Preparing the future

As a leader in digital transformation, our mission has become all the more important today, as we aim to help our clients seize all the opportunities offered by technology in order to keep their employees safe in these times of crisis, all while ensuring their business continuity, as well as boosting their agility and competitiveness to prepare for the future.

In addition, the social and environmental challenges facing the world call for swift and strong action by companies and institutions. Our Group has long advocated for digital inclusion and the fight against climate change, notably by reducing our carbon emissions and developing service offerings to reduce our clients’ emissions.

Backed by the continuously growing expertise and skills of our talented people, our entrepreneurial culture and the values that guide us on a daily basis, we are working to ensure that digital, technology and innovation serve as drivers of sustainable development.

Our multicultural organization, resolutely anchored in all communities where we operate, is now more resilient, committed, united and agile than ever before. Following a well-managed internal process of managerial transition, Capgemini also benefits from a governance with broad expertise adapted to the Group’s challenges.

For the third year in a row, we are publishing an Integrated Report based on the Reference Framework published by the International Integrated Reporting Council (IIRC) to present how the Group creates and shares value.

Paul Hermelin, Chairman
Aiman Ezzat, CEO
Shobha Meera, Corporate Social Responsibility
Olivier Lepick, Human Resources (interim) and Secretary General
Rosemary Stark, Sales

Feel free to share your comments by sending us a message at the following address:
integratedreporting@capgemini.com
CAPGEMINI
A GLOBAL LEADER IN CONSULTING, DIGITAL TRANSFORMATION, TECHNOLOGY AND ENGINEERING SERVICES

WHAT WE DO
Innovative and high-added-value services:
- Strategy & Transformation
- Applications & Technology
- Operations & Engineering

WHO WE ARE
219,300 employees drawn from over 120 nationalities in more than 40 countries

WHO WE WORK WITH
76% of the 200 largest public companies on the Forbes Global 2000 List are our clients
96% of our revenues come from existing clients

WHAT WE ACHIEVED IN 2019
€14.1bn revenue +7% since 2018
12.3% operating margin
€1.3bn free cash flow
27,300+ beneficiaries supported by our digital literacy programs
Recognized once again in 2019 as one of the World’s Most Ethical Companies
Named on CDP’s* ‘A List’

HOW WE OPERATE
Seven core values:
- Honesty
- Boldness
- Trust
- Freedom
- Team Spirit
- Modesty
- Fun

OUR PRIORITY OFFERS
- Customer Experience
- Cloud
- Cybersecurity
- Artificial Intelligence & Analytics
- Digital Engineering & Manufacturing
- Digital Core with SAP S/4HANA®
- ADMnext

With Altran, we have created a global leader in Intelligent Industry. To learn more, visit:
reports.capgemini.com/2019/files/altran/Capgemini_Altran_2019_VA.pdf

Figures at December 31, 2019

AMERICAS
26,120 people

EUROPE, MIDDLE EAST AND AFRICA
75,740 people

ASIA-PACIFIC
117,440 people
After the Shareholders’ Meeting in May 2020, Paul Hermelin, you will remain Chairman of the Board and Aiman Ezzat will succeed you as Chief Executive Officer. How are you approaching this new phase?

Paul Hermelin — In 2017, I proposed to adopt a governance structure separating the functions of Chairman and Chief Executive Officer, which the Board accepted in principle at that time. I was convinced that we could find an internal solution; a rapidly growing group must certainly generate talent. Today, I am delighted that the Board has chosen Aiman Ezzat as Chief Executive Officer. Aiman has more than 20 years of experience within the Group and has worked alongside me since 2005. This choice sends a strong message to all of Capgemini’s talents.

Aiman Ezzat — I would like to thank the Board of Directors for the confidence it has shown in me. Paul has left his mark on more than half of our Group’s history. I am very proud to succeed him and I will do my utmost to continue the success of the last few years. I fully appreciate my responsibility in leading this tremendous Group, to which I am deeply attached. We are fortunate that our profession fulfills a role of particular importance today. Technology is key to ensuring the resilience of our economy and, beyond that, the resilience of our society.

Since you mentioned the current health crisis, how have you organized the Group’s response?

A. E. — We have set up a crisis unit primarily to manage the health and protection of our employees. Our second priority was to ensure business continuity for all our clients across 50 countries. During this unprecedented period, the Group has demonstrated its remarkable agility and responsiveness. In geographies such as India, we switched to over 90% remote working in just a few days. The credit for this achievement goes first and foremost to our colleagues. They have shown an unflinching commitment at all times, as well as an enormous generosity that has led to numerous initiatives, particularly in the field of public health. I would like to express my sincere thanks to them and my hope that we will come out of this experience even stronger, as an industry, as a company and as a society at large.

P. H. — This crisis calls on us to rethink the way we work. Remote work on such a massive scale is changing us. I am convinced that it can become an essential element in redefining how we work together at a distance. It will also shape the methods employed by a new generation of leaders.

At the beginning of April, Altran became part of the Capgemini group. What new prospects does this acquisition open up?

P. H. — We are thrilled to welcome Altran’s 50,000 employees. With them, Capgemini is expanding and will now cover not only digital technologies but also industrial technologies. We had the intuition that, after digital marketing, Intelligent Industry would be the next wave of innovation, driven by connected objects and 5G. Altran brings us technological skills and valuable R&D expertise in many sectors. The integration will be facilitated through the proximity of our cultures and business models. With Altran, we are embarking on a new chapter in the history of our Group.

Essentially, we were engineers in consulting, and IT and digital technologies. With Altran, we are broadening our range to include all technologies. Capgemini has become a leader in technology services, now capable of defining and implementing new objects and services for its clients.

A. E. — This is a strategic operation. It is a powerful accelerator for developing our relationships with all of the company’s decision-makers. At the same time, together with Altran, we are creating the world leader in Intelligent Industry. Combining the expertise of Capgemini and Altran will enable us to propose a unique offer to the market. Let’s take the example of autonomous cars. Altran works on the connected vehicle and Capgemini manages digital systems to process the data generated and required by the vehicle. This unprecedented combination will position us as the strategic partner for the digital transformation of industrial and technology companies.

It is now more difficult than ever to anticipate the future, but can you tell us the principles that will shape your efforts?

A. E. — “These are the values that will retain their meaning in our common adventure when the challenges of the times call everything into question,” as Serge Kampf, the founder of Capgemini, once said. Our fundamentals are very solid. Technology will be more than ever a part of our lives and of all chains, whether logistical, industrial, relational or solidarity-based. The massive adoption of digital technology that we have seen since the start of the health crisis is leading to a paradigm shift that will have a lasting impact on expectations in terms of customer experience and the digitalization of business processes. We will also have to be attentive – as I will be – to the ethical use of these technologies and the digital inclusion of the greatest number of people. Finally, I will ensure that the fight against climate change remains a priority. We must work together to renovate the way we live and work. This is our responsibility as a leader in our industry.

“WITH ALTRAN, WE ARE CREATING THE WORLD LEADER IN INTELLIGENT INDUSTRY.”

*Aiman Ezzat succeeded Paul Hermelin as Chief Executive Officer of the Group at the Shareholders’ Meeting on May 30, 2020. Paul Hermelin continues as Chairman of the Board of Directors.
We strive to address all the challenges of our ecosystem in order to transform shifts in our markets and technological innovations into lever for creating long-term value for our clients. Our growth strategy is based on our solid performance, our cutting-edge expertise and our agile portfolio of services. Following the acquisition of Altran, we benefit from a unique ability to support the digital transformation of industrial and technology companies.

PART I

A Group designed to

create long-term value
A SOLID PERFORMANCE, THE FOUNDATION OF OUR FUTURE GROWTH

Our strong financial performance in 2019 reflects our sound business model and rigorous approach to management. Combined with our extra-financial performance, these results will enable us to pursue our long-term growth strategy.

- **TOTAL HEADCOUNT**
  - 2017: 200
  - 2018: 211
  - 2019: 219

- **PERCENTAGE OF WOMEN IN THE HEADCOUNT**
  - 2017: 31%
  - 2018: 32%
  - 2019: 33%

- **PERCENTAGE OF NEW VICE-PRESIDENTS WHO ARE WOMEN**
  - 2017: 18%
  - 2018: 24%
  - 2019: 29%

- **REVENUES**
  - 2017: €12,525 million
  - 2018: €13,197 million
  - 2019: €14,125 million

- **OPERATING MARGIN**
  - 2017: €1,493 million
  - 2018: €1,597 million
  - 2019: €1,741 million

- **GREENHOUSE GAS EMISSIONS**
  - 2015: 552,373 tCO2eq
  - 2018: 506,785 tCO2eq
  - 2019: 474,321 tCO2eq

- **GROUP EMISSIONS PER EMPLOYEE**
  - 2015: 3.10
  - 2018: 2.44
  - 2019: 2.20

- **DIVIDEND PER SHARE**
  - 2017: €1.70
  - 2018: €1.70
  - 2019: €1.35

- **ORGANIC FREE CASH FLOW**
  - 2017: €1,080 million
  - 2018: €1,160 million
  - 2019: €1,288 million

- **WHO WE ARE**

  - **74%** of our social projects focus on digital inclusion
  - **13** Digital Academies* in 7 countries with more than 1,560 graduates

*In view of the global coronavirus pandemic, the Board of Directors on April 27, 2020, decided, in a show of solidarity between the various stakeholders, to reduce by 29% the dividend proposed for approval at the Shareholders’ Meeting on May 20, from €1.90 initially planned to €1.35 per share.
Creating long-term value

TACKLING THE CHALLENGES OF TOMORROW

TECHNOLOGY

Data and artificial intelligence, cloud and digital, edge computing, automation, Internet of Things

50+% of European manufacturing corporations utilize AI
(Source: Capgemini)

175 zettabytes of data – or a stack of DVDs extending 23 times the distance between the Earth and the Moon – will be generated worldwide in 2025, compared with 33 zettabytes in 2018
(Source: IDC)

Cybersecurity

2,244 cyberattacks a day worldwide, or one every 39 seconds
(Source: University of Maryland)

Large-scale development of 5G

2 bn people will be covered by 5G by 2030
(Source: McKinsey)

The race for talent

756,000 job openings in information and communication technologies in Europe in 2020
(Source: World Economic Forum)

Importance of sharing the company’s values and personalization of employee pathways

83% of thriving employees are more likely to work for a company they trust to train them in the skills tomorrow.
(Source: Mercer)

Multiple ways of working

69% of American organizations authorize their employees to work remotely some of the time and...

27% of these organizations have implemented full-time remote-work terms
(Source: Society for Human Resources Management)

We are strengthening our expertise in data platform technologies and developing new offers, particularly in AI. Capgemini makes every effort to attract and train numerous cybersecurity experts to provide our clients with comprehensive consulting, monitoring and protection services.

Capgemini employs more than 219,000 people sharing a common goal: to guarantee our clients receive innovative and optimal services. The Group strives to attract and retain the best talent by taking into account their expectations (search for meaning, real-time feedback, etc.) and new ways of working together (remote work, flexibility, personalized career paths, etc.).

WORK

ECONOMY

Rise of regional economic hubs

2nd biggest economy worldwide in 2050: India
(Source: PwC)

Disrupting business models and the rise of new players

Less than 20 years the average age of S&P 500 companies, compared with 60 years in the 1950s
(Source: Credit Suisse)

8 out of 10 companies with the largest market capitalization are digital and tech giants, compared with two out of 10 in 2010
(Source: F500 - January 2020)

The Group strives to attract and retain the best talent by taking into account their expectations (search for meaning, real-time feedback, etc.) and new ways of working together (remote work, flexibility, personalized career paths, etc.).

Due to analyzing the disruptions linked to the current crisis, we are constantly striving to identify the trends that structure our markets and the expectations of our clients’ customers. By anticipating future opportunities and managing medium-term risks, we are able to harness all the levers of tomorrow’s value creation.

Demographic shifts and urbanization

60% of people will live in cities by 2030, among a total population estimated at 8.5 bn
(Source: United Nations)

Digital divide

Nearly 60% of humanity is connected to the web – but the internet is 50 times faster in Singapore than Algiers
(Source: WeAreSocial)

The rise of ESG criteria

US$32,000 bn in managed assets including ethics and ESG (environmental, social and governance) criteria
(Source: Financial Times)

Together with its clients and partners, Capgemini develops solutions to meet the targets outlined by the Paris Climate Agreement, while conducting its CSR program – Architects of Positive Futures.

THE ENVIRONMENT AND SOCIETY

Climate change and natural resource depletion

43.1 Gt of CO2 released into the atmosphere in 2019 (an increase), compared with a target of zero net emissions in 2050
(Source: Global Carbon Budget)

Demographic shifts and urbanization

60% of people will live in cities by 2030, among a total population estimated at 8.5 bn
(Source: United Nations)

Digital divide

Nearly 60% of humanity is connected to the web – but the internet is 50 times faster in Singapore than Algiers
(Source: WeAreSocial)

The rise of ESG criteria

US$32,000 bn in managed assets including ethics and ESG (environmental, social and governance) criteria
(Source: Financial Times)

Present in more than 40 countries around the world, including India, our Group endeavors to develop its activities in a balanced way throughout each of its geographic areas.

In addition to analyzing the disruptions linked to the current crisis, we are constantly striving to identify the trends that structure our markets and the expectations of our clients’ customers. By anticipating future opportunities and managing medium-term risks, we are able to harness all the levers of tomorrow’s value creation.
BE THE PREFERRED PARTNER FOR OUR CLIENTS’ TRANSFORMATION AND GROWTH CHALLENGES

INNOVATE BY MOBILIZING AN ECOSYSTEM OF STRATEGIC PARTNERS

INVEST IN OUR EMPLOYEES, WHO ARE OUR MOST VALUABLE ASSET

ROLL OUT A BALANCED PORTFOLIO OF INNOVATIVE OFFERINGS

STRENGTHEN OUR IMPACT AS A RESPONSIBLE COMPANY

We support our clients with their digital and technological transformation plans to enable them to achieve their growth, innovation and efficiency targets. We place our clients at the center of all our efforts and provide them with our expertise, while offering comprehensive solutions. As a strategic global partner to industry-leading companies, we continue to earn our clients’ trust by investing to strengthen our expertise in our clients’ sectors or industries.

As specialists recognized in their field of expertise, our employees are essential to our success. They work on the frontlines of business transformation, embodying our entrepreneurial culture and delivering leading-edge services. With their help, we offer a high level of support to our clients. To achieve our ambitious growth objectives, we invest in our teams, attract and retain the top talents in our industry and offer our people motivating development opportunities, including international career paths. We also ensure that we offer them a dynamic environment that fosters performance, where dialogue and a spirit of conquest are encouraged and rewarded.

The synergies offered by our ecosystem of preferred partners are essential to meeting our clients’ most complex challenges, whether that means creating new business models, implementing new technological solutions or expanding internationally. We continue to broaden our ecosystem of new partners focused on innovation in a flexible and future-oriented manner. Our network of Applied Innovation Exchanges (AIEs) enables us to consolidate and strengthen our positioning in applied innovation, by bringing together our clients, innovation players and our internal technology and engineering resources. Not only does this approach help to create disruptive models, it also enables our clients to set themselves apart in their markets.

Architects of Positive Futures, our corporate social responsibility program, is one of the essential components of our strategy to become a leading responsible company whose expertise contributes positively to society. Our commitment is to provide a diverse and inclusive work environment for our employees, to help make the digital revolution an opportunity for all by building bridges between technology and society, and to ensure the ethical use of technology. We are also committed to developing solutions to reduce our environmental impacts and those of our customers by helping them build more responsible and sustainable models.

For a comprehensive view of all our technology partners, visit: www.capgemini.com/partners
OUR VALUE CREATION

Using our operational excellence, innovative assets, and added-value partnerships, we link technology, business and society to deliver sustainable value to all stakeholders.

**TRENDS**

**Technology:**
Intelligent industry, data and artificial intelligence, cloud, edge computing, automation, cybersecurity, Internet of Things, 5G development

**Work:**
The talent race, the importance of being aligned with the company’s values, personalization of employee career paths and multiplicity of the way we work

**Economy:**
The emergence of regional economic hubs and disruption to business models

**The environment and society:**
Climate change, resource scarcity, demographic shifts, urbanization, the digital divide and increase of CSR criteria

**OUR RESOURCES**

**Human**
219,300 talented employees, seasoned specialists and young graduates, in 40+ countries
An average age of 33 within the Group
A broad diversity of profiles and expertise

**Industrial**
451 offices
25 data centers
10 Security Operations Centers

**Intellectual (partnerships and co-innovation)**
Strategic partnerships with technology and business leaders
Alliances with universities, schools, research centers, startups and recognized experts
The multi-award-winning Capgemini Research Institute

**Financial**
A strong balance sheet, with a net equity of €8.4bn
€1,288m free cash flow generation

**OUR DRIVERS**

**Passionate and committed talents**
Seven core values
A continuous entrepreneurial spirit
Ethical conduct at all times
CSR stakes at the heart of our decisions

**Motivating development paths**
The recruitment of the best talents
Recognized know-how in particular in the design and management of complex technological programs addressing business challenges
The development of tomorrow’s skills
Regular training courses adapted to each employee

**A global ecosystem of research and innovation**
A global technology and innovation network, including 15 Applied Innovation Exchanges (AIE) to co-innovate with our clients
18 studies published by the Capgemini Research Institute in 2019
€160m cash invested in digital and innovation acquisitions

**An agile organization**
Global delivery model
Proven expertise in the allocation of talents and skillsets
Global Quality Management System
A hub of more than 110,000 employees in India

**OUR OFFER**

Client solutions tailored to the challenges of each sector

A portfolio of offers integrating the best of technologies
Customer Experience / Cloud / Cybersecurity / AI & Analytics / Digital Engineering & Manufacturing / Digital Core / ADMnext

**FOR SUSTAINABLE GROWTH**

**Clients**
4.1/5: client satisfaction level through regular assessment of our clients’ expectations defined by contractual deliverables
A target of 10 million tons of CO₂ saved by 2030 by our clients thanks to our solutions

**Talents**
€8,833m paid in gross wages and salaries, payroll taxes and benefits
29% – percentage of new Vice-Presidents who are women (internal promotions and external hires)
39 hours of training per employee
7.1/10: employee engagement score, as measured in monthly internal surveys

**Business and technology partners**
€2,299m in purchase of goods and services with our suppliers
More than 50% of our sales are made alongside our partners

**Society and public authorities**
€502m income tax expense
191 social impact projects
74% of our social development projects are related to digital inclusion

**Shareholders and investors**
An earnings per share of €5.15 (up 18% on 2018)
€432m returned to shareholders
(€282m dividend, €150m share buyback)
12.3% operating margin

Figures at December 31, 2019
We have structured a cohesive and unified organization to foster long term collaboration. Our businesses and areas of expertise address the entire breadth of clients’ needs and opportunities, and also serve our communities.

WE LEVERAGE TECHNOLOGY TO SERVE OUR CLIENTS AND SOCIETY

STRATEGY & TRANSFORMATION

With the creation of Capgemini Invent in 2018, Capgemini builds on its expertise in the fields of strategy, technology, data science, and creative design to support clients within the digital economy.

APPLICATIONS & TECHNOLOGY

Capgemini helps clients to evolve, modernize, expand, and secure their digital and IT environments thanks to the latest technologies. Our teams design and develop technological solutions and help our clients optimize and maintain their applications to gain operational agility.

OPERATIONS & ENGINEERING

Our Digital Engineering and Manufacturing (DEMS) services are grouped in this category, which benefits from the acceleration of our Digital Manufacturing activity. It also includes our infrastructure services - the installation and maintenance of client IT infrastructures in data centers or in the cloud - and our Business Services, which provide Operational Management Services.
Our cloud and digital offers have grown from 18% in 2014 to over 50% of the Group’s activity in 2019.

Cloud
- By applying a cloud-first approach, we help our clients define the most suitable cloud strategy for their business. We also help them manage their hybrid environments, while securing all their data.

Customer Experience (CX)
- With our Customer Experience services, we help our clients strengthen their relationships with their own customers, through rigorous analysis and cutting-edge technologies that enable them to better understand their tendencies, intuitions and personalities.

Cybersecurity
- Our comprehensive portfolio of consulting, compliance, protection and monitoring services is designed to secure traditional IT, as well as cloud, Internet of Things and digital systems.

A SERIES OF TARGETED AND STRATEGIC ACQUISITIONS

In April 2020, Capgemini’s acquisition of Altran created a global player in the digital transformation of industrial and technology companies, with 270,000 employees in nearly 50 countries and combined revenues of more than 17 billion euros in 2019.

The groundbreaking combination of Capgemini and Altran’s expertise enables us to offer a unique set of services to the market. As pioneers of Intelligent Industry, we use digital technologies to connect the entire industrial value chain, from design, engineering, production and support functions to operations.

This major transaction aligns with the acquisition strategy we have pursued since Sogeti’s creation in 1967. It further expands and consolidates the scope of our expertise, making Capgemini the global leader in consulting, digital transformation, technology and engineering services.

HALF A CENTURY OF GROWTH

1967
- Creation of Sogeti

1974
- First acquisition of two competitors: CAP (France) and Gemini Computer Systems (United States)

1987
- Acquisition of the English company Hoskyns, European leader in outsourcing services

1990
- Acquisition of the Dutch IT services company Volmac and of Programmator, a Swedish IT services company

1992
- Mega-acquisition of the Ernst & Young consulting division

1997
- Acquisition of CPB Braxis, the largest IT services company in Brazil

2000
- Acquisition of the American company IGATE, present in the United States and India

2007
- Acquisition of Kanbay International, an American service manager with a strong presence in India, specialized in financial services

2010
- Acquisition of the English company Hoskyns, European leader in outsourcing services

2015
- Acquisition of the American company IGATE, present in the United States and India

2020
- Acquisition of Altran, the world leader in engineering and R&D services

VALUE-GENERATING OFFERS

Cloud
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Cybersecurity
- Our comprehensive portfolio of consulting, compliance, protection and monitoring services is designed to secure traditional IT, as well as cloud, Internet of Things and digital systems.

Artificial Intelligence (AI) & Analytics
- We provide our clients with AI solutions and services to develop their operational excellence, growth, performance and innovation through an ethical and responsible approach to AI.

Digital Core with SAP S/4HANA®
- The Digital Core platform with SAP S/4HANA® is the backbone supporting the digital transformation of our clients. We combine technology, processes and operating models to accelerate innovation, while protecting business-critical SAP applications.

Digital Manufacturing & Engineering
- Driven by data, our offer accelerates and secures the convergence of our clients’ physical and digital worlds. Our expertise ranges from PLM (Product Lifecycle Management) to factories 4.0.

Customer Experience (CX)
- With our Customer Experience services, we help our clients strengthen their relationships with their own customers, through rigorous analysis and cutting-edge technologies that enable them to better understand their tendencies, intuitions and personalities.

ADMnext
- We offer a unique approach to Application Development and Maintenance (ADM). Our services are powerful growth accelerators, bringing together the best of technology, processes and knowledge to enhance business agility in the face of automation, big data and other technological developments.

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- Driven by data, our offer accelerates and secures the convergence of our clients’ physical and digital worlds. Our expertise ranges from PLM (Product Lifecycle Management) to factories 4.0.
As a leader in digital transformation, our goal is to help all our stakeholders harness the opportunities offered by technology. The crisis we are going through has highlighted the interdependence of all our geographic regions, while the challenges facing the world provide a daily reminder of the need to integrate social, societal and environmental factors into each of our decisions. All over the world, our teams are mobilized to work together to create a positive future.
Our committed and passionate people ensure a sustainable transformation for our clients. It is only through the daily commitment of all our employees that we can have a positive impact on our ecosystem.

**INSPIRING VALUES AND MISSIONS WITH A POSITIVE IMPACT**

"We embrace learning together and solving problems collaboratively. The team spirit is real."

Mary Enaballa, Lead Consultant – People & Organisation, Capgemini Invent, Australia

**OUR CORPORATE CULTURE DRIVING PERFORMANCE**

Our seven values empower our people to grow in their careers, build constructive and trusted relationships with co-workers and clients, and become architects of a positive future.

"Culture – that's what I love about the way of working at Capgemini. It's a culture of personal development and growth; a culture of responsibility and empowerment, trust and fun; a culture of distributed locations and One Team."

Dhewit Shah, Delivery Executive, FS Insurance SBU, India

"Capgemini is a company that values self-starters and people with an entrepreneurial spirit and it is my personal experience that you are always given a lot of freedom and responsibility early on, while working as a team."

Marc-Olivier Hilgers, Director Travel & Transport, Capgemini Invent, United Kingdom

"We are working with our clients to help them reduce their carbon footprint by 10 million tonnes by 2030. Our ability to demonstrate excellent working from home capability while delivering well for clients in the recent crisis may also help us with this."

Eileen Sweeney, Executive Vice President and Director for Manufacturing, Automotive and Life Sciences (MALS), North America

"Digital Inclusion is our way of contributing, through technology, to generate opportunities of inclusion for those people that do not have access to them. This digital inclusion promotes diversity in our teams and generates better and more innovative solutions for our clients."

Nieves Pacheco CSR Lead, Spain

"We are helping companies stay secure. With IOT and cloud becoming ever more prevalent in business, digital security skills will only become more necessary in the future and to be at the forefront of that is really exciting."

Yolande Chavane, Senior Consultant, Citizen Services, Capgemini Invent, France

"We use AI to enhance the healthcare system, identify better cures and treatments, and innovate with startups and technology to provide better health outcomes for patients, and to relieve health professionals."

"We are working with our clients to help them reduce their carbon footprint by 10 million tonnes by 2030. Our ability to demonstrate excellent working from home capability while delivering well for clients in the recent crisis may also help us with this."

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Nick Shimmen, Consultant, Capgemini Invent, United Kingdom

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Capgemini’s success has always stemmed from our ability to build trusted relationships with all our stakeholders, in accordance with our values and a high standard of ethics and performance.

**ETHICS AT THE CENTER OF OUR RELATIONSHIPS WITH STAKEHOLDERS**

Driven by our seven historical values, which have taken on even greater significance in the current context, our goal is always to adopt an ethical mindset and behavior in our activities and within our ecosystem.

Although we now operate in nearly 50 countries, we still share a common culture based on honesty, trust and mutual respect. Our strong values have guided our behavior through all the changes we have experienced, giving us the freedom to adapt to transformations in our markets and the boldness to become a leader.

For more than 10 years, we have worked to strengthen our ethical culture through a dedicated Ethics and Compliance program, which is essential to the success of a diverse and decentralized group like ours. This program aims to educate our teams on our ethical principles and policies for better decision-making, in line with our values.

In 2019, we published our Code of Business Ethics* to explain our values, our principles of action and our rules of conduct and behavior, particularly with regard to competition.

In 2018, we also launched SpeakUp, the Group’s ethics helpline, which is available to employees and external stakeholders, either online or by phone, on a voluntary and confidential basis.

In 2019, we rolled out Pulse, an innovative tool for continuously listening to our teams by collecting their opinions through quick, regular surveys. By analyzing this data, we carry out targeted actions to promote employee engagement. We have supplemented this system with our annual survey on the ethical culture within the Group.

**People**
- Employees, local and international works councils
- Talent pool, Families, alumni

**Financial community**
- Shareholders
- Banks, financial analysts, ratings agency, ESG indexes

**Clients**
- Existing clients
- Potential clients, our clients’ ecosystems

**Business partners**
- Alliances, suppliers, other partners

**Civil society and public authorities**
- Local communities, academics, thought leaders, think tanks, local authorities, regulators, legislators, EU
- Citizens, NGOs, media, international organizations (OECD, etc.)

As a socially committed company, we unleash energies to turn technology and innovation into a driving force of social and sustainable development for the greatest number of people.

**OUR SOCIAL AND ENVIRONMENTAL ROADMAP**

Our commitment to our employees, clients and partners is based on the three main pillars of our social responsibility program, Architects of Positive Futures: diversity, digital inclusion and environmental responsibility.

Our actions are built on the principle of a diverse and inclusive work environment where our people can thrive and bring their best to our customers; help make the digital revolution an opportunity for all while creating bridges between technology and society; reduce our environmental impact; and offer solutions that enable our customers to reduce their impact.

Our social and environmental responsibility is reflected in our commitments taken at the national, regional or global level, such as the signing of the United Nations Global Compact. As such, the pillars of our CSR program enable us to contribute to five Sustainable Development Goals (SDGs).

Diversity

Diversity is an essential component of our Group’s identity and corporate culture. We understand diversity in the broadest sense, including cultural identities, ethnic and social origins, sexual orientation and disabilities. We therefore regularly review our local practices and policies and share best practices across the Group to ensure that we maintain an inclusive environment where everyone can make their voice heard.

We have notably set specific targets in favor of parity between men and women. On this front, we have already made significant progress and achieved one of our targets a year ahead of schedule, in particular by strengthening parity in our management teams. As part of this commitment, we have launched specific programs to support high-potential women, while also taking part in events that highlight the role and place of women in digital and innovation.

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATORS</th>
<th>2018</th>
<th>2019</th>
<th>TARGETS 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMPROVING PARITY IN MANAGEMENT TEAMS</td>
<td>PERCENTAGE OF WOMEN HOLDING EXECUTIVE ROLES</td>
<td>14%</td>
<td>17%</td>
</tr>
<tr>
<td>IMPROVING PARITY THROUGHOUT THE GROUP</td>
<td>PERCENTAGE OF STAFF WHO ARE WOMEN</td>
<td>31.9%</td>
<td>33.0%</td>
</tr>
</tbody>
</table>

**HIGHLIGHT**

Capgemini America is proud to be named a "Best Place to Work for LGBTQ Equality" and received an excellent score on the 2019 Corporate Equality Index (CEI) developed by the Human Rights Campaign Foundation (HRC). The annual, national benchmarking survey and report rates companies on corporate policies and practices related to Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) workplace equality.

* Carbon Disclosure Project, a not-for-profit charity that runs the global disclosure system for investors, companies, and other organizations to manage their environmental impacts.
Environmental responsibility

To combat climate change, we are significantly reducing our environmental impact and ofering new products and services to help our clients meet these challenges.

Committed for many years to the fight against climate change, we have strengthened our expertise and developed a range of services enabling our clients to reduce their carbon footprint. By integrating environmental solutions into our portfolio of offers, we actively contribute to the development of responsible and sustainable business models.

At Capgemini, we have pledged to reduce our total carbon footprint per employee by 30% by 2030 (compared to 2015), primarily by targeting our main emissions sources: energy costs and business travel. Every year, we collect and analyze approximately 10 million data points covering 99.5% of our business. This vast pool of data gives us a clear view of our greenhouse gas emissions and allows us to identify the proper resources for reducing these emissions. The enthusiasm, commitment and expertise of our teams play a key role in meeting this challenge together.

Digital inclusion

We believe that we can be a bridge between technology, business and society, while working hand in hand with our clients, NGO partners and public and academic organizations.

Our digital inclusion strategy is adapted on a daily basis through our strong internal network of local leaders. As part of our efforts to close the digital divide, we are implementing multiple digital literacy initiatives and expanding our Digital Academies program, a global network of learning institutions that help disadvantaged groups and those excluded from the job market to acquire digital skills.

Throughout our Technology for Positive Futures strategy, we also encourage our employees to get involved in developing technological solutions to address major social issues such as health, poverty alleviation and environmental protection.

We want to enable as many people as possible to seize all the opportunities offered by digital.

We reduced our travel emissions by 20% since 2015 by engaging our people to make more sustainable travel choices. In the Netherlands, our mobility program brings together a number of incentives to encourage employees to make sustainable travel choices. In the UK, new branded physical “hub” spaces have been created, which enable geographically dispersed teams to collaborate on documents and digital whiteboards across multiple locations in real-time while on video calls.

Capgemini India launched two Digital Academies in June 2019, in Mumbai and Pune, to train people who were excluded from the job market, offering them skills in the latest technologies and innovations. We have already trained 100 graduates at these Digital Academies and are now working to integrate them into Capgemini and partner companies.

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KEY PERFORMANCE INDICATORS

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<th>2018</th>
<th>2019</th>
<th>TARGETS 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>DIGITAL INCLUSION</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PERCENTAGE OF SOCIAL IMPACT PROJECTS DEDICATED TO DIGITAL INCLUSION EFFORTS</td>
<td>64%</td>
<td>74%</td>
<td>80%</td>
</tr>
<tr>
<td>DIGITAL ACADEMIES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NUMBER OF DIGITAL ACADEMY GRADUATES</td>
<td>150</td>
<td>1,562</td>
<td>3,000</td>
</tr>
<tr>
<td>DIGITAL LITERACY</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NUMBER OF DIGITAL LITERACY PROGRAM BENEFICIARIES</td>
<td>—</td>
<td>27,100</td>
<td>100,000</td>
</tr>
</tbody>
</table>

HIGHLIGHTS

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In keeping with its history and corporate values, Capgemini recently completed a well-managed internal process of managerial transition, thereby continuing the dynamic of sustainable and responsible growth that has characterized the Group for over 50 years. The Board of Directors, which reflects strict gender parity, is composed of members from diverse backgrounds with complementary skills. Therefore, while respecting best practices, our Group’s governance is able to address Capgemini’s specific requirements, as well as the changes our company is undergoing in all areas where we operate.

A renewed governance
Managerial transition

A WELL-MANAGED MANAGERIAL TRANSITION

The Board of Directors sets the strategic direction of the Company and the Capgemini Group. It appoints the executive corporate officer(s) responsible for implementing this strategy, approves the financial statements, convenes the Shareholders’ Meetings and proposes the annual dividend. It takes decisions on the major issues concerning the day-to-day operation and future of Capgemini, to promote sustainable value creation for its shareholders and all stakeholders.

MANAGEMENT OF THE GROUP

Since January 1, 2020, Capgemini SE Group Management is led by Mr. Paul Hermelin, Chairman and Chief Executive Officer, assisted by Mr. Aiman Ezzat, Chief Operating Officer since January 1, 2018. Aiman Ezzat will succeed Paul Hermelin as Chief Executive Officer, following the May 20, 2020 Shareholders’ Meeting. Group Management is assisted by two bodies, comprising the Group’s key operating and functional managers:

GROUP EXECUTIVE BOARD

It prepares the broad strategies submitted to the Executive Committee for approval and facilitates the carrying out of the Group’s operations. It also takes the necessary measures with regards to the appointment, setting of quantitative objectives and performance appraisal of executives with a wide range of responsibilities.

EXECUTIVE COMMITTEE

It assists Group management to define broad strategies and make decisions regarding the Group’s operating structure, the choice of priority offerings, production rules and organization, and the methods of implementing human resources management.

FOUR SPECIAL-PURPOSE COMMITTEES ASSIST GROUP MANAGEMENT:

- The Group Review Board
- The Mergers & Acquisitions Committee
- The Investment Committee
- The Risk Committee

AN INDEPENDENT AND BALANCED BOARD OF DIRECTORS

The Board of Directors seeks to implement a balanced governance structure tailored to Capgemini and able to adapt to the circumstances and challenges specific to the Group. True to its history and the Group’s values, its action seeks to achieve the goal of sustainable and responsible growth, which has defined Capgemini for over 50 years.

A GOOD MATCH BETWEEN DIRECTORS AND THE GROUP’S STRATEGIC FOCUS

In accordance with its diversity policy, the Board of Directors ensures the balance and plurality of expertise on the Board with regard to the challenges facing the Group. It maintains a range of experience and nationalities and respects gender balance, while ensuring the commitment of all directors to the Group’s fundamental values.
Active and diligent, the Board of Directors met 10 times in 2019, with an average attendance rate of 98%. It focused the majority of its work on (i) Group strategy, performance and organization, (ii) corporate governance and management transition, (iii) risk monitoring, (iv) reviewing the financial statements, (v) talent, diversity and CSR strategy management, as well as (vi) executive corporate officer compensation.

GROUP STRATEGY, ORGANIZATION AND CSR
- Review of the Group’s strategic priorities
- External growth opportunities including acquisition of Altran by public tender offer
- Review of the main market trends and changes in the Group’s competitive environment
- Follow up of the implementation of the Group’s new operating model
- Monitoring of the CSR strategy

GOVERNANCE
- Changes in the composition of the Board and its Committees
- Preparation of the Shareholders’ Meeting
- External triennial assessment of the Board of Directors
- Monitoring of dialogue with shareholders and proxy advisors

MANAGEMENT TRANSITION
- Follow-up of management transition with the choice of Mr. Aiman Ezzat to succeed Mr. Paul Hermelin as future Chief Executive Officer
- Initial discussions on the allocation of powers between the Chairman of the Board of Directors and the Chief Executive Officer as part of the separation of these functions at the end of the Shareholders’ Meeting expected to take place in May 2020.

AUDIT & RISK
- 2018 company financial statements
- 2018 annual and 2019 half-year consolidated financial statements
- Risk monitoring (including mapping)
- Internal control and internal audit
- Follow-up of the Group’s various actions in terms of ethics and compliance

TALENT MANAGEMENT AND COMPENSATION
- Monitoring of Group talent management
- Compensation of the Chairman and Chief Executive Officer, and the Chief Operating Officers
- Performance share and free share grants
- New employee share ownership plan

GROUP PERFORMANCE
- Group performance and activities
- Active management of the Group’s balance sheet and liquidity (including financing operations related to the planned acquisition of Altran)

2019 ASSESSMENT: CONCLUSIONS AND PRIORITIES FOR 2020
A formal assessment of the activities of the Board of Directors and its committees was performed at the end of 2019 with the assistance of an external service provider and under the responsibility of the Lead Independent Director. Following this assessment, the Board set the following priorities for 2020:
- Monitoring of the managerial transition process and set-up of a separated governance at the end of the May 20, 2020 Shareholders’ Meeting;
- Continuation of the 2018-2022 objectives: international diversification, diversification of profiles, staggered renewal of terms of office, maintenance of a measured number of directors enabling coherence and collective decision-making;
- Greater involvement by the Ethics & Governance Committee and Board of Directors in talent management and the monitoring of the Group’s succession plans for management;
- Enhanced monitoring of non-financial performance indicators in line with the Group’s CSR strategy and consideration of social and environmental issues.

ONGOING TRAINING FOR DIRECTORS
The Board organized training sessions throughout 2019 to enable directors to increase their knowledge of the Group (through presentations of its ecosystem, challenges, business lines or some of its regions), of its competitive environment, as well as recent market disruption trends and technological developments. The Board members also meet regularly with the members of the Group Executive Board during Board meetings and Committees. Each year a Board meeting dedicated to strategy is held “off-premises” in the form of a seminar and invites key managers of the Group to contribute to Board discussions.

2020 ANNUAL COMPENSATION TARGET STRUCTURE*  

*At the end of the Shareholders’ Meeting of May 20, 2020

Chief Executive Officer

Fixed compensation

Performance based compensation

Variable compensation

*Cap to 100% of the theoretical yearly cash compensation

EXECUTIVE MANAGEMENT COMPENSATION POLICY

Through its compensation policy, the Group seeks to promote the sustainable and responsible growth of the company and recompense individual and collective performance in line with the Group’s results. Capgemini ensures the roll-out of a competitive and inclusive compensation and benefits policy, in order to attract, motivate and retain talent and, more particularly, Group executive management. Executive management compensation therefore comprises a fixed component equal to 60% of the target theoretical compensation and a variable component equal to 40% of this amount.

DIVERSITY POLICY FOR MANAGEMENT BODIES

As part of its CSR strategy, the Group decided to set quantified objectives to achieve the same percentage of women in the Executive Committee as in the Group’s headcount by 2025. The Group also seeks to increase female representation in the 10% of positions with the greatest responsibility within Group executive leaders and more widely in the Vice-President community. These objectives will be combined with the strengthening of the Group’s internal policies to ensure the implementation of regular and fair practices supporting this strategic direction, enabling diversified and non-discriminatory global representation at all levels of the organization. The Board of Directors has also set Executive Corporate Officers objectives to increase female representation in the Group in the variable part of their annual compensation. Since 2018, the Board of Directors includes a criterion applicable to performance shares granted to Executive Corporate Officers and Group managers, which targets an increase in the number of women becoming Vice-President.
The artist

Miryam Haddad

The artist Miryam Haddad has lived and worked in Paris since 2012 and is a graduate of Paris’ School of Fine Arts (L’école des Beaux-Arts de Paris). In 2019, she was the laureate of the Jean François Prat Prize, had a solo show at the Collection Lambert in Avignon, and was selected to create the poster for the 73rd Festival d’Avignon. Her work has recently featured in group exhibitions such as Métamorphoses, Fondation Cartier, Paris; Globe as a Palette, Hokkaido Obihiro Museum of Art, Japan.

“A canvas must assert itself in a strong way,” she says. “In this sense, color is obviously one of the essential elements; the painting cannot be seen without it. Ever since my first painting experiences, I wanted many intense colors. I love to exaggerate colors. I do not appreciate the in-between. Taking this inspiration to extremes allows the invention of scenes that may seem joyful or illustrate the atmosphere of a party. However, by pushing this act to its limits, ambiguities appear. Extremes come together and the experience of the viewer is amplified: the colorful forms of this theater demand attention; they seem to testify to a positive energy...

“The gaze is nevertheless troubled: these paintings ultimately show mixed feelings. They do not calm the mind; violence is felt... Tears are as much a product of joy as they are of sadness. It is important, then, to play on formats, large on one hand, very small on the other. To offer the same journey, there’s the same attentive pause. I also rely on the thickness of the material or in other places I choose to use a very transparent medium. Then, the choices of titles confirm my reading, my orientation, leaving the spectator free to begin making their own interpretation.”

Extract from an interview with the artist for the 73rd edition of the Avignon Festival. By Marc Blanchet

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Connect with us
Discover the digital version of our 2019 reports:
reports.capgemini.com/2019/en/

The Annual Report outlines Capgemini’s primary activities and the major events from the previous business year. Combining interviews and analysis, it retraces the transformations that have impacted our activities and our ambitions.

The Universal Registration Document provides complete legal, economic, financial, and accounting information about our activities, together with analysis of the company’s results and future prospects.

The Integrated Report describes how Capgemini’s strategy, governance and organization create long-term financial and extra-financial value for the Group and its stakeholders.

On April 1, 2020, Capgemini and Altran completed a deal to come together as one Group with 270,000 employees across the globe and a combined revenue of €17 billion. Discover Altran’s world-leading expertise and the future of Intelligent Industry.