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The TPI Index

An Informed View of the State of the Global Commercial Outsourcing Market Third Quarter 2009

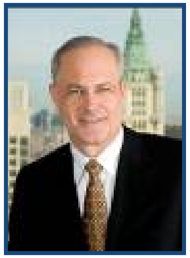
October 20, 2009

Welcome
TPI presenters

Mark Mayo

- Partner & President, TPI Global Resources Management

Scott Gildner

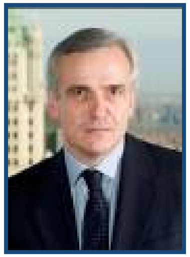


- Partner & President, TPI Americas

Tom Lang

- Partner & Managing Director, Industry Verticals, TPI Americas

Duncan Aitchison



- Partner & President, TPI EMEA

An Informed View

Insights into the broader commercial outsourcing market.

28th Quarterly TPI Index

- Covers metrics for 3Q09 and 1H09
- Insights on commercial outsourcing contracts valued at > $25M

Highlights

- Focus on strong third quarter due largely to the Telco-to-Telco market segment
- Broader market shows solid, steady Q/Q growth

Host

- UBS Investment Research

TPI Index Format

- Summary of the market indicators
- Analysts invited to ask questions during the Q&A session

For More Information

- Slides are available at www.tpi.net
- Continue the discussion at www.considerthesourceblog.com

Headlines

Even with a strong third quarter, 2009 still down over 10% YTD.

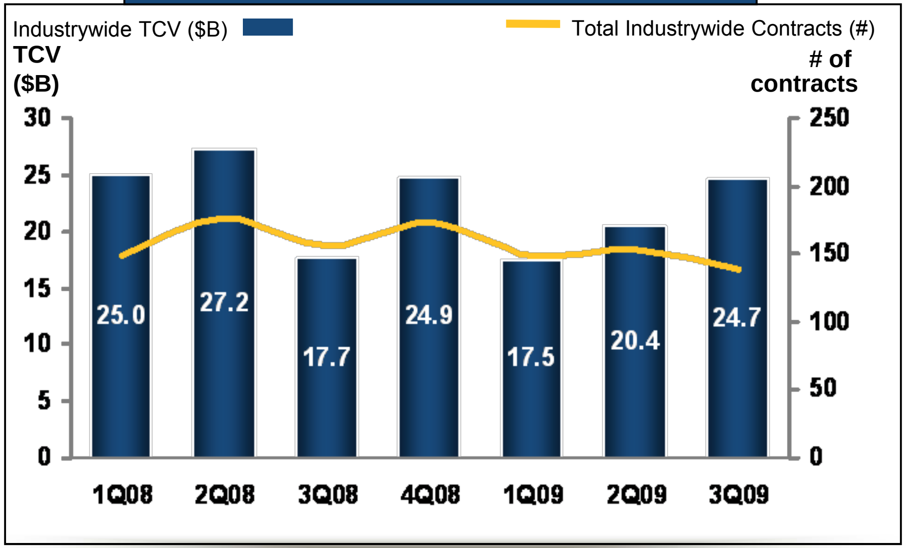
- **3Q09 was the strongest third quarter ever by TCV; however, without Telco-to-Telco, 3Q09 performance is in line with the past four slower quarters.**
- **Telco-to-Telco contracts accounted for more than 30% of the Broader Market TCV in 3Q09.**
- **2009 YTD results are down 10%; without the Telco activity, TCV was down 23% YTD.**
- **3Q09 performance was supported by:**
  - **Resurgence in mega deals, within and outside of the Telco-to-Telco market segment.**
  - **ITO TCV growth driven primarily by the Telco-to-Telco impact.**

Industrywide Contract Award Trends

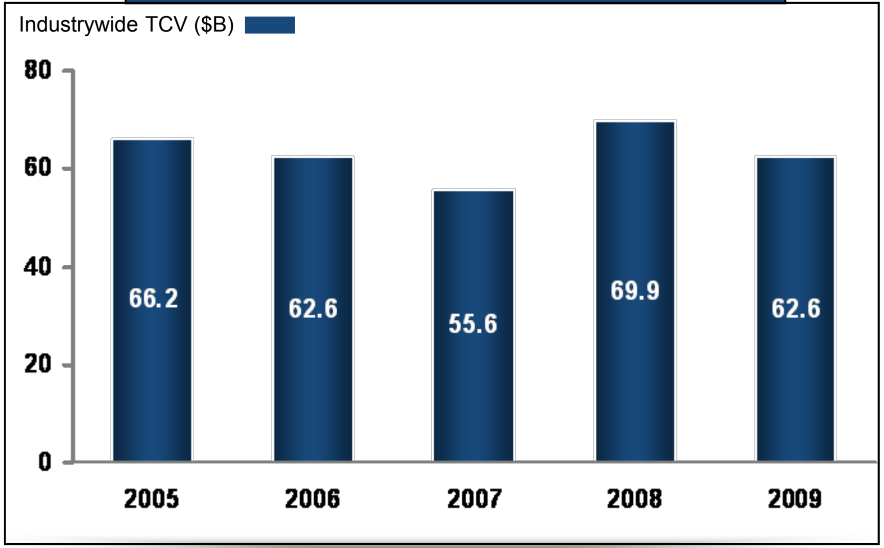
3Q09 has brought some unanticipated lift to the market for the entire year.

Industrywide Contracts With TCV > $25M

Q/Q Comparison ($B)



YTD TCV Comparison ($B)



TCV results marked the best third quarter ever.

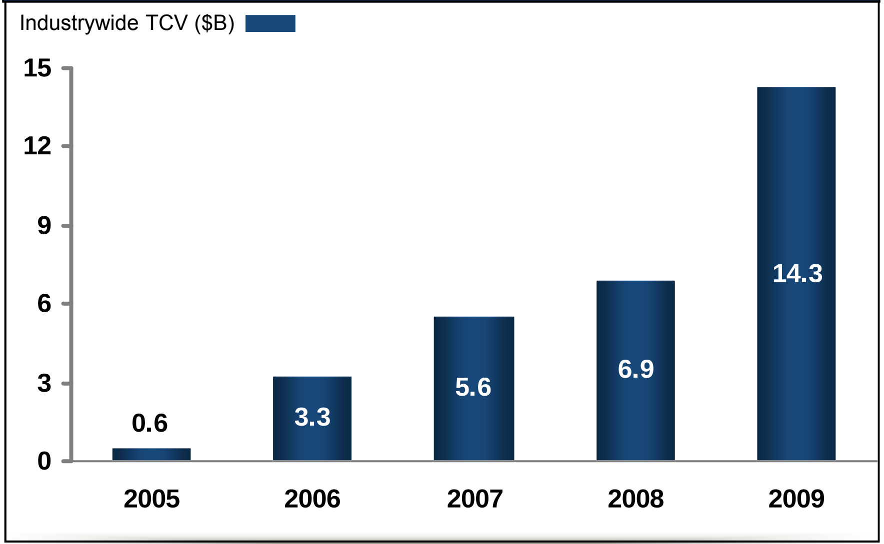
Third quarter of 2009 lifted the YTD results somewhat, but not enough to meet 2008 YTD measures.

Industrywide Contract Awards – Telco-to-Telco Impact

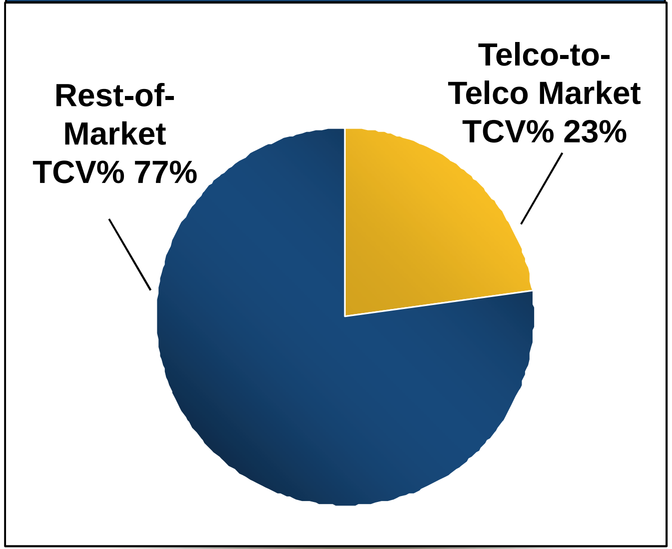
Success in the Broader Market for the third quarter and year-to-date stems significantly from where a Telco carrier outsources activities to a Telco service provider.

Industrywide Contracts With TCV > $25M

YTD Telco-to-Telco TCV Comparison ($B)



2009 YTD TCV Percentage



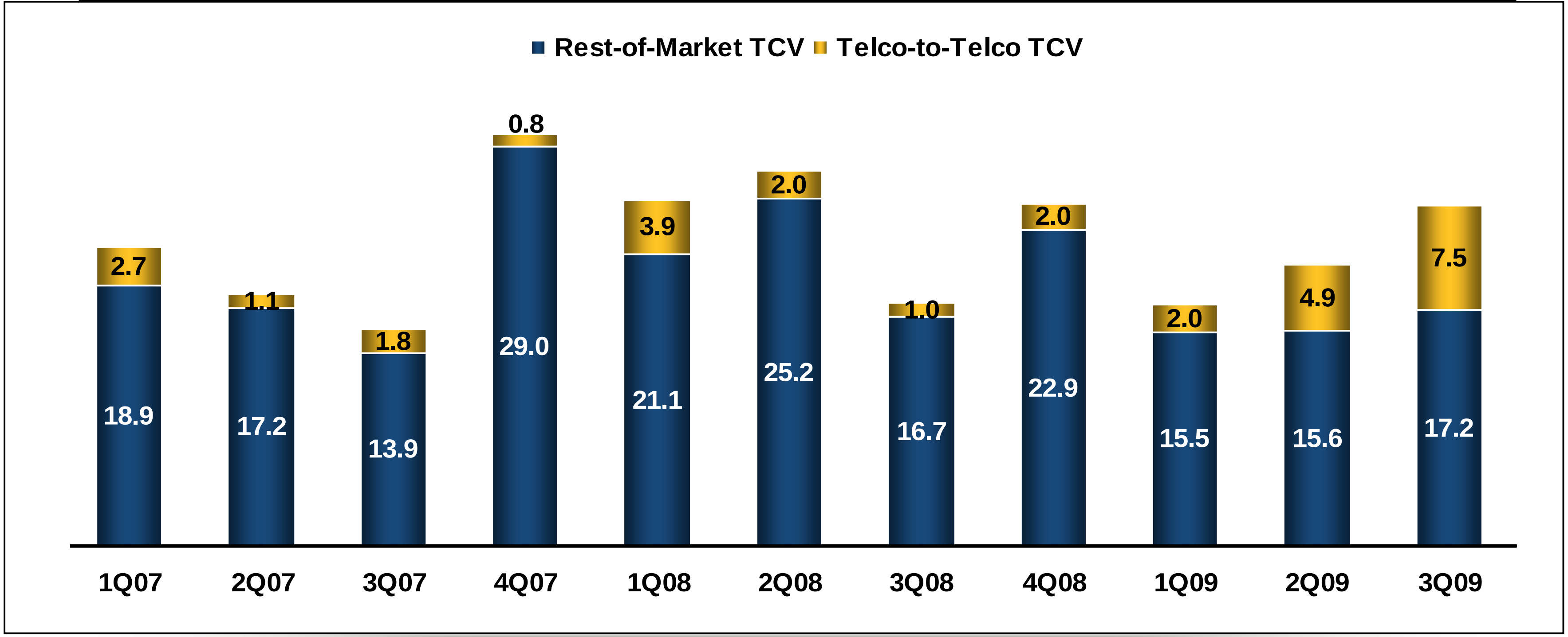
Until recently, network operations outsourcing has proven more popular outside the US, particularly in Western Europe and Asia Pacific.

Industrywide Contract Award Trends

Even without Telco-to-Telco, 3Q09 was the best quarter thus far in 2009.

Industrywide Contracts With TCV > $25M

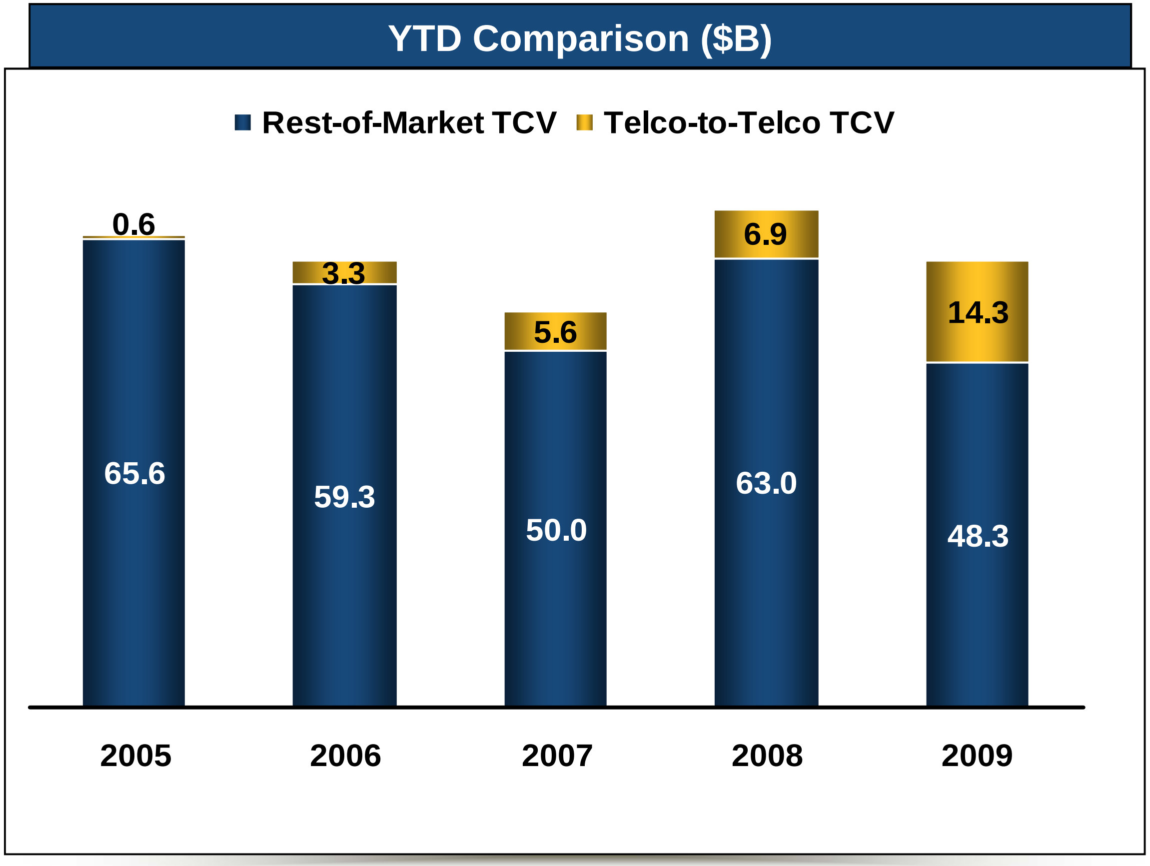
Q/Q Comparison ($B)



Industrywide Contract Award Trends

Without the Telco-to-Telco Awards, the Broader Market is down YTD.

Industrywide Contracts With TCV > $25M

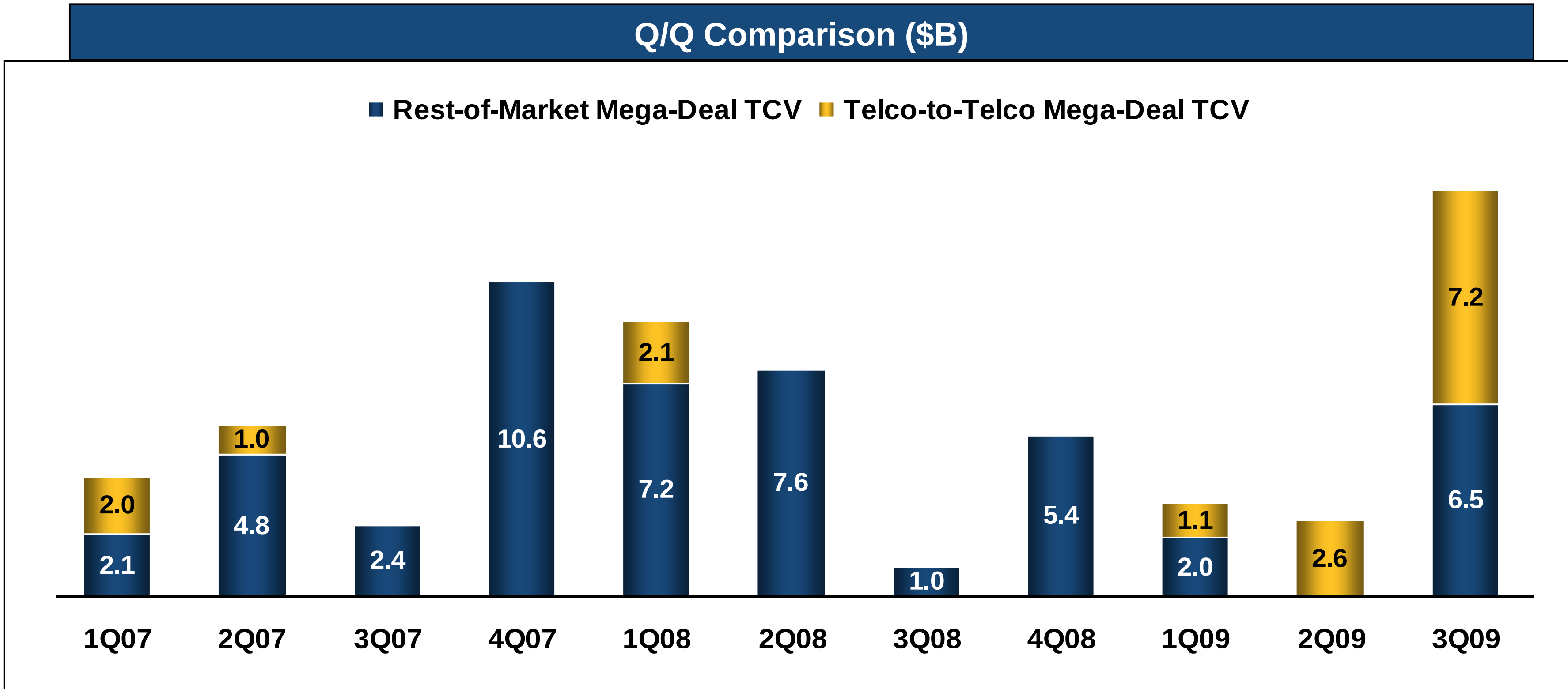


YTD TCV Growth
-10.4%
YTD TCV Growth (No Telco-to-Telco)
-23.4%

Industrywide Mega-Deal Contract Award Trends

Mega-deal story is predominantly upbeat for the quarter.

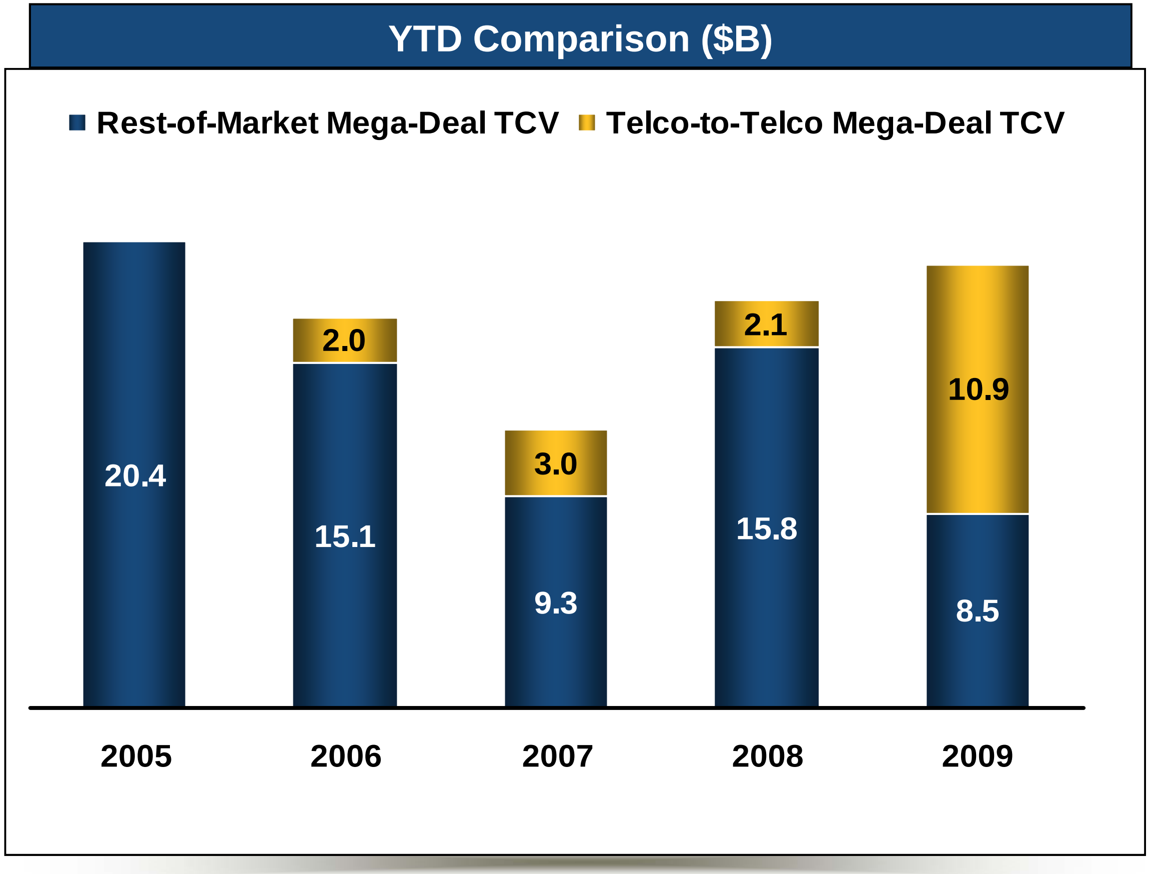
Industrywide Contracts With TCV > $1B



Industrywide Mega-Deal Contract Award Trends

Increased value of mega-deals year to date is having a noticeable impact on the market.

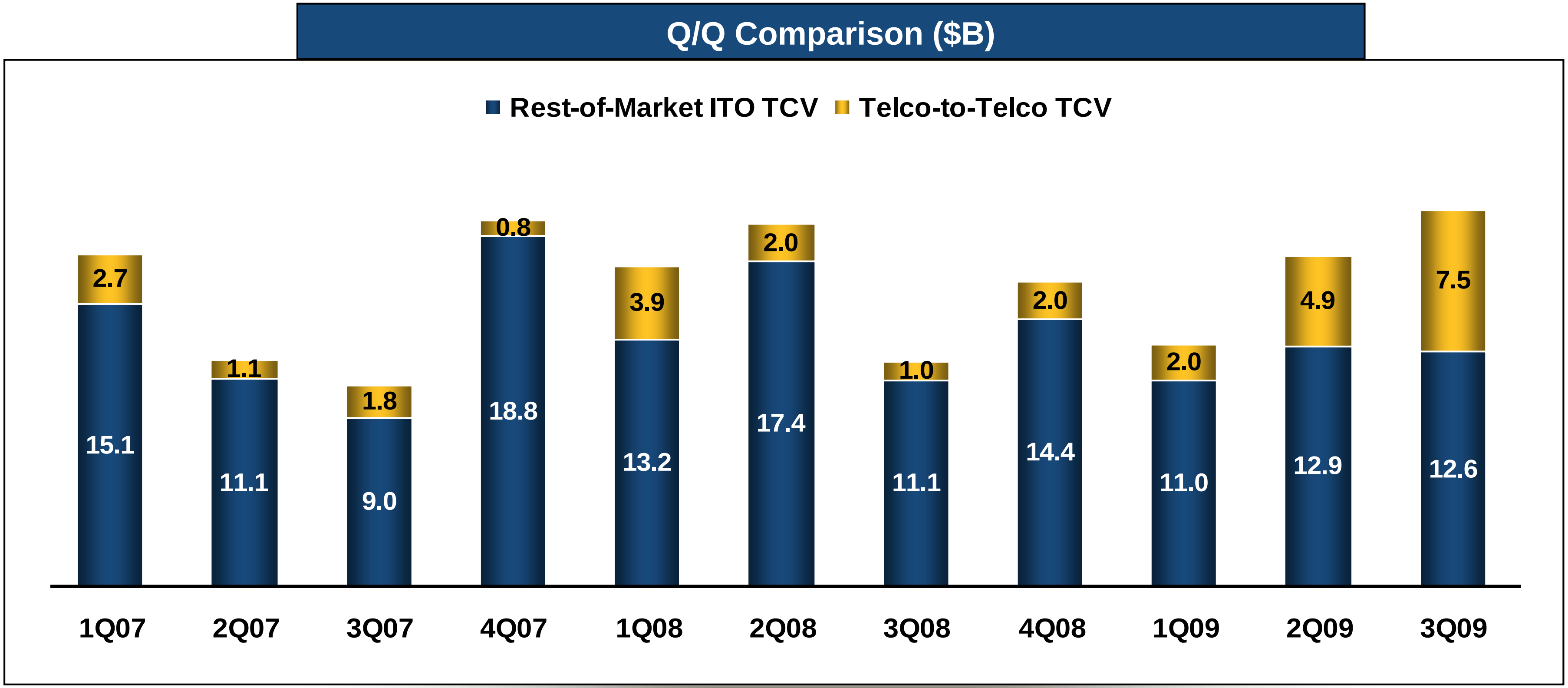
Industrywide Contracts With TCV > $1B



Industrywide Award Trends – ITO

Best quarter for ITO TCV since 4Q03; without Telco-to-Telco, TCV remained flat Q/Q.

Industrywide ITO Contracts With TCV > $25M

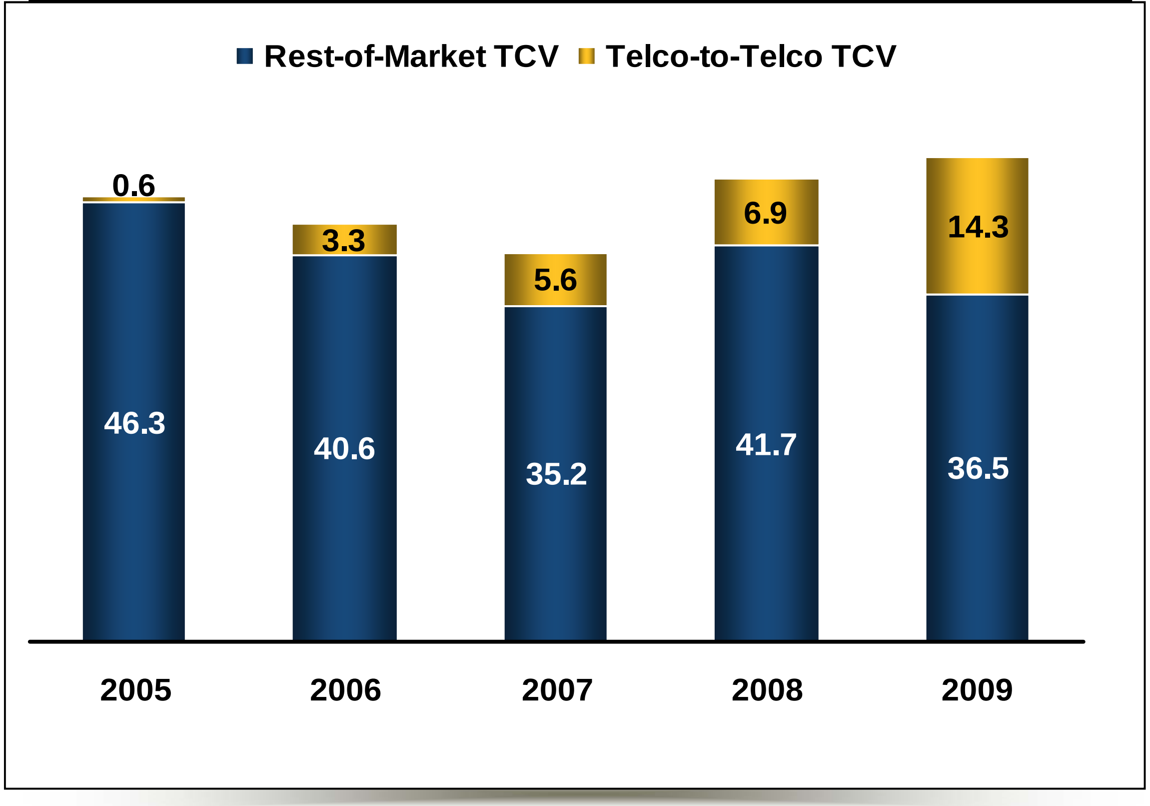


Industrywide Award Trends – ITO

Without the Telco-to-Telco awards the ITO market has declined YTD.

Industrywide ITO Contracts With TCV > $25M

YTD Comparison ($B)



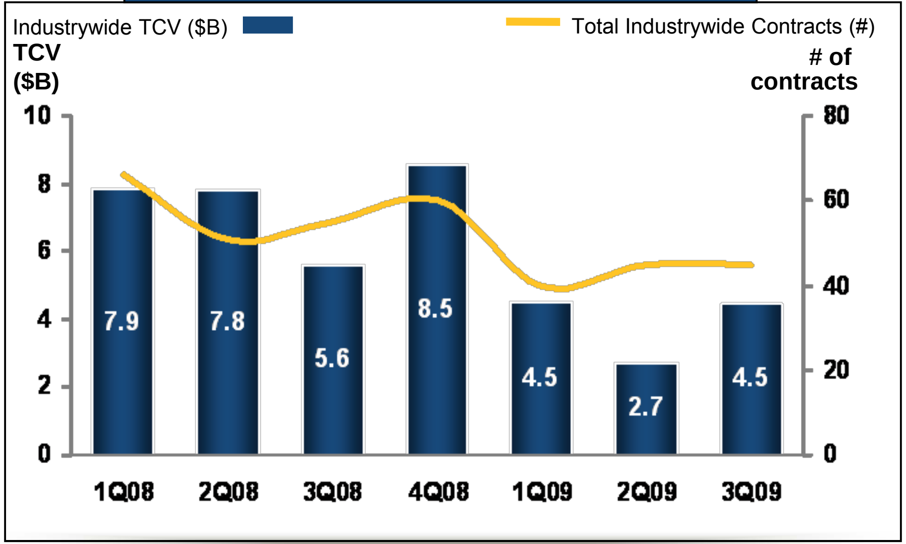
YTD TCV Growth
+4.5%
YTD TCV Growth (No Telco-to-Telco)
-12.6%

Industrywide Award Trends – BPO

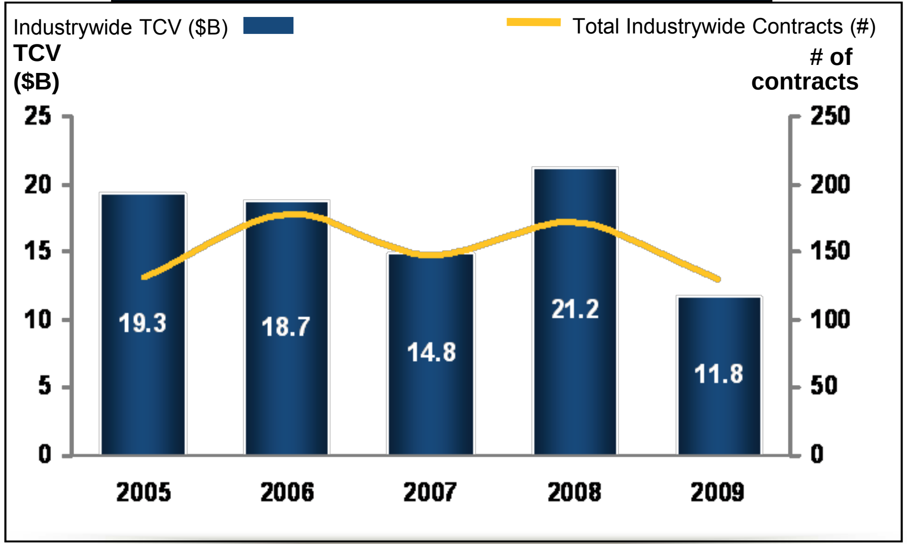
Business Process Outsourcing continues its lackluster track record in 2009.

Industrywide BPO Contracts With TCV > $25M

Q/Q Comparison ($B)



YTD Annual Comparison



BPO is down from 2008 results:
25% by number of contracts,
45% by TCV.

Industrywide Award Trends – BPO

Value of BPO contracts have declined for every traditional BPO process area.

Industrywide BPO Contracts With TCV > $25M

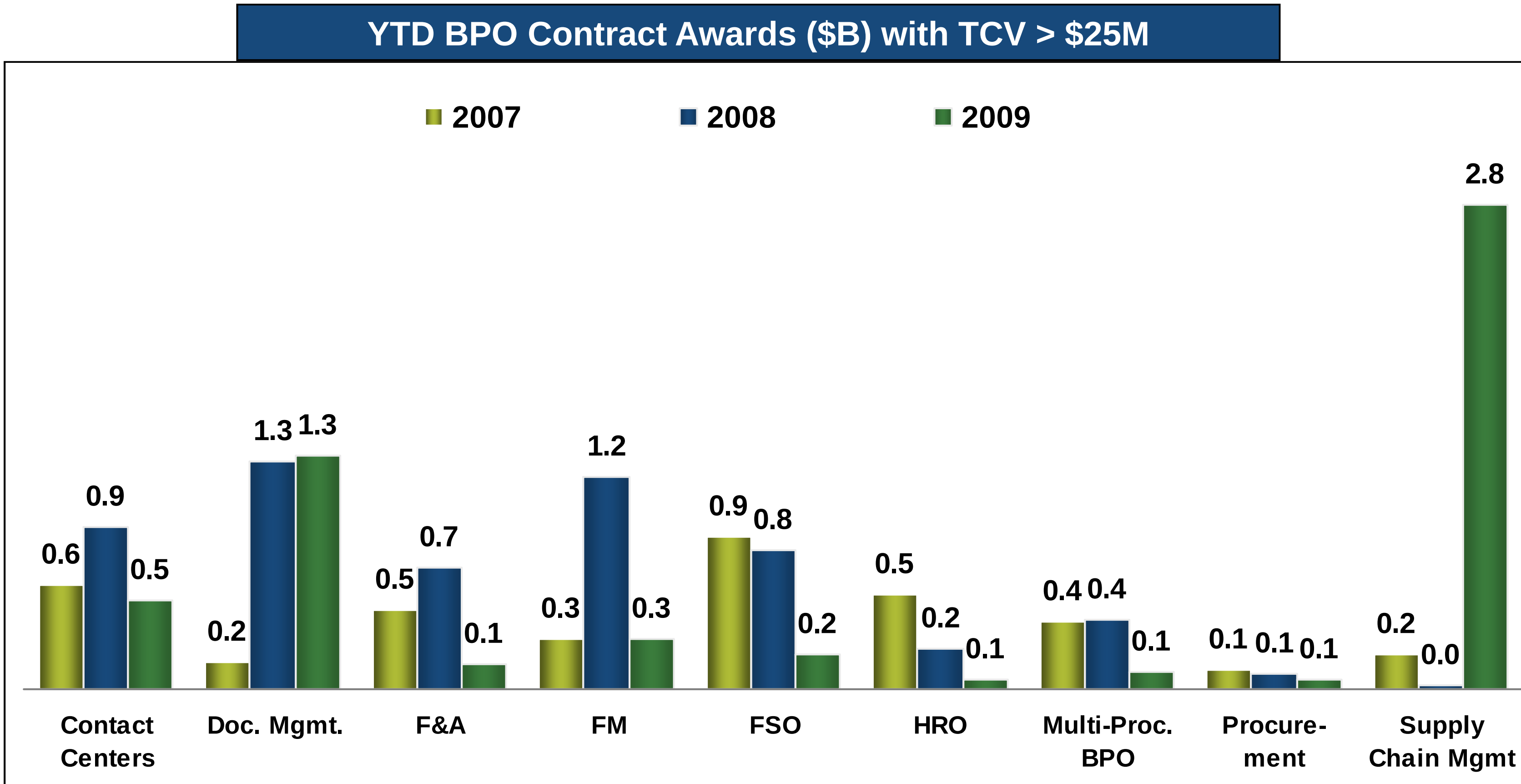
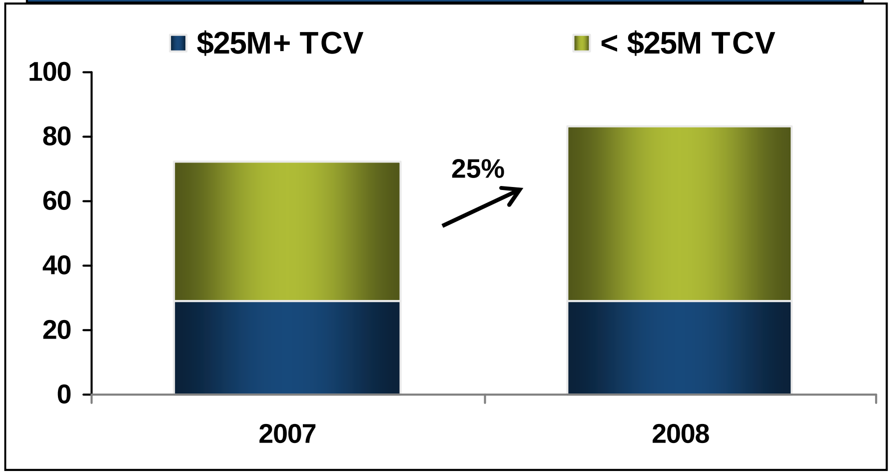


Chart does not include other BPO processes.

Industrywide Award Trends – BPO

< $25M TCV awards driving activity in traditional BPO markets.

Number of FAO Contracts Awarded



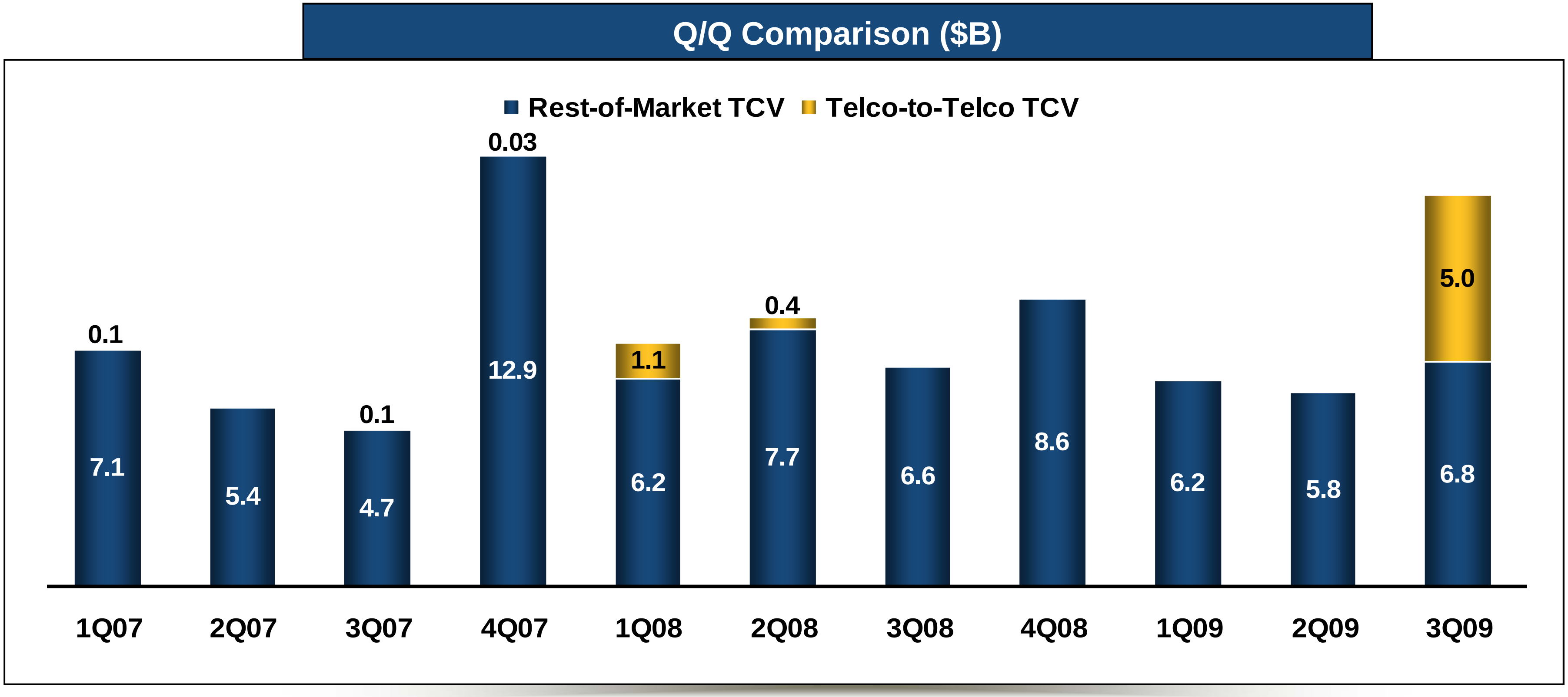
Source: TPI Prevalence Database℠

- India, US, and European-heritage firms all competing for both small and larger-sized TCV contracts.
- Significant < $25M TCV activity in HRO (benefits administration and recruitment) and Finance & Accounting and Procurement Outsourcing (strategic sourcing and transaction processing).

Industrywide Award Trends – Americas

The Americas has not seen a stronger quarter for TCV awards since 4Q07.

Industrywide Contracts With TCV > $25M

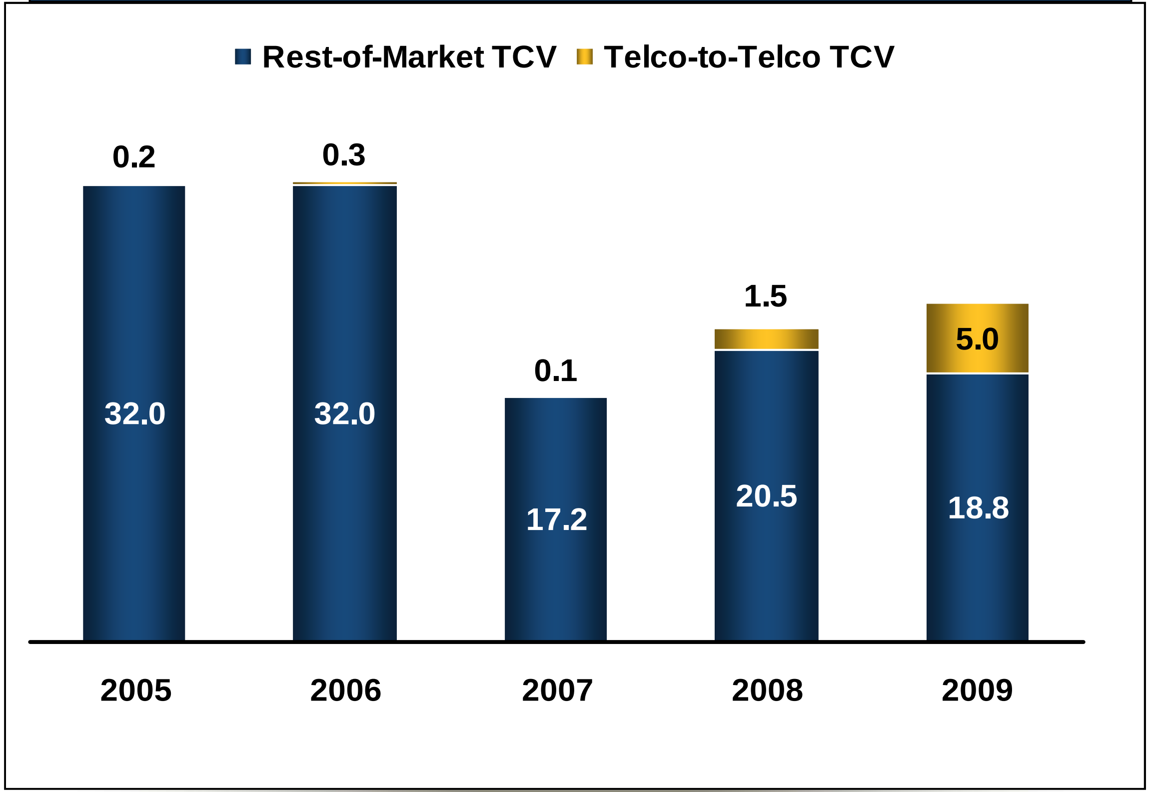


Industrywide Award Trends – Americas

Market in the Americas was impacted by Telco-to-Telco.

Industrywide Contracts With TCV > $25M

YTD Comparison ($B)



YTD TCV Growth	YTD TCV Growth (No Telco-to-Telco)
+8.0%	-8.5%

2009 YTD Top 15 Service Providers by TCV

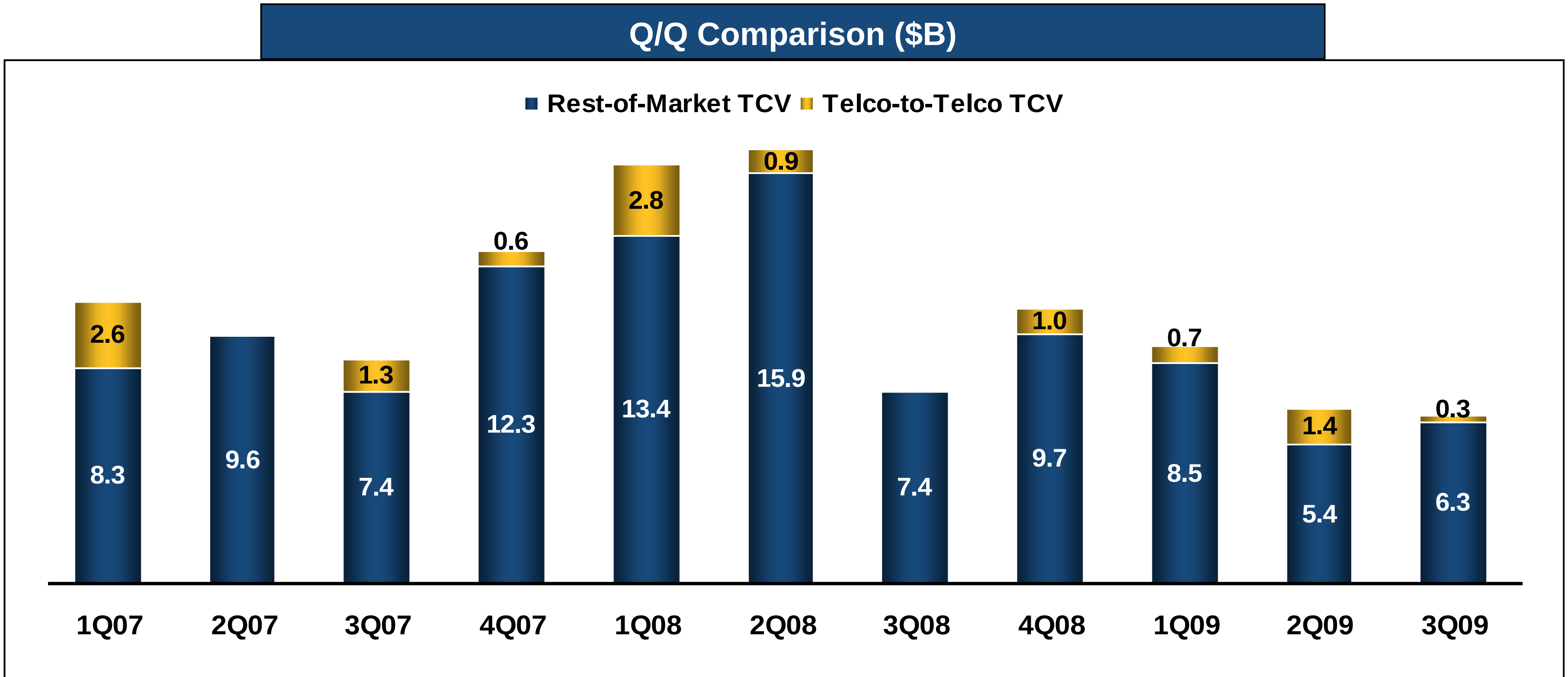
- ACS
- CGI
- Convergys
- CSC
- Ericsson
- Fujitsu
- Geodis
- HCL
- HP
- IBM
- Infosys
- Jones Lang LaSalle
- Perot Systems
- RR Donnelly
- Wipro

Note: Service providers in alphabetical order; no rankings implied. Placements based on 2009 YTD TCV commercial contract awards sourced from TPI contracts database.

Industrywide Award Trends – EMEA

EMEA contract awards based on TCV were down slightly Q/Q.

Industrywide Contracts With TCV > $25M

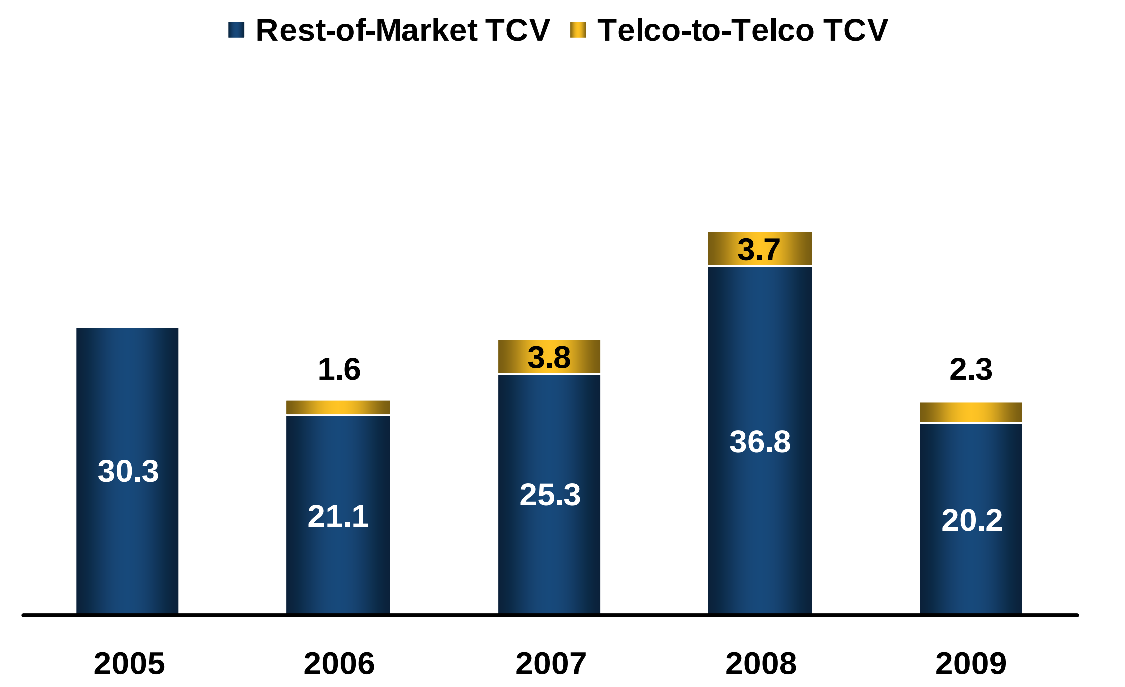


Industrywide Award Trends – EMEA

Relative performance in EMEA is similar whether or not the Telco-to-Telco deals are included.

Industrywide Contracts With TCV > $25M

YTD Comparison ($B)



YTD TCV Growth	YTD TCV Growth (No Telco-to-Telco)
-44%	-45%

2009 YTD Top 15 Service Providers by TCV

Accenture
Atos Origin
BT
Cable & Wireless
Capita
EDB Bus Part
Ericsson
Fujitsu
HP
IBM
Infosys
Logica
Orange
T-Systems
Telefonica

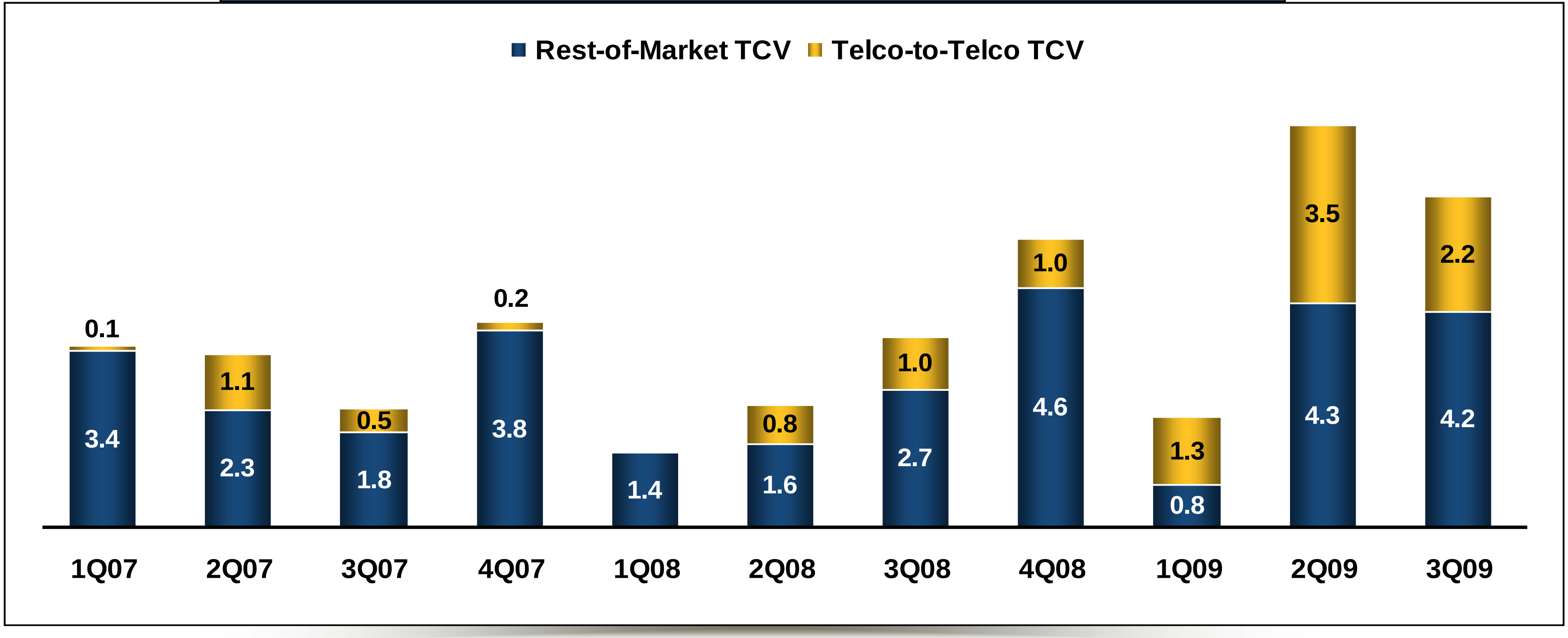
Note: Service providers in alphabetical order; no rankings implied. Placements based on 2009 YTD TCV commercial contract awards sourced from TPI contracts database.

Industrywide Award Trends – Asia Pacific

Asia Pacific experienced a second consecutive strong quarter.

Industrywide Contracts With TCV > $25M

Q/Q Comparison ($B)



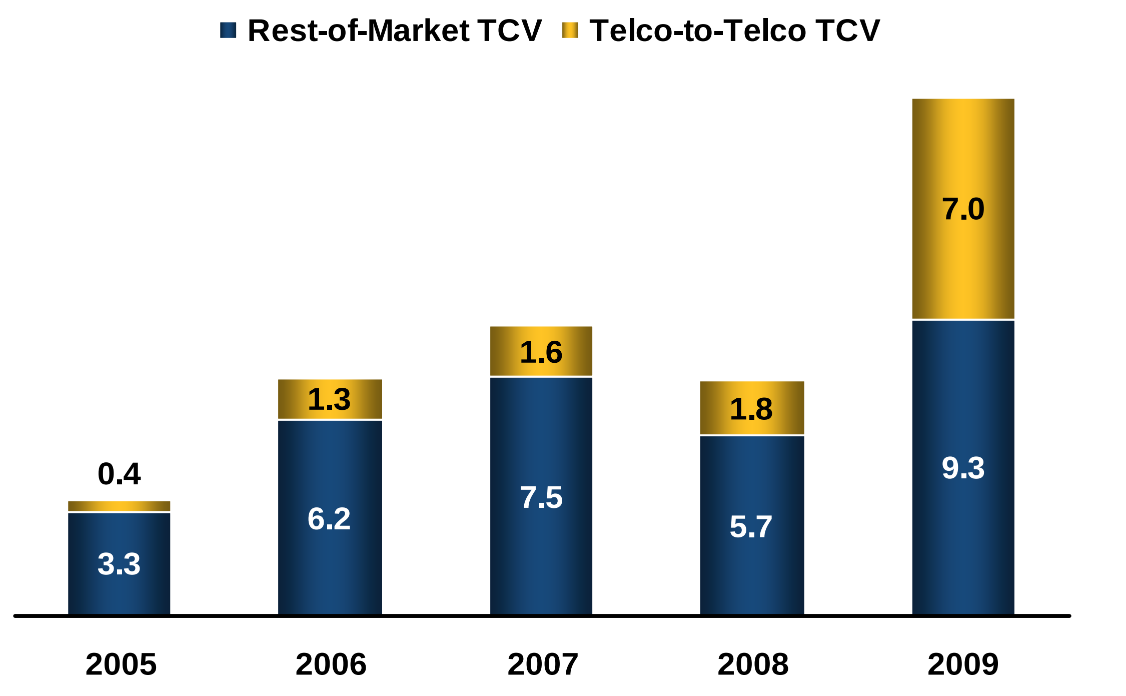
Robust activity in the network services space (Telco-Telco) has enabled this year's substantial Asia Pacific performance.

Industrywide Award Trends – Asia Pacific

Asia Pacific experiencing its best year ever and is in position to exceed the Year 2000 for the best full-year results.

Industrywide Contracts With TCV > $25M

YTD Comparison ($B)



YTD TCV Growth	YTD TCV Growth (No Telco-to-Telco)
+120%	+64%

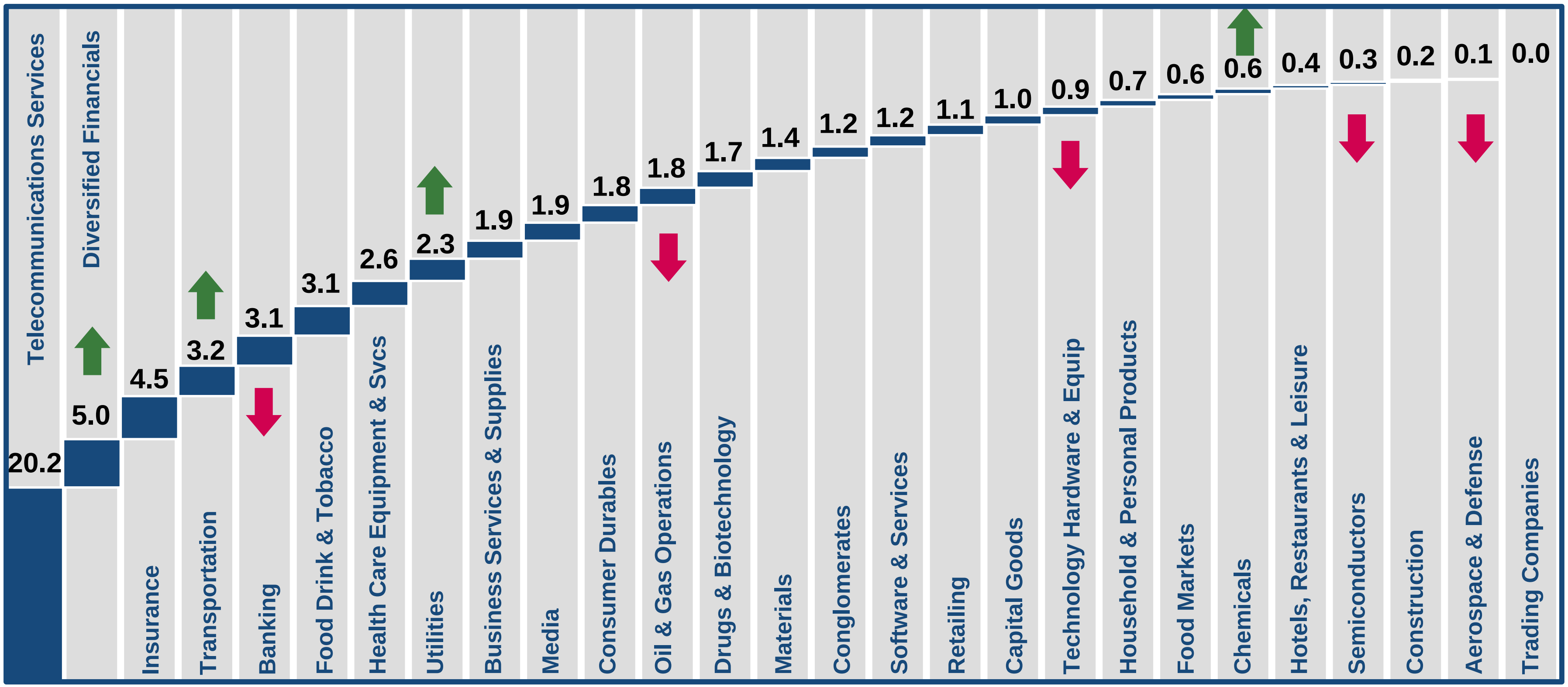
2009 YTD Top 15 Service Providers by TCV

Alcatel-Lucent
CSC
Ericsson
Fujitsu
HP
IBM
Infosys
Linfox Logistics
Nokia Siemens
Reliance Comm.
Singapore Tele.
Tata Comm.
Tech Mahindra
Telstra
Wipro

Note: Service providers in alphabetical order; no rankings implied. Placements based on 2009 YTD TCV commercial contract awards sourced from TPI contracts database.

Industry Segment Comparison

Potential signs of vitality going forward in Financial Services.

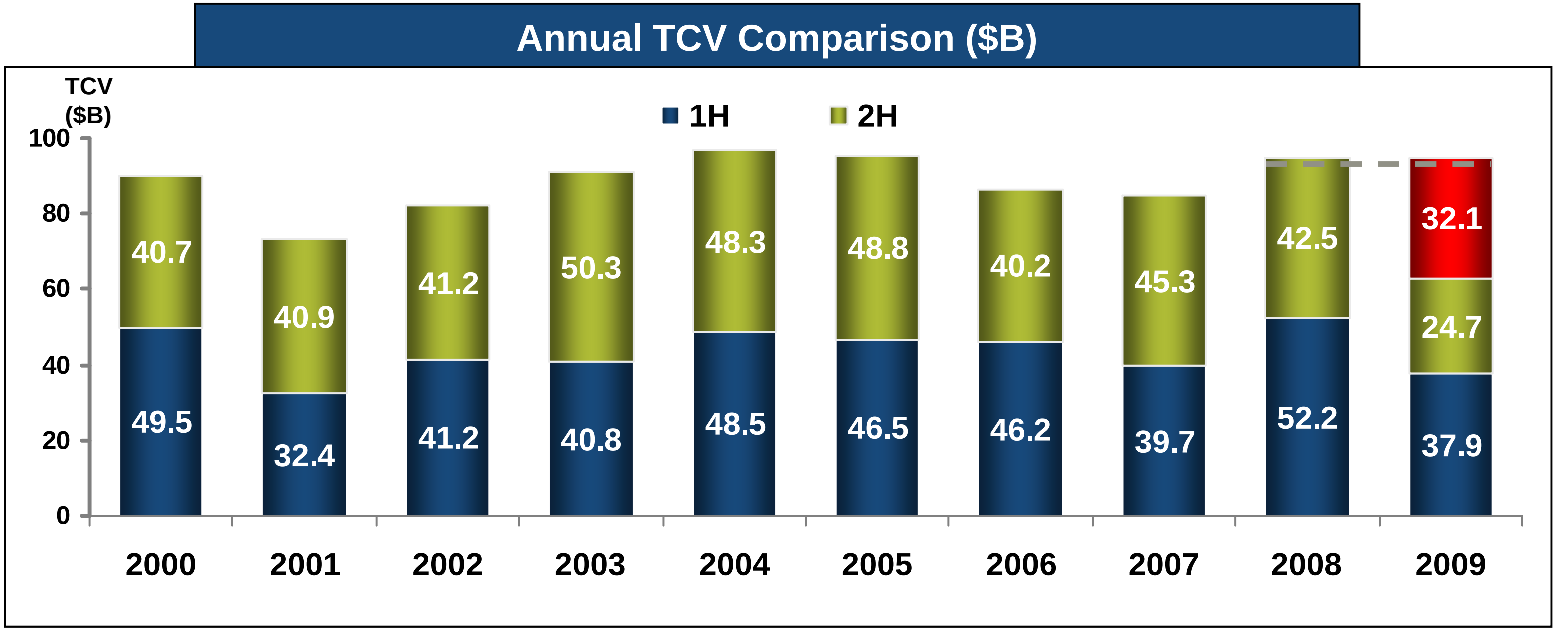


- ***Arrows represent 50% increase or decrease in 2009 YTD TCV activity compared to 2008.***
- ***Diversified Financials sector continues to grow.***
- ***Banking and Insurance sectors poised for increased activity.***

Industrywide Award Trends – Outlook

Full year 2009 TCV will likely remain below 2008 levels, but eclipse 2006-2007 totals.

Industrywide Contracts With TCV > $25M



- ***In the past five years, 4th quarter TCV has averaged just over $27B.***
- ***Significant activity in the industry pipeline – much of it involves larger-scale relationships.***

Key Findings

- 3Q09 had record TCV helped by Telco-to-Telco agreements; without Telco, TCV was down 23% YTD.
- Mega-deal activity for 3Q09 surged in both the Telco-to-Telco and broader markets.
- ITO upswing fueled by Telco-to-Telco contracts and increased activity in Asia Pacific stimulated global market momentum.
- YTD TCV remains down from 2008; however industry activity suggests an upward turn in the marketplace over the next 6-9 months.

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Melany Williams
Partner & Managing Director
TPI Momentum
melany.williams@tpi.net
+1 415 425 2080

John Buscher
Partner & Managing Director
Americas
TPI Momentum
john.buscher@tpi.net
+1 941 730 2507

John Keppel
Partner & Managing Director
EMEA
TPI Momentum
john.keppel@tpi.net
+44 7879 432 212

Sid Pai
Partner & Managing Director
TPI India
sid.pai@tpi.net
+91 98800 77339

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