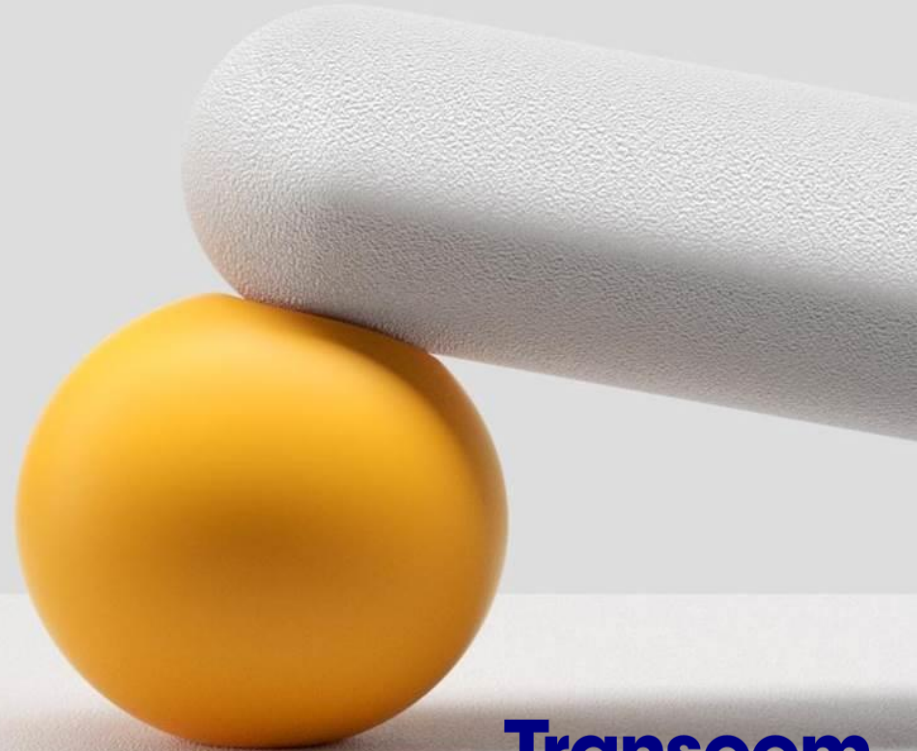


November 7, 2019

Q3 2019 Presentation



Transcom

Agenda

- Presenters
- Company overview
- Financial performance
- Summary



Today's presenters



Michael Weinreich
Chief Executive Officer

Transcom since September 2017

Previous roles:
VC Partner, FinLeap (2016 – 2017)
CEO, Arvato Financial Services (2009 – 2016)

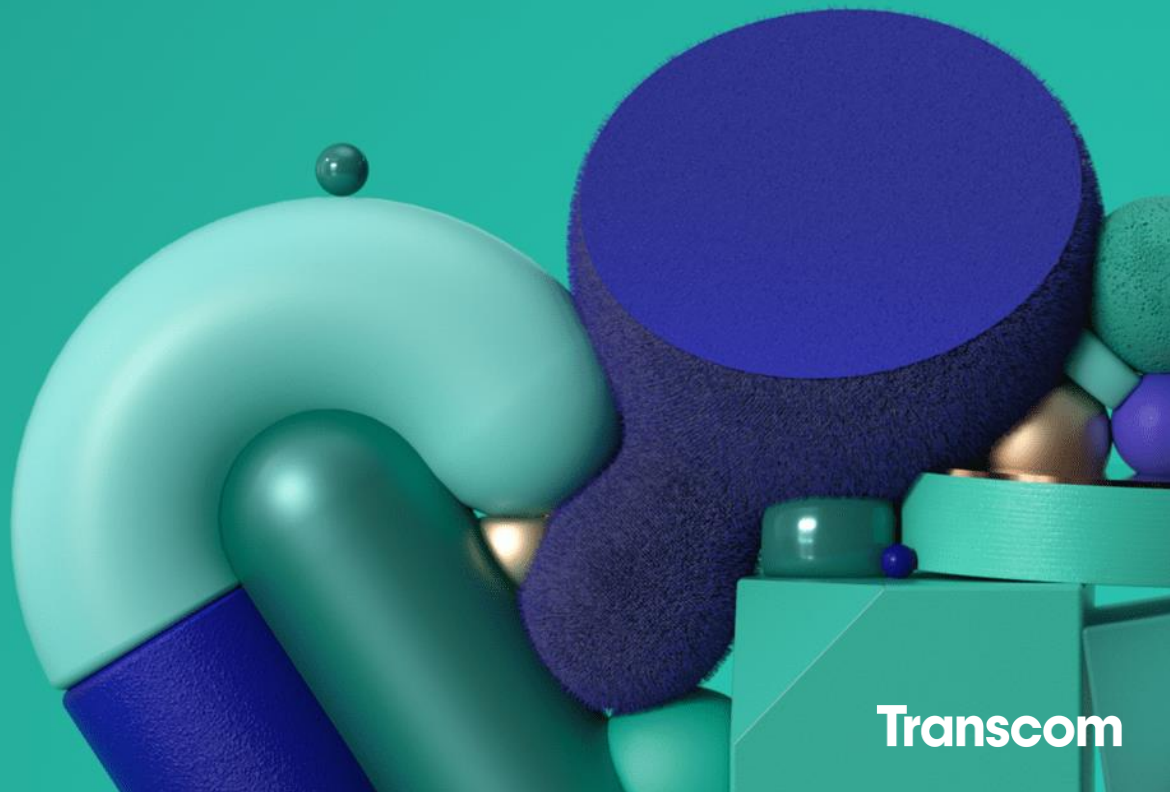


Jonas Dahlberg
Chief Financial Officer

Transcom since June 2019

Previous roles:
CFO, Sweco Group (2012 – 2019)
President, Sweco Russia (2008 – 2012)
Associate Principal, McKinsey (1998 – 2008)

Company overview



Transcom

Transcom in numbers



Global presence: Albania, Canada, Croatia, Estonia, Germany, Hungary, Italy, Latvia, Lithuania, Netherlands, Norway, Philippines, Poland, Portugal, Serbia, Spain, Sweden, Tunisia, United Kingdom, USA

What we do: outsourced customer relationship management

We are a global customer care provider offering future proof customer facing concepts delivered by our global team of local specialists...

27,000

customer experience specialists
serving customers via



Call



Chat



Email

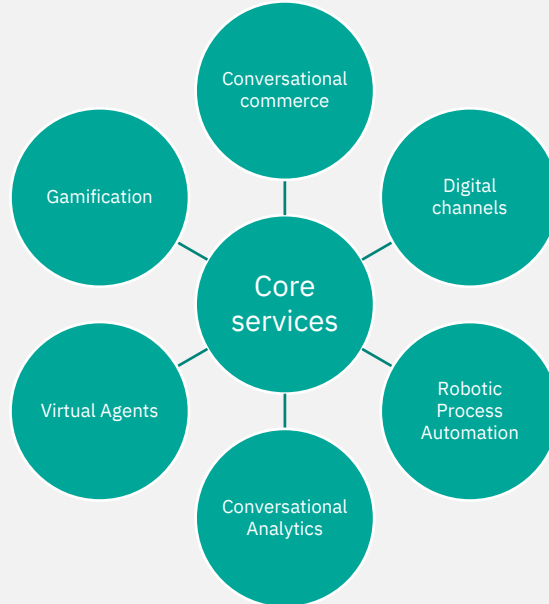


Social media



Messaging

...supporting our clients' digital agenda by combining our core services with leading digital capabilities and tools...



...delivering services in 33 languages to international brands in various industries

Services & utilities

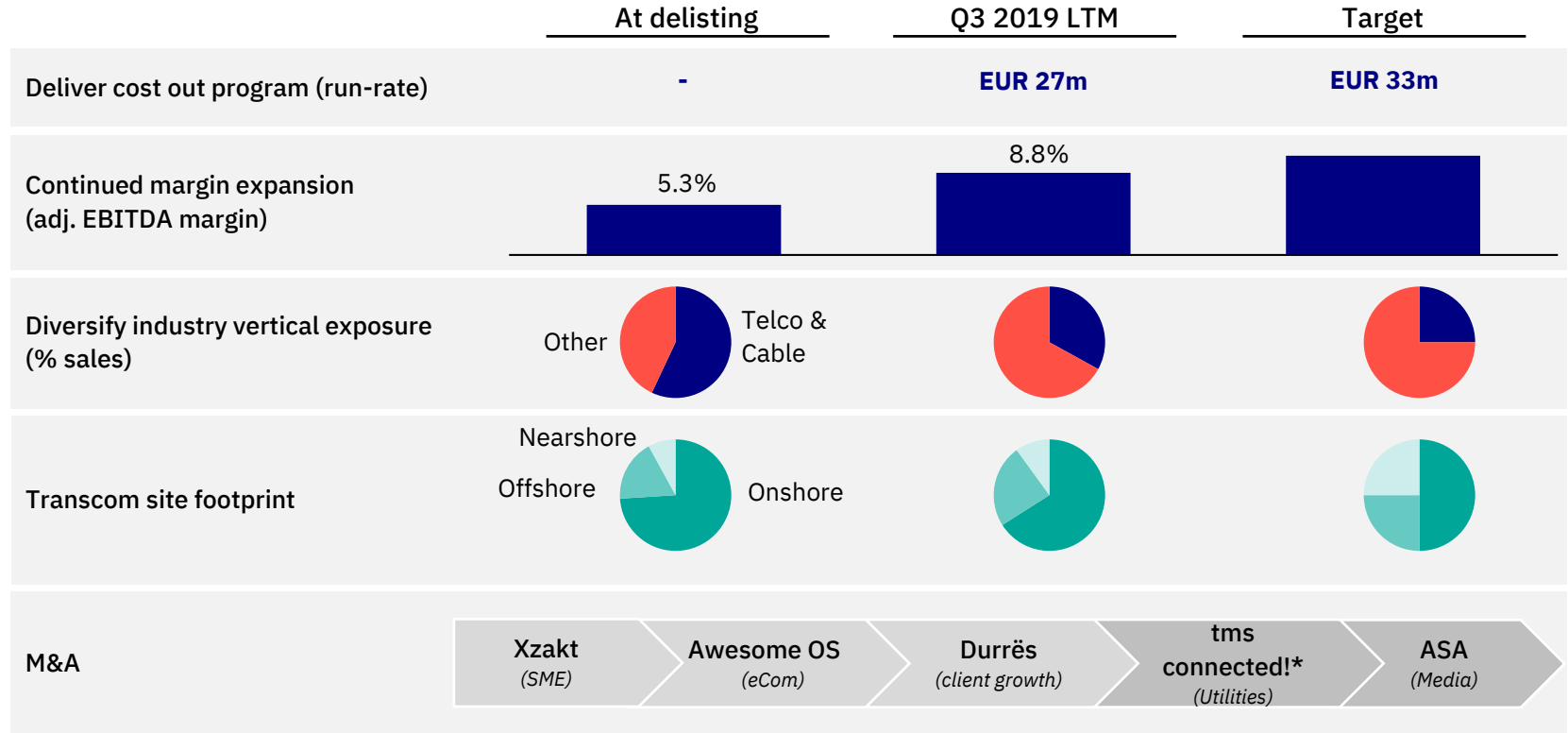
				
Utilities	BFSI	Gov & Health-care	Media	Travel

Commerce & Logistics

				
Auto-motive	Logistics	Retail/ecommerce	IT/Tech	White-goods

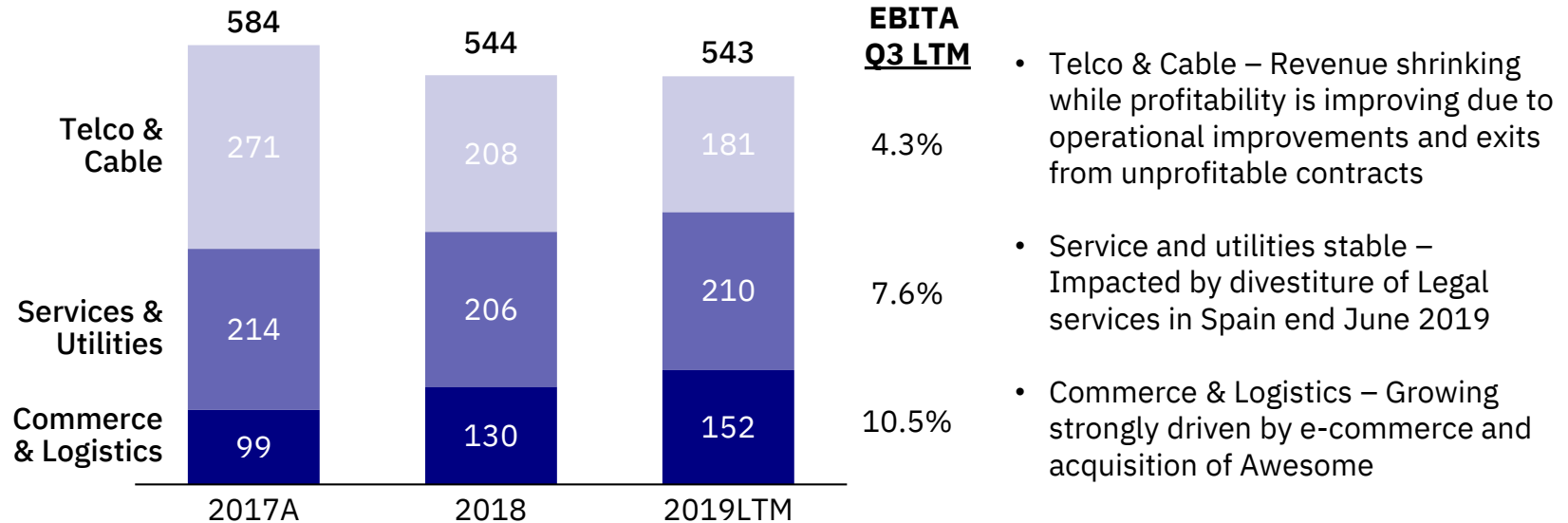
Telco & Cable

Overview of strategic priorities and development



Breakout industry exposure: Shift of mix towards attractive segments

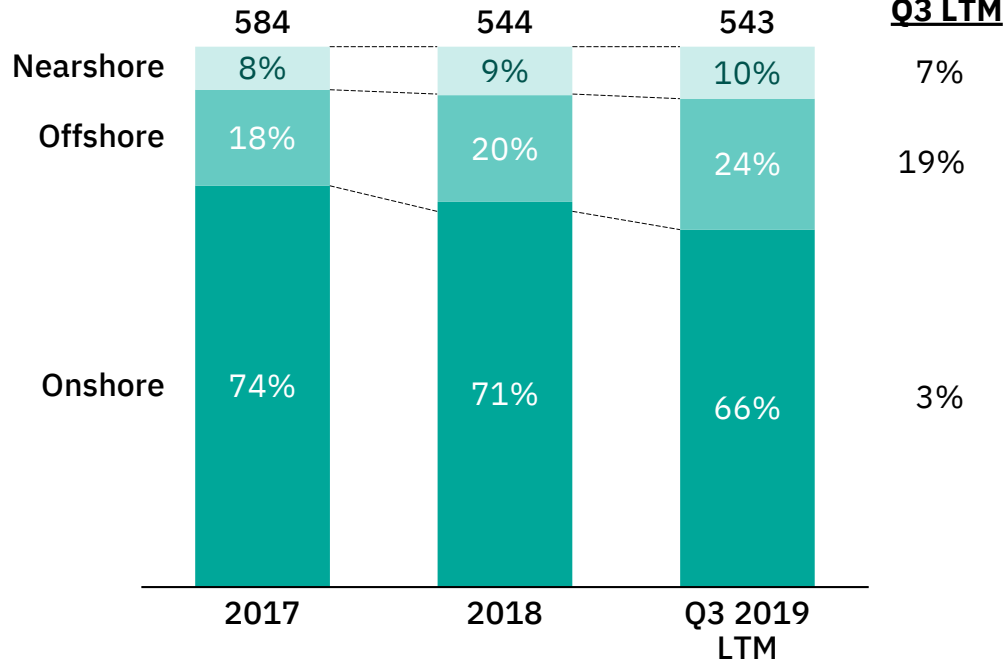
Revenue by industry segment



Note: FY 2017 is consolidated at Issuer level, adjusted for EO items and full year adjusted for the acquisitions of TWW group and Xzakt group. On July 27, 2018, the group acquired Awesome OS which has been consolidated from this date. 2019LTM includes Latin America until Feb 2019 (2.3M Sales and -0.2M EBITDA). Adj. EBITA% per industry includes allocation of unallocated/group-wide expenses.

Breakout Transcom site footprint: Shifts towards cost efficient near/offshore sites

Revenue by type of delivery



Q3 2019

- New site in Pasig, Philippines
- New site in Elblag, Poland
- Soon opening new site in Tunis, Tunisia
- Expansion decided of Zagreb, Croatia

Q2 2019

- Acquisition of ASA Informationdieste

Q1 2019

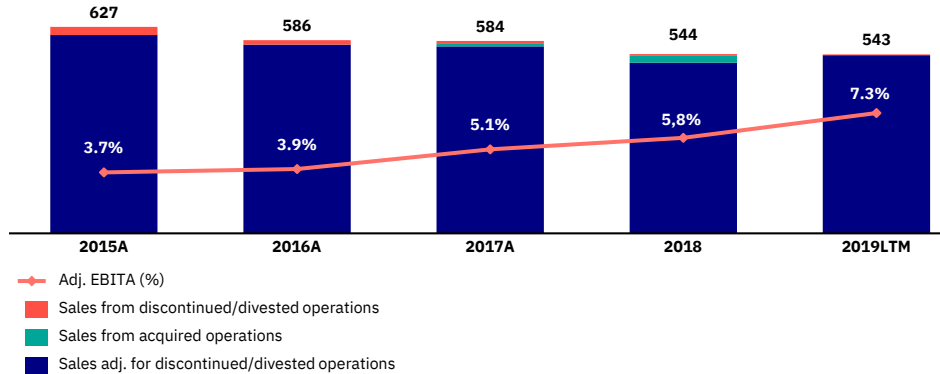
- Divesting operations in Chile
- New site in Novi Sad, Serbia
- New site in Zagreb, Croatia

Q3 highlights

- Continued improved performance, EBITA 8.7 MEUR (5.7), margin 6.6% (4.4)
- Improvement driven by PPP, repositioning towards attractive segments and the acquisition of Awesome
- Launch of T:Labs – Our hub for rapid digital innovation and experimentation with our clients
- Continued expansion in near/offshore – New sites in Poland and Tunis, expansion in Zagreb
- Several new clients, e.g., Danske Bank and GetYourGuide – While INPS is leaving for another JV vendor

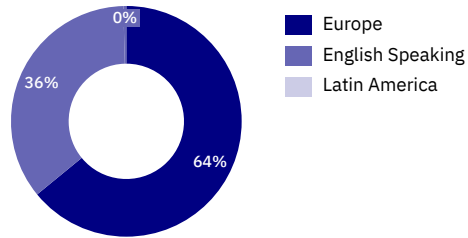
Key financials

Key financials¹⁾

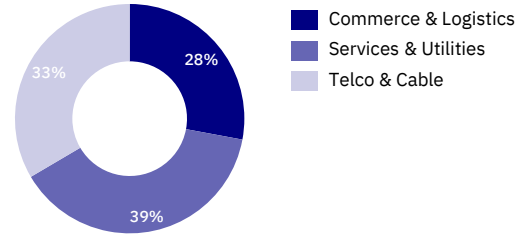


Sales breakdown Q3 LTM 2019

Sales by segment



Sales by client vertical



Note: 2015–2016 figures represents consolidated TWW accounts adjusted for EO items, FY 2017 is consolidated at Issuer level, adjusted for EO items and full year adjusted for the acquisitions of TWW group and Xzakt group. On July 27, 2018, the group acquired Awesome OS which has been consolidated from this date. 2019LTM includes Latin America until Feb 2019 (2.3M Sales and -0.2M EBITA). Group total sales growth adjusted for discontinued/divested operations, Adj. EBITA margin calculated as Adj. EBITA/Total sales.



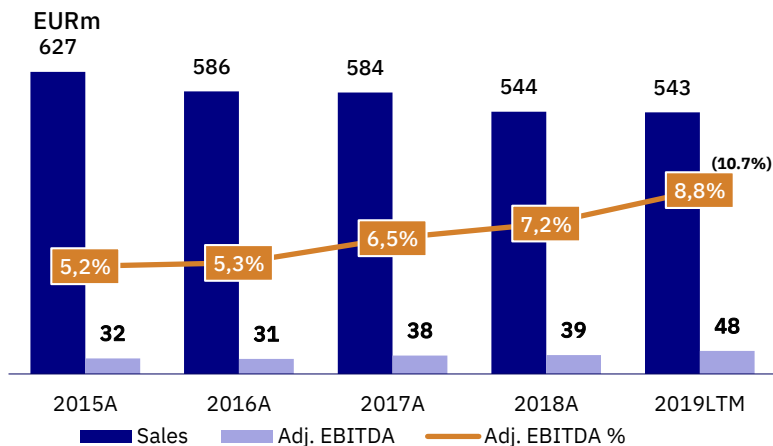
Financial performance

Solid improvement of financials

- Improved profitability – Q3 EBITA ex EO
 - 8.7 MEUR, +3.0 MEUR
 - 6.6%, +2.2 pp
- Significantly lower EO items: Q3 -0.8 MEUR (-4.3)
- Improved operating cash flow: Q3 12.5 MEUR (-3.7)
- Net debt/EBITDA 4.8x (6.6)

Continued trajectory of improved profitability

Sales and EBITDA development ¹⁾



Summary of historical P&L ¹⁾

EURm	2015	2016	2017	2018	2019 LTM	2018 Q3 YTD	2019 Q3 YTD	2018 Q3	2019 Q3
Sales	626.5	586.1	584.0	543.6	542.6	400.6	399.6	130.5	130.5
Cost of sales	-492.7	-458.7	-456.3	-419.3	-403.9	-313.4	-298.2	-100.8	-96.2
D&A ²⁾	-8.9	-8.0	-8.2	-7.7	-8.9	-5.6	-6.8	-2.0	-2.4
D&A leasing					-0.2		-0.2		-0.1
Gross profit	125.0	119.4	119.5	116.7	129.5	81.6	94.4	27.7	31.9
% margin	19.9%	20.4%	20.5%	21.5%	23.9%	20.4%	23.5%	21.2%	24.5%
SG&A	-101.6	-96.2	-89.5	-85.1	-80.6	-63.3	-58.8	-21.9	-20.0
D&A leasing					-9.3		-9.3		-3.3
Adj. EBITA ¹⁾	23.4	23.1	30.0	31.6	39.8	18.1	26.3	5.7	8.7
% margin	3.7%	3.9%	5.1%	5.8%	7.3%	4.5%	6.6%	4.4%	6.6%
Adj. EBITDA ¹⁾					58.1		42.6		14.4
% margin					10.7%		10.6%		11.0%
Adj. EBITDA excl. IFRS 16⁴⁾	32.3	31.2	38.2	39.2	47.6	23.7	32.2	7.8	10.6
% margin	5.2%	5.3%	6.5%	7.2%	8.8%	5.9%	8.1%	5.9%	8.1%

1) 2014 – 2016 figures represents consolidated TWW accounts, 2017-2018 is consolidated at Issuer level, and adjusted for the acquisitions of TWW and Xzakt group. On July 27, 2018, the group acquired Awesome OS which has been consolidated from this date. 2019 is fully including recording of IFRS 16 Leases, no retroactive calculation done for comparison periods.
 2) M&A amortisation not included in D&A.

PPP delivers – On track to meet or exceed 33 MEUR target

Identified areas	Target	Identified today	Realized 2017 ¹⁾	Realized 2018 ²⁾	Realized Q3 2019 ²⁾	Status
English speaking segment	EUR 12.3m	EUR 14.4m	EUR 5.0m	EUR 10.8m	EUR 13.6m	Continued cost reductions through administration and HR efficiency increases and transfer to Shared service centers
Europe segment	EUR 10.6m	EUR 12.7m	EUR 6.0m	EUR 8.4m	EUR 11.9m	Continued headcount reduction through delayering and transfer of services to Shared service centers
Central functions	EUR 10.2m	EUR 6.0m	EUR 0.0m	EUR 1.8m	EUR 3.9m	Continued headcount reductions in HR, IT and operations
Investments				EUR -1.5m	EUR -2.3m	Investment in sales, innovation, RPA, digitalisation and in Centres of Excellence for HR and Operations
Total	EUR 33.1m	EUR 33.1m	EUR 11.0m	EUR 19.5m	EUR 27.1m	

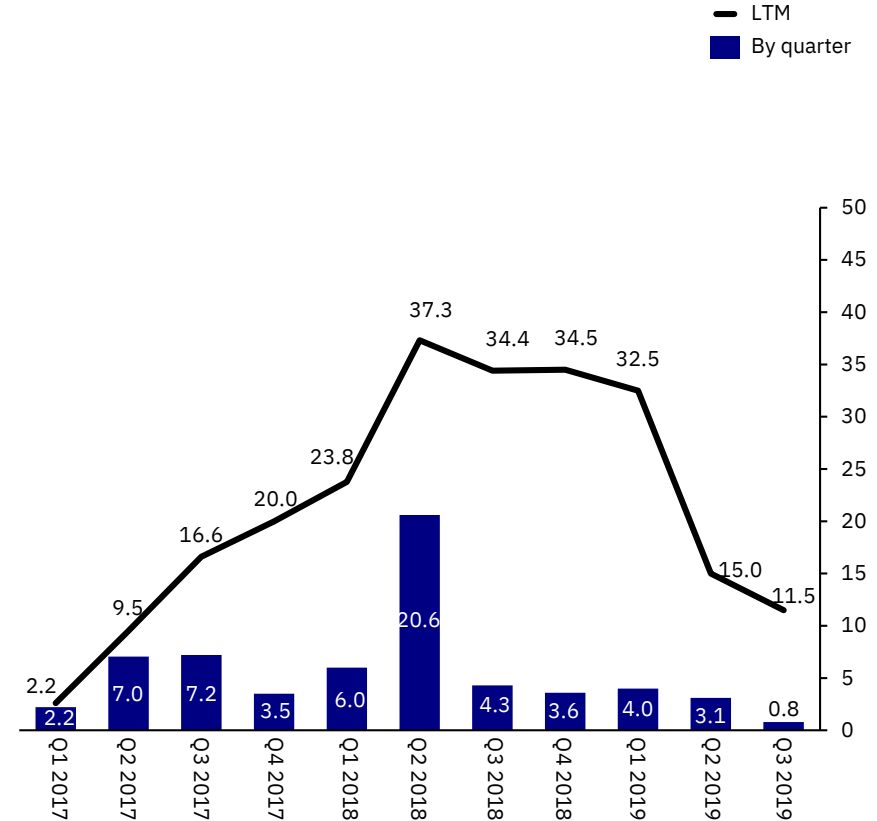
E/O items continues to trend downwards

Non recurring items, EUR millions

Q3 non recurring items totalled EUR -0.8 million

- Of which EUR -0.5 million operational
- Of which EUR -0.3 million transactional

E/O continued to decline and totalled EUR 11.5 million for Q3 LTM



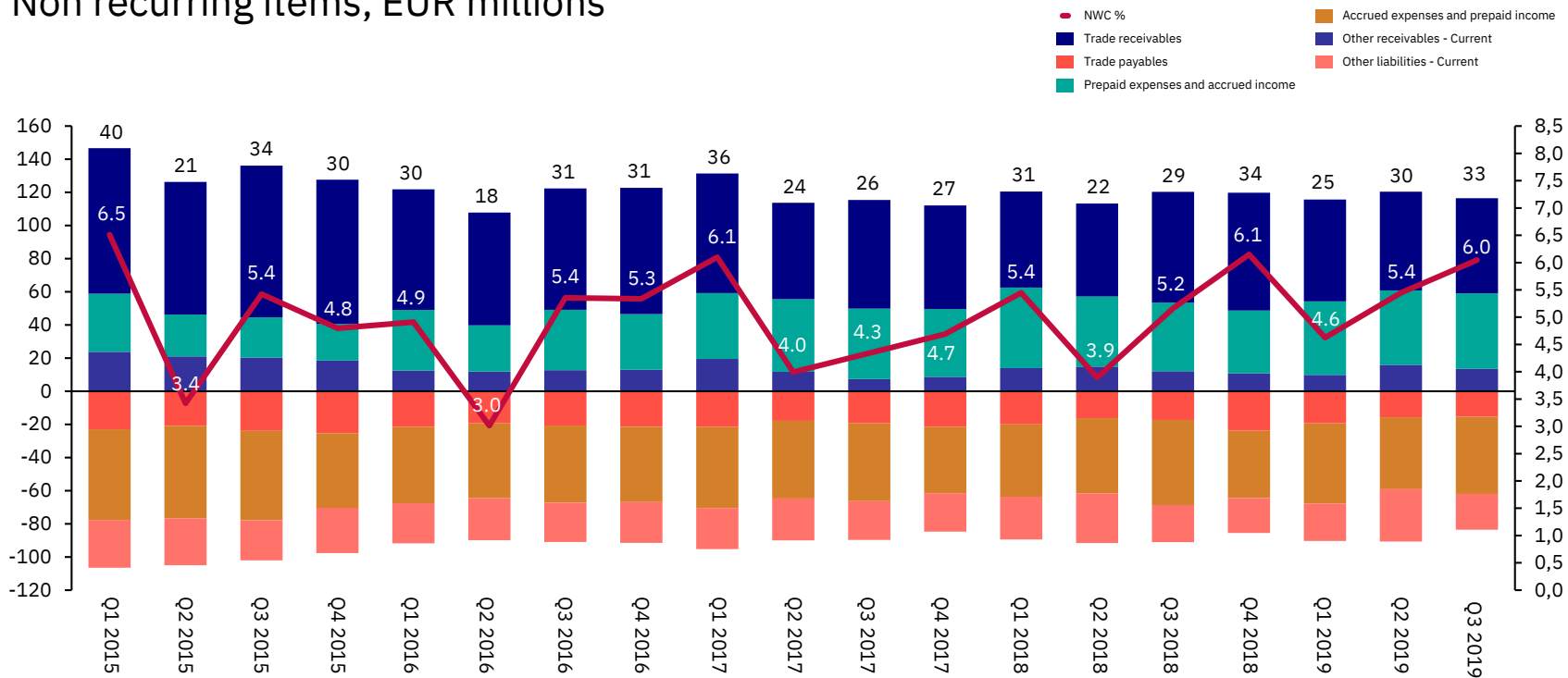
Improved operating cash flow

EURm	2018	2018 Q3 YTD	2019 Q3 YTD	2018 Q3	2019 Q3
Profit/loss before tax	-32,226	-34,862	-2,352	-4,698	992
Adjustments for non cash items	30,050	30,802	27,712	12,106	8,492
Net financial items	19,674	15,813	12,593	4,033	4,164
Income taxes paid	-2,288	-775	-5,074	526	-2,239
Changes in working capital	-12,716	-11,942	-2,733	-15,618	1,087
Operating cash flow	2,495	-964	30,146	-3,652	12,495
Investments	-8,803	-6,641	-10,175	-3,226	-4,993
Acquisitions/disposals of subsidiaries, net of cash	-34,033	-32,987	-711	-32,987	-6,647
Other	1,048	256	-85	158	-1
Cash flow from investing activities	-41,788	-39,372	-10,971	-36,056	-11,641
Cash flow form financing activities	34,072	38,522	-19,890	35,505	-12,770
Cash flow for the period	-5,222	-1,814	-715	-4,203	-11,915

- Q3 YTD operational cash flow improved to EUR 30.1 million (-1.0)
- Q3 operational cash flow improved to EUR 12.5 million (-3.7)
- Q3 NWC fluctuation improved to EUR 1.1 million (-15.6)

Q3 working capital in line with normal variations

Non recurring items, EUR millions



Summary



Agile, client
centric, global way
of working

Investing in
innovation &
future tech

T:Labs launched. Adding
resources in automation &
digital customer interaction

Growth in
strategically
selected verticals

Sales and pipeline in line
with strategy

Clearly identified
initiatives for
improved
profitability

EUR 33.1m identified,
27.1m annualized effect
realized by Q3

Complementary
M&A strategy

Investments into e-
commerce, utilities, media

Thank you.