

Teleperformance Group Overview

Including 2020 First-Half Results
Information

July 2020



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 Registration Document, available at www.teleperformance.com. Teleperformance undertakes no obligation to publicly update or revise any of these forward-looking statements

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.

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1. Teleperformance at a glance

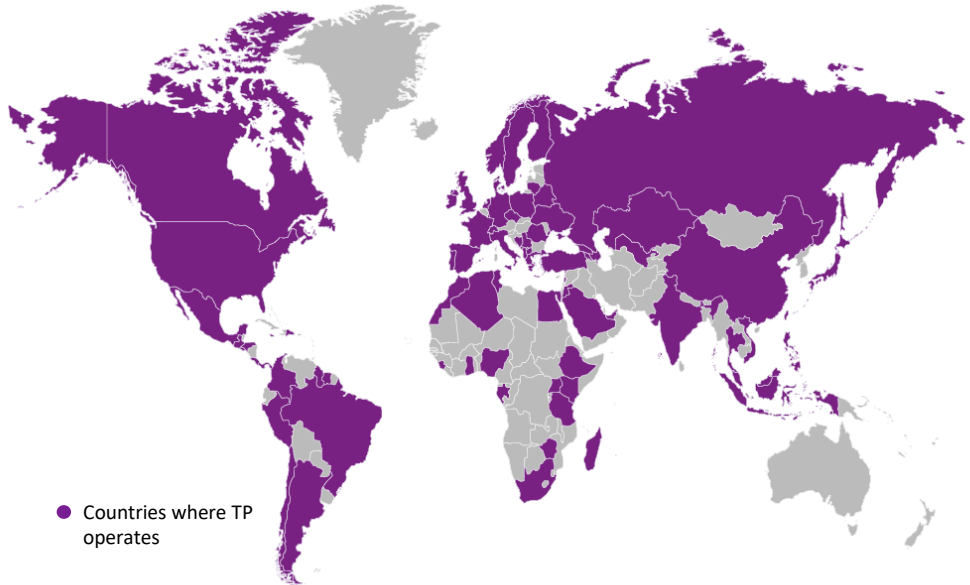
2. 2020 first-half results

3. Outlook

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Teleperformance at a glance

A leading global group in digitally integrated business services

- **#1** global leader in outsourced CX* management
 - **330k+** employees
 - **460** facilities
 - Present in **80** countries
 - Serving **1,000+**** clients in **170+** markets
 - Providing services in **265+** languages and dialects
- 
- Countries where TP operates

Teleperformance at a glance

Mission: Teleperformance people, “all over the world, all around the clock”, **helping people address their day-to-day issues**, in an ever more changing and complex environment

Providing high value-added digitally integrated services to **corporates and government agencies**

CX business services to corporates and government agencies

- Customer care & technical support
- Sales
- Back-office services
- Accounts receivable

Core Services & D.I.B.S

- Customer care & technical support
- Sales
- Back-office services

Specialized Services

- Interpretation and translation
- Visa & consular services
- Accounts receivable

One-Office solution
Three-dimensionnal expertise

Customer experience

- Customer care & technical support
- Sales
- Accounts receivable
- Interpretation and Translation

Middle/back-office optimization services

- Content moderation
- Industry specific business process services
- Visa & consular services

Knowledge services

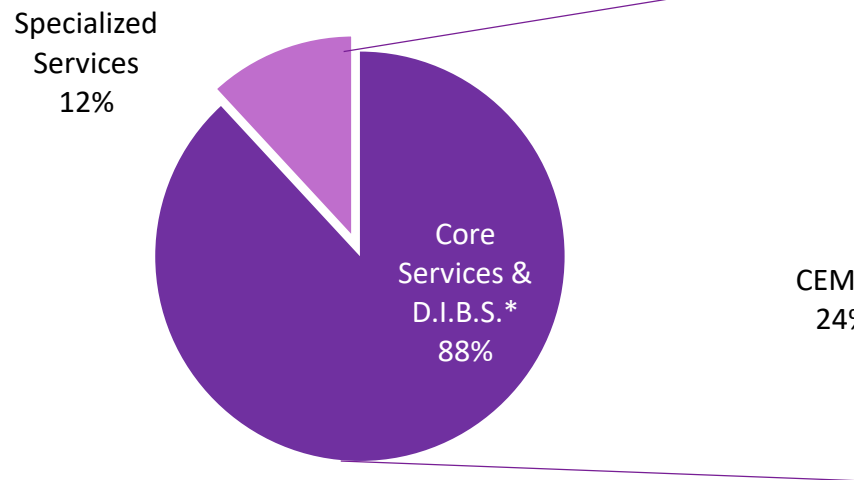
- Consulting services
- Advanced analytics
- Intelligent automation

**High value-added
Digitally Integrated
Business Services
to “the Disrupted
and the Disruptors”**

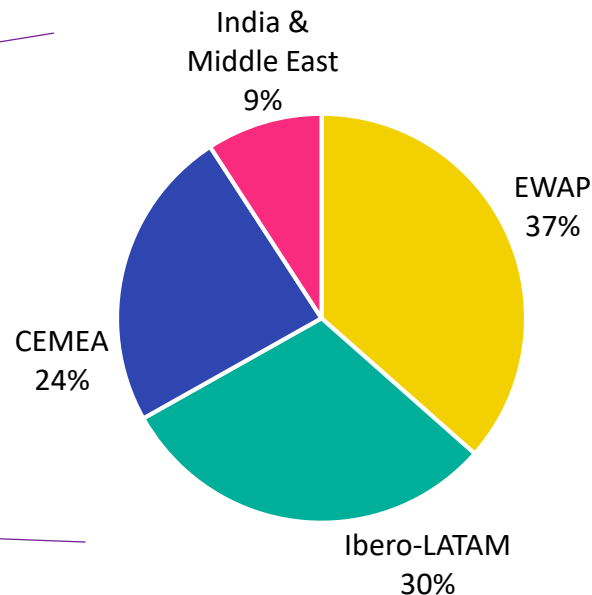
Teleperformance at a glance

Geographic diversification

**Group revenue breakdown
(H1 2020)**



**Core Services & D.I.B.S.*
revenue breakdown (H1 2020)**



* Core Services & D.I.B.S. split by linguistic region:

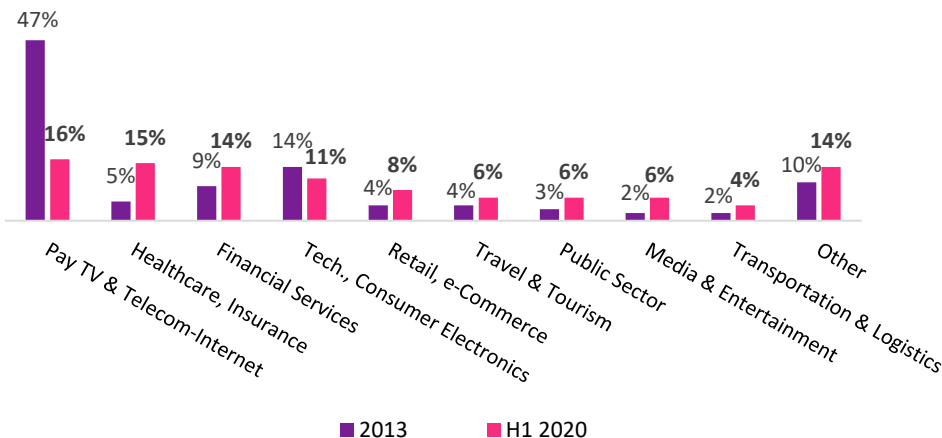
- | | |
|-----------------------|---|
| - EWAP | English-speaking market and Asia-Pacific (the US, Canada, the UK, the Philippines, China, etc.) |
| - Ibero-LATAM | Latin American countries (Brazil, Mexico, Colombia, etc.), Portugal and Spain |
| - CEMEA | Continental Europe, Middle East & Africa |
| - India & Middle East | India and ex-Intelenet activities in the Middle East |

Teleperformance at a glance

Ongoing diversification

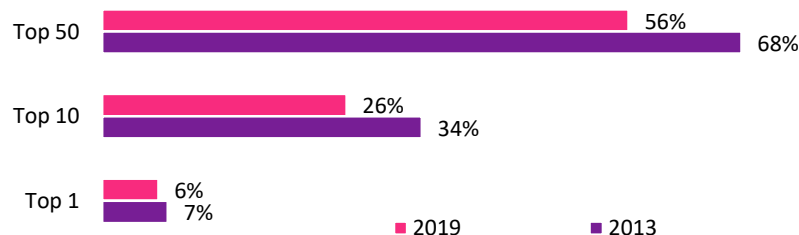
Expertise in many industries

% Revenue by vertical – details **H1 2020** vs. **2013**



Multi-year trend of lower client concentration*

% Revenue – details **2019** vs. **2013**



- Increasingly diverse client base, now **1,000 clients+***
- Average tenure of client relationship is **13 years** (Top 50)
- Global accounts**** represent nearly **50%** of total Group revenue
- E-clients represent 24%** of Group's revenue in H1 2020 (vs 5% in 2013)
- Lower concentration** caused notably by diversification in new verticals, with recent large accounts won, particularly in the e-Economy
- 90%** of Teleperformance's clients served with **work-from-home solutions**

* Excluding LanguageLine Solutions (30,000 clients including individuals); Top 100 in 2019: 68%

** Accounts served in more than 2 markets

Teleperformance at a glance

Strategy: succeeding in transformation

Vision

- Becoming a **leading global group in digitally integrated business services**
- A unique selling proposition to clients: ***Simpler, Faster, Safer, Better and More cost effective***
- **High-tech, high-touch** position and strategy
- **A clear development and CSR strategy** creating value for all stakeholders

Challenges and opportunities

- **Agile transformation to overcome the global health crisis**
- **Ongoing booming digitized disruption:** disruptors and disrupted companies
- **End-to-end and more complex** demand from global clients
- **Enlarged addressable market:** the worldwide business process management market

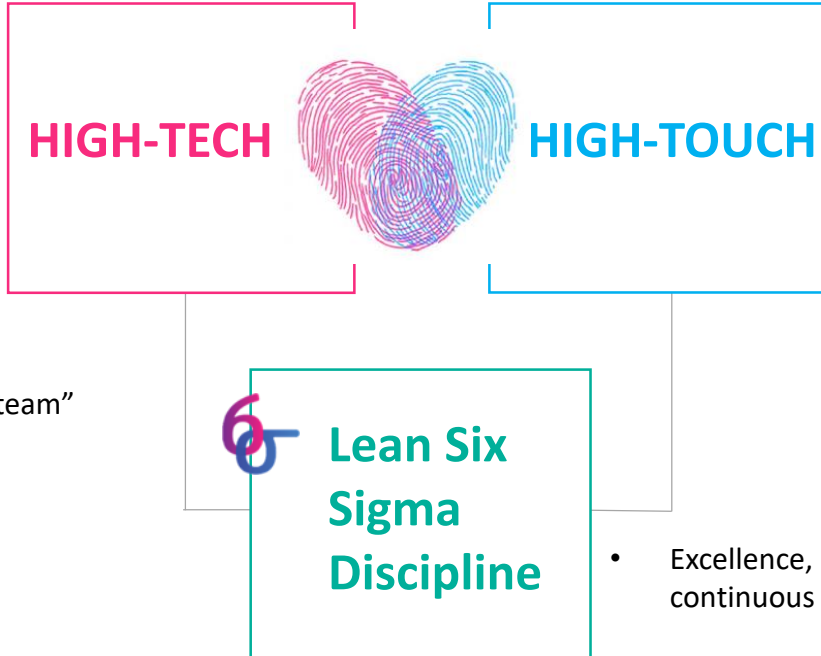
M&A

- **Strengthening the business model**
- Specialized services
- US markets

Teleperformance at a glance

Succeeding in transformation: a unique **high-tech, high-touch** strategy

- Robust and reliable IT architecture
- Omnichannel
- Automation and A.I
- Data security
- “Solution Architects team”



- Hire the right people: psychographic assessments, predictive recruitment models
- Coaching lab
- Managing with a purpose
- Global ecosystem: GPTW, multicultural, local

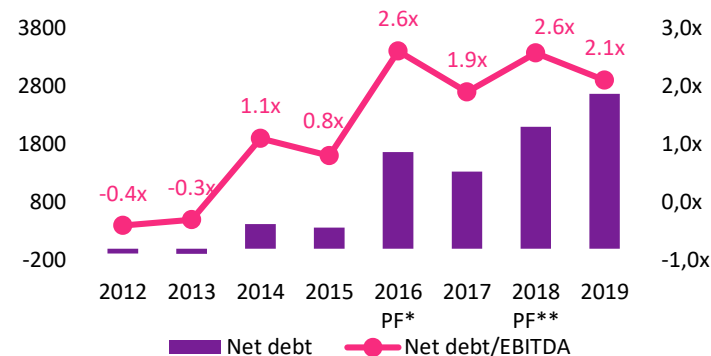
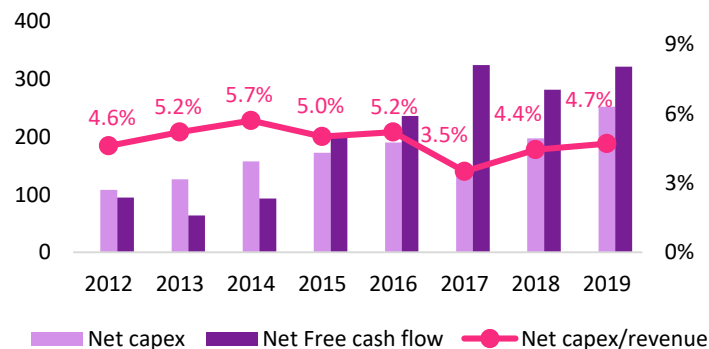
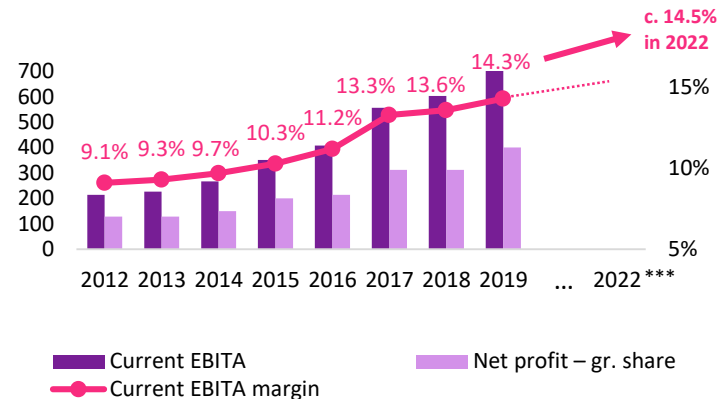
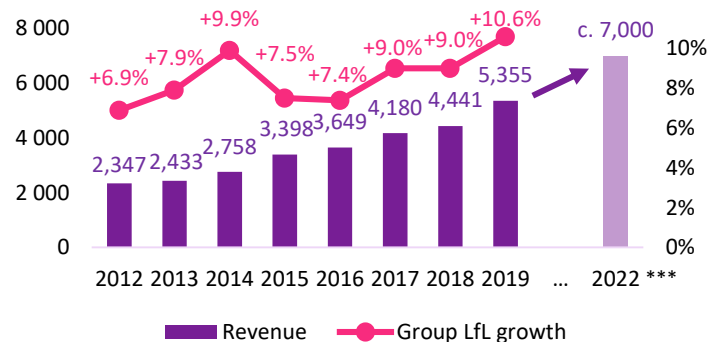
- Excellence, discipline and culture of continuous improvement and innovation



TP CLOUD CAMPUS: a remote Teleperformance campus combining the social rich working environment of Teleperformance **high-touch** with proprietary TAP™ (Technology, Analytics, Process) tools and other highly advanced technologies of Teleperformance **high-tech**

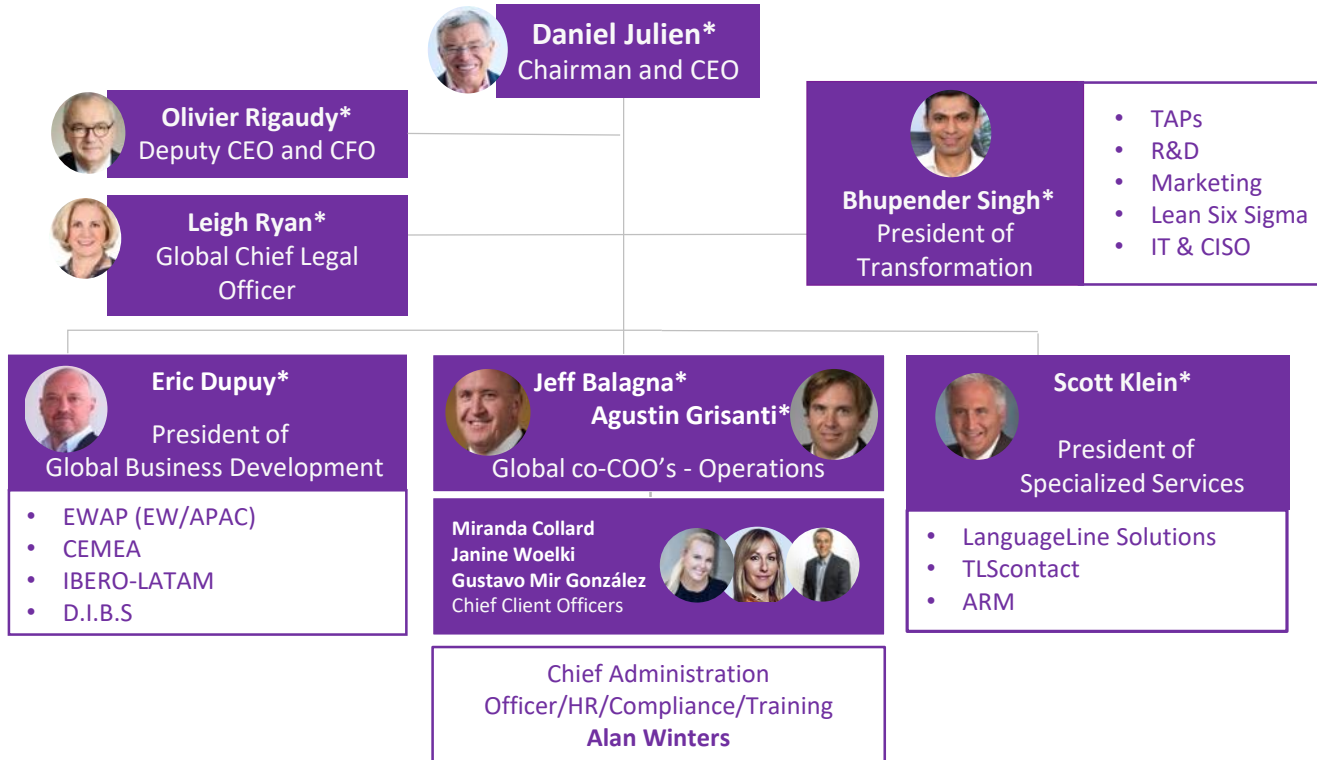
Teleperformance at a glance

A proven financial track record – 2012-2019



Teleperformance at a glance

An agile and international organization



8 executive committee members

35 enlarged management committee members, including top country managers

100 key Group managers < 45 years, members of the **Crisis Transformation Committee (CTC)**

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2020 first-half results

Key facts and figures

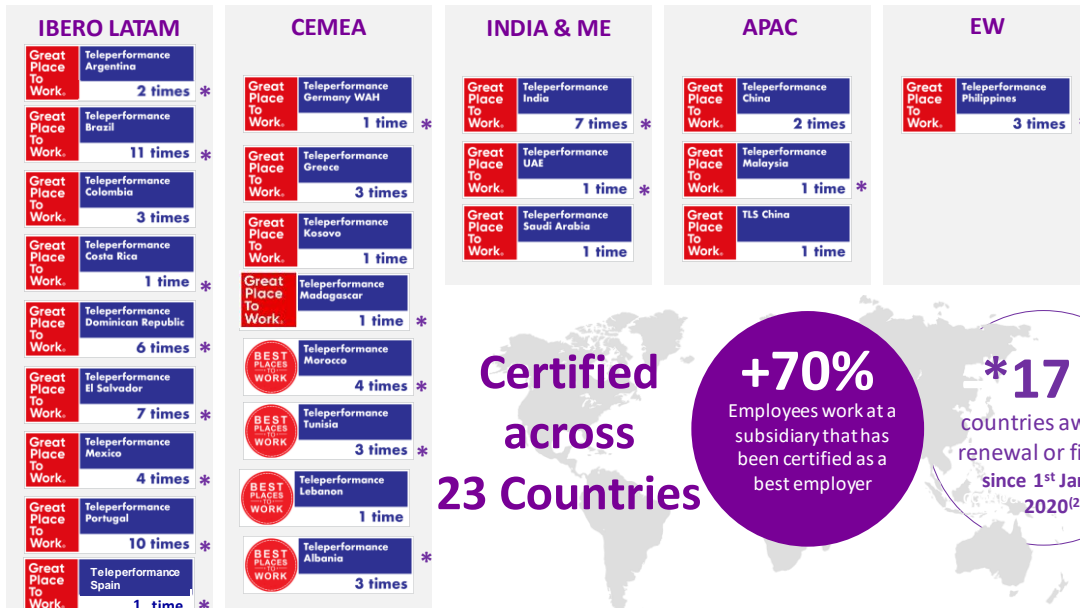
- **H1 financial results show Teleperformance's resilience in the face of adversity**
 - Sustained organic growth of +5.0%
 - High profitability with 9.5% EBITA margin
 - Net free cash flow up +11.6% to €192m
- **Teleperformance achieves agile transformation to overcome the global health crisis**
 - Teleperformance **"Protect x3"** policy: employee health, business health, cash health
 - A total of 220,000 employees now working from home after a transformation period of just two months
 - Business continuity solutions with all clients
 - More than €1.5 billion in liquidity available
- **June 2020 results show business model recovery**
 - Strong commercial momentum
 - New financial objectives for profitable growth in 2020 and 2022 outlook

2020 first-half results

An employer of choice

- **“Best/Great Employer” status confirmed** for over 70% of Teleperformance’s global network
- **Employee health and safety** are priority #1 for Teleperformance

Teleperformance – A Best Employer Story (Overall certifications ⁽¹⁾)



(1) GPTW + Best Places to Work (2) Renewal process for the other countries in the chart expected in H2

Certified
across
23 Countries

+70%

Employees work at a subsidiary that has been certified as a best employer

*17

countries awarded renewal or first win since 1st January 2020⁽²⁾

Great Place To Work®

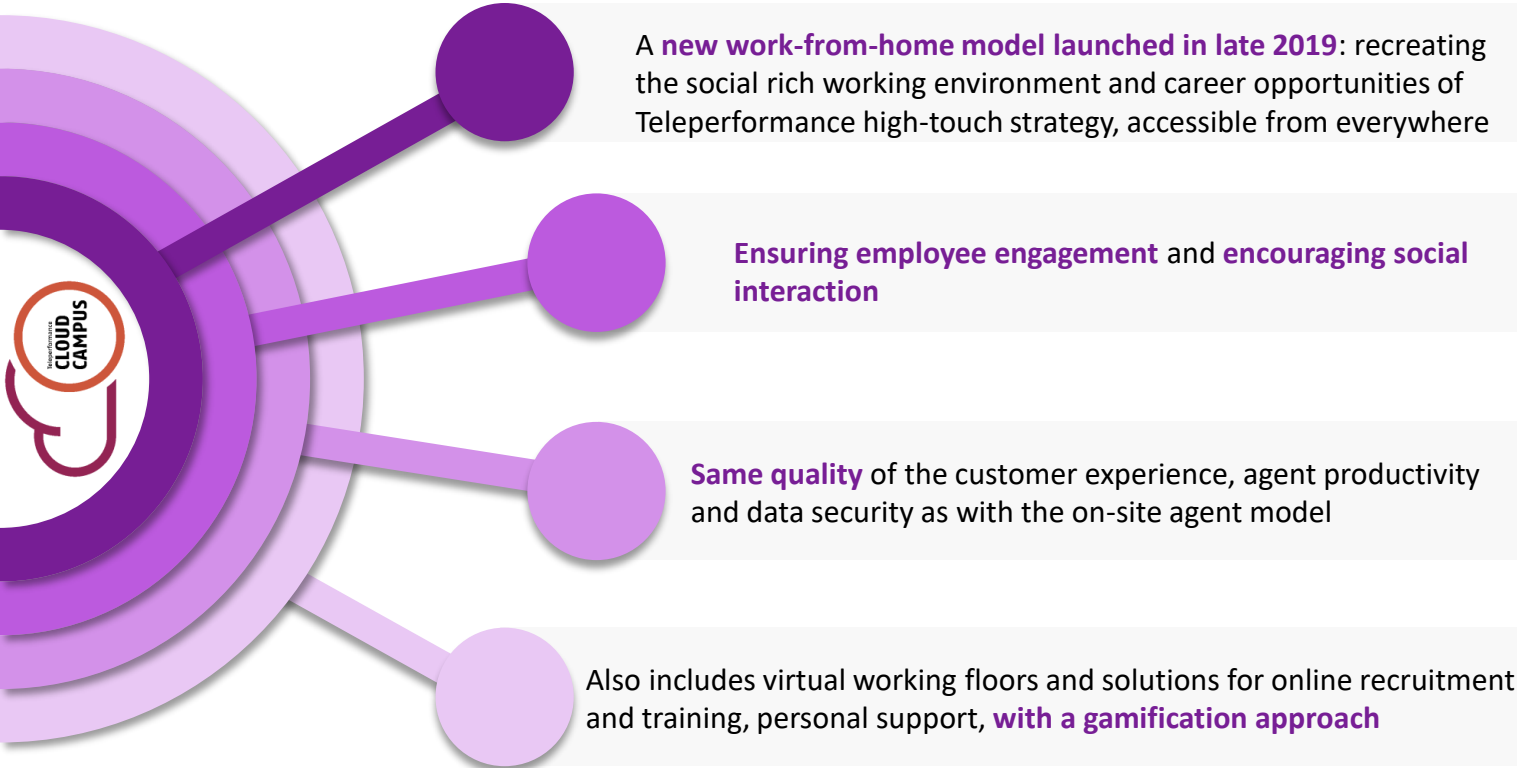
BEST PLACES TO WORK

MOROCCO

2020 first-half results

Succeeding in transformation: Teleperformance R&D innovation and agility

- **TP CLOUD CAMPUS:** a comprehensive virtual eco-system to ensure sustainability of work through remote management
(<https://www.youtube.com/watch?v=D38-xVUuS5I>)



Kernel campus in Lisbon

2020 first-half results

Summary

€m	H1 2020	H1 2019
€/€ exchange rate (12-month average)	€1 = US\$1.10	€1 = US\$1.13
Revenue	2,660	2,564
<i>Reported growth</i>	+3.7%	+23.9%
<i>Like-for-like growth* (LFL)</i>	+5.0%	+10.4%
EBITDA before non-recurring items*	450	505
% of revenue	16.9%	19.7%
EBITA before non-recurring items*	253	327
% of revenue	9.5%	12.8%
Operating profit	154	255
Net profit - Group share	63	145
Diluted earnings per share (€)*	1.08	2.49

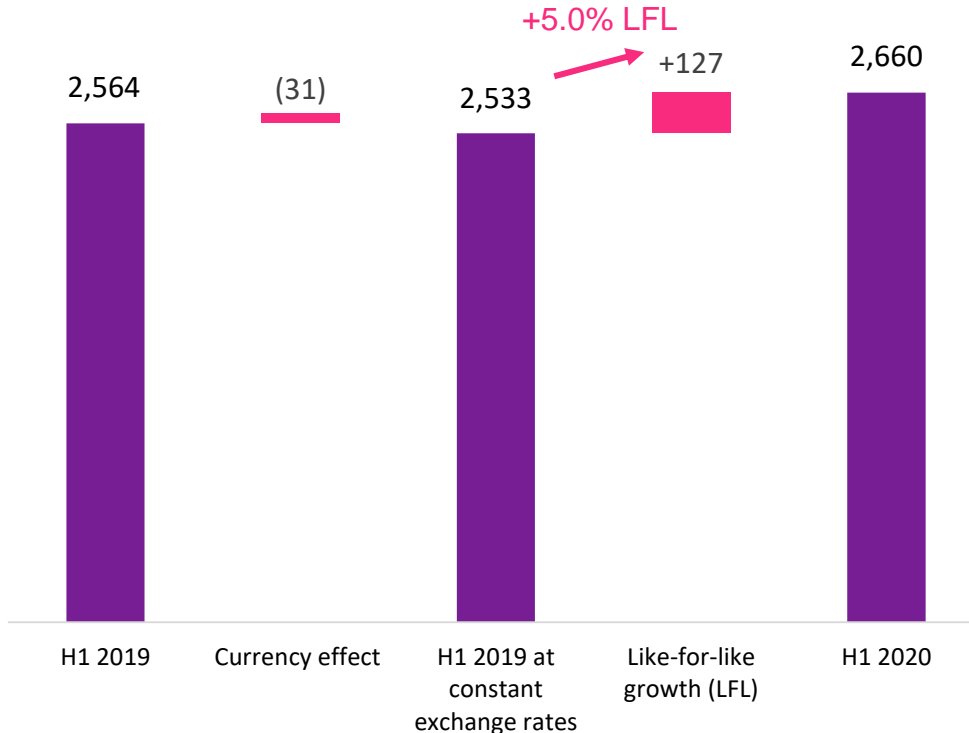
Highly resilient financial results

- Solid improvement in business in H1: like-for-like (LFL) revenue growth of **+5.0%**, **accelerating in June**
- EBITA before non-recurring items: **€253** million, or 9.5% of revenue
- Diluted EPS: **€1.08**

* For the definition of the financial indicators mentioned in the charts and tables, please refer to the Alternative Performance Measures in the appendix

2020 first-half results

Revenue growth analysis

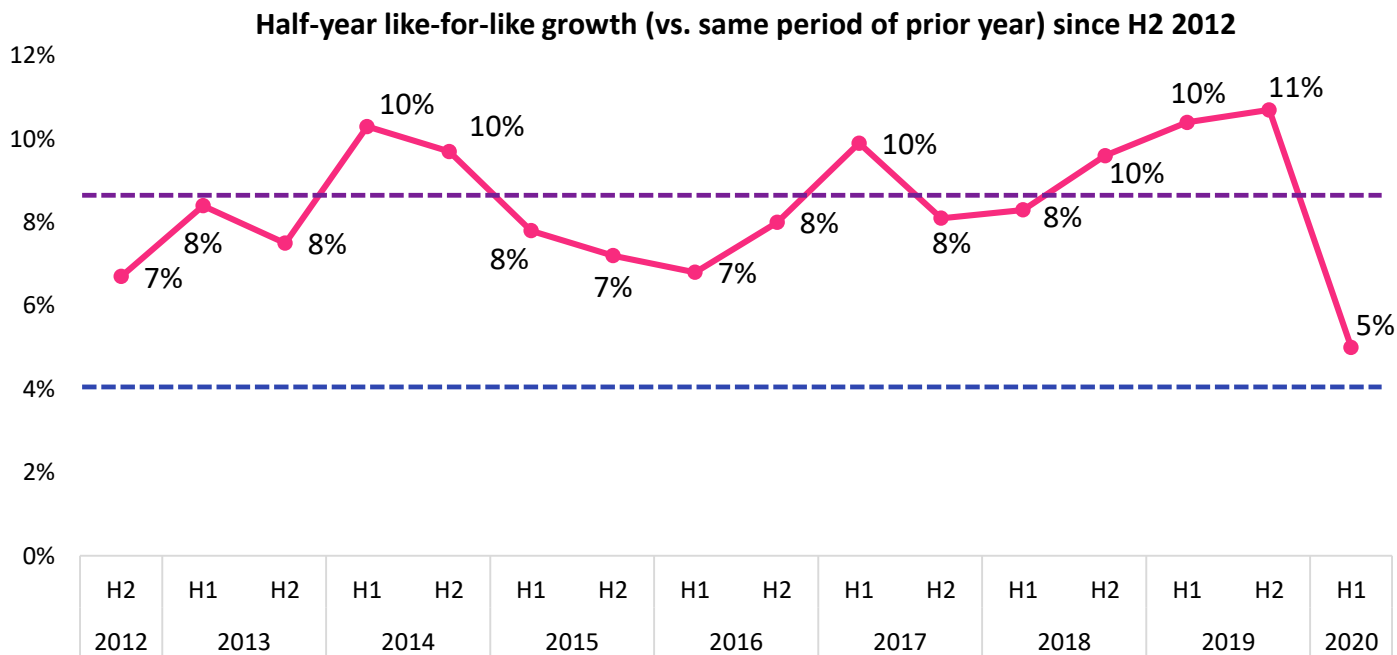


- Revenue growth: **+5% LFL** (+3.7% as reported)
- **Unfavorable currency effect:** decline against the euro in the main Latin American currencies and the Indian rupee, despite the positive impact from the stronger US dollar

2020 first-half results

A proven financial track record – 2012-2020

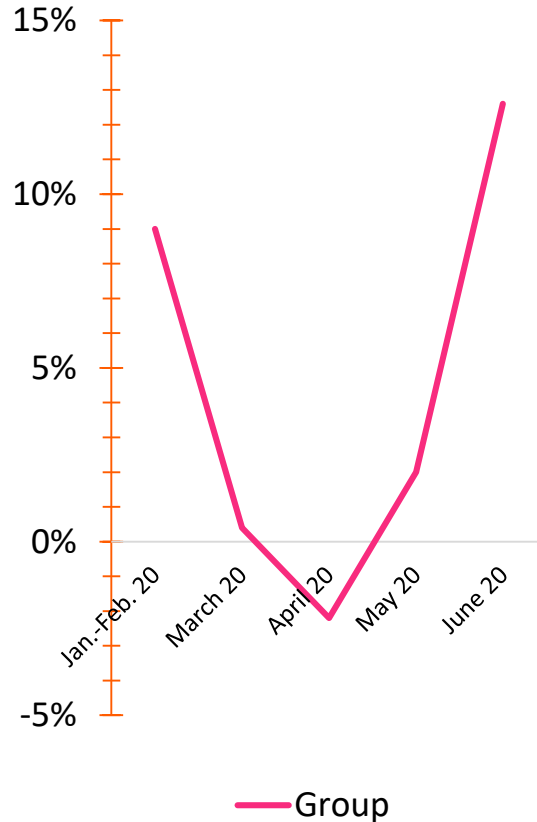
- H1 2020 is the 16th straight half-year of like-for-like growth of at least +5%



* Source: Everest, HFS Research

2020 first-half results

Monthly LFL growth vs. last year



V-shaped monthly LFL growth:

- January-February: LFL growth above +7% guidance
- March 15-May 30: site shutdowns and travel bans
- June: very strong LFL growth, except for TLScontact, still impacted by extremely low visa demand

2020 first-half results

Revenue by activity

Revenue (€m)	2020		2019		Change (%)			
	H1	Q2	H1	Q2	Like-for-like* (LFL)		Reported	
					H1	Q2	H1	Q2
Core Services & D.I.B.S.	2,344	1,165	2,221	1,115	+7.3%	+7.9%	+5.6%	+4.5%
- EWAP	856	425	801	401	+4.8%	+4.9%	+6.9%	+6.0%
- Ibero-LATAM	711	355	645	329	+18.5%	+18.8%	+10.2%	+7.9%
- CEMEA	562	288	519	257	+8.3%	+12.9%	+8.1%	+12.1%
- India & Middle East	215	97	255	129	-13.3%	-19.8%	-15.5%	-24.3%
Specialized Services	316	142	344	178	-9.7%	-21.0%	-8.1%	-20.2%
Total	2,660	1,307	2,564	1,293	+5.0%	+3.8%	+3.7%	+1.1%

* At constant exchange rates and scope of consolidation

Core Services & D.I.B.S.:

+7.3% LFL growth, above the initial +7% Group guidance despite the depths of the Covid-19 crisis from March 15 to May 30

Specialized Services:

-9.7% LFL growth, a decline due to extremely low demand in TLScontact

2020 first-half results

Margin by activity

Recurring EBITA (€m)	H1 2020		H1 2019	
	€m	Margin	€m	Margin
Core Services & D.I.B.S.	171	7.3%	215	9.7%
- EWAP	44	5.1%	58	7.2%
- Ibero-LATAM	62	8.7%	69	10.7%
- CEMEA	22	3.8%	32	6.2%
- India & Middle-East	18	8.4%	39	15.3%
- Holding companies*	25	-	17	-
Specialized Services	82	26.1%	112	32.6%
Total	253	9.5%	327	12.8%

* Group holding companies relating primarily to Core Services & D.I.B.S. businesses

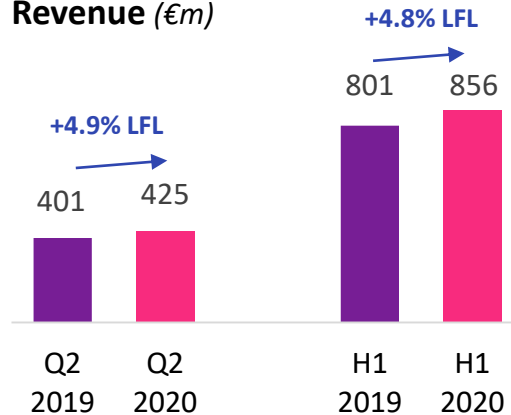
- **H1 margins impacted in all activities:**
 - Lockdowns, especially in Tunisia, Philippines and India
 - Work-at-home agent (WAHA) transformation costs
 - Travel bans (no visa business for TLScontact)

2020 first-half results

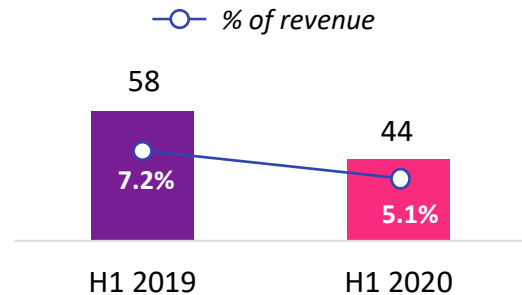
Core Services & D.I.B.S. – English-speaking market & Asia-Pacific (EWAP)

- Lockdowns in **Philippines**
- Reduced demand **in travel and accommodation**
- Return to solid **growth in APAC**: China and Malaysia

Revenue (€m)



EBITA (€m)

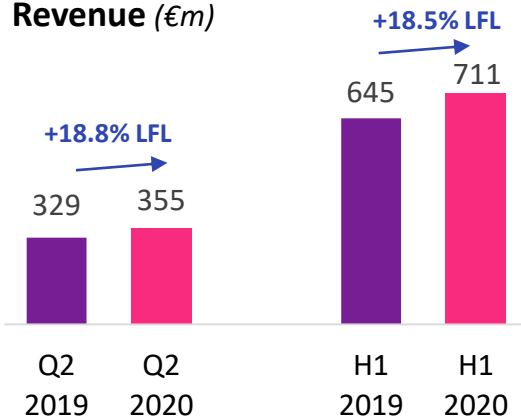


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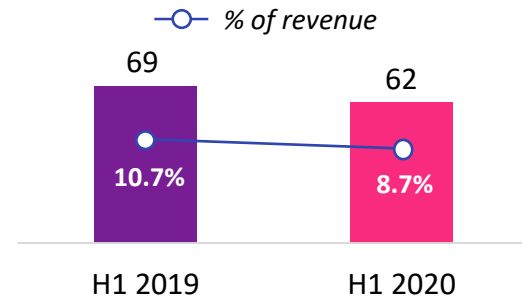
Core Services & D.I.B.S. – Ibero-LATAM

- **Booming growth sustained** in H1, despite the health crisis: Teleperformance has just been named **Company of the Year** in the Contact Center outsourcing services industry in Latin America by Frost & Sullivan
- Strong e-commerce, e-services & financial services wins in H1
- Margin impacted by WAHA transformation costs

Revenue (€m)



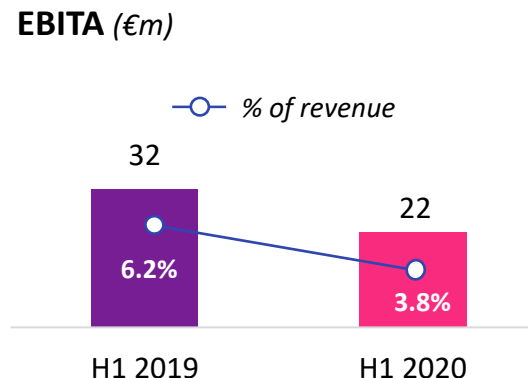
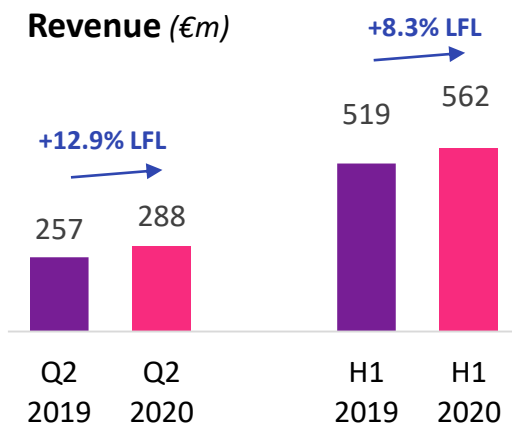
EBITA (€m)



2020 first-half results

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

- H1 growth significantly **above market**
- Revenue: **contrasting situations**
 - Revenue down in countries with strict lockdowns: France, Tunisia, Italy
 - Revenue up in the rest of the region
- **Temporary margin erosion**
 - WAHA transformation costs
 - Lockdowns in Tunisia

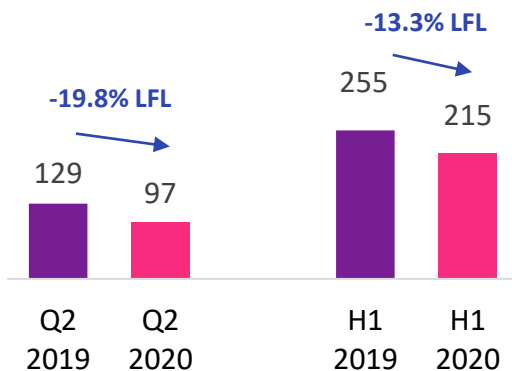


2020 first-half results

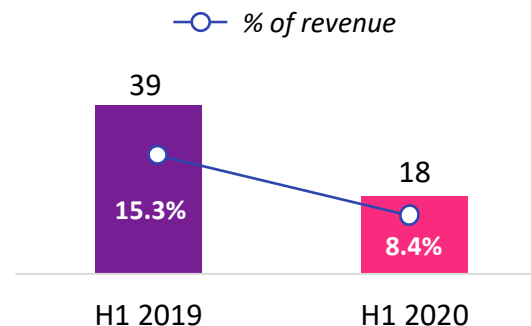
Core Services & D.I.B.S. – India & Middle East

- **Significant decrease** in revenue
 - Limitation to WAHA transformation
 - Major site lockdown in India
- **Margin heavily compressed** by numerous site closures

Revenue (€m)



EBITA (€m)

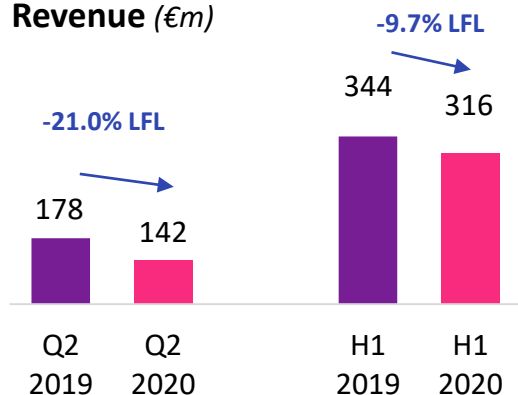


2020 first-half results

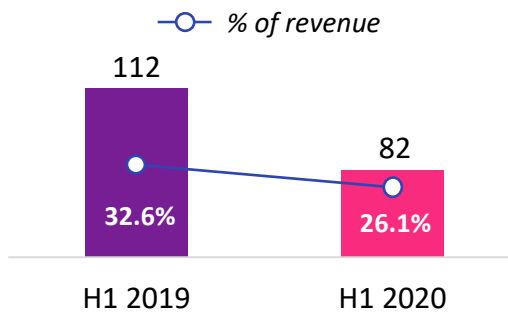
Specialized Services

- Decline in revenue explained by **the near-shutdown of TLScontakt business since April**, in the wake of travel restrictions and border closures
- LanguageLine Solutions overcame the impact of the health crisis** in healthcare and returned to strong growth in June, supported by its solid delivery model based on interpreters working from home
- Sharp margin contraction for TLScontakt** despite prompt implementation of cost measures
- Resilient, high EBITA margin for LanguageLine Solutions**

Revenue (€m)



EBITA (€m)



2020 first-half results

Operating profitability

€m	H1 2020	H1 2019	Change
Revenue	2,660	2,564	+3.7%
EBITA before non-recurring items	253	327	-22.8%
% revenue	9.5%	12.8%	
Amortization of intangible assets	(88)*	(56)	
Non-recurring items	(10)	(16)	
- Performance share plan	(10)	(11)	
- Others	-	(5)	
Operating profit	154	255	-39.4%

* Including goodwill impairment for €(34)m related mainly to French-speaking markets

- **EBITA margin of €253 million or 9.5% of revenue**
- **Operating profit of €154 million reflects the impact of:**
 - **Expenses incurred to protect employees and deploy WAHA** during the peak of the crisis for **€22 million**, partially offset by rent reductions for €3 million and various government support measures for €4 million
 - Goodwill impairment for **€34 million** related mainly to French-speaking markets
 - Write downs on receivables for **€10 million**

2020 first-half results

Earnings performance

€m	H1 2020	H1 2019	Change
Operating profit	154	255	-39.4%
Financial result	(50)	(47)	
Income tax	(41)	(63)	
Effective tax rate	39.5%	30.1%	
Minority interest	-	-	
Net profit - Group share	63	145	-56.6%
Diluted earnings per share (€)	1.08	2.49	-56.6%
Weighted average number of shares* (m)	58.7	58.5	

* Used to calculate diluted earnings per share

- **Higher effective tax rate** owing to impairment losses on goodwill
- **Decline in net financing costs related to debt before the impact of IFRS 16**
- **Net profit - Group share: €63 million**
- **Diluted earnings per share: €1.08**

2020 first-half results

Cash flow

€m	H1 2020	H1 2019
Cash flow*	232	286
Change in working capital	80	(13)
Net capital expenditure	(120)	(101)
% revenue	4.5%	3.9%
Net free cash flow*	192	172

* After lease payments, interest paid and taxes

- Net free cash flow: **€192 million, up +11.6%**
- Capex ratio at **4.5% of revenue**, up from 3.9% in 2019
 - Rapid expansion of WAHA during the health crisis
 - Ongoing expansion and new sites reflecting strong client demand, notably in the Ibero-LATAM region
- **Decrease in WCR (inflow)** reflecting the attention paid throughout the period to outstanding receivables and postponement of payments on certain tax liabilities

2020 first-half results

Balance sheet summary

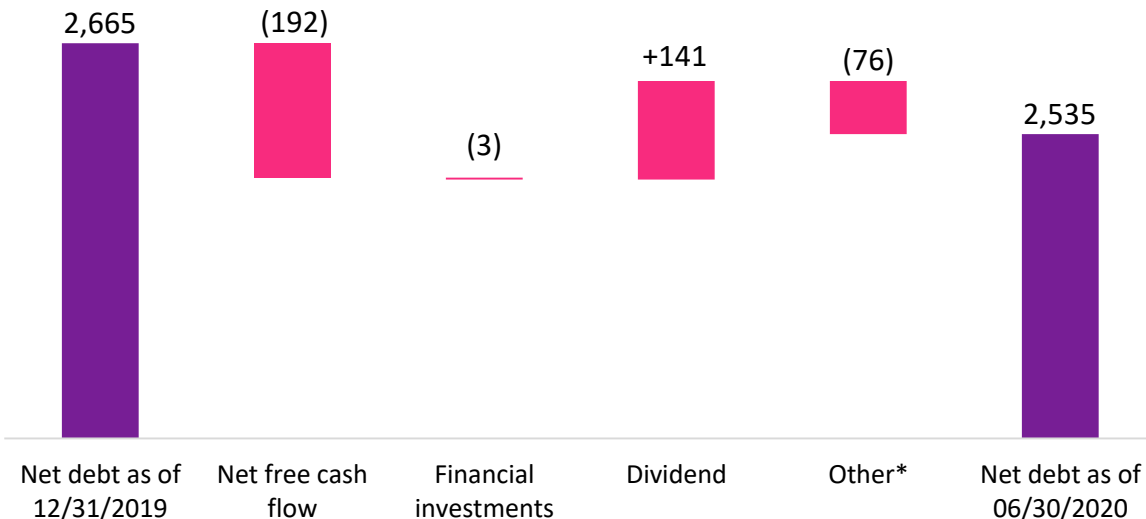
€m	06/30/2020	12/31/2019
	€1 = US\$1.12	€1 = US\$1.12
Non-current assets	4,643	4,836
<i>o/w intangible assets</i>	3,337	3,479
Working capital*	583	731
Total net assets	5,226	5,567
Equity	2,372	2,569
Provisions and deferred tax liabilities	319	333
Net debt**	2,535	2,665
Total equity and net liabilities	5,226	5,567

* Defined as: trade receivables + current income tax receivable + other current and financial assets
– trade payables – current income tax – other current liabilities

** Including €653m in lease liabilities (IFRS 16)

2020 first-half results

Financial position



- **Solid financial structure**

- Over **€1.5** billion in liquidity
- **Decrease in net debt** of €130 million compared with end of 2019
- **S&P credit rating confirmed BBB-** Investment Grade in April

*** Other items include**

FX	(58)
Other	(18)
Total	(76)

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Outlook

2020 outlook and 2022 financial objectives

■ 2020 outlook

- More dynamic growth expected in H2 2020 vs. H1 2020
- Annual like-for-like revenue growth of around +6%
- EBITA margin before non-recurring items of at least 12.5%

■ 2022 financial objectives:

- Revenue of around €7 billion in 2022, including acquisitions in high added-value services
- Annual average like-for-like revenue growth of at least +6% per year over 2020-2022
- EBITA margin of around 14.5% in 2022

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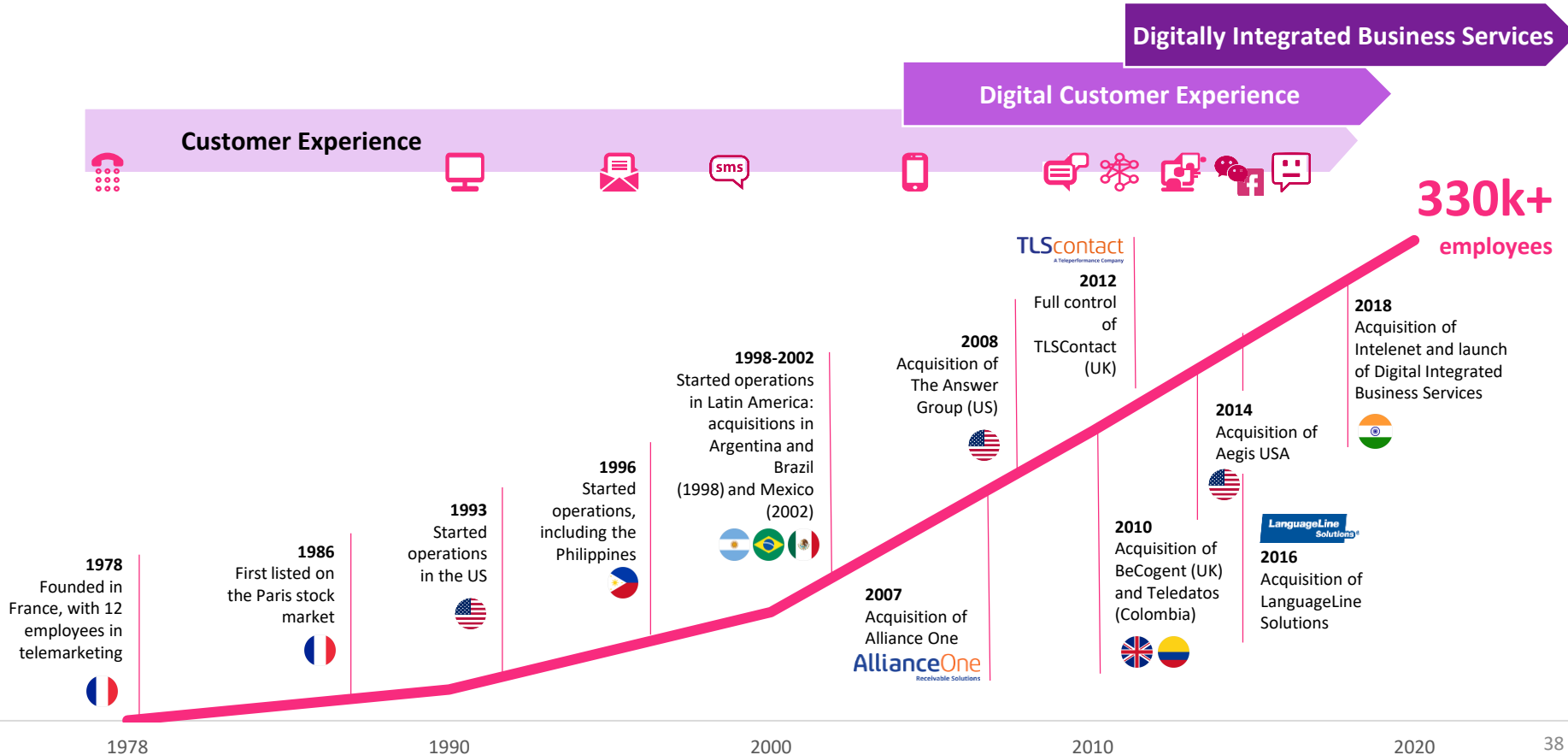
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APPENDICES

Group overview –
Additional information

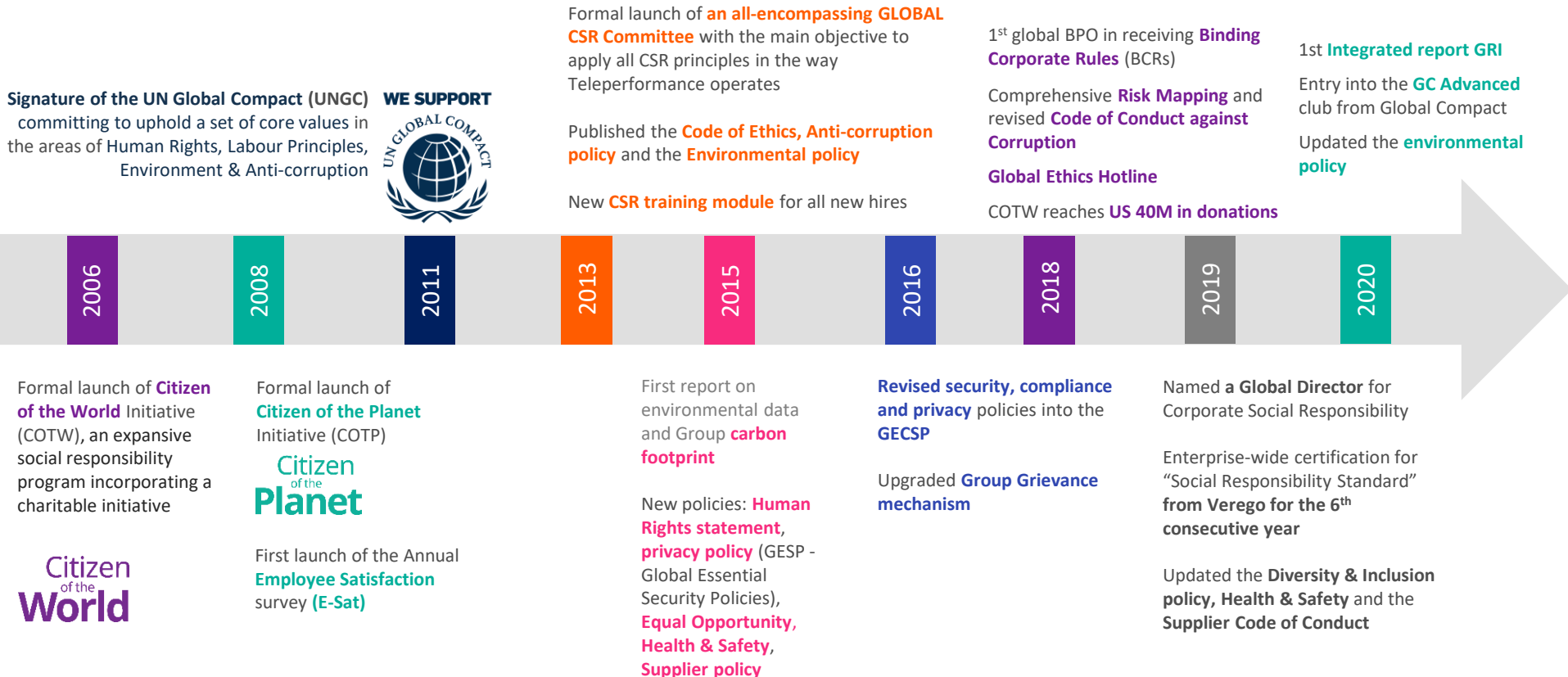
Group overview – Additional information

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



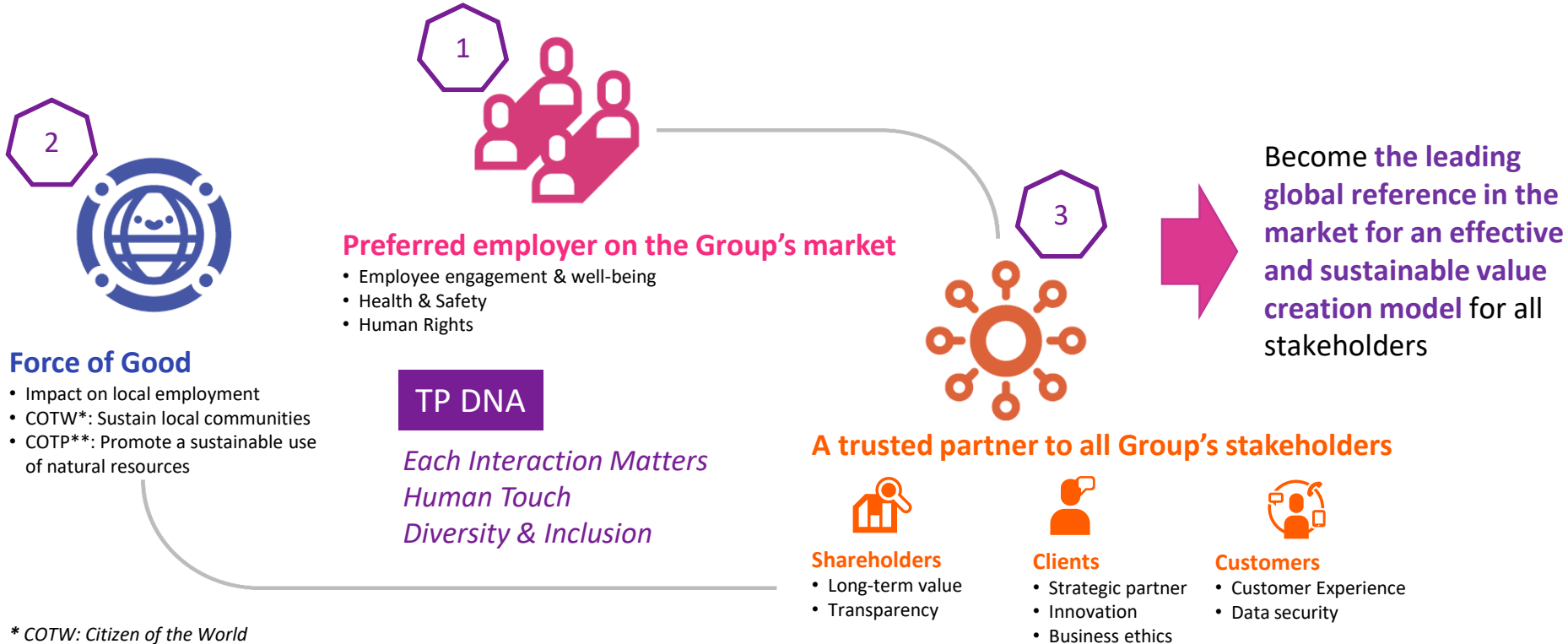
Group overview – Additional information

CSR roadmap integrated to the Group's strategy and history



Group overview – Additional information

Corporate Social Responsibility: three commitments for one objective



* COTW: Citizen of the World

** COTP: Citizen of the Planet

(1) More details in the Teleperformance 2019 Integrated Report - <https://www.teleperformanceinvestorrelations.com/media/5468921/teleperformance-2019-integrated-report.pdf>

Group overview – Additional information

Corporate Social Responsibility: key 2019 figures

Be a preferred employer

- **25,000** net jobs created in 2019
- **22** Best Employer certifications covering **70%** of the workforce
- **99.3%** of TP's employees have a base salary higher than the living wage (excluding bonus)
- **69%** of non-agent positions filled internally

Diversity & inclusion

- **50%** women in the Group and **24%** in the Group's Management Committee

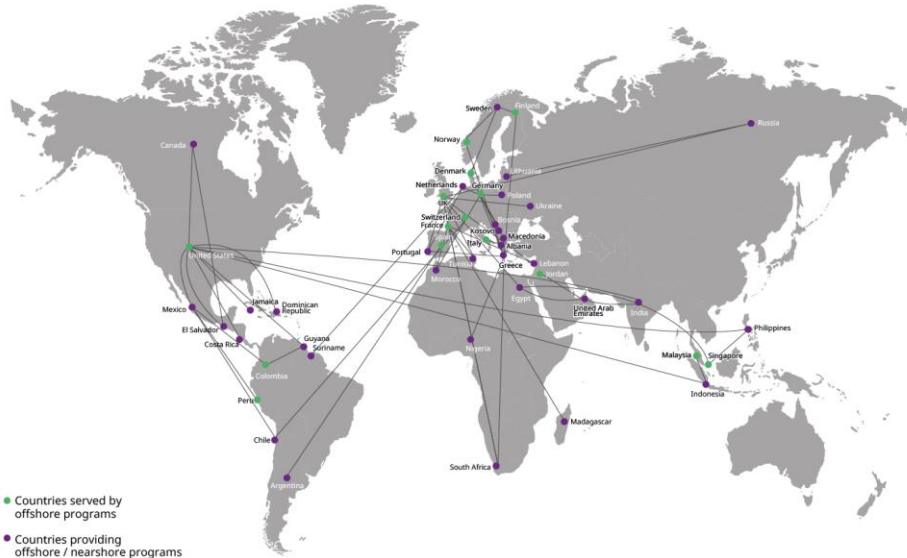
Be a Force of Good

- **€1.0** of direct added value generated by Teleperformance in a country => **€2.4** of total added value for the country
- **€4.9m** raised for charities and **82,000** volunteer hours
- **-4.2%** decrease yoy carbon footprint per employee

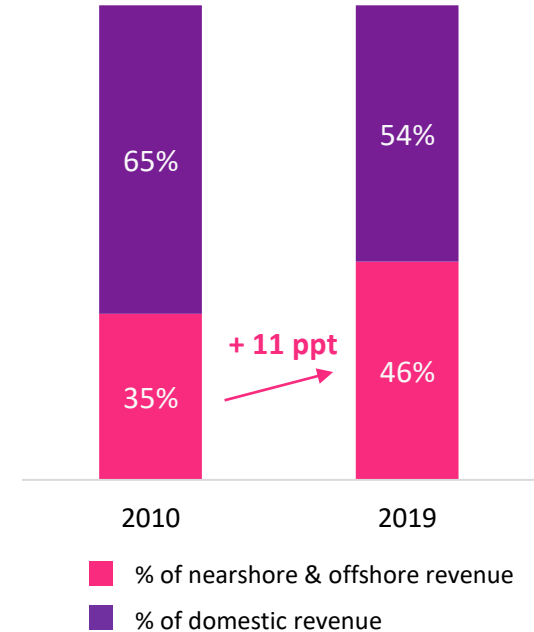
Group overview – Additional information

Smart shoring: a unique offering of worldwide broad sourcing mix

- **Network of 33 offshore/nearshore locations** around the world
- The only industry player able to offer **worldwide integrated domestic**, nearshore & offshore solutions



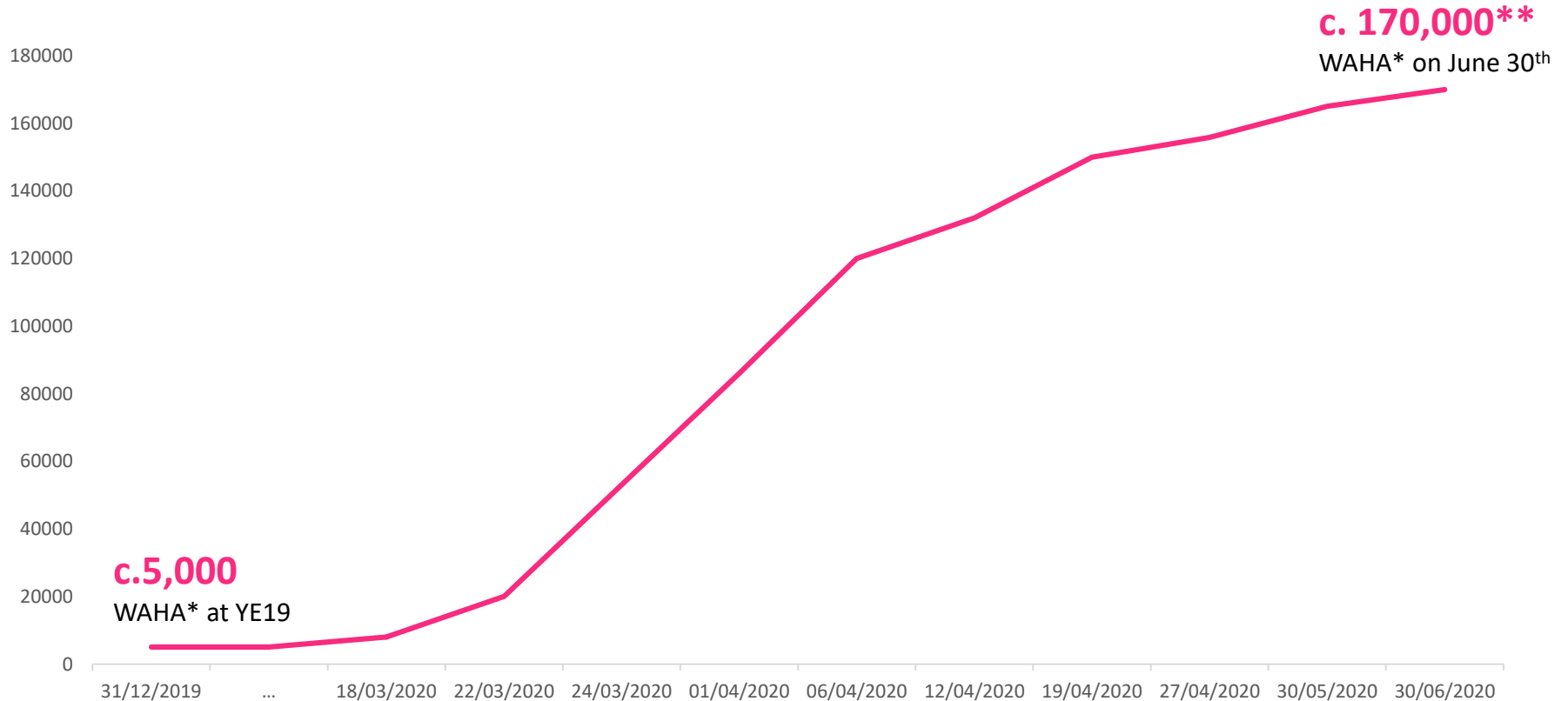
Increasing share of nearshore & offshore*



* in Core Services & D.I.B.S. activities

Group overview – Additional information

Smart shoring: rapid deployment of work-at-home agents in 2 months in response to Covid-19



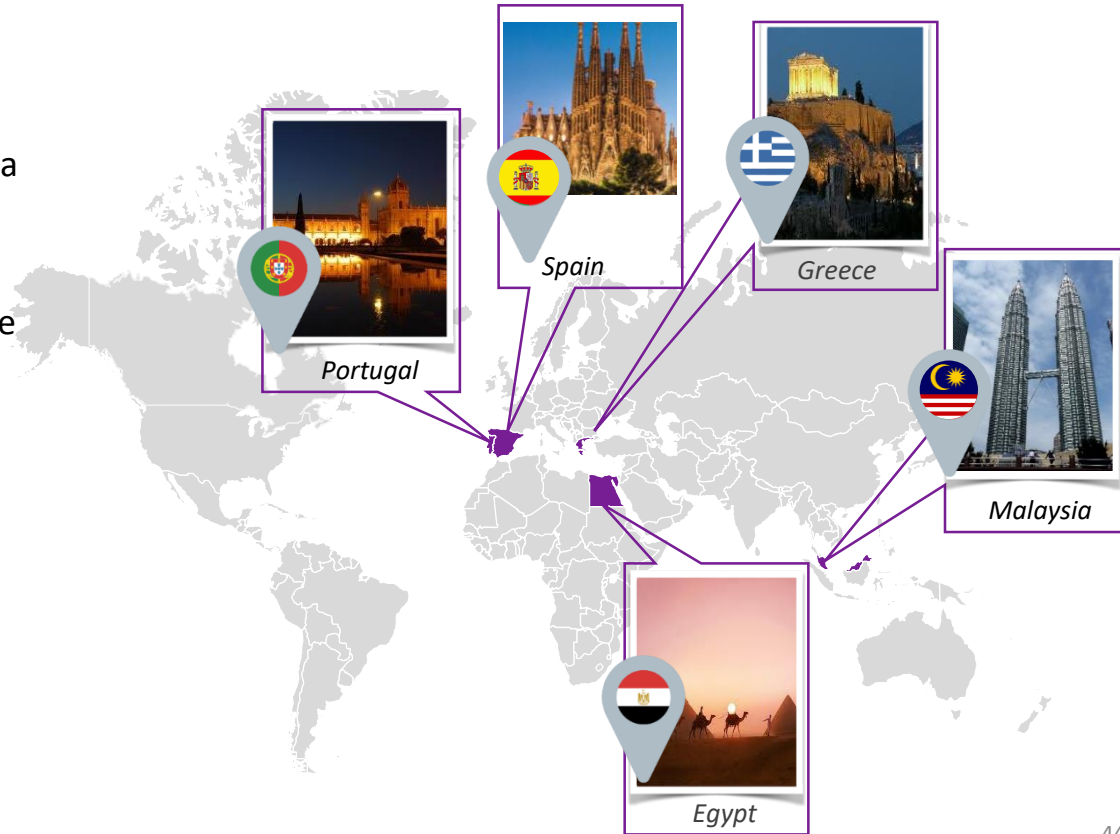
* Work-at-Home Agent

** 220,000 including support functions

Group overview – Additional information

Smart shoring: multilingual hubs in Europe and Asia

- Solutions **adapted to each market's needs**
- **Strong support to gain market share** in CEMEA, with promising development in Asia
- Gathering **native speakers from different locations in one hub** to deliver the best service for Pan-European and Asian mid-size programs
- Serving **140 countries from main 5 centralized locations** in more than **40 languages**
- Latest premium multilingual hub opened in **Malaysia** in May 2017, offering services in **25 languages**



Group overview – Additional information

Security: a reference in the industry

- The **BCR (Binding Corporate Rules)** is a legal document outlining the Group's **compliance, privacy and security program**
- Teleperformance **received notification from the CNIL*** that its BCRs were approved in February 2018
- Teleperformance is **the only BPO** company that has gained approval for BCRs**
- The BCR approval was a factor in Teleperformance **becoming GDPR (General Data Protection Regulation) compliant in May 2018**
- **Launch of the Eagle Project in 2019, a new program of investments in cybersecurity**

Examples of key certifications received by Teleperformance



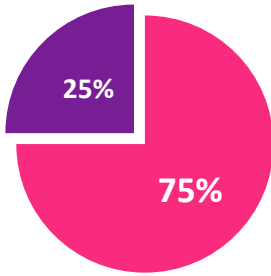
APPENDICES

Market and competitive environment

Market and competitive environment

#1 WW in a changing CX core market still poorly outsourced but highly disrupted

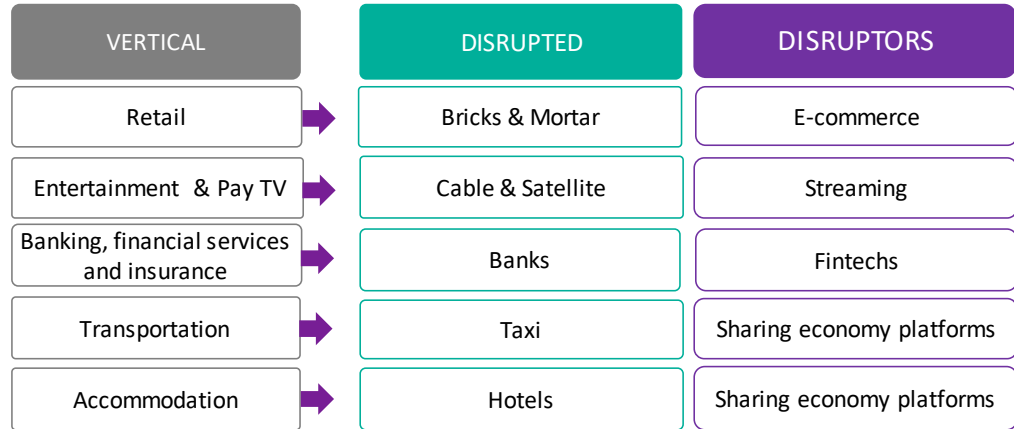
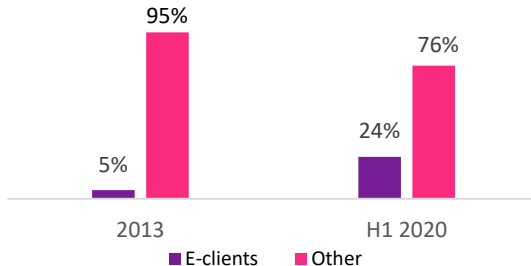
CX Outsourcing rate in 2018 (%)



■ In-house ■ Outsourced

Source: Everest (2019)

Teleperformance revenue generation with e-clients (%)



- **Helping disrupted companies** to navigate the digital transformation
- Being the **natural partner of the disruptors** to help them deal with the “frictions” of the real world

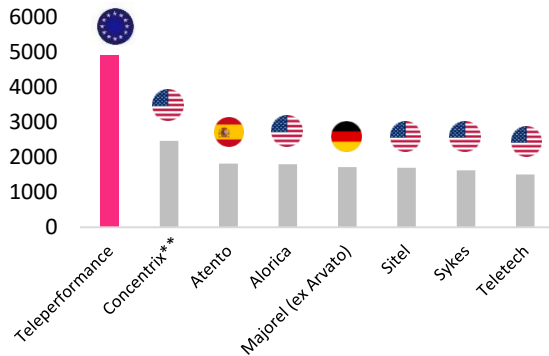
Market and competitive environment

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

- **Worldwide leader** in the outsourced CX market (\$60-86B in 2018*) with a **unique global diversified positioning**
- Group's transformation leads to:
 - **Significant outperformance vs. CX peers**
 - **Enlarged addressable market:** the worldwide business process management market

Main competitors in the customer experience management market

(Revenue in US\$m – FY 2018)

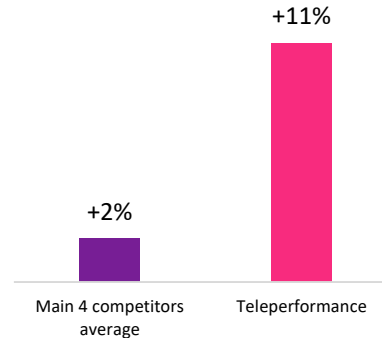


Source: HSF (2019)

* Source: Everest, HFS (2019)

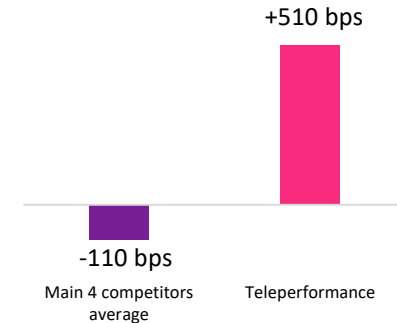
** Merged with Convergys within the Synnex Group; 2018 revenue of Concentrix includes the contribution from Convergys as of Q4 2018

Average growth in revenue p.a. over the 2011-2018 period***



Source: Companies annual reports

EBIT margin evolution over the 2011-2018 period***



Source: Companies annual reports

*** Sample includes: Atento, Convergys, Sykes and Teletch; data covers the 2011-2017 period for Convergys, before it was merged with Concentrix into the Synnex Group

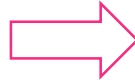
Market and competitive environment

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/Convergys**
Sykes
Teletech
Webhelp



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

ITO/BPO companies**

Cognizant
EXL
Genpact
Infosys
Tata Consulting Services
Wipro
WNS

Consulting Firms

Accenture
Cap Gemini

* Contact Center Outsourcing

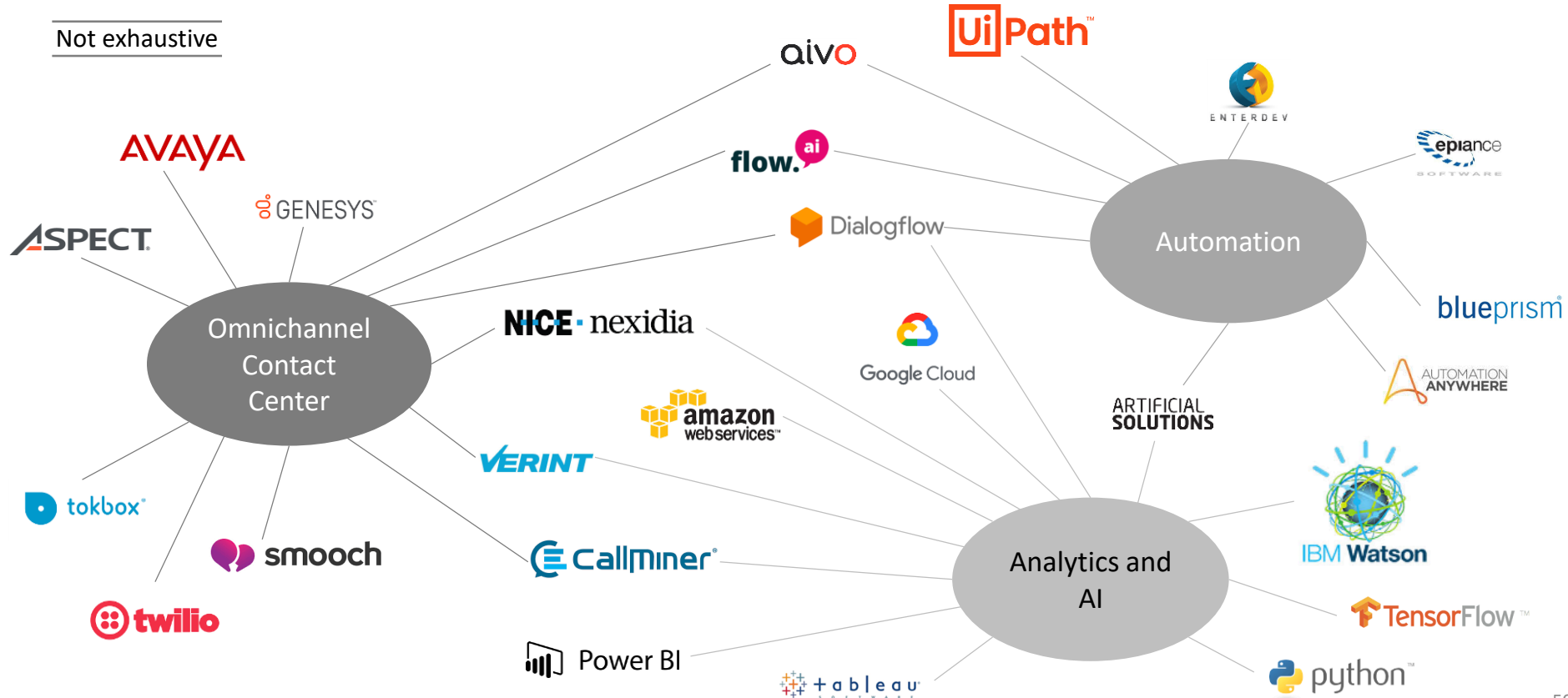
* IT Outsourcing/Business Process Outsourcing

** Merged with Convergys within the Synnex Group; 2018 revenue of Concentrix includes the contribution from Convergys as of Q4 2018

Market and competitive environment

Leveraging an ecosystem of technology players and partners

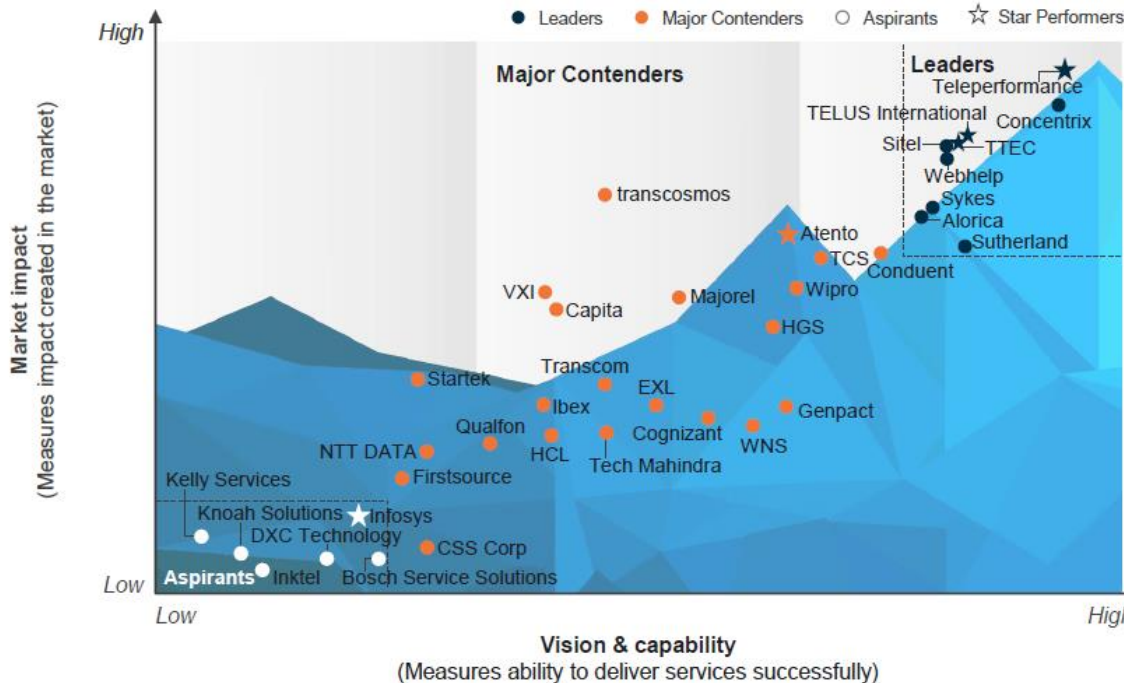
Not exhaustive



Market and competitive environment

Numerous awards won in the industry

Everest Group Customer Experience Management (CXM) Services PEAK Matrix® Assessment 2020



*Company of the Year in the
Contact Center Outsourcing
Services Industry in Latin
America by Frost & Sullivan*

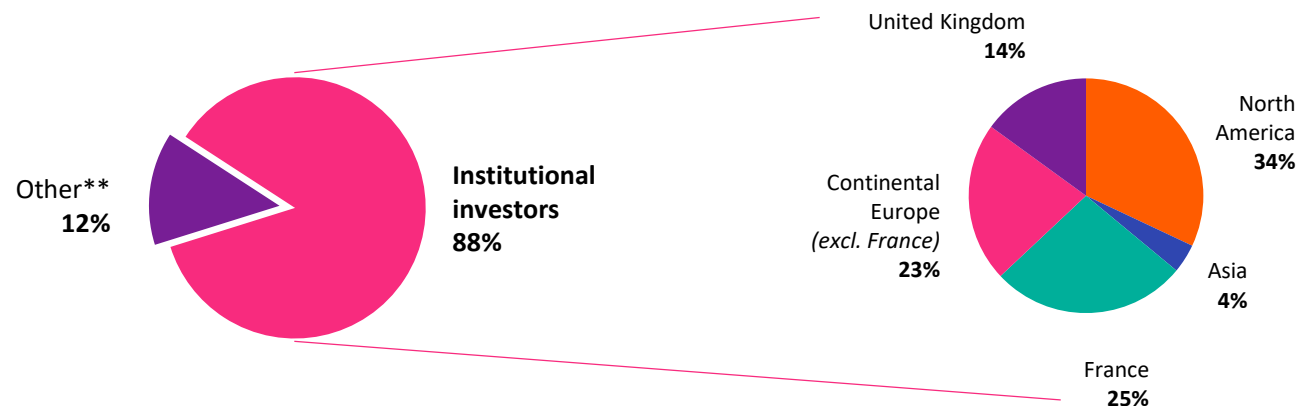
APPENDICES

Shareholding structure

Shareholding structure

International capital ownership*

- Listed on the NYSE Euronext Paris market – **free float ~100%**
- An **international shareholding** structure reflecting the Group's global footprint



** Other includes	% capital
• Daniel Julien	2%
• Retail investors, incl. TP's employees	8%
• Brokers	2%

Thanks!

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