



Press Release

TP Introduces 'Future Forward' Strategy to Accelerate Transformation and Growth

- **'Future Forward': a new strategic plan to transform TP**, bringing together human expertise with technology to expand total addressable market and create new business opportunities
- **Launches TP.ai FAB**: an integrated technology platform to safely orchestrate AI, human experts and technology at scale
- **Acquires "Agents Only"** to strengthen position in next-generation AI data services through on-demand AI-enabled crowdsourcing platform
- **TP and Carnegie Mellon University forge alliance** to accelerate applied research for **AI-Human augmentation**
- **Provides robust medium-term outlook (2026-2028)**, targeting growth and increase in profitability net of AI investment, strong net free cash flow generation of ~€3 billion, a solid financial structure, and significant return of ~€1.5 billion to shareholders or ~50% of net free cash flow
- **TP hosts Capital Markets Day in New York City today** at 9:00 AM ET / 3:00 PM CET

Paris, June 18, 2025 – **TP**, a global leader in digital business services, unveils 'Future Forward,' its new strategic plan at a **Capital Markets Day in New York City**. 'Future Forward' is TP's strategic initiative to become a next-generation, AI-enabled company. This encompasses fusing cutting-edge technology with human expertise to expand growth and deliver long-term value. By intelligently orchestrating AI with human empathy, judgement and expertise, TP aims to create competitive advantages for its clients through digital integrated business services.

TP is launching TP.ai FAB (Foundational AI Backbone), a proprietary AI orchestration platform designed to seamlessly integrate artificial intelligence, human expertise, and automation at scale. TP.ai FAB will underpin TP's three pillar growth strategy:

- growing the core business with AI: leveraging technology and AI to deliver enhanced client outcomes, strengthen value propositions, and accelerate growth.
- extending vertical plays: expanding industry-specific solutions, end-to-end AI-enabled offerings and scaling specialized services globally.
- unlocking new opportunities in AI: accelerating growth in markets across the AI value chain, focusing on data services, technology, consulting, and digital marketing.

TP plans to significantly invest over the next three years to accelerate AI deployment supported by a strengthened leadership structure to drive execution.

Together, these initiatives position TP to harness the full potential of its human and technological capabilities, expanding the Group's total addressable market, including new markets, scaling high-margin business models and delivering meaningful value to clients.

Daniel Julien, Founder and CEO of TP, commented: *"TP's growth story has always been shaped by bold pivots at key moments of industry disruption. With each wave of change, we have adapted, transformed and won. We have consistently demonstrated our ability to lead through transformation, setting the pace in a market where we continue to outperform. With our new strategic plan, rooted in a powerful human-AI hybrid approach and a resilient business model*

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powered by exceptional AI-ready teams and reinforced governance, we are well-positioned to achieve ambitious yet realistic financial goals and deliver long-term value for our shareholders.”

Thomas Mackenbrock, Deputy CEO of TP, added: *“TP is a global leader in digital business services with a strong track record. To build on this foundation and strengthen our long-term leadership, we are accelerating the transformation of the Group by harnessing the full potential of artificial and human intelligence. Our new strategic plan ‘Future Forward’, is designed to strengthen our core services portfolio, extend our vertical plays and capture new opportunities along the AI value chain. Our goal is clear: accelerate growth, expand margins and generate substantial cash flow to support strategic investments and return value to shareholders. This is the TP of tomorrow: the preferred AI-enabled strategic partner, creating relentless competitive advantage for our clients.”*

Expanding capabilities through strategic partnerships and acquisitions

TP is expanding its AI capabilities through strategic partnerships and acquisitions. The Group has launched an AI partnership program with planned investments of up to €100 million in 2025. This initiative has already led to collaborations with leading AI pioneers:

- **Sanas**, a real-time speech understanding company;
- **Parloa**, a leading AI agent management platform for customer service, and;
- **Ema**, a cutting-edge agentic AI platform.

TP also announced today the acquisition of “Agents Only”, an AI-enabled crowdsourcing platform for on-demand highly skilled domain experts across the world.

“Agents Only” provides a flexible talent infrastructure for the AI era, sourcing and managing thousands of AI-literate annotators, data scientists, and domain specialists. This acquisition will enhance TP’s access to certified professionals at scale, accelerating project delivery and improving service quality across data labeling, data annotation, and generative AI support activities. “Agents Only” and other new AI solutions will be seamlessly integrated into the TP.ai FAB platform to ensure scalability and speed to market.

For additional information on the acquisition of Agents Only, please refer to the press release issued today, June 18, 2025, [which can be found here](#).

TP and Carnegie Mellon University forge alliance to accelerate applied research for AI -Human augmentation

TP is joining forces with Carnegie Mellon University’s world-renowned School of Computer Science to accelerate AI research and innovation. To highlight this collaboration, Professor Martial Hebert, Dean of the School of Computer Science at CMU, is joining TP executives for a fireside chat at the Group’s Capital Markets Day, offering his perspective on the evolving landscape of AI.

Medium-term outlook for 2028

TP announces the following financial objectives for the next three years (2026-2028):

- Returning to sustained mid-single digit like-for-like¹ revenue yearly growth with 4-6% in 2028
- Recurring EBITA margin at ~15.5% in 2028, expected post AI transformation
- Generating cumulative net free cash flow of ~€3 billion including organic AI efforts incurred over 2026-2028

Capital allocation priorities over the period are as follows:

- Investing ~20% of the net free cash flow to accelerate investments in AI and transformation, including strategic partnerships and selective bolt-on acquisitions
- Further strengthening TP’s balance sheet with high financial flexibility and targeting net debt leverage ratio of 1.2x EBITDA in 2028
- Returning to shareholders ~50% of the net free cash flow or ~€1.5 billion, through dividends (dividend policy maintained) and share buybacks

¹ At constant scope and exchange rates

Capital Markets Day 2025 details

At TP's Capital Markets Day, CEO Daniel Julien, Deputy CEO Thomas Mackenbrock and members of the management team will present the Group's strategic priorities and medium-term financial outlook. An AI technology showcase, featuring TP's AI solutions and TP's AI partners solutions, will be presented at the event for in-person attendees.

The event begins at 9:00 am ET / 3:00 pm CET and can be viewed virtually here

<https://tp.engagestream.companywebcast.com/capital-markets-day-2025>

All the documentation related to the CMD is available on the Group's website (www.tp.com):

[Investor days: Events and publications | TP](#)

Disclaimer

All forward-looking statements are based on TP management's present expectations of future events and are subject to a number of factors and uncertainties that could cause actual results to differ materially from those described in the forward-looking statements. For a detailed description of these factors and uncertainties, please refer to the "Risk Factors" section of our Universal Registration Document, available at www.tp.com. TP undertakes no obligation to publicly update or revise any of these forward-looking statements.

Indicative investor calendar

Capital Markets Day:	June 18, 2025
First-Half 2025 Results:	July 31, 2025
Third-Quarter 2025 Revenue:	November 5, 2025

ABOUT TELEPERFORMANCE GROUP

Teleperformance (TEP – ISIN: FR0000051807 – Reuters: TEPRF.PA - Bloomberg: TEP FP), is a global leader in digital business services which consistently seeks to blend the best of advanced technology with human empathy to deliver enhanced customer care that is simpler, faster, and safer for the world's biggest brands and their customers. The Group's comprehensive, AI-powered service portfolio ranges from front office customer care to back-office functions, including operations consulting and high-value digital transformation services. It also offers a range of specialized services such as collections, interpreting and localization, visa and consular services, and recruitment process outsourcing services. The teams of multilingual, inspired, and passionate experts and advisors, spread in close to 100 countries, as well as the Group's local presence allows it to be a force of good in supporting communities, clients, and the environment. In 2024, Teleperformance reported consolidated revenue of €10,280 million (US\$11 billion) and net profit of €523 million.

Teleperformance shares are traded on the Euronext Paris market, Compartment A, and are eligible for the deferred settlement service. They are included in the following indices: CAC 40, STOXX 600, S&P Europe 350, MSCI Global Standard and Euronext Tech Leaders. In the area of corporate social responsibility, Teleperformance shares are included in the CAC 40 ESG since September 2022, the Euronext Vigeo Euro 120 index since 2015, the MSCI Europe ESG Leaders index since 2019, the FTSE4Good index since 2018 and the S&P Global 1200 ESG index since 2017.

For more information: www.tp.com.

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