

maximus

Investor Presentation

AUGUST 2025



Creating Value to Drive Long-term Growth

WHO WE ARE

Founded in 1975, leading operator of government health and human services programs worldwide

Key services

Key government customers

HOW WE CREATE VALUE

Unmatched ability to translate public policy into operating models that achieve outcomes for government – at scale

Desirable operating model drives high cash conversion

Capital deployment strategy focused on long-term organic growth

WHAT DRIVES LONG-TERM GROWTH

Long-term demographic, political, technology, and economic trends favor our business

Meaningful barriers to entry in many markets

Organic growth through scope increases and amendments supplement new market expansion

Maximus at Scale



\$5.31B

annual revenue | NYSE: MMS



8,300+ healthcare professionals in
our medical panels



Top 20

government technology contractor



100M+

citizens served annually



41,000+

employees nationwide



Resilient operations during
natural disasters and national emergencies

Why We Win

Typical Evaluation Criteria
Are Weighted 70/30
Technical vs. Cost

Federal Contracts Are
Awarded Generally on a
“Best Value” Basis

Winning in
Our Markets

How We Adapt

Strategic IT Investments
Provide Flexibility

Best-in-Class Labor Sourcing
Capabilities & Network

Highly Variable Cost Model

Built & Scaled to Adapt & Win

Proven Durability with Large Customers

HIGHLY DESIRABLE LONG-TERM RELATIONSHIPS



California



New York



Texas



U.S. Dept. Edu.



U.S. Dept.
Veterans Affairs



U.S. Centers for Medicare
& Medicaid Services



U.S. Internal
Revenue Service



U.S. SEC



Department
for Work &
Pensions

U.K. DWP



U.S. Centers for
Disease Control and
Prevention



Masterfile

Accurate processing of taxes in the U.S.

IT Security Implementation

Project and program management for the IRS cybersecurity organization



U.S. Dept. of Veterans Affairs

Leading provider of Medical Disability Exam (MDE) assessment services on behalf of the Veterans Benefit Administration (VBA)



Contact Center Operations (CCO)

Serving tens of millions of Medicare beneficiaries reaching out with questions to 1-800-MEDICARE, handling over 36 million calls annually with a 98% customer satisfaction rate

Featured Work:

Financial Characteristics



Revenue

Sustainable, mid-single
digit organic growth

Adjusted EBITDA Margin Targets

10 – 13%

FY25 guidance implies ~13%



Long-term Customers

7+ year weighted average contract life;
our relationships last decades

Backlog of Contracts

\$16.2B backlog as of 9/30/2024

~6 YR average remaining
life of backlog

~90%



Recompete Win Rate



High Cash Conversion

FCF to GAAP net income
~1.3X go forward

How We Are Paid

Firm, Fixed Price

Appropriate if program is well-established with known volumes

HIGHER RISK
HIGHER MARGIN

Performance-Based (Fixed Price Per Unit)

Activity based: per call, per assessment, per enrollment
Outcomes based: per job placement, per job sustainment
Membership based: per member per month

Area of emphasis due to common use on Business Process Services (BPS) programs

Time & Materials

Labor rate per hour plus reimbursement of non-labor costs

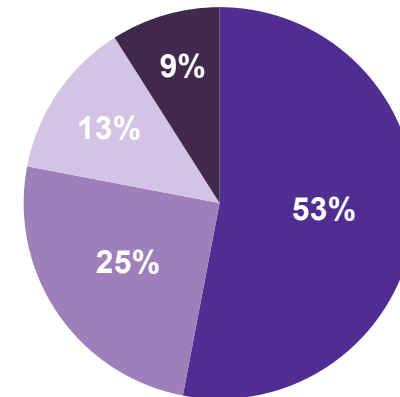
Area of emphasis due to common use in technology services

Cost Plus

Reimbursed for direct & indirect expenditures
Profit rate is contractual, may include an award fee component (*based on performance*)

LOWER RISK
LOWER MARGIN

FY25 YTD Revenue Breakdown



- Performance-based
- Cost-plus
- Fixed price
- Time and materials

Capital Allocation Strategy

HIGHER PRIORITY

LOWER PRIORITY



**Internal Organic
Growth Initiatives**



**Maintain Growing
Dividend**



**Disciplined
M&A**



**Share
Repurchases**

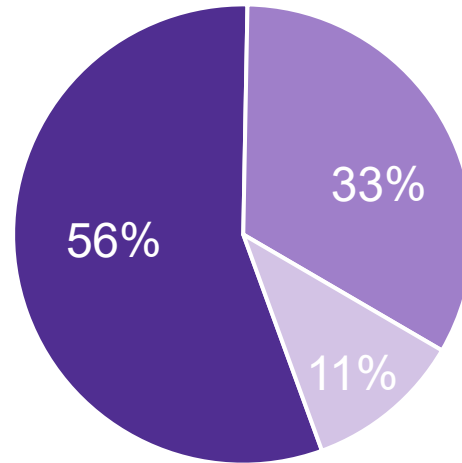
Maintain 2.0x – 3.0x Target Leverage Ratio (2.1x at June 30, 2025)

Future Durability & Unique Position

- Already witnessed the **durability of our core business** during the new administration transition
- Our portfolio is primarily tied to **well-established entitlement programs** and others requiring mandatory spending that have broad, bipartisan support:

U.S. Federal Services

- Veterans benefit assessments
- Medicare & ACA customer services
- Student loan customer services
- IT modernization



Revenue by Segment
Q3 FY25 YTD

U.S. Services

- Medicaid
 - Eligibility & enrollment administration
 - Assessments
- State-based marketplaces (ACA)

Outside the U.S.

Primarily in the United Kingdom

- Health & disability assessments
- Employment services & well-being solutions

- Beyond core programs, our earned reputation as **an efficient and accountable service provider** makes us well-equipped to respond to evolving government priorities and legislation, including the recent One Big Beautiful Bill Act (OBBBA)

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