



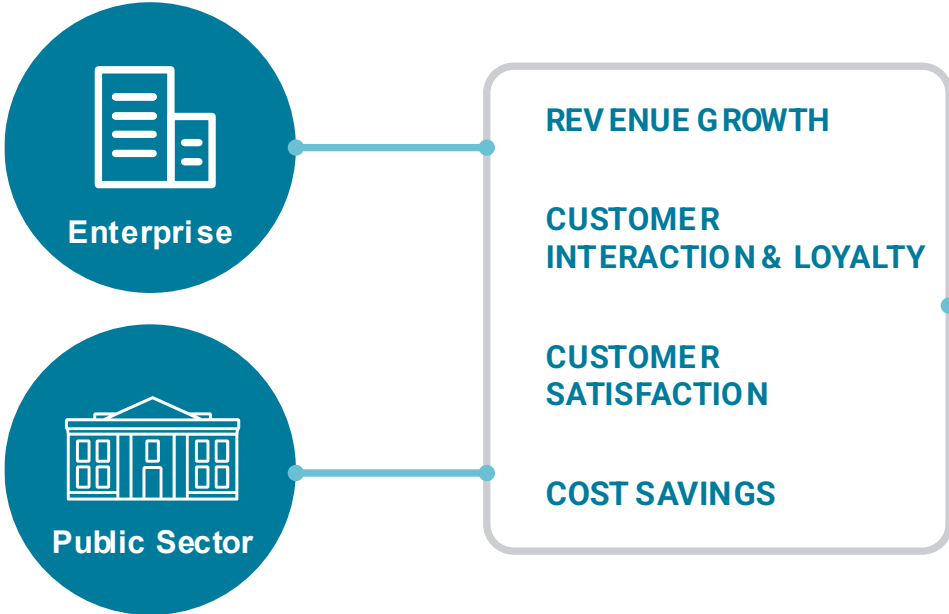
Global CPaaS Player

in High Growth Markets

Because every
communication
matters

LINK connects businesses to customers and governments to citizens

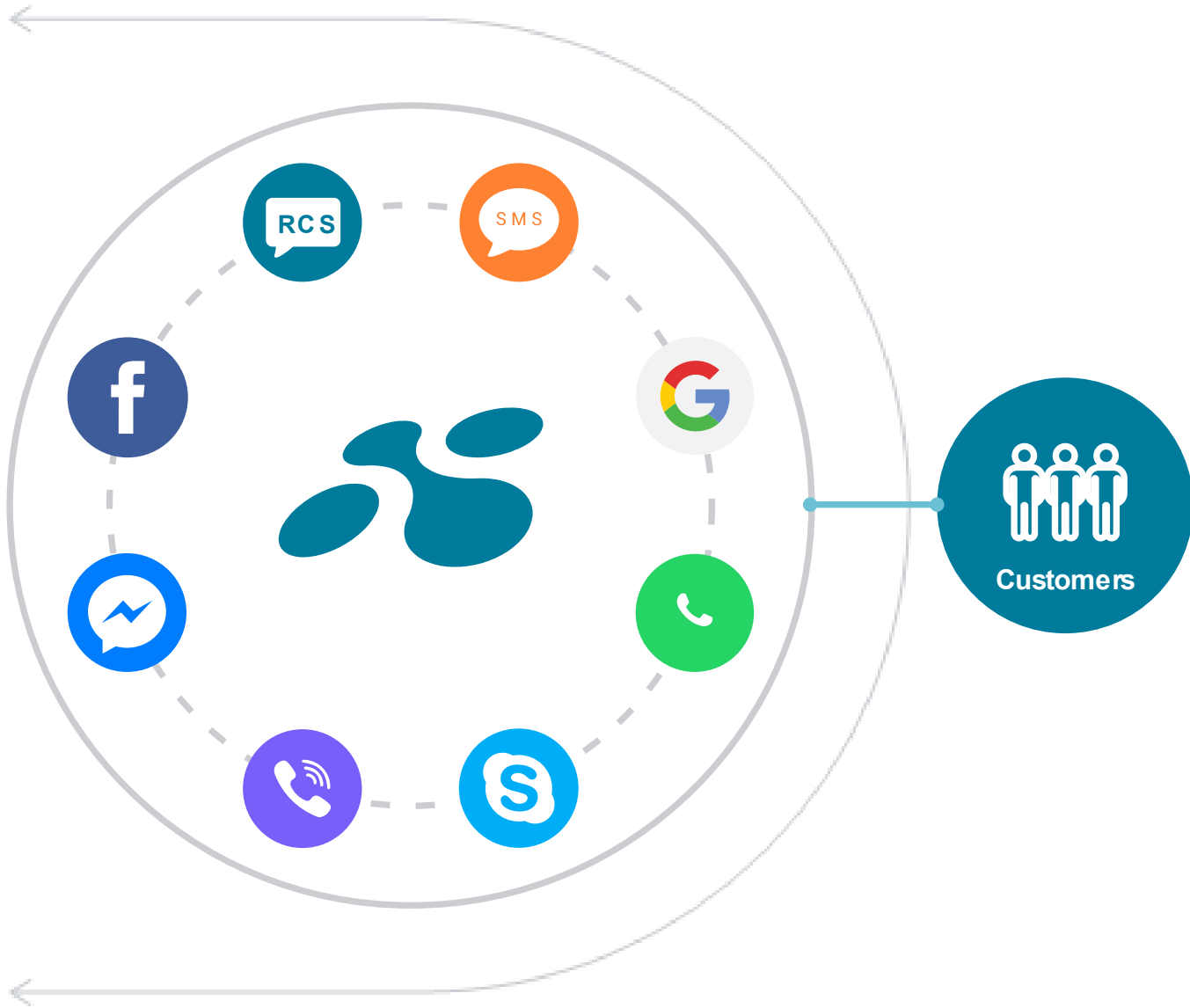
Creating value through digital messaging solutions - Communication Platform as a Service (CPaaS)



LINK messaging products

- Parcel Notifications
- Alerts
- Promotions
- Chat
- Payments
- Updates
- Invoices
- Mission Critical Notifications

On preferred channels



LINK facts and figures

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2000

FOUNDING YEAR

#1

MESSAGING PLAYER IN EUROPE

>10.5bn

MESSAGES SENT IN 2020

30

OFFICES GLOBALLY

19

COUNTRIES IN OUR GROUP

~47k

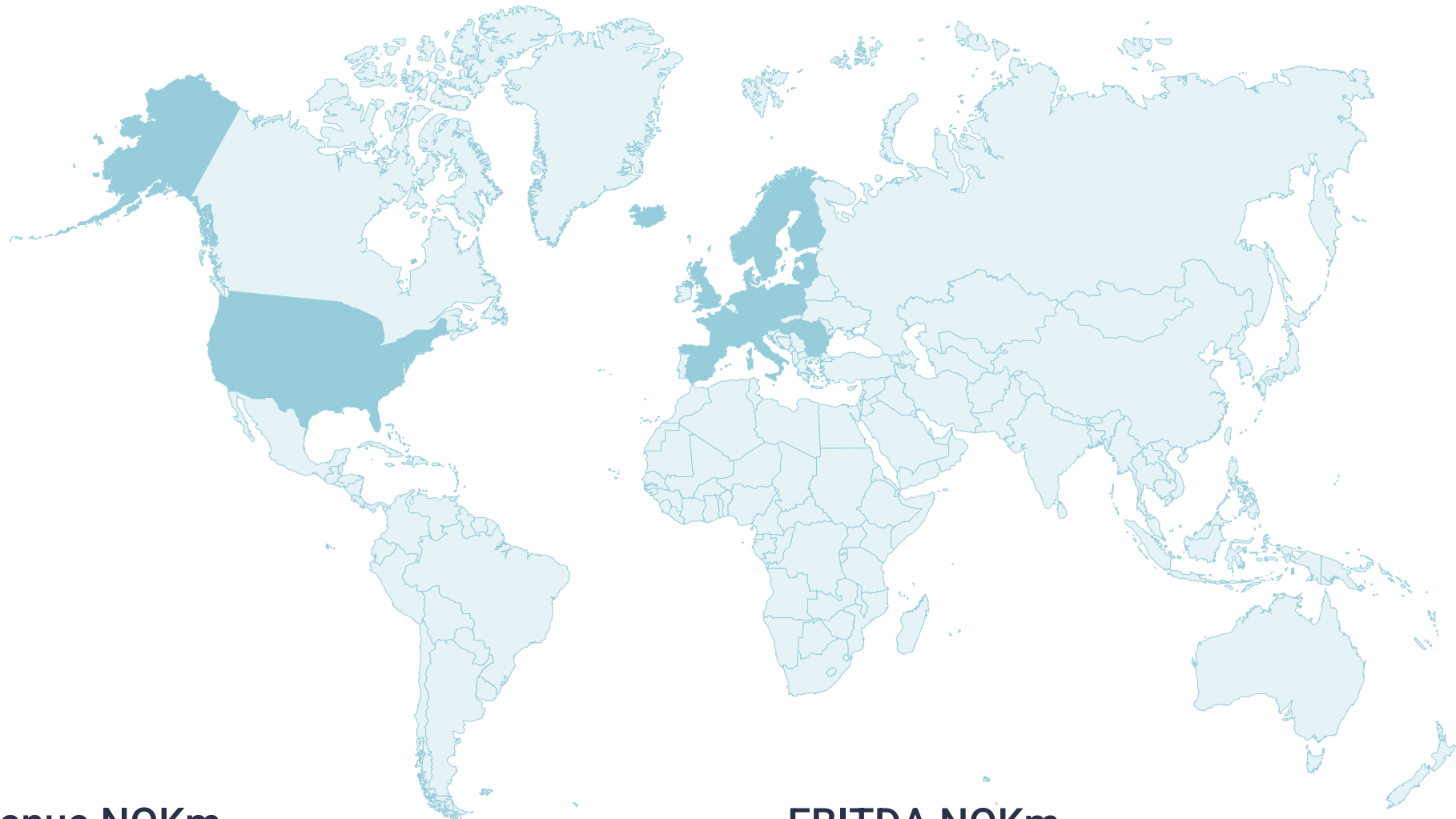
HAPPY CLIENTS WORLDWIDE*

4.5bn

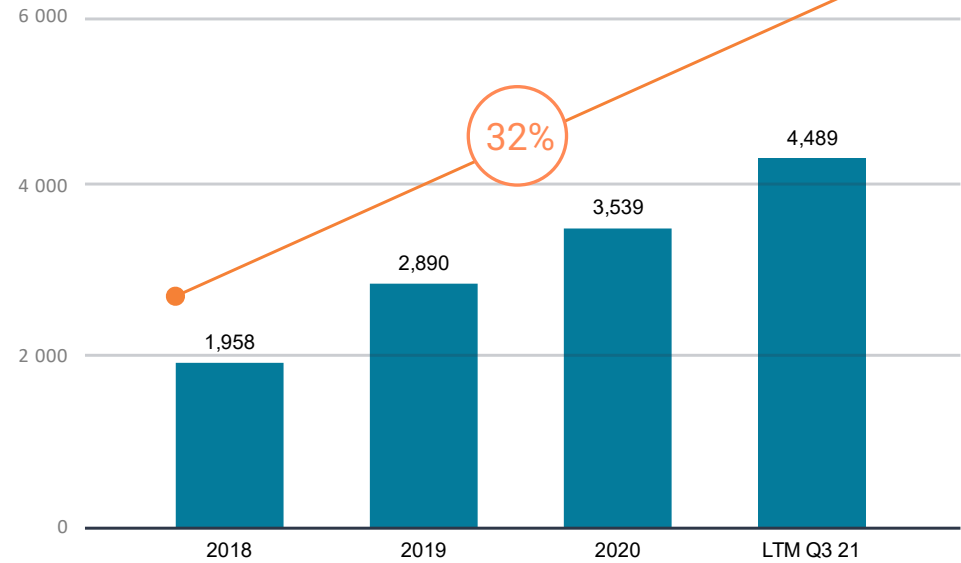
NOK LTM revenue Q3 21*

616m

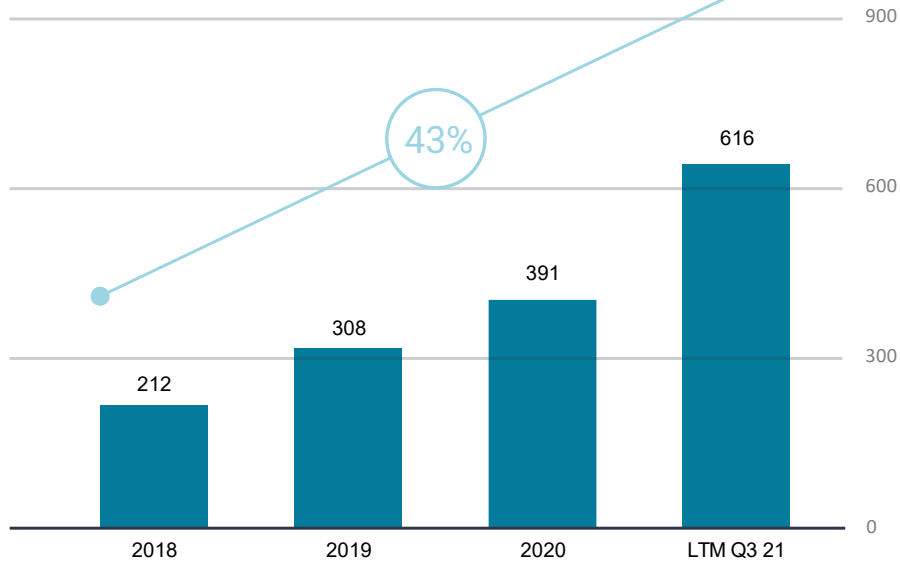
NOK LTM EBIDTA Q3 21*



Revenue NOKm



EBITDA NOKm



* Including all closed acquisitions

LINK capturing market share and market position in high growth CPaaS market



**Continuous new use cases
Driven by accelerated market demand**

- Customer Service through WhatsApp
- RCS marketing

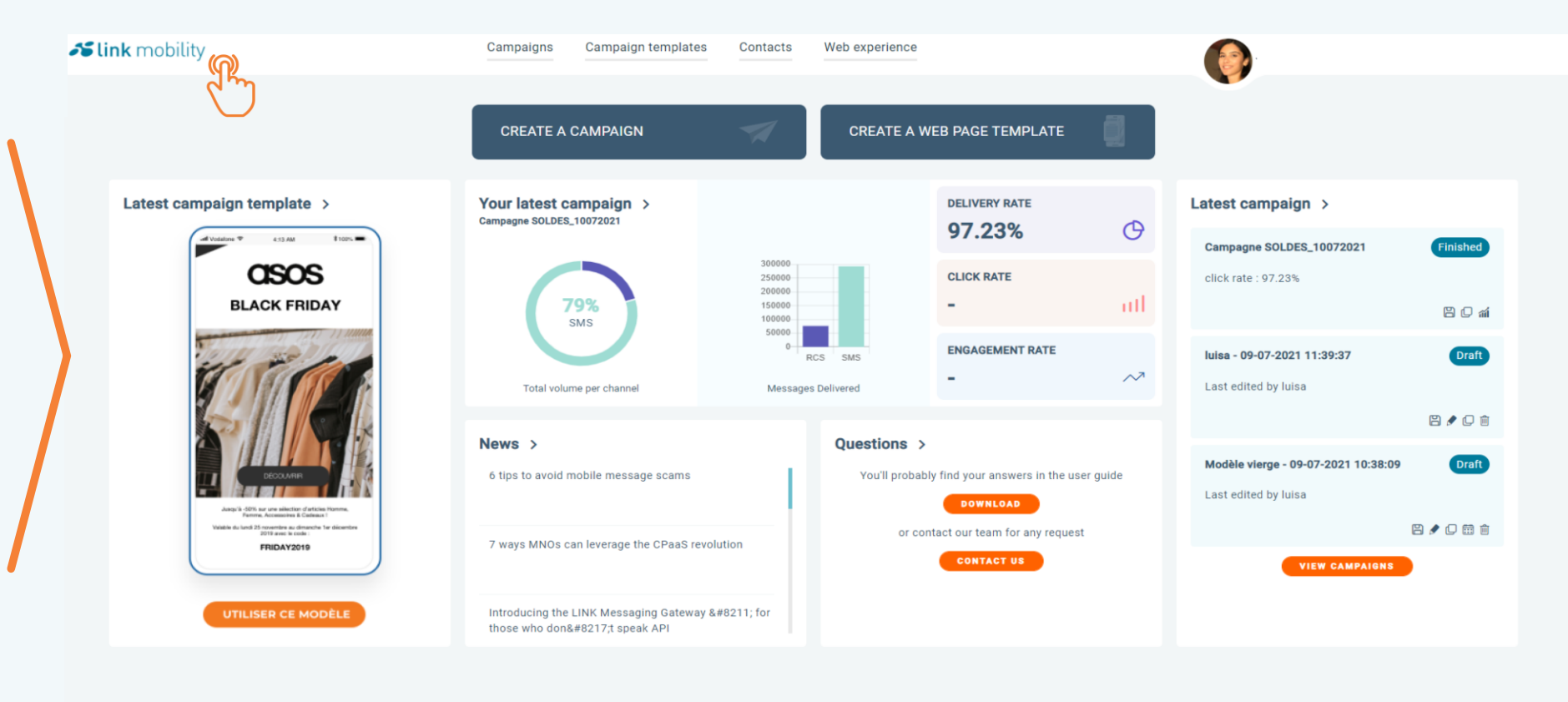
Unique go-to-market (GTM) strategy. Capturing converging penetration rates

- Enterprise salesforce
- Self-sign-up (SSU) portals
- Software partners

M&A track record

- **Global position**
 - Message Broadcast acquisition U.S.
- **#1 Enterprise solutions in Europe**
 - Completed more than 20 acquisitions last 5 years

LINK offers a wide range of API and SaaS solutions directly or through partners



Example of API offering

- Email
- SMS
- RCS
- WhatsApp
- Viber Gateway
- Mobile Invoice
- Mobile Coupon
- Customer Club

Example of SaaS offering

- Flow Builder
- RCS Editor

Supported by common foundation layer and value added

- Data Analytics and Insights
- Elastic Search
- Message Orchestration
- Account Management
- Security & GDPR compliance

LINK ranked established leader by Juniper Research

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Juniper Research's new CPaaS Competitor Leaderboard

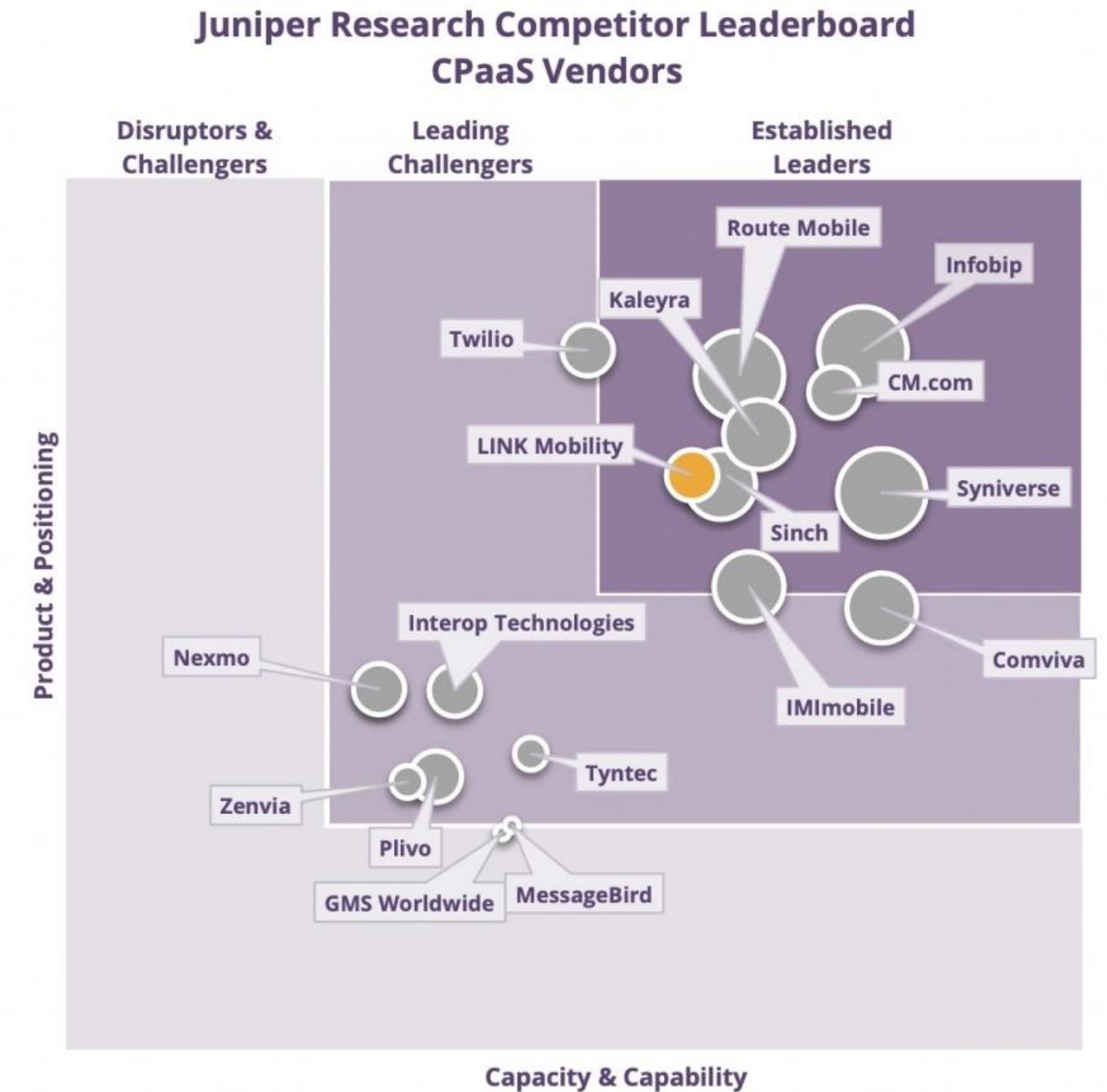
- European-based provider of business intelligence

LINK ranked an established leader highlighting

- Integrations with Customer Relation Management (CRM) platforms
- Ability to capitalize on growth in Contact-Center-as-a-Service (CCaaS)
- Strong M&A strategy and expansion to the US with Message Broadcast

Leaderboard clearly highlights LINK's leading position in the industry

- GTM strategy and investments to drive further growth in Europe
- US foothold beachhead for expansion beyond Europe



Source: Juniper Research

LINK wins RFP with a worldwide fashion retailer

Fashion retailer has a global brand portfolio and more than 100,000 employees

The fashion retailer will use LINK across its global brand names

- Promotional SMS campaigns to announce new sales or discounts
- SMS notifications for collections and deliveries
- Customer support
- SMS OTP for security

LINK will further expand use cases with the fashion retailer

- New channels of mobile communication like WhatsApp, Viber and Line
 - Reaching customers on their preferred channels
 - Enhancing customer satisfaction and customer retention



LINK has a strong position with large retail groups

DNB case study – Value creation through enhanced customer experience

How LINK created value in DNB's customer care department with 2,500 employees

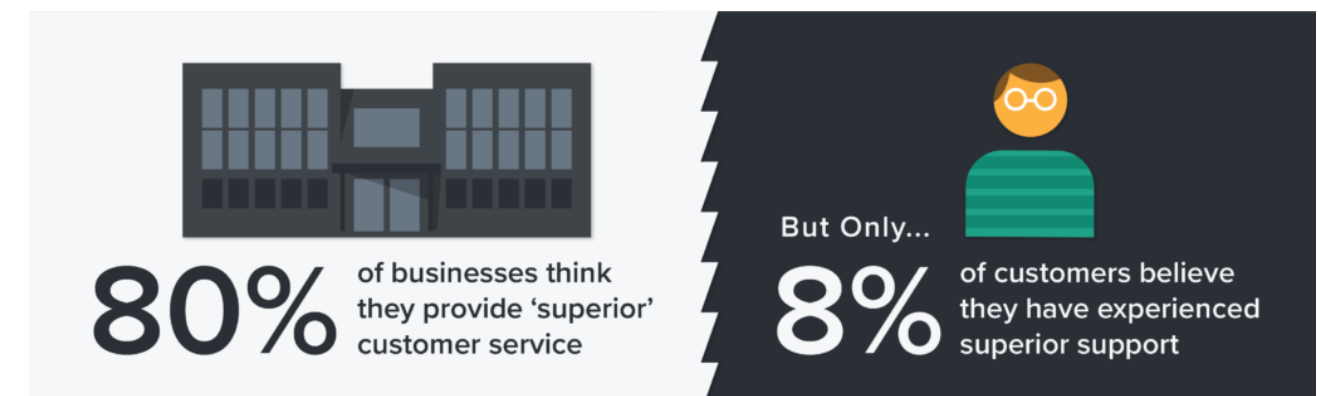
- Largest cost in customer care is personnel time with phone support least efficient channel
- Phone support is also not a preferred channel for most customers

LINK delivers a solution that enables significantly less telephone support

- Moving customers into a messaging format authenticated through their IP
- Algorithms showcase most frequently used templates. The template library enables only one click to inform customers quickly
- Integration with CRM systems and data compilation track KPI's and provides advice on what templates to use

LINK solution significantly enhanced effectiveness and generated high ROI

- Time spent per customer request decreased by more than 80% from 5-8 minutes to 30-60 seconds
- Increased customer satisfaction with information quickly available on preferred channel



LINK to scale with SAP's Emarsys omnichannel customer engagement platform

All SAP B2C use cases and SAP customers to be onboarded

- Emarsys platform thus create significant growth potential

LINK now forms part of the Emarsys omnichannel platform

- All customers that use Emarsys can use LINK SMS globally

Partnership with LINK includes

- SMS application for seamless use by any SAP Emarsys customer, co-sales activities and joint business development

The Emarsys platform has exposure to several industries

- Retail, e-commerce, mobile and travel



LINK's unique pervasive market presence

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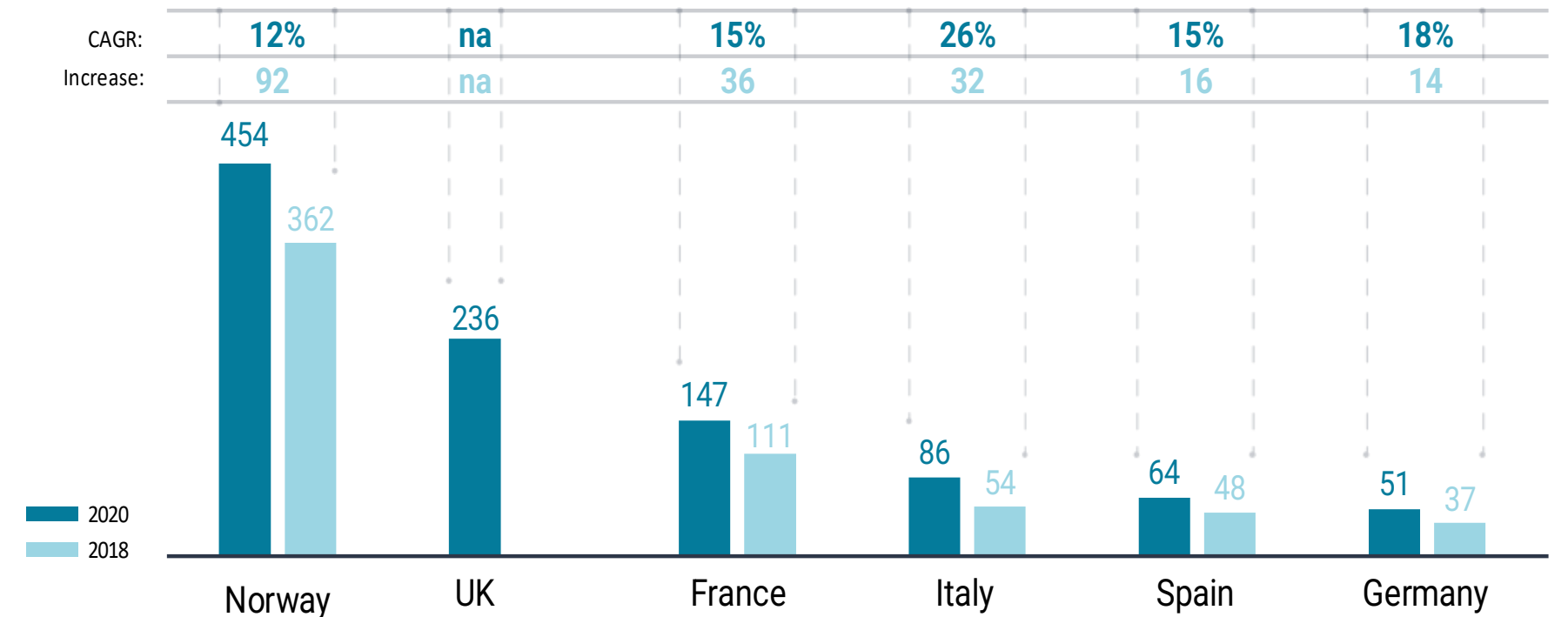
LINK has built a unique three way go-to-market (GTM) playbook

- Tailored Enterprise solutions driving use case innovation
- SSU portals acquiring SMB customers at low cost
- Partner network extending vertical reach

LINK to leverage new global presence and product capability

- Increase high revenue yet lower margin business from global internet players

Huge growth potential for digital messaging in Europe *



* Annual number of A2P messages per capita

Value creation through integration and onboarding of acquired entities

LINK has closed 4 acquisitions in Europe since IPO last year

- WebSMS, Tismi, MarketingPlatform and AMM

Bolt-ons expand customer reach and market share in region or country

- WebSMS - Austria and the DACH region
- AMM – Italy

Acquired solutions advance product portfolio and provide upsell opportunities

- Tismi adds number masking to LINK's offering
- MarketingPlatform extends LINK's marketing and customer data products

New acquisition follow an integration and onboarding process

- Integration of organizations and optimizing routing of traffic
- Cross-selling LINK's advanced product portfolio to local markets
- Cross-selling new capabilities to LINK's 45,000 customers globally



Message Broadcast's business model is event driven

Unique customer engagement solutions to large enterprise customers in the US

- Message Broadcast founded in 1998 and headquartered in Newport Beach, California

Deeply entrenched enterprise relationships within the US utilities vertical

- US utilities, financial institutions, and telecom providers that make up Message Broadcast's customer base typically have multibillion-dollar market capitalizations (MC)
 - Customers leverage Message Broadcast for mission critical workflows

Message Broadcast offers unique solutions tailored to regulatory requirements

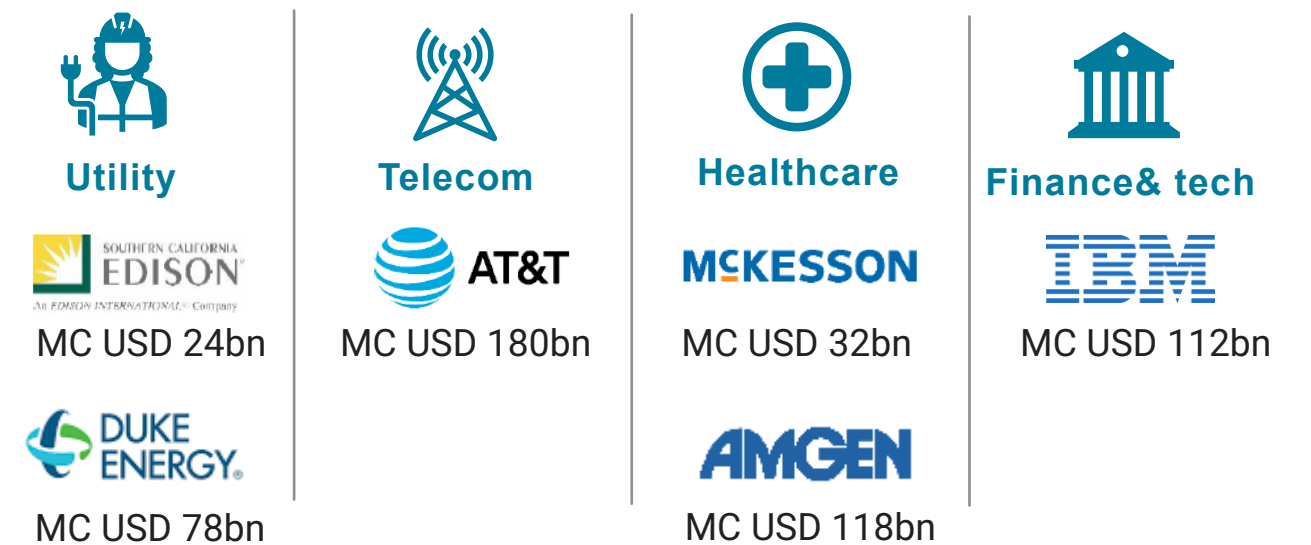
- Deliver highly reliable communication to utility consumers during critical times
 - Power cuts due to adverse weather, natural disasters and environmental demands
- The utilities face huge fines in case of non-compliance

Event sensitive uses cases with large enterprises drive revenue growth

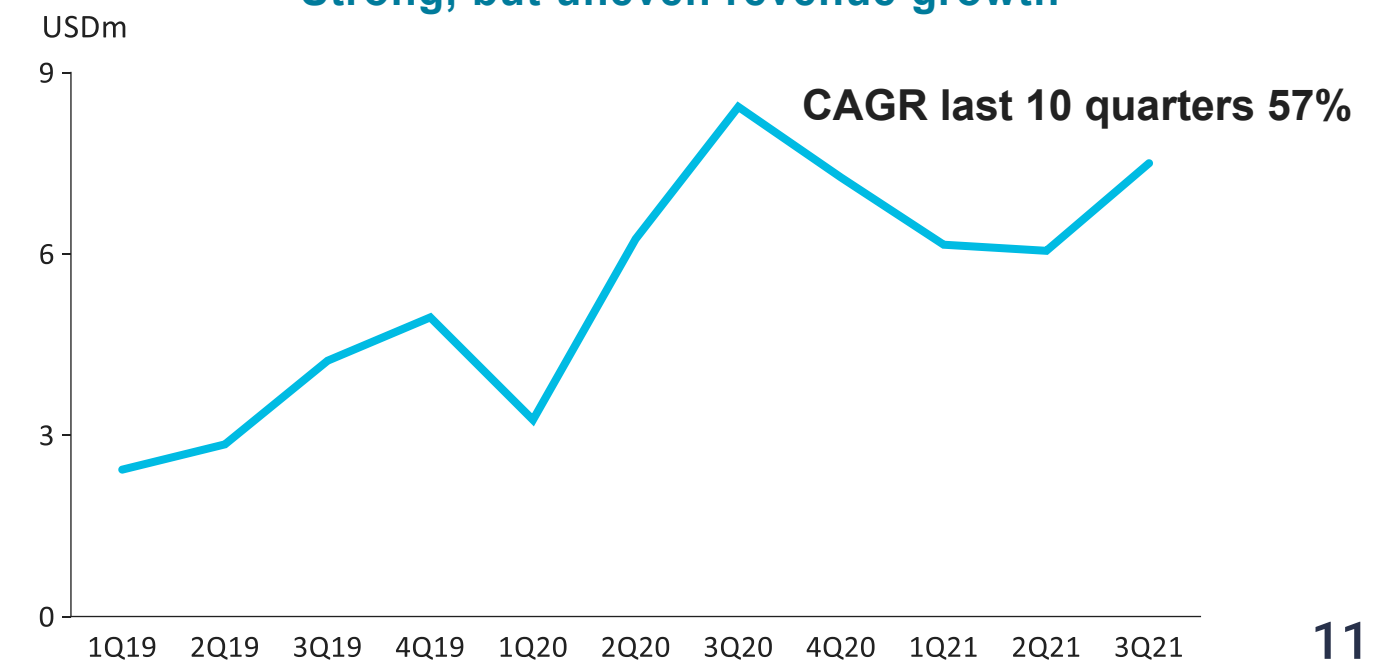
- Implementation of new uses cases uneven
- Less than expected adverse events in 3Q21
 - Calmer winds than usual resulted in fewer grid closures to prevent forest fires



Strong customer base across multiple verticals



Strong, but uneven revenue growth



Message Broadcast wins another large utility customer

Signed another mobile communication agreement with US utility

- The utility has more than 4 million customers
- Several large US utilities are already Message Broadcast customers

Message Broadcast will supply its unique EONS system

- Enterprise Omnichannel Notification (EONS) CPaaS platform
- To design, deploy and manage customer interactions for critical events

EONS delivers highly reliable communication during critical times

- Power cuts due to adverse weather, natural disasters, and environmental demands
- Utilities face huge regulatory fines in case of non-compliance

Proprietary EONS platform unique and scalable

- Contributes to high EBITDA margins for Message Broadcast



Deeply entrenched enterprise relationships within the US utilities vertical

M&A pipeline to capitalize on opportunities along LINK's three-pillar strategy



Add-on

Tuck-in acquisitions to further strengthen local presence and become the market leader

- Expanding LINK's footprint in the U.S. market
- Fortifying LINK's position as clear EU market leader



Level Up

Acquire platform companies in new territories to gain and build market position

- Establishing beachheads in new regions
- Securing future growth by expanding to emerging CPaaS markets



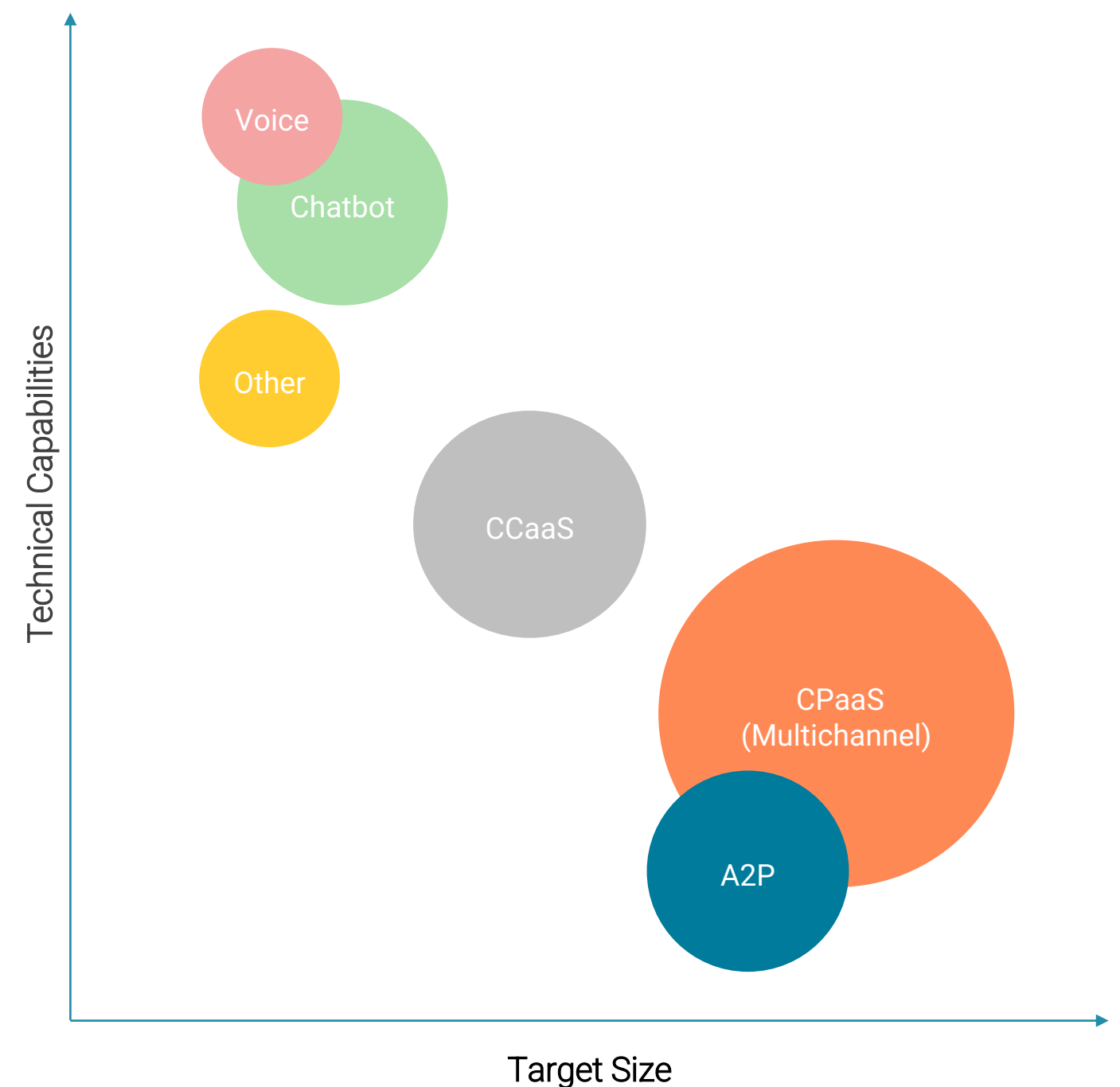
Solutions

Seek new and innovative solutions to leverage existing footprint and further differentiate product offering

- Enabling next generation CPaaS for our customers
- Exploring the expansion of product capabilities in conversational AI, CCaaS and voice

Diverse pipeline – Execution along all three-pillars

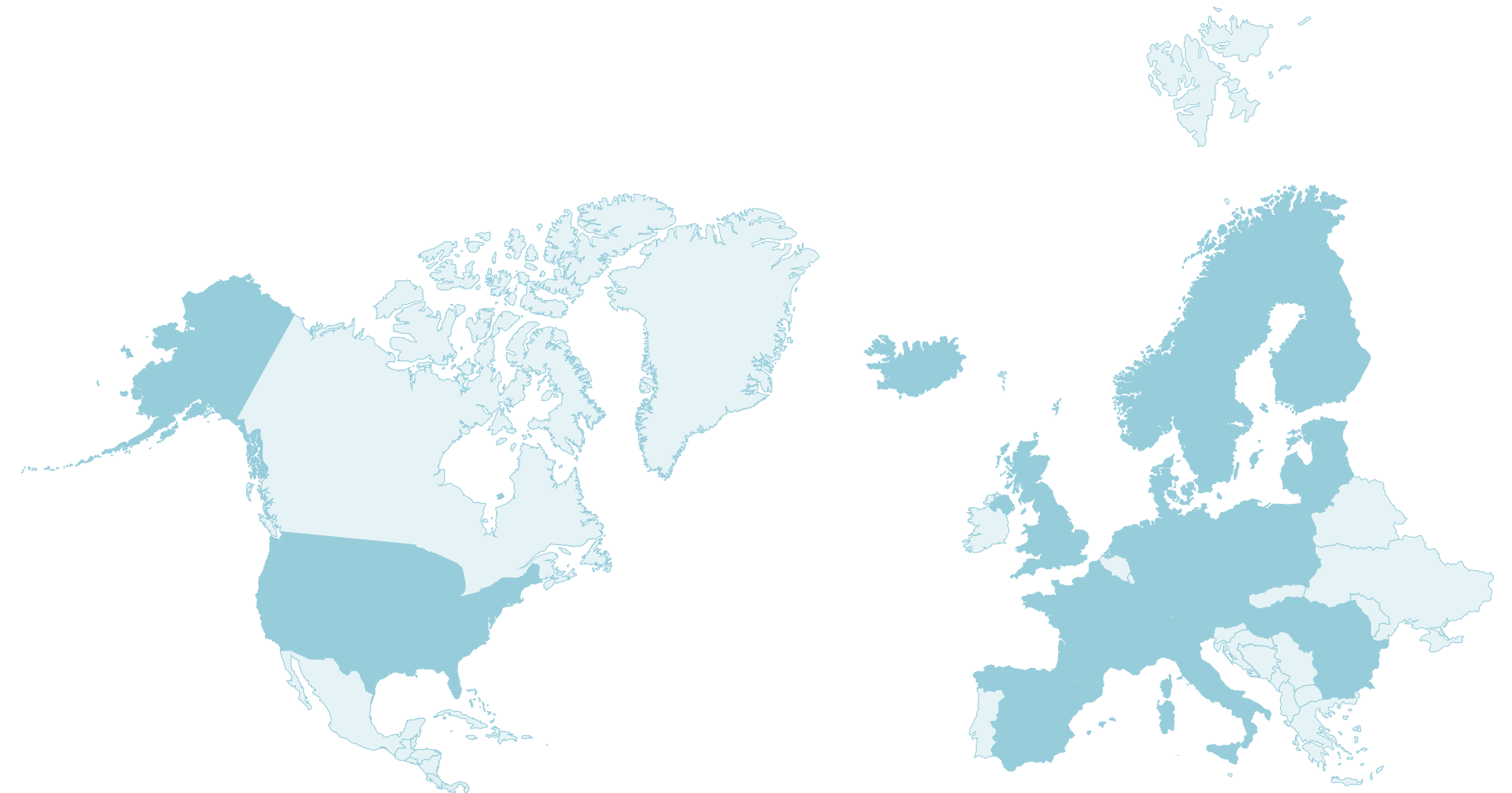
○ Bubble size illustrates number of opportunities



LINK capturing market share and market position in high growth CPaaS market

LTM Q3 2021 NOKm	Reported ¹	Closed acquisitions ²	All entities
Revenue	4,154	336	4,489
Gross Profit	1,103	214	1,317
GP. Margin	27%	64%	29%
Adj. EBITDA	500	116	616
EBITDA Margin	12%	35%	14%

Illustrative new footprint for LINK



Forward-looking statement to 2024

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Forward-looking statement to 2024 based on GTM initiatives and M&A pipeline

- Pro forma revenue NOK 10,000 million
- Pro forma adjusted EBITDA margin 15-17%

Key outlook assumptions

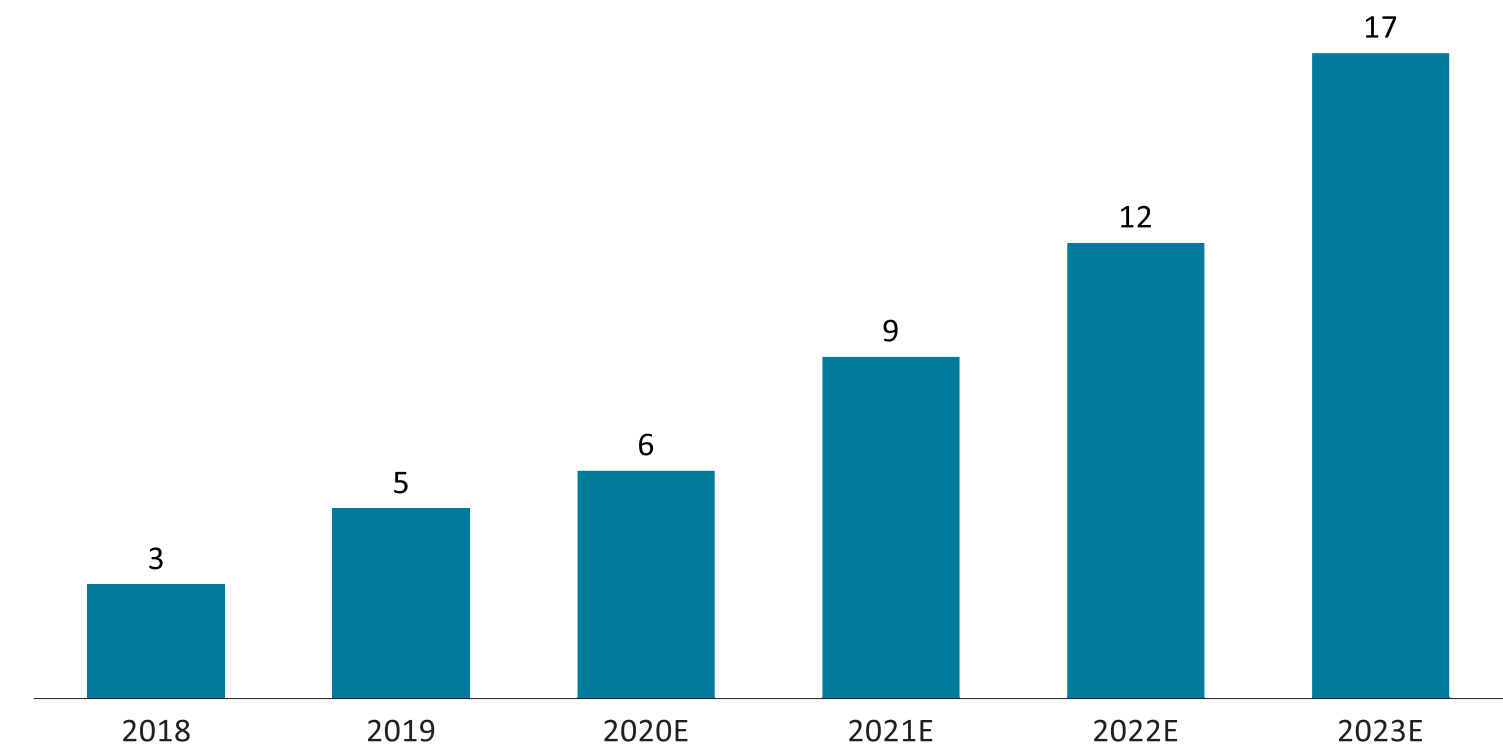
- 14-17% medium term organic growth during current roll-out phase of GTM
- 20% long term organic growth in mature CPaaS market with S-curve omnichannel adoption
- Additional growth with continued M&A in highly fragmented global industry

Key priorities

- Execution of GTM strategy in Europe
- Expansion of US footprint through Message Broadcast and further M&A

Leveraging digitalization trend

Global Cpaas market expected to triple in 3 years



Source: IDC Worldwide



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communication
matters

