



Experience. Our greatest asset.



**GBL enters into exclusive negotiations
for the acquisition of the Webhelp group, a global leader in the CRM – BPO space**
Analysts' conference call - July 10th, 2019

Webhelp is the European leader in customer relationship management business process outsourcing with a comprehensive product offering and affirmed strategy to grow exposure to value-added solutions

COMPANY SNAPSHOT

- Webhelp is the European leader in customer relationship management business process outsourcing ("CRM⁽¹⁾ BPO")
- The group was founded in 2000 by Frederic Jousset and Olivier Duha
- It offers a full suite of services:
 - Call centres and omnichannel interactions for customer care, sales and support
 - Value-added services: covering a broad range of customer engagement activities including payments, social media management, logistics management, consultancy, process automation
- Headquartered in Paris, Webhelp employs ~50,000 people, serving 1,000+ clients across 35 countries and 35+ languages with 134 sites across onshore, nearshore and offshore locations
- Under 4 consecutive LBOs (Barclays PE, Astorg, Charterhouse and KKR), the company has built an exceptional track record of profitable growth, from €1m of sales in 2000 to €1.5bn in 2019E

SERVICES OVERVIEW

"Core" customer relationship management

- Commercial assistance: high quality omnichannel support and problem resolution
- Sales: assist customers to make purchases, increasing sales volumes, value and retention
- Technical support: fix customer software and hardware issues remotely

Specialised enterprise outsourcing

- Enterprise B2B sales
- Helpdesk & specialist support
- Healthcare services

Business process outsourcing

- Payment services
- Digital processes
- Legal & regulatory services

Customer experience solutions

- Advisory
- Managed services
- Technology services

A transaction consistent with GBL's announced objective to increase its exposure to controlled and private assets

Sector	Sports equipment	Wines & Spirits	TIC	Cement & aggregates	Specialty minerals	Materials technology	Process technology food sector	Hygienic consum.	Leisure parks	Alternative assets	CRM BPO
Sector ranking	#2	#2	#1	#1	#1	Top 3	#1	Top 3	Top 3	n.a.	#1 in Europe
GBL's ranking in shareholding⁽¹⁾	#1	#3	#1	#2	#1	#1	#3	#1	#2	n.a.	#1
Date of first investment	2015	2006	2013	2005	1987	2013	2017	2015	2017	2013	[2019]
GBL's ownership⁽²⁾	7.50%	7.49%	16.60%	9.43%	53.91%	17.91%	8.51%	19.98%	21.19%	100%	[n.d.]
% of indicative net asset value⁽³⁾	22%	17%	15%	13%	11%	7%	2%	1%	1%	8%	[3 to 5%]

(1) Information as of June 28, 2019

(2) Figures as of June 28, 2019, except where superseded by more recent public disclosures

(3) Information calculated based on (i) ownership as of March 31, 2019, (ii) stock prices as of June 28, 2019 and (iii) indicative net asset value as of June 28, 2019

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