



# The Letter to the Shareholders

Dear Shareholders, Ladies and Gentlemen,

The death of Serge Kampf on 15 March led to an outpouring of emotion not only within the Capgemini Group but also in France and around the world. A great many of you have contacted us to voice the esteem in which you held him. Discreet, loyal, generous, modest, a builder and an entrepreneur—we have read and heard all of these words since he passed away. Our initial thoughts—and yours, we are sure—go to Serge Kampf's wife, daughter and loved ones.

I would like to share with the Group's employees, our current and future clients, and with you, our shareholders, the legacy that Serge Kampf has left us. Like me, all those who met him speak about his rare strength of conviction and his remarkable ability to bring people together around his projects. We all remember his taste for freedom, his absolute requirement for honesty, and his love of words, which he mastered with intransigence and in his own inimitable style.

As a great fan of rugby, of which he was a generous sponsor, he drew on the values of this sport to choose those of the group that he founded. Serge Kampf embodied these values, of which there are seven. They underpin the culture of all of the Group's employees and are also key to its differentiation and success.

**Honesty**—an overriding principle that helped us to be recognised in 2015, for the fourth consecutive year, as one of the world's most ethical companies!

**Boldness**—in terms of being entrepreneurial and taking risks— has enabled us to become a powerful brand in Europe, the United States and India.

**Trust**—at every level: with regards to clients, without whom nothing is possible, but also in terms of trusting our employees and teams, which makes them take responsibility for their actions and decisions.

**Freedom** and independence—which is all the more remarkable given the size of the Group—have to govern not only the relationship between the Group and its clients but also between the Group and its employees.

**Team Spirit**—the ability to share the highs and lows together.

**Modesty**—getting to the heart of the matter without any jargon or pomposity and while avoiding arrogance and boastfulness.

Finally, **Fun**—being able to find fulfilment in our work.

Serge Kampf shaped our Group both through his strategic decisions and his personality. An exceptional entrepreneur, a strategist with an unconventional profile, and an outstanding manager, Serge Kampf built Capgemini in accordance with his vision of the industry and its professions. Thanks to the company's recognised ability to anticipate continuous market developments, Capgemini is a global leader in its sector and will be able to respond to the challenges that arise in the future.

I inherited from Serge Kampf the need to assume responsibility. This is what encourages me to go forward and pursue our transformation. In a world in which adapting to new forms of technology is unavoidable regardless of a company's line of business, the Group is in a position to become a leading player in new digital markets. I know that the Group's 180,000 employees are committed, with me, and more than ever before, to building this new stage in the life of Capgemini together.

I shall also continue to uphold my commitment to a policy of transparency and proximity with our shareholders. In this respect, I hope that I will have the opportunity to meet you in the near future, particularly at our Combined Shareholders' Meeting, which will be held on 18 May at Pavillon d'Armenonville.

Capgemini has lost its founder. It is now up to all of us to implement with a single aim the lessons and knowledge that Serge left us: to take Capgemini, the Group that he founded, his Group, ever further.

**Paul Hermelin**

*Chairman and Chief Executive Officer of Capgemini*

**The day following the announcement of the death of Serge Kampf, former employees, colleagues, clients, partners, bankers and people from the worlds of politics, business and sport paid heartfelt tribute to the entrepreneur from Grenoble and rugby sponsor. Here, we have selected a small number of messages and tweets from the thousands received.**

«Serge Kampf was a great entrepreneur. Founder of Capgemini, he made it one of the flagships of the French economy and a worldwide company. He was able, before others, to anticipate the industrial revolutions of the end of the 20th century. The **President of the French Republic** pays tribute to his memory and offers his condolences to his family and loved ones.»

Following the death of Serge Kampf, founder and builder of Capgemini, the investment group Wendel paid «a heartfelt, respectful and affectionate tribute to this exceptional business leader and prodigious man. The exceptional human qualities of Serge Kampf evoke admiration and loyalty. **Frédéric Lemoine, Chairman of the Board of Wendel** and former deputy managing director of Capgemini, as well as all of the teams at Wendel, offer their deepest condolences to the family, friends and successors of Serge Kampf.»

«The man to whom we owe everything has left us today but he will always remain in our hearts. Serge was an exceptional person, a visionary entrepreneur and demanding. However, ethics, discretion and friendship were also part of his character. As well as being one of the top business leaders, he also thought with his heart, which is not something everyone can do. I will never forget his answer to a question from a journalist who asked him, 'Mr Kampf, what do you sell?' He replied, 'Intelligence. But to sell intelligence, you also have to sell sensitivity, emotion, your heart. In business, it's like in love, the important thing is to love—love your employees, love your customers.' You all felt admiration and love for Serge, undoubtedly the boss who was the most loved and the most respected by all of his employees. In less than 50 years, he built a French group that is now recognised worldwide alongside companies like L'Oréal, Air Liquide and LVMH. What is also remarkable is that thanks to his understanding of people and his intuition, he was able to hand over the reins while committing himself personally, and beyond what could be reasonably expected, to making sure that Capgemini, his child, would continue to grow with a level of ambition that matched his own. We met 56 years ago. Today, I lament with you the loss of an exceptional friend who shall never leave my thoughts.»  
**A former employee of the Group**

«I joined the Group in 1980 with a qualification in classical singing from Maîtrise de Radio France and unable for financial reasons to put my talent to use following my father's death. Serge Kampf was one of those people who trust others and offer you the chance to make a fresh start, as long as you contribute energy, talent and commitment. I never worked directly for Mr Kampf. However, I did bump into him and was able to speak freely and sometimes plainly with him. I feel the same as all of the employees of this large group, who appreciate its values and respect them: very sad.» **A French employee within the Group**

«A great personality whose thoughts and actions touched thousands of people across so many geographies in a beneficial way! I was fortunate to have met him during his visit to India. May his soul rest in peace!» **An Indian employee within the Group**

«Rest in peace. I admire your vision and the values you chose for the organization. These values are the major driver for me to have strong belonging with the organization.» **An Indian employee within the Group**

«May his memory and legacy remain constant in our journey—his passion, integrity and dedication visible through each of our actions.» **An American employee within the Group**

«Serge Kampf was one of the builders of the digital industry. A precursor, he had understood how technology would change the world.» **Manuel Valls** @manuelvalls

«Serge Kampf, a great captain of industry and exceptional entrepreneur, has just passed away. My thoughts go to his family and Capgemini employees.» **Emmanuel Macron** @EmmanuelMacron

«Shaken by the death of my friend Serge Kampf. France has lost its greatest man of industry, a visionary ahead of all and generous above all.» **Rachida Dati** @datirachida

«Death of Serge Kampf, the founder of Capgemini, from a time when the French built empires» **Stéphane Soumier** @ssoumier (journalist at BFM business)