Capgemini

INTEGRATED ANNUAL REPORT 2020

GET THE FUTURE YOU WANT

Stronger, together

The commitment of our teams

During the Covid-19 pandemic, Capgemini's top priority is to ensure the health and safety of its employees, clients and partners. At the start of spring 2020, the company quickly adapted its operations so that nearly 95% of its people were remote working worldwide, while ensuring full continuity of service to its clients and working at their side to manage the crisis. In 2020, Capgemini's teams have shown tremendous solidarity and leveraged their technology consulting and data processing expertise to meet the needs of public authorities and communities.
We would like to dedicate the first pages of this report to them.

#STRONGERTOGETHER

#HEALTH

📍 **BRAZIL**

"WE CREATED AND DEVELOPED AN APPLICATION WE CALL CAPGEMINI SUPERCARE, THROUGH WHICH AN EMPLOYEE CAN GET IN TOUCH WITH US DIRECTLY IF THEY ARE SHOWING SYMPTOMS OF COVID-19, SO WE CAN MAKE IMMEDIATE CONTACT WITH THEM."

RAFAEL TSUNODA MORIOKA
Health Management & Occupational Doctor

#STRONGERTOGETHER

BAL GILL
Head of Employee Experience
and Inclusion

📍 **UK**

"EMPLOYEE WELLBEING WAS AT THE HEART OF OUR RESPONSE. WE CREATED 'CAPGEMINI AT HOME', A VIRTUAL COMMUNITY WHERE EVERYONE WAS ABLE TO SHARE CAMARADERIE, INCLUDING OUR LEADERS. WE ALSO BOOSTED OUR MENTAL HEALTH CHAMPIONS BY 40% AND ENSURED EXPERT SUPPORT WAS OPEN TO ALL."

ALBERT TORT
Chief Technology Officer

#CLIENT-FOCUSED

📍 **SPAIN**

"WE IMPLEMENTED AN ECOSYSTEM FOR ENGAGING CLIENTS THROUGH A WIDE RANGE OF VALUE-FROM-EVERYWHERE INITIATIVES, SUCH AS OUR VIRTUAL OFFICE FOR INTERACTIVE CLIENT VISITS TO HIGHLIGHT PROJECTS AND CAPABILITIES, AN ONBOARDING APP FOR CLIENT PROJECTS AND A SERIES OF YOUTUBE LIVE VIDEOS FEATURING SHORT INTERVIEWS TO SHARE OUR EXPERTISE AND KNOWLEDGE."

#TECHNOLOGY

#HEALTH

📍 **FRANCE**

"PUBLIC AUTHORITIES TURNED TO US TO HARNESS DIGITAL TECHNOLOGY IN THE FIGHT AGAINST COVID-19. FROM THE TOUSANTICOVID APP TO TESTING AND HOSPITAL CAPACITY PLANNING, OUR TEAMS WORKED HARD TO PROVIDE SOLUTIONS THAT INSPIRED TRUST FROM BOTH CITIZENS AND HEALTHCARE PROFESSIONALS."

MEETALI GANDHI
Transformation Lead, Group IT

📍 **INDIA**

"BY ENABLING 49% OF I.T. SUPPORT QUERIES TO BE MANAGED THROUGH AI AND AUTOMATION, WE HELPED REMOTE EMPLOYEES STAY PRODUCTIVE. THIS ALLOWED EVERYONE TO FOCUS ON MORE CRITICAL ACTIVITIES."

LÉO ISAAC-DOGNIN
Principal, Public Sector

#CLIENT

📍 **PORTUGAL**

RICARDO NEVES
Senior Consultant

"WE COLLABORATED WITH A MAJOR CLIENT IN THE HEALTH SECTOR TO DEVELOP SOFTWARE THAT WOULD RESPOND TO THE NEEDS OF THE CURRENT VACCINATION PLAN IN PORTUGAL. WE CONTINUE OPERATIONAL SUPPORT AND THE DEVELOPMENT OF NEW FUNCTIONALITIES, IMPROVING THE APPLICATION AND ADAPTING IT TO THE EVOLVING DEMANDS OF THE PANDEMIC."

📍 **CHINA**

"IN JANUARY 2020, WE FORESAW THE COMING IMPACT OF COVID-19 AND IMMEDIATELY SET UP AN EMERGENCY TEAM. IT WORKED AGILELY, RESPONDING QUICKLY AND PROPERLY TO EACH RISK, WHICH HELPED TO PROTECT THE HEALTH OF OUR EMPLOYEES AND OUR ACTIVITIES."

CHENGGANG TONG
Global Sale Officer and Business Risk Manager

#AGILITY

📍 **USA**

"FROM THE START OF THE PANDEMIC WE ADDRESSED THE CHANGING CYBER THREAT LANDSCAPE, WHILE HELPING OUR CLIENTS TO CONTINUE THEIR BUSINESS IN A SECURE MANNER – NO MATTER WHAT CIRCUMSTANCES OR CHALLENGES THEY FACED."

LANITA BENSON
Senior Security Manager

GAUTAM RAJU
Managing Director of Purpose*
Europe

#AGILITY

KRZYSZTOF SKOWRON
Security and Compliance Manager

📍 **UK**

"PURPOSE DEVELOPED SHARE VERIFIED, A UNITED NATIONS INITIATIVE THAT CALLS ON PEOPLE AROUND THE WORLD TO BECOME INFORMATION VOLUNTEERS AND SHARE VERIFIED, SCIENCE-BASED CONTENT TO KEEP FAMILIES AND COMMUNITIES SAFE AND CONNECTED."

#CLIENT

📍 **POLAND**

"COORDINATED COVID-19 ACTIVITIES ALLOWED MORE THAN 99% OF EMPLOYEES IN POLAND TO SWITCH TO REMOTE WORK – ALL IN ONLY THREE WEEKS. THIS WOULD NOT HAVE HAPPENED WITHOUT EVERYONE'S TOTAL COMMITMENT."

#INFORMATION

*Capgemini's strategy and social impact agency

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PART I

Our achievements in 2020
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Leadership, advances in innovation and technology, purpose, resilience, agility and togetherness – these were the highlights of our 2020.

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Discover how Capgemini is building an inclusive and sustainable future with its clients, its technology partners, its employees, and its communities.

PART III

Performance and governance
76-89

In 2020, the Group achieved a solid financial performance, strengthened its non-financial ambitions, and renewed its governance.

With **270,000 women and men** *in nearly 50 countries,* **Capgemini** *is a responsible and multicultural global leader. Its purpose:* **unleashing human energy through technology for an inclusive and sustainable future.**

As a strategic partner to companies, Capgemini has harnessed the power of technology to enable business transformation for more than 50 years. *The Group addresses the entire breadth of business needs, from strategy and design to managing operations. To do this, it relies on deep industry expertise and its command of fast-evolving fields such as* **cloud, data, artificial intelligence, connectivity, software, digital engineering,** *and* **platforms.**

In 2020, Capgemini reported global revenues of **16 billion euros.**

*"FIGHTING AGAINST
EXCLUSION, PARTICULARLY
IN TERMS OF DIGITAL, AND
LEVERAGING SCIENCE TO
PROTECT THE PLANET ARE
THE COMMITMENTS THAT
OUR 270,000 EMPLOYEES
ARE DETERMINED TO
PURSUE EVEN FURTHER."*

PAUL HERMELIN
Chairman of the Board
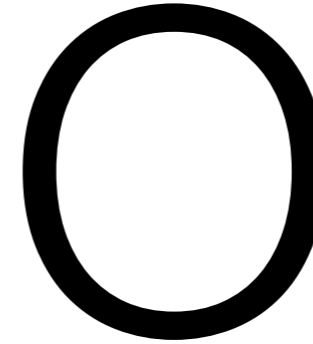
On January 1, 2020, I thought I knew what was in store for us: closing one of the biggest acquisitions in the Group's history, with Altran, and implementing Aiman Ezzat's transition to Chief Executive Officer, which we had carefully prepared. But, in the first few weeks of the year, Covid-19 was already changing everything and becoming the top priority. First in Asia, then in Italy, and finally everywhere around the globe. Protecting the health of Capgemini employees was our first imperative, followed by ensuring service continuity for our clients. In this respect, I would like to salute the dedication and performance of all our employees, as well as that of our management team, especially Aiman and his team. Our excellent results for 2020 certainly owe a great deal to the work undertaken over the last few years, but also and above all to the tireless energy of the new Chief Executive Officer, and his team.

Finalizing the amicable takeover we first offered to Altran shareholders in June 2019 was not without its challenges and difficulties. However, we were ultimately able to complete the deal under optimal conditions. With Altran, we can now say that all technologies have a place within the services offered by a Group which, as expressed in our purpose, helps its clients build a positive future that is both inclusive and sustainable. Fighting against exclusion, particularly in terms of digital, and leveraging science to protect the planet are the commitments that our 270,000 employees are determined to pursue even further.

A few words about the transition itself: passing on the reins of Capgemini after 18 years is certainly an emotional experience. Serge Kampf once told me: "If I am the founder, you are the re-founder." I don't know exactly what he meant by these words, but I know I wanted to preserve and develop the values that he had placed at the heart of the company and which have become its hallmark: an entrepreneurial spirit above all else, respect for all cultures, and love for our clients. And that's not so easy with more than 250,000 people. From a Group that was still very European, I believe I have turned our company into a truly global player by holding on passionately to the American market, which is the most exciting of all, and by building our Indian mainstay, which is so admired by our competitors in the region that some recruit their leaders directly from Capgemini.

This handover was prepared with great care. The Board of Directors, some of whose members will be leaving us today, played a key role throughout this entire process. I would like to thank them all, in particular Anne Bouverot who helped to enrich our strategic reflexions. I would also like to pay hommage to those who, as part of an ad hoc committee, displayed their commitment, intuition and rigor in contributing to the preparation for this transition. It is only fair to mention them by name: Bruno Roger, who left the Board in 2018; Pierre Pringuet and Daniel Bernard, who are stepping down this year having accomplished their mission; and Xavier Musca, who replaced Bruno and remains on the Board. Thanks to all four of you! Aiman was the obvious choice as my successor. He and I have been working together for over 15 years. He has shown exceptional talent in all the missions that have been entrusted to him so far. It is now up to him to lead the Group, imagine its future and surprise us all.

As Chairman, my task will be two-fold: to support Aiman, of course, but also to lead the Board according to the rules of modern governance, ensuring that the decisions of our top management reflect the expectations of all our stakeholders, and these expectations are not small! —

A DIGITAL ACCELERATION WITHOUT PRECEDENT

I took over the Group in the spring of 2020, at the beginning of the pandemic. My knowledge of the company – I started here 30 years ago – helped me enormously. As did the undeniable strength of our people. That is why I would like to address these first lines to all the Capgemini teams who have managed to adapt so quickly to a situation that is almost unthinkable, and who continue to guarantee the quality of the projects carried out for our clients. I am also immensely proud of the tremendous outpouring of generosity that we have shown worldwide in the fight against this virus. Here are a few examples. In Great Britain, we produced masks. In France, we contributed to the

development of the TousAntiCovid application. In the United States, our teams worked to assist homeless populations. In India, we provided beds for intensive care units in Mumbai. And in 2020, more than 300,000 people benefited from our initiatives to make digital technology more widely accessible.

Over the past 12 months, Capgemini has demonstrated unprecedented resilience and agility. This is reflected directly in the strength of our economic performance. It is also the result of our patient work to strengthen our operating model. Today, Capgemini is a perfectly diversified Group: in terms of geography, in terms of business lines, and in terms of the activity sectors we serve. We are supported by the best technology partners. We have invested heavily in the development of our talent and experts. And, in the

last quarter of 2020, more than 65% of our sales were generated in digital and cloud, two key drivers of our growth.

The health crisis has significantly accelerated the need for digital transformation among businesses and organizations around the world. Capgemini is now ideally positioned to capitalize on the surge in technology investments we are seeing everywhere, both for innovation and cost optimization. Moreover, while large accounts once worked with as many as 40 suppliers, today they rely on only four or five, and Capgemini, with its global scale and unique operating model, is well positioned to be one of these suppliers.

I am convinced that this is only the beginning. We enable clients to master technology in a way that has proven essential to the functioning of the planet. And this is clear to everyone. Our society as a whole has, in just a few months, undergone changes that are usually only seen

"CLOUD AND DATA ANALYTICS COMBINED WITH ARTIFICIAL INTELLIGENCE WILL FORM THE TWO PILLARS OF OUR GROWTH."

AIMAN EZZAT
Chief Executive Officer

*"NEW TECHNOLOGIES
ARE KEY TO
ADDRESSING THE
CHALLENGES POSED BY
GLOBAL WARMING."*

AIMAN EZZAT
Chief Executive Officer

*"EVERY DAY, WE ARE
ESTABLISHING
OURSELVES AS ONE OF
THE PRIVILEGED
PARTNERS OF CxOs."*

AIMAN EZZAT
Chief Executive Officer

over the space of several years. Covid-19 has launched us all into the digital age. All these breakthroughs – remote working, biotech, e-health, etc. – though they obviously could not prevent the shock, have proven crucial to absorbing its impact. Can we even imagine a future without remote working? Can we imagine a future without vaccines, the first of which were developed in less than a few weeks? Technology has proven its value and is now an essential part of every industry, whether to improve customer satisfaction, rethink industrial operations or enterprise management.

Every day, we are establishing ourselves as one of the privileged partners of CxOs. Behind this acronym lie marketing and human resources managers, operations managers and business line managers: all of them

are now harnessing the potential offered by digital technologies, which were once the sole preserve of the IT manager. We will continue working in the same direction in 2021, taking full advantage of all the value that Altran brings us to support our clients. Today, Capgemini covers the entire value chain, from strategy, design, and engineering to managing operations.

Also in 2020, continuing the work initiated by Paul Hermelin, we unveiled our purpose: "Unleashing human energy through technology for an inclusive and sustainable future." Finally, we launched our new brand promise: "Get the future you want." Though technology has now become an indispensable tool for almost any transformation, this power also comes with great responsibility: to help our customers, our employees and all our stakeholders get the future they want. Cloud and data analytics combined with artificial intelligence will form the two pillars that will enable us to fulfill this responsibility. In addition, we will also focus on cybersecurity and decarbonization technologies.

Last, but not least, we will seek out the most effective technologies for accelerating our generation's fight against global warming.

The current global situation has revealed more than ever the importance of living in harmony with our planet. For the past decade, Capgemini has focused on reducing its environmental impact. But, in 2020, we are taking our efforts one step further by aligning with the 1.5°C trajectory established by the Science Based Target initiative, with a goal of achieving net zero emissions by 2030. Beyond that, I am constantly preparing the Group for our next major challenge after digital: sustainability. We have set a goal of supporting our clients in their decarbonization efforts and helping to reduce their emissions by 10 million tonnes of carbon by 2030.

One thing is clear: we have much to do, and many new initiatives to launch. That is why I have absolute confidence in the future of our Group and its ability to deliver sustainable and profitable growth. We are fortunate to work at the heart of all these major transformations, to contribute to development in every industry, and to help simply make our planet a better place. And we will do this as we have always done at Capgemini: with passion and energy, and all together. —

BOARD OF DIRECTORS

The Board of Directors determines Capgemini's key strategies. It appoints the Executive Corporate Officers responsible for implementing these strategies, approves the financial statements, convenes the Shareholders' Meetings and proposes the annual dividend. It makes decisions on major issues related to the proper functioning and future of Capgemini in order to promote sustainable value creation for its shareholders and all its stakeholders.

Paul Hermelin / Aiman Ezzat / Daniel Bernard /

① CHAIRMAN OF THE BOARD OF DIRECTORS   ② CHIEF EXECUTIVE OFFICER   ③ VICE-CHAIRMAN OF THE BOARD OF DIRECTORS

Anne Bouverot / Xiaoqun Clever / Laurence Dors /

④   ⑤   ⑥

Siân Herbert-Jones / Hervé Jeannin /

⑦   ⑧

Kevin Masters / Belen Moscoso Del Prado /

⑨   ⑩

Xavier Musca / Frédéric Oudéa / Patrick Pouyanné /

⑪   ⑫   ⑬

Pierre Pringuet / Lucia Sinapi-Thomas

⑭ LEAD INDEPENDENT DIRECTOR   ⑮

As of March 31, 2021, the Board of Directors comprises 15 members, of which 13 are elected by shareholders and two are appointed in accordance with the employee representation system. In total, 75% of the members are independent, 42% are women and 58% are men. The wide range of their experience and expertise contributes to the quality of the debates and the smooth functioning of the Board. —

EXECUTIVE COMMITTEE

As of March 31, 2021, the Group Executive Committee comprises
30 members, including the 12 members of the Group Executive Board
indicated below by a blue asterisk.

Aiman Ezzat * / *Fernando Alvarez* * / *Jim Bailey* * /
① CHIEF EXECUTIVE OFFICER   ② STRATEGY AND DEVELOPMENT, ALLIANCES   ③ AMERICAS

Jean-Philippe Bol * / *Anirban Bose* * / *Carole Ferrand* * /
④ OPERATIONS TRANSFORMATION AND INDUSTRIALIZATION   ⑤ FINANCIAL SERVICES   ⑥ CHIEF FINANCIAL OFFICER

Cyril Garcia * / *Franck Greverie* * / *Anne Lebel* * /
⑦ CAPGEMINI INVENT   ⑧ STRATEGIC OFFERS   ⑨ HUMAN RESOURCES

Michael Schulte * / *Olivier Sevillia* * / *Jérôme Siméon* * /
⑩ NORTHERN EUROPE   ⑪ CHIEF OPERATING OFFICER   ⑫ SOUTHERN EUROPE

Nive Bhagat / *Pascal Brier* / *Anis Chenchah* /
⑬ CLOUD AND INFRASTRUCTURE SERVICES   ⑭ INNOVATION   ⑮ BUSINESS SERVICES

André Cichowlas / *Jean Coumaros* / *Hubert Giraud* /
⑯ DELIVERY   ⑰ TRANSFORMATION   ⑱ ALTRAN RESOURCES AND INTEGRATION

Aruna Jayanthi / *Zhiwei Jiang* / *Olivier Lepick* /
⑲ LATIN AMERICA AND CANADA   ⑳ INSIGHTS AND DATA   ㉑ GENERAL SECRETARY

Shobha Meera / *John Mullen* / *Maria Pernas* /
㉒ CORPORATE SOCIAL RESPONSIBILITY   ㉓ UNITED STATES   ㉔ GENERAL COUNSEL

Olaf Pietschner / *Virginie Regis* / *William Rozé* /
㉕ ASIA PACIFIC   ㉖ MARKETING AND COMMUNICATIONS   ㉗ CAPGEMINI ENGINEERING

Rosemary Stark / *Jeroen Versteeg* / *Ashwin Yardi*
㉘ STRATEGIC ACCOUNTS   ㉙ SALES   ㉚ INDIA

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. —

TRENDS
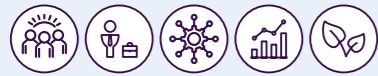
SOCIETY
› **Increasing expectations** around commitments and obligations of companies, growth and aging of global population, strong acceleration of the digitization of uses, digital divide, ethics

WORK
› **The race for expertise,** purpose, customized and digitized employee experience, increased expectations for diversity, new ways of working, holistic consideration of employee life

TECHNOLOGY
› **Data and artificial intelligence**, cloud and edge, cybersecurity, 5G+ and connectivity, softwarization, autonomization

ECONOMY
› **Impact of the pandemic on growth dynamics**, importance of well-balanced territories, disrupted business models, increasing public spending and planification, the rise of responsible investments

ENVIRONMENT
› **Climate change**, preservation of resources and biodiversity, strong increase in climate pledges and announcements (both public and private sectors), technology as a challenge and a problem-solver

OUR VALUE CREATION

As a responsible company, we leverage technology to serve our clients and society, working for useful, accessible and sustainable innovation.
This sits at the very heart of our purpose: "Unleashing human energy through technology for an inclusive and sustainable future."

OUR RESOURCES

HUMAN
› **270,000** talented employees in nearly **50** countries
› An average age of **34** within the Group
› A broad diversity of competencies and career paths

INDUSTRIAL
› Recognized industrial and technological know-how
› Management of complex projects
› **23** data centers
› **16** Security Operations Centers
› Nearly **50** delivery centers
› 5G Labs

INTELLECTUAL
› Continuous investment in R&D
› The multi-award-winning Capgemini Research Institute
› Strategic partnerships with technology and business leaders
› Alliances with universities, schools, research centers, startups and recognized experts

FINANCIAL
› A strong balance sheet, with a net equity of **€6.1bn**
› **€1,119m** free cash flow generation

OUR DRIVERS

PASSIONATE AND COMMITTED TALENTS
› Seven core values
› A continuous entrepreneurial spirit
› Ethical conduct at all times

MOTIVATING DEVELOPMENT PATHS
› The recruitment of the best talents
› An inclusive work environment
› A customized employee experience and continuous upskilling
› The development of tomorrow's skills
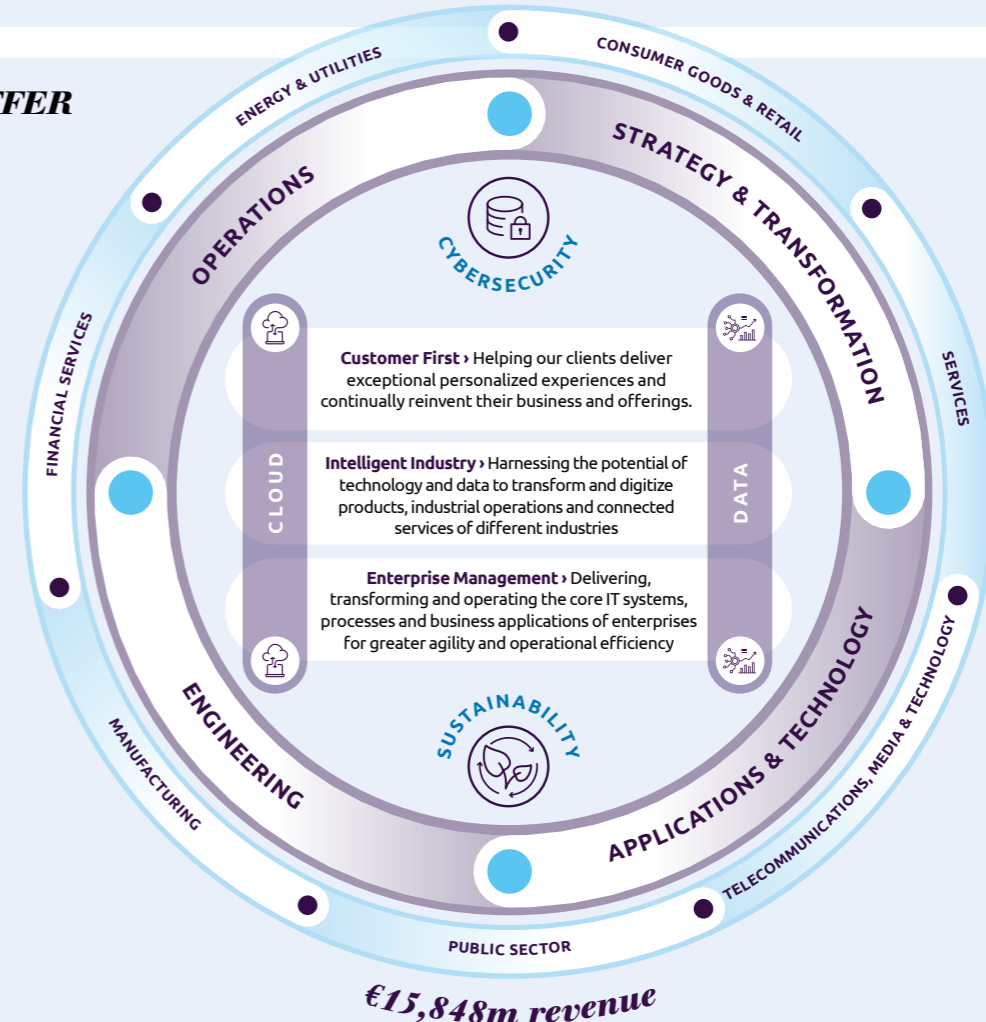
A GLOBAL ECOSYSTEM OF RESEARCH AND INNOVATION
› A global technology and innovation network, including 21 **Applied Innovation Exchanges** (AIE) to co-innovate with our clients
› **56** design studios

› 25+ studies published by the Capgemini Research Institute in 2020
› **€3,244m** cash invested in digital and innovation acquisitions

AN AGILE ORGANIZATION
› Global delivery model
› Proven expertise in the allocation of talents and skillsets
› Global Quality Management System
› A hub of **127,457** employees in India
› An agile work organization able to adapt during the Covid-19 pandemic

OUR OFFER

Customer First › Helping our clients deliver exceptional personalized experiences and continually reinvent their business and offerings.

Intelligent Industry › Harnessing the potential of technology and data to transform and digitize products, industrial operations and connected services of different industries

Enterprise Management › Delivering, transforming and operating the core IT systems, processes and business applications of enterprises for greater agility and operational efficiency

ENERGY & UTILITIES · CONSUMER GOODS & RETAIL · STRATEGY & TRANSFORMATION · SERVICES · APPLICATIONS & TECHNOLOGY · TELECOMMUNICATIONS, MEDIA & TECHNOLOGY · PUBLIC SECTOR · MANUFACTURING · ENGINEERING · FINANCIAL SERVICES · OPERATIONS · CYBERSECURITY · SUSTAINABILITY · CLOUD · DATA

€15,848m revenue

FOR SUSTAINABLE GROWTH

CLIENTS
› **4.2/5**: client satisfaction level on contracts
› A target of **10 million tons of CO₂** saved by 2030 by our clients thanks to our solutions

TALENTS
› **€10,478m** paid in gross wages and salaries, payroll taxes and benefit
› **30%** – percentage of new Vice Presidents who are women (internal promotions and external hires)

› **46** hours of training per employee
› **7.7/10**: employee engagement score, as measured in monthly internal surveys

BUSINESS AND TECHNOLOGY PARTNERS
› **€2,437m** in purchase of goods and services with our suppliers
› More than **50%** of our sales are made alongside our partners

SOCIETY AND PUBLIC AUTHORITIES
› **€400m** income tax expense
› **837** social impact projects
› **87%** of our social development projects are related to digital inclusion
› A **net zero** business by 2030
› Contribution to Sustainable Development Goals adopted by the United Nations

SHAREHOLDERS AND INVESTORS
› An earnings per share of **€5.71** (**up 11%** on 2019)
› **€745m** returned to shareholders (**€226m** dividend, **€519m** share buyback)
› **11.9%** operating margin

"My works endlessly search and express the timeline of how our senses are being organized and developed as we experience more and more. I am a sculptor of senses. How we understand ourselves as human beings and how we perceive our world depend on the ways these organic senses work. They generate diverse perceptions and different ways of living."

Ilhwa Kim

Our achievements in 2020

— Altran joins the Capgemini family. On April 20, 2020, Altran's 50,000 employees joined Capgemini's teams. This integration allows Capgemini to establish itself as a pioneer in the field of Intelligent Industry. Capgemini has become the partner of choice for the digital transformation of industrial companies, particularly in the automotive and technology sectors. —

— A stronger presence in Asia-Pacific. In Australia, Capgemini acquired WhiteSky Labs – an independent consulting firm that helps clients better leverage MuleSoft applications – and RXP, a provider of large-scale, end-to-end digital data and cloud solutions. The Group's ambition is to grow strongly in the Asia-Pacific region. —

— A new governance. Aiman Ezzat was appointed Chief Executive Officer of Capgemini by the Board of Directors at the close of the Shareholders' Meeting on May 20, 2020. Paul Hermelin remains Chairman of the Board of Directors. Aiman Ezzat is the fourth Chief Executive Officer of Capgemini in its 53-year history. —

— Zero emissions by 2030. Capgemini has committed to achieving carbon neutrality in its operations by 2025 at the latest and "net zero emissions" across its entire value chain by 2030. The Group is focusing on decarbonizing its operations, business travel and energy consumption, and is building on initiatives such as the Mission Million in India, which aims to plant one million trees. —


— Partnering to deliver high-tech value. Capgemini and Nordic Capital, a leading European private equity firm, joined forces to accelerate the implementation of AI and machine learning in Nordic Capital's portfolio companies. To launch this project, Capgemini supported a portfolio company in the technology and payments sector to help it adopt advanced machine learning algorithms. —

— An emergency shelter for victims of violence. To ensure the safety of women who have suffered domestic violence and their children, who were especially at risk during the first lockdown, Capgemini sheltered families at Serge Kampf Les Fontaines Campus in France, in collaboration with the Union Régionale Solidarité Femmes and the Fondation des Femmes, two French charities set up to support and defend women. —

— A Group united to face the health crisis. In the battle against the Covid-19 pandemic, Capgemini has made the health and safety of its employees and their families, its clients and partners, a priority. The Group was able to count on the mobilization and creativity of all its teams, throughout the world, to adapt to the health conditions and implement remote working effectively. —
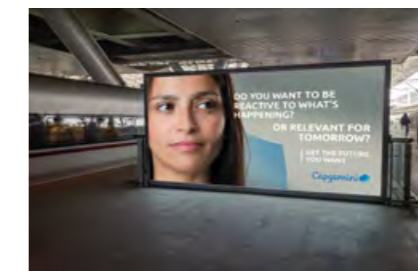
— Get the future you want. Capgemini is rolling out its ambitious and committed new brand platform among its clients, employees and all audiences: "Get the future you want." This reflects the spirit and energy of Capgemini's teams to build an inclusive and sustainable future through technology. —

— Powering transformation in British retail. John Lewis Partnership, which owns Waitrose, among other retail brands, selected Capgemini as its technology partner. The partnership will enable John Lewis to update and transform core services, including trading, supply chain, finance, and personnel, with Capgemini working hand-in-hand with the 700 members of John Lewis Partnership's new Technology & Change department. —

Capgemini's new offerings focused on 5G and edge enable data driven business transformation. —

Capgemini enables end-to-end support for the advanced driving automation systems validation and verification process. —

Capgemini brings the power of data and artificial intelligence at scale to the research and development (R&D) function. —

> "Capgemini is spearheading innovation in the field of Intelligent Industry. Its capabilities in data, industrial, and digital technologies help design, develop, and deliver intelligence-led products and services to life sciences clients, fueling the breakthrough R&D innovation that the life sciences market needs."
>
> **NITISH MITTAL**
> Vice President at Everest Group

LEADERSHIP

A leader in Intelligent Industry is born

One year after the integration of Altran in April 2020, the Group is positioning itself as the pioneer of Intelligent Industry, reinforcing its role as a strategic partner that helps innovative organizations around the world to design the products and services of tomorrow.

— Capgemini now has a unique set of cutting-edge engineering and R&D capabilities. Combined with the Group's deep industry expertise and its mastery of cutting-edge digital and software technologies, Capgemini can now support companies in the convergence of the digital and physical worlds.

A reinforced position

With the acquisition of Altran, the Group has increased in size. We welcomed 50,000 new talents from more than 30 countries, who came to reinforce Capgemini's historical expertise in digital manufacturing. The integration of the teams was very smooth, thanks to a common approach to leadership and a close cultural bond. Since April 2021, these activities have been grouped under the Capgemini Engineering brand.

Three new offers

Three new service offerings were launched in 2020. The first, focused on 5G and edge computing, enables communications service providers, network equipment providers and enterprises across industries to implement 5G and edge technologies at scale. This means companies can unlock groundbreaking new innovations and efficiencies for their products, assets and processes.

The second enables the automotive sector to manage and make effective use of the vast amounts of data generated by autonomous vehicles. Our Driving Automation Systems Validation service allows auto manufacturers to harness this data to improve driving performance and achieve the safety certifications necessary in the journey towards fully autonomous vehicles.

The third offer brings the power of data and artificial intelligence to the R&D teams of bio-pharmaceutical companies. AI can analyze a broader body of knowledge, clinical data and literature about drugs and trials at a speed unimaginable for human researchers. Deploying Capgemini's Intelligent Industry offer enables bio-pharmaceuticals to reduce the time and cost of bringing new medications to market and deliver greater personalization for patients. —

Capgemini engineering

In April 2021, Capgemini brought its engineering and R&D expertise together under a new brand: Capgemini Engineering. This new business line, which has 52,000 engineers and scientists, and a presence in all major engineering hubs across the world, builds on the integration of Altran, one year on from its acquisition by Capgemini. It completes the Group's already well-established portfolio of offerings and reinforces its leadership position in Intelligent Industry. —

The Citroën Ami was created by Stellantis in collaboration with Capgemini Engineering. —

Capgemini Engineering develop HyperloopTT, an innovative and forward-looking transportation system. —

INNOVATION

Building a more connected and sustainable world through innovation

Capgemini's teams are continuously working on cutting-edge innovations that seek to benefit all, in areas as diverse as transportation and health. Here are a few highlights from 2020.

Disrupting transportation with low-carbon solutions

THE AMI PROJECT
Capgemini collaborated with Stellantis to create the Citroën Ami, an electric two-seat quadricycle that doesn't require a driver's license. Based on requirements defined by Stellantis, the team led the development process, running simultaneous streams for greater efficiency, covering design, purchasing, engineering, and even the creation of the production line. One of the key success factors was the cooperation, the mastered interface between the two structures and the complementary skills of the teams.

PARTNERSHIP WITH HYPERLOOP TRANSPORTATION TECHNOLOGIES
HyperloopTT and Capgemini joined forces to accelerate the creation of its zero-emission hyperloop system, which aims to electromagnetically propel capsules containing 50 passengers at speeds of up to 1,220 km/h. Capgemini Engineering will mobilize its brand new Technology Engineering Center in Toulouse to provide technical knowhow to HyperloopTT, encompassing mechanical and physical engineering, systems architecture, and software development and performance. —

Collaborating with startups

THE STARTUP CATALYST GROUP PROGRAM
Leveraging startup ecosystems is integral to our offer and leadership role. Collaborating with startups helps determine the right path to what's new and what's next. In 2020, Capgemini Ventures launched the Startup Catalyst Group Program precisely aimed at facilitating joint go-to-market with selected startups to unlock the value of open innovation for our clients. An example of this is the collaboration between our DevOps practitioners and Copado. Established in 2013, Copado is a Chicago-based firm that offers a native DevOps software for Salesforce users to manage and develop new features and functionality for the platform. Investing in Copado will support its expansion in global distribution and accelerate product innovation in its new DevOps analytics platform, DevOps 360. —

"Capgemini and Copado use DevOps to help companies quickly achieve their digital transformation goals, compete more effectively in their markets, and maximize their ROI."

TED ELLIOTT
CEO of Copado

CellPreserve, an innovative project that could save lives. —

Finding high-tech approaches to health

PROJECT CELLPRESERVE
CellPreserve is a project from Cambridge Consultants, part of Capgemini Invent, that aims to increase the lifespan of liquid biopsy samples – most frequently blood – and subject them to more testing to improve the chances of detecting cancerous cells early on. While such samples usually only last three or four hours outside the body, a Cambridge team of engineers, biologists and developers managed to increase this lifespan to 14 days by creating tiny cell incubators using ordinary printed circuit boards. It's a difference that could have lifesaving consequences. —

OUR PURPOSE

Unleashing human energy through technology for an inclusive and sustainable future.

Capgemini

In 2020, Capgemini revealed its purpose. Developed in collaboration with its employees and its many stakeholders, it now forms one of the fundamentals of the Group, alongside its values.

— We are determined to make sure the future lives up to its full promise. As a responsible company, our role is to make technology useful, accessible and ethical.

For technology that can enable progress

For Capgemini, all technologies can enable progress for everyone if, first and foremost, they are designed by and for humans. Convinced that digital transformation should benefit all of humanity, the Group intends to be a benchmark in terms of its contribution to society, not just for its own activities but for those of

its customers too, fighting exclusion and acting to promote diversity, ensuring equal opportunities and the preservation of natural resources. At the heart of the Group's purpose is an ambition to build an inclusive and sustainable future, enabled by technology and drawing on the energy of all.

The Group's talent – at the heart of our ambition

Our purpose embodies the Group's ambition to ensure the development of its talents while encouraging a spirit of entrepreneurship and creativity. With 270,000 team members in nearly 50 countries, and with an average age of 34, Capgemini is a school of excellence, whose talents

and skills now resonate well beyond the Group. Capgemini has long believed that the diversity of its teams makes all the difference: it brings new solutions and generates support and enthusiasm on a universal scale.

A purpose co-constructed with all Capgemini's stakeholders

To define its purpose, Capgemini consulted with its many stakeholders, first and foremost its people. Between December 2019 and May 2020, a questionnaire was sent to employees to collect their thoughts and suggestions: more than 50,000 responses and

35,000 comments were received and analyzed. Fifteen workshops were also organized with young employees in India, the USA, the UK, Germany and France.

The Group also turned to many of its external stakeholders: 20 clients and partners, plus shareholders and NGOs were surveyed through individual interviews, and investors shared their thoughts through an online survey. —

Our 7 values:

Trust encourages openness, and empowers our people to make and act on aligned decisions.

Honesty keeps us transparent and fair, fostering sustainable relationships.

Freedom keeps us independent, innovative, diverse and inclusive.

Boldness inspires us to act as entrepreneurs, taking considered risks and meeting our commitments.

Team Spirit means solidarity, sharing the benefits of our efforts with generosity.

Modesty keeps us simple, plain-speaking, and attentive to others.

Fun is happiness at being part of our company and team, fulfilling work and pride in what we do.

The Group's three 5G laboratories offer a comprehensive prototyping, design, development and testing environment. —

Lab 5G

Lab 5G

Lab 5G

TECHNOLOGY

Leveraging technology to drive progress

Despite the challenges faced by teams and clients across the world, 2020 was a year of technological breakthroughs and achievements for Capgemini.

New 5G Lab-as-a-Service offer

— The Group unveiled a new 5G lab in Portugal in December that will provide prototyping, design, development, and a testing and validation environment for new network virtualization and 5G deployments. The dedicated, secure infrastructure-for-hire environment provides a state-of-the-art lab to support clients with their Intelligent Industry strategies within the context of a 5G ecosystem. 5G Labs-as-a-Service (LaaS) are instrumental in Capgemini's strategy to enable clients to make the right investments in the foundations of their data-driven transformation and seize the opportunities of 5G and edge computing. In addition, the lab offers demonstration platform capabilities that simulate scenarios and showcase solutions for proofs of concept and pilots, along with a 5G Industry Applications Incubator supporting a complete 5G ecosystem. The Group has completed its offer with the opening in 2021 of two new 5G Labs, in Paris and Mumbai. —

Every enterprise needs to be a data-powered enterprise
#Data #Cloud #Cyber #Standards

› **Data, combined with the cloud,** is the foundation of technology-driven innovation, leading to questions about protecting data and controlling how and where it is processed. This drives architectural standards initiatives such as GAIA-X, a European project that will establish major principles for data security, interoperability and portability. —

TechnoVision 2021

— Every year, Capgemini experts track forthcoming technology trends in the TechnoVision report. 2020 was characterised as a time of profound change for many businesses and sectors. The report titled "Be Like Water", urged readers to flow around obstacles and change the shape of their business and its services to adapt to new realities in the market and new opportunities presented by technology. —

AI gets creative
#AI

› **Generative Adversarial Networks** (GANs) are pushing AI beyond automating repetitive tasks to generating creative content whether that's text, image, audio or art. This raises questions about originality, facts, IP, and ethics. The answers will determine whether society will accept this AI technology, and how enterprises will deploy it. —

Stratospheric antenna breakthrough

— Cambridge Consultants, part of Capgemini Invent, announced in November it is part of a visionary project to deploy a wireless antenna in the stratosphere to broadcast affordable, superfast 5G internet to the globe. Working in collaboration with Stratospheric Platforms Limited, Cambridge Consultants completed a successful proof of concept of the antenna in September, which will be deployed on a fleet of lightweight, zero emissions aircraft at an altitude of 20,000 meters. Each aircraft will be capable of providing 5G internet coverage to areas up to 140km in diameter, at a fraction of the cost of constructing traditional masts. —

The aerial wireless antenna could connect the unconnected, providing superfast 5G internet beyond urban centers. —

95%

the proportion of our people who switched to remote working during the pandemic

RESILIENCE AND AGILITY

The right structure to thrive – even during a global crisis

"We have one of the highest retention rates in the market: 95% of our revenue comes from existing clients."

OLIVIER SEVILLIA,
Group Chief Operating Officer

Over the past decade, the Group has transformed its operating model, moving more services offshore, diversifying, and driving agility throughout the company. When the pandemic hit, our model proved highly resilient, capable of reacting with speed to the new demands of our clients, while ensuring the safety of all our teams.

—How can a global group respond to a crisis with speed and agility? It's a challenge that we help clients solve every day. But agility is also key to our own success, as is the resilience to function and win in a rapidly changing and unpredictable world.

Over the past 10 years, we have transformed the Group in order to embed this agility and resilience in our operating model. The transformation began in the aftermath of

2008's financial crisis. As the world was rocked by the economic downturn, we saw an opportunity to increase our ability to respond to crises with speed and agility, while diversifying our geographic footprint.

In response, we immediately launched a number of initiatives around costs and cash management. Their success increased discipline throughout the organization, and we now benefit from a solid financial foundation that has the capacity to weather a global shock.

Distributed operating model

In addition, we pivoted towards an operating model that was more distributed, further bolstering our resilience and leaving us far more prepared for the unforeseen. We are now a much more global and diversified firm – diversified by geography, by business lines, and by sectors. We run global accounts and are capable of delivering a unified go-to-market strategy, no matter what our clients' sectors. Much of this diversification involved increasing our presence in India, which today is a strategic business platform. The result is that Capgemini is now recognized in the market as a global player and for its distributed delivery model, leveraging a large, industrialized, competitive and structurally flexible offshore platform.

The right mix

Our business mix is also now geared for resilience, with a well-diversified client base, both in terms of sector and geography. Our offer is also highly diverse, blending industrialization with innovation, and driving both cost-efficiencies and growth for our clients. Our portfolio is now focused on digital and cloud solutions, and we continue to invest heavily in innovation. This has given us far more robust capabilities in consulting, engineering, cloud, data and AI, which are all critical differentiators in today's market.

We have also improved our operating model so that we can provide our clients with all the Group's added value through a single interface,

enabling us to build a close and strategic relationship with clients who turn to us for innovative solutions at crucial moments of change and challenge.

All this is underpinned by an unparalleled network of technology partners. Working with the finest creative and technical minds in the world ensures we remain at the forefront of innovation, able to deliver solutions to tomorrow's challenges, today.

Attracting and leading the best minds

A final pillar of our transformation was a renewed focus on talent acquisition and leadership. People are, after all, our greatest asset, so attracting the best ensures that we will continue to deliver the most creative and effective business solutions for our clients.

We now benefit from the dedication and commitment of more than 270,000 talented people around the world, empowered to work with the freedom and imagination required to succeed in a rapidly changing world that can be

rocked, unexpectedly, by crisis.

When the pandemic hit, our teams around the world tested and confirmed the renewed agility of our teams. In a matter of weeks, close to 95% were able to shift to remote working while delivering uninterrupted services for our clients and partners – in many cases finding solutions to new problems that had never before been encountered.

2020 certainly tested our resilience – and we came out of the year stronger than ever. —

In the UK, our teams organized the donation and delivery of personal protection and medical equipment. —

In India, Capgemini teams have donated and delivered thousands of meals to the places and people that needed them. —

In France, Capgemini sheltered women who have suffered domestic violence and their children to ensure their safety. —

RESPONSIBILITY

The Social Response Unit: Our people-powered fight against Covid-19

The Social Response Unit (SRU) was Capgemini's response to the Covid-19 pandemic. Across the world, our teams turned out to help local authorities and communities worldwide cope with the Covid-19 pandemic by leveraging our creativity and deep technology expertise.

—As the Covid-19 pandemic began to accelerate, many pro-bono and voluntary initiatives were immediately launched by our local teams. To coordinate Capgemini's Covid-19 response, we created a Social Response Unit (SRU), supported by Capgemini's leading social impact agency Purpose, to execute planned global initiatives in a coordinated way to deliver impact at scale.

The SRU leapt to action, gathering ideas, amplifying them, and replicating those that had the greatest impact worldwide. Our teams have organized the donation and delivery of hundreds of thousands of pieces of personal protection and medical equipment. They built an app that mobilizes former health professionals to volunteer, and another that facilitates the remote monitoring of Covid-19 cases and suspected cases. In a number of countries, such as the UK, India and Spain, we used 3D printers

to produce face shields and medical material to help address the shortage of protective equipment. Across Europe, our experts created a Telehealth Toolbox website to help doctors accelerate the transition to telemedicine during the pandemic.

Supporting small businesses

Capgemini Invent offered pro bono strategy sessions and ideas to help small and neighborhood businesses get back on their feet. In Norway, a platform to promote local businesses was built and is

now being replicated in other countries as well. In India, we developed affordable, field-deployable, rapid test kits for Covid-19 with the Indian Institute of Technology Madras.

With these initiatives, the SRU builds on our existing social impact effort to make the world a safer and better place for all — both today and after the current crisis. —
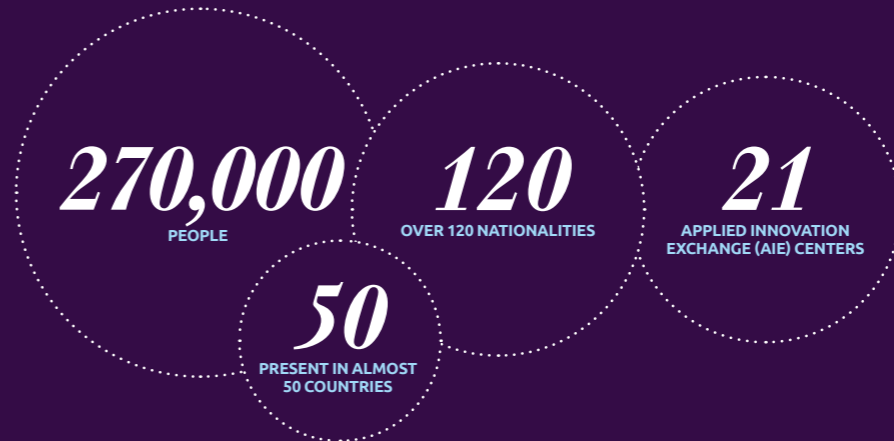
250

SOLIDARITY IDEAS
In response to a global "call for ideas" from CEO Aiman Ezzat, Capgemini teams proposed more than 250 ideas to combat Covid-19.

"We are very proud of the extent of the spontaneous mobilization of our employees around the world. Our teams have been able to apply our technological expertise and passion where it is most needed in the fight against the Covid-19 pandemic."

SHOBHA MEERA
Group Chief CSR Officer

CAPGEMINI WORLDWIDE

A global, multicultural leader, geared towards innovation

270,000
PEOPLE

120
OVER 120 NATIONALITIES

21
APPLIED INNOVATION
EXCHANGE (AIE) CENTERS

50
PRESENT IN ALMOST
50 COUNTRIES

Cambridge
Consultants Labs

5G Lab

5G Lab

Cambridge
Consultants Labs

5G Lab

Applied Innovation Exchange (AIE)

New York	Bordeaux	Paris	Madrid	Malmö	Utrecht	Singapore
San Francisco	Grenoble	Nantes	Milan	Stockholm	Hyderabad	Melbourne
São Paulo	Lille	Toulouse	London	Munich	Mumbai	Shenzhen

26,660
PEOPLE

Americas

Argentina / Brazil / Canada / Colombia / Guatemala /
Mexico / United States

107,540
PEOPLE

Europe, Africa, and the Middle East

Austria / Belgium / Czech Republic / Denmark / Finland / France /
Germany / Hungary / Ireland / Israel / Italy / Luxembourg / Morocco /
Netherlands / Norway / Poland / Portugal / Romania / Russia / Saudi
Arabia / Slovakia / South Africa / Spain / Sweden / Switzerland / Tunisia /
Ukraine / United Arab Emirates / United Kingdom

135,570
PEOPLE

Asia Pacific

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

SATYA NADELLA
Chief Executive Officer, Microsoft

DR. MARKUS SCHMITZ
Chief Information Officer, the German Federal
Employment Agency (BA)

For tomorrow

Capgemini is building an inclusive and sustainable future with its clients,
technology partners, employees and all its stakeholders.

ANN METTLER,
Vice President, Europe, Breakthrough Energy

ISABELLE VITALI
Global Head Digital Innovation, Sanofi

CILSY HARRIS
Senior Vice President, Chief Information Officer for Insurance and
Service Applications, The Hanover Insurance Group

ADI SHARMA
Chief Operating Officer and Head of Products,
Goldman Sachs Cards

ANDY JASSY
Chief Executive Officer, Amazon Web Services

MONIKA GUPTA
Vice President, Capgemini Engineering

DOUGLAS MILLICAN
Chief Executive, Scottish Water

Satya Nadella, Chief Executive Officer, Microsoft

"**Microsoft and Capgemini** both believe in data-first and the power of cloud. We share a 20-year history of innovating together, and as we look ahead to the next 20 years, I could not be more optimistic about our future collaboration. No business is 100% resilient but a business that embraces digitalization will recover and embrace the future in a much stronger way."

Dr. Markus Schmitz, Chief Information Officer, the German Federal Employment Agency (BA)

"**Capgemini's brand promise** – 'Get the future you want' – reflects the promise of the German Federal Employment Agency (BA): 'BA takes you further'. Both our organizations share similar approaches to delivering these promises: work in a productive partnership together with the customer, unlock previously unused potential, and take innovative ideas to the next level."

Andy Jassy, Chief Executive Officer, Amazon Web Services

"**Capgemini and AWS have been working closely together** helping enterprises, researchers, and government organizations to speed up innovation, lower operating costs, and reinvent themselves through cloud technologies. Even with this strong track record together, we are still at the early stages of cloud adoption and what is possible for organizations as they use AWS. Our longstanding partnership demonstrates our mutual commitment to help customers meet their business goals and accelerate digital transformation."

Ann Mettler, Vice President, Europe, Breakthrough Energy

"Because many promising climate technologies need to be scaled quickly to reach net zero emissions by 2050, Breakthrough Energy works with Capgemini to identify the best and most cutting-edge clean technology quests around Europe. These will provide a solid basis on which Europe can regain global technology leadership, help solve the climate crisis, and lay the grounds for a sustainable and job-rich recovery."

Cilsy Harris, Senior Vice President, Chief Information Officer for Insurance and Service Applications, The Hanover Insurance Group

"**Capgemini brought great skills** and experience, supporting our effort to enhance The Hanover Insurance Group's Billing Platform, embracing our current needs as well as those that will enable innovative solutions well into the future. Each member of the Capgemini team was a technically capable professional, well versed in insurance industry billing practices, making collaboration seamless."

Monika Gupta, Vice President, Capgemini Engineering

"**We care for the future of people**, society, and the world we live in and are today at a turning point on how 5G and edge computing can catalyze the data-driven transformation towards Intelligent Industry. At Capgemini, we are working on innovative solutions and services, and supporting our clients in their 5G journey to realize the positive impact 5G can make on our industry and society in the years to come."

Isabelle Vitali, Global Head Digital Innovation, Sanofi

"**Sanofi, Capgemini, Generali, and Orange** have announced the creation of a project on a scale unique in Europe in the field of e-health. Our goal is to support French and European startups to provide solutions that benefit patients, in order to accelerate the future of digital health."

Adi Sharma, Chief Operating Officer and Head of Products, Goldman Sachs Cards

"**Our trusted partnership** enables innovation and new ways of working, and accelerates digital eco-system development through domain and technology solutions, and through expertise in the dynamic global financial services industry. Thanks to collaboration, agility, research, and Capgemini's leadership, which enabled us to launch new digital and innovative products to market, we look forward to futuristic solutions to foster our growth."

Douglas Millican, Chief Executive, Scottish Water

"We care for the water on which Scotland depends, with responsibility for water and wastewater services to over 5 million people and businesses. Our partnership with Capgemini is based on trust and a commitment to doing the right thing – bringing fresh thinking to support our goal of using digital capabilities to benefit customers, communities, people and the environment."

TRENDS

A world reinvented

The crisis tied to the Covid-19 pandemic appears to have accelerated many fundamental trends for our markets, our clients, and society as a whole. We decode these trends to better anticipate tomorrow's major drivers of value creation.

SOCIETY

More and more citizens and consumers are demanding a genuine social and environmental commitment from companies. The world's population – which is expected to grow by nearly 2 billion by 2050 – is increasingly turning to digital. After communication, commerce, and financial services, essential services such as education and health are also going digital at a rapid pace. Yet, even today, more than 3 billion people in the world do not have access to the internet.

WORK

The employee experience is becoming increasingly digital: from the massive use of telecommuting to the digitization of HR services, allowing for more flexibility and autonomy. The pandemic has also placed companies at the center of employee lives as never before (from sanitary measures to mental health). Another well-established trend is the need to hire from diverse backgrounds, as well as the need for employees to find meaning and purpose in their work. Finally, the need for specific technical expertise is growing, as is its corollary: the need to invest more than ever in the employability of staff.

TECHNOLOGY

An increasing proportion of products and services are based on data collection and artificial intelligence, while many companies are now themselves driven by data. This evolution is powered by and translates into a massive acceleration in the use of mobile, cloud and edge computing technologies to process data in an optimized and decentralized way. As 5G is about to be deployed on a large scale, the connectivity of individuals and organizations is further enhanced by the use of software and connected objects – a trend that also calls for increased vigilance in terms of cybersecurity and human rights.

ECONOMY

In the wake of the Covid-19 health crisis, the economic downturn is impacting many sectors, highlighting the importance of territorial balance and resilience. While many traditional business models are being disrupted, the rise of responsible finance combined with increased public spending and planification are playing a key role in the attempt to stem the effects of the pandemic on the most vulnerable populations.

ENVIRONMENT

As climate change accelerates and biodiversity collapses, companies and governments are working together to set targets and implement measures to reduce greenhouse gas emissions, which are responsible for global warming, and to limit their water and biodiversity footprints. In this respect, new technologies are emerging as a valuable tool to revolutionize our production models. —

SOCIETY

Increasing expectations around commitments and obligations of companies • Growth and aging of global population • Strong acceleration of the digitalization of uses • Digital divide • Ethics

38% OF HOUSEHOLDS in rural areas have internet access at home, compared with 72% in urban areas (UN, 2020)

2.2 bn CHILDREN worldwide do not have internet access at home (Unicef, 2020)

WORK

The race for expertise • Purpose • Customized and digitized employee experience • Increased expectations for diversity • New ways of working • Holistic consideration of employee life

45% OF EMPLOYEES expect to work from remote locations at least three days per week going forward (Capgemini, 2020)

TECHNOLOGY

Data and artificial intelligence • Cloud and edge • Cybersecurity • 5G+ and connectivity • Softwarization • Autonomization

40 tn GIGABYTES of data are currently out there: that's more gigabytes of data than there are grains of sand on Earth (Capgemini, 2020)

14.2% OF TOTAL global enterprise IT spending in 2024 will be in the cloud, compared to 9.1% in 2020 (Gartner, 2020)

ECONOMY

Impact of the pandemic on growth dynamics • Importance of well-balanced territories • Disrupted business models • Increasing public spending and planification • The rise of responsible investments

$732 bn OF ESG BOND ISSUES in 2020: a record level, up 29% from 2019 (Bloomberg, 2021)

ENVIRONMENT

Climate change • Preservation of resources and biodiversity • Strong increase of climate pledges and announcements (both public and private sectors) • Technology as a challenge and a problem-solver

1,300+ COMPANIES in 60 countries are participating in the Science Based Targets initiative, representing a combined market capitalization of over $20.5 trillion, 20% of the globe's total market capitalization (SBTi, 2021)

OUR OFFER

Capgemini, thanks to its unique combination of business lines, industry expertise, and offerings based on cloud, data, and artificial intelligence, is the strategic partner for any executive who wants to transform their customer experience, their supply chain, or the management of their business.
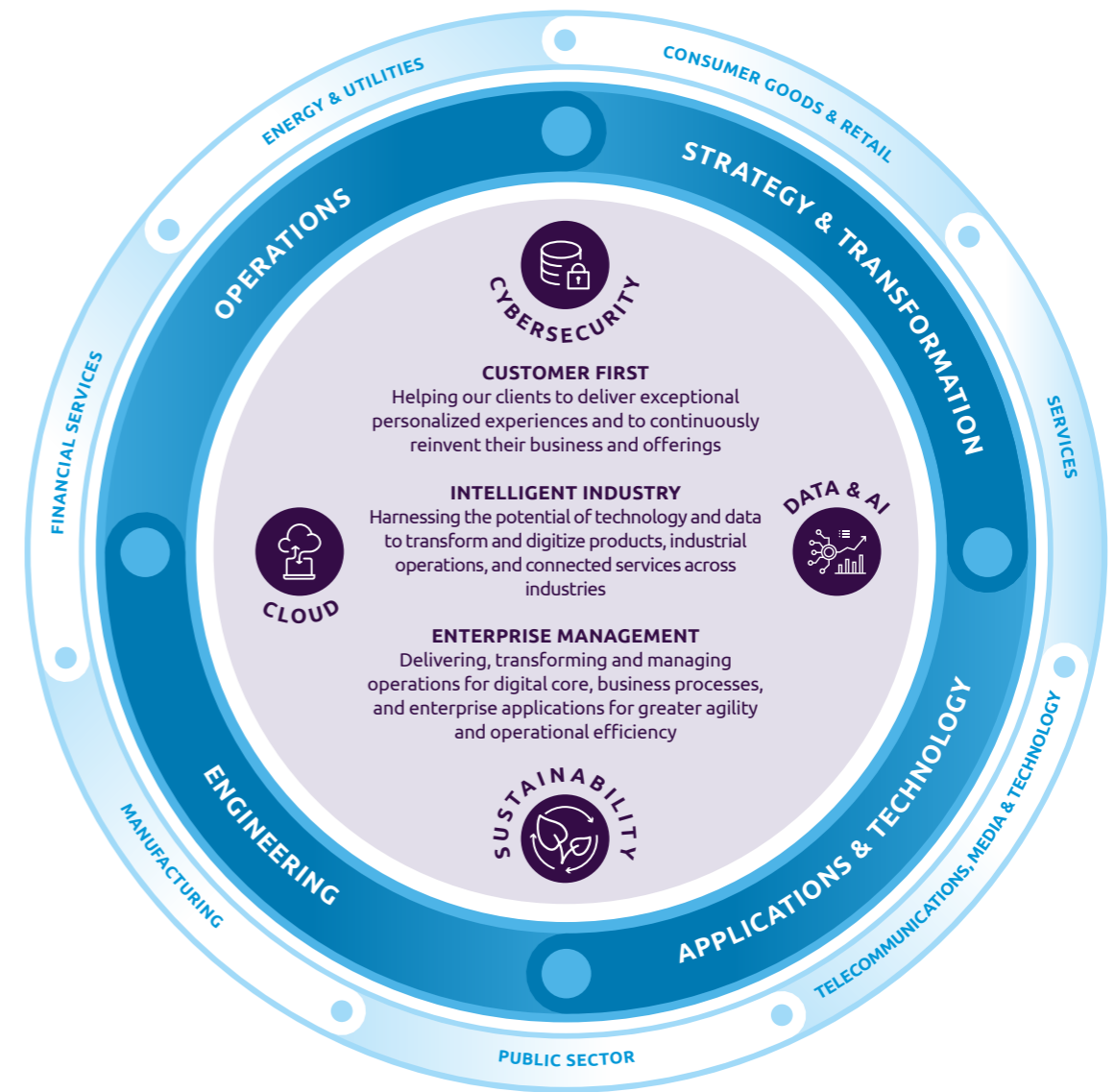
Capgemini, Get the future you want

KEY SKILLS TO MEET SECTORAL CHALLENGES

For many years, we have been developing sector-specific expertise in order to provide the most appropriate solutions for each of our clients' activities.

BUSINESS LINES CATERING TO ALL OF OUR CLIENTS' NEEDS

From strategy and design to operations management and engineering, Capgemini has been harnessing the power of technology to transform our clients for over 50 years.

ENERGY & UTILITIES · CONSUMER GOODS & RETAIL · STRATEGY & TRANSFORMATION · SERVICES · APPLICATIONS & TECHNOLOGY · TELECOMMUNICATIONS, MEDIA & TECHNOLOGY · PUBLIC SECTOR · ENGINEERING · MANUFACTURING · FINANCIAL SERVICES · OPERATIONS

CYBERSECURITY · CLOUD · DATA & AI · SUSTAINABILITY

CUSTOMER FIRST
Helping our clients to deliver exceptional personalized experiences and to continuously reinvent their business and offerings

INTELLIGENT INDUSTRY
Harnessing the potential of technology and data to transform and digitize products, industrial operations, and connected services across industries

ENTERPRISE MANAGEMENT
Delivering, transforming and managing operations for digital core, business processes, and enterprise applications for greater agility and operational efficiency

A PORTFOLIO OF OFFERS INTEGRATING THE BEST TECHNOLOGIES

Capgemini supports its clients in the three key areas: managing customer relationships; managing industrial assets; and functional agility. Capgemini provides its clients with key technologies such as cloud, data and artificial intelligence. The Group also works to improve clients' cybersecurity and environmental impact.

We are at a turning point in the way we interact with data. Frank Slootman, Chairman and CEO of Snowflake, the creators of the Data Cloud, and Franck Greverie, Capgemini Chief Portfolio Officer share their thoughts.

<u>CONVERSATION</u>

When data meets cloud

"If we want to unlock the power of data, you have to have the Data Cloud."

FRANK SLOOTMAN
Chairman and CEO of Snowflake

The biggest data-related trends in business

Frank Slootman — In the past, we used data to report information and inform people. When you inform people, you hope they are going to do something useful with the information. But today there is an enormous amount of pressure on institutions and enterprises to no longer rely on anecdotal information or business-as-usual thinking when making decisions. They need to be able to be predictive and prescriptive about their actions. We have now moved to data directly driving operations.

Franck Greverie — All our clients express the need to accelerate their data-driven transformation. They want to activate data, they want to transform data into actions, they want to decide faster and

better to be more efficient and to grow and continuously reinvent their business. For example, they use it to streamline their corporate processes, such as finance and human resources, their supply chains or to ensure real-time marketing.

The roadblocks so far

Frank Slootman — Firstly, the scale of infrastructure. We used to be limited to what the public cloud gave us. We couldn't get the performance or the scale of execution that we wanted. Today we have infinite possibilities in terms of volume, which opens up unlimited opportunities. This is where the second roadblock comes in: a lot of products have on-premise legacies. Carrying old technology forward has held companies back. They need the right software architecture to optimize cloud computing and storage in a highly fluid and dynamic manner. The third roadblock is pure skills. Whether in database management, data engineering or data science, you need the expertise to make the most of this technology.

"We are convinced that there is huge business potential for organizations to build new business models on top of data ecosystems."

FRANCK GREVERIE
Chief Portfolio Officer at Capgemini

Franck Greverie — I agree, there are two main categories of roadblocks: technological debt and people. Legacy on-premises tools and a lack of data architecture prevent companies from getting data & AI at scale. When it comes to people, there's often a lack of a data-driven culture that would allow for decision making based on data. People like to say they know better than the numbers do.

The data network effect

Frank Slootman — With our platform, customers, partners, and data providers can break down data silos and cross analyze rapidly growing data sets in secure, governed and compliant ways. All data is considered and can be blended, joined, overlaid and related. Once a company is on a platform with lots of data, they see its value not only as a world-class execution platform, but also as a doorway to any potential data source. This is what we called the "data network effect" – companies are developing data networking relationships through the platform.

Franck Greverie — We are convinced that there is huge business potential for organizations to build new business models on top of data ecosystems. Cloud for data exchange and data sharing is a very new approach – a specialized cloud or managed service that makes it easier for organizations to find, access and use data. Easy access is key. If existing data is too hard to access, our clients sometimes just forget about it.

Frank Slootman — Exactly. It is a matter of exposing the data set and providing the right credentials. Basically, the cloud puts everybody behind the same computer. However, we can prevent copying and replicating of any privileged information, so that we comply with non-negotiable privacy laws and data governance requirements.

Data Cloud and strategy execution

Frank Slootman — If we truly want to unlock the power of data science, we need the data cloud. The Data Cloud is as important as workload execution, which

is what people have mostly focused on. It is equally important to have unfettered zero latency, literally zero friction, access to data. It can be done. The technology is here. We just need to have a little bit of vision, a little bit of foresight and real intent. Otherwise, your data science teams will be really frustrated and impeded in their ability to help the business deliver.

Thoughts for the year ahead

Franck Greverie — For the last 10 years, we have been pushing for digital transformation. Now we are pushing for data-driven transformation. For the year ahead, data and artificial intelligence will be the next frontiers of our clients' transformation.

Frank Slootman — Data is the beating heart of the modern enterprise. The future will favor institutions like yours and ours, that meet people and companies where they are, and help them move forward. —

Smart design: FILA's updated website drove rapid gains in sales and customer engagement. —

CLIENT TESTIMONIAL

A slam-dunk redesign accelerates e-commerce for FILA

In early 2020, FILA North America partnered with Capgemini to redesign its website. Leveraging data and personalization of the customer experience, Capgemini transformed the site into an e-marketing platform with sophisticated storytelling and analytics, just as physical stores were closing their doors. **Dawn Trenson, FILA North America's Vice President of E-commerce, tells us more.**

What was the background to FILA's collaboration with Capgemini?

Dawn Trenson — I joined FILA North America in January 2020. Salesforce Commerce Cloud was up and running, but there was a real opportunity to build a strong direct-to-consumer business. I reached out to Capgemini, having worked with them before, really trusting them, really pleased with the results and especially happy with both their knowledge of Salesforce Commerce Cloud, the technology, but also their

What was the initial phase of the project?

D. T. — It started with analysis – we dived into the analytics and looked at what we had. How do we make sure that we are tapping into Salesforce Commerce Cloud

understanding of the business and the brand side. We had a really distinct business need: FILA was historically a sales-driven organization, selling to retail partners. We needed to understand how customers were interacting on our website, and how we could better connect with that audience and convert them to customers.

and leveraging all of the tools and the capabilities there to service our customer? And all that while telling a brand story and making it easy and enjoyable for customers to browse and engage with the site. Personalization was also a significant area of opportunity. As a brand, we have a very wide offering of products and an equally wide audience of customers. The Capgemini team came in and

worked with us to immerse themselves in the brand and see what assets we had available, what stories we had to tell, and how we could link that to current products and current customers. The results were astounding, on the user-experience design side, the analytics and the digital marketing side, and also technical support.

How did the project roll out after that?

D. T. — We moved from analysis into a site redesign. The results from the analysis gave us the playbook for the site redesign and showed us where we needed to focus our energies. Post redesign, we moved into deploying a content system. The Capgemini team helped

us identify a tool that would sit on top of our Salesforce system and enable us to build a proper site experience, leveraging the content and the assets that we had available. On the first iteration of the site that I inherited in January, it was very difficult for customers to find order history or understand how to contact customer service or obtain their tracking information to track their package. So we also spent a lot of time making sure that it was a simple, easy journey for the customer.

How soon did you see real impact?

D. T. — From May to the end of the year and even continuing into 2021, conversion rate has seen increases in the triple-digit percentages. It's better than we ever expected. I came from the luxury space and I

never saw conversion rates move by such significant percentages. The other big one is the improvement on our bounce rate numbers. We're seeing significant bounce rate improvements – more time on the site and more page views.

How is Capgemini helping FILA get the future it wants?

D. T. — Capgemini is our right hand in helping us to shape the future for our dotcom. At the root of it all is data. —

"Conversion rate has seen increases in the triple-digit percentages. It's better than we ever expected. The other big one is the improvement on bounce rate numbers. We're seeing significant bounce rate improvements – more time on the site and more page views."

DAWN TRENSON
FILA North America's VP of E-commerce
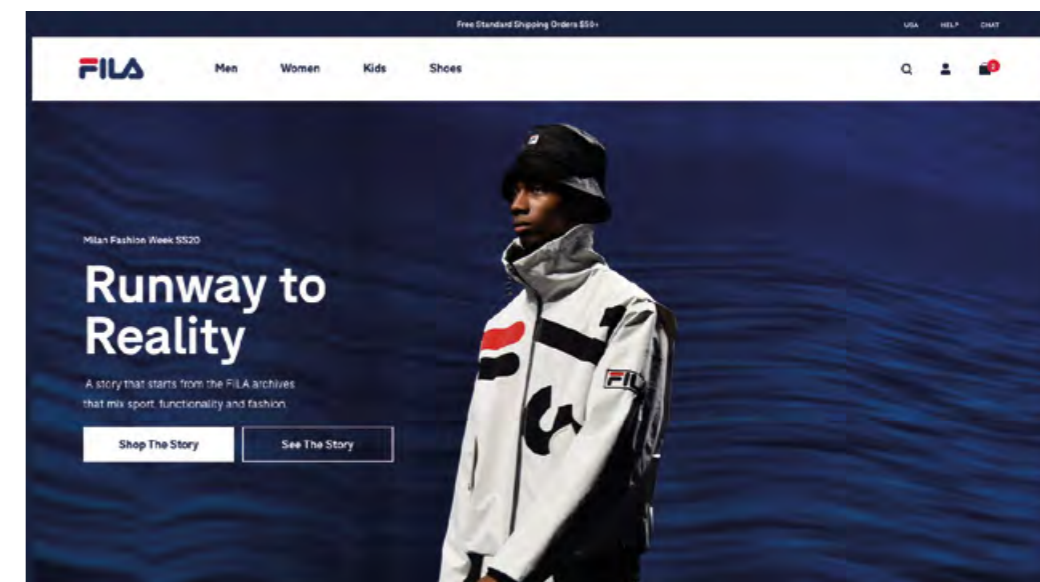
Breakthrough Energy, founded by Bill Gates, commissioned Capgemini Invent to find the scalable solutions that could power Europe's energy transition. The resulting report details 55 "Technology Quests", bold ideas and frameworks that hope to deliver a net-zero-emission Europe by 2050.

CLIENT TESTIMONIAL

Uncovering innovations to help Europe achieve net zero

Solar energy can enable the cost-effective achievement of the EU's 32% renewable energy target for 2030. —

A low-carbon future with tangible benefits for everyone

Capgemini Invent is acutely aware of the need to accelerate clean energy innovation to achieve EU carbon goals by 2050. The Technology Quests presented in the report were identified with this urgency in mind, not just to address carbon-reduction challenges but, most importantly, to benefit society at large. These technologies can deliver between 53% and 92% of the required emissions reduction by 2050, but they also account for a potential €800bn boost to the EU economy by 2030 and will secure up to 12.7 million jobs. —

"We need to build the future European corporations that will drive sustainable growth and build clean markets. Clean technologies and environmental objectives are central to reach climate neutrality."

ANN METTLER
Vice President, Europe,
Breakthrough Energy

"Technology quests" for a net zero carbon future

Breakthrough Energy is a network of entities and initiatives linked by a common commitment to scale the technologies we need to achieve a path to net zero emissions by 2050. Practical and actionable, the "Fit for Net-Zero" report is fully aligned with this purpose: to answer the challenges of our time by finding and helping to build groundbreaking, transformational solutions. It focuses on five economic areas where clean technology investment will enable the EU's transition to a net zero emissions economy by 2050: buildings, energy, food and land use, industry, and transport. Within these five areas, Capgemini Invent identified 55 Technology Quests, i.e. concrete, quantified projects involving technologies that will help achieve emissions reductions, along with a roadmap for scale-up and their expected impacts on emissions, markets, and jobs created.

Supporting clean tech at every stage of the development cycle

Capgemini Invent classifies these Technology Quests into three broad categories according to maturity.

First are "innovation bets", still at the early stages of R&D and whose impact is only expected to be seen after 2030. These include the means for cost-effective and energy-efficient CO_2 air capture at scale and accelerating the production of alternatives to meat and dairy products.

Second is "innovation acceleration and scale up": technologies closer to market readiness that could scale up in the current decade. Examples include a rapid scale-up of next-generation floating offshore wind farms, using low-carbon and carbon sink materials in construction to lower the climate impact of structures, and the production of hydrogen-fueled heavy-duty trucks.

Finally, "drive to market-scale", which describes currently available technologies that can be widely deployed right now. These include massively digitizing energy grids to solve availability and intermittency issues across the EU, mainstreaming the use of refrigerants that produce fewer greenhouse gases, and increasing the energy performance of residential buildings through deep renovation.

A key challenge ahead is to free transportation from liquid fossil fuel usage and to develop the new clean technologies and associated infrastructure. —

To learn more:
https://www.capgemini.com/wp-content/uploads/2020/10/Net-zero-main-report-2020.pdf

SNCF Réseau has launched an application to optimize the monitoring and maintenance of 30,000 kilometers of railroad lines. —

The application brings SNCF Réseau into the era of predictive maintenance. —

"The goal is to build a comprehensive information system on the condition of railway infrastructure and to help make decisions regarding 'just-in-time maintenance'."

Olivier Bancel
Chief Operation Officer, SNCF Réseau

The Supervision NG application enables maintenance that is closely adapted to needs, more precise and delivered in real time. —

CLIENT TESTIMONIAL

SNCF Réseau in the era of predictive maintenance

SNCF Réseau developed with Capgemini an innovative application to optimize the monitoring and maintenance across all 30,000 kilometers of lines on which it ensures maintenance, modernization and safety. Olivier Bancel, Chief Operation Officer of SNCF Réseau, explains the challenges of this application for a high-performance network.

How does the "New Generation (NG) Supervision" application improve SNCF Réseau's services?

Olivier Bancel — It has made the management of track operations more efficient. Supervision NG concerns fixed railway equipment; it centralizes all information from the various remote-monitoring systems. In the event of an incident, it communicates in real time all data pertaining to the concerned maintenance operation (routing time, intervention time, etc.). These elements are instantly made available to rail operators, who can keep passengers informed. This application was developed between SNCF Réseau and Capgemini and is part of our large-scale Surveillance & Supervision digital transformation program. Supervision NG has been in use since July 1, 2020 in Auvergne Rhône-Alpes, in France. It will be deployed in all regions by 2022.

How does working with Capgemini enable you to shape the future you want?

With this common tool shared by our four supervision centers, SNCF Réseau benefits from an overview of corrective maintenance needs on a national scale. The deployment of Supervision NG will improve incident management, traffic regularity and user information. In terms of safety, real-time knowledge of infrastructure condition will enable us to react and intervene more quickly to incidents involving tracks, power lines, signaling, etc. The aim is to improve service quality for passengers.

More generally, the goal is to establish a comprehensive information system to monitor the condition of rail infrastructure and to help make decisions regarding "just-in-time maintenance". The application brings SNCF Réseau into the era of predictive maintenance, which is both a source of efficiency and economic performance. We will thus move from systematic maintenance to maintenance that is closely adapted to needs, more precise and delivered in real time: network maintenance at the right time and in the right place. It's another step towards our high-performance network.

What are the key success factors for this project?

We adopted a user-centric approach and co-built the solution in agile mode to facilitate user adoption: with supervision and maintenance agents to understand their needs, an engineering team in charge of real-time data collection from the industrial systems, and with IT teams to design and operate a tool operating 24/7 in the cloud.

In order to ensure the success of the operation, we relied on our partner Capgemini, which has all the necessary skills (management, architecture, development, consulting, expertise and roll-out) to handle the project from start to finish through an Intelligent Industry approach.

What are the next steps for the project and for collaboration between the two groups?

Capgemini is continuing to enhance and roll out Supervision NG, while preparing the remote monitoring network for the arrival of next-generation sensors — IoT and 5G — to create an ever-more-intelligent network. Building on the robust success of this project and in light of the forthcoming global expansion of rail networks to meet the challenges of climate change, Capgemini and SNCF Réseau are working together to build a common market approach in order to offer acceleration tools based on these components to rail operators everywhere. —

PARTNERSHIPS

Innovating with the best

We work with the leading technology companies to help our clients deliver exceptional personalized experiences to their customers, harness the potential of data, and optimize the operation of their systems and processes. Discover some examples of our partnerships that power business transformations.

ANDY JASSY
Chief Executive Officer, Amazon Web Services

"Capgemini and AWS have been working closely together helping enterprises, researchers, and government organizations to speed up innovation, lower operating costs, and reinvent themselves through cloud technologies. Even with this strong track record together, we are still at the early stages of cloud adoption and what is possible for organizations as they use AWS. Our longstanding partnership demonstrates our mutual commitment to help customers meet their business goals and accelerate digital transformation."

CUSTOMER-EXPERIENCE TRANSFORMATIONS POWERED BY DATA

With Adobe, we launched three offerings to deliver the "experience economy" through the power of data. *Connected Marketing*, helps brands deliver data-driven marketing, customer activation, and content personalization. *Commerce Realized* maximizes commerce potential through strategy, design, and performance services. *Customer Data Platforms* establishes a single source for unified, trusted, and actionable customer insights. —

UNLOCKING INTELLIGENCE THROUGH SMART TRANSFORMATION

To gain a competitive edge, industrial businesses need to be proactive in their digital transformation journeys. Simply doing things faster and cheaper is no longer enough. They need to rethink and reimagine products, and the way they do business to become more customer-centric. With Dassault Systèmes, we create a holistic ecosystem of solutions that helps industrial organizations unlock intelligence throughout their value chains. Capgemini's transformation and domain expertise helps navigate legacy systems, integrate technology into business processes, and progressively transform the operating model. —

DELIVERING PERSONALIZED EXPERIENCES WITH SALESFORCE & MULESOFT

Partnered with Salesforce technology and solutions, Capgemini creates customer data-driven transformation across organizations. Our holistic engagement model connects the Salesforce and MuleSoft offerings across every aspect of our clients' businesses, builds solutions that create personalized experiences and delivers unparalleled bottom-line results. Customer connections aren't the only relationships that matter when it comes to today's premier digital experiences. There are more touchpoints – and systems to capture the data – than ever, meaning organizations need to effectively and efficiently integrate programs and centralize data. Our partnership puts customers right at the heart of digital transformation. Salesforce's customer experience-focused platforms, paired with Capgemini's end-to-end engagement model, ensures we deliver innovative solutions leveraging API-led integration. Our extensive technical and industry expertise enables us to deliver the most from MuleSoft's unified connectivity platform. —

DELIVERING INNOVATION FOR 21ST CENTURY BUSINESSES

Capgemini works closely with AWS, helping enterprises, researchers, and government organizations speed up innovation, increase agility and security, and drive improvements across their operations. Together, we support customers to accelerate large-scale migrations to AWS, shutting down data centers and modernizing applications. Combining AWS's unparalleled portfolio of technologies with Capgemini's expertise in applications and managed services, customers are reducing time-to-market, while increasing productivity and cost savings. Capgemini and AWS help customers stay ahead of trends, adapt to changes, and optimize their businesses. —

DEFINING AND DESIGNING BESPOKE CLOUD STRATEGIES

With Google Cloud, we help clients develop their digital transformation strategies and apply leading capabilities in areas like artificial intelligence, machine learning and data analytics to address business opportunities. At the core, we partner with Google Cloud on strategic offerings covering hybrid and multi-cloud strategies, infrastructure modernization, application migration and modernization, data estate modernization, and smart analytics. —

ACCELERATING DIGITAL MANUFACTURING AT SCALE

Capgemini is pioneering Intelligent Industry, powered by data to accelerate the effectiveness of digital manufacturing operations at scale. With Microsoft, we help manufacturers develop a clear vision of how to digitally transform their factory. Our ambition is to make operations more connected, data-driven, and autonomous by combining Capgemini's industry knowledge, delivery method, and IP with Microsoft's secure and scalable Azure IoT capabilities. Together, we help manufacturers maximize the benefits of IoT, cloud, data-driven analytics and smart automation technologies. —

SPARKING AGILITY IN THE AUTO SECTOR

Automotive suppliers face uncertainty in different aspects of their business. Connectivity, autonomy, sharing, electric vehicles, and sustainability are shaping the industry. SAP and Capgemini are collaborating to help automotive suppliers and manufacturers meet new requirements, leveraging the benefits of cloud. We use standardization to optimize efficiency, and individualization in open platforms to achieve innovation and flexibility. Accelerators such as systems preconfigured for automotive suppliers enable them to get up and running in a few months, while Software-as-a-Service delivery reduces the ongoing IT burden without sacrificing the rich functionality of SAP S/4 HANA® Cloud. —

THOMAS KURIAN
Chief Executive Officer, Google Cloud

"Global businesses have only accelerated their cloud strategies over the last year. Together, Capgemini and Google Cloud are helping organizations deliver new innovations to enable hybrid work, apply leading edge AI and machine learning solutions in the cloud, build new digital experiences in industries like financial services, and much more."

SATYA NADELLA
Chief Executive Officer, Microsoft

"Microsoft and Capgemini have a 20-year history of innovating together. We help some of the world's largest organizations in every industry digitally transform by migrating their mission-critical SAP workloads to Azure or taking a data first approach and modernizing their data estates using the power of the cloud."

SHANTANU NARAYEN
Chairman, Chief Executive Officer and President, Adobe Inc.

"In today's digital economy, the companies that can deliver personalized, compelling customer experiences at every stage of the journey will win. Adobe and Capgemini have a tremendous opportunity to unleash digital transformation in companies around the globe, and I am more energized than ever about the possibilities ahead."

When the pandemic forced us into a Group-wide switch to remote working, we took on the challenge together, designing and rolling out new ways of working. Thanks to an extraordinary collective resilience, we were able to organize the conditions for our teams to remain fully engaged by sharing best practices, contributing to a common purpose, and building on our entrepreneurial mindset.

OUR PEOPLE

Pursuing the Group's talent ambitions in a challenging year

The agility of our management practices has enabled us to respond to local situations while guaranteeing the safety of everyone. —

"2020's challenges have been neither easy to address nor to solve, but we have all come out of this period stronger. We have successfully defined – and are currently transitioning to – new ways of working to deliver on business commitments. This New Normal is here to stay."

ANNE LEBEL
Group Chief Human Resources Officer

Providing our people with new flexibility and the tools to thrive

— The Covid-19 crisis has accelerated our shift towards new ways of working. In the first six weeks of the pandemic, we were able to shift close to 95% of our workforce in remote work, worldwide. To ensure this immediate reactivity was sustainable and to reinforce our cultural foundations, to build on the first lessons-learned, and to carve new agility into our ways of working, a cross-functional transformation program called New Normal was launched in June 2020

After the first urgent measures came a time to test and learn flexible working approaches. Flexible methodologies and practices can provide all our people with collaborative, agile, and efficient working conditions to meet Capgemini's ambitions, entwining business objectives and people experience, to enable our teams to take the reins of their own professional development in the most suitable conditions.

We also redesigned our employer promise, creating a new People Promise to display new commitments based on shared energy and entrepreneurship. We take on challenges together, leveraging our creativity and seeing its effective implementation through – as our agile response to the global health crisis demonstrated emphatically.

Enhancing a trust-based managerial culture and improving team proximity and support, a series of new Team Rituals have been designed and tested, with very positive effects. Scores in our continuous-listening platform, Pulse, built month after month, reaching a score of 7.7 at the end of 2020 versus 7.2 in 2019, across all geographies and segments. These results demonstrate the impact of our employee experience program and the agility of our managerial practices, which have ensured adapted responses to local situations while guaranteeing the security and well-being of everyone. —
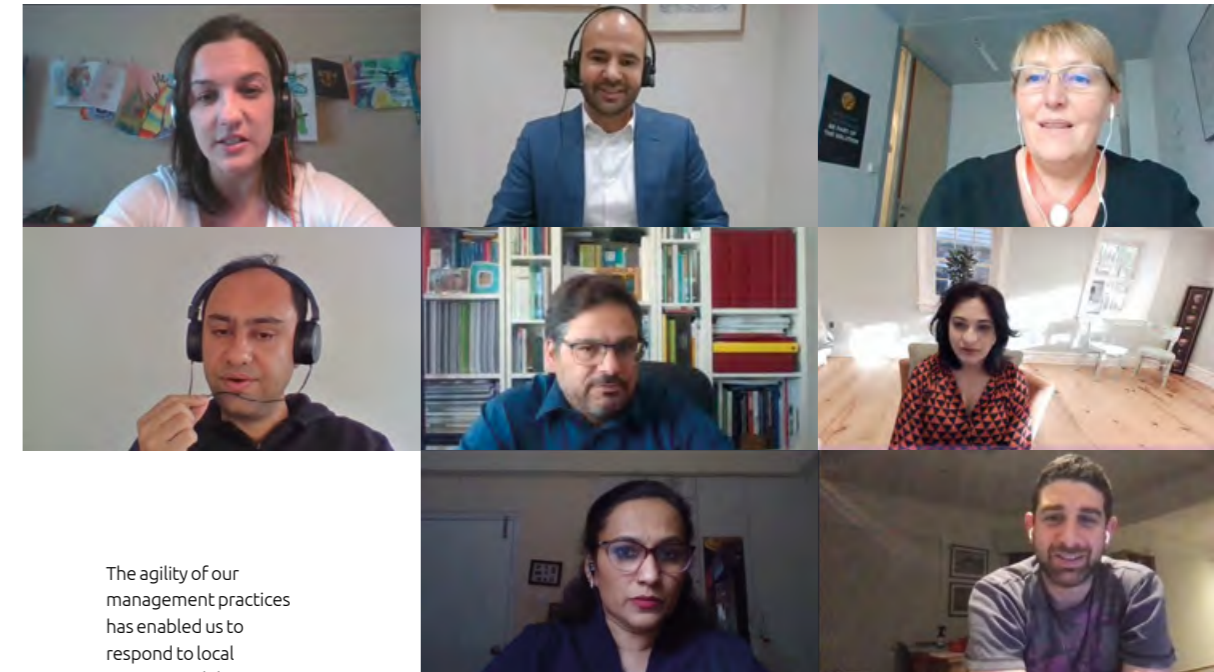
FOCUS

CHRISTMAS DINNER IN THE NETHERLANDS

In the Netherlands, to celebrate Christmas remotely in a virtual fashion and to thank all staff for their hard work, Capgemini sent 15,000 festive meals to staff and families for a unique, live collective virtual dinner. The three-course Christmas dinners were prepared by Michelin-Star chef Joris Bijdendijk and his team. —

Today's challenge is that Joris has to make 15,000 dinners

Digital events served as pilots for future virtual design and delivery approaches. —

Focusing on continuous talent growth

Defined and launched prior to the health crisis, the Group's talent and learning transformation portfolio features several initiatives that have proven even more relevant in this context, accelerating their adoption.

NEXT
— Next is the Group's digital learning platform, launched in April 2020. It leverages seven world-class digital libraries, including Coursera, Harvard and Pluralsight, and embeds our global technology partners, to provide all our employees with the best opportunities to continuously grow their hard and soft skills through individualized development paths. Its adoption gained immediate traction and Next is now being used by 75% of our workforce. —

VIRTUAL EVENTS
— The year is typically punctuated by internal events that reinforce engagement with all our people. In 2020, in response to the pandemic, we launched a new digital events platform to design these experiences virtually. Over October and November, two major events, the Architects Summit and InventX, were delivered digitally, allowing us to reach 10 times more participants than our traditional, in-person events. These events also served as pilots for future virtual design and delivery approaches. —

FOCUS

ARCHITECTS SUMMIT 2020

During the five-day Architects Summit 2020 (November 2-6), more than 2,000 attendees from 29 countries gathered virtually to address the challenges of a world gripped by the pandemic and focus on relevant professional solutions in this expertise-sharing event. —

88
SPEAKERS

72
LIVE SESSIONS

The support our teams need to succeed

— One of New Normal's ambitions is to provide all our people with voluntary access to flexible work, enabling them to define – in a flexible manner – their working arrangements. Principles rely on setting a relevant mix of business requirements, team/ social connections (virtual and face-to-face), and balancing autonomy and support needs, based on one's profession, maturity, and role in the project. To support these ideas, we designed seven people-centric Team Rituals to share common practices around team cohesion and individual development and well-being. We are progressively adapting to New Normal conditions and aim to maintain our teams' commitment and engagement, thereby ensuring they can get the future they want. —

FOCUS

CONNECTED MANAGERS

Connected Manager is a Group-wide training program – cobranded with Harvard – designed to evolve our managerial practices and culture. The program focuses on three Ps: Proximity (how can we stay close, even remotely?), Performance (how can we all maximize our personal drivers?) and Perspective (how can you get the future you want?) – as core practices at the heart of every manager's role. In 2020, we moved Connected Manager to virtual delivery, integrating our New Normal Team Rituals. Since its launch, nearly 30% of managers have taken the training. We intend to increase this figure to 70% by the end of 2021. —

+16,500
CONNECTED MANAGERS

An ethical and responsible company

As a leader in digital transformation we aspire to be a reference in terms of ethical standards. It is our firm conviction that technology should enable inclusive and sustainable futures for the planet, for society, and for our own workforce.

PILLAR I
Environmental responsibility
P.68

PILLAR II
Digital inclusion
P.70

PILLAR III
Diversity and Inclusion
P.72

Our values and ethics at the heart of our identity

— **Trust, honesty, freedom, boldness, team spirit, modesty, and fun.** Our seven values and our ethical culture serve as a strong foundation and inform our actions as a responsible corporation. They are the precious assets on which our reputation as an ethical and responsible company is founded.

We have a longstanding formal Ethics program, to actively nurture our ethical culture. It aims to create and maintain awareness among teams, enabling them to make decisions aligned with our values. Our Code of Business Ethics sets out, explains and formalizes our seven values and guides all our team members on how to behave and act in the right way. Our ethics helpline, SpeakUp, is accessible to all employees and external stakeholders, by internet or telephone, on a voluntary and confidential basis. In 2020, we also set up

Declare, a new tool for managing conflicts of interest within the Group.

Capgemini is paying particular attention to artificial intelligence (AI), which is a key growth driver, presenting huge opportunities and a challenge to build trust. We have therefore developed the Code of Ethics for AI – an ethical framework for the development of all AI solutions within the Group.

We train all our employees through Ethics@Capgemini, our e-learning program. Redesigned in 2020, it is designed to raise awareness about the behaviors to adopt within the Group and with external stakeholders.

In 2020, more than 75,000 employees in 42 countries took part in our annual ethical culture survey conducted for the first time through Pulse – our continuous employee feedback platform. The survey confirmed a widespread perception among team members that ours is an ethical workplace,

a very strong level of awareness of Capgemini's Code of Business Ethics, plus the effectiveness of the training and communication around our program.

In early 2021, for the ninth consecutive year, the Group was recognized as one of the World's Most Ethical Companies by the Ethisphere® Institute. This is an acknowledgment of our ethical culture that makes us an employer of choice and a responsible player in the eyes of our clients, shareholders, and the wider community. —

IN 2021, FOR THE NINTH CONSECUTIVE YEAR, CAPGEMINI WAS RECOGNIZED BY THE ETHISPHERE® INSTITUTE AS ONE OF THE WORLD'S MOST ETHICAL COMPANIES.
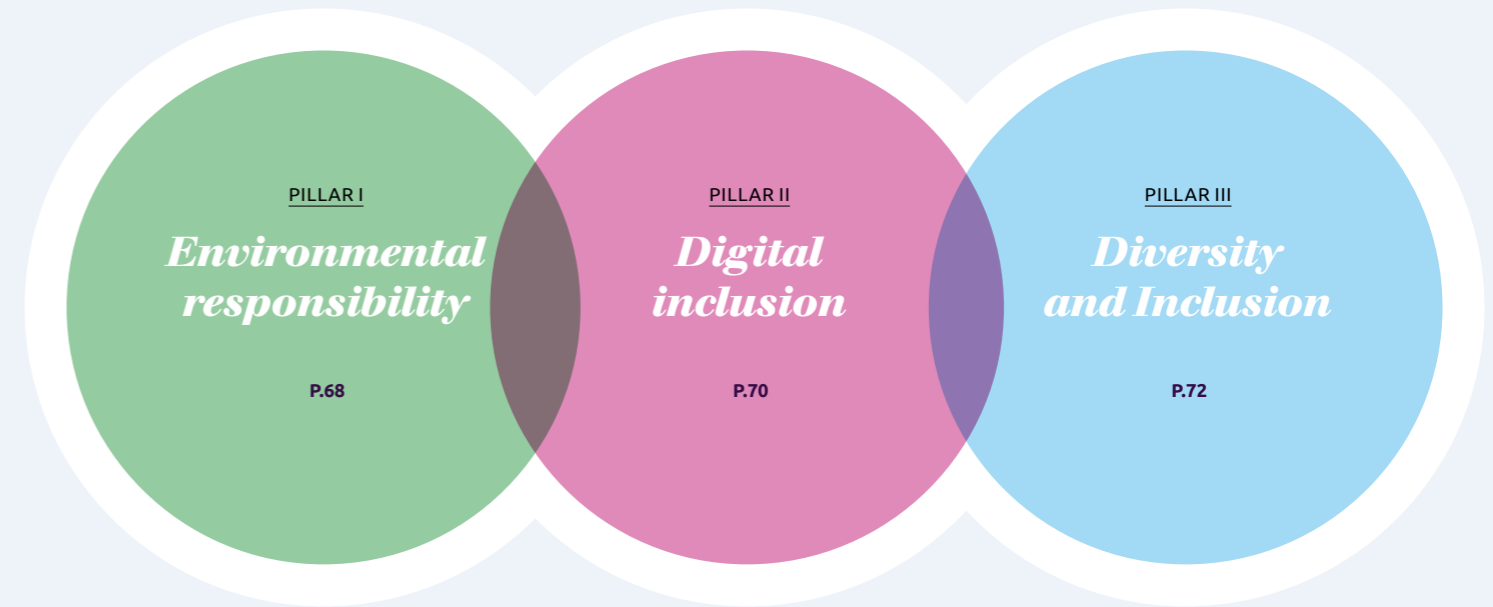
Raising the bar

— **Care for our planet,** our communities and our workforce have been the core focus of our CSR agenda for several years now. In this time of increasing inequity and devastating impacts from climate change, Capgemini has committed to raise the bar with respect to our actions, both individually and collectively through active participation in international networks. We are stronger together.

With our new ambition of achieving net zero emissions by 2030, our Group is fully committed to combating climate change by reducing our carbon emissions and developing services that enable our clients to reduce theirs.

As a beneficiary of the digital revolution, we recognize our role and responsibility in making digital an opportunity for those who are otherwise excluded. As a responsible maker of technology, we are committed to creating a vibrant

and inclusive culture where talent representing society in all its richness and diversity is empowered to build meaningful careers with us.

Our social and environmental responsibility is embodied by our commitments at the national, regional and global levels, such as signing the United Nations Global Compact. In this way, the pillars of our CSR policy enable us to contribute to 11 of the UN's Sustainable Development Goals (SDGs).

With our multicultural and deeply engaged teams, our Group works to build a bridge between technology, business and society. —

ALIGNED WITH ITS ACTIVITIES AND COMMITMENTS, CAPGEMINI CONTRIBUTES TO THE ACHIEVEMENT OF 11 OF THE 17 SUSTAINABLE DEVELOPMENT GOALS DEFINED BY THE UNITED NATIONS.

GOAL

Be carbon neutral for our own operations by 2025 and become a fully net zero business by 2030

PILLAR I

Environmental responsibility

We provide solutions to environmental challenges by reducing the carbon footprint of our Group and our clients.

GOAL

Transition to 100% renewable electricity by 2025

GOAL

Help our clients to save 10 million tonnes CO₂e by 2030

Towards net zero emissions by 2030

Capgemini has been committed to cutting its carbon emissions for many years and was one of the first companies in its sector to have its carbon reduction targets validated by the Science Based Targets initiative (SBTi). Our original headline science-based target, set in 2016, was to reduce our total carbon footprint per employee by 20% by the end of 2020 and by 30% by the end of 2030. We achieved this 2030 target

in January 2020, more than 10 years ahead of schedule.

We have launched our new program to achieve "net zero emissions" by 2030. To meet this challenge, Capgemini has set several targets, which were approved by the SBTi as being consistent with the level of carbon footprint reduction needed to limit global warming to 1.5°C.

With a new target to transition to 100% renewable electricity by 2025, in 2020 Capgemini

became a signatory of the RE100, a group of companies committed to expanding renewable electricity policies and markets. The Group is also committed to reducing business travel emissions per employee by 38% by 2025, and by 50% by 2030, compared to 2015, and to halving the emissions from our purchased goods and services by 2030. —

A governance structure dedicated to our ambition of "net zero emissions"

To manage all the actions undertaken, Capgemini has set up a new governance model dedicated to the ambition of "net zero emissions":

› **The Cross Function Sustainability Committee** brings together a team of sustainability sponsors to monitor progress and cross-cutting collaborations on the main areas of our program;

› **The Net Zero Board** oversees climate risks, and reviews, discusses and approves the Group's climate and environmental responsibility policies;

› **The Net Zero Steerco** meets each week to discuss the implementation of key actions.

All of the Group's management bodies – the Board of Directors, the Executive Committee, and the General Management Committee – are consulted and involved in the major decisions pertaining to our environmental responsibility program. —

Capgemini's Bengaluru campus received net-zero platinum certification from the Indian Green Building Council. —

#CLIENT

TECHNOLOGY IN THE SERVICE OF SUSTAINABLE DEVELOPMENT

The Mercedes-Benz AG sustainability strategy focuses on reduced vehicle emissions and carbon-neutral production. Capgemini proved how IT can contribute to these goals by halving the CO₂ footprint of a widely used backend application. Modern technology, APIs, a shared-services approach, and cloud have reduced the number of servers needed and thus the energy consumption by 50%. —

A leading partner for our clients

Capgemini is leveraging its expertise in technology, engineering and the transformation of business models to help its clients address their own environmental challenges, thanks to the processing and exploitation of data. The Group has set an ambitious goal: to enable its clients to reduce their carbon emissions by 10 million tonnes CO₂e by 2030. In 2020, Capgemini

has developed a carbon impact calculator for client projects, which allows the measurement of both the expected carbon savings and the carbon cost associated with the project, including travel, telework, daily commuting, office energy consumption, and the carbon footprint of digital and data centers. —

PILLAR II

Digital inclusion

Our ambition is to bring digital inclusion at the forefront of social action. With the skills and passion of our people we're bridging the digital divide to ensure technology is an opportunity for everyone, creating a more inclusive future for all.

Expanding digital literacy

In an increasingly connected world, where access to essential services has been digitalized in record time in the wake of the global health crisis, bridging the digital divide is more critical than ever.

Launched in 2019, our Digital Literacy program aims to provide access to digital tools and teach elementary skills to the most disadvantaged populations. Some of our

initiatives specifically target girls and young women, notably to introduce them to the job opportunities offered by the technology sector.

In the context of the health crisis, Capgemini employees have been mobilized to respond to the considerable increase in demand to digitalize projects led by our partner associations. From setting up virtual studios for teachers to record lessons, to enabling people in senior homes to stay in touch

with their families through technology, and helping youth find jobs in the new virtual-only world, the examples of how our colleagues across the world deployed their skills to benefit society are many.

In 2020, more than 300,000 people around the world benefited from Capgemini's initiatives to make digital technology accessible to as many people as possible (compared to 27,300 in 2019). —

Our Digital Academy in Pune, India, trains young women in technology and innovation. —

Helping everyone to build their professional future

Our Digital Academies offer training for underrepresented and marginalized populations (refugees, low-income, people of color, ex-offenders, etc.), enabling them to acquire the technology skills that are in demand in the

job market, for example in artificial intelligence, cloud and cybersecurity. Launched in 2018 in France, India, the Netherlands and the UK, the program now constitutes a global network of training centers, with 30 Digital Academies training 4,500 students in 2020.

Digital inclusion and teaching technology skills open up considerable opportunities for people and organizations: Capgemini, like its clients,

relies on qualified talent to support the transformation of businesses. Graduates of the Digital Academies therefore represent a tremendous pool of talent, trained in highly sought-after key skills. The Group is committed to hiring at least 10% of its graduates each year. In 2020, we recruited 950 graduates, far exceeding our target. —

#EQUALITY

CAPGEMINI TAKES ACTION FOR AN INCLUSIVE RECOVERY

Capgemini joined the Business 4 Inclusive Growth (B4IG) alliance, an international coalition led by the leaders of 40 global companies committed to fighting inequality, which has grown more extreme with the economic and social crisis. Within this alliance, Capgemini is leading a working group dedicated to bridging the digital divide. The goal is to coordinate efforts for inclusive growth, both globally and locally. —

Innovating to meet the challenges of society

Capgemini believes that technology and innovation can and should be leveraged to solve major societal challenges and create a positive impact. The Tech for Positive Futures initiative aims to harness the power of technology and innovation to tackle issues such as social inclusion, the environment, education, health and safety, and employment.

In 2020, we launched our first-ever Tech for Positive Futures Challenge, a competition

that asked employees in 15 countries to come up with creative technology solutions to current societal issues. The three winning social innovations from the competition – with teams in India, Australia and the UK – have been given the necessary resources and support to be developed in 2021. —

PILLAR III

Diversity and Inclusion

At Capgemini, we strongly believe that diverse minds and people are a source of creativity, innovation and business value. We are focused on strengthening our culture of inclusion to embrace and empower talent in all its diverse forms.

Improving gender equality

The share of women in our teams has increased by 5.1 percentage points between 2015 and 2020.

To strengthen the place of women at all levels of our organization, Capgemini has launched a project to leverage local best practices.

It aims at improving our recruitment mix, developing more career paths and career intentionality for women and retaining them at key moments of their personal or professional life. A consistent framework is being set including promotion guidelines, mentoring and sponsorship, an equal pay survey and a new flexible work policy. —

Our colleagues represent Capgemini at the Sydney LGBT+ Mardi Gras. —

Enhancing an inclusive culture

Our vision is to create a vibrant and inclusive culture where talented people representing society in all its richness and diversity are empowered to build meaningful careers and can be their authentic selves at work. Affirmative networks and employee resource groups are a major way our colleagues drive this agenda forward. In 2020, the community expanded the OUTfront global network, whose mission is to inform and raise awareness in order to support the professional development of LGBT+ people. OUTfront currently operates in 17 countries.

The Group has also joined Valuable 500, a global network of CEOs committed to the inclusion of people with disabilities. In the UK, Capgemini regained its accreditation as a trusted employer for people with disabilities. In Spain, Capgemini collaborated for the fifth consecutive year with the ONCE Foundation in the PorTalento and Crue Scholarship programs dedicated to the professional integration of people with disabilities. This partnership reinforces several training programs that encourage the hiring of people with disabilities, in order to promote equal employment opportunities.

Starting in 2021, all of our managers and executives will participate in a workshop on unconscious bias, working to develop an inclusive mindset and behavior. —

#RESEARCH

TOWARDS INCLUSIVE TECHNOLOGY

The Capgemini Research Institute is leading a new research project to explore the link between the development of "inclusive" technologies and the diversity of the teams developing these technologies. The study is conducted among business leaders, tech employees, experts, academics and nearly 5,000 consumers. The study aims to better understand the impact of greater diversity within tech teams, and give companies the keys to achieving it. —

Fighting against racism

Capgemini has joined the World Economic Forum's Partnering for Racial Justice in Business initiative, which aims to set new global standards for racial equity in business and coordinate commitments in this area.

In the UK, the Group has signed the Race at Work Charter from Business in the Community, demonstrating our commitment to implementing concrete measures to tackle the barriers faced by ethnic minorities in hiring and career development. These measures include training, mentoring programs and the development of Race & Equality, an employee network sponsored by company management. In the US, Capgemini has created the Inclusion Leadership Advisory Council to strengthen the commitment of senior management to prioritizing the recruitment, representation and advancement of African-American, Hispanic, and Asian employees globally. —

+13.7% over a year
at constant exchange rates

↗

€15.8 bn
Revenues
in euros

+8% in value

↗

€1,879 M
Operating margin
in euros

↗

65%
Digital and cloud activities
as a percentage of revenues,
as of Q4 2020

0.89 MTCO₂ Eq. emitted per employee
in 2020

↘

–71.2%*
*Reduction in CO₂ emissions
per employee*

27,300 in 2019

↗

300,000+*
*Beneficiaries of our digital
inclusion projects
in 2020*

PART III

*Performance &
Governance*

From left: Olivier Lepick, Group General Secretary;
Paul Hermelin, Chairman of the Board of Directors; Aiman Ezzat, Chief Executive Officer ;
Carole Ferrand, Chief Financial Officer, at the 2020 Shareholders'
Meeting, held exceptionally behind closed doors. —

*Scope excludes Altran.

In 2020, Capgemini showed solid performance, showing the resilience of its operational model.

2020 KEY FIGURES

"The Group proved its great capacity for agility in 2020, rapidly adapting to an unprecedented crisis, all while proceeding with a major acquisition."

CAROLE FERRAND,
Chief Financial Officer

— In 2020, we finalized the acquisition of Altran, consolidated on April 1st of the financial year. This positions Capgemini as the leading partner in the digital transformation of industrial and technological companies.

The Group also found solutions to the consequences of the crisis stemming from the pandemic, and its performance for the financial year shows the strong resilience of its operations and its financial model.

Our revenues increased by 13.7% at constant exchange rates as an effect of the Altran acquisition.

Our organic growth, that is to say, outside of the impact of currencies and consolidation, contained contraction to -3.2%. The operational margin improved in value by 8% to 1,879 million euros, or a rate of 11.9% of turnover. The contraction of the operational margin rate compared to 2019 was thus contained to -40 basis points. Finally, the generation of free organic cash flow achieved remarkable heights at 1,119 million euros, greatly exceeding the 900 million euros targeted for the year.

**+13.7% over a year
at constant exchange rates** ↗

13.2 (2018) | 14.1 (2019) | 15.8 (2020)
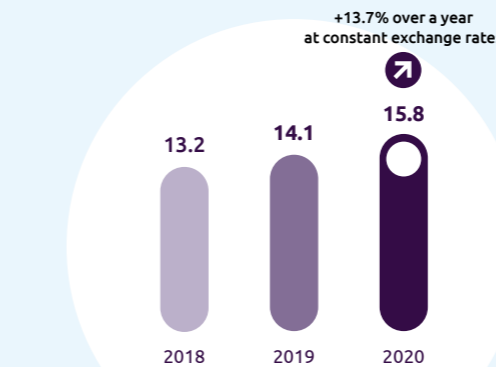
Revenues
in billions of euros

In 2020, with the acquisition of Altran, the Group earned revenues of 15,848 million euros, an increase of 12.2% compared to 2019. This represents a growth of 13.7% at constant exchange rates, at the upper end of the range of +12.% to +14% targeted. The organic growth of the Group showed contraction contained to -3.2%.

+8% in value ↗

1,597 (2018) | 1,741 (2019) | 1,879 (2020)
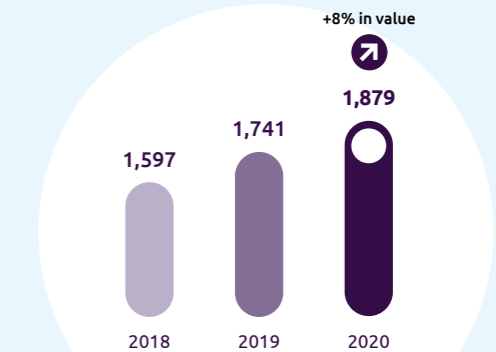
*Operational margin**
in millions of euros

The operational margin gained 1,879 million euros and 11.9% in revenues, showing 8% growth in value and a reduction of 40 basis points in rate. The Group thus showed net reinforcement of the resilience of its operational model since the 2008-2009 crisis.

* The operational margin, one of the principal indicators of Group performance, corresponds to the difference between revenues and operating costs. It is calculated before the "other products and operating costs".

1,160 (2018) | 1,288 (2019) | 1,119 (2020)
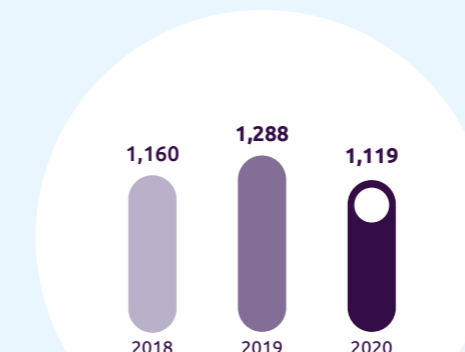
Free organic cash flow
in millions of euros

The free organic cash flow is established at 1,119 million euros, largely exceeding the 900 million euros targeted for 2020.

6.06 (2018) | 6.76 (2019) | 7.23 (2020)
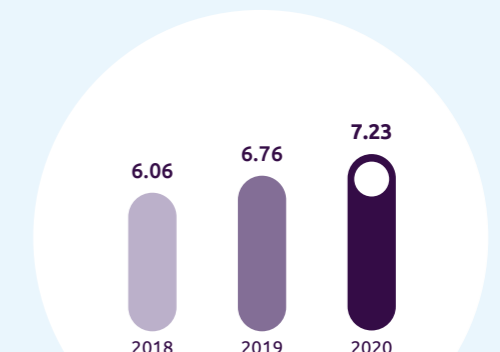
Normalized earnings per share
in euros

The normalized earnings per share are evaluated at 7.28 euros and 7.23 euros by restating a product of 8 million euros in 2020 linked to the transitional effect of the tax reform in the United States.

Distribution of revenues
By region

- 31% NORTH AMERICA
- 29% REST OF EUROPE
- 22% FRANCE
- 11% UNITED KINGDOM AND IRELAND
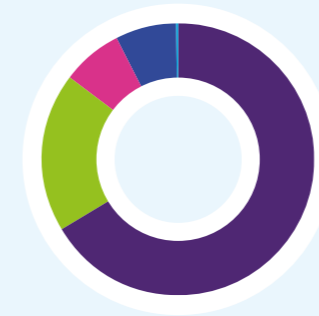- 7% ASIA PACIFIC AND LATIN AMERICA

Distribution of revenues
By sector

- 25% FINANCIAL SERVICES
- 22% INDUSTRY
- 13% PUBLIC SECTOR
- 12% CONSUMER GOODS & COMMERCE
- 12% TELECOMMUNICATIONS, MEDIA, AND TECHNOLOGY
- 10% ENERGY & UTILITIES
- 6% SERVICES

Division of revenues
By domain

- 62% APPLICATIONS & TECHNOLOGY
- 31% OPERATIONS & ENGINEERING
- 7% STRATEGY & TRANSFORMATION

Shareholding structure
end December 2020 (based on a shareholder survey)

- 66.4% INTERNATIONAL INSTITUTIONAL INVESTORS
- 19.1% FRENCH INSTITUTIONAL INVESTORS
- 7.2% INDIVIDUAL SHAREHOLDERS
- 7.1% EMPLOYEES AND BOARD MEMBERS
- 0.2% OWNED SHARES

Dividend per share
in euros

2018 — 1.70
2019 — 1.35
2020 — 1.95

The Group has an established policy for the distribution of dividends which allows us to guarantee a balance between the necessary investments for our development and the distribution of profits towards shareholders. Over the 2020 financial year, Capgemini allocated 226 million euros in dividends (corresponding to 1.35 euros per share, after a reduction of 29% determined by the Board of Directors under the given solidarity measures) and allotted 519 million euros to fund share buybacks.
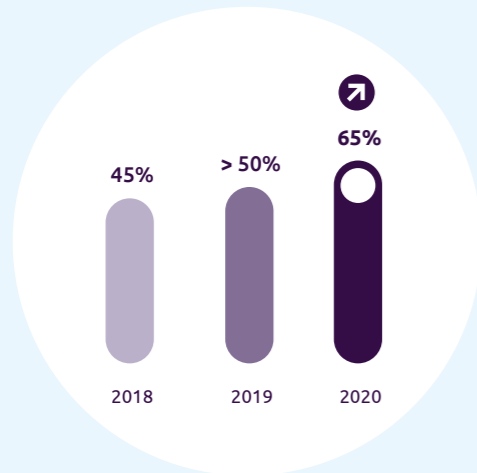
Activities linked to digital and cloud
in percentage of revenues

2018 — 45%
2019 — > 50%
2020 — 65%

Digital and cloud represented about 65% of the Group's activity in the 4th quarter of 2020, with growth of about 15% at constant exchange rates in 2020.
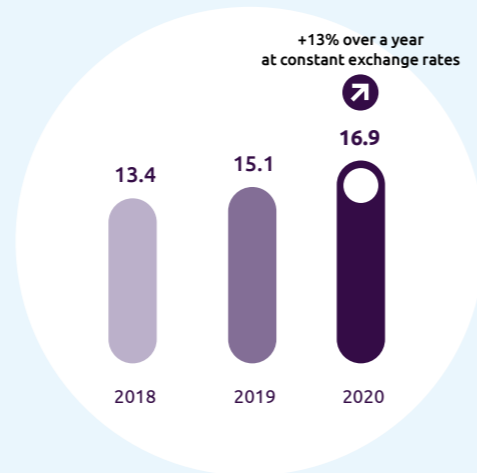
Bookings
in billions of euros

+13% over a year at constant exchange rates

2018 — 13.4
2019 — 15.1
2020 — 16.9

The orders registered in 2020 amounted to 16,892 million euros, an increase of 13% at constant exchange rates.
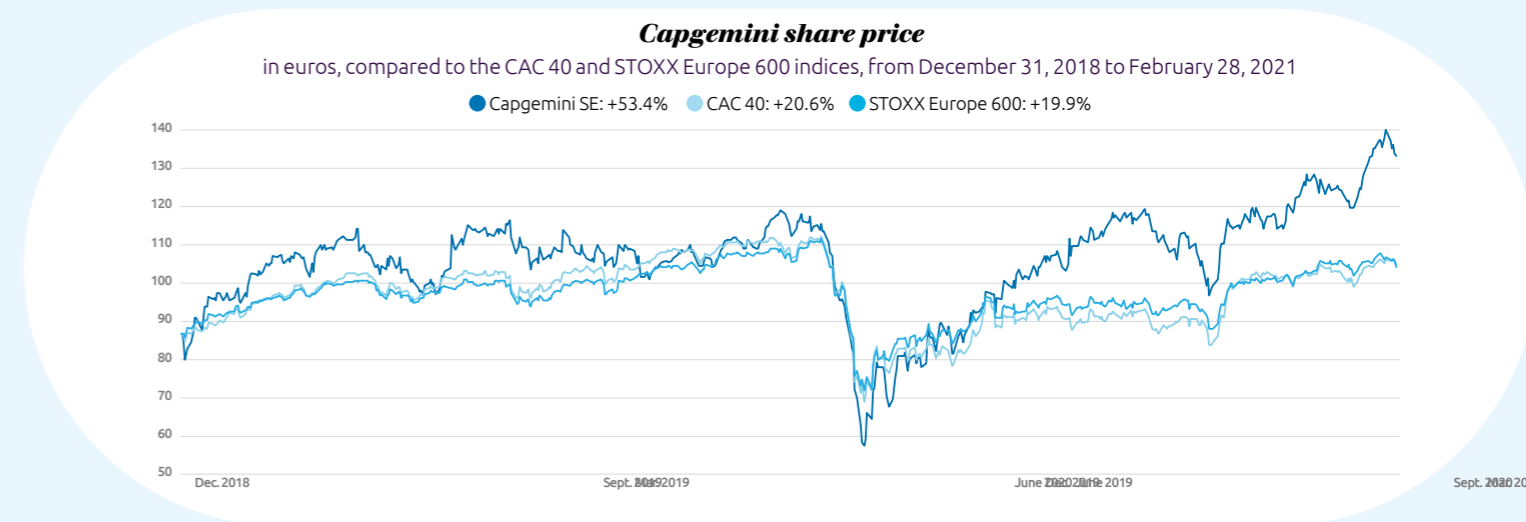
Capgemini share price
in euros, compared to the CAC 40 and STOXX Europe 600 indices, from December 31, 2018 to February 28, 2021

● Capgemini SE: +53.4%   ● CAC 40: +20.6%   ● STOXX Europe 600: +19.9%

Shareholder information

To be informed regarding the Group, shareholders have N° Vert 0800 20 30 40 at their disposition, as well as a dedicated website: https://investors.capgemini.com. They may also contact the Investor Relations office via the email address actionnaires@capgemini.com. In addition, following the Shareholders' Meeting each year, an information letter is addressed to registered shareholders and is uploaded onto the website. Shareholder meetings are also organized regularly.
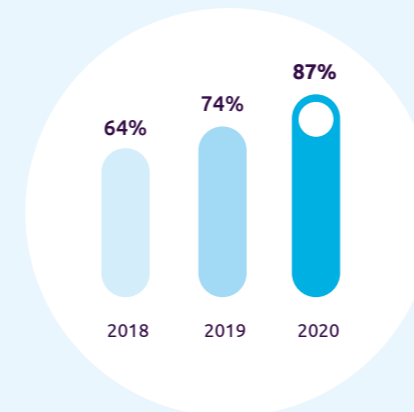
Extra-financial performance*

Workforce
in thousands

211 (2018) — 219 (2019) — 270[1] (2020)

(1) Group scope including Altran
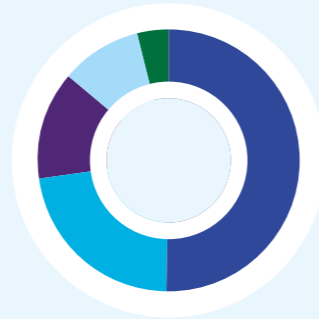
Employees
by region as a percentage

- **50.3%** ASIA-PACIFIC
- **22.5%** EUROPE (EXCLUDING FRANCE), MIDDLE EAST AND AFRICA
- **13.4%** FRANCE
- **9.9%** AMERICAS
- **3.9%** UNITED KINGDOM AND IRELAND

Average training completed by each employee
in hours

39h (2018) — 42h (2019) — 46h (2020)

Employees enrolled in talent acceleration programs

907 (2018) — 1,060 (2019) — 2,180 (2020)

7.7/10
employee engagement level, measured by monthly internal surveys

Proportion of Vice President promotions and hires filled by women
as a percentage

24% (2018) — 29% (2019) — 30% (2020)
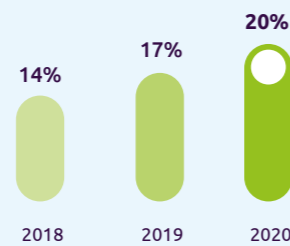
Proportion of key positions in the Group held by women[2]
as a percentage

14% (2018) — 17% (2019) — 20% (2020)

(2) Executive leaders
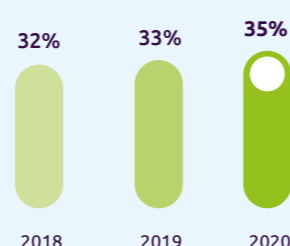
Proportion of female employees
as a percentage

32% (2018) — 33% (2019) — 35% (2020)

Share of digital inclusion initiatives as a part of our solidarity projects
as a percentage

64% (2018) — 74% (2019) — 87% (2020)

Over **300,000** beneficiaries of digital inclusion projects in 2020

30 Digital Academies[3] in **9** countries

(3) Global network of schools helping disadvantaged groups and those excluded from the job market to acquire digital skills

Graduates from Digital Academies[3]

150 (2018) — 1,562 (2019) — 4,582 (2020)

Greenhouse gas emissions per employee
in MTCO$_2$ Eq.

-71.2%[4] compared to 2019

3.10 (2015) — 2.18 (2019) — 0.89 (2020)

(4) Decrease partly due to the pandemic

Electricity produced from renewable sources
as a percentage

27.4% (2015) — 40.2% (2019) — 49.4% (2020)

Awards

A- in CDP's "Climate Change 2020" scoring[5]

Steady progress in the STOXX ESG Leaders Index

Platinum Status from Ecovadis for our CSR assessment

(5) Formerly known as the Carbon Disclosure Project. An international non-profit organization managing the largest environmental reporting platform.

*Unless otherwise indicated, published indicators exclude Altran.

The Group's new governance structure, in place since 2020, enables it to write the next chapter in its history with all the passion and collective energy that characterize the Group, in order to continue making Capgemini a responsible and multicultural global leader.

A RENEWED GOVERNANCE

Board of Directors

The Board of Directors sets the strategic direction of the company and the Capgemini group. It appoints the executive corporate officer(s) responsible for implementing this strategy, approves the financial statements, convenes the Shareholders' Meetings and proposes the annual dividend. It makes decisions on the major issues concerning the day-to-day operations and future of Capgemini, to promote sustainable value creation for its shareholders and all stakeholders. —

Board of Directors

97%	15	75%	12	3
Attendance	Members	Independence [1]	Meetings	Executive Sessions

NB: Information as of December 31, 2020. **1.** The directors representing employees and employee shareholders are not taken into account in calculating the independence rate, in accordance with the provisions of the AFEP-MEDEF Code.

Ethics & Governance Committee

100%	4	75%	5
Attendance	Members	Independence	Meetings

Strategy & CSR Committee

100%	6	40%	5
Attendance	Members	Independence	Meetings

Compensation Committee

96%	5	100%	5
Attendance	Members	Independence	Meetings

Audit & Risk Committee

95%	4	100%	9
Attendance	Members	Independence	Meetings

An independent and balanced Board of Directors

The Board of Directors seeks to implement a balanced governance structure tailored to Capgemini and able to adapt to the circumstances and challenges specific to the Group. True to its history and the Group's values, its actions seeks to achieve the goal of sustainable and responsible growth, which has defined Capgemini for over 50 years. —

13 + 2	75%	W: 42% / M: 58%	60
Board of Directors [1]	Independent Directors [2]	Gender balance [3]	Average age

27%	6 years	1	2
Internationalization	Average length of office	Director representing employee shareholders	Directors representing employees
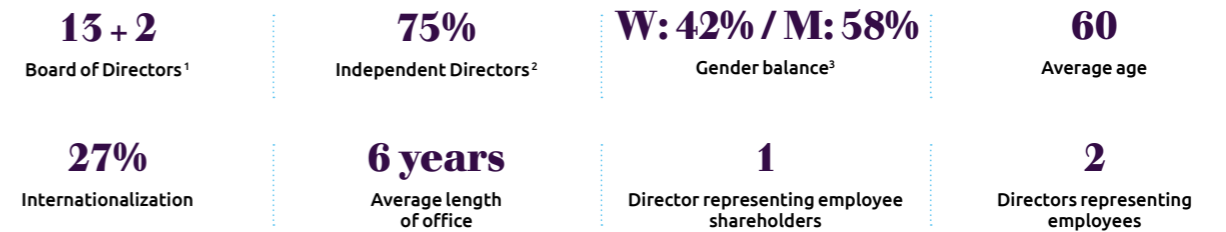
NB: Information as of December 31, 2020. **1.** Thirteen directors were elected by shareholders; the two directors representing employees were appointed in accordance with the employee representation system. **2.** The directors representing employees and employee shareholders are not taken into account in calculating the independence rate, in accordance with the provisions of the AFEP-MEDEF Code. **3.** The directors representing employees and employee shareholders are not taken into account in calculating this percentage, in accordance with the provisions of the French Commercial Code.

A good match between directors and the Group's strategic focus

In accordance with its diversity policy, the Board of Directors ensures the balance and plurality of expertise on the Board with regard to the challenges facing the Group. It maintains a diversity of experience and nationalities, and respects gender balance, while ensuring the commitment of all directors to the Group's fundamental values. —

Technology & Digital
Finance & Strategy
Industry expertise
Governance
Executive compensation
CSR
Ethics

Diverse expertise

Operating experience

Variety of origins

Executive and operational positions in leading groups

Private sector
Public sector
Capgemini employees
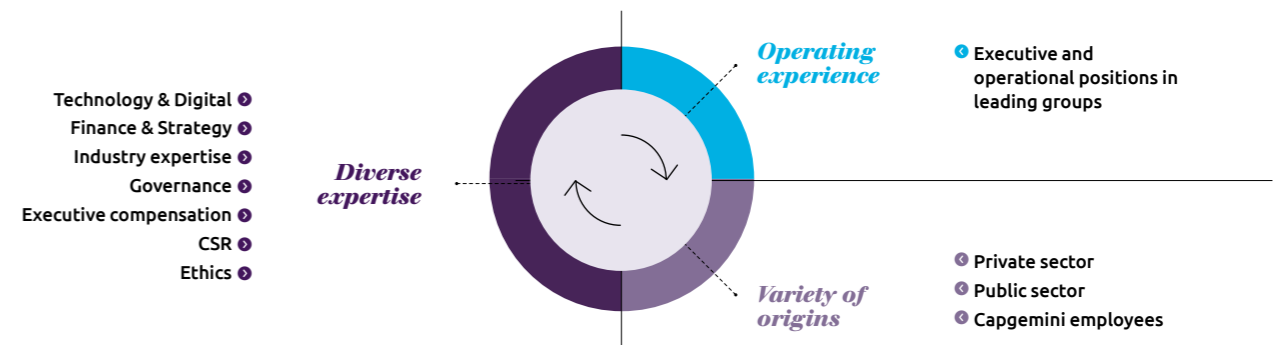
The Board of Directors therefore decided to adopt the following objectives for its composition for the period 2018-2022: **01.** International diversification to reflect changes in Capgemini's geographical spread and businesses. **02.** Diversification of profiles and expertise. **03.** Staggered renewal of terms of office. **04.** Maintenance of a measured number of directors, enabling coherence and collective decision-making.

Activities of the Board in 2020

Active and hardworking, the Board of Directors met 12 times in 2020, with an average participation rate of 97%. It dedicated most of its work to (i) Group strategy, performance and organization, (ii) governance and managerial transition, (iii) risk monitoring, (iv) analyzing accounts, (v) talent management, diversity and the CSR strategy, as well as (vi) compensation of executive officers and directors. —

Group strategy and organization, CSR

- ❯ Implementation of strategic priorities
- ❯ External growth opportunities, including monitoring the acquisition and integration of Altran
- ❯ Review of the main changes in markets and the competitive environment
- ❯ Intelligent Industry, cloud and data strategy
- ❯ Monitoring of strategic partnerships
- ❯ Monitoring of the CSR strategy

Governance

- ❯ Changes in the composition of the Board and its Committees
- ❯ Preparation of the Shareholders' Meeting
- ❯ Internal assessment of the Board
- ❯ Participation in work on the Purpose
- ❯ Monitoring of dialogue with shareholders and proxy advisors

Management transition

- ❯ Implementation of a governance structure separating the duties of Chairman of the Board and Chief Executive Officer
- ❯ Definition of the duties of Chairman of the Board and allocation of roles between the Chairman of the Board and the Lead Independent Director

Group performance

- ❯ Management of the impact of the Covid-19 pandemic and solidarity measures
- ❯ Group performance and activities
- ❯ Active management of the Group balance sheet and liquidity (including Altran acquisition refinancing transactions)

Audit & Risk

- ❯ 2019 company financial statements
- ❯ 2019 consolidated financial statements and 2020 first-half interim consolidated financial statements
- ❯ Renewal of the statutory auditors
- ❯ Risk monitoring
- ❯ Internal control and internal audit
- ❯ Monitoring of the Group's various ethics and compliance actions

Talent management and compensation

- ❯ Monitoring of Group talent management and the management team succession process
- ❯ Diversity policy for management bodies
- ❯ Compensation of Executive Corporate Officers
- ❯ Performance share and free share grants
- ❯ New employee share ownership plan

2020 assessment: conclusions and priorities for 2021

The Lead Independent Director conducted an assessment of the Board of Directors' activities in 2020. Following this assessment, the Board set the following priorities for 2021:

- ❂ Monitoring of the integration of Altran. Continued dialogue between the Chief Executive Officer and the Board to validate the Group's new strategic direction beyond this determining acquisition;

- ❂ Continuation of the 2018-2022 objectives set by the Board of Directors (international diversification, diversification of profiles, staggered renewal of terms of office, maintenance of a measured number of directors enabling coherence and collective decision-making), with a focus on international diversification;

- ❂ Organization of executive sessions on a range of governance issues. Changes to the structure of Board meetings to make them more interactive. —

Ongoing training for directors

The Board organized training sessions throughout 2020 to enable directors to increase their knowledge of the Group (through presentations of its ecosystem, challenges, business lines or some of its regions), of its competitive environment, as well as recent market disruption trends and technological developments. The Board members also meet regularly with the members of the Group Executive Board during Board meetings and Committees. Each year a Board meeting dedicated to strategy is held "off-premises" in the form of a seminar and invites key managers of the Group to contribute to Board discussions. —
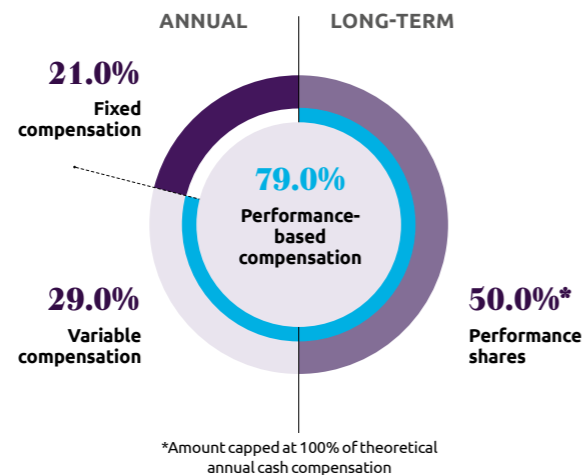
2020 Shareholders' Meeting

Though the 2020 Shareholders' Meeting was held exceptionally behind closed doors, the Board of Directors made sure this annual meeting would remain an important moment of dialogue between the Group and its shareholders, employing a conversation platform and live stream. —
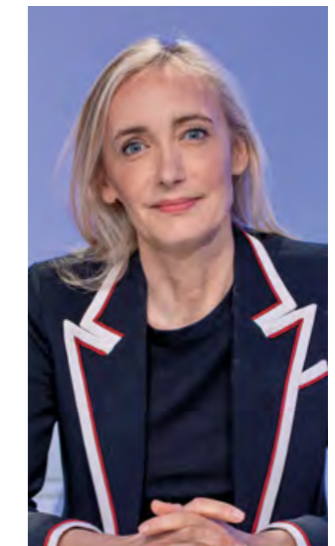
Compensation of Executive Corporate Officers

The compensation policies for the Chairman and Chief Executive Officer were approved by the Board of Directors on March 18, 2021 on the recommendation of the Compensation Committee. The Chairman of the Board of Directors' compensation policy solely includes fixed compensation, the continuation of the supplementary collective defined benefit pension plan and the coverage provided by the collective health and welfare plans applicable within the Company. The compensation policy for the Chief Executive Officer is summarized below. —

2021 annual compensation target structure of the Chief Executive Officer

ANNUAL   LONG-TERM

21.0%
Fixed compensation

79.0%
Performance-based compensation

29.0%
Variable compensation

50.0%*
Performance shares

*Amount capped at 100% of theoretical annual cash compensation

Criteria for annual variable compensation in 2021

The indicators selected to determine the variable compensation are divided between:

◉ **financial objectives**, representing 60% of annual variable compensation and based on **01.** attainment of revenue objectives, **02.** attainment of operating margin rate, **03.** attainment of pre-tax net profit and **04.** attainment of free cash flow;

◉ **quantitative individual objectives**, representing up to 20% of annual variable compensation, tied to the roll-out of the CSR strategy (diversity and carbon footprint);

◉ **qualitative individual objectives**, representing up to 20% of annual variable compensation, divided between **01.** integration of Altran and **02.** Intelligent Industry strategy.

In compliance with the Say on Pay rules, the compensation policy and the compensation of Executive Corporate Officers paid during the fiscal year or granted in respect of the fiscal year then ended must be presented to the Shareholders' Meeting for an annual vote. —

Management of the Group

Since May 20, 2020, the date on which the functions of Chairman of the Board of Directors and Chief Executive Officer were separated, Capgemini SE Group management has been led by Mr. Aiman Ezzat, who was appointed Chief Executive Officer as part of the managerial succession announced on September 16, 2019. Mr. Paul Hermelin served as Chairman and Chief Executive Officer until May 20, 2020 and remains Chairman of the Board of Directors. —

Group Executive Board

It prepares the broad strategies submitted to the Executive Committee for approval and facilitates the carrying out of the Group's operations. It also takes the necessary measures with regards to the appointment, setting of quantitative objectives and performance appraisal of executives with a wide range of responsibilities. —

Executive Committee

It assists Group management to define broad strategies and make decisions regarding the Group's operating structure, the choice of priority offerings, production rules and organization, and the methods of implementing human resources management. —

Four special-purpose committees assist Group Management:

◉ The Group Review Board   ◉ The Mergers & Acquisitions Committee   ◉ The Investment Committee   ◉ The Risk Committee

Diversity policy for management bodies

The Group decided to implement a progressive increase in both female and international representation on the Group's Executive Committee. As of January 1, 2021, the international representation on the Group Executive Committee is at 52%. The Executive Committee also shifted from female membership rate below 10% in 2016 to 27.6% in 2020. **The Group's long-term objective is to achieve the same percentage of women in the Executive Committee as in the Group's headcount.**

Capgemini also intends to increase female representation the 10% of positions with the greatest responsibility within Group executive leaders and, more widely, in the Vice President community by similarly setting annual objectives in this respect for the Group's key managers. **The Group has set a target of 30% of women in executive leadership positions by 2025.** These objectives are combined with voluntary internal measures and policies aiming to ensure a diversified and non-discriminatory global representation at all levels of the organization, such as local executive training courses, mentoring conducted by senior executives, and increased visibility and exposure for women identified as high-flyers. These initiatives are essential for creating a lasting and reliable pool of female talent for the highest positions. The integration of Altran and the organizational changes imposed by this operation also provided an opportunity to review the role of diversity in appointing managing teams.

30%
the percentage of women in the 2020 Vice President promotions

Finally, the Board of Directors has set objectives for Executive Corporate Officers to increase female representation within the Group. These objectives impact the variable part of their annual compensation. The Board established a criterion applicable to performance shares granted to Executive Corporate Officers and Group managers, targeting an increase in the number of women becoming Vice Presidents. —

WHERE TO FIND US AROUND THE WORLD

Discover our key contacts across the globe.
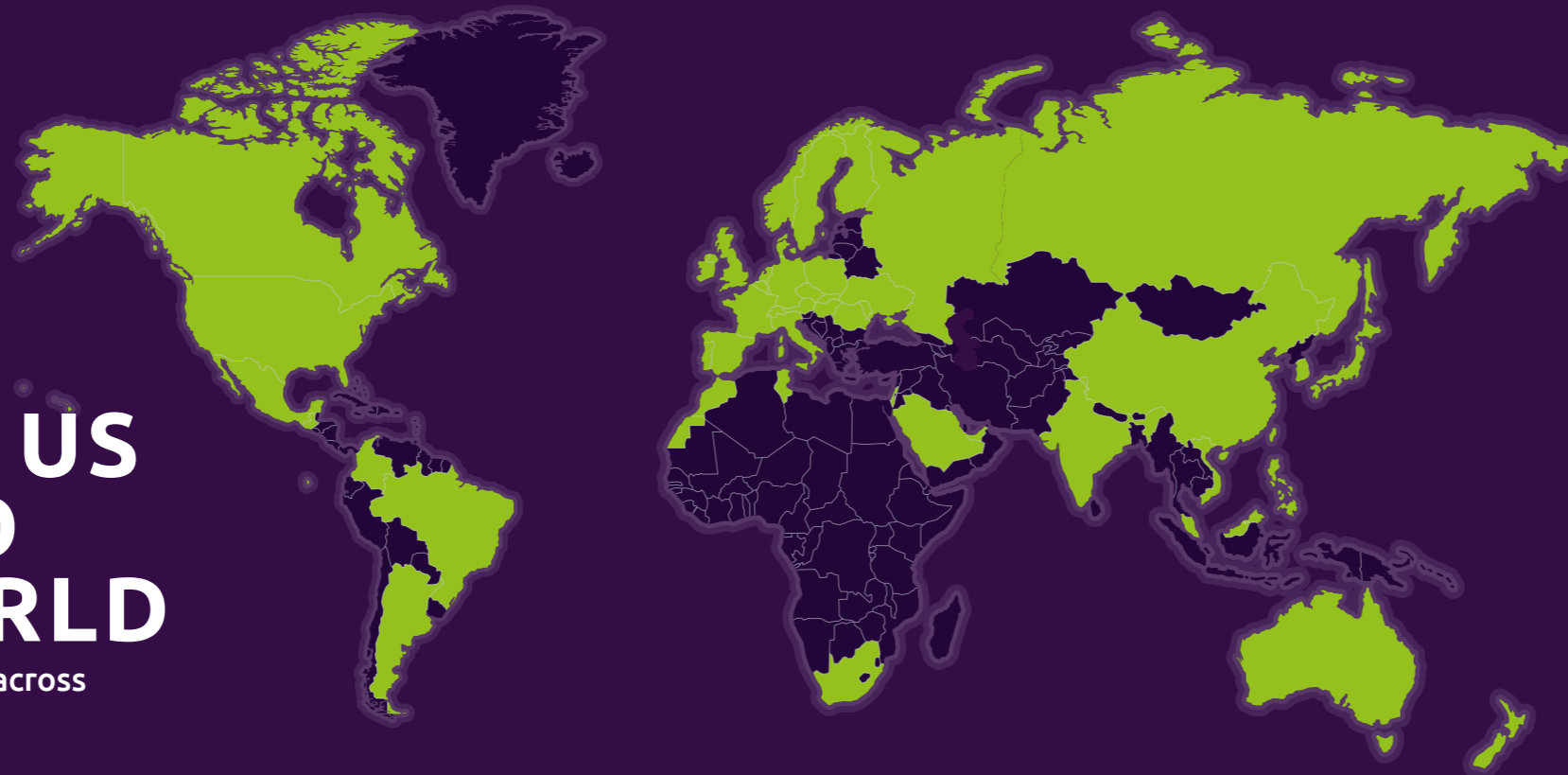
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The Serge Kampf Les Fontaines Campus

The ideal partner to plan and produce your next corporate seminar, whether in-person, hybrid or 100% digital. With more than 18 years of expertise, the Campus teams are able to deliver powerful skills, both in terms of participant experience and command of technology to serve your event, while paying special attention to understanding and addressing your business challenges – all with an eco-responsible approach. The Campus is an exceptional venue in itself. Located in Chantilly, only 30 minutes from Paris by train or from Paris-Charles de Gaulle Airport, its workspaces foster innovation and creativity, within a setting that is conducive to team development and cohesion. It has received numerous awards and in 2020 obtained ISO 20121 certification, a benchmark for the organization of responsible events.

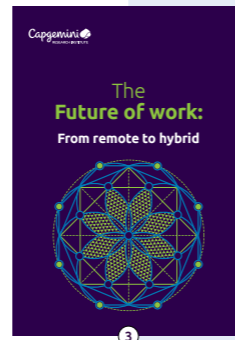**For more information, visit our website at** les-fontaines.com

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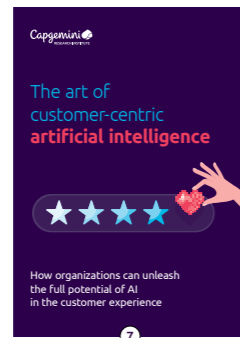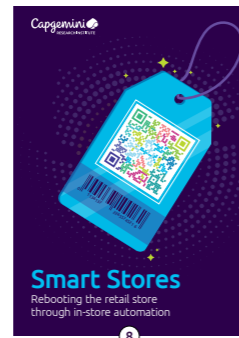
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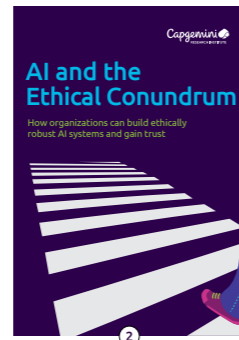
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> "The larger focus is on imagining the growth potential of a seed. In my works, seeds are combined to create large, fluctuating color canvases in unexpected forms, as the tiny solid seed in the natural world transforms into a surprisingly huge tree."

"Seed_universe 天下圖", by Korean artist Ilhwa Kim, is composed of tens of thousands of seed units. Each seed unit has a combination of straight lines and circles, which make up a tiny, single universe. The materials are not given, but created personally for each single universe. Kim dyes each sheet of paper by hand with thousands of different colors, and cuts and rolls the layers of paper to make them rigid. No single universe has the same shape, look or color in her work.

When tens of thousands of universes take the shape of a whole universe, a single, completed work, the sense of completion never comes in full and each perception betrays the previous ones. The surface and sense of the work keep changing from morning to night, all day long, creating endless up and down waves by her paper seed units, the bold and dense juxtaposition of hand-dyed colors, and the gentle evocation of the Korean "Hanji" paper-cutting technique.

The "Seed_universe" work itself does not move, but reforms every moment, achieving unseen, dynamic balances among calm humble seeds. —

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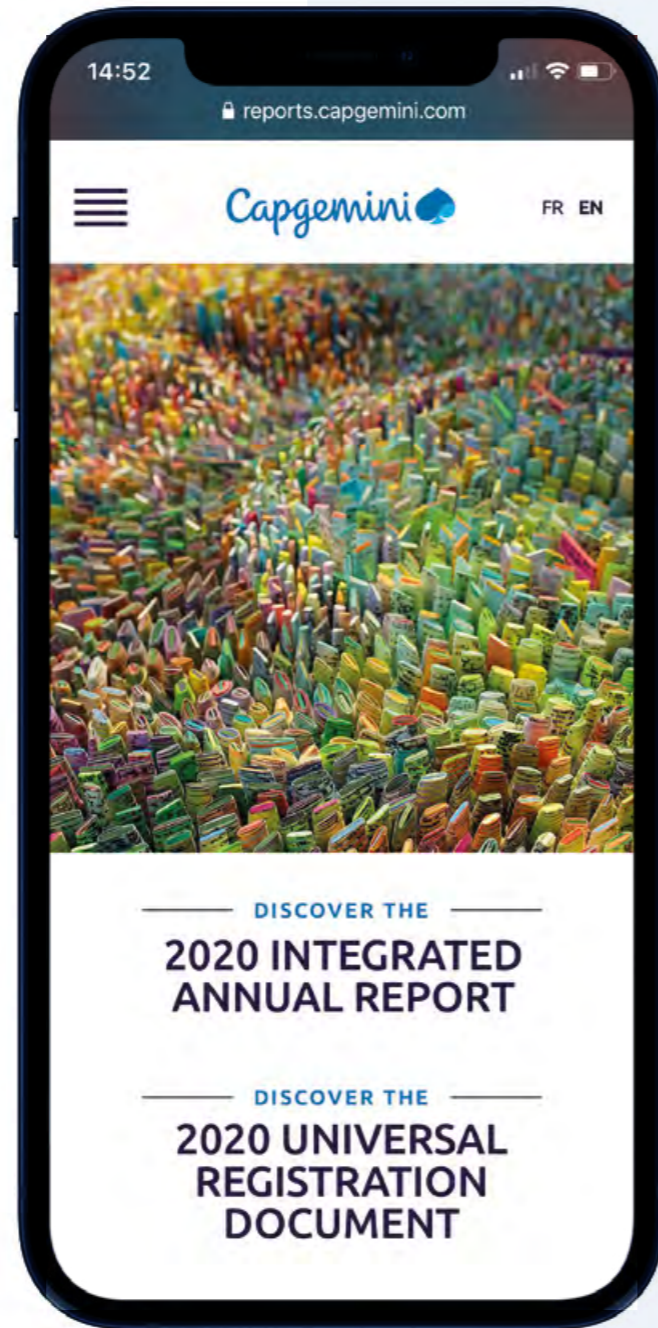
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