

# Transformation

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Presentation at Handelsbanken Capital Markets  
Laurinda Pang, CEO

MAY 27, 2024



**150,000+**

business  
customers

**800bn+**

interactions  
per year

**60+**

countries with  
local presence

Scalable cloud communications  
platform for messaging, voice and email

# Pioneering the way the world communicates



**SEK 28.6bn**

net sales in the  
past 12 months

**SEK 9.6bn**

gross profit in the  
past 12 months

**SEK 3.6bn**

Adj. EBITDA in the  
past 12 months

# Our next phase

## Exceptional M&A and organic growth

- Organic and acquired growth
- Mainly focused on messaging
- Three transformative acquisitions closed end-2021

2015-2021

## Protect acquisitions and focus on cash flow

- Business Unit setup to protect value in acquired businesses
- Weakened business cycle
- Focus on cost control and cash flow

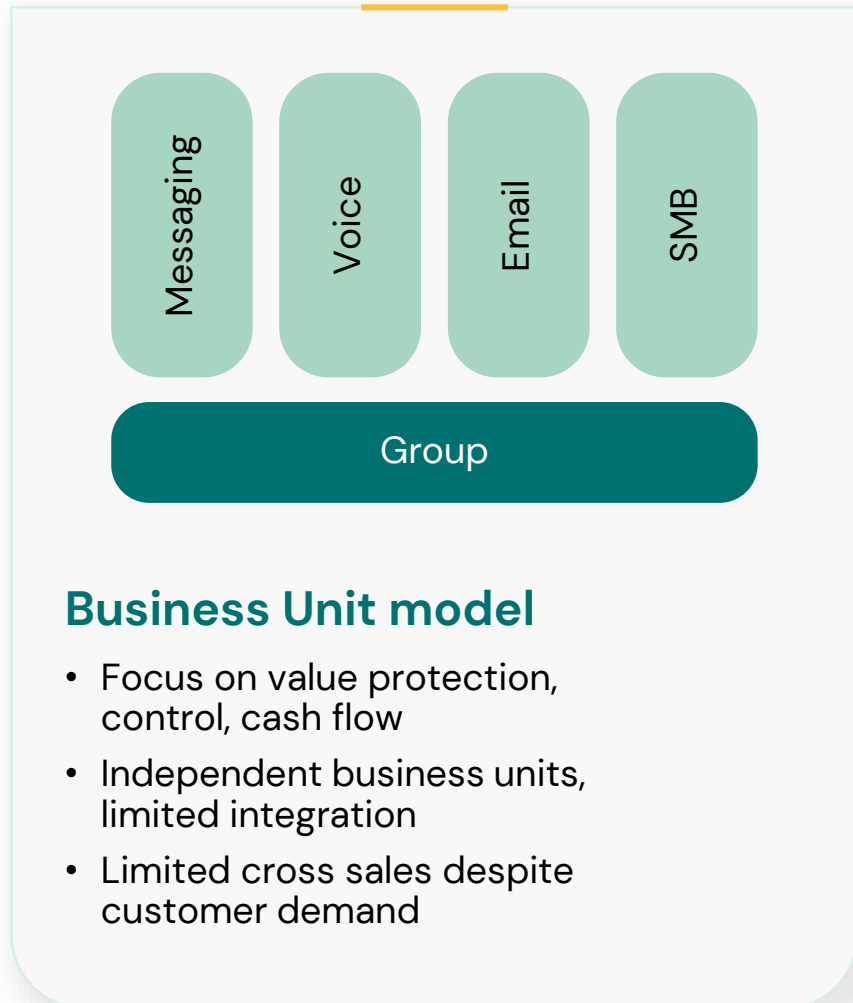
2022-23

## Transformation for organic growth

- Maintain strong profitability & cash flow
- Increase focus on growth
- New operating model from January 1, 2024

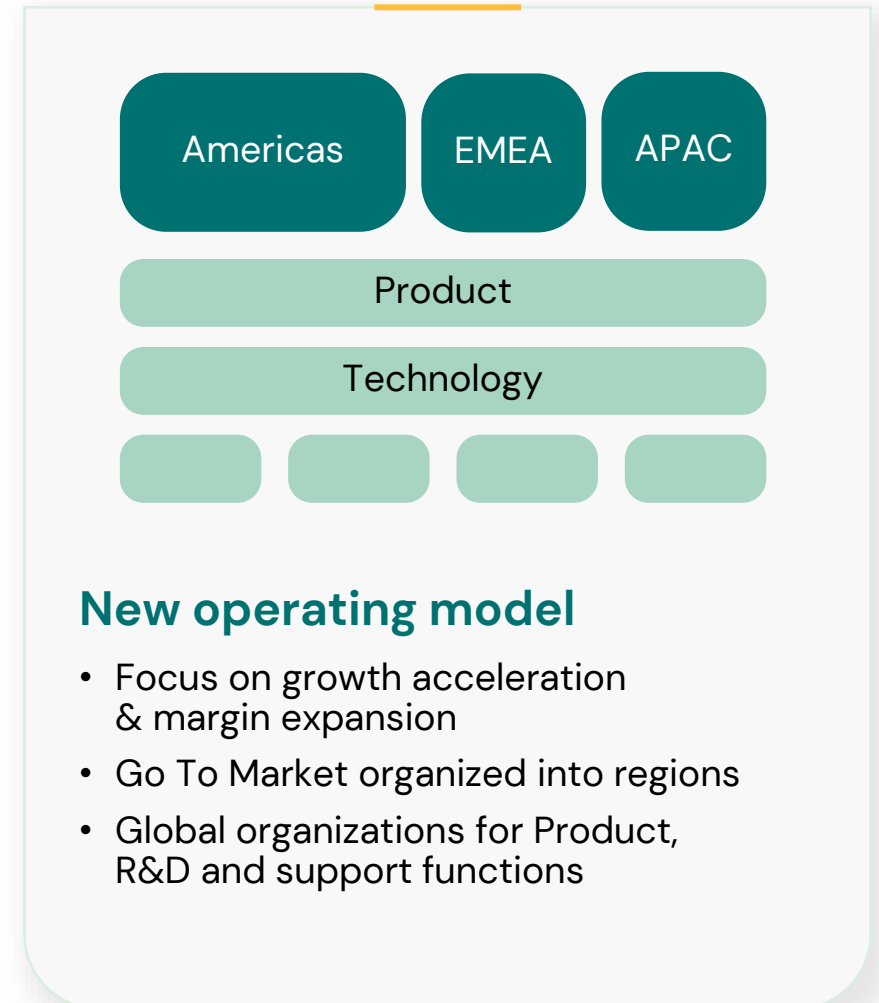
2024+

# New operating model



## Design principles

- Customer first
- Distributed decision making
- Leverage scale and efficiency of our global organization
- Distributed P&L ownership



# Growth acceleration plan

## Stages

## Select outcomes



### Go-To-Market transformation

Focus on customers, define and perfect who we sell to and how we do it.

1. Build foundation: tools, playbooks
2. Enable sales: targets, training, workshops
3. Enable customers: ease of doing business, ability to deliver

- Increased NPS
- More customer using multiple products
- Increased pipeline and higher growth



### Product integration

Unify our products into a single Sinch customer communications cloud experience.

1. Product inventory, product strategy
2. Capital & resource allocation
3. Revised pricing, packaging and launch of integrated product sets

- Higher payback on customer acquisition cost (LTV/CAC)
- Higher self-service usage rates
- Product-led cross sales



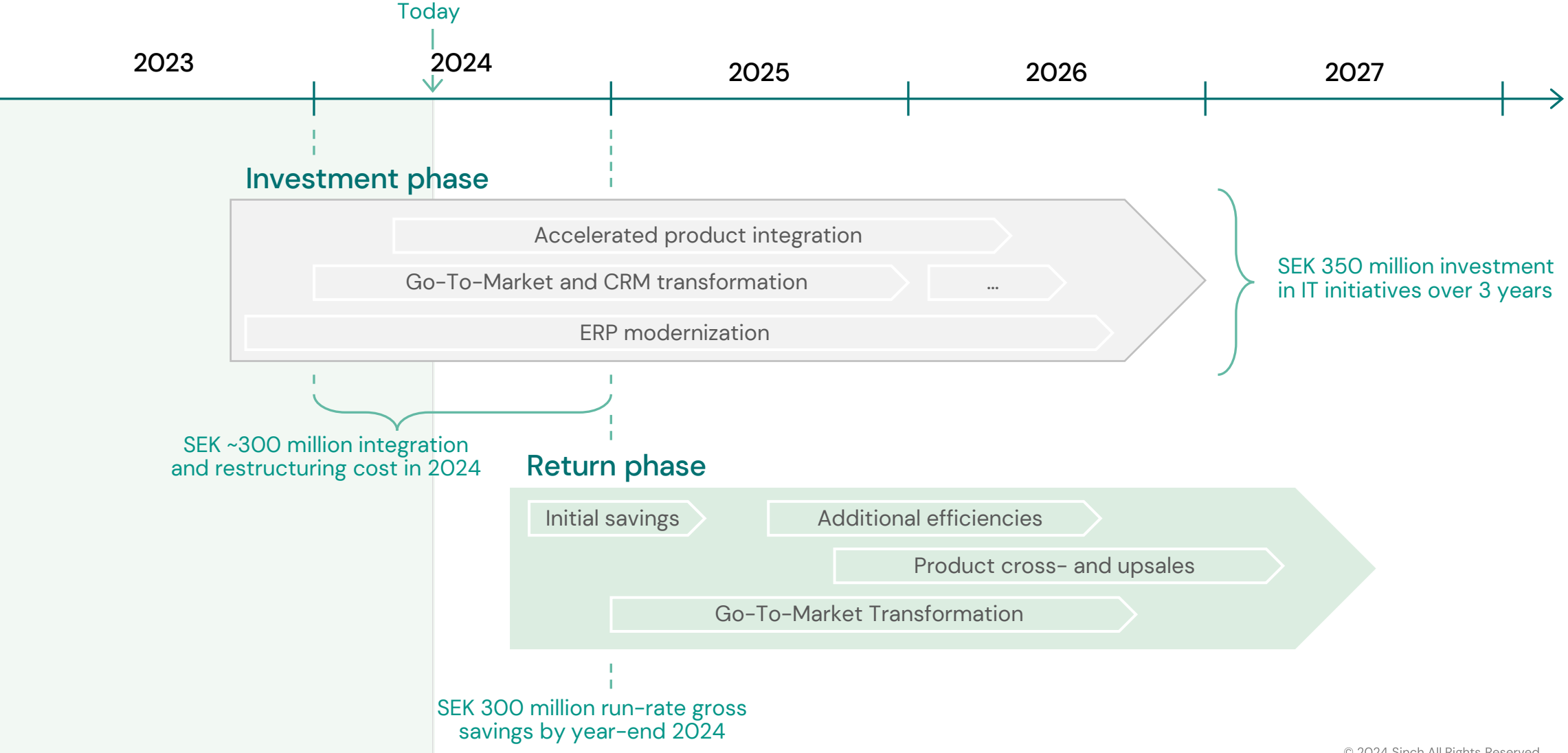
### Operational excellence

Effectively leverage our values, people, processes and technology.

1. Process inventory & target state definition
2. Process development, system vendor & SI partner selection
3. Phased rollout

- Reduction of active systems
- Employee engagement score
- Improved headcount opex/gross profit

# Investments and returns





# Thanks!

For more information, contact:

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# Tracking our progress



## Go-To-Market transformation

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- Americas, EMEA and APAC reported as financial segments.
- Integrated account coverage design.
- Customer visibility dashboards.
- Joint account planning framework.
- CRM target architecture definition and integration roadmap.
- Sales compensation model.



## Product integration

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- Unified cross-Sinch product strategy.
- Financial reporting matching new product taxonomy.
- Common design system across products.
- Single Sinch ID for API Platform products.
- MessageMedia rebrand and EU deployment.
- API and Application migrations to global platform.



## Operational excellence

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- Target operating model for business support functions.
- Set science-based target for emission reduction.
- Cost reduction from reduced duplication.
- Comprehensive cloud governance.
- Implementation planning for global HR support model.
- Roles & responsibilities alignment for global customer support