



GROUP ANNUAL REPORT
1975

CAP · *Gemini* · SOGETI

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CAP/GEMINI/SOGETI

In 1974 the firms CAP, GEMINI and SOGETI joined to form the CAP/GEMINI/SOGETI Group. This is the first annual report of the newly formed Group.

In consideration of the leading position held in the European computer services industry, a wide distribution of information about the Group's accomplishments seems appropriate.

Throughout these pages summarizing its activities and financial results, the Group first of all addresses its shareholders, but also wishes to inform its customers, its staff, and all those in the financial, economic, industrial, governmental and trade fields who bear an interest in computer related activities.

1975 fiscal year

In millions of US dollars

CONSOLIDATED REVENUES	51.4
GROSS CASH FLOW	5.2
10 % of Turnover	
NET INCOME AFTER TAXES	1.9
SHARE CAPITAL AND RESERVES	10.3
TOTAL ASSETS	43.7
NUMBER OF PROFESSIONAL STAFF	1600
TOTAL NUMBER OF EMPLOYEES as of December 31st, 1975	1950

THE COMPUTER SERVICES INDUSTRY

Computers: universal and indispensable

Although they are not yet as familiar as pen and ink, computers have become just as indispensable to us. Payroll vouchers, social security reimbursements, passports, and telephone directories are produced by printers which are linked to computers. Shopkeepers, bookkeepers and bank tellers use terminals (display screens) to accomplish their daily tasks. And these tools are only the visible surface of complex and comprehensive systems (be they large or small). Although data processing is still not accessible to everyone, as its cost steadily decreases, new and even larger categories of potential users appear.

Today, "data processing" no longer means "equipment". No executive, engineer or manager would expect that by simply plugging in a computer he will get the service he wants, even with the assistance of the

computer manufacturer. These people know that they must first compare numerous computers before selecting one, assimilate the basic software, develop specific software, recruit and train technical personnel, document programs and systems, buy outside computer time, etc.

Computers and outside services

To achieve all this, the user can call upon the services of the computer manufacturers, use his own resources, and he can utilize the services of computer consulting and service companies. It is often a combination of all three which produces an efficient, reliable and profitable computer system. This is because data processing, a complex, constantly evolving activity that requires continual adaptation, is particularly well suited to outside services.

Using outside services, from a company's point of view, means entrusting or assigning to a third party a job which might have been handled by the company itself. Typical outside services range from subcontracting small portions of the work to outright concession, with all degrees of assistance and cooperation in between.

Outside computer services constitute one of the pillars of the data processing industry because they offer the user more advantages: increased specialization and technical know-how; the ability to grow with flexibility; accelerated spread of innovation; easier acceptance of modifications in structures or methods; less investment waste; easier recruitment of capable technical personnel; and prompt access to supplementary personnel, equipment or experts in a particular field or for a limited period.

It is almost impossible to list all of the services made available by computer service companies, but they can at least be divided into two general categories: software services (consulting, programming assistance) and hardware services (processing, data entry).

The amount spent on outside software services still represents a little less than 4 per cent of the total allotted to computer operations, as opposed to 35 per cent (often more) for equipment, and about as much for internal personnel expenses. The diagram on the left shows, for example, that in the

Breakdown of US users' expenses in 1973

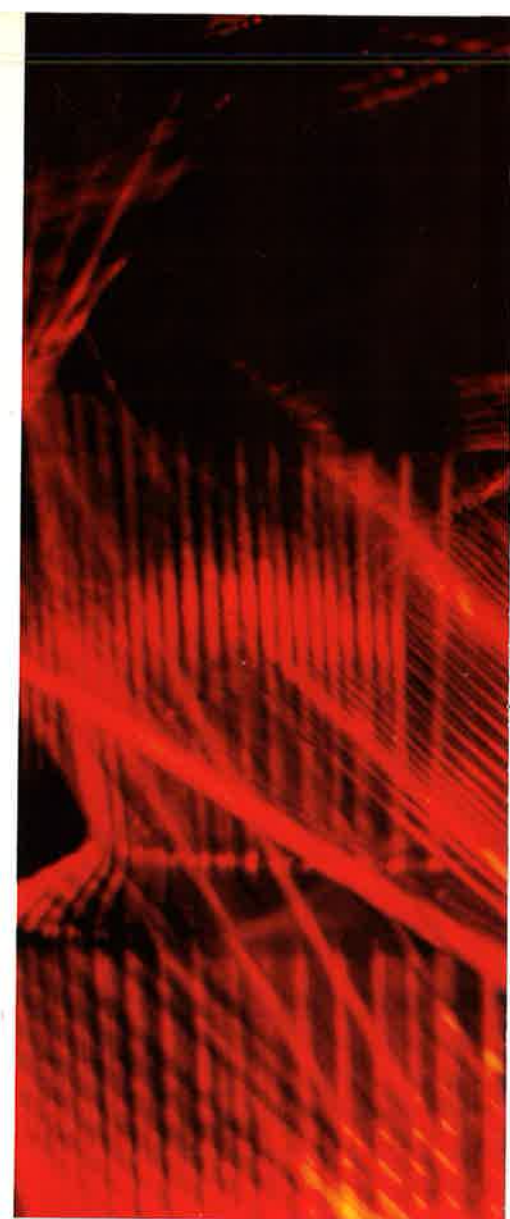
35%	salaries	in-house expenses	42%
7%	supplies		
46%	ancillary equipment	computer manufacturers	11%
	computer* and basic software		35%
8%	hardware services	computer service companies	12%
4%	software services		
"computer industry"			

*Computer, computer systems, minicomputers and peripherals

United States, out of the 90 dollars per year per citizen spent on data processing, more than 40 dollars went to suppliers of equipment and materials, and... only 3.5 dollars went to service companies providing mainly - as in the case of CAP/GEMINI/SOGETI - software services. In France, in 1974, the total paid to these companies was 218 million* dollars, or 4 dollars per French citizen; that is, about the same amount spent per resident in the United States.

The computer services industry is rapidly developing

The total turnover of the computer services industry (software plus hardware) in France for 1974 was 534 million dollars (218 million in software, and 316 in hardware). This services industry has developed over the past few years at an average rate (25 per cent) higher than that in the computer industry in general (20 per cent). Experts predict that this growth rate will be maintained, which would increase France's turnover from 534 to 1,470 million dollars in 1979. If the French companies in the CAP/GEMINI/SOGETI Group retain their share of the 1974 turnover, they will realize a turnover of about 70 million dollars in 1979. This tallies exactly with the figures of the Group's "five-year plan": 71 million in France, 64 outside of France, and 14 from the sale of products.



Developments and forecasts

The following chart** shows the predicted evolution of the services industry in Western Europe, the United States and Japan between 1974 and 1979; as the chart indicates, the average growth rate in software often exceeds 30 per cent per year, and the total market in the major European countries should more than triple between 1974 and 1979 (an average increase of 28 per cent per year). It is interesting to note that the experts all agree that this rapid expansion will be accompanied by a strong movement toward concentration in the service companies, which confirms the importance of the headstart in this direction taken by the CAP/GEMINI/SOGETI Group, the present European leader in this field.

* out of which 22.7 million was for the French companies of the CAP/GEMINI/SOGETI Group, hence 10.5%.

** excerpt from a marketing study performed at the end of 1975 by CAP/GEMINI/SOGETI as a guideline for its own development.

COMPUTER SERVICES INDUSTRY TURNOVER - 1974 AND 1979

(in million US dollars)

	1974			1979			SOFTWARE SERVICES AVERAGE YEARLY GROWTH RATE 74-79
	HARDWARE SERVICES	SOFTWARE SERVICES	TOTAL SERVICES	HARDWARE SERVICES	SOFTWARE SERVICES	TOTAL SERVICES	
U.S.A.	2780	1220 (1)	4000	7190	3110	10300	+ 21%
JAPAN	390	270	660	2180	1480	3660	+ 40 %
FRANCE	316	218	534	834	636	1470	+ 24 %
FED. REP. GERMANY	175	205	380	730	680	1410	+ 27 %
SCANDINAVIA (2)	200	90	290	620	330	950	+ 30 %
UNITED KINGDOM	172	100	272	410	250	660	+ 20 %
MEDITER. AREA (3)	170	100	270	600	490	1090	+ 37 %
HOLLAND	70	30	100	280	120	400	+ 33 %
BELGIUM-LUXEMB.	38	22	60	120	80	200	+ 28 %
SWITZERLAND	40	20	60	120	60	180	+ 25 %

(1) including one third of the "facilities management" market (which represents 27 % of all services).

(2) Norway, Denmark, Sweden, Finland.

(3) Portugal, Spain, Italy, Greece.

TOTAL WESTERN EUROPE	1181	785	1966	3714	2646	6360	+ 28 %
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HISTORY OF THE GROUP

The CAP/GEMINI/SOGETI Group was created in 1975 when three previously competing groups, SOGETI, CAP and GEMINI merged their resources.

SOGETI. On October 1st 1967, Serge Kampf, previously Regional Manager for a major computer manufacturer, formed a company in Grenoble which was named SOGETI. Having realized how much his clients needed technical assistance that hardware manufacturers were no longer able to supply, he started out with a few colleagues to help certain companies in the Grenoble region design and implement their software applications: a billing system for Evian Mineral Water, portfolio and accounting for La Prudence Bank, payroll for the Aspro-Nicholas Laboratories, credit card and point-of-sale statistics for ELF-Distribution, assistance in the installation of a Bull-Gamma 10 at Pechiney-Soferec and an IBM 360/30 at the Sarbach Laboratories, and other tasks.

SOGETI's initial success came rapidly, doubtless due to certain fundamental principles decided right from the beginning. These still characterize the Group today: seeking the highest quality, establishing rigorous control systems, organizing in small teams (20 to 30 people). The team leader is an easily accessible contact man for the customer; he also has the competence and authority to make decisions. Another essential SOGETI characteristic has been a constant rhythm of expansion while maintaining absolute financial independence.

SOGETI not only kept pace with the data processing market but also contributed to its expansion. As a result SOGETI opened further offices in new locations:

- Geneva in 1968, Lyons in 1969, Paris and Zurich in 1970, Marseilles in 1971, etc.
- As another result, SOGETI expanded its range of activities: consulting, data processing management, basic software, program products and training. It set up joint computer service bureaux with SOLAME and INFOR then EURINFOR; it worked on data collection and transmission with SORGAS and SESI, and on general organization in liaison with the Bossard Group.

In 1973 when SOGETI sold 34 % of its capital to the CEA (through its data processing subsidiary CISI - Compagnie Internationale des Services Informatiques), the company had already grown to nearly 600 people and had a turnover of 12 million dollars, thirty-five times the turnover reported in the first operating statements in 1968. This consolidation of SOGETI's financial structure enabled the company to start the second phase of its development strategy: to surround itself with complementary companies from the services sector.

CAP. Formed in 1962, CAP was one of the first companies in France to offer consulting in software and data processing. It started by helping Parisian users to install the first IBM 1401 computers whose principal novelty was their use of magnetic tapes and discs for standard control applications.

Very early in its history, CAP was prominent for its successful design and development of very large and sophisticated projects. In 1964 for example, CAP developed the computer system control for launching the first French satellites, and in 1966 the flight simulator for the future Concorde. Then several hardware manufacturers awarded contracts to CAP to design and develop their increasingly complicated basic software. This encouraged CAP to form specialized teams which have acquired an international reputation for excellence.

CAP began in the late 60s to set up subsidiaries in neighbouring countries. The first was in Belgium, the second in Switzerland - at exactly the same time SOGETI was branching into Switzerland. CAP then grouped these under a holding company, CAP Europe.

Finally, CAP reached a third stage of development of major importance with the advent of "program products". CAP rapidly became one of the leading package vendors after IBM's famous "unbundling" announcement, which separated the prices for hardware, software and services. CAP either designed and installed these products itself (e.g. Sysif, CPL 1, Multifaster) or sold them in Europe under license from American hardware manufacturers (such as Librarian, Metacolibol, System 2000, Optimizer or Autoflow - CAP installed more than 500 Autoflow packages alone throughout Europe).

GEMINI. Gemini Computer Systems, Inc., is an American company with its headquarters in the United States. It was formed in 1969 on the initiative of John Diebold by a group of American and European investors. They set out to establish a group of software houses by forming new companies or acquiring existing ones, with operations in each of the major European countries. The group could then offer its local customers American know-how and techniques coupled with the advantages of dealing with a national company.

In its first year of operation Gemini had businesses in France, Great Britain and Germany. In 1970 it formed a company in Holland before becoming active in Switzerland and Iran. Gemini's rapid growth to \$8 million revenue in 1974 was mainly due to three factors:

- It stressed large projects for public administrations: in Holland, an index of vehicle registration numbers and automating the telephone enquiry service; in Germany, air traffic control; in Iran, planning and control of economic development projects and land development for the Plan and Budget Organization.
- It offered "turnkey systems", usually including a minicomputer, for management control in small and medium-sized companies or decentralized companies.
- Like CAP, it marketed and maintained program products such as Syncsort, a sorting program of which Gemini installed more than 300 throughout Europe.

Serge Kampf, the founder of SOGETI and the majority shareholder of CAP/GEMINI/SOGETI, has joined these three organizations together to form one comprehensive Group, which is now by far the most prominent computer services firm in Europe.

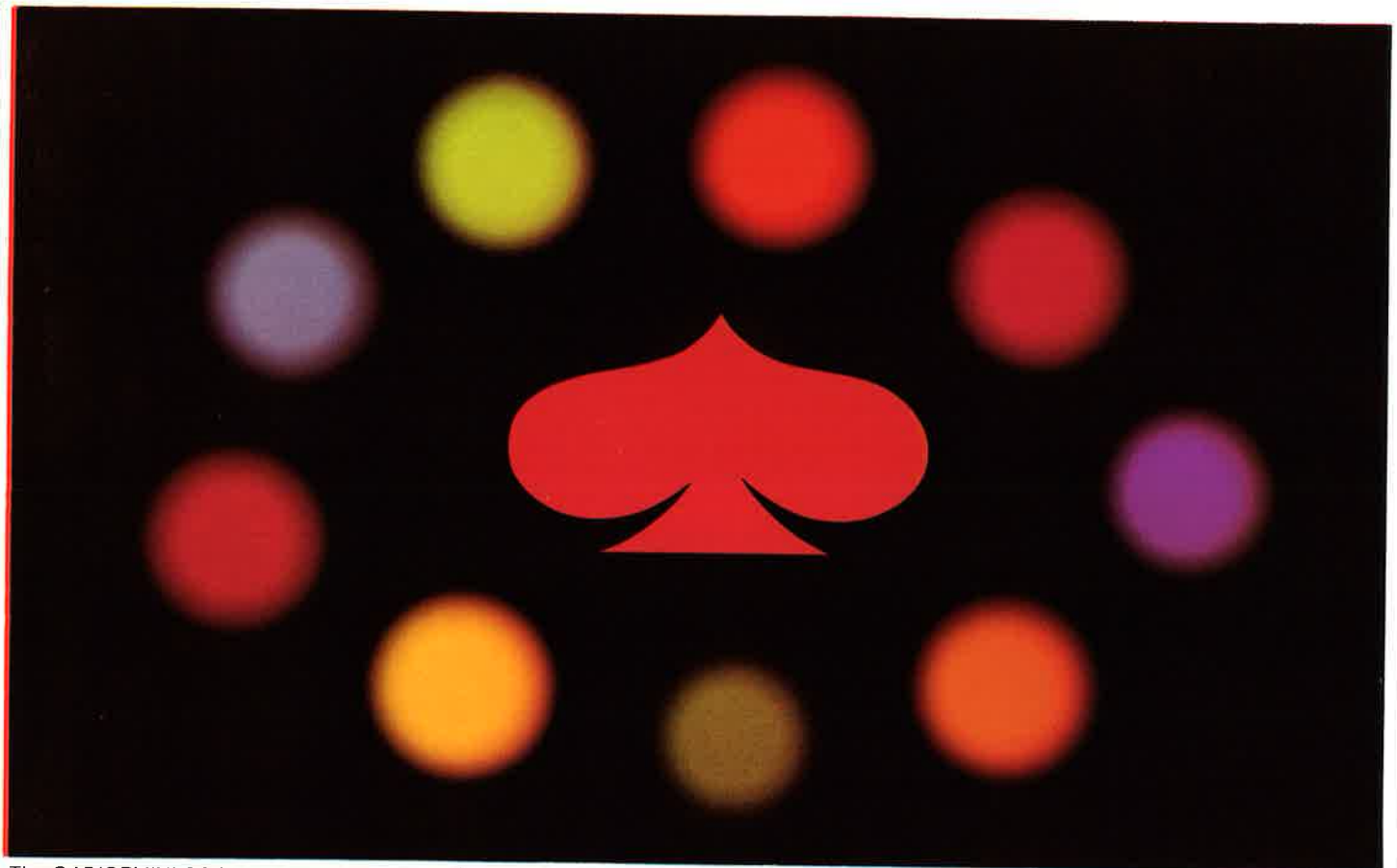
On November 25, 1975, during a reception at the Crillon Hotel in Paris which brought together more than 800 personalities from the business world and from government, Mr. Hugues de l'Estolle, Director of Industry in the French government, presented Mr. Serge Kampf, Executive Chairman of the Group CAP/GEMINI/SOGETI with the "Prestige of France" award.

By honoring Mr. Kampf, the "Prestige of France" committee paid tribute to the dynamism of the Group, its growth, its international dimension, and also the high degree of professional and technical competence of the Group's engineers.

In Mr. de l'Estolle's cordial presentation, he for the first time officially expressed his opinion on the primary role the computer services industry has played in the development of the whole computer field. He emphasized the leading position our Group holds in that field.



SERVICES RENDERED BY THE GROUP



The CAP/GEMINI/SOGETI Group is Europe's foremost in computer services, not only because it employs the greatest number of people, but also because:

- it covers the entire range of software services;

- it offers all of its services through its international network to most of Western Europe, to parts of the Middle East, Africa and Japan. Each of the companies operating outside France offers all Group services to its own national market. In France, because the Group has grown so comprehensively, it has chosen to separate its activities into nine largely autonomous firms, each specializing in a particular activity. This reflects the Group's desire to decentralize decision-making by giving administrative and management responsibility to operational units where individual control and individual identity can be maintained. Each of these companies deals directly with customers in its own special field: consulting, systems design and implementation, basic software, small business systems, large projects, training, program

products, computer based services, assistance to computer operations and data entry.

Consulting and Technical Assistance

This involves helping customers make better use of the computer, to understand its capabilities and also its limitations and constraints. Services include helping to plan and develop new applications, to expand existing systems or to modify hardware or software configurations, due to increasing processing volumes or to any other reasons.

In all these cases, action must be taken in the technical, human and organizational domains all at the same time. People must be prepared, organizational changes have to be recommended, temporary structures or campaigns are to be established.

It is following these lines that the various consulting tasks proposed by the Group take place: development of master plans and organization structure for data processing, feasibility studies, advice on methodology,

preparation of system design specifications (either for the computer vendor or for the company itself), selection of a computer, functional analysis of applications, data processing security, initiation to advanced techniques utilization.

To solve problems associated with these diverse tasks, the Group provides technical assistance. The Group's experts handle each of the different tasks necessary to initiate or develop an entire data processing system, or just one application.

System Design and Implementation

The CAP/GEMINI/SOGETI Group develops and delivers turnkey computer systems of all sizes for many uses:

- business applications: general accounting, cost accounting, commercial, personnel, production control, etc.
- scientific applications: scientific and technical calculations, computer aided design, simulations, statistical analysis, etc.
- industrial applications: factory automation,

quality control, process control, automatic typesetting, etc.

Experienced project managers conduct definition studies prior to any planning or development, thereby obtaining a precise definition of the characteristics of the task. The finished product consists of a set of programs designed for the specific application, tailored to meet the corresponding functional specifications, and accompanied by easily understood documents designed to ensure maximum effectiveness in both their use and their maintenance.

● Basic software

The Group's technicians have completed basic software projects for most of the European computer manufacturers. They have acted as consultants in definition studies and initial system designs; they have provided specialized technical assistance to the engineering departments of their customers; and they ensured the development of entire subsystems for the manufacturers.

The Group's basic software teams are especially oriented towards certain types of development: assemblers and macro-assemblers; compilers, notably in the fields of the SIL (System Implementation Language) and of the HOL (High Order Language) compilers; teleprocessing oriented subsystems such as transaction processing monitors, and system program products.

The production of basic software tools for computers from different manufacturers has been automated, enabling the Group to develop and perfect portability techniques. These techniques considerably increase reliability and guarantee a reduction in both the cost of products and production time.

● Small Business Systems

The Group's services are tailored to meet the increasing needs of small and medium-sized businesses, which are turning more and more to data processing to handle their administrative problems. The evolution of computer technology enables such users to obtain immediate information concerning all phases of their activity (accounting, inventory control, production management, etc.).

To help these clients take advantage of such new tools as minicomputers or microcomputers, the Group offers software adapted to their needs. The mass production of software makes it possible for the Group to provide a comprehensive and reliable software package which is easy to maintain and

within the budget of a small business.

By grouping together similar kinds of businesses and similar tasks to be computerized, CAP/GEMINI/SOGETI can offer low prices for systems having common characteristics. The Group proposes:

- advice on the selection of a computer;
- establishment of system design, and creation of design specifications;
- delivery of turnkey systems including design documents and operating manuals;
- system installation and start up;
- system maintenance.

● Large Projects

Given its size, and the variety and quality of its technical expertise, large projects are privileged fields of endeavour for the Group. A large project means multiple computers and techniques, a large volume of data to process, several different teams of professionals, a considerable outlay of funds, and public visibility.

This implies at the same time accepting extensive risks by assuming major responsibilities for the success of the project.

This type of project involves formulating the objectives accurately, selecting a single manager to be responsible for the entire project, adhering to a rigorous method of project control, and using specific tools to set deadlines and control the time allotted to each phase of development. Through long experience, CAP/GEMINI/SOGETI has completely mastered all these techniques.

● Training

A company's management, including the executives and professionals responsible for the data processing department, must be trained to use effective computer and application techniques. To achieve maximum efficiency for clients, CAP/GEMINI/SOGETI has developed, and maintains a comprehensive library of training programs. The Group proposes the following training sessions, seminars and courses:

- orientation and initiation to data processing;
- extended periods of professional training on introductory and advanced levels;
- specialized seminars in data processing techniques such as real-time systems, data communications, distributed processing, etc.

These training sessions usually take place at the client's facilities, but can also be conduc-

ted at one of the Group's offices, or even at another client company for which we have developed a particularly interesting system.

● Program Products

One of the Group's principal objectives is to increase computer users' data processing productivity through promoting the use of program products. This involves continual search for, and evaluation of, the best products developed by American or European companies. The Group markets such programs, and it develops its own products to expand the line of services and products it can offer its clients.

The CAP/GEMINI/SOGETI's Program Products include:

- Analysis and programming aids such as CPL 1;
- Software performance measurement and optimization tools such as Optimizer II;
- Operations aids such as Plan IV;
- System Products such as System 2000, Multifaster, Sysif, Syncsort.

● Computer based services and assistance to computer operations

The Group offers assistance to computer operations, and a complete line of computer-based services. These services are available either through the Group's specialized subsidiaries (e.g. Sorinfor in Paris, Eurinfor in Lyons, PMF in Geneva, ISIS in London) or through privileged access to the computer centres and network of CISI.

Computer Time - The Group's computer centres are made available in several forms: free use or with the assistance of the Group's professionals, on site or remotely, using the client's or the Group's programs.

Service Bureau - Processing of applications, either locally or through teleprocessing. The software may be created by the Group, or customized in collaboration with the client.

Facilities Management - Full management responsibility for clients' entire data processing, including equipment, applications, personnel, premises, etc.

Assistance to computer operations - Availability of computer operation professionals, consultancy on computer centre operations.

● Data Entry

In France, all Group services related to data entry are offered by two specialized companies, SESI in Lyons and CAP/SOGETI Saisie in Paris. These maintain 16 centres spread throughout France, involving more than 350 data entry stations.

IMPLEMENTATIONS AND REFERENCES

INDUSTRY AND TRADE

MIGROS (Switzerland)

Migros manufactures and sells food and non-food products through its own production plants, warehouses and supermarkets. CAP/GEMINI/SOGETI contributed to the development of the following two systems for Migros:

- A complete control system for the non-food warehouse. This handles 200,000 orders a day issued by the group's cooperatives. The system registers orders, develops the delivery schedule for each of the fifty lorries, produces the packing orders for each customer's goods, and also prints all the accounting and administrative statements.
- For the meat producing subsidiary, MLCARNA, a comprehensive management system collects all the data concerning each of the 3,500 animals slaughtered every week, in order to pay the producers equitably and to plan the production. This system also acts as a guide in the purchase of cattle, taking into account inventory and both current and anticipated orders.

SACILOR-SOLLAC GROUP (France)

Of the real-time computer applications in operation within the steel industry group SACILOR-SOLLAC, the production planning and control for rolling mills is one of the most important. It operates on two IBM 370/145 computers. In the design and implementation of this

application, one of CAP/GEMINI/SOGETI's most relevant contributions was creating efficient methods of access to the database for scheduling and controlling the rolling mills' production.

MINIS FOR LARGE WAREHOUSES

The Compagnie Générale de Manutention et de Stockage together with CGEE-ALSTHOM awarded a contract to CAP/GEMINI/SOGETI to develop application software for several large, automated warehouses that store manufactured products.

Through the input and output databases, and under the control of industrial mini-computer-based systems, these warehouses ensure the storage and preparation of customers' orders. The articles in stock range from plastic connections manufactured by ARMOSIG-GIRPI to paint pigments and cleaning products produced by the CIBA-GEIGY Company.

BERLIET (France)

BERLIET won a contract from abroad to deliver a turnkey factory for the production of industrial vehicles. They subcontracted the entire data processing part to the CAP/GEMINI/SOGETI Group.

After building up the complete conventional data processing system, the CAP/GEMINI/SOGETI team proceeded to design and develop systems for the factory's inventory and production control, which included the following applications: parts control, catalogue production, creation and maintenance of hierarchical files, scheduling of manufacture, explosion of products, resource and manpower scheduling, standard costing (manpower, machines, materials, miscellaneous), inventory control and cost accounting.

SKF (Sweden)

One of the SKF units that manufactures ball bearing parts developed a production control system together with CAP/GEMINI/SOGETI.

In the first phase, which is currently operational, the system performs the following tasks in real time:

- controlling the orders input, with their global specifications,
- setting up detailed specifications to define the necessary parts and raw materials by quality and quantity,
- releasing orders or corresponding options after automatic interrogation of the stock situation.

In a second phase the system will also cover actual production control.

PÉTROLES BP (France)

Among the business applications that CAP/GEMINI/SOGETI has developed for British Petroleum in France over the last ten years, we would like to focus on the personnel management system which was implemented for the shipping subsidiary Société Maritime des Pétroles BP.

This project was outstanding from two standpoints. First, on the application side: very few payroll and personnel management systems are as complex as the ones concerning officers and crew members at sea. Secondly, on the technical side: the system, organized around multiple hierarchical level files, is a comprehensive database management tool.

THYSSEN EDELSTAHLWERKE (Federal Republic of Germany)

Deutsche Edelstahlwerke, a subsidiary of Thyssen, manufactures stainless and other special high-quality steels. The production follows an extremely complicated process. Because of an increasing volume of orders, the company decided to automate this process.



The system, developed with CAP/GEMINI/SOGETI, maintains information about the 25,000 orders being processed simultaneously. For each order, the system produces sub-orders, automatically subdivided into 40 to 50 elementary manufacturing steps; three million such steps are in operation at the same time.

The system issues precise specifications for each step: furnace or rolling mill, plan number, quantity to be produced, dimensions, quality of the steel, and time allocated. It follows the development of each step and after production it compares planned and actual production results and generates the cost accounting data.

UGINE (France)

When reorganizing its accounting department in 1973, the UGINE steel company (a subsidiary of the Pechiney-Ugine-Kuhlmann Group) asked CAP/GEMINI/SOGETI to develop a new data processing system for cost accounting and general accounting.

Taking into account UGINE's ambitious objectives and working in association with the client, the CAP/GEMINI/SOGETI engineers designed a real-time system which would allow the entry, editing and immediate correction of all bookkeeping data, displaying on a CRT screen any accounting operation over a given period. The system permanently recorded and centralized the information immediately after the last entry.

Thus USISOG (UGINE + SOGETI) was created, an operational system which processes simultaneously all the monthly accounting for the various companies and subsidiaries in UGINE Aciers. This represents about 18,000 customer invoices and 10,000 supplier invoices, giving an approximate total of 60,000 monthly entries.

ICI (Holland) IMPERIAL CHEMICAL INDUSTRIES

CAP/GEMINI/SOGETI was asked to participate in the design and implementation of the "European accounting system" that the British Group ICI was developing.

The aim of the system is to integrate the accounting programs of the various ICI subsidiaries in Europe. Each national system had to be standardized; programs had to be added in every country; and a new system had to be devised to consolidate local information while respecting local fiscal laws and

satisfying the needs of the European top management.

Standard systems were therefore produced for general accounting, accounts receivable, and supplier control, either by adapting existing elements in a given country or creating new systems.

To this integrated system is attached a production analysis program at the European level which shows the costs and revenues by product, customer and country.

MINES DE POTASSES D'ALSACE (France)

CAP/GEMINI/SOGETI has designed several control systems for the Mines de Potasses d'Alsace (MDPA) over the past ten years. These included establishing an overall cost accounting system, as well as a system to allocate the expenses of various service departments to the finished products.

CAP/GEMINI/SOGETI's assistance was most helpful when MDPA first started teleprocessing. In addition to participating in the development of various teleprocessing applications such as controlling working hours, planning the central plant's workload, ordering stock replenishment, optimizing shipments by entire trainloads, the CAP/GEMINI/SOGETI team of specialists was responsible for installing the teleprocessing monitor which is the nucleus of the whole system.

GEORGE BASSETT AND COMPANY (United Kingdom)

Drakes Sweets, one of the subsidiaries of this confectionary group, asked CAP/GEMINI/SOGETI to design and implement a real-time sales accounting system for its twenty whole-sale warehouses.

The system consists of a central ICL computer connected to twenty Olivetti intelligent terminals installed in the warehouses.

About 1200 orders a day (each order for an average of 30 products) can be processed locally to plan the deliveries and attach the invoices. The master files (stocks, order forecasts, purchases, customers, general accounting, sales statistics) can be updated by remote control. Daily management reports relative to business performance can be called and produced under the real-time system for transmission to, and local printing at each depot.

OTHER MAJOR REFERENCES

FRANCE

THOMSON-CSF / AGFA GEVAERT / ANTAR /
ATELIER DE CONSTRUCTION DE ROANNE /
AVON COSMETICS / SERGECO / B.S.N. / CASINO /
CHANTIERS DE FRANCE / CHANTIERS NAVALS
DE LA CLOTAT / CEMENTS FRANÇAIS / CODEC /
CIE FRANÇAISE DE RAFFINAGE/TOTAL / CIE
FRANÇAISE DES FERRAILLES / CIE GÉNÉRALE
DES EAUX / CIE GÉNÉRALE TRANSATLANTIQUE /
COOPÉRATEURS DE CHAMPAGNE / CREUSOT
LOIRE / DARTY / DELALANDE / LOCATEL /
ÉLECTRONIQUE MARCEL DASSAULT / ESSILOR /
FERODO / FIAT / FINIMETAL / FORGES
CHATILLON COMMENTRY BIACHE / FORGES
DEMBIERMONT / GUILDE INTERNATIONALE DU
DISQUE / HOUILLÈRES DU BASSIN DU NORD ET
DU PAS-DE-CALAIS / KLÉBER-COLOMBES /
LEGRAND / LÉONARD DANIEL / L.M.T. / L'ORÉAL /
MANUFRAANCE / MATRA / MARTINI & ROSSI /
MOËT ET CHANDON / NMPP / OFFICE NATIONAL
INTERPROFESSIONNEL DES CÉRÉALES /
PANZANI / PEUGEOT / PHILDAR / POCLAIN /
RENAULT / RHÔNE-POULENC / RICARD /
ROUSSEL / SAGEM / SAVIEM / LA REDOUTE /
SCHLUMBERGER / SERVIPOSTE (DAMART) /
SNECMA / SACM / SAT / SPECIA / 3 "M" / TROIS
SUISSSES / TURBOMECA / USINOR / WONDER /
BAYARD PRESSE / BOREL / CHRYSLER
FRANCE / ERICSSON / CENTRE D'ESSAIS EN
VOL / DBA / EXPANSION LABO / GALERIES
LAFAYETTE / ROCHETTE CENPA / SÉLECTION /
AIR LIQUIDE / IMPRIMERIE NATIONALE / ALBRA /
ABATTOIRS DE LA VIOLETTE / MICHELIN / C.N.I.M. /
BERTHIER SAVECO / B.H.V. / CHAUSSURES
ANDRÉ / LAINIERE (LA) / LAMBOLEY / MANCEAU /
NOUVELLES GALERIES / RAPISTAN / SOCIAG /
ASTRAL / CELLOPHANE / CTA / CRYLOR /
PÉCHINEY PROGIL / PEINTURES GAUTHIER /
POLYFIBRES / TIOXIDE / CIE GÉNÉRALE DE
FABRICATION DE CABLES ÉLECTRIQUES /
PORTENSEIGNE / GÉNÉRALE DE FORGEAGE ET
DÉCOLLETAGE / TUNZINI / CHOMATON / NOZAL /
BECTON DINKINSON / COCKERILL / STE
NOUVELLE DES ACIERIES DE POMPEY /
CACHAREL / BRAINOPOL / TEXUNION / BÉGIN /
DÉPÊCHE DU MIDI (LA) / DERNIÈRES NOUVELLES
D'ALSACE / INDUSTRIELLE DE CHAUFFAGE /
MANUFACTURE HARTMANN / BOUVET PONSAR /
STÉ ASSAINISSEMENT DES EAUX / ÉLECTRICITÉ
DE FRANCE /

SWEDEN

LM ERICSSON / ALFA LAVAL / ELECTROLUX /
SAAB SCANIA / SANDVIK / STOCKHOLMS
ENERGIVERK / STATENS VATTENFALLSVERK /
DOMÄNVERKET / SONAB / NOKIA / RATOS /
KOOPERATIVA FÖRBUNDET / STANSÅAB /
BOFORS / ASEA /

SWITZERLAND

SANDOZ / CIBA GEIGY / LABORATOIRES ZYMA /
AGIP / FORD / VOLVO / PAILLARD / RIETER /
SCHWEIZERISCHE INDUSTRIE GESELLSCHAFT /
ALCOA / SCHINDLER / ATELIER DES
CHARMILLES / DIGITRON / SCHILD /
ÉLECTRICITÉ OUEST SUISSE / SPALTENSTEIN /
SCHMIDT-AGENCE / MOULINS DE GRANGES /
BERNER ALPENMILCH GESELLSCHAFT / ISOLA
WERKE / METRO / COOP / CONTIS / VOLG.

UNITED KINGDOM

BROOKE BOND / CADBURY SCHWEPES /
ROWNTREE / RECKITT AND COLEMAN /
THOMAS COOK / OTIS ELEVATORS / STANLEY
TOOLS / ILFORD / DIXONS / GRAVES / INSTEM /
JOBLING / CHRYSLER / FORD / ROLLS ROYCE /
HAWKER SIDDELEY / MASSEY FERGUSON /
ESSO / ICI / WOOLWORTHS / MIDLAND HOUSE
HOLD / BRITISH GAS / NORTH EASTERN GAS /
NEWMAN PUBLISHING / BUILDING PUBLISHERS /
UNILEVER COMPUTER SERVICES / EASTERN GAS

HOLLAND

AKZO / HOOGOVENS / CENTRAAL BUREAU
VOOR DE VARKENSFOKKERIJ IN NEDERLAND /
BOUWFONDS NEDERLANDSE GEMEENTEN

ALGERIA

SONACOME

FEDERAL REPUBLIC OF GERMANY

ARAL / BEWAG / BOSCH / GEBR. CLAAS /
DEUTSCHE SHELL / ENKA GLANZSTOFF /
FORD WERKE / GEA APPARATEBAU /
GEDAS / GEMEINNÜTZIGE
SIEDLUNGSGESELLSCHAFT / GOETZWERKE /
GREIFFWERKE / GRÜNZWEIG + HARTMANN /
GRUNDIG / GÜTEHOFFNUNGSHÜTTE /
HAPPICH / HOESCH / JUNGHEINRICH /
JURID WERKE / KLEBER / KLÖCKNER /
KRUPP / KRUPP ATLAS ELEKTRONIK / MAK /
RECHENZENTRUM REMSCHEID LENNEP /
RHEINISCH WESTFÄLISCHES
ELEKTRIZITÄTWERK / SCHMALBACH
LUBECCA / STANDARD ELEKTRIK LORENZ /
VEREINIGTE / ELEKTRIZITÄTWERKE / BAYWA /
DEMAG / EDEKA / NECKERMANN.

TRANSPORT SPACE – RESEARCH

SOCIÉTÉ NATIONALE DES CHEMINS DE FER FRANÇAIS – SNCF – (France)

The main problem SNCF had to solve was how to deal with 25,000 reservation calls per peak hour and distribute passengers throughout 1,000 trains in the most efficient manner. Reservations for any journey depend on several parameters (1st or 2nd class, seats or sleepers, priority fares, commercial parameters, etc.) and all this information has to be available at the time the reservation is made.

SNCF named its project to solve this problem the "Méthode Ecran" (Screen Method) and asked the CAP/GEMINI/SOGETI Group to participate in the development.

By integrating all the available data, the system works out the transport plan and, in real time, progressively provides the computer with the information necessary to set up and update the reservation database.

BUNDESANSTALT FÜR FLUGSICHERUNG (Federal Republic of Germany)

This organization is responsible for air traffic control over the territory of the Federal Republic of Germany up to an altitude of 33,000 feet. The technicians in the control towers, assisted by radar systems, give pilots their flight routes and intervene to modify flight plans whenever required by particular circumstances (accidents, weather, etc.).

The Group developed a dedicated real-time language, called PROGRESS, to efficiently support communication of information. PROGRESS features include components which facilitate the flexible organization of the data, a dynamic allocation of computer memory, and the ability to coordinate operations in parallel.

Centre National d'Exploitation des Océans (CNEXO) – (France)

For this organization specializing in ocean research and rational exploitation of the resources of the seas, the CAP/GEMINI/SOGETI Group contributed to the development of several applications:

- management of a data bank (BNDO) which groups all the information available on ocean life: living matter, mineral products, ocean currents, geological studies of the sea bed, marine hydrography and geography. Based on this data, correlations are established between various phenomena and activities

such as the temperature of sea water and the quality of the fishing areas,

- optimum sorting and use of measurements during a meteorological research campaign.

Within the framework of the GARP project (Global Atmospheric Research Project) and the GATE operation (GARP Atlantic Tropical Experiment), about fifty ships of different nationalities participated in the southern Atlantic Ocean area in a vast drive for measurements (temperature, pressure, speed of winds). The results were processed and analysed for weather forecasting and preventive actions.



RIJKSWATERSTAAT DIENST VERKEERSKUNDE (Holland)

For this organization the Group developed a Lock Simulation Program, particularly important for the Dutch waterways.

The classical problem of a single server with multiple queues is complicated by the fact that the capacity of a lock in one direction depends on the arrivals from the other directions and that there can be no movements within the queues.

The system generates the arrivals of the boats following a Poisson distribution, and uses empirical information resulting from analysis of the locks in operation. Statistics were thus compiled relating to the number of boats and times spent in queues waiting for service.

After several test runs, graphs were produced for each lock indicating the average waiting time per boat, as a function of the ratios of the supply of ships to the lock capacity.

SPACELAB (ESA-NASA project)

Performance, maintainability and documentation were the qualities specified for the design of the software developed within the framework of the NASA plans for the SPACELAB shuttle between the earth and the orbiting stations.

It was mandatory that this software should last for fifteen years. It was therefore necessary that the Group develop a new design methodology and a new conception of maintenance in order to ensure an ever-increasing reliability. This project marked a new stage in the progress of software quality control.

OTHER MAJOR REFERENCES

EUROPE

EUROCONTROL / AGENCE SPATIALE
EUROPÉENNE

FRANCE

CENTRE D'ESSAI EN VOL / CENTRE D'ÉTUDES ET
DE TRAITEMENT DE L'INFORMATION / CENTRE
NATIONAL D'ÉTUDES DES
TÉLÉCOMMUNICATIONS / CENTRE NATIONAL
D'ÉTUDES SPATIALES / COMPAGNIE GÉNÉRALE
TRANSATLANTIQUE / COMPAGNIE
INTERNATIONALE DES WAGONS-LITS / DASSAULT
AVIATION / DÉLÉGATION GÉNÉRALE A LA
RECHERCHE SCIENTIFIQUE ET TECHNIQUE /
FRAMATOME / INSTITUT NATIONAL DE
RECHERCHE AGRONOMIQUE / LABORATOIRE
D'ÉLECTRONIQUE, TECHNOLOGIE ET
INFORMATIQUE / OFFICE DE RECHERCHE
SCIENTIFIQUE ET TECHNIQUE D'OUTRE-MER /
SATRAPAC / SOCIÉTÉ COMMERCIALE
D'AFFRÈTEMENT ET DE COMBUSTIBLES /
SOCIÉTÉ NATIONALE DES INDUSTRIES
AÉRONAUTIQUES ET SPATIALES / RATP /
TRANSPORTS DUBOIS / TURBOMECA

UNITED KINGDOM

UNION CASTLE AND CLAN LINES / AIR
PRODUCTS / BLUE STAR SHIP MANAGEMENT /
CAYSER IRVINE AND CO. / CANADIAN PACIFIC /
JEBSENS / KUWAIT SHIPPING / LONDON AND
OVERSEAS FREIGHTERS / NAVIGATION COAL AND
TRADE CO. / SILVER LINE / M. STINESS / SHAW
SAVILL AND ALBION / THOMAS COOK / UNITED
BALIC CORPORATION / WESTLAND
HELICOPTERS / WHITCO MARINE SERVICES

BELGIUM

SOCIÉTÉ NATIONALE DES CHEMINS DE FER
BELGES

SWITZERLAND

CENTRE EUROPÉEN DE RECHERCHES
NUCLÉAIRES / INSTITUT DE RECHERCHES
NUCLÉAIRES / SCHWEIZERISCHE
BUNDESBAHNEN

GERMANY

DESY KERNFORSCHUNGSZENTRUM /
DEUTSCHES REISEBÜRO / DEUTSCHE
LUFTHANSA / MEDIZINISCHES INFORMATION
ZENTRUM

HOLLAND

HYDRAULISCH LABORATORIUM DELFT /
KLM / PAKHOED HOLDING

SWEDEN

SAS/AB ATOMENERGI

THE COMPUTER INDUSTRY

PHILIPS (Federal Republic of Germany)

The Group has designed and developed standard billing software modules for small computers using magnetic cards. The system performs:

- the initialization and loading of the tables and constants,
- the input from the keyboard, and from either punch cards or magnetic striped cards,
- the printing of two statements simultaneously,
- the calculation of cumulative results for accounting purposes.

These programs enable PHILIPS to sell computers for billing applications with standard software which is adaptable to the particular requirements of each customer.

COMPAGNIE INTERNATIONALE POUR L'INFORMATIQUE (France)

CAP/GEMINI/SOGETI developed an adaptation of the STRATEGIE monitor for CII, implemented for the IRIS 50 computer line. This new monitor is designed for the CII 7700 series, which uses the BS 1000 operating system.

The new system is entirely compatible in its external specifications and usage as well as for the user sub-programs written in COBOL.

The conversion was undertaken in two stages:

- Definition study of a machine independent monitor subset,
- Adaptation of this base to the BS 1000 system and development of the specific interfaces.

TELEMECANIQUE (France)

Like every other computer manufacturer, TELEMECANIQUE has to be able to offer basic software and application software to its customers and to use software tools when providing technical assistance.

CAP/GEMINI/SOGETI has contributed towards the production of such programs:

- in basic software: real-time monitors for industrial process control, a management system for databases, adaptation of existing basic software to new peripherals,
- in application software: electronic production control, production control for a rolling mill, stock control for a large printing shop,
- technical assistance tools: maintenance aids such as peripheral test programs, hardware fault identification programs,

FIDES (Switzerland)

For this financial and service bureau company, associated with CREDIT SUISSE, the Group designed and developed a generalized updating feature for a large addressing system.

The system handles several hundred thousand addresses. It is used by FIDES' customers for their mailing campaigns and their mail-order activities.

The system has been designed in such a way that errors and redundancies in the data (names, addresses) can be avoided by means of phonetics.

COMPAGNIE INTERNATIONALE POUR L'INFORMATIQUE - DMSA - (France)

This project consists of developing a complete series of production and testing programs for the CII Mitra 125 computer operating on an IBM 370.

The civil and military versions of the Mitra 125 computer are used in the SPACELAB project on the ground as well as in the space capsule.

The crossed production package includes: a macro-assembler, a link editor and a simulator for testing and operation.

All the programs required for the project can

be prepared using the macro-assembler and the link editor.

The operating simulator facilitates the implementation of the entire system by providing powerful testing tools. The complete software environment is simulated (instructions, interrupts, timing, etc.), which guarantees the reproduction of any condition the machine might actually encounter. Simulation of the input/output operations allows peripherals to be "redesigned" where necessary.

OTHER MAJOR REFERENCES

FRANCE

CISI / CENTRINFOR LEFEBUR / AUBE
INFORMATIQUE / BIM / INFORMATIQUE
STÉPHANOISE / IBM / LOGABAX / NCR / OLIVETTI /
OBBO INFORMATIQUE / OCCR / STAD / TELSIS
INFORMATIQUE / GSI / HONEYWELL BULL

SWITZERLAND

BURROUGHS / DATRON / IBM / INTERDATA /
SIEMENS

UNITED KINGDOM

CONTROL DATA / DATASKIL / CDC DATA
SERVICES / ICL / OLIVETTI

HOLLAND

B.C.B. / I.E.A. / IBM / UNIVAC

SWEDEN

IBM / SAMDATA / BONNIERDATA / MULTIDATA /
DATEMA / LANTBRUKSDATA / SCANDINAVIAN
COMPUTER SYSTEMS

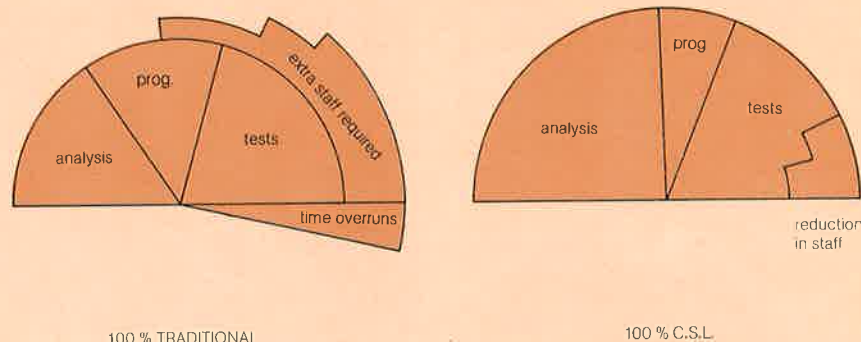
FEDERAL REPUBLIC OF GERMANY

DUISBURGER KUPFERHÜTTE / PHILIPS
ELECTROLOGICA / NIXDORF / G.A.D. /
H.D.V. / G.R.Z. / GRUNER & JAHR / ZEDA

BELGIUM

IBM / ORDA B / SIEMENS / UNIDATA / UNIVAC

THE CSL METHOD REDUCES THE COST AND DURATION OF SYSTEMS DEVELOPMENT.



The CSL (*Construction Structurée de Logiciel - Structured software design*) methodology was developed by the CAP/GEMINI/SOGETI Group to serve as a guide in all the phases of a project. It provides a basis for software mass production by defining standards and using tools which ensure that specifications are met.

PUBLIC ADMINISTRATION

Management and control are the primary reasons public and semi-public administrations have become important clients for computer manufacturers and software houses.

As the information collection and dissemination grows more complicated in the public sector and citizens demand more responsive services, or simply answers to their questions, public administrations are developing computerized systems to help meet these demands.

CAP/GEMINI/SOGETI participates in this evolution, not only in administrative systems and database development but also in teleprocessing, management information, and planning.

INTERNATIONAL LABOUR OFFICE (Head Office in Switzerland)

Personnel administration is a major concern for this organization which employs 3,500 people throughout the world, most of whom are itinerant.

In order to simplify the work involved, CAP/GEMINI/SOGETI designed and developed two applications:

1. Transfer of the existing payroll, sickness fund and pension programs to a new system with a personnel database. Payroll control is extremely complex because in any given month payments may have to be made in all the currencies of the world, and sometimes in several currencies to one individual. The system allows new payroll data to be used as soon as it becomes available, in order to immediately update the programs.
2. The PASMEN system for the management of personnel assignment forecasting. The International Labour Office budget is expressed in man/months and takes into account the employee qualifications. PASMEN produces a periodic control report of the time actually spent on an assignment compared to the time forecast.

MINISTÈRE DU TRAVAIL (France)

The Ministère du Travail (Ministry of Labour) receives copies of all employer/employee agreements for each industry concerning working conditions, fringe benefits, etc. The Ministry is responsible for the procedures which extend and control the application of these agreements. Nearly a thousand such agreements and 15,000 addenda are stored. However, until now these could not be analysed systematically.

The study undertaken by the Group provides the Ministry with:

1. A system to administer agreements, update files, prepare research tables, etc.
2. A tool to analyse the contents, the impact and the evolution of the employment and industrial relations laws.

These defined objectives led to two principal functions being assigned to the system:

- Production: Labour agreements are recorded by typewriters with memories, updated as soon as new clauses are received and then sent to all departments concerned.

- Study: All agreements are analysed with an established table to build a database controlled by the Ministry's computer.

RIJKSDIENST VOOR HET WEGVERKEER (Holland)

The Group designed and developed for the Dutch government (RDW) a vehicle registration system, which includes a database of more than 2 billion characters, a communications system to a remote data entry/enquiry system, and batch programs.

In 3.5 years the project was completed, including the establishment of the database.

A "PROGRAM" OF LIFE FOR PREMATURE BABIES IN THE TOWN OF ARRAS

The intensive care unit of the medical department's maternity wards in Arras has 8 incubators suitable for new-born babies showing signs of respiratory difficulties or other symptoms due to early birth, or for premature babies weighing less than 3 pounds.

These babies are under round-the-clock surveillance, based on the knowledge of numerous parameters provided by the control apparatus and various biological and chemical tests.

The data processing system contributes to the intensive care unit as follows:

1. It monitors 8 babies in the incubators by collecting and analysing data such as:

- average breathing frequency
- average heart frequency
- temperature of the babies
- temperature of the incubators
- percentage of oxygen in the air being breathed.

2. It correlates several parameters, analyses results, and provides alarms, when necessary.
3. It assists the medical staff by issuing automatic or programmed instructions.
4. It produces periodic statements which give the progress of each baby's condition related to its age in hours.

The system allows for enquiries by vehicle registration number, vehicle description, or name and birthdate of the owner. It is accessible to the police, the Ministry of Finance, the Central Bureau of Statistics, and the RDW administration.

MINISTÈRE DES FINANCES (France)

The Tax Department uses two interrogation files to handle its land tax operations: one of these records the twenty million land owners and the other lists the ten million highways and thoroughfares in France.

These voluminous files used to be handled in sequential mode. CAP/GEMINI/SOGETI was awarded the contract to convert these files into a random access system to allow direct interrogation.

In liaison with the Tax Department's analysts the Group spent more than 100 man/months performing the programming and doing the initial maintenance.

5. It creates a medical file for each baby, providing: constant updating, facility for instant interrogation, and results of the various tests (clinical, biological, X-Ray).

This system is an excellent auxiliary for the medical staff. Automating this intensive care department, in which CAP/GEMINI/SOGETI played an important part, resulted in a decrease in the mortality rate of new-born babies.



ASSISTANCE PUBLIQUE (France)

A definition study for the Public Assistance Authority was undertaken for planning the development of its data processing activities. This organization has to manage and control 40 groups of health institutions, 10 shops, 60 locations (of which 4 are in the provinces), 62,000 people, 450,000 hospital patients, 13 million days spent in hospitals and over 20 million medical transactions.

The study was developed in three phases:

- definition of the portions to be automated;
- design of an "integral" data processing system for large hospitals;
- definition of the data processing development plan for the whole Public Assistance Authority.

MINISTÈRE DE LA DÉFENSE (France)

The CAP/GEMINI/SOGETI Group designs and develops most of the software for the arms and command system ATILA (Automatisation du Tir et des Liaisons de l'Artillerie - Artillery liaisons and firing automation) which is destined to become part of the equipment serving the French forces.

The system includes two coupled computers, several micro-processors controlling the communication network as well as some local terminals for input, storage, display and operational data transmission.

It automates the principal functions of the artillery by means of firing calculation, control of the firing commands, and contains such management information as status of operations, and status of the network and logistics.

ATILA's modularity and flexibility allows this system to be adapted easily for manoeuvres and for participation in the achievement of the Artillery's objectives.

MANCHESTER EDUCATION AUTHORITY (United Kingdom)

The main objective of the EPIC system (Education Department Personnel Information and Control System for teachers) designed by the Group was to improve the efficiency and flexibility of the Authority's management of its teaching resources. The system helps, for example, in planning future staffing requirements, matching vacancies to applicants and career patterns, examining teacher's subject/qualification and grading profiles, and providing reports on the promotion patterns of teachers.

EPIC offers great flexibility in coping with new situations which arise, for example, when there is a change in legislation.

REGISTRE NATIONAL - BELGIUM

The multitude of personnel files in existence throughout the various public administrations in Belgium led to the creation of a national register organization, responsible for holding and updating all the data common to the various administrations. A single number is used to identify an individual or a company. Files are handled solely by this central organization, which is also responsible for transmitting information from one department to another.

Special rulings are in force to determine who is allowed access to the National Register, thus ensuring the security of the system.

The many advantages of the system include:

- simplification for the inhabitants (fewer questionnaires, less steps to be taken in various procedures, etc.)
- more efficient operation for local administrations who can have access to information such as lists of children of school age, list of electors, etc.
- for public administrations and private groups the system allows:
 - elimination of numerous files
 - exchange of information from one administration to another
 - more reliable information (more controls, regular updating), etc.

OTHER MAJOR REFERENCES

FRANCE

MINISTÈRE DES AFFAIRES CULTURELLES /
MINISTÈRE DES AFFAIRES ÉTRANGÈRES /
MINISTÈRE DE L'AGRICULTURE / MINISTÈRE DE
L'ÉDUCATION / RECTORATS / MINISTÈRE DE LA
JUSTICE / GENDARMERIE NATIONALE / OFFICE
DE LA RADIO-TELEVISION FRANÇAISE / CENTRE
ADMINISTRATIF DE MONACO / COMPTABILITÉ
PUBLIQUE (TOURS, BORDEAUX,
CHALONS-SUR-MARNE, GRENOBLE, ROUEN,
NANTES, TOULOUSE) / PRÉFECTURE DE PARIS /
MINISTÈRE DES ARMÉES / ARMÉE DE L'AIR /
ÉTABLISSEMENT FRANÇAIS POUR L'ARMEMENT
DE BOURGES / MINISTÈRE DE L'INTÉRIEUR /
MINISTÈRE DES PTT / CENTRE DE CHÈQUES
POSTAUX / MINISTÈRE DE L'ÉQUIPEMENT /
SERVICE D'ÉTUDES TECHNIQUES DES ROUTES
ET AUTOROUTES / MINISTÈRE DE LA DÉFENSE /
DIRECTION DES RECHERCHES ET MOYENS
D'ESSAIS / MINISTÈRE DE L'ÉCONOMIE ET DES
FINANCES / DOUANES / MINISTÈRE DU TRAVAIL /
MINISTÈRE DE L'INDUSTRIE ET DE LA
RECHERCHE / MARINE NATIONALE / MINISTÈRE
DE LA SANTÉ PUBLIQUE / HOPITAUX DE
GRENOBLE, AIX-LES-BAINS, LYON /
DIRECTION DE LA MÉTÉOROLOGIE NATIONALE /
CENTRE INTERNATIONAL DE RECHERCHE POUR
LE CANCER / CHAMBRE DE COMMERCE ET
D'INDUSTRIE DE PARIS / ASSOCIATION POUR LA
FORMATION PERMANENTE DES ADULTES / UNION
DE RECOUVREMENT DE LA SÉCURITÉ SOCIALE
ET DES ALLOCATIONS FAMILIALES / UNION
INFORMATIQUE DES CAISSES D'ALLOCATIONS
FAMILIALES / COMITÉ D'ACTION POUR LE
PROGRÈS ÉCONOMIQUE ET SOCIAL DU
HAUT-RHIN / COMITÉ NATIONAL D'AMÉNAGEMENT
DU BAS-RHÔNE ET LANGUEDOC /
MAIRIE DE BORDEAUX / MAIRIE DE NANCY /
IMPRIMERIE NATIONALE.

ALGERIA

CHÈQUES POSTAUX / COMMISSARIAT NATIONAL
À L'INFORMATIQUE / CENTRE NATIONAL DE
TRAITEMENT DE L'INFORMATION

ZAIRE

DÉPARTEMENT DES FINANCES

NORWAY

DÉFENSE OSLO DATACENTRAL

IRAN

ORGANISATION DU BUDGET ET DU PLAN

SWEDEN

STOCKHOLMS STADSKANSLI / STATSKONTORET /
STATENS VÄGVERK / INST FÖR
INFORMATIONSBEHANDLING / KUNGLIGA
BYGGNADSSYSTYRELSEN

BELGIUM-LUXEMBURG

RADIO TÉLÉVISION BELGE / OTAN /
COMMUNAUTÉ ÉCONOMIQUE EUROPÉENNE /
MINISTÈRE DE LA DÉFENSE NATIONALE /
MINISTÈRE DES FINANCES / RÉGIE DES POSTES /
UNIVERSITÉ DE LOUVAIN

FEDERAL REPUBLIC OF GERMANY

BUNDESVERWALTUNGSAMT KÖLN / SENATOR
FÜR BAU UND WOHNUNGSWESEN (BERLIN) /
SENATOR FÜR GESUNDHEIT UND
UMWELTSCHUTZ (BERLIN) /
BUNDESINNENMINISTERIUM /
BUNDESMINISTER FÜR ARBEIT UND
SOZIALORDNUNG / UNIVERSITÄT KARLSRUHE /
UNIVERSITÄT ZU KÖLN / HAMBURGER
DATENVERARBEITUNG

HOLLAND

TECHNISCHE HOGESCHOOL DELFT /
RIJKSWATERSTAAT / RIJKS COMPUTER CENTRUM /
COMPUTER CENTRUM LIMBURG / CENTRUM
VOOR AUTOMATISERING OOST N. / KATH.
UNIVERSITEIT NIJMEGEN / GCEI

SWITZERLAND

ORGANISATION MONDIALE DE LA PROPRIÉTÉ
INTELLECTUELLE / SERVICE CENTRAL
D'ORGANISATION / ERZ (GOUVERNEMENT
FÉDÉRAL) / HOPITAL CANTONAL UNIVERSITAIRE
DE LAUSANNE / DÉPARTEMENT MILITAIRE
FÉDÉRAL / ÉTAT DE GENÈVE : DÉPARTEMENT DE
L'INSTRUCTION PUBLIQUE, POLICE CANTONALE /
ÉTAT DE VAUD : DÉPARTEMENT DES FINANCES /
ÉTAT DE FRIBOURG : CENTRE CANTONAL
D'INFORMATIQUE / CANTON DU TESSIN
DÉPARTEMENT DES FINANCES / VILLE DE
GENÈVE / VILLE DE NEUCHÂTEL / COMITÉ
INTERGOUVERNEMENTAL DES MIGRATIONS
EUROPÉENNES / GATT / DIREKTION FÜR
EIDGENÖSSISCHE BAUTEN / ELEKTRONISCHES
RECHENZENTRUM DER BUNDESVERWALTUNG

UNITED KINGDOM

DEPARTMENT OF ENVIRONMENT / GREATER
LONDON COUNCIL / MANCHESTER
CORPORATION / INTERNATIONAL WOOL
SECRETARIAT

LEBANON

OFFICE DU LITANI

BANKS

Banks were among the earliest computer users, and now have some of the most highly developed computer systems. Data processing in banks was introduced to handle increasing volumes of transactions, but in fact, has accelerated the increase as it helped bankers offer new services to their customers.

Today, computing (and teleprocessing in particular) is an integral and essential part of banking. It can help the banker meet important objectives:

- To give identical service to customers at any teller's desk in the entire bank, and at the same time enable the teller to give personal attention to the customer (individual teller terminals, back-office terminals, automatic cash points).
- To motivate staff by making administrative work more interesting. Terminals help increase delegation of authority, while maintaining centralization of information for management decisions.
- To control costs and tighten security – a crucial requirement for a bank computer system – (standardizing accounting procedure lines, eliminating duplication of data entry tasks).

To meet these objectives and maintain its role as an economic information exchange centre in an increasingly interconnected world, bank networks too are becoming increasingly interconnected. CAP/GEMINI/SOGETI holds a special position in these developments thanks to its proven experience in helping to solve banking problems and applying network techniques.

BARCLAYS BANK (United Kingdom)

The data processing systems installed by Barclays consist of a very large network of branches with data centres dealing with centralized procedures. The Group assisted with the development of several systems:

- The control system for the bank's credit card "BARCLAYCARD" (more than 3,000,000 in circulation) to ensure production of monthly statements, acceptance of payments, verification of customers' credit facilities.
- MASTERLOAN, a formula for expenditure credits consisted of 120,000 contracts at the time it was automated. The system controls debiting payments and the updating of all the statistics necessary for the scheme.
- The branch accounting system enables the processing centres to provide on-line information on customers' accounts for over 2,000 branches.

BANQUE NATIONALE DE PARIS (France)

With millions of accounts to be controlled and daily entries to be registered, BNP faces one of the most imposing volume problems in banking today.

CAP/GEMINI/SOGETI contributed to some developments, and is participating in the drive to keep this whole processing system operating efficiently by maintaining thousands of operational programs.

BANQUE DE PARIS ET DES PAYS-BAS (France)

In 1972, the Group delivered a turnkey system to the exchange department, including a DEC PDP-11 minicomputer and terminals operated simultaneously by the counter clerks. For customers at the counter, the terminals immediately produce invoices after calculating the amounts to be paid according to the current rates of exchange.

The system also controls the stocks of

banknotes, the accounting for the exchange control department, and it transmits accounting and statistical information to the main processing centre of the bank.

This installation has made employees' work more attractive and it has greatly increased the quality of service to customers.

SVENSKA HANDELSBANKEN (Sweden)

Due to fluctuation of foreign currencies, banks engaging in a large volume of foreign operations are subject to great risks. The PRUT system helps this Swedish bank to minimize its risks. Working since November 1974, it was developed by SHB and the Group. PRUT provides the foreign exchange dealers, in real time, with the bank's spot and forward positions in each currency. It produces all documents needed for the operations, e.g. confirmations, telegrams, etc.

For all other foreign operations, PRUT keeps, in real time, the bank's Nostro and Loro accounts, (SHB's accounts with foreign banks and foreign banks' and customers' accounts with SHB) and currency accounts for its customers. All movements are taken into account in order to determine and control the overall daily positions.

CREDIT AGRICOLE (France)

Tied to the diverse agricultural activities in France through its regional affiliates, CREDIT AGRICOLE finds considerable assistance with the twenty regional offices of CAP/GEMINI/SOGETI.

The Group has worked for 29 regional affiliates of the bank and for the central office, in the following fields:

- strategy of development of data processing, and hardware and software evaluation,
- banking applications, and business applications for agricultural organizations associated with CREDIT AGRICOLE.
- supply and installation of CAP/GEMINI/SOGETI program products.

MORE THAN 30 SWISS BANKS have been customers of the Group. Commercial banks or credit institutions, investment houses. Private banks or large Swiss credit banks. A wide experience. Which led CAP/GEMINI/SOGETI to develop a real time integrated banking management system.

OTHER MAJOR REFERENCES

SWEDEN

SKANDINAVISKA ENSKILDA BANKEN / PK BANKEN / POSTGIROT

UNITED KINGDOM

MIDLAND BANK / CLIVE DISCOUNT

HOLLAND

BANK MEES & HOPE / POSTGIRO / ALGEMENE BANK NEDERLAND / AMSTERDAM-ROTTERDAM BANK / AMSTERDAM GIRO / NEDERLANDSE MIDDENSTANDS BANK / RABO BANK

DENMARK

SPARKASSERNES DATACENTRALEN

AUSTRIA

ERSTE OSTERREICHISCHE SPARKASSE

ITALY

BANCA COMMERCIALE ITALIANA / CREDITO ROMAGNOLO / BANCA DEL LAVORO

FEDERAL REPUBLIC OF GERMANY

BAYERISCHE VERSICHERUNGSBANK / DEUTSCHE BUNDESBANK / DEUTSCHE GENOSSENSCHAFTSKASSE / DEUTSCHER SPARKASSEN- UND GIROVERBAND E.V. / GENOSSENSCHAFTLICHES RECHENZENTRUM / INVESTITIONS- UND HANDELSBANK / LANDESZENTRALBANKEN DÜSSELDORF, HAMBURG, STUTTGART / SCHWÄBISCH HALL (BAUSPARKASSE) / WEST-DEUTSCHE LANDESBANK / BAUSPARKASSE WUSTENROT / BIK / BAYERISCHE LANDESBANK

LEBANON

BANQUE DE BEYROUTH ET DES PAYS ARABES / BANQUE LIBANAISE POUR LE COMMERCE

BELGIUM

MORGAN GUARANTEE TRUST / SWIFT / SOCIÉTÉ GÉNÉRALE DE BANQUE / KREDIETBANK / CAISSE GÉNÉRALE D'ÉPARGNE ET DE RETRAITE / SOCIÉTÉ NATIONALE DE CRÉDIT À L'INDUSTRIE / BANQUE NATIONALE DE BELGIQUE

FRANCE

BANQUE DE FRANCE / CRÉDIT FONCIER DE FRANCE / CAISSE NATIONALE DES MARCHÉS DE L'ÉTAT / COMPTOIRS DES ENTREPRENEURS / COMPAGNIE FRANÇAISE D'ÉPARGNE ET DE CRÉDIT / LA HÉNIN / BANQUE ROTHSCHILD / BANQUE STERN / CRÉDIT LYONNAIS / BANQUE JORDAAN / MORGAN GUARANTEE TRUST / UNION DE CRÉDIT POUR LE BATIMENT / CRÉDIT INDUSTRIEL ET COMMERCIAL / PIERSON HELDRING AND PIERSON / BANQUE WORMS / LLOYD'S BANK / BANQUE DE SUEZ / CRÉDIT INDUSTRIEL D'ALSACE-LORRAINE / BANQUE EUROPEENNE DE FINANCEMENT / CAISSES D'ÉPARGNE PARIS, SECLIN, MARSEILLE, LIMOGES, CTIR MIDI / SOCIÉTÉ LYONNAISE DE DÉPÔTS / BANQUE HERVET / AGENTS DE CHANGE / BANQUE CORPORATIVE POUR LE BATIMENT ET LES TRAVAUX PUBLICS / CGIB, BANQUE POUR LA CONSTRUCTION ET L'ÉQUIPEMENT / BANQUE CENTRALE DES COOPÉRATIVES / BANQUE OCCIDENTALE POUR L'INDUSTRIE ET LE COMMERCE / BANQUE D'ESCOMPTE ET DE CRÉDIT / BANQUE FRANÇAISE POUR LE COMMERCE EXTÉRIEUR / CAISSE CENTRALE DES BANQUES POPULAIRES - ALLIER ET ROANNE, ALPES MÉRIDIIONALES, LOIRE, RÉGION OUEST DE PARIS, AUVERGNE ET CORREZE, HAUT-RHIN / CRÉDIT DU NORD ET UNION PARISIENNE / CHEQUES POSTAUX / SOCIÉTÉ NANCÉIENNE ET VARIN BERNIER / BANQUE DREYFUS / SOFINCO

SWITZERLAND

BANQUE LOMBARD ODIER / BANQUE FERRIER LULLIN / BANQUE SCANDINAVE EN SUISSE / BANQUE DE PARIS ET DES PAYS-BAS / TRADE DEVELOPMENT BANK / SOCIÉTÉ BANCAIRE BARCLAY'S / GUTZWILLER, KURZ & BUNGENER / P.M.F. SA / CRAMER & CIE / ALGEMENE BANK NEDERLAND / BANQUE POUR LE COMMERCE INTERNATIONAL / SOCIÉTÉ DE BANQUE SUISSE / BANQUE ROTHSCHILD / MAERKI BAUMANN / CANTRADE / ZÜRCHER KANTONALBANK / LLOYDS ET BOLSA INTERNATIONAL BANK / UNION DE BANQUES SUISSES / CREDIT SUISSE / BANCA DEL CERESIO / BANQUE POPULAIRE SUISSE

INSURANCE COMPANIES

Insurance companies are among the most advanced data processing users. Their past experience and the evolution of data processing techniques have led them to use computers as a threefold tool:

- A production tool, which processes ever-increasing volumes (due to the development of new products, to changes in national policies, etc.) and helps by giving faster responses to claims, quotes and enquiries, thus improving customers' satisfaction.
- A management tool, which establishes analysis of customer sectors and product demand, in order for managers to adapt strategies and tactics to produce better products at lower costs and increased profits.
- A marketing tool. Using terminals in their own offices, salesmen in a town far from headquarters can request information from central computers to present a number of alternatives to their customers with the best choice of products and costs.

Insurance companies have found in CAP/GEMINI/SOGETI a partner capable of offering thorough knowledge and practical, proven experience in:

- teleprocessing, database management, and real-time remote simulation;
- productivity problems associated with the main applications in insurance;
- data analysis methods, techniques for alphabetic research in the customer index, and cost accounting for insurance.

GROUP DROUOT (France)

One of the projects undertaken by CAP/GEMINI/SOGETI for the DROUOT Group is the design and development of the entire processing system for one of its subsidiaries. The system controls:

- automobile, fire, and miscellaneous risks portfolios,
- updating through information received on claims,
- settlement of claims,
- production of policies, issuing of receipts,
- production of balance sheets.

PROVINZIAL (Fed. Rep. of Germany) Feuerversicherungsanstalt der Rheinprovinz

Provinzial insures the banks in the Düsseldorf area against risks in personal loans for hire purchase contracts.

The system designed by CAP/GEMINI/SOGETI is centred around a database describing 30,000 contracts. This is accessible to various departments of the insurance company, in real time, for updating and interrogation. It systematically produces all necessary information concerning the periodic premiums, expected reimbursements, actual payments, hidden reserves accounting, monthly depreciation rate, reconciliation with savings bank statements, monthly clearance with sick benefit fund, monthly clearance of actual deaths and policies which have been surrendered, etc.

NATIONALE NEDERLANDEN (Holland)

The CAP/GEMINI/SOGETI Group has designed and developed either totally or partially a number of major projects for the NATIONALE NEDERLANDEN Group, in addition to

various tasks of consulting and computer system performance measurement.

These projects include:

- an integrated stock control system, built around a Saldo and Transaction file and a logical database listing all the shares the group possesses. Used by the stock control, fiscal and financial administrations, the system gives information such as reconciliation of holdings per subsidiary, economic information on each of the business sectors, stock market values, fiscal values, commercial balances, and realized profits or losses per share. It also produces statutory reports and fiscal reports at the end of each financial year.
- a generalized system for mortgages and loans. About 100,000 different contracts managed by several different departments are registered in this system including mortgages, loans on insurance policies, industrial loans, and loans to medical professionals.

This system updates the database, calculates the amounts to be paid by customers on the periodic premiums, controls the amounts received and due, issues regular bills and systematic reminders, and also produces the numerous statutory reports.

ASSURANCES GÉNÉRALES DE FRANCE (France)

The Group has totally or partially developed a great deal of software for AGF, including:

- the portfolio management system (fire and sundry risks) which contains 2.6 million policies. The database, updated according to the movements of the portfolios, is controlled by teleprocessing under IMS.
- accounting programs for issuing invoices and receipts for fire and sundry risk policies,
- a real-time management system project for the claim file,
- an integrated personnel management system covering the entire staff of 7,000 using a real-time database under IMS.

ZURICH-ASSURANCES (Switzerland)

CAP/GEMINI/SOGETI has made numerous contributions to the development of data processing in the Zurich Group:

- A group insurance management system was developed for the Dutch operation of the VITA subsidiary, specialized in life insurance.
- Also for VITA, a management system was developed for mortgages. This responds to the Swiss federal law requirements which make it compulsory for insurance companies to invest a minimum percentage of their assets in real estate.
- The ZURICH-ASSURANCES Group uses the program product Sysif, designed and developed by CAP/GEMINI/SOGETI, to receive immediate replies to various questions which can range from precise enquiries on a certain product to general business information requests from top management.

OTHER MAJOR REFERENCES

SWEDEN

SKANDIA / TRYGG HANSA / FOLKSAM /
VEGETEBOLAGEN / LÄNSFÖRSÄKRINGSBOLAGEN

SWITZERLAND

MUTUELLE VAUDOISE ACCIDENTS / PATRIA /
LA BALOISE-VIE / LA SUISSE

UNITED KINGDOM

COMMERCIAL UNION / EAGLE STAR / ALBION /
GUARDIAN ROYAL EXCHANGE / LEGAL AND GENERAL /
PHOENIX CENTURY / ROYAL / ORION / BUPA
SERVICES / PILOTS NATIONAL PENSION FUND

HOLLAND

VICTORIA-VESTA / GAK / INTERPOLIS / INFORMATIKUM /
AMPAS/RUS

LEBANON

NASCO KARAOGLAN

FEDERAL REPUBLIC OF GERMANY

ALLIANZ VERSICHERUNG MÜNCHEN / ALLIANZ-
FRANKFURTER / CONDOR / DEUTSCHER RING /
FRANKFURTER VERSICHERUNG GERLING / IDUNA /
KARLSRUHER LEBENSVERSICHERUNG /

FRANCE

GROUPEMENT D'ASSURANCES NATIONALES / LA PAIX /
LA POPULAIRE / ASSOCIATION GÉNÉRALE DES
SOCIÉTÉS D'ASSURANCES CONTRE LES ACCIDENTS /
CAISSE PRIMAIRE CENTRALE D'ASSURANCE MALADIE /
CAISSE NATIONALE D'ASSURANCE VIEILLESSE /
GROUPE DES ASSURANCES MUTUELLES DE FRANCE /
LLOYD CONTINENTAL / ZURICH ASSURANCES /
MUTUELLE GÉNÉRALE DES PRÉFECTURES / GROUPE
FORTUNE-VIE / ASSURANCES DU GROUPE DE PARIS /
LA SAUVEGARDE / LA CONCORDE / ASSURANCES
SAINT-PAUL / ANCIENNE MUTUELLE DE BELBEUF /
CORDIALITÉ BALOISE / CAISSE RÉGIONALE
D'ASSURANCE MUTUELLE AGRICOLE /

SMALL AND MEDIUM-SIZED COMPANIES

Because the cost of computers is dropping almost as rapidly as personnel costs are increasing, managers of small and medium-sized companies are beginning to think about new ways of using data processing in order to help handle rapid expansion or diversification.

Manufacturers are now producing computers that are designed to provide immediate answers and are capable of communicating with other computers.

These hardware advances go hand in hand with new approaches to software :

- software can be less expensive because it is designed for a number of companies in the same business, but individually tailored for each one,
 - it is designed for the real-time hardware, so users can update files and ask questions from the working site, which avoids the need to set up a conventional data processing department,
 - modern software can be modular, flexible, modifiable and rapidly installed.
- This makes it the exact opposite of the large, entirely standard "package", which is installed once and for all. Modular software systems are able to keep up with the changing patterns of a dynamic company.

This has led to CAP/GEMINI/SOGETI's policy based on semi-industrialized software production, current business applications, and specialization in certain fields of activity. Some of them are described hereafter.

THE APPLICATIONS

The current applications include:

- *invoicing and stock control,*
- *accounts receivable and payable,*
- *general accounting,*
- *sales statistics,*
- *production scheduling,*
- *payroll.*

These are always the same no matter what type of company or what its field of activity might be, but they are also always unique. Each company, even within the same profession, has its own personality, its own organization, its own procedures and its own image.

CAP/GEMINI/SOGETI has modules for each of the current applications. These are assembled in each particular case as described hereafter.

THE PRODUCTION PROCESS

This is a program-development method which ensures that each individual program reflects an application, a profession and a particular company all at the same time.

The Group's production tool is called BAG-DAD: *Banque d'Applications Grande Diffusion - Accès Direct*. Modules for application programs are stored in this bank, as well as the characteristics of projects already developed, classified by industry or profession. The technique consists of linking programs

together like train carriages, whether they be programs in the library, specific new or tailored programs, or adapted programs.

A "package" would be designed especially for a particular computer and would cover every case possible to process for an application. A CAP/GEMINI/SOGETI application avoids a long initial training period, and does away with the inertia which would make subsequent modifications impossible. In addition, it is tailored to real-time processing. It is not necessary to have a complete inventory statement printed to find out what stocks remain of a particular article. One just types the article's code on the keyboard and the information appears immediately on the screen.

ACCOUNTANTS' OFFICES

A considerable number of accounting entries and financial statements pass through accounting offices each month. The systems offered by CAP/GEMINI/SOGETI can process 20,000 to 200,000 bookkeeping entries a month and can produce *general accounting statements, accounts receivable and accounts payable control, and balance sheets for each customer.*

The various stages in the application unfold automatically from the basic accounting data collection onwards. The functional modules also offer a range of tools for users who ask

the computer to produce statements, answer questions, update accounts, and register accounting entries. Users can work in conversational mode, either on-site or remotely. In addition, it is easy to connect other applications to the basic system, enhancing the range of services offered by the accountant's office. These applications include: *customers and suppliers management, cost accounting, budget preparation, sales statistics, real-time management of certain accounts...*

AUTOMOBILE AGENTS

These are companies with various activities of interwoven but different types: sale of new and used vehicles, sale of spare parts, repairs, and sometimes sale of petrol.

The Group's system is commercially viable for companies selling 800 or more cars a year. It offers various applications which deal with each activity:

- spare parts: *sales analysis, customers pricing, updating of price lists, replenishment of stocks, pending for delivery;*
 - workshop: *management and control;*
 - vehicles : *cost and margin accounting of new and used vehicles;*
- and for the company in general: *accounting and billing.*

The computer system's real-time feature, i.e., its capacity for interrogation and updating, and the fact it is so easy to handle all help make it particularly suitable for:

- a rapid communication with the auto-manufacturer, at low cost. (Creating various statistics to be sent out periodically.)
- higher and better sales, due to the sales analyses, a knowledge of the more profitable sales, and efficient preparation of marketing and promotion campaigns.
- saving the time formerly spent controlling numerous interactivity transactions that can now be registered automatically,
- identifying sleeping stocks of spare parts, and minimizing this inventory,
- adjusting stock quantities to take advantage of the best discount rates offered by the manufacturers, without undue increase in the stock.

ASSEMBLING AND ASSEMBLY LINE INDUSTRIES

These companies manufacture and sell electrical apparatus, hardware, tools, furniture... They come under the industrial and commercial categories at the same time; they assemble parts on order or for their stock, but always in small volumes or short periods.

CAP/GEMINI/SOGETI DEVELOPED AND INSTALLED SYSTEMS WITHIN HUNDREDS OF SMALL AND MEDIUM-SIZED COMPANIES, USING HARDWARE FROM MANY MANUFACTURERS:

BURROUGHS 700-1700 / CII MITRA 15 / MITRA 125 / HONEYWELL BULL 61/40 - 61/60 - 61/58 / COMPUTER TECHNOLOGY MODULAR ONE / DATA GENERAL NOVA 3 / ECLIPSE C300 / DIGITAL EQUIPMENT PDP 11 / DEC SYSTEM 300 / DEC SYSTEM 500 / GENERAL AUTOMATION SPC 16 / HEWLETT-PACKARD HP 3000 / ICL 2903 / IBM 3 / IBM 32 / IBM 3741 / IBM 7 / INTERTECHNIQUE RÉALITÉ 20 / LOGABAX 4400-4600 / NCR 399 / NIXDORF 820-8870 / PHILIPS P 300-P 350 / SINGER SYSTEM 10-1500 / TÉLÉMÉCANIQUE T 1600 / SOLAR 16 / TRIUMPH ADLER TA 100.



The problems justifying the use of data processing are numerous, but complex:

- as such: control of clocking in of workmen, frequency of modification of product nomenclatures,
- by their necessary integration, as they cannot be treated separately.

The workshop has to come into action (work-time, stocks, orders placed with suppliers, machines) as soon as the orders have been confirmed, without increasing production costs.

The data processing system, which can be envisaged for a company employing 150 people or more, handles the following applications in priority: *order entry and management, production scheduling, inventory control and management including replenishment of stocks, suppliers control, workshop management.*

FOOD DISTRIBUTION

The main problem here is the daily cycle. No matter what the product is, most of the orders have to be delivered the same day and billed at the same time.

The computer applications follow the phases of this cycle:

- *recording orders* received from travelling salesmen or delivery men early each day,
- *planning delivery rounds*: issuing instructions on packaging, invoices which the delivery men hand to customers, planned routes for each delivery round,
- *processing articles out of stock*: they are either replaced by other items, subcontracted, delivered later, or simply cancelled.
- *accounting and statistics* at day's end.

Other applications peculiar to a particular type of product are usually added. For example, *processing and following up deposits* is a major application in the bottled-drink business.

The real-time capabilities of such systems are a major plus in the food industry. They contribute in particular to:

- the speed of delivery,
- the increase in volume one team can handle in one warehouse. Thanks to real-time operation, invoices can still be delivered along with the merchandise without increasing administrative costs,
- immediate recognition of product trends by means of daily statistics. The manager can then orient his purchases, his production, and the volume of his stocks.



The use of telecommunications in data processing

As a CAP/GEMINI/SOGETI specialist recently pointed out in a magazine article, we still refer to 'computer systems', but computing represents only a small fraction of the activity in data processing, and communications have become a primary concern. The progress of data processing will rely on technological transfer from the telecommunications field.

With reasonably priced microprocessors and minicomputers, high speed, direct access memories, and the ability to connect computers over telephone lines, data processing now has at its disposal the means to distribute files and power. Systems architects and software specialists can build up networks using telecommunications facilities and techniques.

Systems engineering is changing accordingly. As the use of telecommunications in data processing is increasing, the number of experienced users, techniques and specialists increases as well; monitoring networks design and implementation becomes an essential factor for success.

The use of data processing in telecommunications

Like private businesses, national telecommunications authorities are responsible for efficiently managing the facilities they must make available to the public. These are often the same problems business managers face, but they differ in scale because the PTTs deal with millions of subscribers. In these authorities, data processing is a vital tool for management and decision-making. It is also a means of attaining and sustaining satisfactory service because it can help with production of directories, repair schedules and information, automated directory inquiries, installation plans and other vital functions.

Computers are also a useful production tool. They facilitate switching in general; telephone switching, telex switching and message switching.

The two industries, telecommunications and data processing, are rapidly expanding and rapidly converging. They represent twin techniques that are frequently associated with CAP/GEMINI/SOGETI participation.

SECRÉTARIAT D'ÉTAT AUX PTT (France)

■ With the help of CAP/GEMINI/SOGETI the head office of Telecommunications has developed a statistics tool to analyse its current and potential customers so that it can make forecasts concerning the telephone network and its equipment.

For this purpose a permanent "Panel" of telephone subscribers was set up, for whom a great deal of different information could be gathered.

The telephone line files used for telephone billing furnish the population to build up the sample. For each line selected, tech-

nical and socio-economic data are collected by enquiries, technical data from the exchanges, and social and economical data from the subscribers.

To keep the sample permanent they devised an automatic procedure of "demographic" analysis for the subscribers on one hand and the installed lines on the other hand.

■ The production of telephone directories has entered an automated phase. CAP/GEMINI/SOGETI was asked to design and develop, in collaboration with the PTT administration, an application for page lay-outs and automatic photocomposition.

The page lay-out system positions the text, the location headings and advertise-

ments and enters the page number as well as the index.

To do this a mathematical formula for the lay-out had to be developed in the first place, reflecting commercial and economic factors and pleasing to the eye. This formulation had to be simulated and was then programmed on the computer.

Once the lay-out is determined, the magnetic files containing the "directory" files move on to automatic photocomposition in order to produce photo paper for printing. As a by-product of this operation, microfiches are produced, which will then be used by the telephone enquiry service.

The speed of this system is such that 60 pages per minute can be laid out.

SIEMENS (West Germany)

Eight regional broadcasting corporations in West Germany wanted each corporation to be able to use the total stock of sound records, including musical recordings.

SIEMENS and CAP/GEMINI/SOGETI developed a network based on a central computer, two computers installed at the Post Office, and a satellite computer for each station. This network makes it possible for each corporation to make known its requirements, identify the recordings that meet these requirements, and request automatic transmission of the recordings.

EURONET (European Community)

In 1971 the European Community Council of Ministers resolved to promote an exchange of technical and scientific information amongst EEC members, and to design an essential tool for this purpose, the EURONET information network. CAP/GEMINI/SOGETI in Holland was entrusted with the task of investigating the basic design alternatives for the implementation of EURONET.

EURONET will be a European-wide distributed information network service that will allow users to access a wide range of scientific and technical databases. A large number of centres are planned, to be built in stages over several years. In the initial phase, packet-switching techniques will be used to connect databases belonging to user organizations in various European countries through four computerized nodes of the network.

DUTCH PTT

ITCIS is a large project for which CAP/GEMINI/SOGETI performed the initial definition study in 1970. Based on the PTT's acceptance of that study the group was given full responsibility to design and develop ITCIS. The objective was to operate the bulk of the Dutch PTT's telephone applications and its corresponding network around a database.

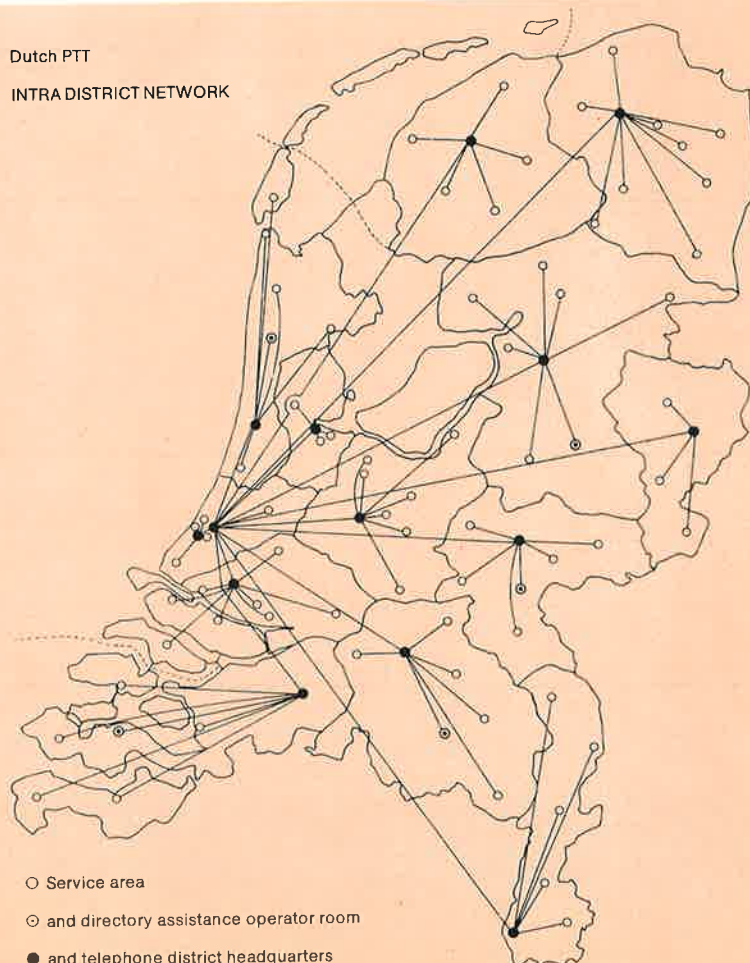
The database has 2.5 billion characters resident on a central computer, a UNIVAC 1110 with several processors. This facility is connected to 15 computer-based concentrators which also act as remote batch terminals. They are geographically dispersed as shown on the map below. Six hundred terminals, even more widely dispersed, are connected to the regional centres.

The ITCIS applications consist of telephone directory assistance, directory preparation, billing, work order entry and handling, cable and pair administration and reports to management.

The telephone network's cable and pair application involves the capture and handling of over a billion characters describing each feature of the network. Each regional centre updates this information in real time as changes occur. This data is used to handle all aspects of facility planning, facility control, facility assignment, emergency troubleshooting, network optimization and network load forecasting.

Over 300 operators in the enquiry service pass on the questions they have been asked to ITCIS and the system immediately provides the answers on screens.

Dutch PTT
INTRA DISTRICT NETWORK



IRIA (France)

Institut de Recherche pour l'Informatique et l'Automatique

CYCLADES is the pilot experimental project to examine the actual performance, utilization and operation of a generalized computer network.

This project is being implemented by IRIA (France's Institute for Computer and Automation Research) together with the French PTT, selected software houses, universities and research organizations.

CYCLADES, a generalized network of computers, uses hardware from different manufacturers, whilst offering a group of protocols allowing them to communicate. The communication system for these exchanges supports different modes of traffic (conversational, file transfer, inter-computer dialogue). This entails the use of a packet-switching network, CIGALE, which ensures the transmission function of the network.

Right from the beginning, the CAP/GEMINI/SOGETI Group participated in the development of the network's different features:

- transmission: switching system, transmission procedures, traffic generator
- terminal connections: concentration of terminals, protocol for virtual terminals
- network operation: assistance to the users
- study of the interconnection of the CYCLADES and ESA (European Space Agency) networks.

RESEDA NETWORK (France)

CII-DMSA and CAP/GEMINI/SOGETI were commissioned by the Centre National d'Etudes Spatiales (The French Space Research and Development Centre) to design a network of technical and operational data transmission using the packet-switching technique.

This network, in operation since 1975, is organized in the form of a star around a central computer in Toulouse. It consists of 5 stations dispersed over different parts of the globe handling earth-satellite dialogues, liaison with NASA and connection with a real-time measurement processing centre.

RIJSWIJK (THE HAGUE)
PANDATA

LONDON
GEMINI U.K.

BRUSSELS
CAP/GEMINI CES

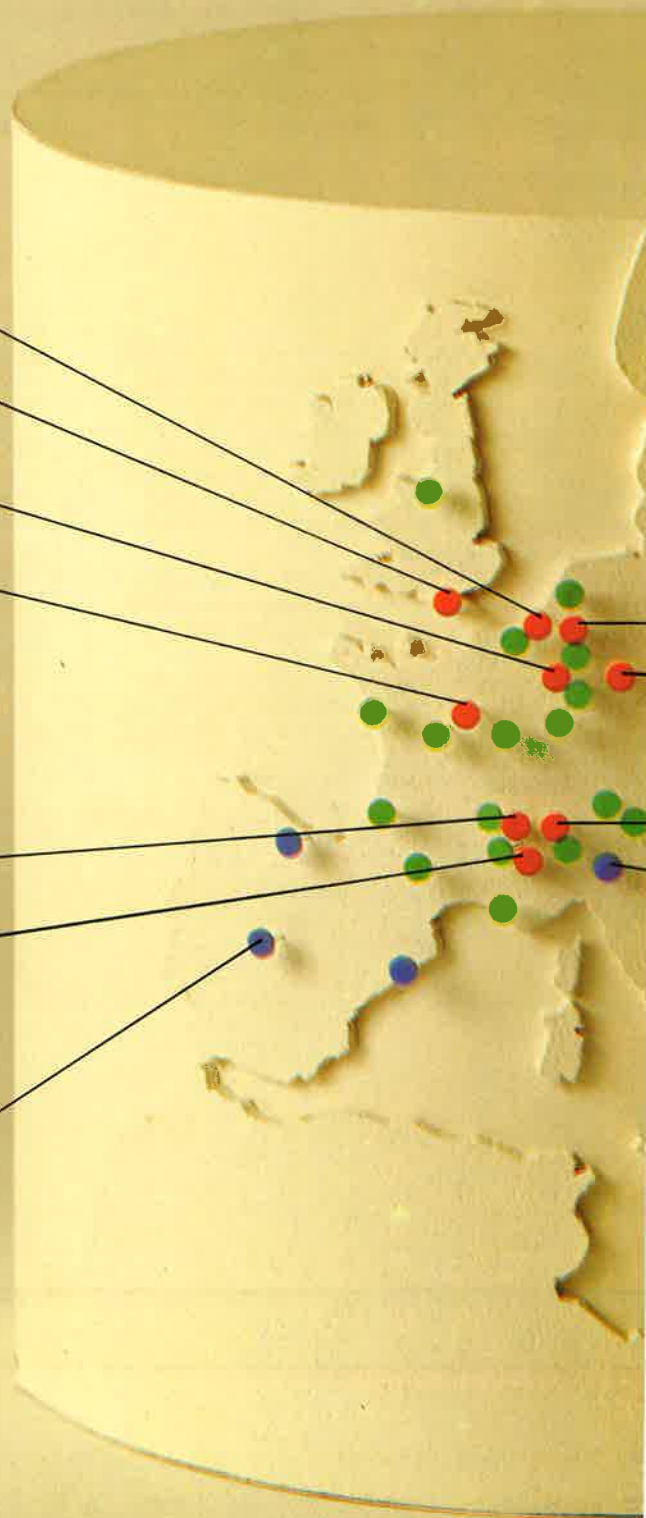
PARIS
CAP/SOGETI GESTION
CAP/SOGETI LOGICIEL
CAP/SOGETI SYSTÈMES
CAP/SOGETI L.G.D.
CAP/SOGETI EXPLOITATION
CAP/SOGETI FORMATION
CAP/SOGETI PRODUITS
CAP/SOGETI SAISIE
SORINFOR

LYONS
SESI

GRENOBLE
CAP/SOGETI FRANCE



MADRID
ERIA





HELSINKI

CAP/GEMINI FINLAND

OSLO

CAP/GEMINI NORWAY

STOCKHOLM

BRÖR ANDERSON (BRA)

COPENHAGEN

CAP/GEMINI DENMARK

UTRECHT

CAP/NEDERLAND

DÜSSELDORF

CAP/GEMINI GERMANY

GENÈVE

CAP/SOGETI SWITZERLAND

TEHRAN

GEMINI IRAN

MILAN

SYNTAX

BEIRUT

SOGETI SOFTWARE MIDDLE EAST

- HEAD OFFICE OF GROUP COMPANY
- REGIONAL OFFICE OF GROUP COMPANY
- HEAD OFFICE OR REGIONAL OFFICE OF COMPANY ASSOCIATED OR COLLABORATING WITH THE GROUP

GROUP GENERAL MANAGEMENT COMMITTEE



SERGE KAMPF
Executive Chairman of the Group



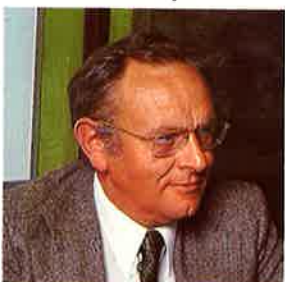
EDOUARD BAZEILLE
General Manager
CAP/SOGETI Logiciel



MICHEL BERTY
General Manager
CAP/SOGETI Gestion



JOSÉ BOURBOULON
General Manager SORINFOR



JEAN CITRY
Associate Director



JEAN-PIERRE DESCENDRE
International Operations Manager



ROGER C. DICKINSON
Vice-President International
General Manager Benelux



PHILIPPE DREYFUS
Vice-President, Chairman
CAP/SOGETI Produits



TOON HELMER
International Operations Manager
and General Manager Germany



LEONARD JACOBY
President International



MICHEL JALABERT
Secretary General of the Group



ALAIN LEMAIRE
General Manager
CAP/SOGETI Systèmes



JACQUES LESCAULT
Associate Director



JEAN B. RENONDIN
President France



DANIEL SETBON
Financial Director of the Group



ROBERT THORAT
General Manager Switzerland



CHRISTER UGANDER
Management Services Director



JEAN VACHERON
General Administrative Director

Excerpt from a recent

LETTER TO THE SHAREHOLDERS

(...) 1973 was the year of the association with CISI, and 1974 the year of the merger with CAP. 1975 was for us the Europe year.

A year ago the new CAP/SOGETI Group held 42.5 % of the shares in CAP-Europe, which was controlled by our English associates, CAP-UK. CAP-Europe had a total turnover of about 6.8 million US dollars from its five subsidiaries.

One year later, the Group now owns 94 % of the shares in CAP-Europe, and has complete management control. It also controls 60 % of the shares in Gemini Inc., which means that if one adds together the revenues of CAP-Europe and Gemini Inc. (shortly to be merged into a single holding company CAP/GEMINI), it can be seen that the share of revenues earned outside France, which was only 12 % in 1974, will reach about 35 % in 1976. This percentage is not, of course, the final one. Our "Five Year Plan" calls for non-French revenues to reach 50 % by 1979. Achieving financial and organizational balance has been our constant preoccupation throughout the last financial year.

One can recall, however, that the results achieved in a few months since these associations began, although spectacular, were not obtained without certain difficulties. The press discussed at length our negotiations with CAP-UK, so there is no need to discuss the matter again here; however, the problems we encountered and the time it took to solve them explains the slight stabilization of our expansion rate in 1975, in addition to the general business climate, which affected us as it did everyone else.

The financial year resulted, nevertheless, in a consolidated revenue figure of 51.4 million dollars, a 28% increase compared to 1974. This breaks down approximately as follows, in thousands of US dollars:

- France	35,200	
{ Hardware services	: 4,800	(9 % of the total)
{ Software services	: 30,400	
- Outside France	16,200	
{ Cap Europe	: 8,400	
{ Gemini	: 7,800	
Total	51,400	

The forecast for 1976 is as follows:

- France	43,000	
(Cap/Sogeti)		
{ Hardware services	: 5,600	(8 % of the total)
{ Software services	: 37,400	
- Outside France	23,400	
(Cap/Gemini)		
Total	66,400	

The shareholders of the former Sogeti S.A. who recall growth rates averaging 53 % a year from 1968 to 1974 might be surprised at such a "modest" rate now—30 % increase in revenue for software services alone, and 29 % increase for the total operation. But this is no longer a small company. They may realize at the same time that this year's

revenue increase, of 15 million US dollars, is similar in size to the total revenues of their company over seven years! This demonstrates the new dimensions the Group has achieved in two years, taking into account CAP, CAP-Europe and the Gemini Group.

Today, the Group has won a leading position in Europe, yet it still represents just over 5 % of the European software services market. The Group is not far from first place in the world, yet its revenues are scarcely more than 1 % of world revenues in this industry. This shows how widely dispersed our profession actually is. In France alone, where the CAP/GEMINI/SOGETI Group accounts for approximately 11 % of revenues of the data processing market, there are over 300 rival companies; most of these have only 10 or 20 employees, usually firmly entrenched in a town or a speciality. This dispersed computer services industry differs considerably from the concentration that characterizes two neighbouring industries. In the hardware services industry generally the advent of the network era will accelerate the mergers and centralization of power we have seen over the last five years. This is particularly noticeable in the hardware industry, where a single manufacturer can hold between 50 % and 70 % of the market, depending on the country, while its remaining rivals continue to merge and regroup, constantly diminishing the list of competitors.

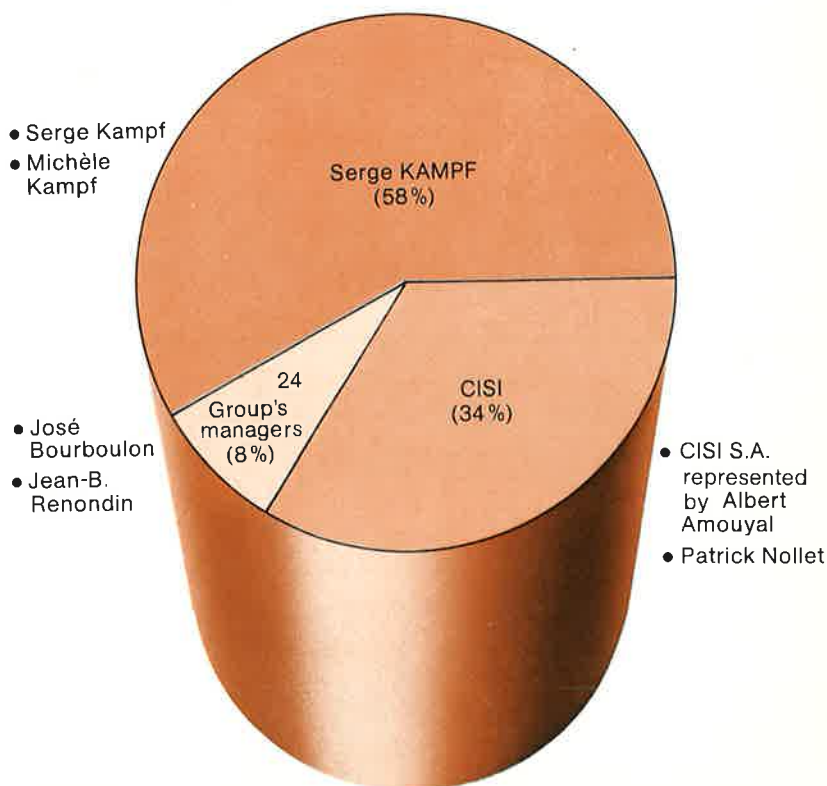
Although we are justifiably proud of our performance, our pride is constantly tempered by modesty when we realize we represent only 1 % of an "industry" which in itself represents only 4 % of the total data processing expenditure. Thus the table on page 2 will reassure those who see (or pretend to see) a new data processing "monopoly" in the CAP/GEMINI/SOGETI Group.

At the same time, this modest position in our industry also inspires a great deal of hope. From our present position it would not be over-ambitious to try to increase our share of the European market from 5 % to 10 % in the next few years. This would entail increasing our staff from 2,000 to about 7,000 by 1980—considerably more than we actually envisage. Our plan calls for a more modest revenue of 182 million US dollars in 1980, with a staff of about 4,000, and a 6 % share of the European market. We consider this a sufficiently exciting challenge. While our Group has replaced its attitude of conquest with a mature attitude towards planned growth, we have not forgotten, nor will we forget, our "duty to expand" (...).

Serge KAMPF
Grenoble 3 May 1976




SHAREHOLDERS AND DIRECTORS (●)



1968-1975 RESULTS

Thousands of US dollars

1968 1969 1970 1971 1972 1973 1974 1975

CAP GROUP

Affiliated to the SOGETI Group
as of 1.1.1974

Turnover	3,870	6,122	9,771	11,780	11,888	14,538	
Cash Flow	480	472	1,085	1,144	564	1,423	
Net Income	224	210	495	607	312	609	
% Net Income/Turnover	5.8	3.4	5.1	5.2	2.6	4.2	
Average Staff	312	409	526	632	655	738	

GEMINI GROUP

Affiliated to the CAP/SOGETI Group
as of 1.1.1975

Turnover		1,305	2,827	4,154	5,483	7,150	8,105
Cash Flow		66	6	(608)	140	637	910
Net Income		1,358	(50)	(689)	(151)	(23)	412
% Net Income/Turnover		0.6	(1.8)	(16.6)	(2.7)	(0.3)	5.1
Average Staff		110	240	345	325	303	350

SOGETI S.A.

Changed to CAP/SOGETI France S.A.
a holding company, as of 1.1.1975

Turnover	345	807	1,229	1,977	2,823	4,440	6,896
Cash Flow	31	99	183	345	516	958	1,534
Net Income	14	46	77	207	282	463	707
% Net Income/Turnover	4.2	5.7	6.3	10.5	10	10.4	10.2
Average Staff	22	49	65	82	116	172	245

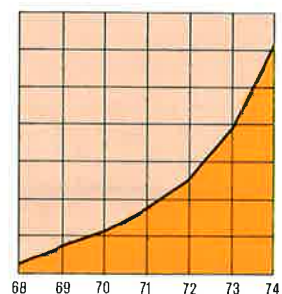
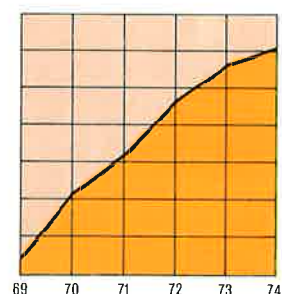
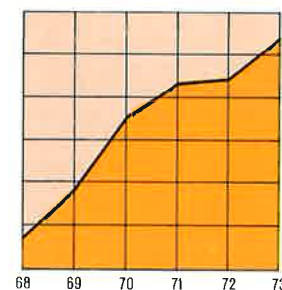
* Period of 15 months

SOGETI GROUP

Changed to CAP/SOGETI on 1.1.1974
and CAP/GEMINI/SOGETI on 1.1.1975

Turnover				5,956	8,945	11,838	33,153	51,359
Cash Flow				488	959	1,582	3,466	5,153
Net Income				269	431	581	1,192	1,855
% Net Income/Turnover				4.5	4.8	4.9	3.6	3.6
Average Staff				391	502	647	1,514	1,893

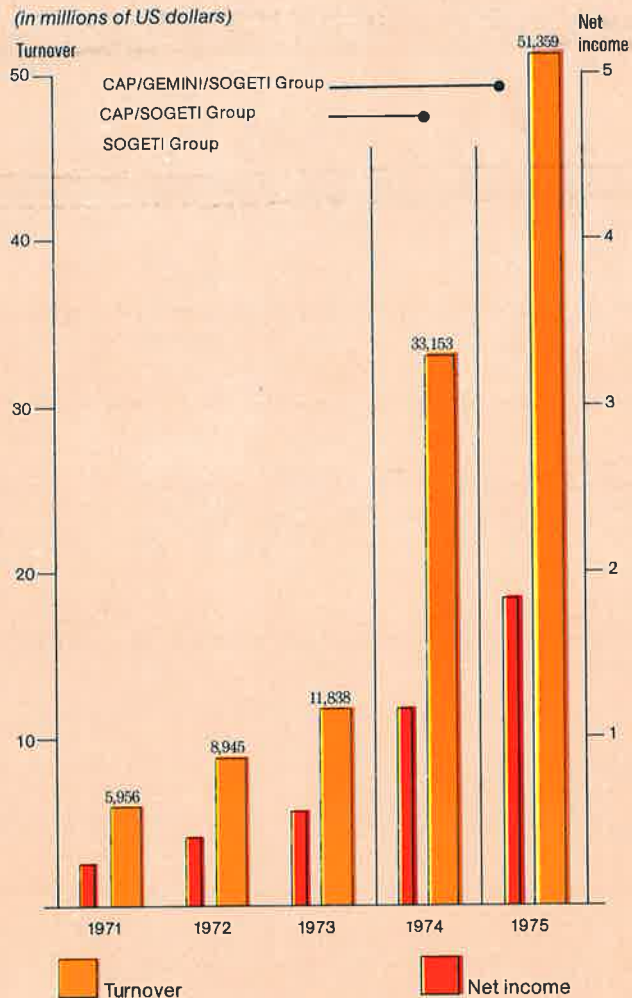
TURNOVER



See graphic
representation
"Development
of the Group"
on following
page

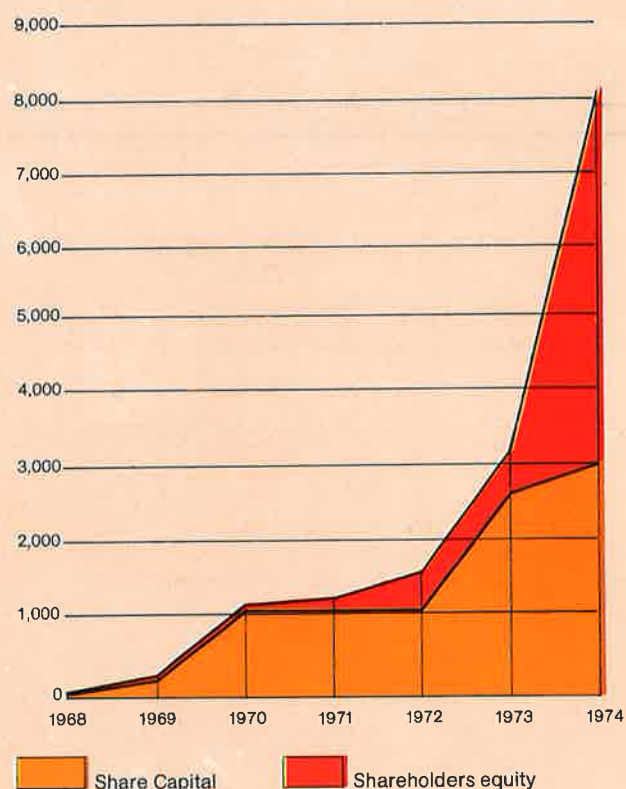
DEVELOPMENT OF THE GROUP

(in millions of US dollars)



GROWTH OF SHARE CAPITAL AND SHAREHOLDERS EQUITY

(in thousands of US dollars)



Between 1968 and 1975 the Group multiplied

- its turnover by 150
- its staff by 86
- its net income by 130

NET INCOME PER SHARE OF SOGETI SA

(in US dollars)

	CAPITAL	NUMBER OF SHARES	NET INCOME PER SHARE	NET DIVIDEND PAID
1968	45,454	2,000	7.20	0
1969	227,273	10,000	5.06	0
1970	1,136,364	50,000	1.54	0
1971	1,136,364	50,000	4.15	0
1972	1,136,364	50,000	5.65	0
1973	2,727,273	120,000	3.86	0
1974	3,068,182	135,000	5.24	2.27
1975*	3,068,182	135,000	7.53	2.73
1976	Forecast			3.64

* CAP/SOGETI France Holding Company

CONSOLIDATED BALANCE SHEET AS OF 31

IN THOUSANDS OF US DOLLARS

ASSETS	1975			1974	LIABILITIES & SHAREHOLDERS' EQUITY
	GROSS AMOUNT	DEPRECIATION OR PROVISIONS	NET		
PRELIMINARY EXPENSES					SHARE CAPITAL & RESERVES
Preliminary expenses	503	262	241	332	Share capital
					Legal reserve
					Special reserve
					Merger premium
					Share premium
					Investment reserve
					Excess of cost of investments over equity in net assets acquired
					SHAREHOLDERS' EQUITY
					Minority interests
					TOTAL SHARE CAPITAL & RESERVES
FIXED ASSETS					
Land	268				
Buildings	1 339	52			
Office furniture and equipment	1 355	532			
Fixtures and improvements	1 646	475			
Program products	1 380	334			
Goodwill	4 080				
	10 068	1 393	8 675	9 417	
OTHER NON CURRENT ASSETS					MEDIUM AND LONG-TERM LIABILITIES
Goodwill on consolidation	3 963				Loans from DGRST
Investment in companies not consolidated	2 008	53			Loans from Crédit National
Deposits	146				Staff profit-sharing fund
Housing loans	282				Other long-term loans
	6 399	53	6 346	5 029	
WORK IN PROGRESS	1 043		1 043	1 657	CURRENT LIABILITIES
					Advances from customers
					Accounts payable/Trade
					Accrued salaries
					Accrued taxes
					Sundry creditors
					Unpaid calls on shares
					Current accounts with shareholders
					Other accrued liabilities
					Short-term loans
					Bank overdrafts
CURRENT ASSETS					
Advances to suppliers	45				
Accounts receivable/Trade	13 791	128			
Advances to staff	113				
Taxes	576				
Sundry debtors	5 390				
Prepaid expenses & unbilled services	4 334				
Cash	3 254				
	27 503	128	27 375	15 823	
					NET INCOME FOR 1975
					(after taxes, staff profit-sharing and minority interests)
TOTAL ASSETS			43 680	32 258	TOTAL LIABILITIES & SHAREHOLDER

2.1975

CAP/GEMINI/SOGETI GROUP

1975	1974
3 068	
307	
531	
1 889	
2 045	
424	
-140	
8 124	7 522
2 130	
10 254	9 852
575	
1 591	
1 249	
4 759	
8 174	5 834
125	
2 155	
721	
3 189	
1 911	
604	
1 518	
5 842	
2 005	
5 326	
23 396	15 380
1 856	1 192
EQUITY 43 680	32 258



NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1 - PRINCIPLES OF CONSOLIDATION

The consolidated financial statements were prepared in accordance with accounting principles and policies generally used in France. In the case of sub-groups of subsidiaries with American or British sub-holding companies, allowance has been made for the methods of consolidation adopted by those companies prior to their acquisition by French companies of the Group.

* The accounts of the following companies have been consolidated:

a) subsidiaries in which the Group owns, directly or indirectly, more than 50 % of the issued share capital;

b) companies in which the group owns, directly or indirectly, between 20 % and 50 % of the share capital, together with an option to become the majority shareholder, and exercises a substantial degree of management control.

* In the case of companies in which the Group's shareholding is equal to or below 20%, the appropriate share of the results and net assets has been brought into the consolidated financial statements.

* In all other cases (minority shareholdings held by the Group unaccompanied by management control or an option to purchase), the accounts of the companies concerned have not been consolidated.

2 - CURRENCY CONVERSIONS

The accounts of subsidiaries of European sub-holding companies were translated into French francs at the exchange rates as of balance sheet date, in accordance with principles generally accepted in France for the translation of foreign assets and liabilities. For subsidiaries of Gemini Inc., the accounts, originally prepared in local currencies and translated into U.S. dollars, were consolidated in French francs using the exchange rate applied by that Group's auditors.

However, no allowance was made for the provisions of the Oct. 1975 Statement of Financial Accounting Standards N° 8 issued by the U.S. "Financial Accounting Standards Board" governing the rates of translation into U.S. dollars of assets and transactions established in foreign currencies.

3 - BASIS OF VALUATION

No adjustment has been made, for the purposes of consolidation, to the basis of valuation of assets and liabilities as recorded in the accounts of the individual companies concerned. In particular, the basis and rates used for the calculation of depreciation of fixed assets in the audited accounts of foreign subsidiaries have been retained.

Land, buildings and equipment are shown at cost.

4 - PROGRAM PRODUCTS

These are written off over periods shorter than their estimated useful lives. They include, net of depreciation and in thousands of U.S. dollars:

• Products developed under contracts with the Direction Générale de la Recherche Scientifique et Technique	406
• Data Processing programs	154
• Management programs	150
• Program products - France	135
• Program products - International	173

5 - PREPAID EXPENSES AND UNBILLED SERVICES

This heading includes U.S. dollars 3,721,364 in respect of work completed but not yet billed.

6 - OTHER MEDIUM AND LONG-TERM LOANS

These include (in thousands of U.S. dollars):

- Purchase of remaining CAP France shares (3 instalments 1978, 1979 and 1980)	2,096
- Long-term loan repayable in 10 years (France)	909
- Medium-term loan repayable in 5 years (France)	682
- Medium-term loan repayable in 5 years (outside France):	
• CAP Europe Group	680
• Gemini Group	246

7 - OTHER CREDITORS

These include (in thousands of U.S. dollars):

- Accrued social charges (France)	1,062
- Sundry creditors CAP Europe Group	560
- Sundry creditors Gemini Group	87

8 - ACCRUED LIABILITIES

These relate to charges concerning the year ended December 31, 1975 but not yet due, and include (France) in thousands of U.S. dollars:

- Provision for vacation pay	806
- V.A.T. accrued in respect of trade receivables (tax payable on collection)	1,649

Translator's note

For the purpose of the English language version of the present report, the balance sheets and income statement have been converted into U.S. dollars at the exchange rate ruling at the year end.



CONSOLIDATED INCOME STATEMENT

In thousands of US dollars	1975		1974 (*)	
REVENUES				
Fees from services rendered	48 556	94.54	31 589	95.28
Program products	366	0.71	538	1.62
Other income	1 733	3.38	976	2.95
Interest income	704	1.37	50	0.15
TOTAL REVENUES	51 359	100.00	33 153	100.00
OPERATING EXPENSES				
Reduction of work in progress	1 273	2.48	—	—
Purchases	200	0.39	569	1.72
Wages and salaries	31 800	61.92	19 713	59.46
Sundry rates and taxes	572	1.11	318	0.96
Outside services (including sub-contracting)	5 037	9.81	3 745	11.30
Data processing equipment hire	915	1.78	1 788	5.39
Travel expenses	2 632	5.13	1 628	4.91
Miscellaneous expenses	3 430	6.68	1 233	3.72
Interest charges	1 209	2.35	764	2.31
Depreciation	921	1.79	1 079	3.25
Provisions	176	0.34	—	—
TOTAL OPERATING EXPENSES	48 165	93.78	30 837	93.02
NET OPERATING INCOME	3 194	6.22	2 316	6.98
NET INCOME AFTER INCOME TAXES, STAFF PROFIT-SHARING AND MISCELLANEOUS PROFITS AND LOSSES	1 961	3.82	1 192	3.60
Minority interests	— 105	0.20	—	—
NET INCOME PER BALANCE SHEET	1 856	3.62	1 192	3.60
GROSS CASH FLOW	5 153	10.03	3 466	10.45
before Income Tax of	1821	3.55	1012	3.05

(*) Different structure excluding GEMINI Group, but including EURINFOR.

LIST OF CONSOLIDATED COMPANIES

INVESTMENTS HELD BY:

	RATE %
CAP/SOGETI FRANCE (alone)	
SORINFOR	98
SESI	93
CAP/SOGETI SAISIE	90

CAP/SOGETI FRANCE AND CAP

CAP/SOGETI GESTION	100
CAP/SOGETI LOGICIEL	100
CAP/SOGETI SYSTÈMES	100
CAP/SOGETI PRODUITS	100
CAP/SOGETI L.G.D.	100
PROVINCE INFORMATIQUE	100
CAP EUROPE	94

CAP/SOGETI FRANCE AND OTHER SUBSIDIARIES

CAP/SOGETI FORMATION	80
CAP/SOGETI SUISSE	70
CAP/SOGETI EXPLOITATION	100

CAP AND CAP EUROPE

BRA	20
CAP/GEMINI C.E.S.	69
CAP NEDERLAND	100
CAP EUROPE OPÉRATIONS	100
GEMINI COMPUTER SYSTEMS INC.	57

GEMINI COMPUTER SYSTEMS INC.

PANDATA	100
CAP/GEMINI DEUTSCHLAND	100
GEMINI U.K.	100
ISIS	40



BALANCE SHEET AS OF DECEMBER 31, 1975

IN US DOLLARS

ASSETS	GROSS AMOUNT	DEPRECIATION OR PROVISIONS	TOTAL	LIABILITIES & SHAREHOLDERS' EQUITY
PRELIMINARY EXPENSES				SHARE CAPITAL & RESERVES
Preliminary expenses	73 108	73 108		Share capital
				Legal reserve
				Special reserve
				Merger premium
				Share premium
				Investment reserve
				Shareholders' equity
FIXED ASSETS				MEDIUM AND LONG-TERM LIABILITIES
Land	72 273			Research and development
Buildings - Head Office	864 636			Crédit National
Office furniture and equipment	71 670	21 689		Medium-term loans
Fixtures and improvements	322 558	185 635		Staff profit-sharing fund
Other fixed assets Logiciel-Sogeti	33 068	33 068		Deposits
Logiciel-DGRST	329 091	82 068		
	1 693 296	322 460	1 370 836	
OTHER NON CURRENT ASSETS				
Investment	11 914 300			
Deposits	43 802			
	11 958 102		11 958 102	
CURRENT ASSETS				CURRENT LIABILITIES
Advances to suppliers	37 837			Accounts payable/Trade
Accounts receivable/Trade	536 313	3 182		Accrued salaries
Advances to staff	19 752			Accrued taxes
Taxes	411 860			Current accounts with shareholders
Accounts receivable/Affiliates	4 493 672			Current accounts with affiliates
Sundry debtors	600 621			Sundry creditors
Prepaid expenses	274 612			Unpaid calls on shares
Cash	261 630			Other accrued liabilities
	6 636 297	3 182	6 633 115	Notes payable
				Bank overdrafts
				NET INCOME
				Net income after taxes for 1975
TOTAL ASSETS			19 962 053	TOTAL LIABILITIES & SHAREHOLDER

GUARANTEES RECEIVED

NIL

GUARANTEES GIVEN ON BEHALF
OF SUBSIDIARIES

	RATE %
CAP/SOGETI GESTION	58
CAP/SOGETI LOGICIEL	41
CAP/SOGETI PRODUITS	1
CAP/SOGETI SYSTEMES	34
CAP/SOGETI FORMATION	77
CAP/SOGETI EXPLOITATION	60
CAP/SOGETI L.G.D.	60
PROVINCE INFORMATIQUE	82
EURINFOR	41
CAP	67
SORINFOR	98
CAP/SOGETI SUISSE	45
SESI	93
CAP/SOGETI SAISIE	90
ERIA	10
CENTI	9
CENTRINFOR	21
CAP EUROPE	74
SSMO LIBAN	29
SOFTWARE INTERNATIONAL (LEBANON)	20

AUDITORS' GENERAL REPORT FOR THE FISCAL YEAR ENDED DECEMBER 31, 1975

Gentlemen,

In accordance with the provisions of Article 157 of the Law of July 24, 1966, we hereby report to you on the fulfilment of our auditing assignment for your company for the fiscal year ended December 31, 1975.

All accounting documents and justifying bookkeeping vouchers requested were made available to us within the time stipulated by the law, and we were duly summoned to the Board of Directors meeting which made up the accounts for the fiscal period.

The verifications that we effected were conducted in accordance with auditing standards, and consist of inspections, checks and tallies judged necessary in consideration of the normal rules of diligence.

The only modification made in the presentation of the accounting documents submitted for your approval concerns the liabilities of the balance sheet: the headings research and development contracts, long term loans and medium term loans have been regrouped under a single heading, medium and long term liabilities.

In application of the provisions of Article 356 of the Law of July 24, 1966, we hereby confirm to you that your company has, during the fiscal year, acquired or applied for the majority of the shares of the companies CAP EUROPE S.A., CAP/SOGETI Exploitation, and CAP/SOGETI LGD.

We have satisfied ourselves with the truthfulness of all information included in the Board of Directors report which has just been read to you, and with the exactness of the information appearing on the documents which have been sent or made available to you, and particularly in the table of the company's results over the last five fiscal years, and in the table presenting the situation of the subsidiaries.

We have verified that the shares serving as guarantee for the bonding of the directors have in fact been deposited into the custody of the company, and that they are stamped to indicate that they are untransferable and unassignable.


Finally, we have verified in the company's accounts and records that nothing interferes with the equality among the stockholders.

The inspection and verifications that we have effected enable us to certify to the regularity and truthfulness of the inventory, income statement, profit and loss account, and balance sheet made up as of December 31, 1975.

Grenoble, 13th April 1976

Jacques BOURGUIGNON
Commissaire aux Comptes
VENON
38610 GIÈRES

Bernard PUGNIET
Commissaire aux Comptes
90C, cours de la Libération
38100 GRENOBLE




TOTAL

3 068 182
306 818
530 808
1 888 636
2 045 455
423 675

8 263 574

329 091
1 590 909
1 590 909
511 864
5 682

4 028 455

506 006
35 105
256 594
1 517 879
278 435
2 538
602 148
142 153
1 624 250
1 688 958

6 654 066

1 015 958

EQUITY 19 962 053

2 313 909

IN ISTANBUL,

October 17 - 20, 1975 The 9th CAP/GEMINI/SOGETI Meetings in Istanbul

From St. Sophia to the Blue Mosque, from the Marmara Sea to the Golden Horn, 250 tourists wearing the Group's Symbol discovered Istanbul.

But not ordinary tourists: Managers of the Group, journalists, or just friends, all there to work on the theme:

What will the CAP/GEMINI/SOGETI Group be like in 1980?

The previous year, in Spain, at the 8th CAP/GEMINI/SOGETI Meetings, the participants reflected and worked on another theme.

These Meetings have taken place each year since 1968, when they were known as the SOGETI Meetings.

Every other year the Meetings are reserved for the executives of the Group and constitute a tradition which is both useful and enjoyable, which reinforces ties, unifies the Group, and raises the status of our profession. A real tradition.

EXECUTIVES OF THE GROUP

HOLDING COMPANY

Serge KAMPF, Executive Chairman of the Group
Philippe DREYFUS, Vice-President, Chairman CAP/SOGETI Produits
Michel JALABERT, Secretary General of the Group
Daniel SETBON, Financial Director of the Group
Christer UGANDER, Management Services Director
Jean VACHERON, General Administrative Director
Georges AMON, Deputy Secretary General

Jean CITRY, Associate Director
Jacques LESCAULT, Associate Director

INTERNATIONAL

Leonard JACOBY, President International
Peter W.M. DODDS, Marketing and Public Relations Manager
Harry KOELLIKER, Financial Manager International
Jean-Pierre DESCENDRE, International Operations Manager
Roger C. DICKINSON, Vice-President International, General Manager Benelux
Chris Van BREUGEL, General Manager CAP Nederland
Gerald F. HICE, General Manager PANDATA
Samy ISRAEL, General Manager Belgium
Edouard WILLIAMSON, Products Manager International
Toon HELMER, International Operations Manager and General Manager Germany
Fred JASTER, Deputy General Manager Germany
Josef NAGEL, Deputy General Manager Germany
Sami KHALIFE, General Manager SSMO (Lebanon)
Martin LEVINE, General Manager Iran
Alan R. ROUSELL, General Manager United Kingdom
Bo Sigfrid SÖDERBERG, General Manager Scandinavia
Robert THORAL, General Manager Switzerland

FRANCE

Jean B. RENONDIN, President France
Hubert JACQUET, Associate Manager
Jean PRADES, European Organizations Relations Manager
Jean RONCERAY, Operational Control Manager
Edouard BAZEILLE, General Manager CAP/SOGETI Logiciel
Rémi DONNEAUD, General Manager CAP/SOGETI Exploitation
Gilbert ELOIRE, Division Manager CAP/SOGETI Logiciel
Jean-Paul FIGER, Division Manager CAP/SOGETI Logiciel
Michel BERTY, General Manager CAP/SOGETI Gestion
Jean ADJUTO, General Manager CAP/SOGETI LGD
René CLARET, Deputy General Manager CAP/SOGETI Gestion
Jean SENEGAS, Deputy General Manager CAP/SOGETI Gestion
José BOURBOULON, General Manager SORINFOR
Marc BRUNIER, General Manager SESI and EURINFOR
André PONCHARD, General Manager CAP/SOGETI Saisie
Alain LEMAIRE, General Manager CAP/SOGETI Systèmes
Francis BEHR, Deputy General Manager CAP/SOGETI Systèmes
Jean-Jack LOUDES, Division Manager CAP/SOGETI Systèmes
Cornel SIMIU, General Manager CAP/SOGETI Formation

A TRADITION

Since 1968, a meeting-place, a theme

1st Meetings (Alpotel in Grenoble, October 5, 1968);

- Business evaluation and outlook.

2nd Meetings (Chalet du Parc in Lyons, April 26, 1969);

- Management system and Profit Sharing.

3rd Meetings (Relais des Dauphins in La Tour du Pin, January 30-31, 1970);

- Rights and obligations of service company staff.

4th Meetings (Sofitel in Lyons, June 19-20, 1970);

- Sales strategy and the notion of service.

5th Meetings (Hotel Intercontinental in Geneva, March 5-6, 1971);

- Probable evolution of the computer industry over the next 10 years.

6th Meetings (Hotel San Bastiano in Calcatoggio, Corsica, May 11-14, 1972);

- Systems, products and government policy towards computer service companies.

7th Meetings (Hotel Dar Djerba in Djerba, May 31, June 1-3, 1973);

- Relations between computer manufacturers and service companies.

8th Meetings (Atalaya Park Hotel in Marbella, May 31, June 1-3, 1974);

- Policy and structure of the future CAP/SOGETI Group.

9th Meetings (Hotel Sheraton in Istanbul, October 17-20, 1975);

- What will the CAP/GEMINI/SOGETI Group be like in 1980?



PRINCIPAL LOCATIONS OF THE GROUP

Holding Company

PARIS Management headquarters - 17, avenue George-V - Paris 75008 - Tel.: 723.61.85
GRENOBLE Head office - 6, boulevard Jean-Pain - Grenoble 38000 - Tel.: (76) 90.10.45
LYONS Financial headquarters - 241, rue Garibaldi - Lyons 69422 CEDEX 3 - Tel.: (78) 60.95.82

FRANCE

PARIS	CAP/SOGETI Systèmes	5, rue des Morillons	539.22.25
	CAP/SOGETI Formation	75738 Paris Cedex 15	
	CAP/SOGETI Gestion	20, rue Leriche	539.22.25
		75738 Paris Cedex 15	
	CAP/SOGETI LGD	43 bis, rue des Entrepreneurs	577.16.58
		75015	
	CAP/SOGETI Logiciel	Immeuble Pérusud	
		5, rue Louis-Lejeune	657.13.31
		92128 Montrouge Cedex	
	CAP/SOGETI Exploitation	126, rue Réaumur	231.10.47
		75002	
	CAP/SOGETI Produits	27, rue Leriche	539.22.25
		75738 Paris Cedex 15	
	CAP/SOGETI Saisie	21, rue Leriche	539.22.25
		75738 Paris Cedex 15	
	SORINFOR	Centre International de Paris	
		2, place de la Porte-Maillot	758.24.11
		75017	
ANNECY	15, avenue du Rhône	(50) 51.23.01	
	74000		
BORDEAUX	Les jardins de Gambetta	(56) 44.01.25	
	74, rue Georges-Bonnac		
	33000		
DIJON	Centre Dauphine	(80) 30.73.68	
	rue Bossuet 21000		
GRENOBLE	6, boulevard Jean-Pain	(76) 90.10.45	
	38000		
LYONS	241, rue Garibaldi	(78) 60.95.82	
	69422 Cedex 3		
MARSEILLES	22, rue Léon-Paulet	(91) 76.52.91	
	13008		
NANCY	10, rue Raymond-Poincaré	(28) 24.08.69	
	54000		
NANTES	10, rue Mondésir	(40) 71.08.37	
	44000		
ORLEANS	19, rue de la République	(38) 66.65.46	
	45000		
RENNES	1, place du Maréchal-Juin	(99) 79.05.80	
	35000		
ROUBAIX	62, avenue Jean-Lebas	(20) 70.15.54	
	59100	70.97.40	
TOULOUSE	Résidence Jean-Jaurès	(61) 62.88.90	
	76, allée Jean-Jaurès		
	31000		
VALENCE	9, rue Victor-Jacquet	(75) 43.28.43	
	26000		

INTERNATIONAL

AMSTERDAM	Prinses Irenestraat 59	20.44.91.51
	Amsterdam-Zuid	
ANTWERP	Mechelsesteenweg 137	31.30.07.02
	2000 Antwerp	
BASEL	Lindenhofsstrasse 7	61.23.41.41
	4052 Basel	
BEIRUT	Immeuble Gellad	34.91.06
	Rue de la Banque du Liban	
	Beirut	
BRUSSELS	49, rue du Châtelain	2.649.96.40
	1050 Brussels	
COPENHAGEN	c/o Bondo Svane	1.76.65.65
	Bergensgade 10	
	2100 Copenhagen	
DÜSSELDORF	Grafenberger Allee 30	211.67.50.05
	D - 4000 Düsseldorf 1	
GENEVA	8c, avenue de Champel	22.47.88.00
	1206 Geneva	
GÖTEBORG	Norra Gubberogatan 32	31.80.34.50
	416 63 Göteborg	
THE HAGUE	366, Sir Winston-Churchilllaan	70.94.93.25
	Rijswijk-ZH	
KARLSKOGA	Kungsvägen 33	586.503.80
	691 00 Karlskoga	
LONDON	84, Baker street	1.487.56.81
	London W1 M1 DL	
MADRID	Calle Velazquez 138 B2	1.262.79.58
	Madrid 6	
MANCHESTER	6th Floor, Six Acre House	61.969.46.15
	Sale, M33 1XZ	
MILAN	8, via Gaetano Negri	2.87.74.44
	201 23 Milan	
NAMUR	Quai de l'Ecluse 9-10	81.22.52.14
	5000 Namur	
NEW YORK	c/o CT Corporation	212.826.18.10
	P.O. Box 1544 Grand Central St.	
	New York. NY 10161	
STOCKHOLM	Bredängstorget 1	8.88.01.25
	127 32 Stockholm	
TEHRAN	Soraya Avenue no. 1	837.06.14
	Kouchéh Mojdehi Tehran 15	
UTRECHT	Kaap Hoorndreef 62	30.62.03.44
	Utrecht	
ZURICH	Brauerstrasse 60	1.23.06.70
	8004 Zurich	



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