

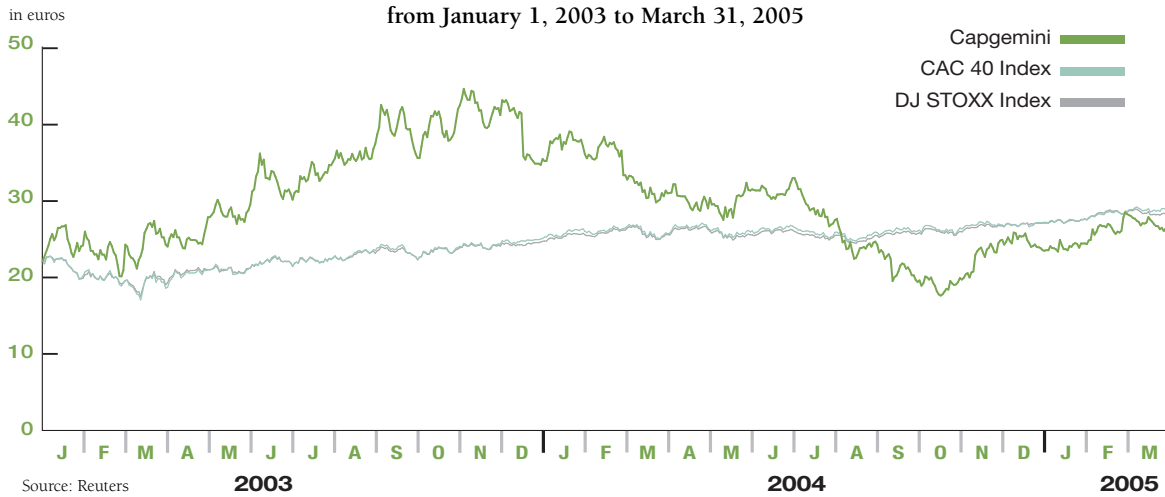


SERIOUS CONVERSATION VOLODIA POPOV

● KEY FIGURES

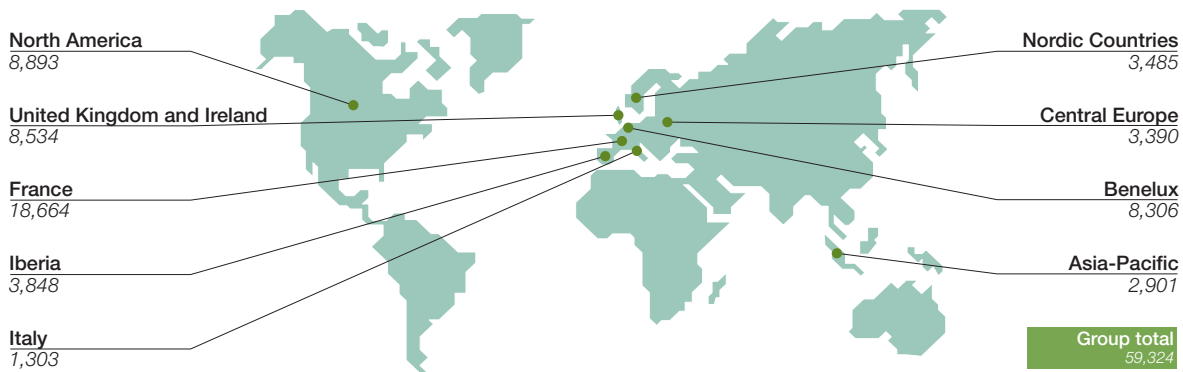
# ON THE ROAD TO RECOVERY

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



## WORKFORCE

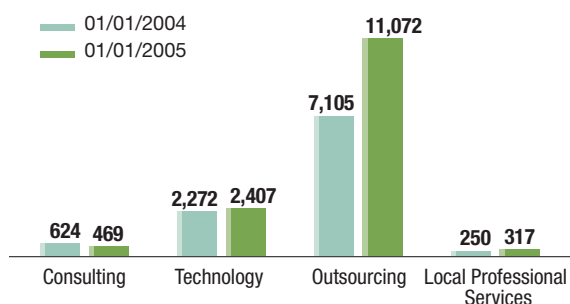
at December 31, 2004



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

## ORDER BOOK

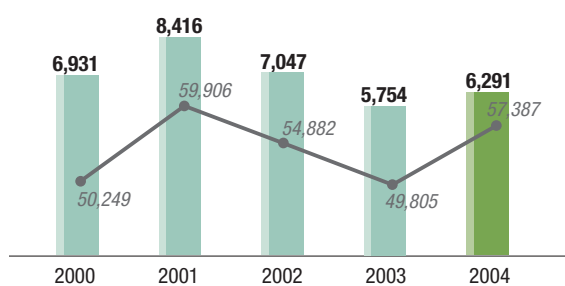
in millions of euros



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

## REVENUE AND WORKFORCE

in millions of euros



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

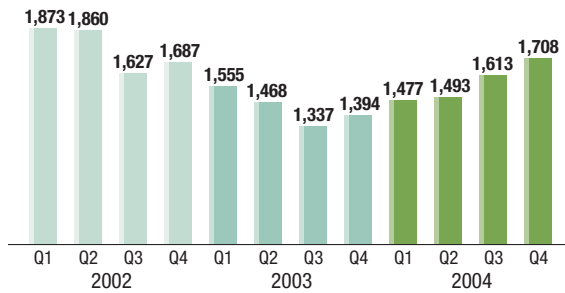


**HANDKERCHIEF VARIATION - ROSE TRELLIS** PATRICIA NIX



### QUARTERLY REVENUE EVOLUTION

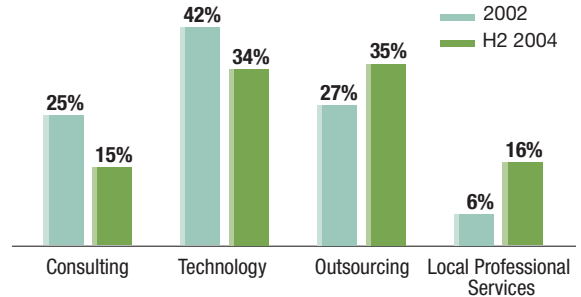
in millions of euros



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

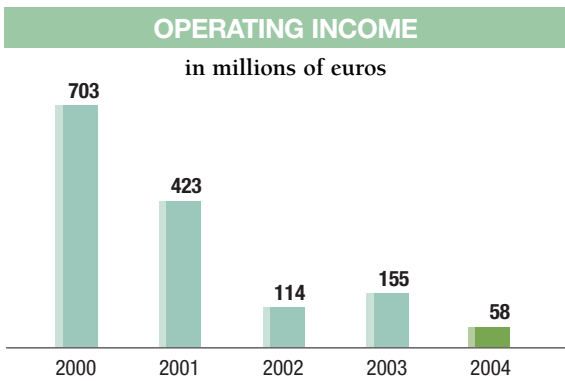
### PORTFOLIO EVOLUTION

in percentage of revenue

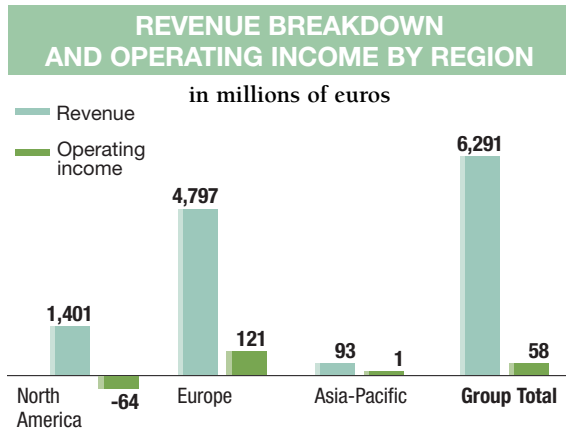


Cappgemini rebalanced its business portfolio and continued to make inroads into the outsourcing arena, mainly in transformational outsourcing and Business Process Outsourcing (BPO).

● KEY FIGURES



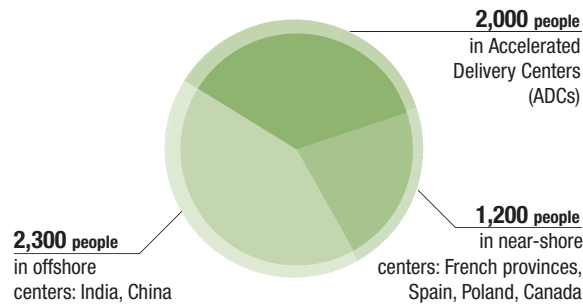
Following an operating deficit during the first half of 2004, the recovery was confirmed during the second half for an operating income of €78 million.



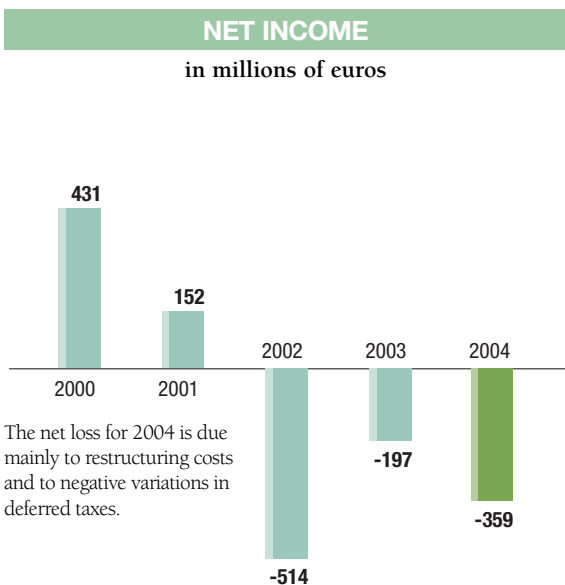
All the European operations saw an improvement in operating income during the second half of 2004.

### “RIGHTSHORE”™ DELIVERY MODEL

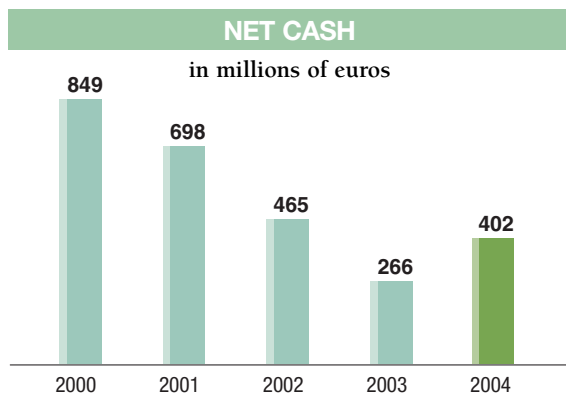
workforce end of 2004



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



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



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

# A RENEWED AND STRENGTHENED TEAM

AT APRIL 15, 2005



## Office of the CEO

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



Serge Kampf (\*)  
Chairman



## Executive Committee

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

### ▶ Strategic Business Unit leaders

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

### ▶ Group Directors

- Pierre-Yves Cros  
Strategy
- Philippe Grangeon  
Communication

<sup>(1)</sup> Technology Services  
<sup>(2)</sup> Consulting Services



## Operations Committee

- Pierre Danon Chairman

### ▶ SBU leaders

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

### ▶ Global Marketing

- Colette Lewiner

### ▶ Global Sales & Alliances

- Patrick Nicolet

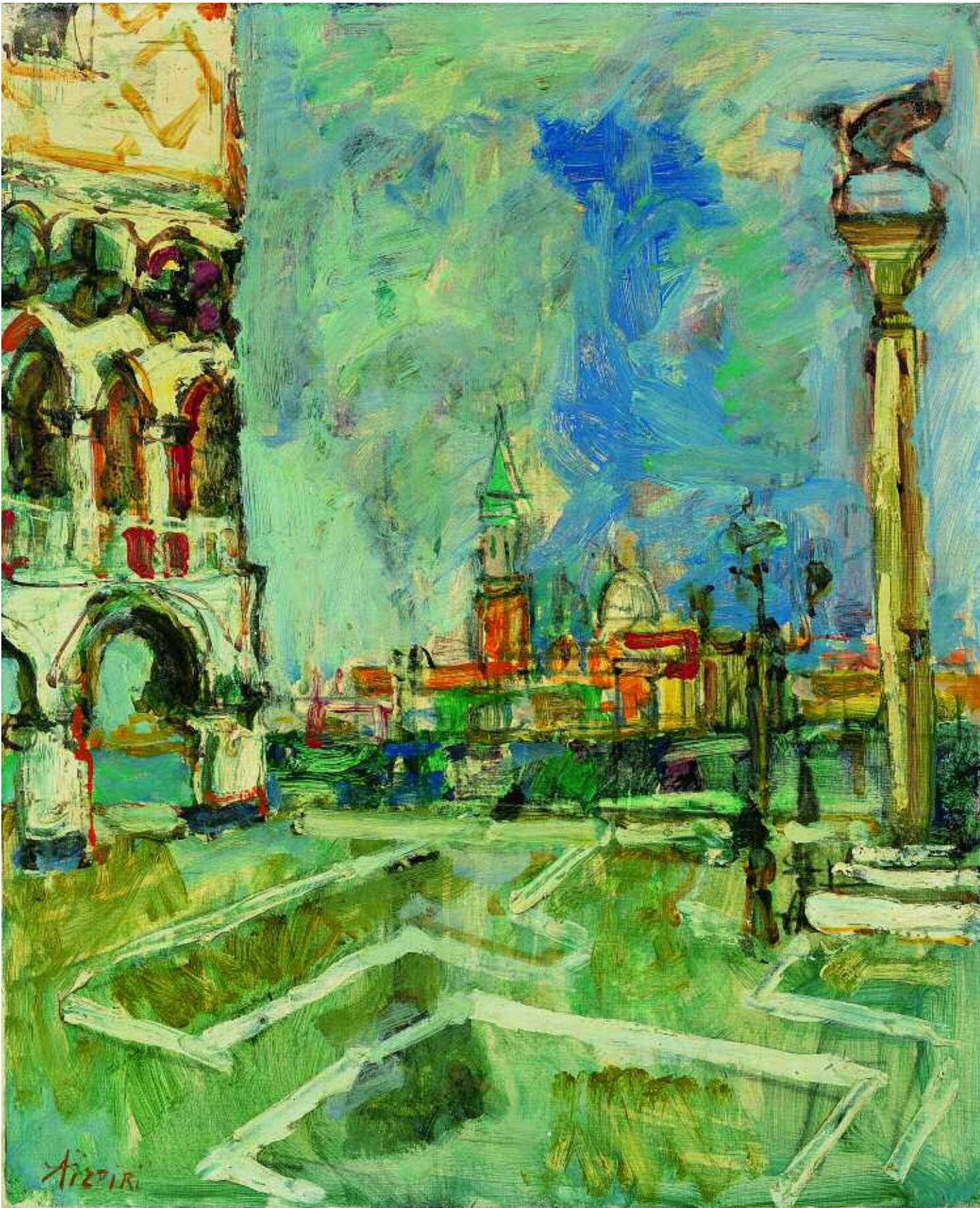
### ▶ Global Delivery

- Gilles Taldu

## Sector Managers

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

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



ST. MARK'S SQUARE PAUL AIZPURI