

WPTG Is Not an Acquisition Story.

It's a Platform for Revenue Expansion.

One of the most common criticisms I hear from investors is this:

"We don't fully understand WPTG."

Closely followed by:

"You do a lot of acquisitions — but how exactly do you create value after you buy companies?"

These are fair questions. And they deserve a clear answer.

So let me be direct.

WPTG is not a collection of acquired companies. WPTG is a platform.

A platform designed to **sell more services to the same customers, more intelligently, and more repeatedly over time.**

Platforms Don't Create Value by Owning Assets

They Create Value by Expanding Revenue per Customer

When we acquire a business, we are not primarily buying EBITDA.

We are buying:

- Specialist capabilities
- Trusted customer relationships
- Proven delivery teams

What unlocks value is what happens *after* the acquisition.

The platform logic is simple:

1. Add a new capability
2. Plug it into a broader customer base
3. Expand customer spend through upsell and cross-sell
4. Shift revenue from one-off projects to recurring contracts
5. Improve margins through shared platforms and scale

This is why **sales execution is central to our strategy.**

Sales-Led Integration (Not Cost-Led Integration)

The WPTG Sales Playbook

Many roll-ups start integration by asking:

“Where can we cut costs?”

We start by asking:

“Where can we sell more?”

Every acquisition goes through a structured commercial integration:

First 30 days

- Map top customers across the platform
- Identify which services each customer does *not* yet buy

Next 60 days

- Package clear, pre-priced service bundles
- Align sales incentives around multi-service contracts

Next 60 days

- Joint sales activity
- Cross-selling into existing accounts
- Focus on recurring revenue conversion

The goal is not complexity. The goal is **revenue per customer expansion**.

Upsell: Moving Customers Up the Value Curve

A core part of the platform strategy is **progressively deepening the customer relationship over time**.

In practical terms, this means:

- **From one-off projects to ongoing managed services** Instead of delivering isolated pieces of work, we take responsibility for operating, monitoring, and improving the customer’s environment on a recurring basis.
- **From basic IT support to mission-critical operations** Customers that start with standard IT services are gradually moved onto 24/7 operational platforms such as Network Operations Centres (NOC) and Security Operations Centres (SOC).

- **From software sales to full lifecycle ownership** Where customers initially buy licences or tools, the platform adds integration, optimisation, and continuous support — turning products into long-term service relationships.

The outcome is simple:

- Higher revenue per customer
- Longer contract durations
- More predictable and resilient cash flows

That is how value compounds across the platform.

Cross-Sell by Design, Not by Hope

“Cross-sell potential” means nothing unless it’s engineered.

As a platform, we focus on:

- A shared view of customers
- A clear group service catalogue
- Defined cross-sell targets per acquisition

Success is measured by simple metrics:

- Revenue per customer
- Number of services per customer
- Share of recurring revenue

When these move, value is being created.

Why We Use Clusters

From the outside, multiple companies can look complex.

From the inside, they are organised into **clusters with clear commercial logic**:

- Managed Services
- Digital & AI
- Smart Infrastructure

- People & BPO

Each cluster strengthens the others.

Customers don't buy "companies". They buy **solutions that grow with them over time**.

Founder Retention Is a Revenue Strategy

Earn-outs and equity participation are not financial engineering.

They are **sales continuity mechanisms**.

Founders stay because:

- They can sell more through the platform
- They access larger customers
- They participate in long-term value creation

This protects revenue and accelerates growth.

On the Pace of Acquisitions

Speed is often misunderstood.

We do not acquire faster than our ability to integrate commercially.

If the platform cannot absorb a business and **expand its revenue**, we don't do the deal.

That discipline matters more than deal count.

The Bottom Line

WPTG is not an acquisition story.

It is a platform built to systematically increase revenue per customer through upsell, cross-sell, and recurring services — after acquisition.

Once that is understood, the strategy becomes much simpler to evaluate.

And much easier to believe in.