

ANNUAL REPORT 2012





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One year on...

Serge Kampf, founder and Group Vice-Chairman,
thinks aloud

All done! Last year, when I was chairing my final shareholders' meeting (and after a 45-year "reign" which wasn't supposed to end until May or June 2014), I informed Capgemini shareholders of my decision—which had been announced two months earlier to the Board of Directors—to step down and hand over the reins of the company to the person I had chosen *in petto* more than 10 years ago to succeed me as the head of this Group. So many people—who had either had the same experience themselves or witnessed how painful it was for a friend—had warned me that the following months would be difficult. They were... but I am still here. At least, so far!

This withdrawal (which was not really a retirement) was an opportunity for many observers and journalists, such as Anne-Marie Rocco and Valerie Lecasble, to take stock of the company's first 45 years. Some called the Capgemini story "an exceptional success" while—regretting, as I did, the French public authorities' indifference to its performance in such a strategic sector. Others recalled the significant moments in this "great story," sometimes even venturing flattering comparisons with other, usually US, success stories. Accolades were being flung at me like flowers at a beautiful bride or at the coffin of somebody famous. And I must admit that I was touched by the praise following the press's comments, from CAC 40 company leaders or from our respected competitors—people whose approval I had never really sought.

At the same time, however, I was unhappy that the credit for our success was being attributed to me alone. Those who know me a bit are well aware that I have always been a team player and have never hesitated to hire or bring into the team people reputed to be stronger than myself. I have never sympathized much with companies in which, when the boss sneezes, everyone else catches a cold. One unavoidable consequence of such a personal focus is that in later years (and with the passing of time) it is hard to bring to mind the faces or even the names of those who helped build this company, who fought for it, helped give it a soul, and live up to its goal ("to be the best"—not the biggest!), without flying in the face of the values or jeopardizing the freedom that had led me, three months after walking out on my previous employer, to set up my own company. I would have liked to use this space to name all of them, but alas, too many names come to mind and too few photos have stood the test of time (back then, we had yet to become "all digital"). And now, what era are we talking about?

When people ask me to split the Group's history into segments, for the sake of simplicity I often divide it into two: the first 30 years or so (from 1967 to 1996), when I had sole control of the Group, and the second, from the day when, under "friendly" pressure from two major shareholders, I agreed to dissolve my controlling interest in the listed company. It's not that things really changed for me at that precise moment (that would only happen four years later), but this form of capitulation seemed to coincide with (if it wasn't its cause) a first generational change.

Even for this first generation, the list of names I would like to mention is long, just as the list of names I have forgotten keeps getting longer. In any event, from the very beginning, four people were my most loyal fellow travelers, and their names should remain forever engraved in the Group's collective memory:

- José BOURBOULON, my first boss at Bull and an early Sogeti shareholder who joined the small SOGETI at a time when, in the face of large difficulties just eight months after its creation (this was May '68!), its will to keep going was doubtful.
- Daniel SETBON, my long-time friend, whom a tactless journalist once described as "a minor accountant from the provinces" before lavishing praise on him a few months later for having managed, almost single-handedly, the spectacular Cap Gemini Sogeti stock market listing (with demand 123 times the offer—a record at the time—the share ended up 35% higher than its initial offering price!).



• Michel JALABERT, whom I also met at Bull, where, as he enjoyed reminding me when our roles were later reversed, I had to show him "respect and obedience." Michel, another early shareholder, passed away recently and the Group has paid him a unanimous tribute, which I do not wish to elaborate on here.

• And lastly, the indestructible Odette BERNARD-COLOMBAT (OBC to her friends) who has been my revered assistant for more than 50 years—she was the secretary at Bull's office in Grenoble where I arrived on October 1, 1961—and who did not hesitate to follow me the day I founded Sogeti, promising to stop work the same day as me.

All four lived through the difficult early days of this company, which no one could have imagined would become the parent company of a Group with 125,000 employees.

Today, it is equally hard to imagine what was required in terms of energy, patience, humility and sometimes intransigence—particularly on holding to values that would become those of the Group—not to mention the attention to the minute details that are said to hide the devil because they often reveal a man's true nature. All this to enable the tiny Sogeti, not only to overcome its serious difficulties, but to post a net profit of 4.2% at the end of the first fiscal year, a performance that was more than respectable for what was then just a startup. (This result would be even better in the next few years, to exceed 10% from the sixth fiscal year.)

But let's move on from prehistory and talk about those who fought the next battles. Some (but not all, due to lack of space), pictured on the roof of the "Cagemini house" are there because they went through the ups and downs of those first 30 years; helped us to overcome seemingly insurmountable obstacles; provoked, bent or forced some difficult decisions (such as that in 1977 following a "forceful" debate between 300 of the Group's managers gathered in Amsterdam for the 11th Rencontres—to opt out permanently of the software and turnkey markets—which cost us the almost immediate departure of Toon Helmer, as well as a few others, missed less than him; or who protected the Group from petty internal scheming.

One of my sources of pride is to have integrated into Cap Sogeti three excellent managers who were my superiors at Bull. Bourboulon and Jalabert, already mentioned, but also and above all the formidable Sales Director Jean-François Dubourg, the one who, on the day of my departure, spent most of our conversation querying the usefulness of some of the invitations itemized in my final expense account!

Also from Bull were Robert Thorat, who was given the task of getting the Geneva subsidiary off the ground on October 1, 1968 (a subsidiary of which I was—and still am—Chairman), my loyal friend Henri Sturtz, Rémi Donneaud, Jean Vacheron, a friend from our schooldays at the Lycée Champollion, Hervé Jahan, and many others.

In 1975, they were joined by some big brains from CAP who worked hard to ensure the success of the merger between the two groups, at a time when others were employing pointless delaying tactics. I am still grateful for the positive attitude of those who became tremendous managers when they took the helm, namely the unruffled Christer Ugander, Chris van Breugel "the bulldozer," the very discreet Alexandre Haeffner, Francis Behr "the wise man," and Philippe Dreyfus. The latter was another former Bull employee with whom I had the opportunity to work for a few days on a complicated proposal, and who is credited with coining the term *informatique* (information technology): without his vision and willpower that merger would not have been possible.

Later, in July 1987, the Group incorporated the SESA management team into its own management structure. At the behest of Jacques Arnould, SESA had spent four years preparing for this merger, which it deemed more exciting than "the uneventful life" of the CGE group.

Then, in July 1990, the trio heading Hoskyns (Geoff Unwin, Tony Robinson and Tony Fisher) at a timely moment added a new dimension to the Group, and this in a country where its market share was still woefully inadequate.

But I don't want to praise only those who joined us as an "organized group" and forget to pay tribute to certain deserving and more solitary lone wolves such as:

- Adolfo Cefis who, in November 1986, persuaded us to re-start operations in Italy, where we had sworn never again to set foot.
- The flamboyant Michel Berty, the only consultant from the Bossard tribe who had dared to cross the Rubicon 25 years before the others (some 700 on the day of the vote) decided to rejoin him in a Group employing 50 times more people than in 1972.
- Harry Koelliker, Finance Director Europe, who is still remembered for inviting the head of local finance for a few beers—late on the eve of the quarterly review when we would examine the results of one of our subsidiaries—in order to eventually get what he called the "real numbers," which he then spent the night checking!
- Luc-François Salvador, who joined in January 1978 as a "technical assistant" and who, 35 years later, is Chairman and CEO of Sogeti—the Group's largest subsidiary with 20,000 employees—and a cornerstone of the executive team that Paul Hermelin has gathered around him.
- And then there is the ebullient Paul Chaffard, who was behind many of our commercial successes in the 1970s, the "so British" Meynard Donker de Marillac, and the loyal Michel Onfray, both of whom passed away far too soon, as did René Rubin, the personnel representative who helped me, one evening in May or June 1975, to win over several hundred, mostly unionized, employees from the "large" Cap France gathered at the Palais des Congrès in Paris to make a violent protest against the merger of their company with the "small Sogeti," which had only very recently hit the national scene (tragically, René died three years later on an Italian freeway in a burning car, alongside his children, in full sight of his wife, who was following in another vehicle; if I mention this here, it is because it deeply affected me).
- Finally, two arrivals in 1993, Paul Hermelin in May, Pierre Hessler in September, whom I have described as "the new boys," and who did not take long to establish themselves as fully-fledged members of the Executive

Board which would ensure the transition between what I call here the first period and its sequel.

I would also like to celebrate the merits of a few people of more modest rank, many of whom spent most of their careers with this company, particularly those whom, today, we call assistants rather than secretaries, who were devoted to their respective "bosses" and ensured that the Group operated as smoothly as it did.

And how could I not mention those who, from outside the company, helped me turn this Group into what it was by the end of 2000 (50,000 employees, revenue of €7 billion, stock market capitalization of more than €20 billion)—for me, this was the year that marked Capgemini's coming of age. Top of the list is Michèle Kampf, who was so discreet that some people are still not aware of the fact that she was a director of the parent company for 24 years (from 1972 to 1996) and, having left her job with the French Treasury in the hope of us seeing more of each other, ended up by accepting my long working hours and too frequent trips outside France, never ceasing in her support and encouragement. Next is Bruno Roger, whom I met in 1972 through Charles Mérieux and who, 40 years later, is still my most reliable supporter as well as the most exacting of "critics." I also think of Jean-François Prat, the great lawyer who, out of friendship for Bruno and later for me, uncompromisingly defended the Group's cause and interests right up to his death.



The "dream team" (1996–2002)

I also received powerful support from my Swiss friends, first of all Pierre Hessler (mentioned above). Pierre, after 27 years with IBM, where he occupied key roles both in the US and Europe, rejoined the Group in 1993 after his unsuccessful attempt, seven years previously, to persuade his then-employer to take it over (it has to be said that I was not much help to him in that regard, but I respected the man and we became friends). Also on that list is René Maridor who, one day, succeeded in swinging a slim majority in my favor, Georges Perréard, Werner Züllig, Professor Wildhaber, André Wanner, Salvatore Mascali, and Rudolf Saurer, mayor of Sigriswil (the Bernese village where my father's ancestors have lived continuously since the 15th century); and many more.*

It's now clear that this first period was not always a "bed of roses" and what followed did not promise to be any easier when, in 2000, the bursting of the Internet bubble melted the illusions of the era's professionals faster than snow melts in the sun. All too aware of what the acquisition of Ernst & Young would cost me in terms of time, power and enjoyment, I prepared myself mentally to pass the reins to someone else on May 23, the day of the shareholders' general assembly that had been convened to approve the merger. Both the occasion and the timing were perfect: the 1999 fiscal year had ended with record results that were likely to improve even further by the year-end, the share price flirted with a daily high of €300, and the team was boosted by the arrival of new hires. But we are not always masters of our own destinies. A meeting two or three weeks before the general assembly, and also the friendly pressure from the other members of the "dream team" then running the company, made me change my mind. And, some 12 years later, I was still there.

It has now been a year since I stepped aside in favor of Paul Hermelin, whom you know is almost my son and who proved a long time ago his ability to lead the Group to even greater heights. It is now his turn to speak and, if he so wishes, to write the next chapter in the "small history" of this Group. As for myself, I will follow the example of Alexandre Dumas who, when asked "Are you still working, then?" replied: "What do you expect? I've nothing else to do."

Serge Kampf

*I don't even mention here my friends from the world of rugby (Serge Blanco, Jean-Pierre Rives, André Boniface...)—that's not the same family, not the same history.

Capgemini: a global partner

Founded in 1967 in Grenoble, France, by Serge Kampf, Capgemini has become one of the world's foremost providers of consulting, technology and outsourcing services. An international and deeply multicultural Group operating in over 40 countries, Capgemini employs more than 125,000 people who bring to life each day its seven core values: honesty, boldness, trust, freedom, team spirit, modesty, and fun. Capgemini offers cutting-edge technological skills and consulting expertise across all sectors and geographies. With strong expertise in its four businesses and in-depth knowledge of six key business sectors, the

Group is increasingly regarded as a leading provider by its many global clients. They appreciate its innovative approach, ability to partner with the market's top technology players, and a global delivery model, Rights-hore®, which combines local (onshore) resources with more distant (offshore) specialist production centers. To help clients achieve their "digital transformation," Capgemini offers a broad range of packaged solutions featuring the most advanced technologies available. This portfolio of offerings is constantly being enhanced to incorporate the latest service models based on intellectual property.

Consulting Services (Capgemini Consulting)

Helping businesses and organizations identify, build and carry through transformation programs that will improve growth and sharpen their competitive edge on a long-term basis.

Technology Services

Designing, developing and implementing a wide range of technology projects that involve complex systems integration and IT application development.



Outsourcing Services

Managing, wholly or partially, over several years, IT systems for applications and infrastructures of a client (or a group of clients), and their associated business processes such as Business Process Outsourcing (BPO).

Local Professional Services (Sogeti)

Delivering professional technology services to suit local requirements for infrastructure, applications, engineering, testing, and operations.

2012 revenue
€10,264
million

2012 net income
€370
million

Employees
125,110
at December 31, 2012

Countries
44

Capgemini's brand signature: **People matter, results count.**



Alain Charles Richer, *La ria*

2012: a year of consolidation



This is the first time that the responsibility of writing the Chairman's letter falls to me. For 20 years, everything was simple. Serge Kampf wrote his letter and then sounded out a few colleagues for their advice and suggestions. At the beginning of 2012, Serge decided to step aside as Chairman—judging no doubt that the careful and instructive transition process we embarked on a decade ago had come to fruition—by asking the Board of Directors to appoint me as Chairman in addition to my duties as CEO. I knew then that this letter would be among the tasks I would be taking on. The time, therefore, has come for me to sum up, in just

a few pages, 12 months' worth of work, to outline the Group's perspectives, to meet the aspirations of 125,000 team members, and to substantiate our ambitions for our shareholders. Here we go.

Allow me to begin at the beginning.

Last year, Serge decided to step down as leader of a Group he founded in 1967 and took to the very top of the services and consulting profession. He is staying on, of course, as a highly respected member of the Board of Directors, which immediately appointed him as Vice-Chairman—a title that hardly expresses the passion that he continues to show for a Group that, as he confided to me just a few days ago, is his "lifetime's work." I think I have already said that Serge is, and will be for many years to come, my closest advisor. I am thrilled by his tireless energy whenever Capgemini is facing an important decision or challenge.

I am thrilled by Serge Kampf's tireless energy whenever Capgemini is facing an important decision or challenge.

I will never forget his extraordinary personal support in 2003 and 2004 when the business establishment was reluctant to accept me as one of its members, implying they did not understand Serge's choice. Few people are aware of Serge's role in many of the Group's major decisions—and this long after the "separation" of powers between a Chairman and a CEO who are bound by ties of friendship, loyalty, unaffectedness, and respect for the values shown by the Group throughout life's vicissitudes, from its earliest Sogeti days.

For my part, ever since I arrived in this Group it has been my ambition to take it further and faster and now, as Chairman, I must redouble my energy to make sure Capgemini plays in the top league. This Group's most reliable and visible assets are its large catalog of offers, the quality of its services, and a truly global reach. But we have to go further, by putting the client at the heart of every decision; seeking out the talents of all team members and allowing them to flourish; and combining—in a way that Serge knew how to—discipline (sometimes uncompromisingly) and enthusiasm. These will be the keys to our success. I am heartened to know that Serge and the Board members are as passionate as I am about these challenges, even if the recent disappearance of Michel Jalabert, our founder's most faithful colleague, deprives us of his wise advice and unrivaled experience.

Coming to the 2012 financial year, it is clear that we were not helped by the economic context. Demand and, therefore, revenue growth were both affected by factors such as the crisis in the eurozone, slower

demand in emerging markets, and the usual mood of “wait and see” among businesses before the elections in the United States. But, in a world that is constantly being shaken by technology, innovation did not grind to a halt—rather, it kept alive companies’ need and appetite for investment.

Even in the recent history of the information society, it is rare to see (as is the case today) the simultaneous arrival on the scene of four major technological waves: new possibilities for taking advantage of an avalanche of big data, the mobility revolution, the irruption of the so-called social networks in the business world, and the overarching new world of connectivity and services, the “cloud.” As the page turns on the period of great and worrying uncertainty that characterized the financial crisis, companies are no longer succumbing to a wait-and-see policy but are facing up to the realities of a gloomy economic environment, and adapting their business operations. They are building action plans and carefully targeting investment areas. Again topping the list are cost reductions, which are still holding back their development of markets or new products.

However, other opportunities have appeared in the shape of what Capgemini consultants call digital transformation, and we must not delay in harnessing them.

Faced with slightly slower, but still active, demand, it has never been more vital that we adapt our offers portfolio. That was a priority in 2012 and we have enjoyed some significant success, often the result of developing stronger relationships with our major technology partners. Providing our clients with enriched and better differentiated offers is the way to resist the downward pressure on prices caused by the arrival from afar of competitive suppliers.

In this respect, it is gratifying to draw attention to the excellent 2012 performance of our North American operations, where strong organic growth was combined with the best margin by any of the Group’s business units, making the region a model. Capgemini is at the forefront of innovation in North America, is hiring graduates from the best institutions, signing interesting contracts with the leading companies and—last but not least—fully masters the Rightshore® production model and its combination of local resources, close to the client, with more distant, specialized production centers.

Having acquired many companies of different sizes over the past few years, we decided to take a break in 2012 and concentrate on integrating these newcomers. I am pleased to report that all our Brazilian activities have been consolidated into Capgemini in Brazil, a company which recently signed a major contract with Caixa, one of the leaders in financial services in Latin America. Another example: trustful collaborative relationships are being built up between Prosodie and the rest of the Group (in France as well as internationally), which have already helped us to win several contracts together.

So it was a year of consolidation in a less than dynamic market, where we were nevertheless able to make progress. This makes us cautious, but confident also, about the outlook for 2013. We are not holding out much hope for a quick recovery, as the year begins with clients who are sometimes holding back and, more often than not, determined to tightly manage their investments. This means that, once again, we have to steer the Group with care and pragmatism. In such an economic climate, it will be essential to balance vigilance—to absorb short-term ups and downs—with the need to continue progressing toward achieving our longer-term goals.

In a world that is constantly being shaken by technology, innovation did not grind to a halt—rather, it kept alive companies’ need and appetite for investment.

This will mean matching demand precisely, accelerating the adaptation of our offers portfolio, developing the closest relationships with our clients and continuing to invest in industrialized production models. This looks after the short term. At the same time, we must prepare for the future by developing the services of tomorrow, strengthening our alliances with the most assertive of our partners, while emphasizing our differentiation through proprietary solutions. We also need to place Capgemini right at the heart of the cloud world by playing a pivotal role as an orchestrator of cloud services integrating the solutions of the major players.

Another priority is to keep the healthy balance sheet of year-end 2012. In order to achieve this, we have placed cash-flow generation at the forefront of our goals, and we have decided to significantly reduce (and eliminate if possible) restructuring costs, and to manage our financial expenses more efficiently.

I cannot end this letter without mentioning the 24th Capgemini Rencontres—the major biennial conference which brought together, only a few weeks ago in San Francisco, California, 450 of the Group’s senior executives drawn from every continent. I chose this city because Silicon Valley is the cradle of new technologies and I was keen to emphasize a topic that is dear to my heart: innovation. The active participation of personalities from hi-tech industries such as Microsoft’s Steve Ballmer, Salesforce.com’s Marc Benioff and EMC’s Joe Tucci shows how close we are to our major technology partners. The ball is now in our court to go further and innovate alongside them.

Allow me to conclude with what is both a historical reminder and a profession of faith. Serge Kampf built a Group based on entrepreneurial initiative framed by powerful values. These, along with his unparalleled ability to integrate the many companies acquired over the years, allowed him to achieve a remarkable expansion, without ever losing sight of profitability and without giving up its independence. At a time when globalization is making people fearful, and the chronic instability of markets is raising many questions, I am convinced that we have here the recipe for strengthening our stature as a global leader, open to the most diverse cultures and always combining a sense of initiative with ethics—a leader that is not afraid to differ from its competitors which are mostly focused on one country or dominant culture and organized around highly centralized models.

For this openness and for welcoming and respecting differences, we have to thank both Serge and our European origins. Being “global” and aligned but also open to the “local” and to the individual initiative—these are the keys to success for a Group serving those who place their trust in it: our clients, shareholders and team members.

We need to place Capgemini right at the heart of the cloud world by playing a pivotal role as an orchestrator of cloud services.

Paul Hermelin, May 2013



Paul HERMELIN
Chairman and CEO



Serge KAMPF
Honorary Chairman of the Group
and Vice-Chairman of the Board
of Directors



Daniel BERNARD



Yann DELABRIÈRE



Laurence DORS



Michel JALABERT*



Terry OZAN



Pierre PRINGUET



Bruno ROGER



Lucia SINAPI-THOMAS

*Passed away March 13, 2013

THE 14 MEMBERS

Elected by the shareholders, the Board of Directors has as its principal role to determine the key strategies of Cap Gemini S.A. and its subsidiaries. It ensures that these strategies are carried out, validates the Group's legal and operating structure and all major appointments and, in general terms, it deals with all questions concerning the smooth functioning of the Company. In 2012, the Board met seven times, with an average attendance rate of 90%, which included a two-day seminar devoted to the Group's strategy. The work of the Board of Directors is drawn up by four specialist committees (Audit, Selection and Compensation, Ethics and Governance, Strategy and Investments) which met 21 times in 2012.



Phil LASKAWY



Bernard LIAUTAUD



Thierry de MONTBRIAL



Ruud van OMMEREN

THE TWO STATUTORY AUDITORS



Jean-Luc DECORNOY (KPMG)



Serge VILLEPELET (PwC)



Philippe HENNEQUIN

THE BOARD SECRETARY

The Executive Committee as at April 11, 2013



International and multicultural, the role of the 16 members of the Executive Committee is to define broad strategies and prepare decisions concerning the operational structure of the Group, the choice of priority offerings, production rules and organization, and the means of implementation of human resource management. They assess the performance of Group managers and prepare succession plans for major positions within the organization. The Executive Committee meets at least once a month and communicates regularly during telephone conferences.



LUC-FRANÇOIS SALVADOR
Local Professional Services (Sogeti)

SALIL PAREKH*
Application Services One⁽¹⁾

JEAN-BAPTISTE MASSIGNON
General Secretariat

FRANÇOIS HUCHER
Production Methods and Support

PIERRE-YVES CROS
Development

AIMAN EZZAT*
Finance

OLIVIER SEVILLIA*
Application Services Two⁽²⁾

HUBERT GIRAUD
Business Process Outsourcing

JOHN BRAHIM
Application Services Two⁽²⁾

AYMAR DE LENCQUESAING*
Group Resources

PATRICK NICOLET*
Infrastructure Services

PAUL HERMELIN*
Chairman and Chief Executive Officer

ARUNA JAYANTHI
India

PAUL NANNETTI
Global Sales and Portfolio

PHILIPPE GRANGEON
Marketing and Communications/
Capgemini University

XAVIER HOCHET
Consulting (Capgemini Consulting)

(1) North America, the United Kingdom, Asia-Pacific and the Financial Services sector (2) France, Benelux, the Nordic countries, Germany and Central Europe, Southern Europe

*Members of the Group Management Board whose role is to lead Group operations and take all necessary measures in this respect.



OPERATIONS DIRECTORS



NICOLAS AIDOU
Prosodie-Capgemini

PETER BARBIER
Country Board
Sweden

JEAN-PHILIPPE BOL
Application Services Two⁽²⁾
France

CHRISTOPHE BONNARD
Sogeti France

LANNY COHEN
Country Board
North America

THIERRY DELAPORTE
Application Services One⁽¹⁾
Financial Services

CYRIL GARCIA
Capgemini Consulting
France

NAVIN GOEL
Sogeti
North America

GREG HYTTENRAUCH
Infrastructure
Services



CHRISTINE HODGSON
Country Board
United Kingdom

JOSÉ LUIZ ROSSI
Brazil

MICHAEL SCHULTE
Country Board
Germany

CHRISTOPHER STANCOMBE
Business Process
Outsourcing

PAUL THORLEY
Australia

KEN TOOMBS
Capgemini Consulting

PETERI ULJAS
Infrastructure Services

JEROEN VERSTEEG
Application Services Two⁽²⁾
Benelux

HANS VAN WAAYENBURG
Sogeti

CLIFF YU
China

CENTRAL FUNCTIONS DIRECTORS



ANTOINE AUDI
General Secretariat
Holding Company

HERVÉ CANNEVA
Ethics
and Compliance

PHILIPPE CHRISTELLE
Internal Audit

STANISLAS COZON
Sectors

ALAIN DE MARCELLUS
Finance

BRUNO NIGRELLI
Information Systems

JEREMY ROFFE-VIDAL
Human Resources

ISABELLE ROUX-CHENU
International
Legal Affairs

BOB SCOTT
Marketing

LUCIA SINAPI-THOMAS
Finance

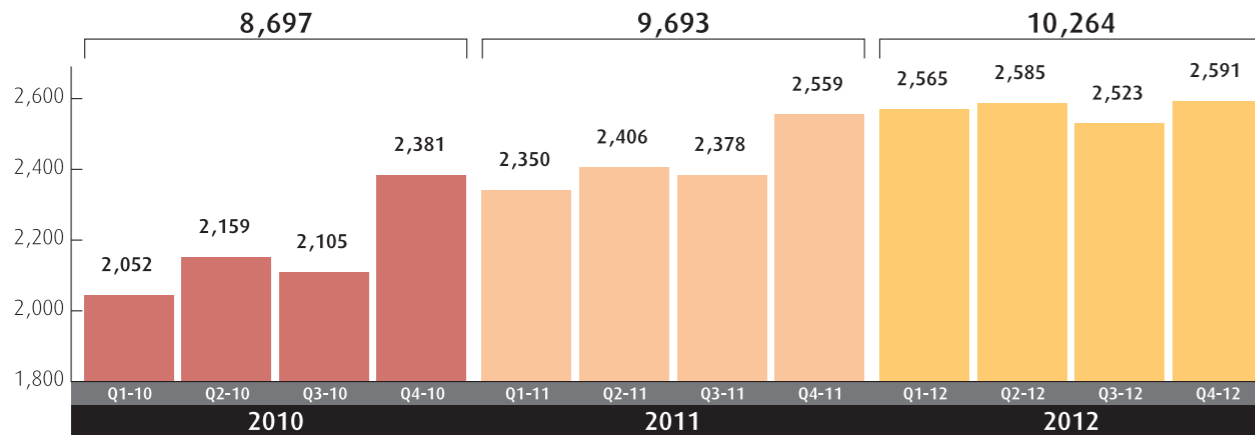
ANNE TRIZAC
Finance

(1) North America, the United Kingdom, Asia-Pacific and the Financial Services sector (2) France, Benelux, the Nordic countries, Germany and Central Europe, Southern Europe



In 2012, Capgemini delivered a solid performance

Revenues in millions of euros



In 2012, the Group exceeded €10 billion in revenues (€10,264 million).

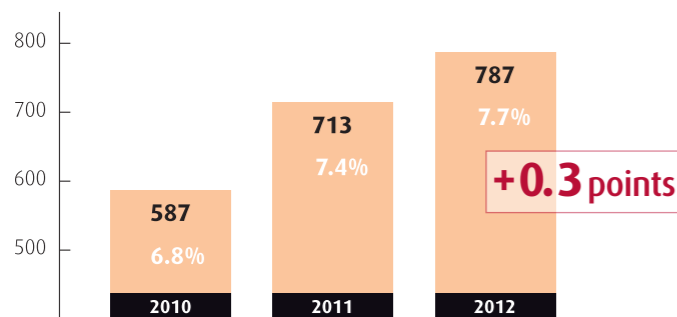
Revenues grew by 5.9% at current scope and exchange rates.

At constant scope and exchange rates, revenues increased by 1.2%, the gap between the two rates being due primarily to the appreciation of the dollar and pound sterling against the euro as well as the integration into the accounts of the French company Prosodie, a multi-channel transactional flow operator, acquired in July 2011.

Operating margin*

in millions of euros and as a percentage of revenues

The operating margin reached €787 million, or 7.7% of consolidated revenues in 2012, and represents an increase of 0.3 points compared with 2011, in line with the Group's objectives. Profitability reached 9% in the second half of 2012. Before amortization of intangible assets resulting from acquisitions, the operating margin was 8% in 2012.



*The operating margin, one of the main indicators of the Group's performance, represents the difference between revenues and operating expenses. The latter are equal to the cost of services rendered (expenditure required to deliver a project) plus selling, general and administrative costs.

Total value of orders

The book to bill ratio is 1.07 over the year and 1.16 in the fourth quarter for Technology Services, Local Professional Services (Sogeti) and Consulting Services (Capgemini Consulting) together, confirming the dynamism of these activities.



Aiman Ezzat, Chief Financial Officer

"During an economic downturn in Continental Europe, Capgemini took advantage of market growth in North America and rapidly growing economies. The operating margin progressed again this year in line with the objectives announced in February 2012.

In addition, the Group's focus on cash flow generation has borne fruit with a bounce-back in organic free cash flow and net cash at year end of €872 million."

Strategic offers

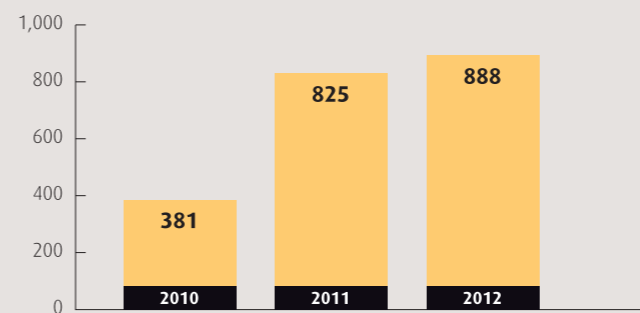
Revenues in millions of euros



Capgemini provides its clients with global strategic offerings (Top Line Initiatives, TLIs) such as BIM (Business Information Management), cloud, mobility and big data. These are strong growth offers (up 26% in 2012), allowing the Group to be present in key market segments with high value add.

Rapidly growing economies

Turnover in millions of euros

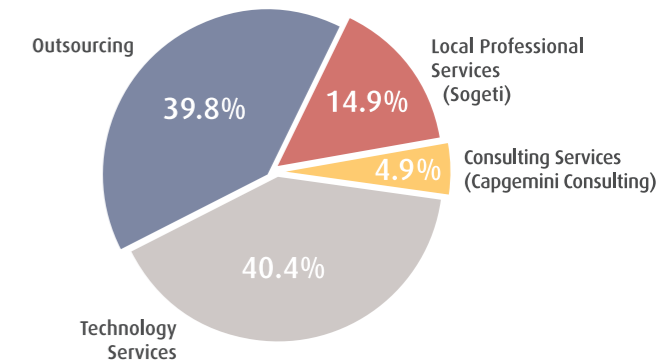


Since 2010, Capgemini's revenue growth in the Asia-Pacific/Latin America regions has been driven by the acquisition of the company CPM Braxis in Brazil at the end of that year. This yielded an additional turnover of €476 million euros during the course of 2011. Between 2010 and 2012, growth reached 72% in China, 43% in India and 28% in Australia.

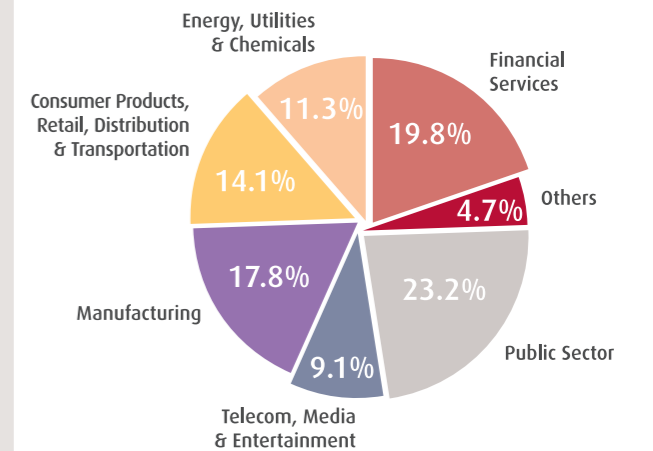
Breakdown of revenues

Revenues for the year 2012 are broken down as follows, by business, sector, country or region.

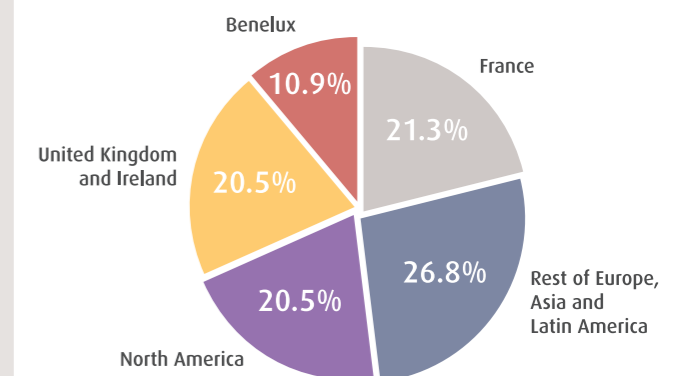
By business



By sector



By country or region



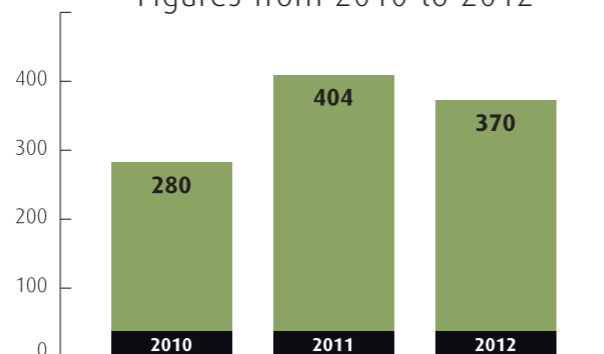


Net result in millions of euros

370

Net result (Group share) in 2012 was €370 million after a tax expense that increased by 40% (€140 million compared with €101 million in 2011).

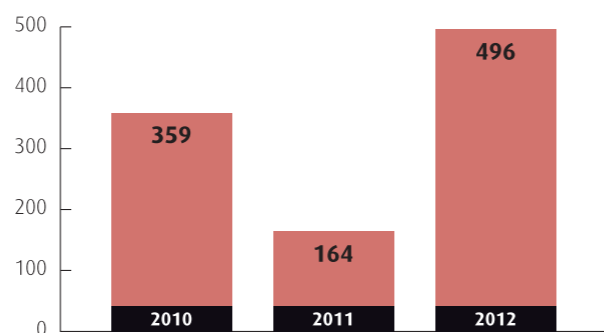
Figures from 2010 to 2012



Free cash flow in millions of euros

496

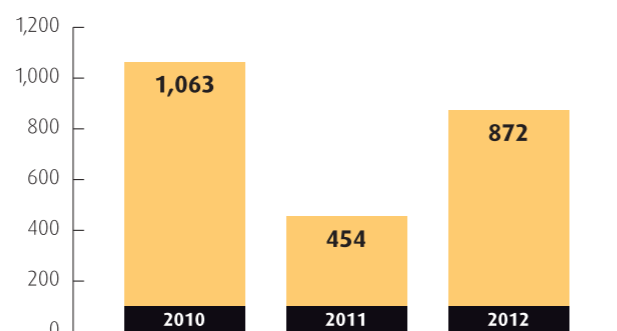
Marked by a strong performance in the second half of the year, organic free cash flow in 2012 totaled €496 million compared with €164 million in 2011 (this includes anticipated payments from some major British clients of around €100 million).



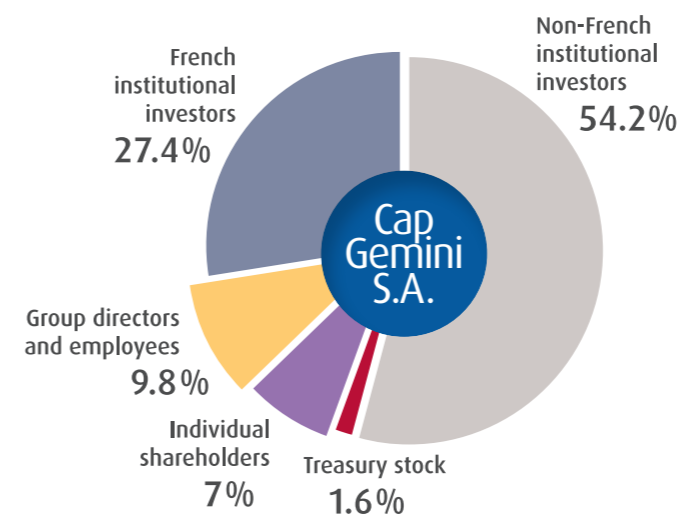
Net cash and cash equivalents as at December 31, 2012, in millions of euros

872

Net cash at December 31, 2012, amounted to €872 million, €418 million more than at December 31, 2011.



Breakdown of Cap Gemini S.A. registered capital as at December 31, 2012 (based on a shareholder survey)



Shareholder information

For current information about the Group, shareholders can consult a voice service (free phone: 0800 20 30 40) and a dedicated website (www.capgemini.com/investors), available in French and English, at the new, more user-friendly Capgemini website. In addition, shareholders who are known to Capgemini receive an annual newsletter. The next issue, due in June, will report on the AGM of May 23, 2013.

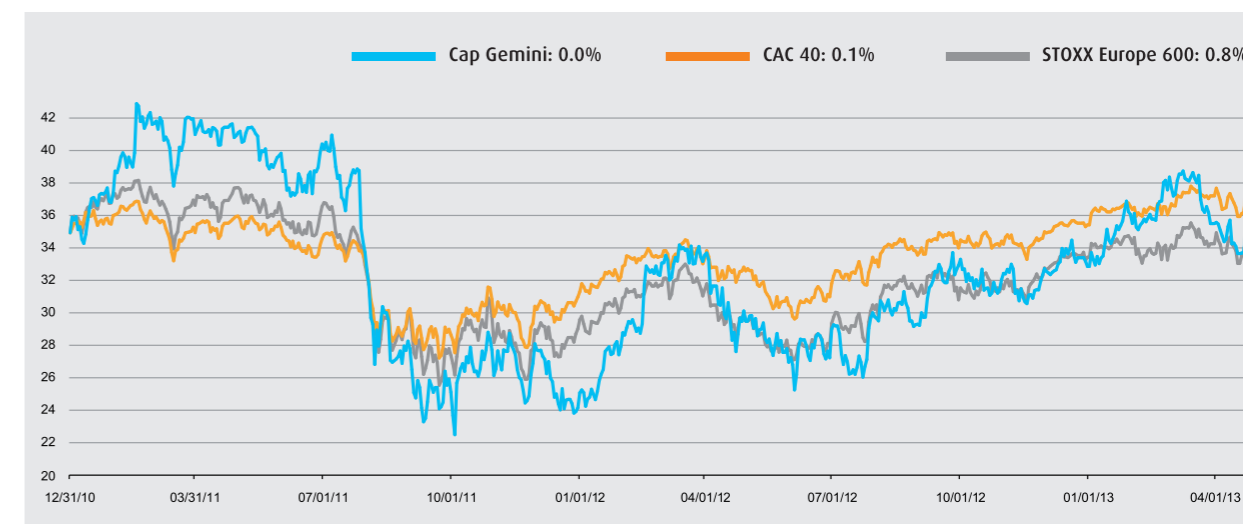
REFERENCE DOCUMENT PDF VERSION DOWNLOADABLE ON: www.capgemini.com/annual-report/2012/documents

Dividend per share (in euros)

Year	2010	2011	2012*
Dividend per share (€)	1	1	1

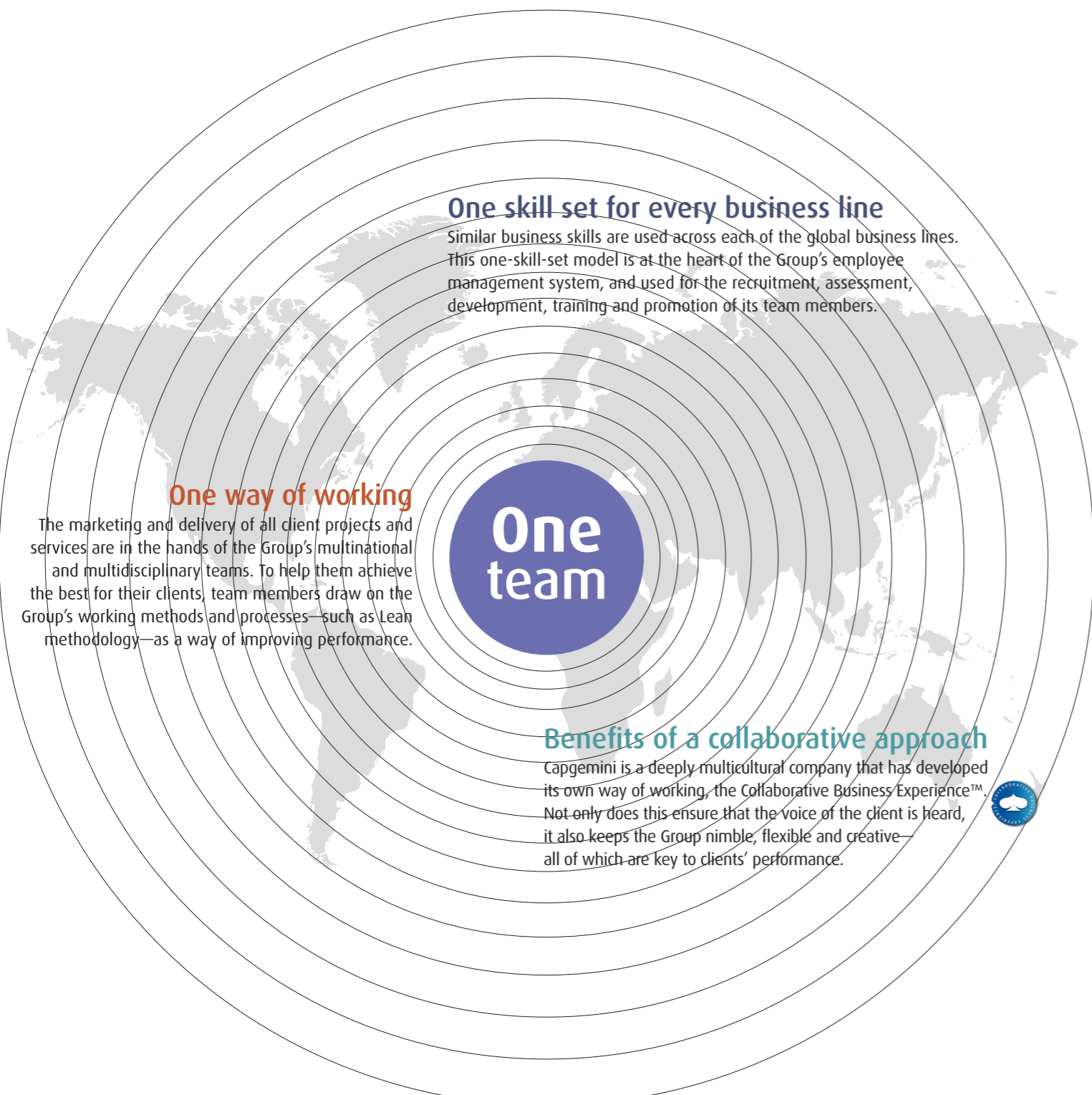
* Subject to shareholder approval at the Annual General Meeting on Thursday, May 23, 2013.

CAP GEMINI's share price compared with CAC 40 and Stoxx Europe 600 indices from December 31, 2010 to April 30, 2013



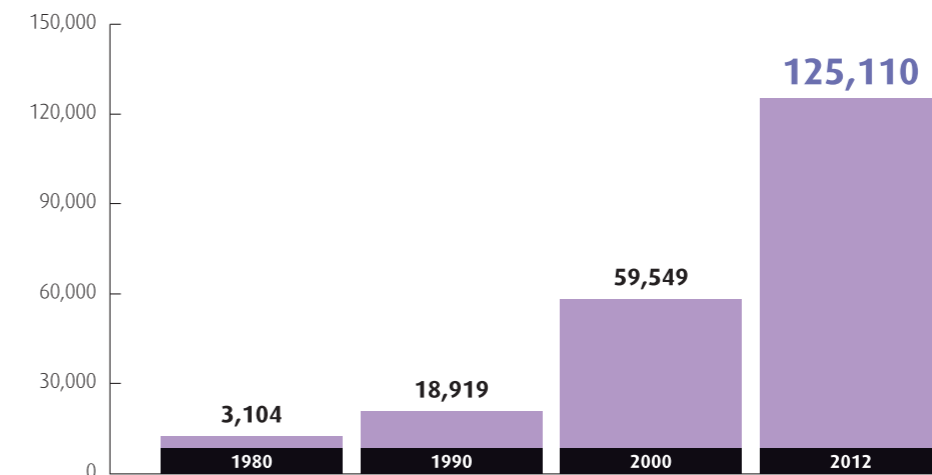


Capgemini has always been an innovator, dedicated to its clients' development. The "One-team" model, where team members from around the world work together, is an excellent example. The Group's activities are organized in a way that makes the most of the skills of all team members—whether they are based onshore or offshore—who communicate via cutting-edge and secure means of communication.



Group headcount from 1980 to 2012

(number of team members as of December 31)



In 2012

31,869
new employees

Capgemini University: an asset for clients

The Group's top practitioners, along with external experts, facilitate the programs of Capgemini University, based at Les Fontaines, near Paris (photo), supporting our team members in updating and developing their skills.



Its University brings alive Capgemini's values. It is also the place for bringing team members up to speed on our latest portfolio offers, and from where innovation is disseminated across the Group.

The University is a key asset for the Group's clients. In a business that relies heavily on human capital, it ensures that the teams are able to respond to clients' new expectations. For Philippe Grangeon, Head of Marketing and Communications and President of Capgemini University, "Our University reflects best the Capgemini slogan 'People Matter, Results Count!'"



TEAM MEMBERS

NORTH AMERICA

9,609

Canada
United States

EUROPE

60,680

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

LATIN AMERICA

9,399

Argentina
Brazil
Chile
Colombia
Guatemala
Mexico

MIDDLE EAST & AFRICA

655

Morocco
Oman
South Africa
United Arab Emirates

ASIA-PACIFIC

44,767

Australia
China - PRC (incl. HK)
India
Japan
Malaysia
New Zealand
Philippines
Singapore
Taiwan
Vietnam



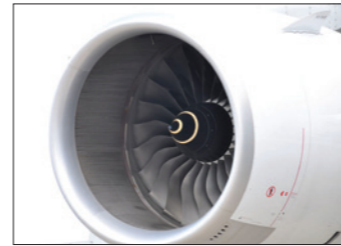
CLIENTS FROM AROUND THE GLOBE

Rolls-Royce

A strategic outsourcing contract

March 2012

Capgemini won an outsourcing contract with Rolls-Royce Group, a world-leading provider of power systems and services for use on land, at sea and in the air. Signed by the Group's UK subsidiary, this places the Group right at the heart of Rolls-Royce's new strategy of moving from a single supplier to a number of specialized outsourcing vendors. Acting as a services integrator, the Group will coordinate and ensure the smooth running and central control of IT services provided to 40,000 users by a large number of vendors spread across 50 countries. The Group will also support several of Rolls-Royce's strategic applications.



CNAM

Prosodie-Capgemini's solution for French state health insurer

March 2012

Prosodie-Capgemini won a major, six-year contract with the French state health insurance scheme, CNAM, to manage calls from individuals and health-care professionals. The solution, implemented on 4,500 desktops spread over 80 internal call centers, is based on Prosodie-Capgemini's interactive voice response platform and its Odigo cloud solution for call distribution.



Zurich

Insurer Zurich selects Capgemini to implement Guidewire Software®

April 2012

Capgemini will be implementing Guidewire Software® ClaimCenter into a new claims handling platform for Zurich's UK general insurance division. The multi-annual contract aims to transform claims processing, reduce costs and improve the customer experience. The Group is the prime systems integrator and has responsibility for the end-to-end solution. This is the latest, and the largest, of more than 35 transformation programs that Capgemini is delivering using the Guidewire platform.

ANZ Bank

A major testing services contract

June 2012

Australia and New Zealand Bank (ANZ) awarded Capgemini the five-year Managed Testing Services (MTS) contract following a rigorous evaluation and due diligence process. This landmark testing contract will leverage the Group's global testing and financial services expertise. The Group will be supporting around 800 technology applications and the delivery of more than 280 projects within ANZ. The deal involves the transfer to Capgemini of a 360-strong ANZ test services team from Australia and India, as well as the work of hundreds of subcontractors from over 40 suppliers. The win reinforces the Group's position as the global MTS leader.



www.capgemini.com: Capgemini unveils its new "human" website

In line with its 100% digital brand strategy, Capgemini's website was entirely revamped. The new website has been designed as an interactive platform where clients and prospective customers, future recruits and young graduates, shareholders and investors, journalists and analysts, can engage in digital conversations. The Expert Connect section is where a dialogue with 100+ Capgemini experts takes place. The Group's in-house teams developed the website, where users will find a section dedicated to the Annual Report.

Caixa

Capgemini becomes the leading IT supplier to the Brazilian bank

June 2012

Caixa
40,000
service points,
53
million clients and
85,000
employees.

CPM Braxis (rebranded as Capgemini) announced that for the next 10 years it is to be the preferred IT supplier of Caixa Economica Federal. Caixa, founded in 1861 and based in Brasilia, is Brazil's fourth largest bank, and the largest publicly owned bank in Latin America. This agreement makes Capgemini the leading IT services provider to the financial sector in Brazil. At the same time,

Caixa is buying a 22% stake in Capgemini in Brazil. The agreement, which is expected to generate revenues of more than €100 million a year, marks a milestone for the Group's expansion plans in Brazil and throughout Latin America.

NAV

Capgemini wins a major contract with the Norwegian Labor and Welfare Administration (NAV)

June 2012

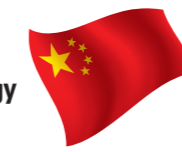
The Group was awarded a €26 million six-year contract to manage and further develop the NAV's enterprise content management system, Arena. Used by 7,500 employees, Arena's aim is to ensure a smooth and functioning labor market by supporting the government's public employment agency and recruitment. Capgemini is using Lean project methodology to deliver the Application Lifecycle Services contract.

CPIC

A digital and multi-channel strategy for the Chinese insurance company

July 2012

In China, CPIC, one of the country's leading insurers, launched a customer-centric transformation program, implementing digital operating models and targeting multi-channels. This led to an increase in the number of policies held per customer and to new targets being reached as a result of innovative online initiatives. Capgemini Consulting put in place a team that combined local and international expertise.



Bayer

A Radical Rightshore® win

July 2012

Capgemini signed a major contract with Bayer Business Services, the global competence center for IT and business services of Bayer. Headquartered in Germany, Bayer is a global group with a presence in the healthcare, nutrition and high-tech materials sector. Under the five-year contract, Capgemini will provide application development and infrastructure services to support Bayer's 120,000 IT users. Capgemini has taken over the operations of Bayer Business Services' India IT operations, whose 530 employees were welcomed to the fully functional facility in our Mumbai office within 11 weeks. Capgemini won the contract in the face of intense competition from Indian and global competitors because of its competitive offshore services provided from India through the Rightshore® delivery model.

Direct Line Group

Direct Line Group selects Capgemini for a major transformation program

December 2012

The Group won a five-year contract with Direct Line Group, the UK motor and home insurer. Following its separation from the Royal Bank of Scotland (RBS) Group, Direct Line Group is migrating its corporate and business applications to an independent platform. Capgemini will design, deliver and implement the new IT infrastructure, helping the company to transform its business operations and become more agile and flexible in the process.





SNCF

Sogeti helps French railways to run more TGV trains



December 2012

Capgemini's subsidiary Sogeti was chosen by French railways operator SNCF for its ambitious Concerto project to optimize the use of its high-speed (TGV) rolling stock. By 2018, SNCF's goal is to gain an extra hour of TGV traffic each day. Sogeti France's business and technical-architecture expertise will help SNCF to meet this strategic target.

United States

US Federal Government selects Capgemini



January 2013

The US Department of Homeland Security (DHS) awarded Capgemini Government Solutions LLC, a member of the Capgemini Group, a seven-year contract called "Eagle II" (Enterprise Acquisition Gateway for Leading Edge Solutions II). The Group will validate, verify and evaluate all applications used by the DHS. It will also ensure that all IT products and services meet the standards set by the US Federal Government. The aim is to enhance overall delivery quality, significantly reduce risk and facilitate more efficient use of government resources.

ESA

Management of a geo-positioning program for search and rescue

February 2013

Capgemini's Aerospace & Defence division will implement the ground segment of Galileo's new search and rescue system, funded by the European Commission. Galileo is Europe's satellite navigation system, equivalent to the US GPS. Its satellites will pick up signals from distress beacons, emitted by ships, aircraft or isolated individuals. Capgemini will provide the ESA with a comprehensive, pan-European, supervision and control network of communications between ground stations and the control center.



Unilever

Unilever chooses Capgemini as a global strategic supplier

December 2012

Unilever, one of the world's leading consumer goods companies, chose Capgemini as one of its global strategic suppliers under its "Partner to Win" program. In a further sign of commitment to the seven-year relationship between Unilever and the Group, the company also awarded Capgemini a five-year outsourcing contract. The contract, worth over €100 million, followed a



comprehensive global tendering process. The Group will be providing finance & accounting services across more than 130 countries, helping Unilever to achieve process harmonization and increase productivity. Capgemini is also supplying Unilever with its new Business Analytics-as-a-Service offer.

OFFERS AND INNOVATIVE PARTNERSHIPS

Capgemini's and Sogeti's innovation are recognized



January 2012

Capgemini and its subsidiary Sogeti received the HP Award for Innovation in Europe, Middle East and Africa. The award recognizes several joint initiatives in applications lifecycle and testing by the Group, its subsidiary and partner.

Capgemini is EMC partner of the year

May 2012

Capgemini was named Partner of the Year by EMC, the global leader in cloud infrastructure technologies. The Group also expanded its strategic partnership with EMC for joint, go-to-business solutions in Brazil. Working collaboratively, and leveraging EMC's market leading solutions and expertise, it will deliver next-generation cloud solutions, particularly in banking and agribusiness.

An innovative offer for water management

February 2012



Capgemini launched a software-as-a-service platform which allows utilities to measure the entire water consumption cycle, from program planning, meter

roll-out and operations through to maintenance. The real-time platform uses water metering systems deployed across networks, and is a pay-per-use solution. It is part of the Group's Smart Energy Services, which has built up considerable experience over the past decade working with more than 20 global utilities. Capgemini has been recognized by US analyst Gartner as a market leader in smart grids and metering.



A global mobility offer

March 2012

Smartphones, tablets and other applications have anchored mobile technologies in our daily lives, transforming how we work and interact. Capgemini and its subsidiary Sogeti jointly launched their new global offer, "Mobile Solutions." The Group's clients will have access to solutions to help them interact with their increasingly mobile customer base through new channels, thus increasing customer loyalty and enabling them to boost their sales. The offer will also support companies' employees by providing them with improved access to critical business applications and data, irrespective of their location. "Mobile Solutions" draws on a true ecosystem of the world's leading technology companies, particularly SAP and Microsoft, with whom Capgemini has built up solid partnerships. By developing this "one-stop-shop" for mobility solutions, and becoming an "orchestrator of company mobility" Capgemini and Sogeti are responding to a growing demand within businesses globally. In addition, a Center of Excellence for Mobile Applications in India is contributing to the development of state-of-the-art mobile applications.



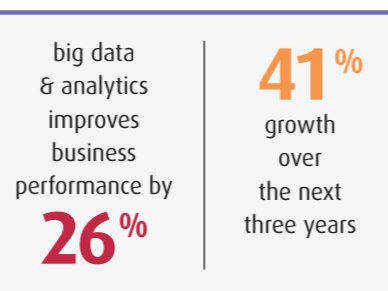


Big data marks a step-change in the quality of business decision making

June 2012



Capgemini wants to become the global leader in big data & analytics. The Group is investing heavily in big data & analytics and storage capacities, with the aim of developing the next generation of real-time analytics solutions and client offers. A global survey into the use of big data, *The Deciding Factor: Big data & decision making*, commissioned by Capgemini from the Economist Intelligence Unit (the research arm of The Economist media group), shows that the use of big data has improved businesses' performance by, on average, 26% and that the impact will escalate to 41% over the next three years.



Analysts' Day focuses on major technology breakthroughs

June 2012

The Analysts' Day event organized by the Group at Les Fontaines, near Paris, brought together around 80 market and financial analysts. Chairman and CEO Paul Hermelin detailed his ambitions to transform Capgemini into a global player and take it to the top of the industry's Champions League by 2015. He outlined a three-pronged strategy for the Group based on PPI - Portfolio transformation, Pyramid management and Industrialization. Analysts particularly welcomed the acceleration of the portfolio transformation around four key technology trends: cloud, mobility, big data & analytics and social. They also appreciated Capgemini's progress in the area of proprietary solutions. By enabling pay-per-use invoicing, Capgemini is responding to clients' new needs.

Capgemini and its subsidiary Sogeti are singled out by Microsoft

June 2012

Capgemini received Microsoft's first-ever Services Partner of the Year Award. For its part, Sogeti won two Microsoft awards: Cloud Innovation Partner of the Year and Windows Azure Partner of the Year.



Capgemini Consulting's Digital Transformation study ranked among the Top 5 of the decade

September 2012

Capgemini Consulting's 2011 study, *Digital Transformation: A roadmap for billion-dollar organizations*, unveiled to the public the first findings from its joint research program with the Massachusetts Institute of Technology (MIT) Center for Digital Business. Capgemini Consulting and MIT published a second report in 2012. Source, a market analyst for the consulting industry, ranked the study among the Top 5 of the decade produced by consulting firms in 2012.



Cloud computing partnership with Salesforce.com

September 2012



Capgemini expanded its global partnership with leading cloud computing company Salesforce. The Group is working with Salesforce to help organizations unlock the benefits of cloud and transform themselves into social enterprises. The Group is already collaborating with Salesforce for a number of global clients, including Touring Club Schweiz, the largest motoring club in Switzerland. During Dreamforce 2012 in San Francisco, one of the largest global technology events, Salesforce awarded Capgemini its Partner Innovation Award for Marketing.

"Simply. Business Cloud"—serving business

February 2012

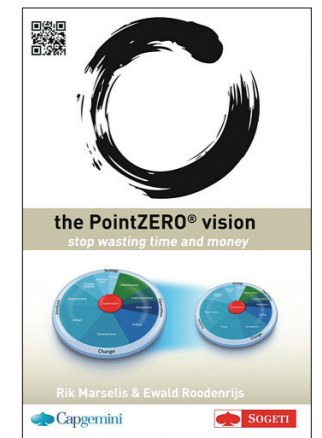
Cloud is embedded in all aspects of business—information management, applications, as well as working processes and offer launches. As a cloud orchestrator, Capgemini is able to integrate cloud at the heart of its clients' strategies. We call this "Simply. Business Cloud." A global survey of 460 executives from top companies, carried out by Capgemini, also showed that cloud can no longer be viewed simply as an IT platform. Cloud is, above all, a driver of business performance, enabling pay-per-use, greater flexibility and rapid implementation.



Capgemini and Sogeti launch the "PointZERO® Vision"

October 2012

Capgemini and Sogeti published the first book in the PointZERO® series. This offers a new vision for the development and maintenance of business applications, and redefines testing. It describes how testing of the future will be an integral part of the whole applications lifecycle. The PointZERO® vision involves the implementation of best practices from the beginning of a project—the point zero. Throughout the software development lifecycle, defects can be identified and sometimes even anticipated, leading to shorter development cycles and, as a result, lower costs.



Sogeti reinforces its position as a leader in cybersecurity

November 2012

In the digital age, increased use of remote access to information systems, cloud computing, use at work of personal computer equipment ("bring your own device") and generalized connection of production equipment to the corporate information system, all make systems more vulnerable to cyber attacks. With many years' experience in the field of cybersecurity, Capgemini's subsidiary Sogeti has developed a comprehensive range of services designed to meet the security needs of companies and government administrations. Sogeti is joint sponsor with Thales Communications & Security of a chair in cyber defense and cybersecurity at France's Saint-Cyr Coëtquidan military college.



CAPGEMINI'S TEAM MEMBERS SHOW THEIR COMMITMENT

A CAC 40 leader for employee share ownership

June 2012

Following a first Employee Share Ownership Plan (ESOP) in 2009, a second was successfully launched in 19 countries in 2012. In spite of the difficult economic climate, the offer was oversubscribed, a mark of team members' continuing confidence in the Group's future. Capgemini employees now own around 7% of the company's capital, making them one of the Group's main shareholders. Team members from two of our newest countries, Brazil and Guatemala, were among the subscribers—a clear sign of the Group's growing global reach.

Talent—a highly collaborative intranet

April 2012

The Group's intranet, Talent, attracted as many as 33 million visitors over the year. Talent is the global channel for keeping team members abreast of contract wins, delivery and best practices, tools and innovations. The site was revamped in 2012 and now includes all local intranet sites on a single platform. The new Talent embeds many collaborative elements, including the Capgemini social media tool, Yammer.



"Niaque" campaign

June 2012

The Marketing and Communications team launched an internal campaign around the theme of "Niaque," during which team members were invited to demonstrate their fighting spirit on behalf of the Group's clients and their business ambitions. The multimedia campaign was a resounding success, attracting more than 400 posters, many videos and 30,000 team member visitors to the campaign's website.



Young graduates represented 42% of hires in 2012

Faithful to its strategy of attracting and developing young talents, the Group invested heavily in the recruitment and training of young graduates. In the United States, college hires benefit from training carried out in India, which quickly brings them up to speed on technology skills and our Rightshore® production model.

Indian Super Techies Show

July 2012

The Capgemini Super Techies Show, a first-of-its-kind reality TV show for technology enthusiasts, was broadcast on Indian primetime TV over eight weeks last summer. The show featured real-time business challenges addressed by 21 teams. The aim of the show was to boost recruitment of young engineers in India and reinforce awareness of the Capgemini brand.

India's team members hit the 40,000+ mark

December 2012

India's No. 1 position in the Group was strengthened with the addition of 10,000 new recruits. The number of team members in India exceeded 40,000 at the end of the year—nearly a third of the Group's people. One of the Group's main delivery hubs, India provides services to the Group's major global clients, as well as to local businesses.



Poland—the Group's 7th country by manpower



Our Polish teams crossed the 5,000-employee threshold, making the country one of the Group's most important offshore centers.

May 2012 Annual shareholders' meeting, an emotional passing of the torch



The Group's 44th General Assembly of Shareholders, was held in Paris on May 24, 2012. At 10.15 am, Serge Kampf opened the meeting, something he has done at every meeting of the shareholders since 1967. He reminded the assembly that everything was in the press release of early April 2012—the decision to return to a unified governance, the functions of Chairman and CEO being held by one person; and the nomination of the current CEO Paul Hermelin as Chairman of the Group.

In a moving address to the assembled shareholders, Serge Kampf, now Honorary Chairman and Vice-Chairman of the Board of Directors, explained the professional and personal reasons for his decision—one of which was his conviction that he had chosen the right successor. At precisely 10.45 am, in a symbolic gesture, he offered his seat on the podium to Paul Hermelin, thus formally handing him the Chairmanship.

"Today marks a historic change in the life of the Group," declared Paul Hermelin, paying tribute to the man whose *"strategic vision, ...attention to detail, ...values, incredible generosity... and the energy to fight with all his might for what he believed in"* had brought the Group to where it was today, 45 years after its founding in Grenoble. Serge Kampf received a standing ovation from all those present—the Board of Directors, members of the Group Executive Committee, some 300 shareholders, as well as present and former Capgemini team members. The shareholders' meeting closed with the simple words of José Bourboulon, one of the very earliest members of the Capgemini Group: *"Thank you, Serge."*

Aiman Ezzat becomes Group CFO

December 2012

In December, Paul Hermelin, Chairman and CEO, appointed Aiman Ezzat as Group Chief Financial Officer to succeed Nicolas Dufourcq, appointed by the French government as CEO of the new BPI (State Investment Bank). With nearly 20 years' experience within Capgemini, Aiman Ezzat became leader of the new global financial services unit in 2006. Under his leadership, the financial sector's share in the Group's revenues was considerably strengthened, growing from 14% to its present 21%.

Capgemini loses one of the architects of its success

March 2013

Michel Jalabert, a member of the Board of the Capgemini Group since 2000, died on March 13, 2013, at the age of 80, after battling a long illness. In the Group's history, Michel Jalabert will forever be known as one of the architects of the Group's success. His career began in 1958 at the Compagnie des Machines Bull, where he was quickly appointed manager of the company's Mexican subsidiary. When promoted director of the service division, he oversaw Serge Kampf, who was Regional Director of Dauphiné-Savoie in Grenoble at the time. Serge Kampf persuaded Michel to follow him at Capgemini, and he joined as Group Secretary General in 1976. He went on to play a key role in all significant Group transactions. Michel's many friends in Capgemini will remember a discreet, highly intelligent man, with a vast culture driven by a constant sense of curiosity. They will also recall his generosity and loyalty, both to his convictions and his friends, and his courage—an attribute he demonstrated in many circumstances right to the end, along with a great sense of humor.

Capgemini recognized as one of the "World's Most Ethical Companies"

March 2013

The Ethisphere Institute, a leading international think-tank in business ethics, presented the award at a dinner in New York on March 5, 2013. Its "World's Most Ethical Companies" award is an annual worldwide ranking which rates companies that outperform industry peers when it comes to ethical behavior. Only five companies from the business services industry were nominated for the 2013 awards. This is a significant achievement and recognition of Capgemini's commitment to ethics, compliance practices, and corporate responsibility.



Toussaint Mufraggi, N°1

Capgemini has set itself four strategic challenges to better serve its clients, as well as to play and win in its industry's Champions League. The first challenge is **innovation**—the wellspring of profitable growth in today's markets—and involves identifying companies' new needs, selecting key markets and developing the offers of tomorrow. **Globalization**, the second challenge, is driving the Group to develop its presence in new geographies, especially in rapidly growing economies, supporting its clients as they expand their global operations. A team that aims to make its mark in the Champions League is also defined by how well it attracts and develops the best **talents**, the main assets of a services company such as Capgemini. Finally, **competitiveness** is more essential than ever in the battle for the markets in which Capgemini and its clients are engaged.

① Innovation



A combination of four major technological disruptions—cloud, mobility, big data and social networks—are changing not only our daily lives but also how companies and organizations operate. Capgemini is helping its clients to take advantage of these new technologies by coming up with innovative offers and solutions, as well as drawing on a network of partners, each a leader in its own right.

② Globalization



Capgemini is forging ahead with its global ambition. The Group has strengthened its presence in the world's largest markets, especially North America, as well as in fast-growth economies such as Brazil. The Group supports its clients' global expansion with step-by-step changes in the geographical distribution of its key portfolio offerings. Offers are selected and packaged on a global scale, ready to be rolled out in the markets where Capgemini operates.

③ Talents



Capgemini's managers see the nurturing of talent as one of their main missions. During 2012, they placed greater focus on recruiting young graduates, as well as on the development of new skills.

④ Competitiveness



The Rightshore® production model was boosted in 2012 with the opening up of more centers of excellence, especially in India. And, to improve the quality of services provided to clients, more Lean Methodology was rolled out and the industrialization process was strengthened.



Capgemini's **team members** presenting some key figures for each strategic challenge



Capgemini **experts** inviting you to discover their profiles and, why not, even to engage in conversation with them on www.capgemini.com



1 Innovation



Alain Charles Richer, Marshland village

The road to the digital enterprise

For the first time in the history of technology, a combination of four major technological disruptions—cloud, mobility, big data and social networks—are transforming how companies meet their clients' needs, gain market share, increase competitiveness and optimize their value chains.

First among these major upheavals is the cloud, which offers on-demand access to information resources, applications and services via the Internet. **Cloud** can radically change the way companies invest in and use IT. It allows businesses to be more agile and to use their IT resources more flexibly, in line with their business activity. Second, the proliferation of mobile devices—such as smartphones and tablets—has brought about a massive shift in how companies engage with their customers, suppliers, partners and employees, opening up the possibility for greater collaboration. This is a true **mobile** revolution. The number of devices now connected to the Internet means that the volume of data captured by companies is growing at a phenomenal rate: this brings us to the third major disruption—**big data**. The challenge here is how to gain insight from and exploit this data, balancing the need to understand long-term trends with the immediate opportunity, fueled by real-time analytics. Finally, the use of **social networks** is becoming more widespread. In March 2013 there were almost 1 billion Facebook users. Twitter handles 250 million tweets daily. With these new patterns of behavior, companies are reaping the benefits of instant sharing and opinion-building, on a grand scale.

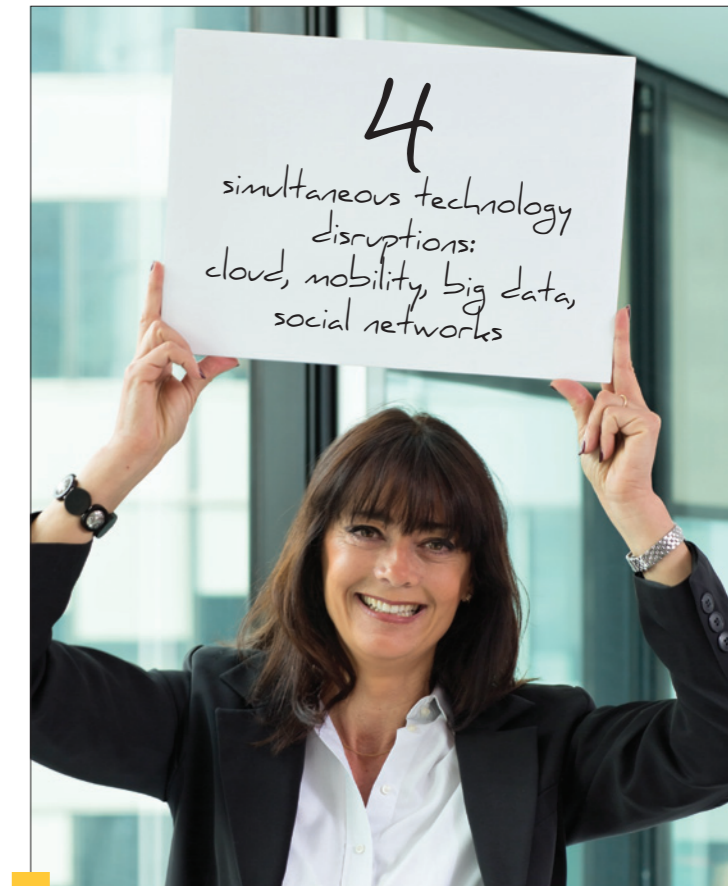
The combination of these four technological disruptions is leading companies to radically rethink their management, organization and business models. It is also pushing them to find new ways of engaging with their customers, suppliers and employees. In short, to survive and gain competitive advantage, they must transform themselves into digital enterprises.

CAPGEMINI MAKES SURE THAT ITS CLIENTS BENEFIT FROM THE MOST UP-TO-DATE SOLUTIONS

Each of Capgemini's four businesses supports its clients' digital transformation. By positioning itself as "service orchestrator," the Group works with its clients to develop a coherent digital strategy, invest in the right technologies, and deploy and operate integrated sets of digital solutions. By collaborating with a whole network of technology providers, the Group ensures that its clients benefit from the most up-to-date and cost-effective solutions, and that these always fit in with clients' existing IT systems. Digital transformation is the "spearhead" for the Group's new

Investing in tomorrow's trends

The Group has headquartered its Global Channels and Partners organization in the San Francisco Bay area, close to the most innovative Silicon Valley companies. Thanks to its extensive sectorial expertise, the team is able to spot emerging trends and future technologies, around which new offers are developed to roll out globally. Capgemini is making big investments with strategic partners such as SAP, Oracle, Microsoft, EMC/VMware, HP and IBM. It is also investing in new areas of innovation with fast-growing technology partners such as Salesforce.com, Amazon, Workday, NetSuite, BMC Software, Pegasystems and SAS. In this way, Capgemini is enriching its portfolio of offerings and creating new sources of growth. For their part, the Group's partners see Capgemini as an entry point into key European markets in particular.





portfolio of offers around the four major technological disruptions: cloud, mobility, big data and social networks. The Group has also developed tailor-made sectorial offers. For consumer goods & retail clients, for example, it provides offers to transform the end-customer experience by supplying consistency, whatever the buying route—online, in-store or over the telephone. For the same sector, new offers enable companies to manage their supply chain and optimize its flexibility. Utility clients are able to take advantage of Smart Energy solutions and real-time analytics for smart metering and energy grids. In the area of public security, Capgemini provides offers focused on anti-fraud protection in tax and social welfare systems. And the Group has invested in software solutions sold on a pay-per-use basis to many clients. These offers are based on intellectual property (IP) developed internally by

DIGITAL TRANSFORMATION: CAPGEMINI'S "SPEARHEAD" FOR NEW OFFERS

Capgemini or acquired through the purchase of companies such as Prosodie (client relationship management) in 2011, IBX (purchase management) and Skvader (pay-per-use smart energy meters) in 2010.

Simply. Business Cloud

For Luc-François Salvador, Chairman and CEO of Sogeti:

"Much more than a mere technology, the cloud is a tool for transforming the management of IT systems, providing an opportunity to 'work differently' and adopt new models for growth."



In 2012, Capgemini launched a major campaign to position the Group prominently in the global cloud business. As one of the pioneers in

exploiting the business benefits of cloud for its clients, Capgemini believes that these can be reaped without adding complexity and risk to the management agenda.

The benefits that cloud can provide are almost limitless. A few examples: the Group helped a regional government to reduce energy consumption by more than a third by means of a cloud-powered solution. For a major consumer goods company it devised cloud-based infrastructure strategies to reduce costs and improve delivery. For a major North American telecom company it expanded the customer "footprint" and enhanced the online user experience with a first-of-its-kind, cloud-based multi-channel ordering platform.

As a way of speeding up its clients' adoption of cloud services, the Group has significantly strengthened its technology and commercial partnerships in this area. The strategic partnership with EMC in Brazil was extended in 2012. This new type of partnership will see Capgemini and EMC working on a common commercial policy for the next five years to implement next-generation cloud solutions that will provide maximum value to clients.

"EMC's investment in Capgemini in Brazil is a key milestone in the strategic alliance between our companies and represents a step change in the way we're engaging with our strategic partners," explains Patrick Nicolet, Director of the Strategic Business Unit Infrastructure Services. *"By partnering with EMC in this way, we will be able to leverage EMC's market-leading solutions and expertise to drive significant growth through innovative IT solutions that deliver exceptional value to our clients in Brazil."*

CLOUD'S POTENTIAL BENEFITS ARE ALMOST LIMITLESS

With its partner BMC Software, Capgemini launched the BMC remedy-on-demand to help its European clients speed up the adoption of cloud technologies, while meeting EU requirements on security, privacy and environmental goals. European outsourcing clients have the option of moving their IT services desk solution to the new, BMC solution—a highly standardized pay-per-use cloud service. As part of their partnership, BMC and Capgemini have launched a joint center of excellence, from where shared services will be provided to clients. BMC's remedy-on-demand service is fully hosted at one of Capgemini's European data centers.

Software-as-a-Service (SaaS) gathers speed

Today, the trend for cloud and on-demand consumption is confirmed with the growing success of Software-as-a-Service (SaaS), which is based on pay-per-use principles. For example, utility clients now benefit from a SaaS platform, Smart Water Services, which allows them to measure the entire water consumption cycle, from program planning, meter rollout and operations through to maintenance.

In the area of SaaS, over the past two years Capgemini has entered into partnerships with SAP, Oracle, Salesforce and Microsoft, as well as with new players such as Workday, NetSuite and Badgeville.

Badgeville is one of the fastest-growing SaaS companies in Silicon Valley, with over 200 customers worldwide, including the biggest players such as Oracle, Microsoft, Autodesk, CA Technologies, Barnes & Noble, EMC, VMware, Panera Bread, Dell, and A&N Media. Badgeville is a leading company in "gamification"—techniques that blend psychology and technology and pioneered in popular games. Capgemini Consulting has linked up with Badgeville to integrate the latter's expertise, in this way helping the Group's clients to accelerate their digital transformation by engaging, rewarding and motivating their employees and customers.



Expert Connect

MAGGIE BUGGIE, CAPGEMINI CONSULTING, UK

"Expert in Digital Transformation, I help our clients understand that the convergence of cloud, mobility, data, analytics, channels, devices, networks, e-commerce, social change, people and processes will create new opportunities for business value and customer intimacy."

Expert Connect Profile:

<http://www.capgemini.com/experts/digital-transformation/maggie-buggie>





Innovation: where the future is being played out, by Francis Pisani



Francis Pisani, journalist

Capgemini entered into an unusual partnership with two international newspapers, *Le Monde* in France and *El Pais* in Spain, and Francis Pisani, a freelance journalist who specializes in technologies. The idea was to follow Pisani's "tour around the world of digital innovation"—WINCH5 (Wave of Innovation and Changes on 5 Continents). Throughout the year, Francis Pisani shared three postings on his blog each week with the Capgemini website. Here he gives his view on innovation.

"Today's knowledge economy is driven by innovation, which has become the new digital. This is where the future is being played out. At a time when the 'finished' world is becoming more integrated, innovation is the best way forward for creating new markets.

Winning clients in China, for example, is no longer enough. Disruptive or path-breaking innovations may come in any day from Shanghai or Nairobi. Innovation is 'distributed,' it is everywhere and anywhere. This bubbling world can be fought over, understood, followed or integrated—but never ignored. Take, for example, Café Coffee in Bangalore, PayRollHero in Manilla, Kakao Talk in Seoul or LeadFace in Campinas. 'Disruptors' such as these are bringing about profound changes in how food and drinks are sold, the dynamics of social media, how we think about society, and even the way in which we search online. In the process of becoming disseminated via the Internet and 'creative diasporas,' new concepts, technical and business propositions are launched, enriched, and shared.

"INNOVATION IS THE BEST WAY FORWARD FOR CREATING NEW MARKETS."

This proliferation of innovators everywhere contradicts the views of writer and journalist Thomas Friedman, who famously claimed that the world is now flat and that we are suffering a process of homogenization. He is right in affirming that connectivity makes everything visible to everyone. But he tends to see innovation as an adoption of the Silicon Valley model and fails to understand that it is always a combination of elements, not all of which are

new, local or imported. What matters is how they are combined.

Distributed innovation is a source of diversity for the very obvious reason that it springs up as a will to solve problems and take advantage of opportunities, a local mix in most cases. And, thanks to the Internet, it can quickly go global.

To innovate is to take a stake in one's own future. It opens up the possibility of modernization without the disadvantages of dependence. This explains why local communities, entire cities, central governments and companies are now adopting innovative strategies and why the trend will grow and become stronger over the years.

This is why companies cannot look at the outside world only as a place for potential new clients. They must track what happens afar and monitor the emergence of innovations that can shake their market, force them to evolve and adapt their innovation strategy accordingly. Many entrepreneurs from all around the world now understand that innovation is the way to create markets. This is where the most bullish companies will be positioned, and where the greatest opportunities are to be found."

One-stop shop for mobility solutions

Capgemini's clients know that their own customers, as well as their employees, expect to be able to interact with them at the speed of light, wherever they may be. There has been a growing and strong demand for mobility connections to their end customers, between employees and from machine to machine. In 2012, the Group launched a new Global Service Line in Mobile Solutions. Services are based on SaaS or Platform-as-a-Service (PaaS) models. All software, implementation, hosting and applications support are available on a pay-per-use basis. This one-stop shop for mobility has won favor with clients such as American Greetings, Coca-Cola, Sanef, Bristol City Council and Carrefour.



Mobility: a breakthrough with SAP

In 2012, taking the lead on a new type of partnership relationship, the Group signed a strategic co-innovation and co-development agreement with SAP for mobile solutions—marking a real breakthrough in innovation. This is the first time ever that a global systems integrator such as Capgemini is participating in the creation and development of SAP mobile solutions.

For Fernando Alvarez, Mobile Solutions Global Service Line leader: "We are delighted to have signed this important co-development agreement with SAP and to have been named as the 'referred systems integrator for mobile sales execution' in the consumer products industry. This agreement builds on our strong relationship with SAP in the area of mobility. It will help us deliver further value to our customers as we continually strive to build and provide advice on solutions, in a sector where mobile channels are rapidly developing."

Sanjay Poonen, Head of Global Solutions for SAP AG, affirms: "We chose to partner with Capgemini because of its strong global footprint, deep expertise in implementation, hosting services, mobile capabilities and functional expertise in the market. We look forward to developing our go-to-market strategy with this partner, one of the leading forces in the marketplace, over the coming years."

Expert Connect

PAUL TOMLINSON, APPLICATION SERVICES ONE, UK

"Expert in Mobility, I help our clients to use any device—mobile, web-based or other user interfaces—to connect to their IT systems."

Expert Connect Profile:

<http://www.capgemini.com/experts/sap-portal-security-basis-mobile-consultant/paul-tomlinson>





The secrets of digital advantage

Capgemini Consulting has successfully built a market reputation as one of the first movers—and leaders—in digital transformation. Its transformation platform and partnership with MIT's Center for Digital Business has been the gateway to winning new clients across all the Group's business lines.

For Pierre-Yves Cros, formerly Director of Capgemini Consulting and now Chief Development Officer in charge of the Group's Strategy and M&A: *"Digital transformation goes well beyond technology. It is about the impact that digitization is having on the business, from strategy to people to operations."*

This is also about a new transformation agenda for companies: making customer experiences coherent within the multitude of channels now available. It's about making better and smarter decisions based on an ever-increasing flow of data, creating open enterprises with strong links to customers and suppliers, encouraging stronger collaboration across often geographically disparate units, as well as managing these new technologies within the existing company infrastructure.

The latest Capgemini Consulting-MIT survey—*The Digital Advantage: how digital leaders outperform their peers in every industry* (November 2012)—received wide media coverage and has been showcased globally to more than 400 senior executives. It shows that companies with a highly developed or mature approach to digital transformation—the 'Digirati'—outperform their industry competitors. Digital pioneers such as Burberry, Prisa, Asian Paints and L'Oréal generate, on average, 9% higher revenues than other companies through their existing assets, outperform their peers by 26% in terms of profitability; and achieve significantly higher (12%) market valuations.

According to Didier Bonnet, in charge of the digital transformation offer for Capgemini Consulting: *"These are companies in which the senior leadership team has woken up to the opportunities of digital transformation and made it happen. They have worked to build digital maturity and they are now reaping the benefits. Although some executives might be tempted to wait, their competitors are not waiting."*

Expert Connect

CATHERINE YATES, INFRASTRUCTURE, UK

"Expert in Infrastructure Services, we help our clients understand how agile infrastructure can bring beneficial business change."

Expert Connect Profile:

<http://www.capgemini.com/experts/it-program-delivery/catherine-yates>



Big data: high-value information

Today, according to a study carried out by The Economist Intelligence Unit for Capgemini, two-thirds of executives believe that their organizations are data-driven; data collection and analysis underpin their business strategy

IT'S NOT THE VOLUME OF DATA BUT THE ABILITY TO ANALYZE THAT DATA TO OPTIMIZE PROCESSES AND DECISION-MAKING IN REAL TIME THAT ADDS VALUE

and day-to-day decision-making. Leaders who base their judgment solely on a combination of experience and instinct are becoming increasingly rare. For Paul Nannetti, Group Sales and Portfolio Director: *"The exploitation of big data marks a step change in the quality of business decision-making. But it's not only*

through harnessing the many new sources of data that organizations can obtain competitive advantage. It's the ability to quickly and efficiently analyze that data to optimize processes and decision making in real time that adds the greatest value." Genuinely data-driven companies are able to monitor their customers' behavior and market conditions with greater certainty, and react quickly and effectively, especially to differentiate themselves from their competitors.

Capgemini is investing in new, in-memory computing capabilities and the ability to store and handle very diverse data to develop a next generation of real-time analytics solutions. The Group's offshore capabilities enable it to provide many business analytics solutions, across all the business lines. For example, new offers were launched to increase the value of outsourcing services for finance analytics and customer analytics. The contract renewal with Unilever was one of the early successes of the new Business Analytics-as-a-Service offer. For Hubert Giraud, Director of the Strategic Business Unit Business Process Outsourcing: *"Our outsourcing model focuses on innovation and continuous improvement, which is enabled by a platform-driven approach and solutions around cloud, big data analytics and social media."*

A real-time big data solution

Provimi is the global leader in animal nutrition and operates in 67 manufacturing locations across 25 countries. The company (acquired by Cargill in 2011) sources its raw materials and ingredients globally. For this client, Capgemini designed and built the first live SAP HANA (High Performance Analytical Appliance) to be implemented in Europe.

Through a combination of applications services, outsourcing and Business Information Management (BIM), Capgemini's experts provided a solution that allows Provimi's data to be analyzed in real time.

"The advantage of the SAP HANA solution is that it can be rolled out quite quickly," says Rogier Jacobs, Provimi's Chief Information Officer. *"However, you also need the infrastructure to run it. So the lead time to have that infrastructure in place also determines how long it takes to implement. Thanks to the partnership between Capgemini and SAP, it took only a couple of weeks to set up the environment and bring it into production."*



A lab for exploiting big data

The CUBE* center of excellence in India builds high value-add analytical solutions for the Group's clients across a range

of sectors—retail, telecom, media & entertainment and utilities. CUBE's big data lab supports clients by helping them to take full advantage of their huge volumes of data and related technologies. The solutions provide the Group's clients with a 360 degree view of their own customers by making use of all the data they collect via social media channels and networks. This analysis helps them to improve their products or services, and run effective marketing campaigns.

Retail sector clients benefit from a wide range of new offers: CustomerConnect Retail, built on the Salesforce.com platform, collects data from multiple customer channels and helps to provide a more personalized, customer-centered service in real time. Other examples include: Next Best Action for marketing decision, Customer Retention and Revenue Improvements.

*The CUBE: "Customer Business information management Experience", is a unique interactive showcase where clients can discover innovative BIM solutions.



Transforming businesses into social enterprises

Since 2007, Capgemini has been implementing solutions developed by its partner Salesforce.com. This partnership has now taken on a new international dimension with the joint launch of a new, fast-growth initiative in 2012. The objective is to help the Group's clients take full advantage of the cloud to optimize the customer experience and strategically transform into social enterprises.

Initially, the new partnership is focusing on markets in France, the Netherlands, the Nordic countries, North America and the UK. Capgemini is now well placed in a market expected to be worth US\$1 billion within the next two years. For example, the Group recently launched CustomerConnect Retail, a solution built on the Salesforce platform to help clients better understand their customers.

It draws data from multiple customer "touch points" to create a single view and provide a more personalized, customer-centered service in real time. The solution uses agile techniques and a cloud computing model that is scalable to deliver an improved customer experience across multiple channels—in-store, online or via social media.



As Olivier Sevillia, Director of the Strategic Business Unit Application Services Two, explains: "Capgemini's market is under-

"CLIENTS ARE SEEKING NEW BUSINESS MODELS BASED ON INNOVATIVE TECHNOLOGY. AT THE SAME TIME, THEY WANT TO CONTINUE TO GLOBALIZE, TO STANDARDIZE AND TO IMPROVE THEIR OPERATIONS, INCLUDING THE TOTAL COST OF OWNERSHIP AND FLEXIBILITY OF THEIR OWN IT."

going a major transformation; our clients want to offer new 'customer experience' and need to connect in a different way with their business partners, suppliers and customers; they are seeking new business models based on innovative technology, especially mobility and cloud. At the same time, they want to continue to globalize, to standardize and to improve their operations, including the total cost of ownership and flexibility of their own IT."

Intellectual property—a spearhead for innovation

Capgemini's portfolio of IP (intellectual property) assets—formed via acquisitions such as Prosodie, as well as developed in-house or co-developed with its technology partners—will grow to play a bigger role in its ability to offer innovative, value-add client services. Today, the Group's IP assets include a wide range of products that cover all business needs (for example, human resources and purchasing) or sectorial – smart energy meter management in the energy sector.

Among the Group's offers based on its partners' technologies is EnergyPath. This ERP (Enterprise Resource Planning) solution is a fully configured version of SAP software that can be deployed in as few as 100 days. Compared with the "classic" SAP software, this version is enriched

CAPGEMINI'S IP ASSETS INCLUDE A WIDE RANGE OF PRODUCTS THAT COVER ALL BUSINESS AND SECTORIAL NEEDS

by functionalities specifically developed by Capgemini, such as reporting or transactions specific to drilling and energy companies, enabling them to streamline their operations through greater visibility and control of core business processes. Integrations carried out by the Group during each implementation over the past

six years have given it the opportunity of adding new, improved functionalities—these remain the property of Capgemini. EnergyPath has been chosen by many clients, including Atwood Oceanics and Marine Well Containment Company.

Other IP solutions have been wholly developed by Capgemini. Bookplan is a good example. It increases hospital efficiency by facilitating the planning and monitoring of surgical interventions, as well as all preparatory acts such as x-rays and tests. The solution also enables hospitals to communicate with patients via the new digital channels, for example to arrange hospital visits online or send patients text messages reminding them of appointments.

Continuously developed and refined by the Group's Danish teams over the past decade, this IP solution is currently used in 30% of Danish hospitals, including two major university hospitals.



Recently, the solution won a tender offer from hospitals in northern Denmark. Bookplan is also being developed by Capgemini's teams in Germany for use in that country.

IP solutions are used across all of the Group's business units. For example, the BPO Strategic Business Unit is continuing to enrich service offerings with IP content, enabling clients to benefit from its Global Process Model®—a set of processes drawn from best global practices, patented in the US and modeled in the workflow technology platform BPOpen™. Another IP solution is the IBX purchasing platform (a company specialized in purchase management, acquired by the Group in 2010), which enriches and differentiates BPO's procurement offer.

Expert Connect

**HERVÉ LEROUX,
PROSODIE-CAPGEMINI, FRANCE**

"Expert in Business Cloud, I help our clients to understand the importance of multi-channel cloud solutions that add a new dimension to customer relationships."

Expert Connect Profile:

<http://www.capgemini.com/experts/business-cloud/herve-leroux>





Prosodie-Capgemini—a supplier of proprietary front-office solutions

For Cyril Garcia, previously Global Head of Strategy and now CEO of Capgemini Consulting France, the acquisition of Prosodie in 2011 marked “the moment when Capgemini entered real-time marketing.” At present, half of all global purchases are digitally influenced, 7% of sales take place online and 40% are influenced by an Internet search. It is estimated that global mobile transactions will total US\$617 billion by 2015. The newly branded Prosodie-Capgemini is well positioned in the market as a front-office services provider, proposing solutions for all of the Group’s global clients. In 2012, Prosodie-Capgemini won several major contracts in France and Spain. For the French state health insurance scheme, CNAM, it signed a six-year contract for a calls management solution for individuals and healthcare professionals. The solution is based on Prosodie-Capgemini’s IVR (interactive voice response) platform (for call qualification management) and its Odigo cloud solution for call distribution. Odigo is implemented on 4,500 desktops spread over 80 internal call centers. The Odigo solution was also chosen by the French employment agency, Pôle Emploi. In 2012, Prosodie-Capgemini won a project with Total which was looking for a solution to collect a new eco-tax for heavyweight trucks introduced by the French government. Prosodie-Capgemini also won a contract with the Spanish telecommunications company Telefonica. The company chose Bakelite (a Prosodie-Capgemini brand for the design and development of mobile services and PC tablets) to design its mobile portal Mi Movistar, which will enable its customers to access a wide range of services.



Retailing and the Internet: shoppers’ changing faces

A Capgemini global survey of 16,000 digital shoppers across 16 developing and mature markets found that 60% expect all retail channels to have converged by 2014. However, more than half agreed that most retailers are not currently consistent in how they present themselves across channels.

The report also identified six distinct types or “faces” of shoppers:

social digital shoppers.....	25%
digital shopaholics.....	18%
occasional online shoppers.....	16%
rational online shoppers.....	15%
value seekers.....	13%
techno-shy shoppers.....	13%



Claire Hamant, *Journey*



AN INTERVIEW WITH WILLEM EELMAN, UNILEVER'S CHIEF INFORMATION OFFICER (CIO)

Willem Eelman has been CIO at Unilever since 2010, having joined the company as a trainee in 1989. He describes how one of the world's largest consumer goods companies is transforming its business with the help of IT.



Unilever's Willem Eelman with Capgemini's Paul Nannetti, Group Sales and Portfolio Director, and Pierre Hessler

We are all familiar with Unilever, but could you tell us more about your company—what are its origins and where is it going today?

Unilever has deep roots and a long history. Our founding companies go well back into the nineteenth century, with their origins in two entrepreneurial families, from the Netherlands and the UK, who merged their businesses in 1929. As a company, we have always been looking for new frontiers. From the earliest days there were subsidiaries in Africa, Asia and Latin America.

In the past, when you were operating in remote countries, people were generally left to manage the business for the good of Unilever. This gives us a strong, independent operating company culture that served us very well for many decades. By the 1980s, however, we saw a need to start to exploit scale much more—while retaining local relevance.

In 2009, when Paul Polman took over as our new CEO, he devised a compelling and galvanizing vision for the company, the Unilever "Sustainable Living Plan": to double the size of the business while reducing its environmental footprint, and to play an important social role by helping people to live better lives. The Plan has now been embedded into our strategy. It has fired up our people and drives their motivation, commitment and engagement, and it has become our business model.

Our new strategy is a four-pronged approach to achieve these goals. The first is about winning with brands and innovation. At the end of the day, we are a branded fast-moving

consumer goods business. Second, it is about collaborating and connecting with customers to win in the market. This involves, for example, joint business planning with our core partners, channel development, and unlocking new channels including e-commerce. The third approach concerns continuous improvement. You constantly need to take small steps forward to give you the ammunition to reinvest in innovation and in brand support. This provides volume growth, as well as cost benefits, as you leverage your fixed cost base. We call this the virtuous circle of growth. And finally, people: you will only win as an organization with highly motivated people.

What is the place of technology in this ambitious strategy?

Technology plays a big and growing part in all four elements of our strategy. Whether it is cloud, mobile—and what mobile technology now enables us to do—or big data and data analysis, all three, together with social networks, dramatically transform not just the way our brands are marketed, but our whole way of doing business. We bring together these four core technology trends with our four strategic thrusts, and exploit the technology to accelerate how Unilever executes the strategy.

For example, social media—where you can have a direct dialog with your consumers, and listen to what they are saying about you—is central to our brands' digital strategy. We always talked to our consumers via our adverts. We still do this, but technology now gives us the chance to talk with our customers—and there is a world of difference because we can build deep and engaging relationships with consumers.

This takes us back to Sustainable Living and our company's purpose. The stories you tell about your brands on social media have to be genuine. For example, the Dove brand is positioned as a caring brand that encourages women to find their inner, real beauty. If Dove contained non-sustainable or aggressive ingredients that did not fit with this image, the fact would be quickly spotted on the social forums.

What we are trying to achieve goes way beyond corporate social responsibility. We want to deeply penetrate, embed, and anchor this sustainable living thinking into our brands, into the way we operate. The underlying foundation is the same for all brands, but we allow each of them to find the right expression for their purpose, based on their roots and heritage.

Does this mean that global functions like yours need to play a more subtle and complex role than in the past? You want to ensure execution in line with the group's principles. At the same time, you have to leave enough space for the creativity of the brands, while ensuring that everything fits together.

You have summed up the challenge. Let me put it differently. How do you exploit scale to your advantage to drive out cost and leverage that scale, while retaining your local relevance, speed and agility? That is the Holy Grail that we are trying to find—the magic equation.

Here is how we do it for the digital world. As nothing can be more local than our brands, up to as recently as ten, or even five, years ago each brand had its own website. We replaced this fragmentation with a global capability where we host a digital presence, supported by a highly professional central group of people. This platform is now available to all our brands.

We are now able to support a global brand campaign, and transform it into 40, 50 or 60 local marketing activities in a few weeks—with a consistency that we could never have achieved in the past. We share digital imagery, make sure we have a consistent layout, give people state of the art apps. All of this has given people the freedom to work on a platform that supports scale—with the speed the marketing teams like and the business needs.

"Whether it is cloud, mobile or big data and data analysis, all three, together with social networks, dramatically transform not just the way our brands are marketed, but our whole way of doing business."

You are describing IT which is embedded into so many of Unilever's business activities. You cannot work like before!

That is right, and we have changed radically. Historically, IT services were organized around geographies. We still are, to some extent, but we also quickly created a pool of innovation resources, business-facing resources: I have a vice-president for IT innovation in marketing and R&D, one for business intelligence, another for customer and supply chain. Let me tell you how this works in practice.

For customers, Unilever's strategy is built around "Customer 2015." The strategy contains two key enablers: people, of course, and technology. Increasingly, we are able to get information on our customers in the Western economies from the cash register. This gives us amazing insights much more rapidly than in the past. How is innovation being taken up in the market? Which products and brands rotate quickly and which do not? Are our price points correct? Which brands are being bought along with other products and brands? What does that tell us about effective promotions? Which products should be put on the shelf and where? These are all ways of using big data analytics and information that only five years ago would have been very difficult to do at the scale that we now do it.

Maybe an even more important example is how Unilever exploits technology in the developing and emerging markets, where we derive over 55% of our revenues. The mobile revolution in those parts of the world is much faster than in the developed markets. Countries are leapfrogging fixed-line technology and moving straight to mobile. This allows us to empower our sales forces and our partners by collecting much more detailed information—which helps us to succeed in the marketplace.

For example, 2,500 distributors in India supply our products to around four million stores in rural areas. We also have a network of 50,000 Shakti ladies—"mini entrepreneurs" in rural Indian villages. They visit their local village shops, as well as shops in four or five surrounding villages, and present a range of Unilever products. They collect and record orders on their mobile phones. They have a little warehouse containing a few weeks' stock from where they supply the shopkeepers. Once a week, we collate the orders and automatically initiate a replenishment order to that village. And the next time the lady visits the shopkeeper, she knows



exactly what was bought the last time. We give her, on her phone, a recommended order list based on historical sales patterns. This is a very effective use of technology, in a way that is relevant for the market, and at prices and cost levels that are affordable for that market.

Would it be true to say that the Shakti lady is better informed than some of the company's top executives 10 or 20 years ago?

Absolutely! She has information at her fingertips when and where she needs it. This takes us back to big data, which we have thoroughly embraced. We have made big investments in our ability and capability to handle big data. But this is not for

In the future, I expect Capgemini to engage with us in helping to find the next discontinuity.

command and control by some executives in a room in London or Rotterdam, making decisions for Thailand, Indonesia or Germany. We created this capability in order to turn big data into real-time information relevant at

the point of decision-making. This information is based not just on what the consumer has bought in the past, but on demographic profiling derived from social networks.

Given that IT is such an integral part of Unilever's business fabric, what does this mean for your role as CIO?

My role is fascinating. It has moved from being Mr Big IT, with a focus on major, internal programs—Mr Back Office—to Mr Innovation and Mr Integration. I sometimes call myself a missionary because I show people what is possible, and help them find out how this can advance the business. The CIO always had a good relationship with supply chain and finance because they were the core internal processes. Today, my cooperation and my engagement with, for instance, our Chief Marketing Officer or our Chief Customer Officer are as deep if not deeper because of the role that technology plays in executing their strategies. Today's CIO needs to understand the business intimately in order to be able to play this role. And this is also true for the organization as a whole: at least a third of my teams are now completely business-facing.

You are playing such a big role in accelerating the transformation of the company—aren't you in effect the Chief Transformation Officer?

Technology is a key enabler for many of our current transformations. Because of the end-to-end nature of many of

the processes that we support, my team and I have a clear understanding of how their fundamental transformation can drive improved outcomes and results. The other angle of transformation I like is that it shows the discontinuity that we are in and how radically things have changed over the past five or ten years.

However, you have to ask: transformation into what, and for what purpose? And what happens after the transformation? For me, it is a continuous process, and what I like about our strategy with its virtuous circle of growth is the recurring nature. We are on a never-ending quest for new ways of working, exploiting everything to our advantage, inclusive of technology, to arrive at a better outcome for our consumers.

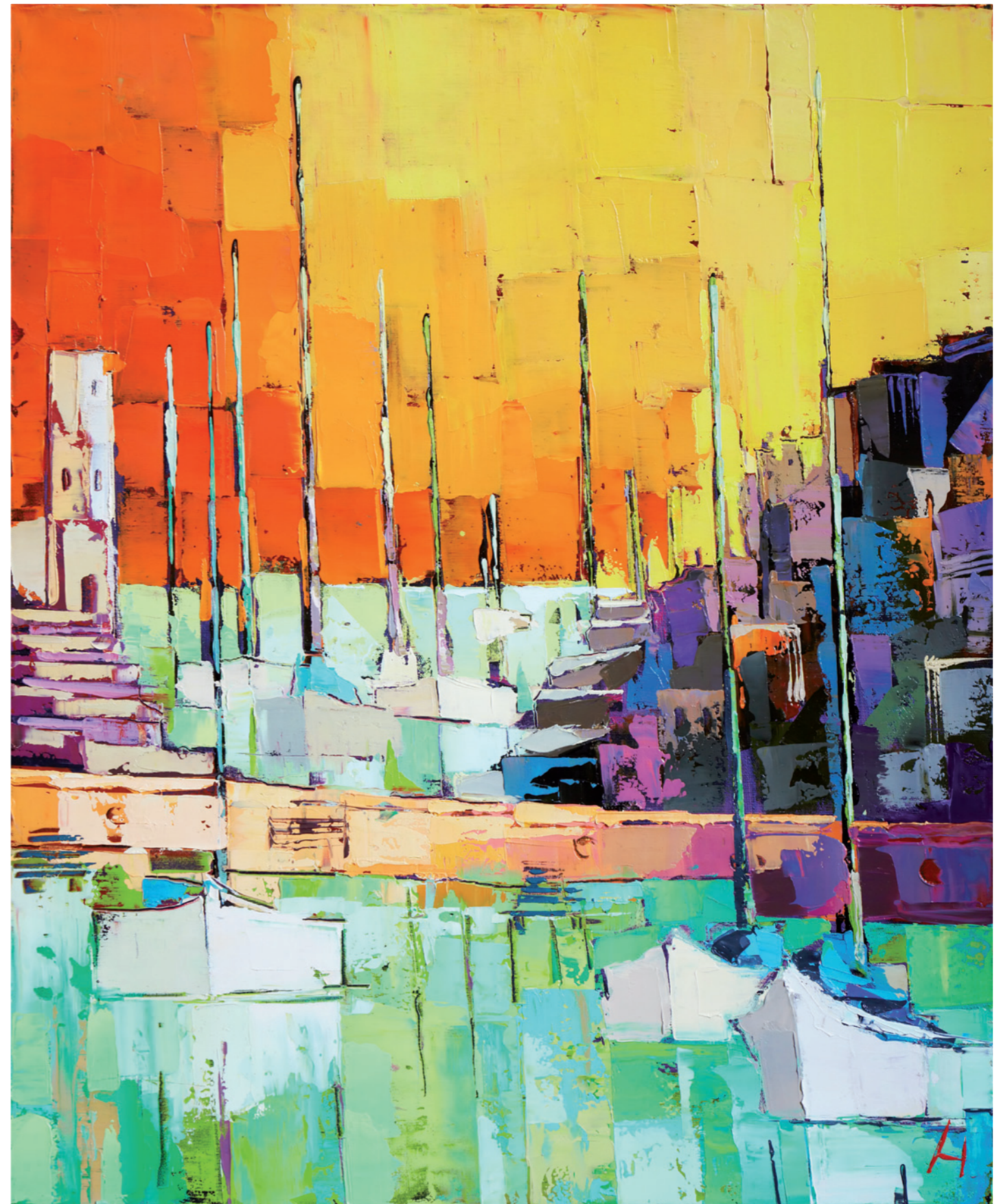
You have painted an impressive picture of your company, and Capgemini is very proud to be one of your strategic partners. When I look at our role today compared with what it was a decade ago, would you agree that it has changed dramatically?

Yes it has. Many of our local companies were involved with Capgemini in the past, but that was in the context of the then fragmented organization. Our new relationship dates back some ten years, when Capgemini took over our financial shared services in India. Capgemini now plays a significant role as one of our BPO partners, and we renewed that relationship a few months ago.

We have a true partnership in the big data area. We are more than halfway through a successful program called Connect, which merges Capgemini's expertise, insights and domain knowledge with Unilever's people and the business. The aim of Connect is to find the most business-relevant applications of big data, for which we build a coherent big data capability. This is where I see Capgemini really excelling. You understand that what is important is using big data to deliver benefits to the business, not just building the capability for its own sake.

From time to time, a business needs to make non-linear, transformational moves, and Connect is one of those shifts for Unilever. In the future, I expect Capgemini to engage with us in helping to find the next discontinuity.

Interview by Capgemini's Pierre Hessler



Katerina Nevolina, *Port at sunset*



Katerina Nevolina, *First rays*

Providing offers and solutions at the global level

Today's major geopolitical and economic upheavals are generating shockwaves in both emerging economies and mature markets. As Asia becomes a new center of gravity in terms of its economic power, Capgemini's clients need to adapt and determine where and how they can expand their businesses.

The "international" aspect has been inscribed in the Group's DNA since its earliest days. Today, more than ever, Capgemini is determined to play its "global hand"—a prerequisite for competitiveness. On the one hand, the Group is increasing its geographic scope by developing in the most promising regions, while also consolidating its productive forces, especially in India. On the other hand, it provides companies with offers and services designed to be rolled out on a global scale.

Clients are at the heart of Capgemini's global strategy. That is why the Group is strengthening proximity with its large accounts (Corporate Managed Accounts, or CMAs), managed by the Country Boards who are responsible for sales coordination in each of the Group's main markets, in close collaboration with all the Group's global business units. Capgemini has also launched an Account Management Strategic Initiative (AMSI) to steer 11 of its largest accounts, which are under the direct responsibility of a Group Executive Committee member.

■ Geographic expansion in growth regions, served by a global production model

North America—the world's leading IT services market—Brazil, China and Australia are all parts of the world where growing local demand is underpinning the Group's development potential. Capgemini is also locating its production centers in countries that allow its clients to make further competitiveness gains.

For example, India, China, the Philippines, Vietnam, Poland, Guatemala, Chile, Argentina and Morocco all operate the Rightshore® platform, a combination of offshore, nearshore and onshore production.

Brazil is also a promising production platform, especially for Business Process Outsourcing (BPO) services, while in India a growing number of team members are now mobilized to deliver services to a domestic market in full expansion.





North America—one of the Group's largest markets

With remarkable revenue growth of 16.4% in 2012, the Group achieved its second consecutive year of double-digit growth in North America. The region now represents just over 20% of total Group revenue, making it one of Group's most profitable geographies.

OVER THE PAST FEW YEARS CAPGEMINI HAS FOCUSED ON DEVELOPING ITS LARGE ACCOUNTS

This milestone was reached following a determined focus over the past few years on, first, developing the Group's large accounts,

often based in North America, and, second, its partners' new technology solutions.

The Group has also stepped up its efforts in key sectors such as consumer products & retail, utilities and financial services.



Silicon Valley/West Coast of the United States: innovation hub for new technologies

In the face of tough, local competition, Capgemini gained market share and won new contracts with leading brands American Greetings, SAB Miller, Brooks Brothers and Coca-Cola Refreshments.

Big data, cloud, mobility, social networks—clients are increasingly relying on Software-as-a-Service solutions to speed up their digital transformation. In the US, demand for the Group's SAP Business-as-a-Service solutions, for example, surged by 30%. The cloud aggregation platform Complete—Cloud Orchestration Management Platform End to End—has been well received. It enables clients to access the many cloud applications provided by suppliers such as Amazon Web Services (AWS), Microsoft Azure and Salesforce.



Latin America forges ahead

The acquisition in 2010 of CPM Braxis, Brazil's fourth largest IT services company, was a strong signal of the Group's ambition to expand in a rapid-growth region. That strategic decision has paid off, and Capgemini strengthened its position in Latin America in 2012.

In addition to the 7,500 team members of CPM Braxis, the Group now has close to 800 team members in Guatemala, 750 in Argentina, over 500 in Mexico, and 400+ working on outsourcing contracts in Chile, without forgetting its presence in Colombia.

In Brazil, a turning point in the year was reached with the signing of a major contract with Caixa, Brazil's fourth largest financial institution and the largest public bank in Latin America. For the coming 10 years, Capgemini will be the bank's preferred IT supplier. With its 40,000 service points, 52 million clients and 85,000 employees, Caixa has one of the largest IT budgets in Brazil. At the same time, Caixa purchased a 22% share in CPM Braxis.

For Chairman and CEO Paul Hermelin: *"This agreement is a milestone for our expansion plans in Brazil and Latin America, and we look forward to accompanying this major Latin American financial company in the modernization of its IT systems, building on our leading position in the financial sector."* For José Luiz Rossi, Director of Capgemini in Brazil: *"The presence of Caixa in our group of shareholders will bring unprecedented conditions for accelerated and sustainable growth over the short and long term. This strategic partnership will provide, in addition to volume and critical mass, development opportunities in the Brazilian IT services market."*

A new production center in Blumenau, Santa Catarina, in the south of Brazil, already accommodates 400 people, with capacity to grow to 1,200, primarily to serve the Group's BPO clients. Also in Brazil, in February 2013 the Group announced an extension of the global strategic alliance with EMC, the world leader in data storage, with the launch of a joint go-to-market agreement. Through this partnership, the two companies are jointly providing cutting-edge cloud solutions to their Brazilian clients, particularly in agribusiness and banking.



Detail of a fresco by Brazilian artist Eduardo Kobra, gifted by Capgemini to the city of São Paulo

Expert Connect

DENIS LAFONT-TREVISAN, APPLICATION SERVICES TWO, FRANCE

"Expert in Digital, I provide our clients with website and digital business solutions. My role is to ensure our clients understand and embrace the latest technologies to help them move forward and remain competitive."

Expert Connect Profile:

<http://www.capgemini.com/experts/web-and-digital-business-solutions/denis-lafont-trevisan>





India—a global delivery engine and source of innovation

India is one of the Group's main delivery hubs, with 41,000 Capgemini team members—one-third of the Group's resources—serving major global clients as well as domestic clients such as the State of Maharashtra, Gujarat Mineral Development Corporation, Dubai Customs and Sony India Software Centre. As well as UK and Northern European clients, many continental European clients are now calling upon the services of the Group's Indian production platforms—clients such as Nordea Bank AB, Deutsche Telekom, Schneider, Bayer and Volvo Cars.

Its Indian operations allow the Group to offer end-to-end delivery: the Indian sales team is working increasingly closely with all the Group's teams that are in close contact with clients. The strong offshore component of Capgemini's offer enabled it to obtain major contracts in 2012—for example, Unilever, Bayer and ANZ. For the Bayer contract, 530 employees of Bayer's India unit were successfully

SEVERAL MAJOR CONTRACTS WON IN 2012 THANKS TO THE QUALITY OF OUR OFFSHORE RESOURCES

integrated within a fully functional facility in our Mumbai office within a mere 11 weeks. For the ANZ contract, there was a seamless transfer of 360 ANZ employees to India.

In Business Process Outsourcing (BPO), more than 6,500 team members are employed in India (representing a 20% increase in 2012) from centers in Bangalore, Chennai, Kolkata, Gurgaon, Mumbai, Salem and Trichy. For more than 25 major international clients, they provide services

in finance and accounting, insurance, engineering, content management, procurement and human resources.

For Hubert Giraud, Head of the BPO Strategic Business Unit: *"Our resources in India make a strong contribution to our global business. They play a key role in providing our global clients with value add and the results they are looking for. This strong capacity, based on our deep understanding of finance and accounting, coupled with unique service offerings in procurement and supply chain, gives us a distinct competitive edge."*

India's centers of excellence are also an important source of innovation. They create offers and accelerators, and solutions for specific industry needs, and play a critical role in differentiating the Group in the marketplace. India hosts several such centers, including CALORIE (energy & utilities), CRESCENT (consumer products & retail), CHROME (manufacturing & automotive), CHIME (media & entertainment), CELLS (life sciences), CARES (tax & welfare), and COMMS (telecom).

In 2012, the centers of excellence launched a number of innovative solutions. CRESCENT created the Demand Driven Enterprise Framework that provides our retail & consumer products clients with a fully integrated supply chain across their entire sector. The CRESCENT All Channel Experience Solution helps clients to digitize their enterprise over various retail channels.

Another example: the CALORIE Digital Utilities Transformation framework gives utilities the means to re-invent themselves and adopt cutting-edge technologies, with reduced investment costs. It also helps infrastructures and supporting services to make the energy transition towards a sustainable, low-carbon economy.

Innovative global offers

"Faced with accelerating technology cycles, for several years now Capgemini has been providing its clients with offers on a global scale. The Group's strategy is to focus on the most promising market segments," commented Salil Parekh, Director of the Strategic Business Unit Application Services One. The first global service line, Business Information Management (BIM), was launched in 2009. This helps companies to take advantage of their wealth of data. Other global offers have followed, such as Testing Services and Business Process Management (BPM). For BPM, a global survey in 2012 of company IT directors and managers found that they are increasingly concerned with the importance of efficient, coherent and controlled business processes across the whole company, not only within each business.

In 2012, a new global service line, Mobile Solutions, was launched to help global clients develop and implement an effective global strategy. A recent global survey by US analyst Gartner showed that mobile technologies are the second priority of IT directors, after data analysis. This is one reason why mobility has become one of the most rapidly growing segments of the IT market. According to analyst Forrester, the mobility market could reach more than US\$17 billion by 2015.

The Group's offers target many different sectors managed at a global level. In each sector, Capgemini's global teams of experts are dedicated 100% to resolving problems and anticipating companies' technological and commercial trends. The Group is active in six sectors: the public sector, which implements modernization programs; the energy, utilities & chemicals sector, which helps companies tackle the dual challenge of constantly changing

regulations and ever-stricter environmental standards; the financial services sector, where rationalization and innovation, especially in terms of mobility, are crucial; the manufacturing sector, which permanently needs to boost its competitiveness; the consumer products, retail, distribution & transportation sector, faced with similar productivity constraints; and telecom, media & entertainment, where digital content is becoming increasingly important.

Syngenta: supporting a major company to global growth

Capgemini's partnership with leading agribusiness Syngenta continues to expand as the company's business grows. Over 700 BPO team members are currently working for the client. For Syngenta Business Services (SBS)—the back office that now delivers services to more than 50 countries across the globe—the Group set up a global value center and transaction solution. This transformation process has resulted in greater cost-efficiencies and improved controls and compliance across the organization. Using its Global Process Model® (GPM®) and its integrated network of delivery centers, the Group provides standardized, best-in-class business process services. As well as providing cost savings, the partnership has enabled Syngenta to rapidly scale up its operation in fast-growth markets, most recently in Brazil.

Expert Connect

ADITYA BHAGAT, APPLICATION SERVICES ONE, INDIA

"Expert in Business Cloud, I help our clients to understand that cloud offers immense opportunities for organizations of all sizes to realize economies of scale, faster deployments and immediate return on investment."

Expert Connect Profile:

<http://www.capgemini.com/experts/business-cloud/aditya-bhagat>





Financial services—facing radical changes

Since the beginning of the financial crisis in 2007, the sector has been undergoing a major and unprecedented shakeup. Business and cost models are changing in the face of tougher regulatory requirements such as Basel III and Solvency II.

Banks are forced to strengthen their balance sheets, reduce their costs, and build closer relationships with their clients. Technology, especially social media networks and mobile devices, is playing a key role in achieving these objectives.

Capgemini provides a wide range of services to financial services firms across the world from its delivery centers in Asia (India, China, Philippines and Vietnam), Europe, Latin America and North Africa. Increasingly, major financial institutions are attracted by this capacity to deliver global services.

While they may be operating out of the UK, the US and Singapore, with services coming from our centers around the world, they will deal with a single interface, thereby guaranteeing consistent quality of service.

With over 25,000 professionals dedicated to the sector, the Group provides management consulting, application development and maintenance, infrastructure services and Business Process Outsourcing (BPO) to clients across 40 countries and five continents, helping them to increase innovation and boost their competitiveness. We work with clients on transforming their business models in areas such as mobility, big data and cloud services.

"If Capgemini is a global strategic and industry partner," explains Thierry Delaporte, director of the Financial Services Business Unit, "this is thanks to a combination of assets: its unique breadth of offerings, global footprint, industrial-strength delivery and specialized domain skills in areas such as credit cards, claims insurance, core banking, payments and risk management and compliance."

A global offer to help companies manage corporate risks and compliance

Faced with an explosion of data, companies and organizations have to grapple with demands for greater transparency, as well as new regulations, legislation and security challenges. In 2012, the BPO Strategic Business Unit (SBU) launched Governance, Risk and Compliance services—the first BPO offer in this field to help companies proactively manage and mitigate risks in IT, finance & accounting, operations, statutory and regulatory compliance. These services are based on the Capgemini Global Process Model®, and leverage the BPOpen™ technology platform. Services will be delivered by the Rightshore® network of more than 500 qualified Certified Public Auditors and Certified Information Systems Auditors in over 40 countries, supported by the centers of excellence in Asia, North America and Europe.

Testing—anytime, anywhere solutions

"In most organizations, consistent and reliable IT applications and service delivery have become critical to their operations," says Michel de Meijer, Head of the Group's global service line Testing Services. "Global firms need to deliver continuous access, anytime and anywhere, often to thousands of employees and frequently millions of customers, over different types of mobile devices and are struggling with the challenges that this brings."

Clients increasingly need to call on a wide range of testing solutions for their mobile applications. In response to this demand, in 2012 Capgemini launched a Mobile Testing Center of Excellence in India.

One of the forerunners in the Group for cloud-based solutions, cloud testing is delivered in the form of Testing-as-a-Service (TaaS) and Testing-Platform-as-a-Service (TPaaS). A range of testing tools such as Perfecto Mobile, NeoLoad and Robotium are in use, combined with a private cloud solution that enables testing to be carried out from any of the Group's physical locations. Based in Mumbai, the center uses a highly innovative, cloud-based platform that deploys technology developed by specialist vendors covering functionality, usability, compatibility, performance and security.

By way of example, the UK's largest mobile operator and first 4G mobile network, EE, engaged Capgemini and its subsidiary Sogeti as its single integrated test supplier under a multi-year contract, providing a comprehensive managed testing service for the company across all IT operations.

The Group counts over 11,000 specialist testers across all SBUs and in 33 countries, delivering services to clients in North America, Europe and Asia-Pacific. Capgemini is recognized as a market leader in testing processes by analyst firms such as US company IDC and UK companies NelsonHall and Ovum—the latter ranking the Group as "No.1 Choice for Outsourced Testing Services."

Global Testing Community

The fourth Global Testing Community Meeting was held in Mumbai, India, from March 5 to 7, 2012. Over three days, the participants were able to share their sales and delivery experience, and learn more about the vision and business strategy for the Testing Services global service line. The theme of the event was innovation and industrialization.

Aruna Jayanthi, Director of Capgemini India, observed: *"The testing community is a genuine role model for how to engage and motivate a widely dispersed team—spanning geographies and business units."*

Expert Connect

CHARLOTTE MATTSSON, BUSINESS PROCESS OUTSOURCING (BPO), SWEDEN

"Expert in Procurement/Cloud IBX, I help our clients use cloud technology to transform their outsourcing, procurement and payment functions."

Expert Connect Profile:

<http://www.capgemini.com/experts/procurement-business-cloud/charlotte-mattsson>





AN INTERVIEW WITH PASCAL MATZKE, VICE-PRESIDENT AND RESEARCH DIRECTOR AT FORRESTER RESEARCH

An expert on the new technology forces reshaping the IT services market, Pascal Matzke shares his insights on what it means for IT services companies to be global in today's markets, and how they are helping their clients to manage four major technology disruptors that are having profound effects on their business models.



FORRESTER RESEARCH IS AN INDEPENDENT COMPANY THAT PROVIDES ITS CLIENTS WITH MARKET RESEARCH ON THE IMPACT OF TECHNOLOGY IN THE BUSINESS WORLD. FORRESTER RESEARCH HAS 19 OFFICES, INCLUDING 8 RESEARCH CENTERS, ACROSS THE WORLD.

What are the major technological and business challenges facing IT service providers' clients today?

Historically, the technology industry has undergone a series of transformations as a result of new, disruptive innovations. Yet these transformations happened one after the other, leaving time for the industry players to adapt; today, on the other hand, major technology disruptions are occurring simultaneously.

And these technologies are also changing the way in which they do business and how they organize themselves. Companies and organizations must manage mobility, cloud, big data and social networks from a business perspective. In terms of where companies are focusing their IT spending, there is a clear shift away from systems of record—the core infrastructures and enterprise resource planning (ERP) systems that focus on mere transactions—towards new systems of engagement that focus on the interaction with customers, suppliers and partners.

Of course, companies are still investing in those back-end systems of record, particularly to virtualize and consolidate their application environments and IT infrastructures. At

the same time, they are investing more heavily in new systems of engagement around customer relationship management (CRM), supply chain, and in collaboration and communication tools. IT service companies must help their clients to manage both the rationalization of systems of record and the build-up of systems of engagement.

How is the shift towards systems of engagement changing the relationship between global IT service providers and their clients?

Today's service providers have to build sustainable relationships and trust with a much wider group of client stakeholders, going well beyond the traditional CIO or IT services type of relationship. Business stakeholders and even executive management are taking much more control and ownership of IT sourcing and services decisions.

This is particularly true of services and solutions that directly support new systems of engagement with customers, partners, and even employees. Trends such as "bring-your-own-device" and consumerization—that drive the adoption of consumer technology within enterprises—are pushing these

new types of solutions into areas such as user productivity and collaboration. Employees are now increasingly part of the decision-making process. And as the business as a whole becomes more involved in key IT project decisions, clients' buying centers are becoming more fragmented.

Does this mean that IT service companies are helping their clients to bridge a cultural gap between IT and the business as a whole?

This is exactly what is happening. For decades, the relationship between the IT industry and its clients was a linear one—between the industry's technology engineers on the one hand and technology experts in companies on the other. Now that IT strategies need to be more in tune with business strategies and economic cycles, and because other stakeholders are influencing patterns of buying behavior, this linear sales relationship has broken down.

This means that, in some instances, companies such as Capgemini will not just act as a service provider but as an orchestrator channeling technologies supplied by other vendors to their clients. Because the new engagement systems often leverage cloud and social media technology, these traditional channel partnerships are also changing. So, for example, clients will often go directly to a software provider such as Salesforce.com.

What role does cloud play in these new delivery mechanisms?

Ultimately, cloud is one of the key enablers in moving away from the old mantra of IT vendors selling fixed capital assets, or services and capabilities, at a given price. Instead, IT vendors will provide circulating capital in the form of pay-as-you-go services.

Service contracts become more tied to business outcomes, so that clients are able to measure the value of the service delivered. Instead of being fixated with key technology cycles that are speeding up in any case, clients can really focus on the business value that the solution delivers.

Cloud has become an agent of change, making it possible for many of these new technologies to be delivered directly to end users. Often, clients pay with their credit card, rather than become involved in lengthy, sourcing negotiations. This is another disruptive factor that service providers have to deal with in their partner ecosystem and portfolio strategies.

They can do this by positioning themselves less as mere service providers and more as service aggregators and orchestrators that act as a single point of contact and have accountability towards clients, guiding them in a world where technology options are becoming more fragmented.

Companies such as Capgemini will not act only as a service provider but as an orchestrator channeling technologies supplied by other vendors to their clients.

Capgemini's collaboration with a major global automotive supplier is a good example of this new kind of supplier-client relationship.

The company wanted to introduce Google mail as a way of encouraging more collaboration, both within the company and with its partners and suppliers. In fact, the company was trying to instill a new organizational culture. Capgemini acted as an integrator of the solution, while also acting as a reseller of Google technology. In this instance, Capgemini was fulfilling different roles, beyond the traditional linear types of sales relationship. It was the aggregator, the orchestrator of the new technology, as well as being a change management agent for transformation through technology.

In view of the above, where do you see the biggest growth opportunities globally for IT service providers?

Their clients want to do business in their traditional markets, but they are also looking for their service providers to help them to articulate a global vision.

My counterintuitive view is that the greatest opportunities are to be found in the traditional markets of North America and Europe. In these regions, companies and organizations must shift to systems of engagement, and rationalize and streamline their existing infrastructures and application environments. For example, many companies are operating overly complex SAP ERP environments.

These need to be slimmed down and new platforms/architectures installed to support the building of the new systems of engagement, as well as their integration with more streamlined and rationalized systems of record.

We always talk about application rationalization as a kind of Armageddon involving hundreds, if not thousands, of legacy applications that will not only have to be renewed or updated but replaced with leaner, more stringent kinds of application architectures that can support the growth and uptake of those new systems of engagement. This is a big opportunity for IT service providers.

The same is true of IT infrastructures, where currently there are far too many silos and single-purpose data centers. Service providers need to move to a factory approach, enabling their clients to tap into infrastructure on an if-needed basis. They can also help their clients to virtualize their existing infrastructure, making them more nimble, lean and flexible,



better able to support new technologies. Of course, there are still huge openings in Asia, South America and other emerging regions where global service providers can build a market presence. IT service providers should take advantage of the many interesting “greenfield” opportunities in countries such as China, India and Brazil. Such opportunities will serve as beacons for companies in the developed world, in particular since we are often talking about the same global companies.

“A global delivery model is emerging in which new systems of engagement are being implemented more quickly and cost-effectively, to provide the scalable and flexible services that clients are demanding.”

In today’s IT service market, how would you define a balanced global delivery model?

The underlying value proposition of global delivery has changed. Several years ago the focus was on cheap labor arbitrage. Then there was a move towards process excellence as a key value proposition. Today, the global delivery model is increasingly serving the needs of clients, as well as those of IT service providers themselves, as they strive to embed the systems of engagement technology we discussed earlier.

Almost every large IT services company, whether headquartered in India or in Europe, views its global delivery functions more as global competence centers for accumulating knowledge and expertise around packaged solutions. These are not just built around technology, but based on new forms of business engagement processes. Competence centers are enabling providers to accumulate and manage

their Intellectual Property (IP) assets. They are reusing those assets on an ongoing basis by leveraging cloud technology for on-demand delivery mechanisms, and for developing and managing their new portfolio offerings.

Companies such as Capgemini are moving away from the old service provider value chain that involved planning, building and managing to one which is much more about assessing, composing and orchestrating. By providing recurring client solutions, rather than reinventing the wheel every time, portfolio offerings are becoming more scalable. This avoids time and resources going into customizing services for individual clients. This emerging global delivery model means that new systems of engagement can be implemented more quickly and more cost-effectively. The one-size-fits-all approach no longer works.

Do you see this major shift in the business model ushering in a new era for IT services?

Yes, absolutely, and it really strikes at almost every department of an IT services company. We discussed portfolio, and the fact that service providers need to move away from the selling of mere capabilities to the selling and reselling of IP and pre-built solutions. We talked about ecosystem partnerships becoming far more embedded in the whole services supply chain, and orchestration and aggregation capabilities becoming a fundamental element of any service provider’s business.

We talked about skills having to reflect business capabilities to a much greater extent, both vertical and horizontal. The same goes for sales incentive structures, which incentivize and reward building incremental value as opposed to one-time contract value. Therefore, you can look at this as a massive paradigm shift for service providers and their business models.



Alain Charles Richer, *Infinity alone*



Decoding global problems

Each year Capgemini publishes studies on topics of concern to global businesses, ranging from technology breakthroughs to how major economic sectors are changing. Here is a rapid panorama of the main publications in 2012, available at www.capgemini.com.

The Digital Advantage: How digital leaders outperform their peers in every industry

A Capgemini Consulting-MIT Center for Digital Business publication, this global survey examines how companies are using digital technologies such as social media, mobile, analytics and embedded devices to improve business performance or reach. The survey revealed that the most digitally mature companies are 26% more profitable than their competitors.



World Wealth Report 2012

Published with RBC (Royal Bank of Canada) Wealth Management, the report found that the population of high-net-worth individuals increased by 0.8% to 11 million in 2011, while overall wealth fell by 1.7% to US\$42 trillion.



Asia-Pacific Wealth Report 2012

This report, published with RBC Wealth Management, found that Asia-Pacific counts more rich individuals than North America. Asia-Pacific residents who have investable assets of \$1–\$5 million climbed by 1.9% in 2011, to 3.08 million. The region is growing in importance as a wealth management center, at a time when the world's rich are struggling to hold on to their fortunes.



European Energy Markets Observatory 2012

This annual report tracks progress in establishing an open and competitive electricity and gas market in the EU-27 (plus Norway and Switzerland), as well charting progress in meeting the EU's 2020 climate change goals. The study shows that in a period of economic uncertainty, governments and regulators are placing increased pressure on utilities, jeopardizing not only future profitability but also much-needed investment in energy infrastructure.



The Deciding Factor: Big Data & Decision Making

This global survey from the Economist Intelligence Unit was commissioned by Capgemini. It confirms that there is a growing appetite by companies for data and data-driven decisions, and shows those that harness data stay ahead of the game.



Business Cloud: The State of Play Shifts Rapidly

This independent study was conducted by Coleman Parkes Research for Capgemini based on interviews with 460 business and IT executives around the world. The report finds that cloud can no longer be viewed as simply an IT platform, but is a real business and technology driver that brings the benefits of agility, scalability, simplicity and flexibility. The Capgemini publication *Simply. Business Cloud* details how the Group approaches its role as cloud orchestrator.



Cars Online 2012-2013

This study draws on consultations with over 8,000 consumers in Brazil, China, France, Germany, India, Russia, the UK and the US to provide a detailed global analysis in areas such as vehicle buying behavior, customer profiles, social networks, energy-efficient cars, smartphone applications, connected cars, and after-sales services in the automotive industry. The study shows that greater use is being made of the Internet—from initial car purchase to the ownership lifecycle, as customers adapt their behavior to new technologies.



World Quality Report 2012-2013

Published by Capgemini and its subsidiary Sogeti with the collaboration of HP—an important player in the information technology industry—this fourth edition of the global report is based on telephone interviews across 25 countries. It found that most companies are struggling to keep up with the demands of the “access any information, anywhere, as soon as you can” age. More than two-thirds are failing to test their mobile applications properly, and less than a fifth is focusing on security.



Digital Shopper Relevancy

This study shows that shoppers everywhere, particularly those in developing countries, are looking for a seamless shopping experience across all channels—online, via social media, mobile devices or in actual stores. Bernard Helder, who heads the Group's global consumer products & retail sector, explains: “In today's complex marketplace shoppers are in control. Retailers must offer digital shoppers a client experience that harnesses all of the technology that's now available.”



Global community of architects

The 2012 Architecture Week provided 3,000 Capgemini architects and junior talents from 15 countries around the world with opportunities to share their skills and expertise with global clients, as well as build local and global networks.

“Turning technological innovation into business value” was the motto of the 2012 event. One thousand people participated online over the week. The event created a major buzz on Twitter, Facebook, Yammer, LinkedIn and Viadeo, attracting more than 25,000 podcast and many YouTube downloads.

Clients such as Adecco, Airbus, EDF and Alcatel-Lucent made many useful contacts with this professional community, as well as with each other. Several new projects were initiated by Capgemini. For example, Adecco is setting up a Global Enterprise Architecture for its operations in Europe and the US.

Airbus participants held lengthy discussions with Capgemini on innovative business process management projects.

EDF launched a project around agility and mobility, and Alcatel-Lucent initiated a study on project management for the products lifecycle in the US and France.

The 2013 edition will bring together all the Group's technology forces—its architects, software and infrastructure engineers.





3 Talents



Freddo Sacaro, Smoking room

125,000 talents—a combination of skills, diversity and responsibility

A services company, Capgemini draws on the knowledge, experience and commitment of more than 125,000 men and women of 120 different nationalities with a wide range of training and career backgrounds, based in more than 40 countries. As an international Group, great importance is placed on attracting and developing all these talents. Respect for diversity and attention to successful integration have always formed part of its culture. It is a Group committed to social responsibility through initiatives that match its founding values.

If the Group's clients see it as a global player in the IT services sector, it is because they know they can benefit from its resources and skills, wherever they are based. In fact, thanks to its Rightshore® global production model, Capgemini brings together the top talents from around the world to deliver the best solutions to its clients. The Group's teams' "Niaque" (a French term meaning fighting spirit), their sense of creativity, initiative and competitiveness, all put to the service of clients, was what helped it to win many contracts—large and small—in 2012.

Best practice in India

The Indian human resources team for Business Process Outsourcing (BPO) was chosen from more than 500 nominations as having the "Most Mature Workplace Practices" at the 2012 India Human Capital Summit. The Summit recognizes the best HR management practices that make a contribution to companies' success. The prize acknowledges companies that introduce high-quality working methods to better serve their clients.

The right talent, in the right place...

...and at the right time. For Aymar de Lencquesaing, Group Resources Director, "the Group's ambition is to play in our industry's Champions League, with the best onshore and offshore talents supporting our targets for growth and profit." With global manpower of over 125,000, the Group took an important step in 2012. India, the first country in terms of manpower, plays a key role in the Group's global delivery network. Another 10,000 recruits were added in 2012, bringing the total of team members in India to 40,000. Poland is another major Rightshore® strength, and our Polish teams crossed the 5,000 team-member threshold in 2012, making the country the seventh largest in the Group.

The Group also demonstrated its ability to recruit and develop young graduates (40% of recruits in 2012 with less than two years' experience). We face a key challenge in ensuring that we have the right talents with the right skill-set for our clients' needs. This is why all new employees benefit from special training to help them to rapidly integrate into the Group.

Furthermore, so that Rightshore® can play a greater role in end-to-end delivery and sales support, the Indian teams are progressively being strengthened by more senior talents, creating new career opportunities for our Indian team members.





The art of attracting and integrating Generation Y

To attract young recruits, we have adapted our recruitment methods to the needs of Generation Y, avid users of Facebook, LinkedIn, Twitter and YouTube. A range of digital tools are provided to help new recruits successfully integrate—for example, the internal social network site Yammer, the communication tool GIMS, the MyLearning training catalog, the Talent intranet, and the knowledge management tool KM2.0. As a measure of how swiftly we have been able to integrate and develop these young talents, today we already have the first Generation Y managers supervising their new hires. And we go on: in 2012 we developed career and competency frameworks which will give more visibility to their talents and help them to progress and develop within the Group.



Indian Super Techies Show—Cpgeemini on primetime TV



The Cpgeemini Super Techies Show, in partnership with a major media group (ET NOW)—a first-of-its-kind reality TV show for IT professionals—was broadcast on Indian primetime TV over eight weeks last summer. The aim of the show was to boost recruitment in India and reinforce awareness of the Cpgeemini brand. The show featured real-life business challenges addressed by 21 teams, each made up of two young IT professionals.

The theme for the final episode was “How technology can make learning more effective for the underprivileged.” The winners were Bhushan Pradham and Rajineesh Mittal, both of whom work for the same Indian telecom operator. For Aruna Jayanthi, Director of Cpgeemini India: *“India has a rich technology community which is constantly coming up with ideas, innovating and delivering technology solutions. Cpgeemini’s Super Techies Show was a platform for bringing together these ideas and stimulating innovations in response to the demands of clients. It was also an opportunity to recognize the contribution of this community which has helped India to become a global IT superpower.”*

Speak directly to Cpgeemini’s experts at cpgeemini.com

The Expert Connect digital platform features more than 100 experts from around the world covering all the Group’s expertise, sectors, technologies, solutions and service lines. The experts, who are all directly accessible, also share their experiences via their blogs. Expert Connect has already generated more than 75,000 conversations, and the experts have posted many videos. Expert Connect was named the winner of the professional services category at the 2012 Marketing Excellence Award ceremony organized by the UK’s Chartered Institute of Marketing. This initiative is a good example of Cpgeemini’s determination to open new communication channels with its target audience, drawing on the latest interpersonal digital technologies.

Expert Connect

AMY MAYER, APPLICATION SERVICES ONE, UNITED STATES

“Expert in Oracle Analytics and Big Data, I work with our clients on their strategies for implementing Oracle analytics and big data strategies, enabling them to derive greater value from their most important asset—their people.”

Expert Connect Profile:

<http://www.cpgeemini.com/experts/oracle-analytics-and-big-data-strategy/amy-mayer>



Long-term investment in training and professional development

In a business climate that is becoming ever more competitive and globalized, career management at all levels has never been more vital. That is why Cpgeemini is increasing its investments in training.

Almost 110,000 team members took part in training in 2012, 8% more than during the previous year, making up a total of 4.25 million training hours. The number of online training programs grew by 93% over the year, to a total of 1.41 million hours. Team members are increasingly enthusiastic about this type of training, which now represents 33% of all Cpgeemini training hours. Performance evaluation is also one of our top priorities. In response to clients’ needs, we adapt our appraisal, development and promotion methods. Great care is taken in promoting our senior talents.

Setting out rigorous criteria, in which motivation plays a large part, we promoted almost 100 team members to the

4.25

million training hours

1.41

million online program hours

rank of associate director, or vice-president in common international parlance. This move brought the number of Group vice-presidents in 2012 to 1,300.

In a world where technologies are evolving almost on a daily basis, it is a major challenge to have the right people with the right skills in the

right place. This is why we launched a program in 2012 to open up dialog between manager and employee as a way of evaluating current skills and discussing how these might be developed for future needs. The program is already up and running in some of our business units, and will be implemented across the entire Group in 2013.

A University for all team members

In 2012, Cpgeemini University provided training—on site or at a distance—to some 101,000 team members (81% of total manpower). This involved more than two million learning hours, 48% of the total training provided by the Group. All team members, wherever they are based, can access the University’s programs. The international aspect of the training was reinforced in 2012. A common integration program was designed for use in India, France, the United Kingdom and North America. The program was rolled out during the second half of the year, and 300 team members have already taken part. The aim is to ensure that recruits are quickly brought up to speed on the Group’s portfolio of offers, the importance of the Rightshore® model and also on the client-oriented spirit of this multicultural company. In 2012, Cpgeemini



won three Learning Excellence Awards from the Brandon Hall Group (a specialist training consultancy), including a silver award for the University in “Best Use of Mobile Learning.” The University’s Director, Steven Smith, said: *“We are proud to receive these awards*

which recognize our global know-how in training and development. They are testament to Cpgeemini University’s high standards, best practices and innovative learning methods within the industry.”





David Cintract in his studio

“Champions League Orientation”

Its vice-presidents are the Group’s main managerial force. Every newly appointed vice-president, whether recruited externally or by internal promotion, joins the Champions League Orientation program at our University in Les Fontaines, near Paris.

All participants work in teams on the challenges linked to our ambition to play and win in the Champions League. They are supported by experts from disciplines as diverse as social media, big data and cloud, and professionals from the theater and advertising. The Champions League Orientation program was a finalist in the 2012 Peer Awards for Excellence sponsored by *The Independent* newspaper in the UK.

Connect & Drive: networking and developing high potential

Connect & Drive is a leadership program for high-potential managers in Application Services Two, the unit that draws together team members who provide IT systems integration in continental Europe. Participants work in multidisciplinary teams during the year-long program. The program’s aim is to help participants understand how to become a leader in Capgemini, equip them to work in complex environments, open their minds to new ideas that will help them to serve their clients and to make a contribution to innovation across the Group. Each team takes on a real business issue, whose resolution demands a strong dose of creativity. The proposed solutions are presented to the Application Services Two leadership, and the winning proposal is selected for execution.

What the participants said about Connect & Drive

“It was a great chance to improve my leadership capabilities.”

“I got real exposure to working in an international context.”

“It was great to get the opportunity to exchange with top management.”

Building bridges with the education system

Capgemini UK is providing strong support to the UK government’s initiatives to get more young people into work and to bridge the gap between education and employment. Over 170 IT apprentices were hired in 2012 and a similar number is planned for 2013. Two types of apprenticeship are on offer: a 12-month advanced apprenticeship program aimed at those aged 16-plus with a good intermediate school certificate; and a five-year higher apprenticeship program for those aged 18-plus with good A-levels. The two programs offer options to gain a diploma accredited by Capgemini, with day release for college attendance.





Testimonials from two new vice-presidents



CHITRA VISWANATHAN worked as a programmer for an Indian IT company at the start of her career, and then rose to management level. Since joining Capgemini in 2011, she has focused on three improvement areas: onshore-offshore collaboration, project management, and resource and quality management—*“the right person, in the right job.”*

“For me,” Chitra says, *“Capgemini is a company with an exceptional scope, able to respond to the diversified needs of the global market. The constant search for best practices, emphasis on the development of team members, its rich partner ecosystem—all of this gives us a highly stimulating working environment, imbued with a sense of enterprise, freedom and creativity. I have also had the opportunity to work with great professionals, who have given me the benefit of their knowledge, as well as guiding me and giving me career opportunities. It is a great honor to be promoted to vice-president. I am aware of the responsibilities, and am grateful to Capgemini for recognizing my contribution by welcoming me into this community.”*

ARJAN MEIJER began his career with Sogeti Netherlands in 1996, working on quality management. Two years later, following a management development program, he moved to the sales division. There, he held various roles, from new business development to sales manager for several major accounts in the Netherlands. In 2012, he became manager of the Business Technology division. Just six months later, he was promoted director of division with Sogeti Netherlands.



As Arjan explains: *“Every day our 400 team members—analysts, architects, project and service managers—provide our clients with Sogeti’s technology solutions, helping them to achieve their business goals. What motivates me? Working as part of a team to win, securing deals, seeing my team members grow and gain confidence and, last but not least, making Sogeti a great place in which to work.”*

Learning with clients

During 2012, the University organized three Business Priority Weeks to develop team members’ skills in partnership with clients such as Coca-Cola, Warner Bros and Syngenta. These occasions brought together more than 1,000 team members. The week focusing on the theme “How to win the value battle with our clients through cloud, big data and mobility” attracted 320 participants.

During this week, BPO’s client Syngenta—a global biodiversity group—presented a real business challenge: “How can Syngenta use new business models and platforms to enable growth?” In co-creation sessions, team members were invited to come up with solutions.

“We greatly appreciated this stimulating and rewarding experience,” concluded Carol Murphy, BPO’s Contracts Director for the Syngenta account: *“The co-creation sessions*

worked well, generating new ideas and identifying new opportunities for us to achieve our growth targets. The sessions also enabled us to come up with a valuable solution for the client to take away. I can’t think of a better way to demonstrate all that Capgemini can provide to a client.”

Finally, in January 2013, Capgemini Consulting organized a Virtual Winter Week. The web-based event attracted 720 visitors from 16 countries and included a Virtual Campus Networking Forum Bar. Capgemini Consulting explained how the Group’s subsidiary is helping clients from different sectors, such as Air France-KLM, BNP Paribas, Siemens AG, Volvo and Warner Bros, to achieve their digital transformation.

“HOW TO WIN THE VALUE BATTLE WITH OUR CLIENTS THROUGH CLOUD, BIG DATA AND MOBILITY”

A socially responsible group

Being socially responsible in its day-to-day business is not always easy for a global group. In dialog, respect for the environment, ethics, training, for example, action speaks louder than words. Capgemini sees it as its duty, of course, to rise to these challenges in whichever country it operates. In 2012, the Group strengthened its ethics and compliance policies and launched new initiatives in the area of social responsibility.

Ethics—a constant concern

In line with its founding principles, the Group’s business practices have been permeated by a commitment to ethical behavior. Precise standards were set out in the Code of Business Ethics (2010), the Anti-Corruption Policy (2011) and Competition Laws Policy (2012).

Hervé Canneva, the Group’s Chief Ethics & Compliance Officer, explains: *“Since 2010, we have globally rolled out what we call the ‘three ethics pillars’ of the ethics and compliance program—the code, and the anti-corruption and competition policies. There is still work to do and we must pay special attention to strengthen our culture of responsibility by making sure that every one of us always puts ethics first.”*

- The Group’s 7 core values
- honesty
 - boldness
 - trust
 - freedom
 - team spirit
 - modesty
 - fun

Social responsibility at the heart of our reputation and attractiveness

Promoting equal opportunity by providing access to education and employment, encouraging diversity, and working to reduce our carbon footprint are among the Group’s major concerns. They also stand for attractiveness, reputation, people reaching their full potential, winning the loyalty of all team members and all those who share our values.

New agreement to integrate workers with disabilities in France

Since 1995, Capgemini in France has taken steps to integrate people with disabilities. On October 31, 2012, a new agreement was signed with the employee representatives to increase employment levels through the introduction of apprenticeship schemes. The Group also supports a number of initiatives that are helping to end stereotypes about disability.

The Merlin center in the UK—another energy efficiency award

The UK’s data processing center, Merlin, at the cutting edge of technology on its launch in 2010, has received international recognition as the most energy-efficient data processing center in the world. Since 2012, Merlin has operated according to the European Union’s good practice regulations.





Long-standing support to the Naandi Foundation in India



For many years, Capgemini and its team members have supported the Naandi Foundation's Nandi Kali program to provide vulnerable Indian girls with an education.

In 2012, the Group's Norwegian teams helped to open ten new libraries in Mumbai. Team members from Capgemini Germany set up an Internet site www.naandi.de to publicize the Foundation's work and to encourage support for the project from outside the Group.

Social dialogue—listening makes for better understanding

The Group maintains an ongoing, open and transparent dialog with its employee representatives. The International Works Council (IWC) is the forum for bringing team members' issues and concerns to the attention of management.

To widen the debate, IWC meetings, chaired by the Director of Human Resources, Jeremy Roffe-Vidal, are opened up to representatives from North America, India and Brazil. In 2012, as well as the regular monthly meetings, IWC delegates were invited to a number of seminars on topics ranging from strategy, to career management and working conditions, affecting the life of the Group. As Jeremy Roffe-Vidal explains:

"Chairman and CEO Paul Hermelin always attends these meetings to explain the Group's strategy, as well as to engage in open discussions with employees' representatives."

Capgemini supports young entrepreneurs in the UK

In October 2012, eight young entrepreneurs from disadvantaged backgrounds were invited by Prince Charles's Foundation, the Prince's Trust, and Capgemini's Financial Services Business Unit to a coaching workshop near London. The aim was to help the young people develop their business plans and find solutions to their business challenges. During this event, over 30 team members from Australia, India and North America supported these entrepreneurs, who benefited from a grant from the Prince's Trust.



Over 90-minute sessions, the team members had to work alongside the young entrepreneurs—one of whom gave his overall impressions: *"Capgemini were so accommodating with their support, ideas and advice. I have to admit I felt a bit intimidated when I saw all the suits coming in, but they were a very relaxed group, and I picked up lots more than just the information they spoke about. I can't wait for the next event!"*

Women@Capgemini

This is a new strategic program to establish broad guidelines for encouraging gender diversity across the Group. Women@Capgemini aims to leverage all Capgemini's talents to deliver better results to clients, partners, shareholders and team members. Based on "equal opportunities, equal chances" principles, the program is articulated around four pillars: recruiting, retaining, and developing women, and changing corporate mentalities.

The Group is convinced that the Women@Capgemini program will drive business with its clients and partners, contribute to improving results, create a more inclusive and balanced workplace environment, attract talents, strengthen its ethics DNA and allow women to flourish. Women currently make up 28.1% of the Capgemini workforce, with 34,000 team members out of a total of 125,000 at year-end 2012. In 2012, 31% of recruits were women, thanks to growth in Asia-Pacific, Central and Southern Europe and Latin America.



David Cinctax, *Candy Box Mercury*

Team members are encouraged to reduce their energy consumption

To reduce its carbon footprint, Capgemini has put in place a rigorous system for collecting and reporting environmental data. This provides the essential information needed to identify potential savings in terms of emissions and cost. Deployed in 2012 across most of the countries where the Group is present, it has already led to important savings, especially of energy.



4 Competitiveness



Freddo Sacaro, *Sunday in the museum*

Greater value at the best price—the winning formula

In today's tough business climate, Capgemini's clients are under growing pressure to be more competitive, and they rely on their IT systems to help them achieve that goal. They are looking for cost-effective, reliable and high-quality services, delivered at the right time. With this in mind, the Group took several steps to sharpen its competitive edge in 2012.

Today, virtually the entire IT services industry has been industrialized. Its production centers are adopting and adapting the best factory methods: assembly lines and series, specialization, methods, standardization—as well as careful and shared optimization of Lean Management.* As shown in this article, Euroclear is a good example of these shared practices, which have opened up new areas for collaboration between Capgemini and its clients.

In the past, competitiveness often meant transferring production to countries with an abundance of cheap labor. This is no longer the case: offshore is still necessary, but not sufficient. Increasingly, competitiveness is about improving production methods, and 2012 saw Capgemini take several decisive steps in that direction.

Another change emerges from the fact that the Group's clients will no longer settle for an applications portfolio for their use only. Nowadays, they are making many applications—usually mobile—available to their own customers. This means that the quality of applications is immediately transparent—and thus becomes a key factor in gaining competitive advantage. This is one reason for the renewed importance of software testing, an area where Capgemini has strengthened its leading position.

Industrialization and Lean—the same battle!

Capgemini aims to produce services with the best possible quality/price ratio. A first solution—and one where Capgemini has led the way—was to provide services from offshore. Today, however, the Group is coming up with new solutions. To remain competitive, Capgemini has built and is constantly expanding its global production tool, organized on industrial lines. Of course, custom-built services are still provided for individual clients, but the Group's growth and profitability rely on its ability to produce large-scale services for many clients.

Constant performance improvement is built into each project and all production centers. At every step of service delivery there is a drive to optimize costs and processes, pushing standardization for the benefit of the Group's clients.

*Lean Management was first introduced by Toyota in the 1950s. Following its spread to other types of industries, around a decade ago the services sector began to be attracted by its principles. The aim of Lean is to focus on the value to clients and reduce all activity which does not contribute to increasing that value.





CAPGEMINI CLOSELY COLLABORATING WITH EUROCLEAR ON END-TO-END LEAN IT

Based on an interview with Anne Swaelus, Managing Director of Delivery Excellence Applications Development and Maintenance Division and Marc de Rycke, ADM Leader, Euroclear Group, conducted by Lambert Swillens, Capgemini's Delivery Leader for Euroclear.



Anne Swaelus and Marc de Rycke

Euroclear Group, headquartered in Brussels, is the world's largest provider of domestic and cross-border settlement and related services. With 18 offices around the world, including in Singapore and Dubai, Euroclear provides post-trade services for transactions involving domestic and international bonds, equities, derivatives and investment funds. Its turnover—the value of securities transactions settled for clients—was €542 trillion in 2012. The value of securities held for clients rose to an unprecedented €23 trillion at year-end 2012, and around 160 million transactions were processed during the year.

IT systems are critical to the smooth functioning of Euroclear's operations. And in the highly competitive market in which it operates, the development of value-added services is a must. To achieve these aims, three years ago Euroclear decided to change its IT strategy, moving from a "big bang" renewal of core systems to a gradual upgrade and revamping of its applications portfolio. All this, while providing innovative, low-risk and high-quality services that are crucial in a highly regulated and systemically important environment.

In 2012, Euroclear decided to move to a "preferred partnership" relationship for the applications development and maintenance (ADM) activities of Euroclear Bank. It chose Capgemini because it wanted to rely on a "real IT partner"—one with the capacity and ability to execute large sections of the IT roadmap in a cost-effective manner. Capgemini had previously worked for eight years as one of Euroclear Bank's three ADM providers, delivering projects aimed at increasing client satisfaction levels.

Under the new outsourcing contract, Capgemini will provide IT development and maintenance services on Tandem, Mainframe and Windows technology. Around 150 team members from the Group's Financial Services global business unit in Belgium and India (Hyderabad and Chennai) will be working on the contract. This is a five-year partnership agreement encompassing Euroclear's legacy IT landscape, including the company's major business programs, and its "IT-Vision."

A win-win Lean partnership

Euroclear introduced Lean management across Euroclear Bank's operations teams in 2007 with some impressive results. The aim was to improve effectiveness and efficiency, while improving client satisfaction and productivity. Lean was then extended to the IT team in 2009, where it made a noticeable impact on predictability, deployment, improved standards and methods. This was achieved through the combination of a top-down global framework and consistency, with bottom-up applications of standard operating procedures. As the Euroclear annual report states: "Lean empowers staff members to take ownership of day-to-day improvements in procedures and to look proactively for flexible solutions to support the business."

In this period of Lean implementation, Capgemini and Euroclear team members took part in joint workshops aimed at assessing the fit between Euroclear's Lean principles and Capgemini's Lean Foundations® that were being developed around the same time. Once it was decided that the two Lean approaches were compatible, a more collaborative relationship was quickly established, leading to the "preferred partnership" contractual relationship agreed in 2012.

Lean is delivering real results for Euroclear

The preferred partnership with Capgemini is delivering continuous cost reductions and quality improvements in the work conducted by Euroclear's ADM team. These are being achieved through a mixture of productivity gains and by leveraging Capgemini's Rightshore® resources

model. Key to its success is open and continuous communications between the Euroclear and Capgemini teams. For example:

- daily stand-up meetings and shared digital whiteboards—to manage project delivery flows and key performance indicators for improved operations;
- resolution of most issues within the same day;
- leveraging the A3/problem-solving sessions approach to arrive at a common agreement on the root cause of bigger problems, and how to solve them;
- review and development of standards, e.g. to optimize reviews for agile development projects;
- a common capacity plan for demand processes and improved flexibility by means of cross-skilling, up-skilling and skill management;
- talent reviews for key people;
- workshops with key people from both firms several times a year to carry out structured analysis of the "voice of the consumer;"
- Capgemini's early participation in business case reviews for new projects; and
- an exchange of standard operating procedures to drive standardization and efficiency for common operations.

The maturity and compatibility of the Lean way of delivering and improving services are now well established. Euroclear and Capgemini are both clear that Lean, employed on an end-to-end basis, and embedded in the new contractual relationship, will be a key enabler in both companies meeting their obligations—Capgemini to its client Euroclear, and Euroclear to its own customers.

Euroclear's 3,500 employees provide post-trade services to millions of retail investors and to 2,000 financial sector clients. Euroclear Bank, the international central securities depository of the group, offers a single access for post-trade services in 45 capital markets. Also a single-purpose bank, it is authorized to provide certain banking services to facilitate settlement and enable its clients to optimize their assets. The company owns EMXCo, the UK's leading order routing system for investment fund transactions.



Launch in 2012 of Capgemini Lean Foundations® 2.0

Industrialization goes hand in hand with Lean tools and methodologies. Capgemini sees Lean as much more than a set of tools and methodologies for reducing costs, removing waste and improving operational efficiency. Its Lean approach involves building a close relationship with clients and collaborating with them to achieve excellent customer services through a process of continuous improvement. Already, more than 9,000 team members are working on contracts using Lean tools.

To speed up the use of Lean, the Group launched the Capgemini Lean Foundations® 2.0 in 2012—a set of best practices developed over two years using Lean in outsourcing contracts. These best practices are now applied to Appli-

cations Management (AM) and Infrastructure Management (IM). Capgemini is capitalizing on this momentum to develop a “Lean attitude” across the entire Group—for example, daily stand-up meetings and A3 problem-solving sessions.

The interest of the Lean approach is clear to Capgemini’s teams—and its clients benefit from greater efficiency and improved quality of work. However, Lean’s beneficial effects do not stop there. Its effects are multiplied when the two teams—Capgemini’s and the client’s—work together, leading to new, more collaborative working practices. This is for the greater good of everyone, including the client’s own customers.

Business Process Outsourcing (BPO) transformed through standardization

The Global Process Model® (GPM®) is the innovative approach of the BPO Strategic Business Unit for transforming companies’ working practices. It works on the simple principle of an instruction manual in which the best global practices are identified in a database, assembled for the client into a clear set of processes, accompanied by operating procedures.

GPM® is available for accounting and finance operations. A database of more than 700 well-defined components, with seven levels of detail, enables the Group’s clients quickly to assemble, adjust and roll out their own global processes—on the top-quality and highly competitive, standardized BPOpen® technology platform.

Expert Connect

MAMATHA UPADHYAYA, APPLICATION SERVICES ONE, INDIA

“Expert in Big Data Analytics, I help our clients understand how big data analytics underpins every business decision they make.”

Expert Connect Profile:

<http://www.capgemini.com/experts/business-analytics/mamatha-upadhyaya>



Transformation of production models

To provide its clients with greater quality without increasing costs, Capgemini is transforming its core delivery models in three ways: creating multi-client production units for applications management; managing and invoicing infrastructure services according to the service provided, rather than on the basis of hours worked; and adopting shared services for project management.

Multi-client production units: an industrial route to value and innovation

In traditional industries, the rationalization of manufacturing goes hand in hand with quality improvement. Production chains, initially specialized by product, have become flexible to allow several products to be produced on a single assembly line. Capgemini has adopted a similar principle for applications production and management.

The Group has set up multi-client production units in India and Morocco, where software is adapted and deployed, and customized application solutions are developed. This type of organization provides two main



Team members in Morocco

advantages: cutting-edge skills can be shared between several contracts, and standardization benefits—such as common definitions, service catalogs, tools and methods—can be fully exploited. The production unit’s own valuable

resources also create a favorable environment for innovation—recent examples include performance dashboards, updated in real time, and accessible both to the client and Capgemini team members.

New management model for infrastructure services production

Thanks to advances in cloud technologies, the market is now moving towards the standardization “by catalog” of infrastructure services. Until recently, the management of production in terms of infrastructure was largely based on the number of hours/people provided by the day or week.

To harmonize the offer and production methods, the management has had to evolve: the new basis is the unit-based service catalog, and the quantity of services produced for the client. This transformation of infrastructure services management was launched in 2012, with priority given to offshore centers.

THE MARKET IS NOW MOVING TOWARDS STANDARDIZATION “BY CATALOG” OF INFRASTRUCTURE SERVICES, THANKS TO DEVELOPMENTS IN CLOUD TECHNOLOGIES

Capgemini project leaders released from internal tasks

In order to bring projects to a successful conclusion, project managers have to satisfy a number of complex requirements. They have not only to meet the needs and expectations of clients and ensure the technical success of the project, they also have to manage all the administrative and financial aspects of complicated, and sometime valuable, contracts.

To reduce the time they spend on these aspects of internal management, Capgemini’s project managers can draw on a range of services—all shared between multiple projects and clients via offshore centers in India and Morocco. Shared services include project monitoring, financial reporting, documentary and quality control management. Tools such as these ensure that project managers have more time to collaborate with the teams working with the clients and also enable them to devote most of their energy to the technical and human aspects of projects—keys to success.



Rigorous software testing and competitiveness

Capgemini's clients know that being competitive depends, more than ever, on rigorous software testing. The slightest software defect is quickly spotted by their customers, any lost connections lead to lost revenues, while news of defective services will quickly spread via social networks. For all these reasons, testing standards have become more rigorous. Capgemini, a leader in this area, has had to respond in order to strengthen and consolidate its competitive position. In 2012, the Group focused its efforts on industrializing its offers and production methods, and the analysis tools for its clients' applications.

Creation of Managed Testing Services

Keen to consolidate their software testing, a number of companies and organizations are handing over testing to a single supplier. In response to this demand, Capgemini created a Managed Testing Services (MTS) offer, with its three delivery frameworks: One Team Project, One Testing Process and One Transformation. With MTS,

and tools to manage the quality of testing throughout the application lifecycle. This "Shift-Left" approach will enable clients to test early in the software development cycle, leading to fewer defects, higher quality and reduced costs. The Group's transformation offer is based on these principles.

Industrial-level production

The Group is constantly looking for ways to increase the competitiveness of its testing service by boosting industrialization levels in the Rightshore® centers. In the Test Factory and Managed Test Center units, the Group has developed models such as TestManagement Approach™ (TMap™) and Test Process Improvement™ (TPI™), the industrialized, high-value, repeatable and reusable testing solutions. In software testing, innovation and industrialization go hand in hand. Capgemini expects to make substantial progress in terms of automating procedures and execution, security and data protection.

TESTING MUST BEGIN VERY EARLY IN THE SOFTWARE DEVELOPMENT CYCLE

the Group is offering not only improved management and production of existing tests, but enabling its clients to embed testing and quality assurance in the software development

cycle, thus transforming applications development.

This brings together industrialization and intellectual capital. In 2012, Capgemini and its subsidiary Sogeti published the PointZERO® Vision, a focus on methods

The best analysis tools for software applications

Software quality depends on many factors, especially on how testing is carried out. To calibrate their testing efforts, Capgemini's clients want to know how to assess the quality of their applications portfolio. In this area, Capgemini has collaborated for many years with CAST, a global leader in software analysis and measurement.

In 2012, the Group signed a partnership with CAST to use their Application Intelligence technology. This enables a comprehensive audit of the structural health of an application portfolio, thus identifying risks and vulnerabilities in an IT system at an early stage.

"Capgemini has worked with code analyzers for some time, but decided on CAST because of its ability to perform architecture analysis with much more accurate results," explains Thierry Daumas, Head of Industrialization Services at Capgemini France. "Since 2007, CAST has become the backbone of Capgemini's Application Intelligence Center. Its use has been extended internationally to ensure the highest standards of software quality in application development and maintenance are adhered to by our clients across the world."

The platform is being deployed in the shared service centers in India and Morocco, and is already making a contribution to the competitiveness of the Group's AM production units. Collaboration with CAST also helped the Group to win many AM contracts during 2012.



TO HELP BUSINESSES ASSESS THE QUALITY OF THEIR APPLICATIONS PORTFOLIO, CAPGEMINI HAS COLLABORATED FOR MANY YEARS WITH CAST, A GLOBAL LEADER IN SOFTWARE ANALYSIS AND MEASUREMENT



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CHRISTOPHE DELSAUX, SOGETI, FRANCE

"Expert in Business Cloud, I help our clients to apply cloud solutions that deliver real business benefits such as understanding how cloud is more than an IT business solution but offers real change in how our clients work."

Expert Connect Profile:

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Artists featured in this annual report

Each year since 1987, the Capgemini Annual Report has been illustrated by contemporary artists. This 38th issue features six painters.

David Cinctrac

As in Pop Art, Cinctrac uses every medium (canvas, mannequins, cars, etc.) to develop themes at the heart of postmodern society. His techniques range from oils, photography, inclusions to digital graphics. Mixing photographic images reprocessed with fluorescent colors and expressions taken directly from comic books, he creates a strange universe, a bitter parody of the consumer society.

contact@artclub.fr

Cover - *Pop, Pop, Pop*
Page 68 - *David Cinctrac in his studio*
Page 73 - *Candy Box Mercury*

Claire Hamant

In her quest for light and transparency, this colorist, born in 1958 in northern France, makes use of the fluidity of inks that have a surface glaze to give them great depth. Immersed in color, she takes us on an imaginative journey through dreams.

www.clairehamant.com

Page 45 - *Journey*

Toussaint Mufraggi

Born in Ajaccio in 1948, Mufraggi works in Corsica. Initially an Expressionist, from the 1980s, he has embraced the abstract genre, motivated by an interest in American artists such as Rothko, De Kooning and Motherwell. Mufraggi's paintings show his strong emotional relationship with the founding myths of Mediterranean civilization, shaped by his own experiences and affinity with metamorphosis.

www.toussaintmufraggi.com

Page 6 - *N°8*
Page 32 - *N°1*

Katerina Nevolina

After completing her studies at the Stroganov Moscow State University of Arts and Industry, followed by research for a doctoral thesis at the Sorbonne, Nevolina explored the museums of Paris and London. Her color work is influenced by the Impressionists and the Russian and Georgian schools. Her work's three-dimensional effect comes from a palette-knife technique.

www.galerie-du-marais.com

Page 49 - *Port at sunset*
Page 50 - *First rays*

Alain Charles Richer

Born in Tours, France, in 1943, Richer owes a debt to the Expressionist techniques of the 19th-century Masters, yet he searches for new forms and means of expression. His vigorous, instinctive, generous landscapes draw their source from the frontiers of synthetism, with its emphasis on contours, creating a style that is highly personal.

richeralain@wanadoo.fr

Page 8 - *La ria*
Page 34 - *Marshland village*
Page 61 - *Infinity alone*

Freddo Sacaro

Born in Toulouse, France, in 1972, the artist takes a sharply humorous view of Disney's enchanted universe to present satires of contemporary society. The contrasts and plays of light show a world that is out of sync, amusing but acerbic, where power, inequality and excessive consumption reign supreme.

contact@artclub.fr

Page 64 - *Smoking room*
Page 74 - *Sunday in the museum*

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> News about Capgemini is available in English on www.capgemini.com or in French on <http://www.fr.capgemini.com>

> An interactive, downloadable PDF version of this report is available at www.capgemini.com/annual-report/2012

> Full details about the Group and its activities are to be found in the 2012 Registration Document (Annual Financial Report), available as a print copy or as a PDF, which can be downloaded from www.capgemini.com/annual-report/2012/documents

> French versions of the above documents are available at www.fr.capgemini.com/rapport-annuel/2012

> Contact (in English) a Capgemini expert on www.capgemini.com, under the Expert Connect section 