

PRESENTATION TO THE BOARD OF DIRECTORS - VALUATION ANALYSIS

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## Project Solar

LAZARD

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## I Executive Summary

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## Introduction

- Since the Board of Directors call on March 21, 2005, Solar has finalized the terms of the transaction with the consortium of private equity investors ("Parent")<sup>(a)</sup>
- The key financial terms of the transaction include:

| KEY TERMS              | DESCRIPTION                                                                                                                                                                                                                                                                   |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Price:                 | <ul style="list-style-type: none"> <li>■ \$36.00 per share of common stock for cash, implying an equity value and enterprise value of approximately \$11.0 billion and \$11.2 billion, respectively</li> </ul>                                                                |
| Financing:             | <ul style="list-style-type: none"> <li>■ No financing contingency, subject to a 15 day marketing period for the Parent's financing</li> <li>■ Subject to the absence of a Market MAC and Lender MAC (as defined in the Merger Agreement)</li> </ul>                           |
| Board Recommendations: | <ul style="list-style-type: none"> <li>■ Subject to fiduciary out</li> </ul>                                                                                                                                                                                                  |
| Closing Conditions:    | <ul style="list-style-type: none"> <li>■ Customary</li> </ul>                                                                                                                                                                                                                 |
| Expected Closing Date: | <ul style="list-style-type: none"> <li>■ Q3 2005 (after Solar shareholder vote)</li> </ul>                                                                                                                                                                                    |
| Break-up Fee:          | <ul style="list-style-type: none"> <li>■ Reciprocal break-up fee of \$300 million, approximately 2.7% of transaction equity value               <ul style="list-style-type: none"> <li>■ \$200 million in the event of a sale of Availability Services</li> </ul> </li> </ul> |
| Funds Guarantee:       | <ul style="list-style-type: none"> <li>■ Up to a maximum of \$300 million, plus certain specified fees</li> </ul>                                                                                                                                                             |

- On Monday, March 21, 2005, the day that news leaked regarding a possible transaction and Solar's subsequent public announcement, Solar's stock price increased 24.5% to \$31.07
  - Solar's stock price closed at \$31.55 on Thursday, March 24, 2005

<sup>(a)</sup> The entity formed by the consortium for purposes of acquiring Solar is referred to as the "Parent."

## Introduction (cont'd)

- **The range of values presented herein for Solar are based on the following information and analyses:**
  - Pro forma 2004<sup>(1)</sup> financial results and Management's five-year financial forecast for calendar years 2005E-2009E – forecast reflects organic growth only and excludes acquisitions
  - A discussion and review session with key members of the Management team on Solar's operations, financial performance, prospects and challenges
  - Analysis of the industries Solar participates in and trends in the environment in which Solar operates
  - Analysis of financial information on key competitors and/or similar publicly traded companies to determine appropriate valuation
  - Analysis of precedent transactions in the industry
  - Based on closing prices as of Friday March 18 (prior to the leak of the transaction), unless specified otherwise
- **Given the distinct nature and growth characteristics of the Investment Support Services and Higher Education/Public Sector Systems ("ISS/HE/PS") and the Availability Services ("AS") business, each has been valued separately**

(1) 2004 results are pro forma to include all announced/closed acquisitions.

## Overview of Trading Statistics

(\$ in millions, except per share figures)

| MARKET CAPITALIZATION                     |                |                |                 | VALUATION MULTIPLES      |         |                   |                  |                        |
|-------------------------------------------|----------------|----------------|-----------------|--------------------------|---------|-------------------|------------------|------------------------|
|                                           | 3/18/05        | 3/24/05        | Offer Price     |                          |         | Multiples of:     |                  |                        |
| Stock Price                               | \$24.95        | \$31.55        | \$36.00         | Enterprise value to:     | Amount  | \$24.95@ 03/18/05 | \$31.55@ 3/24/05 | Offer Price of \$36.00 |
| % of 52-Week High <sup>(a)</sup>          | 87.1%          | 110.2%         | 125.7%          | 2004PP Revenue           | \$3,691 | 2.07x             | 2.64x            | 3.04x                  |
| % of 52-Week Low <sup>(a)</sup>           | 110.7%         | 140.0%         | 159.7%          | 2005E Revenue            | 3,937   | 1.94              | 2.48             | 2.85                   |
| Average One-Week Price                    | \$25.08        | \$31.43        | --              | 2006E Revenue            | 4,225   | 1.81              | 2.31             | 2.66                   |
| Average Four-Week Price                   | \$25.62        | \$26.83        | --              | 2004PP EBITDA            | \$1,088 | 7.0x              | 9.0x             | 10.3x                  |
| Diluted Shares Outstanding <sup>(b)</sup> | 295            | 300            | 304             | 2005E EBITDA             | 1,145   | 6.7               | 8.5              | 9.8                    |
| <b>Equity Value</b>                       | <b>\$7,362</b> | <b>\$9,479</b> | <b>\$10,952</b> | 2006E EBITDA             | 1,268   | 6.0               | 7.7              | 8.9                    |
| Plus: Debt <sup>(c)</sup>                 | \$517          | \$517          | \$517           | 2004PP EBIT              | \$704   | 10.8x             | 13.9x            | 15.9x                  |
| Less: Cash <sup>(d)</sup>                 | (244)          | (244)          | (244)           | 2005E EBIT               | 778     | 9.8               | 12.5             | 14.4                   |
| <b>Enterprise Value</b>                   | <b>\$7,635</b> | <b>\$9,752</b> | <b>\$11,226</b> | 2006E EBIT               | 880     | 8.7               | 11.1             | 12.8                   |
|                                           |                |                |                 | <b>Price to:</b>         |         |                   |                  |                        |
|                                           |                |                |                 | 2005E BPS <sup>(e)</sup> | \$1.53  | 16.3x             | 20.6x            | 23.5x                  |
|                                           |                |                |                 | 2006E BPS <sup>(e)</sup> | 1.75    | 14.2              | 18.0             | 20.5                   |

Source: Management forecast and Company filings

Note: Market share price statistics reflect data as of the date of the respective closing prices.

(a) Calculated based on share price data for the 52-week period ended March 18, 2005.

(b) Shares in millions. Diluted shares are calculated using the treasury stock method based on schedules provided by Management.

(c) Includes 3.750% Senior Notes due 2009 of \$250 million, 4.875% Senior Notes due 2014 of \$250 million and other obligations of \$17 million.

(d) Adjusted for pending acquisitions of approximately \$430 million.



## Solar Stock Price Trading History



Source: FirstNet

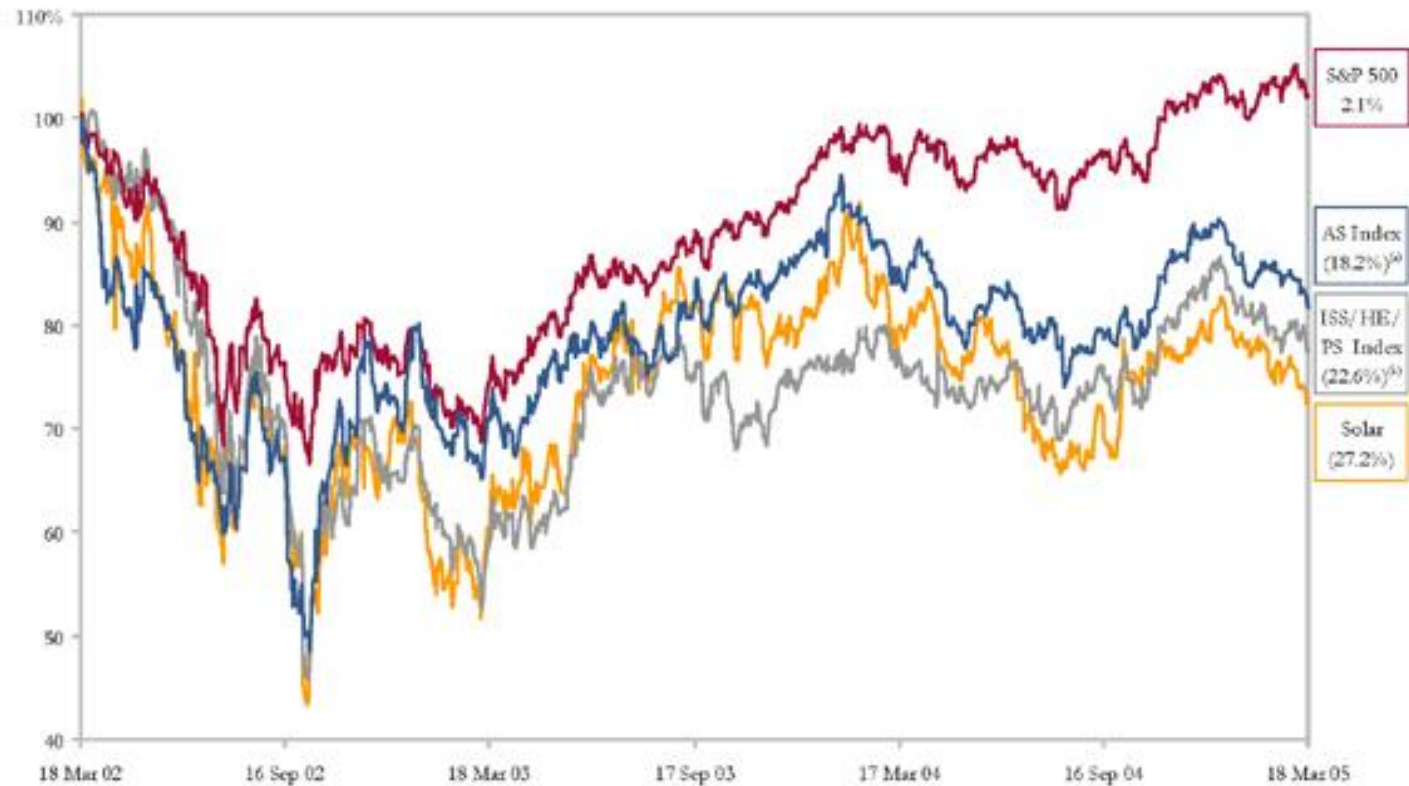
Note: Price and volume data are based on closing prices and volumes.

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## 3-Year Indexed Stock Price Performance

Solar has slightly underperformed comparable indices, all of which have underperformed the S&P 500



*Source: FactSet*

(a) AS Comparable Companies Index includes Accenture, Affiliated Computer Services, Computer Sciences, EDS, HP, IBM and Perot Systems.

(b) ISS/HB/PS Comparable Companies Index includes Bepi, DST Systems, Farris, Jack Henry & Associates and SRI Investments.

## Solar Forward P/E Multiples and PEG Ratios – 3 Year Summary



Source: Partlet

Note: PEG ratio defined as forward (i.e., next fiscal year's EPS estimate) P/E divided by IBES EPS long-term growth rate.

(a) P/E represents 03/18/05 closing price divided by IBES forward EPS estimate. Based on Management forecast, the 2005E P/E multiple and PEG ratio would be 16.3x and 1.59x, respectively.

## Summary Management Forecast – Solar Consolidated

(\$ in millions, except per share figures)

| Consolidated Income Statement |           |           |           |           |           |           | CAGR<br>2005E-2009E |
|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|
|                               | 2004PF    | 2005E     | 2006E     | 2007E     | 2008E     | 2009E     |                     |
| Revenues                      | \$3,690.6 | \$3,936.7 | \$4,225.0 | \$4,515.3 | \$4,771.7 | \$5,040.8 | 6.4%                |
| % Growth                      | --        | 6.7%      | 7.3%      | 6.9%      | 5.7%      | 5.6%      |                     |
| Gross Profit                  | --        | \$1,190.8 | \$1,324.6 | \$1,442.2 | \$1,525.3 | \$1,612.6 |                     |
| % Margin                      | --        | 30.2%     | 31.4%     | 31.9%     | 32.0%     | 32.0%     |                     |
| EBITDA                        | \$1,088.4 | \$1,144.6 | \$1,267.9 | \$1,381.7 | \$1,461.3 | \$1,545.1 | 7.3%                |
| % Margin                      | 29.5%     | 29.1%     | 30.0%     | 30.6%     | 30.6%     | 30.7%     |                     |
| EBIT                          | \$704.1   | \$777.6   | \$880.3   | \$994.2   | \$1,076.7 | \$1,169.0 | 10.7%               |
| % Margin                      | 19.1%     | 19.8%     | 20.8%     | 22.0%     | 22.6%     | 23.2%     |                     |
| Net Income <sup>(a)</sup>     | --        | \$451.9   | \$517.7   | \$591.6   | \$644.1   | \$703.0   | 11.7%               |
| EPS <sup>(b)</sup>            | --        | \$1.53    | \$1.75    | \$2.01    | \$2.18    | \$2.38    | 11.7%               |
| % Growth                      | --        | --        | 14.6%     | 14.3%     | 8.9%      | 9.2%      |                     |
| <b>Memo Items</b>             |           |           |           |           |           |           |                     |
| Capital Expenditures          | --        | \$314.5   | \$295.7   | \$269.1   | \$282.5   | \$296.3   |                     |
| Change in Working Capital     | --        | 14.5      | 21.4      | 20.6      | 17.1      | 26.0      |                     |

Solar: Management forecast.

Note: 2004 financials are pro forma for acquisitions.

(a) Fully taxed at a 40% tax rate based on Management guidance. Excludes \$9 million of merger costs in 2005.

(b) Based on 295 million fully diluted shares outstanding.

## Summary Management Forecast – ISS/HE/PS

(\$ in millions, except per share figures)

| ISS/HE/PS Income Statement |           |           |           |           |           |           | CAGR<br>2005E-2009E |
|----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|
|                            | 2004PF    | 2005E     | 2006E     | 2007E     | 2008E     | 2009E     |                     |
| Revenues                   | \$2,432.5 | \$2,612.4 | \$2,838.3 | \$3,061.2 | \$3,256.0 | \$3,463.0 | 7.3%                |
| % Growth                   | --        | 7.4%      | 8.6%      | 7.9%      | 6.4%      | 6.4%      |                     |
| Gross Profit               | --        | \$624.1   | \$730.5   | \$825.7   | \$888.7   | \$950.3   |                     |
| % Margin                   | --        | 23.9%     | 25.7%     | 27.0%     | 27.3%     | 27.4%     |                     |
| EBITDA                     | \$558.1   | \$593.4   | \$692.5   | \$784.7   | \$845.0   | \$903.9   | 11.1%               |
| % Margin                   | 22.9%     | 22.7%     | 24.4%     | 25.6%     | 26.0%     | 26.1%     |                     |
| EBIT                       | \$344.5   | \$407.4   | \$496.0   | \$594.6   | \$667.4   | \$738.4   | 16.0%               |
| % Margin                   | 14.2%     | 15.6%     | 17.3%     | 19.4%     | 20.5%     | 21.3%     |                     |
| Net Income <sup>(a)</sup>  | --        | \$240.8   | \$296.1   | \$359.2   | \$406.8   | \$453.4   | 17.1%               |
| EPS <sup>(b)</sup>         | --        | \$0.82    | \$1.00    | \$1.22    | \$1.38    | \$1.54    | 17.1%               |
| % Growth                   | --        | --        | 23.0%     | 21.3%     | 13.3%     | 11.5%     |                     |
| <b>Memo Items</b>          |           |           |           |           |           |           |                     |
| Capital Expenditures       | --        | \$117.1   | \$87.7    | \$94.6    | \$100.6   | \$107.0   |                     |
| Change in Working Capital  | --        | 17.0      | 18.4      | 15.8      | 16.8      | 17.9      |                     |

Source: Management forecast.

Note: Assumes 80% of the debt is allocated to ISS/HE/PS. Cash is allocated based on Management forecast. 2004 financials are pro forma for acquisitions.

(a) Fully taxed at a 39% tax rate based on Management guidance.

(b) Based on 295 million fully diluted shares outstanding.

## Summary Management Forecast – AS

(\$ in millions, except per share figures)

| AS Income Statement       |           |           |           |           |           |           | CAGR<br>2005E-2009E |
|---------------------------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|
|                           | 2004PF    | 2005E     | 2006E     | 2007E     | 2008E     | 2009E     |                     |
| Revenues                  | \$1,258.1 | \$1,324.3 | \$1,386.7 | \$1,454.1 | \$1,515.7 | \$1,577.8 | 4.5%                |
| % Growth                  | —         | 5.3%      | 4.7%      | 4.9%      | 4.2%      | 4.1%      |                     |
| Gross Profit              | --        | \$566.7   | \$594.1   | \$616.5   | \$636.6   | \$662.4   |                     |
| % Margin                  | —         | 42.8%     | 42.8%     | 42.4%     | 42.0%     | 42.0%     |                     |
| EBITDA                    | \$530.3   | \$551.2   | \$575.4   | \$597.0   | \$616.3   | \$641.3   | 3.9%                |
| % Margin                  | 42.2%     | 41.6%     | 41.5%     | 41.1%     | 40.7%     | 40.6%     |                     |
| EBIT                      | \$359.6   | \$370.2   | \$384.3   | \$399.6   | \$409.3   | \$430.7   | 3.9%                |
| % Margin                  | 28.6%     | 28.0%     | 27.7%     | 27.5%     | 27.0%     | 27.3%     |                     |
| Net Income <sup>(a)</sup> | —         | \$211.1   | \$221.6   | \$232.5   | \$237.3   | \$249.6   | 4.3%                |
| EPS <sup>(b)</sup>        | --        | \$0.72    | \$0.75    | \$0.79    | \$0.80    | \$0.85    | 4.3%                |
| % Growth                  | —         | —         | 5.0%      | 4.9%      | 2.1%      | 5.2%      |                     |
| <b>Memo Items</b>         |           |           |           |           |           |           |                     |
| Capital Expenditures      | —         | \$197.4   | \$208.0   | \$174.5   | \$181.9   | \$189.3   |                     |
| Change in Working Capital | —         | (2.5)     | 3.0       | 4.8       | 0.3       | 8.1       |                     |

Source: Management forecast.

Note: Assumes 80% of the debt is allocated to ISS/HR/PS. Cash is allocated based on Management forecast. 2004 financials are pro forma for acquisitions.

(a) Fully taxed at a 41% tax rate based on Management guidance.

(b) Based on 295 million fully diluted shares outstanding.

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## Summary of Selected Analysts' Price Targets and EPS Estimates

(\$ in millions, except per share data)

| FIRM                            | DATE     | ANALYST NAME       | RATING         | PRICE TARGET         | EARNINGS PER SHARE |        |
|---------------------------------|----------|--------------------|----------------|----------------------|--------------------|--------|
|                                 |          |                    |                |                      | 2005E              | 2006E  |
| Merrill Lynch                   | 03/18/05 | Gregory Smith      | Buy            | \$34.00              | \$1.55             | \$1.73 |
| Baird                           | 03/02/05 | Carla Cooper       | Outperform     | 34.00                | 1.54               | 1.75   |
| William Blair & Company         | 03/01/05 | Franco Turinelli   | Outperform     | NA                   | 1.55               | 1.74   |
| SG Cowen & Co                   | 02/25/05 | Moshe Katil        | NA             | NA                   | 1.57               | NA     |
| Lehman Brothers                 | 02/24/05 | Roger Freeman      | Equal Weight   | 29.00                | 1.56               | 1.73   |
| Baird                           | 02/17/05 | Carla Cooper       | Outperform     | 34.00                | 1.54               | 1.75   |
| Barrington                      | 02/16/05 | Michael Hutchinson | Outperform     | 37.00                | 1.54               | 1.69   |
| Janney Montgomery Scott         | 02/16/05 | Thomas McCrohan    | Buy            | 30.00                | 1.58               | 1.75   |
| JP Morgan                       | 02/16/05 | Philip Mickelson   | Neutral        | NA                   | 1.57               | NA     |
| Morgan Stanley                  | 02/16/05 | David Togut        | Underweight    | NA                   | 1.53               | 1.64   |
| Needham                         | 02/16/05 | Andrew Jeffrey     | Strong Buy     | 33.00                | 1.55               | NA     |
| Prudential Equity Group         | 02/16/05 | Bryan Keane        | Neutral Weight | 26.00                | 1.55               | NA     |
| Stifel, Nicolaus                | 02/16/05 | Peter Heckmann     | Outperform     | 32.00                | 1.58               | NA     |
| ThinkEquity Partners            | 02/16/05 | Glenn Greene       | Buy            | 32.00                | 1.55               | 1.72   |
| Deutsche Bank                   | 02/15/05 | Brandt Sakakocuy   | Hold           | 25.00                | 1.52               | 1.68   |
| Wachovia                        | 02/15/05 | David Trossman     | Outperform     | 33.00 <sup>(a)</sup> | 1.55               | 1.73   |
| MEDIAN                          |          |                    |                | \$32.50              | \$1.55             | \$1.73 |
| MEAN                            |          |                    |                | 31.58                | 1.55               | 1.72   |
| IBES (AVG.)                     |          |                    |                | \$31.00              | \$1.55             | \$1.71 |
| COMPANY GUIDANCE <sup>(b)</sup> |          |                    |                | NA                   | \$1.51 - \$1.57    | NA     |
| MANAGEMENT FORECAST             |          |                    |                | NA                   | \$1.53             | \$1.75 |

Sources: Bloomberg, Wall Street research and Management forecast. Only includes research reports prior to leak of transaction.

(a) Represents the average of the target price range of \$31.00 to \$35.00.

(b) Reflects Company guidance given in the February 15, 2005 press release and fiscal year 2004 earnings announcement.



## Summary Estimates for ISS/HE/PS and AS

(\$ in millions)

| ISS/HE/PS |                         |                     | AS       |                         |                     |
|-----------|-------------------------|---------------------|----------|-------------------------|---------------------|
| Revenues  | Median Analyst Estimate | Management Estimate | Revenues | Median Analyst Estimate | Management Estimate |
| 2005E     | \$2,442                 | \$2,612             | 2005E    | \$1,255                 | \$1,324             |
| 2006E     | 2,582                   | 2,838               | 2006E    | 1,328                   | 1,387               |
| EBIT      |                         |                     | EBIT     |                         |                     |
| 2005E     | \$404                   | \$407               | 2005E    | \$370                   | \$370               |
| 2006E     | 460                     | 496                 | 2006E    | 401                     | 384                 |

| CONSOLIDATED COMPANY |                         |                     |
|----------------------|-------------------------|---------------------|
| Revenues             | Median Analyst Estimate | Management Estimate |
| 2005E                | \$3,697                 | \$3,937             |
| 2006E                | 3,910                   | 4,225               |
| EBIT                 |                         |                     |
| 2005E                | \$774                   | \$778               |
| 2006E                | 861                     | 880                 |

*Sources: Wall Street research reports and Management forecast. Only includes research reports prior to leak of transaction. 2005E Revenues and EBIT reflect the median of nine and eight research estimates, respectively. 2006E Revenues and EBIT reflect the median of seven and six research estimates, respectively.*

*Note: For Analyst estimates, corporate expenses were allocated to EBIT according to each division's revenue contribution to total consolidated revenue.*



## Valuation Methodology

The valuation analysis relies on the following methodologies:

### COMPARABLE PUBLIC COMPANY ANALYSIS

- The analysis gives weight to several factors, including but not limited to lines of business, relative business risks, growth prospects, size, scale and market positioning in determining the relevant premiums/discounts for Solar businesses versus comparable trading multiples
- For the ISS/HE/PS businesses, publicly traded financial outsourcing companies that are generally comparable to Solar were used
- For the AS business, IT outsourcing companies were used

### DISCOUNTED CASH FLOW ANALYSIS

- Discounted cash flow analysis estimates the present value of expected future cash flows and a terminal value of each business
- ISS/HE/PS and AS businesses analyzed separately
- Utilized discount rates to reflect the appropriate risk of the estimated cash flows as compared to market risk
- Terminal values based on perpetual growth rates

### PRECEDENT TRANSACTION ANALYSIS

- Analysis of recent mergers and acquisitions transactions that have occurred in relevant industries and implied multiples paid for comparable companies
- ISS/HE/PS and AS businesses analyzed separately
- Limited number of recent directly comparable transactions with publicly available financial metrics

### PREMIUMS PAID ANALYSIS

- Premiums paid in transactions in excess \$1 billion and \$5 billion, respectively, were reviewed

## Opportunities and Considerations on Solar

| OPPORTUNITIES                                                                                                                                                                                                                                                                                                                                                                                 | CONSIDERATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>■ Leading market position in key segments of financial outsourcing and availability services industries</li> <li>■ Highly recurring revenue streams</li> <li>■ Scalable business model</li> <li>■ Broad portfolio of offerings</li> <li>■ Technology leadership</li> <li>■ Diversified customer base</li> <li>■ Strong cash flow generation</li> </ul> | <ul style="list-style-type: none"> <li>■ Declining future organic growth prospects</li> <li>■ Limited internal revenue growth during last two years               <ul style="list-style-type: none"> <li>■ In 2004, organic growth was approximately 0% (excluding the impact of favorable exchange rates of approximately 2%)</li> </ul> </li> <li>■ Potential for decline in margins due to pricing pressures               <ul style="list-style-type: none"> <li>■ Large competitors – IBM</li> <li>■ Continued threat from in-house solutions</li> </ul> </li> <li>■ Dependence of ISS business on trends in financial services sector</li> <li>■ Ability to execute accretive acquisitions</li> </ul> |

## Solar Analysis at Various Prices

(\$ in millions, except per share data)

| ANALYSIS AT VARIOUS PRICES           |                      |         |         |         |         |         |          |          |          |          |       | Weighted<br>Comparable<br>Companies <sup>(a)</sup> | Weighted<br>Precedent<br>Transactions <sup>(b)</sup> |
|--------------------------------------|----------------------|---------|---------|---------|---------|---------|----------|----------|----------|----------|-------|----------------------------------------------------|------------------------------------------------------|
|                                      | As of<br>3/18/05     |         |         |         |         |         |          |          |          |          |       |                                                    |                                                      |
| Share Price                          | \$24.95              | \$28.00 | \$29.00 | \$30.00 | \$31.00 | \$32.00 | \$33.00  | \$34.00  | \$35.00  | \$36.00  |       |                                                    |                                                      |
| Premium to BE/IS/OS                  | 0.0%                 | 12.2%   | 16.2%   | 20.2%   | 24.2%   | 28.3%   | 32.3%    | 36.3%    | 40.3%    | 44.3%    |       |                                                    | 20% - 30% <sup>(c)</sup>                             |
| Premium to 4-Week Avg                | (2.6%)               | 9.5%    | 13.2%   | 17.1%   | 21.0%   | 24.9%   | 28.8%    | 32.7%    | 36.6%    | 40.5%    |       |                                                    |                                                      |
| Equity Value <sup>(d)</sup>          | \$7,362              | \$8,320 | \$8,644 | \$8,971 | \$9,299 | \$9,626 | \$9,955  | \$10,287 | \$10,620 | \$10,952 |       |                                                    |                                                      |
| Plus: Net Debt/(Cash) <sup>(e)</sup> | 273                  | 273     | 273     | 273     | 273     | 273     | 273      | 273      | 273      | 273      |       |                                                    |                                                      |
| Enterprise Value                     | \$7,635              | \$8,593 | \$8,917 | \$9,244 | \$9,572 | \$9,900 | \$10,228 | \$10,561 | \$10,893 | \$11,226 |       |                                                    |                                                      |
| Revenues                             | Value <sup>(f)</sup> |         |         |         |         |         |          |          |          |          |       |                                                    |                                                      |
| 2004PP                               | \$3,691              | 2.07x   | 2.33x   | 2.42x   | 2.50x   | 2.59x   | 2.68x    | 2.77x    | 2.86x    | 2.95x    | 3.04x | 1.73x                                              | 2.32x                                                |
| 2005E                                | 3,957                | 1.94    | 2.18    | 2.27    | 2.35    | 2.43    | 2.51     | 2.60     | 2.68     | 2.77     | 2.85  | 1.74                                               | —                                                    |
| 2006E                                | 4,225                | 1.81    | 2.03    | 2.11    | 2.19    | 2.27    | 2.34     | 2.42     | 2.50     | 2.58     | 2.66  | —                                                  | —                                                    |
| EBITDA                               |                      |         |         |         |         |         |          |          |          |          |       |                                                    |                                                      |
| 2004PP                               | \$1,088              | 7.0x    | 7.9x    | 8.2x    | 8.5x    | 8.8x    | 9.1x     | 9.4x     | 9.7x     | 10.0x    | 10.3x | 8.9x                                               | 9.6x                                                 |
| 2005E                                | 1,145                | 6.7     | 7.5     | 7.8     | 8.1     | 8.4     | 8.6      | 8.9      | 9.2      | 9.5      | 9.8   | 7.8                                                | —                                                    |
| 2006E                                | 1,268                | 6.0     | 6.8     | 7.0     | 7.3     | 7.5     | 7.8      | 8.1      | 8.3      | 8.6      | 8.9   | —                                                  | —                                                    |
| Price/EPS                            |                      |         |         |         |         |         |          |          |          |          |       |                                                    |                                                      |
| 2005E                                | \$1.53               | 16.3x   | 18.3x   | 18.9x   | 19.6x   | 20.2x   | 20.9x    | 21.5x    | 22.2x    | 22.9x    | 23.5x | 16.8x                                              | —                                                    |
| 2006E                                | 1.75                 | 14.2    | 16.0    | 16.5    | 17.1    | 17.7    | 18.2     | 18.8     | 19.4     | 19.9     | 20.5  | —                                                  | —                                                    |

Source: Management forecast and Wall Street research reports.

(a) Median of selected comparable companies for ISS/HIS/PS (Boys, DST Systems, Fiserv, Jack Henry & Associates and SEI Investments) and AS (Accurate, Affiliated Computer Services, Computer Sciences, CSC, HP, IBM and First Systems). Weighted in proportion to relevant Solar financial metric.

(b) Same JDC. Median of selected US precedent transactions in ISS/HIS/PS and AS industries. Weighted in proportion to relevant Solar financial metric.

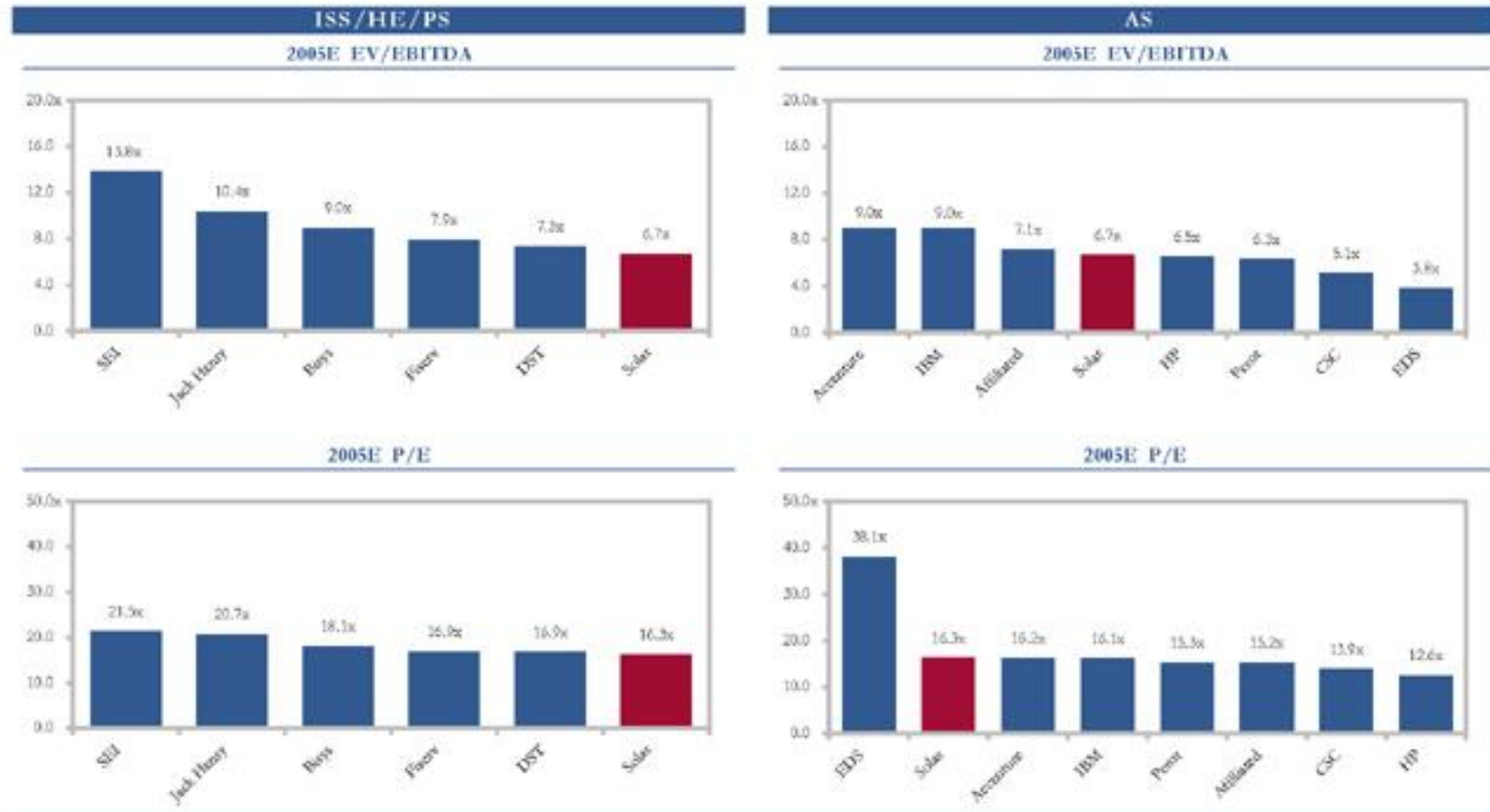
(c) Same JDC. Includes transactions greater than \$1 billion announced from 2004 to date. Excludes merger-of-equals transactions.

(d) Equity value reflects fully diluted outstanding shares using the treasury stock method.

(e) Includes 3.750% Senior Notes due 2009 of \$250 million, 4.875% Senior Notes due 2014 of \$250 million and other obligations of \$17 million. Cash adjusted for pending acquisitions of approximately \$40 million.

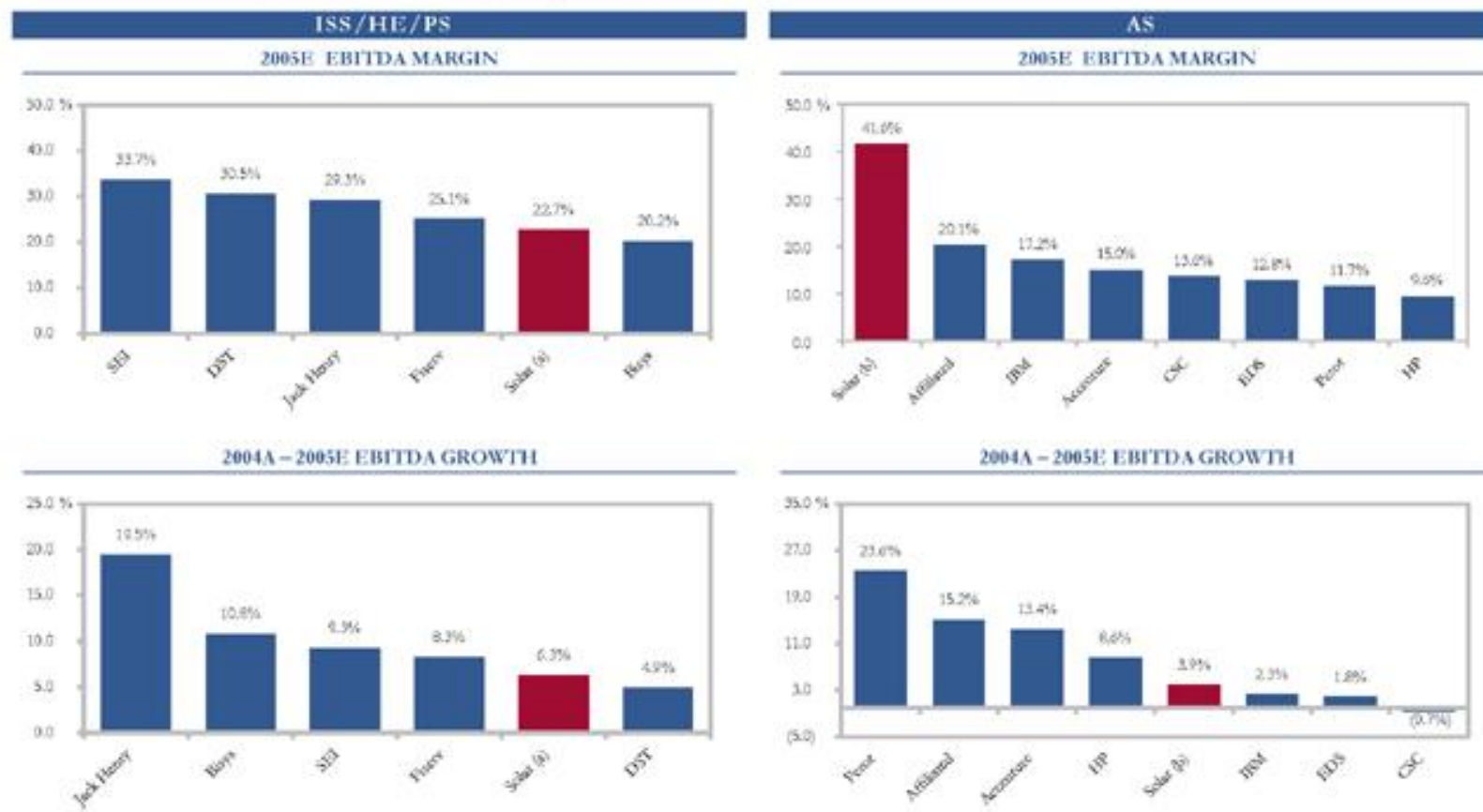
(f) Adjusted for one time/non-recurring items.

## Comparable Company: Trading Statistics



*Source: Wall Street research reports, public filings and Solar data based on Management forecast.*  
 Note: Solar represents current trading multiples for consolidated company.

## Comparable Company: Operating Statistics



*Sources: Wall Street research reports, public filings and Solar data based on Management forecast.*

(a) Represents Solar's ISS/HE/PS operations. 2004 EBITDA is pro forma to include acquisitions.

(b) Represents Solar's AS operations. 2004 EBITDA is pro forma to include acquisitions.

## Premiums Paid Analysis

The following analysis summarizes recent premiums paid in transactions larger than \$1 billion and \$5 billion, respectively

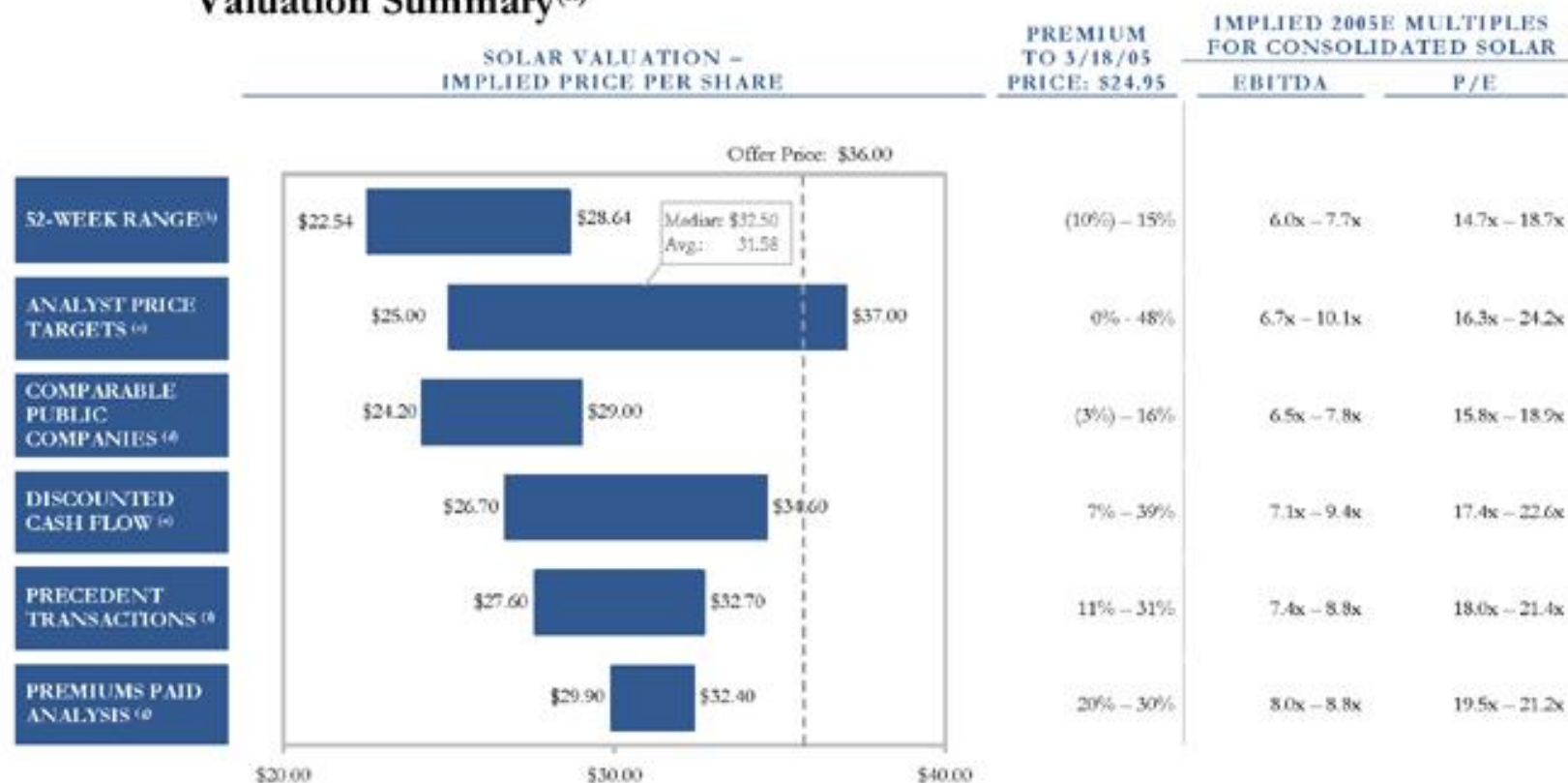
| PREMIUMS PAID ANALYSIS |              |        |         |              |        |        |
|------------------------|--------------|--------|---------|--------------|--------|--------|
|                        | >\$1 Billion |        |         | >\$5 Billion |        |        |
|                        | 1 Day        | 1 Week | 4 Week  | 1 Day        | 1 Week | 4 Week |
| High                   | 69.8%        | 67.8%  | 80.2%   | 33.4%        | 38.3%  | 44.0%  |
| Mean                   | 23.8%        | 26.6%  | 27.0%   | 15.3%        | 23.1%  | 26.2%  |
| Median                 | 21.3%        | 24.0%  | 25.7%   | 13.0%        | 25.4%  | 23.7%  |
| Low                    | (9.5%)       | (8.0%) | (19.6%) | 0.0%         | (1.2%) | 5.4%   |

*Sources: SDC database, transaction data from 2004 to date.*

*Note: Analysis includes transactions greater than \$1 billion and excludes merger-of-equals transactions.*



## Valuation Summary<sup>(a)</sup>



(a) Based on Management forecast.

(b) Based on closing prices as of March 18, 2005.

(c) Based on selected recent Wall Street reports prior to March 18, 2005.

(d) Based on selected comparable companies for ISS/HE/PS (Bays, DGT Systems, Finerv, Jack Henry & Associates and SBI Investments) and AS (Accenture, Affiliated Computer Services, Computer Sciences, EDS, HP, IBM and Pricot Systems). Assumes 2005E EBITDA and PE multiples of 7.5x – 9.5x, 17.0x – 19.0x and 5.5x – 7.0x, 14.0x – 16.0x for ISS/HE/PS and AS, respectively.

(e) Reflects WACC of 10.0% – 12.0%, perpetual growth rate of 3.5% – 4.5% for ISS/HE/PS; reflects WACC of 10.0% – 12.0%, perpetual growth rate of 2.0% – 3.0% for AS.

(f) Same JDC Assumes LTM EBITDA multiples of 9.0x – 11.0x and 6.5x – 7.5x for ISS/HE/PS and AS, respectively.

(g) Same JDC. Includes transactions greater than \$1 billion from 2004 to date. Excludes merger-of-equals transactions. Premium to stock price as of March 18, 2005.



## Valuation Summary – Sum of the Parts<sup>(a)</sup>

(\$ in billions, except per share data)



(a) Based on Management forecast.

(b) Based on selected comparable companies for ISS/HE/PS (Boys, DST Systems, Fiserv, Jack Henry & Associates and SEI Investments) and AS (Accenture, Affiliated Computer Services, Computer Sciences, EDS, HP, IBM and Perot Systems). Assumes 2003E EBITDA and P/E multiples of 7.0x – 9.0x, 17.0x – 19.0x and 5.0x – 7.0x, 14.0x – 16.0x for ISS/HE/PS and AS, respectively.

(c) Reflects WACC of 10.0% – 12.0%, perpetual growth rate of 3.5% – 4.5% for ISS/HE/PS, reflects WACC of 10.0% – 12.0%, perpetual growth rate of 2.0% – 3.0% for AS.

(d) Same SDC. Includes selected US precedent transactions in transaction processing and IT outsourcing industries.

## Hypothetical Future Stock Prices

### FUTURE VALUE

|                        |       | AS - 2006E P/E |         |         |         |
|------------------------|-------|----------------|---------|---------|---------|
|                        |       | 14.0x          | 16.0x   | 18.0x   | 20.0x   |
| ISS/HE/PS<br>2006E P/E | 16.0x | \$26.48        | \$27.88 | \$29.25 | \$30.61 |
|                        | 17.0  | 27.42          | 28.80   | 30.16   | 31.51   |
|                        | 18.0  | 28.35          | 29.71   | 31.06   | 32.41   |
|                        | 19.0  | 29.26          | 30.61   | 31.96   | 33.31   |
|                        | 20.0  | 30.16          | 31.52   | 32.87   | 34.20   |

### PRESENT VALUE

|                        |       | AS - 2006E P/E |         |         |         |
|------------------------|-------|----------------|---------|---------|---------|
|                        |       | 14.0x          | 16.0x   | 18.0x   | 20.0x   |
| ISS/HE/PS<br>2006E P/E | 16.0x | \$24.32        | \$25.61 | \$26.87 | \$28.11 |
|                        | 17.0  | 25.18          | 26.46   | 27.70   | 28.94   |
|                        | 18.0  | 26.04          | 27.29   | 28.53   | 29.77   |
|                        | 19.0  | 26.87          | 28.12   | 29.36   | 30.60   |
|                        | 20.0  | 27.71          | 28.95   | 30.19   | 31.41   |

Current Solar 2005E P/E: 16.3x

ISS/HE/PS 2005E public market valuation range: 17.0x – 19.0x

AS 2005E public market valuation range: 14.0x – 16.0x

*Source: EPS estimate based on Management forecast. Future value as of December 31, 2005 and present value as of March 31, 2005 based on equity discount rate of 12%.*

## II Additional Valuation Materials

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LAZARD

## A Comparable Companies Analysis

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LAZARD

## Public Market Valuation

(\$ in millions, except per share figures)

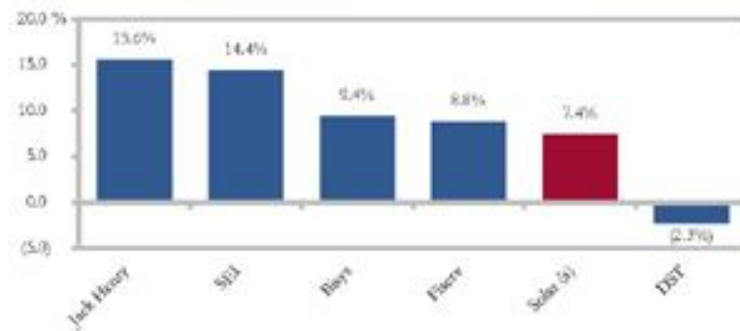
| SOLAR SUM-OF-THE-PARTS - PUBLIC MARKET VALUATION |                 |                 |       |                          |           |
|--------------------------------------------------|-----------------|-----------------|-------|--------------------------|-----------|
| Segment                                          | 2005E<br>EBITDA | EBITDA Multiple |       | Implied Enterprise Value |           |
|                                                  |                 | Low             | High  | Low                      | High      |
| ISS/HE/PS                                        | \$593.4         | 7.5x            | 9.5x  | \$4,450.5                | \$5,637.3 |
| AS                                               | 551.2           | 5.5             | 7.0   | 3,031.6                  | 3,858.4   |
|                                                  | 2005E<br>EPS    | P/E Multiple    |       |                          |           |
|                                                  |                 | Low             | High  |                          |           |
| ISS/HE/PS                                        | \$0.82          | 17.0x           | 19.0x | \$4,173.6                | \$4,707.6 |
| AS                                               | 0.72            | 14.0            | 16.0  | 3,136.1                  | 3,596.8   |
|                                                  |                 |                 |       |                          |           |
|                                                  |                 |                 |       | Low                      | High      |
| Assumed Enterprise Value <sup>(a)</sup>          |                 |                 |       | \$7,395.9                | \$8,900.1 |
| Implied 2005E EBITDA Multiple                    |                 |                 |       | 6.5x                     | 7.8x      |
| Implied 2005E P/E Multiple                       |                 |                 |       | 15.8x                    | 18.9x     |
| Less: Net Debt                                   |                 |                 |       | (273.3)                  | (273.3)   |
| Total Equity Value                               |                 |                 |       | \$7,122.6                | \$8,626.8 |
| Fully Diluted Shares Outstanding                 |                 |                 |       | 294.6                    | 298.0     |
| Implied Price per Share                          |                 |                 |       | \$24.18                  | \$28.95   |
| Change from Current Price of \$24.95             |                 |                 |       | (3.1%)                   | 16.0%     |

Sources: Based on Management forecast, Company filings and Wall Street research reports.

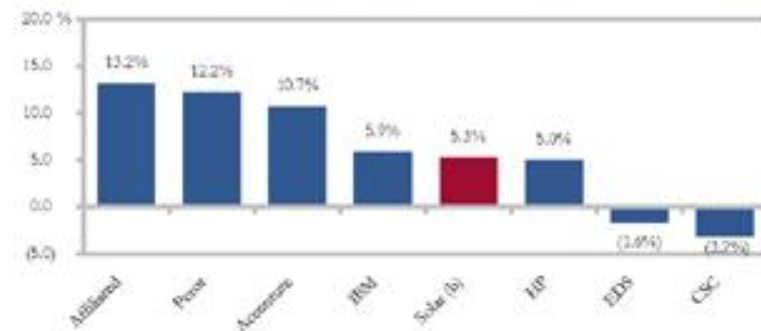
(a) Represents the sum of the ISS/HE/PS and AS businesses for each of the low and high enterprise values obtained using the average values derived from applying EBITDA multiples and SPS multiples.

## Comparable Companies Analysis – Additional Benchmarking

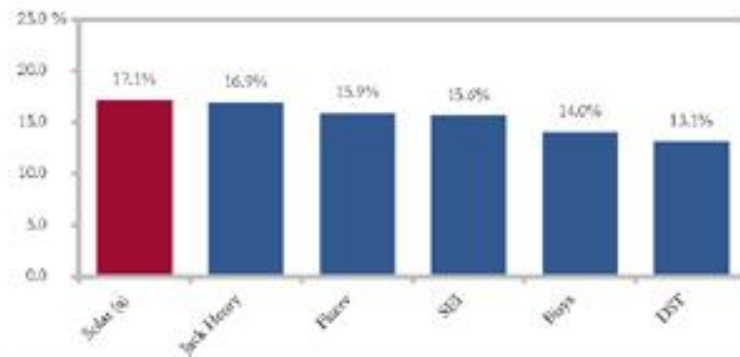
**ISS / HE / PS**  
2004A-2005E REVENUE GROWTH



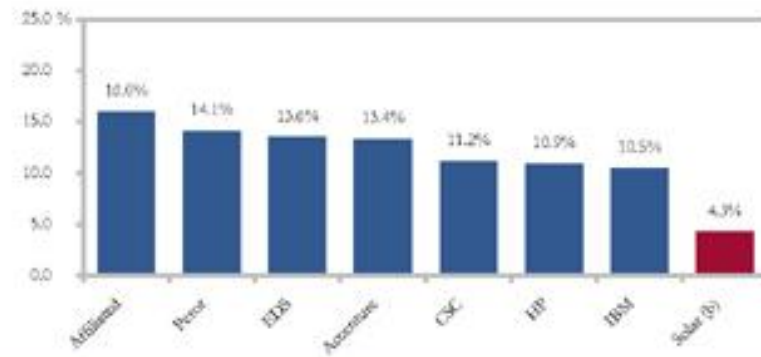
**AS**  
2004A-2005E REVENUE GROWTH



**IBES LONG-TERM EPS GROWTH**



**IBES LONG-TERM EPS GROWTH**



Sources: Wall Street research reports, public filings, and Solar data based on Management forecast.

(a) Represents Solar's ISS/HE/PS operations. 2004 Revenue is pro forma to include acquisitions and Solar's EPS growth rate is based on Management five year forecast.

(b) Represents Solar's AS operations. 2004 Revenue is pro forma to include acquisitions and Solar's EPS growth rate is based on Management five year forecast.



## Public Market Comparables – ISS/HE/PS

(\$ in millions, except per share figures)

| Company                   | Stock Price |            | Equity Value | Enterprise Value | Enterprise Value as a Multiple of |       |        |       |       |       | P/E   | IBES LT Growth | Net Debt/ |       | Dividend Yield |       |      |
|---------------------------|-------------|------------|--------------|------------------|-----------------------------------|-------|--------|-------|-------|-------|-------|----------------|-----------|-------|----------------|-------|------|
|                           | Change from |            |              |                  | Revenues                          |       | EBITDA |       | EBIT  |       |       |                | 2009E     | 2004A |                |       |      |
|                           | 3/15/2005   | 52-Wk High |              |                  | 2004A                             | 2005E | 2004A  | 2005E | 2004A | 2005E |       |                |           |       |                |       |      |
| Boys Group                | \$14.82     | 86.2%      | \$1,796      | \$2,153          | 1.99x                             | 1.82x | 9.9x   | 9.1x  | 14.1x | 12.7x | 20.6x | 18.1x          | 14.0%     | 1.29x | 1.65x          | 0.0%  |      |
| DST Systems               | 44.83       | 89.3%      | 3,850        | 3,791            | 2.18                              | 2.24  | 7.7    | 7.3   | 11.3  | 11.0  | 18.4  | 16.9           | 13.1%     | 1.29  | 0.36           | 0.0%  |      |
| Fluor                     | 37.12       | 90.5%      | 7,362        | 7,245            | 2.16                              | 1.99  | 8.6    | 7.3   | 11.0  | 10.0  | 18.6  | 16.9           | 15.9%     | 1.07  | 0.11           | 0.0%  |      |
| Henry (Jack) & Associates | 18.86       | 89.9%      | 1,787        | 1,779            | 3.30                              | 3.64  | 12.4   | 10.4  | 16.4  | 13.3  | 23.3  | 20.7           | 16.9%     | 1.23  | 1.81           | 1.0%  |      |
| SEI Investments           | 37.12       | 85.5%      | 3,356        | 3,666            | 5.34                              | 4.67  | 15.1   | 13.8  | 17.6  | 16.3  | 23.3  | 21.5           | 13.6%     | 1.38  | 1.81           | 0.5%  |      |
|                           |             |            |              |                  | Median                            | 2.19x | 2.24x  | 9.9x  | 9.0x  | 14.1x | 12.7x | 20.6x          | 18.1x     | 15.6% | 1.29x          | 0.36x | 0.0% |
|                           |             |            |              |                  | Mean                              | 3.04  | 2.75   | 10.7  | 9.7   | 14.1  | 12.7  | 21.3           | 18.8      | 15.1% | 1.25           | 0.70  | 0.3% |
|                           |             |            |              |                  | High                              | 5.34  | 4.67   | 15.1  | 13.8  | 17.6  | 16.3  | 25.3           | 21.5      | 16.9% | 1.38           | 1.65  | 1.0% |
|                           |             |            |              |                  | Low                               | 1.99  | 1.82   | 7.7   | 7.3   | 11.0  | 10.0  | 18.4           | 16.9      | 13.1% | 1.07           | 0.11  | 0.0% |
|                           |             |            |              |                  |                                   |       |        |       |       |       |       |                |           |       |                |       |      |
| Solar <sup>(c)</sup>      | \$24.95     | 87.1%      | \$7,562      | \$7,635          | 2.07x                             | 1.94x | 7.0x   | 6.7x  | 10.6x | 9.8x  | NM    | 16.3x          | 11.7%     | 1.39x | 0.23x          | 0.0%  |      |

Source: Wall Street research and company public filings.

Notes: Equity value calculated on a fully diluted basis accounting for all outstanding options and convertible instruments. Unconsolidated affiliates and other investments are subtracted from enterprise value.

(a) Does not pro forma for anticipated Equusac divestiture.

(b) Does not pro forma for Tangent acquisition.

(c) 2004 financials are reported on a pro forma basis. Projections are based on Management forecast. EPS growth rate is based on Management five year forecast.

## Public Market Comparables – AS

(\$ in millions, except per share figures)

| Company                                | Stock Price |                        | Equity Value | Enterprise Value | Enterprise Value as a Multiple of |       |        |       |       |       |              |       | P/E   | IBES LT Growth | 2005E PEG | Net Debt/  |      | Dividend Yield |
|----------------------------------------|-------------|------------------------|--------------|------------------|-----------------------------------|-------|--------|-------|-------|-------|--------------|-------|-------|----------------|-----------|------------|------|----------------|
|                                        | 05/15/05    | Change from 52-Wk High |              |                  | Revenues                          |       | EBITDA |       | EBIT  |       | 2004A EBITDA |       |       |                |           | 2004A EBIT |      |                |
|                                        |             |                        |              |                  | 2004A                             | 2005E | 2004A  | 2005E | 2004A | 2005E | 2004A        | 2005E |       |                |           |            |      |                |
| Avnet Inc.                             | \$24.33     | (14.5%)                | \$23,594     | \$21,441         | 1.90x                             | 1.36x | 10.3x  | 9.0x  | 11.7x | 10.3x | 18.6x        | 16.2x | 13.4% | 1.21x          | 1.34      | 1.34x      | 0.0% |                |
| Affiliated Computer Services           | 40.35       | (18.4%)                | 6,554        | 6,751            | 1.63                              | 1.44  | 8.2    | 7.1   | 11.1  | 9.6   | 17.7         | 15.1  | 16.0% | 0.95           | 0.21x     | 0.21x      | 0.0% |                |
| Computer Sciences Corp.                | 44.66       | (23.0%)                | 8,662        | 10,292           | 0.68                              | 0.70  | 5.1    | 5.1   | 10.6  | 10.2  | 15.0         | 13.8  | 11.3% | 1.24           | 0.84      | 0.84x      | 0.0% |                |
| Electronic Data Systems <sup>(a)</sup> | 20.58       | (12.0%)                | 10,652       | 9,951            | 0.48                              | 0.40  | 3.9    | 3.8   | 18.3  | 15.9  | 68.6         | 38.1  | 13.6% | 2.81           | 0.14      | 0.14x      | 1.0% |                |
| Perot Systems                          | 13.76       | (19.1%)                | 1,703        | 1,474            | 0.83                              | 0.74  | 7.8    | 6.3   | 11.2  | 8.7   | 17.6         | 15.3  | 14.1% | 1.08           | 1.08      | 1.08x      | 0.0% |                |
|                                        |             |                        |              | Median           |                                   | 0.83x | 0.74x  | 7.8x  | 6.3x  | 11.2x | 10.2x        | 17.7x | 15.3x | 13.6%          | 1.21x     | 0.14x      | 0.0% |                |
|                                        |             |                        |              | Mean             |                                   | 1.00  | 0.85   | 7.1   | 6.3   | 12.6  | 11.0         | 27.5  | 19.8  | 13.6%          | 1.46      | 1.18x      | 0.2% |                |
| IBM                                    | \$90.65     | (9.5%)                 | \$151,162    | \$158,233        | 1.64x                             | 1.55x | 9.2x   | 9.0x  | 12.7x | 11.7x | 17.9x        | 16.1x | 10.5% | 1.54x          | 0.58x     | 0.58x      | 0.8% |                |
| HP <sup>(b)</sup>                      | 20.10       | (14.9%)                | 39,420       | 53,108           | 0.66                              | 0.63  | 7.1    | 6.5   | 10.5  | 9.3   | 14.9         | 12.6  | 10.9% | 1.15           | 1.2A      | 1.2A       | 1.6% |                |
|                                        |             |                        |              | Median (tot.)    |                                   | 0.83x | 0.74x  | 7.8x  | 6.3x  | 11.2x | 10.2x        | 17.7x | 15.3x | 13.4%          | 1.21x     | 0.17x      | 0.6% |                |
|                                        |             |                        |              | Mean (tot.)      |                                   | 1.06  | 0.99   | 7.4   | 6.7   | 12.5  | 10.8         | 24.3  | 18.2  | 12.9%          | 1.43      | NM         | 0.5% |                |
| Solar <sup>(b)</sup>                   | \$24.95     | 87.1%                  | \$7,362      | \$7,635          | 2.07x                             | 1.94x | 7.6x   | 6.7x  | 10.8x | 9.8x  | NM           | 16.3x | 11.7% | 1.39x          | 0.23x     | 0.23x      | 0.6% |                |

Sources: Wall Street research and company public filings.

Notes: Equity value calculated on a fully diluted basis accounting for all outstanding options and convertible instruments. Unconsolidated affiliates and other investments are subtracted from enterprise value.

(a) Cash flow statistics are calculated from public filings.

(b) 2004 financials are reported on a pro forma basis. Projections are based on Management forecast. EPS growth rate is based on Management five year forecast.

## B Discounted Cash Flow Analysis

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LAZARD

## Discounted Cash Flow Analysis Summary

(\$ in millions, except per share figures)

| Discount<br>Rate | ISS/HE/PS Enterprise Value at<br>Perpetual Growth Rate |         |         | + | Discount<br>Rate | AS Enterprise Value at<br>Perpetual Growth Rate |         |         | = | Total Enterprise Value at<br>Perpetual Growth Rate |          |          |
|------------------|--------------------------------------------------------|---------|---------|---|------------------|-------------------------------------------------|---------|---------|---|----------------------------------------------------|----------|----------|
|                  | 3.5%                                                   | 4.0%    | 4.5%    |   |                  | 2.0%                                            | 2.5%    | 3.0%    |   |                                                    |          |          |
| 10.0%            | \$6,968                                                | \$7,446 | \$8,012 |   | 10.0%            | \$3,146                                         | \$3,312 | \$3,501 |   | \$10,113                                           | \$10,758 | \$11,513 |
| 10.5%            | 6,468                                                  | 6,873   | 7,344   |   | 10.5%            | 2,959                                           | 3,103   | 3,267   |   | 9,428                                              | 9,976    | 10,611   |
| 11.0%            | 6,036                                                  | 6,381   | 6,779   |   | 11.0%            | 2,793                                           | 2,920   | 3,062   |   | 8,829                                              | 9,301    | 9,841    |
| 11.5%            | 5,657                                                  | 5,955   | 6,295   |   | 11.5%            | 2,645                                           | 2,757   | 2,881   |   | 8,303                                              | 8,712    | 9,176    |
| 12.0%            | 5,324                                                  | 5,582   | 5,876   |   | 12.0%            | 2,512                                           | 2,611   | 2,720   |   | 7,835                                              | 8,193    | 8,596    |

| Discount<br>Rate | Implied Equity Value at<br>Perpetual Growth Rate <sup>(a)</sup> |          |          | + | Discount<br>Rate | Implied Price Per Share at<br>Perpetual Growth Rate |                |         | = | Implied Terminal LTM EBITDA<br>Multiple at Perpetual Growth Rate |      |      |
|------------------|-----------------------------------------------------------------|----------|----------|---|------------------|-----------------------------------------------------|----------------|---------|---|------------------------------------------------------------------|------|------|
|                  |                                                                 |          |          |   |                  |                                                     |                |         |   |                                                                  |      |      |
| 10.0%            | \$9,840                                                         | \$10,484 | \$11,239 |   | 10.0%            | \$32.65                                             | <b>\$34.59</b> | \$36.86 |   | 7.1x                                                             | 7.7x | 8.4x |
| 10.5%            | 9,154                                                           | 9,703    | 10,338   |   | 10.5%            | 30.56                                               | 32.23          | 34.15   |   | 6.6                                                              | 7.1  | 7.7  |
| 11.0%            | 8,556                                                           | 9,027    | 9,568    |   | 11.0%            | 28.73                                               | 30.17          | 31.82   |   | 6.2                                                              | 6.6  | 7.2  |
| 11.5%            | 8,029                                                           | 8,438    | 8,903    |   | 11.5%            | 27.08                                               | 28.37          | 29.79   |   | 5.8                                                              | 6.2  | 6.7  |
| 12.0%            | 7,562                                                           | 7,920    | 8,323    |   | 12.0%            | 25.59                                               | <b>26.73</b>   | 28.01   |   | 5.5                                                              | 5.9  | 6.3  |

*Solaris Financial projections based on Management forecast.*

*Note:* Present value calculated as of March 31, 2005.

*(a)* Reflects net debt of \$273 million.

## Discounted Cash Flow – ISS/HE/PS

(\$ in millions, except per share figures)

| DISCOUNTED CASH FLOW ANALYSIS - ISS/HE/PS    |              |              |              |              |              |
|----------------------------------------------|--------------|--------------|--------------|--------------|--------------|
|                                              | FORECASTED   |              |              |              |              |
|                                              | 2005E        | 2006E        | 2007E        | 2008E        | 2009E        |
| Revenues                                     | \$2,612      | \$2,838      | \$3,081      | \$3,250      | \$3,603      |
| % Growth                                     | --           | 8.6%         | 7.9%         | 5.4%         | 9.4%         |
| EBITDA                                       | 503          | 693          | 785          | 845          | 904          |
| % Growth                                     | --           | 36.7%        | 13.3%        | 7.7%         | 7.0%         |
| % Margin                                     | 22.7%        | 24.4%        | 25.6%        | 26.0%        | 25.1%        |
| EBIT                                         | 407          | 495          | 505          | 667          | 738          |
| % Margin                                     | 15.6%        | 17.5%        | 16.4%        | 20.5%        | 21.3%        |
| Less: Unlevered Taxes <sup>(a)</sup>         | (84)         | (219)        | (255)        | (281)        | (266)        |
| <b>Tax-adjusted EBIT</b>                     | <b>\$323</b> | <b>\$277</b> | <b>\$250</b> | <b>\$387</b> | <b>\$472</b> |
| Plus: Depreciation & Amortization            | 185          | 197          | 190          | 178          | 165          |
| % Revenues                                   | 7.1%         | 6.9%         | 6.2%         | 5.5%         | 4.6%         |
| Less: Capital Expenditures                   | (317)        | (88)         | (58)         | (101)        | (107)        |
| % Revenues                                   | -12.1%       | -3.1%        | -1.9%        | -3.1%        | -3.0%        |
| Less: (Increase)/Decrease in Working Capital | 17           | 18           | 35           | 17           | 18           |
| % Change of Revenues                         | --           | 8.1%         | 7.1%         | 5.6%         | 8.6%         |
| <b>Free Cash Flow</b>                        | <b>\$309</b> | <b>\$345</b> | <b>\$341</b> | <b>\$480</b> | <b>\$539</b> |
| % Growth                                     | --           | 39.8%        | 11.4%        | 39.6%        | 11.9%        |

| Discount Rate | 2005-2009 PV of FCF | Present Value of Terminal Value at Perpetual Growth Rate |         |         |
|---------------|---------------------|----------------------------------------------------------|---------|---------|
|               |                     | 3.5%                                                     | 4.0%    | 4.5%    |
| 10.0%         | \$1,565             | \$5,402                                                  | \$5,381 | \$5,445 |
| 10.5%         | 1,548               | 4,921                                                    | 5,325   | 5,794   |
| 11.0%         | 1,531               | 4,505                                                    | 4,850   | 5,249   |
| 11.5%         | 1,514               | 4,144                                                    | 4,441   | 4,781   |
| 12.0%         | 1,497               | 3,826                                                    | 4,085   | 4,379   |

| Enterprise Value at Perpetual Growth Rate |         |         |
|-------------------------------------------|---------|---------|
| 3.5%                                      | 4.0%    | 4.5%    |
| \$1,568                                   | \$7,445 | \$8,012 |
| 1,468                                     | 6,873   | 7,344   |
| 1,336                                     | 6,381   | 6,779   |
| 1,187                                     | 5,955   | 6,295   |
| 1,024                                     | 5,582   | 5,876   |

| Discount Rate | Net Debt <sup>(b)</sup> | Implied Equity Value at Perpetual Growth Rate |         |         |
|---------------|-------------------------|-----------------------------------------------|---------|---------|
|               |                         | 3.5%                                          | 4.0%    | 4.5%    |
| 10.0%         | \$87                    | \$1,880                                       | \$7,359 | \$7,924 |
| 10.5%         | 87                      | 1,381                                         | 6,785   | 7,257   |
| 1.0%          | 87                      | 1,049                                         | 6,294   | 6,692   |
| 1.5%          | 87                      | 1,070                                         | 5,868   | 6,208   |
| 2.0%          | 87                      | 1,236                                         | 5,495   | 5,789   |

| Implied Terminal EBITDA Multiple at Perpetual Growth Rate |      |       |
|-----------------------------------------------------------|------|-------|
| 3.5%                                                      | 4.0% | 4.5%  |
| 9.0x                                                      | 9.8x | 10.7x |
| 8.3                                                       | 9.0  | 9.8   |
| 7.8                                                       | 8.4  | 9.1   |
| 7.3                                                       | 7.8  | 8.4   |
| 6.8                                                       | 7.3  | 7.8   |

Source: Financial projections based on Management forecast.

Note: Present value calculated as of March 31, 2005.

(a) Based on Management guidance, assumes 50% of amortization of intangibles and 10% of depreciation and amortization are not deductible for tax purposes and assumes a marginal tax rate of 39%.

(b) Assumes 50% of the debt is allocated to ISS/HE/PS. Cash is allocated based on Management forecast.

## Discounted Cash Flow – AS

(\$ in millions, except per share figures)

| DISCOUNTED CASH FLOW ANALYSIS – AS           |              |              |              |              |              |             |
|----------------------------------------------|--------------|--------------|--------------|--------------|--------------|-------------|
|                                              | FORECASTED   |              |              |              |              | CAGR        |
|                                              | 2005E        | 2006E        | 2007E        | 2008E        | 2009E        | 2005E-2009E |
| Revenue                                      | \$1,324      | \$1,387      | \$1,454      | \$1,515      | \$1,578      | 4.3%        |
| % Growth                                     | --           | 4.7%         | 4.9%         | 4.2%         | 4.1%         |             |
| EBITDA                                       | 551          | 575          | 597          | 615          | 641          | 3.9%        |
| % Growth                                     | --           | 4.4%         | 3.7%         | 3.2%         | 4.1%         |             |
| % Margin                                     | 41.6%        | 41.5%        | 41.1%        | 40.7%        | 40.6%        |             |
| EBIT                                         | 370          | 384          | 400          | 409          | 431          | 3.9%        |
| % Margin                                     | 28.6%        | 27.7%        | 27.5%        | 27.0%        | 27.3%        |             |
| Less: Undiverted Taxes <sup>(a)</sup>        | (164)        | (170)        | (177)        | (180)        | (189)        |             |
| <b>Tax-adjusted EBIT</b>                     | <b>\$206</b> | <b>\$214</b> | <b>\$223</b> | <b>\$229</b> | <b>\$242</b> |             |
| Plus: Depreciation & Amortization            | 181          | 181          | 187          | 207          | 211          |             |
| % Revenue                                    | 13.7%        | 13.0%        | 12.9%        | 13.7%        | 13.3%        |             |
| Less: Capital Expenditures                   | (197)        | (218)        | (273)        | (282)        | (289)        |             |
| % Revenue                                    | 14.9%        | 15.9%        | 18.9%        | 18.6%        | 18.3%        |             |
| Less: (Increase)/Decrease in Working Capital | (2)          | 3            | 5            | 0            | 8            |             |
| % Change of Revenue                          | --           | 4.8%         | 7.1%         | 0.5%         | 12.0%        |             |
| <b>Free Cash Flow</b>                        | <b>\$187</b> | <b>\$200</b> | <b>\$231</b> | <b>\$234</b> | <b>\$271</b> | 9.7%        |
| % Growth                                     | --           | 6.9%         | 15.2%        | 1.5%         | 15.7%        |             |

| Discount Rate | 2005-2009<br>PV of FCF | Present Value of Terminal Value at<br>Perpetual Growth Rate |         |         | * | Enterprise Value at<br>Perpetual Growth Rate |         |         |
|---------------|------------------------|-------------------------------------------------------------|---------|---------|---|----------------------------------------------|---------|---------|
|               |                        | 2.0%                                                        | 2.5%    | 3.0%    |   | 2.0%                                         | 2.5%    | 3.0%    |
| 10.0%         | \$839                  | \$2,307                                                     | \$2,473 | \$2,653 | * | \$3,146                                      | \$3,112 | \$3,291 |
| 10.5%         | 829                    | 2,130                                                       | 2,274   | 2,438   |   | 3,059                                        | 3,103   | 3,267   |
| 11.0%         | 820                    | 1,973                                                       | 2,100   | 2,240   |   | 2,953                                        | 3,020   | 3,062   |
| 11.5%         | 811                    | 1,834                                                       | 1,945   | 2,070   |   | 2,845                                        | 2,937   | 2,981   |
| 12.0%         | 802                    | 1,710                                                       | 1,808   | 1,918   |   | 2,732                                        | 2,811   | 2,720   |

| Discount Rate | Net Debt <sup>(b)</sup> | Implied Equity Value at<br>Perpetual Growth Rate |         |         | * | Implied Terminal EBITDA Multiple at<br>Perpetual Growth Rate |      |      |
|---------------|-------------------------|--------------------------------------------------|---------|---------|---|--------------------------------------------------------------|------|------|
|               |                         | 2.0%                                             | 2.5%    | 3.0%    |   | 2.0%                                                         | 2.5% | 3.0% |
| 10.0%         | \$185                   | \$2,050                                          | \$3,125 | \$3,515 | * | 5.4x                                                         | 5.8x | 6.2x |
| 10.5%         | 185                     | 2,773                                            | 2,917   | 3,081   |   | 5.1                                                          | 5.4  | 5.8  |
| 11.0%         | 185                     | 2,607                                            | 2,734   | 2,876   |   | 4.8                                                          | 5.1  | 5.4  |
| 11.5%         | 185                     | 2,459                                            | 2,570   | 2,615   |   | 4.5                                                          | 4.8  | 5.1  |
| 12.0%         | 185                     | 2,306                                            | 2,424   | 2,534   |   | 4.3                                                          | 4.6  | 4.8  |

Sources: Financial projections based on Management forecast.

Notes: Present value calculated as of March 31, 2005.

(a) Based on Management guidance, assumes 50% of amortization of intangibles and 10% of depreciation and amortization are not deductible for tax purposes and assumes a marginal tax rate of 41%.

(b) Assumes 50% of the debt is allocated to AS. Cash is allocated based on Management forecast.

## WAAC Analysis – ISS/HE/PS

(\$ in millions)

| U.S. Info Services Companies | Equity Value | Net Debt      | Net Debt/Total Cap. | Net Debt/Equity Value | Levered Beta <sup>(a)</sup> | Unlevered Beta <sup>(a)</sup> |
|------------------------------|--------------|---------------|---------------------|-----------------------|-----------------------------|-------------------------------|
| Bsys Group Inc               | \$1,796      | \$337         | 16.0%               | 19.9%                 | 1.15                        | 1.03                          |
| DST Systems Inc              | 3,832        | 176           | 4.4%                | 4.6%                  | 0.96                        | 0.93                          |
| Fiserv Inc                   | 7,362        | 89            | 1.2%                | 1.2%                  | 0.92                        | 0.91                          |
| Henry (Jack) & Associates    | 1,787        | (8)           | (0.4%)              | (0.4%)                | 0.83                        | 0.84                          |
| SEI Investments Co           | 3,956        | (223)         | (5.0%)              | (5.0%)                | 1.28                        | 1.22                          |
| Solar                        | 9,322        | 273           | 2.8%                | 2.9%                  | 1.04                        | 1.02                          |
|                              |              | <b>Median</b> | <b>2.0%</b>         | <b>2.1%</b>           | <b>1.00</b>                 | <b>0.98</b>                   |

### Assumptions

|                                             |       |
|---------------------------------------------|-------|
| Marginal Tax Rate                           | 39.0% |
| Risk Free Rate of Return <sup>(b)</sup>     | 4.51% |
| Equity Risk / Market Premium <sup>(c)</sup> | 7.20% |

| Pre-Tax / After-Tax Cost of Debt |       |       |       |       |       |
|----------------------------------|-------|-------|-------|-------|-------|
| 4.00%                            | 5.00% | 5.50% | 6.00% | 6.50% | 7.00% |
| 2.44%                            | 3.05% | 3.30% | 3.65% | 3.97% | 4.27% |

| Debt/Cap. | Debt/Equity | Unlevered Beta | Levering Factor <sup>(d)</sup> | Levered Beta | Cost of Equity <sup>(e)</sup> | Weighted Average Cost of Capital <sup>(g)</sup> |       |       |       |       |       |
|-----------|-------------|----------------|--------------------------------|--------------|-------------------------------|-------------------------------------------------|-------|-------|-------|-------|-------|
| 0.0%      | 0.0%        | 0.976          | 1.000                          | 0.976        | 11.5%                         | 11.5%                                           | 11.5% | 11.5% | 11.5% | 11.5% | 11.5% |
| 10.0%     | 11.1%       | 0.976          | 1.068                          | 1.043        | 12.0%                         | 11.1%                                           | 11.1% | 11.2% | 11.2% | 11.2% | 11.2% |
| 20.0%     | 25.0%       | 0.976          | 1.153                          | 1.125        | 12.6%                         | 10.6%                                           | 10.7% | 10.8% | 10.8% | 10.9% | 10.9% |
| 30.0%     | 42.9%       | 0.976          | 1.261                          | 1.232        | 13.4%                         | 10.1%                                           | 10.3% | 10.4% | 10.5% | 10.6% | 10.6% |
| 40.0%     | 66.7%       | 0.976          | 1.407                          | 1.373        | 14.4%                         | 9.6%                                            | 9.9%  | 10.0% | 10.1% | 10.2% | 10.3% |
| 50.0%     | 100.0%      | 0.976          | 1.610                          | 1.572        | 15.8%                         | 9.1%                                            | 9.4%  | 9.6%  | 9.7%  | 9.9%  | 10.0% |

(a) Beta predicted beta as of 03/18/05.

(b) Unlevered Beta = Levered Beta / [1 + (1 - Tax Rate)(Debt/Equity)].

(c) Risk Free Rate is 30-Year Treasury Bond Yield as of 03/18/05.

(d) Represents the long horizon expected equity risk premium based on differences of historical arithmetic mean returns on the S&P 500 from 1926-2003 (Ibbotson Associates' 2004 Yearbook).

(e) Levering Factor = [1 + (1 - Tax Rate)(Debt/Equity)].

(f) Cost of Equity = (Risk Free Rate of Return) + (Levered Beta)(Equity Risk Premium).

(g) Weighted Average Cost of Capital = (After-Tax Cost of Debt)(Debt/Cap.) + (Cost of Equity)(Equity/Cap.).



## WAAC Analysis – AS

(\$ in millions)

| U.S. Available Companies     | Equity Value | Net Debt      | Net Debt/Total Cap. | Net Debt/Equity Value | Levered Beta <sup>(a)</sup> | Unlevered Beta <sup>(b)</sup> |
|------------------------------|--------------|---------------|---------------------|-----------------------|-----------------------------|-------------------------------|
| Acornnet                     | \$23,554     | (\$2,825)     | (13.6%)             | (12.0%)               | 1.05                        | 1.14                          |
| Affiliated Computer Services | 6,554        | 224           | 3.3%                | 3.4%                  | 1.10                        | 1.08                          |
| Computer Sciences Corp.      | 8,662        | 1,630         | 15.8%               | 18.8%                 | 1.19                        | 1.07                          |
| Electronic Data Systems      | 10,632       | (146)         | (1.4%)              | (1.4%)                | 1.14                        | 1.15                          |
| HP                           | 59,429       | (5,840)       | (10.0%)             | (9.8%)                | 1.27                        | 1.35                          |
| IBM                          | 151,162      | 12,339        | 7.7%                | 8.3%                  | 0.98                        | 0.94                          |
| Perot Systems                | 1,703        | (329)         | (15.6%)             | (13.5%)               | 1.18                        | 1.28                          |
| Solar                        | 9,322        | 273           | 2.8%                | 2.9%                  | 1.05                        | 1.02                          |
|                              |              | <b>Median</b> | <b>6.7%</b>         | <b>6.8%</b>           | <b>1.12</b>                 | <b>1.11</b>                   |

### Assumptions

|                                             |       |
|---------------------------------------------|-------|
| Marginal Tax Rate                           | 41.0% |
| Risk Free Rate of Return <sup>(c)</sup>     | 4.51% |
| Equity Risk / Market Premium <sup>(d)</sup> | 7.20% |

| Pre-Tax/After-Tax Cost of Debt |       |       |       |       |       |
|--------------------------------|-------|-------|-------|-------|-------|
| 4.00%                          | 5.00% | 5.50% | 6.00% | 6.50% | 7.00% |
| 2.36%                          | 2.95% | 3.25% | 3.54% | 3.84% | 4.13% |

| Debt/Cap. | Debt/Equity | Unlevered Beta | Levering Factor <sup>(e)</sup> | Levered Beta | Cost of Equity <sup>(f)</sup> |
|-----------|-------------|----------------|--------------------------------|--------------|-------------------------------|
| 0.0%      | 0.0%        | 1.108          | 1.000                          | 1.108        | 12.5%                         |
| 10.0%     | 11.1%       | 1.108          | 1.068                          | 1.181        | 13.0%                         |
| 20.0%     | 25.0%       | 1.108          | 1.148                          | 1.272        | 13.7%                         |
| 30.0%     | 42.9%       | 1.108          | 1.253                          | 1.389        | 14.5%                         |
| 40.0%     | 66.7%       | 1.108          | 1.393                          | 1.544        | 15.6%                         |
| 50.0%     | 100.0%      | 1.108          | 1.590                          | 1.762        | 17.2%                         |

| Weighted Average Cost of Capital <sup>(g)</sup> |       |       |       |       |       |
|-------------------------------------------------|-------|-------|-------|-------|-------|
| 12.5%                                           | 12.5% | 12.5% | 12.5% | 12.5% | 12.5% |
| 11.9%                                           | 12.0% | 12.0% | 12.1% | 12.1% | 12.1% |
| 11.4%                                           | 11.5% | 11.6% | 11.6% | 11.7% | 11.8% |
| 10.9%                                           | 11.0% | 11.1% | 11.2% | 11.3% | 11.4% |
| 10.3%                                           | 10.6% | 10.7% | 10.8% | 10.9% | 11.0% |
| 9.8%                                            | 10.1% | 10.2% | 10.4% | 10.5% | 10.7% |

(a) Beta predicted beta as of 03/18/05.

(b) Unlevered Beta = Levered Beta/[1+(1-Tax Rate)(Debt/Equity)].

(c) Risk Free Rate is 30-Year Treasury Bond Yield as of 03/18/05.

(d) Represents the long horizon expected equity risk premium based on differences of historical arithmetic mean returns on the S&P 500 from 1926-2003 (Ibbotson Associates' 2004 Yearbook).

(e) Levering Factor = [1 + (1-Tax Rate)(Debt/Equity)].

(f) Cost of Equity = (Risk Free Rate of Return)+(Levered Beta)(Equity Risk Premium).

(g) Weighted Average Cost of Capital = (After-Tax Cost of Debt)(Debt/Cap.)+(Cost of Equity)(Equity/Cap.).

## C Precedent Transactions Analysis

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LAZARD

## Private Market Valuation

(\$ in millions, except per share figures)

| SOLAR SUM-OF-THE-PARTS - PRIVATE MARKET VALUATION |            |                 |       |                          |            |
|---------------------------------------------------|------------|-----------------|-------|--------------------------|------------|
| Segment                                           | LTM EBITDA | EBITDA Multiple |       | Implied Enterprise Value |            |
|                                                   |            | Low             | High  | Low                      | High       |
| ISS/HE/PS                                         | \$558.1    | 9.0x            | 11.0x | \$5,022.9                | \$6,139.1  |
| AS                                                | 530.3      | 6.5             | 7.5   | 3,447.0                  | 3,977.3    |
|                                                   |            |                 |       | Low                      | High       |
| Assumed Enterprise Value                          |            |                 |       | \$8,469.9                | \$10,116.4 |
| Implied LTM EBITDA Multiple                       |            |                 |       | 7.8x                     | 9.3x       |
| Implied 2005E EBITDA Multiple                     |            |                 |       | 7.4x                     | 8.8x       |
| Less: Net Debt                                    |            |                 |       | (273.3)                  | (273.3)    |
| Total Equity Value                                |            |                 |       | \$8,196.6                | \$9,843.1  |
| Fully Diluted Shares Outstanding                  |            |                 |       | 296.9                    | 301.4      |
| Implied Price per Share                           |            |                 |       | \$27.61                  | \$32.66    |
| Change from Current Price of \$24.95              |            |                 |       | 10.7%                    | 30.9%      |

Sources: Based on Management forecasts, Company filings and Wall Street research reports.  
Note: 2004 results are pro forma to include all announced/closed acquisitions.

## Private Market Transaction Comparables – ISS/HE/PS

(\$ in millions)

| PRECEDENT TRANSACTION COMPARABLES |                          |                          |                  |                  |            |       |
|-----------------------------------|--------------------------|--------------------------|------------------|------------------|------------|-------|
| Date Announced                    | Acquirer Name            | Target Name              | Enterprise Value | Enterprise Value |            | P/E   |
|                                   |                          |                          |                  | LTM Sales        | LTM EBITDA | CFY   |
| 07/13/04                          | Bank of America          | National Processing      | \$1,138          | 2.21x            | 9.9x       | 24.9x |
| 04/08/04                          | Thomson                  | TradeWeb Group           | 510              | 5.10             | 11.6       | -     |
| 12/09/03                          | SunGard Data Systems     | Systems & Computer Tech  | 500              | 1.86             | 10.9       | 29.5  |
| 04/02/03                          | First Data               | Concord EFS              | 5,789            | 2.80             | 9.8        | 19.4  |
| 02/05/03                          | SunGard Data Systems     | HTB                      | 98               | 1.41             | 6.8        | -     |
| 09/18/02                          | Paychex                  | Advantage Payroll Svcs.  | 315              | 4.75             | 27.3       | -     |
| 06/04/01                          | US Bancorp               | NOVA Corporation         | 2,313            | 1.46             | 12.5       | 22.5  |
| 10/09/00                          | Concord EFS              | Star Systems             | 808              | 4.40             | 15.1       | -     |
| 06/03/99                          | Cendian                  | AER                      | 702              | 6.60             | 18.8       | 34.9  |
| 03/23/99                          | First Data               | Paymentech               | 940              | 4.20             | 13.5       | 37.0  |
| 12/03/98                          | ADP                      | Vincam Group             | 276              | 0.20             | 17.1       | 23.6  |
| 11/23/98                          | Concord EFS              | Electronic Payment Svcs. | 1,062            | 4.70             | 12.9       | -     |
| 10/22/98                          | BankAmerica              | BA Merchant Services     | 913              | 5.10             | 12.1       | 23.6  |
| 06/17/98                          | NOVA                     | PMT Services             | 1,247            | 3.20             | 22.9       | 41.2  |
| 04/20/98                          | Associates First Capital | SPS Transaction Services | 830              | 2.50             | -          | 20.0  |
| 2003-YTD                          |                          |                          | Mean             | 2.68x            | 9.8x       | 24.6x |
|                                   |                          |                          | Median           | 2.21             | 9.9        | 24.9  |
|                                   |                          |                          | High             | 5.10             | 11.6       | 29.5  |
|                                   |                          |                          | Low              | 1.41             | 6.8        | 19.4  |
| 1998-YTD                          |                          |                          | Mean             | 3.37x            | 14.4x      | 27.7x |
|                                   |                          |                          | Median           | 3.20             | 12.7       | 24.2  |
|                                   |                          |                          | High             | 6.60             | 27.3       | 41.2  |
|                                   |                          |                          | Low              | 0.20             | 6.8        | 19.4  |

Source: SDC Database, news releases and public filings. Precedent transactions data from 1998 to YTD.  
Note: Based on precedent transactions greater than approximately \$100 million.

## Private Market Transaction Comparables – AS

(\$ in millions)

| PRECEDENT TRANSACTION COMPARABLES |                 |                   |                  |                  |            |                  |
|-----------------------------------|-----------------|-------------------|------------------|------------------|------------|------------------|
| Date                              | Acquiror Name   | Target Name       | Enterprise Value | Enterprise Value |            | P/E              |
| Announced                         |                 |                   |                  | LTM Sales        | LTM EBITDA | CFY              |
| 12/16/04                          | Serco Group     | ITNET             | \$465            | 1.19x            | 10.8x      | 21.6x            |
| 11/01/04                          | Getronics NV    | PinkRocade NV     | 436              | 0.48             | 6.2        | - <sup>(a)</sup> |
| 08/09/04                          | Hewlett Packard | Synstar           | 279              | 0.73             | 6.7        | 28.6             |
| 04/26/02                          | SunGard Data    | Guardian iT       | 243              | 1.48             | 5.4        | 11.9             |
| 10/12/01                          | SunGard Data    | Comdisco Disaster | 825              | 1.72             | -          | -                |
| Mean                              |                 |                   |                  | 1.12x            | 7.3x       | 20.7x            |
| Median                            |                 |                   |                  | 1.19             | 6.4        | 21.6             |
| High                              |                 |                   |                  | 1.72             | 10.8       | 28.6             |
| Low                               |                 |                   |                  | 0.48             | 5.4        | 11.9             |

Source: SDC database, news releases and public filings. Precedent transactions data from 2001 to YTD.

(a) Based on a forward earnings per share, PinkRocade P/E would be approximately 19x.

## Premiums Paid Analysis

(\$ in millions)

| Date<br>Announced | Acquiror                      | Target                          | Transaction<br>Value | % Premium (Prior to Ann. Date) |        |         |
|-------------------|-------------------------------|---------------------------------|----------------------|--------------------------------|--------|---------|
|                   |                               |                                 |                      | 1 day                          | 1 week | 4 weeks |
| 3/17/2005         | Investor Group                | Toys "R" Us                     | \$6,060              | 17.0%                          | 21.7%  | 23.2%   |
| 3/14/2005         | IBM                           | Ascential Software              | 1,087                | 17.8%                          | 17.0%  | 16.8%   |
| 3/7/2005          | BAE Systems North America     | United Defense Industries       | 4,200                | 28.7%                          | 37.1%  | 46.6%   |
| 3/6/2005          | Capital One Financial         | Hibernia                        | 5,274                | 24.2%                          | 27.6%  | 23.7%   |
| 2/28/2005         | Federated Department Stores   | May Department Stores           | 16,501               | 13.0%                          | 27.8%  | 23.5%   |
| 2/28/2005         | Yellow Roadway                | USF                             | 1,611                | 62.6%                          | 63.4%  | 61.4%   |
| 2/23/2005         | Medco Health Solutions        | Accredo Health                  | 2,192                | 43.3%                          | 44.6%  | 45.3%   |
| 2/15/2005         | Highfields Capital Management | Circuit City Stores             | 3,119                | 19.5%                          | 18.4%  | 19.6%   |
| 2/14/2005         | Verizon Communications        | MCI                             | 9,165                | 0.0%                           | (1.2%) | 7.9%    |
| 1/31/2005         | SBC Communications            | AT&T                            | 14,733               | 0.6%                           | 7.1%   | 5.4%    |
| 1/31/2005         | Lee Enterprises               | Pulitzer                        | 1,433                | 1.8%                           | (1.5%) | (0.9%)  |
| 1/28/2005         | Procter & Gamble              | Gillette                        | 55,007               | 17.6%                          | 22.4%  | 20.5%   |
| 1/26/2005         | Cumax Energy                  | Magnum Hunter Resources         | 2,211                | 27.2%                          | 29.0%  | 30.6%   |
| 1/25/2005         | Investor Group                | Beverly Enterprises             | 1,357                | 22.6%                          | 25.0%  | 25.8%   |
| 1/18/2005         | Liberty Media                 | UnitedGlobalCom                 | 3,576                | (0.6%)                         | 3.5%   | 0.2%    |
| 1/10/2005         | ALLTEL                        | Western Wireless                | 5,825                | 7.5%                           | 27.6%  | 39.6%   |
| 12/20/2004        | Exelon                        | Public Service Enterprise Group | 12,294               | 8.5%                           | 18.8%  | 17.4%   |
| 12/16/2004        | Noble Energy                  | Patina Oil & Gas                | 2,941                | 15.9%                          | 18.4%  | 19.9%   |
| 12/16/2004        | Symantec                      | Ventus Software                 | 13,520               | 9.5%                           | 23.5%  | 35.8%   |
| 12/15/2004        | Johnson & Johnson             | Guidant                         | 25,856               | 10.6%                          | 17.2%  | 15.0%   |
| 12/5/2004         | Investor Group                | Sola International              | 1,308                | 26.6%                          | 33.9%  | 42.5%   |
| 11/24/2004        | GE Infrastructure             | Ionics                          | 1,272                | 47.9%                          | 43.0%  | 52.5%   |
| 11/19/2004        | Movie Gallery                 | Hollywood Entertainment         | 1,221                | 13.4%                          | 13.3%  | 36.6%   |
| 11/18/2004        | Cad Icahn                     | Mylan Laboratories              | 4,990                | 16.3%                          | 14.7%  | 17.7%   |
| 11/17/2004        | KMart Holding                 | Sears Roebuck                   | 10,901               | 12.0%                          | 16.5%  | 37.1%   |
| 11/9/2004         | Advanced Medical Optics       | VISX                            | 1,478                | 56.8%                          | 60.0%  | 29.2%   |
| 11/3/2004         | Penn National Gaming          | Argosy Gaming                   | 2,213                | 16.4%                          | 11.1%  | 17.8%   |
| 11/1/2004         | Valero                        | Kaneb Pipe Line Partners        | 1,742                | 21.2%                          | 17.6%  | 19.0%   |

Source: SDC database, transaction date from 2004 to 11/2005.

Note: Analysis includes transactions greater than \$1 billion and excludes merger of equals transactions.



## Premiums Paid Analysis (cont'd)

(\$ in millions)

| Date<br>Announced | Acquiror                  | Target                        | Transaction<br>Value | % Premium (Prior to Ann. Date) |        |         |
|-------------------|---------------------------|-------------------------------|----------------------|--------------------------------|--------|---------|
|                   |                           |                               |                      | 1 day                          | 1 week | 4 weeks |
| 10/25/2004        | Ispat International       | International Steel           | \$3,796              | 22.7%                          | 22.9%  | 17.0%   |
| 10/20/2004        | Blackstone Real Estate    | Boca Resorts                  | 1,031                | 27.9%                          | 30.7%  | 31.1%   |
| 10/19/2004        | Constellation Brands      | Robert Mondavi                | 1,029                | 49.9%                          | 52.3%  | 50.9%   |
| 10/18/2004        | EGL Holding               | Select Medical                | 1,994                | 26.6%                          | 27.8%  | 39.3%   |
| 10/14/2004        | Coventry Health Care      | First Health                  | 1,745                | 24.3%                          | 20.1%  | 13.3%   |
| 10/4/2004         | Camden Property Trust     | Summit Properties             | 1,011                | 14.0%                          | 19.8%  | 16.1%   |
| 9/29/2004         | Cendant                   | Orbitz                        | 1,260                | 34.5%                          | 33.8%  | 48.4%   |
| 8/27/2004         | Riley Property Holdings   | LNR Property                  | 2,273                | 6.7%                           | 10.7%  | 16.8%   |
| 8/26/2004         | Toronto-Dominion Bank     | Banknorth                     | 3,813                | 27.0%                          | 27.3%  | 26.0%   |
| 8/20/2004         | General Growth Properties | Rouse                         | 12,589               | 33.4%                          | 38.3%  | 41.2%   |
| 8/16/2004         | LifePoint Hospitals       | Province Healthcare           | 1,185                | 66.5%                          | 62.3%  | 32.1%   |
| 8/2/2004          | Fifth Third Bancorp       | First National Bankshares     | 1,635                | 40.5%                          | 47.5%  | 35.3%   |
| 7/27/2004         | Cooper Companies          | Ocular Sciences               | 1,178                | 18.5%                          | 14.9%  | 17.7%   |
| 7/22/2004         | Marquee Holdings          | AMC Entertainment             | 1,892                | 13.6%                          | 35.9%  | 23.3%   |
| 7/21/2004         | Investor Group            | Texas Genco                   | 2,931                | 28.4%                          | 42.2%  | 39.2%   |
| 7/13/2004         | Bank of America           | National Processing           | 1,424                | (9.5%)                         | (8.0%) | (8.8%)  |
| 7/1/2004          | Charles River Labs        | Inveresk Research             | 1,522                | 25.2%                          | 24.0%  | 30.0%   |
| 6/29/2004         | National Senior Care      | Mariner Health Care           | 1,013                | 49.3%                          | 66.4%  | 80.2%   |
| 6/21/2004         | Simon Property Group      | Chelsea Property              | 4,861                | 13.9%                          | 19.9%  | 27.4%   |
| 6/21/2004         | Wachovia                  | SouthTrust                    | 14,156               | 20.2%                          | 25.5%  | 30.1%   |
| 6/4/2004          | MGM Mirage                | Mandalay Resort               | 7,811                | 30.0%                          | 29.4%  | 34.9%   |
| 5/24/2004         | Omnicare                  | NeighborCare                  | 1,318                | 69.8%                          | 67.8%  | 24.5%   |
| 5/20/2004         | Tellabs                   | Advanced Fibre Communications | 1,482                | (1.0%)                         | 0.2%   | (19.6%) |
| 5/19/2004         | Cardinal Health           | ALARIS Medical Systems        | 1,744                | 18.4%                          | 11.6%  | 17.8%   |
| 5/18/2004         | Marsh & McLennan          | Kroll                         | 1,899                | 32.4%                          | 32.9%  | 34.6%   |
| 5/9/2004          | SunTrust Banks            | National Commerce Financial   | 7,025                | 5.2%                           | 25.8%  | 20.8%   |
| 5/4/2004          | Citizens Financial        | Charter One Financial         | 10,530               | 24.7%                          | 31.5%  | 25.7%   |
| 4/26/2004         | UnitedHealth Group        | Oxford Health Plans           | 4,961                | 14.2%                          | 10.0%  | 22.4%   |

Sources: SDC database, transactions date from 2004 to YTD.

Note: Analysis includes transactions greater than \$1 billion and excludes merger of equals transactions.

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## Premiums Paid Analysis (cont'd)

(\$ in millions)

| Date<br>Announced                     | Acquiror                      | Target                     | Transaction<br>Value | % Premium (Prior to Ann. Date) |        |         |
|---------------------------------------|-------------------------------|----------------------------|----------------------|--------------------------------|--------|---------|
|                                       |                               |                            |                      | 1 day                          | 1 week | 4 weeks |
| 4/20/2004                             | Investor Group                | PanAmSat                   | \$4,282              | 5.0%                           | 1.4%   | 14.7%   |
| 4/15/2004                             | EnCana                        | Tom Brown                  | 2,338                | 23.8%                          | 23.1%  | 33.7%   |
| 4/7/2004                              | Kerr-McGee                    | Westport Resources         | 2,593                | 10.7%                          | 10.9%  | 13.4%   |
| 3/29/2004                             | Lyondell Chemical             | Millennium Chemicals       | 2,546                | 30.7%                          | 39.6%  | 18.2%   |
| 3/29/2004                             | Amgen                         | Tulank                     | 1,457                | 47.1%                          | 43.6%  | 33.0%   |
| 3/22/2004                             | Welsh Carson Anderson & Stowe | US Oncology                | 1,139                | 18.5%                          | 20.3%  | 17.3%   |
| 3/17/2004                             | Fisher Scientific             | Apogent Technologies       | 2,720                | 5.5%                           | 4.7%   | 1.7%    |
| 3/15/2004                             | BancWest                      | Community First Bankshares | 1,213                | 12.6%                          | 11.9%  | 17.5%   |
| 3/15/2004                             | GE Infrastructure             | InVision Technologies      | 1,150                | 21.3%                          | 23.3%  | 31.3%   |
| 3/5/2004                              | Blackstone                    | Extended Stay America      | 2,066                | 24.6%                          | 26.3%  | 27.4%   |
| 2/26/2004                             | Genzyme                       | ILEX Oncology              | 1,050                | 25.0%                          | 17.6%  | 14.2%   |
| 2/17/2004                             | Cingular Wireless             | AT&T Wireless Services     | 41,005               | 27.0%                          | 33.0%  | 44.0%   |
| 2/17/2004                             | National City                 | Provident Financial        | 2,088                | 15.3%                          | 16.8%  | 21.1%   |
| 2/10/2004                             | ST Assembly Test Services     | ChipPAC                    | 1,459                | 46.9%                          | 58.6%  | 32.0%   |
| 2/6/2004                              | Juniper Networks              | NetScreen Technologies     | 4,173                | 59.0%                          | 58.4%  | 52.2%   |
| 1/27/2004                             | Cargill Crop Nutrition        | IMC Global                 | 1,746                | 44.9%                          | 33.9%  | 48.8%   |
| 1/13/2004                             | Abbott Laboratories           | TheraSense                 | 1,243                | 33.0%                          | 35.5%  | 50.0%   |
| Transactions Greater than \$1 billion |                               |                            | Mean                 | 23.8%                          | 26.6%  | 27.0%   |
|                                       |                               |                            | Median               | 21.3%                          | 24.0%  | 25.7%   |
|                                       |                               |                            | High                 | 69.8%                          | 67.8%  | 80.2%   |
|                                       |                               |                            | Low                  | (9.5%)                         | (8.0%) | (19.6%) |
| Transactions Greater than \$5 billion |                               |                            | Mean                 | 15.3%                          | 23.1%  | 26.2%   |
|                                       |                               |                            | Median               | 13.0%                          | 25.4%  | 23.7%   |
|                                       |                               |                            | High                 | 33.4%                          | 38.3%  | 44.0%   |
|                                       |                               |                            | Low                  | 0.0%                           | (1.2%) | 5.4%    |

Sources: SDC database, transactions date from 2004 to YTD.

Note: Analysis includes transactions greater than \$1 billion and excludes merger of equals transactions.

## Appendix

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LAZARD

## Shareholder Overview

| OWNERSHIP                       | SHARES (THOUSANDS) <sup>(a)</sup> | % OWNERSHIP   |
|---------------------------------|-----------------------------------|---------------|
| Till M Guldinann                | 759                               | 0.3%          |
| Cristóbal Conde                 | 463                               | 0.2%          |
| Other Insiders                  | <u>1,690</u>                      | <u>0.6%</u>   |
| <b>Total Insiders</b>           | <b>2,913</b>                      | <b>1.0%</b>   |
| Bardays Global Investors        | 30,762                            | 10.7%         |
| Anel Capital Management         | 15,947                            | 5.5%          |
| State Street Global Advisors    | 8,750                             | 3.0%          |
| Smith Barney Asset Management   | 8,272                             | 2.9%          |
| Van Kampen Asset Management     | 6,898                             | 2.4%          |
| Vanguard Group                  | 6,459                             | 2.2%          |
| TCW Asset Management            | 5,447                             | 1.9%          |
| Fidelity Management & Research  | 4,606                             | 1.6%          |
| Pioneer Global Asset Management | 3,596                             | 1.2%          |
| Harris Associates               | <u>3,578</u>                      | <u>1.2%</u>   |
| <b>Top 10 Institutions</b>      | <b>94,315</b>                     | <b>32.7%</b>  |
| Other Institutions              | <u>147,700</u>                    | <u>51.2%</u>  |
| <b>Total Institutions</b>       | <b>242,015</b>                    | <b>83.9%</b>  |
| <b>Other/Retail</b>             | <b>43,663</b>                     | <b>15.1%</b>  |
| <b>Total</b>                    | <b>288,590</b>                    | <b>100.0%</b> |

*S&P FactSet*

Note: Ownership percentages calculated based on 288,590,292 basic shares outstanding as of March 18, 2005.

(a) Represents shares beneficially owned.

## Break Up Fee Analysis

(\$ in millions)

- The average and median termination fee as a percentage of equity value for transactions with an equity value greater than \$1 billion announced in 2005 are 3.1% and 3.2%, respectively

| Date     | Acquirer                    | Target                    | Termin. Fee | Equity Value | Term. Fee / Eq. Value |
|----------|-----------------------------|---------------------------|-------------|--------------|-----------------------|
| 03/21/05 | Medco Pharmaceutical        | Inamed                    | \$90        | \$2,769      | 3.3%                  |
| 03/21/05 | IAC/InterActiveCorp         | Ask Jeeves                | 69          | 1,965        | 3.5%                  |
| 03/17/05 | Investor Group              | Toys "R" Us               | 248         | 6,060        | 4.1%                  |
| 03/16/05 | Seabulk                     | Seacor                    | 21          | 1,050        | 2.0%                  |
| 03/14/05 | IBM                         | Ascential Software        | 30          | 1,120        | 2.7%                  |
| 03/09/05 | Crompton                    | Great Lakes Chemical      | 50          | 1,550        | 3.2%                  |
| 03/07/05 | BAE Systems North America   | United Defense Industries | 119         | 3,982        | 3.0%                  |
| 03/06/05 | Capital One Financial       | Hibernia                  | 220         | 5,274        | 4.2%                  |
| 02/28/05 | Federated Department Stores | May Department Stores     | 350         | 10,466       | 3.3%                  |
| 02/28/05 | Yellow Roadway              | USF                       | 26          | 1,611        | 1.6%                  |
| 02/23/05 | Medco Health Solutions      | Accredo Health            | 60          | 2,192        | 2.7%                  |
| 02/14/05 | Verizon Communications      | MCI                       | 200         | 5,165        | 3.9%                  |
| 02/01/05 | Danaher Holding             | American Ref-Fuel         | 25          | 1,940        | 1.3%                  |
| 01/31/05 | SBC Communications          | AT&T Corp                 | \$60        | 14,733       | 3.8%                  |
| 01/31/05 | Lee Enterprises             | Pulitzer                  | 55          | 1,433        | 3.8%                  |
| 01/28/05 | Procter & Gamble            | Gillette Co               | 1,920       | 55,007       | 3.5%                  |
| 01/26/05 | Cinmar Energy               | Magnam Hunter Resources   | 45          | 1,551        | 2.9%                  |
| 01/10/05 | ALLTEL                      | Western Wireless          | 120         | 4,325        | 2.8%                  |
| Average  |                             |                           | \$234       | \$6,788      | 3.1%                  |
| Median   |                             |                           | 79          | 2,480        | 3.2%                  |
| High     |                             |                           | 1,920       | 55,007       | 4.2%                  |
| Low      |                             |                           | 21          | 1,050        | 1.3%                  |

Source: SDC database, Bloomberg and Lazard

Note: Represents year to date transactions with equity values in excess of \$1 billion and for which termination fee information was available.