



Teleperformance

Transforming Passion into Excellence

2015 ANNUAL RESULTS INVESTOR PRESENTATION

February 25, 2016

Highlights

2015

Shaping the

FUTURE

Teleperformance people

- *The consolidated financial statements have been audited and certified.*

- *All forward-looking statements are 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 section "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.*



2015 at a glance



2015 Key facts & Key figures

Strong performance in line with objectives



2015 Annual Results

A record year



Strategy & Outlook

Growth perspectives and key opportunities in a fast-moving market environment



Appendices



2015 AT A GLANCE

- **Another record year of growth in revenue and results enhancing Teleperformance's leadership**
 - **3.398 million euros** revenue: **+ 7.5%** like-for-like growth vs 2014
 - **351 million euros** EBITA: **+ 31.6%** vs 2014, or **10.3%** margin (+ 60 basis points)
 - **200 million euros** net profit share of the Group: **+ 33.3%** vs 2014
 - **3.45 euros** diluted EPS: **+ 31.7%** vs 2014 (2.62 euros in 2014)
 - **219 million euros** net free cash flow: **> x 4** vs 2014 (48 million in 2014)

- **English-Speaking Market and Asia-Pacific** region represented **50%** of Teleperformance's revenue, vs 37% in 2010

- **Large client diversification: 67%** of the Group revenue is non-Telecom/Internet/Pay TV



- **2015 performances achieved despite a challenging business environment**
 - Destabilization generated by global security breaches in all industries
 - Increasing cost of leading security in business:
+ 100 basis points in 2 years, 2015 and 2016

▪ **2020 vision**

- More integrated omnichannel interactions
- Growth in Asia (China and India)
- A strategic mix of organic growth and targeted acquisitions
- Objective: become a **5-billion euros** revenue company by 2020 while maintaining profitability

■ **Governance**

• **Executive leadership**

- Due to the effectiveness of the executive leadership, the Teleperformance Board unanimously decided to continue with the same management structure for as long as suitable for the 2 top leaders (Executive Chairman and CEO)

• **Board**

- Full compliance with the Zimmerman-Cope law

• **At the next Shareholder's Meeting**

- Departure of the 3 most seniors male board members
- Nomination* of 3 women to the Board (French, Chinese and US citizens)
- After April 28, 2016, the Teleperformance Board will be more than

40% female

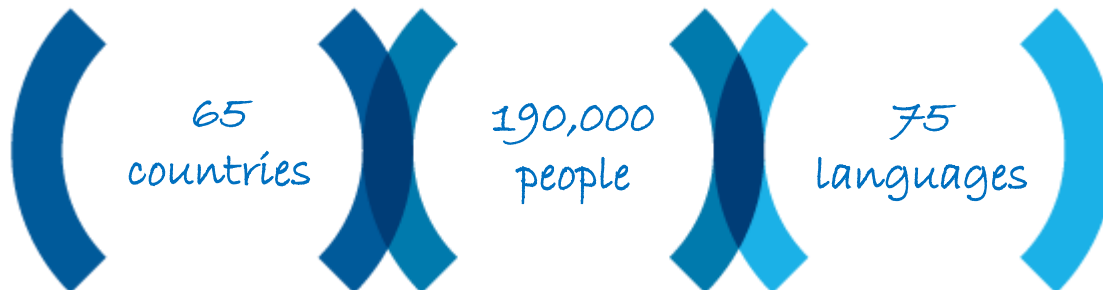


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2015 KEY FACTS & KEY FIGURES

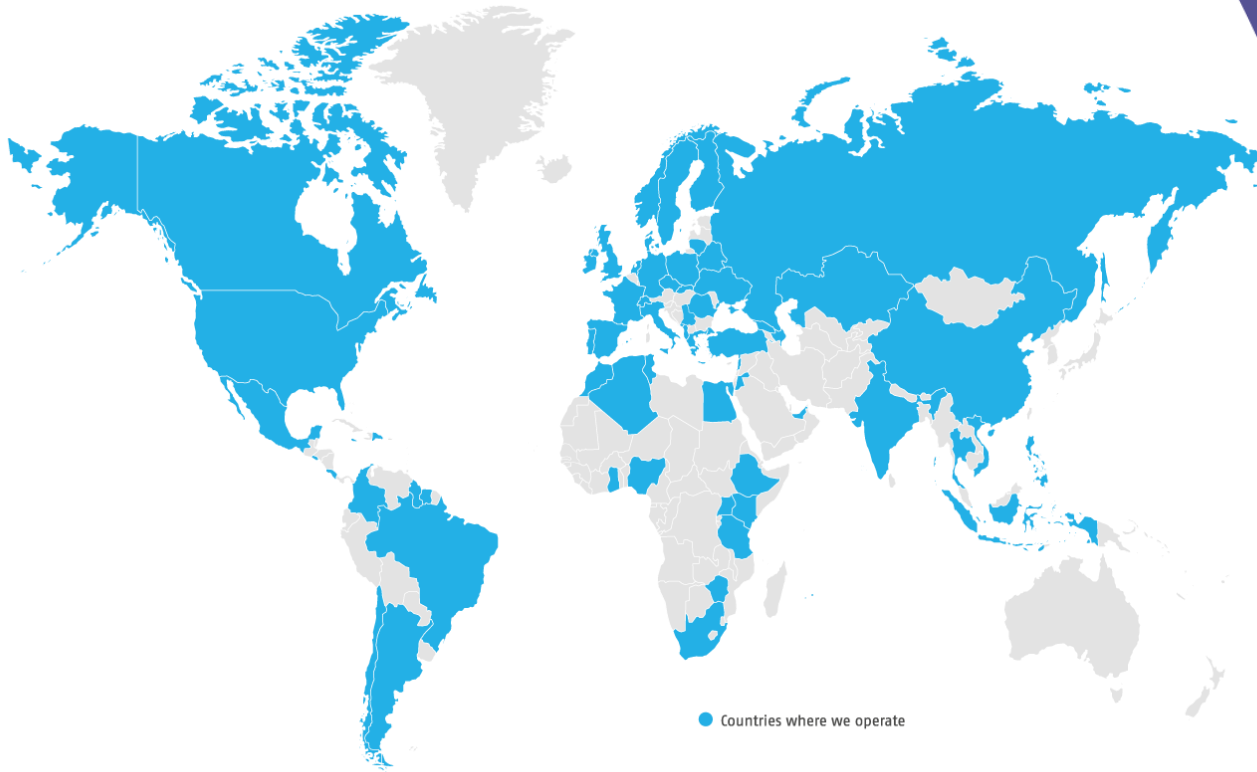
Strong performance in line with objectives

- **Increased production capabilities:**
 - + 8,000 employees to hit **190,000** people globally
 - + 12,000 workstations, mainly in the United States and in Asia expanding to **147,000** workstations worldwide
- **Worldwide footprint expansion:**
 - Operations launched in new countries: UAE (Dubai), Lithuania, Guyana, Vietnam*, Mauritius* and Montenegro*
 - 37 new centers opened; we now operate **311 contact centers** around the world
- **Solid language capability:** we interact in **75 languages**



2015 KEY FACTS & FIGURES

TELEPERFORMANCE ENHANCED ITS
WORLDWIDE MARKET LEADERSHIP IN 2015



Founded in
1978

Worldwide leader
with 2015 revenue of
€3.4bn

Interactions with
38%
of the Worldwide
population

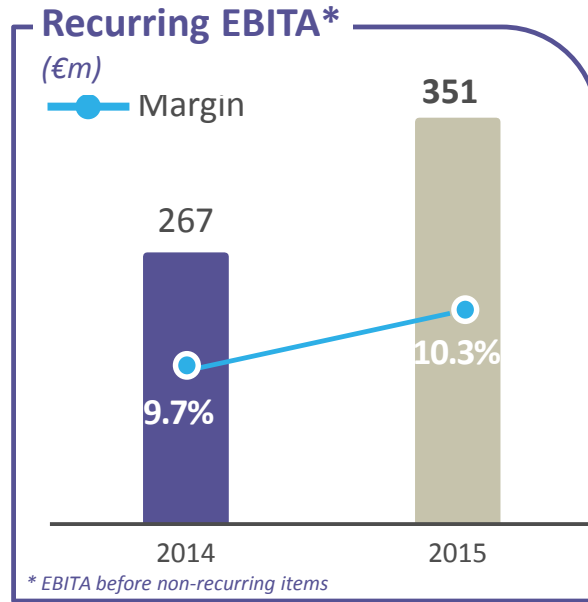
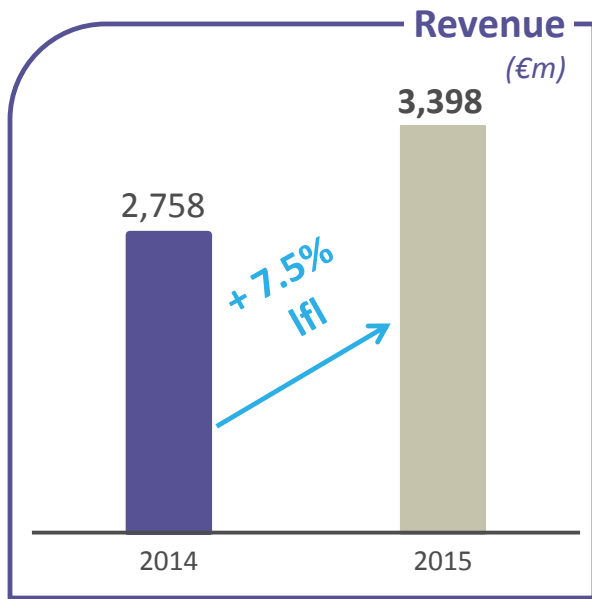
- **Enhanced offshore offering:** Surinam, UAE (Dubai), Lithuania, Guyana, etc.



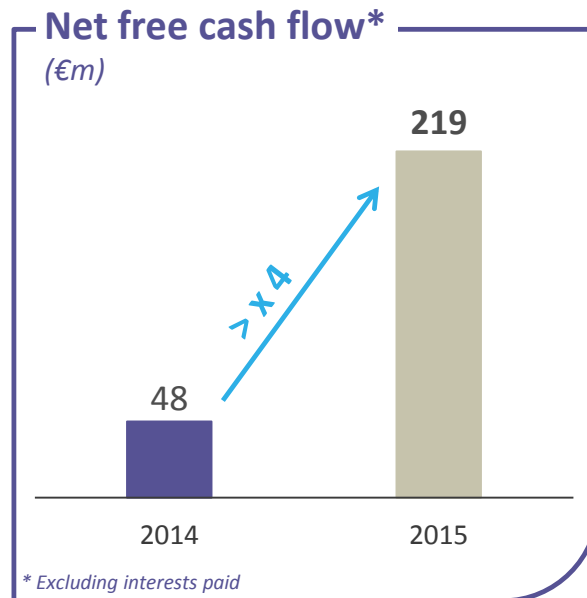
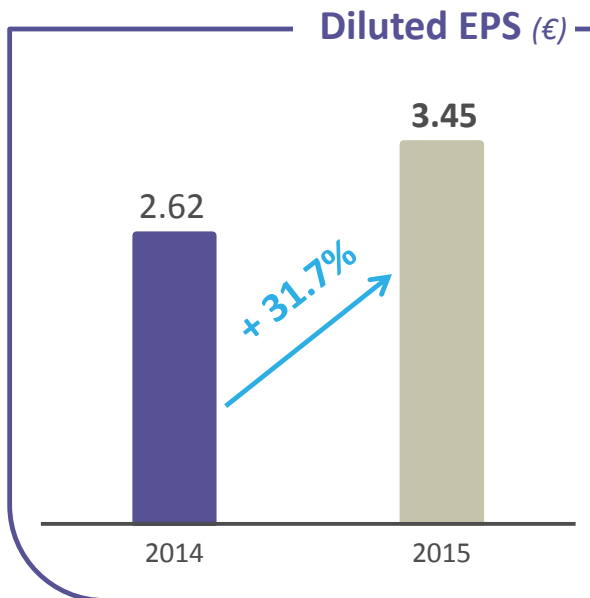
New site in Dubai



Serving **160+**
Markets



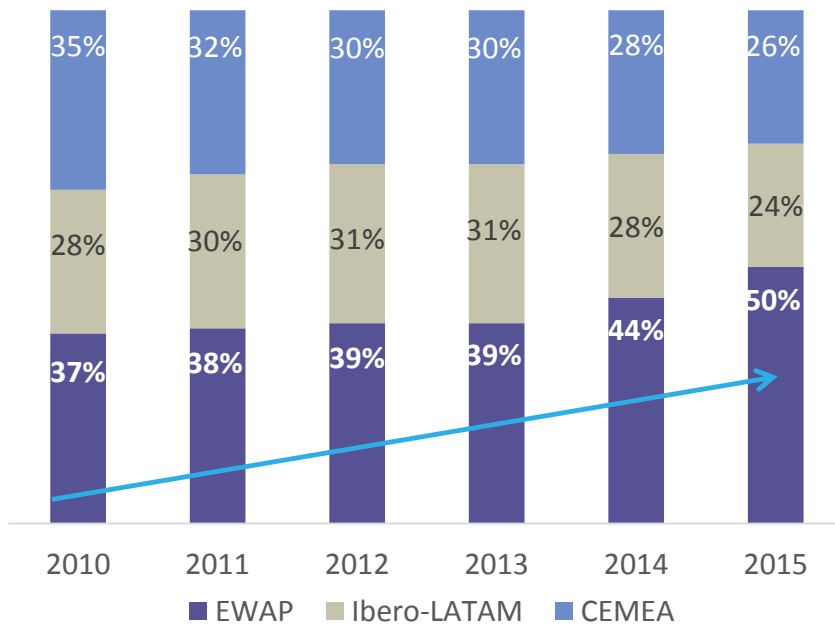
- Reported growth: **+ 23.2%**
- Organic growth: **+ 7.5%**
- EBITA margin: **+ 60 bp**
- Diluted EPS: **+ 31.7%**



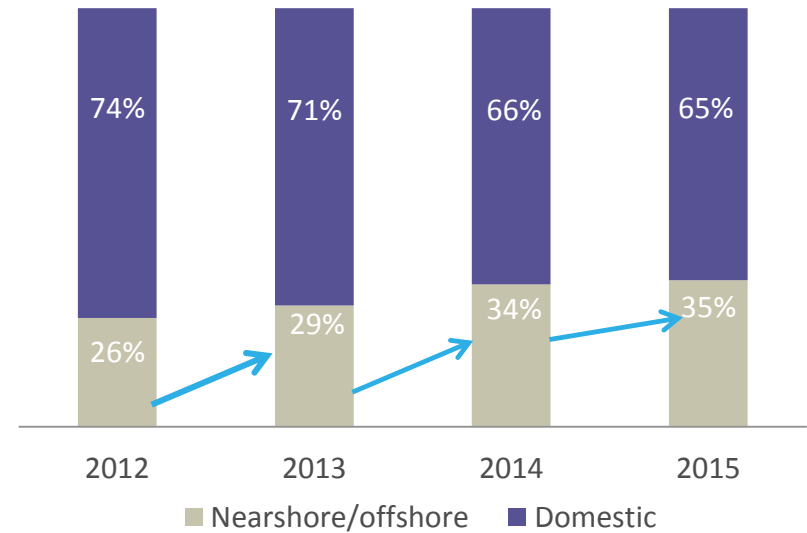
- Net FCF: **€219m**

- EWAP contribution has grown to represent **50% of total revenue** vs 37% in 2010
- Continued increase in offshore revenue contribution, now representing **35%** vs 26% in 2012

Revenue by region (2010-2015)

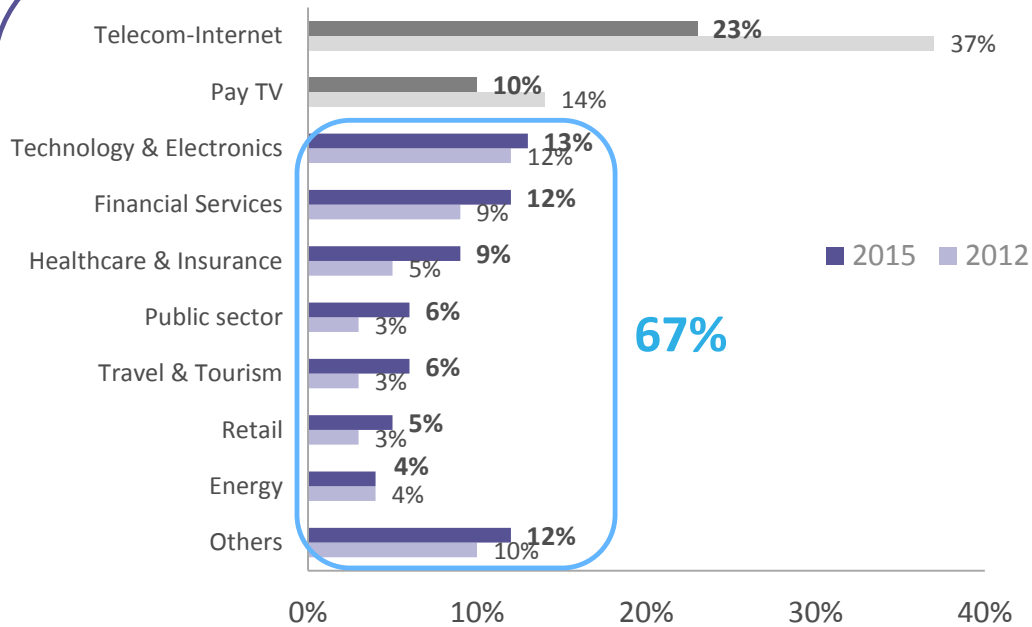


Revenue by sourcing (2012-2015)

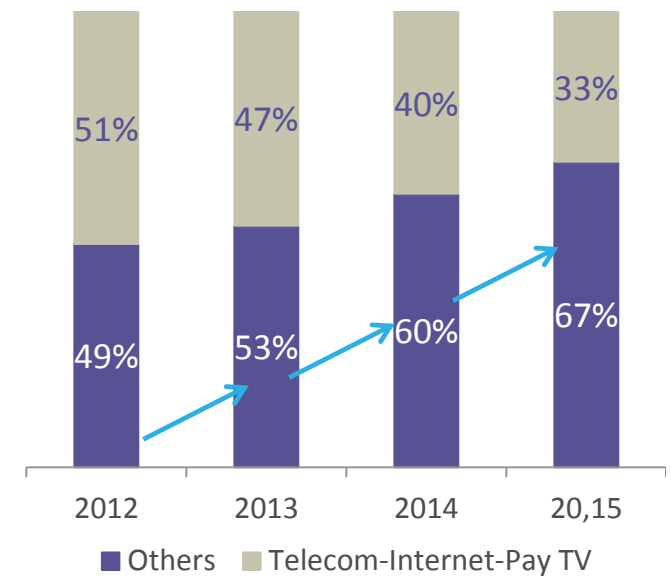


- **Strong client portfolio and industry diversification**, with significant growth in **non-Telecom/Internet/Pay-TV** sectors representing **67% of total revenue** vs 49% in 2012
- **Strong momentum** in Healthcare & Insurance, Financial Services, Travel, Public Sector and Retail

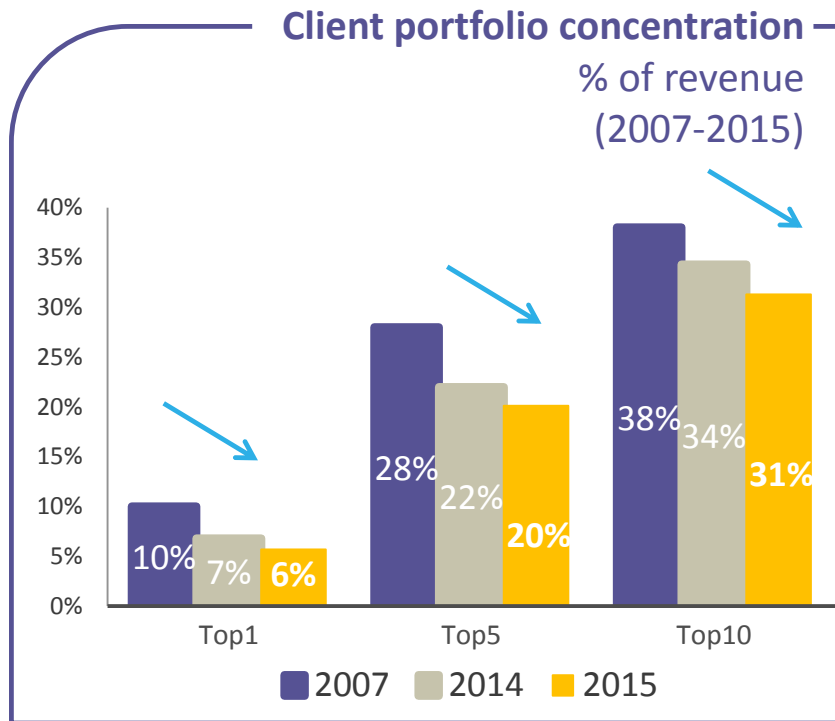
Revenue by vertical – details (2012-2015)



Revenue by vertical (2012-2015)



- Multi-year trend of lower revenue concentration
- Increased contribution from global accounts

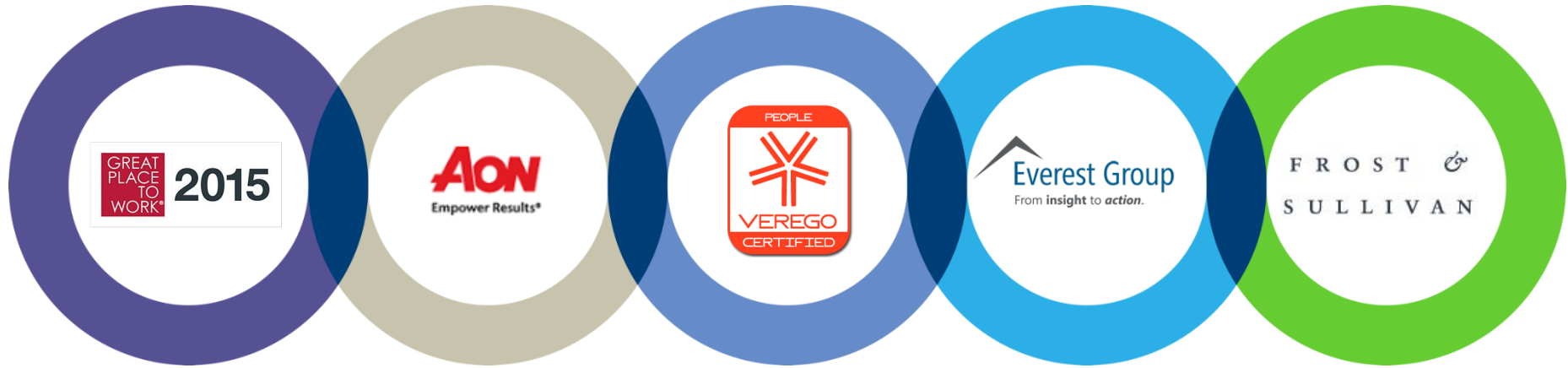


In 2015 - Top20: 45%, Top50: 63%, Top100: 77%

- Increasingly diverse client base now more than **850 clients** vs 750 clients in 2014
- Average tenure of client relationship (Top50) between **10 and 12 years**
- Lower concentration caused by stable **diversification in new verticals**
- **Global accounts** represent more than **35%** of total Group revenue

2 THE MOST RECOGNIZED COMPANY OF THE MARKET

MARKET AWARDS



GPTW

Awarded to Teleperformance Portugal, India and Brazil

AON Global Best Employer Program

Albania, Chile, China, Egypt, India, Lebanon, Portugal, Slovakia, Switzerland and Ukraine.

Verego Social Responsibility Standard (SRS) Certified

Teleperformance receives full certification in all five areas of the Verego SRS for 17 sites.

Everest Group

Teleperformance recognized by Everest Group as a Global Leader in contact center outsourcing

Frost & Sullivan

6 awards to Latin America (Offshore market leadership), North America (technology innovation leadership and company of the year), Asia-Pacific (service provider of the year), CEMEA (competitive strategy innovation and leadership), Chile (product leadership)





**Vendor of the Year by UnitedHealthcare
M&R Service Group**

Award recognizes overall performance, ability to scale, flexibility and innovation.

**Coca-Cola FEMSA Gold Award for
Quality and Sustainability**

Teleperformance Brazil has been recognized with a Premium Suppliers Coca-Cola FEMSA Gold Award for its dedication to quality of service and sustainable operations.



**AT&T Supplier Diversity Crystal
Award**

AT&T named Teleperformance U.S.A. winner of the 2014 Supplier Diversity Crystal Award, making it the third year in a row that Teleperformance has received the coveted award.

**Barclays' Customer Experience
Initiative of the Year for 2014-15**

A specific supplier-led initiative delivered in 2014 that has significantly improved the experience for Barclays' customers and clients - Teleperformance Portugal



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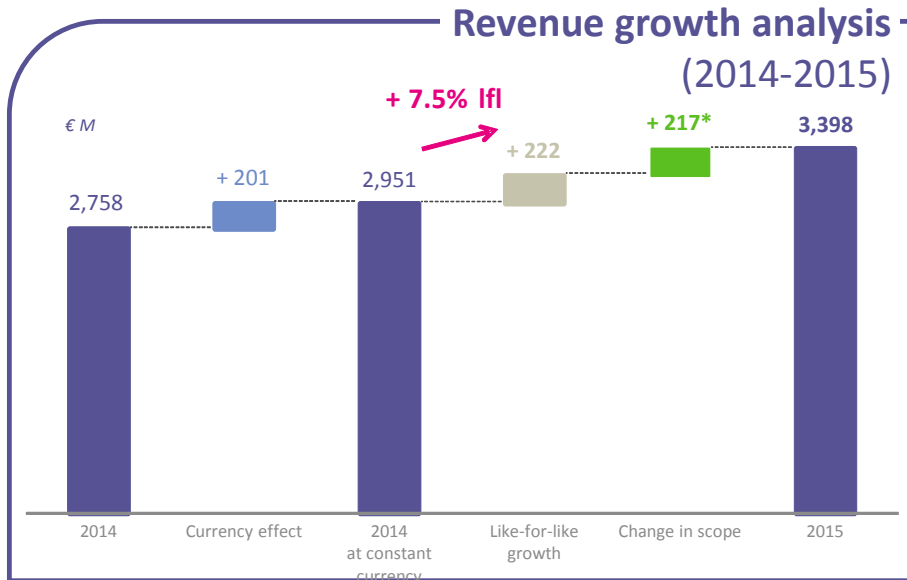
2015 ANNUAL RESULTS

Another record year

- Continued positive momentum

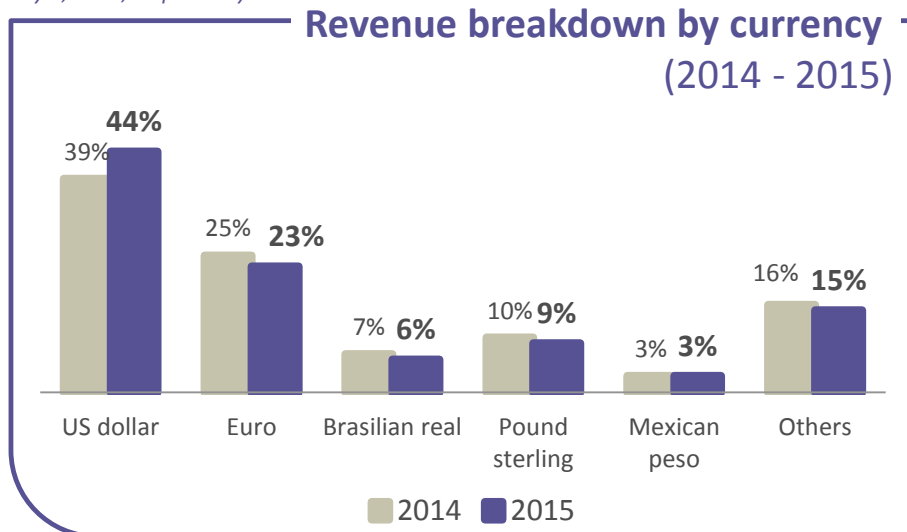
€ millions	2015	2014	Change
	€1 = US\$ 1.11	€1 = US\$ 1.33	
Revenue	3,398	2,758	+ 23.2%
<i>Like-for-like growth</i>			+ 7.5%
EBITDA before non-recurring items*	492	376	+ 31.0%
% of revenue	14.5%	13.6%	
EBITA before non-recurring items*	351	267	+ 31.6%
% of revenue	10.3%	9.7%	
Operating profit	308	237	+ 30.0%
Net profit - Group share	200	150	+ 33.3%
Diluted earnings per share (€)	3.45	2.62	+ 31.7%

* Before amortization of acquisition-related intangible assets and non-recurring items.



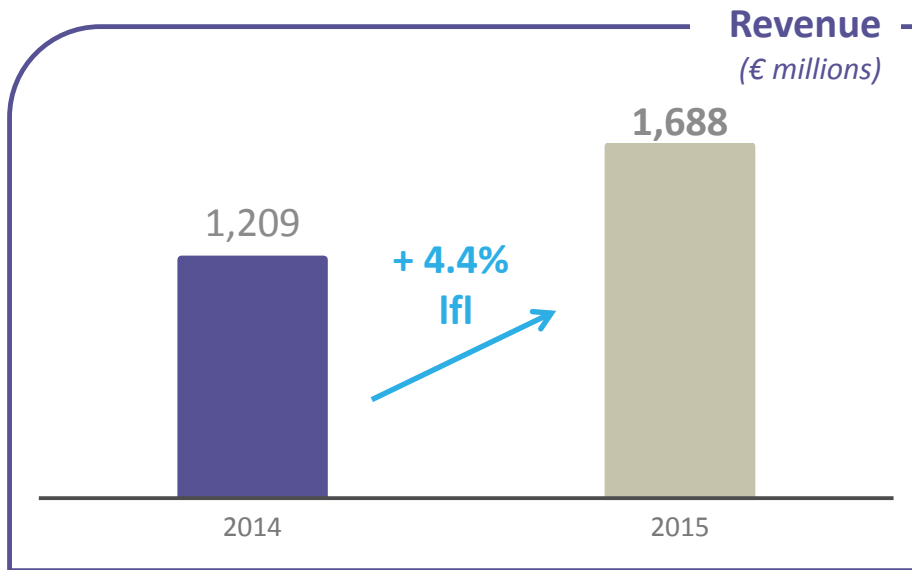
*Aegis USA Inc. and City Park Technologies consolidated from August 7, 2014 and July 1, 2014, respectively

- Like-for-like growth: **+ 7.5%**
- Main change in scope: **acquisition of Aegis USA Inc.** in August 2014
- Main currency translation effect: **US dollar strengthening** against the euro

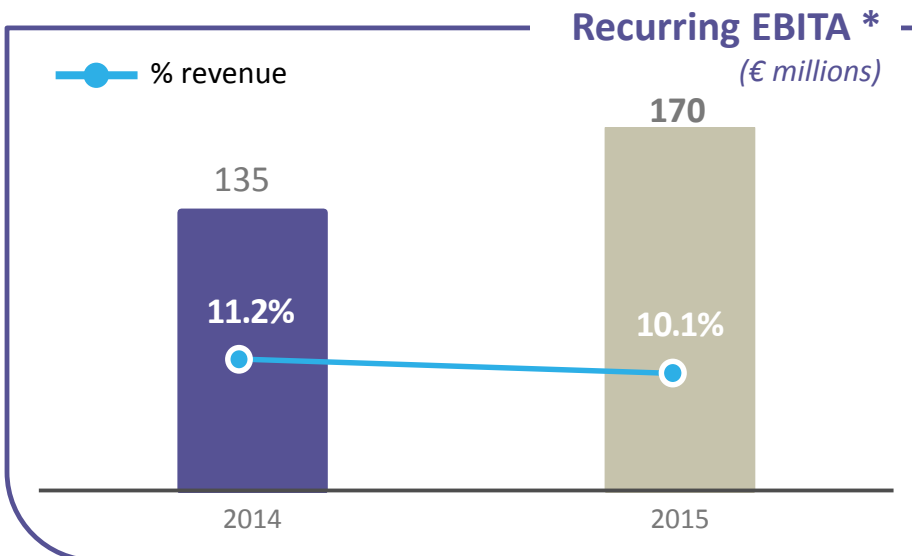


- Sustained growth in the **Group's 3 Regions**

€ millions	2015	2014	Change	
			Reported	Like-for-like
English-speaking market & Asia-Pacific	1,688	1,209	+ 39.6%	+ 4.4%
Ibero-LATAM	834	770	+ 8.4%	+ 7.8%
Continental Europe & MEA	876	779	+ 12.4%	+ 12.8%
Total	3,398	2,758	+ 23.2%	+ 7.5%

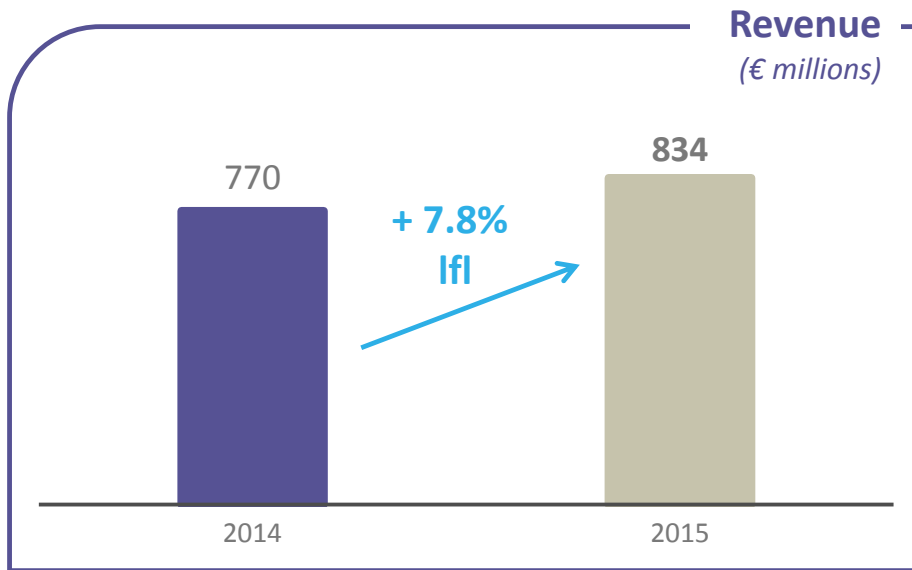


- Like-for-like growth: **+ 4.4%**
- **Impact of Aegis USA Inc. acquisition on overall growth**
- Business development mainly in **healthcare, financial services, insurance and consumer goods industries**
- Some businesses down in telecommunications
- Consistent **growth in China** driven by business with global accounts

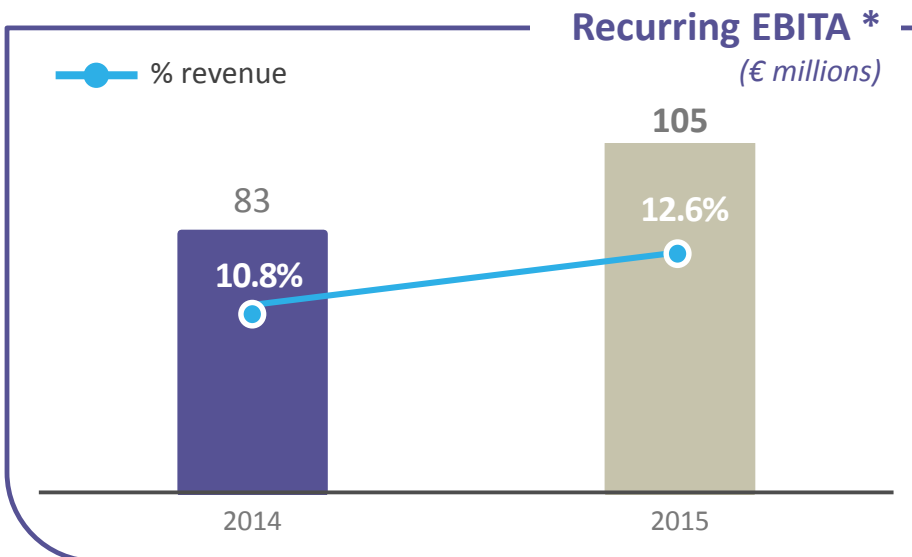


- Recurring EBITA: **+ 26.0%**
- Margin structurally high, but lower than in 2014 due to:
 - Security costs
 - Start-up costs on some major contracts
 - Negative mix effect with some clients
 - ObamaCare impact on payroll costs

* Excluding holdings

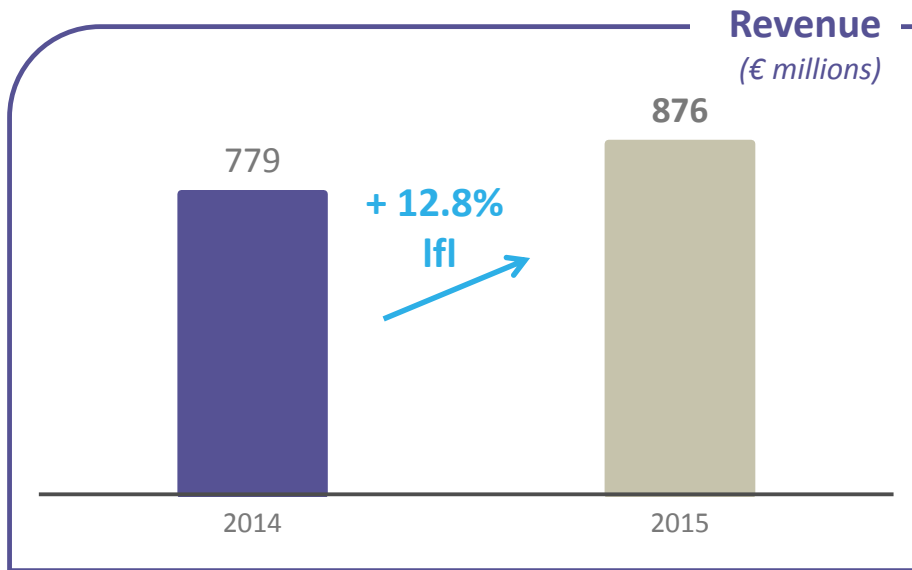


- Like-for-like growth: **+ 7.8%**
- Strong performance in **Brazil** despite lackluster economic environment
- Continued success for **multilingual hubs in Portugal**
- Good performance recorded in **Argentina and Colombia**
- Some businesses down in telecommunications in **Mexico**

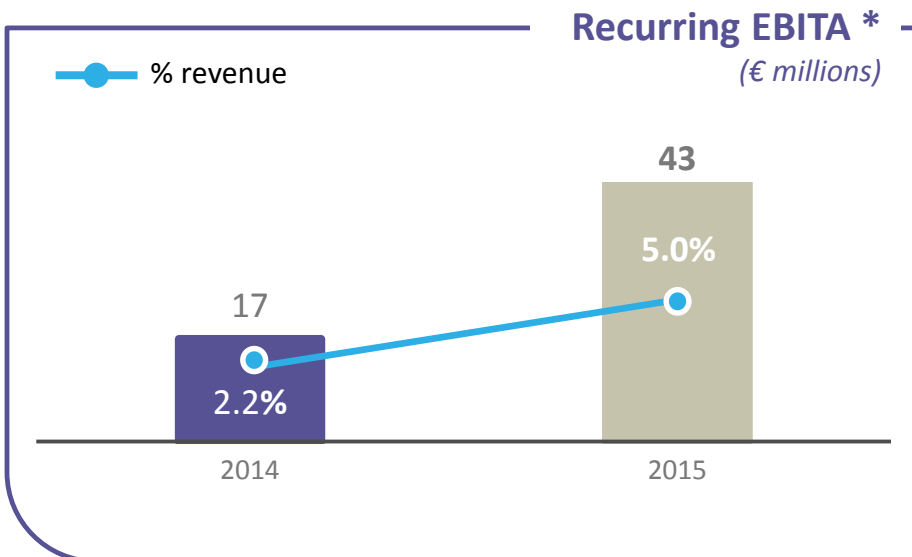


- High margin - up to **12.6%**
 - **Brazil** profitability up
 - Favorable currency trend for nearshore business in **Mexico** serving the US market

* Excluding holdings



- Like-for-like growth: **+ 12.8%**
- Solid business momentum, notably in H2 2015:
 - Global clients, in the **Netherlands, Eastern Europe** (Russia, Poland and Romania) and **Southern Europe** (Greece, Turkey and Egypt)
 - In **France**, which is growing again
- Rapid expansion of the visa application management business (**TLScontakt**)



- Positive process of recovery in **France**, on track with Group targets
- Positive impact from **TLScontakt** development

* Excluding holdings

- Sustained increase in recurring EBITA margin by **60 basis points**
- Increase in operating profit by **+ 30%**

€ millions	2015	2014	Change
Revenue	3,398	2,758	+ 23.2%
EBITA before non-recurring items	351	267	+ 31.6%
% of revenue	10.3%	9.7%	
Non-recurring items	(20)	(15)	
- Performance share plan	(17)	(7)	
- Others	(3)	(8)	
Amortization of intangible assets	(23)	(15)	
Operating profit	308	237	+ 30.0%

- Diluted earnings per share at **€3.45, up + 31.7%**

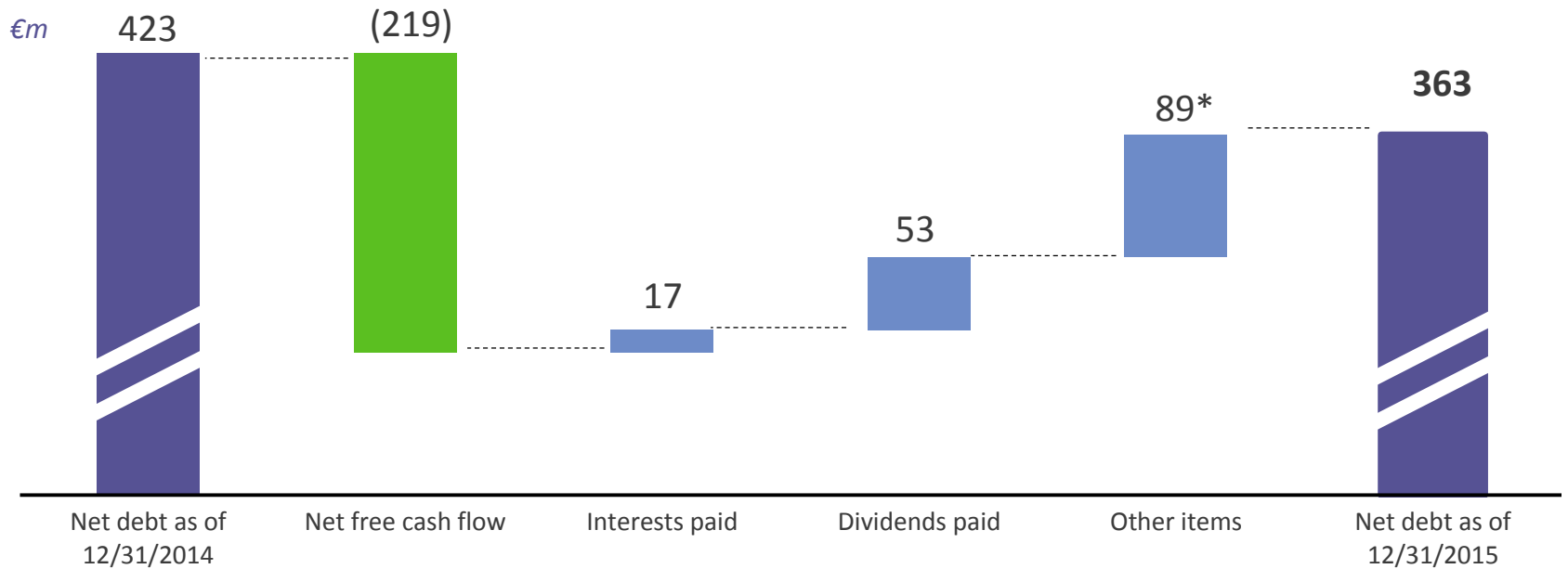
€ millions	2015	2014	Change
Operating profit	308	237	+ 30.0%
Financial result	(27)	(19)	
Income tax	(78)	(66)	
Effective tax rate	27.7%	30.5%	
Minority interests	(3)	(2)	
Net profit – Group share	200	150	+ 33.3%
Diluted earnings per share (€)	3.45	2.62	+ 31.7%

- Strong increase in net free cash flow: **> x 4**
- Increase in cash flow by **+ 25%**
 - Capex ratio down vs 2014 which was notably inflated by one-off capex on TLScontact
 - Improved liquidity management after one-off WC outflow related to the integration of Aegis USA Inc. in 2014

€ millions	2015	2014
Cash flow*	400	321
Change in working capital	(9)	(116)
Net capital expenditure	(172)	(157)
% of revenue	5.0%	5.7%
Net free cash flow*	219	48

* Excluding interests paid

- Decreasing net debt



€ millions	12/31/2014	12/31/2015
	€1 = US\$ 1.21	€1 = US\$ 1.09
Equity	1,600	1,765
Net debt	423	363

* Other items include	
FX	50
Earn-out	29
Others	10
Total	89

- Solid financial ratios and strong cash conversion rate close to **50%**

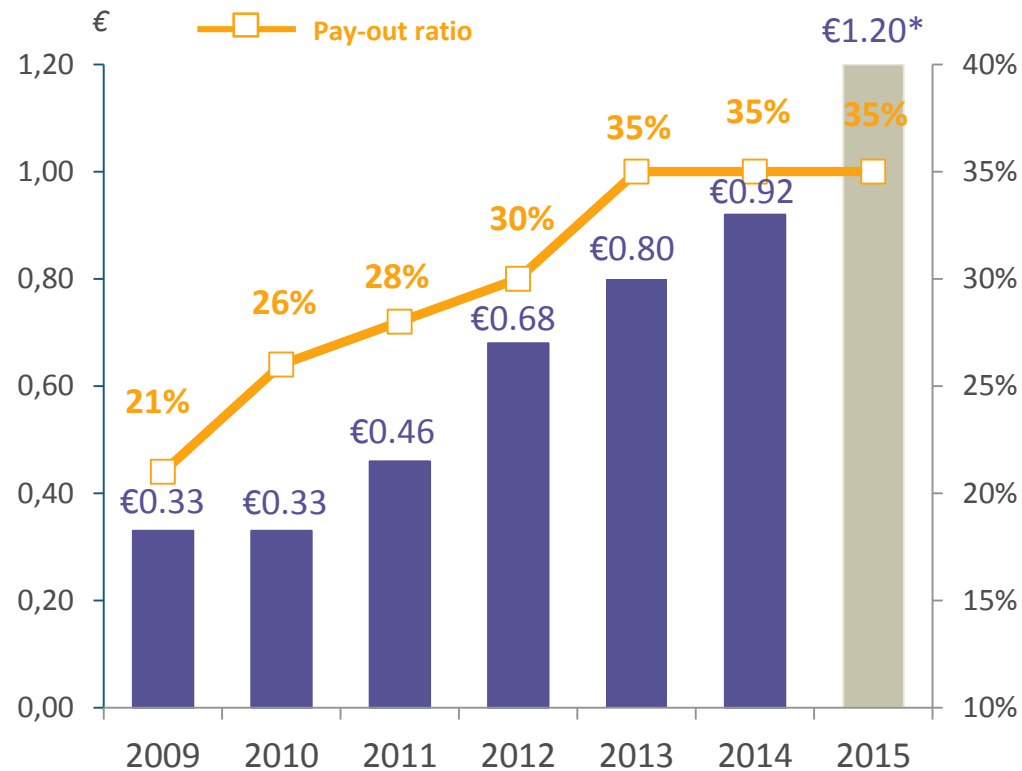
	12/31/2014	12/31/2015
Gearing*	26%	21%
<i>* Net debt / Equity</i>		
	12/31/2014	12/31/2015
Net debt / recurring EBITDA	1.1	0.7
	12/31/2014	12/31/2015
Net free cash flow / recurring EBITDA	13%	45%

- Extension of maturity and renegotiation of the terms of the **€300m** credit line

€ millions	12/31/2015	12/31/2014
	€1 = 1.09US\$	€1 = 1.21US\$
Goodwill and intangible assets	1,404	1,342
Property, plant and equipment	428	391
Other non-current assets	70	84
Trade receivables	754	693
Current income tax receivable	36	37
Other current and financial assets	150	164
Cash and cash equivalents	257	216
Total Assets	3,099	2,927

	12/31/2015	12/31/2014
	€1 = 1.09US\$	€1 = 1.21US\$
Shareholders' equity	1,758	1,595
Non-controlling interests	7	5
Equity capital	1,765	1,600
Trade payables	117	123
Current income tax	46	49
Provisions and deferred tax liabilities	190	178
Other current liabilities	361	338
Financial debt	620	639
Total Liabilities	3,099	2,927

- Dividend at €1.20* up + **30.0%**
- Stable pay-out ratio at **35%**





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STRATEGY & OUTLOOK

Growth perspectives and key opportunities in a fast-moving market environment



A FAST-MOVING MARKET ENVIRONMENT

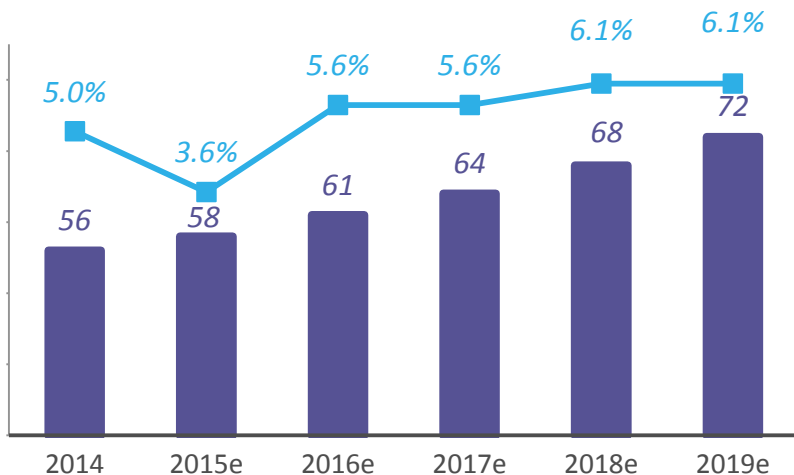
OUTPACING A GROWING MARKET



- Global outsourced market size: **\$58 bn**
 - **55%** of volumes generated in the USA, the biggest market
 - **14%** generated in APAC, the fastest-growing market
- Growing worldwide outsourced market : **+ 5%** per annum by 2019 (source IDC)

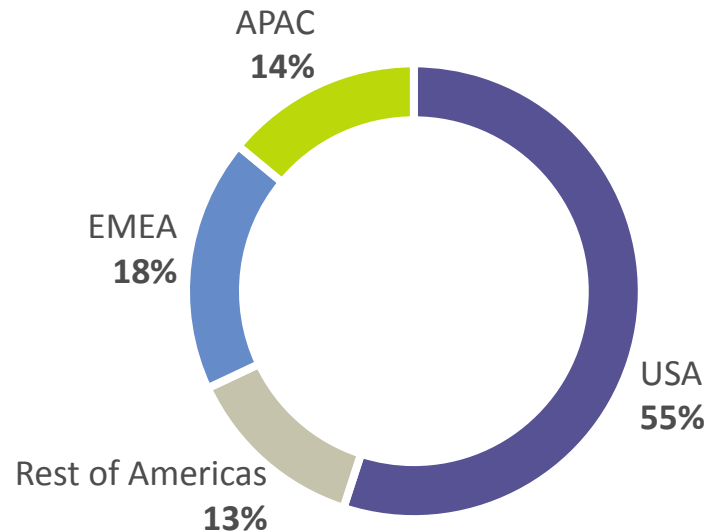
Worldwide Outsourced Customer Interaction Market (2014-2019)

— Growth rate US\$bn



Source: IDC 2015

2015 Outsourced Customer Interaction market – Breakdown by region (%)



Source: IDC 2015 and internal



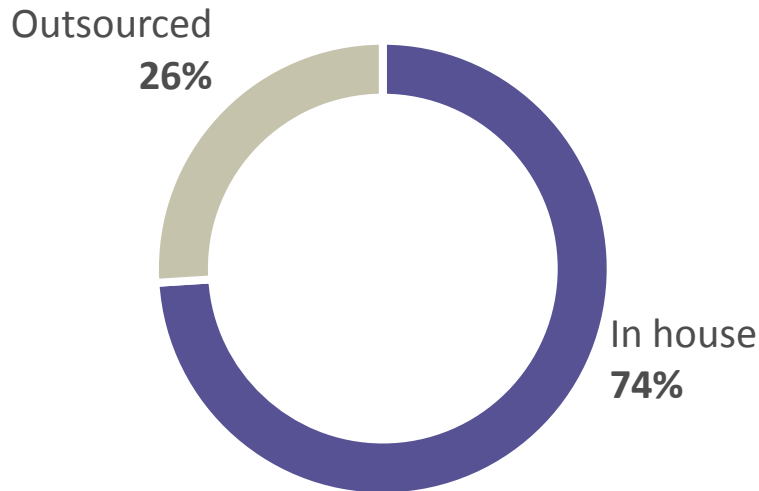
A FAST-MOVING MARKET ENVIRONMENT

HUGE GROWTH OPPORTUNITIES

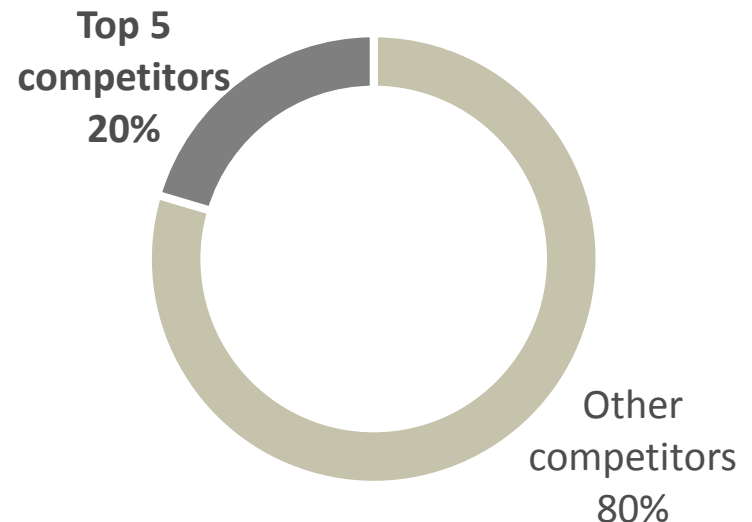


- Outsourcing rate is **26%** and progressively higher due to:
 - increased penetration in some legacy verticals
 - new demand from the New Economy players
- Fragmented market: top 5 representing **20%** of the outsourced market (\$USD), which includes Teleperformance's leading **6%** share

Outsourcing rate (%)



Top 5 competitors vs outsourced market (%)



Source: Internal



A FAST-MOVING MARKET ENVIRONMENT

SECURITY CHALLENGES IN THE INDUSTRY : AN OPPORTUNITY



- Booming fraud environment and geopolitical risks: **transforming challenges into opportunities**
 - Investing in the future
 - Raising barriers-to-entry
 - Favorable concentration trend in the industry

SMART DATA to learn, improve and guide our response from the moment we discover an incident to closing the incident. Sharing Strategic Information with US Secret Service and IAPP.org to be aware of new threats and trends.

DEVELOPMENT OF TOOLS to increase security, protect data, prevent fraud:

- 14 Global Essential Security policy (GESP),
- Teleperformance Observer and ESPTM system
- Fraud Risk assessment,
- 300 security compliance criteria
- Physical security and security technology

A DEDICATED GLOBAL ORGANIZATION to assess and ensure compliance of all entities and take corrective actions:

- 100+ of security professionals worldwide
- Global security council chaired by the Chief Compliance, Privacy and Security Officer (appointed in 2015)
- Internal and external audits to evaluate the GESPs' compliance rate in each location.

A HUGE NUMBER OF CERTIFICATIONS: PCI (Payment card industry), DSE (data storage entity), ISO 27001 (Information Industry security standard compliance), etc.

- 
- Increase in **fraud risks**
 - Increase in **local/regional legal requirements** related to data protection
 - Increase in **client requirements** for security and data protection



CUSTOMERS (end user)

- ↑ POPULATION
7.76bn in 2020
vs 7.35bn in 2015
- ↑ CONNECTED PEOPLE
4.0bn in 2020
vs 3.2bn in 2015
- ↑ SOCIAL MEDIA USERS
5.0bn in 2020
vs 2.2bn in 2015
- ↑ CHANNEL USAGE
74% of consumers use at
least 3 channels



*More demanding
customers*

CLIENTS (partners)

- ↑ DATA
57% CAGR 2014 - 2019
- ↑ INCREASE CUSTOMER
SATISFACTION
- ↑ VOLUME
96% of companies expect
growth in the 2 years
- ↑ SECURITY ISSUES
- ↑ PRODUCT COMPLEXITY



*More complex
interactions*

MARKET

- ↑ GROWTH CONTINUES
+ 5% per annum by 2019
- ↑ MARKET
CONSOLIDATION
- ↑ REGULATIONS
- + NEW TECHNOLOGIES



*Simple volume will
switch from people
to machine*

EMPLOYEES

- ↑ ENGAGEMENT
- ↓ GENERATION
- + FRAUD RISK



*Have higher
expectations and
want immediate
results*



The world is changing...

It is a fast and constantly shifting environment

Fast growing population

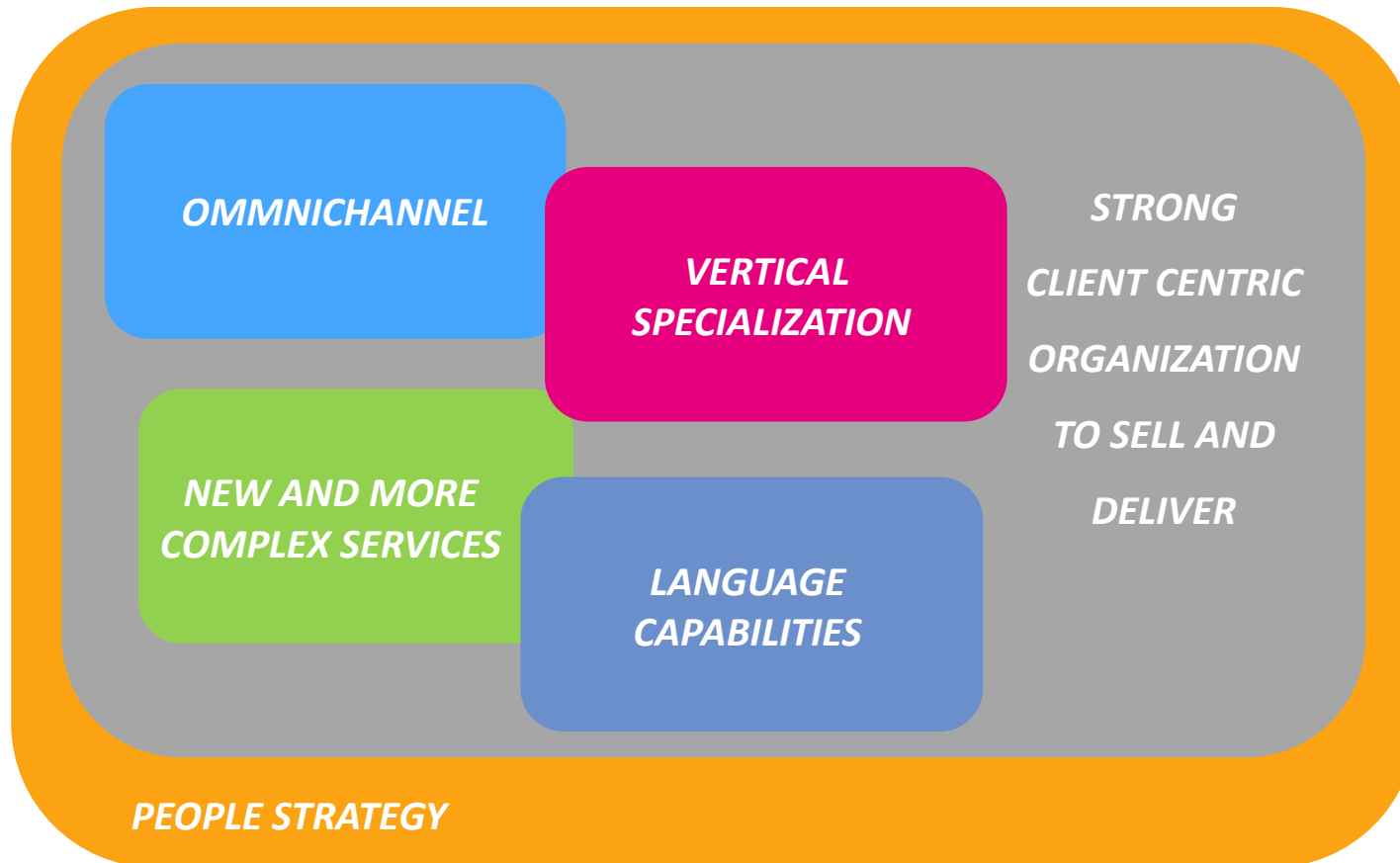
Customer preferences are also changing constantly

...so are we

We are adapting and surfing the wave of the new era



Teleperformance's strategy is based on 6 pillars



*“Our main objective is to generate benefits for our clients, increasing business with them and penetrating the **in-house market**”*



VERTICAL SPECIALIZATION

BASED ON TWO MAIN DRIVERS

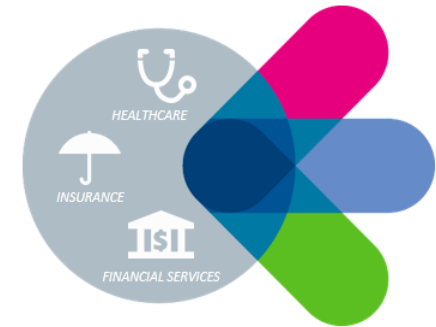


“WE ARE IN A DIGITAL DISRUPTION AGE WHERE NEW COMPANIES QUICKLY CHANGE THE STATUS QUO ACROSS DIFFERENT SECTORS. TO ADDRESS THIS SCENARIO, WE HAVE A FOCUSED APPROACH AND POSITIONING.”

LEGACY ECONOMY

Focus on increasing penetration in the **insurance**, **financial services** and **healthcare** sectors due to strong opportunities and large potential returns.

Understanding of the pain points and challenges of companies facing disruption from new economy start-ups and bring them meaningful insights for this new competitive era.



NEW ECONOMY

Main industry priorities are **travel & transportation**, **online education**, **e-retail**, **payment** and **new media** as these sectors have even higher growth than the other new economy sectors.

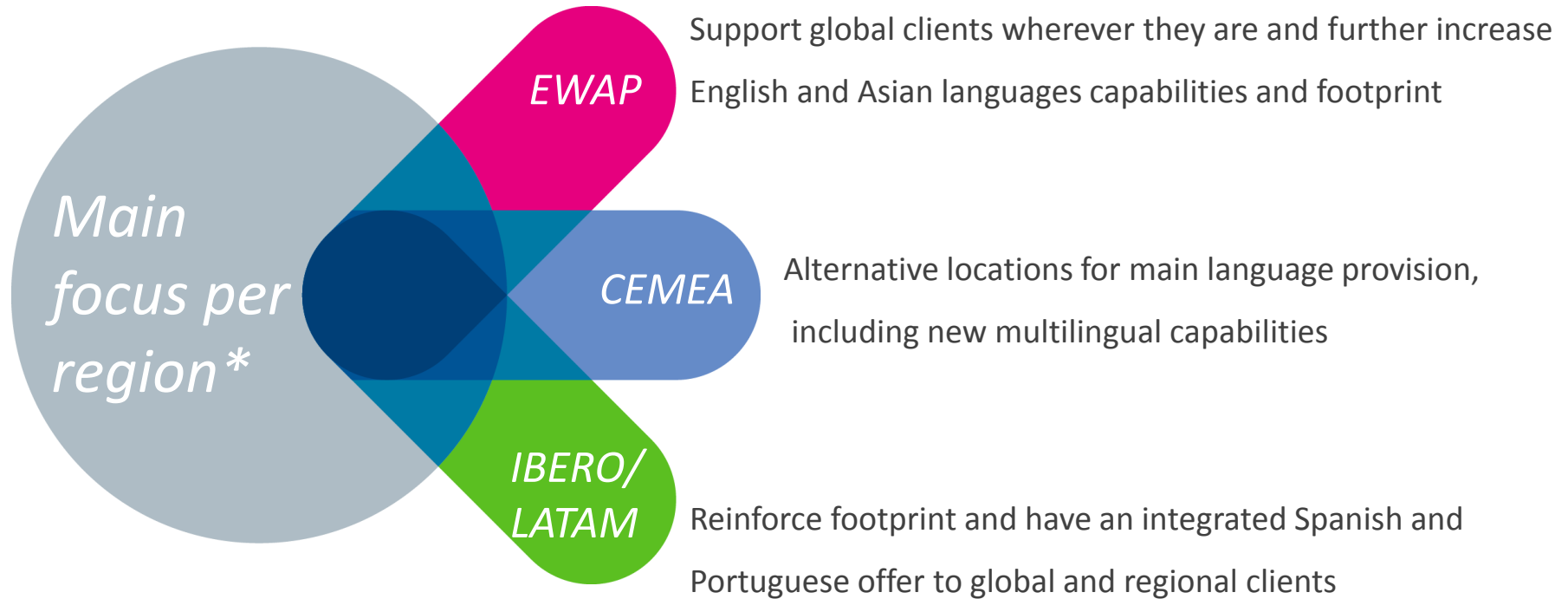
Continuous adjustment of Group sales approach and offers to fit with the evolving needs of these verticals.





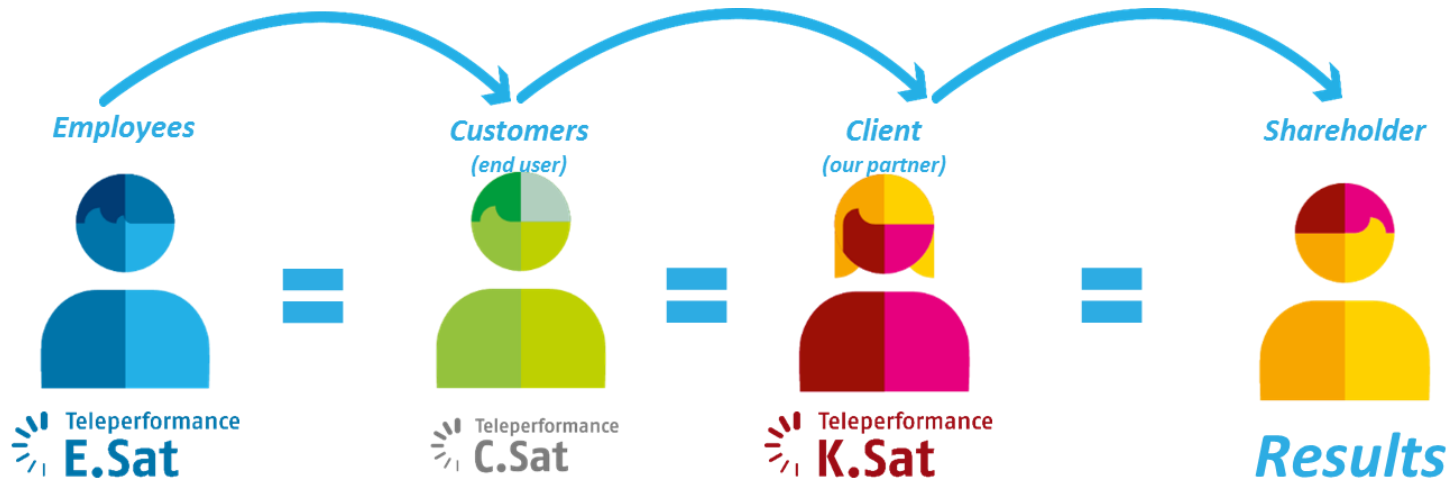
LANGUAGE CAPABILITIES

CONTINUING TO INVEST IN NEW LOCATIONS WHILE REINFORCING EXISTING ONES



*“We can support more than **70% of the worldwide population** with the languages in which we provide services.”*

* The remaining languages are not priority due to the business model incompatibility or priority



“We are a people company and in the coming years it will be even more important to be people centric due to the increasing complexity of interactions and higher customer expectations.”

“Our main goal is to be among the best companies to work for wherever we operate.”



Teleperformance people

OUR GOAL IS TO BE BECOME A

5-BILLION

EUROS REVENUE COMPANY INCLUDING ACQUISITIONS BY 2020



- **Annual organic growth objective**
 - Like-for-like revenue growth of 5%-7% (outpacing the market average)

- **Annual recurring EBITA margin objective**
 - Margin superior or equal to 10.3%

- **Strong free cash flow generation**
 - Cash conversion rate superior or equal to the rate in 2015





**We love
what we do!**

**We grow
together**

**We build
a better world**

That's why:

WE DELIVER OUTSTANDING EXPERIENCES

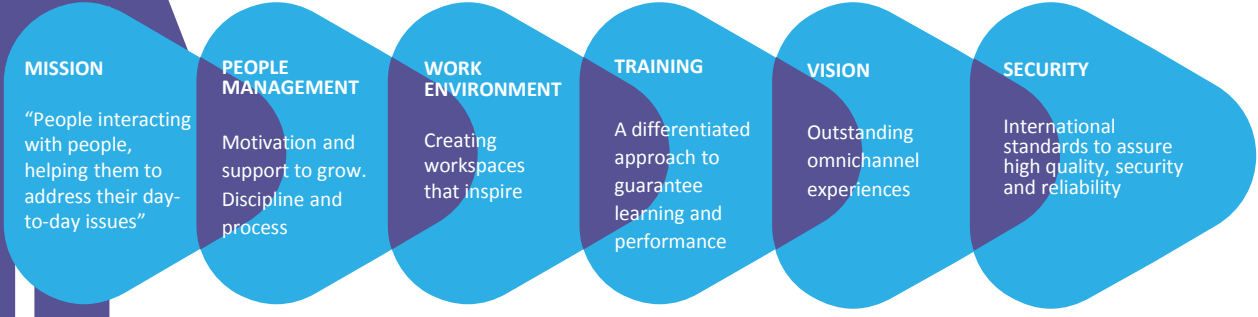
We are Teleperformance



APPENDICES

Exceptional volume growth in one-to-one distance communications “all over the world, all around the clock”

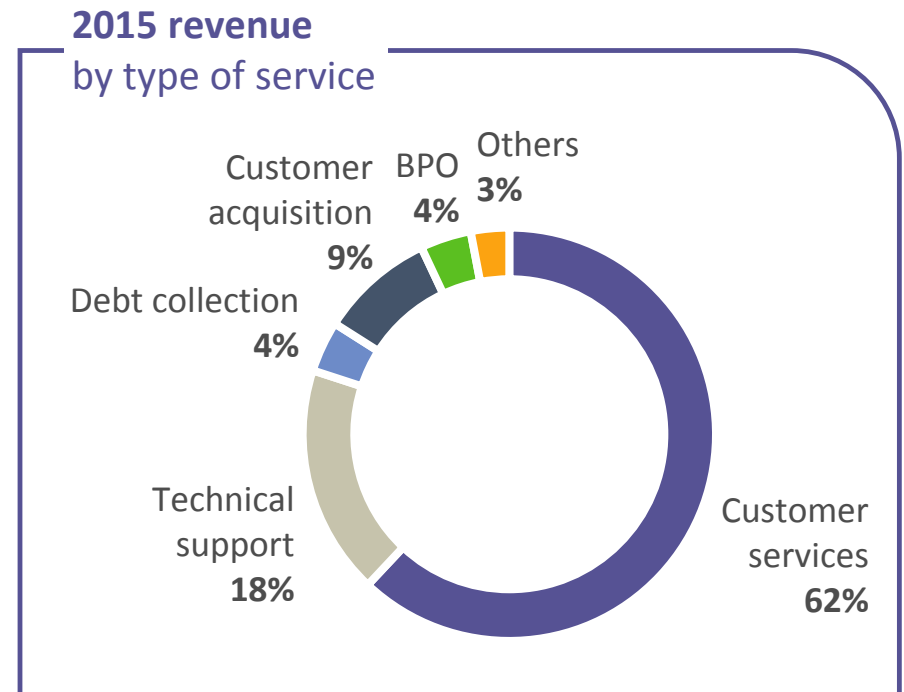
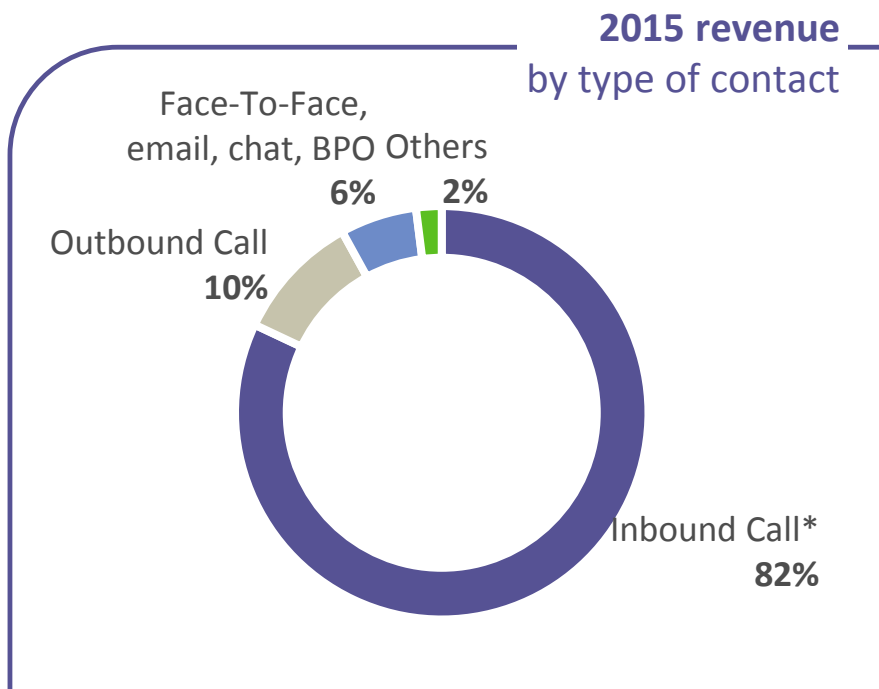
to help people address their day-to-day issues



SOME OF TELEPERFORMANCE’S DIFFERENTIATING POWER:



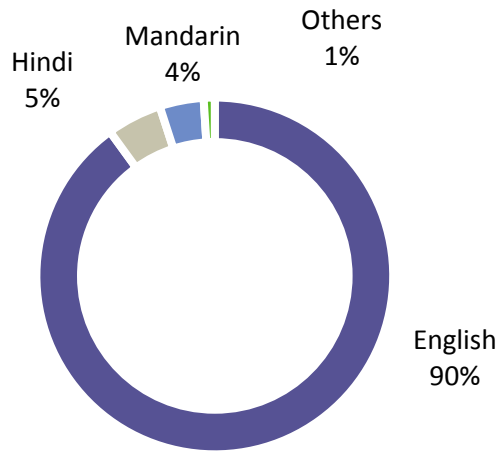
- Serving companies around the world by managing, with the highest efficiency, their **customer care, technical support, customer acquisition, debt collection, social media, analytics and BPO non-interaction solutions.**



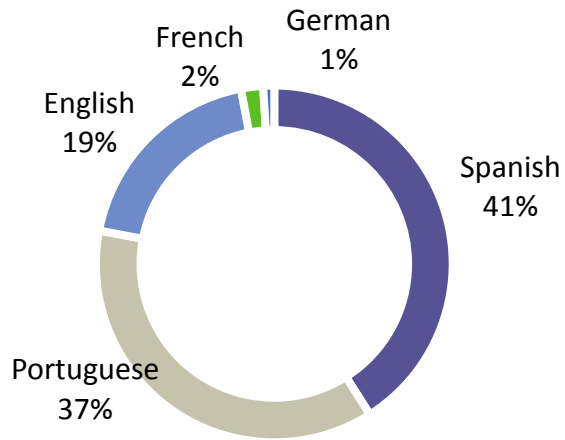
• Receiving calls

COMPLEXITY OF LANGUAGES BY REGION ADRESSED BY A UNIQUE GLOBAL FOOTPRINT

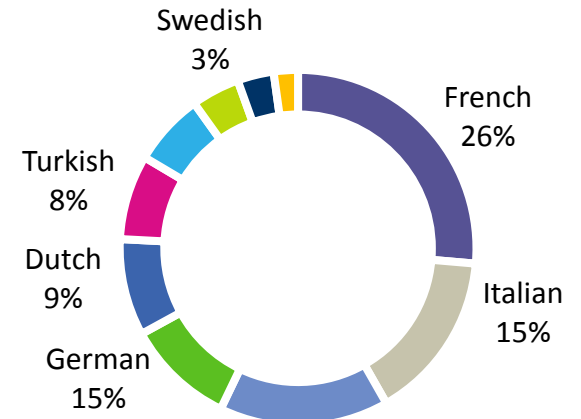
2015 FTEs by languages EWAP



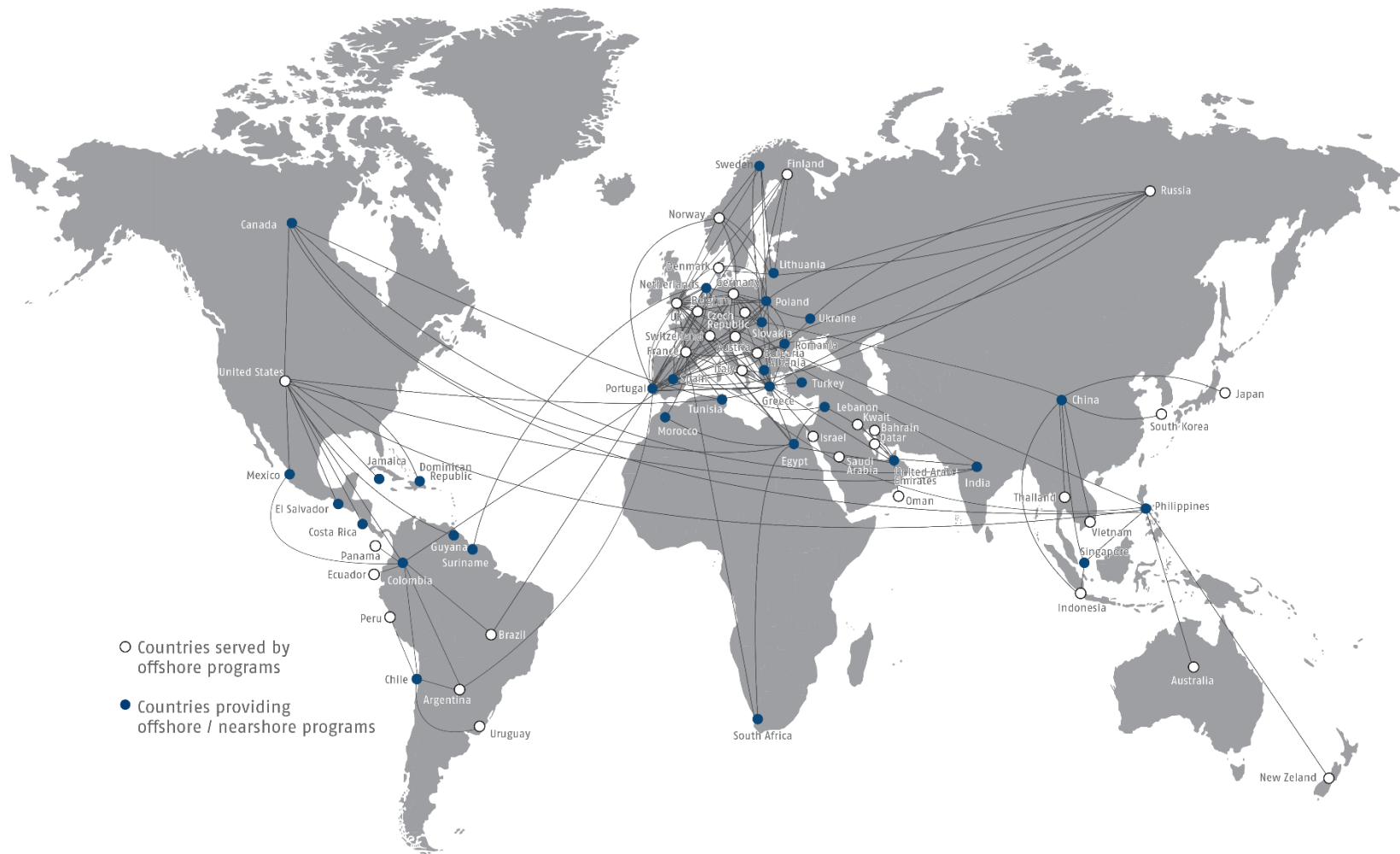
2015 FTEs by languages Ibero-LATAM



2015 FTEs by languages CEMEA



A UNIQUE OFFERING OF WORLDWIDE DOMESTIC/NEARSHORE/OFFSHORE SOLUTIONS



With a **network of more than 30 offshore/nearshore locations** around the world, Teleperformance is the only industry player able to offer worldwide integrated Domestic, Nearshore & Offshore solutions

≈ 51%
of the total

	Country	Employees 2015	Employees 2011
1	PHILIPPINES	38,197	13,878
2	UNITED STATES	26,216	15,351
3	MEXICO	15,800	12,480
4	BRAZIL	15,016	12,047
5	COLOMBIA	10,507	7,256
6	UNITED KINGDOM	9,406	6,835
7	TUNISIA	6,267	5,097
8	INDIA	6,125	5,303
9	PORTUGAL	5,833	2,796

5 TELEPERFORMANCE DIFFERENTIATING POWER

CX LAB: A UNIQUE INNOVATIVE RESEARCH CENTER TO STRENGTHEN VERTICAL EXPERTISE VIA AN INTEGRATED OMNICHANNEL APPROACH



Teleperformance's award-winning Customer Experience Lab (CX Lab) is a ground-breaking center devoted to research global trends in how companies interact with customers as well as consumer tendencies and preferences by country, channel, segment, and generation, generating insights and opportunities for companies to improve their customer experience strategy.



5 TELEPERFORMANCE

DIFFERENTIATING POWER

SECURITY PROCESS – TP OBSERVER EXAMPLE

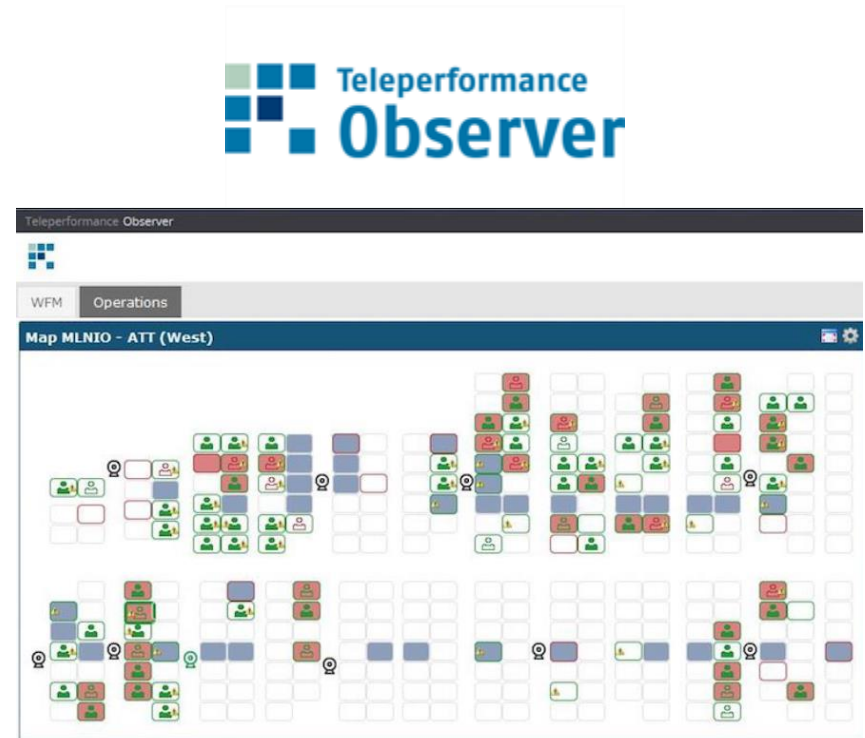
- What is TP Observer ?

TP Observer is Teleperformance’s real-time agent observation and floor management application.

- Interactive contact center blueprint, allowing to create customized maps based and displaying key information and alerts by station
- A single interface for floor management, call emotion analysis, point-in-time analysis, and historical reporting

TP Observer provides real-time capacity, quality and security management

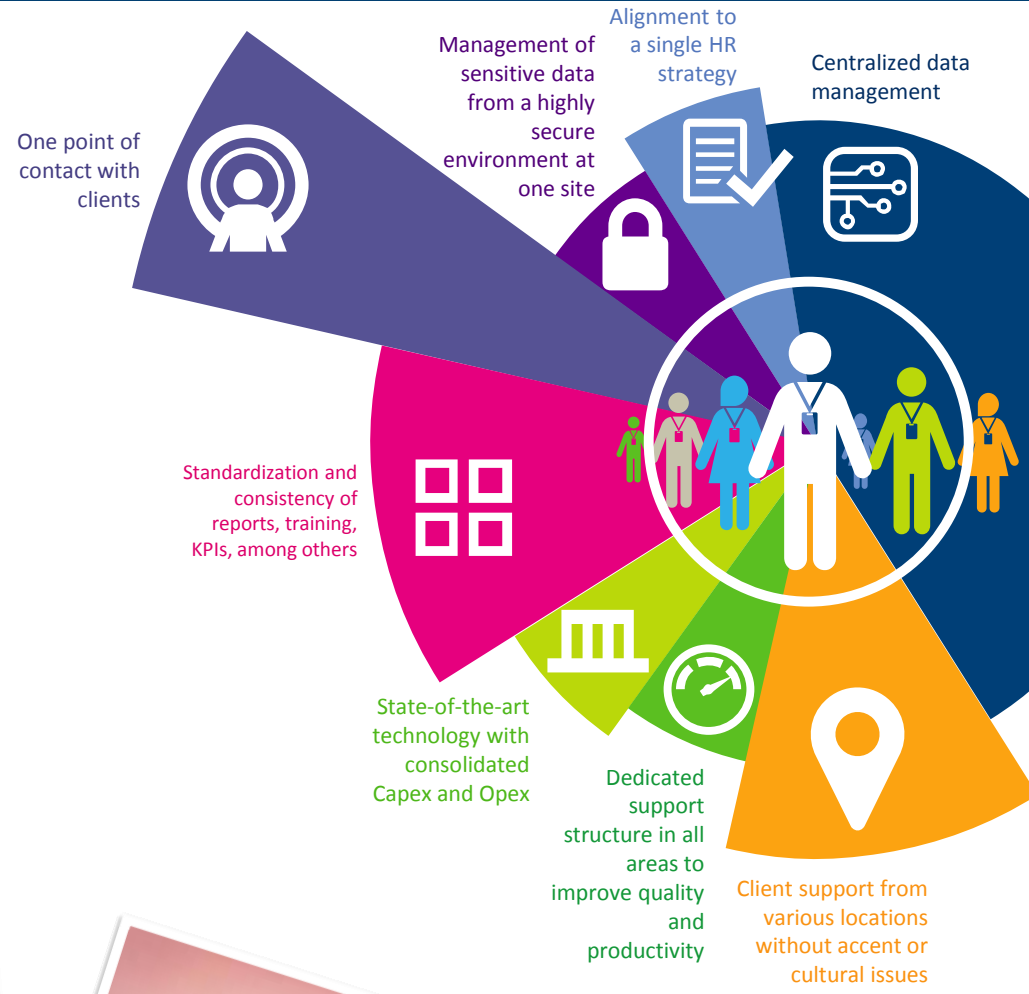
- Users can listen to live calls while viewing corresponding desktop video streams, watch contact floor activity from controllable ceiling-mounted cameras, and analyze real-time call activity, capacity, and call emotion states.



A UNIQUE SOLUTION DEDICATED TO EUROPEAN MARKETS: THE MULTILINGUAL HUBS

Delivering superior customer service to over 140 countries from centralized locations in more than 40 languages

Our Multilingual Euro Hubs bring tangible results to our clients, including:



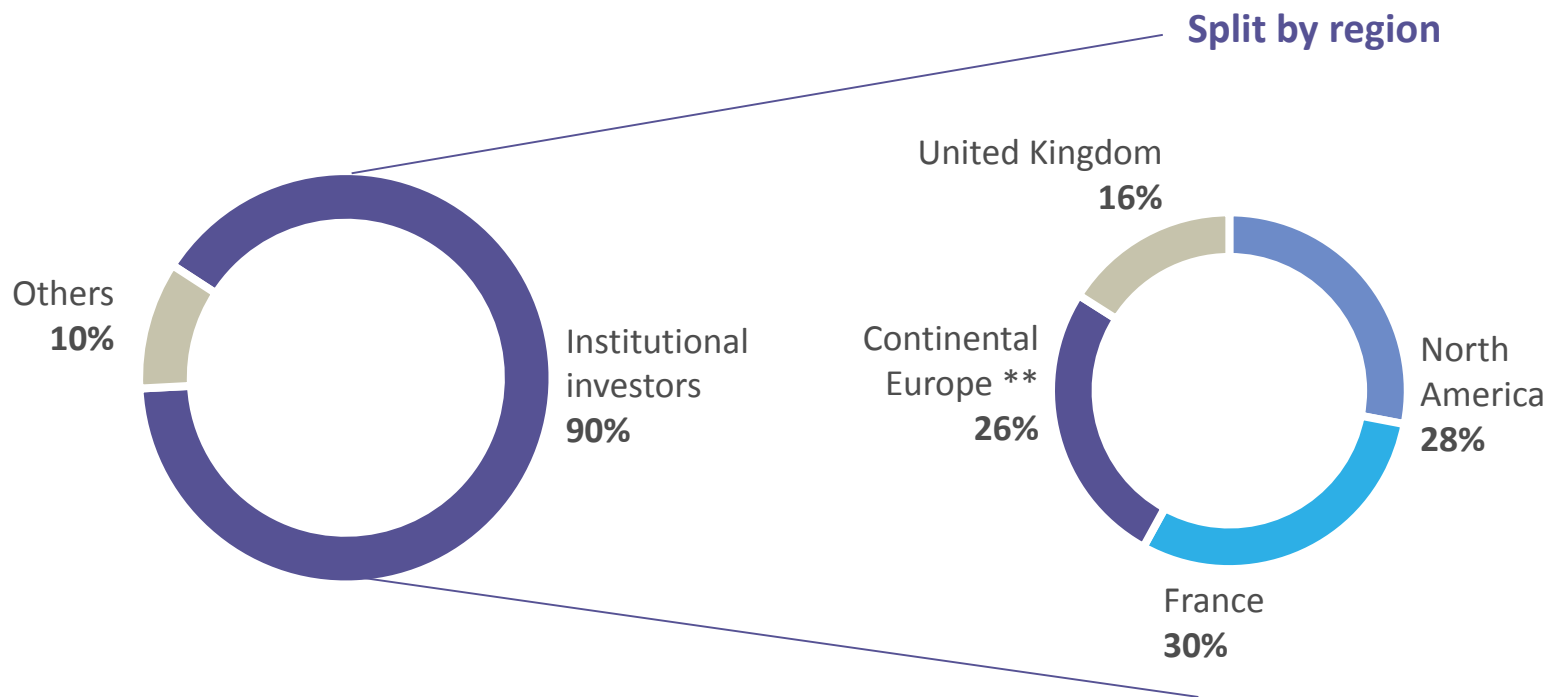
- Joined Teleperformance in 2010, **TLScontact is a pioneering BPO* company specialized in Face-to-Face contact centers**
- **A huge growing market driven by:**
 - Worldwide tourism evolution
 - Development of outsourcing solutions to governments
- **Reflecting Teleperformance position and strategy:**
 - Multichannel visa application process (face to face - call – email - web)
 - Vertical diversification (public sector)
- **Government Clients and Footprint**
 - Serving Denmark, France, Germany, Italy, The Netherlands, Switzerland, UK, New-Zealand and Australia
 - Operations in nearly 50 countries



5 SHAREHOLDING STRUCTURE

AN INTERNATIONAL CAPITAL OWNERSHIP*

- Listed on the NYSE Euronext Paris market – floating ~100%
- An international shareholding structure reflecting the Group’s global footprint



Others include	% Capital
Daniel Julien	1.4%

** Excluding France

Number of shares: 57,201,690 as of September 30, 2015

* As of September 30, 2015

- Profitable growth

€ millions	2009	2010	2011	2012	2013	2014	2015
Revenue	1,848	2,059	2,126	2,347	2,433	2,758	3,398
Group LfL growth	(1.1)%	+ 1.1%	+ 3.5%	+ 6.9%	+ 7.9%	+ 9.9%	+ 7.5%
EWAP	NA*	+ 0.8%	+ 6.5%	+ 3.2%	+ 8.1%	+ 12.5%	+ 4.4%
Ibero-LATAM	NA*	+ 5.3%	+ 10.5%	+ 16.5%	+ 11.2%	+ 6.8%	+ 7.8%
CEMEA	NA*	(1.7)%	(5.2)%	+ 2.6%	+ 4.6%	+ 9.5%	+ 12.8%
EBITDA**	228	258	268	306	325	376	492
EBITA**	156	174	181	214	226	267	351
% revenue	8.5%	8.5%	8.5%	9.1%	9.3%	9.7%	10.3%
EBIT	130	119	152	193	196	237	308
Net profit	89	74	95	129	129	150	200
Diluted EPS (€)	1.56	1.27	1.63	2.27	2.27	2.62	3.45
Net capex	67	103	96	108	126	157	172
% revenue	3.6%	5.0%	4.5%	4.6%	5.2%	5.7%	5.0%

* Not applicable – Disclosure by region changed in 2010

** Excluding non-recurring items

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