

A thorough process to define Gamma's 2023 Strategic Plan...



Thorough internal process

- +50 1-2-1 **interviews**, multiple **workshops** including the SLT and Board, and +10 internal workstreams launched

Robust insights gathering

- +100 **reports** compiled and analysed through advanced **BI analysis**, **interviews** with **analysts** (Analysys Mason, Cavell, MZA, ...) and with both **channel partners** and **customers**

Externally supported by Outvise experts

- Team of seasoned **management consultants** with relevant telecommunications and digital experience

Source: Outvise; 2018

2023 strategy plan based on four key strategic priorities

1 Evolve our strong cloud telephony position into the UCaaS market



2 Build on our Fixed and Mobile Telecom strength to differentiate our proposition from pure OTT's



3 Expand to Europe to gain continued growth and scale



4 Continue to build on our digital capabilities to assure agility and sustain competitiveness

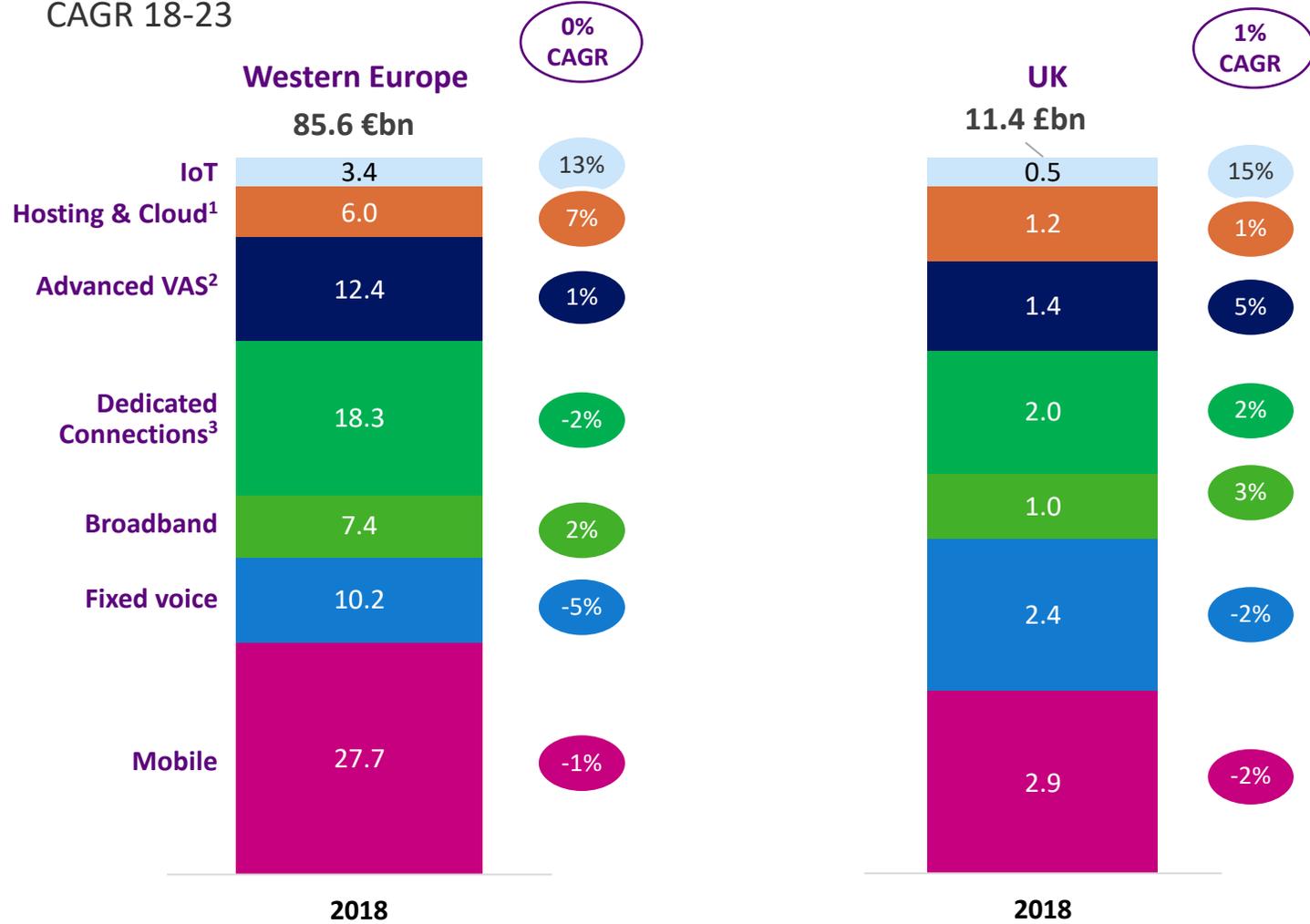


Market developments will create significant opportunities for Gamma

- Market demand moving progressively from Traditional to SIP to Cloud Telephony to UCaaS
- Data market impacted by new demand and new innovative services
- Mobile experience becoming a key driver for UCaaS. Ability to provide E2E Quality of Service (QoS) will become a relevant differentiator
- Other European Markets are following the UK cloud telephony path
- Businesses purchasing behavior and the channel role will evolve over time
- Digital Transformation impacting the telecommunications value chain

Telco and ICT market growth from 2018-2023

B2B Telco & ICT revenues CAGR 18-23

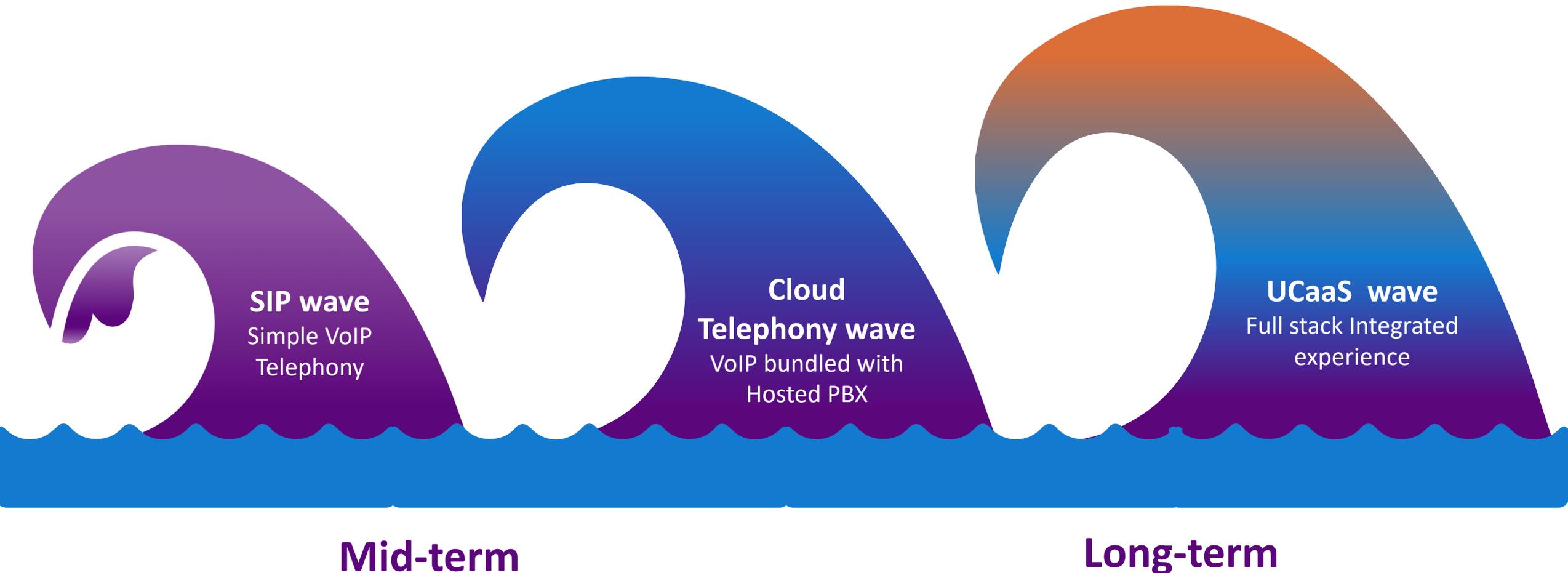


Key market insights

- 1** Overall market is flat
- 2** Growth in new services compensates decrease in traditional
- 3** UK is expected to have a better trend than Western Europe growing at 1% with better trends in Fixed Voice & Dedicated connections than WE
- 4** Significant opportunities in Fixed (Data & Voice), Mobile and VAS

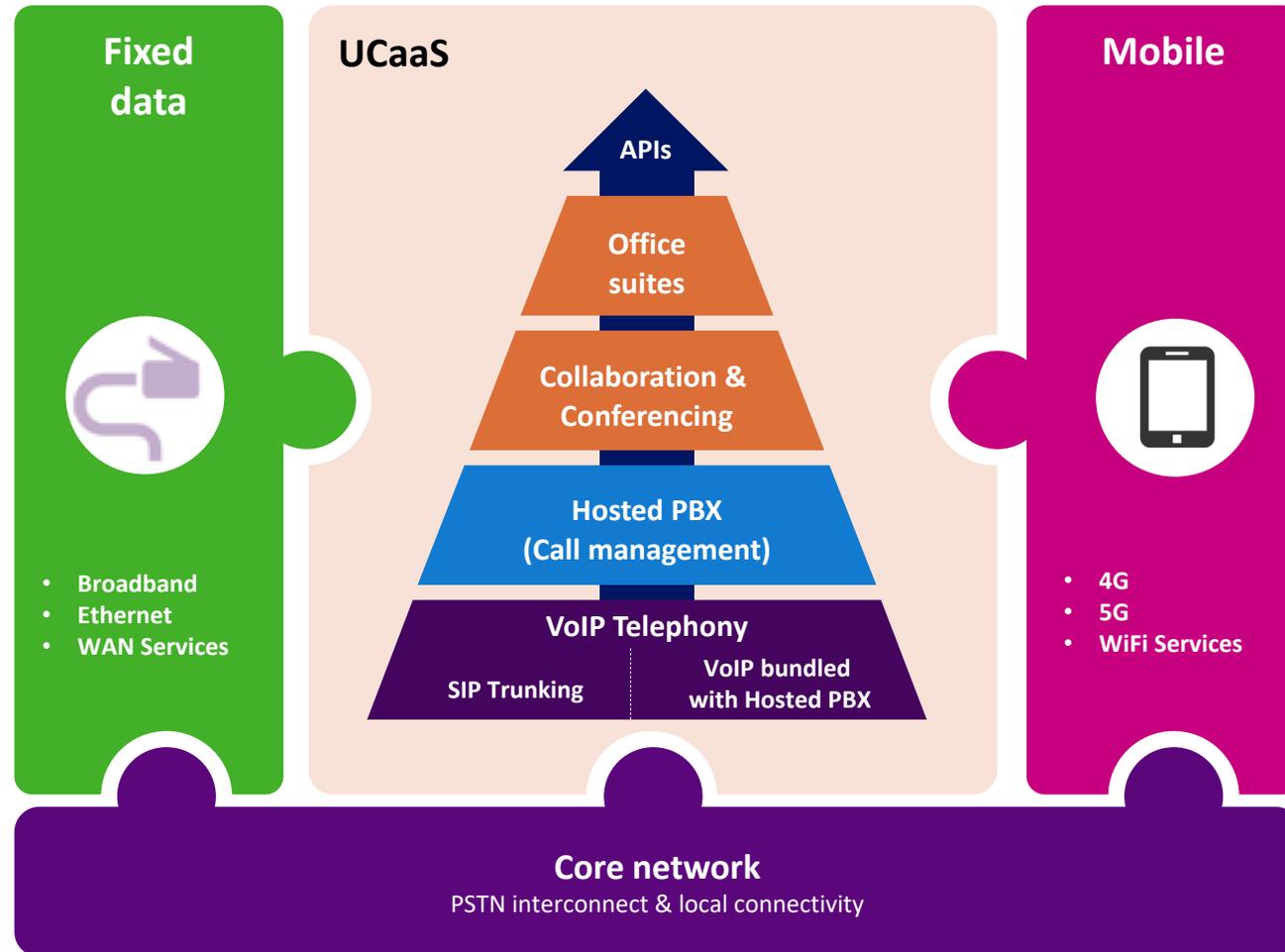
Traditional fixed voice migration has created three waves:
SIP, Cloud Telephony and UCaaS. Gamma is well positioned to capture them

Market opportunity



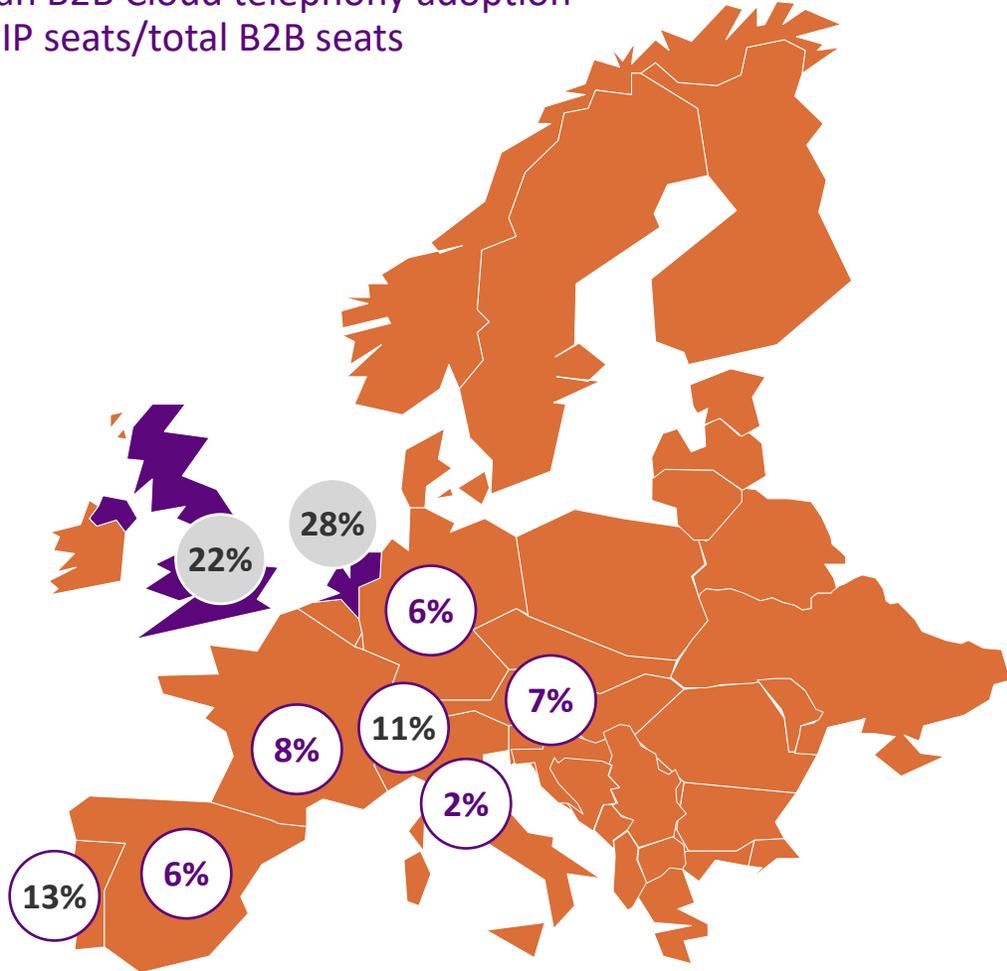
A full telecom wrap is a critical part of Unified Communications to deliver a business quality user experience

UCaaS and the network wrap



UK is the leading VoIP telephony market and Gamma is well positioned to lead the VoIP migration in the rest of Europe

European B2B Cloud telephony adoption
% of VoIP seats/total B2B seats



Sources: Analysis Mason, Gartner, Cavell & Outwise/Gamma analysis

Gamma has developed unique UCaaS assets and know-how in the **most advanced European market**

Other **European countries** are now **following** the UK cloud telephony migration path, **creating a significant market opportunity for Gamma**

Gamma has **started its geographical expansion with the acquisition of Dean One** in the Netherlands

Digitalisation objectives

Improve customer experience



We have an opportunity to lead the provision of an end-to-end communications portal for the business market that evolves with channel and user behaviors

Improve ability to launch/adjust products fast



Ability to increase rate of innovation, based on more flexible and automated systems and networks

Ensure ability to be cost competitive & scalable



Operations and network digitalisation will have an impact on our operational costs and improve our margins

These strategic decisions will have a very positive impact on our Indirect Channel

- **Enhance profitability** for Gamma and Partners, digital programmes drive automation in sales, provisioning, service & lead generation
- **Increase Cloud PABX margins**, through UCaaS “Collaborate” service and enhancements like Hosted Contact Centre
- **Expand mid-market sales** with augmented UCaaS and Data offerings through existing and new channel partners
- **Continue to grow partner base** in core and adjacent markets (e.g. IT Resellers) and nurture alliances with key vendors

... and a positive impact on our Direct Channel initiatives

- **Accelerate the mid-market segment (250-499)** – with **UCaaS** & product improvements, go to market messaging and expansion and realignment of our sales teams
- **Boost Public Sector revenues** - renewing Crown Commercial frameworks plus adding the new UCaaS and contact centre lots. Entering the NHS with HSCN and focus on large central government
- **Further drive into Large Enterprise** - by providing new **SD-WAN** services
- Address the **Enterprise UCaaS** market with **Microsoft Office Suite** and **Cisco Webex Teams**
- Improve overall success rate and margin by continuing our investment in **Direct Digital Delivery**