

# Teleperformance Group overview

May 2022



# Disclaimer

All forward-looking statements reflect Teleperformance 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.teleperformance.com](http://www.teleperformance.com). Teleperformance undertakes no obligation to publicly update or revise any of these forward-looking statements.



# Contents

**01.** Teleperformance at a glance

**02.** First-quarter 2022 revenue

**03.** Outlook

**04.** Appendices

# 01. Teleperformance at a glance

*“Teleperformance is a global service company whose mission is to **reduce friction between companies and their customers on the one hand, and between administrations and citizens on the other, through the effective management of their daily interactions**”*

# Our Approach

## TP Cube

**TP Cube: a three-dimensional approach (services, verticals, geographies) to respond perfectly to the growing complexity of client demand all over the world**

### Customer and Citizen Experience Services

- Customer and citizen care
- Technical support
- Sales
- Accounts receivable
- Online interpreting

### Back-office Services

- Industry-specific services
- Content moderation (Trust & Safety)
- Security risk management
- Financial & accounting processes
- Visa application management

### Knowledge Services

- Operations consulting that ranges from customer experience design to business process optimization
- Advanced analytics solutions
- Digital solutions that enhance human productivity through Optical Character Recognition (OCR), Robotic and Cognitive Automation, among other technologies

### Geographies

- 88 countries
- 170 markets
- 265+ languages
- Global and flexible delivery model (smart & cloud shoring)



### Main client verticals

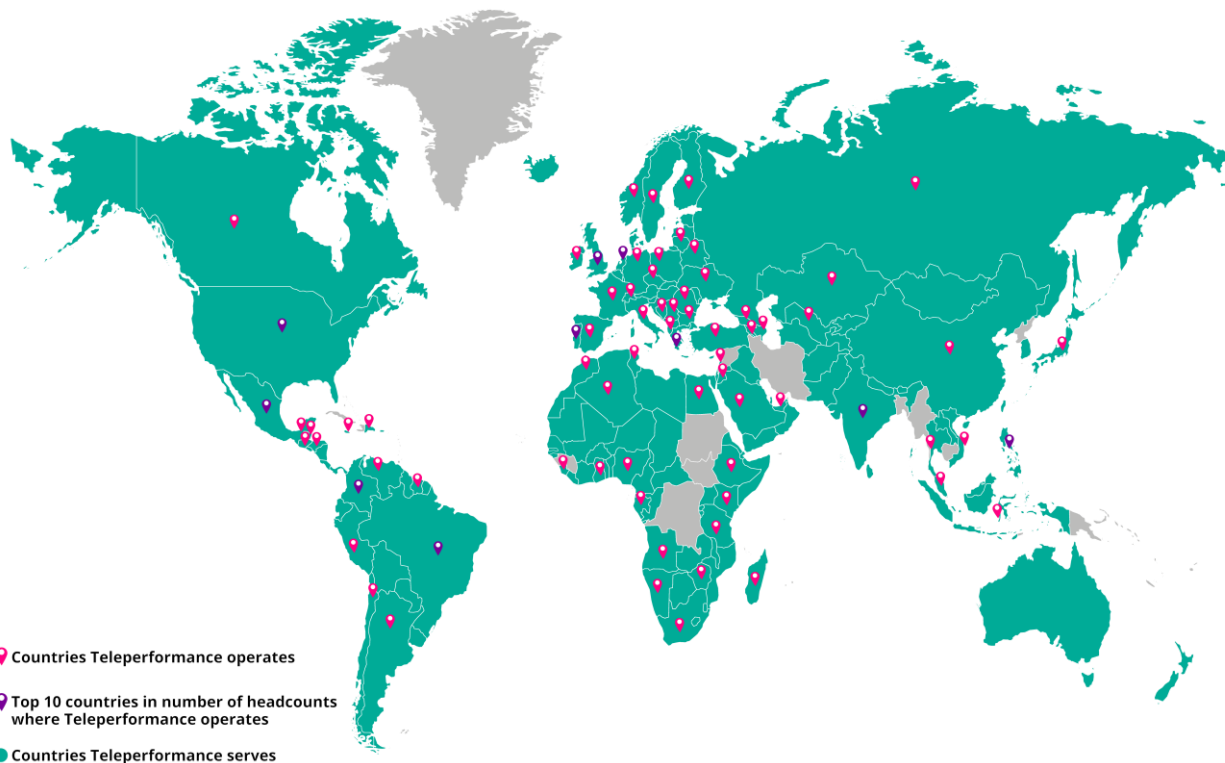
- Governments
- Travel agencies, hospitality, transportation
- Retail, e-commerce
- Energy
- Social media, entertainment, gaming
- Healthcare
- Financial services
- Technology
- Telecommunications

Omnichannel, digital and integrated business services



# Geographies: a unique global position

# 1 global outsourcing leader for customer and citizen experience



\* For Core Services & D.I.B.S activities; > 30, 000 clients for the total Group including individual clients in Specialized Services

**420k**  
People

**~70%**  
Working  
from home

From  
**88**  
countries

In  
**265+**  
languages

Serving customers and citizens  
on behalf of brands and  
governments respectively

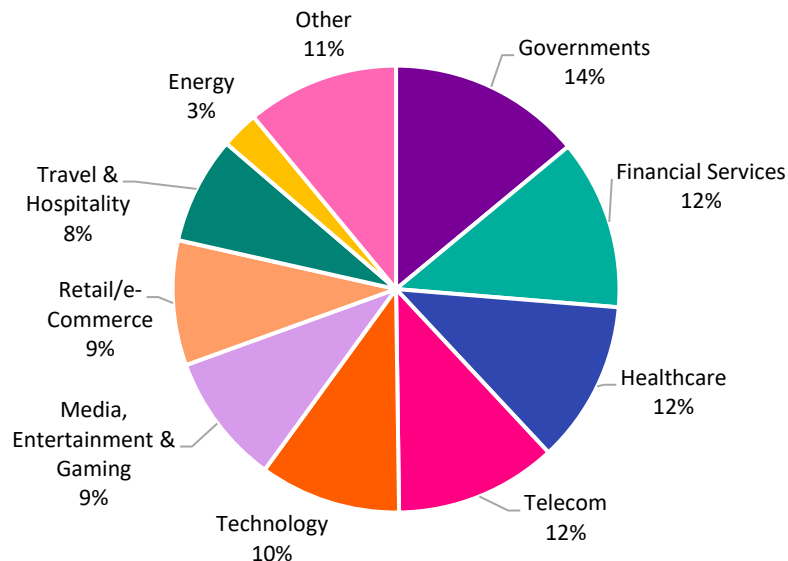
For  
**1000+**  
Clients\*

In  
**170**  
markets

# Client verticals

Diversified in high growth and digitized verticals

## % revenue by vertical in 2021



## % revenue\* generation with the New economy brands (2013-2021)



## Teleperformance priorities

-  Helping disrupted companies to navigate the digital transformation
-  Being the natural partner of disruptors companies to help them deal with the "frictions" of the real
-  Doing the right acquisitions to accelerate verticalization: Health Advocate & Senture

\* Based on Core Services & D.I.B.S. revenue excluding Covid support contracts in 2021



# Our 2022-2025 strategy

## Teleperformance priorities



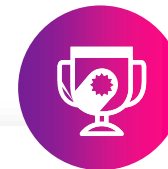
**Verticalization  
by client sectors**  
(specialization)  
based on  
expertise,  
solutions and  
delivery centers  
of excellence



**Additional new  
lines of services**  
linked to  
transformational  
trends



**One-stop shopping  
offering:**  
**Operating consulting  
in customer  
experience,  
front/mid/back-  
office + “as a  
service” solutions**



**Complementary  
acquisitions of  
“successful  
companies” in  
terms of growth  
and results**

# Our Objectives (2022-2025)

**In an exponentially transformative environment, Teleperformance maintains and expands its global # 1 leadership in outsourced customer and citizen experience management & advanced related services**

## 2025 Financial Objectives

**Revenue >  
€10 billion**

at constant scope of consolidation

Additional revenue  
contribution from specific  
**high-profile acquisitions  
for €1 to €2 billion**

**EBITA margin  
of 16%**

# Our CSR commitment

Strong, profitable and responsible growth

**Specific, quantified and ambitious objectives  
for Teleperformance CSR commitments**

Commitments	Objectives
Be a preferred employer in the market	Maintaining >90% of total employees working in a TP subsidiary certified GPTW®
Promote diversity, gender equality & inclusion (DEI)	Maintaining/improving gender balance at all levels
Reduce carbon footprint	SBTi targets Climate pledge (net zero by 2040)
A Force of Good	Develop local economy Give back to communities



Since 2011, Teleperformance is a signatory of the **UN Global Compact**, a set of 10 principles in the areas of Labor, Human Rights, Anti-corruption and the Environment.

# Our leaders

A rejuvenated Executive Committee

A seasoned, international and agile team to lead the digital transformation of the Group



**Daniel Julien**  
Chairman and CEO



**Bhupender Singh**  
Chief  
Transformation Officer

- TAPs
- R&D
- Marketing
- Lean Six Sigma
- IT & CISO



**Eric Dupuy**  
Chief Business  
Development Officer



**Miranda Collard**  
Chief Client Officer



**Agustin Grisanti**  
Chief Operating  
Officer



**Scott Klein**  
President of  
Specialized Services

- LanguageLine  
Solutions
- TLScontact
- AllianceOne
- Health Advocate



**Olivier Rigaudy**  
Deputy CEO and CFO



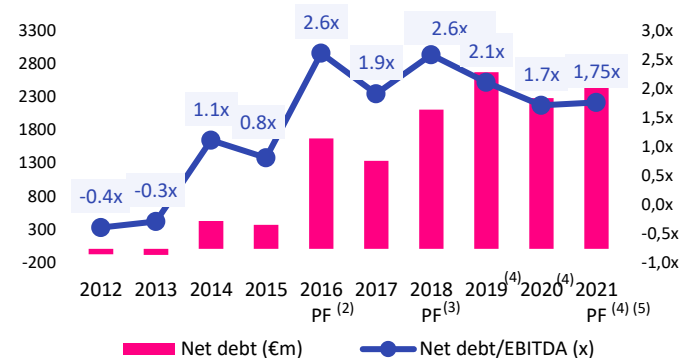
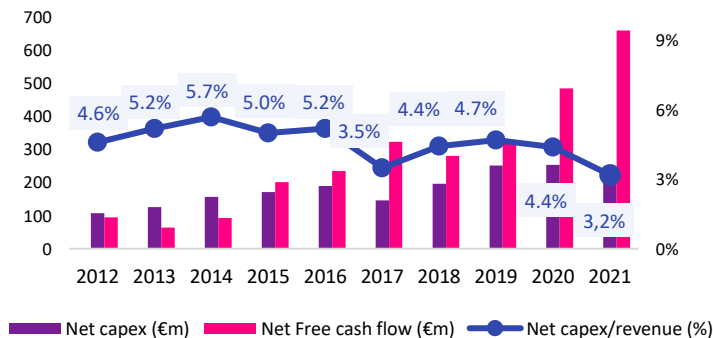
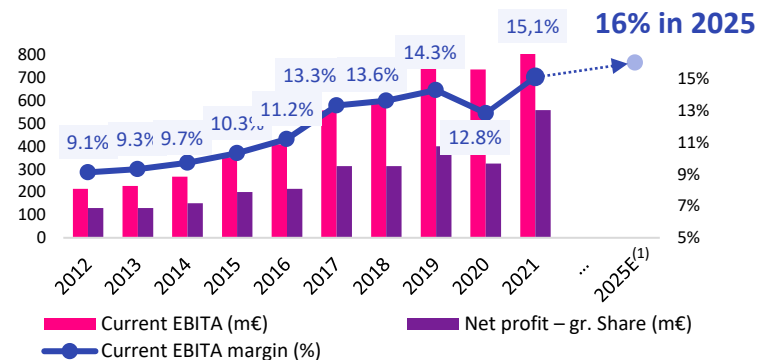
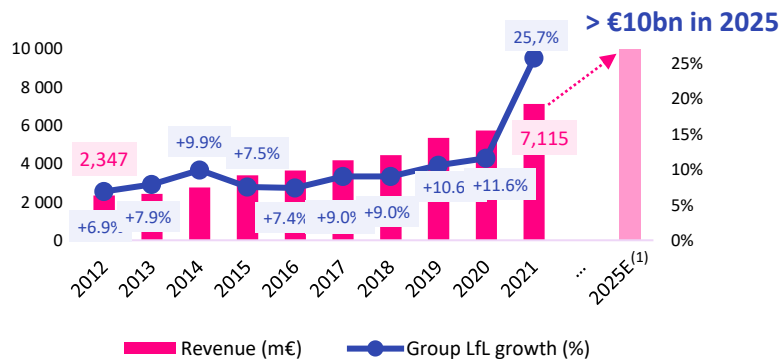
**Leigh Ryan**  
Chief Legal, Compliance  
and Privacy Officer

**8** executive committee members

**33** management committee members

# Our financial track record

Creating value: a proven financial track record (2012-2021)



(1) See 2025 objectives on slide 11

(2) LanguageLineSolutions consolidated on a 12-month basis

(3) Intelenet consolidated on a 12-month basis

(4) restated ratio in accordance with the financial commitment of the group

(5) Health Advocate consolidated on a 12-month basis and excluding Senture

# 03. First-quarter 2022 revenue

# Quarterly information at March 31, 2022

Sustained growth in business in first-quarter 2022

€m	Q1 2022	Q1 2021	Change	
			Like-for-like	Reported
€/ \$ exchange rate (12-months average)	€1 = US\$1.12	€1 = US\$1.20		
<b>Revenue</b>	<b>1,962</b>	<b>1,712</b>	<b>+6.5%</b>	<b>+14.6%</b>

## Sustained total growth : +14.6%

- robust like-for-like\* growth, despite high prior-year comparatives
- active, targeted external growth

## Like-for-like growth adjusted for non-recurring items\*\*: +11.1%

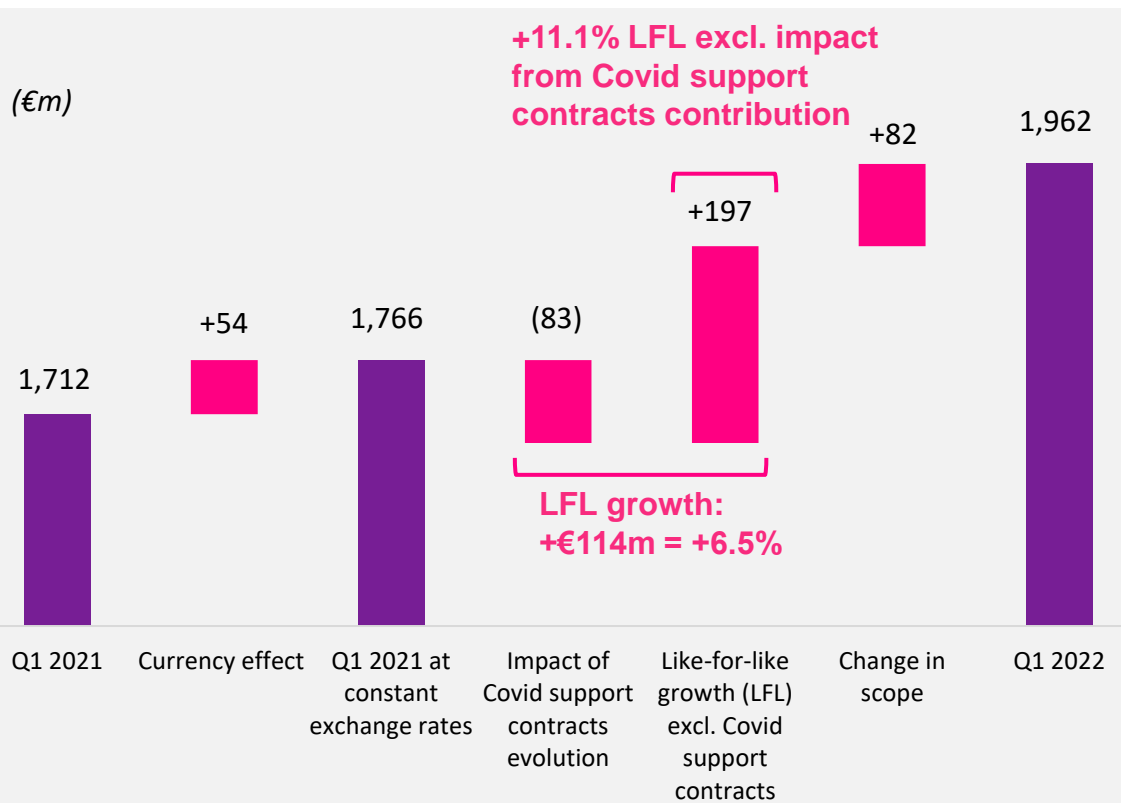
\* At constant exchange rates and scope of consolidation

\*\* At constant scope of consolidation and exchange rates, and excluding the impact of the decline in revenue from the Covid support contracts



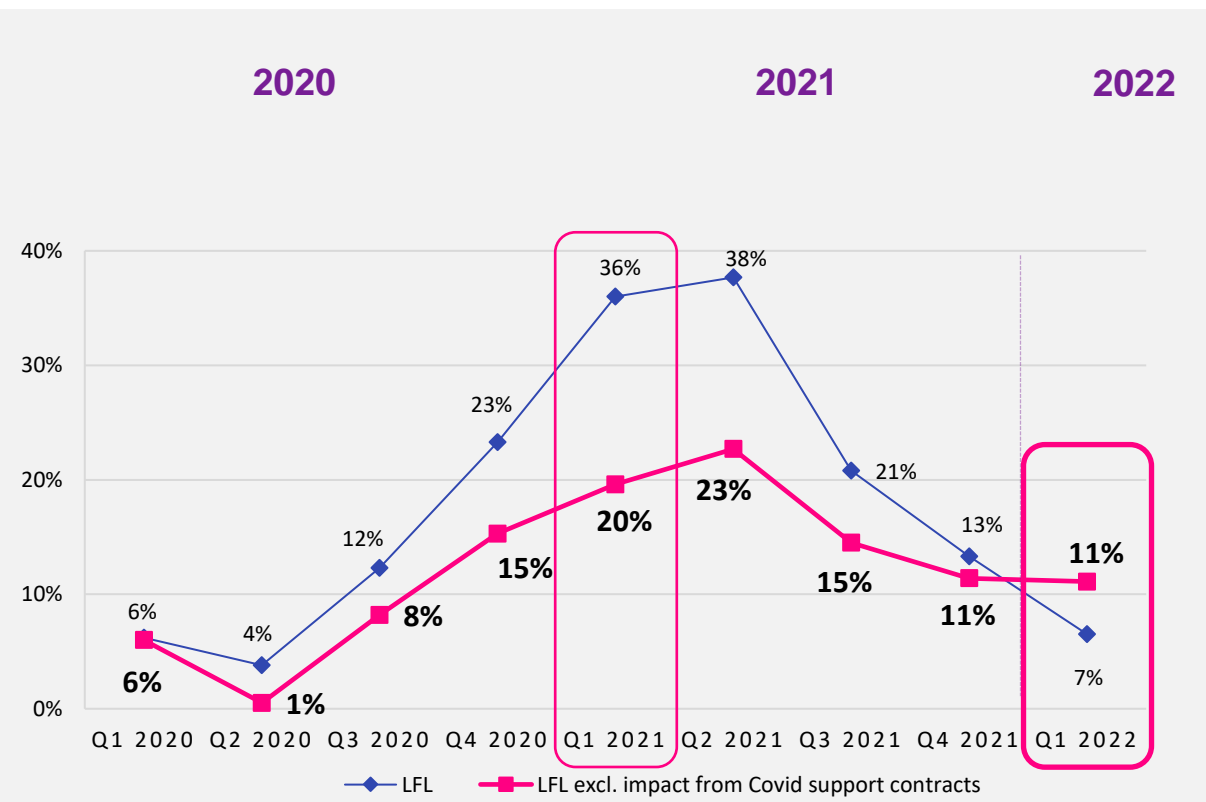
# Quarterly information at March 31, 2022

## Revenue growth analysis



- Revenue growth: **+6.5% LFL** (+14.6% as reported)
- **+11.1% like-for-like gain in 2021, excluding impact from Covid support contracts**
- **Favorable currency effect:** rise against the euro in the US dollar and, to a lesser extent the pound sterling, the Brazilian real and the Indian rupee
- Scope effect due to the **consolidation of Health Advocate** since July 1, 2021 and of **Senture** from January 1, 2022

# Quarterly information at March 31, 2022



- Continued strong dynamics recorded in Q1 2022 despite high prior-year comparatives (in Q1 2021, +36% LFL and +20% LFL excluding impact from Covid support contracts)
- Accelerating growth trend vs. pre-crisis growth

# Quarterly information at March 31, 2022

## Revenue by activity

Revenue (€m)	Q1 2022	Q1 2021	Change (%)	
			Like-for-like*	Reported
<b>Core Services &amp; D.I.B.S.</b>	<b>1,711</b>	<b>1,536</b>	<b>+5.4%</b>	<b>+11.4%</b>
- EWAP	599	508	+1.8%	+18.1%
- Ibero-LATAM	525	442	+16.2%	+18.9%
- CEMEA	459	481	-3.5%	-4.7%
- India	128	105	+17.1%	+21.6%
<b>Specialized Services</b>	<b>251</b>	<b>176</b>	<b>+15.5%</b>	<b>+42.2%</b>
<b>Total</b>	<b>1,962</b>	<b>1,712</b>	<b>+6.5%</b>	<b>+14.6%</b>

\* At constant exchange rates and scope of consolidation

**Core Services & D.I.B.S.: +5.4% LFL\***  
growth

- Accelerating market digitalization
- Recovery in travel and tourism sectors
- Covid support contracts down -€83m vs. Q1 2021 (EWAP and CEMEA)

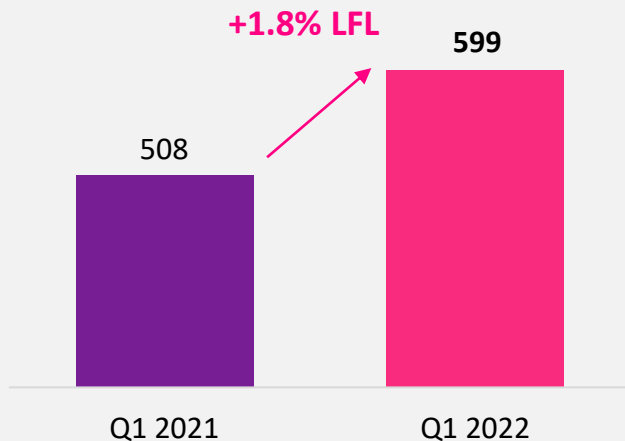
**Specialized Services: +15.5% LFL\***  
growth

- Strong growth in the TLScontact business
- Satisfactory growth in the LanguageLine Solutions business

# Quarterly information at March 31, 2022

Core Services & D.I.B.S. – English-speaking market & Asia-Pacific (EWAP)

Q1 2022 vs. Q1 2021 (€m)

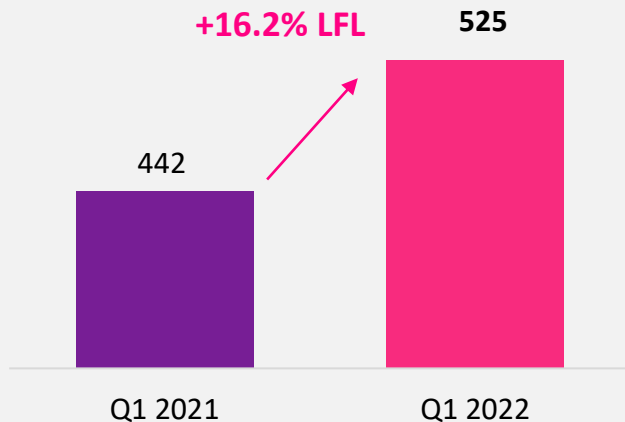


- **In the US, renewed momentum confirmed**, both in the domestic market and offshore business
- **In the UK, steep fall-off in revenue from Covid support contracts as expected**
- **In Asia, continued business growth** notably in Malaysia (multilingual hubs) and Indonesia.

# Quarterly information at March 31, 2022

Core Services & D.I.B.S. – Ibero-LATAM

Q1 2022 vs. Q1 2021 (€m)

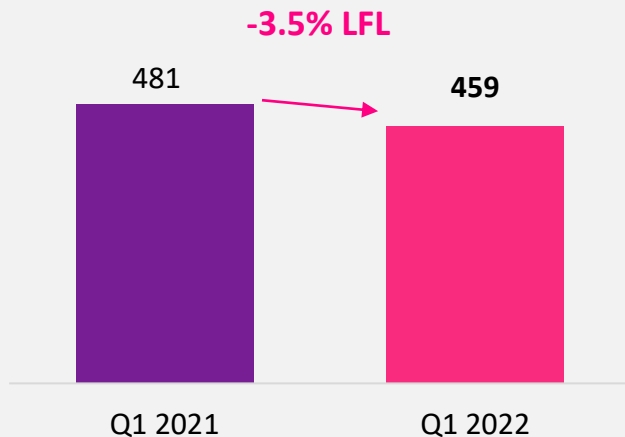


- **Fast expansion** led by strong commercial momentum, particularly with digital clients
- **Top performers in Q1: Brazil, Argentina, Peru and nearshore activities**
- **Portugal continued to expand steadily** (multilingual hubs)

# Quarterly information at March 31, 2022

Core Services & D.I.B.S. – Continental Europe & MEA (CEMEA)

Q1 2022 vs. Q1 2021 (€m)

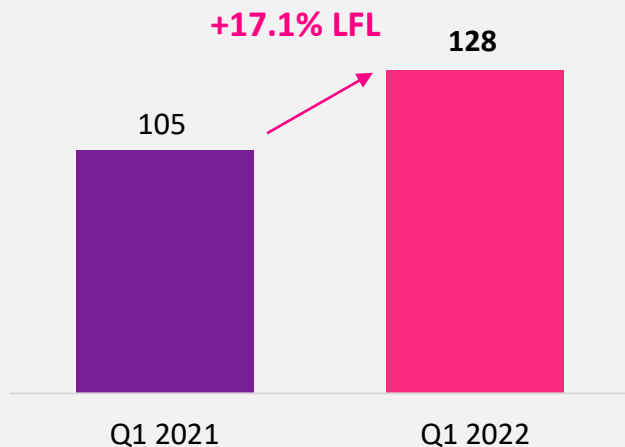


- **Slight contraction stemming from the change in contribution from Covid support contracts** as expected (Netherlands, France and Germany)
- **Satisfactory business growth** excluding the impact of Covid support contracts,
- **Dynamic business with multinational clients**, particularly in the e-tailing and transportation segments
- **Growth in the hospitality and tourism segments** continued to pick up pace in the first quarter

# Quarterly information at March 31, 2022

Core Services & D.I.B.S. – India

Q1 2022 vs. Q1 2021 (€m)



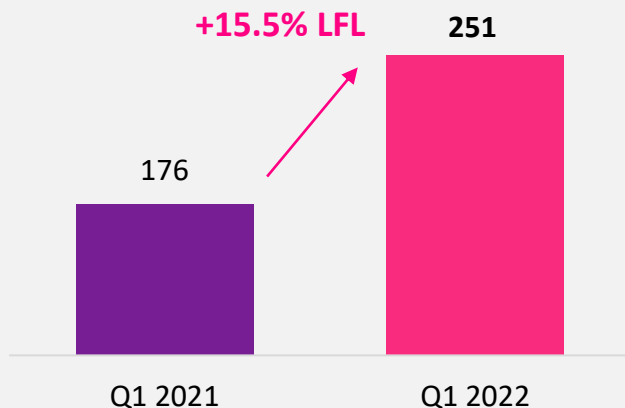
- **Rapid growth in offshore and high value-added activities**, buoyed by strong momentum in the e-tailing, transportation and hospitality, and tourism segments
- **Satisfactory growth in domestic operations**, with e-tailing and online food services still ramping up quickly



# Quarterly information at March 31, 2022

## Specialized Services

**Q1 2022 vs. Q1 2021 (€m)**



- **TLScontakt's revenues climbed very sharply:**
  - Easy comps with stronger volumes recovery since H2 2021
  - Volume trend upwards in the Schengen Area and UK
  - Limited visibility due to the war in Ukraine and the ever-evolving health situation
- **LanguageLine Solutions advanced at a satisfactory pace, despite high basis of comparison**
- **First consolidation of Health Advocate from H2 2021**

# 03. 2022 outlook

# 2022 outlook

Full-year 2022 objectives confirmed

- **Like-for-like revenue growth adjusted for non-recurring items\* above +10%**
- Decrease in contribution from Covid support contracts
- Like-for-like revenue growth above +5%
- **A 30 basis-point increase in EBITA margin before non-recurring items**
- **Further targeted acquisitions** capable of creating value and strengthening the Group's high value-added businesses

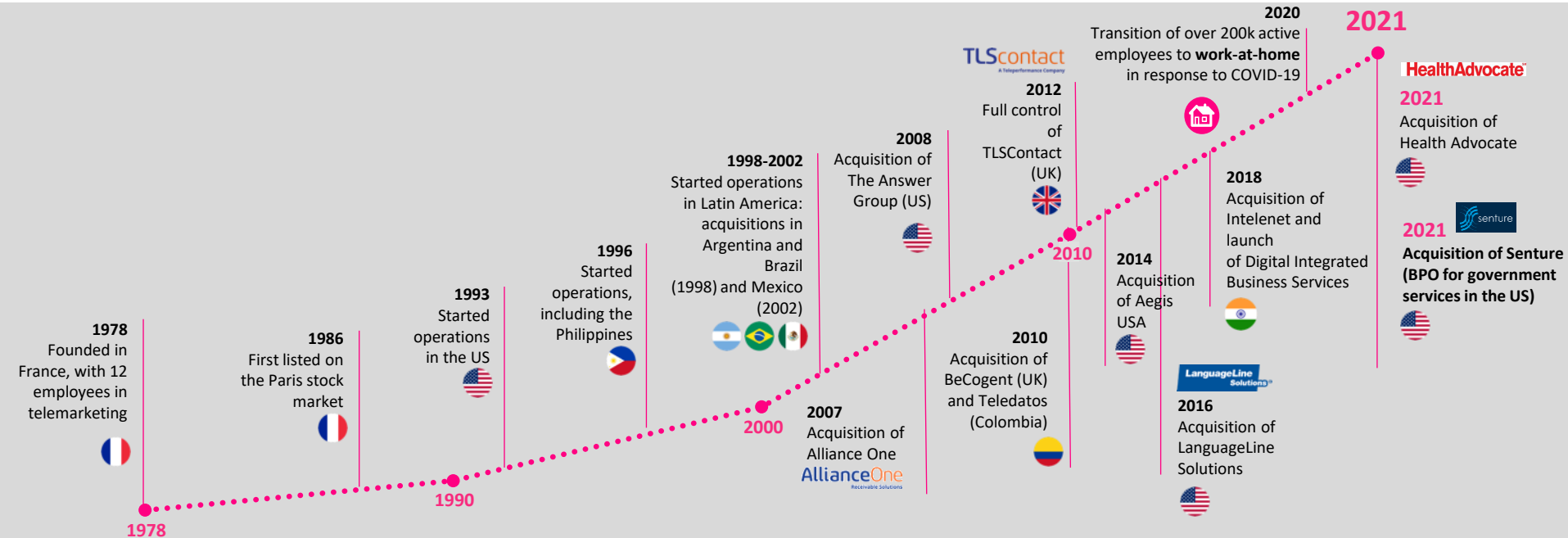
*\* Excluding impact from Covid support contracts*



# 04. Appendices

# Our Story

High credibility: Over 40 years at the forefront of customer experience and business services outsourcing



## 2022-2025 strategy

Teleperformance high-touch, high-tech (1)

### High-touch: “Enthusiastic people helping people”

- **Emotional intelligence & empathy:** selection, training and coaching
- **Management “with a purpose”:** reach the maximum potential
- **TP Academy & TP University:** professionalization
- **Leading with TP values:** Integrity, Respect, Professionalism, Innovation, Commitment
- **Hybrid, flexible,** multicultural workforce
- Systematic and real time employees’ **Net Promoter Score tracking** and feedback action loop
- **71% of internal promotions**

*Selection, Care, Respect, Promotions*





## 2022-2025 strategy

Teleperformance high-touch, high-tech (2)

### High-tech: “Enhanced by technology”

- **Hybrid cloud-based** network, including “TP Cloud Campus”
- **Omnichannel** integrated solutions
- **A.I.** & digital integration
- **Analytics** on big data online
- **Lean Six Sigma** process engineering
- **Best-in-class information security**, on a par or better than the Group’s clients (global 24/7, SOC, network segregation...)

*“Simpler, Faster, Better, Safer”*



# Our expertise

Technology, Analytics and Process (T.A.P™): driving external & internal transformation

Blending proprietary and best-in-class digital solutions with industry domain expertise

## Technology



- High Tech Solutions such as RPA & AI, Chatbots, Omni-channel CX
- Solutions for AI-based Coaching, Gamification, Simulation

## Analytics



- Customer Interaction Analytics
- Predictive Modelling
- Recommendation Engines
- Dynamic Dashboards/Reporting

## Process Excellence



- Customer Journey Mapping
- Lean Six Sigma
- Design Thinking
- All Ideas Matter

TP unify

TP voice2messaging

TP video assistance

TP interact

TP recommender

TP dialog



TP writeless



IDEO



2,000+

Knowledge Services  
& T.A.P.™ Experts

Nearly 7,000

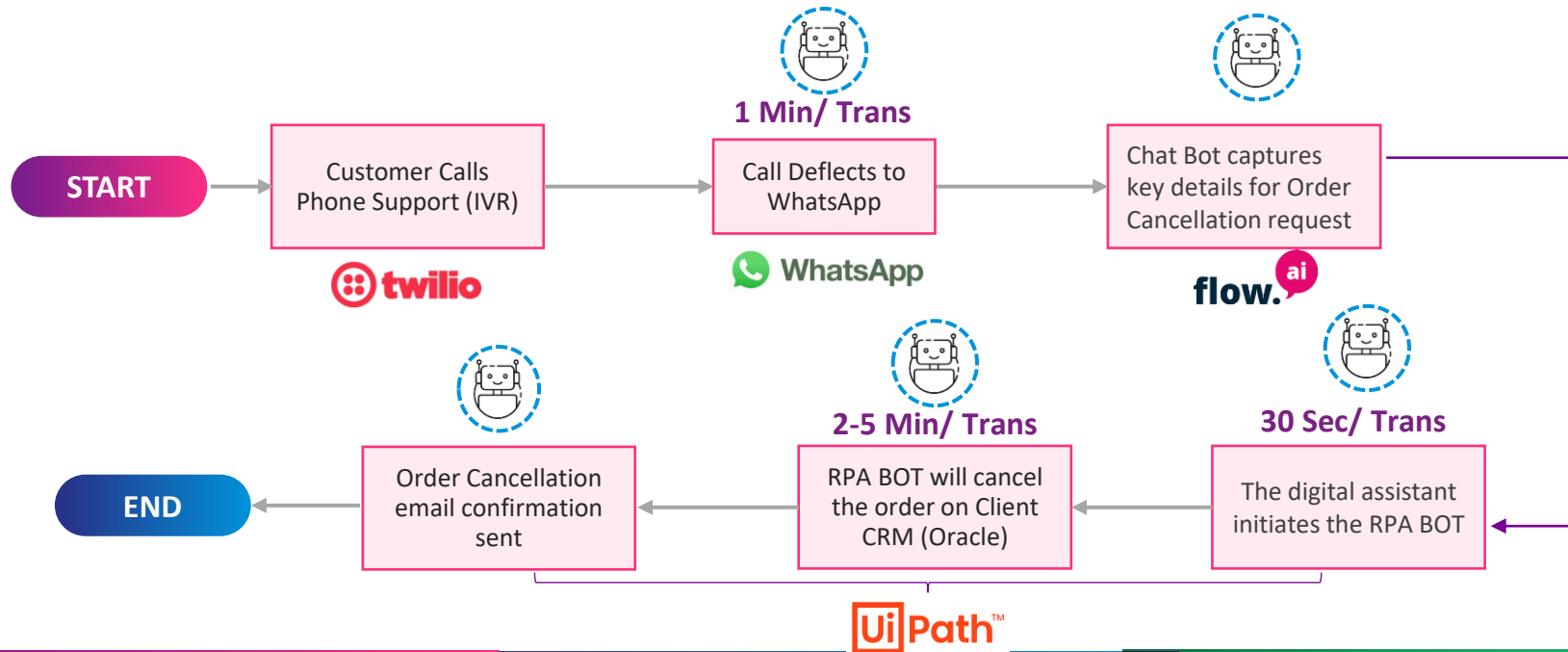
T.A.P.™ projects  
implemented

12,000

Total bots deployed

# Our expertise

Case study: integrated omnichannel solution in partnership with tech experts -  
Automated Order Cancellation solution for a leading retailer in Europe



## PRE

- Order cancellation was 30% of overall call volumes
- Fixed monthly billing model
- Agent manually processed cancellations

## POST

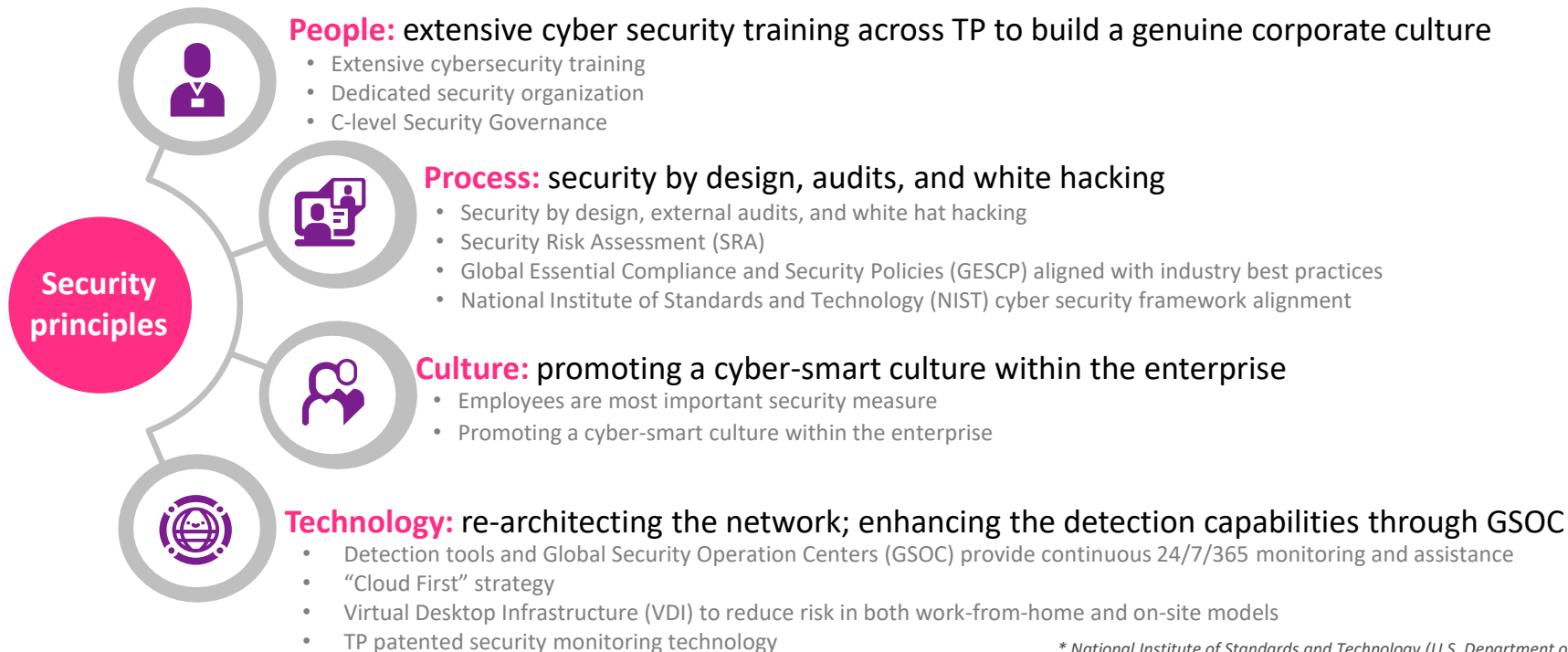
- Automatic order cancellation on phone channel through Voice to Message (call deflection)
- Integration of digital assistant with RPA
- Compliant with client requirements to track everything in Oracle Service Cloud

## Benefit

- Teleperformance annual cost saving
- Improved the Service Level Agreements by ~30%
- Increased customer satisfaction (C.SAT) and Net Promoter Score
- Ensured business continuity

# Our expertise

Adopting NIST\* standards to continually reinforce cybersecurity



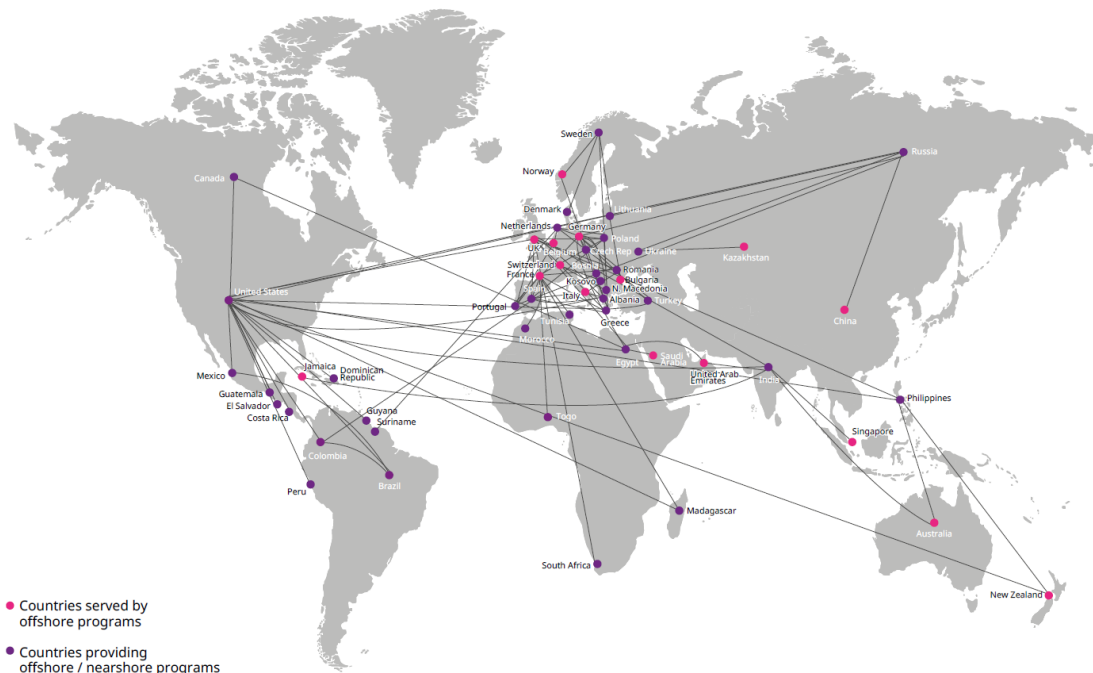
\* National Institute of Standards and Technology (U.S. Department of Commerce)

Shifting the focus from an information security/compliance approach to a purely cyber-smart culture

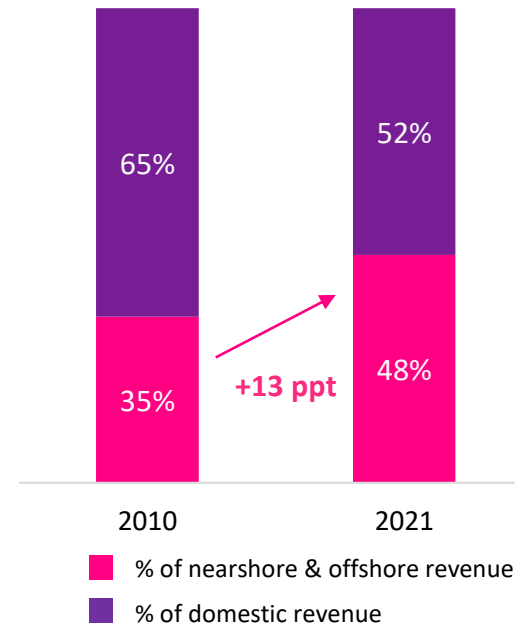
# Our shoring footprint

Smart shoring: a unique offering of worldwide broad sourcing mix

- **Network of 36 offshore/nearshore locations** around the world



## Increasing share of nearshore & offshore

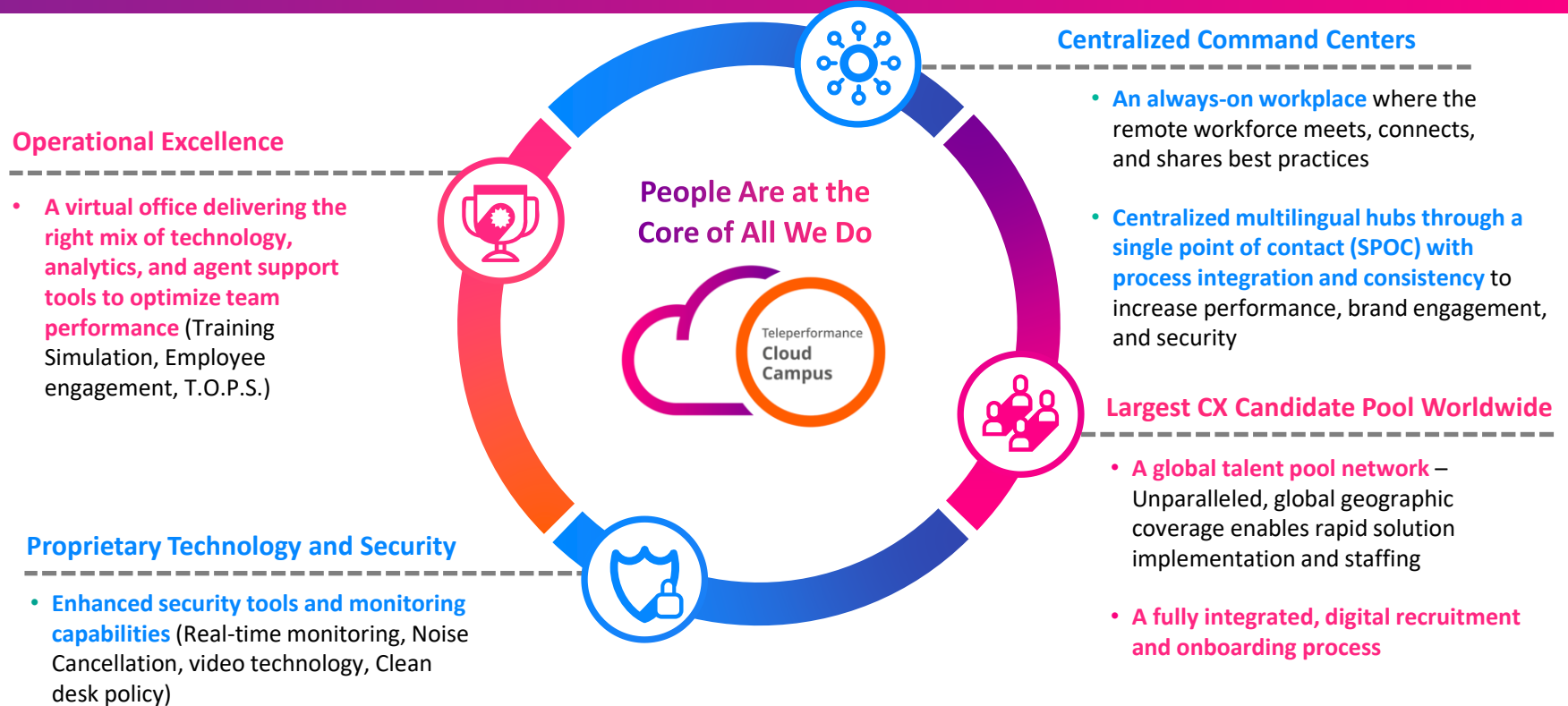


## “SMART”SHORING

# Our cloud shoring with TP Cloud Campus

Sustainability of work-from-home with the integrated cloud solution TP Cloud Campus

*Teleperformance Cloud Campus was carefully designed to deliver a rich, engaging, and social environment by keeping remote teams connected via centralized, secure, and integrated operations*



# CSR awards and recognitions

Teleperformance named one of the **25 World's Best Workplaces™** by Fortune



- **A very selective ranking:**  
Teleperformance was included in the world's Top 25 out of 10,000 other companies
- **Outstanding recognition:** the only company in the customer experience industry to be part of the Top 25



The Great Place to Work® Institute, the global reference for well-being at work, awards the world's only independent certification based on the quality of the employee experience. **Five key criteria are assessed through rigorous audits and anonymous surveys: credibility, respect, pride, camaraderie, and fairness.**

# A Force of Good

Global partnership with UNICEF

Teleperformance signed a **US\$6** million global partnership **over three years** with **UNICEF**



**United in Hope, Compassion, and Action: TP for UNICEF**

UNICEF does not endorse any company, brand, product or service. The children featured are not beneficiaries of UNICEF programs

## Education

- **India:** long-term education programs around early childhood, digital training, quality teaching, adolescents and children missing out on their right to a quality education
- **Philippines:** funds for the education of children away from school due to the pandemic

## Providing disaster relief around the world

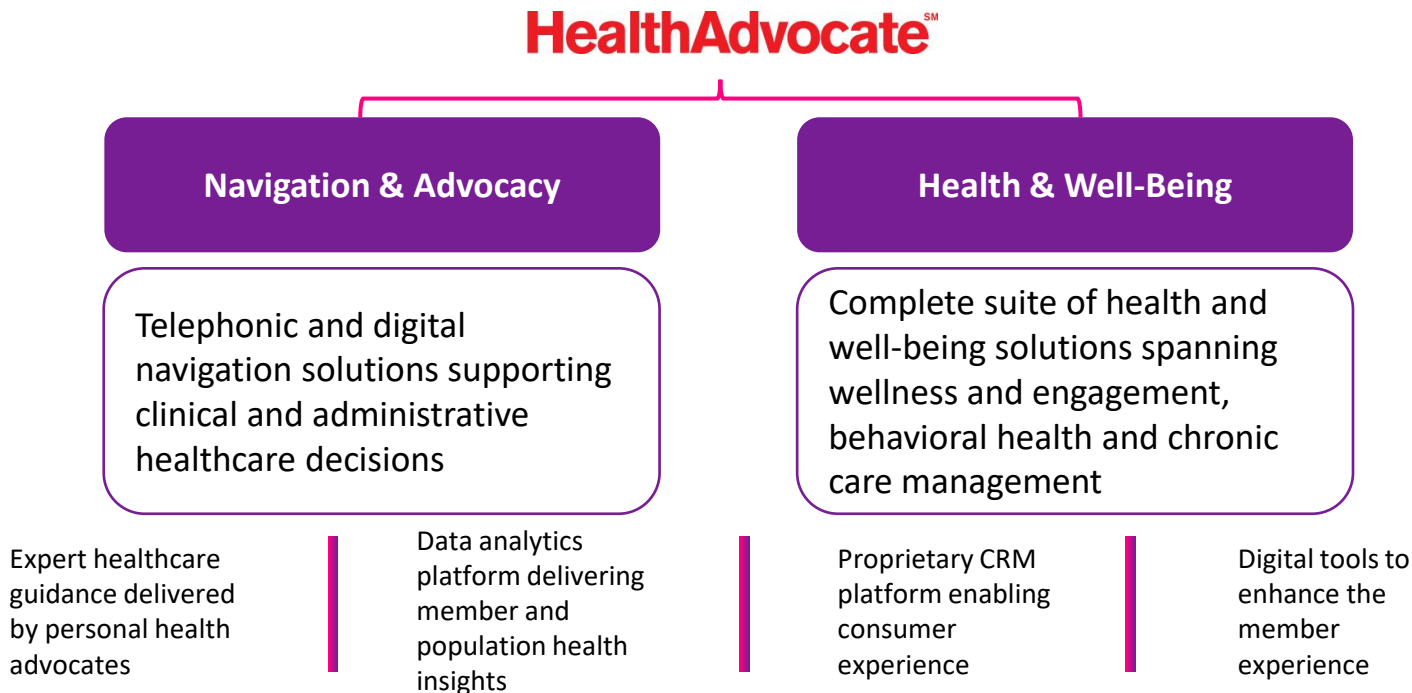
Teleperformance is positioned as one of the global partners for disaster relief with UNICEF, which deploys both very short-term and longer-term aid programs around nutrition, water, hygiene or education, including in Ukraine



# Acquisition of Health Advocate\*

A complete platform helping Americans navigate the complexity of the US healthcare system

- **Health Advocate is a leading consumer-focused health platform for the employer market**, utilizing human-touch, data-driven health insights, and technology to simplify and personalize the healthcare experience for members



\* Acquisition closed on 21 June 2021

# Acquisition of Senture\*

A major BPO\*\* operator for public services (Federal, State and Local) in the United States

- Providing fundamental support that is paramount for a citizen-first experience
- Focused on public services in the United States
- Citizen services market worth US\$7bn annually

## Public services

### Federal Government

- Defense health
- Civilian health
- Education
- Transportation
- Tourism/travel
- Homeland security
- Financial services

### State & Local

- National interest
- Consular affairs
- Unemployment assistance
- Emergency rental assistance
- CARES Act Administration
- Covid vaccine registration & appointment setting
- 311 services

## Commercial healthcare

Senture experience in government healthcare programs provides credibility and track record to enter and expand especially into related Commercial health markets

*\*Announcement on 28 December 2021*

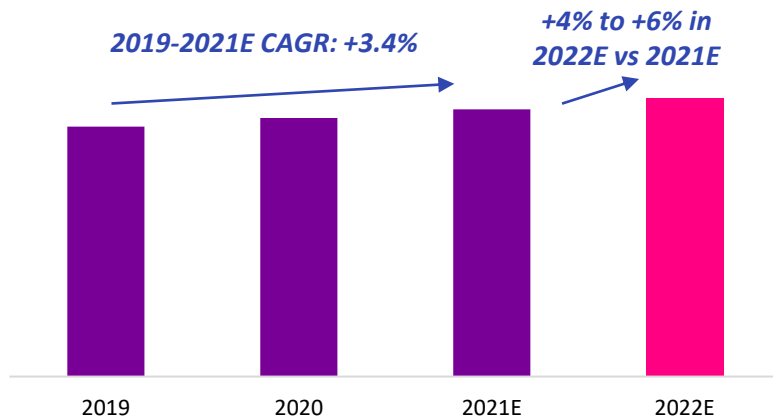
*\*\*Business Process Outsourcing*

# Market and competitive environment

#1 worldwide in a growing customer experience core market still poorly outsourced

- Outsourced CX management global market worth \$92-94bn in 2021E\*, up ~ +3% CAGR since 2019, vs -1% for in-house
- Outsourcing rate of 28% in 2021E, benefiting from increasingly complex clients needs
- Growth expected to accelerate in 2022E to +4% to +6% driven by more digitalization in the industry

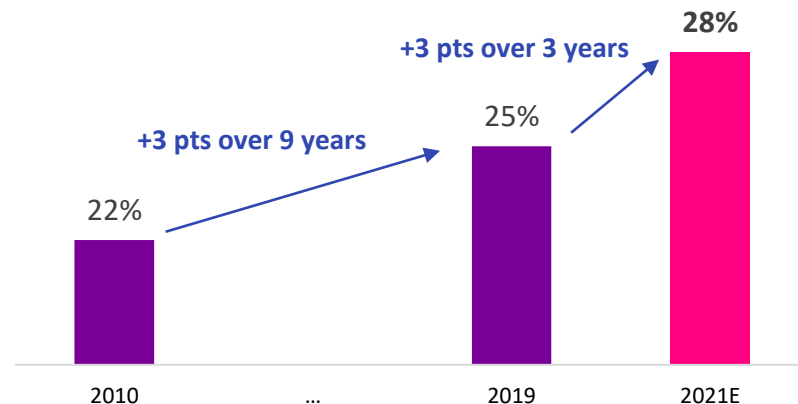
Size and evolution of the outsourced CX market – 2019-2022E (in US\$ bn)



Source: Everest (2021)

\* Source: Everest (2021)

CX outsourcing rate evolution – 2010-2021E (%)



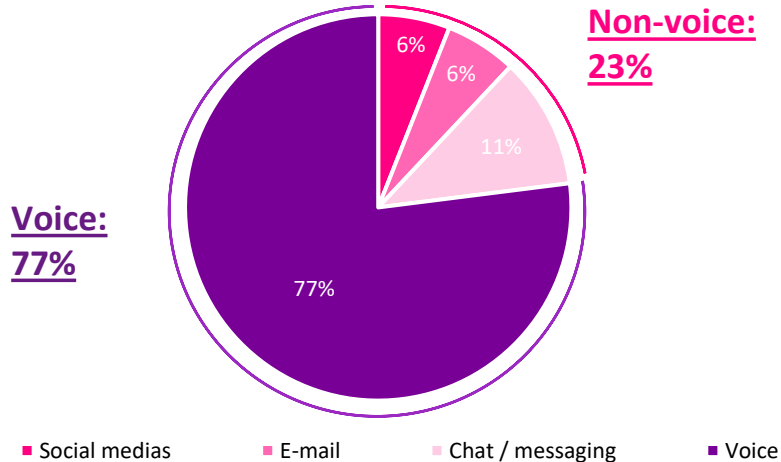
Source: Everest (2021)

# Market and competitive environment

#1 worldwide in a growing customer experience core market still poorly outsourced

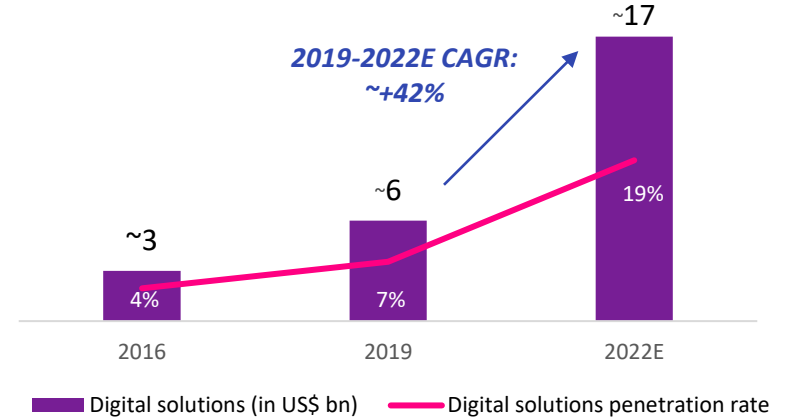
- Market still dominated by voice interactions, but share is declining
- Faster growth of non-voice channels, usually seen as more user-friendly particularly by younger generation

Breakdown of outsourced CX market by channel in 2020 (%)



Source: Everest (2021)

Digital solutions share of outsourced CX market – 2016-2022E (%)



Source: Everest (2021)

# Market and competitive environment

Teleperformance's transformation is leading to a broader competitive environment (1/2)

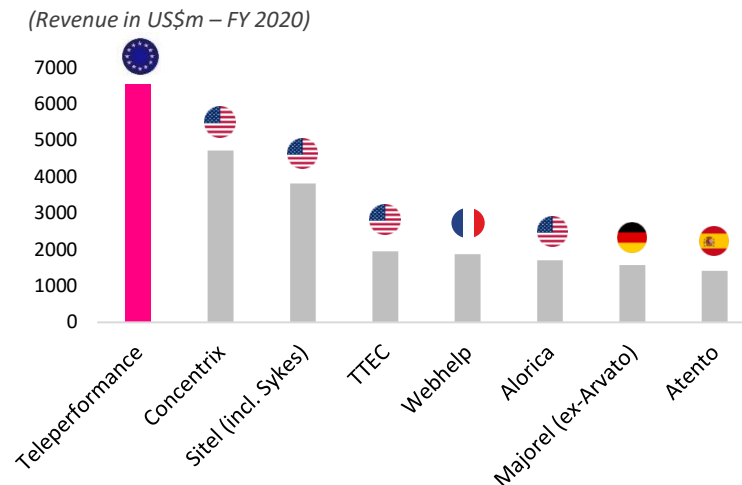
- **Worldwide leader** in the outsourced CX market with a **unique global diversified positioning**
- Group's transformation leads to **enlarged addressable market**: the worldwide business process management market

**Top 10 market players by number of operating countries (2021E)**

#	Competitors	Country
1	Teleperformance	88
2	Webhelp	55
3	Concentrix	40
-	Sitel (incl. Sykes)	40
5	Majorel	31
6	Telus International	25
-	Transcom	25
8	Comdata	21
9	Intelcia	20
-	TTEC	20

Source: Internal estimates and companies annual reports

**Main competitors in the customer experience management (CX) market**



Source: Companies annual reports and internal estimates

# Market and competitive environment

Teleperformance's transformation is leading to a broader competitive environment (2/2)

- **Enlarged competitive environment** reflects growing complexity and increasingly integrated demand from the clients

## Direct competitors (CCO)\*

**Atento**  
**Concentrix**  
**Sykes** (inc. Sitel)  
**Majorel** (formerly Arvato)  
**Telus International**  
**TTEC**  
**Webhelp...**

\* Contact Center Outsourcing



**Enlarged and growing  
business process  
management market: 4  
to 6 times larger than  
the CX market**

## ITO/BPO companies\*\*

**Cognizant**  
**EXL**  
**Genpact**  
**Infosys**  
**Tata Consultancy Services**  
**Wipro**  
**WNS**

\*\* IT Outsourcing/Business Process Outsourcing

## Consulting Firms

**Accenture**  
**Cap Gemini**

# Alternative performance measures

**Change in like-for-like revenue:** Change in revenue at constant exchange rates and scope of consolidation = (current-year revenue – last-year revenue at current-year rates - revenue from acquisitions at current-year rates) / last-year revenue at current-year rates.

**EBITDA before non-recurring items** (Earnings before Interest, Taxes, Depreciation and Amortization): Operating profit before depreciation and amortization, amortization of intangible assets acquired as part of a business combination, goodwill impairment charges and non-recurring items.

**EBITA before non-recurring items** (Earnings before Interest, Taxes and Amortization): Operating profit before amortization of intangible assets acquired as part of a business combination, goodwill impairment charges and non-recurring items.

**Non-recurring items:** Principally comprises restructuring costs, incentive share award plan expense, costs of closure of subsidiary companies, transaction costs for the acquisition of companies, and all other expenses that are unusual by reason of their nature or amount.

**Net free cash flow:** Cash flow generated by the business - acquisitions of intangible assets and property, plant and equipment net of disposals - financial income/expenses.

**Net debt:** Current and non-current financial liabilities - cash and cash equivalents.

**Diluted earnings per share** (net profit attributable to shareholders divided by the number of diluted shares and adjusted): Diluted earnings per share is determined by adjusting the net profit attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding by the effects of all potentially diluting ordinary shares. These include convertible bonds, stock options and incentive share awards granted to employees when the required performance conditions have been met at the end of the financial year.

