

**Ron Spears**  
**ECAC**  
**Dallas**  
**8/11/10**

- Thanks very much, Jose.
- Want to thank you all for being with us. These ECAC gatherings represent the most important customer dialogues we have all year. And I'm looking forward to hearing your thoughts and questions.
- But first I want to recap for you what I shared with the AT&T Board a couple of weeks ago.
- Since we last met, we've taken steps to accelerate our efforts to execute on the growth strategy we've been talking about for some time now.
- As we look at the opportunities in front of us, we've started to organize our business around three very promising growth areas we believe align perfectly with the capabilities we've been investing in over the past several years.
- I told the Board that, like many of you, we believe that productivity gains ... not employment growth ... will be the engine of economic recovery.
- That productivity growth will come largely from technology. Which makes your jobs all the more important ... and creates a huge opportunity for ABS. Because it plays directly into growth strategy we've been pursuing.
- Driving off major trends like the shift to shared technologies and infrastructures ... the ever-increasing globalization ... and mobilization ... of enterprises ... we've been focusing much our energies and resources in three productivity-focused areas: Network sourcing and transformation ... cloud-based services ... and mobility-led productivity solutions.
- The organizational moves we initiated since we last met are designed to accelerate our ability to execute in these three areas:
- **Network Sourcing and Transformation:** We're taking the expertise we've developed managing the complex networking requirements of companies like IBM, Shell and GM and extending the growing knowledge and proficiency in that area to more companies.
- The net-net for these companies, of course, is enhanced productivity. By doing what we do best ... we allow enterprises to devote more of their energies and resources to doing what they do best.

- I've asked Don Herring to lead our efforts to scale and manage the networking needs of a very targeted group of companies.
- Don is no stranger to extraordinarily detailed, complex networking requirements ... having led our Federal Government solutions team for the past several years.
- **Cloud-based, as-a-service offerings:** Virtual, pay-as-you-go solutions – delivered anywhere, anytime on any device, fixed or mobile. These deliver considerable productivity-enhancing flexibility and cost savings.
- I've asked John Potter to lead that effort. John has been spearheading the One AT&T initiative in ABS. Pleased that he's agreed to turn his considerable talents and energies to this important part of our business.
- **Mobility-led Productivity:** You may recall that in April we announced formation of a new Advanced Enterprise Mobility Solutions group headed up by Mike Antieri. Mike has already announced his leadership team for this group, which will be dedicated to accelerating the development and deployment of mobility solutions to customers.
- Very critical initiative for us. In fact, we believe it's the largest organic growth opportunity for ABS.
- AT&T's goal ... as Randall will tell you tomorrow ... is to "mobilize everything."
- By doing so, we intend to help companies in more than a dozen industries ... from manufacturing, to health care, to utilities ... transform their operations in ways that will dramatically improve their productivity.
- In fact, across our strategic services portfolio, we're seeing opportunity in industries like healthcare to provide integrated solutions that take advantage of the best technologies, services, equipment, devices and applications available today. In the coming weeks, we plan to introduce several very promising initiatives in the healthcare space.
- Bottom line ... we feel we have a unique opportunity to become the business mobility integrator of choice across a wide spectrum of vertical industries.
- We're very excited about the potential. And, with these recent organizational moves, we feel we are positioned to focus our resources where they need to be to deliver meaningful results ... and growth ... in each of these strategic areas.
- As always, we very much appreciate your reactions, thoughts and insights on all of this. So, let's open the floor to your comments and questions.