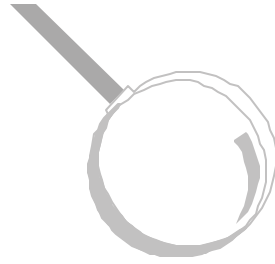




| <b>Mergers and Acquisitions in September 2007</b> |   |
|---|---|
| 1   | EquaTerra takes over Morgan Chambers                            |
| 2   | Spherion buys Today Staffing for \$40 million                   |
| 3   | Servoca acquires Firstpoint Healthcare out of Administration    |
| 4   | Capita Hartshead acquires HDS for GBP 15Mn                      |
| 5   | Transcom takes over IS Inkasso                                  |
| 6   | Hero Group acquires TSC for GBP 40Mn                            |
| 7   | TietoEnator to buy Fortuna Technologies for EUR 21Mn            |
| 8   | Usha Martin Group acquires 76% stake in UK-based Converso       |
| 9   | Randstad to acquire TEAM BS for EUR 71Mn                        |
| 10  | Capita Hartshead acquires Aspen                                 |
| 11  | eTelecare to buy AOL's Philippines-based subsidiary for \$7.2Mn |
| 12  | Aspen Marketing Services acquires Newgen Results Corp.          |
| 13  | Tricom acquires Apex Document Solutions for \$2 mln             |
| 14  | Paychex acquires BeneTrac                                       |

| <b>Venture Capital Deals in September 2007</b> |   |
|--|---|
| 1  | Aptara gets \$23 million in fresh funding |
| 2  | SDD Global raises \$2 million             |
| 3  | eClerx plans IPO                          |



## Mergers &amp; Acquisitions

**1. EquaTerra takes over Morgan Chambers****Investor / Acquirer** EquaTerra**Target company** Morgan Chambers

Location Frankfurt, Germany

Revenues *Not Available*

Customers Companies in sectors such as BFSI, manufacturing, telecom, transport, utilities, retail, etc.

Number of employees Around 60 consultants

Specialization Morgan Chambers is an advisory firm. Its solutions include a advisory for - Insourcing, Shared Services, Outsourcing, Global sourcing in fields like Information Communication Technology and Business Processes (Finance and Accounting, Human Resources, Procurement)

**Deal Data** *Not Available*

The acquisition will allow the two companies to offer enhanced services to their clients across extended geographies.

**2. Spherion buys Today Staffing for USD 40 mln****Investor / Acquirer** Spherion Corp. (NYSE:SFN)**Target company** Todays Staffing, subsidiary of CDI Corp. (NYSE:CDI)

Location Texas, US

Revenues USD 150 million (for the 12-months ended June 2007)

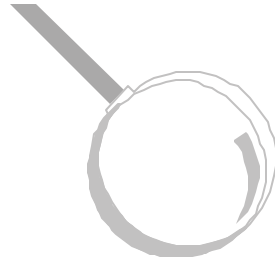
Customers Staffing functions provided to clients across the firms in US and Canada

Number of employees *Not Available*

Specialization Todays Staffing offers temporary placement, temporary-to-permanent placement, permanent placement, partner-on-premise services, project staffing, managed staffing and resource program management. Some of the positions they place include Administrative and Clerical, Legal, Call Center and Finance and Accounting

**Deal Data** USD 40 million in cash

Today Staffing's brand recognition and focus on small and midsize clients will strengthen and accelerate the expansion of Spherion's retail offerings.



### 3. Servoca acquires Firstpoint Healthcare out of Administration

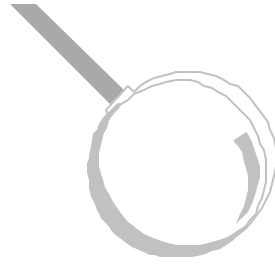
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|----------------------------|---|
| <b>Investor / Acquirer</b> | Servoca PLC   |
| <b>Target company</b>      | Firstpoint Healthcare Ltd                               |
| Location                   | Birmingham, England                                     |
| Revenues                   | Around USD 18.2 million (GBP 8.9 million) in 2006       |
| Customers                  | The NHS, primary care trusts and private care providers |
| Number of employees        | Around 21   |
| Specialization             | Firstpoint is a Medical recruitment company             |
| <b>Deal Data</b>           | <i>Not Available</i>                                    |

Servoca PLC expects the acquisition to add to earnings and allow the outsourcing firm to provide wider nursing services to clients.

### 4. Capita Hartshead acquires HDS for GBP15 mln

|                            |   |
|----------------------------|---|
| <b>Investor / Acquirer</b> | Capita Hartshead  |
| <b>Target company</b>      | Higham Dunnett Shaw (HDS)   |
| Location                   | London, UK  |
| Revenues                   | <i>Not Available</i>  |
| Customers                  | Companies such as Bank of America, Bank of England, BNP Paribas, Citigroup, Halifax Bank of Scotland, Hicksons, Norwich Union, Pensions Management Ltd, Pfizer Ltd, Unilever UK, etc.   |
| Number of employees        | 260   |
| Specialization             | HDS specializes in customer management (Improving Customer Retention, Effective Management of Complaints, Compliance Consultancy, Business Review) and corporate pensions (Consultancy, DB and DC services, Discontinued Schemes, Liability management, Pension Review complaints management) |
| <b>Deal Data</b>           | Acquisition for USD 30.47 million (GBP 15 million)  |

The acquisition will allow Capita Hartshead to strengthen its core pensions management and administration business. It will also improve Capita's capabilities to offer technically complex pensions administration, consultancy and actuarial services to business clients.



#### 5. Transcom takes over IS Inkasso

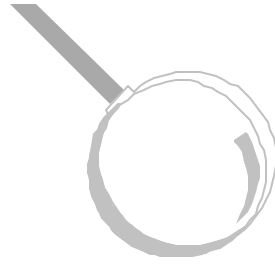
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|----------------------------|---|
| <b>Investor / Acquirer</b> | Transcom Worldwide  |
| <b>Target company</b>      | IS Inkasso  |
| Location                   | Linz, Austria   |
| Revenues                   | USD 23.96 million (EUR 17million in fiscal year 2006)   |
| Customers                  | IS Inkasso serves debt collection to clients  |
| Number of employees        | 130   |
| Specialization             | IS Inkasso provides services like legal debt collection, field-based collection, investigation and credit checks. |
| <b>Deal Data</b>           | USD 53.96 million (EUR 39 million)  |

The acquisition will enable Transcom to strengthen its position in debt collections in the Central European market as well as emerging markets including the Eastern Europe.

#### 6. Hero Group acquires TSC for GBP40 mln

|                            |  |
|----------------------------|--|
| <b>Investor / Acquirer</b> | HerolTES   |
| <b>Target company</b>      | Telecom Service Centres (TSC)  |
| Location                   | Scotland, UK   |
| Revenues                   | USD 100.06 million (GBP 49.3 million as of Feb 2007)   |
| Customers                  | Clients range in various sectors like technology, telecommunications, financial services and utilities |
| Number of employees        | <i>Not Available</i>   |
| Specialization             | Call center operator   |
| <b>Deal Data</b>           | USD 81.27 million (GBP 40 million)   |

The transaction would enhance the market potential and growth prospects of the merged entity in the European, Asian and the US markets.



#### 7. TietoEnator to buy Fortuna Technologies for EUR21mIn

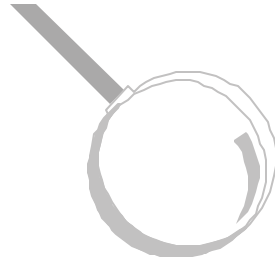
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|----------------------------|---|
| <b>Investor / Acquirer</b> | TietoEnator   |
| <b>Target company</b>      | Fortuna Technologies  |
| Location                   | Hyderabad, India  |
| Revenues                   | <i>Not Available</i>  |
| Customers                  | Mobile device manufacturers of 3G handsets of Europe and Asia   |
| Number of employees        | 300   |
| Specialization             | Fortuna specializes in delivering R&D services and creating turnkey software solutions for major European and Asian mobile device manufacturers of 3G handsets. |
| <b>Deal Data</b>           | USD 29.13 million (EUR 21 million)  |

The transaction will allow TietoEnator to strengthen its telecom and media businesses and offer an expanded range of telecom R&D services to clients. In addition, the move will enable the company to strengthen its global operations across Asia, specifically in India.

#### 8. Usha Martin Group acquires 76% stake in UK-based Converso

|                            |   |
|----------------------------|---|
| <b>Investor / Acquirer</b> | Usha Martin Group   |
| <b>Target company</b>      | Converso Contact Centres  |
| Location                   | Essex, UK   |
| Revenues                   | <i>Not Available</i>  |
| Customers                  | Converso has an existing clientele of more than 75 mobile network operators and mobile virtual network operators (MVNOs), such as South African operators MTN and Vodacom |
| Number of employees        | 230   |
| Specialization             | Contact Centers   |
| <b>Deal Data</b>           | <i>Not Available</i>  |

The acquisition of Converso will allow the group to deliver a wide range of end-to-end customer care and billing and other back-office services, both onshore and offshore.



### 9. Randstad to acquire TEAM BS for EUR71 mln

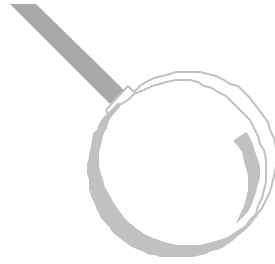
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| <b>Investor / Acquirer</b> | Randstad Group  |
| <b>Target company</b>      | TEAM BS Management  |
| Location                   | Offenbach, Germany  |
| Revenues                   | USD 77.5 million (EUR 55 million)   |
| Customers                  | Clients include several international blue-chip companies across various industries, primarily the pharmaceutical, chemical, consumer goods and automotive. |
| Number of employees        | It has 34 branch offices across Germany and employs 125 internal and approximately 1,850 external people  |
| Specialization             | TEAM BS specializes in offering temporary staffing and other HR-related services  |
| <b>Deal Data</b>           | USD 100.1 million (EUR 71 million)  |

Randstad aims to strengthen its leadership position in Germany with the acquisition of TEAM BS

### 10. Capita Hartshead acquires Aspen

|                            |  |
|----------------------------|--|
| <b>Investor / Acquirer</b> | Capita Hartshead   |
| <b>Target company</b>      | Aspen (Actuaries & Pension Consultants)  |
| Location                   | London, UK   |
| Revenues                   | <i>Not Available</i>   |
| Customers                  | Companies such as A&K Steel, Ascent Media Group, International Tanker Owners Pollution Federation, Bairds Malt Limited, Law Debenture, British Heart Foundation, Marmon Group, Charities Aid Foundation, MHS Homes, Chelmer Housing Partnership, Global Aerospace, Westminster Foundation for Democracy.           |
| Number of employees        | About 60 employees including 7 actuaries in London   |
| Specialization             | Provider of high-quality pension scheme administration, actuarial services, group personal pensions and stakeholder arrangements, independent trustee services, winding-up pension schemes, investment consultancy services, pension software consultancy service, the aspen annuity service and trustee training. |
| <b>Deal Data</b>           | <i>Not Available</i>   |

The transaction will enable Capita Hartshead to strengthen its pension management and administration service offerings for small- and medium-size enterprises by leveraging Aspen's capabilities in actuarial and pension consultancy.



#### 11. eTelecare to buy AOL's Philippines-based subsidiary for USD 7.2 mln

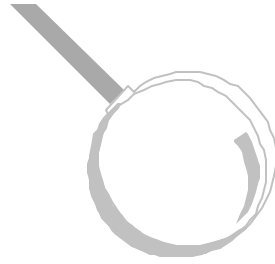
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|----------------------------|--|
| <b>Investor / Acquirer</b> | eTelecare Global Solutions   |
| <b>Target company</b>      | AOL Member Services  |
| Location                   | Pampanga, Philippines  |
| Revenues                   | <i>Not Available</i>   |
| Customers                  | Companies requiring customer care and technical support  |
| Number of employees        | Around 1000  |
| Specialization             | AOL is an Internet services and media company, a subsidiary of AOL, US. They have a non-voice customer care and technical support delivery center near Manila. |
| <b>Deal Data</b>           | USD 7.2 million  |

The acquisition will enable eTelecare to further develop its non-voice service offerings, including e-mail and chat, and add approximately 1,000 employees in the Philippines.

#### 12. Aspen Marketing Services acquires Newgen Results Corp.

|                            |  |
|----------------------------|--|
| <b>Investor / Acquirer</b> | Aspen Marketing Services   |
| <b>Target company</b>      | Newgen Results Corp., subsidiary of TeleTech Holdings (NASDAQ: TTEC) |
| Location                   | San Diego, US  |
| Revenues                   | <i>Not Available</i>   |
| Customers                  | Automotive companies, roughly 1800 auto dealerships                  |
| Number of employees        | Around 125   |
| Specialization             | Automotive CRM services' provider                                    |
| <b>Deal Data</b>           | <i>Not Available</i>   |

Aspen executives said they aim to enhance their company's existing CRM services for the automotive industry with those of the vertical-specific Newgen. The move will further boost Aspen's current multi-channel offerings.



### 13. Tricom acquires Apex Document Solutions for USD2 mln

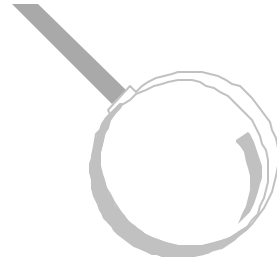
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|----------------------------|--|
| <b>Investor / Acquirer</b> | Tricom India   |
| <b>Target company</b>      | Apex Document Solutions  |
| Location                   | Austin, Texas  |
| Revenues                   | <i>Not Available</i>   |
| Customers                  | Firms which require litigation support services  |
| Number of employees        | <i>Not Available</i>   |
| Specialization             | Apex Document Solutions is a service provider of litigation support service. They specialize in Coding, Data Manipulation and Electronic Discovery |
| <b>Deal Data</b>           | USD 2 million  |

The acquisition will enable Tricom to enhance the value chain in the Litigation Support Vertical by offering a full suite of both on-site and offshore engagement models and widen its market presence. Tricom India is leveraging the network of Apex Document Solutions to reach out to the law firms in the US.

### 14. Paychex acquires BeneTrac

|                            |   |
|----------------------------|---|
| <b>Investor / Acquirer</b> | Paychex, Inc. (NASDAQ:PAYX)   |
| <b>Target company</b>      | BeneTrac  |
| Location                   | San Diego, US   |
| Revenues                   | <i>Not Available</i>  |
| Customers                  | Clients which require payroll administration support  |
| Number of employees        | <i>Not Available</i>  |
| Specialization             | BeneTrac offers benefits administrators numerous capabilities, including the ability to conduct open enrollment sessions online, access to numerous standard and customizable reports, and integration with payroll. Additionally, BeneTrac's self-service portal helps meet employees' desire to access their benefits information at any time online. |
| <b>Deal Data</b>           | <i>Not Available</i>  |

BeneTrac's software will compliment Paychex's current benefits services, particularly for Paychex Major Market Services clients.



## Venture Capital Funding:

**1. Aptara gets \$23 million in fresh funding**

|                             |  |
|-----------------------------|--|
| <b>Investor / VC Agency</b> | American Capital Strategies  |
| <b>Company</b>              | Aptara (formerly Techbooks)  |
| Location                    | Virginia, US   |
| Specialization              | Publishing services  |
| <b>Funding Details</b>      | \$23 million<br>Series B funding. The first round of funding of \$45 million was from the same investor in 2005. |

**1. SDD Global raises \$2 million**

|                             |  |
|-----------------------------|--|
| <b>Investor / VC Agency</b> | SFP Priority Co., Ltd  |
| <b>Company</b>              | SDD Global Solutions   |
| Location                    | India  |
| Specialization              | Legal services outsourcing   |
| <b>Funding Details</b>      | First round of \$2 million, to be followed by subsequent rounds on an as-needed basis. |

## VC Exit:

**1. eClerx plans IPO**

|                       |  |
|-----------------------|--|
| <b>Company</b>        | EClerx   |
| Location              | Mumbai, India  |
| Specialization        | Knowledge process outsourcing  |
| <b>Nature of Exit</b> | The company plans to raise Rs.10 billion (USD 25 million) through an IPO on the Indian stock exchanges. Burwood Ventures holds around 21 per cent in this company. |
| <b>Exit Details</b>   | Initial Public Offering  |



## About ValueNotes

ValueNotes Database is a leading provider of business intelligence and research, with expertise across selected domains and types of customer needs. Working with clients across the globe we have significant understanding of international markets.

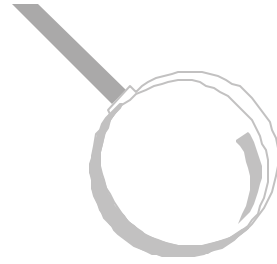
The ValueNotes Outsourcing Practice is one of the largest information providers on the outsourcing industry. Our Outsourcing Practice uses a comprehensive, analytical framework providing fresh insights into the fast emerging and yet, complex outsourcing space. We extensively track the outsourcing space in-depth through a regular analysis of news and events and continuous primary research and contact with the industry.

### Research Publications

Our publications combine our extensive research experience and knowledge of the outsourcing space to bring you unparalleled insights and analysis. We continuously track all news and events in the outsourcing industry, and supplement this with extensive primary research from vendors, customers, consultants and other experts in the outsourcing space. Over time, we aim to provide a wide range of publications with differing levels of depth for the needs of different audiences.

A list of our recent publications is as follows:

- Offshoring Legal Services to India – An Update [July 2007, 96 pages, US\$625]
- Offshoring in the Publishing vertical – An Update [May 2007, 72 pages, US\$625]
- Contract Research Opportunity for the Indian Pharmaceutical Industry [April 2007, 129 pages, US\$1200]
- US Healthcare Revenue Cycle Management: Offshoring of Medical Coding and Billing Services [February 2007, 50 pages, US\$395]
- Offshoring Tax Returns Preparation to India [November 2006, 115 pages, US\$495]
- Insurance Outsourcing: India Gains Momentum As Offshoring Intensifies: Trends, Insights and Key Vendor Profiles [October 2006, 85 pages, US\$395]
- Banking and Financial Services Offshoring: From Transaction Processing to Analytics [July 2006, 90 pages, US\$495]
- Offshoring of Automotive Design and Engineering Services to India [July 2006, 74 pages, US\$495]
- The US Medical Transcription Industry: Perspective on outsourcing and offshoring [May 2006, 88 pages, US\$395]



#### Recent Custom Projects

In the outsourcing space, some of our recent assignments have included:

| Target Intelligence   | Market Intelligence  |
|---|--|
| <ul style="list-style-type: none"> <li>▪ Evaluation and Benchmarking of vendors in the legal publishing industry</li> <li>▪ Benchmarking for an Engineering Design Outsourcing operation</li> <li>▪ Industry Overview and Partner Due Diligence in Medical Transcription</li> <li>▪ Detailed profiles on global IT/BPO service providers</li> </ul>         | <ul style="list-style-type: none"> <li>▪ Study of captive units of global banking and financial services organizations</li> <li>▪ Opportunity Assessment Study: Canada as a near-shore destination</li> <li>▪ Opportunities for venture capital and private equity investment in India's IT sector</li> </ul>  |
| Entry / Implementation Strategy   | Country Analysis / Comparison  |
| <ul style="list-style-type: none"> <li>▪ Study to analyze market-size and acceptance for an auditing solutions provider company.</li> <li>▪ Cost analysis for a legal outsourcing vendor</li> <li>▪ Setting up a captive Offshore operation for a Financial Services firm</li> <li>▪ Human Resources manual for a financial services captive BPO</li> </ul> | <ul style="list-style-type: none"> <li>▪ Comparative Analysis of large IT services &amp; BPO vendors in the US and India</li> <li>▪ Competitive assessment of Call Center locations – India, Philippines, Jamaica, South Africa and Mexico</li> <li>▪ Comparison of India vs./ China: Telecom Software</li> <li>▪ Study of IT vendors in Poland, Hungary and Czech Republic</li> </ul> |

Note: This is not a complete list

To learn more about the ValueNotes Outsourcing Practice or provide us with your feedback on this research, please contact us at:

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