



Cap Gemini Fogeli 1981

CONTENTS*Page*

Letter from the Executive Chairman	2
CAP GEMINI SOGETI: Organization	4
The FRANCE Group	6
The EUROPE Group	10
The USA Group	12
The DEVELOPMENT Group	14
The Group's Professionals	16
1981 Consolidated Financial Statements	18
Main Addresses	24

CAP GEMINI SOGETI is a group of some thirty computer service companies primarily engaged in professional services: consulting on the use of DP resources, implementation of software enabling government and corporate users to employ these resources, design and implementation of complex DP systems, development and marketing of software packages, assistance to computer operations, training, consulting in office automation and corporate organization.

Active throughout Europe, the United States and Africa, CAP GEMINI SOGETI is one of the world's foremost computer service firms.

Summary of CAP GEMINI SOGETI consolidated results (US \$ in millions)	1977	1978	1979	1980	1981
CONSOLIDATED REVENUES	50.9	64.3	79.1	100.8	143.1
Gross CASH FLOW	4.7	7.5	11.3	14.4	18.3
NET INCOME after taxes	1.9	2.6	3.8	5.0	7.5
SHARE CAPITAL AND RESERVES	9.7	10.3	11.3	14.3	17.6
TOTAL OF BALANCE SHEET	36.7	40.7	51.1	60.5	86.8
TOTAL NUMBER OF EMPLOYEES as at 31 December	2121	2317	2725	3104	3577
NUMBER OF PROFESSIONAL STAFF	1815	2000	2332	2658	3003



CAP GEMINI SOGETI

Société Anonyme au capital de 44.200.000 F

RCS : Grenoble B 067 502 575
Siège Social, 6, boulevard Jean Pain
38005 GRENOBLE (FRANCE)

LETTER FROM THE EXECUTIVE CHAIRMAN

MEMBERS OF THE BOARD OF DIRECTORS

Serge KAMPF
Executive Chairman

José BOURBOULON

Philippe DREYFUS
Vice Chairman

International Aeradio
Limited (IAL)
represented by
James P. UTTERSON

Michel JALABERT

Michèle KAMPF

Jean-Charles LIGNEL

Jean B. RENONDIN
Vice Chairman

Daniel SETBON

AUDITORS

Jacques BOURGUIGNON

Bernard PUGNIET



This year I am once again in doubt faced by the vanity of my part in the authorship of this Annual Report. How could I hope, in just a few phrases, to touch on all of the events, great and small, that populate the space of a year? How might I do justice to a year's crowded scenario of daily effort, of acts of courage, of bursts of optimism, of puzzles and certainties, of ventures and renunciations, of unbearable doldrums and flashes of inspiration? How could a handful of printed lines summarize 365 days in the lives of 3,500 people?

It is at times like this that I recall the advice given to me by my grandmother, who was a repository of proverbs and who told me, in the thick Bernese accent that she could never bring herself to lose: "Discretion is the better part of valor". And my grandmother was right: did I need additional proof to convince myself of that? Well, last year, a French business weekly (*Valeurs Actuelles*, No. 2308, 23 February 1981) ranked the CAP GEMINI SOGETI Group as 120th in its list of "France's biggest taxpayers". And, during the past six months, the Holding Company and its French subsidiaries were subjected – one after the other – to an in-depth tax audit. Consequence, or mere coincidence?

But how is discretion possible when your revenues begin to near the \$ 150 million mark? How can you stay under cover when good social hygiene requires that you publish your accounts and distribute 50,000 copies of your Annual Report in three languages? How can you remain in silent safety when reserve has become suspect and modesty outmoded?

And how can you turn a deaf ear to the importunings of an editor who, insensitive to your moods, haunts you with the impatient refrain: "I need two pages for the fifteenth of April"?

So I have to push aside these reservations and this prudence for a moment and get down to the business of a brief commentary on what 1981 meant for the Group. And, at the risk of causing some surprise, I should also say straight off that the year was a relatively calm one for CAP GEMINI SOGETI.

True, the income target set a year ago was not fully met. I had written of a goal of "nearly \$ 150 million", and we made only \$ 143 million... with one less subsidiary company, it must be added. Likewise, if after-tax net income stands higher than 5% of operating revenues, it is in part due to the modest capital gain realized by the sale of that company (SORINFOR, our last service bureau firm) to the "Caisse des Dépôts et Consignations". In the last analysis, however, these figures very closely approximate those of our last Five

Year Plan, and they once again confirm the accuracy of our forecasting system.

Our auditors also assure me that results of this nature represent an honorable performance in times when many would be content with bare survival. And it is a fact that, when you ask them what they have been doing for the past year, not a few reply in the tenor of abbot SIEYES who said, at the close of the French Revolution, "I've been staying alive!"

But - you might ask me - just what revolution am I alluding to? More than one, as a matter of fact. First, of course, the minor **political revolution** which France experienced in May 1981, and all of its ramifications for companies like ours: delays in the startup of large projects, disturbances in the network of business relations, critical review of certain subcontracting strategies, queries as to the social role of the service firm, and so on. But I am also thinking about other, less tranquil revolutions. For example, the **revolution in individual motivation and behavior**, evident practically everywhere in the Western world, which hits "people-based" companies of the software service type with full intensity: a rejection of social constraints and outside control over working schedules, a need to put down roots, a slackening of personal achievement in the social universe, a world view directed less toward the future than toward the present and its immediate enjoyment. More specifically yet, the **microelectronics revolution** - unleashed in 1980 - is in the process of thoroughly shaking up the DP industry environment: for example, it is increasingly forcing service companies to integrate hardware into their products, to diversify their services, to further develop technical specialization among their professionals. Finally, we have not even finished measuring the colossal opportunities (and the fresh obligations) that the **telematics revolution** is placing before a Group like ours: a revolution turning the TV set - until now a humble terminal in an information network - into a veritable "universal peripheral", connected by telephone to all of the world's computers and bringing a host of electronic facilities - education, shopping, reservations, money transfer, medical diagnosis, teleconferencing and messaging, to name just a few - into the ordinary home.

It is in this effervescent world, in this profession where reasonable *raison d'être* must be ceaselessly searched out, that the CAP GEMINI SOGETI Group has followed - and is continuing to follow - its congenial course, attentive to the surrounding world but keeping a prudent distance from the passions of the day, less concerned with appearances than with the actual exercise of an active role in the development of the economy and of the organizations which place their confidence in us.

1981 will not prove to be such a bad year after all, then, with its successful integration of our new American subsidiary, DASD, into the Group; with the startup and development of a large number of high-quality technical projects; with the genuine success of the "XIIIth Rencontres", held in London from 18 to 21 June; with the completion of our

withdrawal from the service bureau activity; and with the spectacular upswing in the results of Groupe Bossard, which recorded net profits in excess of \$ 690,000 on gross income of over \$ 27 million (not included in CAP GEMINI SOGETI's consolidated revenue figure of \$ 143 million).

Looking ahead, 1982 should enter history as CAP GEMINI SOGETI's "ten-digit year": the year in which consolidated Group revenues should reach or go beyond one billion French francs. It will also be the year of the Group's veritable entry into "hardware-plus-software" systems, with the creation - on 1 January last - of its first French subsidiary specializing in this field, CAP SOGETI INSTRUMENTS. And it will be the year of renewed cooperation with Groupe Bossard, through a jointly-owned subsidiary, C.S.B. BUREAUTIQUE*. Finally, it will be the fifteenth anniversary of the 1967 founding of SOGETI, and the twentieth anniversary for CAP, created in 1962: birthdays to be celebrated with a cocktail party bringing together many of our friends in the month of June.

On that day, we will probably reminisce about the past, the years of struggle with their joys and sorrows, the "old guard" of colleagues who rose to the top or fell by the wayside, the modest or prestigious technical achievements crowding the Group's history. But this return to the past will last only an evening, because we in CAP GEMINI SOGETI are not in the habit of doing business with our eyes riveted on the rear-view mirror, and we already know that things will be very different tomorrow. Twentieth-century man is decidedly much more fortunate than his ancient Roman counterpart, who could see only twilight descending on the horizon...

Serge KAMPF
Grenoble, 10 April 1982

(*) C.S.B. for "CAP SOGETI BOSSARD"

CAP GEMINI SOGETI: ORGANIZATION

ACTIVITIES

CAP GEMINI SOGETI offers a full range of professional services, primarily including:

- consulting on all aspects of the use of data processing resources: master plans, feasibility studies, state-of-the-art techniques, DP security, etc.,
- software and systems design and implementation for management, scientific, industrial and office automation applications, as well as basic software (for computer manufacturers, as a rule).
- implementation of large DP projects,
- full or partial handling of DP operations, together with corresponding training and consulting activities,
- DP training and organization of seminars.

Besides the Group's prime activity, professional services (over 95 % of consolidated income), it engages in two other areas of work:

- development and marketing of software packages and **combined hardware/software products** in the software engineering and videotex fields.
- data entry, word processing and videotex frame editing (in France only).

It should also be noted that Group BOSSARD S.A. — in which CAP GEMINI SOGETI's interest is only 49 % and which is therefore not a consolidated subsidiary — performs consulting activities in organization, human relations, marketing and advertising.

STRUCTURE

CAP GEMINI SOGETI's overall structure is a conventional one: an executive staff and operational groups. This organization, which responds to a concern for maximum efficiency within the Group's particular field of activity, has been inspired by four guiding principles:

- ensure operational decentralization by making the highly-autonomous "branch" the lowest common denominator of its organization. The basic operational unit is at once sufficiently small (an average of 40 employees) to enable the branch manager to be personally acquainted with each of his customers and each of his subordinates, and sufficiently large to let him assume responsibility for his resources and his results. Branches are brought together to form regions; these in turn are grouped into companies.
- maintain overall cohesion and ensure the Group's efficiency through a shared technical, commercial and financial policy, taking care that its structures are continuously adapted to this policy and to the prevailing situation, and bring together — at the holding company level — a close-knit team which remains in constant contact with the workings of the operational companies.
- ensure matching of the Group's services and products to market demand, by paying systematic attention to market trends and by setting up structures capable of meeting new customer requirements, as well as through substantial investment in all areas which promise to encourage the growth of computer service activities during upcoming years.
- prepare and foster CAP GEMINI SOGETI's development on the major international markets, not only through direct exports — the natural complement of a worldwide activity — but also through reinforcement of its European and North American

presence in the form of wholly-owned subsidiaries and through the establishment of cooperative ties with a number of less-developed nations.

Application of these principles has led CAP GEMINI SOGETI to distribute its activities among four major operational Groups:

THE FRANCE GROUP, tasked with supplying all of CAP GEMINI SOGETI's software services and videotex products to the French market, including the following operational companies:

- CAP SOGETI LOGICIEL, which carries out its consulting and software implementation activities in the public and semi-public sector and for the DP industry;
- CAP SOGETI SYSTEMES, which offers consulting and software implementation services in the private sector, and for banking and insurance establishments in the nationalized sector. It also carries out training, recruiting and high-level seminar organization on behalf of CAP SOGETI FORMATION;
- CAP SOGETI EXPLOITATION, whose services embrace consulting, training and operation of customer's DP systems.

The activity of these companies is coordinated and supported by three teams dedicated each to one specific field:

- Research and Development
- Special Projects
- Marketing Development.

The operations performed by these teams enable the FRANCE GROUP to carry out assignments which benefit all of the French branches, or which involve an investment exceeding the means of any single branch. Among these tasks, we note: prime contracting for large projects, development of advanced-technology products, selection of research topics, etc.

THE EUROPE GROUP includes eight subsidiaries established in the major European countries, themselves also organized by regional branch. These eight subsidiaries are:

- BRA, in Sweden
- CAP GEMINI BELGIUM, in Belgium
- CAP GEMINI DEUTSCHLAND, in the Federal Republic of Germany
- CAP GEMINI NEDERLAND, in Holland
- CAP GEMINI SUISSE, in Switzerland
- DATA LOGIC, in Norway
- IAL-GEMINI, in Great Britain
- PANDATA, in Holland.

THE USA GROUP, through its two companies, carries out consulting and software development activities in that country: DASD, acquired in January 1981, and active nation-wide through its 20 branches; CAP GEMINI INC., established by the Group in 1978 and specializing in high-level consulting, primarily for the Federal Government.

THE DEVELOPMENT GROUP is tasked with — beyond its function at the holding company level (5-year plan, developmental strategy, technical development, geographic development, etc) — export operations from France and management of CAP GEMINI SOGETI companies not belonging to the three operational groups described above:

- Group BOSSARD SA, one of France's leading management consulting firms, in which CAP GEMINI SOGETI holds a 49% ownership;

- Companies presently in the startup phase, such as CAP SOGETI INSTRUMENTS (implementation of combined hardware/software products), CSB BUREAUTIQUE and ALPHATEL (sale of videotex systems in the USA);
- the data entry companies, whose activity differs significantly from the Group's main vocation.

GROUP MANAGEMENT

The organization described above is managed, supervised, coordinated and steered by the following bodies:

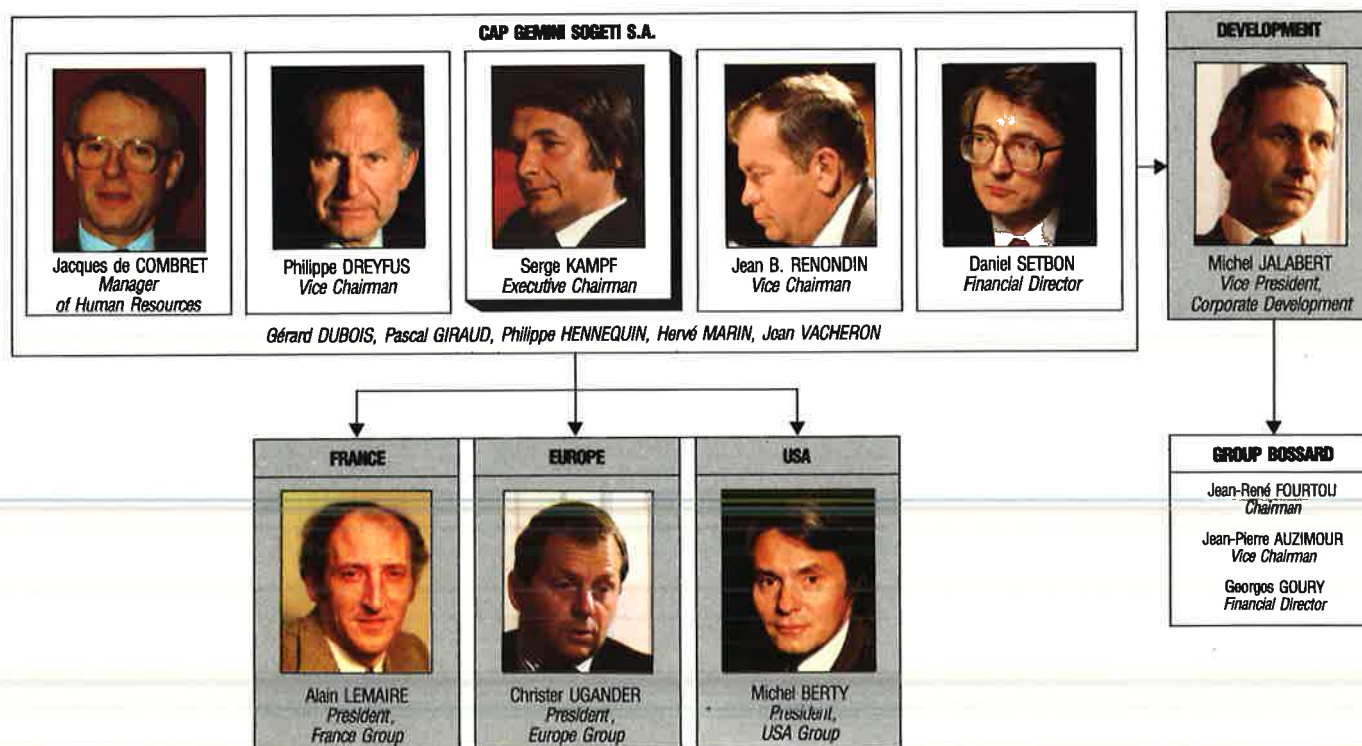
- **The Board of Directors of the holding company, CAP GEMINI SOGETI S.A.**, presently including nine members, six of whom are Group executives,
- **The General Management Committee**, made up of the managers of major operational units, which advises on general guidelines and rules on all matters involving inter-company relations. The General Management Committee meets quarterly,

- **The Executive Committee**, which regularly brings together the Group's leading executives under the chairmanship of Serge Kampf, Chairman of CAP GEMINI SOGETI SA. It prepares decisions of major importance to the Group and lays down its broad strategic guidelines,

- **The Marketing Coordination Committees**, which meet periodically in France and elsewhere. These committees lay the groundwork for coordination of the Group's units, ensure cooperation between units and steer short-term and medium-term marketing programs.

Finally, all managers, supervising engineers and administrative officers of all the CAP GEMINI SOGETI companies, together with selected outside guests and friends, meet at yearly or two-year intervals in three-day-long "Rencontres".

CAP GEMINI SOGETI GROUP ORGANIZATIONAL CHART, as of March 1, 1982

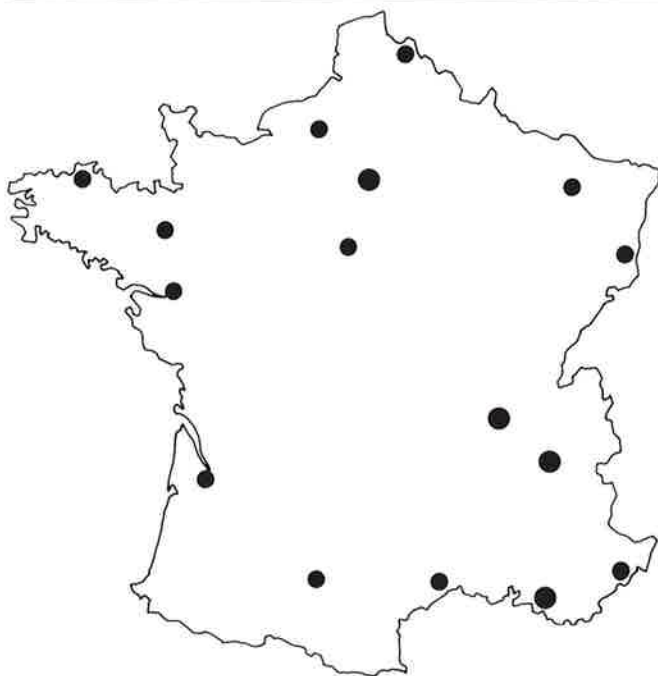


The organization and activity of each of the four operational Groups (FRANCE, EUROPE, USA, DEVELOPMENT) is presented more fully in the following pages.



*from left to right,
seated:*
Jean BISSELICHES,
Manager, Special Projects
Alain LEMAIRE,
President, France Group
Rémi DONNEAUD
President and General Manager,
Cap Sogeti Exploitation
standing:
José BOURBOULON,
Manager, Marketing Development
Jacques MASSON,
Manager, Research and Development
Jean-François DUBOURG,
General Manager, Cap Sogeti
Systèmes
Francis BEHR,
General Manager, Cap Sogeti Logiciel

THE FRANCE GROUP



The France Group's branch network is made up of units responsible either for an economic sector in Paris, or for a geographic or economic sector in regional France. The map above indicates the density of the branch network which enables CAP GEMINI SOGETI to maintain close contact with its customers throughout the country.

Exercising direct control over CAP GEMINI SOGETI's four French companies whose activity consists of software services (consulting, assistance, studies, software implementation, training, etc.), the FRANCE Group acts as a coordinating and steering body by providing them with pooled resources, notably including three new Managements:

- a Marketing Development Management, tasked with organizing cooperation between the operational units,
- a Research and Development Management, which supervises the research program laid down by the CAP GEMINI SOGETI Group,
- a Special Projects Management, which handles operations requiring input of overall Group resources.

The four companies, in turn, maintain the same sectors of activity and customers as during the past:

- CAP SOGETI LOGICIEL and
- CAP SOGETI SYSTEMES both carry out identical activities (consulting, studies and software implementation) but for different markets:
 - the public sector and the data processing and telecommunications industries for the former,
 - industry, the service sector and regional France for the latter,
- CAP SOGETI FORMATION carries out training, recruiting and organizes seminars,
- CAP SOGETI EXPLOITATION undertakes the operation of dp centers and provides expert advice in the field.

This evolution in our structure mirrors the Group's intent to continue its development by ensuring the highest possible level of consistency and cohesion between its operational units. True to the Group's principle of decentralization, however, it leaves these companies with the autonomy that they need for maintaining close and continuing contact with their customers.

Alain LEMAIRE
President, France Group

FOR THE DISSEMINATION OF DATA PROCESSING KNOWHOW: A UNIQUE INSTRUMENT

Through its organization and its activities, CAP GEMINI SOGETI is an exceptional instrument for the spread of knowhow from the DP sector to the entire fabric of the French economy.

First and foremost, the Group's engineers and technicians enable it to perform this transmitting function: each of these, during his assignments in large corporations and government agencies, during his contacts with research labs, has access to new techniques and new applications at varying stages of development. In this way, he can enrich his own catalogue of experience, and go on to reflect this new knowledge – even if only in part – onto his professional environment. "Relay" function (and stimulus to research and development as well) has taken concrete shape in the Group's establishment of three specialized centers in France, veritable reservoirs of research: at Rennes (telematics), Grenoble (software engineering, databases, machine translation) and Toulouse (aerospace). These centers work for the Group's major customers, but also for other CAP GEMINI SOGETI divisions and operational units, generously disseminating their achievements in these state-of-the-art techniques.

Within CAP GEMINI SOGETI, each operational unit also plays this basic role of transmitter for its fellows: whenever confronted by a novel problem, each branch can call upon another which has already had to deal with a similar situation and which is thus a storehouse of valuable experience. If a new technique or application is to develop very rapidly on the market, each CAP GEMINI SOGETI unit can quickly take advantage of the knowhow acquired by the unit (or units) responsible for this new development. A particularly striking example of the "reflexes" developed by this cooperation is the dissemination of videotex technology, which started out in Rennes and Paris and is now accessible in all of the Group's branches throughout France.

What is true for France is, of course, true abroad. In the case of telematics: following the lead of CAP GEMINI SOGETI's Dutch subsidiary, the Norwegian, West German and American subsidiaries have adopted the techniques originated in France. And this indirect export is a prime motive force behind the subsequent development of actual export of hardware and software services to these countries.

The final "relay" of dissemination is more discreet, but no less effective: former employees who have left the Group to join user companies – CAP GEMINI SOGETI customers or otherwise – or computer manufacturers, and who make use of knowhow acquired within the Group in the framework of their new activities. Of course, this significant current (several thousand former CAP GEMINI SOGETI's experts in France) compels the Group's branches to accelerate their recruiting and training effort. But it is also indubitably one of the most effective means of spreading a certain "touch" for data processing throughout the French world of business and industry.

CAP GEMINI SOGETI's "COLLEGE INFORMATIQUE"

Each year, CAP GEMINI SOGETI's "Collège Informatique" offers a number of highlevel seminars designed to update participants on certain key fields of the data processing activity. These highly-concentrated sessions – generally lasting two days – are addressed to DP managers and their direct co-workers.

The seminars held in Paris and other major European cities under the "Collège Informatique's" auspices in 1981 were led by over 150 distinguished experts, all universally recognized in their respective fields.

Among the most popular of the seminars, we mention:

- Relational databases: state of the art and prospects.
- Network security: enciphering and authentication techniques.
- CAD: state of the art and prospects.
- Your options vis-à-vis IBM strategy.
- Textual databases: state of the art and prospects.
- How to improve negotiation of your DP contracts.
- Electronic mail: state of the art and prospects.
- Distributed databases: state of the art and prospects.

METHODOLOGIES

The number and sophistication of projects under FRANCE Group responsibility have led it to develop standard administrative and accounting application modules (MEDOC, SMAC 34, etc.), as well as DIALOG, a complete project management method.

Recently adopted by – among others – the French educational system's mutual fund, DIALOG consists of three modules: SCOP, SUPER and MAD:

- SCOP is used for project definition, identification of participants, operational task assignment and overall task scheduling;
- SUPER acts to unify methodology and acceptance procedures, provide information for project leaders and, generally speaking, improve the compliance of results with original specifications;
- MAD is employed for precise definition of "application products", their full validation prior to volume production, and generation of custom reference documentation for all members of an implementing team.



SIGNIFICANT ACHIEVEMENTS

IN NETWORKING

Artimon

For the French Navy, CAP GEMINI SOGETI joined forces with "Terminaux Intégrés de Télécommunications" to implement a telegraph communications system. This hierarchized network makes use of two levels of concentration and one processing level at message-switching centers.

ARTIMON is divided into five local subunits, and includes an additional test network.

Programs are written in CPL1, CAP GEMINI SOGETI's portable language; and generation of associated documentation is automatic thanks to use of the Group's MULTIPRO software engineering system.

Transcam

Crédit Agricole, one of the world's largest banks, has tasked CAP GEMINI SOGETI and a manufacturer, CSEE, to implement a data transmission and switching network known as TRANSCAM.

This network will interconnect Crédit Agricole's 94 regional agencies without requiring modification of existing data processing systems, comprised of eight different and mutually-incompatible computer models. More specifically, CAP GEMINI SOGETI will implement the inter-agency message and file management software, together with the procedure emulators making inter-computer communications possible.

IN TELEMATICS

The Electronic Directory

In 1980, the French General Telecommunications Directorate selected the industrial consortium made up of CAP GEMINI SOGETI, CLI-HB, and MATRA and TRT to implement the inquiry system for the country's new Electronic Telephone Directory.

Planned to provide at least the same number of services as the conventional paper phone book, the Electronic Directory is designed to refer to a database in order to answer subscriber queries entered at a simple, inexpensive "directory terminal". In accordance with government plans, the installation of terminals at subscribers' homes and businesses in the Ile-et-Vilaine region will be rapidly followed by the availability of directory terminals in other parts of France.

CAP GEMINI SOGETI is at once the project leader and the software specialist implementing the very complex programs required for inquiry handling, system-user dialogue and management of the system's subunits, consisting of terminal concentrators and "inquiry", "documentation" and "management centers."

Multitel

CAP GEMINI SOGETI'S VIDEOTEX PRODUCT RANGE

The MULTITEL range of products meets the needs of organizations and businesses wishing to provide their internal users, customers or the public with services making use of the new videotex techniques. These systems perform functions such as database inquiry, electronic messaging, commercial and financial transaction handling, etc., without modifying existing data processing applications.

Depending on the scope of the videotex service desired, and on the structure and independence to be retained by existing data processing installations vis-à-vis this new service, the user can make his choice from a complete range of four systems:

- MULTITEL 10 provides standalone videotex services, independent of the user's installed data processing system

- MULTITEL 20 permits expansion of the user's electronic information system by connection of videotex terminals to a dedicated front-end processor

- MULTITEL 30 is the "pre-processor" solution permitting full videotex database inquiry on a dedicated computer, with access to the user's internal DP files and processing facilities

- MULTITEL 40, a distributed processor system, permits consultation of videotex databases distributed on a number of "servers".

MULTITEL systems have already been installed at a number of sites in France. Among their first users, we note mail-order companies as La Redoute, or Les Trois Suisses, editing and publishing companies as Didot-Bottin, banks as Crédit Commercial de France and the Banque Populaire group.

IN SOFTWARE ENGINEERING

Artificial intelligence

Speech recognition and synthesis are two major areas in research in artificial intelligence, and the first industrial applications of speech synthesis are already making their appearance.

In speech synthesis, an analog signal is converted into a digital one and, after sampling, the resulting information is recorded on an electronic medium for restitution whenever desired.

CAP GEMINI SOGETI has recently implemented software for an information centralizing and distribution system making use of a speech synthesizer for the Rhône-Poulenc chemicals plant at Pont-de-Claix, France. Designed as a plant safety installation, the system automatically issues precise, spoken instructions in case of fire or poison hazard.

IN COMPUTER OPERATION

GIVAUDAN, a chemicals-manufacturing subsidiary of the Swiss pharmaceuticals Group Hoffmann Laroche, requested CAP SOGETI EXPLOITATION to revise the operational organization and conditions of its Geneva computer center. The job included development of a "technical support" function, redefinition of the center's personnel requirements, development of weekly review documents, installation of a "data management" function, and others.

SERVICES OFFERED BY CAP SOGETI EXPLOITATION

CAP SOGETI EXPLOITATION offers the following services to computer center managements:

- **Facilities management**

Full handling of operations during one or more shifts; or a specific portion of operations.

- **Aid to conversions**

Performance of changeover operations required during the difficult phase of converted software startup.

- **Training and supervision**

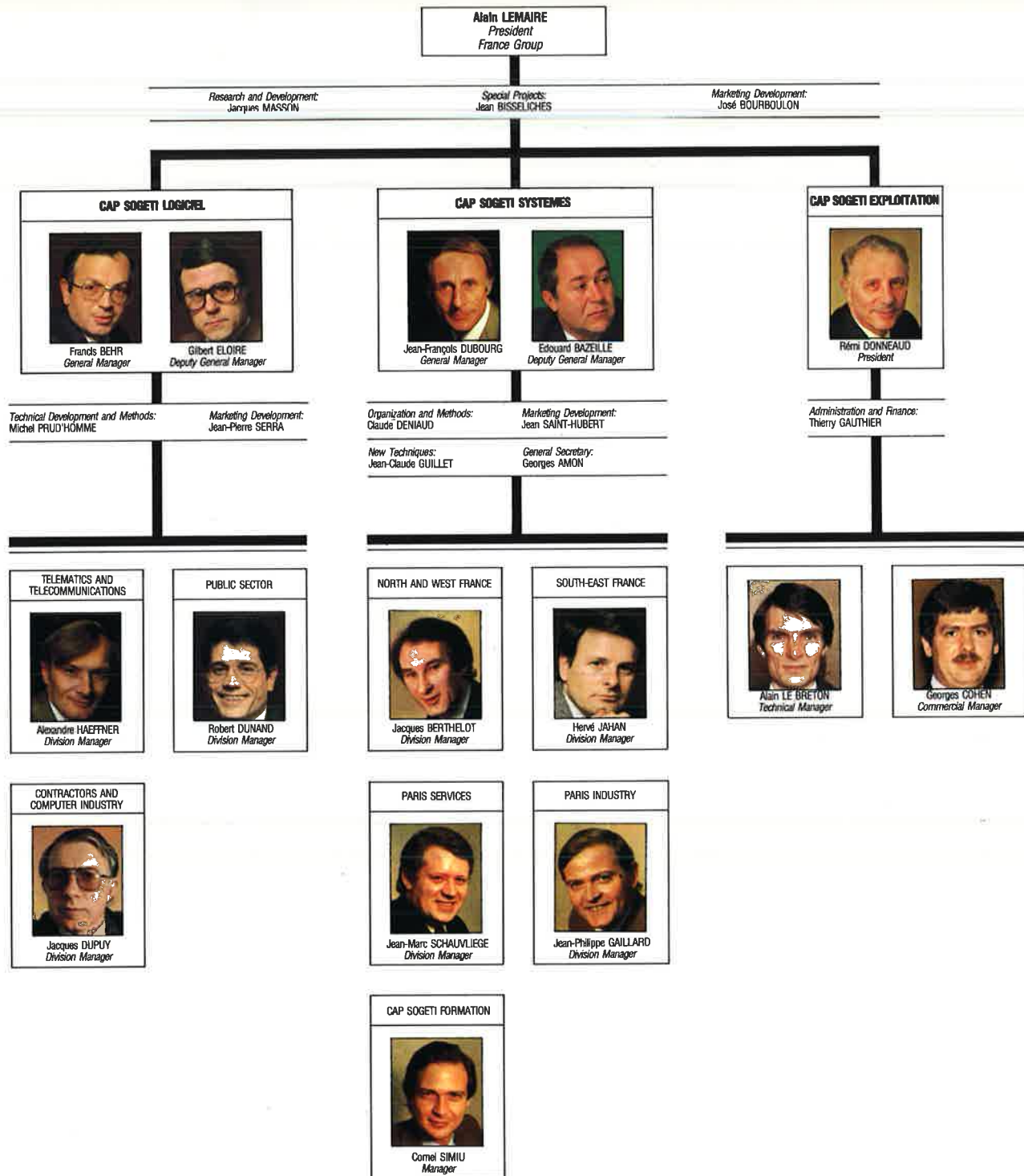
- Personalized employee training at the customer's facilities.
- Staffing and supervision of operational personnel.

- **Consulting and methods**

- Operations surveys and diagnostics.
- Organization of operations departments.
- Creation of methods departments.
- Network management.
- Performance measurement.
- Optimization studies.

During 1981, CAP SOGETI EXPLOITATION provided these services to customers in Ivory Coast, Spain, Greece and Switzerland, as well as in France.

FRANCE GROUP ORGANIZATIONAL CHART



MAIN BRANCHES	BRANCH MANAGERS
CAP SOGETI LOGICIEL	
Telecommunications	Jacques TIXERANT
Terminals and telephone 1	Jean ROCHET
Terminals and telephone 2	Bernard PEYRUCQ
Toulouse Space Software Technology Center	Jean-Loup BOUDINEAU
Rennes Telematics Center	André RENAULT
Administrations	Robert DUNAND Christian DOERF
Public Sector Communications	Bruno CLERY

Public Sector Energy	Jean-Marie BARRE
Military	Christian GALLIN
Army	Yves CORON
Navy, Air Force, Missiles	Robert DUNAND
Automation	Alexandre LEVY
Manufacturers	Jacques DUPUY
Contractors	Denis SERGENT
Grenoble Research Center	Bernard DENIS
CAP SOGETI SYSTEMES	
Paris:	
Mechanical Industry	Jean-Pierre REY
Chemical Industry	Jean-P. FOUSSIER
Electrical Industry	André WORONIAK

Petroleum and Aircraft Industry	Théodore KLOCANAS
Banking 1	Christian CHEVALLIER
Banking 2	Bernard SARRAZIN
Insurance	Jean-Luc CHATEAU
Services	Yves DREYFUS
Regional France:	
Bordeaux/Toulouse	Paul CHAFFARD
Grenoble	Patrick BARBEROUSSE
Lille 1	Marcel de TAEVERNIER
Lille 2	Bernard LEUBA
Lyon 1	Christian SOUCHON
Lyon 2	Jean-Pierre PANDIN
Marseille 1	Jean-Marie LAVASTE
Marseille 2/Nice	Charles-Henri LIMOUSIN
Montpellier	Francis MORRA

Mulhouse	Raymond PAWLOWSKI
Nancy	Bernard REGNAULT
Nantes	Bertrand de TROGOFF
Orléans	Jean-Michel PARMENTIER
Rouen	Philippe de DCAUCI IAMP
CAP SOGETI FORMATION	
Collège Informatique	Comel SIMIU
Recruiting Consultancy	Any BOULADE
Training Department	Jacques DENIE
CAP SOGETI EXPLOITATION	
Paris 1	Jacques AUGER
Paris 2	Jacques MONS
Paris 3	Georges COHEN



from left to right:
Christer UGANDER,
President
Jean PRADES,
Marketing Director
Harry KOELLIKER,
Financial Director
Meinard DONKER de MARILLAC,
Director of Communications
Jean RONCERAY,
Administrative Director

THE EUROPE GROUP



The EUROPE GROUP embraces CAP GEMINI SOGETI subsidiaries with activities in the European countries other than France and Spain. With a workforce exceeding 800, these companies form the world's sole truly multinational network of software service branches.

The EUROPE Group is ceaselessly emphasizing and strengthening its unity within the framework of a truly multinational structure, based on teams of computer experts whose languages, customs, knowhow and experience vary widely from one country to another.

Expansion of the EUROPE Group has been consistently guided by two basic principles:

- **adaptation to local markets** through the creation and development of national subsidiaries whose managers and employees are capable of meeting customer requirements in terms of local needs, rules and practices.
- **backing by the Group's international resources**, through the application of working and management methods shared by all subsidiaries, and through the exchange of experience between Group companies.

During 1981, this policy resulted in the Europe Group's steady growth in all fields of its professional activity, highlighted by:

- the expansion of technical training for professionals in each country,
- continuation and expansion of the EUROPE Group's training program for branch managers and high-level management, designed to develop their managerial and leadership capabilities,
- development and promotion of "new services" in the areas of conversions, videotex and production management,
- initiation of a technical development program for the continuing qualitative improvement of work performed, methods, software tools and productivity.

As significant as they may be, none of these activities are meaningful unless they lead to successful project completion and customer satisfaction. We have every reason to believe that these goals have been attained in the EUROPE Group, and that the projects described on the facing page offer ample proof of this success.

Christer UGANDER
President, EUROPE Group

BRA (SWEDEN)  Kaj GREEN <i>General Manager</i>	CAP GEMINI BELGIUM  Jean MILAN <i>General Manager</i>	CAP GEMINI DEUTSCHLAND  Wolfgang ROEMER <i>General Manager</i>	CAP GEMINI NEDERLAND  Chris Van BREUGEL <i>General Manager</i>	CAP GEMINI SUISSE  Werner ZULLIG <i>General Manager</i>	DATA LOGIC (NORWAY)  Kai MARTINSEN <i>General Manager</i>	IAL GEMINI (U.K.)  Jeff ENGLAND <i>General Manager</i>	PANDATA (HOLLAND)  Aad UUTENBROEK <i>General Manager</i>
--	---	--	--	---	--	--	--

After close observation of the Berlin and Düsseldorf videotex experiments conducted by the Federal German PTT, CAP GEMINI DEUTSCHLAND decided to develop a videotex frame editing and database structure test system.

This microcomputer-based system, known as EDITEL, will generate diskette-stored databases meeting German "BILD-SCHIRMTEXT" standards, for transporting information to a videotex dp center. CAP GEMINI SOGETI's MULTITEL systems can be used as videotex dp centers in Germany or in any country where the use of videotex is being developed.

CERN (European Nuclear Research Center), which specializes in particle physics, has a staff numbering in the thousands and operates one of the world's largest data processing facilities. Systems employed are not only for management applications, but also for scientific calculations and real-time experiments on particle accelerators. Within the context of these lastmentioned applications, CERN has selected CAP GEMINI SUISSE to participate in the installation of software – running on a dozen computers – for graphic terminal display of "events" originating in all of the Center's accelerators.

IAL-GEMINI has developed a modular system for British emergency services (police, ambulance, fire department) which has been tested and enhanced on over ten installations worldwide.

This system provides real-time information (reported incidents, status and location of available resources, proposed responses, etc.) needed by supervisors to make rapid, sure decisions.

The most representative example of this system, fully operational since October 1981, is now in use by the Cleveland (Middlesbrough) police force.

Following a decision to change the make of its central computer, the Norwegian PTT requested DATA LOGIC to convert the bulk of its technical and administrative applications. Among the most notable of these:

- automation of subscriber information, stored in a database with real-time access,
- storage of information on energy transport links, broken down by individual line and cable. This information is also stored in an interactive database.

Tests on new aircraft models require the acquisition of a large volume of data. At a rate of 30 million bytes per flight test, together with information originating in measurement equipment, this amounts to an annual total of 30 billion bytes which must be made accessible in real time to engineers working at their graphic display terminals. Moreover, it must be possible to keep this information for the lifetime of an aircraft model, i.e., 25 years!

One of the Group's Dutch subsidiaries, PANDATA, was selected to implement the project for analysis and storage of this wealth of test data, in close cooperation with an aircraft manufacturer.

At the encouragement of its Ministry of Economy, Holland is going to set up a data processing system for the nation's tourist industry. The system is being developed by CAP GEMINI NEDERLAND for chambers of commerce, the Dutch Tourism Center and the Hotel Reservation Center.

Consultation of a database containing full information on the country's tourist resources and reservation openings (vacation homes, boats, hotel rooms, etc.) will be possible from minicomputers connected to a central computer and installed in 70 tourist information offices.

The Belgian Ministry of Education turned to CAP GEMINI BELGIUM for implementation of a database tracking the scholastic progress of a million students up to the university level over a six-year period.

This database contains information – anonymous, of course – from which statistics may be extracted in real time.

This approach will yield valuable information for educational administration, e.g., the number of repeating students per class or the effects of factors such as age, sibling seniority, father's occupation, national origin, etc., on educational achievement.

Volvo Penta has decided to fully automate its distribution system for marine propulsion spare parts (inboard and outboard motors, transmission parts, etc.). Volvo has called upon the technical and methodological knowhow of BRA, CAP GEMINI SOGETI's Swedish subsidiary, for management of this extensive project, spread over a three-year period. Thanks to this system, the dispatching time for the 300,000 spare parts sent each year to the four corners of Europe will be halved, enhancing service to professional and private customers.

29 BRANCHES THROUGHOUT EUROPE (Excluding France and Spain)

MAIN BRANCHES BRANCH MANAGERS

BELGIUM

CAP GEMINI BELGIUM

Brussels 1	Thien SMETS
Brussels 2	Albert ANCIAUX
Antwerp	Robert MALOMGRE

FEDERAL REPUBLIC OF GERMANY

CAP GEMINI DEUTSCHLAND

Düsseldorf/Munich	Wolfgang ROEMER
-------------------	-----------------

THE NETHERLANDS

CAP GEMINI NEDERLAND

Rotterdam	Hans BOOM
Amsterdam/Utrecht	Bert STEENWINKEL
Training	Visou VRISOU VAN ECK
'S-Hertogenbosch	Pierre VERLINDEN
PANDATA	
West 1	Piet ADRIAANSSE
West 2	Ab LUTGERHORST
East	Ron LAVALETTE
South	Ton CASPERS
Training	Peter VAN DE RAADT

NORWAY

DATA LOGIC

Oslo	Svein WEINHOLDT
Province	Per ROSENKILDE

SWEDEN

BRA

Products	Christer ABERG
Stockholm 1	Leif SANDBERG
Stockholm 2	Leif BJORDELL
Karlsgoga	Lars Olof NORELL
Goteborg	Berndt OSMUND
Sundsvall	Lars SUNDBERG

SWITZERLAND

CAP GEMINI SUISSE

Basel/Bern	Walter WEISS
Geneva	Victor GANI
Lausanne	John GIROD
Zurich 1	Erwin ESTERMANN
Zurich 2	Arthur HOLENWEIG

UNITED KINGDOM

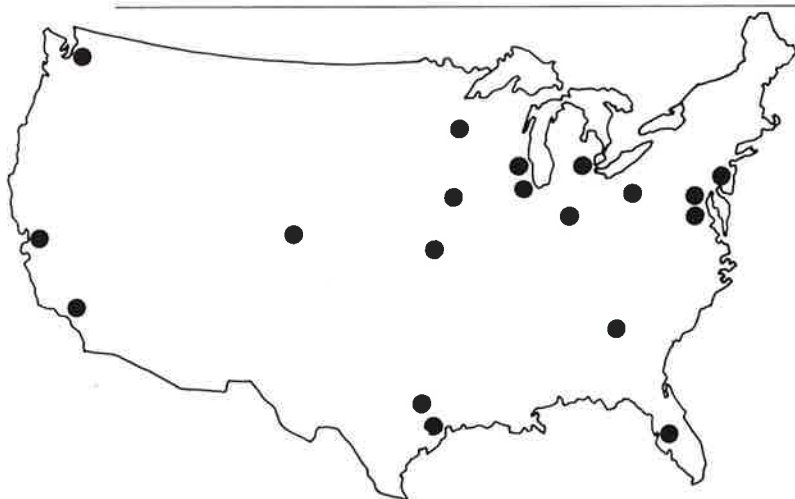
IAL-GEMINI

North	Gerald PLIMBLEY
South	Jeff ENGLAND
Special Systems	Phil BENTON



from left to right:
David MARSHALL,
Manager, Western Region
Daniel F. SCHROEDER,
Chief Financial Officer
Michel BERTY,
President,
Thomas PATTI,
Manager, Midwest Region
John H. VANN,
Manager, Eastern Region

THE USA GROUP



As the map shows, the USA Group's network of branches spans the nation from the Atlantic to the Pacific. The country's huge dimensions and the territory which each branch must cover have led DASD to cluster "satellite" offices around certain branches.

MAIN BRANCHES	BRANCH MANAGERS
WESTERN REGION	
Dallas	Raymond G. BROWN
Denver	Jonathan T. BOND
Houston	Frank D. DUKE
Los Angeles	Roy A. JUDD
Portland	La Velle DAY
San Francisco	Hartley A. CHELIN
Seattle	David A. GANTT
MIDWEST REGION	
Chicago	Roland J. Mc LARTY
Des Moines/Kansas City	Harold J. ISAKSEN
Detroit	Lawrence C. BONKOSKI
Indianapolis	David L. DENTON
Milwaukee North	Fred A. SMOODY
Milwaukee South	Gerald J. QUARTANA
Minneapolis	Terry FRAZIER
EASTERN REGION	
Atlanta	Robert J. MALPEDE
Baltimore/Washington	E. James DALE
Philadelphia	Rob ROBERTS
Pittsburgh	James D. SEETON
Tampa	Robert J. BLAKE, Jr.
CAP GEMINI INC.	
Washington	Robert W. SPENCER

DASD's entry into the CAP GEMINI SOGETI Group a year ago marked a turning point in the Group's strategy on the American market. This operation – the biggest ever between a European computer service group and an American firm – reflected a coincidence of views on both parties' corporate goals, an identical type of organization (based on the "branch" system) and a high level of synergy between individual capabilities. Nonetheless, this move was also a daring bet, with all evidence now indicating that it is a winner. CAP GEMINI SOGETI has thus gained an exceptional presence on the American market: exceptional in terms of geographic coverage, embracing 27 cities, with still more branches in the planning stage; and exceptional in terms of experience from which the entire Group may draw.

Even if Europe is not lagging the USA in certain fields, the American market still remains the leader in volume, both through the scope of markets and the size of working teams (with some DP departments numbering 2,000 people!). A group like CAP GEMINI SOGETI can fit perfectly into this context, bringing with it its exceptional capabilities in specific fields, participating in the development of new and advanced software, and gaining fresh knowledge which may be advantageously used by all Group companies.

Our customers, both private (served by DASD) and public (served by CAP GEMINI INC.), can thus constitute a privileged "observatory" for the Group, which has now placed its stamp on the American market.

The following pages are presented to illustrate the many facets of the personalities and achievements of DASD and CAP GEMINI INC.

Michel BERTY
President, USA Group

CAP GEMINI INC.



Léonard JACOBY
Président

DASD

DASD has grown ceaselessly since its founding in 1974, to its present size of over 500 professionals. This sustained expansion is taking place on three mutually-complementary levels:

- on the geographic level, a 20-branch network has gradually been extended to cover the entire United States;
- on the professional level, the capabilities of DASD's experts enable them to master the full

spectrum of services of use to the DP manager, from the drafting of a master plan through — for example — consulting on use of a data transmission network to actual software programming;

- on the technical level, DASD and CAP GEMINI SOGETI have established circuits for the interchange of training and resources, making them accessible to all Group companies. As a result, CAP GEMINI SOGETI holds a strategic edge — on both sides

of the Atlantic — in fields such as software engineering, conversions, aerospace applications, videotex, teletext, artificial intelligence and many others.

Finally, the sales network set up by CAP GEMINI SOGETI in both the USA and Europe will enable the Group to offer its complete systems (combined hardware/software) with a guaranteed systems/software maintenance service throughout the Western world.

CAP GEMINI INC.

CAP GEMINI INC. was the first subsidiary established by the CAP GEMINI SOGETI Group in the United States. Based near Washington, D.C., since 1978, CAP GEMINI INC. offers high-level consulting services, particularly for large Federal government DP users such as the Office of Energy Information, NASA's Kennedy Space Center, the National Institute of Health, the Library of Congress, the Department of Labor's Office of Statistics, etc.

For this lastmentioned agency, CAP GEMINI INC. has designed and implemented a computerized price index tracking system, PPI (Producer Price Index). This index is calculated each month by a 70-economist team on the basis of 100,000 items. The system permits data entry, retrieval and analysis — thanks to 150 online terminals. The economists will also have access to a command language specially designed to meet their requirements.

ANACOMP

ANACOMP is one of the main suppliers of services on the specialized American banking and financial market. Besides its facilities management and computerized microfilm archiving activities, the company offers a wide range of dedicated software packages. Among these, CIS (Continuous Integrated System), currently being implemented, will unquestionably be the most complete banking package ever developed. In particular, it will provide continuous customer account updating, enabling banks to better evaluate the profitability of a given customer or financial product, a major point of management concern.

CAP GEMINI SOGETI is taking part in CIS implementation, through DASD's Florida branch, by developing the system's software.

RESORT CONDOMINIUM INTERNATIONAL

An American couple started this company up on a brainstorm: enable vacationers to buy their holiday "space" at resorts throughout the world, with an exchange facility for vacation-place swapping.

Due to the growing number of subscribers to this service (now about 120,000), transfer of operations from a minicomputer equipped with sixteen terminals to a mainframe supporting 16 megabytes of memory became necessary. Conversion of applications was carried out by DASD, whose conversion tools and software systems expertise proved invaluable to the customer.

ROCK ISLAND

ROCK ISLAND, an oil company whose subsidiaries' names are familiar to the American motoring public (Golden Imperial, Wake Up, Tulsa Oil, United Oil), has called on DASD to adapt and install its DP applications.

Besides usual administrative applications, DASD is developing a service station management system in which each station will be equipped with an intelligent terminal; a central computer will receive all required cash information directly from each terminal.

New items in the DASD conversion catalogue for 1981

Thanks to the methodology and conversion tools developed by DASD, together with an impressive record of experience, this company has become a specialist in conversions, making these changes in data processing systems less expensive and less troublesome for users.

In 1981, DASD added the following programs to a catalogue already packed with conversion tools:

• JCL Translator

This translator converts any JCL language to any other JCL language.

• COBOL/VSAM Translator

Permits use of VSAM programs in an IBM DOS or OS environment.

• Data File Translator

Converts file formats to match user specifications.

Program Reformatters

These new routines reformat COBOL and FORTRAN programs.

NEW YORK ZOETROPE

Companies publishing and selling information have become aware of the advantages of videotex systems as a medium for the distribution of their services. For example, NEW YORK ZOETROPE, a publishing firm serving the motion picture and TV industries, went through ALPHATEL to tap CAP GEMINI SOGETI's experience in the videotex field. Zoetrope's request: draw up a complete developmental plan for a videotex system, encompassing a definition of requirements, operational specifications and a strategy for application of the system's components. The system will permit access to dedicated databases, distribution of a newsletter and operation of an electronic mail system, all from inexpensive user terminals.



from left to right:
Jean-Paul FIGER,
President, Cap Sogeti Instruments
Serge COLLIGNON,
Manager, Data Entry
Michel JALABERT,
Vice President, Corporate
Development
Jacques LESCAULT,
Chairman, Cap Sogeti Instruments
Jean-Jack LOUDES,
Export Manager

THE DEVELOPMENT GROUP

The creation of the DEVELOPMENT Group reflects CAP GEMINI SOGETI's intent to bestow true "operational status" upon certain activities which – either because they differ from the Group's primary activities, or because they have only just gotten off the ground, require special management care.

The cluster of units making up the DEVELOPMENT Group have an importance which may be expressed not only in terms of income, but also in terms of investment and, most important of all, as a capability of development for CAP GEMINI SOGETI, its employees and its clientele.

The DEVELOPMENT Group is tasked with following:

- launching new activities, such as implementation and marketing of software engineering products (this activity being undertaken by CAP SOGETI INSTRUMENTS)
- opening new markets for professional services (hence the recent creation of CAP GEMINI ESPANA)
- exporting CAP GEMINI SOGETI's French-origin services and products

- managing CAP GEMINI SOGETI's shareholding in Group BOSSARD, one of Europe's foremost management consulting houses, and searching for new resources and fields for cooperation between both groups
- leading the data entry activities performed by CAP SOGETI SAISIE and SESI.

It is accordingly this Group which is entrusted with establishing a firm presence in new fields and in new geographical areas. The DEVELOPMENT Group will thus enable CAP GEMINI SOGETI to involve in unison with a profession sorely needed by DP users in selecting from the confusing array of available products and in using these products in the most efficient way possible.

Michel JALABERT
Vice-President, Corporate Development



Thanks to operations by the Export Management and companies established under its impetus, the Group was active in a widely scattered roster of nations – MEXICO, ABU DHABI, SAUDI ARABIA, ALGERIA, MOROCCO, EGYPT, IVORY COAST and GREECE – during 1981. Working in association with engineering firms, CAP GEMINI SOGETI also contributed to the implementation of systems delivered to INDIA, KENYA, CZECHOSLOVAKIA and the USSR.



CAP SOGETI INSTRUMENTS has designed and implemented, and is starting marketing the MULTIPRO software engineering system, which provides the basic functional assistance for software development and maintenance.



CAP SOGETI INSTRUMENTS

Chairman	Jacques LESCAULT
President and Chief Executive Officer	Jean-Paul FIGER
Technical Manager	Jean-Marc PONTIUS

Founded on 1 January 1982, CAP SOGETI INSTRUMENTS is heir to the Group's experience in program-product design and in the computer-based improvement of productivity. The new company has set its sights on achievement of somewhat over 1% of the Group's 1982 revenues, as its market — turnkey systems — has a forecast annual growth of 45% over the years to come.

In view of the irresistible attraction of such a growth rate and its inherent risks, CAP GEMINI SOGETI has adopted a "strike-while-the-iron-is-hot" strategy: the integration of data processing into the service-sector workstation in order to increase its productivity. More precisely, the company's activity is centered on "software engineering" systems making use of microcomputers supporting development aid, maintenance and documentation software.

In this context, CAP SOGETI INSTRUMENTS has designed, developed and is beginning to market the MULTIPRO software engineering system, which performs the essential functions of aid to software development and maintenance.

Supporting modern design and analysis tools, MULTIPRO also makes it possible to draft and display tentative program structures, eliminate duplication, update history files on modifications, and so on.

By directing its efforts towards increased software quality reliability, CAP SOGETI INSTRUMENTS has moved into a key position for solving the major internal contradiction of data processing: whereas available computer power is doubling every two years and the field of applications is expanding beyond all bounds, human design resources are increasing only at the rate of demographic growth in the Western world, and the race for productivity is thus a matter of fundamental importance.

CAP SOGETI INSTRUMENTS — which is also continuing to implement and market the Group's software products — is not entering its new activity as a competitor for the established hardware manufacturers. On the contrary: in view of the extraordinary expansion of the computerized domain, CAP SOGETI INSTRUMENTS is working in harmony and cooperation with the manufacturers, whose design resources are not unlimited.

DATA ENTRY

The data entry activity, embracing the conventional handling of digital information, has now been expanded to cover text processing. As a result, CAP GEMINI SOGETI's data entry companies, making use of the Group's MULTIPRO system, are offering a service for the production and updating of technical documentation combining diagrams, charts and symbols with textual material.

CAP GEMINI SOGETI has also been one of the first groups to offer complete services for the design, production and updating of graphic information using videotex techniques. The technical and artistic abilities of the Group's specialists are becoming a matter of common knowledge, and dozens of customers now have their frames designed by CAP SOGETI SAISIE. An example: CAP SOGETI SAISIE has created Club Méditerranée's winter and summer vacation sales catalogue, containing over 1,500 page frames.

The branches and managers of the data entry companies are:

Paris 1	Robert DUFLOS
Paris 2	Jean-Michel ROY
Aquitaine	Jean-Claude LORIUS
Rhone-Alps	Pierre CLARET
Mediterranean	Christian ESPELLEY

CSB BUREAUTIQUE

President:	Jean-François DUBOURG
General Manager:	Denis ETTIGHOFFER

With the backing of the knowhow and international resources of its two parent firms, CSB BUREAUTIQUE acts as an engineer to coordinate, integrate and assemble the capabilities that businesses need to safely develop their office automation. In CSB BUREAUTIQUE, customers find a partner experienced in handling the many equipment and systems problems raised by the introduction of office automation: networks, dedicated software, word processing, integrated photocomposition, electronic mail, voice messaging, teletex, video information retrieval, teleprinting, facsimile, professional telematics, etc.

ALPHATEL

The task of marketing and installing videotex and teletext systems in North America has been assigned to Alphatel, created in 1981 by Les Echos, the French General Telecommunications Directorate, Télédiffusion de France and two industrial partners (CCS and Unitel).

CAP GEMINI SOGETI is making a threefold contribution to this effort:

- its capabilities in the videotex field, as reflected in its MULTITEL product range and in the Group's role as engineer for implementation of France's Electronic Directory system;
- its experience in teletext, derived from extensive work in cooperation with CCETT: for example, on the DIODE system (interactive access to broadcast videotex systems over the dial-up telephone network);
- its strong position on the American market, with DASD and CAP GEMINI INC., enabling it to implement and maintain systems under the umbrella of coast-to-coast coverage.

GROUPE BOSSARD

With a workforce numbering 350 and revenues at \$ 27 million, Groupe Bossard is one of Europe's leading management consulting houses.

The group's activities are concentrated in three areas:

- a "high-level management" activity, hinged on three main themes:

- corporate competitiveness in all sectors: industrial, administrative, sales or financial

- corporate strategy, which is not limited to exploration of the business environment and the search for new development opportunities, but also takes the client firm's precise internal potential into account

- mobilization of all of the target corporation's people behind these themes of competitiveness and strategic development, using original methods developed by Groupe Bossard under the name "Sociodynamics".

- a second activity deals with corporate communications, internal and external. It is carried out either in the context of consulting operations or through more conventional advertising and public relations campaigns.

- finally, consulting for executive search and recruiting operations, practised in accordance with a strict code of professional ethics.

In order to enhance its response to customer needs outside of France, Groupe Bossard is continuing to expand its activities in Spain and Italy, and has recently established a new subsidiary in New York.

THE GROUP'S PROFESSIONALS

As a result of the large number and diversity of the companies making up the CAP GEMINI SOGETI Group, each has been accorded a large measure of autonomy, particularly in the area of

personnel policy. In this way, they are in a position to carry out the lines of action best adapted to local realities and to their environment.

OVERALL WORKFORCE

The total workforce numbered 3,541 as at 31 December, 1981, excluding the forty-odd members of the holding companies.

Employee growth is thus following a steady pattern (see graph 1). It should be noted that, in France, the average 1981 workforce increased by only 5% over 1980 (2,199 vs. 2,095). The increase in the Group workforce is thus essentially due to DASD's entry in January 1981, and to a palpable growth in European subsidiaries' personnel numbers.

These lastmentioned two factors have also contributed to a change in the geographic distribution of the workforce, which was as follows on 31 December 1981 (see graph 2):

- France: 2,178
- Europe: 837
- USA: 526

If - as the experts believe - the industrialized nations will succeed in maintaining their competitiveness only by following innovative industrial policies, information technologies (which are among the vanguard sectors) will show substantial growth during the years to come. This prospect has conditioned the Group's 1982 hiring plan, which calls for 240 new jobs in France, over 100 in Europe and more than 200 in the USA.

WORKFORCE STRUCTURE

The proportion of engineers within the Group's consulting activities in France and Europe remains at a high level (52%, unchanged from 1980), which confirms the profession's high level of technical sophistication.

The departure of SORINFOR from among the Group's consolidated companies, and the entry of DASD, accentuated the slow but steady decrease of the proportion of data entry and processing personnel (396 as at 31 December 1981) within the total workforce (see graph 3).

FRENCH AND EUROPEAN CONSULTING FIRMS: CHARACTERISTICS OF WORKFORCE

- **The general educational level is high:** 40% of employees of the European companies hold doctorates or other university degrees, while 52.5% of French consultants hold a maîtrise or an engineering degree (this percentage actually reaches 70% for CAP SOGETI LOGICIEL).

- **The average age is relatively low:** 29 to 32 years in the French companies, 31 to 37 in the European firms, i.e., the optimal age for a combination of professional experience with the ability to assimilate new and changing technologies.

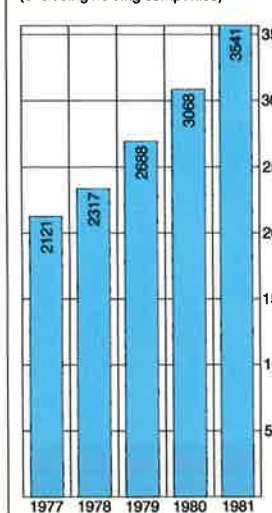
- The Group's growth (and, generally speaking, that of its sector of activity) also assures young specialists of favorable career prospects. In point of fact, **job promotions are numerous:** 820 total in 1981 (188 in Europe, 632 in France). This phenomenon is also a familiar feature of the CAP GEMINI SOGETI Group (see graph 4).

Potential for career growth is therefore substantial in CAP GEMINI SOGETI, where supervising positions can be held from the age of 30 onward.

There are many examples of achievement of this sort within the Group: certain branch managers began as programmers, and the President of CAP SOGETI EXPLOITATION has drawn his entire executive staff from this company's ranks.

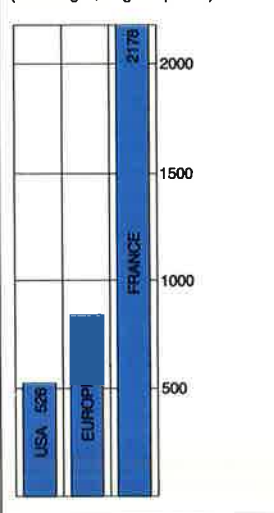
- **There is a high proportion of female employees.** This percentage is increasing more rapidly in France (19.8% in 1978, 27.5% in 1981) than in the other European countries (15.6% in 1978, 16% in 1981).

CAP GEMINI SOGETI Group overall workforce growth as at 31 December 1981 (excluding holding companies)



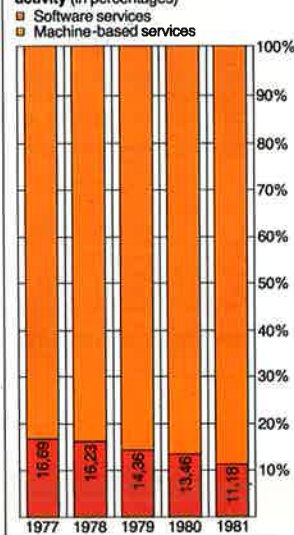
Graph 1

CAP GEMINI SOGETI Group geographic distribution of workforce as at 31 December 1981 (excluding holding companies)



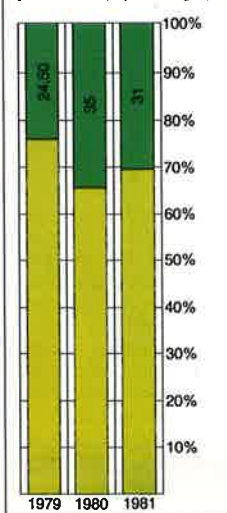
Graph 2

CAP GEMINI SOGETI Group workforce distribution by type of activity (in percentages)



Graphique 3

CAP GEMINI SOGETI Group consulting companies (France + Europe): employee promotions (in percentages)



Graph 4



CAP GEMINI SOGETI: AN ENVIRONMENT FOR PERSONAL GROWTH

The engineers and technicians of CAP GEMINI SOGETI have the youth, the character, the thirst for learning and the mobility of the journeymen of yore.

Like the journeymen's organizations of olden times, CAP GEMINI SOGETI offers them the possibility of moving from workplace to workplace, of meeting colleagues and of finding the vocational and personal guidance that they seek out.

Contemporary chronicles and historical reconstructions agree that the journeymen, rejecting a lifetime of work in a single workshop, confronted with an extensive range of varying situations in the course of their wanderings, became excellent workmen and individuals of legendary moral fiber.

Motivated by the same desire to grow, CAP GEMINI SOGETI's professionals, too, increase their worth in the course of their many services performed on the customer's premises. They have both the opportunity of expanding their panoply of technical knowhow and of sharpening their intelligence, broadening their cultural scope and strengthening their ethical and human qualities.

From the intellectual standpoint, computer engineering is a source of substantial growth, the intensive practice of analysis exercising the faculties of the mind. It teaches the thinker not to leave room for uncertainty, for vagueness, for the "blank ballot". Far from becoming binary creatures, CAP GEMINI SOGETI engineers and technicians recognize the multiplicity of options in the clear light of reason.

From the cultural standpoint, the CAP GEMINI SOGETI "journeyman" draws nourishment from many sources. As he moves from one workplace to the next, alone or in a group, the technicians, administrators and scientists encountered — whether on a shop floor or in a Ministry office — ceaselessly provide him with the opportunity to discover the practice of psychology, sociology and the human sciences in general.

Confronted with economic and social structures, he acquires a new awareness. He understands, for example, that, without the prodigious means of communication that he manipulates, human society might reasonably become a single megapolis in the midst of a desert. Today, however, he joins those for whom this vision is a thing of the past. His culture has undergone profound

change. He has discovered the freedom now being made accessible to those living in remoteness. He is convinced that the technology that he professes has the power to render decision-making processes more transparent.

The work that he performs with and for other trades also increases his cultural enrichment. He must listen to — and understand — the banker, the aerodynamicist, the doctor, the electronics expert, the merchant, the chemist, the stockbroker, and so on, each in his turn. And each time, he comes away with an enriched vocabulary, a new mode of reasoning, an extended vision of economic and human activity.

Even that prodigious machine for experimentation, the computer, opens unsuspected cultural paths before him: some DP experts, for example, learn the reality of matrix calculation or the power of the step-through approach (already long known as differential calculus) without the assistance of a conventional educational background.

The disciplines of software engineering are also character-building from the ethical standpoint. In this field, objectivity is a must, as are lucidity, mobility and a team spirit.

There is one quality that modern times should confer upon a DP expert who has already "been around" for a while: realism. It has been stated, that data processing is by itself capable of changing the world. This assertion might well go to the head of many others whose professions were described in such awesome terms. But the DP expert is faced daily with the evidence that data processing is only the handmaiden of the disciplines of human growth and development: medicine, education, economics, ecology, sociology, etc., and they — whose role is to aid, advise and support their fellow man — know their appropriate and fair place within society.

CAP GEMINI SOGETI is a school for maturity and balance leading to true achievement while skirting two prevalent temptations: one which wishes us to believe that data processing is the eighth wonder of the world, and another which rejects data processing on the pretext that it is a demonic force eating away at human relationships.

By practicing a humane profession, the CAP GEMINI SOGETI expert becomes a rounded human being, and his job gives him a balanced vision of the future, for which — like the good journeyman that he is — he is to become the craftsman.

A valuable information source for Group professionals: COGITAS

The widespread dissemination of internal information receives priority attention from CAP GEMINI SOGETI leadership, determined to satisfy a veritable right by Group employees to be informed.

The Group's information system is primarily based on meetings, which offer the setting for two-way communication. These meetings are very frequent, and minutes are systematically distributed to all persons concerned. Minutes of meetings held by personnel representatives are also distributed to all interested employees.

This type of information is supplemented by internal company newsletters and by COGITAS, the

Group's news magazine.

First off the press at the end of 1980, COGITAS took wing in 1981. It is an internal publication, distributed monthly in two languages — English and French — to all employees of all Group companies.

Besides its editorials, written by top Group managers, COGITAS publishes several regular columns, such as:

- "Projects and People", a chronicle of the month's events touching upon Group activities and personnel,
- "Branchline" or "Company of the Month", which has so far highlighted CAP SOGETI SYSTEMES' Northern-Picardy branch,

CAP SOGETI EXPLOITATION, CAP SOGETI LOGICIEL's Public Corporations Branch, PANDATA's Western Branch, CAP SOGETI SYSTEMES' Industry I Branch, DASD, IAL-GEMINI's Special Systems Branch, CAP SOGETI SYSTEMS' Nantes Branch, CAP SOGETI BELGIUM's Antwerp Branch, CAP SOGETI LOGICIEL's Engineering Branch, SESI and CAP SOGETI SAISIE, and CAP GEMINI NEDERLAND's Rotterdam Branch,

- A review of the world press, featuring the most striking events of concern to the industry and the Group.

COGITAS offers much more information in the form of in-depth

articles, generally authored by Group members, describing its techniques, its marketing methods and operations, specific aspects of its companies, divisions and branches, the major technical and commercial options promising to affect the profession, and reflections on the economic, social and professional environment.

COGITAS is thus the welcome supplement to the many informative resources made available to employees of Group companies and constituting one of CAP GEMINI SOGETI's vital "life systems".

CONSOLIDATED FINANCIAL STATEMENTS AS AT DECEMBER 31, 1981

CONSOLIDATED BALANCE SHEET (in thousands of U.S. dollars)

ASSETS	1980	* 1981	LIABILITIES AND SHAREHOLDERS' EQUITY	1980	* 1981
Cash	13 609	18 918	Bank borrowings	37	11
Accounts and notes receivable	24 040	31 844	Current portion of long term debt and short term loans	1 845	2 013
Inventories	12	39	Accounts and notes payable	10 633	17 230
Taxes (note VIII)	2 029	4 381	Accrued liabilities (note XIV)	13 601	15 124
Prepaid expenses (note IX)	4 991	5 232	Taxes (note XIII)	4 112	4 417
Other current assets	1 419	1 793	Current liabilities	30 228	38 795
Current assets	46 100	62 207	Long term debt (note XI)	7 754	10 022
Goodwill (note V)	5 962	14 692	Employee profit sharing fund	2 795	3 678
Equity investment in affiliates (note VI)	1 565	1 865	Other non current liabilities (note XII)	298	9 229
Unconsolidated investments (note VII)	524	707	Non current liabilities	10 847	22 929
Other non current assets	732	988	Minority interests	196	57
Property, plant and equipment (note IV)	4 898	5 632	Common stock 442,000 shares of FF 100 each	5 913	7 687
Other fixed assets (note IV)	722	749	Retained earnings at beginning of year	8 190	9 902
Non current assets	14 403	24 633	Shareholders' equity (note X)	14 103	17 589
TOTAL ASSETS	60 503	86 840	Net income for the year	5 129	7 470
Guarantees given by third parties (note XIII)	730	609	Total shareholders' equity and net income	19 232	25 059
			TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	60 503	86 840
			Commitments and contingent liabilities (note XV)	2 257	1 232

* With DASD included (note II).

REPORT OF THE AUDITORS ON THE CONSOLIDATED FINANCIAL STATEMENTS

We have examined the consolidated financial statements of the CAP GEMINI SOGETI Group for the year ended December 31, 1981. Our examination was made in accordance with generally accepted auditing standards.

In our opinion, the consolidated financial statements present fairly the financial position of the Group at December 31, 1981 and the results of its operations and source and application of funds for the year then ended, in accordance with the recommendations of the International Accounting Standards Committee.

Paris, April 9, 1982
Commissaires aux Comptes



J. BOURGUIGNON



B. PUGNIAT



McLINTOCK MAIN LAFRENTZ & Co.

CONSOLIDATED STATEMENT OF INCOME
(in thousands of U.S. dollars)

	1980		1981 *	
	Amount	%	Amount	%
REVENUE				
Fees from services rendered	98 356	97.5	137 148	95.9
Manufacturing of software products (note XVII)	265	0.3	286	0.2
Other revenue (note XVIII)	2 282	2.2	5 614	3.9
TOTAL REVENUE (note XVI)	100 903	100.0	143 048	100.0
OPERATING EXPENSES				
Purchases	1 737	1.7	2 457	1.7
Wages and salaries	64 362	63.8	90 020	62.9
General and administrative expenses	19 157	19.0	32 189	22.6
Interest expense	1 539	1.5	1 649	1.1
Depreciation	1 973	2.0	1 750	1.2
TOTAL OPERATING EXPENSES	88 768	88.0	128 065	89.5
NET OPERATING INCOME	12 135	12.0	14 983	10.5
Employees profit sharing	– 1 274	– 1.3	– 1 309	– 0.9
Other profits and losses	– 591	– 0.6	– 193	– 0.1
Income taxes	– 5 193	– 5.1	– 7 196	– 5.0
Results of companies accounted for on the equity method	117	0.1	300	0.2
Minority interests	– 65	–	19	–
Exceptional item (note XIX)	–	–	866	0.6
NET INCOME	5 129	5.1	7 470	5.2
Gross cash flow	14 407	14.3	18 240	12.8

* With DASD included (note II).

CONSOLIDATED STATEMENT OF SOURCE AND APPLICATION OF FUNDS
(in thousands of U.S. dollars)

	1980	1981
SOURCE OF FUNDS		
Funds from operations		
Net income	5 129	7 470
Depreciation of property, plant and equipment	1 793	1 303
Depreciation of goodwill	180	447
Total	7 102	9 220
Funds from other sources		
Increase in long term debt	1 115	2 268
Increase in employee profit sharing fund	1 274	883
Increase (decrease) in other non-current liabilities	(14)	8 931
Increase of capital	–	769
Total	2 375	12 851
TOTAL SOURCE OF FUNDS	9 477	22 071
APPLICATION OF FUNDS		
Dividends paid	888	1 302
Changes in shareholders' equity	(134)	1 110
Decrease in minority interests	6	139
Increase in property, plant and equipment and other fixed assets	1 651	10 375
Reclassification of long term debt into short term	1 900	1 604
Increase in working capital	5 166	7 541
TOTAL APPLICATION OF FUNDS	9 477	22 071

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 1981

The consolidated financial statements have been prepared in accordance with the statements of accounting practice issued by the International Accounting Standards Committee (I.A.S.C.) and in force at the relevant time. The Group was advised by McLintock Main Lafrentz & Co as to the adoption of these accounting standards which became effective within the Group on January 1, 1977.

In addition to the verification work performed by the statutory auditors of each company in respect of the year ended December 31, 1981 the financial statements of the principal companies in the CAP GEMINI SOGETI Group have been examined by McLintock Main Lafrentz & Co.

No adjustments have been made to take account of the effects of inflation.

All amounts indicated below are expressed in U.S. dollars and have been rounded to the nearest thousand dollars.

I - ACCOUNTING POLICIES

a/Consolidation

Basis of consolidation:

The consolidated financial statements include the financial statements of the company and all those operating subsidiaries in which CAP GEMINI SOGETI owns, directly or indirectly, a controlling interest.

Companies in which the Group owns an interest ranging from 20% to 50%, and in which it has either an option to acquire a controlling interest or a substantial degree of management control, have been accounted for on the equity basis.

All other investments have been accounted for as unconsolidated investments.

Changes in the composition of the Group in 1981:

- Acquisition of 100% of DASD (United States)
- Investment in Cap Sogeti Saisie increased from 97.2% to 97.4%
- Investment in Gemini Inc. increased from 91.8% to 96.8%
- Disposal of 100% of Sorinfor.

Consolidation adjustments:

The accounts of certain subsidiaries do not conform with the statements of accounting practice issued by the I.A.S.C. because of the legislation of the countries concerned. In such cases appropriate adjustments have been made on consolidation in order to present the Group accounts on a uniform basis.

Intercompany sales and profits:

Transactions between consolidated companies and unrealised profits on such transactions have been eliminated on consolidation.

b/Translation of foreign currencies

Assets and liabilities in foreign currencies and profits and losses of foreign subsidiaries are translated into French francs at the rates of exchange ruling at the balance sheet date. Profits or losses on translation are not included in the profit and loss account but are carried to consolidated reserves. The same applies to the exchange differences arising on the acquisition of DASD.

For the purpose of the English language version of this report, all amounts are expressed in U.S. \$000's using the translation rate of F. 5.75 = \$ 1 for both 1981 and 1980.

c/Taxation

Deferred taxation is provided in the statement of income and the balance sheet to take account of timing differences arising because items of expense or income are recognized for tax purposes in periods different from those in which they enter the statement of income (in particular, in France, provisions for vacation pay and employee profit sharing).

Credit is taken for deferred income tax benefits only in those companies in the Group where profits are expected to be earned in the year ending December 31, 1982.

d/Property, plant and equipment

Property, plant and equipment is stated in the balance sheet at cost. Depreciation thereon is calculated on the "straight line" method over the estimated useful lives of the assets concerned. Fixed assets acquired under long term hire purchase contracts are recorded at their market value as at the date of the contract and are written off over their estimated useful lives.

Depreciation is based on the following asset lives:

- buildings 30 years
- fittings 10 years
- equipment 7 years
- vehicles 5 years

e/Intangible fixed assets

"Other fixed assets" include software products, either acquired or manufactured by the Group, and are stated at cost. In order to be capitalized, expenditure on software products manufactured by the Group must comply with the following two criteria:

- it must give rise to an increase in the economic capacity of the company,
- it must constitute a marketable asset.

Expenditure on research is written off in the year in which it is incurred. Software products realized under contracts signed in France with official organizations are amortized over the duration of the contract, for the part financed by those organizations. Other software products are amortized over a period not exceeding 5 years.

Goodwill represents the difference at the date of acquisition between the purchase price of investments in consolidated companies and the Group's share of the net assets of the companies concerned. It has been determined taking into account the valuation attributed to intangible assets at the date of the formation of the Group, and is amortized over a period of from 10 to 40 years.

f/Inventories

Inventories and work in progress are stated at cost, this being lower than net realisable value.

g/Revenue recognition on contracts

Services relating to fixed price contracts which extend over more than one financial year are valued at their sale price reduced, for the sake of prudence, by a variable percentage taking into account the specific characteristics of each contract. Only unbilled services rendered by the balance sheet date are included in other receivables.

Revenue on time and materials contracts is credited to income as and when the work is effected.

h/Preliminary expenses

Preliminary expenses are entirely written off in the year in which they are incurred.

II - COMPARISON OF CONSOLIDATED INCOME STATEMENTS

In view of the inclusion of DASD in the consolidation as from January 1, 1981, the consolidated income statement is presented in two columns; the one including DASD, the other excluding DASD.

CONSOLIDATED STATEMENT OF INCOME YEAR ENDED DECEMBER 31, 1981 (in thousands of U.S. dollars)

	1980		1981 (without DASD)		1981 (with DASD)	
		%		%		%
REVENUE						
Fees from services rendered	98 356	97.5	115 538	96.1	137 148	95.9
Manufacturing of software products (note XVII)	265	0.3	286	0.2	286	0.2
Other revenue (note XVIII)	2 282	2.2	4 368	3.7	5 614	3.9
TOTAL REVENUE (note XVI)	100 903	100.0	120 192	100.0	143 048	100.0
OPERATING EXPENSES						
Purchases	1 737	1.7	2 457	2.0	2 457	1.7
Wages and salaries	64 362	63.8	78 509	65.3	90 020	62.9
General and administrative expenses	19 157	19.0	22 724	18.9	32 189	22.6
Interest expense	1 539	1.5	1 507	1.3	1 649	1.1
Depreciation	1 973	2.0	1 427	1.2	1 750	1.2
TOTAL OPERATING EXPENSES	88 768	88.0	106 624	88.7	128 065	89.5
NET OPERATING INCOME	12 135	12.0	13 568	11.3	14 983	10.5
Employees profit sharing	- 1 274	- 1.3	- 1 309	- 1.1	- 1 309	- 0.9
Other profits and losses	- 591	- 0.6	- 193	- 0.1	- 193	- 0.1
Income taxes	- 5 193	- 5.1	- 6 333	- 5.3	- 7 196	- 5.0
Results of companies accounted for on the equity method	117	0.1	300	0.2	300	0.2
Minority interests	- 65	-	19	-	19	-
Exceptional item (note XIX)	-	-	866	0.7	866	0.6
NET INCOME	5 129	5.1	6 918	5.7	7 470	5.2
Gross cash flow	14 407	14.3	16 400	13.6	18 240	12.8

III - PRELIMINARY EXPENSES

	1980	1981	Variance
Gross amount	-	68	+ 68
Amortization	-	68	+ 68
Net amount	-	-	-

These expenses relate to the increase of the capital of the parent company.

IV - PROPERTY, PLANT AND EQUIPMENT

	1980	1981	Variance
• Land			
Gross amount	187	187	-
Depreciation	-	-	-
Net amount	187	187	-
• Buildings			
Gross amount	1,487	1,820	+ 333
Depreciation	261	304	+ 43
Net amount	1,226	1,516	+ 290

• Furniture and equipment

Gross amount	3,819	3,891	+ 72
Depreciation	1,857	1,628	- 229
Net amount	1,962	2,263	+ 301

• Fixtures and fittings

Gross amount	2,519	2,970	+ 451
Depreciation	996	1,304	+ 308
Net amount	1,523	1,666	+ 143

• Other fixed assets

Gross amount	2,827	2,361	- 466
Depreciation	2,105	1,612	- 493
Net amount	722	749	+ 27

This heading includes the following net amounts:

• Products realized under the DGRST contracts	188	159
• Other program-products:		
- France	486	542
- Outside France	13	13
• Miscellaneous	35	35
	722	749

V - GOODWILL

	In thousands of U.S. Dollars		
	1980	1981	Variance
Gross amount	6,954	16,131	+ 9,177
Less: Amortization	992	1,439	+ 447
Net amount	5,962	14,692	+ 8,730

The above variance arises from the acquisition of DASD. The goodwill could be modified by the payment in 1983 of the last portion of the acquisition price, which contains a variable element that has been estimated for the time being.

VI - EQUITY INVESTMENT IN AFFILIATES

This represents the value at the year-end, using the equity method, of the investment owned by CAP GEMINI SOGETI in Groupe BOSSARD S.A. The financial characteristics of Groupe BOSSARD S.A. for 1981 are as follows:

• sales (excluding direct re-sales)	14,014
• net profit	711
• profit share of CAP GEMINI SOGETI	300

VII - UNCONSOLIDATED INVESTMENTS

	In thousands of U.S. Dollars	
	1980	1981
These include:		
• Shareholdings over 50% (dormant companies)	37	18
• Shareholdings ranging from 20% to 50% (with neither an option to acquire a controlling interest nor a substantial degree of management control)	207	119
• Shareholdings below 20%	307	598
• Less amortization	- 27	- 28
Net	524	707

VIII - TAXES RECOVERABLE

	In thousands of U.S. Dollars	
	1980	1981
These include:		
• Income taxes	98	1,533
• Taxes other than income taxes	479	632
• Deferred tax benefits in respect of timing differences	1,352	2,216
• Deferred tax benefits in respect of losses carried forward	100	-
Total	2,029	4,381

Deferred taxes on the fiscal losses carried forward by certain companies have not been taken into consideration. Future tax savings which could result amount to \$ 447,000.

IX - PREPAID EXPENSES

	In thousands of U.S. Dollars	
	1980	1981
Included under this heading are:		
• Unbilled work performed under time and materials contracts and work performed under contracts extending over more than one financial year and not yet billed	4,161	3,619
Expressed as a percentage of turnover	4.1%	2.5%

X - SHAREHOLDERS' EQUITY

	In thousands of U.S. Dollars
	1981
• Issued share capital of CAP GEMINI SOGETI S.A.	7,687
• Reserves of CAP GEMINI SOGETI S.A.	3,721
• Post acquisition reserves of consolidated subsidiaries and of investment accounted for on the equity method, attributable to the shareholders of CAP GEMINI SOGETI S.A.	6,181
Total (before allocation of the year's income)	17,589

Changes in 1981 in the Group's share of shareholders' equity are analyzed as follows:

• Balance at January 1, 1981	14,103
• Retained attributable profit of CAP GEMINI SOGETI and its subsidiaries for 1980	3,828
• Capital increase for cash by CAP GEMINI SOGETI S.A.	769
• Movements in consolidated reserves:	
- exchange differences (Note 1.b)	- 991
- adjustments due to changes in composition of the Group	- 120
Balance at December 31, 1981	17,589

The issued share capital of CAP GEMINI SOGETI S.A. is comprised of 442,000 shares of F 100 each, of which 397,800 are fully paid up and 44,200 are one quarter paid up. In 1981 the share capital of CAP GEMINI SOGETI S.A. was increased from FF 34 000 000 to FF 44 200 000, partly by the incorporation of reserves amounting to FF 5 780 000 and partly by the introduction of cash of FF 4 420 000. An amount of FF 3 315 000 representing capital still to be paid in has been included in the balance sheet under "Other current assets".

XI - LONG TERM DEBT

	In thousands of U.S. Dollars	
	1980	1981
These include:		
• Crédit National	859	679
• Other long term loans:		
- France	5,553	8,243
- Outside France	1,342	1,100
	6,895	9,343
Total	7,754	10,022

Long term loans contracted by Group companies continue to be denominated in their national currencies. At December 31, 1981, the weighted average rate of interest on these loans stood at 13.3%. Out of a total of loans amounting to \$ 10,022,000, \$ 8,087,000 relate to notes renewable quarterly. These funds can therefore be drawn in accordance with companies' requirements.

Latest redemption dates	Long term debt	Current portion of long term debt
1982		1,513
1983	1,990	
1984	2,932	
1985	2,738	
1986	1,541	
1987	140	
Subsequent years	681	
Total	10,022	1,513

The column headed "Current portion of long term debt" is comprised of amounts that will become payable during 1982.

Mortgage guarantees have been given in respect of \$ 956,000 of the total of the above loans outstanding at December 31, 1981.

XII - OTHER NON CURRENT LIABILITIES

	In thousands of U.S. Dollars	
	1980	1981
• Amount owing on the acquisition of shares	—	7,130
• Personnel	298	354
• Income taxes	—	258
• Long term deferred taxes	—	1,487
Total	298	9,229

XIII - TAXES PAYABLE

	In thousands of U.S. Dollars	
	1980	1981
These include:		
• Income taxes	2,305	2,026
• Taxes other than income taxes	1,807	2,391
Total	4,112	4,417

With effect from January 1, 1980 CAP GEMINI SOGETI S.A. and those of its French subsidiaries in which it holds at least 95% are able to benefit from the terms of Article 209 (6) of the French General Tax Code for a period of five years, and will therefore be able to combine the fiscal results of those companies.

XIV - ACCRUED LIABILITIES

	In thousands of U.S. Dollars	
	1980	1981
These represent expenses attributable to the year ended December 31, 1981, but not yet due at that date. They include principally:		
• Accrual for vacation pay	3,079	4,151
• Value added tax on trade receivables (due on collection)	2,790	2,887

XV - CONTINGENT LIABILITIES AND GUARANTEES

	In thousands of U.S. Dollars	
	1980	1981
• Contingent liabilities (excluding secured loans, see note XI)	1,091	276
• Guarantees given to the company or its subsidiaries	730	609

XVI - CONSOLIDATED REVENUE (EXCLUDING ADDED VALUE TAX)

	In thousands of U.S. Dollars	
	1980	1981
Consulting services - France	64,147	72,447
Processing services - France	5,086	5,691
Total revenue - France	69,233	78,138
Consulting services - Europe (excluding France)	31,670	41,888
Consulting services - U.S.A.	—	23,022
Total revenue consolidated	100,903	143,048

XVII - MANUFACTURING OF SOFTWARE PRODUCTS

	In thousands of U.S. Dollars	
	1980	1981
Software products manufactured in France	265	286

Software products manufactured during the year 1981, but which do not meet the group criteria for capitalization (See Note I.e.) are written off as an expense.

XVIII - OTHER REVENUE

	In thousands of U.S. Dollars	
	1980	1981
This includes:		
• Interest income	552	1,470
• Miscellaneous	1,730	4,144
Total	2,282	5,614

XIX - EXCEPTIONAL ITEM

This item represents the capital gain, net of tax, realized on the disposal of the 100% holding in SORINFOR.

XX - AFFILIATED COMPANIES**1. Consolidated subsidiaries**

	%
Subsidiaries of CAP GEMINI SOGETI S.A.	
CAP SOGETI EXPLOITATION	100
CAP SOGETI FORMATION	92
CAP SOGETI L.G.D.	100
CAP SOGETI LOGICIEL	100
CAP SOGETI SAISIE	97
CAP SOGETI SYSTEMES	100
S.E.S.I.	100

CAP EUROPE S.A.	100
DASD (United States)	100
DATA-LOGIC (Norway)	100
GEMINI COMPUTER SYSTEMS INC. (United States)	97

Joint subsidiary of CAP GEMINI SOGETI S.A. and CAP EUROPE S.A.

CAP GEMINI SWITZERLAND	98
------------------------	----

Subsidiaries of CAP EUROPE S.A.:

B.R.A. (Sweden)	100
CAP GEMINI BELGIUM	100
CAP GEMINI BERLIN	100
CAP GEMINI SPAIN	100
CAP GEMINI NETHERLANDS	100
CAP GEMINI LUXEMBOURG	100

Subsidiaries of GEMINI COMPUTER SYSTEMS Inc.

CAP GEMINI GERMANY	100
CAP GEMINI U.S.A.	100
CAP GEMINI U.K.	100
I.A.L. GEMINI	51
I.A.L. GEMINI MICROCOMPUTERS	51
PANDATA (Netherlands)	100

2. Investments accounted for on the equity basis

GROUPE BOSSARD S.A. and its subsidiaries	49
--	----



PRINCIPAL LOCATIONS

Holding Company

Head office: Grenoble

6, boulevard Jean Pain BP 206 - 38005 Grenoble - ☎ 33 (76) 44 82 01

Finance: Lyons

241, rue Garibaldi - 69422 Lyon Cedex 3 - ☎ 33 (7) 860 43 10

General Management: Paris

17, avenue George V - 75008 Paris - ☎ 33 (1) 723 61 85

in France

CAP SOGETI EXPLOITATION	Paris	207-209 rue de Bercy	75012 PARIS	33 (1) 346 95 00
	Lyons	241 rue Garibaldi	69422 LYON CEDEX 3	33 (7) 860 77 43
CAP SOGETI FORMATION	Paris	92 boulevard du Montparnasse	75682 PARIS CEDEX 14	33 (1) 320 13 81
	Paris	21 rue Leriche	75738 PARIS CEDEX 15	33 (1) 539 22 25
	Paris	83-85 boulevard Vincent Auriol	75013 PARIS	33 (1) 584 15 40
CAP SOGETI INSTRUMENTS	Paris	5 rue Louis Lejeune	92128 MONTRouGE CEDEX	33 (1) 657 13 31
CAP SOGETI LOGICIEL	Paris	5 rue Louis Lejeune	92128 MONTRouGE CEDEX	33 (1) 657 13 31
	Grenoble	6 boulevard Jean Pain BP 206	38005 GRENOBLE CEDEX	33 (76) 44 82 01
	Lannion	28 avenue du Général de Gaulle	22300 LANNION	33 (96) 37 72 80
	Rennes	107 avenue de Crimée	35100 RENNES	33 (99) 51 95 99
	Toulouse	1 chemin du pigeonnier de la Cépière	31100 TOULOUSE	33 (61) 41 30 40
CAP SOGETI SAISIE	Paris	21 rue Leriche	75738 PARIS CEDEX 15	33 (1) 539 22 25
	Bordeaux	31 rue de l'Ecole Normale	33200 BORDEAUX	33 (56) 02 00 57
CAP SOGETI SYSTÈMES	Paris	92 boulevard du Montparnasse	75682 PARIS CEDEX 14	33 (1) 320 13 81
	Paris	14-20 rue Leriche	75738 PARIS CEDEX 15	33 (1) 539 22 25
	Bordeaux	31 rue de l'Ecole Normale	33200 BORDEAUX	33 (56) 02 00 57
	Grenoble	6 boulevard Jean Pain BP 206	38005 GRENOBLE CEDEX	33 (76) 44 82 01
	Lille	276/6 avenue de la Marne	59700 MARCQ-EN-BARGEUL	33 (20) 72 95 09
	Lyons	241 rue Garibaldi	69422 LYON CEDEX 3	33 (7) 860 90 03
	Marseilles	90 avenue de Mazargues	13008 MARSEILLE	33 (91) 76 52 91
	Montpellier	Allée Jules Milhau, Immeuble le Triangle	34000 MONTPELLIER	33 (67) 92 20 17
	Mulhouse	14 boulevard de l'Europe	68100 MULHOUSE	33 (89) 45 10 60
	Nancy	10 rue Raymond Poincaré	54000 NANCY	33 (83) 32 33 28
	Nantes	9 rue Marcel Sembat	44000 NANTES	33 (40) 43 67 57
	Nice	42 avenue du Maréchal Foch	06000 NICE	33 (93) 80 06 02
	Orléans	19 rue de la République	45000 ORLÉANS	33 (38) 53 86 50
	Rennes	107 avenue de Crimée	35100 RENNES	33 (99) 51 95 99
	Rouen	Immeuble Le Montmorency Centre St-Sever, place de la Verrerie	76100 ROUEN	33 (35) 63 50 45
	Toulouse	1 chemin du pigeonnier de la Cépière	31100 TOULOUSE	33 (61) 40 55 58
CSB BUREAUTIQUE	Paris	12 rue Jean Jaurès	92807 PUTEAUX	33 (1) 776 42 01
SESI	Lyons	241 rue Garibaldi	69422 LYON CEDEX 3	33 (7) 860 77 43
	Grenoble	21 bd des Déportés du 11 Novembre 1943	38100 GRENOBLE	33 (76) 87 87 17
	Marseilles	376 avenue du Prado	13008 MARSEILLE	33 (91) 71 25 68
	Montpellier	13 rue du Rang	34000 MONTPELLIER	33 (67) 92 82 69
	Salon	441 bd de la République	13300 SALON	33 (90) 56 59 32

in Europe

BELGIUM	CAP GEMINI Belgium	<u>Brussels</u>	49 rue du Châtelain	1050 BRUXELLES	32 (2) 649 96 40
		Antwerp	Mechelsesteenweg 163	2000 ANTWERPEN	32 (31) 18 77 52
		Liège	10 quai Churchill	4020 LIÈGE	32 (41) 42 74 63
DENMARK	BRA (see Sweden)	Allerød	M.D. Madsensvej 10 A	3450 ALLERØD	45 (2) 27 08 11
FEDERAL REPUBLIC OF GERMANY	CAP GEMINI Deutschland	<u>Dusseldorf</u>	Grafenberger Allee 30	400 DÜSSELDORF 1	49 (211) 67 50 05
		Munich	Lindwurmstrasse 117	8000 MÜNCHEN 2	49 (89) 725 30 25
FINLAND	BRA (see Sweden)	Helsinki	Henry Fordinkatu 5 c	0050 HELSINKI 15	358 (0) 63 42 45
NETHERLANDS	CAP GEMINI Nederland	<u>Utrecht</u>	Jutfaseweg 205	3522 HR UTRECHT	31 (30) 89 35 44
		's-Hertogenbosch	Tinnegietierstraat 4	5232 BM 's-HERTOGENBOSCH	31 (73) 41 87 55
		Rotterdam	Westblaak 96	3012 KM ROTTERDAM	31 (10) 11 02 20
	PANDATA	<u>Rijswijk</u>	366 Sir Winston Churchilllaan	2285 SJ RIJSWIJK	31 (70) 94 93 25
		Eindhoven	Stationsplein 39	5611 BC EINDHOVEN	31 (40) 43 95 18
		Zwolle	Oude Vismarkt 21	8011 TA ZWOLLE	31 (52) 0024442
NORWAY	DATA LOGIC A.S.	<u>Oslo</u>	Torggt. 5	OSLO 1	47 (2) 33 02 56
		Bergen	Nygaardsgt. 2	5000 BERGEN	47 (5) 31 1117
		Trondheim	Kjopmannsgt. 8	7000 TRONDHEIM	47 (75) 33 765
		Skien	Telemarksgt. 8	3700 SKIEN	47 (35) 27 545
SPAIN	CAP GEMINI España	Madrid	58 Nuñez de Balboa	MADRID 1	34 (1) 431 43 04
SWEDEN	BRA	<u>Stockholm</u>	Kungsgatan 38 Box 3558	10369 STOCKHOLM	46 (8) 24 55 40
		Göteborg	Artillerigatan 25	415.02 GÖTEBORG	46 (31) 25 03 40
		Karlskoga	Kungsvägen 33	69100 KARLSKOGA	46 (586) 503 80
		Sundsvall	Storgatan 10	85230 SUNDSVALL	46 (60) 12 55 40
SWITZERLAND	CAP GEMINI Suisse	<u>Genève</u>	8c avenue de Champel	1211 GENÈVE 12	41 (22) 47 88 00
		Bâle	Lindenhofstrasse 7	4052 BASEL	41 (61) 23 41 41
		Berne	Laenggass-Strasse 7	3012 BERN	41 (31) 23 71 72
		Lausanne	14 avenue d'Ouchy	1006 LAUSANNE	41 (21) 26 31 33
		Zürich	Brauerstrasse 60	8004 ZÜRICH	41 (1) 241 06 70
UNITED KINGDOM	IAL-GEMINI Ltd.	<u>London</u>	133 High Street	YIEWSLEY, MIDDX UB7 7QL	44 (89) 54 44 022
		Manchester	80 Manchester Road	ALTRINCHAM WA 14 4PL	44 (61) 941 19 22

in the United States

	CAP GEMINI Inc.	Washington D.C.	301 Maple Avenue West	VIENNA Virginia 22180	1 (703) 938 22 07
	DASD Corporation	<u>Milwaukee</u>	9045 N. Deerwood Drive	MILWAUKEE, WI 53223	1 (414) 355 34 05
		Atlanta	2872 Woodcock Bd, Suite 317	ATLANTA, GA 30341	1 (404) 455 93 01
		Baltimore	9160 Red Branch Road Standard Court East-Suite E-1	COLUMBIA, MD 21045	1 (301) 730 20 02
		Chicago	2720 des Plaines Av. Suite 106	DES PLAINES, IL 60018	1 (312) 296 29 24
		Dallas	4255 LBJ Freeway-Suite 114	DALLAS, TX 75234	1 (214) 458 07 77
		Denver	309 Inverness Way South	ENGLEWOOD, CO 80112	1 (303) 741 37 17
		Des Moines	1603 22nd Street, Suite 104	WEST DES MOINES, IA 50265	1 (515) 223 60 95
		Detroit	Doner Building, Suite 300 26711 Northwestern Highway	SOUTHFIELD, MI 48034	1 (313) 352 95 30
		Houston	8550 Katy Freeway, Suite 211	HOUSTON, TX 77024	1 (713) 468 06 77
		Indianapolis	8606 Allisonville Road Castle Creek II - Suite 107	INDIANAPOLIS, IN 46250	1 (317) 842 60 31
		Los Angeles	22010 South Wilmington Av. St 101-102	CARSON, CA 90745	1 (213) 835 32 73
		Minneapolis	10800 Lyndale Av. South, Suite 220	BLOOMINGTON, MN 55420	1 (612) 881 47 33
		Philadelphie	1730 Walton Road, Whitpain Office Campus	BLUE BELL, PA 19422	1 (215) 828 70 50
		Pittsburgh	711 Penn Building - Suite 400	PITTSBURGH, PA 15222	1 (412) 391 86 60
		Portland	700 NE Multnomah - Suite 1437	PORTLAND, OR 97232	1 (503) 231 81 14
		San Francisco	1633 Bayshore Highway, Suite 237	BURLINGAME, CA 94010	1 (415) 692 60 50
		Seattle	33430 13th Place South, Suite 200	FEDERAL WAY, WA 98003	1 (206) 838 36 00
		Tampa	4511 N. Himes Avenue, Suite 120	TAMPA, FL 33614	1 (813) 876 31 30

Associated Companies

FRANCE	GROUPE BOSSARD	Paris	12 rue Jean-Jaurès	92807 PUTEAUX	33 (1) 776 42 01
ITALY	SYNTAX	Milan	8 via Gaetano Negri	20123 MILANO	39 (2) 87 74 44
IVORY COAST	Sté Ivoirienne de Conseil et de Services en Informatique S.A.	Abidjan	Rue du Commerce	04 BP 1083 ABIDJAN 04	(225) 22 68 45
MOROCCO	ISMA	Casablanca	61 rue Lamoricière	CASABLANCA	21 (2) 27 92 52
UNITED KINGDOM	IAL	Southall	Aeradio House, Hayes Road	SOUTHALL UB2 5NJ	44 (1) 574 24 11
UNITED STATES	ALPHATEL	Washington D.C.	301 Maple Avenue, West	VIENNA, Virginia 22180	1 (703) 938 22 14



CAP GEMINI SOGETI
EXPERTISE IN INFORMATION TECHNOLOGY