



## Investor Presentation Transcript

### CTAC Participants:

Tim Donahue, CEO

Mike Palmer, Co-Chief Investment Officer

Nick Robinson, Co-Chief Investment Officer

### KORE participants:

Romil Bahl, President and CEO

Puneet Pamnani, EVP and CFO

April 5, 2021

Michael Palmer: Welcome to the KORE Investor Presentation.

Before we begin, I refer you to the language at the beginning of the written presentation, which will be filed with the SEC regarding forward-looking statements, non-GAAP disclosures, and where to find additional information, among other matters.

The presentation includes third party industry and market data, which has not been verified and is subject to change. The presentation also includes certain statements that are not historical facts but are forward-looking statements, which are based on CTAC's and KORE's expectations as of the date hereof.

These statements, including projections, are not predictions of actual performance and are subject to risks and uncertainties as further described in the presentation. Such projections are not indicative of future performance and have not been audited, reviewed, or compiled by our auditors.

This presentation is not and shall not constitute a solicitation of a proxy, consent, or other authorization with respect to any securities or an offer to sell or a solicitation of an offer to buy any securities. Certain financial measures included in the presentation, including projections, are not presented in accordance with GAAP. Such non-GAAP measures should not be considered in isolation and you are cautioned that such measures may not be comparable to similarly titled measures used by other companies.

This presentation also does not reflect certain terms of the proposed transaction, which are subject to ongoing negotiation.

In addition, the Company is in the process of re-auditing its financial statements in accordance with PCAOB standards and such re-audit may result in changes or revisions to the financial information included in the presentation.

Let's review today's participants. From CTAC, we have Tim Donahue, who is the Chief Executive Officer. He was the former CEO of Nextel Communications, also the Chairman of Sprint Nextel. Joined with Tim, we have, Nick Robinson and Mike Palmer, myself. We are the Co-Chief Investment Officers of CTAC. Nick is the Head Trader of all Cerberus. I'm from the private equity group. From KORE Wireless, we have Romil Bahl. Romil is the CEO. We also have Puneet Pamnani who is the CFO.

For background, CTAC and kore signed a non-binding letter of intent of Christmas Eve of 2020 and signed a merger agreement, announced the transaction of March 12, 2021. We continue to expect the transaction to close in the 3<sup>rd</sup> Quarter of this year.

The transaction terms result in an implied total enterprise value of approximately \$1 Billion, which is 15.2 times KORE's projected 2022

adjusted EBITDA of \$66.5 Million. In this structure, Abry, who is the current owner of KORE Wireless, is rolling 100% of its common stock. In the Sources and Uses, you can see the rollover shareholder common equity, that's the Abry stock, the cash and trust, which is \$260 million from the CTAC SPAC, and the PIPE investors, they're investing \$225 million into the transaction. On the right, we provide the reconciliation for the pro-forma total enterprise value figure of \$1.014 Billion, and on the bottom right, you can see the illustrative pro-forma ownership, which results in over 50% public float.

With that, I will pass it to Tim Donahue.

Timothy Donahue: Thanks Mike. I'm just going to take a few minutes to discuss how well the CTAC strategy aligns with our new partner, KORE. This page basically talks about the CTAC, the SPAC.

A little history, it was formed in September 2020 at the behest of Stephen Feinberg and Frank Bruno. We put a management team together at that time, and as importantly, we put a terrific advisory board together that has helped us through the process. We have technical types, financial types, marketing types, so we feel very good about the people we brought into the SPAC to help us as we move forward.

We had about 100 companies in our initial pipeline and we began the process. We culled that down to about nine or ten companies. Then we signed some NDAs, and we went hard at it. We came up with four companies that were the main targets. To cut to the chase, we chose KORE. We felt that KORE we head and shoulders above anybody else that we had looked at. Cerberus and CTAC and KORE together we thought would make a great combination.

Two other points to make on this slide that I think are important to make. The first is that Cerberus has a significant number of assets in two areas that we think are going to serve the new venture extremely well. The first is the COAC organization, Cerberus Operations and Advisory Company, which is the proprietary arm of Cerberus. They have a team of 100-plus executives, very skilled people. They move across all disciplines in the business. These functional professionals and experts are working with Cerberus and with Cerberus's platforms to help the companies maximize their financial and their operating performance.

I've been around a lot of PE firms similar to Cerberus, but I've never seen a firm that has as much management help and as much management muscle as Cerberus does. This whole COAC organization I think is a great organization and is going to be extremely helpful to Romil and his team.

The second group is a technology group, the Cerberus Technology Solutions. They are a solutions group that has deep experience in enterprise software

communications and information technologies. Those assets will also be available to KORE as they march forward on their mission.

The other point I would make is that through CTAC, Cerberus, and of course, KORE, we have deep industry relationships around the world, and we hope to continue to utilize those relationships and help KORE grow and prosper.

All right. On the next slide, this really speaks to the alignment that I alluded to the page before. We had five criteria when we went out on our search for a company. I'm not going to go through each of them, but I would say that if you look at this chart...and you'll see green checkmarks next to all five criteria, meaning of course, that KORE has satisfied our requirements of those criteria.

There are two criteria that I would like to touch on. The first is management. Over the last three to five months, I've had the opportunity to work very closely with Romil and his team, and this is what I would say, I would say that Romil is an extremely skilled and experienced CEO. He knows this space as well as anyone. He has developed a strategy that we believe is absolutely spot on. He has articulated his mission up and down his organization. People know what to do, they know what's expected of them. Romil has made it perfectly clear how he's going to take this company...or they are going to take the company...to the very next level. And most importantly, to me anyway, he has built a culture of accountability and winning, and I put a lot of emphasis on winning. This is a winning team with a winning attitude.

The other point that I would touch on is really the first bullet point/criteria point, which is a growth-oriented company with recurring predictable revenue. I've had the good fortune in my career to run companies that have had this dynamic of recurring revenue. The first was McCaw Cellular, the other was Nextel, and finally Sprint Nextel. Let me just say that it's a wonderful, wonderful model. You can see into the future in terms of your revenue stream, and it is very predictable. You can also see trends that are going on within your customer base to help you make decisions in terms of satisfying the requirements of your customer. One of the reasons I was so attracted to this company was this whole dynamic of recurring revenue.

If you look at KORE as it relates to that...and Romil will talk some more about this in his presentation...they have 90% plus visibility into the revenue stream through 2023. Now, think about that. That's pretty remarkable. So, they know...I don't want to say precisely...but in pretty good terms, where their customers are, how their customers are performing, what their revenue is going to look like, and as such, they adjust their plans accordingly.

So, now you take this dynamic, right, a recurring revenue, and then you marry that to the space that KORE is in, which is of course, 5G and IoT, and you'll come to the conclusion quickly, at least I do, that we're in an explosive

growth area with huge opportunity. It is for that reason, the whole growth of 5G, IoT, the arena that we're playing in, that we really think that we've got a winner on our hands.

The final point I would like to make, and then I'll turn it over to Romil, is that they are going to grow like hell because they're in this whole area of 5G and IoT, but they've also done a very good job organically through vesting class platform. So, aside from the area and the opportunity that they have with the arena that they're in, they have this world-class platform, and here's what's key about it...and this is important to me because I saw it at Nextel...this platform that they have is incredibly difficult to duplicate. So, when you look at what they do and how they do it, there are very few people that can do what they do. It's that easy. So, it's really exciting to think about where they're playing and also that they have a differentiated product, or a product that is incredibly difficult to duplicate.

Now, on the inorganic side, they've done a great job M&A. They acquired two companies recently. They have integrated them well into the company, and I think Romil will talk more about the opportunities of inorganic growth, both on acquisitions and the like because we think that also is going to be extremely important as we march down the road and we look at the growth potential of the company.

So, with all that said, I am a firm believer that we have a fabulous opportunity here, and with that, I will turn it over to Romil.

Romil Bahl:

Thanks very much, Tim, and by the way of introductions for us, I'm Romil Bahl. I've been with KORE now just over three years. This is my third CEO gig. I started with a public company in the CEO role back in January 2009. It was a procurement analytics focused company called PRGX, where Puneet Pamnani...now CFO here...had a strategy. Actually, he and I were together at the same company in between, a Detroit-based company called Lockridge, which we pivoted towards the connected car space, learned a lot about IoT, and sold that to a strategic buyer in the middle of 2017.

Then when I saw the opportunity here, I was very attracted to KORE. I felt like we could do some really great things to position ourselves for this tidal wave of connected devices. We really think that this next decade is the decade of IoT, a huge opportunity for KORE. Our mission is to simplify the complexities, to make it easy to adopt, to make it easy for our customers to deploy, manage, and scale their mission critical IoT solutions.

As I go to the next page then, let's just talk through KORE at a glance. The first thing I'll say is that we are trusted advisors who help deploy, manage, and scale our customers IoT applications. Whatever IoT, the Internet of Things, means to them, we help to execute their use cases from fleet management to remote patient monitoring to smart utilities and smart

lighting. This trusted advisor status comes from our immense knowledge of the IoT ecosystem.

IoT is after all an ecosystem play, where you have to know the players and you have to be able to bring the parts together. The last decade or so, IoT has been extremely difficult to implement. Our entire strategy is to make IoT easy for our customers to adopt, and as I said, we do that through a broad set of complementary services, connectivity solutions, and analytics. We're going to go through those in some detail in the next section since it really is important to understand what KORE does and how we are unique in our value proposition in this ecosystem.

It is, however, first important to understand that all of these services, connectivity solutions analytics, are driven off our platform, the seven core engines that make up our KORE One platform that Tim was alluding to, and our broader IP stacks across eSIM and across our cellular KORE network stack. These are not consultative services. From a scale perspective, we can connect our customers in 190-plus countries.

The key asset that was built before I actually took on the role in the Company was the 40-plus key carrier integrations. This means application programming interface, or API level integrations, into the operational support systems, or OSS stacks, of major carriers around the world, companies with names you would recognize, Vodafone, Telefonica, AT&T, and Verizon. They are the partners that we go to market with, and we are integrated into their networks.

As you can also see, we have about 3600 customers with over 12 million devices around the world. You can see the revenue number on this slide. Tim talked about the amazing power of recurring revenue. Our revenue visibility is just incredible. I've never seen anything like this in any business, including by the way, the best quality SaaS and PaaS businesses, Software as a Service and Platform as a Service businesses.

KORE's visibility is even better than that, and I'm getting set to tell you why, because how we make money...think simply at least in our KORE connectivity business...we put a SIM card in a device, we deploy it on behalf of a customer, and that will provide us revenue for seven to ten years on average, and in fact, as battery lives are increasing, this longevity of revenue could extend to 10 to 15 years.

So, it's a very sticky business with high profitability characteristics as also outlined on this page. In fact, our five-year model has us growing to over \$400 million in [projected] revenue, but the [projected] adjusted EBITDA margins are [expected to get] well over 30% with the operating leverage we deliver. And the compelling growth part of this story comes from all the things we are hearing about in the news, the explosion in IoT, eSIM...we'll

talk about each of these drivers...and of course, all of the excitement around 5G, which will really change our planet in some very important ways.

With that, let me just outline the presentation ahead. As I mentioned already, we will start with a deep dive into what we do, sort of make it come to life with a customer case study, and then cover our competitive positioning. After that, we will showcase the market as a whole and how it's evolving, our multiyear transformation plan, and how we are investing to position ourselves for the exciting decade and more of IoT growth ahead. I'll end with some signs of progress before turning it over to Puneet for the financials.

Let's go to the next page now and talk about our high-demand IoT services. The KORE business model in more detail is represented on this page. KORE offers IoT services in the form of connectivity, which today represents about 75% of the business...that was what we did in 2020, and IoT solutions, which is 26%. Remember, when we came here, it was 100% Connectivity as a Service business, and you now see all of these new services, including connectivity enablement services and then all of the IoT solutions, managed services, and analytic services that have been added in and have gone from zero to 26, and we believe that mix will change aggressively going forward.

Within connectivity we offer of course our KORE business of Connectivity as a Service and then Connectivity Enablement as a Service. Our customers pay us to connect across multiple locations and multiple carriers. They pay us a few per connected device in circulation per month for the lifetime of that device. Again, about a seven- to ten-year average lifetime.

Prices vary by use case, by connectivity requirement, but because of the multiyear device life, the critical nature of the IoT service and KORE's deep customer relationships, we are proud to have less than 1% annual revenue churn as of 2020, and we believe that's our business as usual churn going forward. And by the way, our loyal CaaS customers grew their device counts about 20% year over year in 2020, and again, we think that's sustainable because we're all growing in the IoT market.

Within the connectivity segment, we also offer Connectivity Platform as a Service, Cellular KORE Networks as a Service, and a whole new area of investment we're very excited about in private networking and Private Network as a Service.

Now, let's talk about the solutions segment, which we expect to grow from roughly a quarter of our business today to 40% of our business by 2025, but that's in the numbers that we are promising, the numbers that Puneet allows me to talk about, the \$414 Million in [projected] 2025 [revenue]. Our real ambition is to get to \$1 Billion by that time, and I believe that the growth in this area will be more exciting and the mix will grow more to fifty-fifty.

In this area, we capture all of the solutions that KORE provides beyond connectivity, IoT strategy, end-to-end security management, technology evaluation and selection, device and data management, supply chain and deployment, operational support, billing, traffic data analytics, and optimization. Typically, device management solutions are charged based on number of deployments, which follow the device deployment schedules of our customers. We work with our customers and develop these plans together, providing great visibility into this line item.

In addition, KORE has developed certain KORE branded product offerings, such as Position Logic and Security Pro, which provide tools to our IoT solutions customers that are end-market and use case specific. We sell each as a service and we plan to continue to introduce new products to meet our customer's needs, and each will also be sold on a similar subscription based model.

Let's now look at the next slide, core differentiators and some indicative, illustrative customer use cases. We take pride in serving our customers in an environment that is changing and expanding in use cases, several of which are presented on the right side of this chart. These are the use cases that we provide that frankly we enable every day today. As you can see, some of these use cases are critical to the industries that they serve, as in the case of fleet management. Some of these are tied to highly sensitive applications with lives to care for. We enable connectivity through several differentiators. The left side is the competitive mode. Our 44 carrier integrations, each of which takes time to build, and that's just cellular carriers...about two years to build any one substantial mote. You add to that our satellite connectivity and other bearers, our lower integrations, and we are really a one-stop shop for connectivity.

Our proprietary technology platform, I've talked about a little bit, KORE One and the seven engines. All of our eSIM technology and the related proprietary IP that enables us to provide advanced solutions, optimizing network, redundancy, and other device specific considerations.

In terms of IoT solutions, we bring to the table deep industry knowledge and experience and that is evidenced clearly in Connected Health, which I will get to in a chart later. You look at area like connected health and it has multiple levels of regulation, certifications, and compliance standards. It's complicated to get into, but we are there, and we are thriving. What's really exciting about our IoT solutions segment is that we see so much opportunity to cross sell into the over 3400 connectivity only customers, where we literally only sell one service to today. As these use cases develop, we see only more opportunity emerging for us as a company.

Let's now go to IoT deployments. Why are they so complex? Why has it taken the industry so long to really build to the momentum that we see coming in the next decade. Well, there are seven reasons on the left-hand

side. If you start in the middle, you see the fragmented ecosystem. I remember when we started talking to customers after first arriving, my first 100 days at KORE, we realized that the other providers in the IoT industry were expecting the customer to put all the Lego bricks together themselves, and that's really hard to do. It's a fragmented ecosystem.

There is a statistic, I believe it's from McKenzie, where they said that you need 18 partners, 18 vendor companies to launch one end-to-end IoT solution. Well, that's just too many. That means you've got to start with probably 180 companies, short list from there, run a mini RFP process, and then select the 18, and that just takes too long and the time to market is incredible. There is a general lack of IoT expertise and resources. The inner operability and compatibility challenges across protocols and compliance and regulations, especially again in connected health, as I said, but also in transportation, fleet management, other areas where regulation is quite intensive. Connected Health became about a third of our business in 2020. If you can do it in connected health, you can do it anywhere.

I'm not even talking about some of these. IoT security, there at the bottom, you might argue is the biggest issue. When there are 75 billion devices hanging off the Internet, that's 75 billion ways people can get into your network. So, all of these complexities...I'm not going to read all seven...just make it complex, and that's why there was a Cisco report a few years ago that said almost two thirds of all proof of concepts and prototypes fail or stall in IoT.

Those are the reasons why over the last ten years things have been tough but why as we've solved these issues, as companies like KORE come together and make deployment of IoT easy, we think the next decade is going to be so much more exciting.

We've positioned ourselves as this IoT-in-a-box player that you see on the right-hand side. Those seven steps on there, from strategies, adding security, to selecting technology, all the way through, that's really the customer's journey. So, if they can get most all of what they need to deploy their service from one company, it's a significant differentiator for us. We think of ourselves more as an orchestrator, sort of a prime contractor to launch a solution for our customer. There are a ton, obviously, of customer benefits, fast time to market, secure, cost efficiency points. You see those at the bottom of the page there.

So, having set all that up now, let's go to the next slide, which is our customer case study. This is a real customer. It's actually our largest customer, Customer Number 1. It really, I think, makes our proposition of simplifying the complexities real. First of all, since I've already now said that this is our largest customer, let me go ahead and disclose that they are about 14% of our revenue in 2020, but there's no real customer concentration in this

business. The next largest customer is about 2% of our revenue and then it's down from there.

This is a multinational medical devices healthcare company. You would instantly recognize the name. We've been working with them for over a decade. In this use case, within remote patient monitoring, within the segment of remote patient monitoring within the industry of connected health, it is the use case of cardiac rhythm monitoring. They happen to be one of the top three players there, and for this area, we have 100% of their wallet-share across their solutions.

So, the way this works is that, first all of their devices come to our warehouse in Rochester...or by the way, our warehouse in the southern part of the Netherlands, depending on which geography we're serving. Why Rochester? Because that's where our FDA registered, ISO certified...and by the way not just ISO 9001, but ISO 1, 3, 4 and 5, which you actually need before you can handle medical devices. All of that is based in that center. So, it just adds on to the mote around our business.

Certainly, the KORE One platform...Tim talked about it...the integrations we have with all of these barriers of connectivity, all of these are clearly notes, but so are these capabilities, these certifications, and really it makes us the only company that can actually do all of these things for a customer. And so, we've become a trusted advisor. We're an extension to their operation.

From an ease of adoption standpoint, they literally just send us one PO that says, here's how many devices we need for next quarter, please. We got one last Thanksgiving with about 87,000 devices on it. And then the rest is on us. The hardware arrives from the custom manufacturer to our warehouse, as I said, we get it ready, we configure it, right firmware, right software, test the connectivity, stage it, kit it, ship it. By the way, it's built and designed to just work out of a box, but if for some reason it needs support, we'll support it, if there need to be returns, et cetera, it will return, and all of that is KORE.

You can just see how we're shipping this to 57 countries. People that move with their equipment. We get data from over 100 companies. You can see our global independent CaaS, Connectivity as a Service. You can see that is a big part of this. In fact, the right side of this page is about \$8 Million in revenue last year, as they climb to now almost a million subscribers. By the way, they'll go over a million this year. On the left side of the page, where we do all of the services I described, is actually \$20 Million. So, when you sell additional services, IoT solutions to a customer, it's bulky, really good revenue.

Now, let's take all of those capabilities and look at how we can apply that across Connected Health, on the next slide. All of these capabilities are applicable across all of these other exciting use case segments in healthcare. You all know that over the year of the pandemic, we have had more than 12

years' worth of adoption, in terms of adopting technology and remote health. There are other big cardiac rhythm customers. By the way, all three of the big three are our customers. Then you go to the other RPM segments. In Remote Patient Monitoring, we haven't even started talking about the chronic diseases yet. Like continuous glucose monitoring for diabetes patients, et cetera. So, that's the second bar in blue down there.

Then there's medical equipment, diagnostics...think of it as remote asset monitoring applied to connected health. All of those diagnostics. And then clinical trials are increasingly decentralized, or run remotely. If you need to run a clinical trial in 80 countries over the next three years, you've got to have technology devices go out there, come back, be refurbished, get the ePRO, eCOA data off of it, ship it back out again to the next group.

You can just see we are uniquely positioned to enable all of these exciting use cases, that funnel of customers and potential customers that you see on the slide, gives us confidence actually, that even while we're sort of putting out a forecast of only \$414 Million by 2025, we internally actually have a target of getting health alone to \$300, and the company overall to a billion, aided with inorganic activity.

So, that sort of starts to showcase the excitement. Then you say, okay, but Romil, that's \$300, how do you get to a billion? Well, the way we get to a billion is because we're focused actually in five industries. What are those five industries, Romil? Let's go to the next slide. The next slide showcases where we are focused. You can see the exciting growth rates in asset monitoring in I-IoT, Industrial IoT, and different terms used out there for all of the excitement there. And of course, our traditional strengths in fleet and connected, which were the early adopting industries. As I said, we are about a third in connected health, not quite 25%, not quite a fourth in fleet, but massive growth to come.

As you can see, exciting use cases, well over 80% of the IoT market. We've picked our sectors well, and more importantly, we've picked the fastest growing use cases in the most exciting segments, and we continue to refine our approach to these industries, we continue to learn where there are gaps. We are actually now investing in preconfigured solutions that we believe are going to power our growth even faster with high-volume uptake.

Let me now get to the last page of this section, which is our unique one-stop shop IoT solutions provider. This is our strategy. It is to be that one-stop shop. It is to not really compete with any of these players. Sure, in a narrow use case sense, you might say, if it's a connectivity only company in a very simple use case, where one carrier could answer, sure. Maybe this one carrier could be a competitor. But the minute you're talking about the whole country of the United States, or half the country of the United States, you need all three carriers. Or you need three countries, five countries, ten countries, 50

countries you want to ship washing machines to, suddenly you need us to be able to serve you and yet be at one screen with sanity.

I would argue that our customers' number one need is for someone to bring all of this chaos to order and let them adopt IoT solutions. I always like to say, you need to go focus on your business, on your value proposition, on the part of the iceberg that shows above the waterline. The end-to-end IoT solution, that value proposition is yours, everything going on underneath, let us take on as much of it as possible, let me pare down those 18 partners you need down to one or two. And that's what we do.

Okay, so, let's now roll to the next slide and start, as I said before, to really just look at the market. We think we're very well positioned in the relatively early innings of this exciting growth decade, but then more, of IoT. Many of you are familiar with the some of the numbers at the top half of this page, \$380-odd-billion worth of IoT market in 2020, growing to about \$1 Trillion in 2025, and then \$7 Trillion in 2030.

What I think most people don't take the time to do is to ask, how is that actually going to manifest. So, we're going to take a couple of different looks. We're going to peel a layer of the onion a couple different ways. First, let's look at the devices that are actually going to connect and make this industry happen. Across all of the industries that we cover, if we sort of triage across all of that and put our own knowledge to work, we believe there will be about 75 billion IoT devices connected to the Internet by 2030. By the way, 75 out of the 91 billion total devices hanging off the Internet. That's nine or ten devices per human being on the planet, by the way. So, it's just a mind boggling opportunity to have the ability to connect these, to have a platform that helps customers manage all the complexity, to get visibility into it, to manage the security, to manage these devices, et cetera, is just absolutely a phenomenal opportunity.

By the way, quite different in it's mix. If you look at 2020 consumer devices, laptops and smart phones and the like are about fifty-fifty, give or take, with IoT devices. And then IoT just takes off with the especially exciting CAGR of 25% between 2025 and 2030, when 5G will really be powering our growth.

Now, let's take another look at the layer of the onion of connectivity. What are the protocols that are actually used to connect these devices? So, this ramp that you see on this page...and again, it's the same 75 billion devices I just talked about, IoT devices...by 2030. It's roughly half...you can see in gray...short-range. So, that's stuff in the house or inside of an office or building, it's Wi-Fi or Bluetooth or Zigbee enabled. There's no per megabyte or usage charge if you will for the connectivity in short-range. But there is a charge for long-range connectivity, which is roughly that other half up at the top.

So, when you get above the short-range, you get into that cellular, the excitement of 4G and 5G LTE. You get into satellite or unlicensed cellular LPWA type technologies. Customers pay for that access. So, the way we make money across this set of connected devices is represented here on the right. Our Connectivity as a Service, our core business, seamlessly connects licensed, unlicensed, satellite connectivity for our customers, and we really simplify complexities here.

Let me just go back quickly to the example I talked about. If you need to ship to 50 countries because you're a manufacturer of washing machines...the example I just used. If you need just two to three carriers in each of these countries, AT&T, T-Mobile, and Verizon...if you need an average of let's say two and a half carriers for 50 countries, that's 125 carriers. Well, now we're off and running. That's 125 contracts. You need a small army of lawyers and contract administrators. You need people to log into 125 platforms to order SIMs and provisions SIMs when they need to be connected, and monitor usage. You get 125 bills at the end of every month. You've got 125 phone numbers to call for support. It's an untenable problem. It doesn't even get off the ground, the 65% of prototypes that fail.

We bring that all down to one screen. That's our fundamental value proposition, the multi-multi-multi-connectivity, multiple technologies, multiple devices, multiple regions, multiple carriers, multiple barriers. We've been building this thing for two decades.

Now, when a customer wants to take more control of their network, we can enable connectivity for them. That's where connectivity enablement comes in. They can use our KORE network, they can use our connectivity management platform, or CMP as a service, and certainly increasingly Private Network as a Service, huge, hot area, exploding right now, and 5G will actually further enable private networking.

Then when you come to the actual devices and the data management opportunities, the physical handling, the logistics, the setting up, the configuration, the support over time, and then the analytics off of those devices. Think about that use case I just talked about of our largest connected health customer, and you get an idea of what we're able to offer. That set of services on devices works across all of this, short-range and long-range. And increasingly, use cases are both. Again, like the example I talked about. There's Bluetooth but there's also cellular. Frankly, our customers don't care, shouldn't care what is the technology, what is happening. They should just say, KORE make it work. I want it to work out of the box for the lifetime of the device wherever I put my device.

The final part of this page is one of these very determinant growth drivers that are coming at us over this decade. The first is eSIM. It's already started. In fact, we shipped almost a million eSIMs last year. We are the global independent eSIM leader, the standard eUICC of the GSMA, the organization

that runs all of cellular. About four and a half years ago is when they established that standard, and we've established ourselves as a leader. It basically is a smart card that allows us to download over the air an eSIM profile and connect any customer anywhere we operate.

So, why does that help? Why is that such a simplifier and, if you will, an ease...enabler of adoption of IoT? Well, I solved your frontend problem when you had to work with 125 carriers. I got you down to one. The problem I didn't solve, is you still need 125 SIM cards in each factory in the world where you're manufacturing these products that you're going to send all over the world. That's 125 SKUs. That's a forecast that's wrong the day after you wrote it. That's mistakes being made, and incorrect SIMs being put in, and washing machines showing up that don't connect. So, if you could simplify that down to one SKU, the promise of eSIM, because I can over the air download what you really need for a local best price so. So, I completely future-proof your business and let you really own your SIM card. For the first time, the customer owns the SIM card and isn't the prisoner of a carrier or another bearer. So, very, very powerful. Apple has been pushing eSIM for years now on the consumer side and we're just looking forward to taking advantage of this as it simplifies and drives IoT.

Then the next driver here is LPWA, low-power, wide-area. This is where smaller sensors and machines can optimize battery time so things can last 12, 15 years. Billions and billions of these high-volume devices will go out into smart meters, smart cities, smart lighting. All you need to do is turn it on at dusk, turn it off at dawn. It's not really going to use a lot of power. The rest of the time it's off so it can last even longer. So, believe it or not, the stickiness of our revenue is about to start to get even longer as LPWA comes in and transitions into massive IoT and 5G land.

Then, of course, there's the power of 5G. So, instead of talking to 5G here, I'm going to go to the next page, where we start to really focus a little bit on 5G. You can see all of these exciting use cases around the page. You can also see that seven trillion...that growth isn't ending in 2030. It's rattling on and almost doubles again to over \$13 Trillion by 2035, when we will have a truly connected planet. Everything will be connected. The way I think about this is, we haven't even contemplated the use cases that will come with 5G. If you think back to when 4G was first being introduced, when the LTE, the Long-Term Evolution, first started, there was no Uber before that, there was no Airbnb before that, there was no Snapchat even possible. So, the fact that we don't even know what thousands of use cases that power and bandwidth and low latency of 5G is going to bring. It's just hugely exciting. Augmented reality and virtual reality, extended reality apps, autonomous driving. The things that are difficult to do today will be easy with the power of 5G.

We uniquely are getting ready to play in 5G five different ways, and that's the next stage. There are five ways, but before I get into the five ways, let me hit the three big chunks of 5G, the way we look at 5G. So, if you look at the

inside circle there in 5G, there's massive IoT, in green, there's the...by the way, massive IoT is where LPWA, which I was just talking about, NB-IoT, CATM technologies, all of those are going in there. Then there's 5G broadband. That's where autonomous, high-bandwidth type use cases, autonomous driving, that's where that will go. And then the ultra-reliable, sometimes called critical IoT, that's where great precision, very, very low latency, high-quality networks will be required for things like robotic surgery. In fact, you'll probably just have a private network around surgery centers in the future, a 5G type private network, so you're never dependent on anybody outside for any blips, any latency, any wiggle in the network.

So, what are our propositions now? Let's go across the five. First, at the top left, look at current CAS proposition, our multi-multi-multi proposition will be more powerful than ever before. Our 5G-ready eSIM will make it easy for customers to just connect their products and ship them everywhere in the world.

Perhaps more importantly for our customers...and that's our second point there...understanding their use cases and guiding them is key. We've served over 10,000 customers lives a day, 3600 today. We know what they do. We've seen a thing or two. So, we can guide them to which part of this 5G spectrum they should be thinking about and make it as seamless for them as possible. Because we handle the devices, the logistics, the managed services, and support, we will seek to make 5G very easy to adopt. Simply put, our mission is to be the number one enabler, or onramp, of 5G adoption in the world.

Two other things on the right where we will play. Edge Compute is coming at us hard and fast. The Edge Cloud, if you heard that term, is going to become real. The notion of basically more intelligence out closer to the edge. For that, our KORE anywhere multicarrier gateway plans fit right into that. We will be able to download and upload all of that over the air, maintenance required for the Edge Cloud, our customers needing to deploy software. We are very excited about that. It's in innovation stages today in what we call KORE Labs, but very exciting. And then finally, Private Networking. We've already mentioned that several times, robotic surgery application, for example. Our hyper KORE, our Cloud native KORE networks will work right into the private networking area. A very, very exciting decade, or decade and a half of IoT coming at us and providing us huge tailwinds for the future.

Let's now go to the next chart, which talks a little bit about our five-year transformation and how we've been thinking about that here at KORE. Before I just jump into the transformation to 3.0 though, you might wonder, what was 1.0, what was 2.0. KORE 1.0 to me, I define it as when KORE started, 20 years ago almost. The term IoT wasn't even used. It was M2M, machine-to-machine, and KORE became, first with Rogers and then with AT&T, sort of a North America only, connectivity only, M2M player.

Then came KORE 2.0. The thesis that built KORE 2.0 was shared by Abry, our private equity, and the KORE founders, and that was to aggressively acquire a few businesses to give us many more of those carrier integrations than just Rogers and AT&T, and now we have 44 of those, plus the satellite, plus the lora, et cetera.

That was a massive a fairly transformational set of acquisitions which had one goal, to build this kia set for our growth in the future. But there were casualties and there almost always are in integrations. Some customers, which might have made sense for the smaller companies that we acquired to serve, were just not going to be profitable in the long-term for KORE. Others left due to the migrations and the technology features being slow to develop at first. So, there was a significant amount of what we call one-time customer churn that was in the system from back when those acquisitions were happening, back in 2013, 2014, 2015, and 2016. But we are over that. We now have our new platform. We're not losing customers. Churn is down to less than 1% annual revenue. So, that part of the transformation is done.

Now, to help us with the early phases of this transformation...and as Tim mentioned...we've done a couple of acquisitions. We did ASPIDER first, which was to double down in connectivity. They really moved our eSIM capability forward, probably by 18 months, maybe even 24 months, from a time to market acceleration perspective. And then with our managed services and IoT solutions strategy taking hold, we acquired Integron in very late 2019. And Integron has moved us forward, not just in managed services generically, but specifically in Connected Health. They had about 90% of their business focused in connected health. Again, if you can do it in healthcare, you can do it everywhere. So, it sets up a massive cross-sell opportunity.

You can see that we're very interested in developing, extending our capabilities when we do acquisitions, not just, quote, buying customers, et cetera. So, where are we headed? Phase two of our transformation, you can see, is about industry go to market, real maturity and leadership in eSIM, and innovating in 5G. We have a series of R&D innovation projects in 5G and for analytics because that promise of A-IoT, where artificial intelligence and IoT come together, is just massive, and that's what, of course, all of phase three is about. And so, this will of course inform our M&A strategy. You can tell that there are a couple of years yet to go in our transformation. Again, we hope that's attractive to investors because we're actually getting better. We're actually just getting ready to sort of takeoff, even though we're this early inning story.

I've said a couple of times I want to be a billion-dollar company and I talked about the five industries and average of \$200. Well, if healthcare is \$300, then the others don't have to average \$200, but you get the point. This is another way of looking at how you get to a billion-dollar company. This is how you actually execute. We think instead of the \$414 [million in projected

revenue for 2025] that we've put out there, it's reasonable to get to \$700 Million or more organically, and then we can execute the inorganic acquisitions, like the couple examples I just talked about.

What is step one? Step one is just what we've done, get churn down, keep your customers. Your customers are growing at average about 20%. What a great business to be in, just grow with them. Serve them well. Good things keep happening. Then cross-sell. I've already set that up in the conversation. If we can sell just some of our connectivity-only services, just some of our services, just three, five, seven services, you don't have to do 28 services like we do for our number one customers...there is a ton of revenue to be had, and by the way, that's before we get to this notion of preconfigured solutions. So, our customer bases, we can go fill gaps for customers, but we're investing in preconfigured IoT solutions.

Let me give you an example. In Connected Health, where there is this massive shift toward remote patient monitoring going on, every one of those remote patient monitoring companies has to have a way to connect. There are devices, there are weight scales, blood pressure monitors, thermometers that have to be connected with Bluetooth or something else short-range, and then something has to bring that data back to whatever health cloud that they're going to use, get it to a physician portal, et cetera.

So, we're building an enablement solution. We call it the chronic disease enablement solution, or data telemetry. We hope that this will be picked up by many RPM companies because again, we're just making their journey easier. Then over time Edge Compute, A-IoT, and analytics, and that's what gets us to the \$700 Million [projected revenue from organic growth for 2025], and if we can get some high-quality M&A going, and those companies are growing, that's how we get to be a billion-dollar company.

On that M&A point, on the next slide, we just wanted to showcase, on the right-hand side, some really high-quality M&A candidates. That's our current top ten list. Again, we don't execute M&A for the sake of M&A. We don't need M&A to grow. We execute it when it moves the capabilities forward, when it fits with our strategic direction, it gives us maturity in either our industry practices, like Integron, or it furthers our horizontal capabilities. Puneet and I have done about a dozen acquisitions together over the last dozen years. We've only done two since we've been here, but with this move to a public company massively deleveraging our private equity deck stack, we are well positioned for M&A. There are more details on the two I've already talked about there, on the left-hand side.

Let me, in the interest of time, just move to the next slide and point to some signposts of progress as this transformation has gone on. We've talked about the right side already. We talked about the 92% recurring revenue, the 90% visibility, the 1% churn. So, let's just look at the left. The story is starting to gel, the sales transformation is starting to work. When you can sell almost

70%, 69% more total contract value in 2020 than 2019, and 2019, we sold more than 2018, that's when you know you're getting traction, you're getting a number of SIMs being shipped...and again, the five million SIMs we shipped last year, as those get deployed...some were deployed last year, some will be deployed this year...and that revenue is good for the next seven to ten years. We feel like this is a great model for success.

We don't really have any holes to fill anymore as the one-time customer churn is going away, the tech sunset piece that Puneet will talk about, will also be gone in another couple years, and then we think the story really kicks in, powered by the top 25 customers that are growing, leading from the front, growing faster than others, and some very, very strong performance coming in.

The next couple slides just really bring this to life. The TCV momentums there. As you can see, we did almost the revenue of the company in TCV last year, and that's going to come out over three or four years. We'd like to beat the revenue of the company in TCV this year as we keep getting better. Finally, from a SIM growth momentum standpoint, you can see the acceleration. It was 8.9 million SIMs at the end of the first quarter last year. It was 10.9, almost 11 million SIMs at the end of the fourth quarter. As we get that number out at 15 and 20 and 30 million SIMs connected...and by the way, our platform is built to scale to 100 million SIMs without being too concerned...we think the future is really bright. We think the momentum is really real.

On that note, I will turn it over to my colleague, Puneet Pamnani.

Puneet Pamnani: Hello everyone. My name is Puneet Pamnani, and I'm the Chief Financial Officer of the company. I have been with the company for three years. Since Romil has already provided a great introduction, let me come straight to the numbers.

The numbers on this page are all pro forma, so they do include the financial results of the two acquisitions in this time period that Romil mentioned, ASPIDER and Integron, through the beginning of 2018. This gives you an idea of the organic growth of the business.

This company is a rare combination of scale, growth, profitability, and cashflow generation. A company with 17% projected revenue CAGR over the next five years, and yet a 31% average adjusted EBITDA margin. This is also a low capital intensity business, especially working capital terms, which is why you see adjusted EBITDA translating to \$349 Million of projected accumulative cashflow accumulation by 2025.

The chart on this page provides you a little bit more detail on the revenue trend of the company. We have two product lines, Connectivity and IoT solutions, and Romil explained both. To recap, connectivity revenue is

derived from data connectivity services and charged on a per-device, per-month basis, plus data charges. IoT solution services on the other hand are the device management services, location-based services, and the security services that Romil explained. For example, in his healthcare customer case study, this revenue is also charged on a per-device basis, per month, which depends on the scope of the services being performed for that customer.

We can grow connectivity at 14% CAGR over the next five years. This growth is forecasted to derive mostly from the growth of the market and our customers. Each of our customers typically grows their device counts and revenue well into the double-digit percentages each year. Excluding one-time churn, the organic growth of the business has been around 10% through 2020, which is less than 14% because of transitions from 2G, 3G, to LT, which Romil had previously mentioned. Both of these factors, the one-time churn and the LT transitions, can be forecasted, they are predictable, and they will be gone entirely after 2022. Importantly, our business as usual churn is now less than 1% of revenue per year, and we have lost no customers from the prior two acquisitions of ASPIDER and Integron.

IoT solutions is forecasted to grow even faster at 30% CAGR over the next five years, and we believe it's quite feasible. The market itself is growing at 20% per year; our customers are growing at this rate on an average. Secondly, we have a huge cross-sell opportunity at KORE. Only seven of our top 30 customers buy IoT solutions from us. The rest are connectivity only. When we successfully upsell to a connectivity customer, each sale represents recurring revenue in the multimillion-dollar range. The largest IoT solutions customer, as a way of example, that we have today is recurring revenue of \$20 million plus. We don't have to upsell to a large number of connectivity only customers to get to the 30% CAGR on IoT solutions, especially from the low revenue base today.

The next slide illustrates one of the strongest features of our business. It's visibility. This makes my job as CFO relatively easier than my peers in forecasting this business out in a multiyear timeframe. After 2023 revenue projection that you see on this chart of \$276 Million, a full 91% is projected to be derived from customers that we already have, including 2020 wins, plus any customers that we can reasonably win in 2021, given proposals outstanding and market conversations. We are not assuming any wallet-share gains in this projection, only that KORE grows as our customers do.

Now, you will remember that our customer churn is now down to less than 1% per year. Each of our customers is growing well into the double-digit percentages and we have 92% recurring revenue. So, this 91% visibility two years out should not really be surprising. It is a logical chronology of those facts.

So, this slide is about visibility and the next one is about momentum. Romil has already spoken about this and the sales execution, which is now kicking

in. This momentum is already showing up in the revenue and SIM count numbers. So, in Quarter 4 2020, our revenue grew by 17% compared to the same quarter last year. We also had 12% sequential SIM growth, which is an annualized rate of 48%. Now, to be fair, we had some extraordinary successes in Q4 2020 with wins ramping up faster than usual, but no question that as we start 2021, we have solid wind behind our backs.

That's the end of my section. Over to Nick. Thanks.

Nicholas Robinson: Thanks, Puneet. My name's Nick Robinson. I am the Co-CIO of CTAC. Based on everything you've seen and heard today; I think you'll understand when I say that it's been very difficult to find a great public com out there for KORE. KORE is unique in the sense that it is a one-stop shop connectivity provider and offers incredible critical IoT solutions. In our experience, we haven't been able to find anyone out there that does quite what KORE does on a global scale.

Because of that fact, we've had to look at benchmarking in two ways. We broke it up into two buckets. On the left-hand side of the page, you'll see your pure play IoT comps benchmarks, and on the right side of the page, you'll see the communication software as a service benchmarking companies. Because the companies on the left side of the page are hardware intensive and also therefore cap X intensive, we leaned a lot more favorable to the benchmarking companies on the right side of the page. KORE is an extremely rare asset. In our experience, it's extremely hard to find a company that has such incredible visibility into future cashflows coupled with such explosive growth.

On the next couple pages, you'll see your traditional benchmarking slides, and what you'll see is a company that has incredibly high gross margins, very high EBITDA margins, very nice free cashflow generation, low churn, and low leverage. At CTAC and at Cerberus, we have bought into Romil's \$1 Billion plan and we're going to do everything in our power to bring that to life.

I'm going to pass it over to Romil to close us out. Thank you very much for your time today.

Romil Bahl: Yes, thanks Nick, and to all you, Tim, Mike, Puneet, thank you for a great presentation today here. Great support. Much appreciated. I'd like to thank everybody that's actually taken the time to sit through this video. Thank you for your time and for evaluating KORE. We certainly hope that some of our excitement has sort of brushed off and that you will become shareholders or at least come back for more questions, and we look forward to engaging at that time. Thanks very much. Take care.