

Transcript of Q&A Session

Event Date/Time: Wednesday, August 9, 2017 / 10:00 AM Eastern

Question: How does Management and the Board think about capital allocation?

M. Gregoire: Great. Well, thank you. Well, first of all, CA's a very unique investment property, and our capital allocation strategy is based on a three-legged stool, or a three-legged approach - first, share buybacks; secondly, dividends; and then M&A to complement organic development. Our dividend provides one of the highest yields in the software industry, and actually across all technology industry more broadly. We also protect shareholders at a minimum from dilution. Currently, we have a \$750 million share repurchase authorization. Of that, \$650 million remains. And most importantly, we continue to invest in the business. We believe, on average, \$300 million to \$500 million per year in acquisitions is appropriate. Some years we'll be a little bit larger, some years less, depending on how the acquisition targets that we're looking at fit the strategy and our ability to consummate a transaction at the price point that we think is fair value. So when we take a look at this balanced strategy, we think it's unique in the industry, and it really helps us sustainably grow revenue, earnings, and cash flow.

Question: Can you explain the concept of the Modern Software Factory?

M. Gregoire: Sure. The Modern Software Factory you might see in some of our brand material. It's definitely out on TV pretty regularly. And this was a metaphor for solving a problem that we continuously hear from our customers, is how do they get from idea to outcome as quickly as possible? And both of those things are incredibly important. The time based of having an idea and then getting some type of business outcome is usually based on software for almost every company. And

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when we're looking and talking to CEOs and CIOs, they are all absolutely committed to digital transformation.

The commitment to digital transformation is one thing. The ability to get that digital transformation done is another. They don't have the processes in place to repeatedly get their ideas built in software and out into their customers' hands. And this software changes over time, so it has to be managed in a portfolio and lifecycle approach.

So when you think about the amount of work and effort that's required to build, test, deploy, and monitor applications across their lifecycles, if you can't make that repeatable, I think you waste an awful lot of talent, and you waste an awful lot of time. When we take a look at our own evolution into a digital business, we found that there are opportunities, with the breadth of our portfolio, to make this more of a solution and help customers get their idea into their market as quickly as possible. And the metaphor that seemed to resonate with us internally, as well as with our customers, this concept of the Modern Software Factory.

Additional Stockholder Questions Not Addressed at the Meeting

Question: Your use of a VIRTUAL meeting, where shareholders do NOT have an opportunity to personally meet with Company management is an INSULT to ALL shareholders, and on that basis, ALL Company DIRECTORS SHOULD BE REPLACED.

Response: Through the online virtual annual meeting platform, we are able to increase access and participation for our stockholders around the world. Regarding our Board of Directors, the Board and our Corporate Governance Committee each believe it is important to have experienced directors with a deep understanding of the Company's business, as well as other directors who bring fresh perspectives to the Board. The Board and the Corporate Governance Committee also strive for a Board composed of engaged, independent directors with diverse backgrounds who are committed to representing the long-term interests of our stockholders, which we believe we have with our current slate of directors.

Question: What is your perception of the benefits of a possible combination with BMC and what assurance can you give that current CA shareholder value will be protected?

Response: Our policy is not to comment on rumors and speculation. We are confident in the progress that we have made towards achieving sustainable, profitable growth over the medium-term planning horizon. We believe that we have a strategy in place that will result in long-term value for our shareholders. Management and the Board regularly evaluate and pressure test our assumptions and consider risk-adjusted strategies to realize long-term shareholder value. We will not respond to any questions about rumored M&A transactions or to speculate about future transactions.

Question: Hope going private is not eminent, is it?

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Question: How does the recent IBM product announcement affect CA?

Response: The strength of IBM's mainframe cycles and strong MIPS shipments are key drivers of our mainframe business, so it's great to see IBM continue to invest heavily in the platform and delivering strong releases. We also continue to invest in innovation on the mainframe – with new solutions like Data Content Discovery and Mainframe Operations Intelligence. In terms of the hardware cycle, generally, customers will tend to figure out their hardware needs and then line up their software to support it. Though we don't experience the big quarterly fluctuations due to hardware product cycles as IBM sees on their hardware business, given current GAAP accounting, we recognize this revenue ratably over time.

Question: What have you done to evolve the organization?

Response: We have taken a number of steps to evolve our Company. First, we have implemented a salesforce realignment. Second, we have instituted a more disciplined R&D investment framework, with a focus on making products that matter that are easy to deploy, easy to install, and easy to manage. Here, our goal is to become more agile across the organization. Third, we have become more customer-focused, including measuring and tracking NPS, and emphasizing customer satisfaction. Finally, we have articulated and evolved our corporate culture to support

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our mission of removing the barriers between ideas and business outcomes by being results-focused, agile and collaborative.

Question: What is being done to make CA's products more competitive?

Response: Agile methodology requires that we stay close with the customer. Therefore, we have increased our investment in Scale and Incubate products, instituted more disciplined product lifecycle management strategies and created CA Accelerator to invest in next generation technologies and feed the pipeline for longer-term organic innovation.