



# ESSENTIALS



People matter, results count.

Capgemini 

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# €13.2 bn

revenue, with an operating margin of 12.1%

# 40+

countries, with more than  
120 nationalities represented

# Who we are

# 211,300

women and men across the world, with more than  
100,000 people in India alone

# 33

average age of our people

Capgemini is made up of more than **211,000 women and men** in over **40 countries**, who work with **world-renowned clients** to find solutions to their most demanding challenges. As a global leader in consulting, technology services, and digital transformation – with unrivaled sectorial expertise – we enable our clients to **design and build tomorrow's businesses**, to make the most of the opportunities offered by technology, and to **boost their competitiveness and agility**. For more than 50 years, the way we operate, work, and collaborate has been guided by our **seven core values**: Honesty, Boldness, Trust, Freedom, Fun, Modesty, and Team Spirit. These values have shaped who we are today – a **responsible leader** determined to have a positive impact on all stakeholders within our ecosystem.



# Letter from Paul Hermelin

Chairman and Chief Executive Officer



Technology is everywhere and leveraging technology is one of our clients' key priorities. By mastering technology and understanding our clients' needs, we strive to help them run their businesses better and hopefully reinvent themselves. We want to be the bridge between our clients' ambitions and the power of technology. As a leading strategic partner to our clients, ensuring their success is at the heart of what we do. We have deepened our sectorial knowledge to drive innovation and productivity and have simplified our ability to capitalize on the full breadth of the Group's strengths and expertise, making ourselves more agile and unified than ever.

Whether it be in cloud services, customer experience, cybersecurity or artificial intelligence, we are partnering with our clients to deliver. When our clients succeed, we succeed. Our two strategic priorities focus on this. First, we are dynamically managing our portfolio of services, delivering value to our clients. Second, we are aligning our Group so that each account benefits from our full range of expertise and our complete ecosystem of partners and startups – creating a resolutely client-centric organization.

Capgemini stands firm on its founding belief that technology is nothing without the people who put it to work. We work hand-in-hand with our clients, delivering high quality, applying innovation and ensuring their business performance. Two exciting examples demonstrate this. For Virgin Voyages we designed an elevated and sophisticated customer experience incorporating state-of-the-art artificial intelligence with facial recognition. Meanwhile, for the European energy giant EDF, we created a similar data-centric lens through the redesign of core processes across their business to build a PLM platform.

But we aim to do more than succeed in business. We aspire to be "Architects of Positive Futures", acting responsibly towards our clients, our stakeholders and of course our 211,300 people who *are* and who *make up* Capgemini. Our corporate social responsibility strategies around sustainability, diversity and digital inclusion are the levers that help us act responsibly, drive change and connect society as a whole.

I'm pleased to share with you these "Essentials" which highlight our Group's vast skills and expertise. Designed specifically for you – our clients – this document provides a deep-dive into some of our most exciting client cases and puts the spotlight on the diverse and talented people who make Capgemini unique.

I hope you enjoy learning more about who we are at Capgemini!

**Paul Hermelin**  
Chairman and CEO



# Harnessing the power of technology to serve the ambitions of our clients



## Three businesses

### 1. Strategy & Transformation

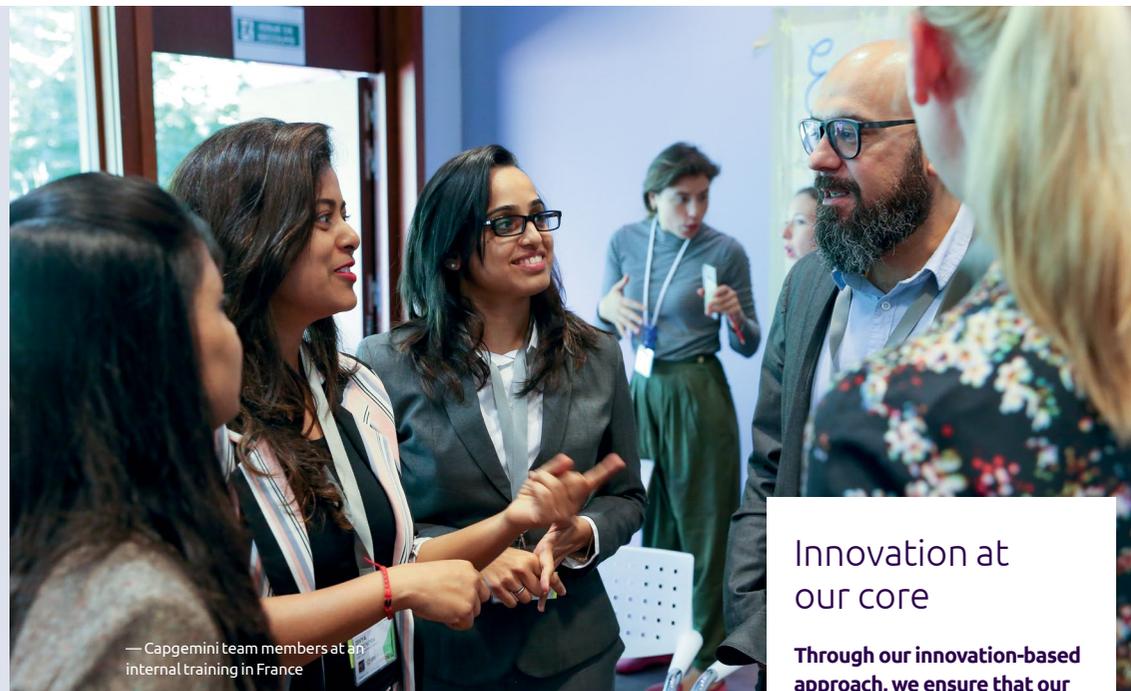
With the creation of Capgemini Invent in 2018 (merging Capgemini Consulting and recent Group acquisitions: LiquidHub, Fahrenheit 212, Idean, Adaptive Lab, Backelite, and June21), Capgemini builds on its expertise in the strategy, technology, data science, and creative design fields to support clients within the digital economy.

### 2. Applications & Technology

Capgemini helps clients to develop, modernize, extend, and secure their IT and digital environment, using the latest technologies. Our teams design and develop technological solutions and help our clients to optimize and maintain their applications for agile operations. Through its subsidiary Sogeti, part of Capgemini, the Group provides a local-technology services model, working closely with our clients' teams.

### 3. Operations & Engineering

This category regroups our Digital Engineering and Manufacturing Services benefiting from the acceleration of our Digital Manufacturing activity. It also includes our Infrastructure Services that regroup the installation and maintenance of client IT infrastructures in data centers or in the cloud. Our Business Services (including our Business Process Outsourcing) are the third pillar within this category. These Operational Management Services offer greater efficiency and improved operational and technological excellence.



— Capgemini team members at an internal training in France

## Innovation at our core

**Through our innovation-based approach, we ensure that our clients benefit from all the power of technology and its advances.** This approach is supported by several innovation assets. The Capgemini Applied Innovation Exchange (AIE) is our global network of innovation centers dedicated to solving our clients' challenges. The Capgemini Research Institute is our research and study center designed to shed light on the issues businesses face within a digital economy. In addition, we benefit from strategic alliances with our global ecosystem of technology partners and specialized startups.

## Seven strategic priorities in our portfolio of offers

**We have chosen to accelerate our development in seven priority markets by offering innovative and high-added-value services in:**

- › Customer Experience
- › Cloud
- › Cybersecurity
- › AI & Analytics
- › Digital Manufacturing
- › Digital Core with SAP S/4HANA®
- › ADMNext

## Expertise in seven key sectors

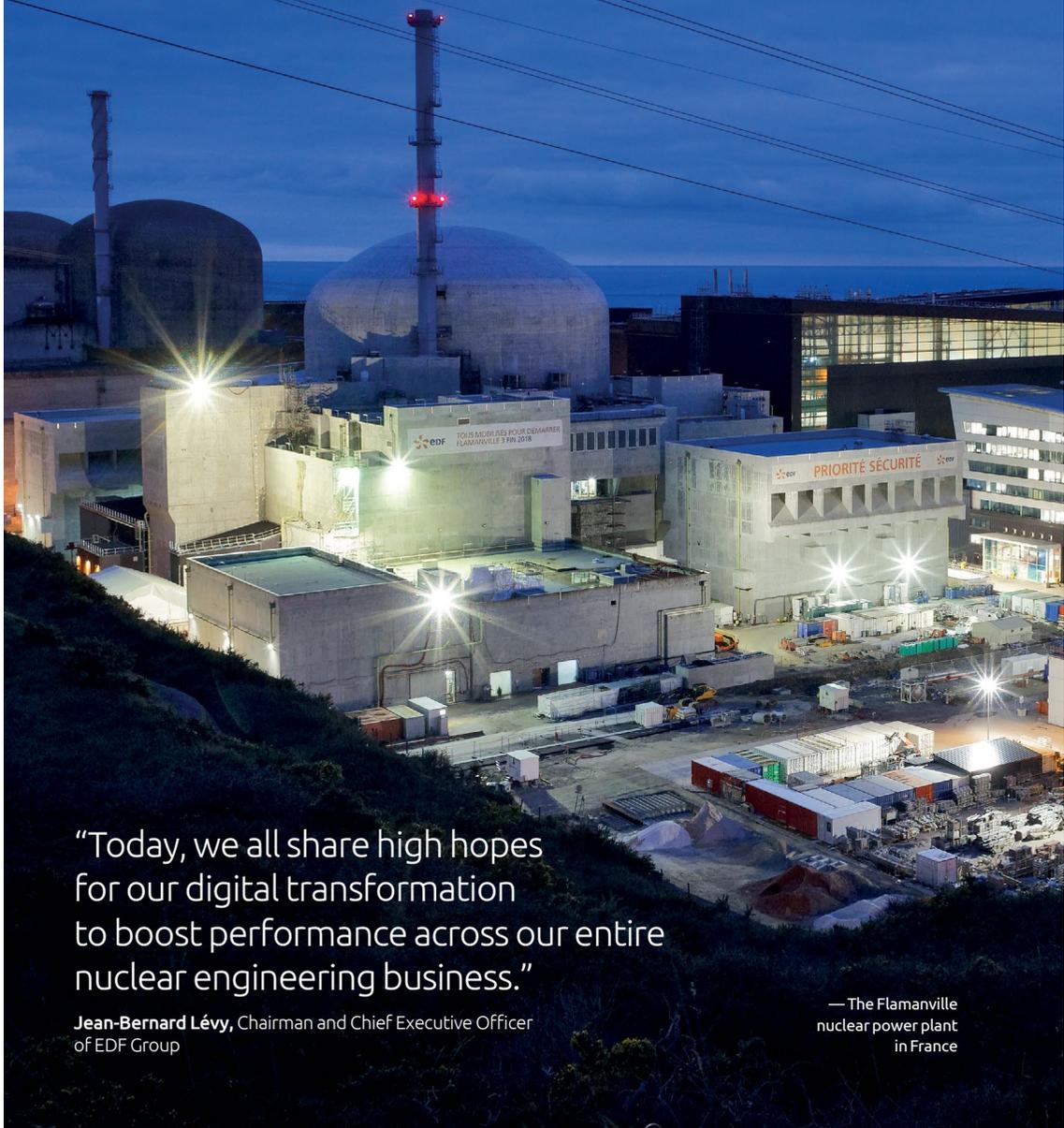
**We align our skills and expertise in seven key sectors to transform our clients' businesses to align with the realities of their industry:**

- › Consumer Goods & Retail
- › Energy & Utilities
- › Financial Services
- › Manufacturing
- › Public Sector
- › Telecommunications, Media & Technology
- › Services



CLIENT SUCCESS STORY

# Digitalizing the nuclear industry with EDF



“Today, we all share high hopes for our digital transformation to boost performance across our entire nuclear engineering business.”

Jean-Bernard Lévy, Chairman and Chief Executive Officer of EDF Group

— The Flammanville nuclear power plant in France

A global leader in low-carbon energies, EDF carried out a vast digital transformation of its nuclear business to boost its competitiveness and maintain its spot among the world's top names in the energy industry. Launched in partnership with Capgemini in autumn 2017, the SWITCH program was designed to standardize, harmonize, and modernize processes and engineering methods.



Jean-Bernard Lévy, Chairman and Chief Executive Officer of EDF Group

### What are the challenges and benefits of digital transformation in the nuclear industry?

**Jean-Bernard Lévy** › When I took over as CEO of EDF, I initiated and shared a strategy called CAP 2030, which included digital transformation as a priority for our Group. It is my firm conviction that digital transformation is synonymous with performance and competitiveness. This even applies to nuclear engineering; I can only see the benefits. From building and operating nuclear power plants, to their decommissioning and dismantling, our employees have access to interactive, practical, and simple tools to ensure a powerful digital continuity with our partners. Today, the digital transformation of our facilities is advancing at full steam, supporting

the Grand Carénage program (renovation of French nuclear plants) and our major projects like Flammanville 3 and Hinkley Point. The main challenge is to continue and even accelerate this digital transformation.

### What are the main highlights of SWITCH, the digital transformation program dedicated to building new nuclear plants?

**J. B. L.** › Created in partnership with Capgemini, SWITCH helps digitalize our power plant controls, maintenance systems, and construction works. None of this is new, but SWITCH takes it to the next level. For example, we are implementing a new engineering system that redesigns all our processes through a “data-centric” lens. Even more concretely, we are creating digital twins of our nuclear power plants. SWITCH enables us to standardize our practices and develop an efficient operation based on digital continuity. With SWITCH, we are doing much more than digitalizing our standard practices.

### Why Capgemini?

**J. B. L.** › First of all, we wanted to implement a demanding call for tenders in order to select a partner capable of showcasing a strong list of achievements in other industries or businesses. We needed to see proof of experience and robust expertise before embarking on this adventure. I'm thrilled about our choice. It took hardly six months – full of hard work, of course – to put in place all the teams and resources necessary to launch our new projects. Today, we all share high hopes for our digital transformation to boost performance across our entire nuclear engineering business. /



Watch the video at [reports.capgemini.com/2018/en/annual-report](https://reports.capgemini.com/2018/en/annual-report)



## CLIENT SUCCESS STORY

# Sailing uncharted waters with Virgin Voyages

Virgin Voyages is a new player in the cruise line industry, with its maiden voyage scheduled for 2020. The company's mission is to build the world's most irresistible travel brand. The result: an "Adult-by-Design" model for sailors who want a more elevated and sophisticated holiday experience.

Virgin Voyages is partnering with Capgemini to use technology to serve its customers better. Michelle Bentubo, VP, Voyage Travel Services of Virgin Voyages, discusses how technology is driving this new brand.



**Michelle Bentubo,**  
VP, Voyage Travel Services of Virgin Voyages

## What role does technology play in your strategy to create positive disruption in the industry?

**Michelle Bentubo** ▶ We had to build an immense amount of IT systems and business processes that would effectively support our crew to intuitively serve our sailors. Our systems had to be focused on the experience of the end user. We weren't looking to be driven by what's available, but rather by what could be achieved. Capgemini understood our need for a best-in-class solution for our IT ecosystem.

## How did Capgemini help you achieve your objectives?

**M. B.** ▶ Capgemini designed a CRM platform to help us deliver an experience that is relevant to our sailors. It provides our crew with insightful knowledge, so our crew members can quickly identify each of our sailors and understand their individual preferences. We can then provide signature Virgin service: thoughtful, focused, curated experiences that will resonate with our sailors. We also wanted to provide this special experience to our travel partners, whom we call First Mates. With

Capgemini's system and robust capabilities, we created a clean design that helps our crew engage with our First Mates. Approaching First Mate engagement in a completely new and unique way, we can obtain real-time numbers of their engagement with us. We call this our SeaQ, which we use to understand who we should be engaging with on a more personal level, who we should be inviting to brand events, and more.

## What did Capgemini bring as a partner to help build your business?

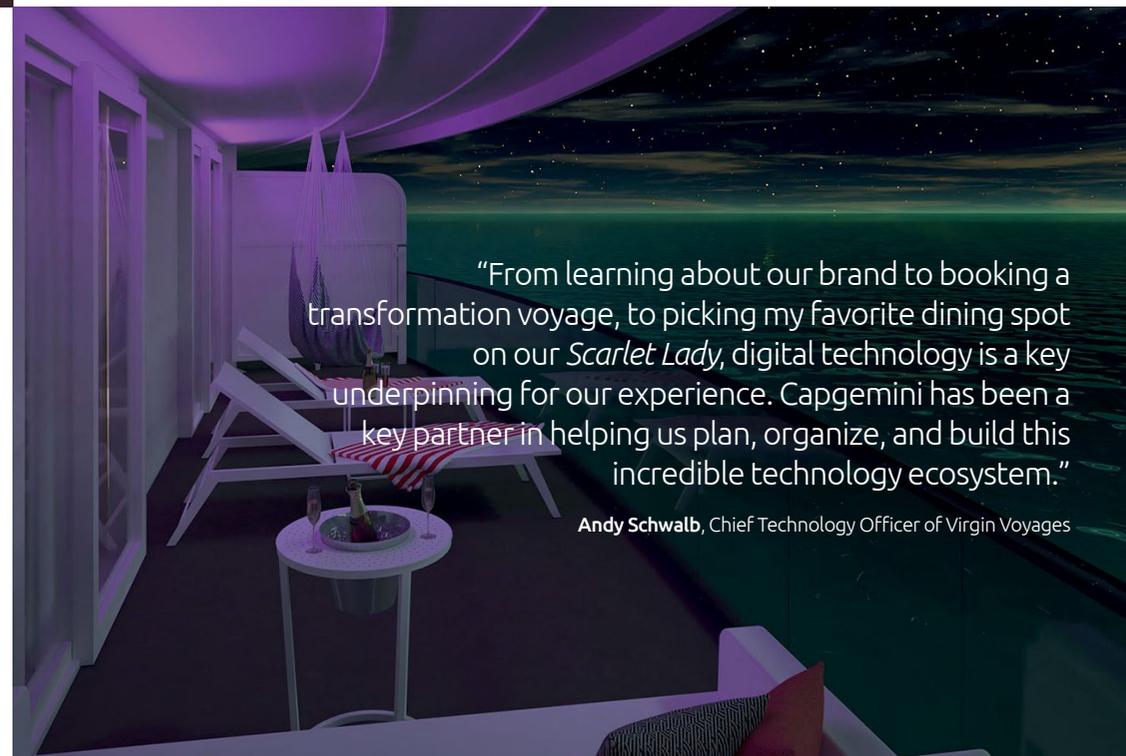
**M. B.** ▶ Process, diligence, and determination. Capgemini was realistic in what could be achieved and, more importantly, creative in how best to achieve our goals. They understood that we are a startup, so every dollar is important to us! They bring systems that can solve today's issues, and can grow with us as we mature. They didn't try to make us fit into their existing suite of offerings; they worked with us to build something to support our needs.

## How are preparations going for your maiden voyage, and what are the next steps in the relationship?

**M. B.** ▶ Our booking site went live in February – when we said it would. We delivered a product that sailors wanted and that our crew can be proud of, and response has been tremendous. But there is so much more to do before the launch of *The Scarlet Lady* in 2020, the first of four Virgin Voyages vessels. Capgemini is still delivering, refining, and creating extraordinary things for our sailors. /



Watch the video at  
[reports.capgemini.com/2018/en/annual-report](https://reports.capgemini.com/2018/en/annual-report)



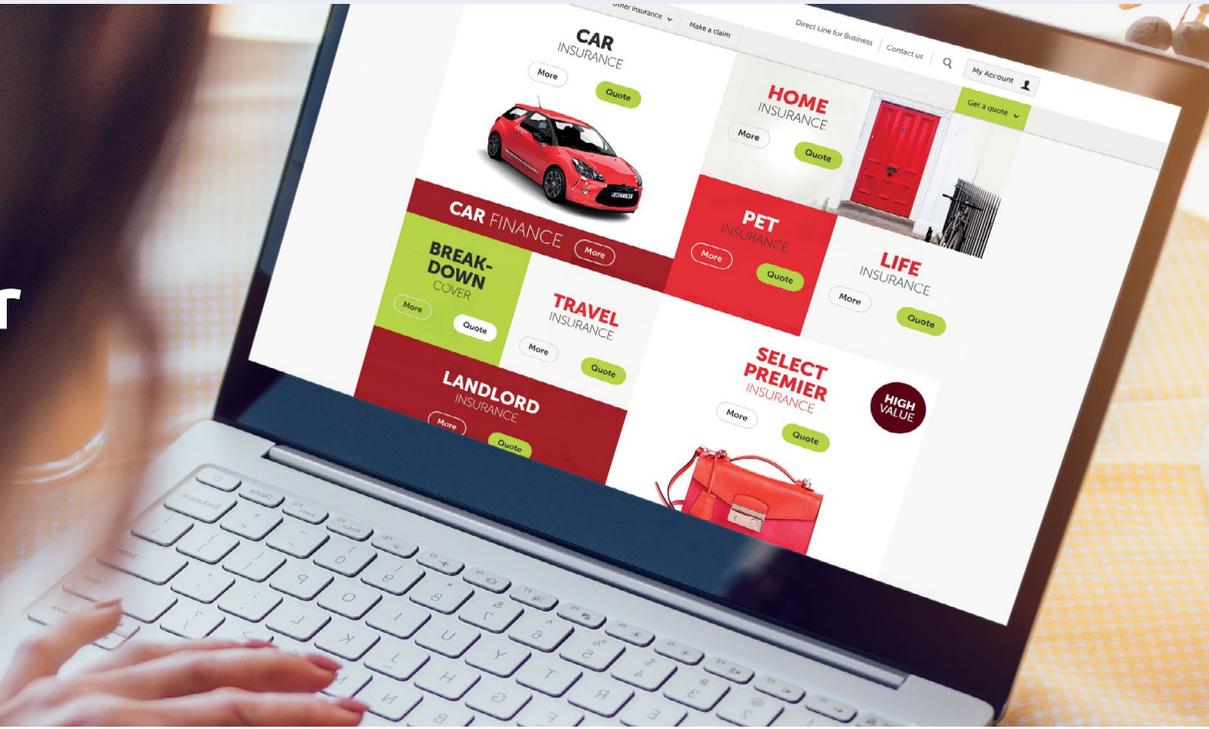
"From learning about our brand to booking a transformation voyage, to picking my favorite dining spot on our *Scarlet Lady*, digital technology is a key underpinning for our experience. Capgemini has been a key partner in helping us plan, organize, and build this incredible technology ecosystem."

**Andy Schwalb,** Chief Technology Officer of Virgin Voyages



**CLIENT SUCCESS STORY**

# Transforming customer service with DLG



Direct Line Group (DLG) is one of the largest insurance groups in the UK, with over 11,000 employees managing 15 million in-force policies. DLG was separated from the Royal Bank of Scotland Group in 2012 and, subsequently independently floated on the London Stock Market. After going public, DLG worked with Capgemini to reduce its service desk costs and improve both its flexibility and responsiveness. Already providing hosting services to DLG, Capgemini is tackling the new contract through an Agile methodology and by leveraging its strong digital and data capabilities. Steve Maddock, Chief Operating Officer of DLG, explains the result: the significant savings and system improvements that DLG was looking for.

**What are the major challenges facing the insurance industry?**

**Steve Maddock** › We see three key challenges at the moment. The first is the changing needs of the customer, particularly around product innovation and development. We're also seeing a changing trend in terms of distribution pattern, and how we remain relevant to our customers as these industry changes take effect. And finally, where we see global margin compression, how do we use technology to drive deeper efficiency into our organization?

**What innovations are key to helping you navigate these transformations?**

**S. M.** › First the digital agenda, particularly analyzing how we can offer flexible products and solutions to our customers. Our customers are becoming much more discerning – they want to select covers that are specifically relevant to them. So, how do we deliver that in a very flexible and transparent way? Secondly, how we

engage with customers across different channels. And finally, how we embrace big data, automation, and machine learning, and find innovative ways to reflect new insights into our pricing and propositions.

**What strengths attracted you to Capgemini?**

**S. M.** › We've got a very far-reaching transformation program that touches every aspect of our infrastructure and refreshes a number of our core delivery applications. So, Capgemini's global reach and strong insurance expertise over a

broad product set, are aligned with our needs. Secondly, their methodology – the ability to deliver agility at scale. In addition, the ability to draw to our attention different trends from within our industry or adjacent markets. Capgemini has the capability to challenge our thinking and help provoke further innovation. /



**“Capgemini has the capability to challenge our thinking and help provoke further innovation.”**

**Steve Maddock**, Chief Operating Officer of DLG





**L** eading businesses are reinventing themselves and one of Capgemini's key strengths is our ability to anticipate our clients' needs. This forward-thinking mindset has never been more important than in today's rapidly changing business and technology environment. This is why Capgemini has developed a new way of managing its portfolio. Designed for the dynamic nature of digital and the world of innovation, it is built with agility and adaptability in mind, and will ensure that we remain responsive and relevant to our clients. Our portfolio of offers provides a wide array of services: from developing new businesses to enhancing their productivity

by leveraging the next waves of technology. Capgemini is a leader in high-value segments such as cloud, cybersecurity, AI, IoT, customer experience, and more. We are positioned to act as a strategic partner to our clients during their business-transformation projects. Relentless emphasis on constantly evolving our services allows us to competitively address the real opportunities and the relevant, critical challenges our clients face every day.

Our new approach focuses on seven key areas to propel the Group's sustainable and profitable growth for years to come. /

# Customer Experience

Embracing humanity, sensitivity, and intuition – grounded in rigorous analysis and cutting-edge technology. Capgemini Customer Experience builds strong relationships.

**T** he Customer Experience (CX) offer enables our clients to create experiences that deliver fast and sustained value for their overall business and for their customers. We develop services that utilize the latest technology platforms and make it possible to reimagine customer journeys for the marketing, sales, customer service, and eCommerce functions. We leverage AI to translate rich data, from within a company and its larger ecosystem, to achieve personalization in every customer-brand interaction. In 2019, Capgemini has been positioned as a worldwide leader for the third time in a row, in Gartner's Magic Quadrant for CRM/CX Service Providers. /

**81%**  
of consumers are willing to pay more for a better experience<sup>1</sup>

**70%+**  
of organizations now have a dedicated customer experience team<sup>2</sup>

**25%**  
of customer experience teams report directly to the CEO<sup>2</sup>



## BSH

### CLIENT SUCCESS STORY

Smart home is about to enter the kitchen. BSH, which manufactures home appliances for brands such as BOSCH, Siemens, and Neff, wants to use clients' growing demand for smart appliances to offer digital services. Within the BSH Multimedia Strategy project, Capgemini created a vision for the kitchen of the future. Capgemini put together the best team mixing strategy, creative, and technology expertise to successfully deliver a multimedia platform for digital services and showcased this in a prototype kitchen. /

1. Source: Capgemini Research Institute 2017, "The Disconnected Customer: What digital customer experience leaders teach us about reconnecting with customers".  
2. Source: Gartner 2018, "Customer Experience 2018 Benchmarks: Turning Return on Investment Into Reality, Analyst(s): Nick Ingelbrecht, Ed Thompson, Olive Huang, Melissa Davis, Julie Meyer".



# Cloud

Delivering a “cloud-first” way of working for the digital enterprise. We work hand-in-hand with organizations to define the right cloud strategy for their business and manage a hybrid estate, while keeping everything secure.

**T**hough it is not a new field, cloud computing is rife with innovation. Capgemini’s Cloud services is a complete portfolio designed to facilitate our clients’ migration to and use of the cloud, which refers to storing and accessing data and programs over the internet instead of on your computer’s hard drive. It aims to simplify the adoption of a “cloud-first” strategy for replacing or complementing existing IT systems while enabling clients to develop innovative services directly in the cloud, so that they can gain and maintain a competitive edge. /

**75%**  
of cloud automation leaders have achieved higher revenue growth with automation<sup>1</sup>

**2nd**  
biggest talent gap in hard digital skills relates to cloud computing<sup>2</sup>

**46%**  
of cloud integration leaders aim to use APIs (application programming interfaces) to create new revenue streams<sup>3</sup>

## YARA

### CLIENT SUCCESS STORY

Capgemini helped Yara, the Norwegian global chemical and fertilizer company, build the foundation for its digital transformation. Capgemini improved the company’s overall efficiency through application management of Yara’s SharePoint and SAP environment. In addition, the company’s hybrid cloud strategy, combining private cloud with Microsoft Azure public cloud, provides a cost-effective solution that enables faster time to market. /



1. Source: Capgemini and Sogeti 2018, “The Automation Advantage, Making Legacy IT Keep Pace with the Cloud”. 2. Source: Capgemini Research Institute 2017, “The Digital Talent Gap, Are Companies Doing Enough?”. 3. Source: Capgemini 2018, “Unlocking the Hybrid Integration Dividend: How to transform your business with hybrid integration and APIs”.

# Cybersecurity

Bringing confidence to digital transformation initiatives. We help clients build digital trust – transforming security into a source of strength and competitive advantage.

**C**apgemini’s full portfolio of Cybersecurity services combines the expertise of 3,500 experts across the world supported by a global network of Security Operations Centers (SOCs). Our end-to-end approach includes consulting, compliance, protection, and monitoring services to meet security requirements in virtually every industry and market segment. As a global player, we offer security adapted to each client’s business context, acting as a trusted advisor along their digital transformation journey. /

## FSCS

### CLIENT SUCCESS STORY

Capgemini provides cybersecurity consulting services to the Financial Services Compensation Scheme (FSCS), the UK’s compensation fund of last resort for customers of authorized financial services firms, which protects consumers should such a financial institution fail. Capgemini performs a range of cybersecurity services including IT security assessments and attack simulation testing. Additional services include Security Operations Centers and penetration testing. /



**8.7%**  
growth in global information-security spending forecast for 2019<sup>1</sup>

**\$114 bn**  
worldwide spending on information security products and services in 2018<sup>1</sup>

**40%**  
of organizations intend to increase security spending for risk management and privacy concerns through 2020<sup>1</sup>

1. Source: Gartner 2018, “Forecast: Information Security, Worldwide, 2016-2022, 2Q18 Update”.



# AI & Analytics

Immersive, highly personalized experiences are simplifying customer journeys and boosting sales. Augmented operations are reducing costs and powering smart factories. Across industries, AI is empowering employees and driving material performance improvements.

**P**erform AI is a complete portfolio of Artificial Intelligence services enabling clients to develop pragmatic business solutions that enhance operational excellence, growth, performance, and business innovation. By responsibly and ethically infusing AI technologies across their business, organizations can achieve greater operational efficiency, boost sales and loyalty through a human-centered customer experience, assist risk analysis, detect fraud, ensure regulatory compliance, augment employee productivity, and ultimately reimagine their business in the AI era. /



## SEVERN TRENT

CLIENT SUCCESS STORY

Capgemini partnered with UK-based water company Severn Trent, listed on the FTSE 100, to develop a complex machine learning model, capable of tackling leaks. By applying advanced analytics to data collected by sensors on water pipes, the model was able to filter five billion data points and, by doing so, provide engineers on the ground with valuable information. In areas where the model was applied, time to find leaks was reduced by over half, and overall leakage was reduced by more than 16%, improving customer satisfaction as well as sustainability. /

**\$52.2 bn**

predicted cognitive and AI global spend in 2021<sup>1</sup>

**<1/3**

of organizations currently promote data-driven decision-making or apply AI to improve the customer experience<sup>2</sup>

**73%**

of consumers are aware of having AI-enabled interactions<sup>3</sup>

1. Source: IDC, 22 March 2018, "Worldwide Semiannual Cognitive Artificial Intelligence Systems Spending Guide". 2. Source: Capgemini Research Institute 2018, "Understanding Digital Mastery Today: Why companies are struggling with their digital transformations". 3. Source: Capgemini Research Institute 2018, "The Secret to Winning Customers' Hearts with Artificial Intelligence, Add Human Intelligence".

# Digital Manufacturing

Accelerating physical-digital convergence to improve engineering and manufacturing performance at scale. We help clients leverage digital platforms in order to increase collaboration and provide insights across the value chain.

**D**igital Manufacturing is about the data-driven optimization of manufacturing, leveraging the power of technology (cloud, IoT, AI, cognitive computing, 3D, AR/VR). These technologies break silos between the physical and digital worlds, and build intelligent connections between machines, products, employees, and suppliers that drive rich customer value: reduced time-to-market, mass customization and product innovation to enable growth; end-to-end industrial efficiency and enhanced customer service to improve profitability and competitive agility. By empowering manufacturing staff, we help clients realize the promise of Industry 4.0. /

**\$519-685 bn**  
estimated value of connected products market by 2020<sup>1</sup>

**50%**  
of manufacturers' products estimated to be smart and connected by 2020<sup>1</sup>

**\$1.3 trillion**  
in projected global spending on IoT by 2020<sup>2</sup>



## DENSO

CLIENT SUCCESS STORY

Capgemini is the strategic partner of DENSO International America (one of the world's largest automotive tier-one suppliers to global OEMs<sup>3</sup>). The partnership has supported the development of DENSO's cockpit systems for more than 14 years and allowed DENSO to deliver high-quality products to its automotive OEMs using model-based system design, knowledge-based engineering, and machine-learning principles, while improving efficiency in the product-development value stream using Capgemini's digital manufacturing platform. /

1. Source: Capgemini Research Institute 2018, "Digital Engineering: The new growth engine for discrete manufacturers". 2. Source: Capgemini Research Institute 2017, "Unlocking the Business Value of IoT in Operations". 3. Original Equipment Manufacturer.



# Digital Core with SAP S/4HANA®

To anticipate and constantly adapt to every new market challenge and opportunity, businesses need to become ever-evolving digital companies. The Digital Core with SAP S/4HANA® platform is the nerve center that enables and sustains digital transformation.

**C**apgemini leverages the SAP S/4HANA® platform to deliver what we call “the Renewable Enterprise”, a company able to constantly grow and adapt. We bring together the technology, the process, and the operating model to sustain digital transformation and enable high speed innovation, while protecting mission-critical applications. Designed to put user experience at the center, it uses approaches such as AI and embedded analytics, DevOps, cloud architecture, APIs and microservices to help our clients “renew” themselves, unlock business value and outpace their competition. /

#3

in S/4HANA® certifications worldwide; #1 in EMEA

10

consecutive years that Capgemini has won an SAP® Pinnacle Award

3

consecutive years that Capgemini has won an SAP® Customers' Choice Award

## CENTRICA

CLIENT SUCCESS STORY

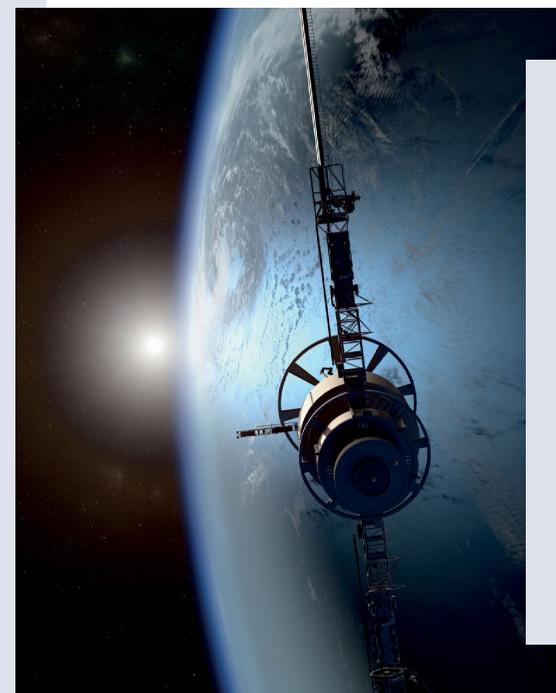
Centrica plays a key role in the lives of millions of people and businesses, and its ability to adapt and evolve as the energy industry changes is of critical importance. The company recognized the opportunity to enhance its digital infrastructure and software to become more agile and prepared for innovation while also reducing costs. It identified SAP S/4HANA® technology as a key enabler to make its vision of a fully digital, agile, and global enterprise a reality. /



# ADMNext

ADMNext brings together the right technology, processes and culture to help organizations increase business agility in the face of automation, big data, and other disruptive technologies.

**W**e offer a unique and comprehensive approach to application development and maintenance (ADM) – an approach that starts with business outcomes and takes into account the needs of the business, as well as IT systems. Our ADMNext services help turbocharge the monitoring, management, and transformation of application environments. ADMNext ensures agile transformation of legacy applications, as well as processes and delivery modes adapted to digital transformation. Information Services Group (ISG) has recognized Capgemini as a leader in ADMNext services in the US, Continental Europe, and the UK. /



## TE CONNECTIVITY

CLIENT SUCCESS STORY

Capgemini is in the midst of a five-year agreement with TE Connectivity, (a \$14 billion global technology and manufacturing leader), providing application support, maintenance, and development across the company's portfolio of over 1,000 applications. Capgemini is also working to help drive digital transformation at TE Connectivity through engagement in strategic programs and projects across the manufacturing, engineering, sales and marketing, and corporate center domains. /

€87 bn

predicted global market for application management services in 2022<sup>1</sup>

60%

of application management RFPs will include a requirement to support clients' digital and innovation agenda beyond cost savings by 2022<sup>2</sup>

1. Source: IT Serviceline Forecast, Gartner, IDC MarketScape 2016, "Worldwide Application Modernization Services for SAP Upgrades Vendor Assessment". 2. Source: Gartner Forecast Analysis 2018, "IT Services, Worldwide, 3Q18 Update, October 2018, Desk Research Next-Gen Application Development & Maintenance (ADM) Services, Europe 2019".



# Spotlight: Capgemini Invent

OUR STRATEGY & TRANSFORMATION BUSINESS

Launched in September 2018, Capgemini Invent is a new business brand that combines the Group's expertise in strategy, technology, data science, and creative design. Capgemini Invent helps our clients reinvent themselves, opening the doors to a greater number of full-scale transformation projects for the wider Group.

**In today's market, an increasing number of business decisions are shaped by technology challenges.** Traditional consulting in innovation and digital transformation is no longer enough. That's why Capgemini created Capgemini Invent, a brand that combines the multi-disciplinary strengths of Capgemini Consulting with key expertise in data science and other areas of emerging tech. This expertise is found throughout the Group, in part thanks to recent acquisitions, including: Fahrenheit 212, LiquidHub, and the creative design studios Idean, Adaptive Lab, and Backelite. This new business brand plays a vital role in the delivery of our seven portfolio priorities. Capgemini Invent aims to help businesses anticipate,

design, and develop new business models within a creative and digital mindset, across all sectors. The brand relies on a vast ecosystem of strategic partners, enabling it to expand its offer and design innovative solutions to meet the most demanding customer expectations.

The new entity also draws upon all the skills and capabilities across the Group in order to implement the projects initiated by its teams. Capgemini has positioned itself as a leading player in digital transformation – known for its ability to design ideas and strategies, and then implement them at speed and scale across our clients' organizations. /



— Dräger products support, protect, and save lives

CLIENT SUCCESS STORY

## A multi-year digital transformation program with Dräger

Founded in Lübeck in 1889, Dräger is a manufacturer of medical and safety technology products with 14,000 employees in over 190 countries. Listed, and in its fifth generation as a family-run business, Dräger recently teamed up with Capgemini Invent, Capgemini's digital innovation, consulting, and transformation business line, to transform its PLM platform\*.

Dräger's legacy PLM system did not support the entire product lifecycle, was expensive to maintain and led to inefficiencies. Dräger therefore decided to implement a new PLM solution globally. ARAS Innovator platform was selected for its flexibility, usability, and strong support for collaboration with external suppliers. In combination with an Amazon Web Services cloud solution, Dräger can scale the PLM platform as needed.

Dräger engaged Capgemini to support the multi-year digital engineering transformation program, leveraging Capgemini Invent, combined with the Group's expertise in consulting and managing infrastructure and applications. The delivery has adopted a "rightshore" approach with an onsite development team working with Capgemini India and a software partner. Capgemini successfully acts as the main contractor and orchestrates the end-to-end delivery, including process consulting, solution design and development, testing, migration, training, and rollout. /

**Dräger manufactures** medical and safety technology products that protect, support, and save lives around the world in hospitals, with fire departments, emergency services, authorities, in mining and industry. Its key drivers are technological innovation, quality, and customer proximity. Dräger has extended its portfolio with digital solutions and connected services, namely in remote patient monitoring and IoT/ big data analytics for personalized healthcare.

\*A product lifecycle management platform manages a company's products, from inception through engineering to design, manufacture, delivery, and disposal.



### SIX AREAS OF EXPERTISE

Capgemini Invent delivers transformation and innovation across six areas:

**INNOVATION AND STRATEGY**  
Designing and developing the products, services, and business models of the future.

**CUSTOMER ENGAGEMENT**  
Reimagining customer experience across the marketing, sales, services, and commerce lifecycle.

**FUTURE OF TECHNOLOGY**  
Seizing the opportunities offered by emerging technologies to create solutions adapted to each activity and sector.

**INSIGHT-DRIVEN ENTERPRISE**  
Leveraging advanced data analysis, artificial intelligence, and automation to improve financial performance and strategic decision-making.

**OPERATIONS TRANSFORMATION**  
Reinventing the full organizational value chain, asset management, and operational processes to improve productivity and customer satisfaction.

**PEOPLE AND ORGANIZATION**  
Developing the culture, human resources, and skills that organizations need to succeed in the digital era.



# Capgemini's international footprint

We are 211,300 women and men of over 120 nationalities, based in more than 40 countries.





Digital is fundamentally reshaping every industry. At Capgemini, we support our market-leading clients to navigate the new competitive landscape and usher in their business transformation.



# Spotlight: our proven sectorial expertise

EXPERTISE IN SEVEN KEY SECTORS



## CONSUMER GOODS & RETAIL

Consumers are commanding the spotlight; they want to engage with brands in increasingly personalized, intelligent, and digital ways. Capgemini guides clients through the rapidly changing business and technology environment, identifying ways in which many of the world's biggest consumer brands can transform their business. The Group works with its clients to create a digital vision and roadmap for their business.

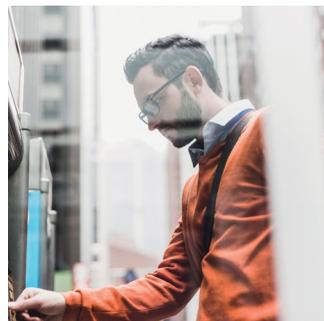
## ENERGY & UTILITIES

Energy, utilities, and chemicals companies are facing an unprecedented level of disruption. With new players entering the market, more cost-effective and sustainable energy sources coming online, and new technology enabling greater

flexibility, this is an industry in transition. Our industry-wide perspective is built to guide energy and utilities companies as they master these market shifts and tech-triggered trends. Our experts work with clients to take bold steps towards succeeding in a customer-driven, technology-enabled landscape.

## FINANCIAL SERVICES (BANKING, CAPITAL MARKETS & INSURANCE)

The Group works with financial institutions to manage their digital and operational transformation. Focusing on open enterprises, data-driven compliance, deep customer experience, and intelligent automation, Capgemini helps create scalable and flexible systems for our clients. We leverage the full breadth



of Capgemini's expertise to create end-to-end solutions to invent, shape, build, and run intelligent technology for large global financial services companies.

## MANUFACTURING

With profitable growth at the top of the agenda, manufacturing companies strive to innovate faster, get closer to customers, and achieve a step change in operational efficiency. Clients



expect end-to-end capabilities for a holistic transformation journey. Our extensive view of these industries combined with our diverse, knowledgeable teams enable us to respond to client needs by building industry-specific, client-proven solutions that activate business-growth platforms.

## PUBLIC SECTOR

The rapid pace of technological change and disruption deeply influences how governments, public workers, and administrations provide services to citizens around the world. Capgemini has extensive experience working with public organizations, agencies, and enterprises at every level to envision and implement proven solutions that both modernize and enable levels



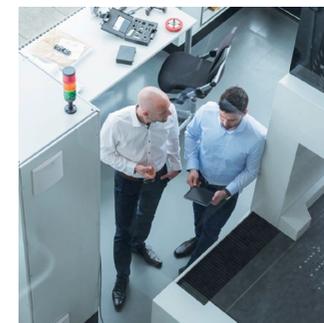
## SERVICES

The Services industry is changing at an exponential pace as landmark shifts in technology are enabling more personalized and efficient customer interactions. Clients ranging from the travel and transport, engineering and construction or professional services industries in general are under pressure not only to deliver today but also to plan for the future of their business. Capgemini partners with clients in the services industries to develop an approach to address today's business challenges and create a roadmap for the future of their business. /

of efficiency and flexibility often only seen in business.

## TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

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





## CLIENT SUCCESS STORY

## Large-scale transformation with Groupe PSA

Capgemini signed a major agreement with Groupe PSA to support the automaker with its global growth plan. We discussed objectives and results with Jean-Luc Perrard, CIO of Groupe PSA.

### What major challenges are being tackled by the Information Systems Department at Groupe PSA?

**Jean-Luc Perrard** ▶ We have five main missions. First, within a context of high business demand (more than 30% growth in our vehicle sales in Europe in 2018), we need to ensure operational quality and control our costs. In addition, in connection with our Push-to-Pass growth strategy, we support initiatives around connected vehicles, services, and mobility. We also ensure the convergence of the Opel-Vauxhall

IT systems with our PCD systems (Peugeot, Citroën, and DS). Finally, we are helping the Group navigate CO<sub>2</sub> regulations. Capgemini works closely alongside us on these topics.

### Why did Groupe PSA decide to develop a partnership with Capgemini in 2014?

**J. L. P.** ▶ This partnership aligns with our global growth plan, which aims to respond to challenges of flexibility, responsiveness, and cost optimization tied to new developments in a rapidly changing industry. The agreement enables

Groupe PSA to mobilize immense resources in specific and/or new technologies (digital, big data, business intelligence, IoT, Agile methods, etc.) within a volatile context and short timeframes.

In India, for example, where we will soon launch our vehicles, Capgemini is rolling out scalable and reusable solutions to help us meet our tight deadlines. In 2018, within the context of the acceleration that we are witnessing, we would not have been able to solve our volumetric challenges without this partnership.

### What are your ambitions for the future?

**J. L. P.** ▶ We are looking to expand the methods for processing the data generated by our businesses so that we can control all our processes in real time and, in this way, secure powerful tools to aid with decision making. We also need to innovate further by opening up our systems – without forgetting that IT is an asset that we must also protect in order to guarantee continuous quality and performance over the long-term. /

## CLIENT SUCCESS STORY

## Fostering Open Data Maturity with the European Commission

**O**pen Data refers to information collected, produced or paid for by public bodies, which



can be freely used, modified, and shared by anyone, in order to increase government transparency and accountability. The European Data Portal surveys Open Data in 35 European countries, focusing on three main goals:

- ▶ Provide access to Open Data and public sector information across Europe
- ▶ Support European countries, in particular EU member states, in improving their data-publishing practices
- ▶ Promote data publishing and reuse by demonstrating its socio-economic benefits

In 2018, the Commission awarded Capgemini Invent a three-year contract to continue the development of the European Data Portal, carry out related consulting services, and conduct data economy studies.

Faced with this challenge, Capgemini Invent is managing the overall project, conducting specific studies, helping provide measurements of Open Data maturity in Europe, and assessing the market value of the data economy. Meanwhile Sogeti, part of Capgemini, is responsible for services-oriented activities, including help desk and incident management. The annual Open Data Maturity Assessment has become a landmark for measuring and benchmarking Open Data policies and implementation in Europe. To date, the portal covers 35 countries and 77 catalogs, links to over 890,000 data sets, and offers a variety of learning resources and use cases. /



## CLIENT SUCCESS STORY

## Optimizing customer experience with SP Group

**T**o prepare for the liberalization of Singapore's electricity market, one of Asia Pacific's leading energy utilities companies, SP Group is digitalizing its operations to provide greater convenience for its 1.5 million customers. Capgemini is supporting SP Group in this strategic challenge to improve and transform the company's digital infrastructure.

Capgemini's Asia Pacific teams have capitalized on the vast expertise in the energy utilities and chemicals sector available across the Group to craft a solution adapted to the needs of the company. SP Group's upgraded infrastructure and processes mean more benefits for customers in the Open Electricity Market, including:

- ▶ Customer management systems that allow customers to easily choose different electricity providers based on needs and preferences
- ▶ Seamless switching of electricity providers
- ▶ Hardware and software upgrades that deliver greater efficiency and reliable operations
- ▶ Retailers can use SP Group's billing



services to enable consolidated billing of all utilities irrespective of chosen electricity provider

This project began in 2015 and has already expanded its capacity and processes to manage transactions better, support seamless customer switching, and offer more effective billing methods. /





## Leveraging a global ecosystem of leading partners

At Capgemini, we engage with our global ecosystem of leading tech and business partners to help our clients solve their toughest challenges. We identify those partners who can best serve each client's unique needs by creating innovative, value-added custom solutions.

### GLOBAL PARTNERSHIPS

Through our strategic partners network, we help clients unlock new value sources as well as optimize existing value streams. Clients can then develop new business models, automate processes to boost performance, or enter new global markets. In order to provide our clients with the fullest range of benefits, we maintain five types of strategic alliances:

<p><b>CORE PARTNERS</b> Identify and execute growth initiatives for specific market segments.</p>	<p><b>GLOBAL GROWTH PARTNERS</b> Create or expand markets by integrating new products.</p>	<p><b>VALUE-ADDED RESALE SERVICES</b> Facilitate software purchases and delivery.</p>
	<p><b>EMERGING PARTNERS</b> Support innovations focusing on priority topics and client needs.</p>	<p><b>SOLUTION-ENABLING PARTNERS</b> Use our partners' products as enablers in servicing our clients.</p>

### RECENT JOINT INITIATIVES

Capgemini collaborates with world leaders in technology and business on joint initiatives that produce state-of-the-art solutions. Our ecosystem of partners is constantly evolving to suit the specific needs of our clients. Some current initiatives include:



**“Cloud” with Amazon Web Services** focuses on a “cloud-first” strategy to boost growth through business agility, operational efficiency and reinventing business models.



**“Cloud Native Transformation” with Pivotal** accelerates our clients’ digital transformation through cloud-native application development and management.



**“Enterprise Portfolio Modernization” with Microsoft** offers a full range of services to align digital transformation with applications modernization strategies.



**“Cloud Native Transformation” with Red Hat** accelerates our clients’ digital transformation through cloud-native application development and management.



**“Fast Digital 4 Discrete Industries” with SAP** uses an Agile methodology based on Capgemini’s Digital Transformation Framework for the discrete manufacturing industry.



**“Cognitive IoT” with IBM** meets clients’ growing need to conduct smart analytics on explosive data volumes generated by connected devices.



**“Field Service Lightning Accelerator” with Salesforce** enhances and extends Field Service.





## OVERVIEW OF GLOBAL ALLIANCES



Together with our extensive team of Adobe experts across the globe, Capgemini leverages our award-winning, proven expertise to lead the CX transformation with a Design Led approach and provide end-to-end marketing solutions while integrating Adobe's latest technologies to deliver revenue-impacting initiatives.



Capgemini's cloud strategy with AWS ensures an end-to-end cloud solution, ranging from cloud strategy, application assessment, workload migrations, building cloud native applications as well as managing the cloud services through the Capgemini Cloud Platform.



Capgemini collaborates with Dell Technologies to deliver accelerated digital transformation, hybrid cloud adoption and application modernization. With Platinum Partner status and our strong resale engagement this has led to notable recognitions, especially in integration and partner solutioning with VMware and Pivotal.



Capgemini is a Premier Partner with Google, the highest designation in Google's partner program since 2013. The partnership is focused on Digital Transformation in the areas of Cloud, Data modernization, Artificial Intelligence & Machine Learning and Digital Workplace Transformation.



Capgemini has been an IBM partner since 2001 and is a Platinum Business Partner with IBM, the highest designation in IBM's partner program. More than 15,000 employees worldwide are members of IBM PartnerWorld™ making Capgemini one of the largest participating companies in IBM's business partner program.



As a Gold Certified Managed Partner, Capgemini provides a modern approach and services spanning Cloud, Data & Insights, AI, Digital Engineering & Manufacturing and Business Applications. Leveraging our award-winning tools, industry knowledge, and technology our expertise is supported by 25,000 practitioners globally.



Capgemini is an Oracle Platinum Partner, the highest level in the Oracle Partner Network (OPN). With more than 15,000 Oracle consultants globally (1,000 trained on Oracle Cloud) we offer a comprehensive and fully integrated suite of Oracle Cloud solutions.



As one of Pega's platinum partners since 2005, Capgemini delivers award-winning, market leading solutions built on the powerful Pega Infinity™ platform to solve complex customer engagement business issues and enables digital transformation for our joint clients across sectors globally.



As a top Salesforce Global Strategic Consulting Partner, our capabilities and expertise across all Salesforce technologies combined with our recognized leadership position within Commerce Cloud and MuleSoft, enable us to provide unique value for our clients across multiple industries.



As one of SAP's global strategic service partners our 18,000 SAP expert practitioners serve 1,300 clients globally. We offer a wide range of best-in-class business consulting and solution implementation services in support of SAP's Intelligent Enterprise suite of technologies such as S/4 Hana Cloud.

### KEY PARTNERSHIP AREAS

Capgemini's partnership ecosystem is constructed around our seven portfolio priorities, with each partner reinforcing expertise in line with our strategic portfolio. This carefully curated ecosystem gives clients access to the latest thinking, technologies and market intelligence, and is constantly evolving to keep up with the latest trends. /

CAPGEMINI'S SEVEN PORTFOLIO PRIORITIES	AMAZON WEB SERVICES	MICROSOFT	SALESFORCE	SAP	ADOBE	GOOGLE	IBM	ORACLE	PEGA	DELL
Customer Experience		●	●	●	●	●	●		●	●
Cloud	●	●	●	●		●	●	●	●	●
Cybersecurity	●	●				●	●			●
AI & Analytics	●	●	●	●	●	●	●	●	●	
Digital Manufacturing	●	●	●	●			●			
Digital Core with SAP S/4HANA®	●	●		●		●	●	●		
ADMNext	●	●	●	●				●	●	●





As a leader in digital transformation, Capgemini is also a responsible company working to ensure that technology and innovation drive sustainable and social development. We have strengthened this commitment to our employees, clients, and partners by leveraging three fundamental pillars: diversity, digital inclusion, and environmental sustainability. We act as "Architects of Positive Futures".

# Architects of Positive Futures

CORPORATE AND SOCIAL RESPONSIBILITY

### TARGETS

#### DIVERSITY

**27%**

of employees promoted to, or hired for Executive Leadership roles to be women by 2020

#### DIGITAL INCLUSION

**80%**

of social impact projects across the Group will be focused on Digital Inclusion by 2020

#### ENVIRONMENTAL SUSTAINABILITY

**30%**

reduction in emissions per employee by 2030 (compared with 2015 baseline)

## DIVERSITY

We attract and retain talented people of all backgrounds, regardless of their gender, age, education credentials, abilities, social origin or geographic location. We believe that diversity is an asset for our business and our people, for whom we strive to create an inclusive work environment. It is also an asset for our clients, as we harness this diversity to fuel our collective performance, making our creativity and relevance stronger. /

**KEY 2018 HIGHLIGHTS**  
67,500 women in the Group at the end of 2018

## DIGITAL INCLUSION

We champion digital culture and play an active role in reducing the digital divide, to fight exclusion and inequality. As digital transformation becomes a business reality across all sectors, we strive to make it an opportunity for everyone. /

**KEY 2018 HIGHLIGHTS**  
64% of social/ community-impact initiatives were in the area of digital inclusion

## ENVIRONMENTAL SUSTAINABILITY

Aware of the challenges tied to climate change, we are reducing our own carbon footprint and helping our clients solve their sustainability challenges through innovation and technology. Our Sustainability 2020 environmental strategy is based on five major priorities: mobility and smart transportation; energy performance; waste sorting and recycling; optimizing property and IT; and responsible purchasing. /

**KEY 2018 HIGHLIGHTS**  
20% reduction in carbon emissions per employee compared with 2015



## Sustainable service design to reduce Equinor's carbon footprint

CLIENT SUCCESS STORY

**A**s part of its goal to be a sustainable energy company, Equinor wanted to reduce its carbon footprint. One of the most effective ways to achieve this is to reduce the number of supply vessels in its logistics chain, so Equinor and the Capgemini team of service designers developed the Vessel Planner, an innovative

digital service that collects data to predict supply-chain demands. The Vessel Planner functions across silos, from onshore planners and controllers to workers at offshore platforms, and enables Equinor to make more effective use of each supply vessel, reducing their number of trips and therefore their carbon footprint. /



“I put a great emphasis on building trustful relationships with clients and on creating multi-skilled high-performance teams.”

**PORTFOLIO LEADER**

**Madan Sundararaju**  
Vice President, Media & Entertainment Sector Leader – Capgemini  
New York, United States



## Our passionate experts

The passion, dedication and expertise of our people powers everything we do. Working in teams across the world, the women and men of Capgemini bring diverse experience and an almost boundless skillset to the service of our customers. Here, a selection of our talented people share the ways they make a difference, every day.



“I believe that it will become more and more crucial for companies to understand how humans can efficiently augment machines, how machines can reinforce what humans do best, and how to redesign business processes to support this partnership.”

**DATA SCIENTIST**

**Tove Hjelm**  
Data Scientist – Sogeti part of Capgemini  
Gothenburg, Sweden

“We help our clients keep up with the speed of innovation in the fast-changing Chinese automotive sector.”

**HEAD OF AUTOMOTIVE**

**Liu Qingping**  
Vice President & Head of Automotive  
Asia Pacific – Capgemini Invent,  
Shanghai, China

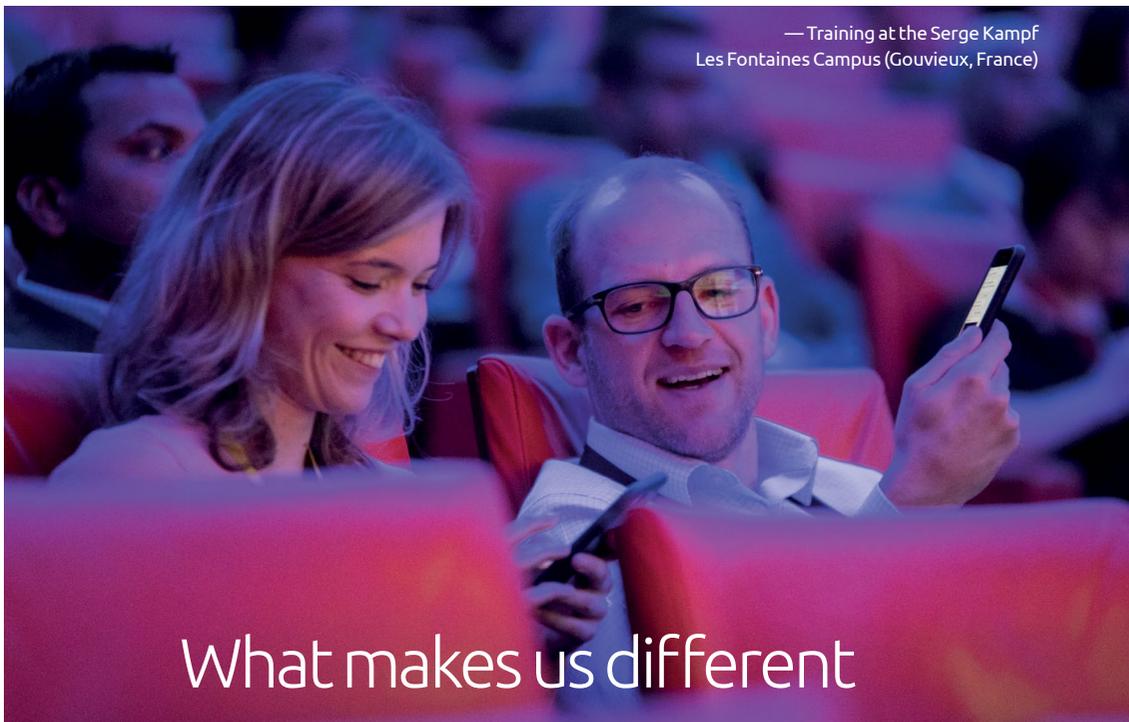


“Using Agile methodology, I’m able to further strengthen my skills. It increases collaboration and alignment and helps me deliver faster.”

**SALESFORCE ARCHITECT**

**Francisco Falder**  
Agile Methods Expert – Capgemini  
Melbourne, Australia

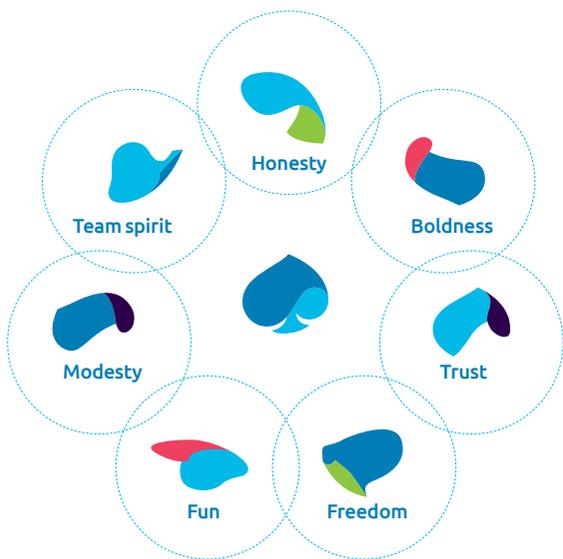




— Training at the Serge Kampf Les Fontaines Campus (Gouvieux, France)

## What makes us different

The women and men of Capgemini are proven experts in their fields and are our greatest strength. They are at the frontline of business transformation, driving our high-performance culture and providing our clients with cutting-edge services.



### SEVEN VALUES TO GUIDE OUR ACTIONS

In a global service-industry context, our 211,300 people, in more than 40 countries, remain by far our most valuable asset. Our founder, Serge Kampf, understood the importance of building a high-performance culture based on shared fundamental values. Our seven values define who we are and how we act. Today, more than ever, they give us a competitive advantage when concerns such as ethics and trust in technology are becoming increasingly important to our customers.

**4.19/5**  
Capgemini's OTACE\*  
(client satisfaction)  
score

### OUR EXCELLENT DELIVERY

We deploy operational excellence; the Group was founded on principles that still underpin our working methods today: entrepreneurship, client-centricity, a drive to make the most of our Group's collective talent, a commitment to ethics, and the quest to improve daily performance. Our people share this vision with us and, thanks to them, we are able to ensure a high quality delivery and reach the most ambitious objectives.

### STRENGTH IN NUMBERS

We strongly believe that team spirit is the cornerstone of any project. Our "people-first" approach to business, as reflected in our promise "People matter, results count", is the driving force behind our dedication to performance. This collective pool of expertise sets us apart and enables our clients to respond faster to market trends, to continuously adapt to the latest innovations, and to turbocharge their performance.

### LIVING A UNIQUE COLLABORATIVE BUSINESS EXPERIENCE™

We support our clients throughout the entire duration of their projects and collaborate hand-in-hand with them. We help them handle the obstacles and challenges they come across.

We work alongside our clients from strategy development through

to implementation. Our clients benefit from a long-term, fully tailored approach, supported by our experts and strategic partners. This collaboration sparks new ideas, promotes clear communication and delivers sustainable business value. We unleash it through our Collaborative Business Experience™. We have identified four key elements that structure our approach: targeting value, mitigating risk, optimizing capabilities, and aligning the organization. This approach helps our clients form a picture of their organization's strengths, weaknesses, needs, and priorities. Our award-winning model helps us to work as closely as possible with our clients to achieve better, faster, and more sustainable results.

### MEETING AND EXCEEDING EXPECTATIONS WITH TECHNOLOGICAL SKILLS

We are proud of our expertise in new technologies: we understand their potential and the impact they will have on our clients' business activities. This expertise is essential in gaining our clients' trust and becoming their chosen transformation partner.

That means being constantly "enterprise ready", and we do this through our Assess-Validate-Exploit approach. We begin by assessing technology trends in domains like AI, blockchain, cloud, connectivity, cybersecurity, data, IoT, and immersive technologies. Then we exploit that understanding by leveraging it through TechnoVision, our platform for architects and practitioners to implement enterprise-ready technology.

### APPLYING INNOVATION AT SPEED AND SCALE

Our clients find an accelerated path to embed innovation using our Applied Innovation Exchange (AIE). A global network composed of 16 innovation labs, the AIE provides a controlled environment for organizations to immerse themselves in the understanding, experimentation, and application of emerging technologies. Clients learn how to apply innovation at the right speed and scale, in a secure and sustainable manner, as well as proactively plan for disruptions in business. Thanks to a carefully curated ecosystem of partners and startups, the AIE helps our clients to select the technologies best suited to tackle their unique sectorial challenges and turbocharge their transformation. /

For the seventh year in a row, we are proud to be recognized as one of the world's most ethical companies by the Ethisphere Institute, a world leader in the promotion of best practices for business ethics.

\*World's Most Ethical Companies™ and "Ethisphere" names and marks are registered trademarks of Ethisphere LLC.

\*Our client satisfaction process, known as OTACE (On Time and At Client Expectations), helps ensure that the services we provide continue to meet or exceed our clients' expectations.





# Noteworthy publications

The **Capgemini Research Institute** publishes several reports and studies on various topics every year to help our clients analyze major trends in their markets, understand the impact of new technologies on their business, and anticipate upcoming challenges.

## CAPGEMINI RESEARCH INSTITUTE



The Secret to Winning Customers' Hearts with AI: Add human intelligence

#CUSTOMEREXPERIENCE



Cybersecurity: The new source of competitive advantage for retailers

#CYBERSECURITY



Digital Engineering: The new growth engine for discrete manufacturers

#DIGITALMANUFACTURING



Application Landscape: IT handbook

#NEXT-GENADM



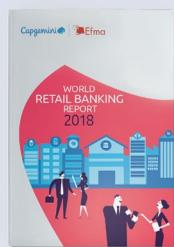
Building the Retail Superstar: How unleashing AI across functions offers a multi-billion dollar opportunity

#ARTIFICIALINTELLIGENCE



Unlocking the Hybrid Integration Dividend

#CLOUD



World Retail Banking Report 2018

#BANK



## Find out more

Discover all the Group's publications at

[capgemini.com/research-institute/](http://capgemini.com/research-institute/)

**Project management**  
**Group Marketing and Communication Department**  
11 rue de Tilsitt, 75017 Paris France

**Graphic design, production and publishing**  
WordAppeal & Studio L'Éclaircur

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Thukral & Tagra  
Out of Play, 2017  
Installation: cement, resin, grains  
Exhibition "Bread circuses and wifi"  
Pearl Lam Gallery, Hong Kong

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