

# Creating a worldwide leader in digital communications

June 3, 2024



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# Agenda

## Topics



### Introduction

#### Creating a worldwide leader in digital communications

- Our positioning in the digital communications market
- Our mutually reinforcing product portfolio, incl. CPaaS and Digital Identity
- Our Go-To-Market approach and experienced team

#### Value creation potential for Proximus Group

#### Conclusion & Guidance

#### Q&A - 2PM CET

## Speaker



**Guillaume Boutin**, CEO

**Guillaume Boutin**, CEO

**Guillaume Boutin** CEO, **Rajdip Gupta** CPaaS Lead, **Christophe Van de Weyer** DI Lead

**Guillaume Boutin**, CEO

**Mark Reid**, CFO

**Guillaume Boutin**, CEO

**Guillaume Boutin**, CEO  
**Mark Reid**, CFO

# Introduction

Guillaume Boutin, CEO



# Our sense of purpose

Boldly building a connected world  
that people trust, so society blooms



Video

**Engage**



**Protect**



**telesign**

a Proximus company

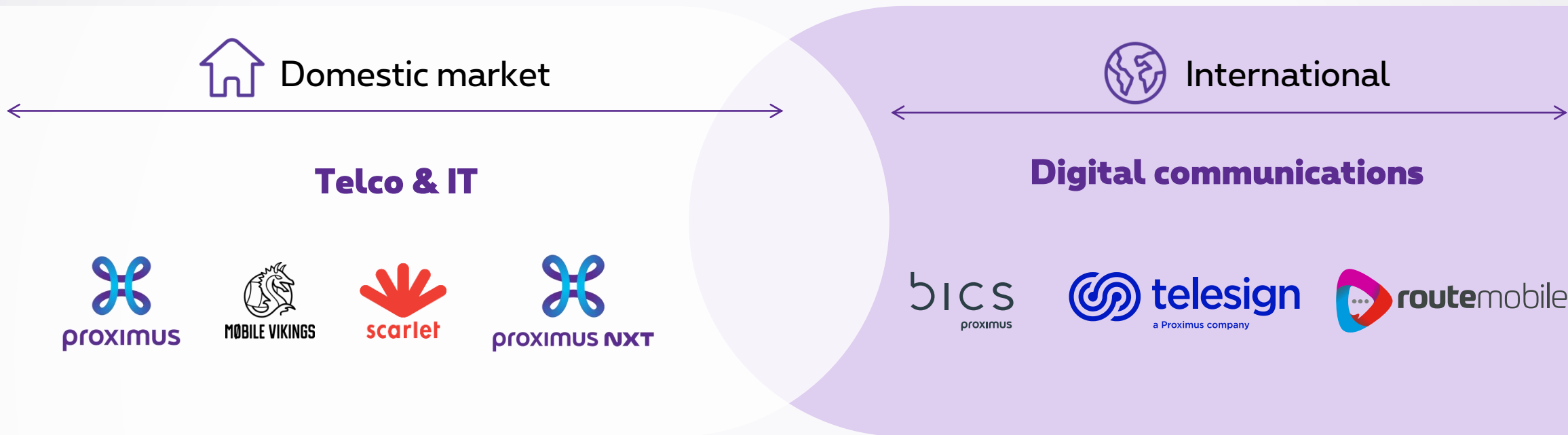


**Connect**


**bics**  
proximus




# Today we will focus on our **international segment**



## Key Figures FY 2023<sup>1</sup>

		
Revenue	<b>c. 4.7 B€</b>	<b>c. 1.9 B€</b>
DM	<b>c. 3.5 B€</b>	<b>c. 480 M€</b>
EBITDA	<b>c. 1.6 B€</b>	<b>c. 180 M€</b>
FCF (adj)	<b>c. 10 M€</b>	<b>c. 60 M€</b>

<sup>1</sup> Rounded numbers, FY 2023 International includes 12-month Pro-Forma results of Route Mobile to allow for a comparable YOY

 Focus of today

# Through the recent acquisition of Route Mobile, we **significantly strengthened our position in the CPaaS market**

Route Mobile is an industry leading global CPaaS platform

**Created a scalable and flexible CPaaS platform**, with strong omnichannel capabilities



**Successfully integrated strategic acquisitions**, while maintaining an efficient operating model



**Built a unique position as gateway**, with global network and coverage, and suite of A2P solutions



**Track record of above market level revenue and DM growth** notably thanks to a unique geographic exposure

Company financials

EBITDA margin

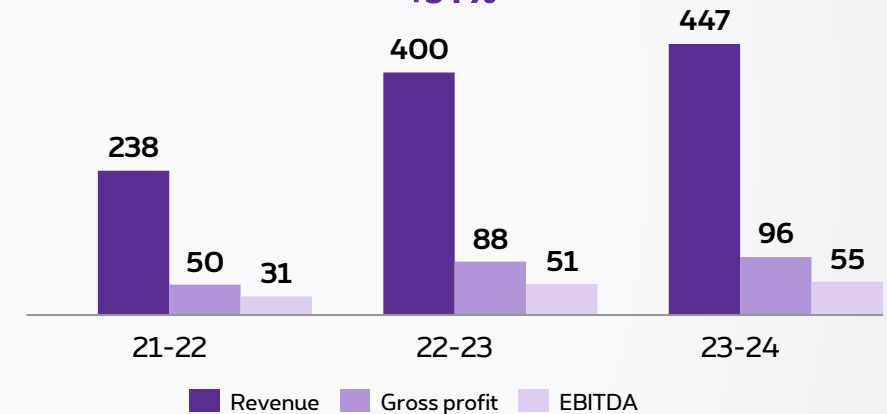
13%

13%

12%

In M€<sup>1</sup>

EBITDA CAGR +34%



**20+**  
locations globally



**3,000+**  
active clients (enterprises, OTTs and mobile operators)



**74**  
multi-million-dollar accounts in 2023



**+800**  
employees globally



**10.5+ Bn**  
transactions/month

<sup>1</sup> Conversion of INR to EUR based on ECB exchange rates on the last date of the relevant financial year ([Euro foreign exchange reference rates \(europa.eu\)](https://www.ecb.europa.eu/press/pr/eurofxref/eurofxref.htm))



We acquired an **83% stake in Route Mobile through a mix of cash and equity**, with an implied 1.4B€ valuation of Telesign

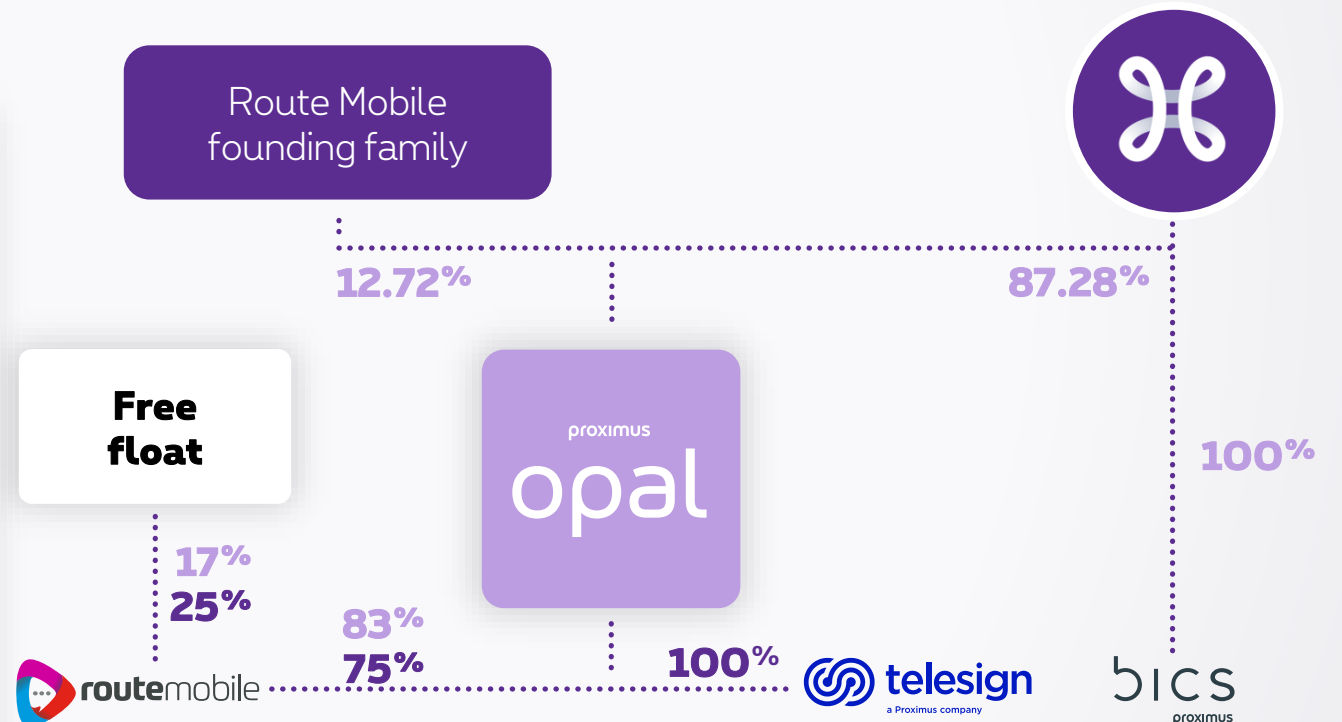
**636** M€

**Net consideration  
post founder re-investment**

- › Transaction values Route Mobile at a multiple of **11X 2023 EV/OpFCF, post-synergies**
- › **Rapid synergy realization**, upgrading commitment to **>100M€ EBITDA impact in year 3**
- › Founding shareholders of Route Mobile **re-invest c. 300M€ in Proximus Opal**, for c. 12.7% ownership
- › Implied **Telesign valuation** of **1.4B€**
- › Financing secured through 700M€ bond issued 20 March 2024.

Shareholder structure – International entities

Current holding / Target holding





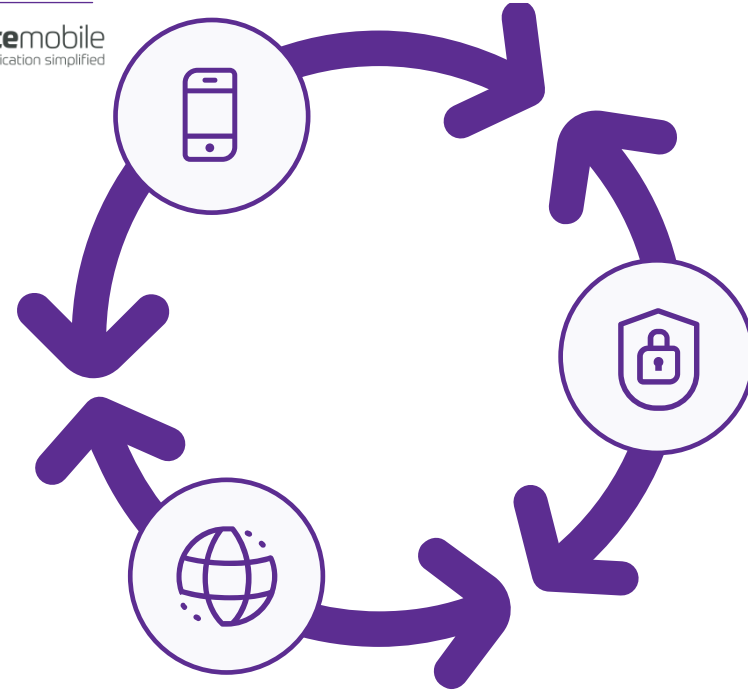
# Creating a worldwide leader in digital communications

Guillaume Boutin, CEO



# Enabling trustworthy engagements globally

**Engage**



**Protect**



**Connect**



# Proximus International activities **encompass the entire value chain of digital communications**



## Description

**Number one interoperability service provider with connections to MNOs and OTTs<sup>1</sup>** resulting in a network of networks...

...enabling a **leading communication platforms** to Enterprises connecting globally and...

...providing the **most secure and trusted** customer experience

## Markets

### P2P Voice & Messaging



Enables voice calls and SMS sending across the world

### Mobility services



Roaming enablement, IoT and Private Networks services

### CPaaS



Allows enterprises to reach their customers via an omnichannel platform (e.g., SMS, WhatsApp, e-mail, RCS, chatbot)

### Digital Identity



Anti-fraud protection for enterprises through identity verification

## Proximus brands



<sup>1</sup> Including Hyperscalers such Meta and Google, <sup>2</sup> Person-to-Person

We have a **leading position across all 4 markets**, with **no other player matching our end-to-end presence** across the value chain



**P2P Voice & Messaging**



**Mobility services**



**CPaaS**



**Digital Identity**



**Market landscape**

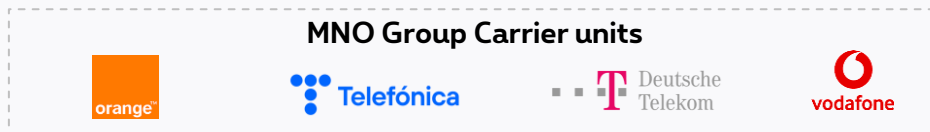
Mature market with **few independent global leaders** and MNO Group Carrier units

**Evolving market requiring constant innovation**, shifting from P2P to industrial use-cases, with handful of players

**Market concentrated to 5-10 companies at-scale** and high number of small ones

**Emerging market** with high growth, diverse technologies and use cases

**Sample of competitors**



**Our competitive positioning**

**In top 3** with growing market share

**Leading position**, carrying +50% of the world's data roaming traffic, connecting +150 million IoT devices

In top 5, at-scale, and leading innovator in Omnichannel solutions

Recognized as one of the key innovative players in highly fragmented market

<sup>1</sup> Sources: MobileSquared, Kaleido, internal analysis

# You are using our solutions everyday

Example of use cases



When you **call or text** your friend abroad



.....



proximus .....



.....



.....



When you **receive text** to update you on flight's delay



.....



.....



.....



.....



When you book **a train ticket** on WhatsApp



.....



.....



.....



When you sign up for new **video game**



.....



.....



.....



When your bank wants to send you **transaction alerts** in any part of the world



.....



.....



.....



# Covering the entire value chain becomes more compelling as digital interactions become hyper-personalized, seamless, multi-channel, and safe



## Hyper-personalized

Gen AI is boosting the personalization for improved customer experience



## Seamless

Consumers want real-time, seamless interactions with brands and expect instant responses and feedback



## Multi-channel

Consumers have many ways to communicate and expect brands to meet their needs on every channel, incl. booking appointments, buying tickets, etc.



## Safe

Enterprises are being held responsible and consumers expect their digital identity to be protected at all times

# 80%

of consumers are more likely to purchase from a brand that provides personalized experiences

# 71%

of consumers expect enterprises & brands to communicate with them in real time

# +100% YoY

online fraud activity

# We are active in **4 markets, with high-growth and scale opportunities...**



## P2P Voice & Messaging



## Mobility services



## CPaaS



## Digital Identity



CAGR  
2023-26<sup>1</sup>

**(5)-(10)%**

**c. +5%**

**+10-15%**

**c. +15%**

Market

### Key Trends

- Declining volumes
- Regulatory price pressure on MNOs
- Market consolidation and increasing demand from MNOs for outsourced services

- Data traffic boosted by international travel and tourism
- Shift to 5G, enabling new opportunities (e.g., Industry 4.0)
- Increasing demand from MNOs for outsourced services

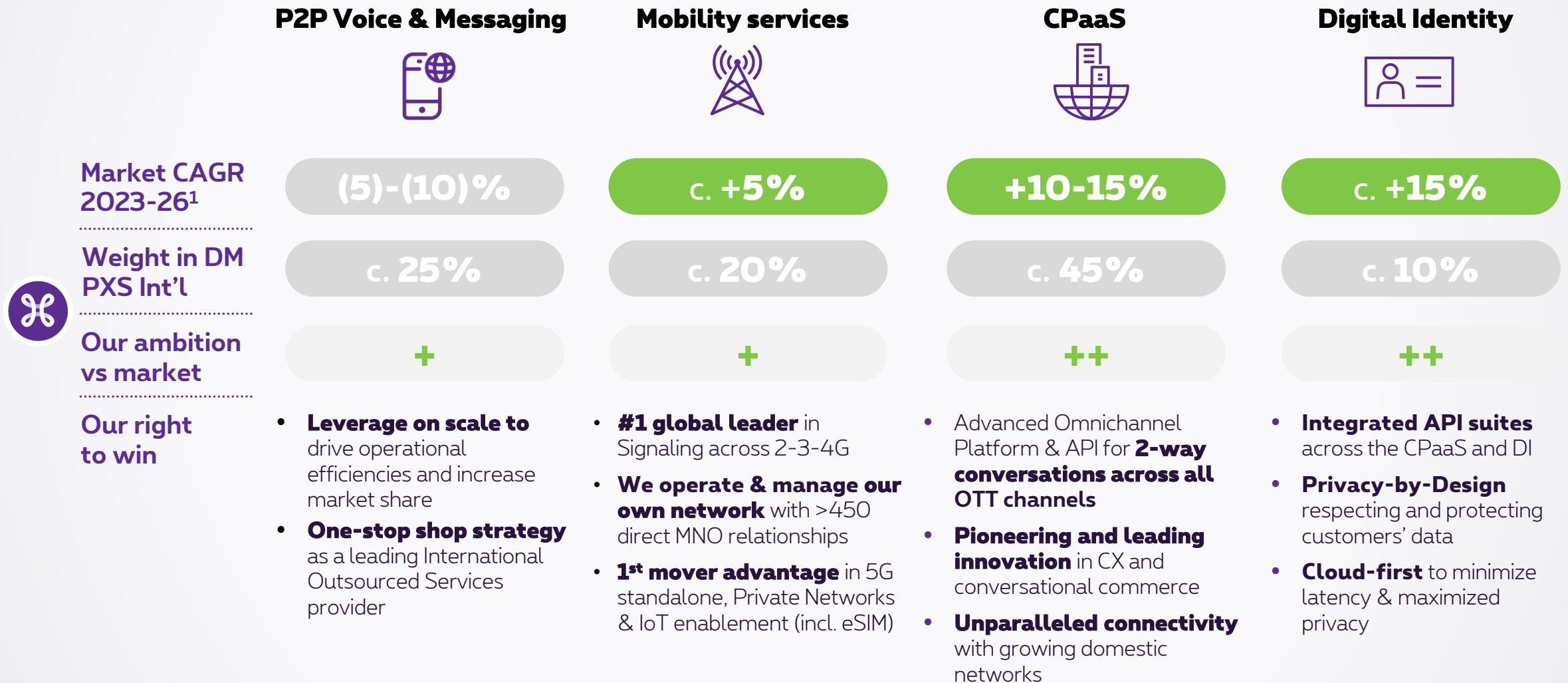
- Move to sophisticated conversations between customers & platforms.
- SMS remains bedrock; growth mostly fueled by omnichannel
- Strong projected growth in developing markets

- Growing demand for secure end-user applications
- Rapid increase in online fraud activity
- Increased responsibility of enterprises for cybersecurity and digital identity protection

<sup>1</sup> Sources: MobileSquared, Liminal, Telegeography; Juniper Research, Kaleido, internal analysis



... where we expect **to outperform**, thanks to our unique position, bringing a superior and complementary product offering

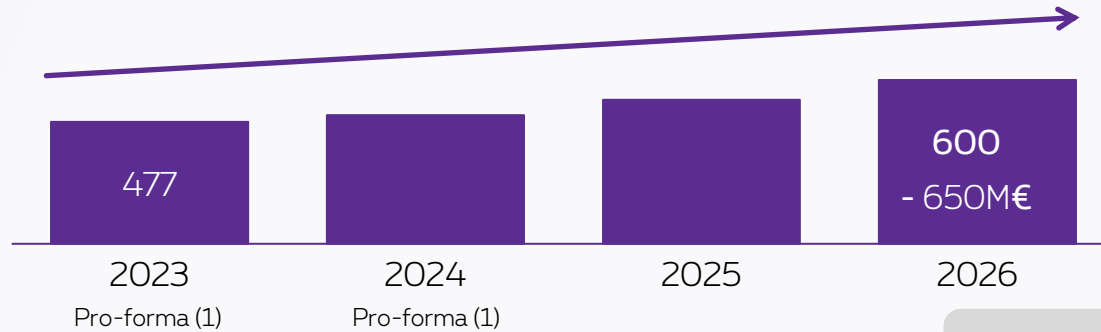


<sup>1</sup> Sources: MobileSquared, Liminal, Telegeography; Juniper Research, Kaleido, internal analysis

# This opens a clear pathway to **deliver superior growth levels and attractive cash generation for our International segment**

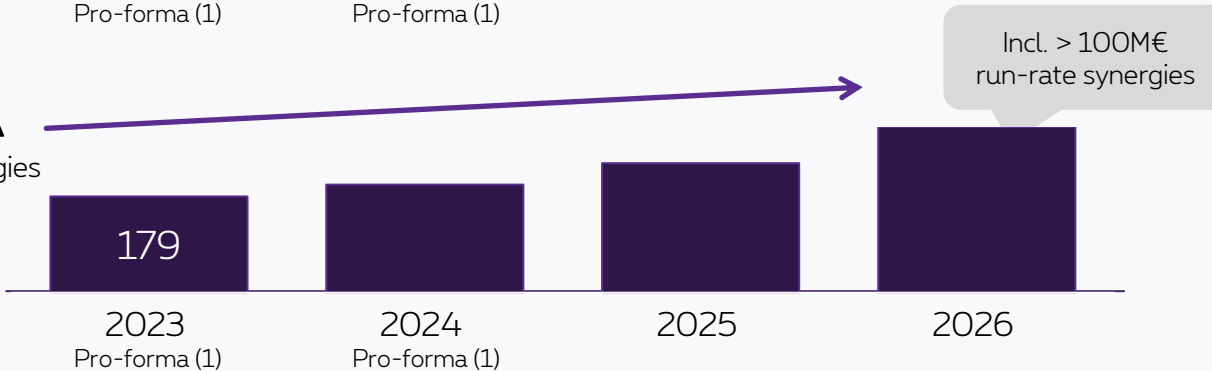
## DM

reinforced by synergies

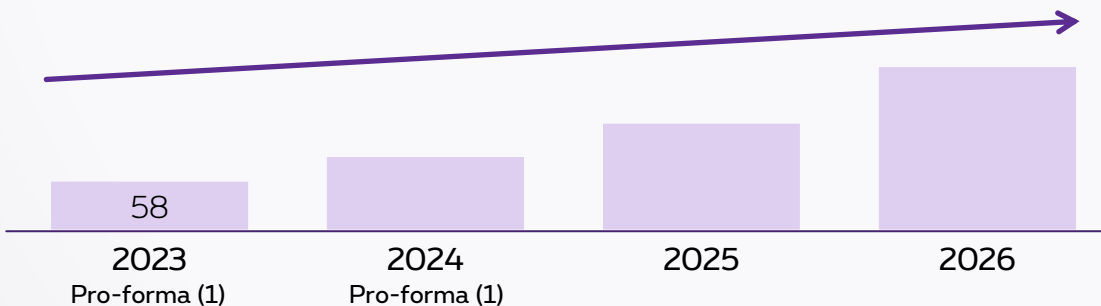


## EBITDA

reinforced by synergies



## Driving Int'l FCF growth



**By 2026, we aim to be an established global leader with strong financials:**



**2-2.5B€**  
Revenue



**600-650M€**  
Direct margin



**~14%**  
EBITDA margin

(1) FY 2023 International includes 12-month Pro-Forma results of Route Mobile to allow for a comparable YOY At constant currency

# We will deliver our growth ambition through a powerful combination of **4 key differentiators**

1



## **Global networks & data capabilities**

Unparalleled combination of **global networks** and **data capabilities**

2



## **Unrivalled product portfolio**

**Complementarily reinforcing** product portfolios across telco and enterprise

3



## **Global go-to-market capabilities**

True **global access** with strong footholds in both East and West, underpinned by well-known **brands**

4



## **Highly experienced team**

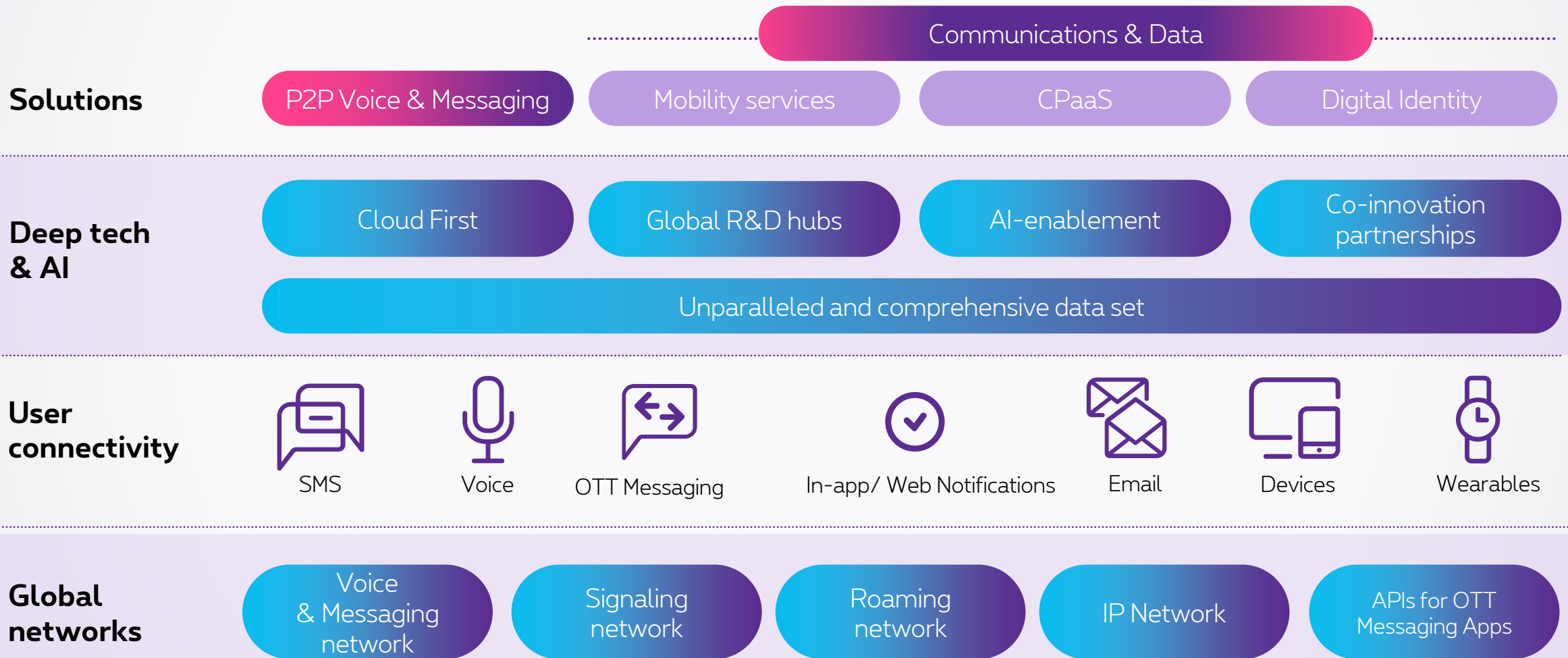
**Vast experience** across entirety of digital comms value chain coupled to **robust governance**

# 1 Global networks & data capabilities

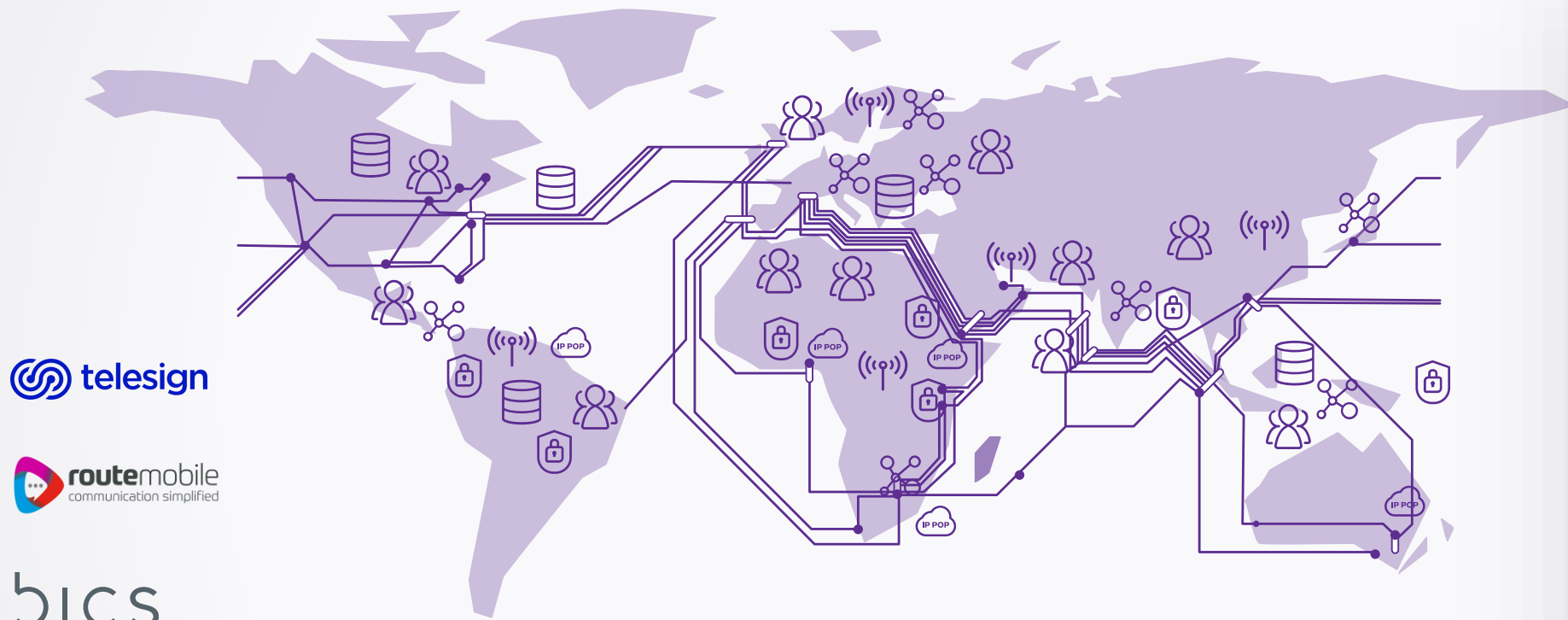
Mutually reinforcing product  
portfolios across telco and enterprise



# Bolstering a **unique combination** of **global networks** and **advanced data capabilities**, enabling superior connectivity, engagement and protection



# Global networks | **We have global networks connecting +5B people**



 telesign

 route mobile  
communication simplified

bics


Connecting more than **5 billion mobile subscribers**

Reaching **1,000+ mobile destinations** (MNOs, MVNOs) of which +450 direct MNOs

Carrying **50%** of the world's **data roaming traffic**

Connecting **150+ million IoT devices**

 Physical/virtualized DC

 Firewall deployments

 IP-POP<sup>1</sup>

 Hubs

 Direct network MNO

 Submarine & terrestrial cables

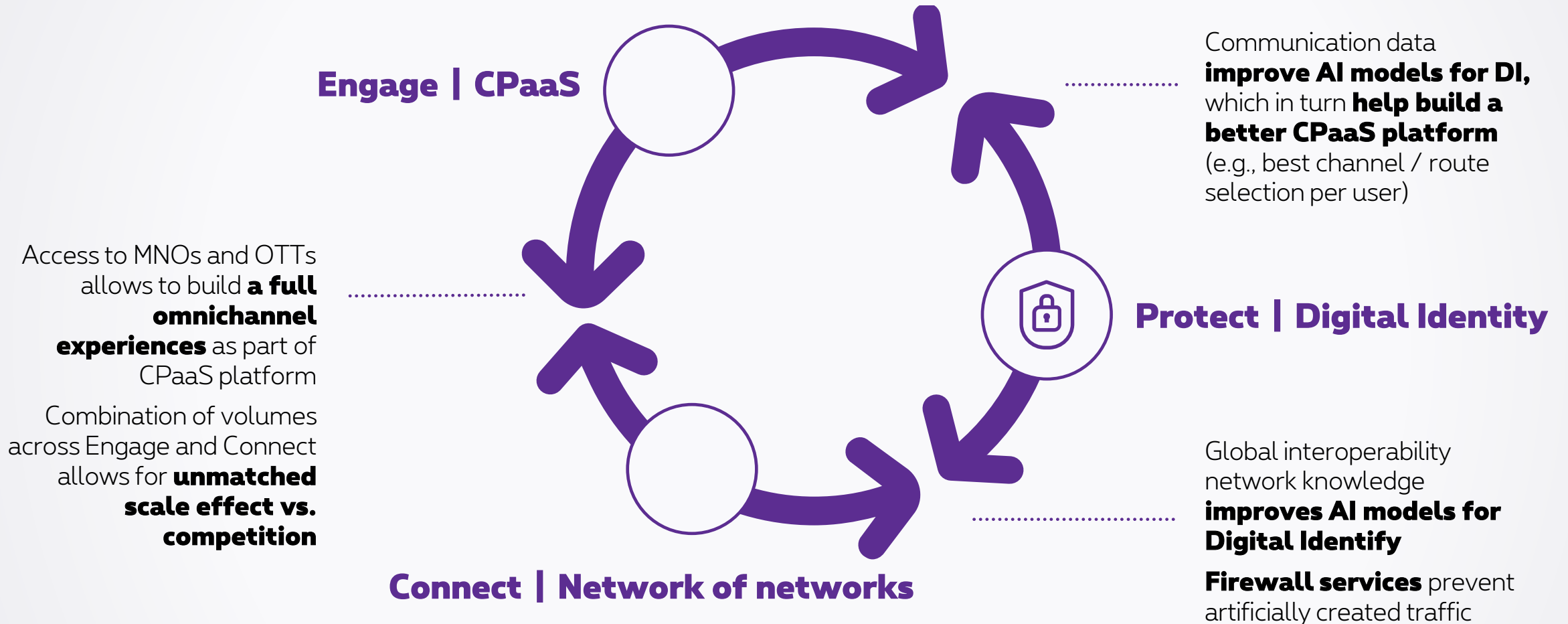
1. Point of presence

# 2 Unrivalled product portfolio

Mutually reinforcing product  
portfolios across telco and enterprise



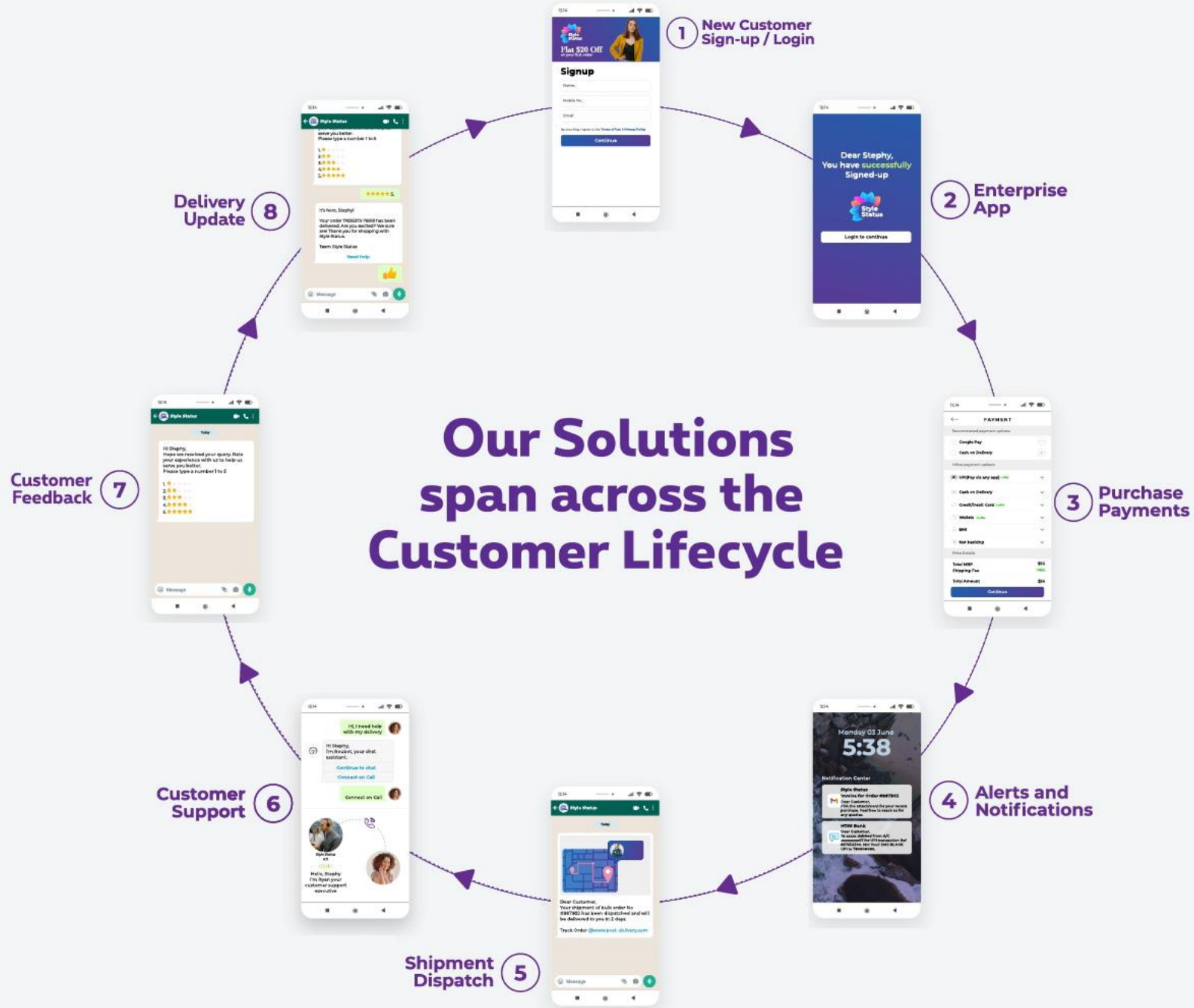
# Our **solutions mutually reinforce** each other through a **flywheel effect**



Our vertical integration across the value chain allows us to connect directly, thereby improving overall quality and security (incl. latency, success rates, redundancy, reliability)



Video



**Our  
unrivalled  
product  
portfolio**



**Connect | P2P Voice & Messaging and Mobility services**

**Engage | CPaaS**

**Protect | Digital Identity**

We are the **number one interoperability service provider** connecting MNOs and OTTs, hence **creating a network of networks**

Our 2 main connectivity products:

### P2P Voice & Messaging



**International voice** - enabling voice calls around the world



**P2P SMS** - carrying messages between people across networks and borders



**Capacity** - access our global network to handle large volumes of international voice, SMS, and data traffic



### Mobility services



#### Roaming enablement

Enable travelers to remain connected from anywhere in the world



#### IoT

Offer global connectivity and machine to machine communication for devices across borders and networks



#### Mobile private network

Provide seamless connectivity for people and things moving between MNO and private networks



#### Security and anti-fraud solutions

Providing MNOs with firewalls, insights and analytics to protect their subscriber base

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Deep dive next

# Connect | The **P2P Voice & Messaging market is inherently declining**, with remaining players benefitting from scalable networks

## Key market dynamics



**Overall decline in messaging and voice volumes** caused by the adoption of 5G, VoLTE and RCS, alongside the increase in smart phone penetration which accelerates OTT substitution



**Regulatory evolutions putting pressure on the pricing limits permitted to telcos**, (e.g. EU's Eurorates fixing maximum termination rates), with risk of similar initiatives in other regions



**Market consolidation** and increasing demand from MNOs to **outsource services** to the benefit of established interoperability players with sufficient scale across P2P Voice, Messaging and Mobility

**(5)-(10)% CAGR**

2023-2026 in P2P

Messaging and Voice market size

**We are nr 4 in Voice**

Grabbing market share from competitors, moving from 6th to 4th position globally

**Top 3 in P2P SMS**

With 3% growth despite a declining market in P2P messaging

<sup>1</sup>Source: Telegeography 2023 report (voice); Juniper Research, Kaleido (P2P SMS)

# Connect | **How we are becoming a leader in managed services for MNOs**

Bité Group, one of the largest MNOs in the Baltics entrusts BICS with all international voice traffic



Large **mobile network operator** in the Baltics



**11 million** international calls in 2023

## Improving service quality while optimizing costs

### The Challenge



Service 11 million **international calls**



Improve service **quality**



**Optimize costs**, while managing increased international complexity



### Our solution



Be the **exclusive partner** for international Voice traffic - acting as the single partner for all calls abroad in Lithuania and Latvia



Using our worldwide network and value-added services allows Bité to **work with one single carrier**



**Simplifying their** international voice business and **reducing costs** so they can focus on more strategic projects

# Connect | We are well positioned to **lead in a consolidated P2P Voice and Messaging market**

How our unique market positioning allows us to win this market



**Use the scale of our network to drive operational efficiencies and increase market share**

**As a top 3 player,** our size allows us to lead the consolidation in the market, extending our market share at limited extra cost



Become the **top global provider of International Outsourced Services**

Serving as a **one-stop shop for MNOs for managed services** across Voice, SMS, Capacity, Roaming, Connectivity & Value-added Services



**Utilizing AI to further drive operational efficiencies and DM**

**Using AI across the value chain** for automated pricing and routing, to manage bulk volumes and increase fraud detection

## **Top 3 in P2P SMS**

3% growth despite a declining market in P2P messaging<sup>1</sup>

## **Number 4 in Voice**

Grabbing market share from competitors, moving from 6th to 4th position globally

## **Regional group successes**



## **Machine learning / AI**



**78%**

Voice customers managed through automation



**650K€**

Average monthly DM managed through machine learning today

<sup>1</sup>Source: Telegeography (Voice), Internal analysis

# We are the **number one interoperability service provider connecting MNOs and OTTs**, hence creating a network of networks

Our 2 main connectivity products:

## P2P Voice & Messaging



### International voice

Enabling voice calls around the world



### P2P SMS

Carrying messages between people across networks and borders



### Capacity

Access our global network to handle large volumes of international voice, SMS, and data traffic



## Mobility services



### Roaming enablement

Enable travelers to remain connected from anywhere in the world



### IoT

Offer global connectivity and machine to machine communication for devices across borders and networks



### Mobile private network

Provide seamless connectivity for people and things moving between MNO and private networks



### Security and anti-fraud solutions

Providing MNOs with firewalls, insights and analytics to protect their subscriber base

Deep dive next



Connect | **We are the driving power behind the world's mobility...**



**In 2023 our network carried...**

**7.8 trillion**

signaling messages

**818 million**

unique roamers

**300,000 TB**

of roaming data



**That's the equivalent of...**

**800 million**

hours on Netflix

**OR**

**800 billion**

pictures on WhatsApp

# Connect | The **global mobility market is expected to grow by ~5% CAGR** with rising travel, the shift to 5G and a demand for outsourcing

## Key market dynamics



**International travel is surging, increasing data usage** as consumers expect to stay connected at all times, with fastest growth in Asia



Operators are **phasing out 2G/3G** networks in the move **to 5G**, bringing **new opportunities**, such as Industry 4.0 - connecting anything, anywhere, anytime



The demand from MNOs to **outsource mobility services will keep growing** due to international complexity, and players who can give **simple, easy access into an established global network** will win

### 3x

roaming data to triple by 2027 in East Asia and Pacific<sup>1</sup>

On our network<sup>2</sup>



### 277%

rise in 5G IoT devices



### 37%

Rise in consumer roaming traffic



### 40%

Growth in 4G signaling

# Connect | Our **unique position in the Mobility services** market through our **direct MNO connections and innovative MPN & IoT solutions**

Our unique positioning in the mobility services market...



**#1 global leader** in all cellular technologies (2G/3G/4G)

With 450 direct connections with MNOs and > 1,000 mobile destinations we have the reach and credibility to win future customers



**We operate and manage our own global network**

This gives greater agility, security and reliability, making us the go-to for MNO interoperability solutions



**First mover advantage** in 5G Standalone, Private Networks & IoT enablement

Our global network and tech innovation combine to instill trust with MNOs for more co-creation opportunities

**...puts us in prime position for future growth**

...as the **top global provider of International Outsourced Services** serving as a one-stop shop for MNOs

**...leading the way for new connectivity opportunities in a data-connected world** (IoT devices, smart cities and factories, travel SIM, e-SIM)

**Our  
unrivalled  
product  
portfolio**

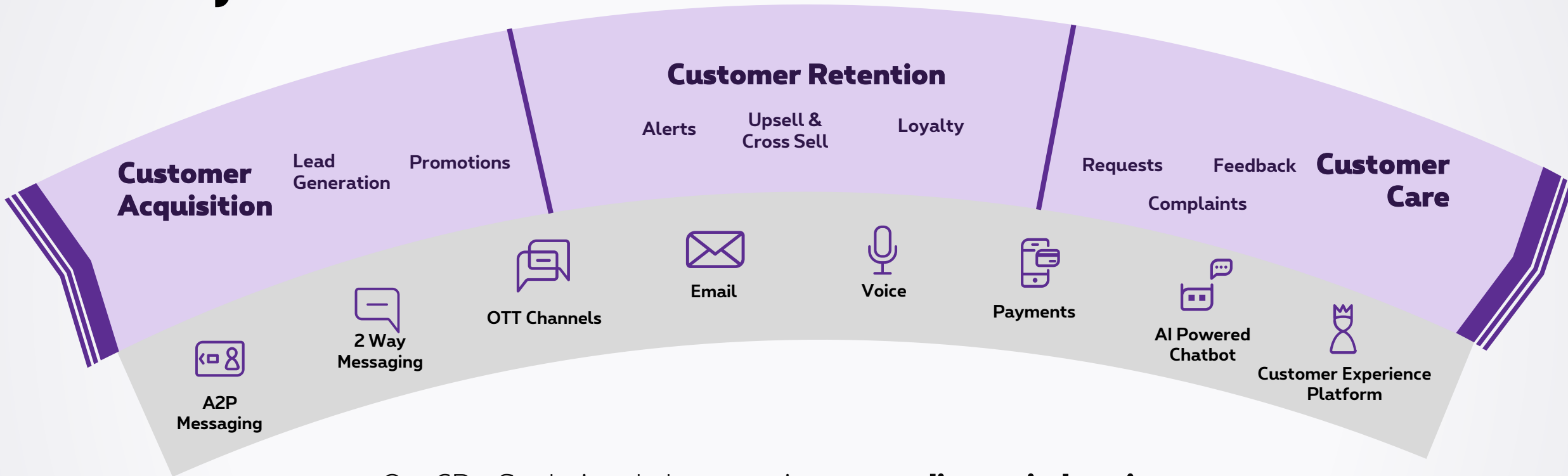
**Connect | P2P Voice & Messaging and Mobility services**



**Engage | CPaaS**

**Protect | Digital Identity**

# Engage | We enable **Enterprises to engage with their customers** across the **lifecycle**



Our CPaaS solutions help enterprises across **diverse industries** to deliver a **consistent, deep customer experience** through:

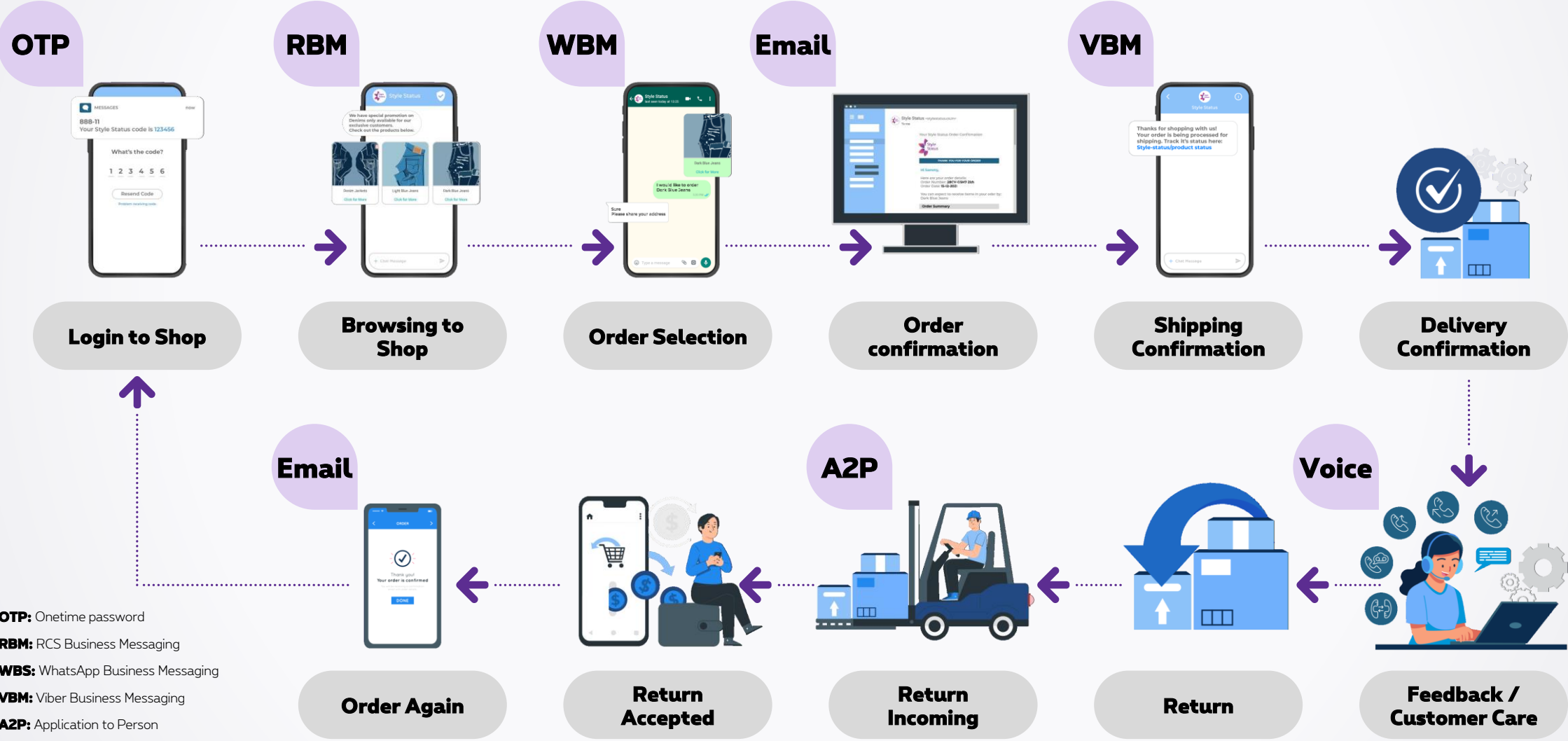
 **Omnichannel Communications**

 **Customer Engagement**

 **Conversational Commerce**

# Engage | **Use case** | Supporting customer lifecycle management for enterprises in the e-commerce industry

RML Product



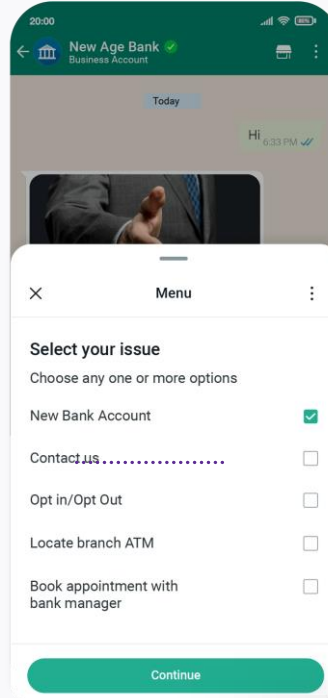
**OTP:** Onetime password  
**RBM:** RCS Business Messaging  
**WBM:** WhatsApp Business Messaging  
**VBM:** Viber Business Messaging  
**A2P:** Application to Person

# Engage | **Use Case** | Empowering a leading bank with WhatsApp banking

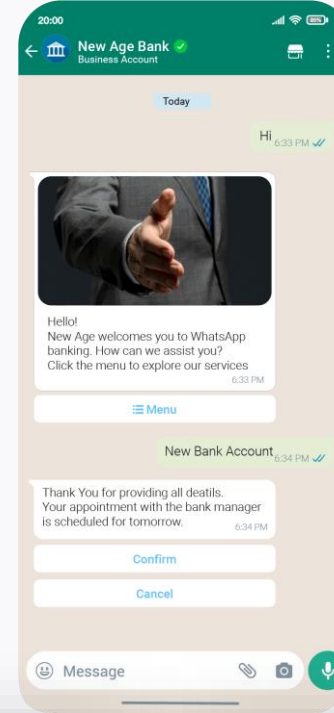
**1** Opens WhatsApp banking



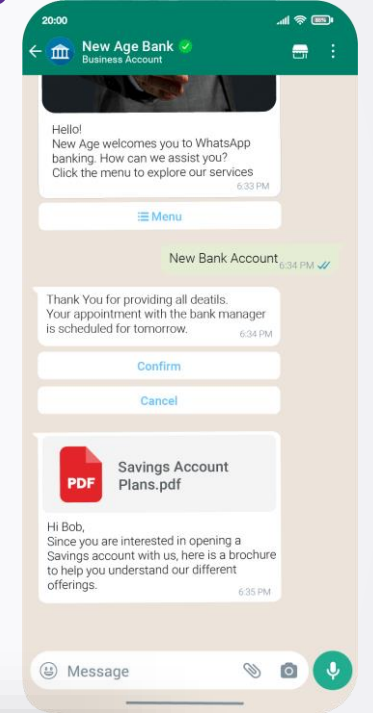
**2** Selects services from Catalog



**3** Chatbot Provided responses



**4** Files & Documents sharing



A leading regional bank  
Serving **30+ Million** customers  
**40+ Banking Services** on Chat



**74+ Million**  
Conversations  
In 12 months



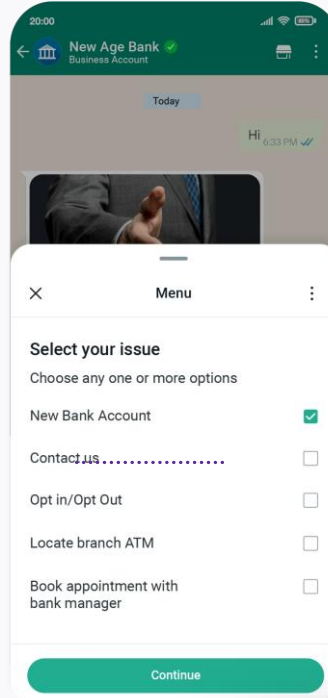
**20%**  
reduction  
in branch footfalls

# Engage | **Use Case** | Empowering a leading bank with WhatsApp banking

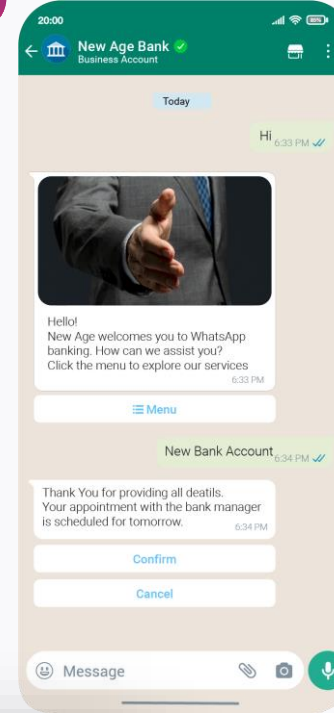
**1** Scan QR Code at Ticket Counter



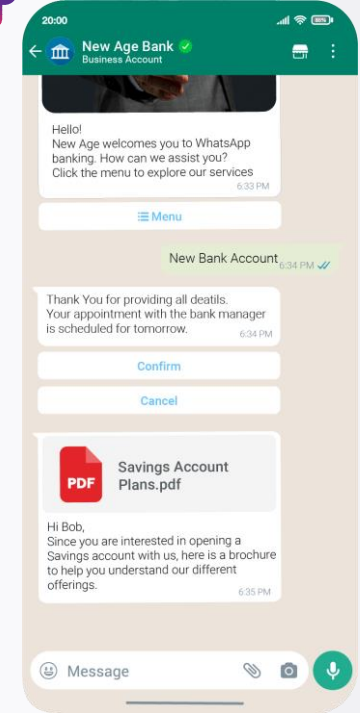
**2** Select tickets on WhatsApp



**3** Purchase ticket



**4** Ticket received for journey



**World's largest** urban metro network 10 lines - 288 Stations  
**6+ Million** daily ridership

**3+ Million** transactions per month



# Key trends in the **CPaaS** market



Large shift towards more **sophisticated conversations between customers and platforms, moving from CPaaS to CXaaS** - fueled by GenAI



**SMS remains the bedrock of CPaaS** with the market shifting towards non-OTP2 use cases



Future growth mostly fuelled by demand for **omnichannel solutions, with tremendous growth in WhatsApp** (28% CAGR 2023-27) & **RCS** (152% CAGR 2023-27)



**Asia, LATAM, Africa & Middle East** are the key emerging markets with 21% growth projected

<sup>1</sup>Customer experience as a service

<sup>2</sup>One Time Password

**Global CPaaS  
expected to  
grow by**

**~10-15%**

(CAGR 2023-26)



# Engage | Through the **combination of our 3 brands**, we are one of the largest **CPaaS players, with an advanced offering**

Our comprehensive solutions help enterprises deliver improved Customer Experience



## Omnichannel Communications

- 450+ direct MNO connections with **growing domestic & international coverage**
- **Right blend of qualitative and affordable routes** matching our client's needs & expectations
- Advanced Platform & API for 2-way **conversations across all OTT channels**



## Customer Engagement

- **Pioneering & personalized communication** (i.e., customized experiences fueled by data)
- **AI powered Chatbot** to build personalized conversations at scale.
- Deploying **use cases across industry segments** - onboarding, purchase, loyalty, services and more



## Conversational Commerce

- Early adopters of **Payments API** on chat and successful deployment across industries
- Empowering **faster check-outs and in-chat payments** through integrated payment solutions powered by AI
- **Advanced analytics** for improved ROI on campaigns and understanding customer preferences



# Engage | We have a **clear set of priorities** to solidify our **leading position in CPaaS**



**Global Leadership in Communication Solutions:** Pioneering connectivity solutions tailored for hyperscalers and global system integrators

---



**Regional positioning in High-Growth Markets:** Establishing a leading market presence in dynamic regions such as India, Indonesia, and Latin America

---



**Bespoke Omnichannel Solutions Platform:** Offering innovative solutions to capture the rampant growth in omnichannel market worldwide

---



**Super Network Infrastructure:** Empowering communication with direct connections to over 450 MNOs and partnerships with 900+ MNOs, alongside major IP messaging platforms like WhatsApp, RCS, Viber, and Telegram

---



**Strategic CPaaS expansion:** Boosting sales of our innovative CPaaS products in Europe and US, amplifying our impact and revenue potential in developed landscapes

**In the next 3 years, we aspire to...**

Serve the world's **50** largest companies (by market cap)

Extend our coverage **beyond 500+** direct MNO relationships

Become **preferred Partner of Choice** for various global System Integrators

**Our  
unrivalled  
product  
portfolio**

**Connect | P2P Voice & Messaging and Mobility services**

**Engage | CPaaS**



**Protect | Digital Identity**

# Protect | We are a **leading innovator in the Digital Identity space** through **three major product offerings**



## **Intelligence**

Transactional scoring and risk recommendation powered by AI/ML using 2,000+ digital identity signals (phone #, traffic, email, IP-Address,...)



## **Phone ID**

Phone number and subscriber data to strengthen fraud risk assessment, user authentication and identity proofing (5B unique phone numbers)



## **Verification API**

Enabling verification through 7+ channels to make authentication experience simpler and more cost effective through one single API

### **Detect Fraudulent Behavior**

Toll Fraud Detection and Protection (IRSF), Account Take Over Protection, Onboarding verification (Pre-EKYC)

### **Improve customer experience**

offering a more tailored / personalized user experience taking into account channel preference

### **Realize cost savings**

detect promo abuse, reduce fake accounts, provide more cost predictability,...

# Protect | Today, **through our digital identity** offerings, we **enable Continuous Trust across the entire customer journey**



## Account creation

### Risk & bot detection

- VoIP & Online Numbers
- Bot & machine-like activity

### Sign-up abuse

- Promo Abuse
- Trial exploit
- Referral Abuse

### Identity proofing

- False & Incorrect Data
- Pre-eKYC
- Age Verification
- Breached data

### Operational

- Multiple account creation
- Number re-formatting

## Multifactor authentication

- Possession

### Account take over

- SIM swap
- Porting
- Call forwarding
- Breached data



## User sign-in



## Account activity

### High value transactions

- Possession check
- SIM swap
- Number deactivation
- Porting
- SMS Alerts

### Account changes

- SIM swap
- Porting
- Number deactivation
- SMS Alerts

## Incorrect recipient

- Recycled Phone Number
- Number deactivation

### Delivery completion

- Deactivated Number
- Invalid/Incorrect Number
- Number type

### Communication fraud

- IRSF
- Spam
- Robocalling
- Phishing

### Omnichannel communication

- One-way
- Two-way
- Anonymous



## User engagement

# Telesign's ML enables Astropay to fight fraud with appropriate friction

## Reducing fraud while driving conversion rates

### AstroPay



Leading **Global payments platform**



**Go-to digital wallet** with instant payments, e-wallets, bank transfers and local payment options

### The Challenge



Reach over 9 million users across 150 countries



1/4 new account sign-ups are fake



Need for trustworthy Global SMS provider, with higher reliability and delivery rates



### Telesign's solution



Fast and secure onboarding



Block rates and attempts decreasing by <5% as fraudster got discouraged due to increased protection



Increase conversion rate and ROI



Improved SMS deliverability

Telesign's platform has made the **onboarding of new customers a lot faster and easier**. It has also improved our fraud prevention capabilities and helped us provide our customers with a better payment experience

~Adrián Samartin, Fraud Prevention Manager

# Protect | **Key trends driving strong growth** of the **Digital Identity market**



**Accelerating digital transformation with customers** expecting seamless digital experiences whilst enterprises allow appropriate friction for security



**Online fraud activity** such as phishing and cyber-attacks is growing by 100%+ YoY, and with higher degree of sophistication fuelled by **GenAI**



There is **now increased responsibility of enterprises for cybersecurity and DI protection; fraud incidents** have major impact on **brand perception**



A majority of **global consumers** surveyed<sup>1</sup> said they **are more fearful of becoming a victim of fraud** now than they were two years ago

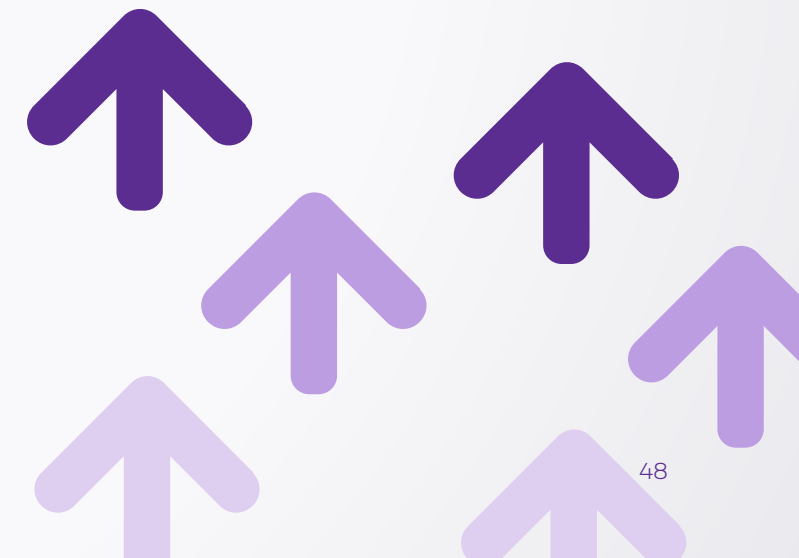
<sup>1</sup>Telesign's second annual Trust Index survey (2024)

## Digital identity market expected to grow by

# c.+ 15%

(CAGR 2023-26)

Source: Liminal reports 2024, internal analysis





# Protect | We have **multiple competitive differentiators** that others will **struggle to meet**



**c.10 years of data patterns** combined with **new data partnerships** **fuel powerful AI/Machine Learning algorithm** to predict fraud early & accurately and provide reliable insights



**Privacy-by-Design** to offer global solutions that **respect and protect customers' data; Data sovereignty** through regional or even customer/partner specific data zones



**Cloud-first strategy and distributed AI** to deliver the best speed / lowest latency across the globe in a cost efficient and future proof way



**Integrated API / product suite** across CPaaS and DI to allow enterprises to work with a single vendor across the entire customer journey and fuel the data flywheel

## 300+

brands using Telesign DI with Top 10 represents < 50% of revenue

## 100+

Data Scientists / Data engineers

## 2,000+

data points used by our AI models

## 50+

unique global data partners

# Protect | We have **a clear set of value creation priorities to deliver on our DI growth ambitions**



**Leverage extended international footprint and go-to-market capabilities** to expand our DI offering in APAC and LATAM markets



Benefit from **latency advantage, data sovereignty and local data partnerships**, to offer **superior DI solutions across the globe**



**Expand product suite with new use cases** incl. chargeback fraud and behavioral ATO fraud to address larger parts of fragmented DI market



**Continue to engage in co-innovation partnerships** with both our customers & partners to remain at the forefront of new innovations

## **US and Europe**

currently represent 90%+ of total DI revenues

## **Platform regionalisation**

expanding from 3 to 7 in 2024, and 22 by 2025

## **7 new use cases**

on top of 3 current ones, with multi-billion TAM

## **Co-innovation**

with the blue-chip digital platforms & our long-standing Tech customers

# 3 Go-to-market

True global access with strong footholds in both East and West, underpinned by established brands



# We have **three established global brands** underpinning our **Go To Market approach**



The **breadth of our solutions offering** allows us to **address both Enterprise and CSP customers, enabling further synergies**

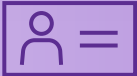
### Enterprises



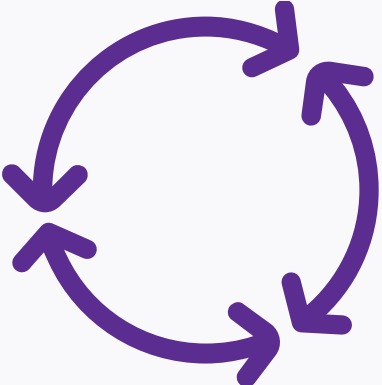
CPaaS



Digital Identity



Development of advanced CPaaS and DI solutions requires strong access to CSPs (e.g., high quality routes, low latency)



Having scale in CPaaS and DI allows to be more relevant towards CSPs, creating opportunity for further penetration of mobility services

### Communication Service Providers (CSPs)



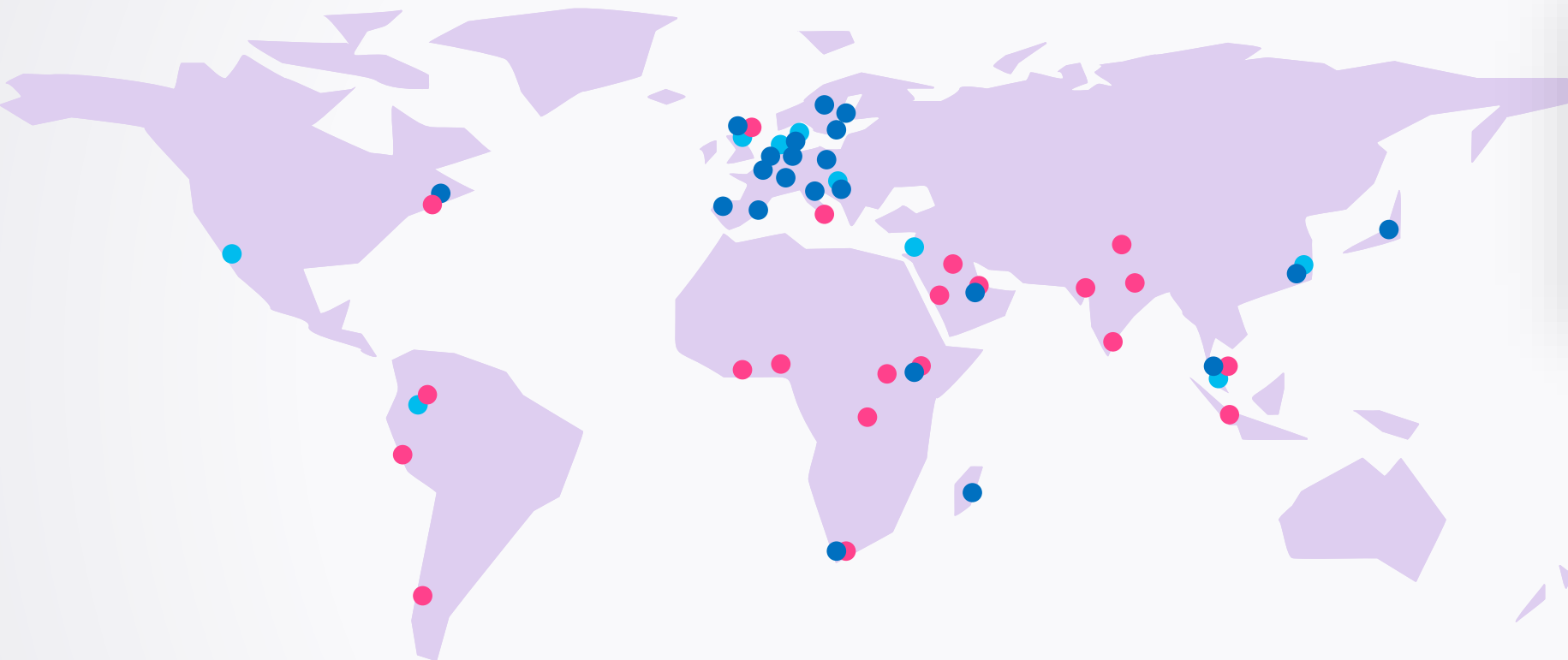
Mobility Services



P2P Voice & Messaging



Our **global and highly complementary geographical footprint** allows us to be at the center of global digital ecosystems



- Telesign
- Route Mobile
- BICS

**Our presence in both the East and West allow us to be close to our customers worldwide, incl. in rapidly growing regions like APAC and LATAM...**

**We are based in...**

**50+**  
offices

**18**  
time zones

**across**  
**100+**  
countries

# High growth markets, like India, offer immense **opportunities for Proximus International**

Indian is one of the fastest growing markets and will soon be one of the world's leading economies



## **6-7% GDP growth**

for next 2 years, among the fastest growing economy among G-20 nations



## **+140% CAGR 2014-22**

Income per capita, due to the rapid growth of the middle-income class



## **+8% CAGR 2023-32**

**India Smartphone Market** to triple over a decade (to \$90B by 2032) serving >1.4B population



## **Frontrunner in digital payment systems**

(e.g. UPI), with 40%+ of payments done in India being digital



## **...offering significant opportunities for CPaaS**

CPaaS market to double in next **3 years to +3B\$ by 2026**

Fueled by increasing number of **use cases across industry verticals** - e.g., CPaaS as a backbone of the digitization of the economy

# Our **GTM priorities** are **crystal clear for the next years**

## Enterprises

Segments

How we will win



**Hyperscalers**

**E2E CPaaS platform** with DI capabilities tailored by vertical



**Local champions**

**Expansive direct domestic coverage**, esp. in growth regions of LATAM and APAC



**SMBs**

**Plug-and-play solutions** with a suite of products and self-serve analytics dashboard



**Partners**

**Win-win relationships** with systems integrators

## Communication service providers

Segments

How we will win



**Telecom operators**

**One-stop-shop for global connectivity** (voice, messaging and roaming services) by leveraging CSP network infrastructure & service agreements



**Aggregators**

Enabling **access to multiple networks around** the world through a single interconnection



# 4 Team

Vast experience across entirety of digital comms value chain coupled to robust governance



# Proximus International is a **segment with three well-known brands**



Dedicated **Proximus Board Committee** to steer International segment



**One single operational leadership team**



**One roadmap** with a shared set of goals and aligned incentives



**Centralization of product, tech and marketing functions**

# We will steer our international activities through a highly experienced **International Management Committee**



**Guillaume Boutin**  
CEO

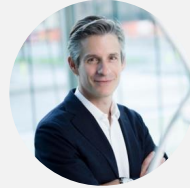
## Business lines



**CPaaS Lead**  
Rajdip Gupta

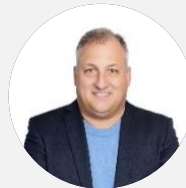


**DI Lead**  
Christophe Van De Weyer



**Carrier services Lead**  
Guillaume Boutin (a.i.)

## Centralized functions



**Technology**  
Mark Hydar



**Product Coordination**  
Milind Pathak



**Operations**  
Antoine Haarscher



**Business Development & Investors**  
Gautam Badalia



**Finance**  
Raj Gill



**Marketing**  
Kristi Melani



**A global leadership team** across Europe, the US and APAC



**First-hand knowledge of and in-depth experience in** technology and telecoms sectors



Leadership team steers our Proximus International activities as **one single company with a shared set of goals and aligned incentives**

**Substantial value creation, significant synergies to be realized over the next 3 years**

Mark Reid, CFO Proximus Group



# Our **international segment will create significant value for the Group** over the coming years

**2-3Y deliver value potential**

**2026+**



## **Capture above fair share in growing markets**

Leverage on global scale, product superiority and complementary to gain market share in high growth markets

**600-650M€**

International DM  
by 2026



## **Deliver on synergy potential**

Deliver high-quality services with lower cost base, leading to tangible EBITDA synergies

**>100M€**

EBITDA synergies  
annually as of year 3



## **Cash generation**

High cash conversion on a low capex intensity will contribute meaningfully to the Group FCF

**c. 50-75%**





Cash conversion  
as from 2025



## **Several options to unlock value**

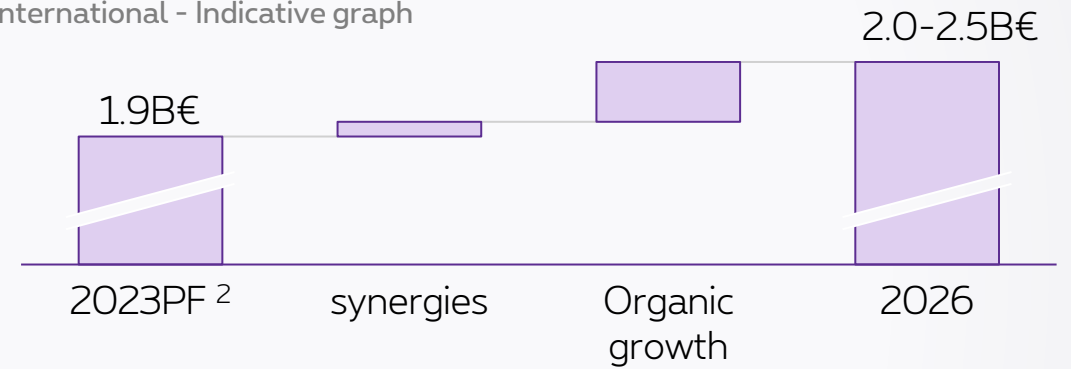
Strategic initiatives  
IPO / Shares Split

Confident to **perform at the top of market growth** thanks to a superior and complementary product offering, with increasing share of higher-margin products

Our solutions		Market <sup>1</sup> '23-'26 CAGR	PXS vs market
Communications & Data	 <b>P2P Voice &amp; Messaging</b>	(5)-(10)%	+
	 <b>Mobility services</b>	c. +5%	+
	 <b>CPaaS</b>	+10-15%	++
	 <b>Digital Identity</b>	c. +15%	++

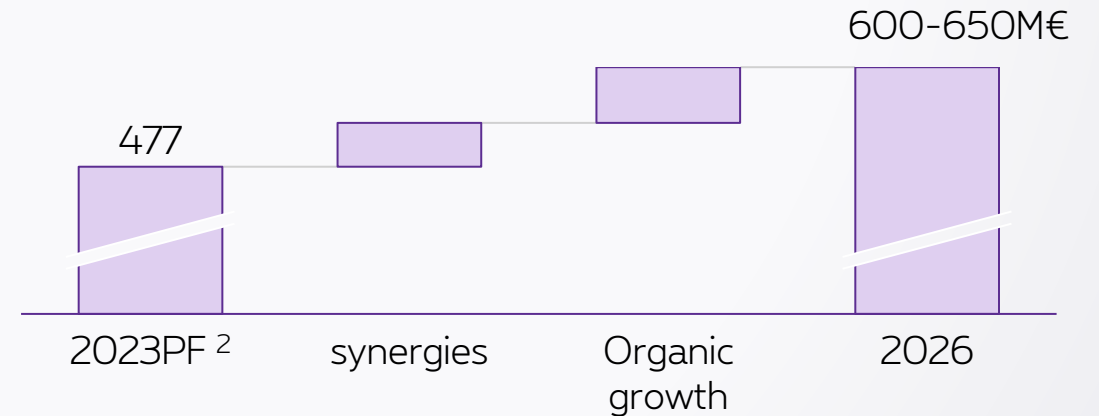
### Revenue

International - Indicative graph



### Direct Margin

International - Indicative graph




<sup>1</sup> Market expectation – Sources: MobileSquared, Liminal, Telegeography; Juniper Research, Kaleido, internal analysis; <sup>2</sup> FY 2023 International includes 12-month Pro-Forma results of Route Mobile to allow for a comparable YOY

# Rapid synergy realization, upgrading commitment to >100M€ EBITDA impact in year 3

## 3 main synergy categories<sup>1</sup>

 **Cross selling Telesign and Route Mobile capabilities**

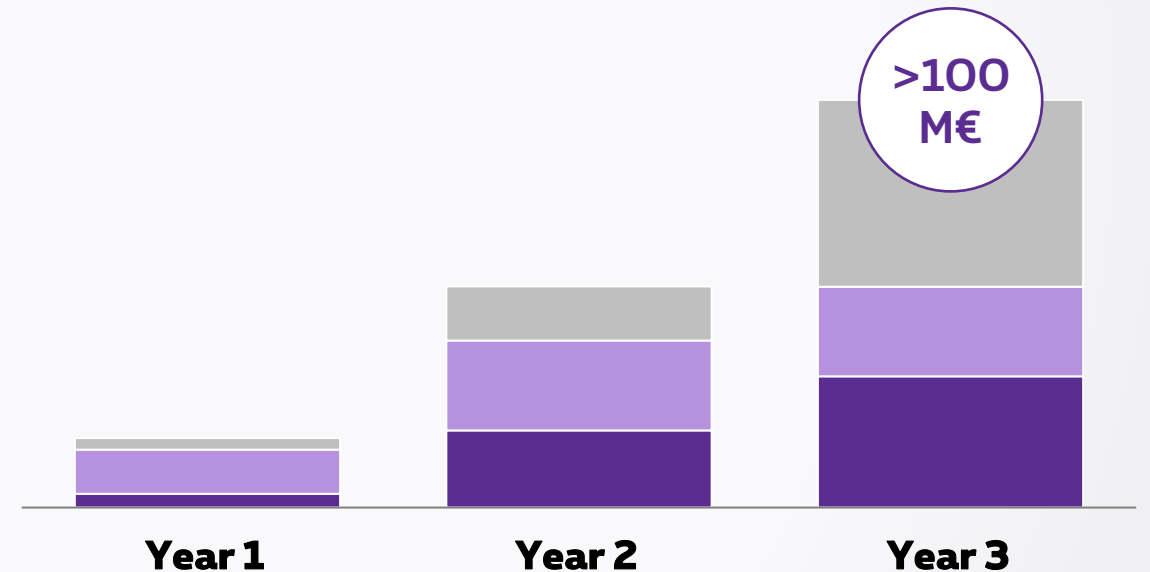
 **Drive COGS savings through route optimization**

 **OPEX synergies, leveraging increased scale across our global footprint**

## Rapid synergy realization, with cost synergies front-end loaded

Synergy phasing (EBITDA €M)

Revenue synergies | COGS synergies | OPEX synergies



One-off M&A and implementation costs<sup>2</sup>

c. 35M€

c. 20-25M€

<3-5M€

<sup>1</sup> This view does not include Capex synergies; <sup>2</sup> excluded from underlying EBITDA

# Ready to start synergy delivery, with **clear line of sight to sources of value**

## 3 main synergy categories



**Cross selling Telesign and Route Mobile capabilities**



**Drive COGS savings through route optimization**



**Leverage increased scale across our global footprint to drive down OPEX savings**

## Synergy drivers

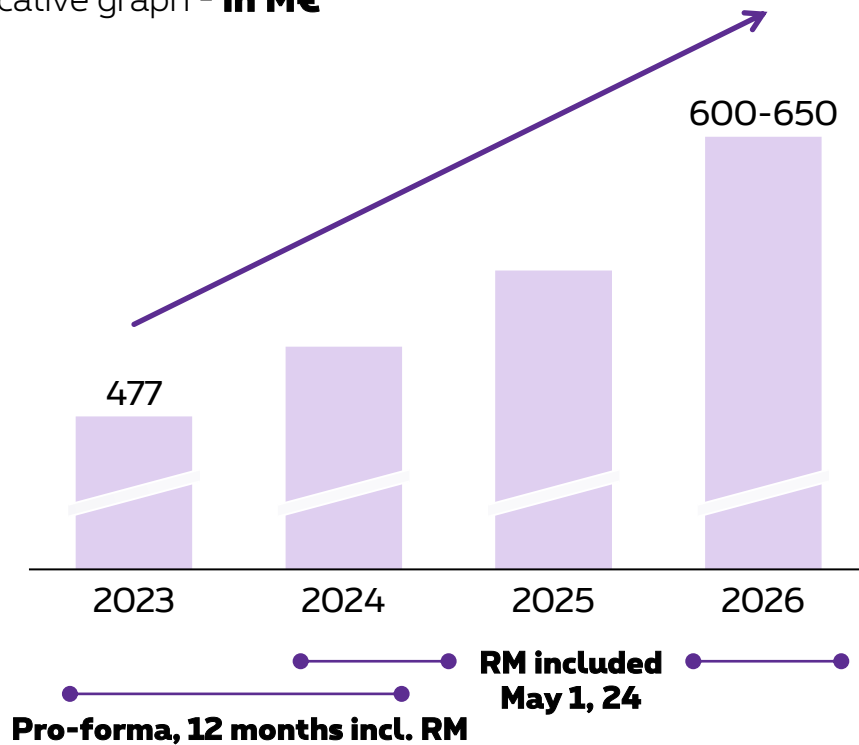
- ✓ Digital identity products open for **20+ new geographies in the next 3 years**
- ✓ Rolling out our **full suite of omnichannel solutions across Europe, US, and East-Asia**
- ✓ Routing efficiency at **scale across +450 direct MNO relationships**, enabling us to deliver our customers **high quality experience, at affordable rates**
- ✓ Plan to **expand coverage even further to an additional 100 international and domestic relationships**
- ✓ **Direct access to global talent pool**, across hubs in India, Serbia and US, enabling execution with industry leading operational efficiency
- ✓ **Procurement at scale** across tech, marketing and other operational expenses



The combination of our strong organic growth levels and our synergies will lead to International segment **DM and EBITDA increase**

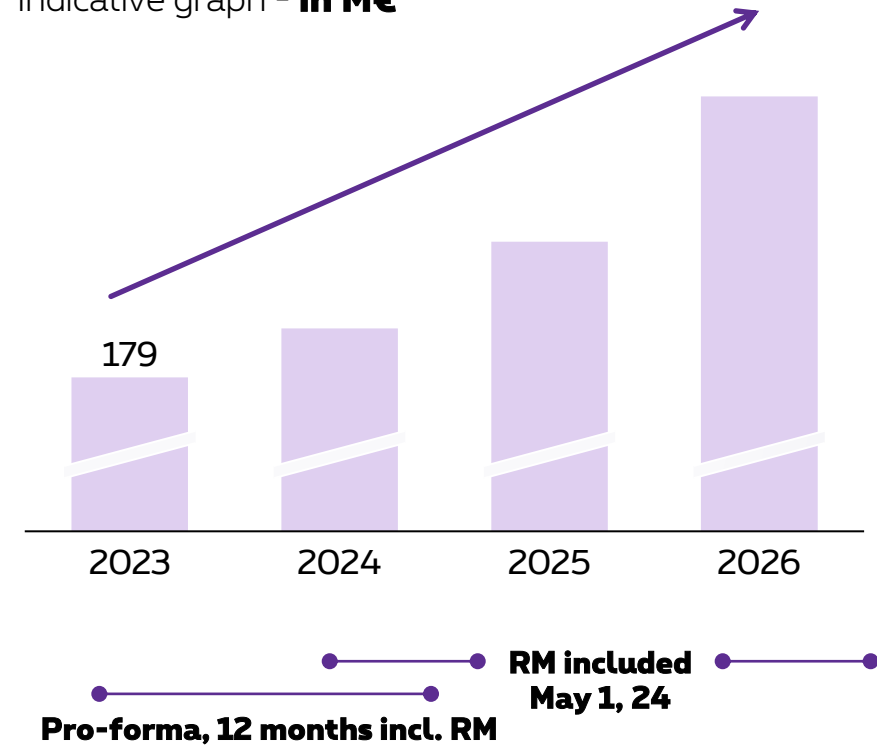
### International | Direct Margin

Indicative graph - **in M€**



### International | EBITDA

Indicative graph - **in M€**





# Highly scalable platform-based businesses with attractive cash conversion of 50-75%

Highly scalable, best-in-class platforms



**Future-proof solutions**

Best-in-class platform enabling continuous innovation with high FCF conversion



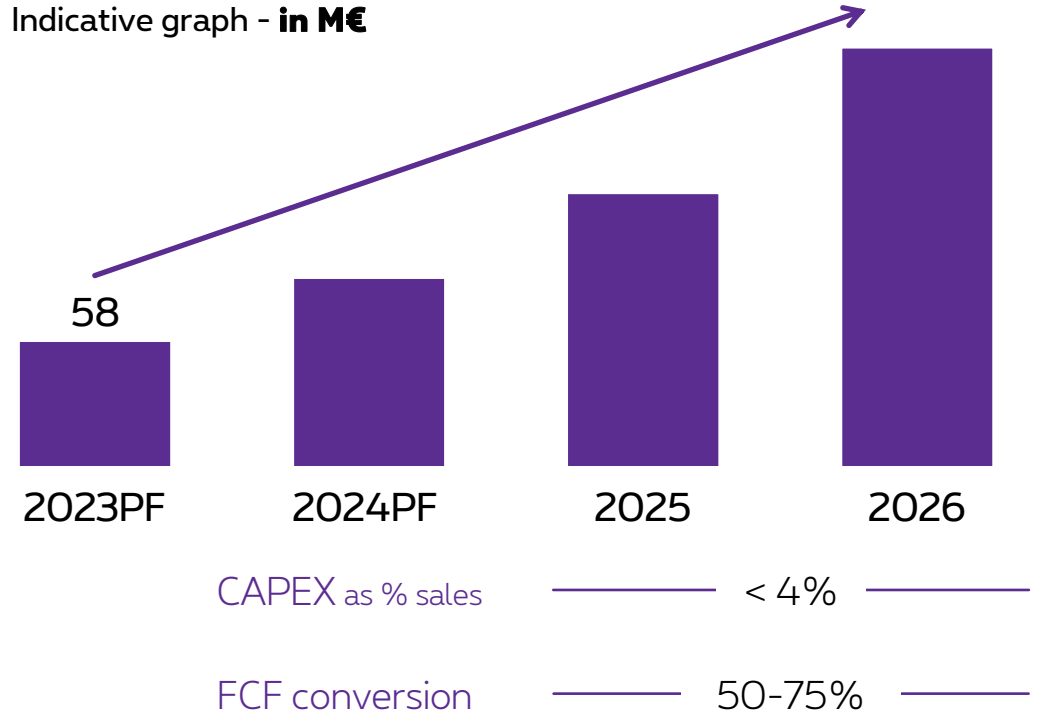
**Scalable platform**

Platform-based model that is highly scalable and flexible to customers' needs.

PF - FY 2023 International includes 12-month Pro-Forma results of Route Mobile to allow for a comparable YOY

## Proximus International | FCF

Indicative graph - in M€



# The International business will materially **accelerate the Proximus Group EBITDA growth ambitions**



**bold2025** commitment on track to bring organic Group EBITDA of 2025 slightly above the 2022 level

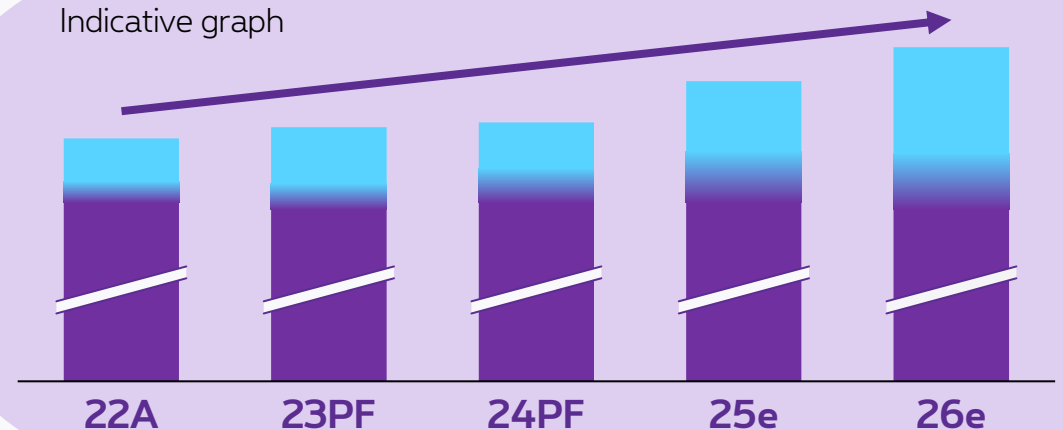


Route Mobile acquisition will materially accelerate Proximus Group EBITDA growth above our bold2025 ambition

## Proximus group EBITDA growth

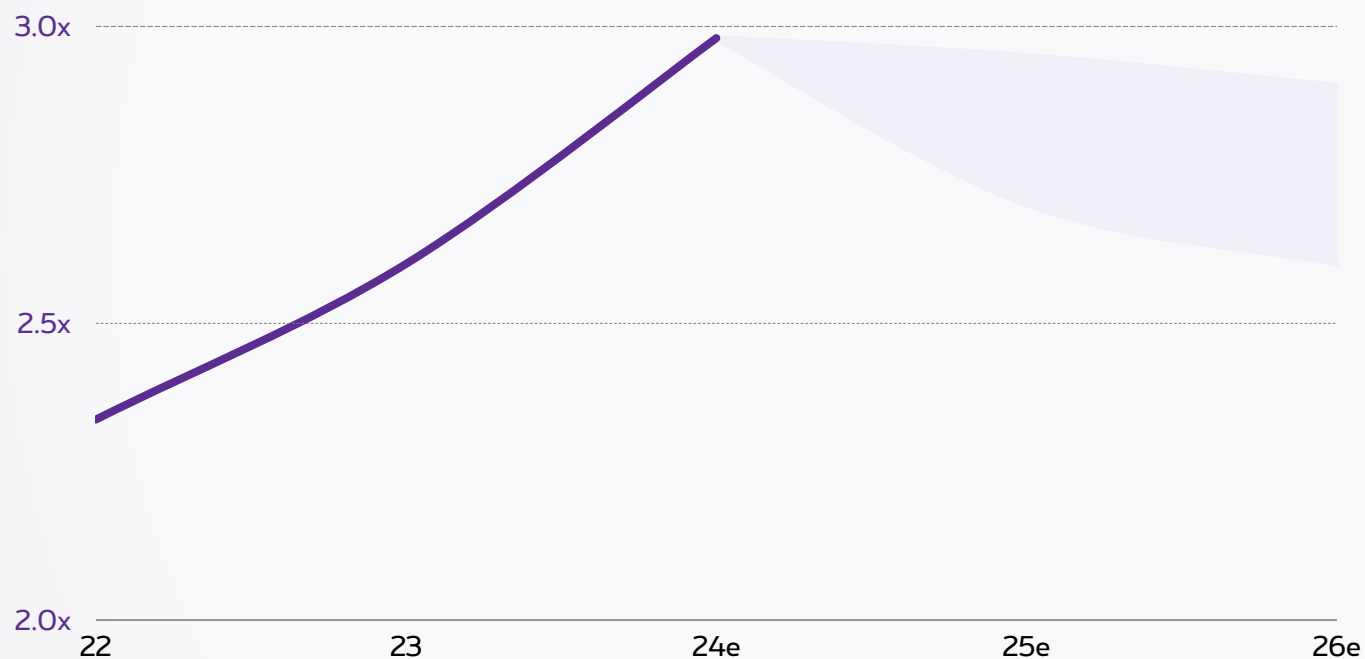
International Domestic

Indicative graph



# Financing transaction secured, keeping a sound balance sheet with **net debt to EBITDA ratio remaining < 3X**

Net debt/EBITDA ratio including Route Mobile consolidation as of 1 May 2024  
(indicative estimate)



Net Debt ratio as per current S&P definition, i.e. incl. Spectrum liability, lease liabilities, postretirement benefit obligations 50% of Fiber JV debt...

- **Financing secured through 700M€ bond issued** 20 March 2024
- Healthy credit ratings: **S&P BBB+ & Moody's A2**, stable outlook
- Post-acquisition Proximus **Group Net debt/EBITDA ratio** estimated to remain **below 3.0X**
- **Ratio to improve** following growing EBITDA trajectory, divestment program

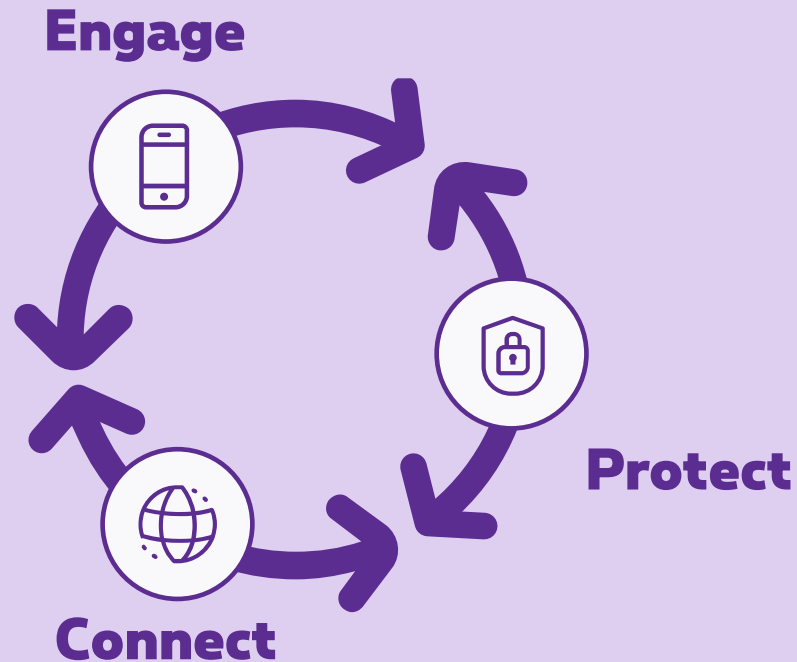
# 2024 outlook & conclusion

Guillaume Boutin, CEO



We are **uniquely positioned** in the digital communications market and **ready to deliver significant value** for Proximus Group

**Our unique position in the market for digital communications ...**



**... and powerful differentiators will enable us to win and deliver significant value**

**1**



**Global networks & data capabilities**

**2**



**Unrivalled product portfolio**

**3**



**Global go-to-market capabilities**


**4**



**Highly experienced team**

# FY24 Group EBITDA to grow up to 2% YoY on pro-forma basis,

reflecting the initial synergies in the International segment

 Updated guidance

Guidance	FY2023 reported	Outlook FY 2024 23 Feb 2024	FY2023 Pro Forma 8 months <sup>(1)</sup>	Outlook FY 2024 UPDATE
Underlying Domestic revenue	4,665M€	Growing Up to 1%	N.R.	Growing Up to 1%
Underlying Domestic EBITDA	1,636M€	Growing Up to 1%	N.R.	Growing Up to 1%
International Direct Margin (cc) <sup>(2)</sup>	381M€	-	445M€	Mid-to-High single digit growth
Underlying Group EBITDA	1,757M€	Growing Up to 1%	1,795M€	Growing Up to 2%
Capex (excl. Spectrum & football rights)	1.325B€	Around 1.2B€	N.R.	Around 1.2B€
Net debt / EBITDA (As per S&P definition)	2.6X	Around 2.7X	N.R.	2.9X - 3.0X

<sup>1</sup> Pro forma 2023 8 months, unaudited: includes the actual results of Route Mobile over the period May-Dec 2023, to allow for a comparable base. (on 12-month basis, the PF DM is 477M€)

<sup>2</sup> Company FY projections on DM exclude currency fluctuations

# Join us for the Q&A at 2PM CET

→ Analyst or institutional investor: to ask a question, please join the Teams meeting

→ All other participants, please follow the webcast





# Appendix



# International PnL pro-forma 8 months and 12 months

PnL M€	FY2023 Pro Forma 8 months <sup>(1)</sup>	FY2023 Pro Forma 12 months
International <b>revenue</b>	1,731M€	1,881M€
International <b>direct margin</b>	445M€	477M€
International <b>OpEx</b>	-286M€	-298M€
International <b>EBITDA</b>	159M€	179M€

More detailed pro-forma overview available in the new Q1 2024 analyst factbook: [Factbook Q1 2024\\_incl Pro Forma](#)

<sup>1</sup> Pro forma 2023 8 months is used as reference for the FY 2024 guidance. This Pro-Forma includes the actual results of Route Mobile over the period May-Dec 2023, to allow for a comparable base. The pro-forma 12-months, includes the actual results of Route Mobile over the period Jan-Dec 2023 and is only used as reference in a multi-year comparison in the body of this presentation.