

## Paul Hermelin

Paul Hermelin is an experienced Chair and CEO of CAC 40, EURONEXT 100, SBF 120 and private sector companies. Paul's multi-industry knowledge of consulting, digital transformation, engineering services, insurance, software & computer services, and technology over the last 20+ years of working in senior leadership positions at these companies has given him a vast wealth of experience.

Paul is Non-Executive Chair and the former CEO of Capgemini, a global leader in consulting, digital transformation, technology and engineering services. He is Senior Advisor to Eurazeo, a large French private equity fund. He is also Chair of the Opera Festival of Aix-en-Provence, the French Chair of the India-France Large Companies Forum and the Special Envoy of the French government for India-France economic relationships, as well as author of the book "La science en procès, sans innovation, pas de démocratie".

Paul is a thought leader on technology, digital transformation and disruption. He is an intellectual and strategic global thinker and reflects on macro-economic matters around the globe, thus demonstrating a profound, global overview. He is multicultural and well connected in Europe, the US, Asia and the Middle East. He has a breadth of knowledge and experience of (all developments in) India, where under his leadership the Capgemini headcount grew from 120 to 140,000 people. Paul spent the first 15 years of his professional life in the French government, primarily in the Ministry of Finance. He held a number of positions in the Budget Office and on various ministry staffs, including that of Finance Minister Jacques Delors. He was Chief of Staff to the Minister of Industry and Foreign Trade (1991–1993). In 1993 Paul stepped out of the government world and into the evolving technology world.

He joined the Capgemini group in May 1993, where he was first in charge of coordinating central functions. In May 1996, he was appointed member of the Management Board and Chief Executive Officer of French and South Europe operations. In May 2000, following the merger of Capgemini and Ernst & Young Consulting, he became Chief Operating Officer of the Group and Director. In January 2002 he became Chief Executive Officer of the Capgemini Group, followed by Chair and Chief Executive Officer in May 2012.

Following the separation of the functions of Chair and Chief Executive Officer, which took place in May 2020 as part of the succession to the Group's general management, Paul retains the Chairmanship of the Board of Directors of Capgemini SE.



**Major Career Roles:**  
Group Chair and the former CEO of Capgemini  
Senior Advisor to Eurazeo  
French Chair of the India-France Large Companies Forum  
Special Envoy of the French Government for India-France economic relationships

**Other Career Highlights:**  
Independent Director of AXA SA  
Chief of Staff to the Minister of Industry and Foreign Trade (1991–1993)