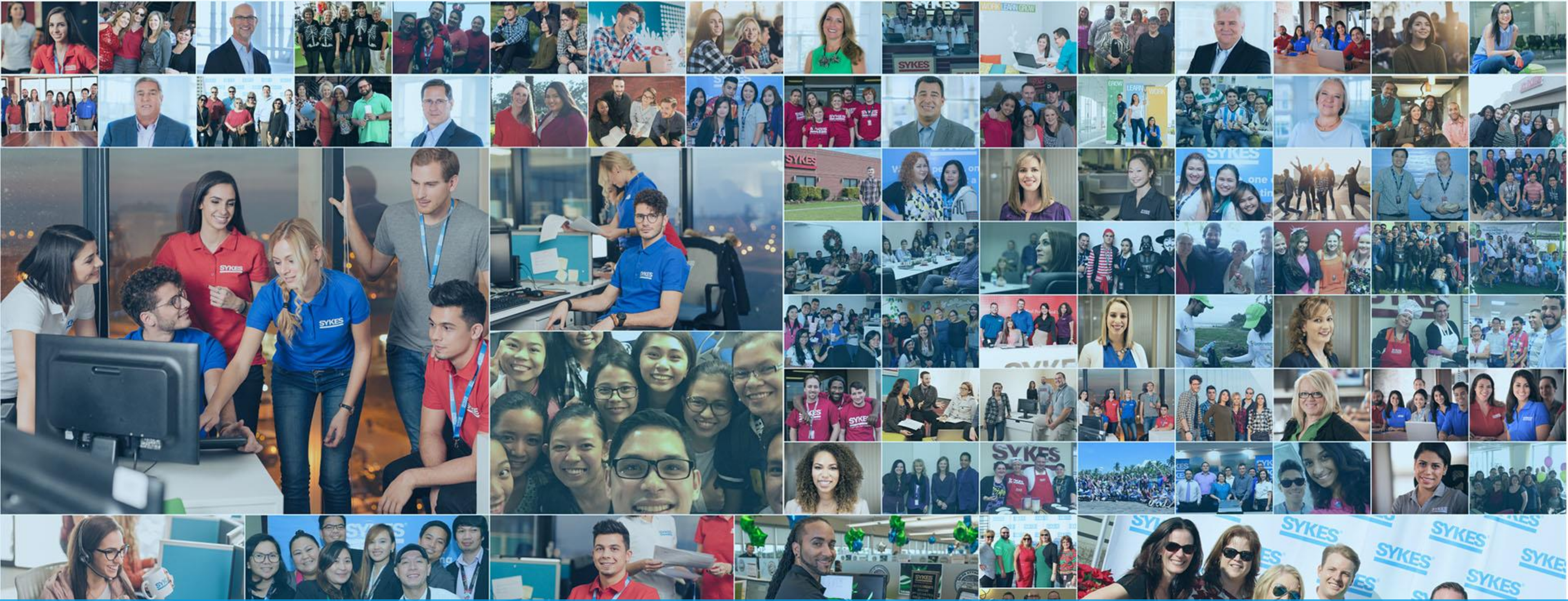


FEBRUARY 27, 2021

INVESTOR PRESENTATION

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®

SYKES' EVOLUTION ($MILLIONS)

IPO: 1996 at $18, split adj:$8

1977

- 1977: Founded by John Sykes as an engineering staffing firm
- 1992: Acquire Sterling, Colorado-based Jones Tech to enter **call center industry**

Key Industry Trends & Drivers

Data Table	
Year	Revenues
1996	$117
2000	$604
2010	$1,122
2020	$1,710

1996

- Pioneer in leveraging rural delivery in the U.S.
- Target Tech and Comm verticals to capitalize on PC and DSL penetration
- Enhance fulfillment capabilities to capitalize on e-Commerce end-to-end solution
- Bolt-on and hybrid strategic acquisitions totaling 12 to drive global scale in EMEA and differentiation
- Establish beachheads in healthcare and transportation verticals

Key Industry Trends & Drivers

- Tech cycle (PCs and Peripherals) lift off
- Dial-up and DSL penetration rates soar
- Some demand volume overflow
- First wave of customer care industry IPOs (SYKES, Teletech, Sitel, APAC, ICT Group, West, RMH, PRC, Telespectrum)
- Telemarketing takes off
- Industry-wide rollup
- Three largest verticals: Communications, Financial Services and Technology

2000

- Industry leader in leveraging offshore delivery capabilities (particularly Philippines and LATAM as opposed to just India) to diversify from Tech and Comm verticals into Financial Services while lowering client concentration
- Divest non-core assets (SHPS, fulfillment and localization presence in U.S. 2000–2001)
- John Sykes retires in 2004; Chuck Sykes named CEO
- Further expansion of offshore delivery footprint in Latin America and EMEA to capitalize on globalization trends
- Continue accelerating growth through three bolt-on and strategic acquisitions (including KLA and Apex in 2005 and 2006)
- Break into Wireless and Retail Banking market segments

Cost Reduction & Globalization

- Dot.com bubble implosion and 911
- Cost reduction and pricing pressure
- Introduction of Do Not Call List compounds price pressures
- Excess capacity in the U.S. and EMEA
- Some industry consolidation

Rapid adoption of off-shoring to India and later Philippines and LATAM drives further outsourcing

- Global delivery model takes hold
- Rise and fall of niche offshore delivery players (PeopleSupport and eTelecare)
- Strong overall economic growth 2003–2008
- 2008 recession hits, demand subsides
- Product cycle disruption and smartphone penetration led by iPhone launch (2007)

2010

- Leverage financial strength to drive acquisition of ICT Group, vaults revenue base beyond $1 billion, adds new geos, strengthen existing verticals (FS and Telco) and broadens healthcare beachhead
- Invest in new delivery geographies for the EMEA region (Romania and Egypt)
- Complete strategic review and exit non-strategic geographies (Spain, Ireland, South Africa, Netherlands and Argentina) impacted severely by the 2007–2008 global recession and changes in the political landscape
- Impact from the recession manifesting in expiration of programs and dissolution of client relationships
- Strategic acquisition of best-of-breed and best-in-class virtual agent customer care provider Alpine Access; Qelp acquisition and investment in AI through XSELL
- Acquisition of digital marketing and demand generation player Clearlink & acquisition of RPA player Symphony

Vendor Consolidation, New Delivery Models, Digital & Sales

- Telco (Broadband and Wireless) and Financial Services (Credit Cards and Mortgages); impacts from regulation of financial institutions
- Exit from non-strategic geos
- Excess capacity being rationalized in the U.S. as demand backdrop remains choppy
- Vendor consolidation address demand destruction and performance consistency
- Product cycle disruption iPad/PCs
- At-home platform gains traction
- Chat gains traction and social garners interest
- Cyclical vs. secular growth debate continues
- Digital channels and customer journey
- Digital marketing and demand generation converge with care supported by RPA, AI, Chatbots & SYKES DIGITAL SERVICE

SYKES PROFILE

Founded:
1977

2020
Revenue:
$1,710 Million

Public Listing:
(NASDAQ GS:
“SYKE”); IPO as a
Call/Contact Center
Player

Healthy
Balance
Sheet

Full Life-Cycle
Provider: Customer
Experience
Management, Multi-
Channel Demand
Generation & Digital
Transformation

IPO: April 29, 1996;
Two 3-for-2 splits
(7-28-96 & 5-29-97)

Nov. 1, 2018:
Acquired Symphony
Ventures Ltd (RPA)
April 1, 2016:
Acquired Clearlink
(Digital Marketing)

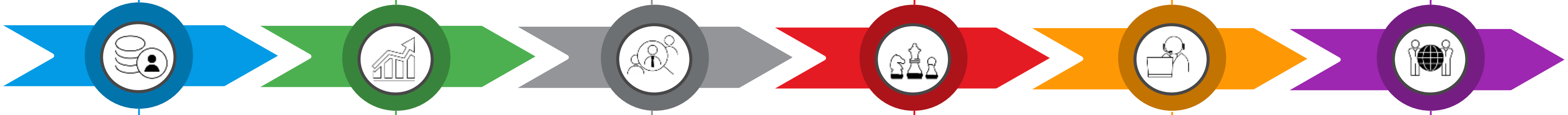
Brick & Mortar
and
At Home Agent
Delivery
Capabilities

Global 2000
Client Base

45,600 Seat
Capacity;
~70% of
Agents At-
Home

Locations:
21 Countries;
30+ Languages

~70 Global
Centers



SYKES' INVESTMENT CASE

FOURTH QUARTER 2020 EARNINGS CONFERENCE CALL TOPIC WORD CLOUD

Permanent Mix Between Home Agent & B&M

Cost savings from shift to home agent

Operating margin conservatism; Operating Leverage

Home agent aids ramp speed & margins

Telecom vertical inflection

Labor market dynamics

Surge work

Market differentiation resonating

Clearlink's perf.

Symphony's Recovery

Capital Allocation

Outlook reinstated

Offshoring Impact from Covid-19

Seat rationalization

Greater shift to outsourcing

OVC Optimization benefit

Financial services vertical size & risk

SYKES®

AGENDA

I. Overview

II. Industry Snapshot

III. Growth Strategy

IV. Historical Financials

V. Appendix

I. Overview

TECH + DATA TRENDS IMPACTING INDUSTRIES & COMPANIES GLOBALLY WITH IMPLICATIONS FOR CUSTOMER ENGAGEMENT STRATEGIES …

Rapidly Changing Consumer Habits

+

Technology Adoption/Automation

Upending Traditional Consumer Journey

Customer Lifetime Value

Transparency

Network Effects

Speed & Convenience

Globalization

Shorter Product Cycles

Security

Entry Barriers

Macro-Economic Dislocation

Reputational Risk

Channel Fragmentation

Cost Pressures & Lower Switching Costs

Pace of Change Accelerating

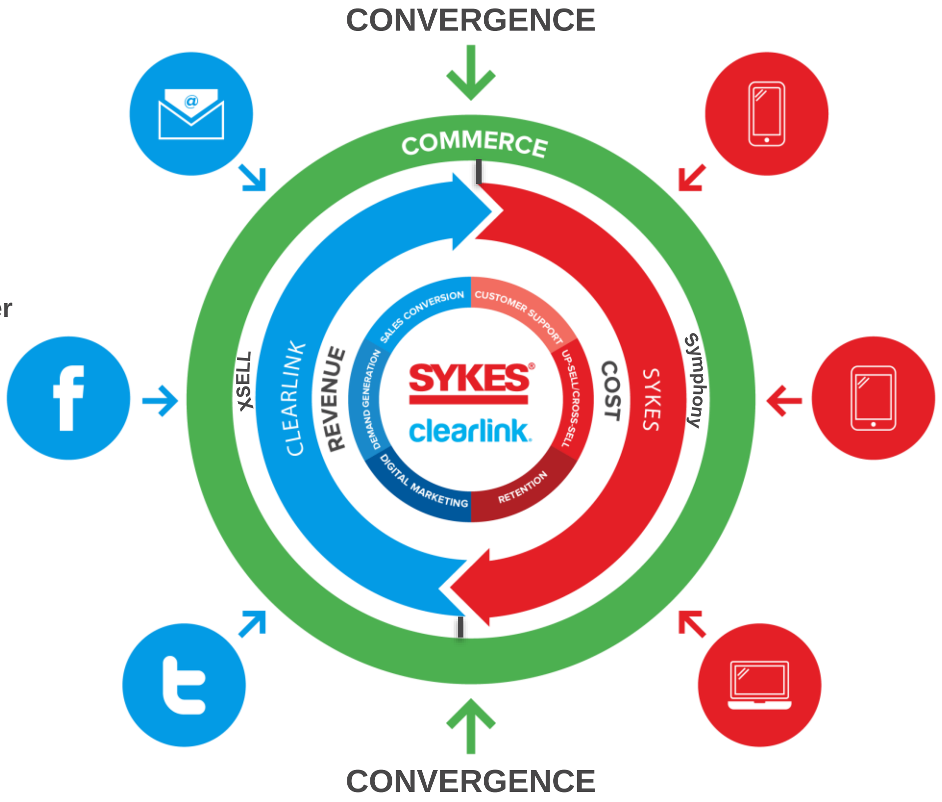
Demographic Shifts & Labor Dynamics

SYKES®

LEADING TO A GRADUALLY SHIFTING SERVICE PARADIGM

Digital Customer Journey

- Awareness
- Interest
- Consideration
- Intent
- Evaluation
- Purchase
- Loyalty



Technology

- Speed
- Proactive
- Real-Time
- Data
- Personalized
- Experience
- Measurement

DIFFERENTIATED FULL LIFE-CYCLE SERVICE OFFERINGS ADDRESS THE PARADIGM SHIFT

Customer Experience Management

- Multi-Lingual & Multi-Channel Customer Service, Retention & Loyalty
- Tech Support Level 1, 2 & 3
- Network Provisioning
- Channel Sales & Support
- Early stage collections
- Policy Administration & Claims Management

Digital Marketing

- Branded Marketing (Paid Search)
- Category Search Consumer Marketing (Organic Search)
- Lead Generation & Customer Intent Identification
- Content Creation
- Optimized & Geo-Targeted Websites & Comparison Engines
- Pay for Performance Model

Digital Transformation (SDS)*

- Self Service/Care Content Optimization
- Curated Data Labeling of Consumer-Agent Interactions
- Feeding Curated Data into Machine Learning Models
- CoBot Recommendation Engines for Chat & Voice Sales
- Intelligent Service Assistants
- Vision Workshops
- Future of Work Accelerator (FOWA)

***SDS – SYKES DIGITAL SERVICE (service offering of Automation, Analytics, Self-Service & Digital Learning under one roof)**

SYKES®

CORE DELIVERY STRATEGY TO CAPITALIZE ON THE ADDRESSABLE MARKET

SYKES HOME

Pure-Play & Hub-and-Spoke Work-at-Home (WAH) Spans Worldwide

Global Footprint Addresses Approximately 80% of Global Customer Engagement Market & Demand Generation

Delivery Location

Customer Location

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

SYKES

CUSTOMER CARE VALUE PROPOSITION & GO-TO-MARKET APPROACH

	Target Opportunity Profile
Average Deal Size Approx.:	300–600 seats or ~$15 - $30 Million/Yr Amer.; 100–200 seats or ~$5 - $9 Million/Yr EMEA or 50 Seat Initial Pilots
Buyer	Vice President of Customer Care; Vice President of Marketing; Chief Customer Officer or Procurement
Sales Cycle	5–18 months (New Client) 5–12 months (Existing)
Go-to-Market Strategy	Sales Efforts Aligned By Vertical or High Customer Lifetime Value: 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; 3-Year SOW (with 60–90 Termination for Convenience)

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 and delivery capability
- Reduce risk and accelerate speed-to-market and growth
- Customer service key differentiator
- Continued product line complexity
- Product cycle innovation disruption

SYKES®

VERTICAL MARKETS MIX

Percent of Revenues

FINANCIAL	TECHNOLOGY	COMMUNICATIONS	TRANSPORTATION & LEISURE	HEALTHCARE	OTHER
32%	23%	18%	5%	9%	13%

Sub-Verticals:

- Fin/Tech
- Retail Banking
- Card Services
- Insurance/ Brokerage
- Consumer Loans
- Lending & Business Servicing

Sub-Verticals:

- Mobile
- Broadband
- Complex Networks
- Satellite

Sub-Verticals:

- IOT
- Software & Portals
- Enterprise Technology
- Consumer Gaming
- PCs & Peripherals

Sub-Verticals:

- On-line Travel Portals
- Global Auto OEMs
- Global Logistics Providers

Sub-Verticals:

- Virtual Care Provider
- Healthcare Products & Devices
- Healthcare Insurance
- Pharmaceuticals

Sub-Verticals:

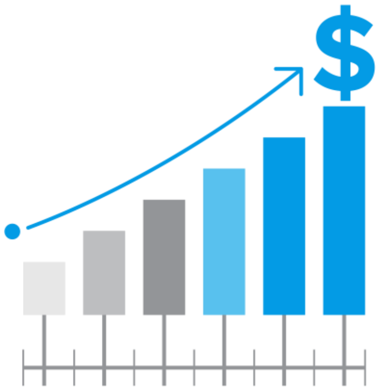
- E-Retail/Commerce
- Digital Food Delivery Platforms
- Education
- Business Services
- Energy
- Consumer Products/Services

Top 10 Clients: 39% of Revenues (Q4'20) vs. 41% (Q4'19); No 10% Client in Both Periods

SYKES

TRANSACTION MODEL BREAKDOWN APPROXIMATION

Revenues



Delivery Channel

- Voice: 80%
- Digital/Non-Voice: 20%

Pricing Model

- 40%: Time & Material
- 30%: Per Minute
- 30%: Per Transaction

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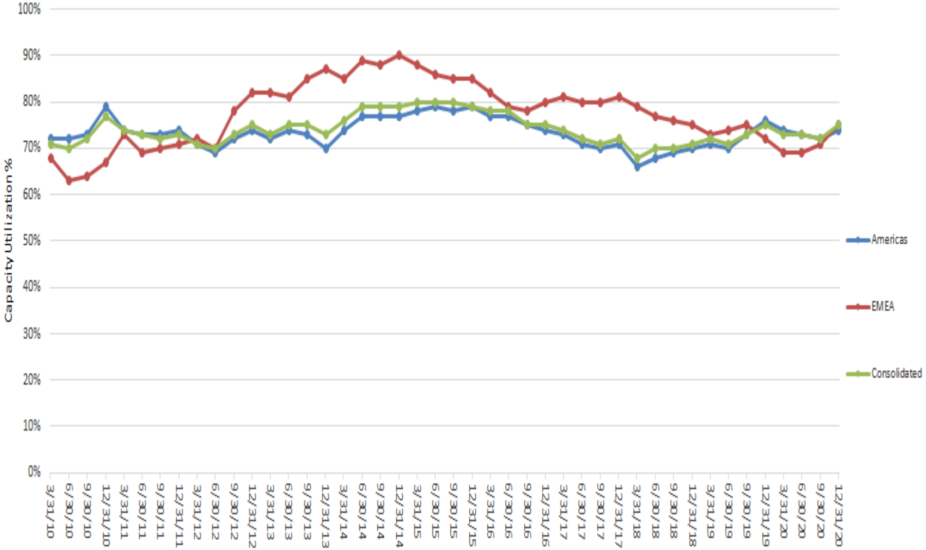
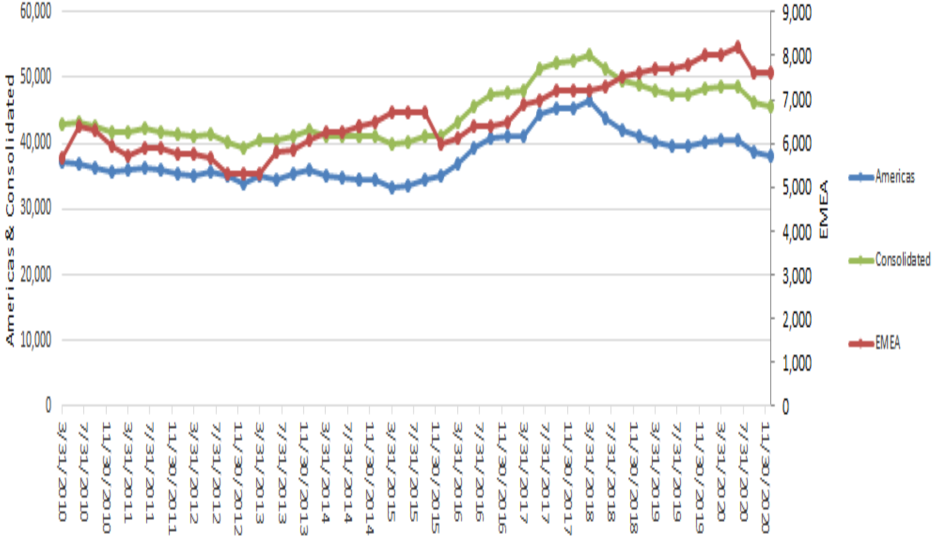
CAPACITY*

Capacity Utilization



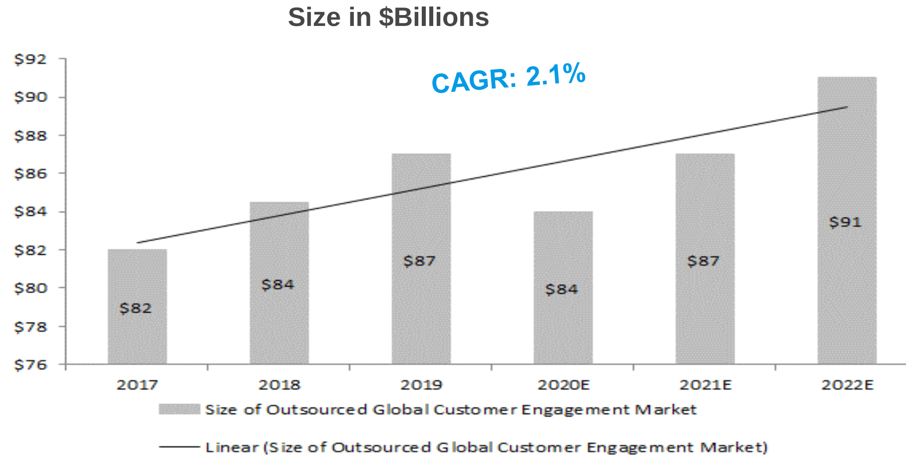
Capacity

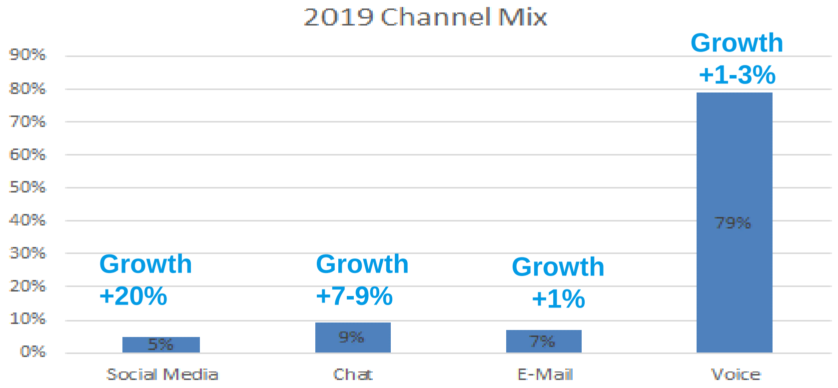


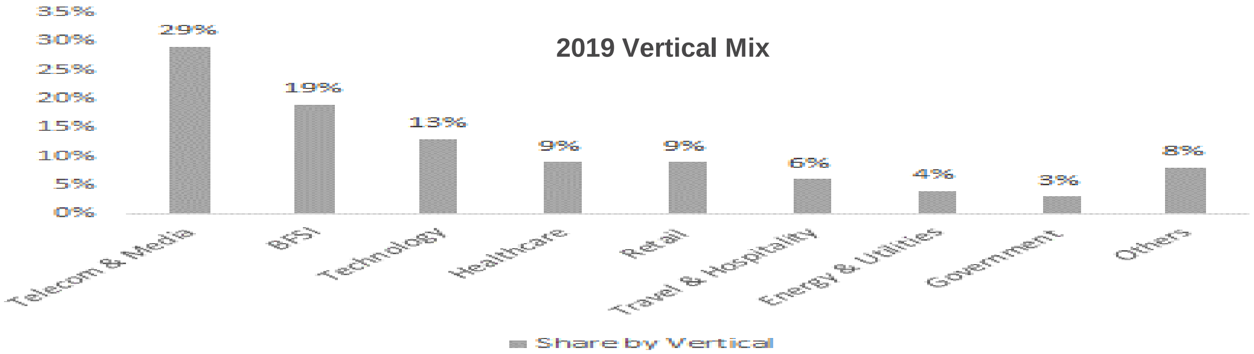
*Capacity utilization data excludes permanent home agents

II. Industry Snapshot

*CUSTOMER ENGAGEMENT INDUSTRY (~25% OUTSOURCED)







*Everest Group Estimates

SOLID COMPETITIVE POSITION

… in a Highly Fragmented Industry

		Revenues 2020 ($ in Millions)	2020 Market Share of Total Market
1	Teleperformance*	$6,500	7.7%
2	Concentrix	$4,720	5.6%
3	Teletech	$1,949	2.3%
4	Sitel	$1,900E	2.3%
5	Sykes Enterprises, Inc.	$1,710	2.0%
6	Alorica	$1,700E	2.0%
7	Atento	$1,412	1.7%
8	Hinduja Global Soluitons	$734	0.9%
9	Startek	$640	0.8%
10	Transcom Worldwide	$636	0.8%
		$21,901	26.1%
	*Core customer engagement revs were $5,791		
	1 Euro = $1.14		
	E = Estimate.		
	Hinduja's revenues are TTM 2020		
	Top - 10 Market Share of Outsourced Portion	26%	
	2020 estimated outsourced market by Everest Group	$84,000	

SYKES®

COMPETITIVE DIFFERENTIATION

Differentiated end-to-end (full lifecycle) service platform from digital-marketing demand generation and sales conversion to support enhanced by robotic process automation (RPA) and artificial intelligence (AI)

Digital self-service, agent chat, email, social media and voice support

Best-of-breed at-home and brick-and-mortar onshore, nearshore and offshore delivery

Healthy operating and financial-risk profile

BROAD CUSTOMER ENGAGEMENT INDUSTRY TRENDS …

Cost Reduction/ KPI/NPS	R	WAH, Effortless Customer Experience & Sales
Time & Materials & Per Minute Pricing	R	Per Transaction/ Outcome Based Pricing
Multiple Vendors	R	Vendor Consolidation
Voice & Email	R/B	RPA, AI, Self Help/Bots, Chat & Social
Multichannel	R/B	Omnichannel

R = Reality B = Buzzword

SYKES®

III. Growth Strategy

GROWTH & OP. MARGIN EXPANSION STRATEGY

Long-Term Objective

Revenue Growth

- Demand Drivers: Economic Growth, Market Changes, In-House to Outsource, Vendor Consolidation and Regulatory Changes
- Leverage SDS (Symphony, Inside Analytics, Talent Sprout and Qelp) + Clearlink + XSELL to Differentiate & Expand with Existing and New Clients
- Target Financial Services, Tech, Healthcare, Communications and Retail Verticals
- Target New Markets and Delivery Geographies

4%–6%

Operating Margin Expansion Levers

- Rationalize Underutilized Capacity as Shifts to Work-at-Home is Permanent
- Optimize Cost Structure
- Leverage G&A Through Revenue Scale
- Value-Add and Process Re-Engineering (Analytics, RPA, Chatbots, CID, etc.)

8%–10%

Acquisitions & Partnerships

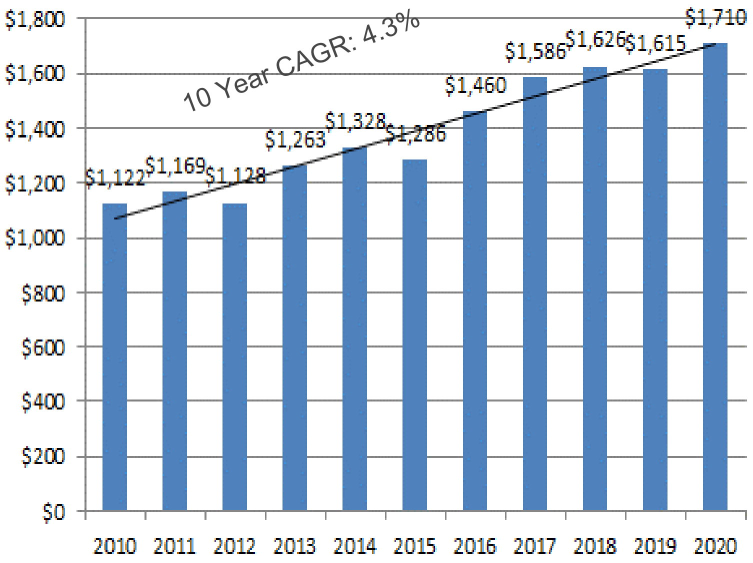
- Enhance Core Business & Target Select Digital Media Assets/Platform
  - ❑Strengthen Existing Verticals
  - ❑Add New Service Offerings, Processes or New Markets
- Accelerate Business Strategy, and Drive Differentiation, Accretion and ROIC Above Cost of Capital

Tuck-Ins & Platform

IV. Historical Financials

REVENUE PROFILE

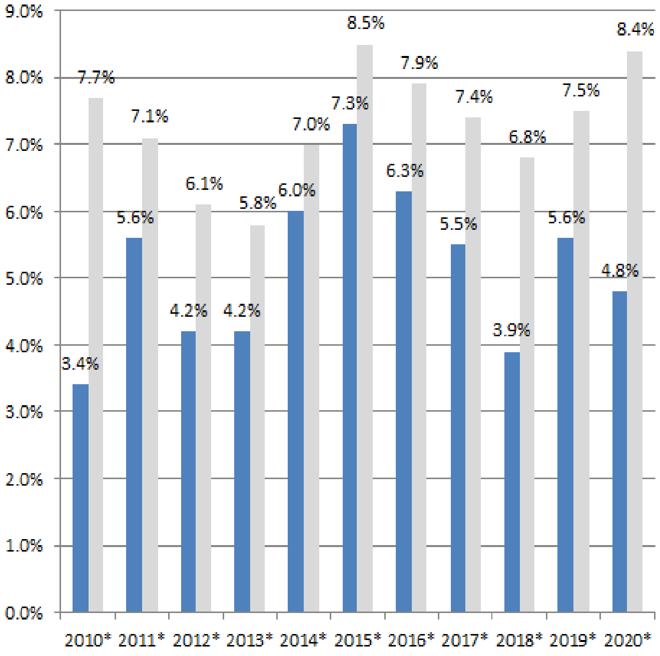
($ in millions)



- SYKES closes ICT Group acquisition February 2010; economic downturn begins to impact SYKES' client portfolio in '10
- SYKES exits certain non-strategic geograhies (Ireland, South Africa, Spain, Argentina and Netherlands in 2011 and 2012)
- SYKES acquires Alpine Access in 2012
- Organic growth engine restored in 2013
- Communications and Technology verticals drive growth in 2014
- F/X headwind and Comm. program exit impact '15 growth, which was driven by Tech, Healthcare and Retail verticals partially offset by Telco drag; Financial Services vertical growth rebounds in Q3'15
- 2016 growth broad-based, fueled by Financial Services, Communications, Tech, Healthcare, Travel and other; growth impacted by rapid ramps and staffing challenges
- 2017 growth driven by the Financial Services vertical despite drag from Comm. Vertical
- 2018 growth across virtually all verticals with Comm. drag intensifying; revenues include contributions from WhistleOut & Symphony
- 2019 softness in Communications vertical (driven by once-largest client and another client under financial pressure) coupled with actions to exit sub-profitable programs (one in Financial Services)
- 2020 growth drivers of tech, financial services, healthcare and other offset drag from travel and telco

-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
-2016 revenues include 9 months of Clearlink revenues and exit of Canadian communications client
-2017 includes revenues from the acquired customer engagement assets of a Global 2000 Telecommunications Services provider

MARGIN PROFILE

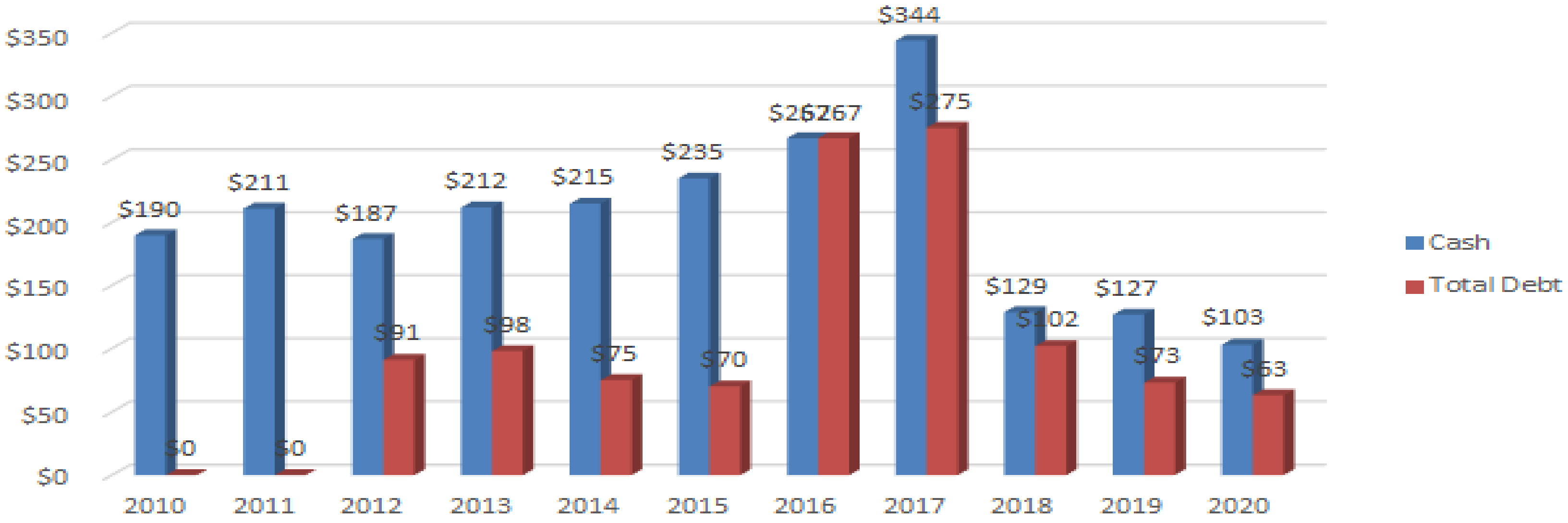


- SYKES closes ICT Group acquisition February 2010; economic downturn begins to impact SYKES' client portfolio in '10
- SYKES exits non-core geographies
- SYKES acquires Alpine Access in 2012
- Heavy ramp costs and capacity investments impact margins in 2013; organic & CC growth of 5.9%, first in 3 years
- Revenue growth, increased agent productivity and expense leverage drive operating margins in 2014
- Revenue growth and increased agent productivity drive operating margins in 2015, despite growth drag from Telco vertical and investments for the Financial Services vertical
- Heavy capacity addition, over delivery of volume, program shifts and steep ramp curve to accommodate revenue growth — particularly in the U.S. — create staffing challenges and impact operating margins in 2016
- Wage inflation, higher agent attrition, acquired assets and excess capacity weigh on 2017 operating margins
- 2018-2019 SYKES' takes action to rationalize capacity in the North America, particularly the U.S.; soft demand in Communications vertical and decision to exit sub-profitable programs
- 2020 SYKES' margin expansion driven by increased capacity utilization agent productivity, capacity rationalization and expense discipline

*Data in blue are GAAP; data in gray are Non-GAAP. Non-GAAP Operating Margins: See reconciliation under the "Investor Relations/Press Releases" section of Sykes Enterprises, Inc.'s website.
-2016: SYKES closes Clearlink acquisition in April 2016; GAAP margins reflect merger and integration costs, acquisition-related depreciation and amortization of property, and equipment and purchased intangibles

BALANCE SHEET & LEVERAGE

($ in millions)



-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 19, 2011: Board of Directors authorized a new $5 million share buyback - completed
-The increase in debt 2016 is related to the Clearlink acquisition
-5 million additional share repurchase authorized May 2, 2016; 1.7 million shares remain to be repurchased after 1.9 million purchased in 2020.

Q1 & YEAR-END 2021 OUTLOOK

- Revenues in the range of $454.0 million to $459.0 million
- Effective tax rate of approximately 24.0%; 24.0% on a non-GAAP basis**
- Fully diluted share count of approximately 40.0 million
- Diluted earnings per share of approximately $0.58 to $0.61
- **Non-GAAP diluted earnings per share in the range of $0.67 to $0.70
- Capital expenditures in the range of $14.0 million to $16.0 million

- Revenues in the range of $1,833.0 million to $1,853.0 million
- Effective tax rate of approximately 24.0%; 24.0% on a non-GAAP basis**
- Fully diluted share count of approximately 40.1. million
- Diluted earnings per share of approximately $2.60 to $2.73
- **Non-GAAP diluted earnings per share in the range of $2.94 to $3.07
- Capital expenditures in the range of $47.0 million to $53.0 million

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

SYKES®

KEY PRIORITIES

Execute on the Growth Engine & Sustain Strong Margins

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

IP

Rationalize Capacity By Leveraging Work-at-Home (WAH)

- Sustain Agent & Capacity Utilization to 85%+ through Rev. Growth
- Reduce Capacity Where Possible as Clients Commit to WAH

IP

Strengthen Platform & Vertical Domain

- Drive Differentiation Through Clearlink, SDS & XSELL to Expand Market Opportunity

IP

Leverage Platform Internationally

- Operational Proposition Beyond North America to Sustain International Growth & Flexibility

IP

V. APPENDIX

BALANCE SHEET

($ in Millions, except per share amounts)

	2020	2019	2018	2017	2016
BALANCE SHEET					
Cash value per share+	$2.55	$3.04	$3.05	$8.16	$6.31
Cash and cash equivalents*	$103.1	$127.2	$128.7	$343.7	$266.7
Net working capital **	$241.6	$255.5	$232.5	$211.6	$192.3
Total Assets	$1,435.8	$1,415.5	$1,172.0	$1,327.1	$1,236.4
Total Debt	$63.0	$73.0	$102.0	$275.0	$267.0
Shareholders' equity	$893.7	$874.5	$826.6	$796.5	$724.5
Book value per share	$22.08	$20.92	$19.57	$18.90	$17.15
Net tangible book value per share	$8.90	$9.69	$8.29	$9.18	$7.24
CASH FLOW (Year-to-latest Qtr. End)					
Cash from operating activities	$175.7	$101.3	$109.1	$134.8	$130.7
Capital expenditures	(52.7)	(38.7)	(46.9)	(63.3)	(78.3)
Cash Flow Minus Cap-Ex	$123.0	$62.6	$62.2	$71.5	$52.4
DSOs	**81**	**79**	**76**	**74**	**74**
Net working capital % of revenues	14%	16%	14%	13%	13%

* Per 10-K & 10-Qs.; **Net Working Capital excludes the recognition of lease assets and lease liabilities (adoption of ASC 842) of $55.9 Mil. in 2020 and $50.9 Mil. in 2019.
** Net working capital excludes cash & cash equivalents, restricted cash and deferred revenues.
+*Approximately 84.1% of $103.1 million, or $86.7 million, of Q4'20's cash balance was international. Repurchased approximately 0.5 million shares in Q3'20 at $32.47/share and purchased ~1.9 million shares y-t-d between $23.33 and 33.21/share (1.7 million shares remaining under the 10 million share repurchase program authorized in August 2011 and amended in March of 2016).

NON-GAAP RECONCILIATION Q4 2020 FINANCIAL STATEMENT

($ IN THOUSANDS, EXCEPT PER SHARE AMOUNTS)

	Three Months Ended December 31,	
	2020	2019
GAAP income from operations	$ 32,277	$ 33,087
Adjustments:		
Long-lived asset impairment	4,232	—
Acquisition-related depreciation and amortization of property and equipment and purchased intangibles	2,844	4,554
Merger & integration costs	1,534	798
Americas restructuring	—	(76)
Other	471	759
Non-GAAP income from operations	$ 41,358	$ 39,122

	Three Months Ended December 31,	
	2020	2019
GAAP net income	$ 25,375	$ 23,020
Adjustments:		
Change in APB 23 assertion	—	952
Long-lived asset impairment	4,232	—
Acquisition-related depreciation and amortization of property and equipment and purchased intangibles	2,844	4,554
Merger & integration costs	1,534	798
Americas restructuring	—	(76)
Other	471	759
Tax effect of the adjustments	(2,157)	(1,443)
Non-GAAP net income	$ 32,299	$ 28,564

	Three Months Ended December 31,	
	2020	2019
GAAP net income (loss), per diluted share	$ 0.64	$ 0.56
Adjustments:		
Change in APB 23 assertion	—	0.02
Long-lived asset impairment	0.10	—
Acquisition-related depreciation and amortization of property and equipment and purchased intangibles	0.07	0.11
Merger & integration costs	0.04	0.02
Americas restructuring	—	—
Other	0.01	0.02
Tax effect of the adjustments	(0.05)	(0.04)
Non-GAAP net income, per diluted share	$ 0.81	$ 0.69

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NON-GAAP RECONCILIATION Q4 2020 FINANCIAL STATEMENT

($ IN THOUSANDS)

	Americas		EMEA		Other [1]	
	Three Months Ended December 31,		Three Months Ended December 31,		Three Months Ended December 31,	
	2020	2019	2020	2019	2020	2019
GAAP income (loss) from operations	$ 44,895	$ 43,780	$ 8,720	$ 6,078	$ (21,338)	$ (16,771)
Adjustments:						
Long-lived asset impairment	4,232	—	—	—	—	—
Acquisition-related depreciation and amortization of property and equipment and purchased intangibles	1,725	3,472	1,119	1,082	—	—
Merger & integration costs	35	569	—	—	1,499	229
Americas restructuring	—	(76)	—	—	—	—
Other	471	—	—	—	—	759
Non-GAAP income (loss) from operations	$ 51,358	$ 47,745	$ 9,839	$ 7,160	$ (19,839)	$ (15,783)

(1) Other includes corporate and other costs.

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NON-GAAP TAX RATE RECONCILIATION

	Three Months Ended December 31,	
	2020	2019
GAAP tax rate	24%	28%
Adjustments:		
Goodwill impairment	0%	0%
Long-lived asset impairment	0%	0%
Change in APB 23 assertion	0%	-3%
Acquisition-related depreciation and amortization of property and equipment and purchased intangibles	0%	0%
Merger & integration costs	0%	0%
Americas restructuring	0%	0%
Other	0%	0%
Non-GAAP tax rate	24%	25%

	Business Outlook	
	Three Months Ended March 31, 2021	Year Ended December 31, 2021
GAAP tax rate	24%	24%
Adjustments:		
Acquisition-related depreciation and amortization of property and equipment and purchased intangibles	0%	0%
Merger & integration costs	0%	0%
(Earnings) losses from equity method investee	0%	0%
Non-GAAP tax rate	24%	24%

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RECONCILIATION OF QUARTERLY REVENUE GROWTH

	Three Months Ended December 31, 2020 vs. December 31, 2019 [2]			
	Americas	EMEA	Other [3]	Consolidated
GAAP revenue growth	4.7%	11.0%	-65.2%	5.9%
Adjustments:				
Foreign currency impact [1]	-0.2%	-6.8%	0.0%	-1.4%
Non-GAAP constant currency organic revenue growth	4.5%	4.2%	-65.2%	4.5%

[1] Foreign exchange fluctuations are calculated on a constant currency basis by translating the current period reported amounts using the prior period foreign exchange rate for each underlying currency.

[2] Represents the period-over-period growth rate.

[3] Other includes corporate and other costs.

RECONCILIATION OF BUSINESS OUTLOOK

	Business Outlook Three Months Ended March 31, 2021
GAAP net income, per diluted share	\$0.58 - \$0.61
Adjustments:	
Acquisition-related depreciation and amortization of property and equipment and purchased intangibles	0.08
Merger & integration costs	0.01
(Earnings) losses from equity method investee	0.03
Tax effect of the adjustments	(0.03)
Non-GAAP net income, per diluted share	\$0.67 - \$0.70

	Business Outlook Year Ended December 31, 2021
GAAP net income, per diluted share	\$2.60 - \$2.73
Adjustments:	
Acquisition-related depreciation and amortization of property and equipment and purchased intangibles	0.33
Merger & integration costs	0.02
(Earnings) losses from equity method investee	0.10
Tax effect of the adjustments	(0.11)
Non-GAAP net income, per diluted share	\$2.94 - \$3.07

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