

LIVING THE FUTURE
since 1967

50th Anniversary Press Kit

People matter, results count.

 **Capgemini**
CONSULTING.TECHNOLOGY.OUTSOURCING

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PAUL HERMELIN
CHAIRMAN AND CEO OF CAPGEMINI GROUP

“

I would have loved for Serge Kampf to pen the foreword to this 50th anniversary commemoration himself in his legendary style. He possessed both the legitimacy and the historical depth to do so, since he was inspirational at every turning point in the Capgemini adventure. In 1967, while launching Capgemini in Grenoble with just a handful of employees, he was among the first to grasp what was required of a service provider to succeed in the new and still not well understood world of IT.

I remember fondly the year 1993 when Serge invited me to join the team and work by his side. Nearly 25 years later, the Group has strengthened its position even further, now ranking among the top in the industry. We can be proud of our success. We owe it not only to those who have placed their trust in us—our clients, employees, shareholders and partners—but also to our founder, an exceptional creator and industry champion, the likes of whom are hard to find.

What fascinated me most about Serge was his interest in the little things as much as the bigger picture. He could enter meticulously into the most precise details of the company's inner workings, and the next moment define key elements of the company's overall strategy at lightning speed, rightly anticipating industry trends before they fully emerged. He hated sticking to what was comfortable, and his entire journey, like the Group's, was the result of striking a subtle balance between being bold and being rational. Being bold leads us to take risks and being rational focuses our hunger for new adventures.

Serge was not afraid to continually reinvent the Group he had built. His demanding vision, obsession for results, and passion for people never ceased to amaze me. But even more importantly, throughout his career, he fought tooth and nail for the values that made him who he was. These were profoundly human values that speak to all of us, represent the bedrock of Capgemini's culture, and are held deep in the hearts of our 200,000 employees.

After 50 years, Capgemini has become a truly global and multicultural group, steadfast to the ethical framework that guides our operations and fiercely attached to our independence: global because we are firmly anchored in both our European birthplace, as well as the United States—and more recently India and Brazil—and multicultural because we embody the principles of diversity. There is no dominant culture, but an extraordinary coming together that transcends cultural boundaries.

Now it is up to us, and all those who join our ranks in the future, to write the next chapter in this incredible story. We will continue to live up to our clients' high expectations by overcoming the exciting technological feats of tomorrow. We will continue to ensure that digital technology and the cloud, like artificial intelligence and automation, are understood to be tools that empower us rather than replace us. To that end, Capgemini must continue to transform, innovate and take risks with that same desire and determination shown by all those who have made the Group what it is today.

”

Happy Birthday Capgemini!

GROUP

backgrounder

With more than 190,000 people in 40 countries, the Capgemini Group is dedicated to helping its customers improve their performance by creating and delivering business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness. Capgemini offers a range of services that combines four key business lines, considerable expertise in many sectors, and “packaged” offers that incorporate the finest available technology.

Since the creation of the Group 50 years ago, in 1967, Capgemini’s culture and business practices have been inspired and guided by seven core values. These principles drive the Capgemini Group as a whole and also as individuals. More than just rules of behavior, these values are at the heart of Capgemini’s approach as an ethical and responsible company. A fundamental part of the Group’s DNA, they are the guarantor of Capgemini’s reputation: Honesty, Boldness, Trust, Freedom, Solidarity, Modesty and Fun. In 2017 Capgemini was recognized by the Ethisphere Institute, a global leader in defining and advancing the standards of ethical business practices, as a 2017 World’s Most Ethical Company® for the fifth year in a row.

FOUR MAJOR BUSINESSES

Consulting Services: (Capgemini Consulting), which help to enhance the performance of organizations, based on in-depth knowledge of client industries and processes;

Application Services: which devise, develop, implement and maintain IT applications covering the Group’s system integration and application maintenance activities;

Technology and Engineering Services (Sogeti): which provide assistance and support to internal IT teams within client companies;

Other Managed Services: which integrate, manage and/ or develop either fully or partially, clients’ IT Infrastructure systems (or that of a group of clients), transaction services and on demand services and/or business activities (Business Services).

Through its four businesses, Capgemini offers a wide spectrum of expertise. This enables us to respond to the majority of our clients’ business challenges, particularly through our solutions for: IT infrastructure, end-to-end management of IT applications, outsourcing of IT systems for support functions, digital engineering to underpin R&D, management of customer relationships through IT systems, procurement, strategy and transformation consulting.

SIX SECTORS OF ACTIVITY

The Group’s sectoral expertise ensures that we are always up to speed with the challenges facing our clients and developing solutions tailored to their specific objectives. The Group has a presence in six sectors:

Consumer Products, Retail & Distribution: companies in these sectors are facing new constraints linked to productivity and the ever-increasing pace at which their customers’ expectations are changing. Capgemini provides them with the technology and expertise they need to access e-commerce platforms that combine flexibility and speed;

Energy, Utilities & Chemicals: using the latest technology, the Group helps companies in these sectors to overcome the twofold challenge of constantly changing regulations and increasingly stringent environmental standards. Capgemini is the world leader in IT systems for electricity meters known as “smart meters”;

Financial Services (Insurance and Banking): the Group supports the rationalization and simplification of financial institutions’ applications and infrastructure (particularly within insurance and banking). Our main fields of expertise are mobility, intelligent data management, client experience improvement and regulation compliance;

Public Sector: Capgemini assists administrations, companies and public agencies, as well as major local authorities, to implement their programs and plans for modernization, with an ever-growing focus on digital;

Manufacturing, Automotive and Life Sciences: these activities may be fertile ground for innovation, but improving competitiveness is a constant challenge. Through our outsourcing and Business Services, among others, Capgemini provides companies in these sectors with a wide array of solutions. These solutions enable companies to make significant savings on IT systems management and support functions, in addition to steering their digital transformation journey towards smart, connected products and plants;

Telecommunications, Media and Entertainment: operators in this sector are faced with declining revenues from their traditional activities, competition from new players and the saturation of their networks due to the explosion of content. Having supported the sector for over thirty years, Capgemini offers access to in-depth knowledge of telecommunications and digital content, as well as our technological expertise with regard to networks.

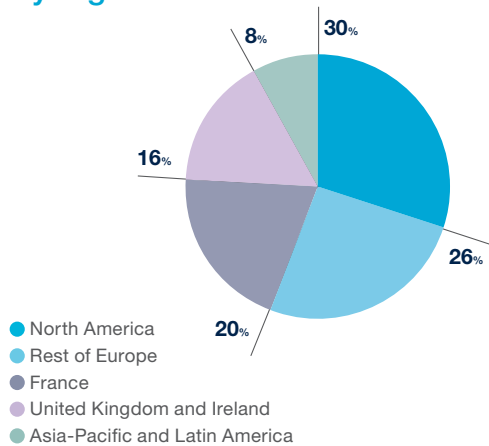
Capgemini is constantly adapting and strengthening its products and services across all sectors and businesses.

Cloud and Digital have become the main drivers behind the Group’s innovation and growth, boosting the entire portfolio.

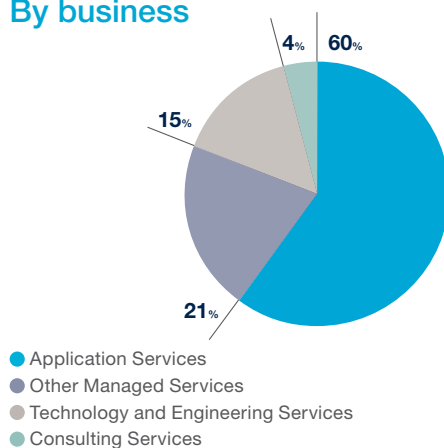


Revenue breakdown

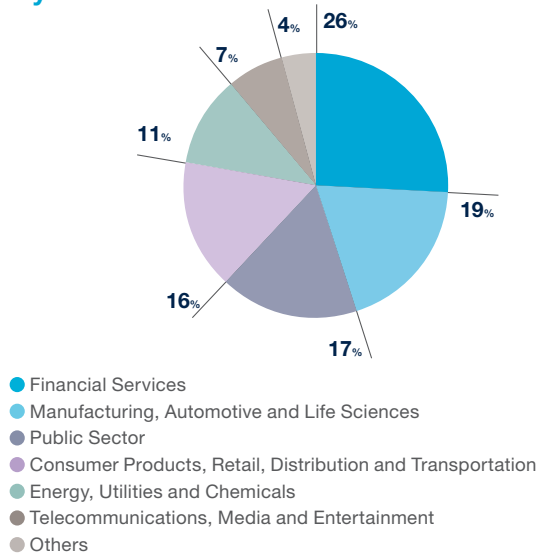
By region



By business



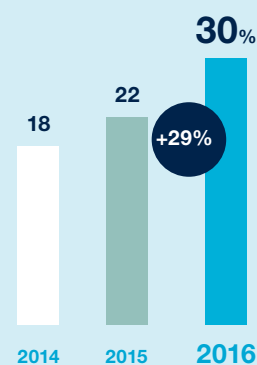
By sector



Digital and Cloud offerings

as a percentage of revenues

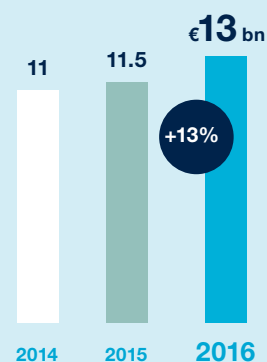
Digital and Cloud revenues grew by 29% in 2016, accounting for 30% of total Group revenues.



Bookings

in billions of euros

Bookings during the year totaled €13,027 million, compared with €11,538 million in 2015. The book-to-bill ratio stands at 1.04 for the year 2016.



Capgemini

around the world

AS OF 31 DECEMBER 2016

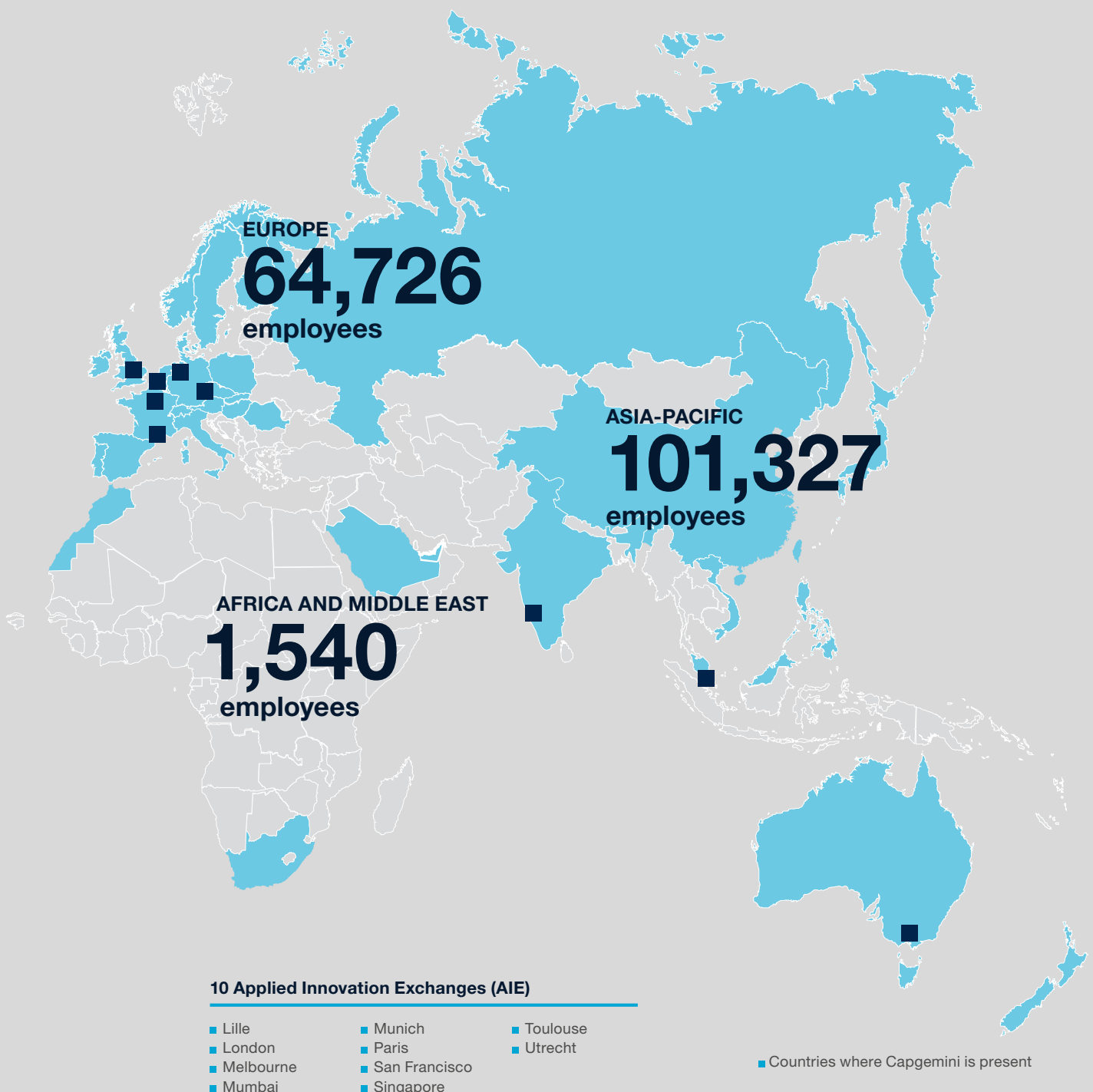


Capgemini is a diverse, multicultural and global player. It relies on close to 200,000 employees in more than 40 countries to deploy customized solutions for its clients in every market, sector and geography. Its Applied Innovation Exchange (AIE) supports the discovery and spreading of disruptive technologies which are key to the future of companies.

Applied Innovation Exchange (AIE)

Capgemini's global network of innovation centers, the Applied Innovation Exchange, provides a structured environment that enables companies to understand and apply innovation, to proactively respond to the various technology and business shifts which are confronting them on a daily basis. The AIE is based on a fundamental observation: Innovation is useless unless it is applied. The power of the platform lies in its capacity to help companies quickly apply innovation. The network

brings together an entire ecosystem of actors—including sectoral experts, technology partners, academics, and startups—to provide clients with the latest advances in emerging technologies, such as the Internet of Things, data analysis, and cloud. In addition, each AIE offers specialized sector and process expertise. For example, the Munich AIE specializes in the automotive sector, the AIE in Paris in virtual reality, and the London AIE in FinTech.



50 YEARS

of services and technology

Founded by Serge Kampf on October 1, 1967, in Grenoble, France, the business management and information processing company Sogeti emerged at a critical moment in IT history.

At the end of the 1960s, IT made a bold entry into the business world, profoundly transforming both organizations and their activities. Increasingly complex IT equipment made it essential to enlist the skills of specialists. Up to this point, computer manufacturers handled IT services, but now these services emerged as a full-fledged business in their own right. The company that would later become Capgemini set its sights on leveraging IT to boost growth, competitiveness, and innovation among its clients. Fifty years later, with the digital revolution in full swing, that mission remains exactly the same, with a focus on putting people at the heart of technological advancement now more than ever before.

Rise of a dynamic business (1967–1975)

It took less than ten years for Sogeti to emerge as a key player in the sector. Sogeti may have enjoyed humble

beginnings, but the company quickly set itself apart from the competition with its groundbreaking vision. It became the first company in France to offer its clients the full range of IT services, including setup, data entry, processing, software design, training, etc. It was also the first company in Europe to offer clients either full or partial management of their IT systems (called IT outsourcing) and to offer consulting on how to adapt IT resources to specific organizational structures.

Leveraging an astonishing array of techniques and resources, Sogeti powered the productivity revolution of the 1960s and 1970s. In these early years, the company that would later become Capgemini established its legitimacy and earned the solid reputation that is still its greatest strength today as a company that works closely with customers, listens to their

needs, and delivers end-to-end support for their projects.

Driven by the originality of its business model, Sogeti took control of large IT services companies CAP and Gemini in 1973 and 1974. On January 1, 1975, this dual acquisition led to the birth of a truly European Group: Cap Gemini Sogeti.

Era of expansion (1975–1989)

With the acquisitions of CAP and Gemini, the Group began to stake out an international path from Europe to the United States, where it began operating in the late 1970s. The Group's professional activities underwent another profound transformation during the 1970s and 1980s. With the acquisition of CAP, the Group inherited a wealth of knowledge about large-scale computer systems. To continue adding value to its services, the

Rise of IT services companies: a response to the need for technical assistance after IT entered the business world.





company acquired a European leader in systems integration, SESA. This acquisition anchored Cap Gemini Sogeti as a successful multinational built on incredible brainpower. Two years later, the company entered the Paris stock exchange, capping off its meteoric rise.

Sights set on leadership (1990–1997)

The 1990s offered the Group a period of critical reflection. In an increasingly competitive environment, Cap Gemini Sogeti sought to redefine its activities and become the top leader in all of them. To carry this out, the Group offered a capital investment opportunity to German conglomerate Daimler-Benz in 1991. With this deal, the Group was able to expand into growth industries such as IT outsourcing, acquiring European leader Hoskyns. However, the partnership between Daimler-Benz and Cap Gemini Sogeti (renamed Cap Gemini in 1996) ended in 1997.

A global champion emerges (1998–2001)

At the end of the 1990s, having regained its independence, Cap Gemini took full advantage of the excitement surrounding the dot-com bubble, Y2K and the birth of the Euro, pursuing several new objectives. In 2000, the company acquired Ernst & Young Consulting, making Capgemini the world leader in its sector and consolidating its position in the United States. But the 2001 recession caused by the collapse of the dot-com bubble and difficulties integrating Ernst & Young Consulting hit the Group hard.

New horizons (2002–2017)

On the recommendation of Serge Kampf, Paul Hermelin was named CEO of Capgemini in 2002. The Group's return to growth in 2004 enabled the company to pursue new horizons. These included developments in India, which became a global hub for IT services and the centerpiece of the

Group's industrialization activities. Two major steps in this direction were the acquisition of Kanbay in 2007 and Igate in 2015, both American IT services companies specialized in financial services and possessing a strong presence in India. The Group also entered Brazil by taking control of CPM Braxis, the top Brazilian IT services company, in 2010. New technological horizons included the launch of new services integrating shifts such as the cloud, digital technologies, big data and cybersecurity.

In May 2012, Serge Kampf passed the torch to Paul Hermelin, who was named Chairman and CEO of Capgemini. "The Group will certainly carry forward its incredible history," said the Group's founder. With nearly 200,000 employees worldwide, including 100,000 in India, Capgemini is pursuing now more than ever the same objective as in 1967: to make businesses more efficient, innovative and agile.

Capgemini's mission for the past 50 years: leveraging IT to boost companies' growth, competitiveness and innovation.

**50 YEARS
OF ADVENTURE
(1967-2017)**



THE GROUP STORY SO FAR: TIMELINE



1967— 2017: 50 YEARS OF ADVENTURE

From a French startup
to a world leader

Over a half century, Sogeti developed into the global leader in consulting, technology and outsourcing services we now call Capgemini. During these five decades, Capgemini has retained its love for adventure and conquest. Since 1967, all of its employees have embodied this desire to “live the future.” Let’s take a look at a few milestones.

1975

Sogeti + CAP + Gemini

The first acquisitions are underway with the purchase of two major competitors, CAP and Gemini. Sogeti becomes Cap Gemini Sogeti, the number one European IT services company, with 2,000 employees.



1960



1967

Little Sogeti has a big future

In Grenoble, Serge Kampf founds IT services company Sogeti with only a handful of employees. At first, there were just six full-time employees working from a two-room apartment... a figure that would only climb in the years ahead!



1970

“Torture Sogeti”

Sogeti runs its first advertising campaign in French daily newspaper *Le Monde* with the following message: “Stop torturing yourself, torture Sogeti.” A visionary company, Sogeti is the first IT services company in Europe to launch into organizational consulting.



1976

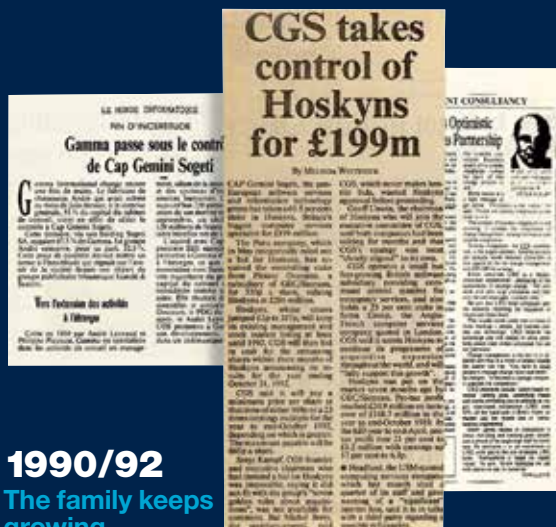
Internet before its time!

SESA, the French IT services company specialized in systems integration, develops TRANSPAC, the first public data transmission network in Europe.

1977

A banking revolution

Cap Gemini Sogeti designs the IT architecture for the first banking terminals.



1990/92

The family keeps growing

In line with its aggressive leadership strategy, Cap Gemini Sogeti acquires English company Hoskyns, the European leader in IT outsourcing. Just two years later, the successive acquisitions of Volmac, Europe's most profitable IT services company at the time, and Programmator, one of Sweden's largest IT service companies, cement Cap Gemini Sogeti as the sector's European leader.

1980



1980

The world's first electronic phone book

In France, Cap Gemini Sogeti is tasked with creating the world's first electronic phone book, and in the United States, signs its first major contract with the *Los Angeles Times* to develop an IT system enabling the company to deliver its newspaper to 1.25 million subscribers daily.



1985

A happy IPO

On June 12, Cap Gemini Sogeti debuts on the Paris Stock Exchange. The share price skyrockets more than 25% in only five days.



1996

New name for a new step

In September, the Group adopts a new logo and name, Cap Gemini, letting go of the original company name, Sogeti.

**1998****42 countries at the starting blocks**

Big projects don't intimidate the Group. The company signs a multinational contract with General Motors for the development of new client/server systems in 42 countries.

**2002****Confident about the future**

Paul Hermelin, who has worked alongside Serge Kampf since 1993, becomes CEO of the Group. The name Sogeti is reborn through the creation of a subsidiary specialized in local IT services.

**2000****2000****A good start to the millennium**

The 21st century kicks off with the mega-acquisition of the consulting division of American giant Ernst & Young. The merger proves more complex than anticipated. The Group employs more than 50,000 people.

**2003****At Her Majesty's service**

The Group signs one of its largest outsourcing contracts to date with the British tax department.



2004

A new beginning

After four years of downturn, the Group starts to recover and gets a makeover with a new graphic identity.



2012

Handover

45 years after founding the Group, Serge Kampf steps down as Chairman of Capgemini. He passes the torch to Paul Hermelin, who becomes CEO and Chairman of the Group.



2010



2007

12,000 employees in India

Capgemini finalizes another watershed acquisition with Kanbay International. This American IT services company specializes in financial services and boasts a strong presence in India.



2007

Converting the try

Capgemini affirms its commitment to rugby by officially sponsoring the Rugby World Cup in France.



2010

Present on every continent

Already present in 30 countries, Capgemini enters South America by acquiring CPM Braxis, Brazil's leading IT services company. The Group now employs more than 100,000 people worldwide.



2014

Head in the cloud

The Dutch Postal Service selects Capgemini to lead its 100% cloud strategy.



2014

A best seller

Capgemini Consulting publishes a landmark book on digital transformation.

**2016****Passing of the founder**

Serge Kampf passes away at age 81 in Grenoble, the city where he founded Capgemini 49 years earlier.

**2017****Happy birthday!**

200,000 employees celebrate Capgemini's 50 years all over the world, relishing in their shared vision for the future.

2070**2015****North America, the Group's largest market**

Capgemini acquires American company Igate, further developing its presence in the United States and India.

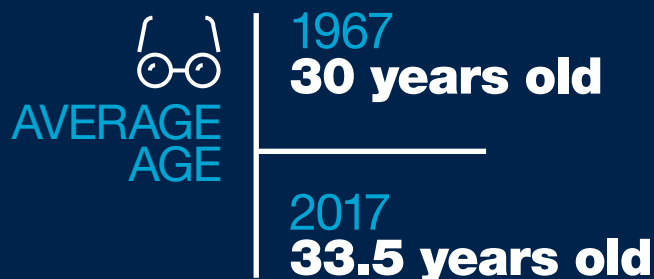
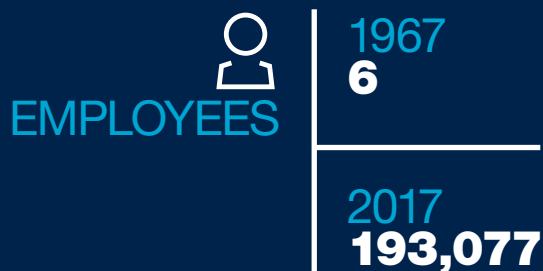
And in 2067?

“
Undoubtedly, the journey is far from over.
In fact, I think it's just getting started again.

”

Serge Kampf

WHEN IT ALL BEGAN IN 1967





1967
1

2017
380



1967
8

2017
+6,000



1967
1

2017
21



1967
26,000 FRF

2017
€12.5 billion



1967
7

2017
7



1967
0

2017
+12 million

**50 YEARS LATER
IN 2017**
**A GLOBAL AND
MULTICULTURAL
LEADER**

SERGE KAMPF

PORTRAIT OF SERGE KAMPF

by Tristan Gaston-Breton – March 15 2016





Founder of the Capgemini Group that he led for 45 years, Serge Kampf transformed a small company created in Grenoble into a global leader in the IT services industry.

Born in Grenoble in 1934, Serge Kampf was neither engineer nor IT services specialist. With a double degree in Law and Economics, he began his professional career at the General Direction of Telecommunications in Paris, before joining the sales development teams of the Compagnie des Machines Bull in Grenoble, at the time one of the leading global computer manufacturers. Appointed manager of the Dauphiné-Savoie region, he resigned from his job in 1966 in protest against his employer's decision to replace the Bull series of computers by those provided by General Electric. This impulsive reaction, born from a sentiment of revolt, led Serge Kampf to draw the conclusion that "the best way to not have to accept the decisions of others is to take the decisions oneself". This led to the birth, on October 1, 1967, of the Société pour la Gestion de l'Entreprise et le Traitement de l'Information (Sogeti), the future Capgemini Group.

Installed in a two-room apartment in Grenoble with just six employees, the company enjoyed a staggering growth thanks to the initial choices made by Serge Kampf: a wide range of services, an early entry into outsourcing and consulting, operational decentralization, financial independence, total freedom from IT manufacturers... Original and even atypical, this strategy firmly established Sogeti in the IT services landscape. In 1974, Serge Kampf skillfully handled the acquisition of CAP, its most prestigious competitor,

specialized in the conception and production of major software and major systems. This operation, a premier in the world of French IT services companies, caused disruption in a sector still unfamiliar with public tender offers. While it interested, intrigued, and even annoyed many, it resulted in Sogeti becoming the leading player in the IT services industry in France. This was followed, one year later, by the acquisition of Gemini which held a strong positioning in Europe. Just after this, and against the opinion of most of those close to him, Serge Kampf decided to rename the company that he had founded eight years earlier. In 1975, Sogeti became Cap Gemini Sogeti. It became Capgemini in 1996.

The years that followed were years of conquest. The conquest of new businesses, with the necessary developments in consulting and IT services; the move into new markets, particularly in Northern Europe and the United States; the listing on the Paris Stock Exchange; and major shareholdership alliances, first with CGIP (Wendel Investments), then with Daimler-Benz... The Group grew at a pace of two to three acquisitions a year to become a global leader in IT services. A discreet but influential entrepreneur, a visionary and a man of great intellectual rigor, Serge Kampf stood out for his original management methods that made friends of employees, and that were built on the adhesion to a collective project and strong values.

While building his global group, Serge Kampf was by no means spared from doubts, and even failures. The alliance with Daimler-Benz, signed in 1991, ended in a divorce, pronounced in 1996. In 2000, it was the merger with Ernst & Young Consulting – extremely ambitious, and conducted on the eve of a major economic crisis – that came close to destabilizing Capgemini and that deeply affected its founder. Throughout each of these events, however, Serge Kampf succeeded in keeping a steady hand at the helm and in re-establishing the growth perspectives of the Group.

As of 2002, Serge Kampf took a step back in the day-to-day management of the Group. He handed over the general management to Paul Hermelin with whom he shared common values and a similar conception of the future of Capgemini. In 2012, he took a further step in this direction, requesting the non-renewal of his mandate as Chairman of the Board, and proposing that Paul Hermelin be appointed in this function. Honorary Chairman and Vice-Chairman of the Board, he continued to be consulted on all the major subjects relating to the life of the Group.



AS OF MARCH 1, 2017

Executive Committee

The Executive Committee comprises 21 members, including the seven members of the Group Executive Board **listed in blue**.

The Chairman and CEO and six members of the Executive Committee make up the **Group Executive Board**, which is in charge of the Group's operations and Executive Committee meetings. It meets every week.

The Executive Committee helps Group management define the Group's main strategies. It sets the strategic priorities and the resulting action plans. It ensures that these plans are properly and effectively implemented at the operational level. It meets every six weeks.



The Capgemini Executive Committee photographed at Les Fontaines campus, which houses the Capgemini University, March 2017.

From left to right

- | | | | |
|--|--|--|---|
| 1. André Cichowlas
Quality and Delivery | 5. Paul Hermelin
Chairman and CEO | 11. Srikanth Iyengar
Sales | 17. Jean-Baptiste Massignon
General Secretary |
| 2. Thierry Delaporte
Financial Services
and Latin America | 6. Hubert Giraud
People Management
and Transformation | 12. Luc-François Salvador
Application Services - APAC | 18. Aruna Jayanthi
Business Services |
| 3. Salil Parekh
Application Services One,*
Cloud Infrastructure Services,
Sogeti, and Cloud Services | 7. Aiman Ezzat
Finance | 13. Christine Hodgson
Corporate and Social
Responsibility | 19. Cyril Garcia
Capgemini Consulting
and Digital Services |
| 4. Olivier Sevillea
Application Services Two,**
Business Services, Consulting
Services, and Digital Services | 8. Patrick Nicolet
Competitiveness and India | 14. Virginie Régis
Marketing and Communications | 20. John Mullen
Application Services -
North America |
| | 9. Srinivas Kandula
India | 15. Jean-Philippe Bol
Cloud Infrastructure Services | 21. Lanny Cohen
Technology and Innovation |
| | 10. Pierre-Yves Cros
Strategy and Development | 16. Hans van Waayenburg
Sogeti | |

* Asia-Pacific, North America, and United Kingdom.

** Benelux, Central Europe, France, Germany,
Nordic countries, and Southern Europe.

PAUL HERMELIN

Chairman and CEO of the Capgemini Group
Chair of the Group Executive Board





Paul Hermelin spent the first fifteen years of his professional life in the French government, primarily in the Ministry of Finance. He held a number of posts in the Budget Office and on various ministry staffs, including that of Finance Minister Jacques Delors. He was chief of staff to Dominique Strauss-Kahn, Minister of Industry and Trade, from 1991 to 1993. Hermelin joined the Capgemini Group in May 1993, where he was first placed in charge of coordinating central functions. Taking a seat on Cap Gemini's Directoire in May 1996, he was named CEO of Cap Gemini France and, in May 2000, following the merger between Cap Gemini and Ernst & Young Consulting (which he initiated), he became deputy CEO of the Group and member of the Board.

In December 2001, the Board of Directors accepted Serge Kampf's proposal to appoint him CEO of the Capgemini Group as of January 1, 2002. In May 2012, Paul Hermelin became Chairman and CEO of the Capgemini Group. Paul Hermelin graduated from the Ecole Polytechnique in 1972 and the Ecole Nationale d'Administration (ENA) in 1978.



A FEW GROUND- BREAKING PROJECTS

Living the future has been a driving force for Capgemini since 1967. From the emergence of IT in the 1970s to the digital revolution of today, the Group assists its clients in adapting to major technological transformation. Here are a few groundbreaking projects from the last five decades, as told by the employees who carried them out.



Read more about
these ground breaking
projects and others at
www.capgemini50.com

OF ROBOTS AND MEN – FRANCE

From ticket

1969

PUNCHERS

to magnetic strips:
A revolution for the
Paris Metro

TELECOMMUNICATIONS › “Tickets please!”

There was a time when each Paris subway ticket was inspected and validated by a ticket puncher.

How did we go from that to automated turnstiles?

With a little help from Capgemini, of course!

CONQUERING REAL TIME – FRANCE

INTERNET

before its time

TELECOMS › “The TRANSPAC network will be in service day and night beginning Thursday, December 21, 1978.” With this brief statement, the French National Telecommunications Research Center (CNET) announced the official launch of the TRANSPAC data transmission network, hailing a telecom revolution.

1978

MAXIME DONAL
Former Head of SESA's
Telecommunications Division

 Read more about
these ground breaking
projects and others at
www.capgemini50.com



LARS OLOF NORELL
Former Branch Manager Sweden, Capgemini

BEYOND MODERN TIMES — FRANCE

Saab: Draw me an AIRPLANE

1980

AVIATION › In the early 1980s, Cap Gemini Sogeti helped Saab Group reduce aircraft production time by 90% thanks to 3D computer-aided design (CAD), an innovation ahead of its time.

CONQUERING REAL TIME — FRANCE

Sky is not the **LIMIT**

1986

AEROSPACE › Space, the final frontier...In 1986, the SPOT satellite rocketed into orbit and turned its cameras toward Earth. Snapshot after snapshot, it built up a monumental stock of images. There was just one problem: among the millions of photos contained in the database, how could the image requested by a buyer be rapidly and accurately located? **This was the unprecedented challenge tackled by Capgemini at the request of CNES.**



Read more about
these ground breaking
projects and others at
www.capgemini50.com



BEYOND MODERN TIMES — NORTH AMERICA

REVVING UP

in the automobile sector

1998

AUTOMOTIVE › General Motors, a giant in the competitive automotive industry, turned to Capgemini in 1998 for assistance. In January 1998: Capgemini signed a contract with General Motors, the world's leading automotive company from Detroit, to develop and install its new client/server systems. The goal? — to accelerate and optimize communications between the automaker's different programs. In other words, **Capgemini's task was to boost the productivity of General Motors' entire IT network.**

THE END OF CASH — FRANCE

Banking


without the MOPEDS

BANKING › What method could be more efficient than a moped to carry out the 50 million daily interbank transactions between French banks—the equivalent of France's GNP? **That's the challenge Capgemini took on in the mid-1980s.**

1985



ANDRÉ CICHOWLAS
Head of Delivery at Capgemini Group

 Read more about these ground breaking projects and others at www.capgemini50.com



BILLIE MAJOR
Chief Operating Officer for Capgemini Aspire

HEAD IN THE CLOUD – UK

At Her **MAJESTY'S SERVICE**

2003

PUBLIC SECTOR › How to quickly process millions of tax forms submitted each year by Her Majesty's taxpayers? **This was the challenge handed to Capgemini in 2003.**

BEYOND MODERN TIMES – UK

How Royal Mail stamps won the **GOLD!**

2012

SUPPLY CHAIN › What could be better than winning an Olympic gold medal? How about seeing your victory immortalized on a stamp in post offices the very next day? That would mean accomplishing something that usually takes months in under 12 hours. For the London 2012 Summer Olympics, **Capgemini supported Royal Mail to reach the top spot on the supply chain IT services podium.**



Read more about
these ground breaking
projects and others at
www.capgemini50.com

THE HOLY GRAIL OF CUSTOMER EXPERIENCE — GLOBAL

Consumer goods: deep dive into **BIG DATA**

CONSUMER GOODS › The goal of the people data centers created by Capgemini is to use information circulating on the web and social media to **tailor product offers, optimize sales, and reduce costs.**

2013



MANUEL SEVILLA
Cloud leader at Capgemini financial services for Europe

HEAD IN THE CLOUDS — NETHERLANDS

PostNL: high up in the **CLOUDS**

2013

CLOUD › PostNL was the first Dutch company to rely entirely on a cloud system because of its strong digitalization strategy. **This major transformation was managed by Sogeti, one of Capgemini's main subsidiaries.**



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MEHDI ESSAIDI
Co Director Mov'inblue
at Capgemini

BUSINESS MODELS: HAPPY BREAK-UPS — FRANCE

Mov'inBlue: a **JAMES BOND** car for the masses

2015

AUTOMOTIVE › In October 2016, visitors to the Paris Motor Show and technology enthusiasts got to experience Mov'inBlue, a solution that locks, unlocks and starts a vehicle with just a smartphone. It may not have been the “ultimate new gadget”, but it had **strong potential to usher in a new economy of demand-responsive transportation.**

THE END OF CASH — IRELAND

Bank of Ireland, **LEADING** the way to the future of banking

2015

BANKING › It is a major contract—“the single largest digital transformation project currently underway in Ireland,” explains project leader Colin Payne, Principal & Global Domain Lead for Digital Banking at Capgemini Consulting. Worth 500 million euros and mobilizing more than 250 engineers and consultants, the contract signed with Bank of Ireland in the summer of 2015 taps into the full range of the Group’s expertise. Not only is the undertaking exceptional in scale, **it is also extremely ambitious to roll out a new banking platform encompassing all the latest technologies including Big Data and Open API.**



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THE HOLY GRAIL OF CUSTOMER EXPERIENCE — GLOBAL

A retail **REVOLUTION!**

2015

RETAIL › In 2015, Capgemini helped revolutionize the retail industry with a connected bag that automatically records purchases and enables payment without ever visiting a cashier. Whether or not this spells the end of the cash register remains to be seen, **but one thing is already clear: customers will have a better in-store experience.**

DO CONNECTED OBJECTS HAVE A SOUL? — NORTH AMERICA

General Electric: Airplane motors maintenance **TAKES OFF** to the cloud

2016



LALIT KHANDELWAL
GE Business Unit Head at Capgemini

AEROSPACE › General Electric is increasingly turning to IoT and predictive maintenance to boost plant productivity, reduce costs and improve product performance. One example is the **revolutionary data exchange system developed for the aerospace industry with Capgemini's support.**



Read more about these ground breaking projects and others at www.capgemini50.com

HEAD IN THE CLOUD – GLOBAL

Staying **CONNECTED** to customers

1995

BANKING › In the mid-1990s, **Capgemini helped businesses implement new technological solutions geared for a new demand:** customers who expect to get in touch right away and at any hour of the day. Retaining customers is precisely what drove the Banque Nationale de Paris (BNP) in 1995 to contact Prosodie, an IT and telecom services provider specialized in customer service, acquired by the Capgemini group in 2011.

BUSINESS MODELS: HAPPY BREAK-UPS – FRANCE

Nemmco: A **BIG LEAP** towards a global transition

2000

UTILITIES › Following an international call for tender, Australian electricity market operator NEMMCO had just selected Capgemini to develop and implement a comprehensive customer management system for its domestic market. Mobilizing 50 engineers for a period of one year, the task appeared rather trivial. In reality, it was anything but. In the early 2000s, Australia had kicked off the global deregulation trend in the energy sector. “Australia was the first country to put an end to public monopolies in energy supply and open up the sector to competition. This was even earlier than the US, Great Britain and the Scandinavian countries,” says Colette Lewiner, Head of Capgemini’s Utilities sector practice in 1998. **That meant managing the new electricity market in a country with 19 million customers, 5,000 kilometers of power lines, and 40,000 kilometers of electrical connections. NEMMCO was created specifically for this purpose!**



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JEROEN VERSTEEG
Former CEO of Capgemini
Application Services Benelux



GREEN IT OR IT FOR GREEN – GLOBAL

Eneco: Connecting 2015 **ENERGY** to ecology

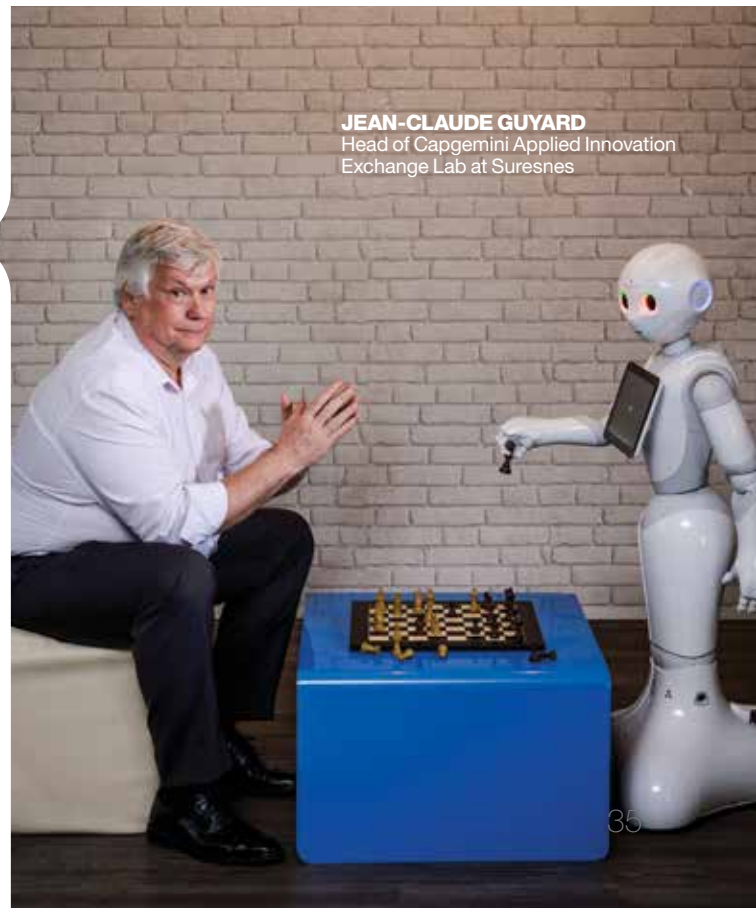
UTILITIES › Energy management obviously concerns electricity producers, but it's also important for consumers, who require innovative tools to help them control their consumption. **The energy group Eneco has called on Capgemini to uncover and develop the most promising energy management solutions of tomorrow.**

OF ROBOTS AND MEN – FRANCE

Artificial Intelligence at your 2016 **SERVICE**

ROBOTICS › “Hello and welcome! How are you? How can I help you?” This store greeter is extremely polite. He's a robot, standing 1.2 meters tall, the result of a partnership between Capgemini and French startup Aldebaran. This first-ever robot store greeter in Europe may well represent the dawn of a new era for customer relations. **“Hello, my name is Pepper...”** He can identify an object, recognize people by their voices, and tell the difference between adults and children, women and men. He can locate the source of a sound and engage in conversation, experience joy and sadness, take photos and tell riddles. “He” is Pepper, a small humanoid robot. Since summer 2016, this little technological marvel has been perusing the aisles of Kiabi, Darty, Carrefour and SNCF-brand stores.

JEAN-CLAUDE GUYARD
Head of Capgemini Applied Innovation
Exchange Lab at Suresnes



OF ROBOTS AND MEN — GLOBAL

Artificial intelligence **TRANSFORMS** customer relationships

2012

TECHNOLOGY › To process thousands of daily customer requests, the global express delivery leader looked to artificial intelligence for the answer. As express delivery transitions into a mature market, the sector can expect to see competition intensify, in an environment where each company offers the same services at the same price. Finding the right strategy to acquire a competitive edge is a big challenge. To stand out, express delivery companies have to invest heavily in one of two things. The first option is to invest in technology that enables better and faster delivery, while the second involves making customer relations more fluid and interactive. **In 2012, the sector's global leader decided to hone in on the latter, calling on Capgemini for support.**

CONQUERING REAL TIME — GLOBAL

Pharmaceutical Industry: **ERA OF THE** connected patient

2015



ARUNA JAYANTHI
Head of Business Services at Capgemini
Member of the Group Executive Capgemini

HEALTHCARE › Computer-based patient support programs are revolutionizing the healthcare industry. These systems are ushering in a new era of the connected patient. Illustrating this transition is the partnership between Capgemini and one of the biggest players in the pharmaceutical sector. Patient Support Programs (PSPs) have become a crucial tool for pharmaceutical companies, hospitals, social security, and insurers and represent a major step forward in the development of e-health. The concept includes a range of specialized digital solutions enabling patients to continually interact with various healthcare professionals from a distance. “The goal of these programs is to create a permanent link with patients and anticipate any potential problems,” says Aruna Jayanthi, Director of Capgemini’s Global Business Services. **This link has the potential to improve medical treatment monitoring and substantially reduce costs.**



THE END OF CASH – GLOBAL

2016

Blockchain: the REVOLUTION is underway

BANKING › Blockchain is indeed a technological breakthrough, at a pivotal time when online financial transactions are taking off. It's no coincidence that this is the technology underlying Bitcoin, an electronic currency that first appeared in 2009. Neither issued nor overseen by a central institution, Bitcoin is managed by a network that is, in a sense, self-governed. Now, the goal is to implement blockchain technology within banking and insurance groups. **This is what motivated Capgemini to develop its own blockchain solutions for banking and financial services in 2016.**

NILESH VAIDYAHead of Banking and Capital Markets
Consulting & Solutions at Capgemini

Read more about
these ground breaking
projects and others at
www.capgemini50.com

APPENDIX I:

InnovatorsRace50 – Recognizing and Rewarding Entrepreneurship

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Capgemini gives early stage start-ups the opportunity to jump start their business with its new InnovatorsRace50 contest

5 winning start-ups to secure equity free funding and opportunity to become a Capgemini partner

Paris, January 10, 2017 - [Capgemini](#), a global leader in consulting, technology and outsourcing services, today announced the 'go live' of its InnovatorsRace50, a worldwide competition for early stage start-ups to showcase the potential of their products, services or innovative uses of technology to disrupt businesses and organizations. This special edition of Innovators Race, to mark Capgemini's 50th Anniversary year, celebrates the spirit of innovative entrepreneurship and builds on the life and times of Capgemini's founder, the late Serge Kampf, who created his very own start-up 50 years ago. The 5 winning start-ups will each have the opportunity to secure business backing of equity free funding to the tune of \$50,000 USD, extensive networking opportunities, participation in international tech events, access to industry experts, and the opportunity to become a Capgemini partner.

Entrants have until **February 28th** to take part in the global competition via www.innovatorsrace50.com. Fifty start-ups will then be chosen across five categories (ten from each), to go forward to personal meetings with a panel of experts who will nominate two finalists per category. The contest categories are:

- Govtech and Social Enterprises
- Fintech and Mobility
- Consumers and Well-Being
- Digital Processes and Transformation
- Data and Security

In April and May the ten finalists, two per category, will then get the opportunity to meet with tech and industry experts in person in five of Capgemini's [Applied Innovation Exchanges \(AIEs\)](#)¹. The five locations are London, San Francisco, Munich, Mumbai and Paris. During this time they will experience this immersive and transformative environment for further exploration, discovery, testing and application of their innovation. They will also benefit from access to an extensive network of experts to help them work on their proposals and prepare their final submission.

¹ Capgemini's Applied Innovation Exchange currently includes a global network of nine innovation spaces, known as 'Exchanges', where organizations are able to immerse themselves in the understanding, experimentation and application of all aspects of emerging technologies, as well as address the business disruptions confronting them and their industries.

“Digital disruption is redefining all industries and innovation is its lifeblood,” comments [Lanny Cohen](#), Group Chief Technology Officer and Member of the Group Executive Committee at Capgemini. “Navigating the start-up scene is at the very heart of what we do for our clients. It’s a privilege to work with emerging entrepreneurs and witness some of the most advanced and radical thinking that is transforming businesses today. We look forward to an exciting special birthday edition of Innovators Race this year, and to welcoming the finalists into our AIEs to help them refine their offers. I wish all participants the best of luck!”

Viewers will be able to see Capgemini’s “InnovatorsRace50” series in full throughout September and October at www.innovatorsrace50.com. A series of videos entitled ‘Unicorns’ will also be featured on <http://CNNMoney.com/Unicorns> and a special round-up TV show will air on CNN International in October. To tie in with InnovatorsRace50, CNN will publish a unique ranking of the 50 most active and promising start-up companies valued at over \$1 billion USD in 2017: The Unicorns 50.

About Capgemini

With more than 180,000 people in over 40 countries, Capgemini is a global leader in consulting, technology and outsourcing services. The Group reported 2015 global revenues of EUR 11.9 billion. Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness. A deeply multicultural organization, Capgemini has developed its own way of working, the [Collaborative Business ExperienceTM](#), and draws on [Rightshore®](#), its worldwide delivery model.

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Capgemini launches ‘Serge Kampf Awards’ to recognize outstanding innovation and entrepreneurship

- ***First recipients will be the 5 winners of Capgemini’s InnovatorsRace50 worldwide competition***
- ***Awards will be presented at VivaTech in Paris in June***
- ***Due to overwhelming number of entries InnovatorsRace50 deadline is extended to March 6***

Paris, February 21, 2017 - [Capgemini](#), a global leader in consulting, technology and outsourcing services, today announced a new prestigious award scheme to recognize outstanding innovation and entrepreneurship around the world. The ‘Serge Kampf Awards’ celebrate the spirit of entrepreneurship in honor of Capgemini’s founder, the late Serge Kampf, who created his very own start-up 50 years ago. The official awards will be presented to the winners of Capgemini’s InnovatorsRace50, in June at VivaTech, the tech show for game-changer start-ups, taking place in Paris, June 15-17.

“It is 50 years since the birth of Capgemini; a unique start-up that has now grown to almost 200,000 people around the world,” comments Paul Hermelin, Chairman and CEO, Capgemini Group. *“As we look ahead the acceleration of digital technologies will enable greater transformation than we can possibly imagine. It is no exaggeration to say that today’s innovative entrepreneurs really do have the potential to change the world. The ‘Serge Kampf Awards’ have been set up to recognize entrepreneurs who can now but also throughout the years demonstrate passion, drive and excellence in innovation.”*

The Serge Kampf Awards will be presented to the winners of Capgemini’s InnovatorsRace50, in June at VivaTech in Paris. Launched in January, to mark Capgemini’s 50th Anniversary, InnovatorsRace50 is a worldwide competition for early stage start-ups to showcase the potential of their products, services or innovative uses of technology to disrupt businesses and organizations. The 5 winning start-ups will each have the opportunity to secure business backing of equity free funding to the tune of \$50,000 USD, extensive networking opportunities, participation in international tech events such as VivaTech, access to industry experts, and the opportunity to become a Capgemini partner.

More than 350 start-ups have already entered this global competition - due to the overwhelming number of applicants, Capgemini has extended the entry deadline to March 6. After this date, fifty will be chosen across five themes (ten from each), to go forward to personal meetings with a panel of experts who will nominate two finalists per theme.

The winners of InnovatorsRace50 will be announced at VivaTech in June, where all ten finalists will be present showcasing their products and services on Capgemini’s Applied Innovation Booth.

Viewers will be able to follow the stories behind the start-ups in the “InnovatorsRace50” series which will be broadcast throughout September and October on www.innovatorsrace50.com. A series of videos entitled ‘Unicorns’ will also be featured on <http://CNMoney.com/Unicorns> and a special round-up TV show will air on CNN International in October.

To tie in with InnovatorsRace50, CNN will publish a unique ranking of the 50 most active and promising start-up companies valued at over \$1 billion USD in 2017: The Unicorns 50.

About Capgemini

With more than 190,000 people, Capgemini is present in over 40 countries and celebrates its 50th Anniversary year in 2017. A global leader in consulting, technology and outsourcing services, the Group reported 2016 global revenues of EUR 12.5 billion. Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness. A deeply multicultural organization, Capgemini has developed its own way of working, [the Collaborative Business Experience™](#), and draws on [Rightshore®](#), its worldwide delivery model.

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Capgemini announces InnovatorsRace50 Top Ten finalists

Finalist start-ups compete to secure equity free funding and opportunity to become a Capgemini partner

Paris, April 13, 2017 - [Capgemini](#), a global leader in consulting, technology and outsourcing services, today announced the ten finalists of its [InnovatorsRace50](#), a worldwide competition for early stage start-ups to showcase the potential of their projects or innovative uses of technology to disrupt businesses and organizations. This special edition of Innovators Race, to mark Capgemini's 50th Anniversary year, received an impressive 928 submissions from 37 countries. From those submissions, 50 have presented their projects to a panel of experts who then nominated the finalists.

The ten finalists will now get the opportunity to connect with tech and industry experts from Capgemini in person, leveraging five of Capgemini's [Applied Innovation Exchanges \(AIEs\)](#)¹ located in San Francisco, Paris, Munich, Mumbai and London. Over the next two months, all finalists will get to experience the AIE's immersive and transformative environment in order to refine different elements of their projects. The finalists, by category, are:

- GovTech & Social Enterprises:
 - [Buddy4Study](#) from Noida (India)
 - [Lili smart](#) from Lyon (France)
- FinTech & Mobility:
 - [Finn.ai](#) from Vancouver (Canada)
 - [Bud](#) from London (UK)
- Consumers & Well-Being:
 - [Kinematics](#) from Berlin (Germany)
 - [Hippogriff](#) from Sundbyberg (Sweden)
- Digital Processes & Transformation:
 - [Cupris](#) from London (UK)
 - [Tensorflight](#) from Sydney (Australia)
- Data & Security:
 - [Ouistiti](#) from Paris (France)
 - [Foxintelligence](#) from Paris (France)

¹ Capgemini's Applied Innovation Exchange currently includes a global network of 10 innovation spaces, known as 'Exchanges', where organizations are able to immerse themselves in the understanding, experimentation and application of all aspects of emerging technologies, as well as address the business disruptions confronting them and their industries.

From June 15 to June 17 at VivaTech, the tech show for game-changer start-ups in Paris, the 10 finalists will be invited to present their projects on the Capgemini booth. On June 16, they will pitch in person to an audience and jury. Five winners will be awarded with the “Serge Kampf entrepreneurship and innovation award” and will each have the opportunity to secure business backing of equity free funding to the tune of \$50,000, extensive networking opportunities, participation in international tech events, access to industry experts, and to potentially join the Capgemini partner ecosystem.

“It’s exciting to see so many innovative and disruptive start-ups take part in this special 50th birthday edition of Innovators Race this year. I want to thank the hundreds of participants for their detailed and creative entries and wish them all the best. I hope to see them in the market and to collaborate with them in the future,” comments [Lanny Cohen](#), Group Chief Technology Officer and Member of the Group Executive Committee at Capgemini. *“We congratulate the finalists for making it this far and are eager to welcome them into our AIEs to help them refine their offerings. I wish them the best of luck and look forward to seeing their final presentations at VivaTech in June.”*

“It’s always an exciting experience to take part in a jury with innovation and start-ups at the heart,” said Jean-Dominique Séval, Deputy CEO, IDATE DigiWorld, and jury member for the finalists’ selection. *“InnovatorsRace50 is ideally placed to discover outstanding entrepreneurs from all around the world, with the expectation to help them for their next step.”*

Viewers will be able to see Capgemini’s “InnovatorsRace50” - ‘best moments’ series - in full throughout September and October on the web at www.innovatorsrace50.com. InnovatorsRace50 has been developed in partnership with CNN’s program entitled ‘Unicorns’ that will also be featured on <http://CNNMoney.com/Unicorns>, and a special round-up will air on CNN International in October. CNN will publish in June a unique ranking of the 50 most active and promising start-up companies valued at over \$1 billion USD in 2017: The Unicorns 50.

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APPENDIX II:

A range of images available
to download



THE FIRST BANKING TERMINALS IN 1977 ›

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INFO SYSTEM INSTALLED AT AN AMERICAN BANK ›

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PUBLIC OFFERING JUNE 12TH 1985 ›

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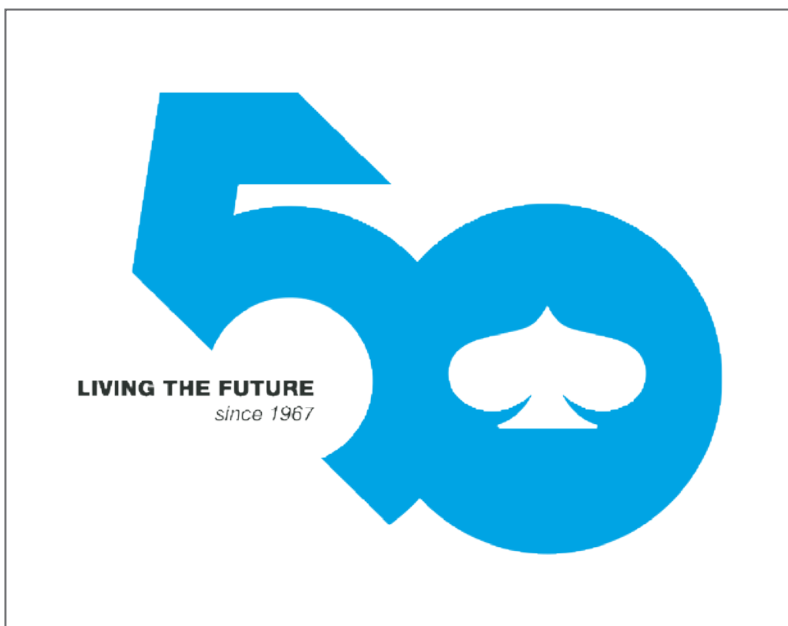


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