
Finance Transformation 2016

Controllers Induction Course

Introduction & objectives of the Course

- ▶ This training is planned to help new AtoS employees who are going to be controllers. The goals of the training is to:
 - get an overview of the AtoS businesses and organization
 - know and understand the financial principles and rules implemented at AtoS to structure financial data
 - to have opportunity to meet other newcomers, share experience and contribute to team building
- ▶ This course is an introduction to a broader training program which includes complementary modules to deep dive into technical matters.

Attendees' 2 minute presentations

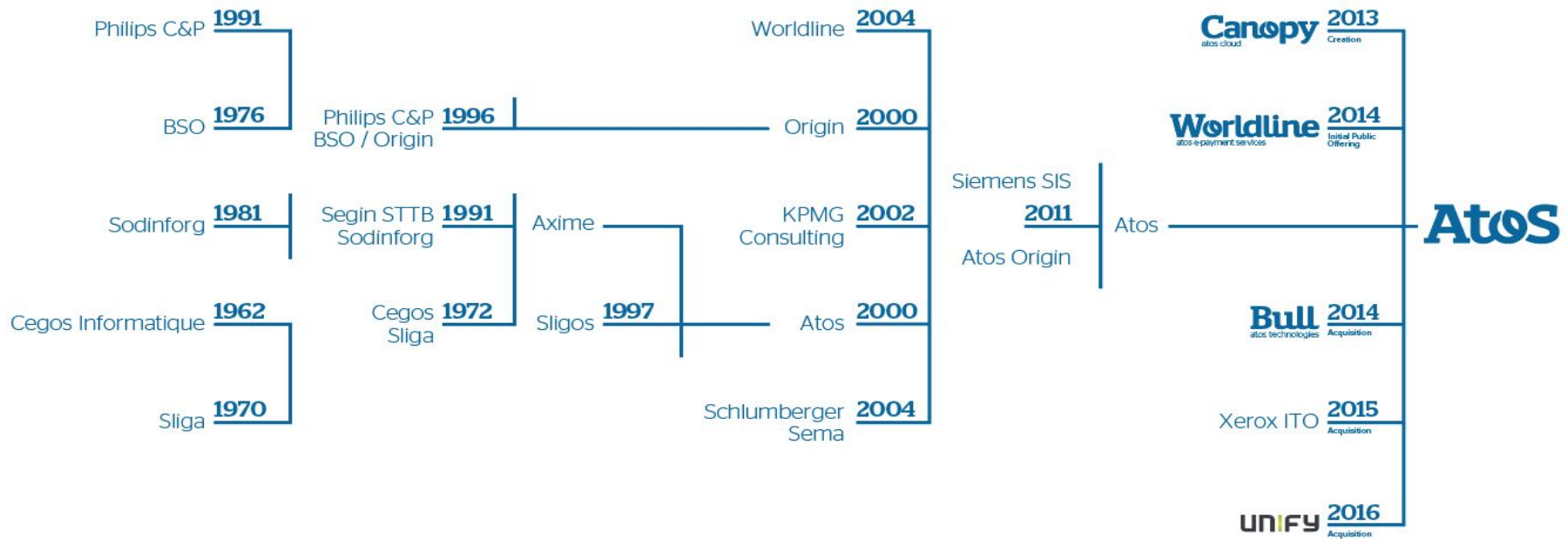
Please introduce yourself to the rest of the group by giving a brief overview about your past experience and your expectations of this training

Introducing Atos

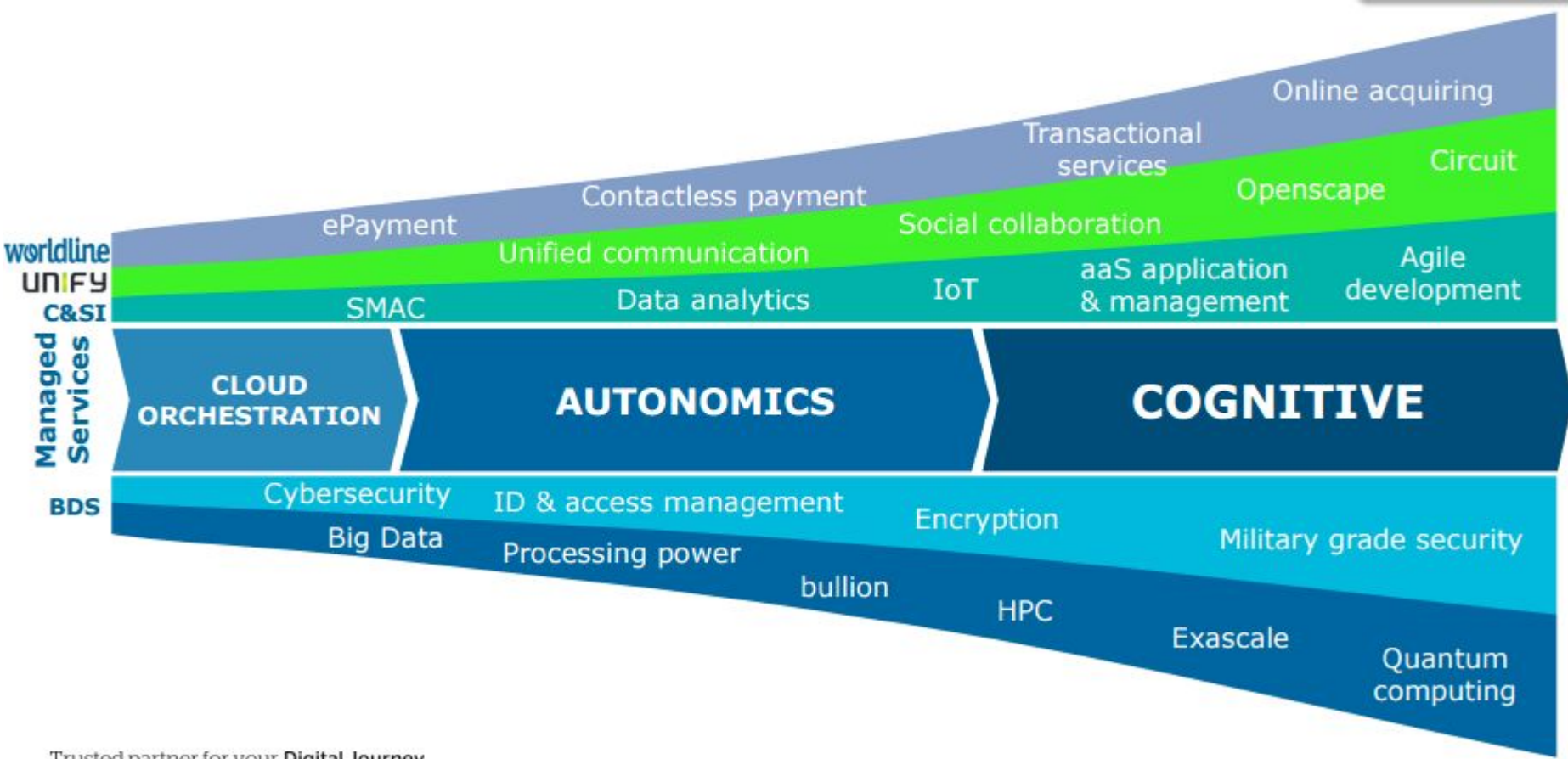
- ▶ AtoS is an international IT services company, delivering hi-tech transactional services, consulting, systems integration and managed services
 - ▶ AtoS focuses on business technology that powers progress and helps organizations to create a company of the future
 - ▶ Worldwide IT Partner for the Olympic Games
 - ▶ Quoted on the Paris Eurolist Market
-
- ▶ Annual revenues of € 10.5 billion
 - ▶ aprox.96 000 business technologists worldwide in 72 countries
 - ▶ Headquarters in Bezons/Paris, France and Munich, Germany
 - ▶ Atos was established on July 1st 2011, following the successful integration of Atos Origin and Siemens IT Solutions and Services



History



Atos fully geared to drive digital transformation



Trusted partner for your Digital Journey

From local offices to global powerhouse

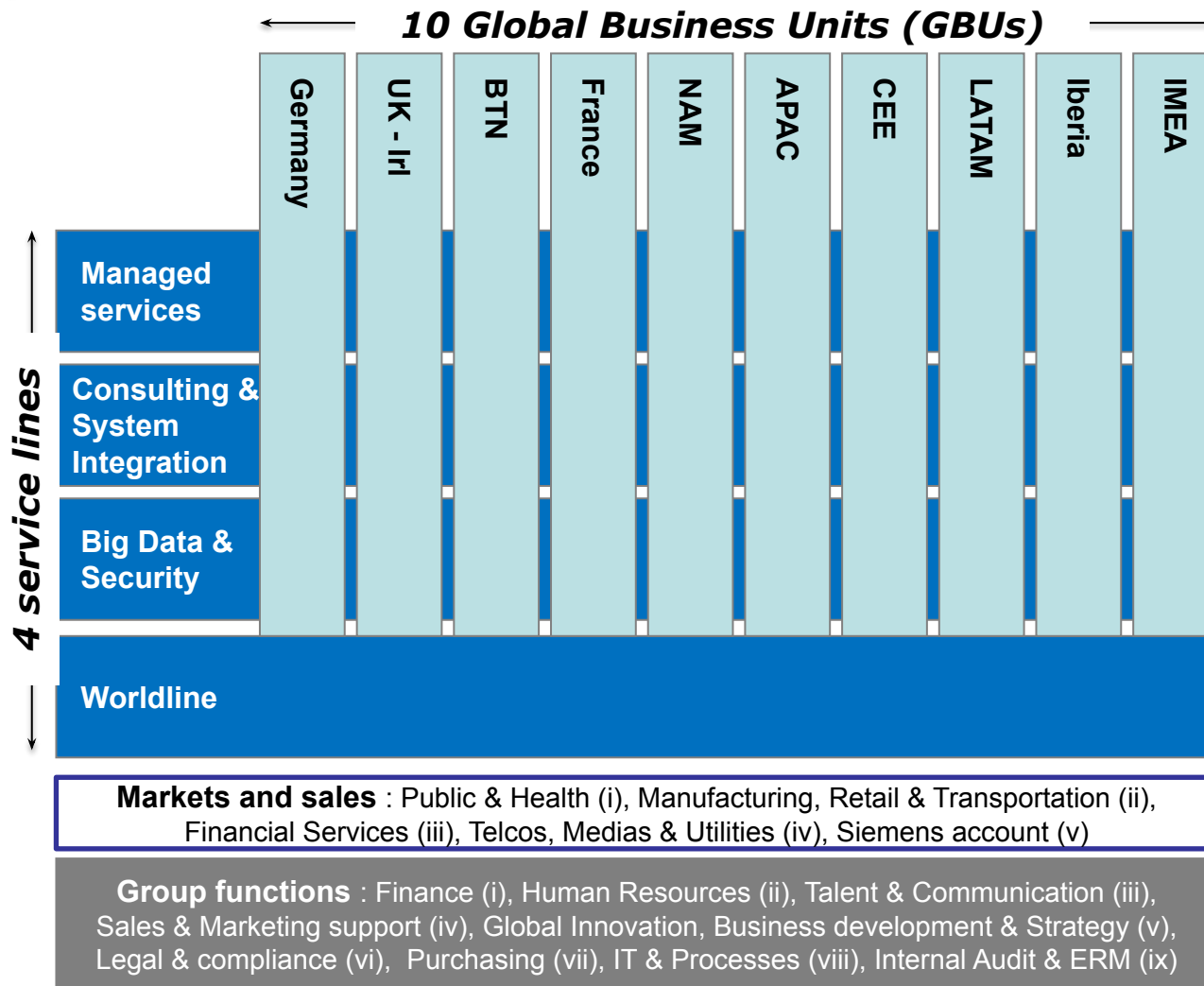
Geographical breakdown of Atos headcount



From industry expertise **to** business value



Entering AtoS matrix organization



- ▶ **Global Service Lines** are in charge of delivery of committed service, quality level and financial results to our customers and in charge of implementing lean processes
- ▶ **Global Markets and sales** are responsible for global customer focus and support
- ▶ **GBUs** bring local support and service to our client
- ▶ **Group functions** support GBU, GSL and Markets in their activities and projects

2015 key figures

2015 annual results

February 24, 2016

Revenue

€10,686m

+18% year-on-year
+0.4% organically

Order entry

€11.2bn

+23% year-on-year

Book to bill

105%

118% book to bill in Q4

Operating margin

€884m

+26% year-on-year

Operating margin rate

8.3%

+120bps at constant scope
and exchange rates

Total number of employees

91,322

before c. 5,600 staff
joining from Unify

Net income Group share

€406m

+53% year-on-year

Free cash flow

€450m

+23% year-on-year

Net cash position

€593m

before acquisition of Unify

2015 commitments reached

2015 annual results

February 24, 2016

2015 objectives

Revenue:

The Group targets a **positive revenue organic growth**



Operating margin:

The Group has the objective to improve its operating margin rate targeting **8.0% to 8.5% of revenue**



Free cash flow:

The Group expects to generate a free cash flow of **circa € 420 million**



2015 achievements

+0.4% revenue organic growth at € 10,686 million



8.3% of revenue



€ 450 million



Group revenue and profit profile

Constant scope and exchange rates figures reconciliation

2015 annual results

February 24, 2016

<i>In € million</i>	FY 2015	FY 2014	% change
Statutory revenue	10,686	9,051	+18.1%
Scope effect		1,223	
Exchange rates effect		373	
Revenue at constant scope and exchange rates	10,686	10,648	+0.4%
Operating margin	883.7	701.9	+25.9%
Scope effect		9.0	
Exchange rates effect		45.1	
Operating margin at constant scope and exchange rates	883.7	756.0	+16.9%
<i>as % of revenue</i>	8.3%	7.1%	

By Service Line

<i>In € million</i>	Revenue				Operating margin		Operating margin %	
	FY 2015	FY 2014*	% organic	% yoy	FY 2015	FY 2014*	FY 2015	FY 2014*
Managed Services	5,658	5,634	+0.4%	+23.6%	501.8	425.5	8.9%	7.6%
Consulting & Systems Integration	3,255	3,328	-2.2%	+3.8%	207.2	200.7	6.4%	6.0%
Big Data & Cybersecurity	597	562	+6.2%	+149.0%	102.5	77.3	17.2%	13.8%
Corporate costs**					-102.7	-121.1	-1.1%	-1.3%
Worldline	1,176	1,124	+4.7%	+7.1%	174.9	173.7	14.9%	15.5%
TOTAL GROUP	10,686	10,648	+0.4%	+18.1%	883.7	756.0	8.3%	7.1%

* At constant scope and exchange rates

** Corporate costs exclude Global Service Lines costs allocated to the Service Lines

Group revenue and profit profile

2015 performance by Business Unit

2015 annual results

February 24, 2016

- ▶ UK, France, Other Business Units, and Worldline growing over the year
- ▶ Germany, North America, Benelux & The Nordics back to growth or stability in Q4
- ▶ Strong operating margin improvement in most of the countries

In € million	Revenue				Operating margin		Operating margin %	
	FY 2015	FY 2014*	% organic	% yoy	FY 2015	FY 2014*	FY 2015	FY 2014*
United-Kingdom & Ireland	1,930	1,829	+5.5%	+13.1%	213.5	159.1	11.1%	8.7%
France	1,674	1,665	+0.6%	+28.3%	102.3	53.2	6.1%	3.2%
Germany	1,560	1,636	-4.6%	-1.7%	118.2	109.9	7.6%	6.7%
North America	1,338	1,365	-2.0%	+124.1%	140.5	100.4	10.5%	7.4%
Benelux & The Nordics	1,055	1,098	-3.9%	+1.7%	97.9	125.4	9.3%	11.4%
Other Business Units	1,951	1,931	+1.0%	+13.5%	142.0	153.3	7.3%	7.9%
Global structures**					-103.5	-118.8	-1.1%	-1.2%
Worldline	1,176	1,124	+4.7%	+7.1%	174.9	173.7	14.9%	15.5%
TOTAL GROUP	10,686	10,648	+0.4%	+18.1%	885.7	756.0	8.3%	7.1%

* At constant scope and exchange rates

** Global structures include the Global Services Lines costs not allocated to the Group Business Unit and Corporate costs

AtoS „Mobile Fan“ Portfolio

Mobile applications/
Content
Management

Transport
Information

Outdoor &
Indoor
Navigation

Access- and
payment-cards

e-Tickets /
access-control

Mobile ordering /
cashless payment



Get in touch with AtoS...

New ID Cards



Cloud Security



canopy
THE OPEN CLOUD COMPANY™

Olympiada



Smart Metering



Payment systems



Travel documents



Electronic health card



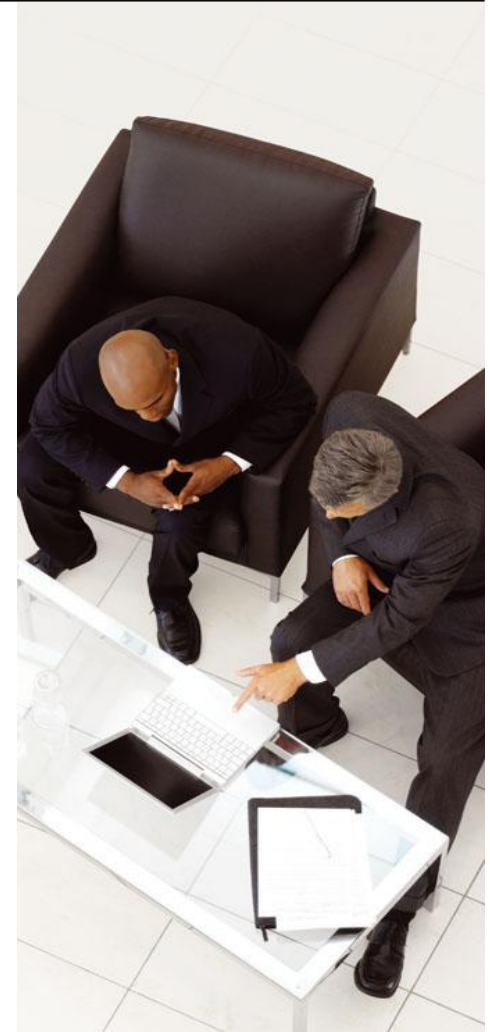
A world of global partnerships

Solid and long-term strategic partnerships with technology leaders



Our partnership with Siemens

- ▶ Siemens has a 15% share of Atos
- ▶ Siemens and Atos perform together on the market:
 - Atos is the only IT Service partner in Siemens One Program
 - Atos and Siemens invest together in research and development
 - Siemens is our biggest customer: in 2011 Siemens arranged an outsourcing deal of 7 years
- This contract contains:
 - 140 countries
 - 300,000 employees using our services daily



Powering progress for our clients

Financial Services



Public Sector, Healthcare



Energy & Utilities



Manufacturing, Retail & Transport



Telecom, Media & Technology



Atos and the International Olympic Committee



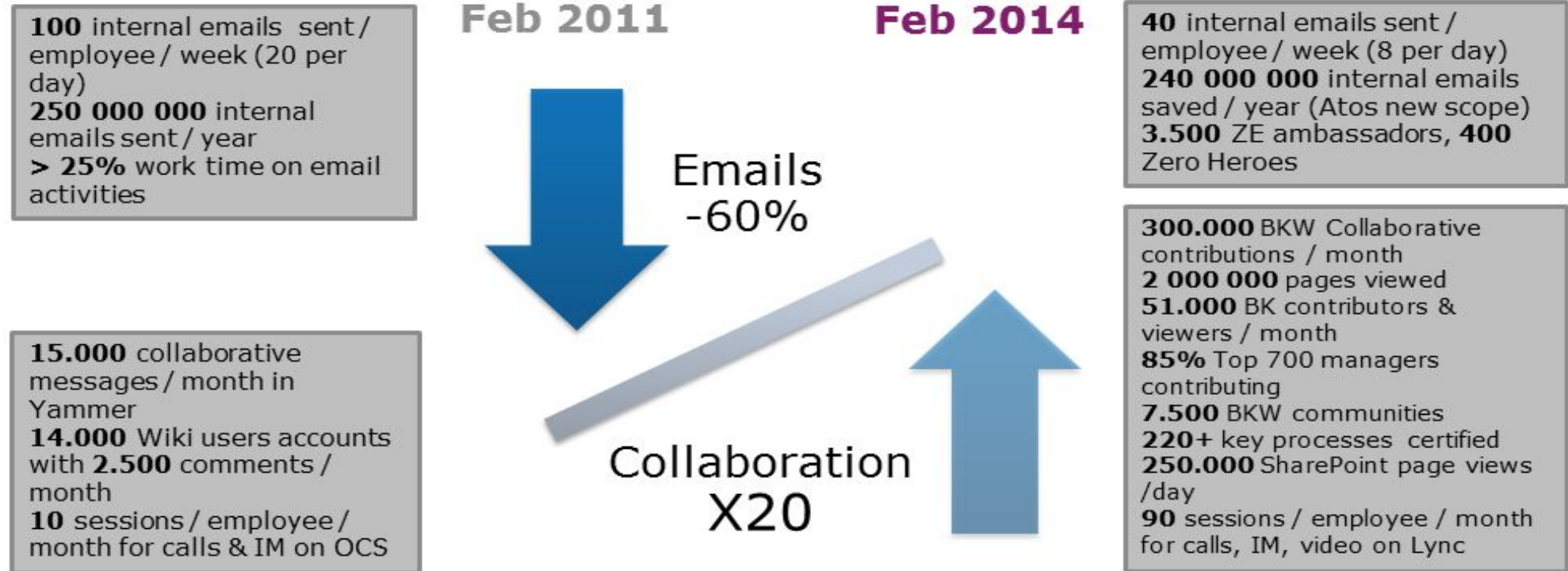
IT-solutions for top performance in sports

- ▶ As worldwide IT partner and top sponsorer of the Olympic Games, Atos runs and ensures the entire IT infrastructure.
- ▶ We ensure worldwide availability of the contest results and other information for spectators at home and the media.
- ▶ Five central solutions from AtoS are the base of the Olympic and Paralympic Games:
 - Bring Your Own Device
 - Enterprise Content Management
 - Identity, Security & Risk Management
 - Testing and Acceptance
 - Managed Services

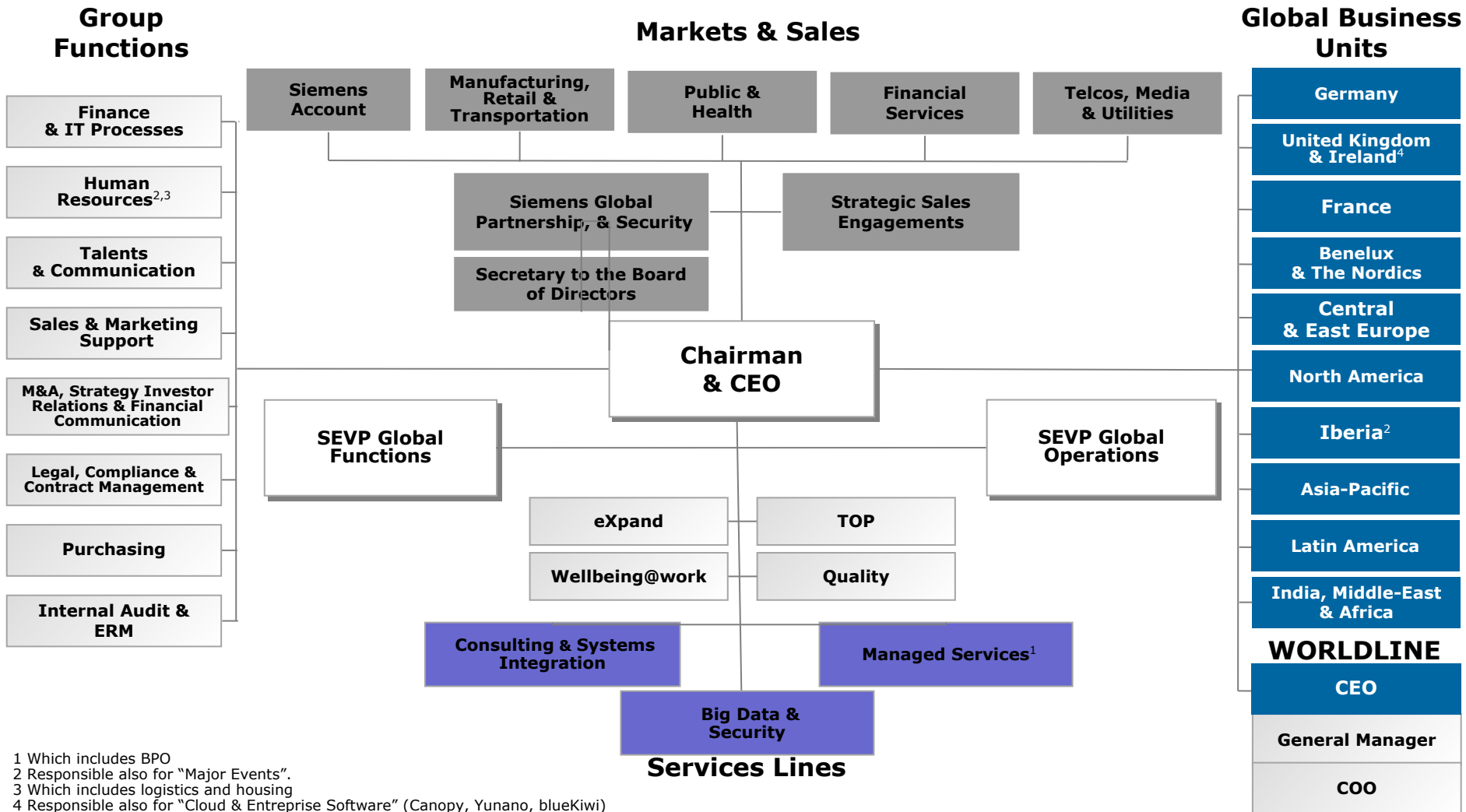


Zero email™

We continue our journey!



From global organization effective operation



1 Which includes BPO
 2 Responsible also for "Major Events".
 3 Which includes logistics and housing
 4 Responsible also for "Cloud & Enterprise Software" (Canopy, Yunano, blueKiwi)

Group Management Team



Thierry Breton
Chairman and CEO

- ✓ A former French Minister of Economy, Finance and Industry, Thierry Breton was Chairman and CEO of France Telecom, the second largest European telecom operator and Chairman and CEO of Thomson
- ✓ He also served as Executive Managing Director and Vice Chairman of the IT group Bull. Thierry Breton was a Professor at Harvard Business School, teaching leadership and corporate governance
- ✓ He is a holder of the prestigious award of Officier de la Légion d'Honneur and Commandeur de l'Ordre National du Mérite



Charles Dehelly
SEVP Global Operations

- ✓ Charles Dehelly began his career at the Thomson Group where in 1981 he was CEO of Home Appliance divisions and later CEO of the Television division
- ✓ Joining the Bull Group in 1992 as Group Chief Operating Officer, he returned to Thomson in 1998 as Chief Operating Officer then as Chief Executive Officer
- ✓ In 2004 he became CEO of the Equant Group, then CEO of the Arjowiggins Group

since 19.2.15
Michael-Alain
Proch is
appointed as 3th
SEVP



Gilles Grapinet
SEVP Global Functions

- ✓ A graduate of the Ecole Nationale d'Administration, Gilles Grapinet's previous roles include financial auditor, Head of Strategy & Information Systems of the French tax directorate, Director of the nationwide Copernicus program for IT transformation of the tax administrations and Executive Committee member at Credit Agricole SA, in charge of Payment systems & Services
- ✓ He served as advisor for Economic and Financial Affairs to the French Prime Minister and as Chief of Staff for two French Ministries of Economy and Finance

GBU Germany

▶ Atos Germany – Key facts



- ▶ more than 8.000 employees in Germany
- ▶ 1.6 billion € revenue (2015)
- ▶ Headquarters: München (= second global headquarters besides Paris)
- ▶ More than 50 office sites in Germany
- ▶ Largest office sites are: München, Essen/Gelsenkirchen, Fürth/Nürnberg and Frankfurt
- ▶ Atos is the second largest Player in the German market for IT services

Markets and customers

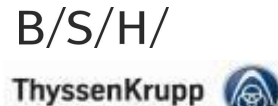
Financial Services



Public Sector, Healthcare



Manufacturing, Retail and Transport



DEUTSCHLAND

Telco, Media & Utilities



E-PLUS GRUPPE



VORWEG GEHEN

GBU Germany

Management Structure

Sales & Management Board



Katrin James*
Alliances



Martin Wibbe
New Logo MRT



Axel Holle
New Logo
FS



John van Geel
MS COO



Alexandra Knupe
Marketing &
Communication



Dagmar Bleilebens
New Logo
E&U



Ralf Fischer
Market Leader
Public Sector &
Health Care



Frank Schwitzer
MS Sales Head



Matthias Förster
Consulting



Dirk Scheumann
General Counsel



Daniel Boeckh-Behrens
Procurement



Heiko Pinhack
IT & Processes

OPS Board



Winfried Holz¹
CEO



Udo Litke²
HR



Thomas Schramm³
C&SI



Martin Schoenmakers
C&SI COO



Ronald Bakhuis
CFO



Markus Schwind
Sales Director



Peter 't Jong
MS



Lutz Herrmann
MS HoO



Carsten Breidenbach
TOP



Franz Trimborn
Sales Management



Martin Matzke
BDS

1 Geschäftsführung


3 C&SI Sales Head

2 Managing Director AIS / Geschäftsführung

* Sabbatical leave with following maternity leave from Feb 2016

GBU Germany

Financials 2013 - 2015

	Atos in 2013	Atos in 2014	Atos in 2015	 Delta to Target* 2015 in Mio €	Fulfillment
Order Entry	€1,71 Mrd	€1,42 Mrd	€1,9 Mrd	+62,1	●
Revenue	€1,66 Mrd	€1,55 Mrd	€1,6 Mrd	+2,6	●
Operating Margin	€126 Mio	€107 Mio	€118,2 Mio	+6,6	(●)
Contributive Cash Flow	€15,3 Mio	€-27,8 Mio	€86,0Mio	+64,8	●

*Target = F2

GBU Germany

External Revenue development 2015

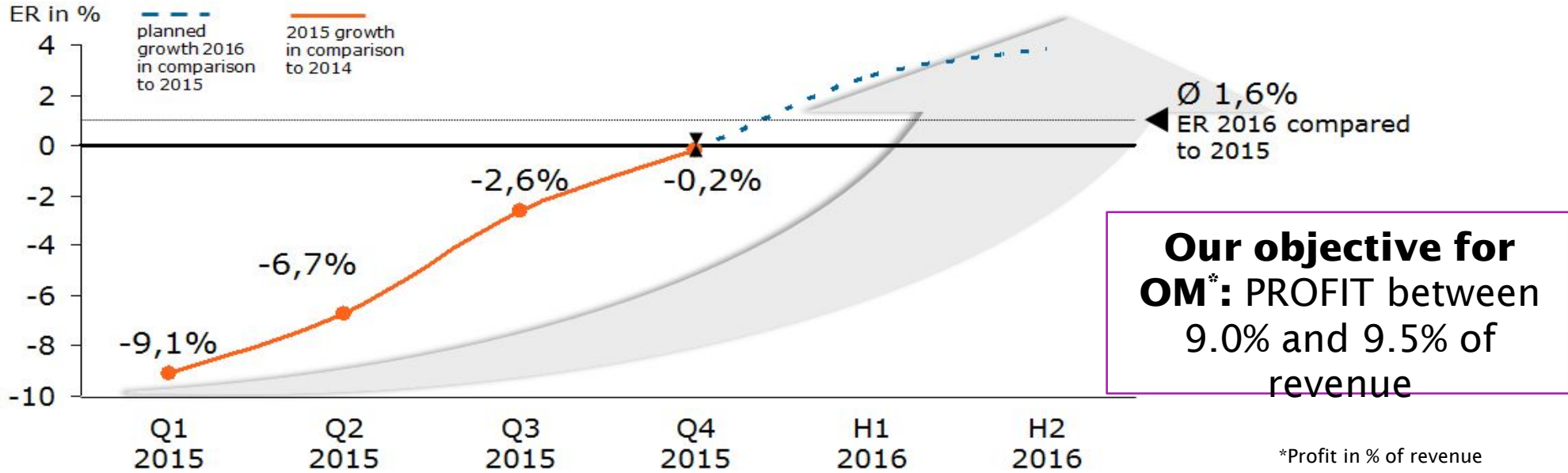
Trend values and final results 2015



		Q1 2015	Q2 2015	Q3 2015	Q4 2015	FY 2015
Umsatz	GBU GER	€373 Mio	€386 Mio	€389 Mio	€412 Mio	€1.561 Mio
Umsatz	MS	€227 Mio	€239 Mio	€240 Mio	€256 Mio	€962 Mio
Umsatz	C&SI	€127 Mio	€132 Mio	€135 Mio	€136 Mio	€531 Mio
Umsatz	BDS	€19 Mio	€15 Mio	€14 Mio	€20 Mio	€68 Mio

GBU Germany

Our intention is further GROWTH



GBU Germany

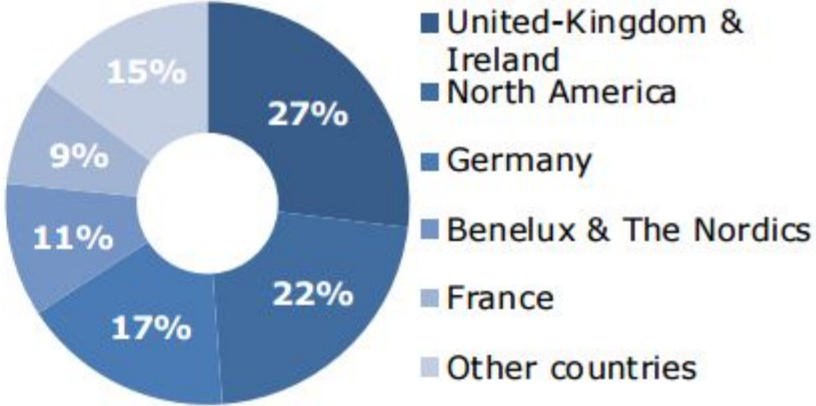
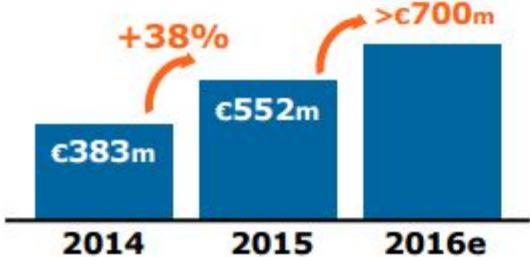
Budget 2016

	Atos <i>H1 2015</i>	Atos <i>H2 2015</i>	Atos <i>FY 2015</i>
Order Entry	€731 Mio	€8'68 Mio	€1.599 Mio
External Revenue	€787 Mio	€816 Mio	€1.602 Mio
Operating Margin	€68,4 Mio	€79,6 Mio	€148,0 Mio
Contributive cash flow	€7,1 Mio	€5,8 Mio	€12,9 Mio

Managed Services at a glance

Annual results 2015

- ▶ Successful transition to hybrid cloud infrastructure of large Managed Services clients
- ▶ 41,361 direct staff at the end of 2015
- ▶ Steady growth in Cloud



In € million

	FY 2015	FY 2014*	% organic
Revenue	5,658	5,634	+0.4%
Operating margin	501.8	425.5	
<i>Operating margin rate</i>	8.9%	7.6%	

* At constant scope and exchange rates

Atos is an undisputed leader in Managed Services

Positioning in 2014 Analyst surveys

Workplace Services

Positioned as a leader

- IDC MarketScape: Western European Workplace Virtualization Services 2014
- Gartner: Magic Quadrant for End User Outsourcing Services, Europe 2014
- Gartner: Magic Quadrant for End User Outsourcing Services, North America 2014

Infrastructure & Application

Positioned as a leader

- Gartner: Magic Quadrant for Data Center Outsourcing and Infrastructure Utility Services, Europe 2014

Positioned as a strong performer

- Forrester Wave: SAP Services Providers, Q1 2014

Others

Positioned as a leader

- Forrester Wave: Global Infrastructure Outsourcing, Q1 2015

Positioned as a major player

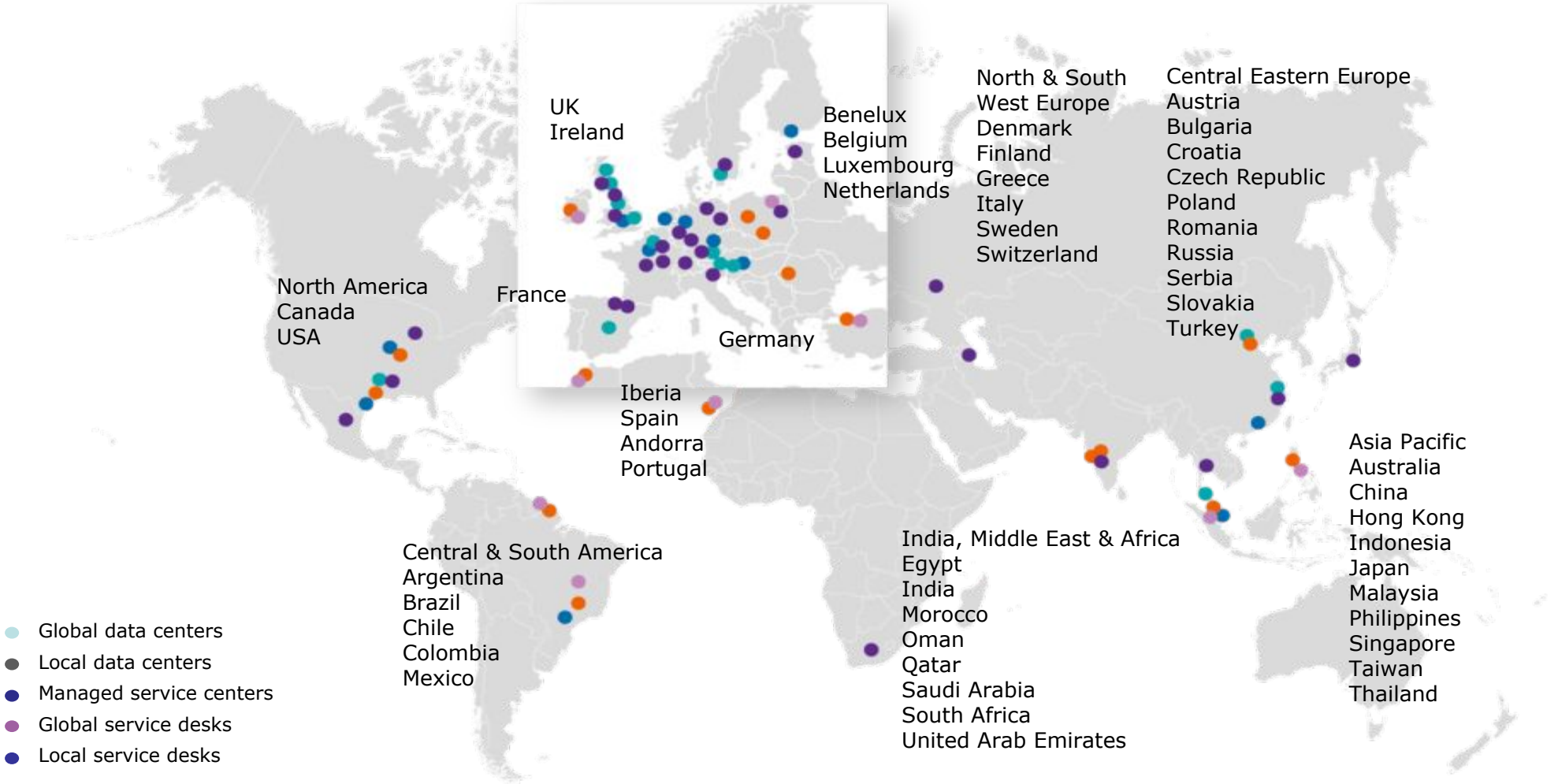
- IDC MarketScape: Worldwide Managed Security Services 2014 Vendor Assessment

Positioned as a top provider

- ISG: Atos named a Top 10 Outsourcing Service Provider

Atos Managed Services

A global player



Five fields of focus

Managed Services capabilities

▶ **Workplace Management:**

- Making sure that your workforce has the tools to perform, wherever, whenever and however they need to – with the right level and the right type of support

▶ **Managed Infrastructure**

- Ensuring all storage and computing resources are fit-for-purpose across their lifecycle, whether owned or outsourced, embracing emerging cloud delivery, offering storage on demand through sustainable data centers

▶ **Application Operations**

- Managing the ongoing operations of both generic and business-specific applications, handling license management and, increasingly, cloud pay-as-you-go models

▶ **Network and Communications**

- Keeping all networks humming at business speed, absorbing the increased load of rich media communications and managing all aspects of unified communications including third party contracting, if desired

▶ **Identity, Security and Risk Management**

- Achieving compliance and sustaining secure and uninterrupted business operations, with particular emphasis on managing confidentiality across the extended enterprise.

Key delivery facts

the global footprint of Managed Services

Workplace Services

- ▶ 2.5 million managed mailboxes
- ▶ 2.1 million managed devices
- ▶ 31 million resolved tickets
- ▶ 38 supported languages

Network & Communication

- ▶ 1.7 million Ethernet ports
- ▶ 750 k voice ports
- ▶ > 700 k conferencing user
- ▶ 55,325 managed switches
- ▶ 9,160 managed routers

Cyber Security Services powered by BD&S

- ▶ 1 million protected endpoints and desktops
- ▶ 7.5 billion monitored events per month
- ▶ 3,500 complex data center firewalls
- ▶ 500,000 digital identities for one single client

Infrastructure and Application Services

Infrastructure

- ▶ 75+ multi-customer data centers
- ▶ 173,500 managed servers
- ▶ 118,000 installed MIPS
- ▶ 240,700 TB storage

Application Services

- ▶ 1,400,000 supported SAP users
- ▶ 6,200 SAP instances
- ▶ 100 ERP applications
- ▶ 5,000 critical and 7,000 legacy applications

Project Services

- ▶ > 100 transformation projects per year
- ▶ over 10 years of experience in infrastructure projects, industry best practices and innovations

Canopy Cloud Solutions operated by Managed Services

- ▶ 4 Global Multi-Tenant Cloud Hubs
- ▶ 7 global delivery teams
- ▶ 26,500 virtual servers (IUS & Cloud)
- ▶ 80,300 TB storage
- ▶ 390,000 users of Canopy SharePoint

Atos Managed Services is a true global player

with Delivery Centers all over the world

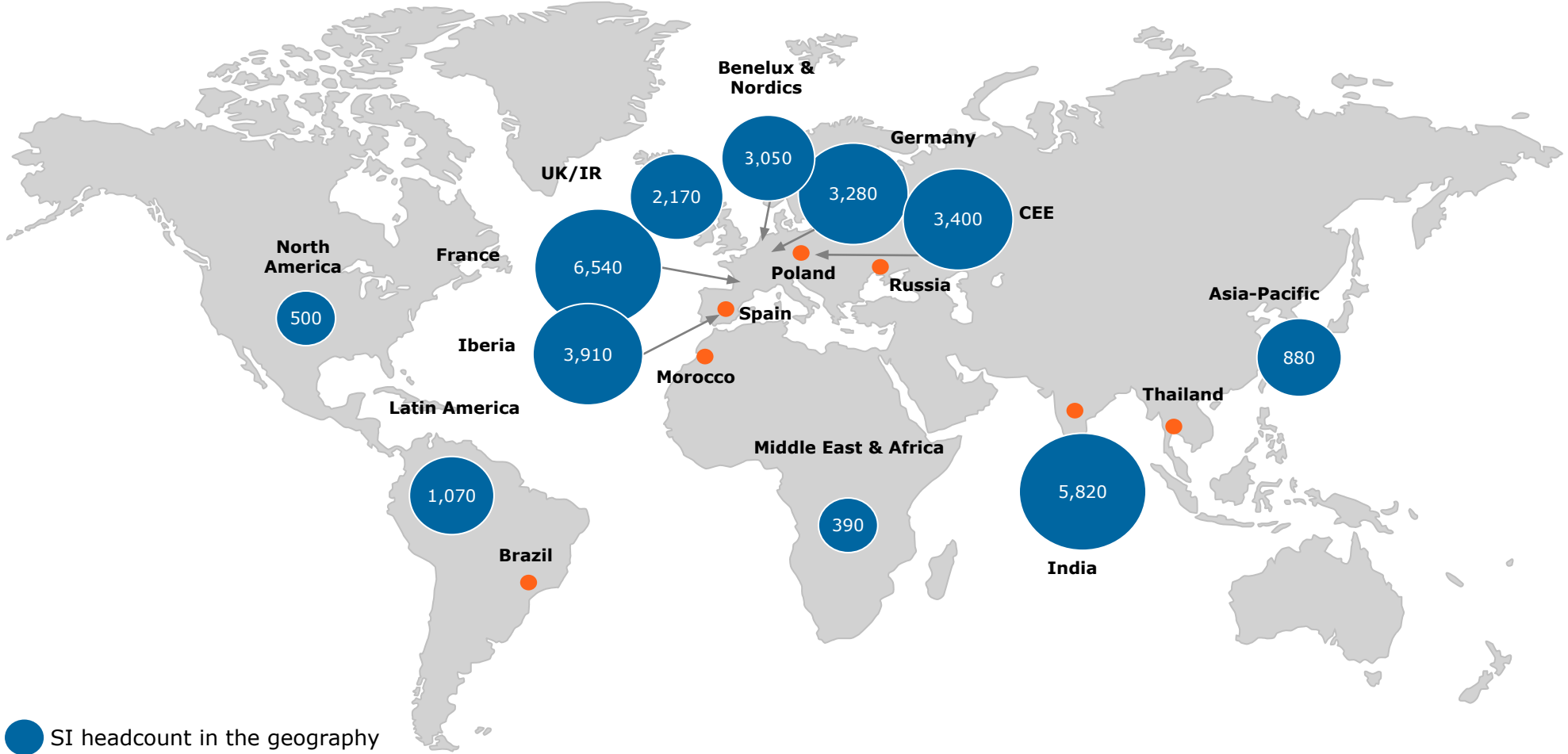


- ▶ Focus on 6 nearshore core centers of excellence covering three regions
- ▶ Complimented by core onshore centers in all key geographies
- ▶ Deliver full outsourcing
- ▶ Follow-the-sun security operations

★ = near/off-shore delivery locations
★ = onshore delivery locations

Atos Global C&SI Footprint

31,000 Business Technologists



● SI headcount in the geography
● Offshore location

Consulting & Systems Integration

Our teams manage all aspects of solution design and implementation, and work with our clients to develop, implement, and maintain systems that will support and enhance their overall business strategy. Our global delivery model adds quality, scalability, predictability and flexibility, all at competitive prices, and benefits from a worldwide presence.

Consulting

1,800 + business and IT consulting experts
Delivering annual cost savings of 30-50%
Involved in many consortium projects
A collaborative mindset

SAP

5,000 implementations
Over 1.3 million end users supported
Winner of many awards, including SAP
Pinnacle Award for Sustainability
SAP partner for over 30 years

Digital

10,000 + business technologists
Extensive partner ecosystem with global strategic alliances
Industry-specific and cross market business solutions
50+ offerings including 150+ offering elements

Application Management

30 – 50% cost savings for clients
48,000 health-checks per month just for one client alone
40% overall incident reduction driven by The Bridge
1 million end users supported

C&SI Annual Results FY 2015

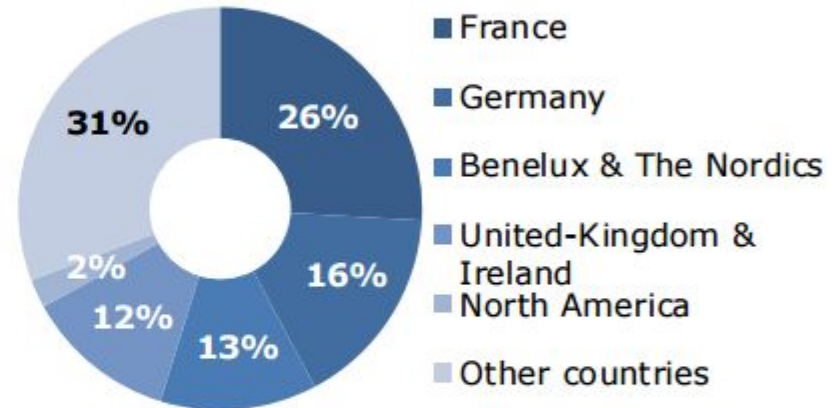
Consulting & Systems Integration

2015 annual results

February 24, 2016

- ▶ **New sales dynamics in Consulting & Systems Integration**
 - 133% book-to-bill in Q4: supporting the planned return to growth in 2016
 - resilient Operating Margin

- ▶ **33,710 direct staff at the end of 2015**

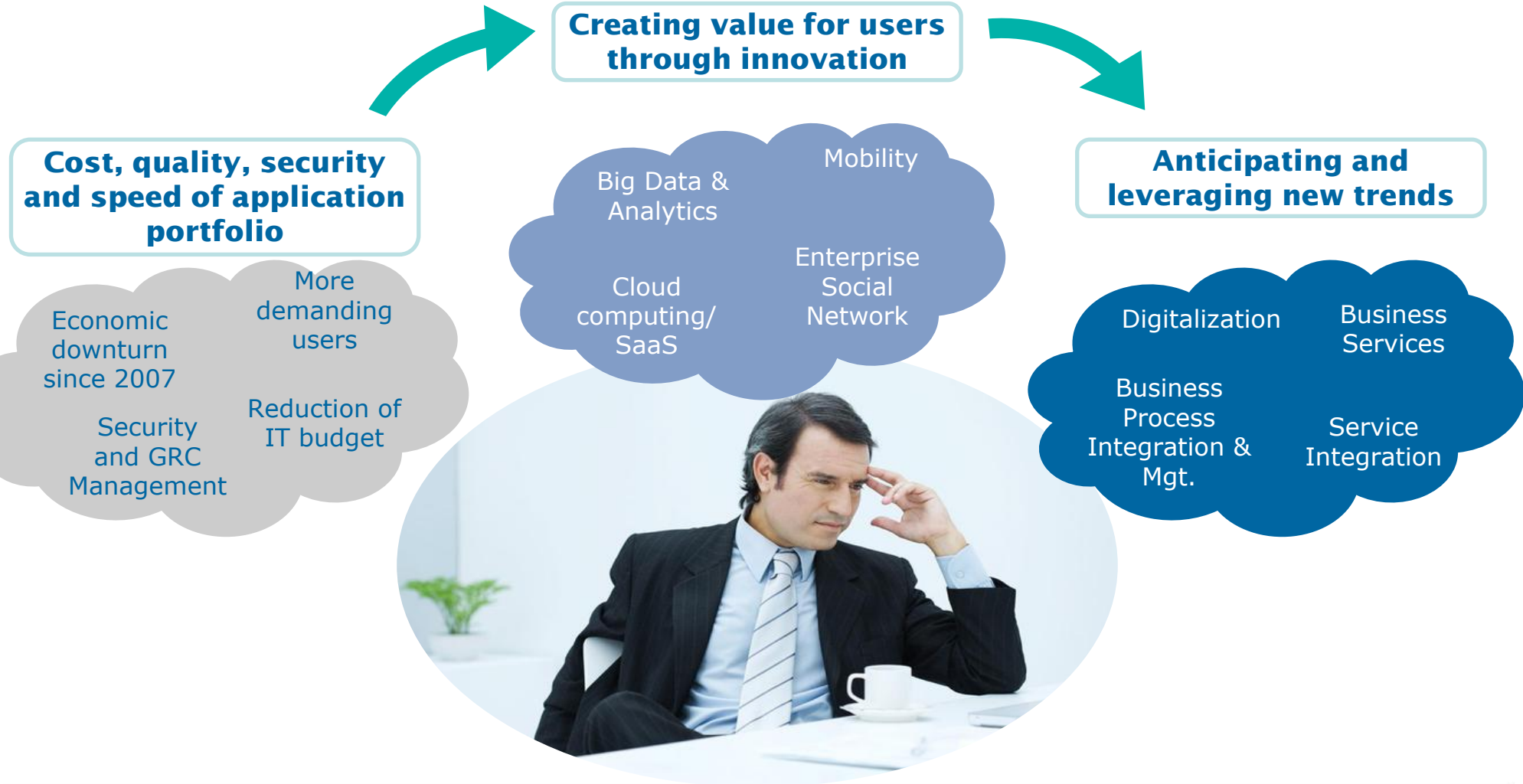


<i>In € million</i>	FY 2015	FY 2014*	% organic
Revenue	3,255	3,328	-2.2%
Operating margin	207.2	200.7	
<i>Operating margin rate</i>	6.4%	6.0%	

* At constant scope and exchange rates

Market dynamics and trends

It is all about accelerated business transformation driven by technology



Atos Global C&SI 2014 - 2016 journey

Horizon 2016: Atos Global C&SI vision & strategy

Vision

Partner of choice and trusted advisor for digital lead business improvement and transformation

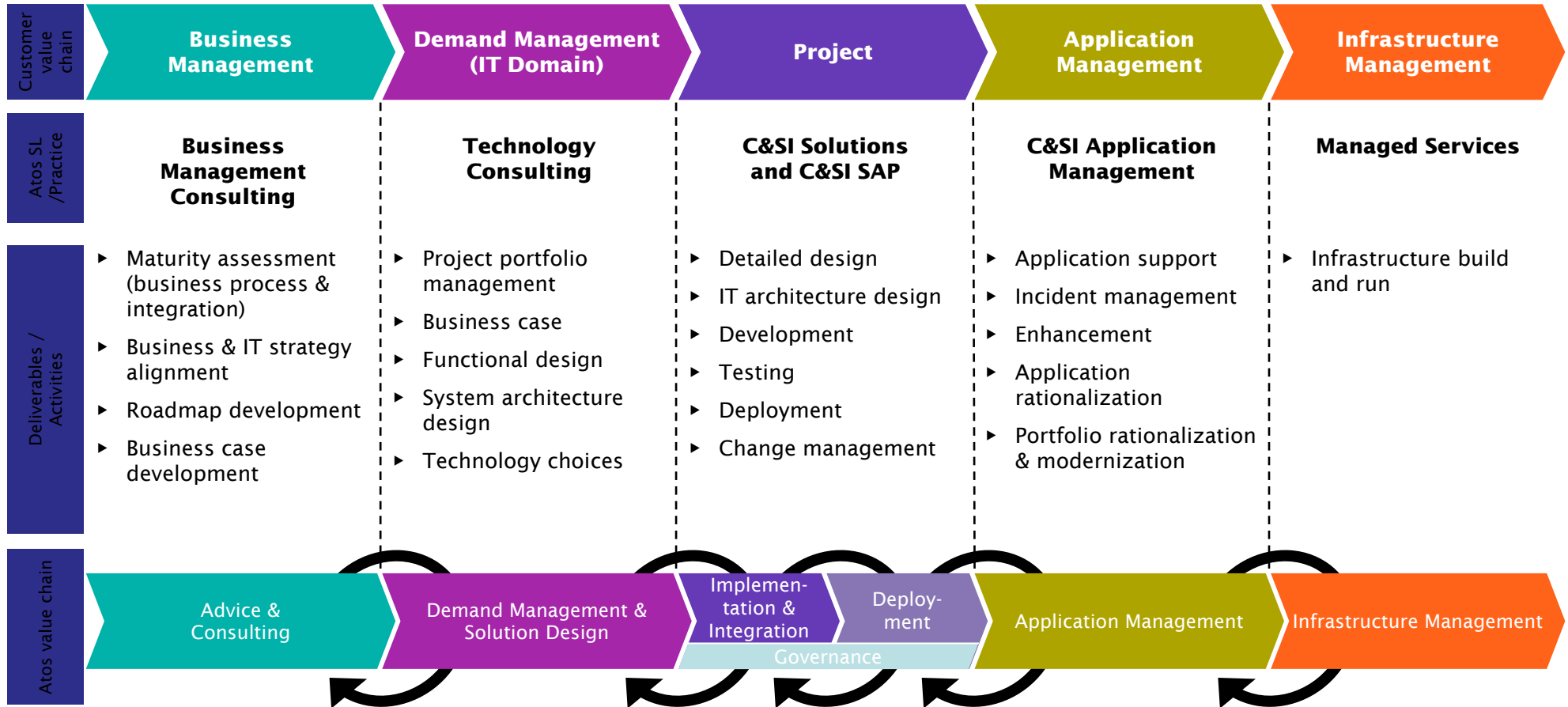
Customer benefits

- ▶ Increase business value through technology innovation
- ▶ Significantly reduce overall IT costs
- ▶ Improve IT build to run ratio
- ▶ Ensure solution delivery with balanced cost & quality while being best-in-class
- ▶ Increase end user satisfaction rate
- ▶ Improve employee engagement & efficiency rate
- ▶ Drive information gold mine

Strategy

- 1 Relentless focus on the "old" basics and "new" basics
- 2 Integrated services for more value
- 3 Globalization
- 4 Customer focus and account management
- 5 Value driven portfolio: verticalization and re-use
- 6 Leading edge in new technology trends
- 7 Growth of our US business

Integrated services for more value



Atos Consulting & System Integration

Global Delivery Centers – Portfolio View

Possible scope of services*:

- ▶ Application Development
- ▶ Application Management
- ▶ Testing / Test Factory
- ▶ Application Integration
- ▶ e-Business Services
- ▶ Legacy Modernization
- ▶ Re-engineering
- ▶ Technology Renovation
- ▶ Functional & Technical Design
- ▶ Business Process Solutions / Modeling
- ▶ Car IT & Telematics
- ▶ Mobility Solutions
- ▶ e-Car Solution Components
- ▶ Broadcast Media
- ▶ Energy Solutions AMI, M2B

* Scope of services vary from one Center to another

	C&SI Global Delivery Centers					
	India	China	Morocco	Poland/EU	Russia	Thailand
Type of Business	All	SOL	AM	SOL	AM	SAP
Technologies	All	PLM, MES, Java, .Net	Java, .Net etc	SAP, Java, .Net	SAP, Java, .Net	SAP, Java, .Net
Markets	All	Manufacturing, Financial Services, Telcos, Utilities		Customers who want work delivered from within EU		Siemens, MRS, EU, PHT
Portfolio	All					All SAP
Strategy	Grow aggressively	Launch in 2012, grow by 150 FTE/yr	Grow by marketing Center also for English-language Customers	SAP CoE	Tactical	Profitable Growth focusing on MNCs
Forecasted 2015 size (FTE)	10,500	500	500	200	300	TBD

Big Data & Security

Atos works with organizations in the private and public sectors to generate value from their growing volumes of data. Big Data & Security federates Atos global R&D efforts to grow our IP capabilities and portfolio.

Big Data

Unleash the value of data

Act of processing, analyzing, transforming information and data

The high performance computing platforms, software appliances and services

Cyber-security

Make trust a business lever

Data and information systems protection

Cyber-security products (secured communication and e-transactions, identity & access management and cryptographic products) and security services

Mission-Critical Systems

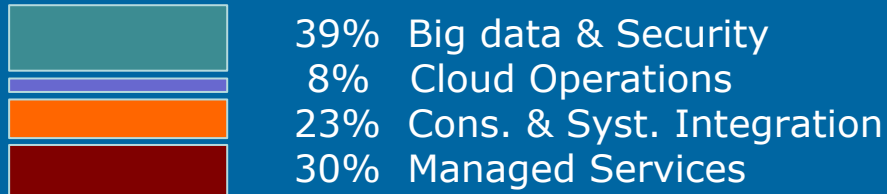
Ensure defense & intelligence

Critical solutions for private operators, defense and national security

The critical systems (electronic protection system, defense information system, homeland security and critical products) for highly sensitive industries and government entities

Bull, adding significant capabilities to Atos global footprint & businesses

€1,26 billion Revenue



45 countries

- 30% Public sector & Healthcare (PH)
- 33% Manufacturing, Retail, Transport (MRT)
- 14% Telecom, Media, energy & Utilities (TMU)
- 13% Financial Services (FS)
- 10% Defence

2013 Revenue

- ▶ **Combination of Big Data, Security and cloud** technologies for **secure and data-centric digital transformation**
- ▶ European leader in **HPC & security**
- ▶ For **Europe...**
 - 95% of CAC40,
 - 70% of top 10 European telecom players,
 - 66% of the top worldwide aerospace players,...
- ▶ ...and **Middle-East & Africa**
 - Present in 20 countries
- ▶ #1 GAIA **CSR** Index

BDS Annual Results FY 2015

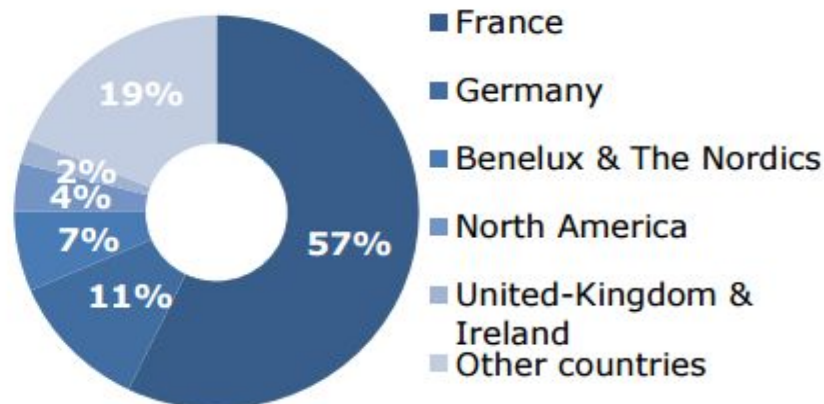
Big Data & Cybersecurity

2015 annual results

February 24, 2016

- ▶ **Successful combination with Bull:**
 - Very strong demand for innovative solutions from Atos' customers
 - Solid operating margin increase from synergies

- ▶ **3,385 direct staff at the end of 2015**



<i>In € million</i>	FY 2015	FY 2014*	% organic
Revenue	597	562	+6.2%
Operating margin	102.5	77.3	
<i>Operating margin rate</i>	17.2%	13.8%	

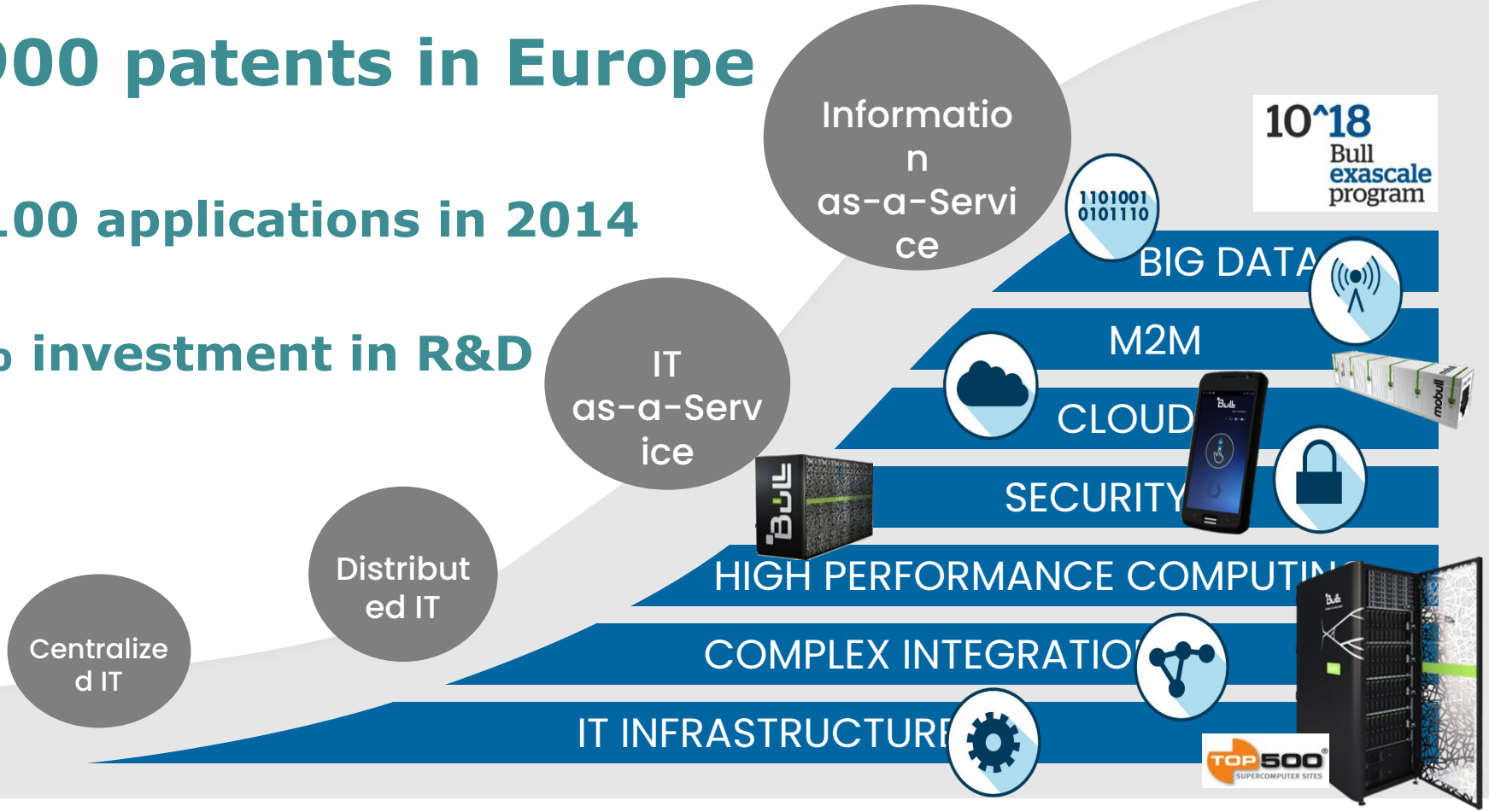
* At constant scope and exchange rates

Bull, bringing to Atos 80+ years of technology innovation

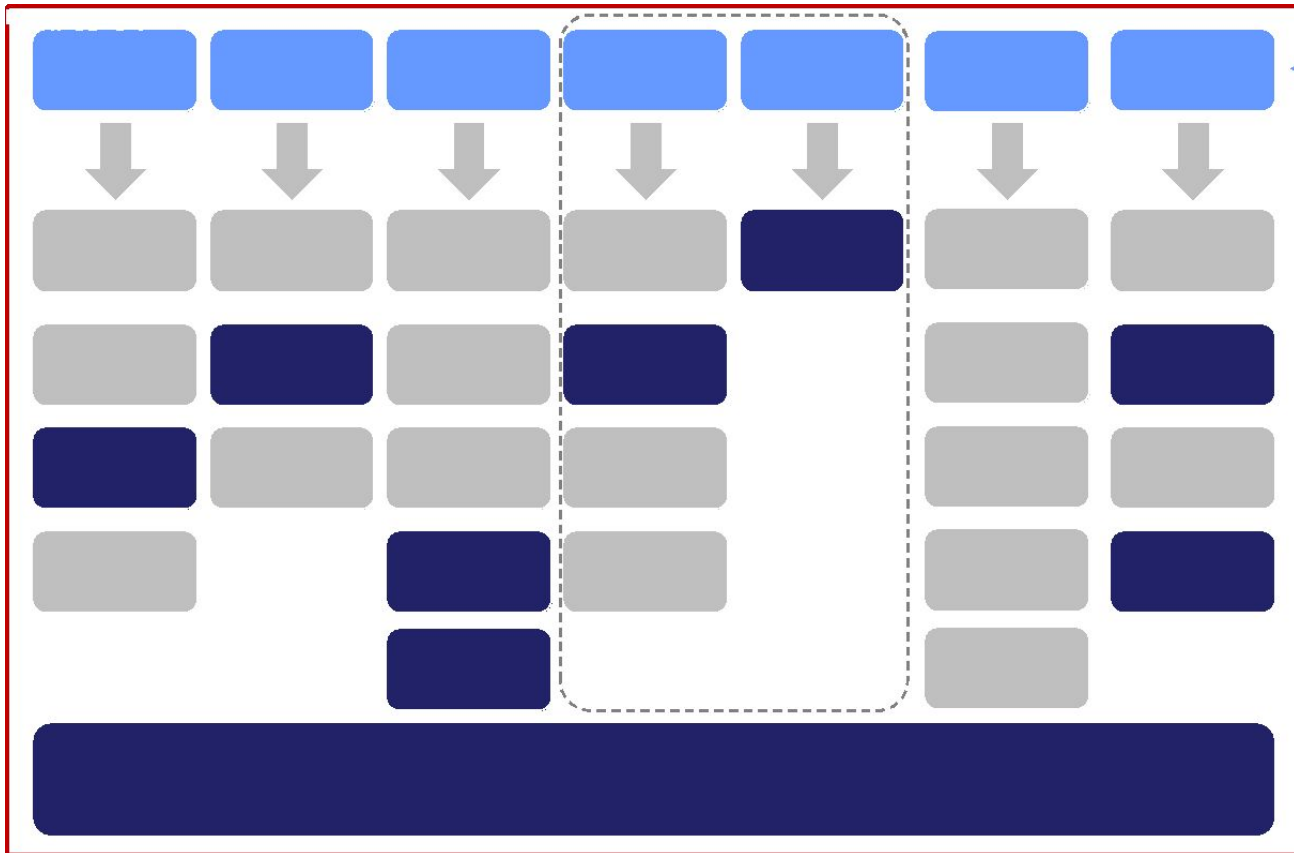
1900 patents in Europe

+ 100 applications in 2014

6% investment in R&D



Group Finance processes



Group Key Transversal Processes (KTP)

KTP defined for the Group and declined for different business models in Service Lines and GBUs.

- Not all activities in the Group but focus on key ones
- Some adjustments to Group standards possible at GBU level
- On-going process mapping

Finance processes

- Direct contribution mainly through transactional processes
- Record to Report is not considered as Group transversal process, but has huge interactions with all of them, with strong contributions from Finance
- Detailed training on each Finance process available through next training modules

Process Italic processes are under construction

 Direct Contribution by Finance

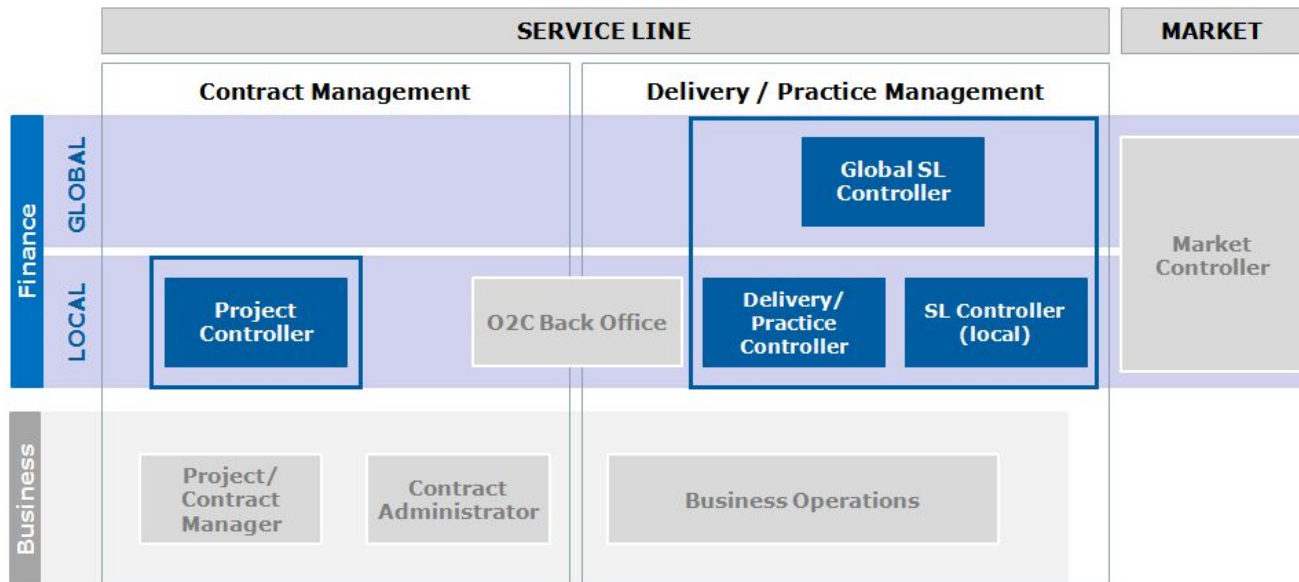
 No contribution by Finance

* RTR sub-processes presented hereafter are not validated at Group level for now

Business Controlling responsibilities

Overview

- ▶ The role of **Project controllers** is to enforce effective (financial) governance around projects where the project managers clearly have the control
- ▶ **The SL Controllers** (Global SL Controller, Local SL Controller, Delivery/Practice Controller) review overall financial governance for entities in their scope and seek for improvement of project controllers & operations productivity through automation and standardization of processes.



■ Project / SL Controllers ■ Other

- ▶ Both Project and SL Controllers have counterparts within Finance (market controllers, O2C Back-office, accounting services) and within Operations (Project managers, Contract administrators, Business Operations, ...).
- ▶ **Clear and respected split of roles and responsibilities between each function is key to achieve FTP target model and objectives.**

Business Controlling responsibilities

Job descriptions synthesis

	Project Controller	SL Controller / Delivery Controller
Mission	<ul style="list-style-type: none"> ▶ Execute timely and consistently project controlling 	<ul style="list-style-type: none"> ▶ Measure, control and plan the operational result of a SL within a GBU/Country and report results to the Global SL Controller and to the GBU/Country CFO
Main responsibilities	<ul style="list-style-type: none"> ▶ At month end, check & sign off TCV, Backlog, WIP, accruals, provisions and challenge Project Managers to ensure P&L and B/S accuracy ▶ Review and co-ordinate revenue/cost budgeting and forecasting for the Project as appropriate ▶ Support Project Managers in reaching Project financial targets ▶ Sign-off Project structure ▶ Review and sign-off Bid financials ▶ Perform Monthly Performance Reviews with Project Managers ▶ Provide ad-hoc analysis to Management ▶ Provide the business with training and guidance on Project financial management 	<ul style="list-style-type: none"> ▶ Measure and control operational results and cost-base of the SL with KPIs ▶ Provide cost base for planned volume and set-up P&L Budget and Forecast. Calculate and sign off standard rates ▶ Responsible for month end closing process and consolidation (country/GBU results) ▶ Approve bids financials and support Rainbow process ▶ Present results to the Business and report to GSL / CFO ▶ Support operational functions with performance & financial evaluations and support cost improvement initiatives of the SL (TOP) ▶ Implement CAPEX process ▶ Validate HR reporting ▶ Control 'Utilization' report

Business Controlling responsibilities

Limits to your scope of service

- ▶ Business Controllers roles and responsibilities are changing.

- ▶ Some tasks are **now under BUSINESS responsibility**, such as :
 - Provide contract information to O2C for Project set-up in Nessie
 - For new contract and extension, calculate and submit input for Order Entry and TCV. Request Nessie record to O2C
 - Provide invoicing information to O2C including translation of Customer needs into administrative requirements
 - At month`s end, calculate and submit input for Project Cost to Complete, WIP, Backlog, Accruals, Provisions for termination loss (to be signed off by Finance)
 - For small bids, calculate and submit costing and pricing elements
 - Drafting and submit investment and Purchase Requests
 - Chase/approve correct time sheets
 - Make collection calls for past due payments
 - Management and approval of PO
 - Approval and validation of time recorded in time booking system
 - Manage dispute on I/C invoices
 - Calculate bidding price

- ▶ It is important that you help your main clients within the Group to understand this new split of responsibilities and ensure it is fully implemented and respected.

**From
Questions
to
Answers**