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SUMMARY

A Senior Executive with a strong record of success and leadership in creating information technology business at the global level. Currently he is creating an industry focused outsourcing consulting practice for the Everest Group and serving on several Boards of startup companies. During his 4+ years at Everest he has created a practice that delivers 40% of the firm's revenues. Mr Atwood has personally led engagements to help clients such as Unilever, Philips, Corning, Textron, Kimberly-Clark, Circuit City, Dial, LSG-Sky Chefs, Scotts, CSX, GM, Johns Manville, Pactiv, Honeywell, Meijer and BMC Software consider and sometimes outsource various ITO and BPO services.

Prior to this Mr. Atwood was the President and CEO respectively of two venture backed start ups after leaving EDS. At EDS, during a 25 year career, Mr. Atwood advanced from a software development trainee to leading 3 different business units, with up to 2700 people, and managing a 2+ billion dollar budget. As the President of these business units he was responsible for sales and operation of outsourcing services to various portions of EDS' business.

EXPERIENCE

Consulting Sept 2001- Present
Chapel Hill, NC

Developed from scratch a consulting practice selling and delivering outsourcing advisory services for the Everest Group. Personally led engagements to help clients such as Unilever, Philips, Corning, Textron, Circuit City, Dial, LSG-Sky Chefs, Scotts, CSX, GM, Johns Manville, Pactiv, Honeywell, and BMC Software consider and sometimes outsource various ITO and BPO services.

Tempest Software, New York City
CEO 2001-2001

Responsible for the operation and creation of a venture funded company that is making and marketing security software. In 7 months he raised 4.5 million dollars and determined market positioning.

BUILDNET Research Triangle Park, NC 1999-2000
President and Chief Operating Officer

Responsible for the operation of a company with 1100 employees and 100 million in annual revenues. Took this from a company with sixty employees and 3 million in Annual Revenues to 1100 employees and 100 million in Revenues in 18 months. Most growth was by acquisition using stock and the 150 million dollars raised to fund the venture.

EDS; Plano, TX 1974-1999

Chief Operating Officer, Enterprise Solutions (1998-1999)

Responsible for the operation of the EDS/AT Kearney joint initiative to address the ERP implementation market. Responsibilities included interfacing with SAP, Oracle, BAAN and Peoplesoft. Additionally, established a vision to dominate the supply chain market as well as the ongoing support of these packages. Tripled revenues while the staff grew from 600 to 1200. Managed a politically sensitive interface between AT Kearney and EDS so that it became a positive relationship. Developed a truly global unit with people and offices in every inhabited continent

SSU Director, TI New Business Development (1997-1998)

Responsible for development of a product strategy for infrastructure services that had traditionally been sold as part of custom solutions. This also includes establishing strategic alliances with corporations such as Cisco Systems and Microsoft, as well as providing sales support to all EDS operating units. This strategy was EDS' method to move down market and sell to smaller firms. It became the basis for the

current reorganization of EDS. A Cisco alliance created during this period became the model for future EDS technology partnerships.

SBU President, Client Server Account Operations (1995-1997)

Responsible for creating a unit to implement and operated EDS's client/server offering (Renaissance) across all SBUs in EDS. As the leader of this unit Mr. Atwood was responsible for sales, delivery and C-level customer interaction for EDS' outsourcing customers. During this period we brought the unit to profitability, increased customer satisfaction five fold, and doubled the revenue. At his departure the staff was approximately 2500 and the budget 2.7 billion.

SBU President, Advanced Technology (1991-1995)

Responsible for all engineering and manufacturing systems in General Motors. As president of EDS' Advanced Technology SBU, supported GM requirements for engineering and scientific computing. SBU was responsible for selling, defining, and migrating GM to a global client/server infrastructure. This assignment provided the opportunity to participate as a member of GM's Technical Center Business Team as well as the EDS executive responsible for interfacing with all senior GM engineering and manufacturing executives. This provided MR. Atwood the opportunity to oversee the development and selling of a variety of projects on the leading edge of technology that were crucial to returning GM to competitiveness. With GM, Mr. Atwood developed a math-based strategy for product development and created the tools in Unigraphics to make it the world's premier system for automotive design. In 1992, the C-4 program was merged with other responsibilities to form the Advanced Technology SBU. The unit grew from 200 to 2000 employees with a corresponding growth in revenue and profits.

Group Manager, Technical Staffs (1988-1991)

Led the EDS business with the GM technical Staffs.

Responsible for improving the relationship with GM technical staffs from the worst in GM to one of the best while increasing EDS's revenue 70%. Further, persuaded GM to transfer Cray Computing responsibility to EDS.

Division Manager, Support Services (1987-1988)

Responsible for setting up the regional support centers for the automotive components group.

These later became the SE support centers, which are the pooled SE resources, used by all of EDS.

Saginaw Division EDS Account Manager (1984-1987)

In July 1984, was one of the original group of EDS employees assigned to GM. Assigned to the Saginaw Division as the MIS director; later, conducted the transition of GM employees to EDS and became EDS Account Manager. Responsible for startup of EDS operations at Saginaw. Developed a customer relationship considered the best in Automotive Components Group (now Delphi). Assumed the role of the MIS manager and became the CIO working on the general managers staff. Developed a pilot, lights out factory. Participated in developing what became GM's Synchronous Manufacturing Philosophy.

Project VIABLE (1982-1984)

Responsible for Finance, Quality Assurance, and Department of Defense (DOD) project reporting for Project VIABLE. This was EDS' largest contract and involved replacing the computer infrastructure for the US Army. Initially, this was for project VIABLE but due to our success this eventually included all EDS' DOD business. Developed EDS' first noncash revenue recognition policy and established processes and procedures that allowed EDS to meet the governments reporting and audit requirements.

Deputy Country Manager, Mexico (1980-1982)

Initially, job was to fix issue loans account, customer and receivables problem. Eventually move to Mexico City where I supervised the account managers in country. Sold three major accounts.

Employee (1974-1980)

Assigned to the Blue Shield of California Account as a Phase-1 in the EDS Systems Engineering Development Program. After completion was assigned to the Middle East Moved to Iran, worked on

several projects and was eventually transferred to Saudi Arabia. Became the EDS Account Manager for King Abdul Aziz University of Jeddah, which was the largest account EDS had in Saudi Arabia. Performed a variety of special projects for the president of EDS World, including setting up new reporting systems and resolving problems.

UNITED STATES ARMY 1970-1972

First Lieutenant, USASA

Later this agency was merged into NSA. Served as a Training Officer for the 303 USASA Battalion.

EDUCATION

ARIZONA STATE UNIVERSITY; Tempe AZ

MA 1974

BA 1970

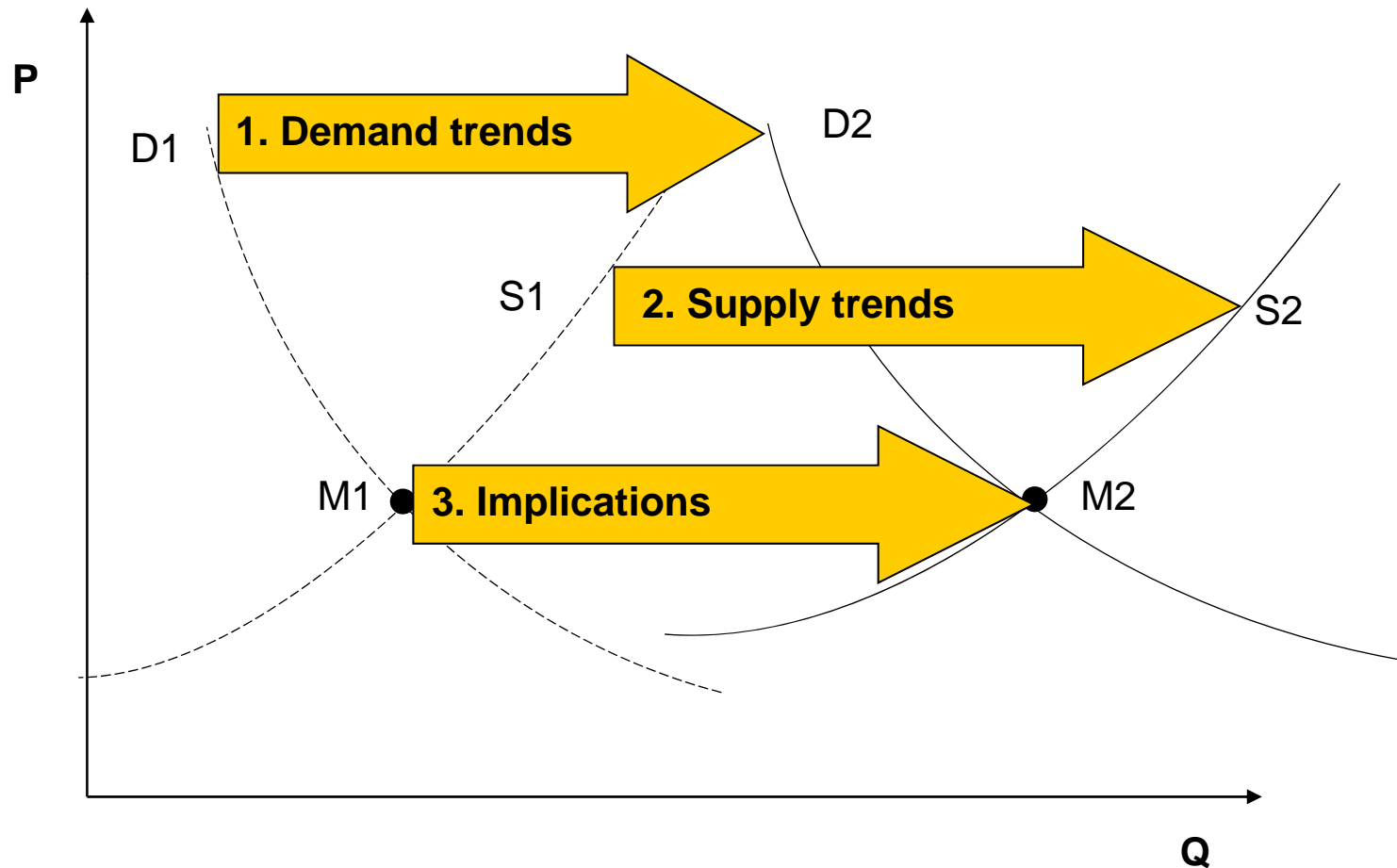


Looking Over the Horizon: Market Trends and Perspectives on Outsourcing

Mike Atwood

September 2007

Looking Over the Horizon: Market Trends and Perspectives on Outsourcing

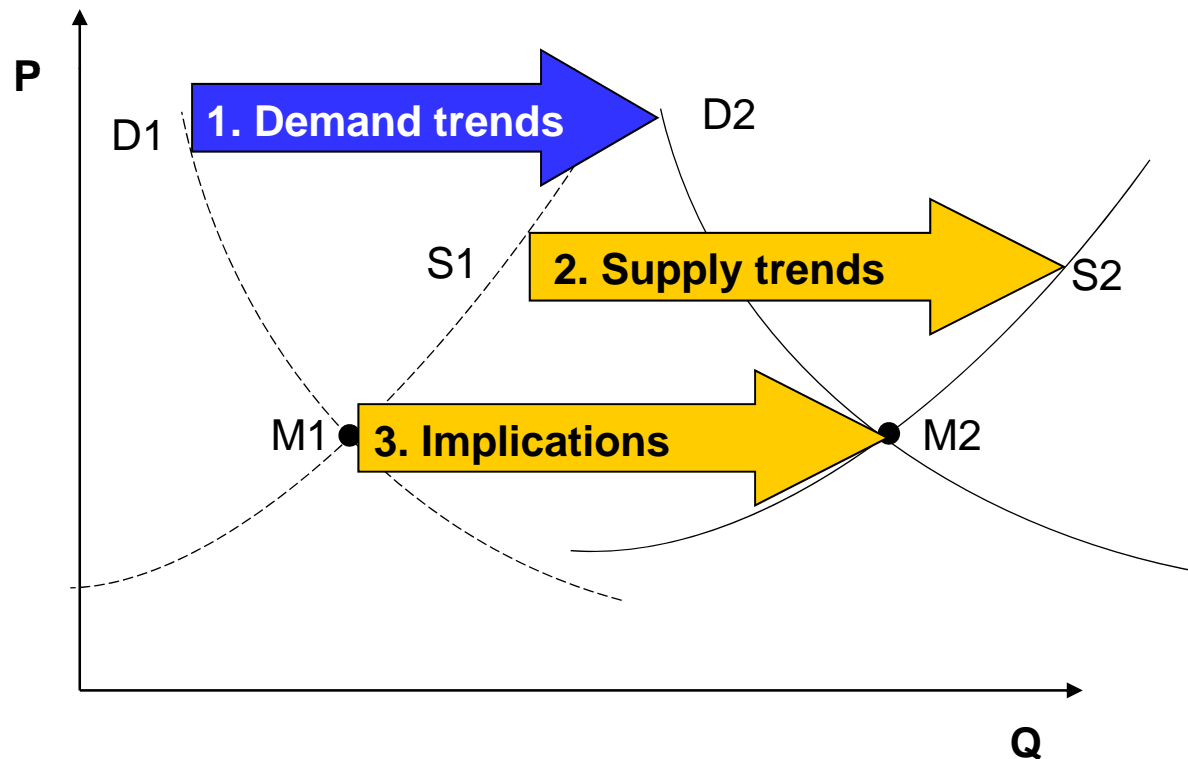


Looking Over the Horizon: Market Trends and Perspectives



Demand shifts

1. Global sourcing (including Captives) continues to gain ground
2. Buyers interested in exploring third party options for newer services
3. Full service BPO influences 25% of market by 2010
4. Demand for BPO grows as more F1000 companies enter the market

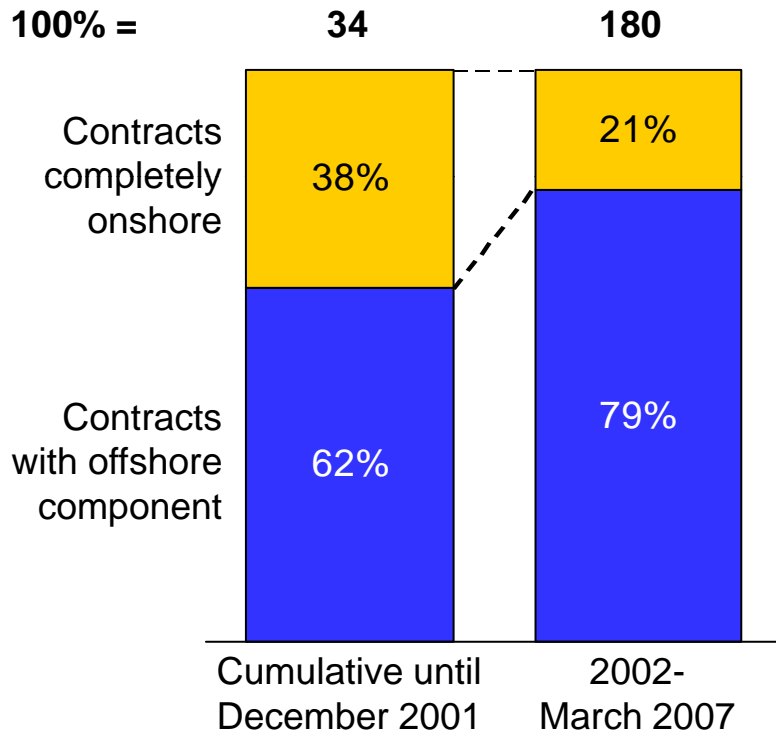


Global sourcing continues to enhance its presence



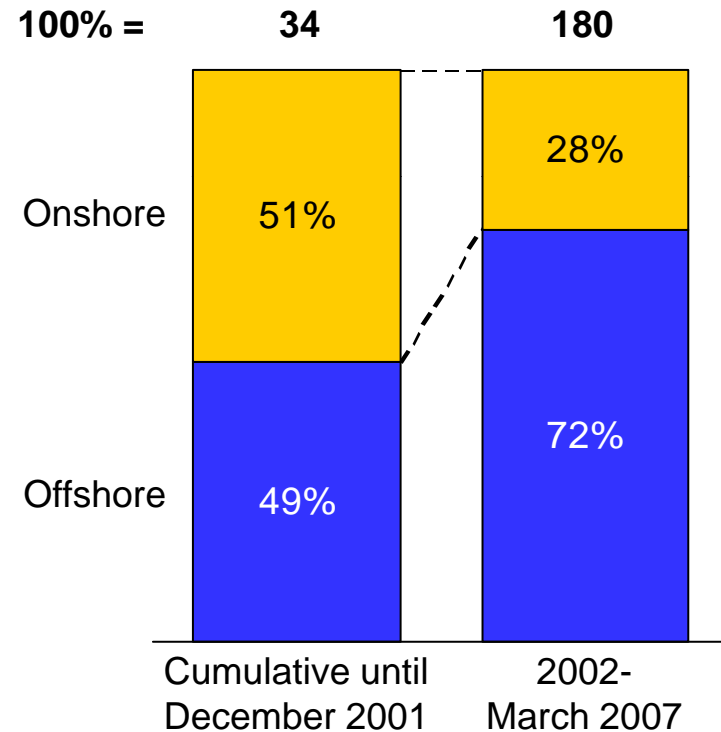
Proportion of contracts with offshore component

Number of contracts



Proportion of service done offshore in FAO contracts

Number of contracts

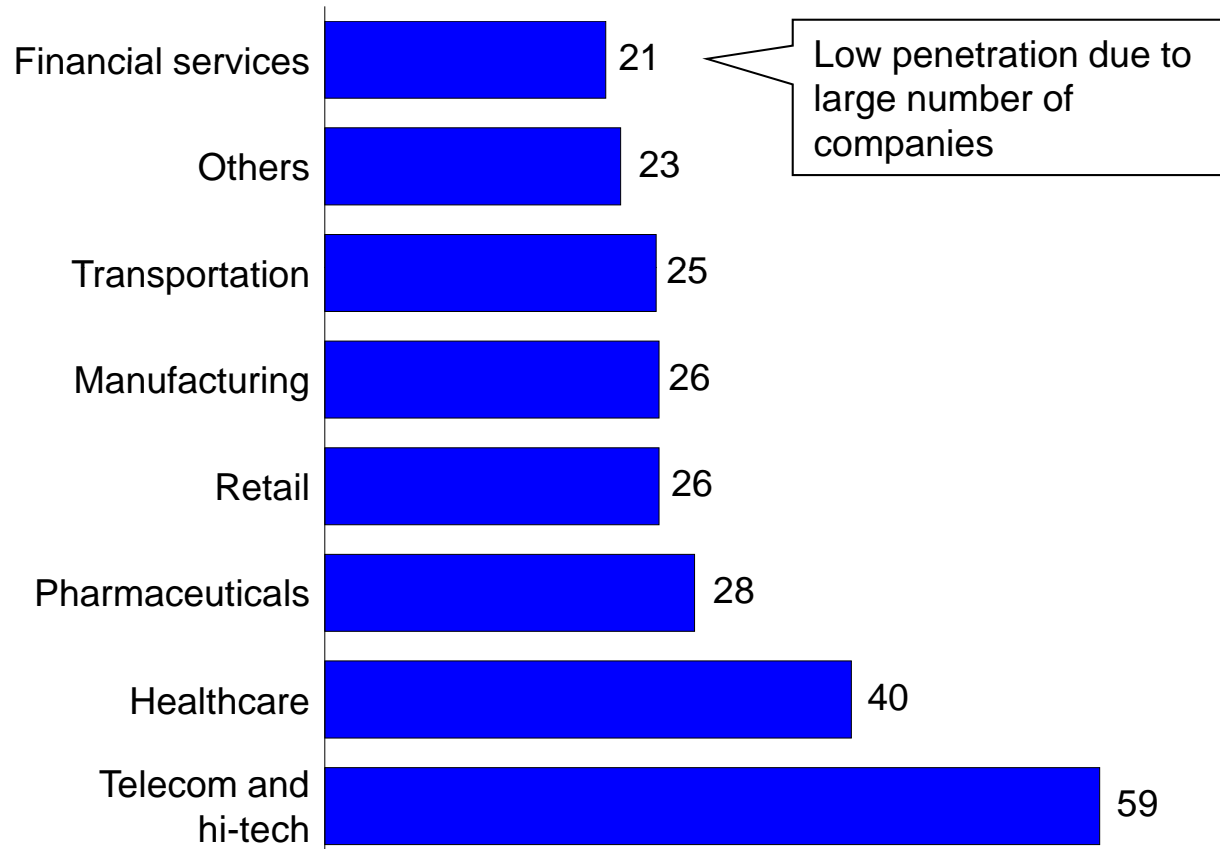


Sample size: 214 FAO contracts signed as of March 2007
 Source: Everest Research Institute (2007)

Adoption is prevalent across all major verticals



Offshore adoption by industry 2004, Percentage of Forbes 2000



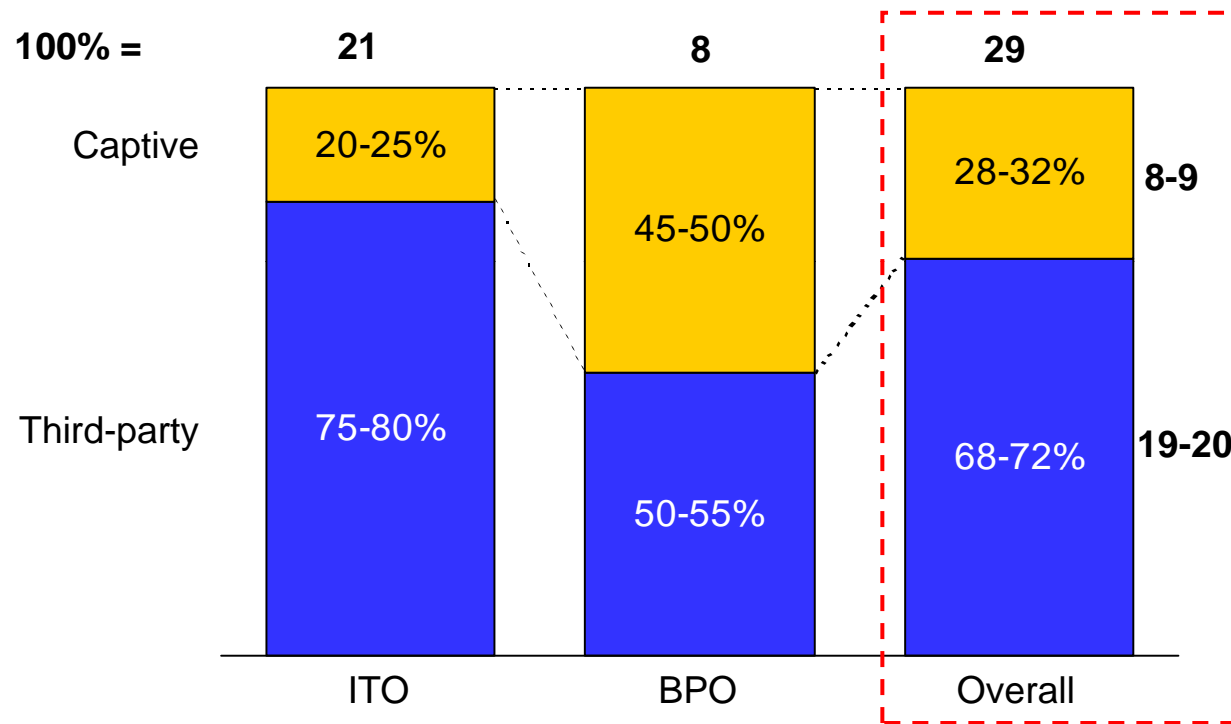
1 Adoption for an industry vertical = number of companies in Forbes 2000 in that industry vertical that are offshoring/total number of companies in Forbes 2000 in that industry vertical

Source: Everest Research Institute analysis

Captives form a significant section of the offshore services market, especially for BPO



Distribution of Indian offshore services market by sourcing model
2006¹; US\$ billion



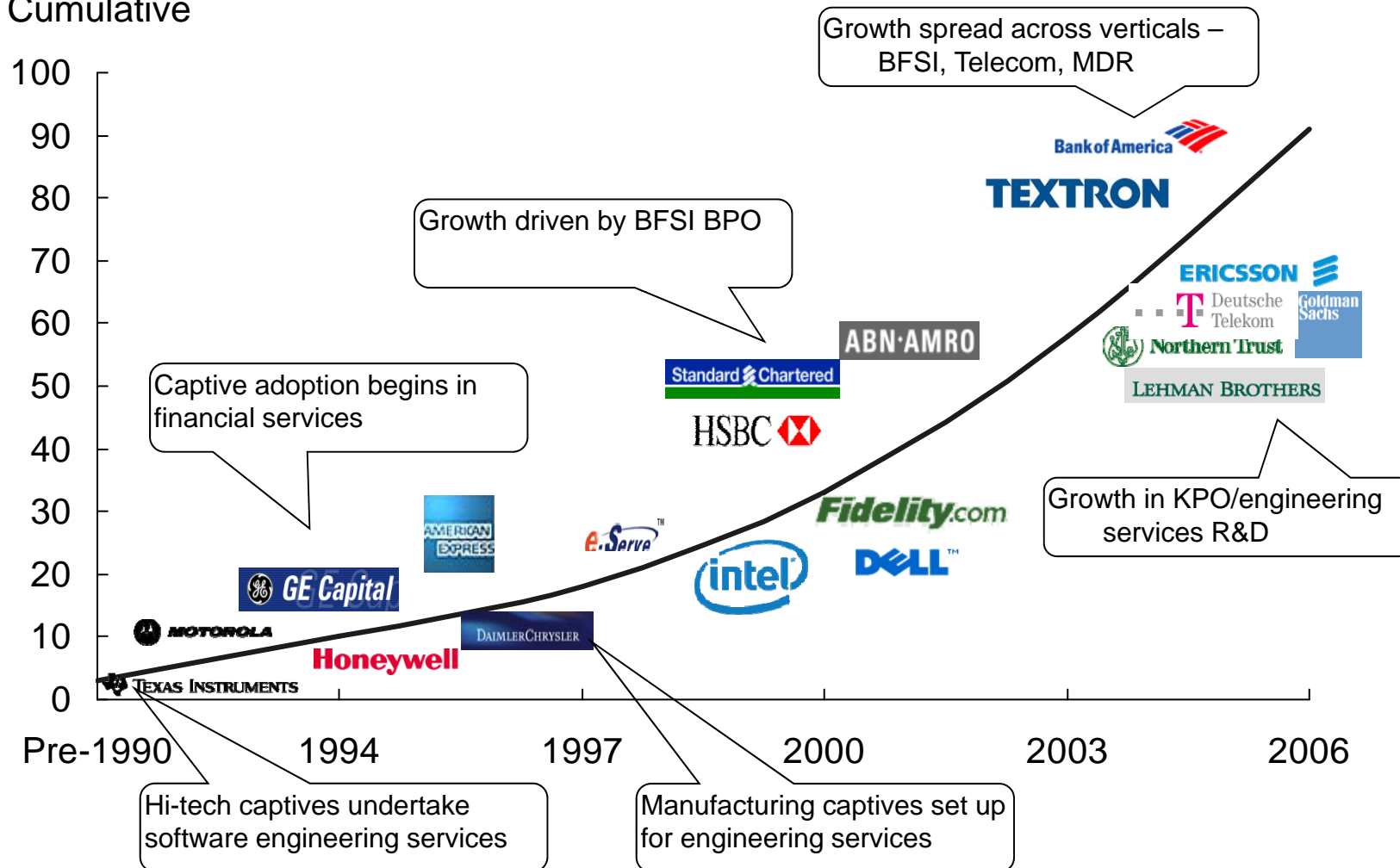
Captives account for around 30% of the overall Indian offshore services market: 20-25% share of ITO and 45-50% share of BPO

¹ Everest estimates for calendar year 2006
Sources: Everest Research Institute; NASSCOM



Global captive centers now provide a basket of high impact services to their parent companies

Number of captive set ups Cumulative



Source: Everest Research Institute

2. Buyers are also showing interest in getting newer offshore services from third party providers



Typical drivers:

- Complexity of setting up establishment in competitive labor markets like India
- Investment (avoidance) in non-core functions
- Flexibility to move to newer geographies and supply sources

Buyer examples	Example 1 Large office products manufacturer (Everest client)	Example 2¹ One of the top UK law firms	Example 3 Leading consumer goods company (Everest client)
Functions outsourced to 3rd parties with limited supplier maturity	<ul style="list-style-type: none">■ RFI/RFP response (Quotation) process■ Pre-sales contract management	<ul style="list-style-type: none">■ Legal support processes	<ul style="list-style-type: none">■ Engineering services (machine tool design)

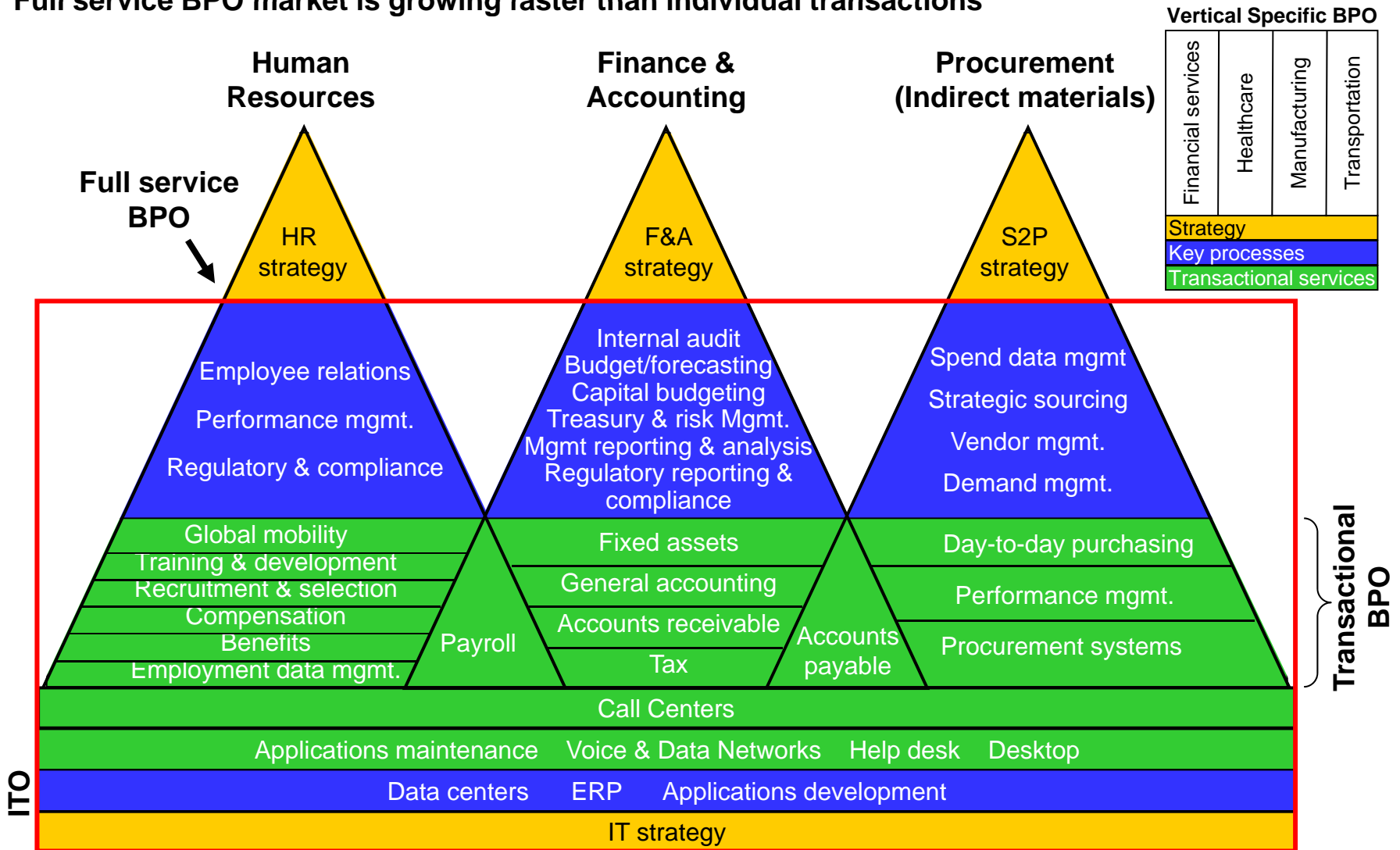
¹ Refers to Clifford Chance

Source: Supplier press release

3. Everest defines full service as outsourcing across multiple processes with one service provider



Full service BPO market is growing faster than individual transactions

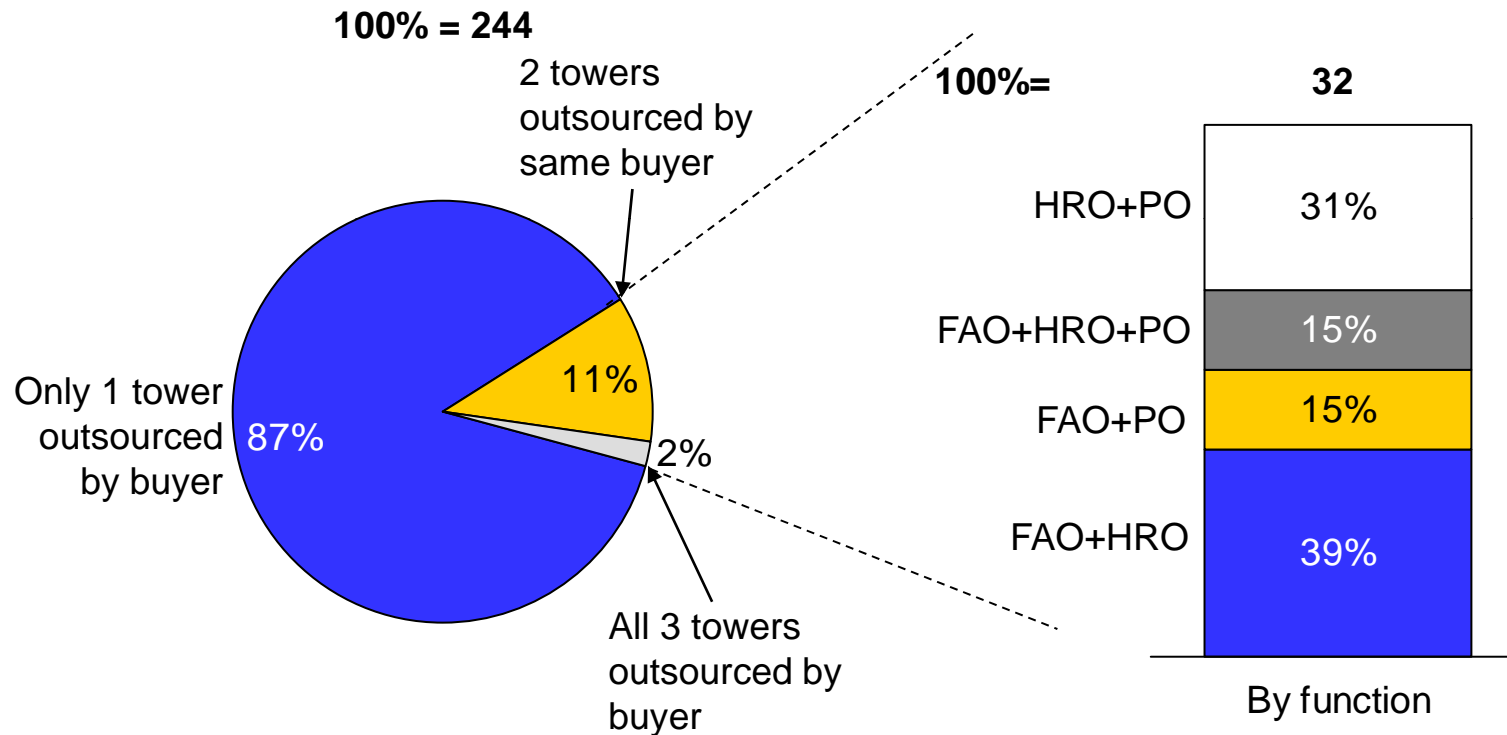


Source: Everest Research Institute (2007)

Outsourcing deals involving two or more towers are now appearing in the market



Outsourcing of G&A functions¹ Number of buyers

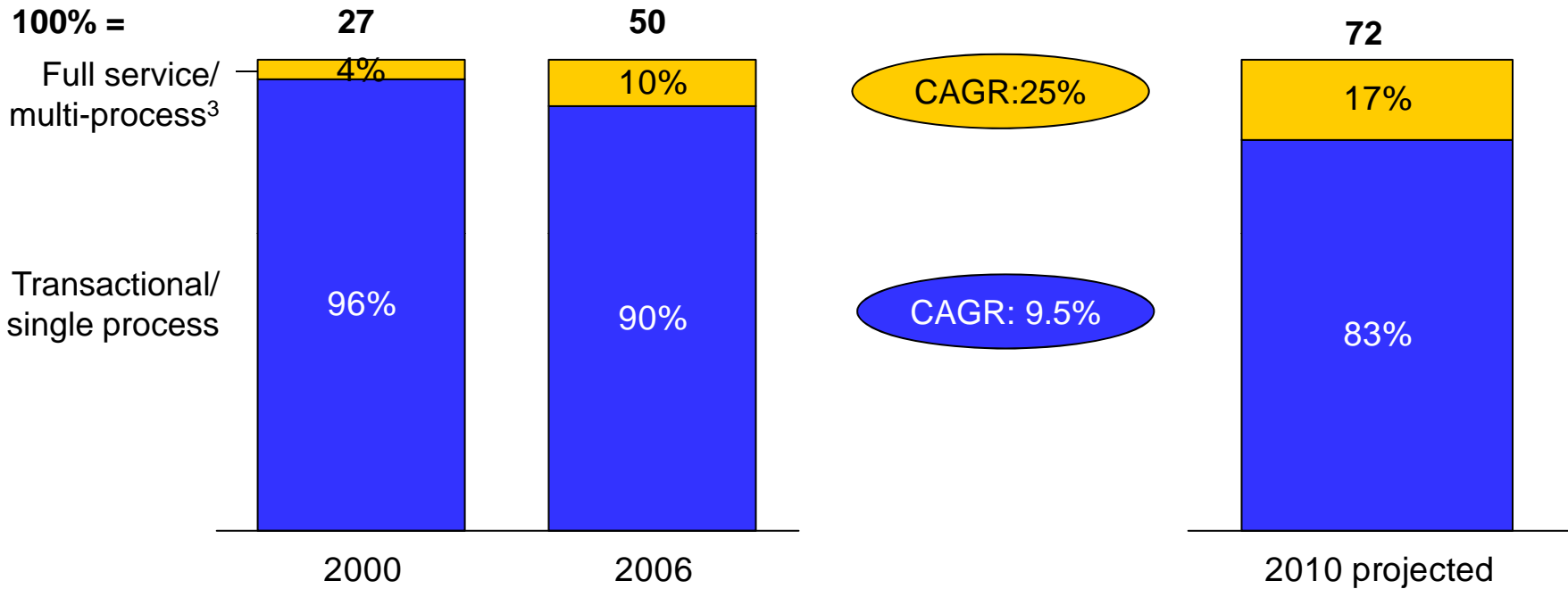


¹ Analysis includes only HRO, FAO and PO portions of multi-function engagements
 Sample size: 462 contracts signed as of March 2007; represents a total of 244 buyers
 Sources: Everest Research Institute (2007)

Full-service BPO will expand influence to nearly 20% of the BPO market by 2010



Estimated General & Administration BPO market 2000-06; US\$ billion



1 Full-service outsourcing (HRO, FAO, PO) includes transactions that have 2 or more processes in scope, have a term of 3 or more years and a size of more than US\$1 million in ACV

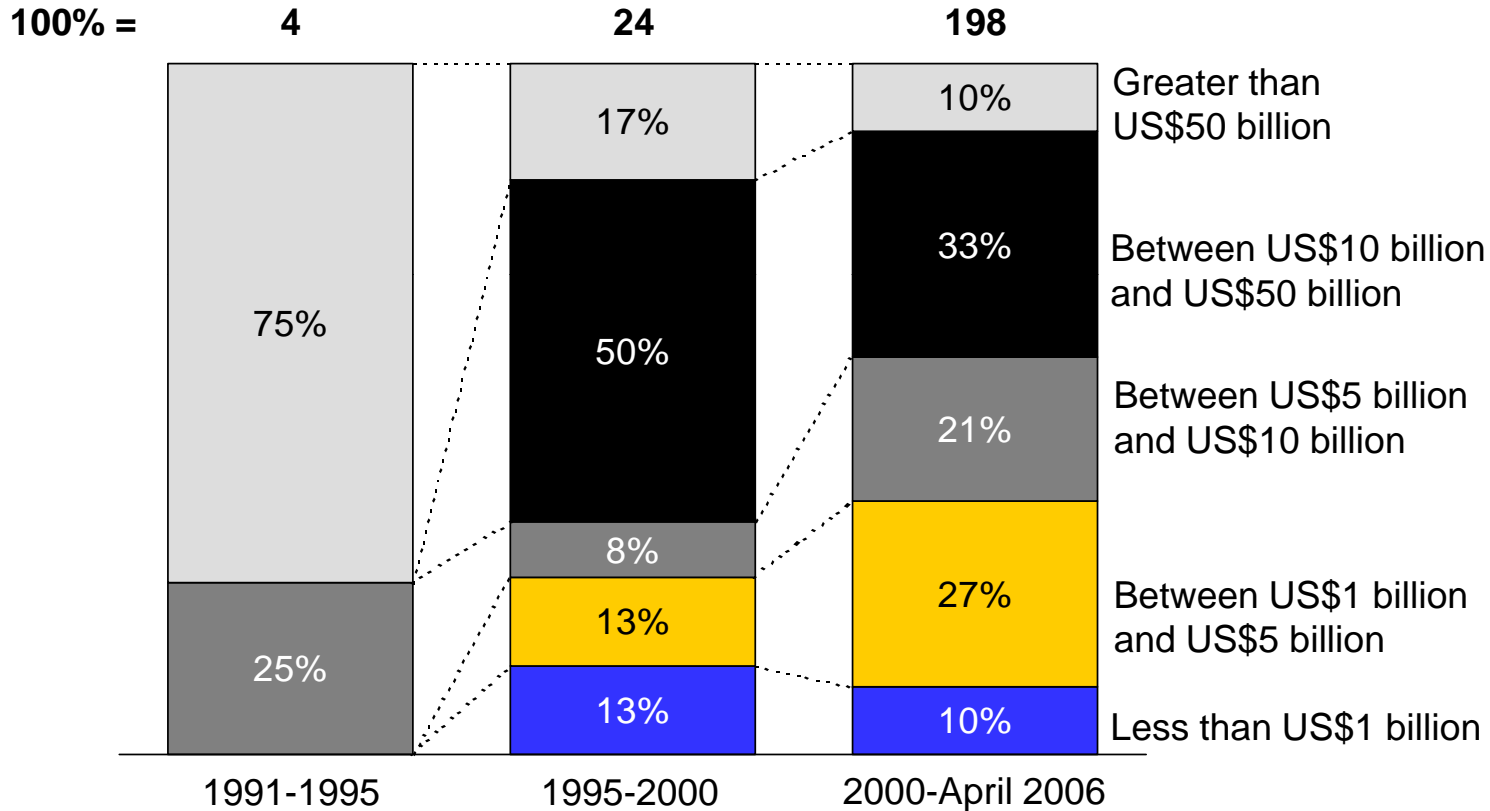
Sources: Everest Research Institute

4. FAO demand which was largely driven by Fortune 500 buyers, now also includes other F1000 companies



New FAO contract signings by different buyer segments

Number of contracts



Sample size: 226 contracts signed as of March 2007

Source: Everest Research Institute (2007)

Transactional FAO has the potential to be delivered on a one-to-many model



Common Components

BPO Platform Layers

Customized Components

Basic process steps related to AP, AR, GL

Business Process

Core-financial applications (ERP or others)

IT Application

Servers, networks, security, desktops, support

IT Systems Infrastructure

Facilities, organization, people processes, support functions

Physical Infrastructure

Industry/ client specific process and functional changes

Industry/ client specific recruitment and training

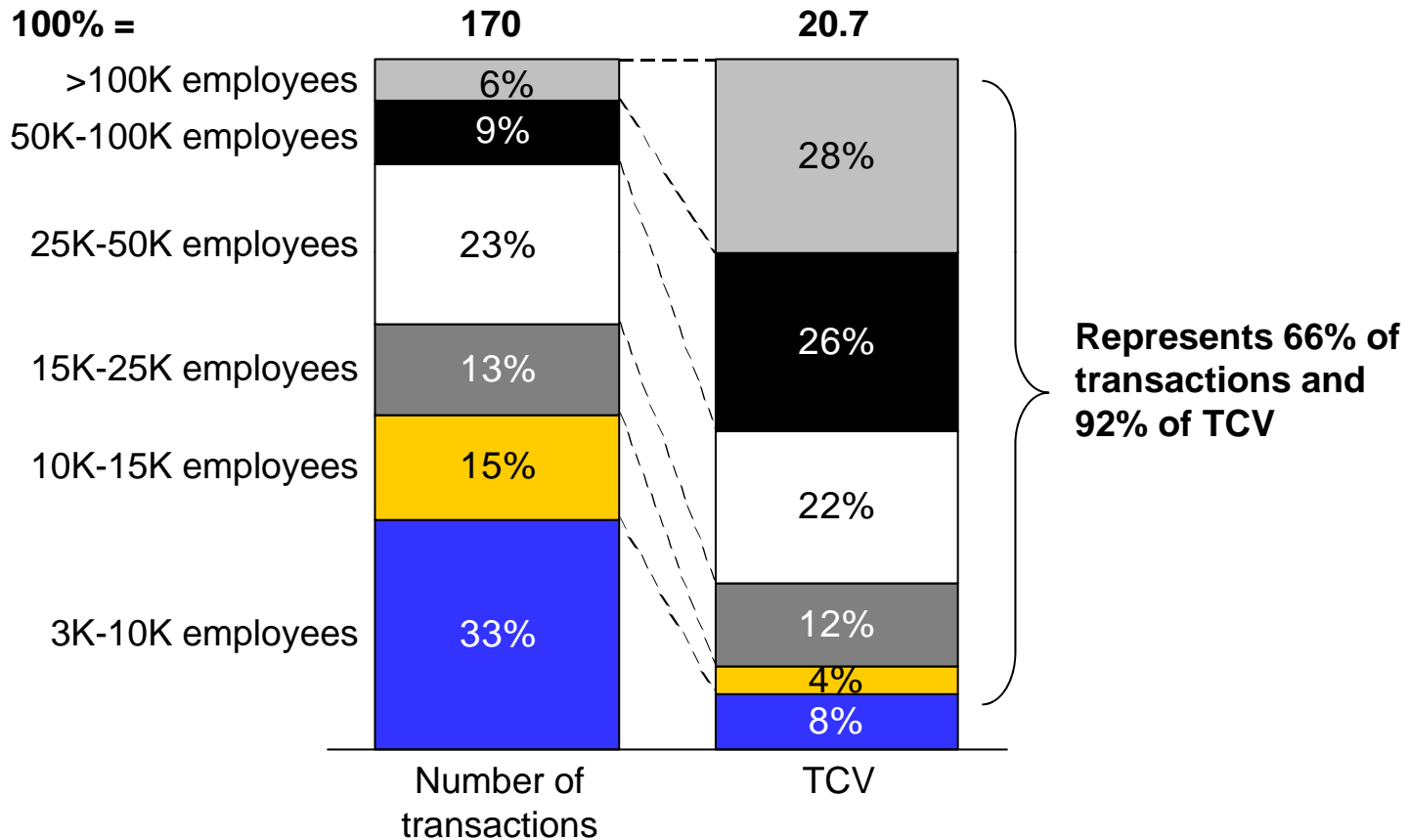
A one-to-many model would generate significant demand from smaller buyers

In HRO market, organizations with less than 15,000 employees account for about half the number of deals



Distribution of HRO transactions and cumulative TCV by buyer employees size

Number of transactions, TCV in US\$ billion



Sample size: 170 HRO transactions signed until 2006

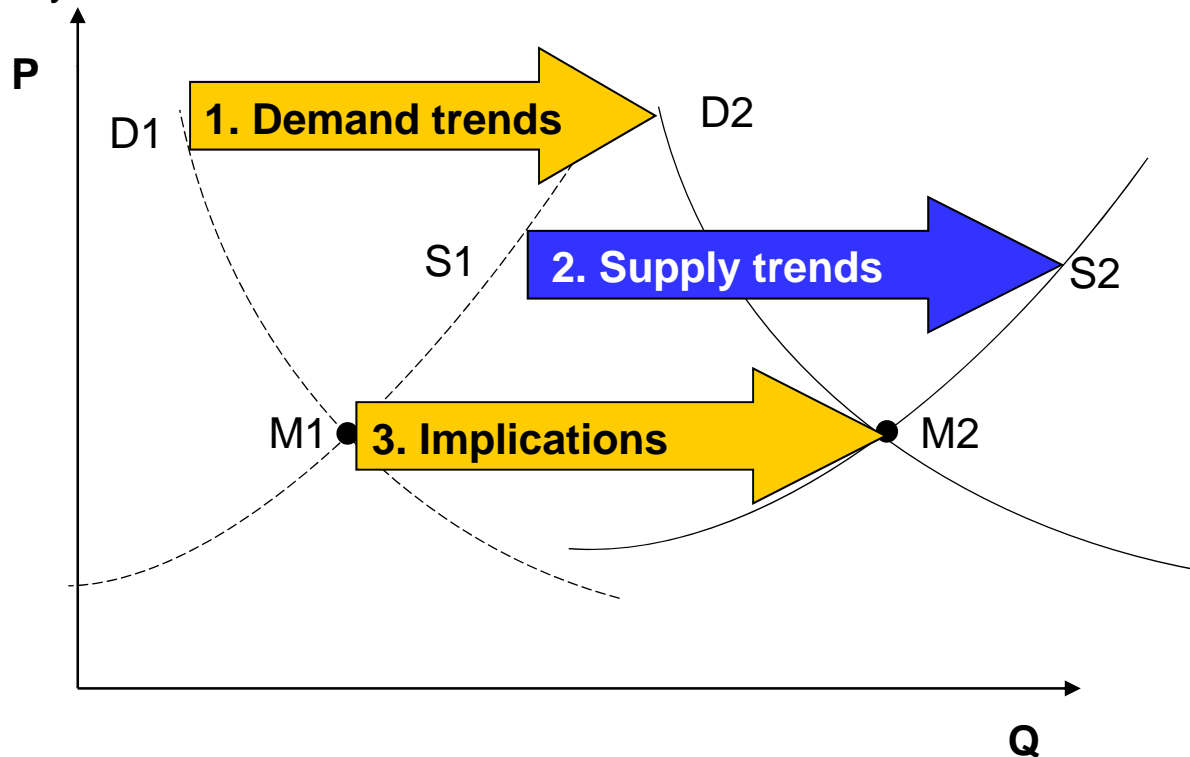
Source: Everest Research Institute

Looking Over the Horizon: Market Trends and Perspectives



Supply shifts

1. US\$90 billion + renewal event
2. Consolidation and global supplier capabilities
3. 150 + specialized locations
4. Remote delivery has encouraged new players in IT Infrastructure



1. Approximately 25% of total market estimated up for renewal in next 2 years



Estimated US\$90 billion of market up for renewal in the next two years (US\$17 billion in financial services)

Of this market approximately US\$50 billion is infrastructure, US\$15 billion is applications and US\$25 billion is business processes

Within financial services approximately US\$6 billion is infrastructure, US\$3 billion is applications and US\$8 billion is business processes

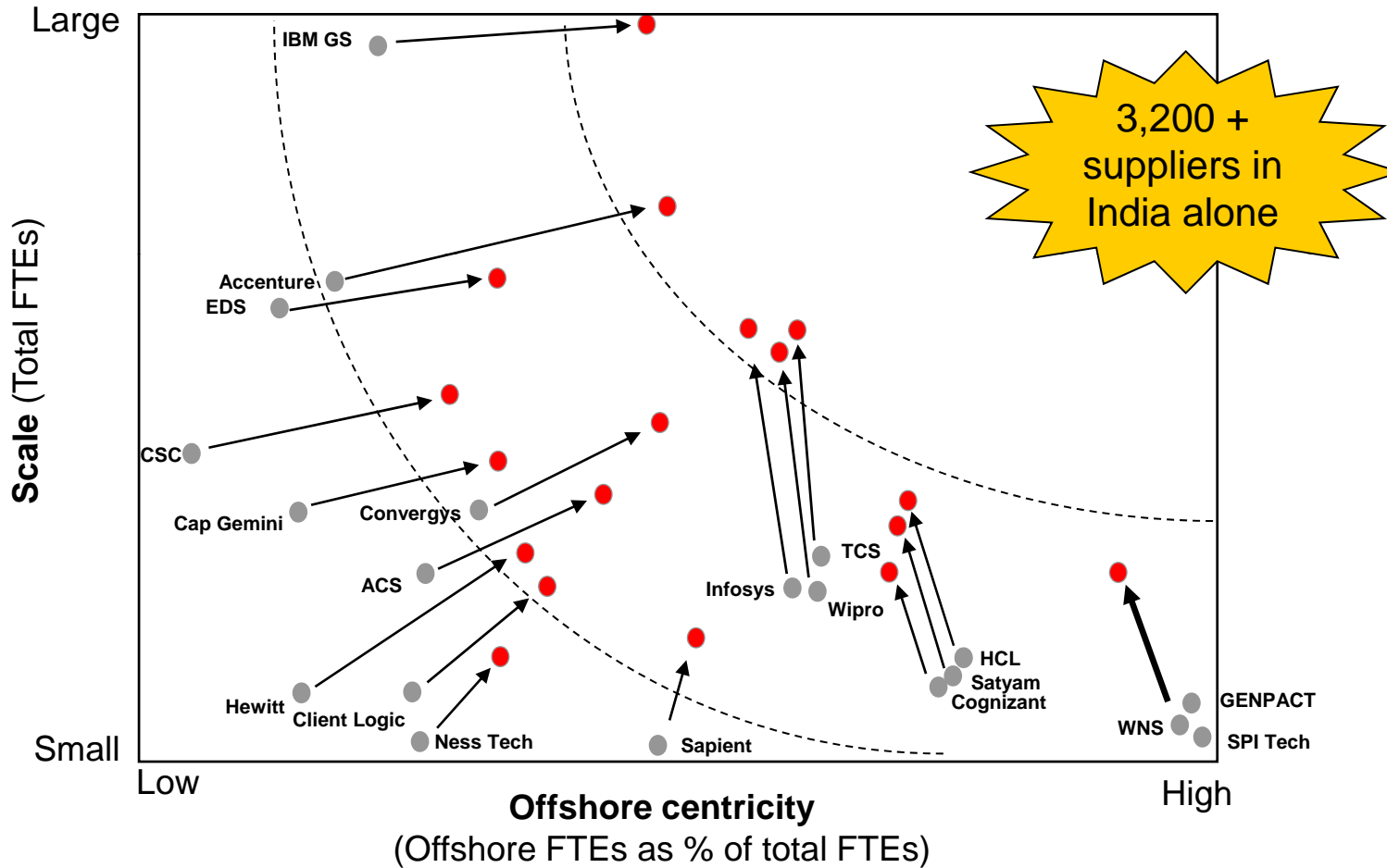
Source: Everest Secondary Database, January 2006

2. Plethora of new global suppliers



Supplier segmentation and future evolution from an offshoring perspective 2005

- Path to end state
- Current state
- End state



Source: Everest Research Institute

M&A activity in the supplier space continues as they build global delivery capabilities



Date	Supplier	M&A Target
August 2007	Wipro	Infocrossing
July 2007	Infosys	Royal Philips Electronics F&A services centers
February 2007	Capgemini	Kanbay
September 2006	Capgemini	Unilever India Shared Services Limited (Indigo)
July 2006	Accenture	Advantium and Meridian Informed Purchasing
July 2006	EXL Service	Inductis
July 2006	Genpact	Moneyline (Acquisition not complete)
July 2006	EDS	MphasiS
March 2006	Accenture	Savista
November 2005	TCS	Comicon
November 2005	WNS	Trinity
August 2005	Convergys	FAO business of Deloitte Consulting Outsourcing LLC
July 2005	Genpact	Creditek
February 2005	IBM	Equitant

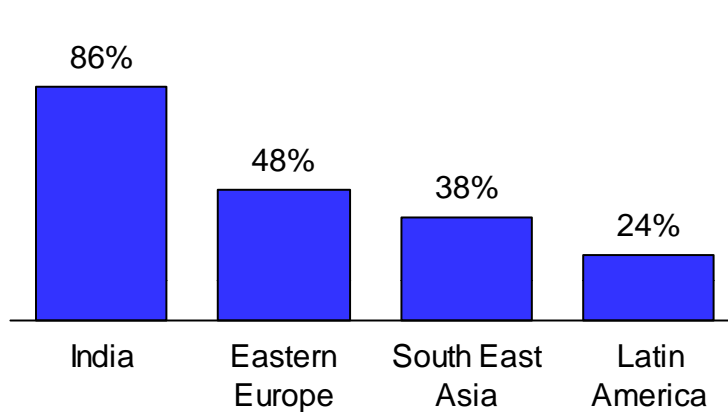
Note: The list is not exhaustive but indicative
 Source: Everest Research Institute (2007)

3. While India maintains the global sourcing leadership, other regions are making a strong case



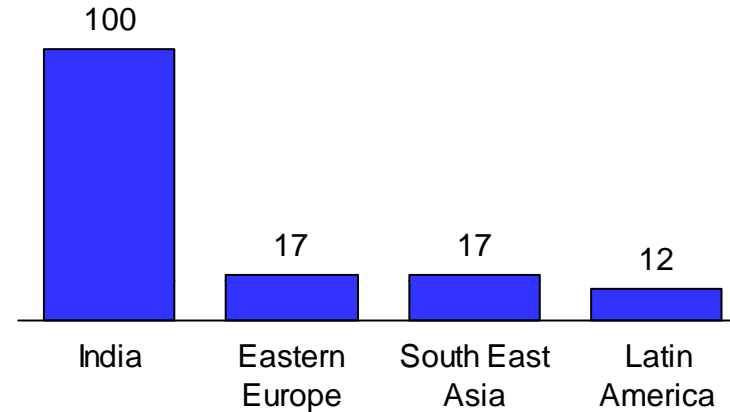
Supplier presence

Percentage suppliers with FAO delivery centers



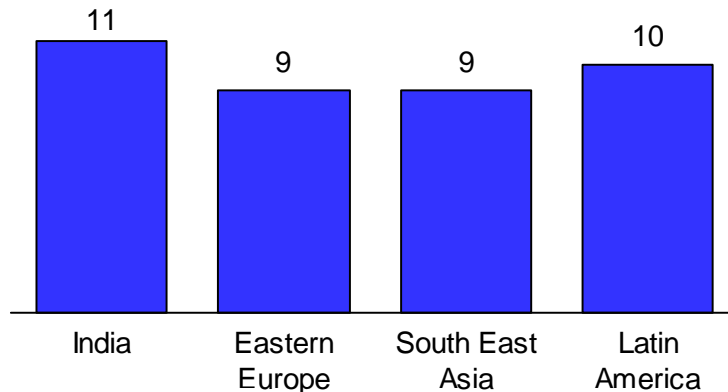
Supplier FTEs

Indexed offshore FAO FTEs



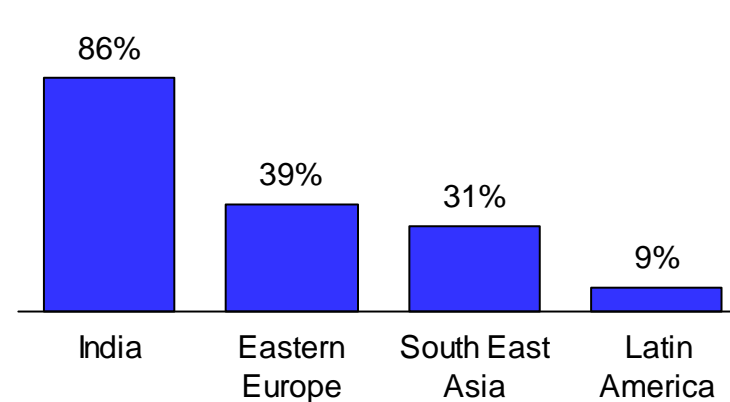
Number of key cities

Number of cities with FAO delivery centers



F&A process coverage

Depth of F&A process coverage



Sample size: Based on operational level data of 21 leading FAO suppliers

Source: Everest Research Institute (2007)

The Everest Research Institute now tracks outsourcing activities in over 150 cities world-wide

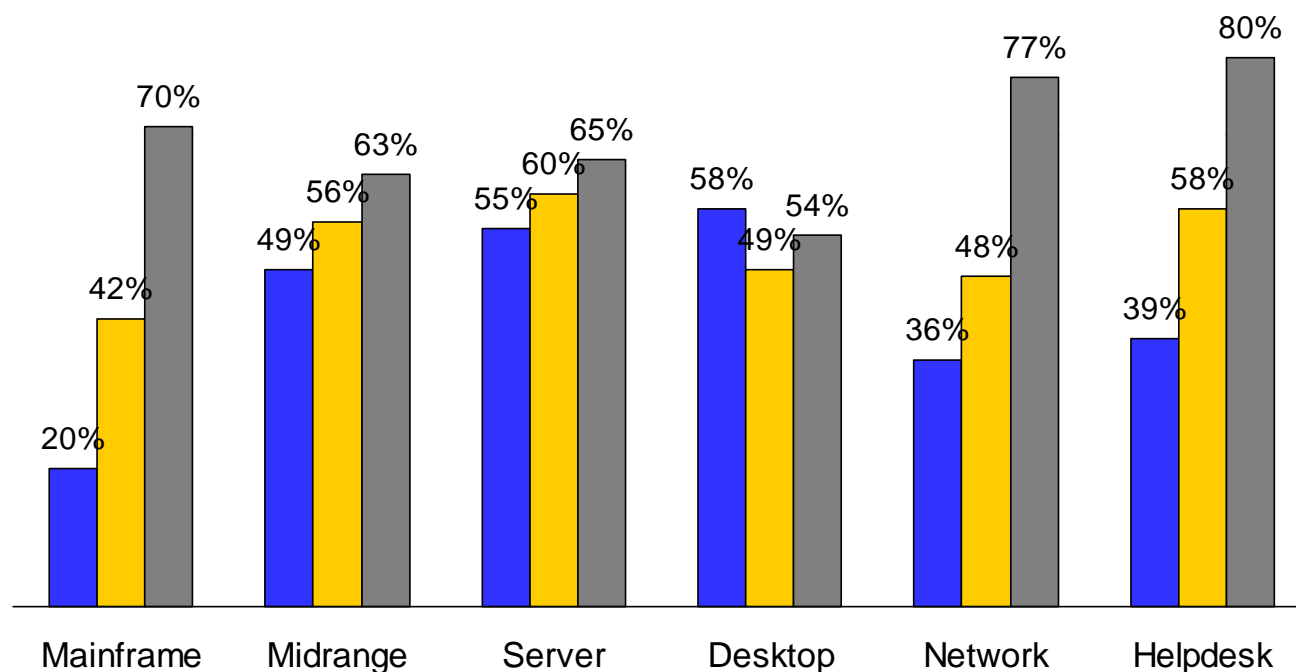


Note: Map not to scale
Source: Everest Research Institute

4. Increasing proportion of IT infrastructure services get delivered from remote locations



Tasks within each tower performed by non-local FTEs (survey of IMO suppliers)
Percentage



Increase in percentage of FTEs in the remote locations indicates adoption of labor arbitrage as a lever in Infrastructure Outsourcing

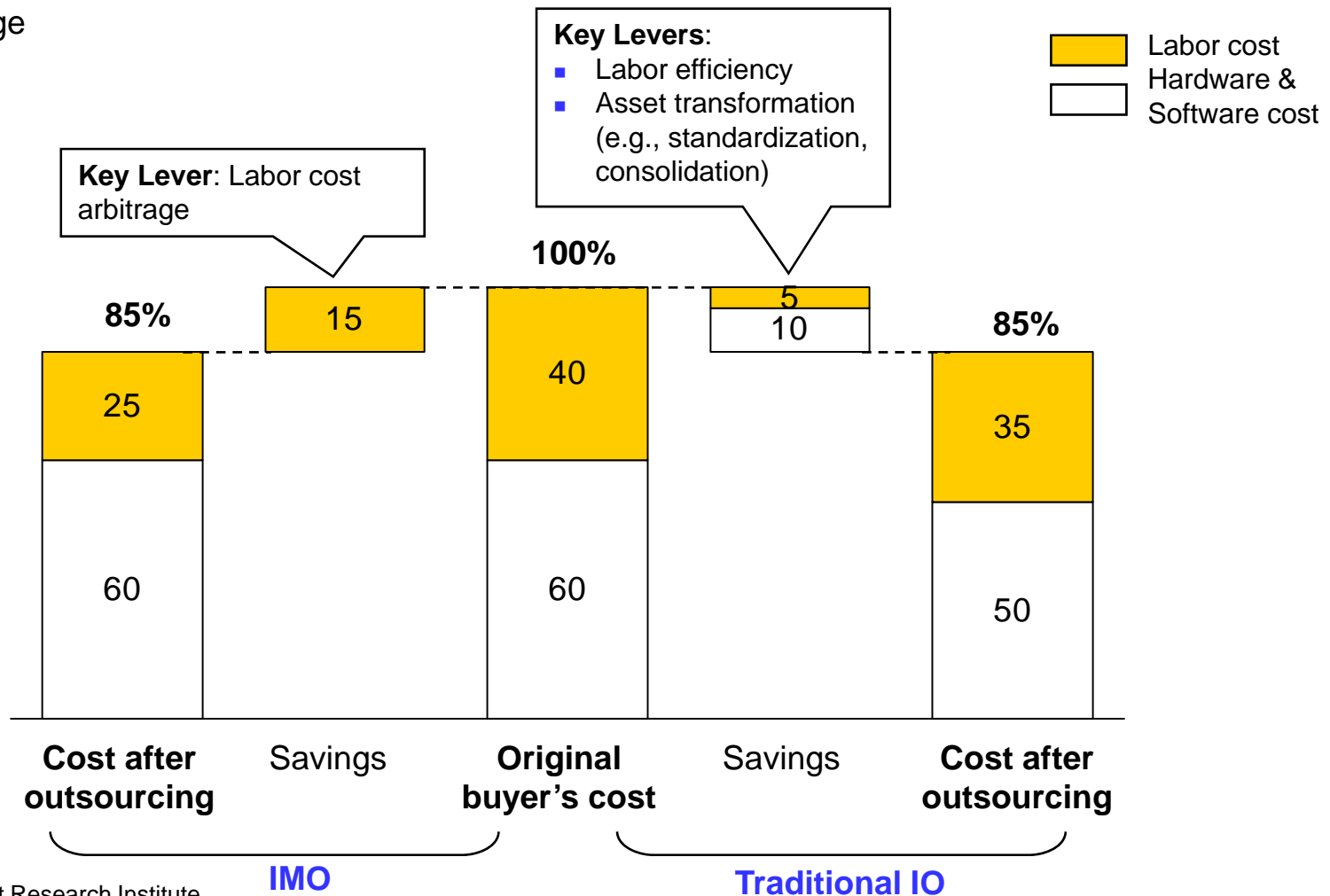
Source: Everest Research Institute analysis (Supplier RFI, 2006)

Labor cost advantages in remote management make up for asset based value from traditional outsourcing



ILLUSTRATIVE

Infrastructure costs
Percentage



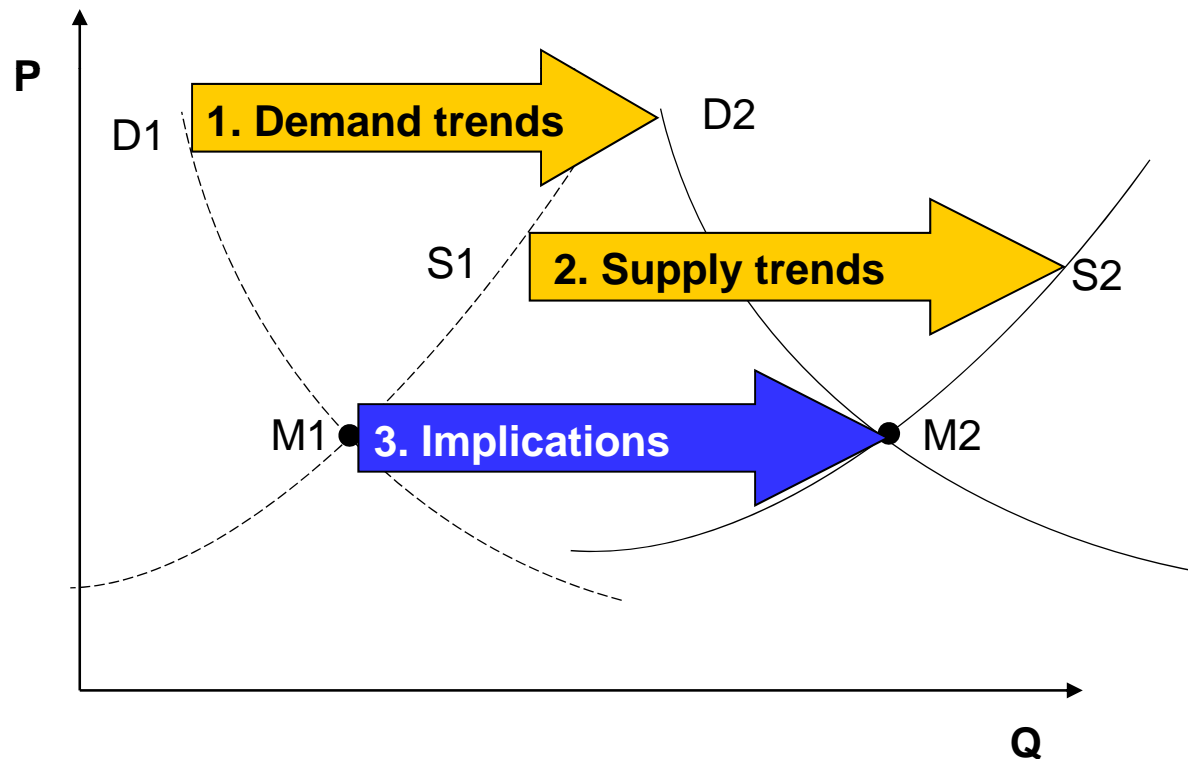
Source: Everest Research Institute

Looking Over the Horizon: Market Trends and Perspectives



Implications

1. Fundamental shift in the enterprise operations models
2. Multiple external factors are now key to a good solution
3. Relationships need to be managed across many levels
4. C-level enterprise view critical to program success



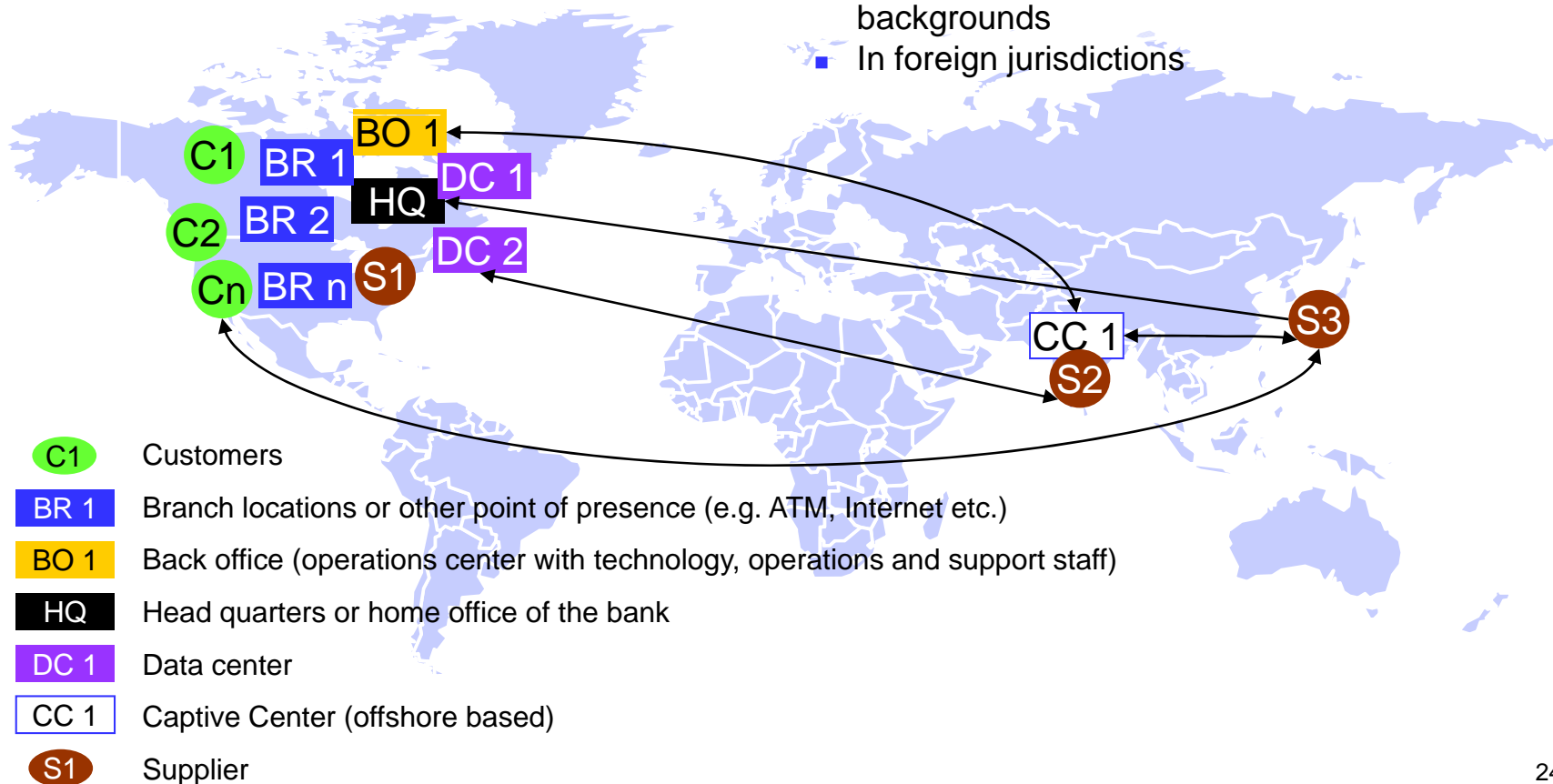
1. Adoption of multiple sourcing is transforming the operations model of enterprises



Emerging Operations Model (Retail Bank)

30-50% of staff

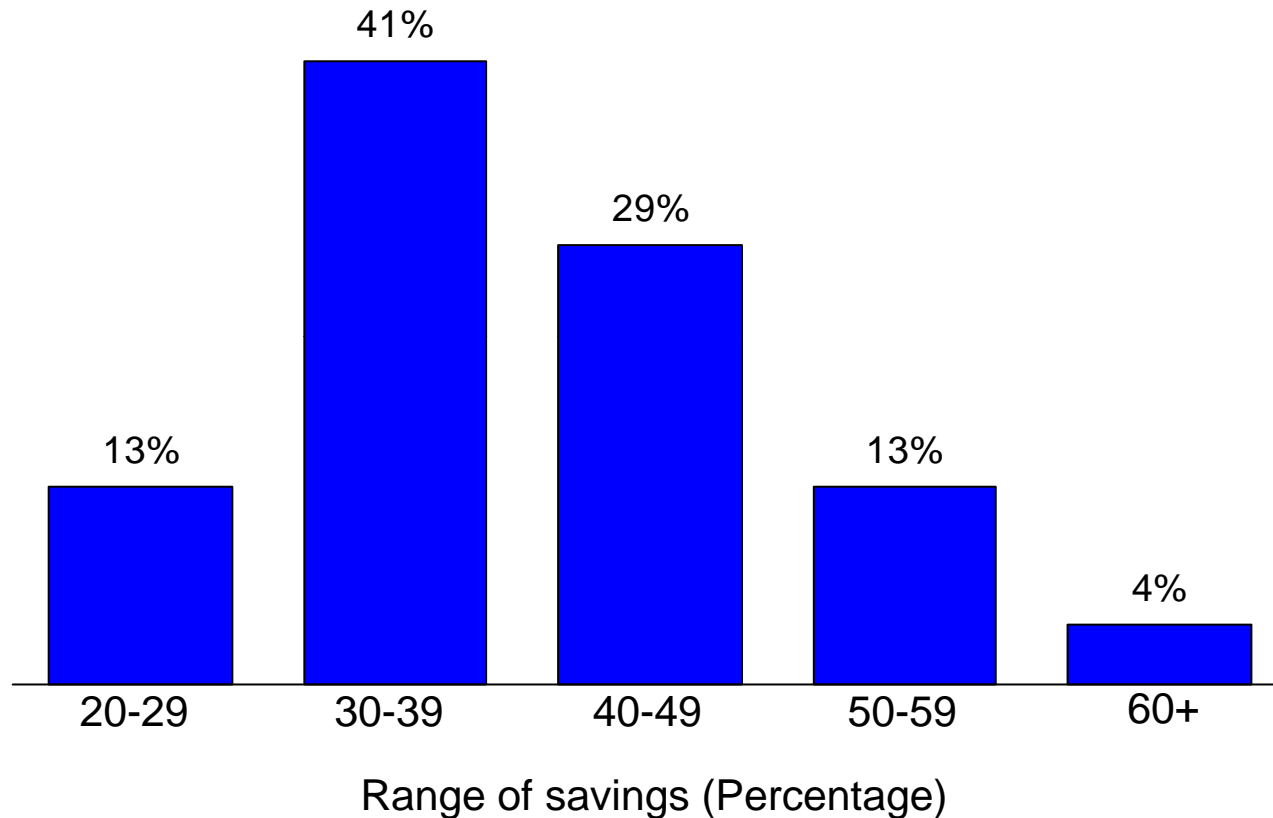
- Located '000s of miles away
- Working across multiple time zones
- Using virtual collaborating tools
- Performing paper less operations
- Different culture, socio-economic, educational backgrounds
- In foreign jurisdictions



Savings potential from offshore based services has been clearly established



Distribution of transactions by savings achieved



More than 85% of transactions have achieved savings greater than 30%


Source: Everest 2004 Offshore Market Survey













Everest projects that the labor arbitrage will sustain for 10+ years across every important source-destination pair



Projected sustainability¹ of labor arbitrage for IT ADM

Number of years

 10+ years

		Destination countries					
		India	China	Philippines	Czech Republic	Poland	Mexico
Source countries	U.S.	18	25	24	3	6	
	UK				5	16	
	Germany				6-8	20	
	Japan	22			5	8-10	

These sustainability estimates are based on 'as-is' momentum. In reality, the rate of increase in salary levels as well as exchange rate movements are driven by a complex interplay of macro-economic factors and tend to be dynamic

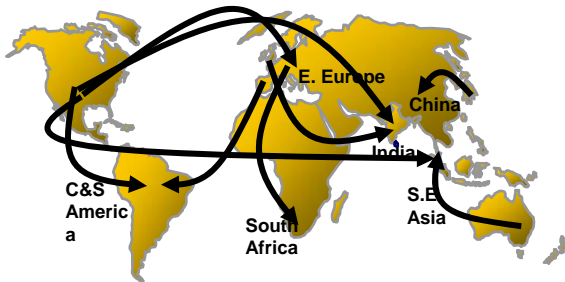
¹ Assuming sustainability of labor arbitrage until destination country salaries are 60% of source country salaries for offshore pairs and 75% of the source country salary for near-shore players

Source: Everest Research Institute

2. Multiple factors now key to a good solution



1. Which location



4. Managing change

- Changing the retained organization
- Transferring accountability
- Transition management

5. Ongoing risk control

- Enterprise risk
- Health check
- Mark to market

2. Which partner



3. What solution

- Outsourced versus retained
- Degree of offshore
- Approach to technology

Organizations need to be intentional in selecting their sourcing approach



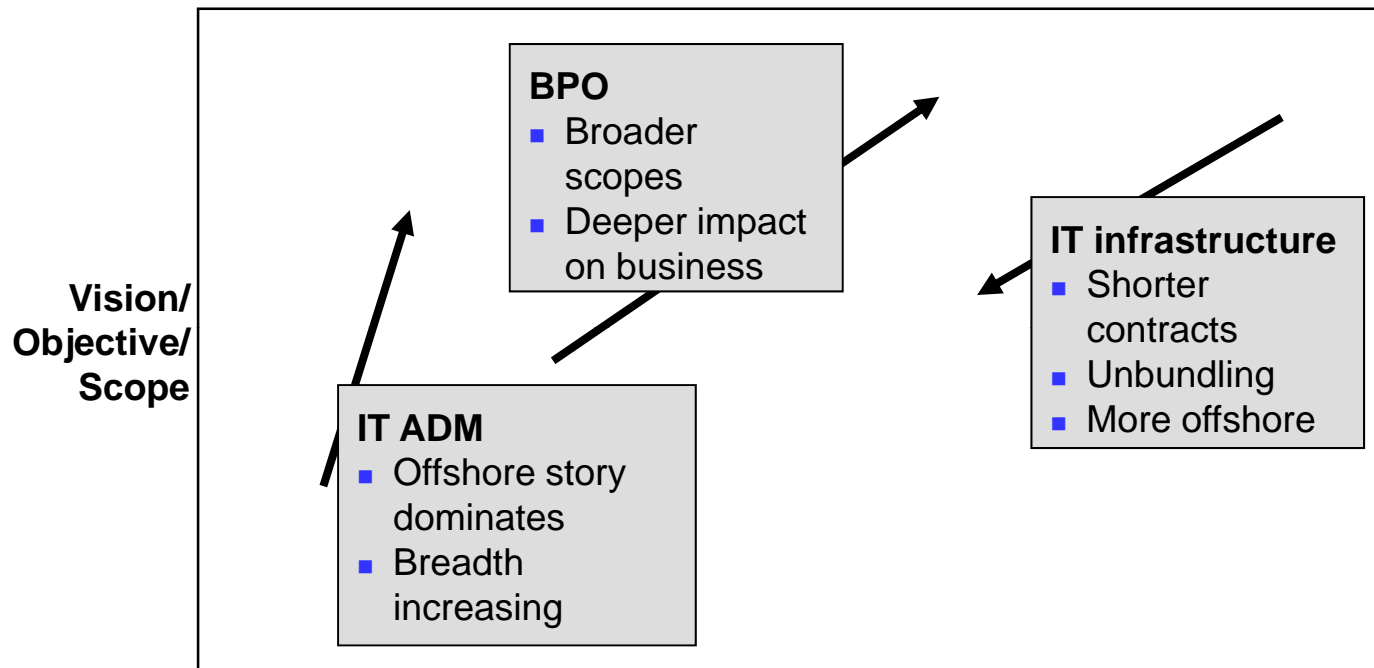
Strategic sourcing options matrix

Enterprise

- Multiple functions/services
- Cross-functional

Functional

- Discreet functions & process
- Discreet projects



Nature of relationship

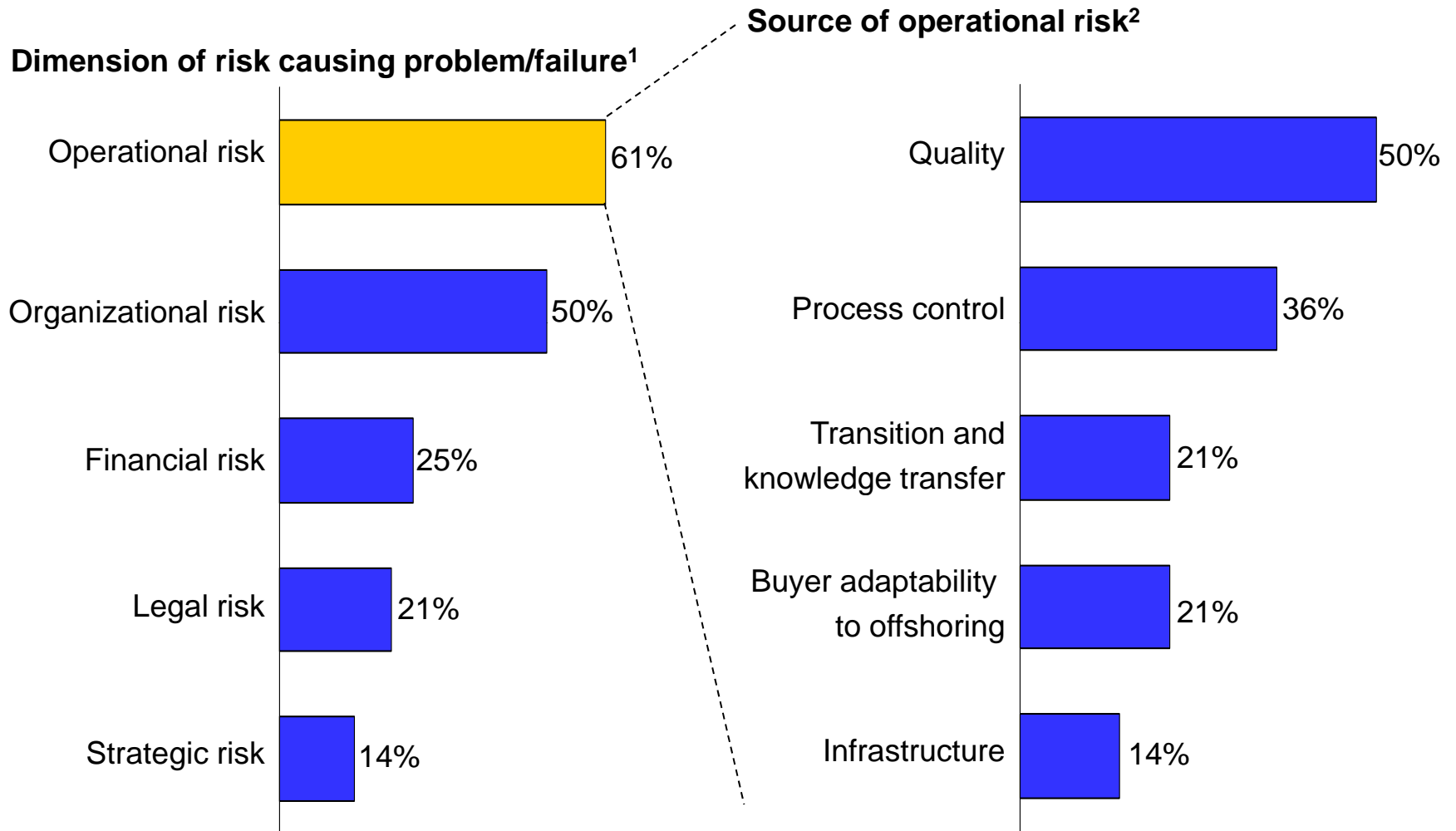
Procurement

- Arms length relationship
- Commodities
- Low risk failure
- Low switching barriers

Partnership

- More need for collaboration
- Deeper impact on business
- Custom solutions
- Longer contract terms

Risks need to be understood and proactively mitigated to ensure success of outsourcing programs



1 Based on a sample of 28 deals, identified through secondary sources, where the buyer had problems with offshoring

2 The above categories do not add up to 100% since multiple sources of risk may have caused a problem/failure

Source: Everest Analysis, June 2005

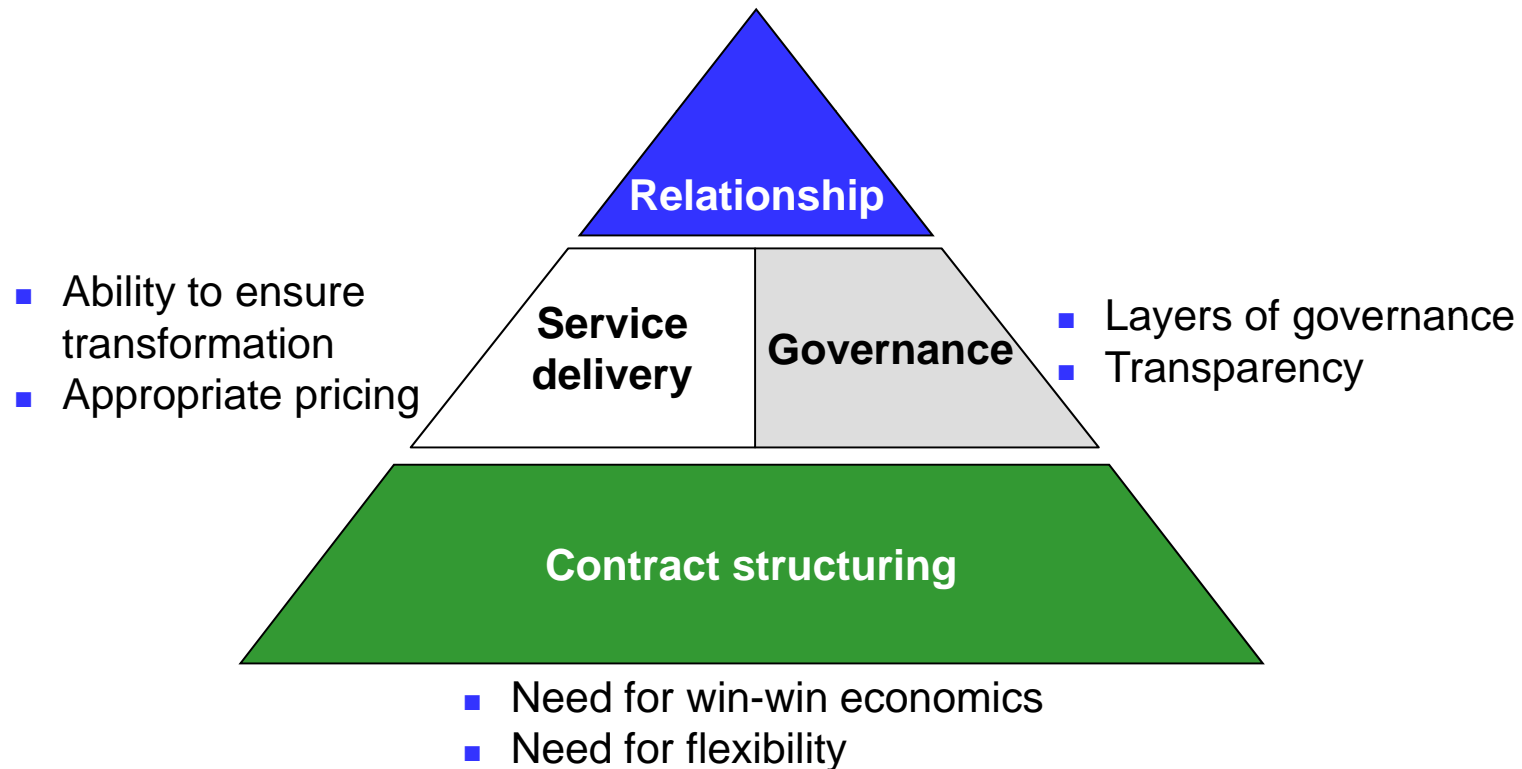
3. Relationships need to be managed at multiple levels



In recent years Everest has been asked to support more than 40+ remediations

- Majority of remediation transactions have been IT infrastructure and application related
- More recently, a few BPO transactions have been re-mediated

- Need for common goals
- Need for communications



Source: Everest Research Institute

4. C-level enterprise view and sponsorship is critical to ensure success



1. Full service transactions cut across businesses and functional silos
2. People, process and technology re-bundling require fundamental rethinking of “technology- only” or “process-only” approaches
3. Outsourcing solutions are becoming more intimate and starting to impact customer relationships
4. Larger share of business in new geographies and outside direct control

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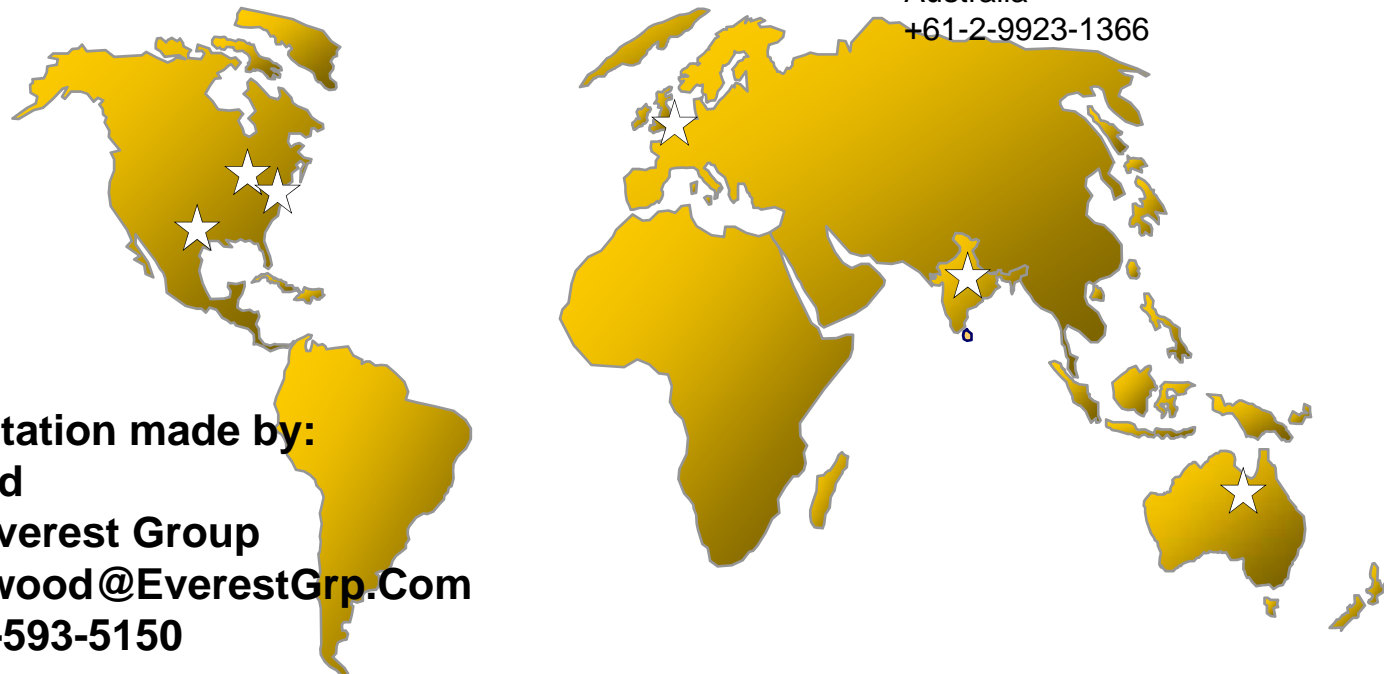
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