



**Spirit of enterprise**

**Values**

**Independence**

**Leadership**

**Confidence**

**Loyalty**

**Vision**

**Diversity**

**Innovation**

**Integrity**

**Proximity**

**Simplicity**

**Single-mindedness**

**Responsibility**

**Flair**

## Contents

2	Extracts of a joint interview with Serge Kampf, Founder-Chairman, and Paul Hermelin, Chief Executive Officer
13	Key Figures for the Capgemini Group
17	General organization of the Group
18	How a service company like Capgemini operates
20	Board of Directors of Cap Gemini S.A.
22	Group Management Team
26	Central Group Departments
29	The Four Group Disciplines Consulting Services Technology Services Local Professional Services Outsourcing Services
37	Sectors in which the Group is present Public Sector Energy, Utilities & Chemicals Financial Services Manufacturing, Retail & Distribution Telecommunications, Media & Entertainment
47	Capgemini Worldwide
51	Human Resources
56	Highlights of the year 2007
62	"I3" program
64	The integration of Kanbay
66	Capgemini, sponsor of the Rugby World Cup
70	A global advertising campaign
74	Capgemini celebrates its 40th anniversary
76	Where to reach Capgemini worldwide
	Glossary (under the right hand flap)
	See page 80 for all the companies quoted
	Cover painting: Jean-Claude Quilici, <i>Blue boat, Alvor</i>

*This Annual Report is available online at:*  
<http://www.capgemini.com/annual-report/2007/>



## Extracts of a joint interview with Serge Kampf, *Founder-Chairman*, and Paul Hermelin, *CEO*



*(...) What are the main conclusions you have drawn for Capgemini in 2007?*

**Serge Kampf.** I had expressed two wishes for 2007. The first was for the Group to exceed its objectives, since I'd said at the time they would be easy to achieve. This we have done, and it is a source of real satisfaction, particularly since I can freely acknowledge today that it wasn't in fact that easy. For instance, despite the year being a very good one generally, the year's end was less spectacular than we might have hoped for at the close of the summer vacation. I admit, therefore, to having been a tad provocative, but this year I'm less inclined to be so, since the business climate is less favorable than at the same stage last year. My second wish was for the French team to win the Rugby World Cup. Unfortunately, that definitely fell flat, but this wish was only of indirect concern to Capgemini. So I was satisfied on one point and not on the other, which makes it, for me, a semi-successful year!

**Paul Hermelin.** For the Group, it has been a very satisfactory year. We won some very large contracts, opened up new markets, made major forward strides with our management and improved our profitability. The image and reputation of Capgemini received a boost from the Rugby World Cup (since we were an official sponsor), and also from our new advertising campaign. Last year, we recruited some 25 000 employees, proof of the appeal of the Group on the job market and its capacity to offer interesting jobs to young people the world over. All in all, it has been a fine year in terms of immediate operational efficiency and preparation for the future.



*Have there been any particular points where there was room for improvement?*

**Serge Kampf.** There's always room for improvement, even when you've done well. It should be stressed that, with 440 million euros net income, we managed to beat the previous Group record that dates back to 2000 (431 million euros). In absolute terms, it was the best Group performance ever. We returned to an aftertax profit ratio slightly above 5%, unprecedented since 2000 (with 6.2%). We are still some way off the 7.4% we recorded in 1989, but it would be somewhat churlish to pick holes in the performance since I consider 2007 to have been a really excellent year.

**Paul Hermelin.** I'll second that!

*And yet, the Group's market value appears to be disappointing.*

**Serge Kampf.** More than disappointing, it's irritating! I have difficulty reconciling such a divergence between the performance of companies and their market value. It's annoying to see that a company like ours, which turns over 9 billion euros in revenues and clears 5% profit ratio, is only valued at 4.5 billion euros and runs the risk of being threatened with a hostile takeover bid with nothing more than one or two billion euros on the table.

**Paul Hermelin.** Today, of 21 financial analysts tracking Capgemini, 19 recommend buying, with price objectives varying between 30 and 50% above the current valuation. So our disciplines, our strategy and our prospects are well appreciated by those in the know. I'm not just saying this because they recommend buying our shares but because, when I read their analyses, I can see the strengths and weaknesses of the company reflected quite clearly. But we have difficulty getting ourselves understood by non-specialists, and in combating the sheep-like behavior that often drags down share values. This contrast between the vicissitudes of the economic climate and the company's fundamentals is frustrating. It may be explained by the gloomy general mood, but also by a certain investor disaffection for still fairly unfamiliar business disciplines that ten years ago were maybe over-rated and which today, on the contrary, are being unjustly neglected. Stung by the bursting of the Internet bubble, investors today are more concerned with fast returns than with long-term investments. And perhaps the Capgemini Group has not made the best job of explaining or selling itself . . .

*Once again you have been faced with rumors of takeover bids. What measures can you take to keep them at bay?*

**Serge Kampf.** When nearly all a company's capital is floating capital, it's hard to imagine that it can protect itself efficiently against hostile takeover bids. Having said that, the answer we generally give to this kind of question continues to hold true: you do not buy a service company as you would buy an office building. You need more than just money – you need an industrial project, and you need this project to be embraced by all the stakeholders. These include, of course, the shareholders, but also the company employees – particularly the managers – and, last but certainly not least, its clients.

The wealth of a company like ours resides in its employees and its clients. If a takeover bid was launched by people whose only motive seemed to be to make a tidy profit, I can't imagine that clients would remain loyal to the company for long, and that the resale value would be what these buyers had hoped for. This is why I don't find the idea of a hostile takeover bid really credible, and if a takeover bid isn't hostile, then talk of a "takeover" is misplaced; it's more a matter of a freely negotiated partnership.

**Paul Hermelin.** Serge has built up Capgemini on the basis of values deeply rooted in the identity of the Group, a Group that is strongly attached to its independence since it knows that it can achieve its ambitions through its own resources, and because this independence offers our clients the assurance that we possess the freedom of judgment and action that is indispensable in our professions. What's more, this determination to remain independent generates a certain dynamism in the Group, along with the will to exercise leadership in Europe and elsewhere.

All this serves to cultivate a strong resistance in the Group to any takeover bid, wherever it may come from. To win over the hearts and minds of the men and women of Capgemini you need to offer them a really exciting project for the future, and I'd have difficulty imagining a more exciting project than ours today.

**Serge Kampf.** To finish answering your question, I must point out nonetheless that the Board of Directors has decided to propose at the next AGM a resolution authorizing, in the event of a takeover bid, the creation and distribution of free stock options to the shareholders (called "bons Breton" after the name of their inventor, the former French Minister of Finance) up to a limit of 25% of the current equity. This would amount to increasing the starting price by 25%. Personally, I find this measure entirely innocuous, not to say useless, since 25% above the current valuation is still 30% less than the valuation last June or July! In fact, the real danger would arise only if a buyer proposed a bonus of 80 to 100% of the current quoted price to a body of shareholders who were discouraged by poor Group performance and to a management team that had lost its motivation and cohesion and had no meaningful plans. As Paul has very clearly stated, this is not the case. Every time these rumors crop up we dispel them, but I suppose we shall have to learn to live with them. And in any case, they're fairly stimulating, serving as a means of galvanizing our teams.

*Besides the Group's involvement in the Rugby World Cup, 2007 was also the year of Capgemini's 40th anniversary. How were these two events perceived within and outside the company?*

**Serge Kampf.** The evening of the 40th anniversary was a moment of great emotion for the old guard of the Group and for all of those – employees, clients and partners – who have shared this long journey for all or part of the way. Yet we deliberately kept within limits the ceremonies organized around this event, to avoid the risk of seeming old at 40; I prefer to consider Capgemini still to be a company in its adolescence, which has not grown into a crusty institution and has been able to retain its entrepreneurial culture. This anniversary nonetheless allowed many to appreciate that the company has strong roots and a history that some would judge edifying.

As for the Group's involvement in the Rugby World Cup, this had some very positive spin-offs for us. The contribution we made to the organization and smooth running of the event brought us many plaudits and multiple spin-offs. The huge canvas that for two months covered the façade of the headquarters at the Place de l'Etoile in Paris was a focus of attention for rugby's official bodies as it was for the motorists driving around the Arc de Triomphe and the Japanese tourists photographing it. We can also congratulate ourselves on what was done by the Group on this occasion for the benefit of students on the campuses and for the international tournament of the European engineering and business schools.



The Group's 40th anniversary



Paul Hermelin and Serge Kampf



## *Is the "i3" transformation program, implemented in 2007 by the Group, starting to produce results?*

**Paul Hermelin.** The first half of 2007 was spent mainly on identifying avenues of development and choosing the priorities. We moved into the deployment phase only in mid-2007. The industrialization aspect has made concrete and visible progress in terms of project delivery methodologies, the creation of data bases in every country, and so on. You can sense real change afoot in the Group and, with it, new levels of competitiveness, often with respect to the traditional competition but also in the face of newcomers from the emerging nations: we are even beating the Indians!

As far as the innovation aspect is concerned, we are making good progress there too. We now have a very clear vision of the main levers of technological change and their relevance for every sector of the economy. We know which levers we need to bank on. The topic that seemed most natural to take on was "intimacy," since it is one of our strongest suits, on account of the 40 years of close relations we have with our clients. Yet we'd like to breathe new life into these relations, and it's a rather delicate matter since this affects the role of each and every employee and manager within each client engagement. We have a few pilot schemes to develop new methods with large accounts, but the Group needs to build on its traditional intimacy while renewing it at the same time, and it's a bit harder than I thought



Capgemini employee at a client



Capgemini site in Pune (India)

## *Serge Kampf, can you recognize in this transformation program the values to which Capgemini has subscribed for the last 40 years?*

**Serge Kampf.** Yes, of course. With the exception of the one word: transformation. I am not sure that the Group needs to be transformed. It needs to adapt to the new market conditions, to evolve and to innovate – not to transform. We might well be asked why should we want to transform something that is working well: would this not mean taking unnecessary risks? Our Group should certainly not rest on its laurels, it should continue to adapt to the market, but for me the word "transformation" seems a little excessive. On the other hand, I personally

would quite happily have added another "i" to the program: "i" for "integrity." This is one of the Group's essential values, one that it needs to mobilize around and safeguard, particularly now that it is as common to talk about integrity as it is to ignore its consequences. We need to make sure that, in carrying out all these actions of renovation or transformation, we continue to hold on to our traditional values, starting with this one. Aside from these two remarks, I confirm that this program is clearly the way ahead.



Coordination of the "i3" program in London

**Paul Hermelin.** Serge is right. Companies often talk about a "transformation program" for what in reality is a recovery plan. In no way is it the

case with us. The Group is doing well; it just needs adjustments and rejuvenation. It's an offensive plan, not a defensive one.

## *Can this program be modified as the year progresses, in the light of changes to the economic situation?*

**Paul Hermelin.** Of course. Such is the case, for example, with the recruitment programs, designed to ensure



a certain complementarity of talents between the old and the new nations of the Group. In the United States, where the threat of a slowdown is obvious, we decided to do in one year what had been planned to take two. This clearly demonstrates our capacity to accelerate transformation when necessary, but it puts a great strain on the Group's employees and managers, since it means that the qualification pyramids have to be re-adapted in double-quick time. We can do that in North America, where we have fewer than 10 000 employees, but it's rather more complex in France, where there are 20 000 of us for a far smaller market.

### *How is the geographical expansion of Capgemini progressing?*

**Paul Hermelin.** The success of our installation in India shouldn't stop us from seeking to diversify our delivery capabilities. Aside from China and Poland, this year we opened production centers in Morocco, for French-speaking customers, and in Argentina, principally for the Spanish-speaking market but also for American clients attracted by the minor time difference. The Group is examining the viability of setting up operations in countries where the growth rates are 25–35% in our sector of activity, compared with our traditional markets where we can be pleased if growth reaches double-digit levels. As these emerging nations develop, there is an increasing demand there for IT, making them potentially very dynamic markets.

**Serge Kampf.** In this area, however, I find that we're a little lacking in boldness. Nothing much has happened since last year. Sure, we have re-established ourselves in Morocco, where we had already had a presence for six years (1977 to 1983), and where I hope our activity will develop better than we managed back then. Yet the interest of being present in other countries too, strikes me as obvious: Romania, where we've done nothing as yet; Vietnam, where there still remains a certain esteem for the French language and people; Indonesia, the fourth-largest nation in the world in terms of population; the Philippines, whose population (80 million) has a reputation for being gifted in IT. Paul has mentioned the possibility of appointing a director in charge of the emerging nations, and I think this would be a good idea. Having said that, it should not be forgotten that we're already present in 32 nations, and that four of them represent close to 80% of the total Group revenues. This means that, in the 28 others, we have a relatively low market share and that there is room for developing our traditional activities there. I think therefore we need to successfully implement rapid development in certain countries with high growth potential and strengthen our position in others where the growth is perhaps not so strong but where we already have the bases that allow us to develop there at a lower cost.

**Paul Hermelin.** A good example is North America where, thanks to sustained organic growth and the acquisition of Kanbay, our revenues grew 40% in one year to 2.5 billion dollars. Even in US terms this is a considerable amount, and it has changed the perception that people have of the Group, in what is still the world's premier market. Concerning Kanbay, I'd like to add that this acquisition has made a very positive contribution to reinforcing Group identity, since the values of Capgemini dovetailed harmoniously with those of Kanbay. This is yet another illustration of the Group's capacity to reinvent itself through each acquisition, as it has done 40 times over the course of its history. To return to the case of the United States, we also have to concede that –



Young Group recruits



Capgemini team with SKF client



Raymond Spencer (Financial Services)

despite this spectacular progress which probably propelled us to the top of the second division – we still can't be sure of having found our place in the first division. This has to become our ambition on this market. More generally, the Group has strong growth potential on most of the world's markets. We're in the leading pack in the Netherlands, France and the UK, but we're not where we could or should be in other major countries such as Germany, where we're still a minor player, or Spain, even if we are rapidly moving up the table.

**Concerning the prospects for 2008, will you be able to do everything you want to do? What are your priorities?**

**Serge Kampf.** The priority of priorities, once again, is to ensure that the budgetary objectives are attained or even exceeded! This year I should say they are fairly ambitious, in particular with regard to profitability, but everything of course will depend on the general economic situation. Our people in the field find it hard to reconcile the discrepancy between the observation that their business is going well at the start of the year and the pessimistic tone of the commentators who predict that we're on the cusp of a major financial and economic crisis. This ends up affecting their morale and leading some of them to wonder if our optimism is well founded, or if Paul and I are "way off the mark."

**Paul Hermelin.** The start of the year has been paradoxical, with the market in good shape while our attention has been permanently drawn to "the dangers the year holds," and not by the people in our business but by financial and economic pundits. As far as I'm concerned, I do not believe there will be a fall in IT investments in 2008, and for a cyclical reason first of all. The fall in investments that followed the year 2000 was due to the cumulative effect of three phenomena: the transition to the year 2000, the preparation for the advent of the euro and the Internet bubble. This time there has been no over-investment in the preceding years and therefore the only question is how sensitive we are to the general sense of gloom. The next reason is a structural one. Until the 1975 crisis, which didn't really affect IT, we were living through the good times when, even if there was an investment crisis, investment in IT was protected, a bit like a sacred cow. In the 1980s and 1990s, investment in IT became commonplace, and when investment in general went down, so did investment in IT. It seems to me that we're entering into a third period in which IT has become so vital to businesses that, even when the economy is at a low ebb, they can't afford to hold back on the modernization of their IT systems. I meet a lot of managers who tell me they could no longer live without IT and that they always earmark a significant part of their investments for IT since it has really become the lifeblood of their enterprise.



Employees from Kanbay



Swedish client SKF, workshops



Meeting clients in Hyderabad (India)

**So you feel that the Group is fairly well protected against a possible crisis?**

**Paul Hermelin.** The Group is more resilient than some may think. If demand stays approximately at its present level, our growth will be in the order of 5%. If a somewhat gloomy economic climate becomes pervasive, we believe we can maintain this growth at around 2%. It has to be said that the Group has changed. It is now far more robust, with more outsourcing and a greater presence in the public sector, which is less sensitive to



economic vicissitudes. It also benefits from the dynamism of its managers, not to mention the transformations designed to boost its profitability. Thanks to its production network around the world, and notably in the emerging nations, it is capable of offering innovative and highly competitive solutions. It's on the strength of all this that we've been able to commit ourselves – in a bold undertaking, but one that we really believe we are capable of – to improving Group profitability, whatever situation applies.

### *What consequences does the weakness of the dollar have for the Group?*

**Serge Kampf.** The Group consolidated financial statements are in euros, and the weakness of the dollar obviously does us no favors. So, for example, the 2.5 billion dollars that Paul mentioned just now equates to only 1.7 billion euros in our 2007 financial statements. Having said that, it would take a smart fellow to predict what the dollar exchange rate is going to be at the end of the 2008 financial year. In any case, this isn't going to change the priorities or objectives of the Group, nor even really affect its results, even though the volatility of what is still the world's number one currency does give cause for concern. I remember when the dollar was worth over 10 francs, and now it's worth just over 4 francs in euro equivalent. When a benchmark currency varies in such proportions over such a relatively short period it constitutes an enormous instability factor, particularly when the policies of the Central European Bank and its American counterpart are poles apart. One of these days they're going to have to get their acts together!

**Paul Hermelin.** It is true that we're suffering from the undervaluation of our American operation, even though its results are now genuinely satisfactory. Yet we're also prey to another great unknown: the variation between the dollar and the Indian rupee, since for the contracts signed with our American clients the workforce used is often half American and half Indian, and even if the rupee is fairly stable against the euro, it fell 12% last year against the dollar.

### *All in all, you seem fairly sure of yourselves.*

**Paul Hermelin.** I'd prefer to say confident rather than sure. As one of our Board members recently said, we are in a business where you need to keep on accelerating for as long as you're not obliged to brake. It's not a business where you can slow down gradually. As long as we can, we keep on accelerating, and only put the foot on the brake if the market forces us to; there is no such thing as cruising speed. Today, we are encouraging our sales force to keep on pushing, to keep the foot on the gas. If, one day, we feel that a recession is around the next bend, we shall need to adapt very quickly, knowing that everything could turn around very quickly, and that the same rhythm will not apply in every country. We work according to the theory that, as usual, any trend changes will make their appearance first of all in the United States, then in the UK and then in Scandinavia, before making their impact on the rest of Europe, from north to south. In the United Kingdom, almost 60% of our activity is in the public sector, which should provide us with a certain degree of stability and a first protective barrier. Yet there's nothing to guarantee that this classic scenario will be repeated.



Example of sector research



Headquarters, Swedish tax offices, Stockholm



Continuous professional training, UK



## *One has the feeling that Capgemini's Outsourcing discipline is slowing down...*

**Serge Kampf.** Not at all! Outsourcing has made great progress, contrary to what the statistics might lead you to believe. If they are a little slack, it's simply because some of the major contracts signed in previous years have reached maturity and have been readjusted or renegotiated. An example is the contract signed with the British tax administration (HMRC), which was extended for three years in exchange for a significant reduction of the amount invoiced yearly. As far as outsourcing is concerned, all that people – and the press in particular – seem to be interested in is the signing of major contracts, but it should not be forgotten that small streams flow into large rivers. We started out by embarking on large rivers; now we tend to ply our trade more on the large streams, in other words, signing smaller contracts and/or contracts over shorter durations. Outsourcing remains one of our key avenues of development for 2008, although obviously not the only one.



Employees in Katowice (Poland)



HMRC London (UK)



Danish railways, control room

**Paul Hermelin.** On the outsourcing market two broad trends can be observed: on the one hand, clients are now looking for multi-sourcing rather than very large contracts, which we don't necessarily consider a bad thing; on the other hand, production is increasingly provided by remote computing centers. Here we find ourselves in competition with new market players, yet our solutions are bang up to date and our portfolio of sales proposals has increased in a big way. There is also a field of outsourcing in which we are strategically very well placed: BPO [→ GLOSSARY], involving outsourcing that takes in more than just IT. In this way, we have become the world's fourth-largest player in the field of financial and accounting management. On all the outsourcing markets, costs are the be-all and end-all of the contracts signed with clients, and the percentage of applications delocalized into low-cost zones is a decisive factor. Apart from the public sector, we can only win business using the leverage offered by our production centers, the major ones being located in Poland and India. The bright side of this is that, today, there are far fewer contracts requiring the transfer of staff into the Capgemini workforce.

*Over its 40 years, Capgemini has often been able to anticipate how its businesses were going to evolve. What big changes do you see for the future?*

**Serge Kampf.** I've a good sense of smell, but my eyesight is pretty weak. When it comes to vision, I leave that nowadays to Paul.

**Paul Hermelin.** I'm pretty circumspect about what I see on the horizon, since it might just be a mirage. For example, we are currently examining the subject of SaaS [→ GLOSSARY], "Software as a Service": the idea that service is sold "on tap," with the client no longer buying the system but

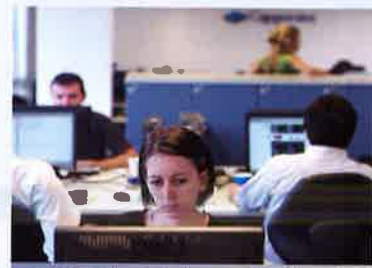
paying for what he consumes. This is the kind of service provided by a company like Amadeus when it sells airline seat bookings. We should not forget the fashion for ASP [→ GLOSSARY], which led to a number of disasters around the year 2000. It is now coming back, on the basis of new principles and new technologies that would lend credibility to the notion that this time it will work. It is a trend that we are monitoring, though not forgetting that those who got involved with it back then – including ourselves, although fortunately on a very small scale – got into some serious difficulties.

*Do you need to rush on headlong or take your time with this kind of trend?*

**Serge Kampf.** Both! You need to act quickly, since you have to be permanently capable of grasping the rare nuggets that opportunity can present. At the same time, you need to remain highly cautious, since a lot of false hope has been built upon what has often only been a change of packaging. What is important is being first at the finish line, and not necessarily the first on the starting line. So, whether to go quickly or to take your time? What is important, surely, is not to fall asleep on the job.

**Paul Hermelin.** I also think that setting off second or third is not necessarily a handicap. What you need to understand very quickly is whether or not the first one off the blocks is going to acquire a real advantage and move into an unassailable position. Experience has taught us that it is not always wise to act as the front-runner. What is more, opportunities sometimes come around again. For example, the Group decided long ago not to get involved in the automatic money transaction business. Today, no-one can get a foothold in this market in France but, thanks to the integration of Kanbay, the Group is making market inroads into the activity via the English-speaking countries. We are in the business of information technology, and nothing in this business lasts forever.

**Serge Kampf.** And nothing in this business is gained definitively (...)



Group employee in Buenos Aires (Argentina)



Capgemini in Casablanca (Morocco)



Sogeti center team, Mumbai (India)





Pierre-Jean Couarraze, *Remington Type Writer*





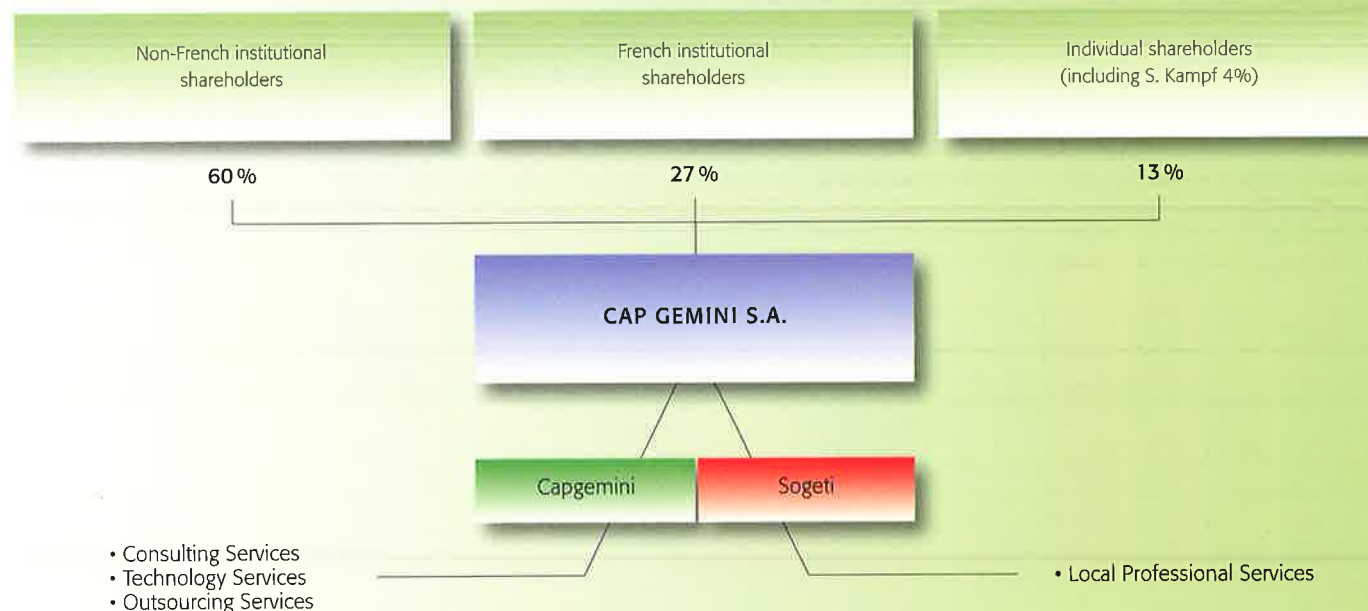
Yoël Benharrouche, *A green song for an autumn afternoon*



## BREAKDOWN OF CAP GEMINI S.A. CAPITAL

as at 31 December 2007

(on the basis of a shareholder survey)



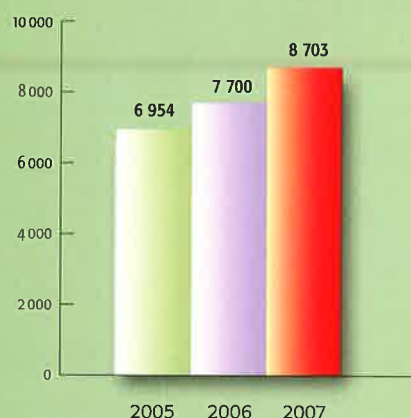
## CAP GEMINI SHARE PERFORMANCE COMPARED WITH CAC 40 AND DJSTOXX INDICES

1 January 2006 to 31 March 2008

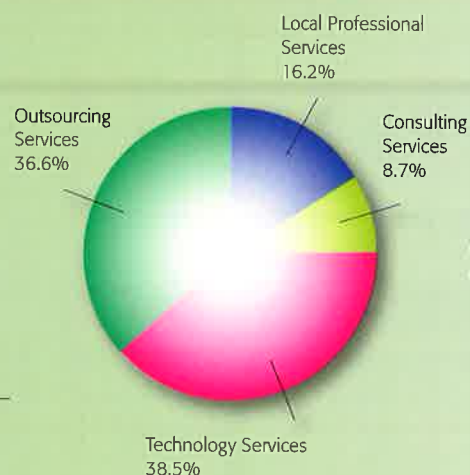


# Key figures for the Capgemini Group

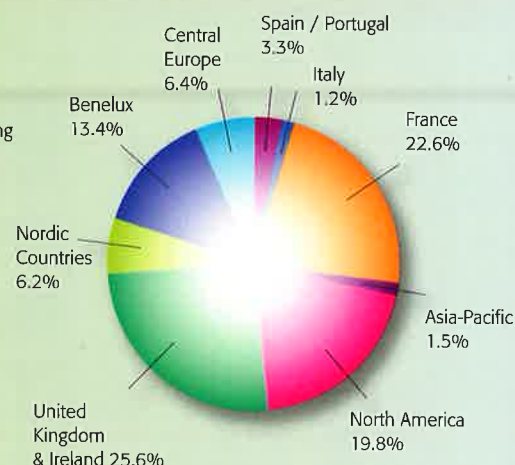
REVENUES  
in millions of euros



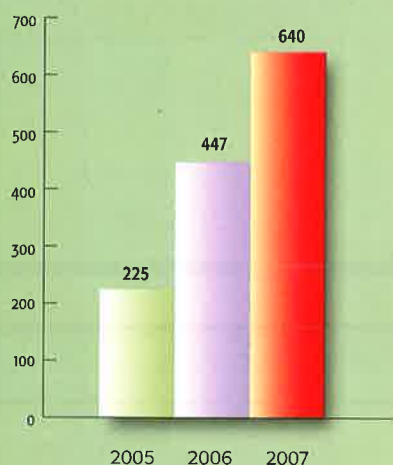
BREAKDOWN OF REVENUES  
FOR 2007  
BY DISCIPLINE



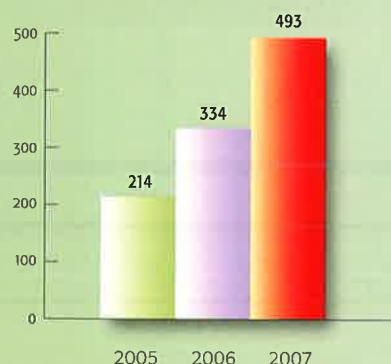
BREAKDOWN OF REVENUES  
FOR 2007  
BY COUNTRY / REGION



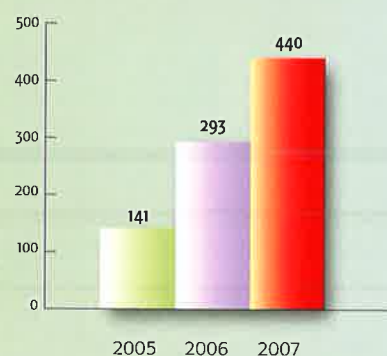
OPERATING MARGIN\*  
in millions of euros



OPERATING INCOME\*\*  
in millions of euros



NET INCOME\*\*  
in millions of euros



\* The operating margin is the main key performance indicator for the Group. It is defined as the difference between revenues and operating costs, these being equal to the costs of services rendered (costs necessary for the implementation of projects), as well as Selling and General and Administrative costs.

\*\* Operating income includes the additional charges associated with shares or options allocated to certain employees, as well as other non recurring income and expense such as restructuring costs, integration costs of recently acquired companies, goodwill impairment expenses or capital gains or losses on disposals.



## GROUP WORKFORCE

EN 2007

### Workforce development

2007	83 508*
2006	67 889
2005	61 036
2004	59 324
2003	55 576

\* After integration of the Kanbay teams (7 000 people).

### +13%

At current scope and exchange rates, the Capgemini Group posted a 13% growth in revenues. After restatement of scope (mainly due to the acquisitions of Kanbay and Software Architects) and translation adjustments (increase in euro against other main currencies), growth of 9% was recorded in 2007. This is noticeably higher than the market average.

### 7.4%

Operating margin continued its growth trend, and has increased in all four Group disciplines. At €640 million, operating margin represented 7.4% consolidated revenues for 2007, up by 1.6 points compared with 2006 (8.6% for the second half year alone).

### 440 million

Net income attributable to equity holders of the parent stands at €440 million i.e., 5.1% of revenues and up by 50% compared with the prior financial year.

### Breakdown of workforce by region

Country or region	as at 31 December 2006	as at 31 December 2007	Variance
North America	6 441	8 857	+ 2 416
United Kingdom and Ireland	8 785	8 482	- 303
Nordic Countries	3 608	3 942	+ 334
Benelux	9 014	9 492	+ 478
France *	20 438	21 138	+ 700
Southern Europe	6 235	6 836	+ 601
Central Europe	5 137	6 274	+ 1 137
India	6 979	16 939	+ 9 960
Asia/Pacific excluding India	1 252	1 548	+ 296
Total	67 889	83 508	+ 15 619

\* Including centralized services 151 159 + 8

### Breakdown of employees by discipline

Discipline	as at 31 December 2006	as at 31 December 2007	Variance
Consulting Services	4 718	4 966	+ 248
Technology Services	25 635	36 657	+ 11 022
Local Professional Services	16 759	18 382	+ 1 623
Outsourcing Services	20 626	23 344	+ 2 718
Centralized Services	151	159	+ 8
Total	67 889	83 508	+ 15 619

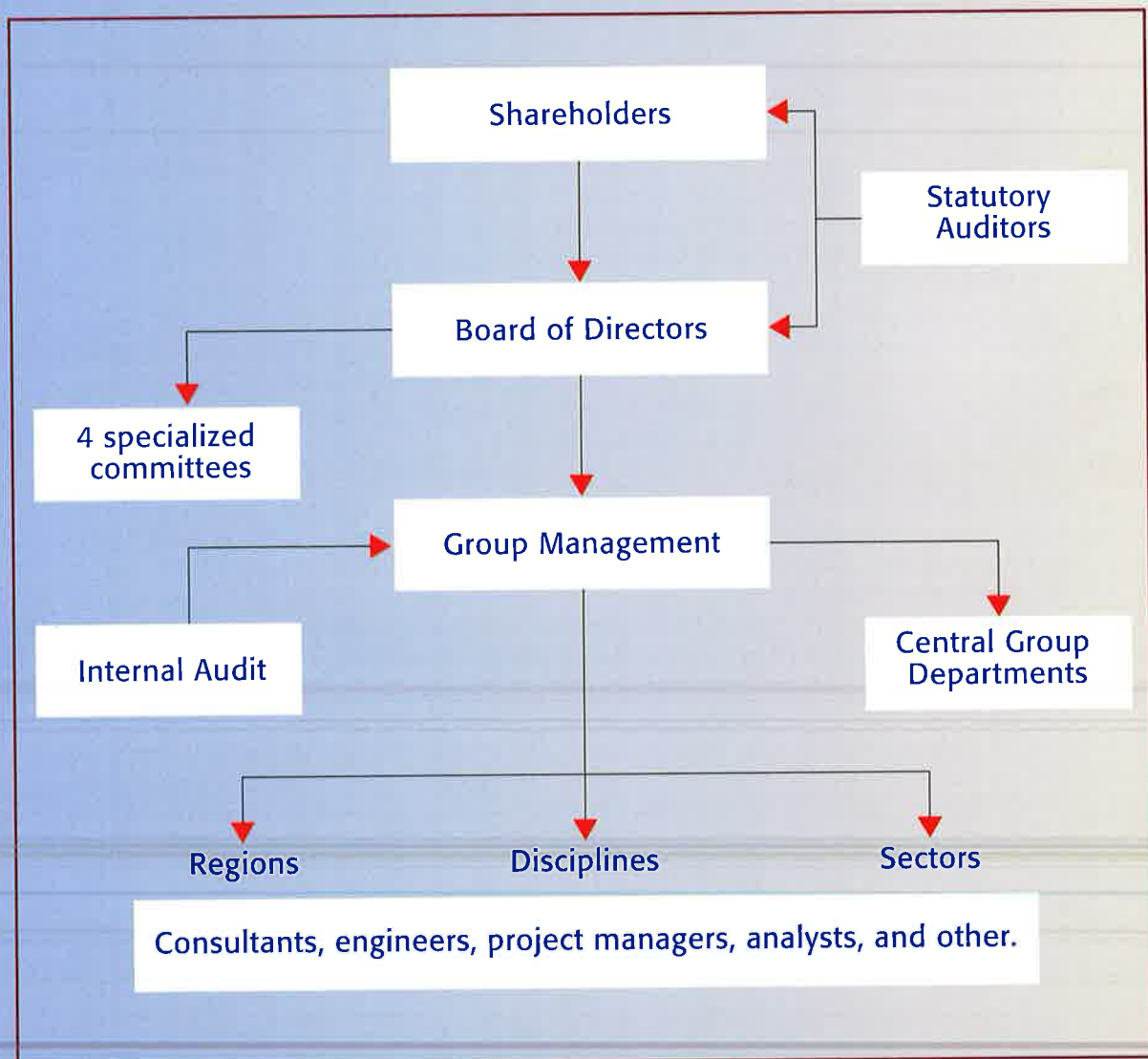






## General Organization of the Group

The full authority of the shareholders is exercised, in between General Meetings, by the Board of Directors. The principle mission of the Management Team is to lead and coordinate, with the assistance of the Central Group Departments, the operation of the entire organization formed of operational entities which are, in turn, divided into regions, disciplines or sectors. This decentralized organization acts as a guarantee that the Group and its 83 508 employees, spread over 32 countries as at 31 December 2007 operates as it should.



## How does a service company like Capgemini work? Unlike a manufacturing company, which can be easily identified through the material goods it produces, an IT services company operates in the realm of the intangible.

What an IT services company offers its clients is the methods, consulting, assistance and expertise it can provide in cutting-edge technologies; the capacity to marshal the multiple competences that are often needed to resolve a complex problem; and the experience accumulated over the thousands of projects it has implemented. However, it has none of the patents, plants, stocks or retailers – none of those “tangibles” that structure a manufacturing company and dictates how it is organized. Its only visible asset is its people, who bring with them their professionalism, their sense of initiative, their mobility and their commitment to the values that the company strives to cultivate. The other intangible asset is the relationship of trust that has been built up patiently with the company’s customers over the years.

The development of information technology in the United States, first of all in the field of defense and space, then in the large corporations, engendered, in the early 1960s, the creation of a new line of business – IT services. This wave of corporate computerization took little time to spread across the Atlantic and reach Europe, and in particular France, where, in 1967, there were a dozen or so companies working in a variety of fields: technical IT for industrial and scientific purposes, the realization of complex systems, applied economics, and so on. This gave rise to a market niche that was only partially filled by the service providers who were around at the time: technical assistance for the installation and utilization of computers in companies. This market observation led to the creation of Sogeti in October 1967. The company’s founding was built on a number of principles that remain applicable 40 years later, and which offer an explanation of how a business that has grown into a worldwide operation operates.

### Convictions (I)

*“Capgemini aims to be the most active and reactive of partners, in other words, not to propose off-the-shelf solutions to its clients, nor attempt to usurp control from the client of this decisive asset that the IT tool constitutes as a competitive lever, but first and foremost to listen its clients, understand their expectations and their requirements, and then offer them the benefit of our accumulated experience, our intimate knowledge of tried-and-tested technologies and a range of constantly evolving services.”*

Annual Report 2004 (extract)

### Sacrosanct principles.

From its earliest days, Sogeti opted for decentralized organization – out of concern for its business efficiency, but also in order to guarantee a local presence for its customers. Yet decentralization has never been synonymous with loss of control, and each entity had to observe three imperatives, which still guide the Capgemini Group to this day: the need for profitability, without which survival and independence are impossible; the will to keep pace with market growth; and the quest for all-around excellence. The principle of subsidiarity is also paramount, meaning that decisions are to be made as closely as possible to their point of application, and only forwarded to a higher level when they might have an impact on other units besides the one directly concerned. This implies light structures with management levels kept to a minimum and central functions that are limited in number. Along with these principles, there is also the evaluation of individual and collective performance based on the degree of realization of clearly measurable annual objectives.

These principles, allied to the permanent drive for efficiency and quality, and tailored whenever pragmatic needs dictate, have been the “fundamentals” of the Capgemini Group’s organization since its earliest days.

### A ready ear makes for better understanding.

The starting point is good knowledge of the client, its business, its needs and its intentions: launching a new product, installing new equipment, reducing costs, setting up a new application, improving the performance of its IT system, outsourcing all or part of its organization, and so on. The client’s contact at Capgemini will first of all listen to the client and then carry out a dialog with him in order to understand the issue at hand, weigh up the constraints and identify the nature of the services to propose. Aided by experts in the business,



he will study the possible solutions, choose the one that seems most suitable and propose it to his client. This initial phase may take just a few days, but frequently it may be a question of weeks or even months of pre-sales activity in order to construct a proposal that best serves the client's expectations. Where particularly complex contracts are concerned – major IT project, large-scale outsourcing, company transformation – the work involved may mobilize dozens of experts, involving multiple interactions with a range of client-appointed interlocutors, leading to the fine-tuning and stabilization of the proposal and the launch of negotiations.

However, Capgemini's reputation for excellence in project execution and management is not on its own enough to win over the client; what is also needed is perfect understanding of the technology and how it is likely to evolve, solid capabilities in management consulting and in-depth knowledge of the client's sector of activity.

### Contract implementation.

Often designated and presented to the client even before any contract has been signed, the project manager is responsible for the delivery of the chosen solution. He or she assembles a team comprising consultants, architects, engineers, analysts – a whole panoply of professionals who are mobilized towards the goal of successful project completion, in a process that may extend over several weeks, months or even years.

For many years, these teams worked exclusively on site with the client or in close proximity to the client. Today, com-

plex projects often require the participation of experts scattered across the world and who are now able to collaborate remotely thanks to new technologies. At the same time, the drive for optimized production costs has led service providers to delocalize some of their facilities in countries with lower wage costs.

In these so-called "offshore" centers, specializing, for example, in the development of projects using integrated software specific to a sector of activity, Capgemini engineers apply the discipline of manufacturing production lines to service provision. There they can have access to better computer models, use tried-and-tested methods and benefit from the support and experience of the Group as a whole.

Throughout the project's duration, Capgemini and its client jointly control the execution of the delivery plan, evaluate the state of progress and ensure that the intermediate deadlines and quality of the results are respected.

### The results

When an IT application, say, is operating in compliance with the established technical specifications, it is formally accepted, or validated by the client. Capgemini can be said to have "delivered" the service that had been ordered. In order to appreciate the level of satisfaction of its clients, the Group has developed a system of measurement and evaluation called OTACE [→ GLOSSARY ], which offers a permanent and precise dashboard of the quality of work carried out at every stage of the project, from design to delivery. This mechanism is designed to create and propagate a climate of total trust between the Group and its clients, so enabling the initial contract to be extended or renewed.

#### Convictions (II)

*"Our people are the hearts and minds of the Group. We offer them the freedom they need to develop; we organize their networking in order to ensure their professional skills are most efficiently and increasingly mobilized; and we match them up with our clients' own people so that they can innovate and progress together."*

*"Total customer satisfaction needless to say requires the collective mobilization of everyone in the company towards a common goal, and not the simple juxtaposition of individual know-how and skills."*

*"To be a leader and to remain one, the priority has to be keeping your feet on the ground and managing daily issues using robust and simple ideas."*

*"Everyone understands that, in a service company, attitude counts just as much as aptitude; behaviour just as much as know-how."*

*"These are the values that bring sense to our common endeavor, when the prevailing times seem to call so much into question."*

Annual Reports 1998, 2000, 2001 and 2002 (extracts)

Board of Directors of Cap Gemini S.A.



DANIEL BERNARD



YANN DELABRIÈRE



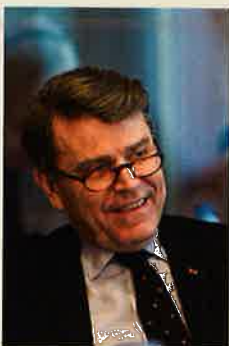
JEAN-RENÉ FOURTOU



MICHEL JALABERT



PHIL LASKAWY



THIERRY DE MONTBRIAL



RUUD VAN OMMEREN



TERRY OZAN



BRUNO ROGER

Non-voting  
Members



PIERRE HESSLER



MARCEL ROULET

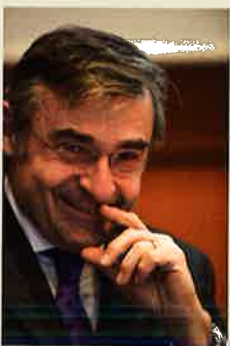


GEOFF UNWIN

Statutory Auditors



SERGE VILLEPELET  
PwC



FRÉDÉRIC QUÉLIN  
KPMG

Board Secretary



PHILIPPE HENNEQUIN



## The Board of Directors. Cap Gemini's good governance stems from assets such as its directors with their diverse profiles, global experience and deep knowledge of the Group and its disciplines, and the contribution of discerning non-voting members.

In a *société anonyme*, or French joint-stock company, full authority is held by the owners of the capital – namely the shareholders – who elect, at a General Shareholders' Meeting, a certain number of directors to represent them. A Board of Directors is thus formed, to whom the shareholders delegate the power to exercise this authority in the best interests of the company.

The Board of Directors, in turn, delegates these powers, to a greater or lesser extent, to its Chairman and to a Chief Executive Officer (CEO) (or to a Chairman & CEO in the event that the two functions are not separate); but the Board maintains the right and the power to:

- determine the principal strategic orientations of the company, select those most appropriate and ensure that they are correctly implemented;
- give (or refuse) its prior approval to any decision, proven as strategic, i.e., acquisitions, disposals of assets, reorganization, significant change of scope or range of activities, appointment or dismissal of top executives reporting directly to the CEO (directors of Strategic Business Units and centralized functions), issuing of securities and signature of major strategic alliances;
- draw up the annual financial statements and consolidated financial statements; convene annual shareholders' meetings and prepare the relevant agendas, define detailed resolutions and reports for presentation at these meetings, submit proposals for approval regarding directors or non-voting members to be appointed or whose term of office is to be renewed, etc.;
- have any audits and controls conducted that it sees fit or necessary.



*For many years now, the Board of Directors of Cap Gemini SA has implemented the principles of good governance applicable today. For example:*

- *detailed Rules of Procedure were established in 2002;*
- *three – subsequently four – specialized committees were created (Audit Committee, Selection & Compensation Committee, Strategy & Investments Committee and Ethics & Governance Committee) whose role is to prepare and facilitate deliberation on issues that are subject to prior examination, and to submit opinions or recommendations on the appropriate decisions to be passed;*
- *a Code of Ethics was defined, published and implemented, stipulating a certain number of obligations for its members – compliance with such obligations is regularly verified;*
- *the personal circumstances of each director is examined in the context of his or her "independence" within the meaning of the "code de place" or stock market code for corporate governance ("a director is independent insofar as he or she has no relations whatsoever with the company, its group or its management, which may jeopardize his or her freedom of judgment");*
- *a regular self-assessment procedure has been determined and is implemented, with reviews of its operation and composition;*
- *payment of fixed directors' fees has been waived and payment of directors' fees in general is subject to directors and non-voting members being effectively present at the relevant Board and Committee meetings (payment per session).*

The Board of Directors of Cap Gemini SA, chaired by Serge Kampf and composed of 11 directors (see opposite page), assembled six times during the financial period 2007 with an attendance rate of 94%. It is assisted by an "advisory council" of three non-voting members (also appointed at a General Meeting) who are appointed for their competency, experience, authority and repute. Although they are not eligible for full directorships for several reasons (for instance, under the rules governing subsidiary mandates), these non-voting members take part in Board proceedings solely in an advisory capacity.

Human capital is the main value of the service industry in which Cap Gemini and its subsidiaries operate, so, not surprisingly, the Board of Directors pays particular attention to employee management (recruitment, education, remuneration, professional development, etc.) and to the drive of its senior management.



# Group Management Team

At 17 April 2008



SERGE KAMPF  
Chairman

## Executive Committee (9 members)



PAUL HERMELIN  
CEO



HENK BROEDERS  
Continental Europe  
and Asia-Pacific SBU (1)



PIERRE-YVES CROS  
Strategy



PHILIPPE DONCHE-GAY  
Western Europe SBU and Technology  
Services Global Coordination



ALAIN DONZEAUD  
General Secretary and  
Human Resources



NICOLAS DUFOURCQ  
Deputy General Manager  
and Chief Financial Officer



PHILIPPE GRANGEON  
Marketing  
and Communication



LUC-FRANÇOIS SALVADOR  
Local Professional Services SBU  
(Sogeti)



PAUL SPENCE  
Outsourcing Services SBU

(1) SBU : Strategic Business Unit

## Other Group Directors

Members of the Group Management Board (GMB)



PHILIPPE CHRISTELLE  
Internal Audit



LANNY COHEN  
North America  
CS/TS SBU



STANISLAS COZON  
Public Sector



JEAN-PIERRE  
DURANT DES AULNOIS  
Operational Control



HUBERT GIRAUD  
Business Process  
Outsourcing



BERNARD HELDERS  
Manufacturing, Retail  
& Distribution Sector



FRANÇOIS HUCHER  
Global Delivery



GREG JACOBSEN  
Telecommunications, Media  
& Entertainment Sector



BERTRAND LAVAYSSIÈRE  
Financial Services  
Sector



COLETTE LEWINER  
Energy,  
Utilities & Chemicals Sector



PATRICK NICOLET  
Sales and Partnerships



LAN O'CONNOR \*  
"13"  
Transformation Program



SALIL PAREKH  
Coordination  
of Operations in India SBU



BARU RAO  
Capgemini India



ISABELLE ROUX-CHENU  
International Legal Affairs



ANTONIO SCHNIEDER  
Consulting Services  
Global Coordination



LUCIA SINAPI  
Risk Management  
& Corporate Finance



RAYMOND J. SPENCER \*\*  
Financial Services  
SBU

\* Lan O'Connor was not an Capgemini payroll as at 31/12/2007 and was therefore not mentioned in Note 28 of the Consolidated Financial Statements as at 31/12/2007.

\*\* Raymond J. Spencer was not on Capgemini payroll as at 31/12/2006 and was therefore not mentioned in Note 24 of the Consolidated Financial Statements as at 31/12/2006.



## The Management Team. Capgemini's closeknit governance body befits a multinational group with a decentralized organization structure.

The principal mission of the Management Team is to lead, coordinate and supervise the operation of the organization, composed of the holding company and its operational subsidiaries.

The CEO holds executive authority, and is fully empowered by law to act in the name of the company in all circumstances. His duties consist principally of the following:

- To meet with clients, to address any issues that may arise concerning their relations with the Group's subsidiaries, to widen the scope of cooperation with clients, etc.;
- To develop direct relationships with important potential clients and actively support the sales and marketing initiatives of the operatives targeting these prospects in the discipline or country concerned;
- To visit as often as possible Group managers and employees working for all Strategic Business Units, whether remote or close to Paris;
- To ensure that the Group maintains relations, at a very high level, with other market stakeholders, whether they be partners or associates, competitors, regulatory or controlling authorities, analysts, members of the general or technical press, members of the financial community or others;
- To lead or chair the meetings of the various committees whose responsibility is to assist him.

He defends the values and principles that have governed the Group for the last 40 years, he designs and masterbuilds the strategies passed by the Board of Directors, guarantees the appropriate utilization of resources, ensures that annual budgets are prepared and complied with, and supervises both the first circle of senior executives who report directly to him, and the second circle of managers reporting to these senior executives.

When performing these assignments, the CEO is assisted by:

- Functional directors responsible for one core function, required for the company to operate correctly (see page 26).
- Operational directors responsible for the sales activity, the due completion of client projects and the management of employees in a given region (this applies to two of the four Capgemini disciplines, Consulting and Technology Services) or in all countries where the Group has significant presence (this applies to the two other disciplines, Outsourcing and Local Professional Services).

In addition to maintaining permanent contact with the CEO, these directors assist the Management Team, in an advisory capacity, within four specialized committees:

**1. The Executive Committee**, which governs the Group and comprises, to date, eight "ministers," under the authority of its "prime minister," as follows:

- four functional directors:
  - Chief Financial Officer (also Deputy CEO),
  - General Secretary (also Director of Human Resources),
  - Director of Marketing and Communication,
  - Director of Strategy;
- and four operational directors:
  - Director of Western Europe,
  - Director of Continental Europe and Asia-Pacific,
  - Director of Outsourcing Services,
  - Director of Local Professional Services (Sogeti).

Executive Committee proceedings, held on Mondays (by telephone conference, if required), last for several hours and cover any issues concerning the Group's general management, the budget status and any appropriate corrective measures to be determined, the major projects under negotiation, the instances of arbitration, etc.

**2. The Group Management Board**, comprised of the nine members of the Executive Committee in addition to the following members:

- Director of North America
- Director of the Financial Services S.B.U. (principally ex-Kanbay)
- Director in charge of the coordination of Group operations in India
- Director in charge of Global Coordination of the Consulting Services business
- Director of Sales and Alliances
- Director of IT Production and Quality

A Group Management Board meeting is convened every six weeks (eight times a year). Its principal mission is to prepare Executive Committee proceedings and decisions by reviewing any issues submitted for a decision and to give recommendations on the appropriate action to be taken. It also contributes to the preparation and implementation of plans with a view to developing Capgemini's relations with its major global clients. The Management Board also steers and oversees the implementation of the "I3" program in each major Strategic Business Unit.

**3. Group Review Board**, whose mission is to examine and authorize (or veto) major sales proposals in the course of preparation and negotiation.

**4. Mergers & Acquisitions Committee**, Mergers & Acquisitions Committee, whose mission is, as its name suggests, to examine the opportunities of acquisitions, presented to or identified by the Group. It then makes the appropriate decisions on such matters and prepares a file, if relevant, which is submitted to the Board of Directors for discussion and approval.

Each of these four committees is chaired by the CEO. Proceedings are recorded in the form of Minutes of Decisions, which are prepared by a secretary or by a member attending the relevant meeting. The CEO may, if he considers it necessary or fit, present a review of this work to the Board of Directors or to a specialized committee.





Jean-François Larrieu, *Lagoon*



## Central Group Departments. Their mission is to guarantee overall cohesion while fostering Capgemini values within the operational entities.



In multinational corporations with structurally decentralized organizations, it is essential to guarantee overall cohesion by providing the impetus and support the operational subsidiaries need. This principle of decentralization, which has been one of the factors of the Group's success since its formation in 1967, entails strict compliance with a certain number of rules relating to finance, human resources, sales strategy, marketing & communication and legal affairs.

Hence, the mission of **Internal Auditing** is to ensure the correct application of the rules and values upheld by Capgemini. The Group Management has the role of steering its strategy and controlling operations with the assistance of the five principal Central Group Departments as follows:

- **Financial Department**, that ensures the preparation of budgets and the monitoring of performance, control and reporting, accounting, bookkeeping, consolidation and compliance with accounting and reporting standards, cash management, preparation of tax returns and processing of all fiscal matters, merger and acquisition controls, and compliance with obligatory financial reporting requirements. The Deputy CEO, currently responsible for the Financial Department, also oversees purchasing and procurement, in-house IT and risk controls for pre-sales commercial proposals. The IT Quality and Delivery Department also reports to it, the latter's role being to define and disseminate the delivery methods operative within the Group, to ensure certification for Project Managers, Architects and other specific professions and, lastly, to ensure intervention by specialized "flying squads" in the event of high-risk projects.

- **Marketing & Communication Department**, that defines both the Group's mainstream marketing and its internal and external communication strategy, and ensures their implementation within the strategic business units; it guarantees the proper utilization of the company name, brand and image across the world and provides a lever for sales and recruitment.

- **Strategy Department**, that principally analyzes and prepares recommendations for the strategic orientations envisaged both by the Group Management and by the Board of Directors, together with the Strategy and Investments Committee reporting to the Board.

- **Sales and Partnerships Department**, that principally leads the Group's commercial activities and oversees key account management and relations with Capgemini's major partners.

- **General Secretariat**, that coordinates legal affairs, which are divided into two departments: one deals with international transactions and legal matters related to Group operations; the other ensures the correct operation of all corporate bodies (Board of Directors, specialized committees, and general meetings, etc.) and is responsible for any legal transactions affecting the general organization of the Group. The General Secretariat also manages the Human Resources Department, whose role is to coordinate the HR policies implemented by the strategic business units involving, in particular, the retention of managers with high-potential profiles. This department also runs the Capgemini University, which provides the necessary personal development resources for Group managers and employees (training courses in new technologies, sales and marketing, major project management, leadership, etc.) and is an attractive "meeting point."

All these teams, with the Group Management at their hub, reflect the diversity of the Group (more than 15 nationalities are represented). They are deliberately kept small in number (in 2007, 159 members for a Group employing 83 508 people) in order to give free rein to the entrepreneurial spirit and sense of personal responsibility of the line managers.









Geny Detto, *Byzantium*



Four disciplines

**Consulting Services.** The strong acceleration in growth recorded for 2007 was underpinned by an organization focused on a few key sectors, in addition to the service excellence and global mobility of its consultants.



\* At constant scope and exchange rates

**Background.** "2007 was the best year in the decade for consulting services," according to the experts from French research firm Pierre Audoin Consultants (PAC). An extremely favorable economic climate encouraged companies to develop global-scale strategies, to undertake acquisitions, and to rethink and restructure their core processes. This has led to a sustained demand for consulting services in the areas of business strategy, organization and transformation. Likewise, an abundance of transformation programs has been implemented for public services in Europe. Both public and private organizations now require multi-disciplinary teams, consisting of top experts in each field, and previous international experience is particularly appreciated. "In exchange, clients are prepared to accept high rates and to expand the scope of their contracts," note the PAC consultants.

**Taking stock of 2007.** "The general sales trend, particularly in the second half of the year, was very positive," according to Antonio Schnieder, Director, in charge of Group Global Coordination of Consulting. "We were particularly successful in the business transformation segment thanks to the roll-out of our Transformation Consulting 21 program [→ GLOSSARY ]."

In general, the scale of Consulting contracts increased in 2007, compared with 2006, and involved more consultants from a variety of backgrounds, both geographically and in terms of Group disciplines. For clients in telecommunications, for example, 54% of Capgemini's consultants performed assignments outside their home countries. Likewise, French savings bank Caisse d'Épargne engaged a cross-disciplinary team to deliver both Consulting and Technology services for the transformation of its IT systems, a project amounting to €60 million.

Moreover, the drive towards industrialization within the framework of the "I<sup>3</sup>" program is also present in the Consulting discipline, as demonstrated by the creation of a powerful center in India to provide research and to analyze the appropriate market data in order to gain business insight.

**Prospects for 2008.** "Our main priority is to step up the development of the strategic consulting business. Indeed, it is essential for Capgemini to be at the source of the decision-making process in order to grasp fully and to anticipate those organizational changes that will influence a client's IT systems in the future," explains Antonio Schnieder.

**The discipline.** Consulting Services generated 8.7% of Group revenues, with 4 966 employees as at 31 December 2007. This entity offers strategic consulting and business transformation services. Since 2007, the discipline has been split into three large areas – Western Europe, Continental Europe / Asia-Pacific, and North America.

**Client story.** The British Government is tightening up border security to monitor immigration better and to fight organized crime and terrorism. An e-Borders program was launched for this purpose in 2002. Capgemini, having advised the Home Office for the definition of this program, is now responsible, within a consortium, for developing its IT architecture. This involves, in particular, designing the business processes and organizing the primary data flows.

**1967-2007, Capgemini is celebrating its 40th anniversary.**

The signature of a cooperation agreement, in 1970, with the French firm Bossard opened up a new strategic avenue and a new discipline for the Group – organizational consulting.

The judicious foresight of Serge Kampf in grasping the complementarities of IT and consulting services led to the formation of Gemini Consulting [→ GLOSSARY ] in 1991. Today, the strategic consulting activity has become an indispensable and trailblazing activity for the Group, in helping its clients accomplish their transformation projects.



"We wish to reinforce our Indian teams, particularly in the areas of research and analysis, in order to deliver rationalized world-class content for our clients. Moreover,

we are hoping to go even further by giving our Indian colleagues the opportunity to come to work on consulting projects in the West. This will enable them to acquire

invaluable experience through face-to-face contact with clients," Antonio Schnieder, Director, in charge of Group Global Coordination of Consulting.

Four disciplines

**Technology Services.** The performance of Technology Services, in 2007, was built upon its three assets: industrialization capacity, strength of innovation and the mobilization of its resources for major contracts.

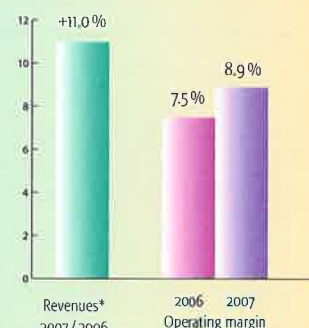
1967-2007, Capgemini is celebrating its 40th anniversary. In the 1980s, Cap Gemini Sogeti made its entry on the design and installation market for mainframe IT systems. The acquisition of the French specialist in systems integration and large data networks Sesa, in 1987, put the company in prime position on the telecommunications and manufacturing, retail and distribution markets. The operation contributed to the transformation of Cap Gemini Sogeti, thereby increasing the share of intellectual services for complex projects.

**Background.** In a buoyant economic environment, 2007 was characterized by three major trends. First, many transformation projects requiring innovation were launched. These relate, in particular, to the European Union's SEPA [→ GLOSSARY] program for the harmonization of payments in Europe; the implementation of quadruple play [→ GLOSSARY] services in telecommunications; and the continuing modernization programs for public administration. Second, in industry, the demand for integrated SAP and Oracle management software remained very high. Last, the industrialization of services and recourse to offshore are now considered favorably by the market.

**Taking stock of 2007.** "We recorded 11% growth in our revenues in 2007 and our operating margin was 8.9%, compared with 7.5% in 2006," announced Philippe Donche-Gay, Group Director for Western Europe and in charge of Technology Services Global Coordination. This performance can be explained by the winning of major contracts in this discipline, project input from the other Group disciplines and the increasing recourse to Rightshore™ [→ GLOSSARY]. The two-year overhaul of the IT system of the US telecoms operator FairPoint is a typical example of a contract containing each of these factors. This contract, in excess of €100 million and generated by the Consulting sector, mobilizes some 500 employees, 350 of whom are in India.

Capgemini launched a major exercise, in 2007, designed to identify and select potentially lucrative markets, such as business information management [→ GLOSSARY], in which the Group envisages attaining annual growth of approximately 30% in the next few years. Skills management remains another key preoccupation, with an emphasis on systems architecture expertise – a highly valuable market commodity – and on the management of large-scale projects.

**Prospects for 2008.** "Despite an uncertain economic outlook, we have seen no lessening in demand in early 2008," observes Philippe Donche-Gay. Systematic recourse to Rightshore™ in project production, leadership in the business information management segment and signing some major contracts are the main items on the road map for 2008.



\* At constant scope and exchange rates

**The discipline.** Technology Services accounted for 38.5% of Group revenues in 2007. The discipline employs 36 657 people and delivers various types of services: IT systems architecture, software package implementation, applications development, IT consulting and the creation of innovative solutions.

**Client story.** The French banking group Caisse d'Épargne chose Capgemini for assistance in the transformation of its IT systems. The objective of this three-year project is to migrate the 17 current systems into one single system. Our close proximity to this historic client and the innovative nature of the proposal helped us to win this contract, which will mobilize 150 Group employees from the Consulting and Technology Services disciplines.

"The industrialization of services must take into account the need for the linguistic and cultural proximity that some of our clients demand. It is therefore vital to be able to offer alternatives to delivery centers in India as encouraged by the implementation of our 'B' transformation program. Our installation in countries such as Morocco for the French-speaking market and

Argentina for the Hispanic market fit perfectly into this scheme." Philippe Donche-Gay, Group Director for Western Europe and in charge of Technology Services Global Coordination.







Jean-François Larrieu, *Festive table*



## Four disciplines

**Local Professional Services.** The relevancy of Sogeti's service offering and its policy of targeting alliances, combined with the development of offshore in India, underlie its exceptional 2007 results.

**1967-2007,  
Capgemini  
is celebrating its  
40th anniversary.**

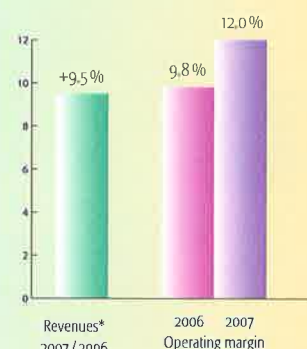
On 1 October 1967, Serge Kampf formed the Société pour la Gestion de l'Entreprise et le Traitement de l'Information in Grenoble (Sogeti). This company was already playing its client proximity card through an organizational structure that was based on the notion of a service network. Early in 2002, this template was successfully transposed when Capgemini formed the new Sogeti company for the delivery of local professional services. In 2003, the French company Transiciel was successfully integrated, thus making Sogeti the third Group discipline in terms of revenues and first in terms of operating margin.

**Background.** In a generally favorable economic climate, all companies are faced with the daily challenge of striving for excellence in production, logistics and customer relations, and in building and operating their IT systems accordingly. The already fierce competition between Western corporations has now spread into a global arena where newcomers from the emerging countries are causing price squeezes. *"Widespread low prices are pressuring operating expenditure considerably, and IT expenditure in particular,"* notes Luc-François Salvador, Sogeti's Chairman & CEO. *"IT has to take these cost issues into account since these organizations have to produce the same results, year after year, but often on a lower budget."*

**Taking stock of 2007.** *"Although 2006 was an excellent year, 2007 could be dubbed 'exceptional',"* continues Luc-François Salvador. *"Once again, we posted double-digit growth in revenues and profitability and this statement is valid for all Sogeti entities. A special mention goes to the United States, however, for its successful integration of Software Architects, and to Scandinavia and the Netherlands."*

Key to this performance was the success of software testing (→ GLOSSARY), with its revenues up by over 40%. Now one of the top-ranking companies in this activity, Sogeti has established a center in India where 500 employees work mainly on application testing. The firm's growth also springs from its close technology alliances with Microsoft and IBM, enabling it to provide a comprehensive range of high-performance tools for upgrading IT systems.

**Prospects for 2008.** In order to pursue this growth trend and to improve profitability even further, Sogeti is banking, in particular, on doubling its workforce in India according to the orientations set out in the "I3" transformation program. *"We would like to invest in a big way in high-tech consulting too, with the aim of having 250 engineers in India by the end of 2008,"* concludes Luc-François Salvador. *"The huge added value of this business line strengthens our global technology positioning as far as our clients are concerned."*



\* At constant scope and exchange rates

The sector. Present in 14 countries, Sogeti generated just over 16.2% of Group revenues in 2007, with 18 382 employees working in the fields of high-tech consulting, applications management and IT outsourcing. Sogeti can be legitimately proud of its three major assets in these spheres: its geographical proximity to its clients, its technological expertise and its degree of commitment.

**Client story.** Total, the French integrated oil company, wished to establish a single type of workstation equipped with up-to-date technology that could be used by everyone within the Group; Sogeti was awarded, in 2007, overall engineering responsibility for the project. Approximately 65 000 workstations will be equipped with Microsoft Vista and the relevant security, electronic mail and mobility applications. A team of 40 Sogeti engineers and consultants will be involved in this project for its 15-month term.

*"Above all, in addition to the company's progress, what I would like to see for our employees at the end of 2008 is daily*

*satisfaction in a job well done. In our increasingly global industry, we are IT service craftsmen and women and are*

*particularly proud of the fact."*  
Luc-François Salvador, Chairman & CEO Sogeti.







Claude Fauchère, *Saint-Malo*

Four disciplines

**Outsourcing Services.** Europe was the growth driver for this activity in 2007. The rationalization drive finally bore fruit so that contracts were expanded at record-breaking rate.

**1967-2007,  
Capgemini  
is celebrating its  
40th anniversary.**

At the end of the 1960s, Serge Kampf was convinced of the future boom in facilities management (today's outsourcing). In 1971, he therefore formed the company Eurinfor [→ GLOSSARY] which grew and developed with the acquisition of Hoskyns, the leading British outsourcing company. Some years later, the Group signed one of the largest outsourcing contracts in history – with Her Majesty's Revenue & Customs in the UK – in 2003. This recurrent activity is a safeguard against any fluctuations or downturns in the economy and enables Capgemini to develop preferential relationships with its major clients.

**Background.** The worldwide outsourcing market has maintained its growth in 2007 – €195 billion excluding BPO [→ GLOSSARY] – albeit slightly below 2006 according to the French firm Pierre Audoin Consultants (PAC). Outsourcing is still the top IT services segment in terms of volume, but the playing field has changed considerably in terms of types of services and forms of contracts. Companies capitalize on periods of growth in order to quicken their transformation and, to support these changes, outsourcing contracts often include both consulting and technology services. Moreover, clients are now looking for smaller-scale, five-year commitments rather than the once-traditional ten-year deals, so that the trend towards multi-sourcing is growing. *"We have observed that, when trust is firmly established between client and service provider, there is a tendency for tacit renewal,"* emphasize PAC analysts. **Taking stock of 2007.** *"It was a good year since we met or exceeded our budgetary objectives (in terms of orders, revenue, margin and headcount) and we have concluded our Margin Acceleration Program [→ GLOSSARY] some twelve months ahead of schedule,"* explains Paul Spence, Group Director of Outsourcing Services (OS).

In order to meet these targets, Capgemini pursued the industrialization of its outsourcing activities under its "I3" transformation program. The Group has also increased its delivery capabilities in India, Poland and China by near to 2 000 extra employees i.e., approximately 10% of the resources dedicated to this discipline. In addition, the organizational structure was reinforced around the accounts considered to be strategic in order to better understand, anticipate and respond to client needs. This has led to some major new contracts being signed in the United Kingdom and in the Netherlands. Capgemini also concluded some 20 contract extensions with the London Metropolitan Police, Matalan retail store and Prudential insurance in the UK; automotive companies General Motors and Visteon, and HP in the United States; and international construction-services provider Hochtief in Germany. *"These deals, which have reached unprecedented heights since the launch of outsourcing in 2001, create a virtuous circle of confidence for even further success,"* says Paul Spence.

**Prospects for 2008.** *"Overall, we intend to continue improving our operating margins in all our service lines in order to increase the aggregate margin for the discipline,"* adds Paul Spence. The priority in 2008 is to develop the mid-tier contracts.

**The discipline.** Outsourcing generated 36.6% of aggregate Group revenues in 2007. A five-service line workforce comprising over 23 344 employees manages clients' IT systems or business processes (BPO), depending on the contract.



\* At constant scope and exchange rates

**Client story.** The seven-year BPO finance and accounting contract, initially entered into by SKF with Capgemini, in October 2006, for the outsourcing of these services in Europe, was extended in 2007 by the Swedish group, specialized in rolling bearings, to SKF's US activities. Services are delivered by the Capgemini Rightshore™ [→ GLOSSARY] center in Katowice, Poland, where more than 100 specialists serve this client.

*"We are aiming to achieve BPO growth in excess of 15% in 2008, compared with the 12% attained in 2007. For this purpose, we are going to launch new offerings specifically for*

*growing segments of the marketplace. In addition, growth in the BPO service line should be not only the strongest in the Group but also very profitable, which is why we*

*intend to bolster up our dedicated offshore capabilities in this segment."* Paul Spence, Group Director of Outsourcing.

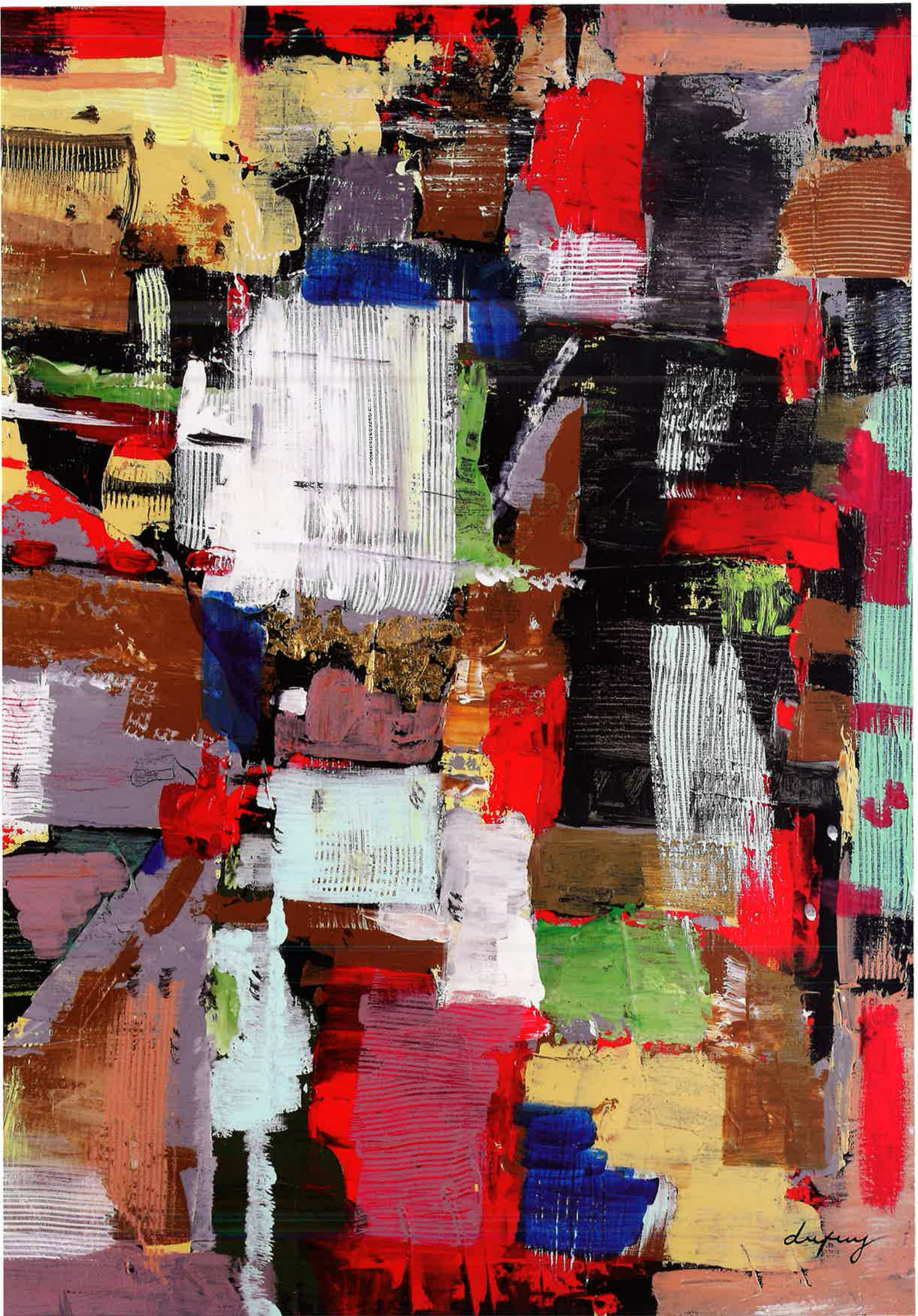






Jean-Claude Quilici, *Back from fishing, Albufeira*





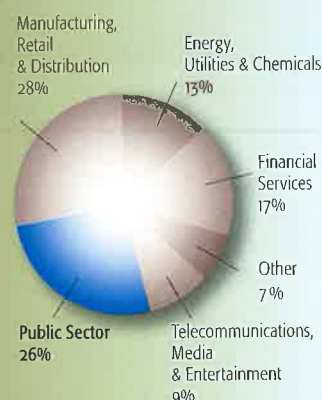


## Sectors of activity

**Public Sector.** Tax and public security took primacy as growth drivers for Capgemini's Public Sector in 2007. Client proximity and combined disciplines played a key role in this regard.

*The sector. Public Sector activity constitutes a 26% share of Group revenues in 2007. The four large domains involved are: tax, public security, health and local authorities in the major conurbations. Contracts often call upon three of the Group's business lines: Consulting, Technology and Outsourcing.*

Public Sector share  
of Group revenues in 2007



**Client story.** In 2007, the European Commission awarded a consortium, which included Capgemini, the task of identifying the laws and regulations that impede business activity and shackle the labor market within its 27 member states - and the corresponding costs. Thus, 43 regulations in the 13 priority fields have been scrutinized in order to propose the appropriate measures to eliminate these obstacles. This large-scale 18-month contract is mobilizing Group consultants from 19 countries.

**Background.** Tax continued to spur demand while public security is beginning to flourish. Improvements in tax collection and the fight against tax fraud are still major issues in the West and are becoming so in Asia. China, for example, has set up its first transformation program, amounting

to €1 billion. In the area of public security, reinforcement of border and domestic controls, with the implementation of biometric identity checks, is spawning large new projects.

**Taking stock of 2007.** "I am pleased with the close collaboration we have developed with our clients and the contacts made with our prospective clients," explains Stanislas Cozon, Group Director for the Public Sector. "There are two good examples of this client proximity. One is the British tax and customs authorities (HMRC), which has signed an outsourcing contract extension leading up to 2017. The other is the four-year framework agreement - with a potential value of €100 million - signed with the Swedish tax authorities, after two years of close contact with and support to the client in assessing and formulating its requirements." The e-Borders contract was also signed on a basis of this proximity with client administrations. The engagement, steered by the Raytheon consortium, consisted - for Capgemini - of defining the systems architecture and processes for extended border control in the United Kingdom. Also in the UK, a €230 million contract was signed with the public organization in charge of further education, thereby mobilizing Consulting, Technology and Outsourcing resources. In the United States, Group teams have strengthened their positions at the Homeland Security department. In China, a consulting assignment has been obtained for the e-government of Shanghai's town hall. "Demand for consulting and management services is on the upswing in the Chinese market as a whole."

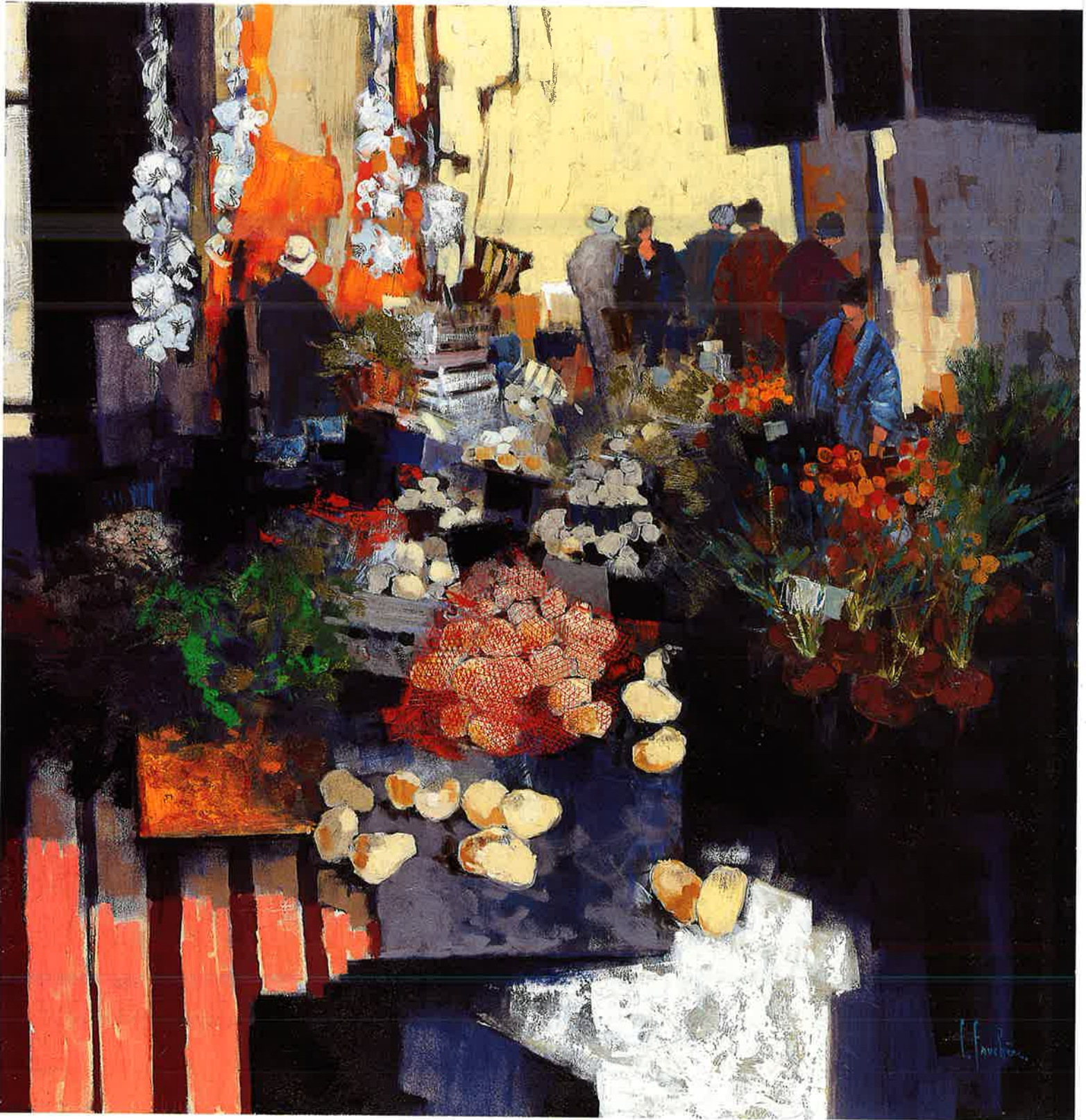
**Prospects for 2008.** The transformations that have occurred and Capgemini's current successes may well mean that the Group acquires worldwide leadership in the tax field and becomes a key public security player in Europe. With this prospect in view, delivery of projects in India should increase, particularly with the implementation of the "I3" program. Finally, as Stanislas Cozon concludes, "To help our development in the large cities segment, we are going to launch the Global City Leaders Forum [-> GLOSSARY] in 2008 so that we can encourage innovation and exchange."

1967-2007, Capgemini is celebrating its 40th anniversary. Whereas the private sector cut down on IT investments from year 2000 onwards, the public sector began to invest massively. Some major programs were launched, in Europe, for the modernization of government. Sector expertise coupled with business line skills enabled the Group to win major contracts for administrations and ministries in Great Britain, the Netherlands and France. Bolstered by these successes, Capgemini is now targeting the US federal market.



"With the strong positions we now hold, we wish to become one of the top five global players in the Public Sector. This involves developing further in the United States, the largest worldwide market; in Germany, which ranks second in the European Union; and in Asia." Stanislas Cozon, Group Director for the Public Sector.





Claude Fauchère, *Turnips*



## Sectors of activity

## Energy, Utilities and Chemicals. Capgemini boosted its worldwide leadership in the sector, won its first contracts in China and brought into play some innovatory offers in oil, gas and Utilities.

**The sector.** The Utilities segment alone represents two thirds of this sector's activity in 2007, which is slightly on the upturn compared with 2006, and accounts for 13% of Group revenues. In Europe, and now in Asia too, the Group is principally a vendor of consulting and project services, whereas outsourcing is in strongest demand in the United States.

**Background.** Worldwide economic growth, driven by India and China, and the colossal energy needs of these two countries have caused a sharp and lasting hike in oil and gas prices. Furthermore, the tense geopolitical context and the scarcity of conventional

oil [→ GLOSSARY] constitute a threat in terms of overall energy supply. Against this backdrop of tension, nuclear energy came back into the limelight with 30 power stations being built and 290 others planned. Also, as recently observed in the latest issue of the Capgemini European Energy Markets Observatory [→ GLOSSARY], the liberalization of gas and electricity in the European Union on 1 July 2007 has not yet produced the competitive impetus expected.

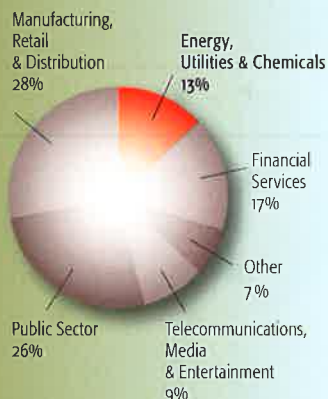
**Taking stock of 2007.** "This financial year was marked by over 30% sales growth," says Colette Lewiner, Group Director of Energy, Utilities [→ GLOSSARY] & Chemicals. "These excellent results are the result of project successes in all our disciplines in Europe and in North America, our strengthened positions with our major clients, a significant breakthrough in China and the deployment of new Utilities solutions. In addition, our leadership in oil services has been consolidated with a large number of contracts in the United States, the United Kingdom and Norway." In China, the major nuclear (CGNPG) and oil (CNPC and CNOOC) players have called upon Capgemini to implement BPR [→ GLOSSARY] and integrated software packages. In North America, the smart meter [→ GLOSSARY] offering was selected by the Canadian electricity company Hydro One and the Californian, Sempra. In Europe, a large company signed up for an E-tailer [→ GLOSSARY] project

1967-2007, Capgemini is celebrating its 40th anniversary.

The upheavals in the energy sector (market liberalization, consolidation, etc.) led the Group to form Cap Gemini Utilities on 1 July 1998.

This strategic business unit was created especially for the oil, gas, electricity and water industries, in order to help these clients improve their competitive edge by focusing on their core business, whatever their activities may be – production, distribution or sales.

Energy, Utilities & Chemicals share of Group revenues in 2007



**Client story.** Eneco, one of the three major players in the Dutch energy market, outsourced its IT infrastructures, networks and data centers specifically to Capgemini in 2007. This contract, amounting to several tens of millions of euros, has been signed for a term of six to eight years. Technology and outsourcing teams, from both the Netherlands and India, are working on the project.

"New technology will have an impact on the entire value chain in Utilities: production, with third generation nuclear power stations, capture of CO<sub>2</sub> and 'smart' networks equipped with new types of sensors; and marketing and sales, with Web 2.0 implying a change of interaction with consumers. The combination of technology and innovation, such as Service Oriented Architecture (SOA) [→ GLOSSARY] is a major lever in redefining the whole sector." Colette Lewiner, Group Director of Energy, Utilities & Chemicals.



**Prospects for 2008.** Capgemini will continue to develop its offshore center in India, with particular emphasis on the SAP Utilities software package, and to produce tailor-made offers with the aim of strengthening its leadership. The Group will open an Excellence Center for the nuclear field. Consulting and project business should be fortified by the ongoing liberalization of the European Utilities market.



## Sectors of activity

**Financial Services.** Despite the crisis in the banking sector, the Group's new Financial Services entity, formed with the integration of Kanbay International, has been able to capitalize on dynamic markets.

1967-2007, Capgemini is celebrating its 40th anniversary. In the mid 1990s, Capgemini developed sector competencies in insurance, then in finance and in banking, which are leading worldwide markets in terms of IT investment. The aim was to support these financial institutions for their complete transformation. Many projects were therefore implemented in Europe and in the United States. In 2006, the acquisition of the US-based Kanbay with its mature India-based Centers of Excellence and well established relationships with major global corporations, has strengthened the Group's positions in this sector.

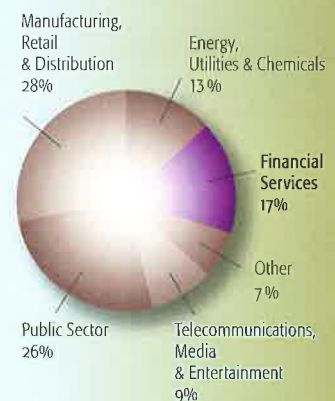
**Background.** The subprime mortgage crisis [→ GLOSSARY] brewing in the United States finally erupted at the close of the year, causing an earthquake in the banking sector across the world with the consequent negative results announced by a large number of mainly American banks. "This crisis nevertheless had little impact on major IT expenditure," concluded consultants from the French research firm Pierre Audoin Consultants (PAC). "The banking sector was even one of the top investors in IT systems." Obviously, some items of expenditure are incompressible regardless of the economic climate. These include IT and organizational compliance with regulations such as the SEPA [→ GLOSSARY], the MiFID [→ GLOSSARY] or Basel II [→ GLOSSARY]. The same is true of the rationalization of bank IT platforms and the emergence of new delivery models based on Rightshore™ [→ GLOSSARY] services. "The current tectonic movements could accelerate with the subprime crisis," say PAC analysts.

**Taking stock of 2007.** The most significant event in 2007 for this sector was its reinforcement due to the creation, in April, of Capgemini's new global and integrated Financial Services organization, stemming from the merger of Kanbay International and segments of the Group's previous banking, finance and insurance capabilities. "The efficiencies of the newly augmented financial services organization were evident in the second half of the year since our revenues have outstripped all the forecasts and profit margins were strong at year end," states Raymond J. Spencer, CEO of the Financial Services Strategic Business Unit. More than 30 new clients in North America and throughout Europe have placed their trust in Capgemini's new Financial Services. The insurance segment posted 28% growth by year end 2007. In addition, several major contracts were signed with banks located in Continental Europe, and past clients of Capgemini, using ex-Kanbay Rightshore™ services in India. Conversely, consulting assignments have been won with former clients of Kanbay. "Neither individual organization could have sold these services separately," asserts Raymond J. Spencer. "In this case, 'seamless service' takes on its full meaning as suggested by the "i3" transformation program."

**Prospects for 2008.** Retail banking, finance and insurance, which are the prime IT markets, are all weathering the stormy environment early in 2008. Demand for cost management and, more especially, risk management systems are particularly in demand in the finance segment.

**The sector.** Capgemini's Financial Services produced 17% of Group revenues in 2007. Its specialists, including a dedicated resource – comprising three-quarters of its workforce – in India, serve 900 clients situated all over the world.

Financial Services share of Group revenues in 2007



**Client story.** STET (Systèmes Technologiques d'Échange et de Traitement), a subsidiary of credit institutions whose purpose is to set up a new interbank retail payment system and to renovate the technical infrastructure for clearing, has entrusted Capgemini with the main applications for its new Core system. In term, this system should process 12 billion payment transactions per year. In 2007, more than 55 Capgemini engineers contributed to its development by implementing the SOA [→ GLOSSARY] model.

"Our successes in France, Benelux, Denmark, Norway and Portugal with ten major financial institutions, including Société Générale and Euroclear, represent considerable potential for 2008 since each individual client may become a partner in the long term. Furthermore, given the current network banking consolidation, particularly in Europe, we will streamline our delivery model to better serve our multilingual and multi-cultural client base."

Raymond J. Spencer, CEO of the Financial Services Strategic Business Unit.







Geny Detto, *Into Amazonia*



Jean David Chétrite,  
*Family reunion,*  
*Bollywood*



## Sectors of activity

## Manufacturing, Retail & Distribution. Buoyant worldwide consumption helped sustain the activity in this sector in 2007, driven as it was by a keen demand for innovation and industrialization.

**The sector.** The employees who make up the Manufacturing, Retail & Distribution sector generated 28% of Group revenues in 2007. The clients of this sector are particularly keen on the Outsourcing and BPO [-> GLOSSARY] services offered by Capgemini and are attracted by its Rightshore™ [-> GLOSSARY] approach.

**Background.** Buoyed up by growing demand in the emerging markets and relatively stable demand in the West, manufacturers and consumers remained robust purchasers of raw materials, goods and services. In this favorable context for consumption, new Internet developments (Web

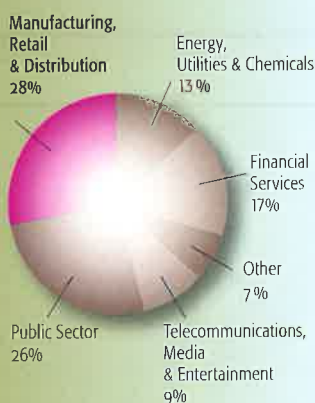
2.0 [-> GLOSSARY], 3D display, etc.), offering greater interaction with the end client, generated sustained demand in the sector for innovative projects. The entire chain of operations, from design to payment and delivery, is indeed undergoing a profound transmutation. This has forced the protagonists in industry and in distribution to work in closer collaboration in order to propose more personalized products and services to the consumer.

**Taking stock of 2007.** The Manufacturing, Retail & Distribution sector saw its activity grow by 9% compared with 2006, to reach €2.3 billion. The high demand for integrated management software along with Capgemini's acknowledged expertise account in no small measure for these excellent results. For example, the Dutch supermarket chain Ahold awarded the Group a major project combining Consulting and Technology Services for the optimization of its supply chain. Contracts were also signed with the German manufacturer Daimler and the Dutch group Philips. Successes with this type of client are built upon the capacity of Capgemini to mobilize international teams. "We have stepped up our production capacity in India and China to better serve these major clients and we are continuing along this path," says Bernard Helders, Group Director of Manufacturing, Retail & Distribution. Capgemini's innovation capabilities also play a decisive role. Companies looking to place the consumer at the heart of their strategy, in particular through micromarketing initiatives, are always on the look-out for innovative solutions. These solutions are based on technologies that are either mature, such as customer relations management, or else emergent, such as RFID [-> GLOSSARY], Global Data Synchronization [-> GLOSSARY], Near Field Communication [-> GLOSSARY] or APS [-> GLOSSARY].

**Prospects for 2008.** The implementation of the "I3" transformation program will allow Capgemini to offer ever more innovative solutions accompanied by a high degree of industrialization in project delivery. These positive contributions from the Group should encourage clients to continue investing in their IT systems.

1967-2007, Capgemini is celebrating its 40th anniversary. At the end of the 1990s, the acceleration in takeovers, the explosion of new technologies and the growing interaction of companies with their clients and suppliers all had a significant impact on the Manufacturing, Retail & Distribution sector. Capgemini was then able to propose complete and innovative solutions for these three segments by harnessing consulting, IT and sectoral skills. General Motors, Procter & Gamble, Heineken, Daimler, FedEx, Reebok – the list of successes on both sides of the Atlantic continues to grow.

Manufacturing, Retail & Distribution share of Group revenues in 2007



**Client story.** The Dutch supermarket chain Albert Heijn awarded Capgemini a pilot project for the optimization of its sales processes in 2007. Some innovative technologies have been included in this project such as mobile phones that can read the data in the RFID tags attached to the shelves on which the products are located and then selected by the client. The entire shopping list information is then transmitted – via Near Field Communication – to an express check-out for payment.

"In order to be considered by the major international corporations as a world-class player, we need to reinforce our capacity for industrialization and make ourselves stand out from the pack by proposing higher levels of expertise in targeted domains, such as customer relationship management in the automotive industry."

Bernard Helders, Group Director of Manufacturing, Retail & Distribution.





## Sectors of activity

**Telecommunications, Media & Entertainment.** The convergence phenomenon continues to generate strong demand for consulting and IT services. Capgemini has all-round expertise to meet these complex and constantly evolving requirements.

**1967-2007,  
Capgemini  
is celebrating its  
40th anniversary.**

The Group acquired considerable respectability in the telecommunications sector in 1983 by winning a prestigious contract from the Direction Générale des Télécommunications, now called France Télécom, for the French electronic phone book Minitel, which was then the largest distributed IT system in the world, and heralded the network systems of the future. This technology feat propelled Cap Gemini Sogeti to the forefront in the global arena. The takeover of Sesa – also involved in the Minitel project – enabled Capgemini to become a leading global consulting and technology specialist in the telecommunications sector.

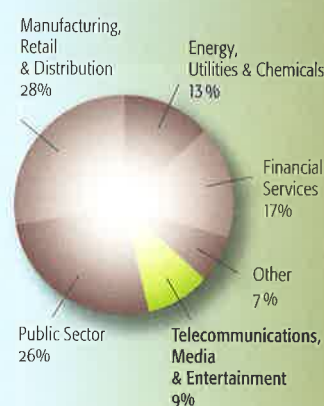
**Background.** The telecommunications market sustained tectonic movements in three strata. First, the Western market has reached such a state of maturity that telecom operators have had to find new growth opportunities. A prime example is the €11.1 billion buyout by British group Vodafone of its Indian counterpart, Hutchison Essar, which led India to become its principal market. Second, major IT players have decided to invest in the mobile phone market. Examples of this are the open-source mobile phone software developed by Google, which has now applied for a license to operate in the United States, and the iPhone terminal launched by Apple on the basis of an unprecedented business model. Third, ongoing consolidation of land and mobile phone operators has been highlighted by the recent takeovers of Swedish company Tele2 by Vodafone and of French company Neuf Cegetel by SFR.

**Taking stock of 2007.** "Capgemini's order books are filling up twice as fast as the overall market average. Movements in the sector have generated client needs in three areas: consulting services, to define strategies and build business models and organizations; technology services, to adjust the IT systems to the new forces at play in each discipline and launch innovative services; and outsourcing services, to become cost-effective and simplify the business processes. The "i3" program has helped us respond to these needs efficiently," to quote Greg Jacobsen, Group Director of Telecommunications, Media & Entertainment (TME). Furthermore, the growing convergence of telecommunications and the media means that many consulting assignments have been performed for large players such as Canal +, Lagardère, Time Warner, ITV and the BBC. In addition, Capgemini rediscovered a previous growth driver in the rationalization of invoicing systems. The idea is to decrease operating costs while increasing flexibility. SFR and the Australian firm Telstra are examples of contracts won in this field. As for outsourcing, telecom operators are ready to make the break.

**Prospects for 2008.** "Convergence has had a positive effect on the market, which should sustain and accelerate our growth," says Greg Jacobsen. In order to capture further opportunities in this sector, Capgemini has established a dedicated organization in India, consisting of 1 000 people, which should double in size in 2008. This structure will supply tailor-made outsourcing offers and services to clients in North America, Europe and Asia.

*The sector. Telecommunications, Media & Entertainment accounts for 9% of Group revenues in 2007. This sector combines consulting and technology expertise with a global production model referred to as Rightshore™ [→ GLOSSARY], its center of gravity being in India.*

Telecommunications, Media & Entertainment  
share of Group revenues in 2007



**Client story.** Capgemini North America was selected by the US communications provider FairPoint, in 2007, to develop its IT systems further to a merger. This project consists in entirely rebuilding the information system infrastructure of the new organization and redefining its operating processes, and draws upon the Group's consulting and technology disciplines. Some 500 employees, including 350 in India, are working on the FairPoint project.

"The market is still booming, but is undergoing profound changes. We have to understand the ensuing repercussions in order to transform them into commercial successes. Capgemini has a laboratory in India for this purpose, which studies the impacts of such transmutations on the business models and technologies of our clients." Greg Jacobsen, Group Director of Telecommunications, Media & Entertainment (TME).







Jean-François Larrieu, *Hong Kong*





Yoël Benharrouche, *Flowers from heaven*



**Capgemini worldwide.** The Group, having developed its worldwide presence on a purely commercial basis for many years, is now adopting a global delivery approach.

*In order to offer its clients the best compromise between "offshore" (delivery from centers in, for example, India, China or Argentina), "nearshore" (delivery on the same continent, for example, Spain or Poland for the European market) and "onshore" (local delivery to the client – on-site or off-site, i.e., from centers utilizing the same methods), Capgemini has developed the Rightshore™ [→ GLOSSARY] offering for delivery of its IT services. This approach is highly flexible since it can be adapted to clients' demands in terms of costs, deadlines, or even cultural or operational proximity if required. Alternative solutions to ordinary offshore proposals have become indispensable to the whole process and Capgemini's establishment in Morocco (for the French-speaking market) and in Argentina (for the Spanish-speaking market) in 2007 bear witness to this concern.*

On 1 January 1975, the leading European IT services group Cap Gemini Sogeti was formed in France, just seven years after the creation of its parent company, Sogeti, in Grenoble. At that time, the Group had less than 2 000 employees spread across approximately 20 countries, thus demonstrating a firm intention to maintain its geographical proximity to its clients. The company's expansionist approach – still valid today – aimed "to consolidate the business where it was strong already or where it had good chances of becoming so," says Serge Kampf, Founder Chairman of the Group.

This policy was manifested, in the 1980s and 1990s, by the large number of acquisitions made by the Group in Europe (notably in the Netherlands, the United Kingdom, France and Scandinavia) and, from 1985 onwards, by its establishment in the United States, where the Group would attain significant stature with the acquisition of Ernst & Young Consulting in 2000. Moreover, "growing globalization has driven Capgemini to provide support to its major clients in their geographic expansion. In doing so, the Group has been able to develop its presence in other countries on a stable basis," emphasizes Patrick Nicolet, Group Sales and Partnerships Director.

Capgemini is still concerned with the issue of client geographical and cultural proximity, even though most clients have maintained a largely national profile. The concept of "Intimacy," developed within the framework of the "I3" program, is a clear example of this proximity, which is part of Capgemini's historical identity.

For many years, the dominant IT services model dictated that services were provided *in situ*. The "industrialization revolution" began in the 1990s, under pressure from large North American clients demanding complex projects at ever lower prices. However, it was also the result of a shortage of human resources in the industry (especially in the United States) and of the massive explosion of telecommunications. This generated a new delivery model comprising, for part of the contract, services subcontracted to countries with cutting-edge expertise available at a low cost. The Group's expansionist dynamics were reconfigured accordingly and the first two Capgemini delivery centers were opened in India in 2001, following in the wake of a movement initiated by Ernst & Young. The Group's presence in the Indian sub-continent was also strengthened, last year, with the acquisition of Kanbay.

*"Delivery sites, in countries where the Group has very little sales activity, such as India, China and Poland (the latter specializing in BPO [→ GLOSSARY]) – and, more recently, Morocco, Argentina and Brazil – are now clearly visible on the Capgemini world map,"* says Henk Broeders, Director Continental Europe and Asia-Pacific SBU.

With its 83 508 employees in 32 countries across 18 time zones, Capgemini aims to create a new, fully integrated sales and delivery model. This ambition is at the core of the "I3" program launched in September 2006, with implementation due to be completed in 2008. According to this model, sales and delivery are no longer undertaken in a single country and by a team of local employees. These are now the responsibility of an integrated multi-national and cross-disciplinary team. The project's IT development is carried out by a delivery center specializing in a particular technology and/or sector of activity. This means that the Group will be employing globally integrated teams from pre-sales to delivery of the finished project in compliance with the requirements of large corporations such as General Motors, FedEx or HP. All these companies demand highly specialized expertise at competitive prices when outsourcing large contracts to external service providers.



## The way ahead – a global integrated group. Capgemini is present in 32 countries with a workforce of 83 508.

The Group is organized in eight regions, characterized as follows:

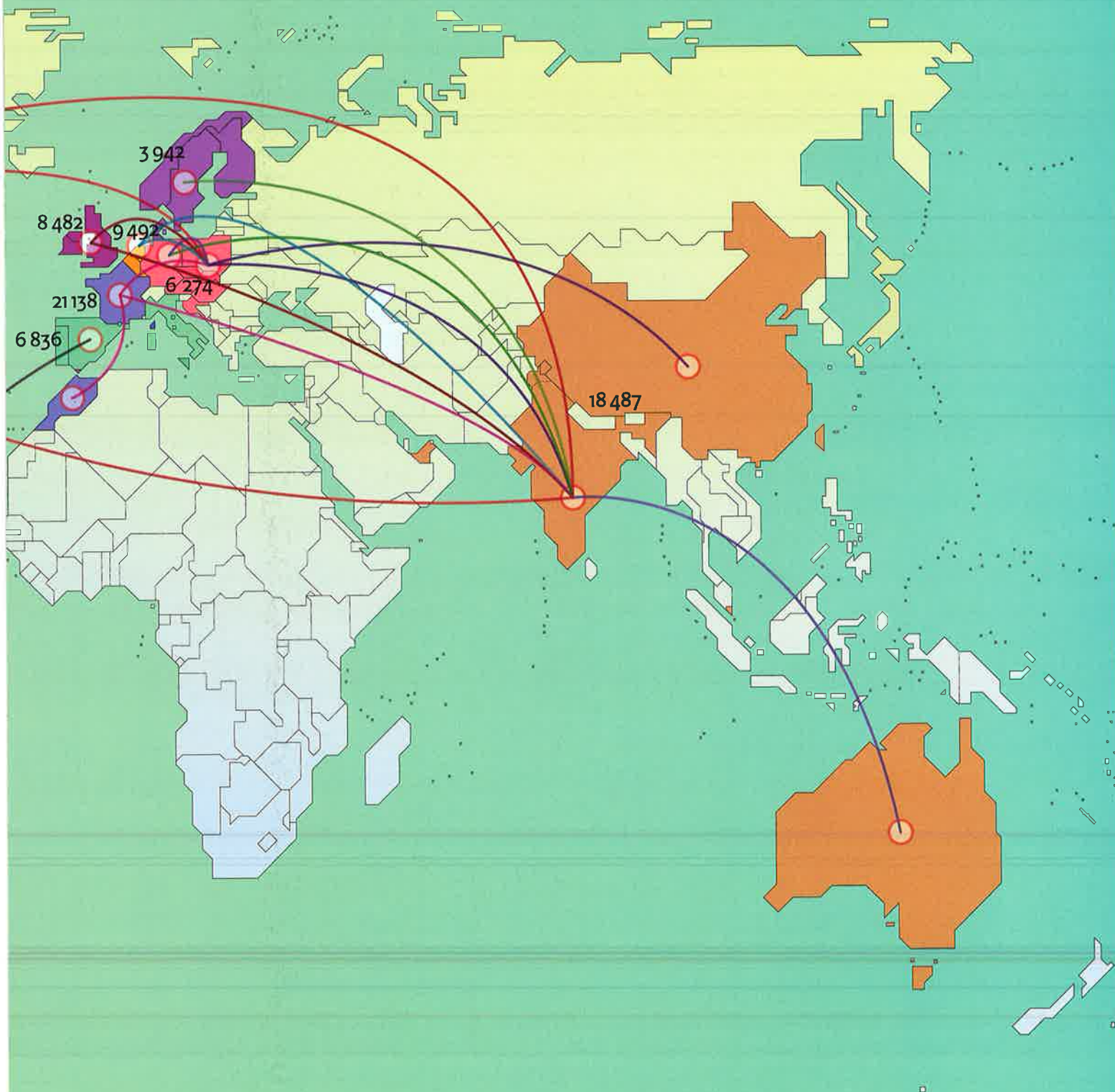
- Sales and delivery not only via local resources but also multinational and cross-disciplinary teams.
- Delivery centers specialized by technology and/or sector of activity, which take into account the linguistic and cultural specificities of their clients.

### Breakdown of regions by employees in 2007

<b>North America</b> Canada United States of America Mexico 8 857 employees	<b>Central Europe</b> Germany Austria Croatia Hungary Poland Czech Republic Slovakia 6 274 employees
<b>United Kingdom and Ireland</b> 8 482 employees	<b>Benelux</b> Belgium Luxembourg The Netherlands 9 492 employees
<b>France</b> Morocco 21 138 employees	<b>Asia-Pacific</b> Australia China Dubai India (including 16 939 employees) Singapore Taiwan 18 487 employees
<b>Southern Europe</b> Argentina Brazil Spain Italy Portugal 6 836 employees	
<b>Nordic Countries</b> Denmark Finland Norway Sweden 3 942 employees	











Pierre-Jean Couarraze, *MHN*, detail

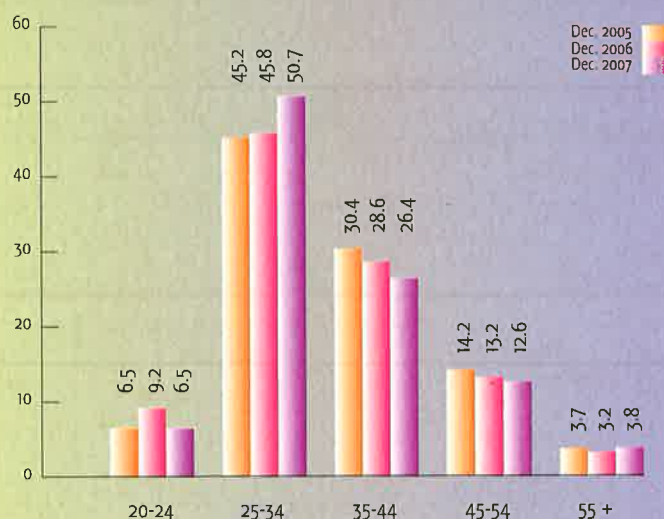


## Human resources, Training, retaining and mobilizing: the true face of the Capgemini Group.

Since its founding in 1967, Capgemini's success has always been grounded in the quality and engagement of its managers and employees. From the takeover of the French company CAP, in 1973, right up to the acquisition of Kanbay, in 2007, the Group has always been able to attract fresh talent and expertise while respecting the individual identities of its people to mobilize them around shared aspirations, and a common culture and values. All this information is transmitted via a powerful in-house medium: Capgemini's Intranet called Talent.

2007 was also a year of transformation in three areas: recruitment and retention, personal development through training and leadership growth for Capgemini's managers. *"We are putting into practice the three key principles laid down by Serge Kampf as far back as 1975. First, very strict respect for diversity; second, prioritizing the management of individuals; and third, close attention to the personal development of each staff member,"* emphasizes Alain Donzeaud, Group Director of Human Resources and General Secretary.

Breakdown of Group workforce by age



**2007 saw an upturn in the expansion of Capgemini's workforce** under the dual effect of its acquisitions, notably the integration of Kanbay International early in the year, a company strongly established in the United States and in India but also in the United Kingdom, which has sustained organic growth. The Group recruited more than 24 800 people in 2007, a 23% leap forward compared with the preceding year, thus bringing employee numbers to a record breaking 83 508 as at 31 December 2007. This trend is applicable to all regions, particularly India, and its dynamism is reflected throughout the age pyramid. Indeed, more than half of the new recruits were aged between 25 and 34, and the number of employees who have been with the company for more than five years has stabilized.

The turnover of staff in the Group (i.e., the percentage of voluntary departures) is 18.6% this year, which is a standard feature in the industry insofar as the market is buoyant. In order to maintain the Group at the standard average observed within the sector, different tailored training programs have been organized, depending on the particular geographical area and disciplines involved. Furthermore, Capgemini was rated sixth best employer in the IT industry.

**For the purpose of getting the very best out of its human assets,** Capgemini lays great emphasis on training, a factor that does much to motivate its personnel in an industry where technologies and working methods are constantly evolving. Capgemini University has become the heart, home and hub of the training goals. The campus at Les Fontaines in the north of Paris has seen its attendance rate rise by 30% in the course of the year. The University dispenses courses in each country, using local facilitators. Lastly, a University has been established in Hyderabad, India, in response to the Group's specific need to develop in this country. Courses and seminars at the Capgemini University are prepared and dispensed by Group experts and high-profile external speakers. Moreover, intervention by Capgemini's top management has covered a wide range of subjects. More than 30 000 days of training have been dispensed to approximately 9 000 participants. In 2007, the US International Quality and Productivity Center (IQPC), founded in 1973, awarded Capgemini's University its Best Innovative Corporate University and Best Mature Corporate University prizes.



Also recognized by the IQPC for their innovative character, the Capgemini "Business Priority Weeks" (BPW are training sessions designed to raise the awareness of Capgemini employees from every geographical or business background to key issues, and galvanize them around these issues, in order to create a common discourse across the Group) are at the center of the «I3» transformation program. In 2007, the issues around «I3» were at the heart of these BPW. *"What we have observed,"* confirms Steven Smith, Director of the Capgemini University, *"is that the added value of international, intra-community learning applies not only to sharing and learning from our colleagues from different parts of the world, but also from those with different professional skills."*

No fewer than 80 000 training sessions were laid on in 2007, representing a 25% numerical increase over 2006 and 30% in volume of hours. In particular, 41 000 people used the online training programs accessible via the My Learning system.

Moreover, the Executive Talent management program is designed to train the high-profile leaders of tomorrow and to help all experienced managers optimize their potential and develop a career path. For the latter, evaluation interviews, talent management committees and the definition of succession plans constitute the key elements of a process that is monitored at the highest level by the Nominations and Remunerations Committee of the Board of Directors. In addition, the top 150 managers of the Group have been tracked for two years by the central management, and in each Business Unit, via specific programs. Last but not least, a new Executive Education School is being launched in 2008.

*"We have crafted a compelling Talent management & development value proposition for our top executives, which takes into consideration Experience, Exposure & Education and will support our leadership needs up to 2010 and beyond,"* says Marie-Laure Rivier, responsible for talent management in the Group.

### Corporate Social Responsibility (CSR) and sustainable growth.

How can a large international group address the issue of Corporate Social Responsibility (CSR) [→GLOSSARY]? Of course, it may just address the regulatory and ethical aspects of CSR but, although such aspects are fundamental, they are not all-encompassing since they are frequently restricted to a list of actions arising from a statement of mainstream principles. In 2007, Capgemini did not go down that route for this very reason, and because it was in its interest not to do so. In fact, global reach and local roots go hand in hand involving the active implementation of voluntary processes. Moreover, CSR language is universal, it speaks to everyone, its message rallies people because it responds to fundamental reflexes that exist in many different cultures and right across the whole corporate spectrum. People are concerned about these issues and demand CSR policies that reflect the ambitions of the Group employing them. Nevertheless, the initiatives proposed must be sufficiently galvanizing to foster whatever personal contributions people may wish to make.

In 2007, Capgemini's response to the CSR call was:

- An internal communications campaign called "The Other Face of Capgemini" that describes the Group's commitment to CSR and to sustainable development, with a round up of best practices, both global and local. During the campaign, hundreds of employees published, on the Group Intranet, accounts of their personal experiences (work life or private life) and downloaded posters and other material demonstrating Capgemini's commitment to CSR. *"In 2008, we shall continue to harness the talents and passions of our employees to proceed together along the path of social stewardship and sustainable development with appropriate action,"* says Carolyn Nimmy, the Group's international CSR director.
- Capgemini has selected just one single target for in-depth involvement and action in three concrete domains in which progress can be benchmarked on a short-term basis. These are alternative energy and environmental care, the fight against poverty and women's personal development.

How, in 2007, did Capgemini say what it was doing and do what it was saying?

**Environmental care.** In 2007, Capgemini wished to prove that the protection of the environment and the development of alternative energy were not just facile concepts or empty statements. The Group has adopted two initiatives embracing:





Claude Fauchère, *Horizon*



- In France, the third edition of the Capgemini Consulting Trophy, consisting of savings initiatives for highly innovative and cost-effective alternative energies and clean technology. This project, conducted in partnership with the prestigious French HEC (École des Hautes Études Commerciales) School of Management and the Institut d'Études Politiques, received excellent press coverage via the French daily financial newspaper *La Tribune*.
- Capgemini pledged its commitment once again to the United Nations Global Compact. Companies that sign this compact actively implement the ten stipulated engagements concerning human rights, environmental footprint, labor rights and the fight against fraud. Last but not least, Capgemini signed the "Caring for Climate" statement, at the close of the year, and endorses this statement by putting the measures into practice itself. The Group was the first company, in its sector, to measure and disclose its carbon footprint both in the Annual Report and in the CDP (Carbon Disclosure Project), an independent organization for informing shareholders and management about the impact of climate changes on companies' values and commercial action.

#### Capgemini and the fight against poverty.

- Strong support for the Naandi Foundation in India, over the last eight years, continues to help tackle the huge challenge of serving the nation's needy. In Sanskrit Naandi means "dawn" or "new beginning." This private-public partnership seeks to eradicate child poverty and is led by prominent Indian business people and thinkers. From local to global: now Capgemini Norway and Sweden have both joined Capgemini India with their own direct participation in the Naandi Nandhi Kali program focusing on the education of girls in Maharashtra.
- More than one million young people are socially excluded in the United Kingdom, with no access to education, training or employment. The Prince's Trust helps approximately 100 additional young people every day. Target ages range from late teens to under 30s with entrepreneurial ambitions. In 2007, 150 were directly mentored by Capgemini UK personnel. Furthermore, a three-year Capgemini plan aims at delivering £1 million (more than €1,3 million) worth of benefit to the trust through fundraising ventures such as the endurance races in Costa Rica or Namibia. The next stage is to involve clients and partners in this type of event, which mobilizes many people.
- Sogeti, the Group's Local Professional Services, continued its ten-year association with PlaNet finance, a partnership making significant contributions to alleviating poverty in some of the world's neediest communities through the distribution of micro-credits. These projects involve 150 million people across the world within 10 000 organizations. Sogeti, for example, hosts a range of PlaNet Finance applications on its in-house computer systems.

**Capgemini and women's' rights.** In 2007, Capgemini gave support to women's initiatives. The Group supported the International Women's Day on 8 March during which Paul Hermelin, Group CEO, gave an international conference call presentation, thus drawing attention to the Women's Council in the United Kingdom, North America and India. Concrete actions were undertaken in many other countries. In addition, for the second consecutive year, Capgemini UK was listed in *The Times* as one of the Top 50 Places Where Women Want to Work.

The concrete initiatives and actions undertaken by Capgemini, in 2007, signaled its commitment to CSR in 2007. This commitment has not gone unnoticed: the Group received an award in November, recognizing both its implementation of CSR practices and its local work with the China Corporate Citizenship Committee.





Jean-Claude Quilici, *Mykonos, the quay*



**2007** was a positive year for Capgemini on many counts. The Group was awarded significant contracts in several business disciplines. During the year, Capgemini was official Consulting and Technology sponsor for the 2007 Rugby World Cup. An original advertising campaign was launched. The “I<sup>3</sup>” transformation program is now operational in several lead Strategic Business Units and the recent acquisition and integration of Kanbay was a resounding success. Last but not least, this was the fortieth anniversary of the creation of Capgemini, a Group faithful to its history and to its values.



**Other highlights in 2007.** Publication of the first global insurance study | Success in telecommunications in the United States | Announcement of the 2006 results | Global developments for Sogeti | Banedanmark capitalizes on Capgemini's Rightshore™ model | Publication of the World Retail Banking Report | Sogeti awarded for its alliance with IBM | Publication of a corporate transformation survey | Matalan's new outsourcing contract with Capgemini U.K. | Capgemini boosts BPO in North America | Establishment of a Rightshore™ center in Morocco | Capgemini selected to design a database for the U.K. Department for Children, Schools and Families (DCSF) | Capgemini's head office decked out in the Rugby World Cup colors | Strategic partnership with Google | Outsourcing contract with NXP Semiconductors | Technology contract with the Dutch operator KPN | Publication of TechnoVision 2012 | Capgemini optimizes Swedish tax office performance | New global advertising campaign for Capgemini | The Learning & Skills Council selected Capgemini U.K. as preferred partner | Opening of the first Rightshore™ center in South America | Extension of the Capgemini – HM Revenue & Customs contract | A "communicative" TGV | Nicolas Dufourcq, Best Chief Financial Officer in 2007 |





January. FairPoint agency in Cornell (Illinois).



March. Meeting of Sogeti employees in Mumbai (India).



March. Danish railways managed by Banedanmark.



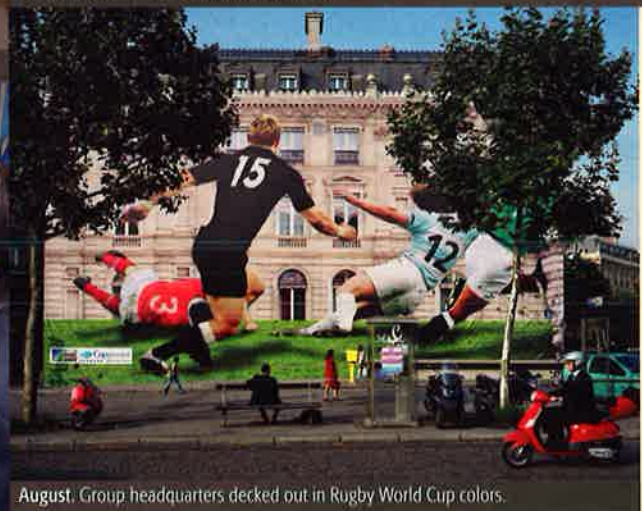
June. Rightshore™ center in Casablanca (Morocco).



May. Rightshore™ center in Mumbai (India).



May. Capgemini in Buenos Aires (Argentina).



August. Group headquarters decked out in Rugby World Cup colors.



## 2007, some major highlights

**January** **Publication of the first global insurance study** | If a policyholder is satisfied, will this guarantee customer loyalty? Not necessarily, according to the first issue of the World Insurance Report, which contains in-depth research on the subject. The survey, conducted by Capgemini and the European Financial Management & Marketing Association (EFMA), covered 10 000 customers, insurance executives and distributors in six countries in Europe and the USA. Despite a marginal rate of dissatisfaction, 40% of the insured population switched non-life provider within the last five years. The main issue for insurers is that they have little contact with their customers, a situation exacerbated by the fact that so much information is available on the Internet. The most successful insurers – and those who offer added value – rely on information technologies to analyze their client data, to segment their customer bases and to comprehend their requirements better. They also focus on their distributor networks by providing easy access to updated data and other resources.

**Success in US telecommunications** | Capgemini is supporting FairPoint Communications, US specialist in rural telecommunications, for its merger with the landline organization of US telephone provider Verizon. The contract – in excess of €100 million – was one of the largest to be signed by the Group in the United States. Capgemini's objective is the convergence of all products and services on a new IT platform in order to manage 1.6 million extra telephone lines, build new operating centers and define a new organization for the integration of both operators' teams. Approximately 200 Capgemini US employees, based in Atlanta, and 325 Indian employees, based in Bangalore, have been assigned to the project for its two-year term.

**February** **Announcement of 2006 results** | The Capgemini Group posted an increase in revenues of 12.1%, at constant scope and exchange rates. After an excellent first half year (+10.6%), growth gained momentum during the second half year to reach +13.7%. At current scope and exchange rates, this growth is still 10.7% and therefore well above market average. Operating margin almost doubled to reach €447 million (compared with €225 million in 2005), representing 5.8% of revenues (up by 2.6 points compared with 2005). Profit attributable to equity holders of the parent doubled, reaching €293 million (compared with €141 million in 2005) i.e., 3.8% of revenues compared with 2% in 2005.

**Sogeti global developments** | In the United States, the acquisition of Software Architects by Sogeti resulted in the integration of this IT and consulting company into Sogeti US. Software Architects is renowned for its expertise in project management, systems architecture and business process definition. Today, Sogeti US and Software Architects employ some 2 000 people in 24 towns and cities throughout North America. In Europe, Sogeti continued its inorganic growth with the acquisition of InQA.labs, a Spanish company specializing in software quality engineering. InQA.labs will join Sogeti's subsidiary in Spain to strengthen its expertise. Sogeti now has 1 500 employees working in software testing [→ GLOSSARY] worldwide.

**March** **Banedanmark capitalizes on Capgemini's Rightshore™ model** | Banedanmark, the organization managing Danish railways, modernized its SAP-integrated management systems on the basis of Capgemini's Rightshore™ [→ GLOSSARY] model, thus gaining the expertise required to complete its transformation project.

**Sogeti in India** | A workforce of 200 in this country has now been consolidated with Sogeti's Rightshore™ center in Mumbai. The new entity draws on its own infrastructures in order to apply the Capgemini global delivery model according to the «13» transformation program in the fields of project management, consulting, software testing and outsourcing.

**April** **Publication of the World Retail Banking Report** | For the fourth edition of this global report, which provides insights into the industry's dynamics and is prepared by Capgemini in conjunction with Dutch bank ING and European Financial Management & Marketing Association (EFMA), 180 banks were interviewed. It appears that, despite the apparent stability in average banking fees worldwide, strong differences have been recorded between the various regions surveyed. Its second chapter puts the spotlight on the transformation of retail banking operating models and clearly demonstrates that the long-term strategy of banking institutions will have to shift to a global operating model. In order to meet this goal, IT and management constitute the main drivers implemented by banks on a worldwide scale.





May. An IBM Beacon Award for Sogeti.



May. One of the 250 Matalan stores.



June. Employee in Casablanca (Morocco).



June. BPO center in Junction City (Kansas).



September. Partnership with Google.

**May** **Sogeti rewarded for its alliance with IBM** | Sogeti captured an IBM PartnerWorld Beacon Award for the successful technology partnership between the two groups on SOA [→GLOSSARY] and Rational [→GLOSSARY] software. The jury was convinced by the powerful infrastructure implemented by Sogeti (centers of excellence, academies, software testing centers).

**Publication of a corporate transformation survey** | Research on trends was performed by Capgemini Consulting in partnership with the Economist Intelligence Unit (entity of *The Economist*) on 125 European managers. It highlights the fact that companies launch seven major transformation programs every three years. For these companies, the programs either stem from a break (mergers/acquisitions, outsourcing or reorganization) or from new developments (optimization of the value chain, restructuring of IT systems). Although 86% of managers consider that to transform their companies is an integral part of management, only 30% believe that they excel in this field.

**Matalan new outsourcing contract** | Leading UK retailer Matalan awarded a new contract to Capgemini UK plc to run its entire core IT systems over the six-year period 2007-2013. The services for this contract will be provided in line with the Group's Rightshore™ model, and distributed between the United Kingdom, India and Poland. For Capgemini's longstanding client, the purpose of the contract is to generate cost savings and improve the quality of service for Matalan and its clients.

**June** **Capgemini boosts BPO in North America** | The Group has set up a dedicated team and launched two new service offerings. The objective is to raise awareness of the Group's BPO [→GLOSSARY] solutions in the North American markets, which combine sector expertise with analytical methodologies and processes, and to gain market share outside the traditional BPO domains of finance and accounting. The Group intends therefore to propose, in this geographical area, specific offerings that target promising segments such as the secondary sector, energy and financial services.

**Establishment of a Capgemini Rightshore™ center in Morocco** | This delivery center, located in Casablanca, enables the Group to offer cost-effective services to its French-speaking clients. More than 100 people serve clients in the new entity, which promises to develop fast.

**July** **Capgemini selected to design a database for the Department for Children, Schools and Families (DCSF)** | Capgemini is responsible for the preparation and management of ContactPoint, a database assembling information on British citizens, from birth to 18 years of age. The £40 million contract (approximately €50 million) for the development and hosting of ContactPoint will ensure better coordination between youth organizations for the DCSF through the sharing of information.

**August** **Head office decked out in Rugby World Cup colors** | The façade of the Group's head office in rue de Tilsitt, overlooking the Arc de Triomphe in Paris, was draped in a huge canvas measuring 530 m<sup>2</sup> for the entire duration of the World Cup. Its exclusive design featured the charismatic Serge Betsen, former French international and club player at Capgemini-sponsored Biarritz Olympique Pays Basque, dodging five opponents. This initiative was a powerful and highly visible representation of Capgemini's commitment to rugby as exclusive provider of the technology services required for the tournament to run smoothly.

**September** **Strategic partnership with Google** | Capgemini strengthened its presence in the Software as a Service (SaaS) [→GLOSSARY] market by partnering with Google to offer enterprise services around Google Apps™ [→GLOSSARY]. Gartner forecast that SaaS will grow by 25% per year through to 2010. Capgemini will provide transition, integration, security and helpdesk services to enable large-scale adoption of Apps.





September. NXP building.



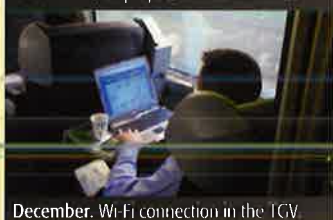
October. Telephone service provider KPN.



October. Swedish tax department.



November. Employees in Buenos Aires.



December. Wi-Fi connection in the TGV.

**NXP Semiconductors outsourcing contract** | The independent semi-conductor manufacturer, founded by the Dutch group Philips, selected Capgemini's outsourcing for end-to-end finance and accounting services, including procure-to-pay and record-to-report processes. Some 110 professionals joined the Capgemini BPO [→GLOSSARY] Excellence Delivery Center in Chennai, India.

**October Two contracts with Dutch operator KPN** | The top telecommunications service provider in the Netherlands selected Capgemini TME (Telecommunications, Media & Entertainment) to implement an Oracle e-Business Suite [→GLOSSARY] program to transform its finance and logistics management. The three-year contract extends the collaboration between Capgemini and KPN begun in 2006.

**Publication of TechnoVision 2012** | Published within the framework of Capgemini's "i3" transformation program, this reference work was prepared by the Innovation team working for "i3". TechnoVision 2012 provides a global vision of future developments in technology, and the corresponding issues involved, for the Group's clients. It also provides insights into the impact of these changes on Group disciplines.

**Capgemini optimizes Swedish tax office performance** | Skatteverket, the Swedish tax agency, selected Capgemini to supply strategic development and consultancy services to its internal entity VE (Verksamhetsstöd). The VE Shared Service Center will deliver human resources, finance and control, facilities management, procurement and IT as shared services.

**New advertising campaign "Together. Free your energies"** | This strong message is the theme of Capgemini's new global advertising campaign. Emphasis is laid on the Group's wish to collaborate with its clients to help them accomplish their transformations while improving their performance and developing their innovation capabilities. Developed around the message "Together. Free your energies", this campaign follows on from the "Collaborative Business Experience" [→GLOSSARY] concept that has been created and developed by the Group for several years. The highly innovative character of this campaign was recognized, especially in the Internet medium, since Capgemini was awarded two major prizes by a professional jury at the Festival de la Publicité in Meribel France.

**November The Learning & Skills Council selected Capgemini UK as preferred partner** | The British entity, which plans education and training for young people and adults, has appointed Capgemini as its prime IT partner, with responsibilities spanning all core business systems including infrastructure, applications and networks and to provide support for 3 000 work stations, throughout the country, for a five-year term to 2013.

**Opening of the first Rightshore™ center in South America** | Capgemini has established its first Latin American delivery center in Buenos Aires, Argentina. According to the development plan, the center will employ 1 500 people in 2009. The Group is now able to serve its Hispanic clients from the new base in South America.

**Extension of the contract between Capgemini and HM Revenue & Customs** | HMRC has prolonged its outsourcing contract by a further three years, to 2017. This contract, originally signed for a ten-year term in 2004, had already been expanded in 2006 following the merger of the British tax and customs administrations.

**December A "communicative" TGV** | The French railway company SNCF awarded Capgemini the contract for testing a Wi-Fi broadband connection, to be made available to high-speed train passengers at their seats. The Group's Consulting and Technology disciplines will help the client to prepare its commercial offering and to implement the technology required for this service.

**Nicolas Dufourq, best CFO in 2007** | The Association Française des Directeurs Financiers et de Contrôle de Gestion (DFCG), the French daily newspaper *Le Figaro* and the Anglo-American recruitment firm Hudson awarded the Best Chief Financial Officer of the Year trophy to Nicolas Dufourcq.





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- 1 Gurbans Chatwal, Capgemini employee in Pune (India).
- 2 Capgemini center in Buenos Aires (Argentina).
- 3 Paul Hermelin during an "P3" meeting in London (United Kingdom).
- 4 Capgemini center in Casablanca (Morocco).
- 5 Fatima Benchekroun, Capgemini Human Resources, Casablanca (Morocco).
- 6 Lan O'Connor during an "P3" meeting in London (United Kingdom).



## **“I<sup>3</sup>” transformation program.** The way ahead: Capgemini is mobilized for its clients, its shareholders and its employees.

In response to the changing market and emerging client needs, 2007 was characterized by the construction and initial implementation of the operational aspects of the «I<sup>3</sup>» program. *“‘I<sup>3</sup>’ is an ambitious program of conquest to reshape the Group in depth and to improve its essential purpose, namely to help its clients manage their own change processes,”* emphasizes Pierre-Yves Cros, Group Director of Strategy. It is also a program that should enable the Group to weather economic storms. «I<sup>3</sup>» covers three major areas: Industrialization, Innovation and client Intimacy, hence its name. In the current challenging market conditions, accelerating industrialization means that there is a need for the Group to build a global powerhouse in order to optimize delivery and to gain in cost-effectiveness. Innovation in all domains should contribute to serving clients better by providing well-tailored, cutting-edge consulting

services and technology solutions geared to improving their performance. On the Intimacy side, the «I<sup>3</sup>» program should enable Capgemini to build new relationships while capitalizing on 40 years of proximity and shared experience with its clients.

*In the current challenging market conditions, accelerating industrialization means that there is a need for the Group to build a global powerhouse in order to optimize delivery and to gain in cost-effectiveness.*

*«I<sup>3</sup>» has already started to have a real impact on the organization, with client “wins” routinely featuring the new delivery models. An example is the contract signed with the US telecommunications provider FairPoint.*

In 2007, given that the single model was no longer sufficient to respond to the multiple and complex requirements of its clients, Capgemini has defined several new delivery models ranging from fully or partly subcontracted to seamlessly integrated teams. These models are now operational in six lead business units. New integrated Rightshore™ [→ GLOSSARY] organizations have therefore been established to provide a seamless delivery model worldwide. This organization responds to market demands and has been designed

in such a way that the client has swift access to Group expertise and efficient support services, in the requisite local language and with minimum cultural barriers. Lack of innovation leads to regression. For innovation purposes, centers of excellence have been created in India to design and propose vanguard offers for telecommunications in Bangalore, for financial services in Hyderabad, and for manufacturing in Kolkata.

In the best interests of Capgemini's clients, managers from all four Group disciplines (Consulting Services, Technology Services, Outsourcing Services and Local Professional Services) are assembled for committee meetings, in a given geographic area (Country Board), in order to determine common sales strategies and to encourage synergies between the various business disciplines. «I<sup>3</sup>» has already started to have a real impact on the organization, with client “wins” routinely featuring the new delivery models. An example is the contract signed with the US telecommunications provider FairPoint.

This ambitious program is run by a core team, under the authority of the Group Chief Executive Officer, which manages, coordinates and reports on the overall plan with the support of dedicated employees in the field. In order to benchmark the program's progress in operational and financial terms, the «I<sup>3</sup>» team implements specific operational and financial performance indicators.

Nonetheless, it is essential that Capgemini's people understand and are supportive of the objectives of this program and, as a result, communication continues to be central to the ongoing success of the program. *“We need to make it real for people: to translate how the changes – often cultural – impact on them at a daily working level and what it means to an individual's job, competence area and career,”* explains Ian O'Connor, «I<sup>3</sup>» Program Director. In 2008, the ongoing implementation of «I<sup>3</sup>» heralds a new Capgemini that has gained in efficiency for its clients and in performance for its shareholders.





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- 1 David Yates, Chairman of First Data Corp, Group client.
- 2 Aparna Umarkant Katre, Manager of the Continental Europe Financial Services Business Unit.
- 3 Capgemini Delivery Center in Mumbai (India).
- 4 Capgemini Delivery Center teams in Pune (India).
- 5 Visit of a Capgemini Manager at the registered office of insurance company Achmea, client of the Financial Services Business Unit, Utrecht (The Netherlands).
- 6 Capgemini Financial Services employees in Chicago (United States).



**Integration of Kanbay.** A priority Group objective for 2007 was attained in just ten months on the basis of common values, the support of all teams and the trust of the Capgemini and Kanbay clients, thus forming a new Strategic Business Unit dedicated to Financial Services.

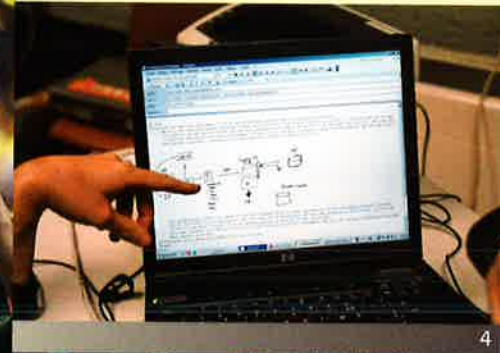
**Background.** On 8 February 2007, the shareholders of Kanbay International, a global IT services firm with a workforce of 7 000 specializing in the financial services and mass consumer goods industries, approved its acquisition by Cap Gemini. The objective was threefold. Firstly, the aim was to strengthen Capgemini's presence in the United States, where Nasdaq-listed Kanbay generated 80% of its revenues. The second target was to grow the Group's Financial Services sector, which represented 78% of Kanbay's business. Lastly, the acquisition was to enable Capgemini to increase its presence significantly in India, where Kanbay employed some 5 000 employees in Pune, Hyderabad and Chennai (previously Madras). Nonetheless, the merger of the two entities was facilitated by their focus not solely on "value" as related to the business but also on the mutual benefits to be drawn from the complementary "values" of two companies, which were very similar both in terms of mission statements and of people and culture. The idea of "community" promoted by Kanbay, fostering an open and nurturing work environment, fitted well with Capgemini's Collaborative Business Experience [→ GLOSSARY] and seven values [→ GLOSSARY].

**Taking stock of 2007.** The two leadership teams defined a change management program stemming from key integration issues, such as the need to combine two different but complementary sales and delivery models, maintain the focus on customer intimacy, and align offerings and go-to-market strategies in line with Kanbay's seamless approach – all the while addressing other critical issues such as infrastructure, human resources and retention. The priority was to make the benefits of the single new joint organization immediately apparent to the client. Thus, key influential accounts that had built mutually beneficial relationships with the Kanbay legacy organization over several years, such as HSBC and First Data Corp, were rapidly convinced that the newly formed Financial Services group had the capability to respond to their requirements.

The new Financial Services Strategic Business Unit, which combined Kanbay International and Capgemini's banking, finance and insurance teams, could quickly and efficiently offer clients end-to-end solutions that address the full spectrum of their needs. In fact, nearly 30 new top-tier clients, including 18 synergistic wins from Europe and the United States, were gained by Capgemini Financial Services in its first year of existence. In Kanbay's stronghold – the United States – for example, where one of its principal domain strengths was card processing, a leading credit card provider, awarded the new entity its financial transformation project in 2007, with significant follow-on potential. We closed 2007 with a 25% growth in revenues with this client. In addition, a top-tier organization recently signaled a strong vote of confidence for the long term with a 35-month contract worth \$250 million that calls for the addition of up to 4 500 Full Time Equivalent specialists, and sizeable contracts are in preparation with other clients as well. All told, the combined relationships and expertise of Capgemini and Kanbay were swiftly leveraged to sell services to clients that either legacy organization may have been unable to approach individually. For example, a top German bank awarded the new entity a large three-year credit risk management program drawing from both Capgemini's customer relationship and management consulting capability and Kanbay's risk management expertise in capital markets. The Kanbay integration was achieved within just ten months, and 7 150 employees are now spread over three continents within the SBU. As proof of the success of the integration, at 31 December 2007 attrition rates were low and retention was high – 79% within the general employee base and 98% within the FS SBU Kanbay leadership team – a powerful token of the stability that reigned throughout the entity's restructuring activities.

**2008 prospects.** Capgemini Financial Services has all the cards in hand, as a single entity, to step up its development. It has formed a new leadership team, consolidated its facilities with headquarters in Chicago, developed a shared operational model within the "I3" program, aligned its branding and rolled out a knowledge management program. Moreover, despite the stormy economic climate, the big deals are still coming through, clients are still investing in Capgemini Rightshore™ [→ GLOSSARY] facilities, and offshore headcount is on track to increase by 24% by year end, compared with 2007.





1 The South African Springboks, 2007 Rugby World Champions.

2 Debriefing for a successful project.

3 Each match is analyzed, move by move.

4 Structuring information: the key to success.

5 Wiring for one of the 12 stadia that hosted the World Cup.

6 Capgemini "spotters" in action.

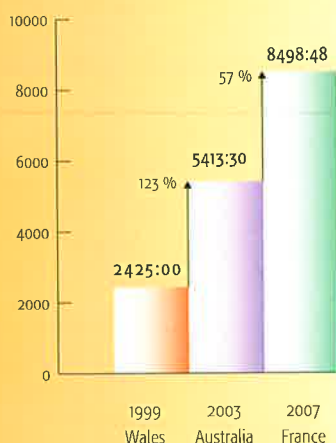


**Partnership.** Capgemini was selected by the IRB as the exclusive IT sponsor for the 2007 Rugby World Cup. A major technological challenge, this partnership generated the greatest public exposure the Group has known since its creation.

*This partnership offered Capgemini unprecedented visibility, with the corporate logo, for example, being broadcast on 250 TV channels for 48 seconds per match. With a total of 8 499 hours of broadcasting, the event gathered a total TV audience of 4.2 billion viewers.*

*"The 2007 Rugby World Cup was a resounding success, the most successful in fact since the tournament came into being 20 years ago. Thanks for this was due in no small measure to the sponsors, such as Capgemini, who made a major contribution." So concludes Syd Millar, outgoing Chairman of the International Rugby Board (IRB), in his summing up of the 6th Rugby World Cup. Capgemini, in fact, provided various consulting and technology services, thereby making a significant*

Rugby World Cup  
Number of hours of broadcasting  
(h:min) Source IRB



*For each of the 48 matches in the World Cup, an average of 962 play moves was recorded, representing a total of over 46 000 statistical data items. This data, detailing the various quantifiable elements in a match – such as the number of passes made, the number of successful tackles or the percentage of line-outs won – was transmitted by Capgemini to the media in real time, then summarized in table form and broadcast one minute after the half-time whistle and one minute after full-time.*

contribution to the global success of this sporting summit, the world's third-largest sports event. It was a faultless performance from Capgemini, which drew on a team consisting of some 110 employees, hand-picked from the Group's four disciplines. The creation, development and maintenance of the competition's official website were at the heart of these services. This site – still accessible at [www.rugbyworldcup.com](http://www.rugbyworldcup.com) – has enjoyed considerable success, with 15 million visitors and a total of 150 million pages viewed. The media information system, consisting of the production and distribution to the press, TV and mobile phone operators of the statistics for each match in the tournament, was one of the other key contributions of the Group, allowing the 3 000 journalists who covered the World Cup to benefit in real time from valuable individual and collective performance analysis tools for the competing teams. This project, which offered the company unprecedented levels of visibility, also covered the management of match accreditations and the constitution of data bases on the competition's history and player profiles. Capgemini used the marketing rights included in this contract not only to publicize its business disciplines but also, and above all, to bring the passion that rugby can generate to as wide an audience as possible. The interest generated by this World Cup justified the major public relations initiatives that brought together the Group's customers and its workforce, made aware of the event and its significance by means of a communication campaign entitled "The Art of Transformation." In all, 29 Capgemini entities, from 17 countries, invited over 5 500 people to 41 matches, including 3 800 clients, an operation that generated a great deal of satisfaction from those invited.

Capgemini also gave its support to the student rugby tournament running alongside the official competition, and provided tickets to young people from underprivileged backgrounds to attend World Cup matches. Another illustration of the Group's commitment was the giant 530 m<sup>2</sup> banner adorning the company's headquarters near the Arc de Triomphe in Paris, in celebration of this global sporting extravaganza. "The status of official sponsor of the 2007 Rugby World Cup allowed us to highlight both the complementarity of our four disciplines and the spirit of collaboration that reigns within all the teams of the various Group companies," concludes Paul Hermelin. "Our IT systems' contribution to this world event provided Capgemini with an extraordinary technological showcase for our markets, and especially in the countries where the tournament took place."

*"The reasons for such a strong commitment to the Rugby World Cup are deeply ingrained in the history of our Group. Since its inception in 1967, Capgemini's own values have been modeled on those of the sport. Between the seven basic values of the Capgemini Group – honesty, boldness, trust, freedom, team spirit, modesty and fun – and the guiding values of rugby, there is a similarity that owes nothing to chance." Philippe Grangeon, Group Marketing and Communication Director.*









▲ The only team not to have lost a single match in this World Cup, South Africa beat England in the final 15:6, in a try-less encounter.

▲ Capgemini teams in action. The "spotters" job was to scrutinize each game play, and they worked in teams of three. The first two tracked one team each, move by move, and the third recorded the more global data, such as territorial occupation and ball possession.



▲ The levels of concentration required for this project did not prevent the employees concerned from getting into the game. Most of them testify to the fact that there is a strong sense of affinity for rugby within the Capgemini Group.



▲▲ The spirit of conquest, embodied in larger-than-life style by the giant fresco draped over the façade of the Capgemini headquarters near the Arc de Triomphe in Paris, will not have escaped the attention of the occupants of the 80 000 vehicles going up and down the Avenue de la Grande-Armée daily.

▲ It was a case of satisfaction guaranteed, not only for the IRB and the France Organization Committee, but also for the end clients, comprising the 350 000 foreign visitors, the 2.4 million spectators in the stadia, the 15 million Web users and the 4 billion TV viewers (aggregate audience) for the event worldwide.



## Promotion. In November 2007, Capgemini launched a worldwide advertising campaign with the new slogan "Together. Free your energies."

The €20 million advertising campaign was widely publicized via billboard media (airports), the general and trade press, and the Internet. Running for six months in seven countries (the United States, Canada, India, France, the United Kingdom, Germany and the Netherlands), its objective was to raise awareness of Capgemini, to strengthen its image and to support sales by advertising each Group sector of activity and discipline independently.

The Group wished to state its difference in what is a highly cluttered promotional environment. *"The new offbeat communications campaign focuses on freeing our clients' and prospects' energies. Depending on the country, we aim to strengthen our leadership and to raise our profile by reasserting our difference,"* emphasizes Philippe Grangeon, Group Director of Communication and Marketing. *"The new slogan for this campaign – 'Together. Free our energies' places the benefits of our way of working – 'the Collaborative Business Experience' – and the services we offer, in a much broader context."*

*The advertising campaign highlights simple yet powerful messages through its visuals, drawn exclusively for Capgemini by the French artist Ted Benoit, one of the leading "clear line" artists of his generation. This style is easily recognized by the mass of detail and the use of flat tints.*

As a natural follow-on from the vision and mission of Capgemini (*"Our Vision: Your Freedom of Action. Our Mission: Your Transformation"*), the originality of the advertising campaign, playing on Capgemini's differences, is twofold. First, the clear line [→ GLOSSARY] technique used, which is drawn from the comic strip medium, projects a strong graphic identity, setting it apart from the usual codes applied to consulting and technology services. This universal graphic language can be adapted to the assigned target. Clear line is easily recognizable because of the mass of detail, the simple lines and flat tints. Moreover, the illustrations were drawn exclusively for Capgemini by French artist Ted Benoit, one of the leaders of this movement. By using this type of graphics, short messages can be highlighted and easily remembered. Other messages, treated in a purely typographical manner, show how flexible is the artist's creative approach in adapting to specific situations, such as themes relating to the Indian market. Second, a Buzz [→ GLOSSARY] on the Internet drew more than 250 000 contacts from the IT community. Initiated prior to the advertising campaign, its purpose was to draw attention to the Capgemini brand by staging, in humorous terms, a company adverse to change. This technique is particularly attuned to Capgemini's innovative brand and to the offbeat aspect of the campaign.







One of the six visuals used for Capgemini's worldwide advertising campaign.  
John Fitzgerald Kennedy International Airport, New York, United States of America.









▲ International airports were the preferred locations for Capgemini's advertising campaign.  
Paris-Orly International Airport, France.

◀ When a slogan rings true.  
John F. Kennedy International airport,  
New York, United States of America.

◀◀ In India, the campaign was adapted to include specific messages that highlight Capgemini's history, values and global reach.

▲ This campaign has also been adapted for newspapers and magazines worldwide.



Capgemini celebrates its 40th anniversary

**The Capgemini saga.** Trueness to values; constant adaptation to market developments; ambition, risk-taking and flair; responsible husbandry of the immense wealth of employee know-how – these are some of the virtues that have enabled Capgemini to become one of the world leaders in its sector.

Formed on 1 October 1967 in Grenoble by Serge Kampf, in its 40 years of existence the Group has been through periods of expansion and success as well as periods of crisis and profound upheaval. Its history can be encapsulated in four key "seasons."

The years **1967–1975** saw the rise to prominence of an innovative enterprise that provided the foundation for what was to come. In less than a decade, Sogeti (Société pour la Gestion de l'Entreprise et le Traitement de l'Information) was to become a frontline player in its sector both in France and in the main nations of Europe. Following the acquisitions of CAP (Centre d'Analyse et de Programmation) in 1973 and of Gemini Computer Systems in 1974, the Cap Gemini Sogeti Group came into being on 1 January 1975, built around a network of autonomous branch offices in each country.

The period **1976–1989** was a time of bold expansion. It was characterized by the refocusing of intellectual services, with the underpinning of the consulting disciplines following, in particular, the acquisition of interests in the Bossard Group and various other acquisitions. This boom time was marked in 1972 by the Group setting up in business in the United States, where, ten years later, it would be realizing 35% of its aggregate revenues. Another symbol of the Group's globalization was the choice of English as the official Group language in June 1984.

The next phase, **1990–1997**, was punctuated by crisis and change. Despite opting in May 1990 (at the Rencontres de Marrakech – "Marrakesh Meetings") for a leadership strategy that targeted the strengthening of the Group in Europe and the expansion of its outsourcing and consulting services and despite a significant injection of capital from Daimler-Benz, the 1991 Gulf Crisis and – for the first time – a fall in earnings that same year, forced the Group into a vast reorganization program. This was the objective of the "Genesis" plan, launched in 1992. The organization was overhauled from top to bottom, and the transformation proved successful, with profits returning to an upward curve from 1995. In 1996, the Group headquarters were transferred from Grenoble to Paris, and all the operational entities were consolidated under a single logo. These emblematic changes signaled that Cap Gemini was looking to take on new challenges, including wresting its complete independence once again from Daimler-Benz, which it did in 1997. That same year, the Group – "in brand new clothes, free and bursting with healthy ambition," according to Serge Kampf – celebrated its 30th anniversary.

The period **1998–2007** saw the Group consolidate its international ambitions. With the advent of the Internet, the passage of the Year 2000 and the arrival of the euro, the Group, whose revenues increased by an average 24% per annum between 1996 and 1999, was able to improve still further the quality of its services and optimize their value-added content. The need to compete with the "Big Five" heavyweights in the United States led Capgemini to acquire, in May 2000, the consulting division of Ernst & Young. With a headcount now of over 60 000 employees, the Group had become one of the world leaders in the sector. The economic climate took a brusque downturn in 2001, and this placed the Group in a delicate situation that lasted until 2004. The combined effects of the relaunch of local IT services (with the re-forming of Sogeti in January 2002), the strong growth in outsourcing activities and the development of delocalized production centers-constitute the key factors in the Group's return to prosperity. Celebrating its 40th anniversary at the same time as it celebrated the semi-final placing of the French national side in the Rugby World Cup, for which it was an official sponsor, the Capgemini Group has demonstrated over the last four decades its capacity to anticipate change on its markets and to adapt constantly to take on new challenges, all the while respecting the corporate identity, culture and ambitions of the 50 000 employees who have been added to its workforce during this period. The launch in September 2006 of the "I<sup>3</sup>" program is a perfect illustration of this dynamic.

The book "1967-2007, the Capgemini Saga", by Tristan Gaston-Breton, is available upon request at: [arnaud.jean@capgemini.com](mailto:arnaud.jean@capgemini.com)





Article in La Cote Desfossés, October 1989



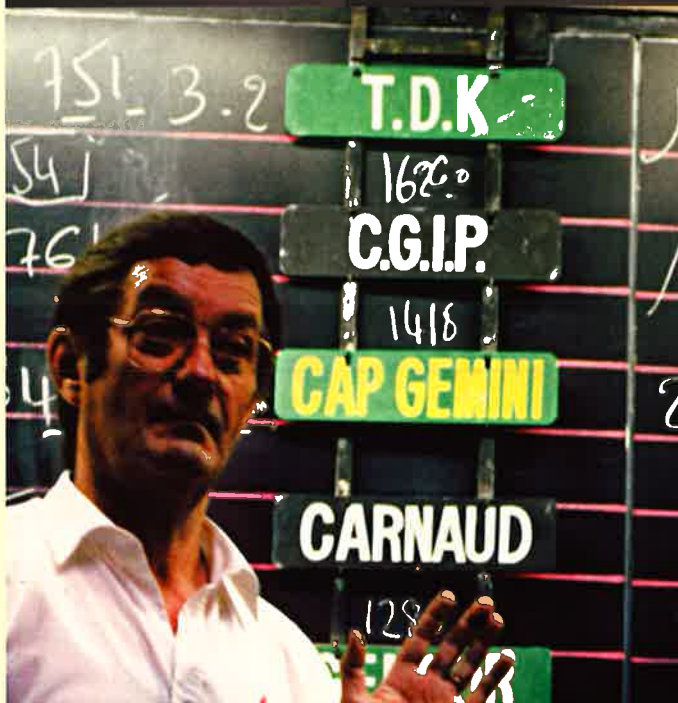
Serge Kampf in 1973



"Cap Gemini: the future is bright," Le Figaro, 1997



Sogeti advertisement in Le Figaro, 1973



Quoting of Cap Gemini Sogeti on the Paris stock exchange, June 1985



Technician at a computer, ca. 1975



IBM 1401 computer marketed in 1961



XVIIth Rencontres of the Group in Marrakesh, 11 June 1990



TGL6S workstation, early 1980s



Worldwide advertising campaign, 2007



Yves Bossard, Michel Jalabert and Daniel Seibon, 1977 The Group thanks its customers, 1999



Capgemini celebrates its 40th anniversary, 2007



Group Headquarters, Place de l'Étoile, Paris



# Where to reach Capgemini worldwide.

## Capgemini

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## Capgemini University

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<http://www.capgemini.com/careers/>

## Strategic Business Units

<b>North America</b>	
New York	+ 1 212 314 8000

<b>Continental Europe and Asia-Pacific</b>	
Utrecht (The Netherlands)	+ 31 (0)30 689 00 00

<b>Western Europe</b>	
Paris	+ 33 (0)1 49 00 20 00

<b>Outsourcing Services</b>	
London	+ 44 (0)1483 764 764

<b>Financial Services</b>	
Rosemont (Illinois)	+ 1 847 384 6100

<b>Sogeti</b>	
Paris	+ 33 (0)1 58 44 55 66

<b>Coordination of operations in India</b>	
Mumbai	+ 91 22 2518 7000

## Sectors

<b>Energy, Utilities &amp; Chemicals</b>	
Paris	+ 33 (0)1 49 00 22 14

<b>Manufacturing, Retail &amp; Distribution</b>	
Utrecht	+ 31 (0)30 689 60 76
Automobile	+ 31 (0)30 689 60 76

<b>Sciences de la Vie (Europe)</b>	
Paris	+ 33 (0)1 49 67 30 00

<b>Public Sector</b>	
Paris	+ 33 (0)1 47 54 52 00

<b>Telecommunications, Media &amp; Entertainment</b>	
Paris	+ 33 (0)1 49 00 40 00



## North and South America

<b>Canada (+1)</b>					
Montreal	514 989 4100	Houston (Texas)	281 220 5000		
Pickering – OS	905 837 4500	Irvine (California)	949 732 5600		
Toronto	416 365 4400	Jersey City (New Jersey)	201 633 7000		
Toronto – ASE	416 365 4516	Lee's Summit (Missouri)	248 233 3101		
Toronto – OS	416 207 6800	Marlborough (Massachusetts)	508 573 1952		
<b>United States (+1)</b>		Miami (Florida)	404 806 4200		
Atlanta (Georgia)	404 806 4200	New York (New York)	212 314 8000		
Bloomfield (New Jersey)	973 337 2700	New York Harborside (NY) – ASE	201 633 1200		
Burbank (California)	818 736 8000	Philadelphia (Pennsylvania)	212 314 8000		
Cambridge (Massachusetts)	617 768 5400	Phoenix (Arizona)	602 333 3000		
Chicago (Illinois)	312 395 5000	Rosemont (Illinois) – FS	847 384 6100		
Chicago (Illinois) – ASE	312 395 5800	Southfield (Michigan)	313 887 1400		
Cleveland (Ohio)	216 373 4500	Washington D.C. – ASE	703 673 2870		
Cupertino (California)	408 850 5500	<b>Mexico (+52)</b>			
Dallas (Texas)	972 556 7000	Mexico City	55 85 03 24 00		
Detroit (Michigan)	313 887 0100	<b>Argentina (+54)</b>			
Detroit Riverside (Michigan)	248 233 3101	Buenos Aires	11 4735 8000		
Freehold (New Jersey)	732 358 8900	<b>Brazil (+55)</b>			
Herndon (Virginia)	703 673 9100	Sao Paulo	11 5501 6802		

## Northern Europe

<b>Belgium (+32)</b>					
Brussels	(0) 2 708 11 11	<b>The Netherlands (+31)</b>			
<b>Denmark (+45)</b>		Utrecht	(0) 30 689 00 00		
Århus	70 11 22 00	Utrecht – Outsourcing	(0) 30 689 00 00		
Gentofte	70 11 22 00	<b>United Kingdom (+44)</b>			
Odense	70 11 22 00	Birmingham (Aston)	(0) 12 1333 3536		
<b>Finland (+358)</b>		Bristol (Toltec)	(0) 14 5461 2211		
Espoo	(0) 9 452 651	Edinburgh	(0) 13 1339 9339		
Helsinki	(0) 9 452 651	Glasgow	(0) 14 1221 7017		
Helsinki – ASE	(0) 9 452 677 50	Inverness	(0) 14 6323 8434		
Joensuu	(0) 9 452 656 80	London (Wandsworth Rd.)	(0) 20 7735 0800		
Lappeenranta	(0) 9 452 651	London (Wardour St.)	(0) 20 7734 5700		
Tampere	(0) 9 452 651	Rotherham	(0) 17 0971 0071		
Turku	(0) 9 452 651	Sale	(0) 16 1969 3611		
<b>Ireland (+353)</b>		Swansea	(0) 17 9279 2777		
Dublin	1 639 0100	Woking	(0) 14 8376 4764		
<b>Norway (+47)</b>		Wynyard Park	(0) 17 4064 5500		
Bergen	24 12 80 00	<b>Sweden (+46)</b>			
Fredrikstad	24 12 80 00	Göteborg	(0) 8 5368 5000		
Oslo	24 12 80 00	Kalmar	(0) 8 5368 5000		
Stavanger	24 12 80 00	Karlskrona	(0) 8 5368 5000		
Trondheim	24 12 80 00	Linköping	(0) 8 5368 5000		
		Luleå	(0) 8 5368 5000		
		Malmö	(0) 8 5368 5000		
		Stockholm (Bromma)	(0) 8 5368 5000		
		Sundsvall	(0) 8 5368 5000		
		Västerås	(0) 8 5368 5000		
		Växjö	(0) 8 5368 5000		

## Central and Southern Europe

<b>Germany (+49)</b>		<b>Germany (+49) Software Design &amp; Management (SD&amp;M)</b>			
Berlin	(0) 30 88703-0	Berlin	(0) 30 887250-0		
Berlin – ASE	(0) 30 88703-690	Düsseldorf	(0) 211 56623-0		
Köln	(0) 221 912644-0	Hamburg	(0) 40 254491-0		
Düsseldorf	(0) 211 5661-1000	Munich	(0) 89 63812-0		
Hambourg	(0) 40 254491-810	Offenbach	(0) 69 82901-0		
Hanover	(0) 511 67692-0	Stuttgart	(0) 711 78324-0		
Lübeck	(0) 451 98985-100	Troisdorf	(0) 2241 9737-0		
Munich	(0) 89 9400-0	<b>Austria (+43)</b>			
Offenbach	(0) 69 9515-0	Vienna	(0) 1 21163 0		
Stuttgart	(0) 711 50505-0	<b>Croatia (+385)</b>			
Walldorf	(0) 6227 7339-00	Zagreb	(0) 1 2480 177		



<b>Spain (+34)</b>	
Asturias	985 67 57 67
Barcelona	934 95 86 00
Madrid	916 57 70 00
Murcia	968 28 55 22
Saragosse	976 70 09 80
Seville	955 04 00 42
Valencia	961 04 18 50

<b>Hungary (+36)</b>	
Budapest	23 506 800

<b>Italy (+39)</b>	
La Spezia	(0) 187 28381
Milan	(0) 2 414931
Naples	(0) 81 6068911
Rome	(0) 6 231901
Turin	(0) 11 5094311
Stezzano	(0) 35 4152012

<b>Poland (+48)</b>	
Krakow (Lubicz)	12 631 63 00
Krakow (Lublariska)	12 63470000

Katowice	32 769 30 00
Warsaw	22 850 92 00
Wroclaw	71 35 64 222

<b>Portugal (+351)</b>	
Lisbon	21 412 22 00

<b>Czech Republic (+420)</b>	
Prague	225 093 111

<b>Romania (+40)</b>	
Bucarest	21 402 40 85

<b>Slovakia (+421)</b>	
Bratislava	2 444 556 78

<b>Switzerland (+41)</b>	
Basel	(0) 61 692 0842
Lausanne	(0) 21 317 5011
Pratteln	(0) 61 825 6335
Schaffhausen – Outsourcing	(0) 52 631 3822
Zürich	(0) 44 560 2400
Zürich SD&M	(0) 44 307 8300

## Asia-Pacific

<b>Australia (+61)</b>	
Adelaide	8 8113 8000
Canberra	2 6276 2000
Melbourne	3 9613 3000
Sydney	2 9293 4000

<b>China</b>	
Canton	(86) 20 2838 5888
Hong Kong	(852) 3112 3345
Beijing	(86) 10 6563 7388
Shanghai	(86) 21 61053888

<b>India (+91)</b>	
Bangalore	80 6656 7000
Chennai	44 6633 1000
Hyderabad	40 2312 5000
Hyderabad – University	40 2312 6000
Kolkata	33 6610 2400
Mumbai	22 6642 1000
Pune	20 2760 1000

<b>Singapore (+65)</b>	
Singapore	6224 6620

<b>Taiwan (+886)</b>	
Taipei2	8780 0909

## Africa

<b>Morocco (+212)</b>	
Casablanca	22 46 18 00

## France (+33)

<b>Capgemini France</b>	
Paris	(0) 1 49 67 30 00

<b>Capgemini Consulting</b>	
Paris	(0) 1 49 67 30 00

<b>Capgemini Finance et Services</b>	
Paris	(0) 1 49 67 30 00

<b>Capgemini Manufacturing, Retail &amp; Distribution</b>	
Paris	(0) 1 49 67 30 00
Lille	(0) 3 20 65 34 34

<b>Capgemini Institute</b>	
Paris	(0) 1 44 74 24 10

<b>Capgemini Outsourcing Services</b>	
Clermont-Ferrand	(0) 4 73 28 23 81
Douains	(0) 2 32 78 16 05
Grenoble	(0) 4 38 21 10 00
Paris (Saint-Cloud)	(0) 1 57 58 51 00
Paris (Saint-Denis)	(0) 1 41 62 33 00
Toulouse	(0) 5 34 46 23 00

<b>Capgemini Telecommunications, Media &amp; Entertainment</b>	
Grenoble	(0) 4 76 52 62 00
Paris	(0) 1 49 00 20 00
Rennes	(0) 2 99 27 45 45

<b>Accelerated Solutions Environment (ASE)</b>	
Paris	(0) 1 49 00 34 84



**Capgemini East**

Clermont-Ferrand	(0) 4 73 28 23 81
Grenoble	(0) 4 76 52 62 00
Lyon	(0) 4 72 21 30 30
Nancy	(0) 3 83 95 85 85
Strasbourg	(0) 3 90 22 86 10

**Capgemini West**

Bordeaux	(0) 5 56 46 70 00
Brest	(0) 2 98 33 60 77
Caen	(0) 2 31 46 81 90
Le Mans	(0) 2 43 57 45 00
Nantes	(0) 2 51 17 35 00
Orléans	(0) 2 38 24 01 01
Rennes	(0) 2 99 12 55 00

Rouen	(0) 2 35 12 20 20
Tours	(0) 2 47 60 67 60

**Capgemini South**

Bayonne	(0) 5 59 25 34 00
Marseille	(0) 4 91 16 57 00
Montpellier	(0) 4 67 20 92 92
Nice	(0) 4 93 72 43 72
Pau	(0) 5 59 84 12 23
Toulouse	(0) 5 61 31 52 00

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Fax : + 33 (0)1 58 44 55 70  
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Frankfurt	(0) 610 23675-0
Hamburg	(0) 406 73832-24
Munich	(0) 896 15344-70

**Belgium (+32)**

Brussels	(0) 2 538 92 92
Edegem	(0) 3 231 12 90

**Denmark (+45)**

Taastrup	70 23 15 05
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**Spain (+34)**

Barcelona	93 253 01 88
Bilbao	94 423 56 21
Madrid	91 308 44 33
Madrid – Training Center	91 436 46 38
Valencia	96 346 85 60

**United States (+1)**

Baltimore (Maryland)	410 581 5022
Charlotte (North Carolina)	704 887 3445
Chicago (Illinois)	708 531 1100
Cincinnati (Ohio)	513 563 6622
Cleveland (Ohio)	216 654 2230
Columbus (Ohio)	614 847 4477
Dallas (Texas)	972 892 3400
Dayton (Ohio)	937 433 3334
Denver (Colorado)	303 524 1310
Des Moines (Iowa)	515 282 4802
Detroit (Michigan)	248 702 1900
Houston (Texas)	713 571 7823
Indianapolis (Indiana)	317 810 4400
Kansas City (Kansas)	913 451 9600
Minneapolis (Minnesota)	612 243 4545
New York (New York)	212 328 7800
Omaha (Nebraska)	402 492 8877
Phoenix (Arizona)	602 776 9555
Saint Louis (Missouri)	314 898 1180
Seattle (Washington)	206 624 4600
Tampa (Florida)	813 314 2170
Washington D.C.	703 734 1511

**France (+33)**

Aix-en-Provence – High Tech	(0) 4 42 97 64 34
Aubière	(0) 4 73 28 23 81
Brilfont	(0) 3 04 90 35 50
Blagnac	(0) 5 61 30 60 00

Blagnac – High Tech	(0) 5 34 36 28 00
Bois-Guillaume	(0) 2 32 76 41 80
Bois-Guillaume – Infrastructure Services	(0) 2 35 59 49 39
Bouguenais	(0) 2 40 32 42 00
Brest – High Tech	(0) 2 98 44 57 93
Brest	(0) 2 98 46 61 25
Carry-le-Rouet	(0) 4 42 13 26 00
Cesson-Sévigné	(0) 2 23 45 59 00
Colomiers	(0) 5 34 51 66 49
Issy-les-Moulineaux – High Tech	(0) 1 41 22 42 42
Lille – Sinfor Automation	(0) 3 28 32 31 39
Marcq-en-Barceul	(0) 3 28 32 31 00
Melun – High Tech	(0) 1 64 10 45 00
Mérignac – High Tech	(0) 5 56 18 04 00
Montbonnot-Saint-Martin	(0) 4 76 52 62 00
Montpellier	(0) 4 99 61 41 80
Mulhouse	(0) 3 89 36 31 20
Niort	(0) 5 49 04 08 53
Orléans	(0) 2 38 55 49 16
Paris – Infrastructures Services	(0) 1 41 12 51 12
Pau	(0) 5 59 14 67 10
Pau – High Tech	(0) 5 59 14 33 90
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Pessac	(0) 5 57 02 25 00
Poissy – High Tech	(0) 1 30 74 05 71
Saint-Cloud – Application Services	(0) 1 41 12 51 12
Saint-Cloud – Sinfor Automation	(0) 1 41 12 46 44
Saint-Grégoire – High Tech	(0) 2 23 25 36 40
Saint-Marcel – High Tech	(0) 2 32 71 20 00
Schiltigheim	(0) 3 88 62 85 00
Sinfor Automation Alsace	(0) 3 87 21 82 14
Sophia-Antipolis	(0) 4 93 95 62 62
Toulouse – High Tech	(0) 5 34 50 22 00
Valbonne – High Tech	(0) 4 92 90 68 00
Vandœuvre-lès-Nancy	(0) 3 83 15 22 26
Villeurbanne	(0) 4 72 44 46 90
Villeurbanne – High Tech	(0) 4 72 44 46 71
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Linköping	(0) 13 25 48 00
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Lund	(0) 46 286 55 00
Norrköping	(0) 46 10 13 80
Örebro	(0) 19 601 45 00

Örnsköldsvik	(0) 660 775 40
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**List of companies and other organizations quoted**

Ahold	Hochtief	Raytheon
Albert Heijn	Home Office	Reebok
Apple	Homeland Security	SAP
Banedanmark	HP	Sempra
BBC	HSBC	SFR
Biarritz Olympique	Hudson	Skatteverket
Caisse d'Épargne	Hutchinson Essar	SKF
Canal +	Hydro One	SNCF
Cegetel	IBM	Société Générale
CGNPG	ING	Stet
CNOOC	IRB	Tele2
CNPC	ITV	Telstra
European Commission	KPN	The Economist Intelligence Unit
Daimler	Lagardère	Time Warner
DCSF	Learning & Skills	Total
DFCG	Le Figaro	Verizon
Efma	London Metropolitan Police	Visteon
Eneco	Shanghai Town Hall	Vodafone
Euroclear	Matalan	
FairPoint Communications	Microsoft	
FedEx	Neuf Cegetel	
First Data Corp	NXP Semiconductors	
Gartner	Oracle	
General Motors	Philips	
Google	Pierre Audoin Consultants	
Heineken	Procter & Gamble	
HMRC	Prudential	

**List of artists and their works**

Cover page: Jean-Claude Quilici, *Blue boat, Alvor*

**Page**

11	Pierre-Jean Couarraze, <i>Remington Type writer</i>
12	Yoël Benharrouche, <i>A green song for an autumn afternoon</i>
16	Françoise Dupuy, <i>Town on a rock</i>
25	Jean-François Larrieu, <i>Lagoon</i>
27	Jean David Chétrite, <i>Unknown Lady in Venice</i>
28	Geny Detto, <i>Byzantium</i>
31	Jean-François Larrieu, <i>Festive table</i>
33	Claude Fauchère, <i>Saint-Malo</i>
35	Jean-Claude Quilici, <i>Back from fishing, Albufeira</i>
36	Françoise Dupuy, <i>Red fields</i>
38	Claude Fauchère, <i>Turnips</i>
41	Geny Detto, <i>Into Amazonia</i>
42	Jean David Chétrite, <i>Family reunion, Bollywood</i>
45	Jean-François Larrieu, <i>Hong Kong</i>
46	Yoël Benharrouche, <i>Flowers from heaven</i>
50	Pierre-Jean Couarraze, <i>MHN, detail</i>
53	Claude Fauchère, <i>Horizon</i>
55	Jean-Claude Quilici, <i>Mykonos, the quay</i>



# Glossary

**APS (ADVANCED PLANNING AND SCHEDULING)** Process of optimizing production by simultaneously taking account of the availability of resources and of changing demands in order to prepare a realistic schedule.

**ASE (ACCELERATED SOLUTIONS ENVIRONMENT)** A set of resources (innovative workspaces, dedicated teams, etc.) made available by Capgemini to its clients, in a three-day session designed to encourage active listening and exchanges of ideas so that shared decisions can be reached within compact timeframes, allowing projects to get off the ground faster.

**ASP (APPLICATION SERVICE PROVIDER)** A company that supplies specific applications, hosted on its own servers, which clients may access via the Internet.

**BASEL II** The second Basel agreement, issued by the Basel Committee on Banking Supervision, is part of a worldwide initiative to regulate banks and other financial institutions because of banks' changing risk profiles. It provides guidelines for good practice in risk measurement and management by better balancing equity with the various types of risks.

**BIM (BUSINESS INFORMATION MANAGEMENT)** A combination of Business Intelligence and Information (Content) Management. Historically, these were two separate activities, but due to the increasing convergence in solutions and technologies, there is a drive to bring them together.

**BLUE BOOK** The rules and procedures operative within the Capgemini Group, including its subsidiaries. Each member of staff receives a copy of the Blue Book. Compliance with its stipulations is compulsory, regardless of the discipline or business unit concerned.

**BPO (BUSINESS PROCESS OUTSOURCING)** Delegation to a supplier of one or more of the client's functions, which usually contain a strong element of information technology.

**BPR (BUSINESS PROCESS RE-ENGINEERING)** A complete overhaul of a company's working methods, targeting a horizontal structure that fosters more decision-making at the operational level.

**BUSINESS INTELLIGENCE** A set of IT resources enabling the collection and analysis of company data in order to provide support to management for the decision-making process.

**BUZZ** A marketing technique prompting the consumer to convey the message, which is disseminated by word of mouth. Buzz is also called viral marketing.

**CBE (COLLABORATIVE BUSINESS EXPERIENCE)** A precise, structured way of working, focusing on the challenges faced by the client, and based on a close collaboration between the Capgemini teams and the customer teams.

**CGNPC (CHINA GUANGDONG NUCLEAR POWER HOLDING GROUP)** Founded in 1994, the Chinese energy company supplies 4 000 megawatts of nuclear-generated electricity, in addition to the 10 000 megawatts to be produced by the power stations currently being built.

**CLEAR LINE** A term invented by Dutch artist Joost Swarte, in 1977, to describe the graphics used in comics inspired by "the Tintin style": realistic settings, thick and even black contours, tint areas with no shading, etc. Ted Benoit adopted this style at the end of the 1970s.

**CNOOC (CHINESE NATIONAL OFF-SHORE OIL COMPANY)** Founded in 1982, this state enterprise is the third largest oil company in China. Its principal activity is the exploitation of oil and gas resources outside China, generally in cooperation with non-Chinese companies.

**CNPC (CHINESE NATIONAL PETROLEUM CORPORATION)** Founded in 1988, this state enterprise is the leading oil and gas company in China with reserves assessed at 3.7 billion barrels of oil. It has 30 or so global exploration and production projects underway.

**CONVENTIONAL OIL** Oil extracted from wells by traditional methods as opposed to unconventional oil production (from sand or oil shale, biomass fuel, conversion of coal and natural gas into liquid hydrocarbon fuels, etc.).

**CRM (CUSTOMER RELATIONSHIP MANAGEMENT)** The objective of CRM is to offer technological solutions that enable communications between a company and its customers to be strengthened and thus improved.

**CSR (CORPORATE SOCIAL RESPONSIBILITY)** This concept is linked to a company's implementation of the idea of sustainable development and means that, beyond the economic and financial aspects, a company has to take into account the social and environmental aspects of the business.

**E-TAILER** A new offer, developed by Capgemini's Energy, Utilities & Chemicals Sector, specifically for electricity, gas and water companies, enabling them to lower their costs in order to sharpen their competitiveness within the new market context.

**EURINFOR (EUROPÉENNE D'INFORMATIQUE)** A company formed in 1971 by the merger of Hermès Informatique (subsidiary of Sogeti and the retailing group Cofradel), Solame (Société Lyonnaise d'Applications Mécanographiques) and Infor.

**EUROPEAN ENERGY MARKETS OBSERVATORY** An annual study, published by Capgemini, to provide and analyze indicators for the electricity and gas markets, to monitor the supply and demand balance, and to measure the progress toward development of an open and competitive market in the 27 countries of the European Union.

**GEMINI CONSULTING** A unique consulting hub, created in 1991 by the merger of the acquisitions of Cap Gemini Sogeti in this field. When formed, Gemini Consulting had 1 400 consultants worldwide.

**GLOBAL CITY LEADERS' FORUM** A global forum and Capgemini initiative, launched in order to assemble the major decision-makers from some 40 major cities worldwide to share their experience, strategies and best practices.

**GLOBAL COMPACT** The United Nations Global Compact is an initiative to encourage large organizations to adhere to ten sustainable and socially responsible principles. Under the Compact, companies are brought together with UN agencies and civil society.

**GLOBAL DATA SYNCHRONIZATION** Created in 1999 in the consumer goods industry, GDS gives everybody (from the manufacturer to the retailer) the same accurate and up-to-date view of product information. It aims to improve the performance of the international supply chain by developing international standards, best practices and processes.

**GOOGLE APPS** An office suite, developed by Google and accessed via the Internet. This features a wide range of Web-based applications such as instant messaging, shared calendars, word processor, spreadsheet and other applications.

**HOMELAND SECURITY, UNITED STATES DEPARTMENT OF** Created in November 2002, this organization, operating on a budget of 30 billion dollars, employs more than 170 000 people. It is authorized by law to record the credit card purchases, medical data, magazine subscriptions and Internet utilization of US citizens.

**INTEGRATED OIL FIELDS OPERATIONS** New technological offer by Capgemini for the supervision and management of hydrocarbon production.



**KNOWLEDGE MANAGEMENT** Set of methods and skills enabling the employees of a company to understand, identify, analyze, organize, memorize and share knowledge.

**MIFID (MARKETS IN FINANCIAL INSTRUMENTS DIRECTIVE)** MiFID is a key component of the EC's Financial Services Action Plan and establishes a full regulatory framework for all types of investment firms and all assets. This EU directive aims to improve investor protection, ensure efficient and transparent markets, and enhance the means available to the competent authorities for supervising financial transactions.

**NEAR FIELD COMMUNICATION** Standardized short-range high frequency wireless communication technology that enables the exchange of data between a reader and a mobile terminal, or between several terminals at decimeter intervals, and which is based on RFID (see Glossary entry).

**NEARSHORE** Capgemini's service system involving the choice to deliver its services from a center located in a country close to the client's country.

**ONSHORE** Capgemini's service system involving the choice to deliver its services locally – either at the client's premises or at a center located nearby.

**ORACLE E-BUSINESS SUITE** A full and totally integrated suite of management applications from Oracle, which is designed for businesses. It includes several modules: CRM (see Glossary entry), management of human resources, marketing, logistics, finance, maintenance, sales, etc.

**OTACE (ON TIME AND ABOVE CLIENT EXPECTATIONS)** A set of customer satisfaction and risk evaluation measures applied throughout the duration of a particular project. This system, specific to Capgemini, has become a benchmark within the profession.

**QUADRUPLE PLAY** A subscription to four services including broadband access, telephony (landline and cellular) and TV.

**RATIONAL** A development platform, proposed by IBM, which includes tools for the design, analysis and management of equipment, process management, software quality management and software development.

**RAYTHEON CORPORATION** A US company that is the world's fifth largest supplier of military equipment. Raytheon employs approximately 73 000 people and generates 20 billion dollars in revenues.

**RFID (RADIOFREQUENCY IDENTIFICATION)** Technology that enables data to be stored and remotely retrieved using tags or transponders, which are attached or built into the item. The tags contain an antenna connected to an electronic microchip.

**RIGHTSHORE™** Capgemini's global production system, which offers clients – depending on their needs – the best balance between services delivered from remote ("offshore") centers (India/China) and centers in the country in which they are based ("onshore").

**SAP FOR UTILITIES** A set of software solutions designed by the German SAP corporation, taking end-to-end charge of the processes implemented by public services (production, transportation and distribution of gas and electricity, treatment of water, etc.). SAP for Utilities helps such organizations adapt to regulatory changes.

**SEPA (SINGLE EURO PAYMENTS AREA)** A European program with the aim of providing common solutions and core payment instruments in order to harmonize the conditions, rights and obligations, standards and protective measures applicable to businesses, public administrations and private individuals undertaking payments, in Euros, within the European Union.

**SMART METERING** Utilization of intelligent meters that can identify, sometimes in real time, the details regarding the energy consumption of a user (a private individual or a business) in order to issue accurate invoices and help locate the costly or wasteful items.

**SOA (SERVICE-ORIENTED ARCHITECTURE)** IT system architecture designed to guarantee responsiveness, upgradeability and flexibility for businesses whose environment is constantly evolving.

**SOFTWARE AS A SERVICE (SAAS)** Availability of an application (CRM, videoconference, human resources management, etc.) through a company hosting the service on behalf of the client, who accesses it via the Internet. Utilization is generally invoiced according to the number of users.

**SOFTWARE TESTING** An ongoing process, its purpose being to measure the quality of developed computer software from design to delivery, for checking if the software or application reacts as it should, and comes up to client expectations, by revealing any faults or defects (i.e. deviations from the specifications).

**SUBPRIMES** Subprime loans are mortgage loans made to consumers with bad credit ratings or insufficient collateral to qualify for prime rate (A) loans. In exchange for the higher risk (late payments, default or foreclosure) that lenders assume in granting such loans, borrowers are charged much higher interest rates and are subject to specific contract terms. The fall in property prices in 2006 and the rise in interest rates resulted in widespread payment default, thus adversely affecting many credit institutions, even causing bankruptcy in some cases.

**TECHNOVISION 2012** In-house reference document, published by Capgemini in October 2007. This document provides an inventory of recent developments in IT together with the corresponding imperatives for the Group's clients.

**TRANSFORMATION CONSULTING 21** A program specific to the Capgemini Group, launched in 2006 in order to respond to client needs, with systematic utilization of ASE (see Glossary entry) in order to step up internal mobility and to incorporate new technologies into the thinking process right from the start of the engagement.

**VALUES OF THE CAPGEMINI GROUP** These seven basic values are: honesty, boldness, trust, freedom, team spirit, modesty and fun.

**WEB 2.0** A second-generation of Web-based and hosted services facilitating interactivity (social networking sites) and creativity (blogs, wikis, etc.).



**Yoël Benharrouche**

[www.galleries-bartoux.com](http://www.galleries-bartoux.com)

Born in Israel in 1961, Yoël Benharrouche arrived in Nice, in 1974, where he studied art then taught drawing. In addition, his artistic activities include painting, sculpture and miniatures. The essence of this internationally acclaimed artist's work ranges from bright to pastel shades and is impregnated with poetry and fantasy. He invites us to share and reflect on his mystical but essentially human vision of man and his world.

**Jean-David Chétrite**

[www.galleries-bartoux.com](http://www.galleries-bartoux.com)

Jean-David Chétrite, who was born in 1957 and works in a studio in Paris, has initiated a very contemporary approach to collage and its evolution by intermingling various elaborate techniques and materials. A combination of superimposed texts and images, words and symbols reflects his philosophy. The painter's own memories and other cultures are intertwined and project the complexity and splendor of the world around us.

**Pierre-Jean Courraze**

[www.artchic.com](http://www.artchic.com)

The Pyrenees were Pierre-Jean Courraze's birthplace but it was in Paris, his city of adoption, that he developed his interest in art, at the Académie de la Grande Chaumière in Montparnasse, and in the studio of the Belgian painter and engraver Ernotte. This artist's paintings reveal a strong attachment to poetry and literature which, together with a passion for art, drove him to discover ancient civilizations and to travel extensively.

**Geny Detto**

[www.galerie-mc-goinard.com](http://www.galerie-mc-goinard.com)

For 25 years a professional musician while simultaneously developing a career as a painter, Geny Detto shows true generosity and sensitivity in his work. Born in 1944, this artist reproduces multifaceted shimmering atmospheres, reminiscent of an Oriental, African or Aztec decor. His dreams and memories are transcribed in enchanting settings that cover a whole gamut of clear and transparent tones.

**Françoise Dupuy**

[www.fdupuy.net](http://www.fdupuy.net)

After training in fine arts both at the École des Arts Décoratifs and at the École du Louvre, Françoise Dupuy's extremely fertile career path took her into advertising, interior decoration and furniture design. After practicing collage and monotype, she returned to painting some 15 years ago, adopting her typically wide, spontaneous strokes and invigorating colors that open up the viewer's imagination.

**Claude Fauchère**

[www.galerie-art-comparaison.fr](http://www.galerie-art-comparaison.fr)

Claude Fauchère, born in 1936 in Paris, studied art at the Collège des Arts Appliqués and at the École Nationale Supérieure des Métiers d'Art. A member of the Société des Artistes Français jury, and of the Salon d'Automne, he was appointed Peintre Officiel de la Marine in 1997 due to his passion for the sea. Bold perspectives and dazzling colors intermingle in highly structured works of art, which are both figurative and abstract.

**Jean-François Larrieu**

[www.operagallery.fr](http://www.operagallery.fr)

An emblematic figure in contemporary Parisian art circles, Jean-François Larrieu was born in Tarbes in 1960 and came to live in Paris in 1982. For ten years he was President of the Salon d'Automne de Paris, and his work has been exhibited worldwide. His paintings take us on a fabulous, imaginary journey to magical cities with colorful high-rise architecture and phantasmagoric landscapes with strange and luxuriant vegetation.

**Jean-Claude Quilici**

[www.operagallery.fr](http://www.operagallery.fr)

A Mediterranean background – he was born in Marseilles to Corsican parents in 1941 – explains Jean-Claude Quilici's passion for blue. Whether ocean indigo or ultramarine, cobalt or cerulean blue inspired by the south of France, his blues can become more subdued for village scenes bathed in sunlight. In shimmering colors with marked contrasts, Quilici depicts sunny creeks and pueblos from southern Europe to Mexico, where life is so good.



