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# AMDOCS 2011 ANALYST & INVESTOR DAY

AMDOCS > CUSTOMER EXPERIENCE SYSTEMS INNOVATION

## Safe Harbor

This presentation includes information that constitutes forward-looking statements under the Private Securities Litigation Reform Act of 1995, as outlined below in greater detail Please refer people to the Company's filings with the SEC for a discussion of the risk factors that may affect such forward-looking statements.

Throughout the course of today we will discuss certain financial information that is not prepared in accordance with GAAP. The Company's management uses this financial information in its internal analysis in order to exclude the effect of acquisitions and other significant items that may have a disproportionate effect in a particular period. Accordingly, management believes that isolating the effects of such events enables management and investors to consistently analyze the critical components and results of operations of the Company's business and to have a meaningful comparison to prior periods. For more information regarding our use of non-GAAP financial measures, including reconciliations of these measures, we refer you to SEC.gov on Form 6-K.

Also, today's presentations will include information that constitutes forward-looking statements. Although we believe the expectations reflected in such forward-looking statements are based upon reasonable assumptions, we can give no assurance that our expectations will be obtained or that any deviations will not be material. Such statements involve risks and uncertainties that may cause future results to differ from those anticipated.

These risks include, but are not limited to, the effects of general economic conditions and such other risks as discussed in our earnings release today and at greater length in the Company's filings with the Securities and Exchange Commission, including in our Annual Report on Form 20-F for the fiscal year ended September 30, 2010 filed on December 7, 2010 and in our quarterly 6-K filed February 8, 2011.

Amdocs may elect to update these forward-looking statements at some point in the future; however, the Company specifically disclaims any obligation to do so.





DO MORE IN THE Connected World EXPAND QUICKER DRIVE EXPERIENCE RUN LEANER

## Amdocs: Market and Investment Opportunity

Eli Gelman, President & Chief Executive Officer



## Agenda

#### **Observations from My First 100 Days**

The Opportunity in Our Market

**The Opportunity for Amdocs** 

#### The Opportunity for our Shareholders

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## First 100 Days Findings – Highlights

#### Significant market opportunity in customer experience

- > Service Providers are investing to remain relevant and competitive
- > We are best positioned to benefit from the opportunity

#### Good execution in several core businesses

- > Emerging Markets
- > Managed Services

Amdocs has the right talent, assets, and DNA in place



## First 100 Days Findings – Challenges

Communications industry growth has decelerated

- > Mature markets reaching subscriber saturation
- > Global focus on cost savings

#### Still experiencing residual impact from the recession

- > On our people
- > On our customers' behavior (and their customers)

#### Digital Services and OSS not firing on all cylinders



## First 100 Days Findings – Opportunities

#### Continued growth engines

- > Managed Services
- > Emerging Markets
- > Converged BSS

#### Diamonds in the rough

- > OSS
- > Digital Services
- > European reacceleration
- > Cable transformation

#### Global Service Provider consolidation

## Agenda

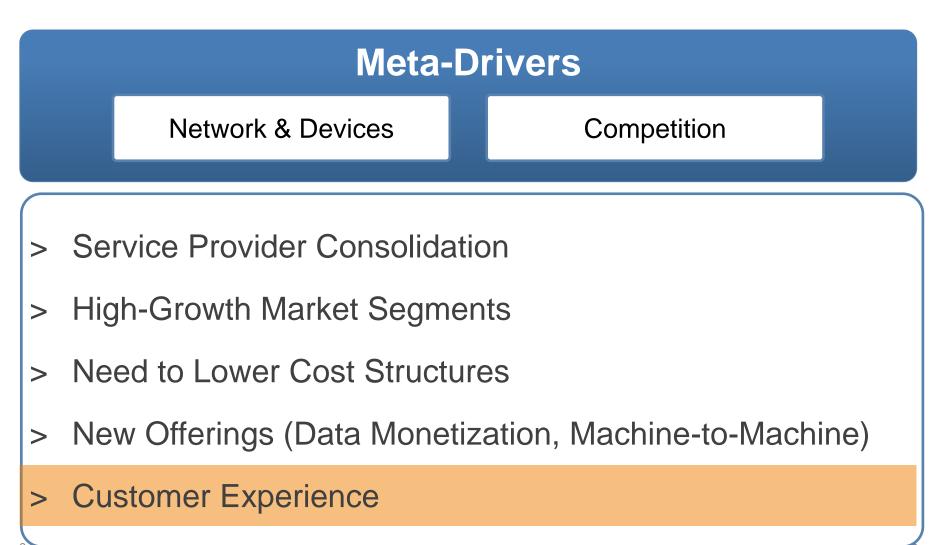
#### **Observations from My First 100 Days**

The Opportunity in Our Market

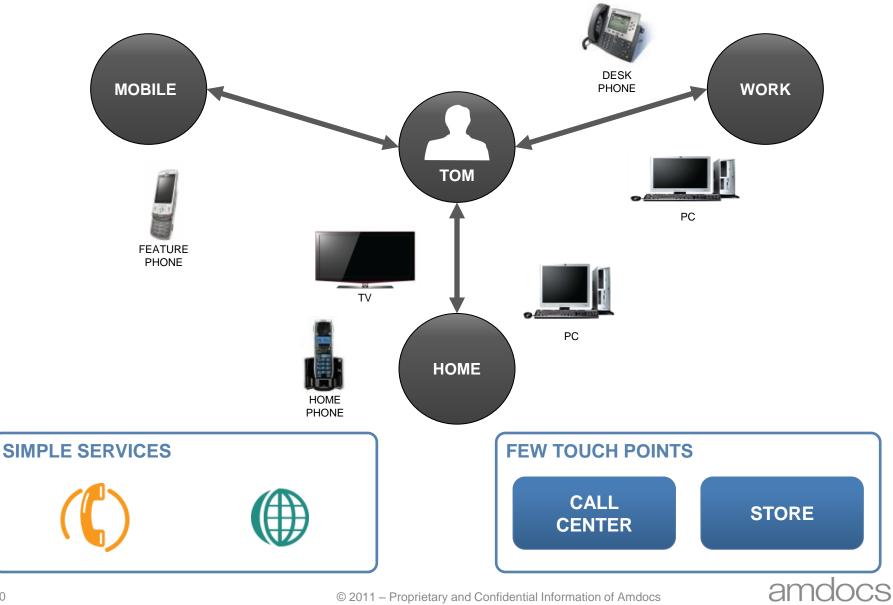
**The Opportunity for Amdocs** 

#### The Opportunity for our Shareholders

## **Drivers of Service Providers Evolution**

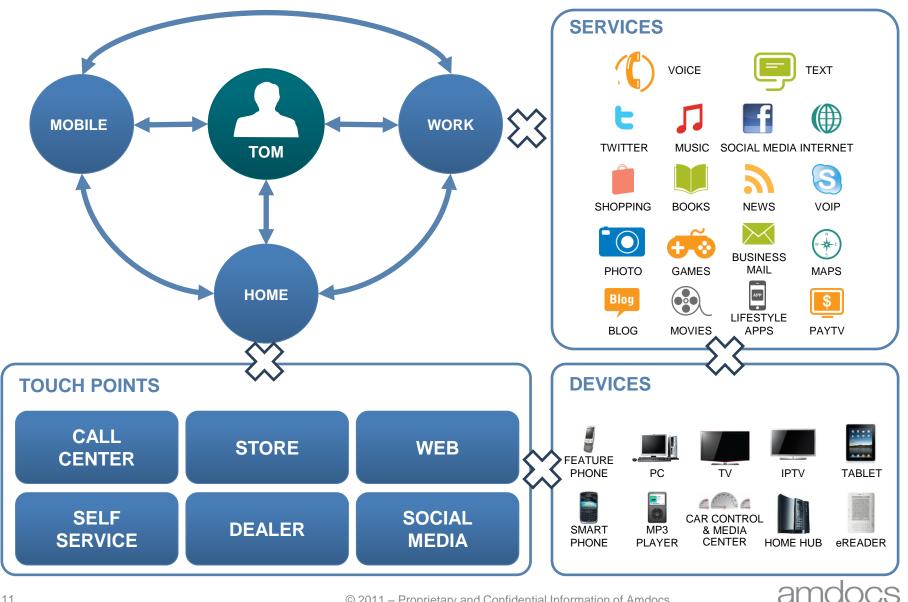


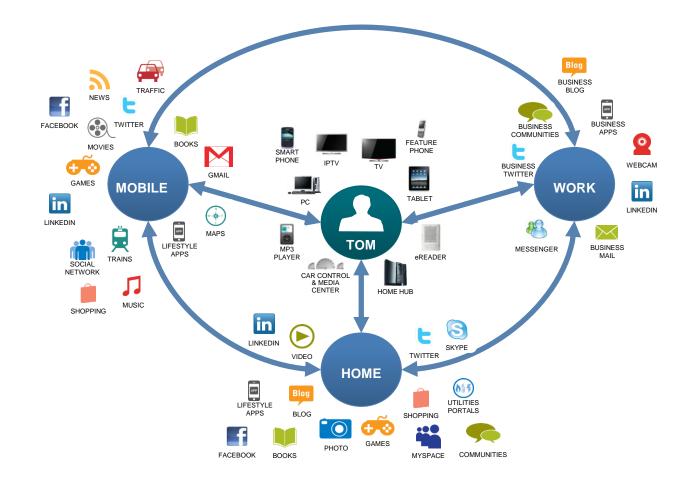
## Not Long Ago... A Simpler World



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### **Multiplying Factor for Interaction Points**

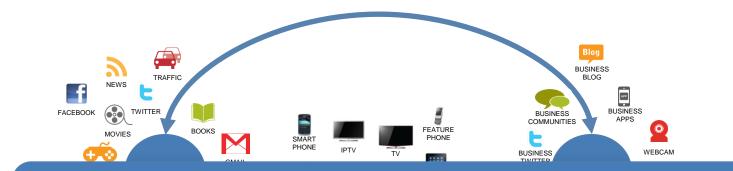






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## **Today... The Experience** is **Exponential**





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## The Customer Experience

#### What customers want

- > Personalized customer experience
- > Reliable services available anywhere and on any device
- > Hassle free ordering
- > Simple, flexible billing

#### Examples of the customer experience gap

- > Identifying subscriber by telephone number vs. customer name
- > Measuring average handle time vs. customer satisfaction
- > Serving customer by line of business vs. full view of customer

## What Services Providers Need to Close the Gap

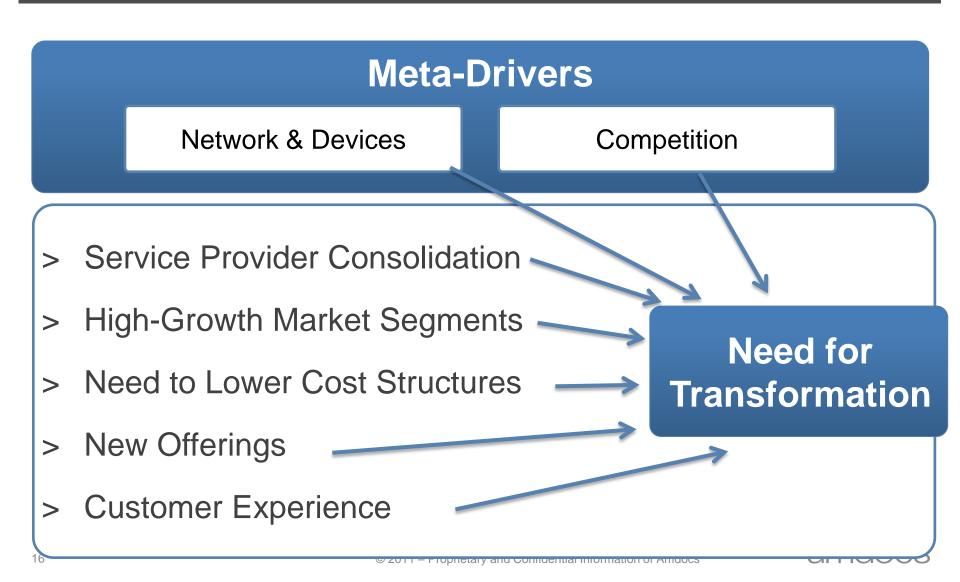
#### Ideal customer experience

- > 360 degree customer view including services, devices, bundles
- > Consistent experience optimized by channel
- > Simplified, personalized user experience
- > Complete flexibility of offerings

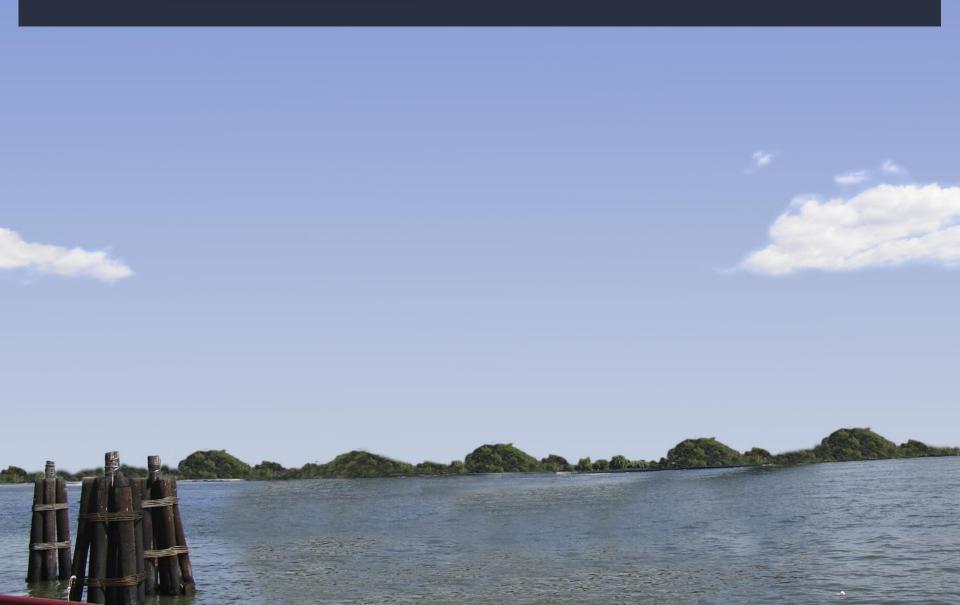
# Unified Application Stack and New Business Processes

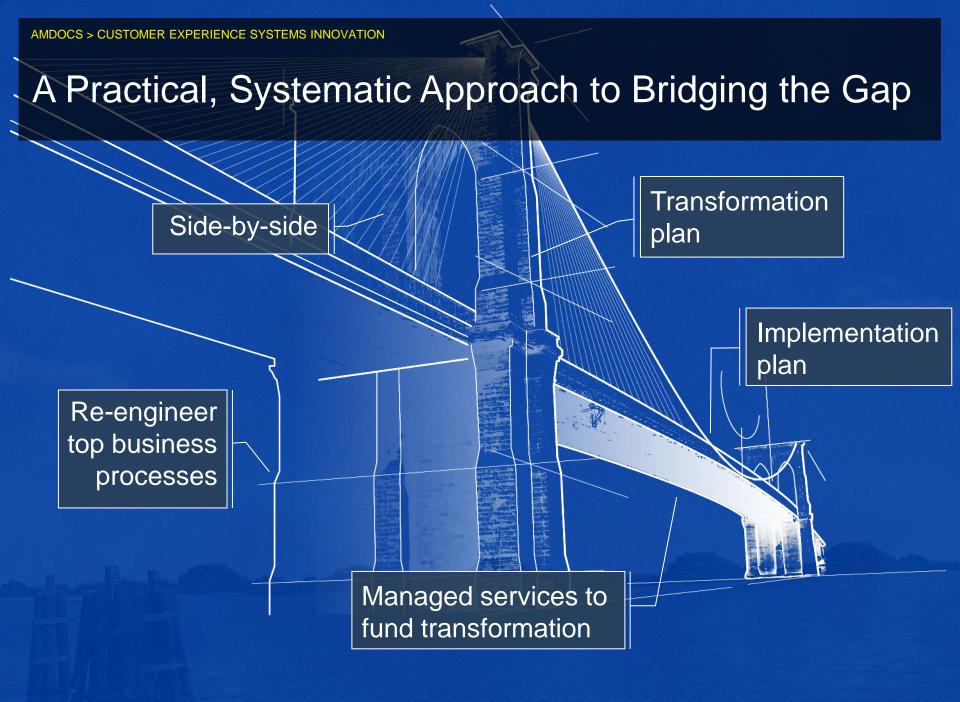


## **Drivers of Service Providers Evolution**



## Transformation: A Gap That Cannot Be Walked





## Service Providers Need a Partner in Bridging the Gap

## Agenda

#### **Observations from My First 100 Days**

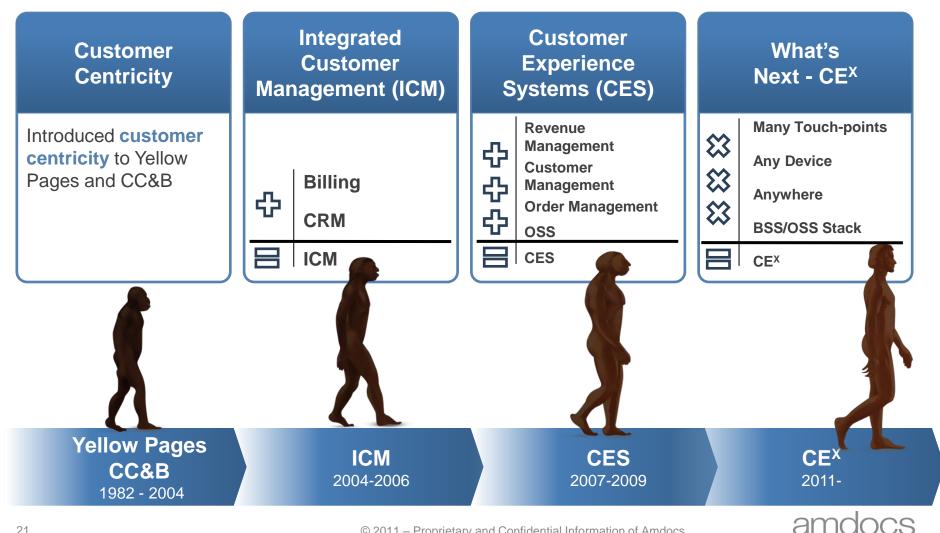
The Opportunity in Our Market

**The Opportunity for Amdocs** 

#### The Opportunity for our Shareholders

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## Why Amdocs Will Benefit? Customer Experience is the Focus of Everything We Do



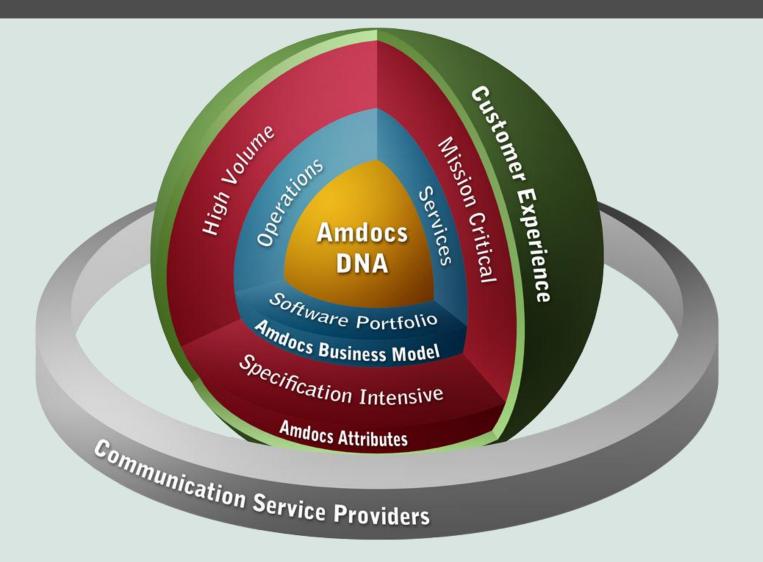
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## **Amdocs Market Differentiation**

### **Customer Experience**

## **Communication Service Providers**

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#### **Observations from My First 100 Days**

The Opportunity in Our Market

**The Opportunity for Amdocs** 

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## The Amdocs Investment Opportunity

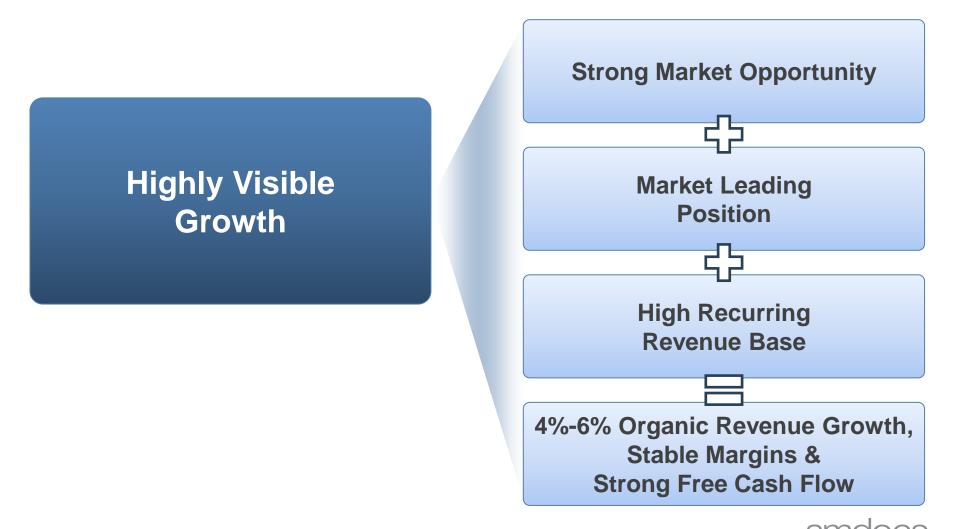
#### Highly Visible Growth

#### **Greater** Capital Discipline

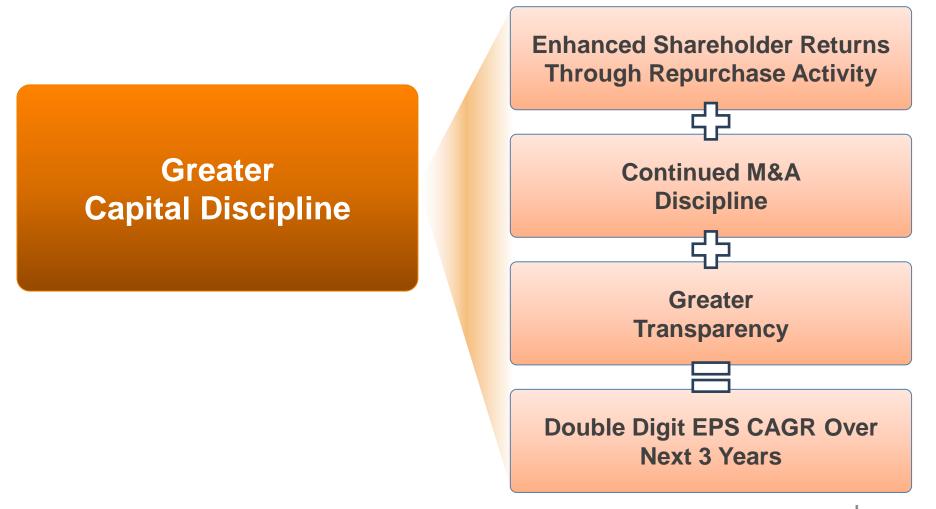
#### **Potential Accelerators**



## The Amdocs Investment Opportunity Highly Visible Growth

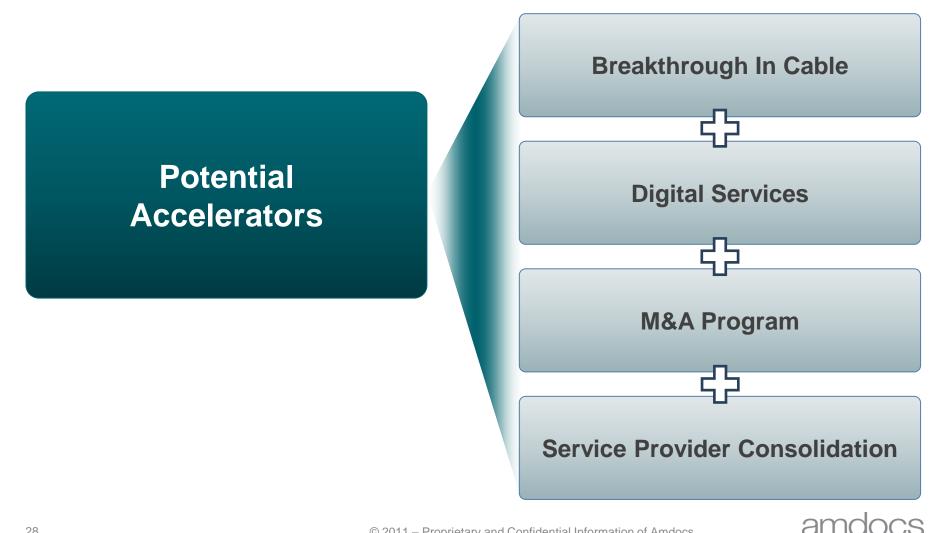


## The Amdocs Investment Opportunity Greater Capital Discipline





## The Amdocs Investment Opportunity Potential Accelerators



## The Amdocs Investment Opportunity



#### 4%-6% Organic Revenue Growth Over Next 3 Years

#### **Greater** Capital Discipline

Double Digit EPS CAGR Over Next 3 Years

#### **Potential Accelerators**

"Call Options" On Longer-term Growth



## Thank You





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# Opportunities and Challenges for our Business

Ayal Shiran, Head of Customer Business Group



## Agenda

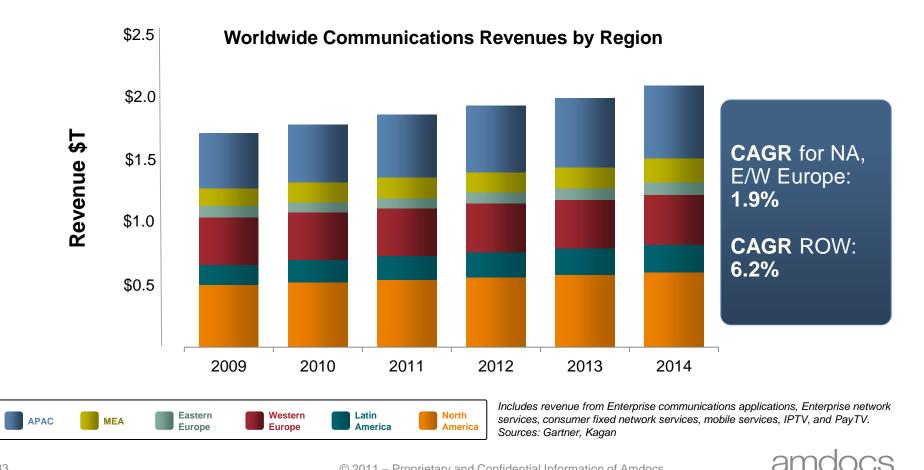
Our customers are facing a dynamic set of opportunities and challenges

They are investing in targeted areas to address them

We are best positioned to help them in the journey and grow as a result

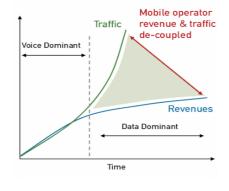
## Current View of the Service Provider Market

#### CAGR 2009-2014: 3.8%



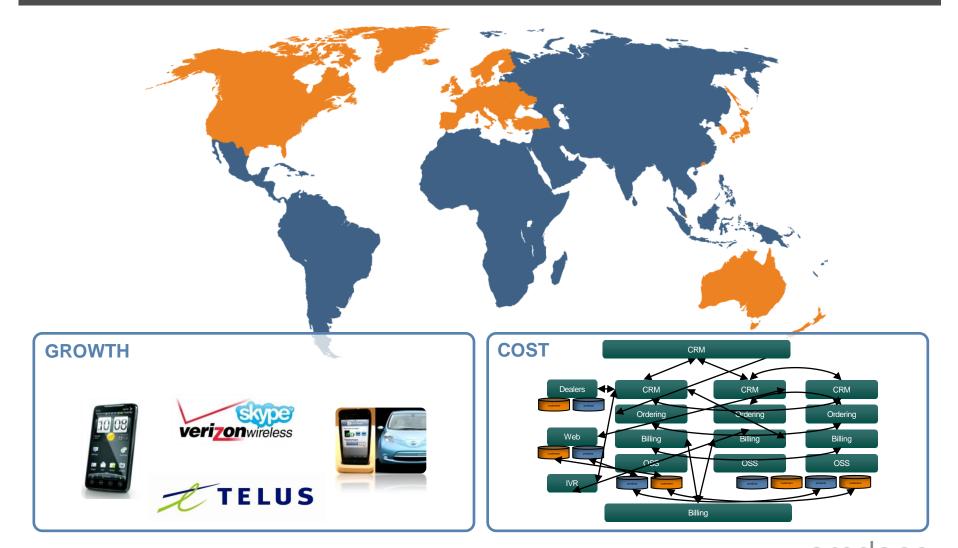
## The Service Provider Challenge





# **REDUCE COSTS** to effectively manage the business

## The Mature Market View

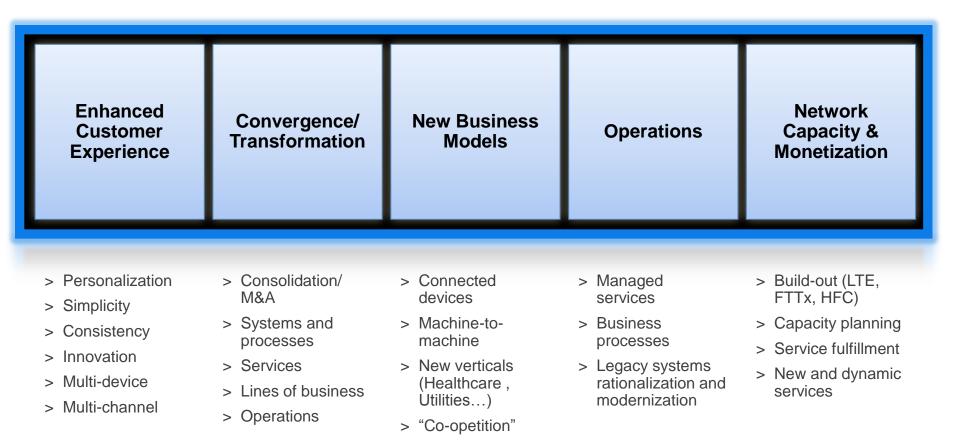


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## The Emerging Market View

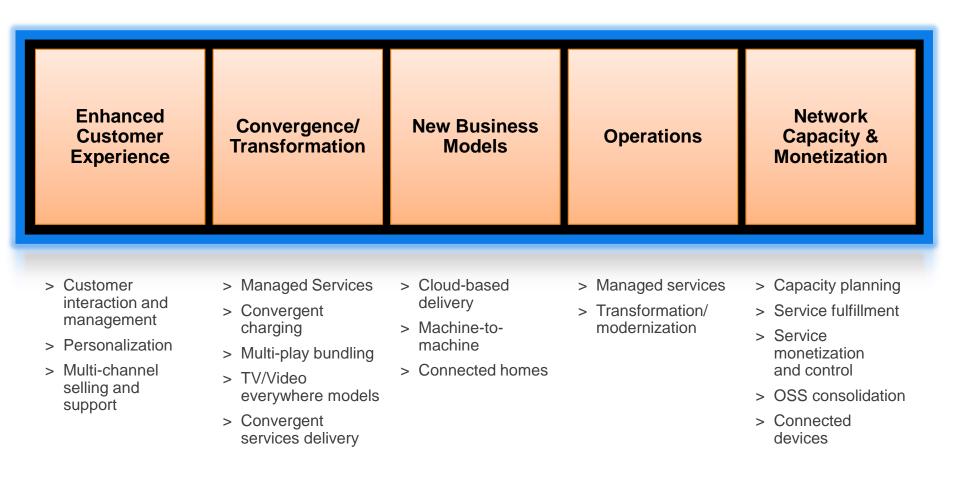


# Our Customers are Investing to Meet these Challenges



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#### Amdocs is Well Positioned Strategic Investments and Capabilities



#### Our Focus is Paying Off



#### Serving more than 250 service providers worldwide



## Summary

We have strategically invested to meet the needs of our customers

We are well positioned for multidimensional growth

#### We are seeing the results of our focus

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# Managed Services – A Growth Engine

Yona Ovadia, Head of Global Strategic Sourcing & Delivery Groups



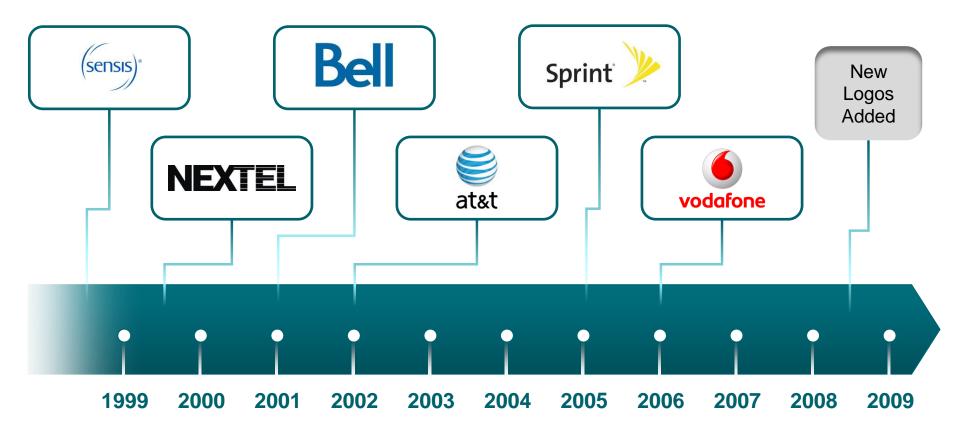
## Agenda

We are a major player in Managed Services for service providers

We have built unique and sustainable differentiators

# We see continued growth in both traditional and new areas

#### Strong Heritage with Top-Tier Service Providers



#### Expertise We've Gained in Our Journey

**INTIMATE** knowledge of the Service Provider business

**EXPERIENCE** in large scale mission critical projects

**END-TO-END** infrastructure, services, operations, and SLAs

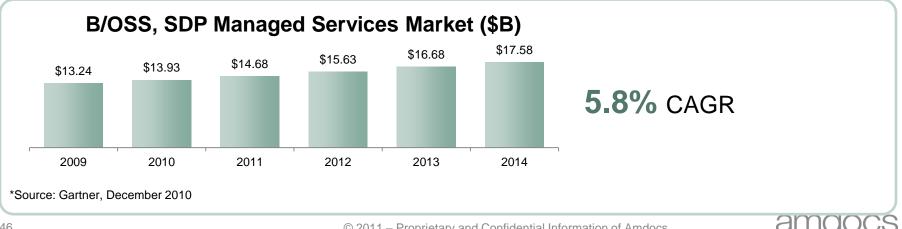
**CORE SOFTWARE** capabilities to enhance the customer experience

**DNA** We deliver. Always.



#### 2008/9: Changes in Our Market





#### 2008/9: Our Changes to Address this New Market

Expanded Market Reach	Multiple implementation models Emerging Markets Tier 2 and beyond
+	
Flexible Business Models	Built to suit diverse geographies Built to meet the needs of any type of service provider
+	
Improved Efficiency	Truly global, price-competitive capability 24×7 global model ("follow the sun") Enhanced infrastructure and technology efficiencies Lean methodology implementation

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#### **Proven Leader in Managed Services**



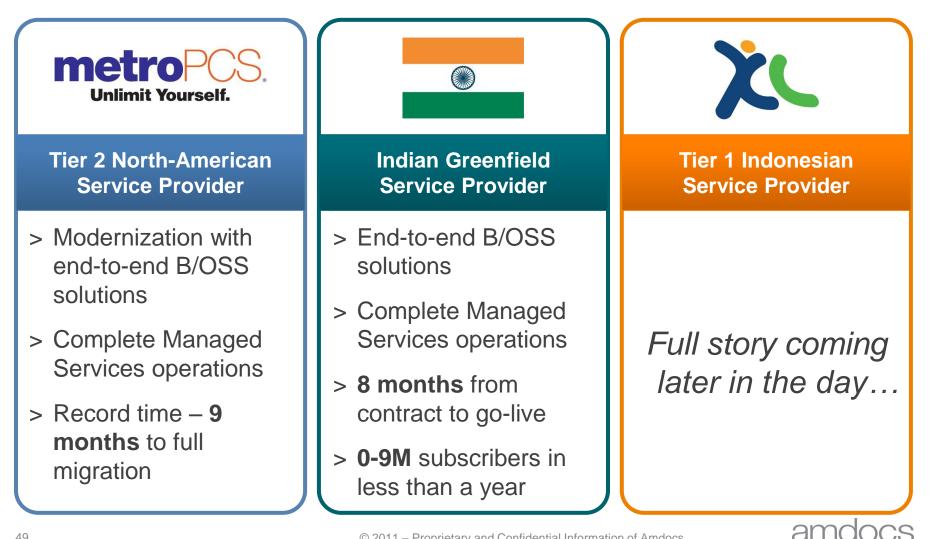


Consistently named to the Leaders Category for "Outsourcing Excellence" in the IAOP Outsourcing top 100 Rankings

# Massive Operations Established 200M subscribers supported 115B events processed per month \$1.0B in digital commerce transactions per month 1,000+ legacy and 3rd party apps supported

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#### Success in Action Three Examples of the Results of Our Strategic Focus



#### Accelerated Managed Services Growth

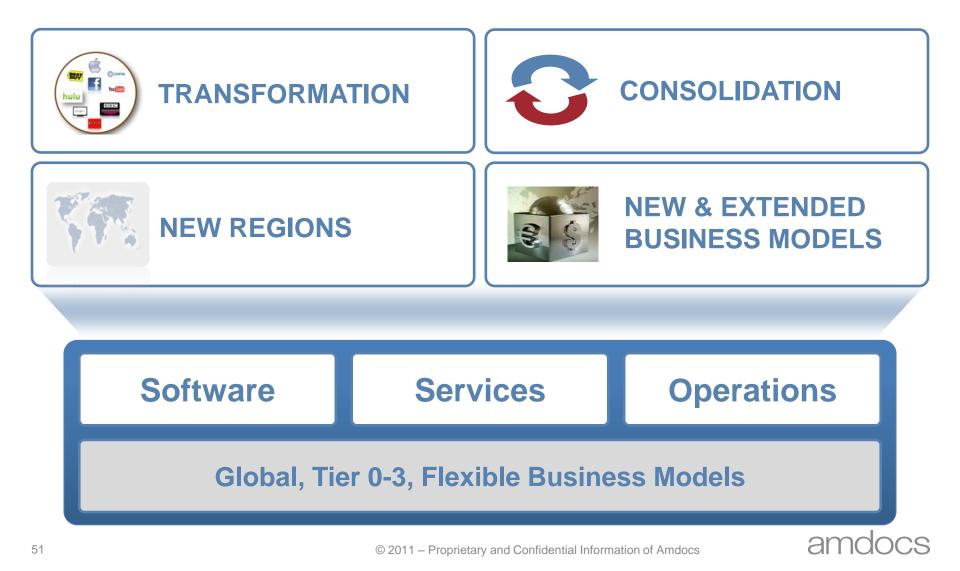


#### **Revenue from Managed Services Arrangements**



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#### The Path Forward Opportunities for Continued Growth



#### Summary

The Demand is Here and Growing

We Have the Experience + Capabilities + Innovation

We Have the Right Model – Software, Services, Operations



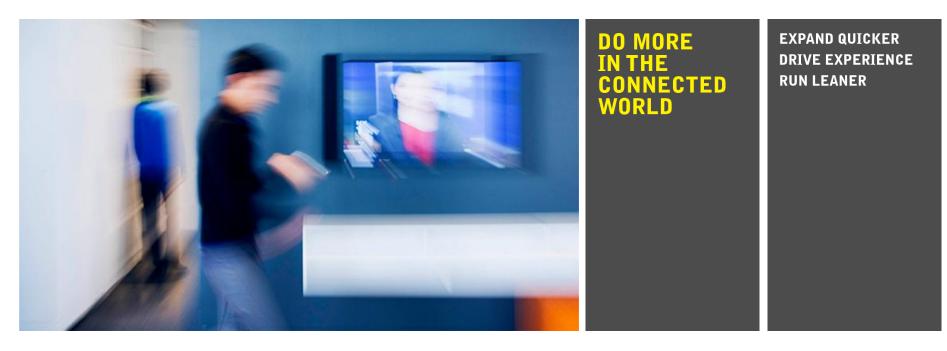
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# **Broadband Cable & Satellite (BC&S)**

Brian Shepherd, Group President - Broadband Cable & Satellite, Diversification and Global Marketing



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#### **BC&S** Discussion Topics

Why is BC&S attractive?

How has Amdocs performed?

What is our path forward?

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#### Multi-Play Convergence Is Here

#### Video



#### Multi-Play Convergence Is Here

Customers Want: Any Content • Any Time • Any Device

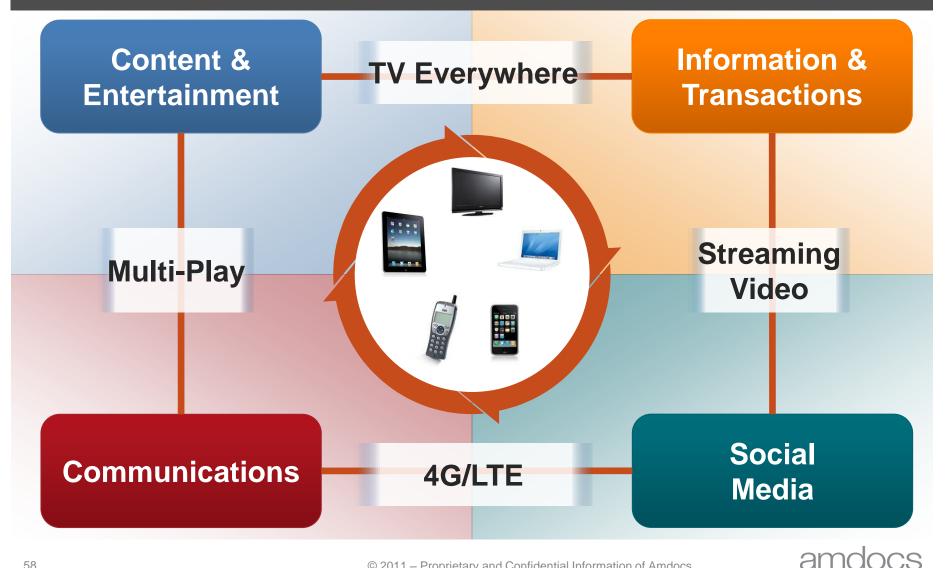
Comcast is 4<sup>th</sup> largest U.S. wireline voice provider

Time Warner & Comcast have more broadband subs than AT&T, Verizon and Sprint combined

AT&T and Verizon each in top 7 U.S. video providers



#### **Converged World Is Here**



#### Amdocs CES Platform Supports Multi-Play

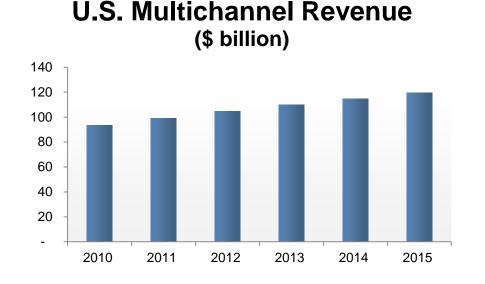




## **BC&S Market is Large and Growing**

- > Industry CAGR 2010-14: <u>5.3%</u>
- > New business models & more lines of business
- > Customer experience is critical to success
- > <u>15+</u> year old legacy BSS & OSS systems at limits

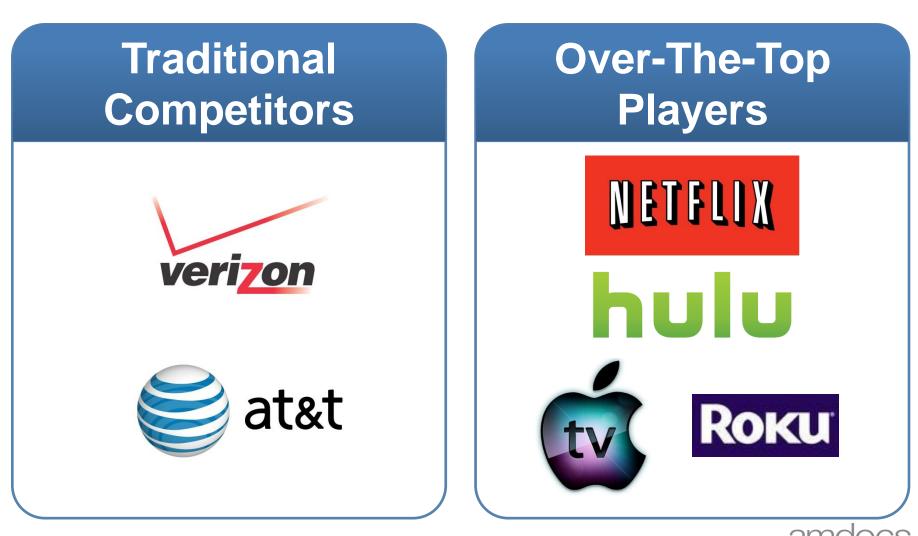
Source: SNL Kagan



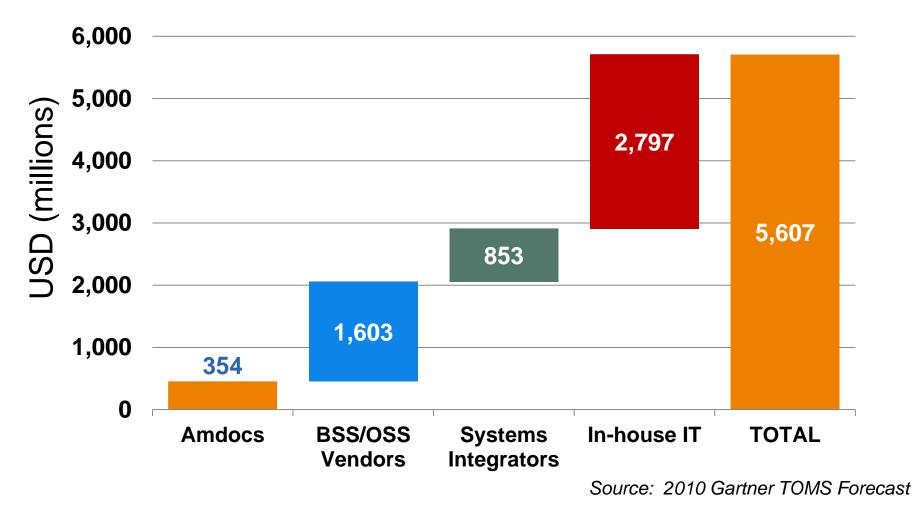
	2006	2010
Triple Play %	<5%	34%
ARPU	\$87	\$125

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#### Competitive Intensity Increasing Quickly



#### 2010 Global BC&S BSS/OSS IT Spend





#### BC&S 101 – Where We Are Today

#### Amdocs has had good progress in BC&S

- > <u>9%</u> revenue CAGR since 2006
- > Many deployments of CES modules
- > 2 smaller managed services deals signed

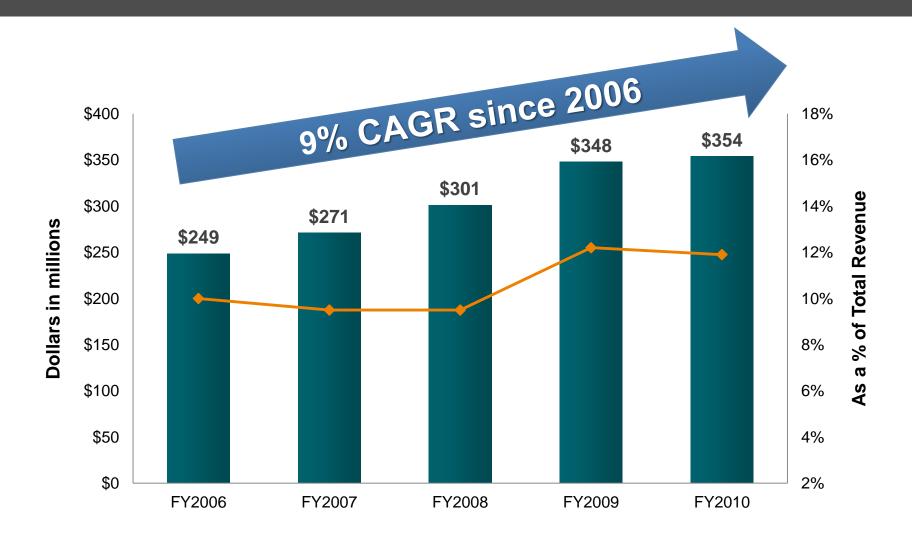
Transformation speed slower than hoped, but "tipping point" factors still present

- > MSOs proceeding cautiously
- > Need 1 2 successful deployments to "show the way"

Several drivers will contribute to continued growth



#### Amdocs BC&S Revenue History



#### Good Amdocs BC&S Momentum

APAC PayTV SP	Deployed CES BSS platform		
	Won two next gen transformations		
<b>©</b> ROGERS <sup>™</sup>	Successfully deployed CES modules		
<sup>upc</sup> (comcast,	> CRM		
	> OSS		
	> Ordering		
media dish	> Self Service		
	> Enterprise Product Catalog		
	Won two small Managed Services deals		

#### Amdocs BC&S Differentiators

#### **Integrated CES Platform**

	AMDOCS CES I	PORTFOLIO
S	CUSTOMER MANAGEMENT	SERVICE DELIVERY
S PRODUCTS TONS	SERVICE & RESOURCE Management (OSS)	REVENUE MANAGEMENT
AMDOCS PRO & SOLUTIONS	PORTFOLIO MANAGEMENT	

#### End-2-End Delivery Accountability to Reduce Risks

#### **Strong Customer Base**



#### Managed Services to Improve Cost & SLAs



#### Summary

MSOs face high competition to monetize new business models & improve customer experience

Several drivers will contribute to Amdocs revenue growth – not just billing transformation

Industry "tipping point" factors are still present

Amdocs is well positioned to lead our customers

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#### **Emerging Markets Overview** The Asia-Pacific Perspective

Avi Schechter, President, Asia-Pacific Business Unit



## Agenda

#### **Emerging Markets – Busting the Myths**

#### Addressing A New Emerging Market

Summary



#### Growing at an Amazing Pace...

800M	New subscribers since 2008
\$7.1B	Mobile broadband revenue in the developed APAC Region by 2015
20M+	Number of Facebook users in Indonesia (up 793% in 2009) making it #3 worldwide behind the U.S. and U.K.
~20%	Blackberry penetration
+280%	Smartphone adoption YoY



#### Amdocs in APAC

40+	Customers across 17 countries
7500+	Professionals in 17 regional offices
9	Operations and support centers
300M+	Subscribers supported (100+ Million 3G subscribers)



## Busting the Myths

МҮТН	REALITY	RESULTS		
Subscriber	SIMs	<ul> <li>+1 Billion SIM cards</li> <li>Multi-SIM mobile phones account for 38.5% of Indian phone sales *</li> </ul>		
All Prepaid and Low ARPU	Highly Segmented Customers	<ul> <li>~10% of subs contribute 55% of revenue and 66% of EBITDA **</li> <li>Smart phones are contributing to a surge in mobile data traffic</li> </ul>		
Unlimited Subscriber Growth	Rising Competition and Churn	<ul> <li>Focus on increasing customer experience and loyalty</li> <li>35% average penetration but highly saturated urban markets</li> </ul>		
Thin Margins for Service Providers	Very Lucrative and Profitable	<ul> <li>&gt; EBITDA higher than developed markets</li> <li>&gt; CSPs require new BSS/OSS functionality to support complex real-time infrastructure</li> </ul>		
73 Source: *IE Market Research, **DBA Analysts © 2011 – Proprietary and Confidential Information of Amdocs				

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# Addressing A New Emerging Market

#### New Emerging Market Penetration Strategy

- > 2007 Amdocs engaged in a new 5-year strategy
  - > Product-led Services, Delivery Models, and Sales Process
- Focus on strategic countries (such as Indonesia, Malaysia, Vietnam, and India) that can support double digit growth
- > In each country we focus on top Service Providers
  - > High number of subscribers
  - > Profitable companies
  - > Innovative market approach
- Increase revenues from existing customers and expand to Managed Services deals



#### 2008-10: Changes to Address New Markets

The Right Offering	Product-led service approach adapted to the needs of the market Roadmap aligns to Customer's roadmap and challenges Localization
The Right DNA	Investment in leadership, sales and marketing Leverage Amdocs DNA/experience to support customers needs Excel at high-volume, complex systems
The Right Results	Business model is the preferred model for leading carriers Provide capacity to manage multi-vendor complex projects Revenue Growth in double digits

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#### 2011 and Beyond Where APAC Service Providers Will Invest

Customer-Centric Approach to Systems	Amdocs Customer Management Amdocs Personalized Digital Services and Amdocs EPC	
Changes in Business Models	Amdocs Managed Services	
Optimize Order-to- Cash	Amdocs Convergent Charging BSS Pack Amdocs OSS Solutions	
Upgrade of Networks & Access	Amdocs Smart Network Solution Amdocs Convergence Solutions	

## Summary

STRENGTH

Enhance our footprint in Emerging Markets

#### **UNIQUE & SUSTAINABLE**

Strong base to build upon

#### **COMPETITIVE DIFFERENTIATION**

Right products, services and DNA for Emerging Markets needs



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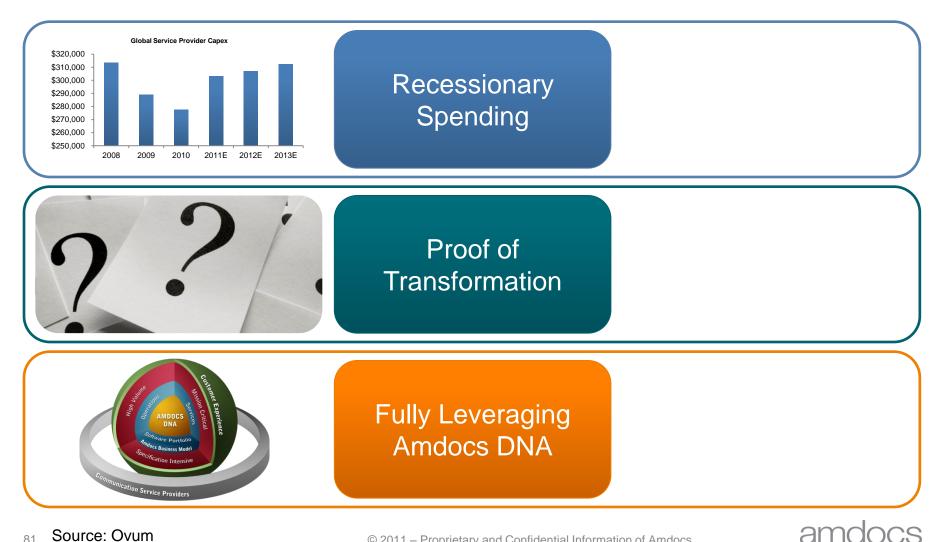
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# The Amdocs Opportunity in OSS

Nick East, Head of Products and Offerings, OSS Division

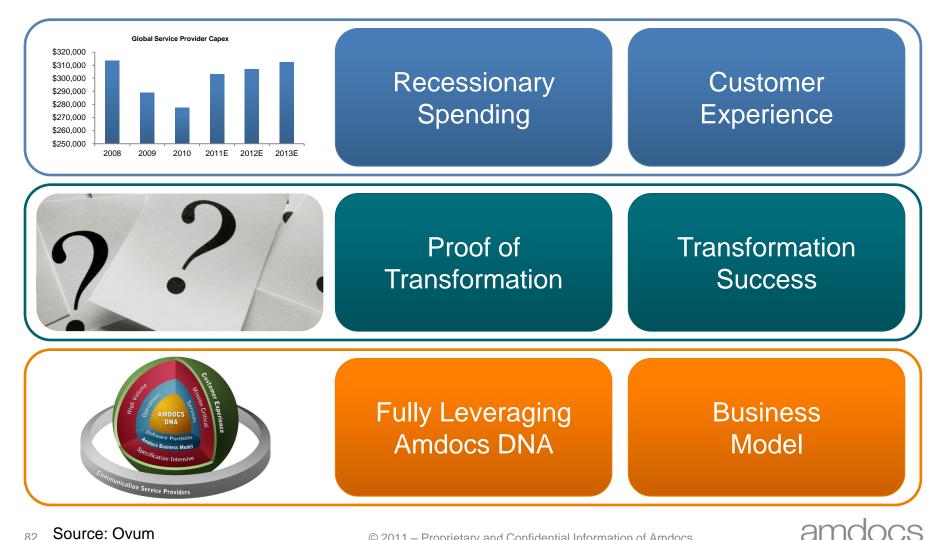


#### Past Challenges to Breakthrough Success



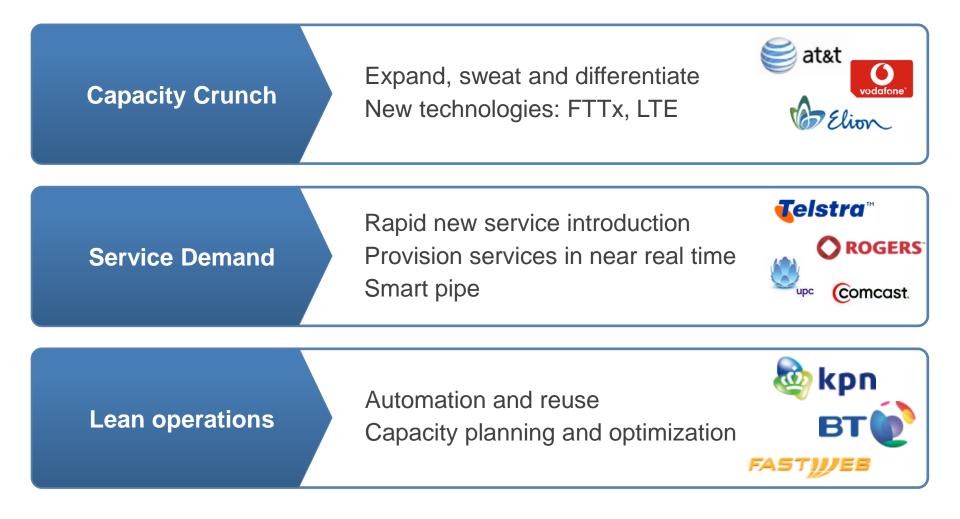
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#### Market Dynamics Turning Favorable



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#### OSS is a Key Enabler for Customer Experience



#### **Telstra IT Transformation Business Benefits**

Decommissioned 500 systems & capped a further 200

Expecting benefits of \$790m in FY2011, \$1.23bn in FY2012

Field productivity by 20%



Customer experience through end-to-end visibility

Order to activation from 120 minutes to 4 minutes Activation cost by 22%



## Applying the Amdocs Business Model

#### From ISV to Full Product-led Services Offering

# Products & Offering

- > Marketing & strategy
- > Product & Service Offerings
- > Research & development
- > Business solutions
- > Managed Services
- > Partnerships

#### Project Delivery

- > Delivery services (customization, configuration, integration, migration, and testing)
- > Professional services (change requests)
- > Post-implementation support

#### Business Enablement

- > Consulting
- > Center of excellence
- Senior technology evangelists
- > Customer engagement
- > Solution architecture

## Summary

OSS is a key enabler for Customer Experience in the next gen network

Amdocs has established strong credibility with proven success

Positioned to fully benefit from Amdocs DNA

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# **Financial Update**

Tamar Rapaport-Dagim, Chief Financial Officer



## Agenda

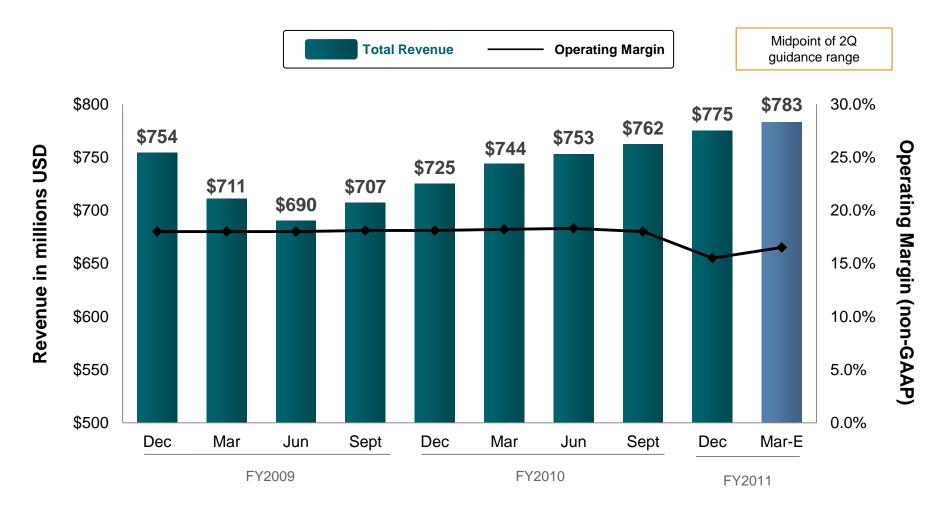
**Current Financial Summary and 2011 Outlook** 

Three-Year Outlook and Capital Structure Discussion

Summary of the Amdocs Investment Opportunity



#### **Current State of the Business**



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## FY2011 Considerations

- > Key contributors to revenue growth outlook of 4%-6% in FY2011
  - > Emerging Markets continue to trend to double-digit growth
  - > Managed Services
- > Profitability poised to improve during the year
  - > In Q1, moved past two margin hurdles
    - > Won emerging markets customer with upfront charge in Q1
    - > Clearwire contract re-scoped and uncertainty removed
  - > Progress in knowledge build-up as a result of training initiatives
  - > Key customer implementations continuing to move forward



#### 3-Year Outlook: 2011-2013

Organic Revenue Growth	4-6%
Non-GAAP Operating Margin	16-18%
Non-GAAP EPS Growth	Double Digit 3-Year EPS CAGR



# Assumptions in 4%-6% Organic Revenue Growth

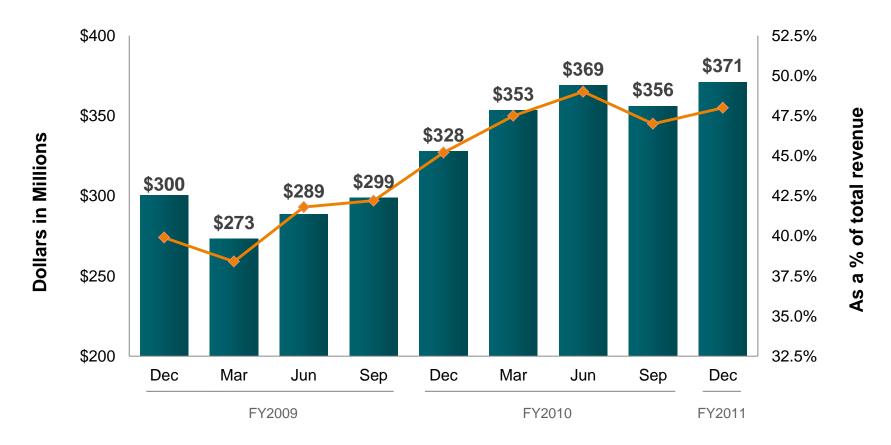
- > Organic growth drivers in FY2011-2013
  - > Grow Emerging Markets in double digits
  - > New Managed Services engagements
  - > Positive trends in Europe
  - > Grow OSS and Digital Services combined at a double digit CAGR
- > Growth inhibitors
  - > Slow overall growth in Service Provider spending in mature markets
  - > Renewals of large Managed Services contracts
  - > Directories expected to decline by single digit CAGR



#### New Disclosure

- > To improve transparency in several of our growth drivers, disclosure will incorporate new metrics as follows:
  - > Quarterly revenue from Managed Services arrangements
  - > Quarterly revenue from Emerging Markets customers
  - > Annual revenue from Broadband Cable and Satellite customers
- > Provide an annual update on progress in OSS and Digital Services

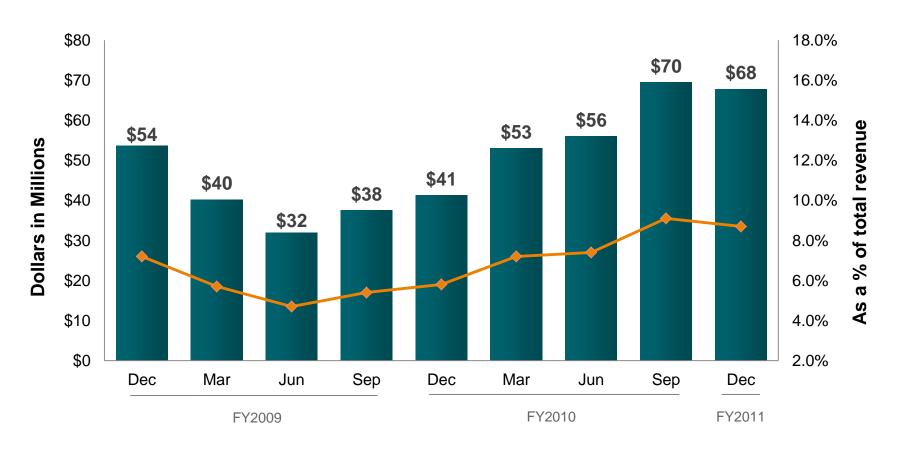
#### **Quarterly Managed Services Revenue**



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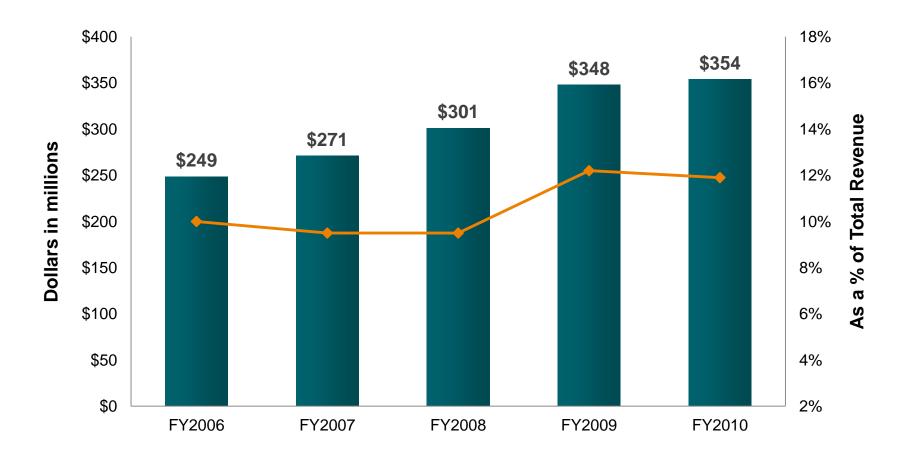
### Quarterly Emerging Markets Revenue



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#### Annual Broadband Cable & Satellite Revenue





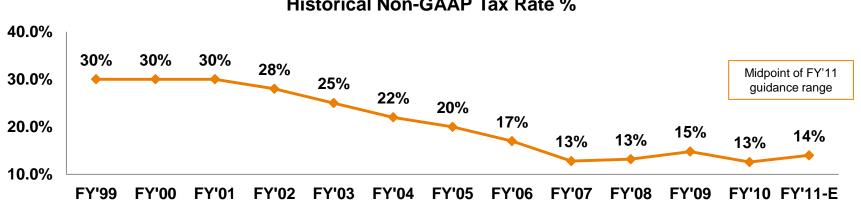
## Long-Term Margin Considerations

- Balancing profitability and revenue growth to maximize long-term EBIT growth
  - > DNA of Amdocs drives us to invest in growth and not just harvest profits
  - > Potential for short term fluctuations in margin
  - Long-term trend driving toward modest margin expansion, but not linear given business model
- > Goal to further leverage the synergy between products, services and operations
  - > Took initial steps over last cycle with centralization of R&D and Delivery
  - > Next level is enhancing collaboration and synergies across the company
- > Improving scale in key areas of current investment
  - > Emerging Markets, Digital Services and OSS are still in earlier stages of penetration



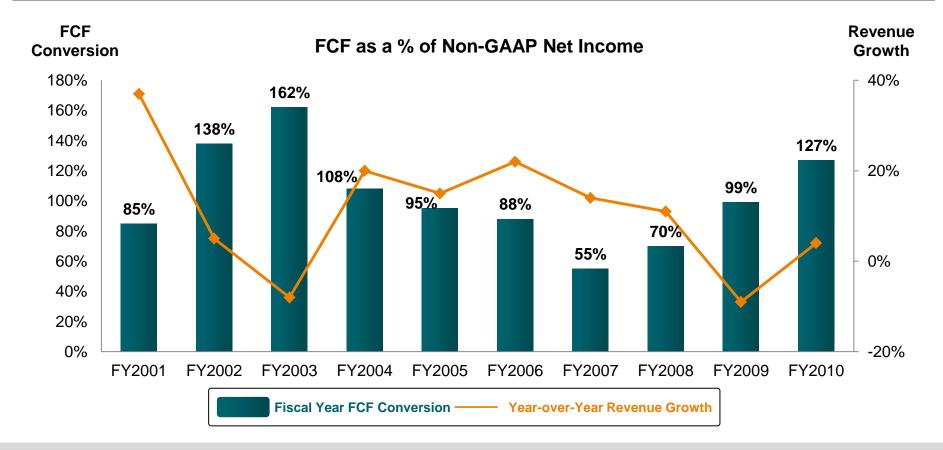
## Tax Planning and Expectations

- FY2011 expected 13%-15% range for non-GAAP taxes is consistent > with performance in the past 5 years
- Current tax structure is a result of more than a decade of deliberate > planning and committed execution
- Long-term tax planning goal of holding this range, but taxation changes > are largely outside of our control and, at times, unanticipated



Historical Non-GAAP Tax Rate %

#### Free Cash Flow Conversion Trends



Cash conversion is inversely related to revenue growth and can be significantly impacted by certain large Managed Services relationships, as seen in 2007-2008.

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## **Capital Structure Discussion**

- > New strategy in place for long-term capital structure
  - New approach of current management to focus on long-term capital planning and shareholder returns
  - > Better reflects the financial strength and visibility of Amdocs' business
- > Guiding principles for managing the capital structure:
  - Decision process focused on all alternative uses of capital to support business priorities and optimize long-term shareholder returns
  - > Retain sufficient flexibility to fund Managed Services and M&A
    - > Reserve the majority of our debt capacity to fund strategic growth
  - > Preserve investment grade debt rating to ensure customer confidence
  - > Maintain at least \$500 million in gross cash to respond to business fluctuations and smoothly fund operations
  - > After adhering to the above principles, consistently use excess cash to enhance total returns on equity



#### ANDOCS - CUSTOMER EXPERIENCE SYSTEMS INNOVATION Mechanisms for Enhancing Shareholder Returns

- Today, we announced the authorization of an additional
   \$1 billion share-repurchase program over the next 2 years
  - > At current share price levels, we believe a repurchase program is the best alternative for us to enhance returns with our excess cash
  - > When fully executed, in combination with the \$700 million authorization from April 2010, this would represent the repurchase of roughly 30% of the company over 3 years at current levels
- > Longer-term, we believe our highly visible, recurring business model will likely enable the on-going enhancement of shareholder returns

#### The Amdocs Investment Opportunity



#### 4%-6% Organic Revenue Growth Over Next 3 Years

#### Greater Capital Discipline

Double Digit EPS CAGR Over Next 3 Years

#### **Potential Accelerators**

"Call Options" On Longer-term Growth



AMDOCS > CUSTOMER EXPERIENCE SYSTEMS INNOVATION

# Thank you

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## Summary

Our market is big and growing

CE<sup>x</sup> represents a natural expansion of the customer experience space

Service Providers must continue to transform

Amdocs is best positioned to enjoy this opportunity

Investment thesis is clear and the opportunity is compelling





DO MORE IN THE Connected World

EXPAND QUICKER DRIVE EXPERIENCE RUN LEANER

# **Q&A Session**

Eli Gelman & Tamar Rapaport-Dagim





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# Appendix



#### Non-GAAP Financial Measures

This presentation includes forecasts regarding non-GAAP diluted earnings per share and non-GAAP operating margins. These non-GAAP forecasts exclude the following items:

- > amortization of purchased intangible assets and other acquisition related costs;
- > equity-based compensation expense; and
- > tax effects related to the above

These non-GAAP financial measures are not in accordance with, or an alternative for, generally accepted accounting principles and may be different from non-GAAP financial measures used by other companies. In addition, these non-GAAP financial measures are not based on any comprehensive set of accounting rules or principles. Amdocs believes that non-GAAP financial measures have limitations in that they do not reflect all of the amounts associated with Amdocs' results of operations as determined in accordance with GAAP and that these measures should only be used to evaluate Amdocs' results of operations in conjunction with the corresponding GAAP measures.

Amdocs believes that the presentation of non-GAAP diluted earnings per share and non-GAAP operating margins, when shown in conjunction with the corresponding GAAP measures, provides useful information to investors and management regarding financial and business trends relating to its financial condition and results of operations.

For its internal budgeting process and in monitoring the results of the business, Amdocs' management uses financial statements that do not include amortization of purchased intangible assets and other acquisition related costs, equity-based compensation expense and related tax effects. Amdocs' management also uses the foregoing non-GAAP financial measures, in addition to the corresponding GAAP measures, in reviewing the financial results of Amdocs. In addition, Amdocs believes that significant groups of investors exclude these non-cash expenses in reviewing its results and those of its competitors, because the amounts of the expenses between companies can vary greatly depending on the assumptions used by an individual company in determining the amounts of the expenses.

Amdocs further believes that, where the adjustments used in calculating non-GAAP diluted earnings per share are based on specific, identified amounts that impact different line items in the Consolidated Statements of Income (including cost of service, research and development, selling, general and administrative, operating income, income taxes and net income), it is useful to investors to understand how these specific line items in the Consolidated Statements of Income are affected by these adjustments.



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