

REFINITIV STREETEVENTS

EDITED TRANSCRIPT

DOX.OQ - Amdocs Ltd ESG at Amdocs - Making a Rapidly Changing World Sustainably Amazing

EVENT DATE/TIME: JUNE 22, 2022 / 3:30PM GMT

CORPORATE PARTICIPANTS

Anthony Goonetilleke *Amdocs Limited - Group President of Technology & Head of Strategy*

Idit Duvdevany Aronsohn *Amdocs Limited - Head of Corporate Responsibility, Inclusion & Wellbeing*

Joshua Sheffer *Amdocs Limited - President, CEO & Director*

Matthew E. Smith *Amdocs Limited - Secretary & Head of IR*

Tamar Rapaport-Dagim *Amdocs Limited - CFO & COO*

PRESENTATION

Matthew E. Smith - *Amdocs Limited - Secretary & Head of IR*

Hello, and welcome to Amdocs' first-ever ESG webinar. I'm Matt Smith, Head of Investor Relations for Amdocs.

Before we get going, I need to call your attention to our disclaimer statement on Slide 2 of the presentation. It notes that some of our comments today may be forward-looking statements and include certain estimates and assumptions, which are subject to risks and uncertainties as described in Amdocs' SEC filings.

Now to introduce our speakers for today. We'll begin with a short welcome and introduction from Shuky Sheffer, Amdocs' Chief Executive Officer. Shuky will be followed by formal presentations from Tamar Rapaport-Dagim, our joint COO and CFO; and Idit Duvdevany Aronsohn, Amdocs' Head of Corporate Responsibility, Inclusion & Wellbeing. In addition, Anthony Goonetilleke, Group President, Technology & Head of Strategy, will be here for the Q&A session with Tamar and Idit.

As to the agenda, we'll focus today on how we assess our ESG materiality together with our stakeholders and the way in which ESG is embedded in Amdocs' strategy and operations. After a quick summary, we'll then have a Q&A session. Questions can be submitted anonymously using the chat function in your browser.

So let's get going with a short message from Shuky. Thank you.

Joshua Sheffer - *Amdocs Limited - President, CEO & Director*

Hi, everyone. Happy to be here to open the very first Amdocs ESG webinar.

Social and environmental responsibility is very important for us as a company. It is the right thing to do. We believe in supporting our communities and making the world a better place. It's also important to our employees, our customers and our investors. We are also strongly committed to diversity in all fronts. ESG is part of our daily lives. I'm very proud that most of these activities are driven by our employees. Thank you for joining us today for this webinar, and I'm handing over now to Tamar.

Tamar Rapaport-Dagim - *Amdocs Limited - CFO & COO*

Thank you, Shuky, and hello, everyone.

Before we go ahead and tell you our ESG story, I think it's worthwhile to spend a few minutes about who is Amdocs, especially for the ones who are less familiar with us. We're a company that is driving through the best-in-class technology and services the solutions that are required for service providers, the communication and media service providers around the world to provide the best customer experience for their end customers, whether those are consumers, small and medium business or enterprises.

We are providing them with the capabilities to actually cater to their end customers across all of their offerings and driving through innovation and advanced technology the requirements that they have in order to address the current needs, whether it's 5G, whether it's moving to the cloud, whether it's providing the digital experiences that are required around the world and enabling them to do that in a more efficient and effective and agile way through running network automation and the shift to the cloud.

We're a public company for over 20 years, traded in NASDAQ, generating revenue of over \$4 billion. We grew last year, fiscal '21, around 7% and targeting for our current fiscal year '22 at the high end of the guidance range of 8% to 10%.

We have presence all over the world. Actually, nearly 90 countries in which we're operating and serving our roughly 350 customers. And as you can understand from the access that I'm talking about, in addition to the fact we have 30,000 employees, this means we have an influence on many end users, on thousand of employees and dozens of communities around the world, which is very relevant to our impact to ESG.

I want to talk about how we are moving ahead and thinking about this with our purpose in mind of enriching lives and progressing society with the creativity and technology we bring to the world. Obviously, we are aware and very conscious of emerging challenges around the world. And we are thinking about different topics as we are trying to address this.

With the world rapidly changing, we are also seeing emerging issues that impact people, economies and the planet. As we partner with our customers to create a better connected world, we also seek to make a difference in the world, so very much connected to our purpose. We translate this commitment into following focuses. We are doing it first and foremost because it's the right thing to do. And this represent our DNA.

As we are assessing our ESG materiality, obviously, we are very conscious on our stakeholders. So when thinking about Amdocs, it's a people-centric organization and definitely looking on the interest of our stakeholders and the interest of everything that we do. We are considering, of course, the employees, members of the communities that we are active in, our customers, partners, suppliers, our shareholders and the engagement is a core element in the ESG in terms of the inputs we are taking in and ensuring that those inputs are impacting the priorities we decide upon.

Obviously, thinking about shareholders, we are looking also on the priorities that you have in front of you based on the dialogue and a lot of discussions that we had with you, identifying different items such as sustainability of the product innovation we have, privacy and cyber, diversity, equity and inclusion, the talent attraction and engagement and the climate actions that we are doing.

We use materiality assessment process in order to identify the material topics that we believe we should focus on in our ESG strategy. These 27 indicators you see here on the map are the common leading indicators in our industry. And we regularly evaluate the list of these topics relative to their impact on the business and the impact on sustainability in deciding how we want to focus on them. Taking into consideration many inputs, many inputs that are coming from very different resources, such as the methodologies of our ESG rating agencies, such as S&P, Sustainalytics, ISS, Bloomberg, et cetera, international reporting standards like SASB and GRI, thinking about, of course, the UN Sustainable Development Goals, client engagements, partner engagements, feedback from investors and many other sources that we are considering as we are building this materiality assessment map.

So then when we look into how we embed ESG in the strategy and operations of the company, first of all, just to share with you how we're thinking about it from governance and execution point of view, naturally, starting with our Board of Directors and the committees of the Board that are highly focused on ESG through different aspects and domains, very active involvement I'm happy to say from all our Board members on these topics.

The executive management, Shuky, as the CEO, and all the executive management that is governing the ESG aspects of the company, defining the strategy and looking how we effectively implement it. Obviously, we have internally key stakeholders that are leading these domains, such as Idit, who you will meet shortly.

And Idit and our teams are working with many stakeholders inside the company that are focused on different attributes, for example, around health, safety and around environmental and around compliance and around things of diversity and inclusion. So there are different topics within the ESG that we are actually leveraging different functions in the company, working collaboratively.

And last but not least because I see it as an important component is different champions we have around the company. Whether it's green teams that are focused on bringing us the field ideas and activities that can help us in pushing forward the environmental topic. Whether it's our Inspire champions that are leading the gender diversity in the company and many other great examples where we see our employees highly involved, generating ideas, bringing their passion into the ESG topics and helping us actually push forward many of the initiatives that we have across the company.

Our impact journey is a story of consistent evolution, innovation and of passion. We didn't start dealing with ESG just in the last decade as one may think just looking on this chart. Actually, the company exist for 40 years, and the ESG journey started many years ago.

However, we wanted to focus here in this chart on the last decade and share with you some of the key milestones that we've seen in our evolution. Starting with things like the Inspire program that push gender diversity and bring year after year many new ideas and activities that help us push that journey forward, committing to science-based targets around the environmental aspect, pushing forward a lot of activities as we were, like the whole world, faced with the pandemic in 2020, with many initiatives we've done with communities, employees and obviously helping our customers as they dealt with the pandemic all over the world, moving and adding additional capabilities and rating agencies that helped us actually get better in how we are applying ESG, et cetera, et cetera.

There are many, many milestones along the way. And I think the most important thing is that we keep evolving and we keep passionately looking for additional ways to improve and get feedback from our stakeholders in terms of how we can do that.

As we look into the framework of the UN, we see that as one of the key resources for us to think about the key challenges in the world of addressing sustainability and addressing the different topics that are relevant under the umbrella of ESG. Within that, we selected certain topics that seem more relevant to the impact we can bring to the world and the focus we want to bring. Things like, for example, zero hunger, where we can bring through digital apps a lot of great ideas. Idit will share some of this later in terms of how we can help that topic and many others.

I will not go into the details here. We will share some of the examples later, but just keep in mind that we do look at this framework as something that is very helpful for us as we are thinking about our ESG program.

I'm glad to say that earlier this week we published our annual CSR and ESG report with a lot of information that may be relevant to those of you that are very interested in this topic and want to see in more details what are we doing. We are also evolving around this report and getting more and more great feedback on how to improve it, again, including for people that may be on the line right now. So thank you for that.

And just to share with you an anecdote, the cover page of that report is actually a manager of ours from Canada, Gabriel Israel, who climbed to the base camp of Everest recently and did that actually while combining 2 interesting aspects of ESG. One is vacation without limits, a program we launched earlier this year. We actually encourage our employees to take vacation without limits literally as many days as they want.

And the second aspect here that is interesting is that while doing this amazing personal journey of climbing to base camp of Everest, there was actually a digital campaign involved where we recruited and raised funds for digital inclusion of different communities we work with. So great to see you there on the picture, Gabriel, and happy to launch that report.

For the last few years, we've been more engaged with several industry and leading rating and indices around the ESG topic. And this is an important way for us to actually shape our journey, get feedback and get recognition and understand where we are relative to different benchmarks and learn from that, understand how we can improve and what feedback. And this dialogue is extremely helpful in seeing how we can improve even further. And we are rated very, very nicely across the different indices and ratings that we have, whether it's Gold Standard by EcoVadis or top in the index of Dow Jones Sustainability for Americas, et cetera.

And I think very importantly is that it's not just on a global level, we are very focused and seeing a lot of recognition also on a local level for the different activities that we have. For example, we have been recognized as the Great Place to Work at in many of the key operational centers that we have around the world, in Brazil, in Cyprus, in Philippines, in Greece. And we are also seeing recognition for our diversity and inclusion, for

example, best place for women to work at recognized in India in 2021. So we are continuously pushing that vector on a global level as well as a local one and glad to see that we are getting this strong feedback.

I want to touch around our product sustainability and how through the offerings, the products and services we bring to the world we actually make a more sustainable impact. When we talk about ESG as a company imperative, obviously, we need to look on our own portfolio of the products and services we bring to the world as an important pillar of that.

And in the last few years, we've made the largest investment as a company in rewriting our products into the latest and greatest technology, microservices-based, cloud-native. We invested over \$1 billion actually in R&D in the last 4 years and of course, a lot of new functionality.

And in thinking about that, we made a point of including sustainability in our product from design to how we build it and what kind of offering we bring to the market. So when we're thinking about the design phase, everything we design in terms of our products to the market start with the end customer in mind.

What is going to be the customer journey? Who is that person? There are different kind of people. So who is that persona and what that profile is like when we are thinking about the diversity of the population around the world? And obviously, a very important aspect of that is embracing accessibility to make sure that everyone in the world that is using our customers' services, relying, empowering our customers to do that is having the access to the different services, to the different capabilities the communication and media service providers are providing around the world.

A great example of that design aspect is through our high-end consulting group called projekt202 that is specializing in experience design. And they've been working with many of our customers, some of them in the academia, such as universities, some of them are in the financial institutions, some of them are in the communications sector, working with them and thinking how to create the right customer experience in terms of how to design the screens in a clear way, how to create the right access for people with hearing disabilities, et cetera, et cetera.

When we're thinking about how we build our products, this is where the architecture comes into play. How we're building products that are more agile, flexible in terms of their modularity, open, much more open in terms of how they integrate and connect to other partners and other third parties, and it's extremely important in terms of how we are thinking about creating products that will reduce their footprint in terms of energy consumption and efficiency on the world.

Added to that is also the cultural aspect. We are investing a lot in creating a culture that thinks on sustainability when we build our products. For example, we recently had an amazing hackathon in which a great idea that was selected in the hackathon is actually developed moving forward to be part of our road map. So this kind of mindset when we are educating our workforce and our talent to think about sustainability from design of the product, all the way to the building of the product, is extremely important.

And our products are contributing to sustainable global solutions in many ways and many aspects. For example, we are part of the solution that was deployed in London for reduction of emission of gas in the city. We are moving and adding a lot of capabilities to our customers as they reduce the use of paper and actually move to digital interactions with their customers and many other great examples.

When we're thinking about our portfolio, obviously, as a high-end enterprise software company, we are thinking a lot about how to harden our products and solutions from security point of view and privacy point of view. And that's embedded through all the steps of our software development life cycle.

In addition to that, we also have specific solutions that are targeting those kind of aspects. For example, identity management, how does one register and added as a user and managing different identities using the digital solutions that we provide our customers.

For example, things like fraud detection and management to avoid the cyber use to create fraud across our customers. So we have specific solutions that are doing the business assurance based on artificial intelligence and machine learning that are helping do that. And you can see other examples here.

And looking forward, we continuously wish to add to this vector. I mentioned the hackathon before. One of the great ideas that came out of this hackathon was actually a solution that will help through a specific calculator, if you will, I'm simplifying it, of course, that we run in the background, help both the business user define new offerings to the market that are taking into consideration a lower footprint in terms of energy. And the end customer, the consumer, as they're consuming different offerings, will be able to see, when they're buying new services, what is the sustainability impact of their decision vis-a-vis other offerings that they have on the table.

I want to shift now and move over to Idit, who is going to take us through additional aspects of our ESG program. So go ahead, Idit.

Idit Duvdevany Aronsohn - *Amdocs Limited - Head of Corporate Responsibility, Inclusion & Wellbeing*

Thank you very, very much, Tamar, and hello, everyone. I'm very proud to be here today and to represent the work that the amazing ESG teams in Amdocs are doing.

Tamar just completed talking about the product sustainability part. I want to continue with showing the other side of how climate change is affecting our day-to-day operations. Naturally, as a company with no physical product, our environmental footprint is a little different. And so we manage most of our or we focus most of our work around promoting operational eco-efficiency, but also adding our employees and the communities into the efforts to reduce carbon footprint.

When we're focusing on the eco-efficiency part of it, data centers are the major source of Scope 1 and Scope 2 emissions. And so a lot of our focuses are derived from it. We have a variety of activities that we do in order to optimize our data centers to monitor the power usage. We make sure that within our own facilities we are replacing chillers, even reducing or increasing on our AC temperature is very much significant.

We have a lot of PCs and laptops, so we make sure that in our purchasing processes we are making sure to purchase only energy-efficient computers. Regardless of COVID, we reduced our travel worldwide in order to reduce the carbon, the emissions that come with it. And as much as we can, wherever we can promote efficient commute and alternative commute to work, we're trying to do it.

Water waste is another element of our emissions, mostly focusing on reducing, reusing and recycling. 90% of our sites worldwide are actually using recycled paper, and we're still growing.

I want to say one word about offsetting. Offsetting is obviously a very important tool to reduce or to offset carbon emissions. We have a project that will be operational in 2024, and we're very proud of it, not only because of the environmental value that it brings, but also for its ability to generate workplaces and to kind of revive the local economy. But I want to emphasize that most of our work is actually focused on the actual reductions and a very consistent work in order to make sure that we are meeting our targets.

All right. So we are very excited to show you a glimpse into our new campus in Israel, where we're going to shift in the next few months. This campus is one of the greenest campuses in Israel, built upon the most significant LEED element with a lot of green, clean energy, optimization of climate, natural areas, green areas, carpooling and everything that can promote us and our employees in a culture of sustainability.

Looking a little bit on our work towards improving our operational eco-efficiency and moving into our targets that we committed as part of the science-based target. So you can see on the right side, from 2019 all the way until now, we see consistent reduction in the GHG emissions, even putting aside COVID, which obviously had an effect on our carbon footprint.

Even before that, we can see that between 2018 and 2019, although we grew as a company, we managed through our consistent strategy to go down. If we would have committed to science-based targets until 2021, we could have checked more than completion. We are looking for the longer one until 2024, and we understand that the next few years are going to be significant in our ability to meet our targets there. You can see additional achievements that we're very proud of around the reduction of electricity consumption, paper consumption and others.

So forward-looking, our focus for the next few years is going to be around evaluating our long-term targets. It's about increasing the share of renewable energy. We were already able to double the share of our renewable energy, and we're looking to see how we can expand even more.

As you're all aware, SEC new guidelines on climate disclosure are coming any day now. So we're waiting and we will address it accordingly. And of course, the way that we see that our employees are so engaged in bringing new ideas, in generating projects that help us to be better citizens of this world is a big part for us as well.

All right. Moving to the next part, around our people and social impact. For us, and Tamar mentioned it, our employees are one of our most important stakeholders. It's not just a cliché to say that this is one of our biggest assets, and we treat it accordingly.

When we're looking at the disruption, the great disruption that was created in the last few years, great resignation, COVID and everything, the entire changes that we see in the workforce and the way that the workplace environment is looking, we're looking to change with it. And the way that we're looking at it is through working systematically on 5 main streams when it comes to our employees.

It's about the way we attract. It's about the way we onboard. Onboarding in a hybrid situation is much more challenging, and we will talk about it in a minute. It's about how we develop our people, how do we create a space for them to grow and develop within Amdocs and see for themselves a long career. It's about how we adjust our reward and recognition strategy, and it's also about how we build our managers, our leadership and the entire pipeline.

Here are just a few examples of the things from the last few months. So Tamar mentioned our vacation with no limit. And I want to say here that we are doing a lot in order to push our employees to really take this and to take some time to recharge. We are pushing people to take their vacation because we know that what COVID did was to get people to just stay at home and not have for themselves time to recharge.

I want to touch on the onboarding piece. Onboarding thousands of people every year in a hybrid situation wherein some people didn't get a chance even to see their manager even once because of COVID and because of the way that we're changing in the workplace. This week, we launched our Amdocs U, a new onboarding and exciting framework for our employees to get a personalized learning experience by which they can onboard either to the organization or to new roles within the organization in the best possible way.

Another source of pride for us is looking at the learning in Amdocs. Learning, upskilling, being future-ready are not just statements, these are things that we believe in and act upon. And even in 2021, a year where we were all a little bit crazy, we managed to get 88% of our employees to participate in at least one significant learning activity.

We have a few programs that we initiated during the pandemic that are now with us forever around upskilling and reskilling. We introduced our Switch Academy, which is the academy that trains and prepare our managers to be the best managers or people-centric that they can be. And we have a new leadership framework, so a lot of investment on learning, development and upskilling.

Last but not least on this slide, I am really, I think for me, it's one of the most exciting data points here. Amdocs is really a place for people to be on the long run, to take a career I can say for myself. I'm almost 11 years in the company. I never thought that I would work so long in one company, and this is definitely for the long run.

So we see that about 40% of our positions were filled through internal mobility, which is an increase from the year before and from the year before. This is a very good signal for us that we are able to give our employees the prospect to grow and develop with us.

I want to talk about diversity, equity and inclusion. And from the conversations that we had with some of you on the line, we know that this is one of the topics that you're very much interested to hear more about the strategy and the actions that we take upon it.

So by nature, working in 85 countries brings a lot of diversity, but it's not enough. We need to make sure that we have the right representation, that we build a workplace for people to feel included and that they belong and to also make sure that they have a seat at the table. We have programs touching upon different types of diversity, from gender diversity, which Tamar is actually the executive sponsor for this.

Happy Pride month to everyone. So we are now, we have on air our Shines in All Colors campaign, which is our annual Pride Month celebration. Two days ago, Juneteenth, we marked Juneteenth for all our employees, giving it as an opportunity to talk about Black history and inclusion of our Black professionals ENG.

And in Israel, for example, we're the leading tech employer for the Arab society. I will touch upon it in a few minutes. So speaking about the Arab society, within the tech industry, this is a very low represented population. It's one of the ethnic minorities that we have in Israel. Very proud to share of one of our boot camps for the financial analyst role. It's called Analyst.

And with that program, we are now starting the fourth cycle of this program, 50% hiring rate at Amdocs. And I can say that a few of them that got into Amdocs already got their first promotion into team lead and still counting. This is a 10-week program together with the relevant social partner, under which we take those graduates, we prepare them and we upskill them and make them the pipeline for Amdocs.

I want to deep dive a little bit more on our gender equality practices. We have built a multilayered approach that looks all the way from the top for leadership commitment and accountability, going through setting targets and measurements, making sure that in all those moments of truth we have strong calibration, that we manage the unconscious bias, that we build the relevant programs for development, that we create the right flexibility that everyone needs these days, not just women.

We are doing proactive recruiting. Just this week, we finished a coding competition in India with the participation of 5,000 promising young engineers where we did a whole competition and kind of got them into the vibe of entering the workforce in the tech industry.

We have professional development programs and almost, not most important, but cannot be without is starting very early. We know that the pipeline to the tech industry doesn't start in university, it starts much sooner. And we have many programs worldwide to expose, to educate girls and to attract them into our industry and to become future employees in our industry.

I want to touch upon a few of the numbers. So in 2019, 6 months before the pandemic hit, we set ourselves pretty ambitious goal to increase the women representation to 37%. I want to say maybe in open brackets and many of you are aware of it, but what the pandemic has done to women in the workforce in general is devastating. We've seen employment rates in the world go down by 5%. In the Americas, by the way, going down by 10% for women.

We've seen many more women opting out of the workforce in order to serve as caregivers. In some places, we've seen 4x more women than men dropping out of education. And specifically in the tech industry, we are hearing from different researches that 50% of the women has identified themselves as kind of stepping back because of COVID.

And in this ecosystem, it's very, very hard for everyone to make the progress that we wanted. Last International Women's Day, I think the biggest conversation in the world was, okay, so in the almost post-pandemic, what do we do in order to accelerate closing the gender gap?

Within this ecosystem, we're very proud to show that not only that we didn't go back, we managed to move the needle. So we moved up to 32%. If we look on the right side of the slide, we see some additional numbers. The intention that we have, for example, in the last progression cycle for VPs, we made sure that we have 50% women, although their representation in the population is lower.

We've seen the great increase that we've seen in women in software testing engineers, and this is where we get our biggest hope is from the new hires. So when we're looking at the graduate level, we even have 38%. So this gives us a lot of confidence that we will be able to achieve our target or this progress towards them sooner than later.

I want to say a word about our global approach to gender pay equity. Amdocs has been analyzing gender pay equity for many years now. We are doing a consistent measurement based on people that are based in the same location and doing the same role and have the same seniority. This is extremely important for us. It's being discussed on a regular basis by the Board of Directors, Amdocs management and of course, the entire company. We're making sure that we have the best-in-class dashboards and data tools in order to analyze it.

We have aligned policies and structures. We have different tools that will serve managers in their decision moments, in these moments of truth to see that unconscious bias is not entering the room and other tools that we have in order to make sure that, for example, when in the entry level to the organization that we manage the sometimes sociological reasons where gaps are starting to be created.

I want to finish my part with the last chapter relevant to digital inclusion and social impact. Before we dive into our strategy on digital inclusion, I don't think that any of us can be here today without mentioning the devastating situation in Ukraine.

As was previously shared by Amdocs, we have quantified our exposure and found out that it's immaterial. However, I do want to say a few words about something that for me, on a very personal level, represents exactly the DNA of who we are.

In the last 10 or 11 years that I've been in Amdocs, in every natural disaster, in every catastrophe, no matter if we have a center there or not, we are always stepping in to see what is it that we can do. In Ukraine, we have created a global donation drive together with UNICEF. We work with local community volunteers in order to see how we can best support them. We sponsored some temporary housing for refugees.

Our own employees outside Ukraine that hosted employees for refugees, we supported them financially to see that they're able to provide for the family members or friends that they hosted. We sponsored clothing, stipends and many other things that could help immediately back them. On the longer run, we're building now some programs that will take our skills and help these people to find new jobs if they're starting lives from scratch, so together with our talent acquisition team and many more.

So going into our digital inclusion framework. As a company that creates billions of digital inclusion every day, it's only natural that we will invest most of our efforts on our social impact in bridging the digital divide and also driving future employability because we understand that connectivity or being digitally included is today, in one sentence, as having a future career.

Our program is focused mostly on allowing connectivity, making sure that once people are connected, they have the actual device. We're donating thousands of computer every year around the world. We are giving the basic digital literacy for those who never used to pay their bills online or meet their doctors online or even for elderly people who didn't know how to do FaceTime with their grandkids but found themselves in lockdown. So this is kind of the more basic digital literacy. But we take it all the way to our digital skills to make sure that we're upskilling and reskilling populations around the world, mostly from diverse background and prepare them into the future.

One example for it is a program that we've done in the Philippines impacting many thousands of students, showing the entire spectrum from connectivity to accessibility, all the way to upskilling and literally preparing them for job interviews. You can see some of the feedbacks that we got about how for people in rural areas or in the very, very extreme peripheries, these kind of interventions are their shot of making it. And we're so proud to be able to serve, not just by ourselves, many times working with our customers and other partners in order to bring the best impact that we can do.

As Tamar mentioned before, when we talk about one of the grand challenges of the world, which is unfortunately people with food insecurity, one way to solve it is to donate food. And by the way, during COVID, we've done it a lot. Sometimes this is what people need, to be given a package of food.

What I like about this example is that Amdocs took our skills and capabilities in order to bring them to the people who need us the most. 11 volunteers from our center in Guadalajara invested over 500 coding hours. By the way, Amdocs has a special reporting code for our volunteers. We're very proud to tell them. It's not on your time, it's on us. We believe in it, and created an application that connected between food surpluses and people with food insecurity. To date, over 400,000 people already gained access to this application and food. And I'm proud of it because this is a sustainable solution that is not dependent on someone giving money in order to support it. It's taking anyway food surpluses that exist and giving it to people who need it.

And maybe last example on that is an application that is in the making these days, together with one of our customers, Telefonica, and the Peruvian government. Again, our volunteers stepping in to create an application that will connect between people with disabilities and job opportunities, a really exciting project. I can't wait to go live with it and to share more on the impact that we will be able to do on that.

So to end this chapter and kind of forward looking, if we connect all the dots on what makes us busy these days and what is it that we want to do moving forward or continue to do. We want to continue preparing talent for the future. It's our own talents with upskilling and reskilling, but also talent that is out there that we want to channel into significant workplace environments.

We want to continue enhancing our diverse employment. We want to see that we have more representation, that we're accelerating our journey to close the gender gap. We want to make sure that within Amdocs we have people diverse career opportunities and really the ability to change and grow with us. And of course, to continue very much aligned with our company values to continue to progress society using our skills, the tech skills that we have, but also the different digital inclusion programs that we have in order to really make a change in the world that we live in.

So with that, I will finish and I'm turning it back to Tamar.

Tamar Rapaport-Dagim - Amdocs Limited - CFO & COO

Idit, thank you very much for sharing with us so many great dimensions of our ESG program and activities. I would like to try and wrap-up the session before we move into Q&A.

True to our values and our culture, we hold ourselves to the highest ethical standards throughout our entire value chain, working closely and maintaining very tight relationships with different stakeholders that help us improve our ESG program and evolve over the years and take it all forward through every aspect of our business and operations. When we think about the key 4 takeaways that we have from today, I would say, first, it's digital inclusion. The technology and services and the products we launch to the market as well as many activities we do with the communities we are involved with is helping to close the digital divide and provide a much better experience for consumers and enterprises around the world.

The second thing would be the fact that we are pushing in every vector possible for the climate health for the long term, whether it's through sustainability of our products, activities that we do around our operations, awareness of our employees and additional activities we do in the different countries in which we are involved.

The third point would be the fact that we are passionate about diversity, equality and inclusion in any aspect that you can think about. Whether it's the gender, the ethnical differences, religion, we are very much focused on bringing this as a vector in every decision, in every moment of truth in the employee life cycle internally in the company and in working closely through many programs with youth, with universities and with different communities that we work with.

And the last but not least, being a people-centric business is our employee well-being. We are extremely focused on making sure that in everything we think about, everything we push forward as a company, we see the employees well-being in front of us, bringing innovation into new initiatives that we are thinking about and providing them the environment and the ecosystem to unleash their potential with many opportunities that we have and many activities that we do in order to educate and enable them to fulfill their desires and dreams. So as you're thinking about all these key takeaways, that's how we make it sustainably amazing.

Before we move into the Q&A session, I would like to invite to stage a dear colleague of mine, Anthony Goonetilleke, who is heading our technology and strategy; to invite back Idit, who you've met before; and our Head of Investor Relations, Matt Smith. Thank you.

QUESTIONS AND ANSWERS

Matthew E. Smith - Amdocs Limited - Secretary & Head of IR

Thank you, Tamar. So it looks like we are all ready for Q&A here. (Operator Instructions) And Anthony, as we didn't hear from you yet, you get the first question of the day, so congratulations on that. And it's a two-part product question. Out of the investment in the product portfolio, the \$1 billion or so that we've spent over the last few years, how much was invested in product sustainability? And secondly, let me combine it with another question. You're in the telco business, so in your eyes, what is the impact of 5G on sustainability?

Anthony Goonetilleke - *Amdocs Limited - Group President of Technology & Head of Strategy*

Thanks, Matt. So regarding the first part, there is a great intersection between successful business outcomes and doing positive things around sustainability. So for example, we know that the data usage is growing. We know that people are consuming connectivity all over the place, from their homes, from their offices, as they're traveling. And so we focus a lot of our investment around reducing that footprint. So for example, think of products that we have there, such as rating and charging and things like that, that work on massive amounts of data. So we're constantly looking at how we reduce this footprint, not just by single digits but non-linearly, right, to really bring the benefit to the table. And this is just one example.

Another aspect to look at it is today we focus on over 2 billion consumers around the world through our customers. And so when we develop products, we're very, very conscious about making sure that they're accessible for everybody. So responsive design, making sure that when we build mobile apps or web pages that they have the right interfaces so that everyone can access them. And so, we think that a lot of our investment inadvertently goes to some of these areas because there's a great intersection regarding business outcomes and success.

To your second part, around 5G, it's very, very similar. So yes, we know that 5G is going to bring in a lot more hardware. And maybe there are some reports about increasing the footprint and the heat emission and things like that, but we also look at it from a very, very different perspective. So we know that 5G is going to use a lot of data. So our R&D, our technology guys are really trying to completely change the dynamics of how data is accessed or how data is delivered so we can do more with less.

Even if you look at things like billing, for example, right? So we have a great platform that moves people to paperless bills and digital bills and things like that. So every element that you look at in 5G, we're thinking about it not just from a functionality perspective, but how do you reduce computing power, heat exhaustion, resource usage and storage power.

Matthew E. Smith - *Amdocs Limited - Secretary & Head of IR*

Great. Thanks very much, Anthony. So the next question has to do with human capital, and Tamar, this one, I think, is for you. I did mention, I think, the great resignation. How are you as the CFO and COO of the company thinking about the great resignation in respect to the main domains in which we operate and the different locations in which we're operating? And how has Amdocs been managing through the talent crunch that the world is experiencing?

Tamar Rapaport-Dagim - *Amdocs Limited - CFO & COO*

Thanks, Matt. I believe that irrespective of current times and definitely given current times, for us, people is truly the number one aspect of the success of the company. It's in everything that we do. It's in how we design our thinking about the future. It's about connecting people to purpose. It's about understanding what's in it for them, in deciding every day that they want to be part of Amdocs or making them decide they want to join Amdocs. So when you're thinking about that and the people experiencing the company, it's about many dimensions. It's about, first of all, what are they impacting. What's the purpose of working for Amdocs? And what is their role in it?

It's about how they can benefit personally in their development, both on a personal level and a career level. And it has to do, of course, with training, with mentoring, with exposing them to new experiences, enabling people to move around in the company through many new opportunities, roles and experiences.

It's about how we compensate people. It's about how we make people actually help the communities in which we are in. As Shuky mentioned in the opening, this is something we care a lot about. And we feel that connecting our employees, our people into the well-being of the world, not just of themselves, is something that many people relate to.

And of course, it's about how we attract talent and how we onboard effectively new employees that are joining us. Interestingly, we just had this session today with our managers around the world sharing experiences of new managers that have joined the company, amazing stories about

perceptions coming from the outside versus reality and great feedback about their onboarding experience joining the company. So this is the kind of things we do all the time to make sure we get better and better in retaining talent and also attracting talent in this competitive world.

Matthew E. Smith - *Amdocs Limited - Secretary & Head of IR*

Great. Thank you, Tamar. Next question is a climate-related question. And Idit, to my right here, probably the one for you. Can you share what you know in terms of our environmental ambitions as a company, how are we going about achieving our goals?

And specifically, can you share some information around renewable energy? Have you set or have we set, as a company, any specific targets to source from renewable or alternative sources as part of our energy efficiency plan?

Idit Duvdevany Aronsohn - *Amdocs Limited - Head of Corporate Responsibility, Inclusion & Wellbeing*

Thanks, Matt. So as we mentioned earlier, we're looking at Scope 1 and Scope 2 emissions as one of our major, sorry, Scope 2 and 3 as our major source of emissions. When we're looking at the major source of consumption is for energy and specifically electricity of our data centers. So a lot of our work is invested in seeing how we can reduce on this.

From a renewable energy perspective, thanks to direct purchasing, but also our ability to purchase GOs and renewable energy certificates, we were able to increase the share of renewable energy to almost 20%. It's currently at 19.4%. We're very ambitious in being able to additionally source in the future and to grow this share. So this is kind of on our electricity area.

Another example could be around alternative commute. So looking at our vehicle fleet, we're currently growing and we have a target to achieve 80% alternative vehicle by 2025. We're currently reaching over 40% of it. So we're in the right direction and continuing with reduction of travel, commute and other resources of emission. As we mentioned, we are committed to science-based targets, and we will further evaluate our longer-term targets on that.

Matthew E. Smith - *Amdocs Limited - Secretary & Head of IR*

Great. Thanks, Idit. Diversity, and Anthony, I think this is one for you definitely, given it's in your domain. How do you think about the relationship between DE&I and culture at Amdocs?

Anthony Goonetilleke - *Amdocs Limited - Group President of Technology & Head of Strategy*

Yes. It's a very good question, Matt. And look, I would kind of answer that maybe in 3 parts. Like the first part I would say is our management team really focuses on a very intentional framework, focusing on belonging and psychological safety but even more than that just making sure our all of our employees have a voice, you know, have a voice at the table. Now, the flip side of that is, look we have 30,000 employees, in over 85 countries, in order for us to be successful we don't have a choice but to make sure this is part of our culture. That people feel included. That they feel safe, they can contribute. And you know, you would have heard in the past that Shuky, Tamar, and myself talk about our people as our secret sauce, right, in terms of what we bring to the table. And we believe that in order to be successful, you really need to create this intentional framework for people to thrive, rate diversity.

So we're just coming off honoring Juneteenth, which we kicked off in the U.S. And that was just an occasion just to come together and just celebrate diversity and educate people, some people that didn't know about it. And we have our black professional group that really took the lead and did an amazing job. We're coming off all of the pride events and looking at our social media channels, so proud to see these events across the globe, right, in every country.

And I would say, lastly, we're not here just to tick a box, right? It's not a list of things that we say, hey, like here's the 10 things you need to do so we can be compliant. It's about our success. It's about our DNA. And because we're a global company, we're built with diversity as a foundation. And so I think this holds us in good stead.

Idit Duvdevany Aronsohn - *Amdocs Limited - Head of Corporate Responsibility, Inclusion & Wellbeing*

And if I might add, it's not a coincidence that 2 of our top leaders, Tamar and Anthony are here, each and one of them sponsor. At least, Tamar is sponsoring general diversity and Anthony here is sponsoring our entire diversity and inclusion framework for the Americas. So our Black professionals ENG and our Nexus for our Latin employees and others. So it's really a testament on how it's really a top down, something that trickles down culturally.

Matthew E. Smith - *Amdocs Limited - Secretary & Head of IR*

Yeah, and I think staying close to this topic, I think, how do we think about, Idit and I, as it relates to board diversity as a nominating factor for the board given the governance aspect, Tamar this one is for you.

Tamar Rapaport-Dagim - *Amdocs Limited - CFO & COO*

Yes. I believe, again, and actually being a multinational and serving billions of end users eventually through our customer base is something that is very important also in terms of the Board composition.

And over the recent years in which we went through some actions around Board refreshment, definitely, the diversity was a consideration. I'm glad to say we have 2 female Board members out of the 11 Board members that we have. We have a Latino board member. Actually, Rafael de la Vega was just recognized in the prestigious Latino Leaders and the Latino Board report that was just issued.

And given how we are looking globally on things, we have representation from, I believe, 4 or 5 countries in the boardroom. So this is something that is continuously going to be a vector of how we are thinking about the Board nomination.

And also part of the way to refresh the Board is that we've put an age limit of 72 years in order to create new opportunities for additional Board members to come on the Board table.

So it's something that, by the way, the Board not only look on its own diversity, of course, the Board is also highly involved, as I mentioned before, in thinking about the topic of diversity and inclusion across the company. And they're very passionate about it. And I'm proud to say they're very passionate about it. And definitely, we will continue to do so.

Matthew E. Smith - *Amdocs Limited - Secretary & Head of IR*

Great. Thanks, Tamar. I mean, somewhat related, I think, and just to stay on the topic, who owns the accountability of achieving DE&I objectives at Amdocs? And how is this reflected in our KPIs?

Tamar Rapaport-Dagim - *Amdocs Limited - CFO & COO*

It is something that is first of all coming from Shuky and executive management in terms of coming from the top, in addition, according to our thesis is that if each domain in the diversity inclusion should have an executive sponsor. So I did give the example of Anthony and myself, there are others that have taken a certain stream, a certain aspect of the diversity inclusion and have took that upon themselves as being the executive sponsor.

In addition to that, every unique leader is owning that through every point of decision around what we call the moments of truth of employee's life cycle in the company. Whether it's a salary revision process, whether it's the bonus decisions, equity grants, decisions about progression, we give our leaders data and information in real time in those moments when they make decisions.

So think about it like a mirroring of their decisions to make sure that they don't have any unconscious bias. They are fully aware of where they have maybe areas they need to be much more conscious about fixing, et cetera. And obviously, ongoing periodical reports that we are generating for all our leaders and we share in every quarterly business review, where Shuky is meeting with all the managers of the different units.

Every unit leader is presenting their data, their progress. And I think very importantly, it's not just about numbers. Talking about it, doing that as part of the routine in our periodical business reviews, create a dialogue around this, create sharing of what works, where do we see challenges, how they were maybe solved, sharing that knowledge and the shared completion of having that as an important topic is extremely important.

And naturally, of course, you want to have targets and you want to measure that. As we mentioned before, we want to improve by 2023 by 20% the female representation, for example. And this is something we are reporting and tracking every unit at the company level.

So we do have targets, but I think the notion that it's something that is brought in every opportunity for discussion in the executive management and through those quarterly business reviews is also something very important.

Anthony Goonetilleke - *Amdocs Limited - Group President of Technology & Head of Strategy*

Look, one of the things I would add is, like Tamar said, I don't think it's about numbers, so it's not someone wakes up and says, here's a task. You need to go do it, right?

You, for example, have been always very passionate about mentoring the next generation of female leaders and pay equity and gender equity and you lead the Inspire program with myself around ethnic diversity. This is something we're personally passionate about, right? And we would do it even voluntarily, right?

So I think that also makes a very big difference because when you come to the table, the authenticity comes through in these things, right? You can't fake these things. And it's very important that you personally feel passionate and obligated to the cause...

Tamar Rapaport-Dagim - *Amdocs Limited - CFO & COO*

I absolutely agree.

Matthew E. Smith - *Amdocs Limited - Secretary & Head of IR*

Great. And if we can just squeeze one last quick one in, and I think this is for Idit. To what extent do offsets play a role in the climate strategy and will this decrease over time?

Idit Duvdevany Aronsohn - *Amdocs Limited - Head of Corporate Responsibility, Inclusion & Wellbeing*

So for sure, it's part of our strategy. As I mentioned, we have already one -- every time we have a new active project. The current one is in India. It's definitely part of our strategy. On the long run, and it's interesting to see how the SEC is now addressing it. We understand that the offsetting is one great solution, but it shouldn't be the solution. We should focus a lot on decreasing our own operations and of course compliment it with offsetting, which is very important, that will serve a part of our strategy.

Matthew E. Smith - *Amdocs Limited - Secretary & Head of IR*

Terrific. Thanks, Idit. And I think we are just about out of time. We do hope that you've enjoyed our first ever ESG webinar.

And if you do have any questions, obviously, reach out to us here in the Amdocs Investor Relations department, and we can do our best to answer your questions.

And with that, we hope you have a great day. Thank you.

Anthony Goonetilleke - *Amdocs Limited - Group President of Technology & Head of Strategy*

Thank you.

Tamar Rapaport-Dagim - *Amdocs Limited - CFO & COO*

Thank you.

Anthony Goonetilleke - *Amdocs Limited - Group President of Technology & Head of Strategy*

Bye.

Tamar Rapaport-Dagim - *Amdocs Limited - CFO & COO*

Bye-bye.

Idit Duvdevany Aronsohn - *Amdocs Limited - Head of Corporate Responsibility, Inclusion & Wellbeing*

Bye, everyone.

DISCLAIMER

Refinitiv reserves the right to make changes to documents, content, or other information on this web site without obligation to notify any person of such changes.

In the conference calls upon which Event Transcripts are based, companies may make projections or other forward-looking statements regarding a variety of items. Such forward-looking statements are based upon current expectations and involve risks and uncertainties. Actual results may differ materially from those stated in any forward-looking statement based on a number of important factors and risks, which are more specifically identified in the companies' most recent SEC filings. Although the companies may indicate and believe that the assumptions underlying the forward-looking statements are reasonable, any of the assumptions could prove inaccurate or incorrect and, therefore, there can be no assurance that the results contemplated in the forward-looking statements will be realized.

THE INFORMATION CONTAINED IN EVENT TRANSCRIPTS IS A TEXTUAL REPRESENTATION OF THE APPLICABLE COMPANY'S CONFERENCE CALL AND WHILE EFFORTS ARE MADE TO PROVIDE AN ACCURATE TRANSCRIPTION, THERE MAY BE MATERIAL ERRORS, OMISSIONS, OR INACCURACIES IN THE REPORTING OF THE SUBSTANCE OF THE CONFERENCE CALLS. IN NO WAY DOES REFINITIV OR THE APPLICABLE COMPANY ASSUME ANY RESPONSIBILITY FOR ANY INVESTMENT OR OTHER DECISIONS MADE BASED UPON THE INFORMATION PROVIDED ON THIS WEB SITE OR IN ANY EVENT TRANSCRIPT. USERS ARE ADVISED TO REVIEW THE APPLICABLE COMPANY'S CONFERENCE CALL ITSELF AND THE APPLICABLE COMPANY'S SEC FILINGS BEFORE MAKING ANY INVESTMENT OR OTHER DECISIONS.

©2022, Refinitiv. All Rights Reserved.