



Annual Report 2012

THE WORLD IS MULTICHANNEL SO ARE WE



Teleperformance

Transforming Passion into Excellence



MULTIPLE CHANGES

That's why we need to change and continuously evolve to turn every possibility into a great opportunity.

We are living in the Customer Era, or should we say, Multichannel Customer Era? Today, customers have access to multiple communication platforms. Rather than just one channel, they now use three channels of interaction, at a minimum; and they use them in an integrated fashion. Customers now decide how they wish to contact a particular company – not the other way around. The quality of these interactions will determine how well customers will connect with brands.

That's why it is crucial to be prepared to answer their needs through all communication platforms.

Teleperformance operates around the world, 24/7, to provide your customers the best experience in every interaction. We integrate all communication channels to create unique solutions and deliver outstanding customer experiences.

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MULTIPLE POSSIBILITIES

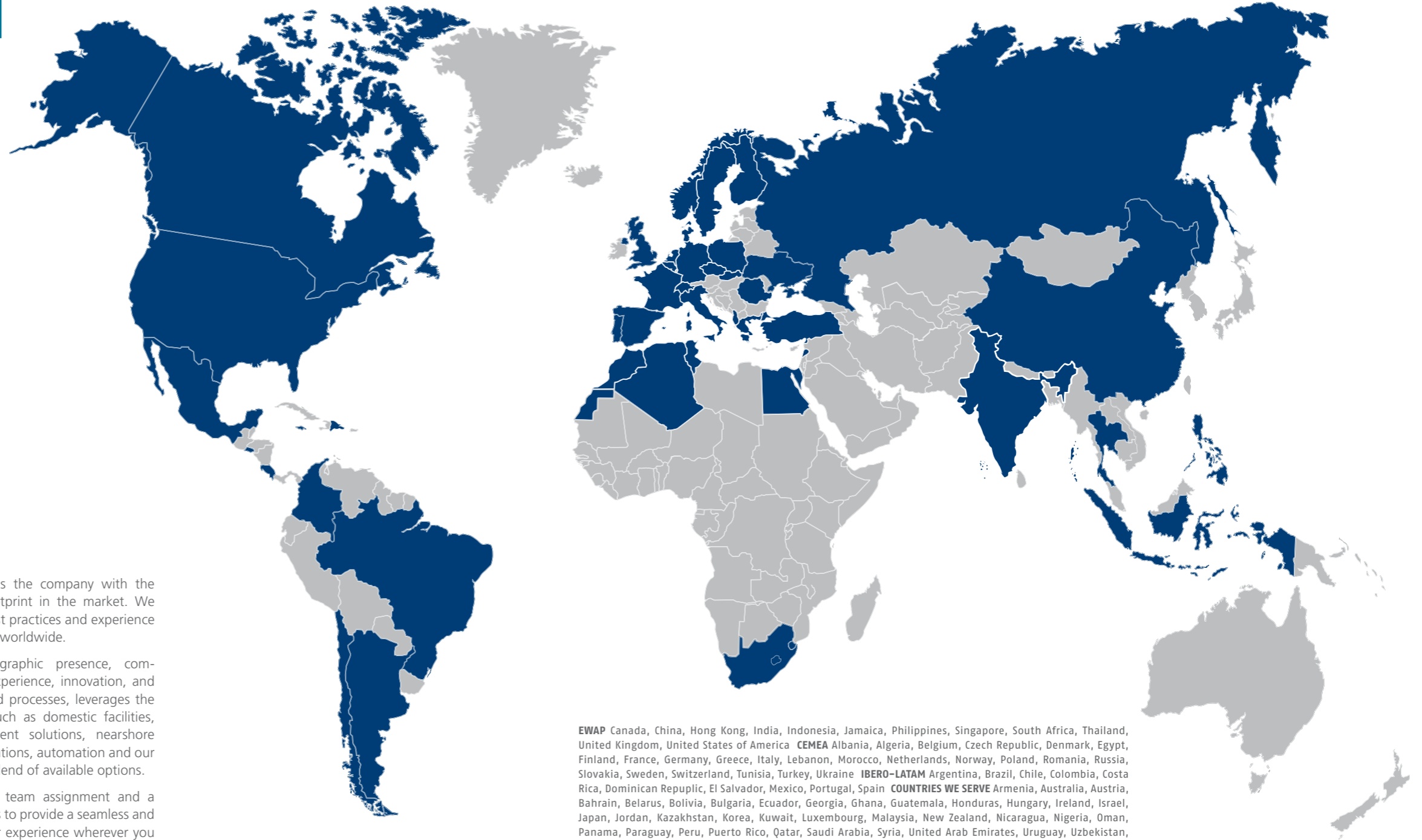


MULTI-VISION: FACING THE FUTURE LIKE IT IS ALREADY HERE

Teleperformance's Multichannel Strategy meets today's challenges: fast, changing world; fierce competition; and demanding customers. More than that, it anticipates what will come: the mobile Internet revolution first, and a whole new way of interacting with people next. We are aware. Our experiences have prepared us. Our vision towards the future makes us ready.

WE DO EVERYTHING WITH PASSION

● Countries where we operate



We are moved by passion. It defines us. It motivates us. It moves us forward. And it is part of everything we do.

This Annual Report is about how we do business: treating your business like our business. And we do that by providing your customers with the best experiences every single day, around the world.

Our business model has been carefully developed and thoroughly considered to incorporate our most important company values in the solutions delivered by our motivated people, across multiple channels.

Through careful analysis and detailed assessment we deeply understand the needs of our clients and their customers. Combining this information with our expertise we can help drive efficiency and increase your business results.

We work with people and for people to bring passion and excellence to your business. That is what we do. We transform passion into excellence.

Teleperformance is the company with the largest global footprint in the market. We bring together best practices and experience from 46 countries worldwide.

That broad geographic presence, combined with our experience, innovation, and quality people and processes, leverages the right locations, such as domestic facilities, work-at-home agent solutions, nearshore sites, offshore locations, automation and our customized best blend of available options.

This means rapid team assignment and a variety of solutions to provide a seamless and enriched customer experience wherever you need us.

EWAP Canada, China, Hong Kong, India, Indonesia, Jamaica, Philippines, Singapore, South Africa, Thailand, United Kingdom, United States of America **CEMEA** Albania, Algeria, Belgium, Czech Republic, Denmark, Egypt, Finland, France, Germany, Greece, Italy, Lebanon, Morocco, Netherlands, Norway, Poland, Romania, Russia, Slovakia, Sweden, Switzerland, Tunisia, Turkey, Ukraine **IBERO-LATAM** Argentina, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, El Salvador, Mexico, Portugal, Spain **COUNTRIES WE SERVE** Armenia, Australia, Austria, Bahrain, Belarus, Bolivia, Bulgaria, Ecuador, Georgia, Ghana, Guatemala, Honduras, Hungary, Ireland, Israel, Japan, Jordan, Kazakhstan, Korea, Kuwait, Luxembourg, Malaysia, New Zealand, Nicaragua, Nigeria, Oman, Panama, Paraguay, Peru, Puerto Rico, Qatar, Saudi Arabia, Syria, United Arab Emirates, Uruguay, Uzbekistan, Vietnam, Yemen.

Present in **46 countries**

Founded in **1978**

100,000+
Workstations

270
Contact Centers

138,000
Employees

1.5 billion
Interactions per year



KEY FACTS

1 WORLDWIDE LEADER IN CUSTOMER EXPERIENCE MANAGEMENT

Teleperformance is positioned as worldwide leader in the 2012 Gartner Magic Quadrant for Customer Management Contact Center BPO. Aside from our differentiated power and verticals expertise, the Group's strategies focusing on people, strict management disciplines and excellence in operations enabled us to achieve solid overall performance and exceed expected results in 2012.

2 MARKET RECOGNITION

In 2012, Teleperformance experienced a record level, award-winning year. Teleperformance received its 20th award by Frost & Sullivan in 2012, an industry record of all time. We're now among just a couple of top brands worldwide to have received such an honor. We also received several other awards and recognition that come, not only from our clients, but from independent third party analysts, several renowned institutes, and most of all, our employees.

3 COMMITMENT TO THE WORLD

For the past six years, Citizen of the World (COTW) has contributed \$10,388,585 USD in cash and in-kind donations. Teleperformance has exceeded the original 5 year commitment to Clinton Global Initiative (CGI) and extended it to \$1M USD annually for an additional 5 year period. This represents a full decade of giving. We are pleased to report that annual commitments have been exceeded in each program year. 2012 represents a record year of giving for Teleperformance with \$2,865,819 cash and in-kind donations.

4 INNOVATION TO PROVIDE OUTSTANDING INTERACTIONS

Teleperformance continues to answer market demand and keeps investing in innovations to better interact with our clients' customers. We launched e-Performance globally (our social media monitoring solution), and also expanded Teleperformance Platinum. In 2012, we invested in developing our Analytics Solutions to provide our clients a broader vision that goes beyond the obvious towards endless possibilities.

5 STRATEGICALLY LOCATED

We launched a new "high tech touch" Multilingual Customer Experience Management Hub facility in Portugal. In addition to Portugal, Teleperformance has also developed multilingual hubs in Athens, Cairo, Istanbul and Maastricht, the Netherlands. This network allows clients to cover all the European markets with a limited number of centers. No one else in the industry can offer such a level of integration and flexibility in Europe. This integrated, smart and high quality solution dramatically improves customer experience management in the European, complex mosaic of markets and languages.

6 PASSION FOR FUN

We're a people company. Our people represent us, make us successful, and make us proud. During 2012, our employees engaged in several internal initiatives from social responsibility to an annual festival recognizing and celebrating the unique artistic talents of our people around the world. All initiatives highlight our different nationalities and cultures in a positive way, embracing all our people, their families, their friends, and creating a special worldwide bond. We thank all of our people who made this possible.

MEET OUR GROUP MANAGEMENT TEAM

Teleperformance is the #1 Global Customer Experience Management Company for many reasons. One reason is the talented, professional team supporting our continuous growth.

The composition of our Board of Directors is uniquely orchestrated to meet our business needs. The combination of diverse backgrounds, nationalities, and leadership experience creates a highly qualified management team led by our top executives.

Our experienced, senior executives are engaged in every strategic initiative to provide the best results for your business. They help

us ensure our brand philosophy and values are applied to our daily activities at all levels of the organization.

Our disciplined, centralized processes protecting the seamless flow of best practices around the world, are led by two operational divisions: one focusing on promoting and developing Teleperformance and the other on delivering service excellence.



Executive Management

Daniel Julien

Chief Executive Officer

Paulo César Salles Vasques

Worldwide Chief Marketing Officer

Dominic Dato

Worldwide Chief Operation Officer

Olivier Rigaudy

Worldwide Chief Financial Officer

Brigitte Daubry

President of CEMEA

Alejandro Perez

President of IBERO-LATAM

Brent Welch

President of EWAP

Board of Directors

as of 31 December 2012

Daniel Julien

Chairman of the Board of Directors

Bernard Canetti

Member of the Board of Directors and of the Audit Committee (Independent)

Jean Guez

Member of the Board of Directors and of the Audit Committee

Philippe Dominati

Member of the Board of Directors

Mario Sciacca

Member of the Board of Directors and of the Audit Committee (Independent)

Alain Boulet

Member of the Board of Directors and of the Audit Committee (Independent)

Stephen Winningham

Member of the Board of Directors (Independent)

Emily Abrera

Member of the Board of Directors and of the Remuneration and Appointments Committee (Independent)

Philippe Ginestié

Member of the Board of Directors and of the Remuneration and Appointments Committee

Robert J. Paszczak

Member of the Board of Directors and of the Remuneration and Appointments Committee (Independent)

Daniel Bergstein

Member of the Board of Directors and of the Remuneration and Appointments Committee (Independent)

Jacques Berrebi

Chairman Emeritus

DANIEL JULIEN

A MESSAGE FROM OUR CHAIRMAN

Dear Teleperformance Stakeholders,

In 2012, Teleperformance reinforced our number one industry position by achieving an organic growth of +6.9% which was above our initial forecast and higher than the overall growth rate of the market. I am also happy to tell you we set a new industry revenue size record of € 2.347 billion (\$3,028 million in USD based on € 1 = \$1.29), and we attained an earnings- per-share of 2.27.

You will be pleased to know our Ibero-LATAM markets experienced booming growth. We had an excellent year in Brazil and we extended our nearshore leadership position through our Mexico operations. Portugal and Spain also performed very well for us.

Our English language and Asia Pacific markets (EWAP) had satisfactory overall performance including very good growth in the UK and steady growth in the US which still represents approximately 50% of the worldwide market. We also saw encouraging performance in Asia Pacific including positive movement in China.

As you are most likely aware, our European operations have faced the most difficult scenarios the past few years based primarily on economic conditions across the region. But I can report to you today that while the business climate in Europe remains challenging, we are headed for recovery in most countries. Greece and Turkey both benefited from our Multilingual Hub strategy success while

Germany, Italy and the Netherlands also experienced satisfactory growth. From a regional perspective, these achievements represent a step in the right direction for us.

In brief, I am pleased to let you know Teleperformance remains very healthy across all key financial indicators including our EBITA margin of 9.1%. Regarding 2012, we are both proud and humble to have extended our worldwide position as the indisputable leader in our industry.

I am also extremely proud of our 138,000 strong Teleperformance people all over the world and what we have accomplished together. So while another strong year in 2012 reflects our management strength, solid differentiation strategies and innovative solutions, our real difference has been, is and will continue to be our people. Thanks to our team, Teleperformance was again recognized through numerous awards and number one world rankings by neutral industry analysts and experts. These independent evaluations and accolades included the special milestone of breaking our own previous industry record by receiving our 20th Frost & Sullivan award.

Our people represent the very soul of our culture. Our entire management team absolutely believes investing in our people is the way to both attain and sustain better performance. In our Teleperformance family, our people strategy is a unique, major driver of



our competitive advantage because employee satisfaction results in customer satisfaction, which is the main reason for our clients' satisfaction. This "virtuous cycle" helps us deliver better business results for our clients, and, of course, our shareholders.

Teleperformance has well over 30 years' experience in understanding both client and customer needs across all major industries. Of course we will continue to invest in technology, processes and solutions to support the current and evolving needs of each client and each market we serve. You can also be assured we will continue to invest heavily in our people so they feel proud and committed to work here.

Besides all the tangible worldwide performance results our investment in people strategy drives globally, it is also my pleasure to let you know Teleperformance has been recognized by Great Place to Work® Institute as the Best Company to work for in both Brazil and Portugal.

Teleperformance is blessed with an exceptionally strong, stable and compatible senior management team and I believe this strength is reflected in our track record of outperforming our competition over a long period of time. For 2013, we expect a like-for-like growth in revenue of between 3% and 5% and EBITDA margin in the range of 9.3% to 9.5% along with ROCE improvement.

In order to achieve our performance expectations, our strategic focus areas include:

- Marketing and business development boosters: business development team strengthening and B2B communications leverage
- Emphasis on and strengthening of "vertical expertise"
- Multichannel customer experience management

Since we already provide our services on a fully multichannel basis to our clients' customers, I can also tell you we plan to take full advantage of the "mobile revolution". This represents a really great growth opportunity for us over the next few years. Thanks to our industry best footprint and enhanced technology, Teleperformance has robust capabilities to support all major verticals through any and every communication channel almost everywhere in the world. Our capabilities include integrating online analytics and segmentation data to ensure we deliver on our main promise: an outstanding customer experience.

Finally, I am excited to let you know 2013 will mark an important transition in our Teleperformance leadership structure.

I'll remain the active Chairman of Teleperformance Group, continuing to perform my executive duties for the next two or three

years at least, and Paulo César Salles Vasques will become Group's CEO.

Paulo César is the Group's Global Chief Marketing Officer who created our global people strategy. He is an outstanding senior executive who previously served as Teleperformance Brazil's CEO - he led that organization to a complete turnaround and outstanding success. He's young, passionate, and skilled and he has the full ability to drive Teleperformance to new heights. In short, he has my complete respect and unconditional support along with my personal friendship.

In turn, I am absolutely committed to remain active and involved as Chairman and to pass on the knowledge and experience I have gained during my 35 years of growth at Teleperformance. You have my personal commitment Paulo César and I are going to ensure Teleperformance's incredibly successful journey continues far into the future.

Thank you for your continued interest in Teleperformance!

Daniel Julien
Chairman and CEO

MISSION AND VALUES

WHERE TELEPERFORMANCE'S HIGH QUALITY SERVICE BEGINS

Our mission and values represent how we think and act every day to achieve our main goal: happiness from inside out. That means satisfaction for those who work for Teleperformance, for our investors, and, of course, for our clients and their customers.

MISSION

At Teleperformance, we deliver an outstanding customer experience, at every single opportunity, as a result of our commitment, passion and dedication to excellence. In so doing, we create opportunities and value for employees, clients, customers, communities, and shareholders.



**Cosmos,
INTEGRITY**

"I say what I do,
I do what I say"



**Earth,
RESPECT**

"I treat others with
kindness and empathy"



**Metal,
PROFESSIONALISM**

"I do things right
the very first time"



**Air,
INNOVATION**

"I create
and improve"



**Fire,
COMMITMENT**

"I'm passionate
and engaged"



OUR PHILOSOPHY



TRANSFORMING PASSION INTO EXCELLENCE

This is a place where we **believe in people**.
Where teamwork wins.

This is a place where we **work for people**.
That's how we put commitment into practice.

This is the company that **inspires**.
To learn, to teach, to grow. To get things done.

This is the company that **motivates**.
Being happy to make a difference.

This is the real thing: **your business is our business**.
Together, we build the best partnership to perform.
We have the knowledge and resources to deliver
outstanding customer experience, all over the world.

This is Teleperformance!

OUR STRATEGY

LET'S SHARE HAPPINESS AND OUTSTANDING INTERACTIONS EVERYWHERE

Teleperformance's business strategy is highly related to the satisfaction of its employees. Our unique focus on people, backed by our experienced and committed management team, ensures we meet our clients' requirements and their customers' needs.

Our People Strategy cannot be matched which has led us to worldwide leadership

in our industry. It states, "Happy employees make happy customers, which makes happy clients, and happy shareholders."

Every process we deploy in our business, every system used in our daily work and every person trained at Teleperformance is directed to achieve maximum satisfaction for everyone involved.

 **Teleperformance**
E.Sat

(Employee's Satisfaction)

Recruiting

Training

Infrastructure

Comfort for all employees



Positive working environment



Higher performance

Development Programs

Clear Communication

Motivation and Commitment

=

 **Teleperformance**
C.Sat

(Customer's Satisfaction)

Lower attrition rate



Skills development



Better understanding of products and customer needs

=

 **Teleperformance**
K.Sat

(Client's Satisfaction)

Satisfied customers



Loyalty to client brands



Better business results



WHEN PASSION MEETS EXCELLENCE OUR BUSINESS ACHIEVES CONTINUOUS GROWTH

Teleperformance worldwide leadership, recognized by the market, our clients, and our people, is once again a reflection of our growth. Great results from 2011 became even greater in 2012: our total revenue of 2,347.1 million surpassed the year before by 10.4% (6.9% on a comparable basis), exceeding our objectives.

This excellent performance was driven by fast growth in the Ibero-LATAM region, especially in Brazil. A favorable economic environment and premium positioning have helped us drive our market share in expanding industries, such as banking and the Internet/media sector.

Our 17.4% revenue increase in the region has been impacted also by the return of growth in Spain.

Our English-speaking market and Asia-Pacific rose 11.1% over last year. If, in the first half, we experienced a business decline, a more favorable result in the second half resulted in growth overall for the full year.

Northern Europe and Eastern Europe countries, and Greece and Turkey improvements have driven Teleperformance regional revenue up 3.0%. Good performance in the Netherlands, Germany and Italy has also impacted positively in this year's results.

Considering all regions overall, their growth helped margin improvement for the year.

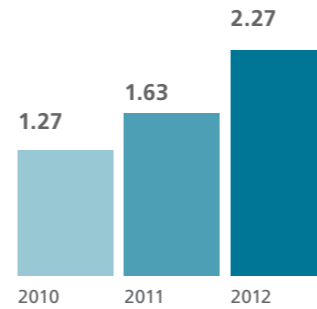
"In our view, the standout player in 2012 was Teleperformance, which increased its turnover by approximately 10% from its 2011 levels, and in doing so became the first pure-play contact center services provider to exceed annual revenues of \$3bn (USD), which is a remarkable accomplishment in an ever-competitive industry."

Peter Ryan – Practice Leader, Ovum's Services Team (ovum.com).

2013 OUTLOOK

THE FUTURE IS CLOSER AND SAFEST FOR THOSE WHO ARE PREPARED

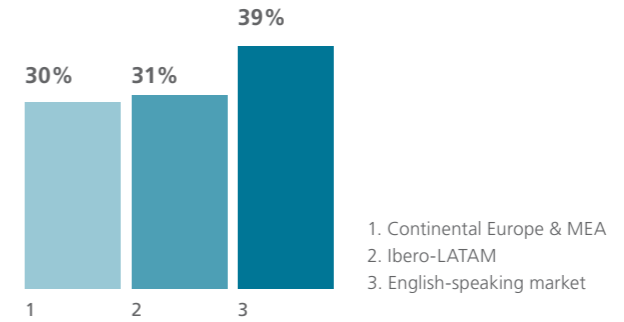
Diluted earnings per share (in euros)



Weighted average number of shares used to calculate earnings per share:

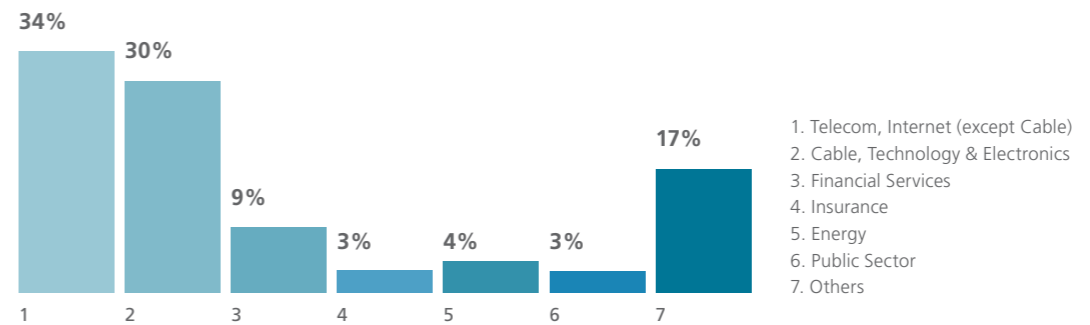
2010: 56,557,993
2011: 56,315,719
2012: 56,598,048

Revenue distribution by geographical region



Teleperformance focused its investments on the Ibero-LATAM fast-growing region in 2012. Thus a large number of new sites and new workstations sprung up in Brazil, Argentina, Portugal, Spain, Mexico, Costa Rica, San Salvador, Dominican Republic and Colombia.

Revenue distribution by sector



Teleperformance's sustainable results in past years have consolidated our position as global industry leader and reliable partner exceeding our clients' expectations. When looking ahead, we are leveraging a number of powerful advantages that make us ready to meet the challenges and seize opportunities of the mobile Internet revolution.

Integrated processes and technology, a solid customer base and 138,000 passionate people are our strength to face the near future.

For 2013, our route to continuous growth depends on our strategy of creating value and driving balanced growth.

Impacting that goal, our English-speaking markets & Asia-Pacific and Ibero-LATAM regions are expected to continue delivering high EBITDA margin. When it comes to the Continental Europe & MEA region, we expect gradual improvement, despite economic uncertainty.

YOU CAN COUNT ON TELEPERFORMANCE



"The leadership team at Teleperformance has made a pledge to sustainability – going green and staying green – and believes that it is crucial to establishing the company's image in the marketplace, workplace and community."

Michael DeSalles, Frost & Sullivan Principal Analyst.

Teleperformance is the most globally recognized company for both its leadership and best practices. Awards and recognition that come, not only from our clients, but from independent third party analysts, several renowned institutes, and most of all, our employees.

And 2012 was a special year for us. We've received our 20th award by Frost & Sullivan, an industry record of all time. We're now among just a couple of top brands worldwide to have received such an honor.

We are the only company to win 5 awards in our industry in a single year. We are also the only company to win 5 awards in a single year twice.

This year's Frost & Sullivan recognition was even more rewarding to Teleperformance since this is the first time anyone in our industry has won an award in every world region within the same year.

Completing the record list, Teleperformance is the first Customer Experience Management Company to win a green award and one of the very few to win this award in any industry, anywhere in the world!

Here are Teleperformance's 2012 Frost & Sullivan awards:

- **Competitive Leadership Strategy Award – LATAM (for e-Performance)**
- **First Industry Green Excellence Award – LATAM**
- **Customer Value Enhancement Award – North America (innovation for the VBC Solution for NA clients doing nearshore business)**
- **Customer Value Enhancement Award – EMEA (innovation award for e-Performance and Platinum Solutions and AVAN)**
- **CC Outsourcer of the Year Award – APAC (first "Grand Slam" in the Industry by winning Outsourcer of the Year Awards in all World Regions Frost & Sullivan tracks – NA, LATAM, EMEA and APAC)**

"We are the only company to win 5 awards in our industry in a single year. We are also the only company to win 5 awards in a single year twice."

Mark Pfeiffer – Executive Vice President-Global Management Team – Teleperformance Group

"Teleperformance has developed innovative tools, processes, and products that enable it to provide more customized, secure, and effective solutions to clients. An unswerving focus on high quality customer care services backed by technology expertise, places the company at the top of service providers in EMEA."

Sathya Subramanian, Senior Research Analyst, Frost & Sullivan

This has been a great year for us, and all these were not the only awards that reflect our commitment to delivering an outstanding customer experience with every interaction, in every world region in which Teleperformance operates. We've achieved much more.

Here are other Teleperformance awards and recognition from 2012 (you may see the complete list at www.teleperformance.com):

- **NEA CSR Award**

Teleperformance took home the Foundations for the Future Impact Award presented at Nearshore Nexus. It has bested a competitive field of applicants in part because of its exceptional ability to transform the company's corporate social responsibility efforts into community based grassroots campaigns with sustained local support.

- **Teleperformance Portugal Named Best Large Contact Center in the World**

Contact Center World, the global association for contact center best practices and networking, awarded Teleperformance Portugal with a prestigious Gold Medal in the "Contact Center Industry Olympics."

- **Teleperformance Wins Major Award for Client Service Excellence**

Teleperformance won the Modern Consumer of Excellence in Customer Services award, which is in its 13th edition and highly recognized in the Brazilian market.

- **Teleperformance Romania - Best Large Call Center of the Year and Best Call Center Manager Award**

Contact Center Magazine awarded Teleperformance Romania for the second consecutive year.

- **Teleperformance Brazil won Security Leaders 2012 Award**

This award is an initiative of IDC (International Data Corporation) and aims to enhance the work of Security Information for leading, large and medium-sized Brazilian companies.

- **Mentor Par Excellence Award for Turkey**

EMEA PSG Mentor Yearly Award is based on the targets that were set on the "Mentor Scorecard" for the PSG Mentor community for FY12. Mentors from Teleperformance Istanbul have received the Outstanding Mentor Awards for three consecutive quarters and their performance has been truly remarkable throughout the year.

- **Teleperformance Wins Great Place to Work® Award**

The Award from Great Place to Work® Institute recognizes Teleperformance as the Best Company to work for in Portugal and Brazil, for the third consecutive time.

- **Teleperformance India wins Asia BPO Congress Social Change Agent Award**

Teleperformance received the Social Change Agent Award 2012-2013 from the Asia Outsourcing Congress BPO Excellence Awards held in Mumbai, India. This award stands as a testimonial for our Teleperformance family as being a responsible social citizen and a change agent.

- **SC Magazine: Finalist Award 2012 "Best Security Team"**



MULTI-SOLUTIONS: ANTICIPATING WHAT YOUR BUSINESS NEEDS AND WHAT YOUR CUSTOMERS WANT

Quality customer service impacts business results, driving up revenue and enhancing customer relationships. And they are all multiplied when provided by multiple solutions, in multiple locations and multiple channels.

EVERYWHERE. ALL THE TIME.



Teleperformance gives each of your customers the best experience during every interaction and in every channel. It doesn't matter where your customers are. We integrate all communication channels, around the world, **to create unique solutions** and **deliver outstanding customer experiences**.

Giving customers the possibility to interact with your brand using their preferred channels, whether self-service or agent-assisted, improves their customer experiences and loyalty.

That is why we keep investing to develop innovative products to support your customers' needs. Because we treat your business like ours. Here are a few solutions that we have available to improve your customer experiences.

TELEPERFORMANCE SOLUTIONS

QUALITY AND INNOVATION TO BETTER SERVE OUR CLIENTS



A step forward in providing an outstanding customer experience

Teleperformance Platinum service is an upgraded contact center that provides premium level service for a specific need or target. Our advanced resources and tools enhance business understanding and optimize key performance indicators, driving higher levels of customer satisfaction – all with strong, proven results.

94% AVERAGE
Customer Satisfaction level

11% IMPROVEMENT
in quality monitoring scores

25% REDUCTION
in repeated calls

12% INCREASE
in first call resolution

17% HIGHER
productivity



Listening, understanding and engaging customers online



Teleperformance's analytics and social media monitoring offer more than just monitoring of virtual posts and comments.

e-Performance listens and understands our clients' customers, and engages them to build lasting relationships. It receives dialogs, interactions and customer feedback in the social media channel and analyzes them to recommend specific action plans.

It also provides consistent analyses when cross-referencing contact center and social media data. Integration of channels enables the development of proactive and corrective action plans.

That means an outstanding customer experience in every channel and interaction.



A new way to look at the present and plan for the future



Our Analytical solution is a broader vision that goes beyond the obvious towards endless possibilities.

It is a unique model of integrated analyses that transforms complex data from different sources and communication channels into relevant, customized information.

It links in-depth analyses to tangible actions, getting insights from clients' experiential data. These detailed analyses provide stra-

tegic information that enables companies to improve and optimize their customer experience worldwide.

Its 360° view makes our Analytical solution visionary. It predicts present and future scenarios making it possible to prepare companies to develop, implement and manage strategic and analytic solutions that will lead to successful results.

EXPERTISE GLOBALLY AND LOCALLY



“No one else in the industry, in Europe, can offer such a level of integration and flexibility. This integrated, smart and high quality solution dramatically improves customer experience management in the complex European mosaic of markets and languages. We have developed a creative human resources management approach by offering an attractive place to live to employees, and therefore have implemented a fully integrated Atlantic Ocean, Mediterranean Sea and Black Sea market coverage strategy. This is not just a concept, as these operations are already in place and fully proven, with thousands of people serving dozens of clients.”

Daniel Julien – Chairman of the Board of Directors and Chief Executive Officer

Teleperformance is the company with the largest global footprint in the market. We bring together best practices and experience from 46 countries worldwide. That broad geographic presence, combined with our experience, innovation, and quality people and processes, leverages the right locations, such as domestic facilities, work-at-home agent solutions, nearshore sites, offshore locations, automation and our customized best blend of available options. This means quick team assignment and a variety of solutions to provide a seamless and enriched customer experience wherever you need us.

This blended approach is used by the world’s largest global companies, and typically involves combining domestic, nearshore, and offshore resources to provide a seamless and enriched customer experience.

Teleperformance is the only player in the industry able to offer Domestic, Nearshore & Offshore solutions simultaneously due to our high-performance technology including integrated networks and data centers plus the experience and security that come from being the market leader.

Multilingual Hub interaction excellence: strategic locations, right languages

The Multilingual Hub has the capability to serve 40 countries in 24 languages across all channels of interaction. It is the latest advancement from Teleperformance’s Customer Experience Management dedicated to the European market using fully integrated voice and non-voice technology through redundant data centers, with common processes, systems and management controls.

We interact with customers in their own languages throughout Europe. All our people are native speakers and breathe the culture of the countries served, so every customer will always feel at home. Their expertise across a variety of industries, equip them to handle each request with excellence. They speak the right language to deliver the right solutions.

Located in Athens, Lisbon, Maastricht, Istanbul and Cairo, Teleperformance’s strategic Multilingual Euro Hubs deliver superior customer service to over 125 countries across the continent. Each one of them is a center of excellence and attracts, motivates, trains and retains the best talent from around the world to exceed customers’ expectations and our clients’ service objectives. A unique solution to deliver service excellence throughout Europe:

- Highly trained and motivated multicultural and multilingual workforce
- Centralized account management and reporting
- Best in class, certified quality and operational processes
- Unified and flexible, multi-skilled workforce management
- Single point of entry for voice and data networks
- Premium facilities
- Centralized support to optimize costs and performance



MULTI-POSSIBILITIES: VALUING PEOPLE, ADDING VALUE TO YOUR BRAND

When people are assets, it is crucial to invest in them to achieve greater results. That's the main pillar of our People Strategy built upon People Management, Performance Management, Information Security and Technology to Connect. Four strategic differentials that come together to guarantee outstanding performance.

PEOPLE WORKING FOR PEOPLE

We are a people company working for people: people interacting with people, helping them solve problems, making their lives easier. That's the essence of our daily work. And we succeed thanks to our more than 138,000 employees. They are the ones that turn every interaction into outstanding experiences, driving our business advantage.

Teleperformance's key differentiation is the distinctiveness of our people management. We truly respect each of our family members and avoid commoditization of our services because we want to make all our employees happy, thus impacting their productivity and consequently, our client's business results.

Managing the very people who will interact with your customers is essential so they will remain engaged and build strong, healthy relationships. And our clients feel strongly about that because they know that agent training and management, and a positive energy inside the contact center, are critical in determining if a provider can achieve and maintain the high quality of the service they expect.

We address such issues through every step of employee development at Teleperformance, from our process for hiring new agents to our training and development programs. All aimed at valuing our people, increasing motivation and ensuring talent retention by reconciling individual expectations with strategic business needs.

Hiring and training

We attach great importance to all processes related to people selection and training. We hire well and train well, our recognition and promotion processes are clear and consistent, and our incentives are transparent, results-driven, and custom-built to meet the priorities of our employees and client businesses.

The right people must have more than the needed experience to perform their duties. They must be passionate about doing their jobs to put their energies and talents into their daily work.

It's the combination of all those elements, together with the right compensation package, that provide what it takes so our agents can perform better. These are the reasons why they deliver successfully to our clients and their customers.

Teleperformance training and development programs immerse our people in the world of each client. They get to know all about the brand, business, customers, culture, news and everything connected to it. They know the right words to say, specific terminologies, vocabulary commonly used and the consumers' expected moods. That's how they understand customer problems and know the best way to interact with them.

We count on Teleperformance Academy, a customized college program tailored to transmit our culture while sharing our worldwide best practices and innovative projects in customer relationship and experience management, to provide such training. Qualified professionals in different subjects ensure process improvement and operational excellence.



Work environment

Our clients want their customers to be treated well, with full attention, commitment and kindness. Of course they do, because they want happy customers, customers satisfied with their brand.

That's the same here at Teleperformance. We want happy people working here. And providing them with the best work environment possible is a perfect way to start.

Our employees' welfare is carefully planned so they will take pride in adding their energies and talents to our team of cooperative, responsible experts.

We invest in creating inspiring workspaces, clean and modern work areas, training facilities and meeting rooms that honor those who use them — our people. Our break areas are especially designed for "unwinding" and helping our people recharge, refresh and refocus. This a valuable tool in providing the highest quality service to customers.

Communication channels

Along with the right place to work, and people prepared and motivated to work, we understand that it is important to know our employees' needs and satisfaction ratings. That's why we've set up several communication channels to open a dialogue with them.

Communication channels such as Chat with the CEO, Focus Groups, and Interactive Talk Channels bring our leadership closer to our agents by creating an ongoing 2-way dialogue.

It creates a genuine workplace connection that ignites empowerment and passion which inspires our people and company to do more and perform better. It's the implementation of these initiatives that ensures our ability to succeed on behalf of our clients.

In 2012, our teams were trained to implement our Teleperformance communication strategy in all our subsidiaries.

Positive Attitudes

We encourage positive attitudes among our employees through programs, relationship initiatives and internal campaigns. Employee satisfaction in what they do translates into customer satisfaction. Our main objective is to be the best customer experience company possible.

Therefore, besides our premium facilities and positive work environment, our people also experience moments of fun, entertainment and social responsibility with their colleagues during our internal campaigns and local site events. Many of these experiences are also shared with families and friends, such as special events that welcome our loved ones into our work environment.

Initiatives that put the Teleperformance essence into practice because we believe in passion: passion in sports, in culture, and in helping others. Passion in working together and applying it to our daily work. The outcome is unmatched delivery, an outstanding customer experience.

Teleperformance ForFun Festival

Revealing talents every year

Teleperformance For Fun Festival is a global initiative that recognizes our company's best talents. Its objective is to stimulate pride in belonging to the Teleperformance Group and to show the Group's cultural diversity by promoting fun and entertainment through a worldwide music, art and dance contest. Because fun is also part of being productive, staying engaged and being motivated all year long.

The 4th Annual Teleperformance For Fun Festival in 2012 contest theme was "Making Dreams Come True." 4,000 employees from

37 countries submitted more than 1,000 videos. Many countries, such as Argentina, Brazil, Egypt, Greece, India, Italy, Mexico, the Philippines and the US organized local For Fun festival shows in which they invited all employees, friends and families to vote for the local winners. The 2012 For Fun Festival event was a special first of its kind global video contest as it was broadcasted remotely via YouTube, so employees from around the world could view the live announcement of the winners.



Sports Club inspires teamwork: together we are stronger.



Teleperformance ForFun Festival

HIGHLIGHTS:

- Teleperformance Argentina's event was attended by **over 200 people** including our top management, families and friends who enjoyed the talent of 18 performances involving singers, musicians and dancers, as well as an art show;
- Teleperformance Egypt celebrated its local grand finals with a huge celebration at El Sawy Culture Wheel in which **1,000 employees, family members and friends** attended;
- Teleperformance Hellas celebrated their Annual Musical Festival party with a performance by the Famous Greek Band "Onirama" with more than **1,400 employees** attending the local awards ceremony.



Sports is one of the best ways to put teamwork in practice

Teleperformance Sport Club is a global initiative that encourages our employees to participate in team sports as a tool to promote physical well-being and a better quality of life. Its objective is to promote fun and entertainment through activities as a way to bring our employees, their families and friends together. Group activities that improve relationships in the workplace, elevate spirits and leave us with a great feeling towards our work and responsibilities.

In 2012, there were 391 soccer teams, 107 volleyball teams, 15 basketball teams, and other team sports throughout the world.

HIGHLIGHTS:

- Teleperformance Nearshore Central, Teleperformance Nearshore North and Teleperformance Mexico Domestic organized a soccer tournament with **1,833 participants** and **147 teams** representing **7 cities** in Mexico;
- Teleperformance Brazil held the 1st Teleperformance Volleyball League. More than **1,300 employees** participated, distributed into **35 male teams** and **49 female teams**.
- Teleperformance France launched its 1st Edition Soccer Tournament among their centers – **12 French centers**, **22 teams** and **110 employees**.
- Teleperformance Italy held different events from April to December, such as Soccer, Ping Pong, Beach Volleyball, and many other activities as part of the 1st Edition Teleperformance Olympic games.
- Employees from Denmark, Finland, Norway and Sweden competed in the 1st ever TP Nordic Soccer Tournament where all four Nordic countries met and played.



A commitment to the planet is a commitment to the future. It's as simple as that.

Citizen of the Planet (COTP) is the Teleperformance global initiative aimed at ensuring Teleperformance operates in an environmentally friendly and responsible manner. In a combined effort, we commit to helping our planet by creating "sustainable sites" (i.e. water, paper, and other waste reductions). We also strive for paperless work environments, recycling, energy conservation and atmosphere improvements.

A key focus is to minimize our global carbon footprint. To that end, Teleperformance invests in environmentally-sound facility refinements, alternative transportation, and employee education to extend green efforts beyond the workplace, to our peoples' homes and neighborhoods.

We are very happy to hear from analysts and clients that Teleperformance is the only major company in our industry to track our carbon footprint. And more: we also have been consulted by several large client companies for best practices in this area. That is the result of our educational practices with our employees through interactive monthly webinars on environmental responsibility, ensuring they are up to date on our best practices. After all, that is what really matters: to put what we say together with what we do. For our people, our clients and our planet.

HIGHLIGHTS:

- Teleperformance UK's site in Ashby is **ISO 14001** certified in environmental management.
- Teleperformance Colombia's call center, Connecta, in **Bogota was the first site in the Group to be LEED certified.**
- TLSContact, subsidiary of Teleperformance based in Beijing, China, has successfully passed the **GOLD LEED certification** on January 2013.
- On March 31, 2012 at 8:30pm, **24 Teleperformance countries** and **88,730 employees** participated by switching off the lights in our offices and centers for sixty minutes. In total, Teleperformance saved nearly **34,000 kWh** and prevented **17 tons of CO₂** from entering Earth's atmosphere.
- Other Citizen of the Planet initiatives in 2012 included participating in **World Water Day, World Environment Day** and **Earth Day**. Local projects helped to clean and beautify parks, gardens and buildings by planting trees, picking up waste, and painting schools and community buildings.
- In 2012, our total measured carbon emissions were **102,985 tons** with a carbon footprint per employee (CFE) of **0.85 tons**.



Transforming compassion into social actions to save lives

Citizen of the World (COTW) is Teleperformance's charitable initiative to help some of the world's most vulnerable infants and children meet their basic survival needs and ultimately reach their individual potential. Our multi-faceted commitment includes funding and sponsorship for shelters for abandoned babies in developing countries, deworming and other medical supplies, food provisioning, computer donations to impoverished schools, clothing drives, toy donations, and victim transport funding.

COTW includes a global crisis fund to aid disaster victims on an ad hoc basis and worldwide participation of Teleperformance's charitable volunteers to support the initiative's goals.

Our charitable efforts are systemic and inclusive for all Teleperformance people and we encourage our colleagues, clients, and other audiences to join our significant humanitarian commitment.

In six years of donations, COTW has contributed \$10,388,585 in cash and DIK. Teleperformance commits to CGI \$1 million USD annually (until 2016) in cash and donations-in-kind (DIK). We are pleased to report that annual commitments are exceeded in each program year.

COTW IMPACT REPORT PROGRAM DATE

- **261,940** infants & children were fed through several monthly feeding programs.
- **112,050** infants & children benefited from in-kind items such as clothing, school supplies, and other needed items.
- **10,283,056** pounds of food & water donated to natural disaster victims.
- **20,566,112** meals supplemented for children and families in need.
- **7,732** computers donated to poor schools which benefits **27,062** children.
- **269,446** poor infants and children received toys during Holiday Seasons.
- **136,304** employee donated volunteer hours.
- **752** liters of blood collected resulted in **5,019** lives saved.

COTW 2012 RESULTS:

- Total Donations: *
\$2,865,819
- Cash Donations:
\$980,725
- In-Kind Donations:
\$1,885,094
- Computers:
1,926
- Toys:
25,419
- Employee Volunteered Hours:
36,129
- Total Campaigns:
1,534

* Total Donations. Cash and DIK donations represent a combination of both company and personal voluntary donations by Teleperformance employees worldwide.



COMMITTED TO EXCELLENCE

Your brand's best ambassador is your customer. So it is crucial to keep your relationship with him or her in the best possible shape, every moment.



Teleperformance Operational Processes & Standards. That is TOPS

It is the quality of the interactions with your customers that will define the strength of your business results. A satisfied customer improves your market share and your brand value. That's why service quality is a key factor in your competitive advantage.

We define service quality as the sum of compliance to standards, detailed knowledge of product and service lines, long term investments, responsiveness, dedication, follow-up and collaboration between management and front line service people.

Teleperformance maintains best practices in performance management and commitment to excellence through our tools and management processes.

Uniformity and quality management for all Teleperformance programs around the world: it means consistency and better productivity for our business, and better service for our clients.

TOPS (Teleperformance Operational Processes & Standards) was created to support front-line management in developing high-performance agents. It manages performance metrics day over day, week over week, and month over month, providing leadership through a consistent assessment of agent results.

Maintaining the same floor management process in every single site in the world reduces variation among leaders and among agents, and increases productivity, ensuring that all Teleperformance clients receive higher quality service, everywhere.

ATAC

Attitude, Talent, Accountability and Commitment. That is ATAC

Attitude, Talent, Accountability and Commitment are the main characteristics we want to develop in our supervisors. We count on the ATAC project to facilitate this process.

Autonomous units, also called cells, are encouraged to perform at their best, improving their main KPIs and customer commitments, providing an attractive career path to employees, establishing stronger relationships among support departments, increasing communication channels and building team-oriented performance.

They maximize productivity and performance results as supervisors, act proactively, and share experiences and new ideas with their groups.



Baseline Enterprise Standard for Teleperformance. That is BEST

Through decades of business and client service leadership, Teleperformance's commitment to quality has delivered BEST, Baseline Enterprise Standard for Teleperformance. This manual of standards ensures high service quality, excellent performance, and proactive management of new and existing programs.

BEST also reinforces consistent best practices in Operations and Human Resources management in all Teleperformance operations worldwide.

From Recruitment and Selection to Training and Communications, standards and procedures are established that align all employees and the management team within the Teleperformance culture, increasing the sense of belonging and enabling professional and personal growth.



Contact Center Management System. That is CCMS

For thousands of employees located in several sites around the world, information about every single one of them is housed in one web-based resource. Teleperformance Contact Center Management System (CCMS) integrates data from many systems and departments into a comprehensive view of performance at every level.

People at all levels can utilize CCMS to complete daily business functions as they relate to their respective roles. Agents can manage their own performance using their profile which compiles key data and information related to their employment.

CCMS increases quality, ensures consistency of operations worldwide and provides continual improvement based on operational indicators. CCMS is an important internal tool that increases our performance and impacts the quality of our service towards our clients.

TOP CALL DRIVER

Identifying the main reasons that lead customers to get in touch with Teleperformance: one of the main purposes of TOP CALL DRIVER

Hundreds of contacts every day, in multiple channels, from various places, that may not be so different after all. Identifying the main reasons that lead customers to get in touch with Teleperformance's clients makes it possible to more effectively guide performance and work on the most relevant issues.

Top Call Driver shows the most current subjects of interest to customers. When we know about them in advance, we may better prepare our team to have assertive responses to clear 80% of such interactions.

The process is improved and the support time is reduced. More quality and agility in every interaction performed.

INFORMATION SECURITY

CONTACT CENTER BENCHMARK IN COMPLIANCE ENSURES CLIENT SAFETY IN ALL OPERATIONS

Our information security strategy ensures that we'll always be ahead of the market in security practices. Teleperformance leads the industry with world-class, award-winning security measures in contact center information defense.

We have a team of 60+ dedicated professionals, including Security Analysts, Security Consultants, Risk Consultants, Compliance Specialists and Auditors, led by an Information Security Officer.

As the first in our industry to receive PCI certification, Teleperformance voluntarily complies with major security regulations. We research and develop innovative security processes and technology to assess, and solve fraud risks. In doing so, Teleperformance continues to demonstrate its commitment to protecting customers, their personal information, and to mitigating risks for clients and shareholders.

Due to its extensive experience with a wide range of clients, Teleperformance's fraud risk assessment programs lead the market in terms of comprehensiveness and success in preventing fraud. More than once, the market and our clients have recognized our best practices in information security:

- Teleperformance Brazil won Security Leader's 2012 Award
- 2012 – Teleperformance Wins Major Award for Client Service Excellence

- Frost & Sullivan Award 2011 – “Global Security Practices” North America
- Finalist Award 2011 – “Best Security Team” SC Magazine

Teleperformance established the Contact Center benchmark in compliance. Some of the industry's changing benchmarks that we have established include:

- The first Contact Center to achieve PCI certification
- The first to receive a 3rd party Recommendation of Compliance with the HIPAA health care standard
- The first contact center to achieve DSE certification
- Safe Harbor certified
- ISO 27001 compliant for best practices in Information Security
- ISO 27001 Re-certification (Teleperformance Nearshore North and TLScontact)
- ISO 9001-2008 (Colombia, Italy, Mexico and Portugal)
- COPC Re-certification (Boise)
- BS 25999 compliant for best practices in Business Continuity Practices

TECHNOLOGY TO CONNECT

TECHNOLOGY DESIGNED FOR PEOPLE

Teleperformance solutions are friendly and efficient, designed to facilitate people's lives. Our focus on people strategy drives all of our activities, so our technology is applied to improve human relations.

It connects people and processes, guaranteeing a complete integration of our systems everywhere we operate. In relation to our global strategic initiatives, some of our support areas are key to optimizing our results. For instance, innovation, products, projects and marketing are now fully integrated to support sales teams in driving more revenue and establishing closer, stronger relationships. The joint work of these areas has enabled Teleperformance to build a stronger business development structure, including a vigorous business intelligence team, new sales materials and collaterals, customized solutions for each vertical and enhanced products and services developed exclusively for our market opportunities.

Our solid and robust IT infrastructure, innovative tools and systems enhance the interactions between agents and customers. The deployment and continuous improvement of our Virtual Briefing Center and e-learning platform brought significant savings while helping key support areas, such as Business Development and Training, achieve their goals.

Behind these innovations, we have partnerships with global market leaders so we can pioneer new tools and leverage the best offerings in the market. Teleperformance Tools has proven to be a great competitive differentiator:

Teleperformance Reports

Teleperformance Reports is a web-based reporting system that can be configured to aggregate a wide variety of information from various data sources. Through its intuitive, web-based report builder interface, users have the flexibility to generate custom reports, evaluate large amounts of information, and increase visibility to their core metrics. Custom reports can also be saved for future use and shared with other users.

Teleperformance Observer

Teleperformance Observer provides users with a snapshot of call center activity and call state, using ACD (automatic call distribution) information and layered voice analysis to monitor call emotional status and provide agent location details.

It also evaluates emotions and initiates call recording automatically if either the agent or customer seems frustrated, stressed, upset or irate. This data is stored for reporting and analysis by time period and mood.

Teleperformance Desktop

Teleperformance Desktop is a targeted communication solution. It provides access to Team Chat, Team Alerts, and SME (subject matter expert) Chat, and provides supervisors with notifications regarding Teleperformance Passport Visual Authentication requests. It also monitors desktop state and provides the ability to lock out a workstation based on business need.

This solution consists of both client and server applications which, when combined with business workflow process, create a powerful and dynamic contact center messaging solution.



BROADCASTING OUR PEOPLE'S PASSION AND EXCELLENCE

Over the last few years, we have continuously talked about transforming passion into excellence. It has been all over our communication materials, in our speeches, in our way of doing business. It is, and always has been, our philosophy and also our strategic advantage.

But what does it really mean? It means great investments in people, so they can promote the best possible interactions with our clients' customers. It means treating your business like ours, to truly understand your needs and goals. It means we are committed to delivering an outstanding customer experience in every interaction we perform.

And we'll keep sharing the message that Teleperformance is the right choice as customer service provider and as the long-term, committed and cost effective partner to leading companies, worldwide.

That's what we've been doing since last December: we are sharing with the world what we can do for our clients' businesses and how we deliver on our promises, striking the perfect balance among high quality technology, cost effectiveness and our genuine passion to provide excellence.

Our advertising campaign started in the US market, presenting Teleperformance credentials in the tablet version of the Wall Street Journal. A couple of months later, it expanded to Europe, where we've been advertising our services and expertise in the tablet version of relevant sources of business information such as The Frankfurter Allgemeine Zeitung (FAZ), the major national and business newspaper in Germany; Les Echos, the leading source of business and financial information in France; the Financial Times, one of the world's leading business news and information publications; and the Wall Street Journal Europe, one of the world's broadest sources of content for global political, business and financial news.

More than our credentials, services and expertise, this campaign is about our commitment to our clients. To their brands. To their businesses. To service quality that will impact their market share.

We want to strengthen our presence throughout Europe and the US market, showing the world we're a reliable partner with the ability to anticipate our clients' business needs and to deliver solutions that will exceed their expectations.

Series of ads for tablets in major newspapers of the world, such as The Wall Street Journal USA and Europe





Teleperformance

Transforming Passion into Excellence

Teleperformance
Limited company
Share capital: €143,150,475
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