Teleperformance

Financial Analysts Meeting - November 26, 2008

Objectives 2008

▪	Revenues	+10.5% +7%	- Growth rate, based on published data - Organic growth rate
▪	Net Profit, Group Share	€116 million: +18%	

Outlook for 2009

▪	Revenues	+7.5%	- Growth rate, excluding new acquisitions
▪	Net Profit, Group Share	€118 / 120 million	

Paris, November 26, 2008 – The Teleperformance Group announces its annual objectives for 2008 and its outlook for 2009.

OBJECTIVES 2008

- BUSINESS ACTIVITY

Key developments in the Group's business activity in 2008:

- Business distribution per region highlights a real potential for the Group to consolidate its market position in North America, the NAFTA region now standing for 39% of the Group's overall operations, whereas its represents 58% of the global market.

- Considering the revenue distribution per type of service provided, the Group now maintains a leading presence in the Customer Relationship Management (CRM) market segment whereas the Account Receivable Management (ARM) market segment represents a growth potential Teleperformance plans to increase further.

- **The distribution per type of call demonstrates how stable the Inbound activity is.** It now stands for 72% of the Group's total revenues, increasing by 1% compared to 2007.

- **Teleperformance's business model remains very diversified.** The Group is in a position to provide clients with a wide range of integrated solutions (onshore, nearshore, offshore, homeshore, automation).

- **The Group's client portfolio is better balanced** (Top 10: 35.5% vs. 38.1% in 2007).

- Overall **stability** in **distribution across industries:**

	2008	2007
Telcos	38%	40%
ISPs	14%	13%
Financial Services	13%	11%
Technology / Electronics	7%	9%
Insurance	5%	6%
Public Services	4%	3%
Energy	4%	3%
Media	3%	5%
Travel & Tourism	2%	2%
Other	10%	8%

And finally, Teleperformance has been acknowledged as **the worldwide leader in its industry** by the business analyst community.

- REVENUES

Increased revenues: Revenues are expected to be included between **€1,750 and €1,760 million, increasing by 10.5% based on published data** and by **7% on a comparable basis** (excluding foreign exchange and scope of consolidation effects).

In millions of euros	Based on published data €1 = US$1.48			Organic Growth €1 = US$1.3687		
	Objectives 2008	Actual 2007	Increase (in %)	Objectives 2008	2007 Pro Forma	Increase (in %)
Europe	965	827.6	+16.6	979	867.9	+12.8
NAFTA	691	598.3	+15.5	746	682.0	+9.4
ROW	104	167.9	-38.0	110	167.9	-34.5
Total	1,760	1,593.8	+10.5	1,835	1,717.8	+7.0

- **Scope of consolidation effect**

The scope of consolidation effect is expected to represent a **net positive impact of €124 million, including €40 million for Europe and €84 million for the NAFTA region.**

The main transactions impacting the Group's business in 2008 were as follows:

Transactions completed in 2007

- In Europe
  - Acquisition of the German group Twenty4help Knowledge Service AG, which was consolidated as of April 1, 2007
  - Acquisition of the French company TPHST, which was consolidated as of May 1, 2007.

- In the NAFTA region
  - Acquisition of the **US company Alliance One**, which was consolidated as of August 1, 2007
  - Acquisition of the **Mexican company Hispanic Teleservices**, which was consolidated as of December 1, 2007.

Transactions completed in 2008

- In Europe
  - GN Resarch, a company specializing in market research activities, was consolidated as of June 30, 2008. Teleperformance now owns 67 percent interest in this Group, which is made up of four subsidiaries operating in the EMEA region.
  - Teleperformance sold its interests in its last two operations in the Marketing Services Division. Both companies (ISM and IDCC), which specialize in training activities, were deconsolidated as of January 1, 2008.

- **Foreign exchange effect**

The **negative impact** related to the foreign exchange effects mainly resulted from the rise of the Euro against the **US Dollar**. This impact is expected to amount to **€75 million** over the whole financial year.

- PROFITABILITY

In millions of euros	Objectives Financial Year 2008	Actual Financial Year 2007	Increase
Net Operating Profit	178	159.3	+12%
Margin Rate	10.1%	10.0%	
Net Profit, Group Share	116	98.3	+18%

Profit increases faster than revenues.

- **Net Profit, Group Share,** is expected to amount to €116 million, **increasing by 18%.**

- **Operating Margin** is expected to represent more than **10% of the Group's annual revenues.** Net operating profit **includes** the following items:
  - A **€6 million expense** corresponding to the recognition of benefits granted to the recipients of **share award plans** pursuant to IFRS;
  - **€8 million proceeds** from the **sale of non-core operations** (Marketing Services operations in France) and the sale of **rental property**;
  - Partial **depreciation** (up to **€1.5 million**) of the **Brazilian subsidiary's goodwill**, which was recognized in the half-year financial statements.

▪ FINANCIAL STRUCTURE

At the end of this year, the Teleperformance Group is expected to benefit from a **positive net cash asset of €112 million.** It also benefits from a **€300 million revolving credit facility based on the floating rate index Euribor, which took effect in January 2008.**

Net Cash Assets at January 1, 2008	+132.5
Free Cash Flow before corporate tax	+105
Corporate tax	-80
Free Cash Flow after corporate tax	25
Changes in the scope of consolidation (net)	-18
Dividends paid	-26
Capital increase related to the options exercised	6
Changes in non-cash items (including finance leases and translation differences)	-7
Total net variation in cash assets in 2008	-20
Net Cash Assets at December 31, 2008	+112.5

▪ KEY HIGHLIGHTS IN 2008

- **The termination of the Brazil Telecom contract in November 2007**, representing a loss of around €75 million revenues in 2008.
- **The unification of Group's operational management** after Christophe Allard's departure, who used to be in charge of managing the Group's European operations.
- **Volumes reduction coming from our main client since June 2008.**

- Strategy focusing on centralized operational management
    - **Acquisition of minority shareholders' interests in subsidiaries** in the second half of the year in order to **simplify the Group's legal structures**
    - **Worldwide consolidation and integration policy** through new management tools and processes implemented across the network and based on shared values
    - **Consolidation of top-level global business development teams** in the EMEA region.

STRATEGY AND OBJECTIVES FOR 2009

(based on €1 = US$1.32)

- Excluding new acquisitions, the Teleperformance Group defined the following growth objectives for 2009:
    - **Revenues** included between **€1,880 and €1,900 million**, a 7.5% **increase**, **including** a 3.5% **organic growth rate**
    - **EBITA*** included between **€175 and €180 million** (i.e., 9.5% margin rate)
    - **Net profit**, **Group share**, included between **€118 and €120 million**
    - **Diluted earnings per share** expected at **€2.10**, **i.e.**, a 3% **increase**

    **EBITA: profit from operating activities before goodwill amortization*

- **In terms of internal growth**, **the objectives for** 2009 should be supported by:
    - **Continuing the integration policy** in terms of IT, processes, methods and human resources training on a global scale
    - **Strengthening** the **Multishore** strategy
    - **Technological innovation** – R&D
    - **Stronger Business Development** teams
    - **Developing Buy Out transactions** dedicated to the insourced market.

- **In terms of external growth**, **the priorities** are the identification of new targets
    - In **Germany**, in the UK and in the US
    - **With revenues included between €50 and 150 million**
    - And **profitability criteria** in line with the Group's ratios.

KEY DATES

4th Quarter 2008 Revenues: February 9, 2009

ABOUT TELEPERFORMANCE

Teleperformance (NYSE Euronext Paris: FR 0000051807), the world's leading provider of outsourced CRM and contact center services, has been serving companies around the world rolling out customer acquisition, customer care, technical support and debt collection programs on their behalf. In 2007, the Teleperformance Group achieved €1.593 billion revenues (US$2.182 billion – exchange rate at December 31, 2007: €1 = US$1.37).
The Group operates nearly 79,800 computerized workstations, with more than 88,000 employees (Full-Time Equivalents) across 248 contact centers in 46 countries and conducts programs in more than 66 different languages and dialects on behalf of major international companies operating in various industries.
www.teleperformance.com

TELEPERFORMANCE CONTACTS

TELEPERFORMANCE

Michel Peschard, Finance Managing Director, Board Member
+33-1 55 76 40 80
info@teleperformance.com

LT VALUE – Investors Relations and Corporate Communication

Nancy Levain / Maryline Jarnoux-Sorin
nancy.levain@ltvalue.com
maryline.jarnoux-sorin@ltvalue.com
+33-1 44 50 39 30 - +33-6 72 28 91 44