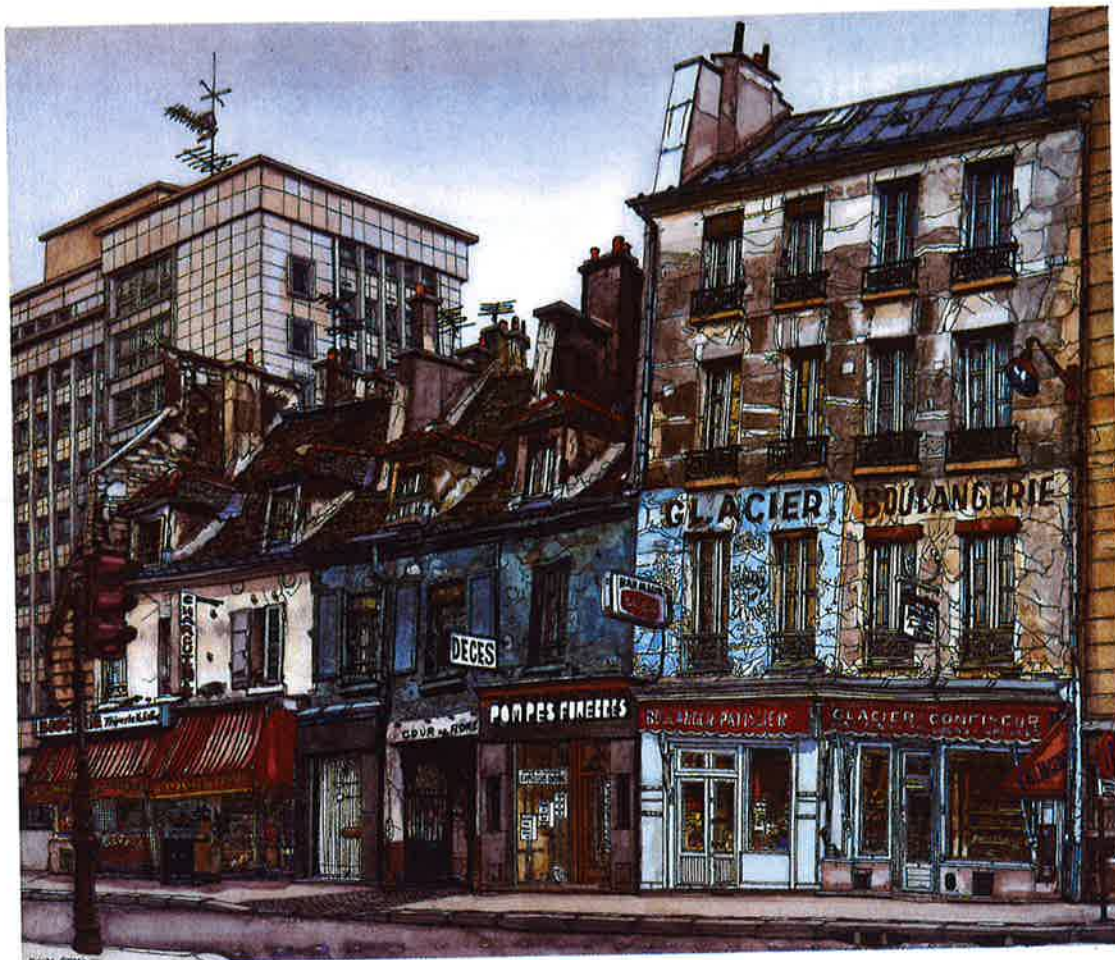


Annual Report



1995


CAP GEMINI SOGETI
EXPERTISE IN INFORMATION TECHNOLOGY



> Akagi – COUR DE ROME – 163, RUE DE SÈVRES. (1975)

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Corporation with capital of FF 2,122,929,120
Corporate Registration: Grenoble B 330 703 844
Corporate Headquarters: 3 rue Malakoff - 38005 Grenoble (France)

Letter from the Executive Chairman

When you have been the captain of your ship for twenty-nine years and then decide, voluntarily, to put yourself in a position where that is no longer the case, it seems to me that some explanations are called for: to your “crew,” your shareholders and your friends (some of whom are all these things at once).

I made this decision in 1989 — seven years ago now! — when I undertook to have my stake in the capital of the group “moved up” to a level of control, and convinced CGIP to do the same, so that, together, with our combined stakes, we could form the company SKIP. For what reason and to what end did we make that decision?

- For what reason? We sensed very clearly that the time was over when our competitors were our regional and national rivals. Having become the indisputable European leader, we now had to confront a different breed of more powerful opponents:

- First, there were the computer manufacturers, forced by events to a dramatic conversion to services.

- Then came the American IT services firms which (following

several resounding failures) decided to see what life was like on the other side of the Atlantic. And so to Europe they ventured. That very Europe which only yesterday seemed like a bunch of separate little countries, but which was suddenly on the verge of transforming itself into a huge market of 350 million people. It was here that the Americans disembarked, encountering little resistance to their technical and financial superiority other than ours.

We had to move quickly to ward off these new competitors. We had to strengthen our geographic base, expand our service offering (especially by integrating management consulting services). In short, we needed more ammunition and more fire power.

- To what end? To bring on board a strong industrial group, with an interest in, and an appetite for, IT services, to invest in the capital of the group; a company ready to support our ambition of being and remaining one of the world leaders in this profession; a company willing, at least temporarily, to confine itself to a minority position, with the time to make its contribution while giving us some breathing space to prove our mettle.





to restructure their respective stakes into a single holding company, Cap Gemini, in which CGIP and Daimler-Benz will each retain about 24.5%, I approximately 19%. Parallel with this compressed capital structure, a two-tiered governing body will be put in place — introduced in France by the law of July 1966 dealing with commercial companies, but little used up to now, namely:

The profile of this sought-after partner was aired in the press (see *Les Echos* or *Le Tribune* of October 29, 1989, for example). And since none of the other candidates convinced us to alter this profile, on July 23, 1991, we welcomed Daimler-Benz as a shareholder in the holding company which controls the group. Furthermore, in all openness, we revealed the key concession we had made to our new partner during the course of our negotiations: the possibility of their becoming — should they wish it — the majority shareholder within a time frame to end on January 31, 1996. As some had predicted back then, the solution finally adopted five years later is quite different from the somewhat simplistic scenario imagined in 1991. In effect, the three major shareholders (CGIP, Daimler-Benz and I) have decided

- a Supervisory Board representing the three main shareholders and also looking after the interests of the minorities; and

- a “Directoire” made up of the group’s five principal managers.

This separation — intelligently accepted by all — of the roles of shareholder and manager, until now intermingled at the tip of the group’s ruling pyramid, has clearly obliged me (since I cannot be present at both levels) to choose between the two. For a whole series of reasons, I have finally opted for the role of manager* (in agreement with my two main partners), with the title and function of Chairman of the Directoire... at least until December 31, 1999.

* Of course I will remain a shareholder, as I have just indicated, but one among others.

While it would be tedious to analyze all the reasons for my choice here, two of them, related to each other, are especially noteworthy and perhaps bear some elaboration:

1) In a service company like ours, the role of shareholder is not defined in the same terms as in a more industrial enterprise. Having solid, determined, loyal, competent, active shareholders is clearly a must; all the more so since the battle has become global and the ability to invest heavily is often a determining factor. But the real value of a group like ours is also — some might say above all — its proven ability to manage a large number of talented, strong-minded individuals (consultants and IT professionals) and unite them behind a common culture — a culture built on the mastery of leading-edge professions and on shared values, but likewise one which respects the distinct culture of each country and the different values of each profession. It is a culture founded on the notion of mobilizing people around a clear ambition: i.e. serving clients who are themselves often the best in their business, and committing these professionals to an uncompromising, faultless professional ethic, whatever the cost of such rigor. Identification with the company, decentralization of

responsibility (tied to strict central control), wide delegation of power to managers who have a thirst for winning because they also have the right to make mistakes, a management system which stresses both individual initiative and collective decision-making — these are the principles upon which Cap Gemini Sogeti has built its success. It goes without saying that to all of this must be added something which defines the legitimacy of a service organization like ours: the vital obligation of every one of its members to keep on adapting to the rapidly changing world of business and information technology, as well as to the equally rapid changes in what clients expect.

Yet no matter how differently we “package” our services in relation to these new needs and new fashions (in terms of custom software, systems integration, outsourcing, reengineering, alliances, etc.); however differently we deploy our resources toward the most dynamic market segments;

however differently we “network” our skills, nothing really alters the basic equation: uniting and managing men and women of divergent cultures in professional specialities of high technological and intellectual content.

Our answer to this challenge currently resides in a team of top quality managers and I, for one, simply want to continue to be a part of that team.

2) Companies are mortal; so are people. This is even truer for those who have already lived a long time. Anxious to assure the long life of his company, even if he can't do the same for himself, one day the founder of a business must face up to what will happen after he goes, and “not shutting himself off behind his capital” is probably rule number one. The solution we have just adopted seems well suited to ease the way through this transition, mainly by avoiding a collision between a regime which may be described as a monarchy, more or less — even though a “team monarchy” in which the decisions and the victories have always been collective — and a dual system in which capital ownership and

management responsibility will be more clearly separate, with each side respecting the prerogatives of the other. Presiding over such a transition, making sure that it takes place sensitively, getting the group in shape for the next millennium is an exciting challenge. I'm delighted that my two principal partners have entrusted me with it, and that my colleagues have expressed their desire to see me take it on. Without this two-fold encouragement, I might have been tempted to stay where I was, my head spinning like someone who has just climbed to a great height and is suddenly conscious of the enormous risks he has taken...

So it is not yet time to close the books. Instead, we are entering a new stage — a beginning far more than an ending. The outlook for the group today is more exciting, more dynamic than ever, as information technology continues to be one of the prime movers of economic, social and cultural development. The marriage of IT, telecommunications and audiovisual media is transforming every aspect of our lives: work, research, art, production, distribution, transportation, home, health and leisure. Meanwhile, the Internet is providing virtually everyone with easy access to all the knowledge that mankind has accumulated over more than twenty centuries.

In this tumultuous universe, the group — a service company

at the service of its clients — has lost nothing of its enthusiasm, its taste for challenge, its ability to innovate and to adapt. Thanks to the support of its shareholders, and to the energy and know-how of its people, it has the best chance of staying at the top during this period of burgeoning growth which will mark this business in the coming years. It also has the best chance of keeping alive and intact the values which presided over its birth in 1967, in a small provincial French city.

Serge Kampf
Grenoble, April 8, 1996

P.S.: It will be proposed to the General Shareholders Meeting that the new group, formed from the "compression" of the current holding companies, be called Cap Gemini. If this decision is taken, the name of the original company, Sogeti, will disappear. I hope that the old-timers in the group will forgive this concession to the spirit of the age: i.e. simplification above all. At the same time, the increasing convergence of our two "families" (IT professionals and management consultants, Cap Gemini Sogeti and Gemini Consulting) practically dictated the choice of a compound name which makes reference to the origins of each of them.

(the end)

1995 in Retrospect

On the Information Superhighway

At the end of January, in anticipation of the emerging new interactive information services, Cap Gemini Sogeti submitted some ten proposals to the French government. One of them was an experimental platform known as INFOROUTE, designed within the framework of new services and systems being piloted by the French Postal and Telecommunications service of the Department of Industry.



TransMillennium™ Services launched

With the approach of the year 2000, many computer programs run the risk of serious malfunction as a result of incorrectly processing dates across the century date change. This note of alarm was sounded by Cap Gemini America with the launch of its new TransMillennium™ offering. Designed to tackle this special conversion, the offering includes a full range of services from assessment and strategy, through renovation, validation and implementation. Based on early successes in the U.S., the TransMillennium™ Services "Year 2000" solution is now being proposed in all the group companies.

Banking on outsourcing

An important breakthrough for the Group into the finance sector began in 1994 when Nordbanken (one of Sweden's leading banks) and Cap Programator (Cap Gemini's Scandinavian subsidiary) merged with another Swedish banking establishment, Gotabank. This impacted heavily on Nordbanken's IT systems and prompted it to outsource all of Gotabank's current IT activities in a deal valued at SEK 200 million. This assignment will run until 1996, when Gotabank, with active help from Cap Programator as an important part of the contract, will be completely assimilated into Nordbanken.



FM for the Bolloré Technologies Group

The Bolloré Technologies Group, European leader in the organization and logistics of international transport, has signed two Facilities Management (FM) contracts with Cap Gemini Sogeti. One covers management and development of central computing systems linking the company's national and international sites on five continents. The second involves several hundred personal computers installed at the company's corporate headquarters. These contracts offer Bolloré Technologies great operational flexibility and a guaranteed high level of performance, service quality and cost reduction.



Cap Gemini Sogeti at the G7

A summit debut. Industrial leaders held sway at a G7 meeting devoted to the information superhighway. Cap Gemini Sogeti was selected by the European Commission to demonstrate VOGUE, a multimedia application designed for travel agents. This "workstation of the future" integrates many multimedia functions, voice recognition in particular, and is a good illustration of how multimedia applications can be targeted to specific professions. Assembled for the occasion were many notable personalities, including U.S. Vice President Al Gore, current EC President, Jacques Santer, along with his predecessor, Jacques Delors.

> HIGHLIGHTS

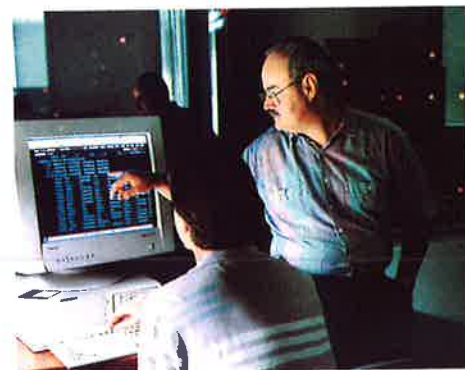
Bankpyme: an AM success story in Spain

Following a diagnostic consulting assignment intended to set priorities for potential projects, Bankpyme (short for Banco de la Pequeña y Mediana Empresa) awarded Cap Gemini Sogeti a four-year Applications Management contract — the group's largest AM contract to date in Spain.



Ralcorp: six months to build a system

Ralcorp Holdings, Incorporated, a leader in the private-label cereal market, was created in March 1994, a spin-off from its parent company, Ralston Purina Company. Confronted with the formidable prospect of totally rebuilding its IT system, Ralcorp decided to out-source the project. Cap Gemini America, in alliance with two partners (Genix and I-Net), won this \$100+ million contract in the face of very stiff competition. At the beginning of 1995, a team of 140 professionals copied all the client's programs (12,500), data, system software and operating systems. Cap Gemini America is also running and supporting Ralcorp's multi-hardware, multi-software platform environment and providing program management, scoping, strategic systems planning, transformation using client/server and object-oriented technologies, as well as supplying maintenance and enhancements to Ralcorp's existing legacy systems.



Technology at work

At the group's 19th international Rencontres in Amsterdam, an important trade fair called "Technology at Work" clearly illustrated the fact that technology is the major force of change, both because it has obliged businesses to alter their strategies, and because it has been the essential tool in the implementation of those strategies. At more than thirty exhibits, visitors — including journalists and financial analysts — were able to explore the full range of Cap Gemini Sogeti's expertise and innovation. The exhibit was hosted by Cap Volmac at its Utrecht headquarters.



March

Back-office boost for UAP Nederland

The Dutch subsidiary of French-owned insurance company Groep UAP Nederland is committed to delivering new products quickly, improving insights into risks and costs, and establishing the company as a high-tech leader in the insurance market. To tackle these issues, UAP turned to FILS (Future Insurance Life System), which uses an existing Cap Gemini Sogeti approach and a number of current IT concepts such as object-oriented technology, kernel systems, reuse, Iterative Application Development (IAD), etc. Cap Gemini Sogeti has defined the core data and business rules so that new products can be developed in a matter of hours or days. The new system went on-line in July 1995.

Systems Transformation Center in The Netherlands

To coincide with the 19th CGS Rencontres, Cap Volmac (the group's Dutch subsidiary) opened the doors of its new Systems Transformation Center to clients and prospects. The STC will serve as a living laboratory, showcasing the group's advanced technological skills, especially in multimedia. Visitors to the center will also have the opportunity to try out a complete EDI (Electronic Data Interchange) cycle or get acquainted with the Gentium Executive Information System and its client/server application.



Outsourcing opportunity with British Gas

In a major outsourcing agreement, valued at £55 million, British Gas, the U.K.'s largest gas distributor, has turned over to Cap Gemini Sogeti the running of its "legacy" systems. In the process of dismantling its old regional structure and replacing it with five separate units, British Gas determined that existing computer systems had to continue to operate to support the business. Thus, over a two-year transition period, Hoskyns (the group's U.K. subsidiary) will maintain British Gas's existing systems and, at the same time, offer rewarding career opportunities to many of its staff. To date more than 600 people have transferred to Hoskyns.

April

Banking on Berlin

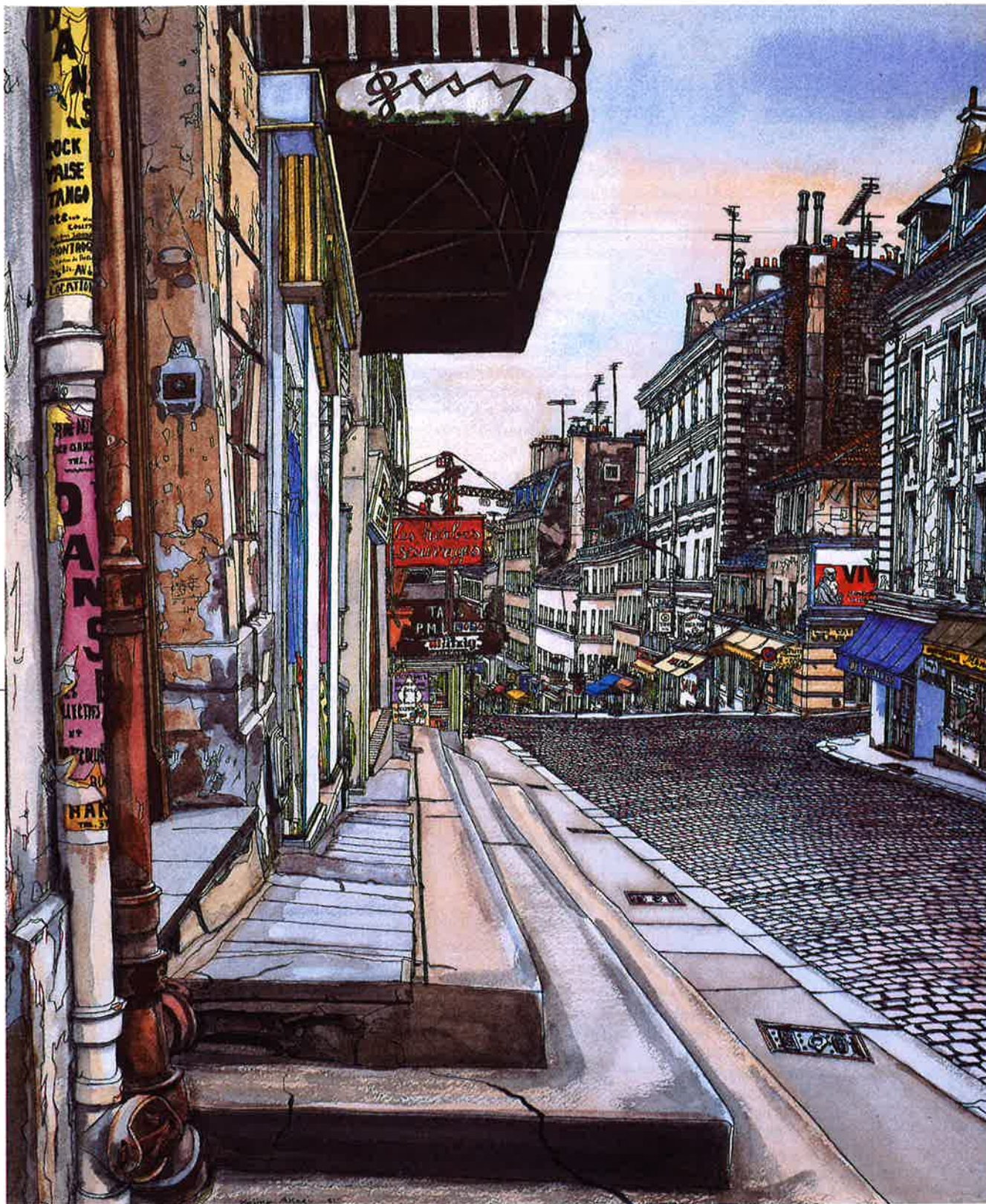
Debis Systemhaus concluded a multi-year contract with the Berliner Volksbank EG covering a wide range of computer services — acquisition, installation and hardware and software maintenance — for the bank's 75 branches in the Berlin and Brandenburg region. Once implementation has taken place, debis Systemhaus will be in charge of all technical support for the decentralized operations.



Gemini Consulting and Cesat merge in South America

Cesat Management Consultants, Brazil's largest domestic management consulting firm, has merged with Gemini Consulting, the new entity to be known as Gemini Consulting South America. A key driver in Cesat's decision was its recognition that globalization is having an increasing impact on both Brazilian companies and international firms with Brazilian operations. At the same time, the merger is in keeping with Gemini's strategy to grow its business in South America, where it sees enormous new market opportunities for its clients worldwide. This alliance gives Gemini a presence on five continents: North America, South America, Europe, Asia and Africa.





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> Akagi - 72, RUE DE BELLEVILLE. (1981)

Outsourcing health care

Hoskyns (Cap Gemini Sogeti's U.K. subsidiary) has won an outsourcing agreement with the South Thames Regional Health Authority. Under the terms of the contract, the group has taken charge of systems operations, applications management, network support and a range of other services, among them data protection consultancy. As well as running the existing

systems, Hoskyns is introducing new services to meet the latest health care requirements. Advances include new applications providing management information for measuring hospital performance and managing public health care in the region.



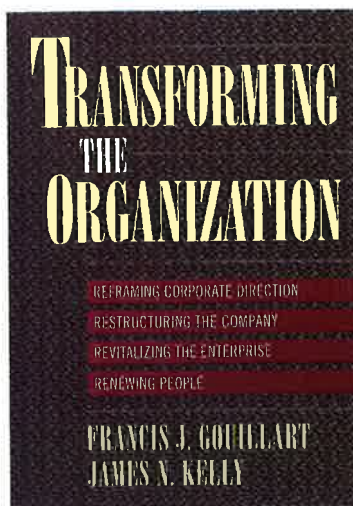
AM in Portugal for Tranquilidade

Cap Gemini Sogeti has signed an important Applications Management contract with the Companhia de Seguros Tranquilidade, Portugal's leading insurance company. Under the terms of this four-year agreement, the group will take charge of Tranquilidade's existing IT applications while the company moves to a new system.

The contract was won in partnership with Portuguese software developer Geslógica. This outsourcing strategy gives Tranquilidade the leeway to compete in the newly deregulated and more competitive Portuguese insurance market.

A best-seller for Gemini

Transforming the Organization, co-authored by Francis J. Goullart and James N. Kelly, of Gemini Consulting, describes the need for Business Transformationsm as expressing a fundamental shift in the relationship of the corporation to individuals and to society as a whole. Solidly grounded in management consulting theory and practical application to client cases, the book aims at helping companies find a coherent path to change — strategic, operational, technical, etc.



A banking partnership

Cap Gemini Sogeti and the consulting company, Altis, have formed an alliance with six major banking establishments (Barclays Bank, Caisse des Dépôts et Consignations, Crédit Agricole, Crédit Commercial de France, Crédit Lyonnais and Crédit du Nord). This partnership will oversee the development of a software package designed to handle data exchange and communications with a newly formed clearing house, Centrale des Règlements Interbancaires (CRI) and with two other clearing networks — SNP (Système Net Protégé) and TBF (Transferts vers la Banque de France). This tool will contribute to modernizing the banking profession, strengthening security and improving risk control.

Joint projects with BellSouth

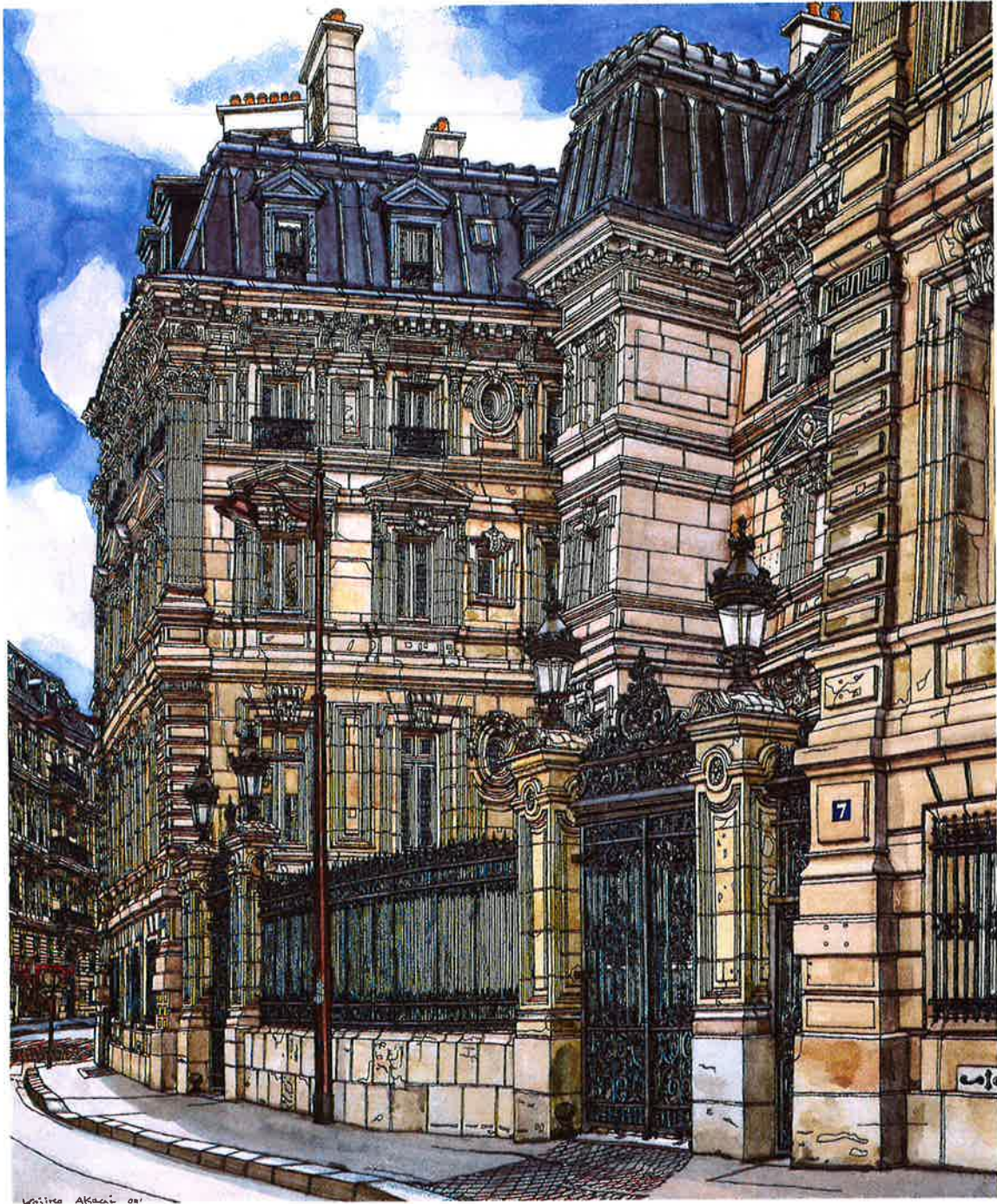
U.S. telecommunications operator, BellSouth, awarded a contract to Gemini Consulting and Cap Gemini America for support within their Planning and Provisioning Reengineering department. This engagement, spanning eighteen months and consisting of twelve workstreams, entailed requirements definition, facilitation, procedure development, user training and coordination, and overall management consulting.



Data exchange for DSR

For DSEN, Germany's second largest shipping company, debis Systemhaus has installed a global IT data-exchange network, replacing the previous network run by British Telecom. The new network will handle all financial and logistical management. DSEN is also using an X.400-standard E-mail system to communicate with its many partners, and has access to a Transax data bank and the Bimcom telex service. This network is both more efficient and less expensive to run than its previous infrastructure. DSEN is already thinking about expanding and is considering more options such as Internet, videoconferencing, and laptop computers linked to the network.

The Group



➤ Akagi – 7, RUE DE TILSITT. (1985)



Cap Gemini Sogeti is the number one provider of information technology and consulting services in Europe and number three worldwide. This unique position of industry leader in most European countries, bolstered by a solid presence in the U.S., enables the group to play a major competitive role in its market, and to bring real benefits to its clients. The largest percentage of Cap Gemini Sogeti's 22,000-strong work force consists of technical professionals trained at some of the finest universities and institutions of higher learning in Europe and America. In 1995, the group reported total revenue of FF 11.3 billion (\$2.3 billion). For nearly thirty years Cap Gemini Sogeti has served as consultant, prime contractor, systems integrator or project manager on the most complex IT assignments for major corporations and government agencies. The chief purpose of the services provided by Cap Gemini Sogeti is to help companies build the most efficient organizations possible and make the most effective use of their information systems in order to achieve their strategic objectives. To this end, the group offers its clients an international skills network conceived around eight broad business sectors, a consistent and flexible service offering, the ability to innovate across a wide transnational base, in-depth industry know-how, a strong service culture, and the great advantages of its collaboration with Gemini Consulting, specialists in the field of Business Transformationsm. In just a few years, this company has earned a place in the front rank of management consulting firms worldwide.

Convergence. The growing trend toward globalization, the interdependence of markets and the need for instant reaction, has undeniably broadened the role of information technology in changing the ground rules for the way a company conducts its business. Cap Gemini Sogeti and Gemini Consulting are responding to these new conditions by joining forces more and more to transform businesses and their information systems "concurrently." This simultaneous implementation of their respective know-how is a unique asset in meeting clients' present expectations, which include the improvement, transformation — if not the complete renewal — of their business, the implementation of new processes, as well as the design and development of new information systems.

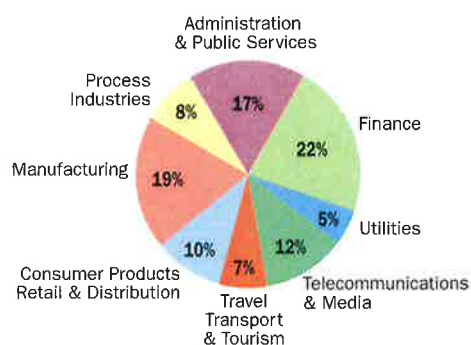
Transnational sector specialization

Since 1992, specialization by business sector has been one of Cap Gemini Sogeti's strategic priorities. Organized into eight sectors, a network of competence centers provides a global link among specialists, keeping them abreast of what's happening elsewhere, while enhancing and improving their skills. In 1995, the group

reported revenue growth in excess of 20% in all the business sectors, most notably in Telecommunications and Media, and Finance. Throughout the group, efforts to encourage expertise reuse beyond geographic boundaries have been intensified, and sector-related service offerings have been developed to meet specific clients needs.

> SECTORS

Revenue Breakdown by Sector (1995)



Sectors p.14

Service offering p.28

Innovation p.32

Delivery p.36

Culture p.38

Structure p.42

Gemini Consulting p.44

Big project, little card

SSB (Società per i Servizi Bancari), a banking services consortium formed by 230 Italian institutions, is launching an ambitious "electronic billfold" project.

The credit balance stored in this payment card will be refreshed at ATMs and banks, or even over the telephone. And its bearer will be able to use it for payments in stores and at public agencies and services.

Cap Gemini Sogeti has been engaged as consultant and project manager.



Main segments

- Retail, corporate and institutional banks
- Commercial banks and financial establishments
- Insurance companies
- Other financial services

Finance

Computerization is a necessity in the banking industry, no longer as a mere processing tool, but because of the competitive advantages that it yields: reduction of operating costs, risk limitation and management, improved customer service.

Cap Gemini Sogeti has focused special energy and attention on a range of applications: electronic payment systems; sales and marketing systems that enable banks to test and customize their offerings with speed and accuracy; risk optimization systems (asset risk, financial risk, commercial risk), all true levers of competitiveness.

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New products, new business lines, new players...

Together with deregulation, the increased demand for financial services is whetting bankers' appetites for technological innovation in computer services. For Cap Gemini Sogeti, this trend was reflected by a 24% increase in sales in this sector. A transnational sector-based strategy, and know-how accumulated in the course of some 3,500 projects carried out in this field, were contributing factors in these results. In point of fact, Cap Gemini Sogeti offers a wide range of innovative products and services for banks, financial institutions and insurance companies. They facilitate the speedy introduction of new products, the emergence of new lines of business and the positioning of new players in the market (direct banking, etc.).

EXA: banking information system of the future

Distributed by Cap Gemini Sogeti, EXA is a solution adapted to the needs of banking networks by offering personalized marketing techniques and innovation in deployment to global customers. Designed by and for bankers (the Crédit Agricole was instrumental in its development), EXA has a unique, modular architecture which simplifies the task of integrating complementary software products. Twenty French and foreign banking establishments already regard EXA as their main competitive asset.

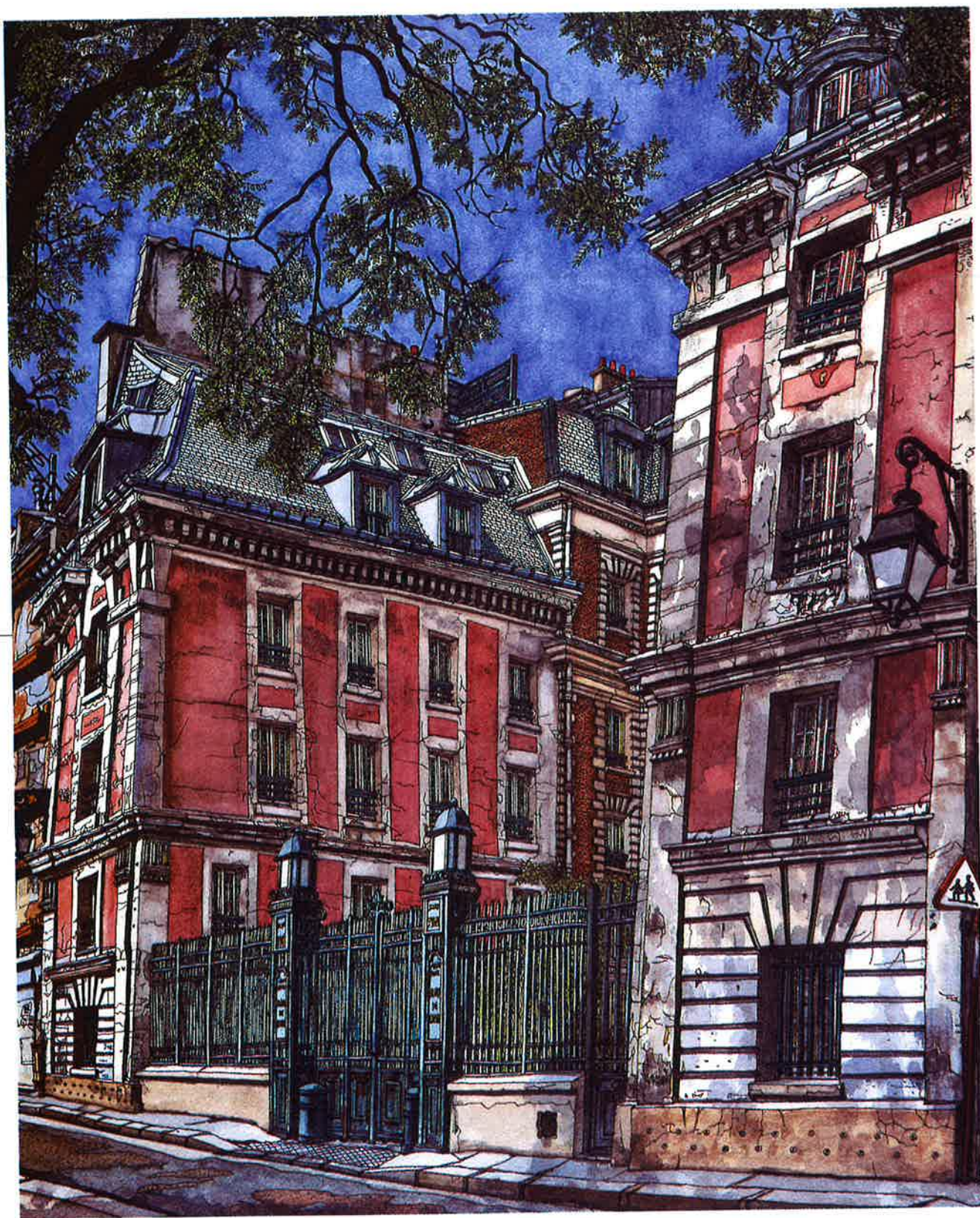


Single currency: the race is on

A leader in financial information systems, Cap Gemini Sogeti wants to remain in front when Europe switches over to a single currency. In 1995, the group began to assemble a dedicated service offering and acquire tools to meet its customers' expectations. The single currency is a high priority near-term venture for all parties concerned.

Sampling of significant projects

- Wesleyan Assurance Society: Applications Management for this insurance company's information systems over a five-year period.
- ECHO (Exchange Clearing House Limited): the first global clearing house for interbank foreign exchange. Hoskyns is acting as systems integrator and will provide operational support through an outsourcing agreement.



➤ Akagi – DURET DE CHEVRY RESIDENCE - 8, RUE DU PARC ROYAL, (1975)



Manufacturing

The upswing of IT investment in this diversified industrial sector puts an end to several years of stagnation and offers a glimpse of even stronger growth for the coming year.

Keeping step with globalization

Forced to assert their presence in new markets, industrial companies are confronting the imperative of internationalization. In terms of information systems and their standardization, this compels the use of homogeneous management and production tools. Cap Gemini Sogeti's size and international structure make it a partner whose value is enhanced by its offering of world-class application products and the skills needed to implement them.

Time-to-market, costs, services: keys to competitiveness

Other agents in the renovation of information systems in manufacturing include: abbreviation of the development cycle for new products (through teamwork, with its techniques of workflow, groupware, GED, SGDT, etc.); continuing efforts to lower costs for R&D, production, marketing and administration (expanded use of integrated management application products); increased responsiveness of customer service (logistics, after-

Putting on the charm for RENAULT V.I.

Renault Véhicules Industriels is getting ready to provide its European salesforce (1,500 dealers) with an IT tool to help them furnish customized offerings to prospective clients. This application, deployed by Cap Sesa, is designed to "charm" dealers into making greater use of computer-based resources, especially in their customer relations.



AMOS boosts quality and safety

The process for development, testing and marketing of new medications is lengthy (10 to 12 years), draconian (on average, only one product out of ten reaches the marketing stage) and expensive (several hundred million dollars).

Determined to improve the management of its test phases (increase safety, accuracy, quality and time to market), ASTRA, the Swedish pharmaceuticals group, has asked Cap Gemini Sogeti to develop and operate AMOS (Astra Monitoring System), which will manage testing programs involving up to 5,000 or 10,000 subjects in the final testing phase.



Main segments

- Auto industry
- Aerospace
- Construction engineering and public works
- Electrical and electronic equipment
- Mechanical engineering
- Pharmaceutical industries

sales service, call centers, etc.). Cap Gemini Sogeti has developed its know-how and service offerings in all of these fields, with special emphasis on the automobile and pharmaceutical industries in 1995.

Sampling of significant projects

- Volvo: development of a new system for dealerships. Orders, vehicle availability, spare parts delivery, dealership administration and showroom management are all included in this new platform.
- Ford: design and implementation of a new IT system for coordinating production and distribution of new models for the European market.
- Glaxo Wellcome is undertaking a major investment in increasing Cap Gemini Sogeti's capabilities to supply products globally. The group has been engaged to partner in the development and implementation of the necessary systems and the new ways of working which will maximize the value of this investment.
- POLDER: implementation of the Image Quality System for the observation instrument on board the ADEOS environmental research satellite, under the auspices of the French National Space Research Center's Image Processing department.

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Government and Public Services

Public and governmental agencies are under severe pressure to rein in their operating costs and

improve their quality of service. Cap Gemini Sogeti enjoys a strong Europe-wide presence in this sector, which accounts for nearly 17% of the group's revenues, and is an active player in this ongoing transformation.

European programs for a choice market

As a united Europe takes shape, exchanges of information between European central agencies and national institutions of the various member-states are growing more numerous. Because of its broad geographic coverage and its ability to set up multilingual, transnational teams quickly; because of its expertise in business organization and information technology, Cap Gemini Sogeti is well placed to participate in the building of this "communicating

Europe." The group is actively engaged in the European Community's IDA (Interchange of Data between Administrations) program.

Control over health care costs

Modern information technology resources are a factor in the rescue of public health care systems. The group is actively contributing to the successful modernization of this sector through the many solutions that it is implementing in the most advanced countries. The group's offering targets three main areas: **hospital management**, circulation of information between health care providers, and electronic patient casefiles. For the last-mentioned, Cap Gemini Sogeti has been retained as expert for a G7 project (International Harmonization of Use of Data Cards in Health Care).

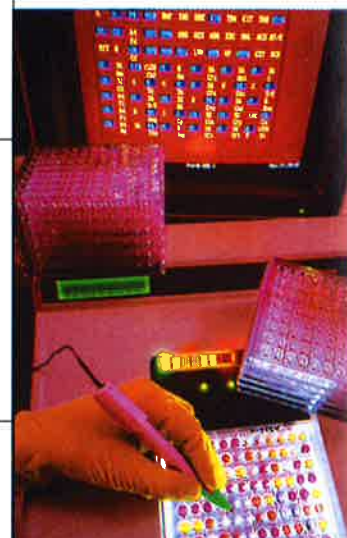
Significant projects

- PAYS (Pay-As-You-Serve): new Facilities Management service which electronically links U.K. districts in the handling of parking tickets.
- Design and implementation of a computerized recording and processing system for files managed by some 100 Swedish courts.

A commitment to health care

Cap Sesa Informatique Hospitalière (CSIH), a unit of more than 200 IT specialists with wide-ranging professional experience in hospital systems, has in recent years evolved into one of the key players in the French health care sector. Today, about a hundred public hospitals have installed all or parts of the 30 or so specialized software solutions implemented by CSIH.

In 1995, CSIH launched Evoluance, a modular offering built around the "Référence" kernel (also the name of the conglomerate of 70 French hospitals which developed the product). Evoluance has already been installed in 5 pilot sites and is now available for extensive roll-out.



Main segments

- European and transnational institutions
- Public Services
- Defense
- Education and Research
- Health Care

Telecommunications and Media

Just two figures illustrate the dynamism of the telecom sector: the number of mobile phone subscribers will leap from 80 million in 1995, to about 250 million in the year 2000. For Cap Gemini Sogeti, this imminent explosion was reflected in a 24% increase in sales for its Telecommunications and Media Sector during 1995.

Rewards of a transnational, sector-based strategy

Already deeply involved in this sector alongside the "legacy" operators (France Telecom, AT&T, etc.), Cap Gemini Sogeti is today reaping the rewards of its transnational, sector-based strategy, which has supplemented the group's core skills with new know-how acquired in countries pioneering the trail to deregulation. The requirements of newcomers to the fixed and mobile telephone markets have enabled the group to develop solutions tailored to the needs of these different types of operators in record time... and to assert itself as this sector's European leader.

On the road to ATM

Deutsche Bundesposttelekom and France Telecom have asked Cap Gemini Sogeti to develop and implement a joint system for administration of their national ATM (Asynchronous Transfer Mode) networks, which support their multiservice offerings to business customers.

The contract covers two interconnected national management centers situated in Germany and France. These centers will manage network components for each operator as well as the interconnection between the two systems.



New solutions

Customer and subscriber management, access to service offerings, order entry, hardware management, inventory control, calling rates, rate charging, billing and so on: to meet these needs, Cap Gemini Sogeti has developed a service offering for new telephone operators based on customized application packages capable of handling all required functions. This structured approach has been strikingly successful in Europe and around the world. Clients range from Tikiphone in Polynesia to operators in Turkey, Guernsey, New Caledonia, Namibia, India, Lithuania and the countries of Eastern Europe.

Another vehicle of this advance is "Telco-In-A-Box," a global package offered jointly with Gemini Consulting. The know-how concentrated in this offering can get a new operator's service up and running from scratch... and in record time.

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Consumer Products, Retail and Distribution

Access to critical mass, pressure on prices, vertical integration, standardization of European regulations, international alliances, proliferation of services, increasingly demanding consumers.... More than ever before, this highly competitive sector is being pushed from all sides toward transformation and excellence in performance.

Sampling of significant projects

- Lyonnaise Communications and France Telecom Cable: complete handling of user support, maintenance and application development for the ARAVIS2 program product (cable subscriber management and billing, administrative and technical management of a cable TV distribution service).
- Shouh-Ta and Bestway: design and implementation of access authorization and technical management systems for two Taiwanese operators' CT2-standard mobile phone networks.
- Deutsche Presse Agentur: management outsourcing for this press agency's information center, which collects news items useful to journalists and other clients (newspapers, radio and TV broadcasters, institutions, etc.).

Main segments

- Legacy telecom operators
- New operators (mobile phone, cable TV, etc.)
- Media, publishing, communications

Key role of information systems

Increasing numbers of mergers and buyouts among medium-sized distributors are generating a wealth of opportunity for migrations, redeployment, linkage of information systems and their networks. On the international level, likewise, the major distributors are looking for information systems providing an integrated, homogeneous overview of, and interconnection between, their subsidiaries. Cap Gemini Sogeti is responding with offerings of applications management, facilities management, business transformation, conversion methodologies and tools, and integrated management packages.

From EDI to Internet

As players in the distribution chain integrate "just-in-time" concepts at a growing rate, they are also under cost pressures to "dematerialize" their activities. This



Internet blows hot and cold for retail sales

In 1995, Cap Gemini Sogeti commissioned a study that queried 46 of Europe's 200 leading distributors. The results cast a revealing light on factors encouraging — and hindering — use of the Internet for consumer sales.

Nearly 60% of the distributors surveyed are already connected, most of them mail-order houses and wholesalers. A great disparity exists among retailers, depending on the line of business.

Among other conclusions, the study indicated that, by the year 2006, nearly 10% of retail sales will take place outside of shops and stores, with one-half of orders routed over the Internet.



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> Akagi – MORRIS COLUMN, BOULEVARD HAUSSMANN. (1971)

provides an opportunity for the group to step in and apply its know-how in telecommunications, EDI, electronic messaging and, now, the Inforoute. Bolstered by its experience in development of the Minitel, Cap Gemini Sogeti is today offering solutions (call-centers, voice-mail, telematics servers, Internet platforms, CD-ROM multimedia) to mail-order retailers whose information systems are being strained by the end-user's demands, particularly in the area of delivery speed.

Significant projects

- Cap Volmac participated in several electronic commerce projects for developing Internet applications, such as an electronic shopping mall for KNP Multimedia, and a stock game for investing virtual money based on real-time market information for the ING bank.
- Imperial Tobacco: implementation of DADS (Distribution and Dispatch System) for inventory management of differing product categories (duty-free/duty-paid) warehoused at a single facility, for this British cigarette manufacturer.
- La Ruche Picarde: transitional applications management to enable La Ruche Picarde to restructure its IT system as it is integrated into Docks de France, a leader in the French distribution industry.

Main segments

- Distribution
- Wholesale trade
- Retail trade
- Mail-order sales



Process Industries

While maintaining an active presence alongside the chief industries in this sector during 1995, Cap Gemini Sogeti intensified its efforts targeting the oil business.

Information systems

rule the roost

Because of its stability (+2% in 1995) and low profit margins, the market for petroleum products is driving its major international players to seek differentiation: exploration for new reserves, increased productivity of refineries, efficiency of distribution networks — three areas in which the performance levels of information systems are of decisive importance.

An active member of POSC (Petrochemical Open Software Corporation) since 1994, Cap Gemini Sogeti has set up an international skill center assembling a team of highly specialized consultants. These professionals provide a service offering facilitating the implementation of POSC's emerging standards. POSC-compatible tools and development environment are already available.



Production management: the missing link

Oil refineries are run by dedicated systems which have been hard to interface with modern production management tools. Producers are now looking for ways to integrate their disparate information systems in order to achieve better site management and greater responsiveness. Working together in a technological and marketing partnership, Foxboro (world leader in control and monitoring systems for continuous processes) and Cap Gemini Sogeti have developed a solution ensuring the fluidity of both management and production information: direct, bilateral, real-time exchange of data between the process control system (Foxboro I/A Series) and the SAP R/3 production planning module. With this unique offering, the Foxboro/Cap Gemini Sogeti team intends to participate actively in renovating the production tools of the world's major production sites.

The new face of distribution

To compensate for their low profit margins and to build customer loyalty, oil companies have diversified their activities at the service station level: new products, new services (vehicle maintenance, carwash, etc.), minimarts. Drawing from their experience in retail distribution, Cap Gemini Sogeti and its sister company, Gemini Consulting, have jointly



Less maintenance, more safety

In 1995, Cap Gemini Sogeti joined forces with APSYS (Aérospatiale) to deliver a risk management and decision system (GRADE) to oil company Total, for its Normandy refinery. This project, which forms part of a wider examination of refining process concepts, gives Total a better grasp of its safety targets. In this context, GRADE will have a significant impact on approaches to quality, safety, environmental standards and maintenance.

Main segments

- Oil and gas Industries
- Chemical industries
- Other continuous-process industries (steel, etc.)

developed a generic offering taking all of this industry's new requirements into account, from distribution strategy to warehouse management.

Sampling of significant projects

- Statoil: system for optimizing this Norwegian group's North Sea tanker fleet. Iteratively developed, the system enables Statoil to manage its tanker fleet and to deal with unexpected situations arising from shutdown of production platforms or bad weather.
- Bass Brewery: implementation of the automation and management system for a continuous process control operation on this beer production line.
- Henkel KGaA: delivery, installation and three-year maintenance of 9,800 data processing terminals for this German specialist in applied chemistry.
- Exxon Chemicals: thanks to Cap Gemini America, the chemical unit of this U.S. petroleum giant was able to leapfrog excessive development times, moving with record speed to find and implement standard application interfaces operating in differing IT environments.

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➤ Akagi – RESIDENCES OF CLERMONT-TONNERRE - 118-120, RUE DU BAC. (1984)



Travel, Transport and Tourism

Only a step separates management of physical assets from management of information. It is a giant step, however, and the main operators in this rapidly expanding market are already engaged in the conversion, redefining strategies and products and placing information at the heart of their business.

Business transformation, systems reengineering

Marketing based on "yield management" (optimal management of resources) or "multimode transport" requires superior information systems supporting a consummate business organization. To escort the profound changes required in this industry, Gemini Consulting and Cap Gemini Sogeti have created a worldwide skill center whose joint teams are organized to carry out parallel operations for business transformation and information systems transformation.

Emergence of a "new customer"

Whether corporations or individuals, customers in this sector have grown increasingly demanding in terms of prices (with deregulation of air and rail transport creating an overheated competitive climate), of services (all tra-

vel and leisure needs — plane, train, bus, lodging, car rental, etc. — being handled through a single contact) and of information (instant response to requests concerning availability, prices, schedules, etc.). From reservation systems to **electronic ticket-vending**, from traffic management to signaling, from marketing via Minitel to marketing via the Internet, Cap Gemini Sogeti has proliferated its areas of action, its service offerings and its software solutions. The purpose of all this? To enable every operator to satisfy this "new customer."

Sampling of significant projects

- Fort-de-France (Martinique): implementation of the information system for the Lamentin air passenger terminal. Main functions include: complete electronic information display management, management of passenger check-in and boarding counters, public voice server and software interfaces with civil aviation.
- Port Aventura: development of a human resources management system (personnel, payroll and scheduling), using SAP R/3, for this new Spanish leisure park.
- Solvay: development of Freight Advisory and Monitoring System for one of the world leaders in the chemical industry.

Advanced technology at high speed

Situated at the heart of Europe's high-speed train system, the Belgian railways intend to hold on to their strategic position vis-à-vis future traffic in northeastern Europe, along the Paris-London-Brussels-Amsterdam corridor. Contributing to their modernization program, Cap Volmac implemented the new seat reservation and ticket-vending system for SNCB/NMBS' TGV (Very High Speed) rail network.



Main segments

- Airlines
- Airports and Air Traffic Control
- Rail transport
- Logistics
- Tourism and leisure

(page over)

Utilities

This sector, which generated sustained growth for Cap Gemini Sogeti during 1995, is undergoing profound change: market deregulation, diversification of industry players and internationalization of business.

Nordic "sea trials"

Already in various phases of deregulation, the British and, especially, the Scandinavian markets offer a laboratory enabling Cap Gemini Sogeti to develop solutions suitable for subsequent standardization and worldwide application. Here, for example, Cap Gemini Sogeti's Swedish subsidiary, Cap Programator, implemented the application kernel for a modern Customer Care system, enriched by groupwide know-how acquired, notably, in the telecommunications field.

Maintenance: key element of competitiveness

Another feature of the utility industries: the availability of production systems and distribution networks is an absolute priority. The **maintenance** function is thus a factor of competitiveness... as long as processes are optimized and their costs controlled. This is precisely the function assigned to the new generation of computerized maintenance systems such as those designed by Cap Gemini Sogeti: they must manage information flows between geographically-scattered organizational units, while providing customized functions. Because of their critical importance, Cap Gemini Sogeti has developed a complete service offering around these computer-based maintenance systems.

Sampling of significant projects

- British Gas: major Applications Management contract in the context of British Gas' restructuring into five operational units.
- Stockholm Energy Board: Executive Information System (E.I.S.) for customer consumption metering and billing.
- United Gas: development of software covering all of this gas distributor's business activity (purchasing, storage, transport, billing).

OKG: new concept in maintenance

OKG AB operates three Swedish nuclear reactors commissioned over the past 13 years. In order to eliminate an expensive mix of production modes (and of the IT systems supporting them), the operator initiated a reengineering effort aimed at redefining and standardizing production processes, maintenance procedures and safety measures. Upon conclusion of these operations, OKG AG asked Cap Gemini Sogeti to build a pilot information system to validate these newly formalized activities and tasks.



Main segments

- Electricity production and distribution
- Gas distribution
- Water treatment and distribution
- Environment and waste treatment



(the end)

➤ Akagi - "AT THE GRAND CUIRASSIER" - PLACE D'ALLERAY. (1990)

A flexible, coherent service offering

> SERVICE OFFERING

Structured along three major axes, Cap Gemini Sogeti's service offering provides a flexible response to all of a company's needs at every stage in the lifetime of an information system.

Services account for about \$180 billion of a global IT market estimated at around \$500 billion. This market is highly diversified in terms of service providers' offerings, required skills, size and specialization, and one in which it is not always easy to get one's bearings. This is why Cap Gemini Sogeti has always strived to make its offering both as complete and as flexible as possible, in order to propose global solutions adapted to its customers' individual needs, regardless of how unique or complex they may be. This integrated offering, known as "Systems Transformation," is structured around three categories of activity, summarized in three key words: **Plan** (consulting), **Build** (IT projects, software development,

implementation of solutions based on standard software packages, systems integration) and **Run** (information systems management). It takes the form of a cycle (see diagram page 31) in which every customer can find an answer to his immediate concerns but also — as conditions warrant — call upon other group skills in carrying out a complete transformation process. Cap Gemini Sogeti has selected the most advanced techniques and the best working methods in every one of these fields. These approaches are defined in *PERFORM*, the group's ISO 9000-certified methodology, and are implemented by teams of specialists recruited throughout the world

Consulting: Process Development

Process Development covers the group's entire consultancy offering. It goes beyond mere IT consulting to integrate, when necessary — which is increasingly the case — analyses and proposals involving a client's core processes, organization and strategic goals: increased competitiveness, winning of market share, reduction of costs and delivery times, improvement of quality, integration of new customer services, and so on. The allied capabilities of Cap Gemini Sogeti and its

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sister company, **Gemini Consulting**, provide the group's Process Development offering with the experience and know-how required to meet a wide variety of situations. Beyond technical excellence, these operations are known for the quality of their "human resources," their ability to mobilize and motivate all teams involved in the process of change.

Projects:

Innovative Systems Development

This is the project implementation phase. Along with application development and systems integration,

it embraces migration from one architecture to another and the customizing of solutions built from **software packages** such as SAP, Oracle, BPCS, Triton, PeopleSoft, etc.: solutions which require not only parameterization, supplementing and integration, but a high level of familiarity with the processes supported as well; without forgetting, of course, user deployment and training or the measurement of advantages achieved.

Based on over 25 years of experience, the ISD offering is characterized by the use of new, user-oriented technologies. Above all, in systems architecture, with generalized use of the client/server model, today a standard thanks to its sharing and integrating capabilities and — especially — its flexibility, which permits a customized approach to development. With access to techniques such as Rapid Application Development (RAD),

Concurrent Transformation around SAP

The first joint Cap Gemini Sogeti/Gemini Consulting service offering, Concurrent Transformation/SAP is a unique, seamless approach linking business process reengineering with implementation of the German software product, SAP. Concurrent Transformation/SAP considerably shortens the timeframe of a traditional solution by combining change management and systems management in a single, uninterrupted process.

Partnership with management software publishers

The market associated with SAP products is projected to grow at an annual rate of over 30% during upcoming years. The group has set up a network of 15 skill centers, numbering nearly 1,000 consultants working as a single unit at the international level. All of these centers offer a complete range of services, including "Concurrent Transformation," which merges the SAP skills of Cap Gemini Sogeti with Gemini Consulting's Business TransformationSM teams. The group has also adopted a similar approach with other players in this fast-growing market (Oracle Applications, Baan, Systems Software Associates and PeopleSoft).

sequential development (time boxing), and incremental or Iterative Application Development (IAD), the user is also finding himself at the heart of the development process. These new methods, which strongly involve users in each phase, yield an appreciable time advantage (the project can advance

even if a number of final options have not yet been decided upon) and eliminate major sources of dissatisfaction: failure to meet deadlines, poor grasp of real requirements and, at the end of the road, an end product that does not fully match up with the client's needs.

Information Systems Management (ISM)

Paradoxically, the simpler information technology becomes for the user, the more complex, and costlier, it becomes to manage. In the case of complex applications, for example, 75% of the investment is expended not during the initial implementation phase, but during the application's lifetime. And in the opinion of the British firm Leinz and Swanson, "over 40% of all maintenance activity provides no real advantage to the enterprise." This is why more and more companies and agencies

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➤ Akagi – ENTRANCE TO THE METRO PICPUS – 44, AVENUE DE SAINT-MANDÉ. (1981)



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are turning over all or part of their operational resources and facilities — and often the maintenance and development of their information systems — to outside service providers: maintenance and management of hardware, networks and applications, integration of teams. This is what ISM is all about. Cap Gemini Sogeti's ISM offering is characterized by its flexibility. Fully modular, from corrective maintenance of an application to complete running of information systems and teams of computer experts, contracts can be modified at any time to meet the client's needs. The "Service Level Agreement," for example, enables the customer to select a desired service level (priorities, response times, availability, etc.) and, using continuous performance indicators, to measure correct execution.

This offering is broken down into three major "families":

- **Applications Management (AM)** refers to a set of services taking contractual responsibility for the continuous management and execution of any or all activities related to the maintenance, enhancement and evolution of applications, including end-user support, and within well-defined service levels.

- **Distributed Computing Services (DCS)** brackets services dealing with the management of distributed systems. This modular offering might include the management and maintenance of an inventory of machines and networks, Applications Management, installation of a user support center and user training. DCS is applicable to inventories of office-automation workstations as well as to networks supporting client/server applications.

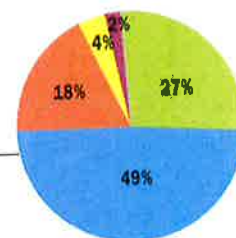
- **The Central Computing Services** offering covers the management and optimization of centralized, mainframe-based systems which are managed either on site or at a Cap Gemini Sogeti facility.

Revenue Analysis by Business Line (1995)

Cap Gemini Sogeti + Gemini Consulting
\$2,820 million

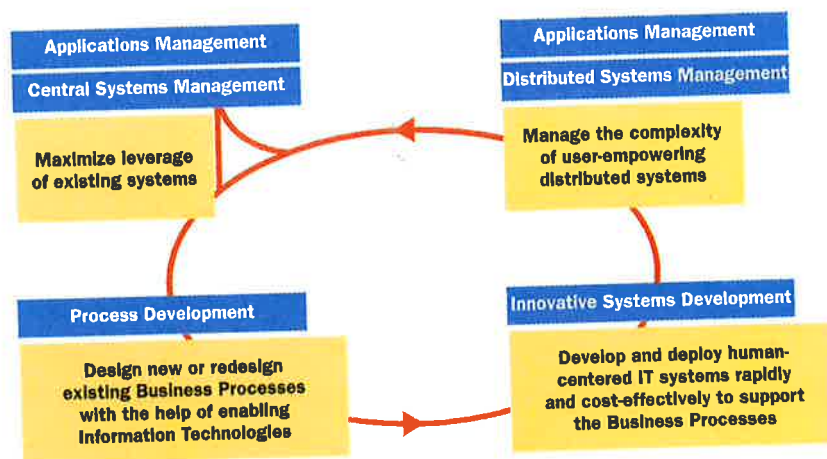
- > ■ Consulting
- > ■ Project Services
(including Systems Integration, Software Development and Professional Services)
- > ■ Information Systems Management
- > ■ Software Products
- > ■ Education and Training

The group's Consulting, Applications Management (AM), and Distributed Computing Services (DCS) business increased significantly in 1995, and now represents a greater percentage of its revenues. In Europe, Cap Gemini Sogeti's market share for AM rose from 12% to 15%, and from 11% to 13% for DCS.



(the end)

Answering Clients' Needs: The Systems Transformation Service Offering



Indispensable innovation

> INNOVATION

For Cap Gemini Sogeti, innovation is not merely a matter of mastering the new information technologies and expanding their fields of application, but also of integrating them as quickly as possible into its service offering.

This pragmatic policy has placed the group in a good position to confront the new revolution shaping up with the Internet.

ence and impose themselves as standards which must be used by any computer professional at one time or another.

In this fast-paced sector, where no position can be taken for granted, the ability to spot promising new ideas and developments at the right time and use them as

quickly as possible to benefit one's clients is a decisive competitive advantage. To keep its place in the vanguard, Cap Gemini Sogeti relies on a research center, **Cap Gemini Innovation** (<http://www.cginn.cgs.fr>), tasked with maintaining a technology watch, with conducting pilot projects to test and validate new technologies, and with promoting innovation within the group.

Still a youthful profession despite its rapid and spectacular advances, information technology is continuously giving birth to new products, new techniques, new methods. Some of these infants do not survive the verdict of the market or succumb due to inadequate reliability. Others have an ephemeral lifetime as they are quickly outstripped by newcomers with higher performance levels. Finally, still others have a more lasting exist-

The Internet: a formidable lever for dissemination of information

Cap Gemini Innovation produces about one-third of the new developments implemented by Cap Gemini Sogeti, the remainder coming from the group as a whole. Today, this cross-fertilization is facilitated by the group's use of technologies now sparking a new revolution in information technology: the worldwide interconnection of networks

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\$100 million for new ideas

Investment in innovation accounts for 5% of group revenue, and totaled some \$100 million for 1995. This amount was distributed between Cap Gemini Innovation, the group's specialized R&D subsidiary (work force: 110), and the balance of Cap Gemini Sogeti's operational units, in which about 500 people are involved in projects implementing innovative technologies.



Citélis: real-time banking on the Web

Crédit Mutuel de Bretagne, the leading banking and financial services group in western France, scored a worldwide first — and undoubted competitive advantage — when it inaugurated a multimedia home-banking service on the Web. Dubbed "Citélis," this innovative service targets customers who have added a modem and browser software to their personal computers. The system allows them to query their accounts and perform all the usual banking operations, to check investment portfolio values and obtain stock market quotes in real time, or to pay their phone, water and electricity bills electronically. All relevant account information can be downloaded from the bank to their personal financial management software. As an extra bonus, Citélis gives its on-line customers a gateway to the entire Internet for the price of a local phone call.

thanks to the Internet and the **WorldWideWeb**, ideal (and inexpensive) media for interactive applications, for groupware, for the sharing of information and knowledge and (already) for commercial transactions.

As of this writing, Cap Gemini Sogeti has some 40 in-house Web servers, chalking up 100,000 messages weekly between the group's various units. Databases accessible over these networks to modem-equipped personal computers enable any employee anywhere to look up a colleague on the other side of the world and obtain his or her expert advice, to browse through knowledge servers in search of references or specifications, to obtain documentation or software regardless of where it is physically stored. These new information-sharing

methods are a formidable lever for the dissemination of new ideas. Working groups set up on a worldwide level, undertaking projects employing new technologies, now maintain a close liaison with Cap Gemini Innovation teams based in Paris and Grenoble: virtual globe-trotters who do their traveling via the Web.

From Inforoute to Intranet

It is Cap Gemini Sogeti's policy to turn these in-house advances to its customers' advantage by integrating them into the group's service offering. It is already no great technological feat to set up a Web server, but the ability to integrate it into a distributed IT project is proof of a skill that is still rare. Inauguration of the Inforoute multimedia platform in September 1995 (under the auspices of the French Ministry of Industry's program of information superhighway experiments) illustrates Cap Gemini Sogeti's strategy and ambitions in the area of new on-line multimedia services: to become a

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Cybercafes serve up Inforoute

It looks for all the world like one of those trendy new cafes where you can sip a glass of wine or beer while cruising the Web. But the bartenders at this establishment are software technicians, and the customers are corporate executives. These are the convivial premises recently opened by Cap Gemini Sogeti in Paris and at its Meylan site near Grenoble, as well as by Hoskyns in London, where the group introduces the capabilities of its Inforoute platform to its customers and its own employees.



leading player in this market. Now in the experimental phase, **Inforoute** is a "universal" platform with a user-friendly interface, providing access to a wide range

of services, both on the Web (<http://www.inforoute.cgs.fr>) and over other legacy networks, particularly Transpac (Minitel services).

Bolstered by its practical experience in meeting the group's internal requirements, Cap Gemini Innovation is also following another line of development: the "Intranet," private networks constructed along the lines of the WorldWideWeb and now enjoying an exploding market. Thanks to their low cost, flexibility and ability to tap into the global resources of the Internet, both to move in-house information and to open the user corporation to the outside world, to communicate with customers and partners and access information stored in thousands of on-line databases, Intranet solutions are destined to dominate in years to come, and therefore to assume pride of place within

Reverse Communications: ending the paper chase with "Business Net"

In November 1995, Cap Gemini Sogeti launched "Reverse Communications," an extensive project in The Netherlands to reduce the volume of its internal information still circulating on paper media (an average of 200 documents annually per addressee, according to an in-house study). Called "Business Net," this Intranet network is accessible exclusively to Cap Volmac personnel and includes a knowledge base, administrative and E-mail services, and topical forums. The system's basic principle: put the addressee in control of the process.

the Cap Gemini Sogeti service offering: consulting, development, facilities management, maintenance, etc.

Intranet will also incorporate new techniques such as multimedia (creation of multimedia databases, veritable multiple-use "catalogues"), videoconferencing (for example, PC-based video links between prospective automobile buyers and financing specialists from dealers' showrooms enabled one auto manufacturer to triple its credit sales) and workflow (automation of electronic exchanges such as circuits for expense accounts or working documents). The race is on!

Thanks to the lead taken in the assimilation of these new technologies, Cap Gemini Sogeti is well positioned at the head of the pack, ready to negotiate the formidable curve in the road ahead.



(the end)

➤ Akagi — RUE SAINT-HYACINTE, 1^{er} ARRONDISSEMENT (1988)

Industrial know-how

The '80s were marked by an insistent demand for quality. By 1989 Cap Gemini Sogeti — a pioneer in the implementation of IT projects — had succeeded in winning the coveted ISO 9001 certification. Today's customer wants everything: flexibility in production methods, rigor in compliance with deadlines and excellence in results.

- **reconciliation** — another aspect of reuse — which makes new applications cooperate with existing ones;
- the advent of “**middleware**,” a layer added to operating systems which offers a range of facilities to ease applications design and development.

Iterative techniques make it easier for the developer to take customer expectations into account. In this approach, any project — regardless of complexity — is broken down into a number of mini-projects. The segment promising to yield maximum results in minimum time is selected at the outset. Completion of this initial segment provides an opportunity for adjustment of viewpoints and, if necessary, correction of targets. The customer can then choose to give the green light for starting up the next stage, and so on. The result? A few years ago, a client might have waited 18 months or more before implementation was even begun. Today, not a month passes without a concrete and truly operational component being delivered for actual use by the customer.

Satisfy growing demand

Cap Gemini Sogeti takes a two-pronged approach to meet and transcend its clients' demands: increased productivity of software development and iteration of implementation processes. In the realm of software development, increased **productivity** is derived from a range of factors which go beyond the mere availability of faster and more user-friendly techniques:

- improvement of development **processes**, particularly involving modeling and support with development tools;
- **reuse** of existing software, obviating the need to reinvent the wheel with each new development;

> DELIVERY

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Capitalize on know-how

With a “catalogue” of applications at their fingertips, developers systematically reuse components of tried solutions which have been added to the group’s capital of applications. Software components can be assembled like a Lego set, speeding up the construction of reliable applications whose maintenance is particularly easy. While this quasi-industrialization yields advantages in terms of time, it nonetheless requires the skills of a turnkey supplier and architect to arrive at the most appropriate solutions. “Service” thus retains its specifically “made-to-measure” dimension. With increasing frequency, it is the customer who stipulates the level of service that he needs or wishes.

Keep projects under tight control

The success of a computer project or service is quite often key to the success of an entire industrial project. The service firm must give its clients what they want when they want it, while guaranteeing the quality of deliverables.

Cap Gemini Sogeti meets this requirement by applying *PERFORM*, a project management methodology derived from thousands of expert/years of experience. *PERFORM* is built around the three most important dimensions of project management: namely, Service Management (planning), Service Delivery (production), and Quality Control.



Satisfy the customer

Finally, project success is not dependent solely on correct performance of contracted work. Customer satisfaction is the ultimate proof of success. During the past several months, Cap Gemini Sogeti has been engaged in an extensive effort to mobilize its work force around the OTACE (On Time and Above Customer Expectations) program, designed to measure the quality of the group’s services. Besides the usual criteria indicating a project’s state of advancement, Cap Gemini Sogeti now records a range of indices of satisfaction expressed by the users themselves. These reports yield valuable information on how the project is progressing, and on possible improvements. This policy is an indication that the group is no longer limiting its effort to the satisfaction of customers’ needs, but is mobilizing all of its resources to exceed their expectations and to cement a durable bond upon which both parties can build success.

(the end)

A culture founded on service

For companies, as well as for the people they employ, the days of stability, certainty and security have given way to a new era in which an aptitude for change, a spirit of initiative and a continuous effort toward professional development are the keys.

Within this change dynamic, one fixed beacon has been Cap Gemini Sogeti's abiding group culture. Founded on shared values, this precious stamp of continuity has served as a bridge over troubled waters, a landmark on which to focus in these otherwise complex times and surroundings. Seven values form the basis of this culture: honesty, solidarity, freedom, daring, confidence, simplicity and fun. However ephemeral the notion of culture, it nevertheless has a tangible impact on everyday business life. Style of communication, professional relationships, cooperation, confidence in oneself and trust in others, a sense of humor, shared emotions, a willingness to take risks, to accept criticism: these are all attitudes difficult to pin down, but which contribute as much to the quality of the work performed as to the pleasure that each individual draws from it.

As a service company, naturally Cap Gemini Sogeti pays extra attention to the management of its human resources. This means taking into account not only obvious issues such as job satisfaction and employee motivation, but also the recognition that these are the very issues which personify Cap Gemini

Sogeti's real productive strength. Everywhere in the group, special care is taken to ensure that its people have the skills, perform the jobs and receive the training best suited to the needs of the market, as well to the demands for professional leadership of the company itself.

Cap Gemini Sogeti University

Situated in Béhoust, about fifty kilometers from Paris, Cap Gemini Sogeti University offered nearly 9,000 man/days of courses during 1995 — an increase of 50% over the previous year. Most of the curriculum was devoted to explaining and teaching the concepts, methods and techniques related to the group's new service offerings. With all the most advanced logistical facilities at the disposal of its staff and students, the university is a nerve center of the commercial, technical and cultural revival being undertaken by the group. To support this ambition, certain teaching methods have been adapted to meet specific requirements. For example, the "Snowball" training sessions were designed to expose managers, IT professionals and sales people to the real impact of client/server technologies on development processes. Here, too, the greatest change has been cultural, because the

> CULTURE

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First-hand testimony

shift from centralized computing to client/server systems is more than just the assimilation of a new technology; for most IT professionals it represents nothing short of a cultural revolution. Many who register for Snowball training have to their credit several successful large projects which they carried out using highly sophisticated technical methods. At Béhoust, the first thing they learn is to forget all that. No more master plan. No more specifications. Now applications are built progressively, in partnership with the user. For a traditionally trained engineer, it's the world in reverse. But the results are indisputable. Speed of development, meeting users' expectations: this new approach is clearly the best way to face the demands of today's marketplace.

It is also obvious that this way of initiating an in-depth cultural change lends added strength to the group's operational coherence. Upon leaving Béhoust, "graduates" apply what they've learned within their own cultural contexts. However, when the need arises to form a transnational team, it is easy enough to activate this expertise network by calling upon trained specialists throughout the group.

The notion of a group culture is not easy to define. Its strength lies in the bonds created between men and women of different nationalities and different professional orientation, as expressed in the context of their daily working lives. Let them speak for themselves.



Sam Tramonte
Senior Consultant
TransMillenium™ Services Division

Tramonte holds a BBA and MBA from Sam Houston University in Texas, and has more than 20 years experience in Information Management Systems and consulting. What attracted him most to Cap Gemini America was the quality and professionalism, first of the recruiters, then of the managers who interviewed him. "Many companies claim to be people-oriented," he says. "Cap Gemini really is." Tramonte was also drawn to the "Year 2000" initiative. "This is going to be a real need of many clients, one which combines the most exciting aspects of IT services and consulting."



Ian Espley
Senior Consultant

Following seven years at North-West Water as a senior manager in charge of large PC and RS/6000 networks, Espley joined Hoskyns in January 1995. He is most impressed by the depth and range of skills: "If you've got a technical problem, there's always someone with relevant experience." The team approach at Hoskyns is also vital. "Business consultants work closely with technology consultants. We all sit down together and talk things through as a team. It's the people you work with who ultimately shape your attitude to work."

Nathalie Sonrel
Project Manager



It was the company's high-tech reputation that led Nathalie Sonrel to choose ITMI for her very first job. Armed with a degree from ENSIMAG (the National Polytechnical Institute of Grenoble), she discovered at ITMI not only a group of skilled individuals, but also a well integrated team. She appreciates her role as project manager, since it allows her to nurture the human qualities needed to form a good team and, at the same time, to understand the needs of her clients.



Juan Carlos Martinez
Skill Group Manager

With a degree in information technology from the Mathematics University of Madrid — and with a two-year internship at Cap Gemini Innovation in Grenoble — Juan Carlos Martinez is now in charge of new technologies and IT consulting. What drew him to the group was "the possibility of implementing new technologies to serve clients' strategic requirements, as well as the interactivity which exists among everyone in the group, wherever they're located or whatever their position."



Loes van der Tak
Programmer/Analyst

With a degree in industrial engineering, Loes van der Tak began her career at Cap Volmac in January 1995 as an intern in the Finance Division. Her first assignment was as a programmer at the National Nederlands insurance company developing object-oriented systems. "What interested me most was the teamwork, as well as the opportunity to learn programming while working at the client site," she says. She is eagerly awaiting her next engagement.



Caroline Thomson
Senior Consultant

Caroline Thomson had a significant amount of work experience prior to starting on her MBA at London Business School. Upon graduation she was looking for an opportunity that would make the most of her background. After completing a summer internship with Gemini Consulting, she chose to join the team full-time. The diverse blend of professionals at Gemini was one of the main reasons she was attracted to the firm. "The people I worked with came from a wide variety of backgrounds and had done some very interesting things," she explains. "I believe that mix is a real advantage for the company and for our clients."

Günter Hauser
System Consultant

A specialist in Executive Information and Reporting Systems, formerly with a paper manufacturer in Bavaria, Günter Hauser joined debis Systemhaus in 1995. "Of course I already knew about debis Systemhaus, from the media and from employees I met on training programs," he explains. "Their unit, called the "Competence Center for Executive Support," seemed to offer a lot of promise for the future; that's what decided me. In the course of my work, I'm exposed to a whole range of products, including data warehouses,



information factories and control/analysis tools. In fact, database marketing has emerged as a whole new type of activity."



Lene Christine Hauso
Consultant

Lene Christine Hauso joined Cap Computas in Stavanger (Norway) in September 1995, having just completed her university degree in economics and computer science. Her first assignment involved developing a pilot production system for Statoil licenses in the North Sea. She began as project secretary, in charge of reports and planning but, with additional training, moved on to more technical tasks. "I can now offer clients my experience with tools such as Oracle Developer 2000 and Lotus 123." She is now the sole Cap Gemini Sogeti representative on a five-person team. Why did she choose Cap Computas for her first job? "Because it is one of the leading software services companies in Norway, and offered me real opportunities for career development."



➤ GROUP MANAGEMENT AT THE JANUARY 1996 KICK-OFF MEETING IN BÊHOUST.

A transnational organization

> STRUCTURE

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Thinking global

Cap Gemini Sogeti is structured into seven large regional units (Strategic Business Areas or SBAs), each of which employs about 3,000 people on average. Every SBA has a dual role, regional and sectorial:

- The regional role involves selling and delivering all the group's services to clients located in the geographical area covered by the SBA.
- The sector role means building worldwide market share in a given business sector (e.g. financial services, telecommunications & media, etc.).

Acting Local

The SBAs are further grouped into three types of operational units.

- The Branch, headed by a branch manager, combines sales and delivery functions within a given territory.
- The MDU (Market Development Unit) is fully devoted to sales, either within a specific market sector or part of the service offering. An MDU has the sales resources and the capability of pursuing sales opportunities up to and including signature on the contract.
- The Skill Center is a specialized production unit tasked with delivering on contracts signed by the MDUs or branches. A Skill Center is essentially a repository of expertise or specialization in one type of service (e.g. applications management), a particular market sector or segment (retail banking) or a given application area (financial or analytical accounting).

Cap Gemini Sogeti Management Team

Its 18 members make up the Group Management Committee (GMC), at May 24, 1996.



WITH SERGE KAMPF, CLOCKWISE:
GEOFF UNWIN, PIERRE HESSLER,
PAUL HERMELIN.

- **Serge Kampf**
Executive Chairman
- **Geoff Unwin**
Chief Operating Officer of Cap Gemini Sogeti
- **Pierre Hessler**
Chief Executive Officer of Gemini Consulting
- **Paul Hermelin**
Chief Central Functions Officer

Area Group Vice-Presidents

- **Michel Berty**
SBA 1 ■ United States ♦ Process Industries
- **Tony Robinson**
SBA 2 ■ United Kingdom ♦ Finance
- **Anders Skarin**
SBA 3 ■ Nordic countries ♦ Utilities
- **Chris van Breugel**
Berend Brix
SBA 4 ■ Benelux ♦ Consumer Products, Retail & Distribution
- **Karl-Heinz Achinger**
SBA 5 ■ Germany ♦ Government & Public Services
- **Henri Sturtz**
SBA 6 ■ Ile de France ♦ Telecommunications & Media
- **Alexandre Haeffner**
SBA 7 ■ French Regions, Spain, Italy, Switzerland, Austria ♦ Manufacturing

Corporate Group Vice-Presidents

- **Jacques Collin**
♦ Communications & CGS University
- **Jean-Paul Figer**
♦ Delivery & Innovation
- **Pascal Giraud**
Chief Financial Officer
(replaced Vincent Grimond on February 1, 1996)
- **Eric Lutaud**
♦ Service Offering
- **Jean-Louis Michelet**
♦ Corporate Development
- **Nicolas du Peloux**
♦ Business Control

■ Geographic responsibility
♦ Transnational responsibility (sector/function)

Gemini Consulting

In 1995, developments in the management consulting market accelerated to a marked degree. Conclusions drawn from operations all over the world indicate that it is no longer enough to reengineer a business to achieve competitive advantage. Growth and profitability now depend more on fresh market positioning, on the major revitalization of a company's offerings and, above all perhaps, on a new sense of urgency and energy in its organization and a drastic renewal of its people's individual and collective capabilities.

This change has produced new trends in buying patterns among those companies seeking consulting services. While in many world markets the need for large restructuring efforts remains strong, in the U.S., today's business leaders are seldom seeking pure restructuring or cost savings through reengineering. Rather, they are looking for long-term strategic solutions that will revitalize their business,

open new markets and generate competitive advantage, now and in the future. This often necessitates more focused consulting efforts, concentrated on one particular aspect of a business or an individual function or unit.

Moreover, technology — especially information technology — appears more clearly than ever to be the driving force behind market innovation, as it continues to be the most indispensable instrument for acting on change.

A year of transition

1995 proved to be a year of challenge for Gemini Consulting. In the U.S. in particular, several large reengineering projects ended without comparable contracts to replace them. As a result, sales and profits declined significantly and the company suffered capacity problems. The decline in sales in the U.S. was partly compensated for by the revenue growth reported in Europe, where the recovery effort during the second half of the year resulted in a strong increase in orders.

Operating Group

- **Pierre Hessler**
*Chairman and CEO,
Gemini Consulting*
- **Michael Davidson**
*Executive Vice-President and
Chairman of the Operating Group*
- **John E.G. Bateson**
*Senior Vice-President and Head of the
Capabilities Council*
- **Jean-Pierre Durant des Aulnois**
Chief Financial Officer
- **Patrick J. Elder**
*Senior Vice-President and Managing
Director, Europe*
- **William F. Wallace**
*Senior Vice-President and Head of the
Market Council*

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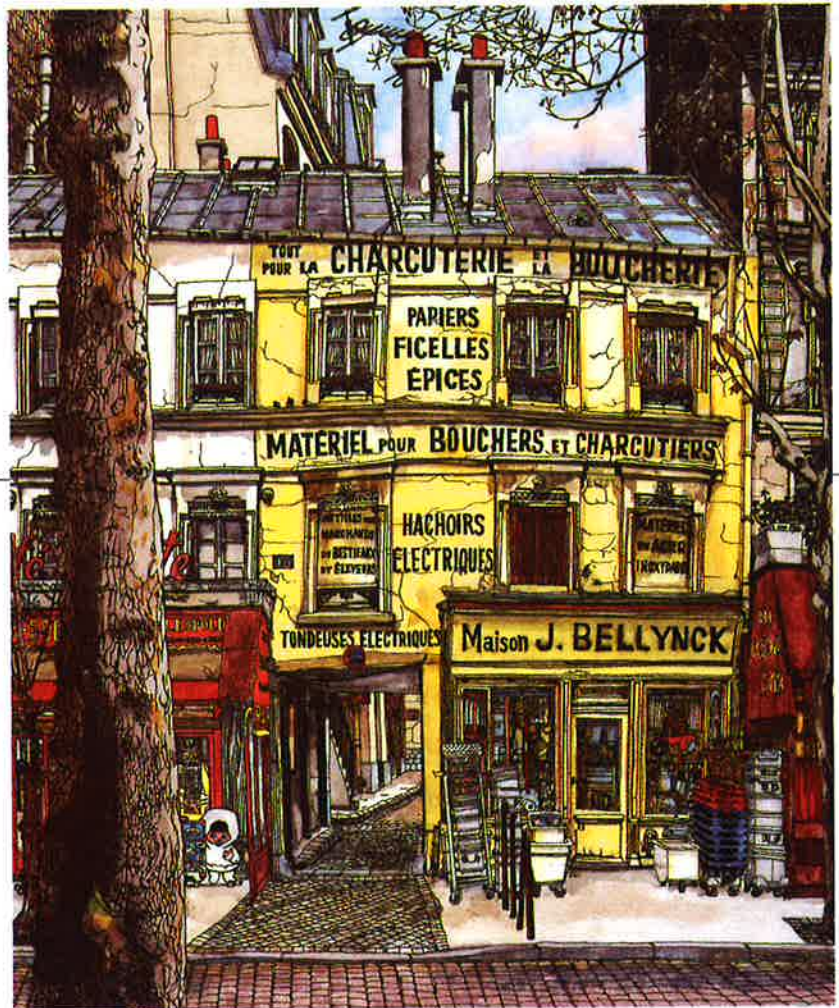


Added to the recovery in Europe, “Convergence” efforts linking the offerings of Gemini Consulting and Cap Gemini Sogeti have helped both companies to reach and serve new markets. This joint initiative has been well received in the marketplace, with some 50 Convergence projects in 1995 contributing substantially to the revenues of both companies.

Outlook

In 1996, Gemini’s focus will be on the continued transformation of its business and a return to profitable growth. Following efforts in 1995 to reduce costs, streamline the organization and change the way to market, attention is turning to sustained client relationships and the rapid building of the capabilities required for Business Transformationsm.

In fact, significant wins in early 1996 — quite a few of them in cooperation with Cap Gemini Sogeti — suggest an improved business climate and a positive market response to the way Gemini is evolving.



➤ Akagi – THE YELLOW SHOP – 194, AVENUE JEAN JAURÈS. (1970)

(the end)

PRINCIPAL LOCATIONS

Cap Gemini Sogeti Holding Company

Corporate Headquarters: Grenoble

3, rue Malakoff - B.P. 206
38005 Grenoble Cedex 1
Tel.: 33 76 59 63 00
France

General Management: Paris

Place de l'Etoile - 11, rue de Tilsitt
75017 Paris
Tel.: 33 (1) 47 54 50 00
France

Locations in France

Attention: beginning on October 18, 1996, French telephone numbers will be comprised of ten (10) digits.
From France, when calling Paris, add one digit **(0)** to the regional number (1), two digits **(0X)** to the numbers outside of Paris.
Example for Paris: 47 54 52 00 becomes **(01)** 47 54 52 00 — Example for Bordeaux: 56 36 65 41 becomes **(05)** 56 36 65 41
If dialling from outside the country, retain the country code (33) and eliminate the 0 from the 10-digit number.
Example for calling Bordeaux from London: 33 **(5)** 56 36 65 41

Paris	(0)	Cap Sesa (Finance Division)	33 (1) 47 54 52 00	Lille	(03)	Cap Sesa (Exploitation Division)	33 20 45 99 18
		Cap Sesa (Industry Division)	33 (1) 49 10 51 00			Cap Sesa (North + West Division)	33 20 19 37 37
		Cap Sesa (Public Services Division)	33 (1) 49 55 99 00	Lyons	(04)	Cap Sesa (Exploitation Division)	33 72 74 03 26
		Cap Sesa (Telecom Division)	33 (1) 49 00 40 00			Cap Sesa (Informatique Hospitalière)	33 72 43 51 60
		Cap Sesa (Tertiaire Division)	33 (1) 49 55 99 00			Cap Sesa (East/Rhône-Alpes Division)	33 72 75 48 60
		Cap Sesa (Informatique Hospitalière)	33 (1) 49 55 96 80	Marseilles	(04)	Cap Sesa (South Division)	33 91 16 57 00
		Cap Sesa (Exploitation Division)	33 (1) 40 24 10 10				
		Cap Sesa (Conseil Division)	33 (1) 41 26 51 00	Montpellier	(04)	Cap Sesa (South Division)	33 67 20 92 92
		Cap Sesa (Institut)	33 (1) 44 74 24 10			Cap Sesa (Exa Division)	33 67 20 64 90
		Cap Sesa (ISM Division)	33 (1) 41 26 51 00	Nancy	(03)	Cap Sesa (East/Rhône-Alpes Division)	33 83 95 85 85
		Cap Sesa (Maintenance)	33 (1) 47 62 72 00				
		Cap Sesa (Special Projects Division)	33 (1) 41 26 51 00	Nantes	(02)	Cap Sesa (Exploitation Division)	33 40 69 66 66
		Cap Sesa (ITMI/APTOR Division)	33 (1) 49 10 53 00			Cap Sesa (North + West Division)	33 51 88 15 15
		Matra Cap Systèmes	33 (1) 34 63 70 00	Nice	(04)	Cap Sesa (South Division)	33 93 72 43 72
		Cap Gemini Innovation	33 (1) 49 10 51 50				
		Cap Gemini Sogeti University	33 (1) 30 88 38 38	Orléans	(02)	Cap Sesa (North + West Division)	33 38 24 01 01
Bayonne	(05)	Cap Sesa (ITMI/APTOR Division)	33 59 50 31 00				
Bordeaux	(05)	Cap Sesa (Exploitation Division)	33 56 36 65 41	Pau	(05)	Cap Sesa (South Division)	33 59 84 12 23
		Cap Sesa (Informatique Hospitalière)	33 57 89 03 00	Poitiers	(05)	Cap Sesa (Informatique Hospitalière)	33 49 38 14 00
		Cap Sesa (South Division)	33 56 46 70 00				
Brest	(02)	Cap Sesa (North + West Division)	33 98 41 45 44	Rennes	(02)	Cap Sesa (North + West Division)	33 99 83 85 85
Caen	(02)	Cap Sesa (North + West Division)	33 31 94 51 20		Cap Sesa (Telecom Division)	33 99 63 50 50	
				Rouen	(02)	Cap Sesa (North + West Division)	33 35 12 20 20
Clermont-Ferrand	(04)	Cap Sesa (East/Rhône-Alpes Division)	33 73 28 23 81	Strasbourg	(03)	Cap Sesa (East/Rhône-Alpes Division)	33 88 56 86 10
Dijon	(03)	Cap Sesa (East/Rhône-Alpes Division)	33 80 78 90 10	Toulon	(04)	Matra Cap Systèmes	33 94 63 71 71
Grenoble	(04)	Cap Sesa (ITMI - APTOR Division)	33 76 41 40 00	Toulouse	(05)	Cap Sesa (Exploitation Division)	33 61 30 48 30
		Cap Sesa (East/Rhône-Alpes Division)	33 76 04 23 30			Cap Sesa (South Division)	33 61 31 52 00
		Cap Gemini Innovation	33 76 76 47 47			Matra Cap Systèmes	33 62 24 59 37
		Sogeti (Headquarters)	33 76 59 63 00	Tours	(02)	Cap Sesa (North + West Division)	33 47 60 67 60
				Val de Reuil	(02)	Matra Cap Systèmes	33 32 63 40 00

Locations in Europe

AUSTRIA

Vienna Cap Gemini Austria 43 (1) 523 55 49

BELGIUM

Diegem Cap Volmac 32 (2) 716 12 11

DENMARK

Glostrup Cap Programator 45 (44) 94 44 44

Viby, Jylland Cap Programator 45 (86) 28 70 77

FINLAND

Espoo Cap Programator 358 (0) 452 651

Helsinki Cap Programator 358 (0) 733 55

Tampere Cap Programator 358 (31) 214 64 44

Turku Cap Programator 358 (21) 251 26 66

GERMANY

Leinfelden-

Echterdingen debis Systemhaus GmbH 49 (711) 972-0

IRELAND

Cork Hoskyns Group plc 353 (21) 313 533

Dublin Hoskyns Group plc 353 (1) 661 3266

ITALY

Bologna Cap Gemini (GST Division) 39 (51) 541 259

Genoa Cap Gemini (SIF Division) 39 (10) 642 3041

La Spezia Cap Gemini (GST Division) 39 (187) 513 542

Milan Cap Gemini (SIF Division) 39 (2) 599 241

Naples Cap Gemini (GST Division) 39 (81) 562 5208

Rome Cap Gemini Holding 39 (6) 231 901

(GST Division: Government,
Space, Telecom & Transport)
(SIF Division: Services,
Industry & Finance)

Syracuse Cap Gemini (SIF Division) 39 (931) 463 565

Turin Cap Gemini (SIF Division) 39 (11) 654 81

LUXEMBOURG

Luxembourg Cap Volmac SA (352) 48 42 43

THE NETHERLANDS

Utrecht Cap Volmac 31 (30) 2526 526

NORWAY

Bergen Cap Computas 47 (55) 31 11 17

Fredrikstad Cap Computas 47 (69) 31 41 30

Oslo Cap Computas 47 (22) 05 22 05

Skien Cap Computas 47 (35) 52 75 45

Stavanger Cap Computas 47 (51) 89 46 40

Trondheim Cap Computas 47 (73) 90 36 00

SPAIN

Barcelona Cap Gemini España 34 (3) 228 39 00

Madrid Cap Gemini España 34 (1) 432 81 00

SWEDEN

Borlänge Cap Programator 46 (243) 694 00

Bromma Cap Programator 46 (8) 704 50 00

Enköping Cap Programator 46 (171) 201 60

Eskilstuna Cap Programator 46 (16) 12 00 30

Fagersta Cap Programator 46 (223) 458 00

Gävle Cap Programator 46 (26) 15 91 60

Göteborg Cap Programator 46 (31) 35 46 00

Helsingborg Cap Programator 46 (42) 17 60 00

Hudiksvall Cap Programator 46 (650) 357 00

Jönköping Cap Programator 46 (36) 71 99 10

Kalmar Cap Programator 46 (480) 178 85

Karlshamn Cap Programator 46 (454) 343 00

Karlskrona Cap Programator 46 (455) 446 60

Karlstad Cap Programator 46 (54) 14 63 00

Linköping Cap Programator 46 (13) 24 81 00

Luleå Cap Programator 46 (920) 23 75 30

Malmö Cap Programator 46 (40) 772 10

Örebro Cap Programator 46 (19) 17 32 00

Oxelösund Cap Programator 46 (155) 550 00

Skövde Cap Programator 46 (500) 42 79 60

Sundsvall Cap Programator 46 (60) 59 47 00

Umeå Cap Programator 46 (90) 71 20 00

Uppsala Cap Programator 46 (18) 69 34 00

Västerås Cap Programator 46 (21) 10 58 00

Växjö Cap Programator 46 (470) 74 95 40

SWITZERLAND

Basel Cap Gemini Suisse 41 (61) 313 30 20

Bern Cap Gemini Suisse 41 (31) 372 01 31

Geneva Cap Gemini Suisse 41 (22) 839 18 18

Geneva Cap Gemini Suisse (Branch) 41 (22) 839 18 18

Zürich Cap Gemini Suisse 41 (1) 298 93 93

UNITED KINGDOM

Bedford Hoskyns Group plc 44 (1234) 328 111

Birmingham Hoskyns Group plc/Technology Park 44 (121) 333 3536

Hoskyns Group plc/Gravelly Park 44 (121) 328 8200

Bournemouth Hoskyns Group plc 44 (1202) 299 399

Bristol Hoskyns Group plc 44 (1454) 626 626

Devizes Hoskyns Group plc 44 (138) 0724 921

Edinburgh Hoskyns Group plc 44 (131) 559 5242

Farnham Hoskyns Group plc 44 (1252) 725 500

Forres Hoskyns Group plc 44 (1309) 675 566

Glasgow Hoskyns Group plc 44 (141) 248 1613

Greenford Hoskyns Group plc 44 (181) 578 5571

London Hoskyns Group plc 44 (171) 434 2171

Hoskyns Group plc/City Road 44 (171) 251 2128

Hoskyns Group plc/South Bank 44 (171) 735 0800

Hoskyns Group plc/Stag Place 44 (171) 828 7878

Peterlee Hoskyns Group plc 44 (191) 518 0078

Rotherham Hoskyns Group plc 44 (1709) 710 071

Sale Hoskyns Group plc 44 (161) 969 3611

Woking Hoskyns Group plc 44 (1483) 764 764

Locations in the United States

Cap Gemini America

Corporate Headquarters (New York)			1 (212) 944 6464
Corporate Finance & Accounting (Holmdel)			1 (908) 946 8900
Akron	1 (330) 996 7300	Jacksonville	1 (904) 296 0441
Appleton	1 (414) 730 3856	Kansas City	1 (913) 451 9600
Atlanta	1 (770) 677 3520	Madison	1 (608) 244 4880
Baltimore	1 (410) 581 5022	Milwaukee	1 (414) 273 3321
Chicago	1 (708) 531 1300	New York	1 (212) 944 6464
Cincinnati	1 (613) 563 6622	Omaha	1 (402) 492 8877
Cleveland	1 (216) 464 8616	Orlando	1 (407) 660 8833
Columbus	1 (614) 898 3044	Pittsburgh	1 (412) 394 6460
Dallas	1 (214) 776 5601	Portland	1 (503) 295 1909
Dayton	1 (513) 890 1271	Ralcorp (St. Louis)	1 (314) 632 5000
Delaware Valley	1 (610) 668 4626	Richmond	1 (804) 782 0120
Denver	1 (303) 220 1700	St. Louis	1 (314) 968 5008
Des Moines	1 (515) 282 4802	Seattle	1 (206) 624 4600
Detroit	1 (810) 350 8088	Tampa	1 (813) 273 0059
Ft. Lauderdale	1 (305) 776 5144	Washington D.C.	1 (703) 734 1511
Grand Rapids	1 (616) 975 1500	Wausau	1 (715) 842 8007
Houston	1 (713) 307 7800	Wilmington	1 (302) 478 5125
Iselin	1 (908) 906 0400		

Locations in Asia

Singapore	Cap Gemini Asia Pte Ltd	(65) 484 31 88
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Gemini Consulting

Amsterdam	31 (30) 252 7150	Morristown	1 (201) 285 9000
Barcelona	34 (3) 405 1133	Munich	49 (89) 28 6220
Boston	1 (617) 491 5200	New York	1 (212) 768 2066
Brussels	32 (2) 716 12 61	Oslo	47 (22) 01 8500
Chicago	1 (312) 332 6100	Paris	33 (1) 44 40 19 00
Frankfurt	49 (6172) 485 0	San Francisco	1 (415) 982 3900
Houston	1 (713) 209 2800	São Paulo	55 (11) 820 4377
Johannesburg	27 (11) 880 1121	Stockholm	46 (8) 704 5800
Lisbon	351 (1) 353 7688	Tokyo	81 (3) 3265 8285
London	44 (171) 340 3000	Zurich	41 (71) 272 0097
Milan	39 (2) 7600 0863		

Affiliated Companies

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	CGIP	33 (1) 42 85 30 00

A publication of Cap Gemini Sogeti: Produced by Corporate Communications

Text: Corporate Communications - Illustrations: Kojiro AKAGI Paris

Photos: Pix - J. Wallace - E. Von Kraskowski - Ralcorp - British Gas - DSEN - ASTRA - RENAULT V.I. - T. Ledoux - Akahira.

Layout: Hubert Lebaudy - Execution: Productions 32

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"Every day I draw what I see around me. If, with this totally personal approach, I have been able to conjure up the intimate life of my Paris, I will be a happy man."

Born in Okayama, Japan, Kojiro Akagi had his first exhibit in Tokyo in 1956, and in 1963 enrolled as a student at the Ecole Nationale Supérieure des Beaux-Arts in Paris, where he has lived, worked and exhibited ever since. An inveterate and inexhaustible stroller in his adopted home, Akagi has created a body of dynamic cityscapes that evokes a poetic nostalgia for the Paris of a bygone age. His richly detailed graphic and pictorial style, however realistic, defies all the usual labels.

Reproductions of these paintings were kindly placed at our disposal by the Galerie Marcel Bernheim, 18 Avenue Matignon, 75008 Paris. The selection appearing in these pages was made by Cap Gemini Sogeti.



CAP GEMINI SOGETI
EXPERTISE IN INFORMATION TECHNOLOGY