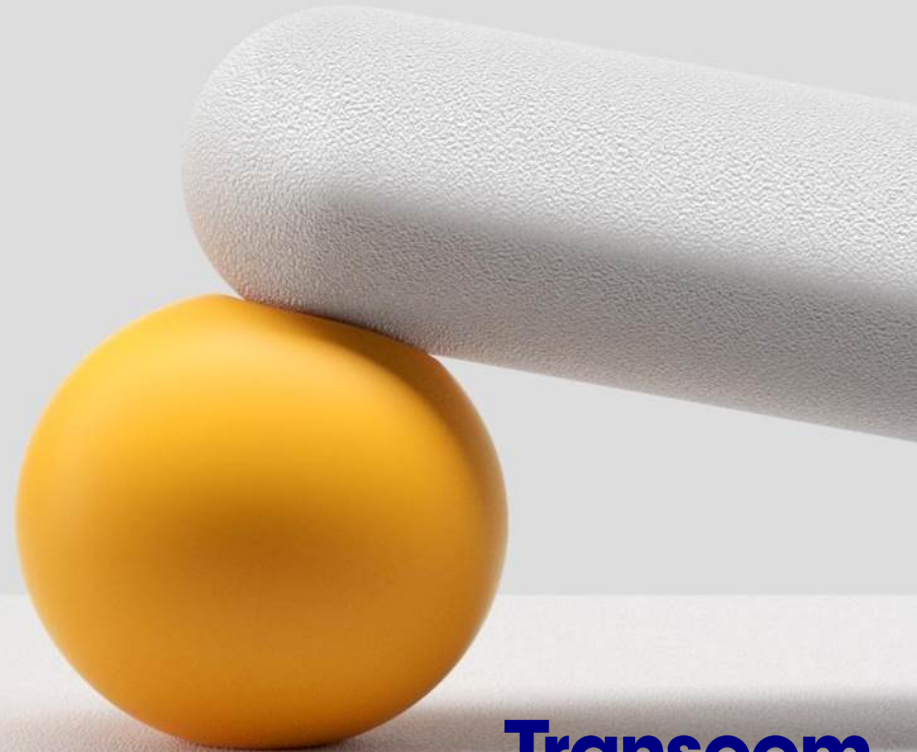


November 11, 2020

Q3 2020 Presentation



Transcom

Today's presenters



Jonas Dahlberg
Chief Executive Officer

Transcom since June 2019

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



Snejana Koleva
Chief Financial Officer

Transcom since September 2020

Previous roles:
Finance Director, Rock Tools Sandvik (2017-2020)
VP Strategy Sandvik Mining&Rock Technology (2013-2017)
McKinsey (2005-2013)

Agenda

- Q3 highlights and company strategy
- Financial performance
- Summary



Q3 highlights

- **Strengthened trajectory of profitable organic growth** – EBITDA +44% vs Q3 2019
- **Accelerated shift towards digital commerce drives growth** – Strong demand in Commerce & Tech segment and of Transcom's digital solutions
- **Transcom is recognized for digital leadership** – European Leader, Global Rising Star
- **Our priorities remain** – Profitable growth through client focus, operational excellence through great culture and leadership – Digital solutions, near/offshore expansion and growth in Commerce & Tech segment

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...

26,000

customer experience specialists
serving customers via



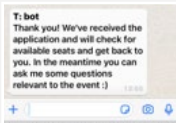
Call

Chat

Email

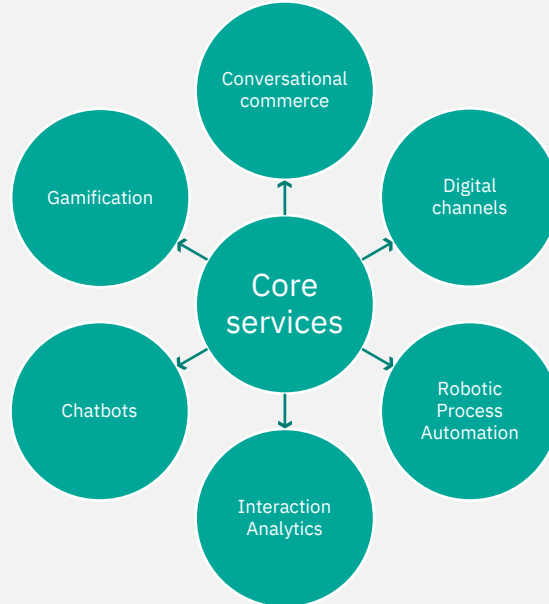


Social media

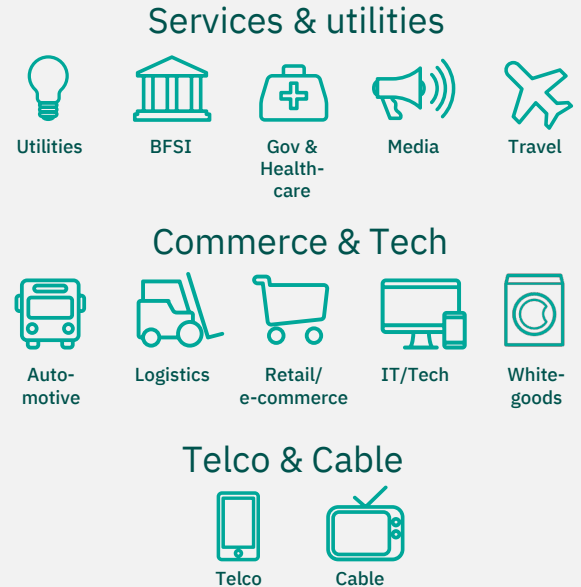


Messaging

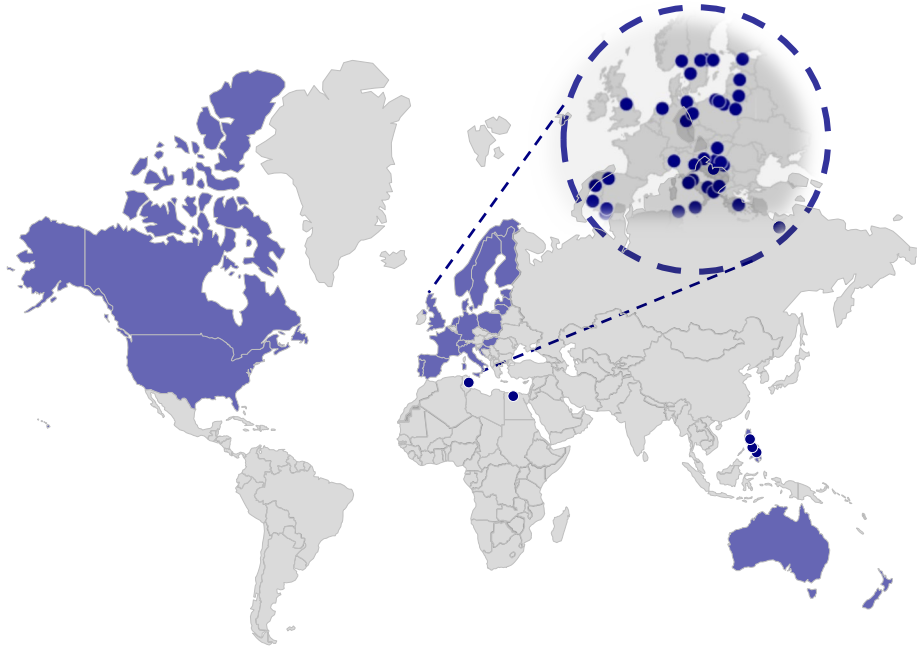
...supporting our clients' digital agenda by combining our core services with leading digital capabilities and tools...



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

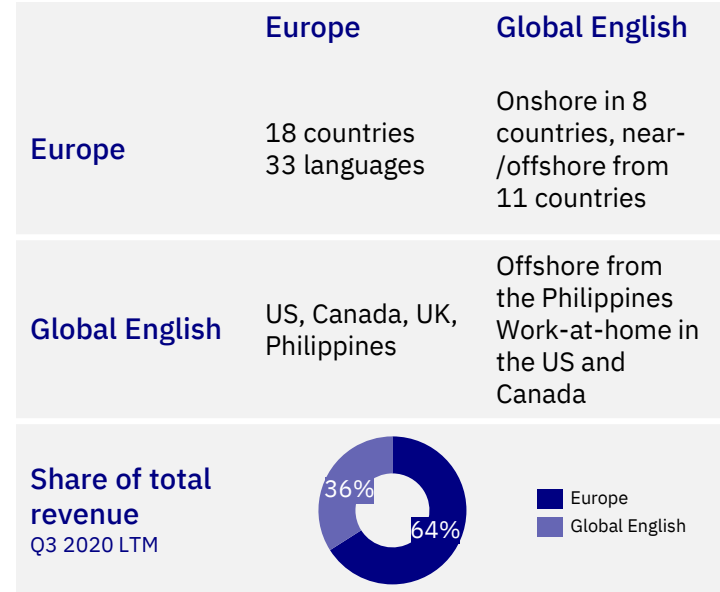


Serving Western Europe and Global English markets from four continents



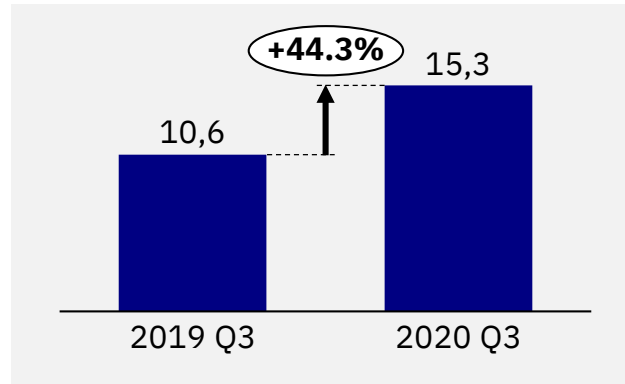
● Site locations

■ Serviced geographies

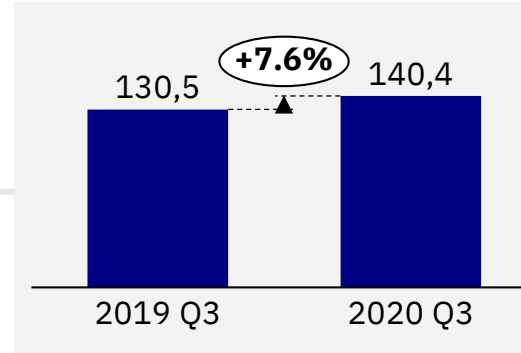


Strong quarter with profitable organic growth

EBITDA, EUR Millions

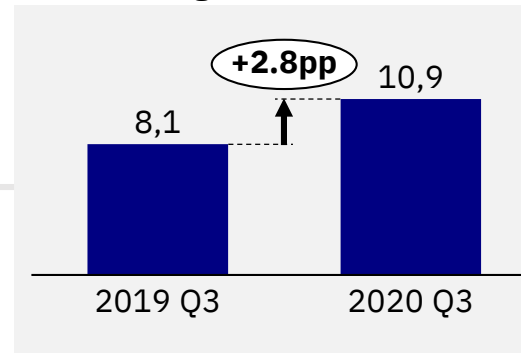


Revenue, EUR Millions



- 17.6% growth in continuing business – All organic
- Growth predominately from existing clients
- Revenue from new contracts 3x vs LY

EBITDA Margin, Percent



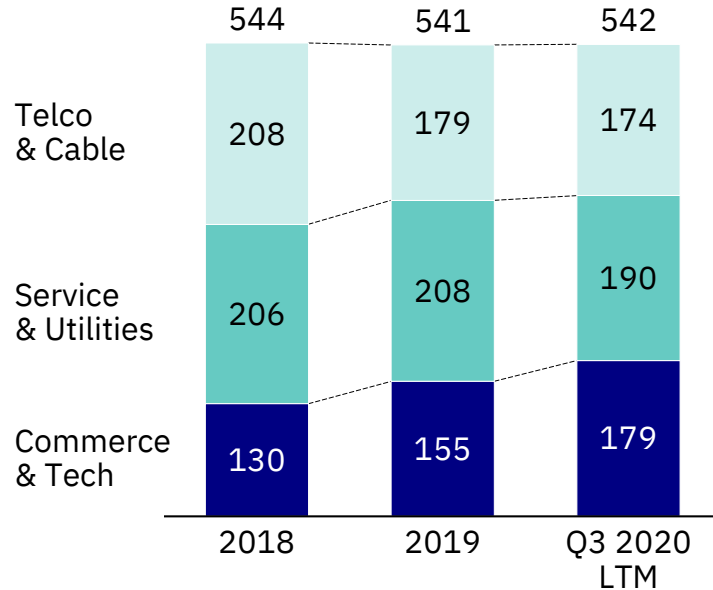
- Operational excellence and productivity improvement
- Positive client mix development
- Continued shift towards near- and offshore

Transcom is growing in attractive customer segments

Revenue by industry
EUR Millions

EBITDA
Q3 2020 LTM

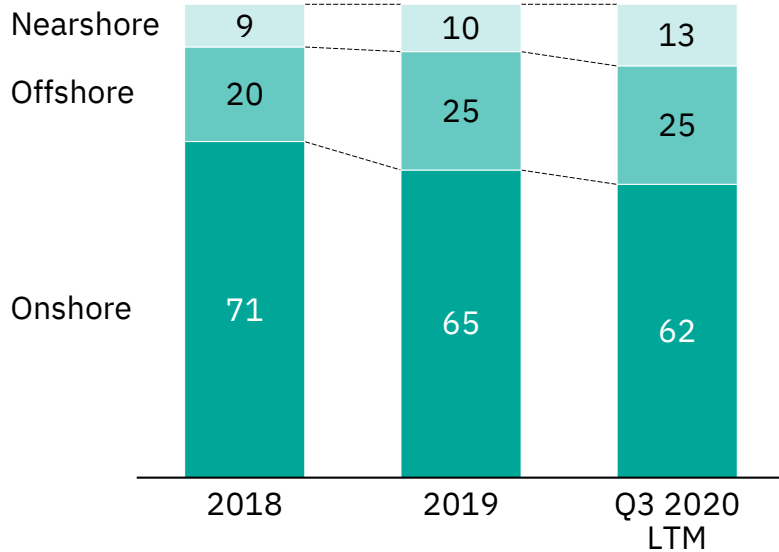
Developments during the quarter



- Accelerated shift from the "walk-in-economy" to digital commerce propelling demand
- 26% revenue growth in Commerce & Tech vs Q3 last year
- Continued sales progress and lead generation

Continued near/offshore expansion during the quarter

Revenue by type of delivery Percent



New site in Tuzla, Bosnia Herzegovina

- German nearshore
- Operations live August 3
- 128 seats, sold out

New site in Cairo, Egypt

- Multilingual offshore
- First client on site September 28
- 240 seats in first stage

Transcom's resilience is based on WAH, digital solutions and a diversified footprint – 50% of staff WAH end Q3

Work at Home flexibility

- Increased business resilience
- Increased business agility & flexibility
- Larger talent pool and sourcing capabilities



Diversified footprint

- Flexibility and scalability from more sites
- De-risked footprint - clients' and Transcom
- Larger talent pool and sourcing capabilities

Digital solutions

- Increased productivity & business resilience
- Improved customer experience
- Increased sales conversion

Transcom is recognized for digital leadership

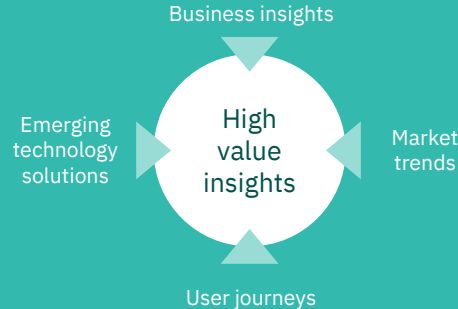


Recognized by global analyst ISG as a **Global Rising Star** and a **Europe & UK Leader** in the Contact Center - Customer Experience Services market for Digital Operations

T:LAB

A W@H platform providing resilience and fluidity, allowing agents to work secure anywhere at anytime from home or site

CX Advisory



T:Universe

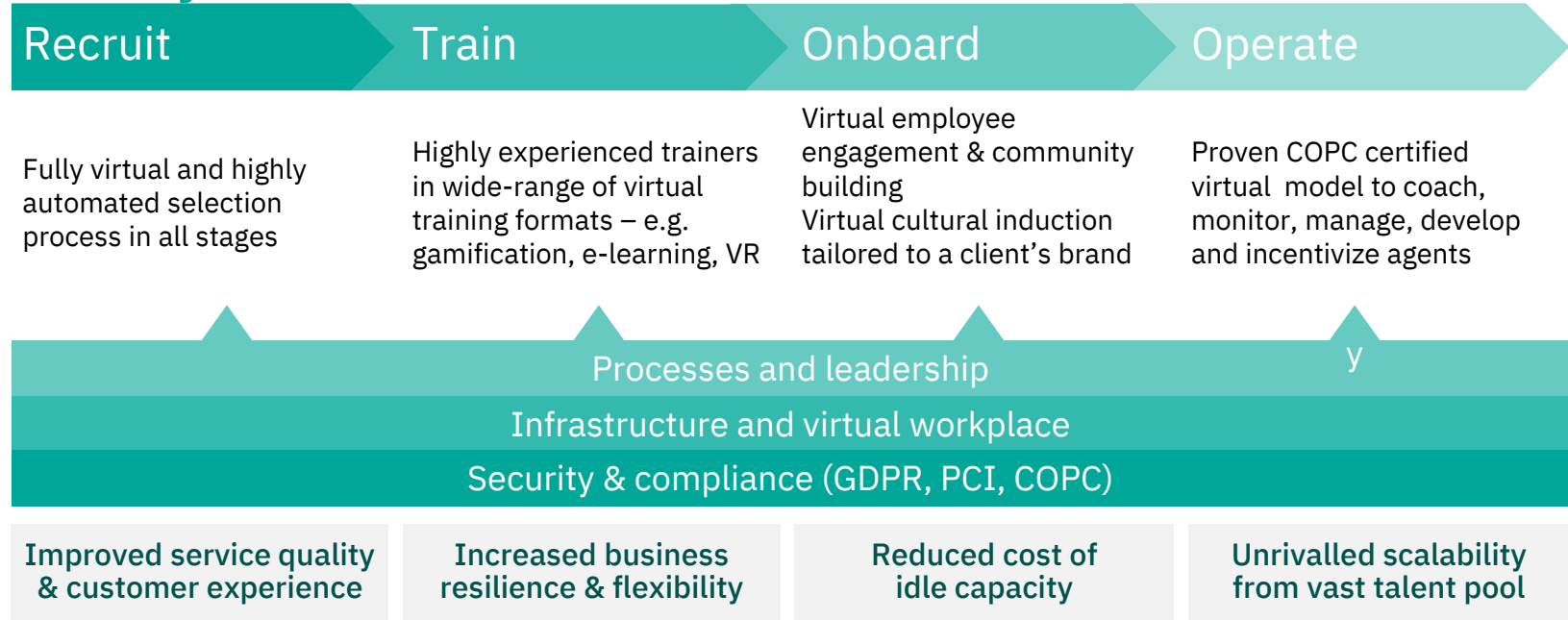
Transcom's suite of digital solutions driving customer satisfaction and productivity

World class customer service solution, for any industry in all markets

15+ years WAH experience

First WAH BPO provider in the world to become COPC certified

T:Anywhere – A digital, virtual agent journey



We continue to execute on our priorities

Execution priorities



Client focus

- Strengthen market presence in North America
- Accelerate sales in Europe
- Develop and protect existing clients



Operational excellence

- Operational performance management
- Best practices for productivity, recruiting, retention and attendance
- Client-by-client improvement approach



Culture and leadership

- Leadership for people performance
- Clear, decentralized accountability and lean OH
- Culture of client and customer centricity

Strategic priorities



Digital solutions

- T:Labs
- CX Advisory
- T:Universe solution suite



Competitive delivery

- Nearshore
- Offshore
- Work At Home



Client & Service mix shift

- Technology & Commerce
- Adjacent services
- Carveouts/M&A



Financial performance

Profitable growth in the quarter

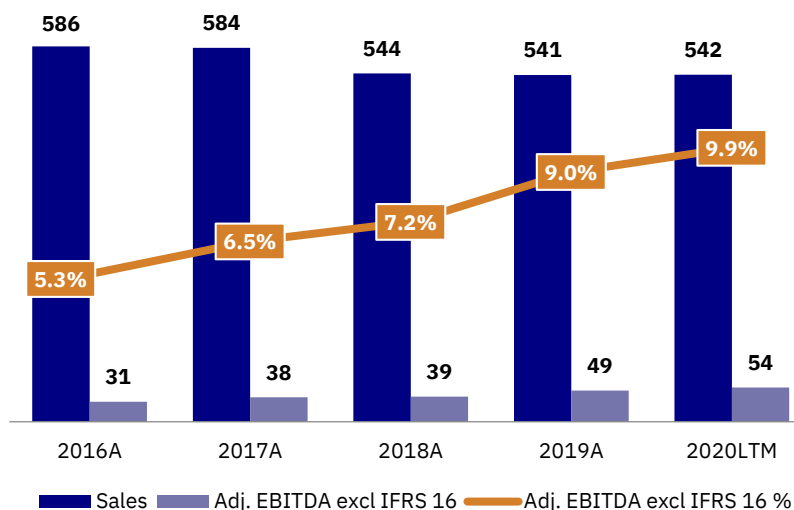
- **Strong revenue growth in continuing business**
 - 140.4 MEUR (130.5)
 - Growth of 7.6%; 17% growth, adjusted for INPS exit
- **Q3 EBITDA ex NRI**
 - 15.3 MEUR (10.6)
 - Margin of 10.9%, +2.8pp improvement vs Q3 2019
- **Operating cash flow** reached 20.9 MEUR, and **net cash flow** for Q3 is 12.2 MEUR
- **NRI: -8.3 MEUR (-0.8)** mainly related to COVID business continuity and Transcom's operational and commercial transformation
- **Net debt/EBITDA 3.7x (Jun 2020: 4.3x)¹⁾**

(1) Net debt / EBITDA 2020 calculated in line with the definition of Leverage Ratio in the terms and conditions of the outstanding senior secured notes is 4.7x – based on EBITDA of 41.7 MEUR (not including non-recurring items in excess of 15% of EBITDA) and Net Interest Bearing Debt of 194.1 MEUR (excluding Subordinated Loans and pension liabilities)

Continued solid long-term trend in profitability improvement – Touching double digit EBITDA

Sales and EBITDA development⁽¹⁾

EUR Millions

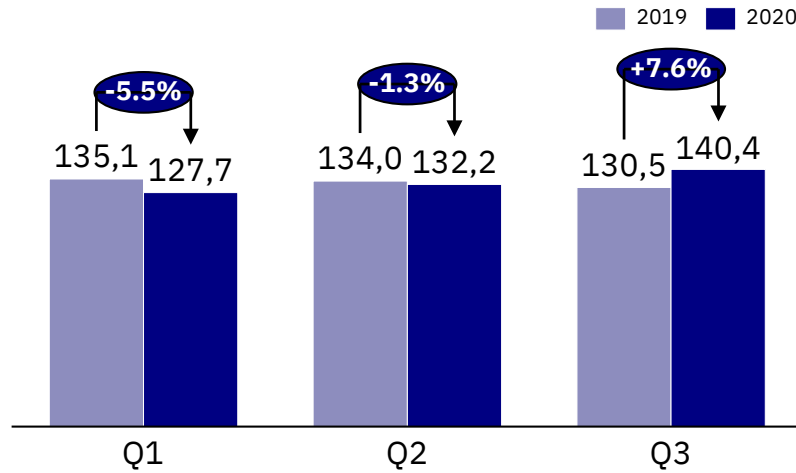


Summary of historical P&L⁽¹⁾

EUR Millions	2016	2017	2018	2019	2020 LTM	2019 Q3 YTD	2020 Q3 YTD	2019 Q3	2020 Q3
Sales	586.1	584.0	543.6	541.5	542.2	399.6	400.4	130.5	140.4
Cost of sales	-458.7	-456.3	-419.3	-399.3	-393.8	-298.2	-292.7	-96.2	-102.8
D&A ⁽²⁾	-8.0	-8.2	-7.7	-10.9	-12.8	-6.8	-8.7	-2.4	-3.0
D&A leasing				-0.4	-0.3	-0.2	-0.2	-0.1	-0.1
Gross profit	119.4	119.5	116.7	130.9	135.3	94.4	98.8	31.9	34.5
% margin	20.4%	20.5%	21.5%	24.2%	25.0%	23.5%	24.7%	24.5%	24.6%
SG&A	-96.2	-89.5	-85.1	-79.3	-81.2	-58.8	-60.7	-20.0	-19.1
D&A leasing				-12.5	-12.5	-9.3	-9.3	-3.3	-3.3
Adj. EBITA⁽¹⁾	23.1	30.0	31.6	39.0	41.6	26.3	28.9	8.7	12.1
% margin	3.9%	5.1%	5.8%	7.2%	7.7%	6.6%	7.2%	6.6%	8.6%
Adj. EBITDA⁽¹⁾				62.8	67.3	42.6	47.1	14.4	18.5
% margin				11.6%	12.4%	10.6%	11.8%	11.0%	13.2%
Adj. EBITDA excl. IFRS 16	31.2	38.2	39.4	48.8	53.5	32.2	36.9	10.6	15.3
% margin	5.3%	6.5%	7.2%	9.0%	9.9%	8.1%	9.2%	8.1%	10.9%

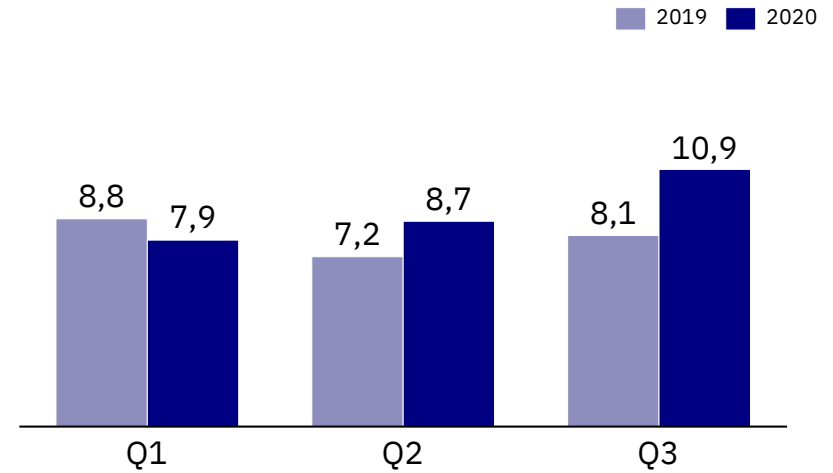
Strong sequential momentum in growth and margin improvement

Revenue, EUR Millions



- Transcom is turning to growth in Q3 and closing the revenue gap of the business exited in 2019
- Strong sequential growth in Q3 2020 driven by both English and European segment, and especially Commerce & Tech sector

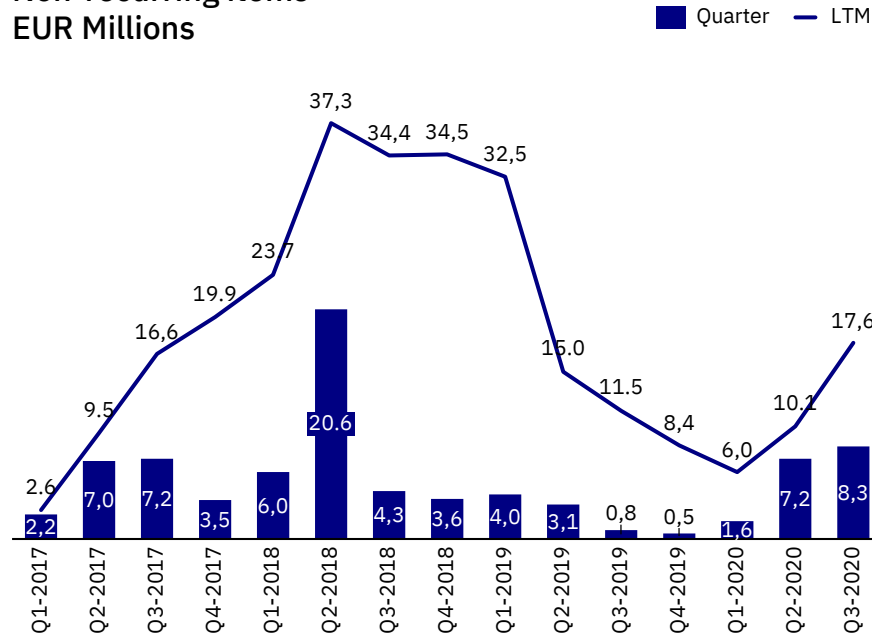
EBITDA Margin, Percent



- Strong y-o-y margin improvement in Q3
- Continuing on a trend of sequential margin improvements throughout the year
- Volume, positive client mix and operational improvements contribute to the improvements

NRI increasing due to COVID and accelerated transformation efforts

Non-recurring items EUR Millions



Q3 NRI totaled **8.3 MEUR**, of which

- -1.0 MEUR relating to COVID business continuity cost
- -4.9 MEUR relating to Transcom's operational and commercial transformation
- -2.1 MEUR increase of provision related to Spanish social security case
- -0.3 MEUR transactional items

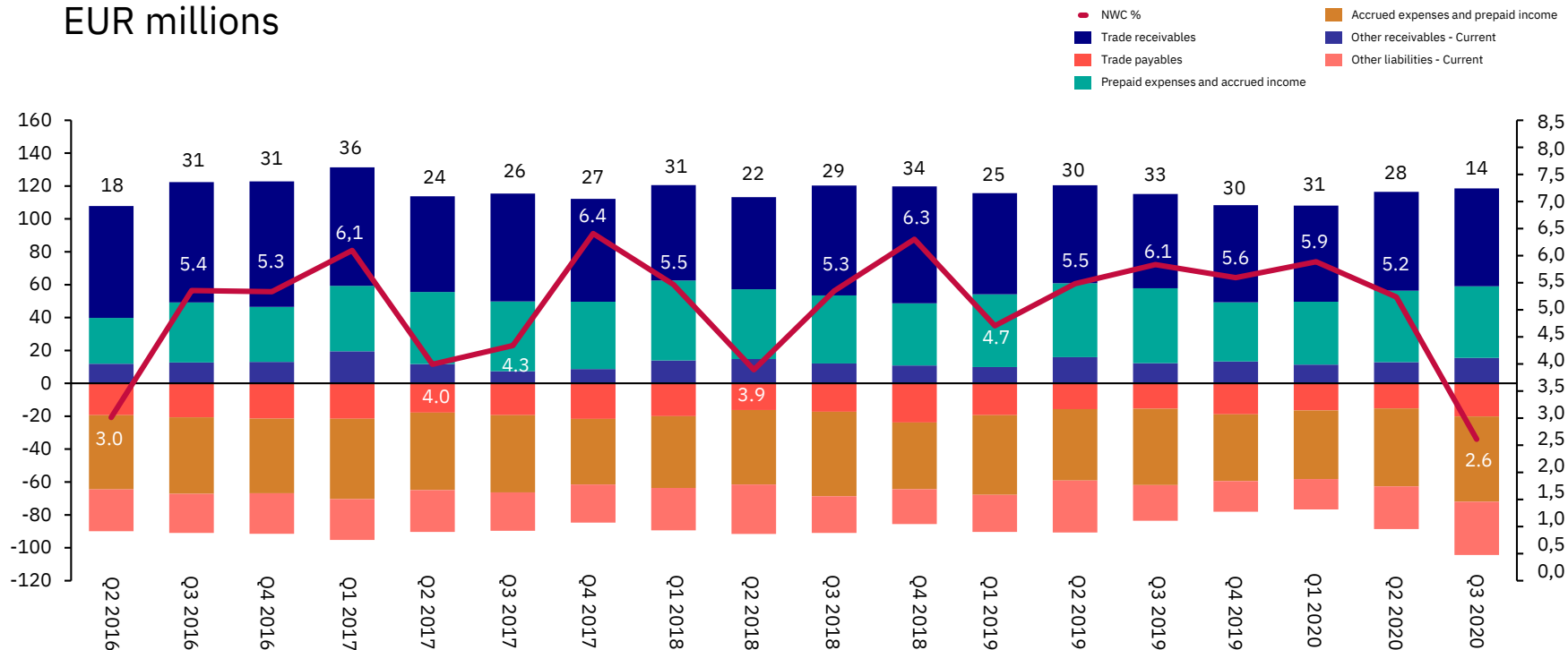
Strong cash flow in the quarter

EURm	2019 Jan – Dec	2019 Q3 YTD	2020 Q3 YTD	2019 Q3	2020 Q3
Profit/loss before tax	2,143	-2,352	-11,348	992	-3,493
Adjustments for non-cash items	33,429	27,712	28,472	8,492	11,585
Net financial items	17,565	12,593	14,917	4,164	4,543
Income taxes paid	-7,456	-5,074	-3,105	-2,239	-2,463
Changes in working capital	5,684	-2,733	12,860	1,087	10,700
Operating cash flow	51,366	30,146	41,796	12,495	20,872
Investments	-16,522	-10,175	-8,874	-4,993	-1,924
Acquisitions/disposals of business, net of cash	-1,101	-711	-6,781	-6,647	-
Other	-560	-85	127	-1	130
Cash flow from investing activities	-18,183	-10,971	-15,528	-11,641	-1,794
Cash flow from financing activities	-32,055	-19,890	-18,995	-12,770	-6,872
Cash flow for the period	1,127	-715	7,273	-11,915	12,206

- Q3 operating cash flow is EUR 20.9 million (12.5) driven by strong positive working capital change
- Q3 working capital change is EUR 10.7 million (1.1) – Partly swing of temporary nature, partly tax deferrals enabled by government support programs

Q3 working capital lower due to governmental support program and timing effects

EUR millions



Note: 2016 figures represents consolidated TWW accounts, 2017-2018 figures are consolidated at Issuer level.
 Q2 2017 and onwards includes the acquisition of Xzakt group.
 Q3 2018 and onwards, includes the acquisition of Awesome group.

Summary

- On a trajectory of profitable organic growth – Revenue +7.6%, EBITDA +2.8pp
- Accelerated demand in Commerce & Tech and demand for digital solutions drives Transcom's growth and profitability – Supported by competitive delivery near/offshore
- Our priorities remain – Profitable growth through client focus and operational excellence, driven by great culture and leadership

Thank you.