



# Restructuring & Rightsizing Plan

---

22 June, 2011

Pablo Sanchez-Lozano  
President & CEO

# Agenda

---

1. Introduction & Executive Summary

**Willy M. Walker (Chairman) &  
Pablo Sanchez-Lozano (CEO)**

2. Restructuring & Rightsizing plan and costs

**Aissa Azzouzi (CFO)**

3. Q2 outlook and Next steps in our journey

**Pablo Sanchez-Lozano (CEO)**

# Restructuring & rightsizing plan to adjust over-capacities

## Key objectives of the restructuring & rightsizing program

- Adjust delivery infrastructure to current level of revenues
- Reduce workforce and available seats
- Reassess and recognize onerous contracts and related costs to improve utilization of available capacity

## Restructuring plan costs and other non-recurring costs amount to €32.8 million starting in Q2 and lasting through to the end of 2011

- Restructuring costs **€18.2 million**
- Costs indirectly linked to restructuring **€5.5 million**
- Other non-recurring items **€9.1 million**
- **€4.2 million** charge booked in Q2 2011, and **€8.6 million** in Q3 2011
- 2011 cash impact: **€10.6 million** (€0.5 million in Q3, €5.1 million in Q3 and €5.0 million in Q4)

## Annualized gross savings of approximately €10.0-12.0 million, when fully implemented

P&L Impact (in million)	Q2 2011	Q3 2011	FY 2011
Restructuring costs	10.8	7.4	<b>18.2</b>
Costs indirectly linked with the restructuring (*)	4.9	0.6	<b>5.5</b>
Other non recurring items (*)	8.5	0.6	<b>9.1</b>
<b>Total</b>	<b>24.2</b>	<b>8.6</b>	<b>32.8</b>

(\*) Presented by nature in the respective captions of the Income Statement in the interim Financial Statements

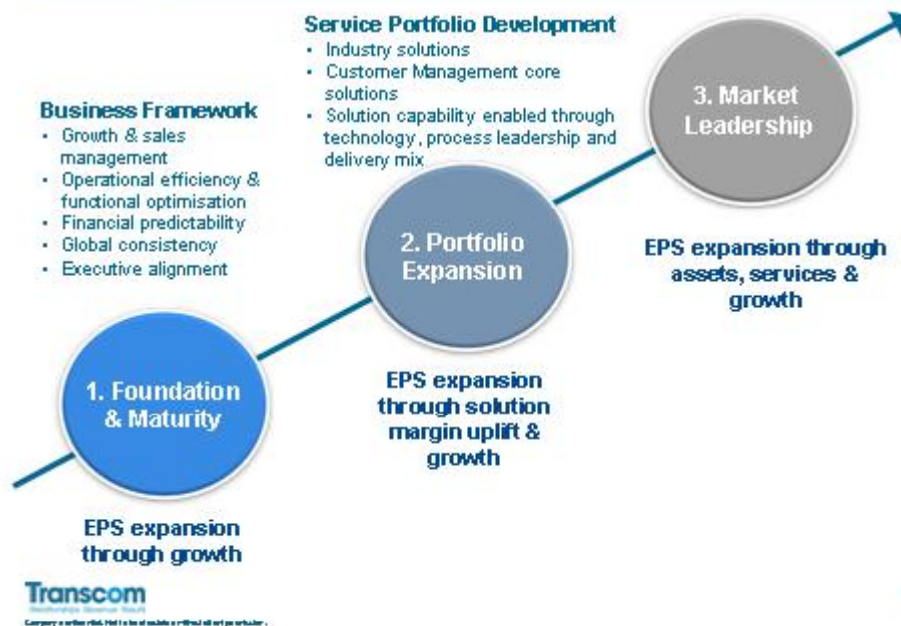
## Q2 2011 Outlook

---

- **Revenue for Q2** forecasted in the range of **€135 million**, 6% reduction sequentially and 9% year on year.
  - The sequential erosion is mainly in North (-7%) and North America (-18%) regions, and year on year is mainly North America (-31%).
- **Q2 EBIT** excluding non-recurring items in the quarter in the range of **€0.5 to €0.7 million**
  - the quarter will be impacted by inefficiencies related to the revenue erosion
- Total Restructuring Costs and Other non-recurring costs in Q2 **€24.2 million.**
- Agreement reached with Banks syndicate to increase our covenant thresholds throughout the execution of the restructuring plan.

# Next Steps in our Journey

## A Journey



## Main strategies for value creation

- Growth
- Address under performing units
- Portfolio and technology transformation

The restructuring charge is another step forward addressing under performing units and existing over capacity.

Growth remains a key priority. Keep investing in sales and funnel is building up.

Technology and portfolio keep progressing and we will share further progress in H2 2011.

*The journey continues...*

**Thank you**

---

**Q&A**