

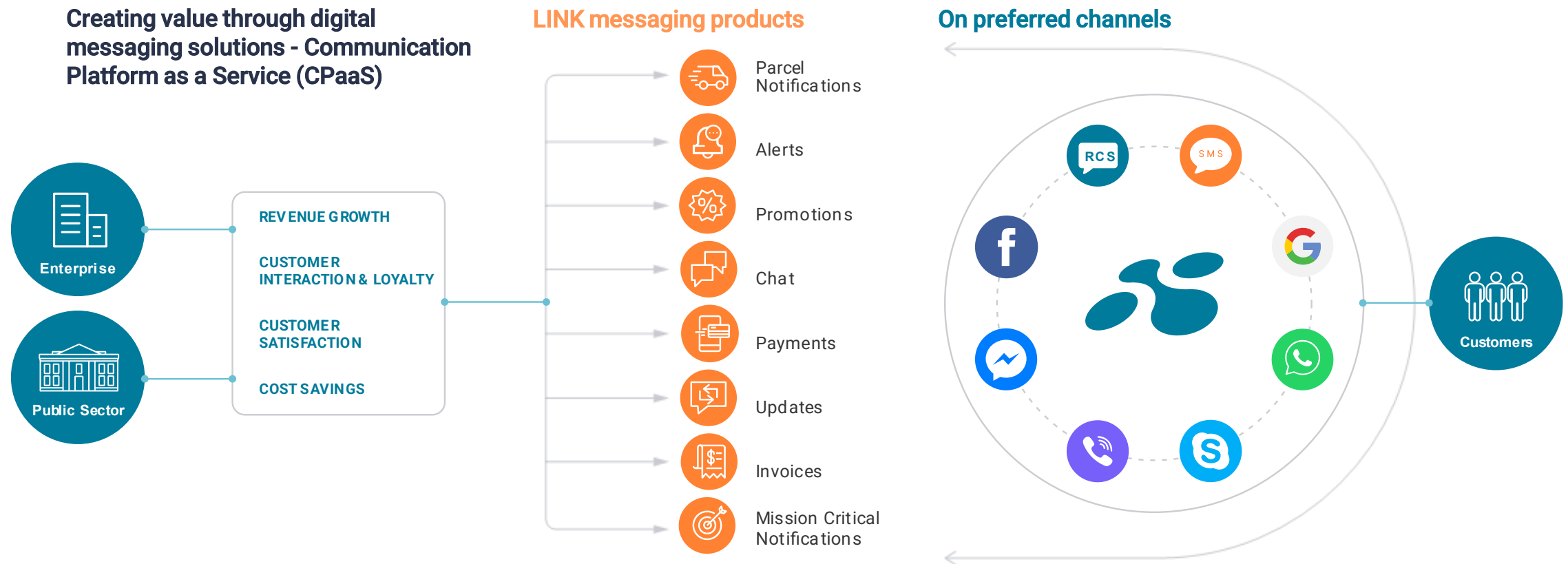


**Global CPaaS Player**

in High Growth Markets

Because every  
communication  
matters

# LINK connects businesses to customers and governments to citizens



# LINK facts and figures

**2000**

FOUNDING YEAR

**#1**

MESSAGING COMPANY  
IN EUROPE

**>10.5bn**

MESSAGES SENT IN 2020

**30**

OFFICES GLOBALLY

**19**

COUNTRIES IN OUR GROUP

**~50k**

HAPPY CLIENTS WORLDWIDE\*

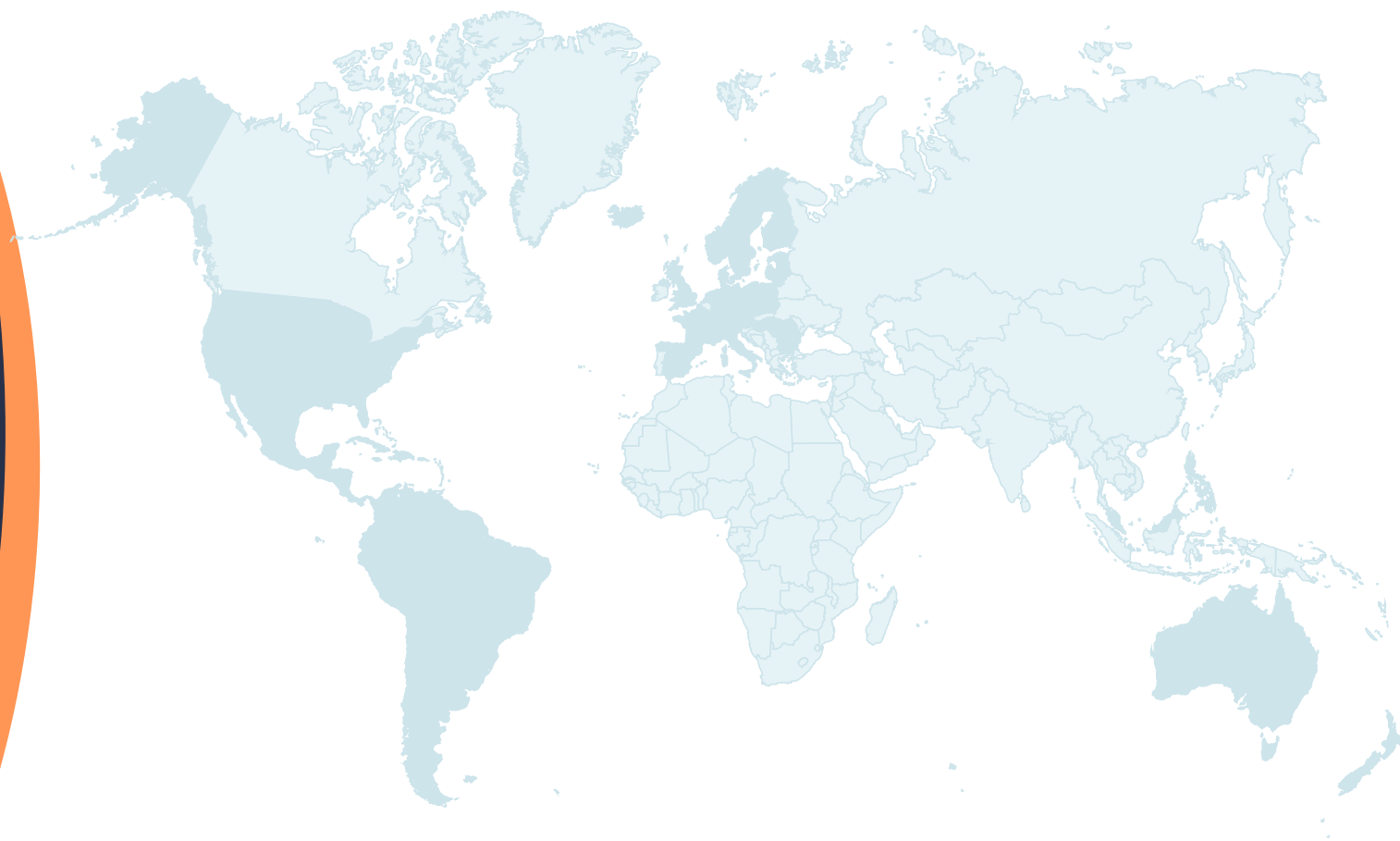
**804m**

NOK LTM EBIDTA Q2 21\*

**5bn**

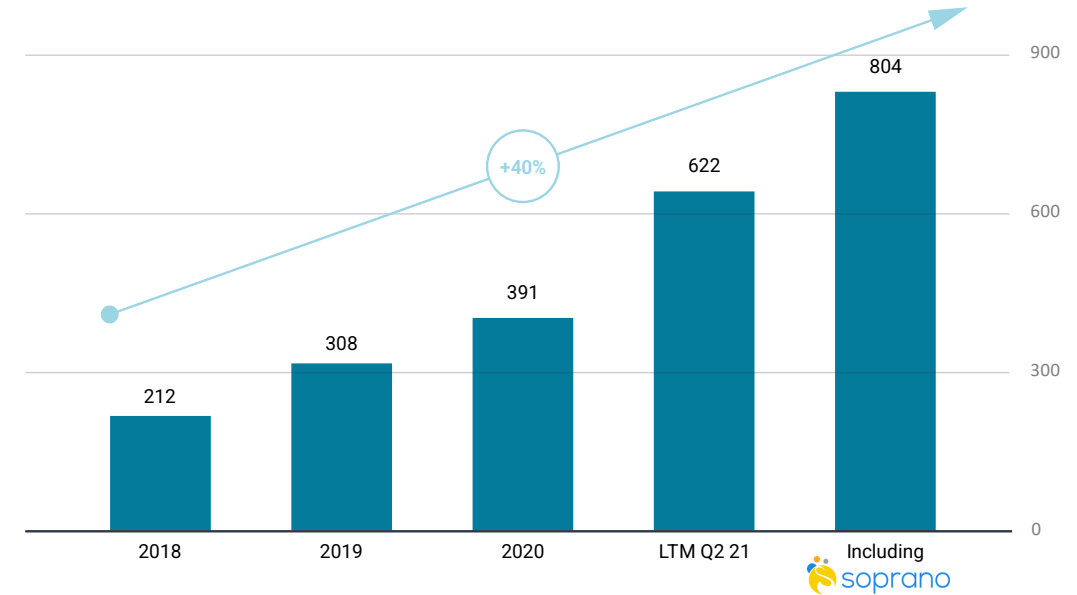
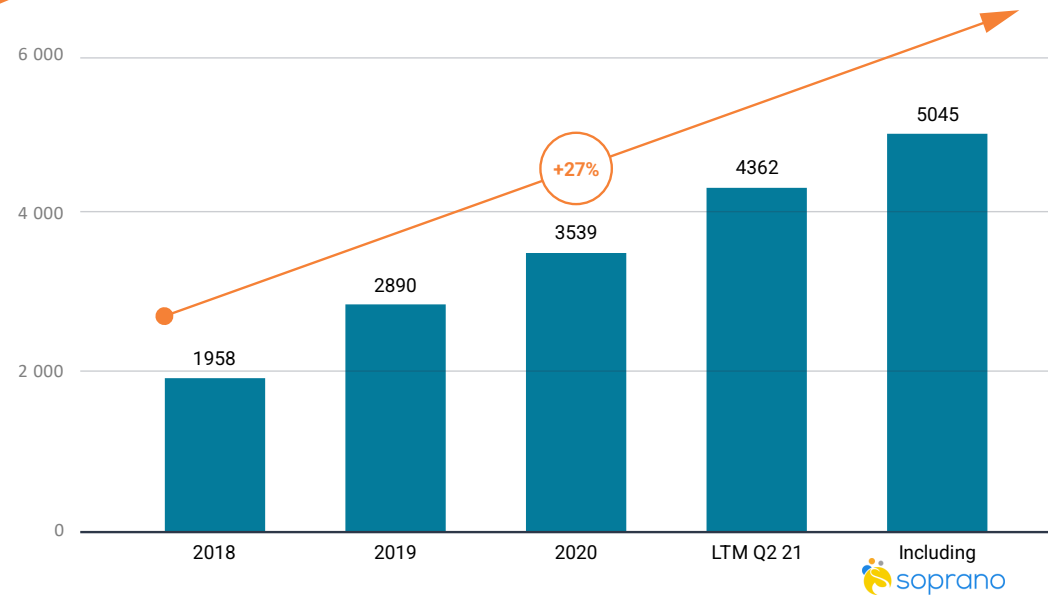
NOK LTM revenue Q2 21\*

\* Including all closed acquisitions and Soprano



**LINK has unique position in fast growing global CPaaS market**

# LINK has shown strong growth in revenue and adjusted EBITDA



Closed acquisition since IPO included in pro forma LTM

websms|

tismi!

marketingplatform  
time to be creative

amm  
sms & media marketing

MESSAGE BROADCAST

# LINK uniquely positioned to capture 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

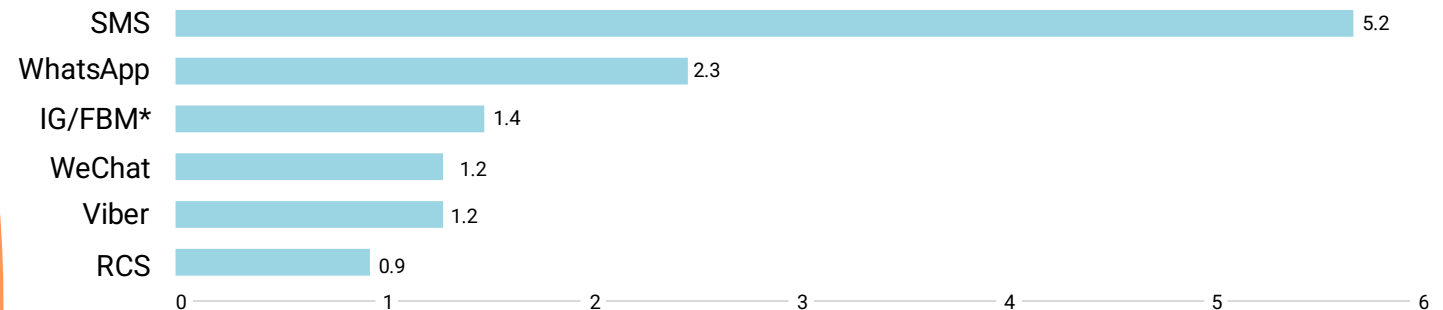
## LINK #1 messaging company in Europe

20 years experience

\* Instagram/Facebook Messenger

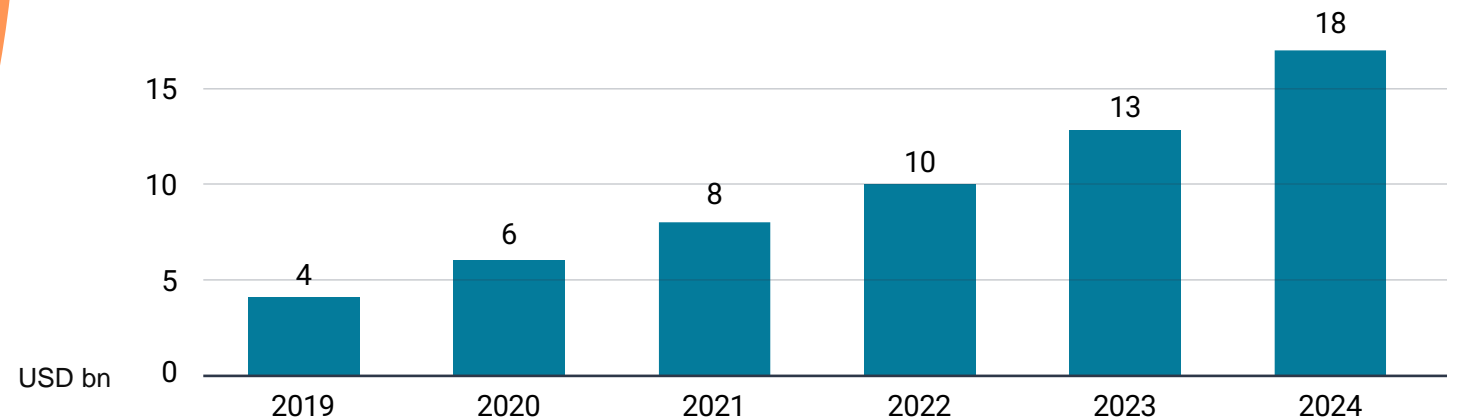
Source: Mobilesquared

### New channels to transform digital messaging



Source: IDC

### Fast growing CPaaS market provide strong tailwind for LINK



# 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 – U.S.

• Soprano - Asia-Pacific ,U.S., LatAm

• **#1 Enterprise solutions in Europe**

• Completed more than 20 acquisitions last 5 years

# LINK has leading position on fast growing OTT and RCS channels



LINK preferred Facebook partner for WhatsApp communication

Please refer to QR code for an interactive investor update



## LINK partnership with Facebook to scale WhatsApp traffic

Facebook sees LINK's global clients as a platform to scale WhatsApp

Deutsche Post 



## Deutsche Post's customer service added WhatsApp from LINK

Deutsche Post owns DHL which already uses WhatsApp from LINK

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

LINK has 90 operators connected to state of the art RCS Gateway with routing capability to 200+ countries



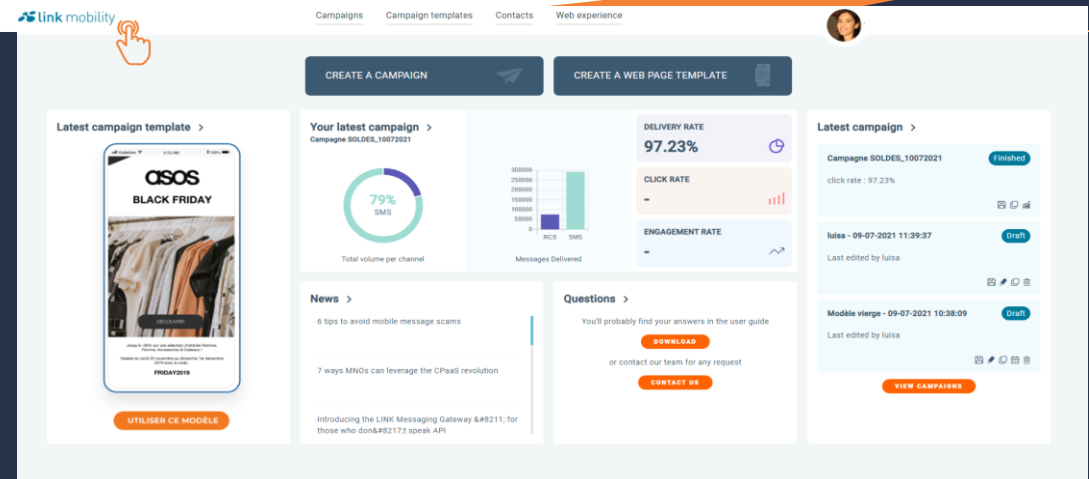
## LINK has developed a feature proven RCS Gateway

90 operators directly connected with routing capability to 200+ countries

More operators in pipeline to be onboarded



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



## Example of API offering

Email  
SMS  
RCS  
WhatsApp  
Viber Gateway

## 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's unique pervasive market presence

## 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

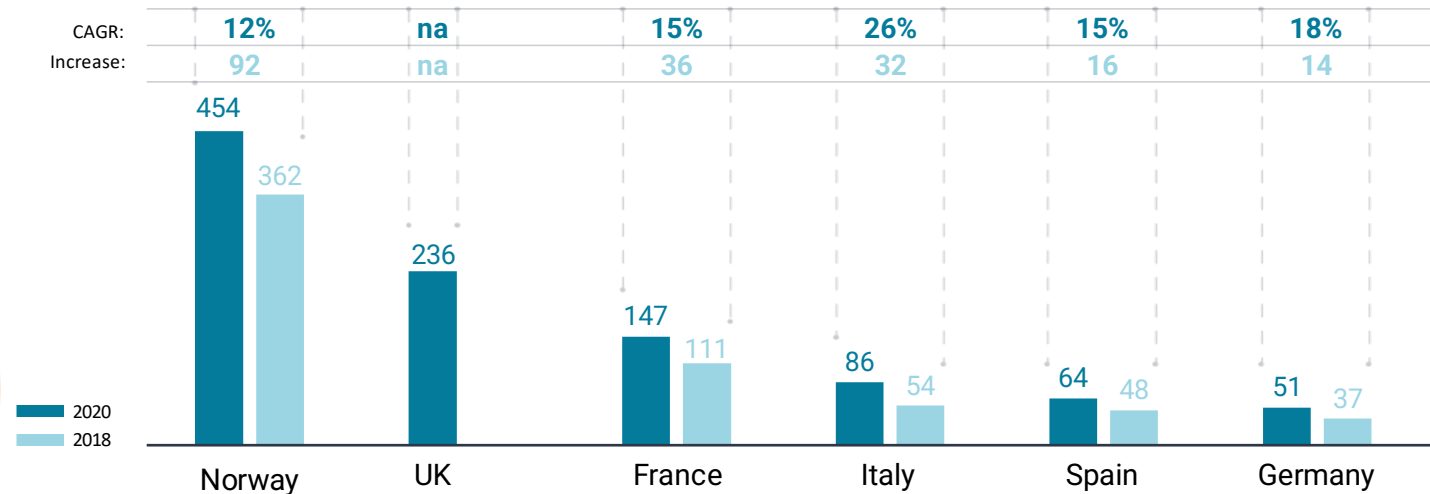
Partner network extending vertical reach

## Soprano to bring additional expertise in MNO / carrier GTM

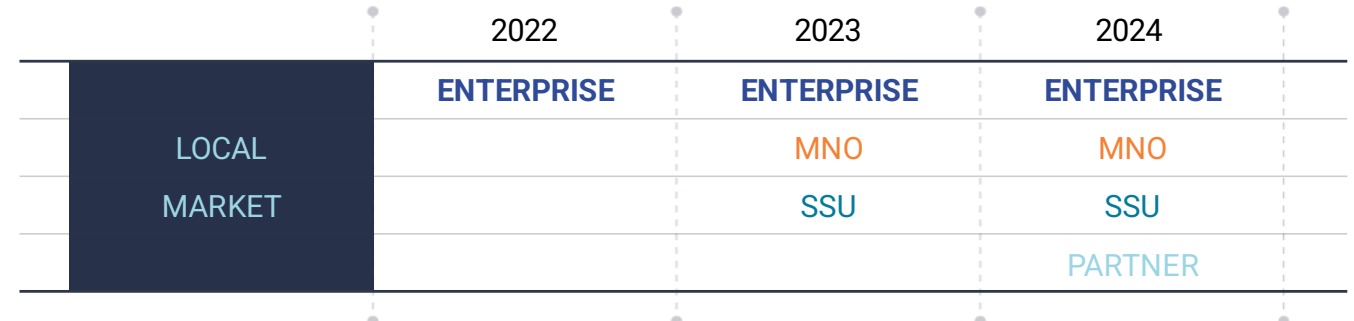
## LINK to leverage new global presence and product capability

Increase high revenue yet lower margin business from global internet players

## Huge growth potential for digital messaging in Europe



## Illustration of local market evolving through unique GTM playbook



# M&A track record for growth in fragmented industry

## LINK has completed 29 acquisitions since 2014

Taken #1 position for Enterprise solutions in Europe

Expanded to the U.S. with Message Broadcast acquisition

## Clearly defined M&A strategy

From target identification through to integration and synergies

De-risking acquisitions

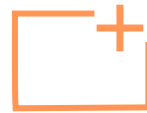
Provide COGS reductions and cross-selling opportunities

## Significant M&A pipeline

Solutions to further advance capabilities

Highly fragmented opportunity rich market for add-ons

## Three pillar M&A approach



### Add-on

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

websms|



### Level Up

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



### Solutions

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

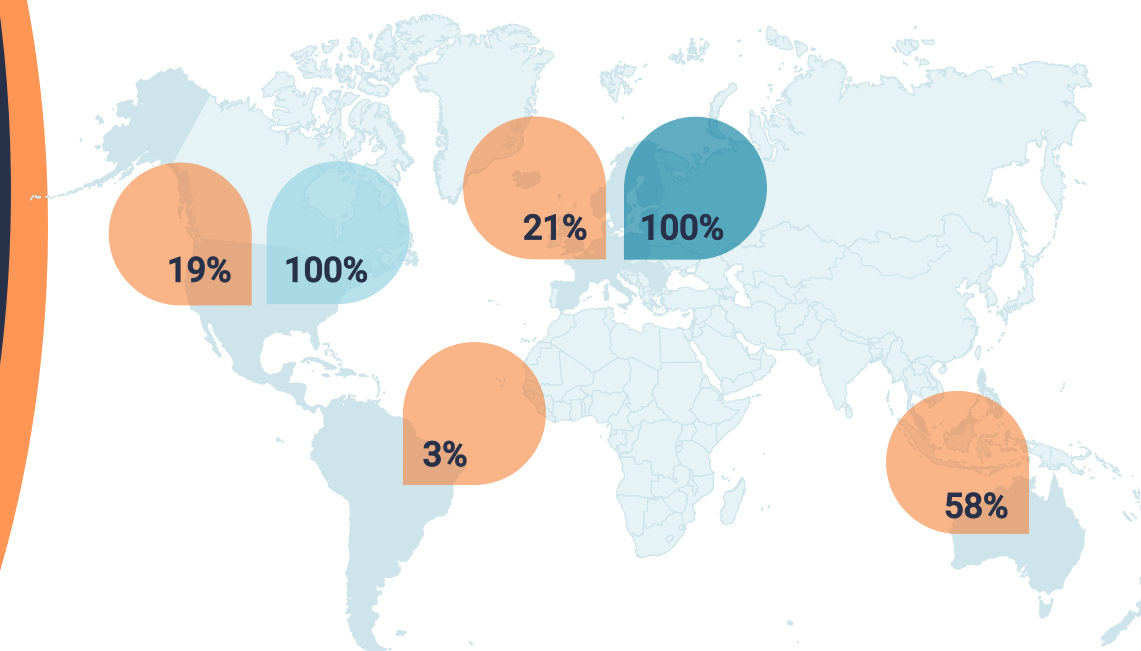


# LINK capturing market share and market position in high growth CPaaS market

LTM Q2 2021 NOKm	Reported	Closed acquisitions	soprano	All entities
Revenue	3,856	506	683	5,045
Gross Profit	985	323	366	1,674
GP. Margin	26%	64%	54%	33%
Adj. EBITDA	437	186	182	804
EBITDA Margin	11%	37%	27%	16%

## Illustrative footprint new global LINK

Share of 2020 sales from different regions (ex. Global Messaging Platform for Soprano)



(1) Unaudited reported LTM Q2 21 figures for LINK  
(2) Unaudited full-year effect of WebSMS, Tismi, MarketingPlatform, AMM and Message Broadcast  
(3) Unaudited LTM Q2 21 figures (Australian GAAP) obtained from Soprano, including full year-effect of Silver Street acquisition

# New global position gives foothold for further growth

**LINK has very successfully taken #1 position in Europe through M&A during last 5 years**

New global footprint provides beachhead for further acquisition on a global scale

**Message Broadcast and Soprano enrich LINK's product portfolio and geographical reach**

Offering significant cross-selling opportunities

Additional direct MNO connections bring COGS synergies

**Exposure to new large and high growth CPaaS markets provide strong tailwind for growth**

## Forward looking statement to 2024

PRO FORMA REVENUE	NOK 10 bn
ORGANIC REVENUE GROWTH	20%
PRO FORMA ADJUSTED EBITDA MARGIN	15-17%

Adjusted EBITDA margin range to be raised further to 18-20% upon closing of Soprano



Q&A

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Because every  
communication  
matters



