventes		
	Nombre de transactions	Nombre de titres	Capitaux en EUR	Nombre de transactions	Nombre de titres	Capitaux en EUR
Total	**1 696**	**478 810**	**48 583 041,93**	**2 165**	**661 619**	**67 201 416,27**
02/01/2019	49	12 642	1 072 926,54	-	-	-
03/01/2019	43	9 000	733 140,00	-	-	-
04/01/2019	-	-	-	9	3 000	246 300,00
07/01/2019	-	-	-	21	8 000	671 440,00
08/01/2019	-	-	-	71	34 000	2 955 960,00
09/01/2019	-	-	-	70	23 112	2 080 542,24
10/01/2019	15	4 000	358 720,00	23	4 000	361 200,00
14/01/2019	93	21 000	1 855 980,00	16	5 000	447 200,00
15/01/2019	-	-	-	68	15 000	1 348 050,00
16/01/2019	-	-	-	57	13 888	1 287 695,36
17/01/2019	-	-	-	16	3 000	283 200,00
18/01/2019	-	-	-	112	28 000	2 684 080,00
21/01/2019	10	4 000	382 000,00	1	1 000	96 400,00
22/01/2019	1	1 000	95 000,00	10	3 000	288 600,00
23/01/2019	20	3 000	285 000,00	8	3 000	289 200,00
24/01/2019	-	-	-	24	6 000	579 000,00
28/01/2019	54	10 166	971 767,94	-	-	-
29/01/2019	-	-	-	22	5 000	482 000,00
30/01/2019	-	-	-	21	9 000	876 600,00
31/01/2019	18	10 000	962 400,00	-	-	-
01/02/2019	31	10 000	954 300,00	11	4 000	388 200,00
04/02/2019	-	-	-	7	1 000	96 300,00
05/02/2019	-	-	-	37	12 000	1 161 720,00
06/02/2019	-	-	-	20	9 000	886 230,00
07/02/2019	48	15 000	1 442 250,00	9	3 000	296 610,00
08/02/2019	28	9 000	854 190,00	13	4 000	383 760,00
11/02/2019	-	-	-	55	15 000	1 449 750,00
12/02/2019	-	-	-	25	6 000	591 900,00
13/02/2019	-	-	-	13	6 000	594 600,00
14/02/2019	-	-	-	32	13 000	1 342 380,00
15/02/2019	14	6 000	605 400,00	17	6 000	614 460,00
18/02/2019	4	3 000	305 400,00	3	2 000	205 800,00
19/02/2019	3	2 000	202 600,00	3	1 000	103 000,00
20/02/2019	-	-	-	11	4 000	413 200,00
21/02/2019	43	4 000	408 400,00	-	-	-
22/02/2019	-	-	-	11	5 000	515 000,00
25/02/2019	-	-	-	18	7 000	729 400,00

26/02/2019	-	-	-	16	5 000	527 000,00
27/02/2019	16	3 000	310 800,00	-	-	-
28/02/2019	-	-	-	1	1 000	105 400,00
01/03/2019	-	-	-	35	8 000	852 880,00
04/03/2019	4	1 000	106 600,00	4	1 000	107 400,00
05/03/2019	4	2 000	213 000,00	8	2 000	214 100,00
06/03/2019	18	5 000	536 600,00	23	7 000	753 200,00
07/03/2019	41	10 000	1 067 000,00	17	3 000	324 300,00
08/03/2019	62	8 000	836 240,00	13	3 000	315 000,00
11/03/2019	-	-	-	24	6 000	633 180,00
12/03/2019	-	-	-	3	2 000	213 000,00
13/03/2019	6	1 000	105 350,00	8	4 000	426 280,00
14/03/2019	23	5 000	529 950,00	22	5 000	536 400,00
15/03/2019	-	-	-	46	9 871	1 061 428,63
18/03/2019	14	3 000	321 600,00	6	2 129	230 251,35
19/03/2019	13	4 000	426 800,00	2	1 000	107 400,00
20/03/2019	10	2 000	212 200,00	32	12 000	1 287 000,00
21/03/2019	18	4 000	423 600,00	12	4 000	427 000,00
22/03/2019	45	17 000	1 777 520,00	26	3 000	321 210,00
25/03/2019	68	16 831	1 718 613,41	3	1 096	112 252,32
26/03/2019	3	1 000	101 600,00	75	24 028	2 490 742,48
27/03/2019	69	18 876	1 942 151,64	14	3 876	408 181,56
28/03/2019	-	-	-	65	20 385	2 135 124,90
29/03/2019	-	-	-	47	11 000	1 184 150,00
01/04/2019	-	-	-	18	7 000	765 380,00
02/04/2019	33	10 000	1 087 400,00	-	-	-
03/04/2019	-	-	-	14	7 000	766 780,00
04/04/2019	24	9 000	978 480,00	5	2 000	220 200,00
05/04/2019	6	1 000	108 400,00	30	5 420	590 996,80
08/04/2019	8	2 000	216 200,00	19	3 000	327 810,00
09/04/2019	5	1 000	108 400,00	12	2 000	219 600,00
10/04/2019	-	-	-	11	2 000	219 000,00
11/04/2019	-	-	-	25	7 000	772 800,00
12/04/2019	1	179	19 761,60	13	5 000	558 000,00
15/04/2019	-	-	-	14	3 000	337 200,00
16/04/2019	7	2 000	222 200,00	-	-	-
17/04/2019	-	-	-	8	4 000	450 000,00
18/04/2019	11	2 000	222 200,00	-	-	-
24/04/2019	-	-	-	14	6 000	681 000,00
25/04/2019	-	-	-	11	4 000	459 600,00
26/04/2019	78	20 240	2 218 506,40	-	-	-
29/04/2019	2	1 000	108 600,00	7	3 000	330 600,00
30/04/2019	11	2 000	216 500,00	-	-	-

02/05/2019	19	9 000	963 720,00	29	8 000	860 480,00
03/05/2019	16	6 000	638 400,00	11	7 000	750 050,00
06/05/2019	99	19 000	1 987 780,00	-	-	-
07/05/2019	-	-	-	35	12 000	1 261 440,00
08/05/2019	-	-	-	2	1 000	105 200,00
09/05/2019	60	21 000	2 155 650,00	1	1 000	104 400,00
10/05/2019	-	-	-	91	20 000	2 079 200,00
13/05/2019	-	-	-	6	1 000	104 600,00
14/05/2019	-	-	-	36	8 000	842 400,00
15/05/2019	23	9 000	941 400,00	-	-	-
16/05/2019	4	1 000	104 000,00	26	8 000	850 720,00
17/05/2019	14	7 000	743 120,00	4	2 000	214 600,00
20/05/2019	58	20 000	2 084 000,00	-	-	-
21/05/2019	-	-	-	35	10 350	1 083 438,00
22/05/2019	-	-	-	31	11 874	1 261 731,24
23/05/2019	62	20 000	2 079 800,00	-	-	-
24/05/2019	-	-	-	13	4 000	416 800,00
27/05/2019	-	-	-	12	2 000	208 500,00
28/05/2019	6	7 000	716 310,00	-	-	-
29/05/2019	40	10 000	1 010 300,00	-	-	-
31/05/2019	37	8 000	794 400,00	2	2 000	200 200,00
03/06/2019	15	6 000	589 800,00	-	-	-
04/06/2019	9	3 000	292 200,00	-	-	-
05/06/2019	-	-	-	9	2 000	197 000,00
07/06/2019	-	-	-	18	6 000	595 800,00
10/06/2019	-	-	-	11	4 000	401 200,00
11/06/2019	3	1 000	99 800,00	20	6 388	645 443,52
12/06/2019	24	8 000	796 000,00	-	-	-
13/06/2019	-	-	-	16	4 000	399 400,00
14/06/2019	42	17 000	1 660 560,00	-	-	-
17/06/2019	7	5 000	485 000,00	15	7 000	686 000,00
18/06/2019	3	1 000	97 600,00	64	20 612	2 072 742,72
19/06/2019	1	308	30 984,80	8	2 000	204 600,00
20/06/2019	-	-	-	27	8 000	821 040,00
21/06/2019	3	568	58 049,60	8	2 000	206 600,00
24/06/2019	-	-	-	3	1 000	103 600,00
25/06/2019	-	-	-	40	23 000	2 582 900,00
26/06/2019	32	14 000	1 547 420,00	16	3 135	354 944,70
27/06/2019	45	10 000	1 081 000,00	13	3 455	376 560,45
28/06/2019	-	-	-	26	9 000	988 200,00

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Capgemini enables new digital experiences online and in-store for Celcom, in a multi-year digital transformation project

- *Initiatives led by Capgemini have resulted in more than 1.6 million new unique users per month for Celcom's mobile applications, 91% increase in e-store activations in less than 12 months, and a 13% increase in its Net Promoter Score*[1]
- *A year-long development of web portals and new mobile applications enabled an enhanced customer experience and organizational cultural transformation for Celcom*

Paris, July 26, 2019 – Capgemini today announced its successful implementation of new front-end digital channels for Celcom, one of the leading telecommunications groups in Asia, driving an increase in online revenues of over 60% for the brand. Celcom, the first mobile operator in Malaysia, is a member of the Axiata Group of Companies providing its services to 9 million users across Peninsula Malaysia, Sabah, and Sarawak.

Over the past year, Capgemini enabled the simplification of Celcom's existing processes and streamlined its way of working to ensure the brand could engage with its customers quickly and more effectively. Capgemini has also been supporting Celcom in its adaptation of new agile ways of working, where the implementation is crucial to boost Celcom's positioning as the most inspiring digital organization by 2022.

Capgemini's work with Celcom on its multi-year digital transformation initiatives has already resulted in new channels that significantly improved the telco's online customer experience, in-store efficiencies, and internal processes. The overall digital transformation project will, during the next five years, help Celcom to further increase its online sales, efficiently deliver hyper-targeted content and offers to its customers, with expected savings of approximately $6 million.

"In our aspiration to become the most inspiring digital organization by 2022, Celcom is continuously driving its capability to lead the way in providing consumers and businesses with the next generation of digitally-enabled solutions to meet their voice, data, and lifestyle needs," said Idham Nawawi, Chief Executive Officer, Celcom Axiata Berhad. *"Therefore, a reliable affiliate is crucial in ensuring that we are steering in the right direction. We are glad that with Capgemini's participation in our digital journey, we were able to identify what we needed to offer for a best-in-class digital experience, both online and offline in our stores, and ensure that we delivered on it to provide an excellent customer experience. The partnership demonstrates our incessant commitment to innovation and our customers, where the progress was made possible with Capgemini's flexibility and aptitude for delivering unique, largescale and best-in-class solutions."*

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[1] The Net Promoter Score is an index ranging from -100 to +100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging the customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand.

"Celcom approached us with a bold plan to transform every part of their business including how it worked internally through Robotic Process Automation of some functions, how customers engaged with the brand online and in-store, and how information flowed throughout the organization," explains Gaurav Modi, Managing Director of Capgemini in Southeast Asia, Hong Kong and Taiwan. *"Celcom has worked hand in hand with us to operate as a seamless, aligned team, to provide its employees and customers a superior experience."*

Digital channels enable concrete benefits for customers and employees

Capgemini built and implemented a suite of modern front end digital channels for Celcom that streamlined operations across online and offline channels. These included developing a series of web portals and mobile applications in less than a year, without any interruption to Celcom's fast-paced business processes, such as:

- A new centralized web portal that encouraged greater engagement for Celcom with a more diverse customer base providing enhanced capabilities for speedy content discovery about plans and devices in a more accessible format.
- The development of a new 'Celcom Life' mobile application that seamlessly consolidated two existing retail mobile apps into a single experience by simplifying the customer journey and advanced functionalities.
- The creation of an e-Store to enable a greater focus on e-commerce by providing best-in-class product and services discovery along with a swift buying experience.
- A new 'Celcom Pulse' mobile application for retail operations providing a significantly enhanced sales experience along with back-office capability to Celcom bluecube[2] outlets and dealers nationwide.

To learn more about the project click here.

About Capgemini

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[2] *Celcom bluecubes are retail spaces that provide customers with an exciting and innovative in-store experience, combining innovations such as 3D printers and Devices on Display with a modern and industrial feel.*

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Capgemini reinforces its energy and utilities capabilities in Germany with the acquisition of KONEXUS Consulting

Paris, July 29, 2019 – Capgemini announced today the signing of an agreement to acquire KONEXUS Consulting, the leading strategy and management consultancy for the energy industry in the German market. By becoming part of Capgemini Invent, the digital innovation, consulting and transformation brand of the Capgemini Group, this acquisition will help to further meet growing demand from energy and utilities clients for strategy and transformation services in Germany and Central Europe.

Founded in 2003 with an HQ in Hamburg, KONEXUS Consulting comprises a team of just over 30 experienced consultants advising major energy companies, municipal utilities, mobility companies and new digital players on strategic and organizational topics. Client projects have included the definition of new business models, performance improvement, innovation and cultural changes.

"With the ongoing transformation of the energy sector across Europe, including the formation of new energy ecosystems and smart infrastructure, we are seeing a high demand for our innovation, strategy and transformation services to help our clients to shape and build their businesses of tomorrow," comments Cyril Garcia, CEO of Capgemini Invent and member of the Capgemini Group Executive Committee. *"The experienced and reputable consultants at KONEXUS were a natural fit in terms of their in-depth expertise, market leading best practices, complementary client base and culture. With Capgemini Invent triggering business for the rest of the Group's activities, this acquisition will reinforce Capgemini's leadership position in the Energy and Utilities sector in Germany. Their addition will enable us to meet current and future client demand and contribute to a more sustainable environment. I am delighted to welcome them to the team."*

"The scale and breadth of the Capgemini Group and its global client base will enable our team members to be at the heart of the end-to-end digital transformation projects of existing and new energy players - an exciting prospect for us all," said Guido Wendt, Partner and Managing Director, KONEXUS Consulting. *"Capgemini Invent's proposition of 'Bringing to life what's next' for organizations addresses what is required for leading the market towards the future of energy, mobility and smart infrastructure. We will share our deep knowledge of the rapidly advancing German utility market, to further benefit Capgemini's clients across central Europe and beyond."*

The transaction is subject to customary conditions precedent including competition clearance and is due to close in the coming weeks.

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CAPGEMINI

Société Européenne au capital de 1 338 349 840 euros
Siège social à : Paris (17ème) 11, rue de Tilsitt
330 703 844 RCS Paris

Paris, August 2, 2019.

Capgemini filed on August 2, 2019 its First Half 2019 Financial Report with the French Financial Markets Authority (AMF).

The First Half 2019 Financial Report is available in French on the website of the company at:
https://investors.capgemini.com/fr/event/résultats-du-1er-semestre-2019/

An English translation is also available at the following address:
https://investors.capgemini.com/en/event/h1-2019-results/

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A new milestone has been reached for the proposed acquisition of Altran by Capgemini

The tender offer agreement was signed by Capgemini and Altran

Paris and Neuilly-sur-Seine, August 12, 2019 – Capgemini (Euronext Paris : CAP) and Altran Technologies (Euronext Paris : ALT) have reached a new milestone on the way to building a global digital transformation leader for industrial and tech companies by the signature, on August 11, 2019, of the tender offer agreement which sets the terms and conditions of the proposed acquisition of Altran by Capgemini through a friendly cash tender offer for a price of €14 per share.

This milestone follows the signature of the memorandum of understanding on June 24, 2019, and the completion of the required information and consultation process of the works councils at Capgemini and Altran. The International works council of Capgemini issued its opinion on the transaction on July 16, 2019, and the Central works council of the UES and the European works council of Altran also each issued their opinion on the transaction on August 2, 2019 and on August 8, 2019, respectively.

On August 9, 2019, the board of directors of Altran determined unanimously, by the members present or represented, that the tender offer is in the interests of the company, its shareholders, employees and other stakeholders, approved the terms of the tender offer and determined that, subject to its duties under applicable laws and the terms and conditions of the tender offer agreement, it intends to recommend that the company shareholders tender their shares in the tender offer in the context of its reasoned opinion (*avis motivé*) to be rendered upon the receipt of the independent expert report. The board of directors of Altran also designated Finexsi as independent expert.

The filing of the tender offer is subject to the satisfaction of certain customary conditions precedent, in particular in relation to regulatory approvals (notably CFIUS in the United States and merger control clearances). However, Capgemini reserves the right to waive such conditions and file the tender offer before the satisfaction of such conditions.

The tender offer will be subject to an acceptance threshold set at 50.10% of the share capital and voting rights of Altran, on a fully diluted basis.[1]
As previously announced, completion of the transaction is expected by the end of 2019.

[1] Capgemini reserves the right to waive such condition in accordance with applicable laws, in which case the caducity threshold (seuil de caducité) as provided by applicable laws, i.e. 50% of the share capital or voting rights (on a non-diluted basis), will still apply.

Important information

This press release is disseminated for information purposes only and does not constitute an offer to purchase, or a solicitation of an offer to sell, any securities of Altran Technologies.

The documentation relating to the tender offer which, if filed, will state the terms and conditions of the tender offer, will be submitted to the review of the *Autorité des marchés financiers*. Investors and shareholders are strongly advised to read the documentation relating to the tender offer when it becomes available, if the tender offer is filed, as well as any amendments and supplements as they will contain important information about Capgemini, Altran Technologies and the proposed transaction.

The transaction is in particular subject to certain customary conditions precedent. The tender offer will only be filed with the *Autorité des marchés financiers* after such conditions precedents have been fulfilled (or waived).

This press release must not be published, broadcasted or distributed, directly or indirectly, in any country in which the distribution of this information is subject to legal restrictions. The tender offer will not be open to the public in jurisdictions in which its launch is subject to legal restrictions. The publication, broadcasting or distribution of this press release in certain countries may be subject to legal or regulatory restrictions. Therefore, persons located in countries where this press release is published, broadcasted or distributed must inform themselves about and comply with such restrictions. Capgemini and Altran Technologies disclaim any responsibility for any violation of such restrictions.

About Capgemini

Capgemini is a global leader in consulting, IT services and digital transformation. At the forefront of innovation, the Group helps its customers to seize all the opportunities presented by the cloud, digital and platforms. With 50 years of experience and extensive expertise in the various sectors of activity, he assists companies and organizations in achieving their ambitions, from the definition of their strategy to the implementation of their operations. For Capgemini, it is men and women who value technology. Resolutely multicultural, the Group has more than 200,000 employees in more than 40 countries. It had a turnover of €13.2 billion in 2018.
For more information, visit www.capgemini.com. *People matter, results count*.

About Altran

Altran is the undisputed world leader in engineering and R&D services. The Group offers its customers a unique value proposition to meet their transformation and innovation challenges. Altran supports its customers, from concept to industrialization, to develop the products and services of tomorrow. Altran has been working for more than 35 years with major players in many sectors: Automotive, Aeronautics, Space, Defence & Naval, Rail, Infrastructure & Transport, Industry & Consumer Products, Life Sciences, Communications, Semiconductor & Electronics, Software & Internet, Finance & Public Sector. The acquisition of Aricent expands the Group's portfolio of expertise in semiconductors, digital experience and design innovation. Altran generated €2.9 billion in revenue in 2018, with nearly 47,000 employees in more than 30 countries. www.altran.com

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Everest Group names Capgemini a Leader in Enterprise Platform IT Services in Banking and Financial Services

Paris, August 27, 2019 – Capgemini today announced that it has been named a Leader in Everest Group's inaugural Enterprise Platform IT Services in Banking and Financial Services (BFS) PEAK Matrix™[1] assessment for its ability to provide client-specific business transformation, innovation, and operational excellence.

"Banking and Financial Services firms are shedding their legacy systems to enhance customer experience, reduce time to market, augment operational efficiency, and manage evolving regulations. A platform-first approach to scale their digital capabilities at speed is pushing BFS firms to adopt third party enterprise platforms or products," said Ronak Doshi, Practice Director, Everest Group. *"Credible market success, driven by a targeted go-to-market approach for large and mid-sized BFS firms, investments in developing end-to-end platform services capabilities via strategic partnerships with leading BFS industry-specific platform vendors, and appreciation by clients on platform assessment and integration services have helped Capgemini secure a position as a Leader in the inaugural Everest Group Enterprise Platform IT Services in BFS PEAK Matrix™ assessment."*

Twenty service providers were evaluated in this inaugural PEAK Matrix™ for their market impact.

"We believe that what sets Capgemini apart from our competitors in the enterprise solutions space is our ability to provide end-to-end enterprise services from advisory through to solutioning, implementation and maintenance," said Nilesh Vaidya, Global Practice Lead for Banking and Capital Markets at Capgemini's Financial Services. *"Our deep relationships and joint go-to-market with leading Enterprise Solutions providers meets the increasing need for enterprise solution adoption in the industry and we are honored that the Everest Group PEAK Matrix™ recognized our capabilities by placing us as a Leader in their assessment."*

The full report, Enterprise Platform IT Services in BFS PEAK Matrix™ Assessment 2019: Modernization at Speed and Scale is on the Everest Group website.

About Capgemini

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to

[1] The PEAK Matrix is a framework to assess the relative market success and overall capability of service providers. Service providers are positioned on the PEAK Matrix based on evaluation across two key dimensions: market impact measured by the market adoption, portfolio mix, and value delivered, and vision & capability measured by vision and strategy, delivery footprint, innovation and investments, and scope of services offered.

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Everest Group names Capgemini a Leader in Next-generation IT Infrastructure Services for the Insurance industry

Paris, September 3, 2019 – Capgemini announced that it has been named a Leader in Everest Group's inaugural Next-generation IT Infrastructure Services in Insurance PEAK Matrix™[1] Assessment. Capgemini was recognized for its strong suite of proprietary solutions and success in working with insurers on complex cloud migration journeys.

"Globally, insurers have scaled up their digital transformation budgets in the quest to launch differentiated products and provide a frictionless experience to end-customers. These insurers have quickly realized that next-generation IT infrastructure elements are the foundation in building a digital-first business model and unlocking higher value from their customer-facing investments," said Aaditya Jain, Practice Director, Everest Group. *"A consulting heritage in driving end-to-end transformation engagements, credible success proof points in assisting insurers on complex cloud migration journeys, and clients' testimonies on pricing and solutioning flexibility have helped Capgemini secure a position as a Leader in the inaugural Everest Group Next-generation IT Infrastructure Services in Insurance PEAK Matrix™ Assessment."*

Sixteen service providers for large-scale IT infrastructure transformations for insurers were evaluated in this inaugural PEAK Matrix™. Those that are designated as leaders have been the preferred service providers for insurance-focused IT infrastructure services and have demonstrated a commitment toward definite business outcomes that are tied back to technology imperatives and extensively leveraged consulting and change management capabilities.

"Insurers are under pressure to compete with InsurTechs and BigTechs on customer experience while reducing costs and meeting new regulatory requirements. Everest Group's analysis determined that Capgemini's approach leveraging the cloud resulted in our clients becoming next-gen, digital insurers as it positions them to navigate through the rapidly changing insurance industry," said Shane Cassidy, Managing Director of Insurance for Capgemini's Financial Services. *"Going forward, migrating, operating, and innovating with a sound IT strategy which leverages the cloud will be how insurers achieve and maintain their status as digital insurers."*

The full report, Next-generation IT Infrastructure Services in Insurance PEAK Matrix™ Assessment 2019 – Laying the Foundation for the Digital-first Insurer is available on the Everest Group website.

[1] The PEAK Matrix is a framework to assess the relative market success and overall capability of service providers. Service providers are positioned on the PEAK Matrix based on evaluation across two key dimensions: market impact measured by the market adoption, portfolio mix, and value delivered, and vision & capability measured by vision and strategy, delivery footprint, innovation and investments, and scope of services offered.

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Capgemini named a Leader in two IDC MarketScape 2019 Vendor Assessments for Utility Services

Paris, September 4, 2019 – Capgemini has been positioned as a Leader in two IDC MarketScape 2019 Vendor Assessments: Worldwide Digital Transformation Service Providers for Utilities[1] and Worldwide Professional Services Firms for Utilities Customer Experience[2].

IDC evaluated leading service providers by performing a qualitative and quantitative assessment of their capabilities and strategies regarding their digital transformation offering to the utility sector across all value chain segments. The evaluation is based on a comprehensive and rigorous framework that assesses vendors relative to the capabilities and strategy criteria.

- Capabilities criteria : functionality/offering, range of services, delivery model strategy, client references, market adoption, value creation for buyers, overall customer satisfaction, customer service delivery, costumer-vendor relationship and customer service.
- Strategy criteria : functionality or offering strategy, partnership strategy, cost management strategy, delivery model, growth, innovation, R&D pace/productivity, employee strategy and Financial/funding

Philippe Vié, Global Head of Energy & Utilities at Capgemini said, *"We are pleased to be recognized as a Leader in two IDC MarketScape 2019 Vendor Assessments for our expertise in the Utilities sector. Utility companies are facing a seismic shift in the landscape as new technologies are rapidly industrializing. Being positioned as a Leader is a recognition of Capgemini's commitment towards guiding utility companies around the world, as they master these market shifts and technology triggered trends, equipping them to start projects that enable and support their long-term strategic goals."*

About IDC MarketScape

IDC MarketScape vendor assessment model is designed to provide an overview of the competitive fitness of ICT (information and communications technology) suppliers in a given market. The research methodology utilizes a rigorous scoring methodology based on both qualitative and quantitative criteria that results in a single graphical illustration of each vendor's position within a given market. IDC MarketScape provides a clear framework in which the product and service offerings, capabilities and strategies, and current and future market success factors of IT and telecommunications vendors can be meaningfully compared. The framework also provides technology buyers with a 360-degree assessment of the strengths and weaknesses of current and prospective vendors.

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[1] IDC: "IDC MarketScape: Worldwide Digital Transformation Service Providers for Utilities 2019 Vendor Assessment," Roberta Bigliani, Phevos Skalidis, Jean-François Segalotto, Gaia Gallotti, July 2019

[2] IDC: "IDC MarketScape: Worldwide Professional Services Firms for Utilities Customer Experience 2019 Vendor Assessment," Roberta Bigliani, Gaia Gallotti, Jean-François Segalotto, Phevos Skalidis, July 2019

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Consumers prefer interacting with voice and chat assistants over humans, creating opportunities for businesses

Despite 76% of companies having realized quantifiable benefits from voice or chat assistants, businesses need to focus on better meeting customer needs to realize the true potential

Paris, September 5, 2019 – The Capgemini Research Institute has found that consumers increasingly prefer to interact with bots rather than humans, especially when it comes to researching products, learning about new services or following up on post-purchase customer service queries. According to a study launched today, nearly 70% say they will progressively replace visits to a store or bank with their voice assistant within three years' time.

The "Smart Talk: How organizations and consumers are embracing voice and chat assistants" report – which surveyed over 12,000 consumers[1] who use voice/chat assistants and 1,000 business executives – was commissioned to understand both consumer and business leaders' perspectives on conversational interfaces uptake, implementation and satisfaction, building on the 2017 research Capgemini conducted into voice assistants. The new study demonstrates the pace of change over the last 12-24 months: 40% of those now using voice assistants have started doing so in the last year.

Businesses are also seeing the benefits, with many considering conversational assistants to be crucial for customer engagement, and the overall customer experience. Over three-quarters of businesses (76%) said they have realized quantifiable benefits from voice or chat assistant initiatives, and 58% said that those benefits had met or exceeded their expectations. Benefits included a more than 20% reduction in customer service cost, and a more than 20% increase of consumers using digital assistants.

However, while the business and user advantages are widely understood, the report found that actual roll out is lagging behind enthusiasm and demand. According to the study's findings, fewer than 50% of the top 100 players in automotive, consumer products and retail, and banking and insurance have voice assistants, and the same is true of chat.

Consumers display a significant increase[2] in use of voice assistants as their experience improves
A comparison from 2017 to 2019 shows an increase in use of voice assistants by existing consumers for various purposes, including buying products like groceries or home care (an increase from 35% to 53%), customer service interactions post purchase (an increase from 37% to 52%), and making payments for products or services (an increase from 28% to 48%).

The report also found that consumers have increasingly praised the ability of conversational assistants to provide a better experience. In 2017, 61% of consumers expressed their satisfaction in using a voice-based personal assistant like Google Assistant or Siri on their smartphones; this number rose to 72% in 2019. Moreover, in 2017, 46% of consumers were satisfied with using a voice-based speaker device like Google

[1] The 'consumers' referred to in the report are existing users of voice/chat assistants
[2] All the 2017 to 2019 comparison numbers are from the geographies – US, UK, France, Germany

Home or Amazon Echo, and 44% with a voice and screen-based voice assistant (not phones) like Amazon Echo Show and Amazon Fire TV; these numbers rose to 64% and 57% in 2019, respectively.

Convenience and personalization will drive conversational assistants into the mainstream
Once trust is established, consumers are willing to go to the next level of engagement, including higher levels of personalization, emotional connection, and value. Over two-thirds (68%) of consumers said a voice assistant allows for multi-tasking and accomplishing tasks hands-free, and 59% say that chat assistants keep improving personalization over time. The study also found that people now want more human-like engagement with their assistants: 58% want to personalize their voice assistant, 55% want to give it a name and 53% want to define its personality.

"This research establishes that conversational assistants are the future of customer interactions, valued by consumers for their convenience and by companies for the operational efficiencies they enable. Compared to our study released in early 2018, a much higher proportion of consumers now foresee voice assistants as their first choice within the next three years. In the meantime, the expectations of customers are evolving as they progressively use the technology," said Mark Taylor, Head of Customer Engagement at Capgemini Invent. *"Privacy and security also remain paramount. Since our last research, it seems there has been little change in consumer concerns about how voice assistants affect privacy and data security. Companies must do more to address both these concerns and consumers' increasing expectations, as conversational commerce increasingly moves into the mainstream."*

Stan Sthanunathan, Executive Vice President at Unilever echoes the need for businesses to adopt voice assistants: *"The biggest experience that we've had is to not look at conversational interfaces as a cure for all the problems that you have, but instead to use them to augment human intelligence. This makes human intelligence a lot more productive. Voice or chat bots can communicate with multiple people simultaneously. They therefore help in reducing the amount of stress and strain on our human agents who are responding. These interfaces eliminate anywhere between 20% and 30% of issues reaching the human agents because they are answered then and there. And even when the issue is guided to a human being, it is actually a lot more purposeful."*

The report identified four critical success factors for organizations to leverage this growing consumer appetite for conversational interfaces:

- **Find the right balance between human and robotic interactions to drive greater engagement** – nearly half of consumers would display greater loyalty for a company and show a higher propensity to spend – if their interactions with AI were human-like.[3]

- **Equip conversational assistants with additional features, such as images/videos** – nearly two-thirds of consumers said that their experience would be enhanced by a range of additional information provided on-screen, such as images (selected by 63% of consumers), videos (64%) or more textual information (65%).

- **Focus on gaining consumer trust by solving pain points, being contextually relevant and when selecting use cases for conversational assistants** – while consumers are increasingly willing to trust the recommendations of conversational assistants (on a low involvement interaction, 54% said they would trust product recommendations from their voice assistant, compared to 49% from a salesperson),

[3] Capgemini Research Institute, "The Secret to Winning Customers' Hearts with Artificial Intelligence: Add Human Intelligence," July 2018

levels of concern over privacy and security remain high (with 52% being concerned about their voice assistants listening in the background to their private conversations).

- **Develop talent in three key areas: experience design, architecture/technology and legal/compliance –** along with culture, the standout challenge for organizations is digital skills.

For further information, access the full report here.

Research Methodology

The research, building on a 2017 study of voice assistants, surveyed:

- More than 12,000 consumers who used and continue to use either a voice assistant or a chat assistant or both, for products/services offered by organizations from: consumer products and retail, retail banking and insurance, and automotive
- 1,000 executives from organizations across the above industries including pure-play online players

About Capgemini

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About the Capgemini Research Institute

The Capgemini Research Institute is Capgemini's in-house think-tank on all things digital. The Institute publishes research on the impact of digital technologies on large traditional businesses. The team draws on the worldwide network of Capgemini experts and works closely with academic and technology partners. The Institute has dedicated research centers in India, the United Kingdom and the United States. It was recently ranked #1 in the world for the quality of its research by independent analysts.
Visit us at https://www.capgemini.com/researchinstitute/

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Aiman Ezzat: next Chief Executive Officer of Capgemini

Paris, September 16 2019 / 19.00CET – As part of the internal managerial transition process initiated in 2017 by Paul Hermelin, Chairman and CEO, the Board of Directors of Capgemini SE, meeting today, chose Aiman Ezzat, currently Chief Operating Officer, to succeed Paul Hermelin as CEO after the General Meeting of Shareholders scheduled for May 20, 2020.

The choice of the Board of Directors was unanimous following the joint proposal of the Chairman; the Ethics & Governance Committee headed by Pierre Pringuet, Lead Independent Director; and the ad hoc committee headed by Daniel Bernard, Vice-Chairman of the Board. The Board will also recommend during the next General Meeting of Shareholders, that Aiman Ezzat be appointed as a Board Director of Capgemini SE.

The Board of Directors wishes to acknowledge the quality of Thierry Delaporte's contribution to the development and transformation of the Group during this managerial transition.

As previously announced, Paul Hermelin has proposed that during the next General Meeting of Shareholders, the Board adopts a governance structure that splits the office of Chairman from that of Chief Executive Officer. In this new structure, Paul Hermelin will remain Chairman of the Board, while Aiman Ezzat will be responsible for the general management of the company, as the sole executive corporate officer.

Biography of Aiman Ezzat:

Aiman Ezzat, aged 58, has been Chief Operating Officer (COO) of Capgemini since January 1, 2018 and is a member of the Group Executive Board.

With more than 20 years' experience at Capgemini, he has developed a deep knowledge of the Group's main businesses and has worked in many countries, notably the UK and the US, where he lived for more than 15 years.

Aiman served as Chief Financial Officer of the Group from December 2012 to 2018.

In November 2007, he was appointed as COO of the Financial Services Global Business Unit (GBU) and became its Global Head in December 2008 which he held up until 2012.

From 2005 to 2007, Aiman was Capgemini's Deputy Director of Strategy, during which time he participated notably in the acquisition and integration of Kanbay, a global IT services firm focused on the financial services industry.

Before joining Capgemini, Aiman served as Managing Director of International Operations at a global business and technology company, between 2000 and 2004, with responsibility for Asia and Europe.

This came after ten years at Gemini Consulting, the former brand of the strategic and transformation consulting arm of the Capgemini Group, now Capgemini Invent, where he held a number of roles including Global Head of the Oil and Chemicals practice.

In March 2017, Aiman was named "Best European CFO" for the technology and software category of Institutional Investor's annual 'All European Executive Team' ranking.

Aiman holds a MSc (Master of Sciences) in chemical engineering from École Supérieure de Chimie, Physique et Électronique de Lyon (France) and an MBA from the Anderson School of Management at UCLA.

Note to editors:

- High-resolution photography is available on request

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World Payments Report 2019: non-cash payments booming as banks face change

Emerging markets are powering growth in digital payments as the industry reacts to evolving regulatory and customer demands

Paris, September 17, 2019 – As global non-cash transactions boom and competition flourishes, many banks remain reluctant to embrace Open Banking via data sharing, ecosystem partnerships and open platforms, with multiple incumbents still being cautious of change. Instead, they perceive Open Banking as a potential challenge when it is a necessity for improved customer experience and retention in the long-run. That's according to Capgemini's World Payments Report 2019, which tracks and analyzes non-cash transaction volume, regulatory and industry initiatives, and digital transformation across the global payments market.

The report finds that the transaction volume of non-cash payments is growing rapidly, particularly in developing markets within Asia (32% growth) and CEMEA: Central Europe, Middle East and Africa (19% growth). It is projected to top 1,046 billion non-cash transactions globally by 2022, which equates to a compounded annual growth rate of 14%. Yet in a market defined by innovation, many incumbents are more fearful than optimistic about the pace and direction of change. In numerous cases, they cite the threat of BigTech challengers alongside only embracing Open Banking to the extent that regulators require, rather than seeing it as an opportunity for offering differentiation, customer retention and market leadership.

Key findings of the report include:

Growth of non-cash payments is set to skyrocket
Developing markets are leading the growth in the non-cash payment sector, projected to rise by a compound annual growth rate (CAGR) of 23.5% between 2017 and 2022. Emerging markets will soon dictate and shape the global payments landscape in terms of innovation, transaction capacity handling, and industry trends.

- In 2017, these markets accounted for 35% of global growth, a share expected to rise to 50% in the coming years. Key contributors include Russia, where non-cash transactions grew by 40% in 2017, India (39%) and China (35%).
- By contrast, mature markets including APAC, Europe and North America saw a steadier growth rate of 7%. Globally, non-cash transaction volume rose by 12% in 2016-17 to 539 billion.
- Debit cards were the fastest-growing non-cash payment instrument, with transactions up by 17% in 2017, ahead of credit cards (11%) and credit transfers (10%).

Market incumbents are wary of Open Banking, and new competition

The payments landscape is growing more complex as new market participants and emerging technologies spur disruption. In addition, changing consumer expectations and regulatory demands are forcing banks to evolve their business models for payments, but many remain wary of change.

- Less than half (48%) of those surveyed in the report said they are planning to use open APIs beyond the level needed for regulatory compliance.
- While a clear majority (63%) identified BigTech competitors leveraging their global reach, brand equity, customer trust, great customer experience and finally payments infrastructure as a leading threat.

Although banks are gradually, though too slowly, moving towards a more open, data-led and cloud-based approach, there remains a reluctance to fully embrace Open Banking. 90% identified ecosystem-based business models as key to long-term success, yet only 44% expressed interest in building and orchestrating an ecosystem of their own.

Regulation is forcing change, but pace is slow

The shift towards a converged payments ecosystem has partly been driven by regulatory changes focused on standardization and interoperability. These have included a shared digital identity platform, interoperability guidelines, and real-time payments clearing.

Most digital transformation efforts at 60% of banks are in response to regulatory compliance. Adoption of APIs beyond what regulation requires has been sluggish: a majority of banks have no plans to implement APIs that expose data in areas including intra-bank statement (53%), conditional payments (53%) and branch/ATM location (67%). Where banks are not being mandated to share more data, they are generally choosing not to do so. Open API is seen as a regulatory compliance game rather than a growth opportunity.

"The global payments landscape is undergoing significant evolution, but not all participants are comfortable with the pace and direction of change," said Anirban Bose, CEO of Capgemini's Financial Services and Group Executive Board member. *"Banks are clearly acknowledging the importance of embracing an ecosystem-based model to meet changing customer demands and thrive in a competitive landscape. We encourage incumbent banks to consider quick-win solutions that position them for the future market, such as implementing a microservices architecture to circumvent the limitations of legacy infrastructure."*

Report methodology

The World Payments Report 2019 is comprised using the Payments Open Banking Assessment which illustrates the state of Open Banking from a payments perspective in 18 markets. This was supported by primary research including an online survey that was distributed to industry participants across banks, non-bank financial services institutions and corporates in June 2019. Executive interviews were also conducted.

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Launch of a sixth Employee Share Ownership Plan

Paris, September 19, 2019 – Capgemini announces the launch of a sixth Employee Share Ownership Plan (ESOP).

The new employee share ownership plan is offered to approximately 98 % of the employees and is part of the Group's policy to associate all employees with its development and performance. The employee shareholding resulting from previous ESOPs represents 5.9 % of Capgemini SE's share capital. This sixth ESOP will be implemented through a capital increase reserved for the Capgemini employees for a maximum of 2,750,000 shares (i.e. 1.64 % of outstanding shares), with settlement-delivery no later than December 18, 2019. The main terms and conditions of this employee share ownership plan are detailed in an appendix to this press release.

As in 2018, the Board of Directors of Capgemini SE at its meeting of July 29, 2019 decided to authorize a dedicated share buyback envelope. This envelope could be used within the next 12 months[1] to neutralize all or part of the dilutive effect of this capital increase. The terms of these transactions are in accordance with the authorizations granted by the Shareholders' Meeting of May 23, 2019.

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For more information, visit www.capgemini.com. *People matter, results count.*

[1] As from July 29, 2019, subject to renewal by the Shareholders' Meeting of the share buyback authorization currently in force.

DISCLAIMER

This press release may contain forward-looking statements. Such statements may include projections, estimates, assumptions, statements regarding plans, objectives, intentions and/or expectations with respect to future financial results, events, operations and services and product development, as well as statements, regarding future performance or events. Forward-looking statements are generally identified by the words “expects”, “anticipates”, “believes”, “intends”, “estimates”, “plans”, “projects”, “may”, “would” “should” or the negatives of these terms and similar expressions. Although Capgemini’s management currently believes that the expectations reflected in such forward-looking statements are reasonable, investors are cautioned that forward-looking statements are subject to various risks and uncertainties (including without limitation risks identified in Capgemini’s Registration Document available on Capgemini’s website), because they relate to future events and depend on future circumstances that may or may not occur and may be different from those anticipated, many of which are difficult to predict and generally beyond the control of Capgemini. Actual results and developments may differ materially from those expressed in, implied by or projected by forward-looking statements. Forward-looking statements are not intended to and do not give any assurances or comfort as to future events or results. Other than as required by applicable law, Capgemini does not undertake any obligation to update or revise any forward-looking statement.

This press release does not contain or constitute an offer of securities for sale or an invitation or inducement to invest in securities in France, the United States or any other jurisdiction.

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APPENDIX

Main terms and conditions of the employee share ownership plan

ISSUER

Capgemini SE

Compartment A – Euronext Paris (France)

Common share ISIN code: FR0000125338 – CAP

PURPOSE OF THE OFFERING

This capital increase is reserved for the employees of Capgemini SE, and its French and foreign subsidiaries who are members of the Group Savings Plans.

OFFERED SECURITIES

At the Ordinary and Extraordinary Shareholders’ Meeting of May 23, 2019, the shareholders of Capgemini SE authorized the Board of Directors to increase the share capital of the company in connection with this offering. In accordance with this authorization, the Board of Directors approved the offer in principle on July 29, 2019, and delegated to Paul Hermelin, Chairman and Chief Executive Officer of Capgemini SE, the powers required for its implementation.

The maximum number of shares permitted to be issued in the context of this offering is 2,750,000 shares.

According to the projected timeline, the Chairman and Chief Executive Officer, acting on the delegation granted to him by the Board of Directors, will decide on the final terms and conditions of the plan on November 7, 2019, notably the subscription price of the newly-issued shares. The subscription price will be equal to 87.5% of the Reference Price.

In accordance with the provisions of Article L. 3332-19 of the French Labor Code, the Reference Price is equal to the arithmetic average of the daily average prices weighted by the volumes of the Capgemini SE share on compartment A of Euronext Paris during the twenty (20) trading days preceding the decision of the Chairman and Chief Executive Officer, i.e., from October 10 to November 6, 2019.

The subscription/withdrawal period will be opened from November 12 until November 14, 2019. During this period, the employees will be able to, according to their choice, confirm, subscribe or withdraw their request to subscribe that was submitted during the reservation period taking place between September 19 and October 8, 2019.

The new shares will be entirely assimilated into the existing common shares comprising Capgemini SE's share capital. These shares will carry right to dividends distributed in respect of periods as from January 1, 2019. According to schedule, the capital increase will be realized on December 18, 2019.

CONDITIONS OF THE SUBSCRIPTION

- *Beneficiaries of the capital increase reserved for employees:* beneficiaries of the offering are employees of the Capgemini Group companies' members of the Group Savings Plans, regardless of the nature of their employment contract (fixed or indefinite term length, full or part-time employment) and that are able to justify a three-month seniority by the end of the subscription period, i.e. November 14, 2019.

- *Terms and conditions of the subscription:* the shares will either be subscribed to directly or through an FCPE *(Fonds Commun de Placement d'Entreprise)*, in accordance with applicable regulatory and/or tax legislation in the various countries of residence of the capital increase beneficiaries.

- *Subscription formul*a: employees will be able to subscribe to Capgemini shares within the framework of a unique subscription formula called *leveraged and guaranteed*, allowing the employee to benefit from a guarantee on their investment made into this plan. In certain countries, employees will be allocated Stock Appreciation Rights (SAR) by their employer, the amount of which will be indexed in accordance with a formula similar to the one offered under the leveraged formula.

- *Lock up period applicable to the Capgemini shares or to the corresponding FCPE units:* the subscribers to the offer shall hold either the shares subscribed to directly, or the corresponding units of the FCPEs, for a five-year period, except in the event of an authorized early exit.

- *Exercising voting rights attached to the shares*: when shares are subscribed to, then held, via the intermediary of an FCPE, voting rights attached to these shares will be exercised by the relevant FCPE Supervisory Board; when shares are subscribed to directly by employees, voting rights will be exercised individually by the relevant employees.

HEDGING TRANSACTIONS

The implementation of the leveraged guaranteed offering implies hedging transactions entered into by the financial institution structuring the offer (Crédit Agricole Corporate and Investment Bank), on market or off-market, through purchases and/or sales of Shares, purchase of call options and/or any other transactions, at any time, including during the period of the Reference Price fixing period, i.e. from October 10 to November 6, 2019, and over the entire course of the plan.

LISTING

The request to list the newly-issued Capgemini shares to trading on the same line of compartment A of Euronext Paris (ISIN code: FR0000125338), as the existing shares will be made as soon as possible following the completion of the capital increase scheduled to take place on December 18, 2019.

SPECIAL NOTE REGARDING THE INTERNATIONAL OFFERING

This press release does not constitute an offer to sell or a solicitation of offers to subscribe to Capgemini shares. The capital increase of Capgemini reserved for employees will be conducted only in countries where such an offering has been registered with or notified to the competent local authorities and/or following the approval of a prospectus by the competent local authorities or in consideration of an exemption of the requirement to prepare a prospectus or to proceed to a registration or notification of the offering.

More generally, the offering will only be conducted in countries where all required filing procedures and/or notifications have been completed and the required authorizations have been obtained.

EMPLOYEE CONTACT

For all questions regarding this offering, the beneficiaries may address their Human Resources contact person and/or any other person specified in the documentation submitted to employees.

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Capgemini successfully delivers a strong foundation for Maxeda's omnichannel environment based on SAP S/4HANA®

A platform based on the principles of simplification, standardization, single view and SAP S/4HANA, creates a robust highway to the future for Do-It-Yourself retailer Maxeda DIY Group

Utrecht, September 19, 2019 – Capgemini has successfully helped Maxeda DIY Group, a market leading Do-It-Yourself retailer that operates 374 stores across Benelux with over 7,000 employees, to leverage real-time analytics and a single view of its customerbase and products. This allows Maxeda to cater to the needs of customers, the ever-changing market, and its own business requirements more quickly by working in an agile way; connecting online and offline. The project has also modernized Maxeda's digital core, by migrating its business processes from SAP Enterprise Central Component system to SAP S/4HANA®, an intelligent business software suite. This migration has created a highway to the future for Maxeda.

Maxeda has 3 DIY store concepts/brands: Praxis in the Netherlands, Brico in Belgium and Luxembourg, and BricoPlanit in Belgium. The new Enterprise Resource Planning (ERP)-platform supports a multi-format, multi-country and multi-language retail environment. The SAP S/4HANA platform provides Maxeda with a future-ready IT backbone to steer daily operations in an agile manner and to connect offline and online customer journeys more seamlessly, supporting Maxeda on its path to becoming one of the leading omnichannel retailers in the Benelux.

"*The online world is here to stay and is evolving at amazing speed. But online customers do not exist – we only have customers. That's why the interweaving of online and offline customer interactions is essential. SAP S/4HANA has built the foundation for this omni-channel environment. It allows us to cater much more quickly to the needs of our customers, the ever-changing market, and our own needs by working in an agile way, to connect online and offline. By doing this we created a highway to the future. The main reason Maxeda chose Capgemini is their collaboration with us as a client – notably Capgemini's capability to relate to the real needs of their client,"* says Erik Cuypers, CIO at Maxeda DIY Group.

"Our unique level of collaboration and approach to migrating the existing platform to SAP S/4HANA meant that we were able to achieve a successful migration with minimal disruption to Maxeda's daily operations, and deliver it on time for the start of Maxeda's high season for DIY sales in April," says Mark Grimberg, Deputy-President Capgemini in the Netherlands Business Unit.

"*Maxeda operates in a rapidly changing market, with customers expecting ever higher service levels and a richer customer experience,*" says Rinse Tamsma, Managing Director at SAP Netherlands. "*This requires a platform that accurately maps customer preferences and trends, both online and offline. Maxeda can use this information to better serve its target group across all channels. SAP S/4HANA not only meets that need, but also offers plenty of opportunities for functional expansions for the future.*"

This is the first step of the transformation journey. Following the installation of SAP S/4HANA as the digital core, Capgemini will continue to partner with Maxeda as its main provider of end-to-end consulting and technology services on SAP solutions, including the agile delivery of new SAP functionalities and changes.

For more information on this story, please watch the video.

About SAP
As the cloud company powered by SAP HANA®, SAP is the market leader in enterprise application software, helping companies of all sizes and in all industries run at their best: 77% of the world's transaction revenue touches an SAP® system. Our machine learning, Internet of Things (IoT), and advanced analytics technologies help turn customers' businesses into intelligent enterprises. SAP helps give people and organizations deep business insight and fosters collaboration that helps them stay ahead of their competition. We simplify technology for companies so they can consume our software the way they want without disruption. Our end-to-end suite of applications and services enables more than 425,000 business and public customers to operate profitably, adapt continuously, and make a difference. With a global network of customers, partners, employees, and thought leaders, SAP helps the world run better and improve people's lives. For more information, visit www.sap.com.

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Capgemini has filed its friendly tender offer for Altran with the French financial market authority (AMF)

- **Capgemini has filed a draft offer document with the AMF**
- **Independent expert appointed by Altran has concluded that the offer price of €14 per share is fair**
- **Altran's Board of Directors issued a positive reasoned opinion (*avis motivé*) on the tender offer**

Paris, 23 September 2019 – Capgemini (Euronext Paris: CAP) today announced that it has filed the draft offer document with the French financial market authority AMF (*Autorité des marchés financiers*) relating to its friendly tender offer for all of the shares of Altran Technologies (Euronext Paris: ALT) at a price of €14 per share, with a view to creating a global digital transformation leader for industrial and tech companies. The proposed acquisition of Altran by Capgemini, which was first announced on 24 June 2019, will create a group with revenues of €17 billion[1] and over 265,000 employees. The new entity will leverage its unique positioning in the particularly promising "Intelligent Industry" segment.

As stated in Altran's press release dated as of today, the report of the independent expert, Finexsi, appointed by the Board of Directors of Altran, has determined that the offer price is fair from a financial point of view for Altran's shareholders. After reviewing, *inter alia*, such report, Altran's Board of Directors, held yesterday, issued a positive reasoned opinion (*avis motivé*) and determined that Capgemini's friendly tender offer at a price of €14 per share is in the interests of Altran, its shareholders and its employees, and recommended that Altran's shareholders tender their shares in the tender offer.

The offer price of €14 per share represents a premium of 30% over Altran's volume-weighted[2] average share price in the month preceding the announcement, and a premium of 33% over the three-month average[3].

Capgemini's draft offer document is in particular available on the Investor Relations section of Capgemini's website and on the AMF website. The tender offer, as well as the draft offer document, remain subject to review by the AMF which will assess compliance with applicable laws and regulations. In accordance with Article 231-16 of the AMF General Regulation, the key terms of Capgemini's draft offer document, and the

[1] Based on 2019 targets announced by each of the two groups.
[2] Adjusted for €0.24 dividend detached on 27 June 2019.
[3] Periods ending on Monday, 24 June 2019 included, last day of trading before the announcement of the proposed offer made after closing of the market.

procedures for making it available, are set out below in the section entitled "Key terms of Capgemini's draft offer document".

The closing of the tender offer, once open, will be subject to the receipt of the antitrust clearances from the European Commission and Morocco's competition authority[4]. Capgemini reserves the right to waive such conditions. As previously announced, completion of the transaction is expected by the end of 2019.

Capgemini's tender offer is furthermore subject to an acceptance threshold set at 50.10% of the share capital and voting rights of Altran, on a fully diluted basis[5]. Since 2 July 2019, Capgemini already held 29,378,319 shares representing 11.43% of Altran's share capital.

IMPORTANT INFORMATION

This press release is disseminated for information purposes only and does not constitute an offer to purchase, or a solicitation of an offer to sell, any securities of Altran Technologies.

Investors and shareholders are strongly advised to read the documentation relating to the tender offer, which includes the terms and conditions of the offer, as well as any amendments or supplements to those documents as they will contain important information about Capgemini, Altran Technologies and the proposed transaction. The draft offer document prepared by Capgemini was filed with the French *Autorité des marchés financiers* and disseminated today. The tender offer and the draft offer document remain subject to review by the French *Autorité des marchés financiers*.

The transaction remains subject to the required regulatory authorizations and other customary conditions, as described in the documentation relating to the tender offer.

This press release must not be published, broadcast or distributed, directly or indirectly, in any country in which the distribution of this information is subject to legal restrictions. The tender offer will not be open to the public in jurisdictions in which its launch is subject to legal restrictions.

The publication, broadcasting or distribution of this press release in certain countries may be subject to legal or regulatory restrictions. Therefore, persons located in countries where this press release is published, broadcasted or distributed must inform themselves about and comply with such restrictions. Capgemini disclaims any responsibility for any violation of such restrictions.

About Capgemini
A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of EUR 13.2 billion.
Visit us at www.capgemini.com. *People matter, results count.*

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[4] In view of the progress made in the process of obtaining CFIUS (Committee on Foreign Investment in the United States) authorization in the United States, Capgemini decided, as it was entitled to do by the tender offer agreement, to file its tender offer before obtaining such authorization. The tender offer will not be subject to obtaining the CFIUS authorization.
[5] Capgemini reserves the right to waive such condition in accordance with applicable laws, in which case the caducity threshold (*seuil de caducité*) as provided by applicable laws, i.e. 50% of the share capital or voting rights (on a non-diluted basis), will still apply.

KEY TERMS OF CAPGEMINI'S DRAFT OFFER DOCUMENT

This press release does not constitute an offer to acquire securities
The offer described below may only be opened once it has been declared compliant by the Autorité des marchés financiers

PRESS RELEASE DATED SEPTEMBER 23, 2019

FILING OF THE PROPOSED TENDER OFFER

for the shares of:

altran

initiated by:

Capgemini

presented by:

BNP PARIBAS
CORPORATE & INSTITUTIONAL BANKING

Presenting Bank and Guarantor

CRÉDIT AGRICOLE
CORPORATE & INVESTMENT BANK

Presenting Bank

HSBC

Presenting Bank

LAZARD
FRÈRES BANQUE

Presenting Bank

TERMS OF THE OFFER

14 euros per share of Altran Technologies

OFFER PERIOD

The timetable of the Offer will be set out by the AMF in accordance with its General Regulation

AMF AUTORITÉ DES MARCHÉS FINANCIERS

This press release was prepared by Capgemini and made available to the public pursuant to Article 231-16 of the AMF's General Regulation.

THIS OFFER AND THE DRAFT OFFER DOCUMENT REMAIN SUBJECT TO REVIEW BY THE AMF

IMPORTANT NOTICE

In the event that, following the Offer or, if applicable, the Reopened Offer, the number of shares not tendered in the Offer by the minority shareholders of Altran Technologies does not represent more than 10% of the share capital and voting rights of Altran Technologies, Capgemini intends, within a period of ten (10) trading days from the publication of the notice announcing the result of the Offer or, if applicable, at the latest, within three (3) months following the closing of the Reopened Offer, in accordance with Article L. 433-4 II of the French Monetary and Financial Code and Articles 232-4 and 237-1 to 237-10 of the AMF General Regulation, to implement a squeeze-out to acquire the Altran Technologies shares not tendered in the Offer in exchange for compensation equal to the Offer price, after adjustments, where applicable.

The Draft Offer Document must be read together with all other documents published in relation to the Offer. In particular, in accordance with Article 231-28 of the AMF General Regulation, a description of the legal, financial and accounting characteristics of Capgemini will be made available to the public no later than the day preceding the opening of the Offer. A press release will be issued to inform the public of the manner in which the information will be made available.

The Draft Offer Document is available on the websites of the AMF (www.amf-france.org) and Capgemini (www.capgemini.com) and may be obtained free of charge from:

Capgemini
11 rue de Tilsitt
75017 Paris
France

BNP Paribas
4 rue d'Antin
75002 Paris
France

Crédit Agricole
Corporate and Investment Bank
12 place des États-Unis
92547 Montrouge Cedex
France

HSBC France
109 avenue des Champs Elysées
75008 Paris
France

Lazard Frères Banque
121 boulevard Haussmann
75382 Paris cedex 08
France

1 DESCRIPTION OF THE OFFER

Pursuant to Title III of Book II and more specifically Articles 231-13 and 232-1 *et seq*. of the General Regulation of the *Autorité des marchés financiers* (the "**AMF**"), Capgemini, a European company (*société européenne*) having its registered office at 11 rue de Tilsitt, 75017 Paris, France, registered with the Paris Trade and Companies Register under number 330 703 844, the shares of which are traded on the Euronext regulated market in Paris ("**Euronext Paris**") under ISIN Code FR0000125338 (ticker symbol "CAP") ("**Capgemini** " or the "**Offeror**"), makes an irrevocable offer to the holders of shares of Altran Technologies, a limited liability corporation (*société anonyme*) with a board of directors having its registered office at 96 avenue Charles de Gaulle, 92200 Neuilly-sur-Seine, France, registered with the Nanterre Trade and Companies Register under number 702 012 956, the shares of which are traded on Euronext Paris under ISIN Code FR0000034639 (ticker symbol "ALT") ("**Altran Technologies**" or the "**Company**"), to acquire all of their Altran Technologies shares listed on Euronext Paris under the terms and conditions set forth in the draft offer document (the "**Draft Offer Document**"), which may be followed by a squeeze-out, if applicable, in accordance with the provisions of Articles 237-1 to 237-10 of the AMF General Regulation (the "**Offer**").

The Offer is for all the Altran Technologies shares not held by the Offeror[6]:

(i) that are currently issued and outstanding, i.e., to the best knowledge of the Offeror as of the date of the Draft Offer Document, a maximum number of 227,642,786 Altran Technologies shares[7], and

(ii) that may be issued prior to the closing of the Offer or the Reopened Offer (as such term is defined in paragraph 2.13 below), as a result of the vesting of the free shares granted by Altran Technologies (the "**Free Shares**"), i.e., to the best knowledge of the Offeror as of the date of the Draft Offer Document, a maximum of 2,405,239 new Altran Technologies shares[8],

altogether representing, to the best knowledge of the Offeror as of the date of the Draft Offer Document, a maximum number of 230,048,025 Altran Technologies shares included in the Offer.

It is specified that the tender of the American Depository Receipts (the "**Altran ADRs**") will not be accepted in the Offer or the Reopened Offer, and that the holders of Altran ADRs will be prior required to exchange them for Altran Technologies shares which could be tendered in the Offer or the Reopened Offer, as indicated in paragraph 2.5 below.

To the best knowledge of the Offeror, there are no other equity securities, or other financial instruments issued by the Company or rights granted by the Company that could give access, either immediately or in the future, to the share capital or voting rights of the Company.

In accordance with Article 231-13 of the AMF General Regulation, on September 23, 2019, BNP Paribas, Crédit Agricole Corporate and Investment Bank, HSBC France et Lazard Frères Banque (together the "**Presenting Institutions**"), in their capacity as institutions presenting the Offer, filed the Offer and the Draft Offer Document with the AMF on behalf of the Offeror. Only BNP Paribas guarantees the content and the irrevocable nature of the undertakings made by the Offeror in connection with the Offer.

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[6] As of the date of the Draft Offer Document, the Offeror holds 29,378,319 Altran Technologies shares (see paragraph 1.1.2) out of a total number of 257,021,105 issued and outstanding shares.
[7] On the basis of the information disclosed by the Company on its website as of August 31, 2019, in accordance with Article 223-16 of the AMF General Regulation, i.e., 257,021,105 shares representing 257,815,979 theoretical voting rights. Based on the same information, this also includes treasury shares, i.e., 2,461,800 shares, it being specified that the Company undertook not to tender the treasury shares in the Offer.
[8] See paragraph 2.4.

The Offer is subject to the validity threshold referred to in Article 231-9, I of the AMF General Regulation, as described in more detail in paragraph 1.1.7 of this press release. The Offer also includes a withdrawal threshold, in accordance with Article 231-9, II of the AMF General Regulation, as detailed in paragraph 2.6.1 of this press release.

In addition, as of the date of this Draft Offer Document, the Offer is subject to the following conditions precedent (as described in paragraph 2.6.2 below):

(i) authorization of the combination with regard to merger control by the European Commission, in accordance with Article 6.1.b) of EC Regulation No. 139/2004 of January 20, 2004 or the competent national authorities in the European Union; and

(ii) authorization of the combination with regard to merger control by the Moroccan competition authority,

it being specified that the Offeror reserves the right to waive any of these conditions.

The Offer is made on a voluntary basis and will be conducted following the standard procedure pursuant to Articles 232-1 *et seq*. of the AMF General Regulation.

1.1 Background and Reasons for the Offer

1.1.1 Background

Following contacts made after Altran Technologies published its 2018 annual results on February 28, 2019, Capgemini expressed its interest in a combination by a letter of intent dated May 24, 2019, the main terms of which were communicated to the directors of Altran Technologies during a meeting of the board of directors held on May 27, 2019.

Following a series of exchanges between the representatives of the Offeror and the representatives of the Company, the parties entered into a memorandum of understanding (including an exclusive commitment by Altran Technologies) on June 24, 2019 (the "**Memorandum of Understanding**") in view of the acquisition of Altran Technologies by Capgemini by mean of a friendly tender offer. The purpose of the Memorandum of Understanding was to organize the information-consultation processes with the respective employee representative institutions of the Offeror and the Company in relation to the proposed Offer and to establish an exclusivity commitment from the Company to the benefit of the Offeror.

On June 24, 2019, prior to entering into the Memorandum of Understanding, the proposed terms and conditions of the Offer have been unanimously approved by Capgemini's board of directors and Altran Technologies' board of directors. Altran Technologies' board of directors has also issued a favorable preliminary opinion on the interest of the Offer for the Company, its shareholders, employees and other stakeholders in the view of submitting the Offer to employee representative institutions of the Company.

The signature of the Memorandum of Understanding has been announced by a joint press release dated June 24, 2019, which is available on the website of the Offeror (www.capgemini.com) and the website of Altran Technologies (www.altran.com), and which describes the principal characteristics of the contemplated Offer.

Capgemini's international works council issued its opinion on July 16, 2019. Each of Altran Technologies' economic and social unit central works council and European works council also issued its opinion on the Offer on August 2, 2019 and August 8, 2019, respectively.

Following completion of such information and consultation processes, the Offeror and the Company entered into a combination agreement on August 11, 2019, (the "**Tender Offer Agreement**"). Prior to such signature, Altran Technologies' board of directors, gathered on August 9, 2019, has determined, unanimously by the members present or represented[9], that the Offer is in the interest of the Company, its shareholders, employees and other stakeholders, approved the terms of the Offer, and determined that, subject to its duties under applicable laws and the terms and conditions of the Tender Offer Agreement, it intends to recommend that the shareholders of the Company tender their shares in the Offer in the context of its reasoned opinion (*avis motivé*) to be rendered after examination of the independent expert report. Altran Technologies' board of directors also designated Finexsi, represented by Mr Olivier Péronnet and M. Christophe Lambert, as independent expert (the "**Independent Expert**"), in accordance with the provisions of Article 261-1 I of the AMF General Regulation.

The signature of the Tender Offer Memorandum has been announced by a joint press release on August 12, 2019, which is available on the website of the Offeror (www.capgemini.com) and the website of Altran Technologies (www.altran.com).

The Tender Offer Agreement specifies the terms and conditions of the cooperation between the Offeror and the Company until the Offer is completed, and sets out in particular:

(i) the principal terms and conditions of the Offer, such as detailed in paragraph 2 below;

(ii) the conditions to the filing of the Offer by the Offeror with the AMF;

(iii) an exclusivity commitment from the Company to the benefit of the Offeror;

(iv) a usual undertaking of the Company to manage operations in the normal course of business in accordance with past practices;

(v) the treatment of the situation of the beneficiaries of rights to receive Free Shares, as such is described in paragraph 2.4 below;

(vi) the characteristics of the compensation and retention mechanisms to be implemented subject to the success of the Offer, as such are described below;

(vii) the undertaking of the Company not to tender the treasury shares in the Offer;

(viii) the undertaking of the Offeror to provide necessary available funds in the event of an early reimbursement of the financing granted to the Company under the Senior Facilities Agreement dated February 15, 2018, upon a change of control of the Company; and

(ix) the undertaking of the Offeror and the Company to fully cooperate with each other with respect to the work of the Independent Expert, the preparation of the Offer documentation and the completion of the Offer, and in obtaining all necessary regulatory authorizations and potential third-party approvals that may be required to ensure the continuation of agreements or activities that could be affected by the change of control of Altran Technologies.

In addition, the Tender Offer Agreement provides, subject to the success of the Offer and the satisfaction of a presence condition on the settlement date of the Offer, an exceptional compensation

[9] Were present: Dominique Cerutti, Maurice Tchenio as permanent representative of the company Amboise Partners, Martha Crawford, Christian Bret, Nathalie Rachou, Gilles Rigal, Diane de Saint-Victor, Jaya Vaidhyanathan ; was represented : Renuka Uppaluri ; was absent : Gaël Clément as director representing employees.

under the form of a completion bonus to be paid to certain key employees of the Company or its affiliates for their involvement and investment in the context of the preparation of the Offer. A total gross (*brut*) amount of two (2) million euros (which may be increased up to a gross (*brut*) amount of three (3) million euros) is intended to be allocated to employees under such exceptional bonus.

In order to retain and motivate the employees of the Company and its subsidiaries, it has also been agreed that a long term retention bonus, comprising two (2) equal instalments payable respectively three (3) months and nine (9) months following the settlement of the Offer, may be allocated to approximately 200 employees, subject to the success of the Offer and the satisfaction of a presence condition on such payment dates. It is also planned that, if the presence condition is no longer satisfied at the end of a two-year period after the settlement of the Offer, the employee concerned will have to repay such bonus within a limit of one third of his/her last annual gross (*brut*) salary. A total gross (*brut*) amount of ten (10) million euros (which may be increased up to a gross (*brut*) amount of eleven (11) million euros) is intended to be allocated to employees under such retention bonus.

In addition, a limited number of employees whose functions are considered crucial by the Company will also benefit from the allocation of an exceptional bonus, comprising two (2) equal instalments payable respectively on the settlement date of the Offer and six (6) months following such settlement date, subject to the success of the Offer and the satisfaction of a presence condition on such payment dates. A total gross (*brut*) amount of one (1) million euros is intended to be allocated to employees under such exceptional bonus.

In any event, the maximum global gross (*brut*) amount that may be allocated to employees under the three schemes described above may not exceed a gross (brut) amount of thirteen (13) million euros.

In the event of the implementation of a squeeze-out by Capgemini following the Offer, the Tender Offer Agreement also provides that the performance conditions of the 2018-2020 and 2019-2021 cash multi-year variable compensation plans, for the benefit of the Chairman and Chief Executive Officer (*Président-directeur général*) of the Company, will be aligned with those applicable to the performance shares of Capgemini. With regard to the 2017-2019 plan, the performance will be adjusted, if necessary, in order to neutralize the possible impact of the Offer on the performance of Altran Technologies.

The Tender Offer Agreement will expire on July 31, 2020, unless terminated earlier by mutual consent of the Offeror and the Company, or unilaterally:

(i) by Capgemini, if:

a. antitrust clearances described in paragraph 2.6.2 below have not been obtained, in which case Capgemini will have to pay a compensation of €75,000,000 to the Company;

b. the Company decides to accept a superior offer from a third party which the Company considers, in good faith, more favorable for the Company and the stakeholders (the "**Superior Offer**"), in which case the Company will have to pay a compensation of €75,000,000 to Capgemini;

c. the Company has materially breached the terms of the Tender Offer Agreement, in which case the Company will have to pay a compensation of €75,000,000 to Capgemini (without affecting any right to other additional compensation that Capgemini could claim); or

d. the AMF, at the publication of the result of the Offer in accordance with Article 231-35 of the AMF General Regulation, announces that the Offer is unsuccessful.

(ii) by Altran Technologies, if:

a. the Company decides to accept a Superior Offer, in which case the Company will have to pay a compensation of €75,000,000 to Capgemini;

b. Capgemini has materially breached the terms of the Tender Offer Agreement, in which case Capgemini will have to pay a compensation of €75,000,000 to the Company (without affecting any right to other additional compensation that the Company could claim);

c. Capgemini has amended the terms of the Offer (as such are included in paragraph 2.1 below) or its intention (as such are included in paragraph 1.3 below) in a way that would negatively affect the Company, its affiliates, shareholders or employees, in which case Capgemini will have a to pay a compensation of €75,000,000 to the Company;

d. The Offer is not cleared by the AMF, in which case Capgemini will have to pay a compensation of €75,000,000 to the Company; or

e. the AMF, at the publication of the result of the Offer in accordance with Article 231-35 of the AMF General Regulation, announces that the Offer is unsuccessful.

1.1.2 Shares held by the Offeror

As of the date of the Draft Offer Document, the Offeror holds 29,378,319 shares and voting rights of the Company, i.e., to the best knowledge of the Offeror, 11.43% of the shares and 11.40% of the voting rights of the Company.[10] All of these shares have been acquired in the context of the acquisition of the blocks of shares described in paragraph 1.1.3 below.

1.1.3 Acquisitions of Altran Technologies shares by the Offeror

On June 24, 2019, prior to the announcement of the proposed acquisition of Altran Technologies by Capgemini, the Offeror entered into share purchase agreements relating to the off-market acquisition of (i) 22,058,273 Altran Technologies shares from Altrafin Participations, (ii) 3,659,031 Altran Technologies shares from Mr. Alexis Kniazeff and (iii) 3,661,015 Altran Technologies shares from Mr. Hubert Martigny (Altrafin Participations, Mr. Alexis Kniazeff and Mr. Hubert de Martigny are together hereinafter referred to as the "**Seller**" and separately as a "**Seller**"), i.e. a total of 29,378,319 Altran Technologies shares (the "**Acquisition of the Blocks**"). The signature of these share purchase agreements has led to the shareholding threshold crossing notifications and the related declarations of intents to the AMF and the Company, as such are detailed in paragraph 1.1.4 below.

The effective completion of the Acquisition of the Blocks, entailing the transfer of ownership of the Altran Technologies shares to Capgemini, occurred on July 2, 2019 and has been notified to the AMF in accordance with Article 231-46 of the AMF General Regulation. This disclosure was reported in notice no. 219C1091 published by the AMF on July 3, 2019.

The Acquisition of the Blocks has been completed at a price of €14 per share. Under the terms of the share purchase agreements, each of the Sellers benefits from a top-up right (the "**Top-Up Right**") in the event of (i) an offer, an increased offer, a competing offer or a squeeze-out or (ii) if the Offer has not a positive outcome for any reason whatsoever, in the event of a sale of shares of Altran

[10] In accordance with Article 223-11 of the AMF General Regulation, the total number of voting rights is calculated on the basis of the number of shares to which voting rights are attached, including shares deprived of voting rights such as treasury shares, i.e. 257,815,979 theoretical voting rights in total as of August 31, 2019, on the basis of information published by the Company on its website pursuant to Article 223-16 of the AMF General Regulation.

Technologies, in each of (i) and (ii) above at a price superior to the price at which the Acquisition of the Blocks has been completed and within 12 months following the filing of the Offer (and no later than September 30, 2020). In accordance with the stipulations of the share purchase agreements, the amount to be paid to each of the Sellers pursuant to the Top-Up Right would be equal to (i) (x) the share price offered under the terms of the improved offer, the competing offer or the completed sale (as applicable), less (y) the price at which the Acquisition of the Blocks has been completed, (ii) multiplied by the number of shares acquired by Capgemini from the Seller in question (the "**Top-Up**").

The Acquisition of the Blocks was financed in part by drawing down the Facility Agreement put in place for the purposes of the Offer[11] and in part by using the available cash.

1.1.4 Shareholding thresholds crossing notifications and related declaration of intents

In accordance with Article L. 233-7 of the French Commercial Code, by letters sent to the AMF and the Company on June 28, 2019, the Offeror has disclosed the upwards crossing of the 5% and 10% legal thresholds of the share capital and the theoretical voting rights of the Company, as well as its intents. The shareholding thresholds crossing notification and the related declaration of intents was reported in notice no. 219C1048 published by the AMF on June 28, 2019.

In accordance with Article 7.3 of the by-laws of Altran Technologies, by letter sent to the Company on June 28, 2019, the Offeror has also disclosed the upwards crossing of the thresholds set forth by the bylaws of the Company between 0.5% and 11% (included) of the share capital and the theoretical voting rights of the Company.

1.1.5 Reasons for the Offer

1.1.5.1 Two industry leaders join forces

Capgemini is a world leader in consulting, IT services and digital transformation. Altran Technologies is the world leading provider of Engineering and R&D services.

The combination of the two companies will create a group with revenues of €17 billion[12] and more than 265,000 employees[13]. This new entity will leverage its unique positioning in particularly promising segments. This project is the first major combination of two leaders in complementary segments of technology which tend to converge with the advent of digital and the diffusion of new technologies in all activities (including the cloud, the internet of things, Edge computing, artificial intelligence, 5G): that of operational technologies[14] (for Altran Technologies) and that of information technologies (for Capgemini). In particular, it will enable the new entity to accelerate its ambition in digital transformation sectors for industrial players (see 1.1.5.3 below) and strengthen its leadership in engineering and R&D (ER&D) services (see 1.1.5.2 below).

This transaction will allow Capgemini to grow in the emerging market of IT services for R&D, engineering for the manufacturing industry and supply chain managers.

[11] See paragraph 2.14.2.
[12] Based on the CapitalIQ consensus, as of September 17, 2019, of Capgemini and Altran Technologies for 2019.
[13] The estimated number of employees is based on the information included in the half-year results publications of Capgemini (July 30, 2019) and Altran Technologies (September 5, 2019).
[14] The scope of operational technology notably includes software, products & system engineering services, industrial information systems used to manage product lifecycle, manufacturing or delivery processes and mission critical information systems.

1.1.5.2 Strengthened leadership in the fast-growing market of Engineering and R&D services

Engineering and R&D (ER&D) services are driven by the growth of business expenditure on R&D, which is higher than GDP growth, as well as by the increasing need of companies for outsourcing, particularly on rare high-tech skills. This sector is growing faster than IT services in recent years. The combination will allow the new entity, which will be the world leader in ER&D by size (particularly in the United States and in Europe), to leverage its recognized sector expertise to develop its offer in this promising industry.

The combined scope of these Engineering and R&D services activities will represent annual revenues of approximately €3.4 billion[15] and 54,000 professionals, including 21,000 in 5 Global Engineering Centers.

1.1.5.3 Introducing a world leader in "Intelligent Industry"

The new group will benefit from a unique ability to support industrial players in their digital transformation, by combining its intimate knowledge of their businesses, its privileged access to decision-makers and its portfolio of offers that spans digital transformation, consulting and innovation, information technologies (IT) and operational technologies (OT). Building on these strengths, Capgemini will reinforce its role as the strategic partner of choice of its customers in this "Intelligent Industry" space, which is one of the future areas of digital transformation, located at the crossroads of two already very dynamic sectors: engineering and R&D (ER&D) services for industrial players and IT services for operations (R&D, production, supply chain, etc.).

1.1.6 CFIUS regulatory approval

Capgemini and Altran Technologies have made a voluntary joint filing with the Committee on Foreign Investment in the United States (“**CFIUS**”). The CFIUS approval does not constitute a condition precedent to the Offer or its opening, Capgemini having decided to waive such condition, as it was entitled to do pursuant to the Tender Offer Agreement, in view of the progress made in the authorization process.

1.1.7 Validity Threshold

Pursuant to Article 231-9, I of the AMF General Regulation, the Offer will become null and void if on its closing date, the Offeror, acting alone or in concert in accordance with Article L. 233-10 of the French Commercial Code, does not hold a number of shares representing more than 50% of the share capital or the voting rights of the Company (such threshold being hereinafter referred to as the “**Validity Threshold**”).

Whether the Validity Threshold is reached will not be known until the AMF publishes the definitive result or, if applicable, the provisional result, of the Offer.

If the Validity Threshold is not reached, the Offer will be void and the shares tendered in the Offer will be returned to their holders within three (3) trading days following publication of the notice that the Offer has become void, without any interest, indemnification or other payment of any nature whatsoever being due to such holders.

[15] 2018 proforma estimates.

1.2 Interest of the Offer for the Offeror, the Company, and their shareholders

The shareholders of Altran Technologies who tender their shares in the Offer will receive immediate liquidity and a premium corresponding to[16]:

(i) 24.7% over the closing price of the Altran Technologies' share immediately prior to the announcement of the proposed Offer, i.e. on June 24, 2019;

(ii) 29.8% over the volume-weighted average price for the last month preceding the announcement of the proposed Offer; and

(iii) 32.8% over the volume-weighted average price for the last 3 months preceding the announcement of the proposed Offer.

A synthesis of the information used to determine the Offer price is presented in Section 3 of this press release.

Capgemini believes that its investment in Altran Technologies as a result of the Offer will be in the interest of the Company, given the intentions indicated in the reasons for the Offer (see paragraph 1.1.5 above).

1.3 Intentions of the Offeror over the next twelve months

1.3.1 Industrial, commercial and financial strategy and policy

The intentions of the Offeror with respect to the industrial, commercial and financial strategy and policy are described in the reasons for the Offer (see paragraph 1.1.5 above).

1.3.2 Synergies – Economic gains

Capgemini aims to become a world leader in the digital transformation of industrial and technology companies. The combination with Altran Technologies will broaden the portfolio of offers that spans digital transformation, consulting and innovation, information technologies (IT) and operational technologies (OT). Capgemini will reinforce its role as the strategic partner of choice of its customers in this "Intelligent Industry" space, which is one of the future areas of digital transformation, located at the crossroads of two already very dynamic sectors: engineering and R&D (ER&D) services for industrial players and IT services for operations (R&D, production, supply chain, etc.).

The acquisition of Altran Technologies will enable Capgemini to:

(i) gain increased access to operational decision-makers from key accounts in dynamic industries (such as Aerospace, Automotive, Life Sciences and Telecommunications) including R&D, engineering for the manufacturing industry and supply chain;

(ii) broaden its portfolio of offers in engineering and R&D (ER&D) services to become the world's top player by size in this market; and

(iii) accelerate its development with major Internet and tech companies.

[16] Share price adjusted for the dividend payment of 0.24 euros, detached on June 27, 2019.

The transaction could result in:

(i) Costs synergies relating to the combination of the structures of the two groups and the sharing of Capgemini's know-how in terms of operating models. Such synergies are anticipated to reach an annual pre-tax run rate between 70 and 100 million euros on a full-year basis; and

(ii) Operating model synergies fueled by the complementarity of the expertise and the development of innovative-sectorial offers by Capgemini and the broader platform and financial surface provided by Capgemini to Altran Technologies. This should generate a yearly revenue of between 200 and 350 million euros.

These potential synergies could be fully realized within 3 years.

All these potential medium-term synergies are in essence of a notional and primarily forward-looking nature and their amount is provided for information purposes only. In this respect, it is specified that these potential synergies are only estimates made by Capgemini in the absence of a business plan prepared jointly with the management of Altran Technologies.

Potential synergies are mainly attributable to the optimization and acceleration of Capgemini's plan and not to productivity gains realized by Altran Technologies. In addition, implementation costs estimated to be around 150 million euros will be required and the implementation risks associated with achieving these synergies could not be accurately estimated.

1.3.3 Composition of the management and supervisory bodies of Altran Technologies

Subject to the success of the Offer, the Offeror intends to request to the shareholders' general meeting of the Company the appointment of its representatives to the board of directors of the Company, in order to reflect the new composition of the new shareholding, as well as the renewal or the appointment of directors unrelated to the Capgemini group, for a period at least equal to the period during which the shares of the Company will remain listed on Euronext Paris.

In addition, in the context of the Acquisition of the Blocks (as described in paragraph 1.1.3 above), it is specified that Altrafin Participations has undertaken that Amboise Partners, represented by Mr. Maurice Tchenio, and Mr. Gilles Rigal resign from their position as directors of Altran Technologies on the settlement date of the Offer.

The Offeror intends to rely on the skills of the management teams of the Company under conditions that have not been definitely determined to date.

1.3.4 Employment Policy

The Offer is part of Capgemini ongoing development strategy. It should have no significant impact on the Company's current workforce and human resources management principles, with the exception of the ones resulting from the integration process that will start after closing of the transaction. As of today, no decision has been made and no feasibility study has been initiated.

1.3.5 Merger – Other reorganizations

The Offeror reserves the right to examine the possibility of a merger of the Company (or other entities of Altran Technologies' group) with itself or other entities of Capgemini's group, or a transfer of assets or activities, including by way of contribution or sale, between the Company (or other entities of Altran Technologies' group) and the Offeror (or any entity of Capgemini's group). The Offeror also reserves the right to carry out any other reorganization of the Company (or other entities of Altran

Technologies' group). As of today, no decision has been made and no feasibility studies has been initiated.

1.3.6 Intents with respect to squeeze-out

Pursuant to Articles L.433-4 II of the French Monetary and Financial Code and Articles 232-4 and 237-1 *et seq*. of the AMF General Regulation, the Offeror intends to apply to the AMF, within ten (10) trading days from the publication of the result of the Offer or, if applicable, within three (3) months from the closing of the Reopened Offer, to implement a squeeze-out with respect to Altran Technologies shares, if the number of shares not tendered in the Offer by the minority shareholders of the Company do not represent more than 10% of the share capital or the voting rights of Altran Technologies following the Offer or, if applicable, the Reopened Offer.

In that event, the squeeze-out will relate to the Altran Technologies shares other than those held by the Offeror and the treasury shares of the Company. The affected shareholders would receive compensation at the Offer price (as adjusted, if applicable, in accordance with paragraph 2.2 of this press release). The implementation of this procedure will entail delisting of Altran Technologies shares from Euronext Paris.

In the event that the Offeror could not be able, following the Offer or the Reopened Offer, to implement a squeeze-out, it reserves the possibility to file a buyout offer with the AMF, followed, if applicable, by a squeeze-out of the shares that it does not hold directly or indirectly, or in concert, on that date. The Offeror may, in this case, increase its shareholding in the Company following the Offer and prior to filing a new offer in compliance with applicable laws and regulation. In that event, the squeeze-out will be subject to review by the AMF, which shall rule on the squeeze-out's compliance with its General Regulation, in particular in light of the report of the independent expert appointed in accordance with Article 261-1 of the AMF General Regulation.

1.3.7 Dividend Distribution Policy

The Offeror reserves the right to modify the Company's dividend policy following the Offer, in accordance with applicable laws and the Company's bylaws and according to its distribution capacity and its financing needs.

The Offeror reserves the right to cease distributing dividends in order to reserve further funds to finance the Company's development and debt reduction.

Today, no decision has been made in this regard.

1.4 Agreements that may have a material effect on the valuation of the Offer or its outcome

With the exception of (i) the Tender Offer Agreement (as described in paragraph 1.1.1 above), (ii) the share purchase agreements relating to the Acquisition of the Blocks (as described in paragraph 1.1.3 above) and (iii) the Indemnification Mechanism (as described in paragraph 2.4 below), the Offeror is not aware of any agreement that would have an impact on the valuation of the Offer or its outcome.

2 CHARACTERISTICS OF THE OFFER

2.1 Terms of the Offer

In accordance with Article 231-13 of the AMF General Regulation, BNP Paribas, Crédit Agricole Corporate and Investment Bank, HSBC France and Lazard Frères Banque, in their capacity as presenting institution acting on behalf of the Offeror, filed the proposed Offer with the AMF in the form of a voluntary public tender offer on September 23, 2019. Only BNP Paribas guarantees the content and the irrevocable nature of the undertakings made by the Offeror in connection with the Offer.

The Offer is made on a voluntary basis and will be conducted following the standard procedure pursuant to Articles 232-1 *et seq*. of the AMF General Regulation.

The Offer and the Draft Offer Document remain subject to review by the AMF.

The Offeror irrevocably undertakes to acquire from the shareholders of Altran Technologies all shares of the Company included in the Offer, which will be tendered in the Offer, at a price of €14 per share (subject to adjustments, as discussed in paragraph 2.2 of this press release) for a minimum period of twenty-five (25) trading days, equivalent to more than twenty (20) trading days in the United States of America (subject to extension).

2.2 Adjustment of the terms of the Offer

2.2.1 In the event of a Distribution

In the event that prior to the settlement date of the Offer or the Reopened Offer (included), Altran Technologies proceeds with a Distribution (as such term is defined below), in any form whatsoever, for which the payment date or the reference date on which one must be a shareholder in order to receive the Distribution is set prior to or at the settlement date of the Offer or the Reopened Offer (as applicable), the offered price per share will be consequently adjusted to take such Distribution into account.

For the purposes of this paragraph 2.2, a "**Distribution**" means the amount per share of any distribution in any form whatsoever (in cash or in kind), including (i) any distribution of a dividend, interim dividend, reserves or premiums made by Altran Technologies or (ii) any capital amortization or capital decrease by Altran Technologies, or any acquisition or buy-back by Altran Technologies of its own shares, for a price per share superior to the Offer price, in both cases prior to the settlement date of the Offer or of the Reopened Offer (included).

Similarly, in the event of transactions affecting the share capital of the Company (in particular merger, spinoff, stock split, reverse stock split, distribution of free shares for existing shares through the capitalization of profits or reserves) decided during the same period, the offered price per share will be mechanically adjusted to take into account the effect of such transactions.

Any adjustment of the price per share will be subject to the AMF prior approval and announced by the publication of a press release.

2.2.2 In the event that the Top-Up is paid to the Sellers

If, after the closing of the Offer, the Offeror triggers the payment of a Top-Up to the Sellers pursuant to the share purchase agreement entered into for the purposes of the Acquisition of the Blocks, the Offeror undertakes to pay a top-up to the shareholders who tendered their shares of Altran Technologies in the Offer (unless the Offer has not been successful for any reason whatsoever), so that the price per share eventually offered to such shareholders is equal to the price per share eventually offered to the Sellers.

2.3 Number and type of shares included in the Offer

The Offer is for all the Altran Technologies shares not held by the Offeror[17]:

(i) that are currently issued and outstanding, i.e., to the best knowledge of the Offeror as of the date of the Draft Offer Document, a maximum number of 227,642,786 Altran Technologies shares[18], and

(ii) that may be issued prior to the closing of the Offer or the Reopened Offer, as a result of the vesting of the Free Shares, i.e., to the best knowledge of the Offeror as of the date of the Draft Offer Document, a maximum of 2,405,239 Altran Technologies shares[19],

altogether representing, to the best knowledge of the Offeror as of the date of the Draft Offer Document, a maximum number of 230,048,025 Altran Technologies shares included in the Offer.

It is specified that the tender of the Altran ADRs will not be accepted in the Offer or the Reopened Offer, and that the holders of Altran ADRs will be prior required to exchange them for Altran Technologies shares which could be tendered in the Offer or the Reopened Offer, as indicated in paragraph 2.5 of this press release.

To the best knowledge of the Offeror, there are no other equity securities, or other financial instruments issued by the Company or rights granted by the Company that could give access, either immediately or in the future, to the share capital or voting rights of the Company.

[17] As of the date of the Draft Offer Document, the Offeror holds 29,378,319 Altran Technologies shares (see paragraph 1.1.2) out of a total number of 257,021,105 issued and outstanding shares.
[18] On the basis of the information disclosed by the Company on its website as of August 31, 2019, in accordance with Article 223-16 of the AMF General Regulation. This also includes treasury shares, i.e., 2,461,800 shares, based on the same information, it being specified that the Company undertook not to tender the treasury shares in the Offer.
[19] See paragraph 2.4.

2.4 Situation of the beneficiaries of rights to receive Free Shares

To the best knowledge of the Offeror, the Company put in place several Free Share allocation plans between 2017 and 2019, the respective vesting periods of which are still ongoing as of the date of the Draft Offer Document.

The beneficiaries of rights to receive Free Shares may tender such Free Shares in the Offer or in the Reopened Offer, provided they are fully vested and transferable[20].

The table below summarizes the principal characteristics of the Free Share allocation plans in effect as of the date of the Draft Offer Document, to the best knowledge of the Offeror[21]:

	2017 Plan	**2018 Plan**	**2019 Plan**
Date of authorization of the allocation by the shareholders general meeting	04/29/2016	04/27/2018	04/27/2018
Date of allocation by the board of directors	04/28/2017 10/01/2017	09/05/2018	05/15/2019 09/04/2019
Number of shares allocated	367,095	778,137	933,986
Presence condition	Continuous presence of the beneficiary within the Group until the vesting date	Continuous presence of the beneficiary within the Group until the acquisition date	Continuous presence of the beneficiary within the Group until the acquisition date
Performance conditions	Based on future objectives being met in terms of (i) Group EBIT and Free Cash Flow for 2017/2018 and (ii) of Group Operating Margin and Free Cash Flow for 2019	Based on future objectives being met in terms of Group Operating Margin and Free Cash Flow	Based on future objectives being met in terms of Group Operating Margin and Free Cash Flow
Vesting period	3 years	3 years	3 years
Settlement	Existing or future shares	Existing or future shares	Existing or future shares
Expiry date of the vesting period	04/28/2020	09/05/2021	05/15/2022
Lock-up period	None	None	None
Number of shares remaining as of September 4, 2019[22]	324,823	753,740	925,863
Maximum number of shares that may be acquired as of September 4, 2019[23]	389,771	904,464	1,111,004

In accordance with the Tender Offer Agreement, the Company has undertaken to amend the terms and conditions of the 2017 plan (the "**2017 Plan**"), the 2018 plan (the "**2018 Plan**") and the 2019 plan (the "**2019 Plan**") to waive the presence condition in the case of termination of employment other than for gross negligence or willful misconduct (*faute grave ou lourde* under French laws) and in case of modification of the employment conditions that constitutes a constructive dismissal.

[20] In particular in the event of the lifting of unavailability pursuant to Articles L. 225-197-1 *et seq.* of the French Commercial Code (death or disability of the beneficiary).
[21] To the best knowledge of the Offeror, the 2016 plan is no more in effect as of the date of the Draft Offer Document.
[22] Taking into account the departure of certain beneficiaries since the allocation date of rights to receive Free Shares.
[23] Assuming the performance objectives are reached to a level equal to 110%, giving the right to acquire 120% of the allocated shares remaining as of September 4, 2019.

In accordance with the Tender Offer Agreement, the Company has also undertaken, within one (1) month following the settlement date of the Offer, to propose to each of the beneficiaries of Free Shares to waive their rights to receive such Free Shares in exchange for the payment by the Company of an indemnification in cash in accordance with the terms below (the "**Indemnification Mechanism**"). The beneficiaries will be permitted to accept the Indemnification Mechanism until the expiration of a three (3) month period following the settlement date of the Offer[24] and will only benefit from it, as the case may be, at the end of the applicable vesting period for each plan.

At the latest fifteenth working day from the expiry of the acquisition period provided by the 2017 Plan, the 2018 Plan and the 2019 Plan, respectively, the Company has committed pursuant to the Tender Offer Agreement:

- with respect to the 2017 Plan, subject to the satisfaction of the presence condition (as amended in accordance with the above specifications) at the end of the acquisition period (the "**2017 Eligible Rights**"), to apply the performance conditions as provided under the 2017 Plan for the years 2017, 2018 and 2019 to all the 2017 Eligible Rights;

- with respect to the 2018 Plan, subject to the satisfaction of the presence condition (as amended in accordance with the above specifications) at the end of the acquisition period (the "**2018 Eligible Rights**"), to apply the performance conditions as provided under the 2018 Plan for the years 2018 and 2019 to two third of the Eligible Rights 2018, and not to apply the performance conditions for the year 2020 for the remaining third (2/3) of the 2018 Eligible Rights (which would then be fully vested); and

- with respect to the 2019 Plan, subject to the satisfaction of the presence condition (as amended in accordance with the above specifications) at the end of the acquisition period (the "**2019 Eligible Rights**"), to apply the performance conditions as provided under the 2019 Plan for the year 2019 to one third (1/3) of the 2019 Eligible Rights, and without applying the performance conditions for the years 2020 and 2021 for the remaining two-third (2/3) of the 2019 Eligible Rights (which would then be fully vested).

For each holder having accepted the Indemnification Mechanism, the Company will pay, no later than the forty-fifth (45^{th}) working day following the end of the applicable vesting period provided under the 2017 Plan, the 2018 Plan and the 2019 Plan, a gross (*brut*)[25] cash amount equal, for each relevant right to receive Free Shares, to the price of the Offer indexed on the evolution of the stock price of Capgemini between the settlement date of the Offer and the end of the relevant vesting period, it being specified that such evolution cannot exceed +20% or be lower than (-20%)..

2.5 Situation of holders of Altran ADRs

It is specified that the tender of Altran ADRs will not be accepted in the Offer or the Reopened Offer, and that the holders of Altran ADRs will be prior required to exchange them for Altran Technologies shares which could be tendered in the Offer or in the Reopened Offer. The process of exchanging Altran ADRs for underlying ordinary shares may take some time. The holders of Altran ADRs are encouraged to request cancellation of their Altran ADRs as soon as possible in order to ensure that they are able to tender such Altran Technologies shares in the Offer or the Reopened Offer. Holders of Altran ADRs should contact their broker or the Bank of New York Mellon (the "**Depositary**") – at +1212-815-2231 / 2783 / 2721 or +353 1 900 3466 / 3465 / 3462 – in case they have questions in relation to the cancellation of Altran ADRs.

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[24] It is specified that the Indemnification Mechanism will not apply to holders of Free Shares in accordance with the 2017 Plan if the acquisition period expires before the closing of the Offer or the Reopened Offer.

[25] The social charges, as well as taxes due by such beneficiaries related to the Indemnification Mechanism will be borne by such beneficiaries.

Pursuant to the deposit agreement governing the Altran ADRs, holders of Altran ADRs are required to pay applicable taxes or governmental charges as well as a fee of five dollars ($5.00) (or less) per 100 cancelled Altran ADRs.

2.6 Conditions for the Offer

2.6.1 Withdrawal threshold

In accordance with Article 231-9, II of the AMF General Regulation, the Offeror reserves the option, until the publication of the definitive result of the Offer by the AMF, to renounce to the Offer in case the threshold of 50.10% of the share capital and voting rights of the Company, on a fully diluted basis, taking into account the loss of double voting rights for the shares tendered in the Offer, is not reached (the "**Withdrawal Threshold**").

For the purposes of calculating the Withdrawal Threshold, the following will be taken into account:

(i) the numerator will include all the shares of the Company held by the Offeror, alone or in concert, directly or indirectly, on the closing date of the Offer (including treasury shares held or controlled by the Company, i.e. 2 461 800 shares), with the shares tendered in the Offer being considered as already held by the Offeror on the closing date of the Offer notwithstanding the non-implementation, on such date, of the settlement operations relating to the Offer;

(ii) the denominator will include all of the shares making up the share capital of the Company on a fully diluted basis on the closing date of the Offer, including any shares that may be issued under Free Share plans.

Whether the Withdrawal Threshold is reached will not be known until the AMF publishes the definitive result of the Offer, after it has been completed. In accordance with Article 231-9, II of the AMF General Regulation, if the Withdrawal Threshold is not reached, the Offeror reserves the right, until the AMF publishes the definitive result of the Offer, to renounce to the Offer. In the event that the Offeror exercises such right, the Altran Technologies shares tendered in the Offer will be returned to their holders without any interest, indemnification or other payment of any nature whatsoever being due to such holders.

In addition, the Offeror reserves the right to waive or lower the Withdrawal Threshold by filing an improved offer no later than five (5) trading days before the closing of the Offer, in accordance with Articles 232-6 and 232-7 of the AMF General Regulation.

2.6.2 <u>Merger control authorizations</u>

In accordance with Article 231-11 of the AMF General Regulation, as of the date of the Draft Offer Document, the Offer is subject to the following conditions precedent:

(i) authorization of the combination with regard to merger control by the European Commission, in accordance with Article 6.1.b) of EC Regulation No. 139/2004 of January 20, 2004 or the competent national authorities in the European Union; and

(ii) authorization of the combination with regard to merger control by the Moroccan competition authority,

it being specified that the Offeror reserves the right to waive any of these conditions.

The AMF will set the closing date of the Offer as soon as the abovementioned authorizations or confirmation that there is no objection to such authorizations have been received or, as the case may be, waived by Capgemini.

In accordance with Article 231-11 of the AMF General Regulation, the Offer will automatically lapse if the combination is the subject of the European Commission procedure provided in Article 6.1.c) of EC Regulation No. 139/2004 of January 20, 2004, or any other equivalent procedure initiated by the competition authority in Morocco.

As of the date hereof, a pre-notification and a notification were filed with the European Commission respectively on July 19, 2019 and on September 18, 2019 and a notification was filed with the Moroccan competition authority on July 31, 2019.

The combination was already approved with regard to merger control by the competition authority (the Federal Trade Commission) in the United States of America on August 9, 2019 and by the Indian competition authority on September 3, 2019.

2.7 Terms of the Offer

The proposed Offer was filed with the AMF on September 23, 2019. A notice relating to the filing was published by the AMF published a notice of filing on its website (www.amf-france.org).

In accordance with Article 231-16 of the AMF General Regulation, the Draft Offer Document as filed with the AMF is available to the public free of charge at the registered offices of the Offeror and each of the Presenting Institutions, as well as online on the websites of the AMF (www.amf-france.org) and Capgemini (www.capgemini.com).

The Offer and the Draft Offer Document remain subject to review by the AMF.

The AMF will publish on its website a reasoned clearance decision with respect to the Offer after having verified that the Offer complies with applicable laws and regulations. Such clearance decision will entail approval ("*visa*") of the offer document. The offer document approved by the AMF as well as the information relating in particular to the legal, financial and accounting characteristics of the Offeror, will be made available to the public, in accordance with Article 231-28 of the AMF General Regulation, by the Offeror and each of the Presenting Institutions, no later than the day preceding the opening of the Offer. Such documents will also be available on the websites of the AMF and Capgemini.

A press release indicating how such documents will be made available will be issued no later than the day preceding the opening of the Offer.

Prior to the opening of the Offer, the AMF will publish a notice announcing the opening of the Offer, and Euronext Paris will publish a notice announcing the terms and the opening of the Offer.

2.8 Procedure for tendering in the Offer

Shares tendered in the Offer (and, if applicable, in the Reopened Offer) must be freely tradeable and free of all liens, pledges or other sureties or restrictions of any nature whatsoever restricting the free transfer of their ownership. The Offeror reserves the right to reject any tendered share that does not comply with this condition.

The shareholders of the Company whose shares are held through a financial intermediary (credit institution, investment company, etc.) and who wish to tender their shares in the Offer must deliver to their financial intermediary, no later than the closing date of the Offer, a tender order in the form made available to them by their intermediary.

In accordance with Article 232-2 of the AMF General Regulation, orders to tender shares in the Offer may be revoked at any time until the closing date of the Offer (included). After that date, orders will be irrevocable.

Shareholders whose shares are recorded in "pure" registered form ("*nominatif pur*") in the account register of the Company, held by CACEIS Corporate Trust, may request that their shares be converted into "administrative" registered form ("*nominatif administré*") in order to tender their shares in the Offer, unless they have already requested their conversion to bearer form ("*au porteur*"). The Offeror reminds shareholders that any shareholder who expressly requests conversion into bearer form will lose the advantages of holding shares in registered form if the Offer does not succeed.

The Offer and all of its related agreements are governed by French law. Any dispute or conflict, whatever its purpose or grounds, relating to the Offer will be brought before the competent courts.

No commission will be paid by the Offeror to the financial intermediaries through whom the shareholders tender their shares in the Offer.

2.9 Centralization of orders to tender in the Offer

Each financial intermediary and the registrar that holds the registered accounts for the shares of the Company will, on the date indicated on the notice published by Euronext Paris, transfer to Euronext Paris the shares for which it has received order to tender in the Offer.

Following receipt by Euronext Paris of all orders to tender in the Offer in accordance with the above terms, Euronext Paris will centralize all of the orders and determine the outcome of the Offer.

2.10 Publication of the results and settlement of the Offer

Pursuant to Article 232-3 of its General Regulation, the AMF will announce the final result of the Offer no later than nine (9) trading days after the closing of the Offer. If the AMF observes the Offer is successful, Euronext Paris will indicate in a notice the date and procedures for shares and payment delivery.

No interest will be due for the period running from the date of tendering shares in the Offer through the date of settlement of the Offer.

On the settlement date of the Offer (and, if applicable, the Reopened Offer), the Offeror will credit Euronext Paris for the funds constituting payment for the Offer (and, if applicable, the Reopened Offer). On that date, the tendered Altran Technologies shares and all of the rights attached thereto will be transferred to the Offeror. Euronext Paris will proceed with the payment in cash to the intermediaries acting on behalf of their client having tendered their shares in the Offer (or, if applicable; the Reopened Offer) as from the settlement date of the Offer (or, if applicable; the Reopened Offer).

2.11 Intervention of the Offeror on the market for the Company's shares during the Offer period

The Offeror reserves the right to acquire shares, on or off-market, in accordance with Articles 231-38 and 231-39 of the AMF General Regulation.

2.12 Tentative timetable for the Offer

Prior to the opening of the Offer, the AMF will publish a notice announcing the opening and the timetable of the Offer, and Euronext Paris will publish a notice announcing the terms and the timetable of the Offer. The notice setting out the closing date of the Offer will be published by the AMF as soon as the merger control authorizations described in paragraph 2.6.2 above or confirmation that there is no objection to such authorizations have been received or, as the case may be, waived by Capgemini.

A tentative timetable is set forth below:

Dates	Main steps of the Offer
September 23, 2019	- Offeror's Draft Offer Document filed with the AMF - Offeror's Draft Offer Document posted on the websites of the Offeror (www.capgemini.com) and of the AMF (www.amf-france.org) and made available to the public at the registered offices of the Offeror and of the Presenting Institutions - Publication of the press release announcing the filing and the availability of the Offeror's Draft Offer Document
	- Filing with the AMF of the Company's draft reply document, including the reasoned opinion of the Company's board of directors, the opinion of its competent employee representative institution and the report of the Independent Expert - Company's draft reply document posted on the websites of the Company (www.altran.com) and of the AMF (www.amf-france.org) and made available to the public at the Company's registered office - Publication of press release announcing the filing and the availability of the Company's draft reply document
October 8, 2019	- AMF's clearance decision with respect to the Offer, which entails approval ("*visa*") of the Offeror's offer document
	- AMF's approval ("*visa*") of the Company's reply document
October 9, 2019	- Offeror's approved offer document posted on the websites of the Offeror (www.capgemini.com) and of the AMF (www.amf-france.org) and made available to the public at the registered offices of the Offeror and of the Presenting Institutions - Information relating to the Offeror, in particular to its legal, financial and accounting characteristics, posted on the websites of the Offeror (www.capgemini.com) and of the AMF (www.amf-france.org) and made available to the public at the registered offices of the Offeror and of the Presenting Institutions - Publication of the press release announcing the availability of the Offeror's approved offer document and of the information relating to the legal, financial and accounting characteristics of the Offeror
	- Company's approved reply document posted on the websites of the Company (www.altran.com) and of the AMF (www.amf-france.org) and made available to

Dates	Main steps of the Offer
	the public at the registered office of the Company - Information relating in particular to the legal, financial and accounting characteristics of the Company posted on the websites of the Company (www.altran.com) and of the AMF (www.amf-france.org) and made available to the public at the registered office of the Company - Publication of the press release announcing the availability of the Company's approved reply document and of the information relating to the legal, financial and accounting characteristics of the Company
	- Determination by the AMF of the Offer timetable - Publication by the AMF of the notice announcing the opening of the Offer - Publication by Euronext Paris of the notice relating to the Offer and its terms
October 10, 2019	- Opening of the Offer
End of October 2019	- Obtaining the approval with regard to merger control from the European Commission - Obtaining the approval with regard to merger control from the Moroccan competition authority
November 4, 2019	- Determination by the AMF of the closing of the Offer - Publication by the AMF of the notice announcing the closing of the Offer
November 13, 2019	- Closing of the Offer
November 19, 2019	- Notice announcing the result of the Offer published by the AMF
November 20, 2019	- In the event the Offer is successful, opening of the Reopened Offer
November 26, 2019	- In the event the Offer is successful, settlement of the Offer
December 3, 2019	- Closing of the Reopened Offer
December 9, 2019	- Notice announcing the result of the Reopened Offer published by the AMF
December 16, 2019	- Settlement of the Reopened Offer

2.13 Reopening of the Offer

In accordance with Article 232-4 of the AMF General Regulation, if the Offer is successful, it will be automatically reopened within ten (10) trading days following the publication of the final result of the Offer, under terms identical to those of the Offer. The AMF will publish the timetable for the reopening of the Offer, which will remain open for at least ten (10) trading days (the "**Reopened Offer**").

2.14 Costs and financing of the Offer

2.14.1 Costs relating to the Offer

The overall amount of all fees, costs and external expenses incurred in connection with the Offer by the Offeror, including fees and expenses of its financial, legal and accounting advisors, publicity costs and costs relating to the financing of the Offer, is estimated at approximately 45 million euros (excluding taxes).

2.14.2 Financing terms of the Offer

In the event that all of the shares targeted by the Offer are tendered in the Offer (with the exception of treasury shares that the Company undertook not to tender), the maximum cost of the Offer will amount to approximately 3.19 billion euros. The Offer will be financed by a bridge loan for an amount of 5.4 billion euros (the "**Facility Agreement**"), covering the purchase of securities (including the Acquisition of the Blocks) and the amount of the consolidated gross debt (1.8 billion euros) of the

Company. It is intended that such financing is refinanced by using available cash for 1 billion euros, with the remaining amount being refinanced by debt, mainly in the form of bond issuances.

2.14.3 Payment of costs charged to shareholders

With the exception of what is indicated below, no fees will be reimbursed and no commission will be paid by the Offeror to any person soliciting tenders of shares.

In the context of the offer, the Offeror will bear the brokerage costs and the related VAT incurred by the shareholders who would tender their shares in the Offer or the Reopened Offer, where applicable, up to a maximum of 0.2% (excluding taxes) of the amount of the order, with a cap equal to 100 euros (all taxes included) per case. The shareholders will not be reimbursed of any costs if the Offer is not successful for any reason.

The payment of the aforementioned costs to the shareholders will be implemented by Euronext Paris on behalf of the Offeror via the financial intermediaries.

2.15 Offer restrictions outside of France

Neither the Draft Offer Document nor any other document relating to the Offer constitutes an offer to buy or sell financial instruments or a solicitation of an offer in any country in which such offer or solicitation would be illegal, or to any person to whom such an offer cannot legally be made. The shareholders of the Company located outside of France may participate in the Offer only to the extent that such participation is authorized by the local law to which they are subject.

The distribution of the Draft Offer Document and of any document relating to the Offer or to participation in the Offer may be subject to legal restrictions in certain jurisdictions.

The Offer is not being made to persons subject directly or indirectly to such restrictions, and may not in any way be the subject of an acceptance from a country in which the Offer is subject to restrictions.

Those who come into possession of the Draft Offer Document must inform themselves of the applicable legal restrictions and comply with them. A failure to comply with legal restrictions may constitute a violation of applicable stock exchange laws and regulations in certain jurisdictions. The Offeror will not be liable for the violation of applicable legal restrictions by any person.

The Offer will be made in the United States of America in compliance with Section 14(e) of the U.S. Securities Exchange Act of 1934 as amended (the "**U.S. Exchange Act**"), and the rules and regulations promulgate thereunder, including Regulation 14E, and otherwise in accordance with applicable requirements under French law. The Offer is subject to the exemptions from regulation under Regulation 14D and certain provisions of Regulation 14E provided by Rule 14d-1 (d) under the U.S. Exchange Act. Accordingly, the Offer will be subject to certain disclosure and other procedural requirements, including with respect to the Offer timetable, settlement procedures, and withdrawal rights that are different from those applicable under U.S. tender offer procedures and law.

The receipt of cash pursuant to the Offer by a U.S. shareholder of the Company may be a taxable transaction for U.S. federal income tax purposes. Each U.S. shareholder is urged to consult his independent professional adviser immediately regarding the tax consequences of accepting the Offer.

It may be difficult for U.S. shareholders of the Company to enforce their rights and claims arising out of the U.S. federal securities laws, the Offeror and the Company being headquartered in a country other than the United States of America, and some or all of their respective officers and directors may be residents of a country other than the United States of America. U.S. shareholders of the Company may not be able to sue a non-U.S. company or its officers or directors in a non-U.S. court for violation of U.S. securities laws. Further, it may be difficult to subject a non-US company (or its affiliates) to a U.S. court's judgment.

To the extent permissible under applicable law and regulation, including Rule 14e-5 of the U.S. Exchange Act, and in accordance with usual French practice, the Offeror and its affiliates or broker(s) (acting as agents or in the name and on behalf of the Offeror or its affiliates, where appropriate) and the Company and its affiliates or broker(s) (acting as agents or in the name and on behalf of the Company or of its affiliates, where appropriate), may, both prior to and after the date thereof, and other than pursuant to the Offer, directly or indirectly purchase, or arrange, to purchase shares of Altran Technologies. These purchases can occur either in the open market at prevailing prices or in private transactions at negotiated prices. In no event will any such purchases be made for a price per share that is greater than the Offer price. To the extent information about such purchases or arrangements to purchase is made public in France, such information will be disclosed by means of a press release or other means reasonably calculated to inform U.S. shareholders of such information. No purchases will be made outside of the Offer in the United States of America by or on behalf of the Offeror, the Company and/or their respective affiliates. Affiliates of the financial advisors of the Offeror and of the Company may engage in ordinary course trading activities in securities of Altran Technologies, which may include purchases or arrangements to purchase such securities.

The Draft Offer Document has not been filed with or reviewed by any federal or state securities commission or regulatory authority of any jurisdiction in the United States of America, nor has any such commission or authority passed upon the accuracy or adequacy of the Draft Offer Document. Any representation to the contrary is unlawful and may be a criminal offense.

3 SYNTHESIS OF THE VALUATION CRITERIA FOR THE OFFER PRICE

The table below shows the valuations obtained using the different approaches and the premium or discount caused by the Offer price per share.

Share price adjusted for payment of the dividend	**Price per share (€)**	**Premium**
On June 24, 2019	11.23	24.7%
1-month VWAP	10.79	29.8%
3-month VWAP	10.55	32.8%
6-month VWAP	9.25	51.4%
12-month VWAP	8.51	64.6%
12-month highest price	13.18	6.2%
12-month lowest price	6.29	122.6%
Reference to the price paid for the acquisition of a 11.43% stake of the capital		
Price paid for the acquisition of the 11.43% stake	14.00	-
Target prices of financial analysts		
Average	12.42	12.7%
Min	11.00	27.3%
Max	13.50	3.7%
Median	13.00	7.7%

Trading multiples		
Peers average - EV / OM[26] 19E	9.35	49.7%
Peers average - VE / OM[26] 20E	8.65	61.9%
Peers average - P / E[27] 19E	11.87	17.9%
Peers average - P / E[27] 20E	11.67	20.0%
Comparable transactions		
Average / median	11.53	21.4%
Discounted cash flows ("DCF")		
WACC[28] @10.00% and PGR @1.75%	9.59	46.0%
WACC[28] @9.50% and PGR @2.00%	11.00	27.2%
WACC[28] @9.00% and PGR @2.25%	12.73	10.0%

[26] EV / OM corresponds to the ratio between the enterprise value (EV) and operating margin (OM, corresponding to the operating margin, as defined by the market players).
[27] P / E corresponds to the ratio between the market capitalisation and the net profit (loss) (adjusted for depreciation of intangible assets linked to the company's acquisitions, expenses and profits which are considered non-recurring).
[28] Weighted average cost of capital.

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Capgemini named a leader in Robotic Process Automation and Artificial Intelligence for Banking by NelsonHall

Paris, September 23, 2019 – Capgemini announced today that it has been named a "Leader" in the NelsonHall Evaluation & Assessment Tool (NEAT) Report on Robotic Process Automation (RPA) and Artificial Intelligence (AI) services for banking. In the latest NEAT report entitled "The Advance of RPA and AI in Banking," Capgemini scored highly as a Leader. NelsonHall evaluated 14 vendors offering RPA and AI services.

The report highlighted Capgemini's expertise in the following areas:

- On its overall RPA and AI capabilities, Nelson Hall noted Capgemini's "broad IT services skills and experience with industry standard solutions including UIPAth, Blue Prism, WorkFusion, and Automation Anywhere at many banks."
- Additionally, Capgemini was commended for its "proprietary framework and tools for automation and AI which has been used at many banks" and its onshore delivery capabilities in Europe, Canada, and the US.
- Capgemini was also recognized for its ability to support RPA enablement with banking Business Process Services (BPS) delivery. Specifically, on international trade BPS, Capgemini's ability to develop RPA services for trade processing was highlighted.

Anirban Bose, CEO of Capgemini's Financial Services and Member of the Group Executive Board said: *"RPA and AI are windows into the future and we are intent on being the partner of choice for banks looking for next generation innovation through RPA and AI. NelsonHall's recognition of our capabilities is affirmation that our vision, offerings, and capabilities are industry leading and we are pleased and proud to be commended as such by NelsonHall's thorough and challenging analysis."*

"Capgemini is well-positioned to respond to banks' demands for RPA and AI engagements," said Andy Efsthathiou, Banking Sourcing Research Director, NelsonHall. *"It has a robust framework for automation consulting and implementation, a good installed base of RPA projects, and a strong pipeline for growth, especially with global banks."*

Capgemini is at the forefront of innovation, with its Perform AI and Automation Drive that include advanced technologies such as AI, RPA, analytics and augmented workforce at scale, to enable digital transformation across the enterprise.

To read the full report click here.

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About NelsonHall
NelsonHall is the leading global analyst firm dedicated to helping organizations understand the 'art of the possible' in IT and business services. With analysts in the U.S., U.K., and Continental Europe, NelsonHall provides buy-side organizations with detailed, critical information on markets and vendors (including NEAT assessments) that helps them make fast and highly informed sourcing decisions. And for vendors, NelsonHall provides deep knowledge of market dynamics and user requirements to help them hone their go-to-market strategies. NelsonHall's research is based on rigorous, all-original research, and is widely respected for the quality, depth, and insight of its analysis.

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Capgemini's Industrial IoT solution connects machines, manufacturing operations and people across BHGE's Italian sites

Transformed shop floor processes and manufacturing execution system have enabled the BHGE TPS business to achieve productivity gains and prevent valuable machine downtime

Paris, September 25, 2019 – Capgemini has successfully helped Baker Hughes, a GE company (BHGE) to create and implement an Industrial Internet of Things (IIoT) solution that gathers data from all manufacturing devices and machines, including machine tools, furnaces, cranes, and the Manufacturing Execution System (MES). The solution provides operators and engineers with a new level of insight and the ability to adjust production at a moment's notice.

Over the last few years, the oil and gas industry has gone through a significant transformation that has forced both key players and customers to take a close look at how they are doing business. As the world's first and only fullstream provider of integrated oilfield products, services and digital solutions, the BHGE Turbomachinery & Process Solutions (TPS) business wanted to improve the productivity and visibility into its manufacturing process to maintain its leadership role within the highly competitive oil and gas industry. Moreover, the company wanted to have the ability to make decisions and manage production in real time based on data drawn from all relevant devices and machines. To do so, BHGE required modern digital technology and to collaborate with an organization that had a thorough enough understanding of digital manufacturing and the Manufacturing Execution System (MES) to create and implement a powerful solution.

Capgemini has an extensive understanding of shop floor technology and a well-established track record in digital manufacturing solutions. After an in-depth analysis of BHGE's existing manufacturing processes, the two organizations agreed to utilize Capgemini's unique, agile methodology to connect Information Technology (IT) and Operational Technology (OT) into a single solution. As a result, BHGE and Capgemini delivered an innovative IIoT solution.

"*Together with BHGE we formed a strong team and a collaborative approach to transform its shop floor processes. Through our Digital Engineering and Manufacturing Services we combined our deep expertise in IoT and connected products, smart engineering and digital manufacturing to manage for BHGE the convergence of the physical and digital worlds, to create what we at Capgemini refer to as 'intelligent industry'*," explains Lalit Khandelwal, Industrial Market Unit Head and Executive Sponsor for BHGE at Capgemini.

With this solution, every machine on BHGE TPS shop floors in Italy is now connected within a network that compiles data in order to generate a comprehensive report on the state of the production process. The solution draws upon numerous data sources, including machine tools, furnaces, cranes, the Manufacturing Execution System (MES), and the Computerized Maintenance Management System (CMMS) to create an overall view of the shop floor. This ensures complete coverage and a total view of machine performance, which can then be shared with external systems.

While connecting manufacturing devices and machines, Capgemini also implemented standardized processes throughout the BHGE TPS Florence' shop floor, in effect aligning all plants on a common way of working. As a result, operators no longer need to contend with location-specific challenges and can respond to disruptions in a uniform manner, substantially enhancing the speed and effectiveness of their adjustments.

"*This solution allows all our different equipment to talk to each other and provide real time data for us to take the right decisions and drive efficiency. It has brought many advantages such as an improved capacity due to the reduction of downtime, an increase of uptime, productivity gains and a net fixed capital optimization. For example, in Florence, where the main production line comprises 94 machines, we avoided 26,000 hours of downtime in just five months,*" said Davide Marrani, VP Global Supply Chain, Turbomachinery & Process Solutions at BHGE.

Following the success of this delivery, the two organizations agreed to transfer ownership of the project IP to Capgemini and, in doing so, the organization executed upon its core principle of design, operate, and transfer. BHGE and Capgemini will now continue to develop the solution by adding state-of-the-art IoT and Big Data technology to bolster the already substantial success, while ensuring that BHGE's manufacturing operates on an even more effective infrastructure.

To learn more about the story or watch the video, click here.

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Enterprises fall behind on GDPR compliance: More than one year on, just 28% say they are compliant

Firms failed to meet their own expectations on GDPR compliance, but 81% of those who declare being compliant have reported positive impacts on reputation and image

Paris, September 26, 2019 – Over a year on from the introduction of the General Data Protection Regulation (GDPR), the Capgemini Research Institute has found that companies vastly overestimated their readiness for the new regulation with just 28% having successfully achieved compliance[1]; this is compared to a GDPR readiness survey last year[2] which found that 78% expected to be prepared by the time the regulation came into effect in May 2018. However, organizations are realizing the benefits of being compliant: 81% of those that are say GDPR has had a positive impact on their reputation and brand image.

The "Championing Data Protection and Privacy - a Source of Competitive Advantage in the Digital Century" report finds that companies have responded to new requirements more slowly than they expected, citing barriers including the complexity of regulation requirements, costs of implementation and challenges of legacy infrastructure. Meanwhile, a significant number of organizations are investing heavily in data protection and privacy to ensure compliance with existing regulations, and to lay the foundation for those to come.

Key findings from the report include:

Enterprises have fallen behind on GDPR compliance

Although over a year has passed since GDPR went into effect, the position of many enterprises remains uncertain in terms of compliance. While 28% of organizations say they have achieved compliance, just 30% of organizations are "close to" complete compliance but still actively resolving pending issues. Compliance was highest with companies in the US (35%), followed by the UK and Germany (both on 33%), and lowest in Spanish, Italian, (both on 21%) and Swedish companies (18%).

Executives identified the challenges of aligning legacy IT systems (38%), the complexity of the GDPR requirements (36%) and prohibitive costs to achieve alignment with regulations (33%) as barriers to achieving full GDPR compliance. The volume of queries from data subjects[3] has also been extremely high: 50% of US companies covered by GDPR have received over 1,000 queries, as did 46% of French companies, 45% in the Netherlands and 40% in Italy.

As organizations struggle to comply, they are actually making significant investments to fulfil the costs of increased professional fees to support GDPR alignment; 40% expect to spend more than $1m on legal fees and 44% on technology upgrades in 2020. In addition, organizations face a new challenge - the adoption of new legislation in different countries outside the European Union.

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[1] Compliance, in this case, refers to compliance assessment as reported by the companies surveyed
[2] Capgemini Research Institute, "Seizing the GDPR Advantage: From mandate to high-value opportunity," May 2018
[3] A data subject is an individual whose personal data are processed by an organization

Benefits of being GDPR compliant are greater than expected

Opportunities are being lost by companies which fail to achieve GDPR compliance. Of the organizations that have achieved compliance, 92% said they gained competitive advantage, something only 28% expected last year. The vast majority of executives from firms which achieved compliance said it had a positive impact on customer trust (84%), brand image (81%) and employee morale (79%). Executives from compliant firms also identified positive second-order effects of implementing GDPR, including improvements in IT systems (87% vs. 62% who anticipated this in 2018), cybersecurity practices (91% vs. 57%) and organizational change and transformation (89% vs. 56%).

Technology is a key enabler for compliant organizations

The survey found a clear gap in technology adoption between compliant organizations and those lagging behind. Organizations compliant with GDPR, in comparison with non-complying organizations, were more likely to be using cloud platforms (84% vs. 73%), data encryption (70% vs. 55%), Robotic Process Automation (35% vs. 27%) and industrialized data retention (20% vs. 15%).

Furthermore, while 82% of GDPR compliant organizations had taken steps to ensure their technology vendors were compliant with relevant data privacy regulations, only 63% of non-compliant companies could say the same. A majority (61%) of the compliant organizations said they audit sub-contractors for data-protection compliance, compared to 48% of non-compliant companies.

The effort to maintain data protection and privacy compliance is a continuing one

Organizations need to have the right philosophy about data protection and privacy, and it is best to approach it proactively, rather than solely as a compliance activity. *"The GDPR is not something you will ever be done with. It is something that you need to work on continuously,"* says Michaela Angonius, Vice President and Head of Group Regulatory and Privacy, Telia Company. *"We started raising awareness internally, long before the law was adopted. This was because we foresaw that this would be one of the biggest compliance projects that we would undertake in the company's history."*

"This research underscores both the challenges for companies in achieving GDPR compliance, and the exciting opportunities for those that do," said Zhiwei Jiang, CEO of Insights & Data at Capgemini. *"Clearly, many executives were over-ambitious in their expectations last year, and have now realized the extent of investment and organizational change that is required to achieve compliance: from implementing advanced technologies that support data protection to embedding a privacy and data protection mindset among employees. However, organizations must recognize the higher-than-expected benefits of being compliant, such as increased customer trust, improved customer satisfaction, strengthened employee morale, better reputation, and positive impact on revenue. These benefits should encourage every organization to achieve full compliance."*

For further information, please access the full report here.

Research Methodology

The research surveyed 1100 senior executives, director level and above, spread across eight sectors: insurance, banking, consumer products, utilities, telecom, public services, healthcare, and retail. Executives belong to companies headquartered in: France, Germany, Italy, Netherlands, Norway, Spain, Sweden, UK, US, and India. Capgemini also conducted interviews with industry leaders and experts, examining the current status and impact of data privacy regulations.

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About the Capgemini Research Institute

The Capgemini Research Institute is Capgemini's in-house think-tank on all things digital. The Institute publishes research on the impact of digital technologies on large traditional businesses. The team draws on the worldwide network of Capgemini experts and works closely with academic and technology partners. The Institute has dedicated research centers in India, the United Kingdom and the United States. It was recently ranked #1 in the world for the quality of its research by independent analysts.
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Capgemini receives clearance from the Committee on Foreign Investment in the United States (CFIUS) for its proposed acquisition of Altran

Paris, 26 September 2019 – Capgemini (Euronext Paris: CAP) today announced that it has received clearance from the Committee on Foreign Investment in the United States (CFIUS) for its proposed acquisition of Altran (Euronext Paris: ALT). After the announcement of the filing of the draft offer document with the French financial market authority AMF (*Autorité des marchés financiers*), this regulatory clearance is a new step towards the completion of this combination, which is expected by the end of 2019.

IMPORTANT INFORMATION

This press release is disseminated for information purposes only and does not constitute an offer to purchase, or a solicitation of an offer to sell, any securities of Altran Technologies.

Investors and shareholders are strongly advised to read the documentation relating to the tender offer, which includes the terms and conditions of the offer, as well as any amendments or supplements to those documents as they will contain important information about Capgemini, Altran Technologies and the proposed transaction. The draft offer document prepared by Capgemini was filed with the French *Autorité des marchés financiers* and disseminated **on September 23, 2019**. The tender offer and the draft offer document remain subject to review by the French *Autorité des marchés financiers*.

The transaction remains subject to the required regulatory authorizations and other customary conditions, as described in the documentation relating to the tender offer.

This press release must not be published, broadcast or distributed, directly or indirectly, in any country in which the distribution of this information is subject to legal restrictions. The tender offer will not be open to the public in jurisdictions in which its launch is subject to legal restrictions.

The publication, broadcasting or distribution of this press release in certain countries may be subject to legal or regulatory restrictions. Therefore, persons located in countries where this press release is published, broadcasted or distributed must inform themselves about and comply with such restrictions. Capgemini disclaims any responsibility for any violation of such restrictions.

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Capgemini signs a contract extension with HMRC

London, Paris – September 30, 2019 – Capgemini has today announced the signing of a two-year extension to its existing contract with Her Majesty's Revenue and Customs (HMRC) in the UK. Under the agreement, Capgemini will continue as a strategic supplier to HMRC, primarily providing data, digital and cloud technologies, alongside applications management services, until June 2022. As part of this extension, Capgemini will also support HMRC in its strategic transformation programs and in growing HMRC's own IT capability.

This extension builds on a successful 15-year partnership between the two organizations, which has been instrumental in the delivery of services that underpin the collection of UK tax revenues.

Paul Margetts, Managing Director of Capgemini's UK Business Unit and Group Executive Committee Member, commented: *"I am delighted that we are continuing our strong relationship with HMRC. Capgemini's expertise in digital and cloud technologies, coupled with our understanding of the HMRC organization and a collaborative approach to working with HMRC and its other suppliers, will play a significant role in supporting HMRC to drive its transformation agenda. Today's agreement underlines Capgemini's continued commitment to the UK and UK public sector."*

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Capgemini announces Project FARM, an intelligent data platform that aims to help small-scale farmers in Kenya resolve the global food shortage

The platform decodes patterns in farmers' activities and generates insights based on a combination of data gathered

Paris, October 02, 2019 – Capgemini has developed an intelligent data platform called Project FARM (Financial and Agricultural Recommendation Models), which is designed to optimize the agricultural value chain and bolster global food supply. The platform uses Artificial Intelligence (AI) to determine farming patterns through big data, generating insights from the data to make recommendations. It uses Machine Learning to make the platform applicable at scale by connecting it with cell phones. This solution has been built in collaboration with Agrics, a social enterprise operating in East Africa, which provides local farmers with agricultural products and services on credit.

Global demand for food is anticipated to increase by 60% by 2050[1]. Today, a great percentage of the world's population is fed by small-scale farmers, primarily from developing countries, using traditional methods and rudimentary farming practices[2]. The complex value chain and the lack of resources and connectivity adds to the agricultural inefficiency, so, there is a strong need for a wider package of yield optimizing and risk decreasing services for these small-scale farmers. Project FARM, created at Capgemini's Applied Innovation Exchange (AIE) Collaboration Zone (CoZone) in the Netherlands, aims to address these issues.

The data and analysis of Project FARM is shown on a dashboard that provides useful insights. For example, farmers can access tailor-made advice to optimize crop production. Patterns from the available data provide Agrics with information that can help to steer commercial decision-making and provide insights into potential business risks. Information can also be provided to partners in the value chain, mainly providers of inputs (such as seeds and fertilizers) as well as producers and buyers, thereby eliminating inefficiencies.

Julian van Velzen, Data Analyst at Capgemini who leads Project FARM, said, *"By connecting farming communities with data science, and big data with traditional farming methods, the FARM platform is built to optimize the value chain and bring parties together as an ecosystem around one data-driven platform. The platform can pave the way for bringing automated farming to small-scale farmers. With the increasing availability of open data and decreasing prices of sensors and satellite imagery, the future of farming is bright."*

Project FARM collects data from various public and private sources, sets it up in a cloud environment for hosting, and runs analytical models in the same cloud. Agrics offers data about crops grown, potential and realized yield, field perimeters, credit and repayments. This information is combined with data from Copernicus, a European Space Agency program. To facilitate the satellite data, project FARM is connected to project Sobloo, a Copernicus Data and Information Access Service (DIAS).

[1] World Population Prospects: The 2017 Revision, published by the UN Department of Economic and Social Affairs: https://www.un.org/development/desa/en/news/population/world-population-prospects-2017.html
[2] The State of Food and Agriculture 2014 by the Food and Agriculture Organization of the United Nations.

As a global leader in digital, Capgemini's ambition is to help make the digital revolution an opportunity for all, and to be the bridge between technology and society. Capgemini's aim is to expand its social impact, acting as Architects of Positive Futures, with more and more projects focusing on enabling Digital Inclusion.

Violanda de Man, Innovation Manager at Agrics East Africa said, "*Project FARM provides Agrics with an excellent opportunity to maximize value for its clients - the smallholder farmers - and to other actors in the value chain like processors and financial service providers. Through our interactions with the farmers we are on top of a huge reservoir of data. We can now turn this data into meaningful insights, which allows us to provide time and location specific products and services to increase yield and lower risk at farm and value chain level. Increased value chain effectiveness will help to directly improve income and food security of rural populations*."

Lanny Cohen, Chief Innovation Officer at Capgemini said, *"Project FARM is an excellent example of Capgemini's commitment to drive positive change through its 'Architects of Positive Futures' initiative, and of leveraging AI technology with an aim to deliver real world solutions. We are excited to collaborate with our ecosystem of partners to help resolve one of the key human problems that exists today - the global food shortage - by supporting small-scale farmers."*

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Capgemini receives antitrust clearance in Morocco for its proposed acquisition of Altran

Paris, 4 October 2019 – Capgemini (Euronext Paris: CAP) today announced that it has received clearance from the competition authority in Morocco for its proposed acquisition of Altran (Euronext Paris: ALT).

After the announcement of the filing of the draft offer document with the French financial market authority AMF (*Autorité des marchés financiers*), this regulatory clearance is a new step towards the completion of this combination, which is expected by the end of 2019.

IMPORTANT INFORMATION

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Investors and shareholders are strongly advised to read the documentation relating to the tender offer, which includes the terms and conditions of the offer, as well as any amendments or supplements to those documents as they will contain important information about Capgemini, Altran Technologies and the proposed transaction. The draft offer document prepared by Capgemini was filed with the French *Autorité des marchés financiers* and disseminated **on September 23, 2019**. The tender offer and the draft offer document remain subject to review by the French *Autorité des marchés financiers*.

The transaction remains subject to the required regulatory authorizations and other customary conditions, as described in the documentation relating to the tender offer.

This press release must not be published, broadcast or distributed, directly or indirectly, in any country in which the distribution of this information is subject to legal restrictions. The tender offer will not be open to the public in jurisdictions in which its launch is subject to legal restrictions.

The publication, broadcasting or distribution of this press release in certain countries may be subject to legal or regulatory restrictions. Therefore, persons located in countries where this press release is published, broadcasted or distributed must inform themselves about and comply with such restrictions. Capgemini disclaims any responsibility for any violation of such restrictions.

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World InsurTech Report 2019: Insurers' role in flux as InsurTechs master digital customer experience

Collaboration between insurers and InsurTechs is key to address customer demand for add-on services, personalization, and flexible offerings

Paris, October 7, 2019 – The insurance industry is facing a structural shift where effective collaboration with InsurTechs is essential in order to meet rising customer expectations, according to the World InsurTech Report 2019 (WITR) published today by Capgemini and Efma.

"As the insurance marketplace evolves, insurers will move beyond their traditional role as payers covering customer losses to partners that identify and forecast risk, helping with insurance and related non-insurance needs," said Anirban Bose, CEO of Capgemini's Financial Services Strategic Business Unit and Group Executive Board member. "*To deepen customer relationships, insurers will have to collaborate more with InsurTechs who are already mastering the customer experience by leveraging the most innovative technologies and use of data."*

"*Insurers will benefit from partnerships with InsurTechs as the marketplace becomes more crowded,"* said Vincent Bastid, Secretary General of Efma. "*The data shows that insurers and InsurTechs are eager to partner with each other, which will ultimately benefit the customer in the form of more advanced products and services."*

The World InsurTech Report 2019 outlines a new insurance ecosystem with an open marketplace, based on the development of new customer-centric experiences, a structured selection of InsurTechs, and a collaborative go-to-market. Key findings include:

Four fundamental shifts in the industry are underway
The report outlines that the industry is evolving in four different ways:
- A shift from product focus to customer experience: 70% of insurers and InsurTechs said a focus on holistic risk solutions for customers was critical to establishing a future-state insurance marketplace.
- The evolution of data as a critical asset: more than 70% of insurers and InsurTechs said advanced data management capabilities are critical.

- A transition from asset ownership to a shared economy: more than 35% of insurers and InsurTechs have already realized that focusing on shared ownership of assets is critical.
- Partnerships with specialists over the traditional “Build or Buy” approach: 90% of InsurTechs and 70% of incumbents said they want to collaborate with each other. Both insurers and InsurTechs have a hearty appetite for collaboration with other sectors, such as healthcare providers and players from the travel, transportation, and hospitality space.

Digital maturity is front of mind for insurers, but aspirations do not match reality
While insurers realize the importance of these fundamental shifts, there is a significant gap between expectations and current digital maturity. For example, 79% of insurers say advanced data management capabilities are important, but only 37% have a concrete digital transformation strategy in place. Similarly, over a third (37%) said shared ownership of assets is critical but just 11% are leveraging open architecture to partner with other industry players.

Collaboration and partnership must be prioritized
68% of insurers say partnerships are critical, but only 32% are collaborating with ecosystem partners to provide value-added services. A digitally integrated ecosystem will support the real-time, personalized experiences that customers are demanding. Digital integration will be critical for insurers as customers are expecting more convenience and seamless services. While partnerships will clearly help meet their needs, there is still quite a lot to be done. Fewer than 40% of incumbent insurers want to build technology infrastructure ready for open collaboration with InsurTech firms, while more than 60% of InsurTechs wish to work with insurers to create such a foundation.

Those who evolve into ‘Inventive Insurers’ will be best placed for success
The report determines that success in the future marketplace is heavily dependent on insurers’ ability to evolve into *Inventive Insurers.* This will require improving their digital maturity and enhancing agility, as well as joining an open ecosystem to provide digital, experience-led offerings via effective collaboration with InsurTechs. A successful *Inventive Insurer* will use open platforms to better develop innovative ways to make sure the customer remains at the center of their business.

Report methodology

The World InsurTech Report (WITR) 2019 covers all three broad insurance segments: life, non-life, and health insurance. This year's report draws on research insights from two primary sources – surveys and interviews with traditional insurance firms and InsurTech firms. This primary research together covers insights from over 75 executives across 20 markets: Australia, Belgium, Brazil, China, Denmark, France, Germany, India, Israel, Italy, Japan, Singapore, South Africa, Spain, Sweden, Switzerland, The Netherlands, Turkey, the United Kingdom, and the United States.

About Capgemini
A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients’ opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of EUR 13.2 billion. Visit us at www.capgemini.com. *People matter, results count.*

About Efma

A global non-profit organization, established in 1971 by banks and insurance companies, Efma facilitates networking between decision-makers. It provides quality insights to help banks and insurance companies make the right decisions to foster innovation and drive their transformation. Over 3,300 brands in 130 countries are Efma members. Headquarters in Paris. Offices in London, Brussels, Stockholm, Bratislava, Dubai, Milan, Montreal, Istanbul, Beijing, Tokyo, and Singapore.

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Capgemini Research Institute ranked No. 1 for the third consecutive time for the quality of its thought leadership

Capgemini in first place for quality of its thought leadership among 20 leading consultancies and technology firms evaluated for the ranking

Paris, October 10, 2019 – For a third consecutive time, the Capgemini Research Institute has been ranked No. 1 for producing top quality thought leadership by independent professional services research firm Source Global Research[1]. Capgemini's thought leadership was rated the highest against other consultancies in three key areas: appeal; resilience; and prompting action.

In Source Global Research's latest report, "Quality ratings of thought leadership for the first half of 2019", Capgemini came out on top among 20 leading consultancies and technology firms. The report highlights The Autonomous Car research by the Capgemini Research Institute as an illustration of a great piece of thought leadership that scores highly when it comes to appeal. For its evaluation, Source Global Research White Space analyzes and ranks consulting and technology firms' research based on its one-of-a-kind assessment methodology.

Fiona Czerniawska, Founder and Joint Managing Director, Source Global Research said, *"Capgemini has once again retained the top slot in our rankings due to the great quality of thought leadership they produce, that ranks particularly highly in the key area of resilience. This ranking further reinforces Capgemini's position as a trusted industry thought leader."*

Jerome Buvat, Vice President and Global Head of the Capgemini Research Institute said, *"We are thrilled that Source Global Research has once again commended the quality of research by the Capgemini Research Institute. Being ranked No. 1 for the third consecutive time acknowledges that our research material indeed helps businesses pave the way for their digital journeys. We are thankful to our network of clients, partners, startups, academics and colleagues for their continued contributions and support in making us successful."*

Created in 2012, the Capgemini Research Institute is a dedicated in-house think tank focused on exploring the impact of emerging technologies on businesses. The Institute works with a global ecosystem of internal and external experts to produce high-quality publications with sharp actionable insights and analysis on digital technologies.

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[1] Source is the leading provider of research about the professional services market, helping firms to understand, transform, and grow their businesses.

through people. It is a multicultural company of over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of EUR 13.2 billion.
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About the Capgemini Research Institute
The Capgemini Research Institute is Capgemini's in-house think-tank on all things digital. The Institute publishes research on the impact of digital technologies on large traditional businesses. The team draws on the worldwide network of Capgemini experts and works closely with academic and technology partners. The Institute has dedicated research centers in India, the United Kingdom and the United States. It was recently ranked #1 in the world for the quality of its research by independent analysts.
Visit us at https://www.capgemini.com/researchinstitute/

PRESS RELEASE DATED OCTOBER 14, 2019

TENDER OFFER
for the shares of:

initiated by:

presented by:

Presenting Bank and Guarantor

Presenting Bank

Presenting Bank

Presenting Bank

AVAILABILITY OF THE OFFER DOCUMENT OF CAPGEMINI

<u>TERMS OF THE OFFER</u>:
14 euros per share of Altran Technologies

This press release was prepared by Capgemini and made available to the public pursuant to Articles 231-27 1° and 2° of the General Regulation of the *Autorité des Marchés Financiers* (the "**AMF**").

<u>IMPORTANT NOTICE</u>

In the event that, following the tender offer or, if applicable, the reopening of the tender offer, the number of shares not tendered in the tender offer by the minority shareholders of Altran Technologies does not represent more than 10% of the share capital and voting rights of Altran Technologies, Capgemini intends, within a period of ten (10) trading days from the publication of the notice announcing the result of the tender offer or, if applicable, at the latest within three (3) months following the closing of the reopening of the tender offer, in accordance with Article L. 433-4 II of the French Monetary and Financial Code and Articles 232-4 and 237-1 to 237-10 of the AMF General Regulation, to implement a squeeze-out to acquire the Altran Technologies shares not tendered in the tender offer in exchange for compensation equal to the tender offer price, after adjustments, where applicable.

Pursuant to Article L. 621-8 of the French Monetary and Financial Code and Article 231-23 of the AMF General Regulation, the AMF has, pursuant to its clearance decision regarding the tender offer for Altran Technologies shares dated October 14, 2019, granted visa no. 19-489 dated October 14, 2019 to the offer document prepared by Capgemini.

Information relating in particular to the legal, financial and accounting characteristics of Capgemini was filed with the AMF on October 14, 2019 and supplements the offer document prepared by Capgemini. Such information will be made available to the public no later than the day preceding the opening of the tender offer. A press release will be issued to inform the public of the manner in which the information will be made available.

The offer document is available on the website of the AMF (www.amf-france.org) and the website of Capgemini (www.capgemini.com) and may be obtained free of charge from:

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