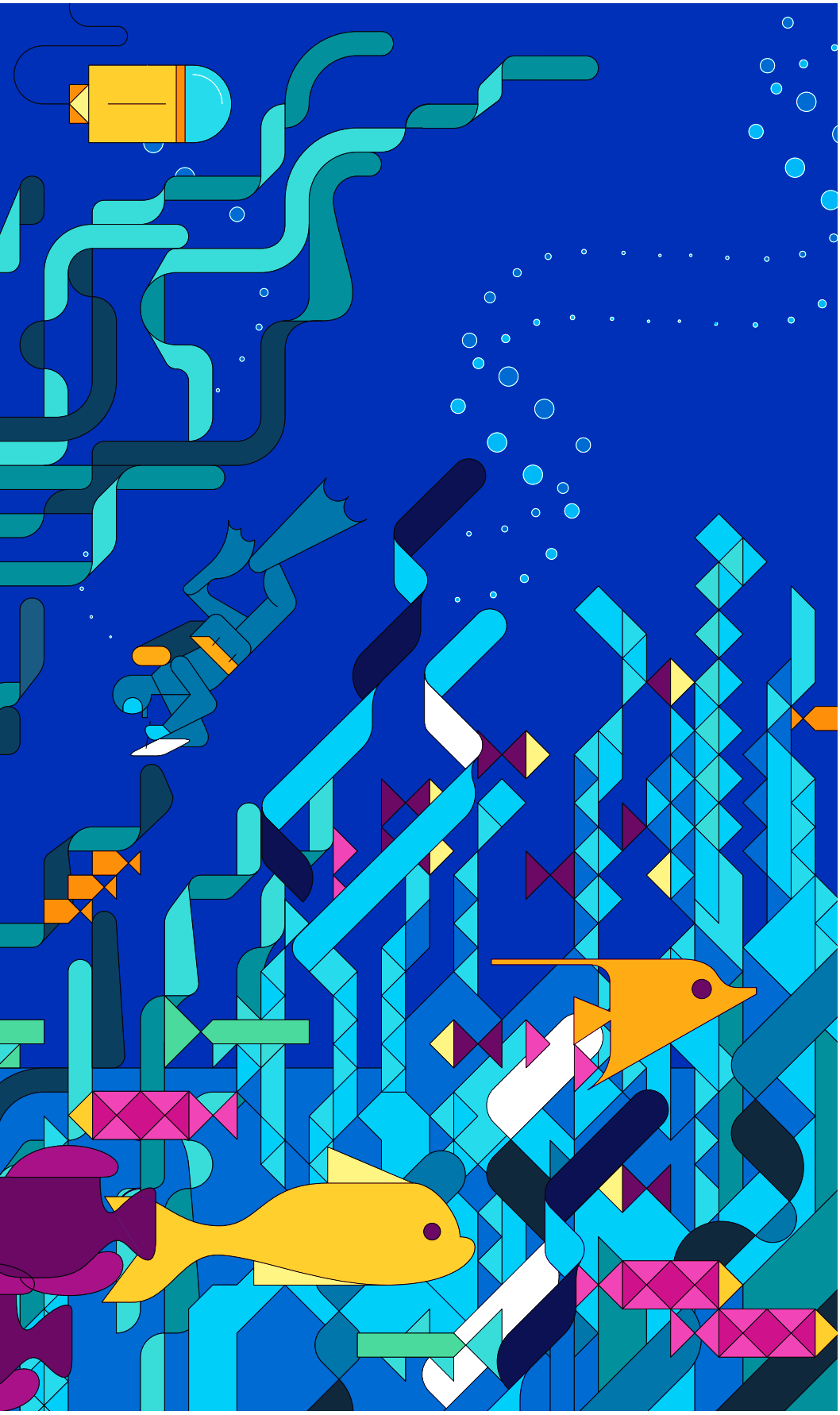


2023 INTEGRATED ANNUAL REPORT

Partner for a digital and sustainable world

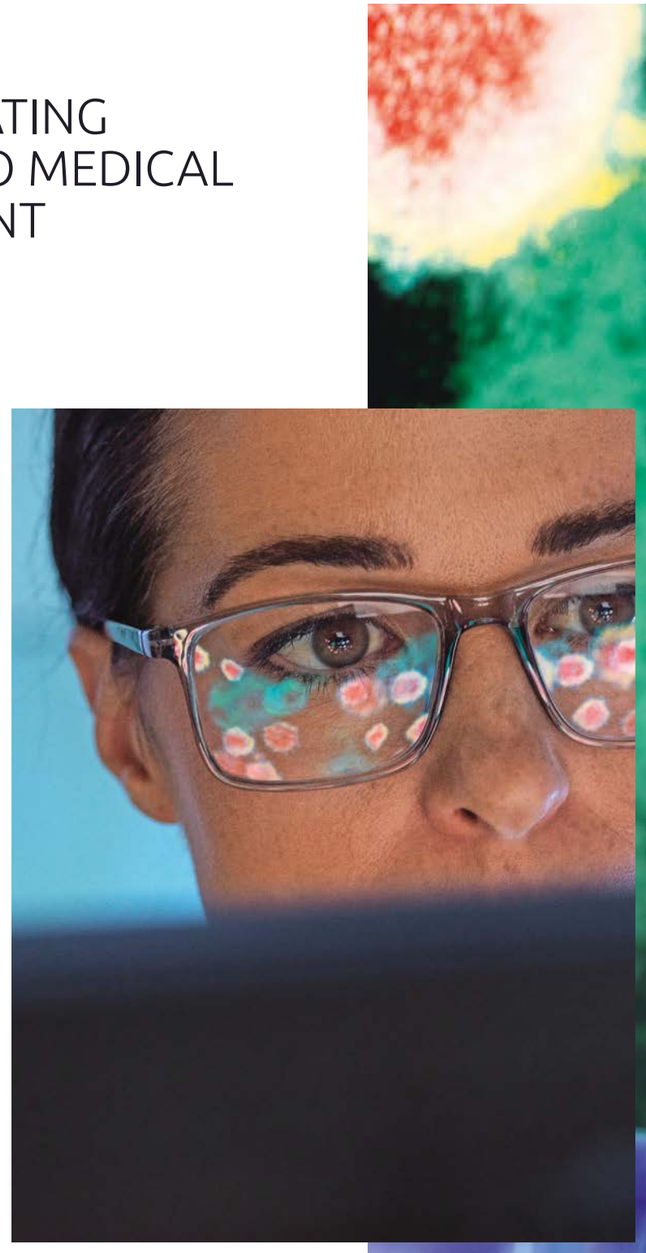
Capgemini

Our clients are wholly committed to the dual transition towards a digital and sustainable economy and this is profoundly transforming the way they create value. Today around the world, we are leveraging the expertise of our 340,000 employees who are mobilized around a common purpose: to unleash human energy through technology for an inclusive and sustainable future.

We work alongside businesses and organizations as they embark on their transformations and support them in the development of new sources of value creation. As our clients rethink their approach to innovating, producing or interacting with their customers, we are by their side.

Capgemini, the business and technology transformation partner of the world's future business leaders.

ACCELERATING ACCESS TO MEDICAL TREATMENT



Despite medical advances, there are still patients whose medical needs are going unmet. The speed and pace of clinical trial research directly impacts how quickly new medicines can be provided to patients. Capgemini is supporting **SANOFI** as they explore innovative approaches and digital technologies that can accelerate clinical research cycles. The dedicated program provides benefits all along the value chain for patients, investigators and doctors.

THROUGH ADVANCED DATA VISUALIZATION AND STREAMLINED DATA PROCESSING, RESEARCHERS ARE EMPOWERED TO NAVIGATE COMPLEXITIES SWIFTLY, FOSTERING INFORMED DECISIONS.

THE SOARING COST OF NEW LAUNCHES

Since 2010, the average cost of launching new medicine has risen by 67%, with clinical trials accounting for two thirds of R&D costs alone. As a key industry player, Sanofi needed to incorporate new and individually tailored therapies into its trial protocols, while developing more flexible designs to address patients' and sites' needs. The company launched a dedicated program to make life easier for patients, investigators and their sponsors throughout the course of the trials.

REDUCING DEVELOPMENT TIME

Sanofi's partnership with Capgemini aims to reduce the time required for developing new drugs by one to two years. Data visualization tools and accelerated data flow will also allow investigators to make better decisions, more quickly. Thanks to Capgemini's technological expertise, Sanofi is able to collect and analyze big data to devise a new algorithm for patients and share it amongst different centers. It can also offer more flexible, personalized patient journeys with increased homecare options, thanks to a digital and integrated patient platform.

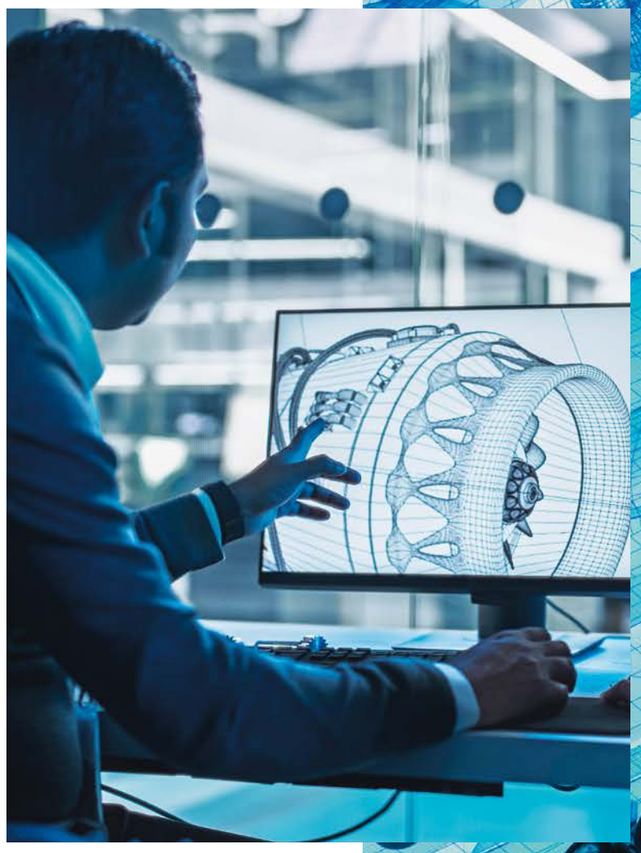
1-2

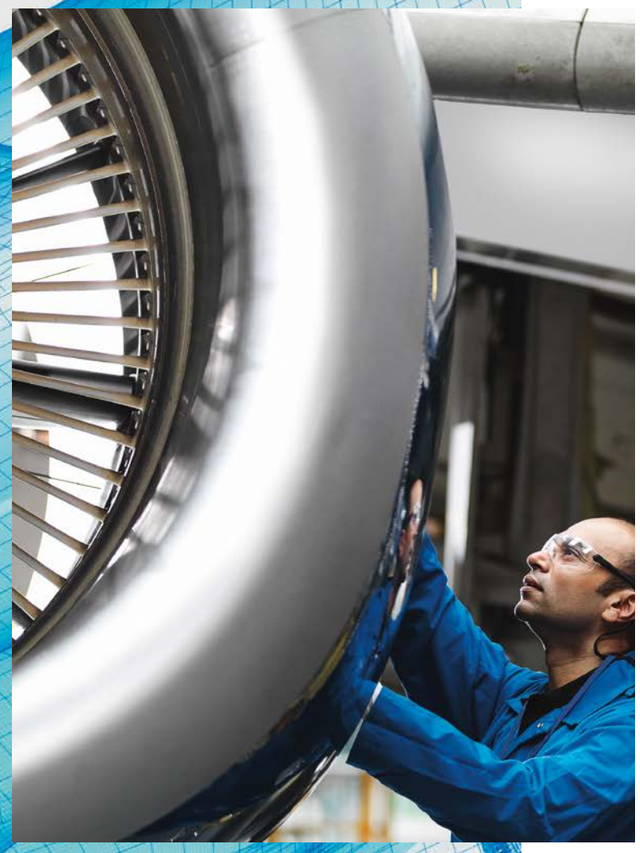
YEARS REDUCED DEVELOPMENT TIME

BRINGING MEDICINE TO PATIENTS QUICKLY

Thanks to a data-driven recruitment process, Sanofi has improved diversity in panels. And by improving the efficiency of its trials, they will reach their goal of bringing medicines to patients more quickly.

MOVING THE AEROSPACE INDUSTRY TOWARDS A CIRCULAR ECONOMY





Sustainability has not always been at the forefront of product development in the aerospace and defense industry. However, with 800 aircraft maintained or dismantled each year, the industry needed to find a way towards more circularity. Capgemini and **AMAZON WEB SERVICES (AWS)** have come together to develop a solution. This required the digitalization of hundreds of thousands of documents and parts that make up an aircraft, turning fragmented historical data into digital assets to increase the reuse rate of parts, and thus boost the adoption of circular economy practices.

A COMPREHENSIVE VIEW OF EXISTING PARTS

Capgemini and AWS leveraged their combined innovation and technology capabilities to create the Lifecycle Optimization for Aerospace platform. By digitalizing maintenance, the platform provides a comprehensive view and understanding of the usage of a part over time. The result is a time gain of 40% to 50% in analyzing parts.

800

AIRCRAFT "RETIRED" EACH YEAR

MOVING THE AEROSPACE INDUSTRY TOWARDS A CIRCULAR ECONOMY

By automating the inspection process, optimizing lifecycle analysis of aircraft parts, and guiding decisions to extend their lifespan, the platform is accelerating adoption of circular economy practices in the aviation industry. The ability to consider the aerospace industry's entire value chain, including maintenance, and being able to accurately monitor the condition of an aircraft at any time constitute key levers for the industry's overall transformation. Air France and Safran participated in the development of the platform and will be among its first users. Collecting historical information helps the aerospace ecosystem – owners, operators, and OEMs – to improve worldwide use of existing products.

40-50%

TIME GAINED IN ANALYZING PARTS

ENERGY COMMAND CENTER: A REVOLUTION IN ENERGY CONSUMPTION

With **SCHNEIDER ELECTRIC**, we set up an Energy Command Center (ECC) in Bangalore, India, for real-time monitoring and control of the energy supply of our eight campuses in India. This resulted in huge savings in the Group's energy consumption. Such actions align with our commitment to sustainable transition, recognizing the importance of efficient energy management in reducing environmental impact and promoting long-term sustainability.

29%

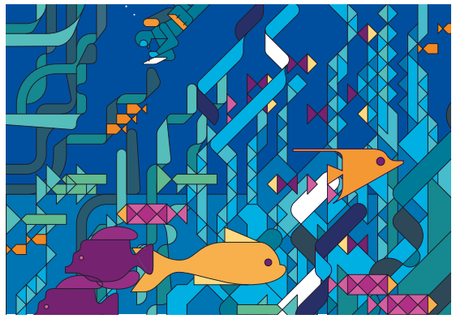
THE REDUCTION OF ENERGY CONSUMPTION ACROSS OUR INDIAN CAMPUSES COMPARED TO 2019

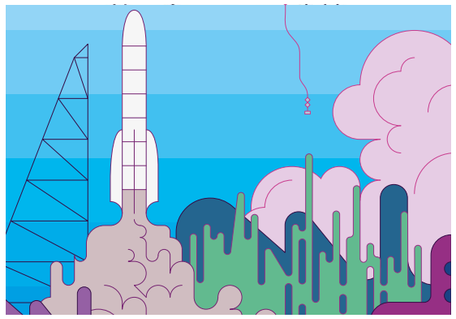
PARTNERSHIP IS IN OUR DNA

Schneider Electric contributed to a massive project that Capgemini has launched in India – a unique Energy Command center built on IoT-based architecture for intuitive resource management. It harnesses digitalization and a data-driven approach to monitor and manage performance of our energy assets, and further supports sustainability initiatives across our campuses in India. We now run all our offices using 96% renewable electricity for our own operations. Also, we are serving the demand of more and more clients who need support in managing their assets, and we are collecting data from these energy assets to deliver dashboards for energy transparency in order to drive sustainability.

70,000

TONS OF CARBON EMISSIONS REDUCED PER YEAR THANKS TO THE ECC





ANNE-MARGOT RAMSTEIN, reveals to us through her framings, her changes of angles, the beauty of minimalist or modest infrastructures, all while embracing a sustainable and digital perspective. This digital dimension is expressed through subtle and contemporary patterns present in her drawings, adding depth and modernity to her artistic work.

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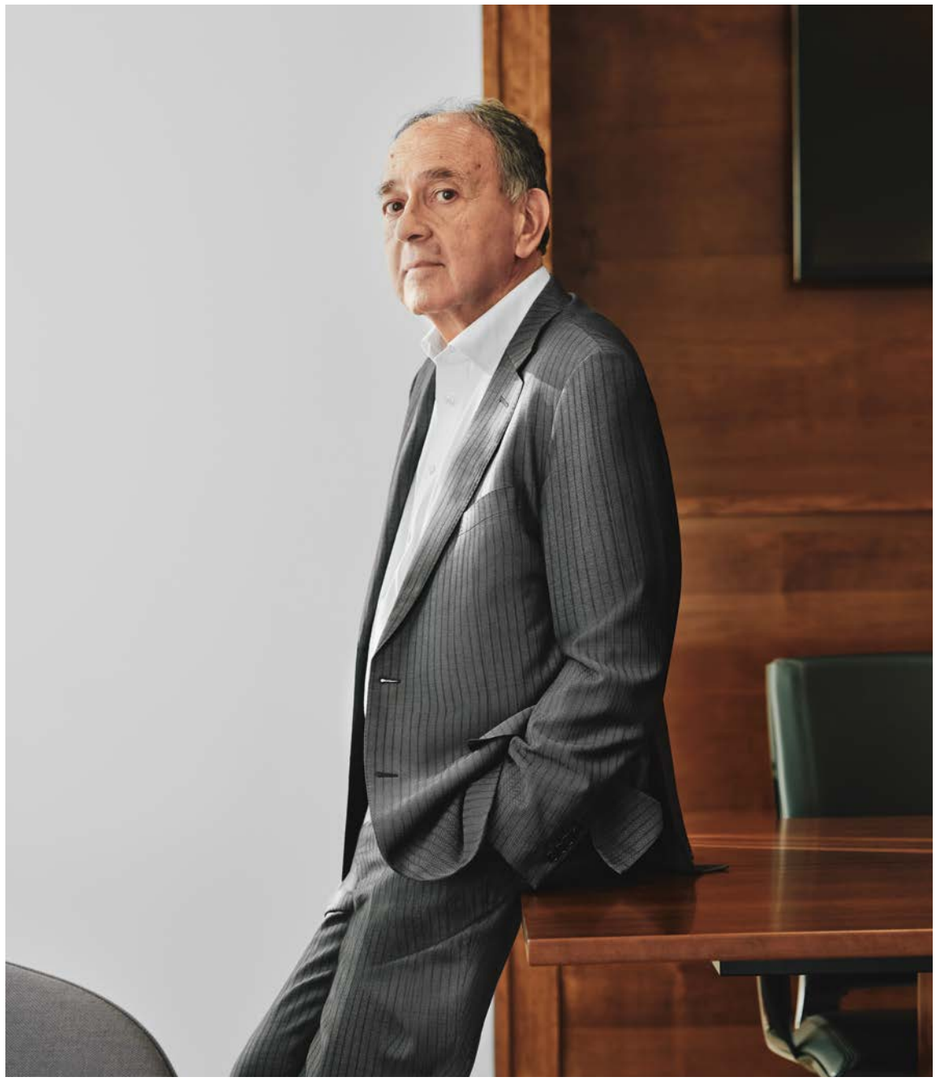


"EVERYTHING STILL, AND ALWAYS, COMES DOWN TO TECHNOLOGY AND INNOVATION."

PAUL HERMELIN

CHAIRMAN OF THE BOARD

Capgemini demonstrated its agility and resilience once again in 2023. The Group withstood the slowdown in demand which was most likely due to higher inflation and rising interest rates. We continued to invest and consolidate our status as a partner to our clients supporting their business and technology transformations. Despite the decline in demand, the Group improved its operating margin. The market's reaction to Capgemini's performance demonstrated investors' trust in the Group, in its captain, Aiman, and his entire crew. It is a well-known fact that we see who the best helmsmen are in light winds! It is therefore no coincidence to me that Capgemini is a partner to the America's Cup, an iconic sailing competition that takes innovation and technology to the highest level.

Everything still, and always, comes down to technology and innovation. Artificial intelligence has become the driving force behind transformation, with the sudden emergence of generative AI. Everyone has seen how, at tremendous speed, it has transformed the day-to-day lives of businesses and citizens alike. In record time, this technology has started being used in ways that we never thought imaginable, and its potential is seemingly boundless. In any case, generative artificial intelligence is ushering in a new era. The press likes to point out the risks associated with it (hallucinations, bias, the spread of deepfakes, intellectual property rights violations, high energy consumption, etc.). But we are truly on the verge of a revolution that will boost productivity and completely reshape many sectors. So, as always, we must redouble our vigilance and our efforts. Some might be tempted to rely entirely on regulation. But we should remember that what we need to control is how technology is used. We must beware of giving in to the absurd idea of censoring technology itself.

Your Board of Directors, which I have the pleasure of chairing, ensures the proper governance of the company. Its composition changed again in 2023. At your Annual General Shareholder's Meeting, two new members were voted in: Megan Clarken and Ulrica Fearn. They very quickly contributed to our work through their sector expertise and their understanding of financial aspects, inclusion and diversity, digital transformation and the US and Asian markets.

I started this letter with a sailing metaphor, and I'd like to end it with reference to a sport that is even more beloved at Capgemini. The 2023 Rugby World Cup, which we sponsored, brought out the enthusiasm and attachment that many of our employees feel towards this sport. At the risk of offending some, I would like to pay tribute to the winners, South Africa. The country's team showed uncommon strength of character. They beat France, England and New Zealand, each time by one tiny point. It is a testament to collective spirit, resilience and extraordinary mindset and strength of character. And that is the beauty of this sport. Serge Kampf would undoubtedly be extremely happy to see that his passion for rugby reigns as strong as ever in the Group he founded over fifty years ago. Serge was crazy about rugby, because he believed that it was the ultimate team sport. You cannot achieve anything in rugby without total engagement from all teammates, and every try is an achievement for the entire team. These collective values resonate intensely with those of Capgemini and continue to guide us today.

"WE ARE A BUSINESS AND TECHNOLOGY TRANSFORMATION PARTNER TO OUR CLIENTS. WE WORK HAND IN HAND WITH BUSINESSES AT EVERY STEP OF THEIR VALUE CHAIN."

AIMAN EZZAT

CHIEF EXECUTIVE OFFICER

2023 has been a year of growth for the Group. We anticipated a slowdown in the market and we succeeded in asserting our resilience by navigating the macroeconomic headwinds throughout the year. This allowed us to achieve excellent results which placed us amongst the most performing companies in our sector while we continued to gain market share. And for this, I would like to extend my heartfelt thanks to all our Capgemini team members for their dedication and mobilization. Ultimately, this year's performance was a crowning moment in a particularly dynamic decade. In ten years, the Group more than doubled in size, our operating margin increased by four points, while earning per share and our free cash flow almost tripled!

The scale of this performance reflects the extent of our Group's transformation, our discipline in execution and the accuracy of our positioning: we are a business and technology transformation partner to our clients. We work hand in hand with businesses across the executive C-suite and at every step of their value chain. The senior executives I meet with are fully engaged in transitioning towards a digital and sustainable economy and they trust us to guide them on their journeys.

Today, we are creating value and tangible business results through our industry-specific solutions for the world's leading businesses, and we are actively involved in their transition to net zero. And you can take our clients' word for it! In this report, you will find many client stories and conversations with leaders from Alstom and Telia attesting to this. On a more personal note, the Group holds a special place in my heart. I am extremely proud of how far we have come, both in terms of the strong acceleration the Group has demonstrated in recent years and how today, our clients consider us to be a strategic partner.

We cannot look back on 2023 without mentioning the breakthrough in AI and gen AI. It represents a huge opportunity for all businesses and we are a major player in this domain. Thanks to our expertise in this area our clients can explore, test and deploy – at scale – solutions that are capable of delivering undeniable business value. In just a few months, we succeeded in establishing partnerships with the biggest names in the market: Microsoft, Google, AWS, Salesforce and Mistral AI and our €2 billion investment plan will further strengthen our leadership.

This past year, we have taken important steps in ESG as well. We are a responsible business and we are systematically taking the necessary actions to create a more sustainable and inclusive world. We are leading the way with bold innovations to reduce our carbon footprint: 96% of the electricity the Group consumes is now renewable and our carbon emissions, across all three scopes, have decreased by 30% since 2019. In terms of social responsibility, we continue to make strides and employee training and upskilling remain our number one priority. The Group has strengthened its commitment to diversity and inclusion and I am proud of the way we are upholding the values of respect, tolerance and inclusion.

In this report you will discover what Capgemini stands for, its vision and the value we bring to our clients. You'll also be able to look back on an exceptional year of sponsorship – rugby, golf, hybrid motorsports. Our transformative power has crossed over into sports! I'm glad we will continue this journey into 2024 with the sponsorship of the emblematic America's Cup.

Today, while the global context is uncertain on many levels, I remain optimistic. I believe in the potential that technology has to build a digital and sustainable economy and we are committed to keeping people at the heart of it. I am confident in the Group's ability to grow and I know I can count on the energy and passion of all our people.

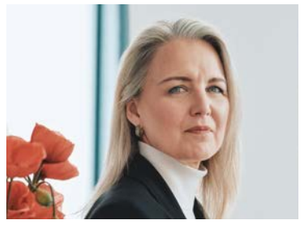
BOARD OF DIRECTORS

As of March 31, 2024, **the Board of Directors has 15 members,** of which 13 are elected by shareholders and two are appointed in accordance with the employee representation system. In total, 83% of the members are independent, 42% are women and 58% are men. The wide range of their experience and expertise contributes to the quality of the debates and the smooth functioning of the Board.

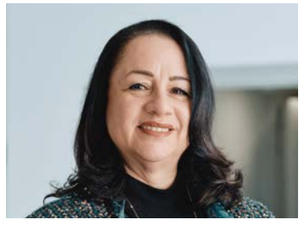
PAUL HERMELIN
Chairman of the Board of Directors

AIMAN EZZAT
Chief Executive Officer

MEGAN CLARKEN



ULRICA FEARN



MARIA FERRARO

PIERRE GOULAIEFF

SIÂN HERBERT-JONES

HERVÉ JEANNIN

BELEN MOSCOSO DEL PRADO

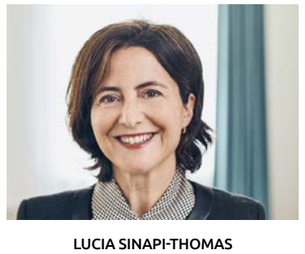
XAVIER MUSCA

FRÉDÉDRIC OUDÉA
Lead Independent Director, Vice-Chairman of the Board of Directors

PATRICK POUYANNÉ

OLIVIER ROUSSAT

KURT SIEVERS

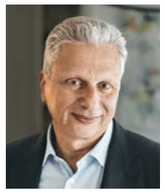


LUCIA SINAPI-THOMAS

EXECUTIVE COMMITTEE

As of March 31, 2024, **the Group Executive Committee comprises 37 members, including the 14 members of the Group Executive Board,** indicated **by an asterisk (*).** The Group Executive Board oversees the running of the Group's operations. The Executive Committee helps the Group Executive Board to define Capgemini's overarching direction.

It sets major strategic priorities, defines the action plans to achieve them, and ensures that these plans are effectively implemented at operational level. Four committees provide specialized backup for Group Management: the Commitments Committee, the Mergers and Acquisitions Committee, the Investment Committee and the Risk Committee.



AIMAN EZZAT*
Chief Executive Officer

FERNANDO ALVAREZ*
Strategy, Development & Alliances

JIM BAILEY*
Americas

NIVE BHAGAT*
Chief Financial Officer

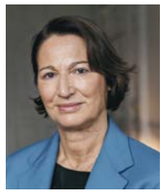
JEAN-PHILIPPE BOL*
Operations Transformation & Industrialization

ANIRBAN BOSE*
Financial Services & Asia-Pacific

ANDREA FALLENI*
Southern Europe

CYRIL GARCIA*
Sustainability Services & Corporate Responsibility

FRANCK GREVERIE*
Porfolio Offers, Global Business Lines[1]



ANNE LEBEL*
Human Resources

WILLIAM ROZÉ*
Capgemini Engineering

MICHAEL SCHULTE*
Northern Europe

OLIVIER SÉVILLIA*
Chief Operating Officer

JÉRÔME SIMÉON*
Global Industries & Ethics

(1) *Insights & Data, Business Services, Cloud Infrastructure Services.*

PASCAL BRIER
Innovation

KARINE BRUNET
Cloud Infrastructure Services

INMA CASERO
Deputy CHRO

STEFFEN ELSAESSER
Transformation

PATRICK FERRARIS
Sales, Southern Europe

ROSHAN GYA
Capgemini Invent

ARUNA JAYANTHI
Latin America & Canada

OLIVIER LEPICK
Group General Secretary

KARINE MARCHAT
Chief Financial Officer, Northern Europe

PAUL MARGETTS
United Kingdom

SHOBHA MEERA
Corporate Responsibility

NIRAJ PARIHAR
Insights & Data

MARIA PERNAS
General Counsel, Commercial & Contract Management

OLIVER PFEIL
Business Services

OLAF PIETSCHNER
Asia-Pacific

KARTIK RAMAKRISHNAN
Financial Services, Banking & Capital Markets

VIRGINIE REGIS
Marketing & Communications

ROSEMARY STARK
Strategic Clients

SHINICHI TONOMURA
Deputy CEO, Asia-Pacific

ERWOAN TOUCHE
Delivery & Quality

VOLKMAR VARNHAGEN
Operations, Capgemini Engineering

JEROEN VERSTEEG
Sales

ASHWIN YARDI
India

HIGHLIGHTS OF THE YEAR

Advancing sustainable air travel, supporting female leaders in rugby, expanding our semiconductor capabilities – 2023 brought a wealth of new endeavors that reinforced our position as a strategic business and technology transformation partner. The Group helped its clients to prosper in a digital and sustainable economy thanks to our acquisitions, partnerships, and thought leadership research reports.

2023

UNPARALLELED PRESENCE AT WEF

Capgemini joined leaders from business, government and civil society for C-suite discussions on AI, Intelligent Industry and sustainability at the prestigious invitation-only, 54th Annual Meeting of the World Economic Forum (WEF) in Davos, Switzerland. The forum was an opportunity for Capgemini, as a WEF strategic partner, to demonstrate how it helps clients leverage technology to build a sustainable, inclusive future and create long-term value that builds resilience, security and future growth. Aiman Ezzat took part in a key panel discussion entitled *Big Bets for Digital Industries*, describing the need to invest in skills, innovation and competitiveness to enable sustainable transformation for economic growth. Moreover, the Capgemini Pavilion served as an excellent venue for hosting clients and visitors for conference sessions around the theme of *Business, meet tech.* Visitors also experienced various demos and the PEUGEOT 9x8 Hybrid Hypercar drew crowds.

SCORING HIGH ON GENDER EQUALITY

For the second year running, Capgemini was listed in the Bloomberg Gender-Equality Index (GEI) 2023. This time the Group's overall score was above 80 points – close to 10 points higher than the industry average, with the maximum score of 100% in two categories: "Anti-sexual harassment policies" and "Pro-women brands". This performance in the benchmark index, which covered 484 firms, is proof that our strong commitment to gender equality and an inclusive workplace is being recognized by the industry. The proportion of women in the total workforce reached 38.8% at the end of 2023, up by 1 point year-on-year and almost 6 points up since 2019. The proportion of women in executive leadership positions reached 26.2%, up by 1.8 points year-on-year and more than 9 points up since 2019.

A NEW SUSTAINABILITY MILESTONE

Capgemini's offices in India are now operating on 100% renewable electricity. The share of renewable energies in the Group's electricity consumption reached 96% compared with 88% in 2022. This was made possible by onsite renewable energy generation, offsite renewable energy purchase through power purchase agreements, and green power purchasing through utility programs. Other decarbonization measures include the installation of solar plants on all campuses and a battery energy storage system (BESS) that allows Capgemini to store excess renewable energy generated from the solar plants during the day and use it during the evening peak hours. Capgemini also maintained its position on the A climate list in the 2023 CDP (Carbon Disclosure Project) assessment, released in early February 2024.

TOMORROW'S FEMALE LEADERS IN RUGBY

In 2023, twelve women from World Rugby's six regional associations received individually tailored coaching and training to develop their leadership skills in the latest chapter of the Capgemini Women in Rugby Leadership program. The program has proven to be transformational in identifying and developing current and next generation female leaders, with the goal of advancing parity and ensuring greater opportunities for women at all levels of the sport.

PARTNERSHIP WITH UNICEF

While children are the least responsible for climate change, they are likely to bear the greatest burden in the future. As a responsible business committed to environmental sustainability, Capgemini takes a 360 approach to reducing our environmental footprint, assisting clients with sustainability, and empowering the next generation with green skills. That is why Capgemini is bringing its resources and expertise to support UNICEF's Green Rising Initiative, which aims to mobilize millions of young people at a grassroots level to drive climate action. Capgemini will work with UNICEF's Generation Unlimited, a leading global Public-Private-Youth Partnership, initially on two educational youth-led projects in this three-year partnership.

A STRONGER FOOTPRINT IN JAPAN

Capgemini has signed a share purchase agreement (SPA) to acquire BTC Corporation (BTC), a leading cloud and digital services provider in Japan. This acquisition will boost Capgemini's cloud and digital capabilities in the country and help meet client demand for its end-to-end services. Founded in 2002 and headquartered in Tokyo, BTC comprises a 500+ strong team of highly skilled professionals who support organizations in solving their most complex challenges through agile and efficient development. Its offerings focus on cloud integration-related services to facilitate the digital transformation journeys of clients, including several international and local brands.

THOUGHT LEADER IN THE ENERGY SECTOR FOR 25 YEARS

A change in public perception along with sustained, realistic regulations will be necessary if we are to meet global climate goals. That is one key finding of the World Energy Markets Observatory (WEMO), our annual thought leadership and research report created in partnership with Vaasa ETT and Enerdata. The report also highlighted the power of consumer-led conservation efforts, such as the EcoMode campaign in the UK that resulted in a remarkable 12% reduction in household energy consumption. Now in its 25th edition, the report tracks the development and transformation of electricity and gas markets across Europe, North America, Australia, Southeast Asia, India and China. It is prepared by a global team of over 100 experts and includes 40 articles, all backed by rigorous analysis.

SHARING OUR COMPANY'S SUCCESS WITH OUR EMPLOYEES

The 10th Capgemini employee share ownership plan (ESOP) was subscribed to by more than 50,000 employees in the 32 participating countries. Our annual ESOP is a key tool for enabling staff to share the value they help create, and for attracting and retaining talent. The capital increase represents 1.8% of the Group's issued share capital and will contribute to maintaining Capgemini's employee share ownership level at around 8% of capital at year end.

Through our partnership with Chef Dinara Kasko, we are blending generative AI with culinary art, pushing the boundaries of creativity and innovation in pastry design for our gen AI marketing campaign.

TOWARDS AN AI-ENABLED FUTURE

Capgemini has established a dedicated generative AI practice to rapidly scale its capability, solutioning and delivery, as well as a Generative AI Lab that follows the evolution of the technology and researches the most relevant use cases and collaborations with businesses. The Group has also announced new partnerships in the generative AI value chain, including with Google Cloud and Microsoft. Capgemini aims to train a large part of its workforce on generative AI, embedding AI training as a key requirement into all of our development and training curricula.

AN ACQUISITION IN FINANCIAL CRIME COMPLIANCE

Capgemini signed an agreement to acquire the Financial Crime Compliance (FCC) division of Exiger, a global market leading practice. This acquisition will strengthen the Group's offerings in financial crime, risk management and regulatory compliance services. Founded in 2013, the FCC division of Exiger comprises a team of experts located in North America, EMEA and APAC, who specialize in advisory, analytics and managed services relating to anti-money laundering, Know Your Customer (KYC), anti-bribery and corruption, suspicious activity monitoring, sanctions, transaction monitoring and fraud. Its client roster is highly complementary and includes major players in banking, capital markets and fintech.

A STRONG INVESTMENT IN SEMICONDUCTOR CAPABILITIES

Capgemini already boasts global silicon engineering capabilities that rank among the world's largest and now these have been extended thanks to our acquisition of HDL Design House, a leading independent provider of silicon design and verification services in Europe. The deal also reinforces silicon services as a key enabler of the intelligent industry revolution where the Group is a leader. With headquarters in Belgrade, HDL Design House comprises approximately 300 highly skilled engineers delivering advanced custom chip designs for multiple industries.

SOLUTIONS FOR THE WORLD OF AVIATION

Capgemini is strengthening its position as a sustainable partner and helping push the boundaries of aerial mobility by working with French aeronautical company Euro Airship on the design, manufacturing and assembly of the Solar Airship One. The solar-powered airship is scheduled to take off in 2026 for a non-stop fossil fuel-free flight around the equator in the world's first demonstration of a completely new low-carbon mobility solution. Operating at an altitude of approximately 20,000 feet (6,000 meters), this cutting-edge aircraft is powered by a combination of a covering of solar film, batteries, and hydrogen fuel cells to generate power both day and night, theoretically enabling it to fly indefinitely.

ANNE LEBEL

CHIEF HUMAN RESOURCES OFFICER

“WE EMPOWER OUR TEAMS OF 340,000 PEOPLE TO CREATE BUSINESS VALUE FOR OUR CLIENTS.”

What skills and qualities do today’s employees require to stay at the forefront in serving client business needs?

ANNE LEBEL: This is an essential question for those of us working in human resources. The blurring lines between business and technology across all industries require a new breed of talent that combines technical skills and industry expertise… But that is just the start. In today’s fast-changing world, we attach increased importance to social and emotional capabilities: adaptability, empathy, storytelling – because these are character traits needed to understand the challenges our clients face today. A good example of these challenges is the surge of generative AI onto the scene in 2023.
Our responsibility is to ensure that our people are at the forefront of technology to bring value to our clients. To this end, Capgemini announced in July 2023 that it would invest €2 billion to strengthen its leadership in AI over the next three years.
And it’s not just about acquiring generative AI expertise. It is about leading in this field and applying the technology in new and meaningful ways across our clients’ value chains.

How does Capgemini help its people to grow?

A. L.: We want to build a company of “learn-it-alls”, not “know-it-alls”, turning potential into business value and ensuring our employees’ sustainability and long-term employability as their careers progress across Capgemini and beyond. We have developed a diverse and rich learning offering, aligned with our strategic objectives. Our digital learning platform embeds learning paths developed with prestigious knowledge and technology partners including Harvard Business. We are committed to increasing the learning hours of every employee. In 2023, we exceeded our global target of 5% growth in learning hours across the company compared to the previous year.
We’ve adopted a holistic approach to encouraging and nurturing talent through which we provide our employees with industry-specific knowledge at every stage of their careers. This starts on day one: new team members are onboarded in an industry, they are expected to develop a defined set of skills, they are trained through our industry campus, and even certified in order to recognize their expertise accordingly. They also join an online community, where they can address industry challenges through expert support, knowledge assets, peer engagement and by collaborating with partners. So, it’s really a long-term commitment.
We are a global and diverse company, and it is important to grow and learn from each other. Our professional communities bring together experts no matter where they live and work and, through them, individuals can receive tailored online support, peer-to-peer learning and participate in community events so that employees can develop the skills they need to perform and grow in a more informal setting. People also learn from experience.
Our commitment extends to crafting career pathways that enable individuals to broaden their expertise by transitioning seamlessly across diverse roles and business domains.

What makes working at Capgemini special?

A. L.: Over the past few years, Capgemini has focused on providing a highly engaging people experience, with attention given to key moments that matter in our employees’ lives. We take pride in our culture and founding values such as fun and team spirit. We want new joiners to feel welcome from day one, so our onboarding includes a buddy program for early support and networking opportunities.
At Capgemini we truly believe in our hybrid model: with hybrid working possibilities and flexibility in terms of working hours and work location, our employees can balance their professional ambition with their personal life.
We have active employee-led networks, such as Women@Capgemini, OUTfront and CapAbility, dedicated to advancing diversity, equity, and inclusion both in the workplace and in society at large. Employees today are driven to tackle social causes such as climate change and biodiversity. Through our global tech challenges, they can learn how to use technology for innovative solutions. This commitment to being an employer of choice was once again rewarded last year by our inclusion in the Universum Top 50 most attractive employers for IT students globally.

How does Capgemini build leadership?

A. L.: We recognize that a new type of leadership is needed to “unleash human energy through technology for an inclusive and sustainable future.” This is reflected in our leadership vision, and we look for well-rounded leaders who put the client first and can deliver our strategic ambition to be a leading transformation and technology partner.
We put a premium on promoting, to leadership positions, employees with a variety of skills, knowledge, and experience. Mobility within the Group has always been a key lever to grow leaders and enrich their experience.
We expect our leaders to inspire people and be attentive to diverse needs. Guiding teams in their development, providing feedback, betting on talent, and taking risks to develop people are key principles we want our leaders to demonstrate. And as a multicultural company, we expect leaders to be inclusive. They are equipped to adopt and promote inclusive managerial practices. Unconscious bias and inclusive behaviors are embedded into all our flagship leadership trainings. In 2023, our executive and senior leadership volunteered to host inclusion circles, to have open discussions with their teams either about unconscious bias or the value of diversity and inclusion in business.

OUR PEOPLE SPEAK

SKILLS EVOLUTION

"Capgemini has this amazing in-house digital training platform called Next. We update it every year to make sure we promote new content on the latest technology. I'm aware that we're operating in a space where technology is evolving at unprecedented speed. It's vital for us to be constantly upskilling our existing workforce, to make sure their skill sets stay up-to-date and relevant. When I joined in 2019, I mandated that every employee in our service should get several hours of technical training each year. We built wide-ranging training and certification programs for our teams with hyperscalers like Microsoft, Google and AWS to give staff opportunities to develop new technical skills. As the complexity of what we are managing increases, we're encouraging our specialists not only to deepen their expertise in their chosen technology but also to expand their knowledge more broadly, so they can effectively manage two or three technologies."

KARINE BRUNET
CEO, CLOUD INFRASTRUCTURE SERVICES

BOUCHRA MELLAS
DIRECTOR ER&D
MOROCCO

LEADERSHIP

"Over the past four years I've been involved in the Empow'Her program, an international network of organizations that empowers women to grow and develop, nurturing their freedom and capacity to excel in entrepreneurship. This has really helped me build my leadership skills. It gives me 360-degree feedback and assessments, and helps me identify my strong points and the ones I need to work on. I was put in touch with a mentor, who's based in India and has given me invaluable tips and opened networking opportunities to me. Today I manage a team of 1,200 people 45% of whom are women. I think they appreciate that I'm authentic with them; sometimes I speak to them in a Moroccan dialect, so they feel at ease. They're also interested in learning how I became a manager after starting my career so young. This is important since Morocco now has a growing pool of engineering talent on the international scene and I want to encourage young women to be part of it."

MARTIN SCOTT
HEAD OF PRACTICES UK

PERFORMANCE MANAGEMENT

"At Capgemini, we celebrate the things that go right and give employees regular and appropriate feedback to help them learn when things don't go so well. For that to work, we've created a safe environment so that they feel sufficiently supported to ask for help when needed. We need to clearly set realistic goals together, not just their ultimate goal, but also the signposts along the way. For me, performance management is demonstrating we care about someone's development. It's not about following a process although clearly a process is involved, but it's really about getting under the covers of why someone has joined Capgemini and why they want to pursue their career with us. It's being clear on an individual's dreams and aspirations. We need to understand that as leaders and managers so that we can support their progression. It's also making sure people feel that they have a voice. I always look at performance management as an opportunity to learn in both directions."

ANCHITA MAJITA
ENGAGEMENT MANAGER
CANADA

MOBILITY

"Internal job mobility has truly been a game-changer for my career within the company. In my case I initiated the transfer from India to Canada, where I had applied for a visa. My HR managers were very supportive and I was introduced to the North American leads. This internal move has allowed me to acquire a diverse set of skills and these new skills have helped me expand my professional network. Transitioning to a more client-facing role as an engagement manager has enhanced my conversational and presentation skills, as well as my stakeholder management abilities. I gained a deeper understanding of the end-to-end process, from proposal submission to contract execution and delivery. Today, I've had the opportunity to seamlessly integrate into a new culture while maintaining my career trajectory. The organization supported my learning journey through internal workshops and trainings, enabling me to grasp the prerequisites for success in my new role. And in return, they can leverage my contacts and experience."

RACHEL GREEDY
DELIVERY HEAD UK

SKILLS EVOLUTION

"The skills required to deliver value-driven transformation have grown massively in importance. Today, clients expect us to understand the challenges of their business, their industry and their competitive positioning. So we all have to be multi-skilled now. Our top talent programs and our leadership development programs focus on shaping a continuous learning mindset that forms the building blocks for self-development. While you can't be an expert in everything, what's most important is knowing where to find that expert – and having the network to reach out to that person. Personally, the opportunities I've had to connect and network, through learning and upskilling programs and initiatives, have been the single biggest factor to positively impact my career at Capgemini. I know that I can rely on the expertise of my peers and their desire to share their knowledge. These are essential in my role as delivery head and really help me deliver value to my client."

LEADERSHIP

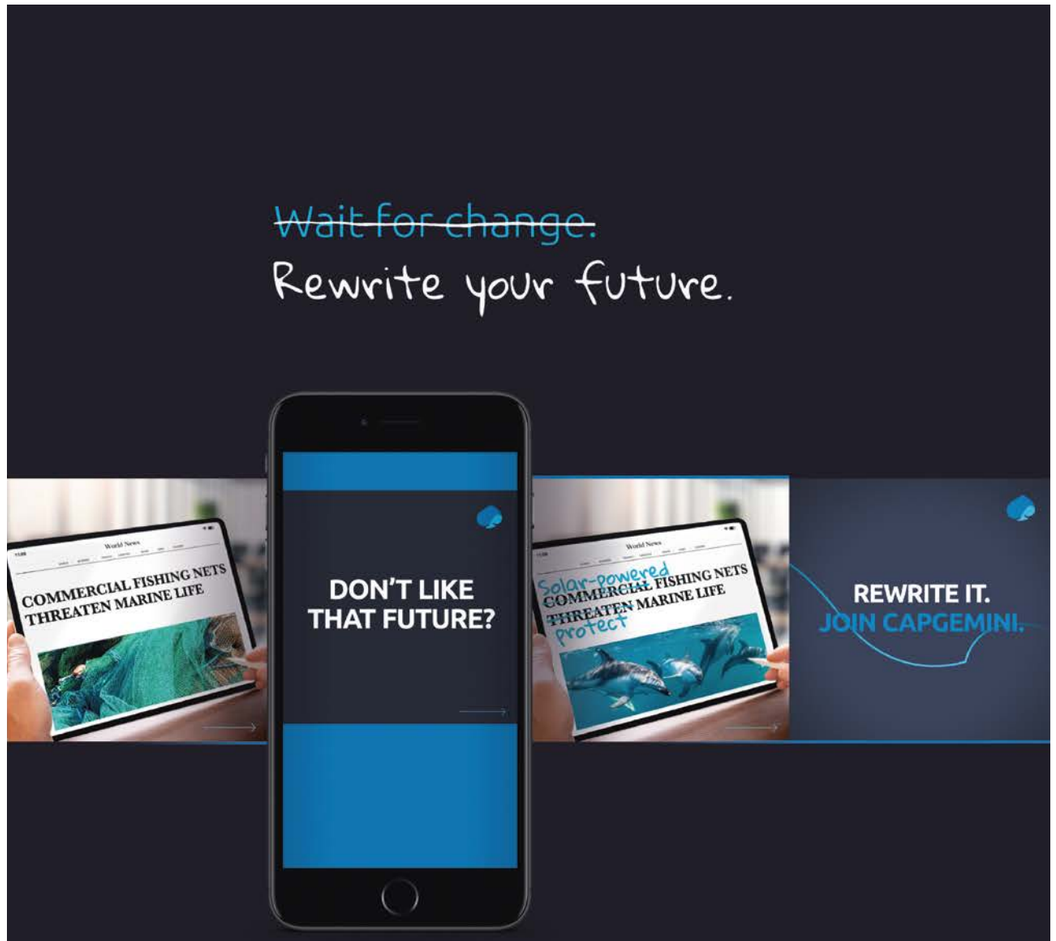
"In my role, I look at all kinds of emerging technologies and bring them to life within my organization, supporting our business in banking, finance and insurance. Sometimes this means I'm exploring and testing new technologies on the market, and other times I'm researching within Capgemini – unearthing the capabilities and skills that our people have and that can help create value for our clients. Being able to network with teams who have different expertise and perspectives from across the Group and enabling connections amongst these experts is a leadership skill that I have learned and developed at Capgemini. I would say that I now lead differently, to inspire and give a voice to a community of 2,000 architects. I'm really proud to see how we've created an open and honest community, where people are empowered and motivated to contribute on projects like our financial services playbook or industry-specific gen AI use cases."

SUDHIR PAI
CTIO FOR FINANCIAL SERVICES

PERFORMANCE MANAGEMENT

"My role as a process consultant to the India quality team involves analyzing, designing and improving business processes. I need to understand what processes we need to put into place for our clients and then to train the delivery team. Performance management helps me to grow by setting objectives. For example, I'll identify areas for improvement and then I'll upskill myself in the required technologies and I'll give myself a timeline. At Capgemini we have very frequent performance reviews, with quarterly reviews, then a final end-of-year review to help us track our progress and understand our strengths and weaknesses. These frequent check-ins mean that if there's something we haven't achieved in the first quarter, we can still try to achieve or accomplish it in the second or third quarter. We have constant feedback on what's going well and what needs improvement, or areas where a deep dive is needed. And you can ask for this feedback from anyone in the organization. Your manager, peers, or other colleagues and stakeholders give you a wide variety of points of view. This pushes you in a good way and you always know where you stand. My manager is very supportive and always encourages me to upskill. She's always there to guide me when I'm stuck on a project or facing new challenges."

NAMRATA JHA
SENIOR CONSULTANT
INDIA



What if you could rewrite the future?
At Capgemini, you can. In the second half of 2023, we launched an external employer brand campaign highlighting what is possible when you work at Capgemini. The campaign uses bold, engaging creative to show that at Capgemini, you can rewrite the future: you can make positive change for your career, our clients, and our world. With content covering everything from the range of learning and development opportunities available to examples of our most innovative projects, the campaign brings to life the best of Capgemini to engage and inspire potential talent.

OUR PURPOSE, VALUES AND ETHICAL CULTURE

At Capgemini, we aim to demonstrate our core values through our choices, with our team members working together to continue to uphold the ethical culture that has distinguished us from the start.

OUR PURPOSE
For us, technology promises progress. We are committed to being a benchmark in terms of our contribution to society, for both our own and our clients' activities, by promoting sustainability, diversity, equal opportunities and digital inclusion. Our values underpin not only our belief that digital transformation should benefit all of humanity, but also the ethical behaviors that help us achieve our purpose:

"UNLEASHING HUMAN ENERGY THROUGH TECHNOLOGY FOR AN INCLUSIVE AND SUSTAINABLE FUTURE."

OUR SEVEN VALUES
Freedom, Trust, Team Spirit, Honesty, Boldness, Modesty and Fun – our values express our character, our spirit. While our Group continues to evolve, our values remain constant, helping us to never lose sight of who we are. Profoundly entrepreneurial, we always encourage individual initiatives – within the discipline of perfect alignment with our values.

OUR ETHICAL CULTURE
At Capgemini, our ethical culture guides the behavior of each of us, encouraging us to adopt an ethical approach in all that we do – and that includes questioning and reflecting on our actions and decisions. Our ethical culture uses dialog to determine what "doing the right thing" means in our business, make sure we align with our values, and find the most ethical way forward.

- Our **Code of Business Ethics** sets expectations of how we should act in different situations, promotes an ethical mindset in our everyday operations, and inspires and guides us to act in line with our values.
- Safeguarding and championing human rights is deeply ingrained in our culture. Our **Human Rights policy** firmly expresses our commitment to respecting and upholding human rights and provides a clear framework for doing so.
- Our **Code of Ethics for AI** guides us on how to embed ethical thinking and behaviors into our AI-related work.
- **Ethics@Capgemini** annual training and **internal Pulse survey** feedback help us listen to our employees and drive continuous improvement.
- Our **SpeakUp** helpline, available 24/7 online and by phone, enables staff and external stakeholders to report ethical concerns or seek advice, without fear of reprisals. Conflicts of interest can happen to anyone, but they must be declared.
- **Our Conflict-of-Interest policy** helps identify actual, potential, and perceived conflicts of interest, while our web-based tool **Declare** enables conflict-of-interest situations to be declared and managed.

ONE OF THE WORLD'S MOST ETHICAL COMPANIES

We nurture our ethical culture year on year, regularly asking for employee feedback and constantly striving to improve our approach. This has helped us achieve a ranking among the most trusted and respected companies, and we are proud to have been recognized as one of the World's Most Ethical Companies® by the Ethisphere® Institute for the 12th year in a row.

DIVERSITY AND INCLUSION IN ACTION

SHAPING AN INCLUSIVE FUTURE FOR ALL
With close to 340,000 employees in more than 50 countries, representing 160 nationalities, our vision is to create a vibrant and inclusive workplace representing society in all its richness. As a leading business and technology transformation company, it is our strong conviction that a diverse workforce and an inclusive and equitable culture boost creativity and innovation and are, therefore, integral to being a high-performance company.

OUR COMMITMENTS
As a people-first company, attracting and retaining talent is instrumental to our growth and performance. Our definition of diversity encompasses all personal attributes, to reflect the full breadth of society. It includes, among other factors, sex and gender identity, age, race/ethnicity or nationality, sexual orientation, social origin, cultural identity, faith, diversity in physical capacities, neurological profile, working methods, skills, and experience. Our Diversity and Inclusion Policy reflects our commitment and comprises flagship programs to build a more inclusive workplace and ecosystem by:

- Being a destination company where all talent can thrive
- Offering an inclusive workplace with equal opportunities for all
- Strengthening our inclusive culture, engaging all our workforce
- Making sure digital transformation brings opportunities for local communities and broader society

DIGITAL INCLUSION: SHAPING POSITIVE FUTURES FOR OUR PEOPLE, PLANET AND SOCIETY
In the current landscape of the dual digital and sustainability transition, digital empowerment plays a pivotal role in determining societal and digital inclusion. That is why, at Capgemini, we are committed to being a leader in digital inclusion. Our convictions are rooted in the belief that technology should open doors to the future for all.

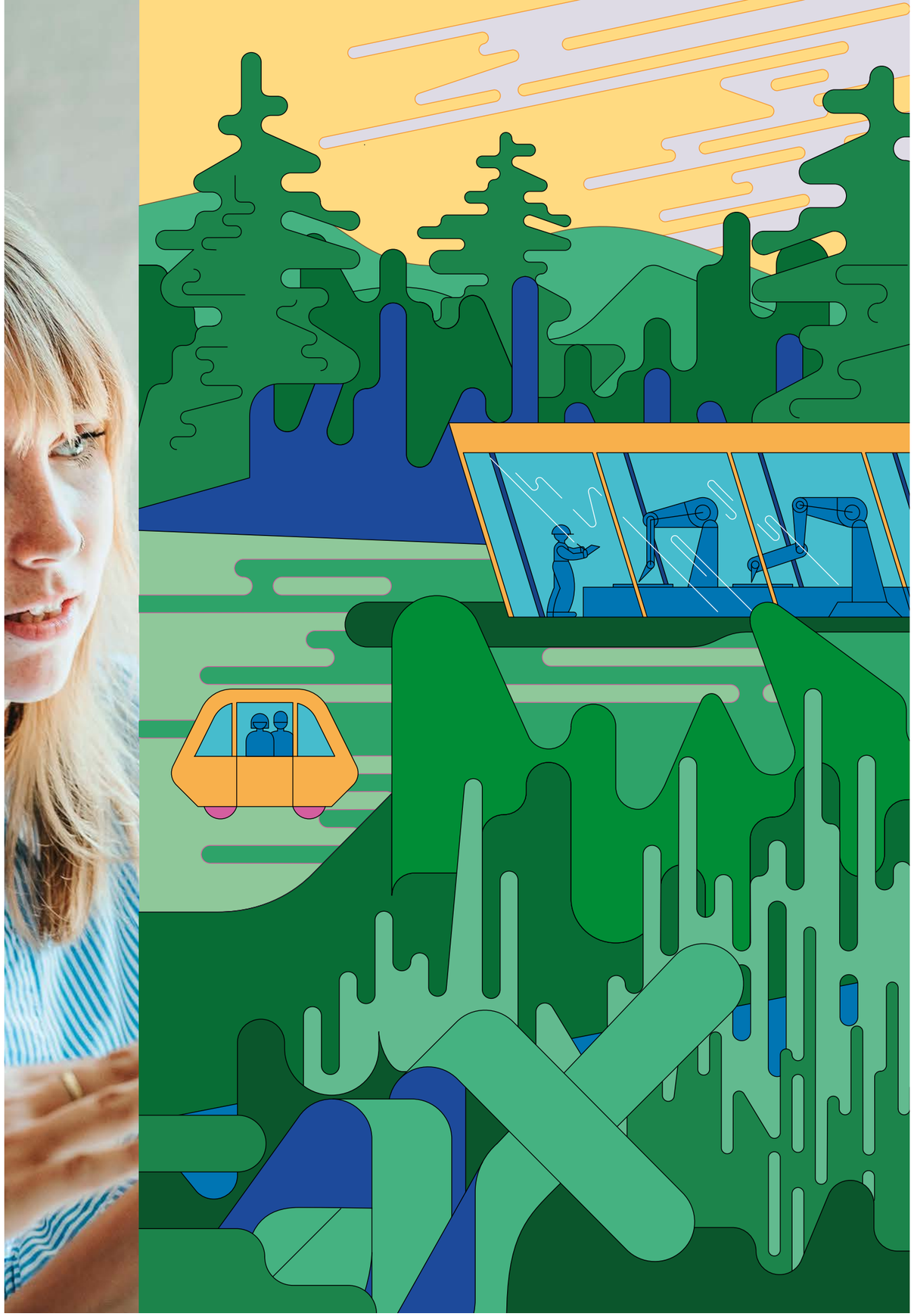
38.8%
FEMALE
WORKFORCE

26.2%
WOMEN IN EXECUTIVE
LEADERSHIP POSITIONS

+4.4%
INCREASE IN REPRESENTATION OF
PEOPLE LIVING WITH A DISABILITY IN 2023

40 k+
DIGITAL ACADEMY GRADUATES
WITH 6.9 K WORKING
IN CAPGEMINI (SINCE 2018)

By combining our strength in technology and innovation with the skills and passions of our people, we are bridging the digital divide and developing innovative solutions and programs, from enabling digital careers to leveraging technology to address the challenges of our lifetime: social inequality and climate change. Being mindful that technology is a powerful enabler and accelerator but not a solution in itself, we drive impactful digital inclusion initiatives hand in hand with our ecosystem of not-for-profit partners to equip underprivileged individuals with the skills they need to thrive in a digital world.



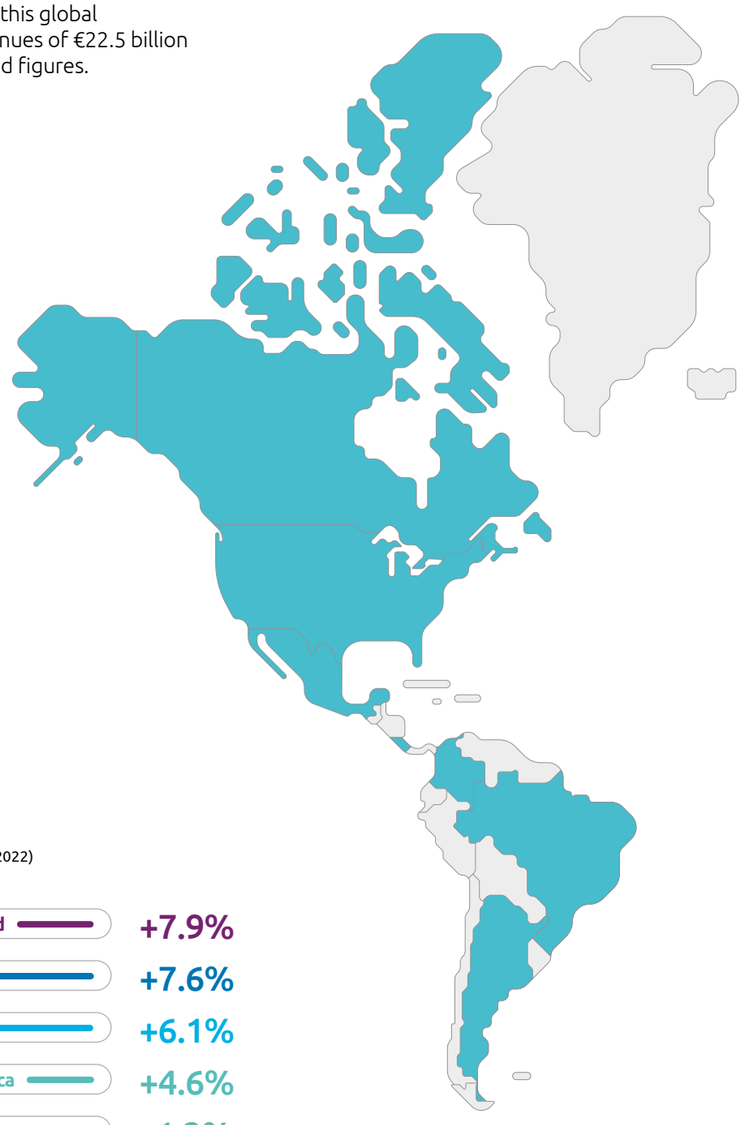
1.

BUSINESS X TECH

Our Intelligent Industry approach heralds a transformative era. By integrating software, data, and services to innovate processes, development, and supply chain management, we help businesses unlock new efficiencies and possibilities, and ensure they remain agile and competitive. We leverage the synergy of digital and engineering capabilities to deliver intelligent, scalable solutions, accelerating our clients' path to innovation and industry leadership.

THE FUTURE OF INDUSTRIES IS HERE

Our teams of experts in more than 50 countries are working with companies everywhere around the world to unlock business value. Thanks to this global presence, Capgemini reported revenues of €22.5 billion in 2023, up +2.4% vs. 2022 published figures.



REVENUE GROWTH

at constant exchange rates (2023 vs. 2022)

United Kingdom and Ireland	+7.9%
Rest of Europe	+7.6%
France	+6.1%
Asia-Pacific and Latin America	+4.6%
North America	–1.3%

In the following pages, we delve into how we are helping key clients transform their businesses today.

CLIENT TESTIMONIALS

- TELIA
- ALSTOM

OTHER CLIENT STORIES

- NESTLÉ
- AIRBUS
- BNP PARIBAS
- ERAMET
- NATIONAL GRID
- NESPRESSO
- SYMBIO
- KUEHNE+NAGEL
- ALBERTSONS MEDIA COLLECTIVE
- ALSTOM
- GENERALITAT DE CATALUNYA
- UNIVERSAL HYDROGEN
- AIRCAPTURE
- AUTOMOTIVE CELLS COMPAGNY
- CHEVRON PHILLIPS CHEMICAL
- TWININGS OVALTINE
- BREITLING
- AUTO CLUB GROUP

JÉRÔME SIMÉON

GLOBAL INDUSTRIES HEAD

"OUR INDUSTRY FOCUS ACTS AS A CATALYST THAT BRINGS TOGETHER OUR PARTNERS, ECOSYSTEM, PORTFOLIO, EXPERTISE, ASSETS AND CAPABILITIES ON A LARGE SCALE."

The need for a dual transition to a digital and sustainable economy has changed the game across industries. To turn these challenges into business opportunities, we mobilize our industry expertise and our mastery of new technological levers, with AI at the forefront, to create value and maximize impact for our clients.
Our successes in aerospace and defense around improving the lifespan of aircraft parts, and in the fintech and insurance sectors – particularly in building bolt-on digital businesses beyond our clients' core products in pet insurance or unsecured lending – attest to our ability to bring about this disruption.
Jérôme Siméon, Global Industries Head at Capgemini, answers three big questions.

What are the major market forces driving industry transformation today?

JÉRÔME SIMÉON: Sustainability, digitalization, and new technologies. Our clients are facing major, rapid and concurrent changes that are disrupting both their ecosystem and their value chain, the way they design their products and business models, and even the customer experience. Of course, there are differences from one sector to another, but they all have one thing in common. Everywhere there is a strategic need to devise new business models, create value and identify new sources of growth. To do this, they need to structure partnerships and ensure they have the necessary long-term capabilities. Capgemini is the partner of choice: we enable them to achieve tangible results and create a competitive advantage in the areas that generate the most value for them. We do this through integrating sustainability right from the design stage, leveraging our scale and solid technological expertise and digital innovation capacities, to proactively delivering end-to-end global industry-specific solutions.

How is Capgemini leveraging its industry knowledge to unlock client business potential?

J. S.: Our industry focus acts as a catalyst that brings together our partners, ecosystem, portfolio, expertise, assets and capabilities on a large scale. Among the questions most frequently asked by our clients, one stands out. How can we disrupt without being disrupted? To answer this question, we draw on what makes us unique: our cutting-edge industry knowledge, and our ability to understand both the dynamics of the sector and the unique situation of each client. Our industry focus also enables us to make the most of each innovative technology, not just at the moment, but to envision its applications to help change the game in the future. This is what we are doing with Albertsons Media Collective, for instance, where we leverage our intelligent process automation technology, underpinned by robotic process automation (RPA) and generative artificial intelligence (AI), to unlock deep learning insights for media planning and real-time creative optimizations.

How do our strategic partnerships demonstrate our commitment to support our clients' leadership?

J. S.: Our course is clear. To help our clients be leaders, we have to be a leader. This means staying one step ahead, and anticipating both the innovations and the new expertise they require. This is what we've done with Siemens in our partnership around gigafactories by taking a simulation-first approach to development, connecting the digital and physical manifestations of gigafactories, developing and deploying data-driven operations and maintaining a secure platform. Increasingly, we need to promote the construction and operation of assets and industrial platforms as part of the services we provide to our clients. This also means continuing to create industry-led ecosystems, and going beyond technology partnerships to set up commercial partnerships for the development of specific solutions. As an example, in 2021 we joined the Edge for Smart Secondary Substations (E4S) Alliance and we're continuing to contribute to it in order to shape a standard, flexible, manageable and interoperable platform for next generation smart grids. The key to our success is attracting the best experts, people who are passionate about the industry. Our attractiveness can be attributed to our industry knowledge.
We now need to go even further – in 2023 we launched major training and certification programs. In the coming years, will continue to hone our skills and our talents to nurture this unique leadership.

OUR RESEARCH TO GUIDE STRATEGIC CHOICES

SHAPING THE FUTURE WITH PRECISION

The Capgemini Research Institute (CRI) is at the forefront of driving sustainability and efficiency through the strategic application of artificial intelligence (AI) and digital technologies, with a commitment to delivering unparalleled research. Our research teams across the UK, US, Singapore and India have earned us the top global ranking for research quality six times in a row. Here we delve into three pivotal trends and provide an overview of some of our latest reports and insights.

THE CAPGEMINI RESEARCH INSTITUTE'S BLEND OF DATA, ANALYSIS, AND EXPERTISE

How can gen AI change customer experience? How are supply chains evolving to become sustainable by design? Our global network of enthusiastic and inquisitive experts bring together original topics with robust research, sharing answers and giving different perspectives. They leverage our 340,000+ employees' collective knowledge of consulting, technology and engineering, working closely with clients, in-house experts and technology and academic partners to explore the latest developments in business and technology. The CRI devises bespoke strategies, harnessing extensive research and Capgemini's deep consulting and digital transformation expertise to deliver impactful solutions. It champions a data-driven approach, synthesizing quantitative and qualitative data to provide precise market and consumer insights, translating intricate data into decisive action. With its global network of seasoned experts, the CRI is at the forefront of identifying trends and proffering forward-thinking advice, thus cementing its status at the vanguard of forecasting pivotal global advancements. Furthermore, the CRI's collaborative leadership, in unison with policymakers, corporate frontrunners, and innovators, underscores its capacity to not just adjust to, but also delineate the trajectory of various industries.

EXPLORING THREE MAJOR TRENDS

FUTURE OF ORGANIZATIONS: HARNESSING THE VALUE OF GENERATIVE AI

Generative AI is at the forefront of strategic transformation across industries, offering unparalleled potential for innovation and efficiency. With capabilities extending to content generation in text, images, and videos, it challenges traditional notions of creativity and operational tasks. Key technologies like OpenAI's ChatGPT highlight its application in enhancing customer engagement and streamlining services. This shift is recognized at the strategic level, with 96% of organizations considering its impact on their growth and operations. Executives anticipate a significant boost, forecasting a 7-9% increase in performance metrics over the next three years, signaling a major industry evolution. Generative AI is not just an emerging technology; it's a strategic lever for organizations aiming to redefine their market positioning, operational models, and value creation pathways.

FUTURE OF CUSTOMER EXPECTATIONS: REVOLUTIONIZING CUSTOMER ENGAGEMENT IN A DIGITAL WORLD

In 2023, consumers continued to worry about the cost-of-living crisis and their personal financial situations amid persistent rising inflation, although concern was slightly lower than the previous year. People are increasingly leveraging generative AI to guide their buying decisions, with about 20% of consumers using it and over half following its product recommendations, especially among Gen Z. Again looking at this demographic, social commerce is gaining transaction where 46% have made purchases throught social media. Sustainability awareness is on the rise, with 60% of consumers wanting more brand transparency on product origins and practices. Trends indicate opportunities for brands to adopt innovative technologies like generative AI to reduce costs and enhance customer focus, capitalize on social commerce, and educate consumers on sustainable shopping, particularly in reducing food waste.

SHAPING SUSTAINABLE AND RESILIENT SUPPLY CHAINS

Supply chain orchestration aims to create a seamless, efficient supply chain through advanced technologies and innovative processes, focusing on improving cost, quality, customer satisfaction, and sustainability. Key technologies include ERP (Enterprise Resource Planning) systems for core process integration, transportation orchestration for logistics visibility and risk management, advanced analytics and AI for predictive analysis and real-time decisions, and IoT for in-depth data collection across the supply chain. However, before a fully optimized supply chain can be achieved, there are challenges to overcome like ensuring resilience, overcoming operational hurdles, and securing ROI from digital investments. A strategic approach with a data-centric IT architecture, harmonized processes, effective governance, and cross-departmental collaboration is essential.

#1

WE ARE PROUD TO HAVE BEEN RANKED NUMBER ONE IN THE WORLD

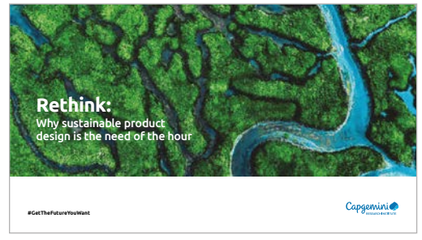
for the quality of our research by independent analysts for six consecutive years, an industry first. Tens of thousands of executives have already benefited from our research.

FIND OUT MORE: OUR PUBLICATIONS

***Conversations for tomorrow* is Capgemini's flagship publication targeted at a global audience.** It showcases diverse perspectives from best-in-class global brands, leading public figures, academics, and influencers on a chosen theme, such as climate tech as seen here.

Generative AI and the evolving role of marketing: A CMO'S playbook – This edition delves into the unprecedented growth and the myriad opportunities that generative AI brings to the field of marketing.

The eco-digital era™ – The dual transition to a sustainable and digital economy.



Sustainable product design – Sustainability is a cornerstone of today's manufacturing operations, but are organizations doing enough?

Telia

A JOURNEY OF INNOVATION, PARTNERSHIP AND SUSTAINABILITY

RAINER DEUTSCHMANN,
GROUP CHIEF OPERATING OFFICER AND HEAD OF COMMON PRODUCTS AND SERVICES (CPS)

Three years ago, you initiated a daring program to transform Telia into a digital telecommunications company, with clear business and technology objectives. Will you tell us about this transformation? How far have you come and what role does Capgemini play?
Indeed, we have embarked on a customer-experience-led transformation, whereby we defined customer and business ambitions, derived the required enablers, and then focused 100% on execution. In my words, we simplify, standardize and scale (our 3Ss) our products, processes, platforms, people (our skills), and partners (our 5Ps). Our team has worked immensely hard and it paid off. We have returned to top- and bottom-line growth and improved customer satisfaction. We have simplified by retiring more than half of our legacy products and platforms and reduced the number of systems integrators we work with by more than 80%. We have standardized networks, processes and APIs, and we have scaled new products, platforms and partners across our markets for better efficiency, quality, and time to market. We have selected Capgemini as one of a very small number of strategic partners to support us on this journey with capabilities and capacity we did not have at the outset.

Can you describe your relationship with Capgemini in more detail? How are our teams helping you to achieve your goals?
Capgemini and Telia have a long-standing relationship of trust, which laid the groundwork for us to become strategic partners. We have jointly defined clear focus areas and goals in our transformation, such as simplifying, standardizing and scaling our business support systems for optimal efficiency, time to market and quality. I believe the key success factor is Capgemini's outstanding people, including my executive counterpart, delivery leads and all of the experts on the ground. We have gone through stressful times together and emerged successful. Our partnership is based on respect, trust and transparency while relentlessly delivering with passion.

How important are the topics of generative AI and sustainability for Telia?
As we enter the next phase of our transformation, we will continue to simplify, standardize and scale, and we will derive exponential value from the analytics foundation we have built over the last three years. We have deployed generative AI use cases across all our domains – customer, product, technology, and enterprise. For example, chat bots to reduce customer care costs and improve customer satisfaction, generative-AI augmented products, AIOps, and developing Copilot using our Telia-wide GitHub repository to greatly increase productivity. Sustainability is embedded as an integral part of our strategy and we have emerged as a leader – demonstrated, for example, by our CDP score increasing from D in 2018 to A–. By the end of 2023, suppliers who accounted for 52% of Telia's supply chain emissions from purchased goods, services, and capital goods had established science-based climate targets. Telia is committed to reducing its CO_2 emissions by at least 90% across the whole value chain and neutralizing the rest by 2040. Another example is that we successfully leverage our Telia Finance business to support our handset and device refurbishment commitments. And our IoT technology makes significant contributions to sustainability, particularly in sectors such as transportation and smart energy management.

ALSTOM DIGITAL TRANSFORMATION FOR SUSTAINABLE MOBILITY

ALEXANDRE DOMINGUES,
CHIEF DIGITAL TRANSFORMATION OFFICER,
ALSTOM

What is Alstom's strategic plan for 2025, and what are the two major challenges it aims to address?
Alstom's strategy is to advance towards smarter sustainable mobility by leveraging cloud technology and digital innovation. The Group addresses the urgent need to mitigate the climate crisis by promoting a modal shift in transportation preferences, making rail options more appealing and financially accessible.

How does Alstom plan to enhance its innovation policy and contribute to making trains greener and more digital? And why is Capgemini the partner of choice in helping Alstom achieve this?
By focusing on digital solutions across operations, maintenance, and passenger experience, Alstom plans to introduce iterative, customer-centric technologies. This includes transforming industrial practices and adopting a SaaS model, ensuring robust cybersecurity, and integrating AI capabilities to boost operational efficiencies and address customer needs. By extending its scope into technical areas such as cloud management and DevOps, our partner Capgemini provides crucial cybersecurity support and leverages its close relationships with our clients to understand and solve the challenges of digital transformation.

What is Onexis Cloud, and how does it contribute to Alstom's digital transformation goals? What part did Capgemini play?
Onexis Cloud stands as a pivotal operational hosting platform within Alstom, tasked with managing essential applications such as train monitoring and predictive maintenance systems. This initiative marks a significant shift towards focusing on the intrinsic business value of applications, as opposed to their IT management. This transition is facilitated by Capgemini's involvement and core competencies with Microsoft.

What is the business impact of the partnership between Alstom and Capgemini, particularly with regard to the Onexis Cloud platform?
Capgemini enhances Alstom's service delivery and innovation capabilities, and supports the rapid expansion of industry operators using Alstom's services. While it's difficult to quantify specific figures due to the integration of Onexis Cloud within larger contracts, this partnership has notably accelerated the time to market for our offerings, and we aim to integrate around 25 standardized application services.

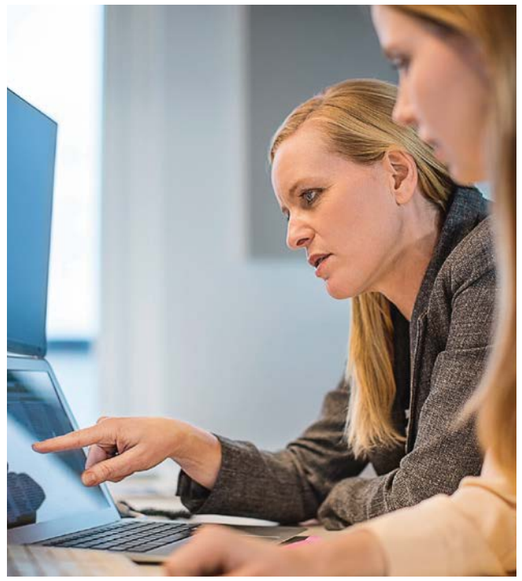
MORE CLIENT STORIES

What if AI was our best ally in ensuring our favorite pet's wellbeing? Nestlé Purina's innovative spirit and profound expertise in the pet industry led them to partner with Synapse and Cambridge Consultants (both part of Capgemini Invent) to develop and launch the Petivity Smart Litter Box Monitoring System, a sophisticated device ecosystem that enables pet owners to better understand and care for their cats. This strategic collaboration was pivotal in achieving an offering that is worthy of the Purina brand, while also being a viable new business line. Our involvement extended beyond the technical solution, as we helped shape new business, pricing, and operational models that deliver substantial value to Purina and its customers, propelling the brand into a new era of connected, customer-centric pet care.

Nestlé

The aerospace and defense industry is confronted with new challenges: implementing strategic and innovative programs – with shorter development timelines, while concurrently exerting greater control over its environmental and regulatory impacts.
We supported our long-standing client Airbus, a leading aircraft manufacturer, in its ambitious DDMS (Digital Design, Manufacturing & Services) initiative that takes a digital-first approach to the way aerospace products are designed, manufactured and operated. We drew on our dual IT and business expertise in Intelligent Industry to support Airbus in maintaining digital continuity and ensuring the efficiency, coherence, orchestration and compliance of new products brought to market, industrial resources and associated services. In France and Germany, this approach has supported Airbus in digitalizing and revamping previous A380 hangars to facilitate A321XLR production without disruption.

AIRBUS



To achieve BNPP's goal of maintaining its leading position and being at the cutting edge of innovation and new services, its French branch BCEF launched DITA, a unit focused on innovation. Since 2021, Frog, part of Capgemini Invent, has supported DITA in exploring new trends, conducting 10-week innovation sprints to validate strategies, and implementing acceleration projects to refine and enact changes. More than ten projects have been completed in the last three years, drawing on our banking, technological and organizational expertise to devise cutting-edge solutions. For example, in 2023 our teams contributed to the set-up of three major projects within BNPP: *Mobility 4you,* a platform that offers private customers mobility solutions, as well as the associated financing and insurance services, combining the BNPP Group's strengths in banking, credit and mobility; *My Private Assets,* a service that gives private banking clients access to private equity investment opportunities; and *G.ARI*, an employee knowledge management tool using gen AI, which is being deployed in 2024.

BNP PARIBAS
La banque d'un monde qui change

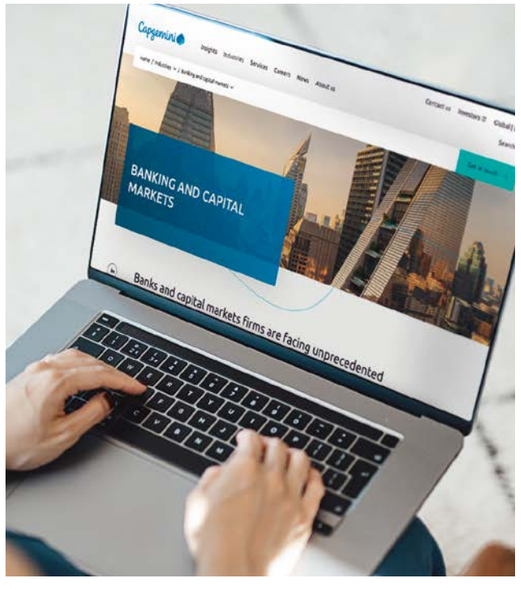
Eramet's partnership with Capgemini has led to a groundbreaking transformation at its mining subsidiary, Grande Côte Opérations (GCO) in Senegal. Through the integration of artificial intelligence, they have developed the "Connected Concession" platform, which enhances mining operations and significantly improves the efficiency of land mapping and reforestation efforts. This innovative approach has increased vegetation inventory capacity more than tenfold and reduced mapping time from hours to minutes. The collaboration uses advanced AI and computer vision technologies to facilitate real-time data processing, enabling effective land rehabilitation and promoting biodiversity.
This initiative not only optimizes operational efficiency, but also demonstrates a strong commitment to environmental sustainability.

eramet

What if a software solution could help our clients accelerate their growth and even strengthen their leadership position in their ecosystems? That's what we did for Symbio, a Michelin-Forvia-Stellantis company and expert in hydrogen mobility. To speed up software delivery and comply with automotive standards such as A-Spice, our teams provided both consulting services and pure engineering expertise, with the development of an external embedded software capability. The partnership will be extended to other geographical areas.

SYMBIO
A FRONT-RUNNER HYDROGEN COMPANY

Our client, a British universal bank, wanted to modernize its sell-side investment research platform, targeting a top 5 global ranking. The original platform suffered from outdated features, disorganized content, and poor navigation – ultimately diminishing user engagement and the bank's image. Capgemini's overhaul focused on improving client experience through modern design, personalized real-time data, and user-centric functionality, based on client feedback. This revamp not only upgraded the bank's brand and interface but also offered deeper, instant insights and enhanced decision-making through a more integrated, scalable system. The initiative opened new revenue streams, improved cross-channel integration, increased personalization, and established a strong architectural base, significantly elevating the bank's investment banking status and market reputation.



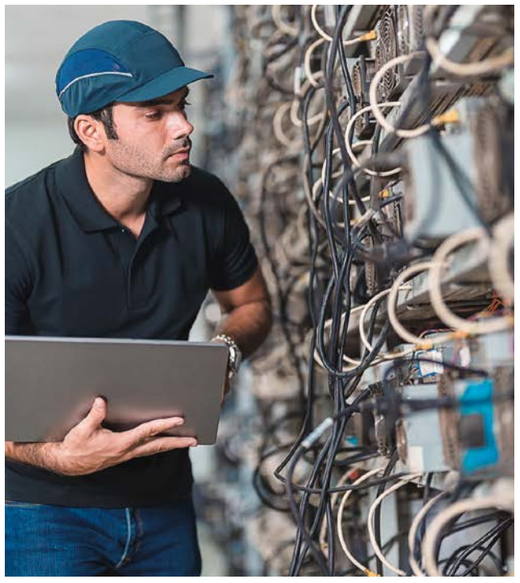
Nespresso SA, a pioneer in the coffee industry, embarked on a transformative journey with Sogeti, part of Capgemini, to enhance its operational efficiency and customer service. Targeting their after-sales service, Nespresso leveraged Microsoft Power Apps to develop a service toolkit application aimed at streamlining customer interactions and data management processes. This strategic partnership, initiated in 2021, aimed to reflect Nespresso's premium brand essence in every customer touchpoint. The collaboration brought about remarkable outcomes, including a 30% reduction in after-sales service times and an impressive annual ROI. The Power Apps solution, operational within just two months, improved the brand's visibility within the Nestlé Group.

Key to the project's success was our expertise in governance, architecture, and agile methodologies, which ensured seamless implementation and user adoption of the new system. By simplifying the process of identifying and resolving machine issues, Nespresso has accelerated its service delivery and reinforced its commitment to providing an unmatched customer experience.

NESPRESSO

The Electricity System Operator (ESO) for Great Britain identified that there might be exceptional electricity supply challenges across Europe during the winter of 2022-2023 due to the instability created by the war in Ukraine and, as a prudent system operator, they wanted additional tools available to mitigate the risk. In response, the ESO launched the Demand Flexibility Service (DFS) to encourage households and businesses to reduce their power consumption during periods of peak winter demand. Our teams led this cross-ESO initiative, which involved designing and implementing necessary processes, tool and data changes, and overseeing the project from start to finish. Launched in just four months, DFS attracted 31 providers, benefiting over 1.6 million homes and businesses. From November 2022 to March 2023, the service was activated 22 times, successfully preventing blackouts and reducing the need for additional fossil fuel use. This initiative not only ensured a stable and balanced electricity system in Great Britain throughout this period of high demand pressure, but also saved 760 tons of CO_2 emissions, highlighting its environmental benefits.

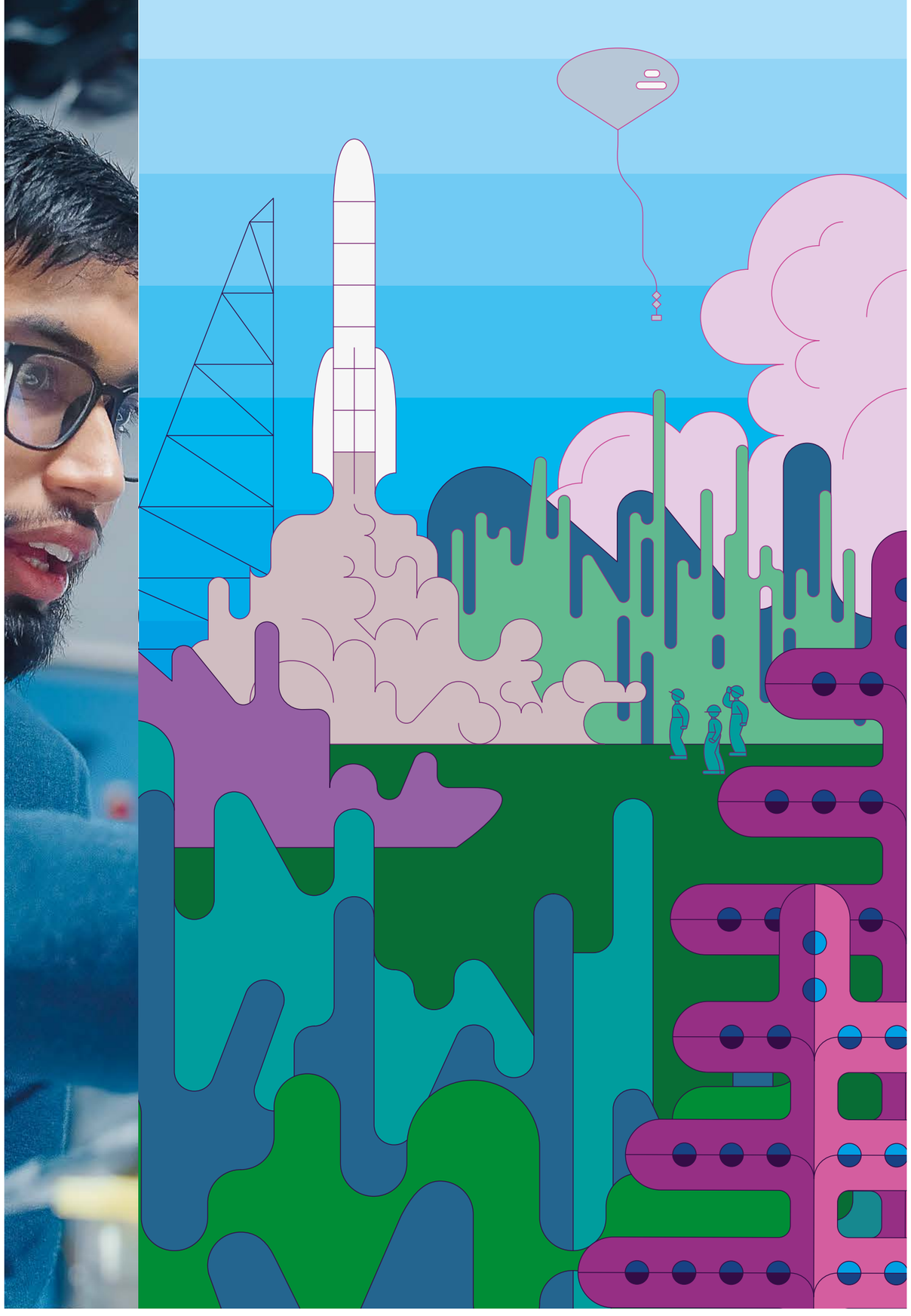
nationalgrid



With global supply chains encountering growing volatility, businesses face myriad challenges that jeopardize their operational efficiency and resilience. Capgemini identified a significant opportunity to bring stability and agility to the forefront of global supply networks. This led to a strategic alliance with Kuehne+Nagel, addressing key challenges such as fragmented operations, limited visibility, and inefficient coordination that often culminated in reduced resilience and increased operational costs. Capgemini's solution underscores its position as a trailblazer by integrating Kuehne+Nagel's logistics prowess with its own advanced AI and data analytics capabilities, crafting a holistic, end-to-end supply chain service.

This partnership not only streamlines operations but also fosters sustainable practices within the supply chain, marking a significant leap towards achieving resilient, efficient, and environmentally responsible logistics solutions. Through this collaborative effort, Capgemini and Kuehne+Nagel are setting new standards in supply chain management, ensuring that their clients can thrive amidst the complexities of today's global market dynamics.

KUEHNE+NAGEL



2.

TECH X FUTURE

All encompassing technological shifts, like generative AI, underscore the relentless evolution of technology and how it impacts every facet of life. While sometimes overwhelming, these advances highlight the importance of harnessing innovation for the greater good. For leaders, it is crucial to grasp the future role of technology in business transformation. We help our clients develop a forward-thinking digital strategy that uses technology as an ally to achieve competitive advantage and drive positive change, ensuring beneficial outcomes.

OUR INNOVATION ECOSYSTEM

Our innovation strategy aims to prepare for the next wave of technology. Comprehensive and multifaceted, it spans anticipating future trends, applying innovation to solve real problems, creating collaborative businesses and ecosystems and delivering effective solutions on a large scale. Through this holistic approach, we share new ways to drive technological breakthroughs and bring about meaningful change in the world.

TOMORROW'S TECHNOLOGY TRENDS
Our vision of future technology trends is informed by our extensive network, spanning more than 90 research facilities and valued collaborations with institutions such as Stanford University and MIT. By evaluating more than 1,000 emerging technologies each year through our TechnoVision guide and technology assessment services, Capgemini affirms its position as a frontrunner in innovation.

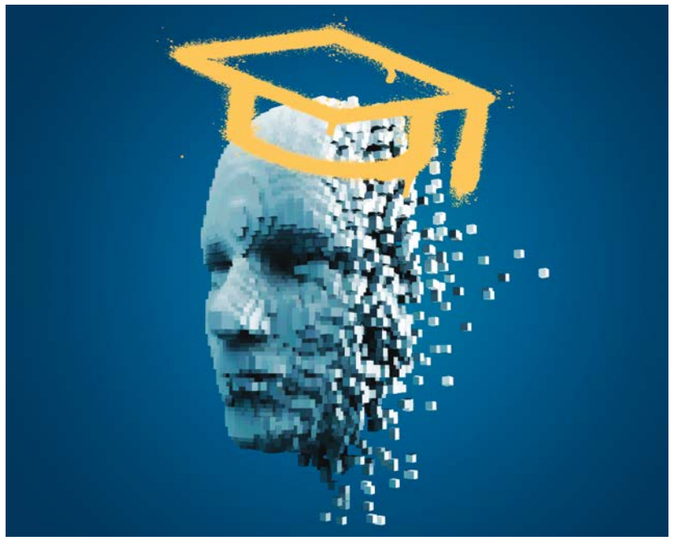
THE POWER OF GEN AI
Generative AI is revolutionizing the data economy, creating new opportunities for connectivity and innovation. Our clients and organizations are encouraged to leverage AI and other cutting-edge technologies to navigate market disruption and adapt to changing consumer behaviors and trends. Our insights into disruptive technologies such as blockchain and quantum computing equip C-suite executives with the knowledge to weave innovation into their strategic planning and help build a sustainable – and profitable – future.

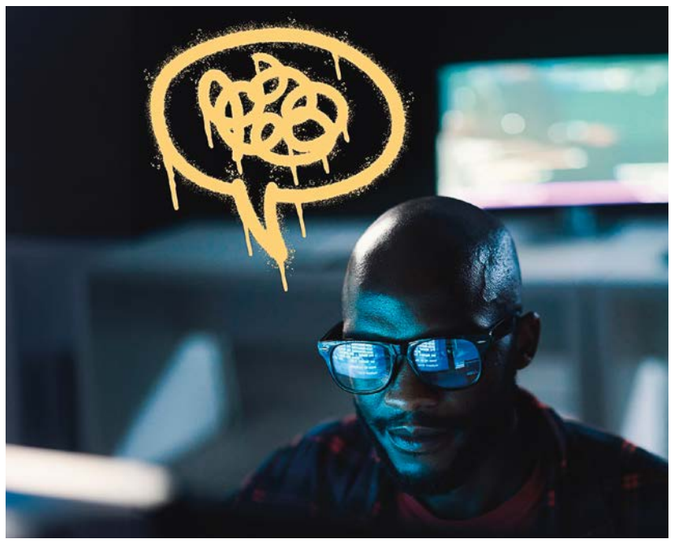
THE ROLE OF CLIMATE TECH
Climate technologies have emerged as crucial tools in addressing environmental sustainability. In its comprehensive report "Climate tech: Harnessing the power of technology for a sustainable future", our thought leaders highlight the importance of these technologies in tackling environmental challenges. While high costs pose a barrier to adoption, digital innovations like AI and digital twins offer promising avenues to enhance efficiency, reduce costs, and accelerate the integration of climate technologies.

BUSINESS ETHICS FOR THE PLANET
Capgemini champions what we call a *Business to Planet* approach, with a focus on integrating the needs of the planet into business models. This commitment to sustainable development and innovation aims to reduce environmental impact and explore new opportunities.
By aligning business practices with the goal of creating a sustainable and inclusive future, organizations can make a positive contribution to both society and the environment.

TURNING VISION INTO IMPACT
Our innovative strength lies in our ability to transform technological knowledge into practical solutions. We know how to adapt cutting-edge technologies to specific challenges, thanks to our 21 Applied Innovation Exchange (AIE) centers. These centers foster collaboration with clients, while our venture capital fund, invests strategically in promising innovations. Our AIE centers act as innovation hubs, offering clients spaces where they can engage in the innovation process, from exploration to commercialization. Using agile methods, diverse teams, and a culture of experimentation, we ensure that our innovations meet real needs, improve efficiency and add value. Our AIEs integrate a strategic framework, a network of exchanges, and a diverse ecosystem encompassing experts, startups, and partners. These AIEs provide customized approaches to steer organizations from challenges to business ventures, ensuring the acceleration of innovation. Utilizing technology to responsibly deliver effective business solutions, the AIEs' global network is characterized by immersive environments that facilitate innovation at scale. This network amalgamates expertise from various fields, providing comprehensive access to vital resources and experiences worldwide.

THE POWER OF OPEN INNOVATION
Capgemini employs a bespoke open innovation strategy, aligning technology selection with client needs across ten key sectors. This approach supported by frog, part of Capgemini Invent, adopts a business model inspired by the agility of startups. Renowned for its leadership in strategy, design, and client experience, frog has a global presence through 39 design studios.



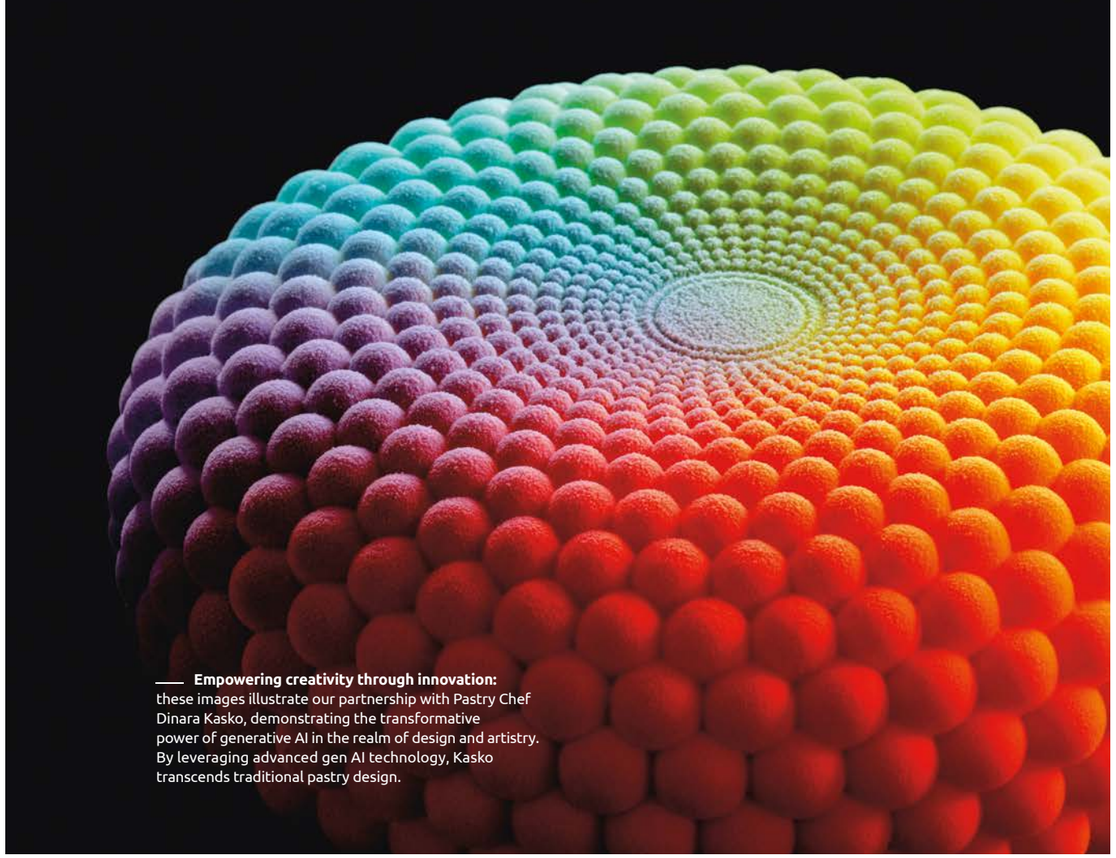


AN EXTENSIVE ECOSYSTEM FOR COLLABORATIONS
Our comprehensive ecosystem includes nearly 50 production centers and partnerships with the world's leading technology companies. Through our strategic university program, Capgemini engages with leading academic institutions to foster innovation and future-ready solutions. Capgemini Ventures further enriches this ecosystem, ensuring a constant influx of new ideas and technologies through its focus on innovation partnerships and investment in startups.
A notable collaboration has been established with the Indian Institute of Technology (Indian School of Mines) in Dhanbad, with the aim of developing innovative solutions in the automotive sector. This partnership illustrates Capgemini's commitment to combining industry expertise with academic knowledge to deliver cutting-edge projects. In addition, our alliances with technology and industry leaders – which includes setting up new joint ventures – show how we take a proactive approach to solving contemporary challenges and meeting our clients' evolving needs with cutting-edge solutions.

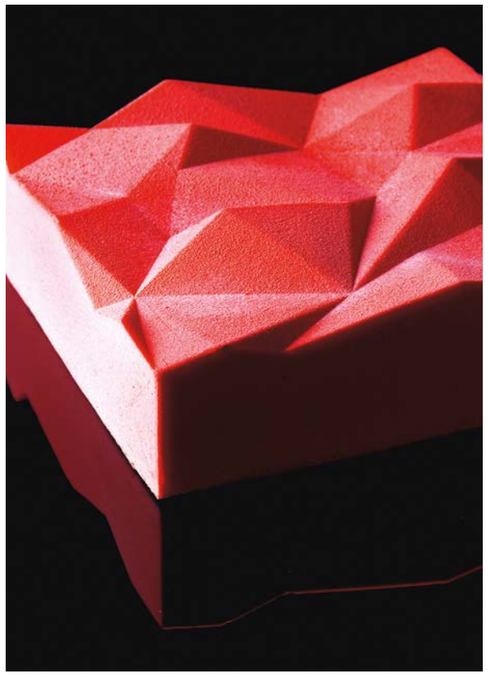
INNOVATING ON A GLOBAL SCALE
Our capacity to innovate on a massive scale empowers our clients to undergo significant transformations, facilitated by our nearly 150 centers of excellence. This involves deploying new technologies and solutions across global markets, customizing them to meet local needs and ensuring they are accessible to a wide audience. Capgemini's extensive infrastructure, networked delivery centers and global footprint enable us to adapt innovations quickly and efficiently. In addition, by leveraging data analysis and client feedback, we continuously define our offerings, ensuring the Group delivers sustainable value to its clients. This iterative approach is underpinned by a commitment to sustainability and social responsibility, ensuring that Capgemini's innovations make a positive contribution to society and the environment.

Visuals from our Technovision report. *Prompt the Future* merges AI with graffiti, transforming ideas while challenging norms. It is an arena of interactive innovation where real-life scenes are enhanced with playful graffiti, illustrating the boundless potential of gen AI.

AT THE FOREFRONT OF THE GEN AI REVOLUTION



Empowering creativity through innovation: these images illustrate our partnership with Pastry Chef Dinara Kasko, demonstrating the transformative power of generative AI in the realm of design and artistry. By leveraging advanced gen AI technology, Kasko transcends traditional pastry design.



THE RISE AND VALUE OF GENERATIVE AI

In the swiftly changing realm of technology, generative artificial intelligence (generative AI) is a driving force, heralding a new era of innovation and transformation across industries. Organizations are increasingly embracing these technologies and are poised to experience a paradigm shift in their business models and processes. Capgemini is at the forefront of this revolution, positioned as a leading player enabling our clients to define, design and deploy at scale various generative AI use cases for tangible business and operational impact.

AN ACCELERATOR FOR TRANSFORMATION

The rise of generative AI is marked by rapid innovation, wide adoption, and significant impact. Our research reveals that in 2023, 74% of executives were already confident that the benefits of generative AI would outweigh the associated concerns. These benefits include an anticipated 9% improvement in client engagement and efficiency, an 8% increase in sales, and a 7% reduction in costs. This technology is not just about digital transformation; it accelerates the reinvention of businesses, whether it is enhancing performance through personalized client interactions, fostering innovative problem-solving, driving new product development, or boosting productivity and cost savings.

Leveraging our leadership in data & AI, we assist clients in harnessing generative AI effectively and ethically, ensuring they gain a competitive edge. This involves guiding C-suite executives through the strategic deployment of generative AI, identifying and prioritizing use cases that align with their business objectives, and developing and deploying large-scale bespoke solutions tailored to their specific requirements.

In 2023, we announced a €2 billion investment over the next three years and the fruit of this investment is already tangible. We are expanding our data & AI teams, upskilling our people through internal training programs and leveraging cutting-edge platforms for thorough skill development while delivering proof of concepts, comprehensive strategies and hundreds of projects to our clients.

Once again our Generative AI Lab is spearheading progress. It is dedicated to exploring, testing, and conducting R&D projects focused on confidentiality, privacy, and multimodal models to pave the way for new offerings within the Group. Additionally, the Lab cultivates external thought leadership in the field of generative AI. Thanks to their global AI expertise and experience across various sectors, the Lab is assessing the potential of value creation versus risks related to real-world applications.

GENERATIVE AI AT SCALE ACROSS INDUSTRIES

According to our recent research, 20% of executives foresee a significant industry impact, notwithstanding the challenges of integration and the imperative of ethical considerations. These business leaders are keen to progress beyond initial pilot phases. They are planning to deploy custom generative AI solutions at scale within the next few months to gain tangible business results.

The cornerstones of our strategy are our indepth industry knowledge and robust data & AI capabilities, bolstered by the use of Capgemini's AI platform RAISE (Reliable AI Solution Engineering) to streamline the rollout of bespoke gen AI solutions at a large scale. This platform enables clients to experiment with different technologies and make the right choices at the beginning of projects, to put in place guardrails, benefit from a generative AI lifecycle management solution, and customize models with enterprise data at a controlled cost.

THREE KEY TRENDS FOR CROSS-INDUSTRY IMPACT

__ **Multimodality:** we are seeing an expansion beyond text to include images, audio and video in generative AI applications, revealing untapped potential.

__ **Small is beautiful:** there is a shift towards smaller, cost-efficient AI models that maintain performance, addressing scalability and affordability.

__ **Beyond technology:** generative AI isn't just a technological trend enabling the development of transformative applications. It's also about reimagining company value chains, processes and organizational structures to unlock new revenue streams and push new frontiers in operational efficiency.

A BROAD PORTFOLIO OF BESPOKE GENERATIVE AI SOLUTIONS

Our AI-generating solutions have evolved to span transformation, solutions and operations. Designed to deliver value and improve operational efficiency, they include:

__ **Generative AI strategy** enables C-suite executives to define and prioritize the most relevant generative AI use cases for their business, demonstrate the tangible value that can be achieved, and lay the right foundations in terms of people, process and technology for scaling their generative AI investments while mitigating the risks.

__ **Generative AI for Customer Experience** enhances customer experience with generative AI front-end applications and dedicated generative AI assistants across customer journeys, sales, service, commerce and marketing. It allows hyper-personalized customer experience with synthetic design assistants, elevates customer self-service with personalized AI conversational assistants, augments customer care services with task and knowledge assistants and boosts the performance of sales teams with a product and offers knowledge assistant.

__ **Generative AI for Software Engineering** helps improve efficiency and quality across the whole software life cycle (from design and coding to documentation, testing, deployment, and operations), accelerate the time to market for new software, and reduce the technical debt of businesses by facilitating large modernization programs of legacy software. It also enables increased security with a reduced attack surface by automatically identifying bugs or vulnerabilities and proposing adjustments to software development teams.

__ **Custom generative AI for Enterprise** enables businesses who have proprietary data to develop custom generative AI assistants, using prompt engineering, retrieval augmented generation (RAG) and/or fine-tuning. We have designed a Reliable AI Solution Engineering (RAISE) platform to deploy generative AI at scale. It includes an experimentation module to enable validation of tech choices versus performance in the early stages of development, as well as guardrails, data platform automation and FM (Foundation Models) Ops. These customized models, building out from company know-how, enable our clients to generate new revenues and significantly improve their operational efficiency.

LEXICON

LLM
Large Language Models use advanced machine learning techniques, in particular deep learning, to decipher and master human language.

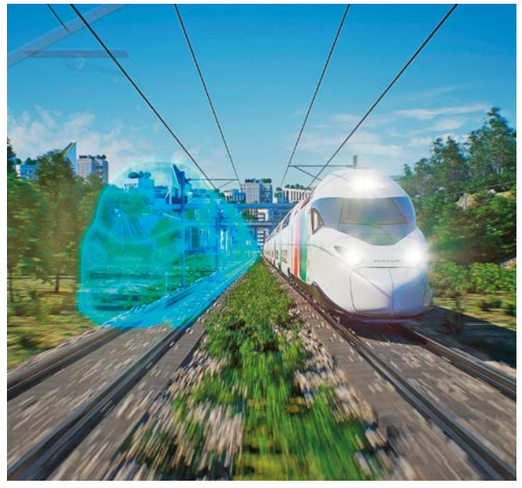
NEURAL NETWORKS
A model used to teach computers, inspired by the neuronal organization found in biological neural networks.

PROMPT
Any written command sent to an 'artificial intelligence' specializing in the generation of content, such as text or images.

OPEN SOURCE AI
Designed to be accessible to the public: anyone can view, modify and distribute the code as they see fit.

Albertsons Media Collective, the retail media arm of Albertsons Companies, Inc., chose Capgemini as a global business partner for media planning, media operations and content creation. Albertsons Media Collective will leverage our intelligent process automation technology and generative AI, to unlock deep learning insights for media planning and real-time creative optimizations. It is anticipated that leveraging digital technologies will enable Albertsons Media Collective and its clients to achieve a 20% faster speed to market.

ALBERTSONS MEDIA COLLECTIVE™



Alstom embarked on a transformative journey to harness the potential of generative AI to enhance their business processes, foster a vibrant AI community, and design a secure, cost-effective platform architecture. Their various generative AI projects include transforming organizational structures, processes, technology & business. Drawing on our expertise in cloud computing, data analytics, innovation and transformation, and bolstered by Microsoft's technology, we developed a comprehensive approach tailored to Alstom's specific needs. This initiative led to the establishment of a thriving generative AI community within Alstom – initially comprising about 500 members – that continues to grow. Noteworthy outcomes include the creation of productivity channels specifically tailored to software engineers and business units, as well as significant cost savings in search and extraction use cases for engineering processes, with the potential to save millions of euros.

ALSTOM

Capgemini is creating a generative AI agent for self-service on behalf of the Generalitat de Catalunya to reduce response times to users and improve public services by providing the administration with the agility, innovation and technological solutions required to respond to people's needs.

Generalitat de Catalunya

PIONEERING GENERATIVE AI WITH STRATEGIC PARTNERS

Our holistic approach guides clients through every stage, from strategy development to the practical implementation and future scaling of generative AI solutions. By partnering with leading technology companies, we ensure we deliver cutting-edge projects tailored to various industries such as life sciences, retail and financial services.

We have expanded our longstanding relationship with Google Cloud into a partnership to establish a groundbreaking generative AI Center of Excellence. This initiative aims to harness Google Cloud's generative AI technologies to curate over 500 enterprise-ready use cases.

Our strategic collaboration with AWS focuses on overcoming challenges around cost, scale and trust issues, thereby enabling clients to transition their investments from individual pilots to scalable production. Leveraging our AWS Centers of Excellence, this collaboration aims to drive innovative industry-specific solutions and functional use cases.

With Microsoft, we have co-created the Azure Intelligent App Factory, which combines our deep industry knowledge with Microsoft's cutting-edge technology. By focusing on ethical AI, this collaboration ensures responsible and sustainable AI capabilities, facilitating a faster transition of AI investments into production.

Our collaboration with Salesforce introduces the generative AI for CX Foundry, aimed at redefining customer experiences across the lifecycle through personalized interactions. This initiative leverages our extensive experience in customer experience and AI implementations, combined with Salesforce's leading CRM platform, to deliver efficient and scalable solutions.

QUESTIONS TO ARTHUR MENSCH, CEO MISTRAL AI

Paving the way to turn open generative AI models into business solutions, the partnership between Mistral AI and Capgemini is a major step towards large scale AI deployment. Arthur Mensch, Mistral AI's CEO, explains how this collaboration brings together Mistral AI's powerful and efficient AI models with Capgemini's industry expertise to improve client operations and drive innovation in a fast-evolving digital world.

What business value are Mistral AI's generative AI models bringing to Capgemini clients?
Generative AI is changing the world – both in terms of value and speed, with a significant potential across all industries. Mistral AI is building the world's best, most efficient LLMs, for developers and business all around. Our value proposition offers efficiency at scale, with a broad range of models to power diverse use cases, along with flexibility – the ability to deploy on any infrastructure to satisfy the requirements of each use case – and indepth client-side customization and control. This means that our clients can get full control of their data and set their own guardrails with prompting and, soon, a moderation API.

How will your partnership with Capgemini potentially accelerate the evolution towards more accessible, versatile, and cost-effective generative AI?
Deployment at scale is one of the biggest barriers to widespread adoption of generative AI. Our partnership with Capgemini means forward-thinking organizations of all sizes can implement and customize our compute-efficient, powerful AI models for real world applications. Capgemini brings its unique ability to support generative AI use case implementation end-to-end, from use case scoping to large scale deployment of custom generative AI solutions.

When do you expect to see generative AI become an integral, reliable and sustainable component of the digital ecosystem?
The market is moving fast, with an ever-increasing field of opportunities in all sectors and functions: functions, from software engineering, marketing and communication, through to client experience and knowledge management. 2023 was a year of exploration and structuring, 2024 is going to be the year of scale. We are expecting to see an explosion in the number of generative AI use cases deployed in production, progressively pervading processes, experiences, and products at an accelerated pace.

MISTRAL AI_

EMBRACING CLIMATE TECH

FORWARD-LOOKING SUSTAINABILITY SOLUTIONS

About 75% of executives believe climate technologies are essential for achieving their sustainability goals. These innovations are key to redefining environmental management across all sectors, requiring a leap beyond modest advances to meet the 2030 Green House Gas (GHG) reduction targets. Climate tech is addressing this by leveraging renewable power sources like wind and solar, improving energy efficiency in manufacturing processes, construction, and transport, and utilizing clean hydrogen and carbon capture to reduce CO_2 emissions. It also focuses on climate adaptation through measures like sea-level rise protection and drought-resistant agriculture, along with eco-friendly irrigation and precision farming to reduce the ecological footprint of agricultural activities. Capgemini works in tandem with industry leaders to pioneer projects and transition ideas into reality. By transforming the lengthy innovation cycles and speeding up progress, our integrated approach accelerates market entry, increases production efficiency, improves outcomes and reliability, reduces costs, and digitizes operations. We also put an emphasis on developing team skills and thoroughly evaluating the business impacts a every level.

CLIMATE TECH IS ON A ROLL

The escalation of climate tech ventures signals a growing commitment to addressing climate change, with a notable surge in investments is outpacing traditional sectors. However, the integration of these technologies into existing frameworks remains complex. Widening access to climate tech is propelled by improved affordability, growing market demand, the rise of green investment funds, and significant political support. This favorable ecosystem is fostering an environment that is conducive to the rapid development and adoption of climate solutions, underscoring the urgency of accelerating innovation cycles for a timely transition towards a low-carbon future.

"WE NEED A NEW INDUSTRIAL REVOLUTION. WHILE MOST OF THE TECHNOLOGIES WE NEED ARE ALREADY AVAILABLE, THE PATH TO 2050 LIES IN SCALING UP MODERN TECHNOLOGIES, PARTICULARLY IN SECTORS THAT ARE COMPLEX TO DECARBONIZE. TO UNLEASH THESE TECHNOLOGIES AND MAKE THEM MORE COST-COMPETITIVE, WE NEED TO SHORTEN THE TRADITIONAL 25-YEAR INNOVATION CYCLES AND ACCELERATE THEIR DEVELOPMENT."

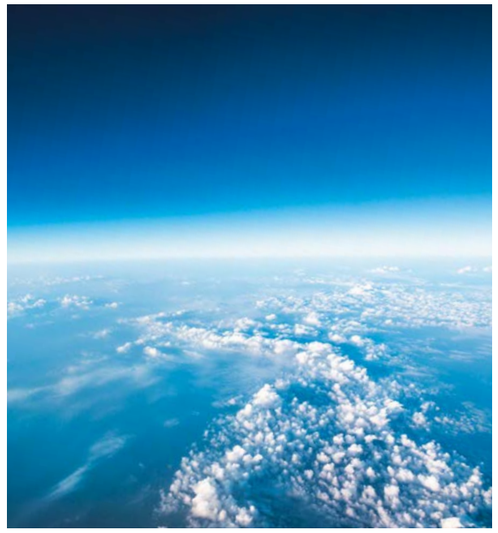
CYRIL GARCIA,
GLOBAL SUSTAINABILITY AND CORPORATE RESPONSIBILITY HEAD

Due to the higher costs of these technologies compared to their traditional alternatives, more investment and regulation will be needed to ensure the commercial viability of cleaner products and services. While business leaders say they will not be able to achieve their sustainability goals without climate tech, 77% believe that product prices will be affected by "additional environmental costs", and that they are not yet ready to bear them alone. The urgent need to scale climate tech coincides with a global recognition of the substantial investments required for a successful low-carbon transition. With significant advancements and governmental support in critical areas like low carbon hydrogen and sustainable fuels, the focus is now on accelerating the industrialization and deployment of these technologies. The concept of Intelligent Industry offers a framework to expedite this transition, leveraging data optimization, digital twins, and Industry 4.0 technologies to enhance efficiency and drive innovation in climate tech deployment, thereby reshaping industries and fostering a sustainable, climate-resilient future.

Synthetic biology is emerging as a pivotal force in the climate transition in agriculture, energy, and chemicals, offering solutions such as emissions reduction via circular economy practices, biodegradation of plastics, and enhanced carbon capture in various natural and engineered sinks. For industries where decarbonization poses significant challenges, clean hydrogen stands out as a promising alternative to conventional fuels, potentially revolutionizing sectors like heavy industry and long-distance transportation. These innovations are essential for achieving near-term climate targets and paving the way for a sustainable industrial transformation. In our collaboration with Universal Hydrogen, we are supporting the design and integration of hydrogen fuel systems for the ATR72 aircraft conversion.

Our teams provided technical expertise and advisory services, leveraging our experience in engineering across various disciplines. We've focused on the practical aspects of design, systems engineering, and the application of mechanical and electrical principles to facilitate this transition to hydrogen-powered aviation. Drawing on our broader experience in aeronautics and space, we developed a modular hydrogen logistics solution, aiming to address the challenges of transporting and utilizing hydrogen as a fuel source.

Universal Hydrogen



Aircapture is a US-based company that supplies commercial and industrial clients with clean CO_2 captured from the atmosphere. The company is addressing the problem of greenhouse gases and the cost of CO_2 production by developing and commercializing Direct Air Capture (DAC) systems that enable businesses to capture atmospheric CO_2 at the point of use, using waste energy available from their clients' existing processes. They partnered with Capgemini to optimize their system design, improve key performance metrics, enhance manufacturability, and develop a design vision.

Aircapture

Capgemini is partnering with ACC (Automotive Cells Company), a French company created by Stellantis, Total Energies and Mercedes-Benz, to develop its first gigafactory in France, which was inaugurated at the end of 2023 with the production of the first battery module. This project is of considerable significance for Europe as it seeks to assert its sovereignty in battery production. The market is currently dominated by the Asia-Pacific region and the United States. The gigafactory in Billy-Berclau aims to produce 40 GWh of batteries annually by 2030, equipping over 500,000 vehicles, thereby contributing to meeting the growing demand for electric vehicles. Capgemini is bringing expertise in engineering, methods, and digitalization. Capgemini teams are supporting the installation, fine-tuning, and launch of battery cell and module production, while also contributing to the capitalization and standardization of processes and methods. This approach will allow the replication of the Billy-Berclau gigafactory model cross other sites in Europe. This partnership aligns with Capgemini's commitment to advance the energy transition. Producing cleaner and more efficient batteries locally is a crucial element in combating climate change.

ACC AUTOMOTIVE CELLS Co

INNOVATION AND SUSTAINABILITY

Peter Herweck, CEO of Schneider Electric, and Aiman Ezzat, exchanged views at the World Economic Forum in Davos, Switzerland, in January 2024.

When combined, environmental responsibility and technological innovation have the power to drive cutting-edge advances. This synergy not only addresses environmental challenges: it improves economic and social well-being, marking a decisive shift towards a more resilient future. As long-standing partners, Schneider Electric and Capgemini are working together to explore the many benefits of this high value-creating duality. But how can it be aligned with business strategies and how to measure progress? Peter Herweck, CEO of Schneider Electric, and Aiman Ezzat, exchanged views at the World Economic Forum in Davos, Switzerland, in January 2024.

How do you see the relationship between sustainability and digital transformation in the business landscape?

PETER HERWECK: Sustainability impacts the entire company, and it equals going electric plus digitalization. To start improving, companies need to begin with a transparent assessment of their electric and water consumptions, and carbon footprint. Then, modern technologies come in: 80% of all CO_2 emissions are energy-related, and there are technologies available that can reduce these emissions by 70%. So, there's no reason to wait.

AIMAN EZZAT: Digital and sustainability transformation are intertwined. By leveraging digital in their operations, from product development to manufacturing and operations, businesses can leverage vast amounts of data and become insights-driven in real time, thus creating opportunities for more efficient, resilient, and sustainable business models. In the end, the two transformations feed off each other and share similarities: the scale of the change they entail, their impact on corporate business models, the large number of stakeholders involved, the necessity to work in ecosystems, and, of course the need to act quickly!

Given the growing importance attached to sustainability targets, how do you deal with the differences in levels of awareness, motivation, and investment between companies?

A. E.: Constant education and awareness is required to embark stakeholders on the right path, at the right pace. For example, two years ago, we set up a sustainability campus within Capgemini, and trained all our 340,000 employees to understand the challenge. This type of initiative could be a model, as the imperatives are the same for everyone. We are today at a crossroads and there is willingness to act. Over the past two years, we have witnessed a profound change, as sustainability is no longer perceived as a cost, but as a business case and a business benefit(1).

As sustainability becomes a critical aspect of business strategy, what initiatives do you undertake to align shareholder returns with stakeholder expectations for sustainability?

P. H.: These dimensions are no longer contradictory, and we have many concrete examples to put forward to prove that this is, above all, an approach that makes good business sense. Whatever the sector, a more sustainable model can be implemented with a return on investment in two or three years. In France, for example, a 600-year-old hotel began to monitor its energy consumption, room by room, hour by hour. In one year, the deployment of technology to measure and manage energy consumption led to a 15% reduction. In Singapore, a global biopharmaceutical company digitized its production to understand its energy expenditure, then installed solar panels on the roofs and started producing its own energy, so that by the end of the project it had achieved net zero. So, it is not just a question of saving the planet, but of creating a new sustainable business model, while generating financial benefits in the very short term.

What role does technology, and digitalization in particular, play in sustainable development efforts?

A. E.: Over half of chief executive officers are leveraging digital technology as a pivotal tool to attain their environmental sustainability objectives. Data is a must to understand and track sustainability progress. AI-based innovations play a crucial role in enhancing corporate energy efficiency. This significant improvement is achievable through the collaborative efforts of digital and sustainability teams, emphasizing the importance of synergy between technological innovation and environmental stewardship.

P. H.: Digital will continue to support sustainable development goals, everywhere on the planet. For example, we know that more than 3 billion people will move to cities in the coming years, mainly in the southern hemisphere. We will have new megacities with a young population that will require cities with controlled energy consumption, and therefore largely digitalized. India has understood this well: more than 13 smart cities are being built on this model.

Within your own companies, how do you evaluate the progress of these transformations?

P. H.: This is long-term, large-scale work: when companies lease ten office buildings under a ten-year contract, it makes sense to invest in reducing energy consumption. We leased our Singapore offices for 25 years, and the building was already 25 years old. Thanks to our renovation, it is now one of the most energy-efficient buildings in the city.

A. E.: We have made strong progress over the years and we are already mobilizing technology to achieve our sustainability goals. For example, in India, our teams worked with Schneider Electric to set up a common energy center at our facilities; The system is fully automatic, based on AI, and allows us to adjust our consumption in real time. We reduced our consumption by 29% in the first year alone. We are now taking this system to the market, to help our clients within their own structures. This is another example of how technology is necessary, but not sufficient, to achieve these transformations: collaboration is key if we want to find adapted, innovative solutions.

(1) According to the Capgemini Research Institute "Sustainability trends 2023" report, 63% of executives agreed that the business case for sustainability is clear. This percentage has tripled YoY.

OUR EXTENDED ECOSYSTEM OF PARTNERS

In 2023, we worked closely with our technology and business partners to bring the best value-added solutions to answer our clients' needs. Joint initiatives are designed to help companies take the necessary steps towards a complete digital transformation.

Microsoft

MORE INTELLIGENT OPERATIONS

Chevron Phillips Chemical embarked on a transformational journey to improve its operations utilizing data and AI to enhance business value and user-experience. Collaborating with Capgemini, to leverage its expertise in data, AI, cloud, and engineering, the company designed and built a modern data and AI platform on Microsoft Azure. They have adopted an agile-pod model to deliver innovations faster and engage end-users more effectively. This strategic shift has yielded remarkable improvement in its plant operations and delivered significant value as the new digital tools boost reliability, safety, and production, creating the foundation to expand the transformation to other areas and keep up with the evolving technologies.

aws

CREATING SEAMLESS CUSTOMER PAYMENT EXPERIENCE

Capgemini partnered with a **global bank** on a landmark cloud-to-cloud migration, moving a national social payment platform to AWS. This transformative shift was driven by the imperative to enhance cloud platform stability, optimize expenditure, while enhancing customer experience. As a strategic partner, Capgemini helped the bank to realize the tangible benefits of increased organic growth, reduced cloud spending, minimized operational disruptions, and streamlined infrastructure provisioning through automation.

SAP

CREATING A CUSTOMER SERVICE MASTER-BLEND

Twinings Ovaltine, a British marketer of tea and other beverages, embarked on a transformative journey with the powerful collaboration of SAP S/4HANA, Microsoft Azure, and Capgemini. This solution leveraged data and technology as a change catalyst, eliminated business complexities, elevating operational efficiency, and established solid foundations preparing for growth – with an unwavering commitment to service excellence for their customers. It was imperative to revolutionize infrastructure, automate crucial business processes, unlock customer insights and consumer needs.

salesforce

ECO-CONSCIOUS INNOVATION INTO ACTION

Breitling, a luxury watchmaker, partnered with Capgemini to automate carbon emissions data management using Salesforce Net Zero Cloud, helping Breitling to bring further business value to their customers. This collaboration aimed to enhance data accuracy and streamline processes, eliminating manual complexities associated with emissions tracking. The solution provided by Capgemini not only accelerated data handling but also offered a unified reporting framework, enabling Breitling to identify and act on emission reduction opportunities more effectively. This effort underscores Breitling's dedication to environmental responsibility and its path to carbon neutrality.

DASSAULT SYSTEMES

PIONEERING CLEAN ENERGY

Capgemini and Dassault Systèmes are collaborating with **a world-leading provider of advanced reactor technology** to pioneer advancements in clean nuclear energy – Small Modular Reactors. The targeted Digital Continuity platform will enable nuclear transformation towards decarbonization from concept to deployment, at speed and scale. Simultaneously, it will simplify data exchange between the clients and their customers for real-time insights into developing this next horizon of clean nuclear energy capabilities.

Qualcomm

PRIVATE 5G INDUSTRIAL AUTOMATION

Schneider Electric, Qualcomm Technologies, Inc. and Capgemini partnered on the design and laboratory testing of a first-of-its-kind 5G-enabled automated hoisting solution. This unique 5G Private Network solution demonstrates how it can simplify and optimize digital technology deployment at a scale across industrial sites. By replacing wired connections with wireless and unifying existing wireless connections from Schneider Electric's industrial automation system, the 5G Private Network enables digital transformation with safety, reliability, real-time visibility and scale to optimize productivity on singular networks.

Google Cloud

PAVING THE WAY TO THE FUTURE IN CLOUD

Faced with an end-of-service deadline and rising costs, **Auto Club Group (ACG),** partnered with Capgemini to migrate their core insurance processing applications to Google Cloud. The migration, ensures a stable, secure, and scalable technology stack for ACG's who is now able to simplify its IT infrastructure, streamline operations, enhance application capabilities and server management for improved efficiency, productivity and carbon foot print. This collaboration is anticipated to yield substantial long-term cost savings of around $500,000 per year, providing ACG with the platform to scale for future digital transformation initiatives.

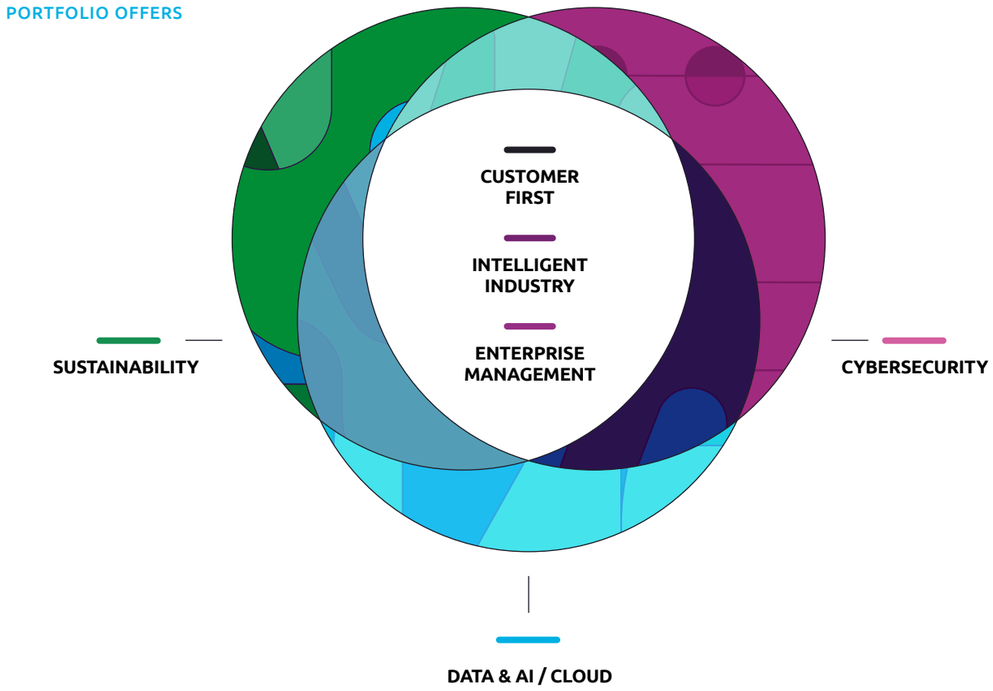
servicenow

PERSONALIZED COFFEE MOMENTS

A multinational coffeehouse retailer partnered with Capgemini and ServiceNow to deploy a rapid, cost-effective, and agile customers service management solution to improve the customer experience in the UK region. Paired with subsequent feature enhancements, the solution resulted in a more streamlined service workflow with significant efficiency gains and cost savings as well as resulting in a faster, more personalized, and efficient support experience, ultimately benefiting both customers and agents.

WORLD CLASS OFFER PORTFOLIO

We are helping our clients succeed today – transforming to stay ahead of the curve and shape the future of business. Our portfolio of offers is designed to bring value propositions to clients, including transformation, solutions and operations delivering tangible business and operational outcomes. We leverage our mastery of ever changing technologies, our deep understanding of industries and of our clients' most pressing business challenges to develop our packaged offers by industry and for C-suite executives. To deliver tangible outcomes, we contextualize our packaged solutions to the specific needs of each client.



CUSTOMER FIRST

Customers are drawn to sustainable brands that show purpose and innovation. We transform the experience that our clients deliver to their customers, including the value of their products and services and the quality of each customer interaction. We design experiences that touch hearts and move markets. We design and manage omnichannel customer journeys and experience, and we deploy data-driven solutions and operations for Chief Marketing Officers, Chief Sales & Services Officers, Chief Digital Officers and Chief Revenue Officers.
When a new market entrant or shifting demand threatens a company's core business, no amount of investing in the customer experience will work unless the company reinvents its value proposition. That is the promise behind our continuous business reinvention offer.

INTELLIGENT INDUSTRY

The future of Industries is Intelligent, driven by the unprecedented, simultaneous rise of digital, data & AI, cloud and engineering technologies, with new materials, nanotechnologies, biotechnologies, and quantum computing.
We create opportunities for Chief Product Officers and Chief Engineering Officers to address their customers' new requirements for software products and intelligent connected products. We design and transform operating models, solutions and operations for Chief Manufacturing Officers, Chief Supply Chain Officers and Heads of Operations. This gives them more agility, efficiency and resiliency, and the ability to deliver an improved customer experience at a lower carbon footprint.

ENTERPRISE MANAGEMENT

Competition is growing. Technology is advancing. Sustainability is moving up on the agenda. It has never been more important to adapt a company's foundations for end-to-end operations.
We help Chief Information Officers, Chief Operating Officers, Chief Human Resources Officers and other functions to transform their processes and teams, deploy new core solutions and sustainable operations to run their company with greater agility and operational efficiency, and offer a seamless, personalized experience to employees.
Enabled by industry-specific blueprints, we deploy new core systems to support the transformation of the front end (Customer First) as well as the R&D, supply chain, manufacturing and service operations (Intelligent Industry).

DATA & AI

Data & AI is pervasive across our offers. We partner with clients to design their Data, AI and generative AI strategy and roadmap. We empower them to deliver exceptional customer experiences, intelligent and sustainable products, manufacturing and supply chain solutions to generate more value and better operational efficiency. With our Data & AI teams, we are able to design, build, and run data management solutions, as well as data platforms, AI and generative AI solutions at scale. We are focused on ensuring that our data and AI solutions contribute to building positive, inclusive and sustainable futures for the planet, people and society.

CLOUD

Our cloud offers are designed to deliver both business innovation for the entire C-suite as well as IT and security transformation. We deliver custom cloud native apps and business APIs aligned with industry specifics, embracing agile methods and DevSecOps chains powered by generative AI. We provide cloud-based product-centric infrastructure and security, and ensure resilient move to cloud. We leverage the latest cloud managed services from hyperscalers and help streamline business processes and operations with automation, AI and generative AI. Thanks to our expertise, our clients can leverage the power of cloud technologies to innovate and to launch new intelligent products and services creating new revenue streams.

SUSTAINABILITY

Sustainability is embedded in all our offers. We work with Chief Executive Officers and the entire C-suite to meet the challenge of climate change and accelerate the path to net zero. With Chief Operation Officers, we decarbonate value chains, from production to distribution. We help them address many challenges, such as the shift to sustainable product design, the collection and monitoring of scope 3 carbon emissions and the use of resources and production of waste in a circular economy.
Sustainability drives our client discussions and their decision-making, for the benefit of our planet.

CYBERSECURITY

Cybersecurity is at the core of all our offers. We work with Chief Information & Security officers to enhance entreprise defense.
We identify and evaluate security risks and vulnerabilities, provide mitigation plans and prepare the implementation of controls, allowing them to elevate security posture.
We build protection services – data center and cloud security, application security, endpoints security, identity & access management, and data security – to avert cyber-attacks, data breaches and to mitigate threats.
Leveraging our global Security Operation Centres (SOCs), powered by automation, AI and generative AI, we actively detect, prevent, respond to, and report cybersecurity incidents, minimizing impact and forestalling security breaches.

OUR BUSINESS MODEL

OUR PURPOSE "UNLEASHING HUMAN ENERGY THROUGH TECHNOLOGY FOR AN INCLUSIVE AND SUSTAINABLE FUTURE"

OUR RESOURCES

HUMAN
- 340,000 talented employees in more than 50 countries
- An average age of 33.9 within the Group
- A broad diversity of profiles and expertise

INDUSTRIAL
- Recognized industrial and technology know-how
- Management of complex projects
- 15 security operations centers
- 73 delivery centers

INTELLECTUAL
- Continuous investment in R&D
- The multi-award-winning Capgemini Research Institute
- Technovision, a report to help decode and deploy relevant technology evolutions
- Strategic partnerships with technology and business leaders
- Alliances with universities, schools, research centers, startups and recognized experts
- Capgemini, an internationally recognized brand

FINANCIAL
- A strong balance sheet, with a total equity of €10.5 bn
- €1,963 million organic free cash flow generation
- Credit rating attributed by the rating agency Standard & Poor's: "BBB+ with stable outlook"

The Group has developed specific policies to access and leverage these resources and these are fully embedded in our internal controls and risk management systems.

OUR CLIENT-ORIENTED STRENGTHS

PEOPLE & ORGANIZATION

PASSIONATE, COMMITTED & SKILLED TALENTS
- Seven core values
- A bold entrepreneurial spirit
- Ethical culture as a guide
- A dynamic evolving skills pipeline, filled internally and externally by an agile talent marketplace and expanded talent pools
- Tailored world-class learnings and customized employee experiences to continuously develop tomorrow's skills
- Specific programs to build holistic leadership capabilities
- An inclusive and flexible work environment

AN AGILE ORGANIZATION
- Global delivery model supported by multiple hubs, the largest one being in India
- Proven expertise in the allocation of talents and skillsets
- Global Quality Management System
- 99% of Capgemini employees have access to our flexible work policy
- Global Cybersecurity Governance and Management System

ENHANCED CAPABILITIES

We help clients by applying capabilities in:
- Strategy & Transformation
- Applications & Technology
- Engineering
- Operations

A GLOBAL ECOSYSTEM OF RESEARCH AND INNOVATION

Our research and innovation ecosystem leverage:
- in-house resources (labs, centers of excellence and creative studios);
- our Applied Innovation Exchange centers (AIE) to co-innovate with our clients;
- and a network of start-ups or joint ventures with industry and industry leaders.

Capgemini Ventures, part of our open innovation strategy, also aims at co-creating and delivering value with startups, clients, and tech partners.

SAFE AND SUSTAINABLE BY DESIGN

CYBERSECURITY & DATA PROTECTION

Cybersecurity provides the Group and its clients a complete portfolio of specialized services in governance, protection, detection, and response to cyberattacks, with the aim of safeguarding on premise as well as cloud computing, connected objects, and industrial systems. Personal data entrusted by its clients, employees and other stakeholders are protected by Capgemini by design, and in accordance with applicable regulations.

A COMMITTED CORPORATE SUSTAINABILITY

ESG is embedded in our corporate strategy with a focus on eight priorities that have significant positive impact on our business, our stakeholders, and society at large. Sustainable development, and in particular the reduction of carbon footprint and biodiversity loss, is part of our commitments for a sustainable and inclusive future.

OUR VALUE PROPOSITION

CLIENT BUSINESS NEEDS

We are a responsible business and technology transformation partner delivering business value to our clients and society at large, by leveraging useful, accessible and sustainable technology. We help our clients transform at scale, as they transition to a digital and sustainable economy.

CUSTOMER FIRST

Transforming the experience that our clients deliver to their customers, including the value of their products and services and the quality of each customer interaction.

INTELLIGENT INDUSTRY

Transforming digitally our client value chain, from the design and development of sustainable, intelligent products and services to intelligent supply chain, extending to the smart manufacturing of products and intelligent service operations.

ENTERPRISE MANAGEMENT

Transforming the processes, teams, solutions and operations to run enterprises with a greater agility and operational efficiency, in a sustainable manner and for a personalized employee experience.

CORE EXPERTISES

INDUSTRY EXPERTISE

Knowing the unique challenges that each industry faces is critical to business success. We have developed deep industry knowledge in:
- Consumer Goods & Retail
- Energy & Utilities
- Financial Services
- Manufacturing
- Public Sector
- Services
- Telecommunications, Media & Technology

CLOUD

While our clients move away from physical data centers, we are operationalizing their move to cloud by leveraging the latest cloud services and streamlining business operations. As a strategic lever of transformation, the cloud enables them to innovate, launch intelligent products and services to create new revenue streams.

DATA & ARTIFICIAL INTELLIGENCE (AI)

We help our clients draw significant business and operational benefits in an ethical fashion, by developing and implementing use cases with analytics and AI services, and by designing, building and running data and AI solutions at scale.

SUSTAINABILITY

A comprehensive portfolio of services and solutions to leverage climate technologies, transform business models, develop products, and optimize operations and value chains towards a sustainable future.

ENGINEERING

We unleash the potential of R&D and innovation to develop the products and services of tomorrow and transform industrial operations, by leveraging digital and software advanced technologies, agile engineering platforms and an industrialized delivery model.

FOR SHARED OUTCOMES

CLIENTS
- 4.2/5: client satisfaction level on engagements
- A target of 10 million tons of CO_2 saved by 2030 by our clients thanks to our solutions

TALENTS
- €15,341 million paid in gross wages and salaries, payroll taxes and benefit
- 38.8% of women in the workforce
- 26.2% of women in executive leadership positions
- 17.8 million hours of training
- 7.9/10: employee engagement score, as measured in monthly internal surveys
- 8.9% employee share ownership

BUSINESS AND TECHNOLOGY PARTNERS
- €3,508 million in purchase of goods and services with our suppliers
- The majority of our sales are made alongside our partners

SOCIETY AND PUBLIC AUTHORITIES
- €626 million income tax expense
- 1,152 social impact projects
- Net zero business by 2040
- Contribution to 11 out of 17 Sustainable Development Goals adopted by the United Nations
- 4.4 million citizens benefited from our digital inclusion initiatives since 2018

SHAREHOLDERS AND INVESTORS
- Earnings per share of €9.7 (up 7% on 2022)
- €1,442 million returned to shareholders (€559 million dividend, €883 million share buyback)
- 13.3% operating margin

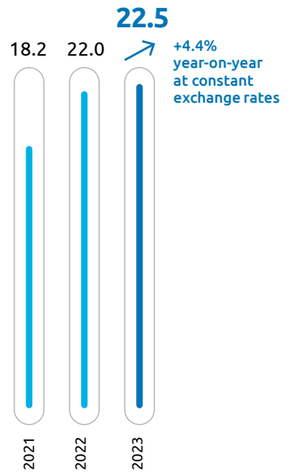
2023 KEY FIGURES

Capgemini delivered a solid performance in 2023 despite the weak economic environment, with results exceeding or in line with its financial targets for the year.

While large corporations and organizations hold firm on their digital and sustainable ambitions, they are increasingly prioritizing operational agility and cost efficiency.

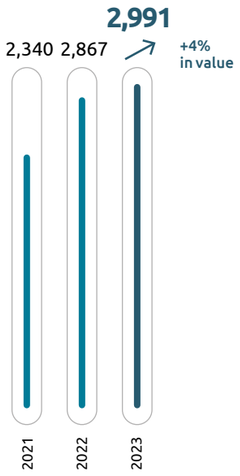
This translates into strong demand for transformation programs with short-term payback, which leverages the Group's high value-added service offerings most notably in Intelligent Industry, as well as in activities driven by cloud, data & artificial intelligence.

After two years of record growth, persisting macroeconomic challenges and rising geopolitical tensions led to a gradual market slowdown in 2023 that came in line with Group expectations. Capgemini reported revenues of €22,522 million in 2023, +2.4% vs. 2022 published figures and +4.4% at constant exchange rates.



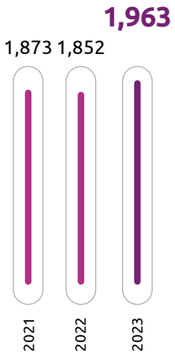
REVENUES
in billions of euros

Capgemini reported revenues of €22,522 million in 2023, up +2.4% vs. 2022 published figures. Constant currency growth was +4.4%, within the 2023 target range of +4% to +7%. With acquisitions contributing +0.5 point to growth, organic growth (i.e., excluding the impact of currency fluctuations and changes in Group scope) reached +3.9%.



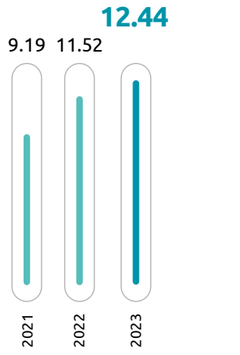
OPERATING MARGIN[1]
in millions of euros

The operating margin increased to 13.3% of revenues, or €2,991 million, up +4% in value compared to 2022. This year-on-year improvement of 30 basis points exceeds the target of 0-20 basis points set for 2023.



ORGANIC FREE CASH FLOW[2]
in millions of euros

Organic free cash flow generation totaled €1,963 million, above the "around €1.8 bn" target for 2023.

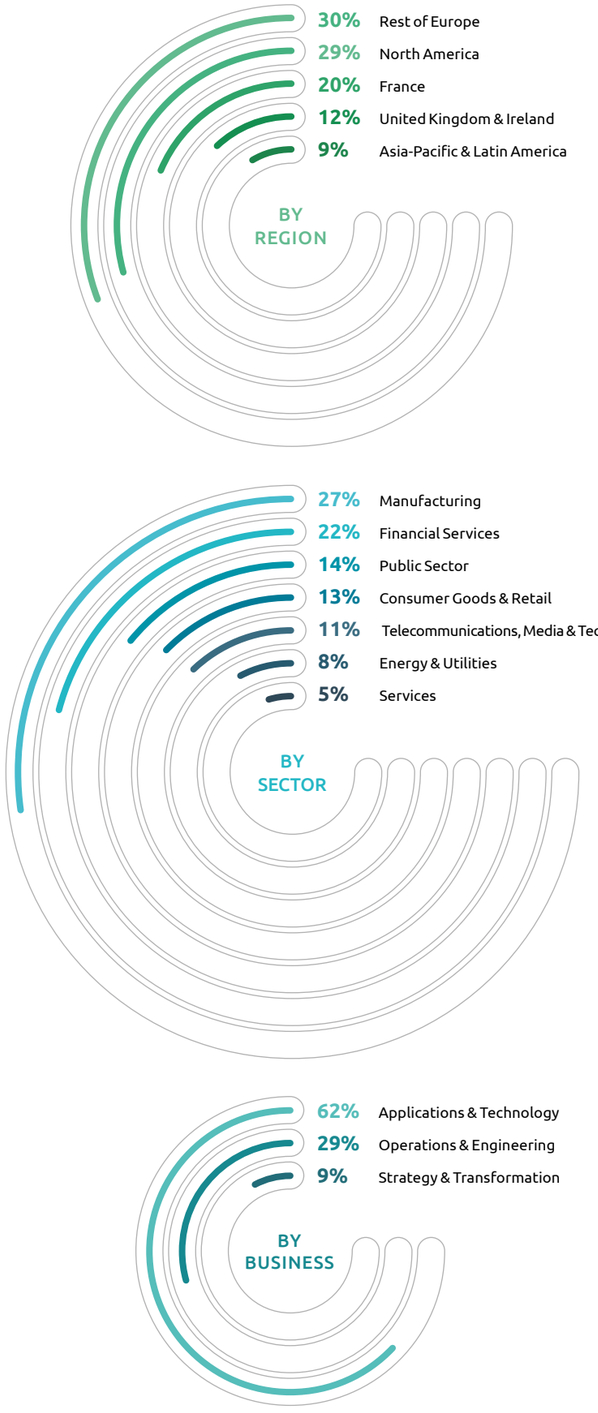


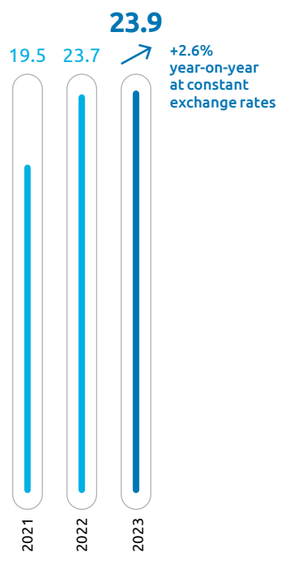
NORMALIZED EARNINGS PER SHARE
in euros

Normalized earnings per share is €12.44. In 2022, the Group had recorded a tax expense of €73 million related to the impact of the US tax reform. Taking into account the average number of shares outstanding, this represented an amount of €0.43 per share. Including this tax expense, normalized earnings per share were therefore €11.09.

(1) Operating margin is one of the Group's key performance indicators. It is defined as the difference between revenues and operating costs, and calculated before "Other operating income and expense".
(2) Organic free cash flow is equal to cash flow from operations less acquisitions of property, plant, equipment and intangible assets (net of disposals) and repayments of lease liabilities, adjusted for cash out relating to the net interest cost.

DISTRIBUTION OF REVENUES



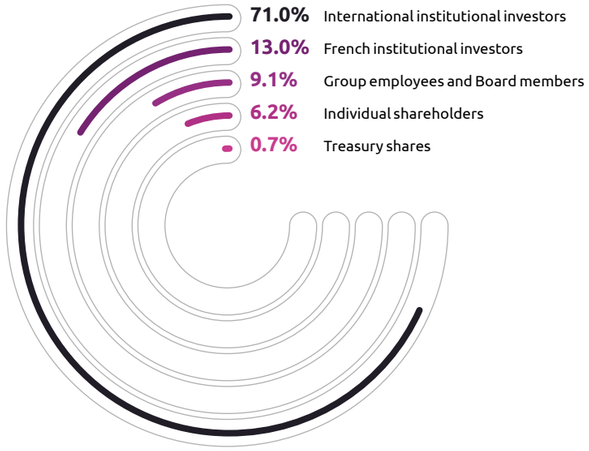


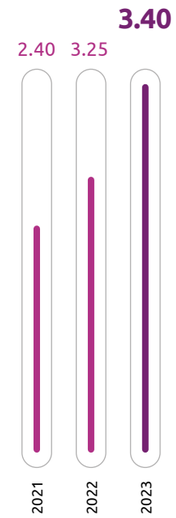
BOOKINGS
in billions of euros

Bookings totaled €23,887 million in 2023, a year-on-year increase of 2.6% at constant exchange rates.

SHAREHOLDING STRUCTURE

at the end of 2023
(based on a shareholder survey)



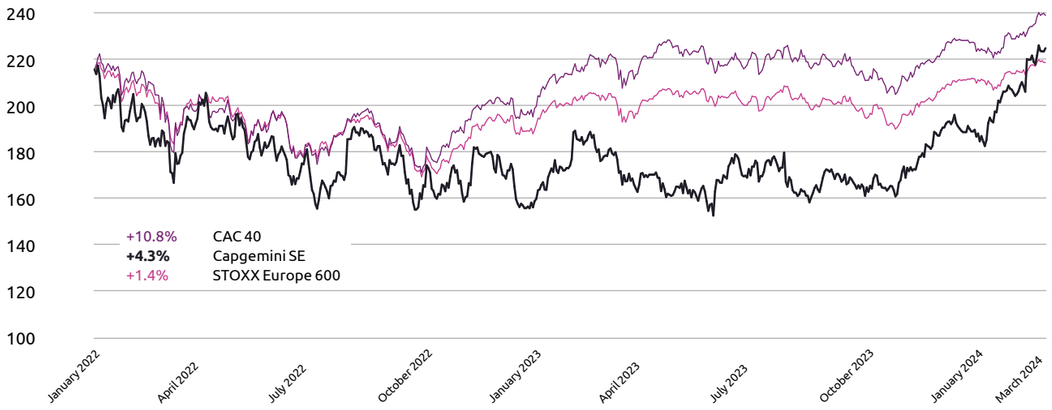


DIVIDEND PER SHARE
in euros

The Group has an established policy for the distribution of dividends which allows us to guarantee a balance between the necessary investments for our development and the distribution of profits to shareholders. In 2023, Capgemini paid €559 million in dividends (corresponding to €3.25 per share) and allocated €883 million before fees to share buyback programs. The tenth employee share ownership plan, which proved highly successful, led to a gross capital increase of €467 million.

CAPGEMINI SHARE PRICE

in euros, compared to the CAC 40 and STOXX Europe 600 indices,
from December 31, 2021 to February 29, 2024



SHAREHOLDER INFORMATION

To be informed regarding the Group, shareholders have N°Vert 0800 20 30 40 at their disposition, as well as a dedicated website: **https://investors.capgemini.com.** They may also contact the Investor Relations office via the email address **actionnaires@capgemini.com.** In addition, following the Shareholders' Meeting each year, an information letter is addressed to registered shareholders and is uploaded onto the website. Shareholder meetings are also organized regularly.

OUR 2023 ESG JOURNEY

The aim of Capgemini's ESG policy, is to effectively integrate the Group's priorities into its strategy, decision-making process, development of solutions and services, and in its relationships with its main stakeholders. This policy aims not only to comply with applicable regulations, but also to incorporate national and international ESG best practices and recommendations. Capgemini is a responsible leader, determined to have a positive impact on all stakeholders within our ecosystem.
The Group believes that digital transformation should benefit humanity as a whole and aspires to be a benchmark in terms of its contribution to society, by fighting exclusion, promoting diversity, ensuring equal opportunities and preserving natural resources while respecting the highest standards of governance and ethics and fully adhering to the key principles of sustainable development. As part of its purpose, Capgemini is committed to being a driver for positive and sustainable ESG impacts, leveraging its entrepreneurial spirit, operational excellence, innovative assets and partnerships.

ENVIRONMENT

MANAGING SUSTAINABILITY CHALLENGES

OUR NET ZERO AMBITION
We continue to accelerate our carbon reduction program on our road to net zero.

Accelerate our transition to 100% renewable electricity
We accelerated our transition to renewable electricity from 28% in 2019 to 96% in 2023. We have implemented on-site solar across our campuses in India, with a new battery energy storage solution installed at key campuses allowing excess solar energy to be used during evening hours, reducing pressure on the power grid during peak consumption hours, demand, and limiting Greenhouse Gases (GHG) emissions and cost.

Reduce energy consumption
We are also making progress in reducing our energy consumption, down 40% globally since 2019. Our Energy Command Center continues to reduce energy consumption in India through smart technology used to optimize resources and monitor asset health. Two additional campuses have been recognized by the Indian Green Business Council with the Net Zero Energy Platinum Certification.

Minimize commuting and business travel emissions
Hybrid working and virtual collaboration continues to be our "new normal". We have invested in IT solutions and equipment that allow people to work from anywhere at any time, connecting in the most effective and sustainable way.
We have also reduced business travel emissions per employee by 60% vs 2019. In 2023, we strengthened our travel policy to mandate the use of rail instead of air on journeys that can be reached by train in less than three hours.

Progress on our sustainable IT transformation
As a leader in the technology sector, we are committed to sustainable IT, with a strategy to reduce our own IT impact and leverage technology to support our wider sustainability goals. In 2023, we have implemented a roadmap, which focuses on four key areas:
- reducing IT energy consumption;
- reducing IT embedded carbon footprint of purchased IT equipment;
- investing into sustainable IT tools;
- enabling sustainable digital collaboration.

SOCIAL

PROTECTION AND RESPECT FOR ALL

TWO NEW POLICIES
Our Diversity and Inclusion Policy reflects our commitments and principles to build an inclusive workplace with equal opportunities for all.
In 2023, we have rolled out emblematic programs engaging all our employees in this cultural shift, measuring the sentiment of inclusion through our monthly Pulse survey, enabling team conversations through over 1,600 inclusion circles, and extending our employee networks mobilizing up to 45,000 colleagues across the Group.

In 2023, Capgemini adopted an Employee Relations Policy for all Group employees.
This policy promotes high-quality social dialogue to support the development of the company and its employees, demonstrates its ambitions in this area (both internally and externally) and ensures a similar managerial approach regardless of the geography concerned. In addition, Capgemini is attentive to any developments that may improve its practices. To this end, Capgemini has joined the Global Deal, an international organization dedicated to promoting social dialogue.

OUR DIGITAL INCLUSION PROGRAMS

Through our Digital Inclusion programs, we've positively impacted more than one million beneficiaries in 2023, empowering underprivileged communities with essential digital skills in collaboration with our ecosystem of partners. We have extended our scope of actions by partnering with UNICEF and Generation Unlimited through the Green Rising initiatives with the objectives of supporting millions of youth in the global south to acquire green skills and drive change in their communities.

GOVERNANCE

LEADING WITH TRUST AND TRANSPARENCY

RESPONSIBLE PROCUREMENT
In 2023, on top of the Supplier Standards of Conducts, Capgemini introduced the Supply Chain ESG pledge, an engagement between Capgemini and main suppliers in embedding ESG challenges. The pledge mandates suppliers to disclose their annual GHG emissions, set science-based targets validated by Science-Based Targets initiative (SBTi), and share their climate transition and low-carbon product strategies.

With the supply chain ESG pledge, Capgemini also recognizes "extra-miles" contributions from our suppliers emphasizing practices exceeding industry standards. While prioritizing carbon reduction, the pledge aims to extend its coverage to other ESG challenges.

Capgemini has continued to build its sustainability and corporate social responsibility journey this past year and illustrates it by using non-financial information.
The following table includes a selection of ESG KPIs linked to its dedicated policy.

ENVIRONMENT

OBJECTIVES	METRICS	2019	2022	2023	2025 target	2030 target
• Be carbon neutral for our own operations no later than 2025 and across our supply chain by 2030, and committed to becoming a net zero business by 2040	• Absolute scope 1 and 2 emissions in tCO_2e	153,877	18,916	**13,328 √**		–80% (vs. 2019 baseline)
	• Employee commuting emissions per headcount (average total headcount) (tCO_2e/head)	1.08	0.36	**0.50 √**		–55% (vs. 2019 baseline)
	• Purchased goods and services – Scope 3 in tCO_2e	299,887	365,650	**349,522 √**		–50% (vs. 2019 baseline)
	• Business travel emissions per headcount (average total headcount) (in tCO_2e/head)	1.26	0.40	**0.50 √**		–55% (vs. 2019 baseline)
• Transition to 100% renewable electricity by 2025, and electric vehicles by 2030	• Total energy use – % of electricity from renewables	28%	88%	**96% √**	100%	100%
• Help our clients to save 10 m tCO_2e by 2030	• tCO_2e savings delivered for our clients	–	–	**–**		10 m tCO_2e

SOCIAL

OBJECTIVES	METRICS	2019	2022	2023	2025 target	2030 target
• Increase average learning hours per employee by 5% every year to ensure regular lifelong learning	• Average completed learning hours per headcount at the end of the year, trained during the reporting period in hours	41.9 (C)	51.4	**53.8 √**		
• 40% of women in our teams by 2025	• % of women in the workforce	33.0% (C)	37.8%	**38.8% √**	40%	
• 5 million beneficiaries supported by our digital inclusion programs by 2030	• Cumulated number of Digital Inclusion beneficiaries (since 2018)	29,012 (C)	1,899,744	**4,376,777 √**		5,000,000

GOVERNANCE

OBJECTIVES	METRICS	2019	2022	2023	2025 target	2030 target
• 30% of women in executive leadership positions in 2025	• % of women in executive leadership positions	16.8% (C)	24.4%	**26.2% √**	30%	
• Maintain best-in-class corporate governance	• MSCI ESG rating on corporate governance	–	Rating achieved	**Rating achieved √**	Top quartile of MSCI ESG rating compared to industry peers	
• Maintain over 80% of the workforce with an ethics score of between 7 and 10	• % of the headcount (average total headcount), with an ethics score of between 7 and 10	–	87%	**86%**	>80%	>80%
• By 2030, suppliers covering 80% of the purchase amount of the previous year, will have committed to our ESG standards	• % of new vendors above 50K euros spend committed to the ESG Standards enforced by Supplier Standards of Conduct commitments	–	55%	**40%**		80%
• Be recognized as a front leader in data protection and cybersecurity	• Cyber Rating agencies – CyberVadis score (out of 1,000)	–	942	**958 √**	940-950 /1000 Top 3% performer	
	• Cyber Rating agencies – RiskRecon score (out of 10, 6-month average)	–	7.7 (B)	**8 (B) √**	A rating	
	• Cyber Rating agencies – BitSight (out of 900, 6-month average)	–	730 – Basic	**718 – Intermediate √**	740+/900 Advanced	800+/900 Advanced
	• % DPO (number of DPO at the end of the year) certified with one of the external official certifying bodies (worldwide scope)	–	65%	**72% √**	95%	
	• % of revenues associated with client engagements triggering processing of personal data subject to an end-to-end digital maturity assessment	–	79%	**79%**	80%	

To learn more about our ESG policy:
investors.capgemini.com/en/esg-policy/

Scope: (C) Capgemini legacy; otherwise Capgemini group.
√ Data identified in these tables by a √ has been reviewed by Mazars with a reasonable level of assurance.

OUR GOVERNANCE

The Group's governance structure, in place since 2020, enables it to write the next chapter in its history with all the passion and collective energy that characterize the Group, in order to continue to make Capgemini a responsible and multicultural global leader.

THE BOARD OF DIRECTORS
The Board of Directors sets the strategic direction of the company and the Capgemini group. It appoints the executive corporate officer(s) responsible for implementing this strategy, approves the financial statements, convenes the Shareholders' Meetings and proposes the annual dividend. It makes decisions on the major issues concerning the operations and future of Capgemini, to promote sustainable value creation for its shareholders and all stakeholders.

Ethics & Governance Committee		Board of Directors		Strategy & CSR Committee	
100% Attendance	100% Independence	93% Attendance		93% Attendance	60% Independence
4 Members	4 Meetings	15 Members		6 Members	5 Meetings
Compensation Committee		83% Independence[1]		Audit & Risk Committee	
95% Attendance	100% Independence	8 Meetings		96% Attendance	100% Independence
5 Members	4 Meetings	2 Executive Sessions		4 Members	7 Meetings

NB: Information at December 31, 2023. **1.** The Directors representing employees and employee shareholders are not taken into account in calculating the independence rate, in accordance with the provisions of the AFEP-MEDEF Code.

AN INDEPENDENT AND BALANCED BOARD OF DIRECTORS
The Board of Directors seeks to implement a balanced governance structure tailored to Capgemini and able to adapt to the circumstances and challenges specific to the Group. True to its history and the Group's values, its action seeks to achieve the goal of sustainable and responsible growth, which has defined Capgemini for over 50 years.

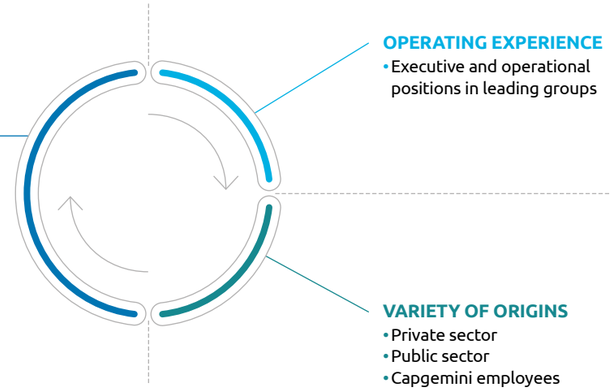
13+2	83%	W: 42% M: 58%	58 years	40%
Board of Directors[1]	Independent Directors[2]	Gender balance[3]	Average age	Internationalization

5 years	1	2
Average length of office	Director representing employee shareholders	Directors representing employees

NB: Information at December 31, 2023. **1.** 13 Directors were elected by shareholders; the 2 Directors representing employees were appointed in accordance with the employee representation system. **2.** The Directors representing employees and employee shareholders are not taken into account in calculating the independence rate, in accordance with the provisions of the AFEP-MEDEF Code. **3.** The Directors representing employees and employee shareholders are not taken into account in calculating this percentage, in accordance with the provisions of the French Commercial Code.

A GOOD MATCH BETWEEN DIRECTORS AND THE GROUP'S STRATEGIC FOCUS
In accordance with its diversity policy, the Board of Directors ensures the balance and plurality of expertise on the Board with regard to the challenges facing the Group. It maintains a range of experience and nationalities and respects gender balance, while ensuring the commitment of all Directors to the Group's fundamental values.

DIVERSE EXPERTISE
- Data, Digital, Cloud
- Services
- Industry
- Strategy & understanding of the technology industry
- Human Resources & Talent Management
- Finance, Audit & Risk
- CSR, Ethics & Compliance
- Governance & Compensation
- International experience



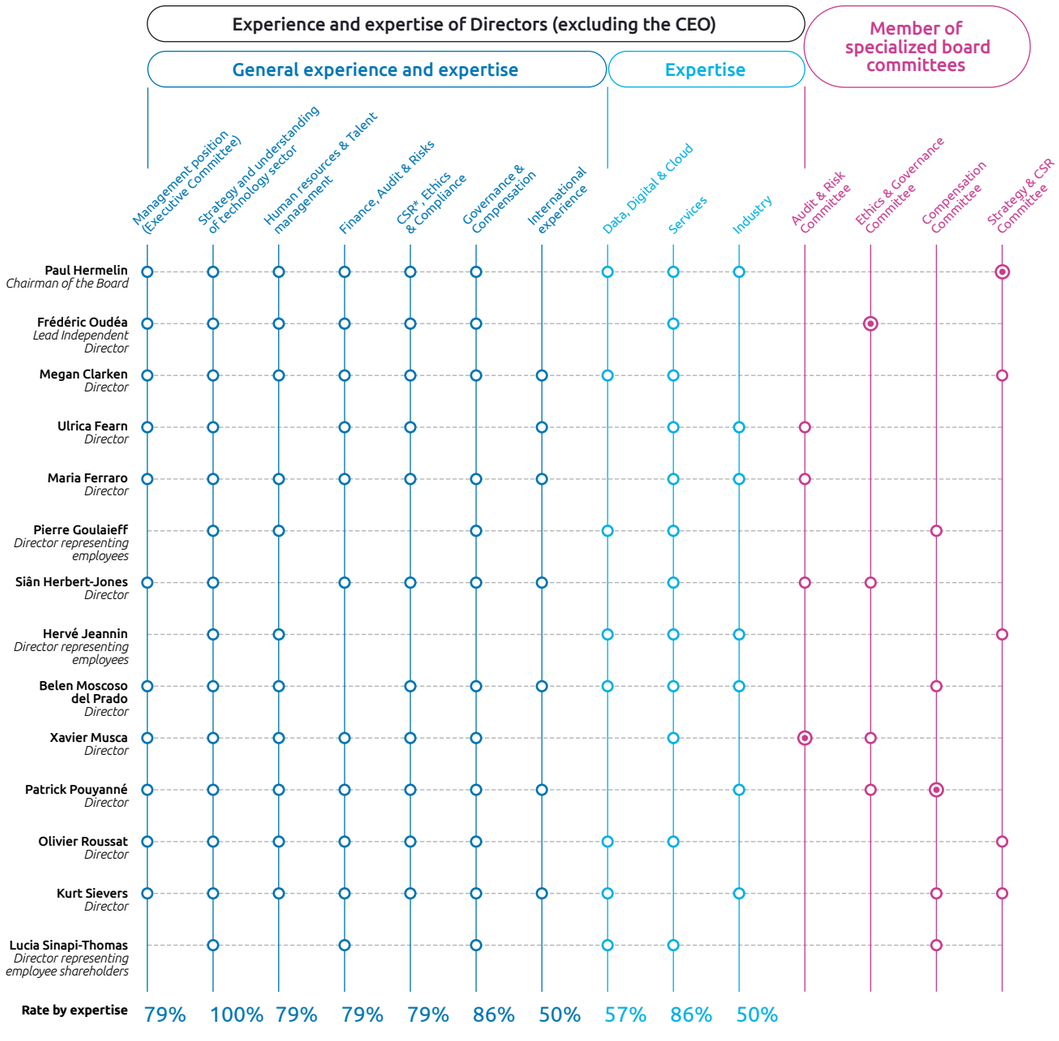
OPERATING EXPERIENCE
- Executive and operational positions in leading groups

VARIETY OF ORIGINS
- Private sector
- Public sector
- Capgemini employees

The Board of Directors therefore decided to adopt the following **objectives** for its **composition for the period 2022-2026:** 01. International diversification to reflect changes in Capgemini's geographical spread and businesses. 02. Diversification of profiles and expertise. 03. Staggered renewal of terms of office. 04. Maintenance of a measured number of Directors, enabling coherence and collective decision-making.

DIVERSITY OF THE BOARD

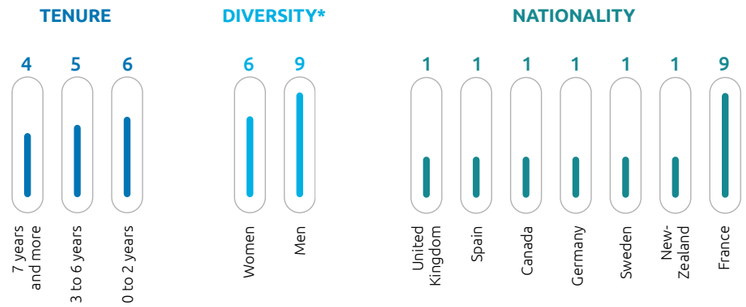
The Board of Directors regularly assesses its composition and the various areas of expertise and experience contributed by each of its members. It also regularly identifies the direction to be taken to ensure the best possible balance with regards to international development and the diversity of the Group's employees, changes in its shareholding base, the various challenges facing Capgemini, including sustainability issues, as well as the Group's medium-term strategic direction. It ensures that the Board retains a range of experience, expertise and nationalities and respects gender balance, while ensuring the commitment of all Directors to the Group's fundamental values. To this end, the work of the Ethics & Governance Committee, chaired by the Lead Independent Director, is invaluable.



* Including expertise on climate change.

RESULTS OF THE APPLICATION OF THE BOARD OF DIRECTORS' DIVERSITY POLICY IN 2023

* Scope covers all members of the Board (whereas percentage of women on the Board – currently 42% – excludes Directors representing employees and employee shareholders as per French law).



ACTIVITIES OF THE BOARD IN 2023

Active and hardworking, the Board of Directors met eight times in 2023, with an average participation rate of 93%. It dedicated most of its work to **(I)** Group strategy, including CSR strategy, performance and organization, **(II)** governance, **(III)** risk monitoring, **(IV)** analyzing accounts, **(V)** talent management and diversity, as well as **(VI)** compensation of executive corporate officers.

Group strategy and organization, CSR

- Review of indicators monitoring the Group's medium-term strategic direction
- External growth opportunities and analysis thereof
- Review of the main changes in markets, technology and the competitive environment
- Intelligent Industry strategy and sustainable development and generative artificial intelligence offering strategy
- Monitoring of the roll-out of the Group's CSR strategy, including the climate strategy

Governance

- Changes in the composition of the Board and its Committees
- Preparation of the Shareholders' Meeting
- Internal assessment of the Board
- Monitoring of dialogue with shareholders and proxy advisors
- Review of the Executive Corporate Officer succession process and the emergency succession process

Finance

- Budget
- Medium-term financial ambitions
- Share buyback program
- Financial communication

Group performance

- Group performance and activities
- Monitoring the "new normal"
- Monitoring customer satisfaction

Audit & Risk

- 2022 Company financial statements
- 2022 consolidated financial statements and 2023 first-half interim consolidated financial statements
- Risk monitoring (including mapping)
- Internal control and Internal audit
- Monitoring of the Group's various ethics and compliance actions

Talent management, diversity and compensation

- Monitoring of Group talent management
- Diversity policy for management bodies
- Monitoring of the Group executive succession process excluding the Chief Executive Officer and preparation of potential executives
- Compensation of Executive Corporate Officers, equity ratio
- Performance share and free share grants
- New employee share ownership plan

2023 BOARD ASSESSMENT: CONCLUSIONS AND PRIORITIES FOR 2024

With respect to 2023, the Lead Independent Director conducted an internal assessment which focused particularly on the composition of the Board of Directors, its activities and the individual contribution of directors. Following this assessment, the Board of Directors set the following priorities for 2024:

- **Oversight of medium-term strategic direction**

Continued increased involvement of the Board in the definition and oversight of strategic priorities, both during the annual strategic seminar and at Board meetings.

- **Oversight of acquisitions**

More in-depth oversight of acquisitions and their integration at Board level, in addition to the work performed by the Strategy & CSR Committee.

- **Talent management**

Even greater involvement of the Ethics & Governance Committee and the Board of Directors in talent management and succession plan issues. Continuation of meetings with Group operating managers during Board meetings or training sessions.

ONGOING TRAINING FOR DIRECTORS

The Board organized a range of specific training sessions throughout the year to help directors increase their knowledge of the Group (through presentations of its ecosystem, challenges, businesses, offerings and some of its regions) and its competitive environment, as well as recent market disruption trends and technological developments. In 2023, presentations were made before or during Board of Directors' meetings and at the annual strategy seminar. These primarily focused on the latest technology trends (generative artificial intelligence, quantum and new technologies in financial services), challenges in attracting and retaining talent, cybersecurity and the Group's competitive environment. There were also more operations-based presentations, focusing on Group strategy in the consumer goods sector, the "Cloud Infrastructure Services" business line, the Group's portfolio of offerings, Group offerings in sustainable development and intelligent industry, as well as the Group's activities in the United States. Furthermore, an in-depth presentation of the Group's climate strategy and net zero program was also made to members of the Board of Directors in 2023, in addition to the annual meeting focusing on the roll-out of the Group's CSR strategy. The Board members also meet regularly with the members of the Group Executive Board during Board and Committee meetings. Each year a Board meeting dedicated to strategy is held in the form of a seminar and invites key managers of the Group to contribute to Board discussions.

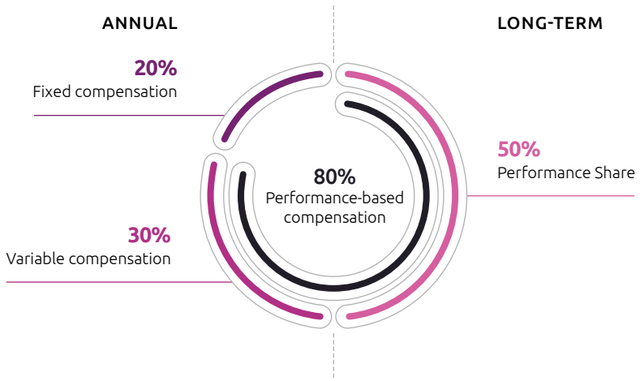
2023 SHAREHOLDERS' MEETING

The 2023 edition took place with the physical presence of shareholders. The Board of Directors wished to retain the time set aside for shareholders' questions by offering the possibility for shareholders unable to attend to ask questions live and remotely. The Shareholders' meeting was streamed live, with a replay subsequently available.

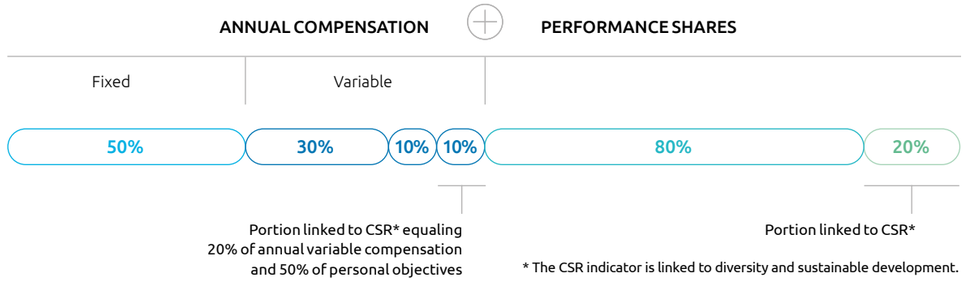
COMPENSATION OF EXECUTIVE CORPORATE OFFICERS

The compensation policies for the Chairman and Chief Executive Officer were approved by the Board of Directors on February 13, 2024 on the recommendation of the Compensation Committee. The 2024 Chairman of the Board of Directors' compensation policy includes an annual fixed compensation for his term of office as Chairman of the Board, as well as compensation for attendance at Board meetings. The compensation policy for the Chief Executive Officer is summarized below and on the next page.

2024 ANNUAL COMPENSATION TARGET STRUCTURE OF THE CHIEF EXECUTIVE OFFICER



WEIGHT OF CSR INDICATORS IN THE CHIEF EXECUTIVE OFFICER'S VARIABLE COMPENSATION



CRITERIA FOR ANNUAL VARIABLE COMPENSATION OF THE CHIEF EXECUTIVE OFFICER IN 2024

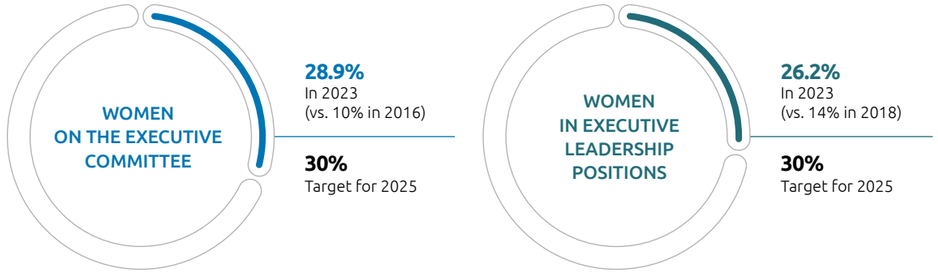
The indicators selected to determine the variable compensation are divided between:

- **financial objectives,** representing 60% of annual variable compensation and based on attainment of: **01.** Group revenues objectives, **02.** Group operating margin target rate, **03.** Net profit before taxes target, and **04.** Group organic free cash flow target;
- **quantitative individual performance objectives,** representing up to 20% of annual variable compensation, tied to the roll-out of the CSR strategy (diversity and growth of our portfolio of sustainability related offerings);
- **qualitative individual performance objectives,** equally weighted covering **01.** Talent attractiveness, **02.** Strategic partnering with clients, and **03.** Evolution of the portfolio of strategic offerings.

In compliance with the Say on Pay rules, the compensation policy and the compensation of Executive Corporate Officers paid during the fiscal year or granted in respect of the fiscal year then ended must be presented to the Shareholders' Meeting for an annual vote.

DIVERSITY POLICY FOR MANAGEMENT BODIES

The Group decided to implement a progressive increase in both female and international representation on the Group's Executive Committee. At December 31, 2023, the international representation on the Group Executive Committee is at 58%. The Executive Committee also shifted from female membership rate below 10% in 2016 to 28.9% in 2023. The Group's mid-term objective is to reach at least 30% by 2025 and the long-term objective is to achieve the same percentage of women in the Executive Committee as in the Group's headcount. Capgemini also intends to increase female representation within Group executive leaders, representing 10% of positions with the greatest responsibility within the Group, and more widely in the Vice-President community by similarly setting annual objectives in this respect for the Group's key managers. The Group has set a target of 30% of women in executive leadership positions by 2025. These objectives are combined with the strengthening of the Group's internal policies to ensure the implementation of regular and fair practices supporting this strategic direction, enabling diversified and non-discriminatory global representation at all levels of the organization. Finally, the Board of Directors has set Executive Corporate Officers objectives to increase female representation in the Group in the variable part of their annual compensation.

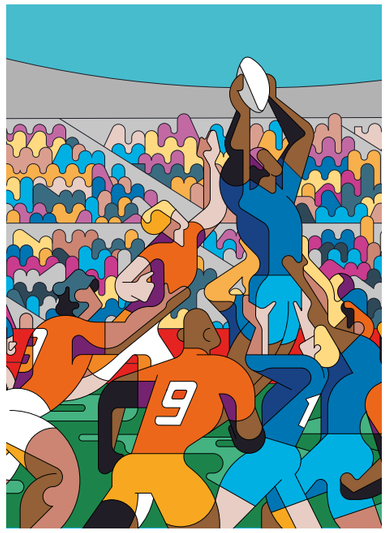


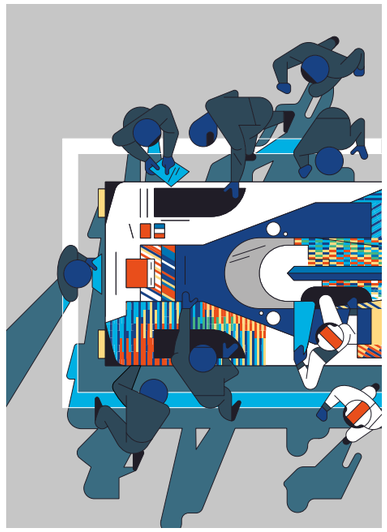
ANNE-MARGOT RAMSTEIN

ARTIST

Our engagement with the arts, particularly through collaborations with forward-thinking artists, underscores the transformative potential at the crossroads of technology, sports, and creativity.

Known for her bold, colorful and imaginative work, Anne-Margot Ramstein's art challenges traditional boundaries and invites viewers to explore new perspectives. Her crisscrossing lines and shapes, reminiscent of digital patterns, are a vivid representation of the encounter between the digital and what it serves: nature, sport, positive change, collaboration. On the covers of our reports, she has chosen to explore the transformative power of technology: how AI can protect ocean biodiversity. In our sponsorship brochure, her work is a testament to our commitment to use digital innovation to revolutionize the world of sports and improve the experience of athletes, fans and communities across the globe.





Anne-Margot Ramstein is an internationally recognized artist with a diverse background, including education at the School of Decorative Arts in Strasbourg and time at the Académie de France in Rome.

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DISCOVER THE DIGITAL VERSION OF OUR 2023 REPORTS

reports.capgemini.com

THE INTEGRATED ANNUAL REPORT

Presents the key events of the past year. It describes how Capgemini's talent, innovation, sustainable actions, strategy and governance create long-term financial and extra-financial value.

THE UNIVERSAL REGISTRATION DOCUMENT

Provides complete legal, economic, financial, and accounting information about our activities, together with analysis of the company's results and future prospects.

ADDITIONAL RESOURCES

Our website
capgemini.com

Investors section
investors.capgemini.com

Careers section
capgemini.com/careers

News
capgemini.com/news

CSR
capgemini.com/about-us/csr

Cover & Illustrations: Anne-Margot Ramstein — https://www.anne-margot.com

Capgemini
Group Marketing and Communications Department
11, rue de Tilsitt, 75017 Paris, France

Graphic design, production, editorial and translation: HAVAS PARIS ○ **Artist – All rights reserved:** Anne-Margot Ramstein — anne-margot.com ○ **Photographers – All rights reserved:** Antoine Doyen (p. 12, p. 16-17, p. 36) • Thomas Laisné (p. 10, p. 22) • Peugeot Sport • World Rugby • Ryder Cup ○ **Copyrights – All rights reserved:** Adobe Stock • AWS • Telia • Capgemini • Campus Serge Kampf Les Fontaines • Alstom • Getty Images • Google Cloud • Microsoft • Oracle • Salesforce • SAP ○ **Thanks to:** AWS • Sanofi • Schneider Electric • Alstom • Telia • Nestlé • BNP Paribas • Airbus • National Grid • Symbio • Kuehne + Nagel • Eramet • Nespresso • Albertsons Media Collective • Generalitat De Catalunya • Universal Hydrogen • Aircapture • Automotive Cells Compagny • Chevron Phillips Chemical • Twinings Ovaltine • Breitling • Auto Club Group.

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