

Danske Bank Investor Presentation

November 30, 2022

Johan Hedberg, CEO



SEK 25.6bn
net sales in the
past 12 months

SEK 7.7bn
gross profit in the
past 12 months

SEK 2.6bn
Adj. EBITDA in the
past 12 months

60+
countries with
local presence

a global leader in **cloud communications**
and **mobile customer engagement**

Scalable cloud communications platform
for messaging, voice, email and video

More than 600 billion
engagements per year

Over 150,000
customers



Profitable since our
foundation in 2008



>60% growth CAGR
since IPO in 2015



Serving 8 of the 10 largest
U.S. tech companies

Supporting the customer journey



Marketing

Service delivery

Customer care

TARGETED CAMPAIGNS



“Back in stock – add a new speaker to your setup...”

BOOKING CONFIRMATION



“Thanks for traveling with us – confirming your trip to...”



SMS REMINDER

“Booking confirmed, table for 2, Saturday...”

CLOUD VOICE



“Your meeting will start in 3 minutes...”



SMS NOTIFICATION

“Your package has been delivered...”



PERSONALIZED VIDEO

“Here’s how we repaired your pick-up truck...”

CUSTOMER CARE



“This is Brenda, how can I help you...”

FEEDBACK & REVIEWS



“Help us get better! Rate your...”

CONVERSATIONAL MESSAGING



“Hi, thanks for reaching out through WhatsApp...”



ONE-TIME PASSWORD

“Your pin code is 870 986...”



150,000+ customers

The Customer Communications Cloud



Best-of-breed product set

- One provider to integrate, automate and reach customers on every channel and device on the planet
- Scalable, secure, georedundant and compliant

Super network

- 600+ direct carrier connections for messaging
- 95% direct population coverage in North America
- 98% deliverability rate for email

Complementary go-to-market motions

- Direct sales and online self-signup for enterprises, SMB's and developers
- APIs, applications and integrations
- Partnerships with leading cloud platforms



200 billion messages per year

300 billion voice minutes per year

300 billion emails per year

Addressable market estimated to USD 60 billion

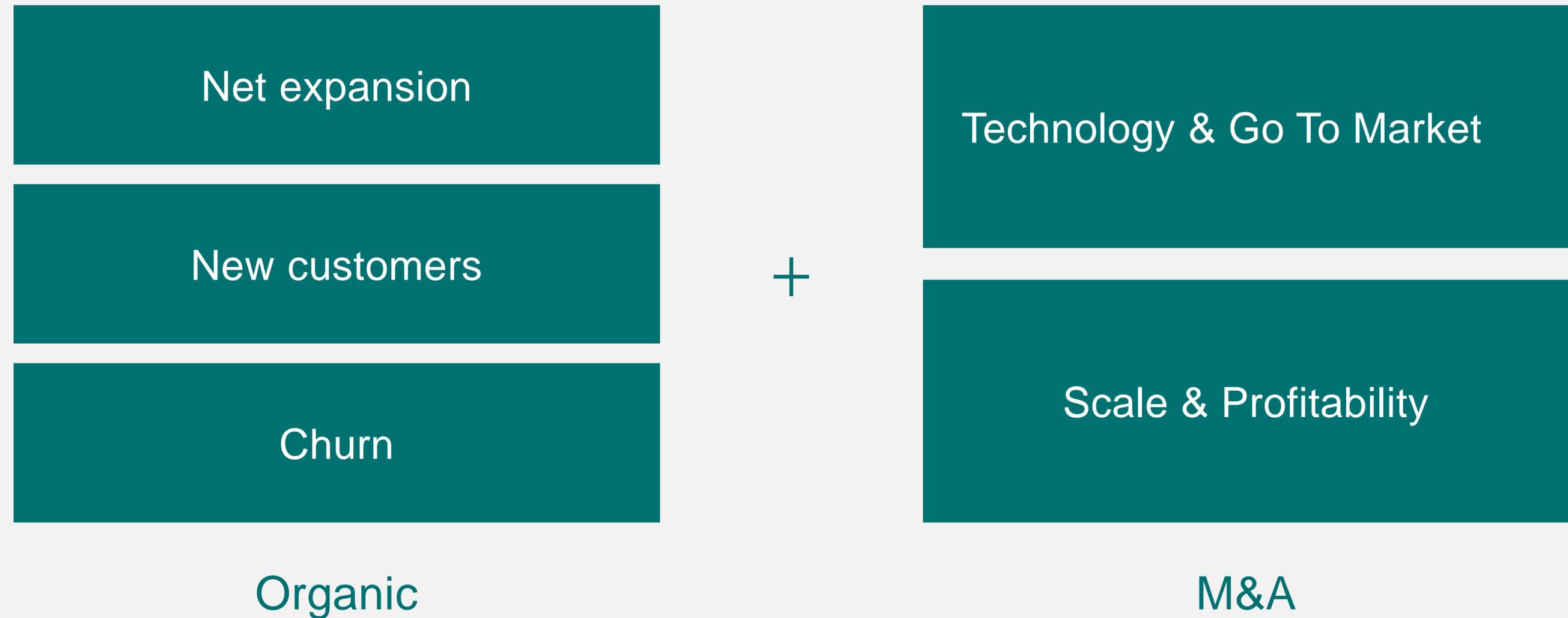
Global trends fuelling growth

- Digitalization
- Customer experience as competitive edge
- Increased usage of cloud services
- New communications channels



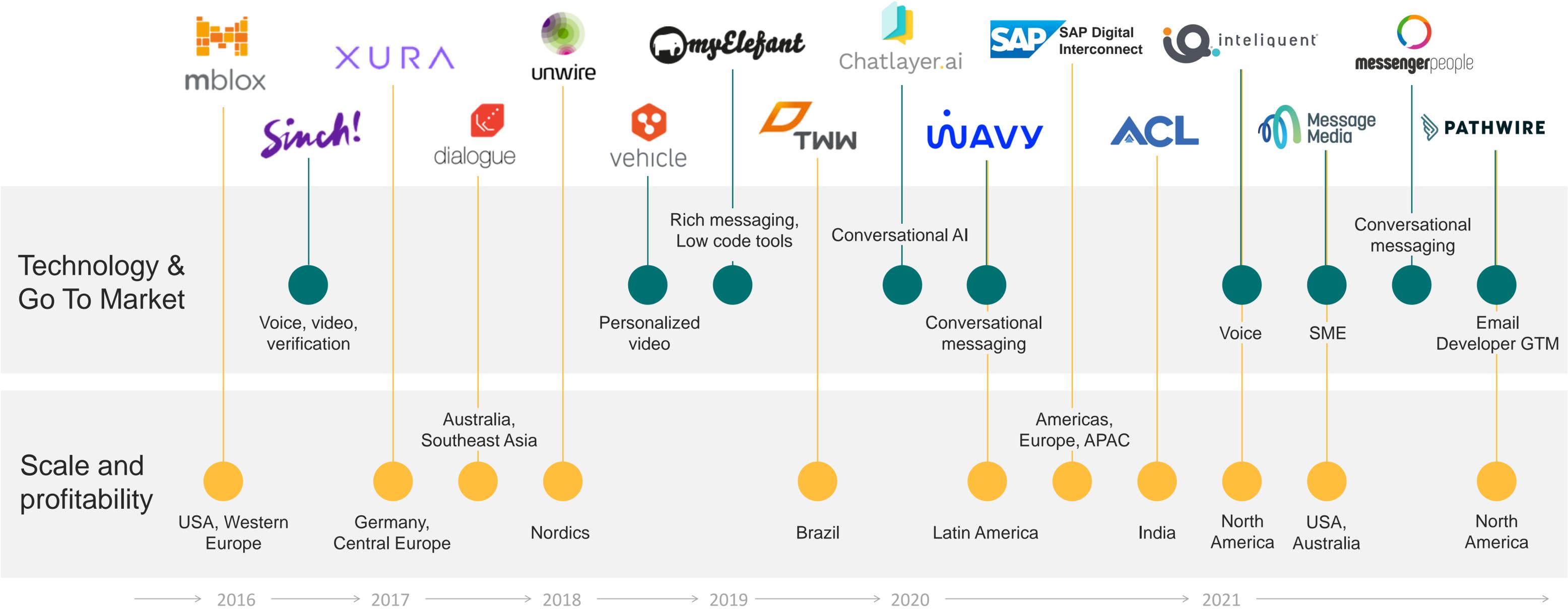


Two-pronged growth strategy





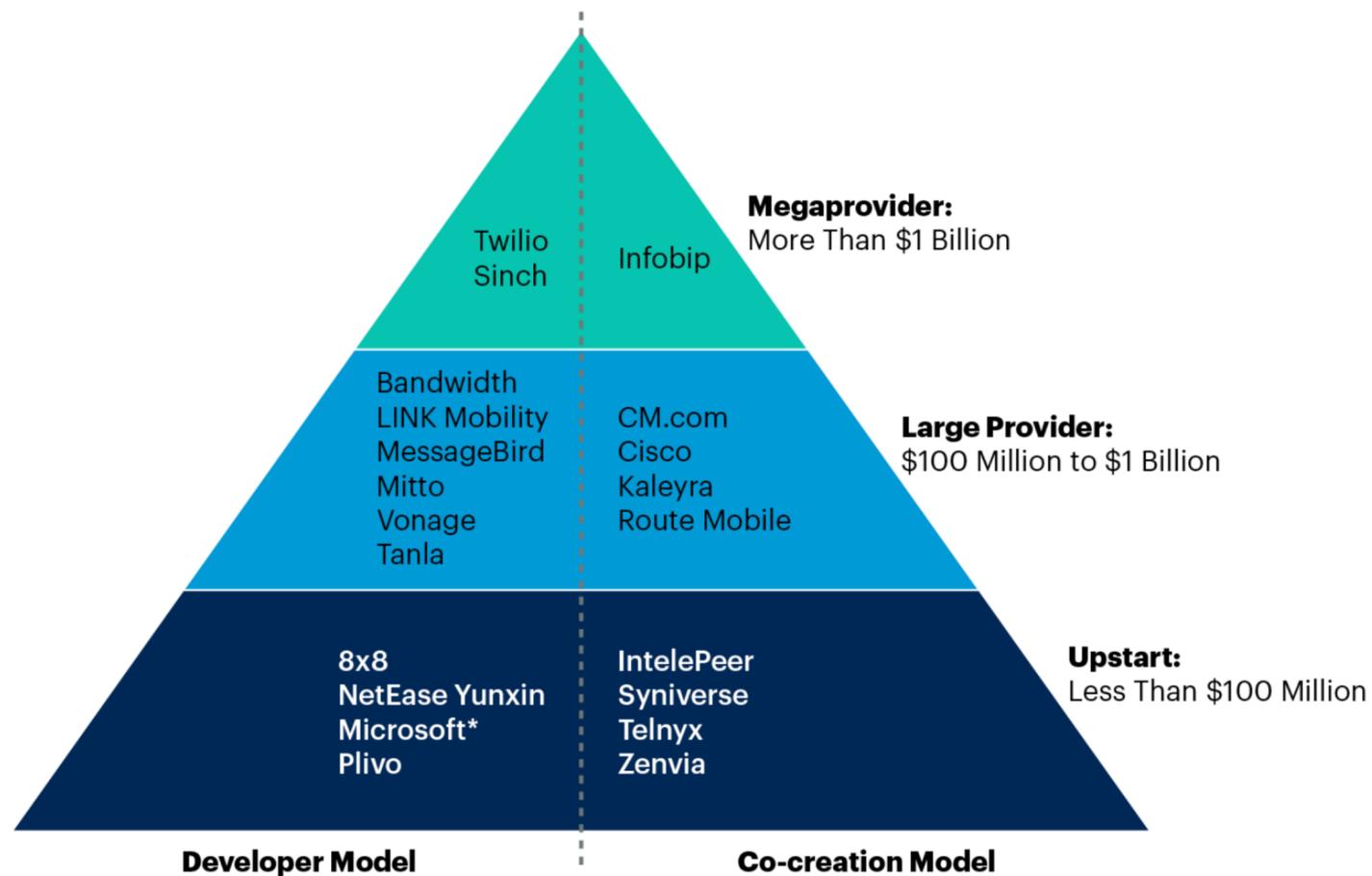
Strategic acquisitions





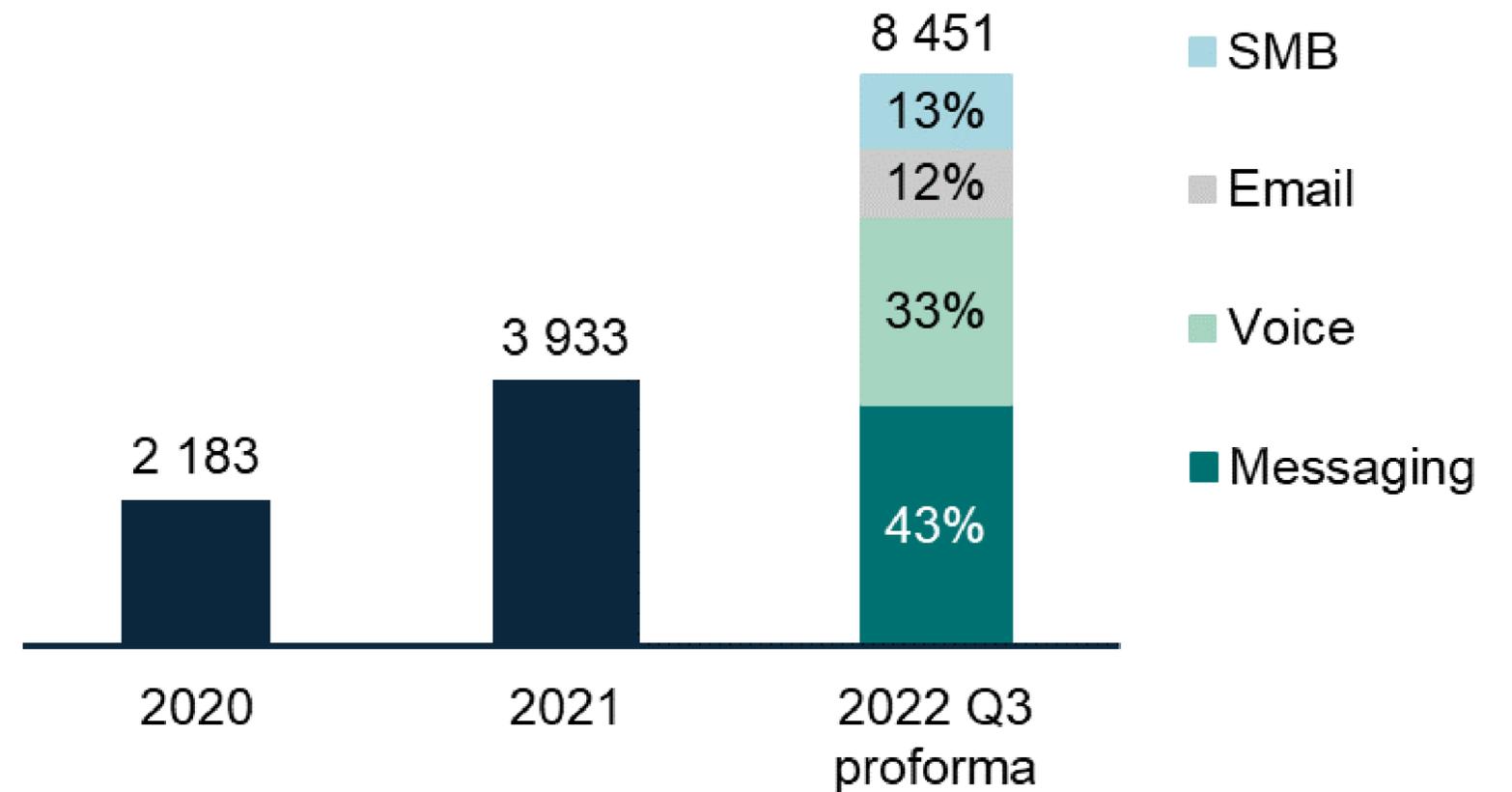
A global leader in cloud communications

Major Vendors in CPaaS



Source: Gartner (November 2021)
 * Gartner estimate based on launch in April 2021

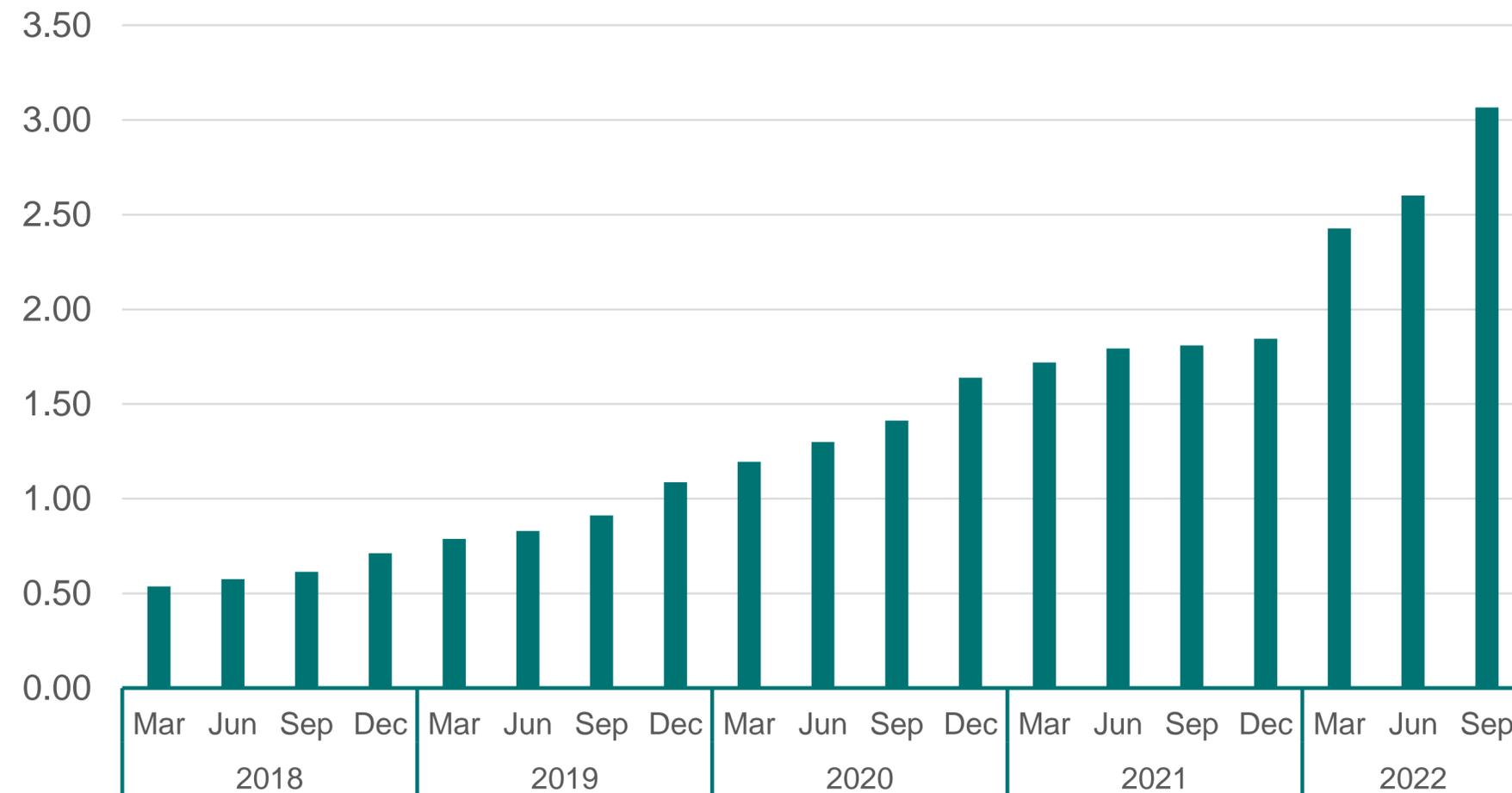
Rising gross profit and broadened product mix





Financial targets

Adjusted EBITDA per share, rolling 12 months



Targets:

- Adjusted EBITDA per share to grow 20% per year
- Net debt < 3.5x adjusted EBITDA over time

Performance:

- Adjusted EBITDA per share grew 83% in Q3 22, measured on a rolling 12-month basis
- Proforma Net debt/adjusted EBITDA of 3.2x excl. IFRS 16-related leases

Track record of profitable growth



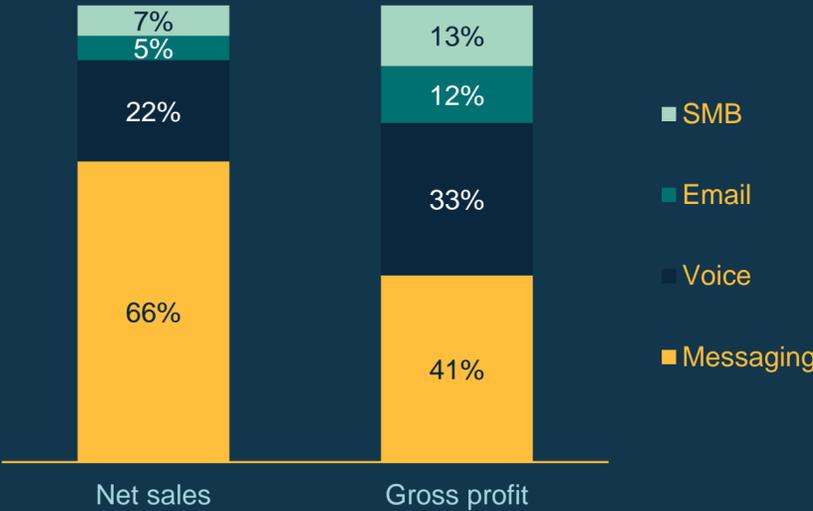
Global growth market

- USD 60 billion estimated Total Addressable Market (TAM)
- Estimating TAM growth to 10-15% with large variations between segments and geographies
- Growth fuelled by structural trends
 - › Digitalization
 - › Customer experience as competitive edge
 - › Increased usage of cloud services
 - › New communications channels

Organic and acquired growth

- Strategy to combine organic and acquired growth
- Acquisitions drive synergies through economies of scale and/or extend our product offering

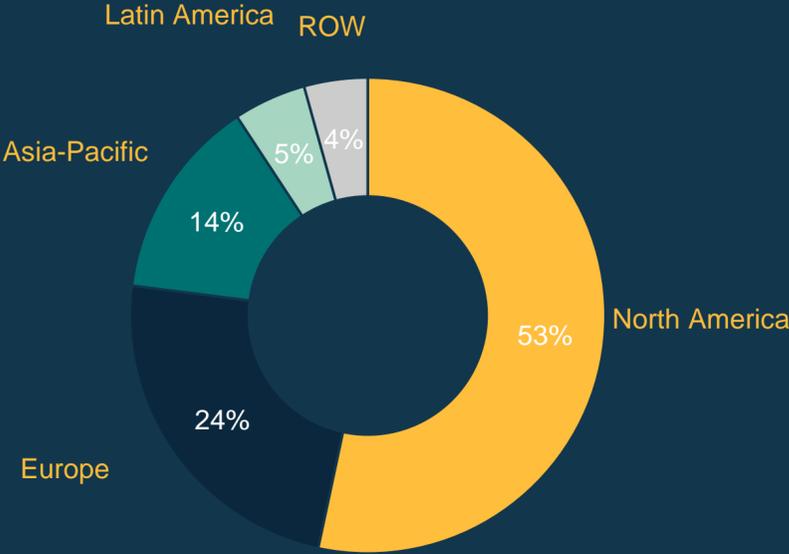
Net sales and Gross profit by segment



Profitable since our foundation

- Four profitable and growing segments

Revenues by geography

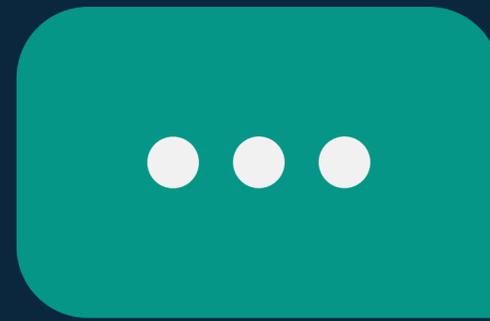


>60% growth CAGR since IPO in 2015

16 acquisitions since IPO in 2015

60+ countries with local presence

Thank you!



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