Introducing
MÁSMÓV!L

Who are we?

A little history

The evolution from start-up to fourth Spanish Telecom Operator

MASMOVIL foundation

Junior Market **listing**

Acquisition of pepephone.com **0.5m** customers

Acquisition of yoigo **3.2m** customers

Senior Market **listing**

2006 — **2008** · · · · · · **2015** — **2016** — **2017** — **2018**

Launch of **mobile services**

Acquisition of Jazztel/Orange **Remedies 0.8m** BUs

Launch of **Broadband**

Acquisition of llamaya* **0.2m** customers

Acquisition of LEBARA **0.4m** customers
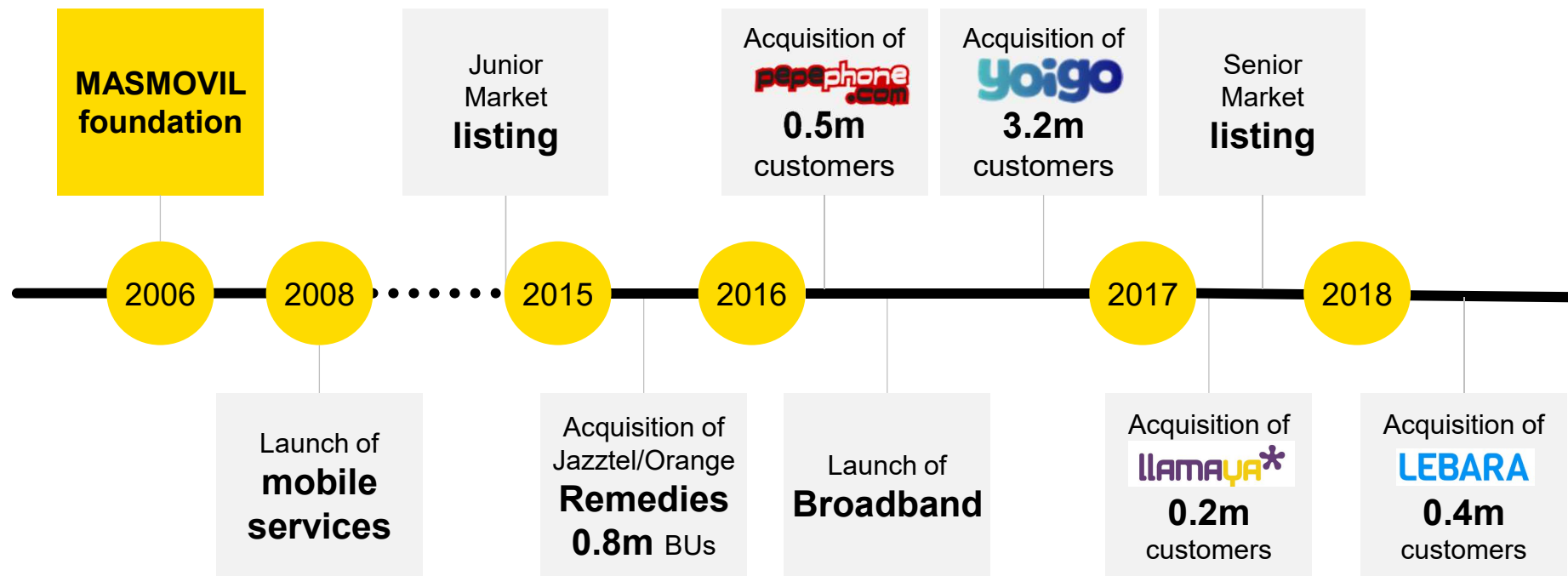
A little history (part two)

No ego: partnership agreements with all major operators
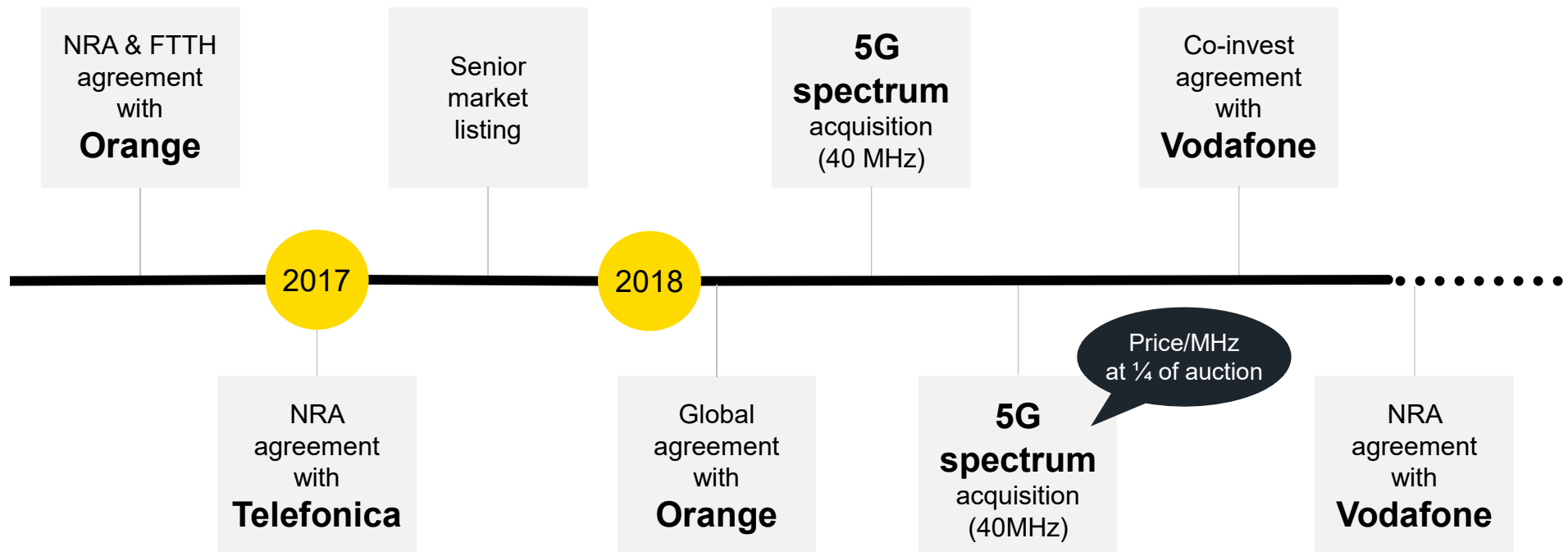
NRA & FTTH agreement with **Orange**

Senior market listing

5G spectrum acquisition (40 MHz)

Co-invest agreement with **Vodafone**

2017

2018

NRA agreement with **Telefonica**

Global agreement with **Orange**

5G spectrum acquisition (40MHz)

Price/MHz at ¼ of auction

NRA agreement with **Vodafone**

The growth company

Translating customer growth into financial growth

2015

€100m
Revenue
2015

€10m
EBITDA
2015

~0.5m
Mobile lines
2015

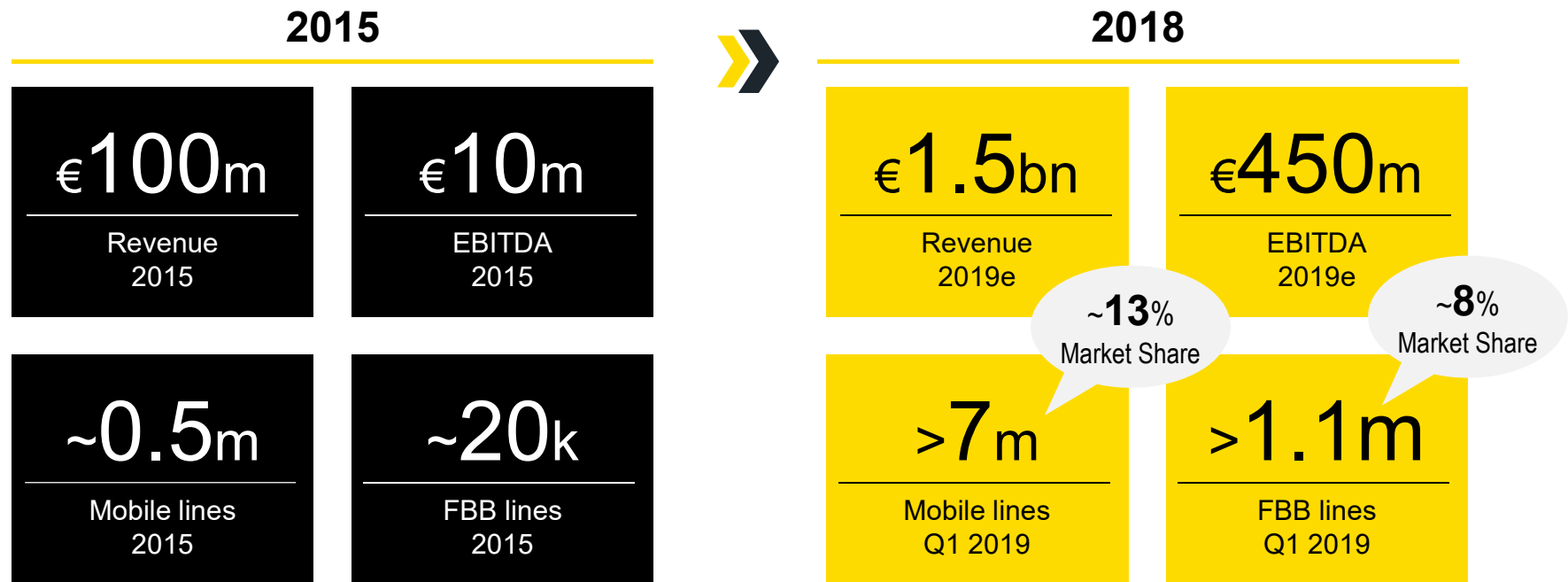~10k
FBB lines
2015

The growth company

Translating customer growth into financial growth

2015

€100m
Revenue
2015

€10m
EBITDA
2015

~0.5m
Mobile lines
2015

~20k
FBB lines
2015

2018

€1.5bn
Revenue
2019e

€450m
EBITDA
2019e

~13%
Market Share

~8%
Market Share

>7m
Mobile lines
Q1 2019

>1.1m
FBB lines
Q1 2019

Our tangible and intangible assets

A state-of-the art network to support four successful brands

Infrastructure

(((A))) Mobile network

100% 4G upgraded

85% population coverage

+2 NRA agreements (ORA/TEF)

Fixed network

17M FTTH BUs

Own network **~7M** BUs

+ Wholesale access

18M ADSL BUs

Brands ecosystem

yoigo

Premium brand

MÁSMÓVIL

Value for money

pepephone.com

Digital brand

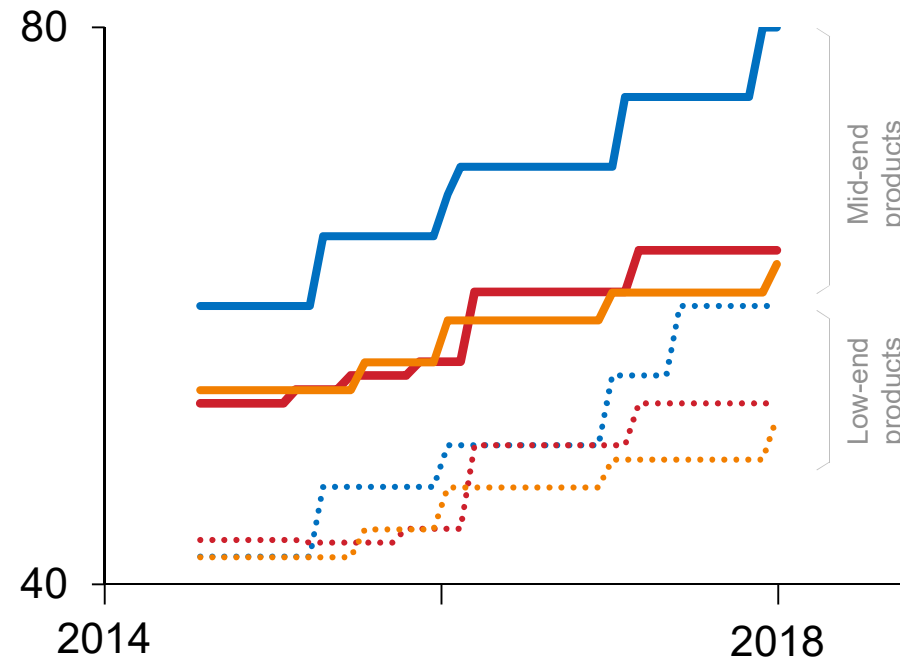**llamaya***

Global brand

What are we doing differently?

A new way of doing things in the Spanish Telecom market

Pricing strategy

Unlike the others, we don't increase prices unilaterally to our existing client base

Traditional players FMC price evolution

(monthly fee in €)

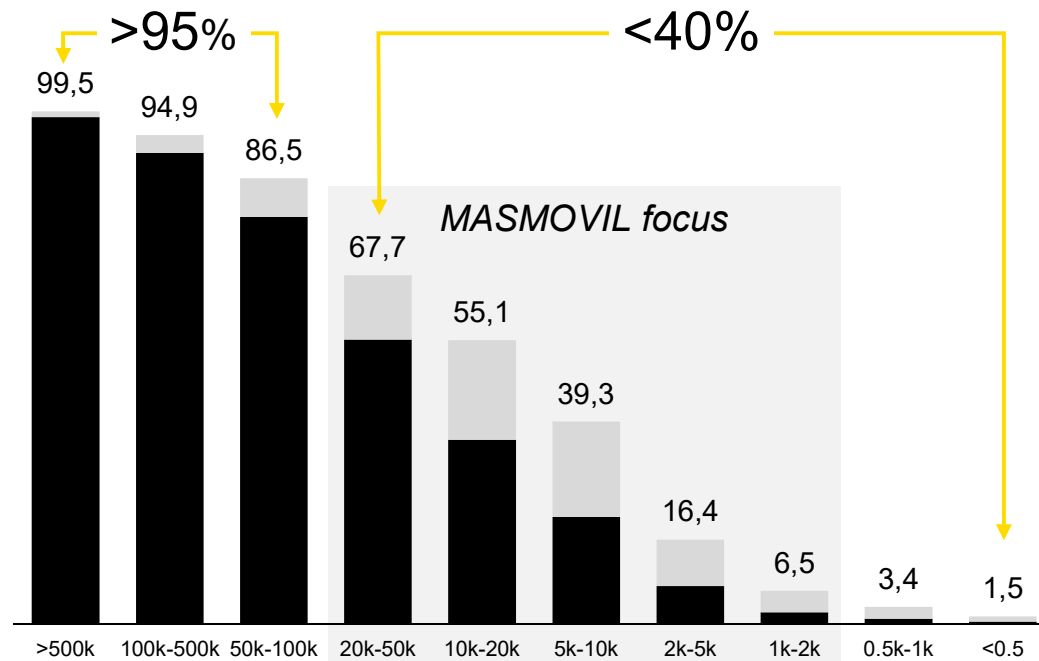No unilateral price increase

No forced convergency

Data abundancy

Complementary FTTH deployment strategy

Focusing investments in areas overlooked by the big 3

■ 2016
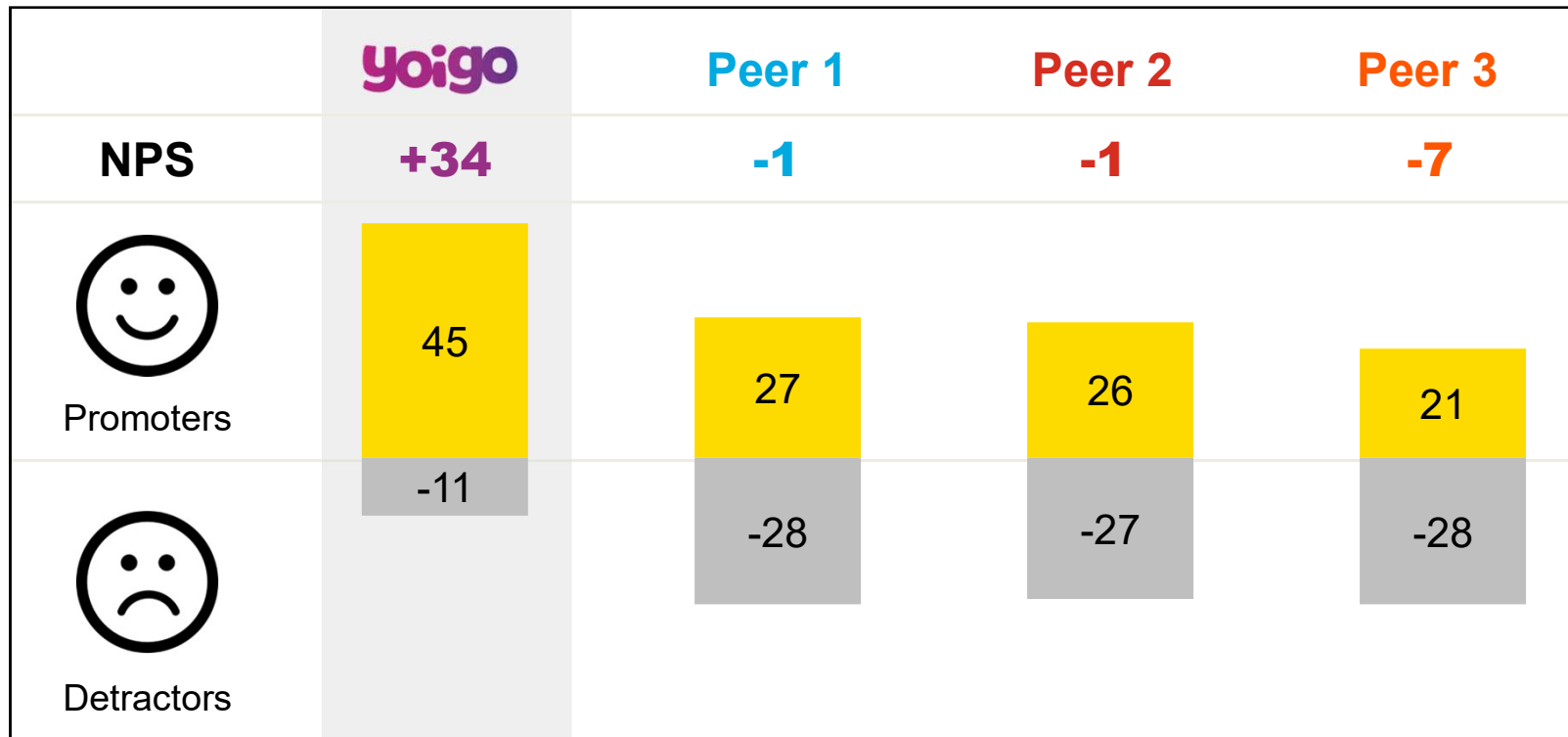■ 2017 increase

FTTH coverage by city size
(in percent)

>95%

<40%

MASMOVIL focus

Size	Value
>500k	99,5
100k-500k	94,9
50k-100k	86,5
20k-50k	67,7
10k-20k	55,1
5k-10k	39,3
2k-5k	16,4
1k-2k	6,5
0.5k-1k	3,4
<0.5	1,5

MM! rollout focus 2017-2018

90%
Low competition areas

65%
Cities < 20k population

Customer experience leaders in Spain (NPS)

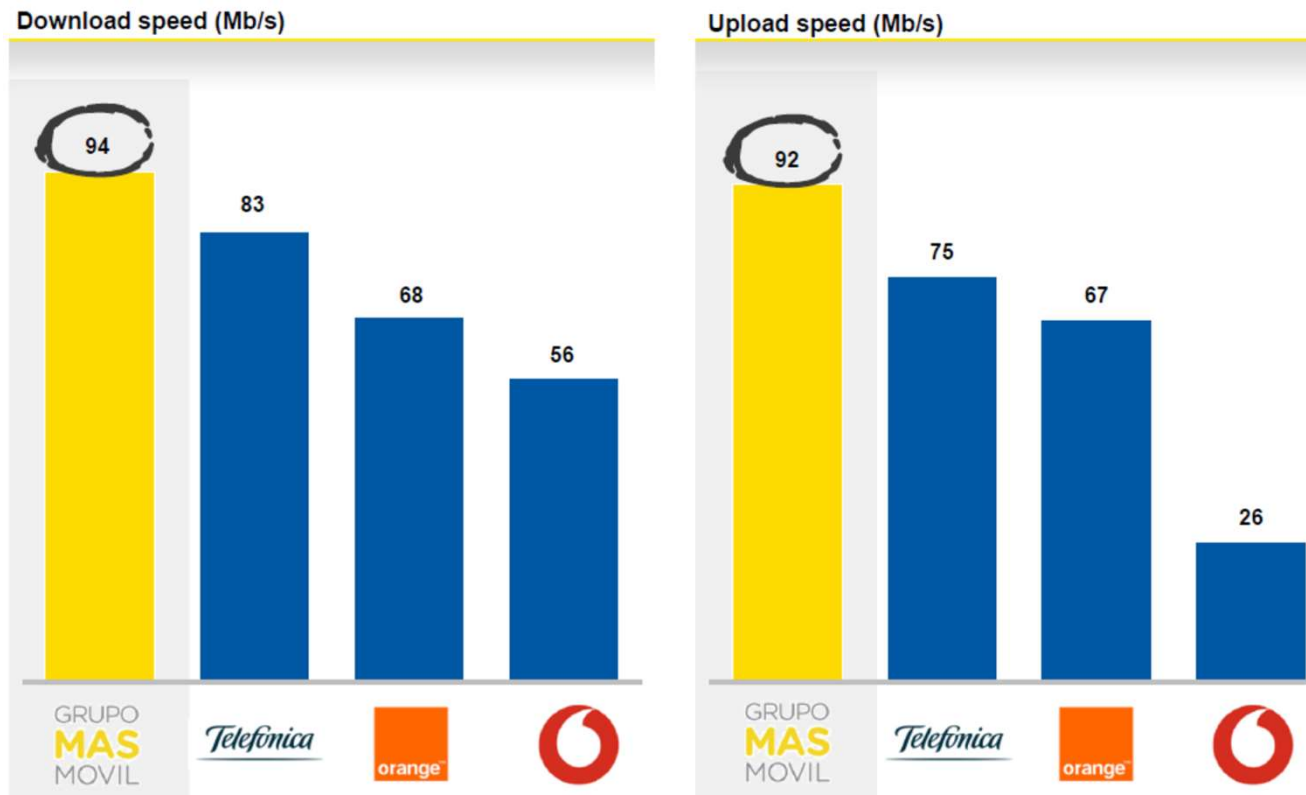We try to provide a great customer experience; average NPS at ca. 40

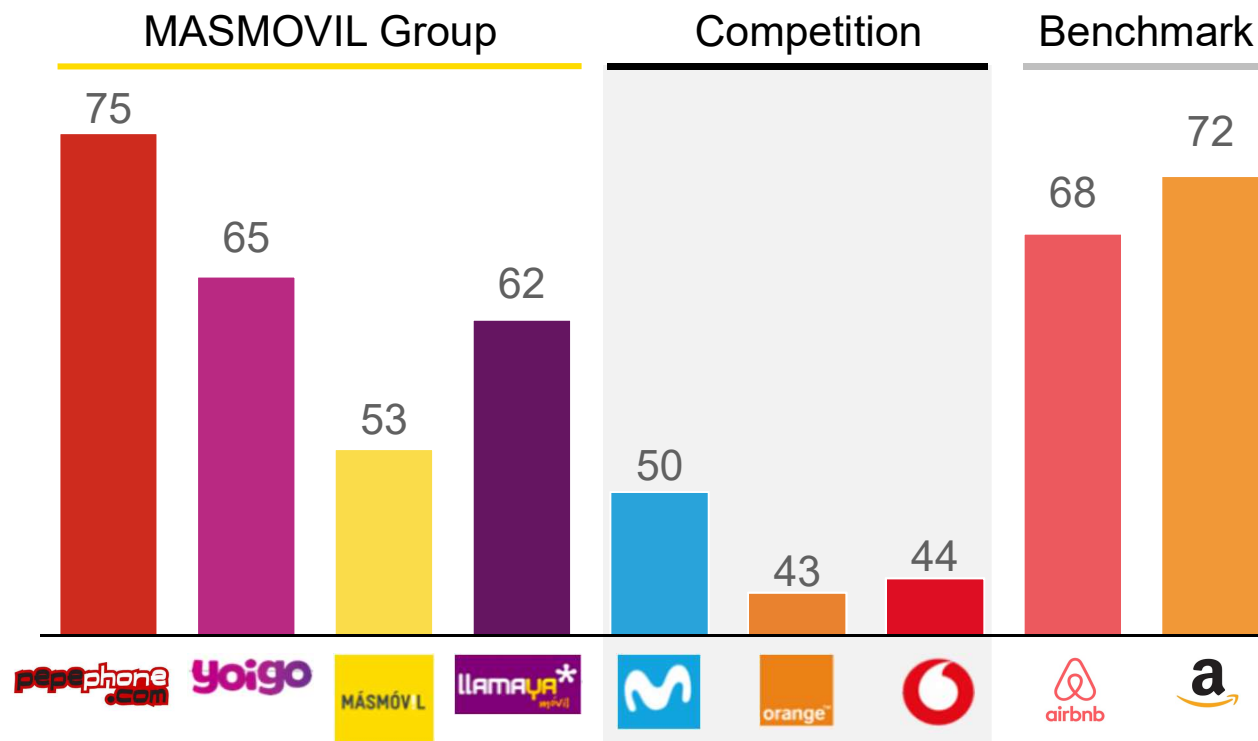|	yoigo	Peer 1	Peer 2	Peer 3
NPS	**+34**	**-1**	**-1**	**-7**
Promoters	45 / -11	27 / -28	26 / -27	21 / -28
Detractors				

Broadband performance

Speed test benchmark: faster than the competition

SOURCE: nPerf Study with 1m tests

Web site performance

Speed test benchmark: faster than the competition

MASMOVIL Group	Competition	Benchmark

MASMOVIL Group
- pepephone.com: 75
- Yoigo: 65
- MÁSMÓV L: 53
- llamaya móvil: 62

Competition
- Movistar: 50
- orange: 43
- Vodafone: 44

Benchmark
- airbnb: 68
- amazon: 72

- Simpler, faster UX/UI, no frictions

- Reduced Time-to-market

- **Online sales** growth by ~47%

- **Conversion rate** growth by ~31%

SOURCE: www.sitespeed.io

Customer care reimagined

New end-to-end self-service customer care portal and app

What have we done?

- New eCare web site with x-sell and upsell functionalities

- New native APP for YOIGO

- Native APPs multi-brand platform to be extended to rest of brands
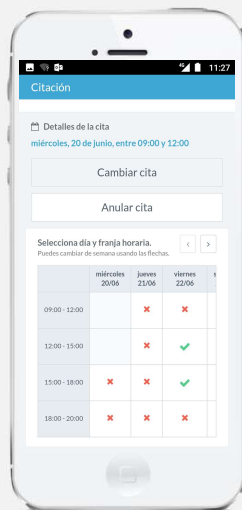

What has been the impact on business?

- **Unique users growth**

- **Sales** increase
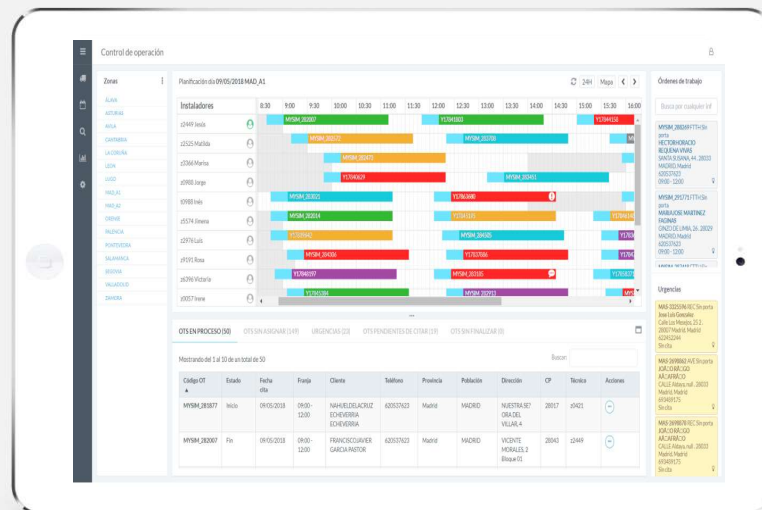
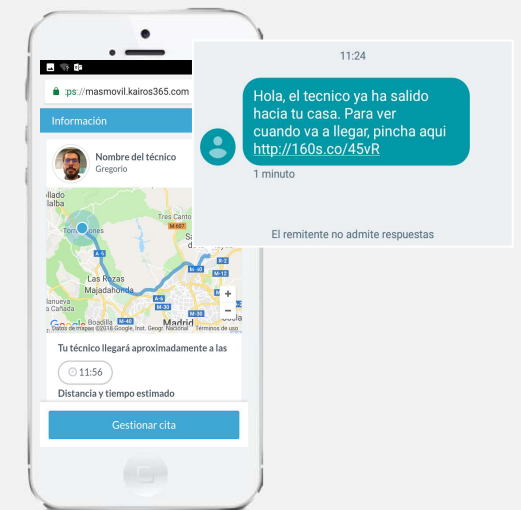- **Call** decrease

FTTH Provisioning – Uber like experience

New Field Management Application allowed MÁSMÓVIL to install sales within 24 hours and improve customer experience

Improve appointments management
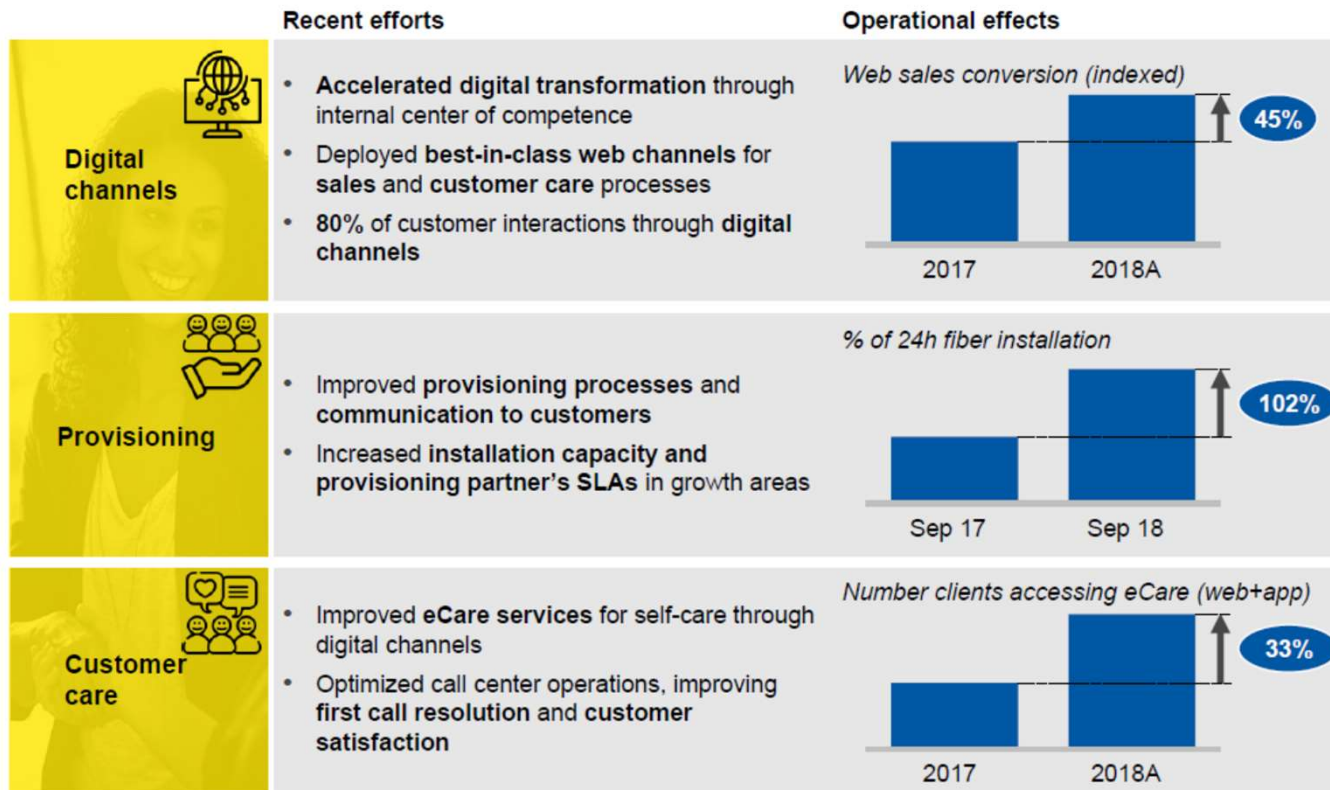
…operations management…

…and keep the customer informed

50% sales scheduled for the next 24h ♦ 40% installations completed in 24h ♦ 31% activation rate improvement

Some results

Significant performance increase due to digital transformation

Recent efforts

Operational effects

Digital channels

- **Accelerated digital transformation** through internal center of competence
- Deployed **best-in-class web channels** for **sales** and **customer care** processes
- 80% of customer interactions through **digital channels**

Web sales conversion (indexed)

2017	2018A

↑ **45%**

Provisioning

- Improved **provisioning processes** and communication to customers
- Increased **installation capacity and provisioning partner's SLAs** in growth areas

% of 24h fiber installation

Sep 17	Sep 18

↑ **102%**

Customer care

- Improved **eCare services** for self-care through digital channels
- Optimized call center operations, improving **first call resolution** and **customer satisfaction**

Number clients accessing eCare (web+app)

2017	2018A

↑ **33%**

A culture like no other ;-)

A small team of passionate employees can make the difference

#zerobullshit

Zero Bureaucracy
Zero Politics
Zero Ego

#100%goodvibes

Customer Experience
Trust > control
Positivism

#lovespeed

Simplicity
Agility
80:20

We keep our start-up spirit alive

We are still a "chiringuito" ;-)

Top in client satisfaction NPS

We're a small team of passionate employees

10x less employees

13 in **4** years
merged companies

launched **FBB** in **3** brands within **1** year
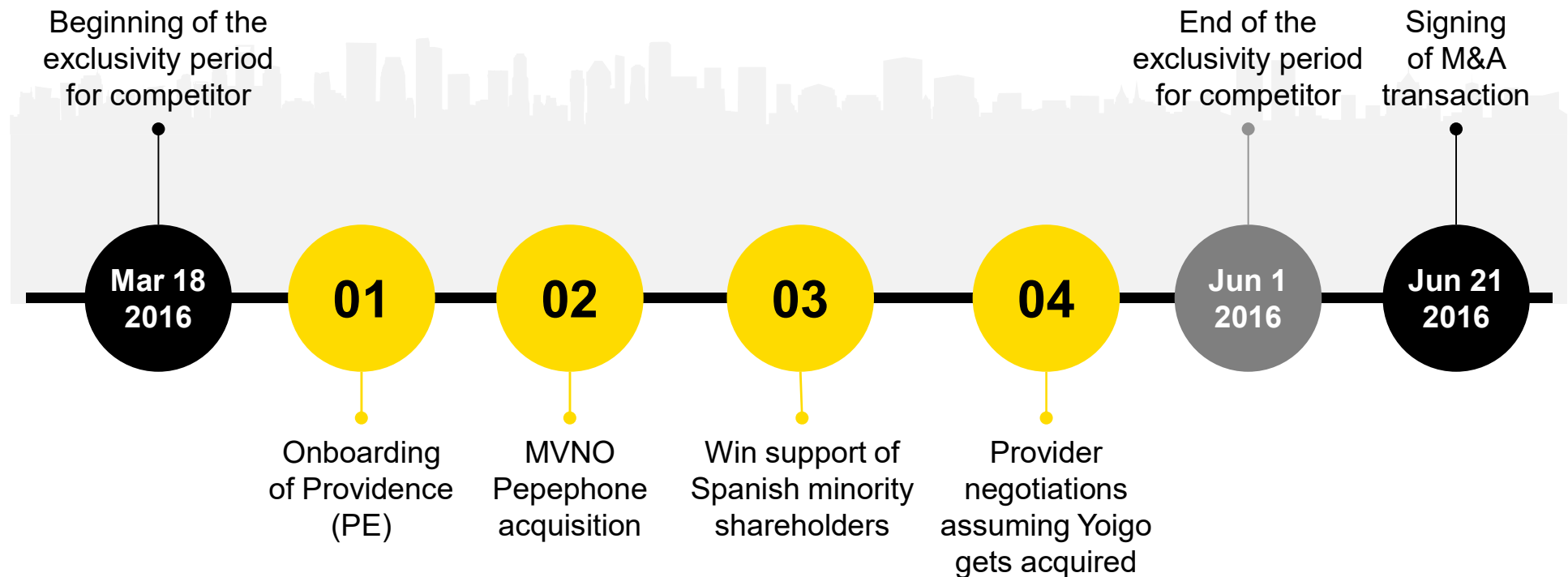
co-invest **&** partnership deals

innovative product pioneers

top in client satisfaction **NPS**

We never take "No" for an answer

Example: process when David-MASMOVIL acquired Goliath-Yoigo

Beginning of the exclusivity period for competitor

End of the exclusivity period for competitor

Signing of M&A transaction

Mar 18 2016

01

02

03

04

Jun 1 2016

Jun 21 2016

Onboarding of Providence (PE)

MVNO Pepephone acquisition

Win support of Spanish minority shareholders

Provider negotiations assuming Yoigo gets acquired

We are just getting started,:)