



IT Solutions for the Financial Services Industry



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## Company Profile

Founded in 1989, Kanbay International, Inc. (NASDAQ: KBAY) is a global IT services firm focused on the financial services industry. With over 4,700 associates, Kanbay provides its services primarily to banking institutions, insurance companies, and capital markets firms. The company uses a global delivery model to provide application development, maintenance and support, software package selection and integration, business process and technology advice, and specialized services. Kanbay is a CMM Level 5 assessed company headquartered in greater Chicago with offices in the U.S., Canada, U.K., Australia, Hong Kong, Japan, Singapore and India.

In India, Kanbay has offices in Pune and in Hyderabad.

Pune is a city that's well known for its cosmopolitan society, pleasant climate and good quality of life. Pune's educational centers are famous, as are its cultural wealth and intellectual vibrancy.

In Pune, Kanbay is situated at Talwade, amid vast, open spaces, green farms and rolling hills. The Kanbay center here is a spacious, state-of-the-art facility with over 220,000 sq.ft. office area, onsite satellite earth station and dedicated communication links to client sites. It offers a 6000 sq.ft. Learning and Development center and varied recreational facilities, and houses dedicated WebSphere and Payment Systems Solutions Centers.

The Kanbay center in Hyderabad, is currently based out of Madhapur. It is 10 km from the heart of the city and less than 20 minutes drive from most residential areas. It is well connected and is one of the fastest growing areas in Hyderabad. Parallel to this is the 15 Acre site in Nanakramguda, near the Indian School of Business, which is being developed as Kanbay's own center. This is expected to come up by early 2006.

Located in the heart of the Deccan Plateau at an altitude of 1750 ft. above sea level, the twin cities of Hyderabad and Secunderabad are the economic hub of the state of Andhra Pradesh. Today, these historic cities are leading centers for the information technology, with many Info-Tech giants setting up development centers here.

## **Mission, Vision and Values**

Kanbay is a premier global systems integrator providing high-quality, high-value solutions to the insurance, banking, lending, credit card, and capital markets industries. With corporate offices in Rosemont, Illinois, Kanbay has 14 locations throughout the US, Canada, Europe, Australia, Hong Kong, Singapore, Japan, and India.

Kanbay is a values-driven organization. These values and their dedication to them are at the foundation of what makes Kanbay different and of particular value to their clients. Because they put their values into action, their clients rarely think of doing business with anyone else.

- They value respect for the individual.
- They value their ability to create and exceed high client expectations.
- They value honesty, integrity, and open and caring communication.
- They value attracting, developing, and retaining a diverse group of people to achieve both personal and corporate goals.
- They value an ownership mentality that encourages innovation and risk-taking.
- They value a spirit of cooperation which is seen in their ability to perform in teams and partnerships.
- They value work that enables us to give back to their global society.

The Kanbay team is a group as diverse and as global as the organization itself. Yet among the team, there exists a "One Kanbay" outlook. They are a unified organization with a rich history and a common culture from top to bottom and from one region to another.

## History

Kanbay's history is an enduring demonstration of a global organization that transcends geographical and cultural boundaries. Since their founding in the US, Kanbay today has its presence across four continents. This expansion underscores its basic belief—to be a global organization reaching out to partner for success.

The journey to Kanbay's current accomplishment started in **1989** when Kanbay was founded by Raymond J. Spencer, Dileep Nath, and John Patterson with headquarters in Chicago, IL.

In **1991**, Kanbay established Their India office to support delivery of software development services, and in 1992, they established a Hong Kong office to serve the Pacific Rim.

**1995** saw Kanbay establish what was to become their largest development center. From its new center in Pune (India)—equipped with a dedicated satellite link to North America—Kanbay could now further refine their multi-site approach to address complex issues of project management.

In August **1998**, venture capital firm Safeguard Scientifics, Inc. acquired an interest in Kanbay. That November, Kanbay established a Singapore office to expand our ability to serve the Pacific Rim market.

In April **1999**, Kanbay established an Australia office in Melbourne and in June established Their UK office in Cambridge. Growth at Kanbay has never lost steam. In October 1999, Kanbay acquired Megatec, a \$15 million Melbourne, Australia-based eBusiness products and solutions firm.

Partnering for success took on a new meaning when in **2000** Morgan Stanley and Household International acquired an equity interest in Kanbay.

In June **2001**, Kanbay announced Their ISO 9001 certification and in September they established an office in Tokyo. The year ended on a winning note, with Kanbay inaugurating their state-of-the-art technology center in Pune, India in October 2001. Their India operation expanded to Hyderabad in 2003. In the same year, they achieved their first CMM Level 5 certification for project work. In 2004, Kanbay received one of the first global assessments for CMM Level 5 which validates their global development approach and methodologies, ensuring the Kanbay global experience are the same regardless of region.

**2004** also brought two Kanbay milestones. They opened the year by celebrating Their 15 year anniversary, and in July, Kanbay International became a publicly traded company, listing on the NASDAQ under the symbol KBAY.

In early **2005**, they strengthened their financial services focus by acquiring Accurum, an IT services provider to the capital markets industry. On August 3, 2005 they celebrated their one year anniversary as a public company by ringing the NASDAQ bell to open trading.

In early **2006**, Kanbay acquired Adjoined Consulting a professional services firm. In particular, Adjoined offered formal management consulting and added its ERP implementation capability to Kanbay. On October 26, 2006, services firm Capgemini made a US\$1.25 billion bid for Kanbay, the US-based IT consultants, in a bid to expand its footprint into the US and Indian markets. Kanbay is now a division of Capgemini under the name FS-GBU (Financial Services) GBU.

## Culture

### Attitudes and Expectations

Like any other company, Kanbay strives to be commercially successful. They do that by providing effective solutions that enhance their clients' success. Unlike many other companies, Kanbay works diligently to nurture a values-based global culture that optimizes their people for success on both the business and personal level.

Their people-oriented culture fosters creativity, growth, commitment to clients, and retention. Their organizational culture is a key factor in Computerworld's listing Kanbay as one of its *Best Places to Work in IT for 2002*.

Maintaining Kanbay's culture in the fast-changing information technology sector is not easy. Kanbay focuses on developing their culture because it separates us from their competitors and makes us a better partner with key stakeholders.

### The Kanbay *id*

Freud defined *id* as the primary source of instinctive energy and impulses in individuals. Kanbay's organizational *id* springs from the combined efforts of their people, customers, and suppliers, and shapes the way that they work with each other and the way that they conduct business. Furthermore, Kanbay's *id* represents a commitment to enhance the unique elements and qualities that encourages their customers to continue developing relationships with us. They utilize the philosophy of *id* in everything that they do—from the development of their strategic plans to the way they welcome and work with their people, customers and suppliers. *Id* is their foundation stone.

## Clients

The combination of business focus and technology expertise makes Kanbay a unique player in the technology consulting arena—and the right choice for some of the most distinguished names in the financial services industry.

Kanbay's four industry practices include—

- Banking, serving retail and private banking, business and consumer lending, and general financial services.
- Credit Services, including credit cards, debit cards, smart cards and all the systems that make them work.
- Insurance, including health, life, and property and casualty lines and functions from membership and rate changes to billing and claims processing.
- Capital Markets, encompassing trading, brokerage, and investment banking.

Kanbay focuses where it has the most expertise, the most industry veterans, and the most significant problem-solving experience—financial services. They thoroughly understand your business. That means better results, faster results, and more meaningful results. They're delivering technology services, but they're thinking about it the way an executive in your company would.

Their work is focused on those project areas where they deliver significant ROI. They love it when clients tell us how many millions of dollars their systems are saving them—year after year.

## Solutions and Services

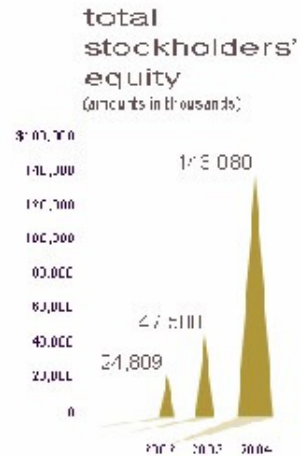
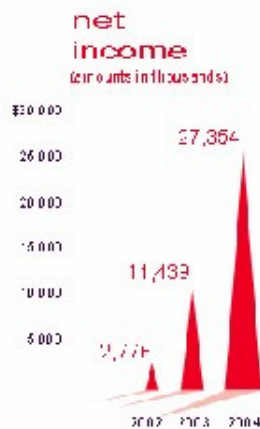
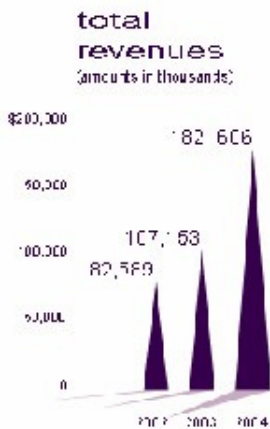
Kanbay works across platforms from legacy mainframe to leading-edge Web servers, drawing on our broad, diverse base of business technology experts. Rather than defining our capabilities by the dozens of systems we work on, our technology service lines focus on families of technologies and the business areas they address.

Kanbay's service and support lines include—

- **Application development and maintenance**, including designing, coding, testing, and implementing software that supports the world's most significant businesses.
- **Business intelligence**, designing the capture and extraction of data from multiple sources and assembling it into information for competitive advantage.
- **Distributed systems**, connecting traditional businesses to clients, prospects, suppliers, and more through internal networks and the Internet.
- **Independent Testing services**, reducing the risks of failure as well as project and future maintenance costs by planning and implementing testing right from the start.
- **Managed solutions**, helping you realize maximum benefit from the applications that run your business.

## Financial Highlights

	2004	2003	2002
<b>Total revenues</b>	\$182,606	\$107,153	\$82,589
<b>Income from operations</b>	\$31,085	\$8,288	\$3,136
<b>Net income</b>	\$27,354	\$11,439	\$2,776
<b>Total assets</b>	\$180,166	\$68,359	\$51,129
<b>Total stockholders' equity</b>	\$143,080	\$47,508	\$24,809
<b>Income per share of common Stock</b>			
– Basic	1.02	0.68	0.3
– Diluted	0.83	0.5	0.23
<b>Weighted average common Shares outstanding</b>	\$26,573,373	\$20,493,852	\$20,484,721
<b>Weighted average common And diluted shares outstanding</b>	\$33,087,554	\$28,964,911	\$29,307,560



**Facts:**

**Chairman:** Mr Raymond Spencer

**CEO :** Cyprian D'Souza, Kanbay India

**Strength:** 1200



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