

# Our value creation model

## Resources we use



### Human capital

- 12,931 employees
- 15,000 indirect employees
- 48 nationalities
- 31% women



### Financial capital

- € 1,027M investments
- € 2,856M shareholders' equity
- € 2,185M adjusted net debt



### Natural resources

- 10.7M liters fossil fuel
- 357 GWh electricity
- 1,197,000 m<sup>2</sup> building footprint

## What we deliver



**Future-proof & open Gigabit infrastructure** (e.g. fixed and mobile networks, SDN, datacenters, modems & decoders).



**Segmented offers** answering the specific needs of families, millennials & Generation Z, price seekers, small and large enterprises.



**Expertise** in ICT, cloud services, edge computing, security, workplace applications, IoT, data analytics and innovative digital services.



**Digital platforms** offering personalized experiences and innovative services.

## The way we deliver

### Superior customer experience

We put the customer at the center of everything we do. This is about creating a personalized, effortless, proactive experience for each customer.

**Digital-first** in all that we do

**Innovative partnerships** with global players and local service providers creating new ecosystems for our customers.

Using **data, artificial intelligence and automation** to drive operational excellence, improve customer experience and develop new business models.

### Good to Gold culture

We expect our employees to have a growth mindset, be eager to learn and improve continuously. Our 4 core values - Accountability, Collaboration, Agility and Customer centricity - guide us in how we act. So that each of us can make a difference.

## To whom we deliver

### Residential customers

### Small enterprises and independent

### Medium and large enterprises

### Public sector

### Wholesale customers

## Value we create

### Enabling a better digital life

by building future-proof infrastructure, by developing innovative solutions addressing societal challenges and by building trust in digital.



- 99.6% 4G indoor coverage
- 100% 4G outdoor coverage
- 79.2 Mbps Average VDSL2 speed
- 1.82M IoT connections
- 10,300 pupils trained on safe Internet use

### Caring for our stakeholders

by addressing the needs of our customers, by empowering our employees, by building strong relationships with our partners and suppliers, and by committing to an attractive return for our shareholders.



- 1.6M active users on MyProximus (residential & business customers)
- € 34M in employee re/upskilling
- 4.7 training days/employee on average
- 100% contracts with a CSR clause

### Contributing to society

by investing in education to foster digital inclusion, by making the digital society accessible to everyone and by dynamizing the local media ecosystem.



- 862 job seekers supported by our initiatives
- 1,164 children with a long-term illness connected to their school by Bednet and Take Off
- € 3M invested in the local Belgian audio-visual industry

### Respecting our planet

by making a net positive contribution to the climate and becoming a truly circular company by 2030.



- Carbon neutral for own operations
- 4% energy reduction (vs 2018)
- 87% waste recycled, reused or composted
- 31,475 mobile phones collected
- 336,000 refurbished modems and TV decoders