

Exane BNP Paribas European Equity Seminar

Paul Spence, CEO Global Outsourcing
New York, December 8, 2009



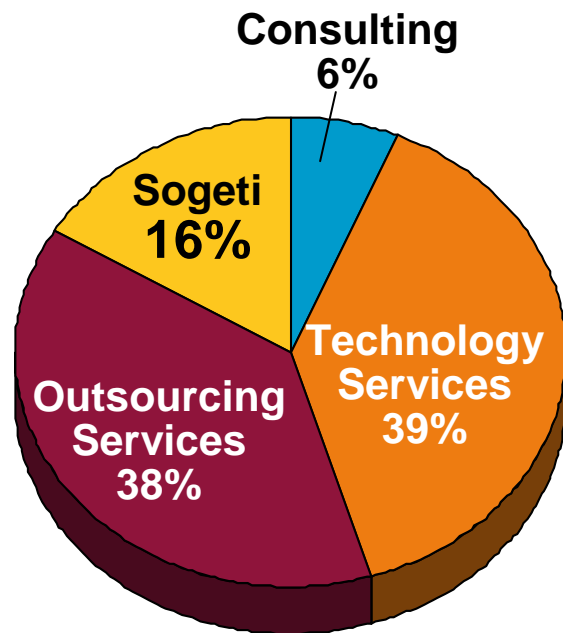


Agenda

- Overview of business
- Rightshore competitive advantage
- 2009 trading environment
- Levers defending margins
- Preparing for market recovery



Overview of business

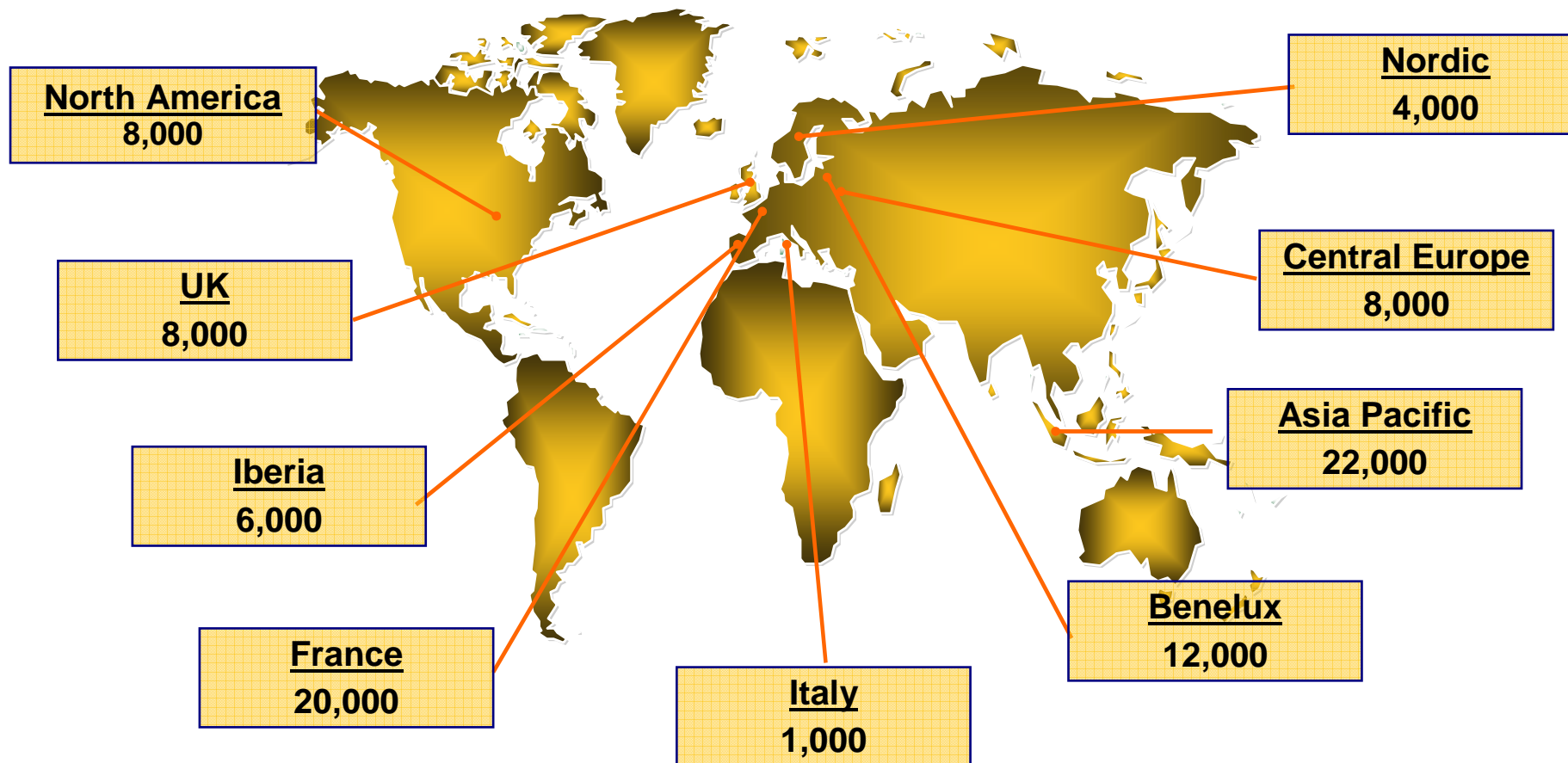


- IT-related services
- Broad geographic coverage
- Sector diversity
- Balanced for business cycle



Rightshore competitive advantage

89,000 Colleagues world wide





2009 Trading Environment

- Late cyclical business
- Outsourcing stable
- Cyclical part now in double digit decrease
- Some signs of improvement



Levers defending margins

- Target of 7% Operating Margin for '09

- Levers
 - Hiring freeze
 - Resisting short term price pressure
 - Variable Compensation
 - Restructuring
 - Lean



Preparing for market recovery



- Five global offers
- Large offshore lever
- Sales mobilisation

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