

Morgan Stanley

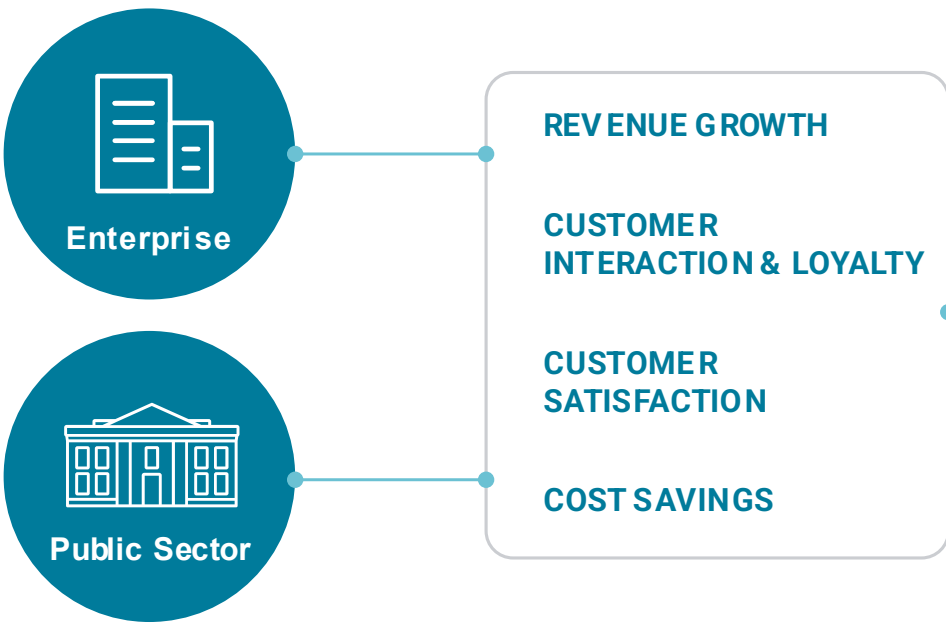
European Technology, Media & Telecom Conference 2022

Barcelona, 17 November 2022

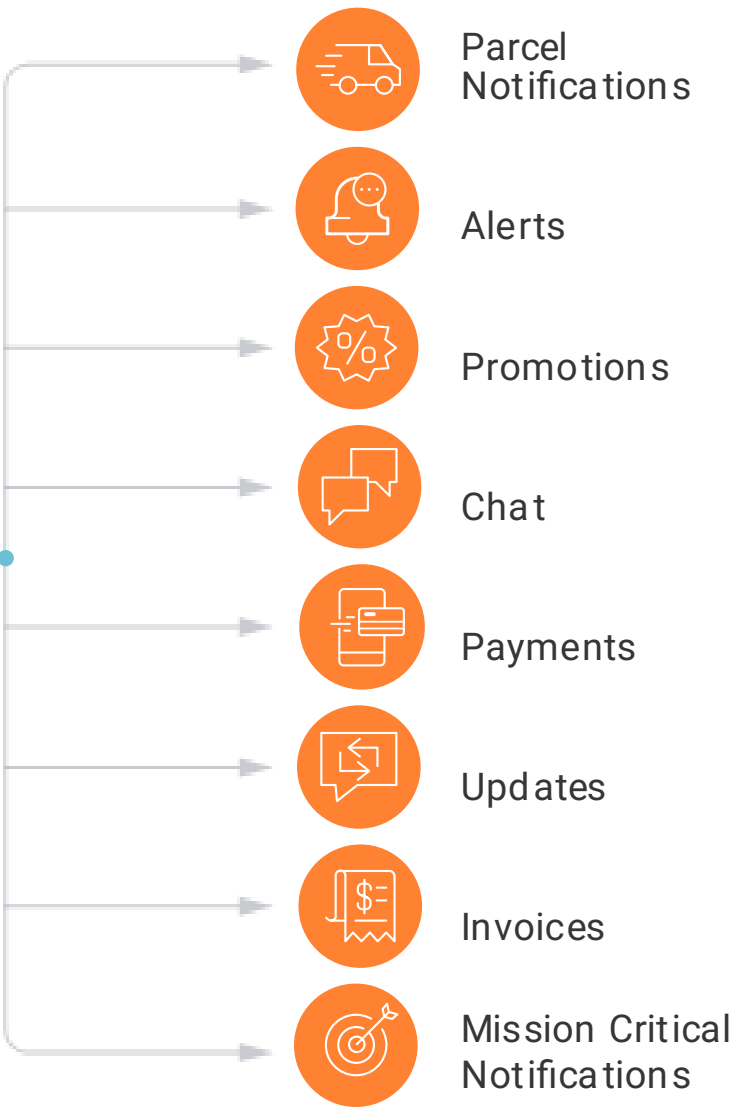


LINK connects businesses to customers and governments to citizens

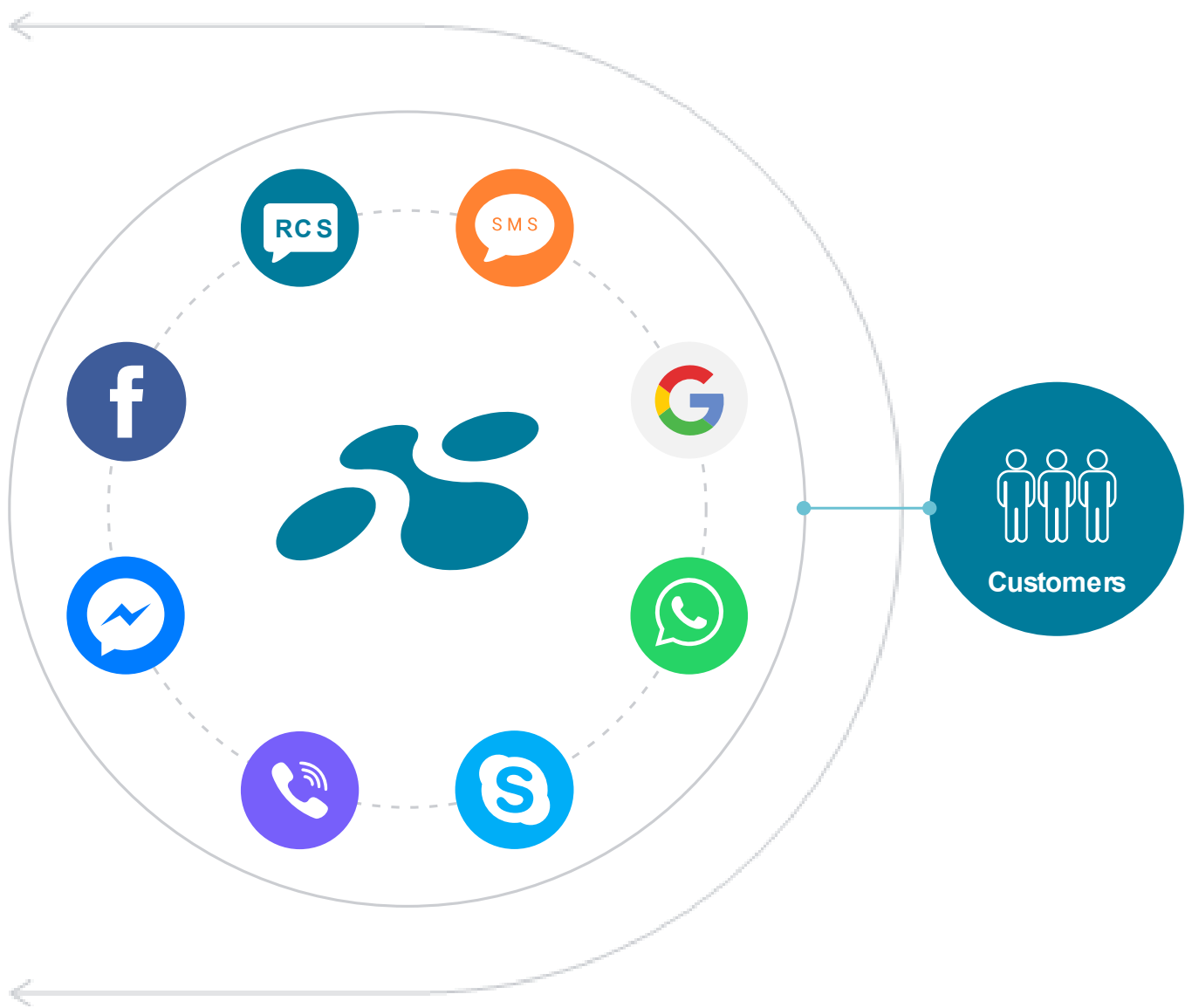
Creating value through digital messaging solutions
- Communication Platform as a Service (CPaaS)



LINK messaging products



On preferred channels



LINK facts and figures

2000

FOUNDING YEAR

#1

MESSAGING PLAYER IN
EUROPE

~ 15 bn

MESSAGES SENT per year

30

OFFICES GLOBALLY

19

COUNTRIES IN OUR GROUP

~ 50 k

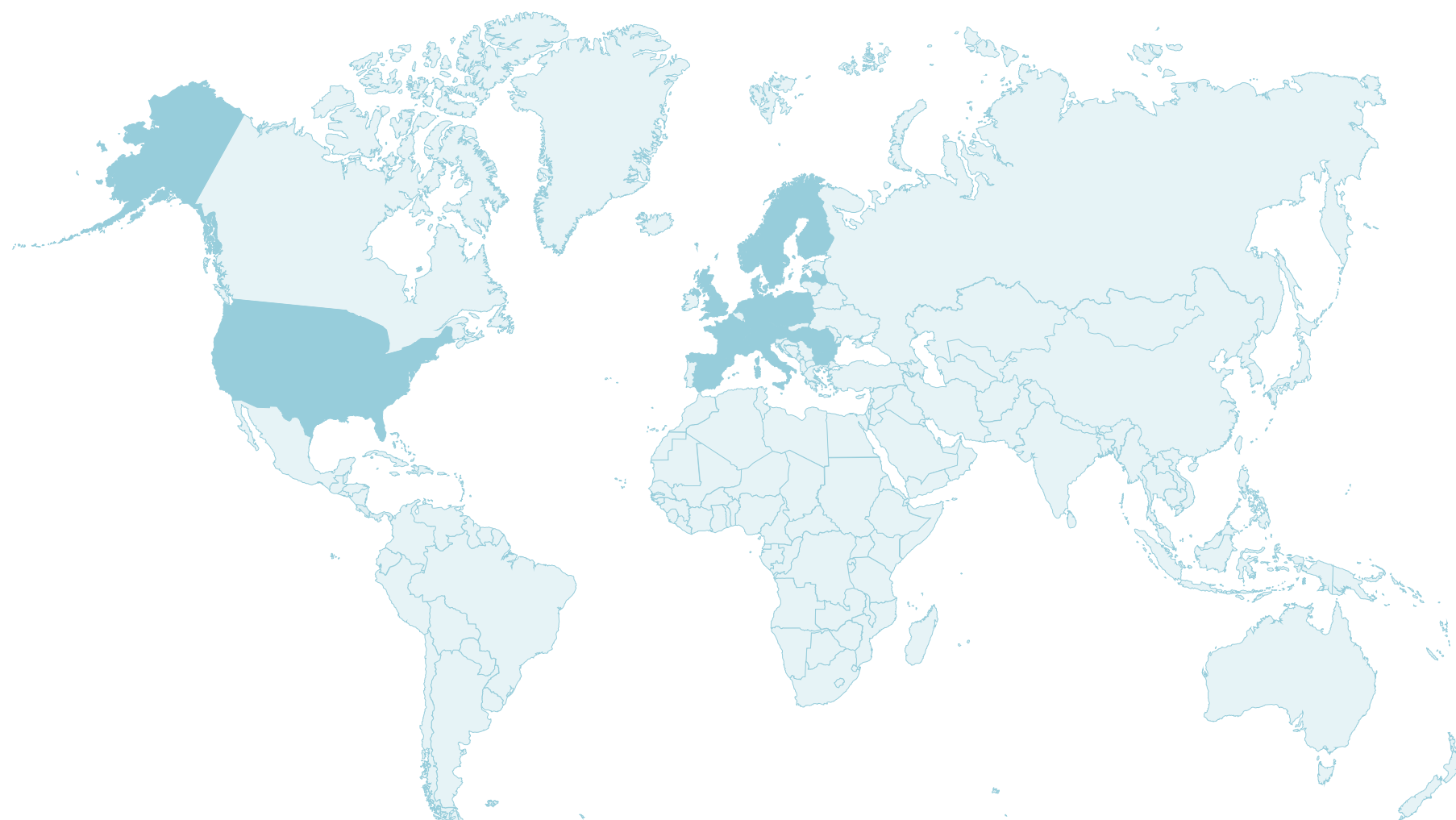
HAPPY CLIENTS WORLDWIDE

NOK 5.0 bn

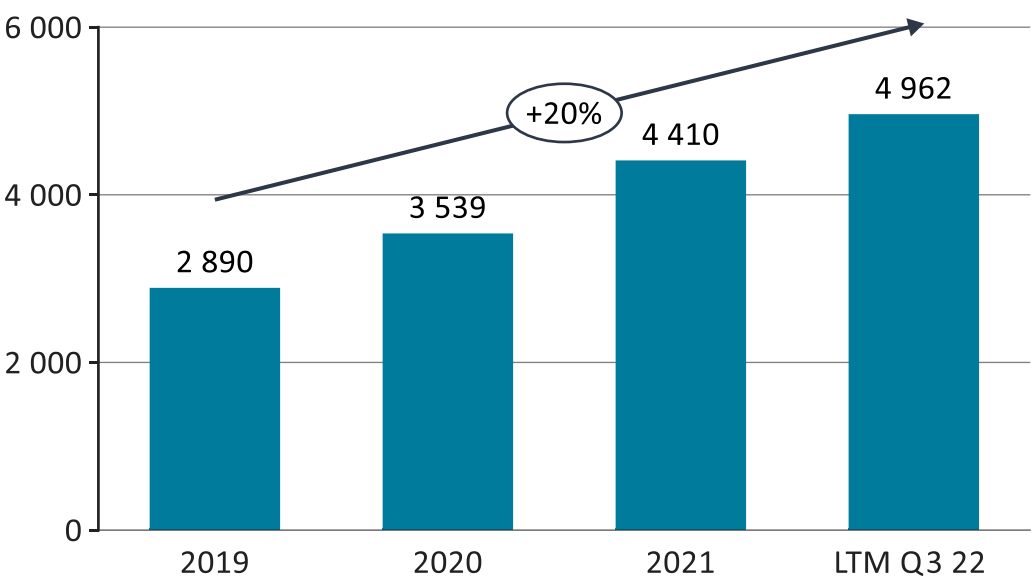
NOK LTM revenue Q3 22

NOK 613 m

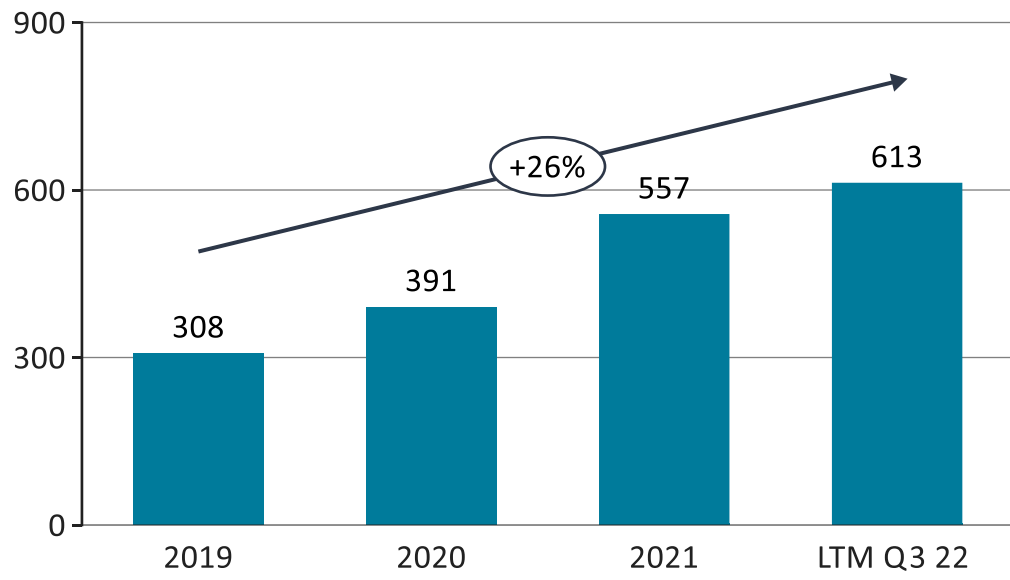
NOK LTM adj. EBITDA Q3 22



Revenue NOKm



Adj. EBITDA NOKm



Significant growth potential for digital messaging in Europe

Norway and Sweden early adopters

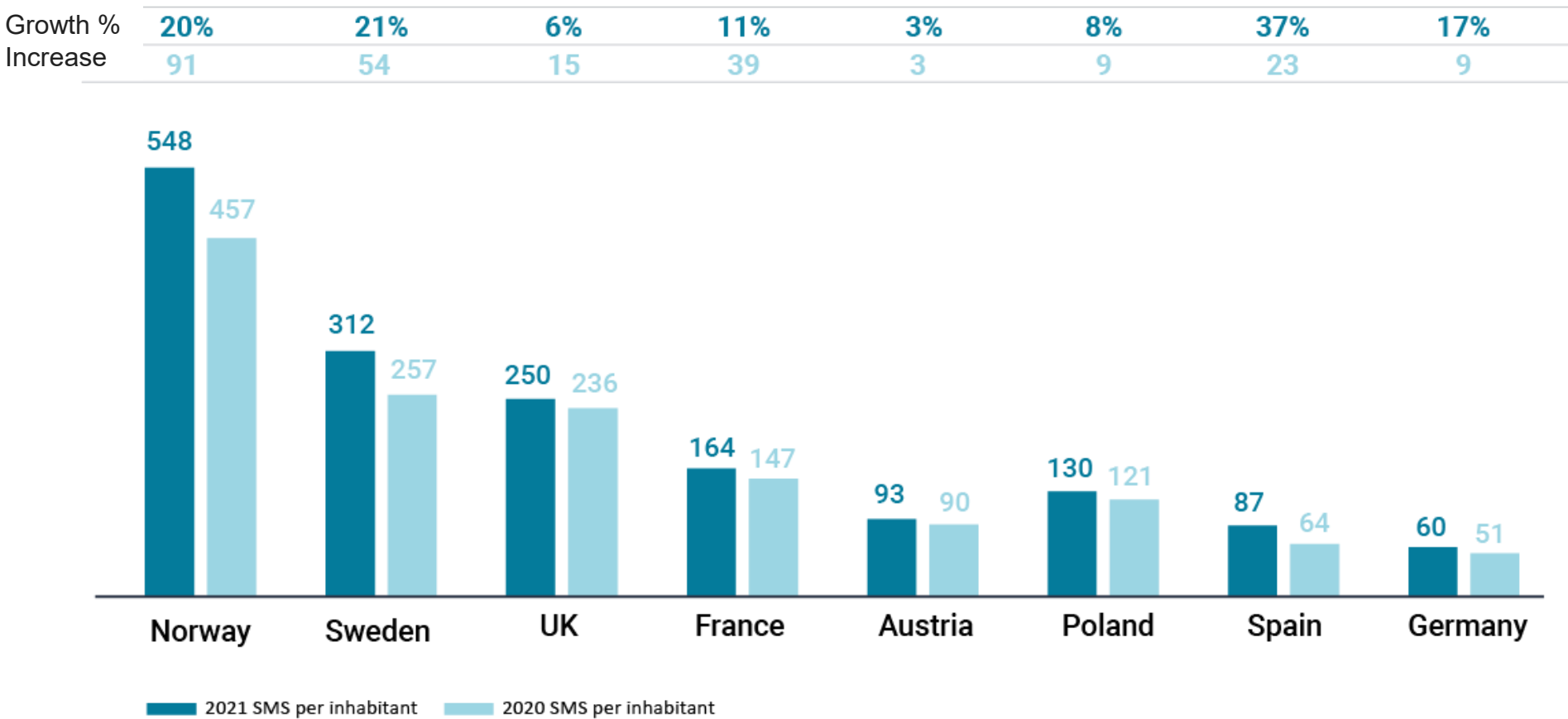
- Markets partly developed by LINK during past decades

UK advanced within digital messaging marketing

Most European countries still early on S-curve

- Significant benefits to be harvested

Adoption of digital messaging* varies greatly in Europe



* Annual number of A2P messages per capita

LINK uniquely positioned for future growth in emerging CPaaS market

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

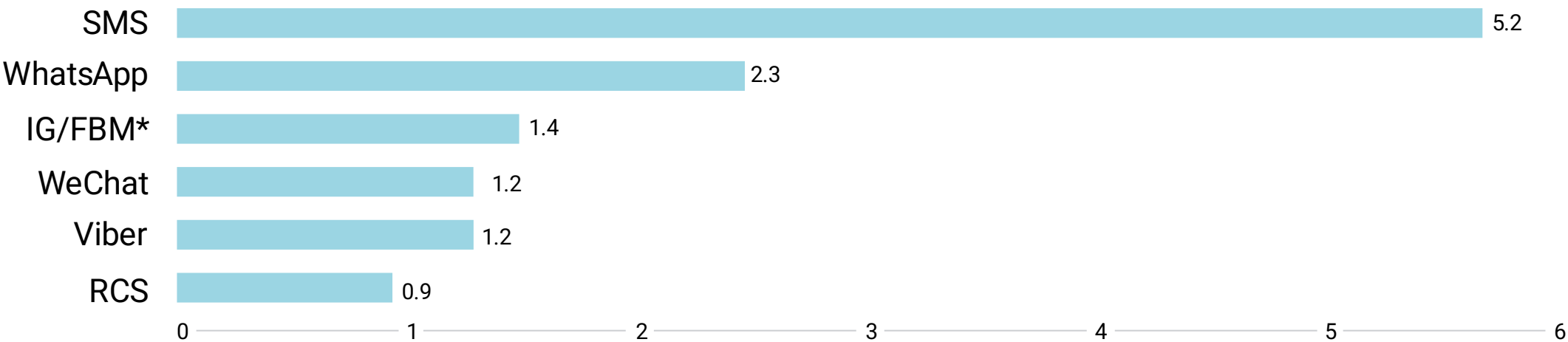
- Use cases moving from one-way messaging to conversational two-way communication
- Solutions implemented across industries and functions

LINK #1 messaging company in Europe

- More than 20 years experience

New channels to transform digital messaging

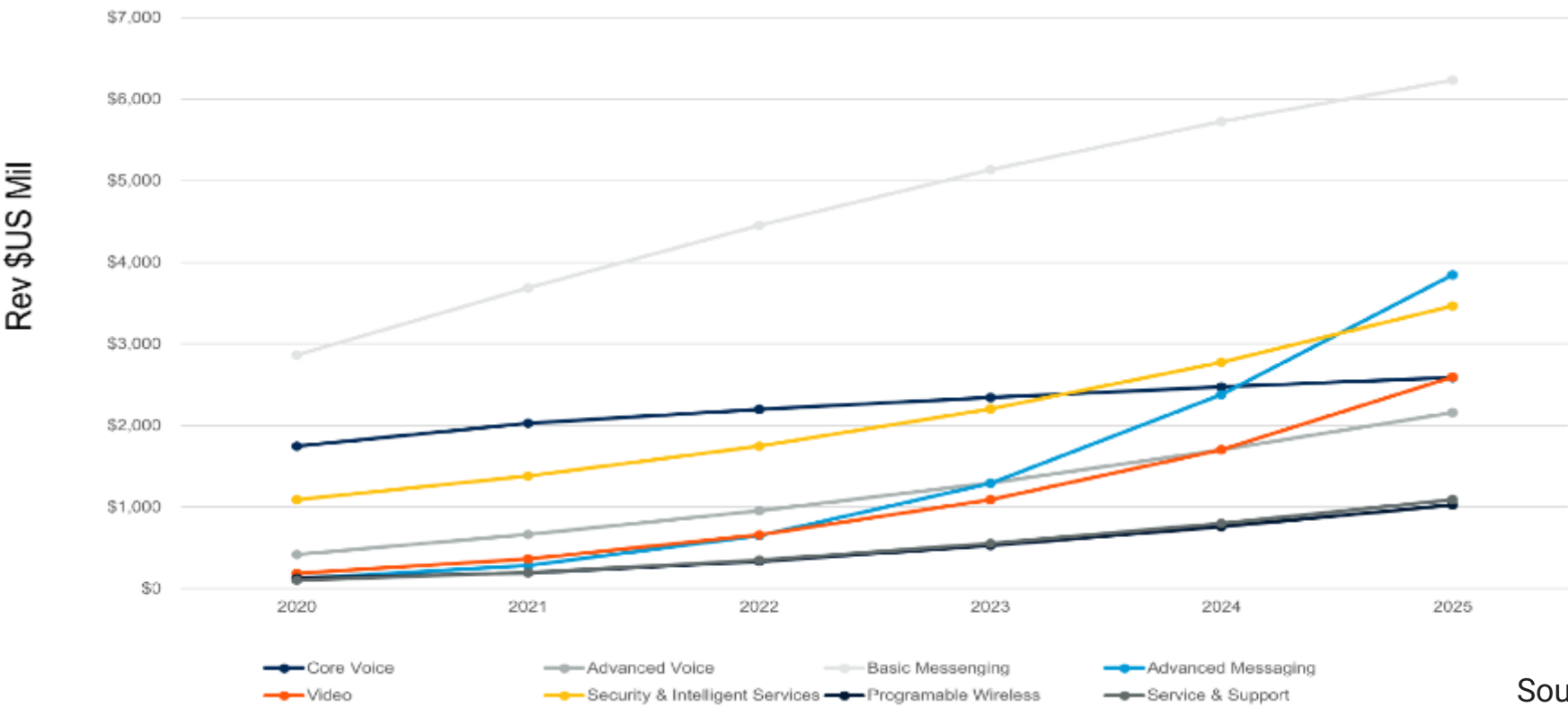
Unique users, bn



* Instagram/Facebook Messenger

Source: Mobilesquared

CPaaS market growth by segment



Source: Gartner

LINK ranked established leader by Juniper Research last year

Juniper Research's new CPaaS Competitor Leaderboard

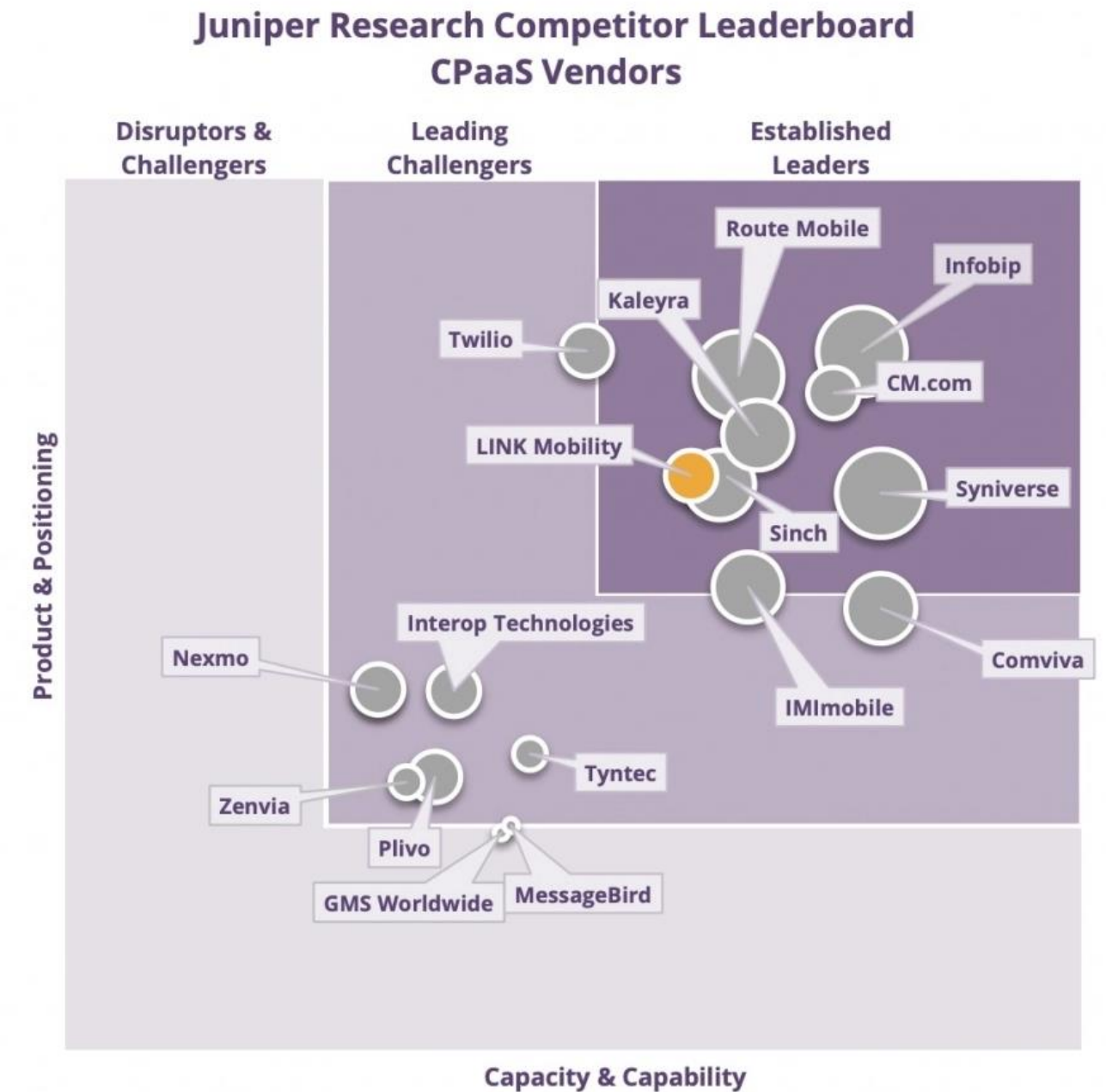
- European-based provider of business intelligence

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 awarded “Best RCS Provider” by Juniper Research this year

RCS*, or SMS 2.0, is the next generation of traditional SMS messaging

- Richer feature set allows brands to engage in conversations with their customers
 - Drives better open rates, engagement scores and click rates

LINK recently launched its GSMA compliant RCS API

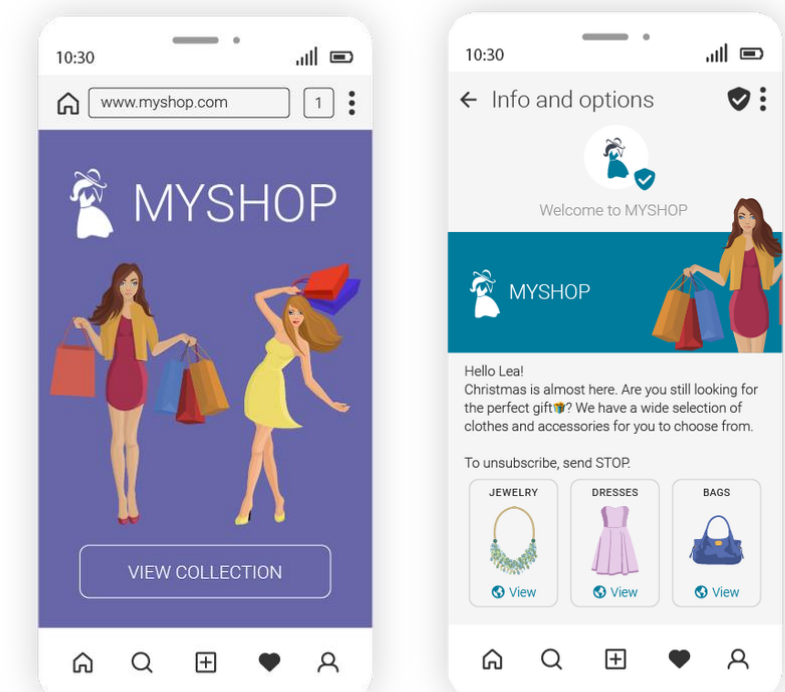
- LINK’s single API and local presence make it easy for brands
- RCS launch partner for over 80 mobile network operators globally

RCS creates value by vastly improving customer engagement

- Generating excellent ROI metrics up to 5x traditional SMS



Shopping with RCS from LINK



Versatile business model with diverse use cases and geographical diversification

Most of LINK's revenue driven by stable growth notification use cases

- Reminders, alerts, updates, mission critical communication
 - Linked to essential activities – healthcare, utilities and critical supplies

LINK less exposed to more volatile mobile marketing use cases

- Marketing activity moves more with consumer confidence
 - Effect expected to be less than during Covid lockdowns even in a recession
 - More cautious consumers, but shops remain open

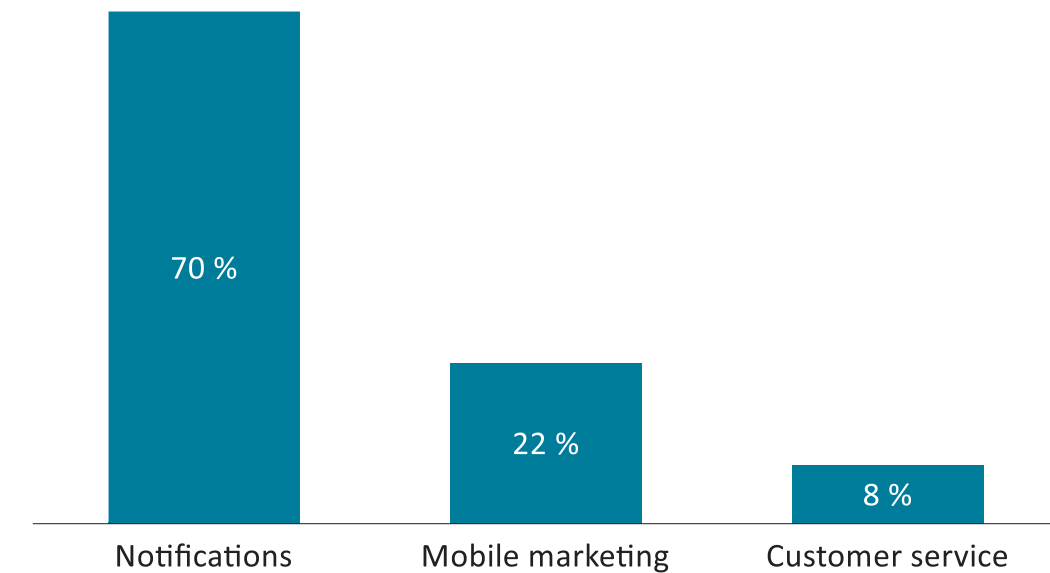
Customer service use cases could be counter cyclical

- Large cost saving potential in customer care through chatbots and digital messaging

LINK has close to 50,000 customers globally

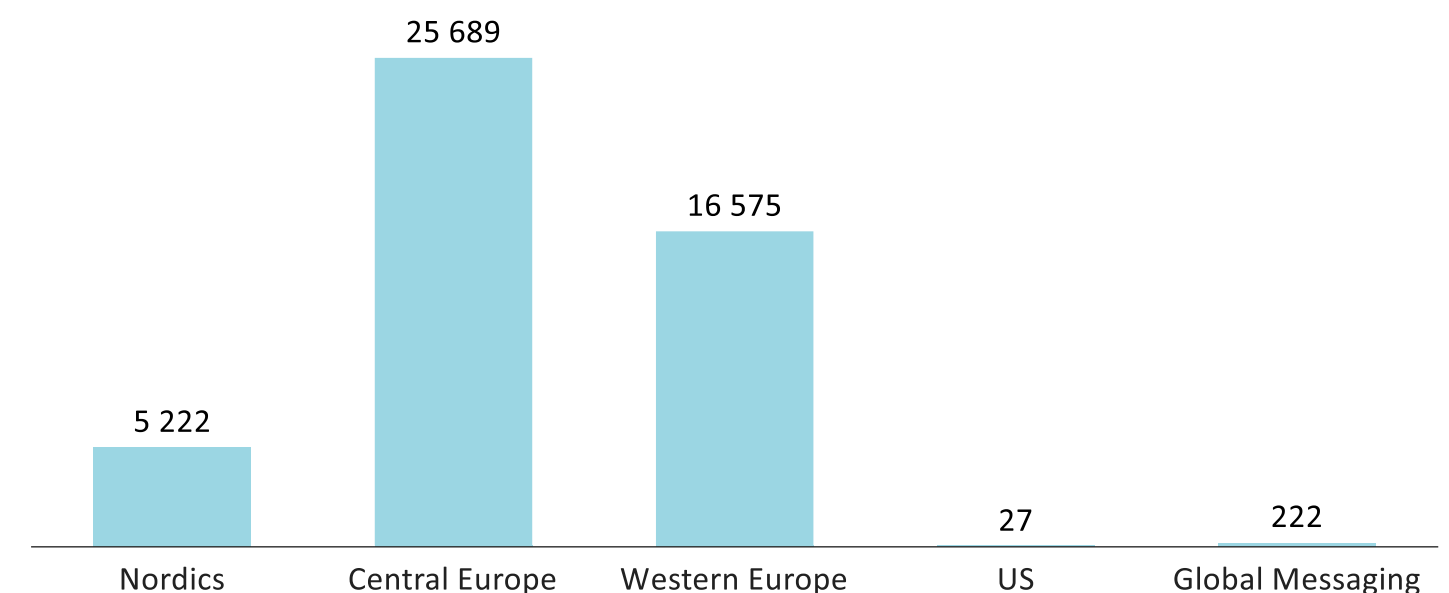
- Continuous cross-selling opportunities through sharing of best practises
 - Between regions and customer use cases

Revenue by use case*



* Estimated from industry classification of customer data

Customers by region



DNB – Digital messaging creates value

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



Deutsche Post - Customer service with WhatsApp and SMS notifications

Deutsche Post's customer service added WhatsApp from LINK as new channel

- Deutsche Post owns DHL which already uses WhatsApp from LINK
- DHL early adopter of LINK's mobile logistics solutions

Deutsche Post service already sees substantial volumes via LINK platform

- High volume growth expected with continuous new use cases
- The WhatsApp supported chatbot enhances both customer service and operational efficiencies

LINK positioned as DHL's backbone for mobile messaging globally

- DHL Express, which handles 70% of all B2C shipments, and DHL IT Services Digital Assistant use LINK mobile communications

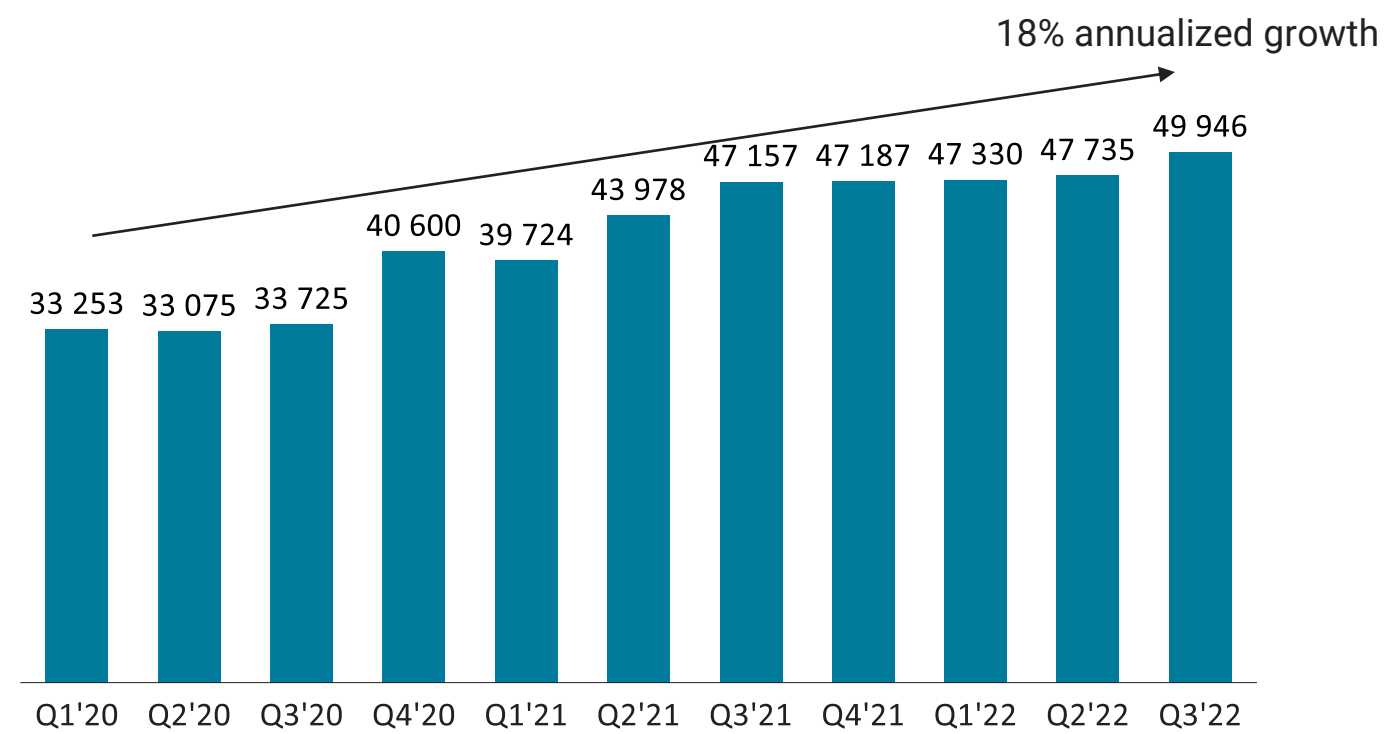
LINK's WhatsApp service to be rolled out globally through DHL's footprint

- As part of cooperation with DHL centralized Digital Assistant program



Strong growth in customer accounts and very low churn

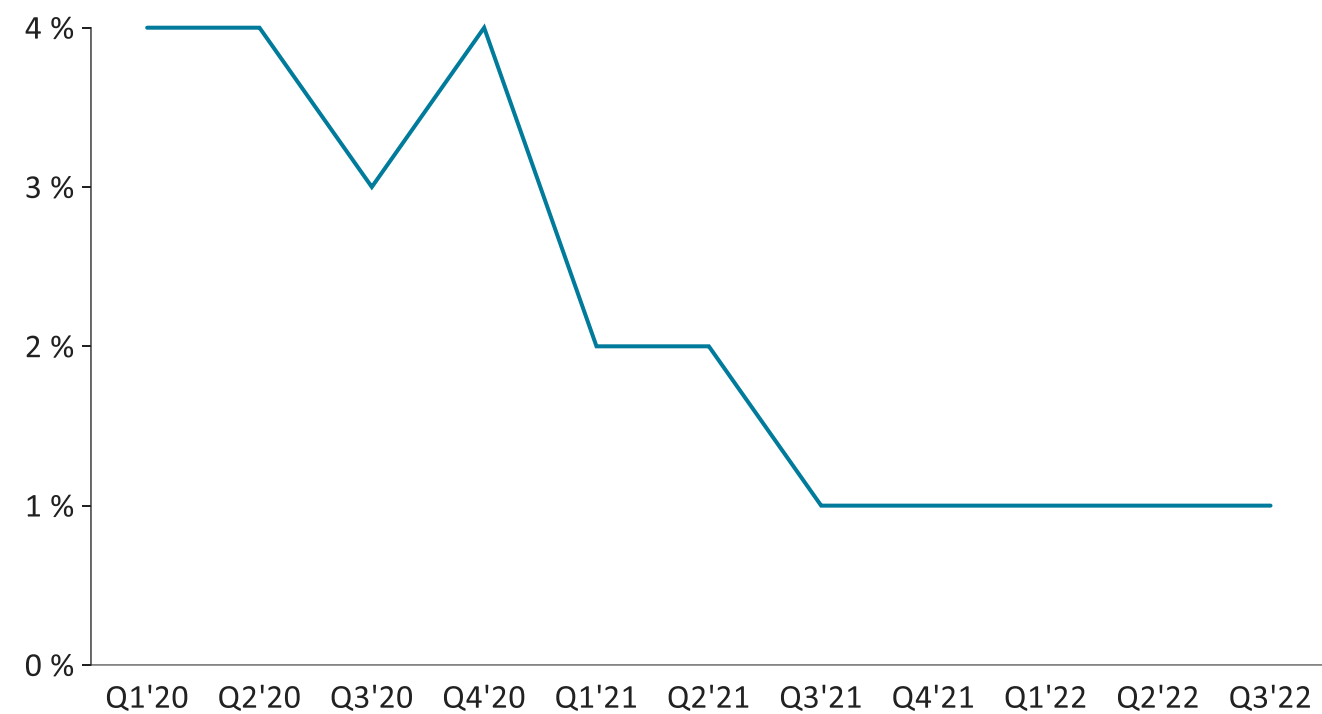
Customer accounts



50,000 active customer accounts

- Annualized growth in customer accounts 18%

Customer churn %



Customer churn always been low for LINK

- Sticky enterprise customer relations
 - LINK solutions integrated into IT systems
- High value added solutions
 - Digital messaging very efficient way to communicate

Opex and capex initiatives on track - Supporting adj. EBITDA and FCF

Opex reductions to support adj. EBITDA growth

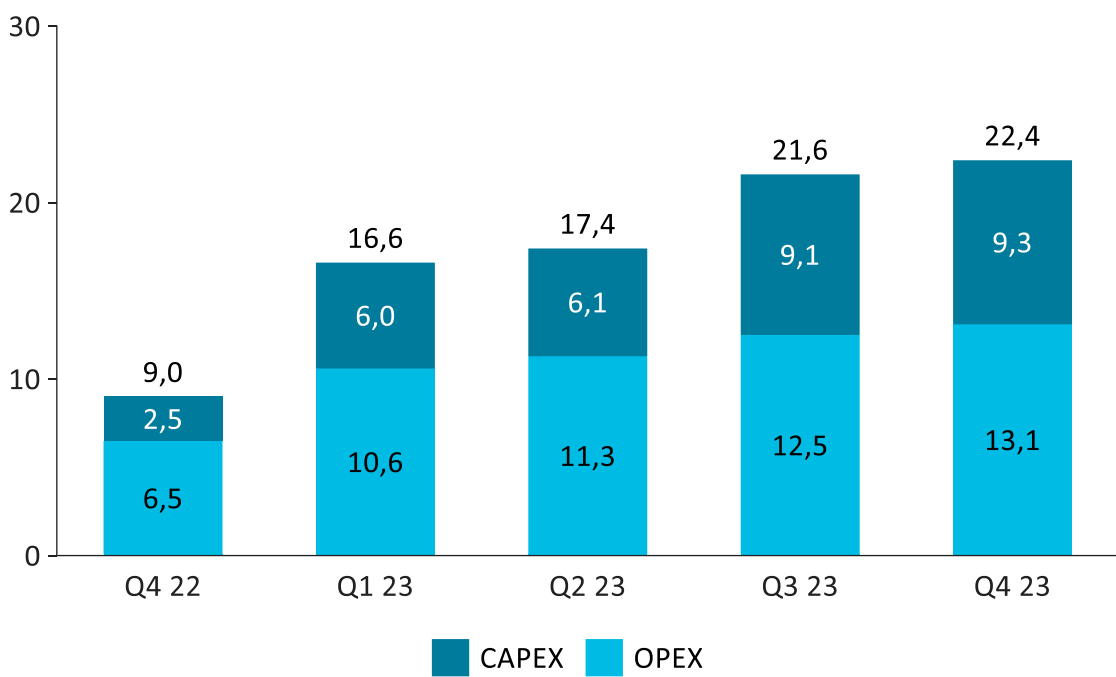
- Annual run rate reduction in Q4 23 NOK 52 million
- Amounting to 8% of current LTM adjusted EBITDA

Lower capex to strengthen free cash flow further

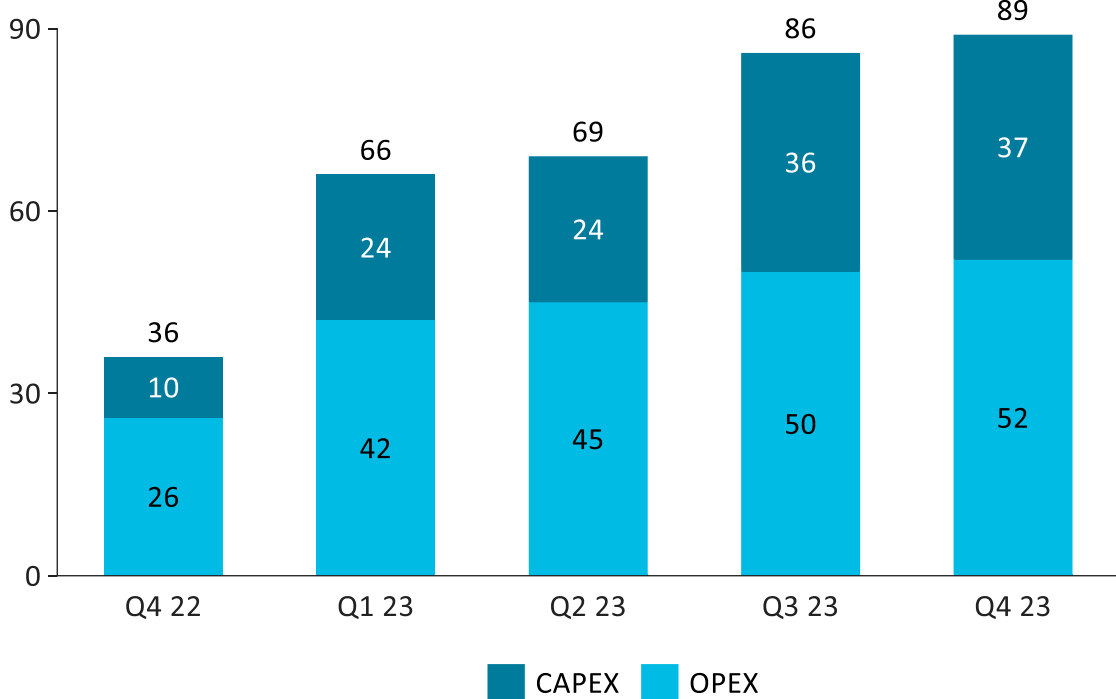
- Annual run rate reduction in Q4 23 NOK 37 million
- Forecasted capex level before initiatives was NOK 180 million per year

Total annual run rate cash savings 41% of current LTM free cash flow

Quarterly savings from Q2 22 cost level (NOKm)



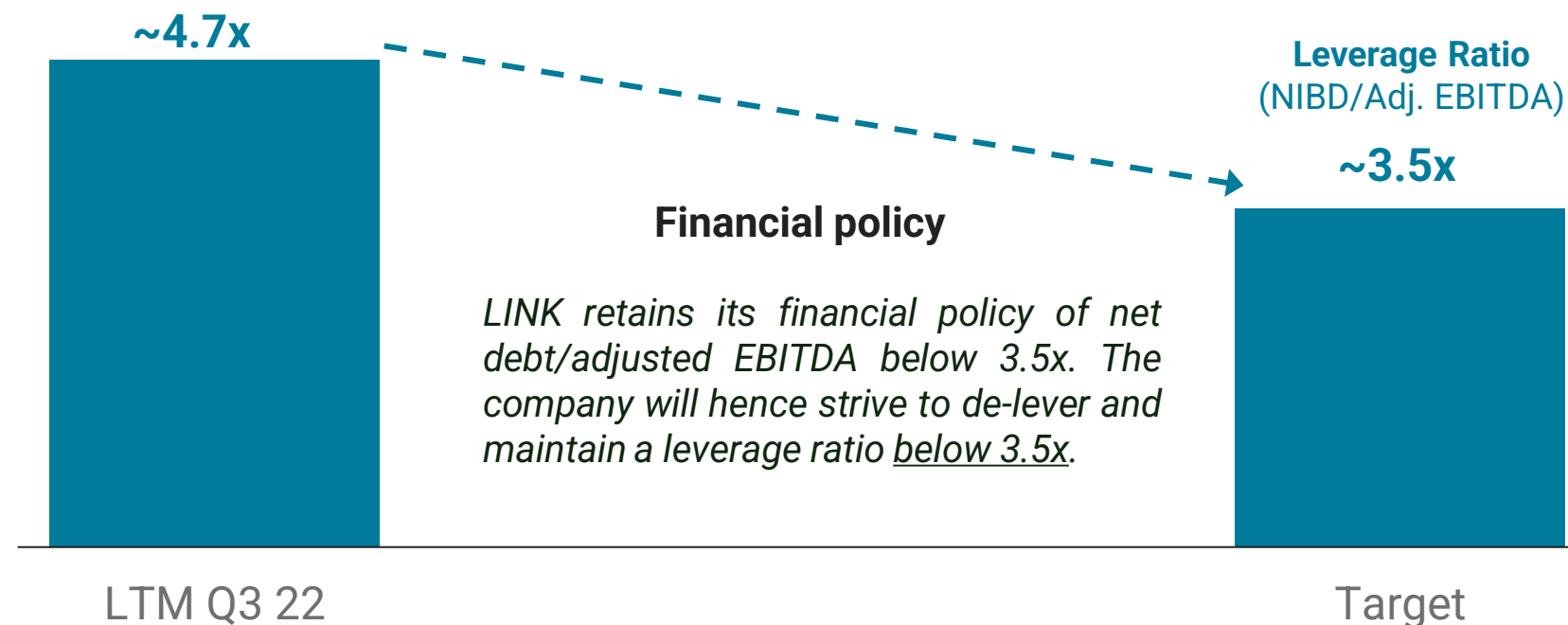
Run rate annual OPEX and CAPEX savings (NOKm)



LINK generates FCF in excess of NOK 200 million per year

Reported free cash flow

NOK '000	Q4 2021	Q1 2022	Q2 2022	Q3 2022	LTM Q3 2022
Adj.EBITDA	176	142	129	166	613
Change working capital	113	(98)	89	(103)	1
Taxes paid	(28)	(13)	(6)	(10)	(57)
Non-recurring costs M&A	(30)	(14)	(18)	(15)	(77)
Payable Social cost on Share options	(6)	-	-	-	(6)
Net cash flow from operating activities	225	19	194	38	476
Add back non-recurring costs M&A	30	14	18	15	77
Adj. cash flow from operations	255	32	212	53	552
Capex	(58)	(50)	(45)	(38)	(191)
Interest	(71)	(3)	(69)	(1)	(143)
Cash flow after capex and interest	126	-21	98	14	218



Adjusted LTM cash flow from operations NOK 552 million

- Reported cash flow from operations include M&A related expenses
- Free cash flow generated after capex and interest of NOK 218 million

Working capital (WC) varies significantly between quarters

- Stable WC on LTM basis despite revenue growth
- WC is net negative and a funding source for organic growth

High cash conversion LTM

- Adj. cash flow from operations 90% to adjusted EBITDA
- Free cash flow after interest and capex 36% to adjusted EBITDA

Cost reduction initiatives to support FCF generation in 2023

Reported LTM Q3 22 leverage at 4.7x

- Strong FCF to reduce leverage over time

LINK's EUR 370 million fixed coupon bond matures in December 2025

- Fixed interest rate at 3.375% secured for another 3 years



Q&A



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