

StarTek Awards

- Forbes Magazine Best Small Companies for 2002.
 Published October 10, 2002
- Business Week Magazine
 100 Best Small Companies.
 Published May 29, 2000
- Fortune Magazine 100 Fastest-Growing Companies. Published September 4, 2000
- Inc. Magazine Hall of Fame.
 Presented May 21, 1994 (awarded to companies listed in Inc. 500 Fastest Growing Companies for 5 consecutive years)
- Customer Interaction Solutions Magazine
 Top 50 Teleservices Agencies.
 Published May 2003
- Denver Business Journal
 Colorado's Top 100 Public Companies.

 Published October 20, 2000
- Deloitte & Touche 2000, 2001, 2002 Colorado Technology Fast 50.
- Laramie Area Chamber of Commerce Corporate Community Service Award.
 Presented January 22, 2003
- Cornwall Chamber of Commerce 2002 Business of the Year.
 Presented February 22, 2003
- Texas Workforce
 Distinguished Employers of the Year 2000.

 Presented September 11, 2000
- Denver Post Top 100 Colorado Companies.
 Published August 13, 2000



Our People Put The Pieces Together...



Mission Statement

StarTek's mission is to challenge existing business processes and develop value-added services that drive client profitability and customer loyalty and create a profitable and growing business for our stockholders and an environment for our employees which offers career growth and a family-friendly culture.





Letter to Our Stockholders



We are pleased to report our results for the fiscal year ended December 31, 2002, a year of growth and transition for StarTek. Our revenue was \$207.9 million, a record high for the Company, increasing 14% over revenue of \$182.6 million in 2001. Earnings per fully diluted share were \$1.32 before an investment impairment charge compared to \$1.02 in the prior year before an impairment charge. This represents a growth in operating earnings of 29% over the prior year, a significant achievement in a very difficult economic environment.

Our success was fueled by outstanding operational execution, investments in productivity improvements, and excellent customer service that drove our top line and margin growth. Growth in revenue was the result of success in our technical support services, and we also attracted new clients, which helped diversify our revenue streams.

The StarTek Advantage System was created to promote a continuous improvement culture in our client-focused management system and adds value for our clients by eliminating waste and reducing cycle time. The ability of StarTek's people to meet and exceed expectations is the result of well-engineered processes designed to fulfill client needs.

From a management and infrastructure perspective, 2002 was a year of great transition in which we added many new people and retained key talent in the organization. These personnel additions and creation of two new functions were designed to strengthen and deepen our relationships with existing and new clients and are important components of our future strategic direction. A new Client Services Organization was formed to address the on-going needs of our



major clients so that each account has a dedicated team of experienced business professionals who acts as an advocate for each client with the Company.

Strategic planning was a significant focus for us during the year. To build upon our existing business, we evaluated the markets served, available opportunities and our internal strengths. A three-year strategic plan has been developed that will now be the focus of our efforts in the future. Seven key objectives will be our driving force centering around developing new markets, improving productivity, building a growth oriented information technology architecture, attracting and retaining the best personnel, growing our international business, and creating a work environment where our corporate values drive individual behavior. Achieving these key objectives will be reflected in long-term growth and increased profitability.

The management transition, redirection, and refocus is largely complete. The new team is in place to implement against our strategic plan, and we are optimistic about our potential. We are very proud of our employees for their efforts and enthusiasm in making 2002 a year of progress, because their contributions are the reason for our success.

We look forward to building on the momentum of 2002 to deliver even better results in the years ahead.

A. Emmet Stephenson, Jr. Chairman of the Board

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William E. Meade, Jr.
President and Chief Executive Officer



Our Company

StarTek provides outsourced business process services to some of the most renowned telecommunications, software, and high-end consumer products companies in the world. Why does such an elite list of companies trust their business and most-valued customers to StarTek? The reason is simple. We deliver world-class outsourced services that answer the demands of global businesses in fiercely competitive markets.

Our operational capacities, scalability, and flexibility are exceptional and are aligned with 21st century marketplace dynamics. Clients benefit from an unyielding commitment to quality, innovative process, uncommon dedication, and competitive pricing.

StarTek's business process management services include supply chain management and fulfillment services, multi-lingual technical support and customer care teleservices, and provisioning management services. The Company's clients are in software technology, consumer products, Internet, e-commerce, and telecommunications industries.

StarTek has seventeen facilities including six facilities in Colorado, four in Canada, and one each in Illinois, Oklahoma, Tennessee, Texas, and Wyoming. International services are performed from two facilities in the United Kingdom.





What is the StarTek Advantage System?

The StarTek Advantage System is an integrated, client-focused management system that provides a disciplined approach to continuous improvement. It is a suite of tools and a "best of the best" foundation that integrates key business requirements with a client-centric orientation. The StarTek Advantage System is comprised of strategic planning, customer relationship management, measurement and analysis systems, process management, and an integrated human resources development and management system.

The StarTek Advantage System focuses on these key areas:

- Effective process design.
- Electronic linkage to clients and suppliers.
- Consistent and predictable operational performance.
- Evaluation and continuous improvement.
- Process agility, cost reduction, and reduced cycle time.

Through the application of the StarTek
Advantage System, we are able to create value
for all key stakeholders and to align our overall
organizational strategy with continuous cost
reduction and increased efficiency for clients.





StarTek Advantage System Assures Quality through Continuous Improvement Systems and ISO 9002

StarTek has a permanent commitment to client success, and the newly-introduced StarTek Advantage System is a manifestation of that commitment. It is a continuous improvement program that is applied to both the Company's internal processes as well as to its client's work. The StarTek Advantage System measures and analyzes performance and knowledge to drive improvement, operational efficiency and organizational competitiveness.

StarTek has been ISO-certified since 1995. A total of 147 processes have been documented to offer clients service consistency, irrespective of facility or continent. ISO 9002 requires the Company to provide written work instructions and detailed job descriptions, as well as corrective and preventive action procedures. StarTek is also involved with Six Sigma quality programs and is a sustaining member of the American Society of Quality.

Cost-Effective Results through Web-Enabled Systems

StarTek helps clients achieve competitive advantages in their markets while simultaneously reducing costs. Our clients typically have critical, complex market support requirements, and it is common for StarTek to cut client time to market by weeks while reducing overall outsourcing expenses by 30% to 40%. Each service offering utilizes the latest technology and web-enabled systems information portals that offer clients real time account status and transaction activity.





Implement Faster and More Accurately

StarTek's implementation process is designed for speed as well as accuracy. In many cases, program implementations are 25% to 40% faster than competitors and are accompanied by accuracy levels exceeding client benchmarks and equating to millions of dollars in market place advantage. StarTek has a proven track record of helping clients that are in time-sensitive situations because of our ability to scale capacity to open facilities quickly with quality employees and competitive pricing. This capacity results, in part, from the Company's financial strength. StarTek has substantial liquid assets giving it the remarkable ability to meet client objectives by making investments in equipment, sites, and personnel.



While we have the expertise and power to answer the needs of many of the world's largest and most demanding companies, StarTek's corporate culture is unusually flexible in responding to client market opportunities. StarTek continuously seeks to understand the marketplace and listens carefully to the voices of our clients and their customers by focusing on meeting their expectations and by being easy to do business with. Client satisfaction and dissatisfaction provide vital information, not only on their views, but also on their marketplace behavior.

Before StarTek can achieve service excellence, we must first understand what excellence means. Together, clients and StarTek define the precise criteria for the delivery of superior performance. Expectations are carefully developed, quantified, and agreed upon. Continual monitoring of performance against this quantified standard is without guesswork; therefore every client can monitor daily performance against an explicit benchmark.





Dedicated Client Service Leaders

StarTek's account managers understand service excellence. In a highly customized approach to account management, the Company's resources and operational expertise are matched to client needs. Each account has a dedicated team of experienced business professionals with many years of relationship management training and industry knowledge in the industry in which they operate. Client service managers act as client advocates within StarTek and make certain that client communications are open, ongoing, and constructive. The client feedback systems and quarterly performance reviews are an easy-to-use communications channel to measure goal achievement.

"Striving for continuous improvement is part of our corporate culture."

Strategic Thinkers and Thought Partners

Partnership with clients is a core strategy that goes beyond superficial order taking to the level of strategic thinking and thought partnership. This anticipatory and preemptive process focuses attention, not just on the present, but the future needs of our clients' businesses. Such insight allows for a unique perspective enabling StarTek to get the job done better, faster, and at a competitive price. By aligning our skills with our clients' competencies, clients can differentiate themselves from their competitors.



"We maximize opportunities for client success."







Support and Training

The more than 5,000 enthusiastic StarTek employees are an indispensable ingredient in StarTek's success. Our employees are dedicated, dynamic, and diverse. Employee teams receive continuous training, and as a result, they are trained to accept responsibility for client performance which leads to accountability and success in implementing service programs.

Strategic Worldwide Locations

The worldwide service needs of clients are being met from 17 StarTek locations in North America and Europe. Each location maintains geographical and operational synergy with the others, giving clients go-to-market flexibility and proximity. The international team is developing new services to meet our clients' strategic needs globally.





Business Process Service Offerings

Technical Support and Customer Care Teleservices

StarTek provides multi-lingual technical support and customer care teleservices 24 hours per day, 7 days per week, 365 days a year. Complete computer telephony integration is in place to provide the fastest, most client-centric service possible, and support centers are strategically located to take advantage of quality work forces and highly competitive wage rates. Cost savings are shared with clients.

Our advanced telecommunications switches and global digital hub provide international connectivity and communications by whatever protocols and messaging tactics are needed. Over the years, clients have usually rated StarTek their number one technical support vendor, often outperforming the client's internal technical support resources.

Here is a sample of what StarTek offers:

- Innovative inbound applications specialized to exacting business demands and e-commerce requirements.
 - Credit card processing, cashiering, tax, and funds management.
 - · Abundant bandwidth combined with exceptional scalability.
 - Tested disaster-recovery plans and the latest mirroring and redundant systems technologies.
 - Multiple language capabilities.
 - Intelligent scripting, answering, call routing, and interactive voice response.
 - Personalized, "high touch" web-enabled client relationship management.
 - Single integrated view of clients across all channels.
 - Robust screen pop ups with simultaneous data and voice transfer.
 - Client-centric, real time, client information portal to view operations and status.
- Intense and continual client services training and daily individual coaching.

Supply Chain Management

StarTek offers cost effective supply chain management services that deliver on-time solutions in a just-in-time world. StarTek has extensive expertise and facilities to take on extremely large packaging and materials fulfillment projects with tight deadlines. With proper rampup, volumes of more than 300,000 complex kit assemblies can be completed in a day. From conception to product delivery, the supply chain team will set up the initial processes and deliver product to client customers anywhere in the world.

StarTek specializes in developing custom applications to solve unique client demands. Some of which are:

- Innovative vendor management and short run production systems for diverse manufacturing and distribution intensive industries.
- Same day custom assembly and packaging of complex, multiple component kits either on a turnkey, pack-out, or short run basis.
- Warehousing management incorporating precise inventory management and real-time material tracking.
- Management of just-in-time product literature and marketing material fulfillment worldwide, providing all forms of pick-pack-ship.
- Printing of package components such as warranty or registration cards, booklets, manuals, and brochures and retail cartons.
- Real-time web-enabled reporting and online client data access, including customer information portals.
- Fully integrated and carrier-certified shipping and manifest systems.
- Complete return, exchange, inventory jobbing/refurbishment and repackaging processing.







Provisioning Management

One of StarTek's special services is provisioning management which is the outsourced management of complex mission-critical sets of activities that relate to a number of fulfillment requirements. Provisioning management is discretely defined and multi-step, requiring precision execution, meticulous attention to detail, and characterized by repetitive management and status monitoring. The services are customized with a high level of personalization to all touch points whether they are clients, client's customers, or third parties. Currently, StarTek provides provisioning management services for 3,500 business customers for a global telecommunications company.

New Business Process Management Services

- Insurance claims resolution or processing.
- Comprehensive customer service management and technical assistance to telecom and technology companies.
- Scheduling, installation, monitoring, and process control of end-user customer processes.
- Purchase management and inventory control.





StarTek's global outsourced services are managed from our international facilities in the United Kingdom. Focusing on specialized skills in several marketplaces, including technology, software, leisure and media, public sector, and telecommunications, international clients benefit from the same unyielding commitment to quality, innovative processes, and uncommon client dedication that StarTek offers its domestic clients.

The International team provides three blended service offerings:

Supply Chain Management Services

- Promotional campaign kitting and assembly.
- Promotional response fulfillment.
- Order entry and product distribution.
- Document storage and literature fulfillment.

Technical Support and Customer Care Services

- Multi-lingual technical e-customer support.
- Computer support help-line.
- Customer service and order tracing.

Information Technology Services

- Global website hosting and management.
- E-catalog creation and online shopping support.
- Secure infrastructure design and implementation.
- Systems Integration.







Dollars in thousands, except per share data

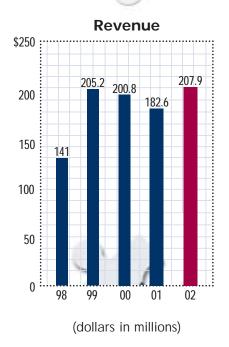
	2000	2001	2001		2002	
		Actual	Adjusted (1)	Actual	Adjusted (2)	
Operations:		(1	(unaudited)		(unaudited)	
Revenues	\$200,750	\$182,576	\$182,576	\$207,864	\$207,864	
Operating profit	26,171	19,016	19,016	28,297	28,297	
Net income	19,420	4,871	14,420	15,166	19,018	
Earnings per share (diluted)	1.36	0.34	1.02	1.05	1.32	
Depreciation and amortization expense	5,482	6,898		9,220		
Capital expenditures, net	\$8,625	\$19,008		\$5,839		
Approximate number of full-time equivalent employees	e 2,574	4,225		4,800		
Financial Position at Year	End:					
Total assets	\$122,283	\$129,153		\$140,421		
Long-term debt, net of current portion	5,505	8,201		4,261		
Stockholders' equity	\$91,964	\$95,609		\$114,594		
Long-term debt to total assets	4.50%	6.35%		3.03%		
Book value per basic share	\$6.55	\$6.80		\$8.10		
Cash and investments per basic share	\$3.92	\$3.56		\$4.04		
Weighted average shares outstanding (basic)	14,016,851	14,053,484		14,140,765		
Weighted average shares outstanding (diluted)	14,279,409	14,168,044		14,385,389		

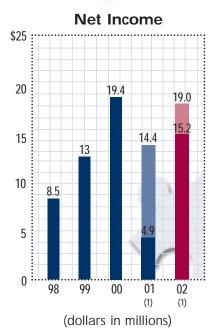
There were approximately 3,133 stockholders at March 10, 2003.

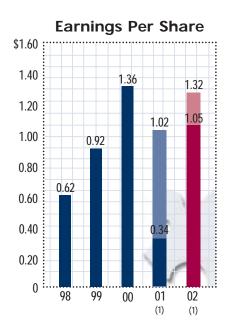
⁽¹⁾ In 2001, these results exclude the loss on impaired investments net of tax \$9.5 million or \$0.68 per diluted earnings per share. See reconciliation from actual to adjusted results on page 18.

⁽²⁾ In 2002, these results exclude the loss on impaired investments net of tax \$3.9 million or \$0.27 per diluted earnings per share. See reconciliation from actual to adjusted results on page 18.

Performance Highlights







(1) The Company recognized investment impairments net of tax \$9.5 million in 2001 and \$3.9 million in 2002. The lighter section of the bar represents unaudited adjusted results. See reconciliation from actual to adjusted results on page 18.



Selected Financial Data

The following selected financial data should be read in conjunction with the consolidated financial statements and notes thereto set forth in "Appendix C" to the Proxy Statement delivered in conjunction with the Company's 2003 Annual Meeting of Stockholders. Additionally, the following selected financial data should be read in conjunction with "Management's Discussion and Analysis of Financial Condition and Results of Operations" set forth in "Appendix A" to the Proxy Statement delivered in conjunction with the Company's 2003 Annual Meeting of Stockholders.

Statement of Operations Dat (dollars in thousands,	a:	Year Ended December 31,						
except per share data)	1998	1999	2000	2001	2002			
Revenues	\$ 140,984	\$ 205,227	\$ 200,750	\$ 182,576	\$ 207,864			
Cost of services	115,079	166,880	153,629	137,622	157,005			
Gross profit	25,905	38,347	47,121	44,954	50,859			
Selling, general and administrative expenses	14,714	20,338	20,950	25,938	22,562			
Operating profit	11,191	18,009	26,171	19,016	28,297			
Net interest income and other Loss on impaired investments	2,254	2,814	4,655	4,318 (15,452)	1,986 (6,210)			
Income before income taxes	13,445	20,823	30,826	7,882	24,073			
Income tax expense	4,901	7,800	11,406	3,011	8,907			
Net income	\$ 8,544	\$ 13,023	\$ 19,420	\$ 4,871	\$ 15,166			
Earnings per share:	¢ 0 / 2	¢ 0 04	¢ 1 20	ф O 2F	¢ 1 07			
Basic Diluted	\$ 0.62 \$ 0.62	\$ 0.94 \$ 0.92	\$ 1.39 \$ 1.36	\$ 0.35 \$ 0.34	\$ 1.07 \$ 1.05			
Diluted	\$ 0.02	Ф U.92	Ф 1.30	\$ 0.34	\$ 1.05			
Weighted average shares outstanding:								
Basic	13,828,571	13,874,556	14,016,851	14,053,484	14,140,765			
Diluted	13,828,571	14,139,149	14,279,409	14,168,044	14,385,389			
Selected Operating Data: Capital expenditures,	¢ 12.027	¢ 12 F01	ф O / OF	¢ 10.000	ф F 020			
net of dispositions	\$ 13,927	\$ 12,591	\$ 8,625	\$ 19,008	\$ 5,839			
Depreciation and amortization	\$ 2,852	\$ 4,715	\$ 5,482	\$ 6,898	\$ 9,220			
Balance Sheet Data (Decemb	er 31):							
Working capital	\$ 38,336	\$ 40,214	\$ 56,146	\$ 59,129	\$ 80,379			
Total assets	80,201	101,435	122,283	129,153	140,421			
Total debt	4,225	7,424	11,497	11,806	6,482			
Total stockholders' equity	\$ 54,133	\$ 71,046	\$ 91,964	\$ 95,609	\$ 114,594			
Selected Unaudited Adjusted Operating Data: (dollars in thousands,	Year Ende	ed December 3 2001	31,	Year Ended December 31, 2002				
except per share data) Historical net income		\$ 4,871			\$ 15,166			
Add back: loss on impaired investments		15,452			6,210			
Less applicable income tax expens	S _P	(5,903)			(2,358)			
Adjusted net income		\$ 14,420	_		\$ 19,018			
Earnings per share:		4,			ψ / .			
Basic		\$ 1.03			\$ 1.34			
Diluted		\$ 1.02			\$ 1.32			
Weighted average shares outstand	ling							
Basic		14,053,484			14,140,765			
Diluted		14,168,044			14,385,389			

Report of Independent Auditors on Condensed Consolidated Financial Statements

The Board of Directors and Stockholders StarTek, Inc.

We have audited, in accordance with auditing standards generally accepted in the United States, the consolidated balance sheets of StarTek Inc. and subsidiaries at December 31, 2002, 2001 and 2000 and the related consolidated statements of income, stockholders' equity, and cash flows for each of the three years in the period ended December 31, 2002 (not presented separately herein) and in our reports dated February 14, 2003 and February 14, 2002, we expressed an unqualified opinion on those consolidated financial statements. In our opinion, the information set forth in the accompanying condensed consolidated financial statements is fairly stated in all material respects in relation to the consolidated financial statements from which it has been derived.

ERNST & YOUNG LLP

Denver, Colorado February 14, 2003



Condensed Consolidated Statements of Operations

dollars in thousands, except per share data

	Year Ended December 31,				
	2000	2001	2002		
Revenues	\$ 200,750	\$ 182,576	\$ 207,864		
Cost of services	153,629	137,622	157,005		
Gross profit	47,121	44,954	50,859		
Selling, general and					
administrative expenses	20,950	25,938	22,562		
Operating profit	26,171	19,016	28,297		
Net interest income and other	4,655	4,318	1,986		
Loss on impaired investments		<u>(15,452)</u>	(6,210)		
Income before income taxes	30,826	7,882	24,073		
Income tax expense	11,406	3,011	8,907		
Net income	\$ 19,420	\$ 4,871_	\$ 15,166		
Earnings per share:					
Basic	\$ 1.39	\$ 0.35	\$ 1.07		
Diluted	\$ 1.36	\$ 0.34	\$ 1.05		
Weighted average shares outstanding	:				
Basic	14,016,851	14,053,484	14,140,765		
Diluted	14,279,409	14,168,044	14,385,389		



Condensed Consolidated Balance Sheets

dollars in thousands			
		December 31,	
	2000	2001	2002
Assets			
Current assets:			
Cash, cash equivalents,			
and investments	\$54,956	\$50,086	\$57,165
Trade accounts receivable, net	20,399	26,185	37,232
Inventories	1,946	2,614	1,463
Other current assets	2,644	4,668	5,593
Total current assets	79,945	83,553	101,453
Property, plant and equipment, net	29,891	42,017	38,797
Long-term deferred tax assets		3,533	110
Investment in, and notes from,			
affiliate and other	12,447	50	61
Total assets	\$122,283	\$129,153	\$140,421
Liabilities and Stockholders' Equity			
Current liabilities:			
Accounts payable and			
accrued liabilities	\$14,337	\$18,335	\$18,391
Other current liabilities	9,462	6,089	2,683
Total current liabilities	23,799	24,424	21,074
Long-term debt	5,505	8,201	4,261
Other	1,015	919	492
Stockholders' equity	91,964	95,609	114,594
Total liabilities and			
stockholders' equity	\$122,283	\$129,153	\$140,421

Condensed Consolidated Statements of Cash Flows

dollars in thousands

		Year Ended December 31,	
	2000	2001	2002
Net income	\$ 19,420	\$ 4,871	\$ 15,166
Adjustments to net income,			
primarily net purchases of trading			
securities, changes in net operating			
assets, depreciation and			
amortization, and taxes	(8,368)	20,997	5,975
Net cash provided by operating			
activities	11,052	25,868	21,141
Net cash used in investing activities	(5,292)	(34,465)	(18,962)
Their easir asea in investing activities	(3,272)	(34,403)	(10,702)
Net cash provided by financing activities	4,777	1,128	(3,739)
Effect of exchange rate changes on cash	63	(792)	421
Net (decrease) increase in cash and			
cash equivalents	10,600	(8,261)	(1,139)
Cash and cash equivalents at			
beginning of year	11,943	22,543	14,282
Cash and cash equivalents at			
end of year	\$ 22,543	<u>\$14,282</u>	\$13,143

Officers and Directors

A. Emmet Stephenson, Jr.

Chairman of the Board and Director StarTek, Inc. President Stephenson and Company

William E. Meade, Jr.

President, Chief Executive Officer and Director StarTek, Inc.

Lance Zingale

Executive Vice President Chief Operating Officer StarTek, Inc.

David I. Rosenthal

Executive Vice President Chief Financial Officer Secretary and Treasurer StarTek, Inc.

E. Preston Sumner, Jr.

Executive Vice President StarTek Advantage Systems StarTek, Inc.

Hank Brown

Director
StarTek, Inc.
President and Chief Executive Officer
The Daniels Fund

Michael W. Morgan

Vice Chairman of the Board and Director StarTek, Inc.

Jack D. Rehm

Director
StarTek, Inc.
Retired Chairman
Meredith Corporation

Ed Zschau

Director
StarTek, Inc.
Visiting Lecturer
Princeton University

Stockholders' Information

Headquarters

StarTek Inc.

100 Garfield Street Denver, Colorado 80206 Telephone: (303) 361-6000

Internet Address

startek.com

Auditors

Ernst & Young LLP Denver, Colorado

Transfer Agent

UMB Bank P.O. Box 410064 Kansas City, Missouri 64141-0064

Dividend Policy

StarTek currently intends to retain all earnings to finance continued growth of its business and does not expect to pay any dividends in the foreseeable future.

Stock Listing

Symbol: SRT

New York Stock Exchange
Chicago Stock Exchange
Pacific Exchange
Boston Stock Exchange
Philadelphia Stock Exchange
Berlin Stock Exchange in Germany

Proxy Statement and Form 10-K

In an effort to provide stockholders with more effective financial communication, StarTek has provided selected financial data in the summary annual report. Complete Consolidated Financial Statements (including unaudited quarterly data), Management's Discussion and Analysis of Financial Condition and Results of Operations, and Quantitative and Qualitative Disclosure about Market Risk can be found in the accompanying Proxy Statement or in the Form 10-K, which is available (without exhibits) without charge upon request to the office of the Chairman at (303) 399-2400.

Market Price of Common Stock

	2000		20	001	20	2002		
	High	Low	High	Low	High	Low		
First Quarter	\$76.00	\$28.625	\$19.66	\$11.60	\$24.93	\$16.70		
Second Quarter	79.25	44.1875	22.60	13.20	26.75	21.83		
Third Quarter	52.75	28.875	26.60	15.81	26.17	21.00		
Fourth Quarter	31.50	11.75	19.75	15.23	27.99	20.61		

