AVAYA

Getting you from where you are…

>integrated

>productive

continuous

>mobile

>flexible

>optimized

>secure

>streamlined

>responsive

competitive

>distributed

to where you need to be.

In today's fast-changing business environment, no organization can afford to stand still. So how can you move your company from where it is to where it needs to be?

One answer is advanced enterprise communications—and the benefits they deliver—from Avaya.

Avaya helps you:

> *Enhance the effectiveness of people and processes*

> *Unlock the potential of your existing communications to do more*

> *Create new business value through innovative use of communications*

> *Unify far-flung operations and encourage teamwork*

> *Drive down costs, lower risk and drive up revenues*

> *Deliver powerful results now— and position your company for future growth*

Who is Avaya?

Avaya enables businesses to achieve superior results by designing, building and managing their communications networks. Focused on enterprises small to large, Avaya is a world leader in secure and reliable IP telephony systems, communications software applications and full life-cycle services. Driving the convergence of voice and data communications with business applications — and distinguished by comprehensive worldwide services — Avaya helps customers leverage existing and new networks to create value and enhance business performance.

Why Avaya?

Our customers have put Avaya in leadership positions in IP telephony, call centers, messaging, and services.

We give customers freedom of choice with solutions based on an open architecture and industry-wide standards, hence interoperability with most systems environments. This allows customers to protect their investments and migrate to new capabilities on a path, and at a pace, that makes the most sense to them.

We add value with some of the broadest and deepest communications services in the market, featuring full life-cycle design, build, management and maintenance services, plus multi-vendor and systems integration expertise.

We cover the world, delivering solutions through a global direct sales force, 7,000 service professionals, 2,500 certified BusinessPartners, and 37 network operating and technical support centers worldwide.

Our globally arrayed R&D professionals are focused on practical innovation to help our customers meet their goals, today and tomorrow.

We work with leading integrators and applications and systems providers to expand our solutions and serve each customer's needs.

Who depends on Avaya? ›

More than 90 percent of the FORTUNE 500®, and 1 million companies small to large, have asked Avaya to help them move to where they need to be.

"Global capabilities, innovative, flexible solutions, and comprehensive services make Avaya a great long-term, worldwide partner."

RAY WEBB, DIRECTOR, WORLDWIDE NETWORK ARCHITECTURE, MANAGED SERVICES DESIGN AND DELIVERY, HP

The successful merger of computing titans HP and Compaq is one of the great global business stories of the last few years. Avaya helped ease the integration, and continues to do so. Both companies were longtime Avaya customers for telephony, messaging, contact centers, and services. But at the merger's outset, certain differences posed challenges—for instance, separate voice messaging platforms. An Avaya Global Services-designed messaging solution provides seamless information exchange for all users. It also allowed HP to eliminate costly point-to-point circuits, yielding a 6-month ROI. In the Asia-Pacific region, Avaya Global Services has integrated management of all HP's voice networks—including equipment from another vendor—saving an estimated $360,000 (Australian) a year vs. the previous multiple-firm model. Now HP and Avaya are redefining the term 'integration': offering Avaya IP telephony on HP Proliant servers to the growing small- and medium-size-business market. This marriage of software and hardware works on a large scale also; HP is running Avaya Communication Manager on HP Proliant DL 380 servers at its Houston offices, with an eye toward expansion to other sites. HP's Ray Webb says, "Avaya's commitment to open standards and helping us simplify operations translates into a better-integrated HP, with real cost savings and productivity gains. Avaya has delivered beyond expectations."
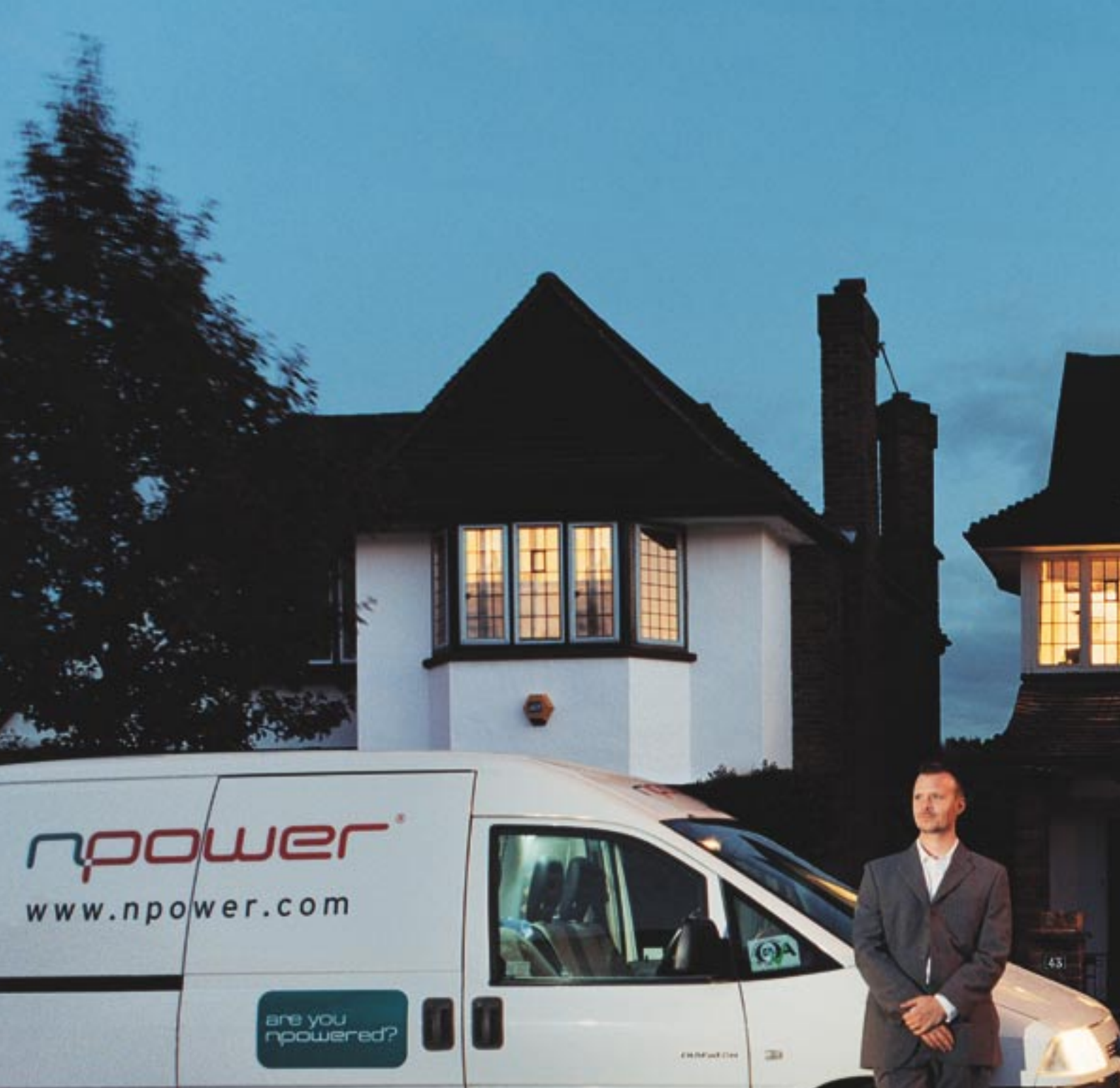
"Our brand is built on **excellent service**. *We needed a strategic* **ally** *to keep it that way.*"

JOHN CRABBE, CUSTOMER CONTACT DEVELOPMENT MANAGER, NPOWER

According to npower's John Crabbe, successful customer contact is crucial. His company is one of the largest and fastest growing energy suppliers in Britain, and as manager of customer contact development, his job is to make sure the company's call centers gain and retain customers—and grow as a competitive asset. With Avaya's help, npower is revamping a busy and complex operation that handles 12 million customer inquiries a year. Job one: streamlining and standardizing a disparate group of installations brought together in a rapid series of npower acquisitions. The solution: Avaya consulting and integration services unite five contact-center sites with new Avaya telephony and contact-center applications into an intelligent network that enables efficient call distribution, including the routing of calls to agents with particular expertise. Avaya also monitors and maintains the network to optimize performance and solve problems before they impact customer care. Beyond this, npower is investigating the ability of IP telephony to deliver new applications—among them, multimedia capabilities that allow an agent to receive and respond to customer questions via phone, e-mail, fax or web chat. "Near term, we're looking for cost savings and higher productivity," says Crabbe.
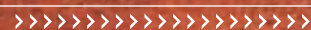
"*We wanted a* **solution** *that would work for us* **today** *while positioning us for the* **future**."

BOB FRIED, CIO, JENNY CRAIG INC.

Managing one's weight is never easy, but Jenny Craig is famous for making it easier. Operating as small businesses, 660 retail locations offer menus with low-fat, delicious meals, and one-to-one coaching by weight loss experts. To reach other customers, the branches offer Jenny Direct, a call center-based marketing channel that lets people place orders and talk to their consultants at their convenience. To support this fast-growing channel properly, Jenny Craig needed a system that offered small-business scale with big-business functionality. The choice of Avaya was obvious, says Chief Information Officer Bob Fried: "I wanted a supplier I felt secure in recommending for our long-term needs." Avaya IP Office offered the branches a scalable solution delivering lower costs than the previous systems, more features, and plenty of room to grow. The changeover, says Fried, has delivered numerous benefits, saving money at the branches by consolidating phone lines and eliminating some computer hubs. Along with a larger-scale Avaya IP deployment at Jenny Craig headquarters, it also created the foundation for Jenny Craig to network the entire enterprise, converge traffic on a single platform, and expand the contact center into a geographically dispersed, virtual operation serving customers worldwide.

*"We're **driving** efficiency by making our **people** much more **productive**."*

DR. CHIH-CHENG CHIEN, DIRECTOR OF THE CALL CENTER PROJECT, CHUNGHWA TELECOM

A leading telecom company—especially one facing increasingly stiff competition—can't afford to drop the ball when a customer calls in. But that's exactly the problem faced by Chunghwa Telecom (CHT), Taiwan's largest telecommunications provider, whose call-center operations were scattered among 20 separate sites with previous-generation switches that couldn't share the workload. CHT engaged Avaya to create six state-of-the-art subcenters, geographically dispersed but totally networked. Today, this network easily handles 4.5 million calls a month, distributing the calls efficiently and building the kind of customer satisfaction that helps keep 23 million users happy. According to Dr. Chih-Cheng Chien, director of CHT's Call Center Project, the company has experienced a big increase in productivity, slashing the time required to satisfy customer calls roughly in half through improved data access. Among other advantages are easy expansion—300 seats will soon be added—and tools for monitoring individual performance and making statistical analyses. Additionally, the new system will enable CHT to offer a range of new value-added services—including the provision of call center operations for enterprise customers.

*"We now have the **ability** to get **information** to the **public** on an **as-needed** basis."*
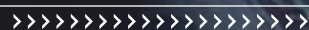
LORI KUHN, TELECOMMUNICATIONS MANAGER, INDIANAPOLIS/MARION COUNTY

How can government actually improve services in an era of limited budgets? For Indianapolis and Marion County, Indiana, the answer is advanced telephony that cuts costs, increases capacity, and creates a new level of public interaction. "Our old system was hard to program, inflexible, and completely unable to accommodate growth," says Lori Kuhn, telecommunications manager for the city and county's merged 'Unigov' entity. A new Avaya IP telephony solution with a range of servers, gateways, and a mix of IP phones and older digital sets is now delivering big. It's projected to save slightly more than $1 million over five years by reducing lines, maintenance, and downtime, while giving officials more flexibility in communicating with each other and with the public. Unigov can set up call centers quickly, whether to serve developers checking on building permits or commuters seeking information during highway construction. And Unigov can add capacity without adding extra lines—important when growth-driven needs are likely to outpace additional funding. "When you spend taxpayer money, you have to solve tomorrow's problems, not just today's," says Kuhn. "With our new system, we can do virtually anything we need to do right now—and we're in a great position to take advantage of new capabilities as they emerge."
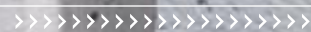
> Banner & Witcoff

Nothing is more important to busy attorneys than saving time and staying in touch—which is what makes Avaya Unified Messenger®, with speech access capabilities, an invaluable tool of Banner & Witcoff, Ltd. Lawyers can call in from anywhere and listen to their e-mail messages, voice mail, and faxes, then respond, make appointments in their Microsoft Outlook® calendars, or establish conferences. Such features are transforming their ability to serve their clients. Says IS manager Bill Costello: "We're reducing costs, standardizing communications, and increasing our ability to collaborate."

FOUR OFFICES, DOZENS OF TRAVELING ATTORNEYS, ONE PLATFORM: AVAYA MULTIVANTAGE COMMUNICATIONS APPLICATIONS

Portland, OR

Chicago, IL

Boston, MA

Washington, DC
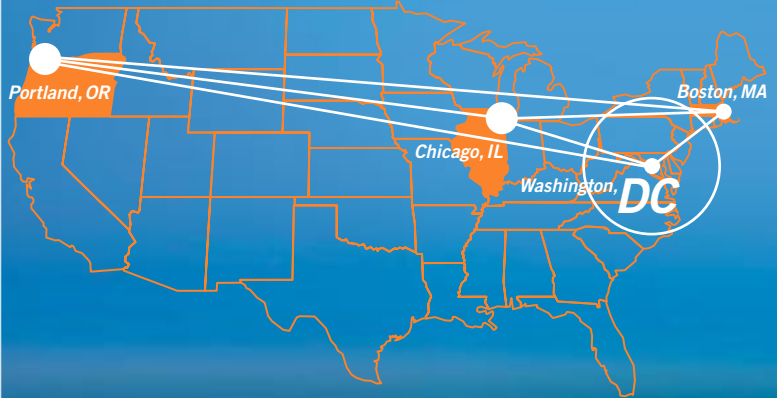
more than 1 million calls a month

> Security Service Federal Credit Union

With more than 500,000 members worldwide, SSFCU takes more than 1 million calls a month. Even more impressive, the operation has been on-line continuously for eight years. A high-capacity Avaya contact-center platform; IP telephony; and a network-maintenance agreement that includes remote monitoring keep all systems running smoothly. Peter Farrow, VP of SSFCU's contact centers, says, "Avaya is involved in our success. With their support, a vital part of our business is well-protected."

> The Australian National University

This major research and education center is using Avaya IP telephony as a key component of its converged communications infrastructure. The integration of voice into the data and video environment, on a common IP fabric, is an important strategic step in keeping the university at the leading edge of research techniques and educational delivery.

"Avaya's strong points are their *ability* to deal with complex *integration* of voice support systems, plus the full suite of Avaya products that *deliver* an integrated solution."

JOHN McGEE, MANAGER OF COMMUNICATIONS, DIVISION OF INFORMATION, THE AUSTRALIAN NATIONAL UNIVERSITY

AT THE FIFA WOMEN'S WORLD CUP, REPORTERS AND PHOTOGRAPHERS FILED STORIES AND PICTURES IN JUST SECONDS WITH THE AVAYA WIRELESS NETWORK.

$80K

saved in startup costs by small business

› Luxury Cruise Center

With a call center powered by Avaya IP Office, this small, entrepreneurial travel company is able to challenge established rivals in a highly competitive market. "We needed a system that could handle the high volume we anticipated," says CIO Steve Collins. Avaya IP Office delivered just that—and did it for $80,000 less than an alternative proposal while providing the scalability required for future growth.

› FIFA Women's World Cup 2003

Avaya Global Services pulled off a major miracle for this sporting event, vaulting hurdle after hurdle to set up communications for teams, the media, and six sports venues. Challenge one was the SARS-related decision to move the tournament from China to the U.S., leaving Avaya only weeks to design, install, and test the networks. Other problems ranged from Hurricane Isabel, which threatened a wireless network in Washington, D.C., to the dangerous Blaster computer worm, which required the painstaking scanning of hundreds of reporters' laptop computers daily. Michael Kelly, head of the FIFA IT Solution, says, "Avaya Global Services excelled in doing what we thought was impossible. We put our trust in them and they earned it every step of the way."

"The Avaya **technology** *is great, the best in the market. When it comes to* **service**, *it's all about people, and we've been overwhelmed by the* **quality** *of the Avaya* **people** *who work with us."*

GAYLE GRAHAM, SENIOR VP OF MIS, SECURITY SERVICE FEDERAL CREDIT UNION

Donald K. Peterson

*CHAIRMAN AND
CHIEF EXECUTIVE OFFICER
AVAYA INC.*

› *Getting to Where You Need to Be*

"Getting you from where you are to where you need to be" is more than a marketing phrase at Avaya. Since our launch as a standalone company in 2000, it has been a direction for ourselves, as well as a promise to our customers.

Today we offer a portfolio of communications applications, systems and services second to none in innovation, sophistication, or capability. It is a collection of assets that differentiates Avaya from every one of our competitors.

As we've created this leading-edge portfolio, we've designed in compatibility with more-mature platforms and technologies, so customers can evolve their communications on the path, and pace, of their choosing.

Our IP telephony solutions work across multiple platforms and generations, yet preserve traditional features, including 911 calling and accommodations for sight- and hearing-impaired people. We've expanded our services offers to include consulting on security and managing other vendors' voice systems. We've made sophisticated communications affordable and easier for small and medium-size businesses (SMBs).

We've accomplished all of this without compromising the reliability that has been our hallmark for more than a century.

Our commitment to protecting our customers' investments is emblematic of the one constant throughout our extensive transformation: Every move is in response to customer needs, or measured against customer needs before execution—whether it's a product enhancement, a new service offer, or a major organizational change.

Through our million-plus customer relationships, we have an excellent grasp of those needs: reducing costs; improving customer service; increasing productivity; lowering risk; and growing revenue.

And we have been rewarded for our customer focus. In 2003, we gained worldwide and U.S. leadership positions in the IP telephony market. We have maintained leadership positions in services, contact centers, and messaging—in areas both traditional, such as PBX maintenance, and newer, such as unified communication. We have grown market share in key SMB categories.

In these pages are the stories of several enterprises that have helped us reach these heights. In each you'll see that we are not merely selling them products and services. We worked with them, and continue to work with them, to understand their objectives and challenges, design solutions that will help them succeed, and provide ongoing services to them.

"Enterprises *today* have unprecedented opportunities to *reach* their *goals* with *communications*."

One particular type of customer we are very happy to serve is the enterprise that discovers Avaya can help solve its unexpected business challenges:

- We've helped merged companies unite dissimilar infrastructures with our open-standard technologies and multi-vendor services.
- We've helped enterprises not only retain systems that were abandoned by their manufacturers, but extend the value of those systems, by IP-enabling them.
- We've helped our customers address changes in their customers' preferences by providing multimedia capabilities in contact centers.
- We've helped enterprises maximize their branch-office operations, give their workers almost limitless mobility, and ensure continuity by employing packaged solutions of our products and services.

And we are helping customers create what I believe will be a new era of growth and productivity, through the optimization of communications—specifically, by integrating communications applications with business processes, or "comm-enabling" them.

We have comm-enabled billing systems to cost-justify pursuit and collection of small overdue payments. We have comm-enabled basic information on enterprise web sites, converting it into artificial speech for callers—thus ensuring consistent responses while freeing agents to handle more complex inquiries. We have comm-enabled sales-force-automation systems, speeding commerce for millions of people. And we're just beginning.

Enterprises today have unprecedented opportunities to reach their goals with communications. Those that trust in Avaya and exploit all we offer—our feature-rich applications; our powerful telephony; and our comprehensive design, implementation and management services—are already on their way to where they need to be.

Donald K. Peterson

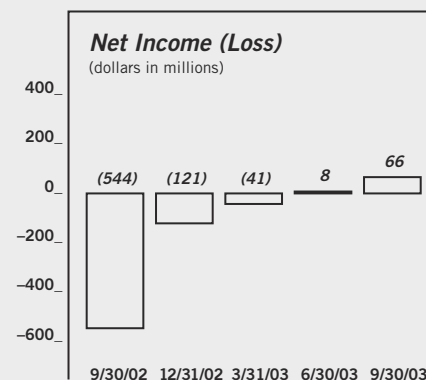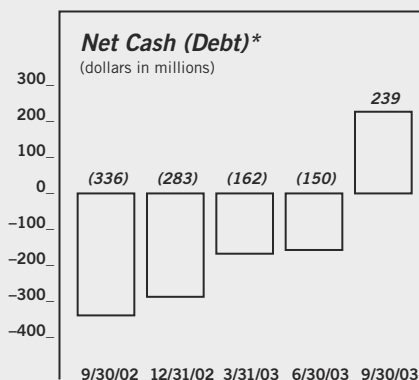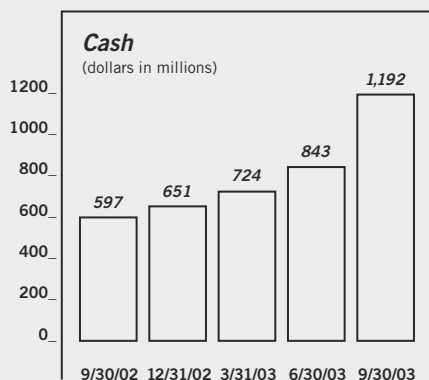*DONALD K. PETERSON, CHAIRMAN AND CHIEF EXECUTIVE OFFICER, AVAYA INC.*

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FINANCIAL HIGHLIGHTS

(dollars in millions, except per-share amounts)	Fiscal Year 2001	Fiscal Year 2002	Fiscal Year 2003 Quarters First	Second	Third	Fourth	Fiscal Year 2003
Revenue	$6,793	$4,956	$1,067	$1,081	$1,072	$1,118	$4,338
Gross margin	2,896	1,946	423	456	442	465	1,786
Selling, general, administrative	2,055	1,555	344	348	326	296	1,314
Business restructuring charges (reversals) and related expenses, net	837	209	4	(14)	7	(2)	(5)
Research and development	536	459	93	94	92	84	363
Operating income (loss)	(564)	(348)	(18)	28	17	87	114
Provision (benefit) for income taxes	(218)	265	87	(5)	5	6	93
Net income (loss)	(352)	(666)	(121)	(41)	8	66	(88)
Earnings (loss) per share – diluted	(1.33)	(2.44)	(0.33)	(0.11)	0.02	0.15	(0.23)
Cash	250	597	651	724	843	1,192	1,192
Total debt	645	933	934	886	993	953	953

For a complete understanding of Avaya financials
2003 Annual Report, expected to be available in early

### Five successive quarters of improved performance and position

Cash
(dollars in millions)

597	9/30/02
651	12/31/02
724	3/31/03
843	6/30/03
1,192	9/30/03

Net Cash (Debt)*
(dollars in millions)

(336)	9/30/02
(283)	12/31/02
(162)	3/31/03
(150)	6/30/03
239	9/30/03

*Net cash (debt) is defined as cash and cash
equivalents less total debt outstanding.

Net Income (Loss)
(dollars in millions)

(544)	9/30/02
(121)	12/31/02
(41)	3/31/03
8	6/30/03
66	9/30/03

Avaya stock price performance
10/1/02 to 09/30/03 daily

Fiscal year 2003 stock-price performance for Avaya (NYSE: AV) outgained the S&P 500 index, the Dow Jones industrial average, and the Nasdaq composite index severalfold.

Avaya — S&P 500 — Nasdaq — Dow Jones industrial average
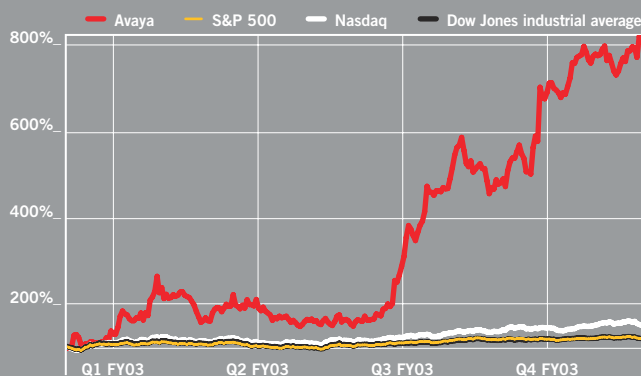
What we do >

We provide enterprises with a superior experience through best-in-class IP telephony, communications applications, and multi-vendor services.

IP telephony means connected workforces—mobile sales teams, at-home workers, branch offices and HQs—seamlessly integrated within the same communications environment, with higher productivity and lower cost than ever before.

› Avaya IP Telephony
From here to there to everywhere

Internet Protocol telephony means much more than a different way to make a phone call. It changes the nature of business communication for users, for network administrators, and for enterprises themselves, from home offices to hotels to headquarters. It creates new levels of reliability and security. Avaya IP telephony is a leader in the worldwide and U.S. markets due in large part to one reason: flexibility. Enterprises see flexibility in how they deploy their people and operations, and how they drive return on investment. Network managers gain flexibility in the functions and value they extract from their network elements, how long they keep them, and how they mix and match them. Users gain far greater flexibility in how they communicate, when they communicate, and with whom. Enterprises with established networks can upgrade to Avaya IP telephony and keep as much as 85 percent of their existing infrastructure investment.* This, thanks to the Avaya Communications Architecture, designed around open standards and compatible with leading third-party infrastructures, devices, and applications. Avaya Communication Manager is at the heart of Avaya MultiVantage™ Communications Applications, processing telephony functions and integrating them with contact-center, messaging and unified communication applications—across the Avaya suite and into an enterprise's business applications. MultiVantage applications operate on a modular, mix-and-match set of servers and gateways, with a complement of integrated system- and network-management solutions. The Avaya IP Softphone software turns a laptop computer or handheld device into a virtual appearance of one's office phone, and can be used with a headset, cellular phone or wired phone, wherever the user goes. All over the world, enterprises and workers are using Avaya IP telephony solutions to reduce costs, improve productivity—and be flexible.

*Based on actual results. Individual results may vary among different network environments.
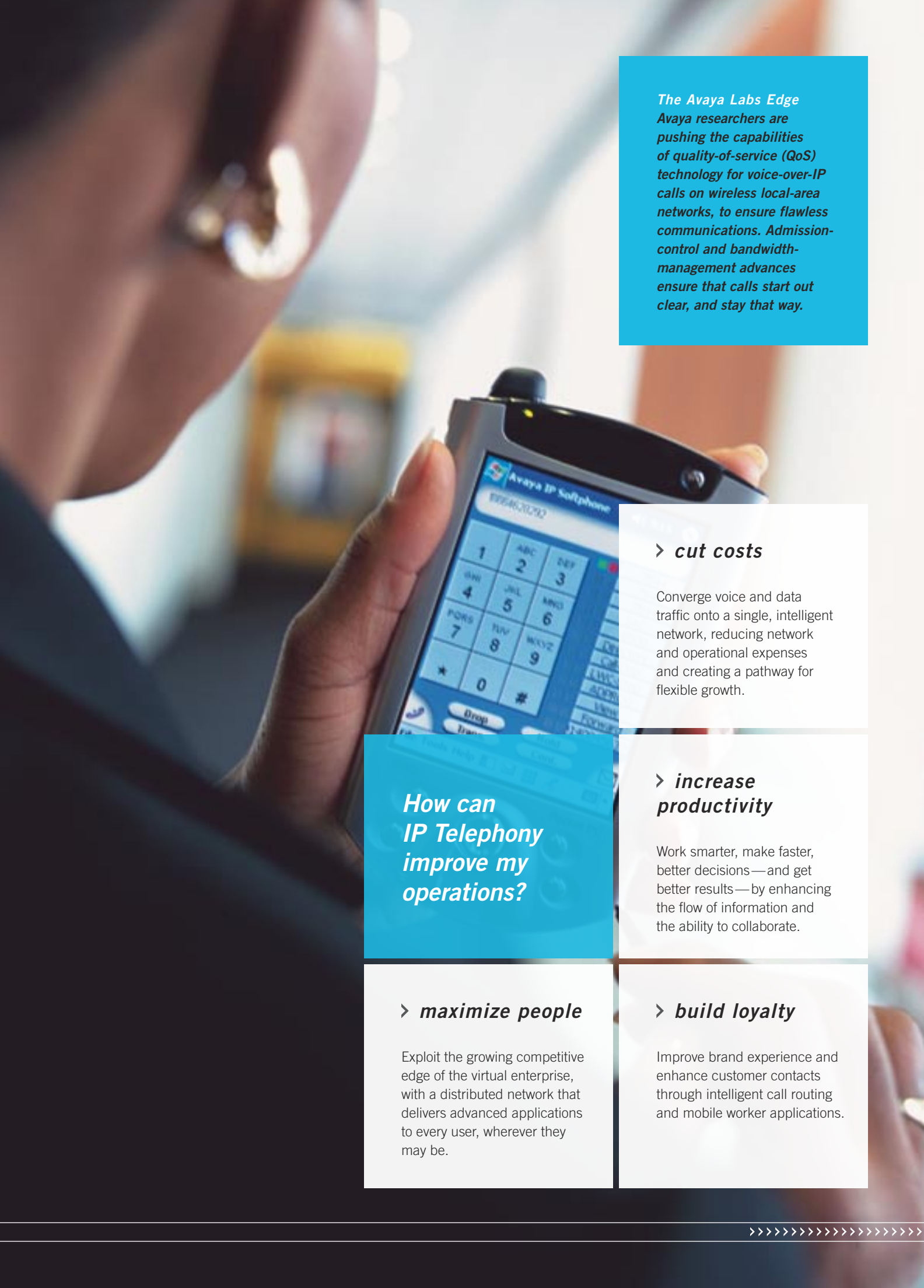
> cut costs

Converge voice and data
traffic onto a single, intelligent
network, reducing network
and operational expenses
and creating a pathway for
flexible growth.

How can IP Telephony improve my operations?

> increase productivity

Work smarter, make faster,
better decisions—and get
better results—by enhancing
the flow of information and
the ability to collaborate.

> maximize people

Exploit the growing competitive
edge of the virtual enterprise,
with a distributed network that
delivers advanced applications
to every user, wherever they
may be.

> build loyalty

Improve brand experience and
enhance customer contacts
through intelligent call routing
and mobile worker applications.

Avaya communications applications integrate with business-operations software to help reduce costs, improve collaboration, speed decision-making, and increase sales-force productivity.

› *Avaya MultiVantage™ Communications Applications*

From effective to extraordinary

Converged networks have opened the gates to a flood of new communications applications and capabilities. We are pushing the envelope on open, standards-based IP solutions, starting with our peerless telephony software, Avaya Communication Manager. Its 700-plus features provide great, no-compromise functionality for enterprises small, medium, and large.

Our contact-center solutions provide fast "out of the box" integration with existing applications, such as automatic call distribution and text chat, and with leading Customer Relationship Management and salesforce-automation programs, to help increase customer loyalty and deliver measurable business results. Avaya software works as the central nervous system of a contact center, with patented features that provide sophisticated capabilities and benefits, such as Natural Language Call Routing, which speeds inquiries.

Avaya messaging solutions streamline information flow to free people to get more done. They work in multiple formats, including speech-recognition; across multiple systems, including Microsoft® Exchange and IBM Lotus® Domino platforms; and in standalone configurations or as modular, standards-based IP solutions. Enterprises gain mobility that extends far beyond the benefits of cellular phones or handhelds. It's an all-inclusive approach to communication that allows people to reach people—not devices. A single number rings in the office, on a cell phone, or on a software-based phone residing on a laptop computer or personal digital assistant. Voice and data messages are accessible at once via multiple methods, displayed on screens or read aloud by a server via speech synthesis.

› contact centers

Provide faster, richer, more responsive customer contact and problem resolution. Take a 360-degree view of your customers.

How can advanced applications transform the way my organization works?

› messaging

Distribute information and personal-management tools to the people who need it, when they need it, the way they want it.

› telephony

Tie all your applications together with no-compromise IP telephony.

› mobility

E-mail, phone, IM, video, fax, you decide. Give people secure, total access—and greater productivity—when they're on the road, or telecommuting.

With our services expertise at their command, enterprises can enhance their operations and enable growth.

› Avaya Global Services
From complexity to simplicity

As business communications get more sophisticated and more distributed, they also become more complex. Enterprises are building, upgrading and expanding their communications capabilities. And they are migrating to converged networks from existing networks and technologies.

To help enterprises handle this increased complexity, Avaya Global Services offers extensive expertise, experience, and resources for lifecycle support of communications technologies and applications. From planning and design, to implementation and integration, to maintenance and management, the people, processes, and technology of Avaya Global Services help customers simplify the complex—whether they're moving to IP telephony or integrating multiple contact centers.

Specializing in multi-technology, multi-vendor, multi-site communications, Avaya Global Services provides a single point of accountability; a single point of contact; and a single, predictable, monthly expense. Customers get a wealth of knowledge and expertise—a heritage in voice technology, 20 years of data experience, a legacy of contact center expertise, and mastery of converged communications.

More than 7,000 skilled Avaya service professionals and 37 operation and support centers help customers around the corner and around the world. Avaya's patented, EXPERT Systems[SM] Diagnostic Tools keep hundreds of thousands of enterprises open for business 24/7/365—preempting system outages before they occur. And with its Business Continuity and Enterprise Security services offers, Avaya Global Services helps customers ensure continuous and secure voice, data, and converged communications. So CIOs and network managers can sleep more soundly.

Avaya Global Services makes it possible for organizations of every kind and every size, in every industry, to enhance their operations, enable business growth and mitigate business risks by making the complex simple.

For more information go to: avaya.com/services

› design

We assess needs (present and future) and map the best possible path to updating or replacing a communications network at a pace that makes the most sense.

How can services help me tap the real potential of my communications?

› build

We apply rich experience and expertise to installation and integration of new and existing networks, ensuring the network can handle present and future demands.

› maintenance

We keep networks running smoothly with comprehensive, multi-vendor services, from remote monitoring and troubleshooting to on-site support.

› management

We provide the people and resources needed to optimize performance, leaving your enterprise free to focus on its own core business.

"It used to be that companies bent on an all-Voice over IP (VoIP) solution had to give up on PBX features such as scalability and reliability—that is, until Avaya introduced its… line of VoIP PBXs." NETWORK MAGAZINE, MAY 2003

❯ *Avaya accolades*

Avaya ranks "Best in Test" among large-scale IP-PBXs for its IP telephony solutions—composed of the Avaya S8700 Media Server and G600 Media Gateway powered by Avaya MultiVantage™ Software—by *Business Communications Review* **(BCR) magazine, January 2003**

Avaya S8300 Media Server wins the *Network* Magazine 2003 Product of the Year Award in the Voice Server category

Avaya MultiVantage Call Processing Software named 2003 "Best New Business Phone System" by *Communications Convergence* magazine

Avaya Business Advocate captures *Customer Inter@ction Solutions* Magazine 2003 CRM Excellence Award

Avaya Interactive Response receives 2003 Editor's Choice Award from *Communications Convergence* magazine

Avaya Interaction Center receives 2003 Reader's Choice Award from *Computerworld* Singapore

Avaya Unified Communication Center wins a "Best of Show" award at NetWorld+Interop 2002, in the Network Applications Software category

Avaya Integrated Stackable Telephony Solution receives 2003 Editor's Choice—Highly Commended award from *Personal Computer World* magazine in the U.K.

Avaya IP Office chosen as a "Product of the Year 2002" by *Communications Convergence* magazine

Avaya recognized as first "FORTUNE 500® Citizen of the Disability World" by Florida Coalition for Disability Rights

Avaya earns perfect scores in the first two years of Human Rights Campaign's Corporate Equality Index, 2002 and 2003

Avaya systems for Converged Networks receive the Tolly Group "Up to Spec" Certification, 2002

Avaya's new Internet Protocol (IP) telephones win "NetWORKS as Advertised" Award in independent assessment by Miercom, 2002

Avaya IP Softphone for Pocket PC captures "Best-in-Show" Award at Planet PDA show, 2002

› *Avaya global presence*

Avaya is an organization rich with people of different cultures, experiences, lifestyles, backgrounds, perspectives, and skills. More than 1,000 Avaya people worldwide work in virtual offices.

U.S. cities with large Avaya presence

Phoenix, AZ	Concord, MA
Irvine, CA	Omaha, NE
Dublin, CA	Basking Ridge, NJ
Milpitas, CA	Lincroft, NJ
Highlands Ranch, CO	Somerset, NJ
Westminster, CO	New York, NY
Washington, DC	Oklahoma City, OK
Maitland, FL	Carrollton, TX
Miami, FL	Coppell, TX
St. Petersburg, FL	Houston, TX
Norcross, GA	Richardson, TX
Chicago, IL	Redmond, WA
Lisle, IL	

Avaya global presence

Argentina	Germany	The Netherlands	Sweden
Australia	Greece	Panama	Switzerland
Austria	Hong Kong	Peru	Taiwan
Belgium	Hungary	Philippines	Thailand
Brazil*	India	Poland	Turkey
Canada*	Ireland	Portugal	Ukraine
Chile	Israel	Kazakhstan	United Arab Emirates
China	Italy	Russia	United Kingdom*
Colombia	Japan*	Saudi Arabia	United States of America*
Czech Republic	Korea*	Singapore*	Venezuela
Denmark	Lithuania	Slovakia	
Egypt	Malaysia	South Africa	*Customer Briefing Center locations
France	Mexico	Spain	

› *Corporate information*

Executive Leadership Team

Donald K. Peterson
Chairman and Chief Executive Officer

Frank C. Carlucci
Vice President, Outsourcing

Steve Clark
*Group Vice President,
Connectivity Solutions*

Pamela F. Craven
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