



CENTURY BUSINESS SERVICES, INC. 2002 ANNUAL REPORT ■ GROWING TOGETHER

#### CORPORATE PROFILE

As a partner to small and mid-sized businesses across America, it is our job to provide our clients with solutions that help them improve their profitability. From our many service platforms — in areas ranging from accounting and employee benefits to payroll and information technology services — we strive to make sure that customers are receiving the most effective outsourcing solution available to them. With approximately 5,000 employees staffing more than 160 offices across the country, CBIZ's base of resources is uniquely suited to support the growth of our clients.

# GROWING TOGETHER

#### MISSION STATEMENT

We will provide an integrated offering of CBIZ's core professional services in each regional market, incorporating the services of CBIZ's national practice areas as needed while utilizing technology to enhance our product offering and streamline service delivery.

#### LETTER TO SHAREHOLDERS

#### **Dear Fellow Shareholders,**

I am pleased to report that the state of CBIZ is better than ever before. As a result of the hard work and dedication of our nearly 5,000 employees, we are financially strong, have augmented and improved our infrastructure and are now well positioned to implement the next phase of our plan - Growing Together.

Growing Together includes growing our revenue and also improving our ability to work as one company. Revenue growth is expected to come from a combination of organic

business unit growth, crossserving and acquisitions. Coming together as one company requires developing close work relationships between CBIZ professionals from different practices while always maintaining our clientservice focus.

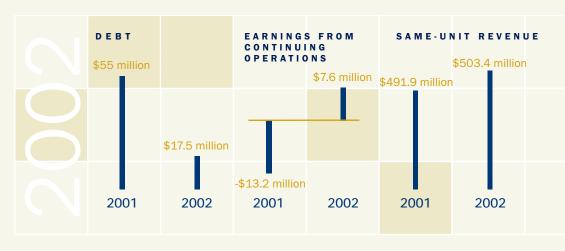
We made significant progress toward these goals in 2002. Divestitures of non-core, non-strategic operations have improved our bottom line and,

comparing same-unit revenue to adjust for divested revenue of \$24 million (on an annualized basis), we recorded solid growth in revenue over 2001. Earnings showed more dramatic improvement, with earnings from continuing operations for

2002 at \$7.6 million, or \$0.08 per share, compared with a loss from continuing operations of \$13.2 million, or \$0.14 per share in 2001.

We paid down bank debt continually through 2002, and ended the year at \$17.5 million, or 5.9% of shareholders' equity, compared with \$55 million, or 14.8% of equity, at the end of 2001. As a result of our strong cash- generating ability and lower interest rates, interest expense was just over one-third our prior-year interest expense.

What is not yet reflected in our financial results are the benefits we expect to receive from significant actions we took in 2002. In May, we appointed a Senior Vice President of National Marketing who is working toward building CBIZ name recognition while supporting the revenue-growth initiatives needed in many of our regional markets. Our regional market plan and brand recognition campaign was kicked off in the fall of 2002 with local radio and business journal ads that ran (and will continue to run) in most of our major markets. Additionally, the CBIZ name was adopted by all our core business units as of year end. As we



head into 2003, our focus is on building strategic marketing plans that emphasize the strength and capabilities of CBIZ for each of our metropolitan areas.

#### **Growing Together in 2002**

- 16 divestitures/closures of non-strategic operations
- consolidation of valuation practice and offices in Minneapolis, Philadelphia, San Ramon and St. Louis
- launch of TRACS cross-serving tracking information system, new property tax software, new branding campaign
- new credit facility
- acquisitions of Benicor Associates in Maryland and ResourceOne in Florida

Office consolidations will be an equally important tool to enable us to continue to grow together. In fact, in 2003 we will complete our biggest office consolidation when we combine our Kansas City Accounting, Tax & Advisory and Benefits & Insurance offices into one building. Already, sharing resources in several of our other consolidated markets, such as Los Angeles, Minneapolis, Philadelphia and St. Louis, has improved our crossserving results by making the entire array of CBIZ service offerings more visible and available to clients and



CBIZ professionals. Moreover, shared office support functions leverage overhead to improve our bottom line. Perhaps one of the greatest benefits of moving in together is the growth of CBIZ culture, a culture that reflects a drive to excel, a respect for teamwork and a commitment to the CBIZ client-service model.

Our client-driven culture, which is the key to the successful implementation of our business model, is growing, thanks in no small part to improvements we have made to our information systems. TRACS was implemented in early 2002 to give every CBIZ professional the ability to make effective referrals which are then monitored to assist completion and to improve management reporting of cross-serving. We completed almost \$10 million of cross-serving revenue in 2002, which gives us a baseline against which we can measure our progress going forward. In 2003, we are implementing CNECT, a database designed to combine client information from all our business lines and provide us access to a consolidated client database. This information will be extremely helpful in designing products and services that fit specific needs of our clients and prospects.

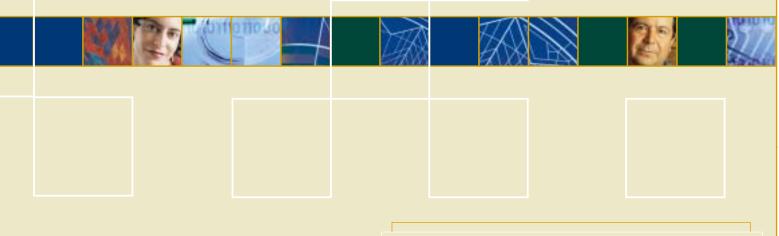
Designing these products and services is one thing; making them available to all our clients is quite another. In several of our metropolitan markets, we will need to complete strategic acquisitions before a full complement of CBIZ services will be available. Our criteria to acquire any new operations are: that they help complete the CBIZ core service offering in a geographical market; that they are accretive to earnings; and that they integrate quickly and completely into our existing operations. With our strong cash flow and the more flexible credit agreement that we

secured last year, we are better positioned to take advantage of opportunities that will fortify our operations. The strict standards we have set for new acquisitions make it impractical to set a specific goal on a number of acquisitions we plan to complete in 2003. Accordingly, any acquired revenue will be in addition to the factors we predict will help us to get to our revenue growth goal of 5% to 7% over 2002.

The primary factors contributing to the revenue growth goal are cross-serving and organic growth, in a business environment that is tempered by a sluggish economy. Despite these economic conditions, which we expect will continue through 2003, we expect to record an improvement in EBITDA of 10% or more, from \$37.7 million to between \$45 million and \$50 million. We are looking for earnings per share from continuing operations to double, from \$0.08 last year to a range of \$0.16 to \$0.18 for 2003. We plan to drive this improvement primarily through revenue increases on an expense base that will remain relatively fixed.

### CBIZ culture

reflects a drive to excel...



Our business strategy is to offer clients a variety of professional outsourced business services designed to make them more successful. This strategy, we firmly believe, is superior to traditional, multi-channel service delivery because it is more convenient, more effective and provides more value to the client. CBIZ can only be effective in making the model work for our clients if our strategy is implemented at every level in our organization. Our services require understanding and commitment by every single employee, as this is where the value to the client ultimately lies. It is for this reason that we have made it a priority to support employees with the infrastructure, tools, training and incentives necessary to deliver an array of top-quality professional advisory services to clients.

The CBIZ strategy provides more value

to the client...

It was with deep regret that we accepted Michael G. DeGroote's decision to step down from his position as Chairman last October. CBIZ owes Mike a great deal. His vision and foresight pioneered the multi-function outsource model, his energy and leadership created the foundation of the company we have today, and his inspiration and aggressiveness give us a target for the future. Thanks Mike!

# ...working to position CBIZ as the nation's premier outsourcing company.

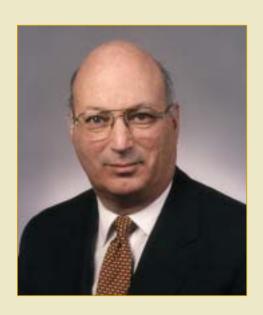
Finally, I am confident of CBIZ's long-term success because I know the professionalism and client focus of our employees, the dedication of the senior management team and the strong support and guidance we get from the Board of Directors. I can assure you that we will continue to use all of our energy and resources to position CBIZ as the nation's premier outsourcing company for small and middle-market businesses.

Sincerely,

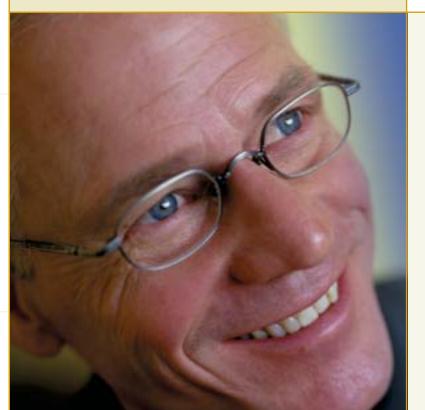
Steven L. Gerard

Chairman and Chief Executive Officer

March 17, 2003



#### OUR CLIENTS



### G R O W I N G T O G E T H E R

Like every successful company, we realize that our clients are our reason for being, so Growing Together means little to us without our clients as part of the equation.

While our list of potential clients gets larger every year – the number of small businesses in the United States continues to grow – it is our clients themselves whose growth is our primary concern. CBIZ's business model supports their growth.

As our client's tax advisor, we search for the most advantageous solution to their tax challenges. As our client's valuation counselor, we navigate the complex maze of accounting regulations and financial formulae to assess the value of their company or assets. As our client's benefits consultant, we compile the most appropriate group health and life insurance programs for their employees and assist them in communicating the value of these plans to their employees. Finally, as a national provider of these and other complex professional business services, such as property tax consulting, information technology and payroll services, we are equipped to handle clients' needs as they expand.



Kansas City Family Medical Center Case Study:

Wilson Graves, practice administrator of the brand-new Kansas City Family Medical Care, faced a daunting task last July: take a divested department of a hospital and set it up as an independent physician practice able to handle the needs of 180 – 200 patients per day and satisfy the requirements of the partners and employees (five doctors and one nurse practitioner). Luckily for Wilson, he had access to the resources of CBIZ.

His first task was to set up a compensation plan that: met the risk/reward profiles of each of the partners, included incentives for the partners to remain with the practice and accommodated their future growth. Dave Thompson and Keith Potter, of CBIZ Accounting, Tax & Advisory in Kansas City, built the plan that met these criteria.

Wilson's next task was operational: put together a first-year budget — a sizable challenge, given the lack of operating history and the fact that first-year operations are critical to the health of any business. Seven months into the year, Kansas City Family Medical Care's coffers

were within a safe margin of the budget that was put together by CBIZ.

Task three: cash flow. Cash flow is a primary concern, as lead time for payment to a provider can often take up to three months, and can be stretched even more at the start-up stage, since provider numbers and Medicare numbers are not yet logged into the billing system. To bridge this cash gap, the Medical Center incurred debt. Thanks to careful planning and implementation by CBIZ, billing was set up and underway quickly, and all of the practice's debt has since been paid off.

Item number four: payroll. Julie Hague, from CBIZ's Topeka office, was able to set up payroll on a very short lead time. She has since been described as "excellent" and "fantastic" by Wilson.

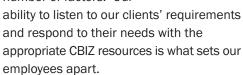
"Since founding the animal hospital in 1975, I've used the same accounting firm, which is now CBIZ. Though we've grown from one employee to 15, and added another location, we'd never had a Section 125 plan - our focus was on other things. But CBIZ recently introduced us to the bigger picture of what they do, and now we're able to offer something extra to our employees. And for a growing company like ours, keeping employees happy is important."

Dr. Marc Rothstein, Brookview Animal Hospital, client of CBIZ Accounting, Tax & Advisory and CBIZ Benefits & Insurance, Minneapolis

#### OUR PROFESSIONALS

Just as a manufacturer depends on its supplies to build a quality product, CBIZ relies on its professionals to create

outstanding results for clients. Like every service company, our employees and their knowledge are our key assets. Our employees work within the CBIZ model, which requires them to understand that a client's success depends on a number of factors. Our



Giving our employees access to the appropriate CBIZ experts, giving our professionals the educational support to remain leaders in their fields and helping them leverage their knowledge are all ways CBIZ is growing with its employees. In 2002, TRACS, Tracking Referral and Cross-Serving System, was introduced with great success. Employees use the information system alongside an improved locator feature to place client needs with the proper CBIZ

Accredited Valuation Professionals
Chartered Financial Analysts
Certified Fraud Examiners
Certified Financial Planners
Chartered Life Underwriters

professional. In 2003, the professional development of our personnel will be supported with a number of training

seminars focusing on leadership and business development. Additionally, CNECT, a database encompassing client information from all of CBIZ's offices, will be available for all CBIZ professionals to assist in servicing clients. CNECT will log account activity,

interface with billing and provide information to assist our marketing department with product development and service implementation.

Finally, CBIZ encourages employees to leverage the specialized knowledge that makes their contribution to CBIZ important. Many of our professionals teach business classes at local colleges and universities, while others are regularly tapped by journalists as experts on particular business issues. In this way, business development, career development and personal development all work together to foster the growth of CBIZ and its professionals.

#### **CBIZ** University



CBIZ's success depends on the success of our clients. In an effort to foster the success and professional growth of our clients, we developed CBIZ University.

CBIZ University is an innovative online tool designed to train employees in workplace safety, sexual harassment, discrimination, supervisory skills, and other important workplace topics. CBIZ University presents an array of training courses on the Web that our clients and employees can access universally and complete at their own pace.

CBIZ University's topical modules, created by CBIZ HR professionals and reviewed by labor and employment law experts, cover everything from antiharassment policies to performance management to supervisory skills development. Each course includes a test to evaluate the employee's understanding of the material presented and provides the client with a written record of the results.

CBIZ University was developed by our very own highly qualified professionals. What makes CBIZ University ideal is that employees can access it at anytime, thus avoiding the overhead costs and inconvenience of organized seminars. It has been such a useful developmental tool that it is now being used by CBIZ employees, and the topic selection is being expanded to include additional subject matter.

#### OUR DEPTH



## GROWING TOGETHER



growing as we continue to bring our core services to major cities where CBIZ already has an established client base. Office consolidations are one way we are deepening our resources for clients. Moving the providers of differing CBIZ service lines together into one common workplace not only enables clients to access multiple services from one location, but also greatly enhances CBIZ advisors' cross-serving efforts. Moreover, the increased togetherness helps build a common CBIZ culture, a key factor in employee satisfaction and retention.

CBIZ's depth of capabilities is ever-



Strategic acquisitions are another important way that CBIZ is enhancing its service offering and pursuing its mission of providing integrated outsourced professional business services to clients. Several of our metropolitan markets have strong anchor offices and long-standing client bases, but limited access to all the core services CBIZ can provide. In these markets, we are seeking out providers that are high-performing, well-respected, and who are eager to become an integral part of the CBIZ model.

#### On integration...

"I have to admit I was hesitant to move our employees out of the office we've shared for 21 years and in with a group that does something totally different from what we do. My reservations disappeared within the first week. In fact, it's because the group's work is so different that sharing space was such a good idea. My group has learned volumes about how the benefits and insurance side works. Now, sharing that benefits expertise with clients involves only a walk down the hall."

Bob Karon, CBIZ Accounting, Advisory & Tax Services, Minneapolis, MN on his consolidation with CBIZ Benefits & Insurance Services





In late 2002, CBIZ launched a national branding effort in order to position CBIZ as a leader in outsourced professional services.

In order to leverage the trust, credibility and relationships that our local offices have developed while simultaneously building name recognition, the initial phase of the campaign carefully transitioned all of the local office names to the CBIZ name. This transition was supported by a targeted media campaign focused primarily on the major metropolitan markets served by CBIZ.

A consistent message was developed to reflect CBIZ's ability to provide a wide array of outsourced services and meet the growing need of businesses and their leaders so they can focus on their core competency. This message was delivered to CBIZ target audiences through print and radio advertising and an integrated system of sales and marketing tools, including a strategic focus on direct, relationship and referral marketing and customized e-marketing vehicles.

For 2003, the campaign will continue to build name recognition for the CBIZ brand while expanding to include additional geographic and industry areas as well as utilizing an increasingly sophisticated array of marketing and sales tools.

Multiple Services with a Single Focus: Your Success

#### CORPORATE INFORMATION



#### **Board of Directors**

Steven L. Gerard | Chairman, Chief Executive Officer, Century Business Services, Inc.

Rick L. Burdick | Senior Partner, Akin, Gump, Strauss, Hauer & Feld, LLP

Joseph S. DiMartino | Chairman, The Dreyfus Group of Mutual Funds

Harve A. Ferrill | Retired Chief Executive Officer, Advance Ross Corporation

Richard C. Rochon | Chairman and Chief Executive Officer, Royal Palm Capital Partners

Gary W. DeGroote | President, GWD Management, Inc.

#### **Key Personnel**

Steven L. Gerard, Chairman and Chief Executive Officer

Jerome P. Grisko, Jr., President and Chief Operating Officer

Ware H. Grove, Senior Vice President and Chief Financial Officer

George A. Dufour, Chief Technology Officer

Robert A. O'Byrne, Senior Vice President, Benefits Administration and Insurance Services

Len Miller, Senior Vice President, Accounting, Tax & Advisory Services

Mark M. Waxman, Senior Vice President, National Marketing

#### Corporate Secretary and Legal Counsel

Michael W. Gleespen

#### **Corporate Offices**

6480 Rockside Woods Boulevard South Suite 330 Cleveland, Ohio 44131 (216) 447-9000 www.cbiz.com

#### Legal Counsel

Akin, Gump, Strauss, Hauer & Feld, LLP Robert S. Strauss Building 1333 New Hampshire Avenue, N.W. Washington, D.C. 20036

#### Stock Transfer Agent and Registrar

Shareholders requiring a change of name, address or ownership of stock, as well as information about shareholder records, lost or stolen certificates should contact:

Fifth Third Bank Corporate Trust Services 38 Fountain Square Plaza Mail Drop #10AT66 Cincinnati, OH 45202 (800) 837-2755 or (513) 534-5320

#### **Annual Meeting**

The annual Meeting of Shareholders will be held on Friday, May 16, 2003 at 11:00 a.m. at The Embassy Suites Hotel, 5800 Rockside Woods Boulevard North, Independence, OH 44131.

#### **Independent Public Accountants**

KPMG LLP One Cleveland Center 1375 East Ninth Street Suite 2600 Cleveland, Ohio 44114

#### **Security Markets**

Shares of Century Business Services are listed on the NASDAQ stock market under the ticker symbol "CBIZ". The listing found in most newspapers is CentBusSvc.

#### Shareholders' Information

Copies of the Annual Report on Form 10-K for the year ended December 31, 2002 as filed with the Securities and Exchange Commission are available without charge to stockholders upon request to:

Investor Relations Century Business Services, Inc. 6480 Rockside Woods Blvd. South Suite 330 Cleveland, Ohio 44131 (216) 447-9000

Electronic version available at: www.cbiz.com

