

Sykes Enterprises, Inc.



March 2016

Safe Harbor

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
- 67 global centers in 2015
- 41,100 seat capacity in 2015
- March 7, 2016: Announced 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

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
- Purchase Price: \$207 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%

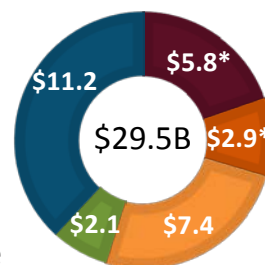
DM & DG Outsourcing Drivers:

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

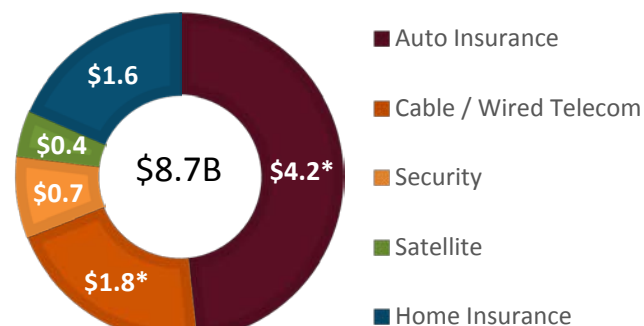
- Outsourced Home & Auto Insurance
- Outsourced Home Services
- Adjacent Markets
- In-house Home Services
- In-house & Offline Insurance

*Target market size relative to addressable market.

ADDRESSABLE MARKET

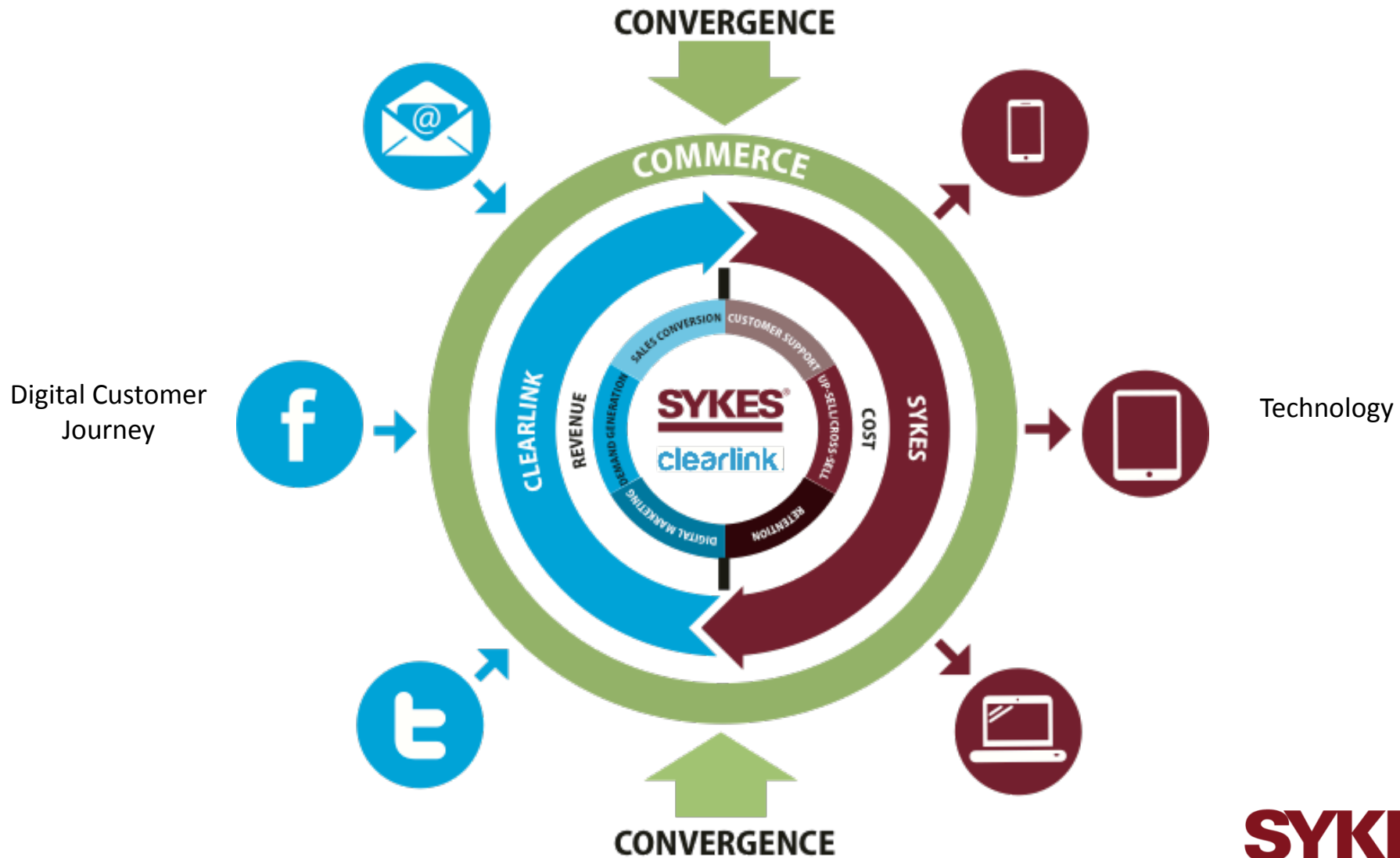


CLEARLINK'S TARGET SEGMENT

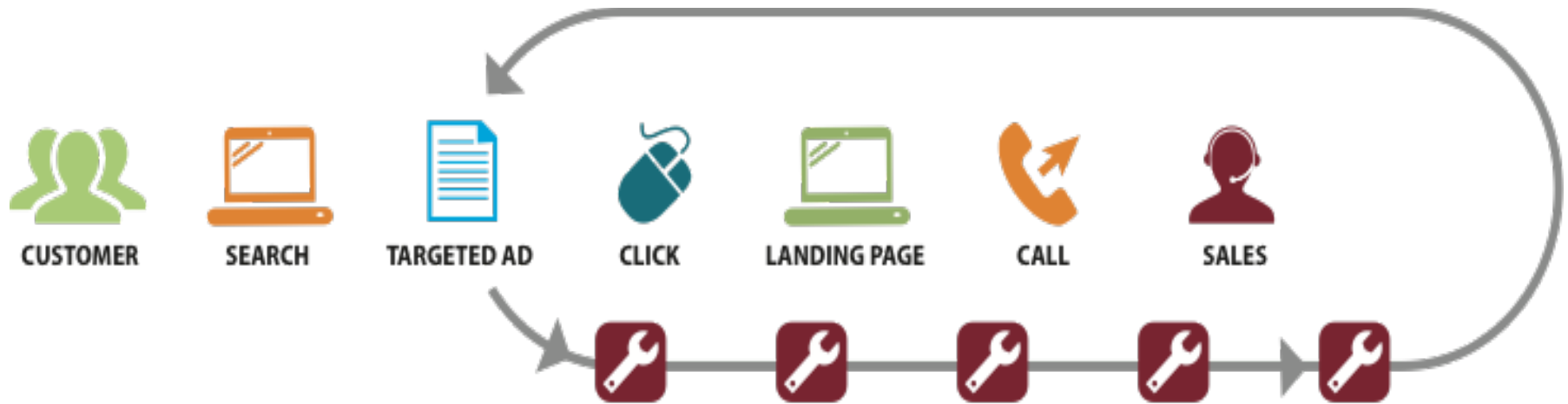


SYKES®

Industry Catalyst Driving the Clearlink Acquisition



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/off er 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.

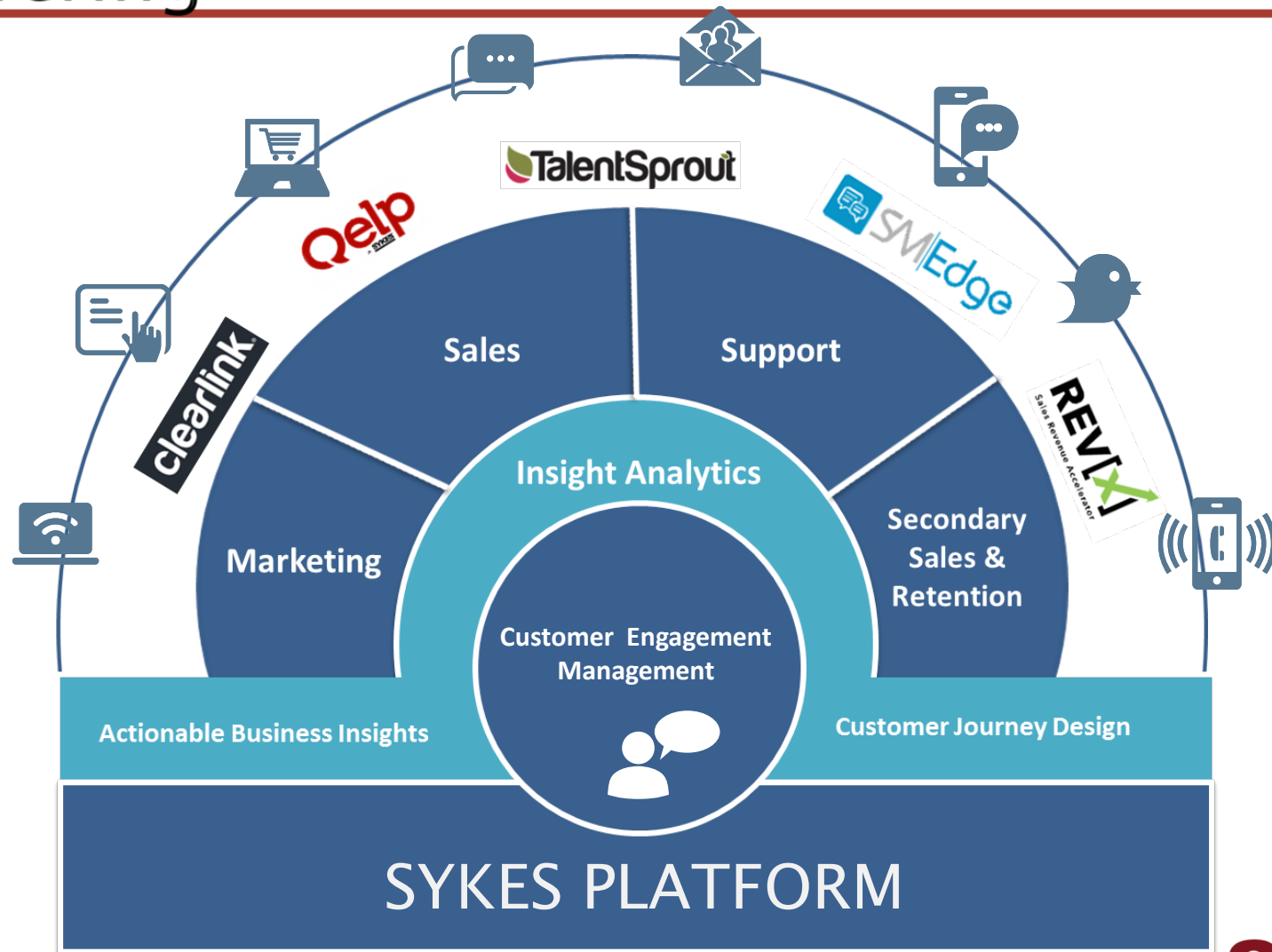
PERSONALITY MATCHING

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

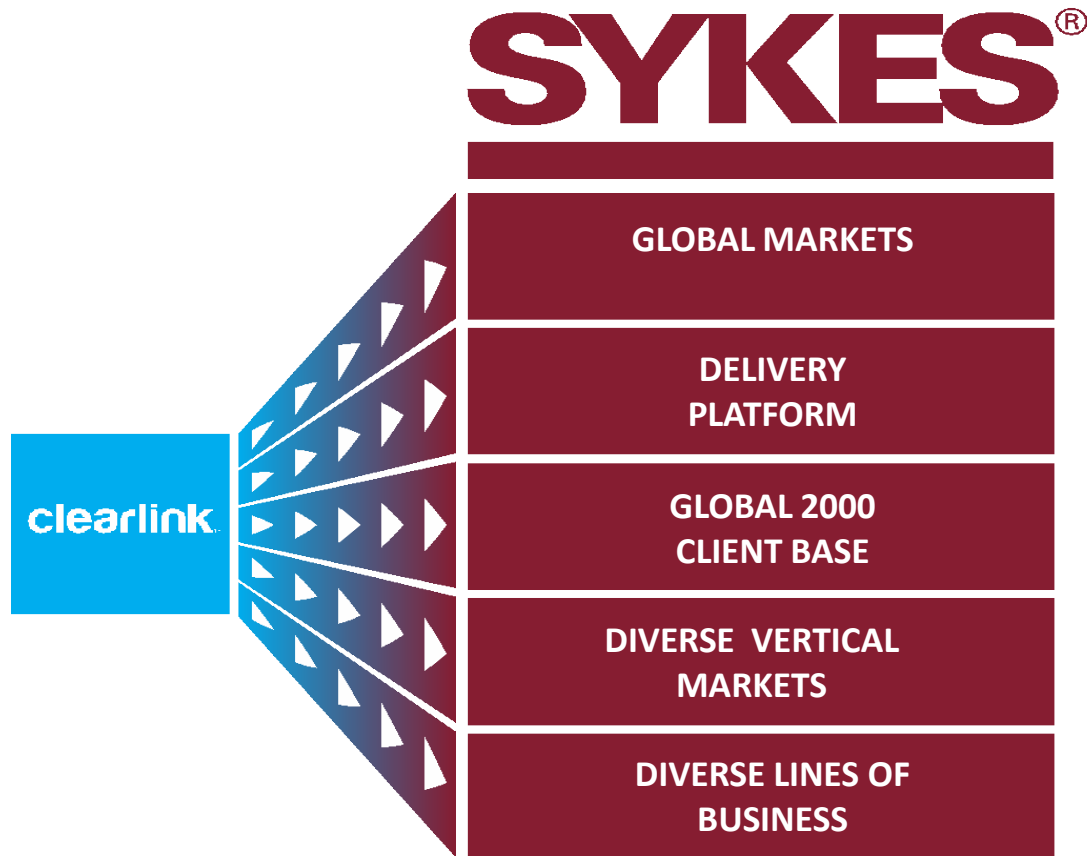
ANALYSIS & OPTIMIZATION

Leverage data to optimize each step of the segmentation process.

Differentiated End-to-End Engagement Offering



Future State of Opportunity



Agenda

- I. Business Model Overview
- II. Industry Overview & Growth Strategy
- III. Historical Financials
- IV. Appendix



I. BUSINESS MODEL OVERVIEW

Market Delivery



North America



Latin America



Asia Pacific



Europe

U.S.	Canada
<ul style="list-style-type: none"> • United States • Mexico • Philippines • India • Costa Rica • El Salvador • Colombia 	<ul style="list-style-type: none"> • Canada • Philippines • Costa Rica

Mexico	Brazil
<ul style="list-style-type: none"> • Mexico 	<ul style="list-style-type: none"> • Brazil

China	Australia
<ul style="list-style-type: none"> • China 	<ul style="list-style-type: none"> • Australia • Philippines

UK	Italy
<ul style="list-style-type: none"> • Scotland • Egypt • Philippines 	<ul style="list-style-type: none"> • Romania

Hungary	Germany
<ul style="list-style-type: none"> • Hungary 	<ul style="list-style-type: none"> • Germany • Hungary • Romania

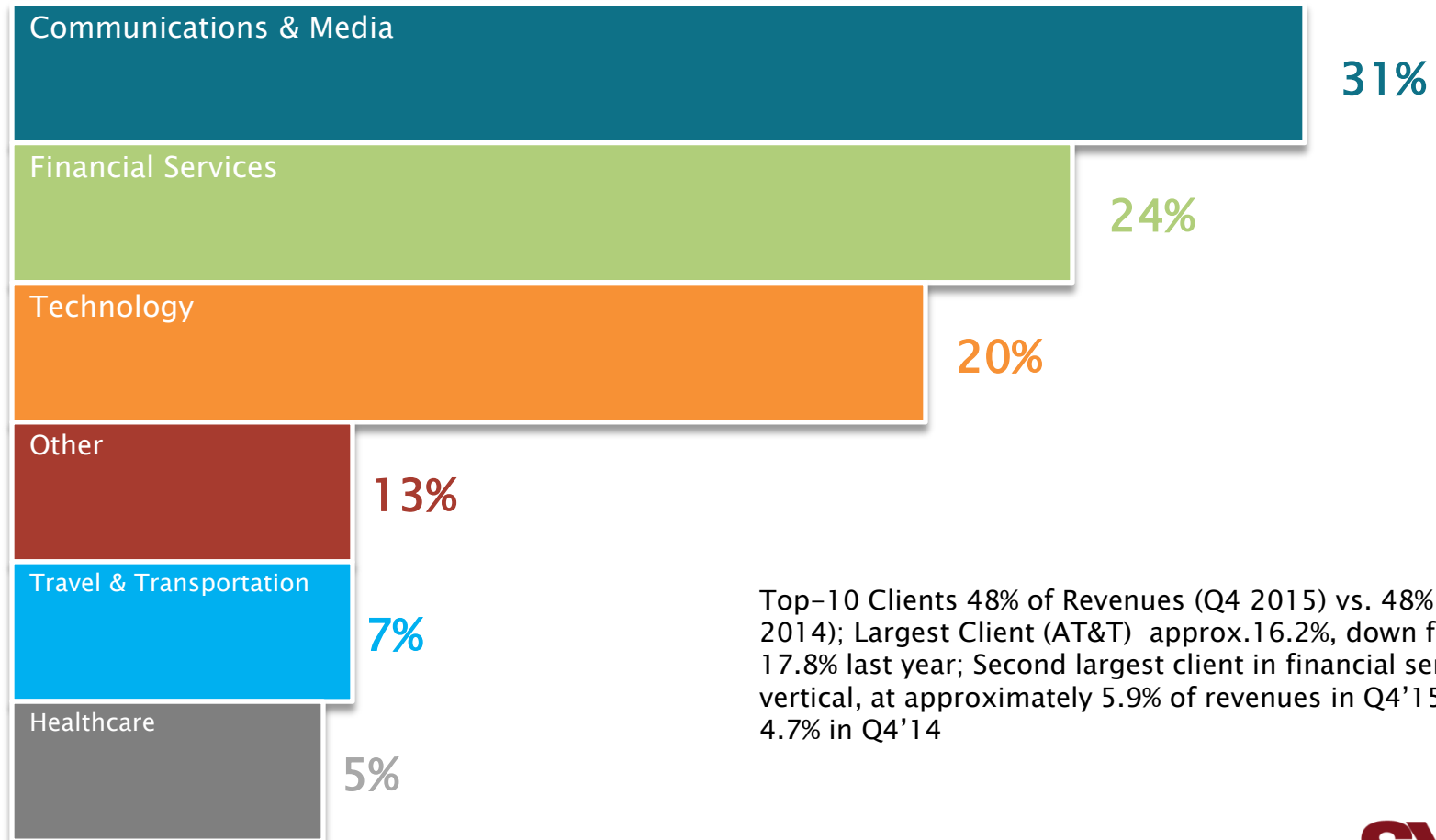
Finland/Sweden/Denmark/Norway
<ul style="list-style-type: none"> • Finland • Sweden • Denmark • Norway



Extends Presence
Across 40 of
the 50 U.S. States & 8
provinces in Canada

- 14 Markets
- 20 Delivery Geographies
- Service Approximately 80% of the Market
- 15+ Years Experience in Leveraging Global Delivery Model

Revenue Breakdown by Vertical



Top-10 Clients 48% of Revenues (Q4 2015) vs. 48% (Q4 2014); Largest Client (AT&T) approx.16.2%, down from 17.8% last year; Second largest client in financial services vertical, at approximately 5.9% of revenues in Q4'15 vs. 4.7% in Q4'14

Value Proposition & Sales Model

Client Value Proposition

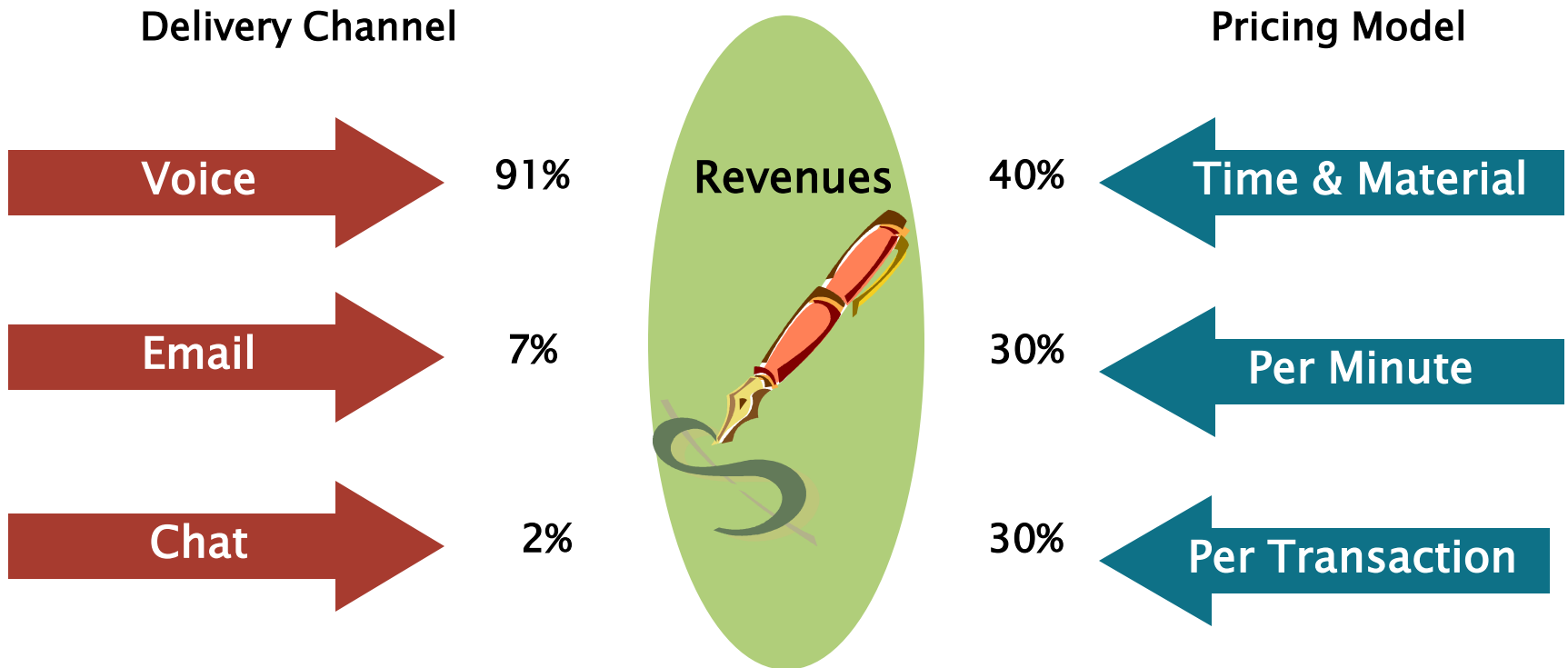
- Reap cost savings by turning fixed costs into variable costs
- Clients can focus on core business while creating operating flexibility
- Leverage best of breed capabilities [call center a function for clients vs. a business for outsourcer]
- Leverage global Markets & delivery capability
- Reduce risk 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 ~\$4 – \$8 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 (Served by Direct Sales) Existing Clients (Served by Strategic Account Managers)
Selling Season	October – September
Contract Duration	Average – 3 year MSA; 1–Year SOW renewal

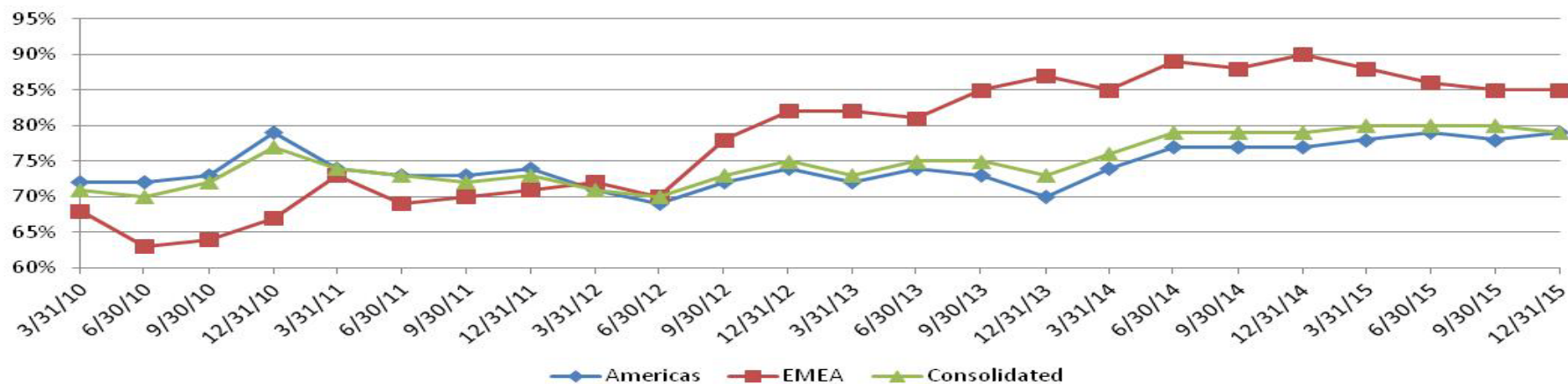
Transaction Model Breakdown Estimate

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

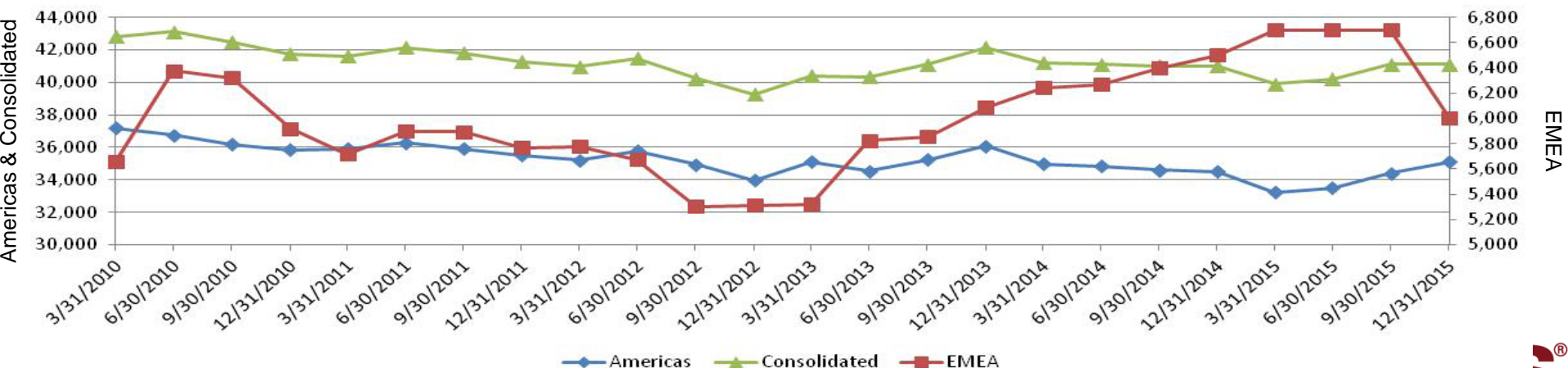


Capacity Utilization*

Capacity Utilization Rate



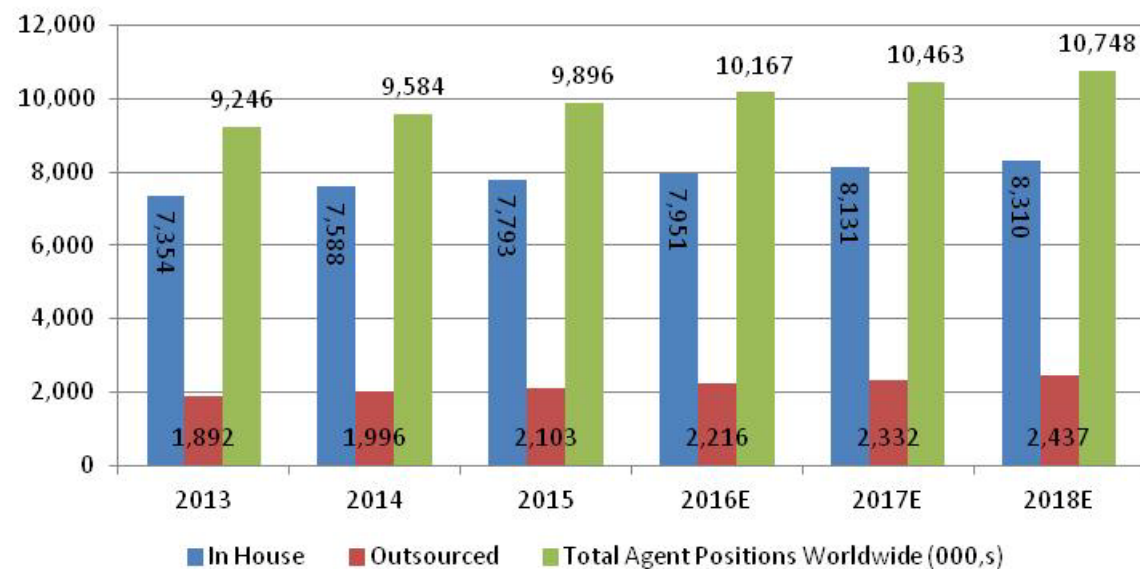
Capacity





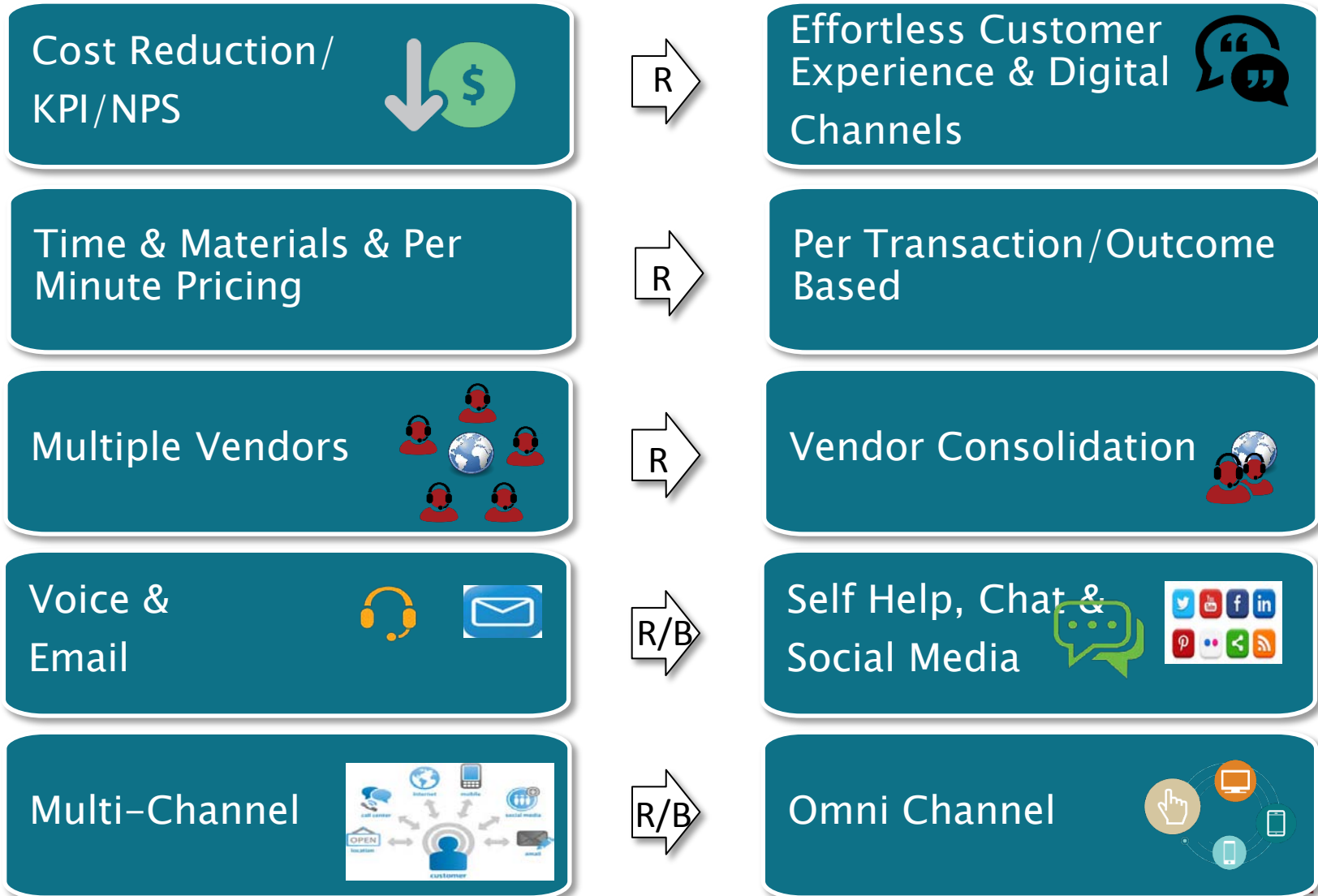
II. INDUSTRY OVERVIEW & GROWTH STRATEGY

*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%

Broad Industry Trends



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.

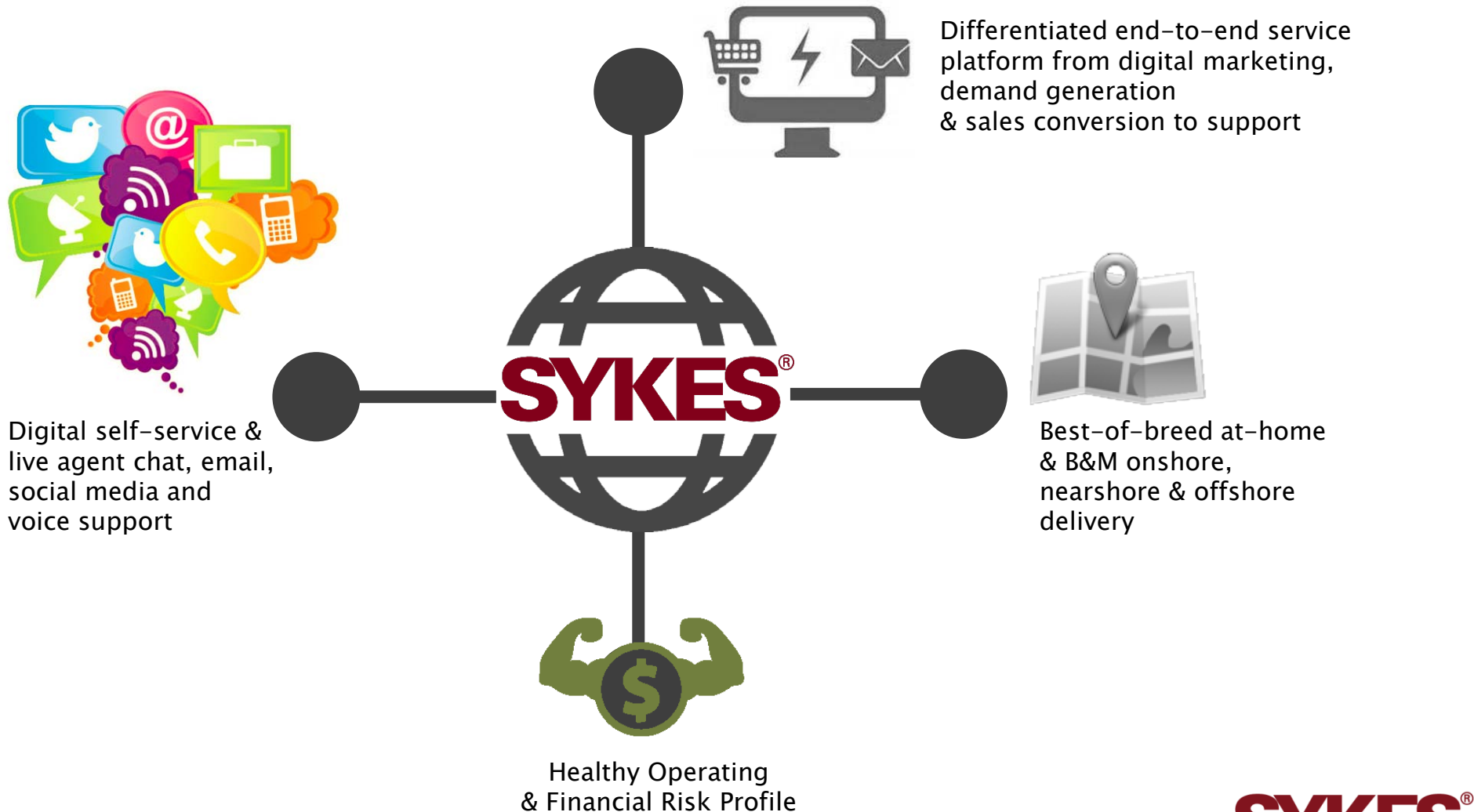
Concentrix's data is on a fiscal year, which ends in Nov.

Top - 10 Market Share of Outsourced Portion 24%

2015 estimated outsourced market by IDC \$68,000



Competitive Differentiation



Growth & Op. Margin Expansion Strategy*

Profile

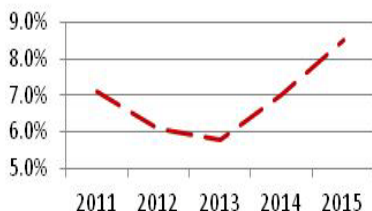


Revenue Growth

- 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

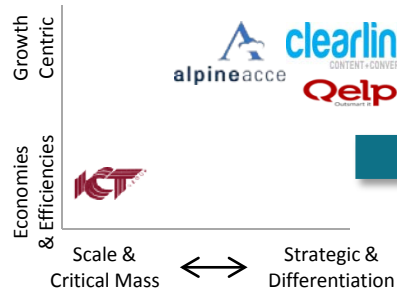
4% – 6%



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

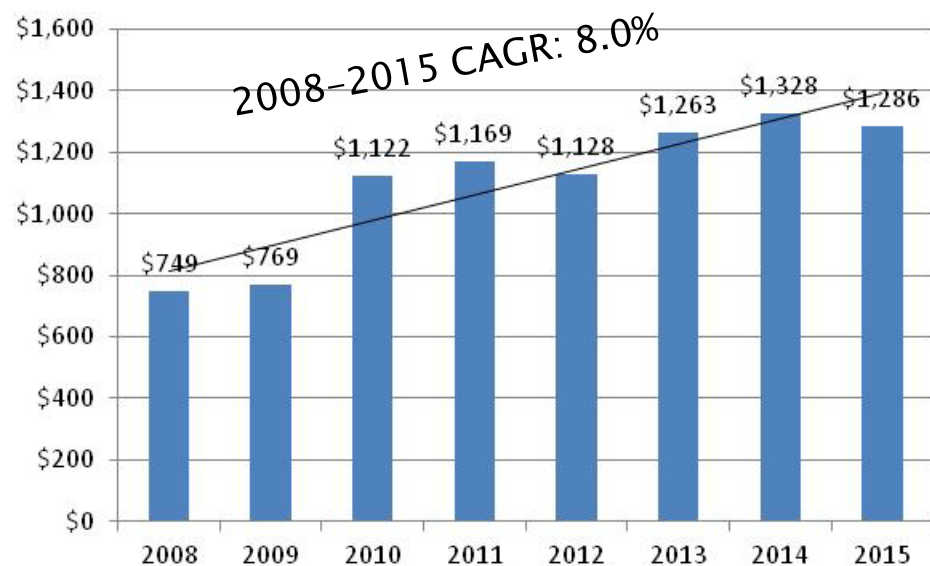
SYKES®



III. 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

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

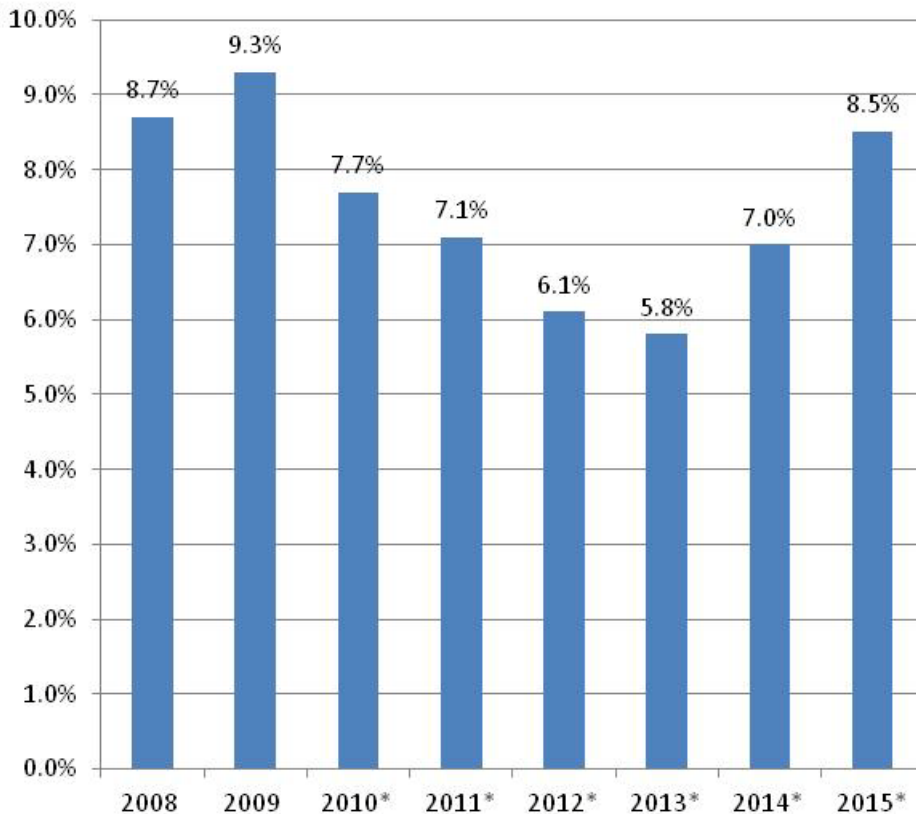
--Excludes divested revenues from Spain and Argentina.

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

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

Operating Margin Profile

(\$ in Millions)



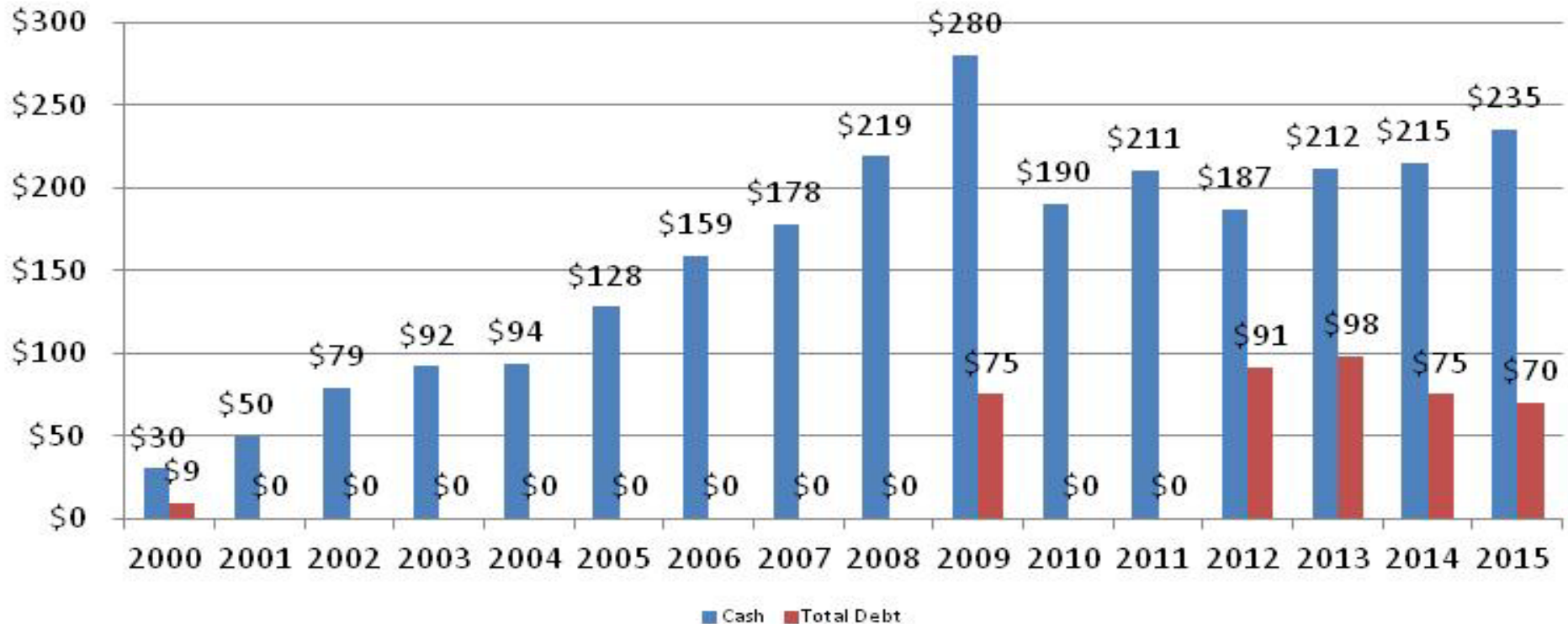
- SYKES breaks into retail banking & wireless lines of businesses, providing a buffer in '07-'09
- Dislocation in Financial Services sector drives volume '07-'09
- SYKES closes ICT Group acquisition Feb. 2010
- Econ. downturn begins to impact SYKES' client portfolio in '10
- SYKES exits non-core geographies
- 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

*Non-GAAP Operating Margins: See reconciliation under the "Investor Relations/Press Releases" section of Sykes Enterprises, Inc.'s website.



Balance Sheet & Leverage

(\$ in Millions)



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.



Q1 & Year-End 2016 Outlook

Q1 – 2016

- Revenues in the range of \$318.0 million to \$323.0 million
- Effective tax rate of approximately 33.0%; **on a non-GAAP basis, an effective tax rate of approximately 33.0%
- Fully diluted share count of approximately 42.1 million
- Diluted earnings per share of approximately \$0.30 to \$0.33
- **Non-GAAP diluted earnings per share in the range of \$0.36 to \$0.39
- Capital expenditures in the range of \$15 million to \$20 million
-

Year – End 2016

- Revenues in the range of \$1,336.0 million to \$1,354.0 million
- Effective tax rate of approximately 31.0%; **on a non-GAAP basis, an effective tax rate of approximately 31.0%
- Fully diluted share count of approximately 42.4 million
- Diluted earnings per share of approximately \$1.49 to \$1.59
- **Non-GAAP diluted earnings per share in the range of \$1.73 to \$1.83
- Capital expenditures in the range of \$60 million to \$70 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











IV. APPENDIX

Q4 2015 vs. Q4 2014 Financial Highlights*

(\$ in millions)

Consolidated			Americas			EMEA		
Revenue	Dn 3.6% or (\$12.6)	 \$337.3	Dn 4.0% or (\$11.4)	 \$274.1		Dn 2.1% or (\$1.3)	 \$63.1	
Operating Income**	Dn 2.9% or (\$1.0)	 \$32.8	Up 3.4% or \$1.4	 \$44.1		Dn 9.9% or (\$0.5)	 \$4.3	

*Q4 2015 comparable organic constant currency (CC) consolidated revenue growth was 0.4%

Americas

- The Americas revenues decreased 1.3% comparably, with the broad increase in demand from the technology, transportation and leisure, financial services and other verticals (which includes the retail vertical among others) moderated mostly by the communications vertical as discussed in the Company's May 2015 business outlook
- The Americas income from operations for the fourth quarter of 2015 decreased 1.9% to \$40.7 million, with an operating margin of 14.8% versus 14.5% in the comparable quarter last year. On a non-GAAP basis, the Americas operating margin increased to 16.1% from 14.9% in the comparable quarter last year, driven by agent productivity gains and improved capacity utilization, more than offsetting the costs associated with capacity additions and ramps

EMEA

- On a constant currency basis, EMEA revenues increased 7.9% on a comparable basis driven by the communications, technology, financial services, transportation and leisure verticals and other verticals
- The EMEA region's income from operations for the fourth quarter of 2015 was \$4.0 million, or 6.3% of EMEA revenues, versus \$4.8 million, or 7.4% of revenues, in the comparable quarter last year. On a non-GAAP basis, the operating margin was 6.8% versus 7.4% in the same period last year with the decrease due primarily to combination of costs related to facility additions and rationalization, coupled with marketing and at-home expansion costs

Other G&A Expenses

- Other G&A expenses, which include corporate and other costs, increased to \$15.6 million, or 4.6% of revenues, in the fourth quarter of 2015, compared to \$13.7 million, or 3.9% of revenues in the prior year period, with a similar increase on a non-GAAP basis. The increase was driven principally by an increase in performance based compensation coupled with higher professional services fees related to the on-going upgrade of the Company's financial system

**Operating income data is non-GAAP.



Balance Sheet

(\$ in Millions, except per share amounts)

	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>
BALANCE SHEET				
Cash value per share+	\$5.55	\$5.03	\$4.94	\$4.34
Cash and cash equivalents*	\$235.4	\$215.1	\$212.0	\$187.3
Net working capital **	\$202.6	\$201.3	\$163.0	\$149.7
Total Assets	\$947.8	\$944.5	\$950.3	\$908.7
Total Debt	\$70.0	\$75.0	\$98.0	\$91.0
Shareholders' equity	\$678.7	\$658.2	\$635.7	\$606.3
Book value per share	\$16.01	\$15.38	\$14.82	\$14.05
Net tangible book value per share	\$10.19	\$9.43	\$8.39	\$7.19
CASH FLOW (Year-to-Date)				
Cash from operating activities	\$120.5	\$94.3	\$86.2	\$86.5
Capital expenditures	(50.0)	(44.7)	(59.2)	(38.6)
Free cash flow	\$70.5	\$49.6	\$27.0	\$47.9
DSOs	76	76	77	77
Net working capital % of revenues	16%	15%	13%	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 94.2% of Q4 2015's cash balance was international.



Non-GAAP Reconciliation Q4 2015 Financial Statement

(\$ in thousands)

	Americas		EMEA		Other ⁽¹⁾	
	Three Months Ended		Three Months Ended		Three Months Ended	
	December 31, 2015	December 31, 2014	December 31, 2015	December 31, 2014	December 31, 2015	December 31, 2014
GAAP income (loss) from operations	\$ 40,692	\$ 41,473	\$ 3,950	\$ 4,799	\$ (15,643)	\$ (13,714)
Adjustments:						
Acquisition-related depreciation & amortization of property & equipment and intangible write-ups	3,415	3,818	373	-	-	-
EMEA restructuring	-	-	-	-	-	-
Other	-	(2,620)	-	-	-	-
Non-GAAP income (loss) from operations	<u>\$ 44,107</u>	<u>\$ 42,671</u>	<u>\$ 4,323</u>	<u>\$ 4,799</u>	<u>\$ (15,643)</u>	<u>\$ (13,714)</u>

	Americas		EMEA		Other ⁽¹⁾	
	Three Months Ended		Three Months Ended		Three Months Ended	
	December 31, 2015	September 30, 2015	December 31, 2015	September 30, 2015	December 31, 2015	September 30, 2015
GAAP income (loss) from operations	\$ 40,692	\$ 33,541	\$ 3,950	\$ 4,629	\$ (15,643)	\$ (13,663)
Adjustments:						
Acquisition-related depreciation & amortization of property & equipment and intangible write-ups	3,415	3,573	373	325	-	-
EMEA restructuring	-	-	-	-	-	-
Other	-	-	-	-	-	-
Non-GAAP income (loss) from operations	<u>\$ 44,107</u>	<u>\$ 37,114</u>	<u>\$ 4,323</u>	<u>\$ 4,954</u>	<u>\$ (15,643)</u>	<u>\$ (13,663)</u>

⁽¹⁾ Other includes corporate and other costs.

Reconciliation of Business Outlook

Business Outlook First Quarter 2016

GAAP net income, per diluted share	
Adjustments:	
Acquisition-related depreciation & amortization of property & equipment and intangible write-ups	0.06
EMEA restructuring	-
Other	-
Non-GAAP net income, per diluted share	\$0.30 - \$0.33

Business Outlook Full Year 2016

GAAP net income, per diluted share	
Adjustments:	
Acquisition-related depreciation & amortization of property & equipment and intangible write-ups	0.22
EMEA restructuring	-
Other	0.02
Non-GAAP net income, per diluted share	\$1.49 - \$1.59

GAAP tax rate

Adjustments:

Acquisition-related depreciation & amortization of property & equipment and intangible write-ups

EMEA restructuring

Other

Non-GAAP tax rate

Three Months Ended

December 31, 2015	December 31, 2014
27%	28%
1%	-1%
0%	0%
0%	1%
28%	28%

Three Months Ended

Year Ended

March 31, 2016	December 31, 2016
33%	31%
0%	0%
0%	0%
0%	0%
33%	31%