# Acquisition of UPC Switzerland

Creating a stronger and more valuable Sunrise

28 February 2019

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# Transaction highlights

## Sunrise to acquire UPC Switzerland for CHF6.3 billion



Clear #2 player in mobile, TV, fixed broadband and fixed voice strengthening position as the leading converged challenger and true Swiss champion



Secures superior next generation fixed network infrastructure to drive enhanced customer experience and complements Sunrise's "5G for People strategy"



Significant potential value creation, with ~CHF2.8 billion (~85% cost & capex) NPV<sup>1)</sup> of estimated cost, capex and revenue synergies



Commitment to maintain prudent capital structure (2.7x²) net debt / EBITDA post run-rate cost synergies) and progressive dividend policy with proposed DPS of CHF4.20 for 2018 and CHF4.35-4.45 for 2019, and annual 2018-20 growth rate of 4-6%³)

<sup>1)</sup> Post integration costs

<sup>&</sup>lt;sup>2)</sup> Based on leverage as of Dec-18 post rights issue and adjusted for spectrum payment and run-rate cost synergies

<sup>3)</sup> Before taking into account the bonus element of the rights issue

# Compelling value enhancing in-market combination

- Reinforces Sunrise's position as the leading converged challenger
- Create a fully converged challenger nationwide with scale across all elements of the 4P bundle
- #2 player in mobile, TV, fixed broadband and fixed voice with the scale to drive innovation, invest in new services and pursue growth by providing innovative and competitively priced offers
- Increased combined customer base<sup>1)</sup>: 1.8 million mobile post-paid (~24% share), 1.2 million broadband (~30% share) and 1.4 million TV (~31% share) customers
- Secures superior next generation internet infrastructure
- Ownership of an advanced cable network, securing access to 2.3 million homes<sup>2)</sup> (~60% of Swiss households) on own high-quality next generation internet infrastructure complementing Sunrise's leadership in 4G and 5G, and our FTTH partnerships
- Clear roadmap to 1Gbps speed via DOCSIS 3.1 upgrade (up to 10Gbps over time)
- Augments differentiated convergent offers for both B2C and B2B
- Strong TV offering underpinned by new UPCTV video platform with enriched user experience and proprietary content
- Scale in B2B with ability to cross-sell mobile and fixed, delivering superior customer experience
- Demonstrable value creation from in-market cost & capex synergies
- In-market transaction giving good degree of visibility to synergies
- Cost and capex synergies with run-rate of ~CHF190 million by the third full year post completion
- Net present value: ~CHF2.4 billion<sup>3)</sup>
- Significant potential for further growth
- Revenue synergies from acceleration of transformation and cross-selling to the combined customer base
- Revenue synergies with run-rate of CHF45 million by the fourth full year post completion
- Net present value: ~CHF0.4 billion
- Financially attractive transaction
- Favourable multiple relative to precedent convergence transactions despite low Swiss interest and tax rates
  - CY2018A post synergies multiples<sup>4)</sup>: 10.9x adj. OpFCF<sup>5)</sup> and 8.0x adj. EBITDA<sup>5)</sup>
  - CY2018A pre synergies multiples: 16.1x adj. OpFCF<sup>5)</sup> and 9.9x adj. EBITDA<sup>5)</sup>
- Accretive to Sunrise's equity free cash flow per share from the first year post completion<sup>4)</sup>
- The returns from the Transaction are expected to exceed the weighted average cost of capital of UPC Switzerland by the third full year from completion

Source: Company information

<sup>1)</sup> As per Q3 2018

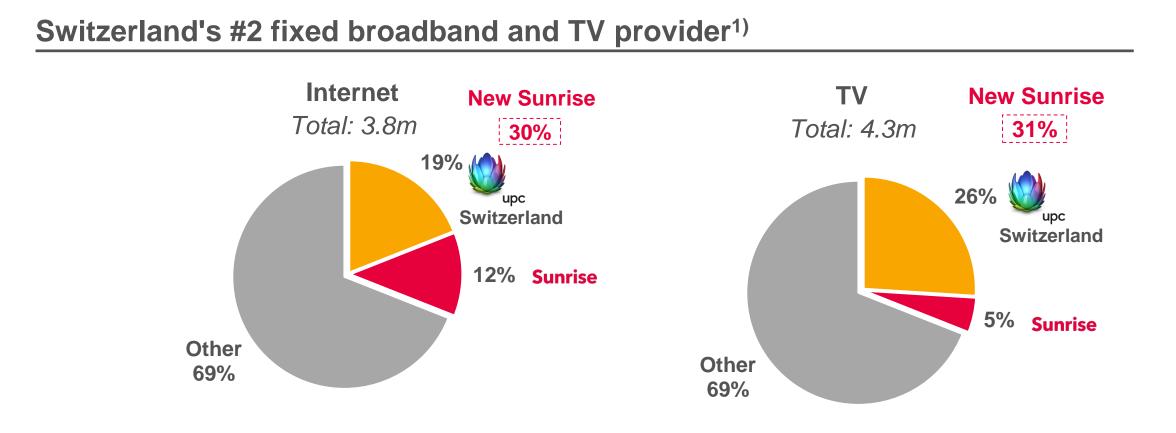
<sup>2)</sup> Excluding Partner Networks

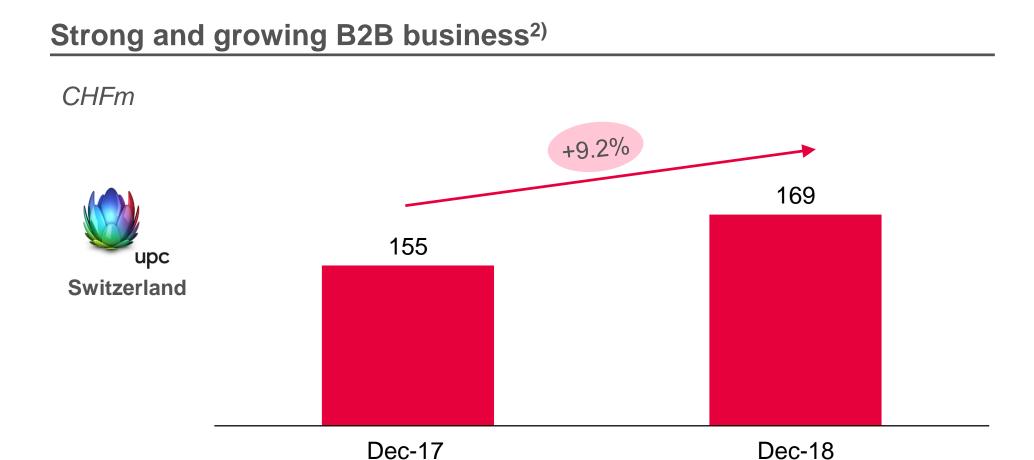
<sup>3)</sup> Synergies expected to be fully phased-in by the third full year post completion. Total integration cost of approx. CHF140-150 million over the course of 3 full years following completion

<sup>&</sup>lt;sup>4)</sup> Including run-rate cost and capex synergies and before integration costs

<sup>&</sup>lt;sup>5)</sup> Adjusted as post central opex & capex allocations and other adjustments. Adj. OpFCF calculated as adj. EBITDA (as defined before) less recurring capex

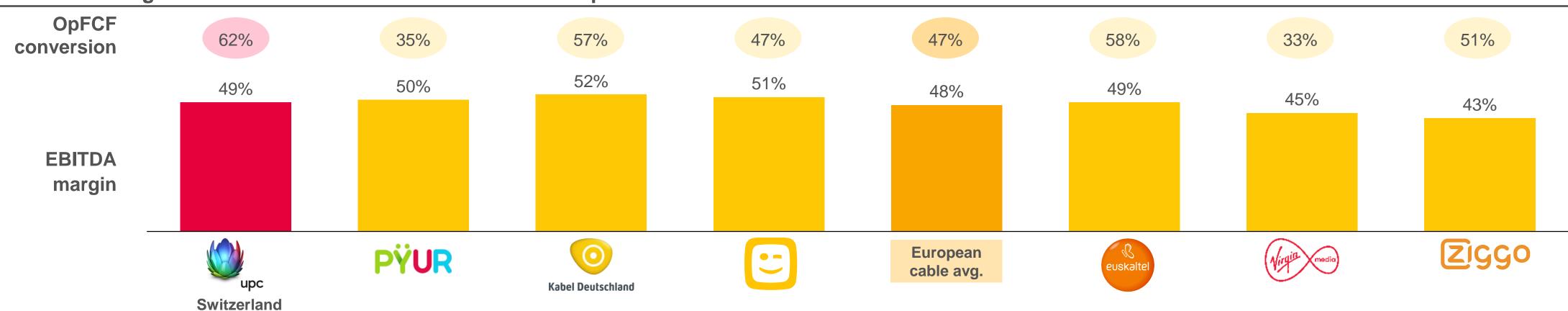
# UPC Switzerland — a strong 3P provider





Note: As of Q3'18

#### Attractive margins and best-in-class cash flow conversion profile<sup>3) 4)</sup>



<sup>1)</sup> FTTH providers are not fully represented in the chart because no public information is available

<sup>&</sup>lt;sup>2)</sup> Fixed B2B revenues (CHFm)

<sup>3)</sup> Based on Q318 LTM financials for Ziggo, Virgin Media, Euskatel, Telenet and PYUR (TeleColumbus). PYUR margin is based on normalised EBITDA as company reported. Kabel Deutschland financials based on latest available full year results as of Mar-18

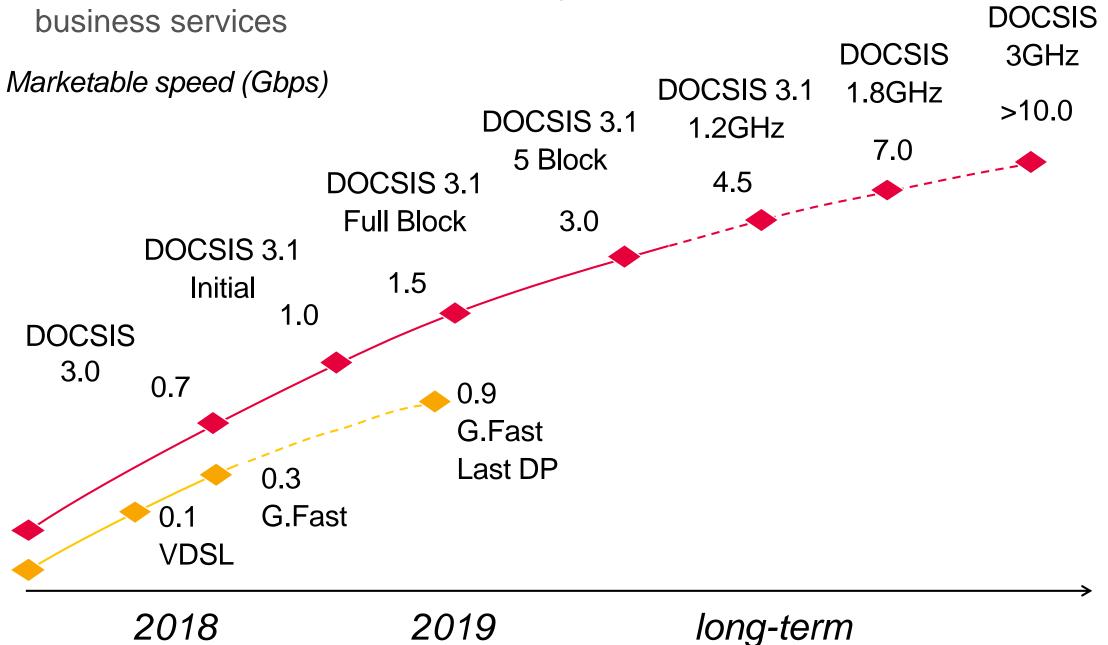
<sup>4)</sup> UPC Switzerland EBITDA adjusted as post central opex & capex allocations and other adjustments. Adj. OpFCF calculated as adj. EBITDA (as defined before) less recurring capex. Virgin Media as reported OCF

# UPC Switzerland — superior next generation network

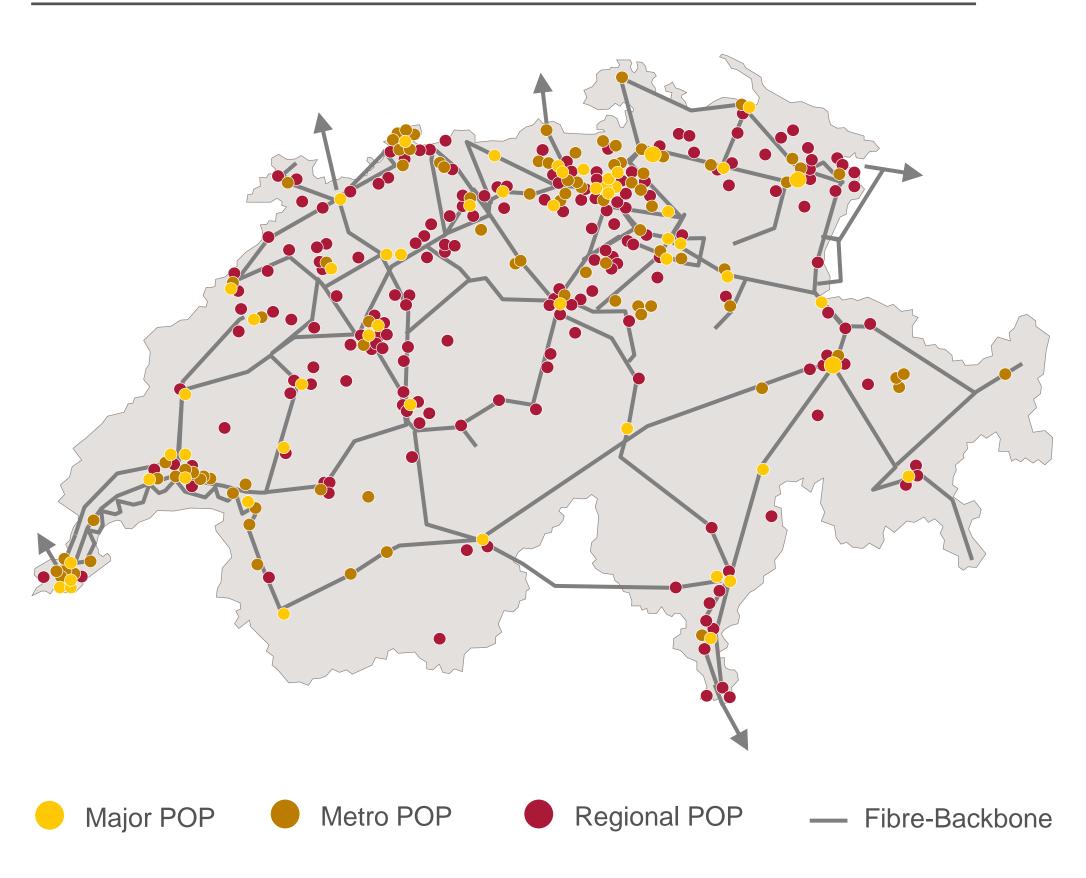
#### **HFC** network

- Network currently based on DOCSIS 3.0, with partial migration to DOCSIS 3.1 planned for 2020
- Clear roadmap to 1Gbps speed speed via DOCSIS 3.1
  upgrades that will enable speeds of up to 10Gbps over time
  and drive enhanced customer experience
- Capacity in UPC Switzerland network is well dimensioned and can handle higher speeds and volumes

 Backbone and transmission network provides best-in-class business services



#### Outstanding backbone and transmission network



# **UPC Switzerland** — leading entertainment offering

#### **New industry leading Video Platform – UPC TV:**

- Launched in October 2018
- 4K box, cloud based
- Fast **zapping**, full trick play
- Voice control remote (incl. Swiss German)
- New UPC TV app with 360° experience industry leading, high scores in app stores
- Multi-room
- Fully loaded app store, including Netflix, Youtube, SKY, etc.
- Developing a software upgrade to Horizon platform to enable similar UI as new UPC Switzerland TV, rolling out over the course of 2019







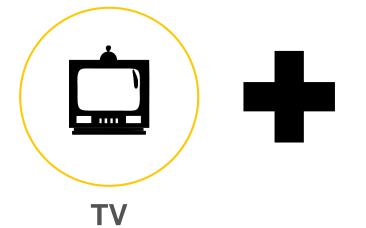


Early results show excellent NPS achieved for customers switching from legacy TV products to UPC TV

#### **Happy Home**

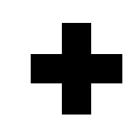


- New UPC TV + new remote control
- Up to 500 channels, including MySports ONE
- 360° experience: new UPC TV app





Internet





Phone

#### **MySports**

Cable offer





Integrated in **Happy Home** Offer



All live matches and 24h sports

channels







OTT offer

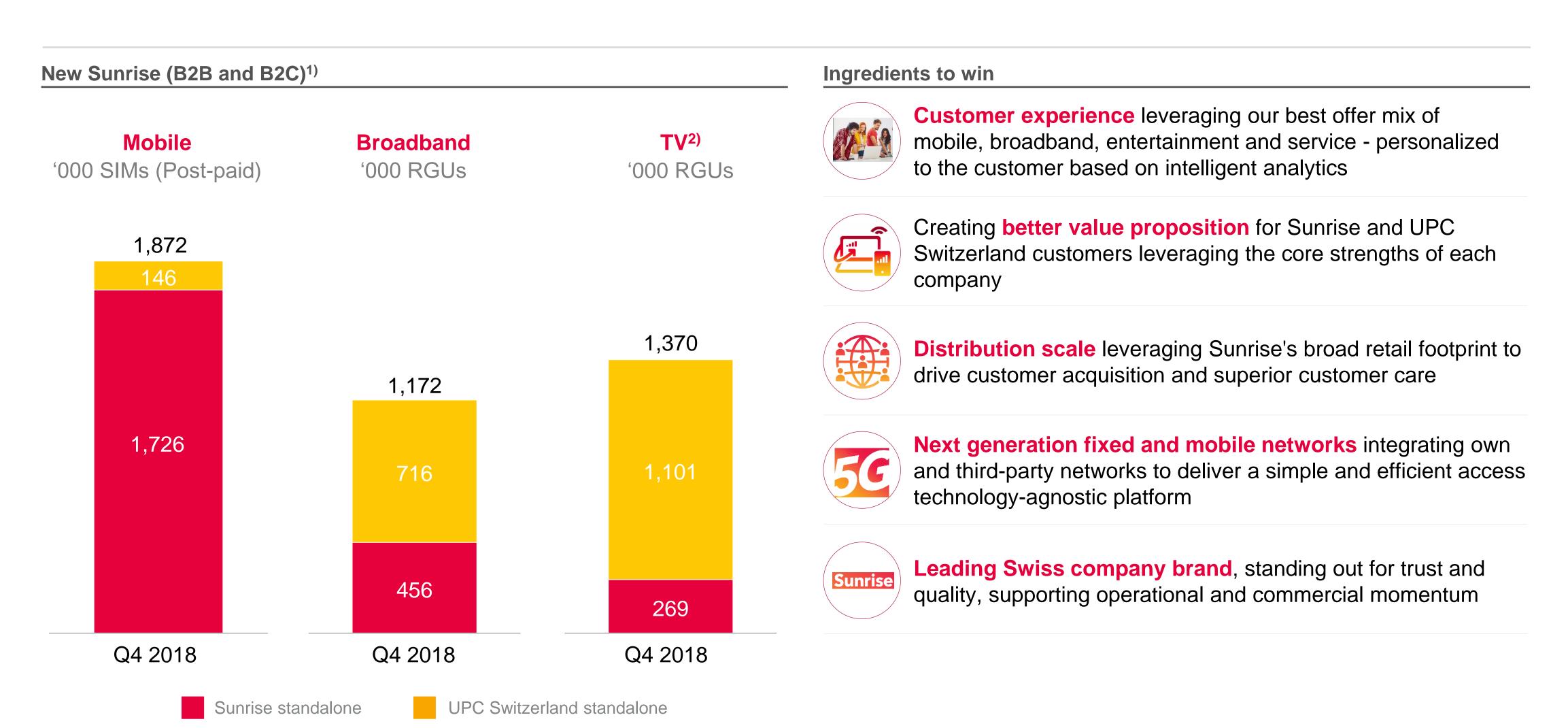
App version of MySportsPro, within the Sky Sports OTT App

# UPC Switzerland — strategic growth initiatives

# Comprehensive measures to improve current trajectory

	Strategy	Key initiatives	Outlook
Entertainment	Improve TV experience with new platform driving sales and retention	<ul> <li>Introduction of New UPC TV with significantly enhanced and new features, including renewed UPC TV Go app and MySports "One"</li> </ul>	<ul> <li>UPC Switzerland standalone pre-synergies financial trends expected to be negative in 2019 and decline by an amount broadly similar</li> </ul>
Connectivity	Extend speed-leadership	<ul> <li>Partial roll-out of internet speeds up to 1Gbps in particular in areas without fiber OLO and improved connect box (WiFi superiority)</li> </ul>	<ul><li>to the decline in 2018</li><li>Thereafter, Sunrise expects</li></ul>
B2B	Accelerate existing B2B growth by scaling up sales force to address more SME clients	Incremental investments in FTE and systems for SMEs	the trajectory of UPC Switzerland to stabilize as operational initiatives, including the new advanced UPC TV video platform and
Cross-sell and bundle with mobile	Cross-sell mobile and fixed into existing base	<ul> <li>Convergent offers for B2B and B2C customers, delivering superior customer experience</li> </ul>	convergent offerings, drive better commercial and financial performance
Digital transformation	Transform the company into a digital champion	Revision of IT stacks, improvement of customer journeys and CVP architectures	<ul> <li>Capex expected to increase slightly in 2019 as a result of the start and preparation of the rollout of DOCSIS 3.1 upgrades and UPC TV</li> </ul>

# New Sunrise — the leading converged challenger

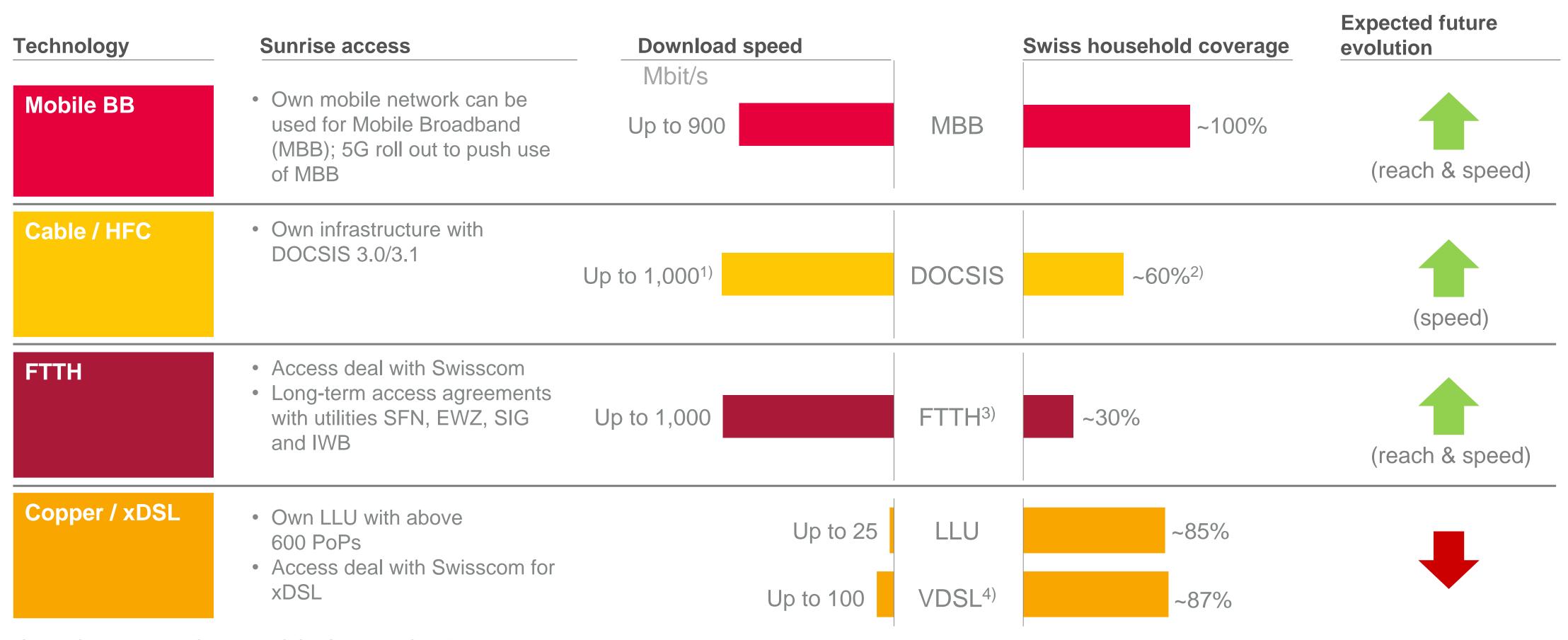


Source: Company information

<sup>1)</sup> UPC Switzerland B2B only includes SoHo segment

<sup>2)</sup> Assuming each B2B broadband customers also has TV

# New Sunrise — securing the broadest and deepest digital infrastructure in Switzerland



Sources: Company reporting, Swisscom, UPC, Salt, Suissedigital, Swiss federal statistic department

<sup>1)</sup> Speed available with DOCSIS 3.1

<sup>&</sup>lt;sup>2)</sup> Based on UPC Switzerland DOCSIS 3.0 coverage

<sup>3)</sup> Representing fiber, based on Swisscom reporting; the fiber network is typically co-built between Swisscom and local utilities in Switzerland

<sup>4)</sup> Including FTTH, FTTS/C-Vectoring, FTTC, and FTTS G.fast (allowing for speeds up to 500 Mbit/s); taking into account primary households and businesses; Swisscom xDSL with c.a. 98% coverage

# New Sunrise — growing in B2B

## Bringing together 2 proven and complementary B2B operators

**Challenges before acquisition** 



Customers with more complex needs than retail customers





Difficult to target as some customers are "disguised" as retail customers



Less scalable than large enterprise





Market dominated by Swisscom



Large players prefer integrated solutions ("one-stop" shop for all their needs)

Opportunities from acquisition



Leading integrated telecom provider for SoHo and SME companies



Focus on a broader converged portfolio



Wider and stronger routes to markets



Strengthen the unlimited mobile workplace portfolio

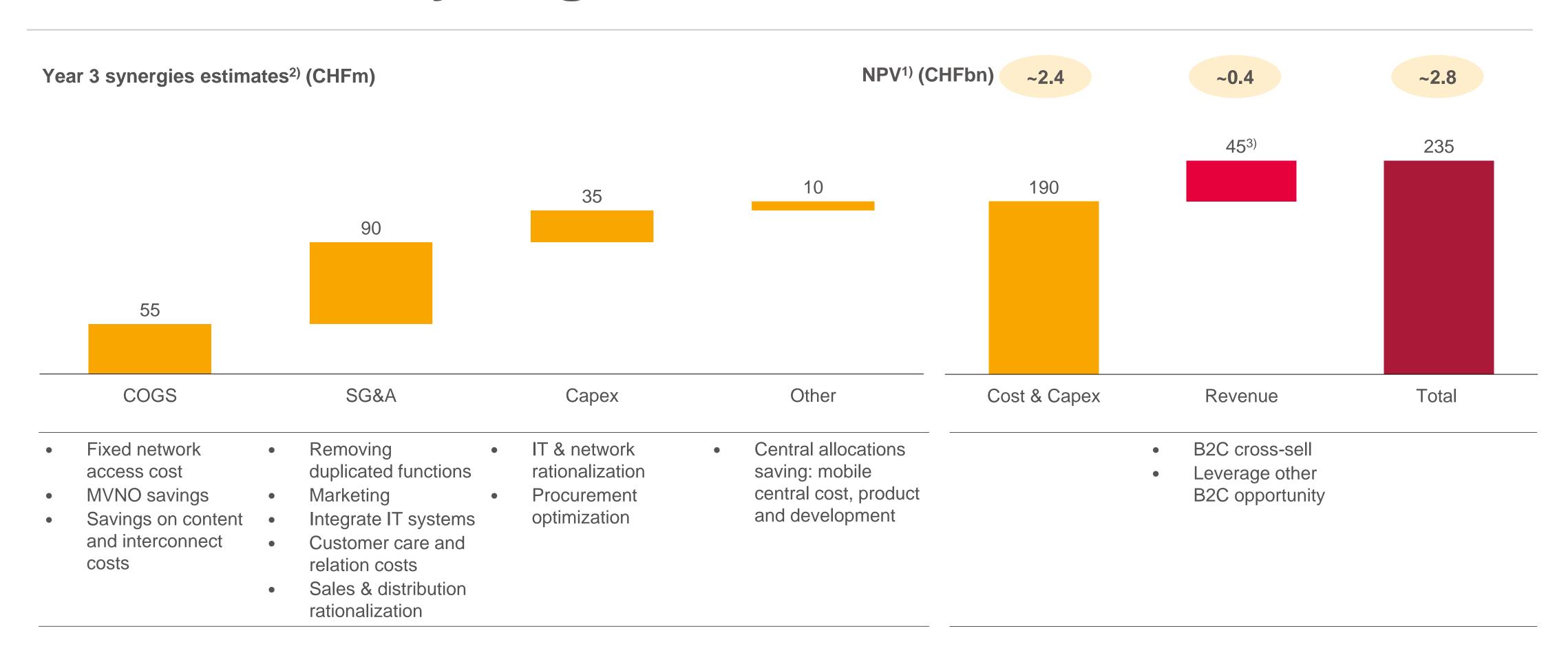


Leverage field force to get closer to customers



Increase share of wallet of existing customers

# New Sunrise — significant value creation through cost and revenue synergies with ~CHF2.8 billion NPV<sup>1)</sup>



<sup>1)</sup> Post integration costs

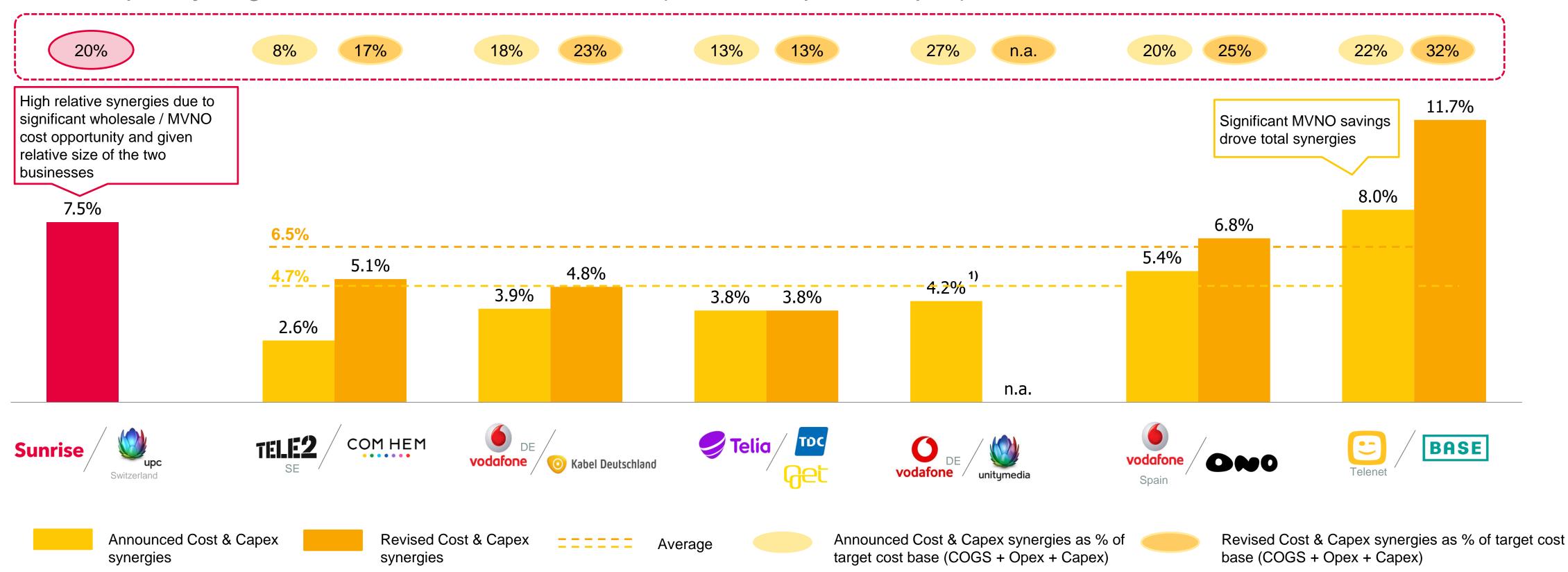
<sup>2)</sup> Rounded numbers. Total integration costs of approx. CHF140-150 million over the course of 3 full years following completion, largely in the first 2 full years following completion

<sup>3)</sup> Year 4 EBITDA-equivalent synergy estimate

# Synergy benchmarking

UPC MVNO plus Sunrise fixed access provide large relative cost saving opportunity

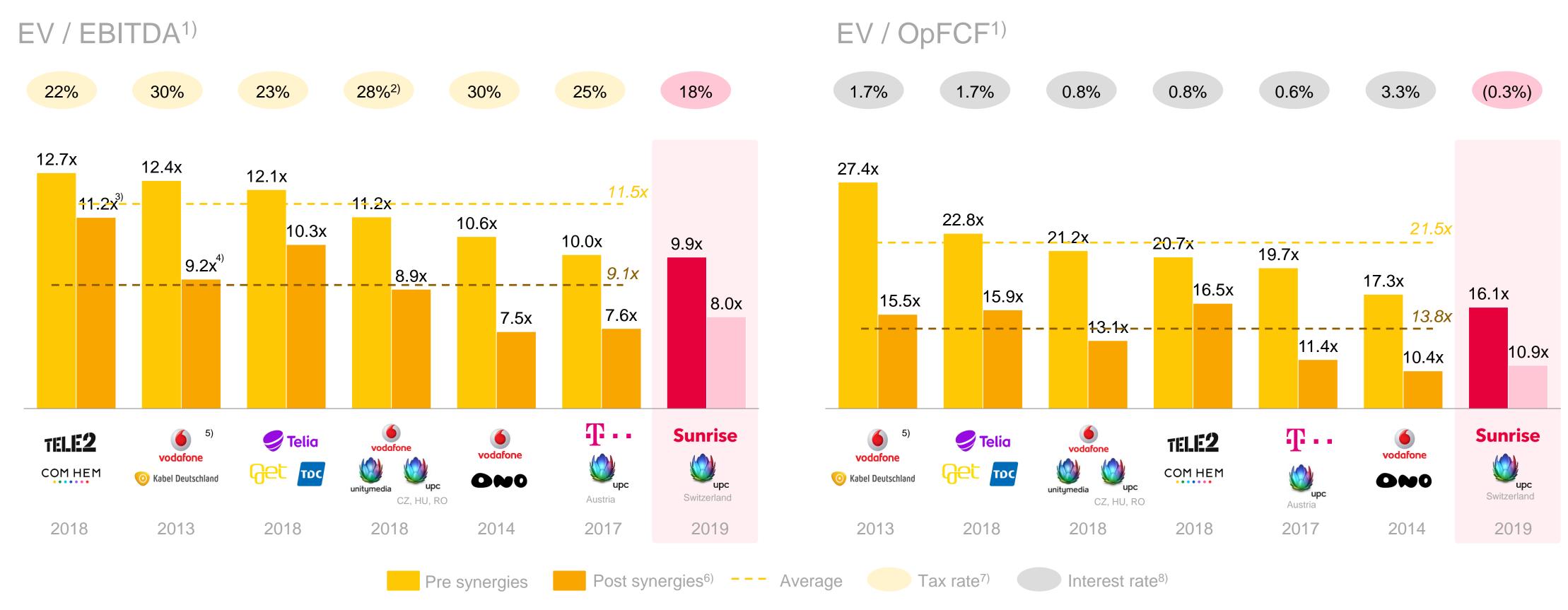
Cost & Capex synergies as % of combined cost base (COGS + Opex + Capex)



Source: Company information

# Attractive valuation compared to precedents

Favourable multiples relative to precedent convergence transactions even more so when considering low Swiss interest and tax rates



Source: Company filings and public announcements

<sup>1)</sup> Based on publicly announced figures for last twelve months prior to announcement of transaction

<sup>&</sup>lt;sup>2)</sup> Blended tax rate of Germany, Hungary, Romania and Czech Republic, weighted on respective EBITDA

<sup>3)</sup> Assuming SEK450m of Opex and Capex synergies split into 83% Opex and 17% Capex as per allocation from other precedent transactions

<sup>&</sup>lt;sup>4)</sup> Assuming announced run-rate opex & capex synergies of EUR300m to be fully allocated to opex synergies

<sup>&</sup>lt;sup>5)</sup> Based on fiscal year-end number as per Mar-13

<sup>6)</sup> Post run-rate opex synergies for EV / EBITDA and cost & capex synergies for EV / OpFCF, excluding revenues synergies and integration costs

<sup>7)</sup> As per KPMG annual tax survey for the respective countries and year of announcement

<sup>8)</sup> Based on prevailing local 10y government bond yields for the respective countries of the target at the time of announcement

# Prudent combined leverage @ ~2.7x post run-rate synergies<sup>1)</sup>

Targeting investment grade leverage in the medium-term



Prudent target capital structure supports existing progressive dividend policy (proposed DPS of CHF4.20 for 2018 and CHF4.35-4.45 for 2019, and annual 2018-20 growth rate of 4-6%<sup>4)</sup>)

<sup>1)</sup> Post synergies leverage as of Dec-18 based on net debt post rights issue and spectrum payment and FY18 combined adj. EBITDA (including run-rate cost synergies estimates)

<sup>&</sup>lt;sup>2)</sup> Defined as net debt / Adj. EBITDA LTM Dec-18

<sup>3)</sup> Including spectrum auction payment (H1'19) and transaction costs

<sup>&</sup>lt;sup>4)</sup> Before taking into account the bonus element of the rights issue

# Fully underwritten transaction funding

## Combination of debt and equity to maintain prudent capital structure

Transaction EV	CHFbn		
Enterprise Value	6.3		
of which UPC Switzerland net debt contributed <sup>1)</sup>	3.6		
of which cash payment to LGI	2.7		

<sup>•</sup> Weighted average cost of UPC debt contributed: ~3.8%<sup>2)</sup>

Fully Underwritten Rights Issue	CHFbn
Rights Issue	~4.1
of which cash payment to LGI	~2.7
of which debt paydown	~1.1
of which other <sup>3)</sup>	~0.2

#### Rights issue key terms:

- Underwritten at announcement
- Terms are expected to be published around EGM (post regulatory approval)
- Joint Global Coordinators and Joint Bookrunners: Deutsche Bank and UBS
- Joint Bookrunner: Morgan Stanley

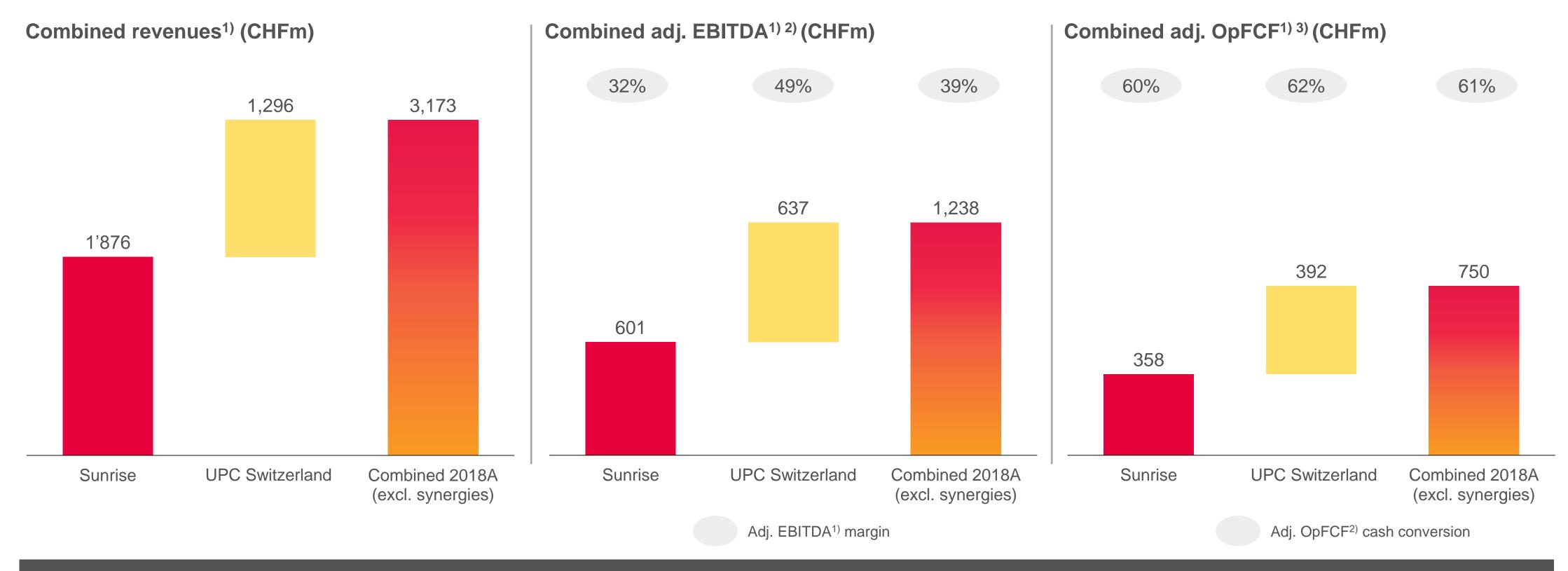
<sup>1)</sup> Relating to the outstanding senior secured notes issued by UPCB Finance IV Limited and UPCB Finance VII Limited and other debt-like items

<sup>&</sup>lt;sup>2)</sup> Average of 4 years cost of debt

<sup>3)</sup> Estimated transaction cost less cash on balance sheet used

# Attractive combined financials<sup>1)</sup>

Expected enhanced margins and cash flow generation support existing dividend policy and de-leveraging profile, and drive accretion from year 1



Accretive to equity free cash flow per share post run-rate cost & capex synergies and before integration costs from first year post completion

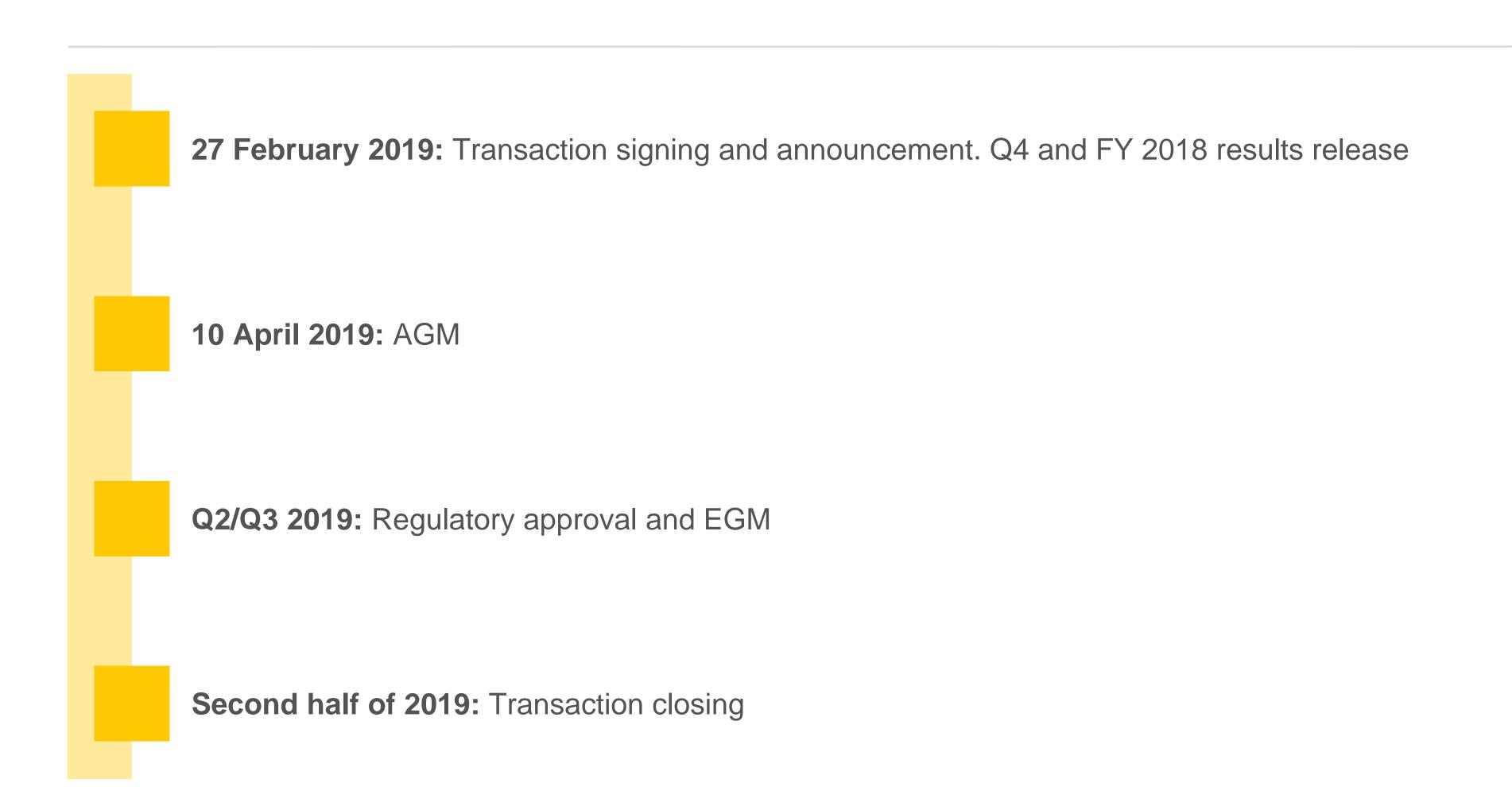
Note: Sunrise financials audited under IFRS standards; UPC Switzerland unaudited financials under US GAAP standards

<sup>&</sup>lt;sup>1)</sup> Aggregated figures not reflecting a common IFRS accounting framework

<sup>2)</sup> Adjusted as post central opex & capex allocations and other adjustments

<sup>3)</sup> Adj. OpFCF calculated as adj. EBITDA (as defined above) less recurring capex

# Expected closing during the second half of 2019



# Creating a stronger and more valuable Sunrise

- 1 Creating a stronger converged challenger in the attractive Swiss market with scale to compete and innovate
- Attractive price paid vs precedent transactions, 10.9x adj. OpFCF<sup>1)</sup> post run-rate cost & capex synergies and before integration costs
- In-market consolidation with significant value creation potential of ~CHF2.8 billion cost, capex and revenue synergies NPV<sup>2)</sup>
- Prudent combined leverage of 2.7x net debt / EBITDA<sup>3)</sup> post cost run-rate synergies
- Existing progressive dividend policy maintained with proposed DPS of CHF4.20 for 2018 and CHF4.35-4.45 for 2019, and annual 2018-2020 DPS growth of 4-6%<sup>4)</sup>
- 6 Clear execution plan in place to deliver

<sup>1)</sup> Adjusted as post central opex & capex allocations and other adjustments. Adj. OpFCF calculated as adj. EBITDA (as defined before) less recurring capex

<sup>2)</sup> Post integration costs

<sup>3)</sup> Based on leverage as of Dec-18, adjusted for spectrum payment and run-rate cost synergies

<sup>4)</sup> Before taking into account the bonus element of the rights issue

# Appendix

# Implied valuation multiples reconciliation

# UPC Switzerland financial metrics (2018)

CHFm	Sunrise reporting	Liberty Global reporting		
EV	6,300	6,300		
OCF <sup>1)</sup>	732	732		
EBITDA adjustments <sup>2)</sup>	(1)	-		
Central opex allocations <sup>3)</sup>	(32)	(32)		
Central capex allocations <sup>4)</sup>	(62)	_		
Adj. EBITDA (post central allocations)	637	700		
Central capex allocations <sup>4)</sup>	_	(62)		
Recurring capex	(245)	(245)		
Adj. OpFCF	392	394		
EV / '18A Adj. EBITDA	9.9x	9.0x		
EV / '18A Adj. OpFCF	16.1x	16.0x		
EV / '18A Adj. EBITDA (post run-rate synergies)	8.0x	7.4x		
EV / '18A Adj. OpFCF (post run-rate synergies)	10.9x	10.8x		

Note: UPC Switzerland unaudited financials under US GAAP standards

<sup>1)</sup> As per LGI reporting

<sup>2)</sup> As per Sunrise reporting

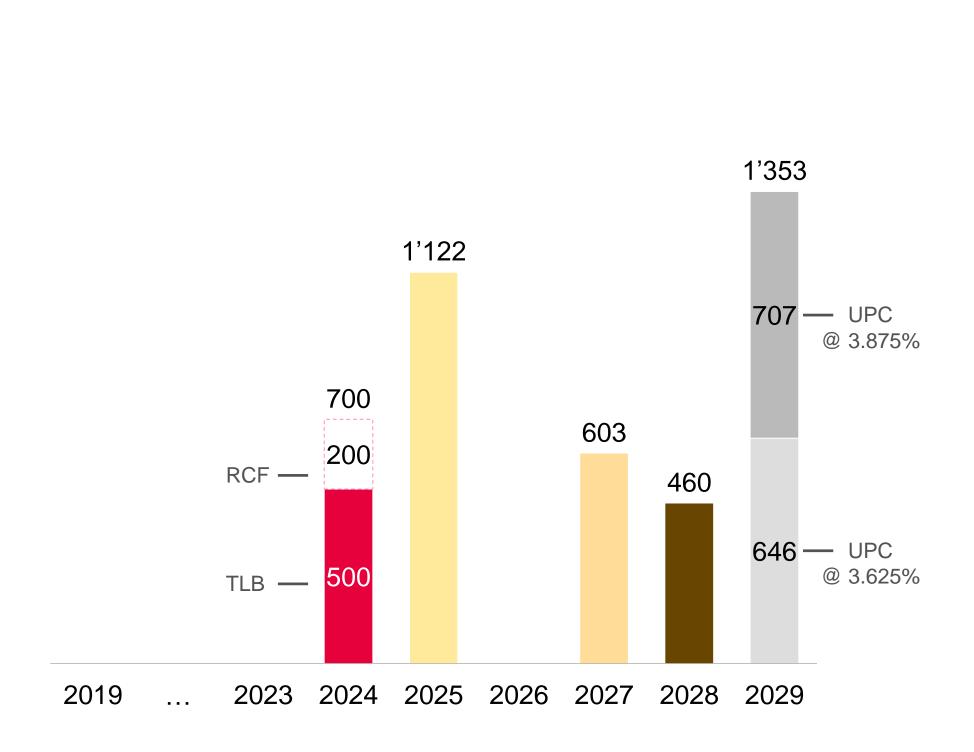
<sup>3)</sup> Excluding CHF3m of CEE management central allocation adjustment

<sup>4)</sup> Reclassified into opex under Sunrise reporting from capex under Liberty Global reporting

# Overview of combined capital structure

CHFm, unless stated otherwise	Sunrise (FY'18A)	Adjustments	Combined (FY'18A)	Maturity
Sunrise Term Loan B ("TLB")	1,410	(910)	500	2024
Sunrise CHF notes	200	(200)	_	
UPCB Finance IV Ltd 5.375% (\$)	_	1,122	1,122	Jan-25
UPC Holding 5.5% (\$)	-	460	460	Jan-28
UPCB Finance IV Ltd 4% (€)	-	603	603	Jan-27
UPC Holding 3.875% (€)	-	707	707	Jun-29
UPCB Finance VII Ltd 3.625% (€)	-	646	646	Jun-29
Total gross debt	1,610	2,428	4,038	
Lease obligation	5	17	21	
Total gross debt (incl. leases)	1,615	2,445	4,059	
RCF (Sunrise)	200	-	200	2024
RCF (UPC)	€990	(990)	-	





**Maturity profile (CHFm)** 

22

<sup>1)</sup> Total UPC Switzerland nominal debt of CHF3,538m (at swapped rates)

<sup>2)</sup> Average of 4 years cost of debt

# Overview of combined financials

Dec-18, CHFm	Sunrise	UPC Switzerland	Combined <sup>1)</sup>
Revenue	1,876	1,296	3,173
% growth	1.2%	(3.7%)	(0.9%)
Reported EBITDA (Sunrise) / OCF (UPC Switzerland) <sup>2)</sup>	602	732	1,335
EBITDA adjustments <sup>3)</sup>	(1)	(1)	(3)
Central opex allocations <sup>4)</sup>	-	(32)	(32)
Central capex allocations <sup>5)</sup>	-	(62)	(62)
Adj. EBITDA (post central allocations)	601	637	1,238
% margin	32.0%	49.1%	39.0%
Total capex	(303)	(245)	(548)
Capex adjustments <sup>6)</sup>	60	-	60
Recurring capex	(243)	(245)	(488)
Adj. OpFCF	358	392	750
% cash conversion	59.6%	61.6%	60.6%

Note: Sunrise financials audited under IFRS standards; UPC Switzerland unaudited financials under US GAAP standards

<sup>1)</sup> Aggregated figures not reflecting a common IFRS accounting framework

<sup>2)</sup> As per LGI reporting

<sup>3)</sup> As per Sunrise reporting

<sup>4)</sup> Excluding CHF3m of CEE management central allocation adjustment

<sup>5)</sup> Reclassified into opex under Sunrise reporting from capex under Liberty Global reporting

<sup>6)</sup> Adjusting for upfront investments in landline access at utilities

# Sunrise and UPC Switzerland adj. eFCF

Dec-18, CHFm	Sunrise	UPC Switzerland	Comments
EBITDA <sup>1)</sup>	601	637	<ul> <li>~CHF155m run-rate<sup>2)</sup> cost synergy impact; ~CHF45m run-rate<sup>3)</sup> EBITDA-equivalent impact of revenue synergies</li> </ul>
Change in NWC	(49)	n/a	
Capex	(303)	(245)	<ul> <li>~CHF35m run-rate<sup>2)</sup> capex synergy impact</li> </ul>
Cash tax	(50)	n/a	
Cash interest	(30)	n/a	<ul> <li>Weighted average cost of CHF3.6 billion UPC debt contributed: ~3.8%<sup>4)</sup></li> </ul>
Other financing activities	(21)	n/a	<ul> <li>Integration costs of CHF140-150 million over the course of 3 full years following completion</li> </ul>
Adj. eFCF <sup>1)</sup>	148	n/a	

Sunrise expects that the standalone, pre-synergies financial trends of UPC Switzerland will be negative in 2019 and decline by an amount broadly similar to the decline in 2018

Note: Sunrise financials audited under IFRS standards; UPC Switzerland unaudited financials under US GAAP standards Source: Company information

<sup>1)</sup> Based on adj. EBITDA (post central allocations)

<sup>&</sup>lt;sup>2)</sup> 4 years following completion

<sup>3) 5</sup> years following completion

<sup>4)</sup> Average of 4 years cost of debt

# UPC Switzerland key financials

		2018				
	1Q 18	2Q 18	3Q 18	4Q 18	FY18	
Subscribers/RGUs (000s) <sup>1)</sup>						
Data	727	714	701	688	688	
Telephony	530	525	519	514	514	
Total video	1,159	1,124	1,104	1,073	1,073	
o/w basic video	490	464	452	432	432	
o/w enhanced video	669	660	651	640	640	
Mobile	122	129	138	146	146	
Other operating data						
Cable/fixed line customer relationships (000s)	1,206	1,168	1,148	1,116	1,116	
Financials (excl. recharges as reported) (CHFm)						
Revenues	327	327	318	324	1,296	
OCF	177	186	188	181	732	
Margin	54.1%	56.9%	59.1%	56.0%	56.5%	
Capex (incl. intangibles)	50	52	59	84	245	
OpFCF <sup>2)</sup>	127	135	129	97	488	
Cash conversion	71.7%	72.3%	68.8%	53.5%	66.6%	

Sources: Company information

<sup>1)</sup> All subscribers/RGUs metrics exclude SoHo segment

<sup>2)</sup> OpFCF calculated as OCF minus capex

# **Contact Information**

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