




Letter to shareholders

DECEMBER 2020

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Editorial: Daniel Julien, Chairman and Chief Executive Officer

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Dear Shareholders,

I am particularly happy to share with you today two reasons for satisfaction at Teleperformance. First, we have successfully weathered the health crisis, in particular by switching 75% of our workforce to the work-from-home model to protect them and their jobs, while continuing to support our clients. Second, we continue to develop our operations at a very good pace, through organic growth and acquisitions, thereby executing the growth and transformation strategy over the last three years to become a leader in digitally integrated business services. In this regard, **we have reached two important milestones in the past two months.**

Like-for-like growth in revenue was particularly strong in the third quarter, representing more than +12%,

showing that the sustained upturn in growth observed since June is continuing apace. We have raised our guidance for annual, like-for-like revenue growth to around +8%, well above the market growth rate. We are steadily pursuing our robust business development by leveraging the same resilient value creation model built on seamless client relationships, technological innovation, security and our reputation as the market's preferred employer. The work-from-home management solution TP Cloud Campus, currently being deployed, is one of our main competitive advantages

for continuing to gain market shares in an increasingly digital environment. The many Top Employer certifications earned since the beginning of the year leading to 26 countries certified with best practices today are another key asset for success in our high-tech, high-touch strategy.

The Group is also continuing its transformation through external growth. By acquiring Health Advocate, a US-based, complete plat-

form for consumer health management, Teleperformance is significantly strengthening its high value Specialized Services business in the US healthcare market. Its integration into the Group, conducted in perfect synergy with LanguageLine Solutions, will positively impact the Group's profitability profile and is perfectly aligned with our strate-

gic roadmap and our 2022 financial objectives. We will dedicate all of the resources needed to accelerate innovation and growth at this great organization.

We thank our shareholders for their loyalty and support, and remain confident as we continue our long-term transformation, supported by the tremendous energy of our employees, our values and the Group's intrinsic qualities of proximity, agility, discipline and commitment. We hope that reading this letter makes you, like us, feel **"Hungry to win"**.

"We continue to develop our operations at a very good pace, through organic growth and acquisitions"



Cosmos | Integrity



Earth | Respect



Metal | Professionalism

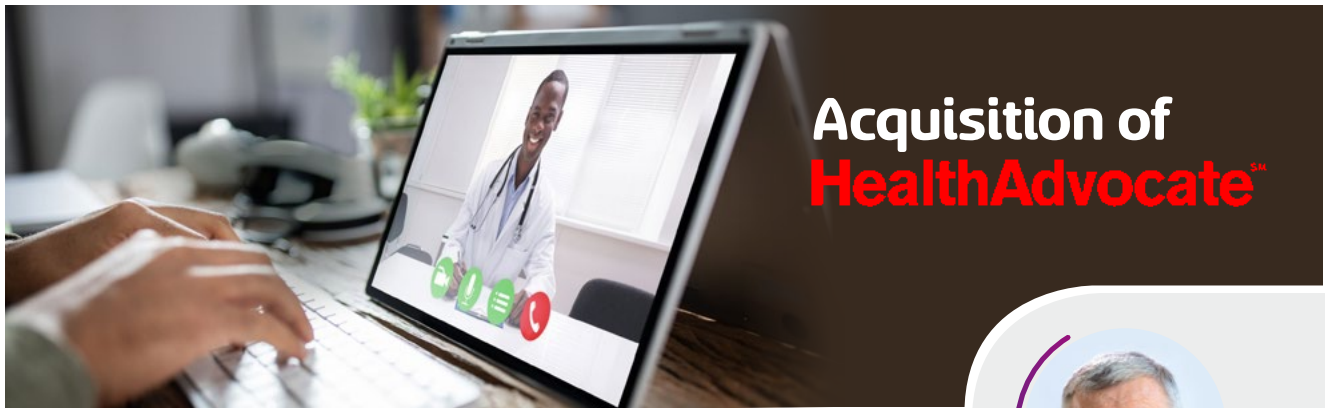


Air | Innovation



Fire | Commitment

STRENGTHENING HIGH VALUE-ADDED SERVICES



Acquisition of HealthAdvocateSM

By signing an agreement to acquire Health Advocate on October 27, 2020, Teleperformance will significantly strengthen its strong added-value Specialized Services business portfolio in the US healthcare market.

Health Advocate is a leading US-based, consumer-focused online health platform for the employer market. Founded in 2001 and headquartered in Plymouth Meeting Pennsylvania, Health Advocate has revenue of US\$140 million and adjusted EBITDA of US\$50 million, representing a margin of 36%.

Two families of integrated solutions to help consumers navigate the complex US healthcare environment:

- **Navigation & Advocacy**
Solutions supporting consumers with the help they need to make better clinical and administrative healthcare decisions
- **Health & well-being**
A complete suite of solutions (coaching, advisory...) to keep its client company's employees healthier, happier and therefore more productive.



"Being integrated in Teleperformance's Specialized Services activities led by LanguageLine Solutions, this acquisition will reinforce the Group's global leadership as a provider of high-end value-added services, and will positively impact its profitability profile."

Daniel Julien,
Chairman and Chief Executive Officer

CLICK HERE
For more information on the acquisition

GOOD TO KNOW

73% of employees in the US do not fully understand the extent of their healthcare benefits

Boosting digital transformation: "The 12 Labors of Hercules"



Robotization

The combination of **Optical Character Recognition (OCR)** and **Robot Process Automation (RPA)** technologies allows information to be taken from many different sources and used to make the customer experience more efficient and safer:

90%
REDUCTION
IN PROCESSING
TIME

60%
REDUCTION
IN ERRORS

70%
REDUCTION
IN COSTS



Online messaging

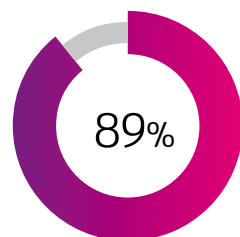
Teleperformance helps customers quickly get answers to their questions seamlessly across a growing number of channels.

With the Voice2Messaging solution, they can use their favorite messaging app, such as WhatsApp or Messenger, to contact the largest brands 24/7.

Share of mobile phone owners using messaging apps regularly

"The health crisis has greatly accelerated the digital transformation of companies. Our clients are now more open than ever to the simple and efficient solutions offered by Teleperformance to help them. We have selected 12 strategic initiatives that we are developing as a priority in order to provide them with ever more value. We are happy to present here two of our most emblematic initiatives."

Bhupender Singh,
Chief Transformation Officer



Source: DataReportal / Digital 2020: Global Digital Overview



Employer of choice

RECOGNITION OF THE GROUP'S STRONG COMMITMENT TO THE WELL-BEING OF ITS EMPLOYEES



Teleperformance is now certified **Top Employer** in 26 countries. New countries earned this certification for the first time this year, reflecting employee commitment and trust in Teleperformance: **Germany, for the work-from-home model, the United Kingdom, Peru, Egypt and more recently the USA.**



"Teleperformance is committed to being the employer of choice in its market, with dedicated programs spanning health, safety and well-being of employees, their engagement, training and career development, as well as diversity, inclusion and human rights."

Alan Winters, Chief People Officer



Diversity

TELEPERFORMANCE, A FORCE OF GOOD, THAT IS RESPECTFUL OF DIVERSITY, HAS SEEN ITS HIRING PROGRAMS IN UNDERPRIVILEGED COMMUNITIES RECOGNIZED BY IAOP®, THE REFERENCE ASSOCIATION IN OUTSOURCING

The impact sourcing programs set up by Teleperformance, which aim to recruit and train people from underprivileged communities or minorities, have won the Global impact sourcing award by IAOP® (International Association of Outsourcing Professionals®). The Group has set itself the target of employing 2,000 Venezuelan refugees and migrants in Colombia by the end of 2020.



TELEPERFORMANCE SUPPORTS THE #HeForShe CAMPAIGN



#HeForShe is a United Nations-led global movement that invites to stand in solidarity with women to actively engage in promoting gender equality.

At Teleperformance we are Committed to Women solidarity movement for Gender Equality

#HeForShe #CountUpMeIn



Respectful of the environment

COMMITTED TO REDUCING ITS CARBON FOOTPRINT PER EMPLOYEE

Teleperformance is implementing programs to transition to renewable energies, through the Citizen of the Planet (COTP) global initiative launched in 2008. **In Mexico, where the Group has more than 20,000 employees, more than 50% of the electricity consumed is now sourced from solar energy.**

"It is essential to make all of our employees around the world aware of the challenges of global warming and to encourage them to reduce their consumption of water or electricity through simple actions. We have just launched a new mascot, Oli, to promote this approach and get all employees involved alongside the Group."

Clémentine Gauthier, Global Director, Corporate Social Responsibility



Did you know that energy consumption represents 87% of Teleperformance's carbon footprint?

Citizen Planet



“This performance shows that the sustained upturn in growth since June is continuing apace”

Three questions for Olivier Rigaudy, Deputy CEO and Group CFO

01

What are the key takeaways from the release of the third-quarter revenue figures?

We delivered an excellent performance in the third quarter, with more than +12% like-for-like growth in revenue over the period. This was much faster than in the first half, despite the very sharp decline in TLScontact’s visa application management business and a high basis of comparison. This performance shows that the sustained upturn in growth since June is continuing apace, particularly in Europe and the Ibero-LATAM region. It also reflects Teleperformance’s capacity in quickly aligning its operating model with the new normal emerging from the unprecedented global health crisis and continuing to seize opportunities in ever more digital markets.

02

What is the outlook for the full year?

Based on this solid momentum, we have raised our guidance for annual, like-for-like revenue growth to around +8% in 2020 and maintained our operating margin target. This favorable outlook amid the current crisis reflects our unique positioning as a global, agile

solutions provider, as well as our confidence in the success of the Group’s transformation to respond effectively to the constantly changing needs of our clients.

03

How will the Health Advocate acquisition be financed?

The consideration for the transaction will be an enterprise value of US\$ 690 million at closing. **The acquisition, which should be fully financed through debt.** The ability of the Group to generate cash-flows should allow the leverage ratio* to return to a reasonable level of around x2 by the end of 2021. Such a trajectory looks perfectly compatible with the Group’s “BBB-” credit rating from S&P, to which we are very committed, and the pursuit of selective acquisitions over the long-run.

* Net debt/EBITDA

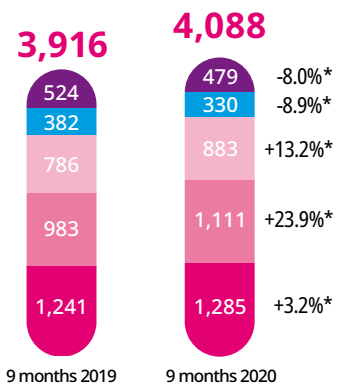
[CLICK HERE TO UPLOAD the 2020 third-quarter revenue press release](#)

KEY FIGURES

THIRD-QUARTER 2020 REVENUE
€1,428m
+12.3%
like-for-like growth

FIRST NINE MONTHS 2020 REVENUE
€4,088m
+7.4%
like-for-like growth

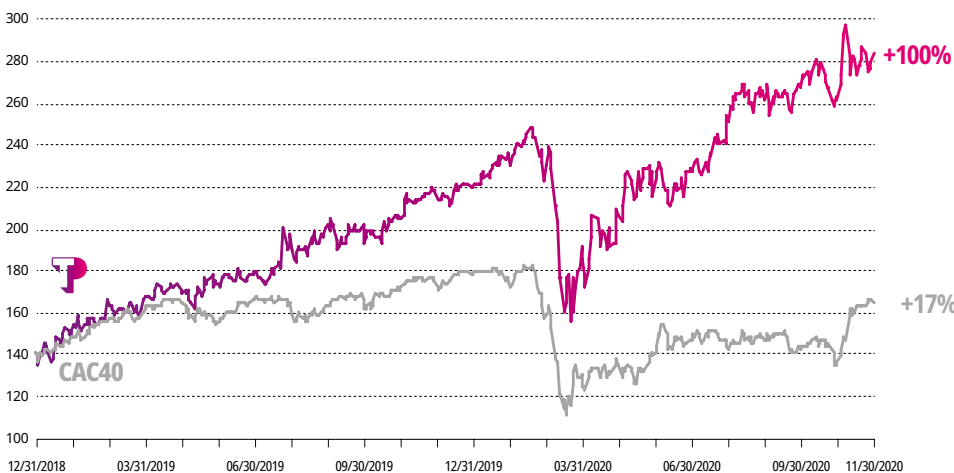
REVENUE BY ACTIVITY (€m)



EWAP ibero-LATAM CEMEA
India & Middle-East Specialized Services

* Like-for-like growth

TELEPERFORMANCE SHARE PRICE PERFORMANCE (IN €)*



* Compared to the CAC40 index rebased on Teleperformance share price as of January 1, 2019

2020 OUTLOOK

- Full-year revenue growth target raised: **like-for-like revenue growth of around +8.0%**
- Confirmed target for an EBITA margin of at least 12.5%

LAST MINUTE

Success of a €500m bond issue under exceptional conditions

The bond, maturing in 2027, with an annual coupon of 0.25%, was issued on November 20, 2020. It reflects the continuity of the Group’s refinancing operations under very attractive rate conditions while extending the maturity of its debt profile. It reflects, once again, the strength of Teleperformance’s development model, its resilience as well as the quality of its financial structure.

CREDITWORTHINESS OF TELEPERFORMANCE was confirmed on November 6, 2020 by Standard & Poor’s, with an

investment grade rating of BBB-



[CLICK HERE](#)
For more information on the bond issue

STRONG AND SUSTAINABLE SALES MOMENTUM



“In the context of accelerating digital transformation, outsourcing is emerging as the best option”

Three questions for Éric Dupuy,
Chief Business Development Officer

01

What have Teleperformance's growth drivers been during the global health crisis?

I believe there are four drivers:

- **growth of the digital economy**, which has been doing quite well during the crisis, such as in e-commerce and related logistics, distance learning, online entertainment with streaming and online gaming, as well as new needs arising in the health and public service sectors amid the ongoing health crisis;
- **opening up of the in-house market**: many companies that struggled to manage their customer services during the crisis are outsourcing to experts, primarily in order to deploy work-from-home solutions. We therefore see new opportunities to be seized in a good number of countries, in the financial services and insurance segments for example;
- **companies economically impacted by the current situation**, who see outsourcing as a flexible solution allowing them to quickly streamline their cost structure;
- **market share gains over fragmented competition** that is sometimes unable to offer work-from-home solutions and guarantee the security and the flexibility of services in this new environment.

02

How have you organized yourselves commercially to win so many contracts worldwide?

Teleperformance's commercial organization has adapted to that of the market and to

customer expectations. Over the past decade, we have shifted from a development model focused on local clients to one focused on regional and global clients. The sales force has been adjusted accordingly by deploying an agile client approach in a “pack” format to sell more global solutions in multiple markets, rather than a single solution in a single market. This transformation, allowing us to get closer to our clients, started five years ago in Europe, a market that is complex due to its multiplicity of languages and cultures as well as its fragmented nature. That transformation has accelerated at the global level over the last two years, with enhancements to the offering of high value-added services, including the advisory approach of our TAP™ teams made up of Technology, Analytics and Process experts.

03

What has been your greatest commercial success over the past twelve months, reflecting the strength of this organization?

Thanks to the close collaboration of our sales teams at the global level, we won a very attractive global contract at the start of the year with a global US giant in leisure and online entertainment. Operations began in Europe, negotiations are now ongoing in Latin America and the United States, and an expansion in Asia is planned. A project format was chosen, and we called on the multinational teams best able to develop the business with this client. Today, remind that **more than 50% of our revenue comes from global clients.**

Teleperformance Cloud Campus, a new driver of the Group's sales momentum

Grubhub, a major player in the US food delivery market, decided to **fully adopt the work-from-home model** for its customer service department this year. In light of this, the platform deployed Teleperformance Cloud Campus, an innovative solution guaranteeing employee engagement and a fulfilling social life.



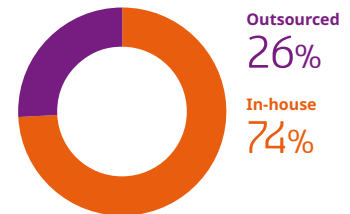
A HAPPY PARTNER

**50%
REDUCTION
IN CHURN**

**+7%
INCREASE IN
CUSTOMER SATISFACTION**

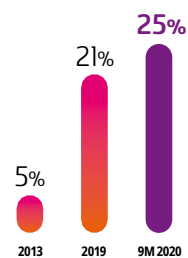


OUTSOURCING RATE IN THE CUSTOMER EXPERIENCE MANAGEMENT GLOBAL MARKET IN 2019



Source: Everest (2020)

EVOLUTION OF THE CONTRIBUTION OF NEW ECONOMY PLAYERS TO THE GROUP'S 250 TOP CLIENTS' REVENUE



Business development remains very strong, even remotely

In September, the established Leaders Insights forum organized by Teleperformance for its clients was **completely virtual**. This reflected the Group's efforts to adapt to the new environment, in order to stay close to its partners and continue to gain new clients.

GOVERNANCE

Employees are now represented by two directors on the Board

Véronique de Jocas and **Evangelos Papadopoulos** were recently appointed as directors representing the employees of Teleperformance.

Their role is to speak on behalf of employees by actively participating in the work and decisions of the Board of Directors. These appointments reflect Teleperformance's commitment to long-term corporate governance and involving employees in the implementation of the Group's strategy.



Véronique de Jocas



Evangelos Papadopoulos

AWARDS

Institutional Investor

Teleperformance's investor friendly approach recognized by Institutional Investors Extel

Teleperformance won four prizes (among TOP 3 in four categories) in September in the annual reference ranking of the financial world in the Business & Employment Services sector in Europe.



FTSE4Good

Renewal of Teleperformance's listing in the SRI FTSE4Good index

Confirmed recognition of Teleperformance, included in this index since 2018, as a socially responsible company, is based on a detailed analysis of more than 300 environmental, social and governance criteria.

A leading global group in digitally integrated business services



"Simpler. Faster. Safer."

SHARE INFORMATION

LISTING

Euronext Paris, compartiment A

Tickers: TEP - ISIN: FR0000051807

Reuters: TEPRF.PA – Bloomberg: TEP FP

Euronext sector classification (ICB): Technology / Consumer Digital Services

Number of outstanding shares: 58,730,600 as of November 30, 2020

Market capitalization: €16 billion as of November 30, 2020

Global indices: CAC 40, CAC Support Services, SBF 120, STOXX 600, MSCI Global Standard and S&P Europe 350

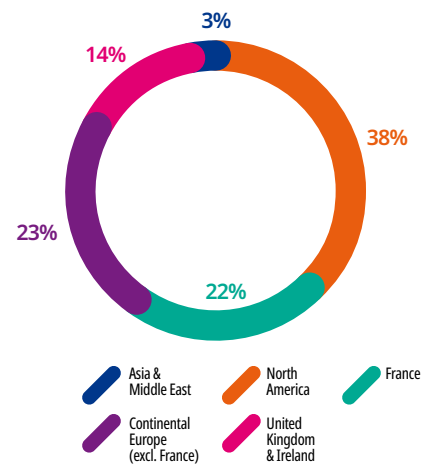
ESG indices: Euronext Vigeo Eurozone 120, FTSE4Good, Ethibel Sustainability Europe

MSCI ESG rating: AAA

CAPITAL

634 identified institutional investors from around the world owned 89% of the share capital as of September 2020.

Geographical breakdown of institutional investors*



* At September 30, 2020, based on the country of the company owning the shares

SAVE THE DATE (indicative calendar)

February 25, 2021 – Annual 2020 results

April 22, 2021 – First-quarter 2021 revenue

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