



GARDEN PARTY PATRICIA NIX

CONTENTS

- 02 **Letter from the Chairman**
- 07 **A dialogue with Paul Hermelin, CEO**
Optimism and caution
- 11 **Group presentation**
A full range of integrated services
- 19 **Key figures**
On the road to recovery
- 22 **The Management team**
A renewed and strengthened team
- 25 **Outstanding events**
2004: On the move
- 31 **Client success stories**
A shared blueprint for success
The Collaborative Business Experience
- 43 **Human resources**
The employment challenges of outsourcing
- 47 **Capgemini University**
Strengthening the hub of the Group
- 51 **Main points of contact**
Where to reach Capgemini worldwide



LETTER FROM THE CHAIRMAN



SERGE KAMPPF
CHAIRMAN OF THE CAPGEMINI GROUP

I can bear witness to the fact that my fellow Swiss are no less welcoming than the other tribes of Europe, but we have to recognize that they do not always go out of their way to convince their neighbors of this fact. That is why, in the French regions bordering on their country, all sorts of more or less amusing stories are told at their expense. I particularly like this one: a tourist who had become lost in the countryside outside Lausanne asked a farmer milking his cows if he could show him the right way back to town. And the farmer, still milking his cows, and without even giving the tourist a glance, finally answered: “Mister, when you don’t know, you don’t go.”

That’s pretty much the retort we have heard over and over again during these past few years, when trying to **explain the difficulties** caused by our acquisition of Ernst & Young Consulting: an acquisition which, by the way, was hailed at the time as a “remarkable strategic move.” Our misfortune was that this transaction took place just a few weeks before what we referred to then as the bursting of the Internet bubble, and the deep recession that followed it. “What? You didn’t see it coming? You didn’t know?” Which is much the same as saying: “when you don’t know, you shouldn’t go!”

Easy to say in hindsight, because we had long been tempted, because we had a great opportunity, unanimous support from the Board of Directors, and chances of success that seemed perfectly reasonable for those of us who had already taken far bigger risks in the past. Setting off on the 23rd of May 2000 to conquer the world, we ran straight into the first squalls, then the second, then took the full force of the storm, which had by now settled in on both shores of the Atlantic. And we have taken five years to pull ourselves together after this bad beginning.

During these five years, the Group has not just struggled to repair the damage; it has also gained **20,000 additional people** (from 39,626 employees on December 31, 1999, it reached 59,324 on December 31 last year); the workforce in the United States is now two and a half times as large (8,893 people at the end of 2004, compared to 3,626 at the end of 1999); the number of countries where it has a significant presence has gone from 18 to nearly 30, including Australia, Canada, China and India. It is still part of the group of five large players that already dominated the global market for information services^(*) at the end of the 1990s, and among which

(*) This should not be confused either with the market for software products, in which Microsoft is the global leader, ahead of Oracle or SAP, or with the one for hardware maintenance, which often constitutes a major part of services supplied by conglomerates such as Hewlett-Packard or Fujitsu to their clients.



We have taken five years to pull ourselves together from this bad beginning. But during these five years, the Group has not just struggled to repair the damage.



the pecking order has hardly changed since then (IBM, EDS, Accenture, CSC and Capgemini) even if some of the gaps have widened. **The Group is still independent**, even if there has been no lack of threats during this period and though the percentage of the capital controlled by its “historic” shareholders – CGIP and myself – has fallen in this time from 32 percent to less than 8 percent (as a result of my giving up a modest third of my holding in January 2000 to 200 Group managers; from the increase in shareholding reserved for Ernst & Young in return for their contribution in May 2000; and finally to the almost complete “exit” of CGIP at the start of 2004, after 22 years of friendly cooperation).

Yet during this same period, the Group has seen its revenues drop from 8.4 billion euros in 2001 to only 5.7 billion in 2003 (a decrease of 32 percent in the space of two years), and its net income move from a profit margin of 6 percent in 1999 to a loss equal to 5.7 percent of revenue last year. It has seen its stock market capitalization go down from its high point of about 30 billion euros (equivalent to seven years’ revenue at the time!) to barely more than 3 billion euros today. It has seen doubts cast on the reliability of its forecasts; been criticized for its financial communication, which had up to that point been viewed as highly satisfactory; condemned for its repeated, seemingly endless, reorganizations; seen its European leadership status contested. And, above all, it saw **doubts cast on the ability of its new chief executive officer** to decide on and implement the measures that I was told were urgent, but without ever hearing what these might be. No doubt thinking that it was not necessary to understand before passing judgment, they demanded Paul Hermelin’s head without really worrying about what would become of the Group after his public execution.

Last year, in this same letter, I had warned – much to the displeasure of these impatient aggressors – that I would support and, if necessary, protect my chief executive for as long as necessary. That is what I have done and I am glad of it. Today, everyone recognizes that our association has, in fact, stood the test, that he himself has shown a most unusual strength of character during this difficult time, and that, finally, there are more and more solid reasons for being optimistic than a year ago. I won’t spend much time on the current market situation: it is certainly more favorable but remains unstable and could well become gloomy again without our being

able to predict it. **The Group, itself, is in much better shape:** it has returned to growth (we are now in the sixth consecutive quarter of increased revenue); it is no longer satisfied with a simple return to stability, nor does it feel that merely improving operating income compared with 2004’s mediocre performance is acceptable. The order book represents the equivalent of two years’ revenue, which is an absolute record in the history of the Group. There is a renewed ambition to do better than budget. There is a strong will not to squander the fruits of three years’ hard work. And this ambition, this will, are all the more credible within the Capgemini enterprise for being shared by the two deputy general managers that Paul Hermelin has chosen to support him – Pierre Danon and Nicolas Dufourcq – both of whom have the stature, the experience, the enthusiasm and the sense of urgency needed for reaching goals that are more in line with the Group’s traditions.

However well put together and however complementary it might be, **a team needs time to find its feet and be successful.** This team can count on the excellent management resources that the Group possesses. All the same, we have to accept that everyday pressure remains intense; the dictatorship of short-term actions continues to inhibit strategic vision; the growing aversion to change and risk-taking shackles initiative or puts a brake on good intentions. This team will need to know how to reconcile the fundamentals: rigor, resistance to trends, continuity, respect for a few ground rules that guide our profession...with an equal focus on adaptability, pragmatism and the responsiveness necessary for doing business in an unstable climate. It is up to them to restore discipline and, at the same time, to promote the spirit of enterprise; to praise solidarity while also encouraging a spirit of healthy rivalry between operating units; to invent new methods of motivation but also to confront firmly any shortcomings with regard to the Group’s traditional values or freely undertaken





commitments. It is essential for them to pay great attention to detail, for the devil, as we all know, is in the detail. Finally, it is up to them to **speak with one voice**, and that will not always be the easiest thing to do.

But the Group's ambition is not just to become proud of itself and its achievements once again; it is also, and above all, to satisfy the needs of its clients, the aspirations of its employees and the requirements of its shareholders.

- **Its clients** are often themselves just emerging from a difficult period, which has led them to rethink their strategy and the way they work in order to face up to new competitors, improve the flexibility of their operations and return to innovation. They have come to understand that business and technology are definitely linked and that the real Internet revolution is rooted in architectures and new kinds of application. Capgemini intends to be their most active and responsive partner. Not by suggesting ready made solutions, nor by trying to usurp their mastery of the potentially decisive advantages that IT tools provide for their competitiveness (and sometimes for their very survival), but first of all **to listen to them** – why is it so difficult to convince people that you need to listen before you speak? – to understand their expectations and their constraints, and then put at their service our accumulated experience, an intimate knowledge of the most reliable technologies, and a toolbox of offerings that is constantly being renewed.

- **Its employees** have aspirations today that are not the same as they were ten or twenty years ago. Less tied to the business, to promoting its image and defending its interests, they are more concerned with managing their careers autonomously and improving their own market value. This is why a service company such as ours has the obligation – and the Group and its subsidiaries show a definite willingness in this regard – to offer them the best possible opportunities for personal development and to help as many of them as possible become **top professionals**, equipped to carry out many different functions within the business and proud to participate (or to have participated during a key part of their working lives) in Capgemini's success.

- As for **its shareholders**, they have not exactly been spoiled over the past five years: the last dividend they were paid was in April 2002, the stock price has been divided



The time has come for the Group to conquer again.



by 10, the market capitalization of Cap Gemini S.A. represents hardly more than six months consolidated revenue for the Group that it controls. They have suffered – and I have suffered with them – to see their shareholding tossed around at the mercy of back-biting rumors and hasty judgments. They have seen many hundreds of millions of shares change hands each year without taking much part themselves in this high level of trading. It is not surprising, therefore, that the Group should make one of its top priorities for 2005 the need to **give them renewed confidence**, to keep them better informed about our progress and also, by the spring of 2006, to go back to that good old tradition, which started in 1974, of distributing to its shareholders about one-third of the consolidated net earnings of the previous fiscal year.

2,000 new clients each year, 60,000 employees, 250,000 shareholders: these are enough reasons to sound the wake-up call, to free up our energies and get back to the battle. After so many years of problems, of contraction, reorganization, often painful changes, sometimes even doubts about our ability to fight back, **the time has come for the Group to conquer again** – to reconquer lost territory and lost time, regain the trust of both its clients and the market, again assume mastery over its own destiny, rediscover the confidence that makes it possible to move ahead without being hindered by the inevitable little problems one meets along the way. Yes, I truly feel that the Group has set off once more on the right footing.

As for me, I will continue to take part in this joint effort, helping the new leadership team to achieve its objectives, but without encroaching on its powers nor on its freedom to maneuver. In this way, the successes posted during the years ahead will be unquestionably its own.

Grenoble, March 27, 2005
Serge Kampf

The Board of Directors of Cap Gemini S.A.



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CHAIRMAN

Ernest-Antoine Seillière
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ADAM & EVE PATRICIA NIX

OPTIMISM AND CAUTION

Paul Hermelin, CEO of Capgemini, is continually being questioned by clients and Group members, analysts and journalists. We asked him to share some of his views on 2004, and his perspectives on the year ahead.

What lessons did you learn from 2004?

The main lesson is that the heavy emphasis put in 2003 on simplifying the Group structure was urgently needed. In other words, we have definitely turned our backs on a hybrid model, and this process of simplification has been very beneficial. Since January 2004, we are organized along four business lines (consulting, technology services, outsourcing and local professional services) in every country; we call them the four Group disciplines. They help us improve the services and capabilities we bring to our clients, while enabling us to enrich the specialized training and development of our people. This discipline-based organization gave us a better view of the basics and the economic model of each discipline. I have only one regret: I wish we had simplified our organization sooner!

Another important lesson from last year concerns my colleagues. Confronted with a mediocre first quarter, they were able to react with incredible energy, as borne out by their performance during the second half. Following the publication in September of that poor first-half showing, the whole Capgemini community got on top of the situation and succeeded in reversing the trend. I greatly admire the courage and team spirit with which they accepted the cost reductions, the cuts in support functions, and other necessary actions. I feel privileged and thankful to work alongside so many first-rate people.

What we also learned – and it is by no means the least important lesson – is that Capgemini is able to weather the storm, to preserve the trust of its clients and win new contracts, while maintaining an aggressive sales profile. **Don't forget that in 2004, we booked more than 10 billion euros of business... a new record for the Group.**

PAUL HERMELIN
CHIEF EXECUTIVE OFFICER



Four years after the merger with Ernst & Young Consulting, what still has to be fixed, and why this need to keep returning to the basics?

The Group has changed drastically; but since May 2000, the markets have changed even more. To confront these changes, as I have already noted, we first had to establish full control of each discipline in its own right. We are not pigheaded; I did not hesitate in fixing some mistakes made at the time of the merger.

Today, the Group can take pride in offering a chain of services which starts with transformation consulting and ends with full outsourcing. But each of these services has its own rules, its own cost models. The Group's ability to "bundle" these services is a key asset, but only if the services provided by each discipline are competitive in their own right.

But going back to the basics does not mean going backward. We must continue to manage our resources carefully – for example, making sure that our people with



Capgemini is ready.



highly marketable skills are assigned to client-facing, revenue-generating jobs. We also had to re-establish an understanding of what is affordable and what is not under given market conditions. Our aim in going back to these basics was to better prepare us for the future – given that in 2005, our clients' expectations are very different from what they were four years ago, whether in terms of consulting or outsourcing services. Moreover, service delivery is becoming highly industrialized with the growing popularity of delivery centers – including offshore. This is a completely different picture from the one we knew before, which was based on services carried out in proximity to client locations.

What are the 2004 achievements about which you're especially proud?

The first is that we have kept our commitments: resumed growth, developed in the outsourcing market, integrated Transiciel into our Sogeti subsidiary. Growth, which is the yardstick of every business, is returning. A growth rate of 9.3 percent translates into a total revenue of 6,291 million euros. That, in itself, is cause for satisfaction. I would even say that, psychologically, this achievement erases three years of pain and revenue decline, so it is a real boost for all of us. On top of that, all our disciplines were growing in the fourth quarter. Which proves that Capgemini's growth in 2004 is not just the result of a few huge deals, but represents a return to growth, however modest, in most of our markets.

The second achievement I would mention is that we have become one of the real world leaders in outsourcing. During the 1990s, large-scale business and technology transformations were the market headlines. Now, at the beginning of the 21st century, it is the transformational outsourcing deals that are driving our business. And it is in this field of transformational outsourcing that our disciplines come together and generate tremendous value for our clients – something very few service companies can do.

A third notable achievement: After the acquisition of Transiciel in December 2003, we proceeded to integrate this company with Sogeti. By mid-2004, it was

a *fait accompli*. With a workforce of 15,000, Sogeti-Transiciel confirms the relevance of a business culture and a special way of organizing in today's market. Note that this new, combined company is currently reporting Capgemini's highest margins.

Lastly, I would call attention to our market repositioning with the "Collaborative Business Experience." This initiative responds to a new requirement of our clients who, in a networked economy, see collaboration as an essential ingredient for their success. The Collaborative Business Experience has its roots in the values of our Group, is a real vehicle for innovation, and offers our clients **the best and most productive relationship** to be found anywhere in our industry.

At the same time that we inaugurated the Collaborative Business Experience, we also changed our name and logo and launched a worldwide advertising campaign which has been extremely well received by the markets.

Is the Group entering the new year in fighting condition?

Yes it is. **Capgemini is ready.** Of course there are always issues to be dealt with, but I believe we are in better shape and the organization that we put in place in 2004 is now fine-tuned. The management team is now stronger, younger and more complementary than before. It can look to managers and employees Group-wide who are battle-ready and more than ever fired up with a conquering spirit.

What is your frame of mind moving into 2005?

I would say: optimistic and cautious.

With the emphasis on caution or on optimism?

With the emphasis on both words.

Let's start with **caution**. First of all because, even though the markets are moving in the right direction, they remain unstable. The large IT investments of the late '90s now



PORT OF ST. TROPEZ I PAUL AÏZPURI

belong to the past; and no major technological breakthrough seems to be on the horizon. Maybe that's due to the fact that I don't often find in Europe the same degree of enthusiasm for new ideas and technologies which seems universal among American executives.

Cautious, too, because even though our managers tell us **we are on the road to recovery**, we have to see this trend strengthen and take hold over the long term.

You are also aware that, for some time now, our situation in North America has not been satisfactory. Considering the strategic importance of our business there – and based on an in-depth study we have just completed – we have drawn up a far-reaching transformation program for the region. Although its implementation has only just begun, Capgemini's ambition is to show profitability in North America from the second half of 2005.

Optimistic, for three reasons.

First, market conditions globally point to a general recovery. Next, the functioning of the Group, which depends on its most precious asset – its people – and on the organization of our disciplines, seems to have reached full operational efficiency. Lastly, Capgemini has rediscovered its sales energy and a desire to gain market share. The first signs of this renewed appetite are some major contracts recently won. We are working tirelessly to earn the trust of our clients, and we will do whatever is necessary to keep it.

All in all, my optimism is reasoned. Throughout my travels across the Group, in the field, I observe, day after day, that **Capgemini is decidedly on the move**, with its sights set squarely on achieving success for its clients... and for itself.





A FULL RANGE OF INTEGRATED SERVICES

Capgemini is one of the world's leading consulting, information technology and outsourcing companies.

Operating in over 30 countries, Capgemini helps clients to innovate, transform themselves and become more competitive. To fulfill this mission, Capgemini possesses a vast range of capabilities and the ability to deliver them consistently. It works with clients to craft new directions, turn them into business reality and make the best use of information technology. On their behalf, it also manages their business processes and technology infrastructure. Its most precious expertise is to bring together business, technology and operational skills and so provide truly integrated services.

As a worldwide services only company, Capgemini is a people company – 59,324 people by the end of 2004. Their infinitely varied skills and competencies are grouped, besides management and support roles, into four major professions or disciplines. Each of these is specialized to respond to a specific set of client needs. It recruits, trains and develops the people it needs. It is governed by its specific economic rules and managed with its own profit and loss responsibility. Yet within the Group's highly flexible, client-focused business approach, with its shared values, principles and management systems, all of these capabilities can be mobilized across the disciplines to deal with even the largest and most complex client situations and requirements.

The **four disciplines** are:

- **Consulting Services:** providing management consulting capabilities designed to improve performance of client companies through in-depth knowledge of their business and processes.
- **Technology Services:** planning, designing, managing, developing and integrating major information technology systems and applications.
- **Outsourcing Services** covers both infrastructure and business process outsourcing (BPO): managing client processes, applications and technology.
- **Local Professional Services:** providing proximity IT support and know-how.

Consulting Services and Technology Services are organized according to geography, and networked globally to share best practices and mobilize resources. Outsourcing and Local Professional Services are both global organizations, with strong local presences.

To make sure the capabilities of the disciplines meet market needs, Capgemini develops the best possible intelligence of its clients' activities in their respective sectors. It also tailors skills and competencies to provide the right responses to their sector specific requirements.

Because client satisfaction is an overriding priority for the Group, all the services it provides are measured according to a standard known as OTACE ("On Time and Above Clients' Expectations").

This presentation of Capgemini's activities covers the disciplines and gives an overview of recent market and Group developments for the main industry sectors.



CAPGEMINI'S DISCIPLINES

Consulting Services (CS)

In the stabilized market of 2004, clients continued to expect a high level of content and specialization, delivering tangible benefits. While growth only came back in the fourth quarter, the year saw good progress in operational profitability.

The Consulting Services discipline has benefited from earlier investments in capabilities, notably through specialized training, and in offerings. The different domains within the discipline (transformation consulting, customer relationship management, supply chain, finance and employee transformation) have pushed this specialization further. Supply chain, for example, maintains an end-to-end view, but specializes in procurement, transportation management and demand planning.

While business management consulting remains the mainstay of the discipline, technology management consulting is growing in importance. Clients making large investments in information management want to be sure that their IT strategies are well in tune with their business goals. By placing high level technologists in its consulting operations, Capgemini ensures that its immense practical experience in all forms of information technology is intimately connected to business issues.

In the coming year, many clients will once again focus on revenue growth, while still insisting on clear bottom line improvement. Consulting Services will launch new offerings for top line growth and for improved product lifecycle management. New types of shared services, developed in close cooperation with sister disciplines, will help improve client productivity and pave the way for business process outsourcing.

Technology Services (TS)

Following several extraordinarily difficult years of weak markets and price pressures, the first half of 2004 brought more of the same. In the second half, however, Technology Services succeeded in stabilizing revenue, returning to operational profit and building morale.

Stabilized prices, a higher utilization rate and lower costs did not happen by accident. Besides many operational improvements, TS concentrated on a few essential fields such as enterprise-wide platforms, notably SAP, and business intelligence applications. It provided industry-specific offerings in four selected industries – a sure way to differentiate and provide more value, which then translates into better prices. To give one example: Extended Retail Services based on radio-frequency identification (RFID) technologies have already been selected by some twenty clients, while a more systematic use of “Rightshore”™ delivery helped reduce delivery costs (see page 26).

In 2005, with markets improving in most countries, Capgemini expects the lower costs of technology development and an increase in growth-related investment to generate higher demand for technology projects. Technology Services (systems integration, IT applications) will also benefit from ties to other disciplines as, for example, business transformation programs call for an IT systems overhaul; technical transformation is the way to draw maximum advantage from outsourcing. The trends observed during the second half of 2004 bode well for a continuing turnaround.

Outsourcing Services (OS)

In 2004, Capgemini grouped most European outsourcing activities into a single international organization with full profit and loss responsibility – and the benefits of this change are already obvious as the Group has become one of the world leaders in this field.

During the year, the unit known as Outsourcing Europe managed large deals more effectively, with a stronger focus on early deal profitability. Capabilities were optimized across borders and computing centers now employ common practices, an approach that has reduced the number of software tools in use by 75 percent in one year.

Even more importantly, the single organization brought a sharper focus to the Group's outsourcing strategy. Higher margin services, like Applications Management and Business Process Outsourcing, now make up three



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quarters of the sales funnel. The various services are grouped in offerings driving innovation and client value, such as mobility or security. Major outsourcing contracts can be the basis for building platforms with deep competencies in specific market segments.

Entering 2005, this outsourcing organization is becoming truly global through the integration of the North American operations. One set of methods and standards will now drive Capgemini's outsourcing centers and service offers worldwide. Large opportunities can be selected based on the Group's – rather than an individual country's – priorities and strengths. The emphasis will be on transformational outsourcing which unites the sector and transformational expertise of Consulting Services and the advanced competencies of Technology Services within the framework of an efficient global outsourcing capability – a real Capgemini trump card.

Local Professional Services (LPS)

From January 2002, Local Professional Services have been provided by one global entity, Sogeti, operating through national subsidiaries. After the acquisition of Transiciel by Capgemini at the end of 2003, the operational merger leading to the creation of Sogeti-Transiciel was completed during the first half of 2004 – creating a 15,000-person powerhouse in nine countries (Belgium, France, Germany, Luxembourg, the Netherlands, Spain, Sweden, Switzerland and the United States).

In the second half of 2004, Sogeti-Transiciel grew at twice the speed of a recovering market in some countries. This momentum is fueling the 2005 ambition to achieve double digit growth, coupled with an increase in operational profitability.



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Key Alliance Partnerships

To provide its clients with the best available services, Capgemini has developed technical and commercial alliances with several software companies: technical, to ensure maximum access to the laboratories operated by these software vendors; commercial, when it comes to building a common or joint offering.

Partnerships with specialized companies are targeted at precise client requirements; others have more general aims. In terms of revenue, the Group's most important alliances, in alphabetical order, are: Cisco Systems, Hewlett-Packard, IBM, Intel, Microsoft, Oracle/ Peoplesoft, SAP, Siebel Systems, Sun Microsystems.



The business is focused on three areas: infrastructure services (management of client infrastructures at the client's location), application services, and engineering services (high technology consulting). These services cover small- and mid-sized projects, provision of expertise and specific forms of outsourcing. **Clients are offered strong individual know-how**, with specific areas of **collective expertise** such as testing, security and systems management.

The organization is simple, clear and stable – branches are operated on an entrepreneurial basis, defining their own formula for business success, while line

management ensures proper transfer of know-how and a solid sense of belonging. The whole approach builds on a strong emphasis on client satisfaction, enabling Sogeti-Transiciel to beat its competitors in many published industry rankings.

In 2005, while pursuing its general development in quality proximity services, Sogeti-Transiciel will take such major steps as the international development of its high technology services – providing not only engineering manpower and know-how for the industry, but also the outsourcing of specialized research and development functions.

CAPGEMINI'S MARKETS

The Group's services are normally delivered in an industry context, with offers tailored to clients' exact needs, and often integrating capabilities from different disciplines. An overview of the main industries served by Capgemini helps understand the Group's activities.

In the **public sector**, public administrations are transforming themselves to become efficient, low cost service providers, and Capgemini intends to be their partner of choice. As a result, the public sector's weight in the Group's business has expanded in the last few years and for 2004 reached 15 percent.

In 2005, it is expected that public administrations will keep pushing vigorously for improved services and higher efficiency, but also face new challenges, like a growing focus on public security. Budget constraints in information management will be met through outsourcing in a wider range of countries, the growing use of civilian technologies by defense departments, and increased emphasis on offshore development, previously a taboo subject in many countries.

The **manufacturing, retail and distribution sector** represents about a third of the Group's business. It contributed half of European outsourcing bookings in 2004. Business Process Outsourcing is coming of age in manufacturing and life sciences, while the movement toward enterprise-wide applications and data management has resumed, with more new large projects than in recent years.

Apart from these general trends, each segment addresses specific client issues and opportunities. In retail and consumer products, for example, Capgemini is helping companies unlock the benefits of new enabling technologies, such as global data synchronization, radio frequency identification, mobility and in-store customer interaction. In life sciences, the emphasis is now on product lifecycle management, the fight against counterfeiting, quality management and the continuing transformation of research and development.

In 2005, work with partners in sector specific uses of their applications will contribute to growth in this sector. In China, Capgemini grows by supporting large firms to expand in the country, and by helping Chinese companies internationalize.

2004 was a great year for Capgemini in the **energy, utilities and chemicals sector**. TXU Corp. engaged in a major partnership with the Group (*see page 32*) which, together with earlier Canadian outsourcing deals, creates a powerful platform of competencies and capabilities for utilities in North America. The outsourcing of the whole "meter to cash" process sets utilities free to concentrate on their core businesses, making it easier for them to compete successfully in a deregulated marketplace.

In Europe, Capgemini has taken advantage of the July 1, 2004 opening of markets to expand its services, thus enabling its clients to comply with new legislation and be successful in this increasingly competitive environment.

For oil companies, the Group has reinforced its position in lubricants and in functions such as client relationship and human resources management.

In 2005, these favorable developments should continue, with an increased flow of know-how across the Atlantic.

In the **financial services sector**, clients have returned to strong and sustainable profitability and are focusing on revenue growth again. They are accelerating the launch of new products and services, investing in customer relationship applications, and pursuing acquisitions. They are also devoting more resources to compliance with new regulations – such as Basel II for banks, Solvency II for insurance companies, Sarbanes/Oxley for anti-money laundering provisions.

In this context, the Group has enriched its offerings in the fields of risk and compliance, and retail insurance, while reinforcing its leading edge position in wealth management, retail banking and transaction services.



For 2005, we expect the Group to benefit from its good positioning and capabilities in financial services.

In the **telecom, media & entertainment sector**, major players have regained substantial investment power and growth is again high on their agenda: this newly vibrant market opens up significant opportunities for Capgemini.

Convergence of fixed line, mobile communications and media is leading to major reorganizations. Application systems are undergoing massive change, too, for example to provide real time billing with a mix of pre-paid and postpaid, digital rights management, and end-to-end service provisioning and assurance. Applications management remains the main area for outsourcing, while business process outsourcing is growing in the United States. All of these developments promise a good level of demand in 2005.



CAPGEMINI'S DISTINCTIVE NEW POSITIONING

Capgemini's ambition is to be a distinctive, highly competitive major player in the consulting and information services industry. The Group is large enough to be global, yet entrepreneurial enough to remain close to the clients, listening to them more closely and responding more sensitively to their evolving needs.

While delivery in the past was a matter of worldwide methods and local management, the ability to handle some service components remotely is changing the very nature of services delivery. With the "Rightshore"™ concept, work takes place where it makes best sense for quality of service, availability of skills, and costs. The Group's director of global delivery shapes and orchestrates this new world – which represents a fundamental change of direction.

Successful services delivery goes hand in hand with successful client relationships – both objectives and traditional strengths of Capgemini. When preparing the return to the Capgemini name early last year, the Group had an outstanding opportunity to go back to these

roots and build a renewed, more distinctive and compelling platform for future success. Clients and partners were asked for their views. Their responses provided two vital insights.

First, clients know that they need rapid access to a wide range of knowledge and experience. They believe that collaboration with a partner – as opposed to a simple contract with a supplier – is required for their own success.

Second, clients and partners value the way that Capgemini works with them, the quality of its people and the good relationships between their people and the Group's people. They believe that close and fruitful collaboration is a trademark of the Group.

Based on these insights, Capgemini launched the *Collaborative Business Experience*, which positions the Group as **the natural leader in developing closer, more effective, trust-based partnerships**. Collaborative Business Experience is much more than a slogan: it is the Group's way of life. It affirms that solid and more intimate working relationships deliver better results and enable clients to move more quickly, respond more flexibly and compete more effectively in a constantly changing business environment.

To bring this experience to a new level, new tools have been developed and new methodologies created. The Collaborative Business Experience is a long-term program for the Group, but it has already borne fruit. The advertising campaign launching it has brought new levels of awareness. Capgemini people find in it the embodiment of their beliefs. The Group's values – **honesty, boldness, trust, freedom, team spirit, modesty and fun** – crafted in the early days, take on a new life, and they are extended to every aspect of the client relationship.

For Capgemini's clients, the Collaborative Business Experience confirms and strengthens what they like in the Group. They know Capgemini people thrive when making their clients' people more successful. Clients embrace this new level of collaboration, which Capgemini intends to strengthen in the years to come.



PRELUDE TO AFTERNOON OF A FAUN YVES CASS



SERIOUS CONVERSATION VOLODIA POPOV

● KEY FIGURES

ON THE ROAD TO RECOVERY

CAPGEMINI SHARE PERFORMANCE BASED ON CAC 40 INDEX AND DJ STOXX INDEX



WORKFORCE

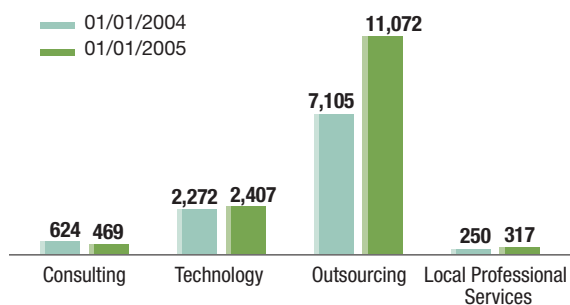
at December 31, 2004



The increase of approximately 3,700 people, compared to December 31, 2003, is mainly the result of large outsourcing contracts.

ORDER BOOK

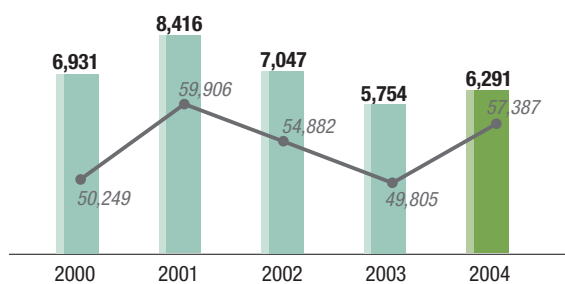
in millions of euros



The order book, which rose to nearly €10 billion in 2002 and 2003, reached a record high in 2004 of €14 billion, €11 billion of which relate to outsourcing contracts.

REVENUE AND WORKFORCE

in millions of euros



Revenue for 2004 is €6,291 million - an increase of 9.3% at current exchange rates and perimeter (2.7% at constant exchange rates and perimeter), compared to 2003.

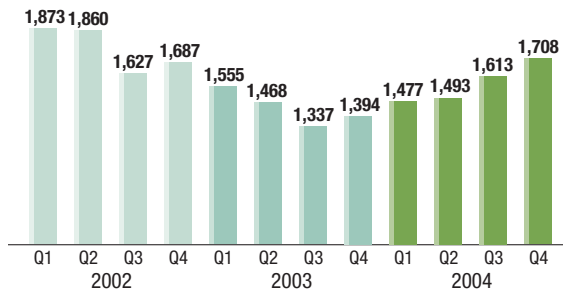


HANDKERCHIEF VARIATION - ROSE TRELLIS PATRICIA NIX



QUARTERLY REVENUE EVOLUTION

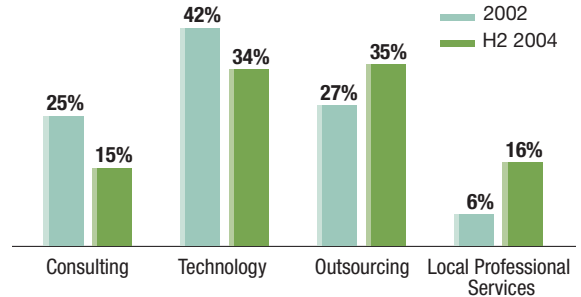
in millions of euros



In 2004, the Group returned to growth. Following a first half in which business stabilized, the second half showed a strong sequential growth, especially in the fourth quarter which, at constant exchange rates and perimeter, was up 7.5% compared with the third quarter.

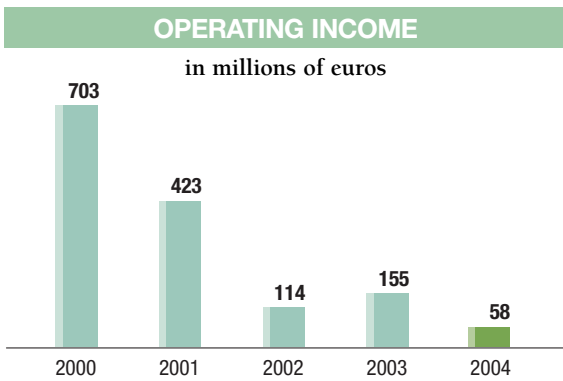
PORTFOLIO EVOLUTION

in percentage of revenue

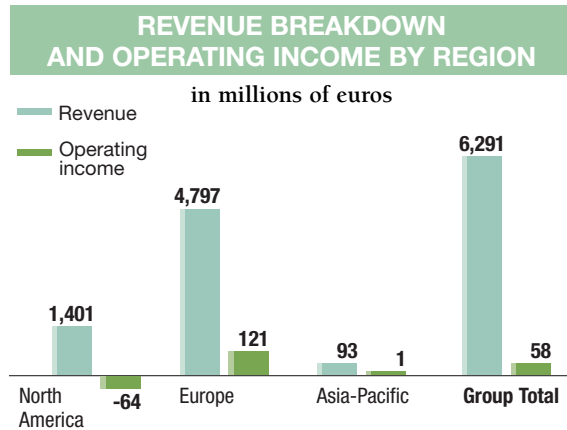


Cappgemini rebalanced its business portfolio and continued to make inroads into the outsourcing arena, mainly in transformational outsourcing and Business Process Outsourcing (BPO).

● KEY FIGURES



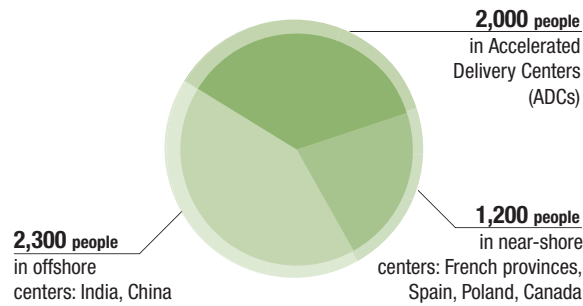
Following an operating deficit during the first half of 2004, the recovery was confirmed during the second half for an operating income of €78 million.



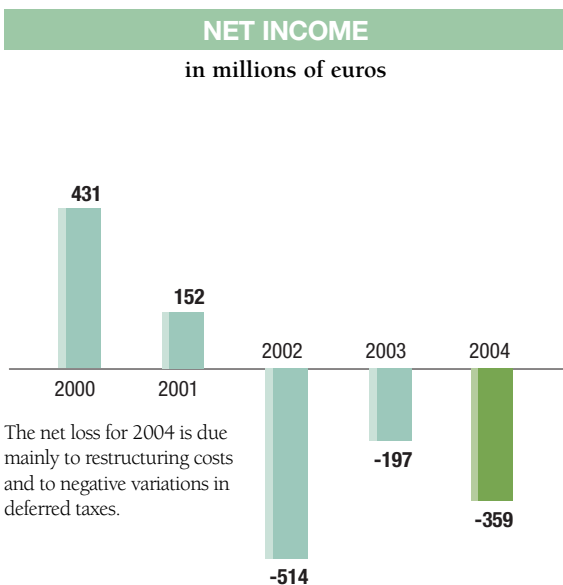
All the European operations saw an improvement in operating income during the second half of 2004.

“RIGHTSHORE”™ DELIVERY MODEL

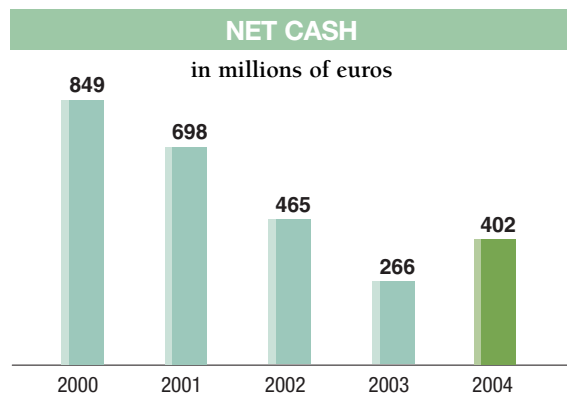
workforce end of 2004



The global network of “Rightshore”™ delivery centers developed by the Group is a competitive advantage for both its outsourcing and systems integration offerings.



The net loss for 2004 is due mainly to restructuring costs and to negative variations in deferred taxes.



At the end of 2004, the Group’s net cash was €402 million, compared to €266 million at the end of 2003. This financial structure is all the more solid since, with the exception of the U.S., the essential restructuring operations are behind us.

A RENEWED AND STRENGTHENED TEAM

AT APRIL 15, 2005



Office of the CEO

- ▶ Paul Hermelin (*)
CEO
- Pierre Danon
COO
- Nicolas Dufourcq
CFO
- Alain Donzeaud
General Secretary & Human Resources



Serge Kampf (*)
Chairman



Executive Committee

- Paul Hermelin Chairman
- Pierre Danon
- Nicolas Dufourcq
- Alain Donzeaud

▶ Strategic Business Unit leaders

- Henk Broeders
Northern Europe & Asia-Pacific
- Philippe Donche-Gay
France and TS ⁽¹⁾ Global Coordination
- Luc-François Salvador
Local Professional Services
Sogeti-Transiciel
- Antonio Schnieder
Central & Southern Europe
and CS ⁽²⁾ Global Coordination
- Chell Smith
North America
- Paul Spence
Outsourcing Services

▶ Group Directors

- Pierre-Yves Cros
Strategy
- Philippe Grangeon
Communication

⁽¹⁾ Technology Services
⁽²⁾ Consulting Services



Operations Committee

- Pierre Danon Chairman

▶ SBU leaders

- Henk Broeders
- Philippe Donche-Gay
- Luc-François Salvador
- Antonio Schnieder
- Chell Smith
- Paul Spence

▶ Global Marketing

- Colette Lewiner

▶ Global Sales & Alliances

- Patrick Nicolet

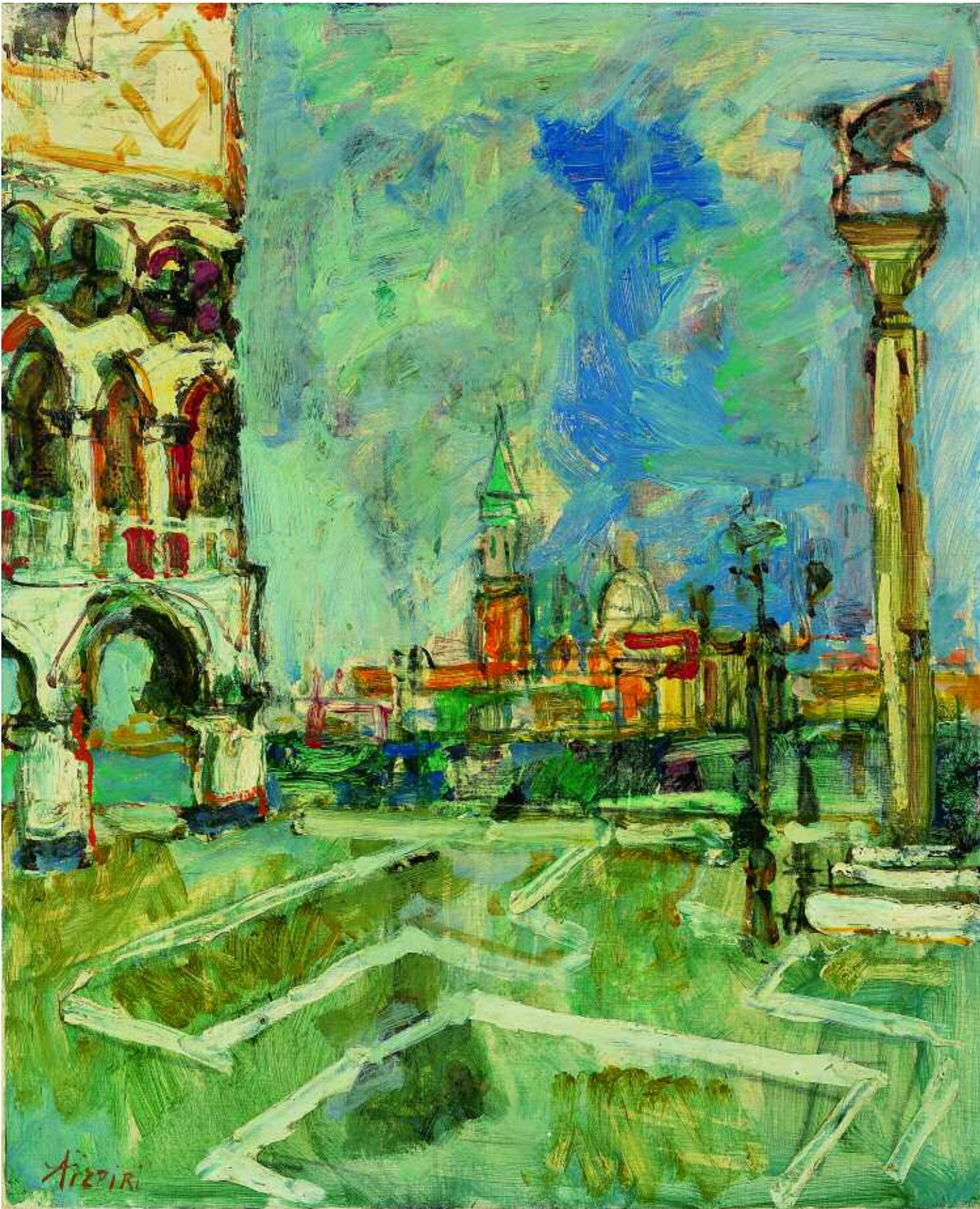
▶ Global Delivery

- Gilles Taldu

Sector Managers

- Didier Bonnet Telecom, Media & Entertainment
- Stanislas Cozon Public Sector
- Bernard Helders Manufacturing, Retail & Distribution
- Bertrand Lavayssière Financial Services
- Colette Lewiner Energy, Utilities & Chemicals

(*) Member of the Board of Directors of Cap Gemini S.A.



ST. MARK'S SQUARE PAUL AIZPURI



ELIZABETH I VARIATION (BEETLES) PATRICIA NIX



2004: ON THE MOVE

Despite another difficult year for the consulting and IT services industry, Capgemini can point to a number of challenges successfully met and strategic ambitions fulfilled. This look back at some of the recurring themes that made headlines during the year – both internally and externally – reveals a Group mobilized and on the move.

A new image for Capgemini

One of the big public events of 2004 was the change of the company name and logo, and the simultaneous launch of the Collaborative Business Experience positioning and advertising campaign. Under legal obligation to give up the Ernst & Young name by May 2004, the Group chose April 15 as “inauguration day” for its new brand; the day when Cap Gemini Ernst & Young became Capgemini.

The announcement of the Group’s new identity was accompanied by the launch of the Collaborative Business Experience – a unique way of working with clients based on cooperation and exchange. This initiative was the focus of a worldwide advertising campaign, first in TV and poster ads, followed by coverage in the international press. Since then, the collaborative principles behind the campaign have been gaining widespread appreciation among Capgemini’s clients.

On October 19, 2004, the Collaborative Business Experience campaign was crowned with a Diamond Award for Marketing Excellence from ITSMA (Information Technology Services Marketing Association), in the category of “Enhancing Brand and Reputation.”

Outsourcing: where the action is

Arguably the most exciting story of the year, from a market and business standpoint, was Capgemini’s remarkable ascension in the outsourcing arena – both Infrastructure and Business Process Outsourcing. In 2004, Outsourcing Services represented an average of 33 percent of Group revenue, a 21 percent increase over the previous year.

This phenomenon began in the closing days of 2003, with the awarding of the landmark **ASPIRE** contract by the **UK Inland Revenue**. The trend continued during 2004, greatly bolstered, in May, by a contract in the U.S.

with TXU – now Capgemini’s partner in a joint venture called **Capgemini Energy**. As a result of these two deals, 4,900 new people joined Capgemini on July 1, 2004. On November 2, the success of this strategy was solidly confirmed by the signing of a 10-year outsourcing agreement with **Schneider Electric**.

But outsourcing is more than just headline-making mega-deals. Throughout the year, a number of notable wins sealed Capgemini’s reputation as a top-tier global player.

- In January 2004, a contract with medical and safety technology company **Drägerwerk AG** in Germany to run their IT subsidiaries over a five-year period brought 230 new people to Capgemini.
- In June, a five-year agreement was signed with power and automation technology solutions supplier **ABB** to take over their Swedish Business Systems unit and its approximately 270 employees.
- Capgemini’s outsourcing reach stretched to Japan where, in July, the Group won a long-term SAP systems support agreement with **Daiichi**, one of the country’s leading pharmaceutical companies.
- In October, Capgemini signed a five-year outsourcing agreement with the Dutch mobile telecom provider **Telfort**, to deliver application development and maintenance services. This new contract extended the scope of an earlier Infrastructure Management (IM) agreement.
- A five-year Infrastructure Outsourcing deal with **Pharma Bio-Research** in the Netherlands was signed in November.

In the words of Ovum market analysts in year-end coverage: “... All this is further endorsement of Capgemini’s strategy to grow its top line aggressively through outsourcing.”

● OUTSTANDING EVENTS



On the right track with “Rightshore”™

Another major achievement of 2004 was the increasing market recognition of Capgemini’s “Rightshore”™ distributed delivery model. An advance on the simple “offshore” concept, and relying on a network of industrialized near-shore and offshore centers, this is a unique option for clients who want to balance on-site work with near-shore and offshore capabilities. “Rightshore”™ means having the right resource at the right place and the right price.

Throughout 2004, Capgemini continued to enlarge its “Rightshore”™ family by building on the success of its already established delivery centers in Guangzhou, China; and Krakow, Poland (both of which received ISO 9001 certification in 2004); and, of course, its flagship centers in Mumbai, India.

In January 2004, the three Mumbai centers (Accelerated Delivery Center, Applications Management Service Center, and Infrastructure Management Service Center) all earned Level 5 CMM certification – the highest Capability Maturity Model level available.

Then, on October 24, 2004, a second facility was opened in India, at **Bangalore**, heart of the country’s Silicon Valley, with an initial capacity of 600 seats around AM services. By the end of the year, the combined Mumbai and Bangalore centers reached a total capacity of 2,000 seats.

As more and more prospective clients learn about the “Rightshore”™ approach, it is often cited as a determining factor in their choice of Capgemini. Here are a few recent examples:

- At **Merrill Lynch** in March, a 120-person distributed delivery team based in New York and Mumbai developed an innovative Wealth Management Online Solution, with more than 40 percent of the strategic project work carried out offshore. The engagement brought to bear Capgemini’s global capabilities, as well as its Accelerated Delivery Centers, Applications Management Service Centers and Accelerated Solutions

Environments. As a result of this engagement, on June 1, 2004, Capgemini was honored with a “Wealth Management Solution of the Year” citation at the Banker Technology Awards.

- In the Benelux, in April, a groundbreaking deal with the Dutch social security organization, **UWV**, with technology development taking place in Utrecht and Mumbai, opened up the possibilities for “Rightshore”™ in the European public sector.
- Also in the Benelux, in April, Capgemini partnered with **LG.Philips Displays** to provide BPO services for Finance and Accounting over a six-year period, with support staff from the Group’s Krakow and Guangzhou centers. This was an important breakthrough for Capgemini’s Manufacturing, Retail & Distribution sector.

In stark contrast to massive and systematic offshoring proposals, Capgemini’s tailored delivery model offers an optimized, balanced approach that is attracting a growing number of clients.

A profile in projects

While the big outsourcing deals and “Rightshore”™ projects continued to make headlines, bookings proceeded at a good pace in Consulting Services, Technology Services and Local Professional Services, across the regions and global sectors in which the Group does business. Here is a sampling of 2004 projects to illustrate some of the Group’s strategic directions:

- In January, 2004, Sogeti-Transiciel developed a suite of IT services for the **European Parliament** in a five-year agreement to manage user support, product evaluation and systems integration, 24-hour operational and administrative management of all Parliament servers, and applications development for future projects in multiple languages. In addition to its expert knowledge of the technologies the European Parliament employs, and its ability to provide services at the institution’s three working sites – Brussels; Luxembourg; and Strasbourg, France – Sogeti-Transiciel was selected



THE ARCH YVES CASS

on the basis of the quality/price ratio of its offer against multiple competitors in the framework of an open call for tenders.

- In May, Capgemini signed an agreement to deliver a Single Settlement Engine for IT platforms in Belgium, France, the UK and the Netherlands to **Euroclear**, the world's largest provider of domestic and cross-border settlement and related services for bond, equity and fund transactions, with clients in more than 80 countries. The Group was chosen for its reputation as a systems integrator and expertise in delivering large projects.
- Also in May, Capgemini signed a five-year agreement with **Endesa**, Spain's leading electricity utility, to provide IT support for their distribution systems, including maintenance and evolution of existing systems, together with the development of new IT projects. This win represents recognition of Capgemini's expertise in the energy and utilities segments based on experience in the European and North American markets.
- At **ABN AMRO's** Wholesale Clients, in October, Capgemini experts from the Netherlands, the U.S. and the U.K., representing Consulting, Technology,

Financial Services and Sogeti, were involved in winning the first phase of a multi-year strategic consulting and IT transformation project. This was a good example of the Group's ability to deliver a complex, multi-year, multi-discipline program in systems integration on a global and local scale against challenging and strict timelines.

- Likewise in October, a strong selling point for Capgemini's Financial Services sector in a systems migration win with clearing company **Bankgirocentralen** in Sweden was a deep knowledge and experience of program management in large projects and methodology around application replatforming. This solution will considerably shorten time to market for new products.
- In November: A complete revamp of in-store technology at leading U.K. retailer **Matalan**, involving new electronic point-of-sale (EPoS) systems at all 186 stores nationwide, was completed on schedule and in time for the busy Christmas and New Year trading period. With its specialized skills in advanced retail projects, Capgemini provided business consultancy, project management and technical architecture skills, and was responsible for managing implementation, systems integration and training.

● OUTSTANDING EVENTS



- In Australia, in December, Capgemini successfully delivered the **Councils Online** solution, an engagement by five New South Wales councils to design, implement and operate a business transformation program that included a leading-edge IT solution, redesigned business processes and a shared technology platform. The Group's global Public Sector knowledge was instrumental in ensuring an up-to-date solution.
- Finally, at French Utility **EDF** (Electricité de France) throughout 2004, and ongoing, Capgemini is acting as consultant and systems integrator in a series of projects to prepare Europe's largest utility for entry into a market that will be fully deregulated by 2007. One of the few companies capable of delivering a full range of consulting and technology services, Capgemini was chosen to help various Business Units at EDF to evolve processes and IT systems in order to meet deregulation requirements and improve competitiveness.

People make a difference at Capgemini

It is during difficult times that the buy-in of a company's full workforce – managers, technical professionals, employees at every level of the enterprise – is the hardest to achieve yet the most critical in building morale. Here are a few events and initiatives undertaken by Capgemini during 2004 to make this difference:

Everyone benefits from certification

Capgemini's certification programs provide its clients with a clear understanding of the levels of proficiency they can expect, and offer the Group's employees career development paths leading to the highest levels of professional achievement.

In 2004, in addition to already established programs for Architects, Software Engineers and Engagement Managers, new programs were added for Infrastructure Engineers and, more recently, Enterprise Application Consultants. At the same time, a new global methodology and certification track were developed for Transformation Consultants. As of December 31, more than 3,000 practitioners, representing 6 professional communities, had been certified during the year.

In another milestone, from September 20 to 25, 2004, Capgemini University (*see page 47*) opened its doors to nearly 300 participants from five professional communities in a premiere "Business Priority Week" event. Attendees pursued their individual training courses but came together at key points to explore the Collaborative Business Experience and "Rightshore"™, the running themes of the meeting. The success of this event ensured that it will be an ongoing feature of the University calendar.

Geronimo wins the Jules Verne Trophy... as the Group celebrates its core values

On April 29, 2004, the giant trimaran sponsored by Capgemini and Schneider Electric won the Jules Verne Round-the-World Trophy. Skipped by Olivier de Kersauson and his 11-man crew, *Geronimo's* victory offered great possibilities for increasing brand awareness externally. At the same time, it was an occasion for employees to celebrate Capgemini's core values – Honesty, Boldness, Trust, Freedom, Team Spirit Modesty and Fun.

Making it count in the last quarter

Perhaps the greatest tribute to Capgemini's people in 2004 was their capacity to rally round during a difficult time. On September 9, when the Group published its first-half results and margins did not live up to expectations – despite sustained growth in revenue and bookings – an urgent "call to arms" was issued by the CEO and his management team. This elicited a show of solidarity and determination from all the regions, all the disciplines and all the sectors. Such a display of team spirit was instrumental in the Group's rebound during the second half of 2004, as demonstrated by the year-end results published on February 24, 2005.



IRINA, THE MUSICIAN VOLODIA POPOV



BACCHUS'S WEDDING YVES CASS



A SHARED BLUEPRINT FOR SUCCESS THE COLLABORATIVE BUSINESS EXPERIENCE

The best way to find out whether your strategy works or not is to ask your clients. Capgemini does this every year in a number of ways, one of which is by testing the appropriateness of its general approach through case studies, like the eight stories that feature in this year's annual report.

These client studies provide a context in which to talk in depth with senior executives about how Capgemini goes to market, the relationships developed and the capabilities offered to these clients. These studies lead to wide-ranging discussions and provide priceless insights concerning the attitudes and business vision of client companies. They also make it possible to understand how Capgemini figures in their plans as partners for the future.

This year's studies are especially interesting because they come a few months after the launch of the *Collaborative Business Experience*. By discussing the collaborative approach with clients, Capgemini has been able to find out, directly from them, how relevant it is for their needs, and how well they feel collaborative working has contributed to their own success.

The results of this approach are fascinating and reveal significant changes in outlook and partnering requirements across different sectors and geographies.

In Outsourcing, clients **TXU** and **Mölnlycke Health Care** noted Capgemini's ability to be a risk-sharing partner, rewarded on outcome, as a critical factor in the clients' own strategic planning.

In Consulting Services, both a major UK Government department, **DfES**, and a large Norwegian company, **AKOP**, spoke of how Capgemini's support helped them to become more collaborative themselves: an essential change for their own future success.

With regard to Technology Services, **Vodafone España** cited Capgemini's ability to work internationally, with multi-disciplinary collaboration, in helping their own competitive performance. The **IFP** also showed how a greater focus on collaborative working is essential to delivering complex technology projects smoothly.

Finally, it was striking to see how in Local Professional Services, both the **Minneapolis Police Department** and automotive giant **PSA Peugeot Citroën Group** noted the vital importance of their flexible, collaborative partnership with Sogeti-Transiciel as being a key factor in delivering successful projects.

Last year, Capgemini told the world that it believed collaborative working would perhaps be the single most important factor in achieving competitive advantage and long-term success for organizations of every different sort, in every sector and in every geography. From this year's case studies, it really does seem that a lot of senior executives agree with this judgment.



● CLIENT SUCCESS STORIES



TXU

Vision for a better future

One of 2004's most exciting developments was the visionary, collaborative partnership between TXU, the leading Texas based energy company, and Capgemini. The creation of Capgemini Energy to deliver a range of shared services has helped TXU refocus on its core business, and will help others do the same.

Written in collaboration with:

John Wilder
CEO
TXU

Dan Farell
Former CFO
TXU

Bob Pryor
CEO
Capgemini Energy LP

When John Wilder became CEO of TXU in February 2004, the company had been through a difficult few years. TXU needed to rethink its strategy and move ahead at high speed. Says Mr. Wilder: "We had to move from being a highly regulated utility to being an effective competitor in an open market, where customers choose on service quality. We needed transformation, not just change."

Action was needed to improve customer service quality and drive efficiency gains in other core processes. During an intense 90-day period, TXU management concluded that traditional technology outsourcing could not deliver the scale and breadth of benefits required. Something much more ambitious was required.

John Wilder's vision was to move TXU away from the utility model and become, instead, a genuine industrial company. That meant developing processes, skills, service levels and, above all, an ability to innovate and evolve with the market on a much higher level than before.

A fresh start

That is the basis for the ground breaking partnership between TXU and Capgemini announced in mid-May 2004, leading to the launch, just six weeks later, of Capgemini Energy, in which TXU has a small stake. Capgemini Energy now has responsibility for six core processes, ranging from customer service to financial management.

Capgemini Energy uses distributed delivery techniques, combining resources in Texas with others in Poland, India and China. Utility companies across the U.S. now have the opportunity to use this advanced capability for their own processes, with TXU benefiting from Capgemini Energy's continuous innovation, cost leadership and service level improvements.

The sheer speed of change was unprecedented within the utilities industry. As Bob Pryor, CEO of Capgemini Energy tells us: "We had to transfer almost 2700 staff on one day. We needed to show immediate service improvements while cutting 30 percent of the operating costs, roughly \$150 million (€110 million) annually, out of the business, even as the new approach was taking shape."

Performance breakthrough

Has it worked so far? Dan Farell, TXU's senior executive for the project, says that: "Transferring all those people was like swallowing an elephant! And we were going through constant evolution of our own business model even as the change was taking place. Yet Capgemini is delivering on its promises, despite the incredible speed of execution and magnitude of changes they are implementing."

During 2004, TXU underwent a major overhaul that resulted in an increase in market capitalization of \$6 billion (€4.4 billion); put \$3 billion (€2.2 billion) of cash back into the business and achieved a 175 percent stock price appreciation. That's a pretty strong illustration of a winning strategy, one where the Capgemini Energy partnership is a significant driver of future growth.

The last word belongs to John Wilder, whose bold vision has driven the entire partnership. He says: "Competitive advantage will be driven through innovation: ideas we cannot even guess at today. Now we have an innovation partner that can bring us the new ideas we can adapt to make us long-term winners." No wonder the entire industry is watching this partnership with such intense interest.

MÖLNLYCKE HEALTH CARE

Meeting the challenges of success

Mölnlycke Health Care is one of the world's leading providers of single-use surgical and wound care solutions to the professional health care sector. The company has been on an aggressive growth track since it became independent in 1998, and has doubled in size during that time. Outsourcing has always been a key part of its business model, and Capgemini has made a significant contribution to its success.

Mölnlycke Health Care has now become a truly global company, with a significant position in most major markets. From an IT perspective around 75 percent of all key functions and resources are now outsourced, and Capgemini has been the main technology partner from the start. As Klas Bendrik, the CIO says: "We could not be where we are today without Capgemini."

Further change is now being planned to fulfill management's vision of Mölnlycke as a rapidly growing global leader. The business will become more agile and entrepreneurial than ever, requiring even greater flexibility within core processes and functions.

Value through innovation

Mölnlycke is changing the balance between "business as usual" and new developments. As Klas Bendrik puts it: "We need to spend less on keeping the shop open and more on innovative solutions." Putting this more ambitious vision into practice has led to a fundamental change in the business relationship with Capgemini.

The outsourcing contract was renewed in 2004, but on a broader and far more collaborative basis. Capgemini will take more responsibility for processes, rather than technology; be rewarded on outcomes, rather than just on Service Level Agreements and will be a true global risk-sharing partner. Capgemini will also be more proactive in developing innovative new solutions as Mölnlycke continues to develop its strategy for the future.

Global presence

Capgemini's leadership both in BPO and "Rightshore"™ has been fundamental to this new vision for the future. Though account management remains in Sweden, day to day activities are now being located in best of breed offshore centers such as Mumbai. From a single point of contact, Capgemini will now be able to deliver cost effective service support in any country where it is needed.

The collaborative approach means that Capgemini will support Mölnlycke's growth strategy through fast integration of new assets onto common platforms. Existing processes will be continuously improved, as new technologies and methods make change possible. Collaboration also means delivering projects through joint Capgemini-Mölnlycke teams in order to transfer knowledge, build skill levels and focus skills on value creation.

As Klas Bendrik points out: "The IT function is measured on our contribution to business strategy. We have to enable fast growth and we have to support a global, 24-hour company. Capgemini is a key factor in achieving these business requirements."

This is a step change for the Mölnlycke-Capgemini relationship: from IT support to global strategic partnership, based on deep and effective collaborative working. Expectations are high but so are the potential rewards. After five successful years, an even more successful future is in prospect.

Written in collaboration with:

Klas Bendrik
Chief Information Officer
Mölnlycke Health Care

Arnold Stifors
Vice President
Capgemini

● CLIENT SUCCESS STORIES



DEPARTMENT for EDUCATION and SKILLS

Building schools for the future

The Department for Education and Skills (DfES) has responsibility for the entire UK educational system: a high profile policy area that concerns virtually every citizen. Capgemini was given the privilege of facilitating rapid evolutionary change in one of the most interesting consultancy projects of the year.

*Written in
collaboration
with:*

Stephen Crowne
*Director General
for the Schools
Capital Division
DfES*

Joan Minogue
*Executive Consultant,
Capgemini*

Change has been most dramatic in the area of capital investment, where the annual budget has seen tenfold growth between 1997 and 2005. This brings new opportunities, combined with great responsibility for ensuring that additional investment makes a positive difference to outcomes.

In response, the DfES set up the “Building Schools for the Future” initiative, in which public bodies and private companies team to create risk-sharing local partnerships. The DfES, with its national relationship facilitator Partnerships for Schools, acts as partner and guide: a truly collaborative approach to educational policy.

As Stephen Crowne, Director General for the Schools Capital Division tells us: “Businesses act as risk partners from an early stage. They are rewarded for working more efficiently and delivering better quality and value. Collaborative working is the key to mutual success”.

Educational inspiration

The program focuses on secondary schools, with a budget of over £2 billion (€2.8 billion) each year, and is encouraging architects, designers, educationalists and construction companies to create exciting, visionary places for children to study. Projects funded by the scheme are now winning awards, while arousing the enthusiasm of children and parents.

This scheme has also led to major change within the DfES, itself. As Stephen Crowne tells us: “We had to change in three main ways: We are becoming policy innovators, and we needed different skills to do that job. We are moving from administration to strategic management. We also need specialist capability for new activities we had never carried out before.”

Facilitating evolution

Working with consultants from Capgemini, the Department has achieved rapid development in culture, behavior and working practices, while meeting all its delivery targets without disruption. Capgemini has helped in delivering new skills when needed, and in managing and mitigating risks as the Department moved rapidly into unknown territory.

Stephen Crowne summarizes the experience: “We are fostering a truly collaborative approach to creating excellent educational environments, and we have found that the best way to do this is by collaborating with an expert outside company. Thanks to Capgemini, we have been able to switch resources flexibly to deal with urgent matters while enabling our policy experts to focus on delivering our policies.”

Educational investment in the UK is going through a revolution, and Capgemini has made a real contribution to making it a success.







AKER KVAERNER OFFSHORE PARTNER

Transforming for growth

Aker Kvaerner Offshore Partner (AKOP) is the strongest supplier of maintenance services to offshore oil and gas producers on the Norwegian continental shelf. Yet despite steady growth, senior management felt that core performance indicators were not improving strongly, and major change was needed to compete in a rapidly evolving market.

Written in collaboration with:

Tore Sjursen
President
AKOP

Lars Henningsson
Principal
Capgemini

In maturing oil and gas production areas, the key aim is to prolong the useful life of existing assets by managing operations more efficiently. To help achieve this, AKOP had to become a genuine partner in providing complete, end-to-end services.

AKOP's main assets are the skill and professionalism of its people, together with the quality and efficiency of its processes. There could be no performance breakthrough without a strong emphasis on people development. AKOP also decided to share its clients' vision; to act as a true partner in securing the right outcomes and be rewarded according to results.

AKOP knew that it would need expert help in transformation and turned to Capgemini because, as President Tore Sjursen says: "They understood that our need was rooted in culture and behavior change, not just re-engineering." Capgemini was also ready to stay on board for the full two years needed for change to take root. "I have known projects fail through lack of long-term execution," Says Mr. Sjursen. "Capgemini emphasized the importance of stamina and that was a lesson we were ready to learn."

Mobilization and development

The project started at the beginning of 2004, with full scale mobilization across the company. Every employee went to open meetings where the management team explained the current position, including potential threats, and the future vision. "I was so proud of our people," Comments Tore Sjursen, "because they understood the position and took an active part in making transformation happen."

A range of clients was also convinced by the new vision from AKOP: 2004 was a highly successful year for new business, with several vital new contracts being won on the basis of shared risk and reward related to outcomes. At the end of the year, success could be clearly measured by the results. Revenue was up, sales were up, profits and margins were up and AKOP could report its best year ever.

Building on success

As Tore Sjursen concludes: "We have to be a real partner to our clients if we are to stay ahead. To do that, we had to become a different company ourselves. There will be challenges in the future but we are now in a strong position to grow, to compete successfully and to extend our operations into new markets."

AKOP made this successful transformation happen by forming a joint team, in which Capgemini and AKOP people work side by side as colleagues following a shared vision. Working collaboratively with Capgemini helps AKOP to work with its clients in the same way. That has been a true breakthrough.

VODAFONE ESPAÑA

Gaining competitive edge

The mobile telephony market is intensely competitive and the “new frontier” is to offer customers high value services. Capgemini has helped the world’s largest mobile community, Vodafone, gain competitive advantage in the tough and crowded Spanish market, where penetration is over 90 percent.

Third generation mobile technology enables providers to offer many new services, including video, photography, music or game downloads and Internet mobile access. Data related services are providing competitive advantage to operators that can bring them to market faster than the competition.

Vodafone has the largest international footprint and aims to be the leading provider of high-value services through Vodafone live!, a unique multimedia portal, providing fast and easy access to data services from a mobile device, anywhere, anytime.

Consistency and quality worldwide

Vodafone live! includes a Java Application download capability: essential for games, digital music and other services. In late 2003, Vodafone España was looking for a partner able to implement this component on a turnkey basis, at a competitive price. They chose Capgemini because of our ability to share and reuse experience. In the year that followed, successful collaboration at many different levels enabled Capgemini to deliver the right result.

Collaboration and evolution

To make the implementation trouble free and successful in this evolving environment required collaborative working. Key implementation knowledge of the chosen technology had already been developed in the Paris Telecom ADC (Accelerated Delivery Center) and a joint Spanish and French team was set up to build on this experience. As Aimery Fustier, Director TME (Telecom, Media & Entertainment) Technology Services in Capgemini Spain tells us: “With our French colleagues bringing the knowledge of the ADC, the support of the Global Account Team, and us in Spain working closely with the client, we had the ‘dream team’ to make the project a success.”

Integration took place at all levels: skills and disciplines; transnational working within Capgemini; management of external specialists; collaboration between global account team and local delivery team. Above all, trust and mutual respect between Capgemini and Vodafone was essential. That enabled us to understand the developing vision driving evolutionary change in both service and technology as the program developed.

Cristina Álvarez, Head of Product Engineering Department in Vodafone España comments: “Capgemini has combined the specific skills required with outstanding flexibility, which has been key to the success of this complex implementation.”

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THE PORT II PAUL AIZPURI



IFP^(*)

Modernization on a fast track

A short-term project with a broad scope, multiple services, and a one-stage implementation under very tight deadlines: this Enterprise Resource Planning project for IFP owes its success in large part to a keen understanding of the client's needs and to a thoroughly transparent and collaborative project management approach.

The IFP has been running successful projects for 40 years, mainly Research & Development programs dealing with industry-related technical areas such as the by-products of hydrocarbons, their substitutes, and their impact on the environment.

But implementing an ERP solution to handle finance, purchasing, project management and human resources in one go, based on 16 functional models, is hardly an everyday occurrence.

“It is also our first project to involve such a broad cross-section of our management and, equally important, one which impacts more than 1,800 users,” says IFP Deputy General Manager Georges Picard.

In-depth changes

Why is the IFP going through this modernization process? First, because of the change in its tax status, from a public to a private company; second, the need to upgrade an IT legacy system that has grown outdated, with heterogeneous platforms operating on incompatible, uncommunicative applications. “This project represents a profound change for us at many levels,” confirms Picard. “We are breaking down the barriers between departments, modifying our procedures, changing our technology.”

Cooperation and openness

Capgemini was first awarded the project management phase of the agreement in a competitive bid. “The difference, continues Picard, was the quality of their response, their knowledge of the solution, the competencies of their teams. We also insisted on very tight time frames and here, too, Capgemini knew how to respond; what structures and tools to put in place.”

A firm contractual basis was established right from the start, detailing how the teams would work together, the required conditions for assistance and skill transfer, the methods and recommendations for jointly managing the project. Various operating committees brought the teams together, while steering committees did the same for management – all designed to encourage cooperation between the IFP and Capgemini teams, and to create an environment favorable to arbitration, assessment and transparency.

“Leave no ambiguities, make decisions quickly and make them together, share in the objectives, and engender a real desire for achievement: That has been our recipe for success and we at IFP are very proud of it.” These concluding words by Georges Picard, as well as any, best describe this collaboration and how productive it has been.

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(*) IFP: Institut Français du Pétrole



● CLIENT SUCCESS STORIES



MINNEAPOLIS POLICE DEPARTMENT

Managing complexity

In 2004, the City of Minneapolis Police Department and Sogeti teamed up to create an innovative solution for time management, with potential applications elsewhere in the United States and abroad, leading to long-term benefits for the Minneapolis PD itself.

Written in collaboration with:

Phil Hafvenstein
*Manager Intellectual Property Initiatives
Minneapolis Police Department*

John Broghammer
*Account Manager
Sogeti USA*

Time management is a key element in ensuring the right level of policing cover, while also reducing the cost burden to the community. Yet managing police officers' time is a complex issue. Not only are there variations in contract terms, in shift lengths and in the use of overtime (with 24/7 coverage being mandatory), there is also the need to deal with a whole range of planned and unplanned events – from state visits to problems caused by criminal activity.

In Minneapolis, the department had long wished to introduce a real time scheduling system but found that no leading software possessed the functionality needed for the highly complex needs of big city policing.

Eventually, the police department itself, led by serving lieutenants Phil Hafvenstein and Jody Nelson, supported by systems expert Bert Sletten, developed an application with the functionality they needed and put it into practice. The result has been a 5 million USD (€3.7 million) cost saving in unnecessary overtime between 1998 and 2003, with a reduction in training overtime of 97 percent in the same period.

Building on success

The story doesn't end there. Hennepin County, in which Minneapolis resides, was looking for a timekeeping solution to meet the needs of their own Sheriff's Office. That is where the need for collaboration really became clear. To make this vital application usable by all relevant services (police, fire, ambulance), it was necessary to move it onto a standards-based, web-enabled platform. To do this the city needed a true technology partner, and selected Sogeti USA to be that partner at the end of 2003.

Sogeti has worked closely with the Minneapolis PD to transform the original application into WORKFORCE DIRECTOR™(*), a web-enabled solution based on Microsoft components, suitable for reuse virtually anywhere. Sogeti now collaborates closely with the Minneapolis PD in taking the solution to other cities and agencies, adapting it for their needs and returning a share of the profit back to the city.

Sharing the benefits

As Phil Hafvenstein says: "The application is provided free of charge to users in law enforcement, in line with Federal regulations. Our goal is sustainable technology, so we wanted to make sure that a steady revenue stream came back to the city to fund further development and improvements. The partnership with Sogeti, which enables us to earn fee income from implementation and customization charges, is key to making this happen."

And collaboration goes beyond commercial interest. John Broghammer, Sogeti's account manager, explains how: "This partnership is about building up a growing community of users, all feeding back their own ideas and experiences for everyone's benefit."

A partnership based on complementary strengths, active marketing and growing collaboration, benefiting local citizens: an ideal that is now becoming reality.

(*) WORKFORCE DIRECTOR™ is owned and copyrighted by the City of Minneapolis, MN USA



PSA PEUGEOT CITROËN GROUP

In a win-win relationship

For six years now, Sogeti-Transiciel has been providing PSA Peugeot Citroën with the tools and services to enable them to improve their systems operations, as well as the electrical and electronic components in their top-line cars. The key reasons for this choice of service provider: the precious time gained in going to market, and a noticeable improvement in quality.

The Research and Design department of PSA Peugeot Citroën is committed to technically improving the electrical, electronic and embedded software systems in their new top-line vehicles (the 407, 607, C5 and C6, among others). “We were looking for skills in these areas at our plant in Vélizy and at our production center in Rennes,” recalls Eric Dorel, in charge of electrical-electronic architecture of the top-line automobiles. “In 1999, we called on Sogeti-Transiciel.”

An incredible give and take

Throughout the entire launch phase of the C5, Sogeti-Transiciel was assigned to represent the Research department at the Rennes production site.

During this time, the department was employing local engineers to work on the electrical/electronic architecture of the 407. “This method of cross-fertilization resulted in spectacular advances,” continues Dorel. “But it was still necessary for everyone to work with the same tools for research, validation, diagnosis, and to refine the network architecture and the embedded systems.” Because this was not the case, Dorel decided to

commission Sogeti-Transiciel’s electronic laboratory in Rennes to design and develop a common diagnostic tool. “There was an incredible technical give and take between our Research & Design team and Sogeti-Transiciel’s. The project was one-hundred percent successful.”

As a result, the solution known as “Diamux” is now deployed across the PSA Group and its suppliers, while Sogeti-Transiciel is continuing its mission, taking charge of training the user teams and working on the various versions of the product.

Four Controlled Area Network multiplexes

The 407 represents a change for the PSA Peugeot Citroën Group: the implementation of a multiplex electrical/electronic architecture with several standard CANs (Controlled Area Networks). “We needed a parametric register, which would work on four networks simultaneously, based on observable incidents, and to ‘differentiate’ these registrations with regard to each component, system or sub-system,” says Dorel. Here, too, Sogeti-Transiciel was able to answer the call by proposing “Transmux,” the “right” solution to this complex technical requirement.

As a good industrialist, Dorel is currently making a practical assessment of how this tool, and the services linked to it, are being used. “On the 407 pre-series, we gained about three months, which is a huge advantage!”

The win-win approach

Coming back to the collaboration with Sogeti-Transiciel, Dorel concludes: “With growing confidence, we are moving beyond a strictly contractual relationship. We are working in and encouraging a win-win approach... and with the 407, this formula has once again proven its merits.” All of which bodes very well for the C6.

Written in collaboration with:

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Head of electrical-electronic architecture of top-line cars PSA Peugeot Citroën Group

Michel Guillotin
Account Manager Sogeti-Transiciel



REGATTAS IN ST. TROPEZ BAY PAUL AÍZPURI



BAYBERRY LIQUEUR VOLODIA POPOV

THE EMPLOYMENT CHALLENGES OF OUTSOURCING

In 2004, outsourcing contracts (not to be confused with offshore agreements), which often involve the transfer of employees from one national company to another, accounted for 5,363 new people joining Capgemini.

Capgemini's success depends on the harmonious integration of these new colleagues into the organization. While individual hires and the corresponding on-boarding process are critical, there is no more stringent test of a company's human resources policy and execution than these massive and very rapid transfers of resources.

For people joining the Group through outsourcing contracts, the situation is not the easiest. To start with, the transfer was not their decision. In their company, they often enjoyed monopoly power... no other department was competing with them. They were used to a central role – as members of the information technology department for example. And their roles and working environment were normally well defined and stable. In a services company like Capgemini, the wind of competition is blowing heavily: clients want only the best,

individual capabilities are benchmarked against those developed by many colleagues around the world and one moves from assignment to assignment. A workers' council representative of a major client company put it so well: "In [our company], we'd been very much an integrated and vital part of the business and we were concerned [in Capgemini] we'd be periphery, or rather little IT fish in a big IT pond."

Understand their aspirations

Facilitating these transfers, making them positive experiences, might well be the most critical success factor in the outsourcing business. They are necessary to serve the outsourcing client well – the first priority. But also, the new resources will become more valuable in the longer term only if their capabilities can be put at the disposal of other clients.

In Capgemini's approach, the first step is to listen carefully. What are the aspirations of the new employees? What are their fears? What are their expectations? What is the perception of gain and loss when moving from the client's organization to Capgemini? Whenever possible, bodies representing the people being transferred become the interpreters and formulators of their views. In the case of the ASPIRE project for the UK Inland Revenue, Capgemini engaged in detailed discussions with the employee representatives in the Public and Commercial Services (PCS) union, representing 60 per cent of the workforce to be transferred through outsourcing.

Maximum consultation

The Group then explains its policies and practices, making sure that the proper representatives can get in touch with the relevant people and executives, and check things for themselves. Getting to know each other in very open exchanges is a good start for a collaborative relationship. In the case of ASPIRE, both sides concluded early on that a new agreement, between PCS and Capgemini, was a key to success. In four workshops, with an intensive use of collaborative approaches,



Corporate Responsibility

To assure wider deployment of its Corporate Responsibility policy, Capgemini decided, in March 2004, to adhere to the "Global Compact," launched in 1999 by the United Nations Secretary General. As a signatory, the Group is committed to supporting ten regulations dealing with human rights, respect for the environment, workers' rights, and even a new regulation against corrupt business practices. In all of these areas, Capgemini has undertaken a number of initiatives that focus on issues of ethics and human dignity.

Also, to underscore its respect for environmentally responsible and CSR (Corporate Social Responsibility) business practices, Capgemini now actively promotes and offers sustainability services to its clients (through its "Becoming Sustainable" offering).



a new and innovative agreement was created. To quote a member of the PCS National Executive: “What was good was the transparent way we started from a blank sheet of paper. [...] What we saw, through our discussions, was the creation of something we had built together.”

New careers

Capgemini makes the people transfer process the very center of its outsourcing policies through questionnaires, personal interviews, development plans, mentoring, open exchanges and intensive communication. This process is given top priority – in the conviction that the other steps, notably the technical ones, will be successfully mastered if a motivated team tackles them. After the short term worry and excitement of the move to a new world, the acid test comes later: how well do the new Capgemini colleagues flourish, building new careers in their new home? To judge from the many positions occupied in the Group by colleagues coming from outsourcing deals, things have worked out pretty well for them. As a colleague who joined the Group through an outsourcing deal in 1999 recently said: “For many of us Capgemini has offered more variety, both in terms of clients and technologies, than was available before.”

Capgemini's most prized asset: its people

At the end of 2004, Capgemini numbered 59,324 employees worldwide. This total is made up of both young teams – 45 percent of the workforce is in the 25-34 age bracket – and more experienced people, more than half of whom have been with the Group for at least five years. The average age of Group employees is 37, 75 percent of whom are men.

The services offered by Capgemini – Consulting, Technology, Outsourcing and Local Professional Services – call for people with strong qualifications. Managing intellectual capital and motivating the men and women who make up the workforce are factors critical to the Group's success. The diversity of experience and the skill development needed to work in collaboration with colleagues from different disciplines form the basis of Capgemini's approach to “Corporate Responsibility.” To meet these goals, the Group's global Human Resources policies focus on:

- *The fundamentals, which set a certain number of principles related to the kind of relationship the Group hopes to establish with its employees.*
- *Customized career development based on competency models and yearly evaluations directed toward the employee's personal career development plans.*
- *Training: Capgemini has established and invested heavily in an overall training policy which anticipates skill development requirements while, at the same time, meeting the career aspirations of its employees, and providing certification tracks for some professional communities – a pledge of high quality performance.*
- *Internal communication is the main channel for deploying knowledge and information. Several initiatives, both at Group and regional level, are aimed at encouraging a regular and lively exchange.*



ST. TROPEZ, SAINT ANNE'S CHAPEL PAUL AIZPURI



SECRET CEREMONY YVES CASS



STRENGTHENING THE HUB OF THE GROUP

Network-based collaboration and learning is one of the most interesting developments of the Internet age. It is compelling to the modern business not just for its methods, tools, or approaches, but for the output it generates. For Capgemini, networked learning is a process for innovating and driving new ideas across the Group and to its clients.

Since its creation in the early 1980s, the Capgemini University has become the emotional heart of the company. It is the place where people from all over the world go to develop their skills, network with colleagues, partners and clients, and build the strong, lasting connections to each other and to their company that give Capgemini its distinctive, truly international culture.

But the University is not restricted to members of the Group. It is not just a center for permanent networking within the company but also a catalyst for better collaboration *between* the Group and its clients and business partners.

In its permanent home at Les Fontaines, north of Paris, since 2003, the University has welcomed both employees and clients eager to exchange ideas and work together on joint business activities.

These developments help make the University an increasingly important asset for a company that sees collaborative working as a key differentiator in the marketplace.

Key activities for 2004 included:

Networked Training

From its inception, Capgemini University has focused on the concept of *network-based learning*, which marries the classroom experience with specific methods and tools. This makes it possible to maximize the benefits of the University's own facilities while ensuring that learning is continuous and not confined only to the classroom.

In 2004, the University expanded the possibilities of networked learning through a new initiative: *Business Priority Weeks*. These broader on-site networking sessions bring together sales and delivery professionals with management to build capabilities and focus on issues critical to the Group's success. Participants leave at the end of the week having learned new skills, while also having practical actions to implement.

Client collaboration

In 2004, Capgemini University continued to expand its business learning services for external clients, providing educational and communication support to customers in a diverse range of industries. Throughout the year, the team centered around Les Fontaines worked across industries, issues and geographies to create effective solutions that have earned the respect and support of users.

The approach taken at the University differs from the available alternatives in a number of significant ways. Services focused on delivering measurable business results are combined with activities based on personal development, seamlessly linking "hard" and "soft" skills.



To support this very different, highly effective model of learning and communication, Les Fontaines has developed a *virtual faculty* of senior business practitioners and external specialists, based all over the world but permanently in contact through the network. This team includes contributors from leading universities on both sides of the Atlantic, as well as authors, innovators and business thinkers from a total of 16 different countries.

The meeting place

One of the greatest advantages offered by Capgemini University is its outstanding location as a venue for events and as a remarkable meeting place. Last year, more than 70 international businesses chose the site to help connect, mobilize, collaborate, inform, train and engage audiences at leadership seminars, training and development programs, kick-off and shareholder meetings, team-building activities and corporate change events.

Capgemini's business is becoming increasingly focused on collaborative working that delivers fast and measurable business benefits to all.

The role of Capgemini University in facilitating joint working, in driving better personal development, in enabling creative collaboration at all levels can only become more important and a greater source of competitive advantage.

More about Capgemini University on: www.les-fontaines.com

Les Fontaines: yesterday

Les Fontaines has been a well-known beauty spot for 200 years. Designed in the late 18th century by the renowned French architect Louis Martin Berthault, the site was originally an extensive garden with just a few architectural flourishes. A century later, the property was purchased by the Baron James Nathan de Rothschild, who added the impressive château. Ownership remained in the Rothschild family until the 1950s, when the estate was taken over by a Jesuit order and converted into a respected cultural and educational center. Capgemini took possession in 1998, with the vision of constructing a new international business and training facility. The new site, which combines a strong architectural personality with respect for the rich surrounding countryside, was "delivered" to the Group at the end of 2002.

... and today

Les Fontaines is now the permanent home of Capgemini University, which has been growing in stature since its inauguration, pioneering new learning tools and programs and bringing intellectual concepts to life. 2004 was an especially productive year: The University was instrumental in helping to launch initiatives like the Collaborative Business Experience and "Rightshore"™; in piloting new learning events such as "Business Priority Weeks"; and in creating innovative master classes with the Group's Alliance partners. The University also became more international, welcoming both facilitators and participants from distant countries such as Australia, Canada, the U.S., China and India, while assisting other countries with the development of their own learning programs. It was a record year for the University and the momentum will certainly continue.



VENICE THE GRAND CANAL PAUL AİZPURI



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• Karlshamn	(454) 32 59 50
• Karlskrona	(455) 568 50

• Linköping	(8) 5368 5000
• Luleå	(920) 24 26 00
• Malmö	(8) 5368 5000
• Örebro	(8) 5368 5000
• Stockholm (Bromma)	(8) 5368 5000
• Sundsvall	(8) 5368 5000
• Växjö	(470) 74 79 60

UNITED KINGDOM (44)

• Birmingham (Aston)	(121) 333 3536
• Bristol (Aztec)	(1454) 626 626
• Bristol (Toltec)	(1454) 612 211

• Edinburgh	(131) 339 9339
• Glasgow	(141) 331 0414
• Inverness	(1463) 2384 34
• London (Docklands)	(207) 987 9990
• London (South Bank)	(207) 735 0800
• London (Wardour Street)	(207) 734 5700
• Manchester (Sale)	(161) 969 3611
• Rotherham	(1709) 710 071
• Swansea	(1792) 792 777
• Teeside (Wynyard Park)	(1740) 645 500
• Woking (Surrey)	(1483) 764 764

AUSTRALIA (61)

• Adelaide	(8) 8113 8000
• Canberra	(2) 6230 1790
• Melbourne	(3) 9613 3000
• Sydney	(2) 9293 4000

CHINA

• Guangzhou	86 (20) 8364 7371
• Hong Kong	852 2299 1688
• Shanghai	86 (21) 6841 9696

INDIA (91)

• Bangalore	(80) 5191 7000
• Mumbai	(22) 2518 7000

JAPAN (81)

• Tokyo	(3) 4560 2200
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SINGAPORE (65)

• Singapore	6484 3188
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TAIWAN (886)

• Taipei	(2) 8780 0909
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6, rue Duret - 75016 Paris - France
 Telephone: 33 (0) 1 58 44 55 66 - Fax: 33 (0) 1 58 44 58 10
www.sogeti-transiciel.com

BELGIUM (32)

(Note: if dialing these numbers within Belgium, add a 0 before the first digit)

Antwerp (Gitek N.V.)	3 231 12 90
Brussels (Ariane II S.A./N.V.)	2 538 92 92
Temse (Ariane IT N.V.)	3 710 27 11
Zaventem (Ariane II S.A./N.V. (T.R.E.C.))	2 761 05 92
Zaventem (Ordiges S.A./N.V.)	2 290 07 00
Zaventem (Gitek N.V. (TWINSOFT))	2 716 52 80

FRANCE (33)

(Note: if dialing these numbers within France, add a 0 before the first digit)

Antony	1 46 74 12 00
Aix-en-Provence (Retec)	4 42 74 12 00
Aubière	4 37 24 79 50
Belfort	3 84 90 35 50
Blagnac	5 61 30 60 00

Blagnac (Retec)	5 61 16 50 62
Bouguenais	2 40 32 42 00
Boulogne-Billancourt	1 41 22 42 42
Boulogne-Billancourt (Retec)	1 41 22 41 22
Bourges (Retec)	2 48 25 06 46
Brest	2 98 44 57 93
Carry-Le-Rouet	4 42 13 26 00
Caen	2 31 47 24 89
Cesson-Sevigne	2 23 45 59 00
La Glacerie (Retec)	2 33 20 07 25
Lyon	4 37 24 79 50
Marcq-en-Baroeul	3 28 32 31 00
Melun (Retec)	1 64 10 45 00
Montbonnot Saint-Martin	4 76 52 62 00
Montpellier	4 99 61 41 80
Orléans	2 38 55 49 10

Paris	1 58 44 55 66
Pau (Retec)	5 59 14 33 92
Poissy (Retec)	1 30 74 05 71
Poissy (Retec)	1 39 65 15 54
Rouen	2 32 76 41 80
Rouen	2 35 52 82 92
Saint-Cloud	1 41 12 51 12
Saint-Marcel (Retec)	2 32 71 20 00
Saint-Médard-en-Jalles (Retec)	5 56 05 12 50
Sophia-Antipolis	4 93 95 62 62
Strasbourg	3 88 65 73 80
Toulouse	5 34 50 22 00
Toulouse	5 34 56 75 00
Toulouse	5 62 47 50 00
Valbonne Sophia-Antipolis (Retec)	4 97 23 41 90
Vandoeuvre les Nancy	3 83 15 22 26
Vénissieux (Retec)	4 78 77 02 70
Vélizy-Villacoublai (Sinfor Automation)	1 39 45 70 10
Vernon	2 32 51 20 60
Villeurbanne	4 72 44 46 90

GERMANY (49)

Düsseldorf	(211) 522 85 0
Frankfurt (Offenbach)	(69) 800 606 22

LUXEMBOURG (352)

Bertrange	(31) 44 01
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THE NETHERLANDS (31)

Culemborg	(20) 660 66 20
Den Bosch	(20) 660 68 22
Diemen	(20) 660 66 00
Groningen	(20) 660 66 00
Rotterdam	(20) 660 66 00
Vianen	(20) 660 66 00

SPAIN (34)

Barcelona	(93) 253 01 88
Bilbao	(94) 423 56 21
Madrid	(91) 436 46 38
Madrid	(91) 308 44 33
Valencia	(96) 346 85 60
Valladolid	(98) 354 80 64

SWEDEN (46)

Borlänge	(243) 922 00
Bromma	(8) 53 68 2001
Fagersta	(223) 418 00
Gävle	(26) 63 28 00
Helsingborg	(42) 26 77 00
Jönköping	(36) 34 85 00
Karlstad	(54) 14 63 00
Linköping	(13) 25 48 00

Lulea	(920) 24 15 40
Lund	(46) 286 55 00
Örebro	(19) 601 45 00
Oxelösund	(155) 25 50 00
Skövde	(500) 42 49 30
Sundsvall	(60) 59 47 00
Umea	(90) 10 81 00
Uppsala	(18) 18 52 30
Västeras	(21) 10 58 00

SWITZERLAND (41)

Basel	(61) 261 75 80
Geneva (Petit-Lancy)	(22) 879 16 50

UNITED STATES (1)

Baltimore (Maryland)	(410) 581 5022
Chicago (Illinois)	(708) 531 1300
Cincinnati (Ohio)	(513) 563 6622
Cleveland (Ohio)	(216) 654 2230
Columbus (Ohio)	(614) 898 3044
Dallas (Texas)	(972) 776 5600
Dayton (Ohio)	(937) 433 3334
Des Moines (Iowa)	(515) 282 4802
Detroit (Michigan)	(248) 702 1900
Houston (Texas)	(713) 571 7823
Indianapolis (Indiana)	(317) 810 2004
Kansas City (Missouri)	(913) 451 9600
Minneapolis (Minnesota)	(612) 243 4545
New York (New York)	(212) 328 7800
Omaha (Nebraska)	(402) 492 8877
Portland (Oregon)	(503) 295 1909
St. Louis (Missouri)	(314) 898 1180
Seattle (Washington)	(206) 624 4600
Washington, DC	(703) 734 1511



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