



Cognizant Shares Your Focus

The evolving oil and gas (O&G) landscape is undergoing major changes across the global value chain, from supply, demand and infrastructure, through business economics and the competitive set. This is creating the perfect environment for realignment and repositioning, a situation driving greater merger, acquisition and divestiture activity.

Mergers, acquisitions & divestitures (MA&Ds) are the primary drivers of inorganic growth and are the widely preferred way O&G companies worldwide achieve revenue growth. MA&Ds enhance business value by:

- Offering new channels for achieving business objectives
- Greater operational efficiencies for the two entities, post-MA&D
- Increased shareholder value and continuous value creation through M&A or divestiture

MA&D's consolidation/disintegration and realignment impacts various operational facets and, quite critically, the IT alignment of the involved entities. This poses the following major challenges:

- Scope definition
- Setting up effective structures, governance and controls
- Change management across both organizations
- IT systems and Infrastructure separation/integration
- Data migration and validation
- Financial management

Our vast experience in the O&G sector and globally-recognized expertise in the MA&D space make us the perfect partner for your business restructuring program. Our acquisition of a leading global program management consultancy specializing in successfully managing mergers, acquisitions and divestitures has further enhanced our foothold in this space. Given these capabilities and experiences, we can help manage your restructuring program by providing an end-to-end service services ranging from an enterprise-level PMO to business consulting and IT services.

Our diverse experience in the MA&D space includes managing large, multi-million dollar integration and, separations/divestitures such as:

- Enterprise program management for a super major's divestiture in Australia/New Zealand.
- Management of the divestment of downstream assets in the UK and Australasia for a global energy and petrochemicals company.
- IT program management/technical services for the separation of a global integrated oil company.
- Structuring and management of the acquisition and transformation of a power station and water desalinization plant for a Japanese energy company.
- Data migration and SAP integration of newly acquired refining operations for a downstream oil and gas company.
- Structuring and leading a major integration for a global banking client.



- Management of the acquisition and transition of a U.S.-based Power Company.
- “Carve-out” separation management of IT services for a global chemicals company.
- Program assurance function management across the largest ever FS separation program for a bank consortium.
- Post-Merger Integration
- Organization Change Management
- Process Transformation
- Management of IT Contracts
- Transaction Services Agreement (TSA) management

Our Value Proposition

We have successfully delivered more than 500 assignments across 150 multi-nationals managing greater than \$5 Billion of projects and programs at any one time. We bring in one of the largest resource pool with experience across program management and IT technical services for M&AD. Our key enterprise-wide service offerings include:

- “Crucible” Mobilization workshop to define the scope and develop the plan for MA&D
- PMO Services

- Legacy modernization
- ERP Instance consolidation/carve outs
- Data Migration and Cutover
- Separation Testing/Validation
- Infrastructure migration

The experiences and tools that our consultants bring from previous engagements help ensure a timely and successful merger/demerger. Importantly, we work in close partnership with you achieve your separation/divestiture goals and objectives.

About Cognizant

Cognizant (NASDAQ: CTSI) is a leading provider of information technology, consulting, and business process outsourcing services, dedicated to helping the world’s leading companies build stronger businesses. Headquartered in Teaneck, New Jersey (U.S.), Cognizant combines a passion for client satisfaction, technology innovation, deep industry and business process expertise, and a global, collaborative workforce that embodies the future of work. With over 50 delivery centers worldwide and approximately 118,000 employees as of June 30, 2011, Cognizant is a member of the NASDAQ-100, the S&P 500, the Forbes Global 2000, and the Fortune 500 and is ranked among the top performing and fastest growing companies in the world. Visit us online at www.cognizant.com or follow us on Twitter: Cognizant.



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