



Driving Growth Strategy While Creating Emotions for Billions of People

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→ [evs.com](https://www.evs.com)



Agenda

1. EVS intro
2. End-to-end Strategy
3. Proofpoints of the strategy
4. Next steps

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Overview

Who

Leader in live video technology for broadcast & new media productions

What

Replays & highlights, video assistance, asset management, routing & media infrastructure

Why

Create engaging viewing experiences for billions of viewers around the world



We help our customers deliver the most gripping live sports images, buzzing entertainment shows and breaking news content to billions of viewers every day and in real-time.



We create
return on
emotion

Customer base

Broadcast & media networks



Sports & events organizations



Live Audience Business

Customers creating content for their own purpose

Production facilities & service providers



Live Service Providers

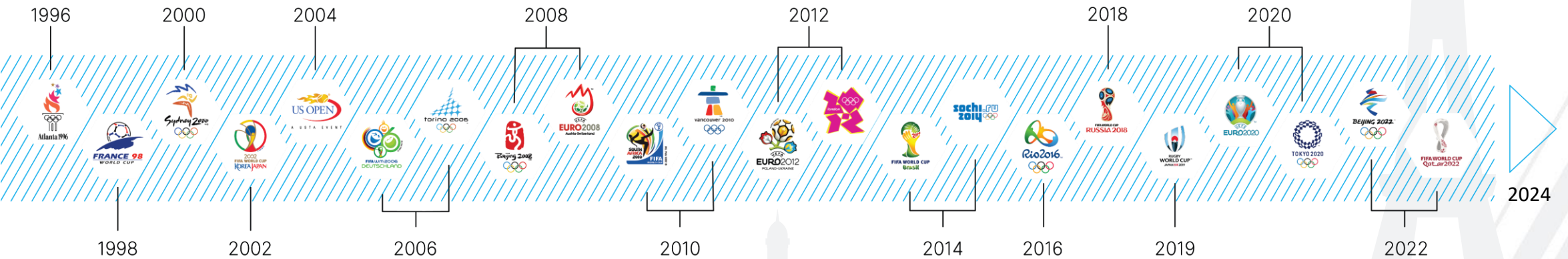
Customers serving "LAB customers"



BER Revenues from major non-yearly big events rental.



Powering the world's biggest live sporting events





Resources at a glance



International footprint
34 nationalities



HQ IN LIÈGE
Belgium



+ 20 offices
across the globe



173.2M
revenue in 2023



Founded in
1994



+600
Team Members



41.1M
EBIT 2023



Publicly traded
Since 1998

Remember this ...

- > We create emotion
- > For billions of people
- > All over the world
- > Every day



Agenda

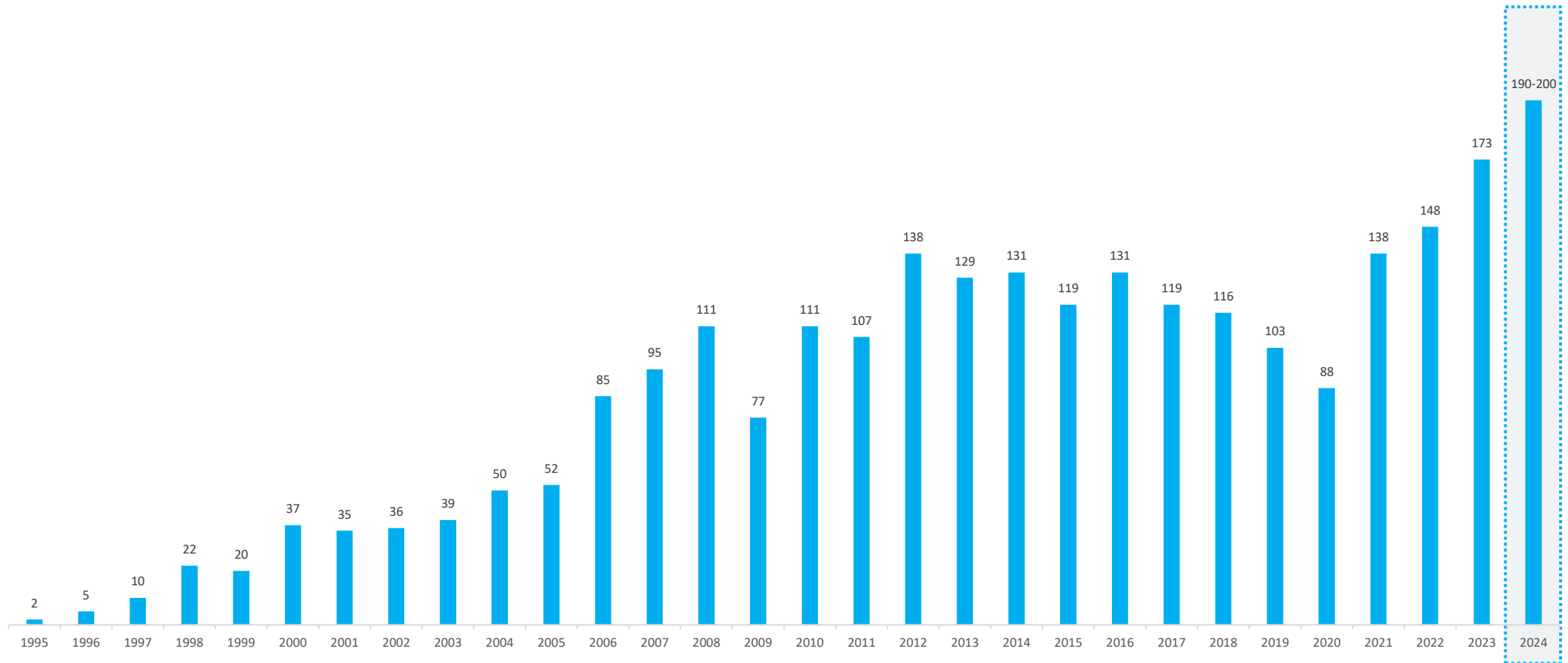
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Revenue evolution in time





Our Ambition
for 2030



Become the
#1 solution
provider in
the live video
industry

Clear corporate strategy



2015 —————> 2023 —————> 2028

From **replay** centric
leading **products**
in **premium** market

Optimized media
leading **solutions**

Live production
ECOSYSTEM
in **multi-tier** markets



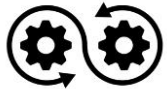
CAPEX only

More OPEX & On-demand



Mainly in OBVans

Growing in **broadcast centers**



EVS Hardware

+ EVS **Software**

+ EVS **SAAS**



Mainly sports

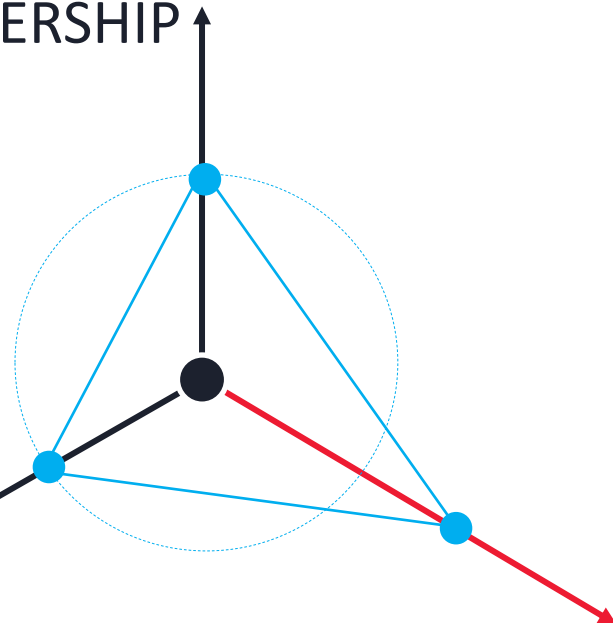
+ **Entertainment & news**

+ **Digital**

Clear DNA



PRODUCT
LEADERSHIP



OPERATIONAL
EXCELLENCE



We provide innovative solutions & related services that perfectly meet our customer expectations

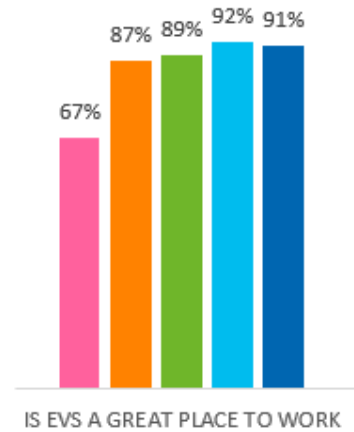


CUSTOMER
INTIMACY

Strong foundations



Strong **management team**



Engaged **team members**

- Blueprint
- 5YBP
- BHAG
- BPM
- Strategy map
- New ERP
- New ticketing
- ESG
- BCP
- Stock options for key contributors
- OI based incentives

Best practices

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Testimony of our corporate strategy



Growing footprint for General Broadcasters (LAB)

From 52,3Mio€ in 2019 to 90,0Mio€ in 2023



Growing footprint of widening solutions base

80% of sales are from customers buying multiple solutions



Reaching new customers through channels

Recent win: large bank in US



Increasing number of OPEX solutions

New solutions offered as license/subscription based (eg XtraMotion)



Recurring business

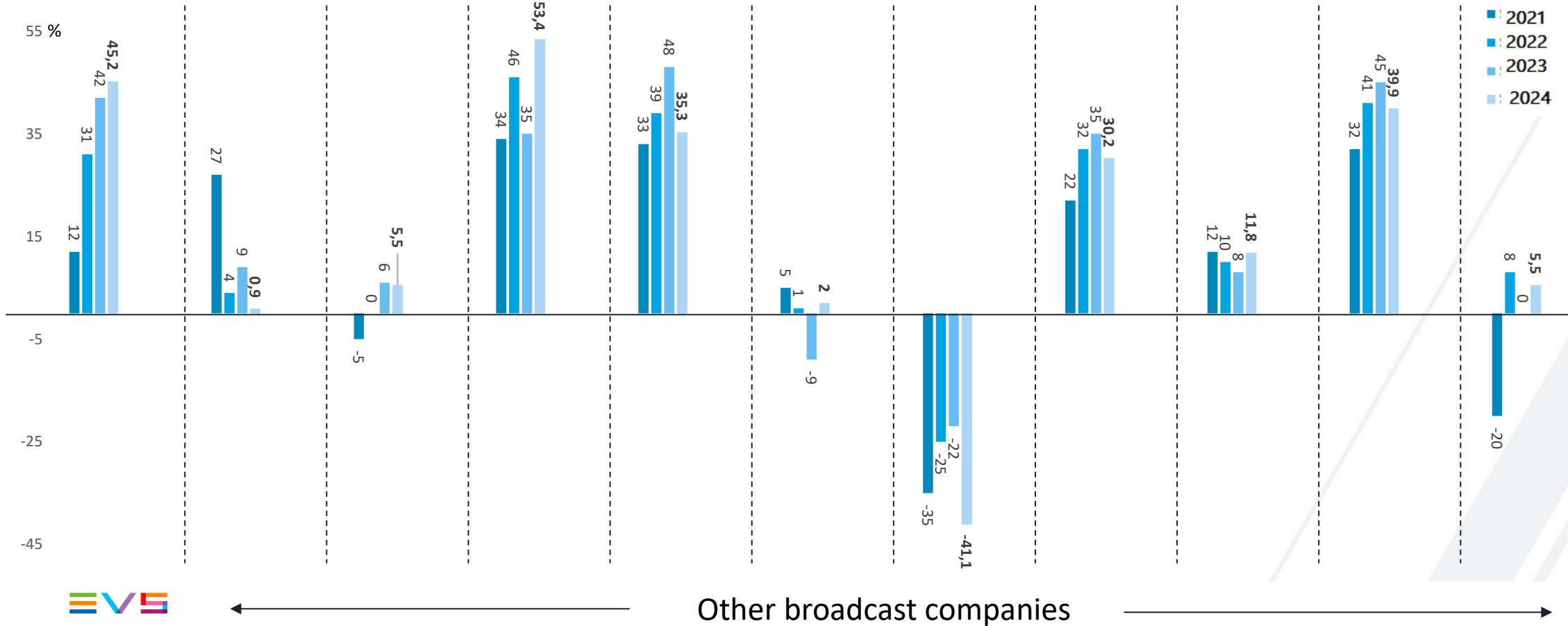
SLA business growing from 11% in 2019 to 14% in 2023



Re-occurring business

80% of the customers buy EVS solutions on a frequent/yearly basis

Testimony of our DNA: NPS evolution (Net Promoter Score)



Global footprint: doing the right things right



Strategy Map

One strategy map with clear alignment on annual objectives throughout the company



Business Process Modeling

Global processes defined and implemented based on customer intimate DNA



Global backbone deployed

One global ERP system ensuring consistency across the globe



Aligned sales incentives

Focussing sales on order intake



Long term business planning

Ensure consistent long term business planning with clear ROI



Data driven company

Implemented a data reporting and governance to ensure concise decision making

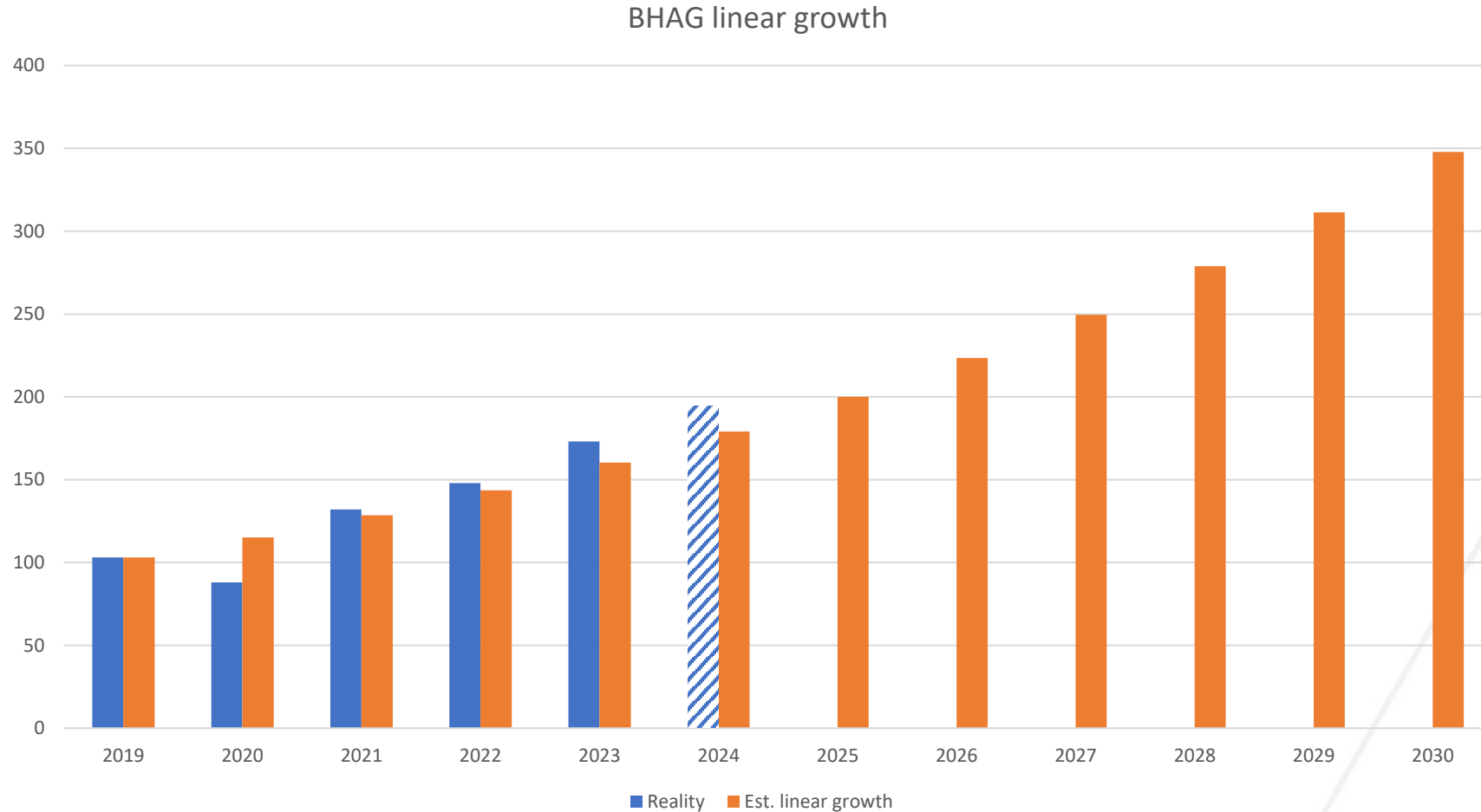
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Route to our BHAG (achieving 350Mio€ by 2030)



Growth is never by mere chance;
it is the result of
forces working
together

James Cash Penney

Questions & Answers





Thank you!





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