

2008 Global Integrated BPO Services Customer Value Leadership of the Year Award**Sutherland Global Services**

The 2008 Frost & Sullivan Customer Value Leadership of the Year in Integrated BPO Services Award is presented to Sutherland for outstanding delivery of superior, integrated and vertical BPO service offerings through world class talent development and processes. Sutherland has demonstrated excellent credentials in nimbleness, response time and flexibility. Highly satisfied and committed clients testify that the revenue generating and engaged business model of Sutherland consistently increases the productivity and maximizes their customer life cycles. Their global footprint allows for valuable geographical redundancy and highest level of maturity in talent management.

Sutherland was established in 1986 and over the past two decades has been singularly focused on the Business Process Outsourcing industry and has established themselves as a leader in the market. Since day one, the company's main objective has been to help increase the productivity and efficiency of its clients and deliver measurable results. Sutherland's Vision and Mission statements clearly articulate this message just the way they did when the Company was conceived.

Growing and Sharply Focused

Sutherland has an annual turnover of \$300 million, employee strength of over 21,000 and annual growth rate of 30-40 percent. This formidable growth has been sharply focused on BPO and ITES, giving Sutherland the uncommon advantage of a non-diversified undiluted portfolio for over 21 years. The continued dominant position of India and Philippines as outsourcing hubs will create sustained growth for Sutherland. Sutherland has earmarked its place in the top 3 Global BPO companies by 2010. Sutherland has grown organically since its inception and has never been a captive or a carve-out. The company built its business one client at a time through strong partnership with clients and focused execution. As a result of its history as an independent company, Sutherland has developed a strong sense of financial discipline,

deep industry expertise, a heritage of continuous process improvement and the ability to deliver integrated processes across multiple geographies.

BPO Services – Integration is Key

Sutherland is in the forefront of an impending wave of integrated BPO services. Up to 23 discrete processes across Process Consulting, Back-Office Processing, Account Management, Customer Care, and Technology Support services are integrated across the value stream into a single seamless solution. Sutherland, by managing the entire work flow from end to end in an integrated manner, eliminates the need for client to don the role of a solutions integrator - coordinating interfaces between multiple point solution providers. This integrated approach allows clients to reduce costs (by increasing efficiencies) as well generate revenue (by enhancing customer experience with the client). Highly satisfied clients testify to this unique ability of Sutherland to address both sides of their P&L account.

Sutherland's Integrated BPO Services are designed to enable clients to get a better return on their investment and improve their overall business performance by outsourcing several business processes across multiple functions at one time. Since these services cut across multiple departments within the same enterprise, Integrated BPO decisions are typically a business partner decision. The services the company provides are seamlessly integrated into end-to-end Integrated BPO services involving the management of the entire value stream of business processes for clients. As a result, Sutherland becomes a virtual extension of its clients' organization.

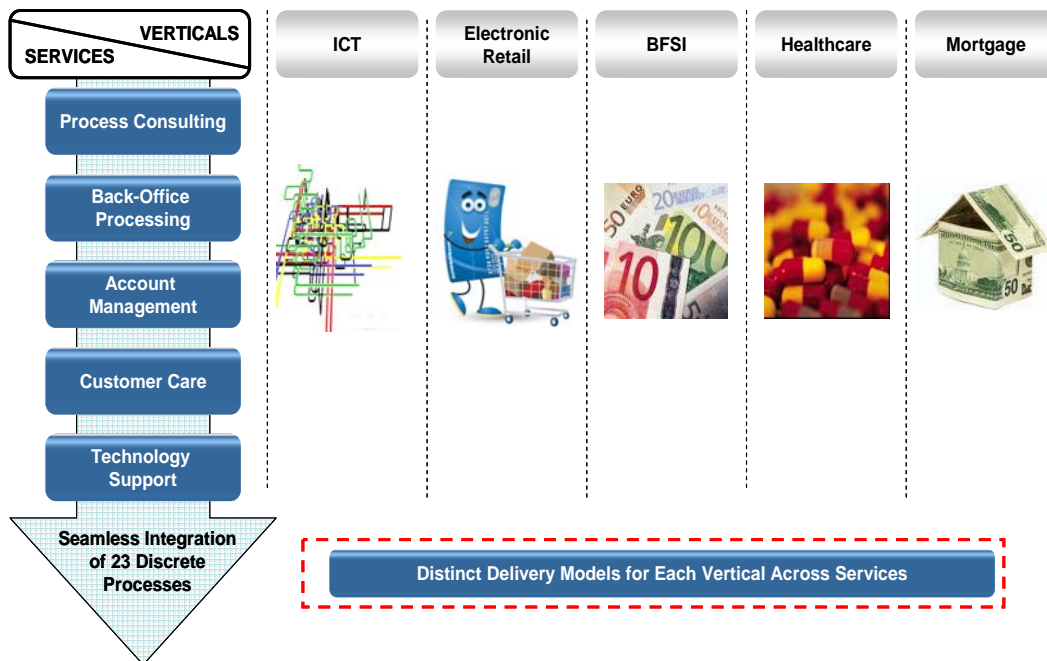
Vertical Model of BPO Offerings

An over-riding advantage is the extensive vertical nature of Sutherlands BPO offerings. Sutherland has a deep to growing presence in 80.0 percent of the market for integrated BPO services. Sutherland has a dominant presence in the incumbent and adjacent Information and Communication Technologies (ICT) and Electronic Retail verticals; significant share in the sizable and growing BFSI (Banking, Financial Services, Insurance) vertical and growing presence in Healthcare and Mortgage verticals. Insurance and Healthcare industries are on the radar for growth focus in addition to maintaining dominance in the others.

Sutherland's service offering to each of its verticals is highly differentiated and customized in keeping with their diverse requirements from the same horizontal processes. Around 100 pieces of proprietary technologies built for these vertical solutions provide high quality solutions certified by the highest quality standards including COPC, Six Sigma, ISO 9001:2000, and ISO 27001:2005

Integrated BPO services require strong vertical industry focus with deep subject matter and domain expertise. Sutherland's industry expertise includes business transformation and process consulting, analytical capabilities, technology expertise including proprietary applications and tools as well as strong operational insight arising from managing complex processes in diverse industries. Service offerings vary by industry and are tailored to address each client's needs and requirements. These vertical capabilities have been built by servicing very demanding Fortune-1000 clients over several years. Sutherland's experience and RightSourced global footprint minimize the risks that clients encounter when they outsource and sets the company apart from many competitors.

Chart 1.1 Integrated Service Offerings across Verticals



Back Office Lifecycle Management Services	IT		Communications			Retail		Banking, Financial Services & Insurance				Customer Lifecycle Management Services
	Hardware	Software	Local & Long Distance	Broadband	Wireless	e-Retail	Brick & Mortar	Banking & Card Services	Mortgage & Consumer Lending	Insurance	Financial Services	
Integrated Industry Specific Lifecycle Management Services												
Industry based Enterprise Processing	Integrated Lifecycle Management - 1		Integrated Lifecycle Management - 2			Integrated Lifecycle Management - 3		Integrated Lifecycle Management - 4	Integrated Lifecycle Management - 5	Integrated Lifecycle Management - 6	Integrated Lifecycle Management - 7	Lead generation & Customer Inquiry
Industry specific Finance & Accounting												Account Management
Document Management												Sales Closure & Revenue Generation
Enrollment Processing												Order Management
Order Processing/ Supply Chain Management												Customer Care
Corporate Services												Technical Support
												Billing, Collections & Churn Management
												Customer Relationship & Loyalty Management and Analytics

Insight on Common Customer Behavior

In its 21 year history, Sutherland has engaged 64 high-profile Fortune 1000 companies as clients. In addition, approximately 46 percent of its revenues are generated from Fortune 50 companies, and over 63 percent from Fortune 500 companies. Clients have benefited from the single minded focus of Sutherland to increase the productivity and maximize the customer life cycle of their clients.

Sutherland targets clients with a commonality of customers or who's end-users are buyers of common services. This strategy of surrounding the common customer from multiple touch points lends itself to involved analytics and insights on customer behavior which allows Sutherland's clients to maximize the lifetime value of their end-user consumers. This ability to distill and share valuable best practices of common customer behavior with its clients provides Sutherland with another one of its biggest advantages. This approach has allowed Sutherland to maximize its presence in the each industry it has entered. To diversify across industries, Sutherland has employed the highly successful concept of adjacency- to address common pain points and needs across industries. Sutherland has accomplished this by distilling vertical processes into micro-processes which are repeatable or adjacent across industries.

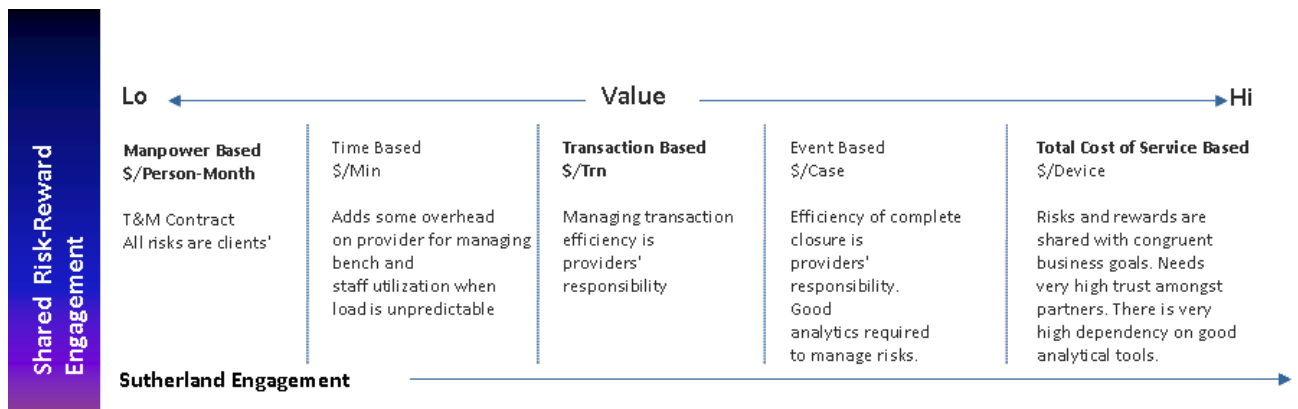
Revenue Generating Processes in an Engaged Business Model

Another feature distinguishing Sutherland from conventional support application providers is their ability to address the 'revenue' side of their clients' P&L account in addition to the 'cost' side. Sutherland's Customer Lifecycle Management Services are focused on clients' direct and indirect interactions with its customers thereby impacting the revenue side of the equation. Sutherland's Backoffice Lifecycle Management Services support clients internal processes and therefore impact the cost side and increase operational efficiencies.

On a consistent basis, Sutherland generates revenue for its clients by identifying new businesses and harnessing new revenue opportunities. Strong references from multiple clients bear impressive testimony to their ability to convert cost-center operations into cost-neutral or even revenue generating ones. Sutherland does this through innovative means of enhancing customer experience of client and adding more solutions on a chargeable basis to the clients' existing business processes.

Sutherland is also actively engaged in the business model of the majority of its clients through revenue share and/or a risk-reward basis. This joint stake holding adds credibility to Sutherland’s commitment and sets it apart from many of its competitors.

Sutherland offers a range of pricing options, including time, event and transaction based models that enable the sharing of different levels of risks and rewards consistent with clients’ business objectives. The company believes this risk-reward pricing approach is a distinguishing feature of its business model.



Global Footprints Allows "RightSourcing" TM

Sutherland’s global infrastructure for Integrated BPO Services across the United States, India, Philippines, Canada, Mexico and Eastern Europe allows them to offer to their clients not only a very flexible delivery model (onshore, nearshore, offshore or blended) but also the most appropriate. Different skill sets available in the global offices in different geographies can be availed to enhance value or reduce costs for every transaction, giving Sutherland the ability to truly handle globally a program fully integrated in its life cycle. Accordingly, 80% of the revenues of Sutherland comes from clients serviced in a multi-serviced, multi-shored right sourced environment.

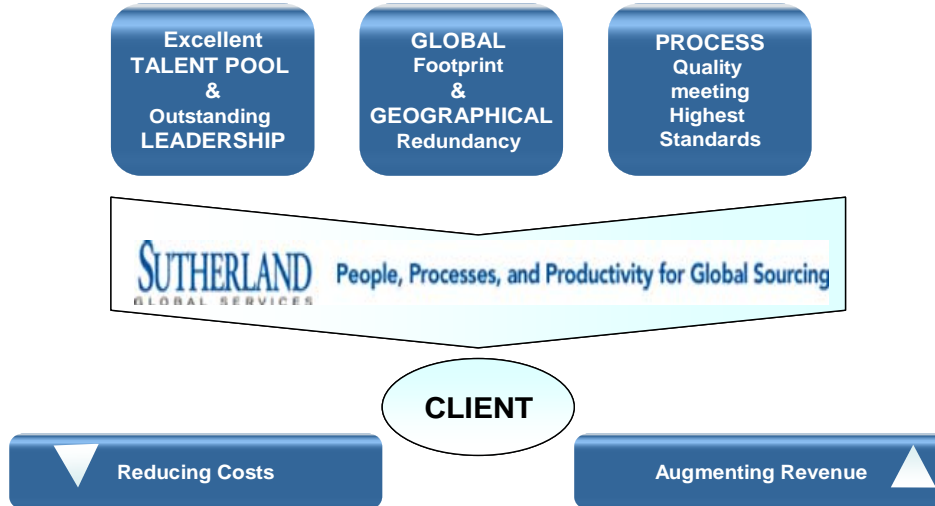
This flexible RightSourced™ blended global delivery model allows Sutherland to manage multiple processes across multiple geographies and enables clients to meet their strategic and operational objectives. The network of 21 delivery centers located

in five countries enables Sutherland to provide RightSourcing™ delivery solutions that offer clients the flexibility to choose on-shore, near-shore or off-shore delivery of their business processes. This provides an optimal balance between cost and performance and allows clients to leverage labor advantaged geographies without assuming excessive business risks. By servicing clients from multiple delivery centers across a global delivery network, the company is also able to mitigate the risks associated with outsourcing critical processes to one location by providing redundancy in case of political and economic turmoil or natural disasters. Run as an organic whole, bound together by common processes and methodologies, the Sutherland delivery network helps clients improve productivity, increase business value, mitigate risk and lower the overall cost of service delivery.

SEE GRAPHIC NEXT PAGE FOR ILLUSTRATIVE EXAMPLE

The global footprint of Sutherland coupled with its standard technology, processes, and methodology come together to give Sutherland – one of its most unique and compelling advantages- geographical redundancy. Identical processes in multiple geographical locations allows for seamlessly spilt solutions for clients.

Chart 1.2 Partnering with Customers in an Engaged Business Model



Client	Customer Lifecycle Management			Backoffice Lifecycle Management		Right-Shore Delivery
	Account Management	Customer Care	Technical Support	Back-Office Processing	Corporate Services	
Fortune 50 IT Company						
Leading global Telco						
World's #1 software company						
Fortune 1000 security software company						
Leading financial and tax support company						
Leading PC manufacturer						
Leading e-Retail company						
Leading IT Hardware Company						
Fortune 500 US based ISP						
Leading Bank with high credit cards focus						
#1 Online retail company						
Leading anti-virus software company						
Leading Satcom company						
Leading Insurance Company						
Largest private labeled mortgage processor						
Leading Online movie rental company						
Largest Document Management Company						
Fortune 500 telecom solutions provider						
Leading Pay-for-Support (IT) Company						

Creation and Maintenance of Superior Talent

Sutherland has distinguished itself in addressing the challenge of availability and scalability of talent particularly for vertical delivery models faced by the BPO industry worldwide. More than 3.0 percent of revenue was spent on talent development in 2007 alone is a testament to Sutherland's commitment to support their associates with world class development processes. Especially laudable is the establishment of two training focuses: the Center of Learning and the Academy of Excellence which provide superior training operations for new hires and refresher training for existing associates. These facilitate for Sutherland the critical aspect of consistently sourcing talent with the appropriate job skills required for success and lend it the highest level of maturity in talent management.

Sutherland has the distinction of becoming the first pure play BPO in the world to achieve PCMM Maturity Level 5 -- the highest level of PCMM certification. PCMM or People capability Maturity Model, is a framework to continuously manage and develop people and human assets.

The Global Leadership Development Program fosters future leadership at Sutherland by partnering with premier external institutions including the Indian Institute of Management in Bangalore. Internal training and development programs include over 120 e-learning courses covering technical training, leadership development, sales, quality and customer support. Other learning and training initiatives, such as the SLVC or Sutherland Launch Vehicle for Careers -- which is a training program which prepares high potential employees for continued career growth.

Sutherland has also excelled in its efforts to build critical middle management in offshore locations. Pioneering efforts are underway in collaboration with the government of Philippines on a sponsored scholarship program to train students for the BPO industry and on a similar program in secondary and tertiary towns of Vishakapatnam, Truichy among others in South India.

In recognition of its investment in people, processes and technology that deliver integrated BPO services and outstanding success in maximizing employee value for customer value enhancement, Frost and Sullivan is proud to present Sutherland with the Customer Value Leadership of the Year in Integrated BPO Services Award for the year 2008.

Award Description

The Frost & Sullivan Award for Customer Value Leadership is bestowed upon the company that has demonstrated excellence in customer value enhancement through maximizing employee value within the industry. The recipient company has shown tremendous responsiveness to customer needs through appropriate talent development and has continually focused on long and short-term client profitability goals. In addition, the recipient company has demonstrated flexibility in tailoring their solution offerings to suit client businesses.

Research Methodology

To choose the recipient of this Award, the analyst team tracks industry participants and monitors the quality of talent pool and talent development processes in the organization and impact on client value on an ongoing basis. The Award recipient is selected based upon extensive research collected from key market participants, secondary and technology sources, and client interviews. Collected data is then cross tabulated.

Measurement Criteria

In addition to the methodology described above, there are specific criteria used in determining the final ranking of industry competitors. The recipient of this Award has excelled based on the following criteria:

- Quality of talent pool and Leadership
- Training operations for new hires and existing employees
- Value-added technology and services
- Vertical domain experience
- High Quality of Processes
- Time to market
- Responsiveness to customer needs
- Customer satisfaction
- Growth in geographical markets

About Best Practices

Frost & Sullivan Best Practices Awards recognize companies in a variety of regional and global markets for demonstrating outstanding achievement and superior performance in areas such as leadership, technological innovation, customer service, and strategic product development. Industry analysts compare market participants and measure performance through in-depth interviews, analysis, and extensive secondary research in order to identify best practices in the industry.

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