

# An introduction to our group

Capgemini Group Presentation

February 2026



# Who we are

## Our story

Businesses everywhere are transforming. AI and cutting-edge technologies have created a groundswell of opportunities, new sources of long-term value and resilience. [Capgemini is at the heart of this new technology revolution, partnering with clients in every sector](#) to deliver real, sustainable transformation at scale.

Collaborating across multiple business and tech ecosystems, our team of 420,000 experts in more than 50 countries unleashes human energy through technology and AI for an inclusive and sustainable future.

Fostering agility, leveraging creativity, and maximizing competitiveness, Capgemini is the partner of choice for the businesses and organizations of tomorrow, [helping our clients unlock the value of technology that will define their success](#) in the decades to come.

# Unlocking the value of technology

## Capgemini at-a-glance

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**420,000**

people across more than 50 countries.

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**€22.465 billion**

Group revenues with a stable operating margin at 13,3% of revenue.

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Work with **85%** of the 200 largest public companies on the Forbes Global 2000 list.

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**#1**

Capgemini Research Institute ranked #1 in the world six consecutive times – an industry first

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A network of **21** Applied Innovation Exchanges, our **community of experts and ecosystem partners** bringing ideas to life with clients.

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**4,3/5**

Client satisfaction level on engagements.

*“We operate in a world where technology is omnipresent, profoundly transforming society, businesses, and organizations. Capgemini works at the heart of this revolution as we have always done: with passion and energy, and all together.”*

**Aiman Ezzat**  
Chief Executive Officer



**We are driven by our purpose...**

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



“ Together we can give technology that human touch the world needs. ”

Aiman Ezzat,  
Chief Executive Officer

# ...guided by our values...



**Team spirit**



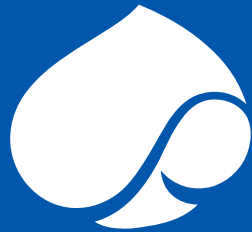
**Honesty**



**Boldness**



**Modesty**



**Fun**



**Trust**



**Freedom**

*“Our values are at the heart of the company and have become its hallmark: an entrepreneurial spirit above all else, respect for all cultures, and love for our clients.”*

**Paul Hermelin**  
Chairman



And inspired by our promise



Make



it



*real.*





# 10

We help our clients imagine their future and make it real with AI, technology and people.

# We unlock the power of tech and create value for our clients...

We engage strategically with organizations around the world



*"Our partnership with Capgemini exemplifies how digital innovation and collaboration can drive significant advancements in life sciences, benefiting patients around the globe."*

**Pius S. Hornstein**  
PhD. Head of Digital Global  
Business Units, Sanofi



*"With their track record of success at Farmers [...] and advanced capabilities in AI, Capgemini has valuable resources to assist us in our journey on a number of levels including solutions delivery, bringing top talent to the process, and assisting with the upskilling of our employees."*

**Paul Wilson**  
COO, Farmers Group, Inc.



*"Working with Capgemini and AWS, we developed TELme, a Gen AI-powered platform that consolidates all our internal research into a single, intuitive interface. [...] Their collaborative approach, combined with expertise in AI and partnership with AWS ensured the development of a secure, scalable and user-friendly platform."*

**Phil Gilchrist**  
Chief Transformation Officer,  
TE Connectivity

# 85%

of the 200 largest public companies on the Forbes Global 2000 list are our clients

# 95%

of our revenue comes from existing clients

# 4.3/5

client satisfaction level



# ...by bringing together strategy, technology, design and engineering.

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## Strategy and transformation

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Applying expertise in technology, data science, and creative design to provide strategy, innovation, and transformation consulting.

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## Applications and technology

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Developing, modernizing, extending, and securing digital environments and IT using the latest tech to build, optimize, and maintain applications.

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## Engineering

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Fostering synergies between the digital and the engineering worlds to help our clients unleash their R&D potential and engineer intelligent products, operations, and services at scale.

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## Operations

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Delivering greater efficiency and operational and technological excellence through business process outsourcing and managed services of applications hosted in data centers or the cloud.



# We help our clients transform at scale, as they transition to a digital and sustainable economy



## Customer first

Customer First focuses on transforming the experience that our clients deliver to their customers, including the value of their products and services, and the quality of each customer interaction.



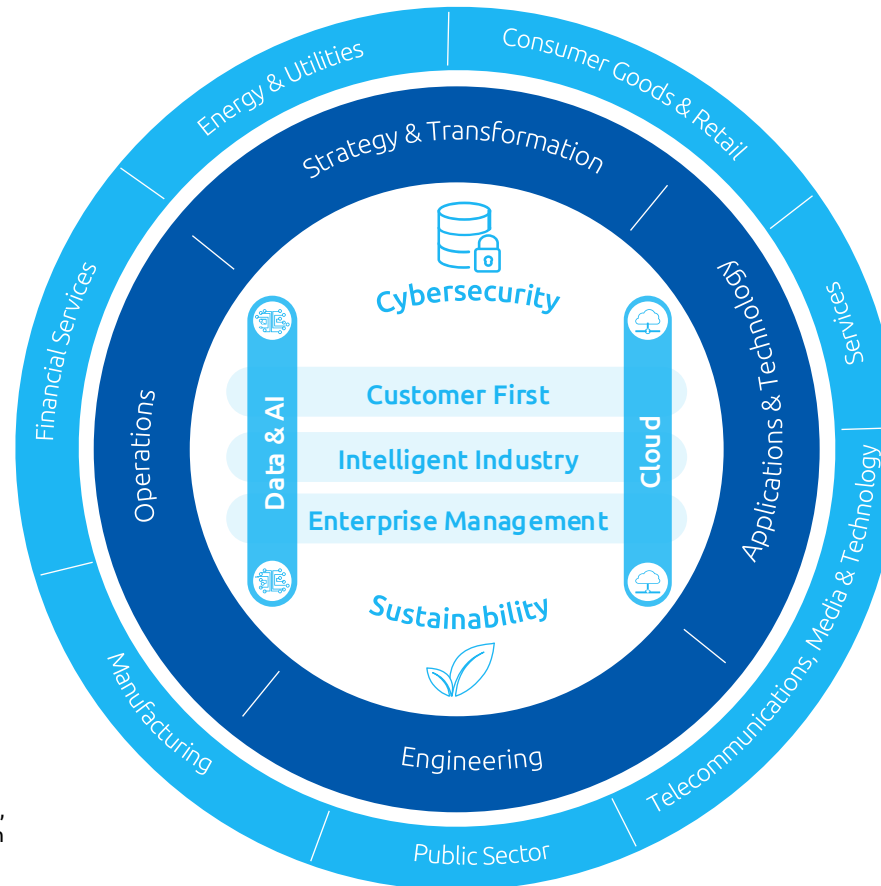
## Intelligent industry

Intelligent Industry addresses the digital transformation of the value chain, from the design and development of intelligent products and services to intelligent supply chain, extending to the smart manufacturing of products and intelligent service operations.



## Enterprise management

Enterprise Management focuses on transforming the processes, teams, solutions and operations in order to run enterprises with greater agility and operational efficiency and therefore offer a seamless, personalized experience to employees.



## Data & Artificial Intelligence (AI)

Central to our offerings, Data and AI – including Machine Learning, Generative AI, and Agentic AI – lie at the core of the strategies and roadmaps we craft for our customers, empowering them to deliver outstanding customer experiences, as well as intelligent, sustainable products, manufacturing processes, and supply chain solutions. Our Data & AI teams design, deploy and administer data management solutions, data platforms and AI solutions customized with proprietary company data at scale. They integrate confidentiality, security and safeguards to create new revenue streams and generate measurable operational efficiencies. We are committed to using data and AI to help build positive, inclusive and sustainable futures for the benefit of the planet, people and society.



## Cloud

Our cloud offerings fuel innovation for all business functions, through the transformation of IT and security systems. We design and develop cloud native applications and business APIs tailored to industry specificities, leveraging agile methodologies and DevSecOps chains powered by AI. In software engineering, we partner with our clients in a new Software House approach, aligning around shared transformation KPIs to achieve impactful results. We also offer product-driven infrastructures and security systems. We support the cloud migration of applications and data, the optimization of processes and the hyper-automation of operations using AI, equipping our clients with the tools to harness the latest cloud technologies and launching intelligent, innovative and value-creating products and services.

# We help our clients become more sustainable enterprises...

Reducing the environmental impact of enterprise IT and AI and creating a culture around net-zero objectives

## Commit

**Net zero strategy & new business models**  
Purpose, commitments, transformation path

## Act

**Sustainable products & services**  
Green experience

**Sustainable operations**  
Manufacturing & Supply Chain

**Sustainable IT**  
Devices, Apps & Infrastructure

## Monitor & report

**Data for net zero strategy**  
Data platform, monitoring & reporting

## Our commitments as a company

Become

# net zero

by 2040, reducing our carbon emissions by 90% v2019 \*

# 100%

renewable electricity by 2025

Help clients save 10 million tons of CO<sub>2</sub>e by

# 2030

*\*The final 10% of residual emissions will be neutralized through high-quality carbon removal solutions to bring us to 'net zero'.*



# ...and instil trust across their environments

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## Define

- Strategic Advisory & Transformation
- Assessments & Testing

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## Defend

- Managed Detection and Response
- Managed Security Services Integration
- Incident Response
- Threat Intelligence and Threat Hunting

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## Protect

- Identity Access Management
- Application & Data Protection
- IT, Cloud, OT & IoT Security
- End Point Protection

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## Safeguard

- Intelligent Security
- Dynamic Security

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## Creating a more open and dynamic future for your organization

Delivering end-to-end, comprehensive security that's solid, agile, scalable and open to innovation.

### 15 Cyber Defense Centers

- Cyber Experience Center
- Identity and Access Management Factory
- Vulnerability Management Factory
- Use Case Factory

**6000+** cybersecurity defense analysts, engineers, architects, and integrators

# We draw on deep industry knowledge

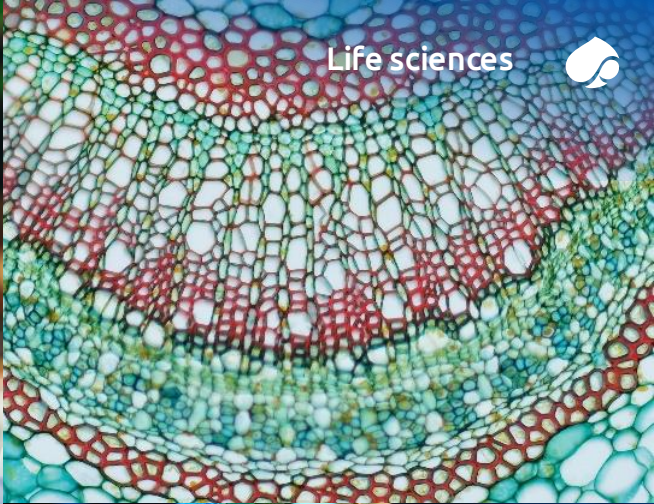
Digital and technology are reshaping businesses within and across industries



Banking and capital markets



Retail



Life sciences



Aerospace and defense



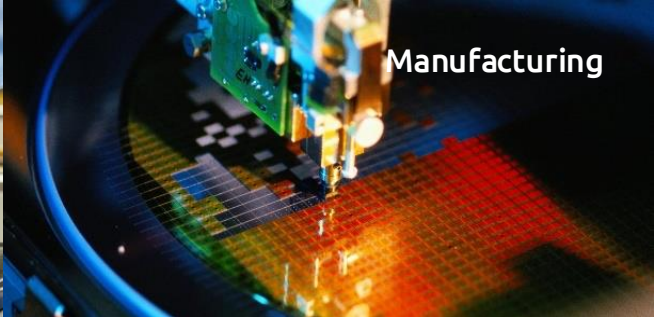
Energy & utilities



Consumer products



Retail



Manufacturing



Automotive



Healthcare



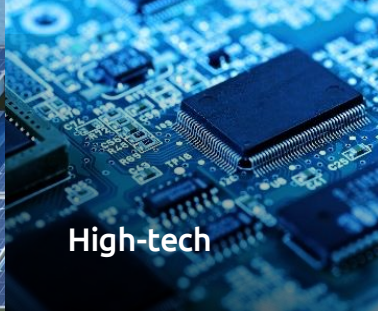
Insurance



Media and entertainment



Telecoms



High-tech



Public sector



Hospitality and travel



# Artificial intelligence with generative and agentic AI – navigating the defining transformation of our time

AI is profoundly changing how organizations operate and create value.

To compete, leaders in every sector around the globe are compelled to envision and implement AI-driven transformation.

The **Resonance AI Framework** by Capgemini provides a sequential approach to the conceptualization, structuring and implementation of successful AI-driven transformation. It helps leaders realize AI's potential in every industry; integrating operations and culture while accelerating AI value creation– to both transform today and build for tomorrow. The framework is supported by deep data and AI capabilities, services and solutions, as well as enterprise-ready generative and agent platforms.

15+ technology partnerships and a global Generative AI Google Cloud Center of Excellence

20 offers Across Gen AI and Agentic, with continuous launch plan for further offers in 2025

135,000+ Team members trained on Gen AI and Agentic

AI Leader Capgemini given the highest possible scores for vision, community and innovation criteria in the 2024 Q2 Forrester Wave report for AI Service

35,000+ Data & AI consultants and engineers

HUMAN-AI CHEMISTRY Adoption to collaboration

AI READINESS Enablers to guardrails

AI ESSENTIALS Tech to data

WAVES OF AI VALUE

ADOPT

ADAPT

ACCESS

Transform Now Operational efficiency Hyper-personalized experience

Build Tomorrow Business (re)invention Next frontier innovation

Capgemini's "Generative AI Lab"



# We bring together unparalleled expertise across our brands...

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## Capgemini invent

Capgemini Invent is the Group's digital innovation, consulting, and transformation brand that helps decision makers design and build the future of their organizations.

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## Capgemini engineering

Capgemini Engineering helps innovative organizations around the world unleash their R&D potential and engineer the products and services of tomorrow thanks to the latest digital and software technologies.

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## sogeti Part of Capgemini

Sogeti makes business value through technology for organizations that need to implement innovation at speed and want a local partner with global scale.

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## frog Part of Capgemini Invent

frog, part of Capgemini Invent, partners with global brands and ventures to drive customer-centric transformations at scale through innovative and human-centric design work.

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## cambridge consultants Part of Capgemini Invent

Cambridge Consultants, part of Capgemini Invent, provides advisory and development services that help the world's most ambitious companies expand the boundaries of technology innovation to create breakthrough products and services.

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## Syniti Part of Capgemini

Syniti, part of Capgemini, specializes in managing complex data quality, data migration and data governance initiatives for some of the world's largest companies.

# Capgemini + WNS: An industry leader in Intelligent Operations

With the recent acquisition of WNS Capgemini adds scaled operations, deep domain and industry-specific expertise and platforms to our our existing consulting, digital, strategy, and transformation capabilities, uniquely positioning us to help clients reinvent business processes end-to-end with Agentic AI.

- **Enhanced AI capabilities across Generative and Agentic AI**, unlocking new possibilities for hyper-automation, autonomy and data-driven decisioning.
- **Greater depth in key industries** with vertical platforms and solutions across sectors including travel, insurance, healthcare, banking, and utilities.
- **Faster, more agile transformation journeys** with expanded delivery scale, advanced platforms, and globally distributed operations.
- **More value, faster**, through integrated consulting, operations and AI models that improve efficiency, resilience, and business outcomes.
- **Broader innovation ecosystem** with combined assets, analytics capabilities, and partnerships to co-create next-generation operating models.

*Together, we've created a powerhouse in Intelligent Operations, helping our clients move from digital automation to AI-driven autonomy and reinvent their business for the future.*



# ...and tech-driven innovation shapes all that we do

## Capgemini Ventures

Investing and partnering with startups and with ecosystems to co-innovate in the market.

80M€ Corporate Venture Capital fund (8 startups in portfolio) and as a Limited Partner into 2 VC funds (+80 startups).

Direct portfolio of 14 minority stakes in Ecosystem Ventures.

## 90+ Research Labs

- 3 5G Labs
- 1 Quantum Lab
- 1 AI Futures Lab
- 1 AI Robotics & Experiences Lab
- 1 Metaverse Lab

## Emerging Tech Radar & Database

Providing a consolidated view of technology domains and in-depth analysis to underpin the insight and perspectives for our certified architects.

## Applied Innovation Exchange

Leveraging a global network of experts and partners and a framework for action we join forces with clients to help test innovation and turn it into business value.

## Capgemini Research Institute

Helping our clients analyze trends, understand the impact of new technologies, and anticipate challenges.

## 1,000+

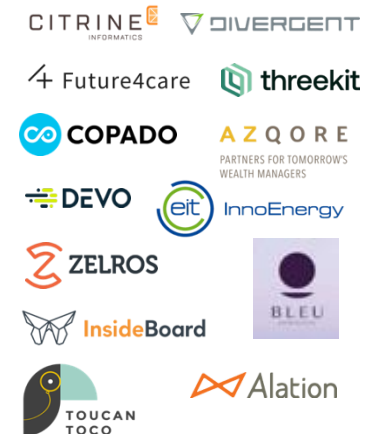
Emerging technologies evaluated annually as part of systematic approach to monitoring and assessing the trends and evolutions across key technology domains.

## 21

Applied Innovation Exchanges around the world.

## Ranked #1

in the world for the quality of its research by independent analysts for six consecutive times.



# We're making innovation real for a better tomorrow...

Project CellPreserve, a project from Cambridge Consultants, **aims to increase the lifespan of liquid biopsy samples** to improve the early detection of cancer.



We invested in Copado, a start-up offering a **native DevOps software for Salesforce** users to manage and develop new features and functionality.



frog helped Campfire, a company focused on helping designers and engineers **collaborate in three dimensions using augmented reality**, bring to market one of the most distinctive and powerful collaboration tools available to the design industry.



Credit: Campfire and frog

Our Group Labs dedicated to **Gen AI, immersive and quantum** technologies research and test the emerging technologies that are shaping business and the world.



# We help make cloud strategy into reality with leading hyperscalers...



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*"Capgemini and AWS have been working closely together helping enterprises, researchers, and government organizations to speed up innovation, lower operating costs, and reinvent themselves through cloud technologies. Even with this strong track record together, we are still at the early stages of cloud adoption."*

**Andy Jassy**  
CEO, Amazon

**Create new business value**  
**Enhance agility**



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

**Satya Nadella**  
Chairman and CEO, Microsoft

**Accelerate innovation**  
**Create intelligent operations**  
**Deliver immersive experiences**



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*"Together, Capgemini and Google Cloud are helping organizations deliver new innovations to enable hybrid work, apply leading edge AI and machine learning solutions in the cloud, build new digital experiences in industries like financial services, and much more."*

**Thomas Kurian**  
CEO, Google Cloud

**Become data - powered**  
**Commit to sustainable IT**

# 02

We help our people  
imagine their future and  
make it real  
with us.

# We foster a culture where our people can thrive...

Capgemini is a **diverse global collective of free-thinkers, entrepreneurs, and industry experts** who push one another to go further. Together, we're driven by a shared passion: finding new ways technology can help us reimagine what's possible.

*"If you raise your hand and say 'I think there's a better way to do this' people will say 'Let's try.'"*

**Simon Spielmann,**  
Solution Architect



Targeting

# 35%

of women in group executive leadership positions, by 2030

# 80%

of the employees with a positive perception of our values, culture, and ethical behaviors in the Group  
Enhance awareness and foster the adoption of Ethical AI practices

# 160

nationalities, working together

# ...and take on today's biggest challenges

With our world-class development programs and collaborative culture, our people develop the knowledge and experience required to give technology the human touch the world needs.

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## Discover and connect

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Opportunities to stay up to date with the latest trends while connecting with colleagues and expanding networks

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## Learn and practice

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From think tanks to hackathons, immersive learning takes our people out of the classroom to solve real business challenges

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## Contribute and collaborate

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Everyone has the opportunity to collaborate and contribute to team and business growth

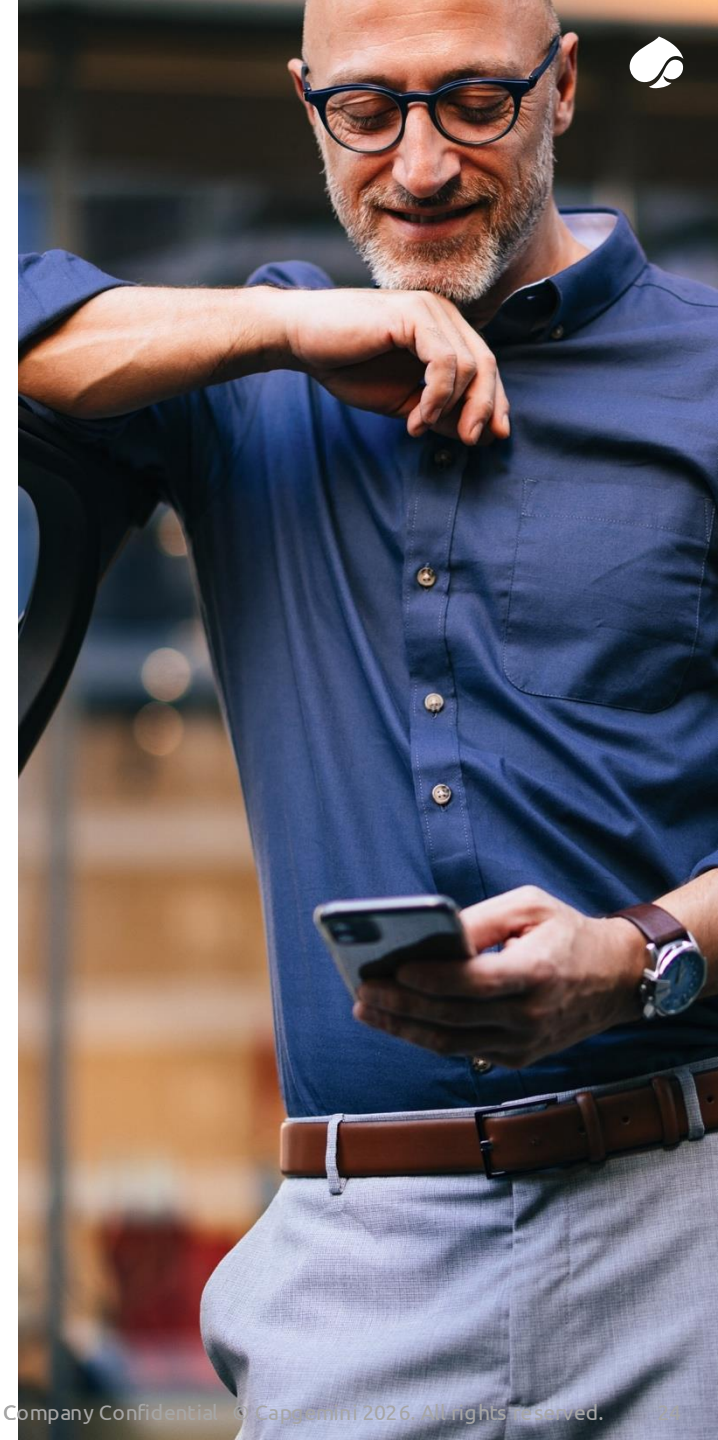
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## Experiment and innovate

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Innovative and intuitive tools and world-class facilities flip the traditional classroom model

Our digital learning platform leverages seven world-class digital libraries, including Coursera, Harvard, and Pluralsight to provide all our employees with the best opportunities to continuously grow their hard and soft skills through individualized development paths.





30

We make it real for our  
people, planet and society



# We're focused on building more sustainable and inclusive futures for all...



## Sustainable futures for the planet

By embedding a sustainability mindset into our operations and the way we work, we're making tangible progress towards a better future for the planet and the people who live there.



## Positive futures for society

By combining our passions & expertise with transformative technology, we shape a future where everyone has the knowledge, skills & opportunities to thrive in a digital & sustainable world.



## Inclusive futures for people

By creating a vibrant and inclusive workplace, we boost creativity and innovation and enable all our talents to build meaningful careers.

Through Emergency Humanitarian response we take an agile approach to responding to the world's most pressing problems as they evolve

# 93%

Reduction in scope 1&2 emissions (v.2019)

# 3.1 million

benefited from **digital inclusion program** in 2024

# +65%

Increase in representation of people with disability in five years 2020-2025

# 39.7%

Women in global workforce



# ...and we're raising the bar on our actions and commitments



The Energy Command Center (ECC) launched in 2022 has helped drive a 29% reduction in energy consumption across our eight main campuses in India, in 2023 vs 2019. Scalable both geographically and operationally, it will enable us to manage and reduce our energy use across our offices in India and beyond.

One hour, One Open Discussion, **Inclusion Circles**, is a Group-wide movement to share perspectives to nurture and shape inclusive futures for everyone. To date 16,000 employees have participated in 1600 Circles.



Capgemini has joined forces with UNICEF and Generation Unlimited to launch the Green Skills initiative supporting the grassroots mobilization of 10 millions young people to take tangible green actions.



## Our employee resource groups

We have 45,000 employees engaged in our 4 global networks which represent the diverse and matrix nature of our Group.



We encourage employees to apply their skills and expertise to solve some of our biggest global challenges. Projects developed last year included solutions to protect pollinators, a data solution to support urban forest development & solar powered renewable energy lit fishing nets to prevent unintended by catch of marine life.





## Connect with us

Visit our website

[capgemini.com](https://www.capgemini.com)



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# Capgemini

# at-a-glance

Appendix

# Strong global footprint



## Americas

Argentina  
Brazil  
Canada  
Colombia  
Costa Rica  
Guatemala  
Mexico  
United States of America



## Europe, Africa, and the Middle East

Austria  
Belgium  
Czech Republic  
Denmark  
Egypt  
Finland  
France  
Germany  
Ireland  
Italy  
Luxembourg  
Morocco  
Norway  
Poland  
Portugal  
Romania  
Saudi Arabia  
Slovakia  
Spain  
Sweden  
Switzerland  
The Netherlands  
Tunisia  
Ukraine  
United Arab Emirates  
United Kingdom

## Asia Pacific

Australia  
China  
India  
Japan  
Malaysia  
New Zealand  
Philippines  
Singapore  
Thailand  
Vietnam



# Capgemini key stats

€22.465 BN

in revenues with an operating margin of 13.3%

420,000  
people

More than

50

countries and  
160 nationalities

## 2025 revenue by sectors

Manufacturing	25%
Financial Services	22%
Public Sector	15%
Consumer Goods & Retail	13%
Telco, Media & Technology	12%
Energy & Utilities	8%
Services	5%

## 2025 revenue by business

Operations & Engineering	29%
Strategy & Transformation	8%
Applications & Technology	63%

## 2025 revenue by region

North America	29%
France	19%
UK & Ireland	13%
Rest of Europe	30%
APAC & LATAM	9%

## Strong global footprint

Americas  
30,000

Asia-Pacific  
184,000

Europe, Middle East & Africa  
126,000



# Success Stories

Appendix



# Taming the data deluge with AI



With millions of documents spread across dozens of databases, TE Connectivity had a knowledge management problem. Together with AWS, Capgemini created TELme, a conversational data interface, powered by Gen AI.

**With 75 million engineering documents** spread across 66 different databases, it was difficult for TE's research and development teams to find the right information. The scattered nature of information also meant subject matter experts often had to answer specific project questions when researchers could not locate the relevant reference documents. In just three months, our team ingested a wealth of marketing and operational data and 2.5 million engineering documents – many of which needed to be scrubbed – into a modern UI.

**A true, cross-ecosystem partnership** between Capgemini, TE and AWS continues to this day, with the ingestion of additional content (including all 75 million engineering documents by April 2025) and tweaks based on user feedback. AI-skills and technology come from all sides, with AWS supplying the cloud infrastructure and fully managed services, such as Amazon Bedrock, that enables the integration of high-performing foundation models, and Amazon OpenSearch Service, which makes it easy to deploy and operate various search, analytics and visualization capabilities. Meanwhile, Capgemini used retrieval-augmentation generation (RAG), an architectural approach for retrieving response from large language models (LLMs), to integrate these services into an enterprise-scale solution.

**From time-sink to TELme**, a conversational platform powered by Gen AI that collects and organizes the company's diverse pool of internal knowledge about various industries and products in a single place. Based on Claude 3.5, the AI assistant created by Anthropic, and trained on proprietary data, TELme is all organized under a single application programming interface. Phil Gilchrist, TE Connectivity's Chief Transformation Officer, explains "What they were able to do was launch a safe, secure solution into our security framework and our document structure that's very scalable, very secure, and something that so far has had a high quality of operation." He continues "Finding the right document was like finding a needle not just in one haystack, but in 66 haystacks. TELme allows us to remove the haystacks, and just find the needles."

**TELme is not just faster**, it establishes continuity and allows TE to hand down knowledge from one generation to the next. Gilchrist explains, "We believe TELme will come to represent the sum of intellectual knowledge of the company in one form or another. But not only that: it's a knowledge base that can be put into action. What that LLM will enable them to do is find the right piece of information right up front within seconds, rather than within a morning of trawling through extraneous documents."

*"Working with Capgemini and AWS, we developed TELme, a Gen-AI powered platform that consolidates all our internal research into a single, intuitive interface. [...] Their collaborative approach, combined with expertise in AI and partnership with AWS ensured the development of a secure, scalable and user-friendly platform."*

Phil Gilchrist  
Chief Transformation Officer,  
TE Connectivity





# Forging a full-spectrum strategic engagement



Building on a 35-year relationship, Capgemini was recently selected as the primary strategic IT services provider for Farmers, one of the top 10 US based property & casualty insurance groups. We asked Farmers' COO, Paul Wilson, about the factors that led to the extension and expansion of this longstanding relationship.

**What prompted Farmers to move to a single primary strategic provider at the conclusion of its IT Supplier Optimization process?**

**P. Wilson** - What started as a focus on driving efficiency in managing IT applications and data, expanded to include identify a provider that could also deliver significant strategic value-add and work closely with Farmers to deliver on a major component of our strategic roadmap. The trust built over years working with Capgemini and the high level of commitment from Capgemini's leadership – from their Group Client Executive for Farmers to their Group CEO – played a key role in our decision. The migration of the work was fast and non-disruptive to ongoing operations, and initiatives and benefits have already been significant.

**What challenges was Farmers facing and how did Capgemini help to address them?**

**P. W.** – Insurance is a highly competitive industry. Optimizing expenses to support competitively priced products and future innovation, and access to top talent, play key roles in being able to continue to win in the marketplace. Our alliance with Capgemini has delivered on both priorities. Also, a strategic provider like Capgemini can be counted on to help Farmers with many of its current and future business challenges and opportunities.

**What role did Capgemini's technology expertise play in Farmers' decision?**

**P. W.** – Capgemini has considerable expertise in implementing the latest versions of technologies that are highly relevant for us. We worked together to migrate our applications and data to the cloud across three major platforms leveraging their top-tier partnerships with hyperscalers, and several of the world's leading technology companies. This reassured us that we made the right choice in selecting Capgemini to provide comprehensive technology expertise.

**What new technologies are being deployed to support the future for Farmers (automation, security, cloud, Gen AI)?**

**P. W.** – Farmers is investing in AI solutions with a focus on automation and guided responses that benefit our customers, agents, and employees. With their track record of success at Farmers, larger partner network, and advanced capabilities in AI, Capgemini has valuable resources to assist us in our journey on a number of levels including solutions delivery, bringing top talent to the process, and assisting with the upskilling of our current employees. Also, Capgemini's deep relationships with leading technology platforms and software providers allows Farmers to leverage their extended network as Farmers continues to focus on providing differentiating solutions for our customers, agents, and employees.

**One of four relief sites Farmers' Claims Team opened in January 2025, days after the LA fires, to support customers in need.**



**Paul Wilson**  
COO, Farmers Group, Inc.



sanofi

# A digital revolution in patient care



Capgemini and Sanofi have been working together to better the life of patients for over a decade, and in 2024 Capgemini was selected as one of the global healthcare firm's preferred partners in both R&D and Manufacturing & Supply (M&S).

**Medical R&D is a necessarily lengthy process**, so meaningfully reducing the time to market is a major challenge for life science companies. And with new treatments become more complex and personalised, costs are on the rise. Since 2010 the average cost of launching new medicine has risen by 67%, with clinical trials accounting for two-thirds of these costs alone. As a key industry play, Sanofi's trial protocols much incorporate personalized and new therapies, while developing more flexible designs to address patients' and sites' needs.

**Sanofi, supported by Capgemini, are aiming to reduce the development of drugs by two years** through their [Act4Patients program](#), which explores innovative approaches and digital technologies that can accelerate clinical research cycles. The speed, pace and accuracy with which clinical trials are conducted all have a direct impact on how quickly new care can get to patients and the Act4Patients program creates impact all along the value chain, making life easier for patients, investigators and doctors throughout the course of trials.

**The partnership is not only focused on speed** as thanks to new tools and technologies, we can collect and analyze huge data sets, to allow investigators to not only make faster decisions – in days, not weeks, but to make better decisions in how they adapt and adjust treatments every day. In the field of rare diseases, Capgemini's capabilities are helping drive

faster iteration and innovation with the help of data and sophisticated AI, as well as making the process of capturing and sharing findings across centers of excellence worldwide.

**Better trials make for better care**, thanks to a digital, integrated patient platform, Act4Patients is creating more flexible, personalized patient journeys with increased home care options, ensuring the impact is not only realised as a reduction in time to market process, but also felt by patients today.

**Better technology also makes for better trials** thanks to an enhanced data-driven recruitment process, Sanofi is also seeing created diversity in panels and investigators are able to make better decisions; thanks to new data visualization tools and accelerated data flow during trials.

Working together, Capgemini and Sanofi are leveraging cutting-edge technologies and designing the future of clinical research.

*"Our partnership with Capgemini exemplifies how digital innovation and collaboration can drive significant advancements in life sciences, benefitting patients around the globe."*

Pius S. Hornstein, PhD  
Head of Digital Global Business Units,  
Sanofi





# Together towards net zero



Capgemini is contributing a reduction of one megaton to support an ambitious goal set by Eneco, an international energy company committed to accelerating the energy transition. Based in the Netherlands, Eneco's aim is to cut its scope 1, 2, and 3 CO<sub>2</sub> emissions by roughly 6-7 megatons by 2030. The partnership will accelerate their transition to net zero in 2035 and help the company retain its leadership in renewable energy.

**Reducing scope 3 CO<sub>2</sub> emissions** is challenging since they cannot be easily measured and are so often tracked simply in trends. For Eneco, Capgemini used comprehensive carbon calculation models to assess the ability of the company to cut these emissions, which are generated from indirect sources within its supply chain, such as purchased goods and services, distribution, transportation, the use of sold products, all of which represents 90% of Eneco's total output.

**The major sustainability project is part of Eneco's ambitious "One Planet" plan** to become carbon neutral by 2035. Long considered a leader in sustainable energy, Eneco found itself challenged by other players and decided to set itself an ambitious but credible carbon reduction target. The company brought in Capgemini because we share a commitment to carbon neutrality and benefit from a long working relationship. Eneco has identified three main paths to reducing its partners and customers' carbon footprint: radical electrification, phasing-out natural gas and accelerating sustainable heat solutions.

For each of these, the company will use Capgemini's expertise in data, digital and engineering through joint initiatives designed to reduce the footprint of Eneco's partners.

**The partnership is based on flexibility and a continuous dialogue** to determine what works and what does not. In a first phase three major projects are being evaluated. The first is B2B decarbonization services to help Eneco's business customers further reduce their carbon emissions with solutions such as heat pumps, insulation, smart office lighting, solar boilers, and solar panels. Capgemini is providing Eneco with the digital tools it needs to come up with new offers in these areas, define a marketing strategy and translate it into a service road map.

The next step is customer phasing and setting up a partner network.

The second project is a virtual power plant or a digital platform that will help to balance renewable energy supply and demand, to prioritize sustainable energy sources, and to reduce volatility in the energy mix – wind, sun, gas and coal – since in the future it will not be possible to balance the grid with coal and gas.

Finally, digital twins will reduce the costs of constructing and operating onshore and offshore windfarms. Currently at the proof-of-concept stage, this will involve a 3D model of all the windfarms in the Netherlands so that Eneco can get 360-degree information on how they are performing, identify issues quickly, analyze and respond to any problem. This will save costs, since there will be no need to

send people to check in person and it means maintenance can be carried out even in the winter months, when the assets cannot be physically accessed.

**These innovation areas will evolve over time as the two partners** continue to reevaluate their ability to reduce scope 3 emissions. Ultimately, the partnership will enable Eneco to make data-based decisions on how to best get to carbon neutrality.

*"We were already partners in a successful working relationship, and we found out that Capgemini also had ambitious targets to help its clients reduce their carbon emissions. There was a lot we could do together. Capgemini's technology and innovation capabilities, as well as its global reach, is helping us in this first step on our journey towards net zero. By reinventing ourselves with Capgemini, we are convinced we will come out of this energy transition not only as a front runner but also as a very healthy business."*

Erwin Leeuwis,  
Director of Corporate Strategy, Eneco



# Digitalization for better healthcare



Digitalization is key to the evolution of healthcare, improving dialysis and other patient care and making high-quality healthcare accessible to more people.

Capgemini is helping Fresenius to digitalize its IT systems. Fresenius Group CIO Ingo Elfering explains how it works.

### Why did Fresenius choose to work with Capgemini?

Ingo Elfering: Fresenius is a global healthcare group offering high-quality products and services in the areas of dialysis, generics, biopharmaceuticals, nutrition, MedTech devices, hospitals, and outpatient treatment. A clear focus on innovation and efficiency will help us to make high-quality healthcare accessible to an ever-growing number of people. We must gain greater flexibility for upcoming market and business changes and acquire new capabilities to keep pace with the digitalization of our industry. In addition, artificial intelligence and data analytics will play a vital role in the future of healthcare, for example to support physicians, gain insights into treatments and optimize our supply chains. We also wanted a partner with a global footprint that would be highly motivated, and attractive to our transitioning employees. Capgemini, with its experience in large-scale business transformation, is the perfect partner for us.

### Do you have concrete examples of how this could improve patient care overall?

I. E.: Patient care will be improved in several ways. First, further digitization of internal processes, starting with reducing paperwork in the in-center treatment or in hospitals, where it can free up nurses' time to spend with patients. Second, our manufacturing process, which already uses robotics, will become more automated and rely on greater data insights for optimization. More advanced

software will improve our MedTech products. Data analytics is already helping us by providing suggestions for care.

### Why did Fresenius feel the need to transform its IT operations?

I. E.: Our IT was too complex, with decentralized processes, many small vendors and partners, and disparate and often local solutions.

Now we are moving our data centers to the cloud and improving our customer experience in the workplace. We are refocusing on what we want to do ourselves and where we want to leverage flexible partnerships. Fresenius will now have the necessary foundation to create new digital solutions for MedTech and services with state-of-the-art IT, creating value through cost efficiency, global operations and much more agility based on a strong foundation.

### Now that you have embarked on this transformation journey, what does the future hold for Fresenius?

I. E.: We needed to modernize our IT because it has become an integral part of our business. With a modernized management of our IT systems, we are now better able to offer global services on a large scale and integrate new services and capabilities into our business. By driving digitalization, we can respond flexibly to business changes and unleash innovation potential for better healthcare.

*"Trends in our industry are linked to digitalization in general, often using data to develop new services, for example in home delivery, decision support, therapies and even developing new digital business models. Given our scale, intelligent operations in supply chain management and production are also key focus areas."*

Ingo Elfering,  
Group Chief Information Officer,  
Fresenius





# Growth, technology and sustainability

The world of banking is experiencing a continuous and accelerated evolution.

This is necessary in order to maintain a primary role in the face of new and modern operators already active in traditional banking activities. This evolution will also allow for financial sustainability in a challenging and complex international economic context and will attract customers – serving them in a better way, by understanding their ever more advancing needs. CEO Elena Goitini explains how BNL BNP Paribas is getting future-ready today.

**How is the competitive banking landscape evolving for BNL and what challenges are you looking to address?**

Elena Goitini: Our goal is to become a more agile and interconnected bank, able – in an open banking mindset – to develop synergies with operators also from other industries, by building ecosystems to answer to the current and future needs of customers. The transformation of IT services is one of the enabling factors of the BNL 2022-2025 business plan called GTS (Growth, Technology, Sustainability).

**Why did BNL BNP Paribas choose to work with Capgemini?**

E. G.: Capgemini is a global leader in business and technological transformation and has been a strategic partner of ours for 20 years. This partnership is aimed at accelerating further the digital evolution of the bank. Through the creation and the constant enhancement of a modular platform of cutting-edge core banking services which is cloud-based and open to future additions, we will be able to respond to our business and customer needs. It also invests in the development of our people as active change agents through the creation of new skills and an interaction that adds value through

cross-collaboration. The road has been traced, the direction is mandatory: the challenge is the ability to make these changes.

I remember a book I read a few years ago, *Human + Machine* about work in the age of artificial intelligence (AI). The main thesis lies in that “+” sign related to the concept of partnership, such as that of BNL and Capgemini, which aims to maximize the value of AI in the workplace.

*“Our goal is to become a more agile and interconnected bank, able to develop synergies with operators from other industries by building ecosystems to answer the current and future needs of our customers.”*

Elena Goitini,  
Chief Executive Officer of BNL  
and Head of BNP Paribas group in Italy



# Client stories



What if AI was our best ally in ensuring our favorite pet's wellbeing? Nestlé Purina's innovative spirit and profound expertise in the pet industry led them to partner with Synapse and Cambridge Consultants (both part of Capgemini Invent) to develop and launch the Petivity Smart Litter Box Monitoring System, a sophisticated device ecosystem that enables pet owners to better understand and care for their cats. This strategic collaboration was pivotal in achieving an offering that is worthy of the Purina brand, while also being a viable new business line. Our involvement extended beyond the technical solution, as we helped shape new business, pricing, and operational models that deliver substantial value to Purina and its customers, propelling the brand into a new era of connected, customer-centric pet care.



Capgemini Group Presentation | February 2026



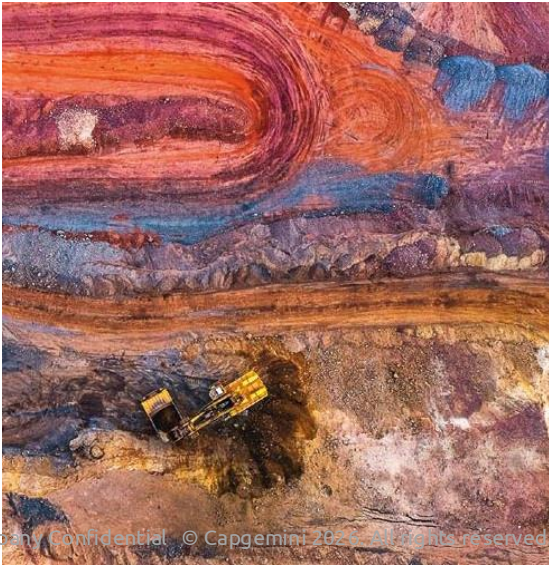
The aerospace and defense industry is confronted with new challenges: implementing strategic and innovative programs – with shorter development timelines, while concurrently exerting greater control over its environmental and regulatory impacts. We supported our long-standing client Airbus, a leading aircraft manufacturer, in its ambitious DDMS (Digital Design, Manufacturing & Services) initiative that takes a digital-first approach to the way aerospace products are designed, manufactured and operated. We drew on our dual IT and business expertise in Intelligent Industry to support Airbus in maintaining digital continuity and ensuring the efficiency, coherence, orchestration and compliance of new products brought to market, industrial resources and associated services. In France and Germany, this approach has supported Airbus in digitalizing and revamping previous A380 hangars to facilitate A321XLR production without disruption.



To achieve BNPP's goal of maintaining its leading position and being at the cutting edge of innovation and new services, its French branch BCEF launched DITA, a unit focused on innovation. Since 2021, frog, part of Capgemini Invent, has supported DITA in exploring new trends, conducting 10-week innovation sprints to validate strategies, and implementing acceleration projects to refine and enact changes. More than ten projects have been completed in the last three years, drawing on our banking, technological and organizational expertise to devise cutting-edge solutions. For example, in 2023 our teams contributed to the set-up of three major projects within BNPP: *Mobility 4you*, a platform that offers private customers mobility solutions, as well as the associated financing and insurance services, combining the BNPP Group's strengths in banking, credit and mobility; *My Private Assets*, a service that gives private banking clients access to private equity investment opportunities; and *G.ARI*, an employee knowledge management tool using gen AI, which is being deployed in 2024.



Eramet's partnership with Capgemini has led to a groundbreaking transformation at its mining subsidiary, Grande Côte Opérations (GCO) in Senegal. Through the integration of artificial intelligence, they have developed the "Connected Concession" platform, which enhances mining operations and significantly improves the efficiency of land mapping and reforestation efforts. This innovative approach has increased vegetation inventory capacity more than tenfold and reduced mapping time from hours to minutes. The collaboration uses advanced AI and computer vision technologies to facilitate real-time data processing, enabling effective land rehabilitation and promoting biodiversity. This initiative not only optimizes operational efficiency, but also demonstrates a strong commitment to environmental sustainability.



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# Client stories

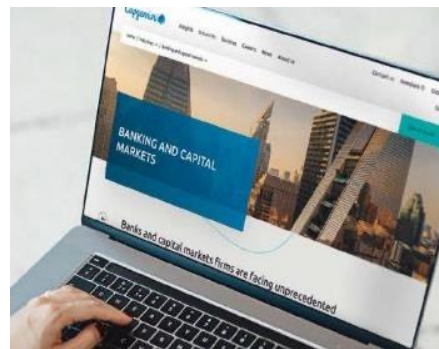


What if a software solution could help our clients accelerate their growth and even strengthen their leadership position in their ecosystems? That's what we did for Symbio, a Michelin-Forvia-Stellantis company and expert in hydrogen mobility. To speed up software delivery and comply with automotive standards such as A-Spice, our teams provided both consulting services and pure engineering expertise, with the development of an external embedded software capability. The partnership will be extended to other geographical areas.

Nespresso SA, a pioneer in the coffee industry, embarked on a transformative journey with Sogeti, part of Capgemini, to enhance its operational efficiency and customer service. Targeting their after-sales service, Nespresso leveraged Microsoft Power Apps to develop a service toolkit application aimed at streamlining customer interactions and data management processes. This strategic partnership, initiated in 2021, aimed to reflect Nespresso's premium brand essence in every customer touchpoint. The collaboration brought about remarkable outcomes, including a 30% reduction in after-sales service times and an impressive annual ROI. The Power Apps solution, operational within just two months, improved the brand's visibility within the Nestlé Group. Key to the project's success was our expertise in governance, architecture, and agile methodologies, which ensured seamless implementation and user adoption of the new system. By simplifying the process of identifying and resolving machine issues, Nespresso has accelerated its service delivery and reinforced its commitment to providing an unmatched customer experience.

## Global financial institution

Our client, a British universal bank, wanted to modernize its sell-side investment research platform, targeting a top 5 global ranking. The original platform suffered from outdated features, disorganized content, and poor navigation – ultimately diminishing user engagement and the bank's image. Capgemini's overhaul focused on improving client experience through modern design, personalized real-time data, and user-centric functionality, based on client feedback. This revamp not only upgraded the bank's brand and interface but also offered deeper, instant insights and enhanced decision-making through a more integrated, scalable system. The initiative opened new revenue streams, improved cross-channel integration, increased personalization, and established a strong architectural base, significantly elevating the bank's investment banking status and market reputation.



The Electricity System Operator (ESO) for Great Britain identified that there might be exceptional electricity supply challenges across Europe during the winter of 2022-2023 due to the instability created by the war in Ukraine and, as a prudent system operator, they wanted additional tools available to mitigate the risk. In response, the ESO launched the Demand Flexibility Service (DFS) to encourage households and businesses to reduce their power consumption during periods of peak winter demand. Our teams led this cross-ESO initiative, which involved designing and implementing necessary processes, tool and data changes, and overseeing the project from start to finish. Launched in just four months, DFS attracted 31 providers, benefiting over 1.6 million homes and businesses. From November 2022 to March 2023, the service was activated 22 times, successfully preventing blackouts and reducing the need for additional fossil fuel use. This initiative not only ensured a stable and balanced electricity system in Great Britain throughout this period of high demand pressure, but also saved 760 tons of CO<sub>2</sub> emissions, highlighting its environmental benefits.



With global supply chains encountering growing volatility, businesses face myriad challenges that jeopardize their operational efficiency and resilience. Capgemini identified a significant opportunity to bring stability and agility to the forefront of global supply networks. This led to a strategic alliance with Kuehne+Nagel, addressing key challenges such as fragmented operations, limited visibility, and inefficient coordination that often culminated in reduced resilience and increased operational costs. Capgemini's solution underscores its position as a trailblazer by integrating Kuehne+Nagel's logistics prowess with its own advanced AI and data analytics capabilities, crafting a holistic, end-to-end supply chain service. This partnership not only streamlines operations but also fosters sustainable practices within the supply chain, marking a significant leap towards achieving resilient, efficient, and environmentally responsible logistics solutions. Through this collaborative effort, Capgemini and Kuehne+Nagel are setting new standards in supply chain management, ensuring that their clients can thrive amidst the complexities of today's global market dynamics.



# Client stories

## L'Oréal

France

### Augmenting the customer experience through digital twins

Imagine buying a beauty product and having key information – such as its ingredients, usage tutorials and visualizations of its intended results – easily accessible on your phone. Working with Capgemini, L'Oréal implemented a solution based on Google Cloud for the necessary tools and systems to support scannable QR codes on cosmetic products that connect to their digital twins, giving real-time answers to consumers' questions. The result is more transparency and an even more engaging customer experience in the highly competitive beauty and cosmetics market. For L'Oréal, the solution provides information on consumer uses and preferences that will be particularly useful in developing new products.



## In the metaverse

United States

### Developing next-gen immersive experiences

The metaverse is moving beyond its “hype cycle” to real use cases in the enterprise world. To overcome the limitations of the size and weight of virtual reality glasses, silicon chips must be improved for faster processing, better imaging and sound, and better connectivity, all at a lower power to improve battery life. Capgemini engineers are working with an American multinational company to develop the innovative semiconductor chips required to power the next generation of VR headsets for great immersive experiences.



## Hyliko

France

### Decarbonizing transportation with hydrogen

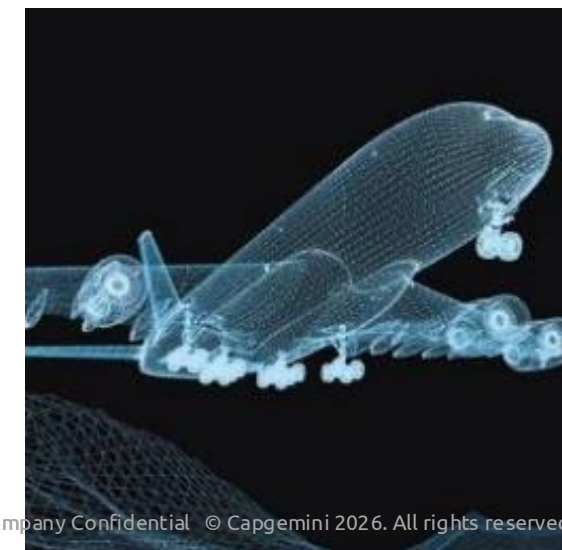
Hydrogen is the ideal alternative energy source for heavy-duty mobility, particularly suited to energy-intensive and long-haul usages. Making the transition to hydrogen quickly and efficiently, however, is a challenge for the freight transport industry. Working with industrial investment company Kouros, Capgemini including design teams from frog, part of Capgemini Invent, secured Hyliko launch, an innovative mobility service platform for decarbonizing heavy-duty mobility with hydrogen. Their offer integrates green hydrogen, including “super-green” hydrogen produced from biomass, truck leasing and maintenance, and an access to their own network of stations for an in-depth carbon impact reduction of one of the most difficult sectors to decarbonize. Our team refined the new venture’s business model, investment case, and go-to-market strategy. More recently, our engineering teams have been contributing to the architecture of the first trucks. An end-to-end success story leveraging our capability to hybridize our variety of competencies.

## KLM

The Netherlands

### How do you train pilots without flying?

KLM, the Dutch national airline part of Air France-KLM, and Sogeti, part of Capgemini, have developed a digital cockpit where pilots with virtual reality (VR) goggles can experience a realistic cockpit. They can also inspect the plane inside and out. Testing this VR cockpit was a challenge, but KLM and Sogeti built a machine learning (ML) agent that automatically tests in seconds, so that training can run smoothly. Pilots can now do a large part of their training hours virtually, on the ground. The virtual cockpit and ML agent not only ensure a higher quality of training, but also create significant time savings and a more sustainable approach to flight training.





# Client stories

## Panasonic Automotive

United States

### A revolution in data-driven driving

Capgemini created a data ecosystem for longstanding client Panasonic Automotive Systems Company of America. Panasonic Automotive is a division of Panasonic Corporation of North America specializing in innovations that are revolutionizing the driving experience. The new platform will improve the organization's capabilities in data-driven decision-making and innovation to create efficiencies and more reliable extracts. This new data lake architecture solution provides a solid, stable foundation for the data team and utilizes data from across Panasonic Automotive's business units to centralize their wealth of information. This results in more reliable data extracts in a much shorter time frame, setting the organization up for future artificial intelligence and machine learning use cases.



Capgemini Group Presentation | February 2025

## Jungheinrich

Germany

### Moving to a circular economy

On its journey to climate neutrality and the circular economy, Jungheinrich, the leading solutions provider of intralogistics, wanted to achieve transparency on its scope 1, 2 and 3 emissions. They also wanted to gain insights into the environmental impacts generated in the life cycle of selected products. Capgemini helped Jungheinrich determine its Corporate Carbon Footprint (CCF) in a three-step process (screen, collect data, and calculate) and conducted a Life Cycle Assessment (LCA) for selected products.



## Takeda

Japan

### Connecting business data to drive growth

Capgemini was chosen by Takeda, a global biopharmaceutical company, to drive a globalization process with the goal of creating harmonized business processes and simplifying their IT landscape to a single instance of SAP. The benefits impact both financials and operations. Now Takeda has integrated, consolidated financials from all of its locations around the globe. Operations have better intercompany planning and supply-chain capabilities. Establishing a common system of record and backbone for the company has also allowed for the massive acceleration in RPA (Robotic Process Automation) across the company.

## Global financial institution

United Kingdom

### Accelerating to net zero through new ways of working

Employees of one of the largest banking and financial services institutions in the world, have gained access to a full suite of modern digital collaboration tools that facilitate a hybrid work environment, thanks to a partnership with Capgemini. The migration to the cloud using the Microsoft 365 suite of products allows the bank's 275,000 employees across 69 markets to work across devices from any location – creating a more flexible work experience and providing an enhanced employee experience. The transformation is also preparing the company for future innovation and thanks to the reduction in travel and sent emails, it is a step towards their net-zero ambition.





## Customer first

### Accelerating E-commerce with a slam-dunk redesign

In early 2020, we partnered with FILA to re-engineer the brand's North American online presence. Using data and personalization, we transformed the site into a sophisticated D2C analytically driven e-commerce site, delivering 1:1 customer experiences with unique storytelling capabilities.

Capgemini's work helped FILA achieve a triple-digit increase in conversion rates, significantly reduce bounce-rates, and improve engagement across key metrics including time-on-site and page views per session.

*"Capgemini is an extremely valuable partner that quickly implemented a strategic digital transformation solution that has already resulted in +100 percent growth in year-to-date revenue."*

**Dawn Trenson**  
Vice President of  
eCommerce, FILA





# Intelligent Industry

## Optimizing monitoring and maintenance of rail lines

Intelligent industry SNCF Réseau needed to optimize the monitoring and maintenance of all its 30,000 kilometers of tracks to improve performance and meet growing demands for mobility.

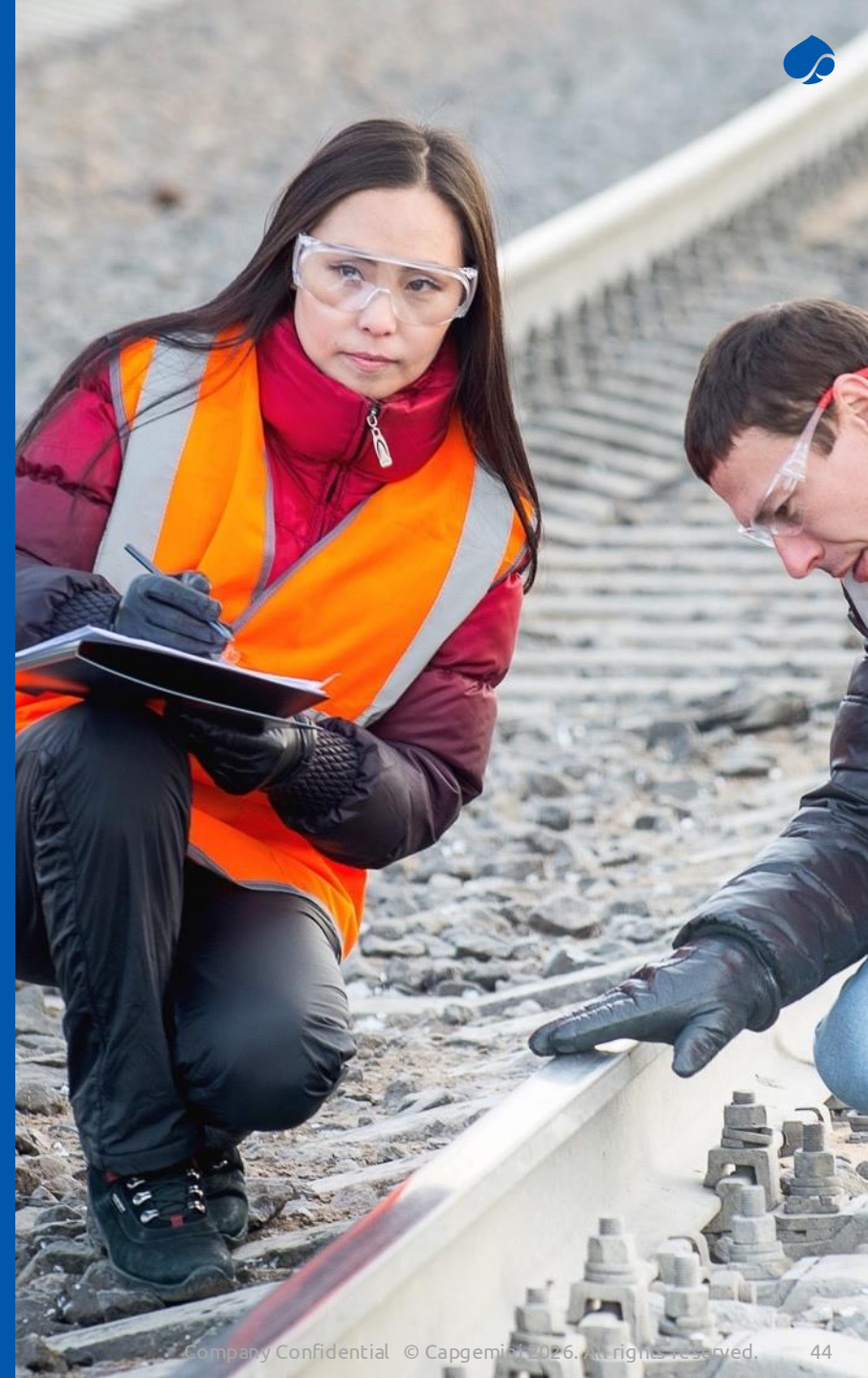
Capgemini helped by developing an innovative application to localize incidents on a dynamic map, identify the right maintenance contact, and guide staff precisely to where to fix any problems.

This shift from systemic maintenance to real-time maintenance will make it possible to improve not only incident handling and traffic flow, but also passenger communications.

*“Overall, we are going to move from very systemic maintenance to maintenance that is closer to needs, more precise, and in real time: network maintenance in the right time and in the right place. It’s another step towards a high-performance network!”*

**Olivier Bancel**

Chief Operations Officer,  
SNCF Réseau





# Enterprise Management

## Planning for growth with a move to SAP S/4hana

A leading global supplier of systems and components for the automotive industry, Cooper Standard wanted to standardize business processes and centralize data around the world with a single instance of SAP.

The company decided that it would move 20% of its plants directly to SAP S/4HANA without waiting to migrate to SAP ECC to avoid causing major disruption to the business.

To do this, Cooper Standard and Capgemini used a highly successful factory model. The power of SAP technology and some creative thinking from Capgemini meant Cooper Standard had the ability to shift strategy so they could focus on growing their business and exploring new opportunities.

*“Capgemini is very flexible for our business. I need to have a partner that is flexible, understands my business, and comes to the table with solutions that can be maximized. They bring us new innovations and new processes that work for our company.”*

**Soma Venkat**  
SVP & Chief Information  
Technology Officer,  
Cooper Standard



# Sustainability

## Uncovering innovations to help Europe achieve net zero

Founded by Bill Gates, Breakthrough Energy commissioned Capgemini Invent to find scalable solutions to power Europe's energy transition. The resulting report sets out 55 "technology quests:" bold ideas and frameworks that could play a part in delivering a net-zero Europe by 2050.

These have the potential to create a €79 billion annual market of net-zero goods and services, reduce emissions by 871 MTCO<sub>2</sub>, and create nearly 13 million jobs by 2030.

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

**Ann Mettler**  
Vice President, Europe,  
Breakthrough Energy

# ///ACTION

## Cloud

### Preparing for growth

Action, the fastest growing non-food retail chain in Europe, has an impressive ambition based on expanding its store network and markets. To do it, it needed a cost-efficient IT landscape with sufficient capacity, flexibility, and innovative power. It wanted to be able to develop and implement new IT solutions even faster.

A trusted strategic partner since 2017, Capgemini helped Action migrate from a private to a public cloud platform with Microsoft Azure.

The cloud facilitates rapid and flexible growth in Action's number of stores and distribution centers on the one hand, and the development of existing and new applications on the other. Action can act very quickly in accordance with its strategy.

*"For our internal organization, it was an invisible transition resulting in an incredibly fast-reacting landscape that gives us the required degree of flexibility."*

### **Jens Burgers**

Director Technology & IT,  
Action Service &  
Distributie B.V.





# Cybersecurity

## Driving innovation through digital, cloud, and applications

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.

*"I am absolutely delighted that we will be working with Capgemini as our strategic technology partner who I know will help us rise to the challenges ahead."*

**Paul Brocklehurst**  
Chief Information Officer  
at FSCS





Unilever

# Data and AI

## Putting real-time consumer insight at the center of decisions

Capgemini partnered with multinational consumer goods company Unilever to develop and deliver its People Data Centre (PDC). A critical engine in Unilever's digital transformation, the PDC uses advanced AI, data, social and business analytics to put real-time consumer insight at the heart of the business' decision-making.

Today, the PDC capability operates in 37 locations, across 28 languages, so far delivering more than 12,000 insights services to the business. By organizing this capability in-house, Unilever has generated year-on-year savings of more than 30 million euros.





# AIRBUS

## Manufacturing

### Moving toward the future of helicopters

Capgemini and Airbus, a global leader in aeronautics, space and related services, joined hands to work towards a future where helicopters could be controlled by automatic systems. Capgemini partnered with Airbus to develop a robotic arm that allows automation of testing phases on helicopter avionics.

These collaborative robots can work alongside humans to enhance performance testing. The robotic arm has a number of uses, for example, it can do a demonstration of an operational procedure in programming a destination. Thanks to the arm, trials can now be performed with other equipment which was not possible before.

This led to expansion of equipment capabilities, including touchscreen options, allowing Airbus to move a step closer to the future of helicopters. Customers benefit from better quality and a huge increase in productivity.





# Telecommunications, media & technology

## Unlocking next- generation ERP capabilities with SAP S/4hana

Smart Axiata, the leading mobile operator in Cambodia, wanted to modernize its ERP backbone and upgrade its finance and procurement processes to remain competitive and relevant in the market.

Together with Capgemini, Smart Axiata implemented SAP S/4HANA® to upgrade its legacy SAP system into a cloud-based, future-proofed platform that helps streamline the company's business processes. The enterprise-wide transformation program and migration from an on-premises ERP solution to the next-gen, cloud-based SAP S/4HANA® solution helped Smart Axiata unlock the digital capabilities necessary to support its growing needs while driving greater efficiency and cost savings.

*“Digital transformation is key in driving our endeavour to become the digital champion in Cambodia, and Capgemini has helped bring that vision to life by laying the foundation with a next-generation platform that is simple, comprehensive, and possesses the ability to evolve as we grow.”*

**Kalyan Achyutuni**

Chief Information Officer,  
Smart Axiata



# E.ON SE

## Energy & utilities

### Pursuing a digital future

E.ON SE, global energy supplier and leader in the transition to a sustainable, clean energy system, embarked on a digital transformation program focused on improving the employee and customer experience.

Working with Capgemini, E.ON SE set up a digital transformation office to operationalize and govern digitalization activities across the organization based upon four key pillars: program management, portfolio, rollout, and change management.

One year later, E.ON's transformation took off, assuring that the organization will always have new opportunities to improve leveraging technology. With the digital transformation office in place, the organization will be able to identify new prospects for digital innovation and remain on the forefront of digital transformation within the utilities industry.

*“Building a compelling digital transformation program at scale was critical to enabling E.ON objectives. The structure around the program helped to accelerate the progress and ultimately ensure the success.”*

**Matthew Timms**  
Chief Digital and  
Technology Officer,  
E.ON SE





## Consumer goods & retail

### Transforming demand planning and external manufacturing processes

Johnson & Johnson was looking to optimize its demand planning and external manufacturing processes to improve forecast accuracy, reduce inventory, and enhance the customer experience.

Johnson & Johnson partnered with Capgemini to create a central demand planning hub for running critical operations within its demand planning and external manufacturing processes.

Demand planning benefits include a 15% increase in forecast accuracy, increased process rigor, and over 98% accuracy of master data as well as improved decision-making and reduced distributor stock.

From an external manufacturing process perspective, the company benefits from a 97% Unit Fill Rate and a significant increase in Supplier On Time In Full (OTIF), 98% process adherence, 98% on-time completion of requests, and improved communication flow.



# Financial services

## A cloud-based self-service platform for agility

Faced with changing needs, DLG, one of the UK's leading insurance companies, needed to become more adaptable and agile, but it found itself limited by antiquated technology, one-size-fits-all products, inflexible pricing, and slow rollouts.

Capgemini worked with the company to build a flexible, cloud-based, end-to-end technology platform that could support multiple channels, from price comparison websites (PCWs) to digital and direct outreach.

Capgemini integrated leading technology capabilities to create an ecosystem with hassle-free transactions, self-service opportunities, and easy access to customer support.

The new system now delivers better data insights and robust fraud protection. But more than that, Direct Line Group can now launch new products in a fraction of the time, providing the agility to compete in the highly contested PCW marketplace.





FOUR SEASONS

# Hospitality & travel

## Reimagining the finance and accounting function

Four Seasons, the hospitality leader, wanted to enhance and standardize its existing, decentralized finance processes to drive efficiency and be able to focus on higher value-added and guest-facing activities. Capgemini helped Four Seasons optimize, standardize, and automate its finance processes and also create an effective multilingual delivery center.

Following its successful transformation, Four Seasons has achieved faster, more efficient, and more effective transactional processes, resulting in greater responsiveness and an improved overall customer experience. With automated processes, property level teams can now focus on strategic activities and giving guests an extraordinary experience every time they stay at one of their hotels.



# HMRC

## Public sector

### Helping rapidly support employers during a pandemic

As the COVID-19 pandemic began to take its toll on United Kingdom citizens and the economy, Her Majesty's Revenue & Customs (HMRC) asked Capgemini to help rapidly implement a digital solution enabling employers across the country to furlough rather than release employees. Capgemini worked on a program that would enable the rapid payment of grants to employers, delivering within a month a cloud-based digital product that would typically require up to a year to launch.

The program has supported 11.6 million jobs, with £67.4 billion paid to 1.3 million employers.





# Sponsorships

Appendix



# Passion for sport

Together we are transforming sports

We engage in sport not just because of our shared passion, but because we know it can make a difference.

Sport provides a platform to apply our expertise, to use the power of transformative technology and innovation to achieve true impact and value. We want to help sports communities get more value as fans and customers, as participants and global citizens who demand and deserve a better world.

We also know the vital role sport plays in society. We believe that sport can help transform our future. Sport unites people in a way that little else does.

We use our sports partnerships to unite, to innovate and to transform. Sport plays a major role in articulating our vision that together we are transforming tomorrow.



# 37th America's Cup in Barcelona

## Cutting-edge technology and sheer team spirit

We engage in sport not just because of our shared passion, but because we know it can make a difference.

Sport provides a platform to apply our expertise, to use the power of transformative technology and innovation to achieve true impact and value. We want to help sports communities get more value as fans and customers, as participants and global citizens who demand and deserve a better world.

We also know the vital role sport plays in society. We believe that sport can help transform our future. Sport unites people in a way that little else does.

We use our sports partnerships to unite, to innovate and to transform. Sport plays a major role in articulating our vision that together we are transforming tomorrow.



*“Global and technology-driven by nature, this prestigious sailing tournament – more diverse and sustainable than ever this year – embodies many of the group’s values.”*

**Aiman Ezzat**  
Chief Executive  
Officer



# Passion for rugby

## Worldwide partner of Rugby World Cup France 2023 and World Rugby's global digital transformation partner

Rugby has been in our DNA and our company culture since the very beginning, and we share the rugby community's values of passion, team spirit, and diversity.

We're Rugby in its efforts to transform the sport. Whether that is through vital technological solutions at the France 2023 Rugby World Cup, creating a more inclusive pathway for female leaders in rugby, or helping to blaze the trail for a more sustainable future. Rugby's transformation is ongoing, and we're excited to play our role in enabling solutions that drive long term value for the future of the sport.

*"Rugby is a team sport in which you can't accomplish anything without the rest of your teammates."*

**Serge Kampf**  
Founder of  
Capgemini



# Women in Rugby

As a principal partner of Women's Rugby World Cup 2025, and Global Partner of Women's Rugby, Capgemini is committed to supporting female leaders to transform the game of Rugby.

We support the Women in Rugby Leadership Programme that identifies and develops the current and next generation of female leaders in the world of rugby, enabling inspirational role models to fulfil their potential and create further parity across the game.

Each year, 12 scholars are granted access to the best learning platforms from the Capgemini University. With over 350,000 employees in more than 50 countries, we are well positioned to bring our long-established expertise in taking top talent to the next level to the Women in Rugby Leadership program.



# Capgemini, part of the Ryder Cup family

Six-year partnership helping advance golf across the globe

Golf is a sport born in innovation, from its early inception in the Middle Ages through multiple transformational eras. It continues to be a leader in sports tech innovation.

Our partnership with the Ryder Cup, one of the world's most unique sporting events, aligns perfectly to our organization and our focus on building and celebrating talent, team spirit, precision and high performance.

Capgemini 



WORLDWIDE PARTNER

# Driving innovation in professional cycling

## Official Technology Partner of 14 cycling races, including the world-renowned Tour de France

As part of this global 5-year partnership, Capgemini will bring its deep expertise in digital innovation, technology and AI into the professional cycling field to grow the cycling community, engage fans all over the world and bring cycling into people's lives.

In addition to the Tour de France and the Tour de France Femmes avec Zwift, Capgemini will support both men's races – such as La Vuelta, Paris-Nice, Critérium du Dauphiné, Paris-Roubaix, Paris-Tours, La Flèche Wallonne, Liège-Bastogne-Liège, Tro Bro Leon, and the women's races of La Vuelta Femenina by Carrefour.es, Paris-Roubaix Femmes avec Zwift, La Flèche Wallonne Femmes, Liège-Bastogne-Liège Femmes.

Over the next five years, Capgemini will support this top cycling event series in realizing its technology roadmap, delivering cutting-edge technological solutions aimed at enhancing performance insights, supporting international audiences and engaging fans, from casual enthusiasts to amateur cyclists.



# Peugeot Sport

Together we are transforming tomorrow

Motorsport is the world's most transformative sport, navigating complex technologies, rule changes, and environmental innovation. It is a constant platform for progress and performance. Our partnership with Peugeot sport plays a key role at the heart of the FIA World Endurance Championship program, driving transformation with advanced digital tools and analytics to enhance the performance of the team and the PEUGEOT 9X8.



OFFICIAL DATA INTELLIGENCE PARTNER



# Financial performance

Appendix

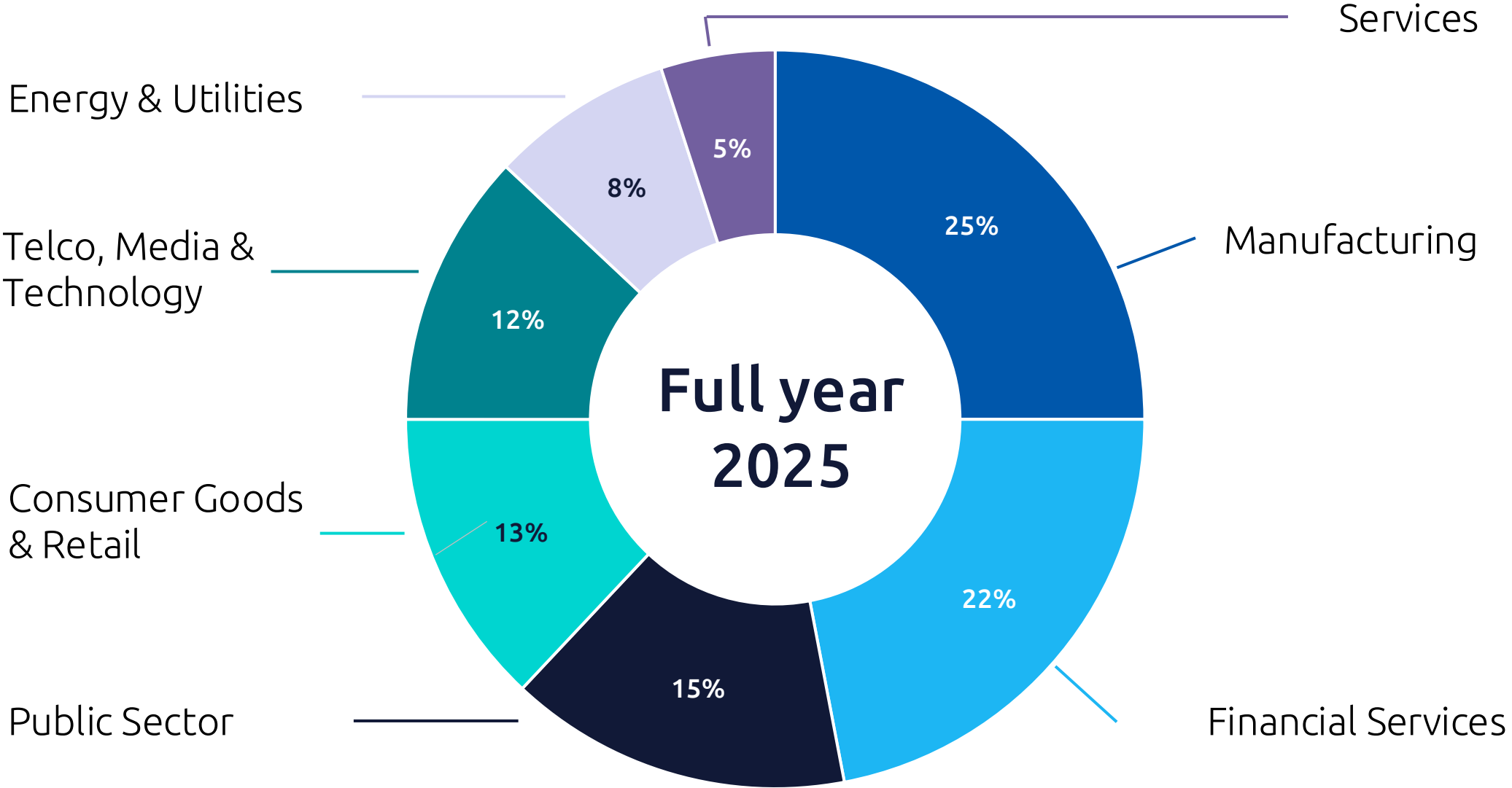


# Financial Overview

in € m	FY 2024	FY 2025	Variation	Constant Currency Growth
<b>Revenues</b>	<b>22,096</b>	<b>22,465</b>	<b>+1.7%</b>	<b>+3.4%</b>
Operating expenses	-19,162	-19,482		
<b>Operating margin</b>	<b>2,934</b>	<b>2,983</b>	<b>+1.7%</b>	
(in % of revenues)	13.3%	13.3%	stable	
Other operating income and expenses	-578	-784		
<b>Operating profit</b>	<b>2,356</b>	<b>2,199</b>	<b>-6.7%</b>	
(in % of revenues)	10.7%	9.8%	-0.9pts	
Net financial income / expense	13	(30)		
Income tax	(681)	(534)		
Share of profit of associates and joint ventures & non-controlling interests	(17)	(34)		
<b>Net profit (Group share)</b>	<b>1,671</b>	<b>1,601</b>	<b>-4.2%</b>	
(in % of revenues)	7.6%	7.1%	+0.5pts	
Basic EPS in €	9.82	9.46	-3.7%	
Normalized EPS in €	12.23	12.95	+5.8%	
<b>Organic free cash flow</b>	<b>1,961</b>	<b>1,949</b>	<b>stable</b>	

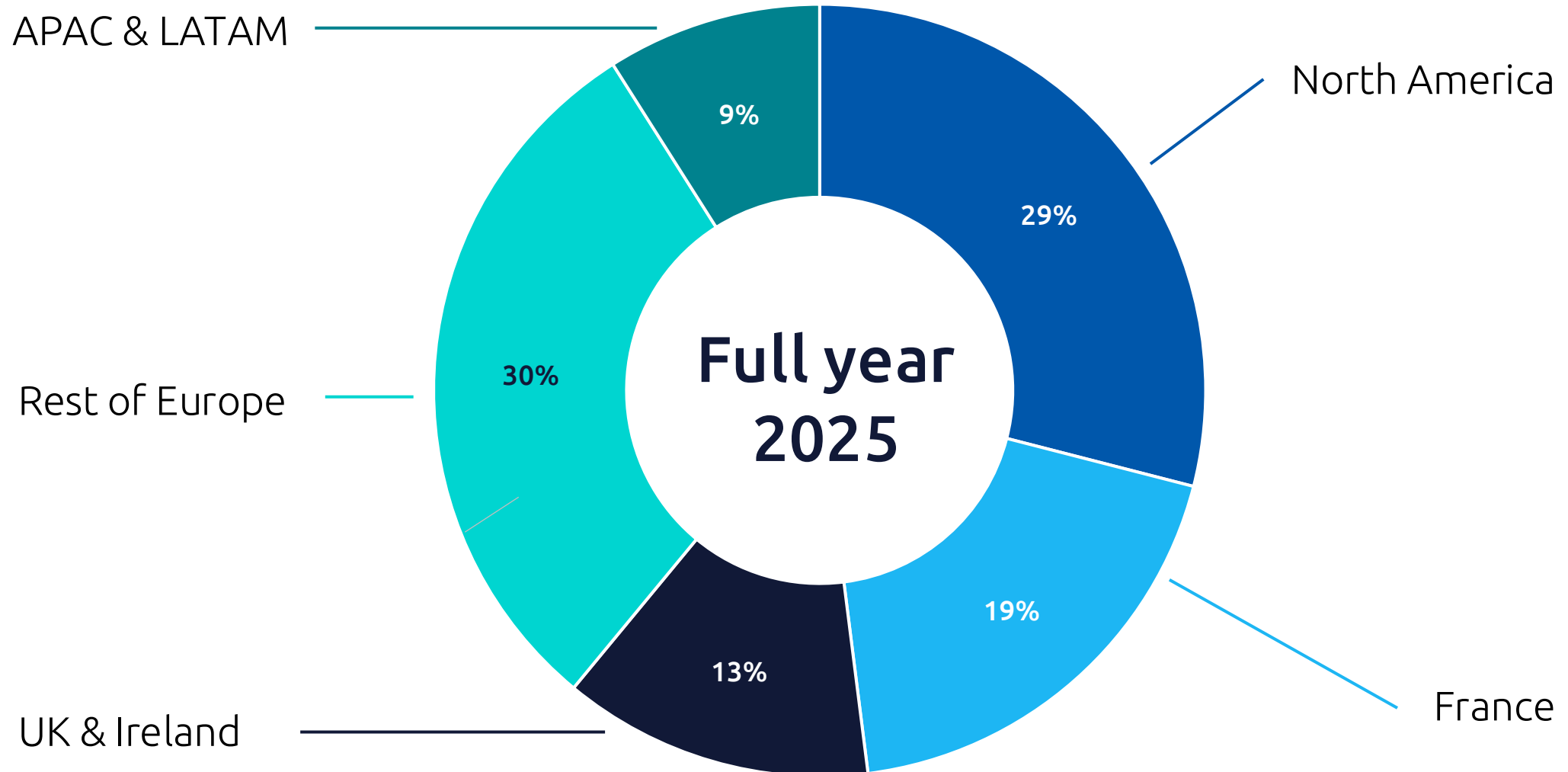


# Full-year revenues by sector



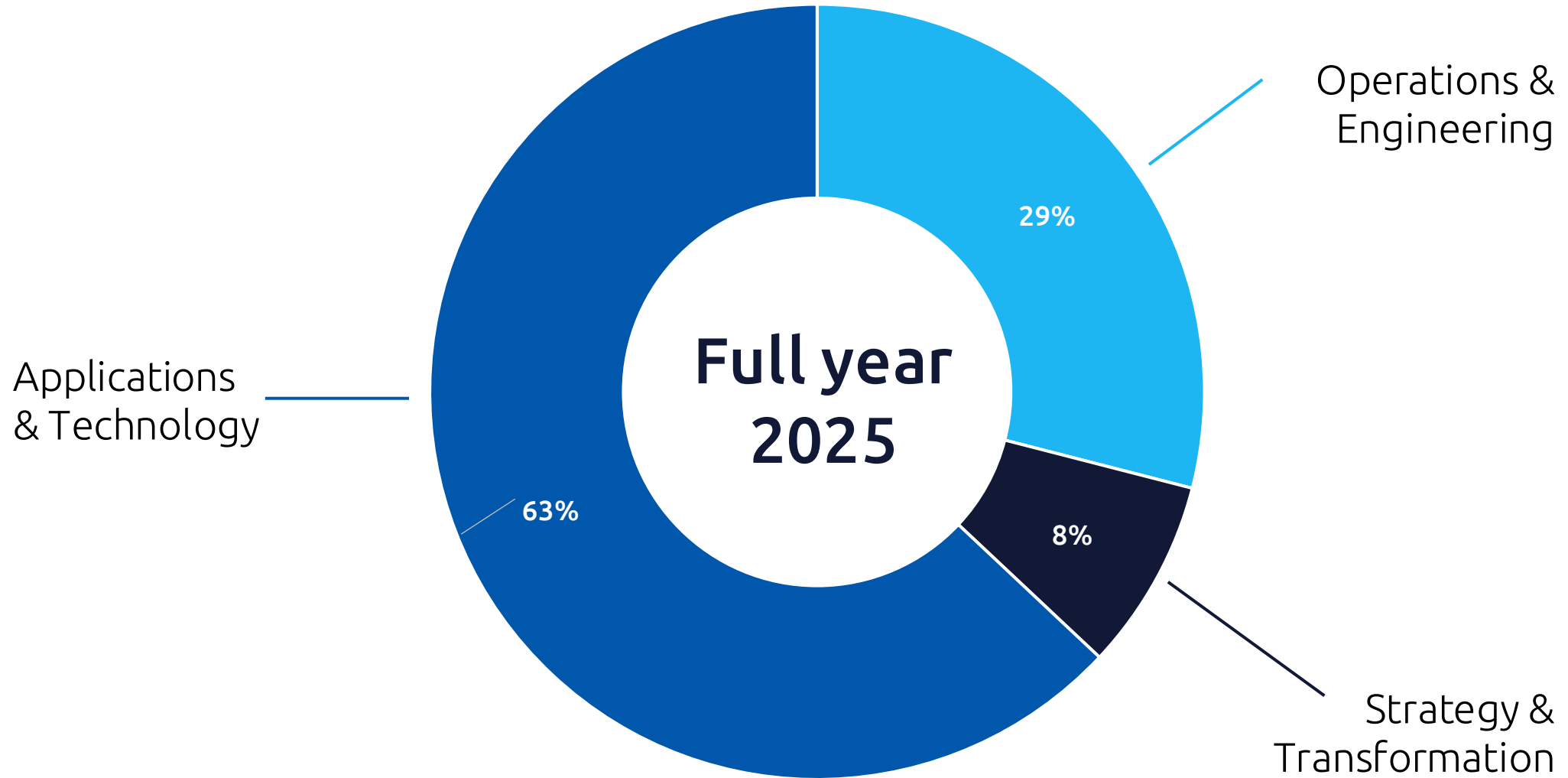


# Full-year revenues by regions



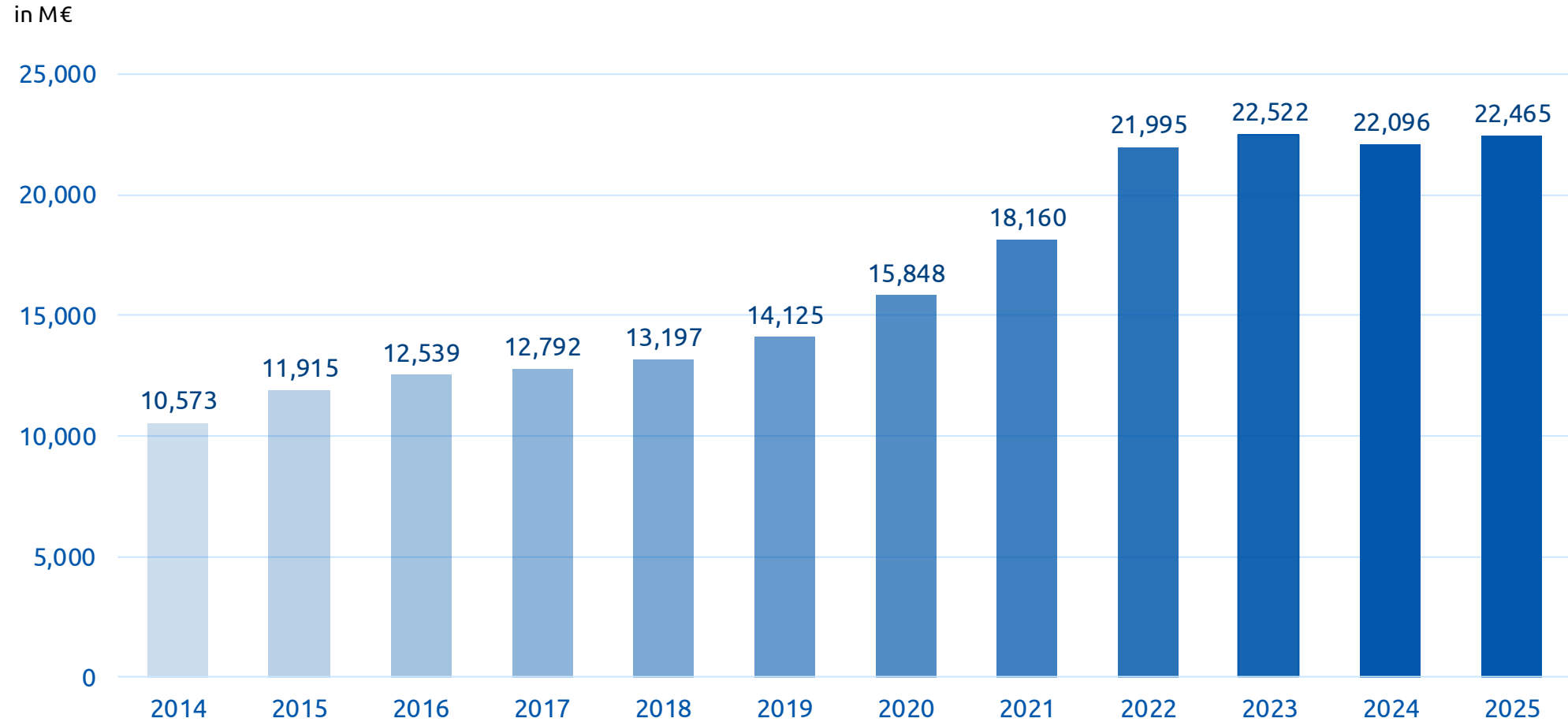


# Full-year revenues by business





# Revenue evolution 2014–2025





# Management and governance

Appendix



# Board of directors

(March 5, 2026)

The Board of Directors takes decisions on the major issues concerning the operation and future of Capgemini, to promote sustainable value creation for its shareholders and all stakeholders.



**Paul Hermelin**  
Chairman of the Board of Directors



**Jean-Marc Chéry**  
Independent Director



**Aiman Ezzat**  
Chief Executive Officer



**Ulrica Fearn**  
Independent Director



**Maria Ferraro**  
Independent Director



**Pierre Goulaieff**  
Director representing employees



**Siân Herbert-Jones**  
Independent Director



**Hervé Jeannin**  
Director representing employees



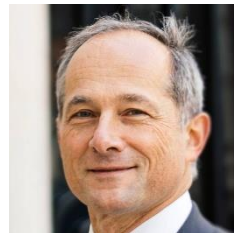
**Christophe Merveilleux du Vignaux**  
Director representing employee shareholders



**Belen Moscoso del Prado Lopez-Doriga**  
Independent Director



**Xavier Musca**  
Independent Director



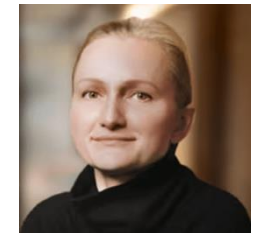
**Frédéric Oudéa**  
Lead Independent Director



**Patrick Pouyanné**  
Independent Director



**Kurt Sievers**  
Independent Director



**Lila Tretikov**  
Independent Director



# Executive committee

2026, the Group Executive Committee comprises 35 members, including the 14 members of the Group Executive Board.



**Aiman Ezzat**  
Chief Executive Officer



**Fernando Alvarez\***  
Strategy, Development & Alliances



**Nive Bhagat\***  
Chief Financial Officer



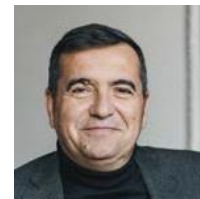
**Anirban Bose\***  
Americas



**Karine Brunet\***  
Operations and Delivery



**Andrea Falleni\***  
Southern Europe



**Cyril Garcia\***  
Sustainability Services, Corporate Responsibility and Group Accelerators



**Franck Greverie\***  
Chief Technology & Portfolio Officer, Global Business Lines



**Roshan Gya\***  
Northern Europe



**Anne Lebel\***  
Chief Human Resources Officer & Ethics



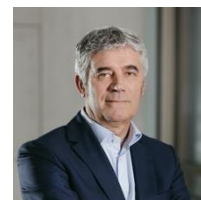
**Kartik Ramakrishnan**  
Financial Services



**Michael Schulte\***  
Engineering



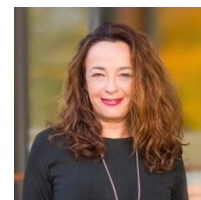
**Jérôme Siméon\***  
Chief Revenue Officer



**Pascal Brier**  
Innovation



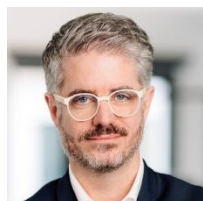
**Kevin Campbell**  
Insights & Data



**Inma Casero**  
Deputy CHRO



**Sanjay Chalke**  
India



**Volker Darius**  
Invent



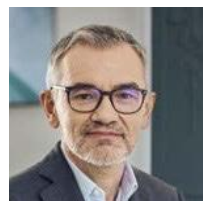
**Steffen Elsaesser**  
Transformation



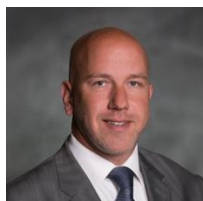
**Patrick Ferraris**  
Global Industries



**Stephen Hilton**  
Cloud Infrastructure Services



**Olivier Lepick**  
General Secretary



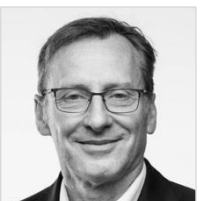
**Ted Levine**  
Deputy CEO Americas



**Karine Marchat**  
COO WNS



**Paul Margetts**  
Asia-Pacific



**Fabrice Mariaud**  
Delivery



**Rainer Mehl**  
Strategic clients



**Keshav Murugesh**  
WNS



**Sarika Naik**  
Corporate Responsibility



**Rajnish Nath**  
Manufacturing US



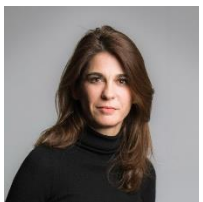
**Niraj Parihar**  
COO Americas



**Maria Pernas**  
General Counsel



**Oliver Pfeil**  
Business Services



**Béatrice Speisser**  
Marketing and Communications



**Shin Tonomura**  
Deputy CEO, APAC



**Volkmar Varnhagen**  
COO Engineering



**Jeroen Versteeg**  
Sales

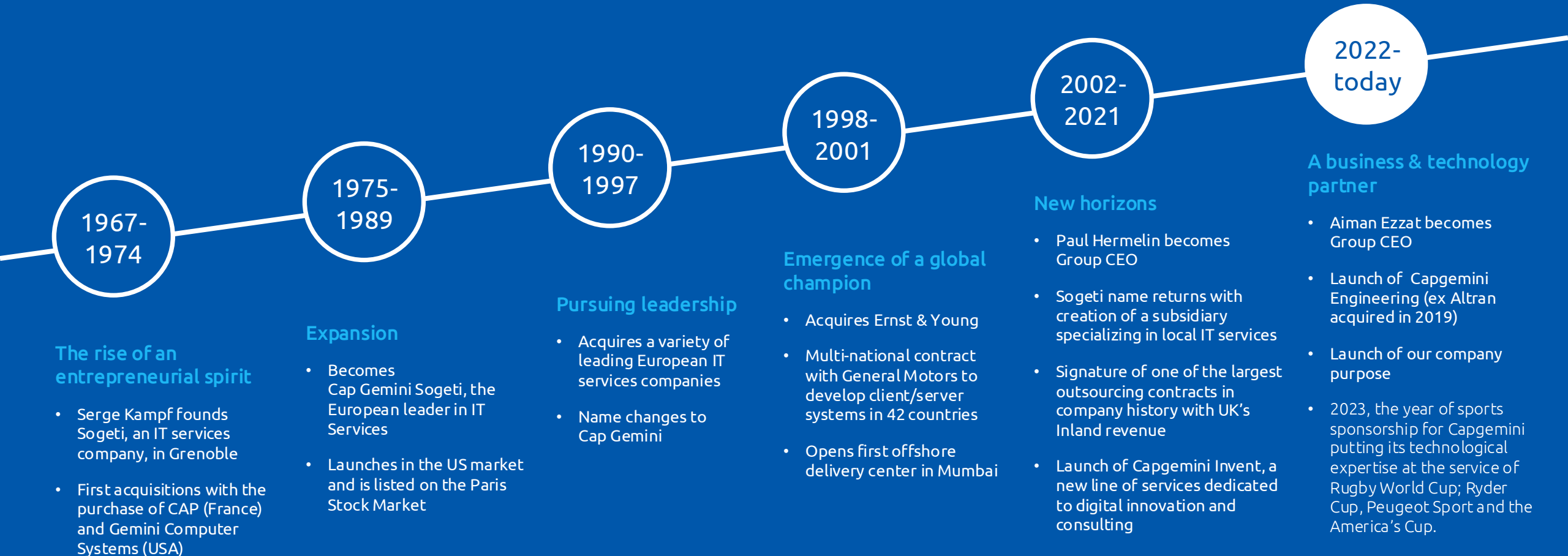


# Timeline and history

Appendix



# 55+ year track record as an independent Company





# Analysts accolades

Appendix



# Selected market recognitions

Capgemini has been positioned as a LEADER:

<p>in the Forrester Wave: <b>Application Modernization and Multicloud Managed Services, Q1 2025</b></p> <p><a href="#">Link</a></p>	<p>in the Forrester Wave: <b>SAP Services Q1, 2025</b></p> <p><a href="#">Link</a></p>	<p>in the Gartner® Magic Quadrant™: <b>for Finance and Accounting Business Process Outsourcing 2025</b></p> <p><a href="#">Link</a></p>	<p>in the Everest Group: <b>Sustainable IT Services PEAK Matrix® Assessment 2025</b></p> <p><a href="#">Link</a></p>	<p>in the Everest Group: <b>Sustainable Engineering Services PEAK Matrix® 2025</b></p> <p><a href="#">Link</a></p>	<p>in the Gartner® Magic Quadrant™: <b>Service Integration and Management (SIAM) 2024</b></p> <p><a href="#">Link</a></p>	<p>in the Forrester Wave: <b>Customer Experience Strategy Consulting Services Q4, 2024</b></p> <p><a href="#">Link</a></p>
<p>in the IDC MarketScape: <b>Worldwide Cloud Professional Services 2024</b></p> <p><a href="#">Link</a></p>	<p>in the Everest Group: <b>Software Product Engineering Services PEAK Matrix® 2024</b></p> <p><a href="#">Link</a></p>	<p>and Star Performer in the Everest Group: <b>Data and Analytics (D&amp;A) Services PEAK Matrix® 2024</b></p> <p><a href="#">Link</a></p>	<p>in the Everest Group: <b>Artificial Intelligence (AI) and Generative AI Services PEAK Matrix® 2024</b></p> <p><a href="#">Link</a></p>	<p>in the Everest Group: <b>Open Banking IT Services PEAK Matrix® 2024</b></p> <p><a href="#">Link</a></p>	<p>In the Everest Group: <b>Connected Product Engineering Services PEAK Matrix® 2024</b></p> <p><a href="#">Link</a></p>	<p>in the HFS Horizons: <b>High-Tech Services, 2024</b></p> <p><a href="#">Link</a></p>



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## About Capgemini

Capgemini is an AI-powered global business and technology transformation partner, delivering tangible business value. We imagine the future of organizations and make it real with AI, technology and people. With our strong heritage of nearly 60 years, we are a responsible and diverse group of over 420,000 team members in more than 50 countries. We deliver end-to-end services and solutions with our deep industry expertise and strong partner ecosystem, leveraging our capabilities across strategy, technology, design, engineering and business operations. The Group reported 2025 global revenues of €22.5 billion.

Make it real.

[www.capgemini.com](http://www.capgemini.com)



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