



People matter, results count.

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*On the cover*  
**CLAUDE TÉTOT**  
***Sans titre 3*, 2008**  
Oil on canvas  
165 x 200 cm  
65 x 78.7 in

# **2016 annual report**



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## About the artists

**Bruno Rousselot**

French artist Bruno Rousselot explores the realms of a new geometric abstraction rooted in the subtle interplay of color and light. His paintings capture the harmony inherent in the concept of "concord".

**Claude Tétot**

French artist Claude Tétot seeks to push the boundaries of his art beyond modernist and postmodernist conventions. His work is both non-expressive and non-narrative.

**Russell Tyler**

American artist Russell Tyler weaves distinct formal traditions into a language all of his own through a conceptual and material exploration of the painter's art.



Discover our website and see more content on [www.capgemini.com/annual-report/2016](http://www.capgemini.com/annual-report/2016)



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# Sustainable engagement

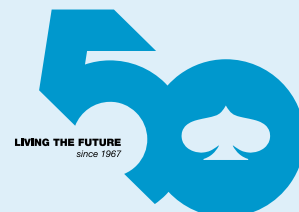
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## Capgemini is 50

Since 1967, Capgemini has been living the future. Right from the beginning, the Group has helped its clients face disruptive technological and business changes head-on. To celebrate its 50th anniversary, the Group has launched a site dedicated to this great adventure. Visit [www.capgemini50.com](http://www.capgemini50.com) to explore our stories, videos and other multimedia content, and participate in our prediction game to imagine the technological innovations of the next 50 years.

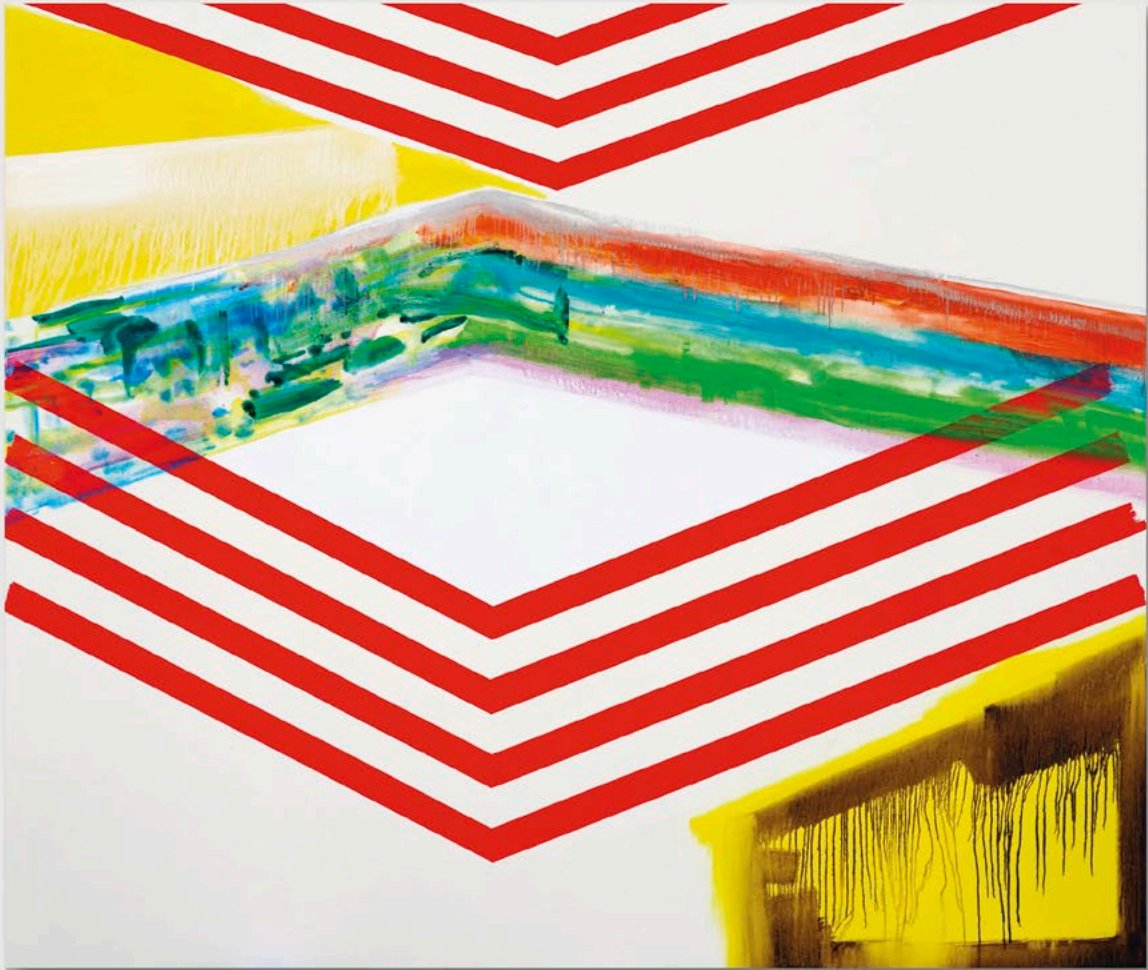


Discover our story on  
[www.capgemini50.com](http://www.capgemini50.com)

## OUR STRATEGY

# A passion for technology

**While technologies and platforms evolve almost daily, Capgemini's strategy is still guided by two core ideas developed by its founder, Serge Kampf:** a spirit of conquest and a passion for entrepreneurship. With the talent for delivery and the collective innovation of close to 200,000 employees, the Group is well-prepared for the exciting challenges that lie ahead.



**CLAUDE TÉTOT**  
*Sans titre 19*, 2012  
Acrylic and oil painting on canvas  
170 x 200 cm  
66.9 x 78.7 in



**Meet three new recruits of 2016** Everhard Ros (left) is Junior Software Engineer at Sogeti, Ishita Fernandes (center) is Senior Account Executive in Business Services, while Damien de Chillaz (right) is Vice President in Financial Services. These three new employees met with Paul Hermelin in Paris in March 2017.

# Conversation: Paul Hermelin and three new recruits discuss the future

**Cappgemini employees met with Paul Hermelin, Chairman and CEO, to discuss the performance and the future of the Group, as well as the opportunities and challenges that accompany innovation.**

**Everhard: Cappgemini's headcount will soon reach 200,000 people around the world. What does this mean in terms of your responsibility as an employer?**

**Paul Hermelin:** You are right, we are about to pass a memorable milestone: 200,000 employees in more than 40 countries, including 100,000 in India which over time has become one of the main assets of the Group's competitiveness. We recruited more than 53,000 new men and women during 2016, including 40% young graduates coming directly from universities. And while this is a significant accomplishment, I also consider it a great responsibility. In a service business like ours, success is about maintaining high standards in our Group and a passion for people. And let me share with you that my definition of leadership in our industry is not only a question of size, nor is it about only headcount—it's about what we are able to do. Delivering the most demanding projects for the most demanding clients requires attracting and retaining the most demanding talent. To do so, we believe in finding



the right combination of size, stature, and agility. This represents a substantial challenge for large organizations such as Capgemini. Our strong values, unchanged since our creation 50 years ago, and our multiculturalism, help us to attract top talent as well as grow our client base.

**Ishita: Which of the Group’s main achievements in 2016 will contribute to driving our future?**

**P.H.:** 2016 was a successful year as we fulfilled all our commitments. Our revenue reached €12.5B, growing 7.9% year-on-year at constant exchange rates. Even more importantly, close to 30% of the revenue was rooted in priority activities of Digital and Cloud, which are growing at the fast pace of 29%. We can also be proud of the solid progression of our operating margin which grew from 10.6% to 11.5%. Lastly, I would like to highlight the progression of our net earnings and of our free cash-flow which exceeded one billion euros. These results give us the financial muscle to consolidate our strengths, improve our competitiveness, and invest in the future. In addition, the several acquisitions we made in 2016 and in 2017 will help to strategically transition our business toward the “new” activities of Digital, Cloud, and Cybersecurity. To name a few, we on-boarded leading innovation consulting capabilities with Fahrenheit 212 in 2016. We continued earlier this year with Idean, a global strategy and design firm, and Itelios, an ecommerce specialist. We also reinforced our leadership position in the insurance sector with the acquisition of TCube Solutions in the U.S. Our challenge in 2017 is the battle for growth—a sustainable and profitable growth—especially in North America, now our largest regional market.

**Damien: Overall, would you say that performance is defined solely by numbers?**

**P.H.:** Of course numbers matter—but they’re not everything! Our performance is also measured by the value we bring to all our stakeholders: our clients, our employees, and finally our shareholders. We are committed to a strong Corporate and Social Responsibility agenda which covers environmental sustainability to enforce the COP21 agreement, staff diversity, and the inclusion policies so crucial to our development. Today, talented people are looking for more meaning and purpose in everything they do and it is becoming increasingly important to our clients and investors as well. In this area we can and must make further progress.



“  
**Delivering  
the most demanding  
projects for the most  
demanding clients  
requires attracting  
and retaining the most  
demanding talent.”**

**Paul Hermelin,**  
Chairman and CEO of Capgemini





**We need to continue to invest to be more agile and keep up with the fastest market evolutions.”**

**Paul Hermelin,**  
Chairman and CEO of Capgemini

That said, there are some areas where key figures are good to use! For example, we acquired Igate, a US company, in mid-2015 and successfully achieved a smooth integration process by the end of 2016. We added around 30,000 employees to our team and close to 280 additional clients to our roster. A clear indicator of our success is the expansion of our positions with Igate top clients.

**Ishita: It sounds as if we have made amazing progress. As we celebrate our 50<sup>th</sup> anniversary, how can we build on this success?**

**P.H.:** Today we are one of the international leaders in consulting and IT services. We serve more than 6,000 clients, often leaders on their industry. We need to continue to invest to be more agile and keep up with the fastest market evolutions that the business world has ever seen. For a long time, a group like Capgemini was a provider of IT solutions who essentially interacted with IT departments. Today many other clients—operations, marketing, and sales to name a few—also make use of our services. We are no longer only talking to IT specialists who want robust solutions that will last ten to fifteen years, but also to other business people who want fast solutions that quickly generate a return on investment.

The skills of Capgemini are constantly evolving but we stick to our DNA, especially our deep-rooted culture of entrepreneurship. It's in this spirit that for our 50<sup>th</sup> anniversary we are launching the Innovators' Race competition and the Serge Kampf prize, in honor of our founder, to reward and encourage innovation. It is already a success with almost 1,000 candidates!



**Everhard: You spoke about maturity earlier. How would you react if I told you that mature companies like Capgemini are usually not innovative?**

**P.H.:** That is precisely the challenge ahead of us: convincing our clients that it is possible to be both mature and innovative. At a minimum, clients expect their partners to be reliable, to accompany them through the challenges they face today and tomorrow. On the reliability front, we have been driving a strong industrialization agenda over the past years. Our offshore leverage reached 57% by the end of last March, and we built a best-in-class delivery platform in India, both instrumental to our competitiveness in the market.

At the same time, clients are seeking innovative ideas. To be recognized as true pioneers, we must bring our own innovations to the table. For this reason, we created our global network of Applied Innovation Exchanges. Each one of the ten centers around the world connects our clients to our own research as well as the latest developments on the market thanks to the built-in ecosystem of partners, startups and universities.

Our combination of maturity and agility will be the driving force behind our future success. In this annual report you will be able to read the interviews of two of our



clients, Richie Boucher, the CEO of Bank of Ireland, and Jonas Hessler, the global head of Web, ecommerce & Digital Channel of IKEA. They speak about their digital transformation and how Capgemini is partnering with them to help drive innovation.

**Ishita: Digitalization comes with great opportunities but many think it also comes with major risks and job losses. As a digital leader, in a company where “people matter”, what is your view on this?**

**P.H.:** Great question, one that will be at the center of numerous debates for the years to come. People naturally feel challenged and even threatened by automation and artificial intelligence. What is certain, is that progress in these domains will have real consequences on the most repetitive tasks. But I would like to draw attention to the competitive advantage of mankind. I believe humans are irreplaceable when it comes to human contact and our need for relationships. Machines are not intended to replace humans but to help us so that we may concentrate on that added value that only we can create. Think about healthcare systems. As we advance, doctors will be increasingly supported by an array of systems but there will always be that human element. Behind the technical diagnosis,

a person is needed to understand emotions and communicate in a human manner. Human dialogue and interaction are so precious. Capgemini’s industry vision of people matter is more important than ever.

**Damien: After 25 years with Capgemini, and more than 15 years at the helm, where do you see the Group headed in the future?**

**P.H.:** The future promises new and exciting challenges ahead. For example, we are just at the beginning of the Internet of Things and the early steps of quantum computing. I want to explore these emerging trends, extend our skills base and come up with new services that we can deliver based on these technologies. Just as the world itself, we must constantly evolve and keep our passion for technology alive. However, as we adapt the Group portfolio and we build for our future, we need to always stay true to our identity, our values, and our passion for technology.

Serge Kampf defined the Group according to two fundamental ideas: a spirit of conquest and a passion for entrepreneurship on behalf of our clients. As we move forward, we are committed to adhere to the values and spirit he instilled in the company over the last fifty years to drive the Group further. This is our *raison d’être*. It engages the leaders of today and I am convinced it will remain a guarantee of success for the leaders of tomorrow. \_\_\_\_\_



Watch the video online  
[www.capgemini.com/annual-report/2016](http://www.capgemini.com/annual-report/2016)

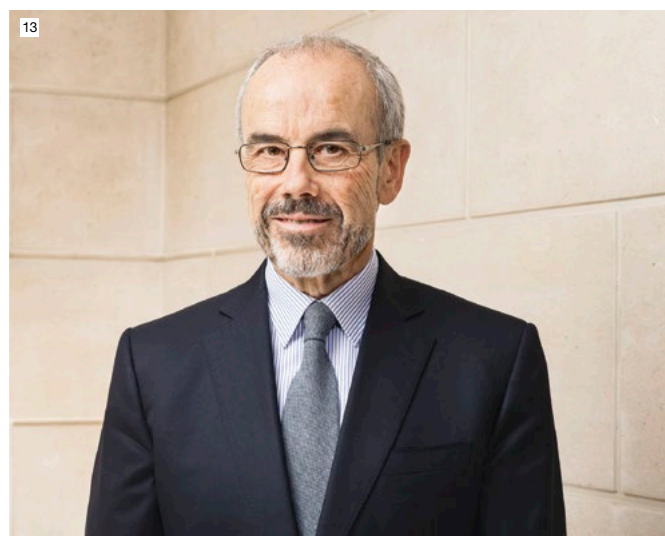


AS OF MARCH 1, 2017

# Board of Directors

The Board of Directors determines the strategic direction of the Company and of the Group. It appoints a chairperson and corporate officers from among its members and makes major decisions regarding effective operations and the future of the Company. The Board approves the Company's financial statements, as well as the Group's consolidated statements, convenes the Annual General Meeting (AGM) of Shareholders, and proposes the annual dividend.

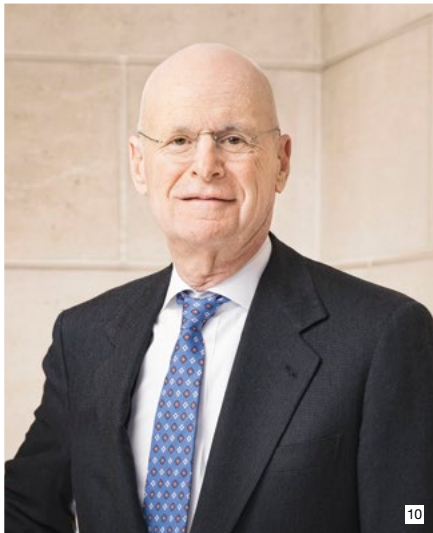
As of March 1, 2017, the Board of Directors comprised 15 members, of whom 67% independent and 46% women. At the AGM on May 10, 2017, shareholders will be asked to decide whether to reappoint three directors—Daniel Bernard, Anne Bouverot and Pierre Pringuet—and to reach a decision regarding the appointment of a new director, Patrick Pouyanné. If voted this would bring board membership to 16 directors, of whom 62% independent and 43% women.





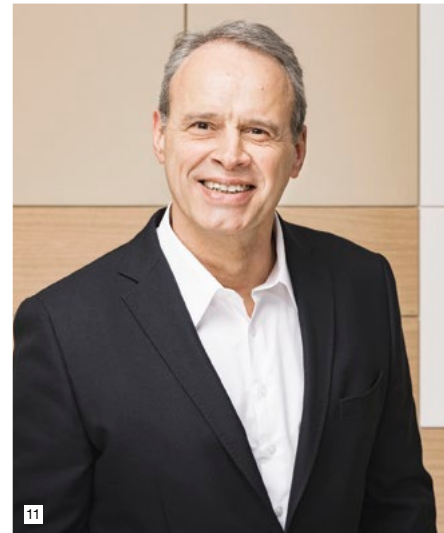
15 DIRECTORS

1. **Paul Hermelin**  
Chairman and CEO
2. **Anne Bouverot**
3. **Daniel Bernard**  
Lead Independent Director
4. **Caroline Watteeuw-Carlisle**
5. **Xavier Musca**
6. **Lucia Sinapi-Thomas**
7. **Kevin Masters**
8. **Siân Herbert-Jones**
9. **Pierre Pringuet**
10. **Phil Laskawy**
11. **Robert Fretel**
12. **Laurence Dors**
13. **Yann Delabrière**
14. **Carole Ferrand**
15. **Bruno Roger**



2 STATUTORY AUDITORS

16. **Françoise Garnier (PwC)**
17. **Frédéric Quélin (KPMG)**





AS OF MARCH 1, 2017

# Executive Committee

The Executive Committee comprises 21 members, including the seven members of the Group Executive Board listed in blue.

The Chairman and CEO and six members of the Executive Committee make up the **Group Executive Board**, which is in charge of the Group's operations and Executive Committee meetings. It meets every week.

The **Executive Committee** helps Group management define the Group's main strategies. It sets the strategic priorities and the resulting action plans. It ensures that these plans are properly and effectively implemented at the operational level. It meets every six weeks.



The Caggemini Executive Committee photographed at Les Fontaines campus, which houses the Caggemini University, March 2017.

From left to right

- |  |   |  |   |
|--|---|--|---|
| 1. <b>André Cichowlas</b><br>Quality and Delivery  | 5. <b>Paul Hermelin</b><br>Chairman and CEO                     | 11. <b>Srikanth Iyengar</b><br>Sales                                   | 17. <b>Jean-Baptiste Massignon</b><br>General Secretary                 |
| 2. <b>Thierry Delaporte</b><br>Financial Services and Latin America  | 6. <b>Hubert Giraud</b><br>People Management and Transformation | 12. <b>Luc-François Salvador</b><br>Application Services - APAC        | 18. <b>Aruna Jayanthi</b><br>Business Services                          |
| 3. <b>Salil Parekh</b><br>Application Services One,*<br>Cloud Infrastructure Services,<br>Sogeti, and Cloud Services         | 7. <b>Aiman Ezzat</b><br>Finance                                | 13. <b>Christine Hodgson</b><br>Corporate and Social<br>Responsibility | 19. <b>Cyril Garcia</b><br>Caggemini Consulting<br>and Digital Services |
| 4. <b>Olivier Sevillea</b><br>Application Services Two,**<br>Business Services, Consulting<br>Services, and Digital Services | 8. <b>Patrick Nicolet</b><br>Competitiveness and India          | 14. <b>Virginie Régis</b><br>Marketing and Communications              | 20. <b>John Mullen</b><br>Application Services -<br>North America       |
|  | 9. <b>Srinivas Kandula</b><br>India                             | 15. <b>Jean-Philippe Bol</b><br>Cloud Infrastructure Services          | 21. <b>Lanny Cohen</b><br>Technology and Innovation                     |
|  | 10. <b>Pierre-Yves Cros</b><br>Strategy and Development         | 16. <b>Hans van Waayenburg</b><br>Sogeti                               |   |

\* Asia-Pacific, North America, and United Kingdom.

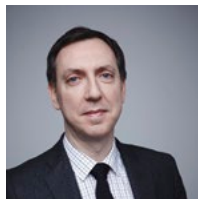
\*\* Benelux, Central Europe, France, Germany, Nordic countries, and Southern Europe.

AS OF MARCH 1, 2017

# Managerial team



**Fernando Alvarez**  
Group Partnerships  
and Strategic  
Initiatives



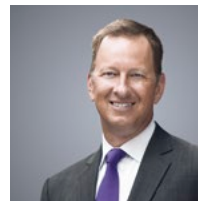
**Christophe Bonnard**  
Business  
Coordination - France



**Anirban Bose**  
Financial Services,  
Banking



**Nivedita Bhagat**  
Cloud Infrastructure  
Services - Northern  
Europe



**Tim Bridges**  
Consumer Products,  
Retail and Distribution  
Services



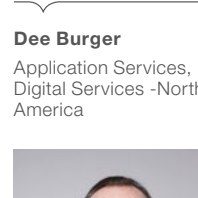
**John Brahim**  
Insights & Data



**Walter Cappilati**  
Application and Cloud  
Infrastructure Services -  
Latin America



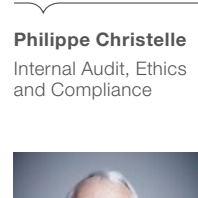
**Stefan Ek**  
Sogeti Operations



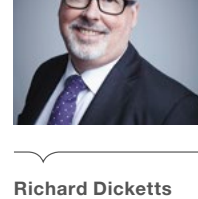
**Dee Burger**  
Application Services,  
Digital Services -North  
America



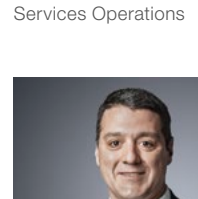
**Pierre-Yves Glever**  
Digital Customer  
Experience



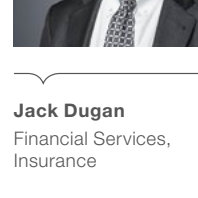
**Philippe Christelle**  
Internal Audit, Ethics  
and Compliance



**Navin Goel**  
Business  
Coordination - USA



**Richard Dicketts**  
Cloud Infrastructure  
Services Operations



**Jack Dugan**  
Financial Services,  
Insurance



**Philippe Grangeon**  
Senior Executive  
Advisor to Group  
Chairman and CEO





**Franck Greverie**  
Cloud Foundation  
and Cybersecurity



**Paul Margetts**  
Application Services -  
United Kingdom



**Isabelle  
Roux-Chenu**  
Group Contract  
Management



**Sujit Sircar**  
Application Services -  
North America



**Sanjay Tugnait**  
Business Coordination -  
Canada



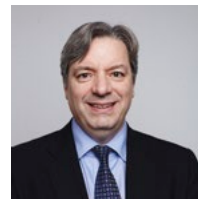
**Lalitkumar  
Khandelwal**  
General Electric  
Account Executive



**Eric Michel**  
Group Control  
and Reporting



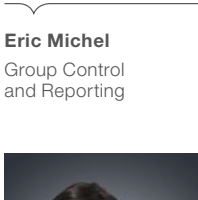
**Jean-Pierre Petit**  
Digital Manufacturing  
& Sogeti High Tech



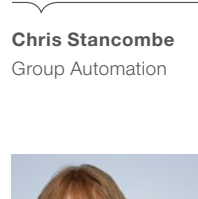
**Leendert Venema**  
Application Services -  
Nordics



**Christel Lerouge**  
Group External  
and Digital  
Communications



**Michael Schulte**  
Business Coordination -  
Germany



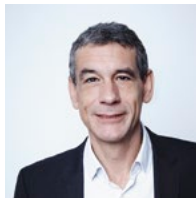
**Chris Stancombe**  
Group Automation



**Jeroen Versteeg**  
Application Services,  
Sales - Continental  
Europe



**Maurizio Mondani**  
Brazil



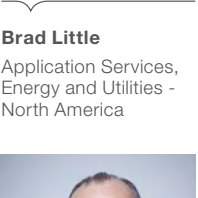
**Jérôme Simeon**  
Application Services -  
France



**Rosemary Stark**  
Barclays Account  
Executive



**Ashwin Yardi**  
Operations - India



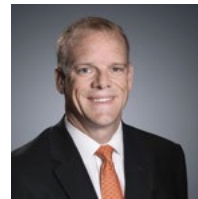
**Brad Little**  
Application Services,  
Energy and Utilities -  
North America



**Catherine Perronet**  
Group Executive  
Committee Secretary



**Lucia Sinapi-  
Thomas**  
Business Services,  
Cappgemini Prosodie



**Clay Tippins**  
Applications Services,  
High Tech,  
Entertainment  
and Communications -  
North America



**Cliff Yu**  
Application Services -  
China



**Alain de Marcellus**  
Group Finance

# 2016 in figures

Building on its 2016 performance, Capgemini strengthens its growth strategy in Digital and Cloud.



**Aiman Ezzat,**  
Group Executive Board member,  
Chief Financial Officer

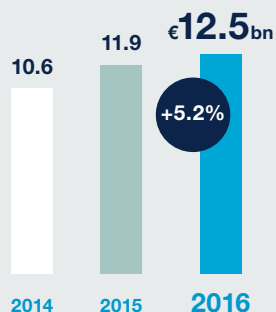
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**Capgemini's** strong performance in 2016, and particularly its organic free cash-flow generation, attests the success of the transformations carried out in recent years. 2016 confirmed the rapid development of the Group in innovation-driven market segments and its position as a partner of choice for the digital transformation of companies. The Group has the assets to continue on a successful path among industry leaders: a rich portfolio of innovative offerings in which it continues to invest, sector expertise, and leading global production capabilities.”

## Revenues

in billions of euros

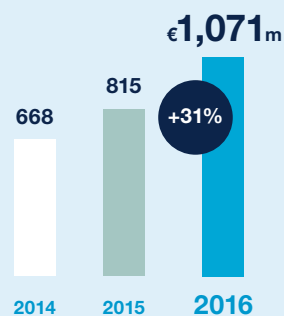
The Group generated revenues of €12,539 million in 2016, up 5.2% compared with 2015. Excluding exchange-rate effects for Group currencies versus the euro, growth is 7.9% at constant exchange rates, in line with the 2016 guidance. Organic growth (at constant Group scope and exchange rates) stands at 2.6%.



## Free cash-flow

in millions of euros

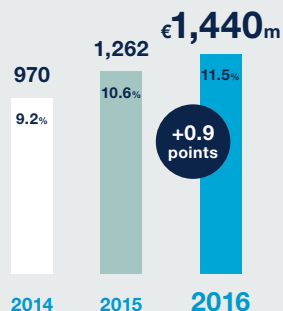
The Group generated organic free cash-flow of €1,071 million, up 31% and €256 million compared with 2015.



## Operating margin

in millions of euros and as a percentage of revenues

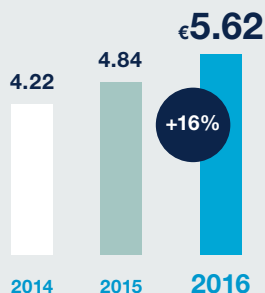
Operating margin amounted to €1,440 million, or 11.5% of revenues, up 14% year-on-year. The 2016 operating margin is at the top end of the target range raised during the publication of the half-year results in July 2016.



## Normalized earnings per share

in euros

Prior to the recognition of the one-off tax profits, 2016 normalized net profit is up 14% year-on-year to €953 million and normalized earnings per share is up 16% year-on-year to €5.62.

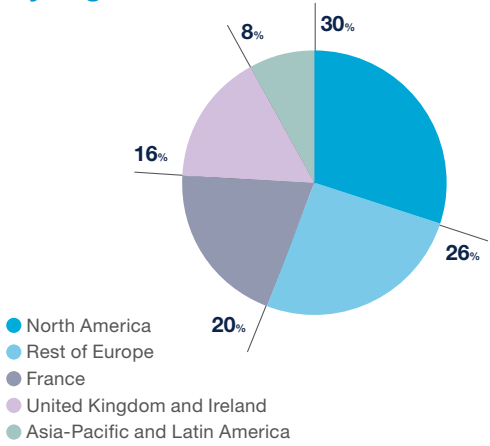


# 193,077 employees

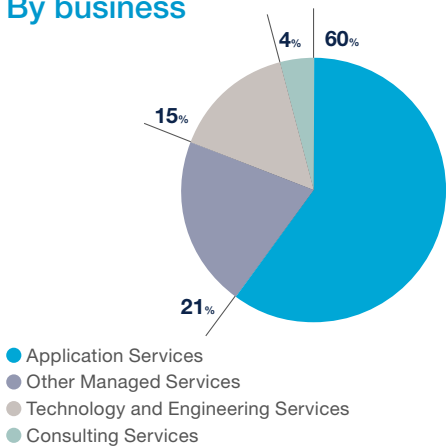
as of December 31, 2016

# Revenue breakdown

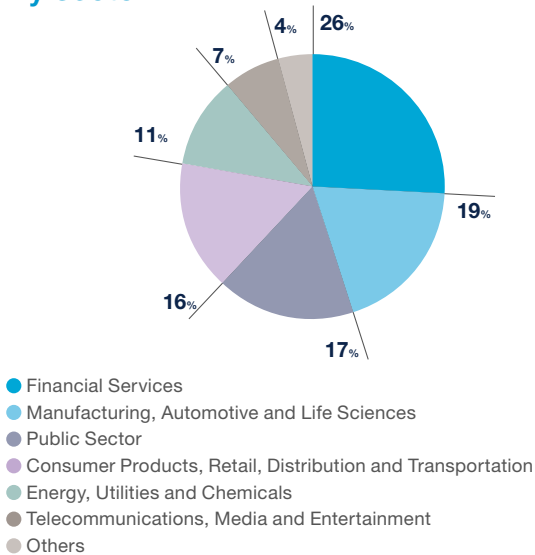
## By region



## By business



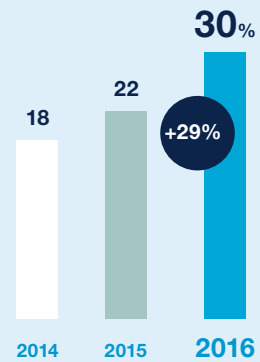
## By sector



# Digital and Cloud offerings

as a percentage of revenues

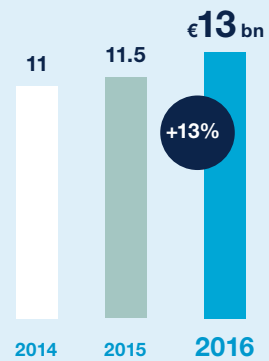
Digital and Cloud revenues grew by 29% in 2016, accounting for 30% of total Group revenues.



# Bookings

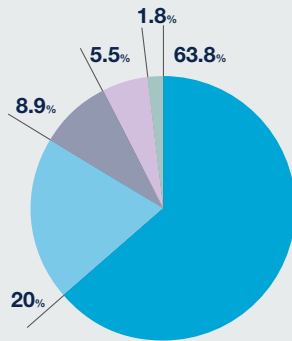
in billions of euros

Bookings during the year totaled €13,027 million, compared with €11,538 million in 2015. The book-to-bill ratio stands at 1.04 for the year 2016.



## Shareholder structure

as of December 31, 2016  
(based on a shareholder survey)

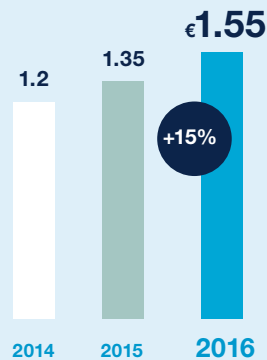


- International institutional investors
- French institutional investors
- Individual shareholders
- Board members and Group employees
- Treasury shares

## Dividend per share

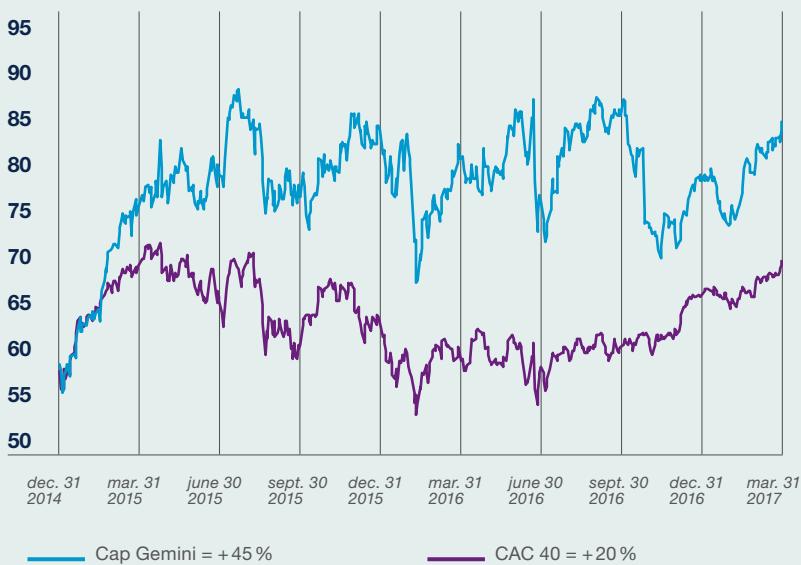
in euros

The Group has an established dividend distribution policy that ensures a balance between the investments required for its development and the distribution of profits to shareholders. In fiscal 2016, Capgemini paid a dividend of €229 million and devoted €340 million to the share buyback program.



## Cap Gemini share price

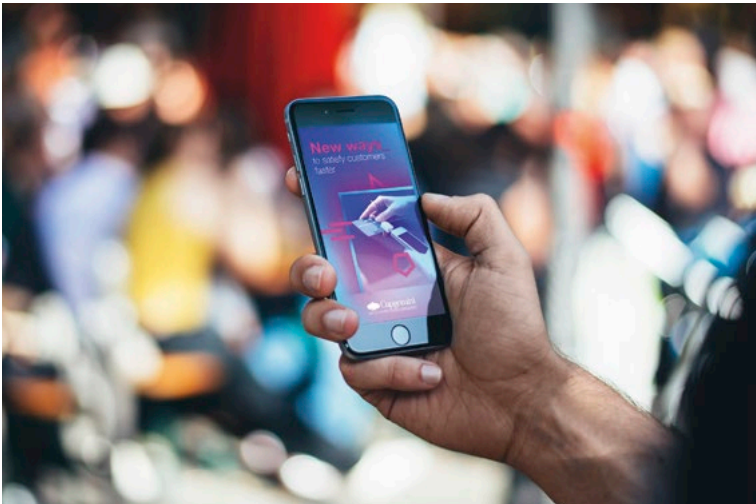
in euros, compared to CAC40 index, from December 31, 2014, to March 31, 2017



### SHAREHOLDER INFORMATION ●●●

For ongoing information about the Group, shareholders can use a toll-free French voice service (0800 20 30 40) and a dedicated section on the Capgemini website, [capgemini.com/investors](http://capgemini.com/investors), available in English or French. Capgemini shareholders also receive an annual newsletter after the Annual General Meeting. Local meetings are organized twice a year. A registration document is also available online at [capgemini.com/financial-publications](http://capgemini.com/financial-publications).

# 2016 in words



## New Ways #All-digital advertising campaign

Global, targeted, and primarily distributed via mobile, the New Ways digital advertising campaign showcases Capgemini assets in an extremely competitive market. The slogan is a clear reference to the Capgemini approach: delivering agile, innovative processes that integrate cutting-edge technology to help customers overcome complex cloud, digital and cybersecurity challenges in new ways.

## In memoriam #SergeKampf

(1934-2016)

Capgemini chairman and founder Serge Kampf passed away on March 15, 2016. His visionary spirit and ambition led us through the numerous economic and technological changes of the past five decades to make the Group an undisputed leader in its market today. His people-centric, progressive values define the Capgemini identity and continue to inspire us daily.



## Digital and Cloud #Driving growth

Digital and Cloud services now account for 30% of Capgemini revenues, representing growth of 29% at year-end 2016. Figures that confirm the soundness of the Group's business-development strategy.

**February / Big Data** ●●● Capgemini's Business Analytics services won the "Leader" award in Gartner's 2016 Magic Quadrant, a distinction that reflects the Group's commitment to unrelenting innovation in big data and data sciences.

### March / Lifecycle

●●● The HfS Blueprint Report placed Capgemini in the “Winner’s Circle” of companies that set the standard in product lifecycle management.

## Igate #Successful integration

Capgemini acquired Igate in 2015 and completed integration in 2016. The combined expertise has boosted Capgemini revenues in North America to 30%, making the region our biggest market to date.

March / Business ethics ●●● In 2017, Ethisphere Institute—the global leader in defining and advancing the standards of ethical business practices—named Capgemini one of the World’s Most Ethical Companies® for the fifth year in a row.



## New digital #Manufacturing services

Having ushered in radical changes in B2C, the wave of digital transformation is now having a huge impact on industry. To respond, Capgemini now offers a comprehensive set of solutions to boost the productivity of companies through the use of smart, connected products and plants.

## New #Cybersecurity solutions

Security vulnerabilities in IT systems are more than just a threat; they are a core concern in the digital transformation of companies. Capgemini’s new Managed Security Operations Center (SOC) is an unprecedented solution that provides an integrated service using data analysis to pre-empt cyberthreats and better safeguard systems.

## FinTech #On the rise

According to the World FinTech Report 2017, half of all bank customers around the world now use FinTech products and services such as participatory financing and mobile payments. The Capgemini report shows the importance of innovation in today’s financial services industry, for FinTech firms as well as traditional financial institutions.

## Mov'InBlue #Digital mobility for vehicles

In October 2016, Capgemini and leading global automotive supplier Valeo launched Mov'InBlue™, a solution for fleet management which allows one to lock, unlock and start a vehicle securely from a smartphone. The technology enables vehicle rental companies to offer clients a digital alternative of vehicle pick-up and return, without the constraints of an agency.

## Competition #Innovators Race

In 2016, six finalists were selected to take part in the Innovators Race, a competition providing students an opportunity to showcase their innovative ideas. The winning team won a prize of \$25,000 and the chance to work for a few weeks at the Capgemini innovation center in San Francisco. In 2017, to commemorate the Group's 50<sup>th</sup> anniversary, the competition has been renamed "Innovators Race 50" and is specifically geared to startups. The Serge Kampf Award, in tribute to our founder who created his own startup in 1967, will be presented to the winners in recognition of their excellence in innovation and entrepreneurship.

**July / Governance**  
●●● Capgemini received the "Best General Assembly" award ahead of Société Générale and Vinci at the Europlace international forum.



**June / Capgemini University** ●●● At the inaugural Printemps des Universités d'Entreprise, Capgemini University was awarded the "Most International Corporate University" based on its ability to adapt to specific cultural requirements in all the countries in which it is present. In 2016, Capgemini University also received a distinction by the Brandon Hall Group for the quality of its innovative learning programs for employees. The Les Fontaines Campus, open for seminars and conveniently located near Paris, hosted more than 250 events with 43,000 participants.

**September / Social media** ●●● The 2016 #Gradathon social media campaign was a soaring success. The event encouraged young Capgemini recruits to share their daily work experiences online, leading to more than 680,000 views on Glassdoor and five million views on Twitter!

## Data #Protection

Capgemini's data protection system has been certified by the French data protection authority (CNIL) for its Binding Corporate Rules, which cover management of personal data both within the Group and for its clients. The announcement places Capgemini among a very select group of companies with a code of conduct ensuring compliance with the most stringent standards on the transfer of personal data.





## Oinio and Fahrenheit 212 #New key assets

The acquisition of Oinio and of the consulting firm Fahrenheit 212 has strengthened Capgemini's position in two key growth markets: Salesforce solutions in Europe and Asia, and innovation consultancy in the United States.

**October / Gender equality ●●●**  
The Anita Borg Institute in Palo Alto, California, named Capgemini a "Top Company for Women Technologists" for its policies on promoting gender equality and women in management.

## Capgemini at the heart of #Silicon Valley

In January 2016, Capgemini launched its Applied Innovation Exchange center in San Francisco. Its location, close to the heart of the Silicon Valley, provides unparalleled access to an entire innovation ecosystem of well-known hi-tech brands and startups. Since March 2017, it has become the flagship of a global network, composed of 10 centers dedicated to innovation.

**December / CRM and CX ●●●** Gartner's 2016 Magic Quadrant ranked Capgemini among the top six players in Customer Relationship Management (CRM) and Customer Experience (CX) capabilities.



## Automation Drive for #Greater efficiency

Automation is unlocking unprecedented growth opportunities for businesses and organizations. Harnessing this potential, Capgemini launched Automation Drive in July 2016, providing a series of services to help companies boost their efficiency, productivity, quality and agility.

## Digital transformation #Zurich chooses Capgemini

Capgemini has been selected to implement a new core insurance system for Zurich in Germany. The transformation—one of the biggest digitalization projects in the German insurance industry—will provide an integrated system for billing, claims management and policy administration which will increase operational efficiency as well as contribute to a more integrated service experience for its customers.

OUR BUSINESSES

# The digital transition

**Capgemini provides its clients with a wide range of services and digital expertise through its different business units.** While the specific market needs are varied, the transition toward a digital enterprise is a common objective for clients in areas such as financial services, consumer products, retail and distribution, and the automotive sector. Capgemini meets those needs by continually enhancing its digital skills and by drawing on its rich ecosystem of partners.



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**RUSSELL TYLER**  
**2BDB, 2016**  
Oil on canvas  
51 x 41 cm  
20.1 x 16.1 in

# Creating value for our clients

## We mobilize our important resources...

### Human



- 193,000 employees in more than 40 countries<sup>(1)</sup>: seasoned specialists and young graduates from top business schools and universities

### Social and societal



- An ecosystem of tech partners, including global alliances and specialized startups

### Intellectual



- 10 innovation centers (Applied Innovation Exchange network)
- Intellectual property
- Our Collaborative Business Experience™ approach to working with clients

### Industrial



- Data centers
- Production facilities
- Security Operations Centers (SOC)
- Rightshore® global delivery model

### Financial



- €1,071 million in organic free cash flow<sup>(1)</sup>

<sup>(1)</sup> As of December 31, 2016

## ... to deliver first-class services...

### 4 core businesses



Consulting



Technology and engineering services



Application services



Other managed services

### Key offers

- Application Development and Maintenance
- Business Services
- Cloud Choice
- Consulting Services
- Cybersecurity
- Digital Customer Experience
- High Tech Engineering
- Infrastructure Services
- Insights & Data
- Digital Manufacturing
- Testing

### 6 sectors



Manufacturing, Automotive & Life Sciences



Consumer Products & Retail, Distribution & Transportation



Energy, Utilities & Chemicals



Financial Services



Telecommunications, Media & Entertainment



Public Sector



Since its creation, in 1967, Capgemini has worked to facilitate the use of technology by people and for people. Serge Kampf, our founder, created a unique offer of services that combined technical and organizational consulting with customer proximity—a visionary approach that anticipated the growing role that IT would play in the business world. Today, fifty years later, we continue to create value for our clients by remaining true to our convictions.

## ... applying our vision...

### By putting people first

The business value of technology comes from and through people. A philosophy summed up in our brand promise: "People matter, results count."

### By drawing on our 7 values



Honesty



Boldness



Trust



Freedom



Team Spirit



Modesty



Fun

### By capitalizing on the strengths of our model:

- Our exclusive Collaborative Business Experience™ allows us to deliver lasting results more effectively, more quickly.
- Our global production model Rightshore® offers our clients, according to their needs, the best compromise between services carried out in centers culturally and/or geographically close to their operations (onshore or nearshore) and services carried out in more remote centers (offshore).
- We offer unparalleled ways to spur innovation and competitiveness (Applied Innovation Exchange, agile production methods, automation, etc.), backed by an ecosystem of partners and technological independence, to provide tailored solutions adapted to our clients' needs.

## ...to create value for our clients

In an era of digital transformation, Capgemini uses technology as a lever of performance across all areas of an organization, including IT infrastructure, business, governance and human resources.

Agility

Reliability

Competitiveness

Insights

Operational excellence

Innovative new products & services



# Digital transformation at scale

**In 2016, Capgemini made the innovative move to upgrade its cloud and digital offers, combining the strength of our various businesses, our ecosystem of partners, and our areas of expertise. Our clients benefit from the scale and speed of our operations to succeed in an era of unprecedented digital transformation.**

Disrupted by technology, businesses around the world are confronted by the pressing need to evolve. In 2016, major organizations increasingly turned to Capgemini to help them achieve their digital transformation. The Group has a key focus on Digital and Cloud services, which rose by a remarkable 29% in 2016 and now represent 30% of total revenues. While Capgemini supports its clients across all technology domains and market sectors, it retains a particular focus on six areas: Innovation Consulting, Digital Customer Experience, Insights and Data, Digital Manufacturing, Cloud, and Cybersecurity.

## **Delivering growth through innovation**

Today, innovation is the key to accelerating top-line growth, and enhancing capabilities within organizations. Furthermore, innovation efficiency is measured by the ability of companies to transform ideas into commercially viable initiatives and expose them to the market quickly. In the digital age, innovation has entered a “test and learn” mode: faster, iterative, and open to collaboration.



**Our clients see their future through a digital lens. Capgemini combines the strengths of all its businesses and areas of expertise to bring innovative solutions to industries facing digital disruption.”**

**Cyril Garcia,**  
Group Executive committee member,  
Capgemini Consulting and Digital Services

Capgemini provides clients with a platform for innovation through its Applied Innovation Exchange (AIE), a worldwide network of 10 innovation centers where clients can test the latest technologies (Internet of Things, data analysis, cloud, cybersecurity, etc.) to design and develop innovative pilot projects. Launched in 2016, the AIE network helps clients to explore emerging technologies and startups, always with a view on how these can be deployed at scale. In early 2016, the Group also completed the acquisition of Fahrenheit 212 in the U.S., bringing in new capabilities in innovation and growth consulting.

### Unifying the digital customer experience

The key to winning customers in a crowded and complex marketplace is to provide a seamless and connected user experience, both in-store and online. To do so, the different parts of a company need to be fully connected so that transactions are handled as efficiently and effectively as possible. Capgemini has more than 9,000 Digital Customer Experience (DCX) professionals dedicated to helping their clients craft these connections to create customer value. From defining a digital strategy to selecting the most appropriate platforms, experienced teams provide tailored solutions across a full range of devices—desktop, tablet, or smartphone. Along with in-house innovation expertise, the Group also draws upon an ecosystem that includes Salesforce, Pegasystems, Adobe, and SAP Hybris.

One recent DCX project involved a series of innovative store-and kiosk-based display systems to present the product portfolio of electronics retailer Boulanger. Another highlight of the year was the development of the Darty Button for the leading multi-channel electrical retailer in France. The Darty Button allows customers to contact a service representative within 60 seconds by pressing a physical button at their home or on their smartphone. The underlying technology is based on the Odigo™ solution, Capgemini Business Services' cloud-based contact center platform that handles customer requests across all channels—voice, web, and mobile.

### Gaining insights from data

Data and the resulting insights are the foundations of every decision an enterprise makes and the engine of a successful digital business. Capgemini helps companies leverage the wealth of data and real-time information to generate powerful insights and make their customer interactions more contextual, more predictive, and more cognitive. With over 15,000 professionals, the Insights & Data (I&D) team offers clients a powerful



### New assets for a digital age

During 2016 and early 2017, the Group reinforced its ability to deliver value across the entire chain of customer experiences through several bolt-on acquisitions:

**Fahrenheit 212** (New York) helps consumer-centric brands create innovation strategies, identify growth opportunities and build innovation pipelines.

**Idean** (Palo Alto) combines a Scandinavian design ethos with a Silicon Valley mindset. Its strategic design and user experience capabilities complement the geographic coverage of Bachelite, the Group's mobile-first digital design agency.

**Itelios** (Paris) is also a leading provider of the Salesforce Commerce Cloud and focuses on designing, developing and implementing ecommerce projects that enable a unified customer journey across online and in-store experiences.

**Oinio** (Munich) has quickly become one of the major European players in the consulting and deployment of Salesforce cloud-based CRM and digital marketing solutions.

#### KEY DATA



**+29%**

growth in Digital and Cloud business in 2016



**30%**

of total Group revenues in Digital and Cloud in 2016

array of technical skills in the key areas of artificial intelligence, machine learning, and predictive analytics. Recent I&D projects include using cognitive technologies (IBM Watson Explorer) at Akershus Hospital, University of Oslo, to understand the cumulative impact of radiation on cancer in children as well as leveraging the power of Big Data and predictive analytics to produce a 360° view of customer profiles for French retailer Kiabi.

### Digitalizing the manufacturing process

The need to adapt to a changing economy is also reflected in the rise of Digital Manufacturing, which involves the complete digital transition of production tools and processes. The Internet of Things, with its ability to integrate real-time data from an IT system with information received from the physical world, has a central role to play in this transition to a digitalized factory. Capgemini's Digital Manufacturing services, launched in May 2016, are provided by a network of more than 3,000 professionals and comprise two major families of solutions: platforms for the full lifecycle management of both products and industrial assets, and the optimization of operations management, which covers areas such as preventive and proactive maintenance, and plant control systems.

Recent Capgemini digital manufacturing projects include partnering with Siemens Building Technologies to harness the data generated by buildings for maintenance, sustainability, and energy management purposes. In addition, with GE now positioned as a digital industrial company, Capgemini also built a stand-alone software platform, Predix, to sell and deliver GE industrial solutions to common clients.

### Seizing advantage through cloud

Once seen as an emerging technology, cloud is now the first choice delivery option for all kinds of IT. Clients are adopting cloud technologies not just as a way of modernizing infrastructure and reducing costs, but also of supporting digital innovation, agility, scale, and reducing time to market for new services.

Capgemini meets the needs of enterprise customers with the Cloud Choice offer, a portfolio of services that deliver a cloud-first approach to business activities. Its services are designed to overcome a variety



**Our clients are increasingly shifting digital services to the cloud, either by building cloud-native applications or by integrating cloud-based and legacy applications. Our Cloud Choice portfolio of services is geared to help them on every step of this journey, and includes a cybersecurity offer designed to protect their data.”**

**Franck Greverie,**  
Cloud Foundation and Cybersecurity





of constraints that can limit the adoption of cloud IT. These may include business processes, skills and governance, legal and compliance issues, and legacy technologies. The Group also manages the risks that come with cloud models, notably data confidentiality and availability, business continuity, and disaster recovery. Cloud Choice offers a cloud strategy and roadmap, infrastructure services, and applications—including assessment and migration, the development of cloud-native applications, and SaaS implementation.

One highlight from our cloud services engagements in 2016 was a successful launch for the world's leading mining company of phosphate and potash, The Mosaic Company, which transitioned its SAP environment and other critical production applications to the Azure Cloud.

## Safeguarding data through cybersecurity

With the rise of cloud-based services, there is an equally growing awareness of the need to safeguard systems and data. Powered by the best technology providers and delivered by 3,000 experts, our cybersecurity services are designed to help clients digitally and securely transform while staying ahead of the game. Our portfolio covers advisory, protection, and monitoring services, backed by a global network of managed Security Operations Centers (SOCs). Our recently launched Threat Hunting proposition complements

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## Cappgemini Thought Leadership

The Digital Transformation Institute (DTI) is Cappgemini's in-house think tank on all things digital. The Institute publishes research on the impact of digital technologies on large traditional businesses. The team draws on the worldwide network of Cappgemini experts and works closely with academic and technology partners, often partnering with major institutions such as MIT, and co-operating with leading startups across the world. Recent reports include:

- Consumer Insights: Finding and Guarding the Treasure Trove
- Smart Contracts: Getting from Hype to Reality
- Unlocking Customer Satisfaction: Why Digital Holds the Key for Telcos

Read more at [cappgemini-consulting.com/dti](http://cappgemini-consulting.com/dti)

In addition, Cappgemini regularly publishes on other topics such as cloud computing and cybersecurity. Recent reports include:

- Taming Cloud Complexity with a Cloud Management Platform
- Minimizing Cloud Vendor Lock-in
- The Currency of Trust: Why Banks and Insurers Must Make Customer Data Safer and More Secure

Read more at [cappgemini.com/thought-leadership](http://cappgemini.com/thought-leadership)



Discuss these topics with our experts on [cappgemini.com/expert-connect](http://cappgemini.com/expert-connect)

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the existing portfolio by searching out attackers hiding in IT systems when protection and monitoring measures have failed to detect them. This new offer, along with a tailored offer to the automotive industry, were the main focus of Cappgemini participation at the RSA conference, a key information security conference held in San Francisco.

The Group—operating under both Cappgemini and Sogeti—has won significant cybersecurity deals in 2016. Recent projects include: partnering with automotive giant Renault to establish its new SOC in Toulouse; helping one of Europe's largest banking groups, Credit Agricole, to modernize and secure its IT infrastructure; and working with Belgium-based insurance company Ethias to provide monitoring from our SOC in the Belgium and Luxembourg region. —



# Financial services: A sea of change

**The financial services industry is a strategic market for Capgemini. Along with its clients, the Group is responding to growing demand for new services and the advent of innovative financial technology companies—FinTechs.**

Capgemini serves two-thirds of the world's largest financial services institutions, providing innovative business and IT solutions that create tangible value for banks, capital markets firms, and insurers. A team of over 56,000 professionals around the world collaborates across geographies, domains, and technologies to meet the individual needs of its clients. And those needs are changing. Amid the convergence of digital lifestyles and finance, the disruptive force of technology is creating new challenges and opportunities.

Capgemini's success in helping clients to seize these new opportunities was reflected in double-digit bookings and revenue growth in 2016 for financial services, which now accounts for 27% of Group revenues. The achievement was driven by synergies with Igate, along with a conscious focus on digital, cloud and data. In February 2017, Capgemini acquired TCube Solutions in the US to further advance its portfolio of managed services for the insurance industry. Drawing on the latest expertise, Capgemini helps financial institutions transform for a digital world

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## Capgemini Thought Leadership

- World FinTech Report 2017
- World Insurance Report 2016
- World Payments Report 2016
- World Retail Banking Report 2016
- World Wealth Report 2016

Read more at [capgemini.com/thought-leadership](http://capgemini.com/thought-leadership)



Discuss these topics with our experts on [capgemini.com/expert-connect](http://capgemini.com/expert-connect)

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by providing solutions that improve business processes, enable new business models, increase operational efficiency, reduce risk, orient technology investments to business outcomes, and lower total cost of ownership.

Nowhere is that digital transformation more evident than in the rise of FinTechs, with their focus on the customer experience and easy access to services on the move. Their impact also reflects the very different dimensions of today's financial services industry. These industry drivers include: the arrival of new entrants from retail, telecoms, and other consumer markets; the maturing of bit-coin and block-chain technology; and the potential for smart phone payment systems to transform the cash societies of the developing world.

### FinTechs at the forefront

To further harness the potential of these technologies, Capgemini introduced the FinTech Connect program in 2016. Working closely with its global network of ten Applied Innovation Exchanges, the Group engages with FinTechs at local innovation hubs to identify companies for joint projects or co-developments. The program offers FinTechs a truly global distribution channel for their products and services, along with the possibility of future capital investment. FinTechs that specialize in specific areas, such as customer onboarding, capital markets, claims processing, the Internet of Things, robotics, artificial intelligence, blockchain, and API, are a particular focus.

### A new online experience for Bank of Ireland customers

One recent highlight of our engagement in the financial services sector involves the Bank of Ireland. Established in 1783, the Bank of Ireland Group is one of the largest financial services groups in Ireland. As Ireland's largest



**In 2016,**  
we demonstrated our leadership position in the financial services sector through our ongoing investment with the Applied Innovation Exchange and our collaboration with FinTechs. As a result, we are elevating the conversation on the key role that digital plays in driving growth.”

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**Thierry Delaporte,**  
Group Executive Board member,  
Financial Services and Latin America

lender, the bank is a bedrock of the Irish economy with close to 40% of all economic activity in the country flowing through its vast range of banking services.

To build the bank of the future, the Bank of Ireland is currently taking an “adopt and adapt” approach to its digital transformation, partnering with Capgemini in the process. Instead of rebuilding through its legacy systems, the bank is adopting—from scratch—the industry-standard financial platform Temenos as its core infrastructure and then adapting its internal services and processes to the technology. The end result will be an enhanced customer experience that delivers online banking products and services while providing tangible value to its shareholders. —

**BANK OF IRELAND & CAPGEMINI**

# Building the bank of the future

**Capgemini Fellow Pierre Hessler sits down with Bank of Ireland Group CEO Richie Boucher to learn how the company is achieving their digital transformation by adopting and adapting their services to the latest banking infrastructure.**

**Bank of Ireland is going through a significant transformation. Why did you embark on such an ambitious undertaking?**

**Richie Boucher:** During the financial crisis we did a lot of restructuring. We refocused our strategy, raised significant amounts of capital, and repositioned our business. Today, all of our divisions are profitable. We are the largest lender to the Irish economy. We provide more lending to Irish businesses than anyone else. We are the leading corporate bank in Ireland. And, we have a strong partnership approach in Great Britain with the Post Office and the Automotive Association, with whom we provide consumer financial services.

However, we have also clearly recognized the need for us to invest in our digital agenda. For example, four years ago, we didn't offer a mobile proposition to our customers. Today, two thirds of our personal banking customers in Ireland use mobile as their primary channel of engagement, conducting 8 million transactions every month via our mobile app.

**What has been the biggest challenge you've encountered, and how did you overcome it?**

**R.B.:** I think a great number of banks have tried to build a customer-facing layer on top of existing technology. However, with this approach you always come back to a deeper issue: this layer has to engage with your core processing, your ability to make the payments that customers are seeking, your ability to manage bookkeeping entries, and so on. This impacts on how you deliver the services your customers want, and when they want them. For a truly customer-centric, customer-directed model, customers expect a single view of the bank, and our employees need to have a single view of their customer. None of this is possible without changing your core banking system. I think that's the single biggest challenge.



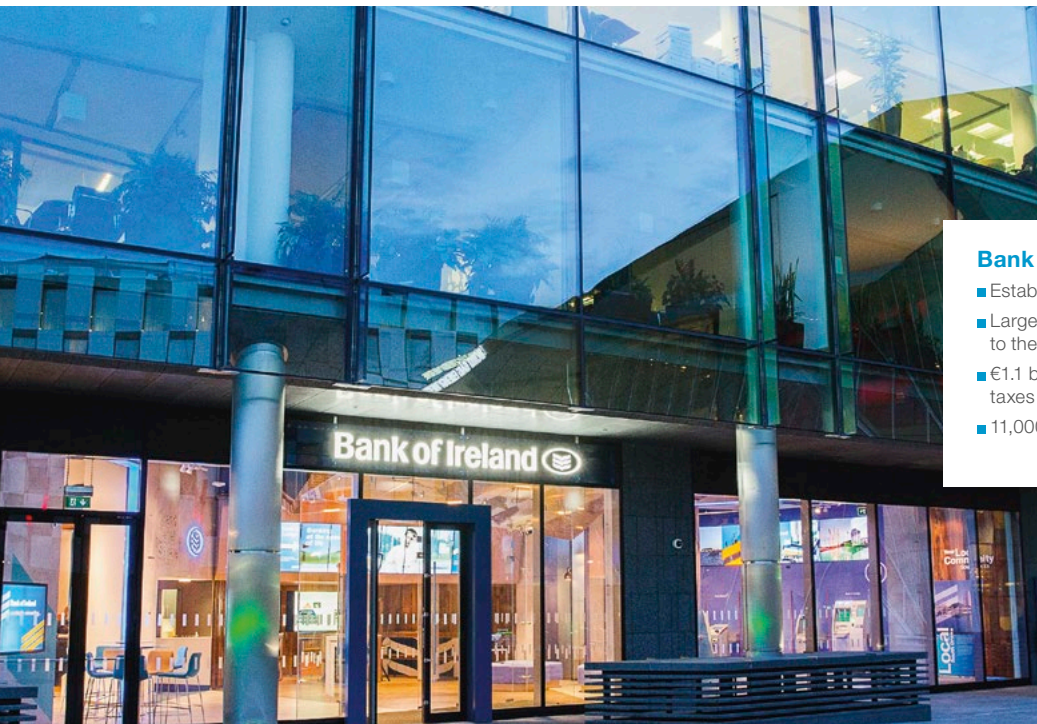
**Today, two thirds of our personal banking customers in Ireland use mobile as their primary channel of engagement."**

**Richie Boucher,**  
CEO of Bank of Ireland Group

We quickly understood that our systems—custom built 30 or 40 years ago, heavily modified and integrated—wouldn't serve us well enough in the future for our ambition for our customers, for the Bank and for our shareholders. Therefore, we had to build a new system, but we decided that doing this on our own was not the best way.

We are not in the business of developing and integrating software; we are in the banking business. By partnering with Capgemini to implement Temenos as our core banking platform, we were able to focus on those areas where we have innate strengths: the ability to engage with our customers; the ability to take measured risks and price for that risk; and the ability to ensure that our employees remain professional, motivated and engaged.

With Temenos we are adopting a technology that is trusted by some of the best banks and financial institutions across the world. The provider has a business imperative to keep on updating and upgrading that technology, on a much more cost-effective basis than we could ever dream of achieving on our own.



#### Bank of Ireland

- Established in 1783
- Largest lender to the Irish economy
- €1.1 billion profit before taxes (2016)
- 11,000 employees (2016)

### What are the consequences of such a choice?

**R.B.:** We are taking this project very seriously. Bank of Ireland plays an important role in the Irish economy, with around 40% of Irish economic transactions going through our systems. If something were to go wrong with our delivery it would have an impact throughout the Irish economy. We had to understand our responsibilities to that reality, to our customers, to our stakeholders and to the regulatory authorities.

As a result, we determined early on that our digital transformation would not be solely technology-driven but rather business-driven in partnership with technology. This investment has whole-hearted, informed business support and direction by the board and senior management of the bank, for the benefit of our customers, our staff and our shareholders.

To achieve something of this scale, you must have very strong discipline and a willingness to have rigorous yet agile decision-making processes. The capabilities we developed to successfully come through the crisis are serving us well on this. We are applying that discipline to adapt our products and processes to our new infrastructure in order to determine what to adapt, what to decommission, and what to migrate.

### Tough decisions, and at the same time you have to mobilize the whole staff!

**R.B.:** We are undertaking this transformation not just for our customers but for our staff as well. Today, banking isn't dominated by the counter or by paper transactions. We're going through a massive professionalization of how our 11,000 staff, my colleagues, perceive their roles in the bank of the future—including how they equip themselves, and how we have to equip them to support

our customers. In the last year alone, 3,000 employees took on a new qualification, and our transformation is helping us to attract the people and the capabilities that we need to secure our future.

### To conclude, maybe a word on Capgemini. Why did you choose us? What do you expect from us?

**R.B.:** We felt that Capgemini were the partners who could help us build our system. You have the experience, the skill sets, and the cultural vision that could align with us. I also think your teams demonstrate an empathy for understanding some of the intrinsic aspects of our culture—key for the success of a project of such a scale. Over the next four years we will spend somewhere between 175 and 225 million euros per year on this transformation—a very, very significant investment in our future.

We expect that you deliver that which you say you will deliver. We expect you to work with our other partners in a collaborative way, not simply in a job demarcation kind of way, though we of course have a clear understanding of the respective accountabilities. And we expect your unbiased advice—not just telling us what we want to hear, but what we need to hear and quickly! ■



Watch the video online  
[www.capgemini.com/annual-report/2016](http://www.capgemini.com/annual-report/2016)

# Forward-looking partnerships

**Pierre-Yves Cros—Group Executive Committee member, Strategy and Development—explains how Capgemini’s network of technology partners is evolving to bring greater value to clients.**

## STRENGTH #1

### Keeping pace with priorities

Customer experience, big data, smart processes, and cloud-based business are all emerging as the technology priorities for CEOs to invest in for the next five years. To address these priorities and stay relevant in the market, Capgemini has renewed and aligned its portfolio of partners to keep pace in an era of digital transformation.

## STRENGTH #2

### Shifting to digital and cloud

Thanks to its extensive and intimate network of partners, Capgemini is well positioned to connect clients to the most innovative cloud solutions. For example, in the area of core business, we are forging a partnership with SAP to move discrete industries toward the cloud economy. We can also set up customer engagement solutions directly in the cloud, primarily through Salesforce and Pegasystems, or provide cloud-native application development through Pivotal GSB. Finally, we are developing partnerships with IBM to help create tailored solutions around the Cognitive Internet of Things.



## STRENGTH #3

### Harnessing innovative startups

Innovation is both the core of our business and the highest priority of our customers. This is why we created the *Emerging Partners Portfolio Program* to establish and jump-start collaboration with promising startups. As a result of this early outreach, clients are exposed to the type of innovation that will put their businesses ahead, and will facilitate the adoption of new business models. For example, Splunk® searches, monitors, and analyzes machine-generated big data in fascinating new ways to help make a company more productive, profitable, and competitive. As one of our emerging partners, their technology has now become part of the overall solution in our Financial Services unit. Such companies are becoming an essential element of the digital and cloud ecosystem to complement digital offerings that could be built around bigger partners like SAP or IBM. As a result of this diverse mix of global market leaders, technology innovators, and robust solution providers, we bring the most comprehensive and synergistic solutions to our clients.

**OUR GLOBAL ECOSYSTEM ●●● Adobe, AppDynamics, AWS, Blueprint, Blueprism, BMC, CA/Niku, Cisco, Citrix, Cloudera, Computer Associates, Dassault Systems, Dell Technologies, FireEye, ForgeRock, Fortinet, GE Digital, Gemalto, Google, Hortonworks, HPE, HPI, IBM, Informatica, Intel, Lenovo, Microsoft, NetSuite, OpenText, Oracle, Palo Alto Networks, Pegasystems, Pitney Bowes, Pivotal, PTC, RSA, Salesforce, SAP, SAS, Schneider Electric, Siemens, Sitecore, Software AG, Talend, Teradata, Trend Micro, Virtustream, VMware, Workday**



CONSUMER PRODUCTS, RETAIL AND DISTRIBUTION:

# The digital boom

**Consumer expectations with regard to speed, mobility and personalization are shaping the transformation of the Consumer Products, Retail and Distribution sector (CPRD). Capgemini helps stakeholders make the most of digital and cloud technologies to create an extraordinary customer experience and efficient business strategy.**

Hyper-connected consumers coupled with rapid advancements in digital technologies are poised to change the face of retail. First, the widespread adoption of ecommerce cloud in the retail industry has increased both the speed and flexibility in the scaling of online operations. Similarly, predictive analytics are delivering smarter logistics. Finally, greater consumer insights have enabled retailers to create a more fluid path-to-purchase that traverses multiple channels including physical stores, mobile apps, and ecommerce websites.

With over 12,500 CPRD experts dedicated to leveraging emerging technologies, Capgemini offers a full portfolio of sector-specific solutions that help retailers and consumer package goods companies gain competitive advantage. Some of our frameworks that help companies adapt and evolve digital capabilities include seamless customer engagement, smart digital stores, and consumer-driven supply chains.

Our Consumer Products & Retail Solutions Center (CRESCENT) located in Kolkata, India, supports the deployment of industry solutions and accelerators. CRESCENT has, for example, created process models and templates for the rapid roll out of SAP Promotional Planning and Budgeting, Franchisee Order Management, Multilevel Sub-contracting, and Perishable Procurement and Planning. Global innovation centers, part of our network of Applied Innovation Exchanges, also provide thrust to new ideas for reimagining in-store retail experiences based on customer assistant robots and augmented reality technology. Capgemini works with more than 600 clients in retail and distribution, including 27 of the world's 30 largest consumer products companies. In 2016, for example, we helped IKEA expand its stores, logistics hubs and product pick-up points. —

“  
**Capgemini is stepping up the transformation process for CPRD clients through an end-to-end approach that spans their entire value chain.”**

—  
**Tim Bridges,**  
Consumer Products, Retail and Distribution Sector

IKEA & CAPGEMINI

# Improving the customer experience

**As customer journeys become increasingly complex, digital innovation is not only an accessory to the customer experience, it is a prerequisite. Jonas Hessler, the Global Web, ecommerce, and Digital Channel Manager at IKEA, discusses how partnering with Capgemini has made far-reaching advances in the IKEA customer experience both online and offline.**

**For IKEA, what does it mean to be an innovative, digital company?**

**Jonas Hessler:** Innovation has always been a key component in our business, and the developments in technology have been catalysts for our potential to innovate. That said, we do not treat digital as a single entity. We are constantly looking for ways in which we can use digital to enhance the in-store experience and considering how our digital and store activities can best work together. Whether online or offline, our customers are the ones who make our channels tick, so we look to them for direction. As customers are becoming more and more accustomed to the virtualization of commerce, many industries are forgoing store strategies. That does not apply to us. By 2020, we are committed to increase both store and online visits substantially, while having a competitive ecommerce offering on every market, as we believe digital to be a complement to offline sales.

**Can you tell us more about your Digital Customer Experience journey?**

**J.H.:** We know that around 70% of our in-store visitors prepare their visit online beforehand. The Digital Customer Experience (DCX) is a pivotal consideration in commercial success today. Every customer is different, and digital offers a more tailored shopping experience. Some wish to purchase online and have the goods delivered, while others prefer to browse online and pick up the goods at the store, saving time and money. Some customers do without the digital preliminaries altogether. It is all about giving customers a choice, not only in our vast array of home furnishing products, but also in the nature of their shopping experience. Digital helps us achieve that. Today, we average 2.1 billion online visits per year, and intend to increase this number substantially in the years to come.



**Customers increasingly expect companies to understand their needs and provide a consistent experience across all sales channels. Digital innovation is key to meeting these new expectations.”**

**Jonas Hessler,**  
Global Web, ecommerce  
and Digital Channel Manager at IKEA

**IKEA has partnered with Capgemini for over fifteen years. How would you describe this collaboration?**

**J.H.:** IKEA and Capgemini have built their businesses on a similar corporate culture and values. We also share similar qualities in terms of our workforce. Both IKEA and Capgemini see people as our most important asset. Having humble people with bright ideas and the passion to realize these ideas is the propelling force behind our success. We are all committed to creating a better everyday life our many employees. Our common objective is making sure the IKEA customer’s wishes and needs are met as their mindsets and shopping behaviors change. Capgemini and IKEA are—and have been for fifteen years—united in the commitment to this objective.





## IKEA

- Founded in 1943
- 392 stores in 48 countries (2016)
- 2.1 billion website visitors (2016)
- €35.07 billion revenue (2016)
- 183,000 employees (2016)

### In one word, what best describes the partnership with Capgemini?

**J.H.:** Excellence. We have witnessed an excellent performance, particularly with regards to the running of our retail website on a global basis. Capgemini has also contributed to our growth. Together, we have developed a digital solution that will allow for the introduction of ecommerce in the majority of the IKEA Group markets within this financial year, i.e., August 31, 2017. Generally, these projects take a long time, but Capgemini exceeded expectations regarding time-to-market, which was quite an achievement.

### What would you say that Capgemini does for IKEA's bottom-line?

**J.H.:** With Capgemini's help, we have both refined our approaches to a fast-paced, ever-changing market and implemented completely new approaches to make a significant difference in a short time. Applied innovation has enabled that growth. Not only do we share the same results-oriented approach, but Capgemini also understands that the key to unlocking our growth potential, while simultaneously creating a better everyday life for our customers, is digital innovation.

### Can you share with us the highlights of your work together last year?

**J.H.:** One highlight was our continued work together on the IKEA Home Planner, the digital solution that allows our customers to become their own interior designers. With the IKEA Home Planner, customers are able to select and place furniture into a virtualized mock-up of their home. They can rearrange and try different styles according

to the exact measurements of their room, and view the arrangements in three dimensions, just as an architect would. The schematic also provides the customer with all measurements and a tally of the cost, which they can collect at their nearest IKEA store, and where they can receive further advice and assistance before making a final decision on their purchases. The many incremental innovations the IKEA Home Planner has undergone in the past year have optimized usability, and since nearly all kitchens sold at IKEA (up to 95%) use the tool, that is a key achievement.

### What are IKEA's future plans to improve the DCX?

**J.H.:** Improving the DCX involves a deeper and more refined understanding of our customers and their shopping behaviors. These behaviors are in a constant state of flux, and it is no longer sufficient to simply sell products. We need to make sure our customers perceive us as a unique, meaningful, and trusted company that can provide them with a seamless and intuitive shopping experience, increased diversity of choice, and personalized communication. ■



Watch the video online  
[www.capgemini.com/annual-report/2016](http://www.capgemini.com/annual-report/2016)

# New jobs, new skills

As technology evolves, so do the skills needed for an increasingly digital world. Capgemini anticipates the challenges facing its clients by building up talent in areas that help them to transform their operations.

## Digital Transformation Manager

Leading change

Digital transformation is critical for any company wishing to leverage digital disruption to reposition its business model and engage its talent in radically different ways. The Digital Transformation Manager, an often unseen role that works across an entire organization, orchestrates these changes. These leaders combine years of sectoral experience with an outward-facing ecosystem of partners, attracting external stakeholders such as clients, startups, and academics to resolve complex issues. They leverage digital platforms to automate as much as possible for greater efficiency, agility, and risk management over the long term.

**“There is no single, academic way to prepare you for managing a Digital Transformation. It’s more a matter of experience—including success and failures—that can help guide an organization in this multi-year journey.”**

**Namrata Shaikh,**  
Fast Digital Acceleration team (India)



## Enterprise Architect

Designing digital business

Enterprise Architects help organizations achieve their digital transformation. These planners understand how to apply technology to solve business problems, possess the creativity to challenge the status quo and thus enable innovation, and have the communication skills to win endorsement of their solutions. In terms of qualifications, they reflect the diversity of a job that requires both soft and technical skills at different levels. Many begin their careers as network engineers or software developers; others, as business analysts or project managers.

**“My team of architects helps to digitally enable businesses, providing innovation guidance and solving complex business and architectural issues. I work directly with Chief Architects and CxOs of our clients. For some, I am one of their most trusted advisors driving their digital agenda.”**

**Kai Schroeder,**  
Head of Enterprise Architects team (Germany)

## UX Designer

### Improving user experience

A seamless digital experience is crucial to provide end users with exactly what they want—speed and simplicity—from any app or website. For business, this user experience should be at the heart of an overall digital strategy that implements the right policies, processes, and technologies to deliver on a competitive advantage. As advocates for the human-side of business, UX Designers generally hail from a variety of backgrounds, such as psychology, behavioral science, graphic design, ergonomics, and sociology.

**“A UX designer keeps the end user foremost in their mind, and always works to ensure that they get what they need when they need it. It could be a hard thing to figure out, but the satisfaction from creating a genuinely useful service for people is a huge reward.”**

**Anton Larsson,**  
UX Designer and Art Director (Sweden)



## Data Scientist

### Finding value in data

In an era that spans the traditional management of structured data in relational databases and the unstructured nature of big data, the data scientist has become a looming figure. Today, the role is largely split between analysis—looking for ways to create best use cases—and the back-end task of preparing that data. While an understanding of data management and a background in statistics is certainly required, a Data Scientist needs to relate the customer’s business objectives to the data sets available and be flexible in finding the best solution.

**“Based on a client’s stage of maturity with respect to data and modeling, our team can help build a predictive model that will improve business understanding, remove uncertainties, and optimize processes. Our team approach is business-focused and velocity-to-value driven while remaining tech-agnostic and affordable.”**

**Julie Buard,**  
Data Scientist (United States)

## Cybersecurity Analyst

### Protecting client assets

Across all areas, from traditional IT to the Internet of Things and from government agencies to consumer goods, the demand for security has grown exponentially. Securing the digital enterprise involves: consultation, which covers areas such as cybersecurity strategy and roadmapping; the integration of solutions to protect organizations; and the monitoring of systems to detect and react in advance of cyber attacks. In addition, threat hunting can spot attackers hiding in IT systems when protection and monitoring measures have failed to detect them.

**“As cyber threats are constantly evolving, security experts need to stay one step ahead of a potential hacker. Working in cybersecurity is therefore an exciting chance to use your technical skills to first identify ways to hack connected cars, shopping carts or blockchains... and then find the solutions to protect your client.”**

**Jérôme Desbonnet,**  
Global Cybersecurity CTO (France)



# Automotive: The drive to a connected future

**As an industry still enjoying healthy sales and growth for more than a century, the automotive sector may appear to have a long and straight road ahead. In fact, the reality is very different. Car manufacturers face new competitors, evolving customers, and disruptive technologies at every turn. Capgemini is helping them adapt to this new reality.**

If projections are correct, the world's car fleet will double by 2030. However, what sounds like good news for automotive manufacturers needs to be tempered by another likelihood, namely that it will be a very different sector from the one we know today. Technology companies are entering the market, driverless cars are already being tested, and customers are expecting an ever-expanding range of digital services. In short, mobility and connectivity are coming together in a disruptive, digital transformation of the industry.

As a service provider to the world's largest original equipment manufacturers (OEM) and their leading suppliers, Capgemini is ideally placed to meet these challenges. The Group has developed a comprehensive offer, Automotive Connect, to help its clients in all Automotive sub-segments grow their businesses through these new digital channels.

Automotive Connect focuses on four main areas:

- **Connected Customer:** putting the customer at the center of everything and interacting with them effectively at each touch-point throughout the lifecycle
- **Connected Vehicle:** making the car a node on a network. Rather than selling a specific car, the aim is to forge a lifelong relationship with the customer

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## Capgemini Thought Leadership

For nearly two decades, Capgemini has been asking consumers what they want from the car buying and ownership experience. This research has tracked the impact of digital on the automotive industry, and provided practical insights into the changing customer dynamics for manufacturers and dealers. In addition to its Cars Online research, Capgemini produces regular automotive trend studies including:

- Automotive Online Sales: The direct route to the customer
- The Selfie Experience: The evolving behavior of the connected customer
- Online Automotive Retail: Customer desire for digital drives shift to buying vehicles completely online

Read more at [capgemini.com/thought-leadership](http://capgemini.com/thought-leadership)



Discuss these topics with our experts on [capgemini.com/expert-connect](http://capgemini.com/expert-connect)

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■ **Connected Insights:** gaining competitive advantage by applying analytics to customer and vehicle data. This service is supported by Capgemini's Automotive Insights Laboratory

■ **Connected Operations:** combining standards and speed for competitive advantage, as applied to production plants, engineering centers, and distribution centers

Capgemini's expertise is complemented by its Applied Innovation Exchange (AIE), a global network which brings together startups, industry partners, and universities. The automotive sector figures prominently in the network's activities, with the AIE in Munich largely dedicated to the industry.

Projects carried out by Capgemini on behalf of its automotive clients include the online launch of the Volvo XC90, as well as a partnership with Valeo around a newly developed digital service for corporate and rental fleets, Mov'InBlue™. Most recently, Capgemini led the development and implementation of a new connected car business model for Daimler AG. \_\_\_\_\_

DAIMLER AG & CAPGEMINI

# The shift to digital services



**With growing digitalization and the increasing prevalence of smartphones, consumer expectations have changed. Car sharing apps have become commonplace and young people living in large cities are now depending on them rather than purchasing a car. Due to this fundamental change, it has become clear that digitalization will also have an impact on other areas of buying behavior.**

Daimler AG wanted to benefit from this opportunity and decided to implement its own future-proof digital business model, turning to Capgemini as its partner. The purchase of digital offers such as navigation, assistance, and entertainment services were decoupled from the vehicle purchase, so that the vehicle can be used flexibly and as required. Similar to a smartphone, this makes it possible to equip the vehicle with all the latest apps.

The project was subdivided into various milestones. The beginning was characterized by the relaunch of a vehicle model. Users of these vehicles were the first to be able to utilize the new services. The initial product was the "Remote Parking Pilot", which included an app. According to Daimler, the "Remote Parking Pilot" is an important differentiating feature of the new model range launched in April 2016.

Within twelve months and in collaboration with the client, Capgemini designed a concept for the direct sale of digital services to customers, created the structures, and successfully put them into live operation. The services have been bundled together into products, which can be ordered using the new portal "Mercedes me", where each customer selects and manages their individual mobility, connectivity, customer support, and financial services for which they sign a framework contract with the automotive group.

# Always more competitiveness

As part of its growth strategy, Capgemini launched a Group Competitiveness department in 2016 to increase the quality and productivity of its services, as well as to establish the next generation of global delivery models for its clients.

## Adaptation

### Key to survival

The speed of change is throwing traditional business methods into question and disrupting the relevance of entire industries. Fast evolution and adaptation are therefore key to business survival and growth. With close to 200,000 employees and nearly 100 business entities around the world, Capgemini has the resources to react quickly to client needs—a key asset in a digital era when deployment needs to be measured in weeks rather than months.

## More competitiveness

### Capgemini enhances its services

The Group Competitiveness department was launched in January 2016 to act as an integration layer ensuring seamless and efficient delivery across Capgemini. Supported by three functions—delivery, industrialization, and procurement—the new department maximizes the level of competitiveness in three strategic areas:

- **Resource Management** to optimize the management of resources around the world, ensuring that the right resources are available at the right time and the right price.
- **Strategic Sourcing** to harness the global procurement power of the Group, both in terms of spending and specifications.
- **Automation** to accelerate the automation of services and solutions—both as an integral part of Capgemini’s own delivery and as a productivity offering to clients—the main deployment of which takes the form of Automation Drive.



The urgency of change requires a partner that can help clients integrate the “new” while making the best of what they already have in order to accelerate the speed of transformation.”

Patrick Nicolet,  
Group Executive Board member,  
Competitiveness and India

## Digital journey

### New ways of working

From cloud computing to automation and artificial intelligence, Capgemini provides cutting-edge services to support its clients on their digital journey. At the same time, the Group is also progressing on its own ambitious digital agenda to provide a non-stop drive of digital efficiencies and innovation across the company.

In 2016, Group IT launched the Collaborative Workplace initiative to strengthen infrastructures, tools, and processes to make it easier for Capgemini teams to collaborate internally and externally with their clients. These latest advancements make greater use of cloud and mobile technologies to focus on a simpler application landscape, on greater mobility, and on the development of ever more intuitive user interfaces.

Group IT also introduced several new Software-as-a-Service (SaaS) solutions like Salesforce and Concur to boost internal processes, and launched next generation device management tools such as BlackBerry Works to provide a seamless work experience for its employees across the globe. In terms of collaboration, the Group multiplied the choice of online productivity solutions, such as Microsoft Office 365 and Skype for Business Enterprise Voice, lending a true advantage to its multicultural and multifunctional teams.



## Automation Drive

### Business reimaged

Today, the amount of data exposed to organizations is growing exponentially and at a rapidly increasing speed. In this new era, traditional ways of working are no longer sustainable. This is where automation can help, as it allows organizations to transfer repetitive functional and cognitive processes to machines—solving complex business problems at a pace far beyond the capabilities of human beings. Automation provides a range of business benefits, including enhanced productivity, quality, predictability, and agility. For its clients to take advantage of these new opportunities, Capgemini proposes Automation Drive, a new suite of services and capabilities that helps clients identify ways to make automation one of their growth engines. The suite of services is composed of three components:

- **Automation Drive Framework:** A view of intelligent automation built around functionalities such as user interaction, monitoring, service delivery, knowledge management, and analytics.
- **Automation Drive Tools and IP:** A combination of proprietary and third-party tools from Capgemini's ecosystem of partners.
- **Automation Drive Services:** A set of re-usable solutions that introduces automation into businesses to deliver value across the entire value chain.

OUR PRESENCE

# A global footprint

**As a truly global player, Capgemini provides its services to clients across North America, Latin America, Europe and the Asia-Pacific region.** India, home to half of all employees, makes an unrivalled contribution to delivery and innovation.

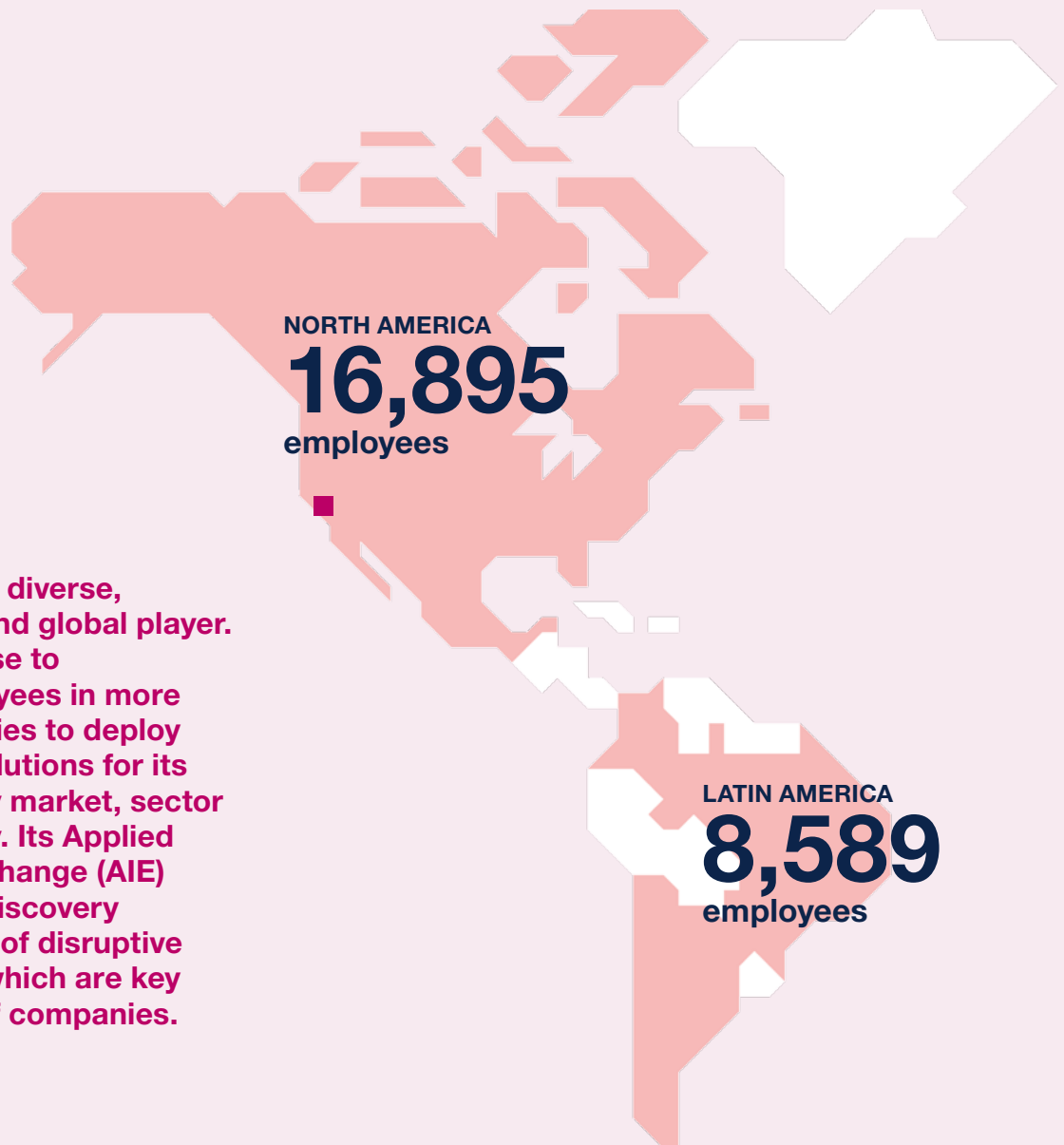




**RUSSELL TYLER**  
**SLGT, 2016**  
Oil on canvas  
152.4 x 137 cm  
60 x 53.9 in

# Capgemini around the world

AS OF 31 DECEMBER 2016

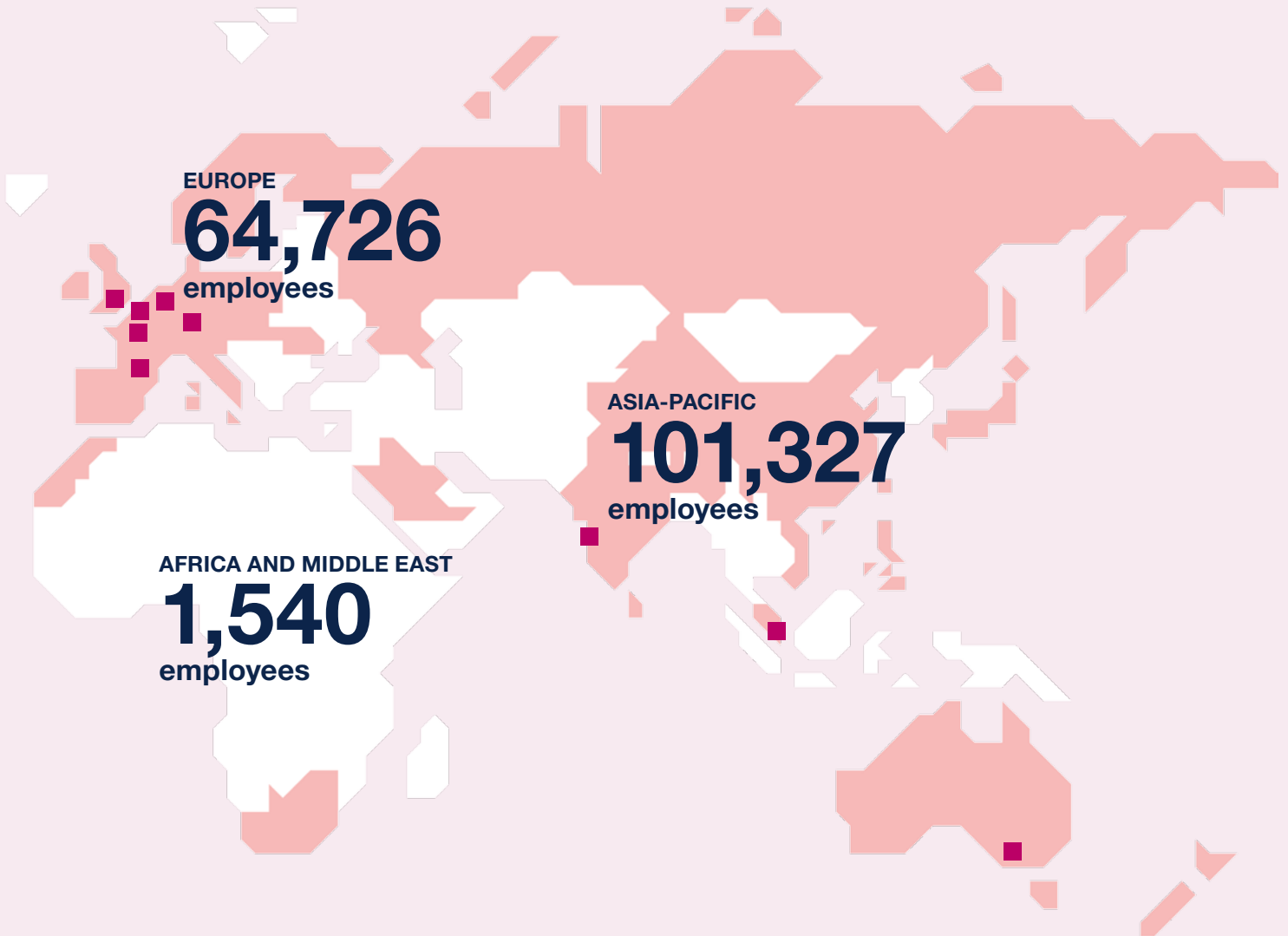


Capgemini is a diverse, multicultural and global player. It relies on close to 200,000 employees in more than 40 countries to deploy customized solutions for its clients in every market, sector and geography. Its Applied Innovation Exchange (AIE) supports the discovery and spreading of disruptive technologies which are key to the future of companies.

## Applied Innovation Exchange (AIE)

Capgemini's global network of innovation centers, the Applied Innovation Exchange, provides a structured environment that enables companies to understand and apply innovation, to proactively respond to the various technology and business shifts which are confronting them on a daily basis. The AIE is based on a fundamental observation: Innovation is useless unless it is applied. The power of the platform lies in its capacity to help companies quickly apply innovation. The network

brings together an entire ecosystem of actors—including sectoral experts, technology partners, academics, and startups—to provide clients with the latest advances in emerging technologies, such as the Internet of Things, data analysis, and cloud. In addition, each AIE offers specialized sector and process expertise. For example, the Munich AIE specializes in the automotive sector, the AIE in Paris in virtual reality, and the London AIE in FinTech.



### 10 Applied Innovation Exchanges (AIE)

- Lille
- London
- Melbourne
- Mumbai
- Munich
- Paris
- San Francisco
- Singapore
- Toulouse
- Utrecht

■ Countries where Capgemini is present



# North America: A pivotal market

**As the world's largest IT market, North America is a strategic focus for Capgemini. The digital transformation already underway there, along with the growing need for cloud services, have led to sustained demand for the Group's services.**

With an increased presence of close to 17,000 employees and a vast portfolio of clients, North America is positioned as an engine of Capgemini's growth in the years ahead. The successful integration of Igate in 2016 positioned North America as the Group's largest regional market by far, contributing 30% of revenues. From prominent clients such as Coca-Cola, GE, and Fidelity—



### Fahrenheit 212, a new source of innovation

Based in both New York City and London, Fahrenheit 212 contributes specialized capabilities for innovation strategy and consumer-centric design to the broader offerings of Capgemini. The company was founded on the premise that innovation—as a systematized capability—can be both a learned discipline and a predictable driver of growth. With a focus on delivering growth opportunities, its clients include The Coca-Cola Company, Marriott, and Citi.

to core technology partners including SAP, IBM, Salesforce, Microsoft, Amazon, Dell, and Oracle—North America holds strategic importance for the Group and a wealth of opportunities to explore.

Digital transformation, cloud technology, and the automation of managed services became even more significant business drivers in 2016, a trend that is set to continue. All three reflect the fact that technology has long departed the confines of the CIO office, and is now a focus area for all C-level executives looking to digitally transform their business. Capgemini provides the consultancy and services to help clients in North America meet their business innovation goals, particularly in key vertical sectors such as Consumer Products, Retail and Distribution, Financial Services, Energy and Utilities, Manufacturing, Automotive, and Life Sciences.

Client intimacy has always been a hallmark of Capgemini's relationships in North America, a quality that has been bolstered by the Igate integration.



### Capgemini unites CxOs around digital insights at Spark event

Last October Capgemini hosted C-level clients for a stimulating dialog around growth through digital, facilitated by the foremost thought leaders and disrupters in business, technology and innovation. Some of the thought leaders who took the stage included: founder and chairman of the X Prize Foundation, Peter Diamandis; founder of nexxworks, Peter Hinssen; and marketing and technology guru, Guy Kawasaki.



## Recent activities

**in North America confirm the continued development of innovation in the Group and position Capgemini as a partner of choice for leading companies on their digital transformation journey.”**

**Salil Parekh,**  
Group Executive Board member, North American  
Executive Council chairman, Application Services One,\*  
Cloud Infrastructure Services, Sogeti, and Cloud Services

\* Asia-Pacific, North America, United Kingdom.

## OUR PRESENCE

This quality is a key differentiator in the Group's growth trajectory in the region and has helped Capgemini to further expand its presence among Fortune 500 companies.

The breadth of expertise and sector knowledge, along with the diversity of our teams, play an important role in the Group's activities in North America. Clients appreciate this combination, which fosters innovation and allows Capgemini to launch exclusive new service offerings to the market. The opening of Applied Innovation Exchanges (AIEs) in San Francisco and Toronto, along with the acquisitions of innovation strategy specialist Fahrenheit 212, and digital design agency Idean, further underlined the Group's commitment to offer digital innovation to its clients in 2017 and beyond. \_\_\_\_\_



### New Applied Innovation Exchange (AIE) opens

North America gained its first AIE in 2016 with the flagship opening in San Francisco, to be followed by an AIE in New York in mid-2017. The AIEs help organizations to achieve a competitive edge by discovering and applying technologies such as the Internet of Things, insights and data, cloud, and cybersecurity. The San Francisco AIE specializes in co-innovation with high-tech brands and startups of neighboring Silicon Valley, as well as facilitating access to venture capital and private equity partners.

### What's Now monthly conversations

*What's Now: San Francisco* is a monthly conversation around the most important innovations emerging in the San Francisco Bay Area right now. Every month Capgemini's Applied Innovation Exchange hosts a remarkable person who deeply understands one of the many areas exploding with innovation, including artificial intelligence, biotech and clean energy. Speakers have included Tim O'Reilly, Founder & CEO of O'Reilly Media, Gavin Newsom, Lieutenant Governor of California, and Kevin Kelly, Senior Maverick of WIRED.

### Leading services for gender equality

Capgemini became the first professional services firm in the U.S. to earn the prestigious Economic Dividends for Gender Equality (EDGE) certificate for its company culture, recruitment, promotion and mentoring. The award was based on a rigorous independent review of data, policies and experiences of Capgemini employees in the U.S.

### Idean joins the Capgemini family

In early 2017, Capgemini acquired Idean, a global strategy and design firm with U.S. locations in Silicon Valley, New York, Los Angeles, and Austin. Idean will reinforce the Group's user-centered and digital-first experience services and extend its network of digital innovation studios, helping to meet the growing demand for end-to-end digital services.



### A pivotal year for Canada

Capgemini Canada reorganized with the appointment of a locally-based senior management team and renewed emphasis on growth in the Canadian market. As a result, 2016 brought exciting wins with new and existing clients, such as Wawanesa, Brookfield, LCBO, and Aecon. The new Applied Innovation Discover Center in Toronto showcases solutions ranging from IoT, automation, mobile, and advanced analytics while providing working space for clients and partners to create prototypes and rapidly evaluate new ideas.

### Igate merger leads to joint wins

The integration of Igate led to a series of significant joint client wins over the course of 2016. These include one of North America's largest property and casualty companies, a leading global risk advisor, insurer and reinsurance broker, as well as an Enterprise Resource Planning (ERP) consolidation initiative for an industrial conglomerate. Thanks to the merger, Capgemini has strengthened its positions in the Financial Services, Consumer Products and Retail, Life Sciences and Manufacturing sectors.

# Latin America: Rise of a global player

**Capgemini reinforced its presence in Latin America in 2016.**

With more than 8,500 employees based in the region—along with support from strategic partners such as SAP, IBM, AWS, and Pegasystems—the Group provides its clients in Latin America with solutions for operational efficiency, competitiveness, and innovation.

While Brazil faced a major economic downturn, its positioning as a digital transformation business partner is quickly making inroads in the market. In order to reinforce its offers in the region, the Group opened two Centers of Excellence in Brazil in the first quarter of 2017: one focused on digital and cloud solutions, and another specialized in the Consumer Products, Retail and Distribution (CPRD) market. Building upon its Leading Digital report in 2015, the Group also conducted the 2016 Digital Maturity Survey alongside MIT to examine how Brazilian companies are preparing for their digital transformation.

Although the Capgemini brand is relatively new to Latin America, Capgemini witnessed booming demand in Hispanic countries in Latin America. For example, Capgemini Mexico accomplished solid growth rates in 2016 by focusing on strategic accounts in the Financial Services, CPRD, and Energy sectors.

Among these strategic sectors, Financial Services represent the largest share in Capgemini's Latin American revenue, thanks to its deep industry experience and strong collaboration with the Financial Services Global Business Unit. In 2016, for example, Capgemini Brazil assisted the insurance division of Bradesco Group to deploy robust Pegasystems solutions to unify the customer experience of its insurance services. In addition, Capgemini Brazil partnered with one of the global leaders in consumer



and business credit reporting to improve its level of service, accelerate its time-to-market and increase its operational efficiency through system development, support and maintenance services provided by teams in São Paulo and Salvador. Capgemini Mexico also won global bids in 2016: namely, to provide development and testing automation services to PPG Comex—the global supplier of paints, coatings and other building materials—and to integrate the claims center system of the global insurance group, Zurich.

Finally, the Group's competitiveness program has been implemented and deployed across Latin America, helping to win major transformational outsourcing deals in 2016. In particular, delivery centers were equipped in Mexico (Aguascalientes) and in Brazil (Salvador and Araraquara) with the latest generation of digital Capgemini tools such as cloud-based customer interaction management software, Odigo, or virtual visual management software, VVM. In addition, the Aguascalientes center obtained ISO 27001:2013 certification in 2016, positioning it as one of the highest quality delivery centers in the world. \_\_\_\_\_

## Capgemini operates in:

- Argentina
- Colombia
- Mexico
- Brazil
- Guatemala

# Europe: A wave of digital transformation

**For Capgemini in Europe, 2016 provided a combination of positive results and encouraging prospects for the years ahead. Demand for the Group's digital expertise is a key feature of growth there.**

European countries account for more than half of Capgemini's revenues, led by France, which provided 20% of Group revenues in 2016, and the UK and Ireland with 16%. Rising demand for digital, cloud and cybersecurity helped drive this growth, with a new offer of Digital Manufacturing launched during the year.

In France, a series of significant contracts helped deliver a robust performance. Among the highlights in 2016 was the selection of Sogeti High Tech as a systems and software engineering partner for the Toulouse Space Systems branch of Airbus Defence and Space. Capgemini and Intel also partnered with Boulanger—one of the largest electronics retailers in France—to implement 24 interactive kiosks across its first city-center store in Paris. The kiosks, developed via our Applied Innovation Exchange (AIE) in Lille, feature interactive displays that customers can use to browse products, read reviews, and compare prices across a range of brands. Finally, Capgemini helped Air France-KLM—the largest aviation group in Europe—to roll out an entirely new Salesforce system to provide outstanding customer experience and service worldwide.

In the UK, 2016 saw the local integration of the recent Igate and Fahrenheit 212 acquisitions, along with the opening of an AIE in London. The year also witnessed a rapid growth in Cloud infrastructure business in the Financial Services sector. It was a notable year for recognition too, with Capgemini winning three categories at the 2016 SAP Quality Awards, and the Global Sourcing Association choosing a banking program with HMRC for its UK Public Sector Outsourcing Project of the Year Award.



The rest of Capgemini's European operations delivered positive performances, driven by growth in the Nordic and Benelux countries, Germany, Ireland and Spain. Digital business was particularly strong in Sweden, Norway and Finland, while teams in the Netherlands and Luxembourg combined to win a significant cybersecurity contract with Dutch asset management firm, Robeco. In Italy, the world's leading industrial steel-processing group Marcegaglia chose Capgemini and SAP to upgrade its operational infrastructure to better match evolving business needs. The project is the world's first upgrade to SAP S/4HANA, the next generation business suite that provides real-time governance and resource management.

Finally, Application Services units across continental Europe launched solid initiatives to optimize their operating model in 2016. The objective is clear: building a future-ready organization able to quickly adapt to the evolving needs of its clients, sharing industrial assets across countries, and reinforcing our leadership around new technologies of digital, cloud, DevOps, cybersecurity and big data. The model implemented is based on two principles: a client-centric approach with sectoral go-to-market units, and investments in large delivery practices and centers of excellence. \_\_\_\_\_

## New Digital Experience chair at HEC

Capgemini and HEC Paris unveiled the new Digital Experience chair in November 2016. The Group has been a member of the HEC Foundation for the past ten years, helping to promote quality higher education to nurture talent for new digital-oriented careers.





## Data-driven sustainability with Siemens Building Technologies

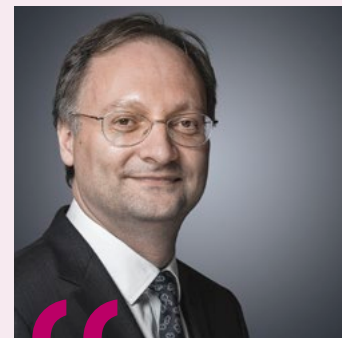
Capgemini is teaming with the Siemens Building Technologies Division, headquartered in Switzerland, to implement a cloud-based services platform featuring asset management and data analytics for its Energy & Sustainability Navigator platform. The platform unlocks data-driven decision-making to increase building operating efficiency, saving 10.5 million tons of CO2 per year and driving cost savings for its customers. Capgemini Consulting capabilities in cloud and IoT helped secure the win.

## Automated systems for the Swedish Social Insurance Agency

Sogeti in Sweden was chosen by the Swedish Social Insurance Agency as a long-term provider to achieve a high level of digitalization within information management. For the coming five years, Sogeti teams will help to increase automation for insurance and benefits, as well as improve purchased services, business information systems, and models for external collaboration.

## Launch of Digital Manufacturing

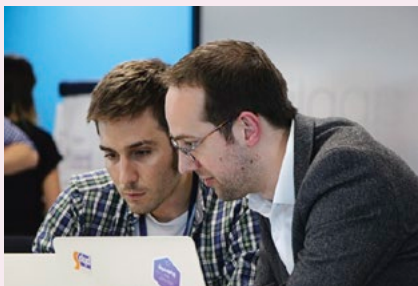
In September 2016, Capgemini gathered 230 industrial stakeholders around the launch of its new Digital Manufacturing offer. Capgemini experts and leading industry players—including Airbus, CEA, Faurecia, GE, Rio Tinto and Total—met together to share their views and explore the latest digital manufacturing technologies. Topics included augmented reality, virtual reality, flow simulation, laser scanning, 3D printing, virtual engineering, digital asset management and manufacturing intelligence.



“Demand in Europe is driven by our ability to combine consulting and application services. This full scope provides our clients with an end-to-end solution to their digital transformation.”

**Olivier Sevilla,**  
Group Executive Board member, Application Services Two\*, Business Services, Capgemini Consulting Services, and Digital Services

\* Benelux, Central Europe, France, Germany, Nordic countries, and Southern Europe.



## Opening of London Applied Innovation Exchange

In July 2016, Capgemini launched a new Applied Innovation Exchange in London. This innovation center enables UK business leaders to plan their organizations' future transformation and address any disruptions ahead of them by full immersion in the discovery, experimentation and application of emerging technologies. This latest addition to a growing AIE network enables Capgemini to tap into London's vibrant tech scene and recognized expertise in areas such as artificial intelligence, FinTech and design.



# Asia-Pacific: In full swing

**Driven by strong regional growth and the disruptive power of digital technology, businesses across Asia-Pacific are facing a major transformation. Capgemini is helping its clients adapt and thrive in this new environment.**

Whether the forecasters of “The Asian Century” are proved right or wrong, there is no doubting the economic momentum behind the APAC region. For many businesses, however, this is not only an era of growth—but one of digital transformation.

China is leading the way with the emergence of global players in mobility and cloud such as Alibaba and Tencent. In India, rapid economic growth, regulatory changes and evolving customer demands are transforming the banking system. Singapore’s government is positioning the city-state as a “Pioneer of the next generation”, while the same appetite for technology-driven change exists in Australia, particularly in the public and banking sectors.

With FinTech booming in Hong Kong and Singapore’s financial services industries, an Internet of Things revolution underway in China, and the rise of robotics in Japan, APAC is at the forefront of new digital business models. Asia has overtaken Europe as the world’s second destination for innovation center investments and is rapidly catching up with North America.

With more than 8,000 employees serving the region’s domestic markets, Capgemini is well positioned to seize these growth opportunities. Its strategic account client base covers South East Asia (e.g. Cathay Pacific and Singapore Power), China (e.g. Cathay Guangzhou Development Group Inc. and COFCO Corporation), India (e.g. Bharat Petroleum Corporation Ltd., Ashok Leyland, and HUL), Australia (e.g. ANZ, Ausnet, Equifax, ME Bank, and Bauer Media) and Japan. The Group also has significant sector strength in Financial Services (e.g. DBS and Kotek Bank), along with the regional presence

of global accounts (e.g. Volkswagen, Daimler AG, Sanofi, AXA, AIA, and Becton Dickinson).

Capgemini’s 10th Applied Innovation Exchange was inaugurated in Singapore in February 2017, complementing the existing Exchanges in Mumbai and Melbourne, and reflecting the growing share of digital, cloud, and analytics in the Group’s APAC activities.

Talent development is also playing a key role, spurred by greater internal mobility as well as the implementation of the Group’s new leadership model and graduate programs (see page 66-67). With a shared appetite for innovation and collaborative working, especially among the new generation of employees, Capgemini has both the technology and the human resources needed to grow its business in the region. —

“  
**It’s fascinating to operate in a region at the forefront of innovation. Our performance in these new markets strongly demonstrates our relevance.”**

**Luc-François Salvador,**  
Group Executive Committee member, Application Services (APAC)

#### Capgemini operates in:

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

# India: At the heart of Capgemini

**Unlike other countries in the APAC region, India occupies a unique role as the heart of Capgemini's global delivery model. With its considerable resources of talent and technology, the country plays a major role in the quality of our delivery.**

Among the countless terabytes of supporting data, a single percentage explains the strategic importance of Indian operations to Capgemini. With a workforce today of more than 100,000 people in close to 50 locations, some 50% of Capgemini employees are now based in the country. The acquisition of Igate not only added new resources to a longstanding infrastructure, it also confirmed India's place at the heart of Capgemini.

## **Delivery meets innovation: World class service**

Clients benefit from the efficiencies of a single organization in which best practices are shared quickly and easily. In addition, digital transformation services become highly scalable thanks to the delivery capacity of our Centers of Excellence in strategic areas such as Digital Customer Experience, Digital Manufacturing, Insights & Data, and Cloud. Along with their delivery role, the centers also monitor the trends in market sectors and capture the innovation carried out every day by project teams.



As an English-speaking IT delivery center with decades of quality IT experience, India plays a prominent role in delivering Capgemini's technology and managed services businesses. The Financial Services sector is a particular strength within the portfolio. Furthermore, Capgemini works with a partner ecosystem in India that includes more than 1,000 startups and is able to draw on its growing network of Applied Innovation Exchanges around the world (see page 61).

Automation is a key theme for Capgemini's delivery. The Group is actively developing new methods to automate services and creating reusable objects in code that can be deployed by different projects. Smart QA, a highly-automated test platform for Financial Services, is just one example of this work. It provides a "zero touch" test environment that can reduce the cost of delivery and development cycle times by up to 40%.

In an era when technology plays a major role in every business, the fact that senior client executives visit Capgemini India over the course of several days is significant. It offers not only an opportunity to discuss requirements, but also to brainstorm new approaches to deliver projects. With more than 400 clients making 1,700 visits to Capgemini centers in India during 2016, this customer relationship role is becoming increasingly important.





**+40 locations**



Capterra operates from 40+ locations throughout India, including large centers in Bengaluru, Chennai, Hyderabad, Kolkata, Mumbai, the National Capital Region (Dehli), and Pune.



**“India is the largest contributor to our global delivery model.”**

Srinivas Kandula,  
Group Executive Committee member, India

## India in 2016: One year, one organization

Internally, the key achievement of 2016 was the integration of 27,500 former Igate employees into a single operating structure in India. In early 2016, people, clients, and engagements were all seamlessly brought within the remit of Capgemini; teams were able to benefit from aspects of the Igate business model. Client projects and revenues were developed, while behind the scenes, HR policies, IT systems, and processes were all synchronized.

Some 24,000 former Igate employees attended more than 300 systems orientation sessions to equip all teams with the same tools and applications. Five months after the acquisition, Igate was integrated into the Capgemini brand. This shared sense of purpose helps Capgemini to leverage resources efficiently for clients, particularly given the scale of its operations in India.

A separate initiative in 2016 focused on Capgemini's location strategy for its sites in India. With operations set to expand, the aim was to ensure that growth will be achieved in a planned, phased manner at existing locations. As elsewhere, the objective is to deliver services to clients as efficiently as possible.

## A wealth of human resources

With more than 150,000 engineers entering the workforce every year from India's education system, the technical talent pool available is substantial in both scale and quality. To support its growth, Capgemini India hires nearly 10,000 graduates a year, with many recruits hailing from the country's leading institutions. In 2016, Capgemini's attractiveness as an employer was recognized by the media platform LinkedIn, which awarded the Group 1<sup>st</sup> place in its "Bring Your Employer Brand to Life" competition. Other highlights of the year included the Capgemini Tech Challenge 3.0, a skills contest for IT professionals



and students in India. The event attracted more than 70,000 participants in the first round, further raising the brand profile on the national recruitment market.

Uniform office hours and standardized policies were among the year's key HR achievements. All employees were appraised under a common performance management policy, while a central management group was formed to ensure the mobility of resources across businesses, projects, locations, and client accounts.

## Strength in sectors

**With a special focus on sector-driven innovation,** Capgemini's Centers of Excellence located throughout India pinpoint emerging trends and transfer the delivery expertise to a wide range of industries. This targeted application of market insights and newly-developed platforms doesn't just help clients become more competitive, it helps them create value in entirely new ways.

For example, the Financial Services Center in Pune, a campus hosting 10,000 employees, is using blockchain to meet emerging regulatory compliance needs in banking and capital markets. Other Centers in Kolkata and Mumbai are applying virtual reality technology to allow retail customers try on clothes from ecommerce websites or take a new car for a test drive online.



## Innovation in India: The Applied Innovation Exchange

The new Applied Innovation Exchange (AIE) in Mumbai brings different aspects of innovation in India together in one place, offering clients an ecosystem of external innovation catalysts like startups, academia, and alliance partners. India is the 3<sup>rd</sup> largest startup ecosystem in the world, allowing teams to collaborate with a range of startups on next-generation technologies such as artificial intelligence, blockchain, and virtual and augmented reality.

As part of a network of AIEs, the team also monitors the startup ecosystem in other innovation hotspots (Tel Aviv, San Francisco, Singapore, and London) to keep in touch with the latest business innovation models.

Most projects are distributed across our ecosystem of partners and use startup expertise to solve specific business problems for sectors with high demand (i.e., manufacturing and automotive, energy and utilities, and consumer products, distribution, and retail).

### Recent projects include:

- A virtual fashion assistant for a European luxury retail client
- Indoor navigation and proximity marketing for major big-box retailers, airports, and shopping malls
- Shelf analytics, visitor management, and virtual store solution for retailers
- Smart supply chain using blockchain for manufacturing, automotive, and logistics
- Drone-enabled yard management for the automotive sector



**The power  
of the Applied Innovation  
Exchange network lies  
in its capacity to adapt  
innovation to the specific  
sectorial needs of each  
client.”**

Lanny Cohen,  
Group Executive Committee member,  
Technology and Innovation



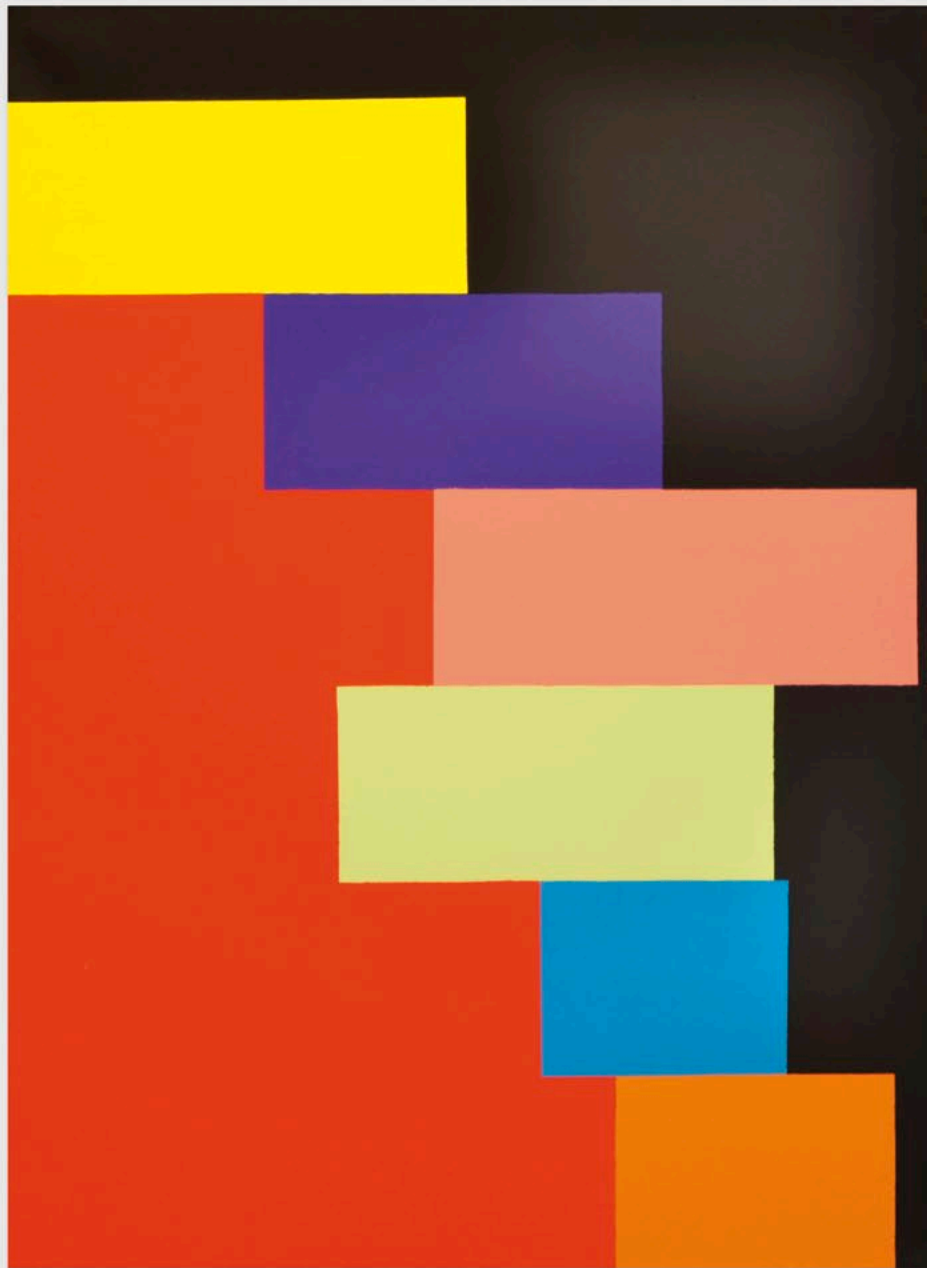
Watch the video online  
[www.capgemini.com/annual-report/2016](http://www.capgemini.com/annual-report/2016)

OUR COMMITMENTS

# Sustainable engagement

**With increasing agility and diversity, Capgemini employees consistently pool their talents to drive and shape the technological and business transformations tied to our success.** These individuals are our most valuable resource and our greatest source of strength. Their everyday actions and dedication to their work embody our commitment to corporate responsibility and sustainability.





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**BRUNO ROUSSELOT**  
**O. N°2, 2010**  
Dispersion on canvas  
130 x 97 cm  
51.2 x 38.2 in

# Unleashing talent

**In an increasingly digital and competitive world, Capgemini's people-centric approach reflects our strategic challenges. Three priorities will shape our transformation over the next two years.**



## Agility

**Speed, efficiency, and simplicity are vital.**

Agility grows through learning. It stems from our successes, mistakes, and ability to step outside our comfort zone. In this fast-changing world, we have made this a pillar of our tailored talent management policy. Two key qualities allow us to cultivate agility as an organization: the diversity of our people and their mobility in terms of promotion, location, and expertise. At Capgemini, we constantly strive to cultivate these qualities. We place a similar focus on experience and empathy that, when linked to agility, allow us to enrich our relationships with clients and colleagues around the world. The result is a people-centric policy that makes us more agile, mobile, diverse, and multifaceted.

## Leadership

**Leadership is crucial to commitment.** That is why we encourage all our employees to pioneer ideas, manage teams, and spearhead projects. In 2016, we clearly reasserted the intangible assets that form the foundation of our leadership model. Providing a common vision of such a complex concept was vital for a company as large and diverse as ours. At Capgemini, being a market leader means developing a profitable business, building long-term relations with clients, nurturing talent, and ensuring the self-sufficiency and motivation needed to empower engagement. It also means anticipating the challenges faced by our clients, promoting collaborative approaches, and networking within the huge pool of internal and external expertise present in our ecosystem. Our leadership policy continuously unlocks new potential and ensures we never fall into a silo mentality. It is essential to our success.





## Digital environment

**Our company's *raison d'être* is digital.** It is therefore vital that we expedite our digital transformation. More than 63% of our employees are millennial born into the digital age. This gives us an outstanding opportunity to tap into their experience with new digital practices as a core feature of our business model. Mobility and collaboration make our working methods more flexible. They help us strike a better work-life balance. The work environment thus becomes a “connected” space conducive to sharing expertise and ideas, helping us co-construct our initiatives and projects. Stepping into the age of rich, omnipresent interaction also means staying one step ahead of the curve to support our clients through their own transformation processes.



“**In the digital age, our biggest source of sustainable, profitable growth lies in developing the leadership skills of our talent to the fullest.**”

**Hubert Giraud,**  
Group Executive Board member,  
People Management and Transformation



# Empowering our people

**With increased agility in our operations, working methods, and interactions, Capgemini is improving its ability to attract, and develop talent.**

Capgemini adapts to different recruitment practices and uses many digital channels, such as LinkedIn. Our social media presence is key to our brand image and our ability to attract talent in job markets around the world. We have established a global network of recruiters for social media to align our employer brand communications, an approach already used for LinkedIn.

## **Recruitment: Transparency and experience sharing**

In this new era of human resources, we have embraced the culture of immediacy and ubiquitous conversations. The result is a “straight-talking” campaign rooted in the daily lives and real experiences of employees that allows all potential candidates to form their own opinion of the company. It is precisely why we are stepping up local initiatives to encourage Capgemini employees to share their experiences on social media. India, for example, has set up a community of one thousand brand ambassadors who relay information about the company

to their networks from their smartphones. In the United Kingdom, a similar initiative put us on the map as one of the “50 Best Places to Work” according to the leading employee review site, Glassdoor.

### Careers: Appeal and mobility

The size and diversity of our business lines allow us to offer a wide range of attractive careers where engagement is key. Our employees benefit from a full array of resources to take their careers in hand, broaden their horizons, and grow within the company, starting with a professional environment that encourages emulation and creativity. Programs like **Game Changers** and **Connect & Drive** give our high-potential employees around the world a chance to put their ideas to the test through disruptive, trailblazing projects. We also took steps to make our organization more flexible to help talented individuals manage projects through startup initiatives alongside their everyday responsibilities. Mobility is another catalyst for career development through openings in different regions and positions: in 2016, 23,537 employees went to work abroad in more than 100 countries around the world. In a sector that is changing in step with technology, people need to continue to develop their expertise and maintain a high level of employability. More than 182,000 employees—nearly the entire Capgemini workforce—took a training course in 2016 (a total of 4.1 million hours of training), with more than a third (36%) of all training through “virtual” channels.

### Employee experience: Simplification and immediacy

Capgemini strives to offer our employees a digital experience that is as intuitive and personalized as the one they are used to outside of work. Examples include allowing them access to personal information from their mobile devices, real-time monitoring of reimbursements for travel expenses, and online functionality for common requests (salary, maternity leave, etc.). The human resources department began a far-reaching transformation campaign in 2016. We also apply design thinking to ensure that new services mirror the expectations of our employees—a method that allows us to quickly test prototypes in all countries and business lines.



#### KEY DATAS



# 53,000

recruitments in 2016, of whom 40% young graduates.



# 41%

women in the Game Changers fast-track program and 31% in Connect & Drive

“The Connect & Drive leadership program gave me a better understanding of what really fuels innovation. The first key to success, is putting ideas into practice, being bold, and applying what we learn. The second is interaction, because connecting to others always broadens our horizons. That’s an important lesson.”

**Pedro Carvalho,**  
participant in the 2016 Connect & Drive program

### The six Capgemini leadership qualities:

**La niaque (fighting spirit, in French):** I do my best because that is the energy that drives us forward.

**Business builder:** I build sustainable partnerships with clients.

**Profit shaper:** I do more than reap today’s rewards; I plant the seeds of future success.

**People developer:** I support my colleagues and help them grow.

**Active connector:** I use all Capgemini resources to deal with client issues, which are far too complex to handle alone.

**Agile player:** I leverage all sources of speed, efficiency, and simplicity in line with Capgemini’s guiding principles.

### Work environment: Well-being and collaboration

Many talented young people are drawn to the high-tech sector. However, the work environment is a crucial part of that appeal. That is why we continue to modernize and improve our office real estate. Our interiors help people feel at home and provide bright, open spaces conducive to interaction. Capgemini favors locations that offer an array of door-to-door services and easy access. This approach applies to new projects around the world, spearheaded in places like Frankfurt, Hyderabad, Lille, London, Mumbai, New York, Paris, Pune and Stockholm.

### Putting leadership within everyone's reach

At Capgemini, we believe leadership depends not only on our management team but also on the ability of our more than 190,000 employees to inspire people and implement projects. We are committed to creating conditions that help everyone develop new leadership skills, regardless of their profile or mission. We have updated our leadership model to include six fully interrelated qualities (see inset, page 67) including “la niaque”—a french expression coined by Paul Hermelin to suggest a “fighting spirit”—and the “profit shaper” principle, one of the pillars of the Capgemini strategy.

This model has now been incorporated into several key processes including recruitment and promotions. The Leading all the Way program applies these practices to all Capgemini sites and gives everyone the opportunity to adopt the “right” leadership reflexes in an increasingly complex environment for individuals, businesses, and the economy. We are in the process of rolling out these training programs, allowing everyone to regularly gauge their progress with respect to each leadership trait. The approach is part of a broader win-win relationship with our clients.



### Diversity: A guiding principle

Capgemini has grown through its acquisitions. Diversity and inclusion have always been in our DNA. We ensure respect and a warm welcome for everyone—and value the varied cultural or social background, sexual orientation, age, or religion. Our diversity charter, signed by all business units, is implemented in all the regions around the world in which we operate. We are also redoubling our efforts on a more local level. In the United States, for example, we have been running training sessions to overcome unconscious bias for several years. India has adopted a wide-ranging program to onboard people with disabilities and empower them in their daily work: 14,000 employees are involved in helping new disabled personnel settle in at Capgemini, and raising employee awareness.



“

**In a sector in which human capital is vital, the diversity of our talent is a real asset. The different backgrounds, experiences and perspectives help us to develop client relationships and to build high performing teams which are essential for our ongoing success.”**

**Christine Hodgson,**  
Group Executive Committee member,  
Corporate and Social Responsibility

## Gender equality: A key challenge

Technology remains a very male-oriented sector and the percentage of women in the company is still too low (30.3% of our headcount), especially in management and executive positions. The proactive approach of Capgemini's senior management led to several key milestones in 2016: a female manager was promoted in the majority of executive committees for our seven strategic business units. Women@Capgemini program led a campaign to certify our push to support gender balance, starting in France and the United States. Certification from the Economic Dividends for Gender Equality (EDGE) foundation will be introduced in 2017 in countries where we have a significant presence. The certification is based on an assessment of Capgemini's performance vis-à-vis salary, recruitment, promotion, access to management positions, flexible work conditions, and the development of our company culture towards greater gender equality. \_\_\_\_\_

## Empowering our talent

Our International Works Council (IWC) is responsible for informing employees about the Capgemini strategy, consulting them, and conveying their aspirations directly to management. The IWC brings together employees from the European Union, India, North America, and Latin America. Two employee representatives have been an integral part of the Capgemini Board of Directors since 2016.

# Fostering responsibility

**Big projects are built with “small” bricks. Through our commitment to local communities, society, and the environment, we continue to increase the impact of our initiatives to reach as many people as possible.**

In late 2015, Capgemini set out to improve the everyday lives of a million people by 2020 with its outreach initiatives, especially through projects that promote education and skills. These initiatives draw on the skills of our employees and, to some extent, our technological solutions. The approach has given strong impetus to employee engagement: our people are often keen to share their skills with those who need them the most. The approach, closely linked to the heart of our business and the expertise of our employees, has an immediate impact.

Employees in India, for example, have helped 10,000 young people learn to read and write through the National Digital Literacy program. Each region supports a variety of projects, all of which contribute to the local community. In France, more than 200 employees have become mentors as part of the Passeport Avenir initiative. They mentor young people from disadvantaged areas to provide them with career guidance and confidence in their abilities. This also results in future leaders with a broader range of profiles, fostering real social diversity. Overall, our initiatives currently benefit more than 735,000 people around the globe.

## Targeting a 20% reduction in CO<sub>2</sub> emissions by 2020

The Paris Agreement on climate change has underlined the need for companies to take swift and significant action to reduce carbon emissions. Capgemini is committed to continually reducing its environmental impacts, specifically those from energy use in offices and data centers, business travel and waste. In 2016,

we announced a new Group target to reduce carbon emissions per head by 20% by 2020 (against a 2015 baseline). We are already starting to make progress against this commitment, with investment in initiatives such as large solar photovoltaic installations to help power our offices in India and the global deployment of integrated mobile, audio and video conferencing technologies to reduce the need for travel. Across the Group, we achieved a 4.7% reduction in carbon emissions per head in 2016, driven by a 3.2% reduction in travel emissions per head and a 6.6% drop in energy emissions per head. \_\_\_\_\_

### KEY DATA



**735,000**

the number of direct and indirect beneficiaries of our outreach initiatives around the world in 2016.



**-6.6%**

reduction in emissions per capita resulting from our energy consumption in 2016.



## A multifaceted commitment...

### Reskilling

Texas has the highest density of veterans in the United States. Capgemini is working with the Merivis Foundation to help them readjust to civilian life through training courses leading to qualifications in Salesforce technology. The program includes preparing for job interviews, writing cover letters, and career guidance. Our employees worked with 24 veterans for one year, many of whom had no previous experience in IT. They are now employed at Capgemini, Dell, and Google.

**ENERGY ●●● 66% of electricity used by Capgemini in the United Kingdom comes from renewable sources thanks to an ambitious purchasing policy and the installation of solar panels in our Aston offices (Birmingham).**

### Sustainable ties

In India, 2,000 of our employees have joined the Enlight program to personally supervise the education of young girls with no prior schooling from one of the most marginalised sections of society. Enlight provides real, long-term schooling for young children to protect them from abuse and exploitation.



### Volunteering

In Guatemala, 480 employees raised over €68,000 in donations in nine months to rebuild the Ciudad Quetzal school, which was destroyed by a flood in 2014. They also gave three days of their time to build the school.

### NEW LEASE ON LIFE

●●● In France, Capgemini is buying and reconditioning used smartphones from its employees through the “Recycle & Win” program.

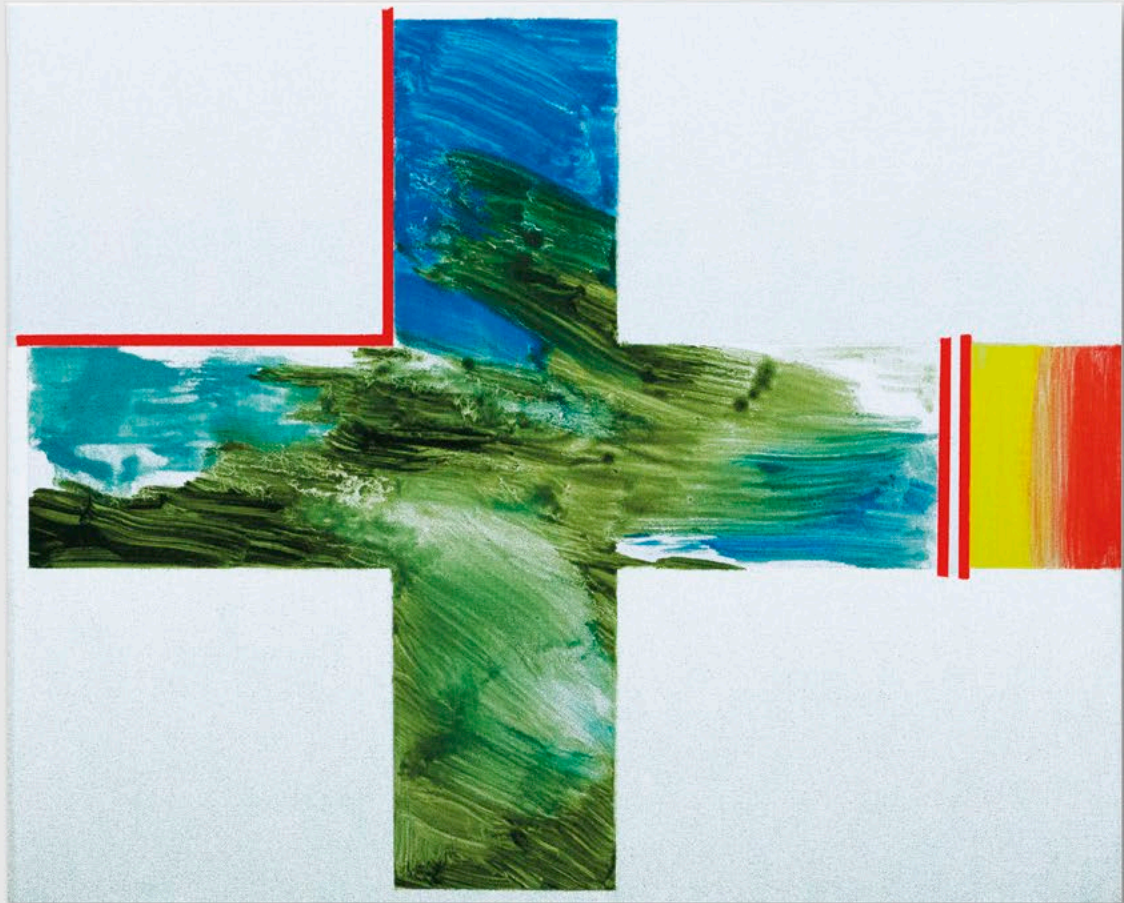
### EXPERIENCE SHARING

●●● In Italy, where youth unemployment is above 40% in some areas, Capgemini has set up the #imiglioridavvero® peer-to-peer platform, which allows young employees to coach recent graduates looking for their first job. Other companies have also joined this campaign.

OUR CONNECTIONS

# Interact with us

**As a leading voice in the digital transformation of businesses around the world**, Capgemini offers a myriad of ways to access its rich content and connect with its experts for the latest research, innovation, and news.



**CLAUDE TÉTOT**  
*Sans titre*, 2014  
Oil on canvas  
45 x 55 cm  
17.7 x 21.7 in

# On the web

Through a multichannel approach, Capgemini presents our audiences with numerous avenues to engage with us online. Most important, our Expert Connect network provides a platform for direct dialogue with nearly **1,000 employees** across all areas of expertise. Already with an audience of over **1.5 million followers worldwide**, the network generates millions of conversations every year. Combined with our more than **2.4 million followers on social networks**— including LinkedIn, Facebook, Twitter, and Youtube—we strive to stay connected and engage with the world around us. Finally, with over **53,000 new employees** recruited each year, we are also reaching our brightest new talents. Connect with us today!



## Discover Capgemini

Visit our website—available in **10 languages** across more than **25 markets**—to explore thought-provoking research, riveting reporting, and industry-leading experts.

[capgemini.com](http://capgemini.com)



## Converse with our experts

Engage directly with over **1,000 experts** to gain insight and advice through our online platform Expert Connect.

[capgemini.com/expert-connect](http://capgemini.com/expert-connect)



## Stay on top of breaking news

Follow our social media accounts—and join a community of more than **2 million members**—for the latest in industry trends and impactful business announcements.



## Explore the future of technology

Dive deeper into cutting-edge topics through our online monthly magazine, Beyond the Buzz, as well as our assortment of online blogs and timely thought leadership pieces.

[capgemini.com/beyond-the-buzz](http://capgemini.com/beyond-the-buzz)  
[capgemini.com/blogs](http://capgemini.com/blogs)  
[capgemini.com/thought-leadership](http://capgemini.com/thought-leadership)



## Join our global team

Enjoy collaboration, challenges and achievement? With more than **50,000 new jobs** each year, consider a career with Capgemini.

[capgemini.com/careers](http://capgemini.com/careers)



**It is our people** —engaged, dedicated, and talented—that represent the best of our company and the heart of our expertise. We believe that expertise and know-how can only be useful and create value when it is shared.”

**Virginie Regis,**  
Group Executive Committee member,  
Marketing and Communications

# Across the world

## Capgemini

Registered office, corporate and financial headquarters  
11, rue de Tilsitt  
75017 Paris – France  
Tel.: +33 (0)1 47 54 50 00  
Fax: +33 (0)1 47 54 50 35  
capgemini.com

## Cap Gemini S.A.

Paris: +33 (0)1 47 54 50 00  
Grenoble: +33 (0)4 76 59 63 00

## Campus Capgemini Les Fontaines

Route de Chantilly  
60270 Gouvieux – France  
+33 (0)3 44 62 91 00  
les-fontaines.com

## Capgemini University

11, rue de Tilsitt  
75017 Paris  
+33 (0)1 47 54 50 00

## Applied Innovation Exchange

capgemini.com/aie  
San Francisco : +1 415 659 0250

## Main operations

Application Services One<sup>(1)</sup>  
New York: +1 212 314 8000

Application Services Two<sup>(2)</sup>  
Paris: +33 (0)1 49 00 40 00

Business Services  
Paris: +33 (0)1 47 54 52 00

Consulting  
(Capgemini Consulting)  
Paris: +33 (0)1 49 67 30 00

Cloud Infrastructure Services France  
Paris: +33 (0)1 57 58 51 00

Latin America  
São Paulo: +55 11 4196 05 00

Local Professional Services  
(Sogeti)  
Paris: +33 (0)1 58 44 55 66

Digital Services  
Paris: +33 (0)1 49 67 34 47

## Global sectors

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

Energy, Utilities  
Toronto: +1 416 805 6913

Manufacturing, Automotive  
and Life Sciences  
Munich: +49 89 38 338 2426

## Public Sector

- Public Security  
Utrecht: +31 30 689 03 65  
- Tax services  
London: +44 (0)330 588 8000

Financial Services  
New York: +1 212 314 8235

Telecoms, Media, Entertainment  
Paris: +33 (0)1 49 00 20 19

## Other sectors

Toronto: +1 416 805 6913

## Careers

capgemini.com/careers

## Shareholders

Fabienne Philippot  
Shareholder Relations  
fabienne.philippot@capgemini.com  
+33 (0)1 47 54 50 82

## Investors and financial analysts

capgemini.com/investors

Vincent Biraud  
Investor Relations and Financial Analysts  
vincent.biraud@capgemini.com  
+33 (0)1 47 54 50 87

## Media and market analysts

capgemini.com/events  
capgemini.com/medias-analysts

Sam Connatty  
Media Relations  
sam.connatty@capgemini.com  
+44 (0) 370 904 3601

Tom Minarik  
Market Analysts Relations  
tom.minarik@capgemini.com  
+44 (0) 870 904 4053

Management of overall project:  
the Group Marketing and  
Communications Department,  
11 rue de Tilsitt, 75017 Paris

### • Design, production and writing:

BABEL • Artists: Bruno Rousselot,  
Claude Tétot, Russel Tyler

### • Photographers: Stéphane

Remaël / La Company, Patrick  
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<sup>(1)</sup> Asia-Pacific, North America, the United Kingdom.

<sup>(2)</sup> Benelux, France, Germany and Central Europe, Southern Europe, the Nordics.

## **Capgemini**

**Argentina (+54)**  
Buenos Aires: 11 5297 9200

**Australia (+61)**  
Sydney: (0)2 9293 4000

**Austria (+43)**  
Vienna: (0)1 21163 0

**Belgium (+32)**  
Diegem: (0)2 708 11 11

**Brazil (+55)**  
São Paulo: 11 4196 0500

**Canada (+1)**  
Toronto: 416 365 4400

**China (+86)**  
Shanghai: 21 6182 2688

**Colombia (+57)**  
Bogota: 1 319 26 00

**Czech Republic (+420)**  
Prague: 222 803 678

**Denmark (+45)**  
Vallensbæk: 70 11 22 00

**Finland (+358)**  
Espoo: (0)9 452 651

**France (+33)**  
*Capgemini Consulting*  
Paris: (0)1 49 67 30 00  
*Capgemini Institute*  
Paris: (0)1 44 74 24 10  
*Application Services France*  
Paris: (0)1 49 67 30 00  
*Application Services France Aero, Space & Defense*  
Toulouse: (0)5 31 08 80 00  
Paris: (0)1 49 00 40 00  
*Application Services France Manufacturing, Consumer & Retail*  
Paris: (0)1 49 00 40 00  
*Application Services France Services*  
Paris: (0)1 49 00 40 00  
*Application Services France Communications, Energy-Utilities*  
Paris: (0)1 49 00 40 00  
*Financial Services*  
Paris: (0)1 49 00 40 00  
*Cloud Infrastructure Services France*  
Paris: (0)1 57 58 51 00  
*Prosodie-Capgemini*  
Paris: (0)1 46 84 11 11

**Germany (+49)**  
Berlin: (0)30 88703-0

**Guatemala (+502)**  
Guatemala: 2223-00 10

**Hungary (+36)**  
Budapest: 1248 4000  
1248 4021

**India (+91)**  
Mumbai: (0)22 6755 7000

**Italy (+39)**  
Milan: 02 414931

**Japan (+81)**  
Tokyo: (0)3 6202 2150

**Malaysia (+60)**  
Kuala Lumpur: 0(3) 2181 0368

**Mexico (+52)**  
Mexico City: 55 8503 2400

**Morocco (+212)**  
Casablanca: 5 22 46 18 00

**Netherlands (+31)**  
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Wellington: 4 901 5300

**Norway (+47)**  
Oslo: 24 12 80 00

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Manila: 2 667 6011  
2 667 6155

**Poland (+48)**  
Warsaw: 22 464 70 00

**Portugal (+351)**  
Lisbon: 21 412 22 00

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Bucharest: 21 209 8000

**Saudi Arabia (+96)**  
Riyadh: 11 279 5225

**Singapore (+65)**  
Singapore: 6224 6620

**South Africa (+27)**  
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**Spain (+34)**  
Madrid: 91 657 70 00

**Sweden (+46)**  
Stockholm: (0)8 5368 5000

**Switzerland (+41)**  
Zurich: 44 560 24 00

**Taiwan (+886)**  
Taipei: 2 8758 7888

**United Arab Emirates (+971)**  
Dubai: (0)4 559 8304

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London: (0)330 588 8000

**United States (+1)**  
New York: 212 314 8000  
Irving: 972 556 7000

**Vietnam (+84)**  
Hô Chi Minh City: (0)8 39 978 100

## **Sogeti**

**Sogeti Corporate**  
24, rue du Gouverneur-Général-Éboué  
92136 Issy-les-Moulineaux – France  
Tel.: +33 (0)1 58 44 55 66  
Fax: +33 (0)1 58 44 58 10  
sogeti.com

**Sogeti France (+33)**  
Paris: (0)1 55 00 12 00

**Sogeti High Tech**  
Paris: (0)1 40 93 73 00

**Sogeti High Tech Germany**  
Hein-Sass-Weg 30  
21129 Hamburg  
Tel.: +49 (0) 40 492937 – 0

**Sogeti High Tech Spain**  
Sogeti Spain  
Avenida Leonardo da Vinci, 15  
28906 Getafe, Madrid, España  
Tel.: (+34) 91 308 44 33

**Belgium (+32)**  
Brussels: (0)2 538 92 92

**Denmark (+45)**  
Vallensbæk: (0)70 23 15 05

**Finland (+358)**  
Espoo: (0)207 463 880

**Germany (+49)**  
Düsseldorf: (211) 5661-4000

**India (+91)**  
Mumbai: (0)22 6755 7000

**Ireland (+353)**  
Dublin: (0)1 639 0100

**Luxembourg (+352)**  
Bertrange: (0)31 44 01

**Netherlands (+31)**  
Vianen: (0)88 660 66 00

**Norway (+47)**  
Oslo: (0)40 00 50 89

**Spain (+34)**  
Barcelona: (0)93 253 01 88

**Sweden (+46)**  
Solna: (0)8 5368 2000

**Switzerland (+41)**  
Geneva: (0)22 879 16 50

**United Kingdom (+44)**  
London: (0)207 014 8900

**United States (+1)**  
Dayton (Ohio): (0)937 291 8100

