



CAPITAL MARKETS DAY

15 November 2019

Solutions30

Solutions for New Technologies

THE EUROPEAN LEADER IN LAST DIGITAL MILE SERVICES

KEY FIGURES

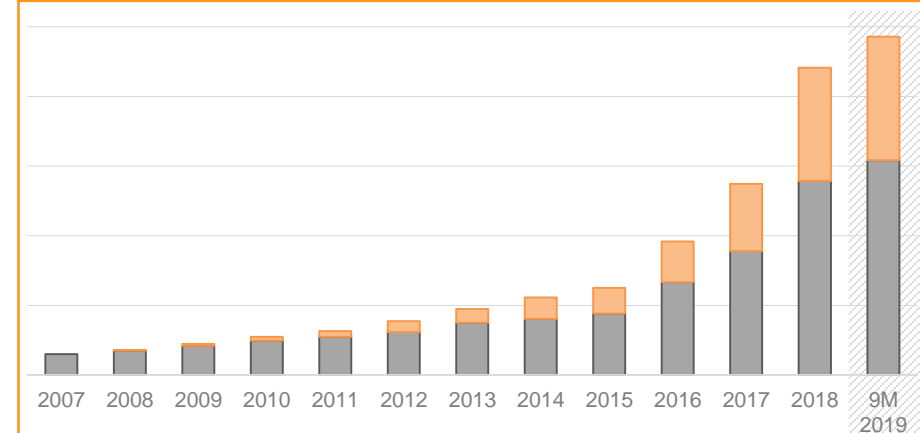
€441.8m
2018 revenue

€485.6m
9M 2019 revenue

6,000
direct employees

60,000
Call-outs per day

HISTORY OF GROWTH



6 VERTICALS



Telecom



IT



Energy



Retail



Security



Internet of Things

A EUROPEAN FOOTPRINT





10:00 - 11:15 **Business model**

Strengthening a competitive advantage through a unique IT Platform and efficient operational processes



João Martinho, Deputy COO
Geert Van Baelen, IT Project Manager

11:30 - 12:30 **Finance**

Progress on IFRS and Euronext B transfer - M&A case studies



Amaury Boilot, Group CFO
Franck d'Aloia, Deputy COO
Jan Machuletz, COO – Solutions 30 - Germany

1:45 - 3:00 **Outlook**

Vision & Strategy for key geographies
Turning new technologies into business opportunities



Franck d'Aloia, Deputy COO
Wojciech Pomykała, CEO - Solutions 30 Poland
Jan Machuletz, COO – Solutions 30 - Germany
Koen Verbergt, Head of Unit-t, Belgium
Luc Brusselaers, Chief Revenue Officer

BUSINESS MODEL

João Martinho, Deputy COO

Geert Van Baelen, IT Project Manager

OUR
CLIENT
NEEDS

**Outsourcing of a critical but
non-core business to a
trusted partner**

OUR PURPOSE

**Delivering field services
faster, better and cheaper**

HOW DO WE DELIVER FASTER, BETTER, CHEAPER SERVICE?



DENSITY

- Reach the critical size as fast as possible - *first-mover advantage*
- Market consolidation
- Multi-expertise technicians
- Focus on high-volume businesses



IT PLATFORM & PROCESSES

- Automatisations of workforce management
- Standardisation of intervention
- Proven processes for recruiting & training
- Integration with clients' IT systems



SYNERGIES

- Best practices across countries
- Multi-national clients

MAXIMISING TECHNICIAN & BUSINESS MODEL EFFICIENCY

TRUSTED PARTNER OF LARGE TECHNOLOGY COMPANIES

Better

15 years
of experience
throughout
Europe: the
largest knowledge
base

Cheaper

Pooling of
clients' needs:
economies of
scale & flexible
cost base

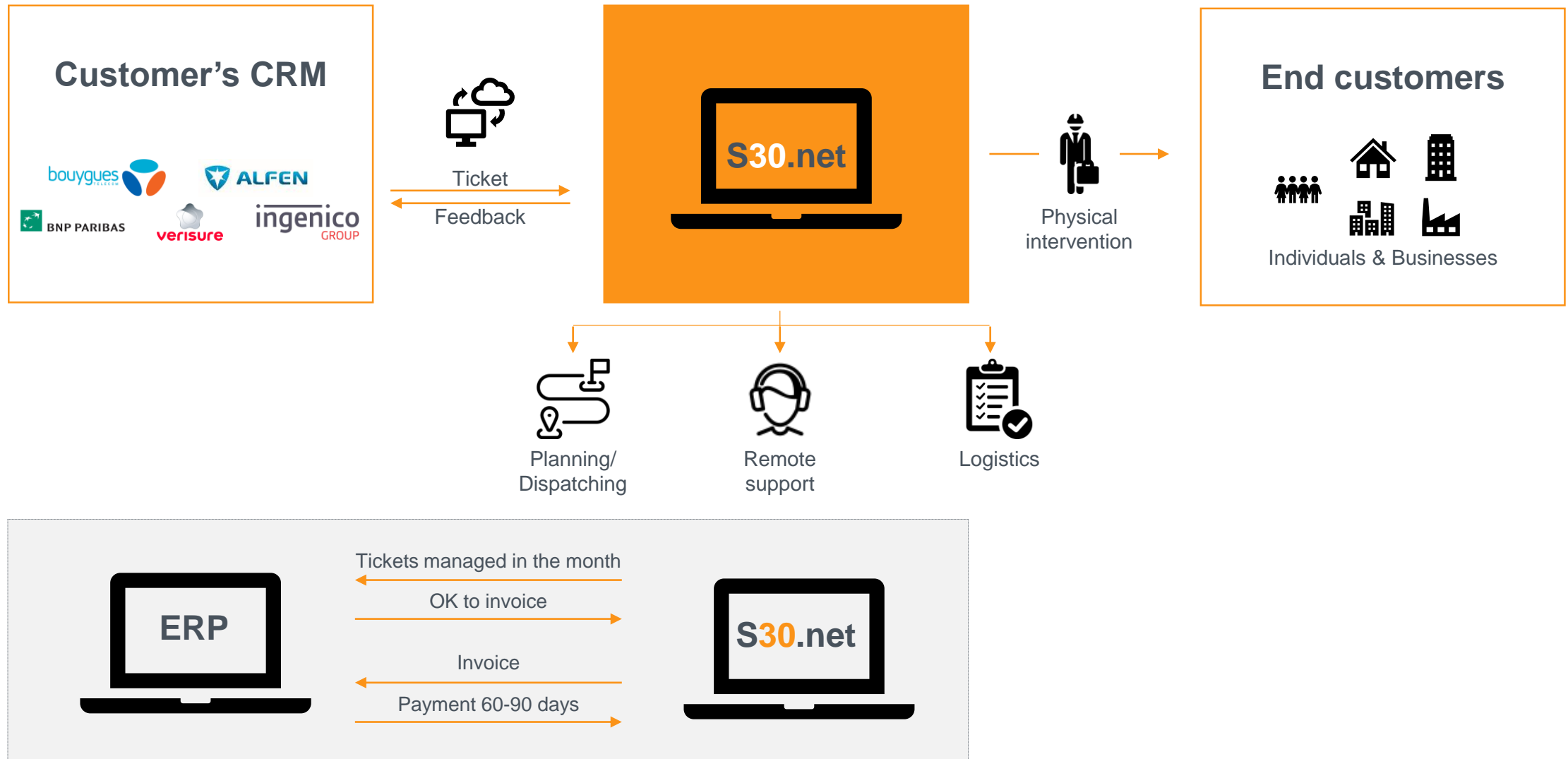
Faster

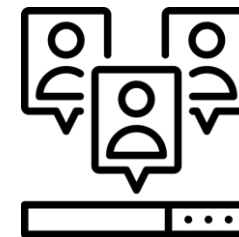
Density in key
markets: lower
travel time vs
competitors

At the heart, a powerful
IT platform supports
our business

strengthening
customer loyalty and
barriers to entry.

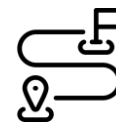
A FULLY AUTOMATED IT PLATFORM





IT Engineers

Inshore locations + Philippines, Poland, Tunisia.



Planning/
Dispatching

8 centres



Remote
support

7 remote
support centres



Logistics

8 logistics
centres

*Offshore locations: Algeria, Tunisia, Morocco, Portugal, Poland, Ukraine, Moldavia
Inshore locations are available for clients who request it.*

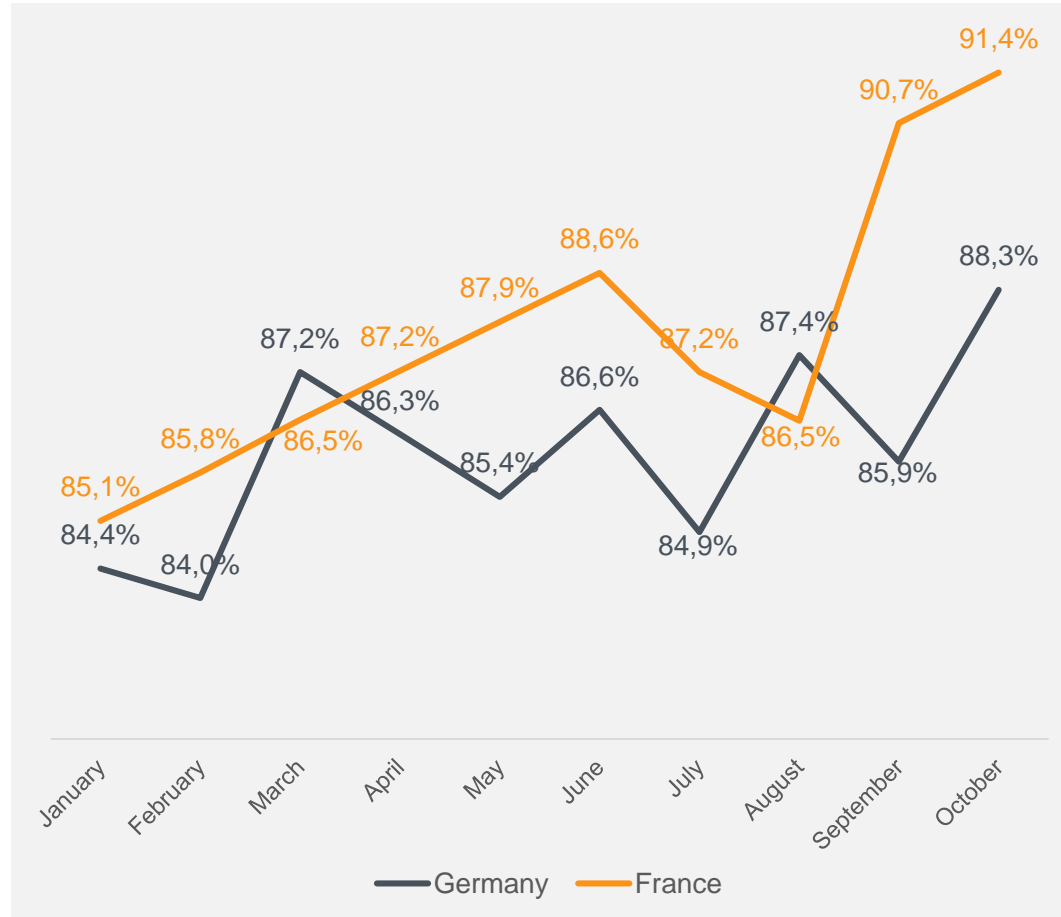


Physical interventions

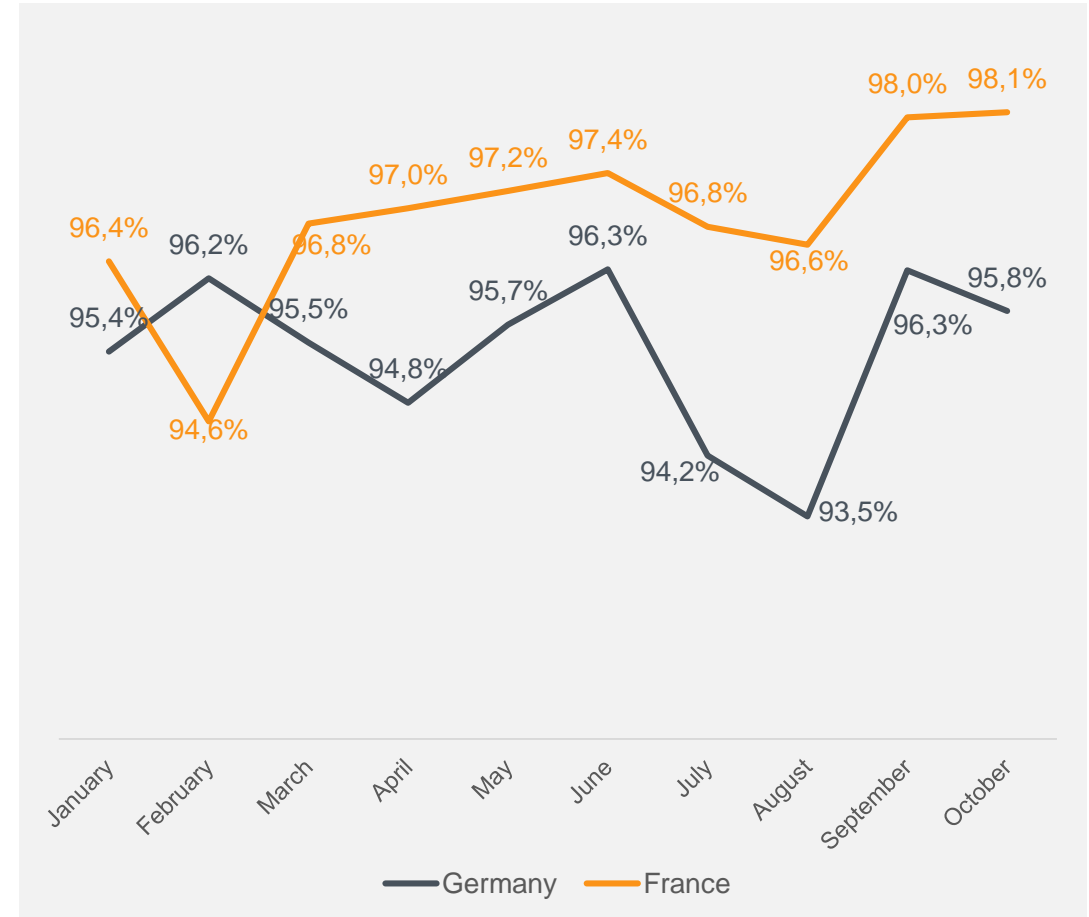
France, Belgium, Netherlands, Luxembourg, Germany, Italy, Iberia, Poland.

KEY PERFORMANCE INDICATORS - EXAMPLES

CUSTOMER SATISFACTION



PUNCTUALITY



KEY PERFORMANCE INDICATORS - LINKY

PRODUCTIVITY PER CONTRACT october 2019												C...
Data as of 06/11/2019			October 2019									
Contract	Contract - 2	Supervisor	TECH / DAY	OK+ Grip	DONT % ACC	% GA	KO CONF	% KO CONF	TOTAL INAC N/C	Instal N/C	Hrs	PROD
TOTAL			546	167656	45%	11%	12166	6,8%	11105	25%	7:31	11,4
17-Re/La Rochelle	La Rochelle	F...	8	2514	54%	23%	152	5,7%	252	32%	7:46	12,3
44-Nantes & Vignoble	Nantes	F...	7	1768	26%	0%	174	9,0%	63	47%	7:11	9,5
44-Sud Loire	Nantes (A)	F...	7	1817	39%	0%	105	5,5%	153	47%	7:29	9,9
49-Est Saumur	Saumur	F...	5	1650	43%	1%	86	5,0%	263	27%	7:23	12,4
85-Herbiers	Herbiers	F...	6	2117	34%	1%	104	4,7%	12	0%	8:31	12,1
85-Noirmoutier	Noirmoutier (A)	F...	6	1989	55%	24%	132	6,2%	114	44%	8:08	12,2
C-41-37-M3	Tours	F...	6	2067	64%	19%	148	6,7%	34	38%	6:42	12,5
22-Guingamp	Guingamp (A)	M...	6	1891	30%	0%	169	8,2%	116	35%	7:15	11,2
22-Lannion/Tregor	Lannion - Perros-Guirec	M...	5	1756	35%	0%	110	5,9%	129	37%	7:08	12,9
29-Brest	Brest	M...	12	3464	39%	10%	311	8,2%	316	18%	7:46	10,8
35-Nord-Ouest	Rennes (A)	M...	7	2133	20%	0%	225	9,5%	124	28%	7:51	11,8
44-St Nazaire	Saint-Nazaire	M...	14	4688	46%	24%	254	5,1%	636	20%	7:55	12,4
53-Laval Est	Laval	M...	6	2193	74%	40%	60	2,7%	224	27%	7:37	13,0
1-64- DR PYL Marche 1	Pau	J...	8	2131	47%	0%	165	7,2%	5	38%	7:35	9,9
4-64- DR PYL Marche 4	Pau 2	J...	8	2225	52%	2%	170	7,1%	18	49%	7:38	10,9
5-64- DR PYL Marche 5	Bayonne	J...	5	1258	28%	4%	214	14,5%	162	17%	7:13	9,3
C-18-M6	Bourges	J...	6	2008	28%	0%	78	3,7%	261	15%	7:11	13,0
72-Fresnay/Le Mans	Fresnay - Le Mans	V...	5	1799	25%	0%	96	5,1%	194	16%	8:30	13,1
72-Sud Est	Le Mans Sud Est	V...	5	1642	17%	0%	71	4,1%	28	10%	9:13	11,8
C-28-41-M5	Blois	V...	6	2097	34%	7%	105	4,8%	186	9%	7:12	12,1
C-45-M12	Montargis	V...	6	1883	51%	1%	82	4,2%	438	2%	7:14	12,2
2-33- DR AQN Marche 2	Bordeaux 2	S...	6	1460	23%	0%	258	15,0%	3	0%	7:40	8,4
5-33- DR AQN Marche 5	Bordeaux 5	S...	6	1771	51%	0%	146	7,6%	7	42%	7:09	10,2
ALLIER EST-Moulins-Vichy	Moulins	K...	6	1922	46%	0%	81	4,0%	34	46%	7:15	11,7
Haute Loire - EST - Yssingeaux	Yssingeaux	K...	6	1938	35%	0%	79	3,9%	11	50%	8:37	11,7
L-19-87 M2	Tulle	K...	7	2048	22%	0%	145	6,6%	116	13%	7:40	10,2
Puy de Dome - EST - Thiers	Thiers	K...	6	2176	33%	2%	149	6,4%	8	47%	8:44	13,9

SUPERVISOR	PROD
F...	11,5
M...	11,9
J...	10,7
V...	12,3
S...	9,3
K...	11,8

KEY PERFORMANCE INDICATORS - LINKY

MONTHLY & WEEKLY PRODUCTIVITY october 2019 29-Brest																																									
29-Brest										october 2019										21/10		22/10		23/10		24/10		25/10		26/10		27/10		28/10		29/10		30/10		31/10	
Data as of 06-11-2019	J TRAV	OK+ Grip	ACC OK	DONT GA	KO Conf	INAC N/C KO	POSE SUR N/C	HRS	PROD	OK	KO	OK	KO	OK	KO	OK	KO	OK	KO	OK	KO	OK	KO	OK	KO	OK	KO	OK	KO	OK	KO	OK	KO								
TOTAL	286	3115	1241	312	280	203	65			139	13	180	22	169	42	148	46	129	44	0	0	0	0	110	31	125	31	124	41	125	29										
AVERAGE			40%	10%	8%		24%	7:47	10,9	11,6		12,0		11,3		10,6		9,9		0,0		0,0		9,2		9,6		9,5		9,6											
B...	23	187	40	8	34		1	8:17	8,1	10	5	8	2	6	2	7	3	5	6					7	4	7	2	7	5	8	3										
A...	19	272	103	16	22	18	10	9:29	14,3	20		12	2	9	5	19	2	11	6																						
J...	8	134	98		9	2	1	7:03	16,8			20	2	22		17		18	1					16	1	15	6	15	1	11	1										
M...	10	98	41	32	8	4		7:21	9,8																																
F...	11	126	36		10	14	3	7:53	11,5	9	1	14	1	12	5	10	4	8	4					10	3	7	3	10	4	9											
F...	22	285	121	46	22	22	6	7:13	13,0	14		13	2	13	3	10	4	12	2							12	5	8	4	14	2										
F...	22	258	97	41	27	18	1	7:06	11,7	12	1	12	1	14	3	10	8	11	3							9	3	12	5	10	2										
G...	22	220	61	6	10	20	19	7:39	10,0	11		11	1	9	4	10	2							9	2	11	1	8	2	10											
V...	8	117	97		14	4	1	6:56	14,6			20	1	20	3	15	2	13	2					12	5	16	1	12	3	9	6										
F...	22	245	72	15	32	21	4	7:44	11,1	12		11	3	7	7	11	2	12	3					9	3	10	3	12	4	10	2										
F...	4	75	24		3	1	9	8:40	18,8																																
D...	23	245	75		10	14	7	8:51	10,7	12	2	11	1	11	1	12	2	11	3					11	3	9	1	10	2	10	5										
S...	24	249	108	51	25		2	6:59	10,4	11	1	12		11	3	10	3	12	3					10	4	7	3	8	1	10	4										
M...	20	168	58	30	21	4		7:24	8,4	9	1	7		5		4	5	3	2					7	1																
F...	24	224	62	23	19	12		8:00	9,3	9	1	7	3	8	2	8	8	8	2					7	2	7	1	8	4	8	1										
P...	9	91	48	24	3			8:11	10,1																																
D...	9	69	55		6		1	6:35	7,7	10	1	13	2	12	1	5	1	5	7					3	2	6		7	1	8											
A...	6	52	45		5	1		8:36	8,7			9	1	10	3									9	1	9	2	7	5	8	3										



FINANCE

Amaury Boilot, Group CFO

Franck d'Aloia, Deputy COO

Jan Machuletz, COO Solutions 30 Germany

Solutions30

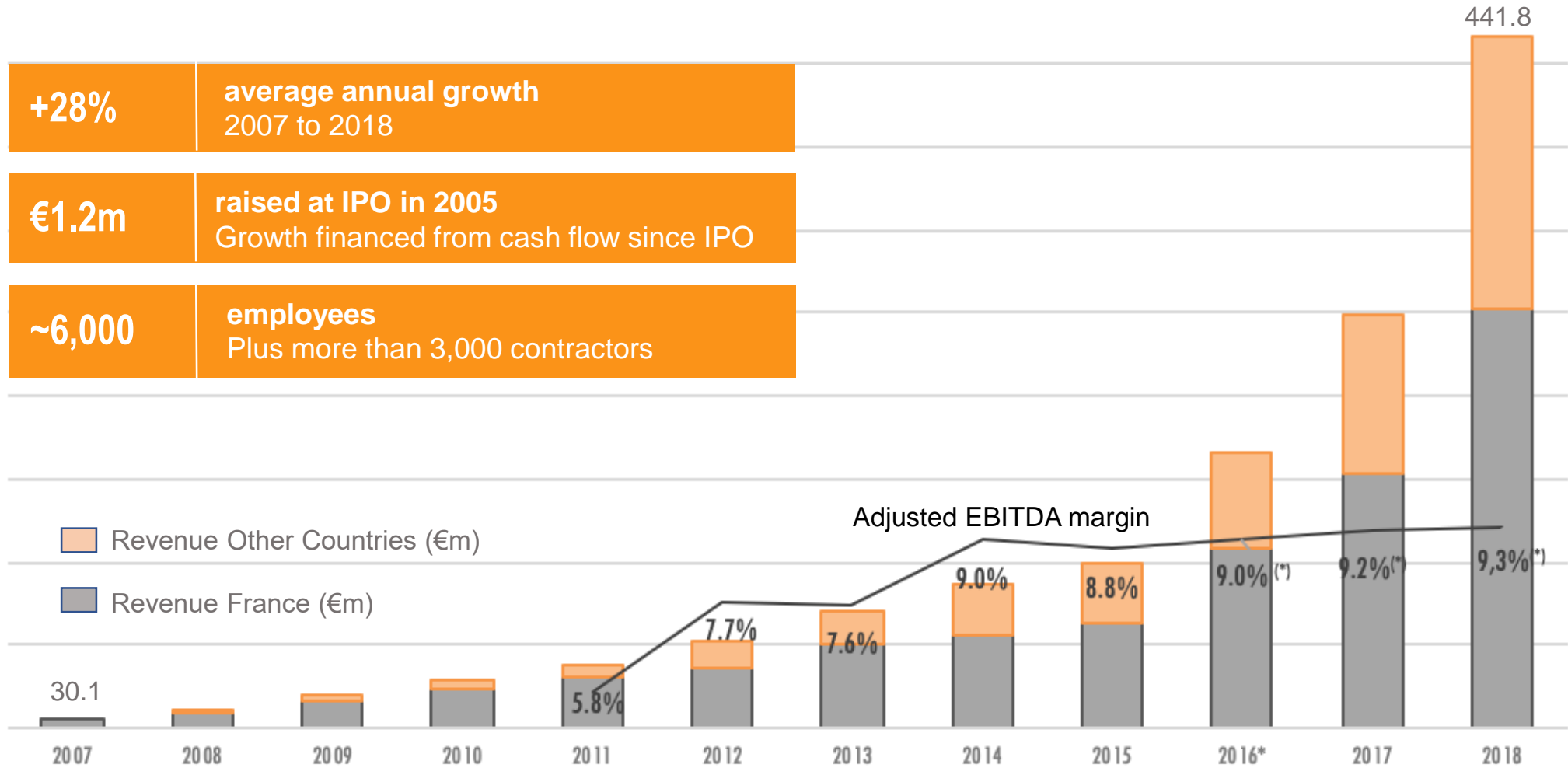
Solutions for New Technologies

FINANCE

Financing Growth

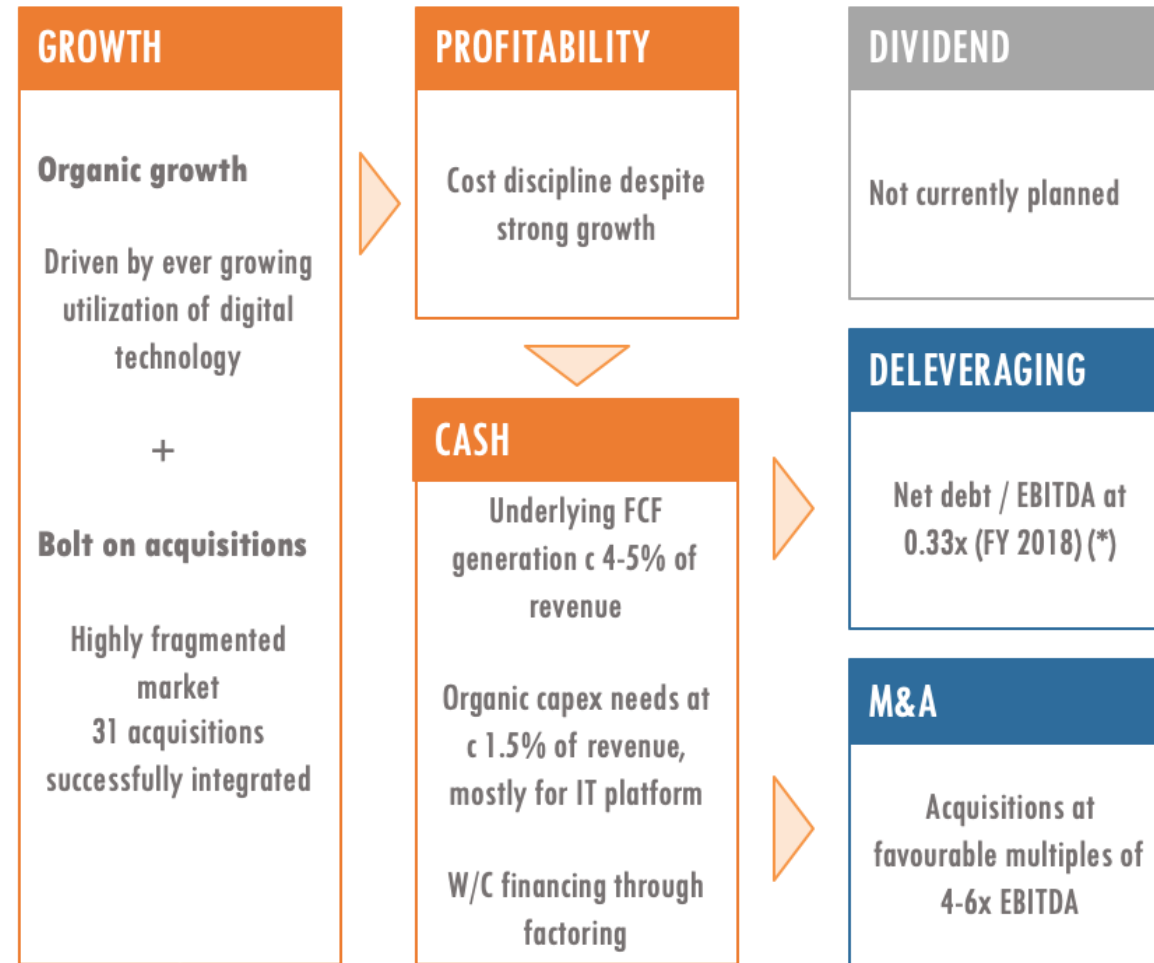
Amaury Boilot

SIGNIFICANT MOMENTUM



ALLOCATING CASH FOR GROWTH

- European market leader and natural consolidator
- Balanced growth strategy seeking organic and external growth
- Best use of capital is client-driven consolidation
- Maintaining balance sheet discipline



(*) excluding factoring of €51m on 31/12/2018

CLIENT-DRIVEN CONSOLIDATION

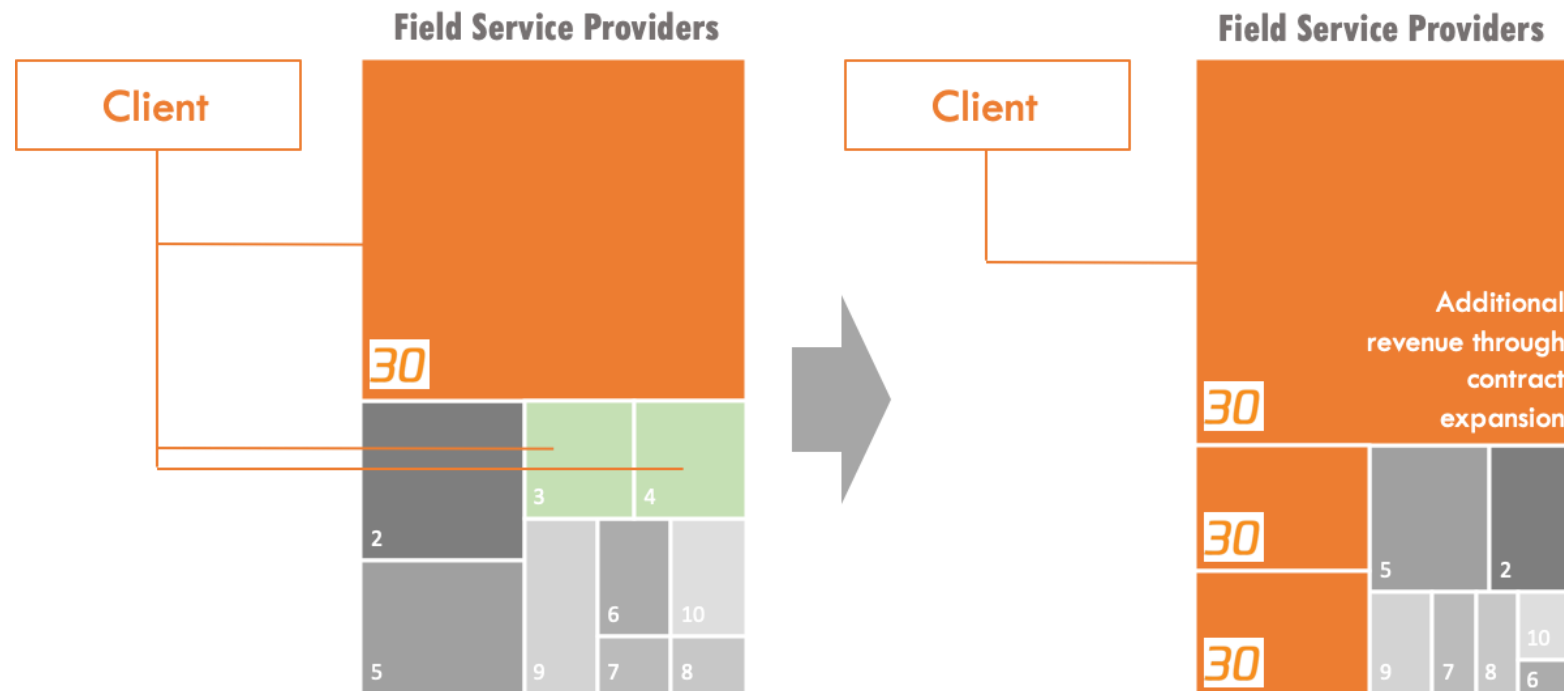
- Solutions 30 can leverage its position as the leading field service outsourcing partner to consolidate the market

Client-led

Often faster and cheaper than organic investment

Clients actively reducing number of partners

Smaller companies lack resources to invest (people, IT)



M&A TRACK RECORD

>30

Bolt-on
acquisitions
across Europe

4-6x EBITDA

range of
multiples paid

~ €250m

Revenue of
acquired
companies*

INCREASE DENSITY



GEOGRAPHICAL EXPANSION



ACCESS TO CLIENTS / MARKET SHARE



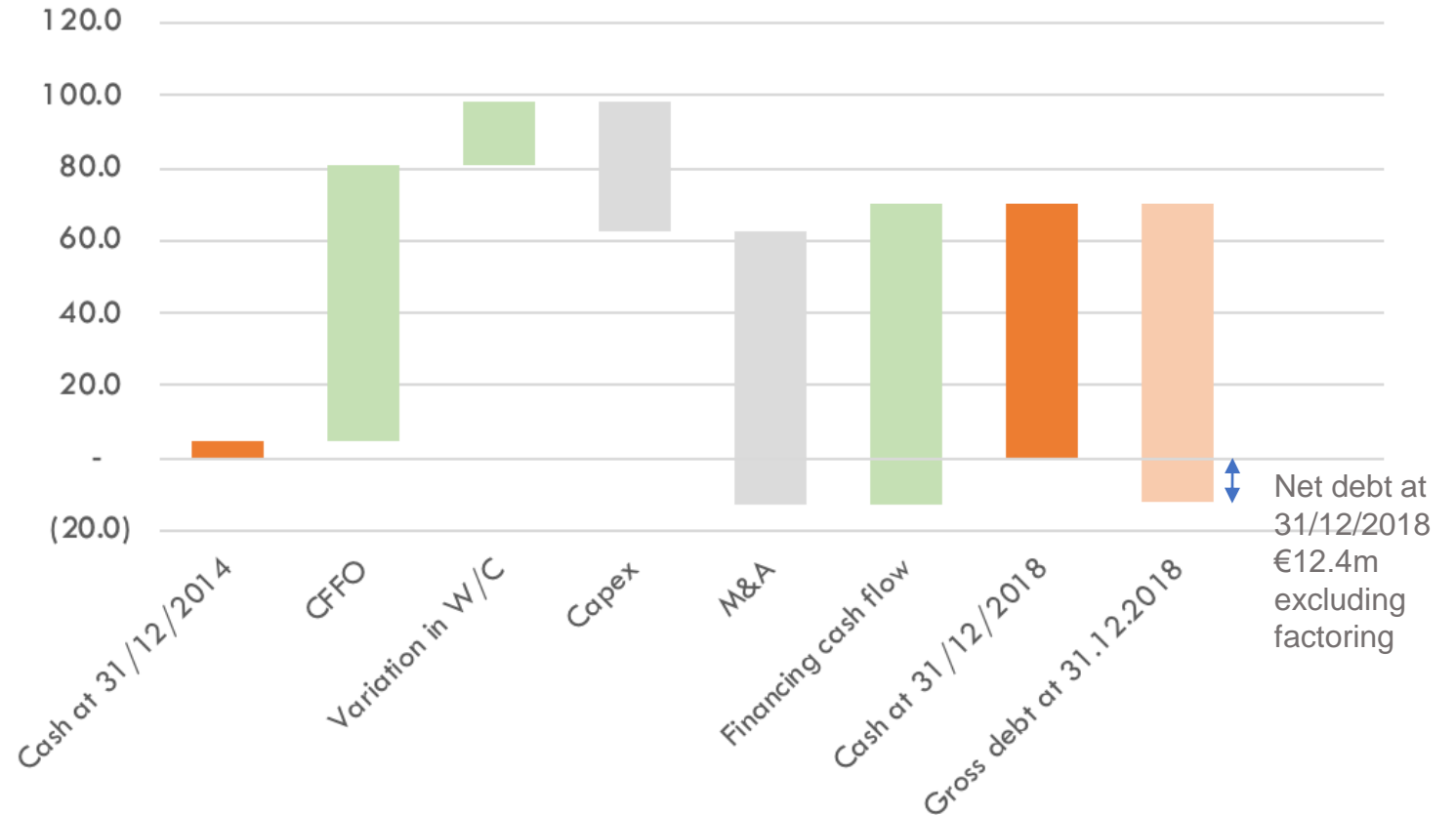
ABILITY TO IMPROVE PROFITABILITY

All targets

*at time of acquisition. Acquisitions regularly are accompanied by extension/expansion of key contracts leading to additional revenue.

ORGANIC GROWTH FINANCED BY OWN CASH FLOW

- Financing model based on positive operational cash flow, factoring and bank debt
- Strong balance sheet: Net cash position of €17.5m at H1 2019
- Factoring is most economical way to finance working capital. Amount factored: €51m at FY 2018, €46m at H1 2019.
- Own cash flow covers organic capex and part of M&A, bank debt cover additional M&A needs



2018-19 ACQUISITION RECAP

SPAIN

- October 2018



Minority stake

FRANCE

- August 2018



Increased stake to 76%

- December 2018



BENELUX

- June 2018



Remaining stake

- July 2019



POLAND

- November 2019



Field Services Poland

ITALY

- October 2019



CASE
STUDY

ABM Communication

Jan Machuletz

FROM A LOCAL TO A REGIONAL PLAYER

2003	2003-15	2016	2017	2019
CREATION OF ABM COMMUNICATION Installing cable internet access	GROWING TO A LOCAL PLAYER A highly fragmented and competitive market	THE UNITYMEDIA CHALLENGE Reducing preferred partners from 16 to 5	SOLUTIONS 30 BUILD-UP 1 of the 5 preferred partner of Unitymedia	INCREASE IN VOLUME 30% increase in volume Beginning migration of Vodafone clients to Unitymedia network

FROM A LOCAL TO A REGIONAL PLAYER

**Solutions 30 DE
(ABM Communication)
remained a preferred
partner of Unitymedia**

**Revenues doubled
between 2016 and 2018**

**1300+ assignments
per day**

400+ employees



2019 AND BEYOND: BECOMING A NATIONAL PLAYER

#1

SECTOR DIVERSIFICATION

From Telecom to IoT

Supporting our clients in the digitisation of the economy in all sectors

#2

GEOGRAPHICAL DIVERSIFICATION

Expansion of our footprint throughout Germany

The merger between Unitymedia and Vodafone is an opportunity to increase the density of our network

#3

A SINGLE ORGANISATION

Strengthening synergies throughout Germany

An identical operational structure for the various business sectors and regions, maximizing economies of scale

#4

MARKET CONSOLIDATION

Playing a key role in the market consolidation

The merger between Unitymedia and Vodafone will lead to a new consolidation phase of which we will be a key player, while we are the only company working for both operators

CASE
STUDY

CPCP
Franck d'Aloia

CPCP : A CLIENT LED ACQUISITION



- Need to increase field services efficiency
- Willingness to reduce the number of suppliers
- Strong customer satisfaction culture
- Aimed to standardize the service nation wide



- A diversified portfolio of loyal telecom operators
- European footprint but the need to densify its network in Southern France
- Solid financial situation

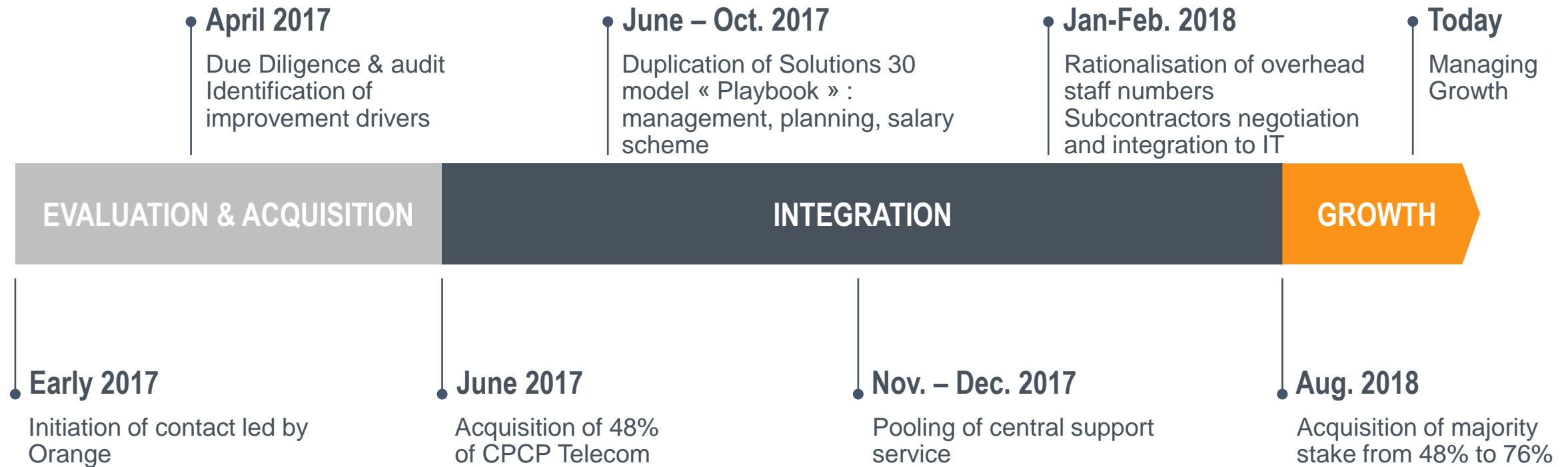


- One dominant customer: Orange
- A regional player located in the South East of France
- An unprofitable model leading to an uncertain financial situation



CPCP TELECOM PURCHASE BY SOLUTIONS 30 :
A WIN-WIN-WIN SOLUTION IN A CONTEXT OF FAST GROWTH

CPCP INTEGRATION PROCESS



FOCUS ON INITIAL AUDIT PHASE

Analysis of existing model with special focus on HR, sub-contractors, logistics and IT platform



WEAKNESSES

- The company was losing money (-350k€/y)
- Support services were decentralised
- Non appropriate and expensive national coverage
- No coherent salary scheme for technicians
- No variable salary scheme for indirect staff
- No subcontractor near or off-shore for support activities
- Subcontractor's price too high
- Utilization of too many temporary (expensive) workers



STRENGTHS

- Good Customer relationship
- Strong and recognised technical skills
- Complementarity with existing S30 activities
- Good employee involvement
- Long term commercial contract (extended since the acquisition)
- Quick-win solutions identified

RESULTS



New contracts won with Orange



Revenues doubled between 2016 and 2019



EBITDA at group level



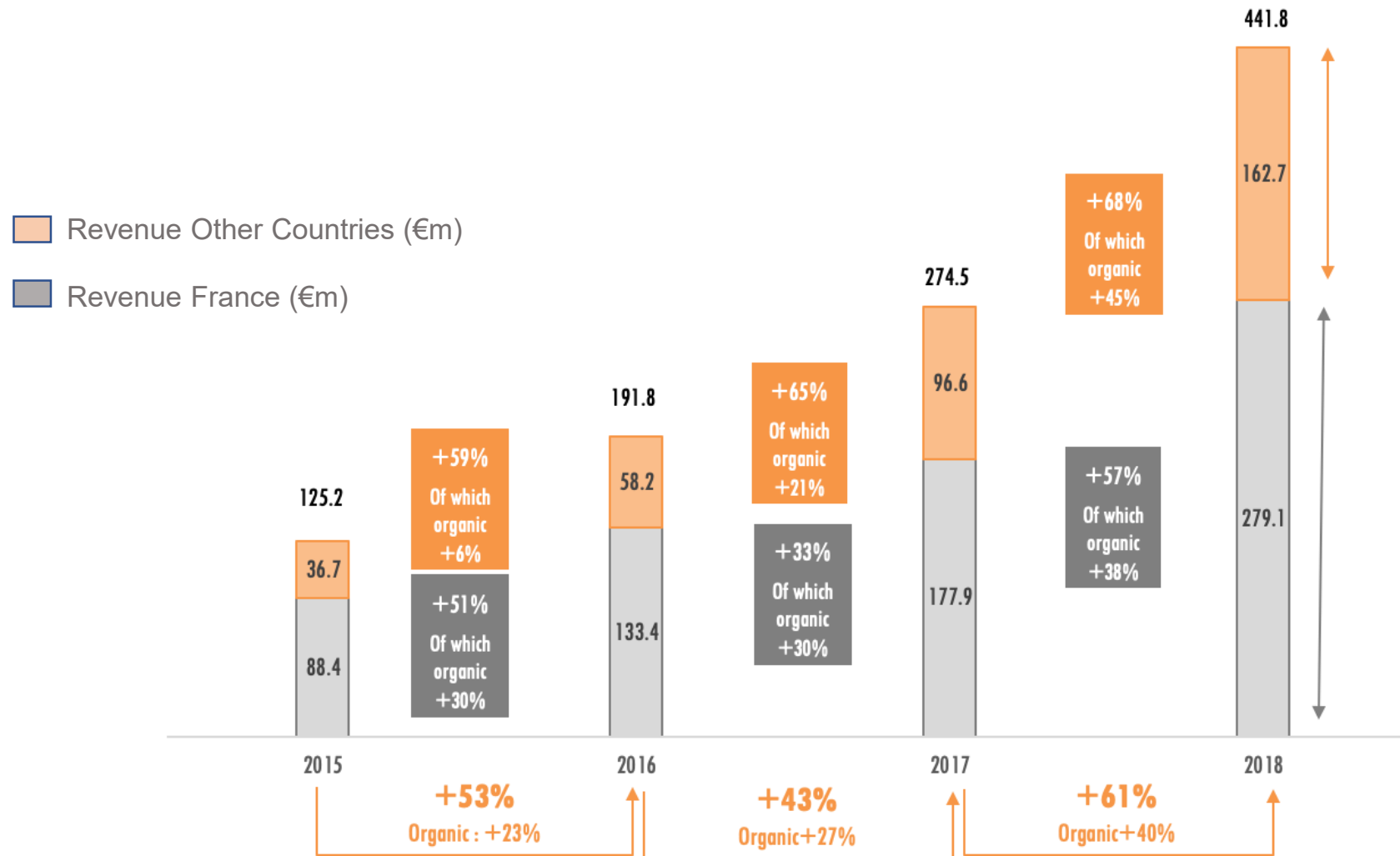
A key rank 1 partner for Orange, well positioned for additional business

FINANCE

External growth spurs organic expansion

Amaury Boilot

BALANCE BETWEEN ORGANIC AND EXTERNAL GROWTH



CLIENT-LED ACQUISITIONS: ORGANIC OPPORTUNITY

- Client-led acquisitions usually lead to an expansion of services provided to that client
- Telecom operators actively reducing number of partners allows for favourable M&A deals
- Additional business won is presented as organic growth – detailed in every financials release

Example CPCP Telecom



ORGANIC VS EXTERNAL GROWTH PRESENTATION



- Outsourcing contracts have no acquisition cost. They are contract wins and therefore organic growth.

EUR m	9M 2019				9M 2018	
	(A) Activity consolidated for >12m and outsourcing deals	(B) Organic growth from acquired companies	Organic = (A) + (B)	External growth	Total	Total
Total	353.8	24.9	378.7	106.8	485.6	291.1
% yoy			30.1%	36.7%	66.8%	
<i>France</i>	201.1	19.9	221.0	87.7	308.7	185.8
<i>Other Countries</i>	152.7	5.0	157.7	19.2	176.9	105.3

Example
CPCP Telecom



Maintenance region 1

Deployment region 1

Deployment region 2

FINANCE

Governance
Amaury Boilot

GOVERNANCE INITIATIVES

GOVERNANCE

- Initiatives to increase disclosure. Working towards AFEP-MEDEF compliance for 2019 AR.
- Continued effort to align governance with best practices
- Transfer from Euronext Growth to Regulated Market
- Increased disclosure on remuneration

ESG

- Improved Ecovadis rating to Silver and Gaia to 59/100



- New ISO 45001 certification
- Internal task force established. Giovanni Ragusa, member of the Executive Committee, takes responsibility

ORGANISATION

- Rejuvenation of Supervisory Board
- Appointment of two new members to the Group Management Board
- Hiring in the finance and legal departments

LONG-TERM INCENTIVE PROGRAM



TALENT RETENTION

Necessity to retain top talent and align incentives with shareholders interests



SHARED GOALS

LTIP to incentivise decision makers to continue strong growth while increasing profitability and ensure solid free cash flow



Eligible participants:

Group Management Board and a number of senior Executives



Long-term:

For GMB: Three-year performance period + one-year vesting after performance period



Governance:

Applied best practices: long-term, diversified performance criteria, no discount, relative TSR performance included. Advisory vote at 2020 AGM



Performance criteria for GMB:

Challenging criteria. Based on revenue, profitability (margin), free cash flow and peer group relative TSR



Price and dilution:

Strike price EUR 8.99 (60-day avg prior to Sep SB board meeting). Maximum possible gross allocation 6.5m shares. Net dilution function of share price.
Example: At EUR 14.00 share price, net dilution equals 2.2%.

FINANCE

IFRS reporting and uplisting

Amaury Boilot

IFRS TRANSITION AND LISTING ON REGULATED MARKET

- Solutions 30 will report its full year 2019 results under IFRS
- Listing on the Regulated Market of Euronext expected for 2020



PRELIMINARY VIEW OF IFRS IMPACT

Solutions 30 will adopt IFRS accounting standards with its full year 2019 results. The below is a non-exhaustive, preliminary view on selected expected major changes to the group's financial results *(subject to change)*.

GOODWILL/BADWILL	No goodwill amortization under IFRS (EUR 3.3m in 2018)
OPERATING LEASES	IFRS 16 introduction means operating leases recognized on balance sheet and depreciated in P&L. Impact of car leases estimated at c EUR 40m on balance sheet. Neutral on net income, but changes in P&L (lower opex, higher depreciation)
REVENUE RECOGNITION	Impact limited to the leasing of Payment terminals (< c EUR 3m). As a lessor, Solutions 30 must recognize one off the part of the rent related to the leasing of the equipment
STOCK OPTIONS	Stock options are booked as an expense and valued at fair value at the grant date

OUTLOOK

Franck d'Aloia, Deputy COO

Jan Machuletz, COO Solutions 30 Germany

Koen Verbergt, Head of Unit-t, Belgium

Wojciech Pomykała, CEO Solutions 30 Poland

Luc Brusselaers, Chief Revenue Officer

Solutions30

Solutions for New Technologies

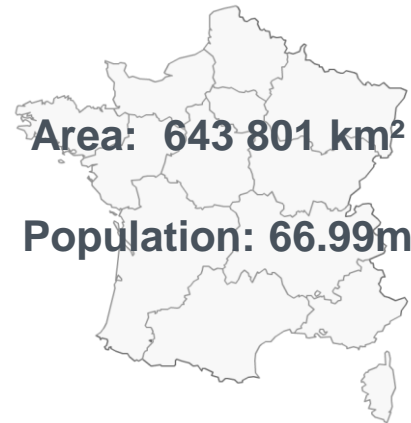
France

The fibre-optics model

Franck d'Aloia

FRANCE AT A GLANCE

FRANCE



KEY FACTS

	2018	2019	2020	2021
GDP (% y/y)	1.9	1.7	1.8	1.7

Value of telco market: € 33.4bn (CAGR 2018-23, +2.7%)
Mobile Data Revenue: €9.1bn (CAGR 2018-23, +7.2%)
Fixed Broadband Revenue: €10.3bn (CAGR 2018-23, +5.8%)

Number of FTTH Internet users: 5.8m
(as of 30/6/2019, +1.5m over 1 year)

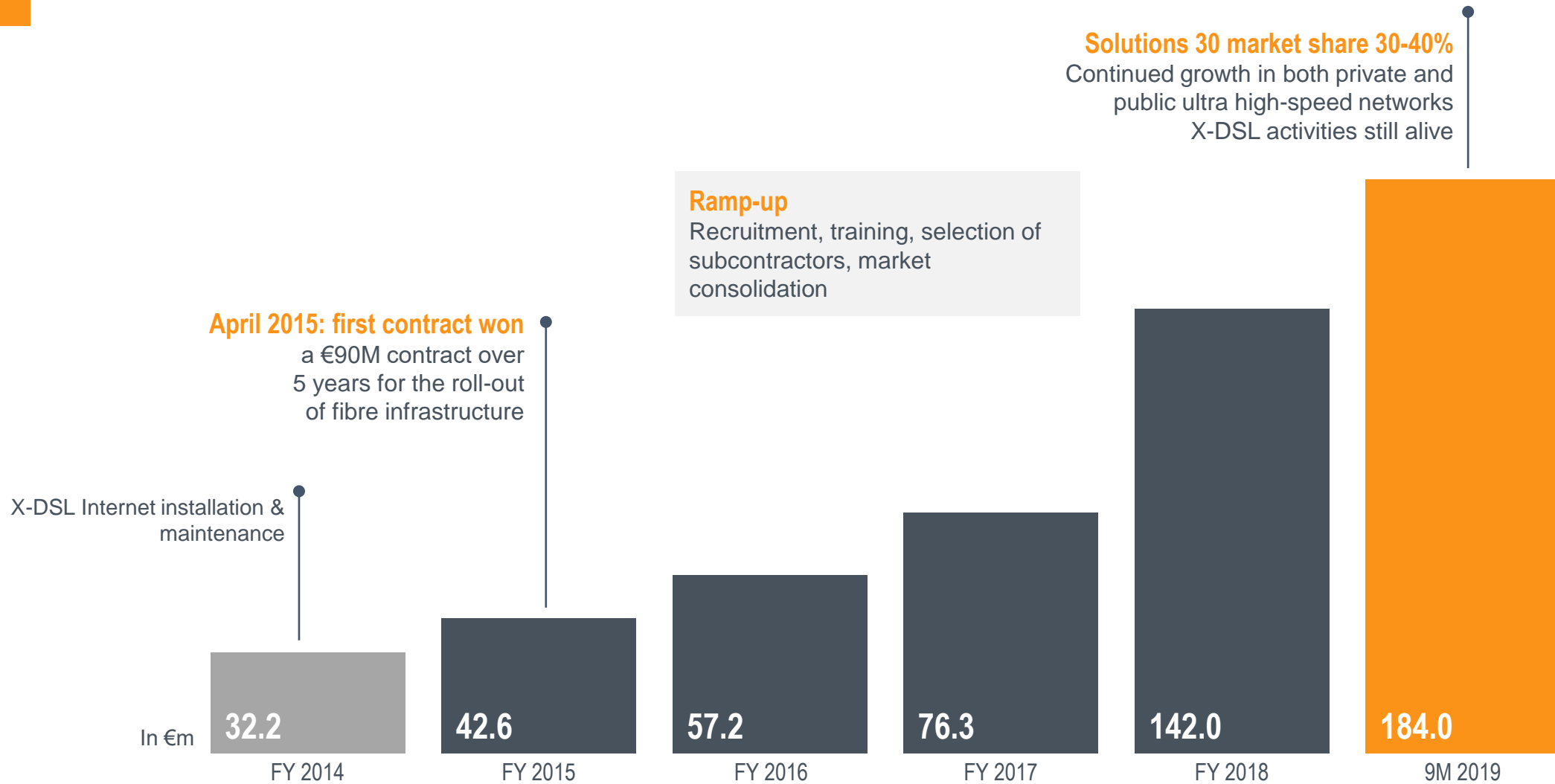
MARKETS DRIVERS

- Ultra high speed internet plan
- Deployment of smart meters
- Smart city / Smart mobility

TELCO & ENERGY PLAYERS



THE TELECOM BUSINESS IN FRANCE



Ultra high speed internet plan in France: national coverage in 2022. Over €20bn investment

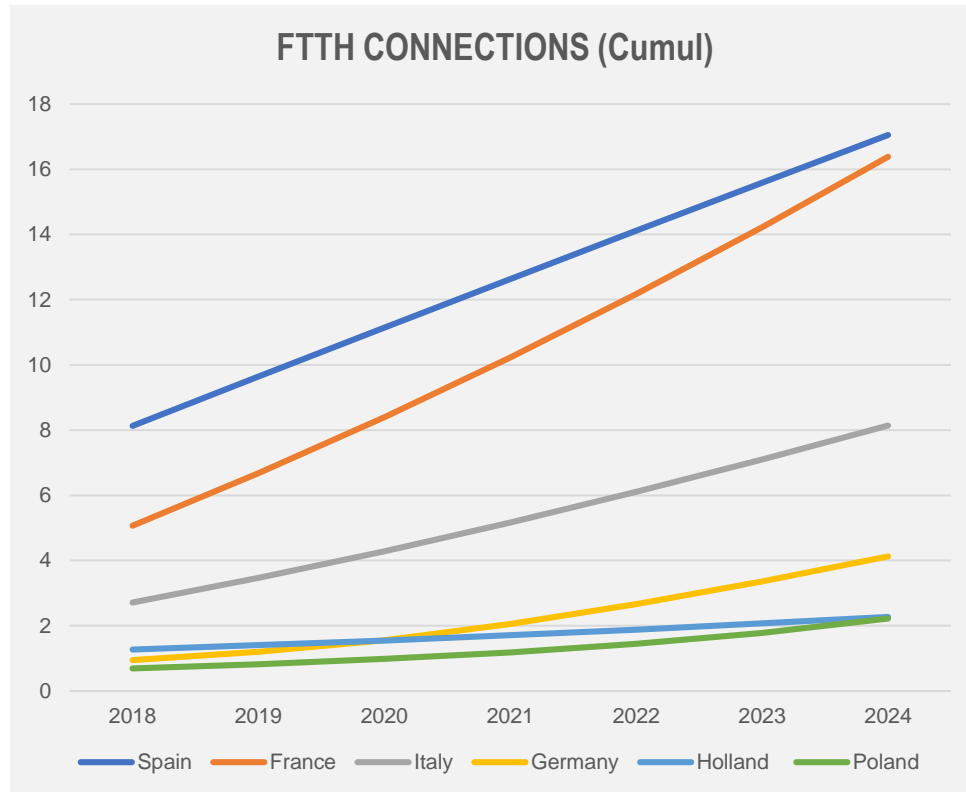
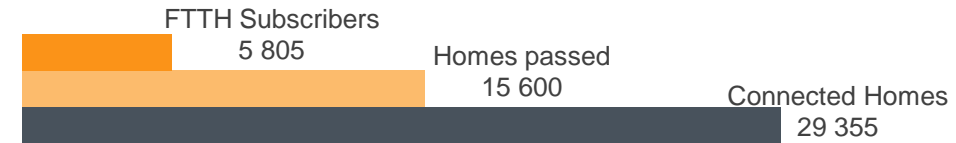
KEY SUCCESS FACTORS



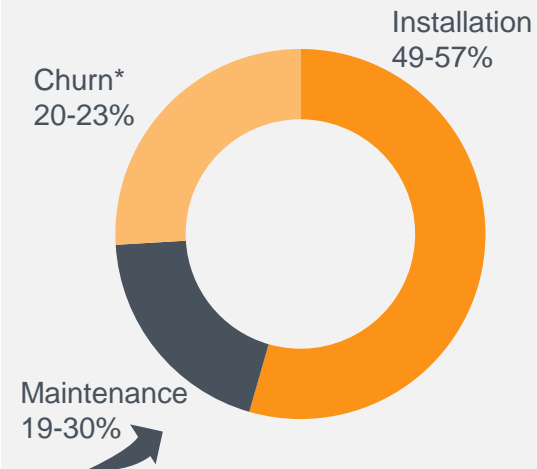
CONTINUED HIGH-GROWTH EXPECTED

As of 30 June 2019

15.6m homes passed
5.8m FTTH Subscribers

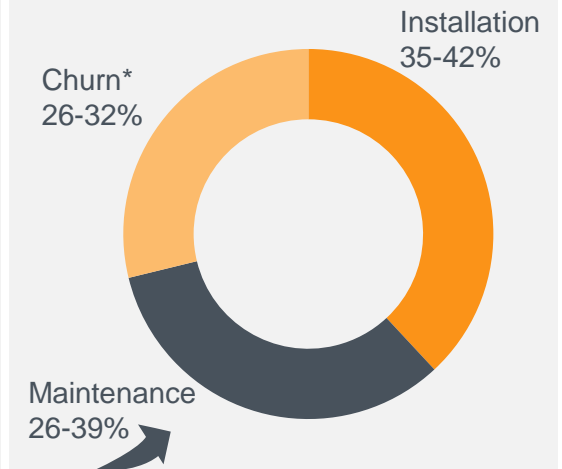


FRENCH FTTH ACTIVITY SEGMENTATION AS OF 2019



Total number of interventions :
2.8 - 3.3m

FRENCH FTTH ACTIVITY SEGMENTATION AS OF 2024



Total number of interventions :
5.1 - 6.2m

Churn: 10% of installed base
Maintenance: 8-15% of installed base

Poland

New Market Penetration

Wojciech Pomykala

POLAND AT A GLANCE

POLAND

Area: 312 696km² (69th)

Population: 38.4m (35th)

ENTRANCE DRIVEN BY

- Orange
- Size of the country
- Market development possibilities
- Market fragmentation
- Possibility to duplicate Business Model

KEY FACTS

	2018	2019	2020	2021
GDP (% y/y)	5.1	3.8	3.1	2.8

- Value of telco market: € 7.9bn (CAGR 2018-23, +5.9%)
- Mobile Data Revenue: €2.3bn (CAGR 2018-23, +8.8%)
- Fixed Broadband Revenue: €0.7bn (CAGR 2018-23, +4.5%)
- Number of FTTH Internet users: 0.7m at 31.12.2018 (+0,1m in 2019)
- EU Budget for Digital Poland: €2.17bn (2014-2020)

POLISH TELCO & ENERGY PLAYERS

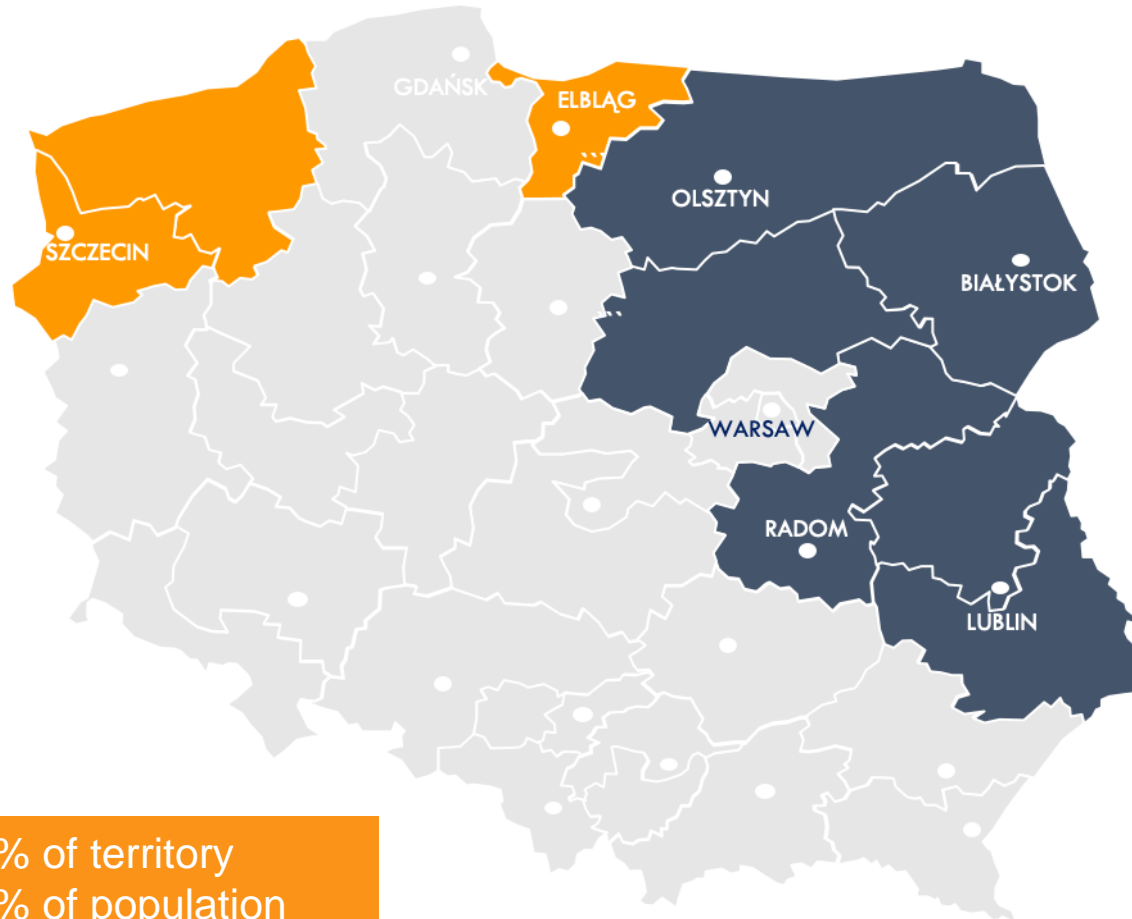


DE-RISKING MARKET ENTRY THROUGH CLIENT-LED APPROACH

Solutions 30 entered the Polish market through a client-led approach. This proven strategy to establish a first presence de-risks the investment. The group's experience allows for significant value-accretion through bolt-on-acquisitions.

CONTACT WITH KEY CLIENT	<ul style="list-style-type: none">• Possibility of contract takeover and extension - business plan• Win-win model?• Potential takeover targets	Go / No Go 
INITIAL TARGET DEFINITION	<ul style="list-style-type: none">• Preliminary due-diligence on suggested targets• Market analysis (further potential targets)• Long list of targets	
TEAM BUILD UP	<ul style="list-style-type: none">• Hiring of CEO• How to duplicate the proven business model in Poland?• Learning from other country organisations	
ACQUISITION PROCESS	<ul style="list-style-type: none">• Enter into discussions with all six potential targets• Short list of two most suitable targets• Support functions and advisers in place	Go / No Go 
SYNERGIES	<ul style="list-style-type: none">• Intense cooperation with client• Integration plan and timeline• Discussions on contract extensions	Go / No Go 
IMPLEMENTATION	<ul style="list-style-type: none">• Final due-diligence and contract finalising• Start takeover procedure• First extensions under discussion	Go / No Go 

POLAND – CURRENT FOOTPRINT



ca. 42% of territory
ca. 34% of population

#1

Telekom Usługi / Sprint
13.09.2019 / 31.10.2019

ca. 280 technicians
€8M yearly revenue
Sole partner for copper/FTTH
maintenance and new connections
Key partner for FTTH investment

#2

OPE of ELMO
25.09.2019 / 31.12.2019

ca. 620 technicians
€15M yearly revenue
Sole partner for copper/FTTH
maintenance and new connections
Key partner for FTTH investment

#3

new ZONE
01.01.2020

ca. 60 technicians
Min €1.7 M yearly revenue
Sole partner for copper/FTTH
maintenance and new connections
Key partner for FTTH investment

OUR AMBITION IS FOR €100M OF REVENUE IN POLAND

#1

SECTOR DIVERSIFICATION

Telecom vertical as a starting point, followed by replication of multi-vertical model

Telco (FTTH and 5G), Energy (Smart Meters) and eMobility are key development directions

#2

GEOGRAPHICAL DIVERSIFICATION

Services available in majority of the country, especially in regions where 5G and eMobility will grow significantly

#3

A SINGLE ORGANISATION

Competitive advantage versus others - an identical operational structure for the various business sectors, maximizing synergies and economies of scale, own IT tools

#4

MARKET CONSOLIDATION

Growth driven by new business and areas or by focused acquisitions in a highly fragmented market

Germany

Ramp-up
Franck d'Aloia
Jan Machuletz

GERMANY AT A GLANCE

GERMANY

Area: 357 386 km²

Population: 82.8m

MARKET DRIVERS

- Poor quality of high-speed network
- Acquisition of Unitymedia by Vodafone: Vodafone becomes the 2nd national player after Deutsche Telekom
- Vodafone new investment plan of on FTTH and 5G beginning in 2020
- Smart meters deployment initiated by e.on

KEY FACTS

	2018	2019	2020	2021
GDP (% y/y)	2.1	2.0	1.5	1.3

Value of telco market: € 41.7bn (CAGR 2018-23, +1.3%)
 Mobile Data Revenue: €9.6bn (CAGR 2018-23, +6.9%)
 Fixed Broadband Revenue: €10.1bn (CAGR 2018-23, +1.2%)

Number of FTTH Internet users (e) : 1.2m as of 31/12/2019
 (2019 vs 2018 (e): +0.2m)

TELCO & ENERGY PLAYERS



SOLUTIONS 30 IN GERMANY

KEY FIGURES

€54.0M
2018 revenue

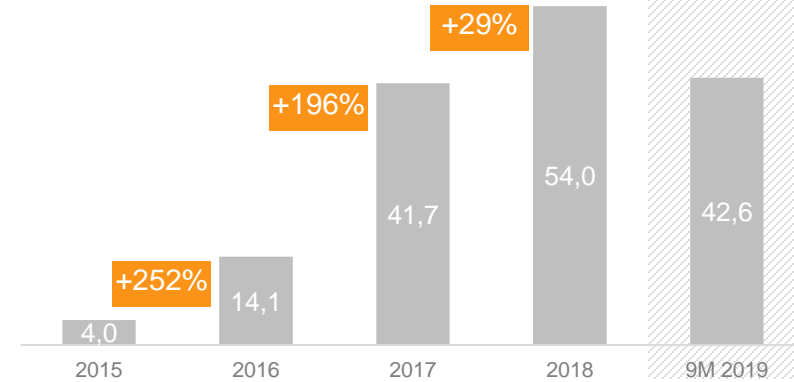
€42.6M
9M 2019 revenue

600+
direct employees

2,500+
Call-outs per day

2015-18: REVENUES x13.5

In €m



3 VERTICALS



Telecom



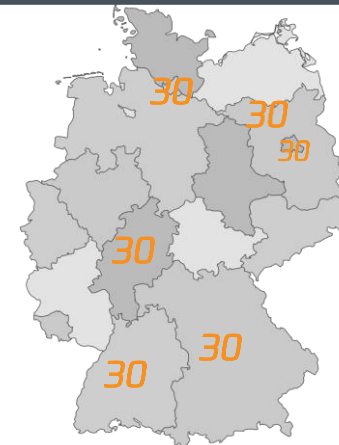
Energy



Internet of Things

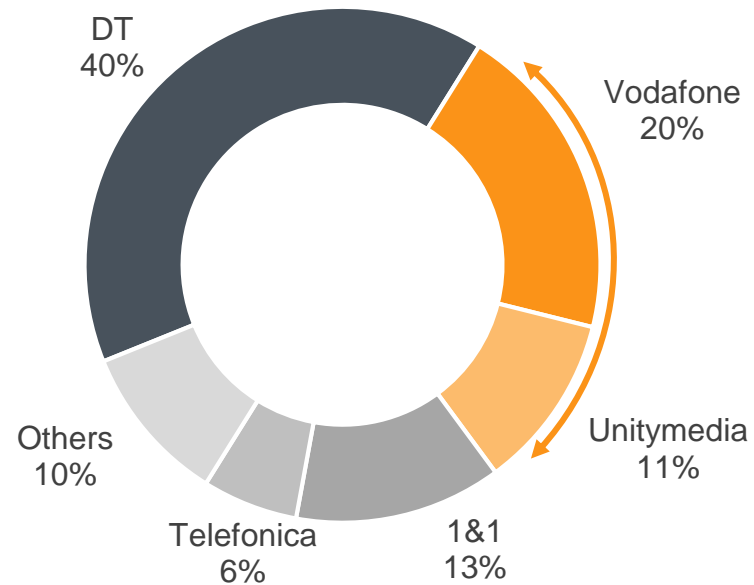


A REGIONAL FOOTPRINT



THE TELECOM MARKET CONSOLIDATION

Fixed broadband access lines market shares, 2018



Vodafone's network coverage



Vodafone offensive

"Building the Gigabit Republic together in all 16 federal states".

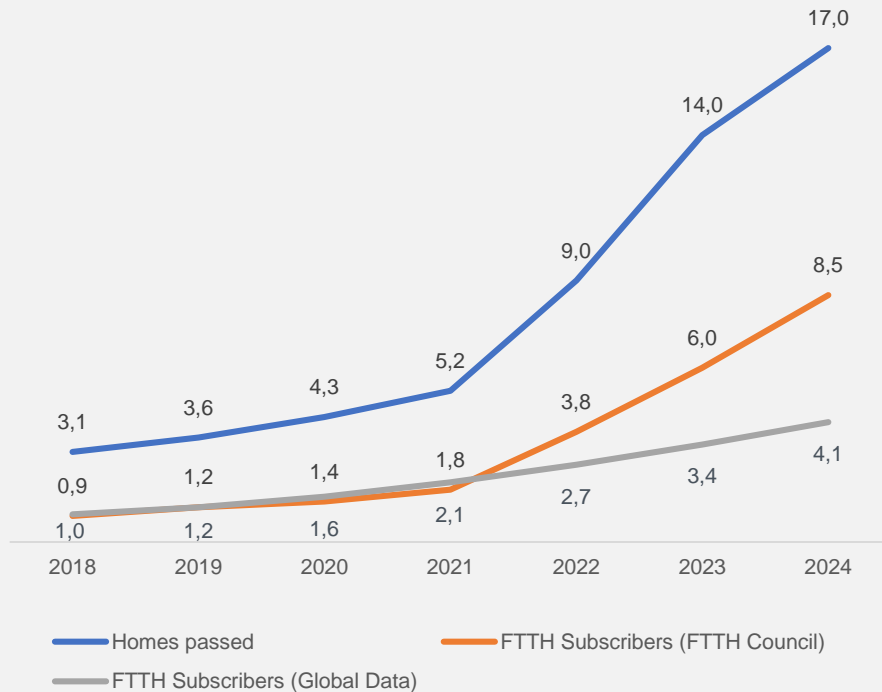
By 2022, 25 million households will be supplied with gigabit speeds.

FTTH RAMP-UP IN GERMANY

As of 2018

7% coverage
31% take-up
2% homes connected

FTTH CONNECTIONS (Cumul)

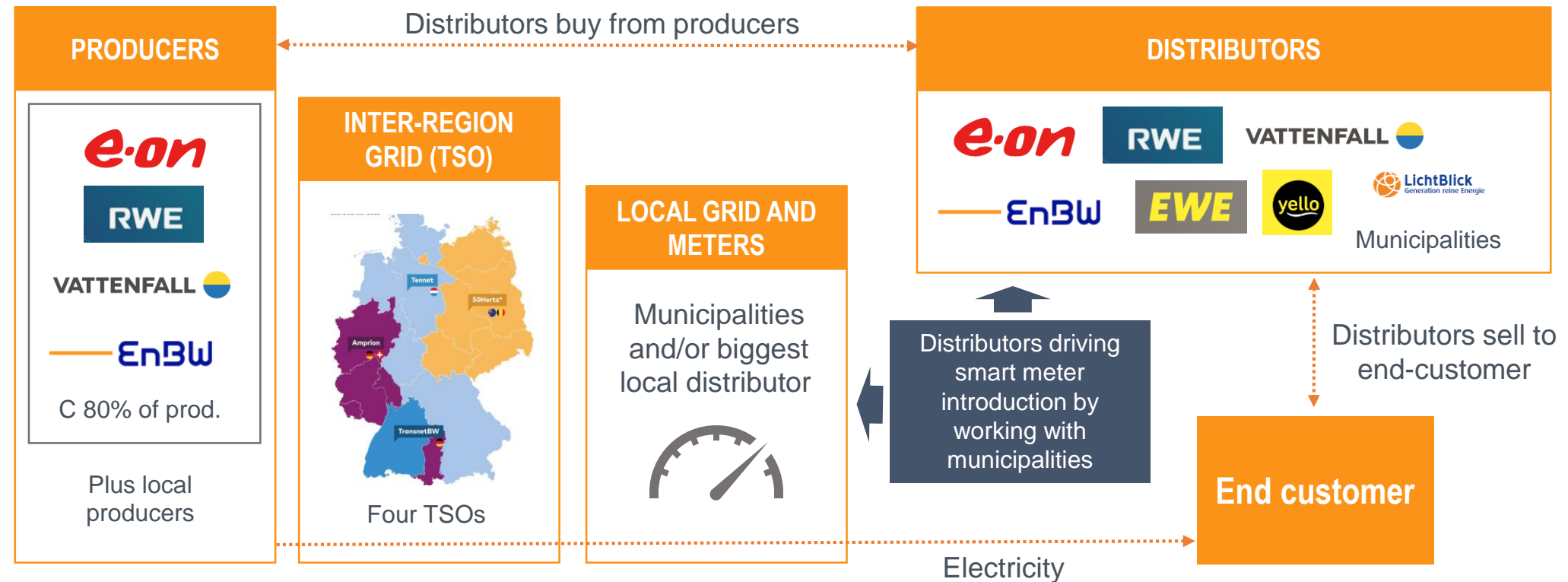


A TURNPOINT IN THE MARKET, MANY OPPORTUNITIES TO SEIZE

- An under-served market
 - Migration from copper-based from copper-based and cable-based architectures to full-fibre solutions has started
 - Vodafone Gigabit Investment Plan in Germany
- A changing competitive landscape
 - The concentration of the market will require global field services providers
 - Vodafone now has 20 field services partners, of which Solutions 30 is the only partner of both Vodafone & Unitymedia

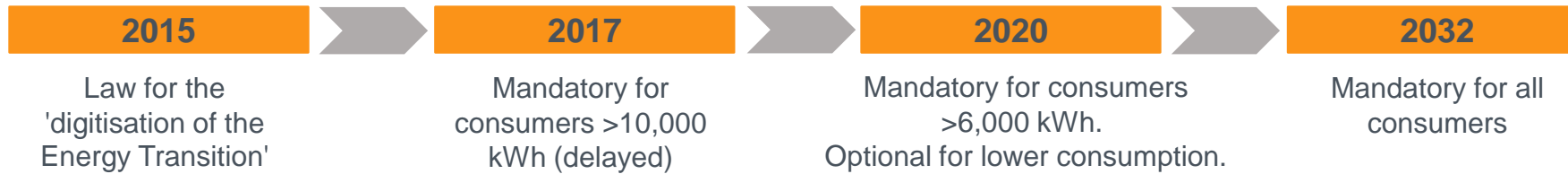
BACKGROUND: ELECTRICITY DISTRIBUTION IN GERMANY

Liberalisation 1998, regulator: Bundesnetzagentur

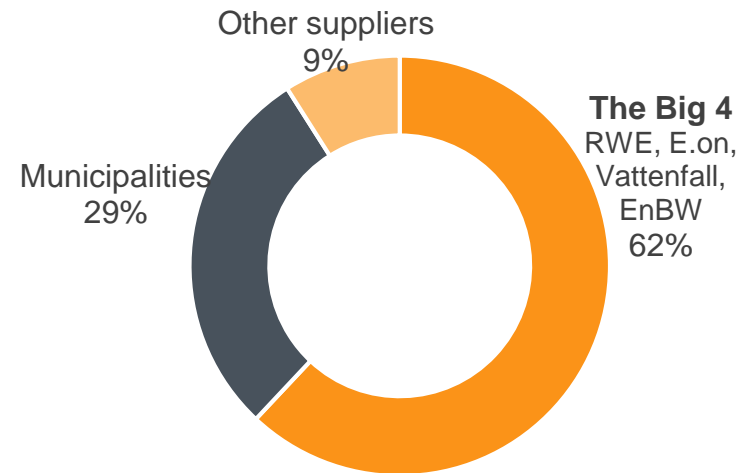


SMART METERS IN GERMANY

- 2015 law for the 'digitisation of the Energy Transition'
- Implementation leaders are large distributors



Market share of distributors



E.on taking over RWE's distribution network of Innogy as of 2019

→ ~14m customers in Germany

~41m households
(~29m in France)

~50m electricity meters
(~37m in France)

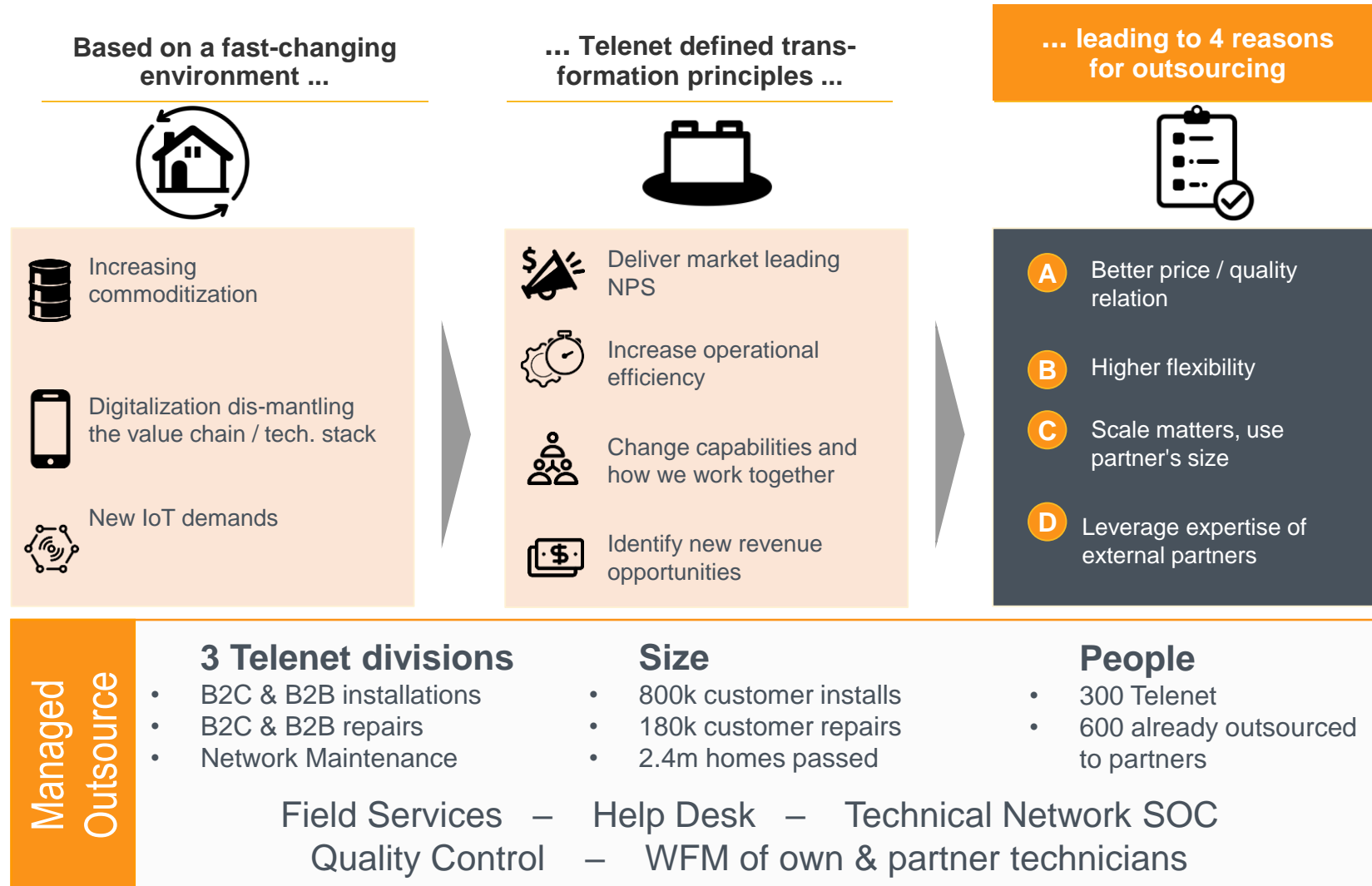
Belgium

Telecom managed services

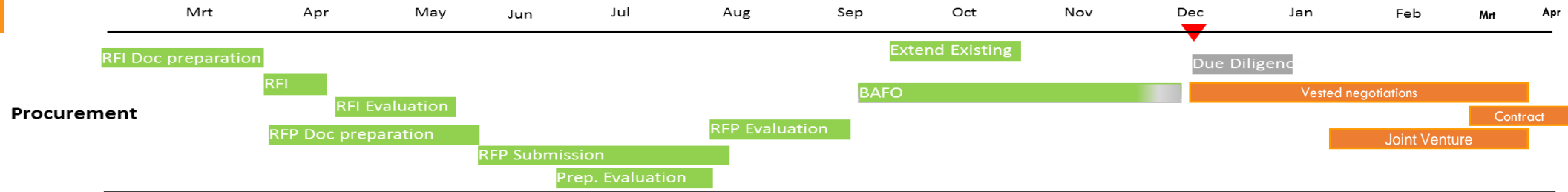
Koen Verbergt

TELENET SERVICE OUTSOURCING RATIONALE

4 SPECIFIC REASONS



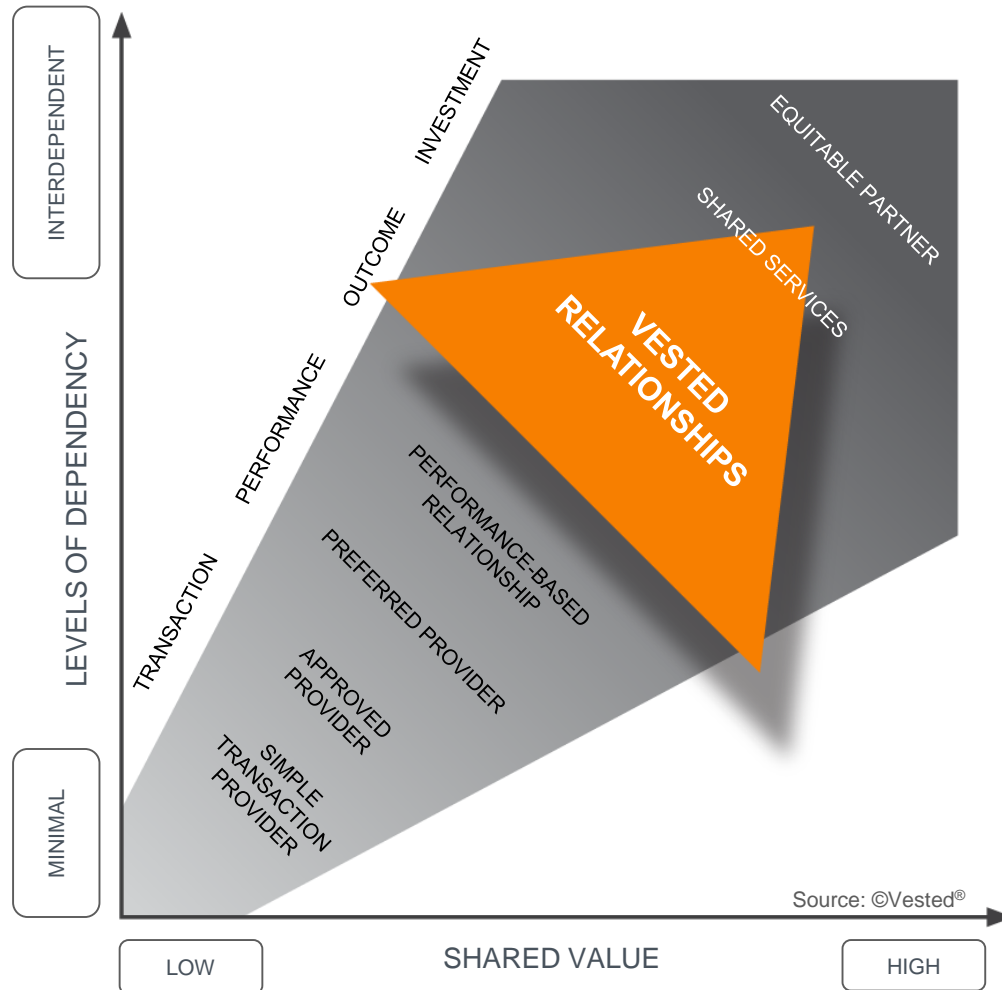
TENDER PROCESS - WHY SOLUTIONS 30



- 1 RFI**
 - RFI executed in March/Apr with 14 vendors
 - Based on scoring matrix 3 vendors selected for RFP
- 2 RFP**
 - RFP executed in May/August to 3 vendors
 - Based on scoring matrix and price submission 2 vendors selected for BAFO
- 3 BAFO**
 - BAFO executed in Sep/Nov to 2 vendors
 - 5 workshops for stress test contract (Financial, savings, additional project, governance & engineering) → Solutions 30 selected for exclusive nego
- 4 Vested**
 - 4 workshops to create a Vested contract
 - Supported by the University of Tennessee
- 5 JV**
 - Create Joint Venture Field Services
 - Solve challenges SWOT analysis by transferring management



WHY VESTED / EQUITY



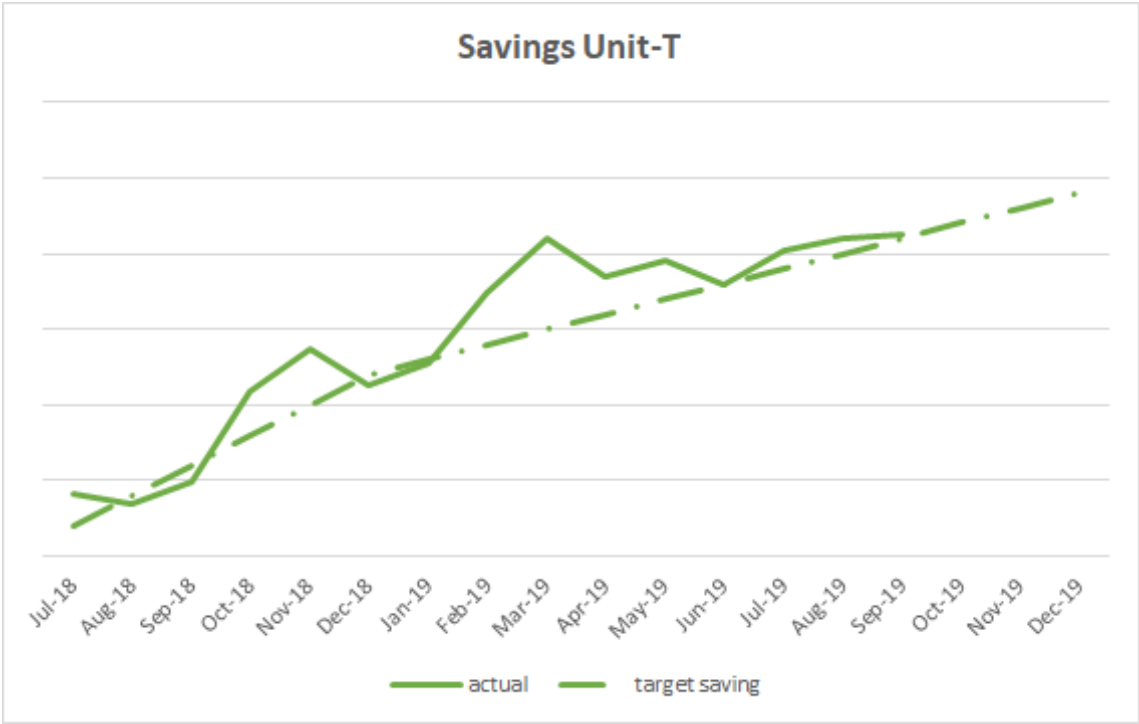
Vested

- Shifts from a conventional “buy/sell” business model focusing on transactions to an “outcome” based business model focusing on results
- Moves beyond saying “strategic supplier” to developing carefully crafted collaborative agreements

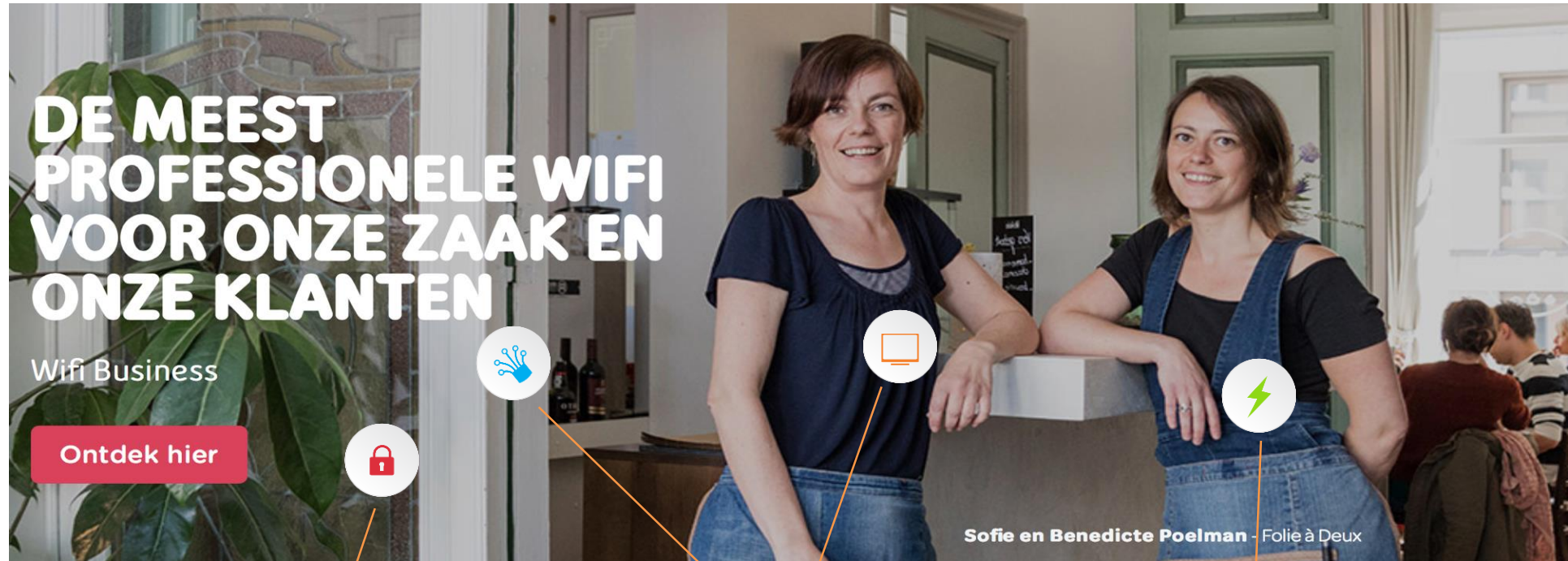
Equity

- Softer HR and current transaction suppliers
- Financial: believe in value creation
- Support on TLN’s ARPU increase by:
 - keep access to development of new technical skills closer
 - create smart bundles between telco and SI
 - keep investments in IOT close by

TRANSFORMATION OVERVIEW



SERVICE SOLUTIONS FOR SMART SHOP & SMART OFFICE



Burglar Alarm
Smoke Detectors
Video Surveillance
Access Control

Network
Telephony
Wi-Fi
Cabling

PIN/PTE
POS
Digital Signs

PC/Laptop
Tablet/GSM
Managed Print

E-Thermostat
Charging Station
Light sensors
Smart Plugs
Temperature

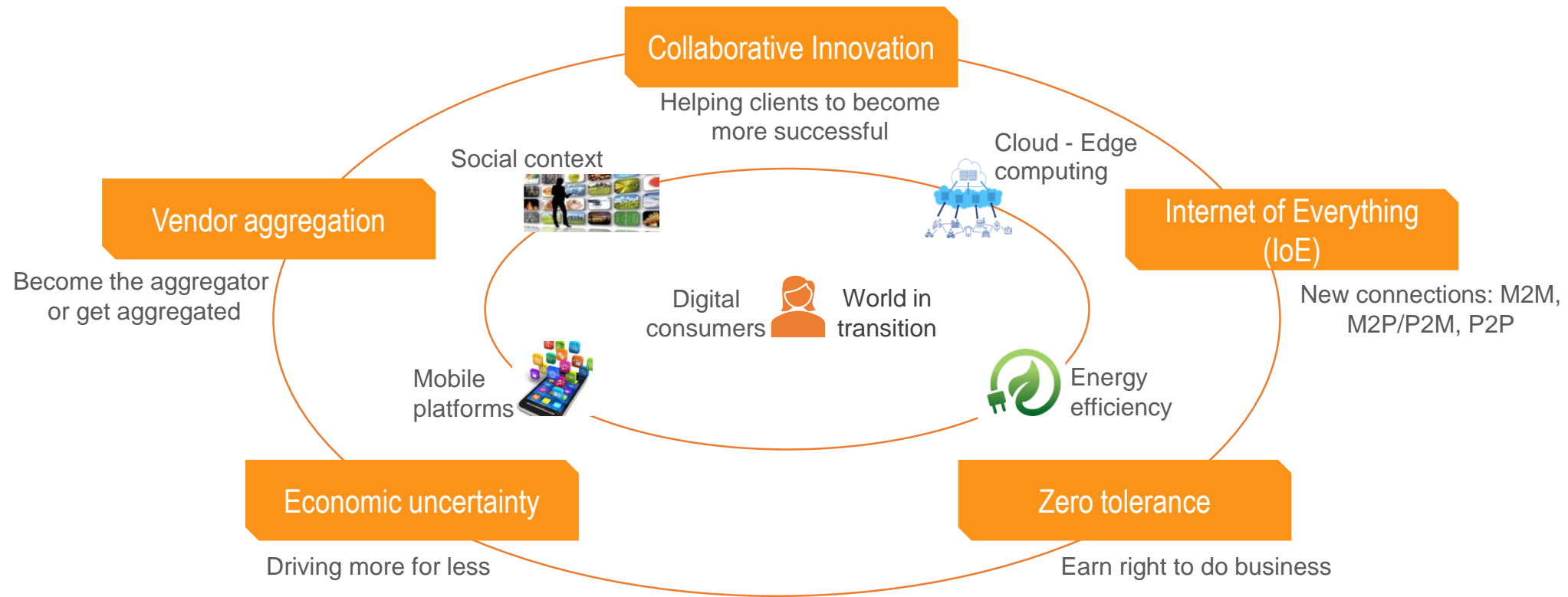
Global
Outlook

Turning new technologies into business opportunities

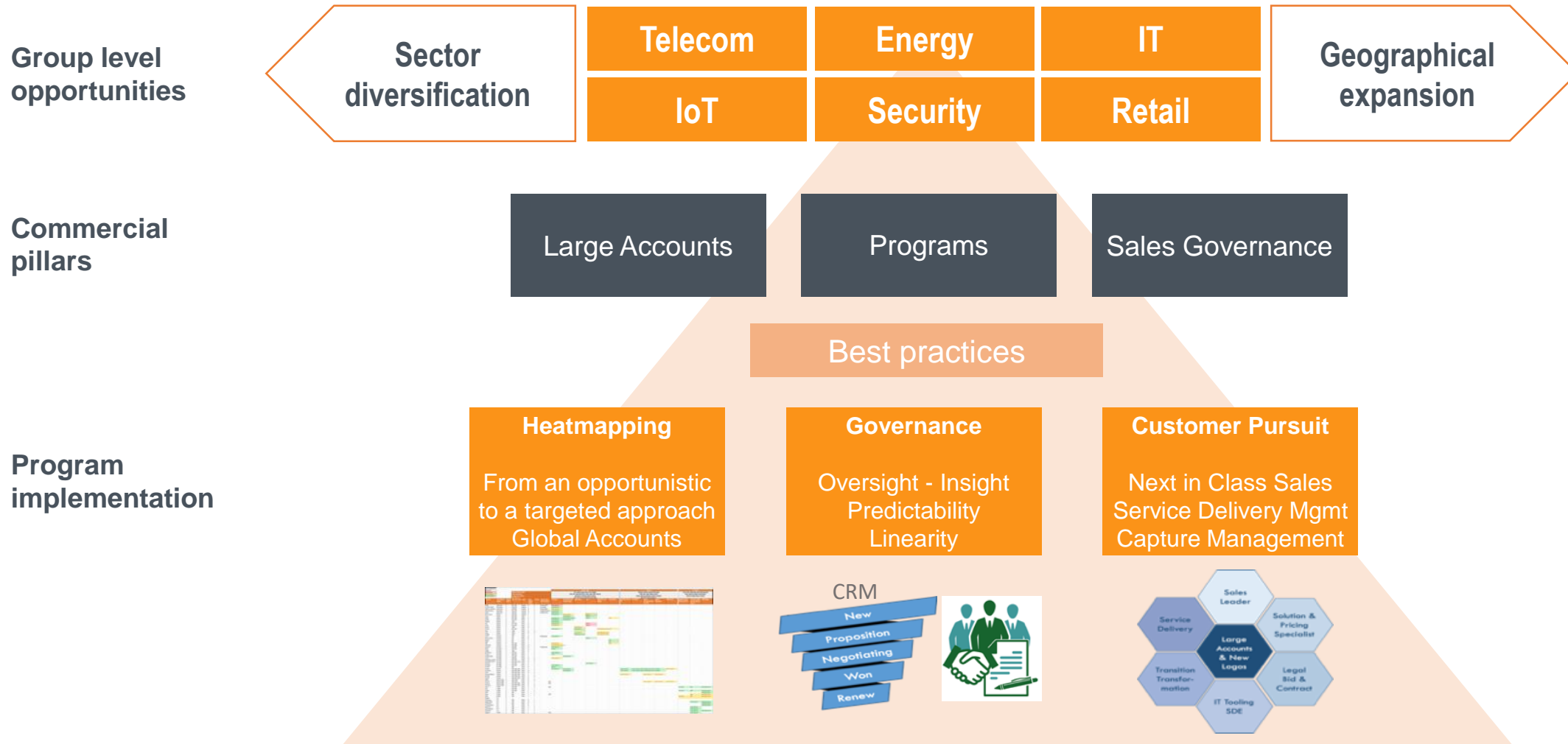
Luc Brusselaers

KEY TRENDS

- Solutions 30's clients need to deliver innovation to their customers
- Key innovation trends mean increasing requirement for field services



SALES ORGANISATION



PORTFOLIO DEVELOPMENT

Group level opportunities



Portfolio development



FTTX

Money30
powered by Solutions30



MANAGED SERVICES



VESTED



IT



Security



Retail



IoT



Telecom



Energy



SIX VERTICALS



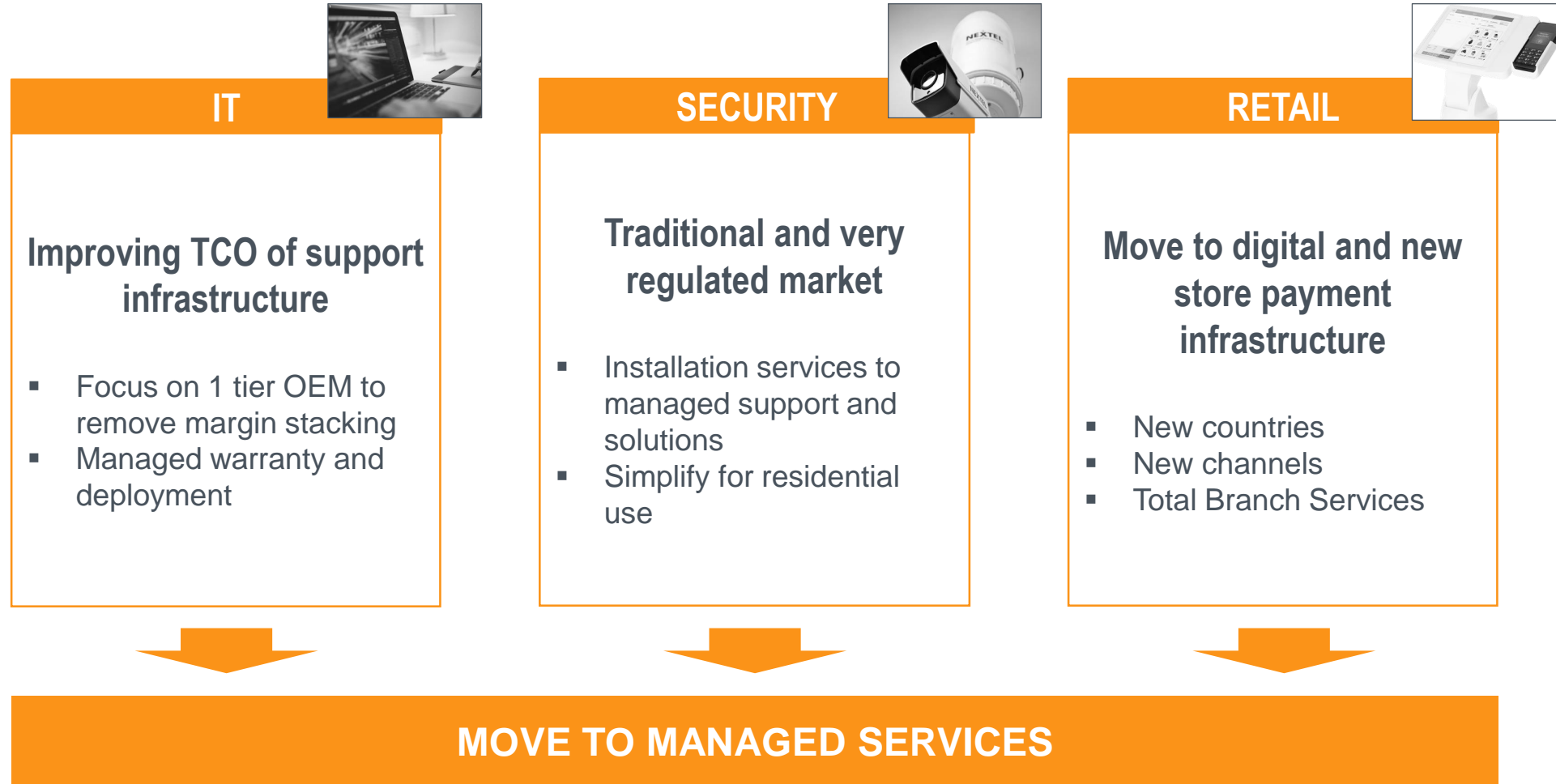
Expand from Transactional into Managed Services

- Services for PTE manufacturers and acquirers → Total Store Services
- Services for system integrators → Managed Services for IT OEM
- Installation work for Security Companies → Managed Solutions for Security and Telco channel

Moving closer to the decision maker

- OEM direct managed warranty and deployments
- Multinational approach
- Remove margin stacking

IT / SECURITY / RETAIL

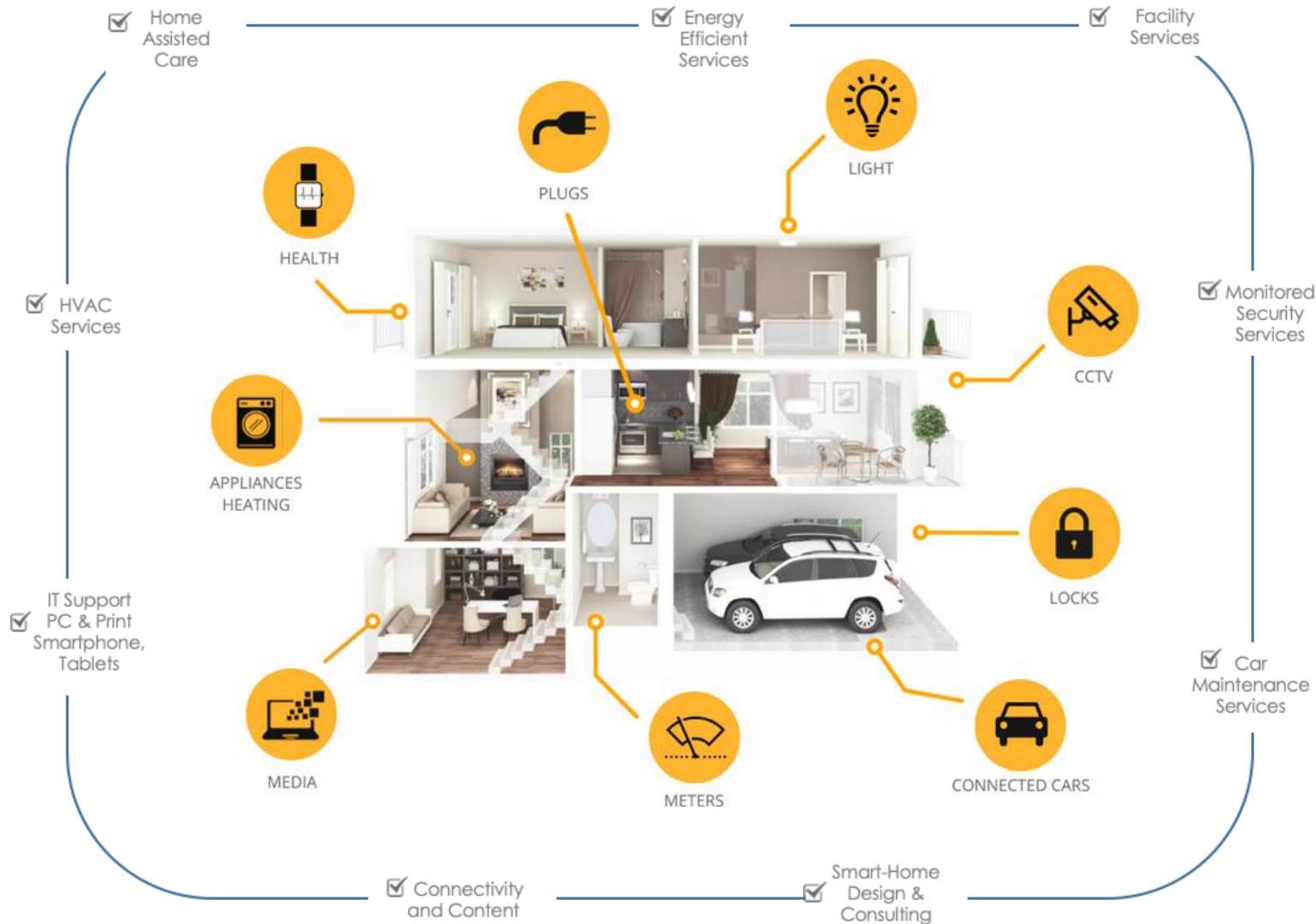




Emerging market

- Home comfort: digital and physical security, energy, home maintenance
- Personal well-being: healthcare, wearables
- Smart office buildings
- Smart City
- Expanding channels: telecom, energy, security (insurance, banking, healthcare)

SERVICE SOLUTIONS FOR IOT IN SMART HOMES



Smart Objects



Installation & Maintenance



Integrated Applications



Extended Services



Smart Living

Vodafone Unitymedia – Smart Building – IoT example



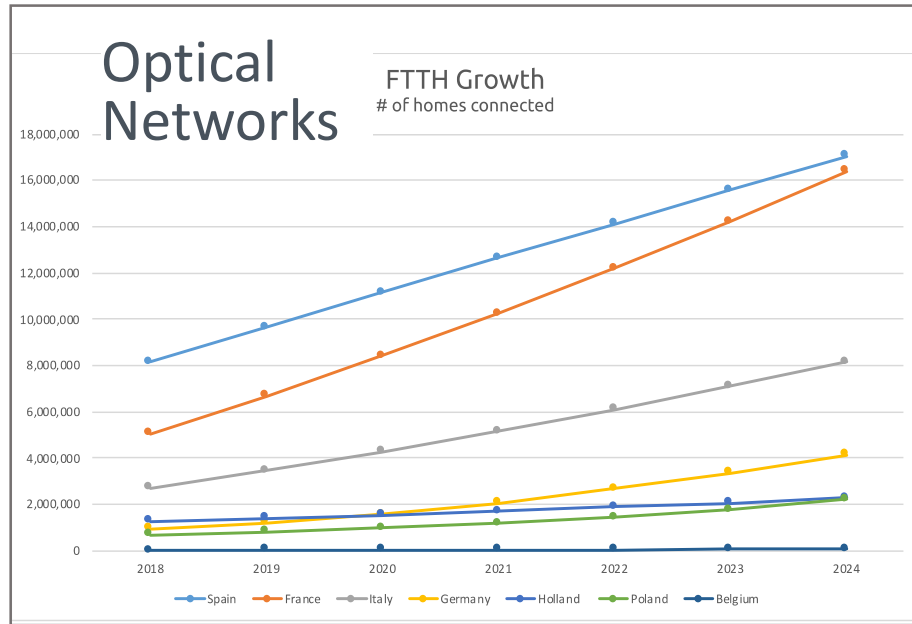
TELECOM



CAPEX/OPEX and ARPU

- Wireline: FTTH, Upgrading Coax Networks
- Mobile: 5G Macro- (2020-2025) and Micro cells (2024-)
- ARPU - IoT, the 5th Play
- Service Outsourcing

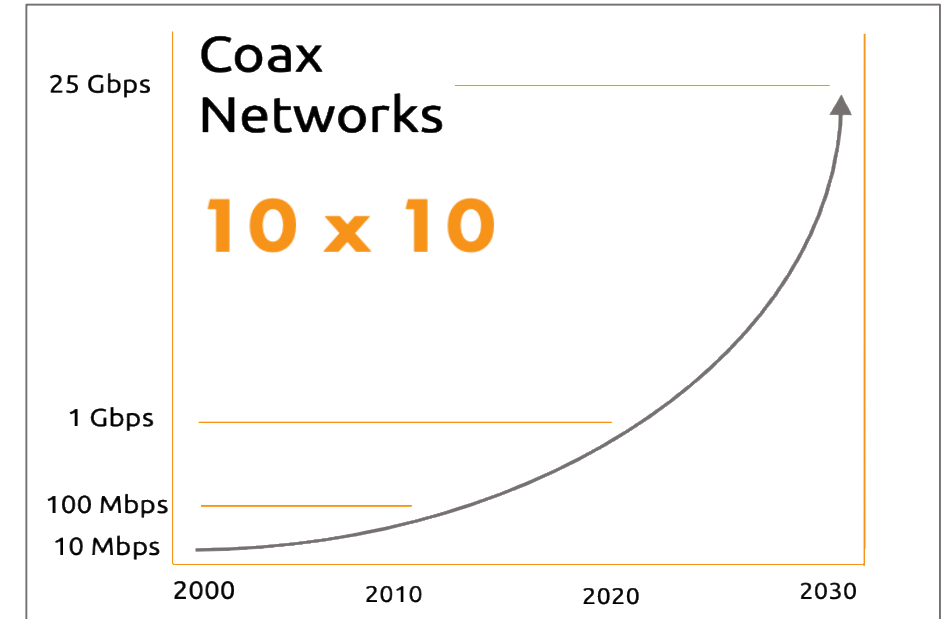
WIRELINE NETWORKS: FTTx and Coax



Source: Global Data 11/2019

Continued growth, catching up in non-coax

- growth homes passed and connected
- fiber to the areal
- coax segmentation
- CAGR largest in Germany and Poland



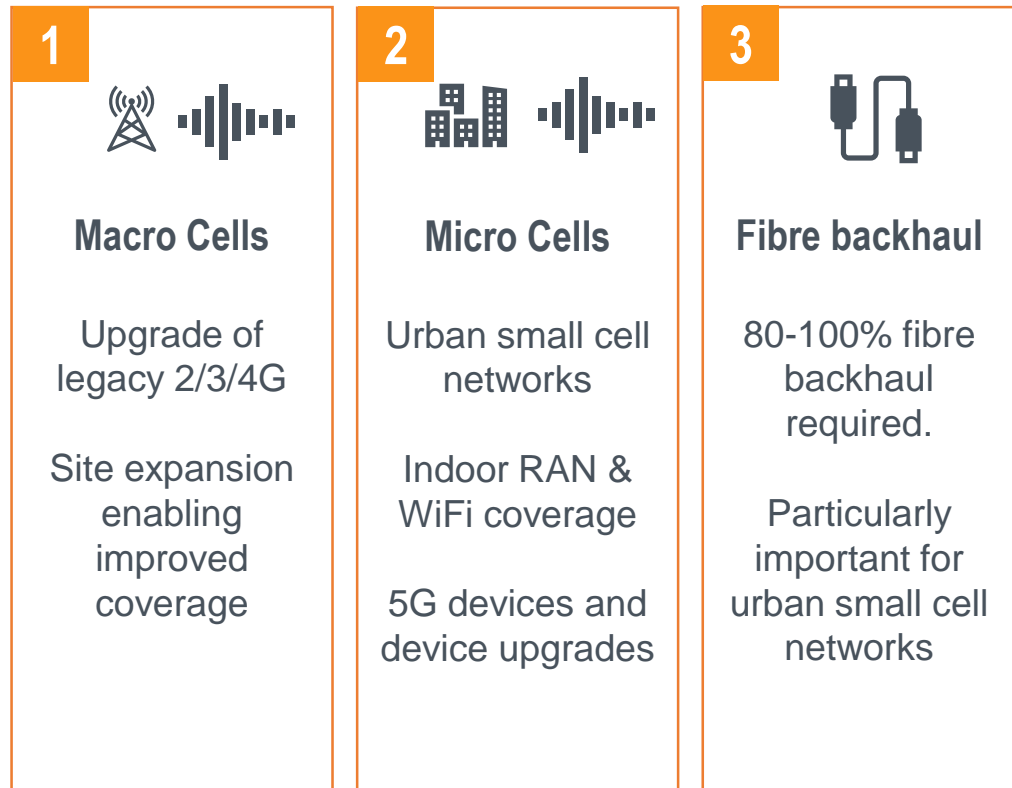
Source: Liberty Global 10/2019

+25 Gbps speed before 2030 through

- spectrum expansion
- technology efficiency upgrades
- segmentation
- maximizing spectrum

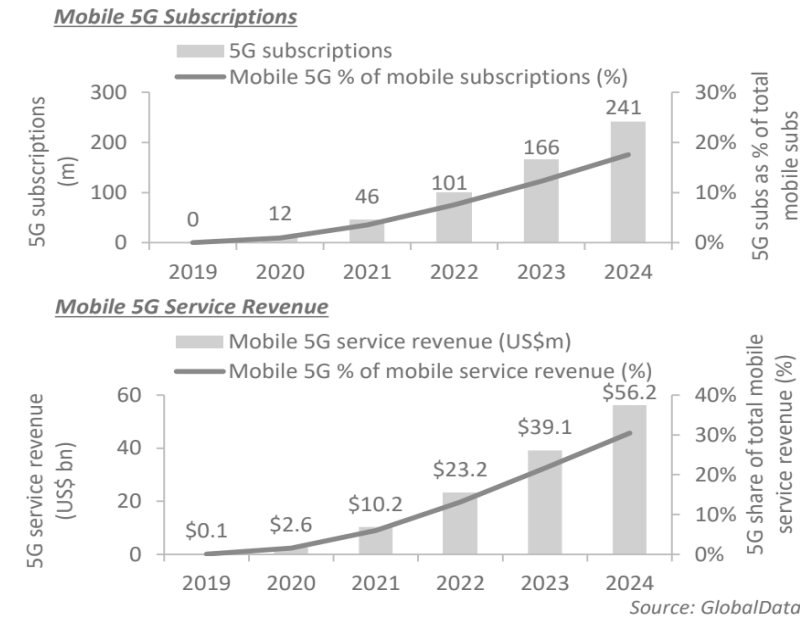
MOBILE NETWORKS: 5G

Investment need across network domains



Mobile networks growth predictions

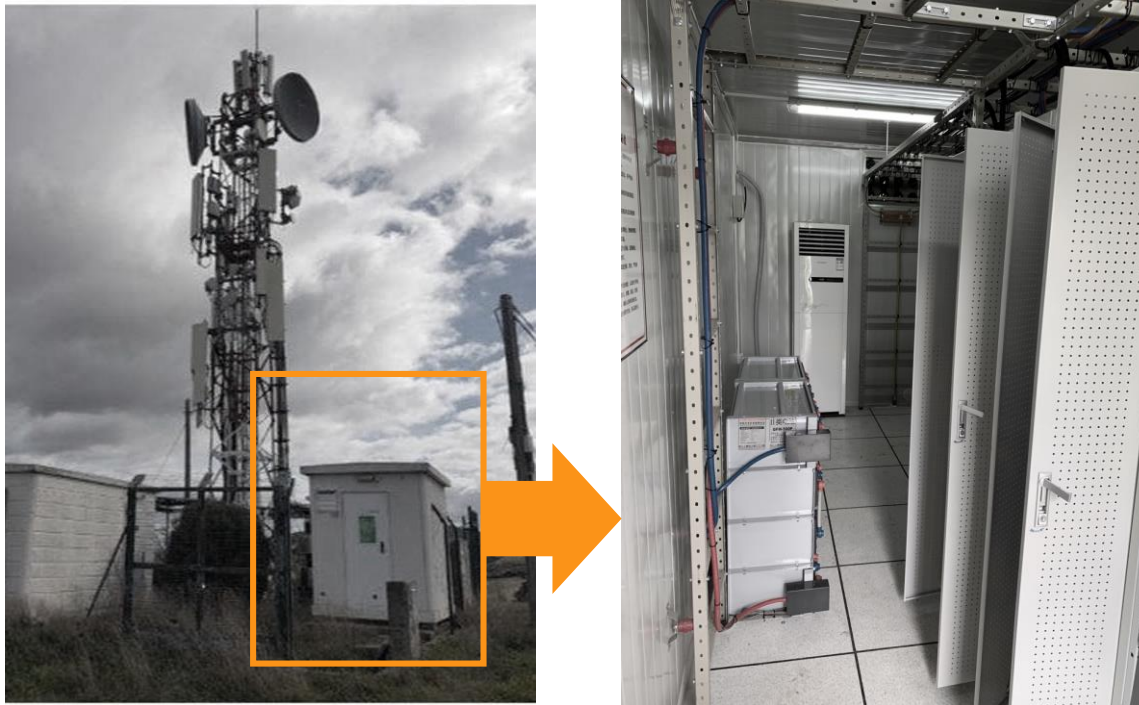
EXHIBIT 5: MOBILE 5G FORECASTS – Europe, 2019-2024



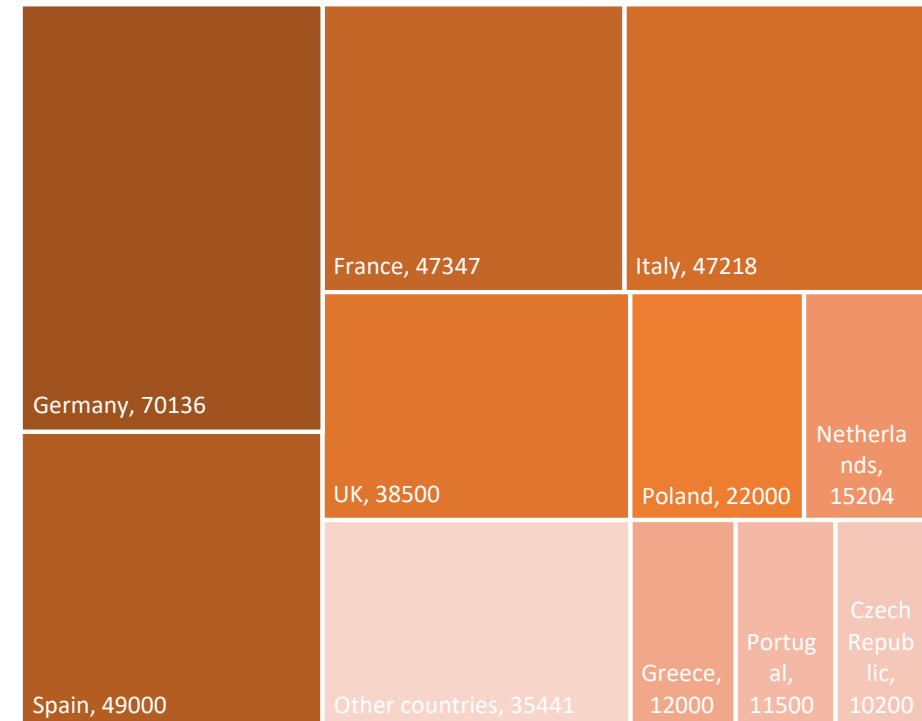
Commercial 5G launch dates -
2020 - Switzerland, UK, Austria Italy, Spain, Germany

ANTENNA SITES: VIEW FROM THE FIELD

Mobile network antenna and support infrastructure



Existing tower and rooftop sites in European countries 2018



Source: Tower Xchange Europe 2018.

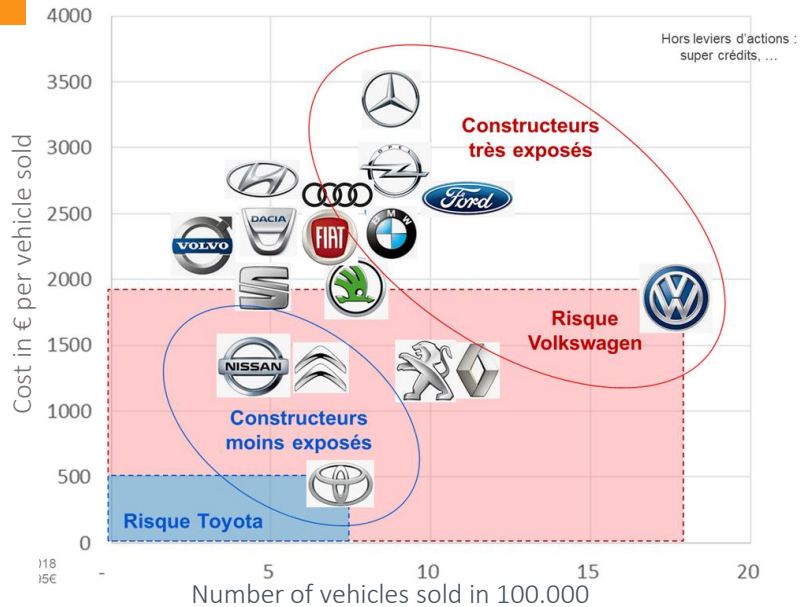
ENERGY



Enabling the journey to CO2 neutral

- Digital E/G meters
- EV Charging
- Smart Thermostats & HVAC
- Energy Efficient Residential and Office buildings

EV CHARGING



- European **Objective 2020** (average of 95g CO₂/km) is of major concern to all car manufacturers
- 20% of all CO₂ in Europe is caused by road traffic – Norway and NL leading the way in car park conversion
- Customer journey starts with car brand and leasing company selection. Purchase will include charging option

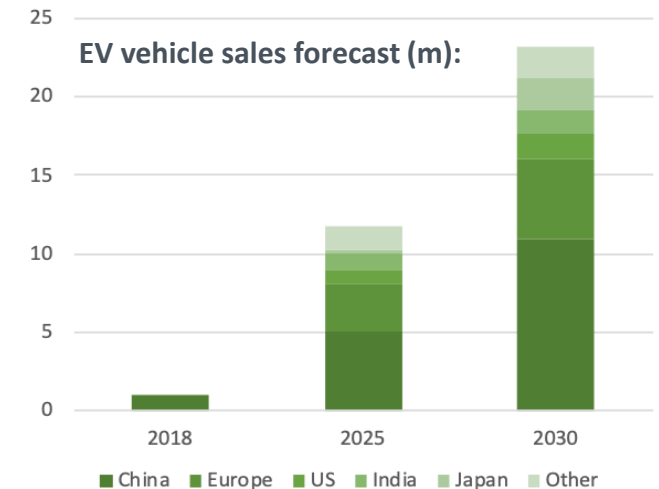
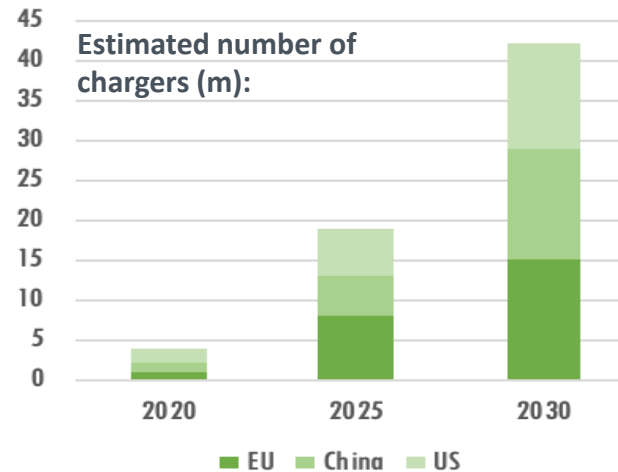


This year so far, Tesla Model 3 is the best selling car in the Netherlands

Model	Aantal	Marktaandeel (%)
Tesla Model 3	13.587	4,1
Volkswagen Polo	9684	2,9
Ford Focus	8606	2,6
Opel Karl	7987	2,4
Volkswagen Golf	7354	2,2

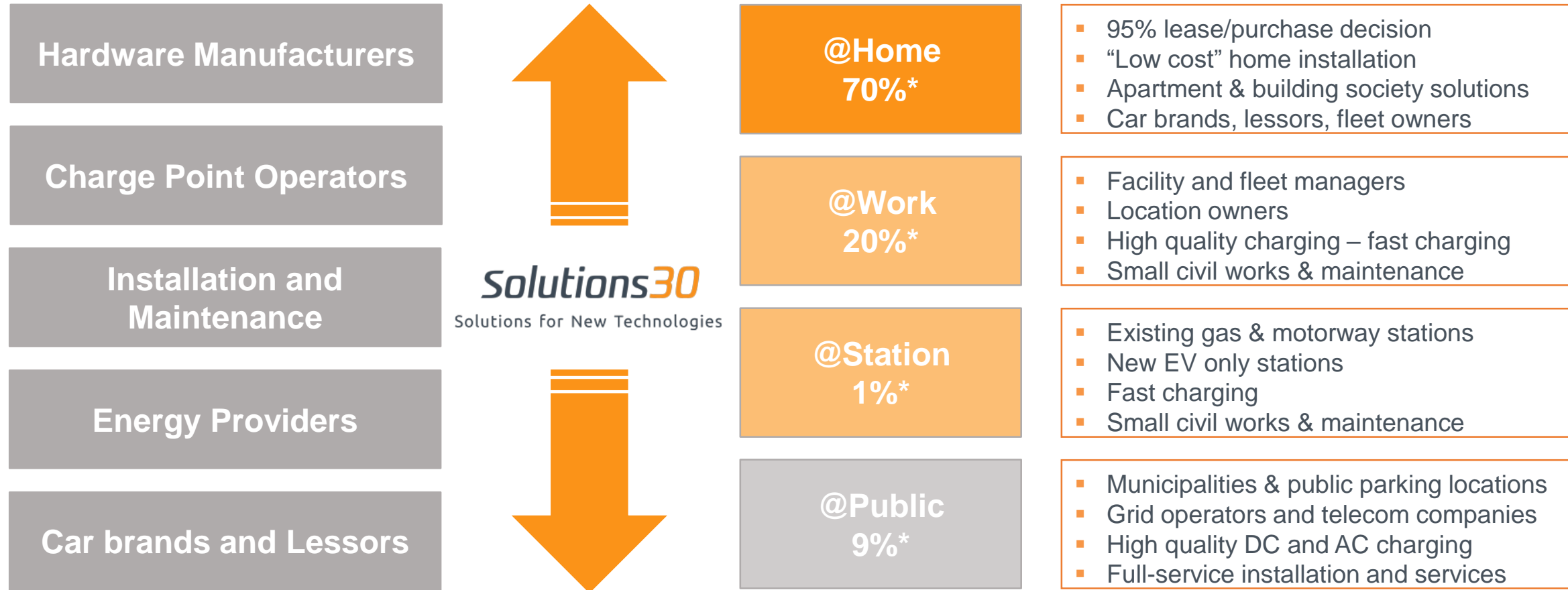
Forbes

Almost 60% of new cars sold in Norway during March 2019 were entirely electric-powered. It's the latest record-breaking statistic involving Norway and electric vehicle (EV) records as the Scandinavian nation looks to stop sales of fossil fueled cars by 2025.



Source: Forbes, McKinsey, IEA, tweakers

EV Marketplace for Solutions 30

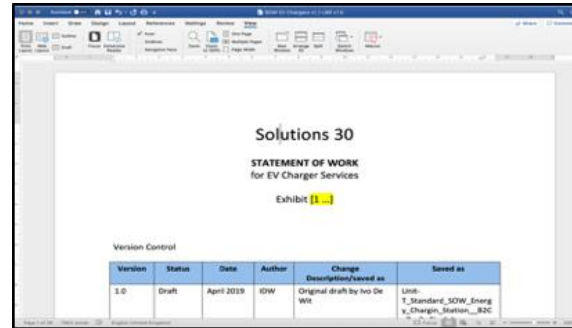


* Estimate based on NL and NO markets

SOLUTIONS 30 EV CHARGING - COMMERCIAL PLATFORM

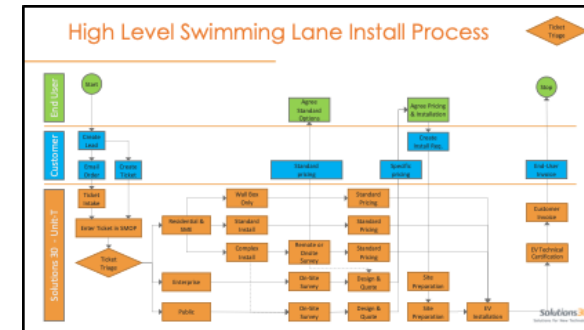
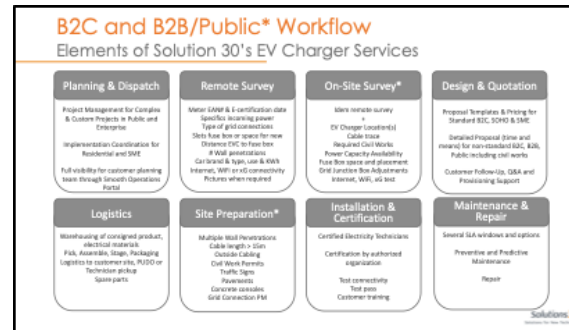
Program presentation

- Customer presentation
- Customer proposal
- Standard statement of work



Operations manual

- Solutions design
- Market segment specifics
- Operational workflows



Pricing

- Standard Services Price Book
- Additional Services Prices
- Custom Project Guidelines
- SLA Overview

Standard SLA Model to be defined

For Residential and Enterprise Customers (Example from Belgium)

Installation Service	On-site Minutes		Response time from start date		Service level		
	Standard	Complete & Correct	Standard	Complete & Correct	Standard	Complete	
Installation Crew*	85:00 - 17:00	24:00	24:00	24:00	95%	95%	80%
Auto-Install Call†	85:00 - 17:00	24:00	24:00	24:00	95%	95%	80%
Site Survey Request‡	85:00 - 17:00	24:00	24:00	24:00	N/A	95%	N/A
Site Survey Order§	85:00 - 17:00	N/A	7:00:00	7:00:00	N/A	75%	75%
Design & Quotation¶	85:00 - 17:00	15:00:00	15:00:00	15:00:00	95%	75%	75%
Installation	85:00 - 17:00	15:00:00	15:00:00	15:00:00	95%	75%	95%
Technical verification installation** (post install)	85:00 - 17:00	15:00:00	15:00:00	15:00:00	95%	95%	95%
Installation and 24/7 Service	85:00 - 17:00	15:00:00	15:00:00	15:00:00	95%	95%	95%
Preventive Maintenance BSC	85:00 - 17:00				Subscription		
Preventive Maintenance SOC	85:00 - 17:00				Subscription		
Support SLA***	85:00 - 17:00	24:00	24:00	24:00	95%	95%	95%
Support SLA****	85:00 - 17:00	24:00	24:00	24:00	95%	95%	95%
Support SLA****	85:00 - 23:00	24:00	24:00	24:00	95%	95%	95%

* Full call, starts on first date
† Full call starts on date of request of the quotation
** SLA check starts on date of request

Solutions 360
powered by NetScout Systems

KEY TAKEAWAYS

- We have a profitable and scalable business model that can be duplicated across verticals and geographies

MOMENTUM	Strategic account management with focus on big deals delivering recurring business and growth
FOCUS	6 market segments, tier 1 customer focus, innovate and grow
BUILD	Build client trust in our delivery of innovation and their brand promise
TALENT	Improving talent: quality and quantity
SCALE	Evolve the business model to be fit for the next wave of growth, supported by platform and system enablers



SOLUTIONS 30 CMD 2019

KEY TAKEAWAYS FROM THE DAY



Our IT platform is a key differentiator



Solutions 30 has a self-funding consolidation model with a first mover advantage in a fragmented market



Ever-changing technological landscape offers continued room to grow in existing verticals



Countries are at different stages in the roll-out of relevant technology

MID-TERM TARGET: €1BN TURNOVER