

Handelsbanken

Nordic Small & Mid Cap Seminar

Stockholm, 5 June 2024

LINK in short

Market leader in Europe - Global ambitions with strong growth credentials

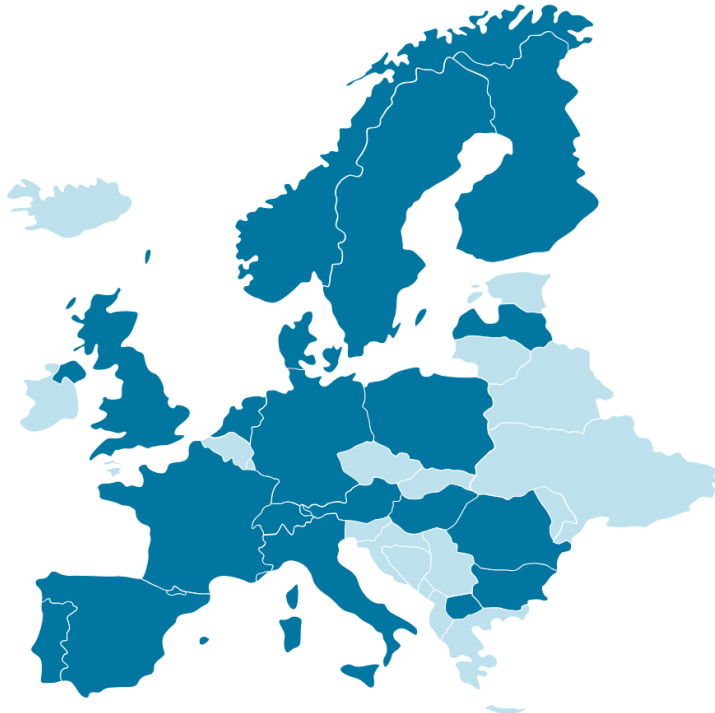
European #1 for enterprise digital messaging

- Attracting and serving customers locally with local languages
 - Creating stickiness and upsell opportunities
- High double-digit growth over the last 4 years

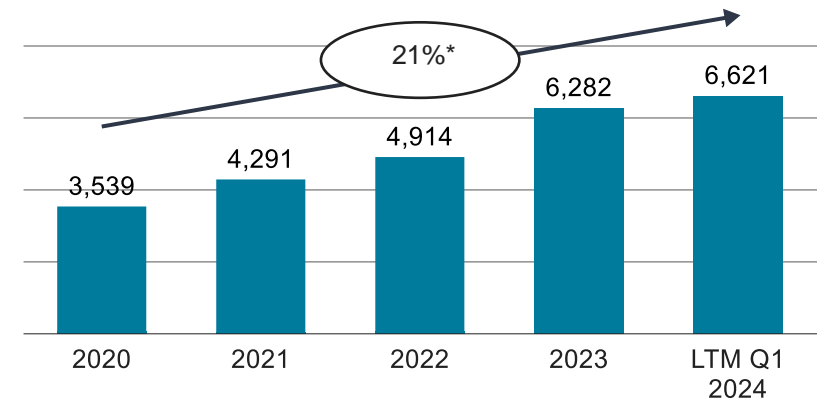
Proven M&A achievements with more than 30 acquisitions

- Expanded throughout Europe from the Nordics since 2016

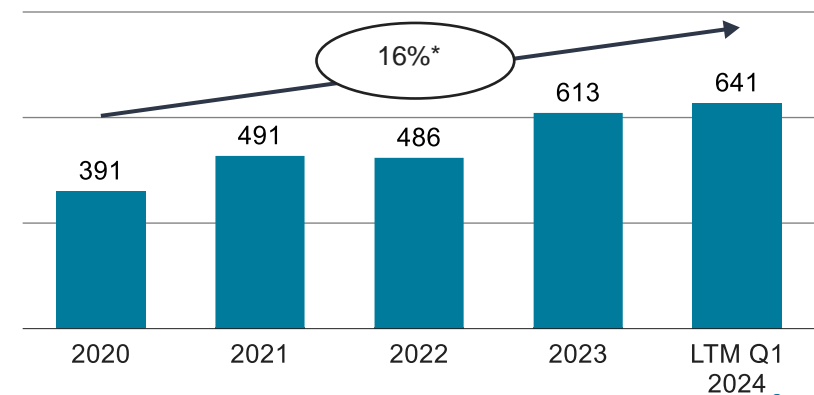
600 employees, 30 offices, 18 countries serving more than 50,000 customers



Revenue NOKm



Adjusted EBITDA NOKm



* CAGR growth

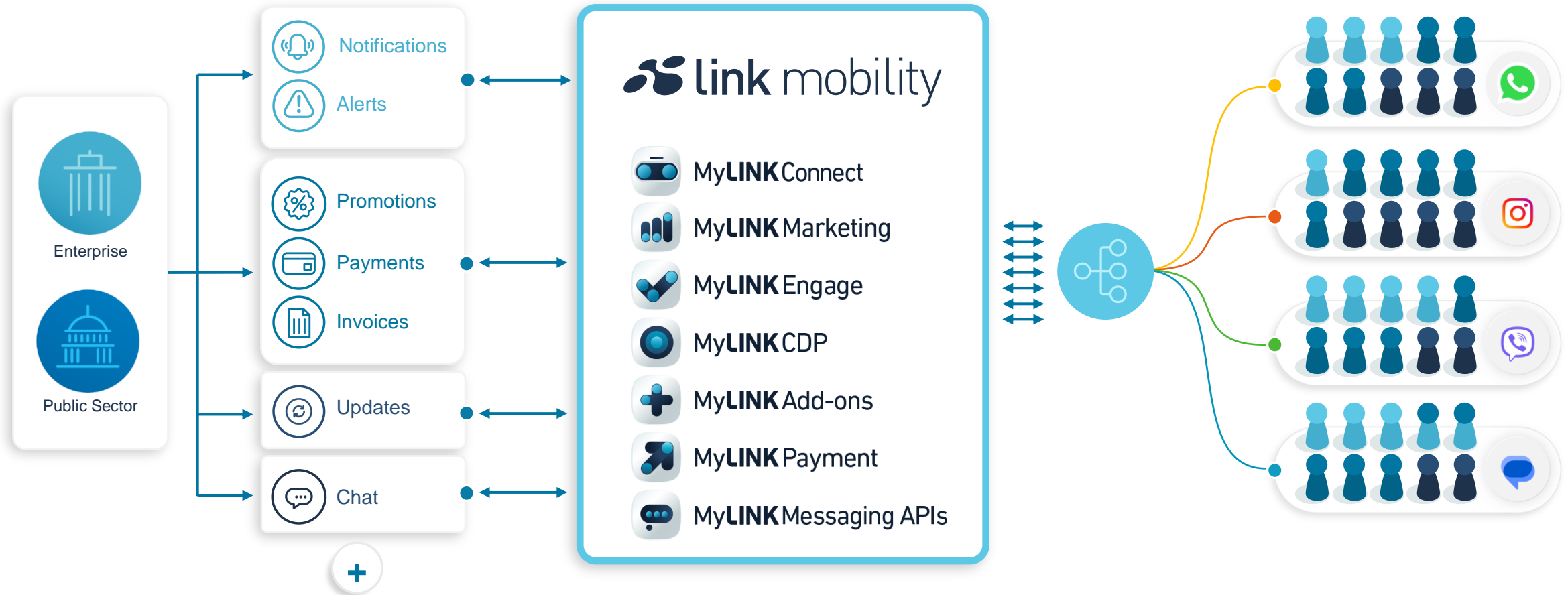
LINK #1 in Europe for enterprise digital messaging

Established player for more than 20 years - Facilitating evolution to multi-channel / two-way solutions

Enhanced interaction through digital solutions

TWO WAYS COMMUNICATIONS

Uniquely targeted messaging on preferred channels



Digital messaging gaining traction towards CPaaS

SMS still largest channel with more than 5 billion global users

Global digital messaging market on SMS large and growing

- Expected to grow from below USD 70 billion up to close to USD 80 billion
 - LINK experiencing high single digit A2P growth in Europe

Communication Platform as a Service (CPaaS) fast growing new market

- Expected to extend at CAGR above 20% from a lower base

New channels transforming digital messaging towards CPaaS

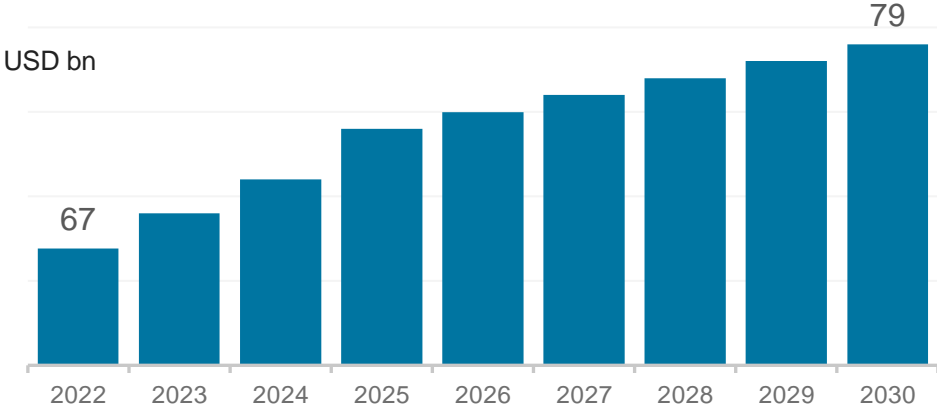
- Use cases moving from one-way SMS messaging to multi-channel conversations

Global OTT messaging apps

Messaging platform	Monthly active users (m)
WhatsApp	2,440
WeChat	1,290
Facebook Messenger	1,000
Viber	823
Telegram	550
LINE	86
Kakao Talk	47

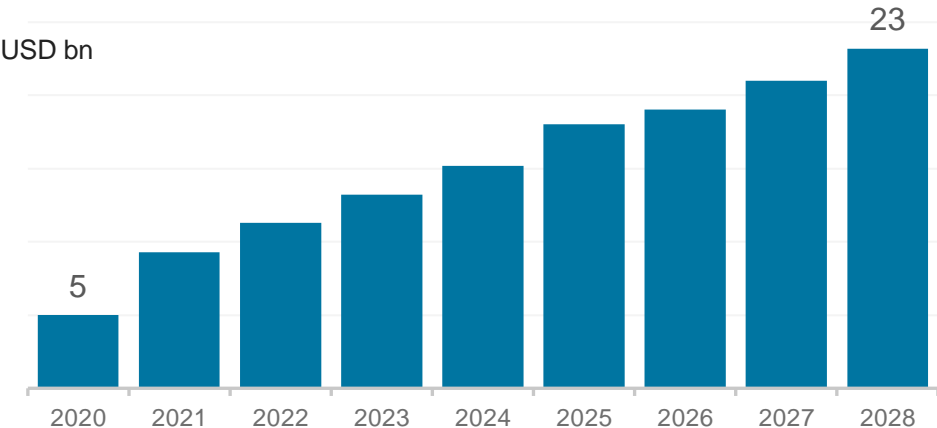
Source: Juniper Research

Global A2P SMS market



Source: Zion Market Research

Global CPaaS market



Source: Zion Market Research



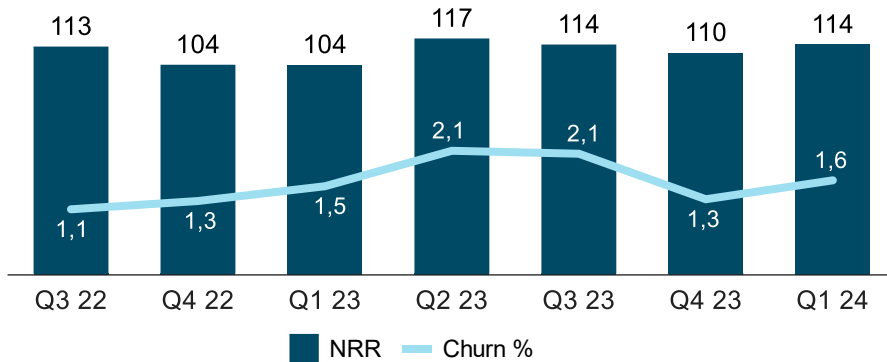
LINK's recurring and growing business model

Solid European footprint in growing markets supported by megatrends and increased adoption rates

Recurring business with more than 50,000 customers in Europe

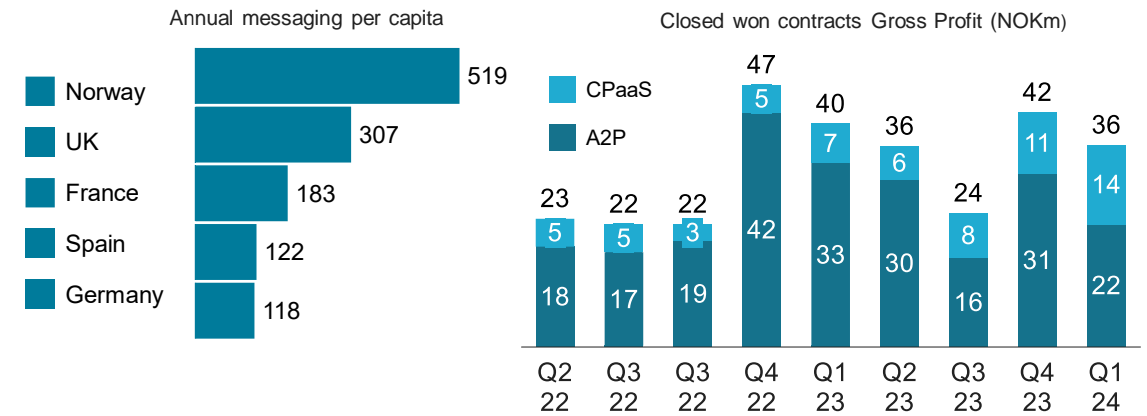
- Customers remain and increase their usage

Net retention rate (NRR) and customer churn (%)



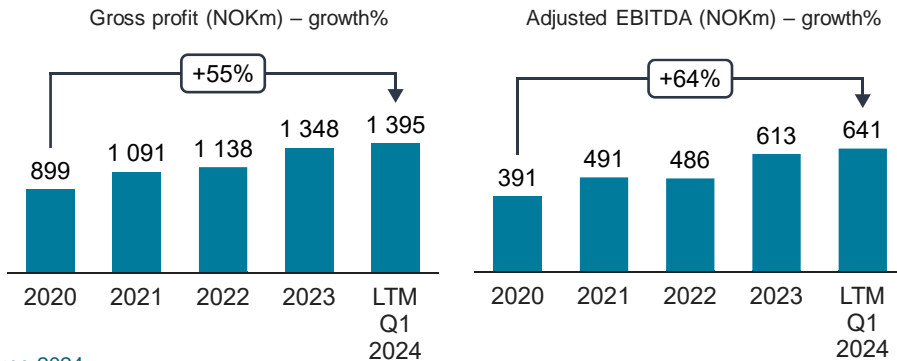
Megatrends support digital messaging growth

- Increased adoption and traction on higher margin CPaaS solutions



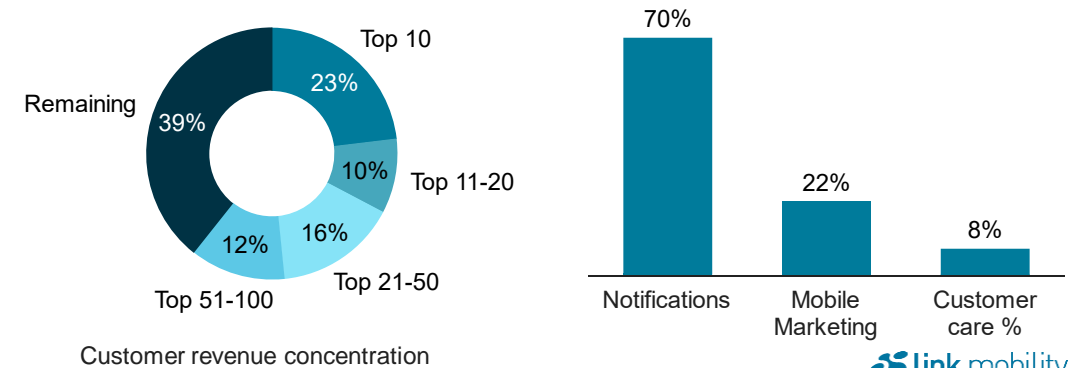
Scalable business model

- Adjusted EBITDA growth versus gross profit growth



Diversified use cases and industry exposure

- Resilient revenue distribution tilted towards stable notifications

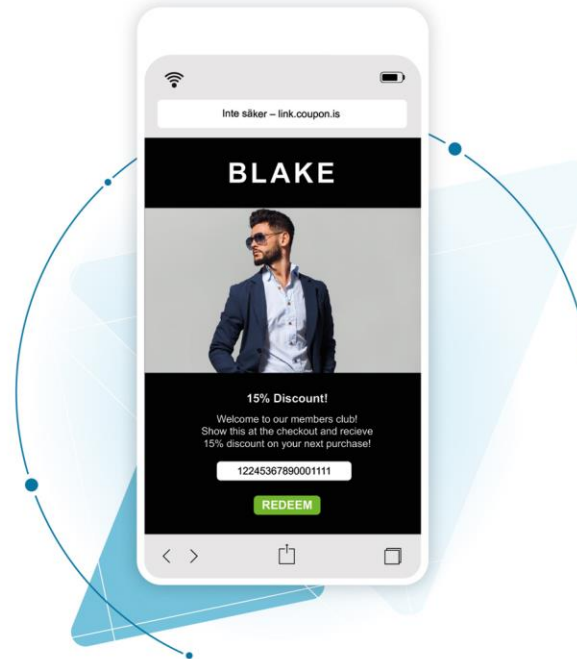


Digital messaging moving from one-way SMS to rich conversations



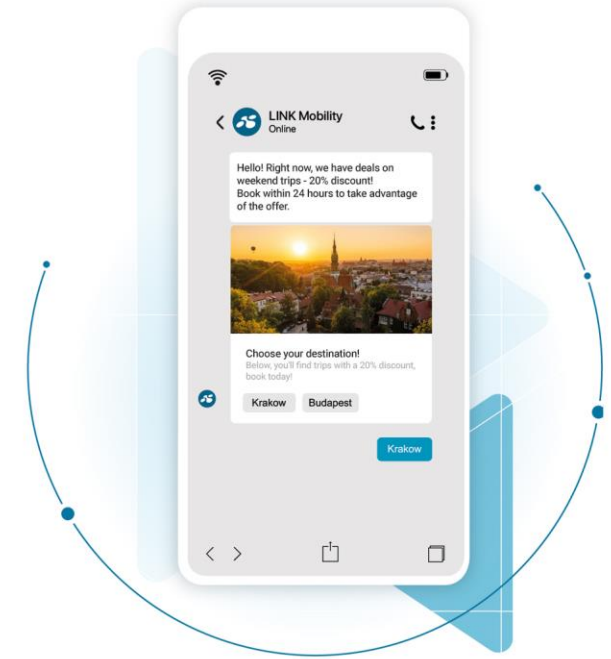
Standard messaging

Communicate directly with your customers on SMS



Rich messaging

Enhance your customer's experience with multi-channel personalized content



Conversational

Transform your communications into conversations with your customers

LINK benefits twofold from increased adoption

Increased adoption of digital messaging across Europe - Country variations provide growth potential

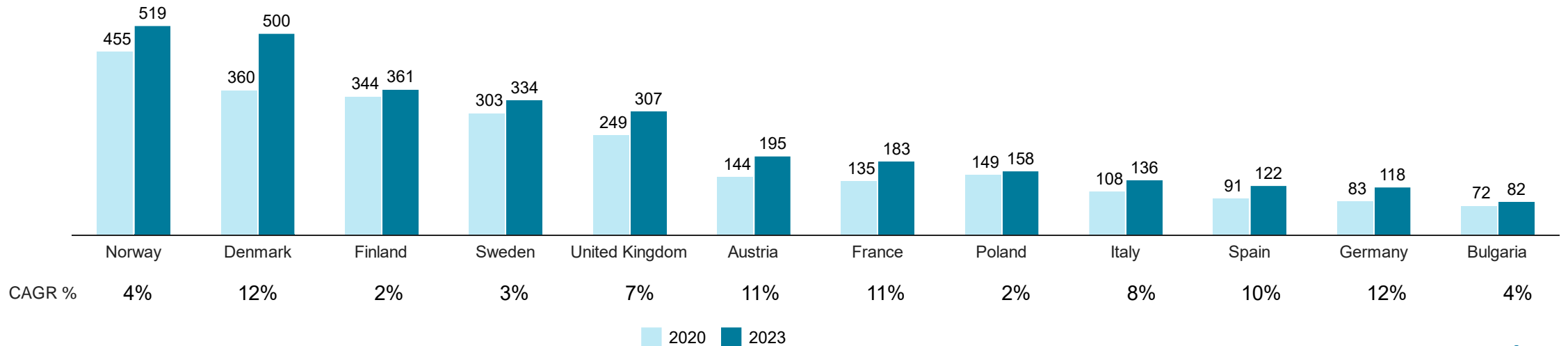
Norwegian market developed by LINK during last 20 years

- UK advanced within digital mobile marketing
- Significant potential for increased adoption in other European countries

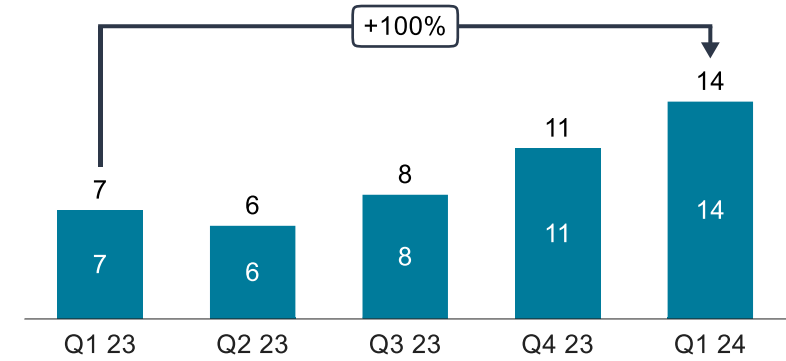
Traction on new CPaaS solutions adds additional growth

- New channels and conversational solution gains traction
- Increased adoption of A2P gives foundation for future CPaaS growth

Annual A2P SMS* – Messages per inhabitant (2023 vs 2020)*



CPaaS GP - Closed won contracts (NOKm)



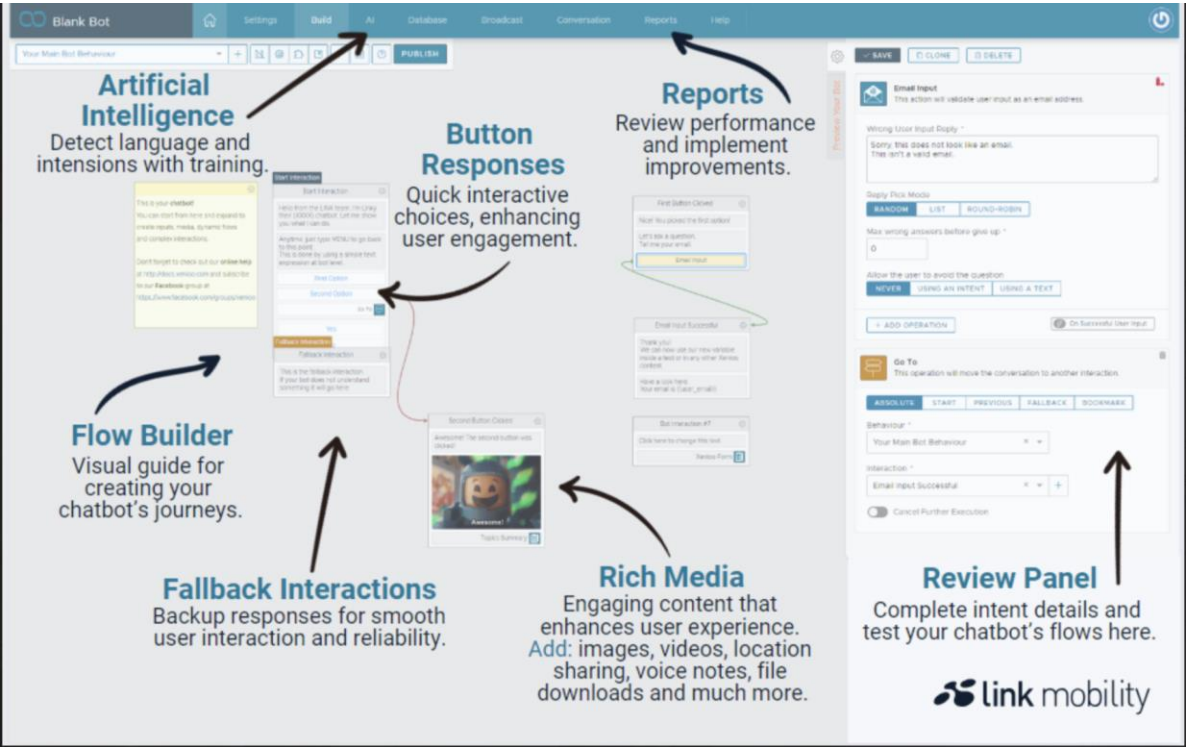
* Volumes based on Mobile Ecosystem Forum (MEF)

Conversational AI chatbots

MyLINK Connect - Enabling brands to create and deploy engaging chatbots effortlessly

MyLINK Connect

- Intuitive visual flow builder with no coding needed



Converse anywhere

- Engage customers on their preferred channels



Website



WhatsApp



SMS



Instagram



Messenger



RCS

Tailor your solution

- 24/7 customer contact
- Customer or brand initiated conversations
- Share and collect rich media
 - Images, videos, documents

Marketing automation

MyLINK Marketing - Advanced SaaS solution based on acquired platform

SaaS platform

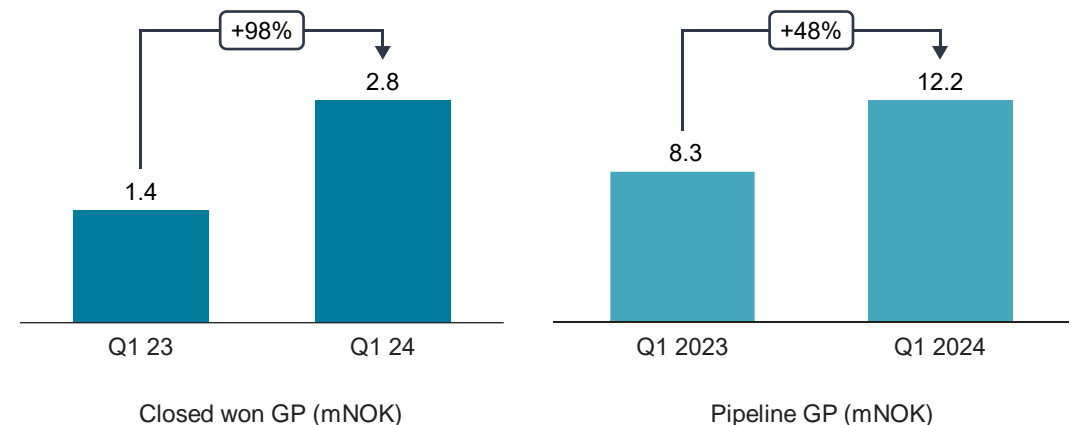
- Platform adapted to LINK's omnichannel enterprise offerings
 - SMS, WhatsApp, RCS and e-mail
 - Now highly competitive automated SaaS marketing solution
- Acquired platform lacked necessary functionality delaying commercial launch
 - MarketingPlatform was acquired by LINK in 2021



Go-to-Market (GTM)

- Already rolled out in Norway, Sweden, Finland and Denmark
 - Market feedback as strong competitor to established solutions
- Solution offers complete omnichannel marketing messaging for SMEs
 - To be expanded across LINK's footprint with SaaS license model

Increased contribution to closed won business and pipeline



LINK's strong localized CPaaS product offering

Local approach key success criteria for capturing share of CPaaS market growth

Strong local presence across Europe is a key strategic advantage

- LINK has 30 offices in 18 European countries
- All customer interactions are in the language preferred by the customer
- Key insight to market trends and needs supports commercial success

CPaaS products well suited to LINK's local approach

- New communications solutions are complex
 - Clear benefit with face-to-face interaction
- Customer success greatly enhanced through on-site support

Strong CPaaS product portfolio

- Sticky software solutions integrated into customers IT stack
- Broad portfolio of solutions and channels



Diverse M&A pipeline in Europe and beyond

Actionable targets mostly located in Europe

M&A play-book guidelines

- Strong local market position and strong telecom operator relationships
- Cash EBITDA positive and cash accretive to LINK from day one
- Solid, well-diversified customer portfolios with low churn
- ~80% overlapping technology strong commercial enterprise focus
- Synergy potential to create further value
- Target valuations between 6-9x cash EBITDA before synergies pending growth momentum

Prioritizing 11 actionable targets in Europe and beyond

- Combined revenue up to EUR 250 million
- Combined EBITDA up to EUR 40 million
- Combination of smaller bolt-ons and larger level ups
 - Targets mostly located in Europe



High free cash flow conversion

Ample financing capacity for LINK's disciplined M&A strategy

Proforma Europe NOK millions*	Q2 2023	Q3 2023	Q4 2023	Q1 2024	LTM Q1 2024
Adj.EBITDA	155	147	181	158	641
Change working capital	75	-80	92	19	105
Taxes paid	-14	-20	-8	-19	-61
Non-recurring costs M&A	-8	-2	-21	-5	-36
Net cash flow from operating activities	207	45	244	153	649
Add back non-recurring costs M&A	8	2	21	5	36
Adj. cash flow from operations	216	47	264	158	685
Capex	-30	-28	-31	-34	-122
Lease and bond	-77	-5	-80	-6	-169
Cash flow after capex and interest	109	15	154	118	395

High cash conversion from adjusted EBITDA

- Organic growth momentum improved operational cash flow
- Working capital expected to be neutral over time

LTM free cash flow NOK 395 million

- Includes US financing costs of ~ NOK 50 million

Bond interest partly offset by interest income on cash

- Excess cash deposited in banks at interest > bond coupon

Conservative financial policy net debt 2 - 2.5x adjusted EBITDA

- Free cash flow to further strengthen cash position
- Remaining bond EUR 348 million to be refinanced when appropriate

LINK positioned for strong FCF growth in 2024 and beyond

LINK's European business is scalable and highly cash generative

- Organic gross profit growth in high single digits historically
- Organic adjusted EBITDA expected to grow at higher rate than organic gross profit
- Net debt not exceeding 2 - 2.5x adjusted EBITDA range when refinancing in 2025

Diverse M&A pipeline with additional EBITDA potential > NOK 200 million in Europe alone

- Bolt-ons in Europe priority to realize further scale
- Several potential level-up cases in Europe and beyond including the US



Q&A

linkmobility.com/investors

