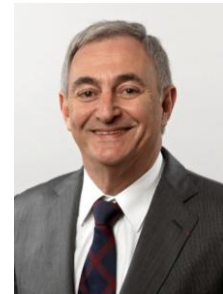


## Luc-François Salvador

Executive Chairman for the new Asia-Pacific entity  
Capgemini Group



Luc-François Salvador comes from a family of Minervois winegrowers (Peyriac). He was born in the Congo and spent his early childhood in French Equatorial Africa, where his father served in the French Air Force as a non-commissioned officer on flight crews. After a year at the Prytanée military high school in La Flèche, Luc-François SALVADOR joined his parents who had emigrated to South Africa. There he completed his main secondary studies (Kempton Park High School) and university (BA, University Witswatersrand).

In 1976, Luc-François Salvador joined the Air Force where he volunteered for the officer training corps (specialty: information systems). He left the Air Force with the rank of Sergeant and was hired by Cap Sogeti Exploitation in January 9, 1978 as a technician (technical assistant). At the time, Cap Sogeti was a small company of 40 professionals. Luc-François Salvador first assumed, in succession, the duties of Technical Assistant, Operations Analyst and Sales Engineer until 1982. At the same time, he headed the Work's Council and the Liaison Committee of the Cap Gemini Sogeti Group (a forerunner of the Central Work's Council). He became a member of the CGC trade union in 1981, and was elected Vice-President of the National Union of Information and Electronics Technician and Engineers. In 1982, he was named Branch Manager in charge of developing the insurance segment of Cap Sesa Exploitation. His twofold cultural background enabled him to take part in various assignments in the United States, at the request of the Group's management. In 1986, he was appointed Director of Operations of Cap Gemini America, a new company resulting from the merger of Cap Gemini entities and an important acquisition. He created the Big Deals Department at the end of 1987, and joined Cap Sesa Exploitation as Director of Marketing and Sales Support (1988). In 1991, he was promoted to Vice Chief Executive Officer, heading up the Service Division.

In 1994, he was named Chairman and Chief Executive Office of the company he had joined sixteen years earlier. In 1994, the company employed 500 IT staff and was posting FRF 260 m in annual turnover. By January 1, 1998, the company had gone beyond the 1,000-employee mark and doubled its turnover. On January 1, 1998, he was appointed Vice Chief Executive of Cap Gemini France, at the head of IMS for southern Europe. Under the direction of Luc-François Salvador, the Operating Division of the Cap Gemini Group recruited and trained more than 1,911 employees, helping to make Cap Gemini the company that created the most jobs in France in 1998. For 1999, the Division forecast the recruitment of more than 800 new staff members, including nearly 200 young people who were to be trained in IT-related trades and information technology. Under the impetus of Luc-François Salvador, the Information Systems Management segment devoted close to 11% of its turnover to staff training.

Luc-François Salvador's background as a self-taught IT expert and trade union representative, as well as the ongoing development of the Cap Gemini Group, enabled him to maintain a focus on human development within the company. In concrete terms, in the face of the significant technological upheavals during the 1990s, Luc-François SALVADOR helped develop a broad training plan to upgrade the skills of more than one third of the personnel. The programme called for a commitment on the part of the management through investments amounting to several tens of millions of French Francs. Within this scope, partnerships were developed with Université Léonard de Vinci. Today, as an extension of this action, Luc-François Salvador takes part in symposia on employment and training issues in the south of France.

This action materialised in the creation of a programme resulting in some twenty unemployed young people receiving the offer of training in IT-related jobs combined with a permanent work contract.

In 1997, Luc-François Salvador was accepted as an auditor at the 49<sup>th</sup> national session of the IHEDN (Institute of Advanced National Defence Studies).

In 2000, the Capgemini Group began discussions with the Ernst & Young worldwide with a view to the acquisition of the service and IT activity of the US Group. To handle the complex discussions, the Group decided to send Luc-François SALVADOR to the United States to carry out a rapid restructuring of Cap Gemini America and prepare the merger of the two US entities Cap Gemini and Ernst & Young.

Once this assignment was completed, Luc-François Salvador joined the General Management of the Group as Special Director in charge of proposing a development strategy for Local Professional Services (LPS) to the Board of Directors Based on Luc-François Salvador's proposal, 5,000 IT specialists from the Cap Gemini Ernst & Young Group were selected from 3 countries (France, Netherlands, and United States). These activities were consolidated in a new entity wholly-owned by Cap Gemini Ernst & Young, called the Sogeti Group, where they quickly grew into the most profitable Division in the Cap Gemini Ernst & Young Group, with a headcount of 7,000 employees.

Again at the suggestion of Luc-François Salvador, contacts were made with various competitors culminating, after a year of discussions, in the acquisition of the Transiciel Group S.A., a company listed on the Paris stock exchange, to form the new Sogeti Group with 20,000 employees in 14 countries and turnover of €1.6 billion. Luc-François Salvador is now Chairman and Chief Executive Officer of SOGETI. Luc-François Salvador is also member of Capgemini Group Executive Committee.

Between 2004 and 2009 Sogeti opened the Irish, UK, Norway and Danish markets.

In January 2009 Paul Hermelin, Capgemini Group CEO, asked Luc-François Salvador, in addition to the Sogeti's responsibility, to represent the Capgemini COMEX in the French Defense segment (Ministry of Defense, Armed Forces, Defense Industries) and to coordinate Capgemini disciplines and activities in this field.

On December 16th 2009, he is admitted in the French Air Force reserve.

The French Chairman of the Joint Chiefs of Staff appointed him as National Coordinator of the French Cyber Defense Military Reserve in 2012.

On top of his current responsibilities, Luc-François Salvador now chairs the Capgemini French Country Board, managing the French Strategic Accounts.

In 2010 Luc-François Salvador was awarded as Officer in the order of « la Légion d'Honneur » by the French Government for his career achievements both in social and business activities. The same year, he was chosen by Nicolas Sarkozy, President of the French Republic, to become a member of the "Commission for the promotion of economical growth" leaded by Jacques Attali, former special adviser of François Mitterand.