



PAUL HERMELIN
CHAIRMAN AND CEO OF CAPGEMINI GROUP

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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.

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Happy Birthday Capgemini!