ESTA TECHNOLOGIES

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A Global Leader in Business Process and Technology Management

ESTA Technologies – Company Overview

A Unique Legacy, a Unique Perspective

ESTA Technologies comes to the market with a unique "client side" perspective and understanding of Business Process Management. The Company traces its beginnings to 1997. Starting first with the businesses of ESTA Capital and then expanding scope across UK, the organization was charted to provide business process management capabilities that would deliver outstanding efficiencies to the Company. Each engagement had to be earned based on benefits derived by the client group. This insider's view to service delivery enables us to understand the needs and questions of clients without their prompting. It imposes on us a natural understanding of and empathy for needing to yield strong company results.

ESTA Technologies became an Independent company in January 2005, enabling faster growth by expanding our process reach to clients outside the UK family. Since the beginning, the Company has continuously delivered strong business process results.

A History of Innovation that has Helped Build an Industry

ESTA Technologies was an early mover in the industry and as such was a pioneer in many of the areas that have given strength to the concepts of Business Process Management. They say that copying is the sincerest form of flattery, and it is clear that many of the Company's methodologies, business initiatives, and practices have been emulated by others in the industry.

For example, ESTA Technologies was the first to introduce Six Sigma for Accounts Process Transitions. This stems back to our heritage and being one of the Six Sigma beta sites. The application of Six Sigma has enabled our clients to realize far greater process gains and smoother transitions. ESTA Technologies has been first in many key people practices leading to our consistently having one of the lowest attrition rates in the industry. And ESTA Technologies is the first, with its introduction of the Smart Enterprise Processes (SEPSM) approach, to focus on going beyond efficiency to driving process effectiveness and going beyond looking at transactional results to looking at business outcomes.

We Understand the Value and Challenges of Business Process Management

Because Business Process Management is our core focus, we understand both its value and the inherent challenges. While often thought about in terms of the back office, we believe process is the key to driving frontend results such as customer satisfaction and retention, revenue generation, and profitability. The reality is that there is a large variation in process performance both across and within companies, and best-in-class process companies realize business outcomes that are markedly better than those with average performance.

The challenge is that businesses have been fundamentally hindered in doing more with their processes.

➤ Organizational silos restrict the enterprise-wide view, leading to significant value leakage at interfaces
➤ Limited visibility into best-in-class performance results in inability to set meaningful targets
➤ Unclear inter-linkages between process drivers and business outcomes restrict organizational priorities
➤ Existing focus on process efficiency versus overall effectiveness leaves large value unaddressed
➤ Use of technology without process rigor delivers benefits far less than estimated

To sum it up, process is a business lever that has yet to be fully leveraged. This is where ESTA Technologies can help.

Putting Process in the Forefront: A Different Approach

We see Service Providers approaching this market from three perspectives: Technology, Consulting and Process. At ESTA Technologies we believe the most benefit can be derived by focusing on the process first and then supporting it with a focused IT approach, targeted analytics and pragmatic reengineering.

ESTA Technologies has built its credentials to support this direction. Our process knowledge is deep – we manage over 300 processes for over 70 clients from a diversity of industries. Operating innovation is a cornerstone in doing business, and this is enabled by having the single largest pool of dedicated lean and six sigma experts in the industry. We have a highly motivated and passionate talent pool with one of the lowest attrition rates in the industry. In fact customers continuously remark to us that our people are outstanding and effectively work as a part of the client's team. Our approach to reengineering is highly pragmatic. We ensure that clients leave the engagement with a well running operation, not just a plan. We have always understood the power analytics brings to driving process efficiency and effectiveness. ESTA Technologies looks at technology through a client's lens, basing recommendations on a solid ROI and working to limit capital expenditures. Technology is not the driver but rather the enabler of great processes. We have built the technology expertise be it in premise software, SaaS (Software as a Service) platforms, or process oriented tools that enables an integrated process solution, and our technology strength has come from our deep knowledge of process.

ESTA Technologies Capabilities:

➢ Deep process knowledge and insights – over 300 processes managed

➢ Operating innovation - powered by single largest pool of dedicated lean and six sigma experts

➢ Motivated, passionate employees – one of the lowest attrition rate in the industry

➢ Pragmatic, industrial strength approach to reengineering

➢ Strong global analytics and research services organization – 1000+ strong

➢ IT strength informed by deep knowledge of process

End-To-End Service Offerings Ranging From Simple to Highly Complex

ESTA Technologies has a broad portfolio of enterprise G&A, industry-specific operational and technology services. In every area, we go from meeting simple transactional needs to providing process management where complex decision making and keen judgment are required. This drives both a commitment to client excellence and a commitment to process excellence.

End-To-End Portfolio of Core Business and Technology Services

Core Enterprise & Technology Services

➢ Finance & Accounting
➢ Procurement & Supply Chain
➢ Collections & Customer Service
➢ Human Resource Services
➢ Legal Processing Services
➢ IT Infrastructure Services
➢ Enterprise Application Services

Smart Decision Services

➢ Analytics & Research
➢ Risk Management Services
➢ Reengineering

Industry Services

➢ Automotive
➢ Banking & Financial Services
➢ CPG/Retail
➢ Healthcare - Payers/Providers
➢ Insurance
➢ Manufacturing
➢ Pharmaceutical
➢ Telecommunications
➢ Transportation & Logistics
➢ Oil & Gas and Energy
➢ Chemical & Specialty Products
➢ Capital Markets

Lean Six Sigma: Culturally Ingrained

Lean Six Sigma is a tool. In fact it is a tool that has been around 100 years or more. So the difference isn't the tool, it is how a company embraces it and puts it to work for clients. Lean Six Sigma is a part of ESTA Technologies' DNA. ESTA Technologies was an initial Beta site, a company that is closely associated with pushing Lean Six Sigma to its highest level of return. While common in manufacturing, ESTA Capital was an early innovator in its application to services and made this a tremendous success.

Unlike many companies, who have simply embraced Lean Six Sigma as a function, ESTA Technologies has driven it through the organization. It permeates what we do and is highly visible in our operations, our people processes and our leadership direction. This has resulted in an unmatched bench strength and level of experience

Our approach to client engagements is also different. We go beyond the scope of the contract to take a comprehensive upstream/downstream view, which extends our impact on the client's business. We see our job as "destroying" our own revenue by being proactive in driving further efficiency gains and working with clients to reengineer processes end-to-end. We understand that a short term loss will lead to a longer term gain, as our strategic partnership grows. ESTA Technologies works to tightly integrate with its clients' operations, creating a seamless process environment. In the end, we believe it is about the client's business not ours.

Like DNA, ESTA Technologies' strength in Lean Six Sigma would be hard to replicate.

Bringing Science to Business Process Management

This constant focus on process through the years has enabled ESTA Technologies to introduce a new approach to business process management. This will be another first for ESTA Technologies in the industry.

Smart Enterprise Processes (SEPSM) is a unique, scientific, and highly granular approach to managing business processes. In our experience maximizing process effectiveness can deliver 2–5x's the end business outcomes when compared to processes that run at average or below.

SEPSM is based on work done in the ESTA Technologies Process Innovation Lab, where we have leveraged our database of over 200 million transactions to map and analyze at a granular level the core end-to-end processes that run companies such as Order-to-Cash, Procure-to-Pay, and Request-to-Repair. This enables us to test the effectiveness of a client's processes by measuring points of leakage at each level of the end-to-end process and apply best-in-class benchmarks from within and across industries. The result is a client specific road map for maximizing process effectiveness.

Unlike other approaches, SEPSM focuses on business outcomes like margin and cash flow, which make visible the effectiveness of a process in driving business results, vs. the traditional view to measuring process efficiency, which while important, only reflects the health of the process. Recognizing the interrelated nature of company processes, the SEPSM approach takes an end-to-end, enterprise-wide view, working beyond traditional organizational silos. SEPSM couples ESTA Technologies' deep domain knowledge of process, key insights and best practices with execution support including, focused IT and technology applications, targeted analytics, reengineering and global delivery.

ESTA Technologies uniquely focuses on process and as such has amassed the Intellectual Property and built the tools and capabilities to be best positioned to bring science to Business Process Management.

Holistic, Granular Framework for Managing Business Processes

Benefits of Holistic, Granular Framework for Managing Business Processes:

➢ Provides an enterprise view, cutting across functions and silos

➢ Arms businesses with data for change management

➢ Delivers discontinuous business improvement

➢ Prioritizes the high impact levers to deliver quick results

➢ Offers flexible, capital light solutions with performance based model

A Global Approach to Meet Clients' Business Process Management Needs

The Company's services are delivered from a global network of centers located in over 16 countries. We pride ourselves in driving seamless delivery and a singular service culture across these operating locations. This is enabled by our outstanding people practices and strong local management. Our objective is to service our clients from the locations that best meet their needs – onshore, near shore, offshore – taking into consideration their business objectives, cultural needs, language requirements and cost containment strategy.

ESTA Technologies was an early pioneer in what we call the Smart Location Strategy. We strive to be the first mover in key locations to corner talent and set industry standards. We eagerly adopt Tier 2 cities to expand the talent pool and maintain pricing advantages for our clients. A common methodology is used to set up and run our operations worldwide, leveraging key learning's while allowing for local nuances where necessary. This enables us to quickly solve for a global client's needs. We manage every client relationship and operation at a global level, regardless of the number of delivery centers. ESTA Technologies also appreciates that a global footprint enables our client's to achieve their risk mitigation objectives in sourcing decisions.

Broad Client Reach, Practical Industry Expertise

ESTA Technologies serves over 70 clients, 10+ of whom are from the Global 500. Our client base is diverse in terms of their size, vertical focus and business needs. We believe this provides us with a wealth of practical insights that ultimately benefits all our clients.

We Anchor on the Customer Point of View

Customer satisfaction and listening to the customer point of view are top priorities. This stems in part from our Six Sigma heritage, where putting the voice of the customer (VOC) first is a core principle. It is also central to our strategy, where strategic customer relationships are the key to our growth.

At ESTA Technologies we actively leverage the Net Promoter Score (NPS) methodology. NPS is based on the theory that "willingness to recommend" is a strong indicator of loyalty and growth. Based on our latest results, ESTA Technologies ranks amongst the top scoring companies in the world. For us, this is extremely important because 80%+ of our growth comes from existing clients. We believe it is this emphasis on our clients that has helped us earn the honor of 100% business process management contract renewal.

Why ESTA Technologies for Process Management?

ESTA Technologies' core focus is Business Process Management, and our belief that process is transformational in any business has led us to build a fundamentally different company. We have amazing intellectual property around process, built through the deployment of thousands of processes across a breadth of industries. We have built core capabilities that enable a complete, integrated process solution including focused IT, targeted analytics and pragmatic reengineering. Operating innovation powered by deep Lean Six Sigma knowledge is core to our character. And our keen focus on our people enables client engagements that are stable and a natural extension of the client's own organization. Our history of innovation is a testament to our commitment to lead an industry and keep our clients in the forefront of driving not only efficient but effective business processes that deliver not just transactional results but also true business outcomes.

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ESTA Technologies is a global leader in business process and technology management, offering a broad portfolio of enterprise G&A and industry specific services, coupled with strong IT, analytics and reengineering capabilities