

# CAPITAL MARKETS DAY 2018

28 November 2018  
Rotterdam





# Program



**13:00**

**WELCOME, GROUP STRATEGY**

Maximo Ibarra  
CEO



**13:30**

**NETWORK, OPERATIONS & IT**

Joost Farwerck  
COO



**14:00**

**CONSUMER**

Jean-Pascal van Overbeke  
Chief Consumer Market



**14:15**

**BUSINESS**

Maximo Ibarra  
CEO and  
a.i. Chief Business Market



**14:30**

**BREAK**



**15:00**

**FINANCIALS**

Jan Kees de Jager  
CFO



**15:30**

**FINAL REMARKS**

Maximo Ibarra  
CEO



**15:40 - 17:30**

**Q&A**

# Safe harbor

## **Alternative performance measures and management estimates**

This financial report contains a number of alternative performance measures (non-GAAP figures) to provide readers with additional financial information that is regularly reviewed by management, such as EBITDA and Free Cash Flow ('FCF'). These non-GAAP figures should not be viewed as a substitute for KPN's GAAP figures and are not uniformly defined by all companies including KPN's peers. Numerical reconciliations are included in KPN's quarterly factsheets and in the Integrated Annual Report 2017. KPN's management considers these non-GAAP figures, combined with GAAP performance measures and in conjunction with each other, most appropriate to measure the performance of the Group and its segments. The non-GAAP figures are used by management for planning, reporting (internal and external) and incentive purposes. KPN's main alternative performance measures are listed below. The figures shown in this financial report were rounded in accordance with standard business principles. As a result, totals indicated may not be equal to the precise sum of the individual figures.

Financial information is based on KPN's interpretation of IFRS as adopted by the European Union as disclosed in the Integrated Annual Report 2017 and do not take into account the impact of future IFRS standards or interpretations. KPN defines EBITDA as operating result before depreciation (including impairments) of PP&E and amortization (including impairments) of intangible assets. Note that KPN's definition of EBITDA deviates from the literal definition of earnings before interest, taxes, depreciation and amortization and should not be considered in isolation or as a substitute for analyses of the results as reported under IFRS as adopted by the European Union. In the Net Debt / EBITDA ratio, KPN defines Net Debt as the nominal value of interest bearing financial liabilities excluding derivatives and related collateral, representing the net repayment obligations in Euro, taking into account 50% of the nominal value of the hybrid capital instruments, less net cash and short-term investments, and defines EBITDA as a 12 month rolling total excluding restructuring costs, incidentals and major changes in the composition of the Group (acquisitions and disposals). Free Cash Flow is defined as cash flow from continuing operating activities plus proceeds from real estate, minus capital expenditures (Capex), being expenditures on PP&E and software. Operating free cash flow is defined as adjusted EBITDA minus Capex. Revenues are defined as the total of revenues and other income unless indicated otherwise. Adjusted revenues and adjusted EBITDA are derived from revenues (including other income) and EBITDA, respectively, and are adjusted for the impact of restructuring costs and incidentals. The term service revenues refers to wireless service revenues.

All market share information in this financial report is based on management estimates based on externally available information, unless indicated otherwise. For a full overview on KPN's non-financial information, reference is made to KPN's quarterly factsheets available on [ir.kpn.com](http://ir.kpn.com)

## **Forward-looking statements**

Certain statements contained in this financial report constitute forward-looking statements. These statements may include, without limitation, statements concerning future results of operations, the impact of regulatory initiatives on KPN's operations, KPN's and its joint ventures' share of new and existing markets, general industry and macro-economic trends and KPN's performance relative thereto and statements preceded by, followed by or including the words "believes", "expects", "anticipates", "will", "may", "could", "should", "intends", "estimate", "plan", "goal", "target", "aim" or similar expressions. 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 KPN's control that could cause actual results to differ materially from such statements. A number of these factors are described (not exhaustively) in the Integrated Annual Report 2017. Forward-looking financial information do not take into account the impact of new IFRS standards or interpretations effective for future reporting periods (such as IFRS 16 Leasing). All forward-looking statements and ambitions stated in this financial report that refer to a growth or decline, refer to such growth or decline relative to the situation per 31 December 2018, unless stated otherwise.



# GROUP STRATEGY

**Maximo Ibarra**

Chief Executive Officer

Amsterdam



CAPITAL  
MARKETS  
DAY 2018



# ORGANIC SUSTAINABLE GROWTH

ORGANIC  
SUSTAINABLE  
GROWTH

**Value  
over  
volume.**

**Lean  
operating  
model.**

# ORGANIC SUSTAINABLE GROWTH

## **Consumer**

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Converged  
customer base  
growth

## **Business**

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Stabilize EBITDA  
and service  
revenues

## **Lean**

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New multi-year  
opex reduction  
program

# STRATEGY 2019 2021

The best **converged smart infrastructure.**

Focus on **profitable growth** segments.

Acceleration of **simplification** and **digitalization.**



# EXTERNAL ENVIRONMENT



**The  
Netherlands.  
Ecosystem.  
Telecom  
market.**



# The Netherlands:

## strong external environment



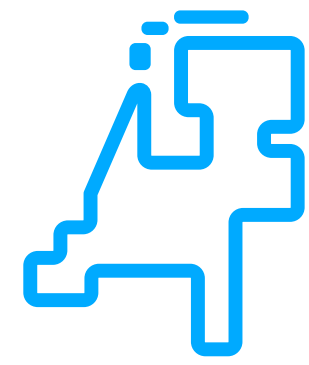
### Strong economy

High GDP growth 2.8%  
Low unemployment rate 3.9%

Ranked

# #6

on The Global Competitiveness  
Index in 2018



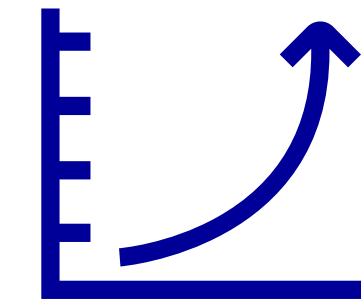
### Excellent infrastructure

Dense and small geography  
Well connected to core Internet

Home of

# #1

largest Internet exchange  
hub in Europe



### Tech savvy

Country of early  
adopters

Highest smartphone and Internet  
penetration in Europe

# +225%

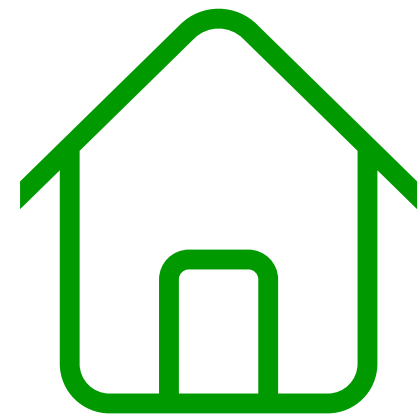
mobile data usage growth  
(2015 - 2017)

Sources: CBP, September 2018 - World Economic Forum, Global Competitiveness Report 2018 - Digital Gateway to Europe, 2017 Report - Deloitte, GMCS 2017 - CBS, February 2018 - ACM, May 2018



# The ecosystem is evolving:

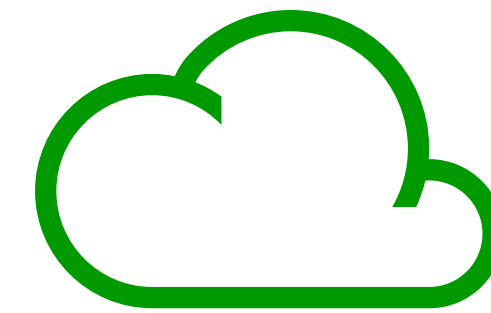
integrated converged propositions



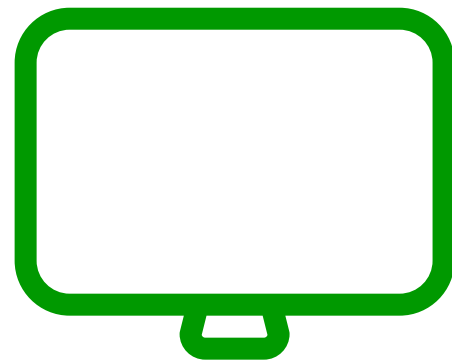
Household



Business



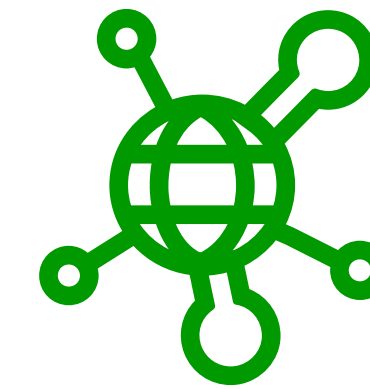
Cloud



TV



Security



IoT

## ONE STOP SHOP



# The ecosystem is evolving:

key enabling technologies



Fiber



4G/5G



Virtualization  
& Cloud

## HYBRID NETWORKS & PLATFORMS



# The Dutch telecom market:

mature and dynamic

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## Leading broadband performance in Europe

Average 4G throughput of **42Mbps**

>98% of population has at least  
**100Mbps** capable broadband  
connection

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## Highly regulated market



Fixed access regulation

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## One of the most **competitive** markets

Revenue growth:

▲ Europe: +0.3%

▼ Netherlands: -2.0%

Sources: Digital Economy and Society Index 2018 - OpenSignal The state of LTE (February 2018) - EC Broadband coverage in Europe report - Company data YTD Q3 '18 y-on-y



# KPN today:

## stronger and more flexible

Broadband footprint

**~80%**

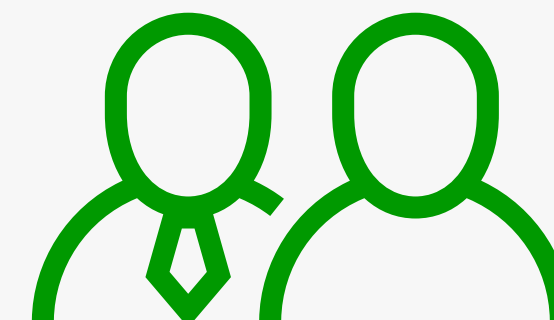
FttH/FttC  
penetration

Market position

**>40%**

Market share in  
mobile & broadband<sup>1</sup>

Innovative & skilled  
workforce



High employee  
engagement

Customer satisfaction

**+12**<sup>NL</sup>  
NPS<sup>2</sup>

FMC leadership in  
Consumer & Business

Q3 2018

<sup>1</sup> Mobile based on Q4 2017, broadband based on Q3 2018

<sup>2</sup> Source: Kantar TNS (NPS)

# KPN today:

## solid financial performance

Adjusted EBITDA

**In line**

Capex

**~€1.1bn**

Free Cash Flow

growth driven by  
Capex & interest

**+10%**

Adjusted EBITDA, Capex and FCF (excl. TEFD dividend) based on 2018 outlook



# Doing business in a sustainable manner



100% green energy

**2011**



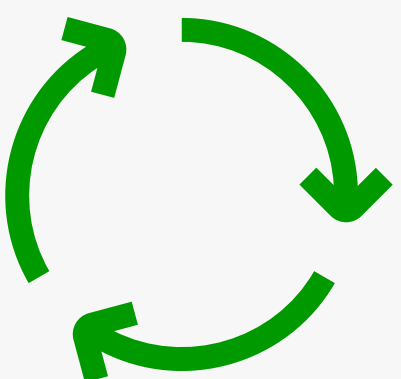
Climate neutral

**2015**

**25%**

Energy reduction<sup>1</sup>

**2020**



Circular

**2025**

## Leading position in benchmarks



MEMBER OF  
**Dow Jones**  
**Sustainability Indices**  
In Collaboration with RobecoSAM

Reputation ranking  
**TOP 3** European  
Telcos  
RepTrak Pulse 2017

<sup>1</sup> Compared to 2010

# ORGANIC SUSTAINABLE GROWTH

The best **converged  
smart infrastructure.**

Focus on **profitable  
growth** segments.

Acceleration of  
**simplification** and  
**digitalization.**



# The best converged smart infrastructure

digital highway of the Netherlands

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Fiber roll-out  
acceleration

**+1 million**

FttH households  
by end 2021

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Full mobile network  
modernization

**100%**

**5G** ready  
by end 2021

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Moving to  
All-IP

**100%**

by end 2021

**Stable Capex envelope:** substantial shift in mix

# Focus on profitable growth segments

## Consumer

**+300k**

converged households  
by end 2021

**70%**

postpaid base  
converged in 2021

## Business

SME base

**100%**

on KPN EEN<sup>1</sup>  
by mid 2020

LE & Corporate

**Value over  
volume**

**Stabilized**

**end-to-end Adjusted EBITDA<sup>2</sup>**  
mid 2020

<sup>1</sup> Traditional fixed voice and legacy broadband

<sup>2</sup> End-to-end Adjusted EBITDA refers to the new segment reporting after the change in the organizational structure per 1 January 2019



# Acceleration of simplification & digitalization

From **20 to 2**  
converged IT  
stacks

From **5** core  
networks **to 1**

**Simplified**  
end-to-end  
organization

**~€350 million**

2019 - 2021 new net  
opex savings program<sup>1</sup>

<sup>1</sup> Indirect opex adjusted for the impact of restructuring costs and incidentals

**Premium.**

**Value.**

**Focus.**

**Lean.**

**Innovative  
operating  
model.**

**&  
commercial  
approach.**

**ORGANIC  
SUSTAINABLE  
GROWTH**



# NETWORK OPERATIONS & IT

**Joost Farwerck**

Chief Operating Officer

Utrecht



CAPITAL  
MARKETS  
DAY 2018

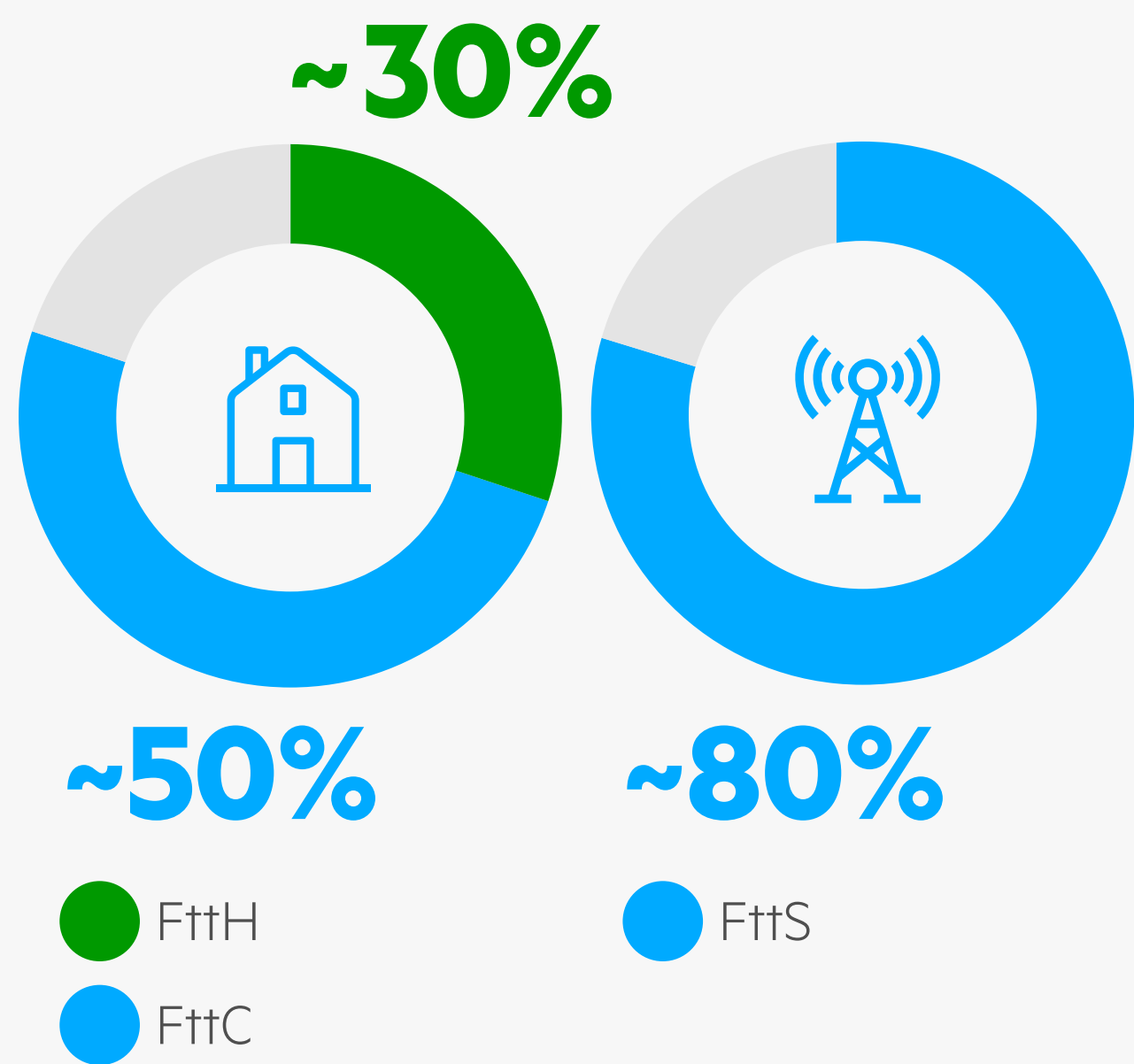


# THE BEST CONVERGED SMART INFRASTRUCTURE

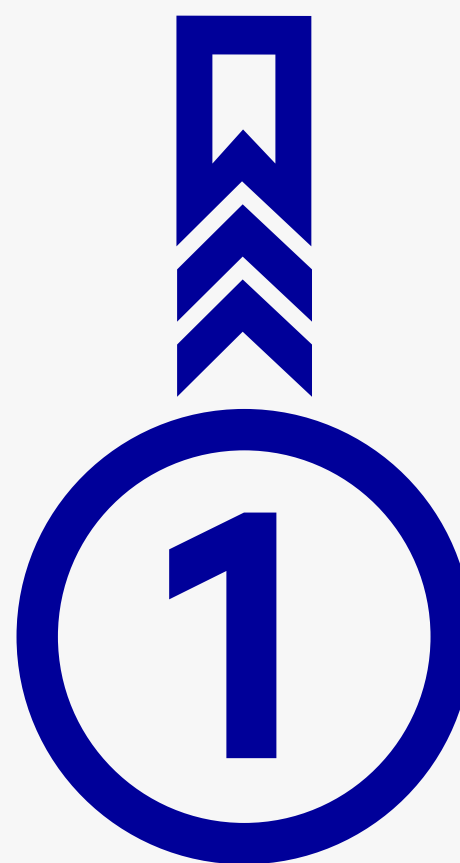


# Strong network, IT integration on track

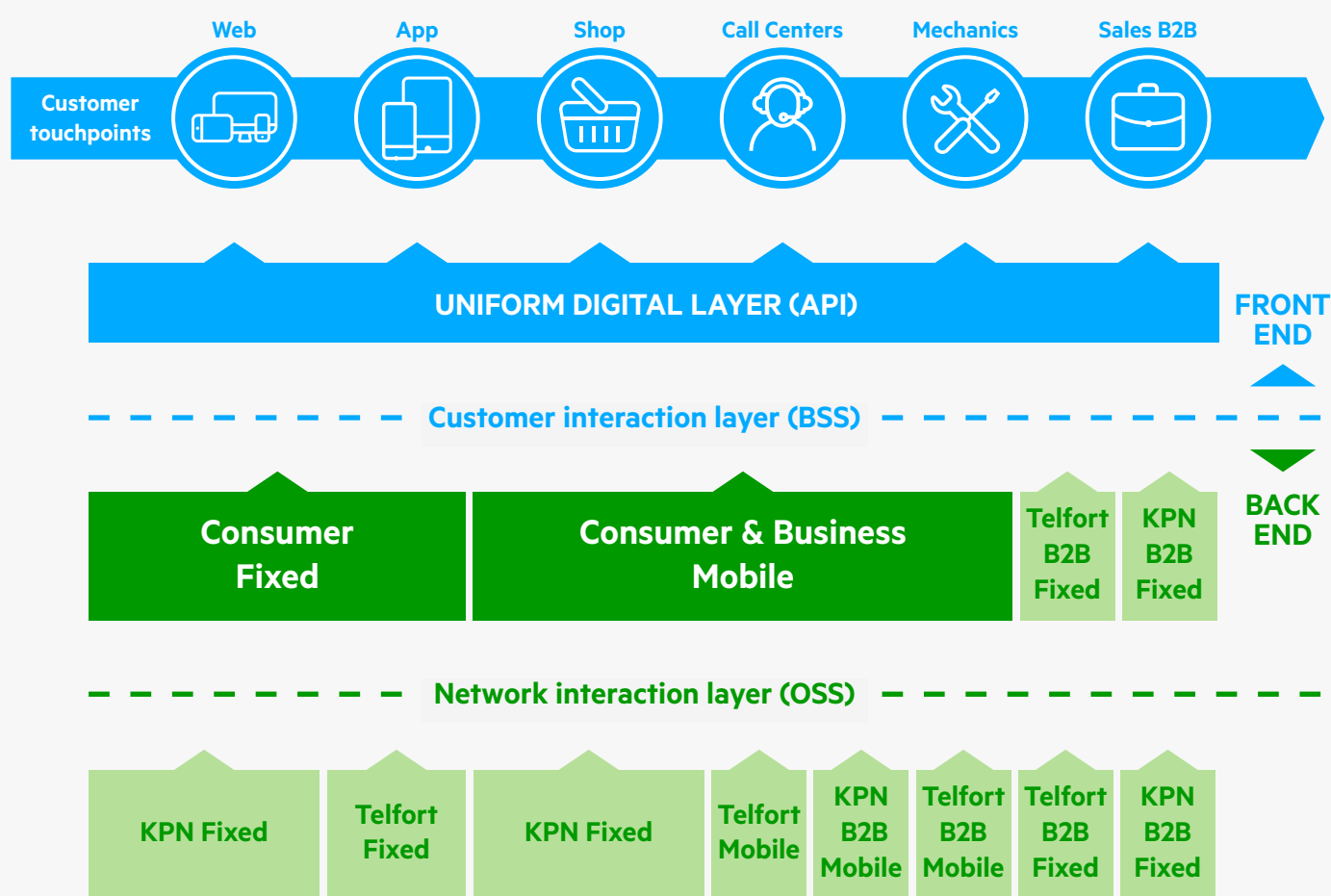
Dense fiber penetration



Best customer experience on mobile network<sup>1</sup>



Largely simplified operating model



1 Source: Independent market survey (Consumentenbond Q3 2018)

# STRATEGIC FOCUS 2019 2021

The best **converged  
smart infrastructure.**

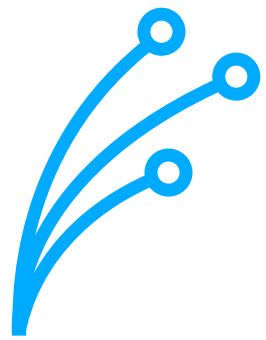
Enable **innovative  
technologies.**

Accelerate **simplification**  
of operating model.



# The best converged smart infrastructure

digital highway of the Netherlands



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Fiber roll-out  
acceleration

**+1 million  
FttH households**  
by end 2021



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Full mobile network  
modernization

**100% 5G ready**  
by end 2021



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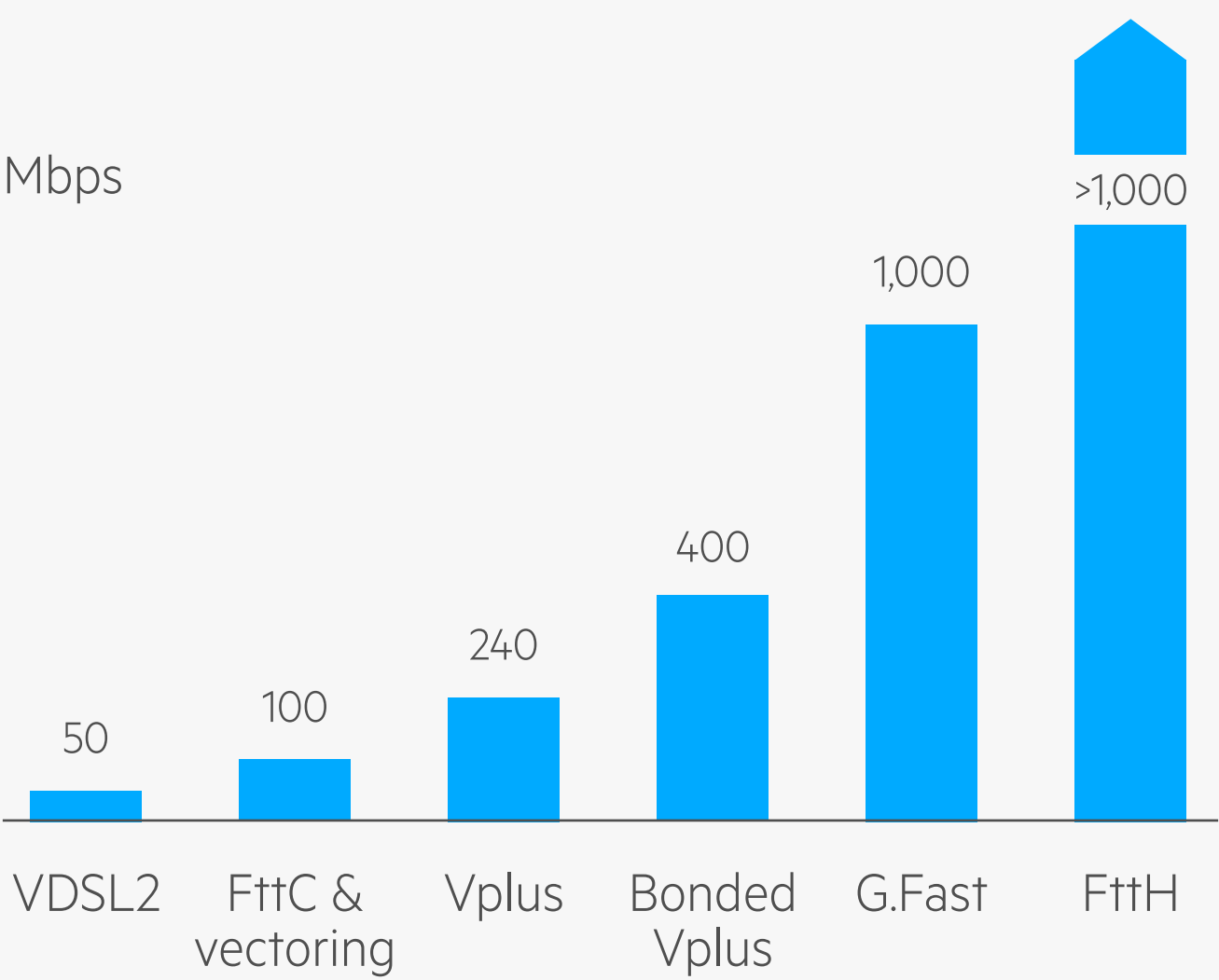
Moving to  
All-IP

**100%**  
by end 2021

# Increase availability 1Gbps access speeds

## FttH as natural evolution of FttC

Finalize FttC roll-out  
+500k households

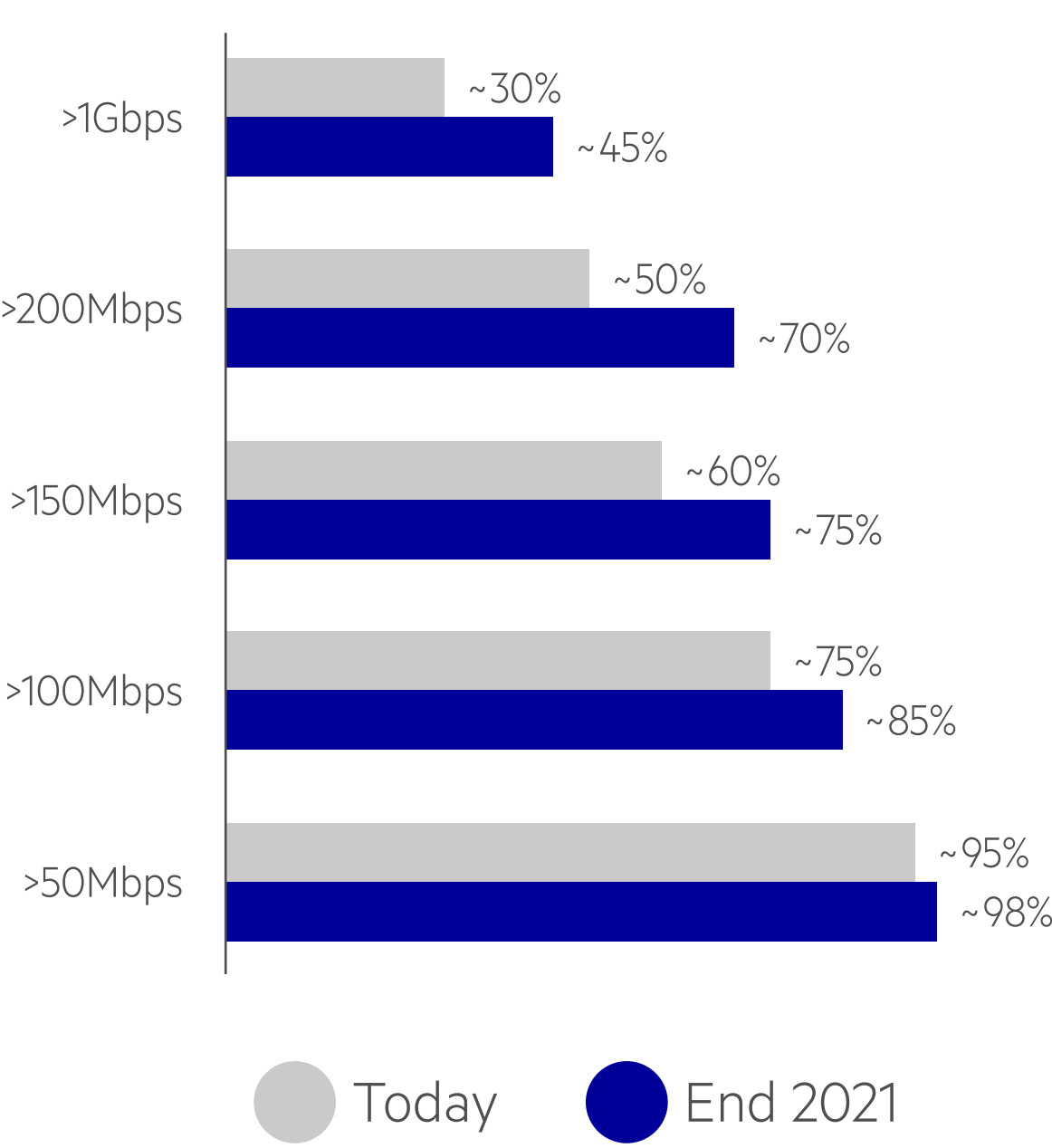


Technically possible speeds

+1 million  
FttH households

>40%  
of households  
by end 2021

Improving average  
access speeds

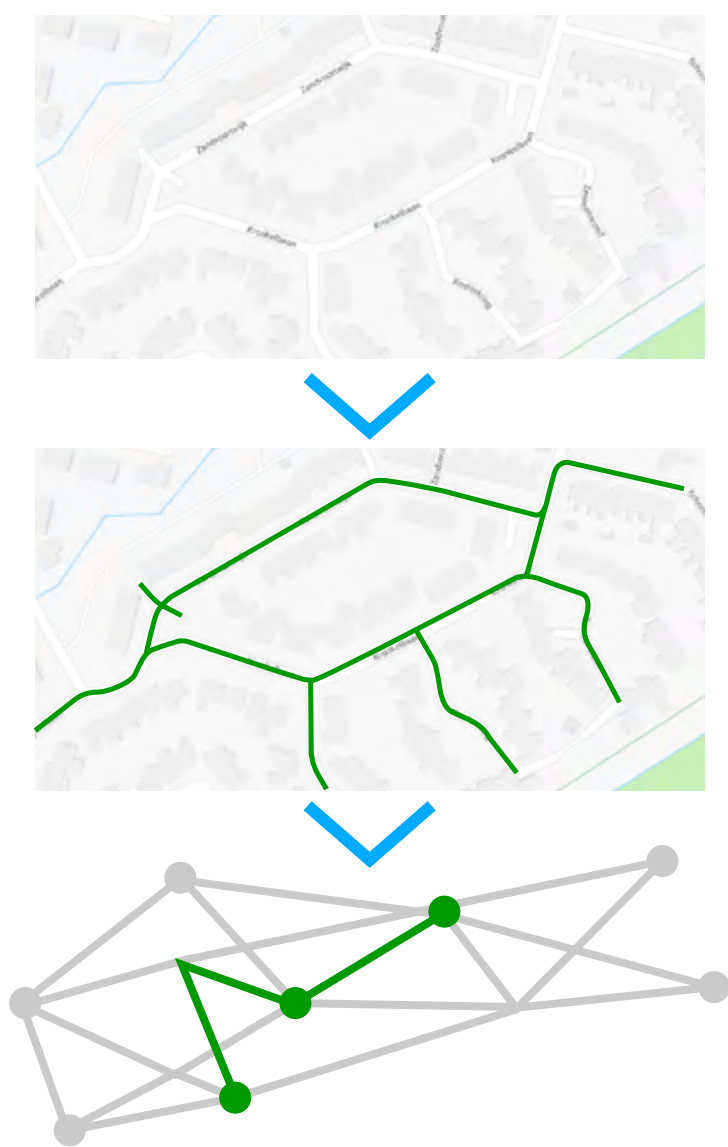


# Higher utilization rate and lower roll-out costs

Higher network utilization rate in fiber areas

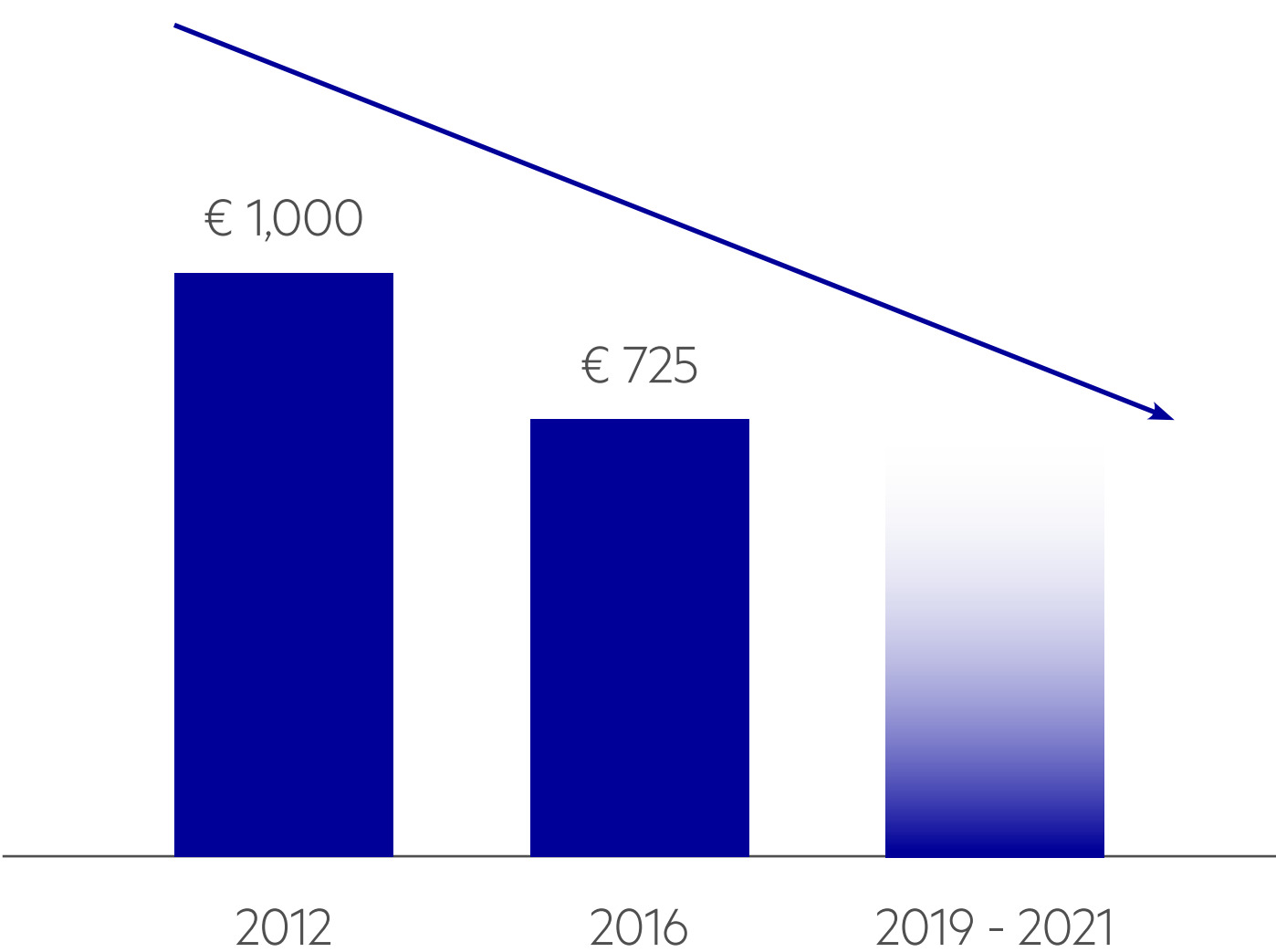
**+8%pt**  
utilization rate<sup>1</sup>

Automated planning & design...



Time to design all NL non-fiber areas from **2 years** to **20 hours**

...contributing to lower average roll-out costs



**Significantly** lower roll-out costs per home passed

<sup>1</sup> Comparison with DSL, Q3 2018



# Regional hybrid access approach



## Fixed access roll-out

- Finalize FttC
- Accelerate FttH
- Roll-out hybrid fixed-mobile solutions



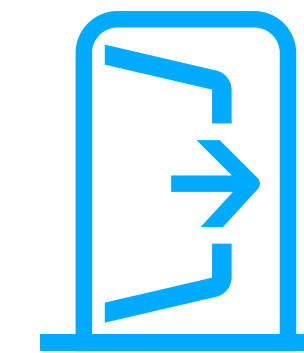
## Regional access-to-activation

- Communication
- Marketing & sales
- Optimize current areas



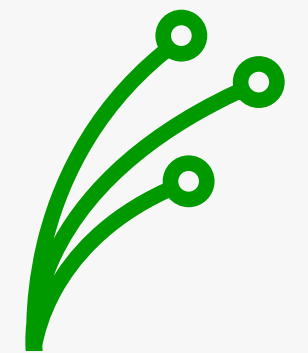
## In-home

- In-home WiFi coverage
- Do-it-yourself tooling
- In-home equipment



## Copper phase-out

- Migrate copper base to fiber
- Switch-off copper

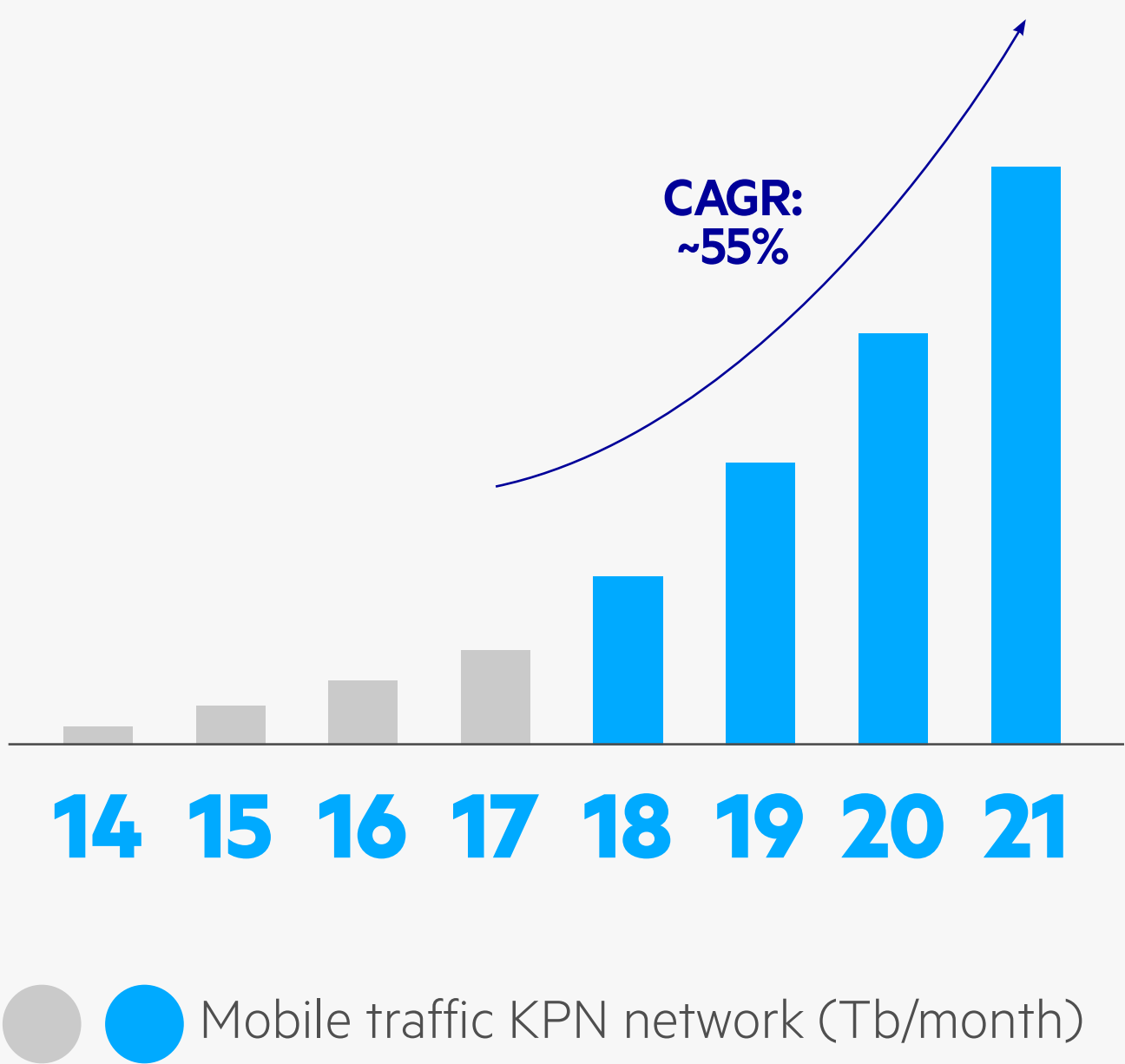


## Technology

- Network topology (FttB / PON / G.Fast)
- In-home
- Hybrid solutions

# Full mobile network modernization by 2021

Continued strong data growth...



...requires mobile equipment upgrade...

100%



...to enable latest technologies

Massive  
**MIMO**

**5G**  
ready





Field Labs



# Rationalize networks

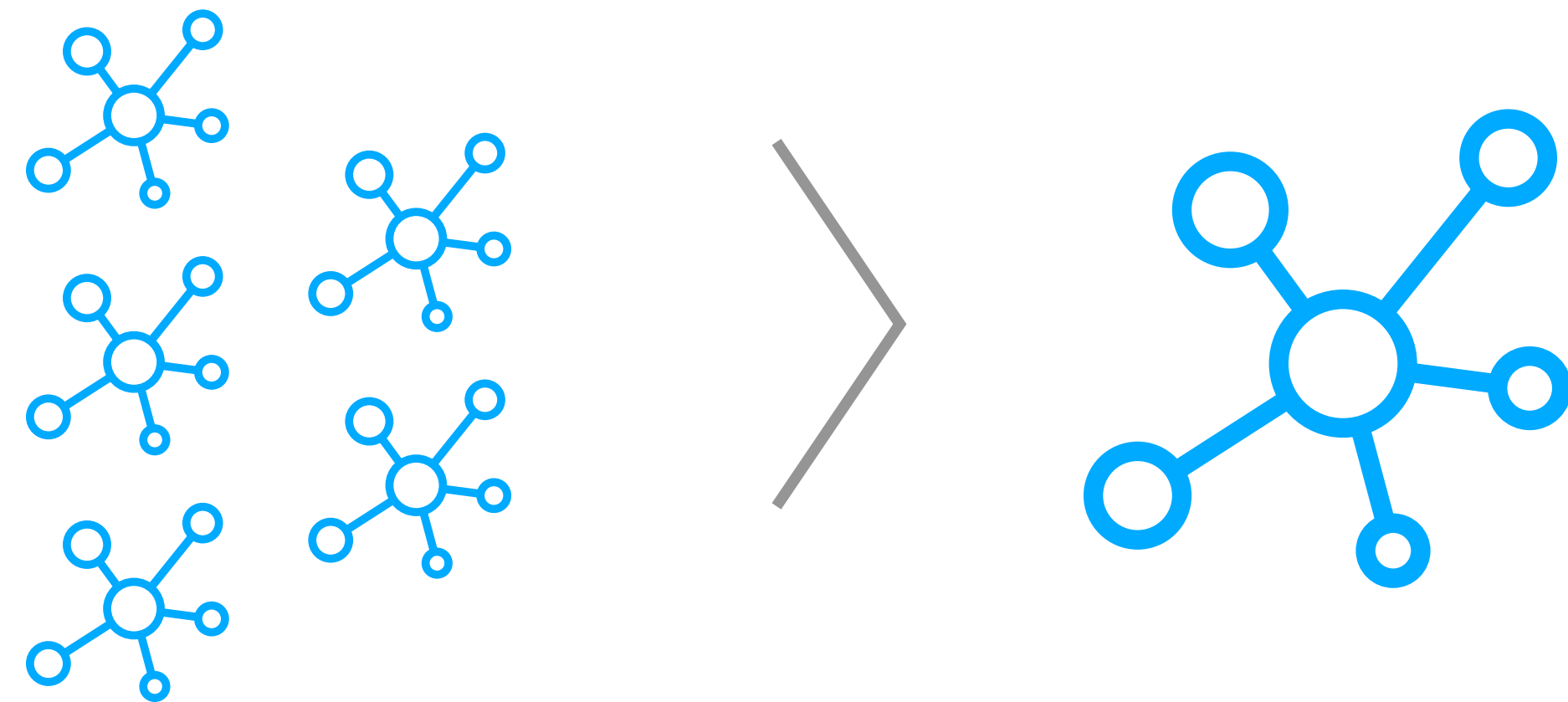
Shutting down  
legacy networks

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**PSTN SDH**  
**ISDN 3G**  
Copper in fiber areas

Moving to single  
core network

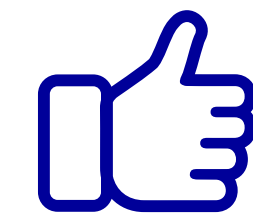
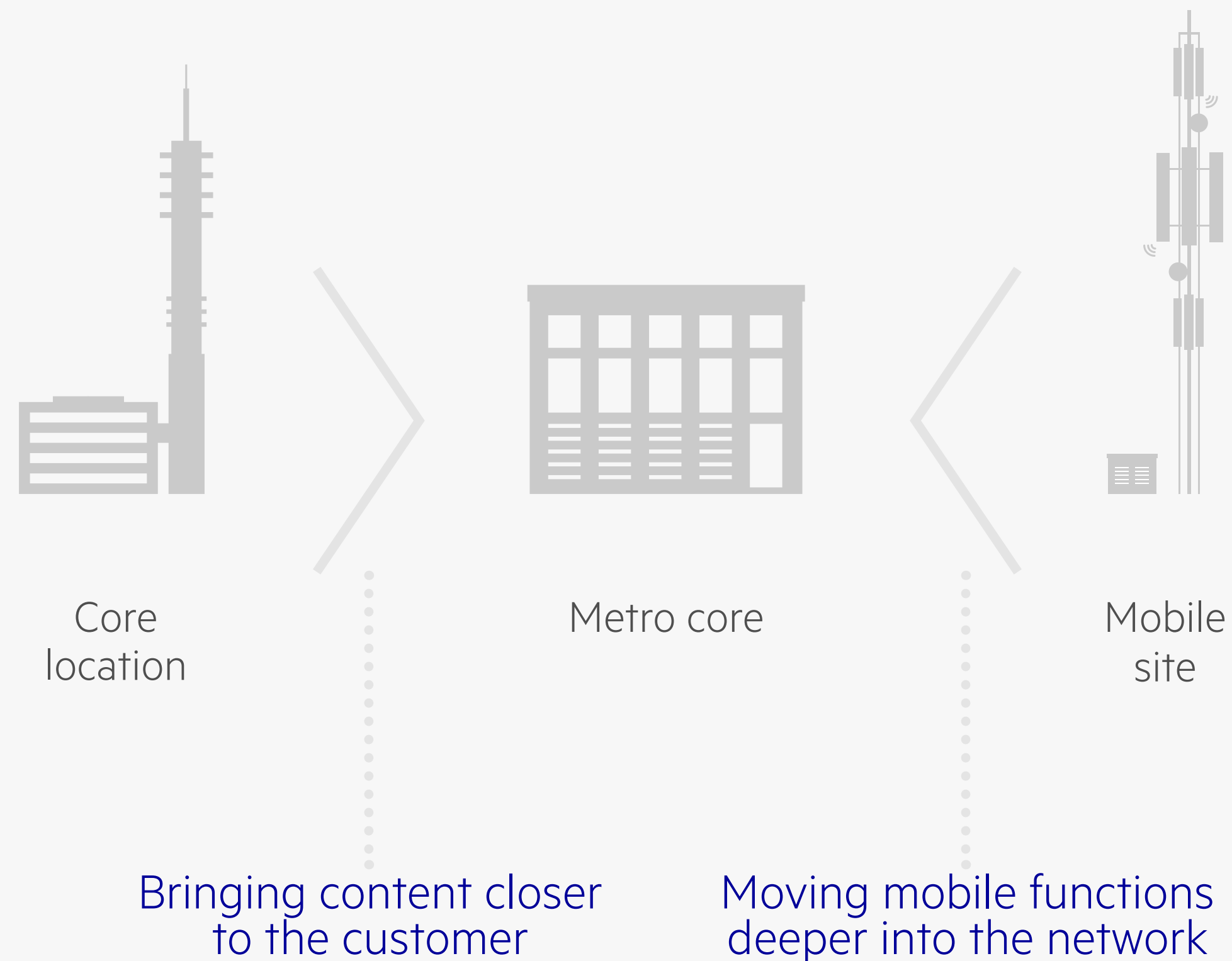
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**28 GWh** power savings (2019-2021)

# Decentralize networks

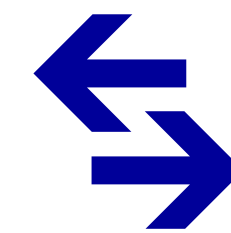
## (De)centralization



Improved customer experience

**70%**

Offload core traffic network



Low latency services



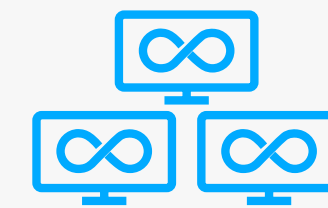
Regional network upgrades at lower spend

# Virtualize networks



**~50%**

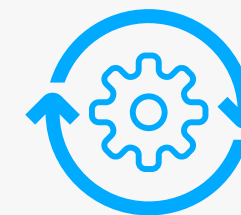
Virtualized network  
functions by end 2021  
(<5% in 2018)



Perceived infinite bandwidth



Personalized and adjustable



Predictive and automated  
recovery



Lower TCO

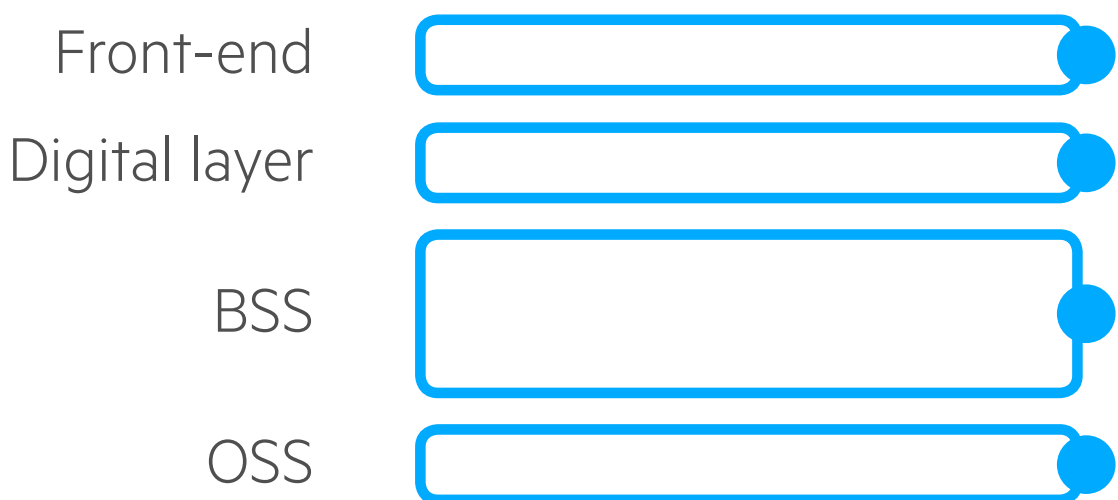
**Through flexible, scalable and  
automated networks**



# Accelerate simplification of operating model

Finalize  
IT integration

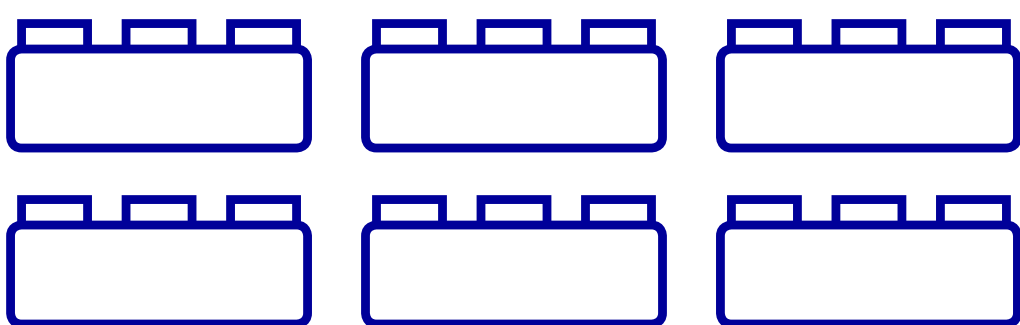
End 2021



From **20 to 2** converged IT stacks

Moving to standard  
cloud building blocks

End 2021



**Concentrating** data centers

Significantly contributing to

**~€ 350m**

2019 - 2021 new net  
opex savings program<sup>1</sup>

1 Indirect opex adjusted for the impact of restructuring costs and incidentals

# THE BEST CONVERGED SMART INFRA STRUCTURE

**~45% of households**  
at >1Gbps

**~70% of households**  
at >200Mbps

**~50% virtualized**  
network functions



# CONSUMER

**Jean-Pascal van Overbeke**

Chief Consumer Market

Haarlem



CAPITAL  
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DAY 2018



**CONVERGED  
HOUSEHOLDS  
TO DRIVE  
GROWTH**

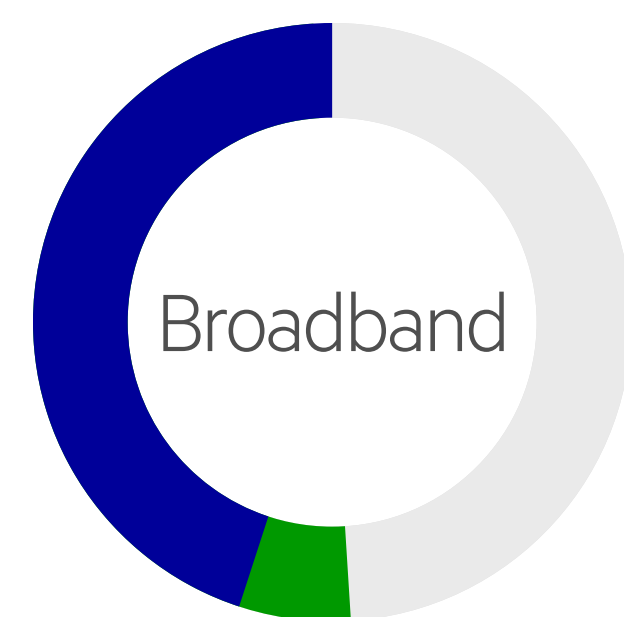
# Strong market positions

with leadership in convergence

Broadband and  
mobile market share<sup>1</sup>

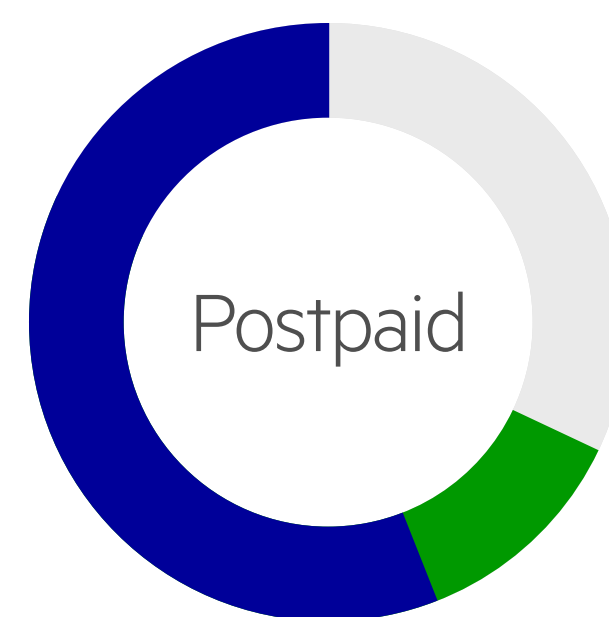
>40%

Converged base



45%  
Total

51%  
KPN Brand



56%  
Total

68%  
KPN Brand

Best-in-class  
NPS<sup>2</sup>

+17 +28  
converged



Best all-in-one fixed provider  
Best mobile provider<sup>3</sup>

1 Mobile based on Q4 2017, broadband based on Q3 2018; based on Telecompaper & management estimates

2 Q3 2018; Sources: Kantar TNS

3 Independent market survey (Consumentenbond)

# STRATEGIC FOCUS 2019 2021

Best **household access**  
and **customer**  
**experience.**

**Growing converged**  
**base** and product  
penetration.

Focus on  
**delivering value.**

# FttH access investments

driving higher returns

**+15%**

NPS<sup>1</sup>

**+€6**

ARPU

**-34%**

Churn

**+9%<sub>pt</sub>**

Broadband  
market share

Q3 2018, >200Mbps households vs. <200Mbps households

1 KPN brand, source: Kantar TNS



# Best household access and customer experience

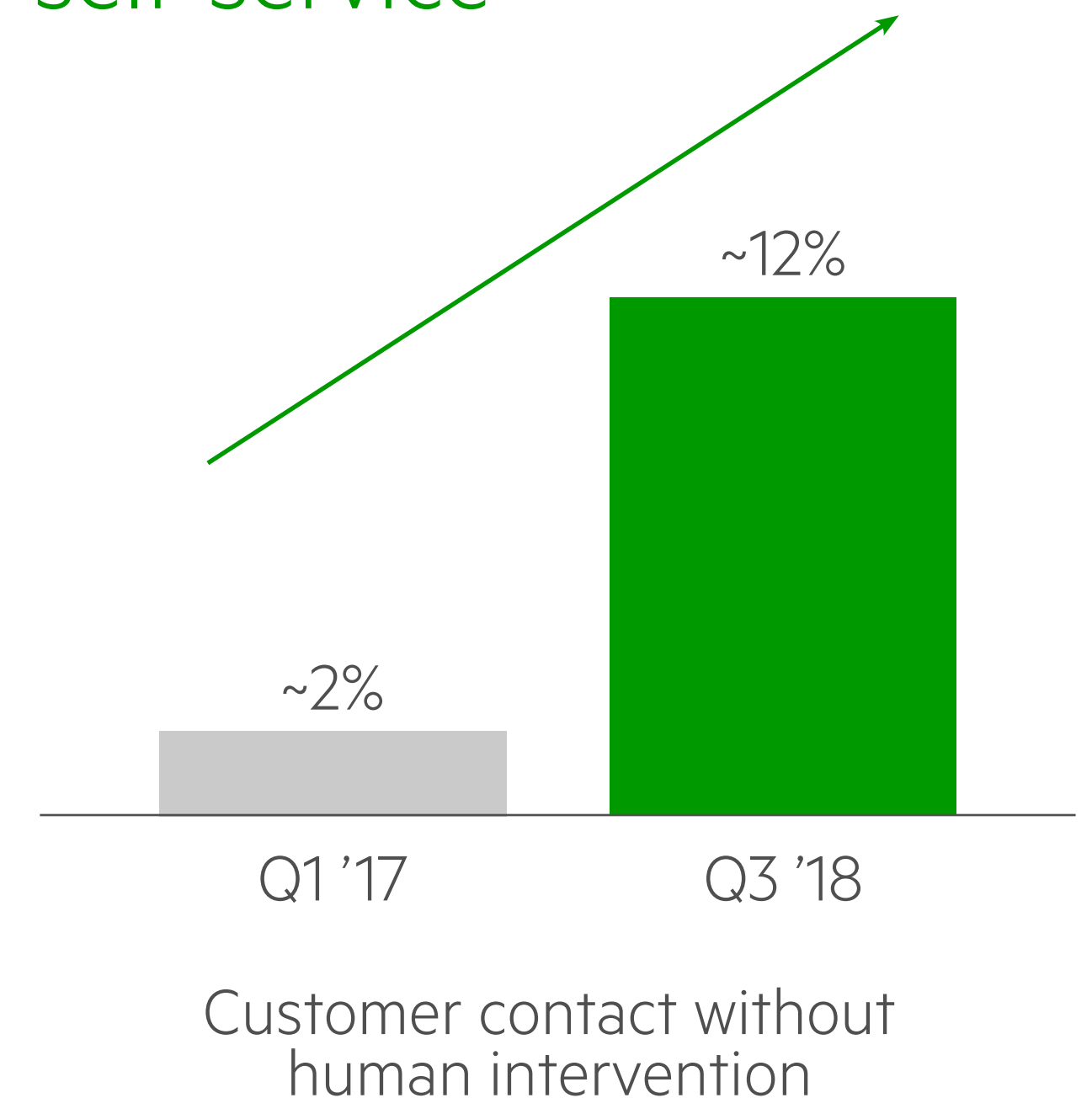
Household-centric  
propositions and  
organization



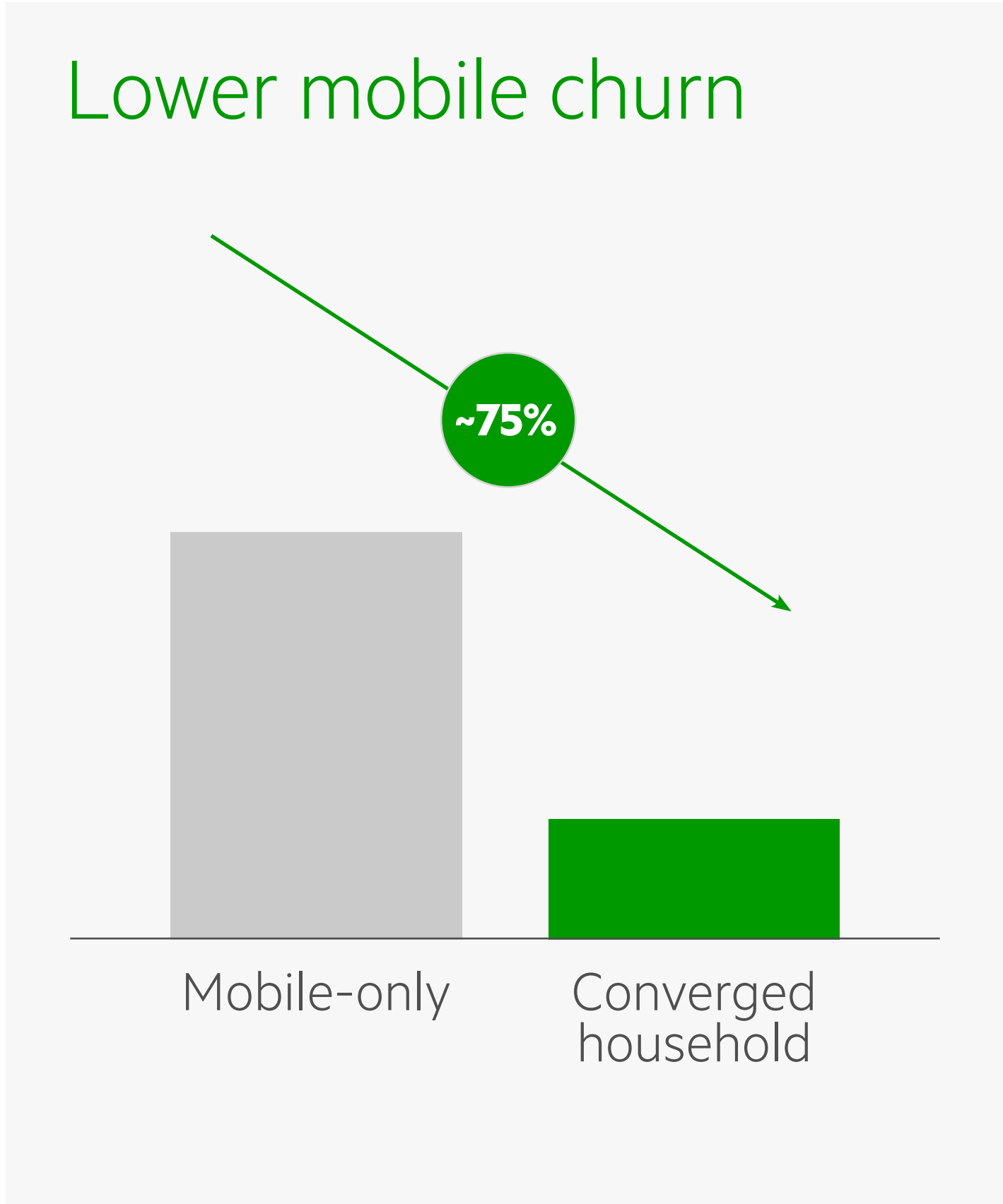
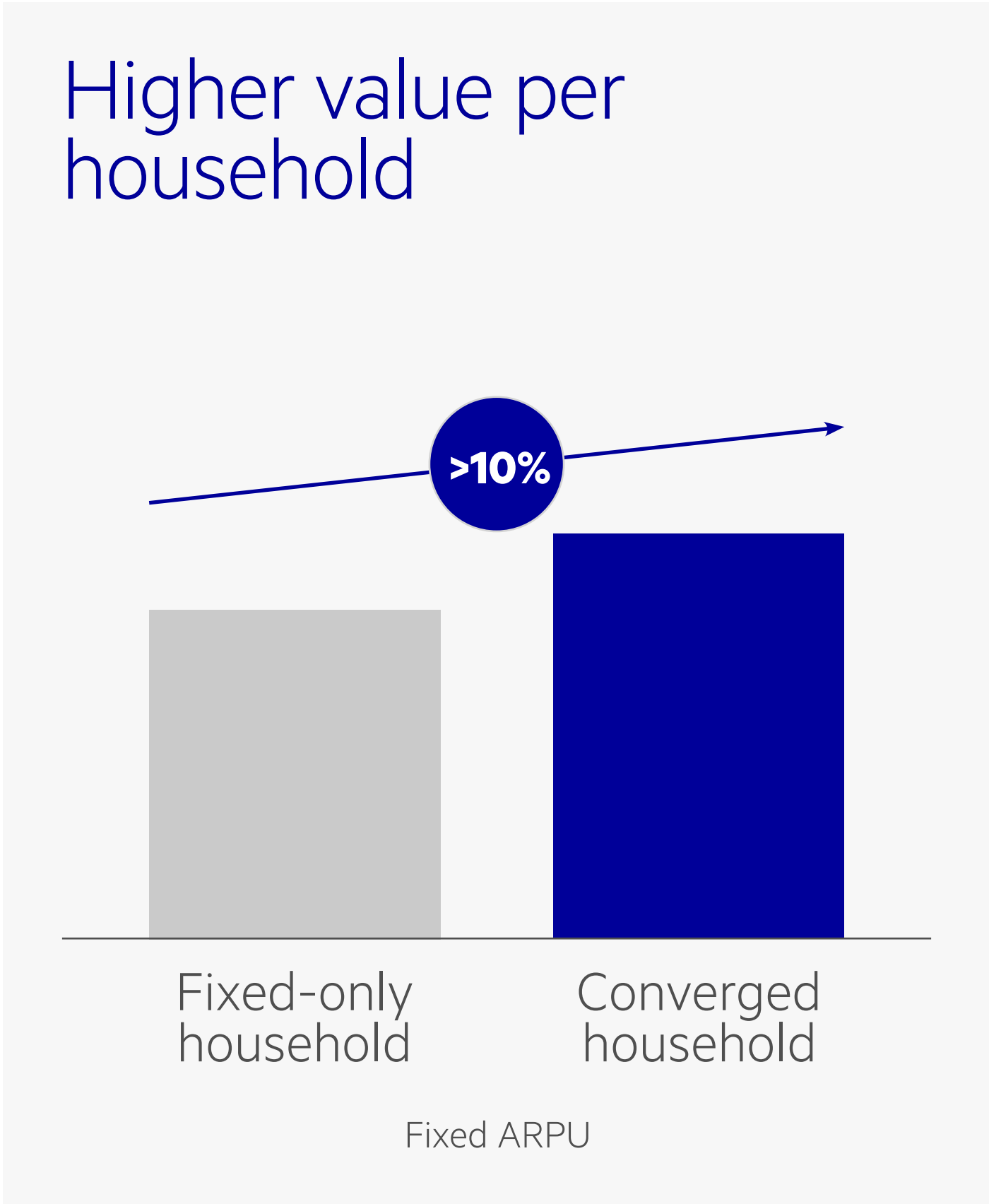
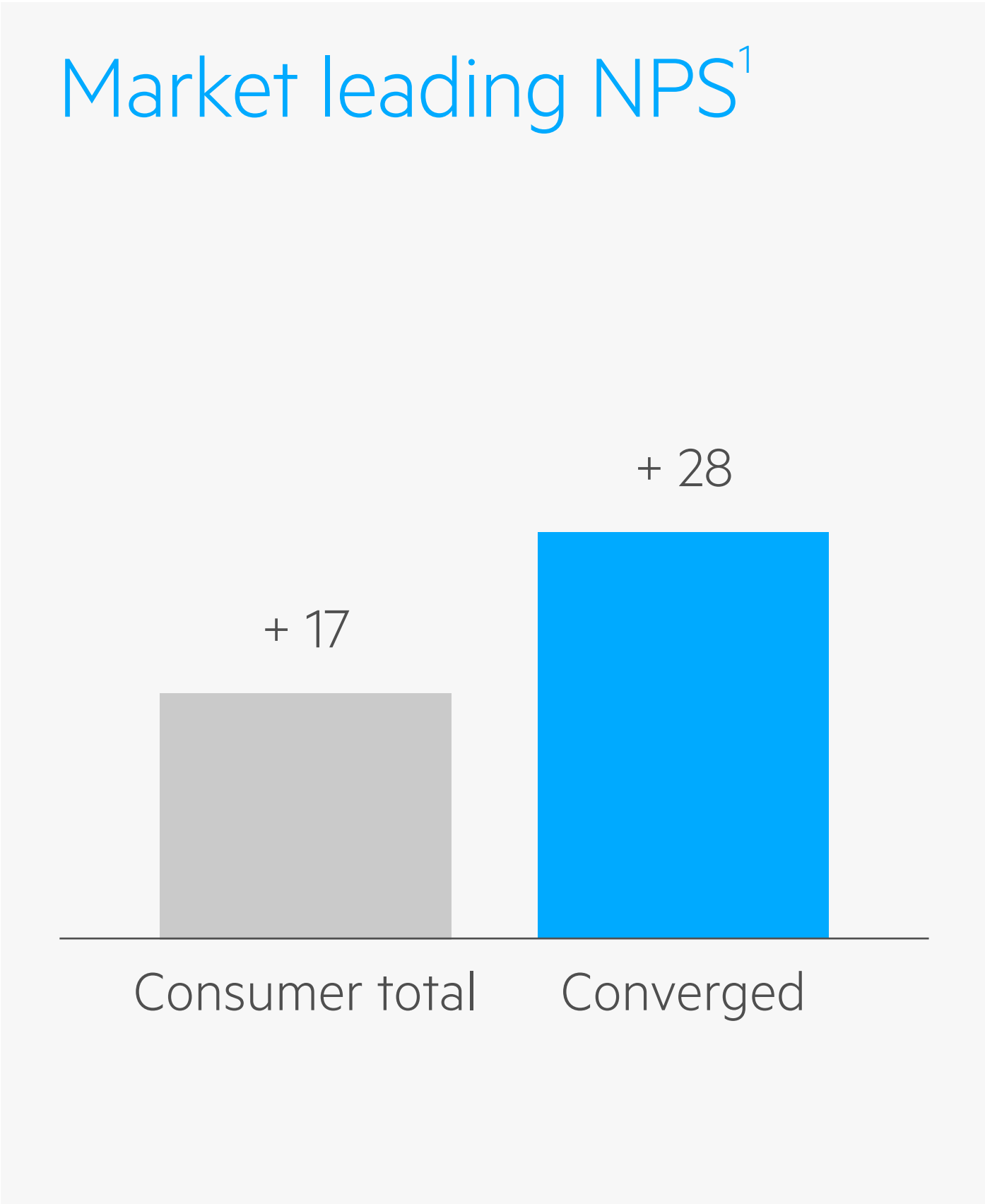
Best in-home  
experience



Easily accessible  
self-service



# Convergence offers clear benefits



KPN brand  
1 Source: Kantar TNS

# Targeted household approach

to increase converged base by end 2021

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Grow converged households<sup>1</sup>...

**+300k**

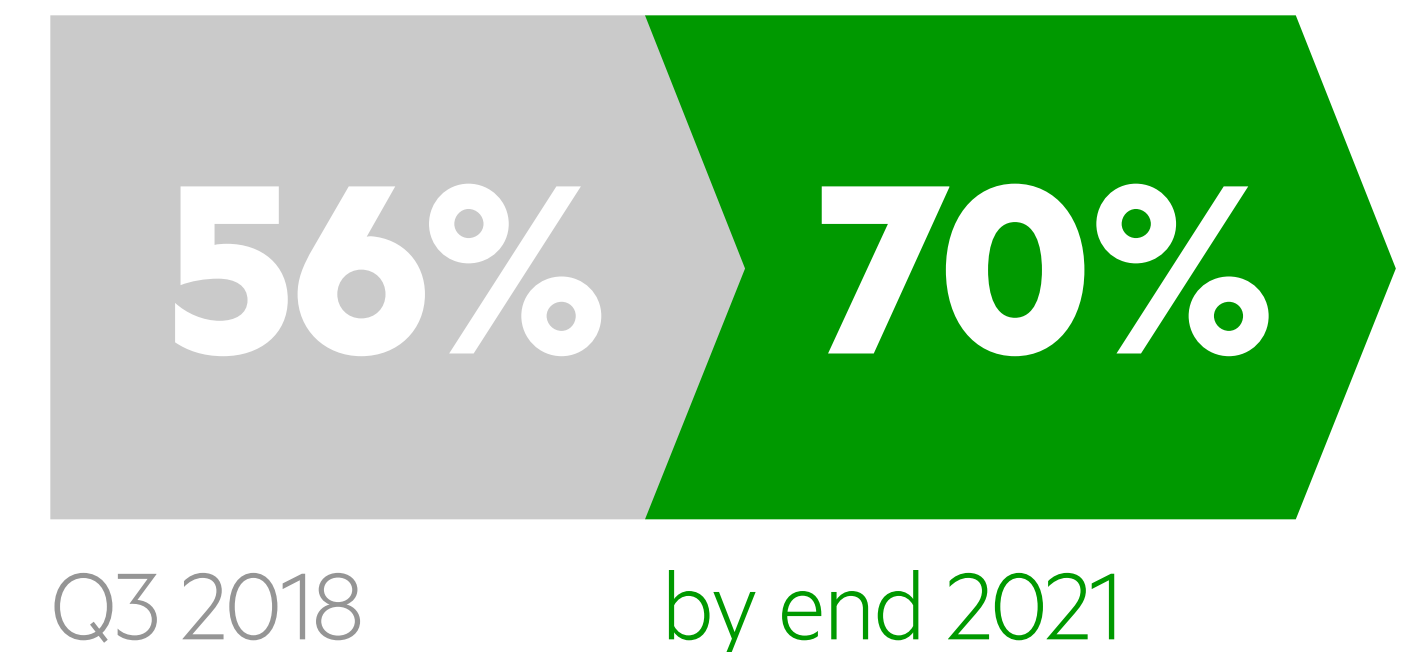
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...and SIMs per household...

**>10%**

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...to drive higher converged postpaid base



<sup>1</sup> Q3 2018: 1,325k converged households



# Data driven personalized campaigning

## to increase up- and cross-sell

---

Offering tailored product and services advice...

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...to further increase product penetration...

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...driving high value inflow

**Focused  
direct  
marketing**

**Regional  
approach**

**Successful  
up- and  
cross-sell**

**75%** Mobile acquisitions from existing households<sup>1</sup>

**+5%** Postpaid inflow ARPU (Sep '18 vs. Jan '18)<sup>1</sup>

<sup>1</sup> KPN brand, Q3 2018

# Clear value focus

to drive sustainable service revenue growth

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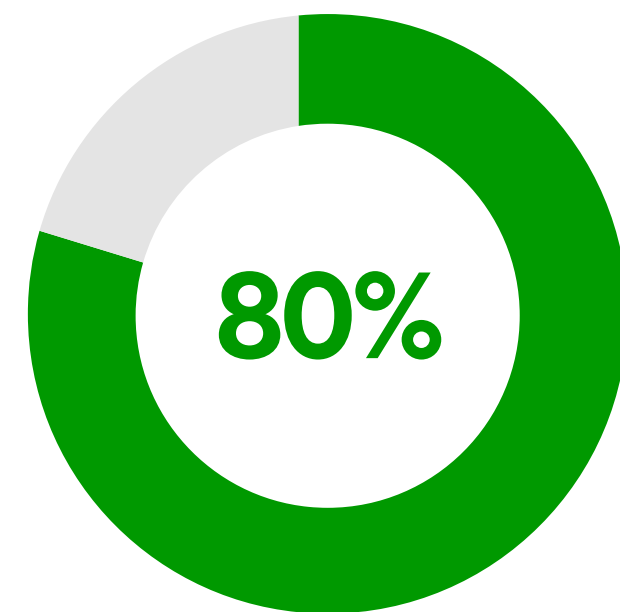
High-value broadband  
household growth



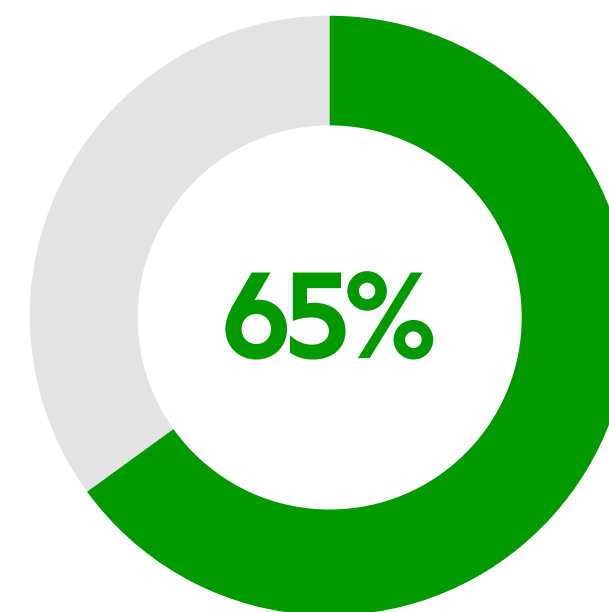
Supported by  
fiber roll-out

---

Growing converged  
KPN brand base



Converged net adds  
broadband YTD '18



Converged net adds  
postpaid YTD '18

---

Clear benefits



NPS



ARPU



Churn



# CONVERGED HOUSE HOLDS TO DRIVE GROWTH

Best **household access**  
and **customer**  
**experience.**

**Growing converged**  
**base** and product  
penetration.

Focus on  
**delivering value.**



# BUSINESS

**Maximo Ibarra**

CEO and a.i. Chief Business Market

The Hague

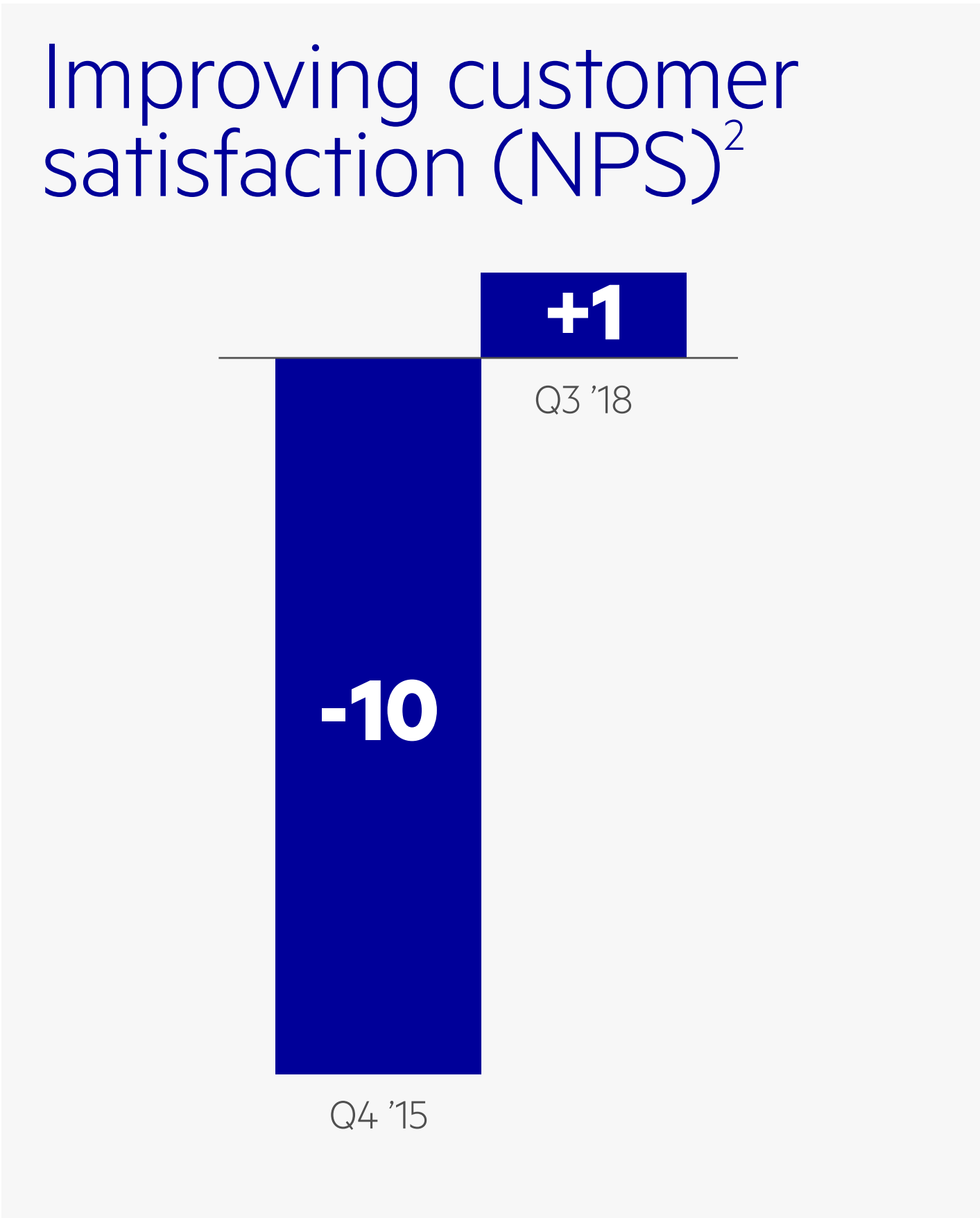
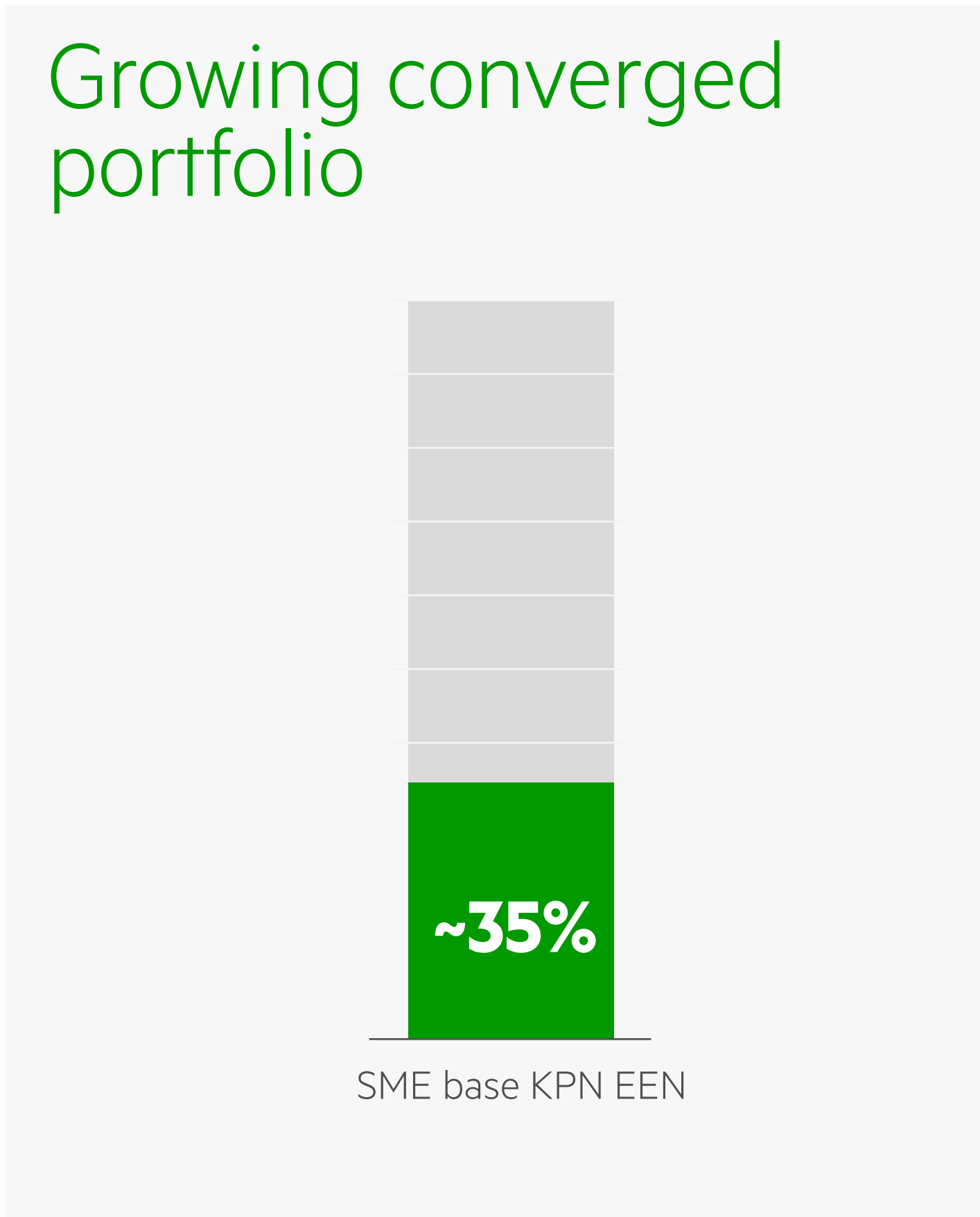
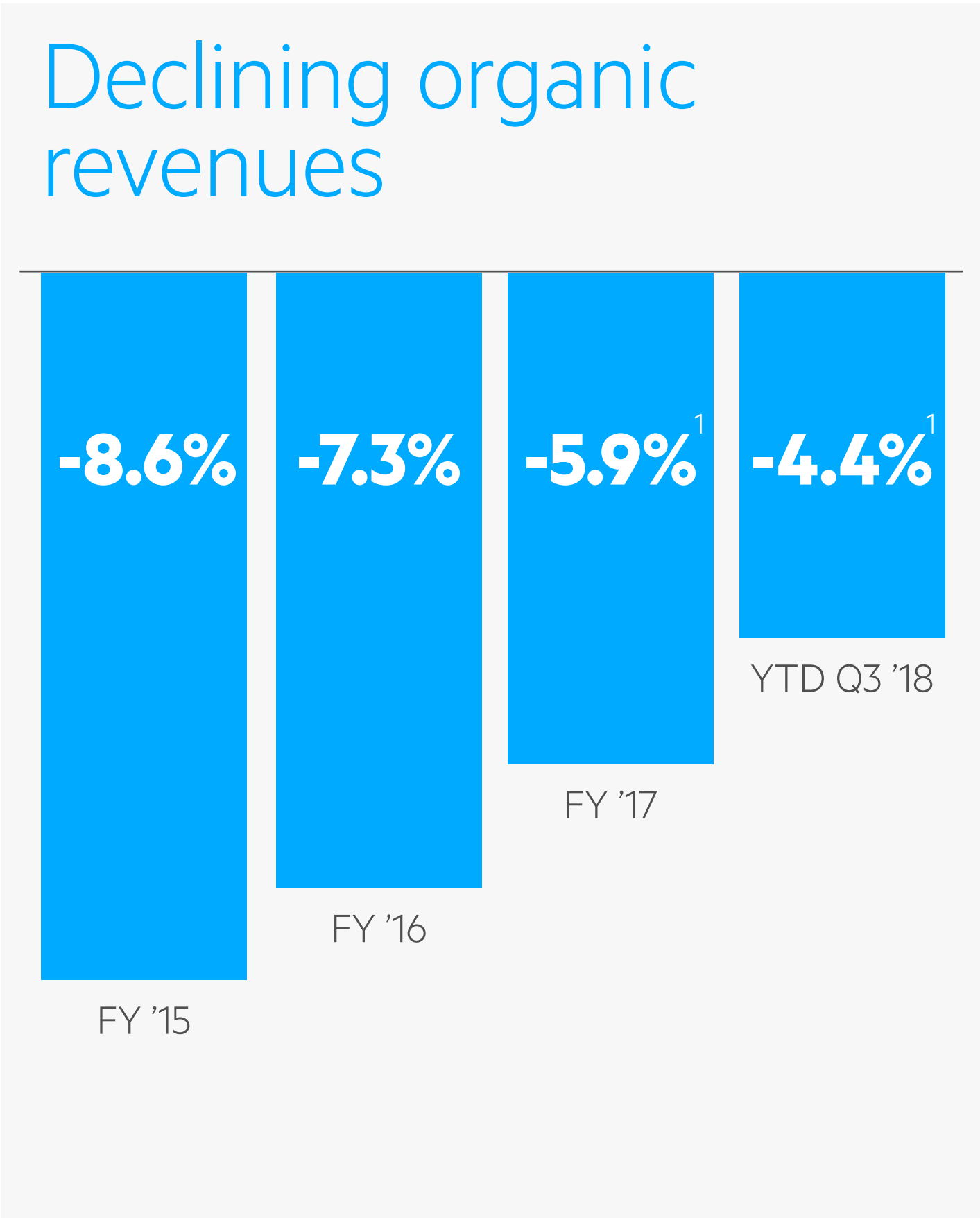


CAPITAL  
MARKETS  
DAY 2018



# **SUSTAINABLE EBITDA GROWTH**

# Progress made, but still work to do



1 Revenues excluding M&A and hardware  
2 Source: Kantar TNS



# STRATEGIC FOCUS 2019 2021

**Converged simplified**  
product portfolio.

**Transformation** of  
operating platform.

**Lean and digital**  
operations.

# Converged simplified product portfolio

Improved delivery chain & NPS

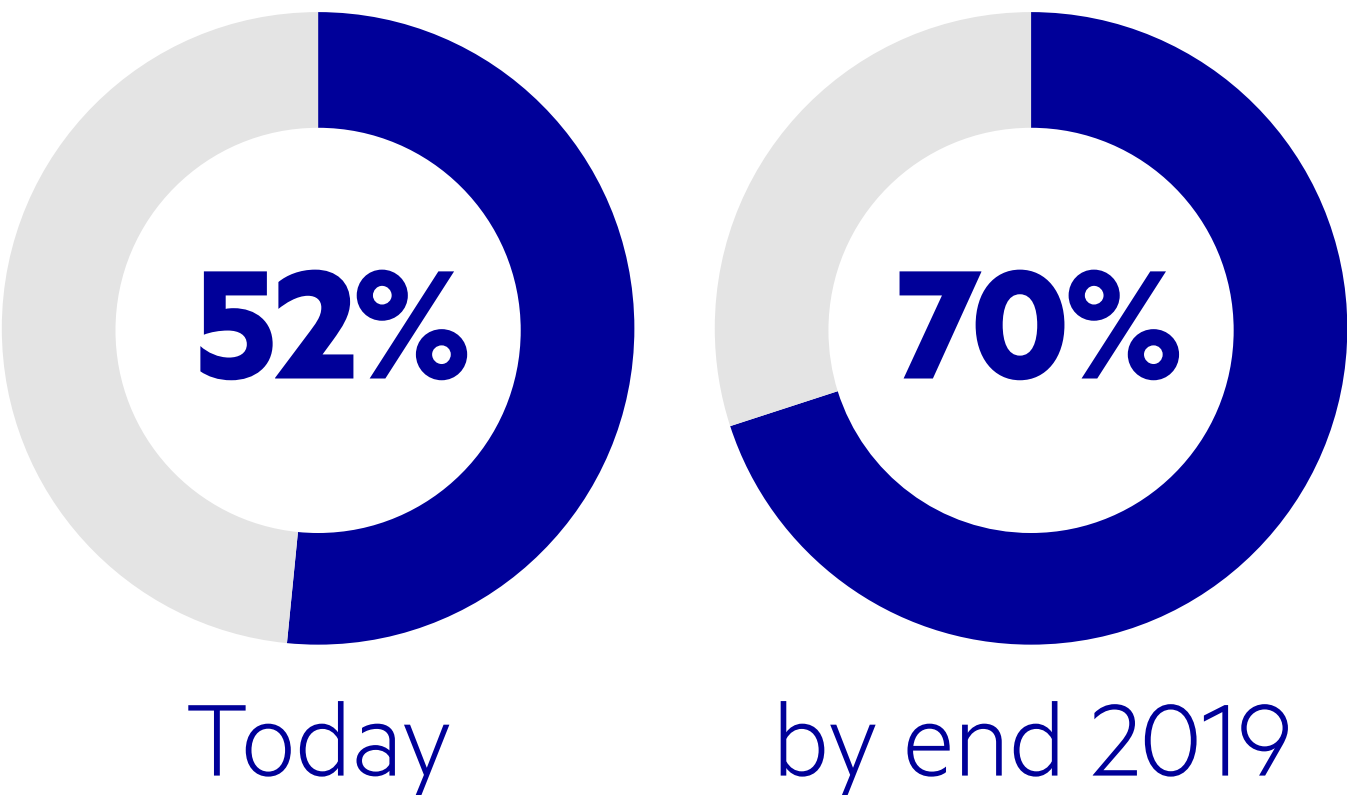


Core IT services & pricing discipline



Prioritize deal profitability & incentives on value

Fiber upgrade business parks



**>100Mbps coverage**



# Fiber upgrade business parks

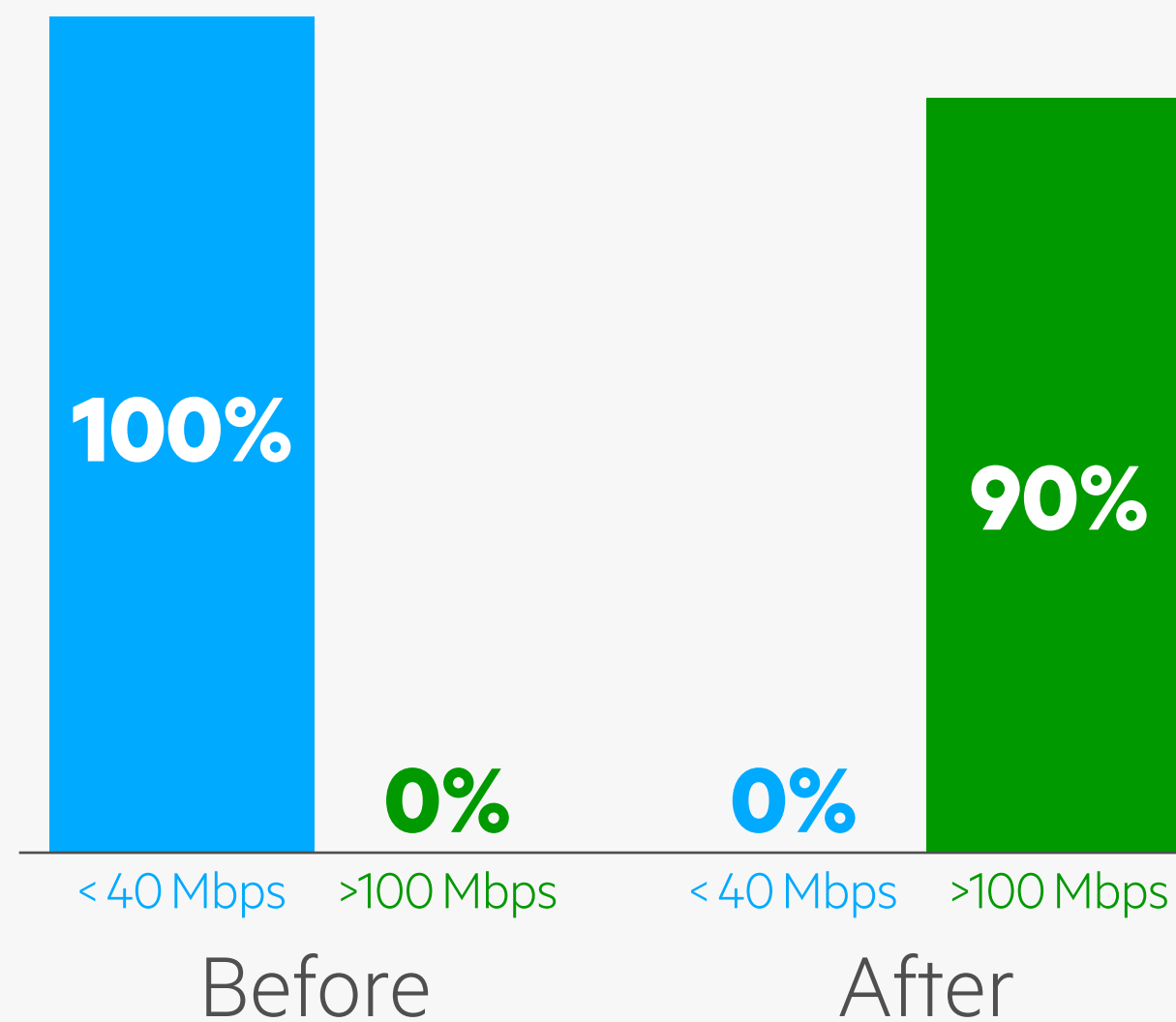
## to drive uptake of converged services

### Example

Euregio business park  
Enschede

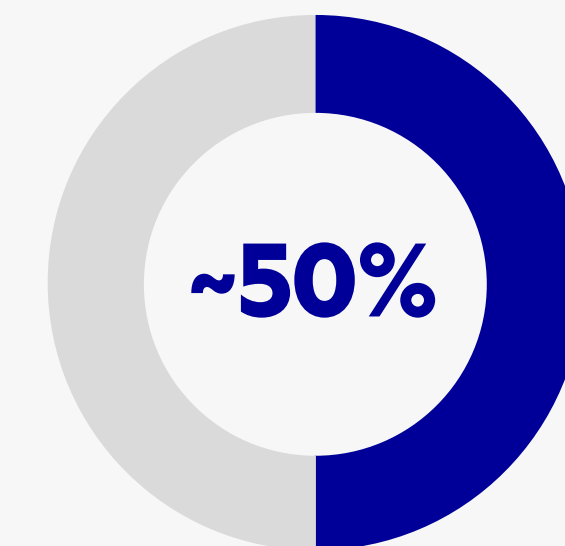


Increased bandwidth  
following upgrade...



...driving commercial  
success within  
3 months of upgrade

**29%**  
of all customers moved to  
converged portfolio



Migrations  New customers 

# Transformation of operating platform

KPN EEN

Migrations to  
KPN EEN<sup>1</sup>

100%

SME mid 2020

LE in 2020

Clear operational  
benefits post migration

+10

NPS<sup>2</sup>

2x  
faster

Time-to-market

~5%

Churn

## Example

Improved customer  
lifetime value

**Repricing** at migration

**Reduced cost** to serve

**Up and cross-sell** services

**Reduced churn**

1 Traditional fixed voice and legacy broadband

2 Management estimate



# Lean and digital operations

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Cost to serve  
KPN EEN

**>25%**

lower by 2021

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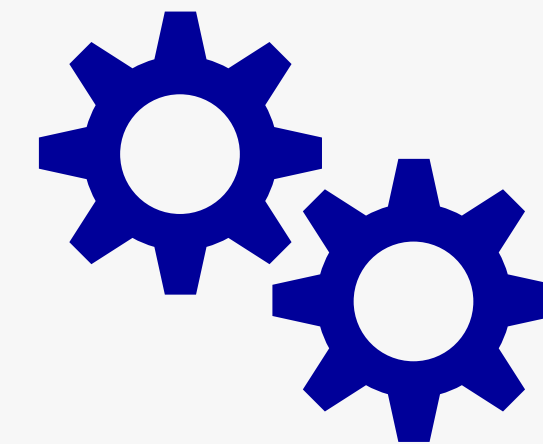
KPN EEN significantly  
lowers complexity

**-75%**

of IT systems  
by 2021

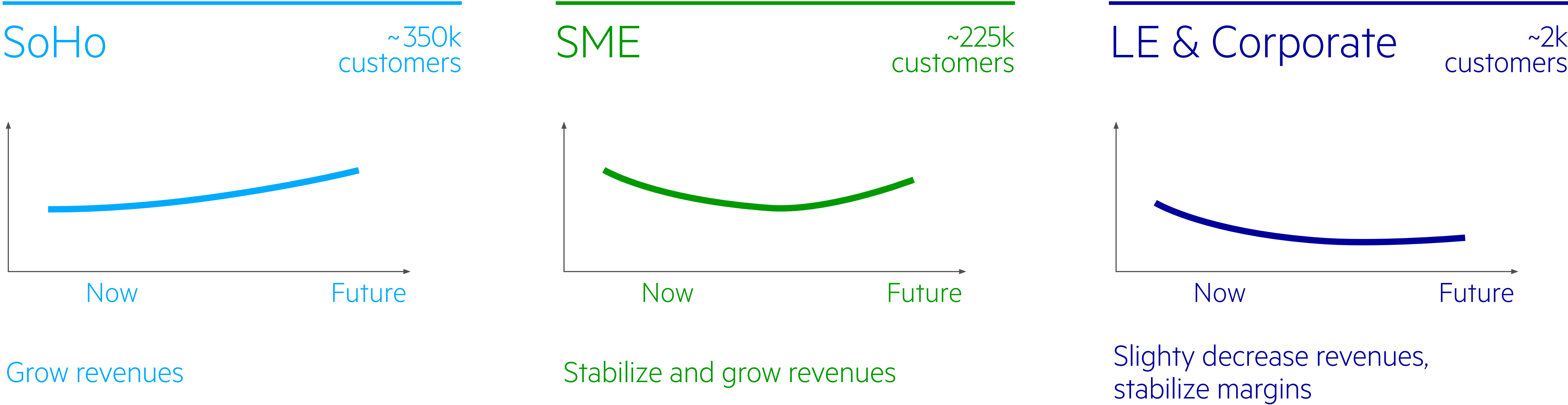
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Simplified end-to-end  
organization



New management  
structure & accelerate  
integration of recent  
acquisitions

# Stabilizing service revenues



Market leader: >40% market share

Converged portfolio

Value over volume



# Strategic priorities to deliver organic sustainable growth

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**Stabilized**  
end-to-end  
Adj. EBITDA  
mid 2020

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**Grow** profitable  
revenues by  
leveraging  
leading market  
positions

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**Stabilizing**  
service revenues





**BREAK**

| 30 min



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# FINANCIALS

**Jan Kees de Jager**

Chief Financial Officer

Eindhoven



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MARKETS  
DAY 2018



# **ORGANIC SUSTAINABLE EBITDA & FCF GROWTH**



# KPN today

## Financial performance

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**-2.2%** Revenues

**In line** Adj. EBITDA

**~€1.1bn** Capex

**+10%** FCF

## Financial profile

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**€6.2bn** Net debt

**2.7x** Leverage

## Shareholder remuneration

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**€12ct** Regular DPS

Revenues YTD Q3 '18 y-on-y growth, Financial profile Q3 2018, EBITDA, Capex, FCF (excl. TEFD dividend) and shareholder remuneration based on 2018 outlook

# STRATEGIC FOCUS 2019 2021

Convergence & value  
focus driving **revenue  
stabilization.**

New multi-year sustainable  
opex reduction supports  
**organic Adj. EBITDA growth.**

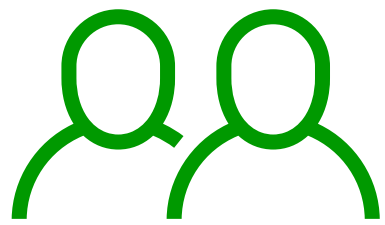
**Stable Capex envelope:**  
substantial shift in the mix.

FCF growth drives  
**progressive dividend** and  
a **solid financial profile.**



# Convergence & value focus

driving revenue stabilization



## Consumer

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Grow base and value of converged households



## Business

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Accelerate growth in convergence  
Selective growth in IT  
Value over volume



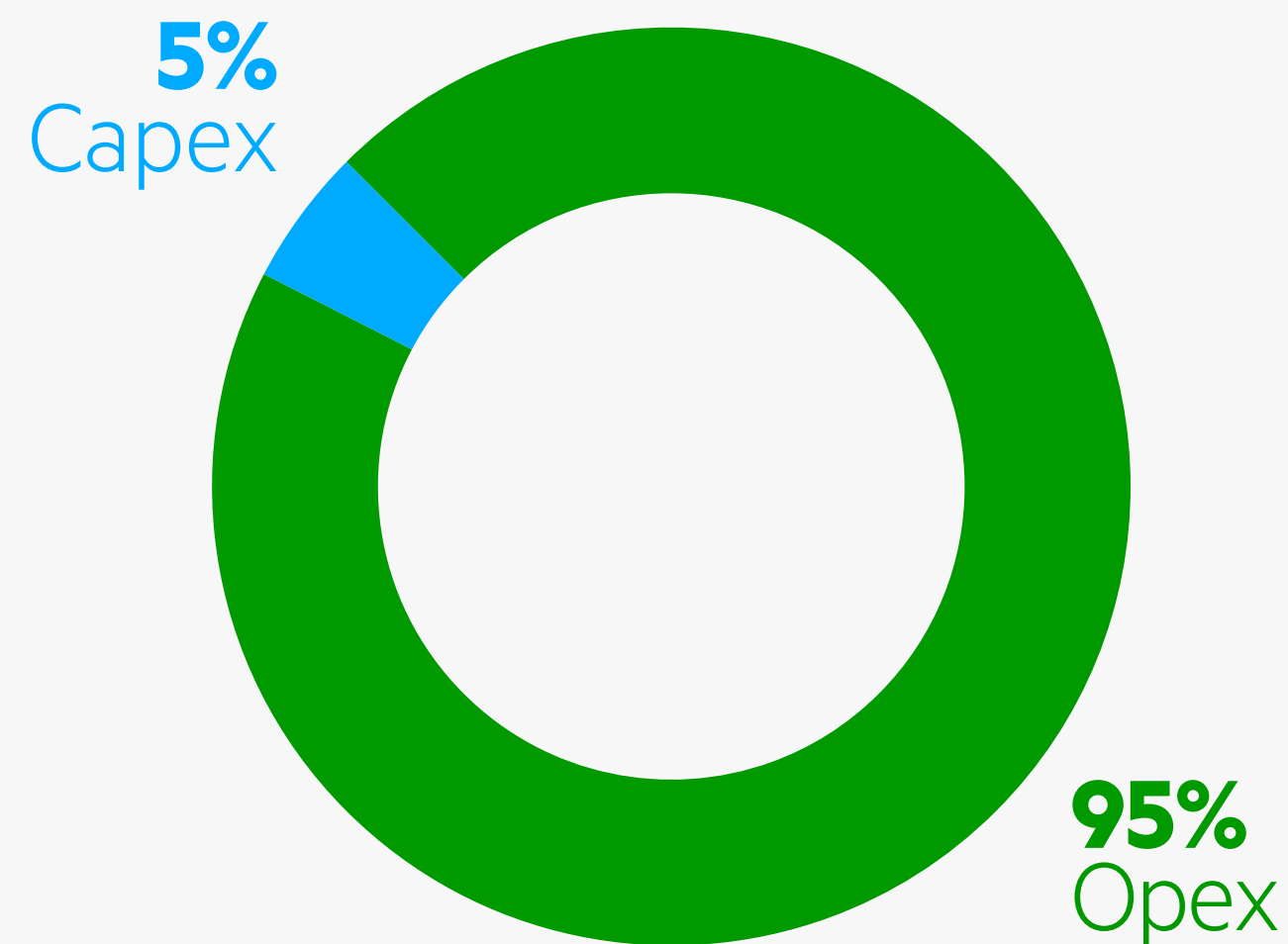
## Wholesale

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Grow WBA/VULA  
Maintain disciplined strategy

# Accelerate multi-year sustainable opex reductions

Realized ~€ 190m run-rate savings  
2<sup>nd</sup> wave Simplification<sup>1</sup>



New opex reduction program

**~€ 350m**

2019 - 2021 net savings<sup>2</sup>

1 Realized: end Q3 '18 vs. end Q4 '16

2 Indirect opex adjusted for the impact of restructuring costs and incidentals



Acceleration of simplification  
Digitalization & virtualization

**opex  
reductions**

1

**Rationalization and  
simplification of  
portfolio.**

2

**End-to-end digitalization  
and automation front-  
end and back-end.**

3

**All-IP network and  
virtualization.**

4

**IT landscape  
rationalization.**

5

**Organizational  
effectiveness.**

# Portfolio rationalization and end-to-end digitalization

1



**Standardize portfolio, selective growth in IT**



**Migrate to target portfolio platforms**



**Reduce complexity**

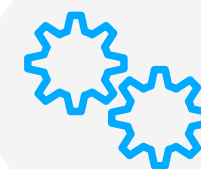
2



**Lean operating model**



**Digital customer journeys**

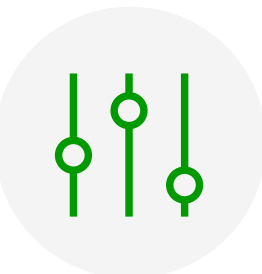


**Automate back-end tasks**



# All-IP network and virtualization

3



Migrate customers to all-IP network



Decommission legacy networks and systems



Virtualized and software defined networks

## Example

**Customer:** Delivery of one new location

Current IP-VPN	New SD-WAN
Physical delivery	OTT delivery
>12 weeks	<1 day
21 manual actions	1 manual action (shipping)

**Customer:** 100 routers need updating

Current IP-VPN	New SD-WAN
50 hours (~30 min per router)	4 hours
100 on-premise actions	1 remote action

- Improved customer satisfaction
- Improved flexibility
- Substantially lower roll-out cost
- Serve more customers in less time

# IT rationalization and organizational effectiveness

4



**Consolidate IT platforms and decommission legacy**



**Standardized solutions and hardware**



**Vendor optimization**

5



**Clear end-to-end responsibilities**



**Delayer management and organizational simplification**

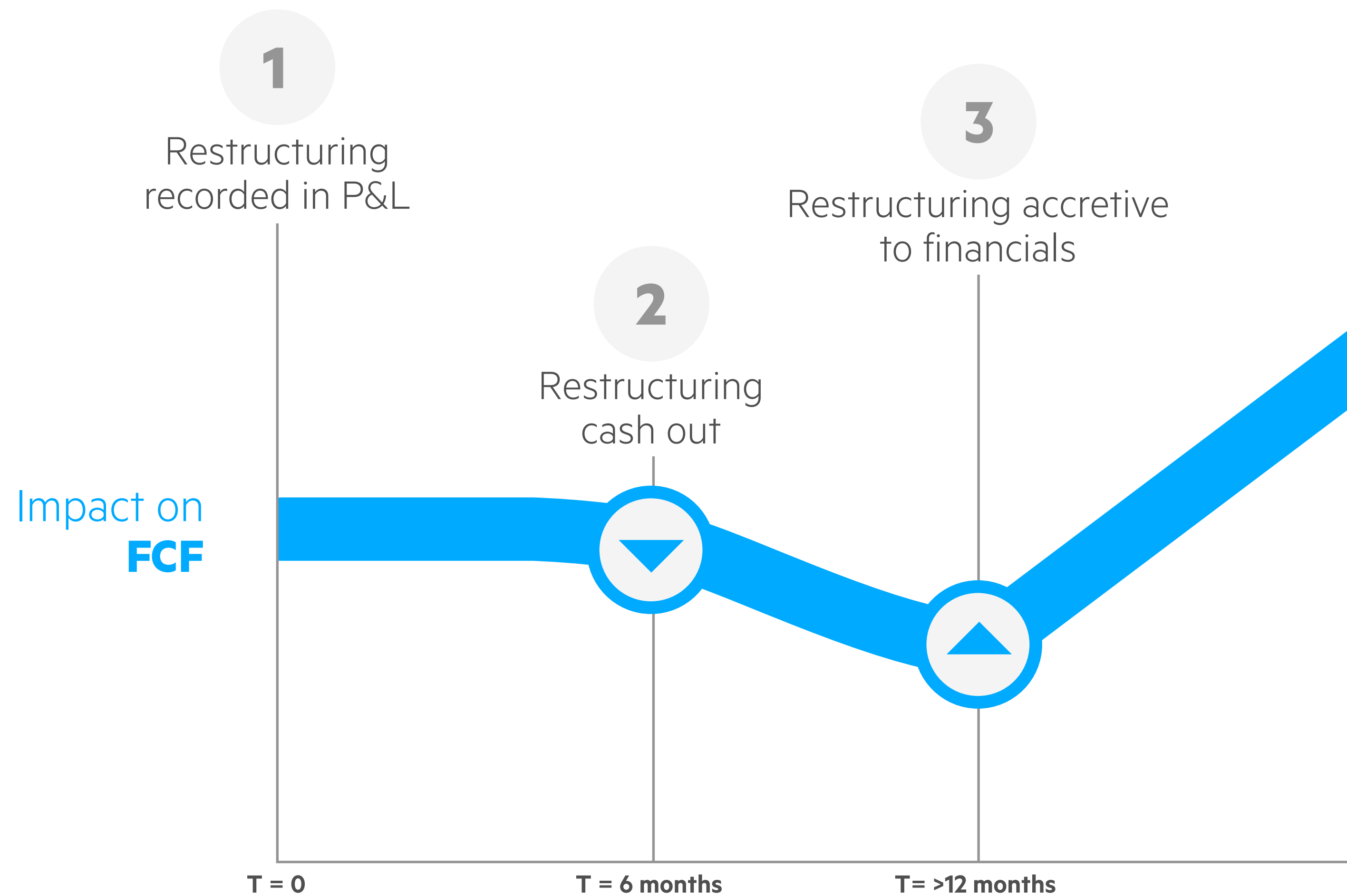


**Automate processes**



# Restructuring accretive

## benefits back-end loaded



# Capex planning supported by data and zero-based budgeting



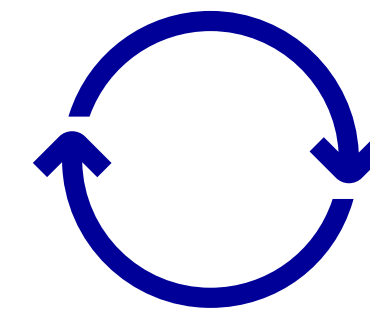
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**Smarter investments**  
supported by  
data-driven decision  
making process



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**Stacked ranking**  
based on **ROCE** and  
**NPV** of proposed  
investments



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**Reallocation of  
investments**  
enabling step-up in  
access investments



# Strong improvement FttH return profile

**Lower roll-out spend** due to reduced average costs per home passed

**Better utilization rate** supported by data driven smart regional approach

**Strong commercial benefits<sup>1</sup>**

**+15%**

NPS<sup>2</sup>

**+€ 6**

ARPU

**-34%**

Churn

**+9%<sub>opt</sub>**

Broadband  
market share

**Payback period  
reduced by ~50%<sup>3</sup>**

1 Q3 2018, >200Mbps households vs. <200Mbps households

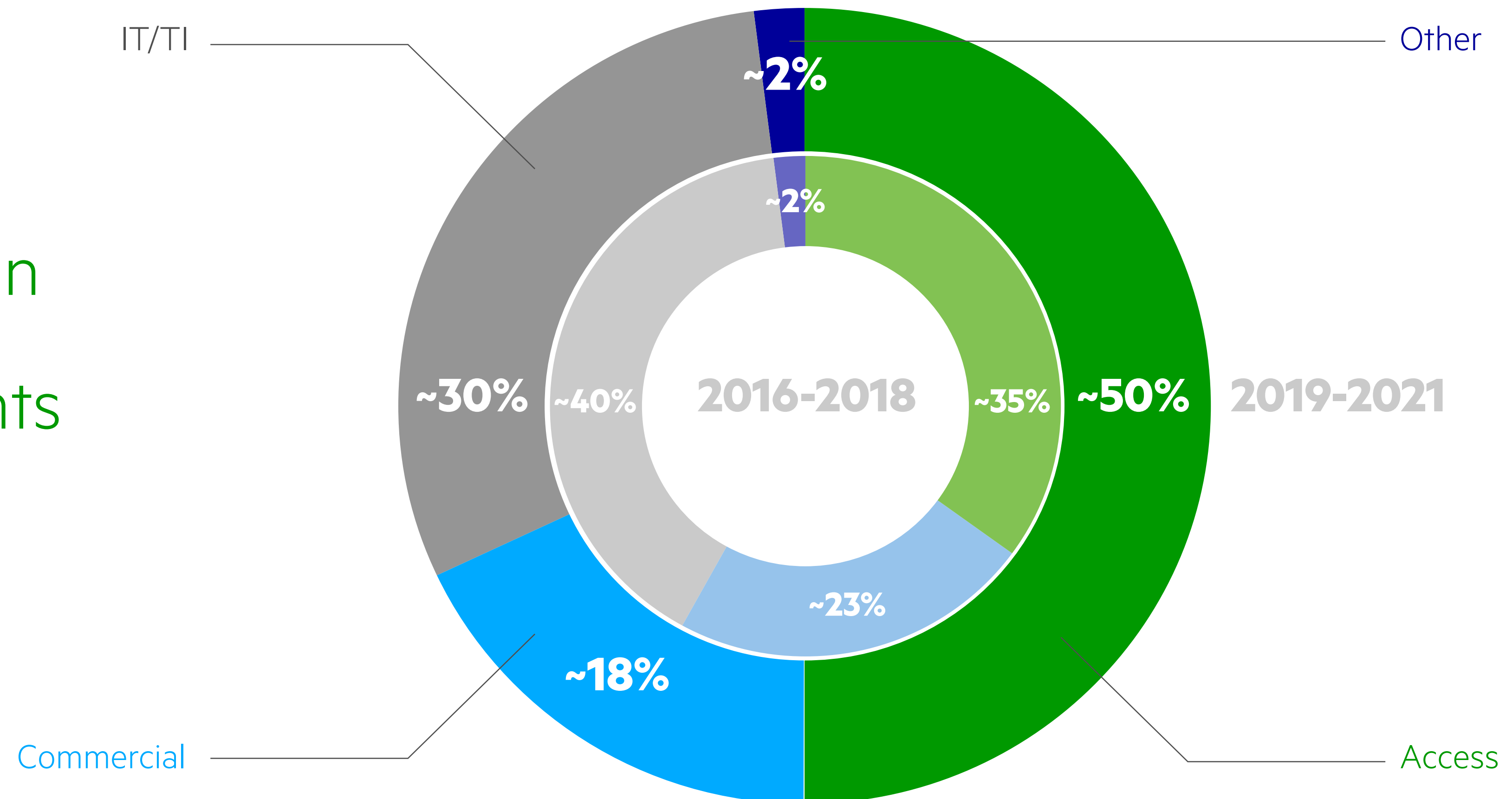
2 KPN brand, source: Kantar TNS

3 2019 - 2021 vs. 2012

# Stable Capex envelope

€ 1.1bn per annum in 2019-2021

Substantial shift in the mix enabling higher investments in access





# Committed to solid financial profile

## Solid investment grade credit profile

MOODY'S

Baa3 / Stable

S&P Global  
Ratings

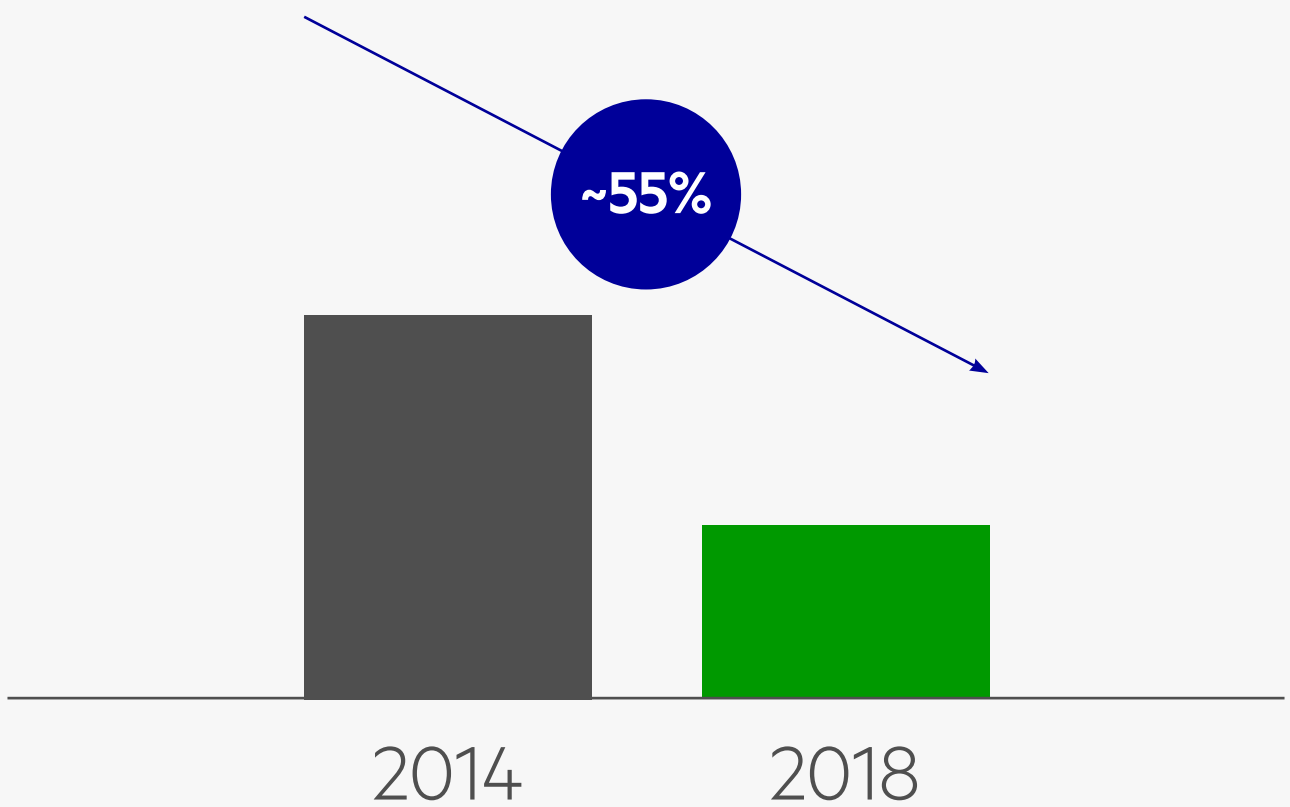
BBB- / Positive

FitchRatings

BBB / Stable

## Optimized balance sheet position

Interest payments



## Medium-term leverage

Net debt / EBITDA

<2.5x

# Organic and sustainable

## Adj. EBITDA & FCF growth

	2018 outlook	2019 - 2021 ambitions
<b>Adjusted EBITDA</b>	In line with 2017	Organic growth
<b>Capex</b>	~€ 1.1bn	Stable at € 1.1bn annually
<b>FCF</b> (excl. TEFD dividend)	~€ 800m	Sustainable growth, driven by EBITDA
<b>Dividend</b>	€ 12ct per share	Progressive dividend, supported by FCF



# ORGANIC SUSTAINABLE GROWTH

Convergence & value  
focus driving **revenue  
stabilization.**

Accelerate multi-year  
**sustainable opex reduction.**

**Stable Capex envelope:**  
substantial shift in the mix.

Organic sustainable  
Adj. EBITDA and FCF growth  
contributing to **progressive  
dividend** and **deleveraging.**



# FINAL REMARKS

**Maximo Ibarra**

Chief Executive Officer

Rotterdam



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# ORGANIC SUSTAINABLE GROWTH

ORGANIC  
SUSTAINABLE  
GROWTH

**Value  
over  
volume.**

**Lean  
operating  
model.**



# ORGANIC SUSTAINABLE GROWTH

The best **converged  
smart infrastructure.**

Focus on **profitable  
growth** segments.

Acceleration of  
**simplification** and  
**digitalization.**

ORGANIC

SUSTAINABLE

GROWTH

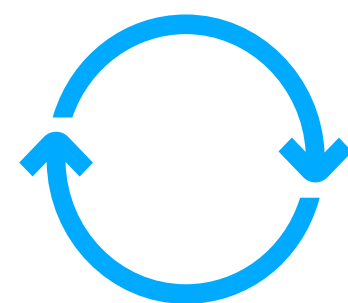
**Solid &  
Attractive.  
Maximizing  
value.**





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**Organic growth**  
of Adjusted EBITDA



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**Stable Capex**  
envelope



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**Sustainable**  
FCF growth

ORGANIC  
SUSTAINABLE  
GROWTH





# Q&A



# THANK YOU

**Duco Sickinghe**

Chairman Supervisory Board

Breda



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