



SERIOUS CONVERSATION VOLODIA POPOV

● KEY FIGURES

# ON THE ROAD TO RECOVERY

## CAPGEMINI SHARE PERFORMANCE BASED ON CAC 40 INDEX AND DJ STOXX INDEX



## WORKFORCE

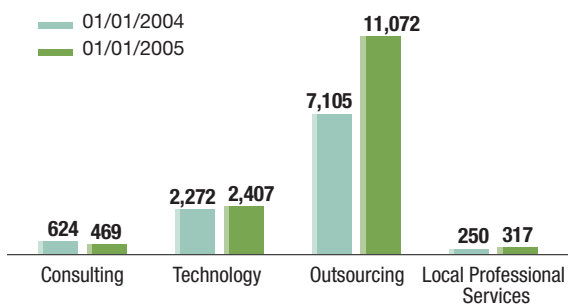
at December 31, 2004



The increase of approximately 3,700 people, compared to December 31, 2003, is mainly the result of large outsourcing contracts.

## ORDER BOOK

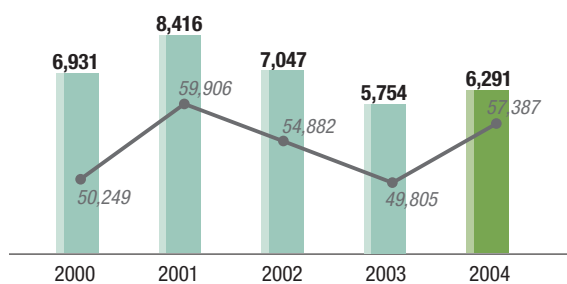
in millions of euros



The order book, which rose to nearly €10 billion in 2002 and 2003, reached a record high in 2004 of €14 billion, €11 billion of which relate to outsourcing contracts.

## REVENUE AND WORKFORCE

in millions of euros



Revenue for 2004 is €6,291 million - an increase of 9.3% at current exchange rates and perimeter (2.7% at constant exchange rates and perimeter), compared to 2003.

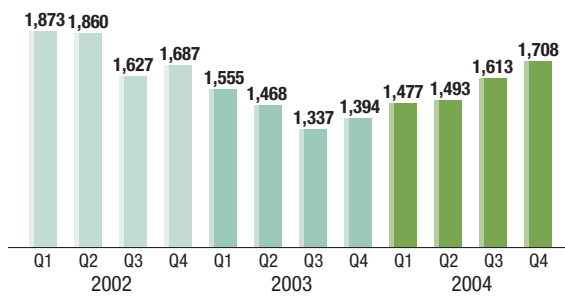


**HANDKERCHIEF VARIATION - ROSE TRELLIS** PATRICIA NIX



### QUARTERLY REVENUE EVOLUTION

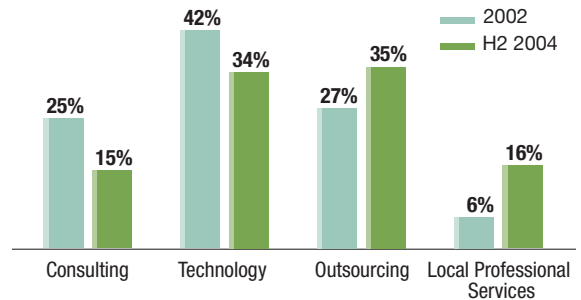
in millions of euros



In 2004, the Group returned to growth. Following a first half in which business stabilized, the second half showed a strong sequential growth, especially in the fourth quarter which, at constant exchange rates and perimeter, was up 7.5% compared with the third quarter.

### PORTFOLIO EVOLUTION

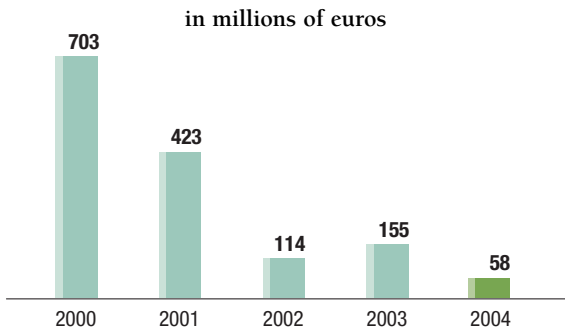
in percentage of revenue



Cappgemini rebalanced its business portfolio and continued to make inroads into the outsourcing arena, mainly in transformational outsourcing and Business Process Outsourcing (BPO).

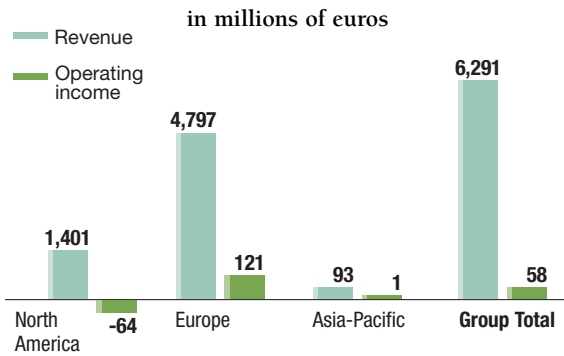
● KEY FIGURES

**OPERATING INCOME**



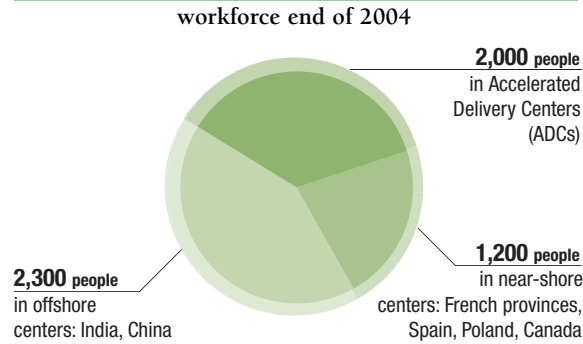
Following an operating deficit during the first half of 2004, the recovery was confirmed during the second half for an operating income of €78 million.

**REVENUE BREAKDOWN AND OPERATING INCOME BY REGION**



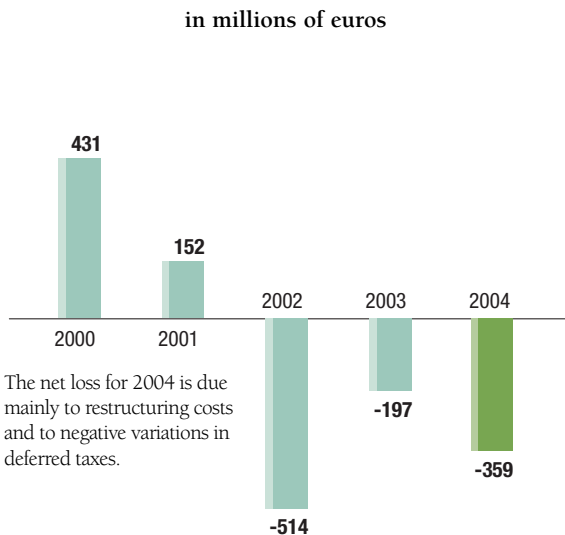
All the European operations saw an improvement in operating income during the second half of 2004.

**“RIGHTSHORE”™ DELIVERY MODEL**



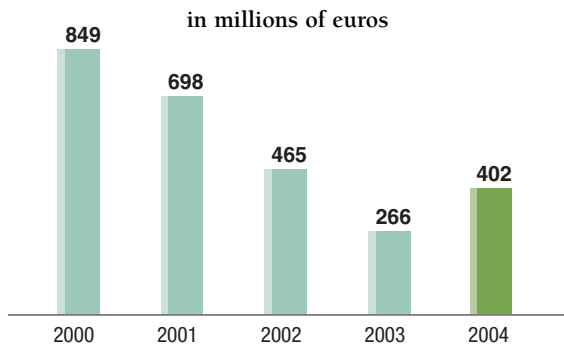
The global network of “Rightshore”™ delivery centers developed by the Group is a competitive advantage for both its outsourcing and systems integration offerings.

**NET INCOME**



The net loss for 2004 is due mainly to restructuring costs and to negative variations in deferred taxes.

**NET CASH**



At the end of 2004, the Group's net cash was €402 million, compared to €266 million at the end of 2003. This financial structure is all the more solid since, with the exception of the U.S., the essential restructuring operations are behind us.

# A RENEWED AND STRENGTHENED TEAM

AT APRIL 15, 2005



## Office of the CEO

- ▶ Paul Hermelin (\*)  
CEO
- Pierre Danon  
COO
- Nicolas Dufourcq  
CFO
- Alain Donzeaud  
General Secretary & Human Resources



Serge Kampf (\*)  
Chairman



## Executive Committee

- Paul Hermelin Chairman
- Pierre Danon
- Nicolas Dufourcq
- Alain Donzeaud

### ▶ Strategic Business Unit leaders

- Henk Broeders  
Northern Europe & Asia-Pacific
- Philippe Donche-Gay  
France and TS <sup>(1)</sup> Global Coordination
- Luc-François Salvador  
Local Professional Services  
Sogeti-Transiciel
- Antonio Schnieder  
Central & Southern Europe  
and CS <sup>(2)</sup> Global Coordination
- Chell Smith  
North America
- Paul Spence  
Outsourcing Services

### ▶ Group Directors

- Pierre-Yves Cros  
Strategy
- Philippe Grangeon  
Communication

<sup>(1)</sup> Technology Services  
<sup>(2)</sup> Consulting Services



## Operations Committee

- Pierre Danon Chairman

### ▶ SBU leaders

- Henk Broeders
- Philippe Donche-Gay
- Luc-François Salvador
- Antonio Schnieder
- Chell Smith
- Paul Spence

### ▶ Global Marketing

- Colette Lewiner

### ▶ Global Sales & Alliances

- Patrick Nicolet

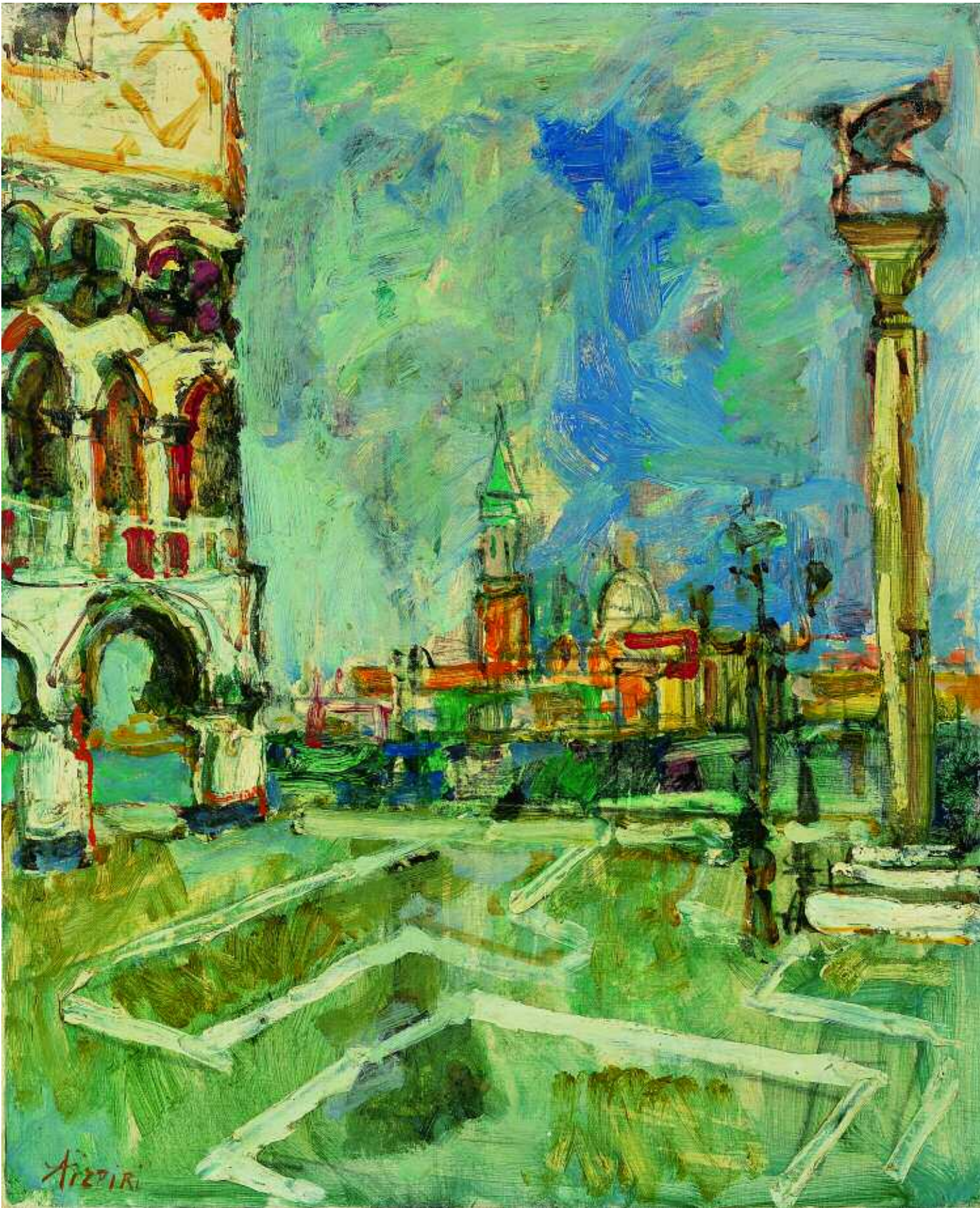
### ▶ Global Delivery

- Gilles Taldu

## Sector Managers

- Didier Bonnet Telecom, Media & Entertainment
- Stanislas Cozon Public Sector
- Bernard Helders Manufacturing, Retail & Distribution
- Bertrand Lavayssière Financial Services
- Colette Lewiner Energy, Utilities & Chemicals

(\*) Member of the Board of Directors of Cap Gemini S.A.



ST. MARK'S SQUARE PAUL AIZPURI