

# Euskaltel: A telecom leader in the North of Spain with a national growth opportunity

Grupo Euskaltel



October 2019





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# | Euskaltel: a telecom leader with a **major growth opportunity**

Market leadership in the North of Spain delivers **industry-leading returns...**



## Market position in the North of Spain

Addressable market  
(inhabitants)  
**~ 6m**

Network coverage  
(% of households)  
**71%**

Homes passed in  
current footprint  
(000')  
**~ 2,300**

Telecom  
services (000')  
**~ 2,800**

Revenue  
(FY18)  
**€692m**

EBITDA margin  
(FY18)  
**49%**

EBITDA – capex  
(FY18)  
**€183m**

Dividend yield  
(FY18)  
**4%**

...while a new roadmap will deliver **accelerated growth and value creation**



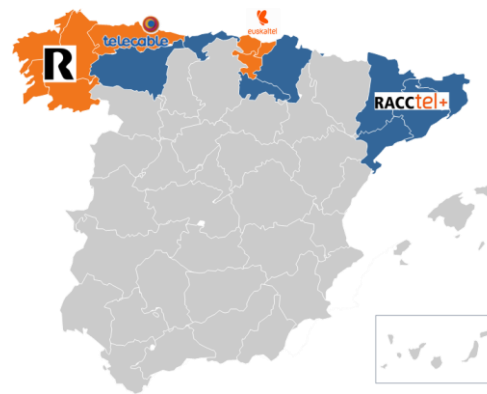
**New team** appointed in June 2019



Integration and efficiency initiatives implemented to **reinforce the actual business**



## National expansion opportunity



- Five fully-operational expansion pilots
- Footprint increased to ~5m households
- Opportunity to access 85% of the market in which the company is not yet present

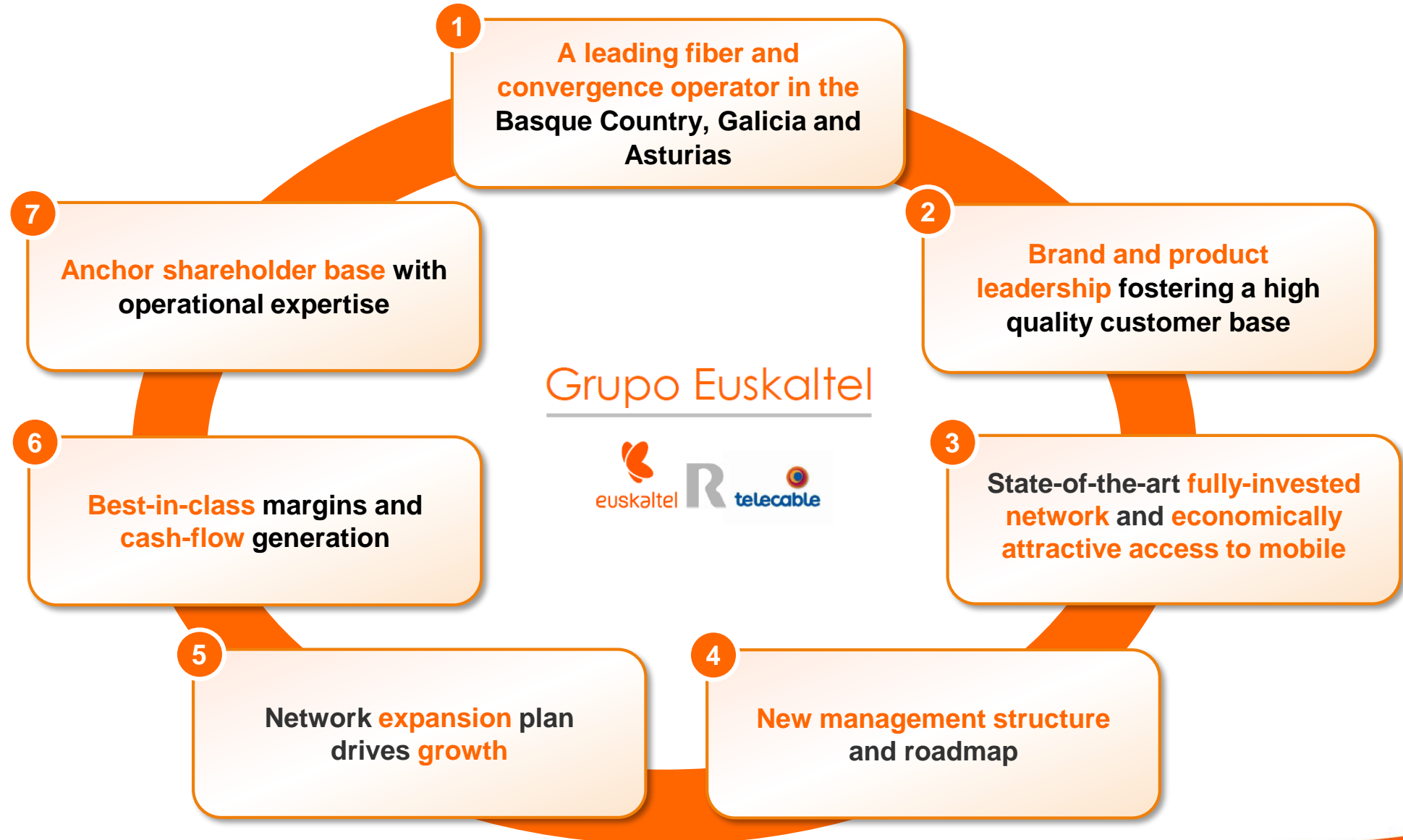


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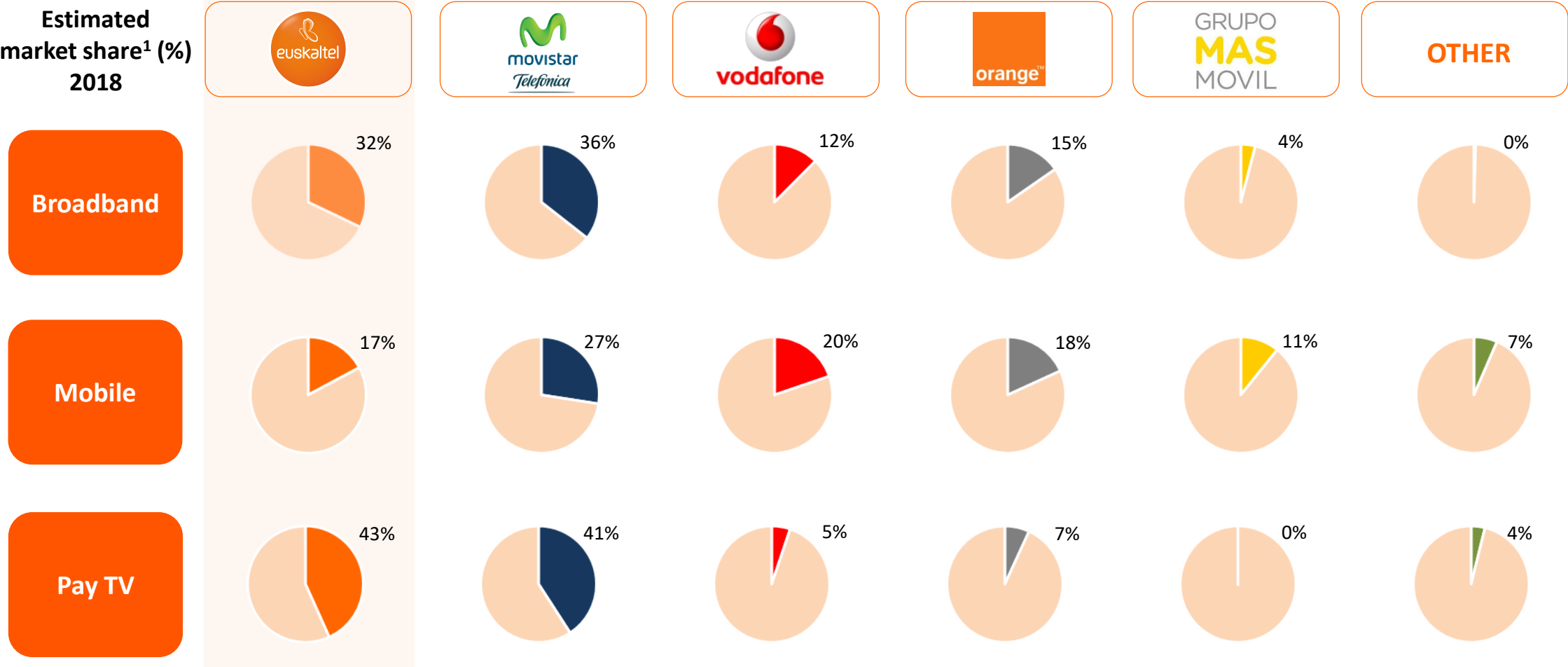


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# | A telecommunications leader in the North of Spain



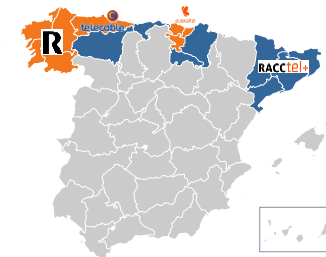
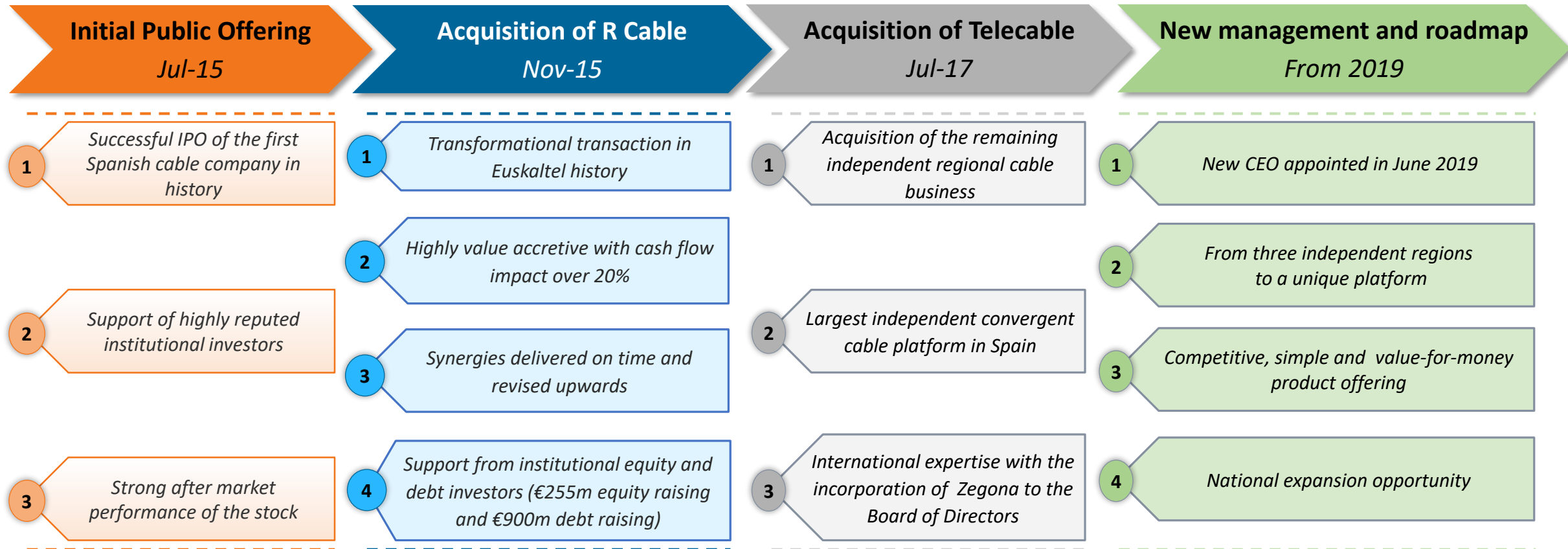
# 1 | A leading fiber and convergence operator in the North of Spain



Source: Company estimates based on CNMC data.

1. Estimated joint market share in Basque Country, Galicia and Asturias

# 1 | Strategic milestones



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## 2 | Three solid brands with a loyal customer base



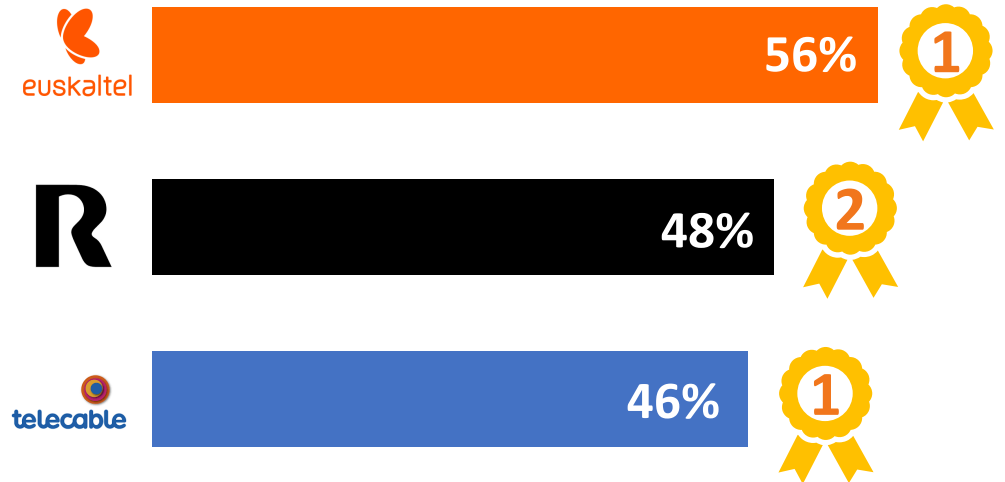
>780k  
subscribers



>30%  
market share

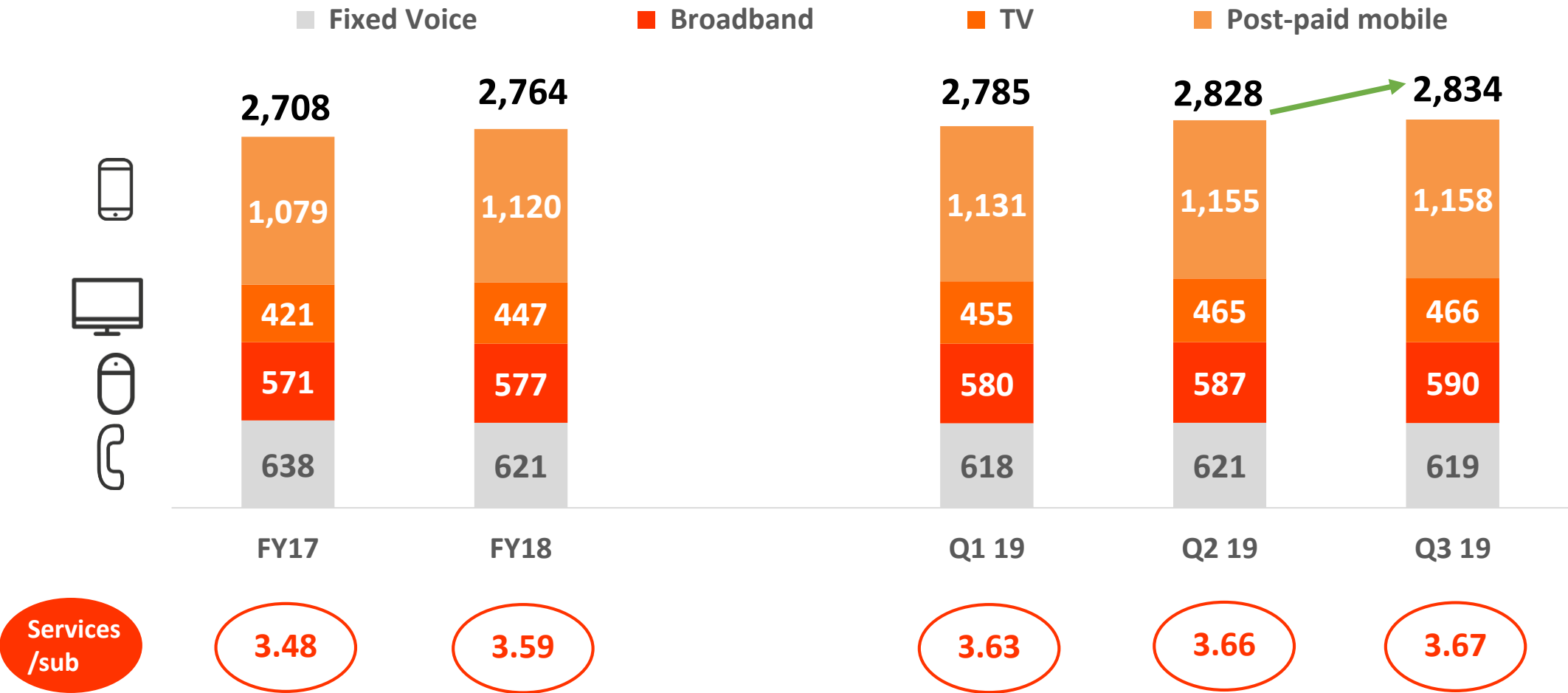


% of customers with a strong relationship with our brands



## 2 | Highly valuable and convergent customer base

Mass market services (RGUs) per type (in thousands)





## 2 | Convergent offer with a leading value proposition focused on the lifetime value of the client



### Broad coverage with the fastest broadband offering

- 🔊 **The speed leader** with ultra-fast broadband offering across the entire region (100% DOCSIS 3.1 network)
- 🔊 **Superior network coverage** in the Basque Country, Galicia and Asturias (2.3m homes passed)
- 🔊 **Five** fully operational **expansion pilots**
- 🔊 **Wide offering** of commercial speeds, ranging from **100Mbps to 600Mbps**
- 🔊 **Competitive prices** offering best value for money and superior service to competitors



### Highly attractive and competitive mobility proposition

- 🔊 **Full-service, leading MVNO**
- 🔊 Competitive and innovative tariffs to address **real customer needs**
- 🔊 **Largest WiFi network** in the Basque Country, Galicia and Asturias with more than 400k hotspots allowing for data for clients

CONTRÁTALO EN AUTONOMÍA, 33 O EN PLAZA REKALDE, 2

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### A complete and innovative TV proposition

- 🔊 **High-quality and comprehensive** content offering covering different customer groups' needs with **possibility of adding premium channels**



- 🔊 **OTT platforms:**



- 🔊 **First hybrid 4K/UHD** set-top box in Spain




- 🔊 **Enhanced offering** providing a superior and differentiated user experience (PVR, VoD, TV Everywhere)



- 🔊 **Increased penetration of superior quality services** (HD, catch-up TV, VOD, network PVR, start over, time shift...)



	SMEs	Large Accounts
% total rev. FY18	5%	11%
Strategy	<ul style="list-style-type: none"> <li>Traditionally underserved, opening up opportunity for Euskaltel</li> <li>Standardized solutions leveraging Large Accounts know-how</li> <li>Focus on high value SMEs (multi-location and high data needs)</li> </ul>	<ul style="list-style-type: none"> <li>Bespoke product offerings for highly complex solutions</li> <li>Unique dedicated project team structure to deliver best results and services</li> </ul>
Euskaltel competitive advantage	<ul style="list-style-type: none"> <li>Dedicated SME salesforce and customer care; significant experience providing complex solutions to Large Accounts</li> </ul>	<ul style="list-style-type: none"> <li>Technical capabilities, expertise and highly qualified team to offer end-to-end technological solutions</li> </ul>
Customers		

3

## | The best network coverage upgraded to the latest technology

Network  
coverage by  
region  
(% of  
households)



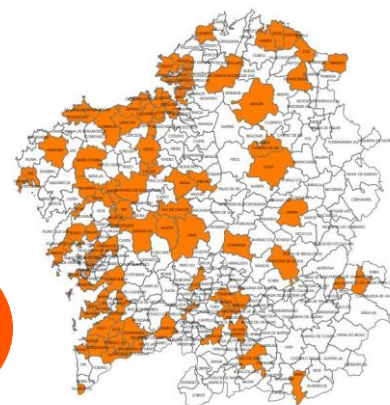
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87%



R

52%

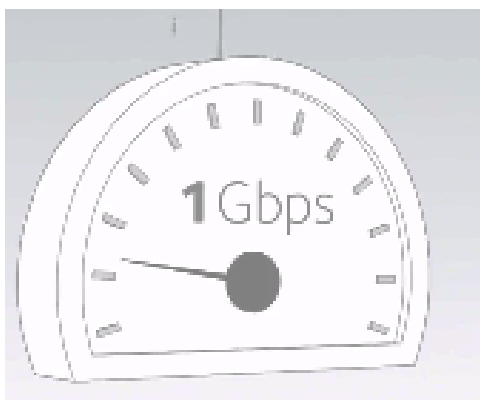


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73%



2.3 million households



100% **Docsis 3.1**  
technology

## 4 | A new roadmap enhances value creation

1

### New team appointed

- ✓ **New CEO** appointed in June 5, 2019
- ✓ A **simpler** and **more efficient** structure
- ✓ An **integrated** organization: from three independent regions to a **unique platform**
- ✓ Existing in-house executives reinforced by **new highly experienced hires**

2

### Reinforcement of the current business

- ✓ Main focus: **drive profitability and customer experience** in the existing business
- ✓ Leveraging on our **three solid regional brands** (Euskaltel, R Cable and Telecable)
- ✓ Launching **homogeneous offers** under an **integrated network** coverage
- ✓ Improving the current **sales channel mix**: focus on **efficiency**
- ✓ Drive operational KPIs to industry **"best-practice"** levels

3

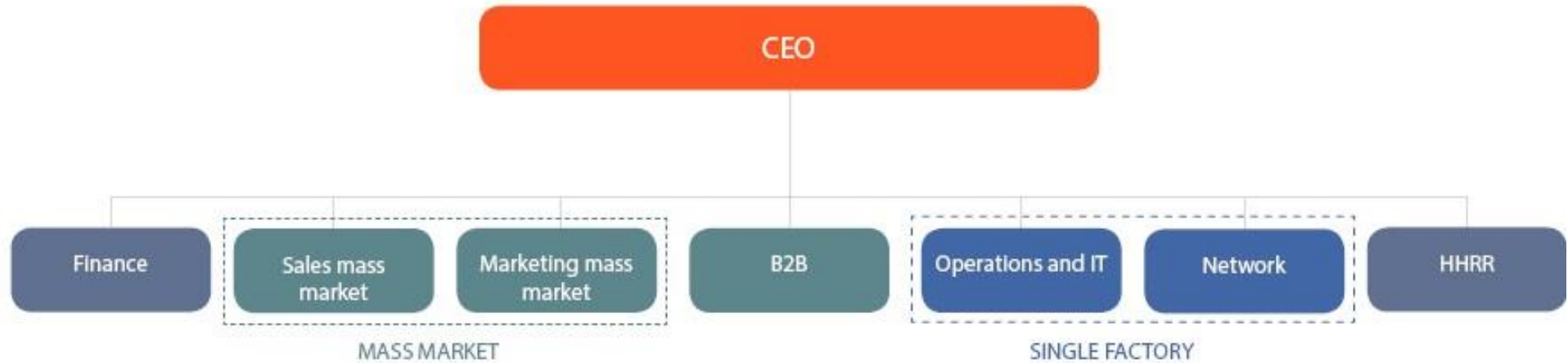
### National expansion opportunity

- ✓ Five fully operational **national expansion pilots**
- ✓ Leveraging on the company's **single efficient operational model**
- ✓ Opportunity to target an **additional 85% of the Spanish market**
- ✓ Competitive, simple and **value-for-money** product offering
- ✓ Option to use the **Virgin Brand**

*A detailed business plan will be developed and announced once approved by the Board of Directors*



## 4 | A new single management and organisational structure in place



- 👉 A new organization aimed at achieving the industry's **best practices**
- 👉 A **leaner simpler** structure: **two business units** (mass market and B2B) addressing the **whole customer footprint as one** instead of the previous three regional businesses
- 👉 **Single technology “factory”** fully integrating network, IT and customer service platforms: opportunity to generate **further synergies, business operating leverage and customer service excellence**

4

## | New commercial offers have been launched

**UN OFERTÓN**  
CON MUCHO FUNDAMENTO



**SAMSUNG GALAXY A20e**  
Este Samsung Galaxy A20e te sale a **0€**

CONTRATANDO  
TARIFA 150 min.  
**4GB** x **12€** / mes

Ven a nuestra tienda en  
Calle Canga Argüelles 16  
y te llevas un Regalo seguro



telecable

**un ofertón**  
con moito fundamentu

**SAMSUNG GALAXY A20e**  
este Samsung Galaxy A20e saeche por **0€**

contratando  
**10GB** EXTRA / mes x **6€** / mes

**SAMSUNG GALAXY A50e**  
este Samsung Galaxy A50e saeche por **0€**

contratando  
**20GB** EXTRA / mes x **12€** / mes

contrátalo en  
**R.gal** | 1445 | **tendas R**

**ESKAINITZA PAREGABEA**  
ETA FUNDAMENTU HANDIKOA

**SAMSUNG GALAXY A20e**  
KIN  
este Samsung Galaxy A20e saeche por **0€**

contratando  
**10GB** EXTRA / mes x **6€** / mes

**SAMSUNG GALAXY A50e**  
KON  
este Samsung Galaxy A50e saeche por **0€**

contratando  
**20GB** EXTRA / mes x **12€** / mes

KONTRATATU HEMEN:  
**EUSKALTEL.EUS** | **DENDAK** | **1717**

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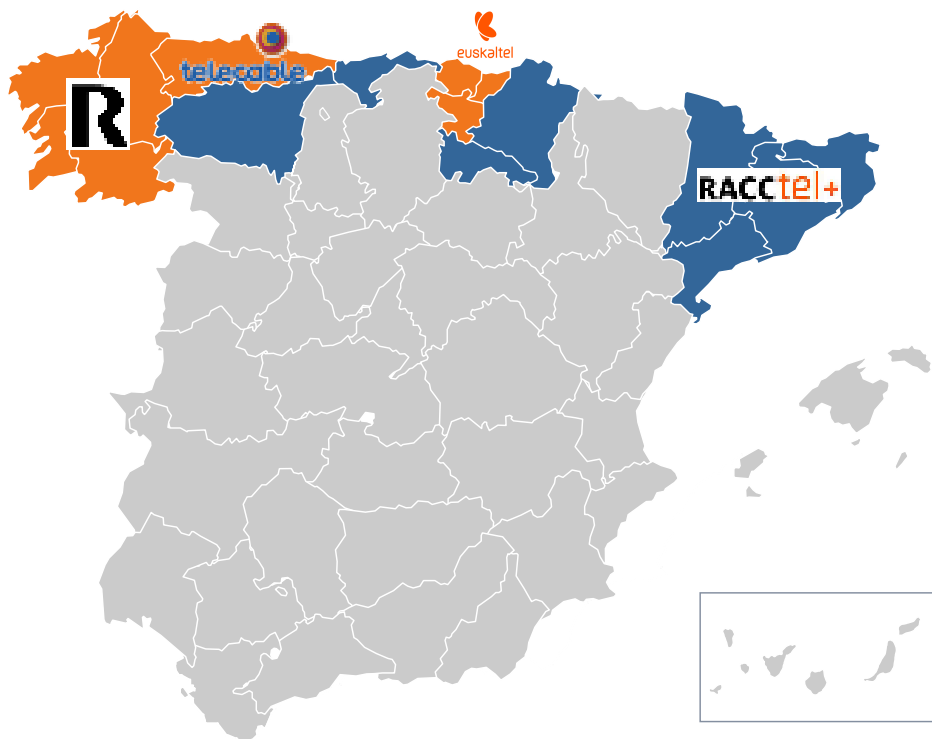
The new offers are **homogeneous** across the three brands

The focus is on **customer value** and an enhanced experience through increased mobile data abundance and higher broadband speeds

5

# Network expansion drives growth and profitability

Expansion pilots and a single efficient operational model form the basis of a national expansion project



- Current presence
- Current expansion pilots
- Future expansion opportunity



## SINGLE EFFICIENT OPERATIONAL MODEL

- An integrated **management structure** addressing the whole footprint
- A single efficient **technology “Factory”**
- A market leading **quality positioning**



## FULLY OPERATIONAL EXPANSION PILOTS

- Five fully operational **expansion pilots**
- Leveraging on the company's **efficient operational model**
- Demand for a **value-for-money proposal** demonstrated



## MARKET OPPORTUNITY

- Opportunity to access an additional **85% of the market**
- Network sharing agreements provide **opex/capex flexibility**
- Option to launch **the Virgin brand** nationally



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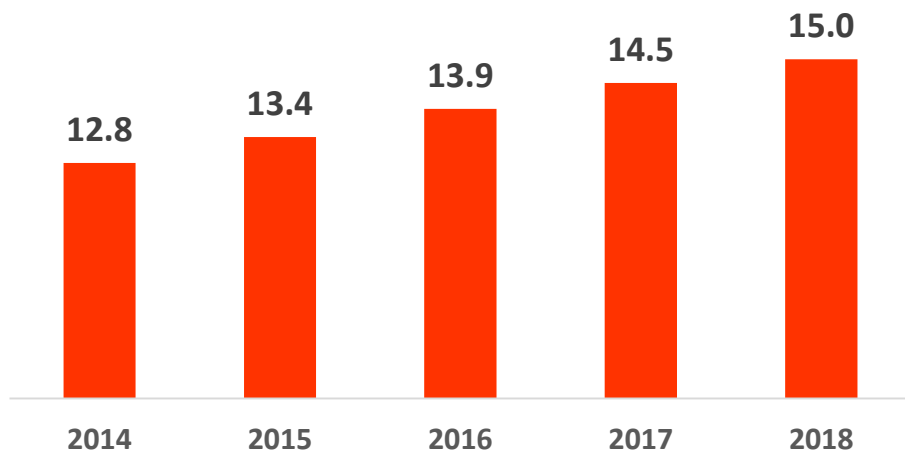
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# The Spanish FBB Market is one of the most dynamic in Europe

A large,  
growing  
and  
dynamic  
market

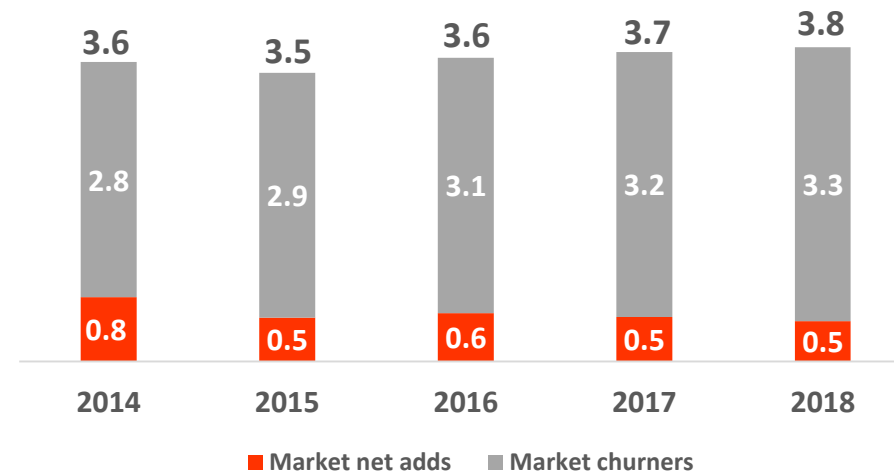
## Spanish FBB Market – Evolution of FBB lines

In million lines



## Spanish FBB Market – Opportunity to grow

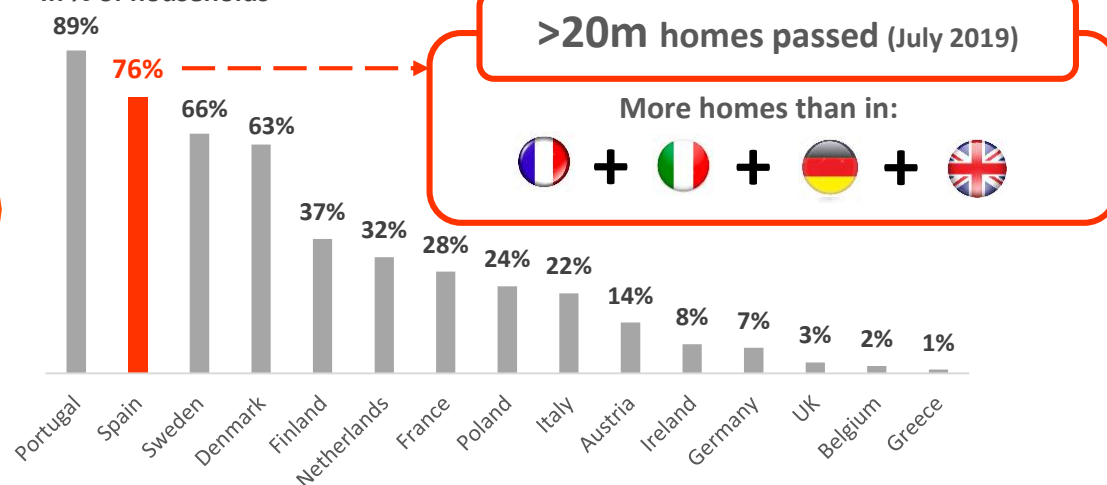
In million lines



Widespread  
availability  
of fibre  
networks  
fosters  
sharing  
agreements

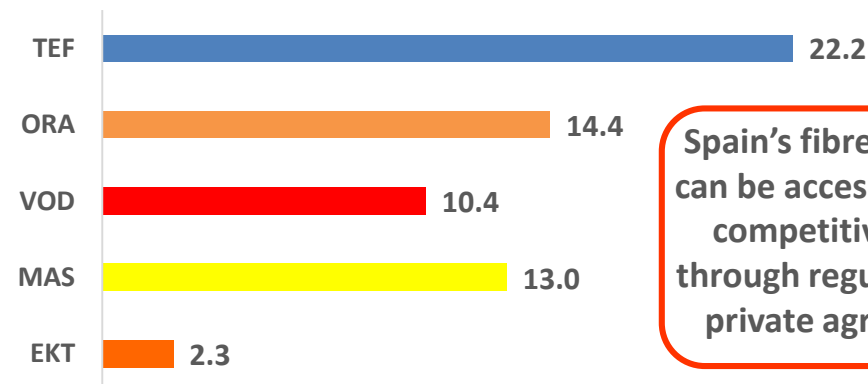
## Fibre coverage in Europe

In % of households



## Next Generation Networks deployed in Spain

In million households



Spain's fibre networks  
can be accessed at very  
competitive prices  
through regulation and  
private agreements



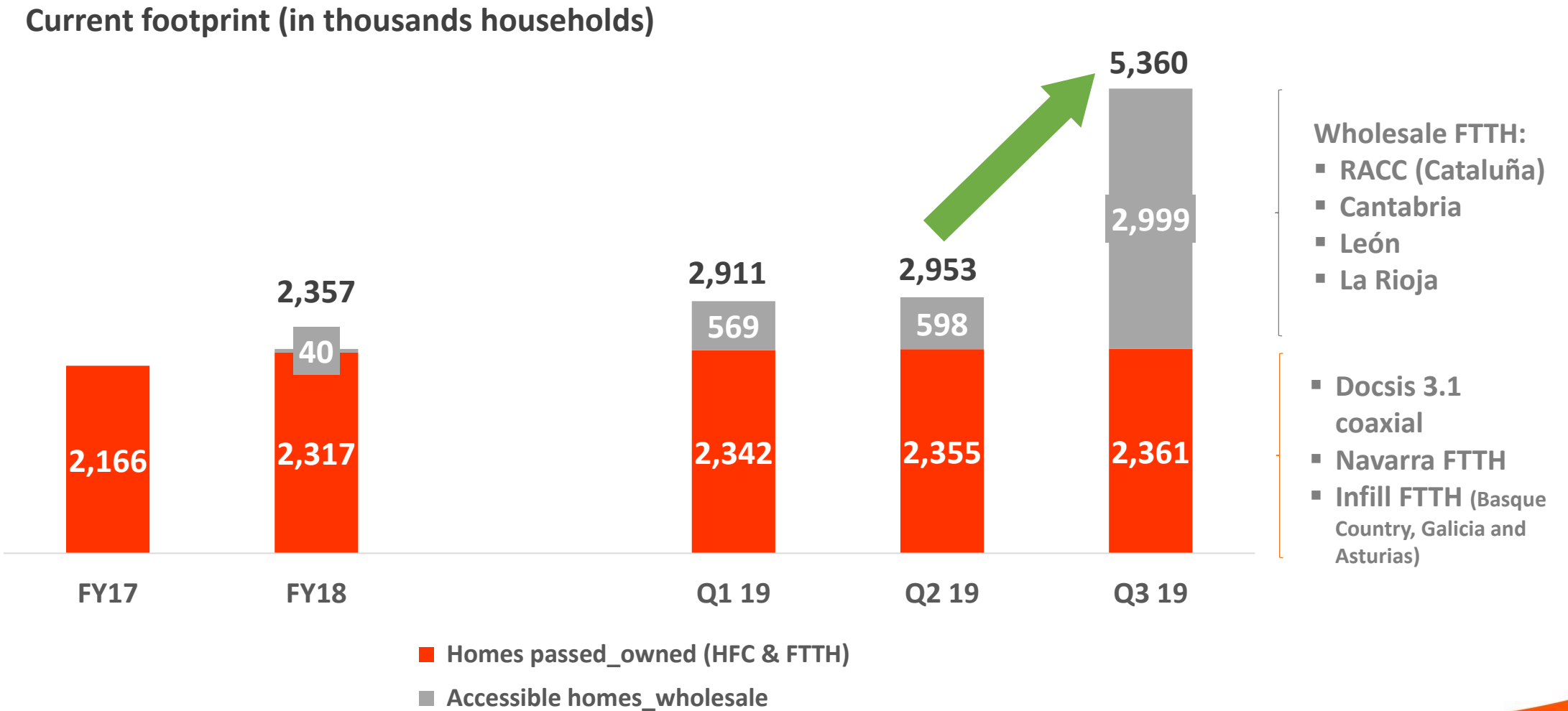
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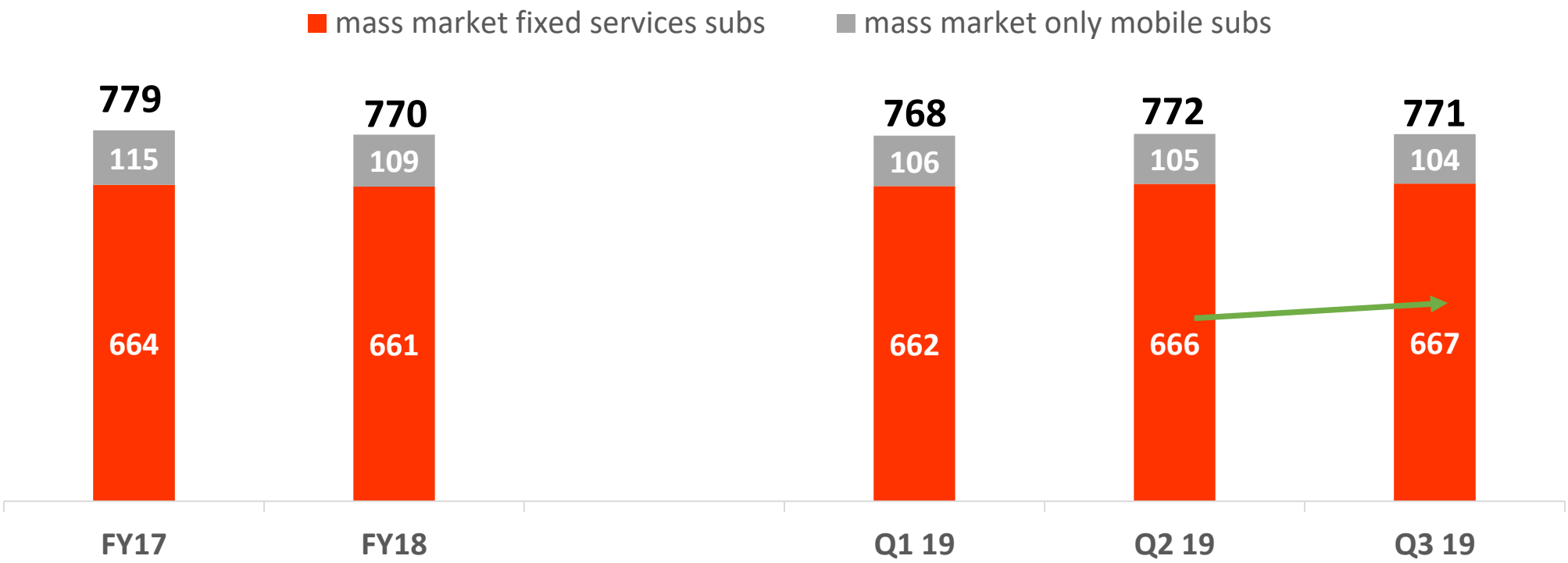


# 5 | Expansion pilots deliver customer growth opportunities



# 5 | Network expansion **boosts customer growth**

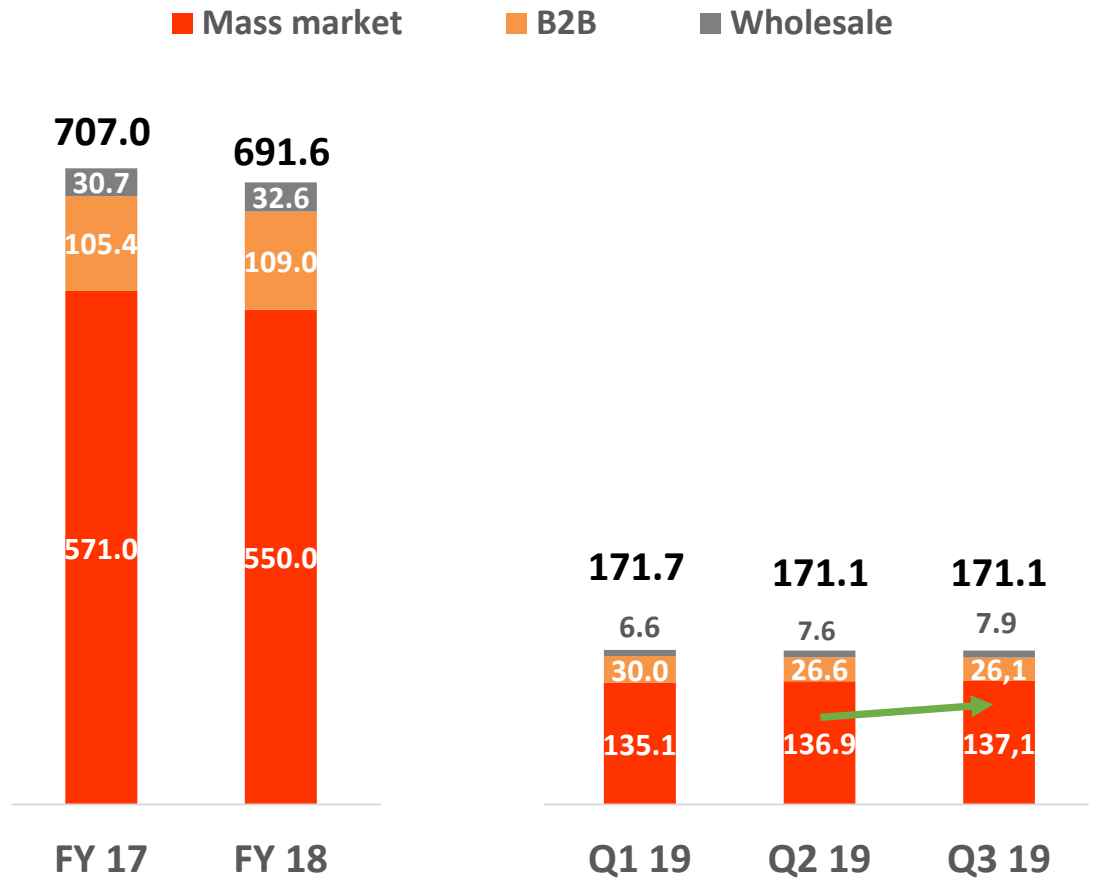
Mass market subscribers<sup>1</sup> (in thousands) 



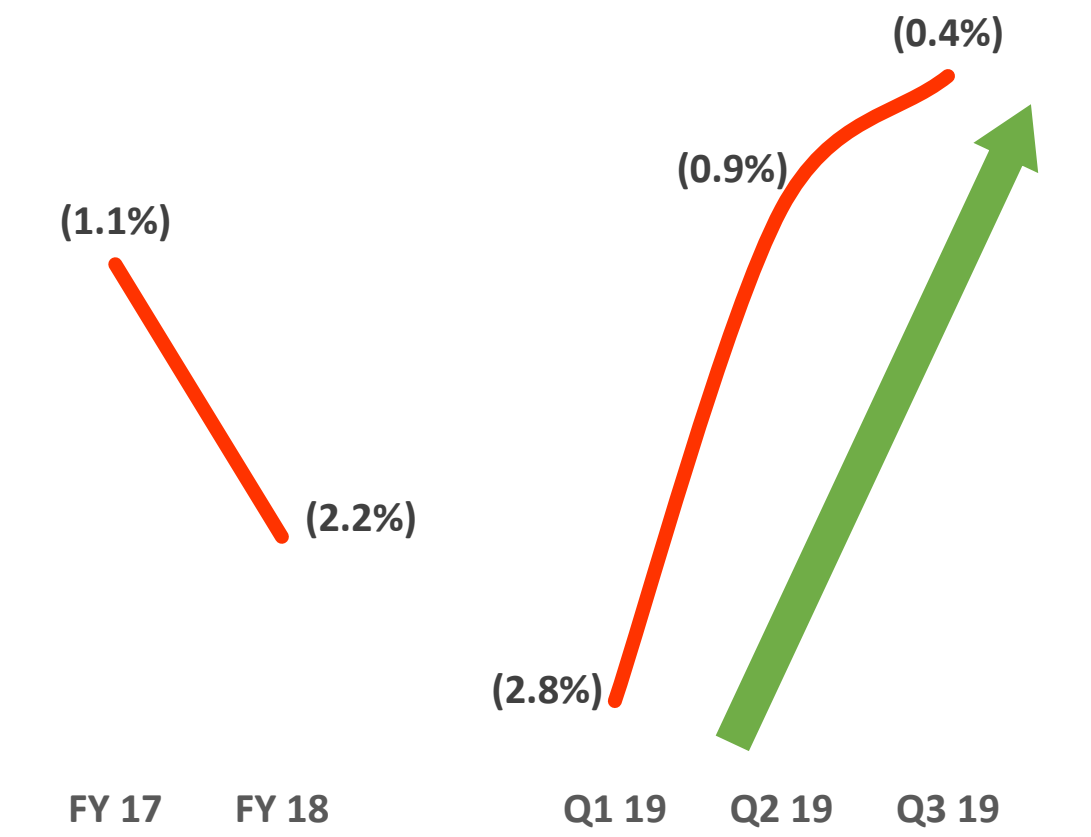
1. Mass market subs = residential subs + SOHO subs + RACC only mobile subs

# 6 | The revenue growth trend has reversed and approaches **positive territory**

Total revenue breakdown by segment (EURm)

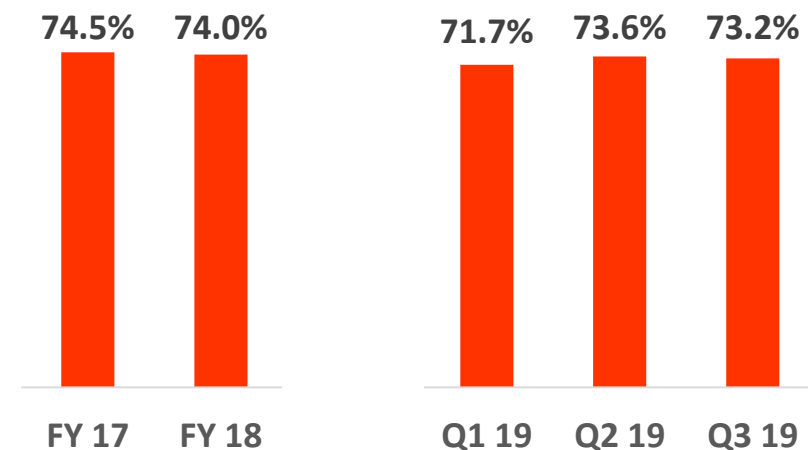


Total revenue evolution YoY (%)

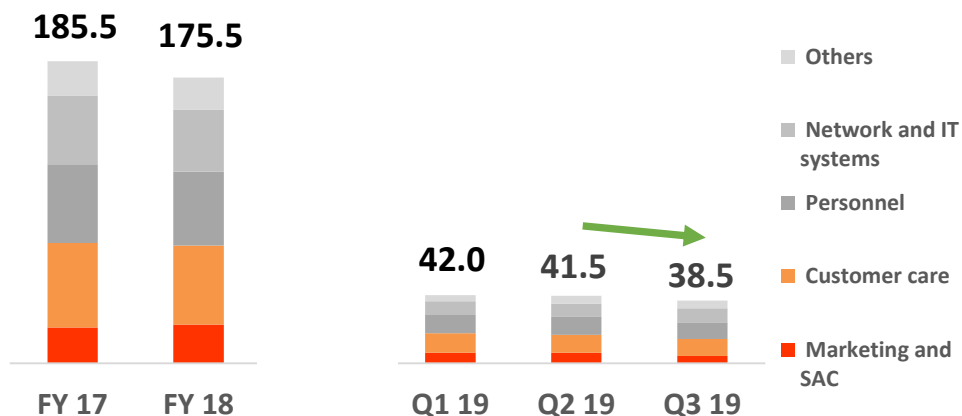


# Higher quality revenue and efficient cost management boost profitability

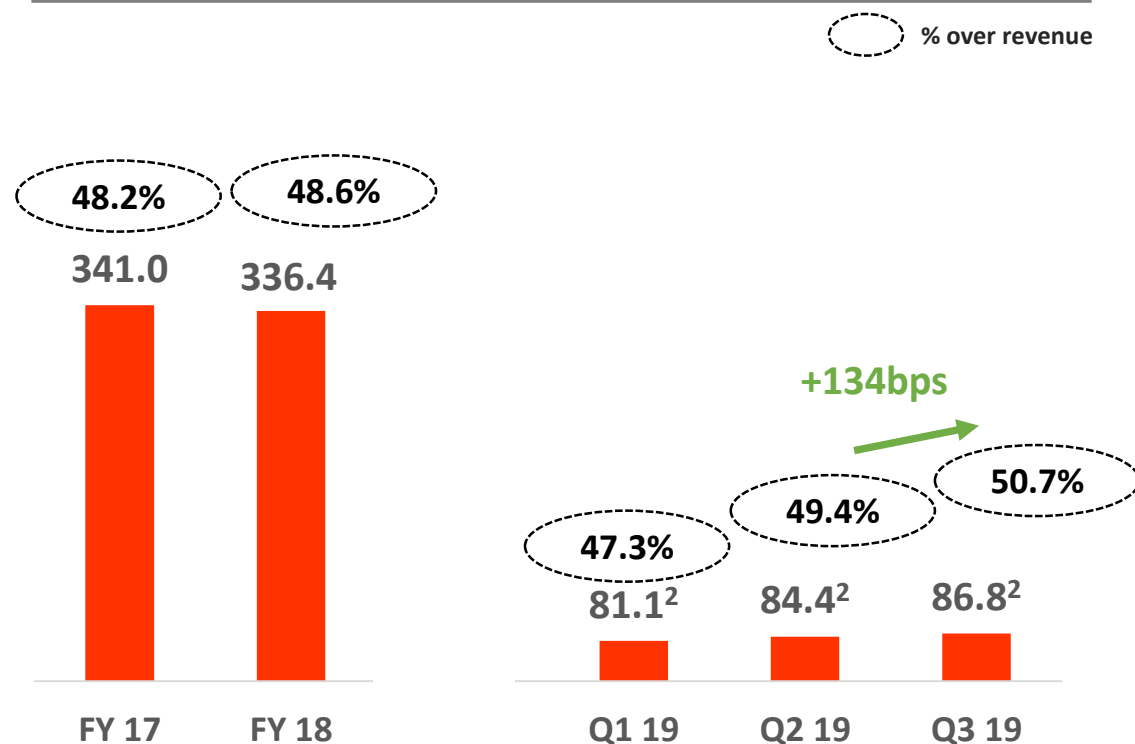
## Gross margin (% over revenue)



## Selling, general and administrative expenses (EURm)



## EBITDA<sup>1</sup> (EURm)

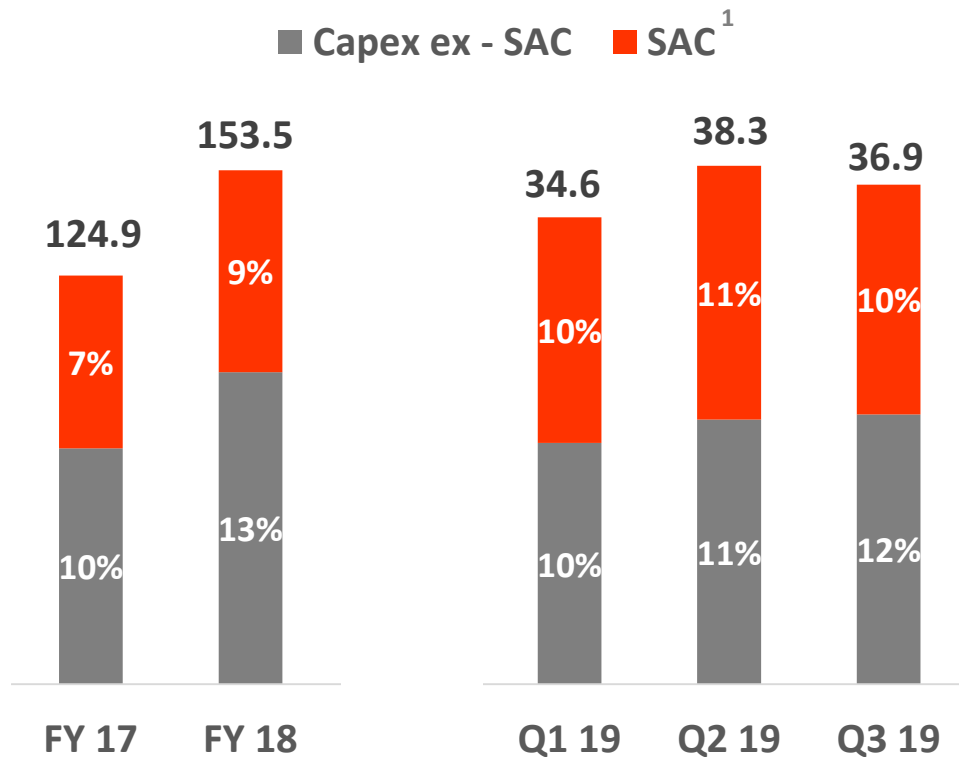


1. EBITDA definition as per 'alternative performance measures': EBIT + depreciation and amortization +/- impairment + other non recurrent results
2. EBITDA post IFRS16

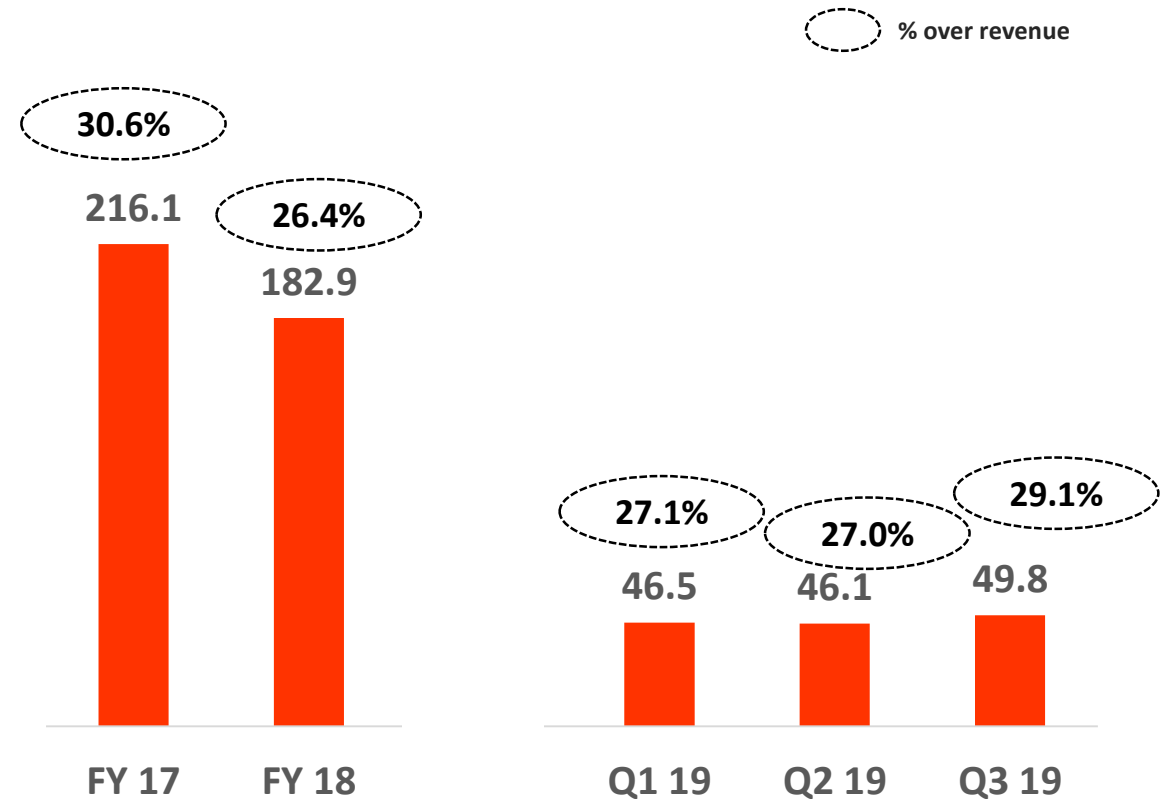


# Cash flow generation maintained despite customer growth

## Capex (EURm and as % of revenue)

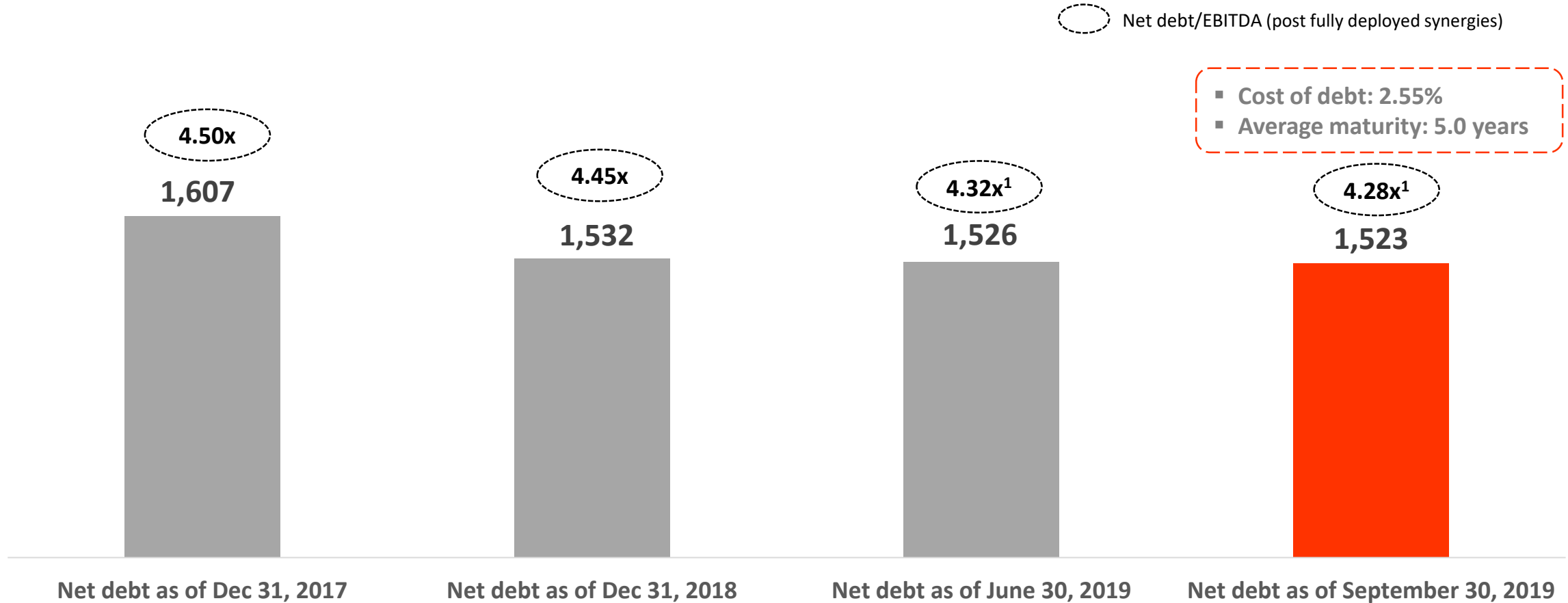


## OpCF (EBITDA – capex) (EURm)



1. SAC capex includes commercial costs and customer equipment

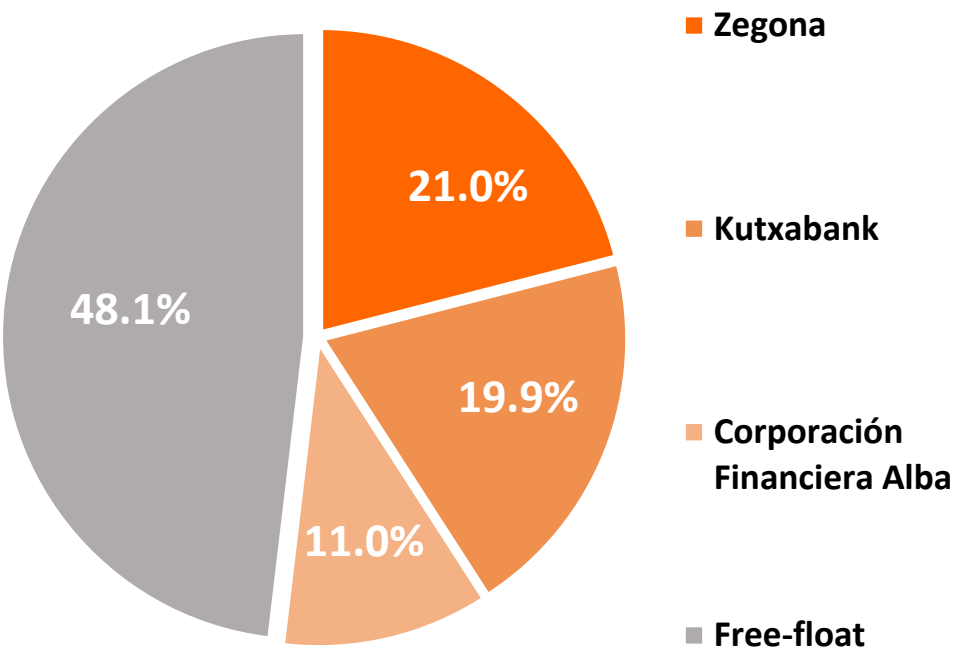
## Net debt (EURm)



1. EBITDA adjusted by identified potential synergies

# 7 | Anchor shareholder base provides stability and experience

## Shareholder structure



## Board of Directors <sup>1</sup>



1. Proprietary directors in the Board of Directors represent Kutxabank (2), Zegona (2) and Corporación Financiera Alba (1)

# | A company with all the assets necessary to **generate shareholder value**



ORGANIZATION: a **lean and efficient** organization led by **an experienced team**



PRODUCT: **homogeneous offers** focused on **customer value**



BRAND: the **three regional brands** are **key assets** that ensure success



COMMERCIAL OFFER: a **focused** commercial strategy based on **best practices**



SINGLE FACTORY: aimed to **support the commercial strategy** and **generate efficiencies**



EXPANSION: **a new market** offers a major **growth opportunity**



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# Appendix

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# Euskaltel Group consolidated - KPIs (i/iii)

Mass market		Annual		Quarterly						
KPIs	Unit	2017PF	2018	Q1 18	Q2 18	Q3 18	Q4 18	Q1 19	Q2 19	Q3 19
Homes passed_owned (HFC & FTTH)	#	2,166,001	2,317,385	2,222,026	2,230,073	2,268,286	2,317,385	2,341,655	2,355,173	2,360,891
Accessible homes_wholesale	#	-	39,938	-	-	38,476	39,938	569,092	598,061	2,999,183
Mass market subs <sup>1</sup>	#	778,959	770,143	777,141	778,132	772,298	770,143	767,863	771,855	771,376
o/w fixed services subs	#	664,427	660,914	663,949	666,281	660,487	660,914	661,950	666,492	667,376
o/w only mobile subs	#	114,532	109,229	113,192	111,851	111,811	109,229	105,913	105,363	104,000
Total services (RGUs) <sup>2</sup>	#	2,708,388	2,764,099	2,730,720	2,765,593	2,743,941	2,764,099	2,784,519	2,827,928	2,833,873
Fixed Voice	#	638,109	620,857	633,208	633,432	622,942	620,857	618,245	621,213	619,046
Broadband	#	570,884	576,720	573,125	577,657	573,613	576,720	580,329	586,978	590,077
TV	#	420,622	446,664	427,457	437,595	436,517	446,664	454,992	464,848	466,273
Post-paid mobile	#	1,078,773	1,119,858	1,096,930	1,116,909	1,110,869	1,119,858	1,130,953	1,154,889	1,158,477
Services (RGUs) per subscriber	#	3.48	3.59	3.51	3.55	3.55	3.59	3.63	3.66	3.67
Global ARPU fixed customers (quarterly standalone)	€/month	61.83	60.98	61.42	60.76	61.30	60.43	60.33	60.35	60.72

SMEs and Large Accounts		Annual		Quarterly						
KPIs	Unit	2017PF	2018	Q1 18	Q2 18	Q3 18	Q4 18	Q1 19	Q2 19	Q3 19
Customers	#	14,670	14,827	14,728	14,785	14,801	14,827	14,960	15,133	15,208

1. Mass market subs = residential subs + SOHO subs + RACC only mobile subs
2. Mass market services = residential services + SOHO services + RACC only mobile services

# Euskaltel Group consolidated – Consolidated financials (ii/iii)

Profit and Loss Statement		Annual		Quarterly						
	Unit	2017PF	2018	Q1 18	Q2 18	Q3 18	Q4 18	Q1 19	Q2 19	Q3 19
<b>Total revenue</b>	€m	<b>707.0</b>	<b>691.6</b>	<b>176.6</b>	<b>172.7</b>	<b>171.9</b>	<b>170.5</b>	<b>171.7</b>	<b>171.1</b>	<b>171.1</b>
Y-o-y change	%	-1.1%	-2.2%	0.4%	-2.0%	-2.7%	-4.3%	-2.8%	-0.9%	-0.4%
o/w Mass market revenue <sup>1</sup>	€m	571.0	550.0	138.4	137.7	137.8	136.0	135.1	136.9	137.1
Y-o-y change	%	0.3%	-3.7%	-3.0%	-3.6%	-4.0%	-4.2%	-2.4%	-0.6%	-0.5%
o/w B2B revenue	€m	105.4	109.0	28.6	27.5	26.3	26.6	30.0	26.6	26.1
Y-o-y change	%	-8.8%	3.5%	9.5%	4.9%	2.8%	-3.0%	4.7%	-3.4%	-0.6%
o/w Wholesale and Other revenue	€m	30.7	32.6	9.6	7.5	7.8	7.9	6.6	7.6	7.9
Y-o-y change	%	0.6%	6.4%	33.8%	2.8%	3.7%	-10.5%	-31.2%	2.2%	1.8%
<b>Gross margin</b>	€m	<b>526.5</b>	<b>511.9</b>	<b>127.8</b>	<b>131.1</b>	<b>125.2</b>	<b>127.9</b>	<b>123.1</b>	<b>125.9</b>	<b>125.2</b>
% of total revenue	%	74.5%	74.0%	72.4%	75.9%	72.8%	75.0%	71.7%	73.6%	73.2%
Selling, General & Admin. Expenses (SG&A)	€m	(185.5)	(175.5)	(43.6)	(46.6)	(41.1)	(44.3)	(42.0)	(41.5)	(38.5)
o/w marketing and SAC	€m	(22.0)	(23.8)	(5.3)	(6.5)	(5.8)	(6.1)	(6.6)	(6.6)	(4.6)
o/w customer care	€m	(52.0)	(48.5)	(11.9)	(12.2)	(12.1)	(12.2)	(12.0)	(10.9)	(10.3)
o/w personnel	€m	(48.2)	(45.5)	(11.3)	(11.2)	(11.3)	(11.7)	(11.1)	(11.1)	(10.3)
o/w network and IT systems	€m	(42.3)	(37.9)	(10.9)	(11.1)	(6.8)	(9.1)	(8.4)	(8.0)	(8.6)
o/w others	€m	(21.0)	(19.8)	(4.2)	(5.5)	(5.0)	(5.1)	(3.9)	(4.9)	(4.6)
<b>Adjusted EBITDA</b>	€m	<b>341.0</b>	<b>336.4</b>	<b>84.2</b>	<b>84.5</b>	<b>84.1</b>	<b>83.6</b>	<b>81.1</b>	<b>84.4</b>	<b>86.8</b>
% of total revenue	%	48.2%	48.6%	47.7%	49.0%	48.9%	49.0%	47.3%	49.4%	50.7%
Y-o-y change	%	-1.3%	-1.3%	0.3%	-0.8%	0.0%	-4.6%	-3.7%	-0.1%	3.2%
Depreciation and Amortization	€m	(203.2)	(194.8)	(48.8)	(50.6)	(48.2)	(47.2)	(50.2)	(51.0)	(51.1)
Extraordinary items	€m	(27.2)	(11.8)	(2.9)	(3.6)	(1.4)	(3.8)	(2.9)	(7.6)	(5.2)
Net financial expenses	€m	(71.6)	(48.2)	(12.9)	(11.3)	(11.9)	(12.1)	(12.6)	(12.1)	(12.4)
<b>Net profit before taxes</b>	€m	<b>38.9</b>	<b>81.7</b>	<b>19.5</b>	<b>19.0</b>	<b>22.6</b>	<b>20.5</b>	<b>15.4</b>	<b>13.7</b>	<b>18.0</b>
Taxes	€m	(9.4)	(18.9)	(4.9)	(4.8)	(4.9)	(4.3)	(3.4)	(2.8)	1.0
<b>NET PROFIT</b>	€m	<b>29.5</b>	<b>62.8</b>	<b>14.6</b>	<b>14.2</b>	<b>17.7</b>	<b>16.3</b>	<b>11.9</b>	<b>11.0</b>	<b>19.0</b>

1. Mass market revenue = residential revenue + SOHO revenue + RACC only mobile revenue

# Euskaltel Group consolidated – Consolidated financials (iii/iii)

Cash Flow Statement		Annual		Quarterly						
	Unit	2017PF	2018	Q1 18	Q2 18	Q3 18	Q4 18	Q1 19	Q2 19	Q3 19
EBITDA	€m	341.0	336.4	84.2	84.5	84.1	83.6	81.1	84.4	86.8
Capex	€m	(124.9)	(153.5)	(33.9)	(34.0)	(36.1)	(49.4)	(34.6)	(38.3)	(36.9)
% of total revenue	%	-17.7%	-22.2%	-19.2%	-19.7%	-21.0%	-29.0%	-20.2%	-22.4%	-21.6%
Operating Cash Flow	€m	216.1	182.9	50.3	50.5	48.0	34.2	46.5	46.1	49.8
% of total revenue	%	30.6%	26.4%	28.5%	29.3%	27.9%	20.0%	27.1%	27.0%	29.1%
Interests	€m	(52.1)	(40.0)	(8.3)	(11.8)	(10.6)	(9.3)	(12.3)	(9.3)	(11.4)
Working Capital	€m	(10.2)	11.9	(15.6)	2.1	0.0	25.5	(32.0)	15.2	1.1
Taxes	€m	(12.8)	(15.1)	5.7	(3.2)	(7.6)	(9.9)	(6.8)	(2.6)	(1.0)
Others	€m	(33.6)	(15.8)	(7.9)	(4.0)	(2.2)	(1.7)	(5.9)	(7.7)	(5.3)
Free Cash Flow	€m	107.5	124.0	24.3	33.6	27.5	38.6	(10.5)	41.8	33.3
Dividends	€m	(54.7)	(49.6)	(22.7)	-	(26.9)	-	(25.0)	-	(30.3)
Net debt variation	€m	52.8	74.4	1.6	33.6	0.6	38.6	(35.5)	41.8	3.0
NET DEBT	€m	1,606.5	1,532.1	1,604.9	1,571.3	1,570.7	1,532.1	1,567.5	1,525.8	1,522.8

Balance Sheet		Annual		Quarterly						
	Unit	2017PF	2018	Q1 18	Q2 18	Q3 18	Q4 18	Q1 19	Q2 19	Q3 19
Non-current Assets	€m	2,768.3	2,721.0	2,748.7	2,737.1	2,725.1	2,721.0	2,779.1	2,765.1	2,754.5
Intangible assets	€m	1,343.9	1,335.7	1,345.8	1,338.6	1,337.5	1,335.7	1,332.7	1,329.5	1,324.9
Tangible assets	€m	1,286.3	1,252.4	1,268.8	1,259.4	1,248.7	1,252.4	1,312.2	1,302.7	1,292.9
Financial assets	€m	7.5	7.8	7.6	8.5	8.3	7.8	9.1	9.0	8.4
Deferred tax assets	€m	130.6	125.1	126.5	130.6	130.7	125.1	125.1	123.8	128.3
Current Assets	€m	136.2	177.7	141.1	145.3	164.4	177.7	144.1	149.5	158.8
Inventories	€m	4.1	6.0	4.5	4.3	4.0	6.0	5.7	6.4	6.1
Trade and other receivables	€m	73.4	64.3	76.6	70.2	65.6	64.3	66.6	62.5	71.4
Cash and cash equivalents	€m	58.7	107.4	60.0	70.9	94.8	107.4	71.8	80.6	81.3
<b>TOTAL ASSETS</b>	<b>€m</b>	<b>2,904.6</b>	<b>2,898.7</b>	<b>2,889.8</b>	<b>2,882.4</b>	<b>2,889.5</b>	<b>2,898.7</b>	<b>2,923.3</b>	<b>2,914.6</b>	<b>2,913.4</b>
Total Shareholders' Equity	€m	963.6	974.9	978.7	966.3	983.5	974.9	987.3	967.9	986.8
Non-current Liabilities	€m	1,694.4	1,562.2	1,695.0	1,592.4	1,675.3	1,562.2	1,619.7	1,554.7	1,558.6
Long term debt	€m	1,583.4	1,447.3	1,579.8	1,482.9	1,565.1	1,447.3	1,444.9	1,388.5	1,390.1
Provisions	€m	-	-	1.3	-	-	-	-	-	-
Other non-current liabilities	€m	111.1	114.9	114.0	109.5	110.2	114.9	174.8	166.2	168.5
Current Liabilities	€m	246.5	361.6	216.1	323.7	230.7	361.6	316.3	392.0	367.9
Short term debt	€m	50.1	154.1	67.5	126.8	68.9	154.1	154.4	185.5	192.1
Trade and other payables	€m	196.5	207.5	148.6	196.9	161.8	207.5	161.9	206.5	175.8
Total Liabilities	€m	1,940.9	1,923.8	1,911.1	1,916.1	1,906.0	1,923.8	1,936.0	1,946.7	1,926.5
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>	<b>€m</b>	<b>2,904.6</b>	<b>2,898.7</b>	<b>2,889.8</b>	<b>2,882.4</b>	<b>2,889.5</b>	<b>2,898.7</b>	<b>2,923.3</b>	<b>2,914.6</b>	<b>2,913.4</b>

