



Future strategy

EDB Business Partner

(Draft presentation to be given in connection with the announcement of the Q4 2002 interim results on 30.01.03)





Our starting point – the world in which we operate

- Our planning process assumes that the IT sector in general will continue to suffer from great uncertainty over the next three years, with no growth.
- The public sector will continue to increase its total IT spending, but spending by the private sector will be at best stable and may fall.
- We expect to see growing pressure for a rapid payback on IT investments, with focus on IT's contribution to improving productivity and strengthening competitive position.
- There will be greater outsourcing of IT services, particularly by larger businesses, both for computer operations and for applications management.





Future development of the group

- Primary focus on profitability
- Expansion will be directly linked to essential industry-based development and greater profitability
- Core business will be concentrated to fewer areas
- Geographic concentration on the Nordic countries, with Sweden as the main target market after Norway. Selective and concentrated focus on specific markets
- Clearer focus on customer needs by integrating work processes across divisional boundaries
- Revised and more unified organisation and management of the entire group to ensure more efficient use of resources
- Changes to targets and monitoring criteria to underline the group's business focus and better match the new business plan





EDB Business Partner today

Consultancy Services

Bank &
Finance

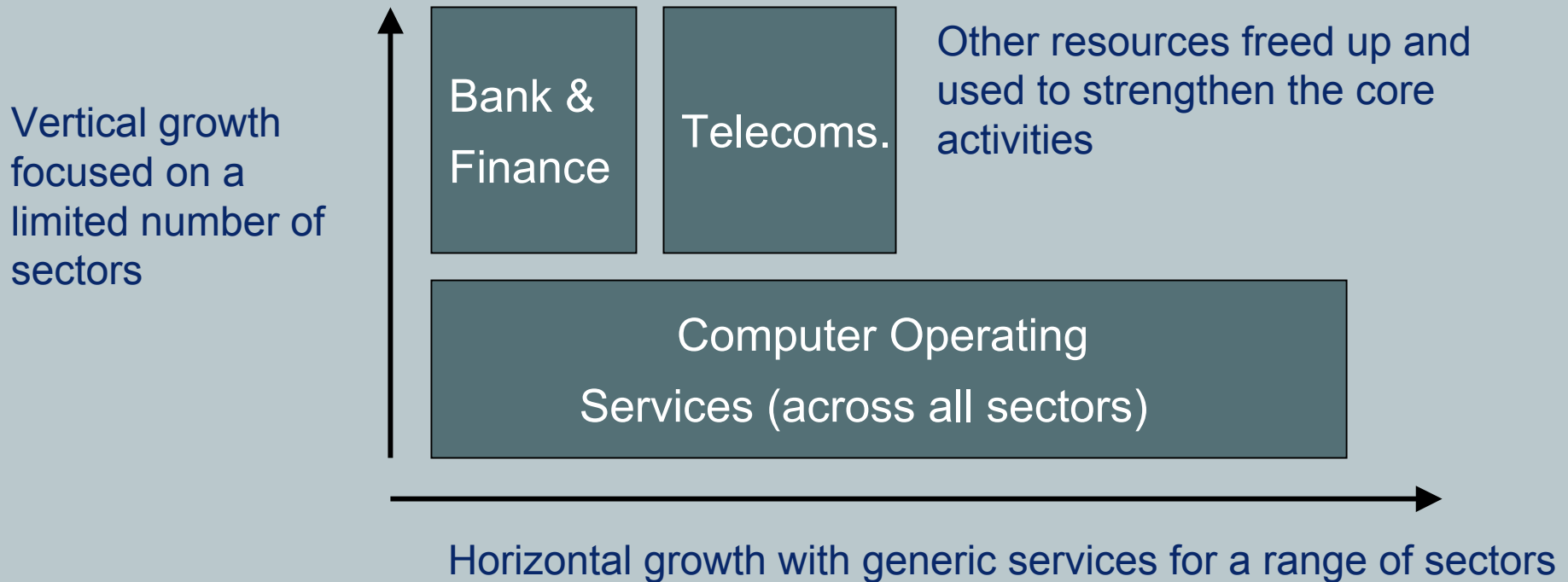
Telecoms.

Computer Operating Services





Focused growth for core activities





Improving customer productivity





Business concept

EDB Business Partner will be known and recognised for its development, delivery and operation of IT systems that improve productivity, principally for larger Nordic customers for which IT is mission-critical





IT Operating Services – strategic direction

- Further gains will be realised by closer co-ordination with other business areas.
- Growth through business with new customer groups in Norway and geographic expansion in the other Nordic countries (particularly Sweden).





Bank & Finance – strategic direction

- Continuing focus on improving profitability.
- Redirect market presence to respond to changing demands and to improve customer focus.
- Clearer differentiation between sales of fully-developed total solutions, specific single applications and customised solutions developed in co-operation with customers.
- International expansion initially in the Nordic countries, with particular emphasis on Sweden.





Telecommunications – strategic direction

- Norwegian activities will strengthen their relationship with Telenor and improve customer focus.
- Global market for Mediation products is very fragmented and consolidation is expected. EDB Business Partner intends to play an active role in this market.





Consultancy services – strategic direction

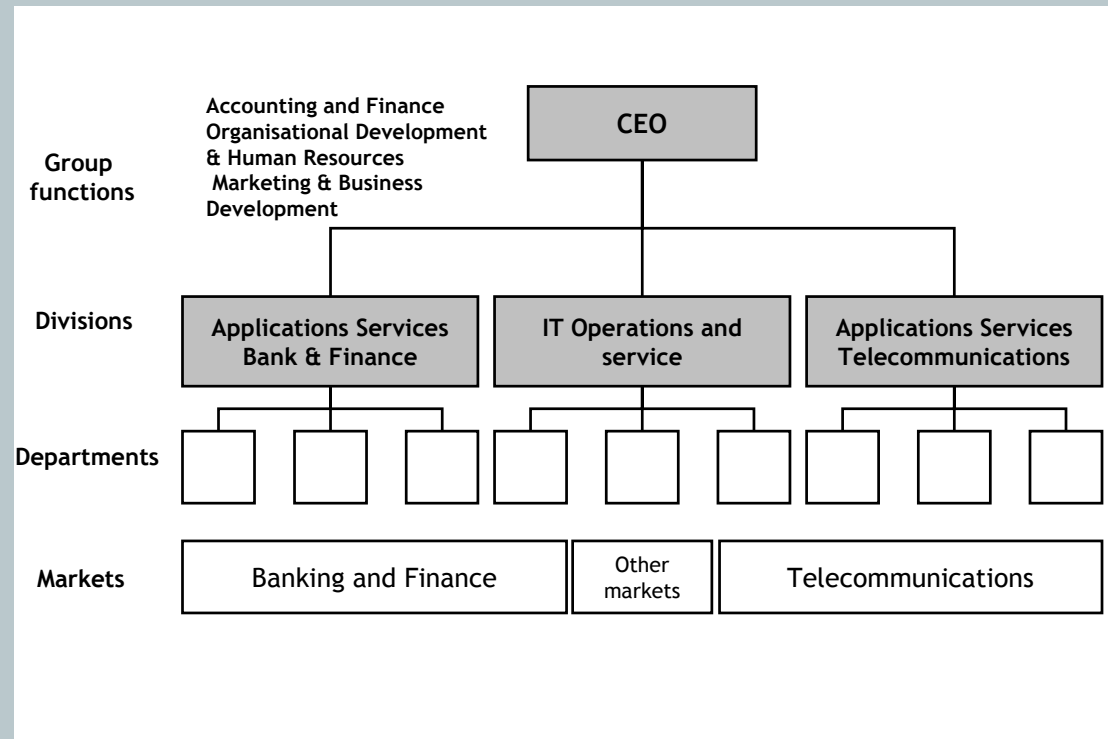
- Some aspects of the group's consultancy activities will create greater value-added through integration into other business areas.
- Other aspects of the current consultancy activities have greater potential for value creation outside the EDB Business Partner group.





A single group – more efficient use of resources

- A unified and focused Nordic organisation for each division.
- Businesses outside the Nordic countries may deviate from the overall structure.
- Introduce more group-wide functions in order to realise synergy gains
- Make use of technology and expertise across the divisions – create greater productivity
- Better management of relationships with major customers across the divisions – strengthen customer relationships





Targets and criteria for performance monitoring

- **Return**
 - Improve ROCE to ensure a competitive margin over the risk-free return over time
- **Earnings**
 - Improved earnings per share
 - Long-term targets is for EBITA margin of over 10%
- **Cash flow**
 - Improved cash from operations per share
 - Focus on CAPEX relative to cash from operations
- **Balance sheet**
 - Gearing < 0.8 (0.20 at 31.12.02)
- **Expansion**
 - Expansion only where there is a compelling industry-based argument to expand in order to increase competitiveness or gain market share for new core activities





The next steps

- Immediate start to implementing the new business plan
- Strategic planning is an on-going process for the group
 - Close attention to core activities to develop and grow existing value
 - Focus for non-core activities will be on identifying and protecting value - and on realising this value at the most favourable time
- Close monitoring of strategic projects for:
 - Reorganising the group and clarifying the interfaces between its divisions
 - Implementing the business strategy in each business area
 - Integrating some aspects of Consultancy Services into other business areas and finding solutions for the remaining activities
- Future information provided to the market will be based on the new reporting structure starting from Q1 2003.

