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**ACS**  
**Investor Day**  
**2009** September 17, 2009



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This presentation may contain “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995 and the provisions of Section 27A of the Securities Act of 1933, as amended and Section 21E of the Securities Exchange Act of 1934, as amended (which Sections were adopted as part of the Private Securities Litigation Reform Act of 1995). These statements are based on a number of assumptions concerning future events and are subject to numerous risks, uncertainties and other factors, many of which are outside the Company’s control. The anticipated results described in the forward-looking statements could be materially different from the actual events and results. For a description of these risks, uncertainties and other factors, see the Company’s prior filings with the Securities and Exchange Commission, including the most recent Annual Report on Form 10-K for the fiscal year ended June 30, 2009 filed August 27, 2009 under Item 1A. “Risk Factors”. ACS disclaims any intention or obligation to revise any forward-looking statements, whether as a result of new information, future event, or otherwise. We will reference certain non-generally accepted accounting principle financial measures, which we believe provide useful information for investors. We have posted the reconciliation of those measures to generally accepted accounting principles on the Investor Relations page of our website at [www.acs-inc.com](http://www.acs-inc.com).

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# Welcome and Logistics

Jon Puckett, Vice President, Investor Relations

# Investor Day 2009

## Agenda and Logistics

8.30a	Welcome and Logistics	Jon Puckett, Vice President, Investor Relations
8.35a	Strategy	Lynn Blodgett, President & Chief Executive Officer
9.00a	Government Segment	Tom Burlin, EVP & Chief Operating Officer – Government
9.40a	Commercial Segment	Ann Vezina, EVP & Group President – Commercial ESS
10.20a	Break	
10.30a	Mergers & Acquisitions	John Rexford, EVP Corporate Development
10.50a	Financial Update	Kevin Kyser, EVP & Chief Financial Officer
11.10a	Panel	Lynn Blodgett, President & Chief Executive Officer Ann Vezina, EVP & Group President – Commercial ESS Tom Burlin, EVP & Chief Operating Officer – Government Kevin Kyser, EVP & Chief Financial Officer John Rexford, EVP Corporate Development
11.30a	Luncheon	Crest Room
12.30p	Adjourn	

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# Strategy

Lynn Blodgett, President & Chief Executive Officer

## Strategy

# Record year in fiscal 2009

- Record new business signings
- Record revenue
- Record operating profit, excluding divestitures
- Record adjusted earnings per share

Expecting new records in fiscal year 2010

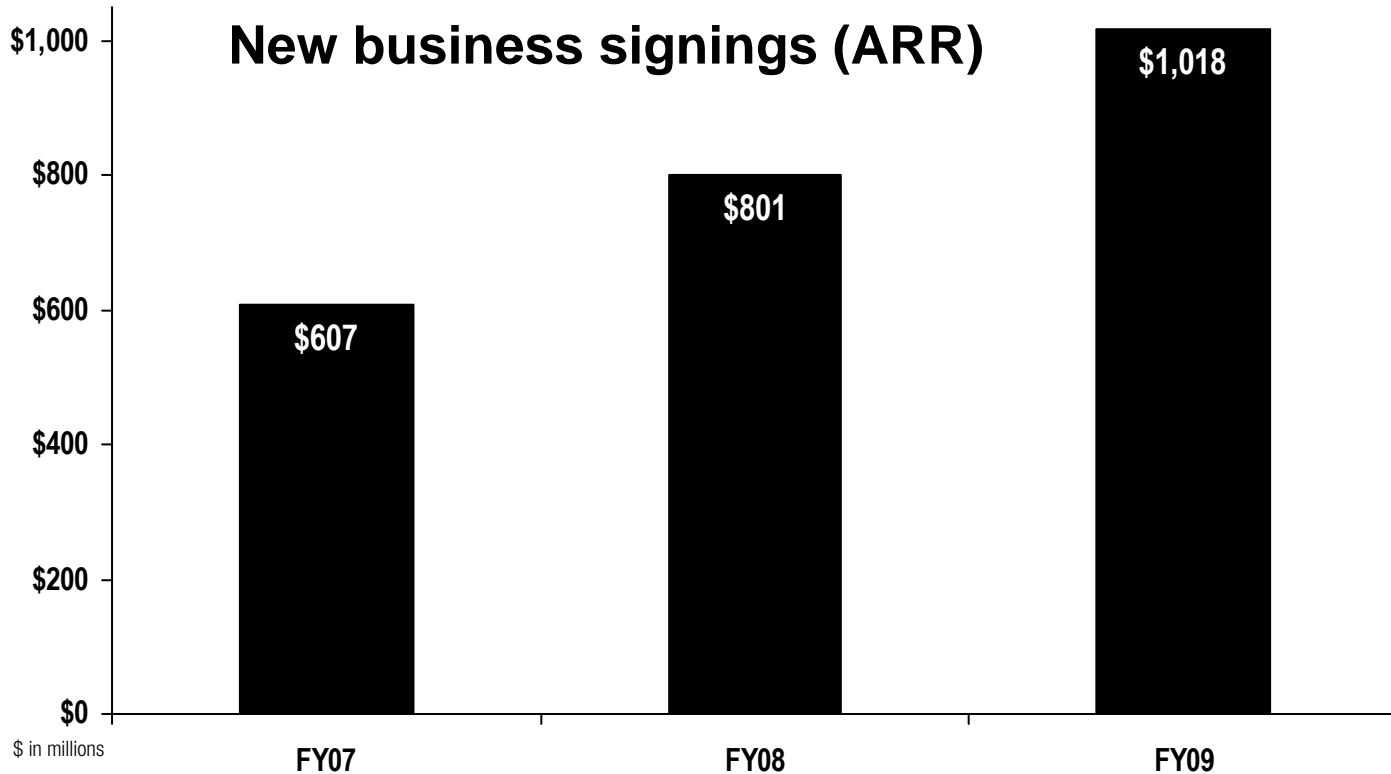
## Strategy

# Our operating philosophy

- Grow
- Make long-term decisions
- Evolve our business
- Advance our cost competitive culture

## Strategy: Grow

Increased sales headcount = increased sales



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# Strategy: Long-term decisions

## Client for life

- Long-term focus
- Strengthen client relationship
- Win-win

# Strategy

## Evolve

- Core competency in acquisitions
- Evaluate our portfolio
- Innovation

# Strategy: Evolve

## Innovation powers growth

### Health Enterprise

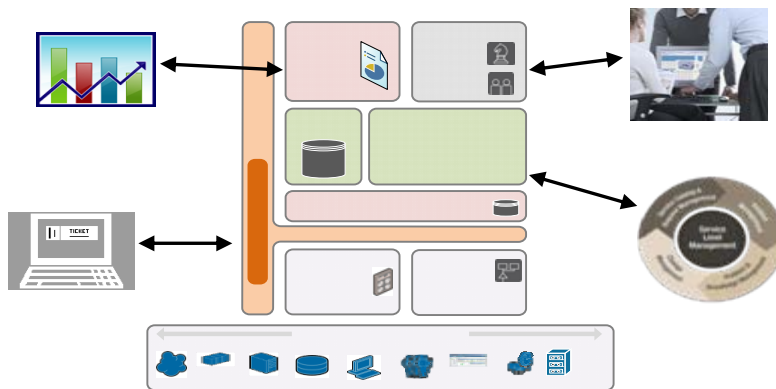


### ACS Benefits iPhone App



### AMP Enterprise Architecture

#### ITIL-Aligned Service Management



### Electronic Payment Cards (EPC)



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## Strategy: Cost competitive culture

### Increase global delivery model

- Project Compete increased global production by approximately 4,000
- Delivered run-rate savings of approximately \$100 million
- Savings provide opportunity to invest in our business
  - Sales
  - Innovation
  - Clients

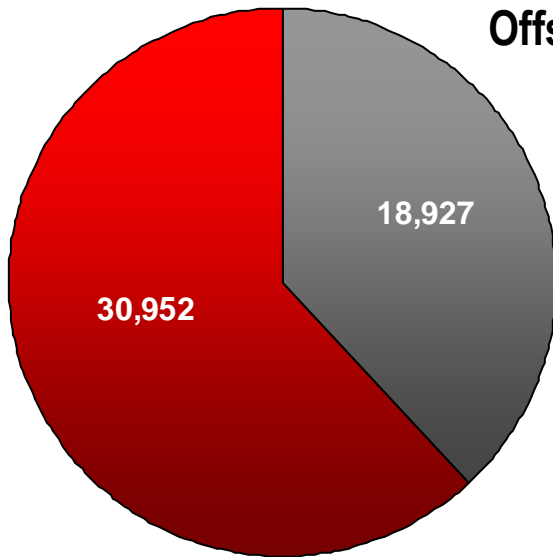
# Strategy: Cost competitive culture

## We significantly expanded global production

### Commercial employee base

June 30, 2008

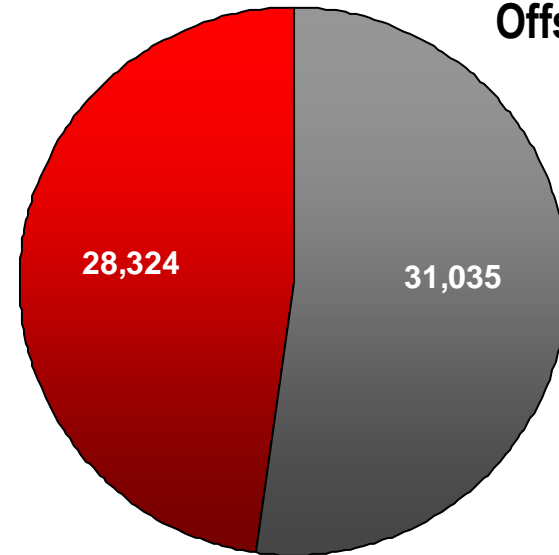
**38%**  
Offshore



■ Domestic ■ Offshore

June 30, 2009

**52%**  
Offshore



■ Domestic ■ Offshore

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## Strategy

# In summary, primary focus for fiscal 2010

### ■ **Grow**

- Double digit signings growth
- Strong revenue growth
- EPS growth greater than revenue growth

### ■ **Make long-term decisions**

- Client for life
- Consistent, healthy margins

### ■ **Evolve our business**

- Focus on our portfolio
- Innovation

### ■ **Advance our cost competitive culture**

- Increase global production
- Cost optimization initiatives
- Activity based compensation

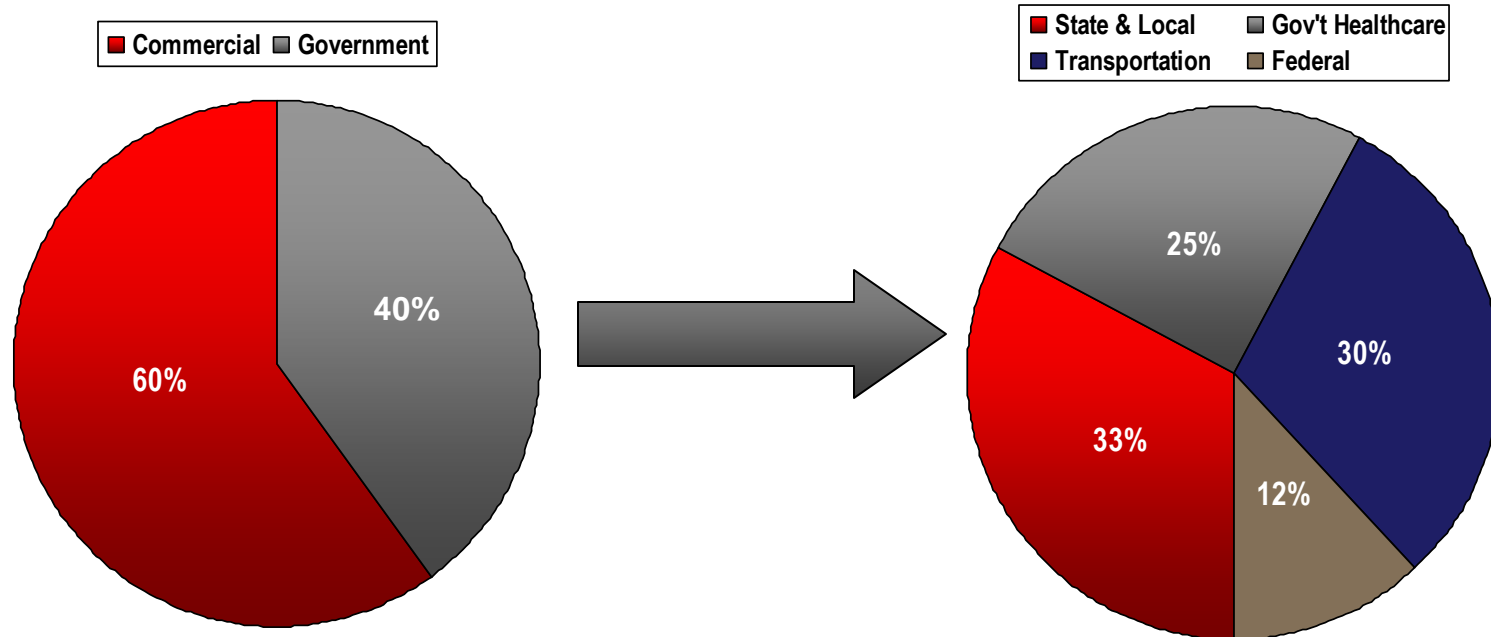
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# Government Segment

Tom Burlin, Executive Vice President & Chief Operating Officer

# Government Segment Revenue distribution



## Characteristics of our Government Segment:

- Recurring revenue
- Diverse service offerings
- Revenue generating services
- Mission critical services
- Federally funded / needs based services
- Leveragable technology solutions

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# Government Solutions

# Government Solutions

## Key service offerings

Healthcare	Federal	State & Local	
<ul style="list-style-type: none"> <li>▪ Medicaid solutions and fiscal agent operations</li> <li>▪ Pharmacy benefits</li> <li>▪ Health information analytics</li> <li>▪ Enrollment broker</li> <li>▪ Medicaid eligibility</li> <li>▪ Fraud and abuse protection</li> <li>▪ Electronic health records</li> <li>▪ Health information exchange</li> <li>▪ Population health management</li> <li>▪ Care and disease management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Loan servicing</li> <li>▪ Healthcare payment processing</li> <li>▪ Health information exchange/EHR</li> <li>▪ Document records management</li> <li>▪ Electronic payment card services</li> <li>▪ Customer Care</li> <li>▪ IT services</li> <li>▪ Cyber security operations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Constituent Services               <ul style="list-style-type: none"> <li>▪ Child support payment processing</li> <li>▪ Human services program modernization</li> <li>▪ Eligibility processing &amp; case management</li> <li>▪ Electronic payment services</li> <li>▪ Unemployment services</li> <li>▪ Customer care, N11</li> <li>▪ Citizen relief and disaster recovery</li> <li>▪ Public safety and justice solutions</li> </ul> </li> <li>▪ Finance &amp; Administration               <ul style="list-style-type: none"> <li>▪ Tax and revenue services</li> <li>▪ Human resources and ERP</li> <li>▪ Records management</li> <li>▪ IT services and systems integration</li> <li>▪ Unclaimed property data management systems</li> <li>▪ Abandoned stock portfolio maintenance</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Emerging               <ul style="list-style-type: none"> <li>▪ Energy</li> <li>▪ Environment</li> <li>▪ Weatherization</li> <li>▪ Global expansion</li> </ul> </li> </ul>

# Government Solutions

## We win because...



## ACS is a leader in government business process services

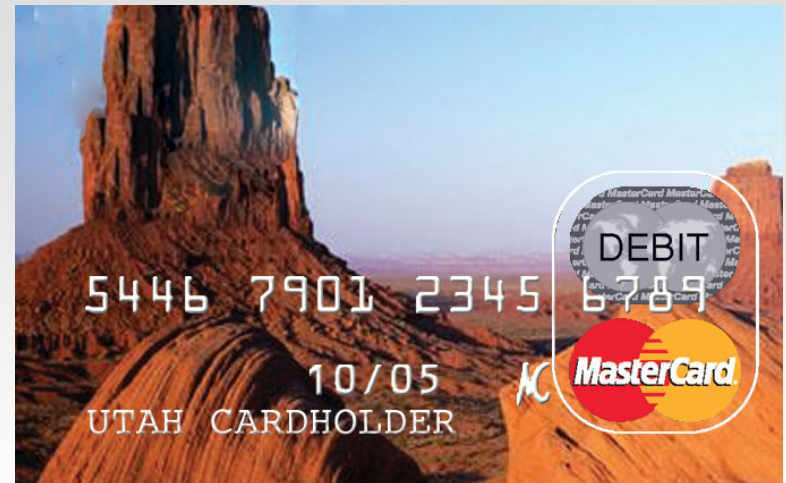
- Deep understanding of government programs
- Operations partner to government
- We touch millions of citizen's lives every day – reliable, responsive
- Longevity and commitment to market
- Applied innovation

# Government Solutions

## Applied innovation

### Electronic Payment Cards (EPC)

- Saves millions in check processing for variety of government programs:
  - Temporary Assistance
  - Unemployment
  - Child Support
  - In-home Care Provider Payments
  - Social Security and SSI
- Applied EPC in 18 states and federal government in 4 years across 25 programs
- Sophisticated EPPIC platform solution



# Government Solutions

## Oklahoma Department of Human Services

**\$12 million  
in savings**

Highly satisfied client achieving results in all areas – savings, efficiencies, accuracy, citizen service improvements, high satisfaction with providers, reduced fraud and cited as a national model



### THE CHALLENGE

- Improve efficiency
- Improve service across all programs
- Eliminate manual processes
- Increase accuracy
- Reduce overpayments
- Reduce costs overall

### THE SOLUTION

- Electronic Payment Cards (EPC)
- Electronic Benefits Transfer (EBT)
- e-Childcare solution
- EPPIC platform
- Enrollment planning and design
- Payment deposits (multiple options)
- Transaction processing
- 24/7 customer service

### THE RESULT

- Saves \$12M per year
- 100% payment accuracy
- 100% accuracy on transactions for 300,000 cardholders
- Faster payments, secure, convenient
- From 20% child care provider satisfaction rating to 90%
- Award-winning

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## Update on key contracts

- Department of Education
- Indiana Eligibility
- US Department of the Treasury

## Government Solutions

# Our path to growth

- Continue invest in scalable platforms
- Leverage commercial solutions
- Capture short-term Stimulus projects
- Develop new offerings and new markets:
  - Health Information Technology
  - Energy and Environment
- Expand globally
- Enter adjacent markets via acquisitions

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# Transportation Solutions

# Transportation Solutions

## Key service offerings

### TSG SALES OFFICES ACROSS 12 COUNTRIES\*

#### AMERICAS

Washington DC, US  
Edmonton, CA  
Toronto, CA  
Lima, Peru  
Santiago, CL  
Mexico City, MX

#### EUROPE

Paris, FR  
Valence, FR  
Zurich, CH  
Bern, CH  
London, UK  
Milan, IT  
Madrid, ES

#### MIDDLE EAST

Dubai, UAE

#### ASIA

Beijing, CN

\*Over 20 sales offices across the US.

### TSG PROJECTS IN MORE THAN 30 COUNTRIES



### FOCUS ON SIX CORE MARKETS

Roadways

Public Transport

Photo Enforcement

On-Street Parking

Off-Street Parking

Commercial Trucking

### END-TO-END SERVICE CAPABILITIES

#### System Integration

- Multi-modal, multi-agency, multi-payment integration
- Enterprise level software development
- End-to-end technology integration

#### Turn-Key Solutions

- Electronic toll lanes
- Transit ticketing
- GPS-based asset management
- Photo enforcement
- Parking revenue

#### Back Office Operations

- Customer services centers
- USD\$ billions collected and processed annually
- Business analytics
- Data warehousing

#### Violations Processing

- Capture most types of roadway violations
- License plate recognition systems
- Processing
- Past due collections

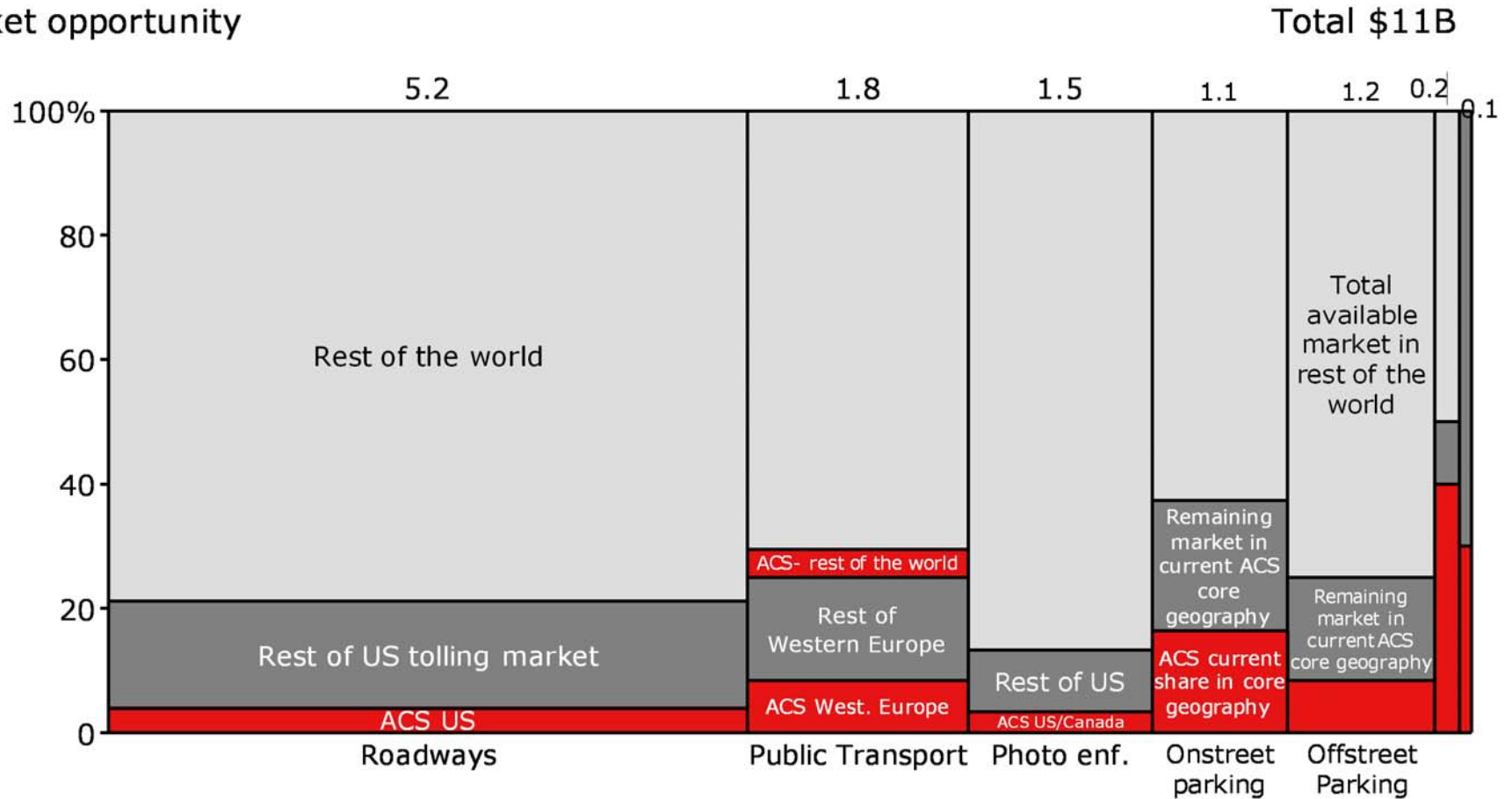
#### Infrastructure Investment

- Build-operate-transfer (BOT) projects
- Equity investments
- Long-term concessions
- Revenue sharing arrangements

# Transportation Solutions

## ACS participates in a large global market

Market opportunity



Company Estimates



# Transportation Solutions

## Alternative to standard government procurements

**Build**

**Operate**

**Transfer**

### Contractor

- Designs program and technical solution
- Provides overall integration and program management
- Installs next generation technology (smart cards, cameras, etc.)
- Provides investment

### Municipality

- Establishes objectives
- Has program oversight

### Contractor

- Operates the program for 5 to 15 years typically
- Collects a percentage of users' fees to pay back investment

### Municipality

- Has program oversight

### Contractor

- Ensures continuity with transfer of staff, required intellectual property, and technology

### Municipality

- Operates the program going forward

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## Transportation Solutions

# ACS leads speed enforcement market in U.S.

## 120 Speed Cameras

Implemented the largest digital mobile and fixed speed enforcement program in the United States today.



### THE CHALLENGE

- Reduce dangerous driving and speeding through County school zones
- Costly enforcement and limited police resources

### THE SOLUTION

- Deploy a combination of mobile speed and fixed speed cameras throughout the County's school zones
- Vendor responsible for all processing operations and maintenance

### THE RESULT

- In process of identifying/installing 60 additional fixed sites
- 70% reduction in aggressive speeding in enforced zones

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# Transportation Solutions

## Our path to growth

- Increase sales force
- Build-Operate-Transfer (BOT) programs
- Focus on industry trends (e.g., HOT lanes, speed enforcement)
- Enter new verticals in adjacent markets
- Leverage core competency in acquisitions

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# Questions?

Tom Burlin, Executive Vice President & Chief Operating Officer

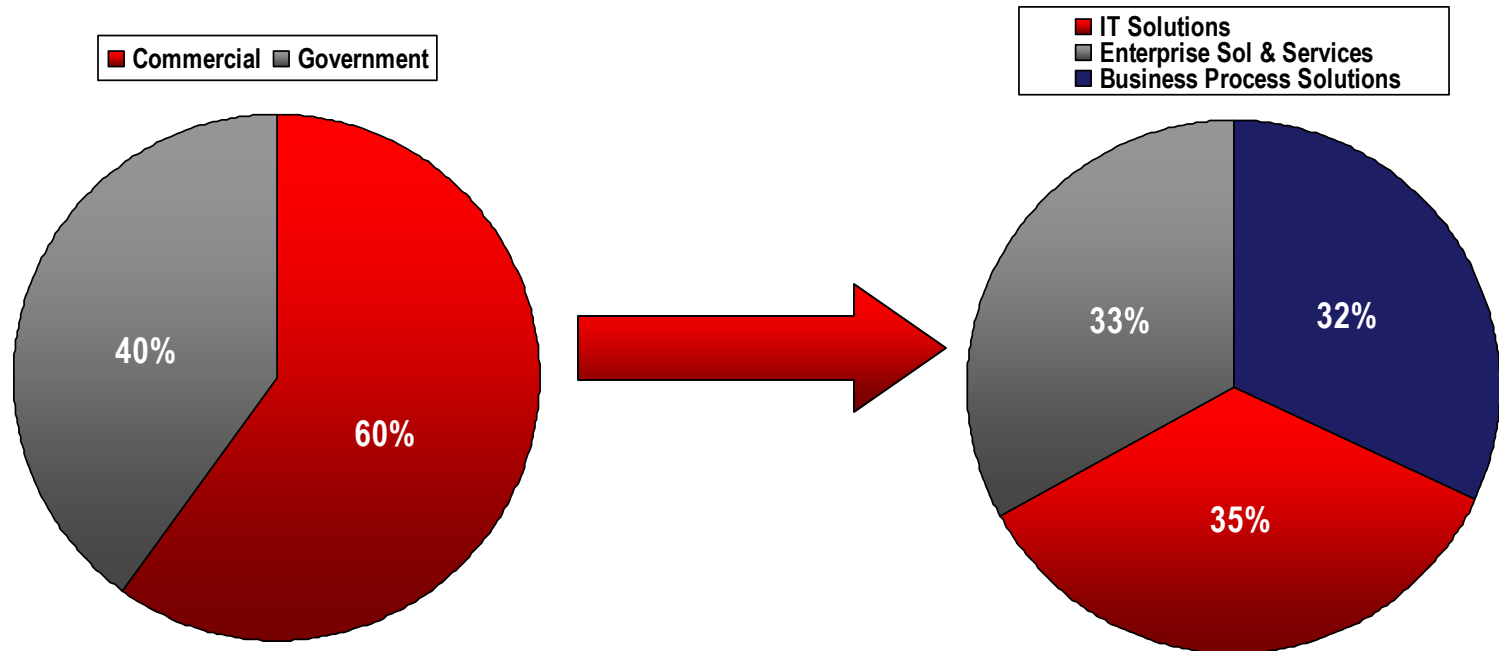
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# Commercial Segment

Ann Vezina, Executive Vice President & Group President Enterprise Solutions & Services

# Commercial Segment Revenue distribution



## Characteristics of our Commercial Segment:

- Recurring revenue
- Diverse client base
- Mission critical services
- Diverse service offerings
- Global production model
- Leveragable technology solutions

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# IT Solutions

# IT Solutions

## Key service offerings

<p><b>Comprehensive IT Services</b></p>	<p><b>End User Computing Services</b></p>	<p><b>Critical Operations &amp; Risk Management</b></p>
<ul style="list-style-type: none"> <li>▪ Remote &amp; hosted managed services</li> <li>▪ Server monitoring &amp; management</li> <li>▪ Managed storage, backup &amp; recovery</li> <li>▪ Managed network services</li> <li>▪ Utility computing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Help desk / service desk management</li> <li>▪ Desktop</li> <li>▪ On site support &amp; maintenance</li> <li>▪ Messaging solutions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Disaster recovery / business continuity</li> <li>▪ Security services</li> </ul>
<p><b>IT Commercial Services</b></p>	<p><b>IT Strategy &amp; Architecture Service</b></p>	<p><b>Application Services</b></p>
<ul style="list-style-type: none"> <li>▪ Managed IT procurement</li> <li>▪ Asset management services</li> <li>▪ Telecommunications expense management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Infrastructure design &amp; consultancy</li> <li>▪ Consolidation &amp; optimization</li> <li>▪ Storage &amp; backup assessment</li> <li>▪ Virtualization</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lawson application management</li> <li>▪ SAP application management</li> <li>▪ Application development &amp; maintenance</li> </ul>

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# Information Technology Solutions

## Our strategy



The ACS IT Services strategy is to enable our client's growth and success through a six-pronged approach:

- EMEA expansion
- Client Intimacy
- Innovation
- Operational Excellence
- Alliance/Analyst/Advisor Relations
- Transformation Capabilities

Our mission is a shared one because it is only through our clients that we will be successful

# IT Solutions

## Why we win...

### Innovation Retains Client

Innovative solutions retained the client  
and expanded services



#### THE CHALLENGE

- Client needed flexible operations partner
- Client needed vision for the future of IT delivery

#### THE SOLUTION

- Advanced Monitoring Solution
- Dual Datacenter and advance DR strategy
- Advanced Network Management for end-to-end Network visibility
- Server Automation tool to meet Security Compliance and Server Automation needs
- AMP to automate, standardize, and simplify data flow
- AMP to provide a foundation for cloud computing

#### THE RESULT

- Innovation partner
- Client intimacy
- Expanded service offerings
- New revenue opportunities
- Leveragable solutions

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- Investment in sales
- Continued investment in innovation
- Vendor alliances
- Growth through acquisitions

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# Enterprise Solutions & Services

Ann Vezina, Executive Vice President & Group President Enterprise Solutions & Services

# Enterprise Solutions & Services

## Key service offerings

Buck Consultants	Total Benefits Outsourcing	Human Resources Outsourcing	Learning Services
<ul style="list-style-type: none"> <li>▪ Communication</li> <li>▪ Compensation</li> <li>▪ Health and Productivity</li> <li>▪ HR Technology and Administration</li> <li>▪ Human Capital Management</li> <li>▪ Retirement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Full scope of benefits admin. for H&amp;W, DB, and DC</li> <li>▪ Customized benefits calculator</li> <li>▪ Event/transaction processing</li> <li>▪ Regulatory/Plan compliance</li> <li>▪ Design and implementation of employee communication programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employee services center</li> <li>▪ Workforce administration</li> <li>▪ Employee data management</li> <li>▪ Payroll processing</li> <li>▪ Compensation</li> <li>▪ Talent Management</li> <li>▪ Relocation Services</li> <li>▪ Expat Administration</li> <li>▪ HR Analytics</li> <li>▪ HR Transformation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Learning strategy, assessment, content design, development and management</li> <li>▪ Instructor led, e-learning and virtual classroom</li> <li>▪ Learning administration and delivery</li> <li>▪ Forecasting, reporting, logistics, and learner care</li> <li>▪ Translation services</li> <li>▪ Tuition management services</li> </ul>
Finance & Accounting	Commercial Education		
<ul style="list-style-type: none"> <li>▪ Procure to pay</li> <li>▪ Order to cash</li> <li>▪ Accounting</li> <li>▪ Treasury / Payroll</li> <li>▪ Closing &amp; Reporting</li> <li>▪ Financial planning &amp; analysis</li> </ul>	<ul style="list-style-type: none"> <li>▪ Customer Care</li> <li>▪ Imaging / Document Management</li> <li>▪ Billing Services</li> <li>▪ Online payments</li> <li>▪ Loan origination and servicing</li> <li>▪ Financial Aid Processing</li> <li>▪ Return of Title IV Refund</li> </ul>		

# Enterprise Solutions & Services

## Applied innovation – ACS Learning virtual worlds

**Recruiting - Onboarding - Orientation**



**Process Training - Practice Simulations**



**Coaching - Mentoring - Knowledge Sharing**



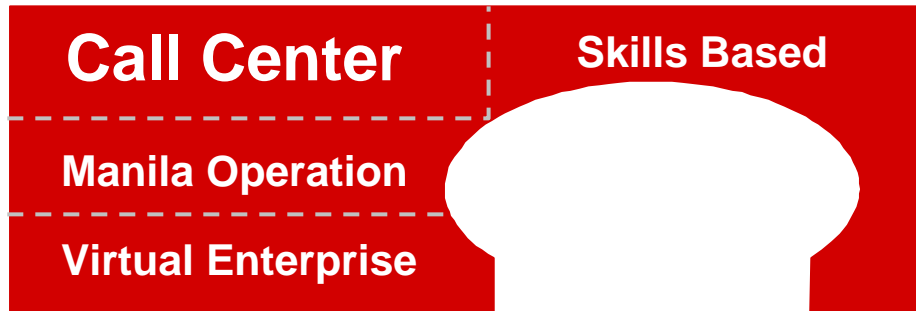
**Face-to-Face Facilitated Sessions**



## Enterprise Solutions & Services

# Total Benefits Outsourcing Transformation:

A leverage-able solution positioned for growth



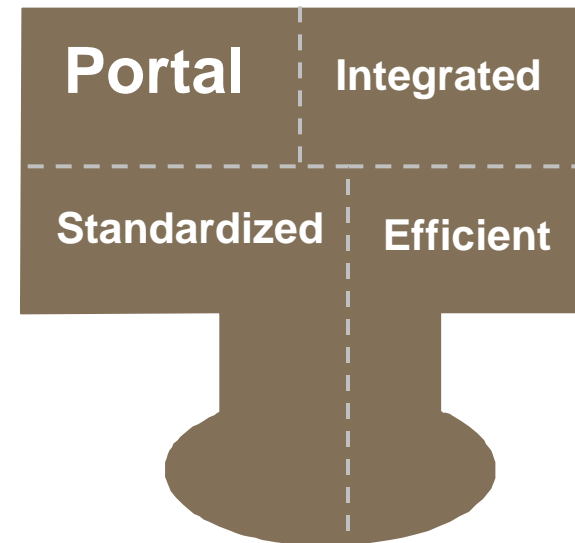
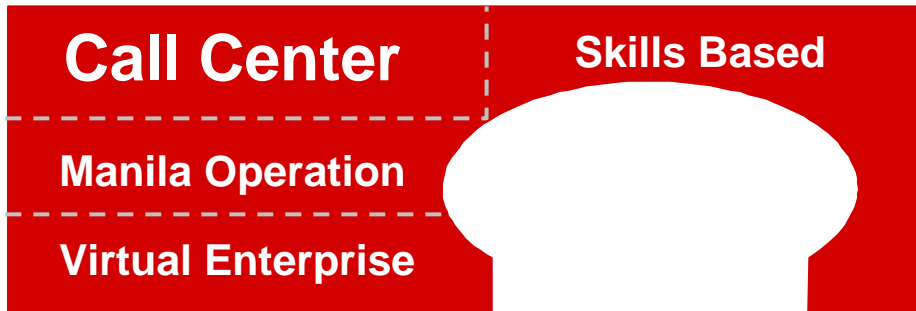
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## Enterprise Solutions & Services

# Total Benefits Outsourcing Transformation:

A leverage-able solution positioned for growth



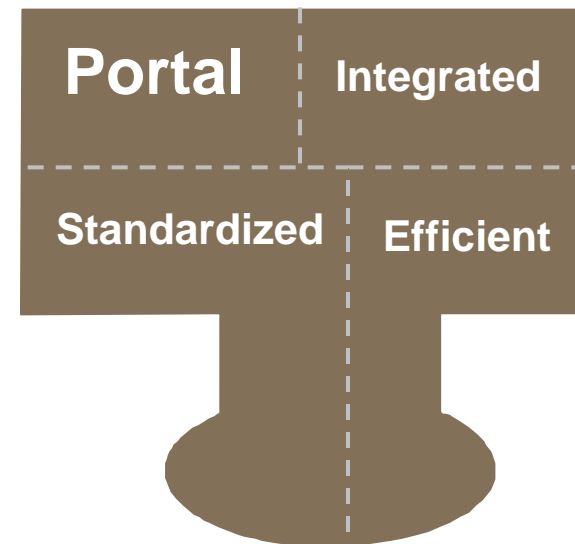
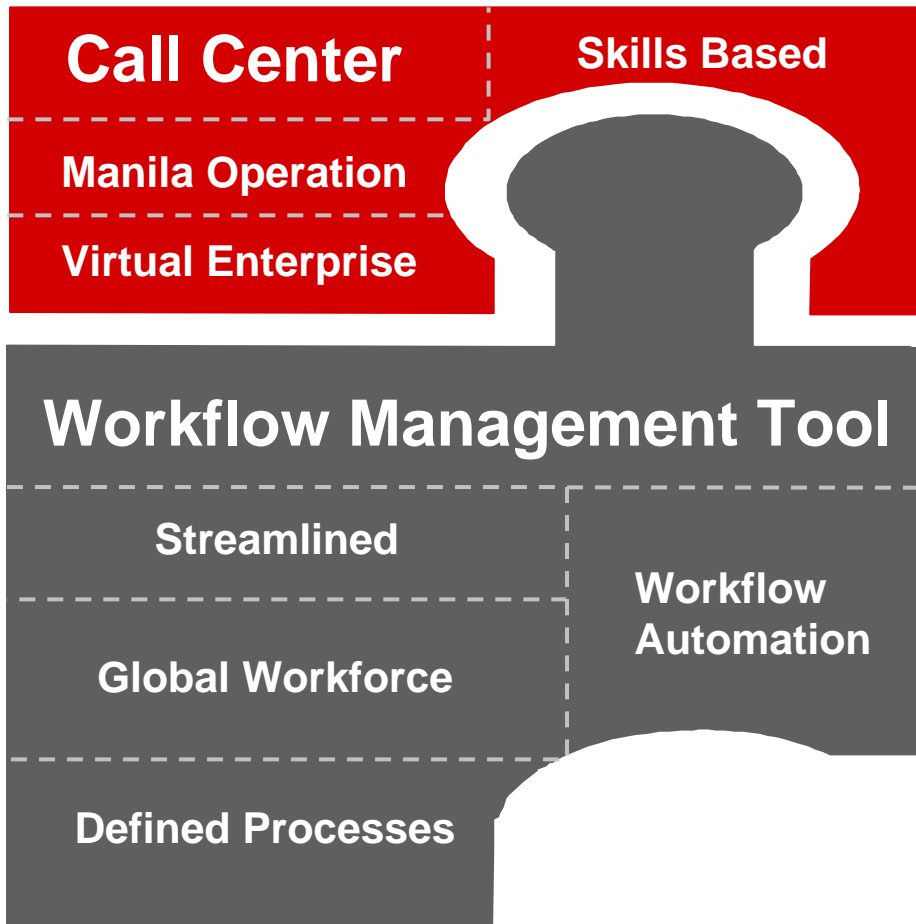
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## Enterprise Solutions & Services

# Total Benefits Outsourcing Transformation:

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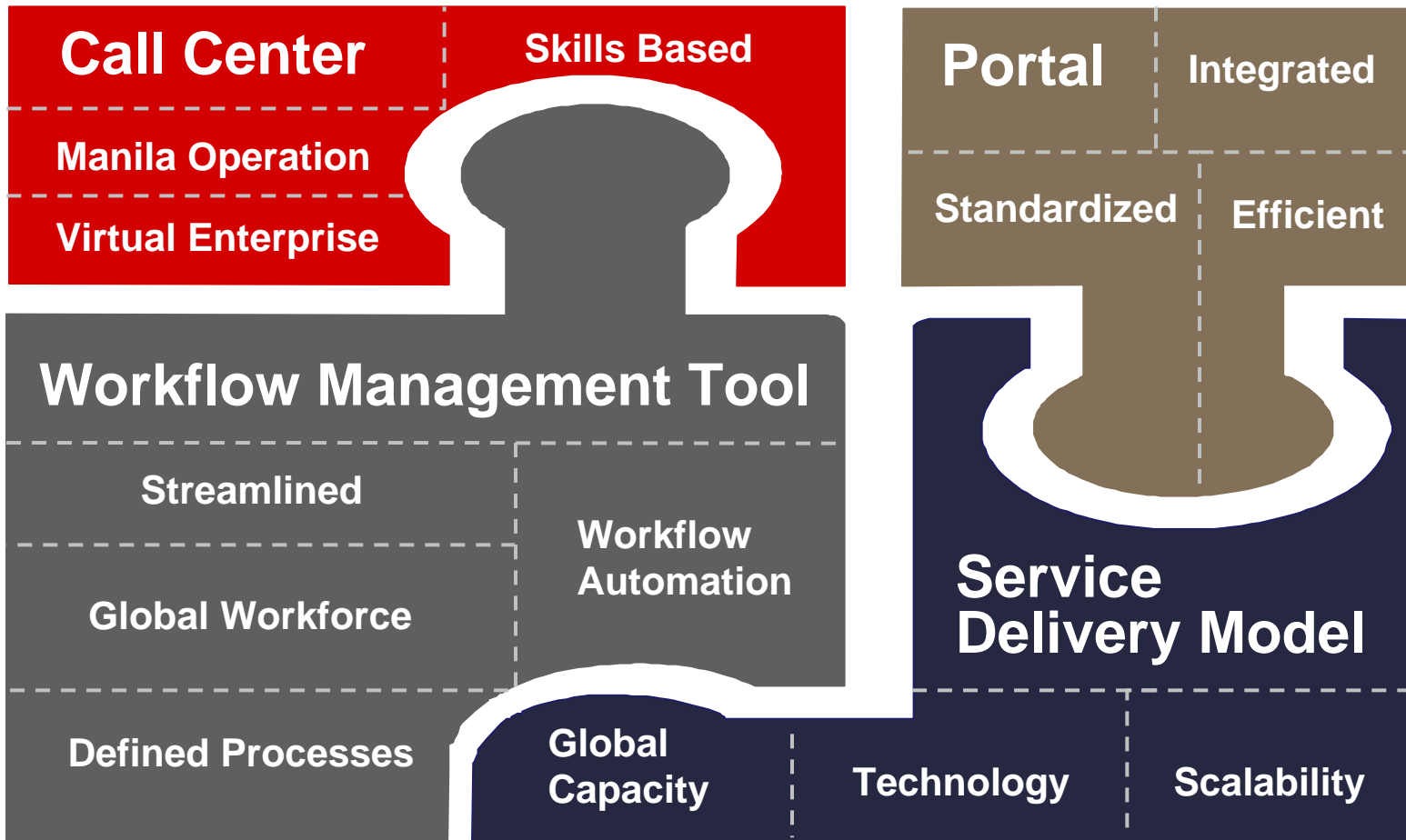
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## Enterprise Solutions & Services

# Total Benefits Outsourcing Transformation:

A leveragable solution positioned for growth



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# Enterprise Solutions & Services

## Our path to growth

- Continue sales investment
- Successful launch of fiscal 2009 bookings
- Gain market share in all key markets
- Acquire strategically
- Develop alternate loan markets
- Innovate, Automate, Optimize

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# Business Process Solutions

# Business Process Solutions

## Key service offerings

Communications & Consumer Goods	Healthcare Payer & Insurance	Healthcare Provider	Transactional BPO
<ul style="list-style-type: none"> <li>▪ <b>Wireless:</b> <ul style="list-style-type: none"> <li>▪ Customer acquisitions</li> <li>▪ Customer care</li> <li>▪ Device support</li> <li>▪ Data wireless web support</li> <li>▪ Loyalty plans Collections</li> </ul> </li> <li>▪ <b>Retail / Consumer Goods:</b> <ul style="list-style-type: none"> <li>▪ Supply chain efficiency</li> <li>▪ Inventory management</li> <li>▪ Data collection</li> <li>▪ Customer care</li> </ul> </li> <li>▪ <b>Managed Mobility Services</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Customer Care</b></li> <li>▪ <b>Healthcare Payer</b> <ul style="list-style-type: none"> <li>▪ Transaction processing</li> <li>▪ Recovery services</li> </ul> </li> <li>▪ <b>Insurance:</b> <ul style="list-style-type: none"> <li>▪ Bill review / membership &amp; billing</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Consulting</b></li> <li>▪ <b>Analytics</b></li> <li>▪ <b>Revenue cycle management</b></li> <li>▪ <b>Applications delivery</b></li> <li>▪ <b>Information technology outsourcing</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Transactional:</b> <ul style="list-style-type: none"> <li>▪ Ticketing/ fulfillment</li> <li>▪ On-line check-in support</li> <li>▪ Data capture, storage &amp; retrieval</li> <li>▪ Payment processing</li> </ul> </li> <li>▪ <b>Customer care:</b> <ul style="list-style-type: none"> <li>▪ Customer support</li> <li>▪ Frequent flier program assistance</li> <li>▪ Online Web Booking support</li> <li>▪ Collections</li> </ul> </li> <li>▪ <b>Transportation/ logistics services:</b> <ul style="list-style-type: none"> <li>▪ TripPak</li> </ul> </li> <li>▪ <b>Credit applications</b></li> <li>▪ <b>Loan processing</b></li> <li>▪ <b>Lease administration</b></li> </ul>

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## Business Process Solutions

# The core of exceptional customer service



With an unrivaled global brand, the client has a reputation for pushing the boundaries of technological innovation.

They needed an innovative partner with a reputation for pushing the boundaries of customer loyalty.

**#1**  
**CSAT RANKING**

### THE CHALLENGE

- Multi-supplier environment
- Inconsistent, inaccurate service
- High attrition among skilled workforce

### THE SOLUTION

- Deliver exceptional customer experience through:
  - Proactively address industry developments
  - Shared market strategy and optimization
- Innovative Recruiting
  - Technically savvy & customer focused
  - Enthusiasts of Client's products
- Quick implementation and aggressive results

### THE RESULT

- #1 CSAT spot after just 3 months
- 93% CSAT – Best results over internal and external providers
- Fully operational within one month of signing
- After two months, client increased scope to 1300 agents in three sites: Oregon, Kentucky and North Carolina
- Adopted concept center approach. Cloned client culture and emulated retail stores to increase agent recruiting and performance. Decreased attrition and increased CSAT

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## Business Process Solutions

# Client success story: Wellpoint™ Communications

2nd largest health insurer with about 35M members



By understanding the real issues and goals of the client, the ACS team structured a deal that provided better results for the client and positioned us as the front leader for the solution.

### THE CHALLENGE

- Multiple site with no unifying strategy
- No Budget Predictability
- Lack Efficiencies
- Facilities and equipment outdated
- Lack of Alignment the 50+ 3rd party vendors

### THE SOLUTION

- Acquired assets
- “On-board/re-badge” WellPoint employees
- Assume and manage existing 3rd Party contracts and equipment leases
- Build and transition operations to new facility
- Partner with third party to deliver technology system for data consolidation and document management
- Go “at risk” for postage savings driven by consolidation

### THE RESULT

- Growth comes from happy clients
- Understand the client’s ultimate goals
- Tenacity and flexibility
- Innovation, innovation, innovation
- “It takes a village”
- Step outside

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# Business Process Solutions

## Our path to growth

- Penetrate and radiate
- Expand service capability
- Develop end-to-end revenue cycle solution
- Leverage “Healthcare Communication”
- Targeted international expansion
- Innovation through acquisition

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# Questions?

Ann Vezina, Executive Vice President & Group President Enterprise Solutions & Services



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# Mergers & Acquisitions

John Rexford, Executive Vice President Corporate Development

## Mergers & Acquisitions

# Why do we do acquisitions?

- Growth
- Research & development
- Geographic expansion
- Expand service offerings
- Penetrate new vertical markets
- Deepen management talent
- Core competency

## Mergers & Acquisitions

Our acquisition strategy has been successful

### Acquisition Criteria

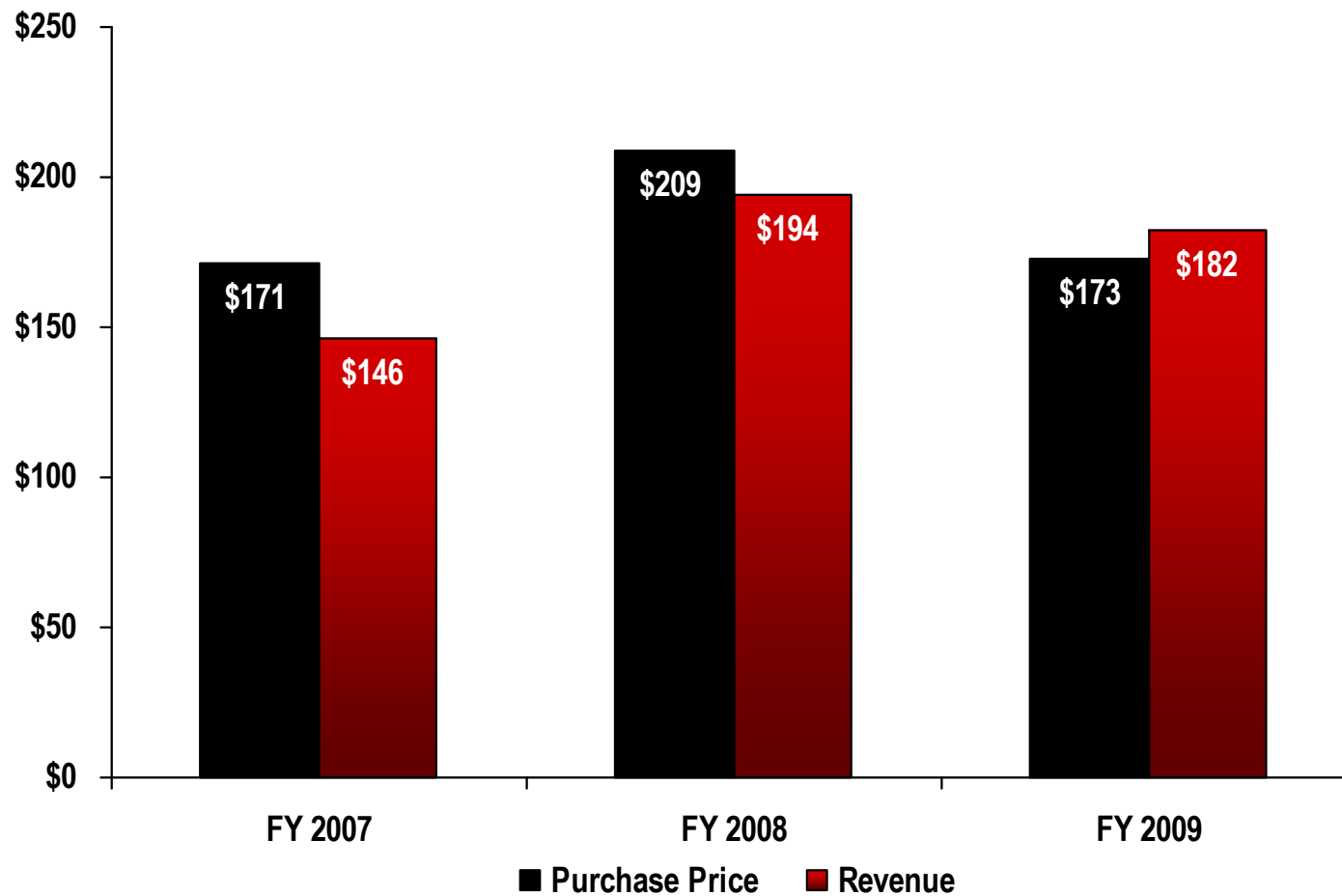
- Successful technology based outsourcing business
- Strong management team
- Recurring revenue model
- Predictable margins
- Accretive to Year 1 earnings
- Similar culture and business philosophy

### Typical Multiples

- Revenue: 0.8x – 1.5x
- EBITDA: 5.0x – 7.0x

## Mergers & Acquisitions

We are disciplined in our approach to valuation

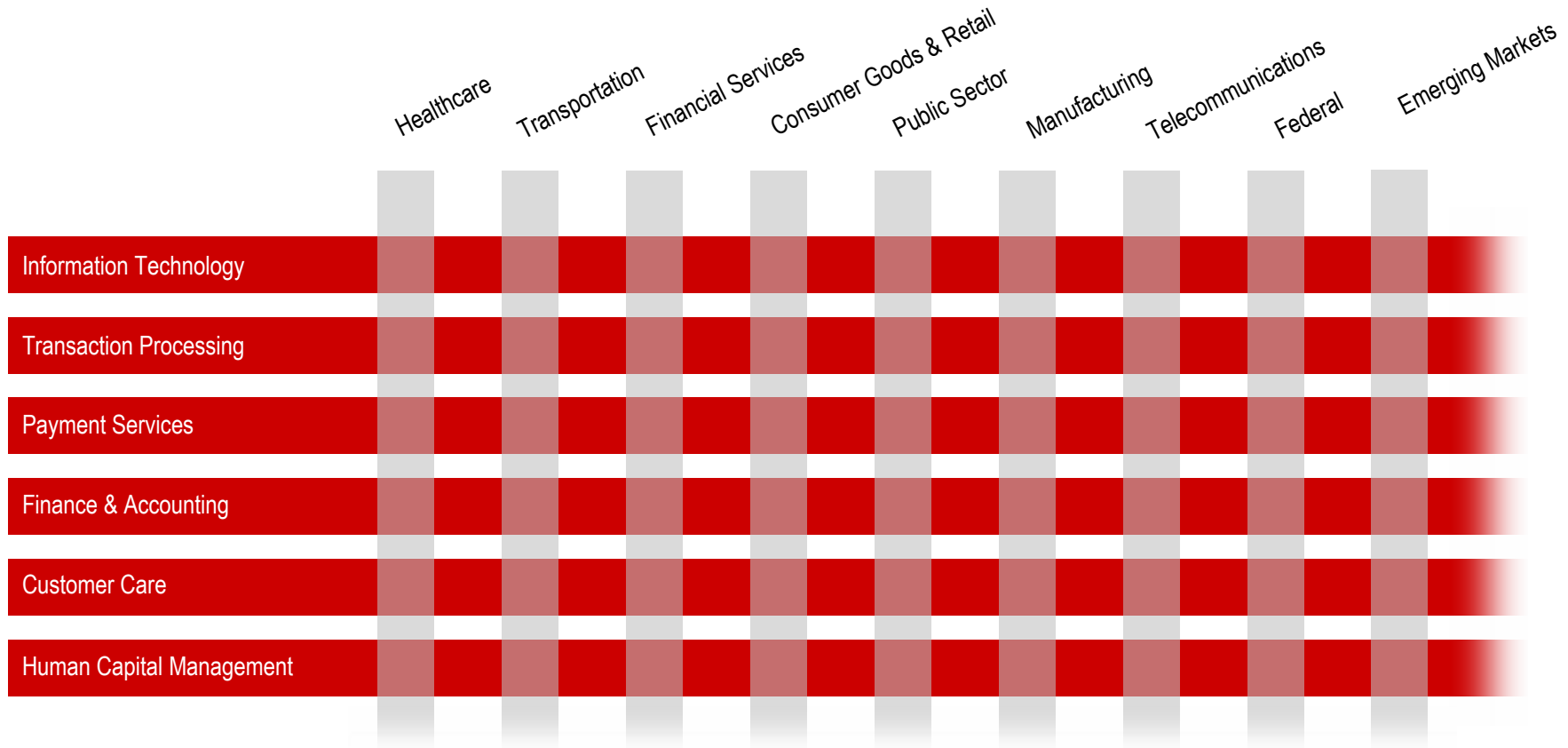


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# Mergers & Acquisitions

We will be disciplined in the types of businesses we acquire



# Mergers & Acquisitions

## Government Solutions

- **Healthcare:**
  - Service Offerings - electronic medical record, behavioral health, pharmacy, audit, third-party liability.
- **Federal:**
  - BPO Focus - claims, loan servicing, treasury, others
  - Selected IT - contract vehicles, client relations
- **Constituent Services:**
  - Service Offerings - electronic payments, billing, collections
  - Geographic - selected international markets
- **Finance and Administration:**
  - Consolidation - government records, IT, software
  - New-Markets - human resources, finance and accounting

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# Mergers & Acquisitions

## Transportation Solutions

- **Tolling:**
  - Technology - hot lane, all electronic tolling
  - Geography - selected international markets
- **Public Transport:**
  - Service Offerings - "BOT" – build/operate/transfer
- **Parking:**
  - Service Offerings - off street, airport, collections
- **Photo:**
  - Geographic Expansion - national, tier 2 & 3 markets
- **Emerging:**
  - New-Markets - environmental, emissions

## Mergers & Acquisitions

# Information Technology Solutions

- **Infrastructure Outsourcing:**
  - Geographic Expansion - selected international, local markets/multi-national
  - New-Markets - service desk
  
- **Applications:**
  - Service Offerings - application maintenance

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# Mergers & Acquisitions

## Enterprise Solutions & Services

- **Buck Consulting:**
  - Geographic - international alliances and partnerships
  - Markets - government, SMB, industry vehicles
- **TBO:**
  - Service Offerings - FSA, COBRA, absence management
  - Geographic - selected international markets
- **Finance & Accounting:**
  - Service Offerings - A/R, collections, procurement
- **Learning:**
  - Geographic - selected international markets
  - New-Markets - governments, selected industries

# Mergers & Acquisitions

## Business Process Solutions

- **Healthcare Payer:**
  - Service Offerings - audit, subrogation, claims
- **Healthcare Provider:**
  - Service Offerings - revenue cycle, IT
- **Customer Care:**
  - Geographic - selected international local markets
  - New-Markets - financial, consumer goods, travel
- **Transactional BPO:**
  - Production Capability - English, multi-lingual

# Mergers & Acquisitions

## Summary

- M&A has begun to stabilize
- ACS has skills and capital to close deals
- Maintain discipline / stay within our core strengths
- ACS' diversified business provides multiple acquisition options
- Evaluate our portfolio

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# Financial Update

Kevin Kyser, Executive Vice President & Chief Financial Officer

# Financial

## Diverse revenue

### Commercial Solutions ~60% of ACS revenue

Information Technology Solutions

21%

Communications & Consumer Goods

7%

Human Capital Management Solutions

14%

Healthcare Payer and Insurance

7%

Commercial Education & Financial Svcs

4%

Healthcare Provider

2%

Finance & Accounting

2%

Travel, Transportation & Logistics

2%

Mortgage & Financial Services

1%

### Government Solutions ~40% of ACS revenue

State & Local

13%

Government Healthcare

10%

Transportation Solutions

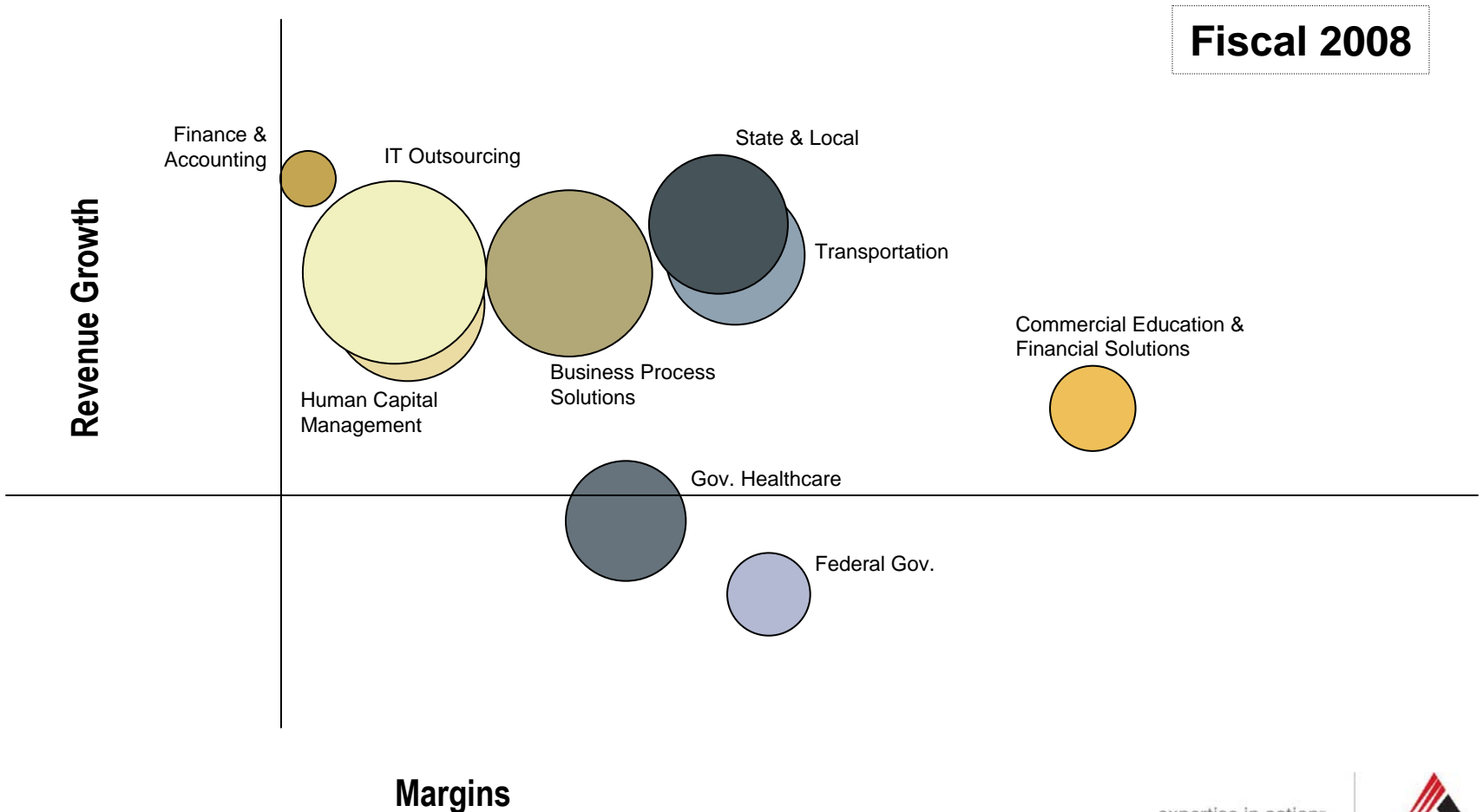
12%

Federal Solutions

5%

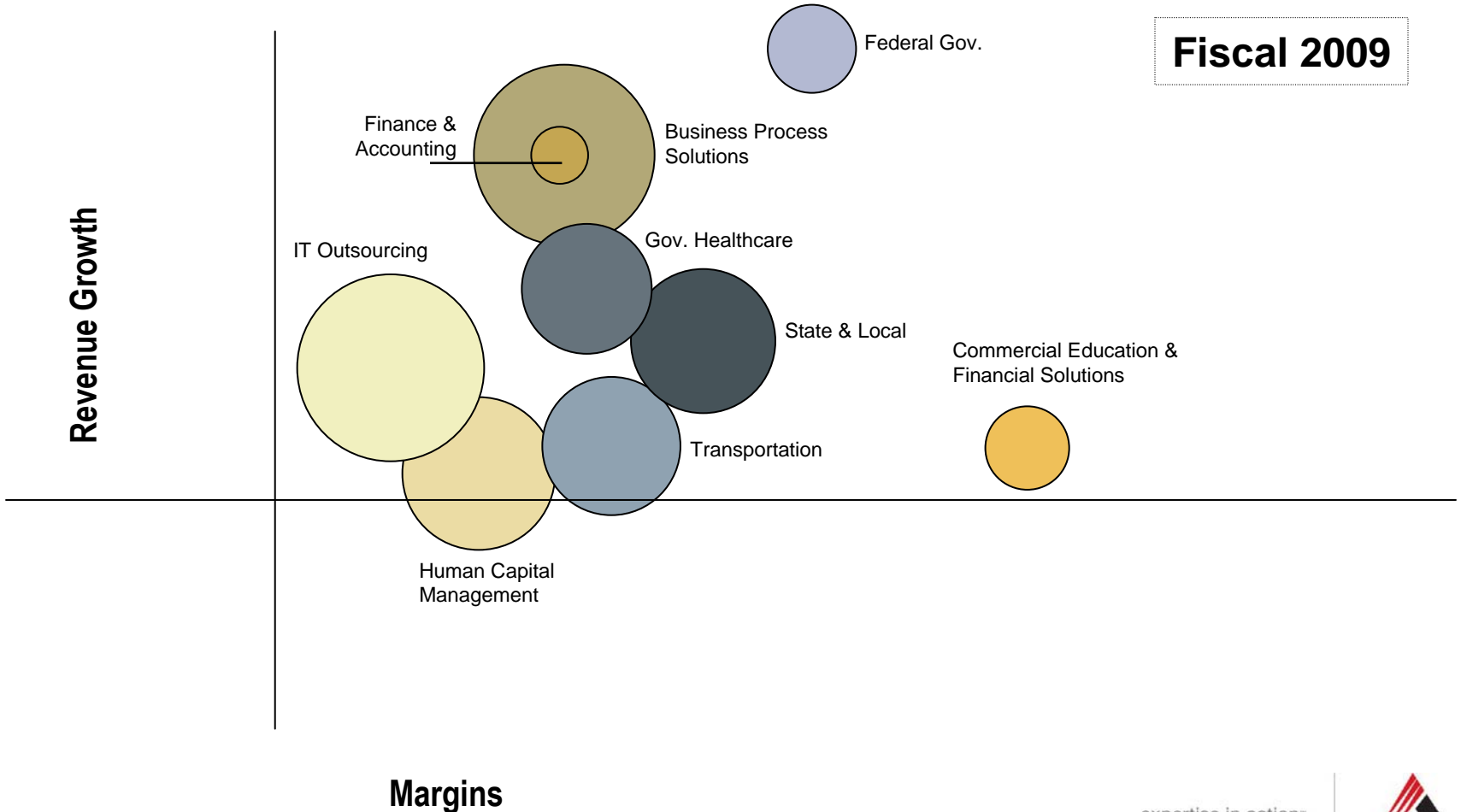
# Financial Update

## Revenue and margins driven by diverse business mix



# Financial Update

## Revenue and margins driven by diverse business mix



## Financial Update

# Fiscal 2009 revenue impacted by economy and currency

- **Total revenue growth of 6%**
- **Primarily economic impact (~2%)**
  - Transaction volumes
  - Transportation projects
  - Discretionary spending on consulting
- **Currency (~1%)**

## Financial Update

Fiscal 2010 revenue should accelerate due to

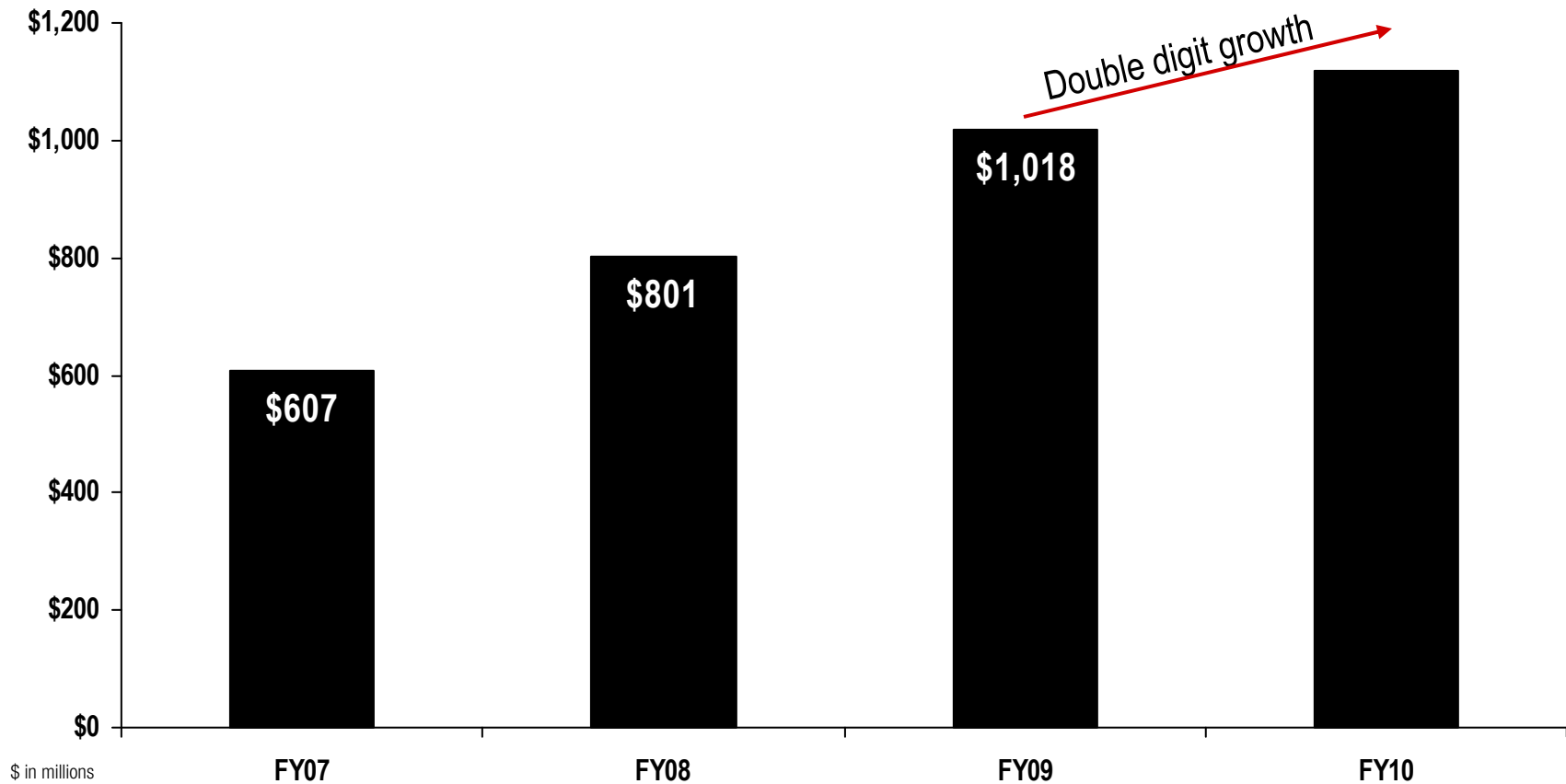
- **Double digit growth in fiscal 2010 signings**
- **Ramp of new business signings**
  - Current year
  - Prior years
- **Acquisitions**

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## Financial Update

# Signings growth is expected to drive revenue growth



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# Fiscal 2009 margins were impacted by

- **Primarily economic impact**
  - Lower transaction volumes
  - Lower transportation projects
  - Lower discretionary spending on consulting and projects
- **Expiration of federal non-compete**
- **Investment in sales**
- **Investment in clients**

## Financial Update

Fiscal 2010 margins expected to be impacted by

- Revenue mix
- Project compete
- Investments in sales
- Investments in innovation
- Investments in clients
- Ramp of new business

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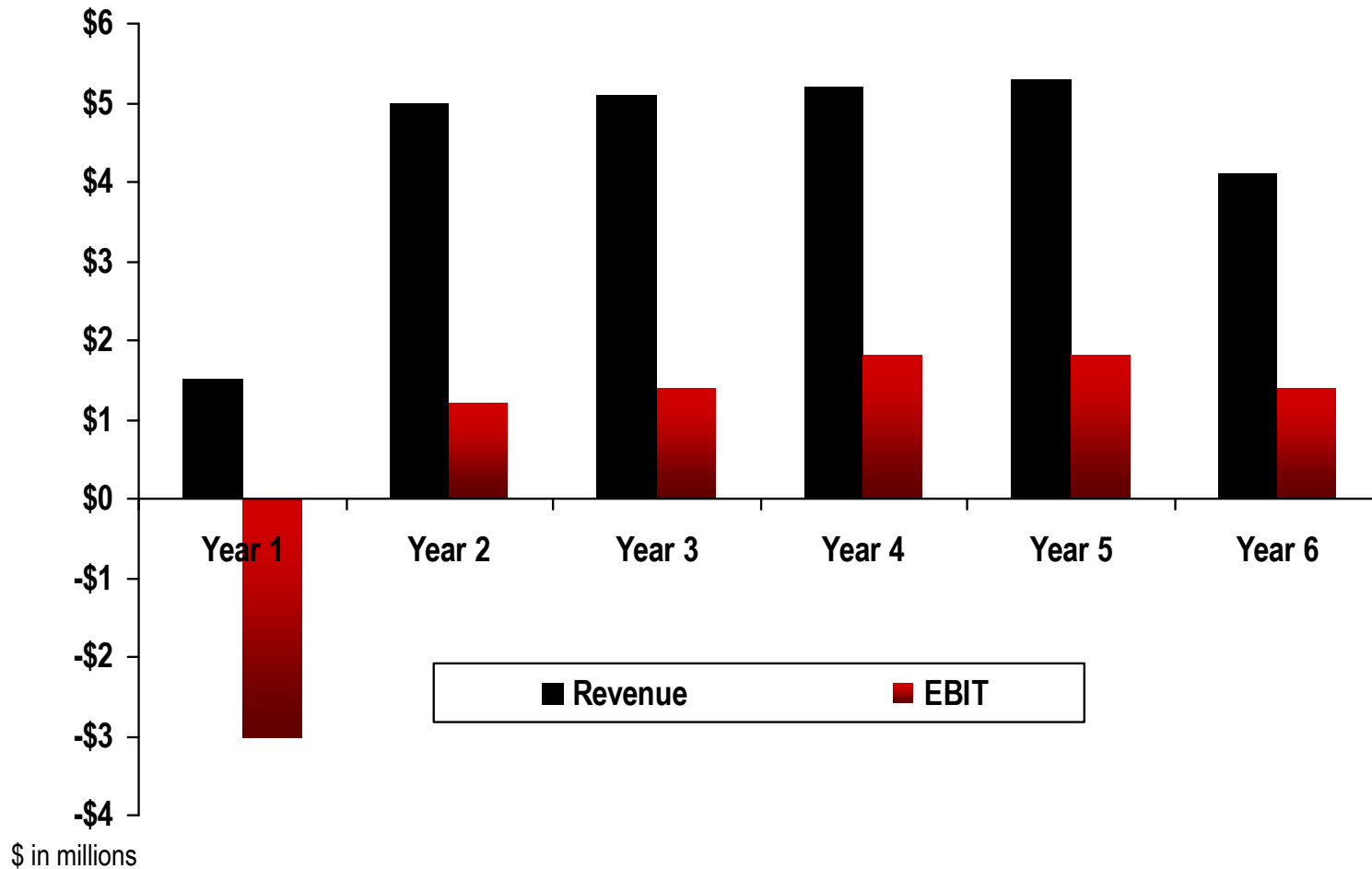


# Financial rationale for out of cycle discounts

- **Client for life**
- **Certainty of long-term revenue and profit**
- **Healthy ROI**

# Financial Update

## Ramp of new business impacts key metrics



Note: Model above is based on Finance & Accounting contract and may not be indicative of all new business signings.

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## Financial Update

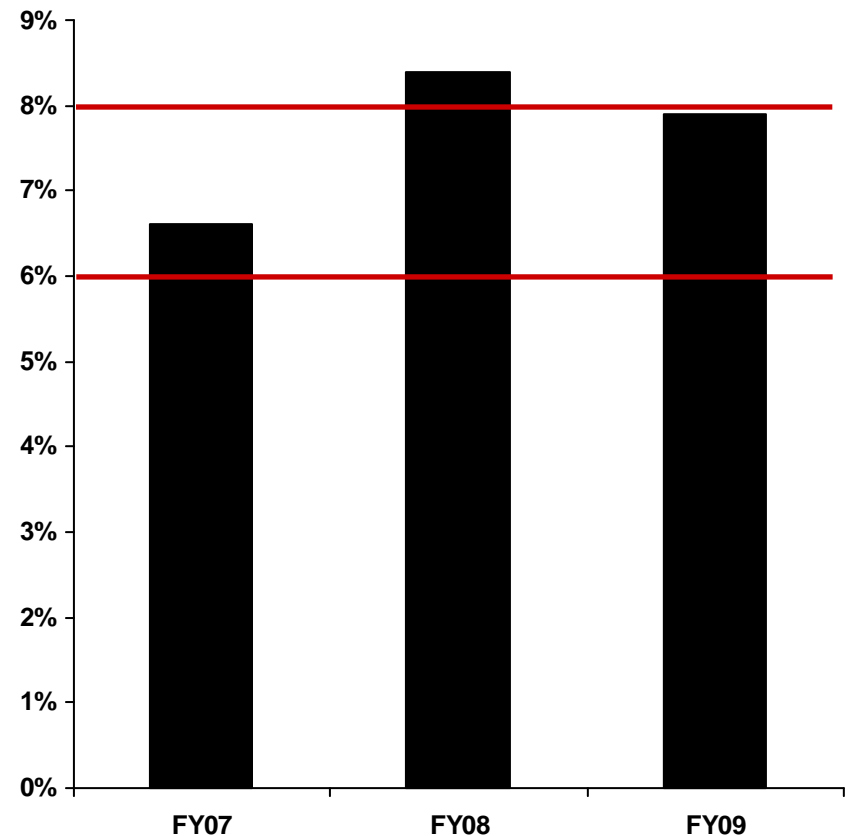
We are delivering good, consistent free cash flow

### Goals

- Free cash flow  
6-8% of revenue
- Capex  
5-7% of revenue
- Reduce DSO's

### Key drivers

- Capex on new business
- DSO reduction
- Supplier payment terms

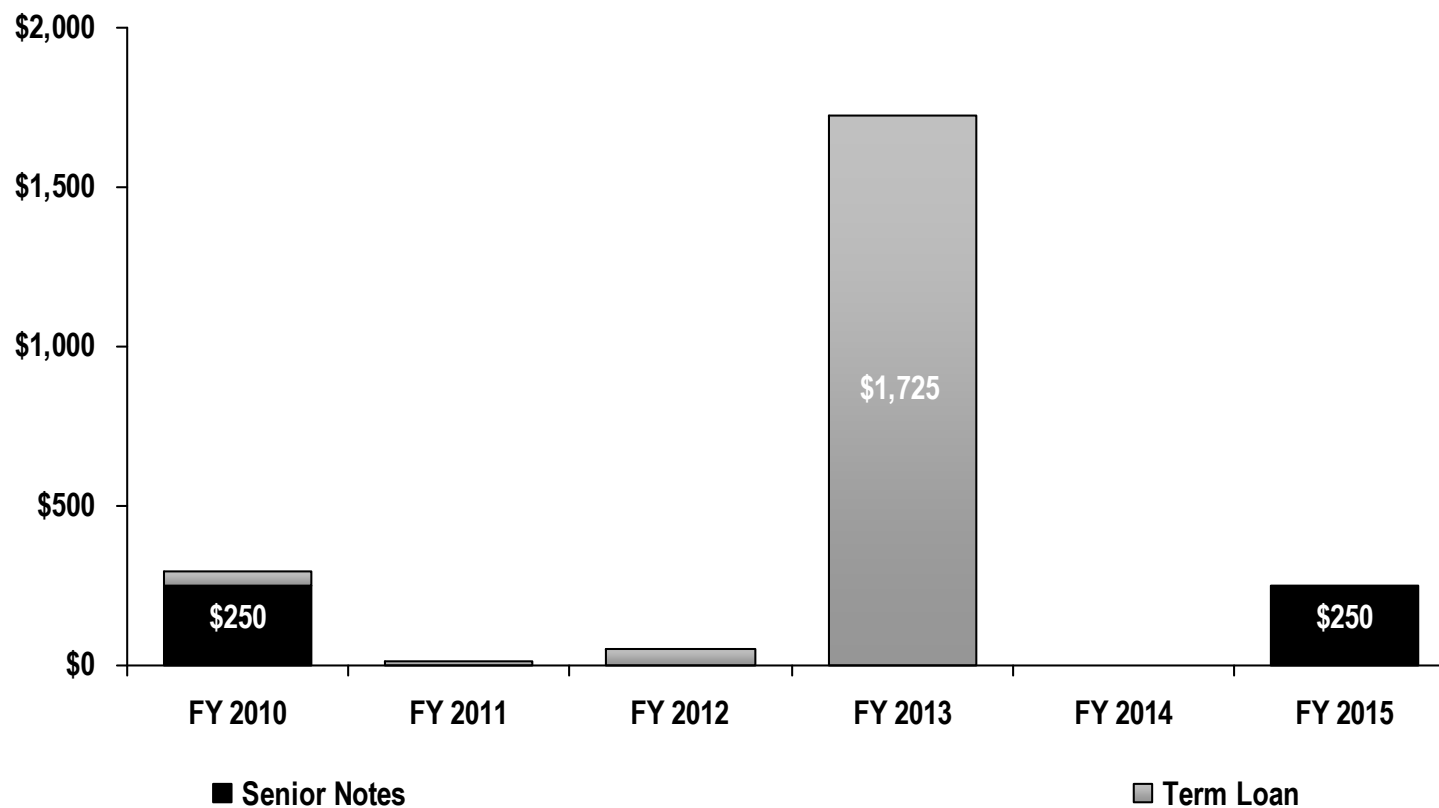


# Potential uses of cash

- **Acquisitions**
  - Geographic expansion
  - Increase service offerings
  - Research & development
- **Invest in the business**
  - Innovation projects
  - Sales
- **Retire 4.7% senior notes**
- **Repurchase shares**

# Financial Update

## Debt maturities by fiscal year



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## Financial Update

# Our long-term financial goals

- **Revenue growth**
  - Internal at or above market
  - Acquired revenue
- **Adjusted operating margins**
  - 11-12%
- **Earnings per share**
  - Growth slightly higher than revenue growth
- **Free cash flow**
  - 6-8% of revenue



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## Q&A and Closing

Lynn Blodgett, President & Chief Executive Officer

Tom Burlin, Executive Vice President & Chief Operating Officer - Government

Ann Vezina, Executive Vice President & Group President Enterprise Solutions & Services

Kevin Kyser, Executive Vice President & Chief Financial Officer

John Rexford, Executive Vice President Corporate Development



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**Thank You!**