



Interim Report

Third quarter 2021

Guillaume Van Gaver, CEO
Thomas Berge, CFO

A large, solid blue circle with a thin orange border, containing the text "Q3" in a large, white, serif font.

Q3

LINK facts and figures

Global CPaaS Player in High Growth Markets

2000

FOUNDING YEAR

#1

MESSAGING PLAYER IN EUROPE

>10.5bn

MESSAGES SENT IN 2020

30

OFFICES GLOBALLY

19

COUNTRIES IN OUR GROUP

~47k

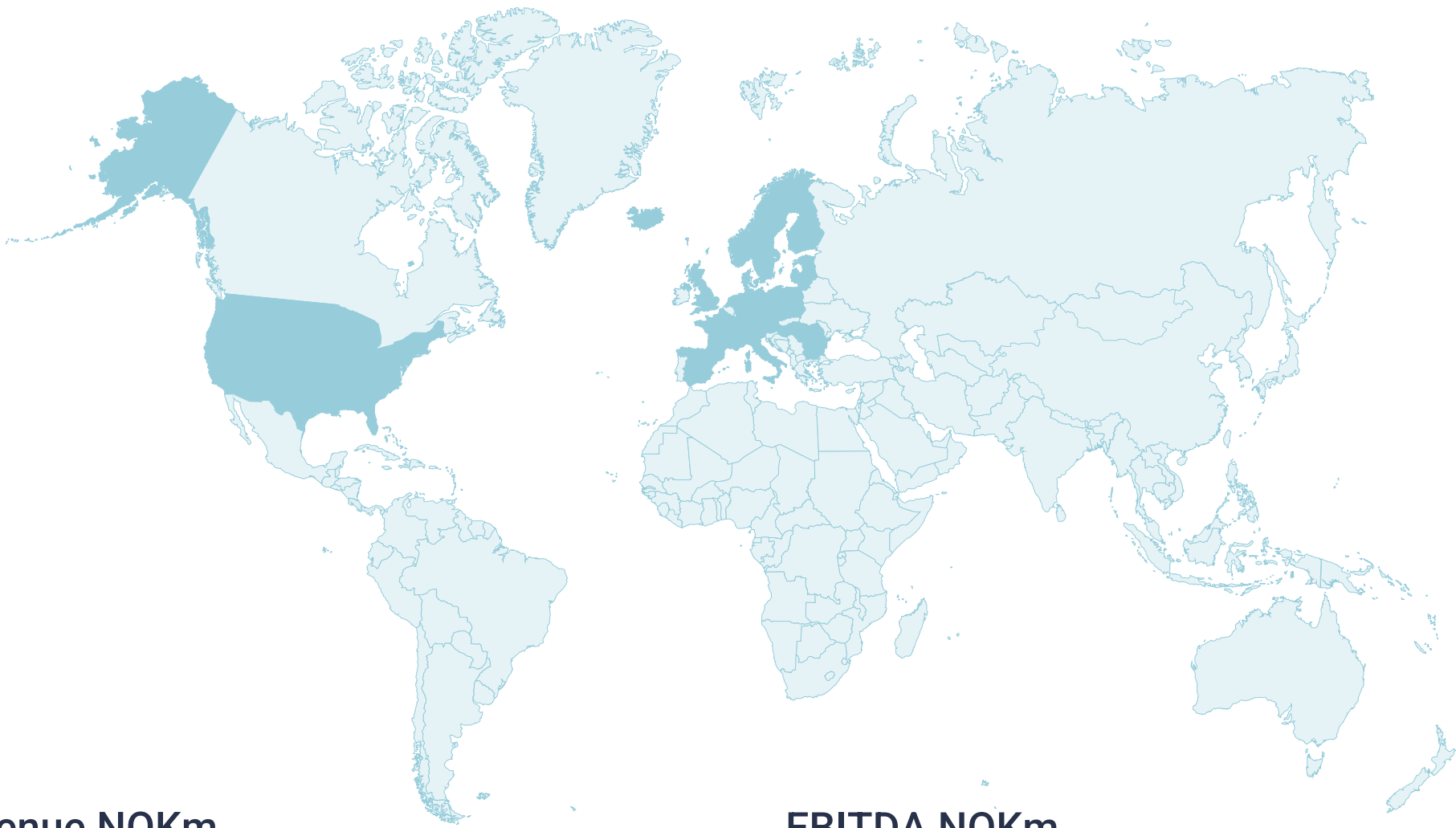
HAPPY CLIENTS WORLDWIDE*

616m

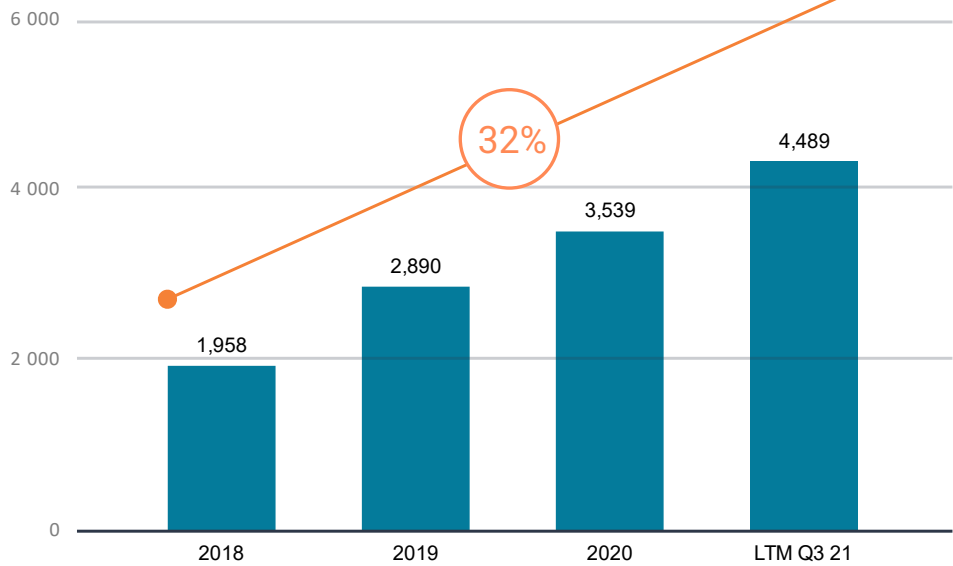
NOK LTM EBIDTA Q3 21*

4.5bn

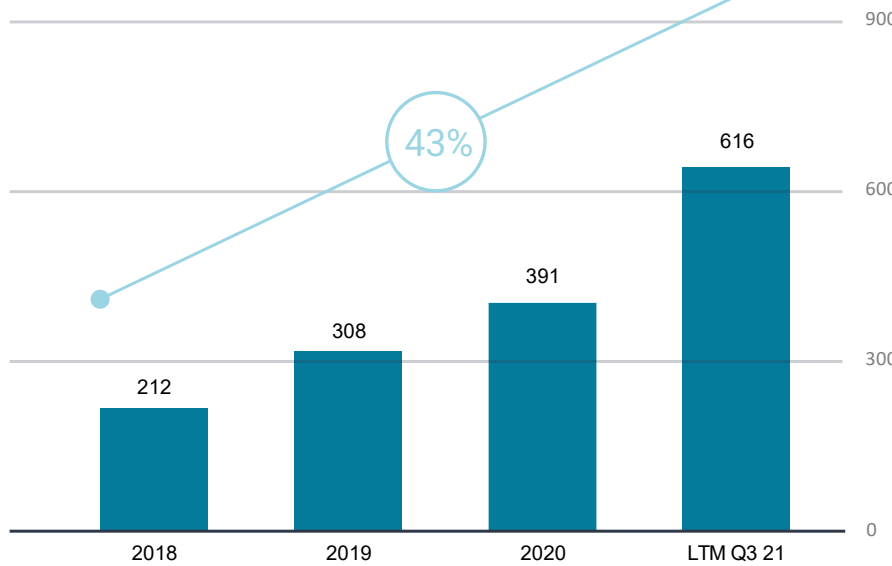
NOK LTM revenue Q3 21*



Revenue NOKm



EBITDA NOKm



Third quarter report 2021 highlights

Global CPaaS Player in High Growth Markets



Reported revenue grew 37% to NOK 1,112 million. Organic pro forma revenue growth in local currency 16%

- Enterprise pro forma organic revenue growth in local currency 13% with moderate retail activity in Western Europe
- Larger contribution from global messaging



Gross profit increased 57% to NOK 325 million. Gross margin 29%

- Gross margin expansion of 400 basis points YoY from higher margin contribution of acquired entities
- Organic gross profit growth in local currency 7% with higher global messaging volumes



Reported adjusted EBITDA at NOK 152 million. Adjusted EBITDA margin 13.7%

- Adjusted EBITDA grew 72% and the margin improved by 2.8 percentage points YoY
- Organic adjusted EBITDA declined slightly with go-to-market (GTM) investments



LINK ranked established leader in Juniper Research's new CPaaS Competitor Leaderboard

- Clearly highlighting the leading industry position



LINK has entered the US market, Message Broadcast fully consolidated from Q3 21

- Message Broadcast won a large new utilities customer in the US after quarter end

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

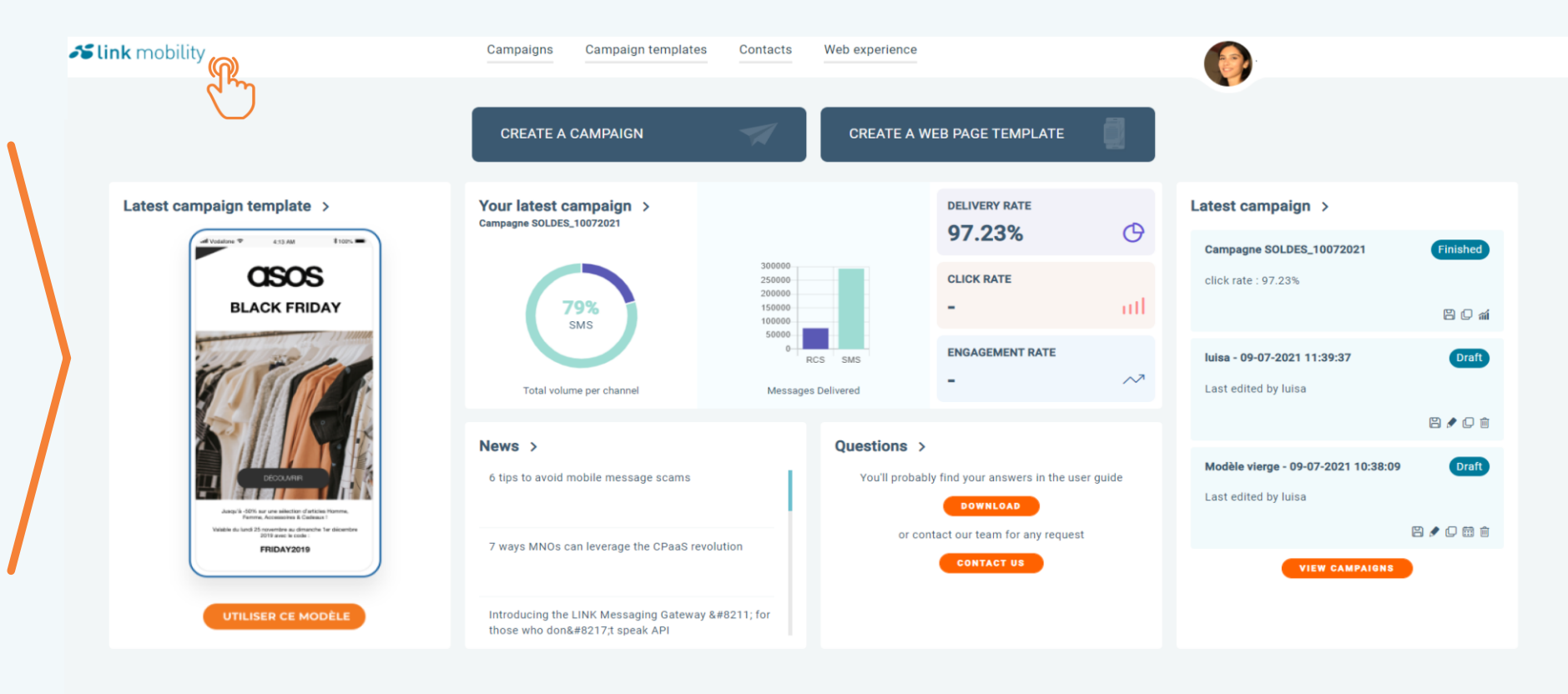
Global position

• 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

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

Global CPaaS Player in High Growth Markets

Juniper Research's new CPaaS Competitor Leaderboard

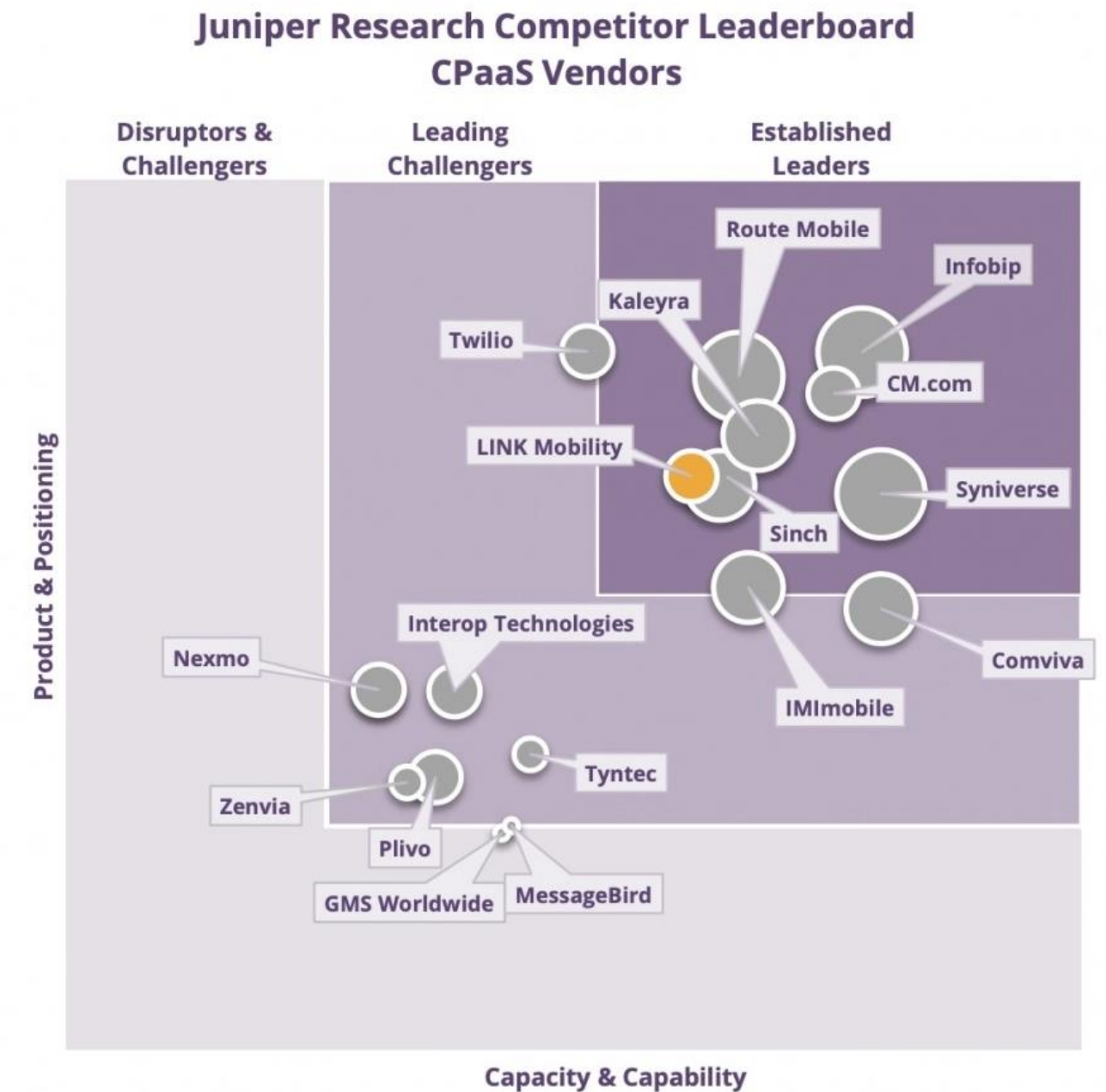
- European-based provider of business intelligence

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

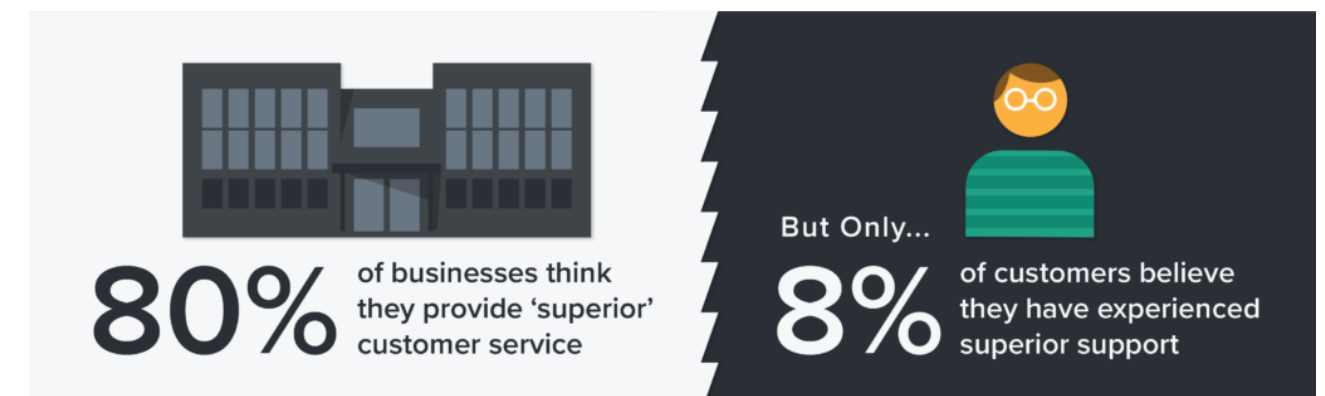
- Largest cost in customer care is personnel time with phone support least efficient channel
- Phone support is also not a preferred channel for most customers

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

Global CPaaS Player in High Growth Markets

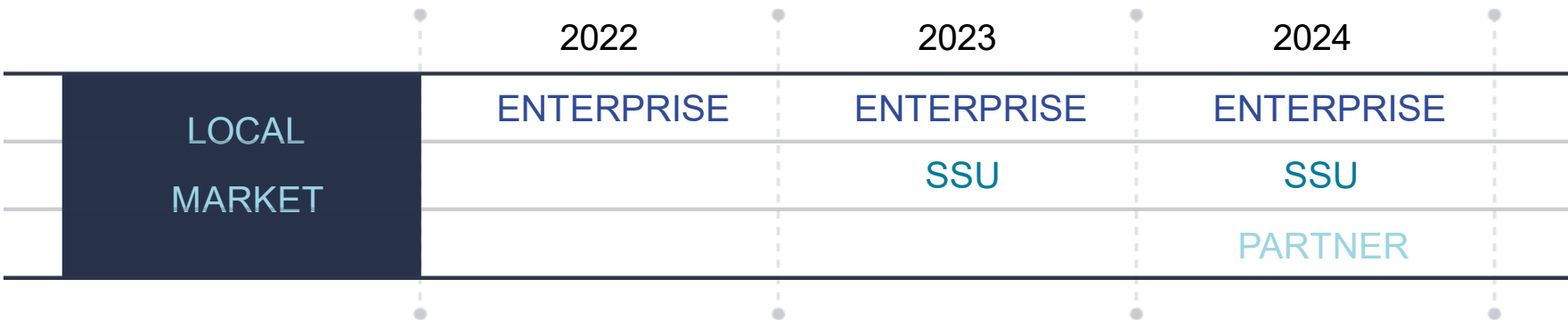
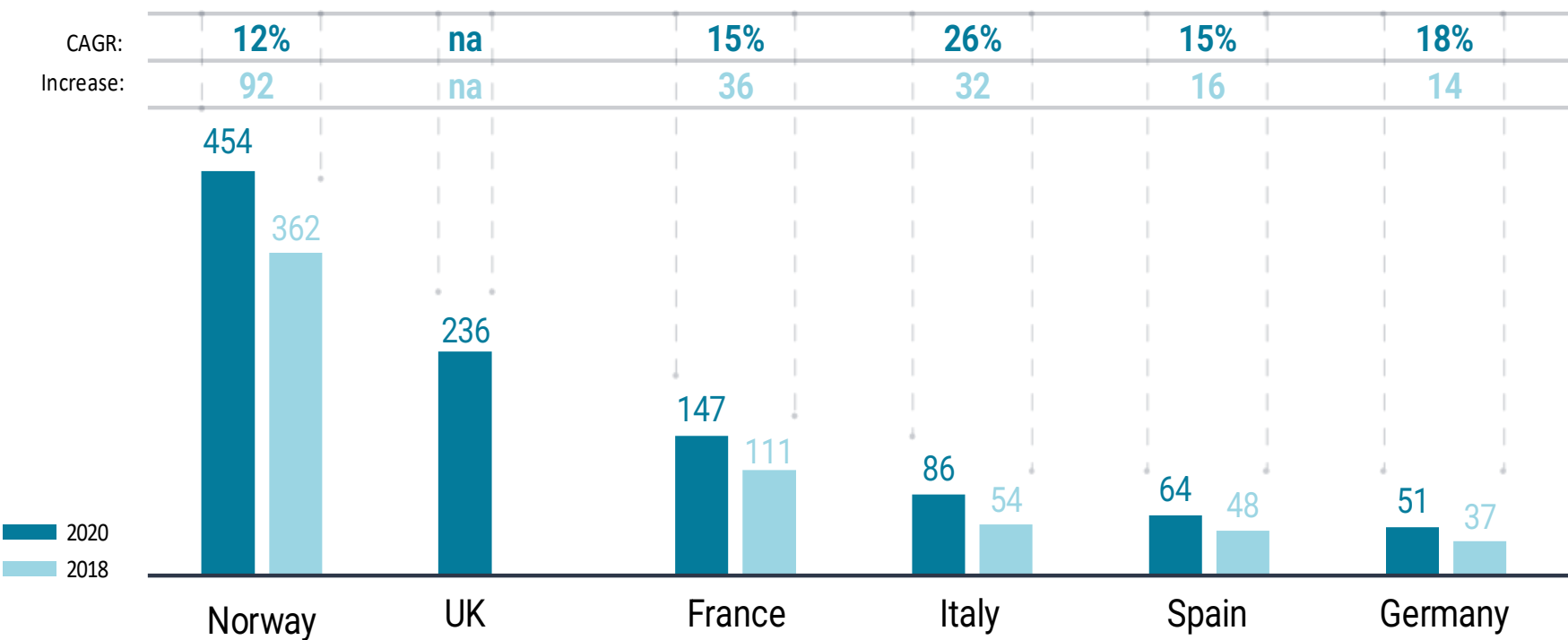
LINK has built a unique three way go-to-market (GTM) playbook

- 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 *



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

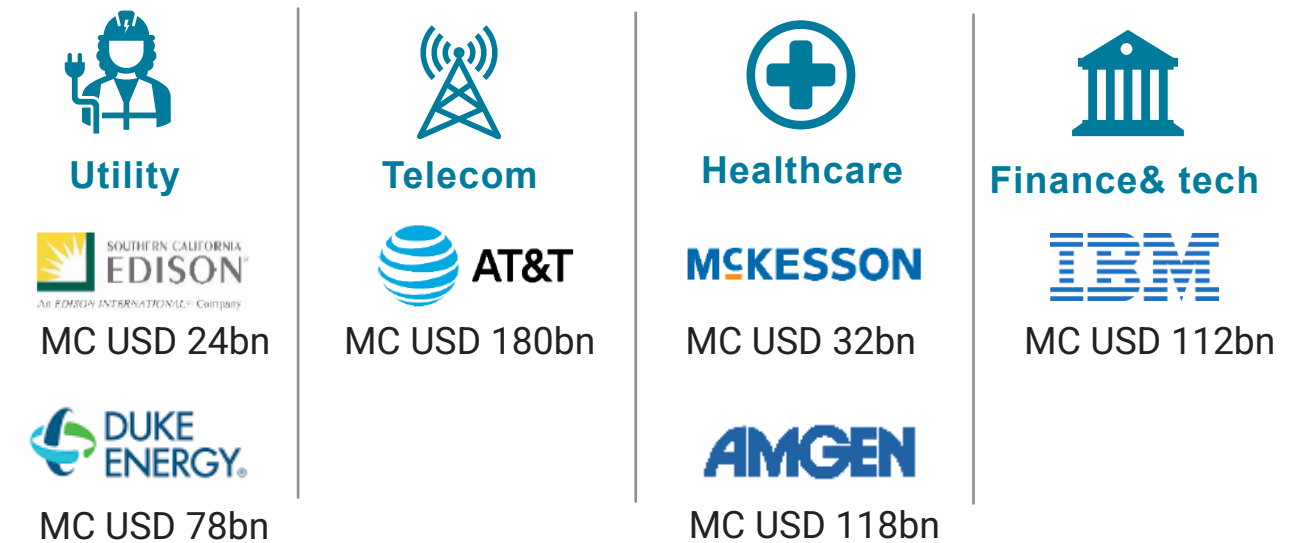
- Deliver highly reliable communication to utility consumers during critical times
 - Power cuts due to adverse weather, natural disasters and environmental demands
- The utilities face huge fines in case of non-compliance

Event sensitive uses cases with large enterprises drive revenue growth

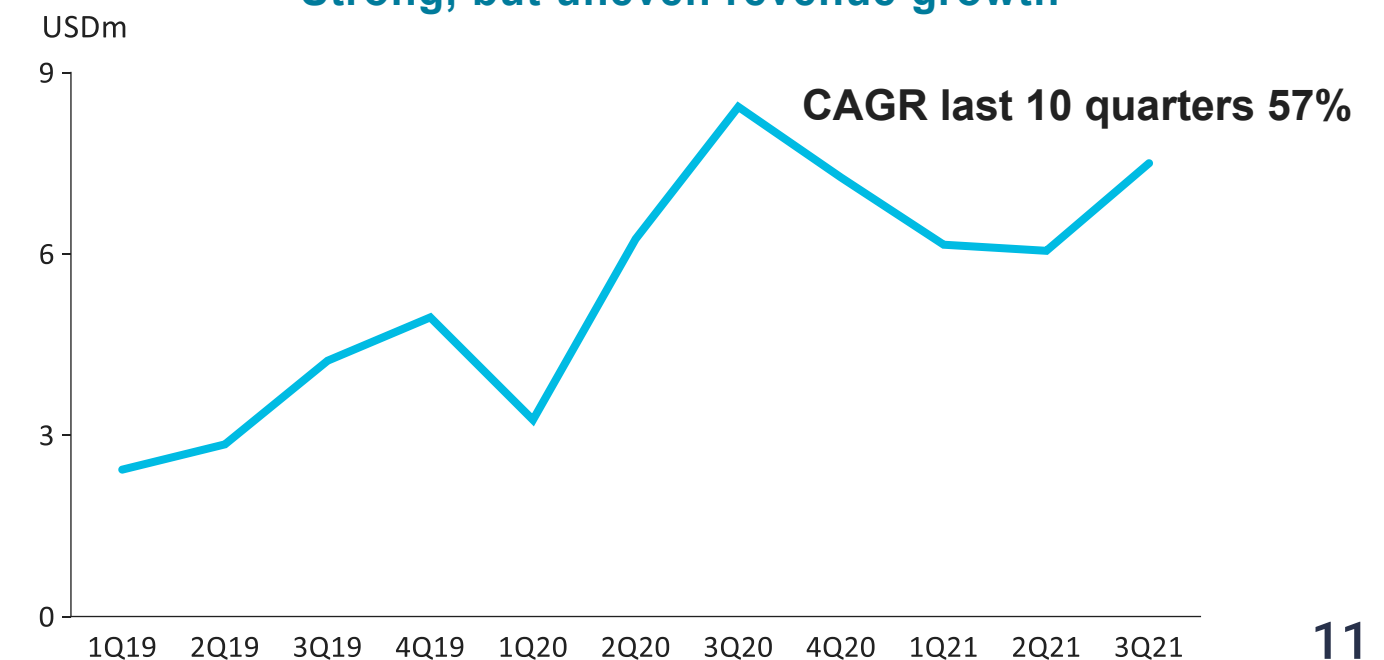
- Implementation of new uses cases uneven
- Less than expected adverse events in 3Q21
 - Calmer winds than usual resulted in fewer grid closures to prevent forest fires



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



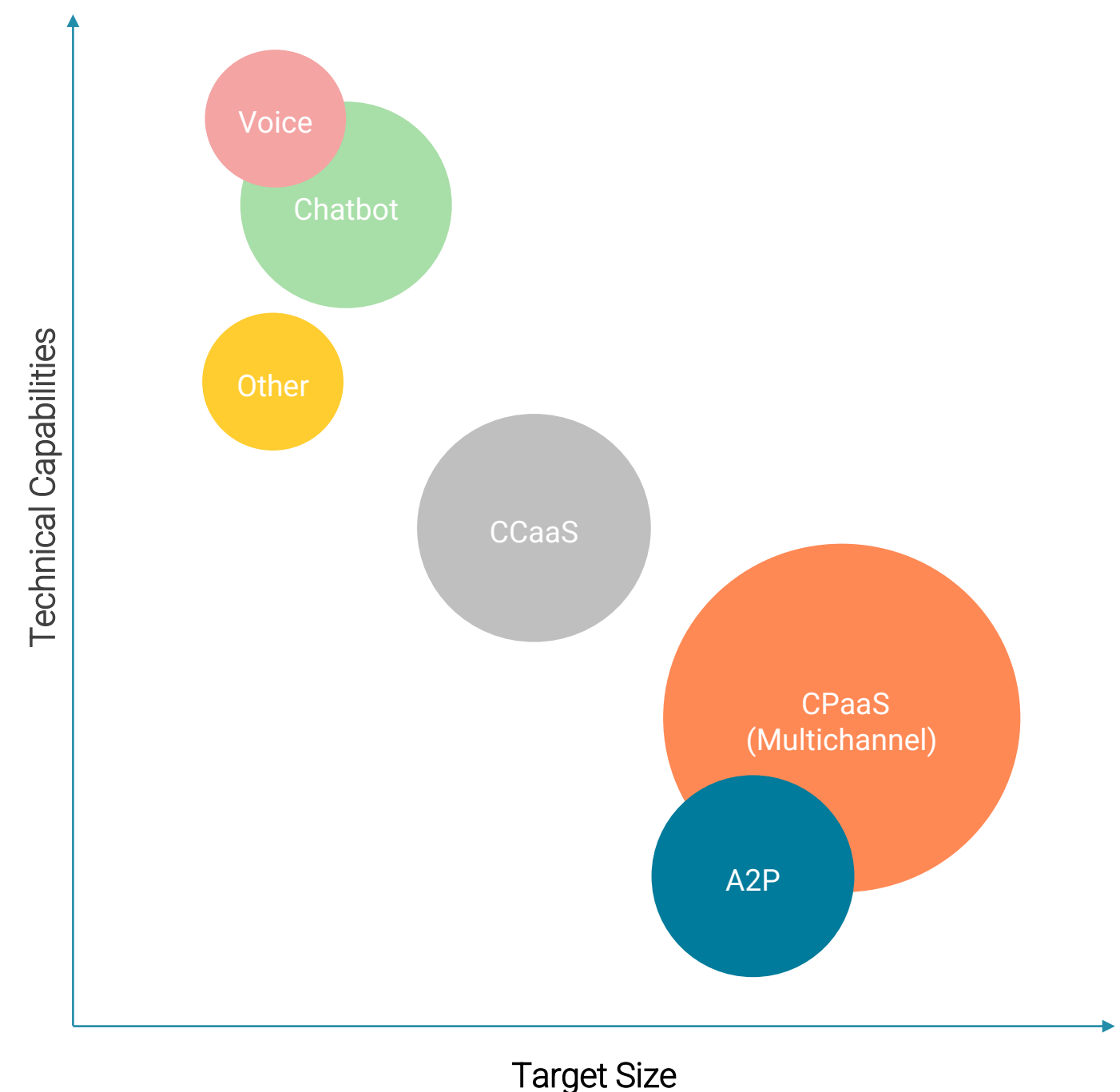
Solutions

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



Forward-looking statement to 2024

Global CPaaS Player in High Growth Markets

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%

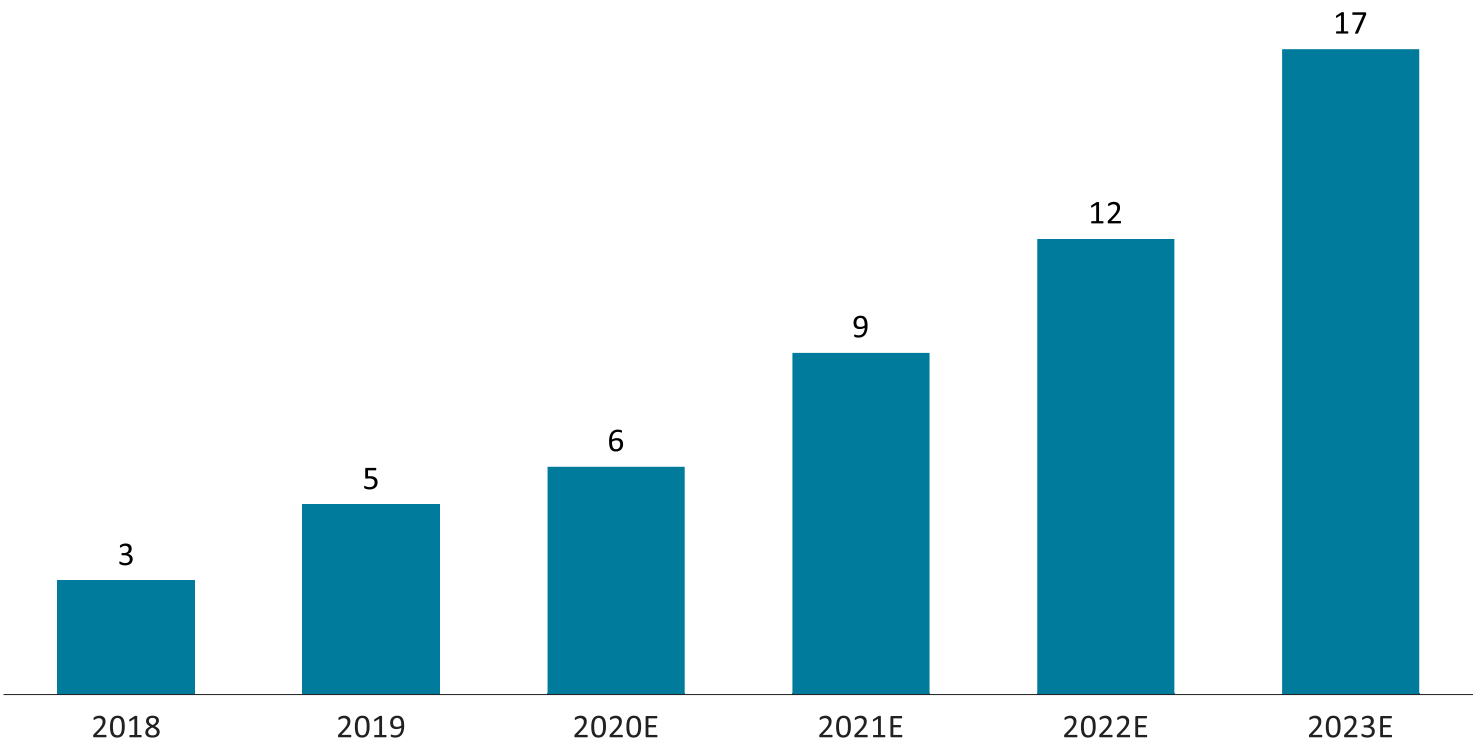
Key outlook assumptions

- 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

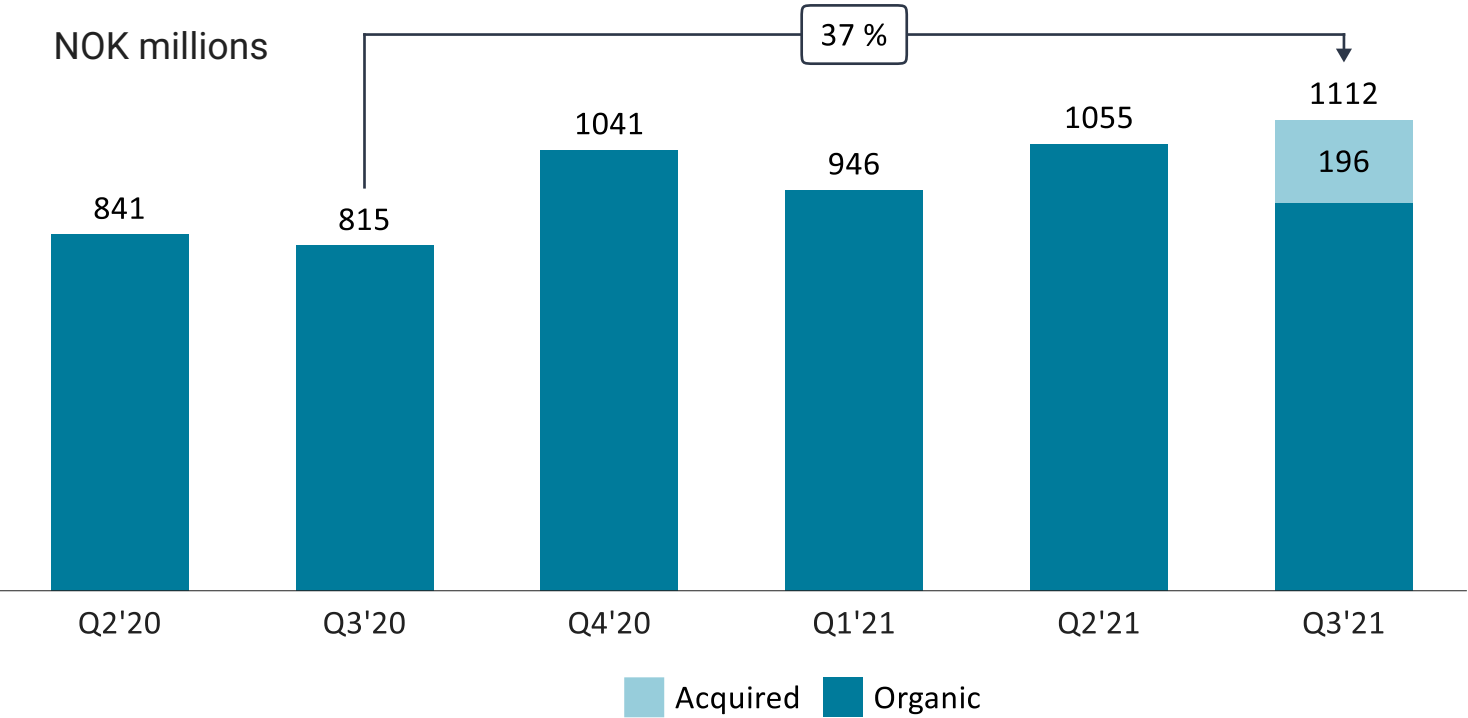


Financial Review

Third quarter 2021

Reported organic revenue growth of 16% in local currency

Total reported revenue



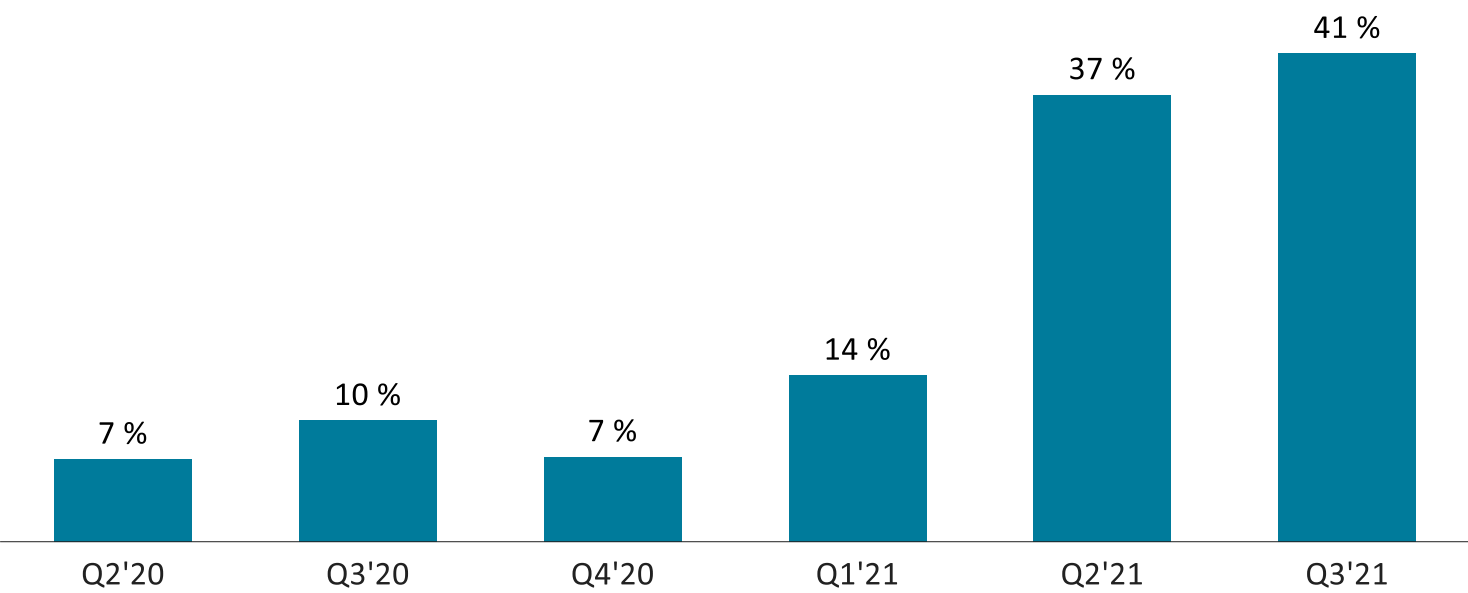
Reported revenue at NOK 1,112 million or a growth of 37%

- All acquired entities, including Message Broadcast, fully consolidated in Q3 21

Reported organic revenue growth of 16% in local currency

- FX headwind of 4% year over year due to currency fluctuations
- Markets have rebounded from the lockdowns except France
- In France, the retail activity is still below normal due to longer lead times connected to the full reopening

Reported volume growth yoy %

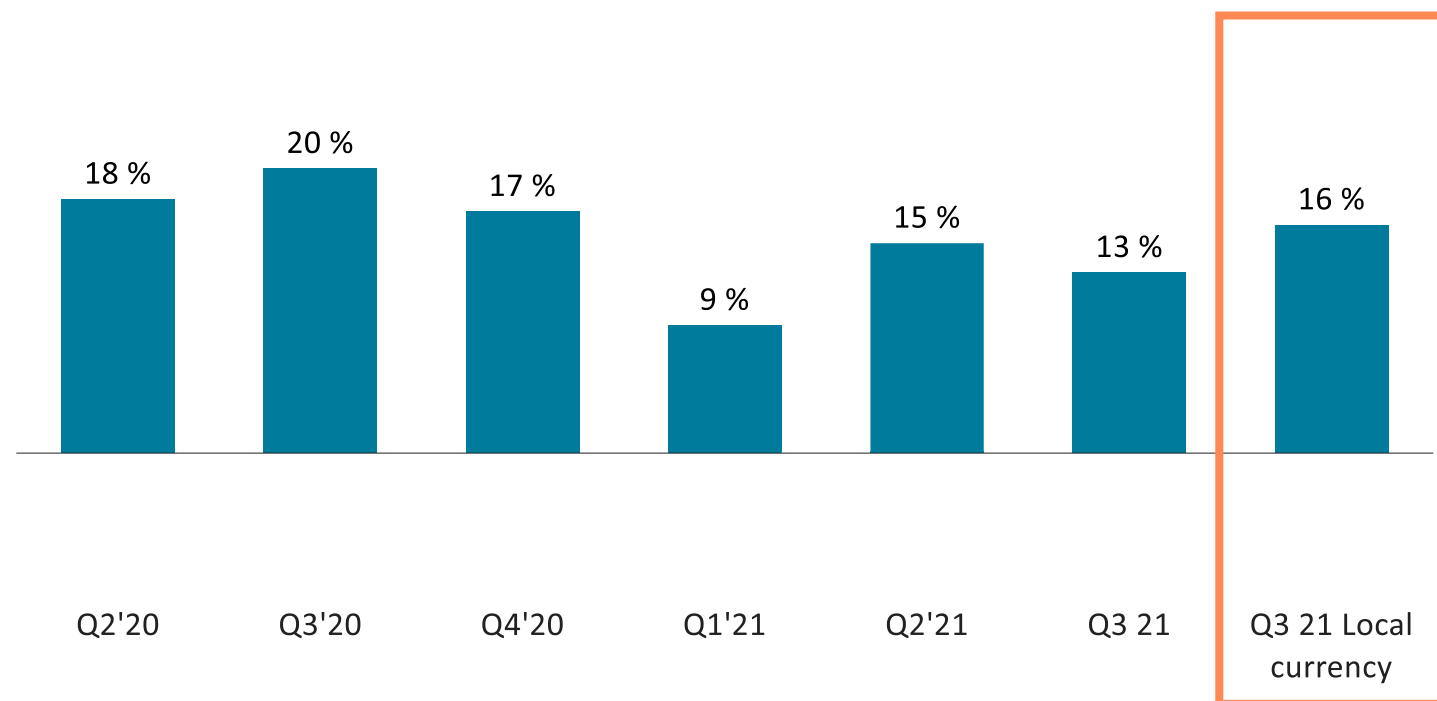


Reported volume growth for Q3 21 at 41% including consolidated entities

Volume growth close to par with revenue growth

Organic pro forma* total revenue growth of 16% in local currency

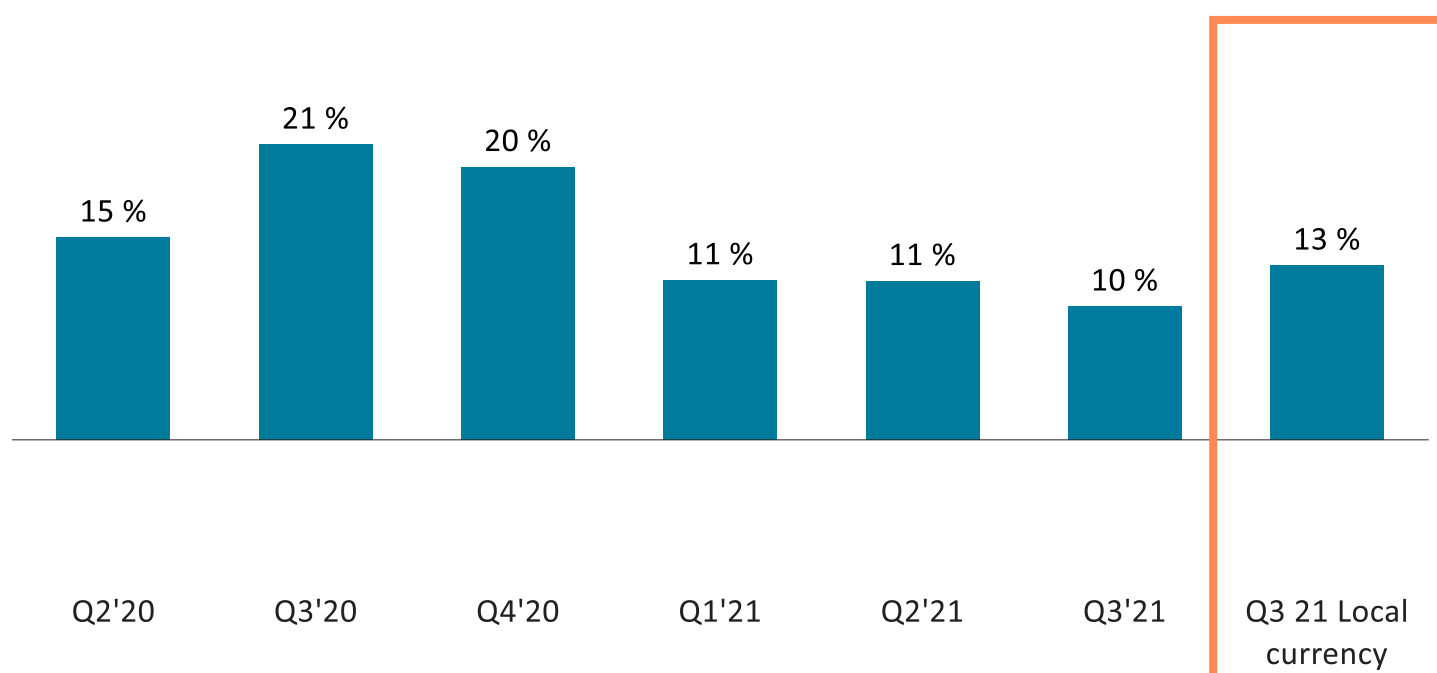
Total Group



Total pro forma* organic revenue growth of 16% in local currency

- Higher volumes from Global massaging positively impacting total pro forma revenue growth

Enterprise segment



Enterprise pro forma* organic revenue growth in local currency of 13% diluted by softer retail volumes in France

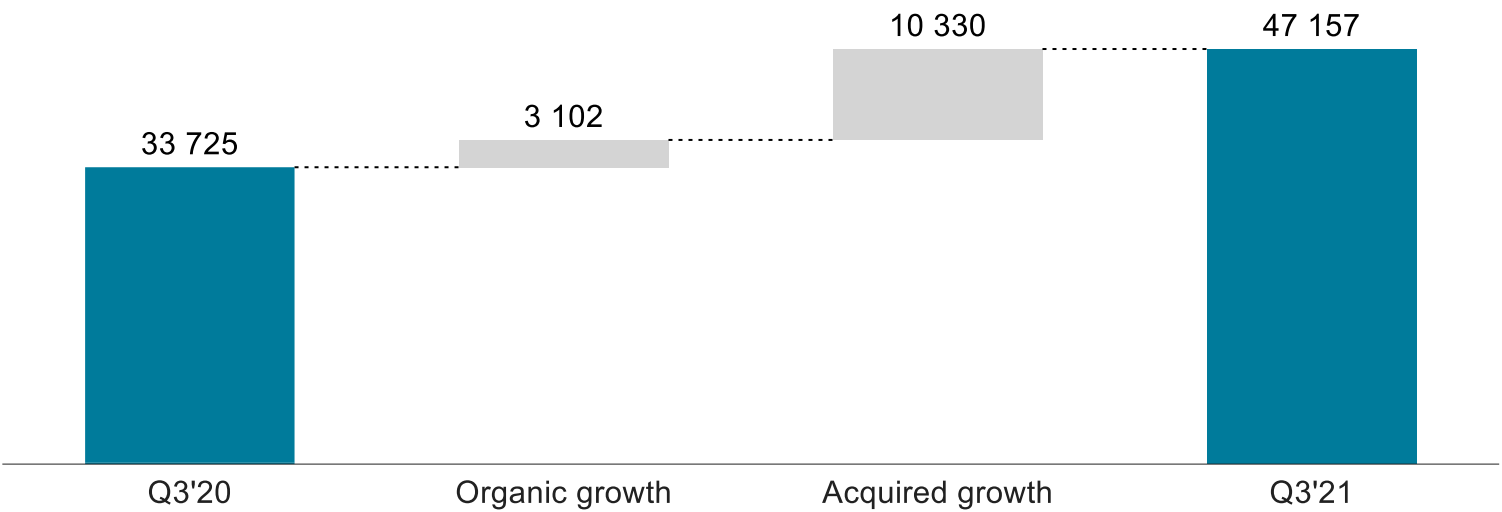
- Nordic at run-rate 17% revenue growth
- Central Europe saw a large growth momentum at 25%
- Western Europe growth momentum lagging with only a 5% organic growth rate, reflecting moderated activity in the French retail segment
- Message Broadcast experienced high event driven volumes same quarter last year which dampens pro forma organic revenue growth in current quarter

Enterprise growth of 15%, comparable with normal run-rate, excluding France where retail rebound is lagging

* Pro forma includes historical financials of acquired entities WebSMS, Tismi, MarketingPlatform, AMM and Message Broadcast for comparable data

Solid growth in customer base, very low churn and group net retention rate at 114%

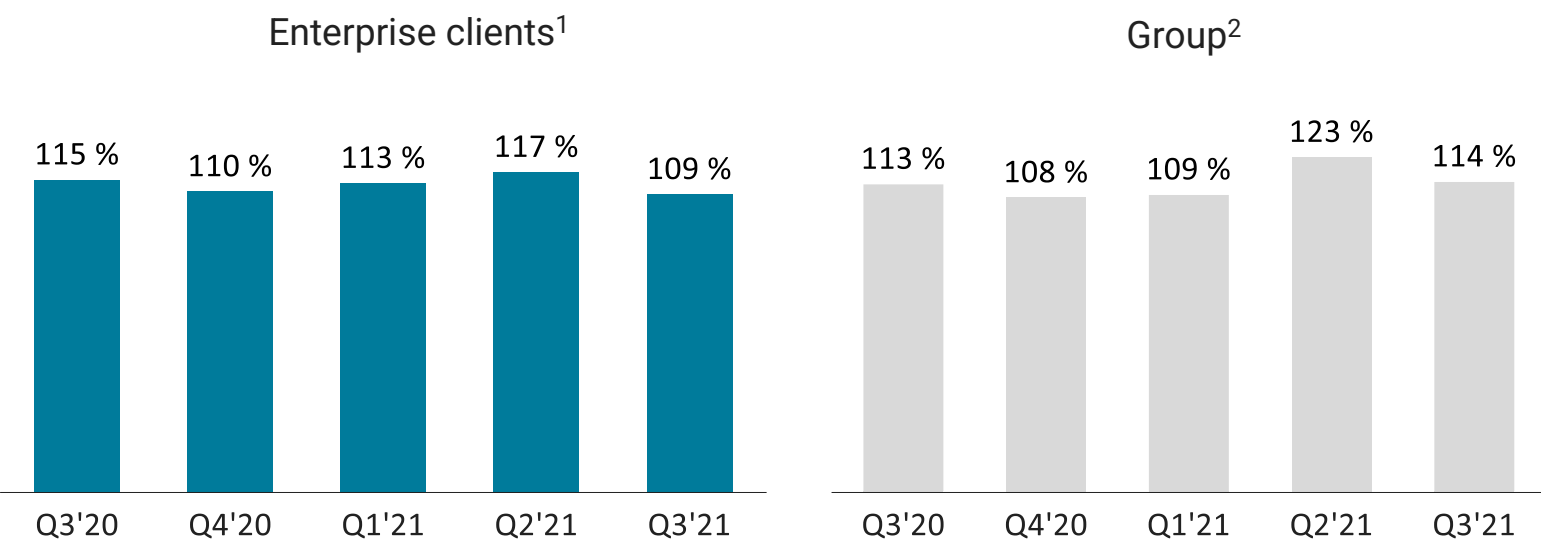
Customer accounts



47,000 active customer accounts

- Organic GTM strategy registered 3,000 customer accounts
- Customer churn very low at 1%
- M&A added 10,000 customer accounts

Pro forma net retention rate in local currency



Group pro forma net retention rate of 114% in Q3 21 in local currency

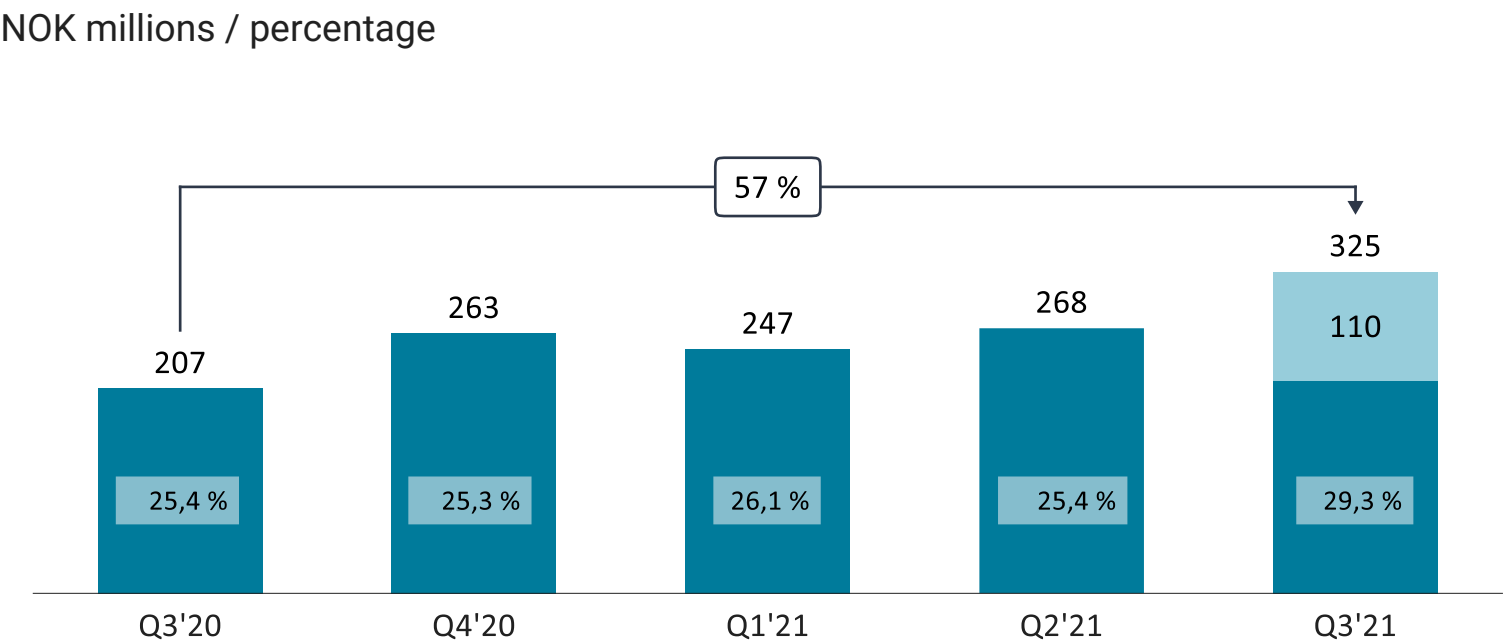
- Higher global messaging wholesale volumes increased group net retention above the expansion reported for the enterprise segment

Pro forma enterprise net retention rate of 109% in local currency

1. Net retention rate excluding aggregator clients. Includes markets counting for more than 80% of the total transaction revenue. The relative change in revenue from the net of upsale, downsale and churn for customers at the start of the period throughout the last 12 months, not considering new customers.
2. Net retention rate including all client segments

Gross profit and adjusted EBITDA impacted by revenue mix and investments

Reported gross profit / gross profit margin



All-time high reported gross profit at NOK 325 million, growth of 57%

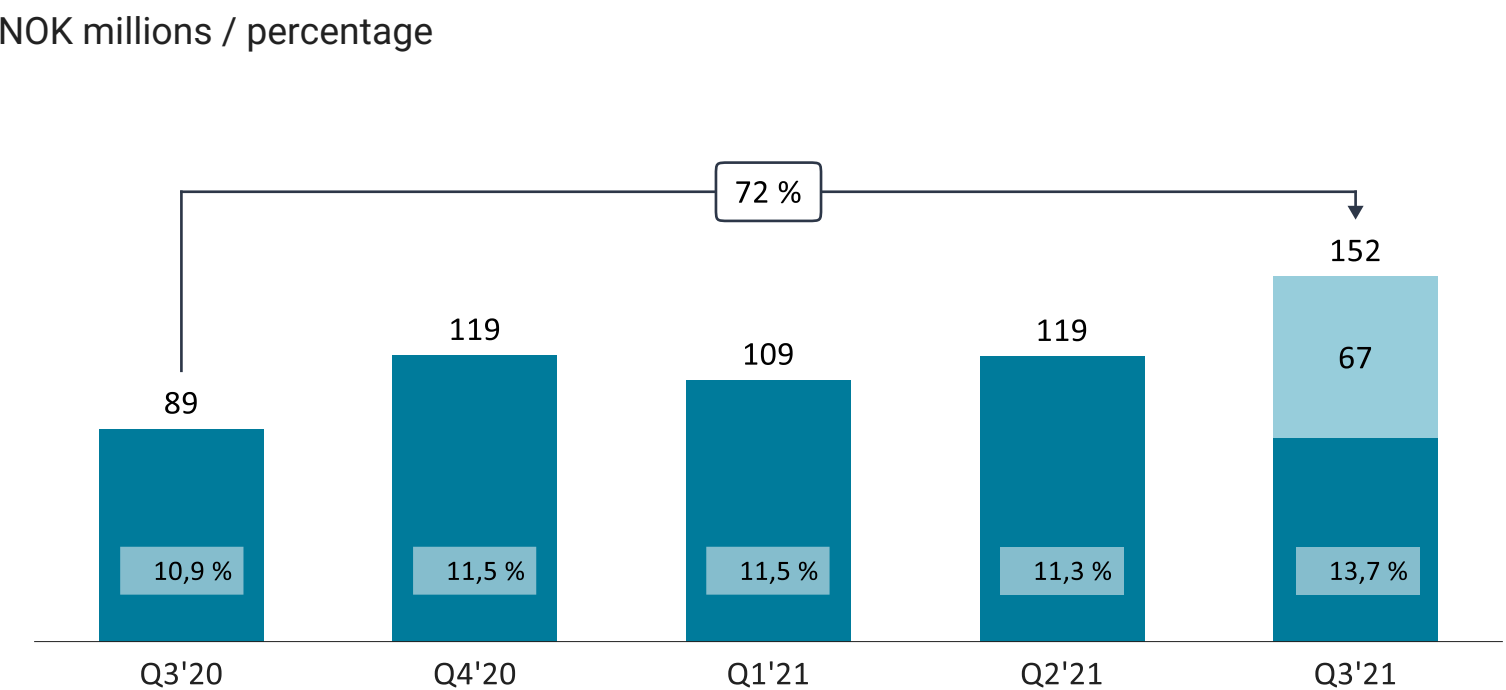
Gross profit margin of 29.3%

- 4 percentage points increase YoY positively impacted by acquired entities

Organic gross profit growth in local currency of 7%

- Higher Global Messaging volumes with lower margins
- Stable organic gross profit margin for the Enterprise segment

Reported adjusted EBITDA / EBITDA margin



All-time high reported adjusted EBITDA at NOK 152 million, growth of 72%

- EBITDA margin improved to 13.7% in Q3 21 (10.9%) positively impacted by acquired entities

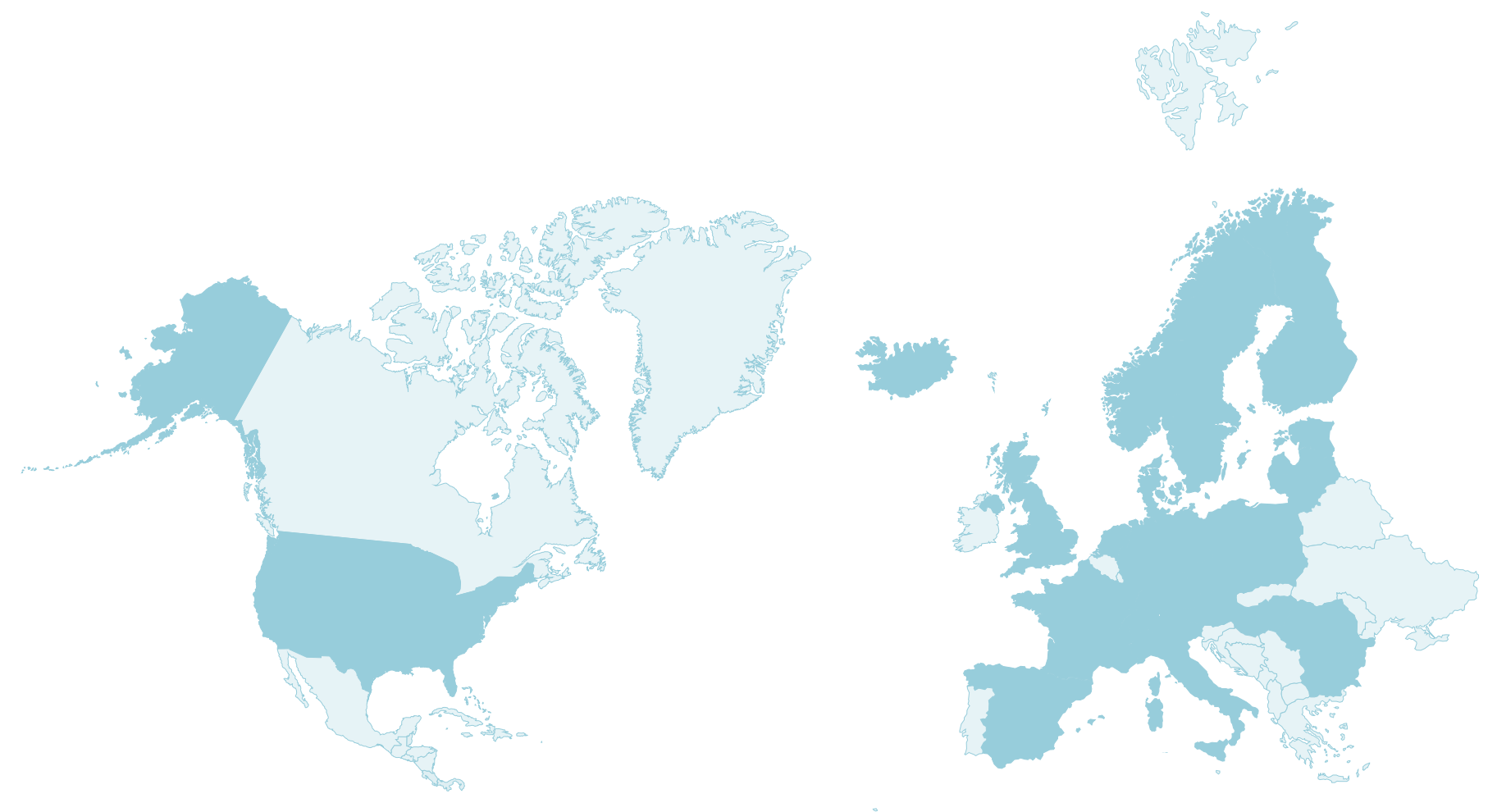
Organic adjusted EBITDA impacted by OPEX investments

- Go-to-market (GTM) strategy to further enhance organic growth
- Commercialization of new CPaaS solutions in the market

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



Reported Income statement – Third quarter 2021

| NOK in millions | Q3 2021 | Q3 2020 | YTD 2021 | YTD 2020 |
|--|------------|------------|-------------|-------------|
| Total operating revenues | 1 112 | 815 | 3 113 | 2 499 |
| Direct cost of services rendered | -787 | -608 | -2 273 | -1 862 |
| Gross profit | 325 | 207 | 840 | 636 |
| Operating expenses | -173 | -118 | -460 | -365 |
| Adjusted EBITDA | 152 | 89 | 381 | 271 |
| Non-recurring costs | -60 | -4 | -198 | -26 |
| EBITDA | 92 | 85 | 183 | 245 |
| Depreciation and amortization | -101 | -53 | -238 | -160 |
| Operating profit (loss) | -9 | 32 | -55 | 85 |
| Net financials | -37 | -96 | -111 | -390 |
| Profit (loss) before income tax | -46 | -63 | -165 | -305 |
| Income tax | -31 | -5 | -16 | -8 |
| Profit (loss) for the period | -78 | -69 | -181 | -313 |
| Minority Interest Income | - | - | -0 | - |
| Owner's income | -78 | -69 | -181 | -313 |

Revenue of NOK 1,112 million, an increased of 37% YoY

Gross profit of NOK 325 million, an increased of 57% YoY

Adjusted EBITDA of NOK 152 million, an increased of 72% YoY

Non-recurring costs of NOK 60 million

- Share option cost NOK 43 million (only marginal cash effect)
- M&A related costs NOK 13 million
- Restructuring costs NOK 4 million

Depreciation and amortization of NOK 101 million

- Depreciation of intangible assets of NOK 19 million from internal R&D
- Depreciation of acquired excess values of NOK 75 million deriving from PPA's
- Remaining related to depreciation of leasing arrangements (IFRS16) and fixed assets

Net financial items at negative NOK 37 million

- Net currency exchange gain of NOK 4 million
- Interest costs of NOK 38 million
- Other financial costs of NOK 3 million

Balance sheet

| NOK in million | Q3 2021 | Q3 2020 | Year 2020 |
|-------------------------------------|---------------|--------------|--------------|
| Non current assets | 8 792 | 5 576 | 6 000 |
| Trade and other receivables | 802 | 648 | 749 |
| Cash and cash equivalents | 766 | 626 | 952 |
| Total assets | 10 360 | 6 851 | 7 700 |
| Equity | 5 050 | 1 992 | 4 304 |
| Deferred tax liabilities | 569 | 321 | 313 |
| Long-term borrowings | 3 759 | 3 127 | 2 079 |
| Other long term liabilities | 79 | 15 | 33 |
| Trade and other payables | 820 | 1 296 | 927 |
| Other short term liabilities | 84 | 100 | 45 |
| Total liabilities and equity | 10 360 | 6 851 | 7 700 |

Non current assets increased due to acquisitions and connected Purchase Price Allocations (PPA)

Cash on balance sheet NOK 766 million

Equity NOK 5.050 million and equity percentage 49%

Receivables increased by NOK 151 million mainly from acquired entities

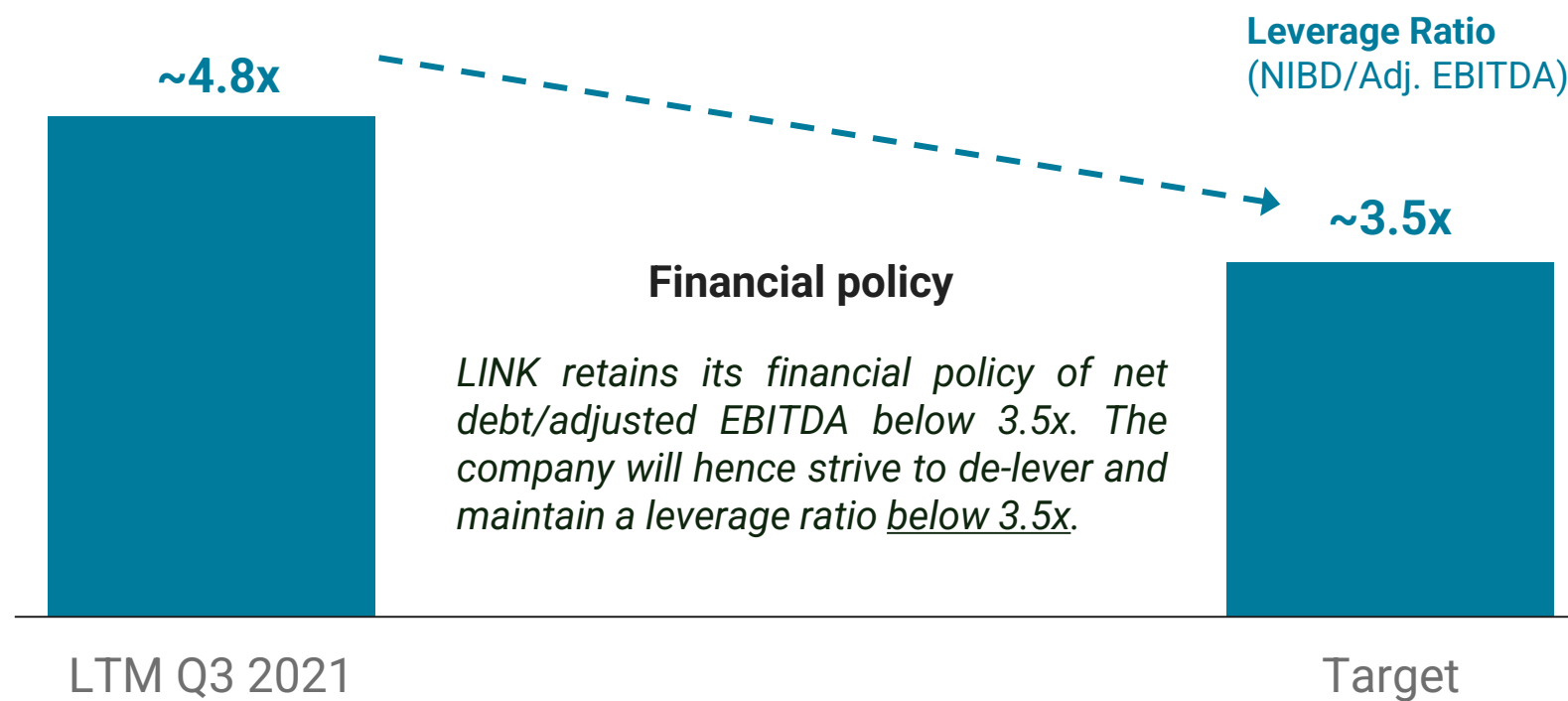
Payables decreased by NOK 476 mainly from share premium liability related to the IPO last year of NOK 414 million

Acquisition of Message Broadcast impacts balance between receivables and payables negatively by NOK 51 million compared remaining footprint due to the nature of client contracts

Net Interest bearing debt of NOK 2.983 million

- Gross interest bearing debt of NOK 3.690 million

Leverage ratio will be returned to target <3.5 – LINK generates significant FCF



LTM Q3 21 leverage at 4.8x

- Temporary high leverage due to the acquisition of Message Broadcast

Leverage target to be reached medium term

- High annual cash generation and organic growth
- Potential accretive M&A

Reported cash flow from operations NOK 47 million in the quarter

- Message Broadcast had a negative effect on working capital in the current quarter which together with smaller timing deviations explain the working capital movement
- Non-recurring costs are related to M&A investment activities

LTM adjusted cash flow from operations NOK 359 million

| NOK '000 | Q4 2020 | Q1 2021 | Q2 2021 | Q3 2021 | LTM Q3 2021 |
|--|------------|------------|------------|------------|-------------|
| Adj EBITDA | 119 | 109 | 119 | 152 | 500 |
| Change working capital | 54 | -101 | 23 | -76 | -101 |
| Taxes paid | -12 | -8 | -13 | -8 | -41 |
| Non-recurring costs M&A | - | -18 | -42 | -21 | -81 |
| Net cash flow from operating activities | 161 | -18 | 87 | 47 | 277 |
| Add back non-recurring costs M&A | - | 18 | 42 | 21 | 81 |
| Adj. cash flow from operations | 161 | - | 129 | 68 | 359 |



Q&A

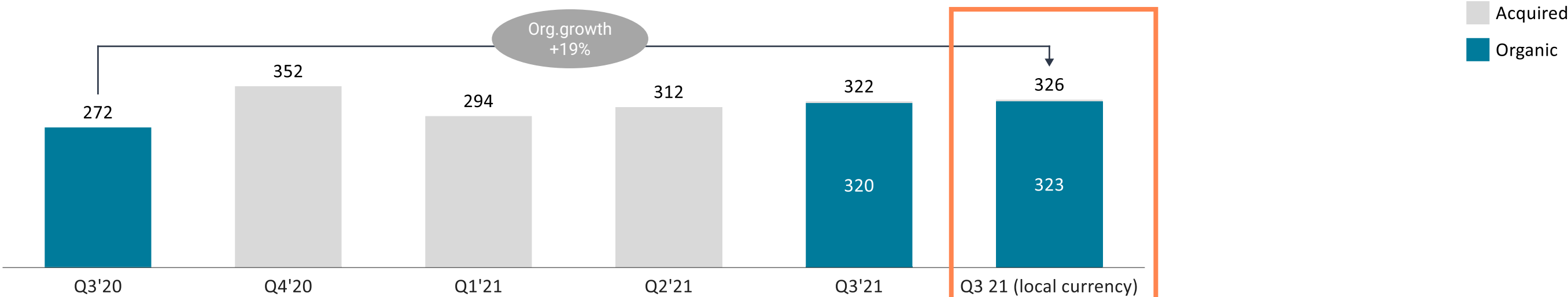


Appendix

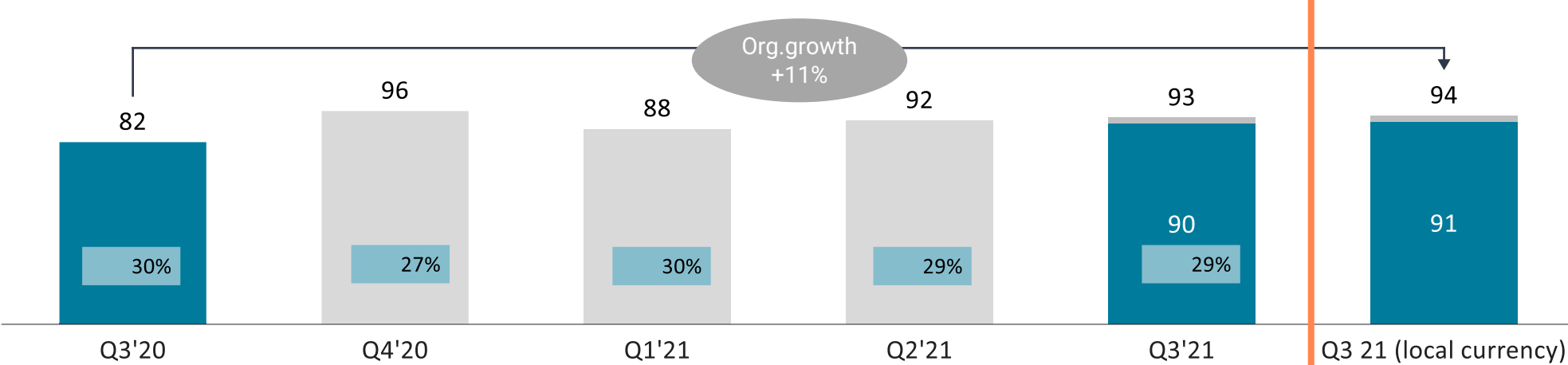
Segment information

Northern Europe

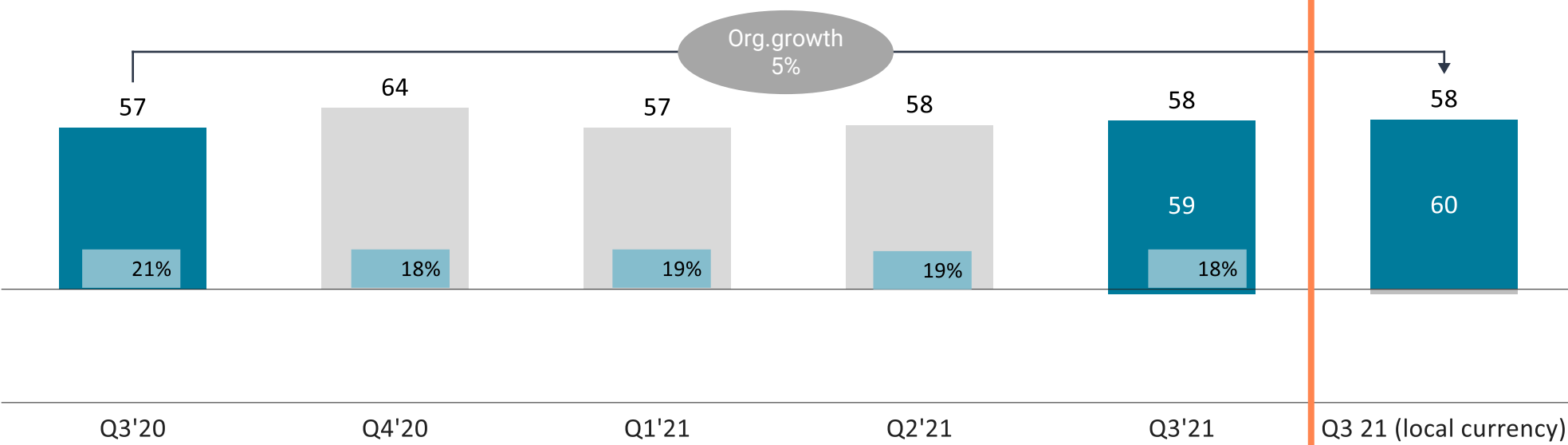
Revenue (NOKm)



Gross Profit (NOKm / %)

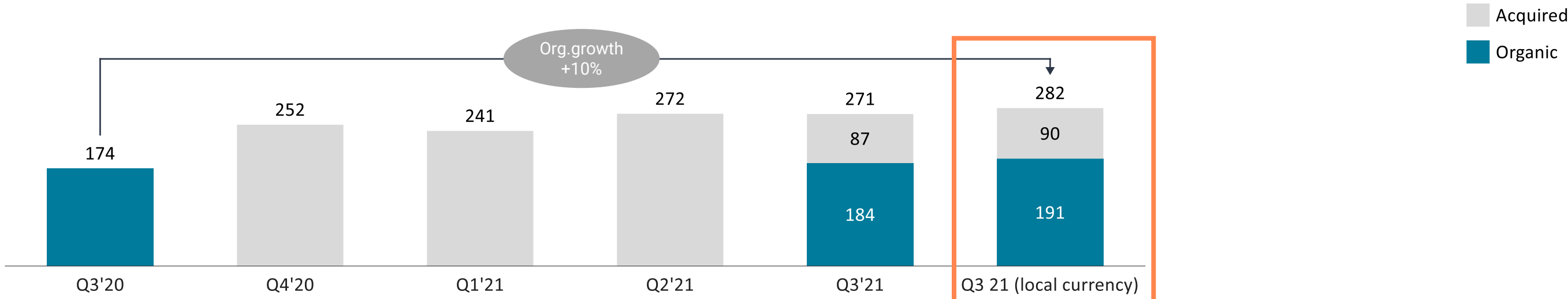


Adjusted EBITDA before group cost (NOKm / %)

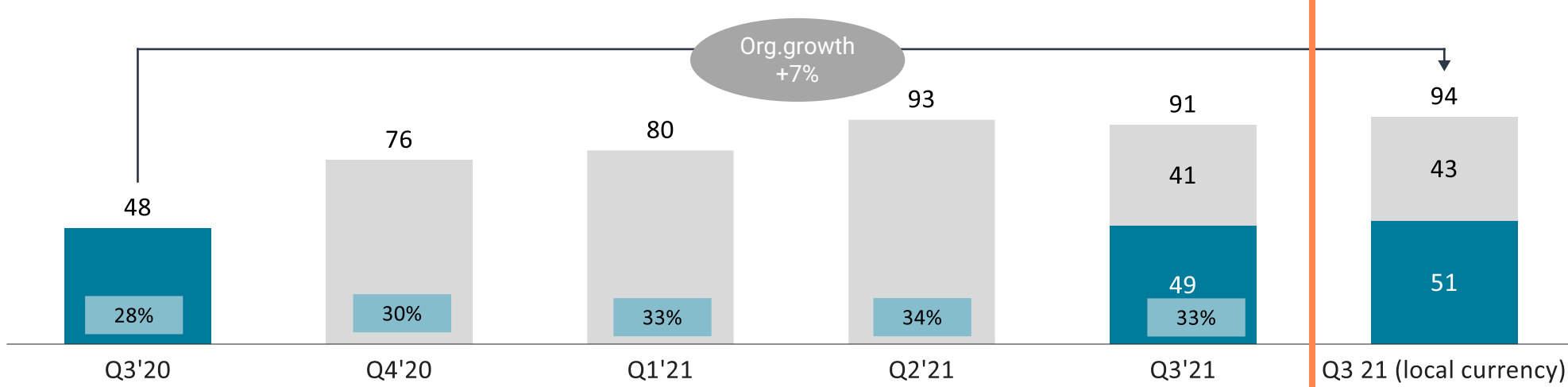


Central Europe

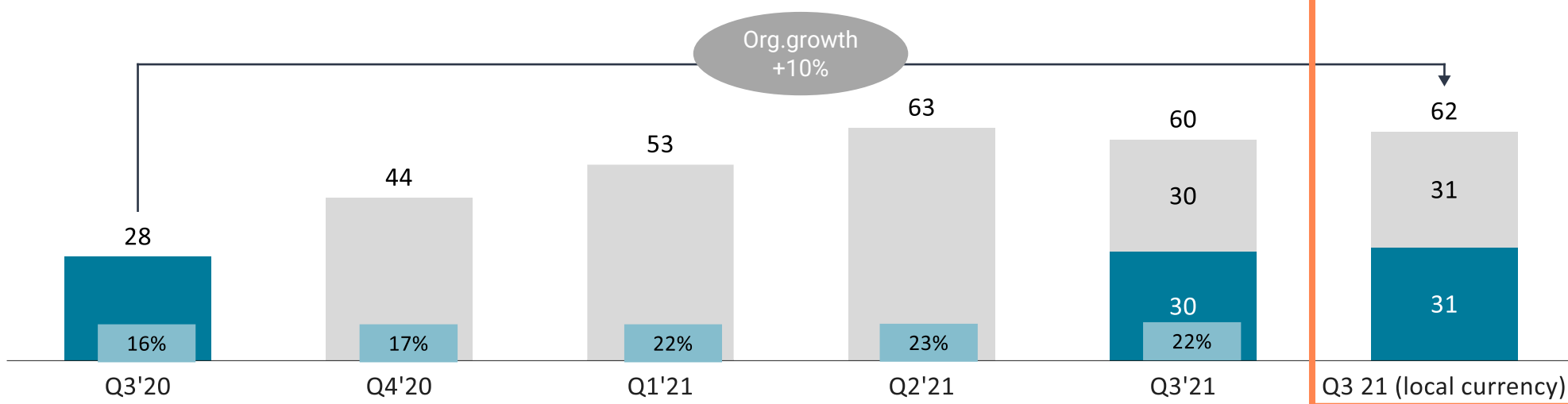
Revenue (NOKm)



Gross Profit (NOKm / %)

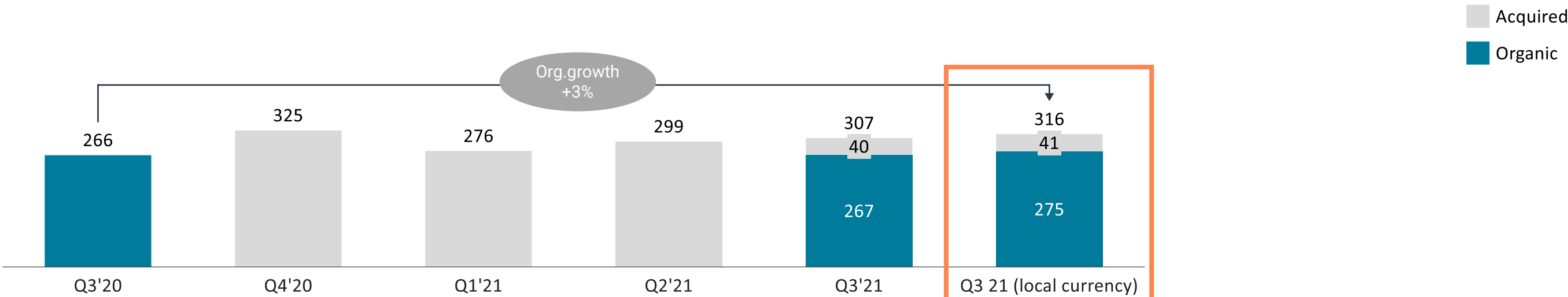


Adjusted EBITDA before group cost (NOKm / %)

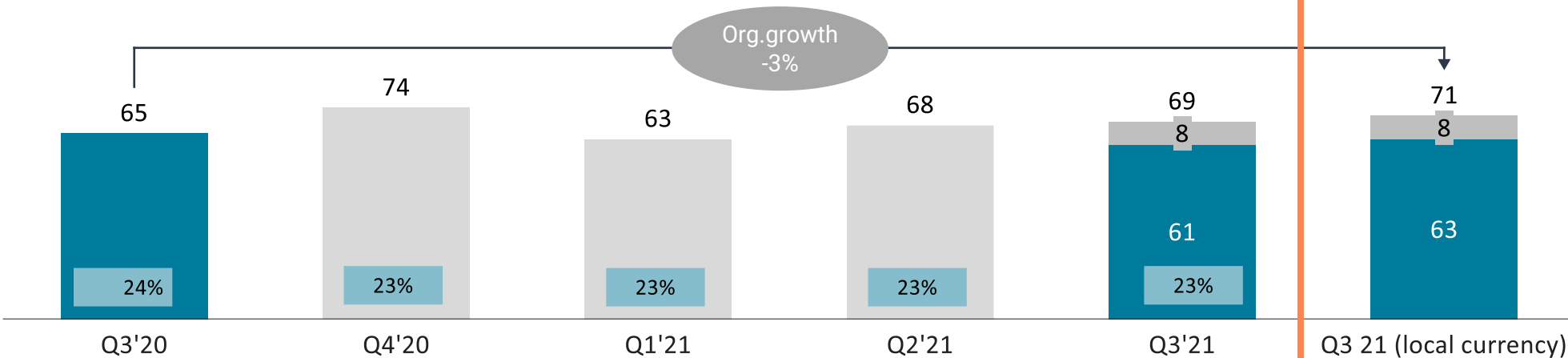


Western Europe

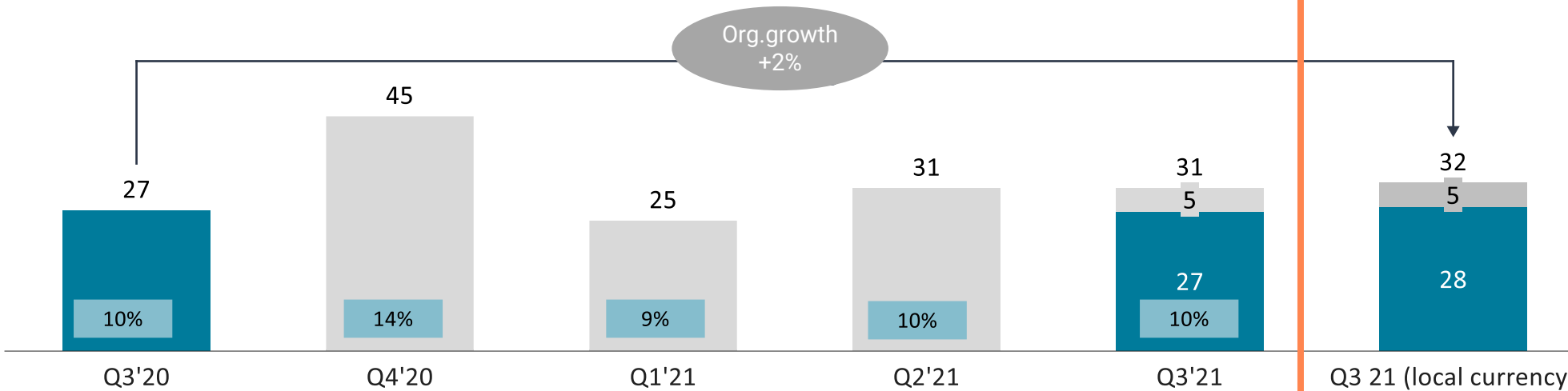
Revenue (NOKm)



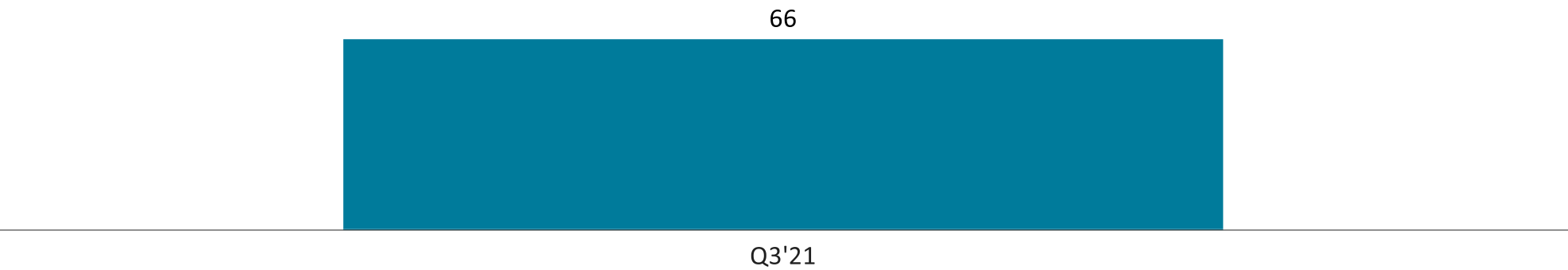
Gross Profit (NOKm / %)



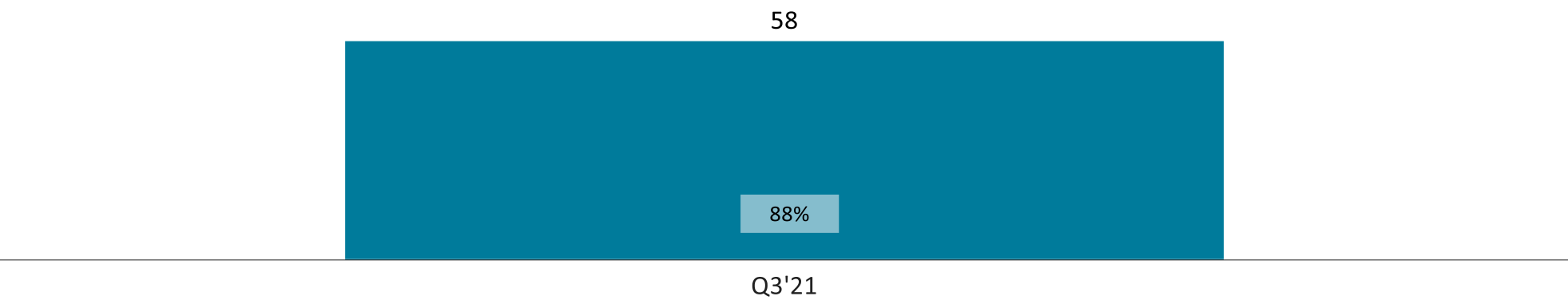
Adjusted EBITDA before group cost (NOKm / %)



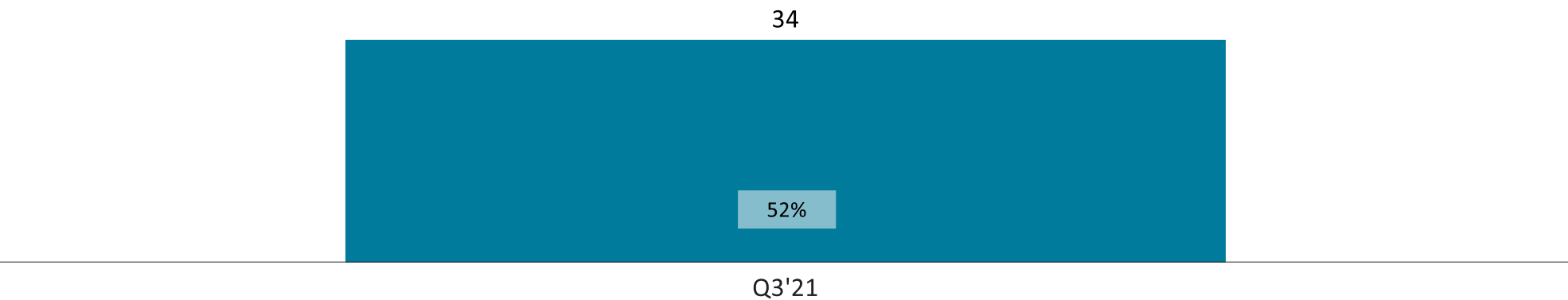
Revenue (NOKm)



Gross Profit (NOKm / %)

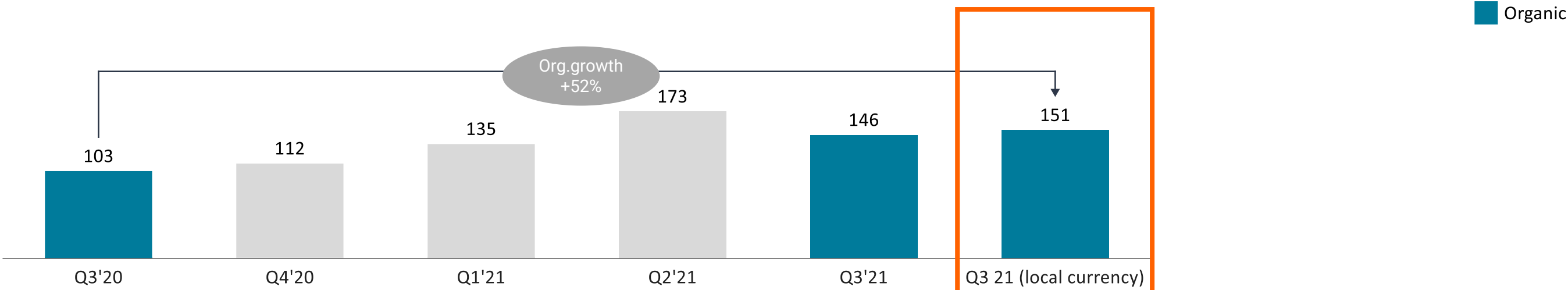


Adjusted EBITDA before group cost (NOKm / %)

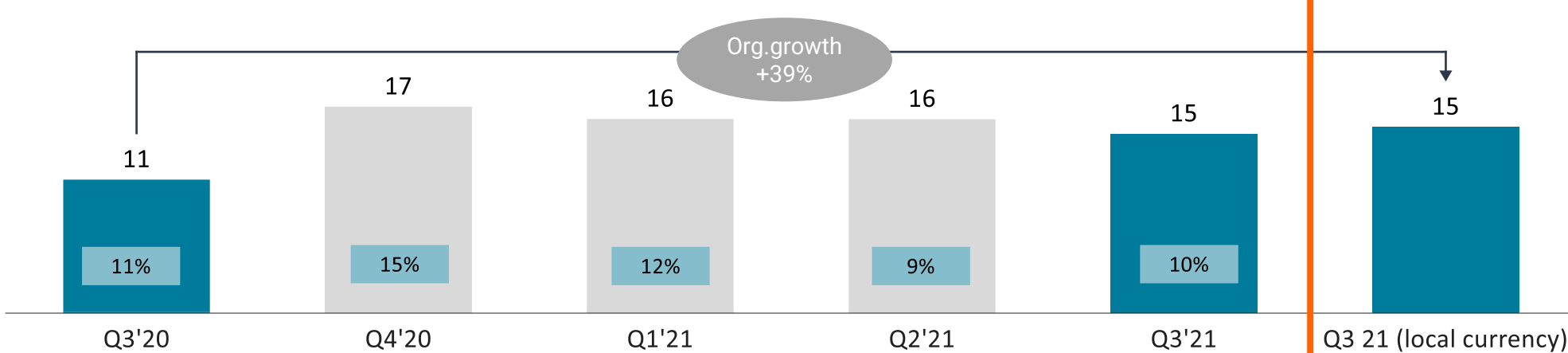


Global Messaging

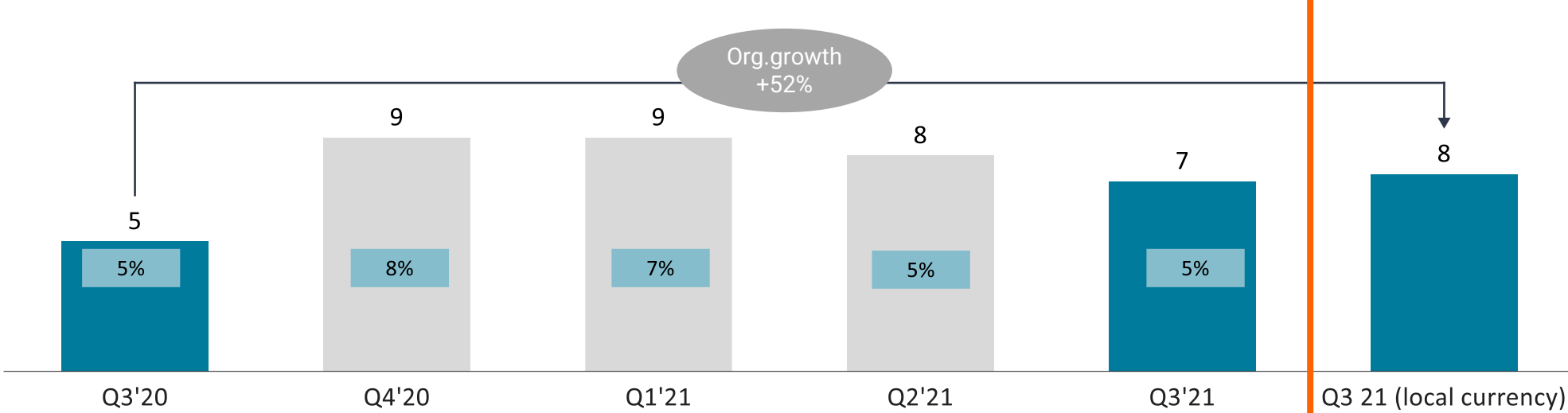
Revenue (NOKm)



Gross Profit (NOKm / %)



Adjusted EBITDA before group cost (NOKm / %)





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