

CUSTOMER FIRST

24 - 26 SEPTEMBER, 2019 | CASCAIS, PORTUGAL



DAY 1, OPENING SESSION

16:30 – 18:30, TUESDAY, SEPT 24

Telecoms Transformation, Tofane Global Strategy

Alexandre Pébereau

CEO, iBASIS and Tofane Group

Roland Nicklaus

Founder, RXN Consulting



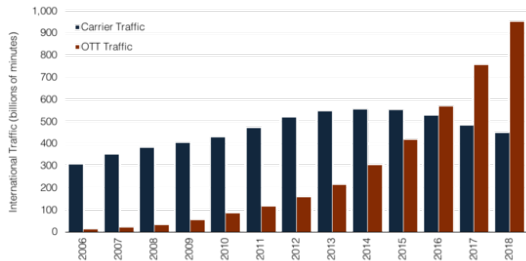
Tofane Global Strategy

Alexandre Pébureau
CEO, iBASIS and Tofane Group



THE MARKET TRENDS FOR INTERNATIONAL VOICE REINFORCE THE IMPACT OF ECONOMIES OF SCALE

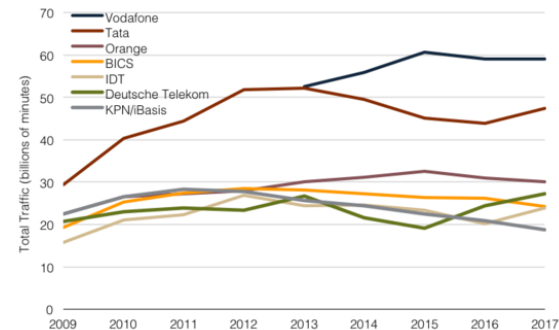
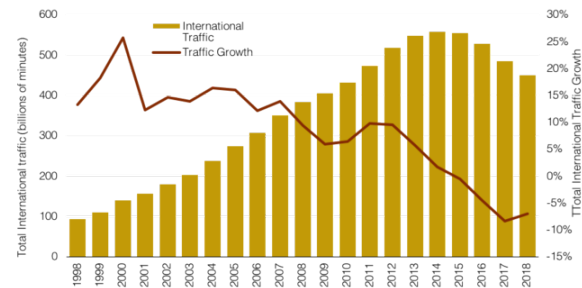
A four-year decline of the carrier traffic with 440 Billions in 2018 (-8%).



Social OTT calls replace traditional business communications as a driver for international voice. They have become bigger than Carrier traffic.

... but it is carried by a stable top 7 operators which illustrates the underlying consolidation trend from scale effects.

2018 figures are projections - Source : Telegeography 2019



OUR RAPID GROWTH THANKS TO 'CARVE-OUT' ACQUISITIONS



MANAGEMENT & FOUNDER

INVESTORS



WHOLESALE INTERNATIONAL TELECOMS

VOICE SOLUTIONS

MOBILE DATA SOLUTIONS

IoT CONNECTIVITY SOLUTIONS

supported by
20 years of track record in Innovation
with landmark patents

VOICE LEADERSHIP 2018



ACQUISITION

9th GLOBAL OPERATOR VOICE PROVIDER

INTERNATIONAL LEADER ON VOICE AND ROAMING

13+ BILLION MINUTES

REMAINS ALTICE PARTNER FOR

VOICE and MOBILE DATA

RETAIL



28 MILLION CUSTOMERS MOBILE

FIXED RI-LINE

CORPORATE



1 MILLION BUSINESS CUSTOMERS

MOBILE LEADERSHIP 2019



ACQUISITION

8th GLOBAL OPERATOR VOICE PROVIDER

TOP 3 IPX PROVIDER

700+ LTE DESTINATIONS

18+ BILLION MINUTES

REMAINS KPN PARTNER FOR

VOICE, ROAMING, MOBILE DATA, TRANSMISSION and IoT



COMMUNICATIONS LEADER

ONE GLOBAL CARRIER

3RD LARGEST GLOBAL VOICE PROVIDER

TOP 3 for LTE connectivity

\$1+ BILLION in REVENUES

30+ BILLION MINUTES

1000+ CUSTOMERS

300 GLOBAL EMPLOYEES in 18 OFFICES

1

Carve-out the International Carrier businesses of telecom operators for whom these are dilutive and non-core but they insure autonomy vs large competitors

2

Integrate these businesses and boost their performance thanks to economies of scale and with their properly incentivized senior management

3

Use the cash-flow generated to invest in new services (organic and acquisitions) and create a global digital leader valued with a strong multiple

Cross-sell large portfolio

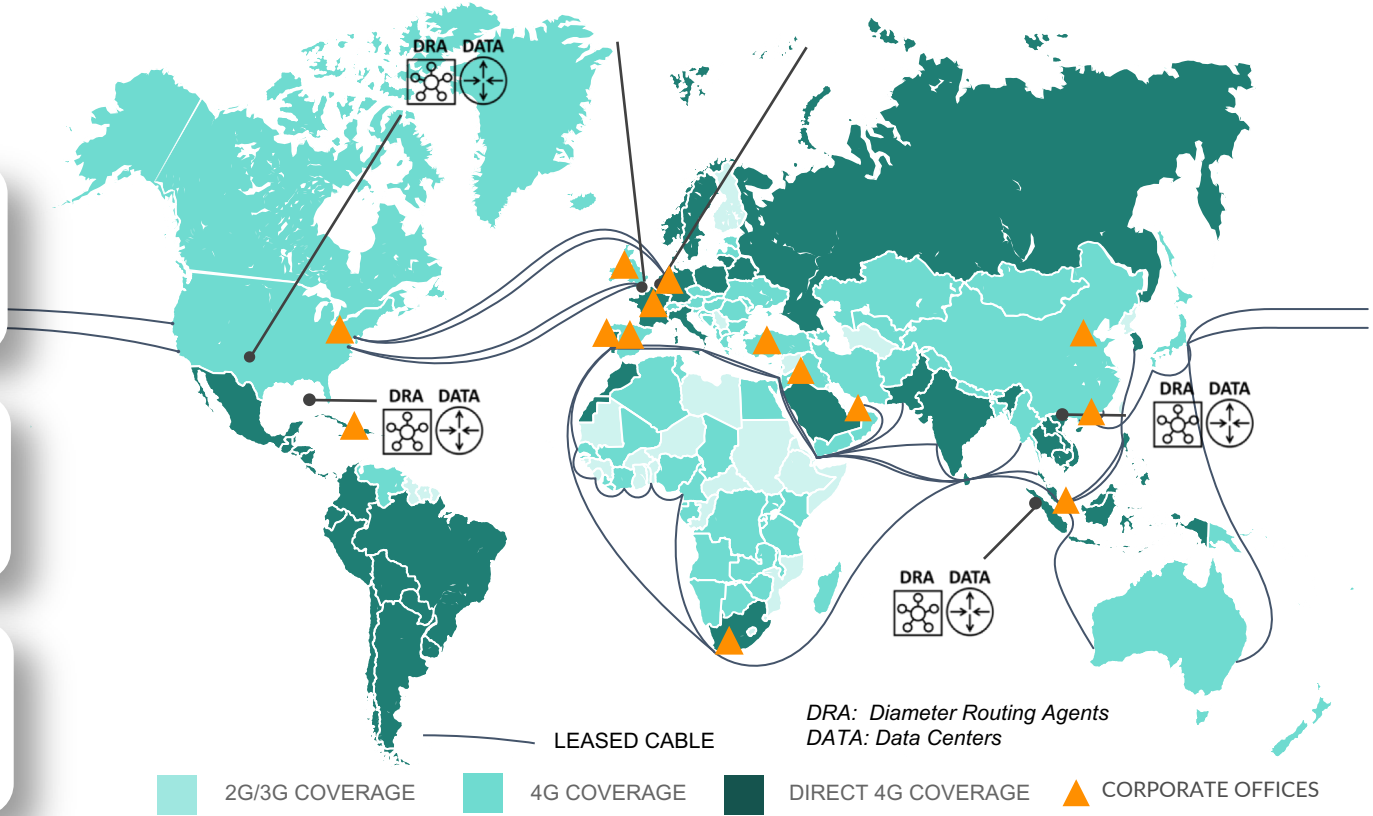
Voice & SMS, dynamic routing,
anti-fraud solutions
2,000+ fixed & mobile destinations

Grow data mobile footprint

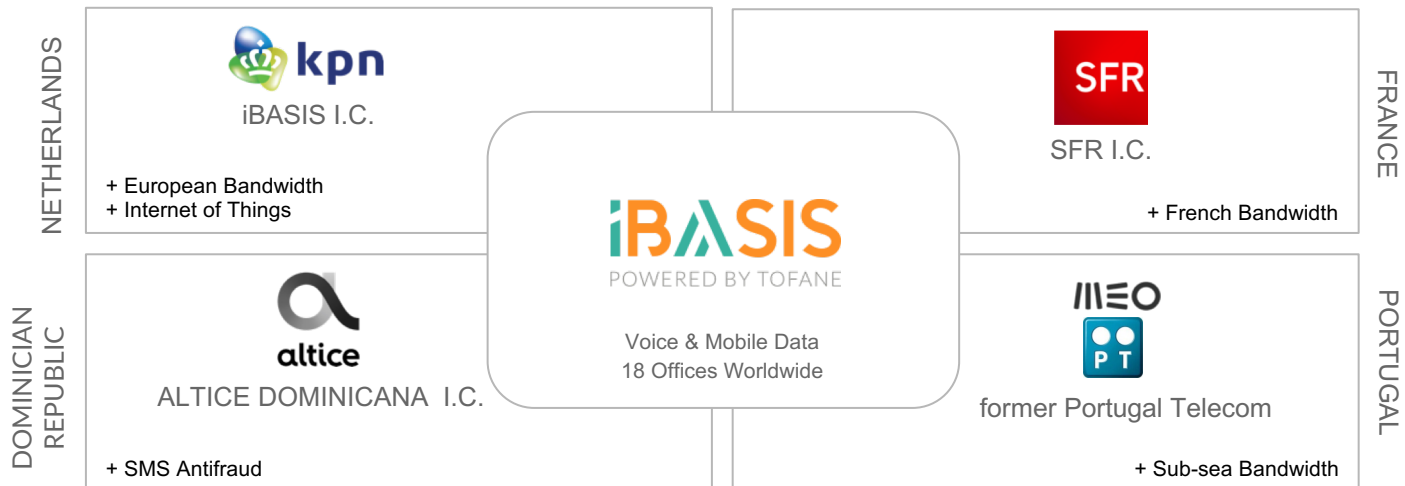
international 4G interworking,
Application-to-Person messaging,
mobile data roaming

Invest in advanced platforms

Predictive analytics,
cloud-based platform,
Internet of Things global access



Strong synergies generated with long-term relationships to secure competitiveness and quality for customers with high expectations worldwide



STRATEGIC PARTNERSHIPS

Best cost/quality/reach ratio guaranteed over time

CONSOLIDATION OF MAJOR OPERATORS

Rationalized operations, large voice and retail traffic volumes for optimal economies of scale

COMPLEMENTARY FOOTPRINTS

Europe, Africa, North and Latin Americas

INDEPENDENCE DRIVING PERFORMANCE

Our only mandate is to enable customers' expectations

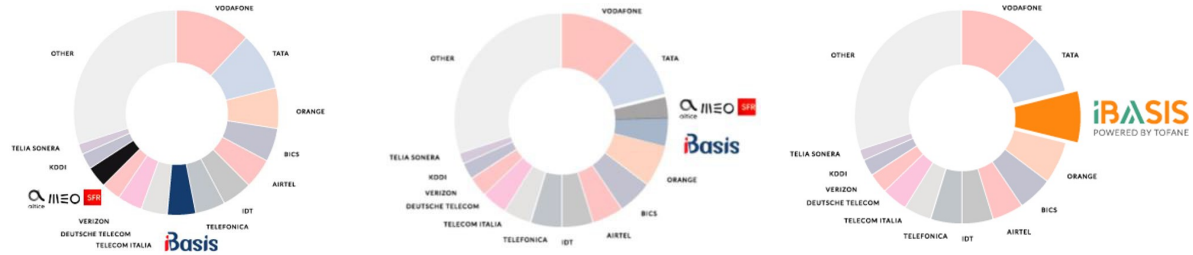
MOBILE & IoT SERVICES CLIENTS ATTENDEES



3rd LARGEST GLOBAL VOICE CARRIER



1st INDEPENDENT LEADER
ready to scale-up with new
digital-platform services



BE THERE FIRST

Telecoms Transformation

The Financial Perspective.

Roland Nicklaus
Founder, RXN Consulting

23 years practice in TMT Banking and M&A

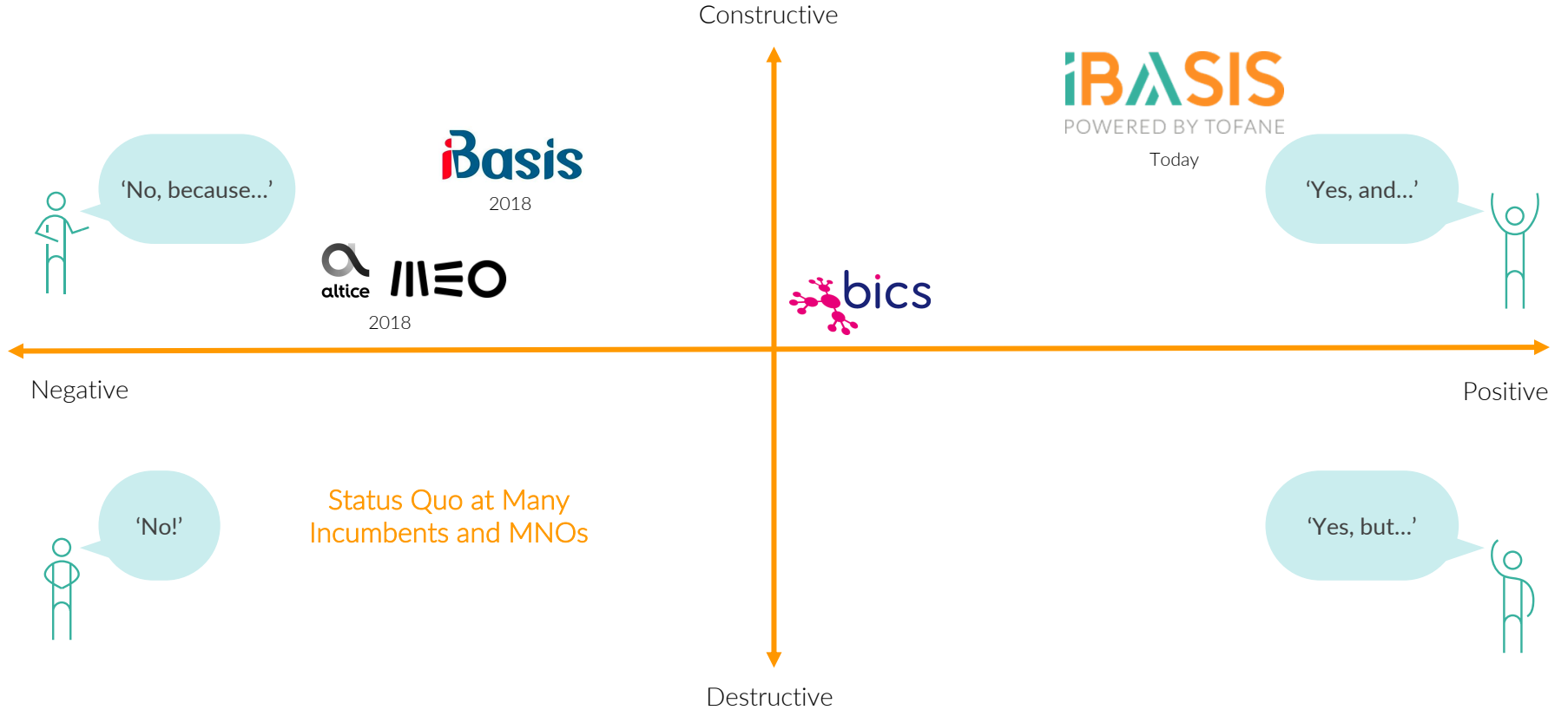


Currently Non-Executive Director or Senior Adviser

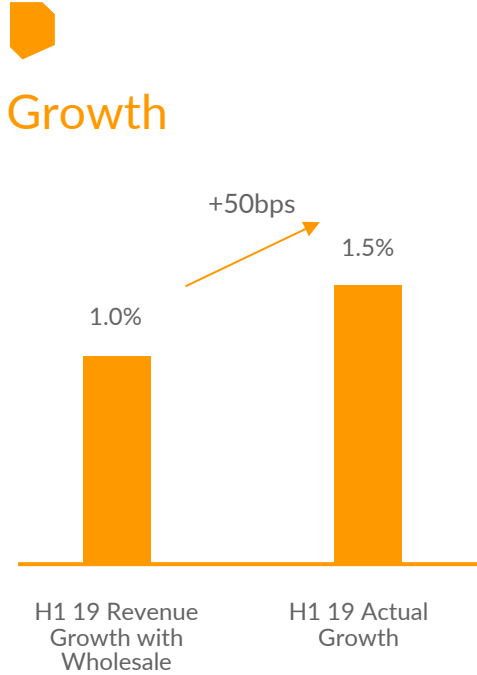


The Virtues of Being First from the Financial Perspective

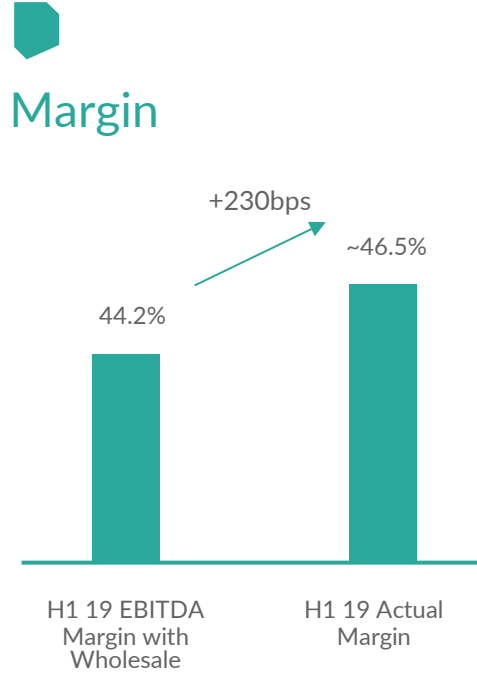




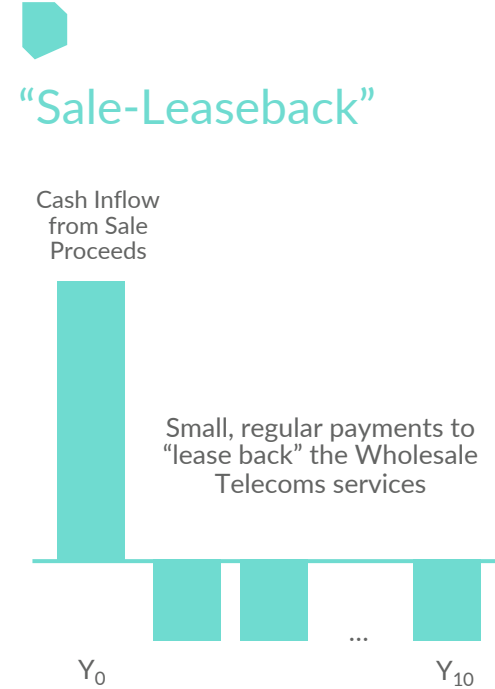
Revenue and EBITDA growth Improve Materially

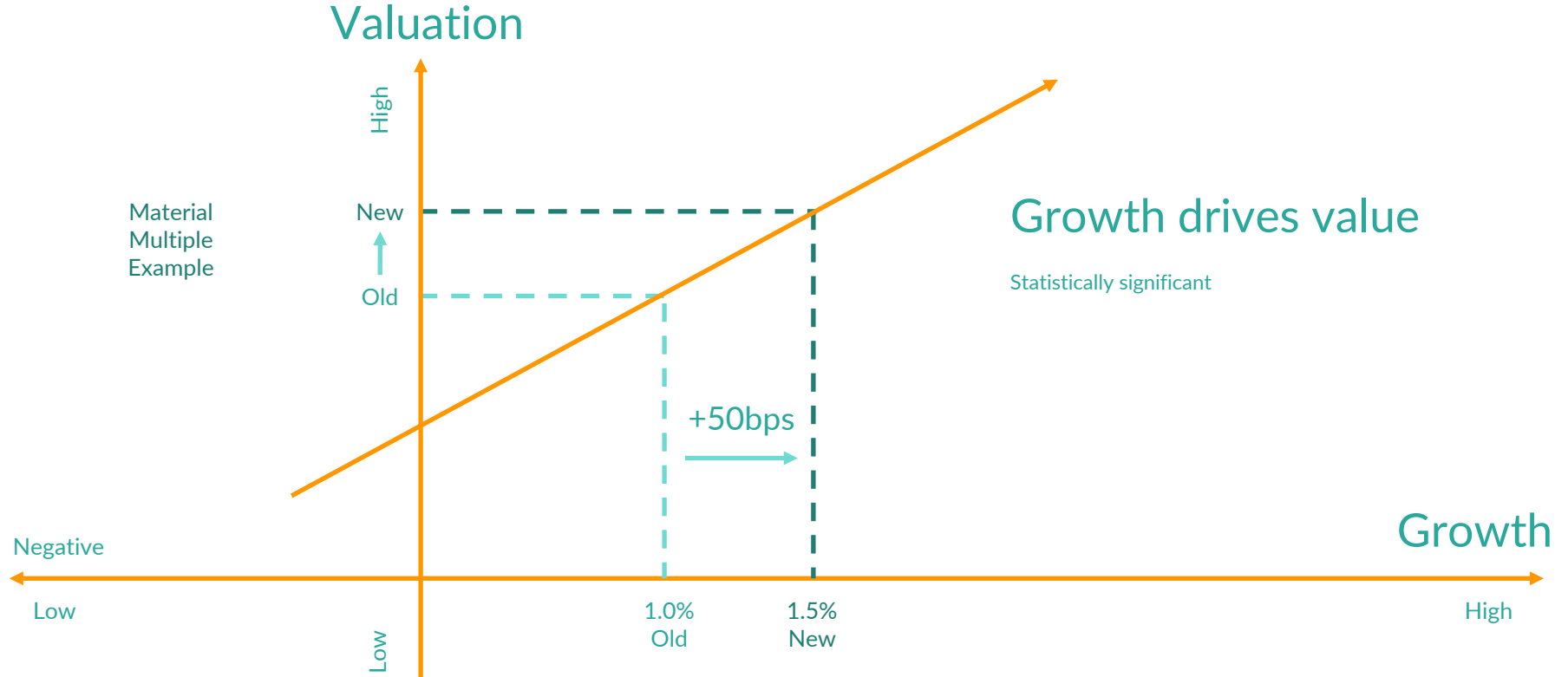


Impressive Margin Improvement, even for an Operator with EUR10bn+ Revenues



Initial yield may seem high but needs to be put into long-term context





**Singular
Focus and
Dedicated
Resources at
iBASIS**

QoS

New Services and Platforms

Upsell

Innovative Trading Strategies

From Bilateral to Exchange

**Immediate
Positive
Impact on
Incumbent or
MNO**

Exit non-core area

Positive Impact on Group Growth

Positive Impact on Group Margin

Reduction in Volatility

“Operational Sale-and-Leaseback”

Access to Specialist Service Provider

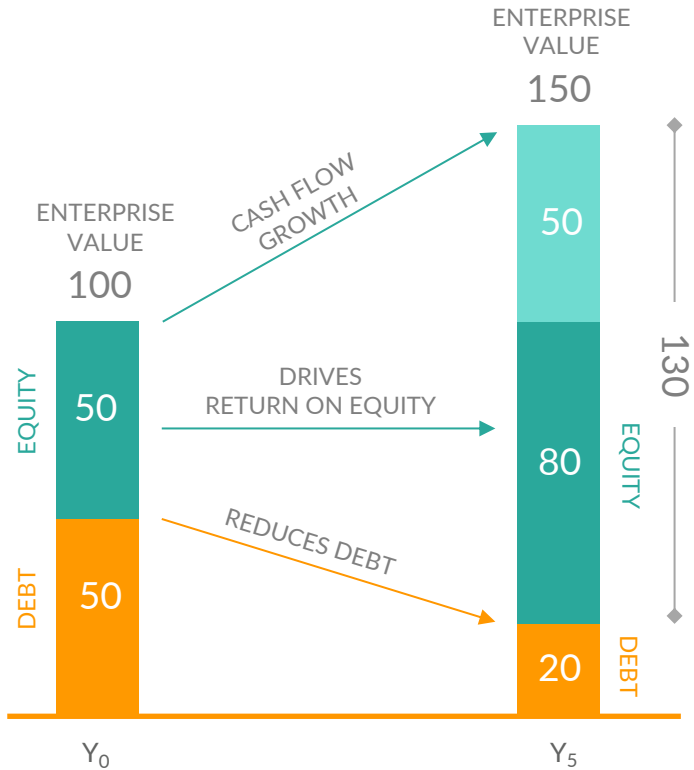
Too good to be true?

**Long-Term
Value-
Creation for
Capital
Providers**

Base business is large - in terms
of revenues - and declining...

...However, it is also a core
infrastructure service

So how can it work out?



Key Considerations

- Management
- Business Plan
- Strengths, Weaknesses, Opportunities, Threats
- Capital Structure: Equity ("E") and Debt ("D")
- Adequate Returns
- Exit

“The task is not so much to see
what no one has seen yet,
but to think
what nobody yet has thought about
that which everyone sees.”

Q&A

THANK YOU

