Cautionary Statements

Forward-Looking Statements

This document contains “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995. The words “anticipate,” “believe,” “estimate,” “expect,” “plan,” “intend,” “will,” “aim,” “should,” “could,” “may,” “continue to,” “if,” “growing,” “projected,” “potential,” “likely,” and similar expressions, as they relate to us, are intended to identify forward-looking statements, but the absence of these words does not mean that a statement is not forward-looking. All statements other than statements of historical fact included in this press release are forward-looking statements, including, but not limited to, statements regarding our financial results, condition and outlook; changes in our operating results; general market and economic conditions; our transformation progress; Net ARR Activity indicating potential annualized revenue impact; our continued focus on improving growth, quality and efficiency across our people, processes and technology; our strategy of continuing to drive value for clients and shareholders and positioning us for long-term success; expectations regarding the benefits of our permanent cost savings actions in 2021; our solid game plan for 2021; our belief that we are well positioned to continue our progress towards growth; and our projected financial performance for the full year 2021, including all statements made under the section captioned “2021 Outlook” within this release. In addition, all statements regarding the anticipated effects of the novel coronavirus (“COVID-19”) pandemic and the responses thereto, including the pandemic’s impact on general economic and market conditions, as well as on our business, customers, and markets, results of operations and financial condition and anticipated actions to be taken by management to sustain our business during the economic uncertainty caused by the pandemic and related governmental and business actions, as well as other statements that are not strictly historical in nature, are forward looking. These statements reflect management’s current beliefs, assumptions and expectations and are subject to a number of factors that may cause actual results to differ materially. As with any projection or forecast, forward-looking statements are inherently susceptible to uncertainty and changes in circumstances. Our actual results may vary materially from those expressed or implied in our forward-looking statements. These forward-looking statements are also subject to the significant continuing impact of the COVID-19 pandemic on our business, operations, financial results and financial condition, which is dependent on developments which are highly uncertain and cannot be predicted.

Important factors and uncertainties that could cause our actual results to differ materially from those in our forward-looking statements include, but are not limited to:

- governmental appropriations and termination rights contained in our government contracts; our ability to renew commercial and government contracts, including contracts awarded through competitive bidding processes; our ability to recover capital and other investments in connection with our contracts; our reliance on third-party providers; our ability to deliver on our contractual obligations properly and on time; changes in interest in outsourced business process services; risk and impact of geopolitical events, natural disasters and other factors (such as pandemics, including coronavirus) in a particular country or region on our workforce, customers and vendors; claims of infringement of third-party intellectual property rights; our ability to estimate the scope of work or the costs of performance in our contracts; the loss of key senior management and our ability to attract and retain necessary technical personnel and qualified subcontractors; increases in the cost of telephone and data services or significant interruptions in such services; our failure to develop new service offerings and protect our intellectual property rights; our ability to modernize our information technology infrastructure and consolidate data centers; the failure to comply with laws relating to individually identifiable information and personal health information; the failure to comply with laws relating to processing certain financial transactions, including payment card transactions and debit or credit card transactions; breaches of our information systems or security systems or any service interruptions; our ability to comply with data security standards; changes in tax and other laws and regulations; risk and impact of potential goodwill and other asset impairments; our significant indebtedness; our ability to obtain adequate pricing for our services and to improve our cost structure; our ability to collect our receivables, including those for unbilled services; a decline in revenues from, or a loss of, or a reduction in business from or failure of significant clients; fluctuations in our non-recurring revenue; our failure to maintain a satisfactory credit rating; our ability to receive dividends or other payments from our subsidiaries; developments in various contingent liabilities that are not reflected on our balance sheet, including those arising as a result of being involved in a variety of claims, lawsuits, investigations and proceedings; conditions abroad, including local economics, political environments, fluctuating foreign currencies and shifting regulatory schemes; changes in government regulation and economic, strategic, political and social conditions; the outcome of litigation to which we are a party from time to time; changes in the volatility of our stock price and the risk of litigation following a decline in the price of our stock; the impact of the ongoing COVID-19 pandemic; and other factors that are set forth in the “Risk Factors” section, the “Legal Proceedings” section, the “Management's Discussion and Analysis of Financial Condition and Results of Operations” section and other sections in our Annual Reports on Form 10-K, as well as in our Quarterly Reports on Form 10-Q and Current Reports on Form 8-K filed with or furnished to the Securities and Exchange Commission. Any forward-looking statements made by us in this release speak only as of the date on which they are made. We are under no obligation to, and expressly disclaim any obligation to, update or alter our forward-looking statements, whether as a result of new information, subsequent events or otherwise.
Cautionary Statements

Non-GAAP Financial Measures
We have reported our financial results in accordance with U.S. generally accepted accounting principles (GAAP). In addition, we have discussed our financial results using non-GAAP measures. We believe these non-GAAP measures allow investors to better understand the trends in our business and to better understand and compare our results. Accordingly, we believe it is necessary to adjust several reported amounts, determined in accordance with GAAP, to exclude the effects of certain items as well as their related tax effects. Management believes that these non-GAAP financial measures provide an additional means of analyzing the results of the current period against the corresponding prior period. However, these non-GAAP financial measures should be viewed in addition to, and not as a substitute for, our reported results prepared in accordance with U.S. GAAP. Our non-GAAP financial measures are not meant to be considered in isolation or as a substitute for comparable U.S. GAAP measures and should be read only in conjunction with our Consolidated Financial Statements prepared in accordance with U.S. GAAP. Our management regularly uses our supplemental non-GAAP financial measures internally to understand, manage and evaluate our business and make operating decisions, and providing such non-GAAP financial measures to investors allows for a further level of transparency as to how management reviews and evaluates our business results and trends. These non-GAAP measures are among the primary factors management uses in planning for and forecasting future periods. Compensation of our executives is based in part on the performance of our business based on certain of these non-GAAP measures.
Purpose

We deliver mission-critical services and solutions on behalf of businesses and governments — creating exceptional outcomes for our clients and the millions of people who count on them.
An Essential Partner to our Clients

Our Clients
Exceptional Outcomes
- Efficiencies
- Cost Savings
- Growth

The Millions of People Who Count on Them
- Improved End User Experiences
- Streamlined & Effective
- Simple & Satisfying
- Improved Outcomes

Mission-critical Services & Solutions

Transaction Processing
Contact Centers
Human Resource Services
Healthcare
Transportation
Government
Who We Are

Among the Largest Business Services Companies in the Market

COMMERCIAL
On behalf of global enterprises, we transform business processes by automating and streamlining mission-critical operations through our deep industry experience and the latest technology solutions, to drive efficiencies, reduce costs, increase compliance and enable revenue growth, while enhancing the end user experience.

Core Offerings
- HR Services
- Medical Claims Management
- Healthcare Solutions
- Customer Experience Management
- Document Management
- Business Operations Solutions
- Financial Industry Solutions
- Finance, Accounting, & Procurement

GOVERNMENT
On behalf of federal, state and local governments, we deliver mission-critical services and solutions that reduce costs, increase program participation, and improve compliance for agencies while providing intuitive, easy-to-use tools for the people and communities they serve.

Core Offerings
- Child Support Solutions
- Payment Solutions
- Government Healthcare Solutions
- Labor, Workforce & General Government

TRANSPORTATION
On behalf of government agencies and authorities in the transportation industry, we deliver mission-critical mobility and payment solutions that improve automation, interoperability, and decision-making to streamline operations, increase revenue, and reduce congestion while creating safer communities and seamless travel experiences for consumers.

Core Offerings
- Road Usage Charging
- Public Safety
- Transit
- Curbside Management

~52% of revenue (1)
~31% of revenue (1)
~17% of revenue (1)

(1) FY 2020.
Conduent Services & Solutions

Commercial Healthcare
- Payer
- Provider
- Pharma & Life Sciences
- Medical Claims Management

Commercial Contact Center
- Phone
- Email
- Chat
- Self-service

Commercial HR Services
- Health & Wellness
- Wealth & Retirement
- HR Management
- Learning & Development

Commercial Transaction Processing
- Customer Communications
- Document & Data Management
- Payments Processing
- Finance, Accounting & Procurement

Transportation
- Roadway Usage
- Transit
- Curbside Management
- Public Safety

Government
- Payments
- Child Support
- Case Management
- Eligibility & Enrollment
- Government Healthcare
Mission-critical Services and Solutions

**Commercial Healthcare**
On behalf of the healthcare industry, we deliver mission-critical administration, clinical support and medical management solutions across the health ecosystem to reduce costs, increase compliance and enhance utilization, while improving health outcomes and experience for members and patients.

**Transportation**
On behalf of government agencies and authorities in the transportation industry, we deliver mission-critical mobility and payment solutions that improve automation, interoperability, and decision-making to streamline operations, increase revenue, and reduce congestion while creating safer communities and seamless travel experiences for consumers.

**Government**
On behalf of federal, state and local governments, we deliver mission-critical services and solutions that reduce costs, increase program participation, and improve compliance for agencies while providing intuitive, easy-to-use tools for the people and communities they serve.

**Transaction Processing**
On behalf of businesses and governments, we transform business processes by automating and streamlining mission-critical operations through the latest technology solutions, to drive efficiencies, improve security and enable revenue growth, while creating a seamless end user experience.

**Contact Center**
On behalf of businesses and governments, we deliver mission-critical contact center services ensuring personalized, empathetic end-user experiences in the channel of choice, to reduce costs, enable scale, and revenue growth, while driving speed to resolution and customer satisfaction.

**HR Services**
On behalf of global organizations and governments, we deliver mission-critical, technology-enabled HR services and solutions that improve business processes across the employee journey to maximize business performance, while increasing employee satisfaction, engagement and overall wellbeing.
On behalf of government agencies and authorities in the transportation industry, we deliver mission-critical mobility and payment solutions that improve automation, interoperability, and decision-making to streamline operations, increase revenue, and reduce congestion while creating safer communities and seamless travel experiences for consumers.

**Transportation Solutions**

**Solutions**

- **Curbside Management**
  - Citation & Permit Administration
  - Enforcement
  - Asset & Resource Management
  - Business Intelligence & Data Analytics
  - Curbside Demand Management

- **Public Safety**
  - Photo Enforcement
  - Data Analytics
  - Violations Processing

- **Road Usage Charging**
  - Tolling
  - Urban Congestion Management
  - Mileage-Based User

- **Transit**
  - Fare Collection
  - Intelligent Mobility
  - CAD/AVL

**Enabling Technology**

- Digital Process Optimization
- Mobility
- Artificial Intelligence
- Analytics
- AR/VR
- Automation
On behalf of federal, state and local governments, we deliver mission-critical services and solutions that reduce costs, increase program participation, and improve compliance for agencies while providing intuitive, easy-to-use tools for the people and communities they serve.

**Government Services**

### Solutions

**Government Healthcare**
- Medicaid Management
- Provider Services
- Medicaid Business Intelligence
- Pharmacy Benefits Management
- Eligibility
- Electronic Visit Verification
- Case Management

**Payments Solutions**
- Card Solutions – Closed Loop
  - EBT, WIC, ECC
- Card Solutions – Open Loop
  - EPC, Way2Go, DirectExpress

**Child Support Services**
- State Disbursement Unit (SDU) Solutions
- Child Support Enforcement Systems (CSES)
- Child Support Payment Cards
- ExpertPay™
- Print and Mail
- Child Care Credentialing and Case Management

**Labor, Workforce, and General Government Solutions**
- Unemployment Insurance / HRS
- Workers Compensation
- Parks and Recreation
- Utilities
- Information Technology (Cloud)

---

**Enabling Technology**

- Portals
- Mobile Apps
- Artificial Intelligence
- Cognitive Analytics
- Automation
- Digital Process Optimization
- End User Experience
On behalf of the healthcare industry, we deliver mission-critical administration, clinical support and medical management solutions across the health ecosystem to reduce costs, increase compliance and enhance utilization, while improving health outcomes and experience for members and patients.

**Services & Solutions**

**Payer**
- Member Engagement
- Eligibility & Authorizations
- Core Administration Processing
- Audit & Compliance
- Payment Integrity

**Provider**
- Midas Health Analytics
- Clinical & Quality Management
- Community Health Solutions

**Pharma & Life Sciences**
- Patient Access Solutions
- Patient & Provider Engagement Solutions
- Clinical Trial Support

**Medical Claims Management**
- Medical Bill Review
- Injury & Loss Reporting
- 24/7/365 Nurse Triage
- Utilization Review

**Conduent Analytics**
- Infection Surveillance
- Comparative Analytics
- Case Management
- Patient Safety
- Data Curation & Dashboards

**Enabling Technology**
- End User Experience
- Mobility
- Artificial Intelligence
- Automation
On behalf of businesses and governments, we transform business processes by automating and streamlining mission-critical operations through our deep industry experience and the latest technology solutions, to drive efficiencies, improve security and enable revenue growth, while enhancing the end user experience.
On behalf of businesses and governments, we deliver mission-critical omnichannel customer experience management services and solutions, both human and digital, throughout the entire customer life cycle, ensuring personalized, empathetic end-user experiences to reduce costs, enable scale, and grow revenue, while driving insights, speed to resolution and customer satisfaction.
On behalf of global organizations and governments, we deliver mission-critical, technology-enabled HR services and solutions that improve business processes across the employee journey to maximize business performance, while increasing employee satisfaction, engagement and overall wellbeing.

**Services & Solutions**

**Health & Wellness**
- RightOpt
- BenefitWallet
- Health & Welfare Administration
- Compliance Management
- Annual Enrollment Management

**Wealth & Retirement**
- Defined Benefit Administration
- Defined Contribution Administration
- Financial Wellness
- Non-Qualified Plan Administration
- Total Rewards
- BenefitWallet

**HR Management**
- Recruitment & Onboarding Administration
- Workforce & Talent Management
- Payroll Administration
- Separation & Severance Solution

**Workforce Enablement**
- Learning Administration & Delivery
- Learning Content Design & Curation
- Employee Engagement & Communications

**Enabling Technology**
- Life@Work
- Conduent Access Point
- Artificial Intelligence
- Analytics
- Automation
- AR/VR
- Case Management