



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 10<sup>th</sup>, 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<sup>(1)</sup> 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
<b>Sector ranking</b>	#2	#2	#1	#1	#1	Top 3	#1	Top 3	Top 3	n.a.
<b>GBL's ranking in shareholding<sup>(1)</sup></b>	#1	#3	#1	#2	#1	#1	#3	#1	#2	n.a.
<b>Date of first investment</b>	2015	2006	2013	2005	1987	2013	2017	2015	2017	2013
<b>GBL's ownership<sup>(2)</sup></b>	7.50%	7.49%	16.60%	9.43%	53.91%	17.91%	8.51%	19.98%	21.19%	100%
<b>% of indicative net asset value<sup>(3)</sup></b>	22%	17%	15%	13%	11%	7%	2%	1%	1%	8%

(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

## Disclaimer

*This presentation has been prepared by Groupe Bruxelles Lambert (“GBL”) exclusively for information purposes. This presentation is incomplete without reference to, and should be viewed solely in conjunction with, the oral briefing provided by GBL.*

*This document should not be construed as an offer, invitation to offer, or solicitation, or any advice or recommendation to buy, subscribe for, issue or sell any financial instrument, investment or derivative thereof referred to in this document or as any form of commitment to enter into any transaction in relation to the subject matter of this document.*

*This presentation has not been reviewed or registered with any public authority or stock exchange. Persons into whose possession this presentation come are required to inform themselves about and to comply with all applicable laws and regulations in force in any jurisdiction in or from which it invests or receives or possesses this presentation.*

*Prospective investors are required to make their own independent investigations and appraisals of GBL before taking any investment decision with respect to securities of GBL.*

*GBL does not make any representation or warranty (expressed or implied) as to the accuracy or completeness of the information contained in this document and as to the accuracy of the projections, estimates, assumptions and figures contained in this document. By receipt of this document, the recipient agrees that GBL (or either of its shareholders, directors or employees) shall have no liability for any misstatement or omission or fact or any opinion expressed herein, nor for the consequences of any reliance upon any statement, conclusion or opinion contained herein. All value indications included in this document are derived from the financial markets as of the date of this report. It is therefore obvious that a modification of the conditions prevailing in the financial markets will have an effect on the figures present hereafter.*

*This document is the exclusive property of GBL. Recipient of this presentation may not reproduce, redistribute or pass on, in whole or in part, this presentation to any person.*

*In the context of the management of its public relations, GBL processes information about you which constitutes “personal data”. GBL has therefore adopted a General Privacy Policy available on its website ([http://www.gbl.be/en/General\\_Privacy\\_Policy](http://www.gbl.be/en/General_Privacy_Policy)). We invite you to carefully read this General Privacy Policy, which sets out in more detail in which context we are processing your personal data and explains your rights and our obligations in that respect.*

*By using or retaining a copy hereof, user and/or retainer hereby acknowledge, agree and accept that they have read this disclaimer and agreed to be bound by it.*

---