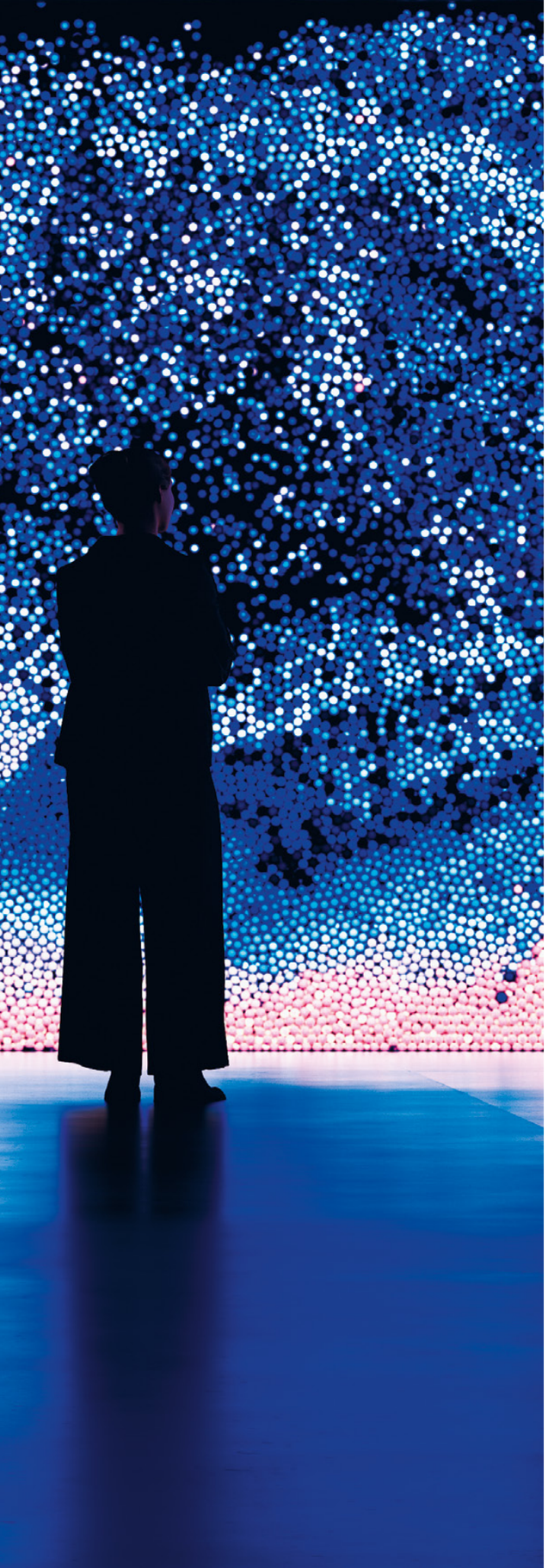


2025 Integrated Annual Report

Capgemini



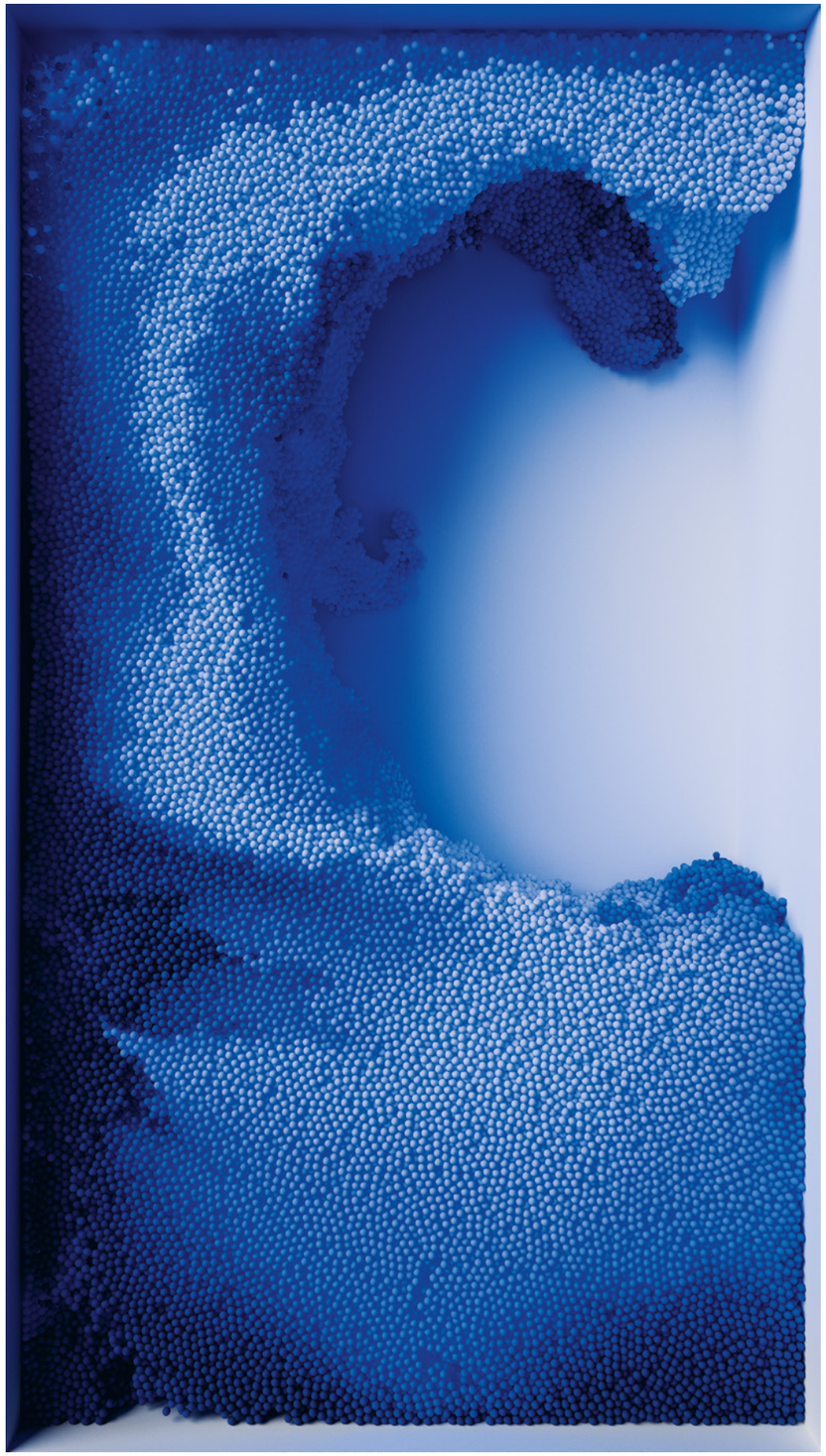
Maxim Zhestkov, “Waves”
Digital artwork, 24,228 x 1,152 px, 2022

Capgemini is a global leader in business and technology transformation, powered by AI and driven by close to 60 years of innovation. We partner with organizations worldwide to accelerate their transition to an inclusive and sustainable future. Harnessing the diversity of our global team of more than 420,000 experts working across more than 50 countries, we bring together deep industry knowledge and cutting-edge capabilities.

We are helping clients scale AI from small experiments to enterprise-wide programs by integrating AI throughout our portfolio, deploying it in delivery, and strengthening our partner ecosystem to accelerate the path to value.

We aim to imagine the future of businesses, then make it real with them, delivering tangible value across the entire breadth of their needs, from strategy and design to managing operations and advanced engineering.

Capgemini empowers its clients to unlock innovation build resilience, and achieve sustainable success in this rapidly evolving world.



Maxim Zhestkov, “Borders 03”
Digital artwork, 2,160 x 3,840 px, 2022

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“Our mission is to help our clients capitalize on technological breakthroughs”

What can we take away from 2025? So much has happened, but I would like to highlight three key points. First, I’d like to emphasize the gradual recovery in revenue growth, quarter after quarter and despite a challenging market, particularly in Europe. This is clearly the result of the tireless commitment of our teams, led with determination and talent by our CEO, Aiman Ezzat. It also confirms the pertinence of the strategic priorities he has defined and consistently implemented since 2020. On behalf of the Board, I would like to congratulate Aiman and his team on these achievements.

Next, the Group carried out several major acquisitions, the largest since Aiman became CEO. As always, the aim was to add innovative capabilities to the Group in market segments that are poised for growth: on the one hand, a leading company that has developed cutting-edge infrastructure management, which will help strengthen the Group’s digital sovereignty offerings; on the other, a leading player in outsourced business process management, with recognized sector-specific competencies. Combining their expertise with our data know-how gives the Group the means to become a leader in the new world of Intelligent Operations. Both acquisitions were unanimously approved by the Board.

Lastly, 2025 saw AI assert itself as a virtual necessity, following a series of high-profile technological announcements that had a significant impact on the stock market. Since 2023, AI, and notably Generative AI, has sparked enormous attention and, along with it, a wave of speculation. 2025 brought a fundamental shift: AI is no longer a mere area of experimentation; it has become a must-have that is revolutionizing how the most dynamic companies operate. We are witnessing a genuine turning point: the transition from discovery to deployment. Our clients are now seeking partners capable of helping them create value in real-world, demanding, and sometimes critical environments, and Capgemini has successfully established its credibility in this highly promising field.

For more than half a century, the Group has built its history on a simple conviction: technology only finds its true meaning when it contributes to, and often determines, the transformation of businesses and organizations. Our mission is to help our clients capitalize on technological breakthroughs: at the dawn of the internet, the shift to mobile technologies, and more recently with cloud computing. The recent announcement of our partnership with OpenAI illustrates Capgemini’s ability to play a major part in this new revolution. On this subject, I would like to point out that the Board has taken part in several training sessions to clearly identify these challenges and understand the scope of the actions decided by Group Management.

Throughout the business year, the structure of the Board, which I have the pleasure of chairing, underwent two changes. First, the arrival of Jean-Marc Chéry, following the decisions of the most recent shareholders’ meeting. His industrial and technological experience serves to strengthen our expertise at a time when infrastructure and challenges in the semiconductor sector are becoming increasingly important. Second, the replacement at the end of the year of Megan Clarken, who chose to leave the Board for personal reasons. I would like to thank her for her contribution to our work, and in particular the international perspective she brought to the role. Her seat on the Board has been taken by Lila Tretikov, whose experience in advanced technologies and innovation will provide another valuable perspective to our decision-making. Our shareholders will be asked to confirm this appointment. I would also like to extend a special farewell to those who are stepping down this year, Frédéric Oudéa and Xavier Musca, to whom the Board extends its warmest thanks for the quality of their contributions, the rigor of their work, and the unwavering commitment they have demonstrated throughout their terms.

In light of these changes in corporate governance, I have informed the Board of my intention to seek a renewal of my term as Director at the 2026 Shareholders’ Meeting. This candidacy is a continuation of the commitment I have shown in serving this Group for over 30 years and reflects my desire to contribute to the Board’s work, particularly regarding the technological and strategic challenges facing our sector. The Board plans to retain me as its Chairman, and I am both honored and extremely motivated to help it make the right decisions during this very exciting period.

Finally, I would like to sincerely thank our shareholders for their loyalty and support.

Paul Hermelin
Chairman of the Board of Directors

The world in 2025 was marked by growing uncertainties, shifting geopolitical dynamics, and accelerating technological change. Against this backdrop, we exceeded our growth target and maintained control over our margins and organic cash flow. This performance is above all the result of bold, structuring decisions, supported by a coherent strategy and the exemplary commitment of our teams. It confirms the relevance of a model based on expertise, proximity to our clients, and the ability to support complex, large-scale transformations.

The past year also marked a decisive milestone in the evolution of artificial intelligence. Following a phase of exploration and experimentation, AI is now entering an era of industrialization: it is becoming a structuring driver of value creation, productivity, and competitiveness. From Generative AI to the first Agentic systems, it is transforming production lines, accelerating design, redefining operating models, and opening up new avenues for innovation across all sectors. For our clients, the challenge is no longer to experiment, but to shape, secure, and deploy these technologies at scale, to capture their full potential while mastering their impacts.

However, scaling up is far more demanding than it may seem: it requires robust technological foundations (data, cloud, cybersecurity), responsible governance, and the ability to deeply transform processes, skills, and decision-making models. It also calls for a nuanced understanding of industries and business contexts, as well as a strong ecosystem bringing together the best partners. We have positioned Capgemini as the catalyst for the large-scale deployment of AI in businesses. This is precisely where our distinctive strength lies: combining technological excellence, industry expertise, and global scale to orchestrate complex transformations and translate them into tangible, fast, and sustainable results.

In this new technological landscape, sovereignty is becoming increasingly critical, and represents a major opportunity. Our clients, in Europe and beyond, need to balance access to the world's best innovations with control over their data, infrastructure, and strategic choices, within a strengthened framework of security, compliance, and resilience. Capgemini occupies a unique position in this regard: a global Group deeply rooted in Europe, capable of supporting this balance and turning technological sovereignty into a competitive advantage. A pragmatic approach to sovereignty – based on open architectures, strong partnerships with leading players, and a trusted AI framework – enables the development of robust, innovative, and fully controlled solutions. It is in this spirit that Capgemini offers its clients a unique model, where sovereignty and performance come together to transform their strategic choices into opportunities, while making the most of global innovation.

2025 was also marked by the acquisition of WNS, which positions Capgemini as a global leader in Intelligent Operations based on Agentic AI. This integration expands our expertise in automation and accelerates our ability to transform our clients' operations at scale.

Our ambition is rooted in a simple conviction: in a rapidly changing world, value comes from the ability to connect vision with action. This is the essence of our brand promise, "Make it real." Transforming technological potential – particularly that of artificial intelligence – into concrete, effective, and responsible solutions; combining artificial intelligence with human intelligence; and deploying trusted, secure, and compliant AI within a framework of controlled technological sovereignty: this is the dynamic that guides Capgemini.

We approach the future with confidence, strengthened by the quality of our talent, the depth of our expertise, and our ability to support our clients from strategy to execution at scale. Every day, our teams demonstrate that innovation is only valuable when it translates into tangible, sustainable, and measurable results, and I thank them for their unwavering commitment. I would also like to thank our clients, whose trust and loyalty inspire us to go further. This is how we will continue to move forward: with high standards, with responsibility, and with resolute confidence in Capgemini's future.

"We have positioned Capgemini as the catalyst for the large-scale deployment of AI in businesses"

Aiman Ezzat
Chief Executive Officer





Paul Hermelin
Chairman of the Board of Directors



Aiman Ezzat
Chief Executive Officer



Jean-Marc Chéry



Ulrica Fearn



Maria Ferraro



Pierre Goulaieff

Board of Directors

As of March 31, 2026, **the Board of Directors has 15 members**, including two Directors representing employees and one Director representing employee shareholders. 83% of its members are independent, 40% have international profiles, and 42% are women. The wide range of their experience and expertise contributes to the quality of the debate and the smooth functioning of the Board.



Siân Herbert-Jones



Hervé Jeannin



Christophe Merveilleux du Vignaux



Belen Moscoso del Prado Lopez-Doriga



Xavier Musca



Frédéric Oudéa
Lead Independent Director,
Vice-Chairman of the Board of Directors



Patrick Pouyanné



Kurt Sievers



Lila Tretikov



Aiman Ezzat*
Chief Executive Officer



Fernando Alvarez*
Strategy, Development & Alliances



Nive Bhagat*
Chief Financial Officer



Anirban Bose*
Americas



Karine Brunet*
Operations & Delivery



Andrea Falleni*
Southern Europe



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



Franck Greverie*
Chief Technology & Portfolio Officer, Global Business Lines[1]



Roshan Gya*
Northern Europe



Anne Lebel*
Chief Human Resources Officer & Ethics



Kartik Ramakrishnan*
Financial Services



Michael Schulte*
Engineering



Jérôme Siméon*
Chief Revenue Officer

Executive Committee

As of March 31, 2026, **the Group Executive Committee comprises 37 members, including the 13 members of the Group Executive Board** indicated by an **asterisk (*)**. The Group Executive Board oversees the running of the Group's operations. The Executive Committee helps the Group Executive Board to define Capgemini's overarching direction. It sets major strategic priorities, defines the action plans to achieve them, and ensures that these plans are effectively implemented at operational level. Four committees provide specialized backup for Group Management: the Commitments Committee, the Mergers and Acquisitions Committee, the Investment Committee, and the Risk Committee.

1. Insights & Data, Business Services, Digital Customer Experience, Application Development & Maintenance, Cloud & Custom Applications, and Package-Based Services.



Pascal Brier
Innovation



Kevin Campbell
Insights & Data



Inma Casero
Deputy CHRO



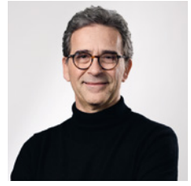
Sanjay Chalke
India



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 & Communications



Shin Tonomura
Deputy CEO, Asia-Pacific



Volkmar Varnhagen
COO Engineering



Jeroen Versteeg
Sales

2025 highlights

— A look back at the Group's major activities and achievements of last year, from the innovations that acted as our driving force, to analyst recognition and a new brand promise.



Embracing dialogue in the digital age at Davos

Business and governmental leaders convened at the 56th Annual Meeting of the World Economic Forum in Davos, under this year's theme, "A spirit of dialogue." As a strategic partner to the World Economic Forum, Capgemini hosted meaningful conversations, while our top executives took part in roundtable sessions designed to spark ideas and make connections.

A year of strategic partnerships

This year we continued to expand on our close partnership with pivotal technology partners who work with us to accelerate our AI-powered enterprise transformation and deliver sovereign cloud solutions. Such relationships include Google Cloud, AWS, Microsoft, and OpenAI, alongside Mistral AI and SAP, who help to provide clients with a trusted environment to deploy AI solutions.

Leading the field

2025 saw Capgemini recognized in various analyst reports, notably as a Leader in the Forrester Wave™: SAP Services, Q1 2025[1] report. Forrester highlighted the Group's strength in value management and continuous improvement. We were also named a Leader in Gartner's Magic Quadrant for Digital Experience Services[2], and ranked a Leader in Everest Group's AI and Gen AI Services PEAK Matrix®.[3]



25 years of Capgemini in India

Capgemini celebrated its 25th year in India, where our workforce has grown to over 200,000 team members, with a specific focus on AI-ready skills. Reinforcing our commitment to digital transformation and sustainable development, we partnered with the Nasscom Foundation to help several hundred young people from impoverished backgrounds train in Gen AI, robotics, fintech, and more.



Make it real

The Group unveiled a new brand promise – Make it real – an ambitious vision that translates into tangible, real-world impact in the AI-powered age. It's a clear, confident way of letting the world know that, whatever our clients need, through AI, technology, and people, we make it real.

1. The Forrester Wave™: SAP Services, Q1 2025, February 5, 2025. 2. Gartner Digital Experience Services Magic Quadrant, October 29, 2025, ID G00827852.
3. Everest Group Artificial Intelligence and Generative AI Services PEAK Matrix® Assessment, November 2025.



Unleashing innovation in sports

Tour de France – We became an Official Partner of the Tour de France, Tour de France Femmes avec Zwift, and a series of international cycling events, powering the sport through tech and innovation.
Women's Rugby – At the Women's Rugby World Cup 2025, we revealed TryZone IQ, a Gen AI-powered innovation providing analysis and insights.
Six Nations – We signed on as the Official Digital Transformation Partner of Six Nations Rugby, committing to elevate the fan experience through technology.
Ryder Cup – We revealed the updates to Outcome IQ, which used Gen AI to deliver real-time insights and dynamic, context-aware intelligence to enhance the fan experience.





The strategic moves shaping AI-driven growth

Strategic acquisitions allow the Group to expand our capabilities and expertise, and elevate our client offer. Recent acquisitions have enhanced Group expertise in cloud, data, and AI to ensure our solutions are scalable, secure, and easily integrated into our clients' existing operations. Following the acquisition of Syniti, the data management software and services leader, in December 2024, we made several acquisitions in 2025, in particular WNS, which was a major milestone for the Group, as well as Cloud4C. These moves reinforce our strategy of building strong foundations and outcome-driven solutions, positioning Capgemini at the leading edge of AI-driven transformation.



Delivering sovereign cloud leadership with Cloud4C

Last November, Capgemini acquired Cloud4C, a provider of hybrid, private, public, and sovereign cloud services. Its 1,600-strong team strengthens our scope to deliver a cloud operating model that speeds transformation, reduces risk, and unlocks value. The acquisition positions us to meet client expectations for AI-powered cloud automation and locally governed cloud operations, while accelerating development of our industry-specific packaged frameworks and end-to-end SAP services.

Becoming a global leader in Intelligent Operations with WNS

In October, Capgemini finalized the acquisition of WNS, a leader in digital Business Process Services. With this acquisition, valued at $3.3 billion, we created a global leader in Agentic AI-powered Intelligent Operations, enhancing our capacity to transform end-to-end business processes for clients across sectors.

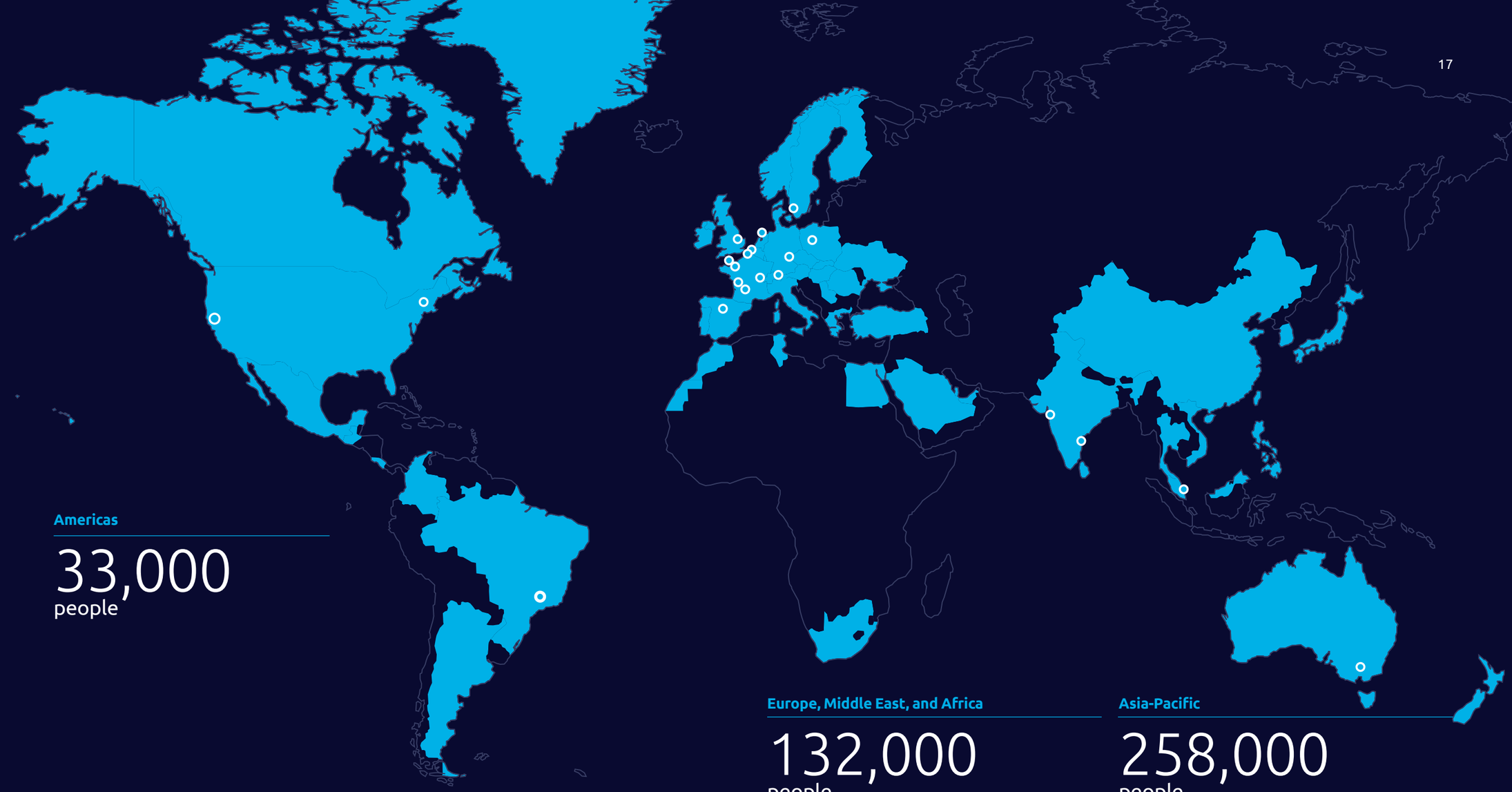
With more than 60,000 employees, WNS offers deep industry, domain and function expertise, as well as advanced capabilities in analytics, technology, and AI through highly automated platforms. It has a strong market position and track record of delivering value and growth. By combining Capgemini's global reach, strategy and transformation capabilities, technology and AI leadership with WNS's industry-specific solutions, we are creating a comprehensive service offering that directly addresses our clients' operational needs. The acquisition also increases Capgemini's exposure and presence in the US, enhancing our reach in this key geography.

With Intelligent Operations, we are leveraging AI to reshape and run entire areas of our clients' business operations. Intelligent Operations drive efficiency, speed, and agility for our clients through hyper-automation, to achieve end-to-end strategic value creation, combining cost efficiencies and enhanced business outcomes.



"Enterprises are rapidly adopting AI to transform operations, end-to-end. Intelligent Operations will be the largest showcase for Agentic AI. Our acquisition of WNS gives the scale and vertical sector expertise to capture this strategic opportunity."

Aiman Ezzat
CEO of Capgemini



Americas

33,000
people

Europe, Middle East, and Africa

132,000
people

Asia-Pacific

258,000
people

All over the world

— With over 420,000 people across more than 50 countries, Capgemini deploys a global team to support its clients and unlock value wherever they do business. Our people comprise more than 160 different nationalities. Pioneering innovation is supported by our network of 21 Applied Innovation Exchanges – a global community of experts joining forces with clients and our extended innovation ecosystem to bring ideas to life.

21
Applied Innovation Exchange (AIE) Global Network

USA
New York
San Francisco

Brazil
São Paulo

United Kingdom
London

Netherlands
Utrecht

France
Bordeaux
Grenoble
Lille
Paris
Nantes
Rennes
Toulouse

Italy
Milan

Sweden
Malmö

Spain
Madrid

Germany
Munich

Poland
Wrocław

India
Hyderabad
Mumbai

Singapore

Australia
Melbourne

97
average hours of training per employee in 2025

Around 8%
of our capital owned by employees



420,000+
employees, including more than 40% women

Real business value



Maxim Zhestkov, “Waves”
Digital artwork, 24,228 x 1,152 px, 2022

It’s AI’s time to deliver real value

— Capgemini is a global leader in Generative and Agentic AI, deployed to deliver tangible business outcomes at scale for global, complex organizations across industries. We help clients move from small experiments to enterprise-wide programs by integrating AI throughout our portfolio, deploying it in delivery, and strengthening our partner ecosystem to accelerate path to value.

Uniquely positioned to embed AI in our clients’ organizations

Beyond the hype, our clients need to deploy AI on a large scale to accelerate their transformation, with concrete impacts in terms of value creation. This requires specific skills and expertise that only an AI-driven business and technology services company like ours can provide. As the largest European technology transformation player, Capgemini is unique in its ability to deploy the right skills to address the specific, complex challenges of clients across industries. Our AI-first offerings enable clients to create value, boost their go-to-market, uplift business operations, and modernize their IT, all while optimizing operations at scale.

AI aligned with long-term enterprise goals

Large organizations face major issues around regulation, data, sovereignty and processes that add layers of complexity to scaling AI implementation. Armed with the right knowledge and skills, Capgemini is uniquely capable of guiding clients through these challenges and serving as a catalyst for enterprise-wide AI adoption. Across engagements, we prioritize trust by design, ensuring data protection, reliability, compliance, and sustainable implementation, so AI systems align with long-term enterprise goals. Our world-class ecosystem of partners offers clients the best technology available in the world, while ensuring levels of sovereignty designed for each organization’s specific conditions and environments.

Human-AI collaboration at the core

As organizations move from pilots to deployment, success means preparing people, processes, and data, as much as technology. Capgemini ensures successful deployment, defining roadmaps, and driving enterprise-wide transformation programs. At the heart of our approach is human-AI collaboration. Gen AI assistants augment human knowledge and processes, AI agents hyperautomate tasks, while people remain accountable for judgment, ethics, and outcomes. This human-AI chemistry ensures technology amplifies ingenuity, unlocking gains in productivity, speed, adaptability, and value creation. Our human-AI operating models enable businesses to innovate faster while building the trust, resilience, agility, and human capability required for sustained advantage.

— Capgemini’s TechnoVision program offers a comprehensive view of the emerging technologies that will shape the future of business. The program is articulated around two key assets: the TechnoVision guide, designed to help organizations assess their tech environments, and Top Tech Trends, a report that explores the five trends that will shape the year to come. Discover below our 2026 predictions.

Top 5 tech trends to watch in 2026

1. The year of truth for AI

AI is the decade’s defining technology, but the pace of investment has outstripped the speed at which organizations have extracted value. The challenge is no longer the technology itself, it’s the business approach and methodology. An AI ecosystem rooted in operational value and enterprise architecture is now emerging, focusing on human-AI chemistry. 2026 will be the moment to move from proof-of-concept to proof-of-impact.

2. AI is reshaping software development

AI is reshaping software development, shifting from writing code to expressing intent. Developers define outcomes while AI generates and maintains components, accelerating delivery and improving quality. This approach opens opportunities to build more adaptive, sovereign systems. The shift will redefine the software lifecycle development landscape, where human supervision will remain essential for trust and quality control.

3. Cloud 3.0: All flavors of cloud

Cloud is evolving. Hybrid, private, multi-cloud, and sovereign architectures are becoming the operational backbone for AI and AI-assisted workloads. Outages and geopolitical pressures are accelerating diversification and resilience strategies. Cloud 3.0 will enable organizations to tailor cloud consumption to their requirements, optimizing asset redundancy, sovereignty, criticality, and latency.

4. The rise of Intelligent Operations

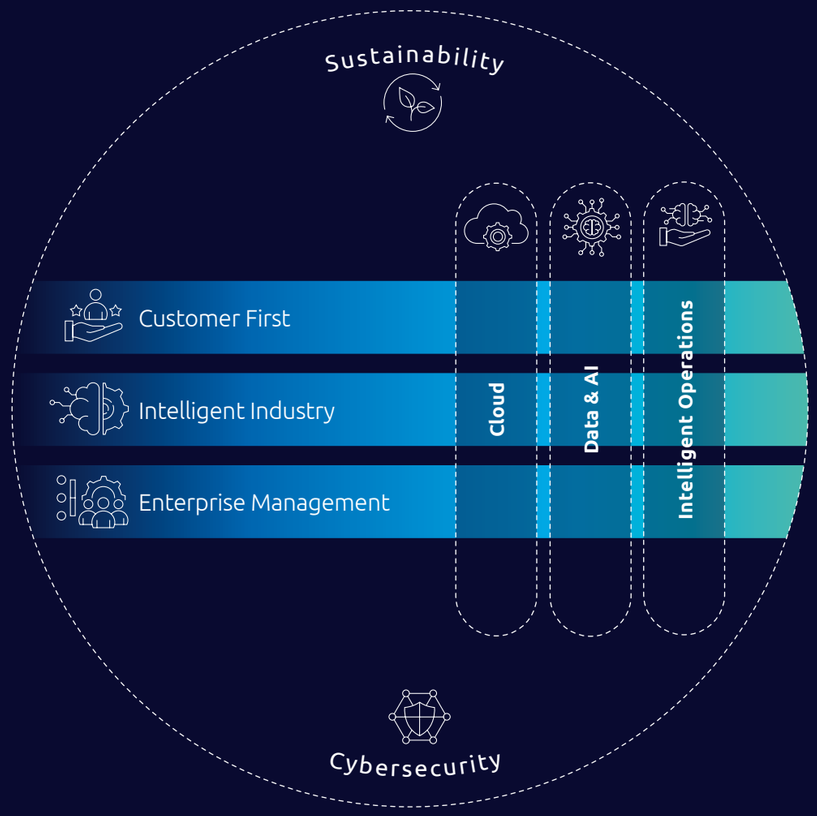
AI-driven workflows are turning processes into living systems that optimize continuously. AI agents embedded in core processes can monitor activity, optimize execution, resolve exceptions, and orchestrate workflows. Intelligent Operations will enable businesses to move from reactive to proactive, reducing inefficiencies and improving agility. Success will depend on ensuring the reliability and scalability of AI agents and the effectiveness of human-AI chemistry.

5. The borderless paradox of tech sovereignty

Tech sovereignty has become a strategic priority. The main imperative will be securing business continuity through diversified suppliers and sovereign alternatives. Sovereign and multi-clouds, regional AI models, open platforms, and new chip ecosystems are also emerging to offer choice and flexibility.



Explore our Top Tech Trends of 2026 report.



A portfolio that powers client success

— Capgemini empowers clients to succeed, accelerating their businesses to stay ahead and shape their own future. We design comprehensive value propositions, encompassing transformation, solutions, and operations, delivering industry-leading business and operational outcomes. Leveraging our mastery of evolving technologies, we develop packaged offerings, tailored to each client's specific needs, ensuring maximum value creation.

Customer First

Customer First elevates the experience our clients offer their customers, including the value of products and services, and the quality of customer interactions. We design omnichannel journeys, deploying AI solutions to ensure value propositions are hyper-contextualized, personalized, and conversational, captivating customers and driving success.

Intelligent Industry

Intelligent Industry addresses the digital transformation of the value chain, from the design of intelligent products and services to intelligent supply chains, smart manufacturing, and service operations powered by data and AI. We design and implement operating models, solutions, and operations, improving agility, efficiency, and resilience.

Enterprise Management

We help clients transform processes and teams, deploying new core solutions and sustainable operations to increase agility and efficiency, while ensuring a seamless, personalized experience for employees. Enabled by industry-specific blueprints, we support the transformation of front end, R&D, supply chain, manufacturing, and service operations.

Cloud

The Group's cloud offer enhances IT and security systems, fueling innovation. We design intelligent cloud-native applications and business APIs, leveraging agile methodologies and DevSecOps chains powered by AI. We support the full, flexible cloud migration of applications and data, and the optimization and hyper-automation of processes using AI.

Data & AI

Data and AI are at the core of our offer, empowering clients to deliver new customer experiences and products, boost go-to-market, uplift business process operations, and evolve IT. Our approach encompasses data management, platforms, and AI solutions designed to create revenue streams and generate measurable operational efficiency across sectors.

Intelligent Operations

Integrating data-driven insights, sector-specific expertise, and change management, our approach moves beyond cost arbitrage to a consulting-led, tech-driven model, blending human skills with AI agents, across processes. Through Intelligent Operations, our clients achieve strategic business goals faster and at lower cost.

Cybersecurity

We help security teams assess vulnerabilities, build mitigation plans, and implement architectures for detection and response. We deploy protection solutions – including data center and cloud security, application and endpoint protection, IAM, and data security – while responding to potential attacks with our AI-enabled security operation centers.

Sustainability

We work with clients' management teams, turning ESG goals into measurable business outcomes. Together with operations managers, we help deliver efficiency at scale, smart sustainable design, disruptive edge through Climate Tech, and responsible digitization, while ensuring ESG monitoring and regulatory compliance.

From strategy to scale with Capgemini's AI framework

— Capgemini has developed an end-to-end AI transformation approach based on three components: our Resonance AI framework to ensure organizations anchor their journeys in strategy; our AI-first portfolio of offers to help them implement their strategy; and RAISE, our set of assets to develop, test, integrate, deploy, and operate enterprise-grade AI agents and Gen AI assistants.

Resonance AI framework: A blueprint for creating value at scale

We have entered an era of accelerated transformation, where AI unlocks waves of new opportunities, ranging from performance improvements to breakthrough innovations and business reinvention. Yet, many organizations struggle to reap the benefits of AI. Capgemini's Resonance AI framework is a strategic blueprint to allow organizations to deliver business impact from AI at scale. This serves as a new playbook for navigating the complexities of scaling AI across enterprise value chains, while managing cost, trust, security and adoption.

The framework empowers businesses to embed AI into the core of an organization by acting across three strategic dimensions: AI essentials, AI readiness, and human-AI chemistry. It unlocks the potential of logic and imagination, code and craft to engineer human-AI innovation and new waves of AI value never experienced before.

Our comprehensive AI-first portfolio of offers

The Resonance AI framework is supported by a suite of offers designed so organizations derive tangible value from AI. They include:

- **Envisioning and building** the AI strategy roadmap
- **Delivering** AI-powered experiences and products
- **Boosting** go-to-market and sales performance with AI
- **Uplifting** business process operations with AI
- **Evolving** faster with AI-powered IT

Strategic partnerships that power our AI framework

Capgemini champions a partner-led approach to AI innovation, collaborating with leading AI, cloud, and data providers to ensure faster deployment and reduced risk. These strategic alliances guarantee technological choices align precisely with diverse business needs, enhancing value across the entire AI lifecycle.

Our key partners across the AI value chain include AWS, Google Cloud, Microsoft, Mistral AI, OpenAI, Salesforce and Snowflake. RAISE leverages specialized expertise from AWS, Microsoft Azure, Dassault Systèmes, Siemens, Google Cloud, Nvidia, Databricks, and LangChain. This ecosystem approach allows Capgemini to build robust, adaptable, and enterprise-grade AI solutions, empowering clients to harness cutting-edge AI safely and effectively to drive efficient operations and stay ahead of the curve.

Trusted for AI transformation

Capgemini's leadership in AI is widely recognized. Last year we were named a Leader in a key vendor assessment report from IDC MarketScape. According to IDC, Capgemini "provides access to cutting-edge AI research through dedicated innovation centers, quantum computing partnerships with DARPA, and advanced 5G solutions development," enabling our clients to leverage innovation at scale. This recognition highlights Capgemini's commitment to delivering secure, innovative AI solutions.



Navigating complexity in a new era of **manufacturing**

— Geopolitics, energy prices, net-zero targets, and new digital technologies are transforming manufacturing. Capgemini harnesses data and AI to forge the path ahead.

An era of unprecedented change

The manufacturing industry is facing fluctuating tariffs, a drive for more sustainable operations, and pressure to reduce overseas outsourcing. Manufacturers must juggle traditional operating challenges around quality, speed, and cost while keeping up with new advances in digital technology and innovation. Success depends on integrated solutions and strong partnerships that enhance efficiency, optimize supply networks, and balance performance with sustainability.

End-to-end transformation

Capgemini is the trusted partner for end-to-end manufacturing transformation across Aerospace & Defense, Automotive, and Industrial Manufacturing. We drive growth through industry capabilities, robust cybersecurity frameworks, and predictive analytics that secure supply chains and production lines. Combining AI with advanced connectivity, Capgemini empowers manufacturers to identify energy and waste hotspots, optimizing production for sustainability and long-term resilience. Software and data transformation improves agility and customization while augmenting the abilities of the workforce. Automation and robotics liberate employees for higher value tasks, while virtual assistants capture factory knowledge to address talent scarcity.

A resolutely value-centric approach

Capgemini's Intelligent Industry approach is value-centric: we identify key drivers and use cases – from predictive maintenance to digital twins – that demonstrate tangible benefits. By moving clients from "just-in-time" to "just-in-sequence" operations, we enable them to navigate geopolitical challenges, strengthen local manufacturing, and build collaborative, digital-ready market leaders. With our solutions, technology, data, and engineering converge to make production software-defined and data-powered, delivering the next-generation manufacturing operations that ensure long-term competitiveness.

5%

Only 5% of industrial companies have deployed AI in manufacturing at scale.

Source: ***The New AI Imperative in Manufacturing*** (Capgemini with Microsoft, 2026).



Success stories

SKF

AI-powered maintenance accelerates SKF repairs up to 10x their previous speed

SKF, one of the world's largest manufacturers of bearings, needed to accelerate fault resolution on complex machinery to reduce downtime, and improve cost and energy efficiency. The existing system meant technicians spent significant time searching and interpreting manuals, which slowed repairs and impacted production and sustainability goals. Capgemini, in partnership with Microsoft, co-developed an AI-powered maintenance solution with SKF. It translates technical manuals into local languages and delivers context-aware, step-by-step repair guidance via a web interface or Microsoft Teams. The solution's Agentic approach ensures accurate, actionable responses and seamless human-AI collaboration on the shop floor. The average time SKF technicians spend to find and apply repair instructions fell from over 12 minutes to 90 seconds, cutting downtime and speeding fault resolution. The solution improved operational productivity, lowered maintenance costs, and enabled energy savings through increased uptime and efficiency – setting a new standard for AI-driven maintenance in manufacturing.



APTIV

Fueling faster innovation for the future of mobility

Aptiv, a global leader in automotive software and hardware, needed a modern, resilient digital foundation to support faster innovation across safety, electrification, and connected vehicle programs. It required comprehensive IT support to increase agility, improve service delivery, and scale global digital initiatives. Using our Accelerated Solutions Environment – Capgemini's proven methodology for creating powerful, transformative business outcomes – we provide infrastructure support and digital operations across Aptiv's enterprise. The engagement brings together ServiceNow, cloud and data governance capabilities, engineering services, and programs to align IT with Aptiv's business goals, supporting cloud migration and engineering expansion. The partnership accelerates Aptiv's development of a next generation digital backbone, enabling greater operational agility, improved service quality, and faster time to innovation. Aptiv's strategic transformation positions the company to scale resilient, enterprise-wide IT services that underpin future mobility solutions.

SIEMENS

Siemens and Capgemini deepen industrial AI partnership

Cedrik Neike, member of the Managing Board and CEO of Siemens Digital Industries, discusses how the company deepened its partnership with Capgemini to transform manufacturing through industrial AI and deliver future-ready solutions.

Real business value

Co-developing AI-native assets across 16 high-impact capability areas. Delivering measurable outcomes in efficiency, time-to-market, quality, and sustainability.

Why do you think Capgemini is the right partner to deliver on the promises of industrial AI?

Cedrik Neike — For our customers, Capgemini is like a compass, deeply familiar with their challenges and ambitions. Siemens provides the engine: technologies like industrial AI, digital twins, and automation. Capgemini brings engineering capabilities, industry knowledge, and business transformation expertise. Together, we guide manufacturing companies through their digital transformation journey, enabling faster time-to-market, improved operational efficiency, scalability, and a shared commitment to sustainability.

How do Siemens and Capgemini guide customers through their digital transformation?

C. N. — Building on a strong partnership that has spanned nearly two decades, Siemens and Capgemini work together to address complex industrial challenges that were once difficult to overcome. We collaborate proactively with customers to deliver tailored, holistic solutions for them. For example, we enable the seamless convergence of IT and production systems and transform industrial AI into production-ready applications.

How do you see this partnership evolving?

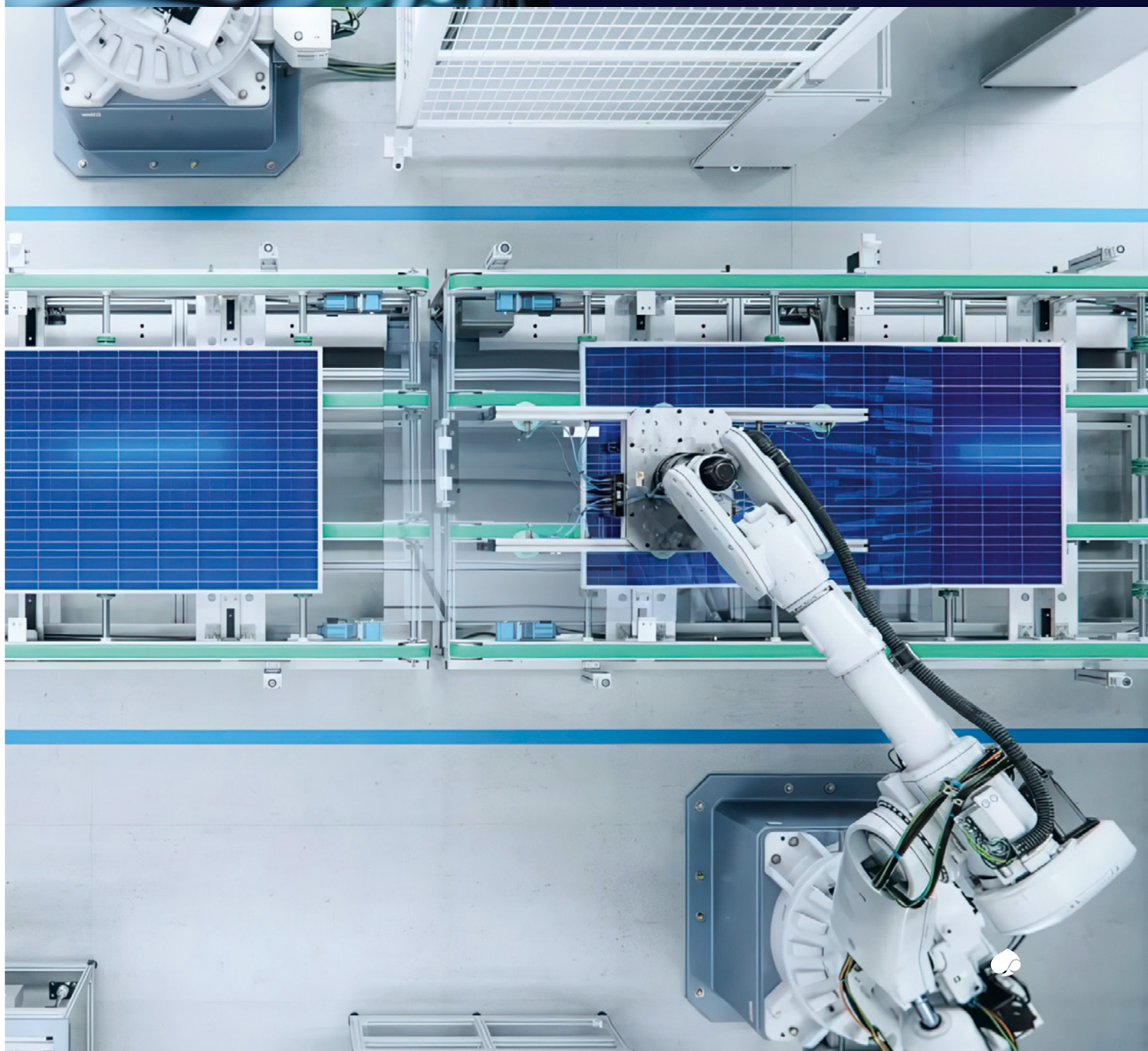
C. N. — Our partnership continues to evolve alongside technology and customer needs. Today, we are co-developing AI-native assets across 16 high-impact capability areas, delivering measurable outcomes in efficiency, time-to-market, quality, and sustainability. Our focus is on key industries and growth markets. Capgemini is expanding its pool of Siemens certified experts across multiple technologies and industries, enabling customers to bridge the gap between technology's promise and industrial reality, today and in the future.



IA generated stock image

"Building on a strong partnership that has spanned nearly two decades, Siemens and Capgemini work together to address complex industrial challenges that were once difficult to overcome."

Cedrik Neike
Member of the Managing Board and CEO of Siemens Digital Industries





Smart models that transform the global **energy & utilities** ecosystem

— The imperative of operational efficiency and new models is reshaping the Energy & Utilities sector. Capgemini unlocks Intelligent Operations and accelerated growth.

New paths to sustainable growth

The energy sector faces an increasingly constrained environment shaped by regulation, capital intensity, geopolitical uncertainty, supply-demand volatility, and emissions pressure. Utilities and energy companies must deliver reliability, affordability, and decarbonization, while managing aging assets and workforce transitions. Technology has become a critical mitigation lever to help energy leaders operate increasingly complex systems safely and efficiently. Capgemini uniquely converges engineering and digital, supporting clients with our deep operational knowledge of grids, plants, and infrastructure together with cloud, data, and AI.

AI-powered transformation

Despite the promise of increased revenues and profitability, adoption of new-energy models remains low due to capability gaps, a lack of innovation culture, and insufficient tech and data expertise. Capgemini helps organizations build the robust data and technology foundations needed, harnessing AI to operate smart electricity grids, forecasting demand, balancing supply, analyzing real-time sensor data, and integrating renewables. With proven expertise in delivering these technologies, Capgemini is unique in its ability to support organizations as they develop these innovative products.

Implementing Intelligent Operations

Capgemini enables clients to transform to an intelligent operating model, leveraging technology to conquer complexity and deliver leading performance, while providing a seamless, customer-centric experience. We help organizations implement the data and technology foundations necessary to capture the full benefits of new energy models, fostering innovation for both energy companies and consumers. Our approaches are flexible and designed to adapt to evolving regulations, uses, and behaviors, as consumers transition to prosumers (producers and consumers) and legislation solidifies across different regions.

Success stories



edvance GROUPE EDF

Scaling safe, low carbon EPR reactors for France

Edvance, a major player in the nuclear energy industry, is designing and building the nuclear power plants of the future – safer, more efficient, and with a lower carbon footprint. It partnered with Capgemini to adopt a structured approach to effectively meet the challenges of new nuclear power. Capgemini's mission is to support the industrialization of Edvance's new European Pressurized Reactors (EPR). Key objectives include ensuring the highest standards of achievement, meeting strict deadlines and budgets, integrating industry best practices, and supporting talent development to stabilize skills across project teams. The project transforms nuclear engineering, moving from unit-based technical assistance to mass-produced platforms to enable more robust management, productivity, and the quality of deliverables. By embedding industry best practices and AI augmentation, Capgemini helps Edvance scale engineering capacity, enhance consistency, and set a foundation for France's low carbon ambitions.



repsol

Rapid SAP migration to AWS and Azure for Repsol

Repsol faced a unique challenge following the closure of Virtustream and the shutdown of a data center hosting Oracle Exadata. Repsol needed to migrate 70 critical SAP environments to the AWS and Azure cloud platforms within 10 months. The tight timeframe, infrastructure changes and around-the-clock interventions meant that operations and business activities needed to quickly adapt. Capgemini, in partnership with SAP, Oracle, AWS and Microsoft, designed and executed an agile, "One Team" migration strategy. Key actions included setting up a secure, organized AWS account structure; copying the live Oracle database to a new system with minimal downtime; and replacing the operating system with a new Linux version for improved security, updates and compatibility. Multifunctional teams of SAP Basis engineers, Oracle architects, and AWS/Azure specialists coordinated changes and updates to minimize business impact. The migration was completed within the project's strict timeline with no business disruption. Outcomes included a 35% reduction in response times, a 32% reduction in infrastructure costs, and improved availability and disaster recovery planning.

Meet Hoxo, a generalist robot that can watch and learn

We talk to Pierre Simonnet, Quality & Performance Director at Orano Melox's plant, about a pioneering robotics project conducted with Capgemini that could redefine certain activities and drive value in challenging industrial environments.

Real business value

Embedded AI and advanced sensors for real-time perception of the environment, autonomous navigation, execution of technical gestures, and interaction.

What led to the deployment of Hoxo alongside Capgemini?

Pierre Simonnet — Orano operates in the field of nuclear materials, where AI-robotics offers significant potential to improve efficiency and create value. Together with Capgemini, we tested Hoxo – short for Humanoid melOX Orano – a robot with a range of applications that combines mobility, precision, and AI. By offering an agile, scalable robotic platform, this initiative could enhance industrial performance and potentially support operators through robotic assistance.

How does Hoxo differ from previous generations of humanoid robots?

P. S. — While previous generations of robots were typically designed for single-purpose, preprogrammed tasks, Hoxo is equipped with embedded AI and advanced sensors for real-time perception of its environment, autonomous navigation, execution of technical gestures, and interaction. Its purpose is to replicate human movements and operate seamlessly alongside teams, even in constrained or challenging intervention environments.

Can you explain the potential business impact?

P. S. — Hoxo learns from experience. The added value of a humanoid robot lies in its ability to integrate directly into an existing environment, without requiring that environment to be adapted. Given its versatility, it could be capable of adjusting to multiple environments and carrying out various tasks with different purposes. As models advance, humanoid robots like Hoxo will handle a huge range of industrial tasks, contributing directly to operational resilience, efficiency, and safety.





Pierre Simonnet
Quality & Performance Director at Orano Melox's plant

"By offering an agile, scalable robotic platform, this initiative could enhance industrial performance and support operators through robotic assistance."

Transforming **consumer products & retail** for an AI-driven future

— Capgemini enables major Consumer Products & Retail players to enhance operational agility by making AI and Intelligent Operations a reality, enhancing resilience, efficiency, and relevance.

Designing AI-efficient operations

The Consumer Products & Retail industry is valued at over $30 trillion globally, but growth is slowing and competition is intensifying. Industry leaders face a dual imperative: modernize core operations while reimagining customer engagement through AI, data, and digital platforms. Legacy systems, supply-chain complexity, sustainability commitments, and rapidly evolving consumer behavior all add to the challenge. How should the industry approach transformation in order to thrive in the long term while balancing growth, efficiency and responsibility?

Connecting innovation with efficiency and growth

Capgemini specializes in addressing these core challenges by placing AI, data, and automation at the heart of transformation. We help retailers and consumer brands modernize their digital cores, connect end-to-end value chains, and deliver more intelligent, responsive experiences for customers and employees alike. Our capabilities span customer engagement, Intelligent Operations, supply chain and fulfilment, and store and workforce optimization, enabling organizations to operate more efficiently while unlocking new sources of growth. Sustainability and responsible business practices are embedded across the value chain, so clients build resilience and trust while adapting to evolving consumer expectations.

Unlocking revenue streams with AI

Retailers and consumer brands face pressure to improve efficiency, build resilience, and unlock new revenue streams. AI is key but only when applied in ways that simplify complexity and deliver measurable value. Capgemini supports clients in making AI real across their organizations, accelerating growth through intelligent use of data and automation. Our approach helps optimize workforce performance, enable connected commerce, and modernize digital cores for scale, security, and agility, ensuring today's investments remain relevant for the future.



What matters to today's consumer 2026

Consumer decision-making is entering a new era. AI-driven tools, sharper expectations of fairness and transparency, and the need for meaningful human interaction are reshaping what shoppers consider acceptable, valuable, and worth paying for. Price alone no longer defines value – quality, trust, and emotional connection matter more than ever.

What matters to today's consumer 2026, the latest report from the Capgemini Research Institute, explores how AI, personalization, and emotion are influencing consumer choices, and what brands must do to deliver experiences that feel transparent, adaptive, and human.

Discover the report *What matters to today's consumer 2026*

76%

of consumers want strict boundaries on how and when a digital assistant can act on their behalf.

Source: *What matters to today's consumer 2026* (Capgemini Research Institute, 2026).



Driving smart and secure **telecom** growth

— Telecom power the digital economy, and while investment continues to rise, growth has been a challenge. Capgemini helps unlock growth while improving operations and customer experience.

Enhancing growth beyond connectivity

The telecom industry stands at a critical point. New digital entrants, evolving business models and market dynamics are pushing service providers to look beyond traditional connectivity for growth. Meanwhile, demand accelerates for quality digital experiences. The industry must modernize complex technology estates, strengthen security, and respond to regulatory and sustainability expectations. Capgemini helps telecom clients address such challenges, combining engineering expertise, leadership in data and AI, and a strong ecosystem of technology partners. Such capabilities enable clients to rethink their role in the digital economy by supporting experience-led services, creating differentiated offerings, improving resilience and driving sustainable growth.

From network transformation to actionable intelligence

Modern, efficient networks are the foundation for new digital services and revenue streams. Particularly as media-rich applications, cloud-based production platforms and personalized content place new demands on network performance and intelligence. Capgemini supports clients in transforming their networks into agile platforms, reducing complexity, improving performance, and maximizing returns on past transformation investments. By turning vast data assets into actionable intelligence, we enable clients to optimize operations, understand audiences and customers, and embed intelligence across network and business layers, including content delivery.

Reimagining telecom for long-term impact

Alongside our partners, Capgemini supports clients in rethinking both business and operating models. Aligning digital transformation with governance, cybersecurity and regulatory compliance, Capgemini helps build resilient operations, unlock growth opportunities and support collaboration across telecom, media, and entertainment value chains. This enables clients to focus on long-term leadership in an increasingly complex and competitive digital landscape.

Success stories



WOMEN'S ENG25

Transforming the fan experience with AI

World Rugby wanted to develop a platform that provided women's rugby fans with deeper insights and enhanced the viewer experience. There was no shortage of data available, but a genuine need to create more contextual analysis in real-time, especially for casual fans and younger audiences.
As Principal Partner of the Women's Rugby World Cup 2025, Capgemini leveraged its deep technology expertise to develop TryZone IQ. This world-first Generative AI engine for live rugby was designed to give fans the context needed to better understand the game and support the commentary team through real-time match analysis across broadcast, digital, and social channels. By converting complex metrics into clear, actionable narratives and visuals, the technology enriched live commentary, boosted fan engagement, and provided broadcasters with reliable, scalable AI-driven content throughout the tournament. Deployed for the first time at the Women's Rugby World Cup 2025, TryZone IQ has also been used during the Quilter Nations Series in multiple languages and the Guinness Six Nations Championships, of which Capgemini is an Official Partner.



COX

Scaling Gen AI from pilots to enterprise impact

Capgemini is partnering with Cox Communications to turn AI ambition into measurable business value. What began with focused Gen AI pilots has evolved into an enterprise transformation spanning data, operations, and customer experience. In the contact center, Capgemini and Cox are redesigning how more than six million customers are supported, embedding AI into knowledge management powering agents and customers across digital, self-service, and agent experiences to drive faster resolution, improved satisfaction, and lower operating costs. At the same time, advanced data and AI capabilities are enabling smarter decision-making across the organization, helping Cox simplify its enterprise data landscape and operate more efficiently. By combining deep industry knowledge, strong executive alignment, and close collaboration with strategic partners, Capgemini is helping Cox move beyond experimentation to a scalable data strategy that delivers sustainable impact.

“The speed at which AI is evolving makes it truly disruptive”

Capgemini has worked with Orange for 50 years, supporting its transformation and technological evolution. Christel Heydemann, CEO of the telecom giant, shares how AI is reshaping the industry yet again.

Real business value

50-year partnership between Orange and Capgemini, supporting transformation and technological evolution.

What emerging tech trends excite you most and where do you see AI’s biggest impact?

Christel Heydemann — Quantum technologies are extremely exciting, especially when it comes to cybersecurity. But the technology that excites me most is AI. The speed at which it’s evolving makes it truly disruptive. I’m particularly excited about how AI could accelerate progress in other fields of science. At Orange, it’s also changing how we work by bringing a lot of efficiency in-house.

What is the biggest hurdle to scaling AI effectively?

C. H. — Anyone can play with ChatGPT and get it to draft an email or summarize a document. But if you want AI to fundamentally reinvent processes, that’s a bigger challenge. You need well-organized, accessible data. You might have to re-engineer processes to integrate AI effectively. Often, you even have to change the culture of the organization, so that people trust the AI enough to use it. Scaling AI isn’t just a matter of installing software. It means rethinking entire workflows. That kind of change doesn’t happen overnight.

How do you use AI in your day-to-day role and what about its impact on telecom networks?

C. H. — The biggest boost I get from AI is in managing information flow, summarizing complex documents fast. This has been a game-changer in terms of saving time. For telecom networks, AI will have a massive impact in how they’re used and how they’re run. AI applications are going to generate huge amounts of data traffic, while AI is going to be indispensable for managing and securing complex networks.



“Scaling AI isn’t just a matter of installing software. It means rethinking entire workflows. That kind of change doesn’t happen overnight.”

Christel Heydemann
CEO of Orange





Powering the future of financial services

— Amid rising client expectations, a dynamic macroeconomic environment, heightened regulations, and AI led digital disruption, we help financial services clients harness technology to drive strategic growth.

Building resilience, growth, and trust

The financial services sector is transforming. Cloud-powered AI agents, Gen AI, and embedded finance are redefining how institutions operate and engage clients. Firms harmonizing human expertise with intelligent tools can deliver personalized, secure, and sustainable experiences demanded by the next generation of clients, driving loyalty through digital-first services. Capgemini's technology transformation expertise and deep knowledge of the financial services industry empower firms to navigate complex markets, leveraging data and AI to enhance customer experience, modernize legacy systems and cultivate operational excellence.

Connecting with customers through AI

Banks and financial institutions need new, scalable ways to nurture personalized, convenient, and human-centered experiences. Insurers across the globe are entering a market with pricing pressure and shrinking margins, compounded by emerging risks like climate volatility and cyber threats. We leverage Agentic AI to meet efficiency, scalability, and superior client experience goals, boosting engagement with simplified interactions, delighting customers with personalized offers, and empowering relationship managers with AI-enabled tools for faster interactions.

Financial crime solutions for a digital age

Regulatory compliance and risk management remain critical, but merely complying is no longer enough – firms must stay ahead of the curve. With the right strategy, firms can enhance compliance, avoiding fines and remediation. As regulations and data increase, scalable financial crime compliance solutions are essential. Capgemini supports financial leaders with Agentic AI and automation to eliminate errors, improve cost efficiencies, and optimize resources. AI-powered detection engines enhance threat identification, reducing risk, improving efficiency, and building customer trust.

32%

Instant payments and e-money wallets are projected to reach 32% by 2029.

Source: ***World Payments Report 2026*** **(Capgemini Research Institute for Financial Services Analysis, 2026).**

Success stories



ASSURANCES

Digitizing life insurance for customers and advisors

Real business value

+90% increase in voluntary payments via the self-care channel

Crédit Agricole Assurances, a leading French bancassurer, wanted to roll out intuitive, end-to-end digital journeys to enable its customers and employees to carry out key operations independently. This would boost competitive advantage, but regulatory compliance had to be maintained. Capgemini, in partnership with Crédit Agricole Assurances, created the PECC program: a two-part digital solution combining a self-care mobile app for customers and an optimized advisor journey for branch employees. Capgemini led this partnership, including design, implementation, change management, training and ongoing performance monitoring to drive adoption and continuous improvement. The new user journey delivered a sharp commercial uplift, with voluntary payments made via the self-care channel growing by 90%. The program also improved customer and advisor experience, accelerated the development of new digital pathways for subscription and arbitrage, and established a new manufacturing standard that reduced time-to-market for future digital solutions.

Reimagining client experience at Barclays

Valerie Monchi, Managing Director of Barclays Investment Bank, explains how the bank partnered with Capgemini to transform its research and insights portal, driving simplification and client-centricity.

Real business value

Positive feedback from users that it is easier to find what they are looking for within the new Barclays Live platform.

What were the key drivers behind the decision to transform Barclays Live?

Valerie Monchi — The starting point was how do we become more client-centric in the way that we present content and deliver this experience. We partnered with Capgemini because we needed an external set of eyes and external expertise to challenge us, ask us why we did things in a certain way, and encourage us to rethink what "good" looks like.

What measurable improvements resulted from the new user experience?

V. M. — We produce an enormous amount of content and thought leadership around financial analysis. The new platform, which we worked alongside Capgemini and Adobe to create, strikes the right balance between giving our institutional investors the information that they are looking for, as well as allowing them to discover other personalized content that is relevant to them but they may not have been actively searching for. We simplified this journey and we've had very positive feedback from users that it is easier to find what they are looking for, especially with our new Hubs feature, which groups content into specific, relevant segments, such as tariffs or powering AI.

How does the new Barclays Live platform position the bank to adapt to future shifts in digital engagement and AI-driven insights?

V. M. — With Capgemini, we have successfully aligned the organization to deliver around the new, more client-centric objectives. We now have the right technology to scale the platform, so that we keep delivering the right experience for clients, now and into the future, including readiness for new advances in digital and AI insights. And we're not finished yet; we have the foundation but there is more to do, and we're excited to continue to add features and fine-tune the design in order to deliver the best customer experience.



"We now have the right technology to scale the platform, so that we keep delivering the right experience for clients, now and into the future."

Valerie Monchi
Managing Director of
Barclays Investment Bank



Life sciences reimagined: Faster, smarter, safer

— Capgemini enables leaders in pharma and MedTech to overcome data and regulatory challenges to unlock life-saving therapies, accelerating patient access to the latest treatments.

Innovating with AI across the value chain

Life Sciences companies must move faster while managing tighter budgets and increasing regulatory scrutiny. R&D teams are expected to accelerate innovation and launch products more efficiently, even as data volumes expand and compliance grows more complex. AI is now a proven enabler in this environment, helping organizations speed development, improve decision-making, and unlock greater value from data. Applied thoughtfully, AI can transform regulatory complexity, transparency demands, and fragmented data into competitive advantages across the value chain in Pharma, MedTech, and Consumer Health.

A partner focused on patient outcomes

Capgemini is a strategic partner, dedicated to delivering measurable value that improves patient outcomes. We combine key insights with strong execution across the Pharma and MedTech value chain. Powered by AI, industry-specific accelerators, and a trusted ecosystem, we deliver tangible results; whether building a resilient IT backbone to manage data, reduce costs, and enable innovation, or solving complex manufacturing and supply chain challenges. Our teams bring deep industry expertise to support leaders across research, operations, and commercial functions, helping them simplify complexity and apply the right technologies so breakthroughs reach patients faster.

Technology that drives innovation

Capgemini's solutions increase productivity, optimize costs, strengthen compliance, and safeguard data integrity. We enable transparent operating models and help Life Sciences organizations rethink how they operate in an AI-enabled future. We implement software-centric product platforms, migrate core systems to the cloud, and enhance sales and marketing through integrated, user-centric experiences powered by next-generation CRM strategies and platforms, so patients benefit from every innovation.



Capgemini recognized as a Leader in the Everest Group's Life Sciences Digital Services PEAK Matrix® Assessment 2025

Download the report



Success stories

Fresenius

Driving a global CRM project with Fresenius Group

Effective customer relationship management (CRM) and commercial excellence processes are essential to business success. In close partnership with Capgemini and Salesforce, Fresenius, a global healthcare leader, aims to enhance its CRM and commercial operations through 2029. The new platform will orchestrate interactions with healthcare professionals and organizations. Capgemini is supporting the harmonization of business processes across sales, marketing, customer service, and technical service, while shaping the overarching technical architecture. The solution will standardize workflows, embed regulatory compliance by design, and unlock actionable data insights across more than 50 countries.



Nationale Zorgreserve

Harnessing our talents to support Dutch healthcare

During crises such as pandemics, climate events, or conflicts, the Dutch healthcare system faces increased pressure on skilled staffing. In response, the Nationale Zorgreserve (National Healthcare Reserve) was set up to allow former healthcare workers to volunteer when they are needed most. Capgemini became the first consultancy to join the network, which means staff in the Netherlands who have a background in healthcare can volunteer to be temporarily deployed in times of crisis. The partnership includes activation protocols and deployment planning to ensure volunteers can contribute effectively, while protecting business continuity. By joining Nationale Zorgreserve, Capgemini strengthens the country's emergency response capacity and offers its people a meaningful way to support their communities. The initiative increases surge staffing for the healthcare sector, reinforces our social commitment, and encourages other organizations to participate, building a network of professionals ready to protect public health in times of crisis.

Enhancing **public trust** through technology

— Capgemini works with public sector clients across the world to strengthen trust in government by creating seamless and effective systems for citizens and businesses.

The digital tools to positively impact your citizens

Capgemini holds a proven and leading position in the public sector. As a global business and technology transformation partner, we engage with governments worldwide to build collaboration and create better societal value through digital technology. Our solutions are designed, implemented, and optimized to create a real-world positive impact for citizens.

A trusted partner in government digitalization

Despite tight budgets and frustration around legacy systems, governments must improve services and outcomes in order to control costs and deliver the best public value. Our experts work hand-in-hand with public sector organizations to create next-generation government platforms that meet citizens' expectations for intuitive, straightforward, and secure digital services, while shoring up sovereignty to ensure all governments can control and secure their own systems.

Empowering governments to deliver stronger public services

Our solutions harness AI for efficiency and cost reduction, as well as to manage and secure data, support migration to cloud services, and modernize application landscapes. Our deep understanding of the public sector means our public sector clients can master their digital destiny while building the strong data foundations needed for a new generation of AI-enabled platforms. Sustainability and transparency are integrated into our solutions, ensuring environmentally ethical tools and efficient operations across government functions, from tax to defense.

64%

of public sector organizations are already exploring or actively working on Gen AI initiatives.

Source: ***Data foundations for government: From AI ambition to action*** **(Capgemini Research Institute, 2025).**

Success stories



BAW
Bundesanstalt für Wasserbau

Data that moves Germany's waterways

Germany's inland waterways play a vital role in freight transport, yet their potential has been constrained by fragmented and outdated data. This limitation has become increasingly significant as demand grows for transporting heavy components linked to energy transition.
The Federal Waterways Engineering and Research Institute (BAW) partnered with Capgemini to develop a national, open-data platform that consolidates multiple data sources into a single, reliable system. The platform provides consistent, accessible logistics information to support planning and coordination. As a result, planners benefit from faster access to accurate, actionable data, improving decision-making across multimodal transport networks. The initiative supports more efficient logistics, reduces pressure on road infrastructure, and contributes to lower emissions, strengthening Germany's transport resilience and supporting national climate objectives.



Iarnród Éireann
Irish Rail

Back on track with a data modernization project

Iarnród Éireann – Irish Rail – needed to modernize its data and IT landscape to support planning, reporting, and real time operations across its national network. With millions of train journeys a year generating significant data, Irish Rail decided to streamline processes and improve efficiency with a centralized Azure Data Hub. With insights into train performance and schedule delays, this hub helps provide a more efficient service for passengers. Working alongside Irish Rail, Sogeti, part of Capgemini, supported a cloud-first modernization strategy: designing a data platform using Azure Synapse, Microsoft Fabric, ADLS, and DevOps pipelines. We brought in data engineers, architects, and delivery specialists to link systems such as SAP and Power BI, create a centralized Azure Data Hub, and set up Microsoft DevOps. The program unifies enterprise data to accelerate reporting and reconciliation, improves operational visibility for train and service delivery, and enables faster, more informed decision making. Our solutions empowered the organization to scale Microsoft Cloud capabilities and embed a robust, future-ready data foundation to support continued digital transformation.

Accelerating custom software engineering with AI

Rohit Talwar, SVP of Software Engineering at Penske Transportation Solutions, tells us how Capgemini supported its adoption of GitHub Copilot, enhancing innovation and developer value.

Real business value

A 10-12% improvement in developer productivity.

How is AI leveraged to advance Penske's digital priorities, particularly in custom software engineering?

Rohit Talwar — Our industry is niche, meaning software products that help lease or rent trucks don't exist, so 80% of the software we use is built by us. As technology surges, our business processes must evolve. We approach Gen AI pragmatically, starting with a focus on measurable business value across productivity, customer experience, and operational excellence. It's not about building code but delivering value to our business and customers faster.

Why was Capgemini chosen for this pilot, and what capabilities did you look for in a consulting partner?

R. T. — As we've worked together for over 25 years, Capgemini is well-versed in our software engineering practices and business strategy. For this AI project, we needed a partner that understood our technology, processes, and strategy. Capgemini found ways to boost the productivity of our engineers, acting as an extension of our team to support our technology and business goals.

Your pilot showed a 10-12% improvement in developer productivity, what practices or behaviors contributed most to this gain?

R. T. — Capgemini was integral in building the pilot roadmap, defining measurable metrics, and helping train engineers on-site and offshore. The goal was to reduce time spent on repetitive tasks like writing boilerplate code, allowing developers to focus on high-value design and architecture. Once developers saw how the tool helped them learn new skills and avoid jumping between tools for answers, they embraced it.



"It's not about building code but delivering value to our business and customers faster."

Rohit Talwar
SVP of Software Engineering
at Penske Transportation Solutions





Human x AI a new work equation

Maxim Zhestkov, “Waves”
Digital artwork, 24,228 x 1,152 px, 2022



Karine Brunet
Chief Operations &
Delivery Officer, Capgemini

Anne Lebel
Chief Human Resources &
Ethics Officer, Capgemini



“We are embedding AI into everything we do”

— To learn how AI is reshaping talent strategy and operations at Capgemini, we spoke to Anne Lebel, Chief Human Resources & Ethics Officer, and Karine Brunet, Chief Operations & Delivery Officer.

How is AI reshaping the talent strategy, and what does it mean for Capgemini employees?

Anne Lebel — AI is transforming how we think about talent, the skills we prioritize, and how we help people grow. AI-upskilling is essential; through dedicated campuses, 310,000 employees have been trained in Generative AI and 194,000 in Agentic AI – not including our new colleagues from WNS.

AI is also changing how we learn, with experimentation becoming even more important. Technical, industry, and AI capabilities must be combined with human skills like critical thinking, problem-solving, emotional intelligence, and collaboration. Increasingly in demand, these must be integrated into our workforce strategy.

AI is reshaping roles and career pathways, accelerating trajectories. We have placed people development at the heart of the employee experience, redesigning the full hire-to-retire journey to better meet our people’s needs. We aim to empower a workforce ready to accompany our clients’ transformation in the AI era.

From an operations and delivery perspective, how is AI reshaping the way Capgemini teams serve clients?

Karine Brunet — In recent years, especially lately, the Group has been a catalyst for enterprise-wide AI adoption. We’ve integrated AI into our entire portfolio and our delivery activities, prioritizing AI with high business impact that can be deployed with a secure, scaled approach.

In delivery, we’re redesigning the software development cycle, while organizing our teams in cross-functional pods, augmented by additional profiles such as product owners and Gen AI specialists. In parallel, we are leveraging AI and Agentic technology and developing a governance framework that enables us to measure the robustness of the technology as well as its compliance with regulatory frameworks. In-house, we’ve created AI agents for all our teams, enabling them to use Capgemini information systems better and to share that knowledge more effectively.

What is the role of people managers and leaders in this transformation?

A. L. — Leaders set a clear, aligned AI vision and act as role models for responsible, ethical use of AI. They ensure transparency, fairness, and inclusion, while fostering psychological safety and continuous learning. Managers translate strategy into execution: reorganizing workflows, integrating AI tools into daily work, and supporting teams through change.

Both managers and leaders must accompany AI adoption, develop AI-relevant skills, and ensure secure, equitable access to AI tools. This is why, in 2025, we embedded AI into the learning pathways of all our leaders and managers. Above all, their role is to preserve human judgment and trust, ensuring AI augments, rather than replaces human value.

What are the key challenges to implementing AI in operations and delivery?

K. B. — To unlock the full potential of AI at scale, one of the main challenges for companies is to reimagine their business from operations to innovation and create human-AI chemistry. We are convinced that the quality of collaboration between humans and AI is shaped by three core elements: clearly defined roles and responsibilities, well-designed interactions, and strong alignment with legal and ethical standards to build reliability over time. Just as team chemistry drives human performance, human-AI chemistry will shape how deeply AI can integrate into the enterprise.

We believe that businesses will thrive by fostering human-AI interaction and making AI performance real.

“AI is reshaping roles and career pathways, accelerating trajectories. We aim to empower a workforce ready to accompany our clients’ transformation in the AI era”

Anne Lebel
Chief Human Resources &
Ethics Officer, Capgemini

“To unlock the full potential of AI at scale, one of the main challenges for companies is to reimagine their business from operations to innovation and create human-AI chemistry”

Karine Brunet
Chief Operations & Delivery Officer,
Capgemini



Capgemini’s employee data and AI platform

— We lead AI transformation for our clients and are equally committed to empowering our own teams with the latest AI and Gen AI tools. Built by us, our new AI enterprise intelligence platform is available to all Capgemini employees. It enhances each individual’s expertise and effectiveness by providing faster access to secure, accurate, and curated company knowledge, easily combined with external data.

Democratizing data and knowledge

By bringing together Capgemini applications, insights, and data quickly and easily in one place, the platform empowers our people to work smarter and more intuitively, assisting them in the execution of their daily activities. It allows users to search for information and get answers to questions in seconds, from curated, compliant sources; generate content and create documents; complete mandatory and routine self-service tasks such as timesheets and expenses; and interact with dedicated smart agents designed for their specific role. All this in a fast, user-friendly way that augments current working abilities for Capgemini employees.

Market-leading intelligence and AI at scale

Our AI enterprise platform is designed to deliver the most comprehensive, context-dependent information. It gives users access to local policies depending on their location, as well as curated data sources from Capgemini’s Data Cloud. It supports multiple languages and makes the most of its native LLM capabilities and utilities to serve our 420,000 employees by putting the information and insights they need at their fingertips. It also streamlines daily activities like raising service portal tickets and checking a project’s status, while a personalized and efficient user experience enables frictionless communication between the AI and our human teams, further powering our people in their roles.

The power to adapt

As a future-ready solution, our AI enterprise platform is built to adapt and continuously evolve, both by updating its curated content and in response to direct feedback from Capgemini users. As a result, it unlocks the true value of the Group’s unique insights and information, while delivering the power and potential to adapt to new data and rapidly advancing AI technologies. The adoption of Agentic AI will ensure that it grows with employee needs while elevating their capabilities and constantly responding, adapting, and learning from user behavior. It is an impressive demonstration of what is possible with Capgemini’s leadership in enterprise-scale AI development, and our focus on making the latest technology as available and easy to use as possible, for everyone in our organization.

— With over 420,000 talents in more than 50 countries, Capgemini puts people development at the core of the Group’s strategy. As AI accelerates the change, we invest to unleash human energy through technology – at scale and inclusively. Our teams clocked up more than 34 million hours of learning in 2025, focusing on AI fluency as well as role-based upskilling to stay a step ahead.

Learning at the speed of AI

From fluency to expertise

Our learning and development efforts focused on scaling AI fluency across the organization, while strengthening expertise where clients need it most. In 2025, we trained our teams in Generative and Agentic AI through our dedicated digital campuses, with 310,000 employees already trained in Generative AI and 194,000 in Agentic AI, excluding WNS.

To deepen our expertise, we expanded access to intermediate-level and expert-level content, in response to rising client demand. Today, over half of our AI learning includes at least three proficiency levels, with the ambition to increase this further in 2026.

Role-based learning journeys were launched at our Data & AI Campus and Gen AI Campus, tailored for technical, non-technical, and client-facing roles. All our AI pathways embedded hands-on practices with sandboxes and certifications from our key partners including Microsoft, AWS, Google, and SAP.

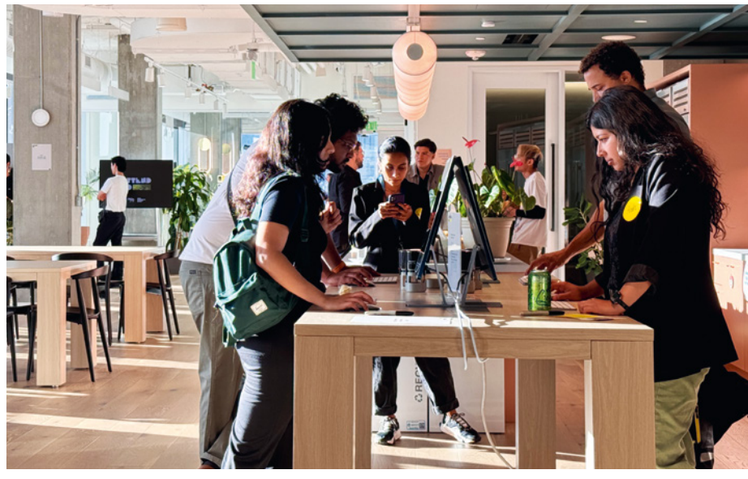
To maintain momentum, we organized community events. Global programs such as AWS Elevate and the ServiceNow Learning Week engaged more than 10,000 learners in AI use cases, while entity-led programs including InventX and the “To AI and Beyond” campaign upskilled over 2,500 colleagues.

AI also powers the learning engine itself. Gen AI accelerates content creation for learning and development, including video scripting and editing, multilanguage translation with lip-sync, and adaptive learning design. Our Agentic AI Awareness pathway was partially curated using the AI workplace learning and training tool Degreed’s Maestro, with AI generated reviews, podcasts, and videos that accelerated time to launch.

From literacy to leadership

To further enable employees, managers, and leaders to thrive in the AI era, Capgemini runs specific programs on industry knowledge, leadership, people management and human skills development, across all entities and grades. For example, 100,000 employees were upskilled in the Leadership campus, while 170,000 learners deepened their industry expertise.

These achievements contributed to driving external recognition, including 50 Gold Awards from the Brandon Hall Group Excellence Awards received in 2025, affirming Capgemini’s leadership in talent development and innovation.



“AI elevates the value we deliver to clients”

— Across Capgemini, teams are harnessing AI to augment professional roles, accelerate delivery, and amplify client impact. Below, a selection of our talents explain how they are using AI to make it real for our clients and rethink what’s possible.



Ivy Lewis
Senior manager, US

“AI equips me with richer, more up-to-date information, making me a stronger thought partner for clients. It lets me focus on clarity, targeted messaging, and translating client pain points into actionable frameworks quickly. I also continuously test and evaluate new AI tools and features to grasp their strengths and limitations. This helps me better advise clients based on real-world usage.”

Navin Kumar
Program Manager, India

“I support Unix-based infrastructure for multiple client environments. AI automates routine analysis, speeds up troubleshooting, and reduces manual effort so clients receive faster resolutions and more reliable recommendations. AI increasingly handles repetitive and data heavy tasks, while I focus on decision making, architecture improvements, and strategy.”





Aleksandra Staśkiewicz
Managing Consultant, Poland

“AI has accelerated many parts of my work, from research and analysis to drafting deliverables. It uncovers insights faster, elevating the value we deliver to clients. As AI assumes more operational tasks, I see myself spending more time on advisory work, change leadership, and helping clients unlock transformation through well-governed data.”

These portraits were generated using AI.



Orlando Gutierrez
Connected Marketing Operations Lead, US

“AI has accelerated how I create value for our clients, enabling business outcomes from day one. From revenue growth to marketing performance, AI allows our team to deliver a wider set of capabilities. In addition, AI has unlocked deeper insights into industries, clients, marketing, and sales, empowering me with the knowledge I need to bring innovative ideas into the services we offer.”



Andrea Renna
Design Director at frog, part of Capgemini, Italy

“AI has fundamentally changed the way I explore, test, and validate ideas. It compresses weeks of work into days, or even hours, across research synthesis, concept generation, storytelling, and prototyping, allowing me to focus on direction and decision-making. The real value unlocked by AI comes from strong foundations in the iterative design process, systems thinking, and storytelling that translate extremely well to AI-assisted workflows.”



Sarathkumar S.
Team Lead, India

“I use AI to streamline Cash Application processes, helping to match payments, interpret remittances, and identify reasons for short-payment. AI reads all incoming cash application emails, extracting data for accurate classification. This lets me process more accounts, resolve exceptions faster, and contribute to improved efficiency and speed in month-end closures.”



Cynthia Gourrier
Legal Manager, France

“I work with Capgemini’s legal teams to enhance their ways of working, streamline processes, and accelerate their adoption of new technologies. With the rise of AI, we are enabling our teams to evolve into “augmented lawyers” who spend less time coping with regulatory complexity and rapidly changing legislation, and more time delivering high value insights and guidance for our clients.”

From metrics to *meaning*

Maxim Zhestkov, “Waves”
Digital artwork, 24,228 x 1,152 px, 2022

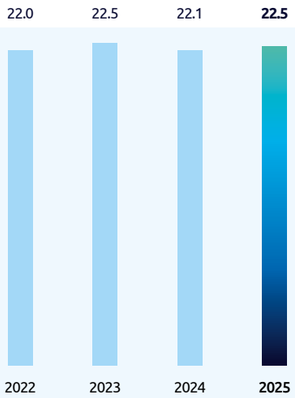
2025 key figures

— Capgemini delivered a solid performance in 2025, with growth momentum strengthening progressively over the year and operating margin remaining resilient. The Group continued to demonstrate the relevance of its positioning and the depth of its partner ecosystem, reflected in strong performance on large deals, despite selective and subdued demand in certain markets. Client priorities remained centered on efficiency, operational agility, and cost optimization, alongside accelerating AI transformation initiatives. This sustained demand for cloud, data, and AI services continues to underpin Capgemini's role in enabling AI at scale.



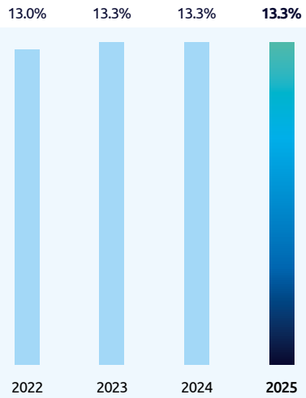
Nive Bhagat
Chief Financial Officer,
Capgemini

"Our performance in 2025 reflects strong operational execution across the Group, with revenue growth exceeding expectations and margin and cash generation objectives met."



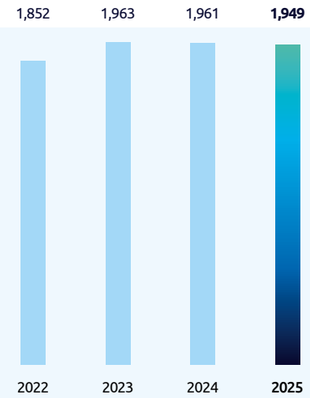
Revenues
(in billions of euros)

Capgemini reported revenues of €22,465 million in 2025, up 1.7% year-on-year. Revenue growth at constant exchange rates was 3.4% for the full year, above the top end of the outlook as upgraded in October 2025. Organic free cash flow[1] was stable at €1.95 billion. After a return to positive growth in Q2, the constant currency growth rate continued to improve, reaching 10.6% year-on-year in Q4, reflecting a further improvement in underlying performance and the significant contribution of the acquisitions closed in this quarter (WNS and Cloud4C).



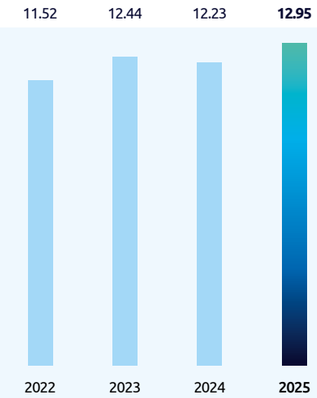
Operating margin[2]
(in % of revenues)

The operating margin was stable year-on-year, at 13.3% of revenues, or €2,983 million, within the range targeted for 2025.



Organic free cash flow[1]
(in millions of euros)

Organic free cash flow generation totaled €1,949 million, in line with the target of "around €1.9 billion" for 2025.



Normalized earnings per share
(in euros)

Normalized net profit is equal to profit for the year (Group share) adjusted for the impact of items recognized in "Other operating income and expenses," net of tax calculated using the effective tax rate. Normalized earnings per share is computed like basic earnings per share, i.e., excluding dilution.

1. Organic free cash flow is equal to cash flow from operations less acquisitions of property, plant, equipment, and intangible assets (net of disposals) and repayments of lease liabilities, adjusted for cash out relating to the net interest cost.
2. Operating margin is one of the Group's key performance indicators. It is defined as the difference between revenues and operating costs, and calculated before "Other operating income and expense."

Distribution of revenues



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



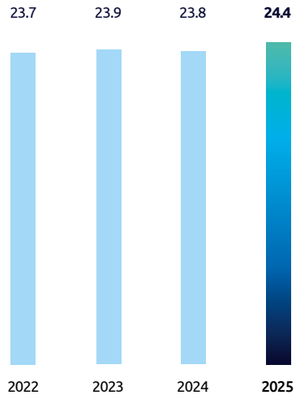
- **30%** Rest of Europe
- **29%** North America
- **19%** France
- **13%** United Kingdom & Ireland
- **9%** Asia-Pacific & Latin America



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

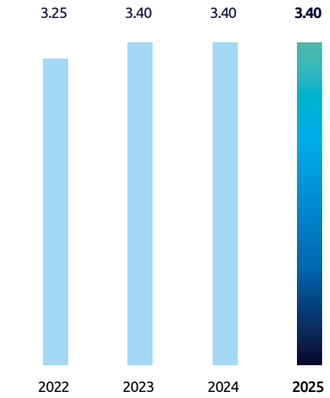
Bookings
(in billions of euros)

Bookings totaled €24,356 million in 2025 and €7,202 million in Q4. The Group maintained a strong commercial momentum, achieving a solid book-to-bill of 1.08 for the year, and 1.21 in Q4.



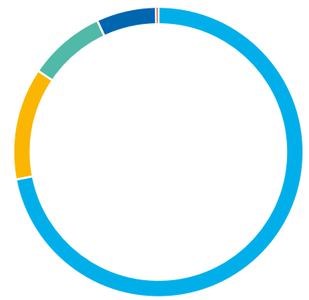
Dividend per share (in euros)

The Group has an established policy for the distribution of dividends which allows us to guarantee a balance between the necessary investments for our development and the distribution of profits to shareholders. In 2025, Capgemini paid dividends of €578 million (€3.40 per share) to Capgemini SE shareholders and allocated €542 million to share buybacks: €200 million under its multi-year program and €342 million to neutralize the dilution of the 12th employee share ownership plan (ESOP). This ESOP, which proved highly successful and thus contributed to maintaining employee shareholding at around 8% of the share capital, led to a gross capital increase of €299 million.

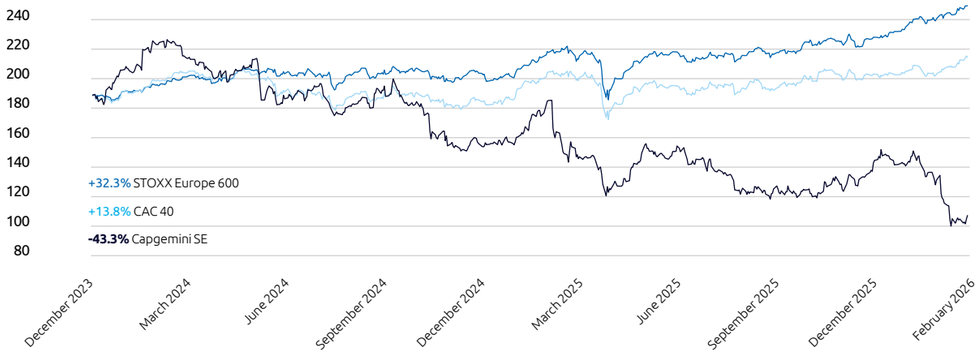


Shareholding structure
at the end of 2025
(based on a shareholder survey)

- **72.0%** International institutional investors
- **12.7%** French institutional investors
- **8.6%** Group employees and Board members
- **6.6%** Individual shareholders
- **0.1%** Treasury shares



Capgemini share price (in euros)
compared to the CAC 40 and STOXX Europe 600 indices
from December 31, 2023, to February 28, 2026



Shareholder information

To be informed regarding the Group, shareholders can refer to a dedicated website: **https://investors.capgemini.com.** They may also contact the Investor Relations office via the email address **actionnaires@capgemini.com.**

In addition, following the Shareholders' Meeting each year, an information letter is addressed to registered shareholders and is uploaded onto the website. Shareholder meetings are also organized regularly.

Business model

Our purpose: "Unleashing human energy through technology for an inclusive and sustainable future"

Our resources

Human

- 423,400 talented employees in more than 50 countries
- A broad diversity of profiles and expertise

Industrial

- Recognized industrial and technology know-how
- Management of complex projects
- 8 security operations centers
- 72 delivery centers

Intellectual

- Continuous investment in R&D, especially in AI
- The multi-award-winning Capgemini Research Institute
- TechnoVision, a report to help decode and deploy relevant technology evolutions
- Strategic partnerships with technology and business leaders
- Alliances with universities, schools, research centers, startups, and recognized experts
- Capgemini, an internationally recognized brand

Financial

- A strong balance sheet, with a total equity of €11.7 billion
- €1,949 million organic free cash flow generation
- Credit rating attributed by the rating agency Standard & Poor's: "BBB+ with stable outlook"

The Group has developed specific policies to access and leverage these resources, and these are fully embedded in our internal controls and risk management systems.

Our client-oriented strengths

People & Organization

Passionate, committed & skilled talents
- Seven core values
- A bold entrepreneurial spirit
- Ethical culture as a guide
- A dynamic, evolving skills pipeline, filled internally and externally by an agile talent marketplace and expanded talent pools
- Tailored world-class learnings and customized employee experiences to continuously develop tomorrow's skills (Gen AI and Agentic AI)
- Specific programs to build holistic leadership capabilities
- An inclusive and flexible work environment

An agile organization
- Global delivery model supported by multiple hubs, the largest one being in India
- Proven expertise in the allocation of talents and skillsets
- Global Quality Management System
- 99% of Capgemini employees have access to our flexible work policy*
- Global Cybersecurity Governance and Management System

Enhanced capabilities
We help clients by applying capabilities in:
- Strategy & Transformation
- Applications & Technology
- Engineering
- Operations

A global ecosystem of research and innovation

Our research and innovation ecosystem leverages:
- In-house resources (labs, centers of excellence, and creative studios);
- Our Applied Innovation Exchange centers (AIE) to co-innovate with our clients; and
- A network of startups or joint ventures with industry leaders.

Capgemini Ventures, part of our open innovation strategy, also aims at co-creating and delivering value with startups, clients, and tech partners.

Safe and sustainable by design

Cybersecurity & data protection
Cybersecurity provides the Group and its clients with a complete portfolio of specialized services in governance, protection, detection, and response to cyberattacks, with the aim of safeguarding on-premise as well as cloud computing, connected objects, and industrial systems. Personal data entrusted by its clients, employees, and other stakeholders are protected by Capgemini by design, and in accordance with applicable regulations.

Committed to corporate sustainability
ESG is embedded in our corporate strategy with a focus on nine priorities that have significant positive impact on our business, our stakeholders, and society at large. Sustainable development, and in particular the reduction of our carbon footprint and our contribution to circularity, are part of our commitments for a sustainable and inclusive future.

* As an exception, these figures do not account for WNS and other acquisitions completed at the end of 2025, unlike the rest of the data of this double-page section, which includes them.

Our value proposition

Client business needs

We are a responsible AI-powered global business and technology transformation partner delivering business value to our clients and society at large. We imagine the future of organizations and make it real with AI-powered sustainable technology and people. We deliver end-to-end services and solutions with our deep industry expertise and strong partner ecosystem.

Customer First
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
Digitally transforming our client value chain, from the design and development of sustainable, intelligent products and services to intelligent supply chain, extending to the smart manufacturing of products and intelligent service operations.

Enterprise Management
Transforming the processes, teams, solutions, and operations to run enterprises with a greater agility and operational efficiency, in a sustainable manner and for a personalized employee experience.

Core expertise

Industry expertise
Knowing the unique challenges that each industry faces is critical to business success. We have developed deep industry knowledge in:
- Consumer Goods & Retail
- Energy & Utilities
- Financial Services
- Manufacturing
- Public Sector
- Services
- Telecommunications, Media & Technology

Cloud
While our clients move away from physical data centers, we are operationalizing their move to cloud by providing managed services for hybrid cloud environments and streamlining business operations. As a strategic lever of transformation, the cloud enables them to innovate, and launch intelligent products and services to create new revenue streams.

Data & artificial intelligence (AI)
We help our clients draw significant business and operational benefits in an ethical fashion, by developing and implementing AI-powered transformations, solutions, and operations at scale.

Intelligent Operations
We help clients drive agility and value by integrating data insights, industry expertise, and change management. Our consulting-led, tech-driven approach blends human capabilities with AI agents to orchestrate processes seamlessly.

Sustainability
A comprehensive portfolio of services and solutions to leverage climate technologies, transform business models, develop products, and optimize operations and value chains towards a sustainable future.

Engineering
We unleash the potential of R&D and innovation to develop the products and services of tomorrow and transform industrial operations by leveraging advanced digital and software technologies, agile engineering platforms, and an industrialized delivery model.

For shared outcomes

Clients

- 4.33/5: client satisfaction level on engagements
- A target to increase bookings for deals that deliver sustainability benefits to our clients

Talents

- €15,296 million paid in gross wages and salaries, payroll taxes and benefits
- 40.5% – proportion of women in the workforce*
- 30.5% – proportion of women in executive leadership positions*
- 34.7 million hours of training, including learning in the flow of work*
- 194,775 talents upskilled on Agentic AI*
- 7.7/10: employee engagement score, as measured in monthly internal surveys*
- 8.4% employee share ownership*

Business and technology partners

- €3,083 million in purchase of goods and services with our suppliers
- The majority of our sales are made alongside our partners

Society and public authorities

- €534 million income tax expense
- >750 social impact projects*
- Net zero business by 2040
- Contribution to 11 out of 17 Sustainable Development Goals adopted by the United Nations
- 8.5 million citizens have benefited from our digital inclusion initiatives since 2018

Shareholders and investors

- Earnings per share of €9.46 (down 3.7% on 2024)
- €1,120 million returned to shareholders (€578 million dividend, €542 million share buyback)
- 13.3% operating margin

Our ESG strategy, embedded in our business model

— Capgemini is committed to leading the transition to a sustainable economy with transparency and innovation. Our updated ESG Policy, published in May 2025, focuses on 9 priorities and 14 objectives, including combating climate change, fostering an inclusive and safe workplace, promoting digital inclusion, upholding the highest ethical standards, and ensuring data privacy and cybersecurity.

Environment: Protecting the planet

In 2025, we accelerated toward our target of being net zero across all scopes by 2040, reaching our 2025 target to use 100% renewable electricity for all operations. We delivered a 94% reduction in Scope 1 and 2 emissions, as well as a 70% reduction in emissions per employee from business travel (Scope 3), compared to our baseline year of 2019. The Group also continued driving energy efficiency through our global Energy Command Center.

Additionally, the Group supports its clients in addressing their own environmental ambitions, continuously adapting and renewing its value proposition to address evolving ESG challenges faced by clients.

Sustainability is a strategic driver of business value and long-term resilience for most large organizations. In a volatile economic environment, client demand proved quite selective in 2025, with a strong focus on efficiency, operational agility, and cost optimization. Against this background, the Group recorded a solid growth of its bookings delivering sustainability benefits of around 7% year-on-year, at constant exchange rates. As a recognized player in sustainability services, Capgemini remains firmly committed to providing its clients with innovative services and solutions, and to accelerating their transition toward a more sustainable economy.

Social: Shaping an inclusive future for all talents

Our people power our impact and our clients consistently tell us that it is our people who set us apart. While we strive to attract the best talent, it is the opportunities we provide – through learning, career development, and meaningful work – that enable them to flourish and create value for some of the world's leading organizations. In 2025, we continued to invest in capability at scale – training more than 194,000 employees in Agentic AI, increasing the average completed learning hours per headcount to 97, including learning in the flow of work, and linking skills to measurable business outcomes.

Capgemini also continued to make progress on inclusion. In 2025 we hit a major milestone with women now making up more than 40% of our global workforce (up by 7 points since 2019) and more than 30% of our executive leadership. Externally, we have evolved our digital inclusion efforts to focus on developing transformational projects, including our AI Academy in India, which equipped 700 underserved youth with future-ready skills through 200 hours of training and mentorship, opening pathways to tech employment and strengthening local ecosystems. The Group also joined the B4SI Network, the global standard for businesses looking to measure and manage their social impact.

Governance: Embedding trust & transparency at every level

Governance plays a central role in driving Capgemini's business performance and sustainability ambition. Our Board of Directors ensures a balanced and agile governance structure, bringing the right expertise to oversee Group sustainability priorities. In 2025, we maintained our MSCI ESG Corporate rating in the top quartile of our industry peers. As a global company, we comply with local laws and regulations to earn trust from clients, suppliers, communities, and governments.

Since 2015, we have built a robust supplier base and strengthened long-term relations with strategic trading partners to create value. In 2025, 71.8% of our spend was with suppliers that have committed to Capgemini's ESG standard, an increase of 32 points compared to our 2023 baseline, supporting responsible practices across our value chain.

The Group also places data security and infrastructure protection at the core of its strategy. Today, data is a critical strategic asset, and our comprehensive Cybersecurity and Data Protection approach is designed to build trust. As of December 31, 2025, 96% of our workforce had completed a mandatory Cybersecurity training.

Main ESG achievements in 2025 against targets

Priorities	Objectives	Metrics	Units	2019	2025	2030 target	2040 target
Environment: Protecting the planet							
Priority A: Act on climate change and become a net zero business by 2040	Objective 1: Reduce our Scope 1, 2, and 3 emissions by 90% by 2040	Absolute Scope 1 and 2 emissions (market based)	tCO_2e	154,078	**8,747**	-80% absolute	-90% absolute
		Scope 3 business travel emissions per employee (average total headcount)	tCO_2e/ head	1.26	**0.38**	-55% per employee	-90% absolute
		Scope 3 employee commuting emissions per employee (average total headcount)	tCO_2e/ head	1.08	**0.50**	-55% per employee	-90% absolute
		Scope 3 purchased goods and services	tCO_2e	305,718	**279,527**	-50% absolute	-90% absolute
	Objective 2: Scale up our investment in climate and nature solutions at a level commensurate with our total GHG emissions	% of residual operational emissions for which carbon credits have been retired	%	-	**100%**	100%	-
		% of residual total emissions for which carbon credits have been retired	%	-	**57.81%**	100%	-
Priority B: Lead to a sustainable economy by helping our clients achieve their sustainability commitments	Objective 3: Increase bookings (value) delivering sustainability benefits to our clients	Variation of booking values delivering sustainability benefits to our clients	%	-	**7%**	Increasing every year	-
Social: Shaping a future with protection and respect for all							
Priority C: Invest in our talents through an empowering experience	Objective 4: Reach and maintain, on average, 70 learning hours per headcount per year	Average Completed Learning Hours, including learning in the flow of work, per headcount at the end of the year	Hours	41.90 (C)	**97.2**	≥70	-
	Objective 5: Upskill our talents on one yearly defined strategic topic	Number of active learners on a yearly defined strategic topic		-	**194,775**	Above the target defined by the Group	-
	Objective 6: Maintain our employees' belonging index above 80	Belonging Index Score	Score	-	**84**	>80	-
Priority D: Maintain high ethical standards at all times	Objective 7: Ensure over 80% of our employees have a positive perception of our Values, culture, and the demonstration of ethical behaviors in the Group	% of employees surveyed with an average Ethical culture score between 7 and 10 (annual average number of employees)	%	-	**85%**	>80%	-
	Objective 8: Enhance awareness and foster the adoption of Ethical AI practices	% of headcount (total headcount at the end of the year) who completed the annual "Ethics in AI" training	%	-	To be reported from 2026	>80%	-
Priority E: Enhance inclusion in our activities	Objective 9: Maintain at least 40% women in our global teams and reach 35% women in Group executive leadership positions, by 2030*	% of women in the workforce	%	33.0 (C)	**40.5%**	≥40%	-
		% of women in Group executive leadership positions	%	16.8 (C)	**30.5%**	≥35%	-
Priority F: Support digital inclusion in our communities	Objective 10: Support 10 million beneficiaries in underserved communities through our programs, by 2030	Cumulated number of Digital Inclusion beneficiaries (since 2018)		29,012 (C)	**8,497,643**	>10m	-
Governance: Embedding trust and transparency at every level							
Priority G: Foster a diverse and accountable governance	Objective 11: Maintain best-in-class corporate governance	MSCI ESG rating on Corporate Governance	Score	-	**Rating achieved**	Top quartile of MSCI ESG rating compared to industry peers	-
Priority H: Value responsible business practices across the value chain	Objective 12: By 2030, suppliers covering 80% of the purchase amount of the previous year will have committed to our ESG standards	Purchase amount with suppliers who have committed to our ESG standards (committed to the Capgemini's Supplier Standards of Conduct or equivalent commitment) over the total purchase amount of the reporting year	%	-	**71.8%**	>80%	-
Priority I: Protect and secure data, infrastructure, and identity	Objective 13: Embed data protection into our culture, operations, and client's delivery	% of headcount (total headcount at the end of the year) who completed the mandatory e-learning module on data protection	%	-	**94%**	>90%	-
		% of DPO (number of DPO at the end of the year) certified with the International Association of Privacy Professionals	%	-	**87%**	>90%	-
		% of qualified client engagements having reached a top-level comprehensive digital data protection maturity assessment	%	-	**58%**	>85%	-
	Objective 14: Be recognized as a front leader on cybersecurity	% of operation centers and sensitive facilities at the end of the year, ISO 27001 certified	%	-	**98%**	>98%	-
		% of headcount (total headcount at the end of the year) who completed the mandatory e-learning module on cybersecurity	%	-	**96%**	>95%	-

(C) Scope Capgemini legacy.
* We recognize that countries must operate within their local regulatory/legal framework. The objectives for 2030 are set at a Group level and will accelerate our inclusion efforts.
The information provided in this table does not account for WNS and other acquisitions that were completed at the end of 2025.

The strong purpose, ethics, and values that guide our actions

— Capgemini's core values are the guiding principles that shape our daily choices and actions. Alongside our ethics and our purpose, they form the foundation of our success and our contribution to an inclusive and sustainable future.

Recognized for our commitment to ethics

As one of the World's Most Ethical Companies®, we regularly ask for employee feedback on our ethical culture, empowering our teams to enrich our understanding and drive continuous improvements.

Technology's transformative power should benefit all. Commitment to inclusion, equal opportunities, and digital skills for all is encapsulated in our purpose: "Unleashing human energy through technology for an inclusive and sustainable future."

Our ethical culture means doing the right thing, complying with legal frameworks, acting with honesty and integrity, training and guiding teams and leaders to be accountable, and showing them what ethical behaviors and leadership are, every day. It means questioning practices and processes, not assuming perfection, listening, challenging ourselves, and making the right decisions – an ongoing exercise in humility and responsibility.

Our seven values at the heart of our identity

Since the beginning, Capgemini's founder Serge Kampf, and our leaders ever since, have believed that strong values and ethics are the building blocks for a sustainable business. Our values – Freedom, Trust, Team Spirit, Honesty, Boldness, Modesty, and Fun – guide us and remain the foundation for the decisions we make.

Ethics and human rights

Our ethics and human rights initiatives inspire open dialogue, reflection, and a commitment to doing what's right:

- **Ethics guidelines:** Our Code of Business Ethics outlines ethical principles and expected behaviors. Additional guidelines detail specific topics, such as conflicts of interest and our Code of Ethics for AI.
- **Human rights at Capgemini:** To protect and promote respect for human rights, we deploy training, awareness initiatives, human rights assessments, and due diligence processes.
- **Training and communications:** Ethics@Capgemini, an annual training program, drives know-how around tricky ethical situations.
- **Active listening, through EthicsPulse:** All employees can share feedback on our values and culture. Insights from the Pulse survey contribute to the ethics action plan.
- **SpeakUp helpline:** Our ethics helpline is a tool to listen, maintain confidentiality, and protect reporters from retaliation, enabling timely and fair actions. Web- and phone-based, it is hosted by an independent provider.

Inclusion that delivers impact

— The Group achieved significant progress in multiple inclusion topics in 2025. Gender equality and inclusion continued to be major topics of focus, as we continue to enhance equal opportunity for all in how we hire, lead, learn, and work.





Driving gender equality

This year, the Group reached a major milestone in our gender equality ambition: women now make up more than 40% of our global workforce, up by 7 points since 2019, and more than 30% of our executive leadership, up by 13 points since 2019. This achievement was recognized, earning the Group an Equileap Gold Seal for gender equality.

Our recent Capgemini Research Institute report on gender and leadership, which highlights persistent stereotyping of genders, reinforces Capgemini's commitment to fostering inclusive leadership and accelerating progress toward a more gender-equal future.

Harnessing all talents

Beyond gender, our programs were also recognized for the progress the Group has made in LGBTQ+ inclusion, with the renewal of our Stonewall Gold Employer accreditation. Disability was also a focus: India, the UK, the US, and Brazil were among top scorers in the Disability:IN Index; and our global employee network CapAbility was recognized at the European Diversity Awards. We also co-founded the Objective Neuro Inclusion "think and do" tank, alongside eight other major companies, to share real world inclusive practices which embrace neurodiversity.

Mobilizing teams for inclusion

Capgemini's Employee Network Groups (ENG) connect colleagues around the world who share common passions, with around 70,000 of our people currently enrolled in the networks. 2025 saw the launch of our fifth ENG, dedicated to environmental sustainability. Titled EnvironmentALL, it was set up to help our teams share ideas and organize volunteer initiatives, and serves as a catalyst for our Group sustainability strategy. The second wave of our Inclusion Circles also took place last year. This interactive program mobilized more than 2,000 managers and 27,000 team members who discussed real-life scenarios around inclusive management tactics and behaviors.

Our governance

— The Group's governance structure enables it to write the next chapter in its history with all the passion and collective energy that characterize the Group, in order to continue to make Capgemini a responsible and multicultural global leader.

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.

Board of Directors[1]	Independent Directors[2]	Average age	Internationalization
13+2	83%	60 years	40%
Average length of office	**Gender balance[3]**	**Directors representing employees**	**Director representing employee shareholders**
6 years	W: 42% M: 58%	2	1

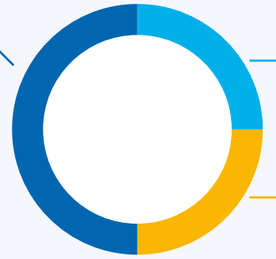
NB: Information as of December 31, 2025. **(1)** 13 Directors were elected by shareholders; the two Directors representing employees were appointed in accordance with the employee representation system. **(2)** The Directors representing employees and employee shareholders are not taken into account in calculating the independence rate, in accordance with the provisions of the AFEP-MEDEF Code. **(3)** The Directors representing employees and employee shareholders are not taken into account in calculating this percentage, in accordance with the provisions of the French Commercial Code.

Diversity of the Board

The Board of Directors regularly assesses its composition and the various areas of expertise and experience contributed by each of its members. It also regularly identifies the direction to be taken to ensure the best possible balance with regards to international development and the diversity of the Group's employees, changes in its shareholding base, the various challenges facing Capgemini, including sustainability issues, as well as the Group's medium-term strategic direction. It ensures that the Board retains a range of experience, expertise, and nationalities, and respects gender balance, while ensuring the commitment of all Directors to the Group's fundamental values. To this end, the work of the Ethics & Governance Committee, chaired by the Lead Independent Director, is invaluable.

A good match between Directors and the Group's strategic focus

Diverse expertise
- — Data, Digital, Cloud
- — Services
- — Industry
- — Strategy & understanding of the Technology industry
- — Human Resources & Talent Management
- — Finance, Audit & Risk
- — ESG, Ethics & Compliance
- — Governance & Compensation
- — International experience



Operating experience
- — Executive and operational positions in leading groups

Variety of origins
- — Private sector
- — Public sector
- — Capgemini employees

The Board of Directors therefore decided to adopt **the following objectives for its composition for the period 2022-2026:** **1.** International diversification to reflect changes in Capgemini's geographic spread and businesses. **2.** Diversity of profiles and expertise. **3.** Staggered renewal of terms of office. **4.** Maintenance of a measured number of Directors, enabling coherence and collective decision-making.

Activities of the Board in 2025

Active and hardworking, the Board of Directors met 11 times in 2025, with an average attendance rate of 95%. It dedicated most of its work to: **1.** Group strategy, including sustainability strategy, performance, and organization, **2.** governance, **3.** risk monitoring, **4.** analyzing accounts, **5.** talent management, as well as **6.** compensation of executive corporate officers.

Group strategy and organization, CSR
- Definition and monitoring of the Group's medium-term strategic priorities and activities in the United States
- Acquisition of WNS and Agentic AI-powered Intelligent Operations strategy; monitoring of other external growth opportunities and current integrations
- Artificial Intelligence strategy (Generative and Agentic) (offering portfolio and Group operations)
- Review of the main changes in markets, technology, and the competitive environment
- Monitoring of the roll-out of the Group's CSR strategy, including the climate strategy

Group Performance
- Group performance and activities
- Optimization of the Group's organization
- Monitoring customer satisfaction

Governance
- Changes in the composition of the Board and Committees (independence of Directors and Board diversity policy)
- Preparation of the Shareholders' Meeting
- Internal assessment of the Board and launch of the three-yearly external assessment
- Monitoring of dialogue with shareholders and proxy advisors
- Review of the executive corporate officers' succession process (including in emergency situations) and preparation of future governance deadlines
- Amendments to the bylaws to bring them into compliance with the Attractiveness Law

Audit & Risk
- 2024 company financial statements
- 2024 consolidated financial statements and 2025 first-half interim consolidated financial statements
- Statutory Auditor terms of office
- Risk monitoring (including mapping) encompassing cybersecurity
- Internal control and internal audit
- Monitoring of the Group's various ethics and compliance actions

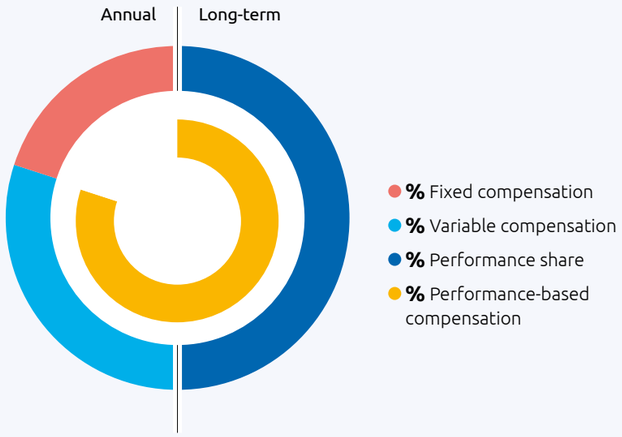
Finance
- Budget
- Financial communication, including review of the process for preparing the financial results press release
- Financing transactions related to the acquisition of WNS
- Share buyback program
- Sureties, endorsements and guarantees

Talent management, diversity, and compensation
- Monitoring of Group talent management
- Diversity policy for management bodies
- Monitoring of the Group executive succession process, excluding the Chief Executive Officer, and preparation of potential executives
- Compensation of Executive Corporate Officers and Directors and the equity ratio
- Performance share and free share grants
- New employee share ownership plan

Compensation of Executive Corporate Officers

The compensation policies for the Chairman and the Chief Executive Officer, which are unchanged, were approved by the Board of Directors on March 16, 2026, on the recommendation of the Compensation Committee. The 2026 Chairman of the Board of Directors' compensation policy includes a Director's compensation for his term of office as Chairman of the Board and as Chairman of the Strategy & CSR Committee, as well as compensation for attendance at Board and Strategy & CSR Committee meetings. The compensation policy for the Chief Executive Officer is summarized below.

2026 annual compensation target structure of the Chief Executive Officer



Criteria for annual variable compensation of the Chief Executive Officer in 2026

The indicators selected to determine the variable compensation are divided between:

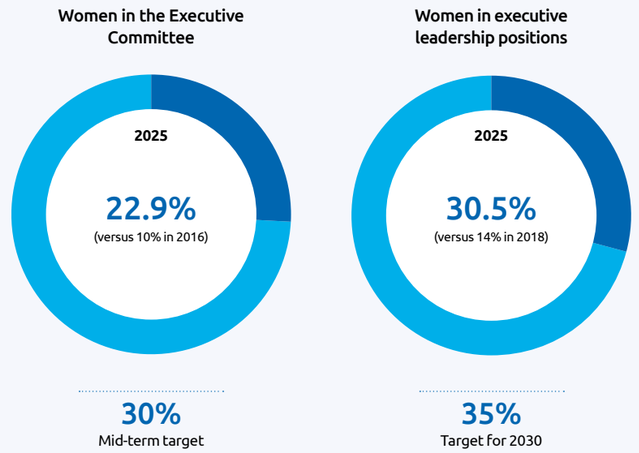
- **financial objectives**, representing 60% of the fixed compensation when budgeted targets are reached: **1**. Group revenues, **2.** Group operating margin rate, **3.** Group organic free cash flow, and **4.** net profit before taxes;
- **quantitative individual performance objectives**, representing 20% of the fixed compensation, assuming targets set for the two objectives are achieved aligned with the CSR policy (gender diversity and cybersecurity);
- **qualitative individual performance objectives**, equally weighted covering: **1.** AI and Agentic AI development and deployment at clients and internally, **2.** development of strategic partnering with clients, **3.** execution and progress in the geographical strategic plan, in particular, in the United States, and **4.** integration of recent large acquisitions (WNS, Cloud4C).

In compliance with the Say on Pay rules, the compensation policy and the compensation of Corporate Officers paid during the fiscal year or granted in respect of the fiscal year just ended must be presented to the Shareholders' Meeting for an annual vote.

Diversity policy for management bodies

The Group decided to implement a progressive increase in both female and international representation on the Group's Executive Committee. On December 31, 2025, the international representation on the Group Executive Committee ended at 63%. The Executive Committee, whose composition was expanded in 2024 and 2025, also shifted from a female membership rate below 10% in 2016 to 22.9% in 2025. The mid-term objective remains to reach at least 30% and longer term to achieve the same percentage of women in the Executive Committee as in the Group's headcount.

Capgemini also intends to increase female representation in the 10% of positions with greatest responsibility within Group executive leadership and more widely in the Vice-President community, by similarly setting annual objectives in this respect for the Group's key managers. The percentage achieved at the end of 2025 was 30.5% and, going forward, the ambition is to increase this percentage by 1 point per year to reach 35% by 2030. These objectives are combined with the strengthening of the Group's internal policies to ensure the monitoring of regular and fair practices supporting this strategic direction, enabling diversified and non-discriminatory global representation at all levels of the organization. A specific focus is placed on gender equality, with a long-term objective of progressively aligning and enhancing the percentage of female senior executives with the overall percentage of women in the Vice-President population. Finally, the Board of Directors has embedded inclusion targets in the variable compensation of Executive Corporate Officers.



The artist

London-based artist and designer Maxim Zhestkov uses technology to create a universal visual language that combines design, architecture, and computer graphics. His work harnesses digital simulations based on real-world physics, including the use of spheres as a universal medium to represent an interplay of emotions, behaviors, thought processes, relationships, life, planets, and the universe.



Maxim Zhestkov, “Distant Lights”
Digital artwork, 3,840 x 2,160 px, 2024

How does AI influence the way you create?

Maxim Zhestkov — Technology fuels my creativity and AI plays an influential role in how I think and create. But I don’t use AI to create or manipulate visuals. Instead, I chat with it about abstract ideas connected to my art. That’s the way my mind works: I need to discuss projects and bounce ideas off something. AI serves this purpose, acting as a creative partner, helping me to question and interrogate aspects of my work that I never previously considered.

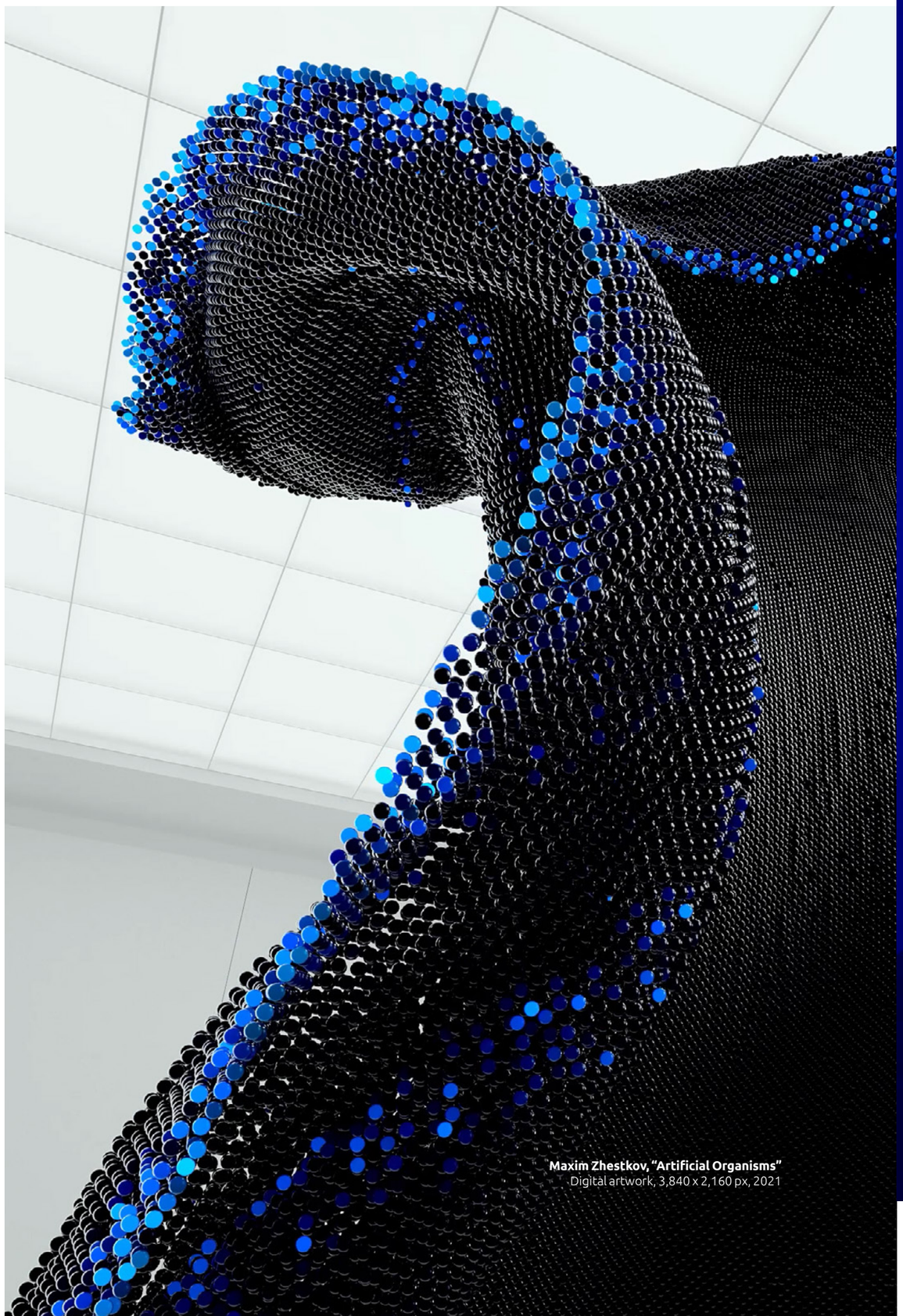


What part of human intuition remains essential in how you work?

M. Z. — I studied both design and art – two closely related fields that rely on different skillsets. Art is about pure intuition whereas design is about logic and problem solving. In design, you have to understand the problem you’re trying to solve and then apply techniques to reach a solution. As an artist, intuition takes over; you draw on experience almost unconsciously. As I work with extremely complex systems that use thousands of parameters, I have to work on intuition as it’s impossible to track and understand all the processes that are taking place. Intuition allows me to make decisions instinctively, without fully understanding the reasons behind them.

What excites you about digital art’s future?

M. Z. — I’m excited by the possibilities of interactivity and I have a couple of projects where I’m experimenting with interactive systems. About 10 years ago, I discovered a number of video games that explored art and design, which inspired me to create one myself. When making art, you only think about what you want to express. When you make a game, players find their own ways to use and interact with the system you designed. This is what excites me most – inviting people into my projects and observing how they interact and transform the experience.



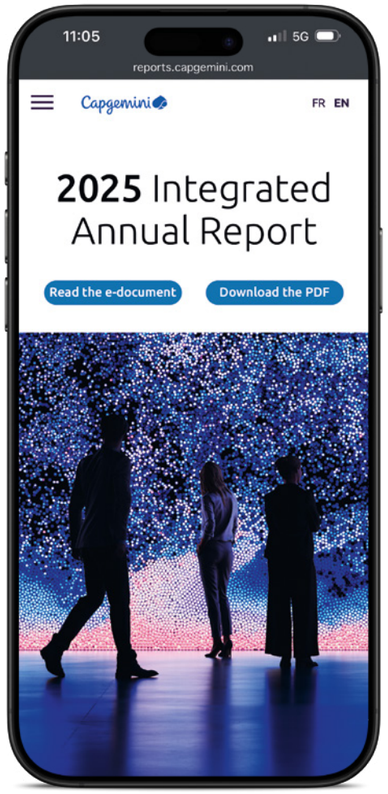
Maxim Zhestkov, “Artificial Organisms”
Digital artwork, 3,840 x 2,160 px, 2021



Maxim Zhestkov, “Into the Blue #0”
Digital artwork, 1,080 x 1,920 px, 2023

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Integrated Annual Report

Provides key events of the past year. It describes how Capgemini's talent, innovation, sustainable actions, strategy, and governance create long-term financial and extra-financial value.



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.

Additional resources

Our website
capgemini.com

Investors' section
investors.capgemini.com/en

Careers section
capgemini.com/careers

News
capgemini.com/news

CSR
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