

Our value creation model

Resources we use



Human capital

- 11,423 employees
- 52 nationalities
- 31% women



Financial capital

- € 1,000 Mio investments¹
- € 2,903 Mio shareholders' equity
- € 2,356 Mio adjusted net debt



Natural resources

- 9 Mio liters fossil fuel
- 352 GWh electricity
- 19 GWh natural gas
- 1,085,401 m² building footprint

How we create value

Our sense of purpose

Opening up a world of digital opportunities so people live better and work smarter.

Our ambition

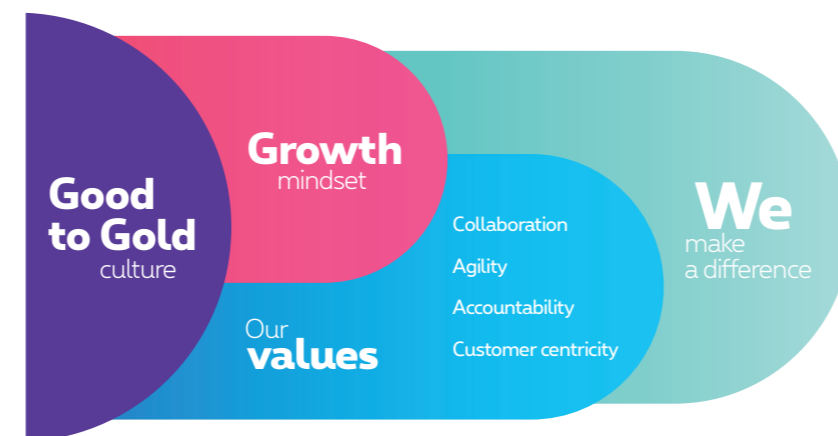
Make Proximus the reference operator in Europe.

Our company strategy

#inspire2022



Our company culture



Our leading brands meet the demands of a wide range of customers



The value we create for our stakeholders

Customers

Creating relevant end-to-end solutions to fully harvest the potential of technology

- 1.6M active users on MyProximus
- 15,500 active users on MyProximus for Enterprises
- 1.1M active users on Pickx

Employees

Offering a challenging and inspiring work environment with great focus on diversity, collaboration and empowerment while promoting innovation

- € 34.45M in employee re/up-skilling
- 39.5 training hours/employee on average
- > 200 hires in domains of the future

Partners

Creating new innovative business models relevant for our customers and society

- > 2.3 million IoT connections enabling smart solutions
- 20 ongoing projects with main universities

Suppliers

Building sustainable relationships to improve social and environmental standards across our supply chain

- 400 suppliers, representing 53% of our external spend, were assessed by EcoVadis on their ESG-compliance: 56% received a positive scoring
- 21 suppliers signed the Circular Manifesto

Shareholders

Committing to an attractive return

- € 1,836 Mio Group underlying EBITDA
- € 352 Mio Free Cash Flow
- € 1.2 dividend/share

Belgian society

Bringing essential connectivity while contributing to an inclusive digital society

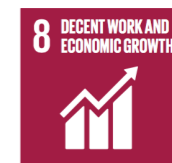
- 460,000 homes & businesses connected to fiber
- 5G available in 138 sites and 69 municipalities
- 1,158 job seekers supported by our initiatives
- 73% of tested devices accessible for at least 5 disabilities

Planet

Making a net positive contribution to a net zero planet and becoming a truly circular company by 2030

- Carbon neutral for own operations
- 88% waste recycled, reused or composted
- 65,000 mobile phones collected
- 428,000 refurbished modems and TV decoders

Contributing to the SDGs



¹ Excluding spectrum & football broadcasting rights