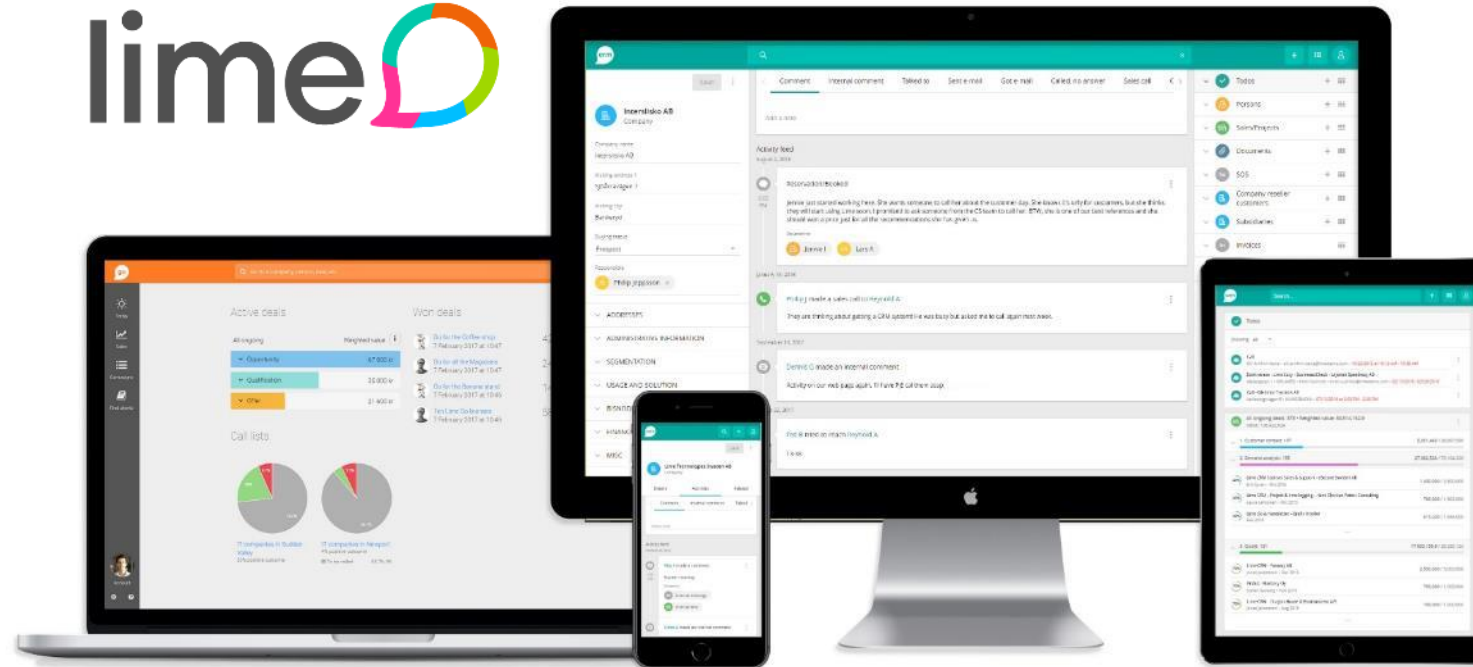




limeD



## Q1 update

Acquisition and establishment in Germany

April 27, 2021



## Today's presenters



**Erik Syrén, outgoing CEO**  
Lime since 2001



**Nils Olsson, new CEO**  
Lime since 2006



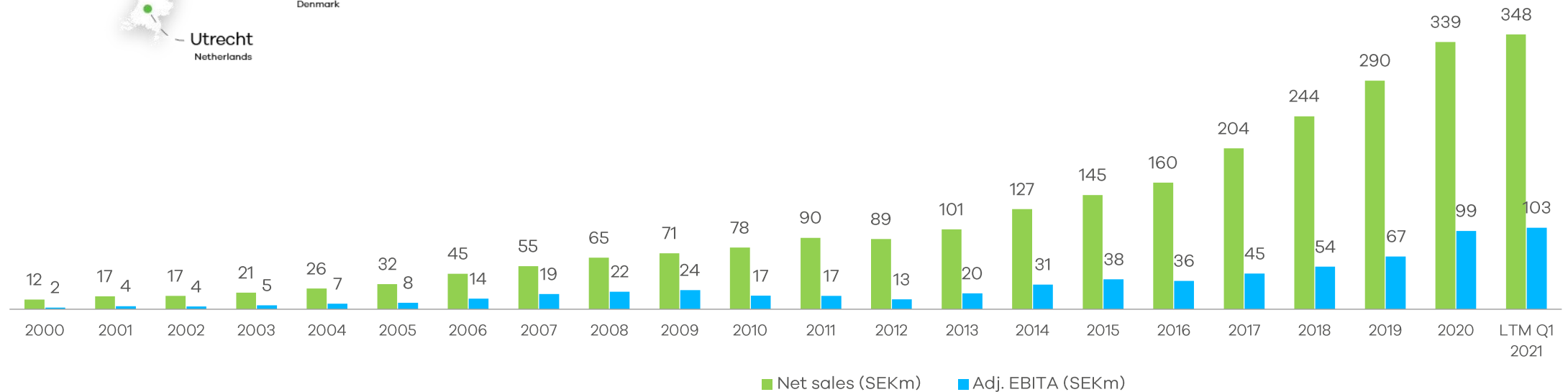
# This is Lime

## SaaS CRM expert with solid growth opportunities

### Geographical footprint



### Key success factors









# Agenda

**1. Order intake**

**2. Revenue**

**3. Profit**

**4. Userlike**

**5. Germany**

**6. Summary**



# Agenda



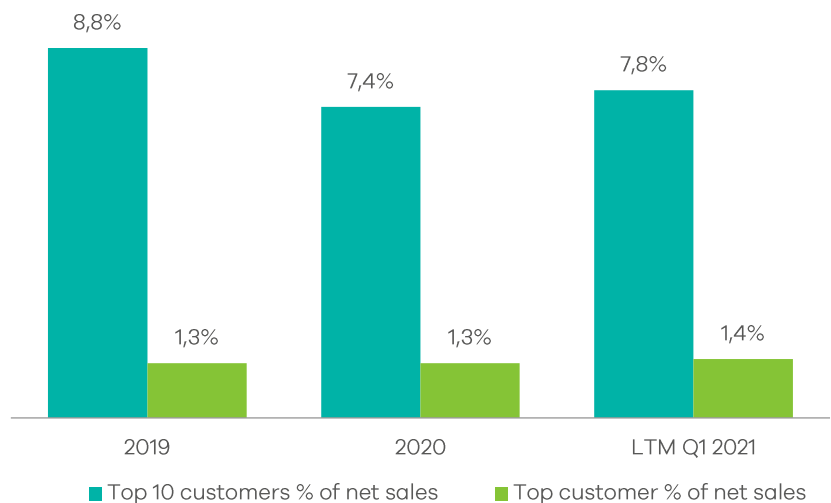
**1. Order intake**



# Several deals in the Nordics

Good mixture of small, midsize and large enterprises

## Customer concentration



**IKANO**  
Bostad

**IKANO**  
Bolig

**KOJA**

 **Fjordkraft**

 **BODENS  
ENERGI**

  
**NACKA  
KOMMUN**

**Lena Maskin**

**ALS**  
ORWAK



# Agenda



**1. Order intake**



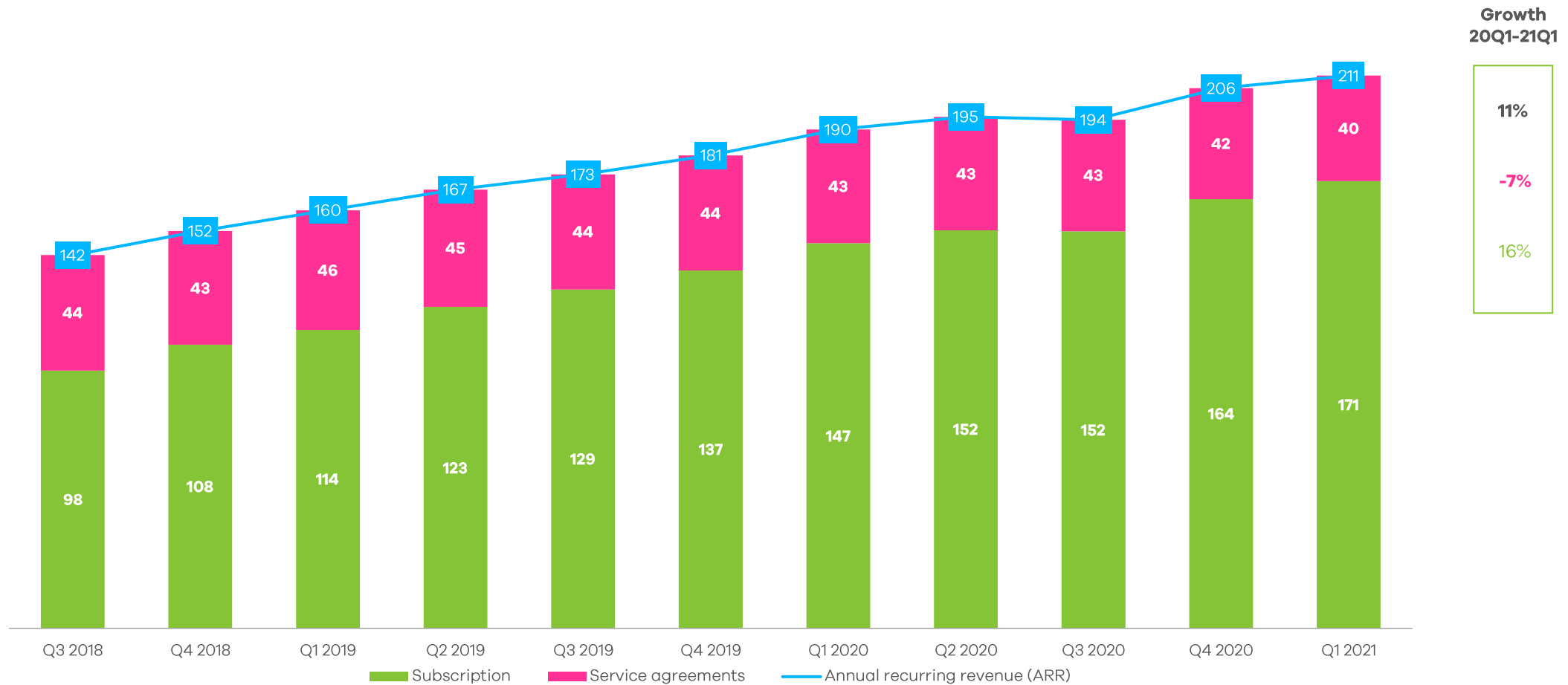
**2. Revenue**





# Increase in annual recurring revenue drives growth

ARR development (SEKm)



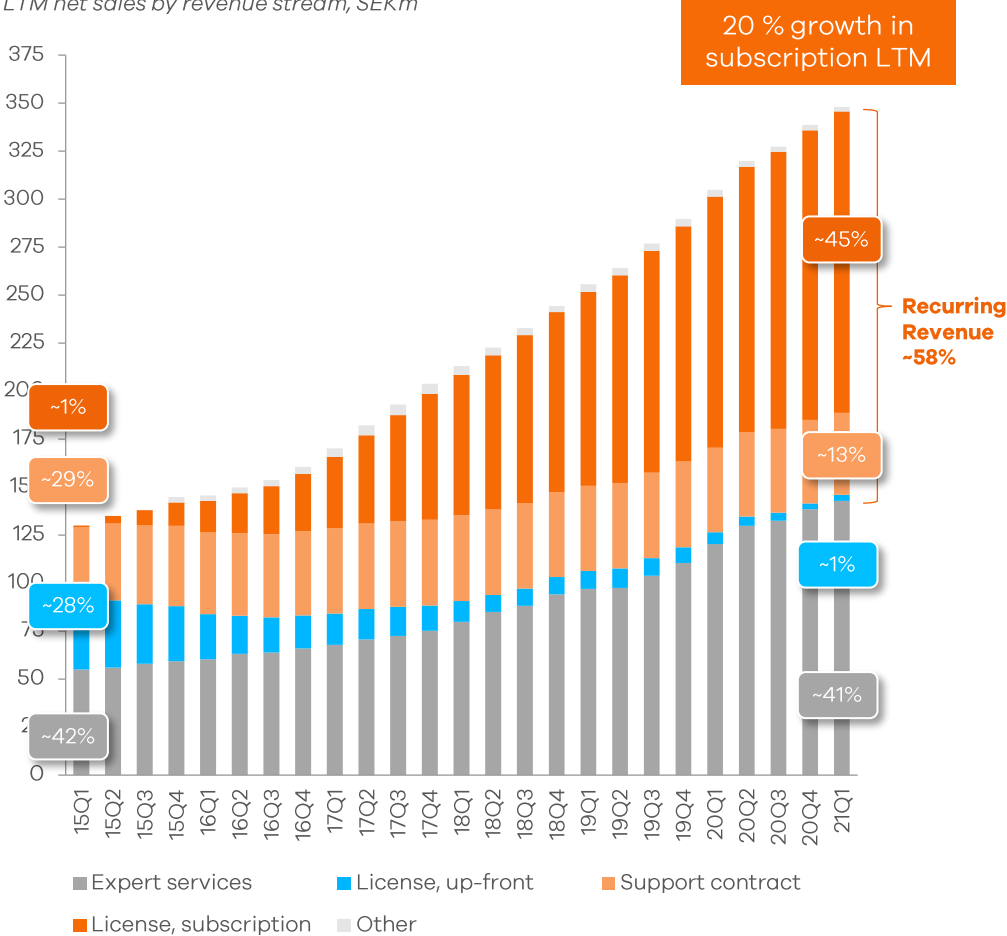


# Transition from up-front to subscription pricing model since 2015 is nearly complete

## Recurring revenue is growing rapidly

### Pricing model transformation over time

LTM net sales by revenue stream, SEKm



### Revenue guidance

License, subscription

✓ CRM system mainly as subscription  
✓ Increased sales teams to drive further ARR for subscriptions

↑

Support contract

✓ Support contract sold together with up-front licenses  
✓ No addition to support contracts as a result of nearly no up-front sales  
✓ Support contracts for existing up-front clients still generate revenue

→

License, up-front

✓ Revenue stream in decline as the products are sold as SaaS  
✓ Some existing clients still buy more licenses up-front

↓

Expert services

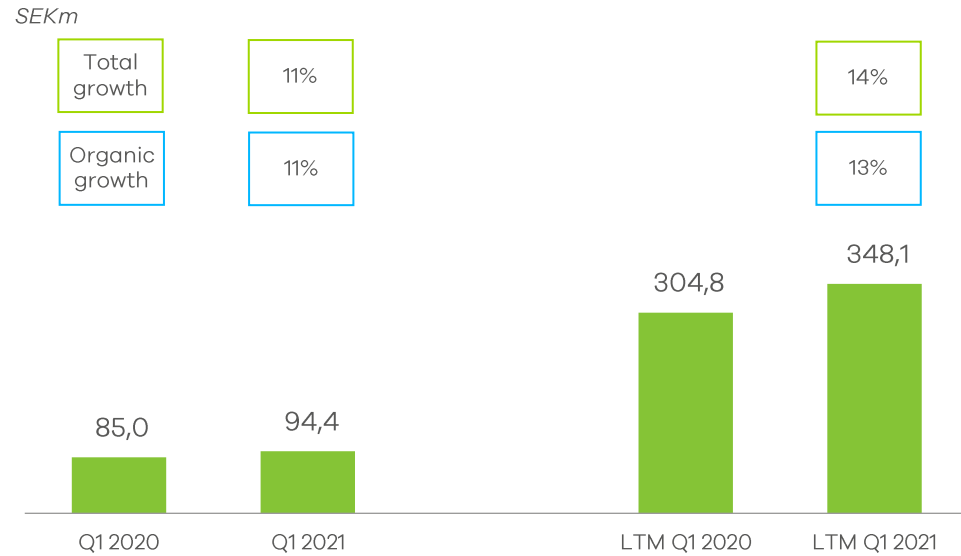
✓ Large part of sales derives from existing customers  
✓ Customer base is growing, expected to drive expert services growth but decreases as part of total net sales

↗

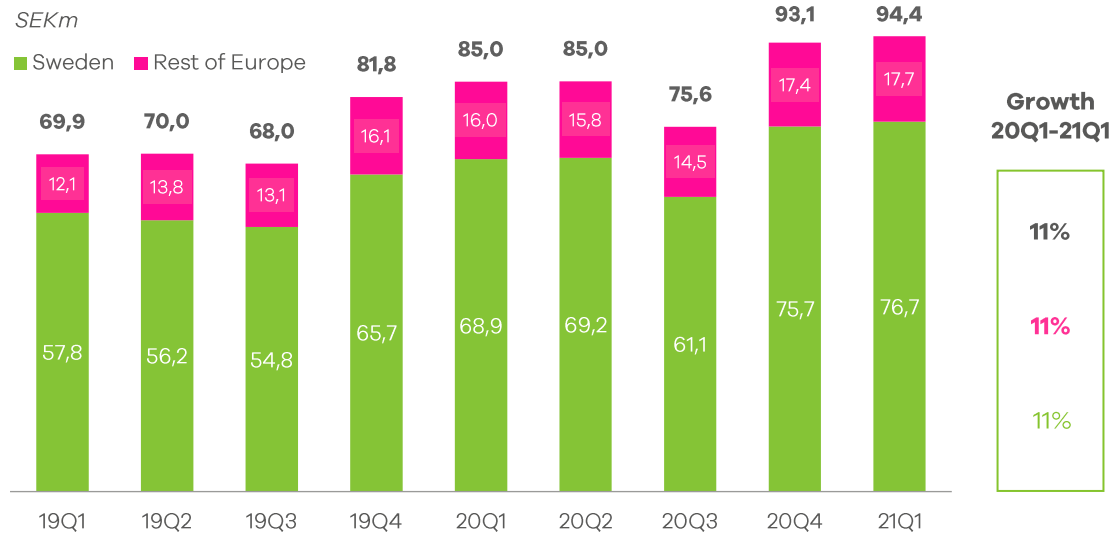


# Revenue

## Net sales development



## Split by geography



## Traction across geographies

SEKm

○ Y-o-Y growth (%)





# Agenda



**1. Order intake**



**2. Revenue**



**3. Profit**

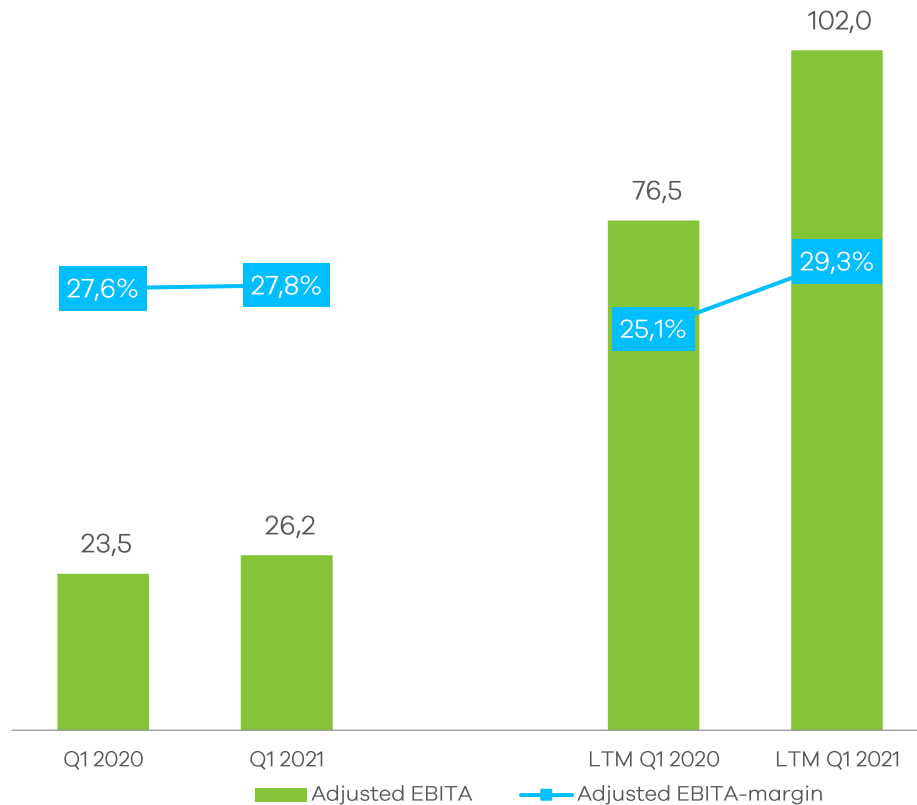


# Profit

Reaching an adjusted EBITA margin of 28 % in Q1 2021

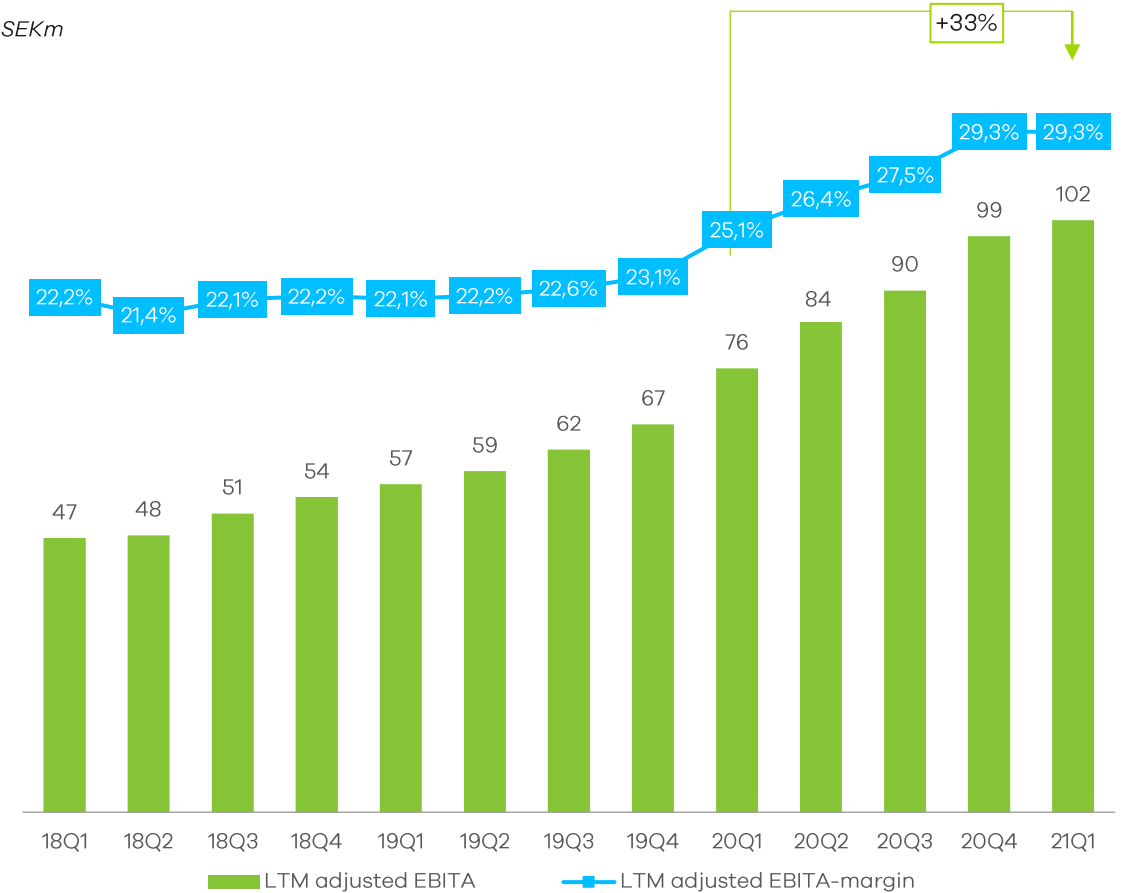
## EBITA development<sup>1)</sup>

SEKm



## Rolling LTM EBITA and margin development<sup>1)</sup>

SEKm



Note: 1) EBITA adjusted for IPO and acquisition related expenses.

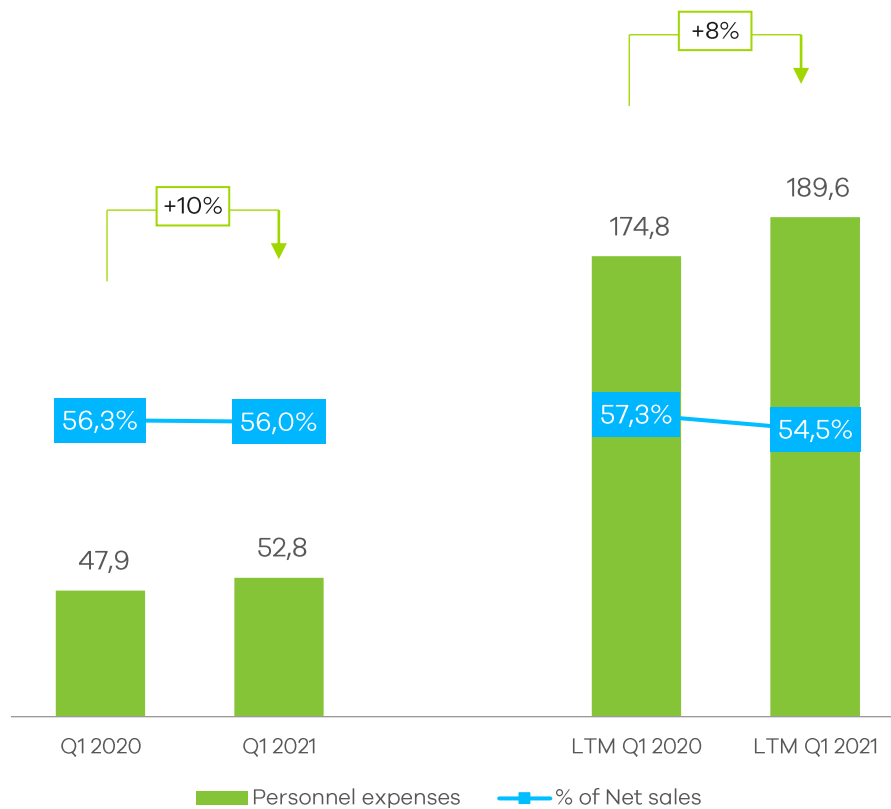


# OPEX development

Large majority of operating expenses related to growth in FTEs

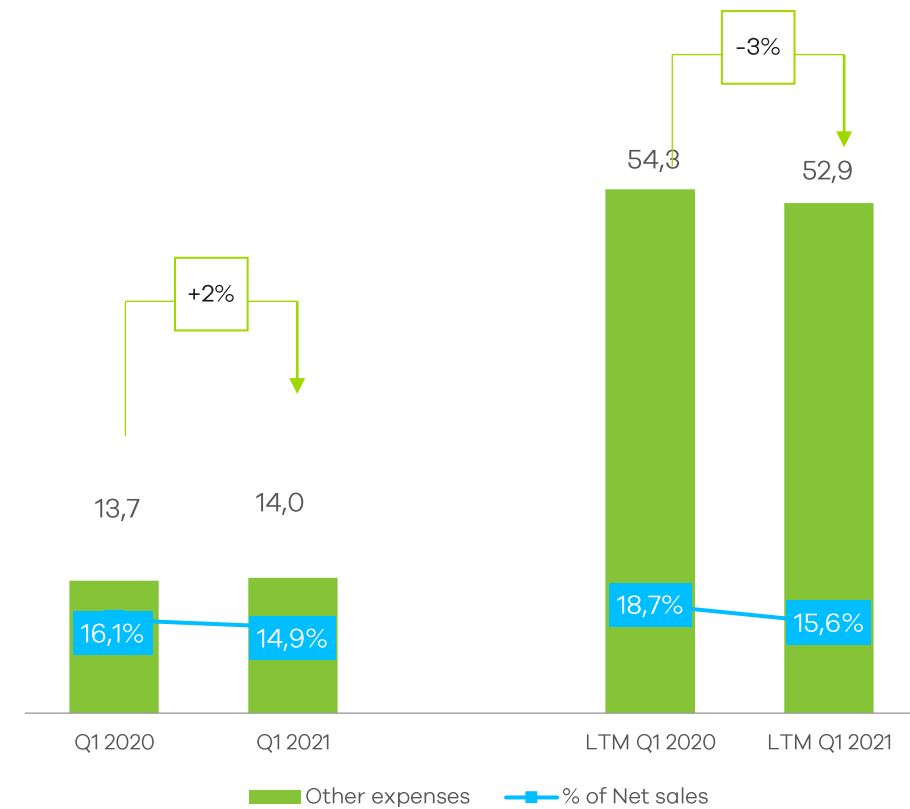
## Personnel expenses development

SEKm



## Other operating expenses development (adj.)<sup>1)</sup>

SEKm



Note: 1) EBITA adjusted for IPO and acquisition related expenses.



# Agenda

**1. Order intake**

**2. Revenue**

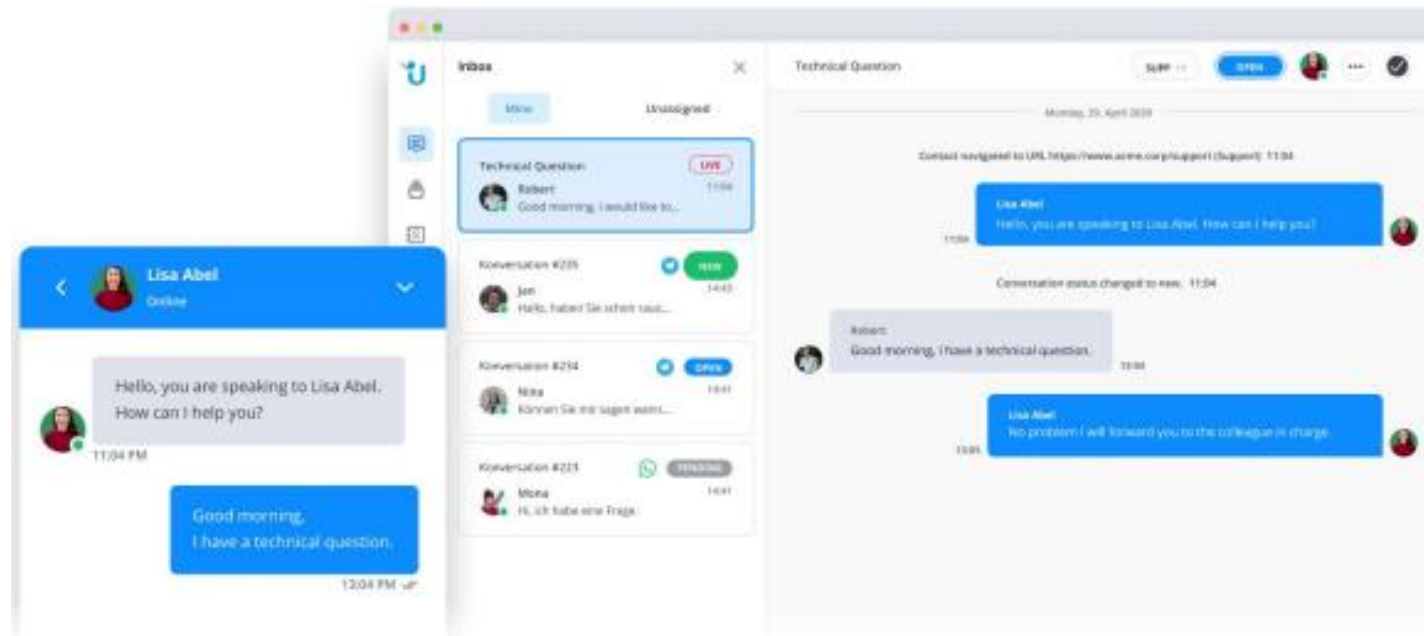
**3. Profit**

**4. Userlike**





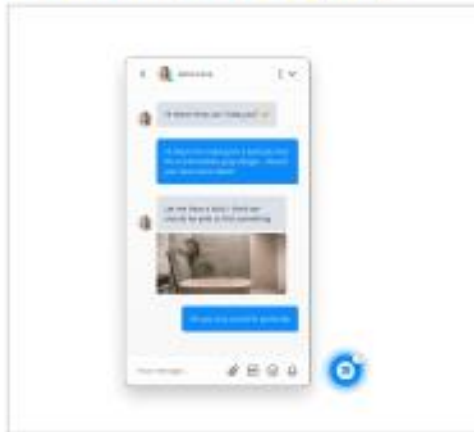
The first and only chat SaaS to help businesses win and nurture customers across messaging channels.



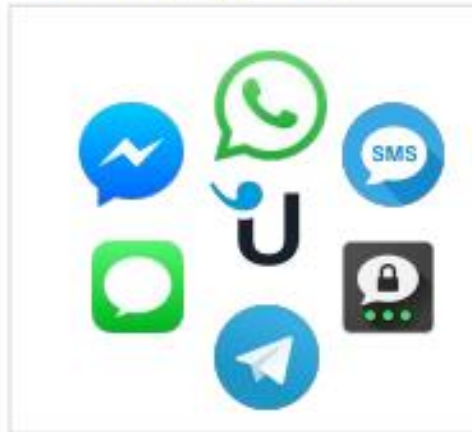


# Userlike is an All-in-One-Messaging Platform

## 1. Website Messaging



## 2. Messaging Inbox



## 3. Chatbot Solutions



## 4. Messaging CRM





## Who are Userlike?

- Unified messaging – Live Chat
- Founded in 2011
- ~35 employees
- Cologne
- Approx. 4 MEUR in ARR
- ~30% growth/year





## Some of Userlike's 1 800 customers in D-A-CH



Mercedes-Benz



PORSCHE





## Our strategy

- Support Userlike on their growth journey – keep and develop existing strategy, organisation and brand
- Launch Lime Customer Experience - development of add-ons to Lime CRM and launch Lime CX in the Nordics and Netherlands



# Agenda

**1. Order intake**

**2. Revenue**

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**5. Germany**





**Guten Tag Köln!**

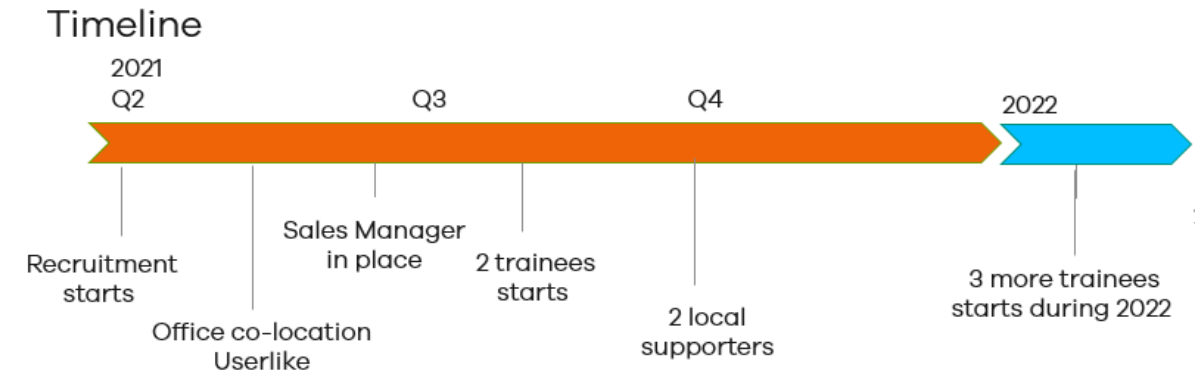
New office in  
Cologne, Germany





# Germany

- We can use the same office as Userlike
- We can cross sell Lime CRM to Userlike's customers
- One of the biggest CRM markets in Europe
- Competitive landscape similar to the Nordics and Netherlands
- Common industries: utility, real estate, wholesale & consultancy





# Agenda

**1. Order intake**

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**6. Summary**



# Financial targets

LTM Q1 2021

## Sales growth

"Lime's objective in the medium term is to achieve an annual net sales growth above 18%"

**14 %**

## EBITA margin

"Lime's objective in the medium term is to achieve an annual EBITA margin above 25%"

**29,3 %**

## Capital structure

"The objective in respect of the capital structure is that the net debt in relation to EBITDA should be less than 2.5"

**-0,1**

## Dividend policy

"Lime intends to distribute available cash flow, after taking into account the Company's indebtedness as well as future growth opportunities, including acquisitions. Dividend is expected to correspond to at least 50% of net profit."

**53 %  
(2.50 SEK/share  
proposed)**



# Q1 2021 summary

## Order intake

Satisfactory growth in order intake with a good mixture between our focus verticals and markets

## Growth

Net sales MSEK 94,4 +9,4 MSEK  
(11 % total growth Q1 and 14 % LTM)

## Profitability

Adjusted EBITA margin 28 % Q1  
(28 % same period last year)

## Investments

Acquired the fast-growing SaaS company Userlike and decided to open a new office in Germany



**Thank you for listening!**

**[investors.lime-technologies.com](https://investors.lime-technologies.com)**

