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Capgemini celebrates its 40th Anniversary

THE SPIRIT OF CONQUEST

Capgemini's history, success and character are first and foremost that of one man: Serge Kampf. In creating the Group and turning it into one of the world's leading companies, Serge Kampf has always managed to anticipate key developments –through a rare mix of intuition, vision and desire. Right from the beginning with Sogeti, Serge Kampf has always been successful at keeping Capgemini in that very exclusive club of companies whose innovations become *de facto* evolutions for the wider industry.

He understood as far back as 1967 that services, previously a sideline business, could take precedence over the manufacturing of IT equipment. He also recognized that marketing issues were going to dominate over technical concerns and that decentralized decision-making and simplified structures were essential conditions for success.

He also gave the Group its international ambition and took strategic decisions which enabled Capgemini to connect IT services and consulting as far back as 1970. In 1971, he first committed the Group to outsourcing by successfully developing a presence in America and later, established offices in India well ahead of the Group's European competitors.

From Grenoble to Mumbai, from 1967 to 2007, the Group has certainly undergone several major changes. But it remains characterized by the spirit of enterprise and values defined and implemented by Serge Kampf in the early days.

This desire for new ventures and these values remain our strengths and our differentiators, against our main competitors. The men and women who make up Capgemini today are both heirs and guardians: they must preserve this desire and these values in a Group that has become truly international. They must maintain the creative balance between loyalties to the Group's founding principles and the spirit of conquest, challenges in new markets, adaptation and constant change. Their task will be made easier by the fact that they bring to the Group the richness and diversity of their own cultures as well as the desire to work together towards the same goal, creating openness in interaction that is so much a part of Capgemini's culture.

Forty years on, our challenge is to continue this momentum, to preserve our differences and maintain this spark that is ours alone and enables us to work in an original way both together and with our clients.

In four decades Capgemini has undergone phases of conquest, crises and reappraisal. Today it sits on the threshold of a new adventure: the challenge of switching from the IT of an artisan age to the industrial era for which the i³ transformation programme will provide the necessary weapons and resources. By keeping our personality, our fingerprint and our values, in other words by keeping the spirit which is our strength; Capgemini will continue in its longstanding spirit of conquest, successfully managing this latest transformation.

Paul Hermelin
CEO, Capgemini

CAPGEMINI IN…
40 FIGURES

AN INTERNATIONAL GROUP FROM GRENOBLE TO MUMBAI

2
Number of rooms in the Grenoble apartment where Sogeti was created in 1967.

32 years old
Serge Kampf's age when he resigned from Bull to create Sogeti.

40
Number of acquisitions made by the Group in 40 years.

32
Number of countries in which the Group operates.

393
Number of sites spread across the world, representing a total of 867,000 square meters.

18
Number of time zones covered by the Group from Los Angeles to Sydney.

109
Number of consolidated companies in the Group as of 31 December, 2006.

PERFORMANCE

7.7 billion euros
Global revenues for the Group in 2006.

2.1 billion euros
Turnover in Great Britain, the Group's largest national market in 2006.

39%
The share of Outsourcing Services in the 2006 total revenues rendering it the Group's largest discipline. Technology Services represented 34%, Local Professional Services 16% and Consulting Services 11%.

29%
Share of Manufacturing, Retail and Distribution in the Group's 2006 total revenues, ahead of Public Sector (27.8%), Banking, Finance and Insurance (14%), Energy and Utilities (13.1%) and Telecommunications, Media and Entertainment (9.6%).

6th

Capgemini's world ranking amongst IT services companies. (Source: Gartner Dataquest IT Services Market Metrics, Shares of World Market, August 2006)

9%
Organic growth objective for 2007.

447 million euros
2006 operating margin, equivalent to 5.8% of total revenues.

7%
Operating margin for 2007.

293 million euros
The Group's net income in 2006.

0.70 Euro
Dividend per share in 2006.

3,200
Number of active clients across the world in 2006.

15 (rugby players to a team)
Capgemini is the official sponsor and exclusive provider of IT systems for the Rugby World Cup 2007.

GOVERNANCE & CAPITAL

11
Members of the Board of Directors.

4
Number of specialized committees working under the Board of Directors: Audit, Selection and Appointments and Remuneration, Ethics and Governance, and Strategy and Investment.

144 million
Number of shares making up the total capital.

1 158 552 520
Capgemini Capital on 03/09/07.

96%

Share of free-floating shares in the capital, composed of: non-French institutional shareholders (68%), French institutional shareholders (21%), individual shareholders (7%) and 4% for the founder and Chairman, Serge Kampf.

7

Number of Strategic Business Units: Continental Europe and Asia/Pacific, Western Europe, North America, India, Outsourcing, Sogeti and Financial Services.

8

Number of different nationalities represented in the Management Team (Australia, France, Germany, Holland, India, Switzerland, the United Kingdom and the United States).

HUMAN RESOURCES

7

Capgemini's founding values: honesty, boldness, trust, freedom, team spirit, modesty and fun.

80,000

The Group's total employees today, or 25% more than in 2006.

35.9 years old

Average age of the Group's employees.

25.3%

Percentage of women working in the Group.

4,000

Total number of recipients of stock options, worth 34 million Euros distributed since 1987.

6,900

Number of participants at Capgemini University in 2006, 40% more than in 2005; satisfaction rating: 4.3 out of 5.

1

A unifying intranet site; "Talent", counting 20,000 unique users.

23%

Percentage of offshore staff today (approx. 16,000 in India, 2,000 in Poland, 500 in China and 50 in Morocco).

88,000

Number of CVs received in India in 2006 to recruit 4,000 people after 16,000 interviews.

40,000

Projected number of employees in India between now and the end of the decade.

350,000

Number of engineers trained in India every year (as compared to fewer than 20,000 in France).

19

Total number of languages spoken by employees at the BPO centre in Krakow in Poland.

23,000

Total number of new recruits expected in 2007.

3,700

Total number of new recruits expected in France alone in 2007.

CAPGEMINI IN…
40 DATES (excluding acquisitions)

1967   1 October
Sogeti (Société pour la Gestion de l'Entreprise et le Traitement de l'Information) established in Grenoble.

1968   1 September
Swiss agency opens in Geneva; the first international foray for the Group.

1968   5 October
First 'Sogeti Rencontres' meeting in Grenoble attended by 27 participants.

1968   31 December
Turnover of 1.5 million French Francs and a net profit of more than 4% in the first financial year (15 months).

1970   18 June
Hermès-Informatique established: Sogeti enters the outsourcing discipline, 20 years ahead of the market.

1971   1 January
Official creation of Eurinfor and the launch of Sogeti-Formation. Creation within Sogeti of a Products Division with two specialized departments (basic software and automation).

1971   4 March
Official announcement of the merger of CAP (780 people) with Sogeti (250 employees excluding Eurinfor).

1971   5 June
Serge Kampf secures approval of the merger with a large majority by a General Assembly of all CAP staff, after a heated debate which he led alone against the unions opposed to Sogeti taking control.

1975   1 January
Official creation of the Cap Gemini Sogeti Group (through the merger of CAP, Gemini Computer Systems and Sogeti).

1975   July
First distribution of a dividend to Group shareholders.

1975   25 November
Serge Kampf receives the 'Prestige de France' diploma which rewards 'the Group's dynamism, its sustained growth, its international dimension and the high technical quality of its engineers'.

1978   1 January
Cap Gemini Inc. established in Washington, D.C.

1978   8 March
Decision to close Gemini Iran and urgently repatriate the consultants working in Tehran in the framework of an important contract signed the previous year with the Shah of Iran.

1981   March
Creation of the 110% Club made up of agency directors who achieved at least 110% of their sales targets.

1982   31 December
The one billion French Francs turnover threshold was broken at the end of the financial year and the Group's goal, established five years earlier, to generate at least half its turnover outside France was achieved on schedule.

1983   1 March
Cessation of all data-entry work establishing Cap Gemini Sogeti's total departure from non-core business activity.

1984   21-24 June
14th Cap Gemini Sogeti Rencontres in Bad Hamburg during which Serge Kampf announced that English would henceforth be the Group's official language, this despite his own lack of fluency.

1985   12 June
Flotation of Cap Gemini Sogeti on the Paris stock market.

1985   November
The Management Team establishes a presence in one of the twelve opulent buildings on the Place de l'Etoile in Paris.

1987   1 July
First distribution of stock options for Cap Gemini Sogeti shares.

1988   August
Cap Gemini Sogeti shares enter the CAC 40 listing.

1990   25 April
The Executive Committee announced that it was in favour of a 'leadership' strategy (as opposed to the 'independence', 'search for the greatest profitability possible' and 'durability' strategies being pursued).

1990   7-10 June
17th Rencontres meeting takes place in Marrakech (with 550 participants); main outcome was the adoption of a more direct corporate strategic and acceptance for the entry of a new shareholder.

1991   23 July
Agreement signed between Daimler-Benz and Cap Gemini Sogeti establishing the German Group as a Cap Gemini Sogeti shareholder with a 34% stake.

1991   October
Opening of Cap Gemini Sogeti University at Béhoust chateau (in the Yvelines region, near Paris)

1992   31 December
First loss-making financial year in the Group's history.

1994   31 December
After two years of losses, Cap Gemini Sogeti returns to profits.

1996   5 September
Adoption of a new logo and a new name (Cap Gemini), dropping the original name (Sogeti).

1997   1 January
Creation of the Global Market Units (GMU).

1997   25 June
Daimler-Benz announced that it was to abandon its participation in Cap Gemini's capital via a complex operation spread over four years.

1999
Several partnership agreements are signed with Microsoft, Oracle, Publicis, Mannesmann and Sun Microsystems.

1999
'e-business' unit established.

2000   September
Capgemini announced an important strategic alliance with Cisco, the world's leading supplier of network equipment for the internet.

2002   1 January
Creation of Sogeti, a subsidiary specialized in Local Professional services, which takes the Group's original name.

2004   April
The Group unveils its new name, "Capgemini" as one word, and its new logo

2006   1 June
Launch of an international advertising campaign (in seven languages) on the theme: 'Together, when a single word makes all the difference'.

2006   September
The i³ transformation plan was launches at the 21st Rencontres meeting in Montreal.

2007   June
Capgemini exceeds 15,000 employees in India.

2007   October
Capgemini celebrates its 40th Anniversary.

CAPGEMINI IN…
40 AQUISITIONS

1970   February
Solame (France)

1970   March
Sorgas (France)

1970   November
Infor-Algoe (France)

1971   August
Perfo-Service (Switzerland)

1972   October
Software International (France)

1973   February
Sesi (France)

1973   July
CAP (Centre of Analysis and Programming), first French computing services firm and a pioneer of computer programming (purchased 49% then 100% in March, 1974).

1973   October
Soref (France)

1975   August
Cap Europe (France)

1976   December
Bossard (France), first French management consultancy (purchased 51% then 100% in January, 1997).

1980   April
Data Logic (Norway)

1981   January
DASD (United States, Milwaukee)

1982   May
Spiridellis & Associates (United States, NYC)

1982   December
Sesa (France), systems integration specialist (purchased 35% then 100% in July, 1987).

1986   January
CGA (United States)

1986   October
Ibat (Germany)

1986   November
GEDA (Italy)

1986   December
Sycomm (United States)

1987   August
ITMI (France)

1988   February
AD&GD (Denmark)

1988   February
Sofcom (Denmark)

1988   May
Data Logic (Sweden)

1988   December
Hiekkamaki (Finland)

1989   January
Comp.Act Data Systems (United States)

1989   February
Systemation Inc (United States)

1989   October
Merit Systems (United States)

1990 January
Gamma International (France)

1990 May
United Research Corp. (United States)

1990 July
SCS (Germany)

1990 July
Hoskyns (United Kingdom), European leader in outsourcing

1991 January
Mac Group (United States), strategic consultant.

1992 February
Volmac (Netherlands), Europe's most profitable computing services firm.

1992 May
Programator (Sweden)

1997 January
Géislogica (Portugal)

1999 April
Beechwood (United States)

2000 May
Ernst & Young Consulting (United States), the consulting division of one of the "Big Five".

2003 October
Transiciel (France), local professional services specialist in IT

2006 August
FuE (Germany)

2006 September
Unilever Shared Services Limited (India)

2007 February
Kanbay International (United States), financial services specialists with a presence in India and the United States.

CAPGEMINI IN…
40 CLIENT CHALLENGES

In 40 years, Capgemini has worked and continues to work with thousands of clients across the world whose specific needs represent a number of unique challenges. Below is a small selection:

- Acquisition and processing of data at the Pierrelatte factory: 3,000 measurements per second were captured and processed. **Commissariat à l'Energie Atomique** (France). **1967**

- Installation of the world's largest data processing system at the time with 23 million subscribers, more than 3 terminals installed; a data base of 25 billion names and telephone numbers and the possibility of managing 6,000 simultaneous requests with a response rate of less than 2 seconds and an expected 500,000 daily users! **Minitel** (France). **1978**

- In-flight regulation software tests of Mirage 2000 engines. **Snecma** (France). **1984**

- Computerization of the management of 20 manufacturing plants. **Rhône-Poulenc** (France). **1984**

- Documentation and installation of IT application units. **Cartier** (Switzerland). **1985**

- Integration of 'SABRE' flight reservation system; amalgamating all flight timetables. **American Airlines** (United States). **1986**

- Design and development of the billing system for the German, Austrian, French, Italian and Swiss subsidiaries. **IKEA** (Sweden). **1992**

- Automated the process for the design of Airbus cabins in accordance with airline specifications. **Airbus** (France). **1993**

- Management of the business and financial applications. **Woolworths** (Great Britain). **1993**

- Management of two outsourcing contracts to centralise data processing of offices across 5 continents and the management of IT at headquarters. **Groupe Bolloré Technologies** (France). **1995**

- Development and construction of a shared system of interconnected national telephone networks. **Deutsche Bundesposttelekom** (Germany) and **France Telecom** (France). **1995**

- Risk management and decision-making assistance system for a refinery. **Total** (France). **1995**

- Installation and maintenance of 9,800 IT terminals. **Henkel** (Germany). **1995**

- Standard applicative interfaces in various IT environments. **Exxon Chemicals** (United States). **1995**

- Record 5-year contract on IT outsourcing. **British Steel** (Great Britain). **1996**

- New IT system for the dealership network. **Volvo** (Sweden). **1996**

- Management of the facilities, schedule and locations of 200 human resources projects in the framework of developing the 'plan directeur Euro'. **Fortis** (Belgium). **1997**

- Overhaul of the general and analytical accountancy applications**. Auchan** (France). **1997**

- New finance and account management system developed with constant updating enabled in compliance with the changing regulatory, technical and economic environment. **Aéroports de Paris** (France). **1997**

- Outsourcing: support, development and maintenance of applications. **Citibank** (United States). **1997**

- 10-year contract for the development of client/server systems in 42 countries and all professional areas: design, construction, finance, sales, marketing, purchasing, distribution, etc. **General Motors** (United States). **1998**, a further six new contracts totalling US$500 million were signed in **2006**

- Project management of the integrated supply chain leading to co-existence of the various levels of customer service and management of the scheduling of production sites. **Hewlett Packard** (United States). **1998**

- Changeover to the Euro: analysis of the effects, intranet network, management of the renovation process, change management, training, etc. **Procter & Gamble** (United States). **1998**

- Project management for the overhaul of the IT system: management of services, organization and follow-up of discipline operations, business and contractual management, improvement and harmonization of management, operational supervision. **SITA** (France). **1998**

- Execution and implementation of approximately 80 projects concerning the changeover to the Euro and the Year 2000 (Y2K). **TNT Post Group** (the Netherlands). **1998**

- Company procedures transformation program executed in approximately 35 countries. **Heineken** (The Netherlands). **2000**

- The Group's outsourcing work in the energy sector begins with the signing of a 10 year contract. **Ontario Power Generation** (Canada) **2000**

- Post-merger integration assistance between Hoechst and Rhône-Poulenc. **Aventis** (France). **2001**

- Creation of a global ordering system capable of 1.4 million transactions per day and 15,000 users at one time. Use of the system has reduced lead time from 45 to 15 days from production to customer. **Daimler AG** (Germany). **2001**

- Assistance on business processes with a measure to refocus on the client experience: strategy, transformation of the IT system and management of the logistical chain. **FedEx** (United States). **2003**

- Outsourcing and administration of the British tax authorities (Capgemini's largest contract) signed in **2003** and extended to the management of customer in **2006. Her Majesty's Revenue & Customs**

- Design, construction and deployment of the decision-making assistance tool for the agency business teams in the 29 regional centres. **Caisse d'Epargne Financement** (France). **2004**

- Consultation on change behaviour in the framework of the UK Education Ministry's 'Building schools for the future' project. **Department for Education and Skills** (United Kingdom). **2004**

- Design and construction of a universal diagnostic tool circulated within the Group and its suppliers. **PSA** (France). **2004**

- Recommendations and preparatory work delivered for the creation of a central purchasing agency so as to reduce state operating costs. **Ministère de l'Economie, des Finances et de l'Industrie** (France). **2005**

- Responsibility for 7 years of Information Technology and Communication services: management and maintenance of 30,000 computers, 38,000 telephone lines, 8,500 mobile telephones, 50 software applications. **London Metropolitan Police** (United Kingdom). **2005**

- Design and implementation of an operating method shared by all brands and all countries. **Reebok** (United States). **2005**

- Rightshore® outsourcing project for aircraft technical publications. **Bombardier** (Canada). **2005**

- Outsourcing of finance and accountancy procedures. **Tetra Pak** (Sweden). **2006**

- Design and construction of continuous wifi access on TGV trains travelling at 320 km/h. **SNCF** (France). **2007**

CAPGEMINI IN…
40 WORDS

Ace of Spades
The ace of spades has featured on Capgemini's logo since Sogeti was created in 1967; it is the strongest card in bridge, a game Serge Kampf played continuously as a student.

Agency
The cornerstone of the original strategy, the agency is an entirely separate profit centre, placed under the responsibility of a director who has a large amount of managerial autonomy.

Alliances
In order to provide its clients with the best possible service, Capgemini is multiplying its strategic alliances (at international and local levels) with the largest developers and applications providers such as HP, IBM, Oracle and SAP and equally with Cisco, Dell, Sun Microsystems, Microsoft, BEA Systems and recently, Google.

ASE (Accelerated Solutions Environment)
The fruit of 30 years' research, ASE is a way of creating a group dynamic in record time: three days is enough whereas six months would be needed to achieve the same results using traditional processes. It is particularly suitable for important change situations (strategic, organizational, technical, cultural, etc.) and ASE is an exceptionally effective approach for mergers, a change of strategy, internal reorganization, repositioning, etc.

Blue book
The Group's two pillars are a large amount of autonomy and strong shared rules. Capgemini's 'basic rules and principles' are circulated to all employees in the form of a manual, the Blue Book, which recalls the Group's missions, values, organization and shared rules, and its three main categorical essentials: profitability, leadership and the search for excellence.

Boldness
One of the Group's seven values covering the desire to take risks and be committed, all the while respecting a general principle of prudence and reason.

CBE
Team work in cooperation and communication to achieve a shared objective is part of the Group's DNA. It translates into the 'Collaborative Business Experience' (CBE), a relational methodology created by Capgemini with its clients.

Consulting Services
One of the Group's four disciplines: helping companies to improve their performance by identifying, structuring and constructing the transformation projects which will have an impact on their competitiveness or growth.

CSR

As proof of Capgemini's commitment to CSR (Corporate Social Responsibility), in 2004 Capgemini signed up to the six commitments of the United Nations Global Compact which deals in particular with human rights, respect for the environment and labour standards.

Decentralization

As the Group's basic principle, operational decentralization aims to give managers a free rein to respond quickly and effectively to market requirements. The fact that Serge Kampf kept his main office in Grenoble is no doubt symbolic of this mentality.

Diversity

As an international Group, Capgemini is multicultural by its very nature: the human resources charter develops Capgemini's commitment and action in the field of diversity.

Ethics

Capgemini's ethics code is not a collection of general principles but a very concrete guide to how to act, including in terms of business approach, dealing with both the struggle against corruption and conflicts of interests and how to behave with regards to gifts or invitations.

Freedom

One of the Group's seven values: creativity, innovation, independence of spirit and respect for others in terms of their cultures, habits and differences.

Fun

One of the Group's seven values. Capgemini is convinced that corporate projects are difficult (or even impossible) to achieve if you do not enjoy working in the company of the team or if you are not proud of the work.

Frontiers

Established in 32 countries, Capgemini is aiming for or envisaging new international expansion with a few major development axes, particularly in the Asia/Pacific region (China, Australia, etc.), Eastern Europe (Romania) and North Africa…

Geopolitics

… But the location of the new borders calling for Capgemini's expansion will not only be based on economic criteria. Political stability and the existence of standard business practices are the fundamental criteria for the Group's internationalization and it refuses to establish itself in certain countries, for example if they are ruled by contestable political regimes or where corruption is present.

Governance

Since 2002, the functions of the Chairman (Serge Kampf) and the CEO (Paul Hermelin) have been separated. The Board of Directors is composed of 11 members, the Group being led by a 9-member Executive Committee and a 14-member Group Management Board.

Honesty

One of the Group's seven values: in particular, the rejection of all disloyal practices in conducting business with a view to obtaining a contract or a particular advantage. Precise rules concerning commissions, gifts and donations of any nature have even been drawn up in this spirit.

i³

'Industrialization', 'Innovation' and 'Intimacy', three i's = i³: these three themes of excellence set the course of the 2007/2010 transformation programme aimed at increasing the added value provided to clients and enabling the Group to better resist economic cycles.

Industrialization

The first i in the i³ plan epitomizes the desire to introduce an integrated international production model, including harmonized methods, tools and processes.

Innovation

The second i of the i³ plan epitomizes Capgemini's desire to formalize and circulate more widely innovative technologies and methods within the Group so that as many clients as possible can benefit.

Intimacy

The third i in the i³ plan embodies the Group's central approach: strengthen ties with clients.

India

Capgemini was one of the first to understand that India was going to become a major player in the IT services sector. The Group had 500 employees in 2000 and will soon have 20,000; the sub-continent is still at the heart of the Group's strategy.

Integration

One of the Group's four disciplines: planning, designing, directing and developing IT systems and applications.

Leadership

Adopted in April 1990, the leadership strategy sums up Capgemini's ambition to develop in the world's largest markets in terms of consulting services and outsourcing and become one of the world's leaders in the profession.

Local Professional Services

One of the Group's four main disciplines consisting of providing IT know-how within companies. This is Sogeti's discipline; a 100% Capgemini subsidiary.

Modesty

One of the Group's seven values: modesty in its relations with others and its approach to subjects, discretion, common sense, attention to others, open relationships, a laid-back attitude, humour, etc.

Mission

Capgemini's mission is wide-ranging but can be explained in a few words: Capgemini enables its clients to transform and perform through technologies.

OTACE

On Time and Above Clients' Expectations (OTACE) is the client satisfaction frame of reference, created 15 or so years ago. Client satisfaction is a cornerstone of Capgemini and the sales ethos is in its genes. 'We are all salesmen', so says a famous internal slogan.

Outsourcing

Capgemini supports clients in outsourcing, either wholly or partly, via their IT systems and any closely-related activities.

Pioneer

Always staying one step ahead is a Capgemini obsession - and the reality as demonstrated in many fields where the Group has been a pioneer, such as the link between IT services and consulting, outsourcing and establishing a presence in the USA and India.

Rencontres

Open initially to all employees and then to the main managers, the *Rencontres* meetings have been a Group institution since October 1968 and the occasion for often fiery debates on important strategic matters. The *Rencontres* in Montreal in September 2006 was the 21st in the series.

Rightshore®

Registered by Capgemini, the Rightshore concept aims to offer clients – depending on their needs – the best balance between services delivered from remote ("offshore") centers (India/China), centers located more closely ("nearshore") or others in the country in which they are based ("onshore"). This means having as much intelligence, value and innovation in the back office as the front office, by adapting to the needs of the client considering both cultural and operational requirements.

Rugby World Cup 2007

Capgemini is not just one of the main sponsors of the Rugby World Cup 2007; it is also one of the competition's essential players as the exclusive provider of IT systems. In particular, Capgemini produces all the match statistics.

Secateurs

Serge Kampf claims that he only uses three 'management tools': secateurs for pruning, a paper shredder and a coin…"for making difficult decisions". The Group continues to follow this pared down strategy to ensure it remains true to its original focus and objectives.

Sectors

The Group is structured around five important areas of market expertise: the Public Sector, Energy and *Utilities*, Banking, Finance and Insurance, Manufacturing, Retail and Distribution, and Telecommunications, Media and Entertainment.

Sponsorship
As well as rugby, (World Cup, Biarritz Olympique and FC Grenoble), carried along by Serge Kampf's historic passion, Capgemini has a strong presence in sporting sponsorship, in particular by helping the *Fondation du sport*.

Team Spirit
One of the Group's seven values. The notion of team spirit covers the ability to share the good and bad times together, solidarity, friendship, loyalty, generosity, receiving a fair share of the fruits of team work and a common effort in the face of difficult situations.

Trust
One of the Group's seven values indicating the desire to give staff and teams responsibility and to allow managers to face the effects of their action and decisions. It requires an open-minded spirit and a large amount of transparency in terms of how information is circulated

University
Initially established at the Béhoust chateau (in the Yvelines region, near Paris)   and
subsequently in Gouvieux near Charles de Gaulle airport, the Capgemini University serves both as a training centre for managers and new recruits and a meeting point for employees from across the world. It is an important tool for creating a shared Group culture.

COMPANY BACKGROUNDER

Capgemini's mission is to help its clients transform to improve their performance. The Group operates in 30 countries, employs more than 80,000 staff and had revenues of 7.7 billion euros in 2006. It offers integrated services in four professional disciplines of expertise. These services range from strategy development to IT systems maintenance. By combining its skills, the Group's four main professional disciplines offer Capgemini's clients integrated transformation services. In this way, the Group can combine its varied fields of expertise for projects that require a diverse knowledge to satisfy clients who demand a commitment to tangible and measurable results, over and beyond good ideas.

Capgemini's four main professional disciplines are:

- **Consulting Services (CS):** helping clients identify, structure and execute transformation strategies which can lead to durable improvement in terms of growth and competitiveness;
- **Technology Services (TS):** designing, developing and implementing a variety of technical projects, big and small;
- **Outsourcing Services (OS**): supports clients either wholly or partly, via their IT systems and any closely-related activities;
- **Local Professional Services (LPS, Sogeti):** offering services adapted to local needs in terms of infrastructure, applications and engineering.

In addition to services in the four main professional disciplines, Capgemini combines its areas of expertise to offer specialized solutions in the following five sectors:

- **Public Sector**
- **Energy and** *Utilities*
- **Manufacturing, Retail and Distribution**
- **Banking, Finance and Insurance**
- **Telecommunications, Media and Entertainment**

Capgemini works independently of software publishers and IT manufacturers to gain access to the best expert knowledge and products. The Group has formed a network of strategic alliances and partnerships with these experts; in this way Capgemini can make informed and objective choices on solutions that will meet clients' needs more precisely.

By operating in 30 countries, Capgemini is one of the only players on the market that can systematically provide services in the location which best serves the interests of its clients in terms of quality, cost and access to the best skills. Known as Rightshore®, this approach is revolutionizing its services economy and adding value to clients.

Finally, Capgemini is also about collaboration: the CBE (Collaborative Business Experience). "*It's the trademark of a partner who cares as much about the way in which results are obtained as the results themselves so as to satisfy our clients, which is our first criteria for success*", says Philippe Grangeon, Director of Communication.

I³ TRANSFORMATION PROGRAMME

I³ is a business transformation programme designed to help Capgemini deliver on its 2010 strategy as encapsulated by the three strategic pillars of building client *intimacy* to drive top line growth and long term customer relationships; differentiating services through relevant and targeted *innovation;* and driving efficiency by leveraging global tools and methods through *industrialization*. Capgemini has elected to undertake this program to capitalize on the successful turnaround the Group has achieved in recent years in order to continue to increase operating margins and grow market share. In essence, i³ represents the vision of how Capgemini aspires to become an 'Industry Shaper' always delivering value to its clients.

Industrialization: Implement a next generation global delivery model

Objectives

- Triple headcount in India to 40,000 by 2010
- Grow from a locally designed/locally *delivered* operating model to a globally driven/locally *delivered* global operating model
- Establish specialized workforce competencies both on and offshore

Tactics:
- Accelerate the Rightshore® agenda
- Develop client-onshore-offshore partnerships
- Embed standard tools, methods and measures
- Develop skills and capabilities on a broad portfolio of offers tailored to clients needs

Innovation: Develop undisputed areas of Innovation & domain expertise

Objectives:
- Develop a strategic approach to selecting, developing and exploiting innovations from the market, clients and people… establishing the company as market and thought leaders in key growth areas

Tactics:
- Develop global leadership in :
    - Payment systems renewal (Financial Services)
    - Billing applications (Telco)
    - Merchandising and Supply Chain (Retail)
    - Automotive Customer Relationship Management (CRM)
- Invest in critical Emerging Technologies: *Business Application Consulting (BAC); Business Information Management (BIM)*; and *Open Source Services (OSS).*

Intimacy: Bring the full scope of the group's services to key clients

Objectives:
- Fine tune the way Capgemini builds sustained business relationships with clients and staff

Tactics:
- Fine tune the 'account centric management' approach for key accounts to ensure all disciplines and sectors are aligned to meet client needs using a common approach.
- Implement a Client Satisfaction Index

CONSULTING SERVICES

Key figures:

- Accounting for 11% of Group revenues in 2006
- 5,149 Capgemini employees
- Group Global Coordination Consulting**:** Antonio Schnieder

Activities:

- Capgemini Consulting is the Strategy and Management Consulting division of the Capgemini Group that advises and supports business leaders in transforming their organisations, from strategy through to execution.

- Capgemini Consulting is focused on six key areas: Customer Relationship Management, Finance and Employee transformation, Global Sourcing, Operational Research, Supply Chain and Transformational Consulting and provides innovative solutions and ideas to clients through deep sector expertise.

As the globalization of economic activity pursues its course, there is an even stronger demand created for sound strategic and management consulting. In particular, as the market continues to consolidate with the process of mergers & acquisitions in many business sectors. These market shifts strongly indicate that companies require support to define their strategies, assimilate their acquisitions and transform their organizations to compete on a worldwide scale.

In order to support Capgemini's clients to continue to rise to the evolving market challenges, the Group has adopted an internal *cross-staffing* system that capitalizes on its global expertise through the build up of centres of excellence across the consulting business units.

"We continue to have a greater number of multinational pursuits and projects. I am always impressed to meet more and more consultants working in different countries. In France, we are considered to be the leader in Management Consultancy. In most of the other European countries we are amongst the top 5. On top of this, we have a significant presence in the US and are also growing rapidly in Asia" notes Group Global Coordination Consulting**:** Antonio Schnieder.

TECHNOLOGY SERVICES

Key figures:

- Accounting for 34% of Group revenues in 2006
- 25,223 Capgemini employees
- Consistently ranked as a top-ten systems integrator by leading analysts, due in part to the success of the Accelerated Delivery Centres (ADCs).
- Director of Western Europe and TS Global Coordination: Philippe Donche-Gay

Activities:

- Technology Services (TS) is dedicated to helping clients design, develop and implement technical projects of all sizes through the creation of project architectures, application development, consulting in IT technologies and innovation in solution making.

Working with the Group's clients, TS is specialized in making long-term investments in major projects, while striving to bring their costs down. Whereas, in the past, clients tended to choose between one of these two paths, corporate clients are now opting for innovation and development whilst also making substantial savings by way of a globalization strategy for purchasing, recourse to offshore, reducing the number of service providers and creating shared service centres, all within the framework of their industrialization strategies. Thanks to the savings made, they are able to channel some of their resources into renewing their IT systems and developing new applications to support their enterprise strategy.

"Leveraging our innovation capabilities is a main priority, especially in Technology Services. In 2006 we pushed new approaches like SOA, Open Source and Web 2.0; riding the wave of new technological innovation. This is not a break or killer application but a technological continuum, which is excellent news for Capgemini", declares Philippe Donche-Gay, Director of Western Europe and TS Global Coordination

OUTSOURCING SERVICES

Key figures:

- Accounting for 39 % of the Group's revenues in 2006
- 20,650 Capgemini employees
- Director of Group's Outsourcing Services: Paul Spence

Activities:

- Capgemini supports clients in outsourcing, either wholly or partly, via their IT systems and any closely-related activities. With *Applications Management*, Capgemini delivers functional support through application efficiencies, application changes and implementing strategic application roadmaps. Through *Infrastructure Management*, Capgemini provides round the clock global access through partners capable of reducing the number of support calls, which increases client productivity and reduces the total cost of ownership.

- Capgemini's outsourcing portfolio extends not just to technology, but also to deep process expertise through BPO (*Business Process Outsourcing)* which entails the delegation to a supplier of one or more of the client's non-core business functions that usually contain a strong element of IT. Notably, this activity is used in the fields of Finance & Accounting (F&A), Human Resources Outsourcing (HRO), Procurement Services, Customer Care & Intelligence and Assurance Services.

Outsourcing involves the management of all or part of a company's IT or business process needs. Historically, the aim has been to reduce costs, but customers are now increasingly focused on using outsourcing to transform their IT and business processes for purposes of improving performance. As Capgemini evolves its services through collaborative relationships with clients, alliances and partners, the future of the business is expected to focus on intensifying its unique global delivery model; Rightshore®. OS will do this by rationalizing the global production mechanism, continuing to double the headcount in India, improving the targeting of markets and clients, creating new offers and building on the existing skills base.

"Global OS is well positioned to help lead the way for the Group on the successful implementation of the transformation programme and we look forward to partnering with Consulting Services and Technology Services and Sogeti to deliver on our new corporate mission (Enabling Transformation) and vision (Enabling Freedom) everywhere we do business around the world", explains Paul Spence, Director of the Group's Outsourcing Services

LOCAL PROFESSIONAL SERVICES (SOGETI)

Key figures:

- Accounting for 16% of Group revenues in 2006
- 16,570 Capgemini employees
- Chairman and CEO of Sogeti: Luc-François Salvador

Activities:

- High Tech Consulting: Scientific engineering, technical and industrial information technology, mechanics and electronics in major industrial R&D projects.

- Application Services: Consulting and integration of management applications.

- Infrastructure Services: Technical infrastructure and information technology production.

Sogeti, a subsidiary of Capgemini, specializes in providing local professional services expertise to businesses and public sector organizations in 13 countries where they are based: France, Belgium, Luxembourg, Germany, The Netherlands, Spain, Switzerland, Sweden, Denmark, Ireland, India, United Kingdom and the United States.

The pronounced trends for consolidation and the globalization of the economy have done nothing to lessen the local significance of the markets and organizations on which Sogeti has been operating for 40 years now. In this context, even though the subjects to be dealt with are increasingly complex and the cycles ever more rapid, they still represent large, global programs transposed on to a local scale. In the future, Sogeti intends to keep pace with and even outstrip the growth of the market; besides pursuing its efforts on the segments mentioned above, and in countries such as Germany and the UK, innovation and offshore are also high on the agenda for Sogeti. *Offshore* is a new departure for Sogeti, used as it has been to selling and producing from one and the same location.

"We are going to develop our service offerings, especially with regard to application testing but also in high tech consulting, by integrating the offshore aspect so as to offer our clients solutions at very competitive rates" states Luc-François Salvador, Chairman & CEO of Sogeti.

THE PUBLIC SECTOR

Key figures:

- Representing 27.8% of total Group revenues in 2006
- Over 13,000 Capgemini employees
- A major service provider for the public services in Europe
- Group Director of Public Services: Stanislas Cozon

Activities:

- Four lines of expertise including public security, Local & Regional Government (particularly large cities), tax and public healthcare

- A broad set of integrated services from strategic consulting to applications development, IT management and outsourcing

The public sector is going through unprecedented transformation, following in the footsteps of the private sector with a shift to customer-centred thinking. Governments have yet to catch up with the private sector for best management practice and they are keen to set measurable objectives for civil servants and reward on performance, to source and procure in a more cost effective way. Increasing budget pressures force improved governance models, seeking a better use of IT to transform back offices. Citizens and businesses have increasing expectations of the front office: they want better service, via the channel of their choice, when convenient to them. A major challenge will be putting the customer at the centre of public services. Organizations that previously operated independently must also learn collaborate more, breaking down internal barriers. In addition, new technologies (such as mobile devices) could transform the way business is conducted.

"Many governments would like to focus on policy setting and control, leaving the (measurable and accountable) execution to agencies, or outsourcing part of it. Capgemini tends to support public organizations along this transformation through innovative business solutions and technologies" says Stanislas Cozon, Group Director of the Public Sector.

ENERGY & *UTILITIES*

Key figures:

- Representing 13.1% of total Group revenues in 2006– Utilities represents two thirds of the activity while Energy & Chemicals (oil and gas) represents one third.
- 10,000 Capgemini employees
- More than 75% of the top 20 private and public utilities (Platt's 2006 Top 250 energy company rankings) and 9 out of the top 10 Oil and Gas 'super majors' as clients.
- Group Director of Energy & Utilities: Colette Lewiner

Activities:

- Group sales are mainly composed of projects and consulting services in Europe and outsourcing in the United States.

- The Group produces an on-going program of thought leadership materials such as in-depth studies and surveys that have been recognized as valuable thought leadership by our clients as well as a strong presence at major conferences attended by our network of industry experts.

The world's oil & gas and utility companies are no strangers to change. The challenges to be managed and overcome include mergers and acquisitions, privatisation, deregulation and competition. Only those companies able to respond quickly and decisively to dynamic market conditions can expect long-term growth and meaningful returns.

As a direct consequence of the liberalization of the Utilities markets in Europe, operators are rethinking their strategy, organization and IT systems in order to adapt them to a deregulated market model while maintaining ambitious targets in terms of productivity gains," notes Colette Lewiner, Group Director of the Energy & Utilities sector for Capgemini.

FINANCIAL SERVICES - BANKING, INSURANCE & CAPITAL MARKETS

Key figures:

- Representing 14% of Group revenues in 2006
- Over 15,000 Capgemini employees
- More than 900 clients worldwide that include:
    - the world's top 5 banks
    - 5 of the top 10 credit card issuers
    - 11 of the 15 largest global insurers
    - the 5 top Investment Firms
    - 11 of the top 12 asset finance companies
- CEO, Financial Services SBU: Raymond Spencer
- Group Director of Financial Services: Bertrand Lavayssière

Activities:

- Capgemini is particularly active in retail banking and insurance where it sells consulting, technology and outsourcing services showing emerging growth.

- Capgemini is also a thought leader in the field providing insightful, client-based industry research reports that lead in market trends. The Group annually publishes *The World Retail Banking Report, The World Wealth Report*, *The World Payments Report* and most recently *The World Insurance Report.*

On February 8, 2007, Capgemini acquired Kanbay International, a fast growing financial services leader. Kanbay enhances the Capgemini financial services offering through deep domain expertise and a next generation value based global delivery model that provides transformational industry solutions leveraging the right blend of on-site, near shore and India offshore capabilities. A new SBU called *Financial Services Strategic Business Unit* was launch on April 1, 2007.

The consolidation trend is beginning to produce a European business model of its own: *"Distribution of banking products is still local on the whole, but back office activity is developing on a European scale as payment, credit and leasing are centralized"*, notes Bertrand Lavayssière, Group Director of Financial Services for Capgemini.
"Capgemini is now ready to serve both the top Anglo-American clients, in the immediate future, and the European institutions – which are beginning to take a serious interest in offshore – in the short term.", adds Raymond Spencer, CEO, Financial Services SBU.

MANUFACTURING, DISTRIBUTION & RETAIL

Key figures:

- Representing 29% of Group revenues in 2006
- Over 20,000 Capgemini employees
- MRD client base of more than 1,000 companies throughout the world includes 70% of the largest general manufacturers
- Group Director of Manufacturing, Retail and Distribution: Bernard Helders

Activities:

- The MRD industry has been particularly receptive to the Group's BPO and outsourcing as well as the Rightshore® approach.

- Capgemini uses its global footprint and a dedicated MRD research laboratory in India to invest in thought leadership and technology advancements that help clients focus on and strengthen their core competencies in the manufacturing, retail and distribution industries.

Globalization and the growth of emerging markets are key issues impacting the world of manufacturing, retail and distribution today. Globalization affects the industry in three key ways. First, emerging regions such as India and China have become increasingly important sourcing markets for labour and production. Second, these regions are growing in significance as markets in their own right, as a burgeoning middle class obtains increasing spending power for goods and services which includes cars and other consumer products. Third, major players in these markets are increasingly driving industry changes and consolidation.

Globalization is putting the sector under major competitive pressure as businesses outsource operations to third parties or offshore to countries such as India and China," comments Bernard Helders, Global Director of Manufacturing, Retail & Distribution (MRD) at Capgemini. *"Consumers are becoming more discerning and disposable income for retail spend is falling, accelerated by the end of the housing boom. With the increased concern about climate and environment, businesses have to ensure they are clean, green and ethically sound. The role of technology will be more important than ever in developing new business models to ensure success and prosperity in the sector."*

TELECOMMUNICATIONS, MEDIA & ENTERTAINMENT

Key figures:

- Representing 9.6% of Group revenues and over 16% of consulting and project management activity in 2006
- 4,000 Capgemini employees
- Client base of 250+ customers worldwide
- Global Director of Telecommunications, Media & Entertainment: Didier Bonnet

Activities:

- Focused on helping clients to launch new services and to find new business models that will maximize revenues and growth. TME also supports its clients via dedicated service centres in the development and consolidation of customer management systems.

- Global network of innovation teams and labs producing an on-going program of thought leadership materials such as CEO industry reports, points of view, white papers and technology proofs of concept

The key trend in the sector is the increased marketing of so-called "convergence" applications by operators. These applications combine voice, internet and TV or cinema content offering them over 3G mobile services. In addition to an ongoing price war, the competition is also fighting over service quality; key maintaining customer loyalty and a prerequisite for selling further services. This trend is increasing the complexity of customer relations. In addition to introducing these new services, operators are turning their attention to emerging countries to revitalize their growth.

"We are seeing more targeted outsourcing focused on specific industry applications and BPO is becoming increasingly important in Europe," points out Didier Bonnet, Global Director of Telecommunications, Media & Entertainment.

KEY CLIENTS LIST

ABN AMRO	EDF
ABB	Endesa
Advocate Health and Hospitals	Eni
Aéroports de Paris	E.ON
Alcatel	Ericsson
Allianz	Erie Insurance
American General Finance	Essent
Associated Bank Corp	Euroclear
Assurant Health	ExxonMobil
AXA GIE	Faurecia
Banco Popular	FedEx
Bank Austria Creditanstalt	Flemish Government (Vlaamse
Baycorp Advantage	Infolijn)
BlueScope Steel	Ford
BMW	Gas de France
Bowfonds	Gas Natural
BP	GCI (Alaska)
BSkyB	General Motors
BrucePower	GM Group
BT	Goodyear
Cadbury Schweppes	Groupe Caisse D'Epargne
Carrefour	HDFC
Centraal Justitieel Incasso Bureau	Heidelberger
Centrica	Heineken
Ceska Sporitelna	HM Revenue & Customs
Citibank Taiwan	HSBC
Combined Insurance	Hubbell
Commerce Insurance	HydroOne
ConocoPhillips	Hydro Quebec
Consumer Direct	Iceland Telecom
Correos	ING
Corus	ING Direct
Councils Online	Intermarché
DaimlerChrysler	KBC
Daiwa Funds Managers Ireland	Kalmar County Council
Deutsche Post World Net/DHL	Keycorp
Direction Générale des Impôts	Kimberly-Clark
Dresdner Kleinwort	Knight Trading (Accurum)
Druckmaschinen	La Federation Continentale
DWP	La Mondiale
Economic Club of Chicago	La Poste

London Borough of Croydon
London Borough of Haringey
Longview Fibre
Lowe's
Mazda
Merrill Lynch
Metropolitan Police
Michelin
NATO
Nextel
NHS Wales
NXP Semiconductors
O2 Ireland
Olympic Health Management Systems Inc.
OPG
Petoro
Petrom
Philips
Philips Electronics
Poste Italiane
Prudential
Raiffeisen International
Rowan
Royal Ahold
Royal Dutch Shell
SALAR(Swedish Association of Local Authorities and Regions)
Schenker
Schneider Electric
Siemens Power Generation
Sprint
StatoilHydro
Swedbank
Swiss Life
Subsea7
Target
TD BankNorth
Telekurs Financial
Telia
The Department of Service Canada
The Regence Group
T-Mobile
Tesco
Transport for London
The Coca-Cola Company
The Reach Agency
TNT Post

Total
Toyota
Uecomm
UK Ministry of Defence
Unicredit Tiriac Bank
Verdipapirsentralen (Norwegian Central Securities Depository)
Visteon
Vodafone (Espana and UK)
Welsh Assembly Government
Western Union International Bank
Wind (Wind Rivers Systems Inc.)
Winterthur
Zurich Financial Services

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Philippe Donche-Gay, *Western Europe and TS (Technology Services) Global Coordination*

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Paul Spence, *Outsourcing*

Other Directors of the Group

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Philippe Christelle, *Internal Audit*

Lanny Cohen, *North America CS / TS*

Stanislas Cozon, *Public Sector*

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François Hucher, *Global Delivery*

Ian Jordan, *« i³ » Transformation Programme*

Bertrand Lavayssière, *Financial Services Sector*

Colette Lewiner, *Marketing and Energy & Utilities Sector*

Patrick Nicolet, *Sales*

Salil Parekh, *Coordination Capgemini – Kanbay in India*

Baru Rao, *Capgemini India*

Antonio Schnieder, *Global Coordination Consulting (CS)*

Raymond J. Spencer, *Financial Services SBU*

BREAKDOWN OF CAPITAL

Capgemini S.A. share capital (09/03/07): 1.158.552.520 €

Breakdown of capital
As at December 31, 2006

Non-French institutional Shareholders	French institutional Shareholders	Individual Shareholders	S. Kampf
68 %	21 %	7 %	4 %

CAP GEMINI S.A.

Operating Companies

Capgemini	Sogeti

Consulting Services
Technology Services
Outsourcing Services

Local Professional Services