



Nearshoring

Posição atual, fatores de
atratividade e perspectivas
para o futuro

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Portugal

One of the best nearshore locations worldwide

In the last

decade



Key figures

of nearshoring in Portugal

Number of
Companies

>100

Business Service
Centers

>200

Employment

49.000 - 60.000 +

64%

service group
operations
(captive)

30%

Created
in the last 4
years

80%

support
European
markets

9%

of the
employees are
foreigner



Why we are competitive



1 Language is key

- Portuguese diaspora (2M+) in Europe
- 7^o country in the world with best non-English native proficiency



2 Cost

- 15% lower vs. Spain
- 30-40% lower vs. North Europe (France, Germany, UK)
- Labor cost increase trend is the same on other European markets



3 Skills & Infrastructure

- ~50K graduates per year (20% on STEM related fields)
- Growing tech enabled country (10% of GDP & startup creation 13pp above European average)
- Competitive, state of the art telco infrastructure (2nd largest data processing capacity in Europe in the future)



4 Cultural affinity (very important)

- Portuguese diaspora in key European markets
- Country open to the world (tourism, diplomacy)
- Media without language filter

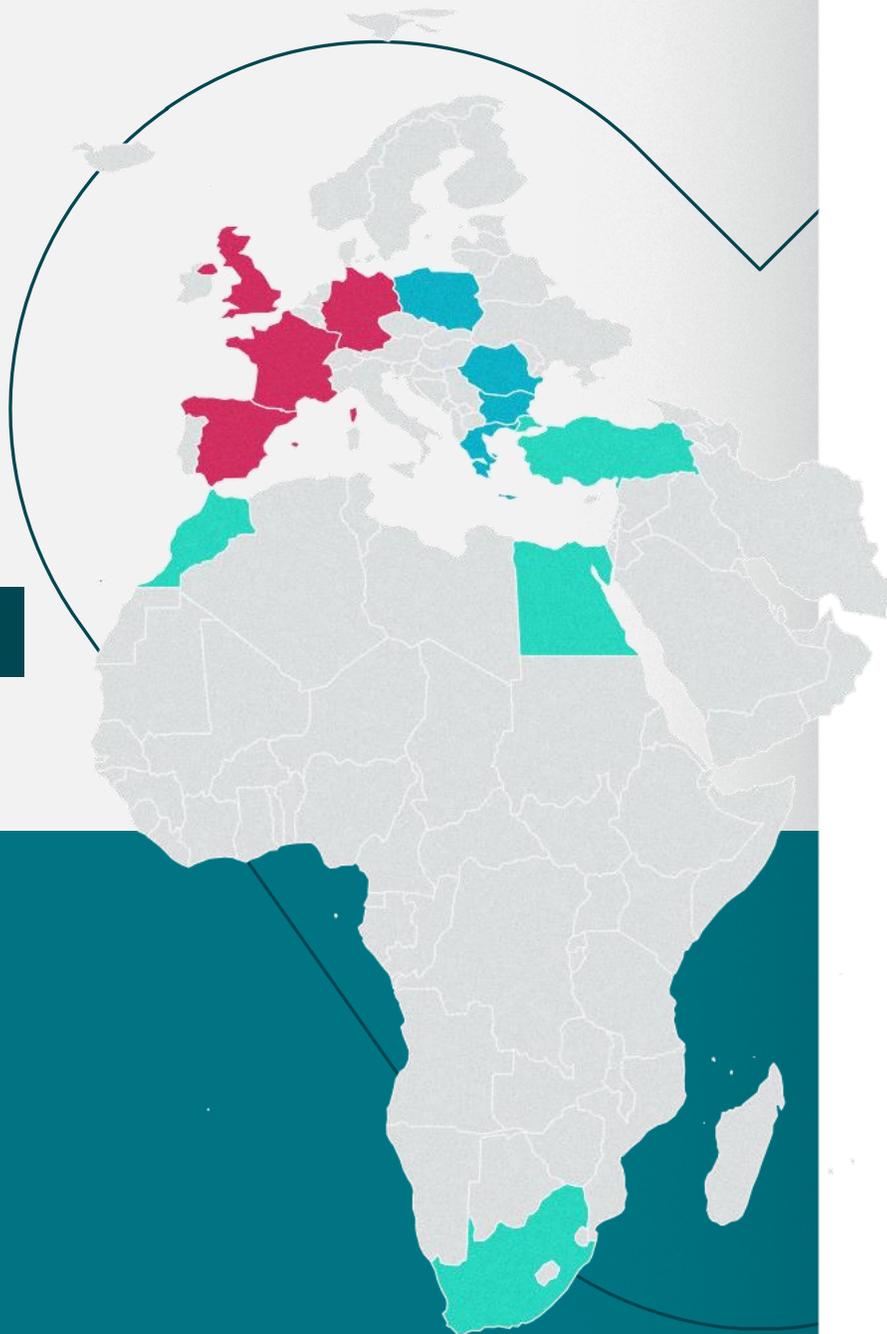
EMEA nearshoring trends

CXM

adoption

by delivery

location



Major locations in

Western Europe

France, Germany,
Spain and UK

Major locations in

Eastern Europe

Bulgaria, Greece,
Poland and
Romania

Major locations in

Middle East & Africa

Egypt, Morocco,
South Africa and
Turkey

- Western European locations are sources of business for Portugal and not direct competition
- In Eastern Europe, Greece is a direct competitor in the CXM/BPO and Poland a direct competitor in SSC/GBS
- MEA countries aren't direct competitors but are a solution when Portugal cannot supply the volumes needed

EMEA nearshoring trends

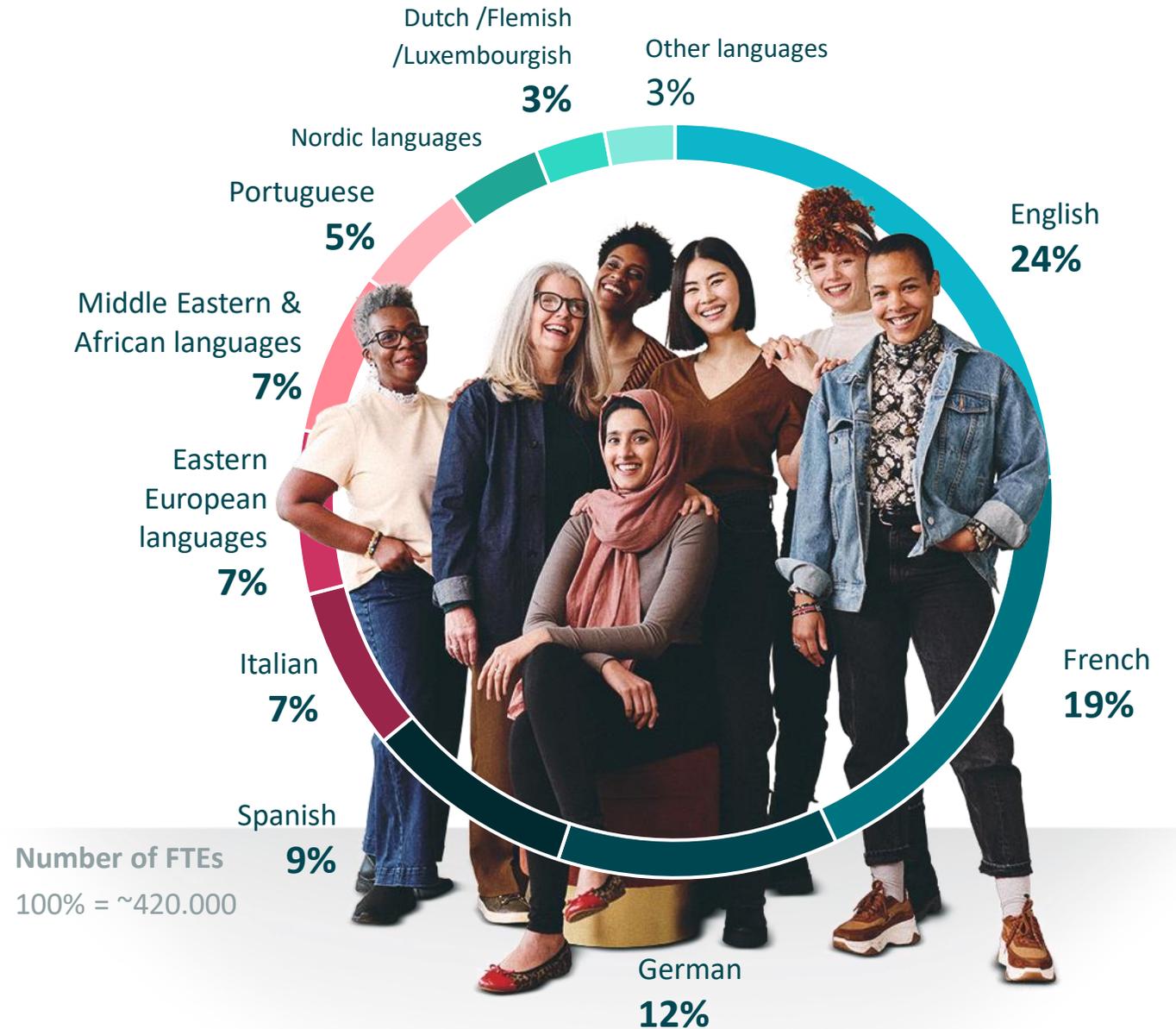
CXM

adoption

by language

- Portugal is a prime destination for 57% of the market (languages PT, ENG, FR, ES)
- 43% of the Delivery Centers are in Germany, France, UK and Spain
- 40% of the Delivery Centers are in offshore and nearshore locations

Source: Everest, others



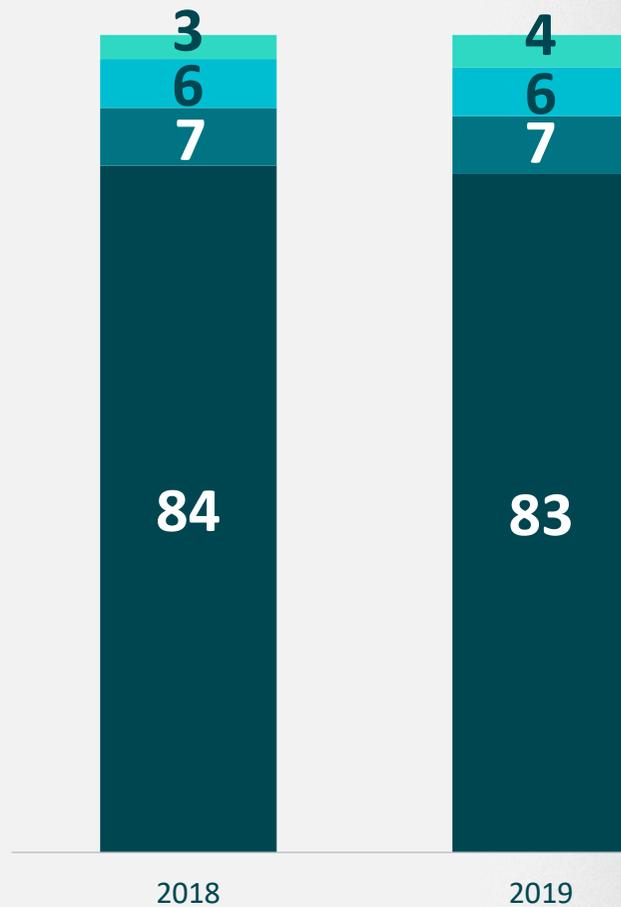
EMEA nearshoring trends

CXM

market size

by channel

- Social Media
- Chat
- Email
- Voice

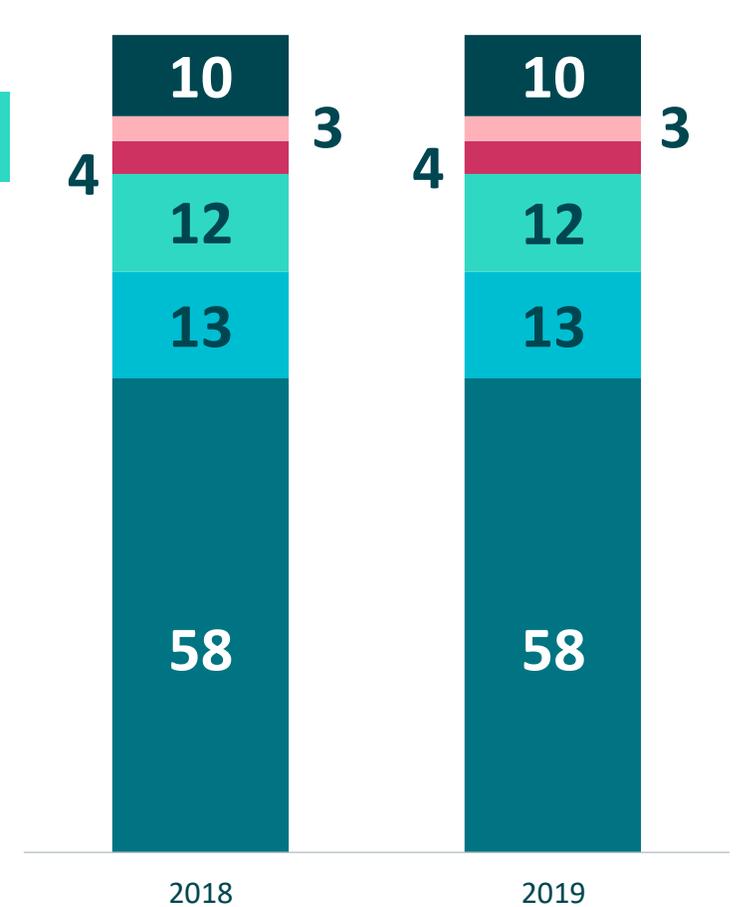


CXM

market size

by process

- Other Services
- Payment Collection
- Order Fulfillment & Transaction Processing
- Sales Service
- Technical Support
- Customer Service



A large, powerful wave is crashing over a stone wall. The water is a deep blue-green color, and the wave is breaking into white foam. In the foreground, a group of people is gathered on the stone wall, watching the wave. The scene is set on a cliffside overlooking the ocean. The entire image has a teal color overlay.

Portugal

Riding the wave