Capgemini

ANNUAL REPORT
2019

People matter, results count.

ANNUAL REPORT
2019

Capgemini

Capgemini is made up of **270,000 women and men** in close to **50 countries***, who work with **world-renowned clients** to find solutions to their most demanding challenges. As a global leader in consulting, digital transformation, technology and engineering services – with unrivaled sectoral expertise – **we enable our clients to design and build tomorrow's businesses**,

Who we are

to make the most of the opportunities offered by technology, and **to boost their competitiveness and agility**. For more than 50 years, the way we operate, work, and collaborate has been guided by our seven core values: **Honesty, Boldness, Trust, Freedom, Fun, Modesty, and Team Spirit**. These values have shaped who we are today – **a responsible leader** determined to have a positive impact on all stakeholders within our ecosystem.

PAUL HERMELIN —
CHAIRMAN*

As we entered 2020, there was already ample material to write a strong and meaningful letter: a bustling 2019 fiscal year, the smooth progress of a transition process that began more than two years ago, and an acquisition project, launched in June, designed to make Capgemini a pioneer and leader in what we call Intelligent Industry. But here I am, writing to you, sitting at a desk, but from my home under a lockdown that is destined to last longer than we had imagined.

In 2019, the Group made significant progress on many fronts: solid growth, further improvement in our operating margin and record cash generation. In addition to these figures, I would like to highlight the strengthening of our relationships with some of our most prestigious clients, the fruitful momentum of our portfolio of offers, which now generates more than 50% of our revenue from the cloud and digital world, the extraordinary increase in contracts signed in close collaboration with major technology players, and finally the improvement in our employees' assessments of their company, as expressed on independent sites. And, to close out the year, Bayer selected us for a major transformation program, including cost reduction and digital modernization, for which we mobilized talent from Germany, the United States, the UK and India – as well as all of our know-how!

And what pride we take in knowing that we will be able to support our clients even further by mobilizing all facets of technology. With the acquisition of Altran, and the welcoming of our 50,000 new colleagues, Capgemini is taking a big step forward. Together, by leveraging all our expertise in data and artificial intelligence, we will reinvent products, enrich production models and rethink the world of business. And we will offer our services not only to IT departments but also directly to all operational activities.

2019 already seems a long way off... But 2002, even more so. That was the year in which Serge Kampf, the founder of Capgemini, and the Board of Directors handed me the reins of the Group. I often think of Serge and what he left to us all: seven values that inspire our daily activities and our determination to act first and foremost as entrepreneurs! Eighteen years later, Capgemini aligns itself more than ever with this tradition. The Group has certainly extended its geographic reach, but we should remember that as early as year two, it

*Aiman Ezzat succeeded Paul Hermelin as Chief Executive Officer of the Group at the Shareholders' Meeting on May 20, 2020. Paul Hermelin remains Chairman of the Board of Directors.

was already operating outside France under the name Sogeti. Today, Capgemini's workforce exceeds 270,000 people, whereas Serge was hesitant when we passed the 100,000 mark! To achieve this ambition that Capgemini has pursued since its inception, I have had the good fortune of working with several teams of tough, daring men and women who, like me, believe in the strength and unique culture of the Group.

I would like to recall several key moments: first of all, the restoration of the founding values and, in particular, the commitment of each individual after the upheaval following the bursting of the dot-com bubble and the integration of Ernst & Young Consulting. Next, the epic story of the creation of an extraordinary foundation in India, upon which the Group's competitiveness as well as its potential for innovation is based. Finally, the shift to cloud and Big Data technologies, representing the keys to our digital ambitions and enabling us to directly serve our clients' operational managers thanks to our consulting capabilities, grouped together in the aptly named business unit Capgemini Invent.

Today's leadership team includes several of the managers who have helped us along this path, at the head of which I have placed Aiman Ezzat, chosen on my proposal and by a unanimous vote of the Board of Directors to replace me as Chief Executive Officer. The ability to arrange internal succession is a sign of maturity and testifies to the quality of the Group's management. Like me, Aiman holds dearly to the same values that drove Serge. Over the years, he has demonstrated an unparalleled operational instinct and financial know-how that astonished many people when I called him to take on the role of Chief Financial Officer. He has accompanied me and sometimes preceded me in developing the Indian division and digital mobilization. It is now up to him to bring his touch and sensitivity to the table and to recommend to the Board of Directors the priorities that our environment will require. This environment will certainly undergo a shake-up, in particular due to the geopolitical turmoil that will accelerate in the coming years.

As for me, as Chairman, I will strive to assist him by leveraging my experience and the relationships I have forged with certain clients and major partners for the benefit of the Group. I will make it a point of honor to further strengthen the governance of this Group and will

invest in the activities that have become essential and through which Capgemini expresses its passion for the major challenges facing our societies: diversity, energy transition and digital inclusion.

Which brings me back to my office and, ultimately, to the pandemic. I have seen that this Group continues to produce results that testify to its extraordinary capacity for mobilization. As early as March, from Italy to India, including the United States, and in just a few days, almost the entire Group switched to remote working to combine the imperatives of employee health and client service. This is another demonstration of the impressive agility of a Group that knows how to combine the strength of its size, its commitment, and the spirit of initiative of its managers/entrepreneurs! Our clients are facing challenges of unprecedented magnitude. This is an opportunity for Capgemini to continue to demonstrate innovation and resilience in order to strengthen its credibility and position.

Because I know this Group well, I am confident in the face of all the challenges that 2020 has in store. I am optimistic that this extraordinary year will mark the beginning of a remarkable chapter in the Group's 50-year history. See you next year! ✖

"BY LEVERAGING ALL OUR EXPERTISE IN DATA AND ARTIFICIAL INTELLIGENCE, WE WILL REINVENT PRODUCTS, ENRICH PRODUCTION MODELS AND RETHINK THE WORLD OF BUSINESS."

PAUL HERMELIN —
CHAIRMAN*

CONVERSATION

AIMAN EZZAT —
CEO*

Since it was founded in 1967 by Serge Kampf, the Capgemini group has always distinguished itself by its audacity and its determination to build, grow and develop its talents and its clients. During this very turbulent spring of 2020, the entire company has mobilized to take on new challenges together and continue its development.

Watch the video on
reports.capgemini.com/2019/en/annual-report.html

*Aiman Ezzat succeeded Paul Hermelin as Chief Executive Officer of the Group at the Shareholders' Meeting on May 20, 2020. Paul Hermelin continues as Chairman of the Board of Directors.

After the Shareholders' Meeting in May 2020, Paul Hermelin, you will remain Chairman of the Board and Aiman Ezzat will succeed you as Chief Executive Officer. How are you approaching this new phase?

Paul Hermelin — In 2017, I proposed to adopt a governance structure separating the functions of Chairman and Chief Executive Officer, which the Board accepted in principle at that time. I was convinced that we could find an internal solution: a rapidly growing group must certainly generate talent. Today, I am delighted that the Board has chosen Aiman Ezzat as Chief Executive Officer. Aiman has more than 20 years of experience within the Group and has worked alongside me since 2005. This choice sends a strong message to all of Capgemini's talents.

Aiman Ezzat — I would like to thank the Board of Directors for the confidence it has shown in me. Paul has left his mark on more than half of our Group's history. I am very proud to succeed him and I will do my utmost to continue the success of the last few years. I fully appreciate my responsibility in leading this tremendous Group, to which I am deeply attached. We are fortunate that our profession fulfills a role of particular importance today. Technology is key to ensuring the resilience of our economy and, beyond that, the resilience of our society.

Since you mentioned the current health crisis, how have you organized the Group's response?

A. E. — We have set up a crisis unit primarily to manage the health and protection of our employees. Our second priority was to ensure business continuity for all our clients across 50 countries. During this unprecedented period, the Group has demonstrated its remarkable agility and responsiveness. In geographies such as India, we switched to over 90% remote working in just a few days. The credit for this achievement goes first and foremost to our colleagues. They have shown an unfailing commitment at all times, as well as an enormous generosity that has led to numerous initiatives, particularly in the field of public health. I would like to express my sincere thanks to them and my hope that we will come out of this experience even stronger, as an industry, as a company and as a society at large.

P. H. — This crisis calls on us to rethink the way we work. Remote work on such a massive scale is changing us. I am convinced that it can become an essential element in redefining how we work together at a distance. It will also shape the methods employed by a new generation of leaders.

At the beginning of April, Altran became part of the Capgemini group. What new prospects does this acquisition open up?

P. H. — We are thrilled to welcome Altran's 50,000 employees. With them, Capgemini is expanding and will now cover not only digital technologies but also industrial technologies. We had the intuition that, after digital marketing, Intelligent Industry would be the next wave of innovation, driven by connected objects and 5G. Altran brings us technological skills and valuable R&D expertise in many sectors. The integration will be facilitated through the proximity of our cultures and business models. With Altran, we are embarking on a new chapter in the history of our Group. Essentially, we were engineers in consulting, and IT and digital technologies. With Altran, we are broadening our range to include all technologies. Capgemini has become a leader in technology services, now capable of defining and implementing new objects and services for its clients.

A. E. — This is a strategic operation. It is a powerful accelerator for developing our relationships with all of the company's decision-makers. At the same time, together with Altran, we are creating the world leader in Intelligent Industry. Combining the expertise of Capgemini and Altran will enable us to propose a unique offer to the market. Let's take the example of autonomous cars: Altran works on the connected vehicle and Capgemini manages digital systems to process the data generated and required by the vehicle. This unprecedented combination will position us as the strategic partner for the digital transformation of industrial and technology companies.

It is now more difficult than ever to anticipate the future, but can you tell us the principles that will shape your efforts?

A. E. — "These are the values that will retain their meaning in our common adventure when the challenges of the times call everything into question," as Serge Kampf, the founder of Capgemini, once said. Our fundamentals are very solid. Technology will be more than ever a part of our lives and of all chains, whether logistical, industrial, relational or solidarity-based. The massive adoption of digital technology that we have seen since the start of the health crisis is leading to a paradigm shift that will have a lasting impact on expectations in terms of customer experience and the digitalization of business processes. We will also have to be attentive – as I will be – to the ethical use of these technologies and the digital inclusion of the greatest number of people. Finally, I will ensure that the fight against climate change remains a priority. We must work together to reinvent the way we live and work. This is our responsibility as a leader in our industry. ✖

"WITH ALTRAN, WE ARE CREATING THE WORLD LEADER IN INTELLIGENT INDUSTRY."

The Board of Directors determines the strategic direction of Capgemini. It appoints the corporate executive officers in charge of its implementation, approves the issue of accounts, convenes the general shareholders' meeting, and proposes the annual dividend. It makes major decisions regarding the efficient operation and future of Capgemini in order to create sustainable value for the benefit of its shareholders and all its stakeholders.

As of March 31, 2020, the Capgemini Board of Directors has 14 members, including 12 members elected at the shareholders' meeting and two members appointed in accordance with the employee representation system. In total, 82% are independent, 50% are women and 50% are men. The wide range of their experience and expertise ensures quality discussions and the smooth functioning of the Board. ⊗

BOARD OF DIRECTORS

Paul Hermelin
Chairman and CEO
❶

Daniel Bernard
Vice-Chairman
❷

Anne Bouverot
❸

Xiaoqun Clever
❹

Laura Desmond
❺

Laurence Dors
❻

Robert Fretel
❼

Siân Herbert-Jones
❽

Kevin Masters
❾

Xavier Musca
❿

Frédéric Oudéa
⓫

Patrick Pouyanné
⓬

Pierre Pringuet
Lead Independent Director
⓭

Lucia Sinapi-Thomas
⓮

As of March 31, 2020, the Group Executive Committee comprises 26 members, including the 11 members of the Group Executive Board listed in blue.

The Group Executive Board is in charge of ensuring the collective management of the Group's operations. The Executive Committee helps define Capgemini's principle directions. It sets major strategic priorities and the associated action plans. It ensures that these plans are effectively implemented at the operational level. ✖

EXECUTIVE COMMITTEE

Paul Hermelin
Chairman and CEO
①

Aiman Ezzat
Chief Operating Officer
②

Jean-Philippe Bol
Americas & Asia Pacific
③

Anirban Bose
Financial Services
④

Thierry Delaporte
Intelligent Industry
⑤

Carole Ferrand
Chief Financial Officer
⑥

Cyril Garcia
Capgemini Invent & Sectoral Expertise
⑦

Hubert Giraud
People Management & Transformation
⑧

Franck Greverie
Portfolio of Strategic Offers
⑨

Patrick Nicolet
Chief Technology Officer
⑩

Olivier Sevillia
Europe, Sales, Sogeti
⑪

Fernando Alvarez
Strategy & Development, Partnerships
⑫

Nive Bhagat
Cloud & Infrastructure Services
⑬

Anis Chenchah
Business Services
⑭

André Cichowlas
Delivery
⑮

Jean Coumaros
Transformation
⑯

Christine Hodgson
Corporate & Social Responsibility
⑰

Aruna Jayanthi
Asia Pacific & Latin America
⑱

Paul Margetts
United Kingdom
⑲

John Mullen
North America
⑳

Maria Pernas
Chief Legal Officer
㉑

Virginie Régis
Marketing & Communications
㉒

Jérôme Siméon
France
㉓

Rosemary Stark
Sales
㉔

Hans van Waayenburg
Netherlands
㉕

Ashwin Yardi
India
㉖
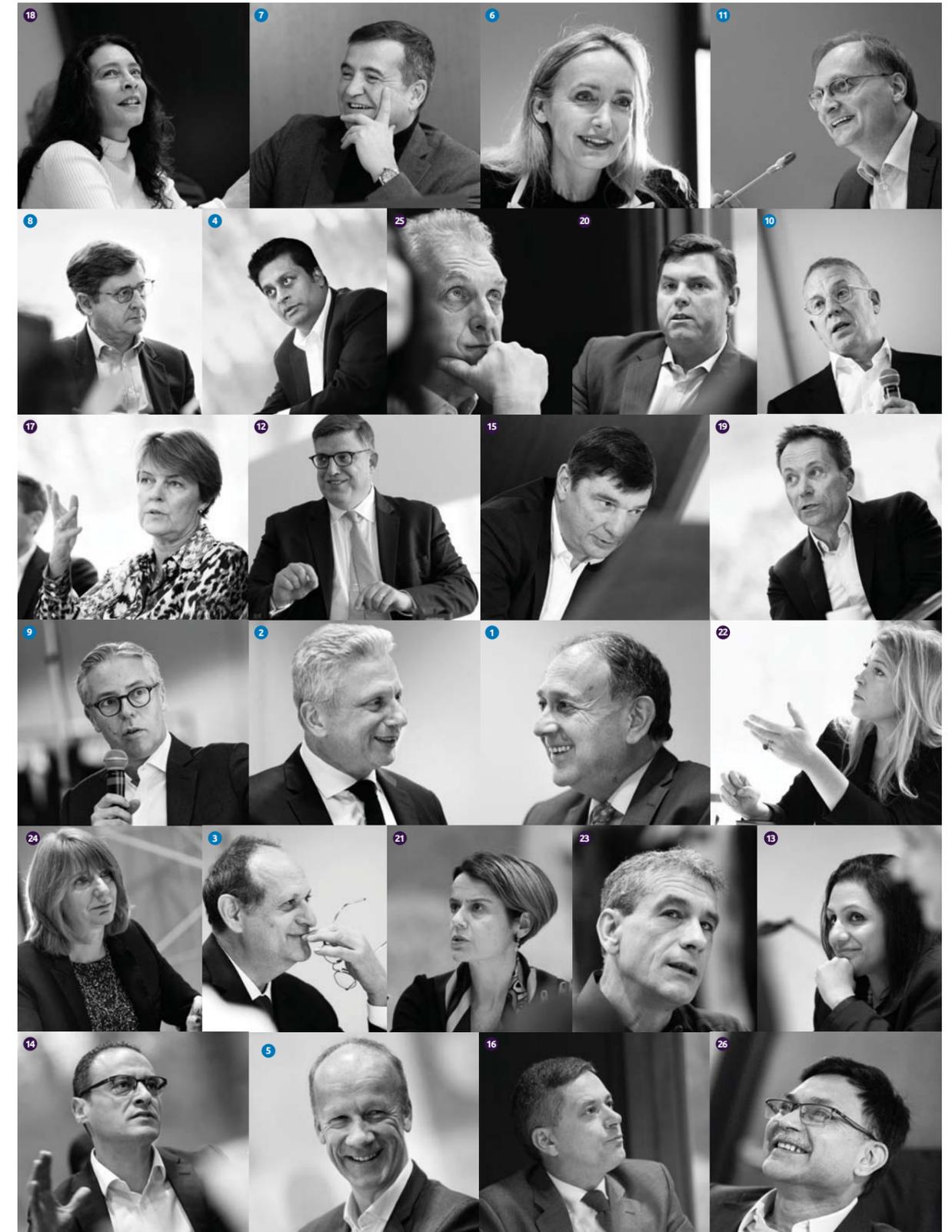
CAROLE FERRAND —
CHIEF FINANCIAL OFFICER

2019
KEY FIGURES

In 2019, Capgemini continued to grow above market and improve its profitability and organic free cash-flow generation.

"The Group's great performance in 2019 strengthens our position worldwide."

I n 2019, we continued to outperform the market with a growth rate of 5.3% at constant exchange rates. This is a thoroughly satisfactory performance given the uneven economic environment, particularly at the end of the year. In addition, we improved our operating margin for the ninth consecutive year, reaching 12.3% of the revenue. Finally, our cash generation reached a record level of €1,288 million, far exceeding the €1.1 billion target set at the beginning of the year. The year 2019 was also marked by solid growth in our bookings (+11%) and our ability to sign large digital transformation contracts. ⊗

+5.3% year-on-year at constant exchange rates

2017	2018	2019
12.5*	13.2	14.1
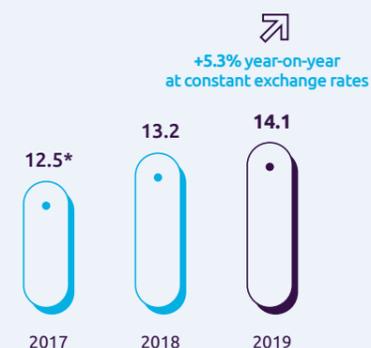
### REVENUES
in billions of euros

In 2019, the Group generated revenues of €14,125 million, an increase of 7% compared to 2018. This represents a growth of 5.3% at constant exchange rates, in line with the target communicated in the third quarter, to achieve growth of "around 5.5%" in 2019. Organic growth was 4.2%.

*Restatement of the impact of IFRS 15, applicable since January 1, 2018

+20 basis points year-on-year

2017	2018	2019
1,493	1,597	1,741

OPERATING MARGIN*
in millions of euros

Operating margin was €1,741 million, or 12.3% of revenue, an increase of 9% or 20 basis points year-on-year, in line with the annual objectives. Our portfolio of innovative offerings is the main driver of this value creation. This performance once again illustrates the Group's ability to combine growth and profitability.

*Operating margin is one of the Group's key performance indicators. It is the difference between revenues and operating expenses. It is calculated before "other operating income and expenses".

+16%

2017	2018	2019
1,080	1,160	1,288

ORGANIC FREE CASH FLOW
in millions of euros

Organic free cash flow increased to €1,288 million, greatly exceeding the €1,100 million objective set at the beginning of the year.

2017	2018	2019
6.22	6.06	6.76
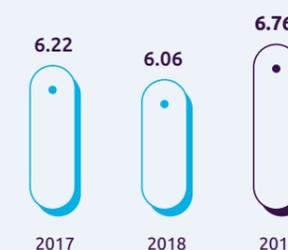
NORMALIZED EARNINGS PER SHARE
in euros

Normalized earnings per share were €6.40, or €6.76 adjusted for a €60 million tax expense related to the transitional impact of the U.S. tax reform.

REVENUE BREAKDOWN
By region

- **32%** NORTH AMERICA
- **27%** REST OF EUROPE
- **21%** FRANCE
- **12%** UNITED KINGDOM AND IRELAND
- **8%** ASIA PACIFIC AND LATIN AMERICA

REVENUE BREAKDOWN
By sector

- **26%** FINANCIAL SERVICES
- **20%** MANUFACTURING
- **14%** CONSUMER GOODS & RETAIL
- **14%** PUBLIC SECTOR
- **12%** ENERGY & UTILITIES
- **8%** TELECOMMUNICATIONS, MEDIA & TECHNOLOGY
- **6%** SERVICES

REVENUE BREAKDOWN
By business

- **71%** APPLICATIONS & TECHNOLOGY
- **22%** OPERATIONS & ENGINEERING
- **7%** STRATEGY & TRANSFORMATION

SHAREHOLDER STRUCTURE
at the end of December 2019 (based on a shareholder survey)

- **69.3%** INTERNATIONAL INSTITUTIONAL INVESTORS
- **18.6%** FRENCH INSTITUTIONAL INVESTORS
- **6.6%** INDIVIDUAL SHAREHOLDERS
- **5.4%** EMPLOYEES AND BOARD MEMBERS
- **0.1%** TREASURY SHARES

DIVIDEND PER SHARE
In euros

1.70 (2017)   1.70 (2018)   1.90 / **1.35** (2019)

In view of the global coronavirus pandemic, the Board of Directors on April 27, 2020, decided, in a show of solidarity between the various stakeholders, to reduce by 29% the dividend proposed for approval at the Shareholders' Meeting on May 20, from €1.90 initially planned to €1.35 per share.

↗ +20% growth year-on-year at constant exchange rates

38% (2017)   45% (2018)   **> 50%** (2019)

DIGITAL AND CLOUD
as a percentage of revenues

Digital and cloud now account for over 50% of the Group's activities, with growth exceeding 20% at constant exchange rates in 2019.

↗ +11% growth year-on-year at constant exchange rates

12.9 (2017)   13.4 (2018)   **15.1** (2019)
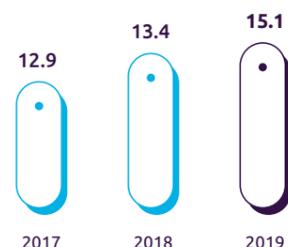
BOOKINGS
In billions of euros

Bookings totaled €15,138 million in 2019, an increase of 11% at constant exchange rates.

CAPGEMINI SHARE PRICE
In euros, compared to CAC 40 and STOXX Europe 600 indexes, from December 31, 2017 to February 28, 2020

● Capgemini SE: +0.3%   ● CAC 40: -0.1%   ● STOXX Europe 600: -3.5%

SHAREHOLDER INFORMATION

For ongoing information about the Group, shareholders can call **N° Vert 0800 20 30 40**, visit the website, https://investors.capgemini.com, or contact the Investor Relations team at actionnaires@capgemini.com. Further, after the General Shareholders' meeting each year, a newsletter is sent to registered shareholders, in addition to being posted on the website. Lastly, shareholder meetings are regularly organized across France.

Canada
Mexico
United States

PEOPLE

21,030

NORTH AMERICA

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

PEOPLE

109,420

EUROPE, AFRICA AND
MIDDLE EAST

CAPGEMINI ACROSS
THE WORLD

We are 270,000 women and men of over 120 nationalities,
based in close to 50 countries*.

Israel
Morocco
Saudi Arabia
South Africa
Tunisia
United Arab
   Emirates

PEOPLE

8,280

LATIN AMERICA

PEOPLE

130,740

ASIA PACIFIC

16 INNOVATION CENTERS
APPLIED INNOVATION EXCHANGE (AIE)

New York   Lille   London   Utrecht
San Francisco   Paris   Malmo   Mumbai
Bordeaux   Toulouse   Stockholm   Singapore
Grenoble   Madrid   Munich   Melbourne

Several new AIEs will open in 2020.

Argentina
Brazil
Colombia
Guatemala

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

PART I
—

Helping our

clients

harness the full potential
of technology
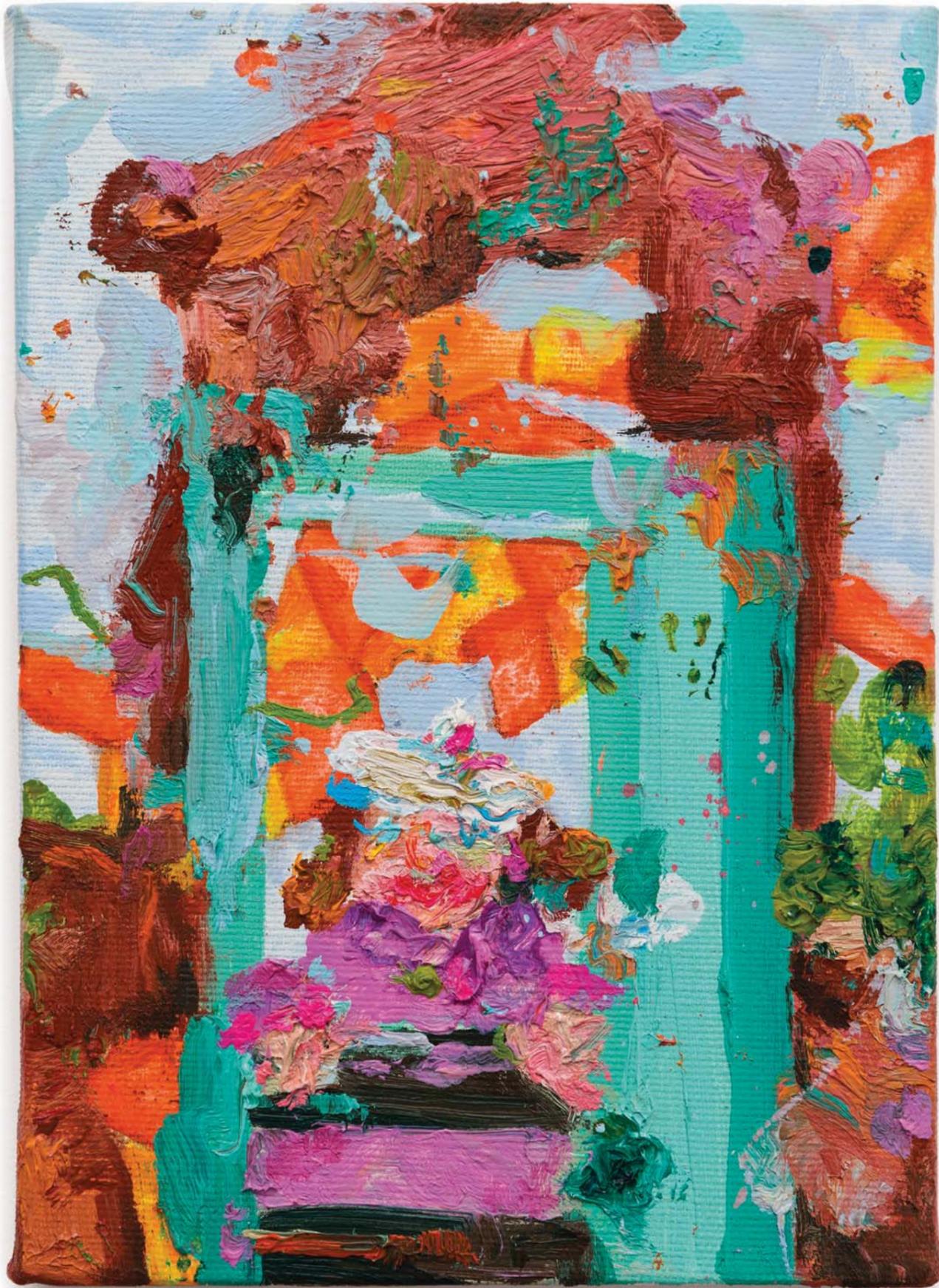
As a global leader in consulting, IT services and digital transformation, we enable our clients to seize every opportunity offered by technology. At the forefront of innovation, we help them anticipate major technological trends and, with the support of our ecosystem of strategic partners, provide them with the best tools to improve their competitiveness and agility. Our recognized multi-sector expertise enables us to respond as closely as possible to the needs of each of our clients, regardless of the industry in which they operate.

HARNESSING THE POWER OF TECHNOLOGY TO SERVE OUR CLIENTS' AMBITIONS

CLIENT SOLUTIONS TAILORED TO THE CHALLENGES OF EACH SECTOR

INNOVATION AT OUR CORE

OUR BUSINESS LINES

A PORTFOLIO OF OFFERS INTEGRATING THE BEST TECHNOLOGIES

Throughout our history, we have set ourselves apart from the competition with our strong technological culture and our sound knowledge of the business challenges faced by our clients.

Pioneering Intelligent Industry
Altran has joined the Capgemini family. Discover more at:
Capgemini.com/service/intelligent-industry/

CLIENT SOLUTIONS TAILORED TO MEET THE CHALLENGES OF EACH SECTOR

We have developed expertise in seven key sectors to transform our clients' businesses.

- Consumer Goods & Retail
- Energy & Utilities
- Financial Services (Banks, Capital markets and Insurance)
- Manufacturing
- Public Sector
- Telecommunications, Media & Technology
- Services

A PORTFOLIO OF OFFERS INTEGRATING THE BEST TECHNOLOGIES

We have implemented agile management of our portfolio of offerings, in seven priority markets.

- Customer Experience
- Cloud
- Cybersecurity
- AI & Analytics
- Digital Manufacturing & Engineering
- Digital Core with SAP S/4HANA©
- ADMnext

INNOVATION AT OUR CORE

Our innovation-based approach enables our clients to benefit from the power of technology and its advances.

Our mastery of new technologies allows us to measure the potential and future impact of every new innovation on our clients' activities. The Capgemini Applied Innovation Exchange (AIE) is a global network of innovation centers dedicated to our clients' challenges.

The Capgemini Research Institute is a research and study center designed to shed light on the issues that businesses face in a digital economy. In addition, we benefit from strategic alliances with our global ecosystem of technology partners and specialized startups. ✖

OUR BUSINESS LINES

We offer our clients the best-suited digital transformation and technologies to enable them to innovate and improve their performance.

Strategy and transformation
With the creation of Capgemini Invent in 2018, Capgemini builds on its expertise in the fields of strategy, technology, data science, and creative design to support clients within the digital economy.

Applications and technology
Capgemini helps clients to evolve, modernize, expand, and secure their digital and IT environments thanks to the latest technologies. Our teams design and develop technological solutions and help our clients optimize and maintain their applications to gain operational agility.

Operations and engineering
Our Digital Engineering and Manufacturing (DEMS) services are grouped in this category, which benefits from the acceleration of our Digital Manufacturing activity. It also includes our infrastructure services – the installation and maintenance of client IT infrastructures in data centers or in the cloud – and our Business Services, which provide Operational Management Services.

We apply a principle called Simplify, to understand the most effective ways to use emerging technologies. We focus on the "technology Principals", to move beyond the hype and stimulate conversations on the technology trends of the future.

×3.7

The global volume of data will increase 3.7 times between 2020 and 2025
(Digital Economy Compass 2019, Statista)

+17 %

Growth in the global market for public cloud services between 2019 and 2020
(Gartner, 2019)

1,500

Billion dollars – the estimated contribution of smart plants to global growth
(Smart Factories @ Scale, Capgemini Research Institute, 2019)

TECHNOLOGY DRIVERS

The rapid evolution in technology has transformed society and business alike. Yet it is a major challenge for any enterprise to determine which of the wealth of new technologies will have the biggest impact. Our response to this complexity is to Simplify, enabling scaling; speed; agility and collaboration. To Simplify one must first understand the fundamental drivers of technology, something we call the "technology Principals", as Patrick Nicolet, Director of Technology and Innovation at Capgemini, explains, which enable us to assess the technology trends across the innovation horizons and the impact on the enterprise.

DATA – THE FUEL OF TECHNOLOGY

It is a recognition that data has intrinsic strategic value independent of the technology that processes, stores, communicates and exploits it. There is a fundamental shift in the treatment of data, moving from the subject to the object of technology.

As an object, data is pervasive; beyond those on customer and financial attributes, it encompasses business rules, and policies embedded in the code and configuration of the enterprise. As the main asset of the enterprise, data becomes a strategic business responsibility rather than just an IT concern.

This shift – coupled with society's changing relationship and dependency on data – leads to new technologies to manage processing, distribution and secure sharing. For example, enterprises will need to deal with transactional data across highly distributed cloud ('edge') environments, resulting in emerging technologies.

OPEN STANDARDS – THE FABRIC OF COLLABORATION

Society and business operate in a highly connected and increasingly ecosystem-driven world, and successful enterprises will need to be more collaborative with their customers, clients and partners. Open Standards are standards made available to the general public, developed (or approved) and maintained via a collaborative and consensus-driven process. They enable collaboration by promoting interoperability and data exchange across boundaries.

The success of the World Wide Web is due to its standardized protocols and is the foundation of the cloud, heralding an era of cheap access to computational and storage technology that has gained huge adoption. However, cloud is largely private, which tends to silo different cloud platforms, restricting fluid access to customers, technical features, and available data.

These challenges can be addressed thanks to standards-driven technologies, for example, applications programming interfaces (APIs) are already enabling simpler integration; 5G will, in the near future, user will usher in next-generation networks to power the cloud edge; and emerging protocols – such as DFINITY, a blockchain-based cloud computing project that aims to develop an open and public network – will enable ecosystem collaboration for enterprises in a trusted fabric.

SECURITY – THE FOUNDATION OF CONFIDENCE

For years IT has been built on the fundamental parameters of cost and performance. But with the digitalization of society and transfer of value to online, security is now integral to the parameters of the technology equation to give enterprises confidence to collaborate in the new norm.

The cloud vendors can provide security of their cloud, but not the security in or across the cloud. In the ubiquitous data and ecosystem environments that we see emerging, new ways and technologies to address security are required, including: quantum cryptography, data protection, and processing with privacy.

An example need is for ecosystem partners to generate insight from data without compromising privacy, resulting in emerging 'confidential computing' solutions such as Oasis Labs, a cloud computing platform on blockchain built for superior privacy, security and performance. ⊗

FOR MORE INFORMATION, SEE OUR PUBLICATIONS:

⊙ **Technology for Society**
› Sogeti Reports
› Sogeti Innovation

⊙ **Technology for Strategy**
› Future Thinking

⊙ **Technology for the CxO**
› Applied Innovation
› Capgemini Ventures
› Capgemini Research Institute

⊙ **Technology for the CIO and Practitioners**
› TechnoVision

Data is now ubiquitous – from consumers using AI-infused phones through to the complex, interwoven enterprise supply chains that power the economy.

AI – SEASON 2 FOCUS ON THE END GAME

Artificial intelligence and the strategic activation of data at scale are key to driving tangible business outcomes. It is useful for companies to look at AI first through the lens of business capabilities, rather than purely as a technology. Broadly speaking, AI can support four important business needs: augmenting operations; rehumanizing the customer experience to boost engagement; assisting people to better assess risks, detect fraud and ensure compliance; and augmenting the workforce.

While technology remains critical, success depends on focusing on the business outcomes, and finding out how trusted data, analytics and AI solutions deployed at scale can help. Today, we can help our clients improve the efficiency of manufacturing assets by 12%*, or get precise forecasts of demand to drive €100m+ in supply chain cost savings*, or again deliver a 20X ROI in fraud detection*.

Many organizations are already successfully using AI through prototypes and isolated solutions. What they now need is a pragmatic, scalable approach for implementing it across their entire business, deploying it broadly in production, and embedding it into their operating model and culture.

In order to deliver these business outcomes, organizations must reexamine how they manage their data: there's no intelligence without data at scale! In order to drive the next stage of their digital transformation, organizations need to move towards a unified cloud-based infrastructure that manages data as a strategic asset, and acts as the activation mechanism for users and applications. ⊗

UNLEASH THE TRUE POWER OF DATA

Capgemini has long been a pioneer in helping our clients realize the value of data. Today, we are focusing on helping clients bring together the data assets currently locked within silos with third-party data sources, in order to fundamentally transform their processes and understand their customers down to the individual level. Capgemini has more than 25,000 professionals driving transformation to deliver data- and AI-infused businesses. Across the data landscape we leverage our unique expertise, together with artificial intelligence and machine learning tools, regulatory, privacy and ethical considerations, and our strong technology partnerships, so we can be the partner of choice for our clients. ⊗

VIEWS ON DATA

"While AI had its overhyped time, organizations are getting wiser."

Anne-Laure Thieullent
Vice President, AI & Analytics Group
Offer Leader

💬

While technology will still evolve fast, the data that organizations collect on their ecosystems and their clients, as well as their own business processes, constitutes the information fabric that will help them become resilient to market disruption and perform with real intelligence in the long run. While AI had its overhyped time, organizations are getting wiser. Capgemini clients are becoming more mature by infusing AI into the business and activating data at the core of their processes, organizations and culture. This is what intelligence, not artifice, is about: business outcomes delivered at scale with trusted data and AI. ⊗

"Success is now the instrumental value-driving activation of data."

Jason Kodish
Group Global Data Lead

💬

The data revolution began in marketing and endures with the delivery of connected experiences powered by data across channels, responding to customer signals in real-time with personalization at scale. For brands, success used to mean relying on data for interesting insights to justify decisions. Today's data-rich, dynamic technology landscape raises the bar. Success is now the instrumental value-driving activation of data. Data-native brands, born with a focus on the capture, mobilization, and activation of data, have been out front. Our unique ability to navigate the marketing technology landscape through proprietary partnerships and approaches to creating experiences empower traditional marketers to take the lead. ⊗

"Accurate data that is late is pointless."

Steve Jones
CTO and GSO Insights & Data

💬

There is only one measure of good data quality: that it acts as an accurate reflection of reality. This is the "simple" challenge that Capgemini is working on with clients. For a business to become data-driven, it needs a platform for data that reflects its reality at the pace at which decisions need to be made: accurate data that is late is pointless. This is why, over the past seven years, we've concentrated on engineering an industrialized foundation for data that focuses on big, fast, managed and secured data that is judged by how little it is divergent from reality. The next generation of challenges is how this alters the application landscape when data, not process, drives change. ⊗

Capgemini, in partnership with Microsoft, has developed an application enabling Groupe PSA to monitor the CO_2 emitted by its new vehicles sold in Europe. Jean-Luc Perrard, CIO of the automotive group, tells us about this joint project.

> "Thanks to the application developed together, we have real-time information on the current status and forecasts of CO_2 emissions for all our brands."
>
> **Jean-Luc Perrard**,
> CIO of Groupe PSA

Discover all our **data solutions** at www.capgemini.com

DATA   **REDUCING CO_2 EMISSIONS**

Incorporating CO_2 management at every level of the company

How is reducing vehicle CO_2 emissions a key priority for your Group?

Jean-Luc Perrard — Reducing vehicle CO_2 emissions is part of our corporate responsibility and ethics. It is central to Groupe PSA's strategy, and we want to develop effective technology solutions that are accessible to the general public. The enactment of the European regulation has prompted us to step up our efforts: the regulation requires carmakers to reduce the CO_2 emissions of vehicles sold in Europe to less than 95 grams/kilometer. Failure to comply with this requirement is subject to steep financial penalties. For this reason, it was necessary to enhance our processes and associated tools in order to integrate CO_2 management at all levels of the company, thus ensuring compliance with the regulations.

What does the solution developed by Capgemini entail?

J.-L. P. — Capgemini supported our IT teams with three fundamental issues: first, improving the performance of our application base so that we can collect data; second, transforming existing tools to include CO_2 monitoring; and third, creating an application that acts as a "CO_2 monitoring tower". Based on Microsoft Azure technologies and its analytical tool PowerBI, this application allows us to calculate the average CO_2 emission released by a vehicle according to various factors: engine type, weight, customizations (type of seat, roof bars or paint used), etc.

What concrete impact does this solution have?

J.-L. P. — Thanks to the application developed by Capgemini in close collaboration with the IT and business teams at Groupe PSA, we have real-time information on the current status and forecasts of CO_2 emissions for all our brands, allowing us to adapt our production program and commercial policy accordingly. Indeed, CO_2 emissions have become as important a parameter as margin and production volume. Data-driven management enables efficient, targeted decision-making in all areas of the company: strategy, engineering, manufacturing, sales, etc. The data provided is reviewed daily, particularly by top management, to ensure the proper execution of the plan in order to meet our objectives.

Which of Capgemini's strengths convinced you in particular?

J.-L. P. — We would not have been able to meet this challenge without the help of a partner like Capgemini, a data specialist. The collaboration between our IT teams and Capgemini was exemplary. In this regard, we would like to recognize the agility, proactivity and sense of service demonstrated by the Capgemini team. The Group enabled us to develop a simple and efficient analysis and management system, built on the latest technologies and providing a benchmark database for future operations. As a result of our partnership, Capgemini has an excellent knowledge of our application base, both functionally and technically. It was essential for us to be supported by a player who shares our vision and is fully invested in our challenges, particularly in terms of reducing CO_2 emissions.

> "In a true partnership it is important that the partners have the same mindset. And Capgemini really brought this to the table."

Reinhard Meister,
Chief Executive Officer of
CONA Services

In collaboration with Capgemini, Coke One North America (CONA) Services supports 12 bottlers representing 95% of the Coca-Cola bottler sales in North America. CONA Services CEO Reinhard Meister discusses the partnership.

Discover our digital transformation offers at www.capgemini.com

`AGILE/DEVOPS TRANSFORMATION` `DATA ANALYTICS`

Bringing bottlers into the digital age

Coca-Cola sells two billion beverages daily and its network of bottling partners plays a huge role. So, in 2006, the global Program Scale created the Coke One solution which provides a full scope bottler operating model for bottlers around the world. From 2014-2018, Coke One became a critical success factor for the territory refranchising in North America. Today, the Coke One North America (CONA) solution is run by CONA Services LLC, a Coca-Cola System IT Services company. CONA Services operates one of the largest single instances of SAP® software in the world and is processing revenue of $21bn per annum, with 160,000 daily sales orders and has around 30,000 users permanently on its system.

What is your partnership history with Capgemini?

Reinhard Meister — CONA has been collaborating with Capgemini since 2013. Capgemini joined us to support the deployment of the largest single instance of SAP software in the world at the time. They are a key partner in the migration from SAP HANA® to Microsoft Azure, but also for the successful Integrated Customer Engagement Platform run on salesforce.com, and the implementation of the SAP SuccessFactors Employee Central solution. From 2018 onwards Capgemini achieved a highly stable system operation, which drove CONA Services to open up further collaboration perspective with Capgemini.

What were CONA's main business challenges?

R. M. — The big challenge of Coca-Cola is the highly competitive non-alcoholic beverage market in North America, which is moving towards digital business models. We had to innovate and explore new ways of distribution. Capgemini and CONA transitioned to leading edge, agile solution development coupled with a highly diversified governance model. The team uses industry-leading capabilities and tools, including Capgemini's Digital Acceleration Center, to drive efficiencies while increasing automation.

What has been the business impact as a result of the solution?

R. M. — Starting in 2018 we focused on operations stability. This was critical after four years of monthly deployment activities. With the help of Capgemini's expert team the system availability increased from 98.77% in 2017 to 99.96% in 2019. We also achieved a 50% year-on-year reduction of high-priority incidents. This is significant for us because we could potentially lose $2m in sales revenue with every hour the systems are down. We've also reduced incidents overall by roughly 35% and are now in a very stable situation.

So how did Capgemini help you meet your objectives and meet the expectations of your customer?

R. M. — I really experienced Capgemini's willingness to invest in true partnership in 2019. They embraced and focused on our goals and on our customers' goals. They have the same mindset, the same culture, the same business values as CONA Services and Coca-Cola. We have a relentless pursuit of quality, and Capgemini also brought this to the table, along with clear management routines and proactive, detailed monitoring of our systems.

What are the next steps in your journey with Capgemini?

R. M. — A more strategic partnership, beyond system operations. We're also looking into how Capgemini and CONA Services could partner to offer new services and grow together, developing profitable opportunities for CONA and Coca-Cola bottlers – going into more digitalization, more innovations, better data analytics. I'm looking forward to doing this together.

Capgemini transforms a large-scale project into an agile delivery model that enables the flexible implementation of new requirements.

Discover all our **agile delivery solutions** at www.capgemini.com

`AGILE DELIVERY MODEL` `VEHICLE DEVELOPMENT`

Software development in the fast lane

Mercedes-Benz AG is one of the biggest producers of premium cars and the world's biggest manufacturer of commercial vehicles. For the development and documentation of electronic vehicle components, Mercedes-Benz AG uses the Electric/Electronic Product Data Management (EPDM) system developed by Capgemini. However, the pace of vehicle development has increased substantially in recent years, resulting in the need for shorter software release cycles. As a result, Mercedes-Benz AG and Capgemini jointly decided to transform the software delivery model from waterfall to large-scale distributed agile delivery. Dr. Frank Arbes, Senior Manager, and Bojan Pounarov, Manager at Mercedes-Benz AG, share their experience and point out the benefits of this transformation.

What was the scope of the project and the challenges you faced?

EPDM is the main product data management system for all electrical and electronic components at Mercedes-Benz AG. For more than a decade, a team of 100 Indian and German development engineers have steadily expanded it and added new functions to build a very extensive system of complex dependencies and processes, with new releases going live twice a year. But with accelerated vehicle development calling for even greater responsiveness and faster implementation in recent years, EPDM development was ultimately unable to keep pace with the needs of vehicle developers.

What was your plan and how did you start?

We decided to transform the EPDM development model into a state-of-the-art, agile delivery model so as to more rapidly and cost effectively roll out new EPDM releases and better keep up with the fast-evolving requirements of our users. With ongoing vehicle development projects highly dependent on EPDM, we could not afford to adversely impact or interrupt EPDM development during the transformation process. At the start of the project, we set up a team to coordinate and oversee the change process. From the start, we made a point of holding as many workshops as possible for large numbers of the colleagues affected, to ensure that each and every one of them could be involved in the transformation process.

What have been the benefits of the transformation?

The main benefits are that we are now able to respond faster to new requirements and to better involve the business departments and users in EPDM development. We have shortened our release cycle to three months, and we are now able to implement and test new requirements within a few weeks, whereas we previously needed at least 12 months. By involving our users more closely in the development process, we can more precisely target our customers' needs, and this has increased customer satisfaction.

In your opinion, what were the key success factors?

There were several key success factors, but the main one was that we realized, very early on, that the crucial need was to bring about a change in the basic mindset of all those involved in the project. We therefore paid very careful attention to explaining the change to people, making it clear to them why the change is needed, and helping them overcome their misgivings. This was possible because Mercedes-Benz AG and Capgemini worked closely together as partners and because both parties put the central focus of the transformation on shifting mindsets. ✪

7

EXPERTISE IN SEVEN SECTORS

Digital and data are fundamentally reshaping every industry. At Capgemini, we help our market-leading clients adapt to these changes.

23

Capgemini partners with **23 of the 25 largest utility companies** in the world

ENERGY & UTILITIES

The appearance of new players in the energy market, the rapid growth of renewable energy, and constant technological progress all encourage energy production and distribution companies to go beyond the simple supply of energy, and to balance growth and the need for transformation. Our comprehensive approach is designed to guide energy and utility companies during these market shifts. Our experts help our clients master these technologies – mobile, social networks, analyses and cloud – to transform their businesses into true energy service companies. ⊗

9

Capgemini works with **nine of the world's top 15 banks** and **12 of the top 15 insurance companies**

FINANCIAL SERVICES
(BANKING, CAPITAL MARKETS & INSURANCE)

Capgemini steers the digital and operational transformation of leading financial institutions. Focusing on open enterprises, data compliance, deep customer experience and automation, Capgemini helps create scalable and flexible systems for our clients. We leverage the full breadth of Capgemini's expertise to create end-to-end solutions, and invent, build and run smart technologies specific to this sector's challenges. Using AI in particular, our solutions also help clients manage risks, ensure compliance with prevailing regulations and capitalize on the full potential of FinTech. ⊗

+9.1%

The growth of our Services business in 2019

SERVICES

The service sector is changing exponentially, at a time when technological advances enable more personalized and efficient interactions with customers. Whether they operate in transport and travel, engineering and construction, or more generally in the professional services sector, we build a comprehensive approach with our clients to support the digital transformation of their model. ⊗

+3.1%

The growth of our activity in the public sector in 2019

PUBLIC SECTOR

The rapid pace of technological change and disruption deeply influences how governments, public workers and administrations provide services to citizens around the world. Capgemini has extensive experience in this field and has worked with public organizations, agencies and enterprises at every level to envision and implement modern solutions that enable levels of efficiency and flexibility that were traditionally only seen in the private sector. ⊗

CONSUMER GOODS & RETAIL

Consumers are in the spotlight; they want to engage with brands through increasingly personalized, intelligent and digital means. Capgemini guides clients through the rapidly changing technology and business environments, identifying ways in which many of the world's largest consumer brands can transform their businesses. Benefiting from a transversal view of the production chain, from producer to end customer, our teams support players in the consumer goods sector, helping them define relevant digital transformation strategies. ⊗

32,000

Capgemini experts dedicated to clients in this sector

600

Our talented people are at the service of more than **600 manufacturing customers**

MANUFACTURING

To establish their position in a changing digital world, industrial companies must innovate rapidly, be close to their customers and radically improve their operating efficiency. To help them, we provide end-to-end capabilities. Our extensive knowledge of the sector, combined with the expertise of our teams, enables us to offer our clients industry-specific and tried-and-tested solutions that activate business growth. Pioneers of Intelligent Industry, we help our clients fully benefit from the deployment of the cloud, IoT, edge computing, artificial intelligence and 5G technologies. ⊗

50

More than **1,100 major customer projects** completed in **50 countries**

TELECOMMUNI-CATIONS, MEDIA & TECHNOLOGY

The rapidly changing demands of a new generation of end consumers are driving unprecedented disruption as companies strive to find ways of delivering immersive consumer experiences while they adapt to innovative and emerging technology platforms. From the growing importance of 5G in telecommunications, to the evolving content and distribution models in media and entertainment, and the speed of technological change for all players, Capgemini partners with clients to address the major challenges they face in these industries. ⊗

In 2019, we continued to expand joint initiatives with selected partners, to help clients accelerate their digital transformation journey and generate value from data. We create innovative offers and encourage experimentation to address demanding client challenges.

INNOVATING WITH OUR ECOSYSTEM OF LEADING TECHNOLOGY PARTNERS

FOCUS ON SOME KEY INITIATIVES

aws

CLOUD WITH AMAZON WEB SERVICES (AWS)

› **First launched in Europe and then in North America,** this joint strategic initiative combines AWS' comprehensive ecosystem of cloud technologies with Capgemini's global expertise in applications, on-premise infrastructure and cloud-managed services. Focusing on mass application migrations, cloud native development, cloud application modernization, artificial intelligence, machine learning and managed services, this initiative drives down time-to-market, while enabling productivity gains and cost savings.

Microsoft

ENTERPRISE PORTFOLIO MODERNIZATION (EPM) WITH MICROSOFT

› **This initiative presents a suite of solutions** that aligns our extensive application lifecycle and modernization capabilities with Microsoft Azure to offer a modern end-to-end approach to digital transformation. EPM optimizes enterprise applications and reaps the benefits of cloud economics to achieve new business speed and agility. This strategy includes routes designed to guide clients in the development of a plan for migrating their business-critical and high-volume applications to the Microsoft Azure Cloud.

SAP

CLOUD FOR AUTOMOTIVE SUPPLIERS WITH SAP S/4HANA®

› **As SAP's strategic partner for discrete industries, Capgemini and SAP are working together** on a joint global multi-year initiative to provide the number one solution for automotive suppliers of all sizes. The project leverages SAP's market-leading suite of enterprise application software and digital solutions, including SAP S/4HANA®, and Capgemini's unmatched depth of digital transformation, automotive industry experience, agile cloud development, and SAP technology expertise, spanning consulting, insights and data, DCX, cloud and digital manufacturing.

OUR ECOSYSTEM OF PARTNERS SUPPORTING OUR PRIORITY OFFERS

	AMAZON WEB SERVICES	MICROSOFT	GOOGLE	ORACLE	SALESFORCE	SAP	ADOBE	IBM	SERVICENOW	PEGA	DASSAULT SYSTÈMES
Customer Experience	●	●			●	●	●			●	
Cloud	●	●	●	●	●	●			●	●	
Cybersecurity	●	●	●						●	●	
AI & Analytics	●	●	●	●	●	●	●	●	●	●	
Digital Manufacturing	●	●	●		●	●			●		●
Digital Core with SAP S/4HANA®	●	●	●			●					
ADMnext	●	●	●	●	●	●			●	●	

BUILDING SUCCESSFUL PROOFS OF CONCEPT

WITH AMAZON

● **Capgemini is working with Amazon to enable the strategic transformation of our clients,** employing the strength of AWS cloud, via our leading partnership, combined with our Capgemini Invent strategic consulting, industry-expertise and AI talent. Building from an AWS platform foundation, we help our clients join their first-party data with data generated by Amazon Advertising, Amazon Retail and other Amazon assets.

Mike Clayville,
VP, Worldwide Commercial Sales, Amazon Web Services

"Capgemini and AWS have worked together for more than 10 years to provide our customers with a simple and predictable journey to the cloud."

WITH GOOGLE

● **Capgemini is helping global clients pilot and execute new models of customer engagement** by using the Alphabet ecosystem to harness the value of their customer data, combined with Google advertising and big data analytics, all powered by the Google Compute Engine.

Kevin Ichhpurani,
Corporate Vice President, Global Ecosystem at Google Cloud

"Capgemini has developed a solution for retailers that leverages our Big Query and DataHub technologies to build more data-informed businesses."

WITH MICROSOFT

● **Providing the ability to scale up manufacturing and operations intelligence** for improved visibility, predictability and adaptability, Intelligent Operations Platform on Microsoft Azure IoT enables an agile, low-risk and easily scalable transformation towards the factory of the future. It consists of a reference architecture and accelerators to kick-start and scale a manufacturer's digital transformation. It utilizes industry standards to establish connectivity in heterogeneous environments and create a future-proof platform.

Jean-Philippe Courtois,
EVP Microsoft Global Sales, Marketing & Operations

"We are committed to helping our customers set new standards for smart manufacturing. Through Capgemini's Intelligent Industry approach, we help entreprises to build intelligent factories of the future."

ALBUM
—

Highlights of the year in images

New acquisitions, partnerships, major events, team successes and awards: discover a selection of our most exciting highlights from 2019.

Capgemini and Altran are creating a global leader in the digital transformation of industrial and technology enterprises, following Capgemini's friendly takeover bid to acquire Altran Technologies, the world's leading engineering and R&D services company. Combining the complementary expertise of these companies has resulted, on April 1, 2020, in a Group with a turnover of €17 billion and 270,000 employees, enabling Capgemini to claim a leadership position in the Intelligent Industry market. ⊗

Album —

Labels in image:
Nematodenbefall von Meloidogyne an Karotte

Nematodenbefall von Meloidogyne an Gurke

...loidogyne an Daucus carota

...incognita ...ematodenbefall ...wurzeln

Gesunde Gur...

...esunde Salatwurze...

...allennematoden be...

...ucumis sativus

Bayer and Capgemini strengthen and expand their strategic partnership, by signing a new six-year deal worth over a billion euros. Capgemini will deliver a wide range of transformational services to further accelerate the digitalization of the organization. ⊗

Brand Finance®

IT Services
25
2020

The annual report on the most valuable and strongest IT services brands

January 2020

The independent brand valuation consultancy **Brand Finance** ranked Capgemini in the top 10 of the world's most valuable IT services brands. The brand's strength rose from AA to AA+, while its value grew by 12%, benefiting from a strong performance in North America and Europe, especially from its digital and cloud offers.

I n 2019, "Pulse" was launched across the Capgemini group. This continuous listening tool is a giant leap forward as it gathers people's thoughts and opinions through short and on-demand surveys. Based on this input, different levels of analysis are made, which in turn trigger actions to improve engagement. �

Through its business brand **Capgemini Invent,** Capgemini was proud to be the Global Partner of the 10th World Climate Summit, during the COP 25. This photo, by Debiprasad Mukherjee, won an international contest launched by the Group, inviting employees to share their vision of climate change. ⊗

Capgemini completed its second year as Global Innovation partner of the Men's and Women's HSBC World Rugby Sevens Series, the international competition of Rugby Sevens. We cultivate the "Sevens Spirit", a balance between fun and high performance. This sponsorship is an opportunity to share unique moments with our clients and our people. ✹

Capgemini's Bengaluru campus receives net-zero platinum certification from the Indian Green Building Council. It is the first corporate campus in India to have achieved the status of being self-sustaining by generating an equal amount of green energy from renewable resources as it uses for its operations.
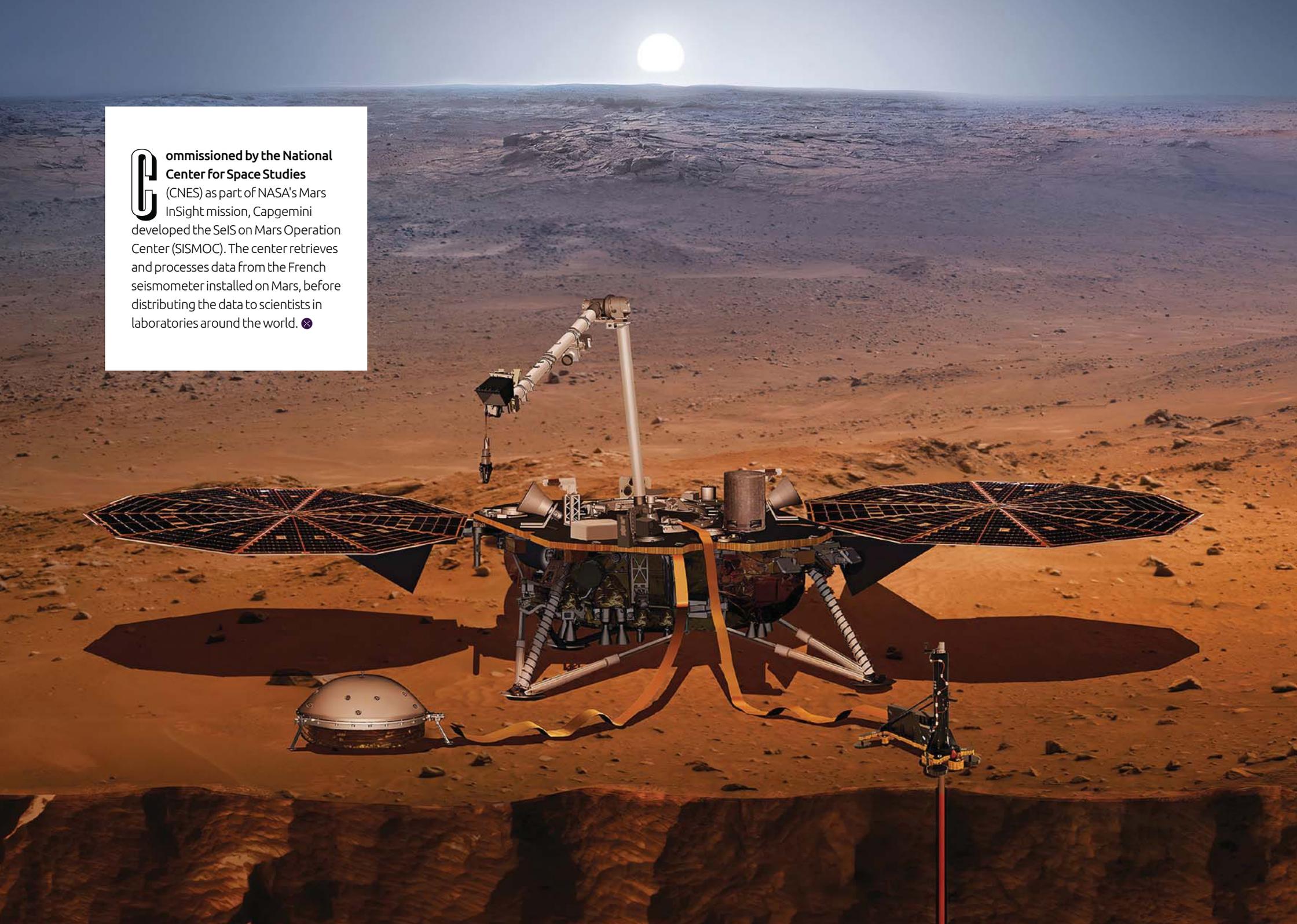
Commissioned by the National Center for Space Studies (CNES) as part of NASA's Mars InSight mission, Capgemini developed the SeIS on Mars Operation Center (SISMOC). The center retrieves and processes data from the French seismometer installed on Mars, before distributing the data to scientists in laboratories around the world.

Purpose, one of the leading strategy and social impact agencies, joins Capgemini.

Headquartered in New York, it builds and supports movements to advance the fight for an open, just, and habitable world, notably through campaigning labs. Combined with the expertise of Capgemini Invent, Purpose will help global clients lead purpose-driven transformations. ✳

The former commercial cybersecurity business of Leidos joins Capgemini. The team of almost 500 cybersecurity professionals helps to meet the Group's increasing client demands for cybersecurity services and solutions across North America, adding value to the global security provisions of Capgemini's clients around the world. ✦

Capgemini accelerates in the airline industry, becoming one of the first business partners of Airbus's Skywise digital platform, which connects more than 80 airlines. Based on a data lake, the platform allows the fleet management of aircraft over their entire lifespan, and forms part of the digital transformation of the aviation sector. ✵
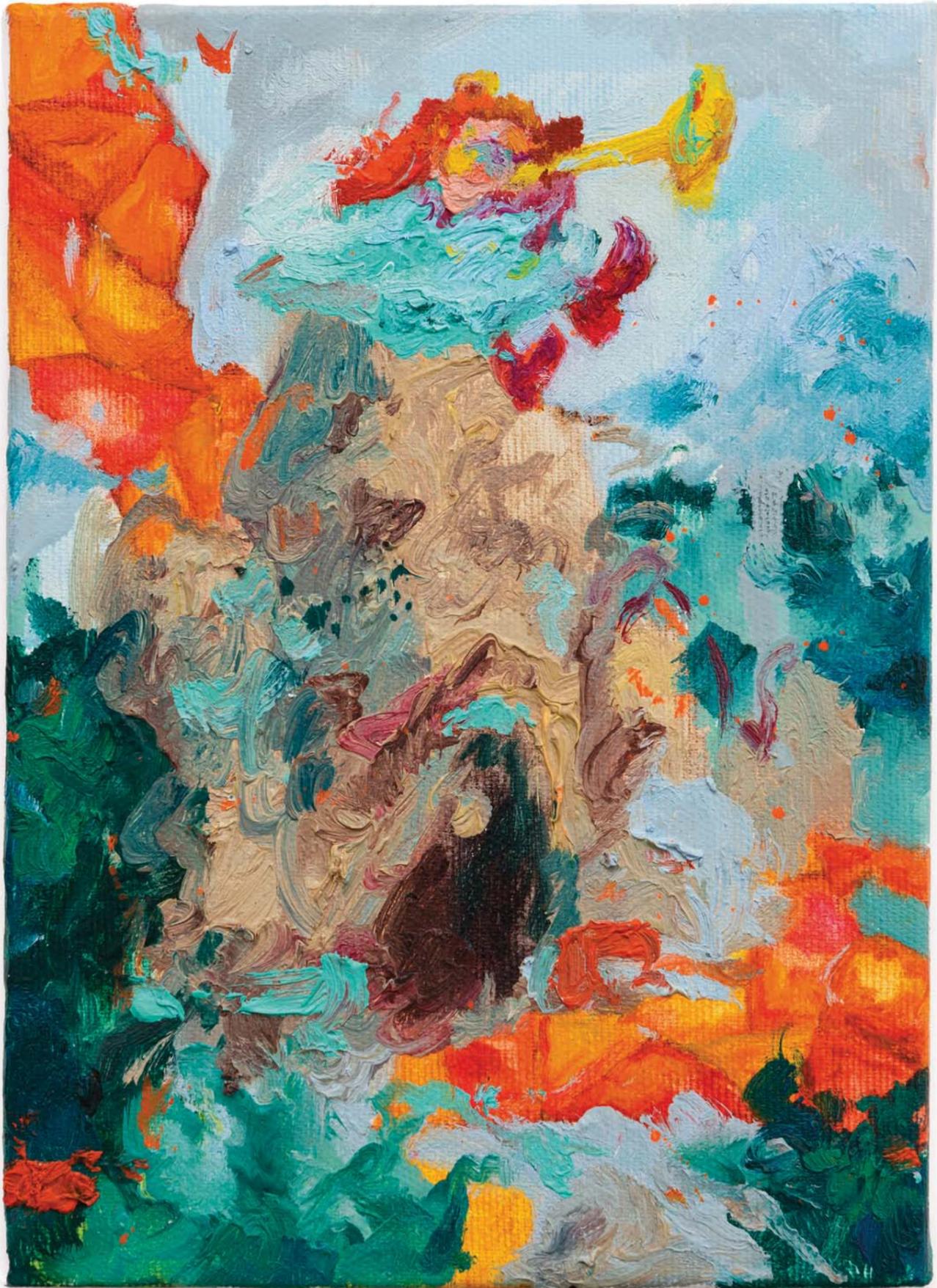
AIRBUS A321neo ▷

PART II
—

Building
a positive future with
and for the whole of

society

We are committed to making digital transformation an everyday opportunity for all of society. Thanks to the expertise of our talents and through our service offering, we support our clients in building more responsible business models, a source of sustainable and shared performance. Our corporate social responsibility policy, an essential component of our strategy, aims to provide an inclusive work environment, to create bridges between technology and society, and to propose concrete solutions to reduce our environmental impact and those of our clients. To become, together, Architects of Positive Futures.

Our people are critical to ensuring and promoting our success. It is thanks to the intelligence and dedication of each of our employees that we can have a positive influence on our ecosystem.

DEDICATED AND PASSIONATE PEOPLE

OUR PEOPLE: DEDICATED TO SUSTAINABLE TRANSFORMATION

TECHNOLOGICAL MASTERY:

We are proud of our level of expertise in new technologies. This unmatched expertise is critical to earning the trust of our clients so we can act as the preferred partner for their transformation. We assess technology trends with the help of our top specialists worldwide. In particular, we help companies seize complex opportunities with TechnoVision, our annual guide to digital technology trends and innovations. ⊛

For more than 50 years, our performance has been recognized by the market. It is the result of the continuous adaptation of our skills and abilities, the agility and creativity of our working methods, of collaboration and of innovation. Our partnership approach makes a major contribution to this: it enables us to provide the best possible solutions to meet our customers' challenges. Our unique position is rooted in three components:

⊙ Our role as a technology trans-former: we anticipate and articulate technological environments that are constantly reinventing themselves. We identify options and levers for business transformation and performance.

⊙ Our capacity to act as a connector: We combine the most pertinent technical, sectoral and transformative expertise – both internally and externally – to define and implement solutions tailored to the challenges our clients face.

⊙ Our shared passion: We are composed of multidisciplinary teams where the commitment, motivation and energy of each of our employees are combined. This combination is a source of innovation in the solutions we define and the creativity of their implementation. We build together. ⊛

Our people are our primary asset. Our solidarity, our resilience, and our development are based on the talent of every one of them.

A UNIQUE APPROACH TO COLLABORATION:

We work by our clients' side throughout their projects. We provide support for the long-term, from developing a strategy to its final implementation, with the support of our experts and strategic partners at every step in their projects. This unique vision of collaboration with clients promotes new ideas, encourages communication and contributes to creating lasting business relationships. That is why we have turned our vision into a proven methodology: the Collaborative Business Experience™, with a process based on four key elements: creating value, preventing risks, bringing together the best skills, and aligning the entire organization. ⊛

A PASSION FOR INNOVATION:

We help companies to differentiate themselves in the market through an "applied innovation" approach. Our customers can deploy and adopt innovations faster through our global network of Applied Innovation Exchanges (AIEs), consisting of 16 innovation centers around the world. At our AIEs, customers are supported by our experts to understand, test and apply emerging technologies. The projects they carry out there enable them to innovate quickly and on a large scale, in a secure and sustainable way, but also to anticipate future developments. In these centers, our customers also benefit from the crucial contribution of our ecosystem of carefully selected partners and startups. ⊛

We make a point of giving our teams a multi-activity experience, built on commitment and collaboration.

A STIMULATING AND ENGAGING EXPERIENCE

SIX COMPLEMENTARY DEVELOPMENT LEVERS

INSPIRING MISSION AND VALUES

Our strong entrepreneurial culture means that we share common values, a proactive and partnership-based approach, and a strong commitment to our clients, who help build our reputation day after day. ⊗

CONTINUOUS LEARNING AND GROWTH

Our University provides the Group's employees – and certain partners – with access to a portfolio of in-person and distance learning courses tailored to each individual's profile, challenges and aspirations. All of this is continuously accessible on any digital platform, in order to adapt to the needs and pace of every individual. ⊗

EFFECTIVE DIGITAL WORKPLACE

The digital environment and its new working methods are essential ways of promoting individual and collective efficiency – especially in our sector. We equip our employees with collaborative methods and mobile computing tools and furnish all of our sites with workspaces for collaboration, co-design and ideation, as well as participatory methods and tools. ⊗

FOCUS: REMOTE WORKING

During the Covid-19 pandemic, the amount of our employees around the world working remotely surpassed 90%.

AN INCLUSIVE ENVIRONMENT OF WELL-BEING

We are valuing individual differences in the workforce and making them welcome and accepted for an open-minded, diverse, safe and caring environment. We implement concrete initiatives in favor of equality between women and men, diversity, digital inclusion and reducing our environmental footprint – initiatives that all our employees care deeply about and actively contribute to. ⊗

CONNECTED MANAGER

The Connected Manager acts as the first agent of an engaging employee experience by maintaining a close relationship with each employee, identifying an individual's contribution levers and defining prospects for developing, strengthening and advancing their teams. It also participates in the transformation of work practices, at a distance, in multiple geographies, and in multidisciplinary teams mixing internal and external talent. The manager leads individual and collective contributions to organize innovation and implement solutions co-defined with our clients. ⊗

DRIVING PERFORMANCE AND SUCCESS

Our transformation projects are conceived, defined and delivered with our clients. Their complexity requires maximum involvement and efficiency on the part of our employees. Our collective performance is the result of the contribution of each individual, and of the variety of their experiences resulting from regular project mobility. Individual development plans, coaching and mentoring complete this system. ⊗

FOCUS PERFORM

Our new method of performance management, PERFORM is based on setting rolling targets rather than annual objectives, providing continuous feedback, and engaging in on-demand "conversations" to monitor and discuss each employee's contributions to projects and their career and advancement prospects.

POSITIVE RECOGNITION AND REWARD

Recognition and compensation are two essential pillars of commitment that we adapt to each employee's context, geography and profile. For example, we offer specific compensation for contributions to local or global initiatives, or participation in skills-acceleration programs. ⊗

At Capgemini, we aim to bridge the gap between social purpose and greener business models. Our ambition is to combine innovation and technology to deliver positive solutions for a sustainable future.

DRIVING SUCCESS WITH SUSTAINABILITY

Just as the digital revolution has disrupted every type of business, the climate crisis is the next catalyst for widespread reinvention and transformation. Businesses must embark upon ambitious transformation journeys to reorient their activities towards full sustainability.

At Capgemini, we view technology as one of the key levers available to address the mounting challenges posed by climate change. We recognize the greatest contribution we can make to addressing environmental challenges is through the services we deliver to our clients, leveraging our combined innovation and technology. We are currently working within a number of ecosystems, collaborating with our clients and with global institutions, such as the United Nations and the

World Climate Summit, to pioneer solutions and roll out new sustainability-centric business models and technology.

In parallel with our strong internal commitments, we've set an ambitious target to help our clients save 10 million tons of carbon by 2030. We have been developing a deeper understanding of the carbon benefits across our services and market sectors. To date, we have highlighted over 30 capabilities from within our portfolio that can help clients reduce their carbon emissions.

Our ambition requires reinvention enabled by the lever of new technologies, especially platforms and data. Digital and artificial intelligence are already proving crucial enablers of innovation in the area of sustainability and we continue to use data-driven insights to shape our sustainability strategy. We need to ensure we are using data to drive change. This means gathering the most up-to-date and relevant data – and using it to turn insights into action. ✖

GREENHOUSE EFFECT

43.1

gigatonnes of CO₂ emitted into the atmosphere in 2019

ENERGY

25%

expected increase in energy consumption by 2040

(Capgemini Invent report, The Sustainable Enterprise Revolution 2030, November 2019)

POPULATION

+1.7

Billion – the predicted increase in global population by 2040

(Capgemini Invent report, The Future of Energy, February 2020)
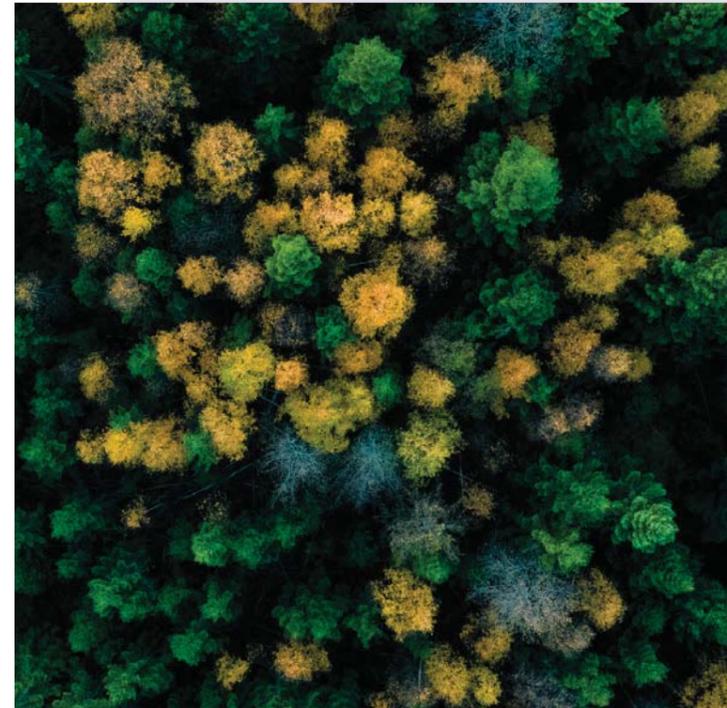
SAVING SWEDISH FORESTS WITH AI

Sogeti in Sweden is working with state-owned Sveaskog, Sweden's largest forestry owner, to track and contain the progress of the spruce bark beetle, responsible for the destruction of trees. The Geo Satellite Intelligence solution uses artificial intelligence to produce detailed maps that visualize the movements of the beetles. Drone technology and harvester data are used to verify the accuracy of the data relating to affected forest areas, enabling Sveaskog to move fast to contain the progress of the beetles. This solution has further developed into a state-owned solution, driven by the Swedish Forest Agency, for all forest owners in Sweden.

ONE PLANET ACADEMY'S OUTREACH AND ENGAGEMENT

Created by Capgemini, in partnership with WWF India, One Planet Academy (OPA) is a digital resource center with the goal of building environmental awareness and sensitivity among school students. With 77,000 users, school students and educationists, the platform has reached out to schools across 12 Indian states and has made its presence felt across the country. OPA is expanding its pan-India outreach through active partnerships with government agencies, education boards, institutions and NGO partners. Some of these partnerships are with the national Central Board of Secondary Education, affiliated to more than 20,000 schools.

Capgemini works with industry leaders and healthcare stakeholders to implement innovations in service, care models and information delivery in a way that benefits everyone.

REINVENT HEALTH AND SOCIAL CARE

Even before the outbreak of the Covid-19 pandemic, growing and aging global populations, rapid urbanization, and increasingly unhealthy lifestyles for many demographics meant that healthcare systems around the world were under tremendous pressure to transform in order to improve care outcomes and patient experience, while broadening the amount of people who can access their services.

Capgemini has always been one of the leading technology companies at the forefront of supporting healthcare systems, through collaborative and innovative approaches. Our aim is to help reinvent the way health and social care are provided to

citizens, repositioning them for a sustainable future by accelerating the benefits new digital technologies can bring.

Capgemini helps healthcare customers make better use of data and explore new models of care to improve outcomes and reduce costs. Our support includes collaborative design, implementation and integration of technology platforms, plus techniques and tools to facilitate adoption among end users.

We partner with hospitals, life science companies, insurers, government ministries and health authorities, helping them to deliver the best health and social care services. Our main actions in this field include the co-development of shared digital platforms, collaboration with thinktanks, co-chairing university programs, and the development of data-led programs. These partnerships allow us to mine value from healthcare data and leverage AI to build deeper datasets and ensure true privacy. ✳

UNITED IN THE FIGHT AGAINST COVID-19

Capgemini's number one priority is to look after our people and their families, as well as our clients and business partners. We remained committed to delivering the best service, addressing each of our clients' situations. While needing to maintain a safe physical distance, it's never been so important for us to ensure strong social connections because today relationships matter more than ever. As we unite to tackle this global challenge, Capgemini is supporting its communities to keep safe, connected and informed. Stronger together. ✳

AI AT THE SERVICE OF TOMORROW'S MEDICINE WITH THE TRAUMATRIX PROJECT IN FRANCE

The Traumabase association, AP-HP*, CNRS**, School of Advanced Studies in the Social Sciences (EHESS), École Polytechnique and Capgemini Invent are launching TrauMatrix, a three-year scientific and medical research partnership. It aims to develop an innovative decision-support tool to manage patients within the first 24 hours of severe trauma. The project has three main focus areas: patient management in relevant care units, diagnosis, and management of the care strategy. The project is based on Traumabase®, an observatory created in 2011 that has become a medical data registry on serious trauma across France.

*AP-HP: Public Assistance – Paris Hospitals
**CNRS: French National Center for Scientific Research

FARM, A DATA PLATFORM TO HELP KENYAN FARMERS

Project FARM (Financial and Agricultural Recommendation Models) is an intelligent data platform, developed by Capgemini, that aims to help small-scale farmers in Kenya resolve the global food shortage. Designed to optimize the agricultural value chain, the platform uses artificial intelligence to determine farming patterns through big data, generating insights from the data to make recommendations. FARM connects with cellphones, making the platform applicable at scale. This solution was built in collaboration with Agrics, a social enterprise operating in East Africa that provides local farmers with agricultural products and services on credit.

Trust in business requires trust in technology. We partner with clients to combine data and artificial intelligence, business performance and ethics.

BUILDING TRUST IN AN INTELLIGENT WORLD

Technology businesses must be trusted by citizens, consumers, employees, partners, networks and authorities. We work in collaboration with institutions, regulators and thinktanks to reinforce human rights and fundamental freedoms within civil society. We work with private companies and public organizations to help them implement major data protection programs to ensure they comply with GDPR and respect citizens' privacy rights.

Digitalization offers governments the opportunity to reorganize and rethink the way services are delivered. Mastering data is essential to fulfill the full potential of augmented government, intelligently automating administrative processes and gaining insights that enable better decision-making, with positive impacts for citizens. Our solutions enable governments and public sector organizations to offer effective and secure digital public services and respond more quickly and accurately to customers' and citizens' needs. We help the public sector gain real insight and value from their data. For example, we have helped local governments manage costs and optimize services, and helped central governments handle the complexities of defense logistics, tax collection and healthcare provision.

We are also working with our clients to design and implement their "sustainable AI" visions, and we help them implement oversight frameworks to ensure the design and use of a fair, reliable and governed AI.

At Cagemini, we have always believed that ethics and integrity are invaluable assets for profitable and sustainable business. For the eighth consecutive year, Capgemini has been recognized as one of the world's most ethical companies by the Ethisphere Institute, a global leader in defining and advancing the standards of ethical business practices. ⊗

CYBERSECURITY

1/5

organizations were using AI in the area of cybersecurity before 2019

(Reinventing Cybersecurity with Artificial Intelligence, Capgemini Research Institute, 2019)

ETHICS

62%

of consumers would have more confidence in a company with ethical algorithms

(Why addressing ethical questions in AI will benefit organizations, Capgemini Research Institute, 2019)

PROTECTING EUROPEAN ENERGY ACTIVITIES WITH PHOENIX

Capgemini coordinates the Phoenix cybersecurity project, a three-year program set up and funded by the European Commission (EC), to protect the electrical energy systems and networks in Europe. The Group is helping the EC to strengthen the system by implementing a data protection program which includes constant monitoring for attacks. Capgemini has also participated in the development of scenarios that model incidents that could lead to critical data being compromised. The mission is based on a consortium of 24 partners from 10 countries of the European Union. This project has received funding from the European Union's Horizon 2020 research and innovation program, under grant agreement N°832989.

TRUST AND TRANSPARENCY IN THE SHARED TECHNOLOGY SERVICES PROGRAM

The State of Texas Department of Information Resources (DIR) delivers shared technology services to state governmental entities and education systems. Their multi-sourcing services integrator (MSI) model developed with Capgemini relies on mutual trust of processes, people, and tools. A key to establishing that trust is transparency, from performance to satisfaction to cost of ownership. Promoting a one team mindset across many providers encourages everyone to focus on an end goal of cohesive delivery, developing confidence and trust that flows from the client to the constituent.

At Capgemini, we believe that long-term sustainability is all about redefining our business model to ensure that technology creates value for business, people and our planet. Our corporate social responsibility program "Architects of Positive Futures" aims to make our Group a leading responsible company.

27,300+
people benefited from our digital literacy programs

29%
reduction in CO$_2$ emissions per employee since 2015

ARCHITECTS OF POSITIVE FUTURES

50%
of board directors are women

33%
of our workforce are women

1,560+
graduates from Capgemini's Digital Academies
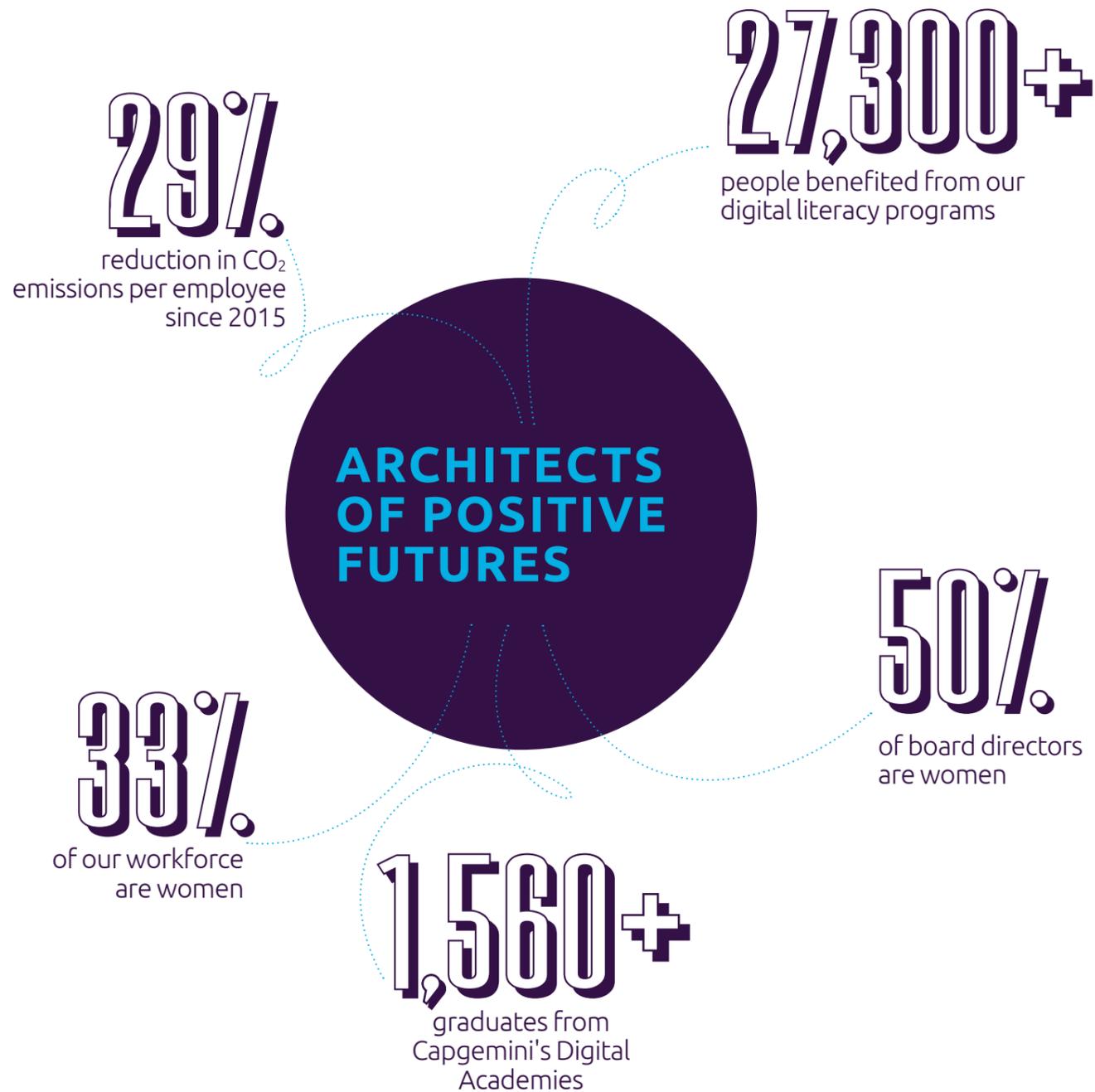
Diversity

Leveraging a diverse and inclusive work environment where our people can thrive and bring the best value to our clients.

At Capgemini, we believe the factors that make people different are a source of innovation and creativity. They enable us to generate new ideas, anticipate market trends and be thought leaders in our chosen markets.

As Architects of Positive Futures, we each commit to building a more inclusive and equitable workplace where all our employees can be their authentic selves and do their best work, and where people of all backgrounds can thrive.

Each year, we renew our efforts to expand the diversity, inclusion and parity of our teams. In 2019, we introduced numerous initiatives that foster the best work environments, while reducing disparities between men and women. Examples of our diversity actions include: specific programs to aid high-potential female employees; regular panels to highlight the role and place of women in digital and innovation; offering more flexible work options; and promoting inclusive behaviors through the regular training of employees at all levels. ⊗

OUR TARGET

34% of our workforce to be women by the end of 2020

Women in AI Awards / Capgemini, in partnership with the Women in AI association, created the first European "Women in AI Awards", aimed at promoting women in artificial intelligence and highlighting female talent and role models. The award is part of the Women@Capgemini action program launched in 2012. In 2019, it was awarded to three female founders of European AI startups from among more than 60 candidates, on the occasion of AI Night, the European night of artificial intelligence.

Digital inclusion

Helping to make the digital revolution an opportunity for all while creating a bridge between technology and society.

Our digital inclusion strategy is at the heart of our corporate strategy and, with the help of a strongly coordinated network of digital inclusion leaders across the Group, we are focusing all our efforts on tackling this issue. Capgemini is committed to making digital transformation an opportunity for all, through its Digital Inclusion program, which is focused on reducing the digital divide. We also encourage our colleagues to engage in our projects, where they can use their skills and expertise to affect positive change in society, notably during the Impact Together Week.

In 2019, more than 27,300 people were supported via our digital literacy programs. For example, we partnered with local NGOs in India to support digital literacy centers in under-served communities, to ensure at least one member of each family has basic digital skills. Furthermore, our Digital Academies program, a worldwide network of schools providing at-risk populations with training on in-demand technologies, has attracted our clients' attention: in 2019, we co-created Digital Academies in India with our client J.P. Morgan and initiated a corporate partnership with HSBC focusing on digital literacy. ⊗

OUR TARGET

100,000 people to be supported via our digital literacy programs by the end of 2020

Our employees acting #4PositiveFutures: 2019 Impact Together Week initiative / In October 2019, Capgemini employees from across Europe and Vietnam, along with several of our clients and partners, embarked on a rewarding opportunity to give back. Impact Together Week is a week-long CSR program that connects colleagues to causes that impact the lives of underserved communities and individuals. Fifty solidarity projects, aligned with the three CSR pillars, were supported by Capgemini volunteers, our nonprofit partners and their beneficiaries.

Environmental sustainability

Delivering positive solutions for environmental issues by managing our own impact and supporting our clients in reducing theirs.

Capgemini has a longstanding commitment to reducing its own environmental impact and using its expertise in technology and business transformation to help clients address their sustainability challenges. Capgemini was named on the prestigious "A-List" of the global environmental impact non-profit CDP. This was a recognition of our comprehensive response to tackling climate change, including the significant progress we have made in cutting greenhouse gas emissions. Overall, we have achieved a 29% reduction in carbon emissions per employee since 2015.

Our 20% reduction in travel emissions per employee since 2015 and our one-team global approach have been key to our progress. Our Environmental Sustainability program is anchored in the belief that making a positive impact requires collective action from all of us. We also mobilized our employees in support of our sponsorship of the World Climate Summit, the most important event of the UN's COP 25, where we set out a vision for a sustainable business revolution. Over 2,000 employees were further engaged through training and business challenges about sustainability. ⊗

OUR TARGET

30% reduction in emissions per employee between 2015 and 2030
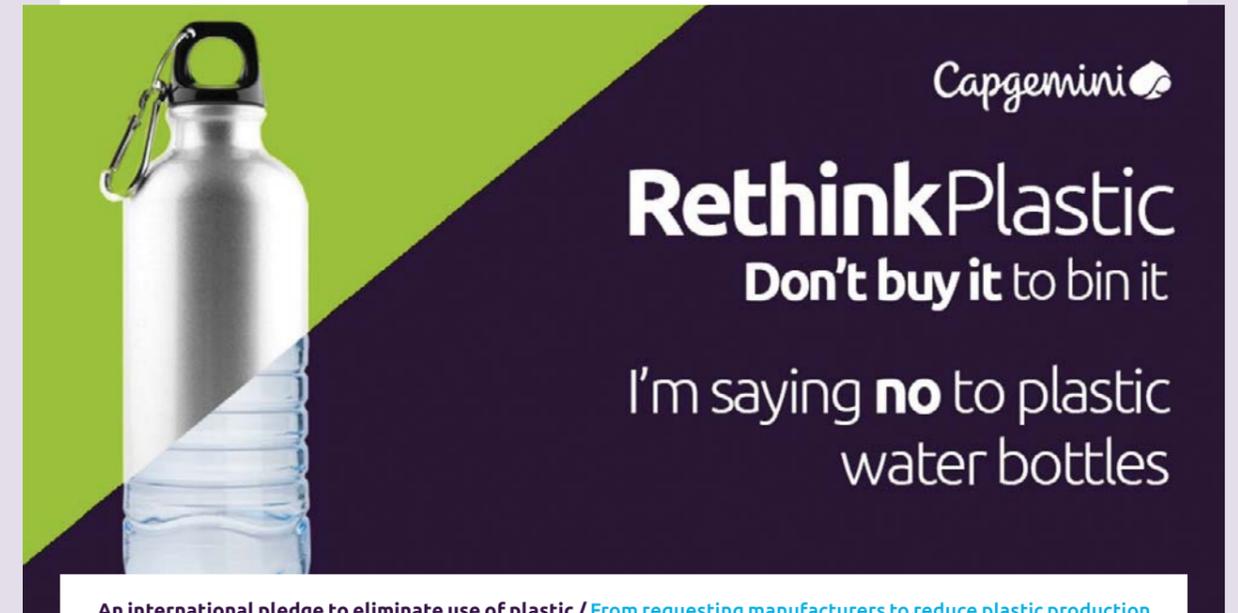
An international pledge to eliminate use of plastic / From requesting manufacturers to reduce plastic production to bringing home-cooked lunches instead of buying packaged products, our people all around the world are taking pledges to reduce the use of plastic in their everyday lives. This new global commitment to "Rethink Plastic" aims to phase out single-use plastic wherever possible.

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A consumer perspective

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Voice on the go

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#AGILITY

❸ Taking digital transformation to the next level
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Miryam Haddad

he artist Miryam Haddad has lived and worked in Paris since 2012 and is a graduate of Paris' School of Fine Arts (L'école des Beaux-Arts de Paris). In 2019, she was the laureate of the Jean Francois Prat Prize, had a solo show at the Collection Lambert in Avignon, and was selected to create the poster for the 73rd Festival d'Avignon. Her work has recently featured in group exhibitions such as Métamorphoses, Fondation Cartier, Paris; Globe as a Palette, Hokkaido Obihiro Museum of Art, Japan.

"A canvas must assert itself in a strong way," she says. "In this sense, color is obviously one of the essential elements; the painting cannot be seen without it. Ever since my first painting experiences, I wanted many intense colors. I love to exaggerate colors. I do not appreciate the in-between. Taking this inspiration to extremes allows the invention of scenes that may seem joyful or illustrate the atmosphere of a party. However, by pushing this act to its limits, ambiguities appear. Extremes come together and the experience of the viewer is amplified: the colorful forms of this theater demand attention; they seem to testify to a positive energy…

"The gaze is nevertheless troubled: these paintings ultimately show mixed feelings. They do not calm the mind; violence is felt… Tears are as much a product of joy as they are of sadness. It is important, then, to play on formats, large on one hand, very small on the other. To offer the same journey, there's the same attentive pause. I also rely on the thickness of the material or in other places I choose to use a very transparent medium. Then, the choices of titles confirm my reading, my orientation, leaving the spectator free to begin making their own interpretation." ⊗

Extract from an interview with the artist for the 73rd edition of the Avignon Festival. By Marc Blanchet

www.miryamhaddad.com

❝ A canvas must assert itself in a strong way, in this sense, color is obviously one of the essential elements; the painting cannot be seen without it."
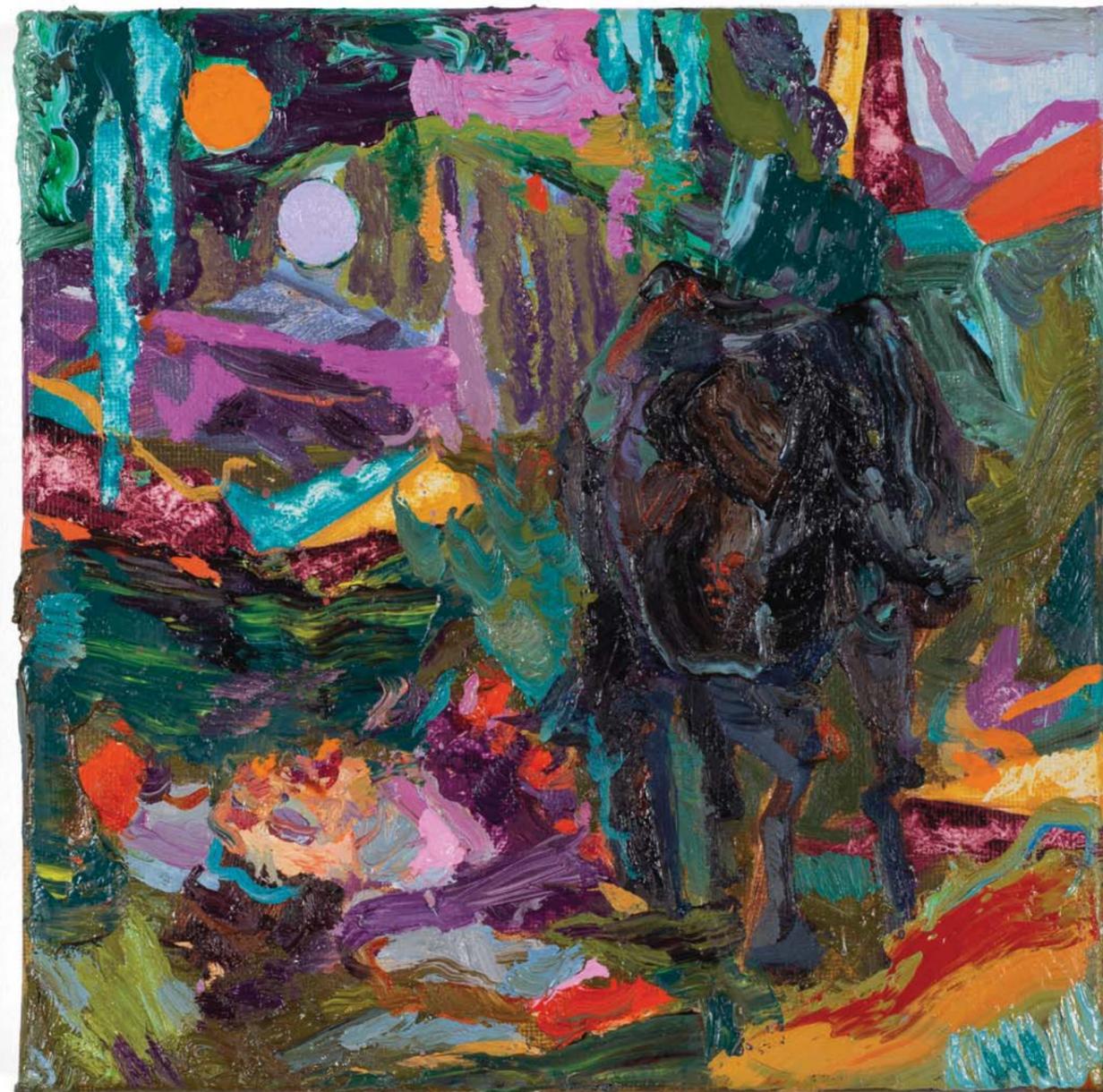
**TRÊVE D'AMITIÉ
(CEASE FRIENDSHIP), 2019
MIRYAM HADDAD**
Oil on canvas,
20x20x2cm
(7.8x7.8x0.8in)

Photo: Fabrice Gousset
Courtesy of the artist and Art: Concept, Paris
Private collection

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ANNUAL REPORT 2019   UNIVERSAL REGISTRATION DOCUMENT 2019   INTEGRATED REPORT 2019

The Annual Report outlines Capgemini's primary activities and the major events from the previous business year. Combining interviews and analysis, it retraces the transformations that have impacted our activities and our ambitions.

The Universal Registration Document provides complete legal, economic, financial, and accounting information about our activities, together with analysis of the company's results and future prospects.

The Integrated Report describes how Capgemini's strategy, governance and organization create long-term financial and extra-financial value for the Group and its stakeholders.

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