

Investor & analyst presentation

28 February, 2025



Guillaume Boutin
Chief Executive Officer



Cautionary statement

This presentation is a subset of the company's results release.

Please consult proximus.com/investors for the overall disclosed information.

This communication may include some forward-looking statements, without limitation, regarding Proximus' financial or operational results, certain strategic plans or objectives, macro-economic trends, regulation, future market conditions and other risk factors. These forward-looking statements rely on a number of assumptions concerning future events and are subject to uncertainties and other factors, many of which are outside Proximus' control. Therefore, the actual future results may differ materially from those expressed in or implied by the statements. Readers are cautioned not to put undue reliance on forward-looking statements, which speak only of the date of this communication. Except as required by applicable law, Proximus disclaims any intention or obligation to update and revise any forward-looking statements, whether as a result of new information, future events or otherwise.

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Agenda



- › Strategic execution delivered
- › Results overview Q4/FY 2024
- › Final year of bold2025
- › Q&A

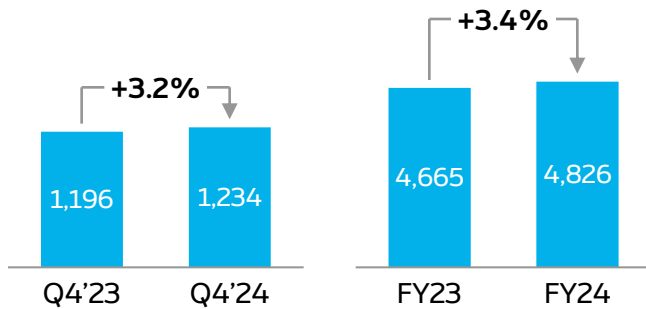
Strategic execution delivered

- ✓ **Strong financials, meeting 2024 guidance** & achieving 2025 EBITDA target 1 year early
- ✓ **Sustained strong commercial performance**, growth outperforming the market
- ✓ **Best networks in Belgium**, with 68% of 5G and 37% Fiber coverage
- ✓ **Well positioned for new entrant launch**, broadly unfolding in line with our expectations
- ✓ **Strong commercial wins for Proximus B2B**, recently signing largest managed cybersecurity deal for the public sector in Belgium
- ✓ **Ongoing program delivers significant cost savings**. Projected increase in retirements to drive the next phase of efficiencies.
- ✓ **Proximus Global Q4 growth** at top of market, EBITDA synergy delivery on track
- ✓ **Asset sales advancing well**, set to deliver >500M€ by 2027, of which 238M€ expected over the next two months

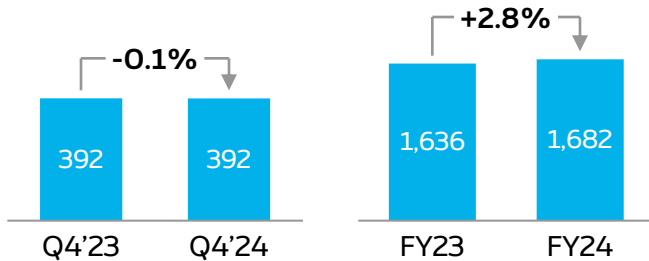
We delivered on our raised FY24 guidance, supported by a strong Q4 Domestic revenue, up by +3.2%, and +6.6% EBITDA growth for Proximus Global

Domestic

Revenue up on sustained customer growth and good landing of price indexation.
(m€; %YoY)

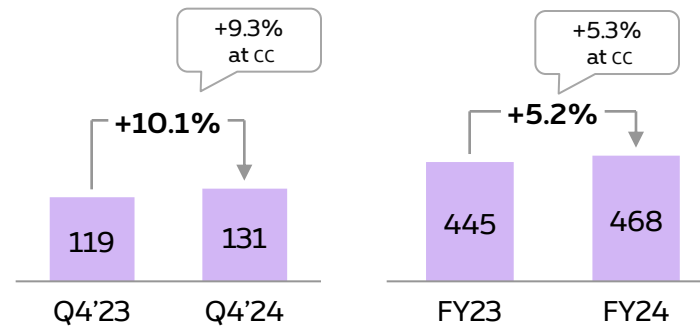


EBITDA: growth in DM, while controlling costs delivers bold2025 ambition one year early
(m€; %YoY)

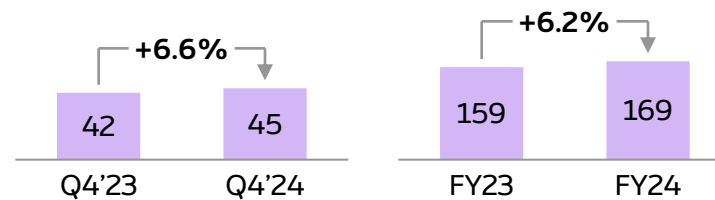


Global

Direct margin sees strong increase from Communications & Data
(m€, %YoY on pro forma basis)

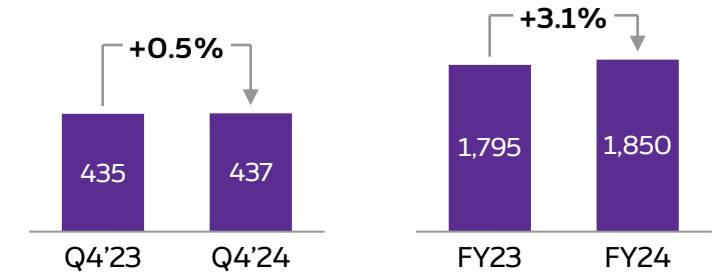


EBITDA increase driven by DM growth and supported by Telesign having turned EBITDA positive.
(m€, %YoY on pro forma basis)



Group

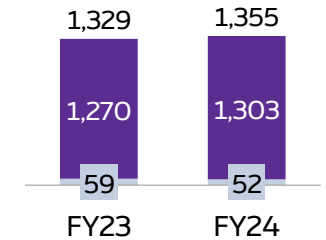
EBITDA growth on both segments
(m€; YoY on pro forma basis)



CapEx

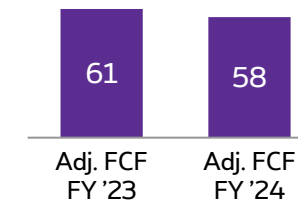
(m€, accrued, on pro forma basis)

Domestic Global



Adj. FCF

(m€)



2024
Net debt / EBITDA
2.9x

Throughout 2024 we sustained a very strong commercial performance

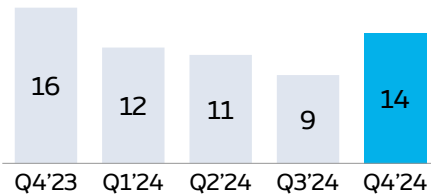
Quarterly Net adds – Total Domestic

(total Residential, Business, Tango, in '000)

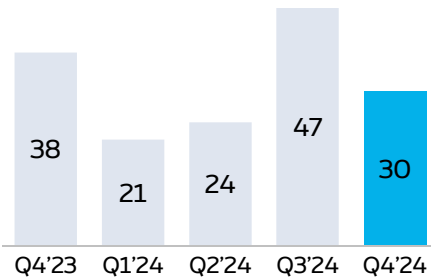


Internet base
2,313K;

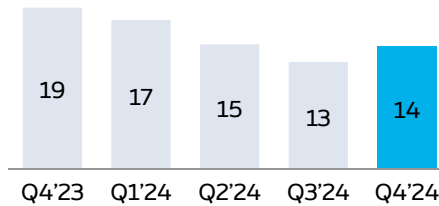
+46k YoY, +2.0% YoY



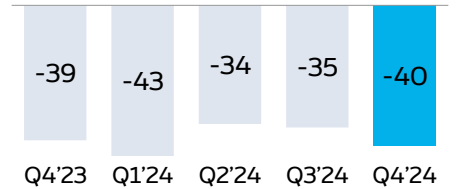
Postpaid base
5,095K;
+122k YoY, +2.5% YoY



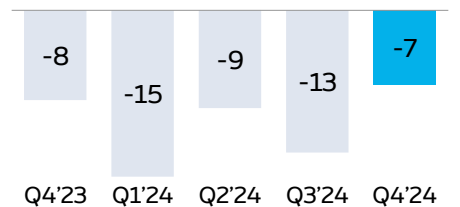
Convergence base
1,172K;
+59k YoY, +5.3% YoY



Fixed Voice base
1,498K;
-153k YoY, -9.3% YoY

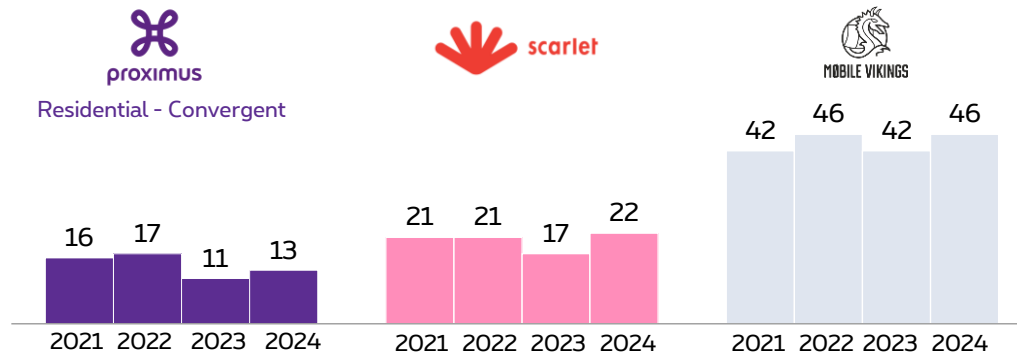


TV base
1,630K;
-44k YoY, -2.6% YoY



We continue to win a large and growing part of the Residential market growth, in an intense competitive environment

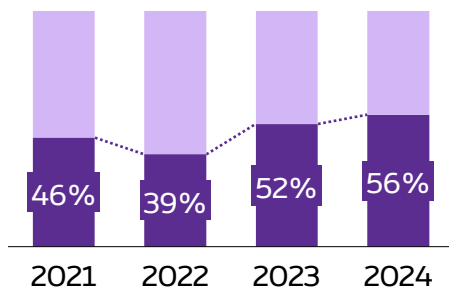
Customers love our brands (NPS)



Proximus share in the total market growth

(% of market Net adds*)

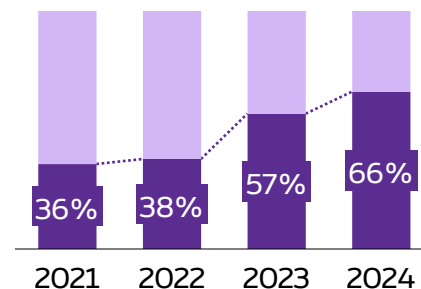
Mobile postpaid



Competition



Fixed Internet



Competition

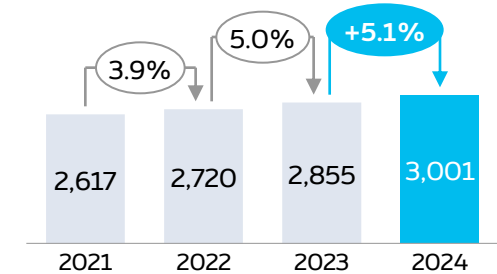


*Belgian market. Source: internal data, public information, company estimate

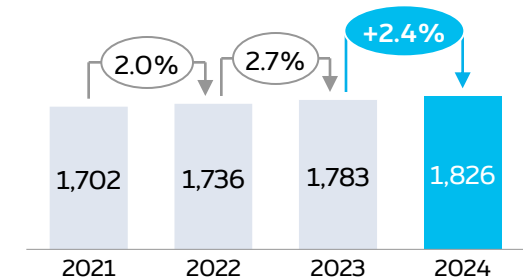
Residential** - Total subscription growth (in '000)



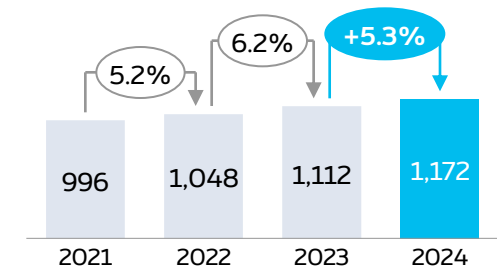
Postpaid



Internet



Convergence

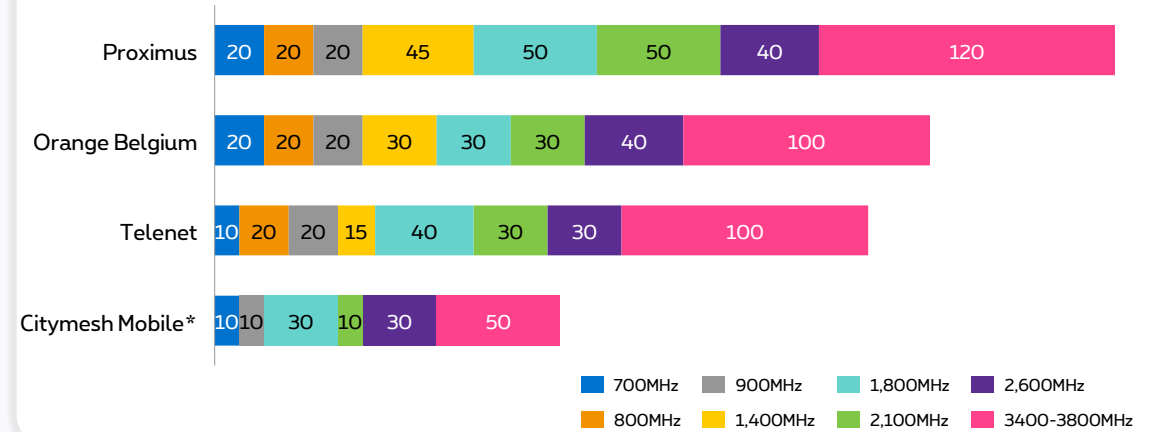


**Belgium and Luxembourg

We have the best networks in Belgium, with scaling 5G coverage returning high customer satisfaction



Proximus secured significant spectrum amount to ensure excellent network quality to customers



68%

5G coverage
indoor

69NPS

Customer satisfaction
high users 5G

MWingz Mobile network partnership

- ✓ >3,000 sites consolidated end'24, target 4,600 end'26
- ✓ 580 sites dismantled; i.e. reduced mobile sites by >15%
- ✓ Aim to reduce number of mobile sites by 40% by 2026 while improving coverage of shared network by 20%

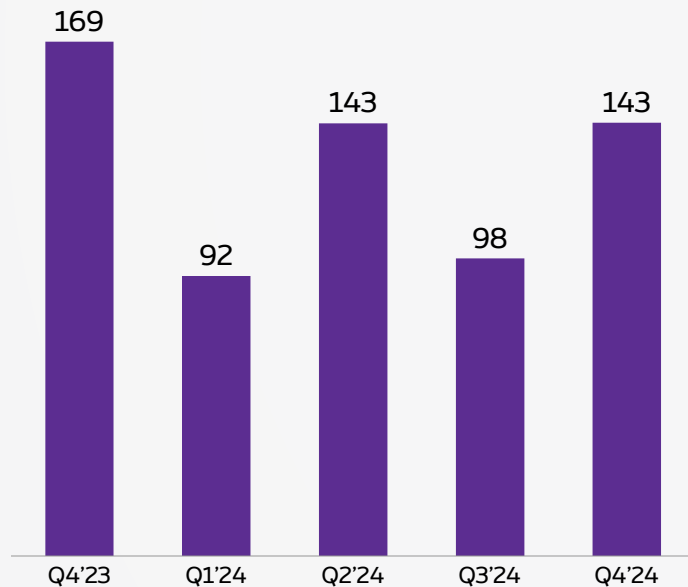
* Citymesh Mobile SA/NV is the legal entity co-created by Citymesh SA/NV and DIGI for the acquisition of spectrum during the multiband auction in 2022. In 2023, Citymesh SA/NV also transferred 2x15MHz in the 2600 MHz band to Citymesh Mobile SA/NV.

Fiber footprint scaling to > 37% HP, and Fiber in the Street for >42% of the population. Fiber being deployed in 171 cities and municipalities

+143k Fiber Homes &

Businesses Passed in **Q4**

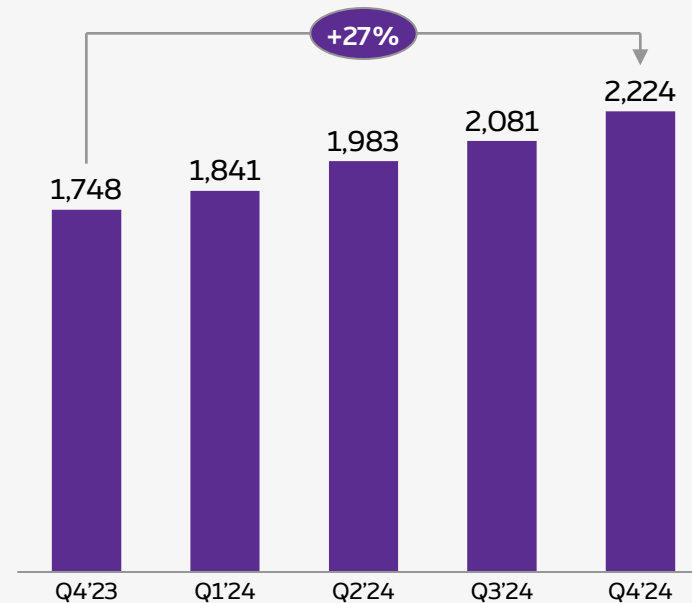
(in K, additions in the period, Proximus and JVs)



2,224k Fiber Homes &

Businesses Passed **end-Q4**

(in K, total base of premises)



■ PXS and JVs

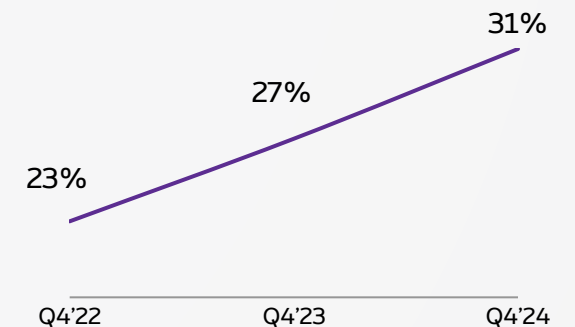
>42% Fiber in the street

303k living units funnel

2.5M premises coverage

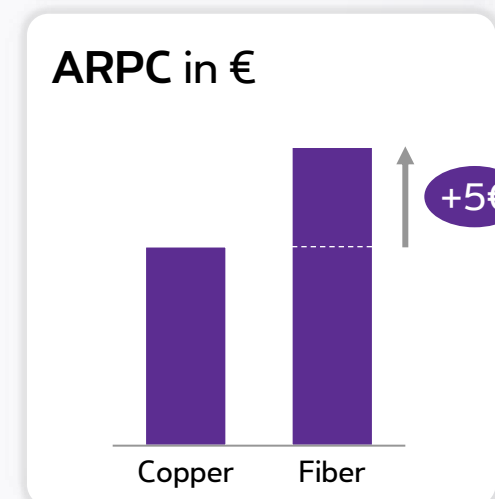
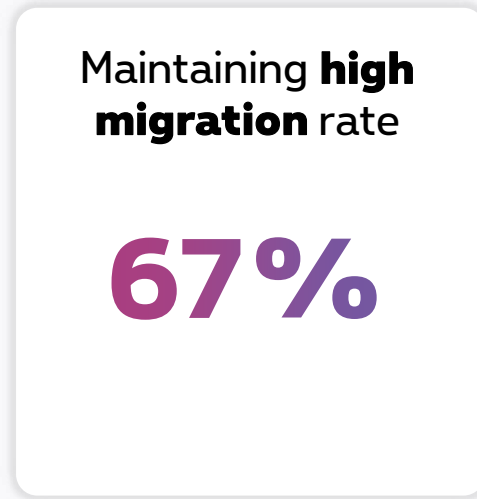
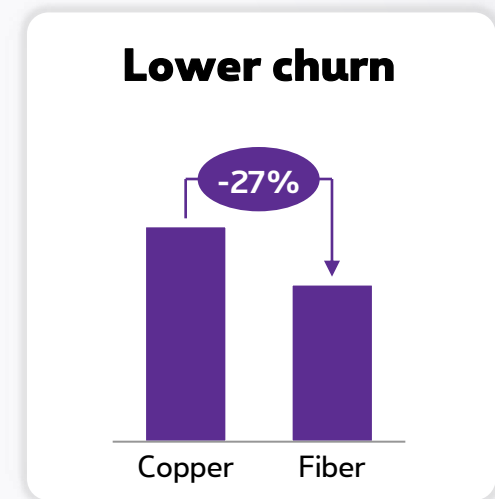
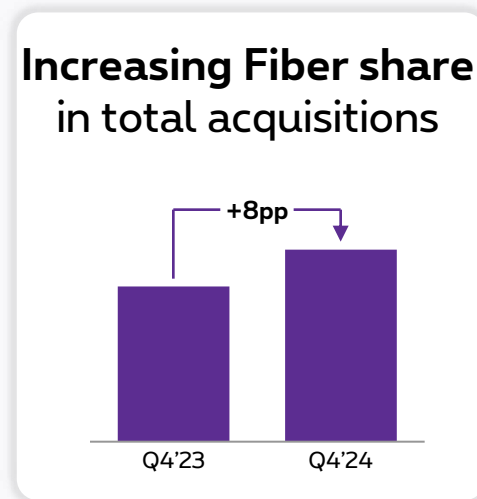
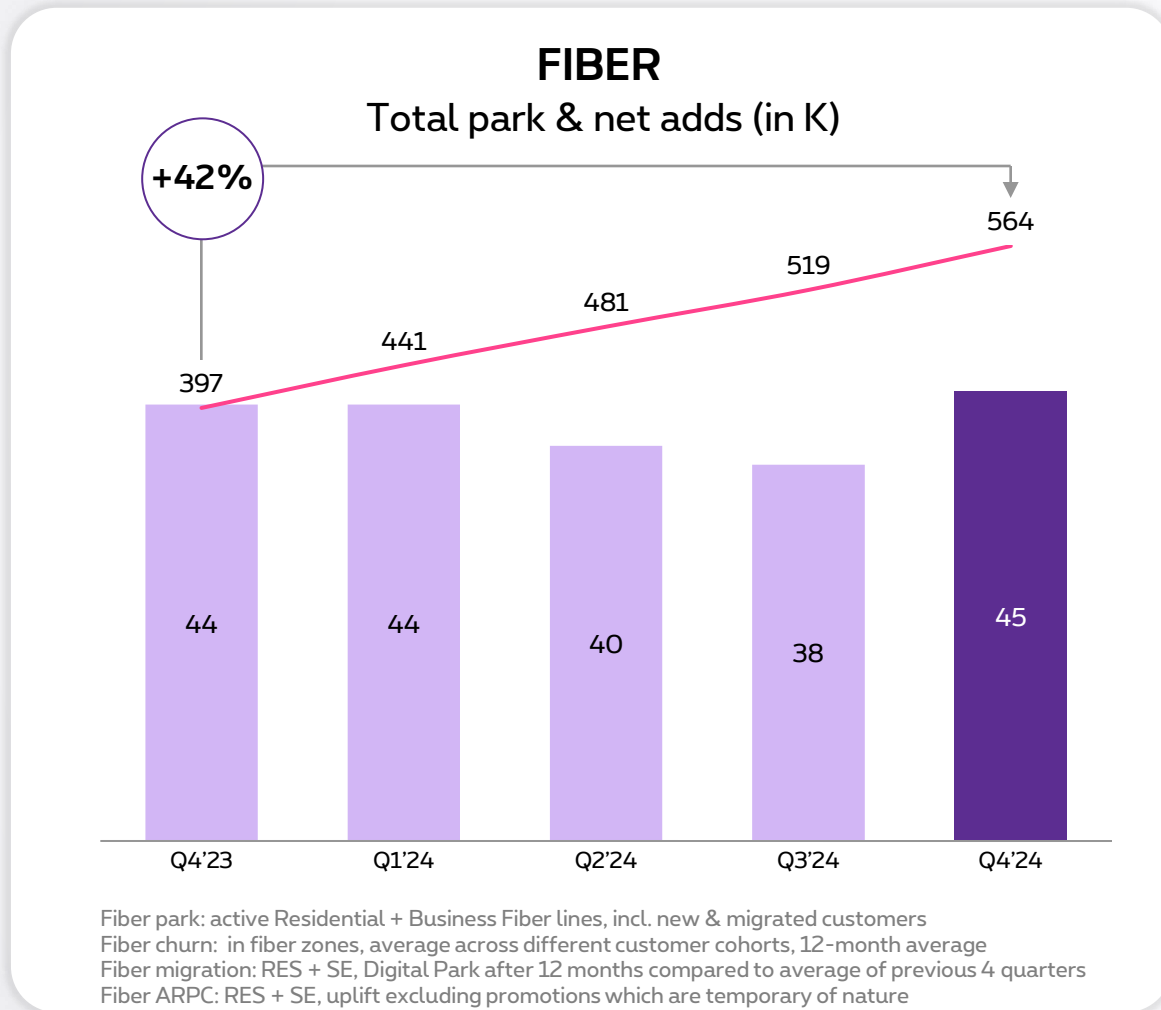
Fiber in the street

31% Network filling rate*



*company definition - Homes Activated / Total Homes Passed Ready for commercialization

Fiber continues to be a strong driver of our commercial performance



Fiber coverage in the dense areas reaches over >80%, for mid- dense we continue to work towards Fiber collaboration



Fiber P2MP



Standalone build

80% Done



Fiber P2P

Collaboration



HFC

Fiber P2P
Subsidized



Conclusion
expected end-
Q2 '25



Discussions
ongoing

New entrant launched, with initial effects broadly unfolding in line with our expectations



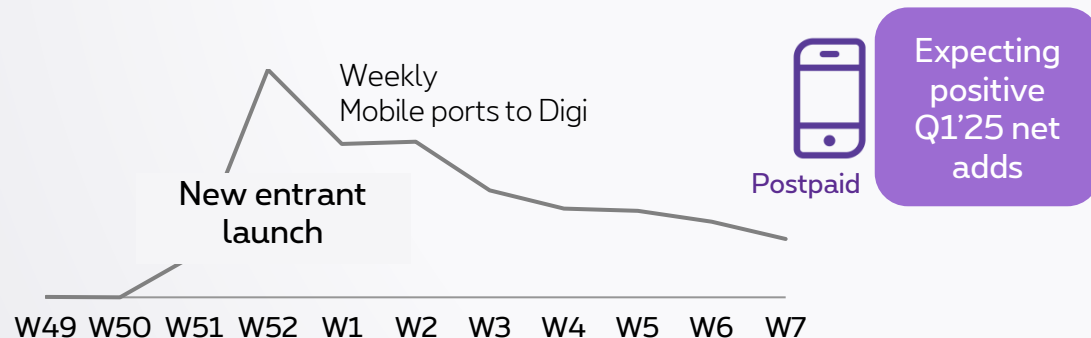
Digi Mobile offer broadly in line with our expectations: Skinny offer, no 5G, no voicemail, no eSIM, no mobile handset joint-offers.



Internet fiber offer with a very limited reach, no TV offer.



Early customer Mobile ports to Digi slowed and stabilizing below 1/3rd of launch-peak, despite their increased advertising presence.



New B-Brand portfolio, maintaining headline pricing to keep max value in market, while staying relevant for customers.



New! Scarlet doubles the data at the same price



TWICE THE DATA, SAME PRICE!

Re-enforce differentiators for Proximus as premium brand



- ✓ Strong promotions on convergent offers and high-end Joint offers
- ✓ AI-driven life cycle models
- ✓ Proximus For You loyalty platform:
 - Free Amazon Prime (6m)
 - Free Perplexity Pro license (12m)
 - Cash back deals in Proximus+ app

Proximus B2B strong commercial momentum in Q4 continues in Q1, winning the largest managed cybersecurity deal for the public sector in Belgium

Strong commercial momentum in Q4

KEOLIS



verisure

OCRE 2024



Cybersecurity frame contract
Security-as-a-service 2 (SECAAS2)
with Belgian Federal Government



Largest managed security deal for
the public sector in Belgium
(>100M€ - 7 years)



Catalogue of **75 managed security services** based on a cloud-first cybersecurity architecture



Federale
Overheidsdienst
FINANCIEN

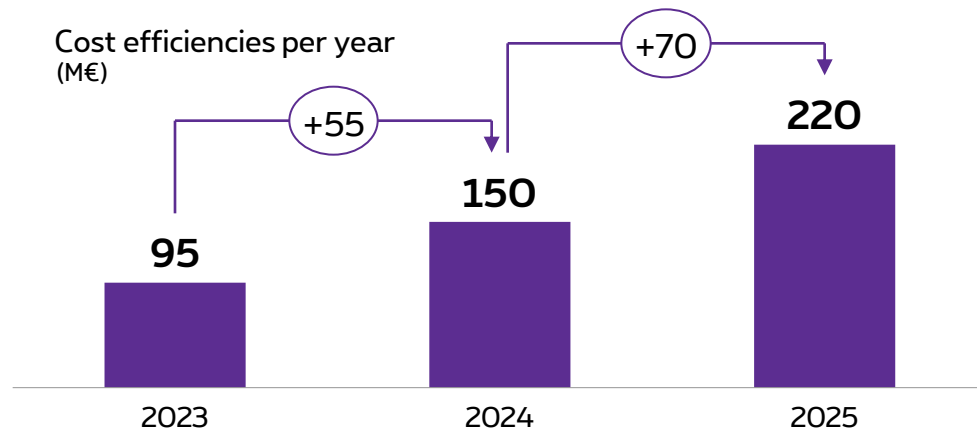


proximus NXT

220M€ efficiency program savings confirmed; upcoming wave of retirements to support future efficiency ambition

Domestic efficiency program to take out another 70M€ costs in 2025, on track for 220M€ in total

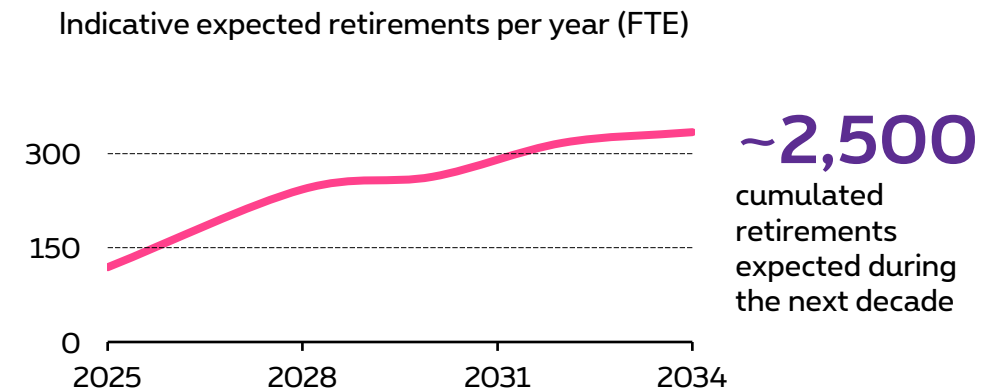
- ✓ Managing workforce turnover
- ✓ Reducing customer service cost, while keeping high customer satisfaction levels
- ✓ Reducing energy consumption
- ✓ Optimizing infrastructure



We will continue tight cost control and are identifying new pools of efficiencies

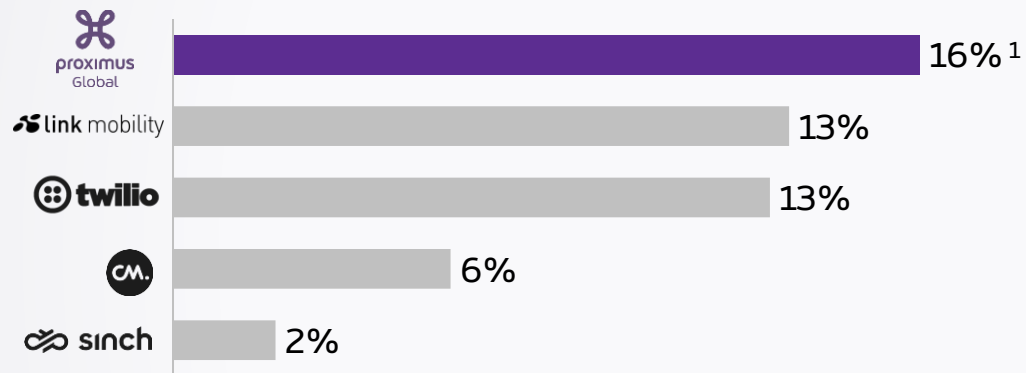
- ✓ Further digitalization, including AI deployment
- ✓ Further automation and transition to the cloud
- ✓ Fiber and Mobile Network optimization

... which will allow for a leaner company as we are heading towards increased levels of annual retirement

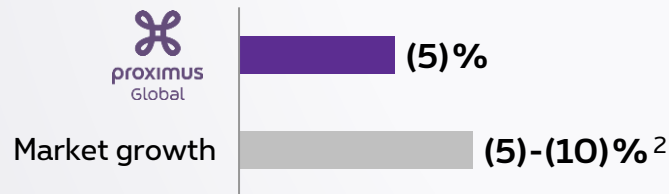


Very strong Q4 with Proximus Global performing at the top of market growth

Communications & Data | Q4 Direct margin growth
outperforming listed digital communications companies
(% YoY Q4 Direct margin)



P2P Voice & Messaging | Mitigating erosion in declining market
(% YoY Q4 Direct margin)



Strategic collaborations

Bilateral Group partnerships
unlocking new business



Strong FY24 growth in key markets

16% YoY growth
omnichannel volumes
-> high double digit RCS
growth

15% increase in IoT
connections³

New business

Gained new business with key
customers in growth segments



Market recognition

Glotel Awards: Managed
Services Mastery

MVNO Nation: Most
Comprehensive eSIM Solution

Future Digital Award: Best
Robocall Mitigation Solution

¹ Only communication & Data Direct margin being compared with benchmark of competitors as competitors have limited to no exposure to P2P Voice & Messaging

² Market data used from various sources as limited listed competitors exist: MobileSquared, Liminal, Telegeography; Juniper Research, Kaleido, internal analysis

³ Increase in roaming cellular M2M connections

We remain confident about the delivery of our synergy commitment of >100M€ EBITDA impact

3 main synergy categories



Upsell, Cross-sell and sell through Strategic partnerships (e.g. SDFC, Infosys)



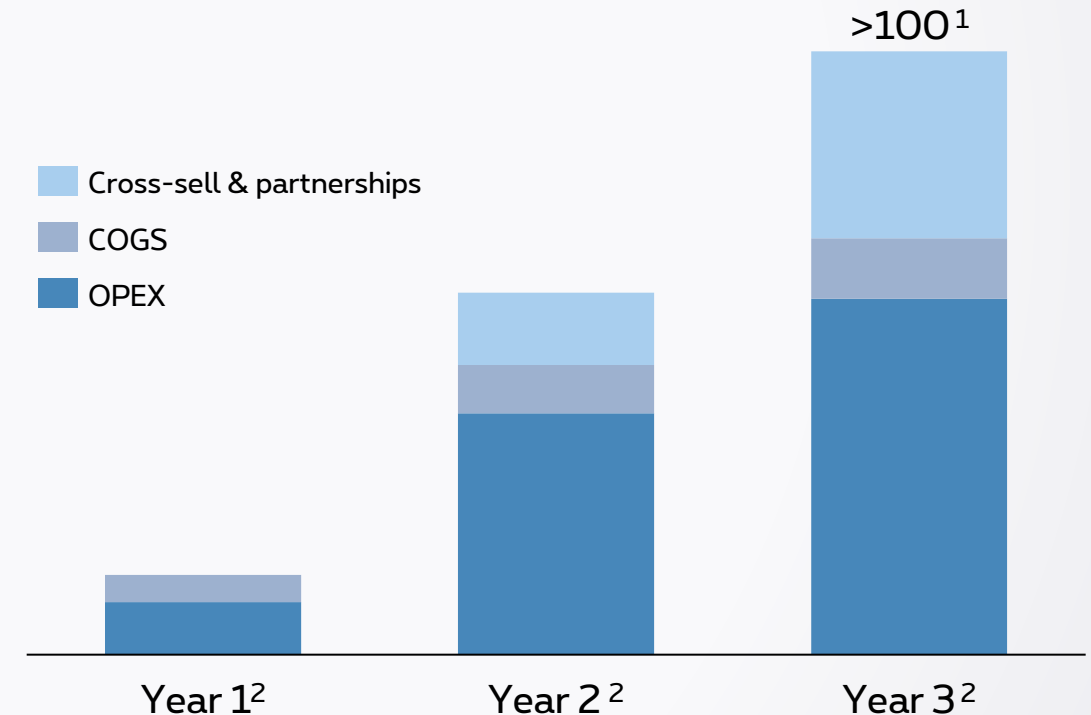
Drive COGS savings through route optimization



Leverage increased scale across our global footprint & platform harmonization to drive down OPEX savings

Synergy phasing (€M)

EBITDA synergies building up to reach >100M€ at run rate, 3 years after closing (May 2024)

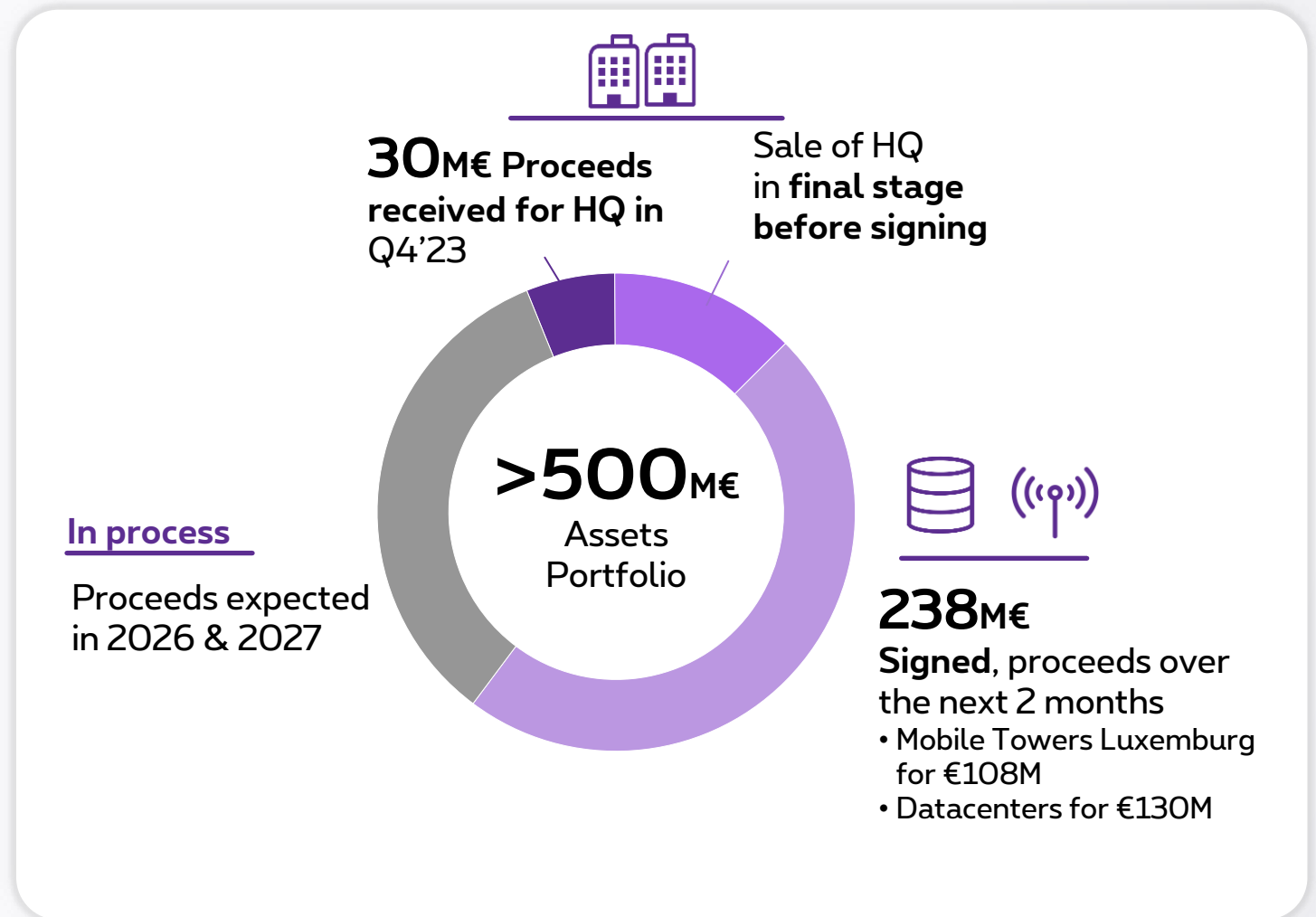


¹ Excluding Capex

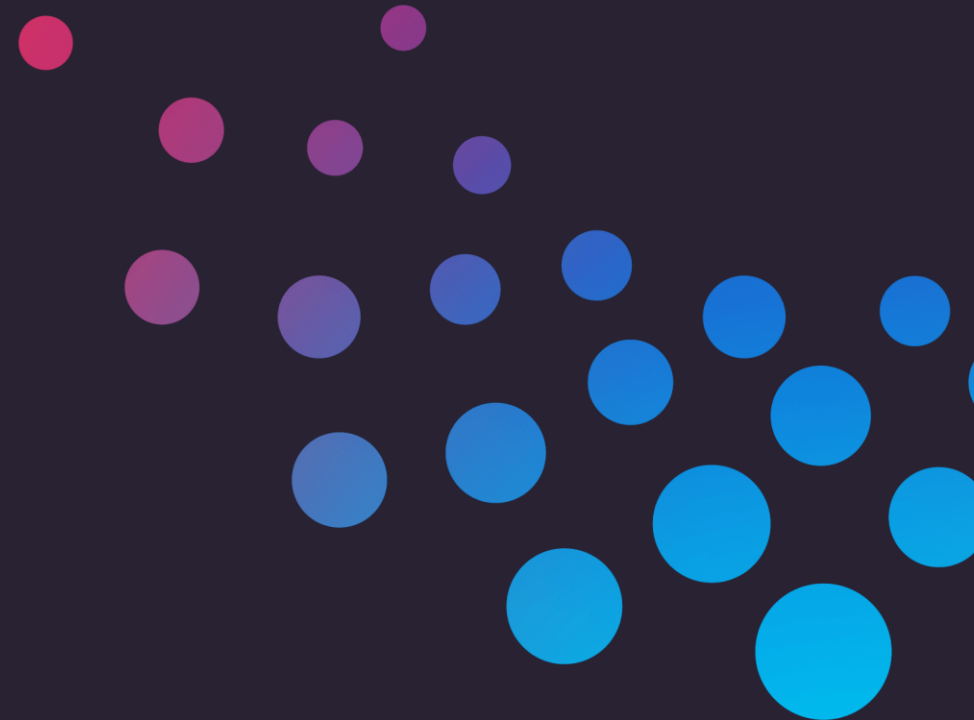
² Year 1: May 2024 to April 2025, Year 2: May 2025 to April 2026, Year 3: May 2026 to April 2027

Active asset portfolio management advancing well , set to deliver >500M€ by 2027. Closed agreements to bring 238M€ over the next 2 months.

Continued active management of non-core assets will deliver a total of >500M€ by end-2027, supporting the Group FCF throughout the elevated investment levels for Fiber build

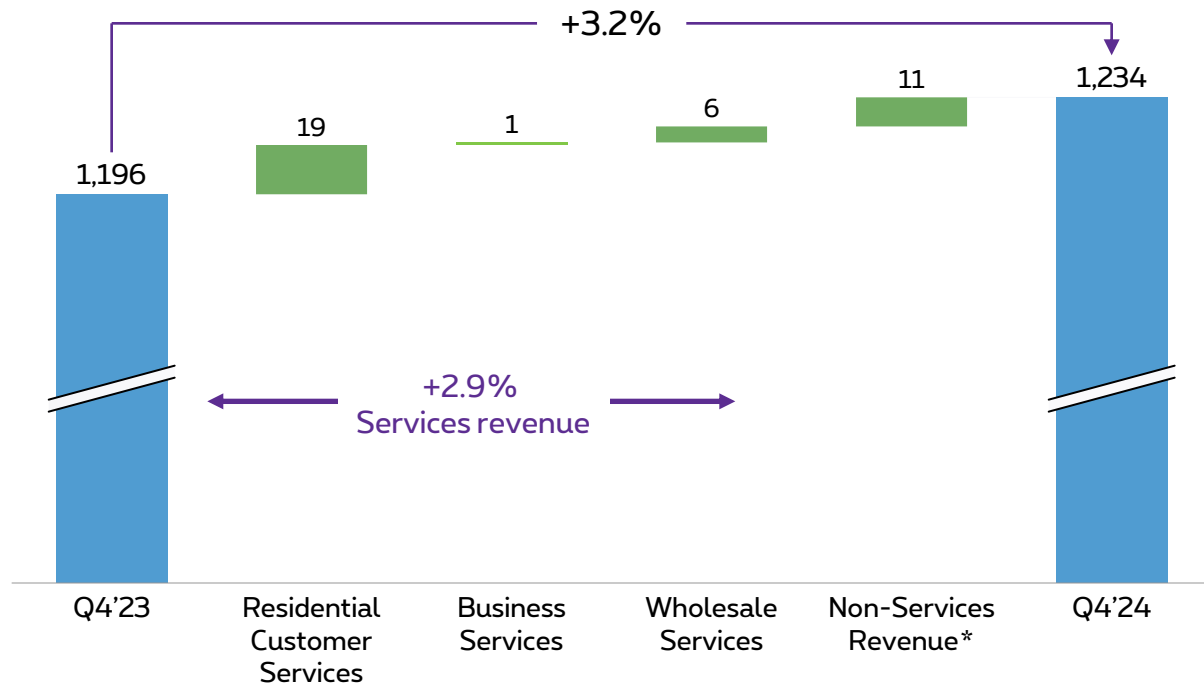


Results Q4/FY 2024

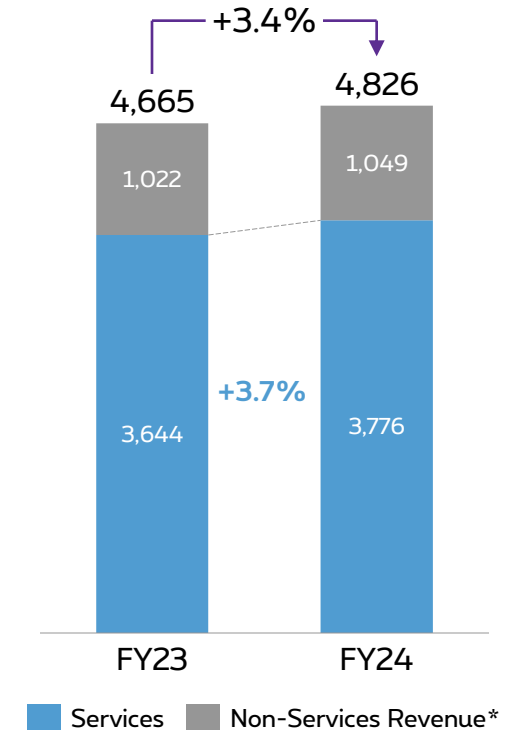


Domestic revenue growth sustained with +3.2% YoY in Q4, revenue from Services up by +2.9% YoY

Q4 Revenue (underlying, M€)



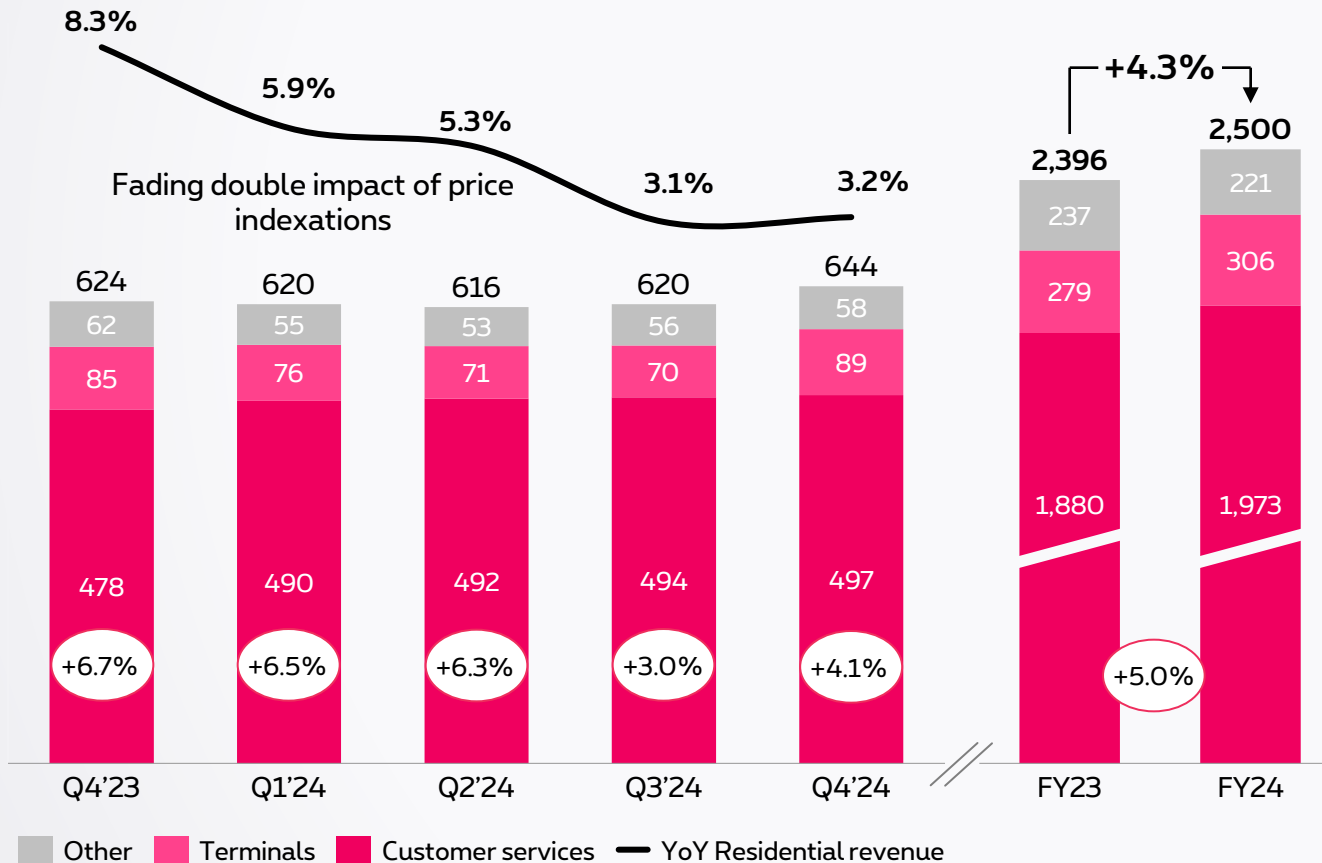
FY



*Aggregate of Residential Prepaid, Wholesale Interconnect, Lux. Telco, Terminals and IT hardware, Others revenue & Other Operating income revenue

Residential revenue for Q4 up by +3.2% YoY, mainly driven by revenue from Services, up by 4.1%

Residential revenue (M€, YoY)



Q4 revenue

Customer Services revenue +**4.1% YoY** supported by Jan'24 price indexation and solid YoY customer growth

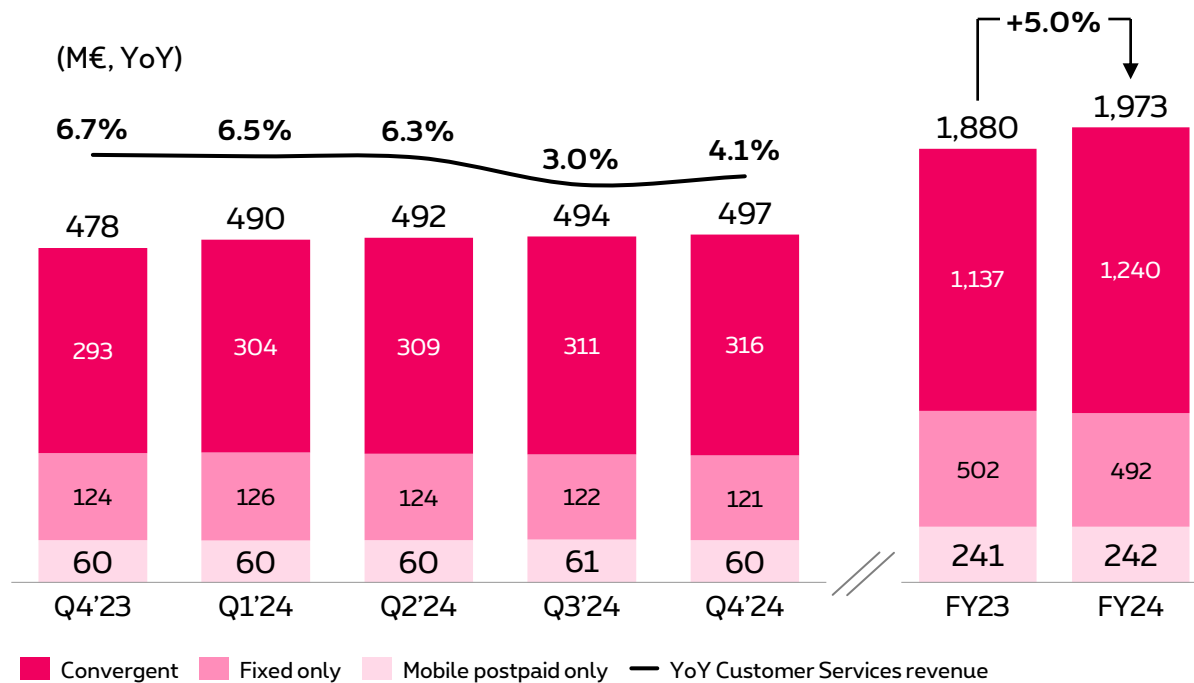
Terminals revenue +**5.0%** driven by higher joint offer volumes and high-end devices

The Residential services revenue has a strong profile, with a high and growing portion of revenue from Convergent customers

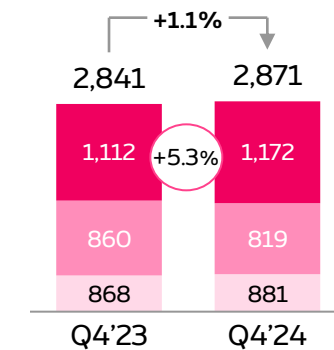
Q4

Customer services revenue up by +4.1% YoY

- Convergent revenue grew +7.8%
- 64% of the services revenue is generated by convergent customers

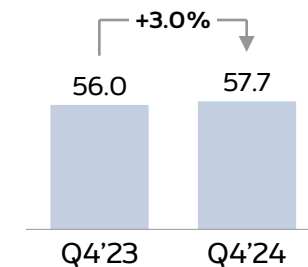


Customers (in K)



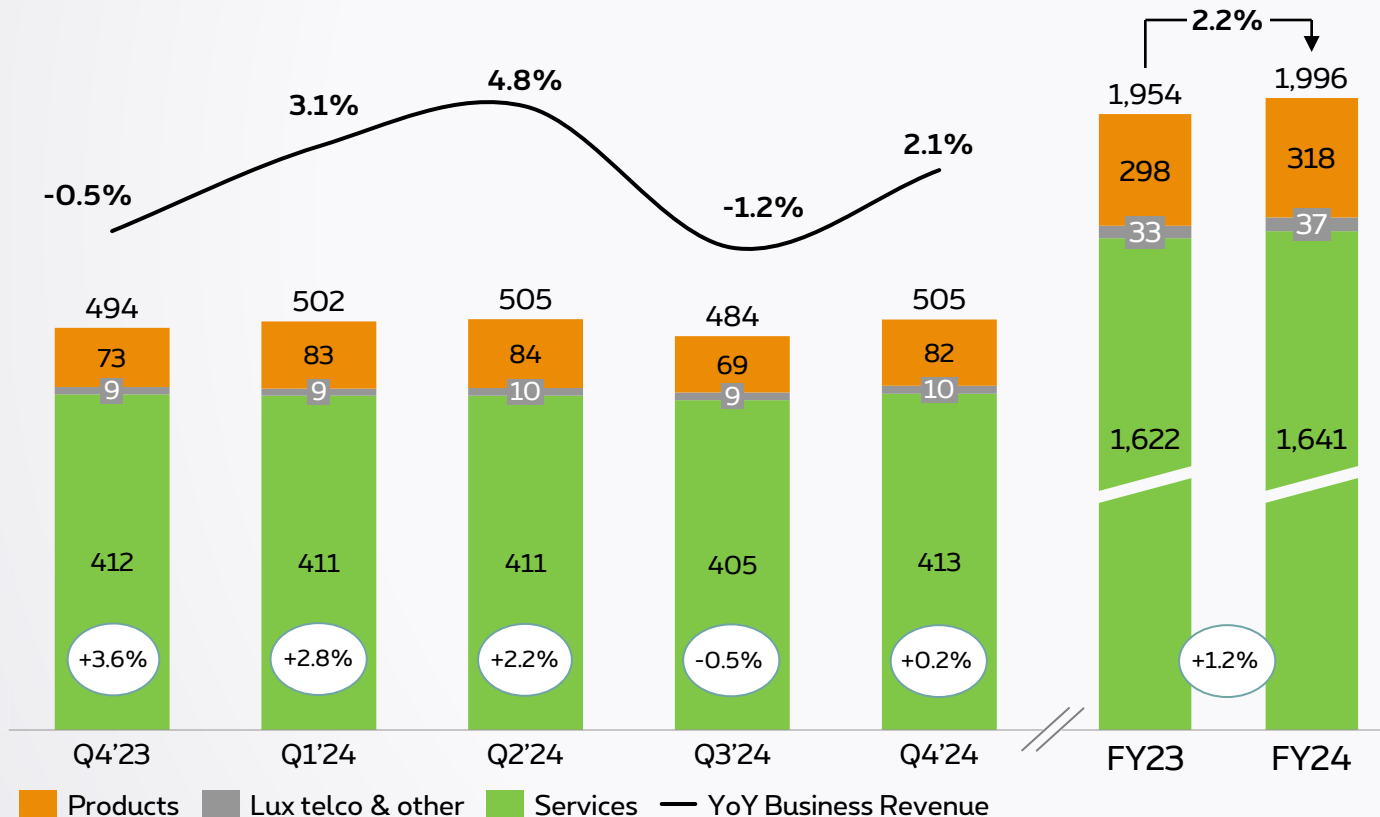
+3.0% ARPC (overall, €)

Supported by price indexation, upsell to convergent offers and Fiber



Q4 B2B revenue up by 2.1%, with total Services revenue broadly stable, and Products up by 12.2%

Business revenue (M€, YoY)



Q4 revenue

Services revenue +0.2%,
 Strong performance in IT Services and Fixed Data, offset by in Fixed Voice and by Mobile Services

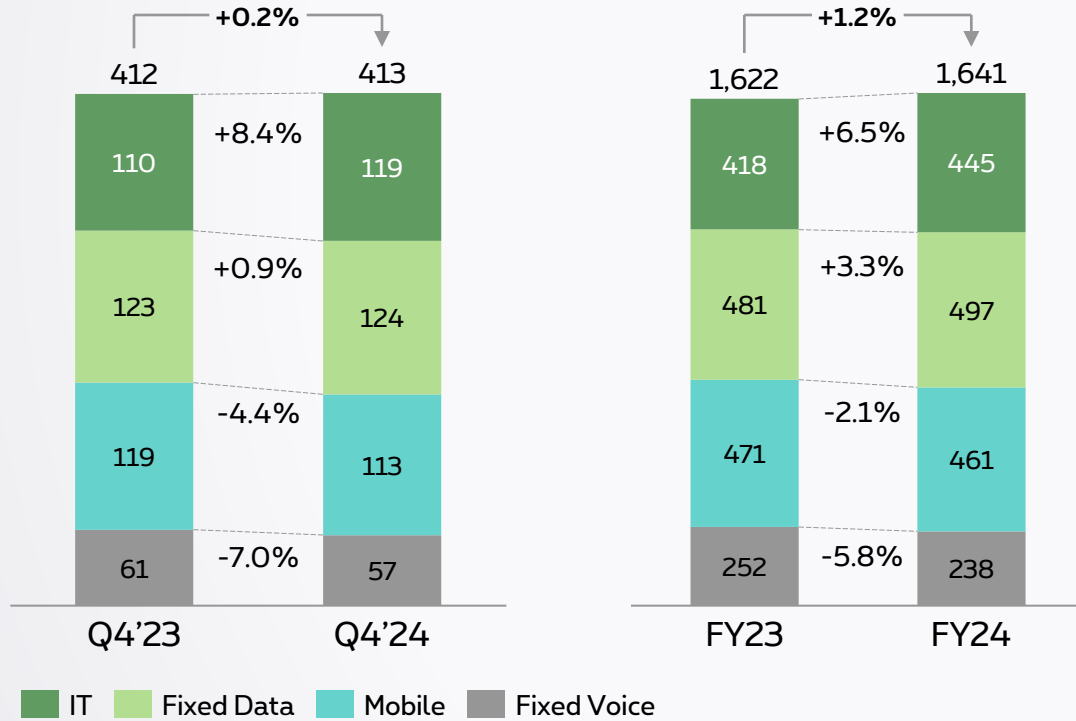
Products revenue +12.2%,
 Driven by strong Terminals and IT Products

Q4 B2B Services revenue stable YoY as strong increase in IT Services revenue offsets lower Mobile revenue and ongoing Fixed Voice erosion

Business Services revenue (M€)

Q4

FY



Q4

+8.4% IT Services

- Driven by growth in both recurring and one-shot services in Cloud, Security and Smart Mobility services

+0.9% Fixed Data

- Internet revenue up, ARPU +4.1% & stable base with growing share of Fiber

-4.4% Mobile

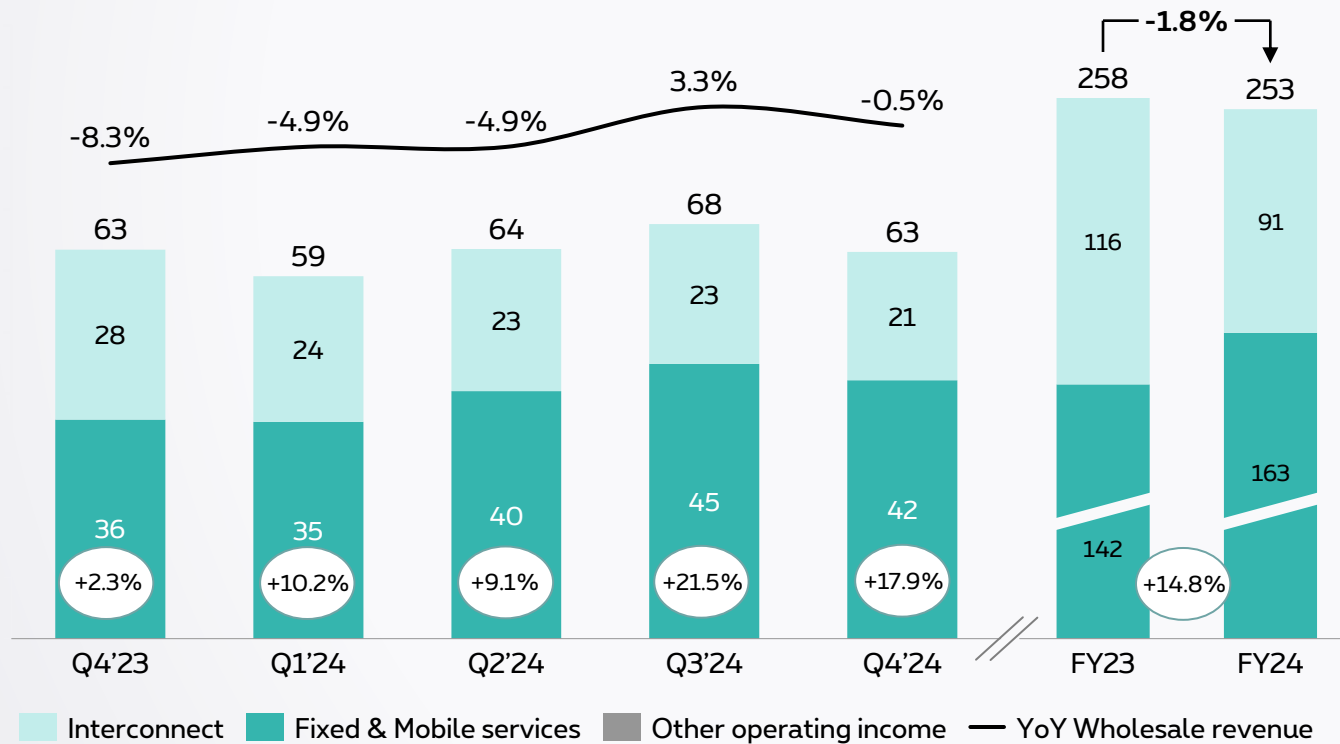
- Decreasing ARPU YoY, in a very competitive market
- Decrease in customer base by 32K YOY driven by Flemish Government contract loss (-44K cards at lower ARPU)

-7.0% Fixed Voice

- Volume decline in line with historic trends, partially contained through value management
- Mitigated by growing ARPU

Strong growth in Wholesale Services nearly offsetting the YoY decline in low margin interconnect revenue

Wholesale revenue (M€, YoY)



Q4 revenue

Fixed & Mobile Services revenue +17.9%

- Additional roaming volumes
- Services provided to JV's
- Growth from existing mobile wholesale contracts

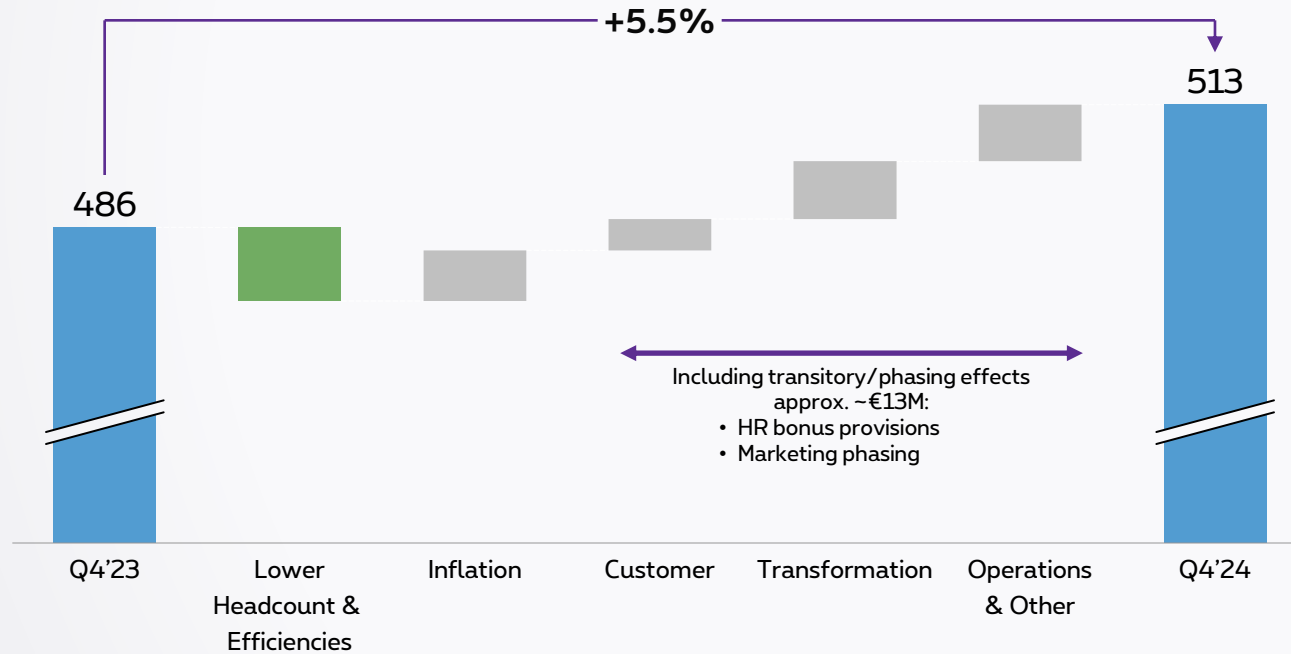
Interconnect revenue -24.4%

- Ongoing decline in traditional messaging revenue
- EU MTR regulation impact
- No meaningful margin impact

Despite efficiencies outpacing inflation effects, Q4 OpEx increased following topline growth & strategic transformation initiatives

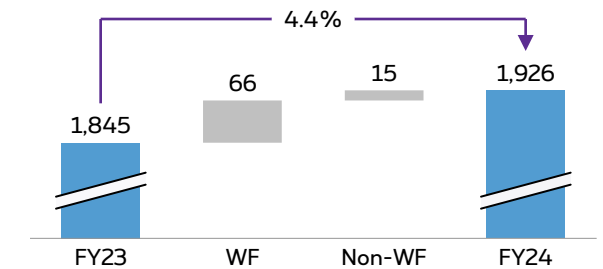
Q4 OpEx (management view, underlying, M€)

FY

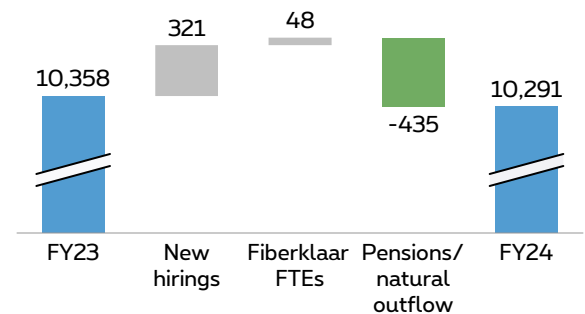


- **Inflation:** wage indexations (Dec'23 and Jun'24) and other inflationary costs increases
- **Customer related costs:** acquisition, retention, migration and servicing costs
- **Transformation:** Mwingz cross-charging (no ebitda impact) and Cloudification
- **Operations & Other:** Fiberklaar consolidation and performance related HR provisions

Domestic OpEx (M€)



Domestic headcount (FTE)



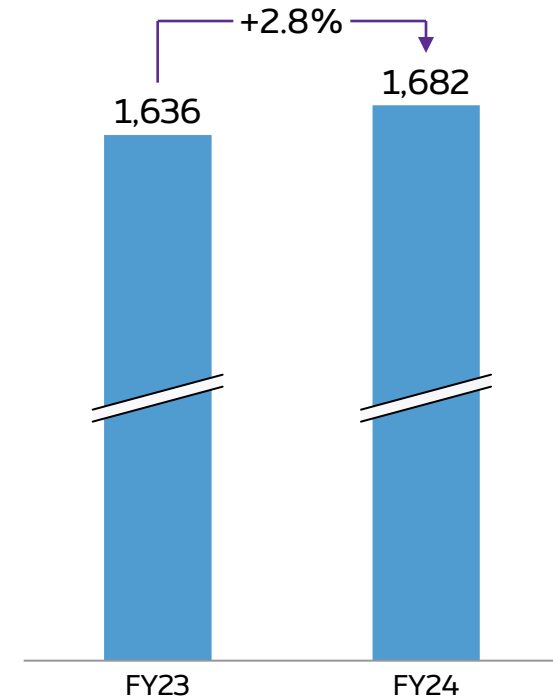
Q4 Domestic EBITDA stable, FY'24 +2.8% YoY on strong Direct margin growth and cost efficiencies

Q4

(M€)



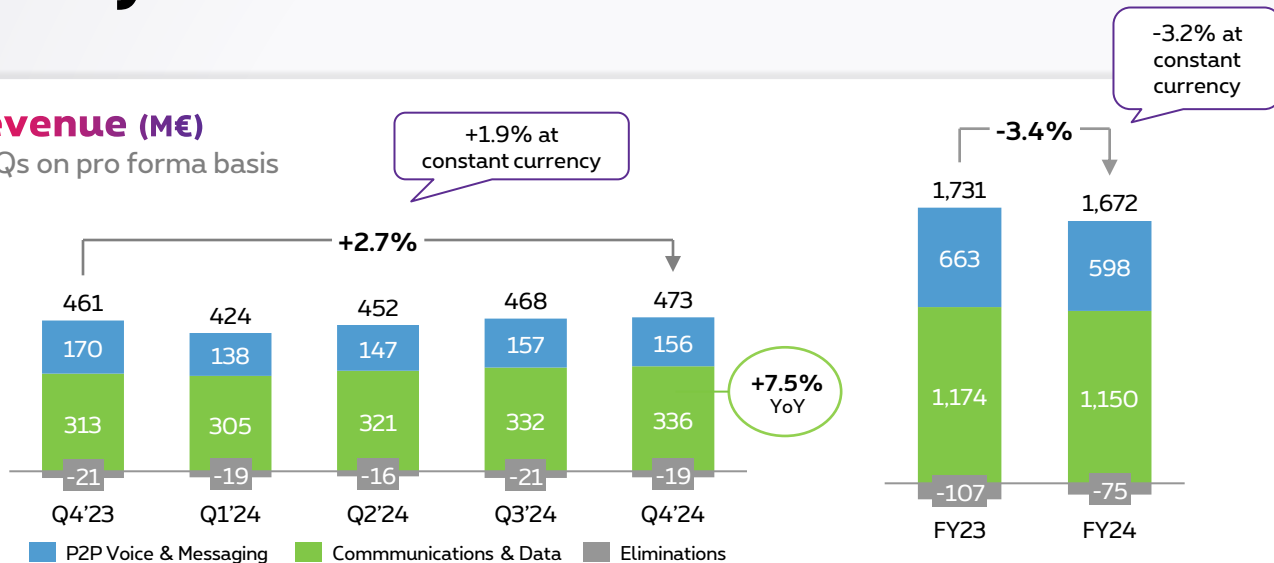
FY



Proximus Global Direct margin moves up on strong growth in CPaaS and Mobility services

Revenue (M€)

All Qs on pro forma basis

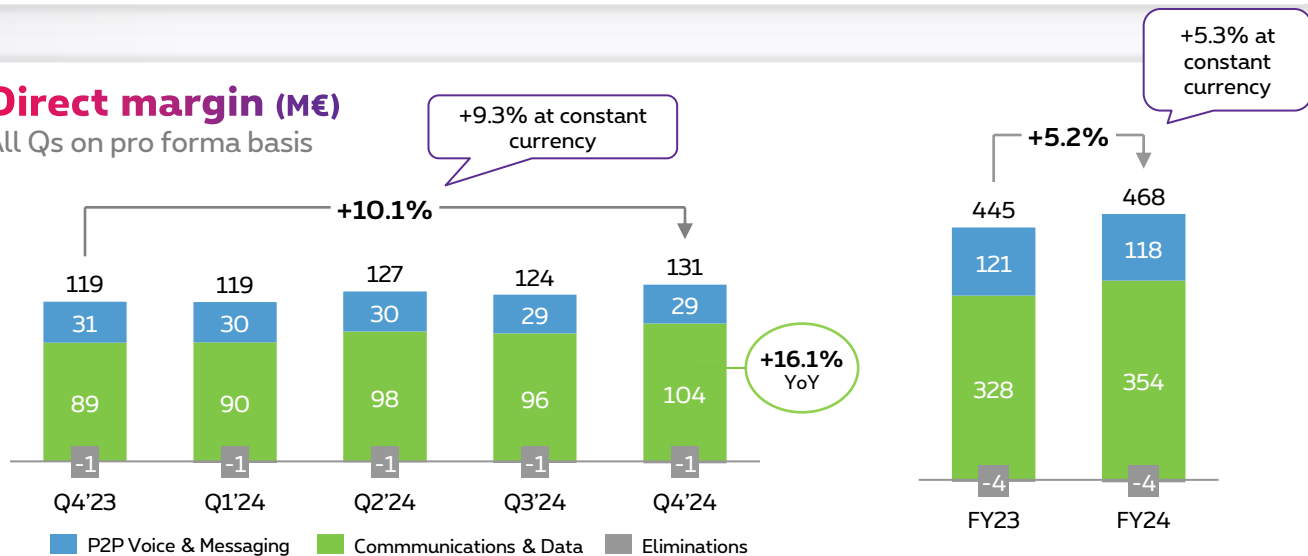


Revenue up +1.9% (constant currency)

- ✓ Growth in higher-margin CPaaS and Mobility products
- ✓ CPaaS comparable base easing as structural move to OTT solutions became evident in Q4'23

Direct margin (M€)

All Qs on pro forma basis



Direct margin up +9.3% (constant currency)

+1.9p.p. Direct margin to 27.8%

Strong quarter for:

- ✓ CPaaS: growth in SMS and non-SMS confirming ability to recapture traffic through CPaaS omnichannel solutions
- ✓ Mobility Services

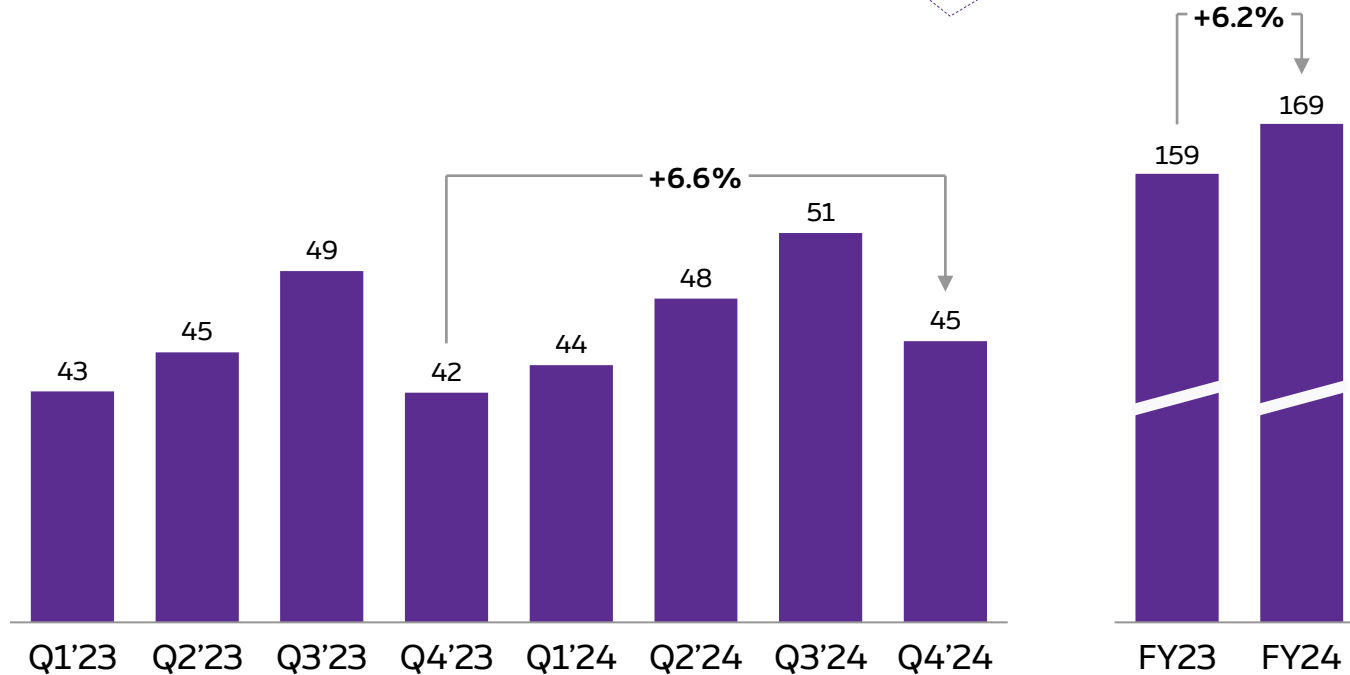
Proximus Global EBITDA up +6.6% on a pro forma basis

Q4

EBITDA (M€)

All Q's on pro forma basis

EBITDA positive through all 3 brands:
 ✓ BICS
 ✓ Telesign
 ✓ RouteMobile



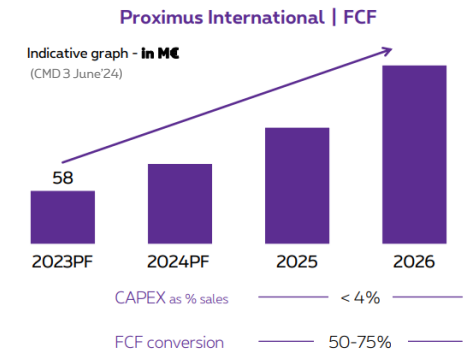
EBITDA up +6.6% year-on-year

- ✓ Strong Q4 Direct margin growth outpacing OpEx increase

OpEx increase:

- ✓ Mainly driven by unfavorable currency effects
- ✓ Reflecting wage indexations and provisions related to incentive schemes for Proximus Global

FY24 FCF of **90M€**, delivering above CMD expectation (June'24)

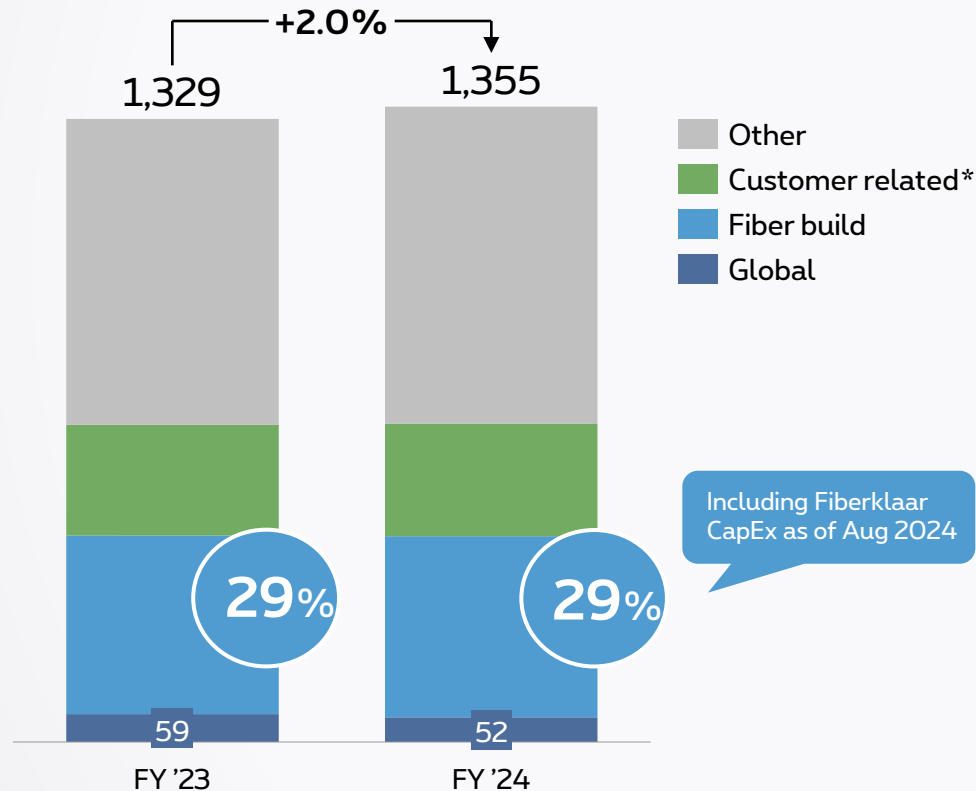


"Pro forma" - full view includes Route Mobile in all quarters of 2023, as well as in Q1 2024 and Q2 2024, allowing for like-for-like comparison

FY'24 Group CapEx in line with guidance, reflecting investment in Fiber build, customer related capex and Mobile network consolidation

Group CapEx

M€, booked, excl. spectrum & football rights
On pro forma basis



CapEx reached its peak at 1,355M€ for FY'24

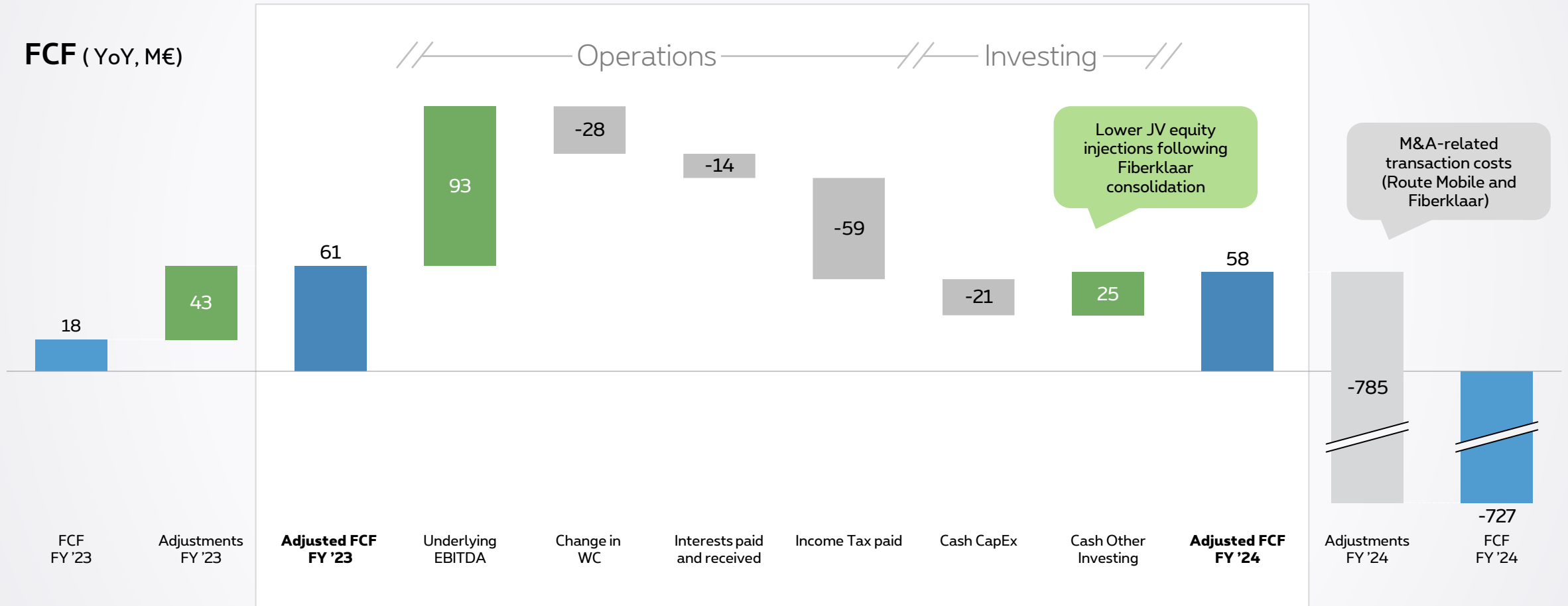
- Lower Proximus Fiber build volumes in dense areas while picking up in medium-dense areas
- Fiber customer termination and activation cost rising, supporting topline momentum
- Other CapEx includes a.o, IT investments, and the ongoing implementation of Mobile network consolidation

- 2025 CapEx (booked) expected to be ~1.3bn€

* Customer CapEx related to connection and activation of Fiber and Copper customers , and equipment (Modems, Decoders, Wi-Fi repeaters,..)

Adj. FCF slightly down YoY. EBITDA increase and lower JV equity injections nearly offset higher income tax, interests and cash CapEX

FCF (YoY, M€)



• Route Mobile sell down was an equity transaction with no impact on FCF but positive impact on cash balance

Fully delivering on our guidance for the year 2024

Guidance metric	Outlook FY 2024 23 Feb 2024	Outlook FY 2024 26 Jul 2024	Outlook FY 2024 25 Oct 2024	Actuals FY 2024
Underlying Domestic revenue	Growing up to 1%	Growing up to 2.5%	Growing up to 3%	+3.4% YoY ●
Underlying Domestic EBITDA	Growing up to 1%	Growing up to 2%	Growing up to 3%	+2.8% YoY ●
Global Direct margin (cc)	-	Mid-to-High single digit growth	Mid-single digit growth	+5.3% YoY ●
Underlying Group EBITDA	Growing up to 1%	Growing up to 2.5%	Growing up to 3%	+3.1% YoY ●
CapEx (booked, excl. Spectrum & football rights)	Around 1.2bn€	Around 1.36bn€	Around 1.36bn€	1.355bn€ ●
Net debt / EBITDA (As per S&P definition)	Around 2.7x	Around 3.1x	Around 3.1x	2.9x ●

✓ Sustained strong commercials

✓ Good landing of price indexations

✓ Ongoing cost control

Over the result of 2024, Board of Directors proposes to AGM a **total dividend of 0.6€ gross/share**

✓ interim of €0.5/share paid on 6 Dec'24

✓ remainder of €0.1/share in April '25

Guidance as of July 2024 in YoY refers to pro-forma 2023 8 months, unaudited, ie. includes the actual results of Route Mobile over the period May-Dec 2023, to allow for a comparable base.

Company FY projections on Global DM exclude currency fluctuations

Focus on 2025



Leverage different brands, reinforcing Proximus as premium, contain value in the market



Closing & operationalizing our fixed **network collaboration agreements**



Strengthening our **position** in B2B telco and IT and improve profitability



Strengthen **Global** digital communications leadership and continue to grow at top of market

While keeping **our costs** under control

Guidance 2025

Strong foundations and strategic focus will support a broadly stable revenue and EBITDA for Domestic, despite elevated competitive headwinds. Proximus Global will grow EBITDA, including a ramp up of synergies. CapEx continues to reflect high Fiber investment yet is now beyond peak year.

Outlook FY 2025

	2024	2025
Underlying Domestic revenue	€4,826M	Broadly stable
Underlying Domestic EBITDA	€1,682M	Broadly stable
Underlying Global EBITDA ⁽¹⁾	€188M	Around +20%
Underlying Group EBITDA ⁽¹⁾	€1,869M	Around +2%
CapEx (excl. Spectrum & football rights)	€1,355M	~€1.3bn
Organic adj FCF (excl. asset sales)	€58M	Stable
Net debt / EBITDA (As per S&P definition)	2.9x	Around 3.0x

Dividend policy

Over the 2025 result, intention to return a gross dividend of €0.6/share:

- 0.3€/share interim dividend in December 2025
- 0.3€/share final dividend in April 2026

Dividend coverage

- 2025 Adj. FCF including the proceeds of asset sales will more than cover the Dividend payment, with FCF excess to benefit the Net debt level.

¹ On Pro forma 2024 : includes the actual results of Route Mobile over the period Jan-Apr 2024, to allow for a comparable base.

Q&A



To ask a question, join the conference call

→ Register [here](#) for the Q&A to receive your dial-in details.

Appendix

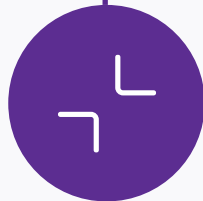


We delivered our plans while remaining a stable, sustainable responsible employer



Circular Economy

- 935,000 refurbished fix devices
- 138,000 mobile phones collected for reuse and recycling



Employee satisfaction

- 84% of employees would recommend Proximus as employer
- 77% employee engagement



Net zero

- 1st Belgian company with NetZero ambitions validated by SBTi
- -13%CO₂ emissions scope 1+2



Digital inclusion

- Social tariffs for 150,000+ citizens in 2024
- 16,000 people trained via digital inclusion projects



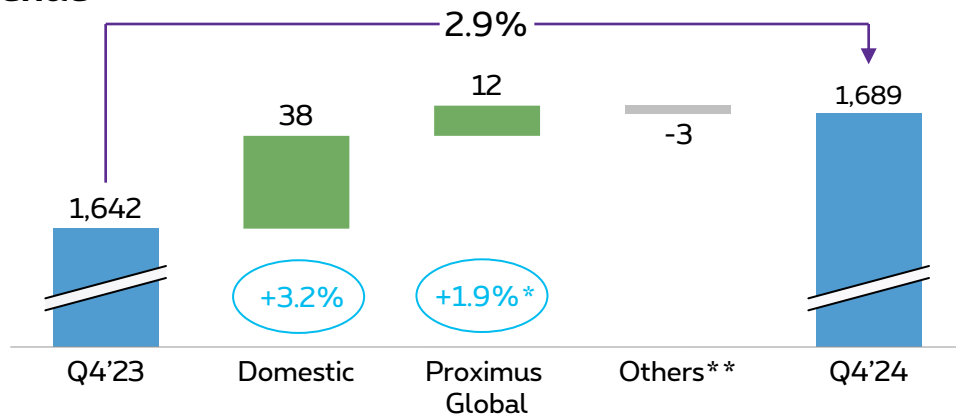
Diversity and Inclusion

- 50% women of the Board of Directors
- 70 nationalities represented in Belgium

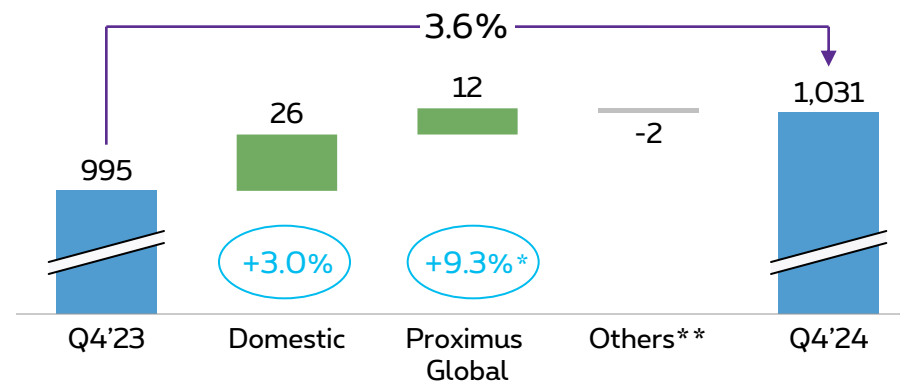
Q4 Group EBITDA +0.5%, on pro forma basis, driven by Direct margin growth

(all underlying, M€)

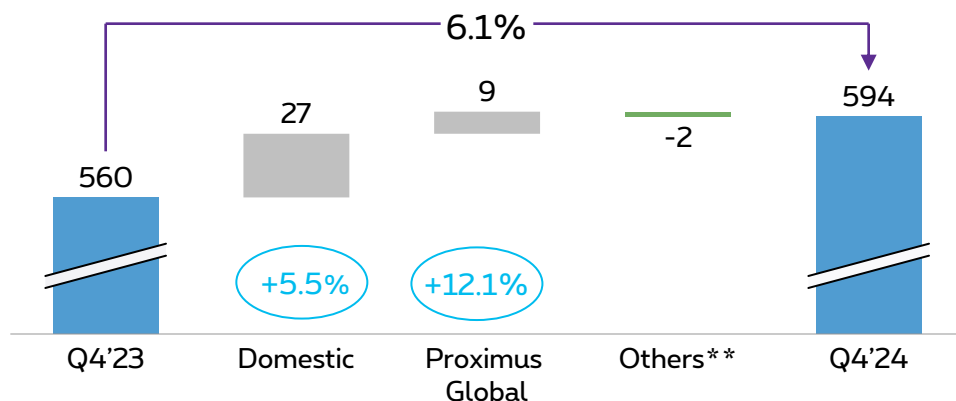
Revenue



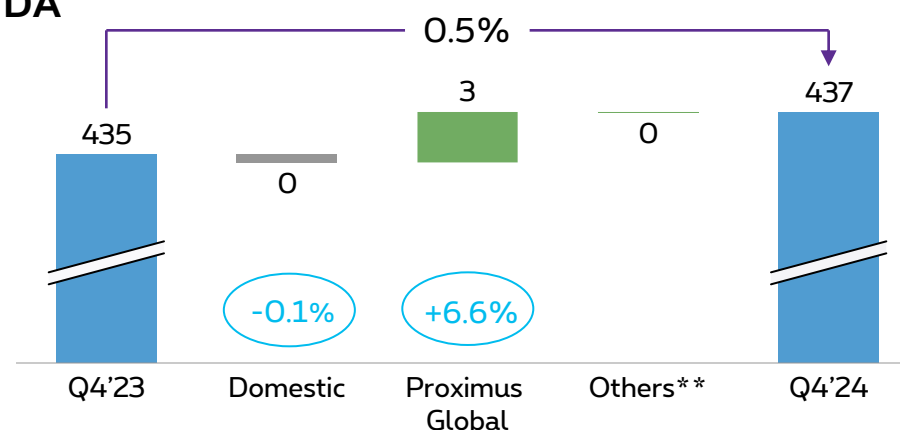
Direct margin



OpEx



EBITDA



*In constant currency

**Eliminations

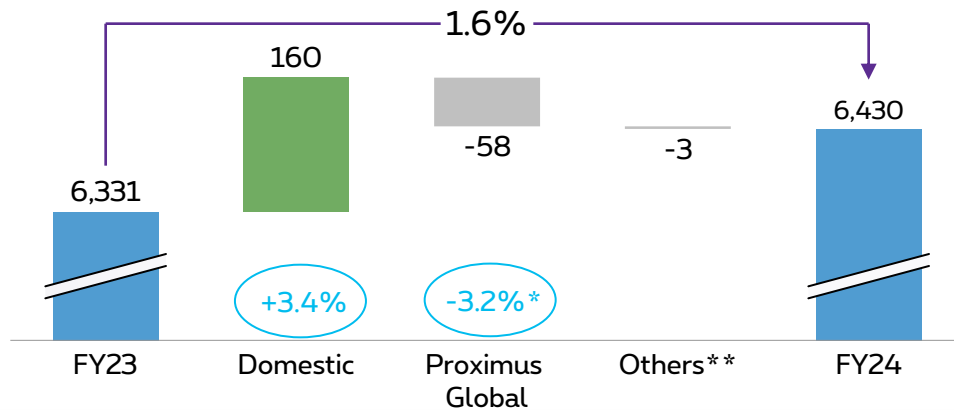
"Pro forma" is referring to pro forma 8-month view including Route Mobile as of May 2023 allowing for like-for-like comparison as of Q2 2024

FY '24 Group EBITDA +3.1%, on pro forma basis

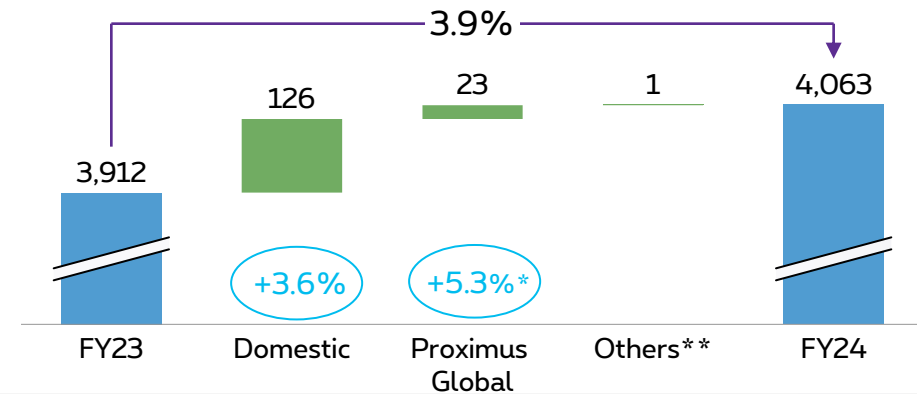
Direct margin continued to grow, while the FY cost increase moderated

(all underlying, M€)

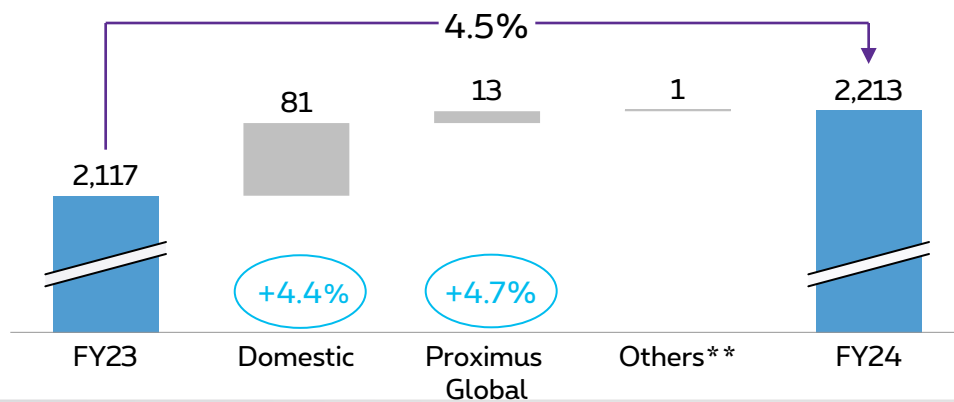
Revenue



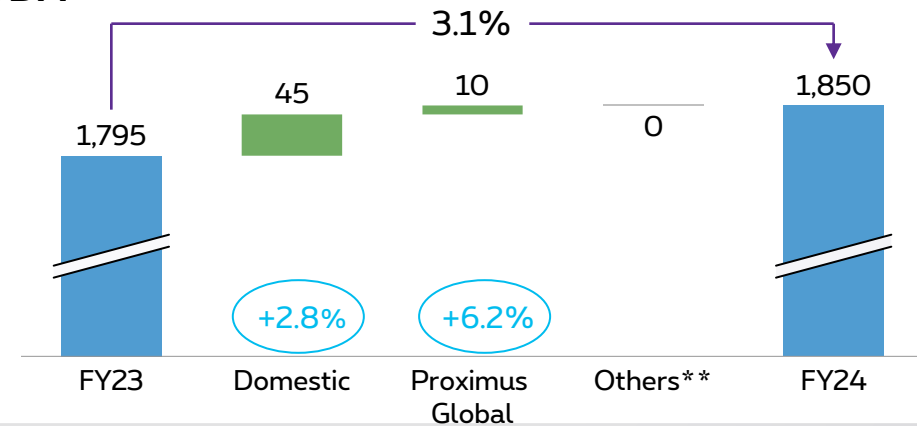
Direct margin



OpEx



EBITDA

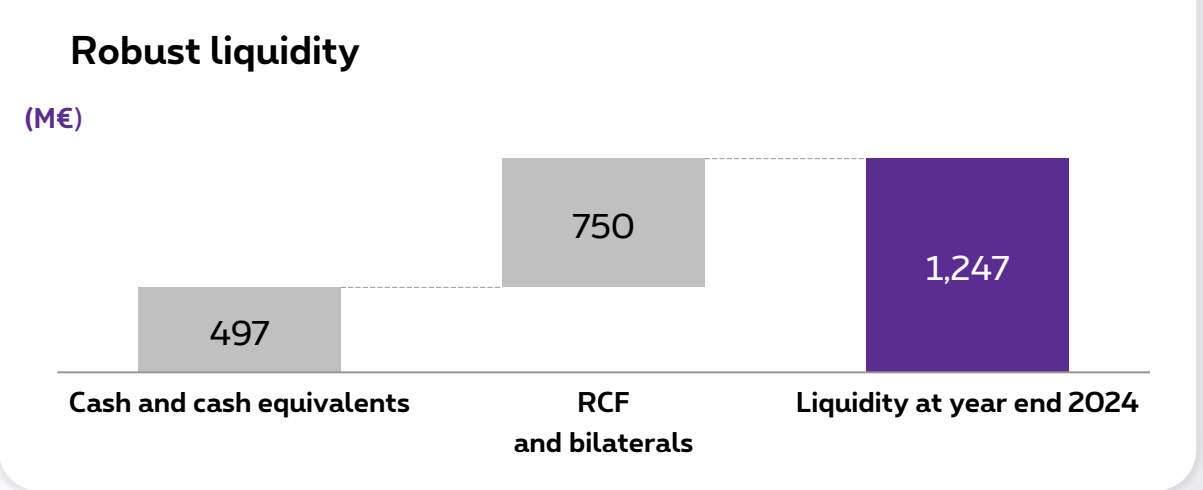
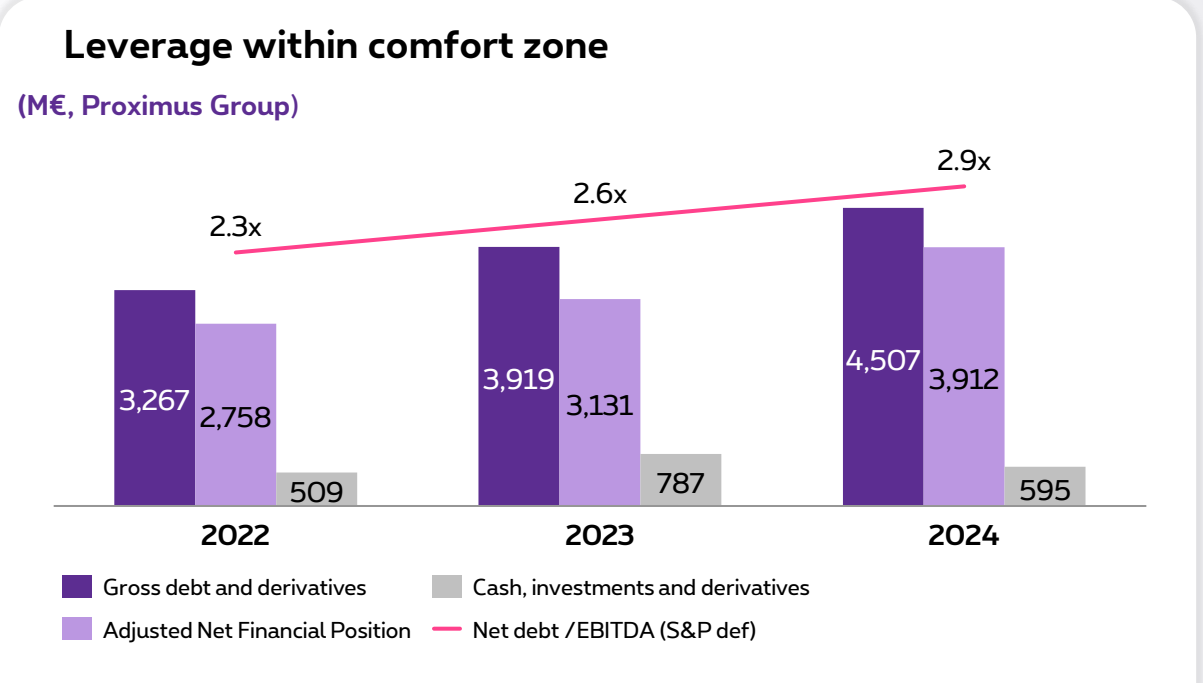
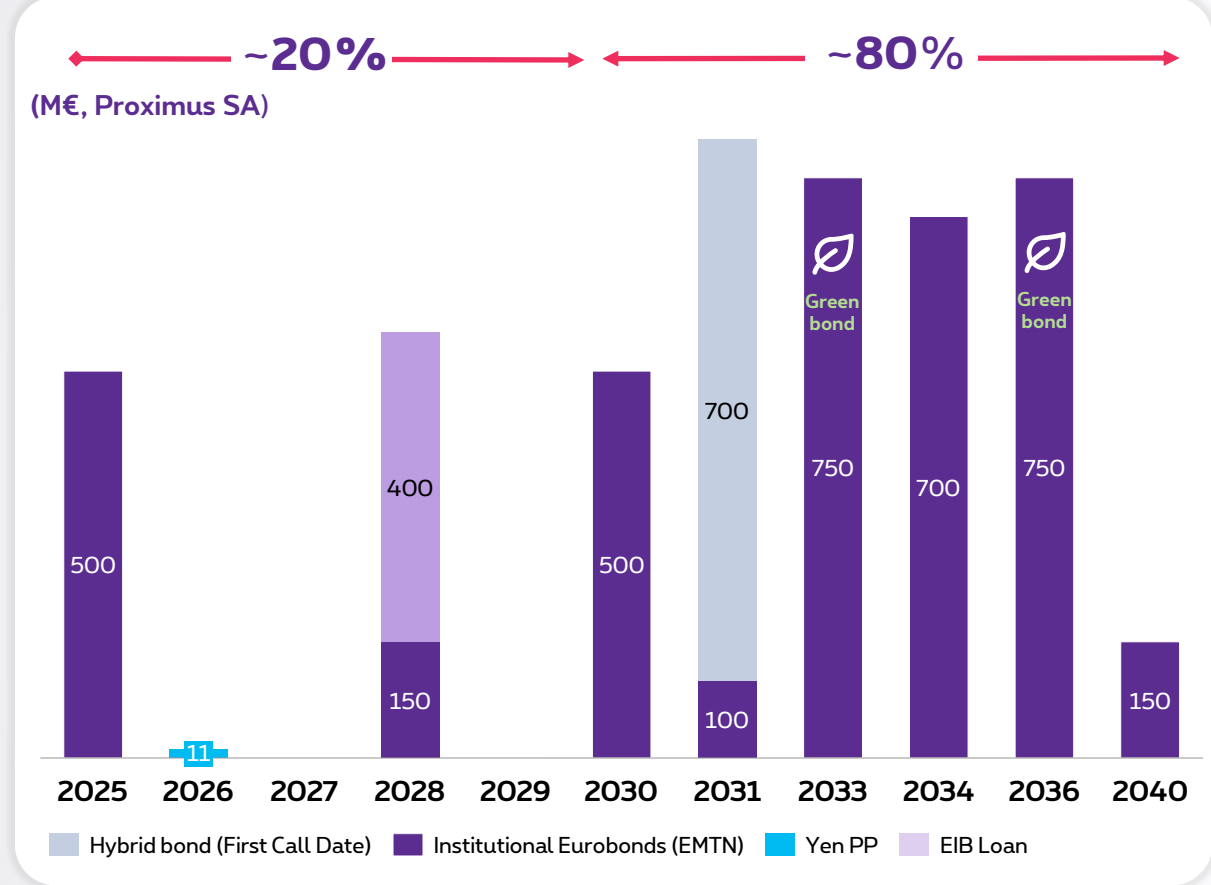


*In constant currency

**Eliminations

"Pro forma" is referring to pro forma 8-month view including Route Mobile as of May 2023 allowing for like-for-like comparison as of Q2 2024

Strong liquidity position and well-balanced maturity profile with leverage staying within comfort zone of 3x EBITDA



BBB+ S&P
(negative)
A3 Moody's
(stable)

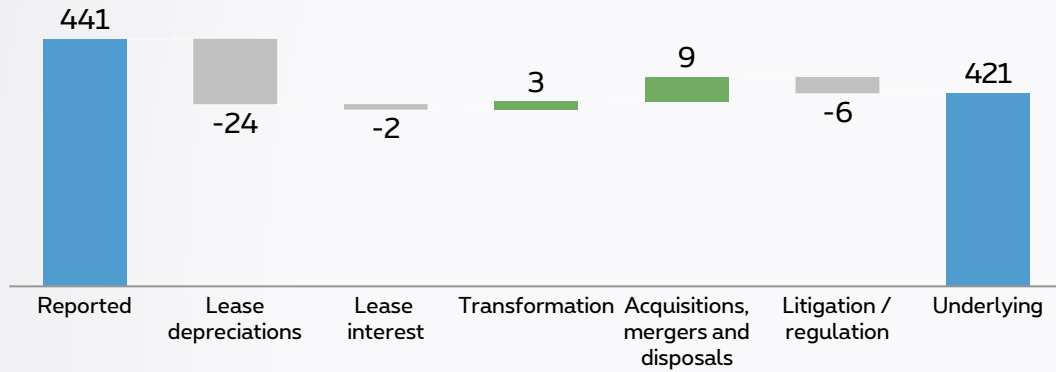
~3.0%
weighted average
coupon long term

8 yr
weighted average
duration long term

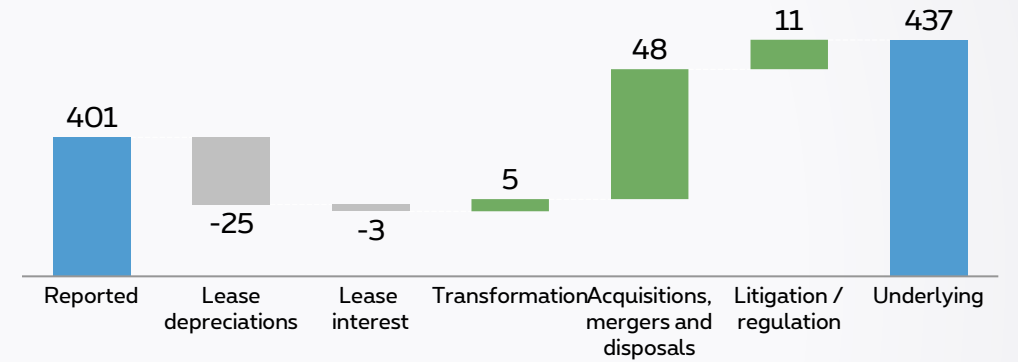
From reported to underlying – EBITDA adjustments

Q4'23

(M€)



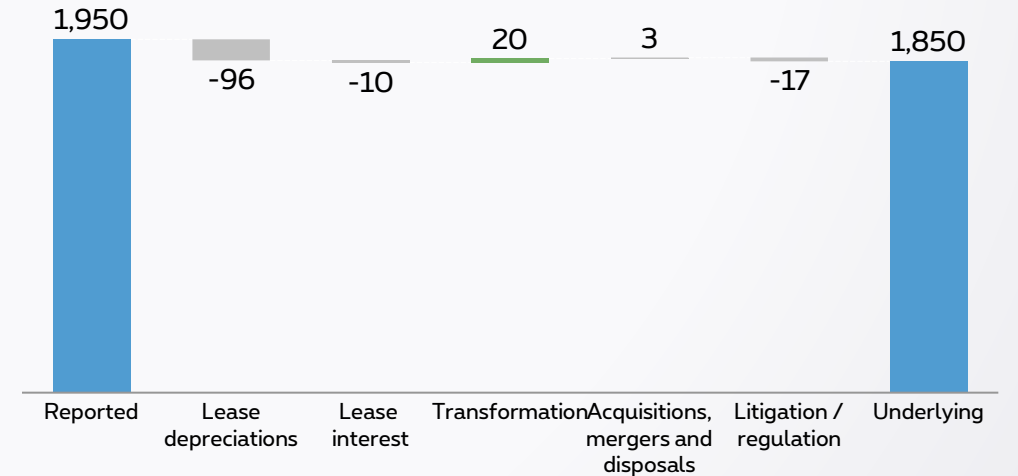
Q4'24



FY 23

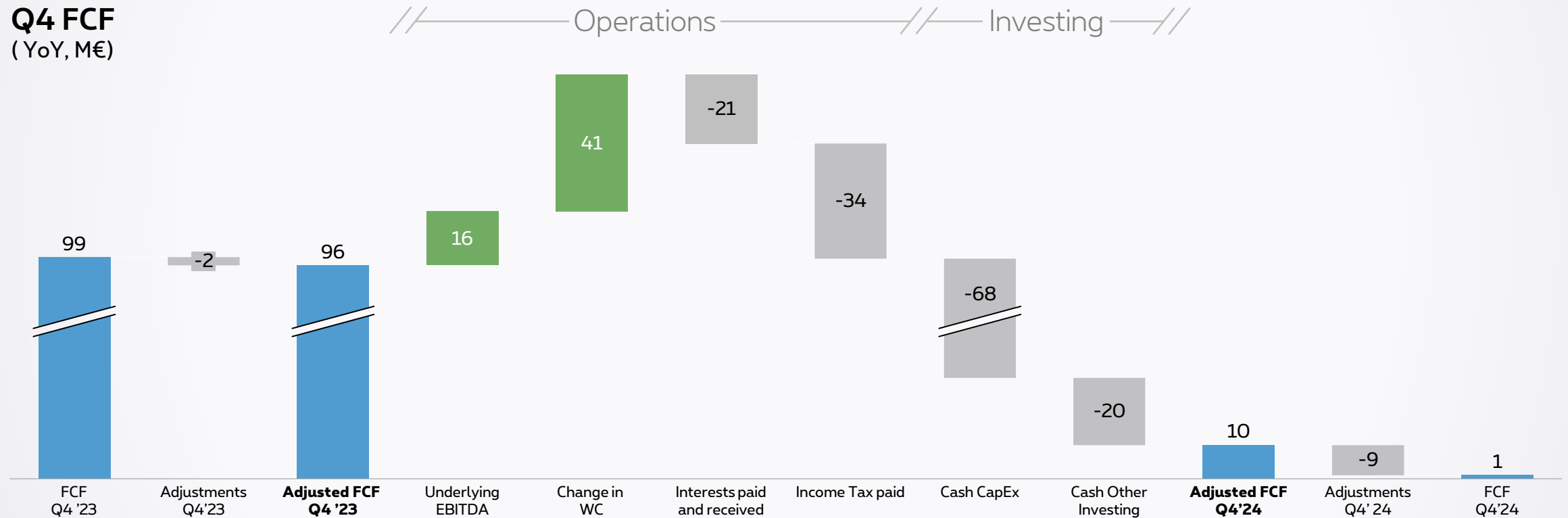


FY 24



Adjusted FCF benefiting from higher EBITDA, positive impact of change in WC and lower equity injections YoY

Q4 FCF
(YoY, M€)

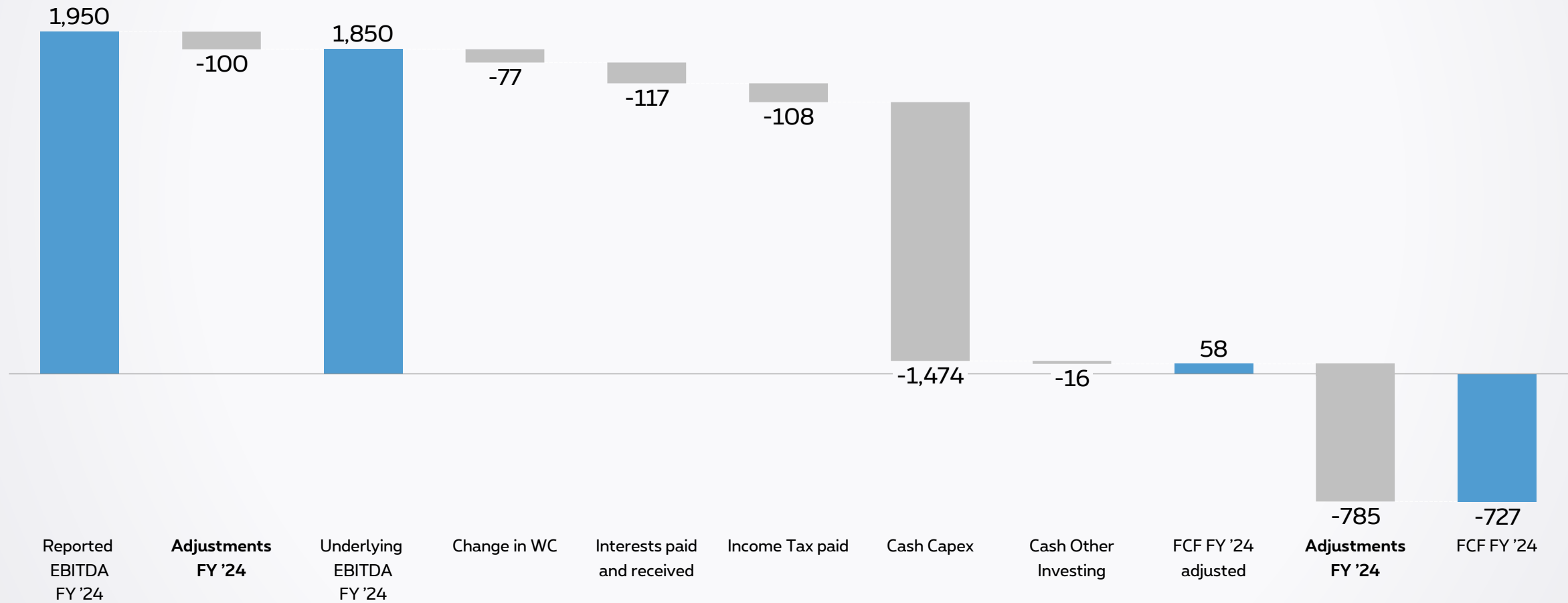


• For Q4'24, adjustments to FCF consist of acquisitions and M&A-related transaction costs

EBITDA conversion to FCF

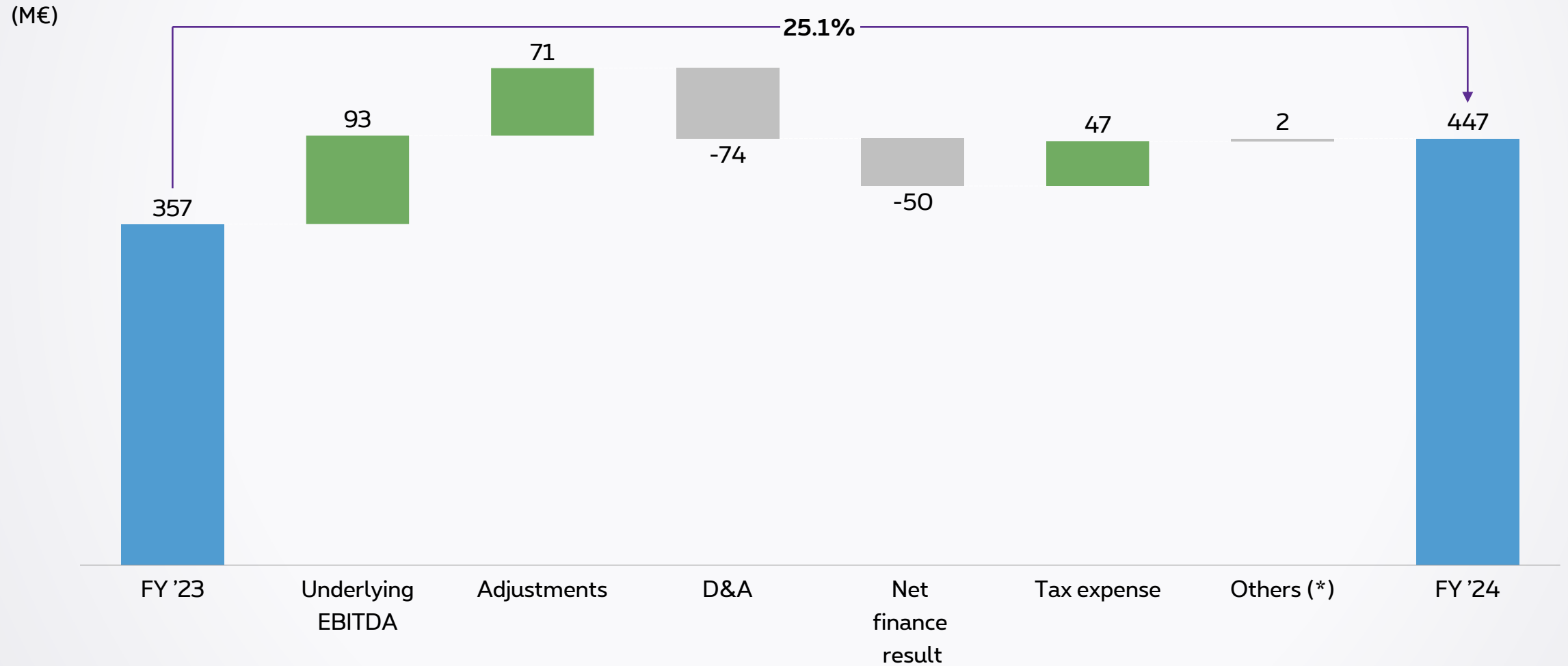
FY 2024

(M€)



Net income

(Group share)

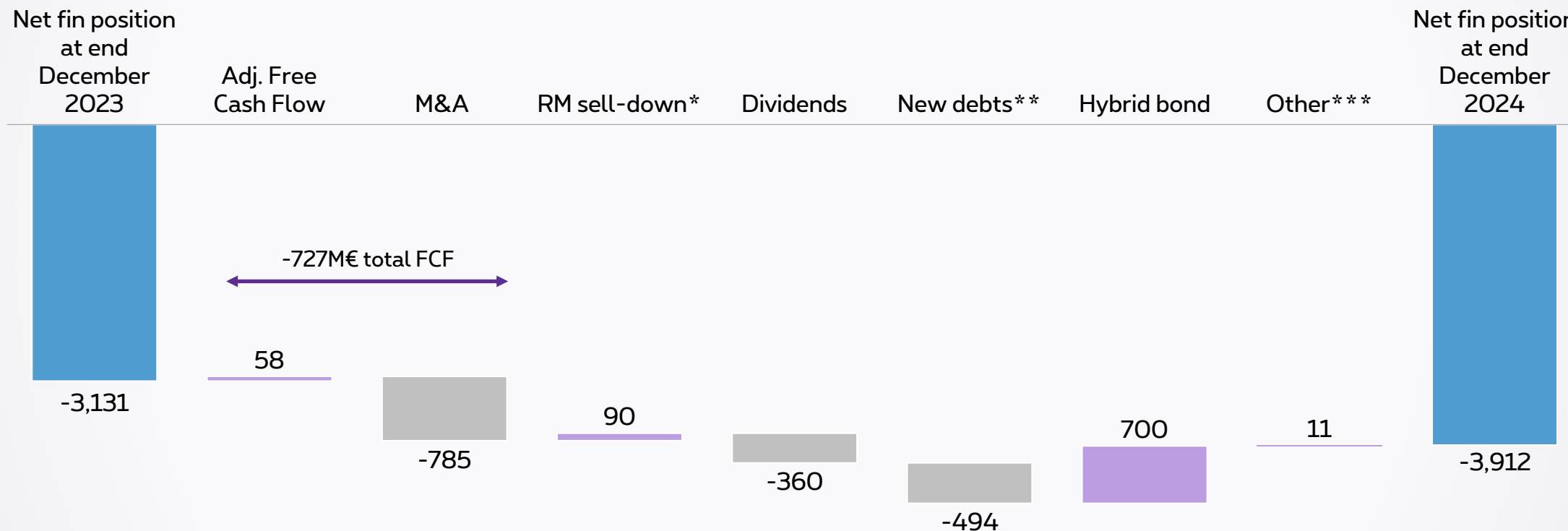


* Include Non-controlling interests and Share of loss from associates

Adjusted Net Financial Position (excl. lease liabilities)

FY 2024

(M€)



* In september 2024, Proximus Group completes sell-down of Route Mobile shares to comply with the minimum public holding requirement.

** Acquired through the acquisition of Route Mobile (May 8, 2024) and Fiberklaar (July 25, 2024).

*** Mainly re-measurements to FV & amortization of loans (incl. CF hedge for new LT loan); Own shares.

Shareholder structure

Status **31/12/2024**

Total number of shares

338,025,135

Free-float

42%

Belgian Government

54%

Market Capitalization

~€ **1.62**Bn

Gross Dividend yield

~**11.9%**

	Number of shares	% shares	% Voting rights	% Dividend rights	Number of shares with voting rights	Number of shares with dividend rights
Belgian state	180,887,569	53.51%	56.10%	55.98%	180,887,569	180,887,569
Proximus own shares	15,563,461	4.60%	0.00%	0.21%	0	693,702
Free-float	141,574,105	41.88%	43.90%	43.81%	141,574,105	141,574,105
Total	338,025,135	100%	100%	100%	322,461,674	323,155,376

The voting rights of all treasury shares are suspended by law. Proximus has 14,869,759 treasury shares that are not entitled to dividend rights and 693,702 treasury shares that are entitled to dividend rights.

Transparency declarations: According to Proximus' bylaws, the thresholds as from which a shareholding needs to be disclosed have been set at 3% and 7.5%, in addition to the legal thresholds of 5% and each multiple of 5%.

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