



SEPTEMBER 2016

**SYKES ENTERPRISES, INC.**

Certain statements made during the course of this presentation as it relates to SYKES' business and financial performance are forward-looking. It is important to note that actual results may differ materially from those projected in any such forward-looking statements. Factors that could cause actual results to differ from those projected are identified in the Company's press releases and filings with the SEC from time to time.

### **Non-GAAP Financial Measures**

Non-GAAP income from continuing operations, non-GAAP operating margins, non-GAAP tax rate, non-GAAP income from continuing operations, net of taxes, per diluted share and non-GAAP income from continuing operations by segment are important indicators of performance as these non-GAAP financial measures assist readers in further understanding the Company's results from operations and how management evaluates and measures such performance. These non-GAAP indicators of performance are not measures of financial performance under U.S. Generally Accepted Accounting Principles ("GAAP") and should not be considered a substitute for measures determined in accordance with GAAP. Refer to the exhibits in the release for detailed reconciliations.

# SYKES PROFILE

- **Global BPO Focused on Comprehensive Customer Engagement Services**
- **Full Customer Lifecycle from Digital Marketing to Customer Support**
- **Brick & Mortar and At-Home Agent Delivery Capabilities**
- **Founded: 1977**
- **IPO: April 29, 1996; Two 3-for-2 splits (7-28-96 & 5-29-97)**
- **Locations: 20 countries**
- **30+ languages**
- **70+ global centers**
- **45,700 seat capacity**
- **April 1, 2016: Closed Acquisition of Digital Marketing, Demand Generation & Sales Conversion Provider Clearlink**
- **Public Listing: (NASDAQ GS: "SYKE")**
- **2015 Revenues: \$1,286 Million**
- **Healthy Balance Sheet**

# SYKES' INVESTMENT CASE



# **STRATEGIC ACQUISITION TO DRIVE DIFFERENTIATION & VALUE CREATION**

# CLEARLINK STRATEGIC PROFILE ON ACQUISITION DATE

## CLEARLINK HIGHLIGHTS

--Founded in Utah: 2003

--Digital Marketing & Demand Generation

--Employees:1,300+ (2 Engagement Centers)

--Industries: Comm., Insurance & Others

--2015 Revenues: ~\$123 Million

## ACQUISITION RATIONALE & DEAL ECONOMICS

--Differentiation & Advantage in Vendor Consol.

--Expand Suite of Scalable Service Offerings

--Broaden Addressable Market Opportunity

--Create More Entry Points into New Client

--Cash Consideration: \$209.5 Mil. (Util. Credit Facility)

## MANAGEMENT

--Phil Hansen – CEO & Co-Founder

--Bruce Westenskow – CTO & Co-Founder

--Sam Funk – Pres. of Home Services & CFO

--Ben Henderson – Pres. of Insurance & COO

--Ted Roxbury – CMO

## SIZING THE DIGITAL MARKETING & DEMAND GENERATION (DM & DG) OPPORTUNITY IN THE U.S.

•Addressable Home Svcs & Insurance (HS&I) Market to Grow ~6%:2014-'18

•Target Segments (HS&I on-line channel) to Grow ~10% from '14-'18

--HS On-line Penetration: from ~20% in '14 to ~25% by '18; Insurance On-line: from ~3% to ~5%

### DM & DG Outsourcing Drivers:

- Channel Expertise
- More Cost Effective
- Agile & Innovative
- Additional Capabilities
- Increase Access to New Markets

■ Outsourced Home & Auto Insurance

■ Outsourced Home Services

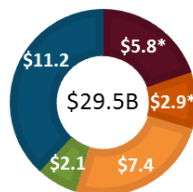
■ Adjacent Markets

■ In-house Home Services

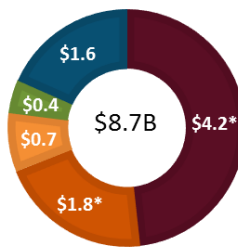
■ In-house & Offline Insurance

\*Target market size relative to addressable market.

### ADDRESSABLE MARKET

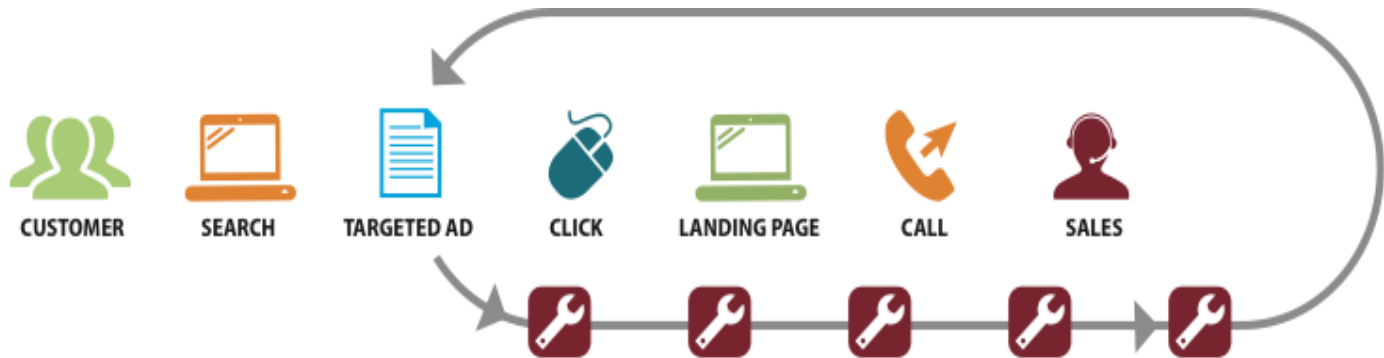


### CLEARLINK'S TARGET SEGMENT



Source: L.E.K Consulting, LLC.

# BUSINESS MODEL IN ACTION



## Go-To-Market

Buyer: Chief Marketing Officer or VP, Mktg

Sales Cycle: ~ 5 months

Sales Model: Direct Sales

Typical Pilot: 50 Seats

Contract Structure: Evergreen

Revenue Generation: Outcome Based

### DMP

Dynamically serve content/offer based on customer data when available.

### USER DATA

Collect device type, browser, OS, IP, Pages Viewed, etc.

### ONLINE CHAT

Overcome on-site obstacles.

### DYNAMIC IVR

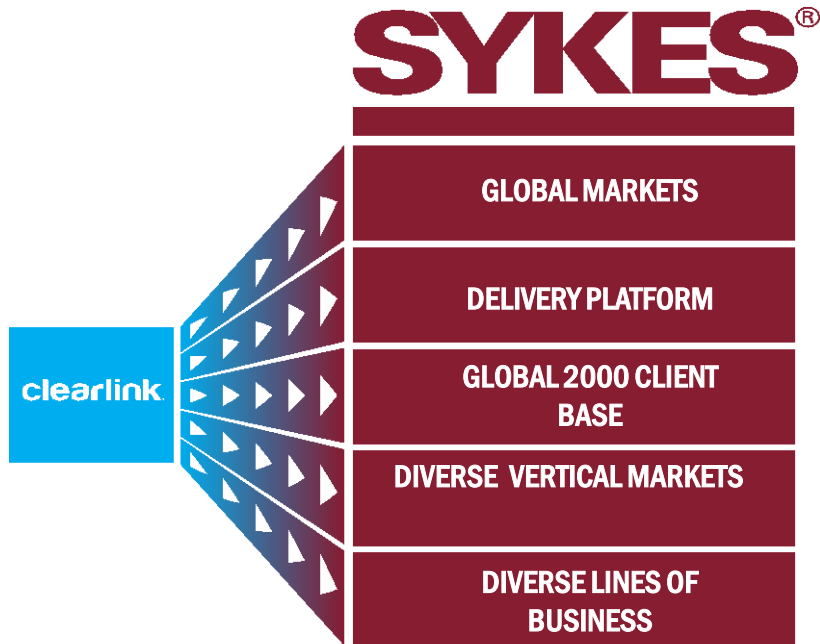
Optimized IVR based on data gathered.

### PERSONALITY MATCHING

Real-time data dip to match customers to reps with similar interests.

### ANALYSIS & OPTIMIZATION

Leverage data to optimize each step of the segmentation process.





- I. Company Overview**
- II. Industry Overview & Trends**
- III. Growth Strategy**
- IV. Historical Financials**
- V. Appendix**

# **I. Company Overview**

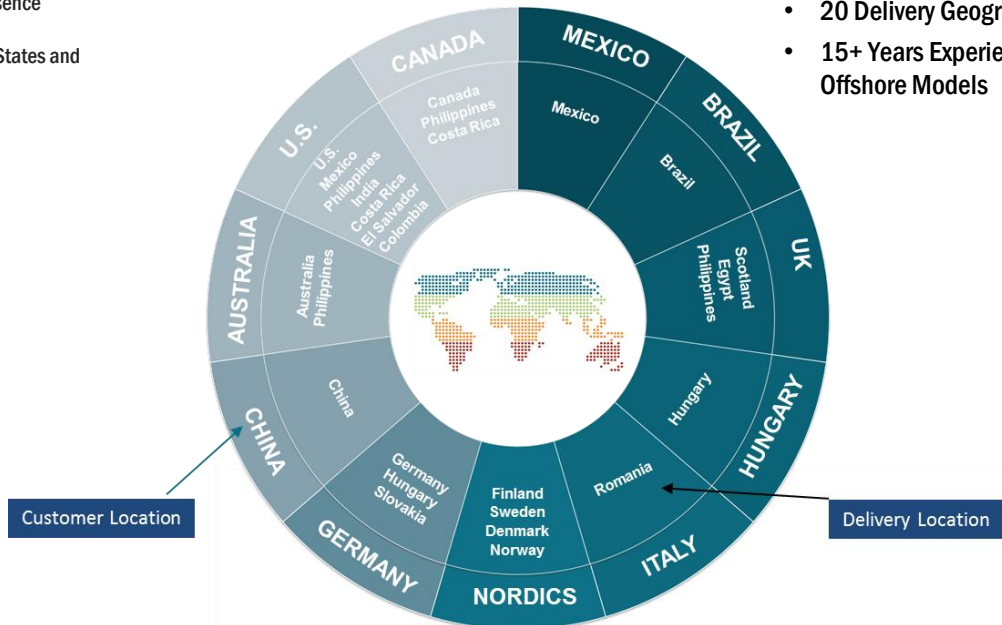
# CORE DELIVERY STRATEGY



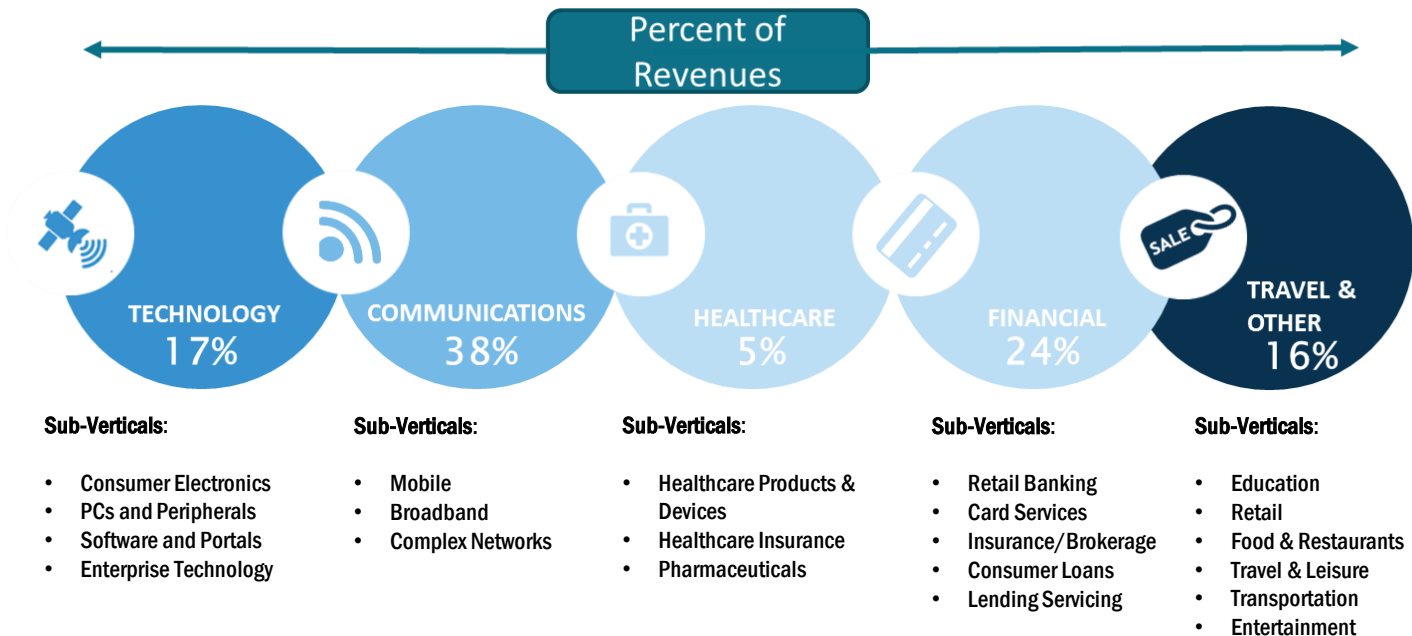
Extends Presence  
Across 40 of  
the 50 U.S. States and  
Canada

Global Footprint Addresses Approximately 80% of Global  
Customer Contact Market

- 14 Markets
- 20 Delivery Geographies
- 15+ Years Experience in Nearshore and Offshore Models



# VERTICAL MARKETS MIX



Top-10 Clients 50% of Revenues (Q2 2016) vs. 49% (Q2 2015); Largest Client (AT&T) approx. 16.4%, down from 17.6% last year; Second largest client in financial services vertical, at approximately 6.7% of revenues in Q2'16 vs. 4.7% in Q2'15

# VALUE PROPOSITION & GO-TO-MARKET APPROACH

## Client Value Proposition

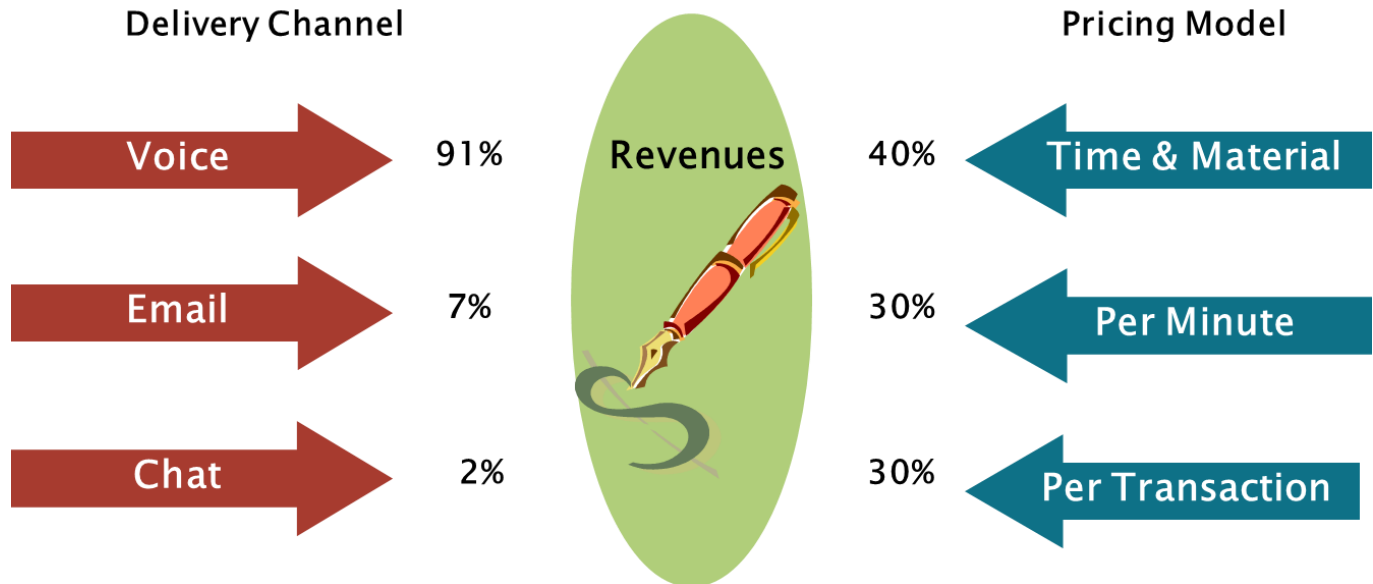
- Reap cost savings by turning fixed costs into variable costs
- Drive Revenues
- Clients can focus on core business while creating operating flexibility
- Leverage best of breed capabilities [call center a function for clients vs. a business for outsourcer]
- Leverage global Markets & delivery capability
- Reduce risk and accelerate speed-to-market and growth
- Customer service key differentiator
- Continued product line complexity
- Product cycle innovation disruption

## Direct Sales Profile

Average Deal Size Approx:	300 – 600 seats or ~\$11 – \$21 Million/Yr Amer.; 100 –200 seats or ~\$5 – \$9 Million/Yr EMEA
Buyer	Vice President of Customer Care; Vice President of Marketing; or Procurement
Sales Cycle	9–18 months (new client) 4–12 months (existing)
Go-To-Market Strategy	Sales efforts aligned by vertical: relationship and RFP driven, support by lead generation
Sales Force Structure & Client Target	New Clients (Serviced by Direct Sales) Existing Clients (Serviced by Strategic Account Managers)
Selling Season	October – September
Contract Duration	Average – 3 year MSA; 1–Year SOW renewal

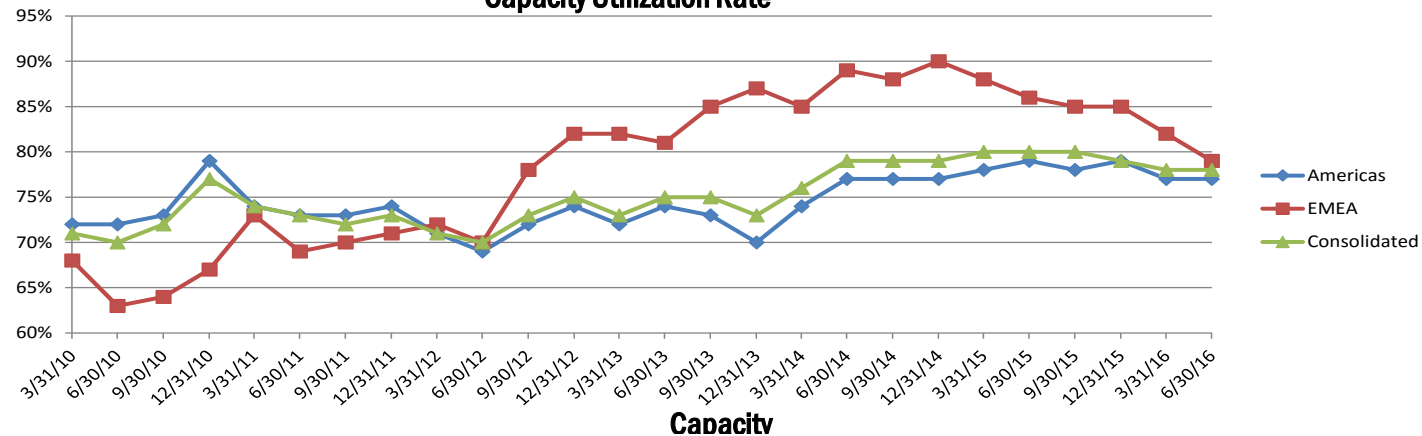
# TRANSACTION MODEL BREAKDOWN APPROXIMATION

**Current Mix Reflects Market Trends & Balances Margin Upside with Technology and Pricing Risk**

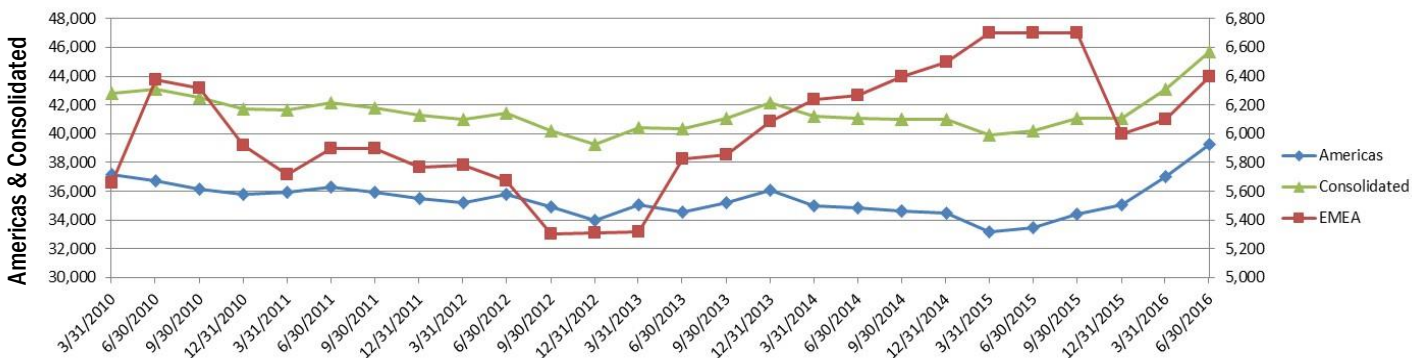


# CAPACITY UTILIZATION\*

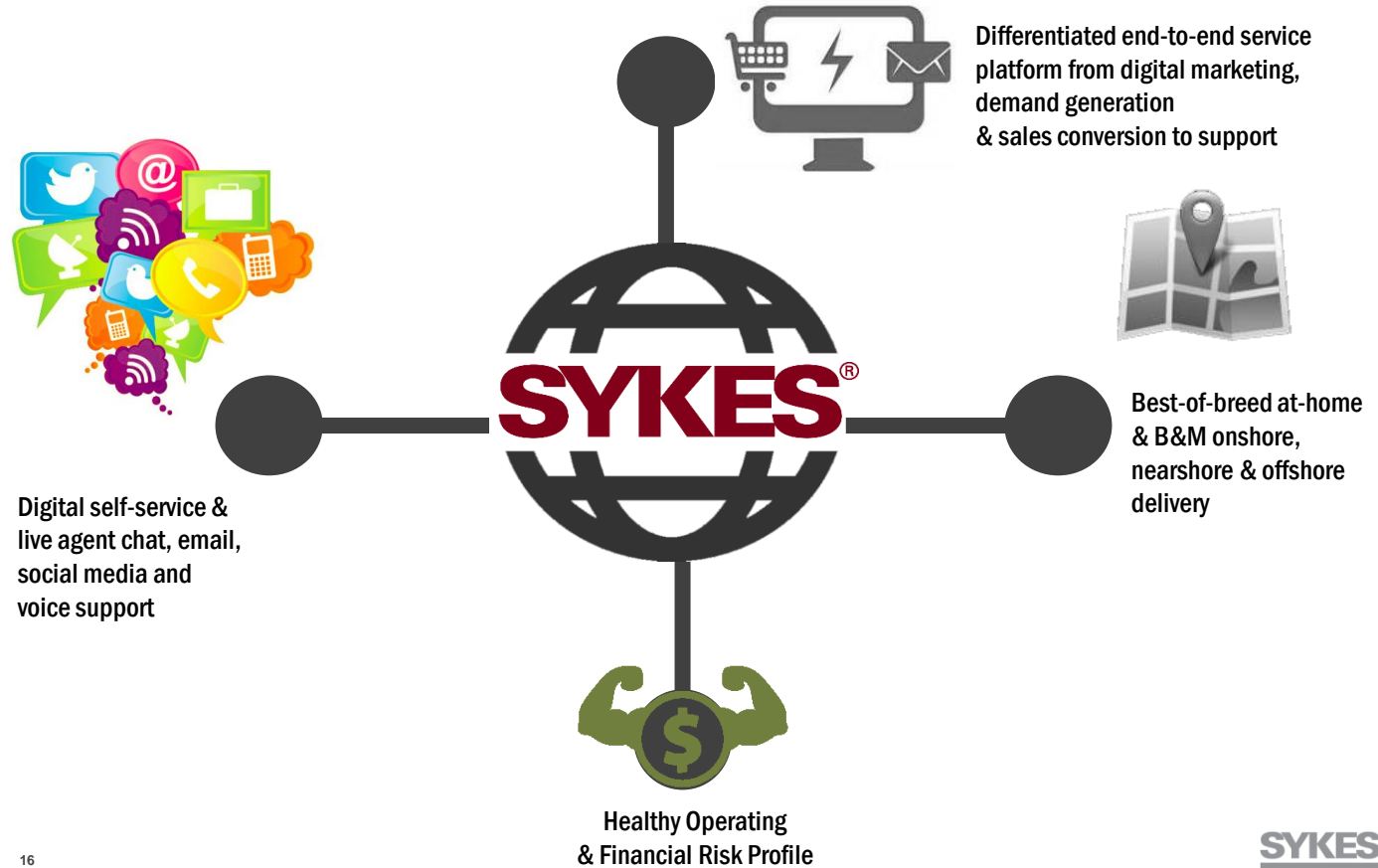
## Capacity Utilization Rate



## Capacity



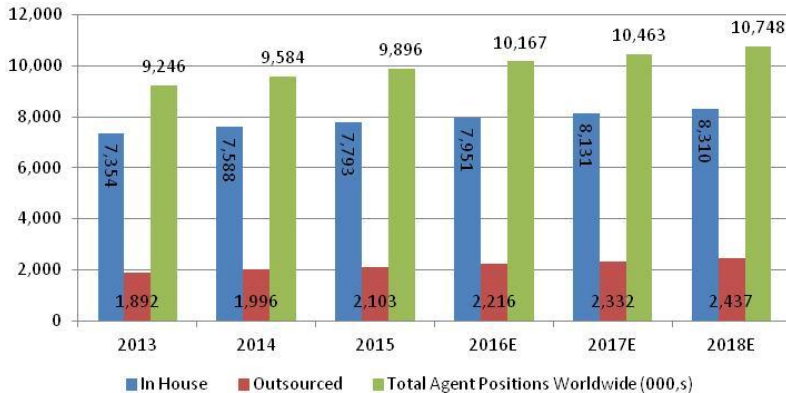
# COMPETITIVE DIFFERENTIATION





## **II. INDUSTRY OVERVIEW & TRENDS**

## \*CUSTOMER CONTACT MANAGEMENT INDUSTRY...



- ❑ Worldwide Agent Position (AP) CAGR: 3.1%
  - ✓ In House AP CAGR: 2.5%
  - ✓ Outsourced AP CAGR: 5.2%
  - ✓ Outsourcing penetration: 20.5% in 2013 to ~23% in 2018E
- ❑ North America (~40% of APs & ~12% Penetration within N.A.)
  - ✓ Projected AP growth: ~1%
- ❑ Europe (~30% of APs & ~17% Penetration within Europe)
  - ✓ Projected AP growth: ~2.5%

# SOLID COMPETITIVE POSITION

...in a Highly Fragmented Industry\*\*\*

		Revenues	2015 Market	2015
		2015 (\$ in Millions)	Share of Total	Global Service
			Market	Delivery Footprint
				Rankings
				Number of Countries
1	Teleperformance*	\$3,772	5.5%	47
2	Convergys	\$2,951	4.3%	31
3	Atento	\$1,966	2.9%	15
4	Sitel	\$1,490E	2.2%	22
5	Concentrix	\$1,417	2.1%	25
6	Teletech	\$1,287	1.9%	24
7	Sykes Enterprises, Inc.	\$1,286	1.9%	20
8	Alorica	\$1,100	1.6%	8
9	Transcom*	\$696	1.0%	23
10	IBEX Global	\$239	0.4%	5
		\$16,204	23.8%	

E = Estimate.

Teleperformance reports 65 countries, which includes TLS offices.

\*Revenues in \$ converted at 1 Euro = \$1.11

Groupe Acticall closed the Sitel acquisition in Sept. 21, 2015

IBEX Global's data is on a fiscal year, which ends in June.

Concentrix's data is on a fiscal year, which ends in Nov.

Top - 10 Market Share of Outsourced Portion 24%

2015 estimated outsourced market by IDC \$68,000

\*\*\*Pure-play public industry players & those with audited available data.

# BROAD INDUSTRY TRENDS...

Cost Reduction/  
KPI/NPS



Effortless Customer  
Experience & Digital  
Channels



Time & Materials & Per  
Minute Pricing



Per Transaction/Outcome  
Based

Multiple Vendors



Vendor Consolidation



Voice &  
Email



Self Help, Chat &  
Social Media



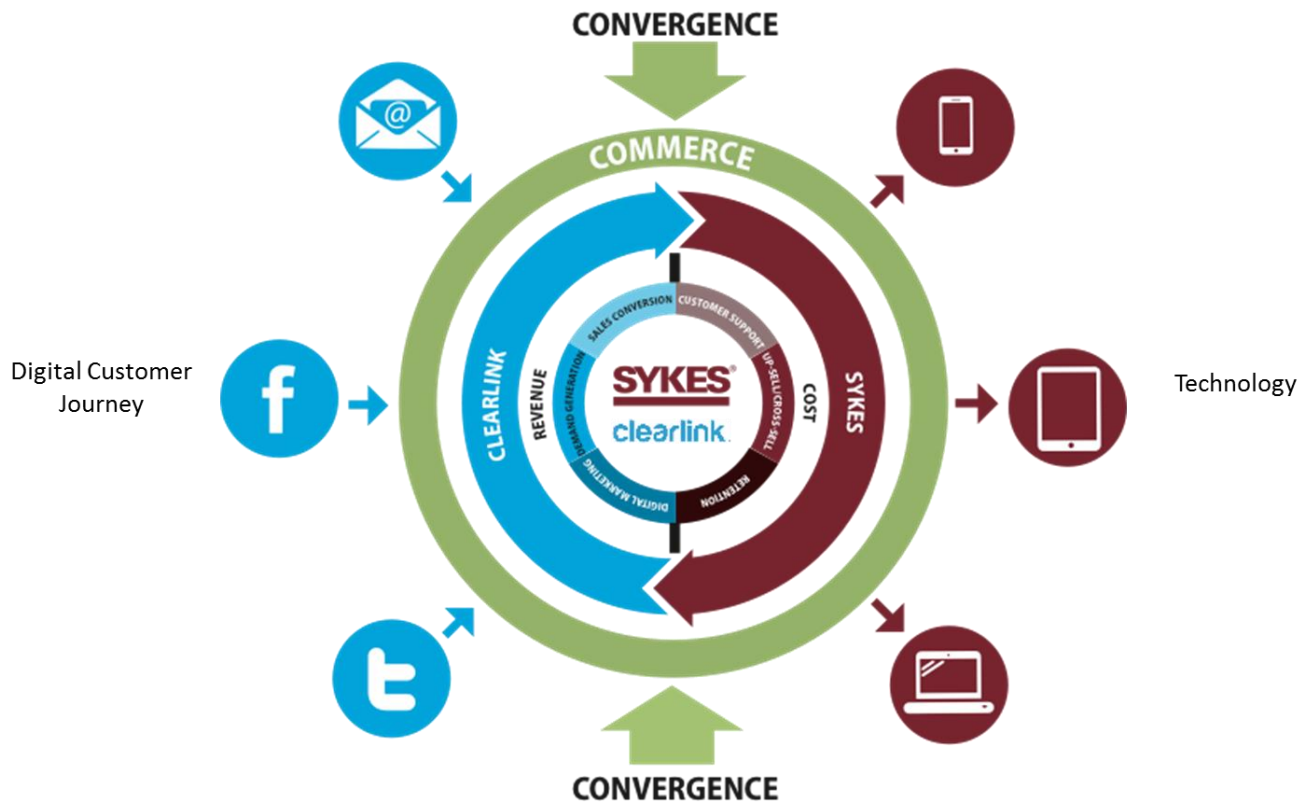
Multi-Channel



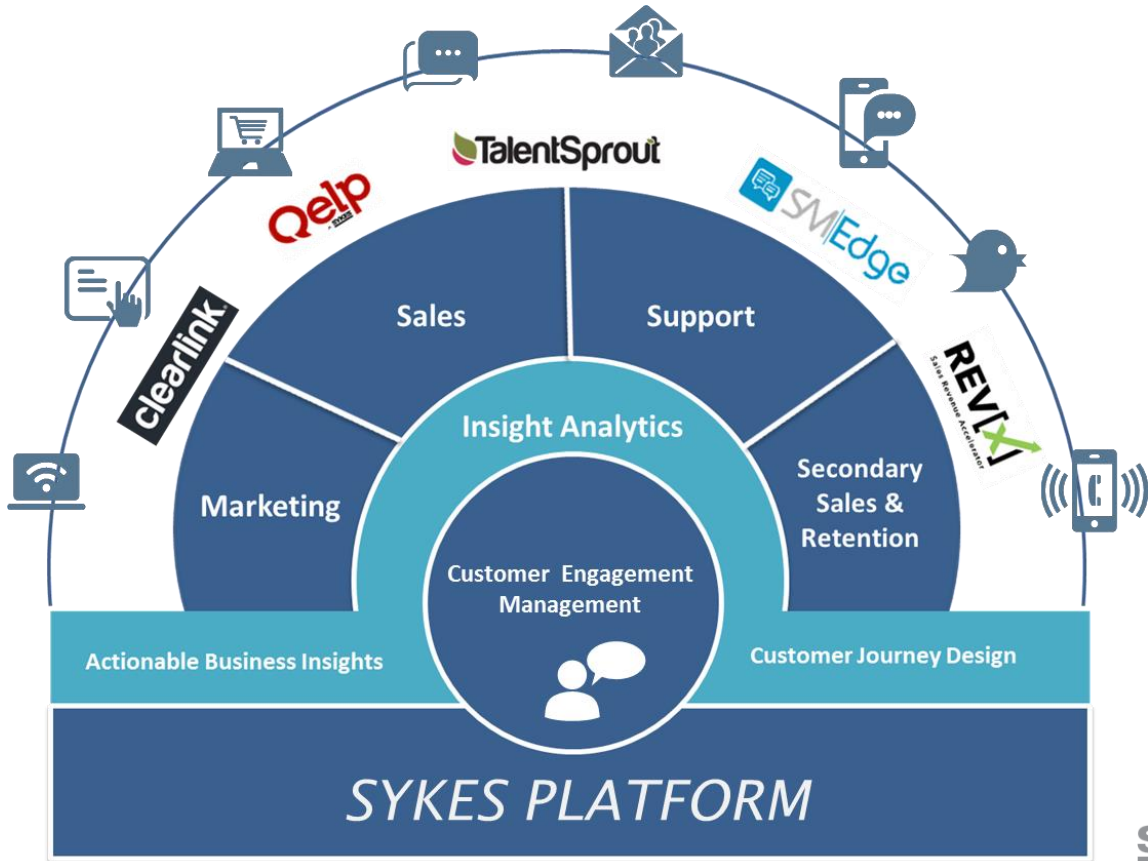
Omni Channel



# ...LEADS TO SHIFTING SERVICE PARADIGM



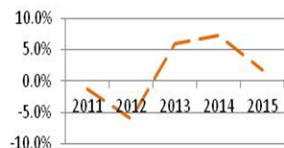
# DIFFERENTIATED END-TO-END ENGAGEMENT OFFERING



### **III. GROWTH STRATEGY**

# GROWTH & OP. MARGIN EXPANSION STRATEGY\*

## Profile

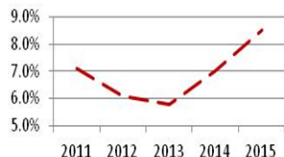


### Revenue Growth

- Demand Drivers: Econ. Growth, Market Changes, In-house to Outsource, Vendor Consolidation & Regulatory Changes
- Leverage Clearlink, Qelp & Alpine Access Strategically
- Expansion with Existing & New Clients
- Target Communications, Financial Svcs, Tech., Healthcare & Retail Verticals
- Target New Markets & Delivery Geographies

## Long-Term Objective

4% – 6%



### Operating Margin Expansion Levers

- Drive Agent and Facility Utilization by Leveraging Alpine Access
- Rationalize Underutilized Capacity Where Possible
- Optimize Cost Structure
- Leverage G&A through Revenue Scale
- Value Add and Process Re-engineering (Analytics, CID, etc.)

8% – 10%



### Acquisitions

- Complement and Enhance Core Business
  - Strengthen Existing Verticals
  - Add New Service Offerings, Processes or New Markets
- Accelerate Business Strategy & Drive Differentiation, Accretion & ROIC Above Cost of Capital

Tuck-ins & Platform

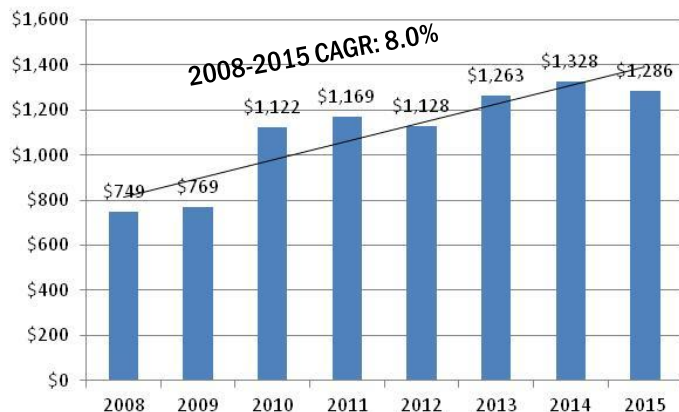
\*Revenue growth is on a like-for-like basis and operating margins are Non-GAAP – reconciliation provided on the SYKES website



## **IV. HISTORICAL FINANCIALS**

# REVENUE PROFILE

(\$ IN MILLIONS)



- SYKES continues to invest in delivery model in the Americas & EMEA regions (Romania & Egypt)
- SYKES closes ICT Group acquisition Feb. 2010
- Econ. downturn begins to impact SYKES' client portfolio in '10
- SYKES exits certain non-strategic geos. (Ireland, South Africa, Spain, Argentina & Netherlands in 2011 & 2012)
- SYKES acquires Alpine Access in 2012
- Organic growth engine restored in 2013
- Communications & technology verticals drive growth in 2014
- F/X headwind impacts '15 growth, which was driven by tech, health & retail verticals partially offset by telco drag; FS vertical growth rebounds in Q3'15

--2010 excludes \$41.0 million of revenues from the month of January from ICT as the acquisition was closed in February 2010.

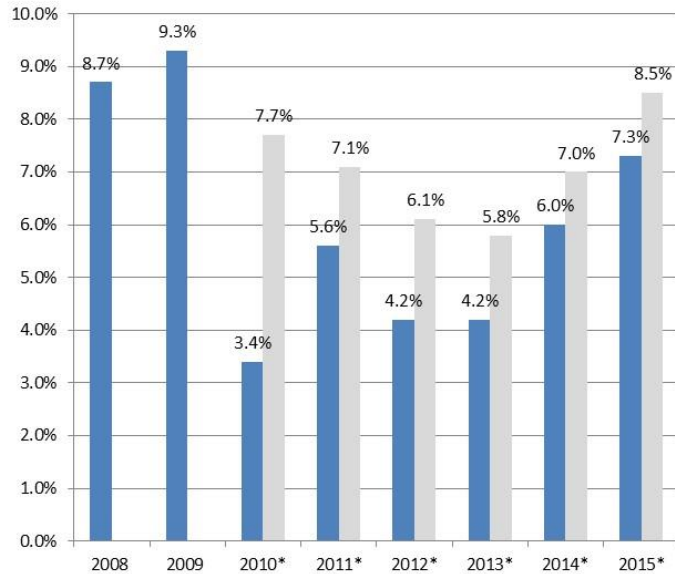
--Excludes divested revenues from Spain and Argentina.

--2012 includes partial revenues from Alpine Access of \$40.6 million.

--2015 f/x headwind was \$67.0 million.

# OPERATING MARGIN PROFILE

## (\$ IN MILLIONS)

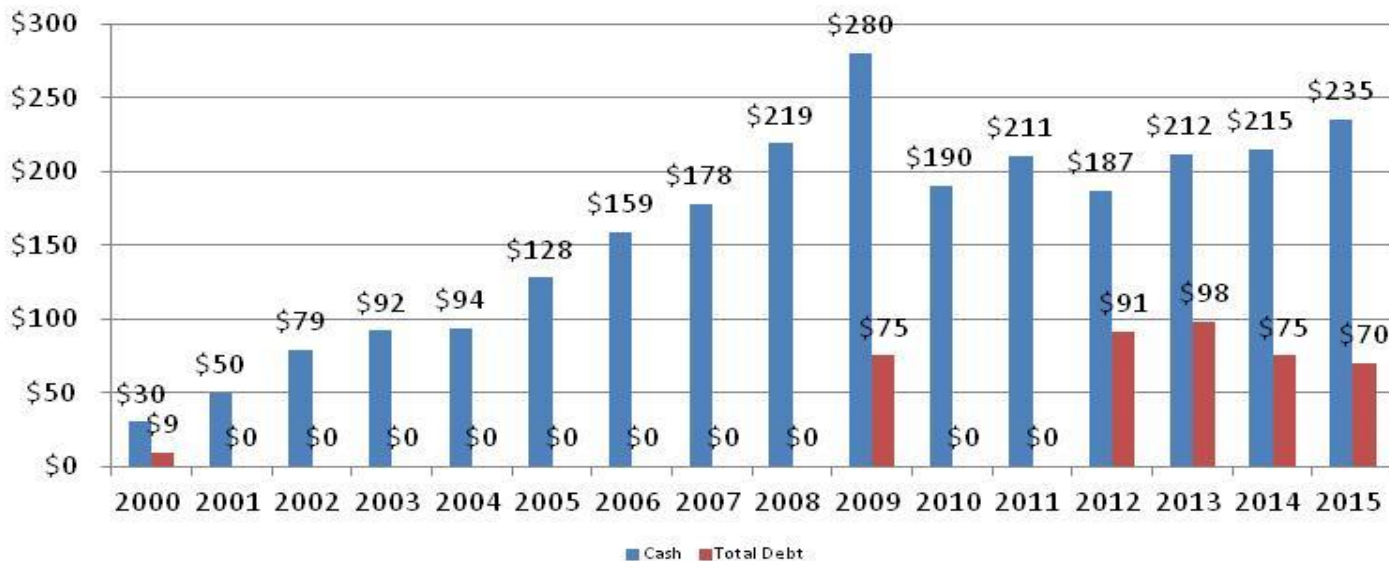


- SYKES breaks into retail banking & wireless lines of businesses, providing a buffer in '07-'09
- Dislocation in Financial Services sector drives volume '07-'09
- SYKES closes ICT Group acquisition Feb. 2010
- Econ. downturn begins to impact SYKES' client portfolio in '10
- SYKES exits non-core geographies
- SYKES acquires Alpine Access in 2012
- Heavy ramp costs & capacity investments impact margins in 2013 – organic & CC growth of 5.9%, first in 3 yrs
- Revenue growth, increased agent productivity and expense leverage drive operating margins in 2014
- Revenue growth & increased agent productivity drive operating margins in 2015 despite growth drag from telco vertical and investments for the FS vertical

\*Data in blue are GAAP and in grey are Non-GAAP. Non-GAAP Operating Margins: See reconciliation under the "Investor Relations/Press Releases" section of Sykes Enterprises, Inc.'s website.

# BALANCE SHEET & LEVERAGE

(\$ IN MILLIONS)



■ Cash ■ Total Debt

## Repurchased Shares

99K @ \$3.15 - \$6.75  
458K @ \$3.11 - \$9.55  
1.1 million

34K @ \$14.83

224K @ \$13.72 - \$14.75  
300K @ \$16.92 - \$17.60

3.3 million @ \$12.46 - \$18.53

0.5 million @ \$13.85 - \$15.00

0.3 million @ \$15.61 - \$16.99

0.6 million @ \$19.92

0.9 million @ \$22.81 - \$25.00

\*The Company paid off a total of \$160 million (including the \$75 million Bermuda loan in 2009) in debt in 2010 related to the ICT acquisition

\*\*August 5, 2002, Board of Directors authorized up to 3 million share buyback, which was completed in the third quarter of 2011

\*\*\*August 19, 2011, Board of Directors authorized a new 5 million share buyback - approx. 0.1 million shares remaining

--5 million additional share repurchase authorized May 2, 2016

## Q3 & YEAR-END 2016 OUTLOOK

### Q3 – 2016

- Revenues in the range of \$385.0 million to \$393.0 million
- Effective tax rate of approximately 27.0%; \*\*on a non-GAAP basis, an effective tax rate of approximately 29.0%
- Fully diluted share count of approximately 42.2 million
- Diluted earnings per share of approximately \$0.37 to \$0.41
- \*\*Non-GAAP diluted earnings per share in the range of \$0.46 to \$0.50
- Capital expenditures in the range of \$25.0 million to \$30.0 million

### Year – End 2016

- Revenues in the range of \$1,467.0 million to \$1,480.0 million
- Effective tax rate of approximately 29.0%; \*\*on a non-GAAP basis, an effective tax rate of approximately 30.0%
- Fully diluted share count of approximately 42.3 million
- Diluted earnings per share of approximately \$1.39 to \$1.45
- \*\*Non-GAAP diluted earnings per share in the range of \$1.80 to \$1.86
- Capital expenditures in the range of \$75.0 million to \$80.0 million

\*\*See reconciliation at the end of the presentation and on SYKES' "Investor Relations" section of the website.

# KEY PRIORITIES

## Execute on the Growth Engine & Sustain Strong Margins

- 4% - 6% Targeted Revenue Growth; 8% - 10% NON-GAAP Operating Margin



## Optimize Seat Capacity

- Increase Total Capacity Utilization to 85%+ through Rev. Growth



## Strengthen Platform & Vertical Domain

- To Drive Differentiation (ex: Clearlink, Qelp & Alpine) & Expand Market Opportunity



## Leverage Alpine's Platform Internationally







- Alpine's Value and Operational Proposition Beyond North Amer. to Sustain Int'l Growth & Flexibility



## V. APPENDIX

# Q2 2016 VS. Q2 2015 FINANCIAL HIGHLIGHTS\*

(\$ IN MILLIONS)

Consolidated				Americas				EMEA				
Revenue		Up 18.5% or \$56.9		\$364.4	Up 22.2% or \$55.5			\$305.2	Up 2.4% or \$1.4			\$59.2
Operating Income**		Dn 26.4% or (\$4.8)		\$13.4	Up 7.2% or \$2.1			\$30.7	Dn 2.5% or (\$0.07)			\$2.9

\*Q2 2016 reported revenue growth was 18.5%; comparable constant currency (CC) organic consolidated revenue growth was 7.4%

## Americas

- The Americas' reported revenue growth was 22.2%. Constant currency organic revenues increased 9.2% comparably, with the increased demand driven broadly by program expansion and wins with new and existing clients across the communications, financial services, transportation and leisure, healthcare, and other verticals ("other vertical" reflects the contribution from the retail vertical, among others)
- The Americas income from operations for the second quarter of 2016 increased 7.2% to \$30.7 million, with an operating margin of 10.1% versus 11.5% in the comparable quarter last year. On a non-GAAP basis, the Americas operating margin was 11.9% versus 13.0% in the comparable quarter last year, with the delta mostly driven by costs associated with capacity additions and ramps

## EMEA

- EMEA reported revenue growth was 2.4%. On a constant currency basis, EMEA revenues decreased 0.3% on a comparable basis driven by program completion in the "other" vertical, which was partially offset by increases in the technology, financial services and transportation and leisure verticals
- The EMEA region's income from operations for the second quarter of 2016 was \$2.9 million, or 4.9% of EMEA revenues, versus \$3.0 million, or 5.1% of revenues, in the comparable quarter last year. On a non-GAAP basis, the operating margin increased to 5.5% from 5.1% in the year-ago period driven by higher margin profile of Qelp, which was not reflected in the year-ago period's results

## Other G&A Expenses

- Other (loss) from operations, which include corporate and other costs, increased to \$20.2 million, or 5.6% of revenues in the second quarter of 2016, compared to \$13.4 million, or 4.4% of revenues in the prior year period, with the increase a result of transaction costs and higher incentive compensation costs. On a non-GAAP basis, Other increased to 4.7% of revenues in the second quarter of 2016 from 4.4% in the year ago period due to a combination of professional services fees related to the on-going upgrade of the Company's financial system coupled with higher incentive compensation costs

\*\*Operating income data is GAAP; see non-GAAP reconciliation in subsequent slides.



# BALANCE SHEET

(\$ in Millions, except per share amounts)

	<u>Q2 2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
<b>BALANCE SHEET</b>				
Cash value per share+	\$6.49	\$5.55	\$5.03	\$4.94
Cash and cash equivalents*	\$273.2	\$235.4	\$215.1	\$212.0
Net working capital **	\$179.9	\$202.6	\$201.3	\$163.0
Total Assets	\$1,219.0	\$947.8	\$944.5	\$950.3
Total Debt	\$272.0	\$70.0	\$75.0	\$98.0
Shareholders' equity	\$708.9	\$678.7	\$658.2	\$635.7
Book value per share	\$16.84	\$16.01	\$15.38	\$14.82
Net tangible book value per share	\$6.58	\$10.19	\$9.43	\$8.39
<b>CASH FLOW (Year-to-Date)</b>				
Cash from operating activities	\$64.6	\$120.5	\$94.3	\$86.2
Capital expenditures	(34.4)	(50.0)	(44.7)	(59.2)
Free cash flow	\$30.2	\$70.5	\$49.6	\$27.0
<b>DSOs</b>	<b>75</b>	<b>76</b>	<b>76</b>	<b>77</b>
Net working capital % of revenues	13%	16%	15%	13%

\* Per 10-K & 10-Qs.

\*\* Net working capital excludes cash & cash equivalents, restricted cash, deferred grants held for sale and deferred revenues.

\*\*\*The Company repurchased the following share amounts under the August 2011 5-million share repurchase plan (approx. 0.1 million shares remaining):

**Q3 2011, 2 Mil. (\$14.88/share); Q4 2011, 500K (\$14.79/share); Q1 2012, 423K (\$14.66/share); Q2 2012, 85K (\$14.94/share); Q2'13, 272k shares at (\$15.81/share); Q3'13, 70k shares at (\$16.97/share); Q1 2014, 130K (\$19.95/share); Q3 2014, 138K (\$19.91/share); Q4 2014, 362K (\$19.95/share); Q1 2015, 221K (23.14/share); Q2'15, 279K (\$24.47); Q3'15, 354K (\$24.65/share); Q4'15, approx. 6K (\$25/share)**

+\*Approximately 89.2% of Q2 2016's cash balance was international.

# NON-GAAP RECONCILIATION Q2 2016 FINANCIAL STATEMENT

(\$ IN THOUSANDS)

	Americas		EMEA		Other <sup>(1)</sup>	
	Three Months Ended		Three Months Ended		Three Months Ended	
	June 30, 2016	June 30, 2015	June 30, 2016	June 30, 2015	June 30, 2016	June 30, 2015
GAAP income (loss) from operations	\$ 30,725	\$ 28,669	\$ 2,896	\$ 2,969	\$ (20,219)	\$ (13,421)
Adjustments:						
Acquisition-related depreciation & amortization of property & equipment and intangible write-ups	5,610	3,737	356	-	-	-
Merger & integration costs	29	-	-	-	2,934	-
Other	-	-	-	-	-	-
Non-GAAP income (loss) from operations	\$ 36,364	\$ 32,406	\$ 3,252	\$ 2,969	\$ (17,285)	\$ (13,421)

	Americas		EMEA		Other <sup>(1)</sup>	
	Three Months Ended		Three Months Ended		Three Months Ended	
	June 30, 2016	March 31, 2016	June 30, 2016	March 31, 2016	June 30, 2016	March 31, 2016
GAAP income (loss) from operations	\$ 30,725	\$ 32,987	\$ 2,896	\$ 3,410	\$ (20,219)	\$ (16,127)
Adjustments:						
Acquisition-related depreciation & amortization of property & equipment and intangible write-ups	5,610	3,380	356	346	-	-
Merger & integration costs	29	-	-	-	2,934	1,442
Other	-	-	-	-	-	-
Non-GAAP income (loss) from operations	\$ 36,364	\$ 36,367	\$ 3,252	\$ 3,756	\$ (17,285)	\$ (14,685)

<sup>(1)</sup> Other includes corporate and other costs.

# RECONCILIATION OF BUSINESS OUTLOOK

	<b>Business Outlook</b>	
	<b>Third Quarter</b>	
	<b>2016</b>	
GAAP net income, per diluted share	\$0.37 - \$0.41	GAAP tax rate
Adjustments:		Adjustments:
Acquisition-related depreciation & amortization of property & equipment and intangible write-ups	0.09	Acquisition-related depreciation & amortization of property & equipment and intangible write-ups
Merger & integration costs	-	Merger & integration costs
Other	-	Other
Non-GAAP net income, per diluted share	\$0.46 - \$0.50	Non-GAAP tax rate

<b>Three Months Ended</b>	
<b>June 30,</b>	<b>June 30,</b>
<b>2016</b>	<b>2015</b>
30%	27%
2%	1%
1%	-
-	-
33%	28%

	<b>Business Outlook</b>	
	<b>Full Year</b>	
	<b>2016</b>	
GAAP net income, per diluted share	\$1.39 - \$1.45	GAAP tax rate
Adjustments:		Adjustments:
Acquisition-related depreciation & amortization of property & equipment and intangible write-ups	0.33	Acquisition-related depreciation & amortization of property & equipment and intangible write-ups
Merger & integration costs	0.06	Merger & integration costs
Other	0.02	Other
Non-GAAP net income, per diluted share	\$1.80 - \$1.86	Non-GAAP tax rate

<b>Three Months</b>	<b>Year Ended</b>
<b>Ended</b>	<b>December 31,</b>
<b>September 30,</b>	<b>2016</b>
<b>2016</b>	<b>2016</b>
27%	29%
2%	1%
-	-
-	-
29%	30%