



# Småbolagsdagarna

June 12<sup>th</sup> 2023

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# Our solutions provide competitive edge for our construction customers

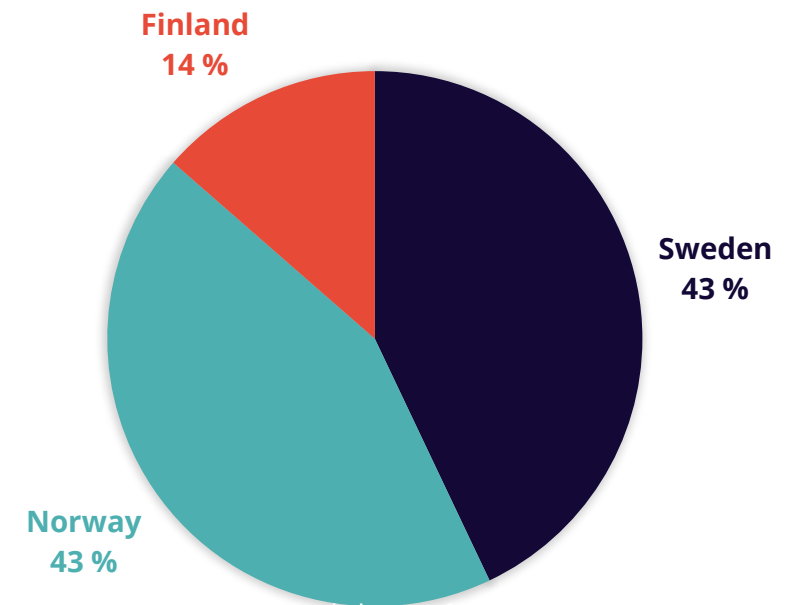
- Ensure digital flow of information between people
- Store and process all data in one place accessible for all
- Data in the field is captured with mobile Apps
- Total overview of documentation
- Revenue and cost control on each project
- Supporting sales processes in a competitive environment



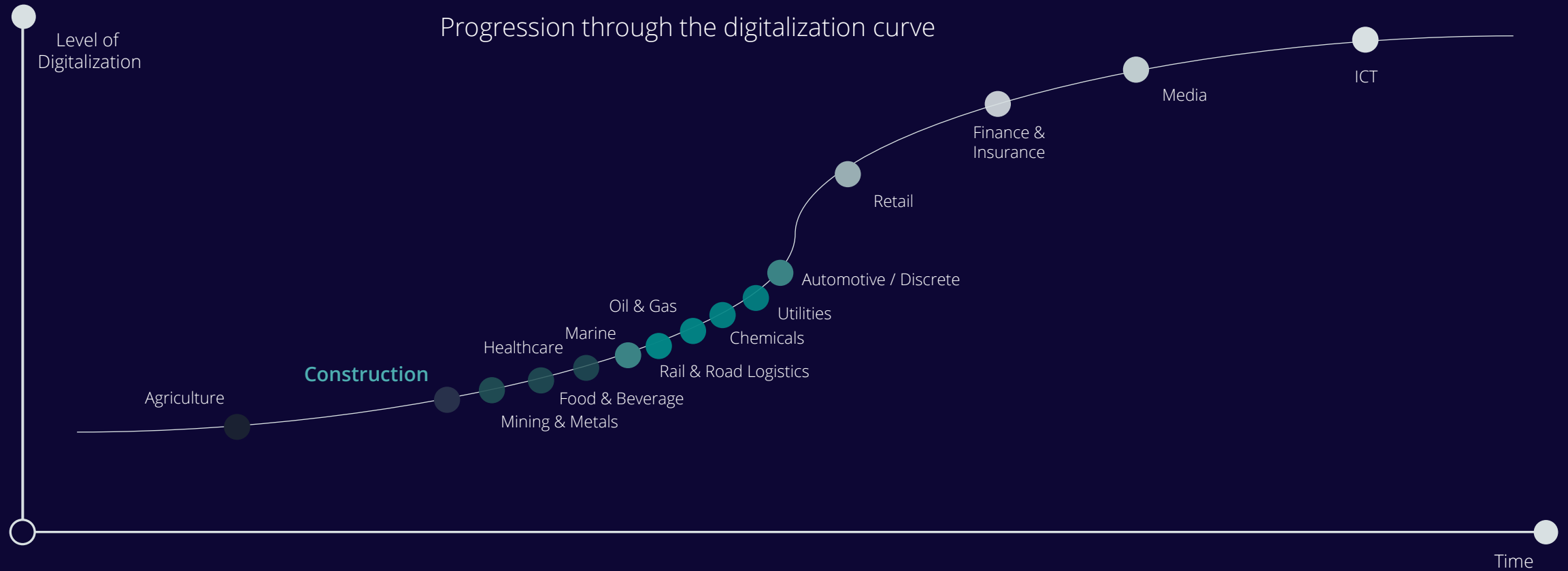
# Leading position in the Nordics

- Constantly gaining markets share
- ~ 12.000 customers  
33% growth post IPO
- ~ 120.000 users  
26% growth since IPO
- ~ 200 Employees

Strong local presence in key markets

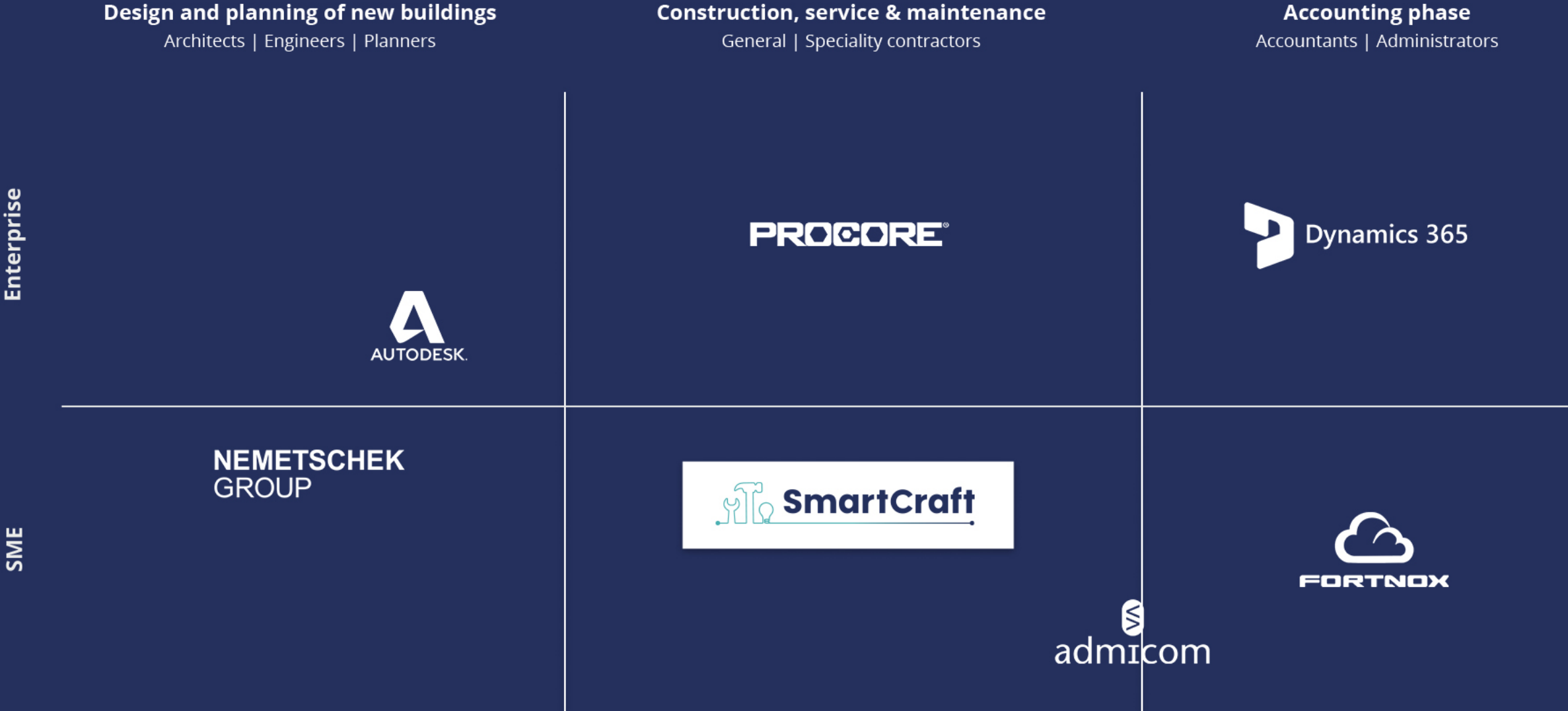


# The construction industry is at the beginning of a megatrend





# Leading position in a less cyclical market segment



# Q1 2023 highlights

Continued strong growth, high margins and low churn



**MNOK 347**

Annual Recurring  
Revenue

+24%



**42%**

Adjusted EBITDA  
margin

+2% points



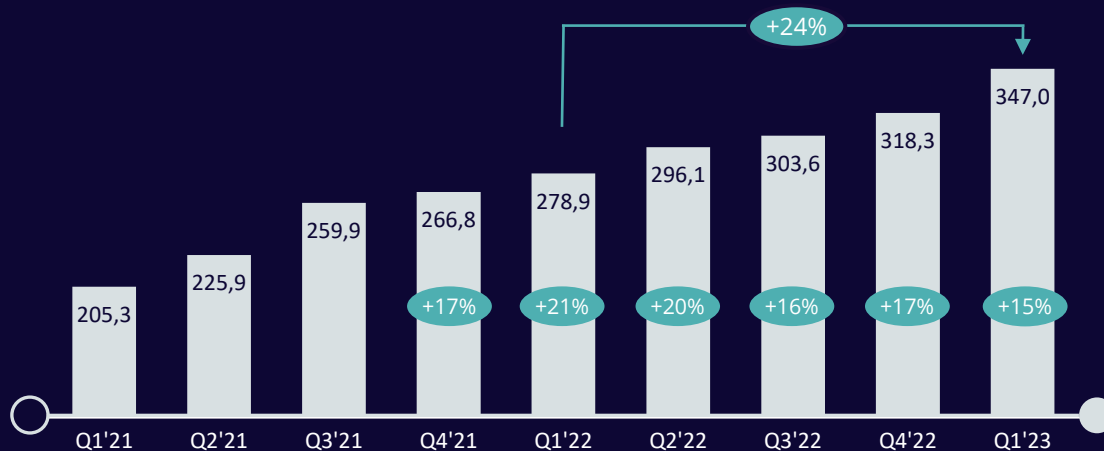
**7%**

Churn  
consistently low

# Solid track record since IPO expected to continue

- to support growth strategy and M&A activity

ARR development, mNOK



## Medium-term financial targets

Organic growth

**15 – 20%**



bolt on M&A



**Margin expected to increase due to  
scalability of the business**

### Short-term considerations:

Impact from acquired companies last 12 months



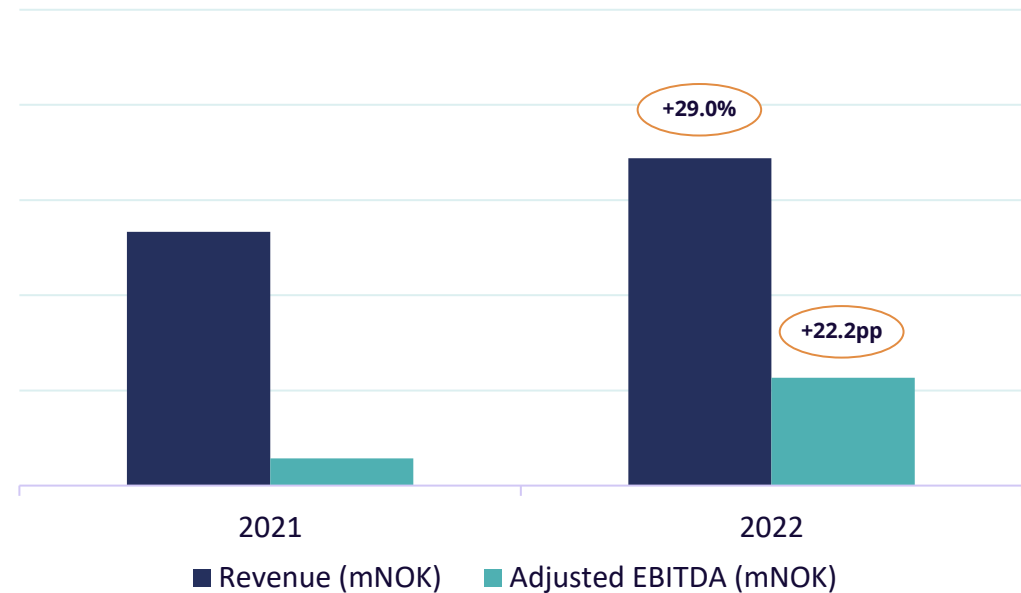
# Well positioned for value enhancing M&A opportunities

9 acquisitions last years

- ❖ Dialogue with multiple potential targets in Nordics and new geographies
- ❖ Well defined selection criteria
- ❖ Capacity for 1-3 acquisition pr year
- ❖ Well functional integration model



Strong Y/Y performance in solutions acquired in 2021



# Solid market fundamentals

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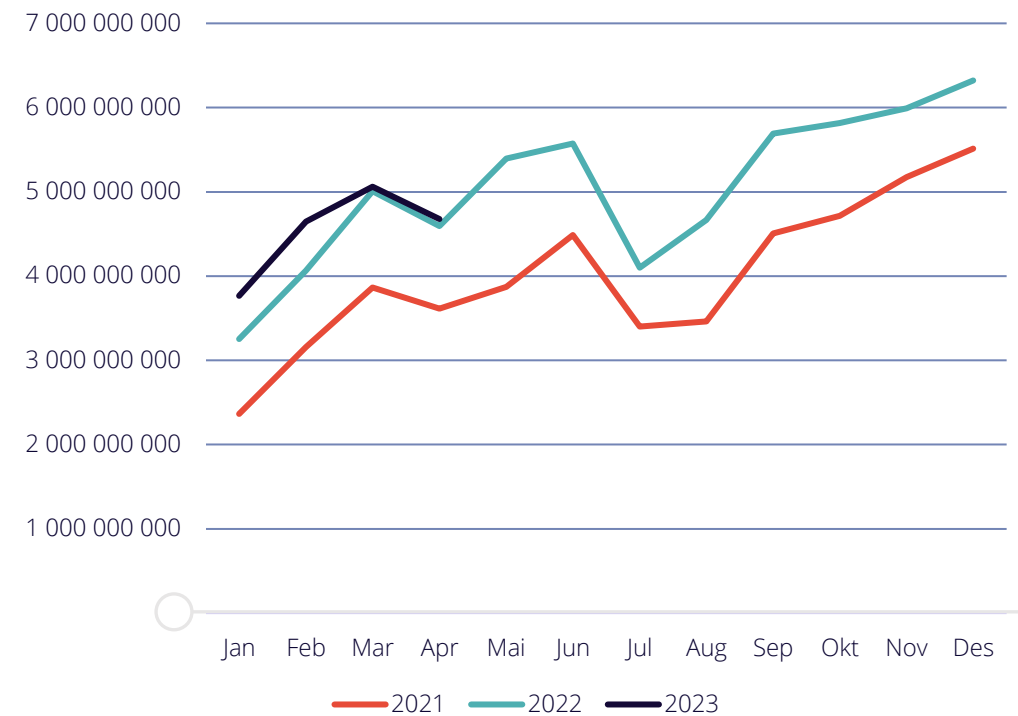


# Strong demand for SmartCraft solutions

- despite slowdown in new building projects

- Good pipeline of potential customers
- Upsell and cross sell opportunities
- Energy saving initiatives drive great demand for our largest customer groups
- Our customers work with maintenance, services and upgrades

Total invoiced amount from large Swedish customer group (SEK)



# Continued operational improvements





# Reduced operational risk since the IPO

Increased customers  
by **33%**

Continued low  
churn at **7%**

Increased sales  
conversion from  
55% to **61%**

Increased  
recurring revenue  
from 93% to **97%**

Very low single customer dependency:

**0.01%**

(average customer ARR / total ARR)

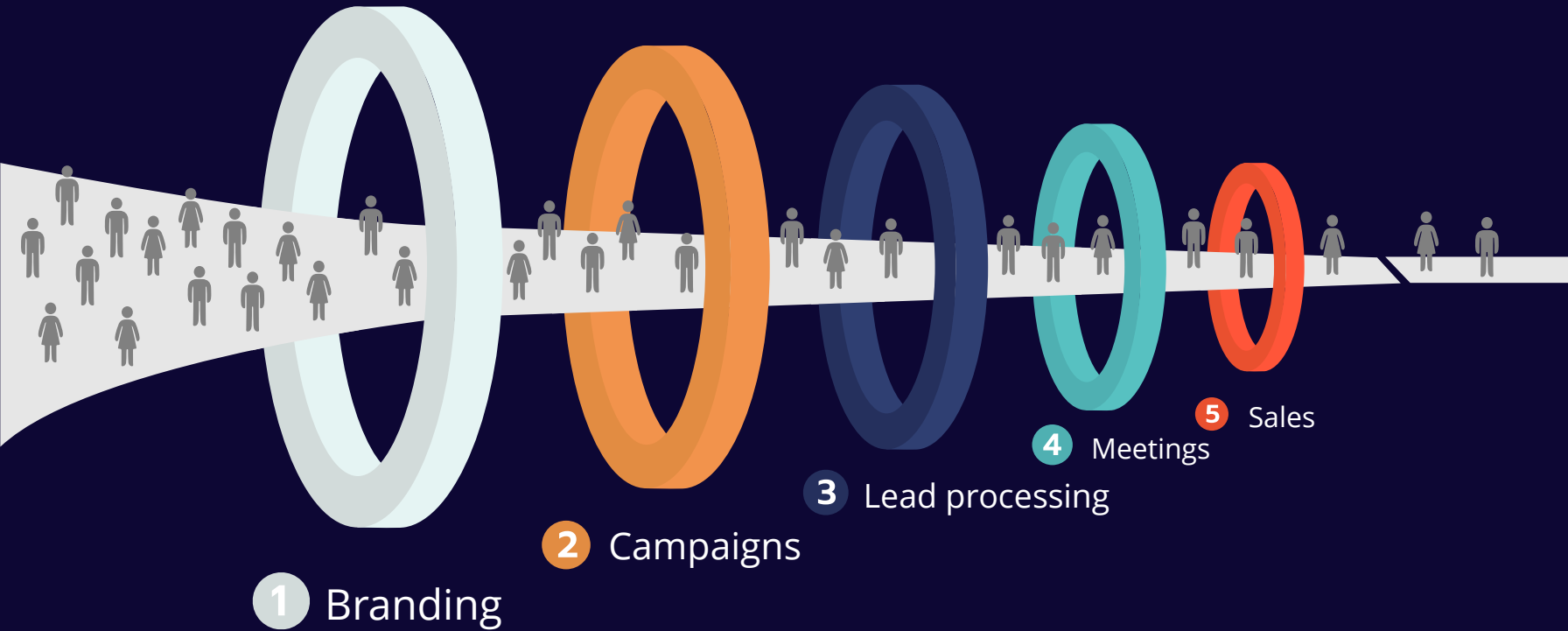
Very low take rate:

**0.2%**

of customer's revenue

# Highly effective go-to market strategy

Best in class sales engine with broad reach and highly effective lead conversion



**24 300 000**

Media views<sup>1</sup>

**640 000**

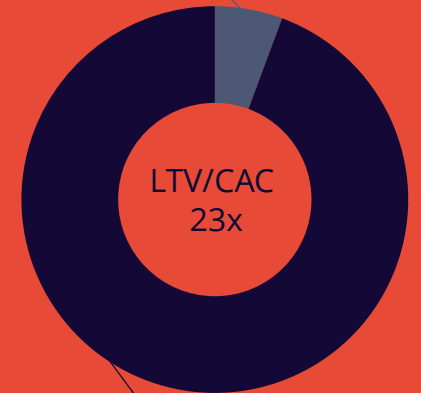
Website traffic<sup>1</sup>

**61%**

Conversion from meetings to sales

## Highly efficient sales process<sup>2</sup>

Customer acquisition cost



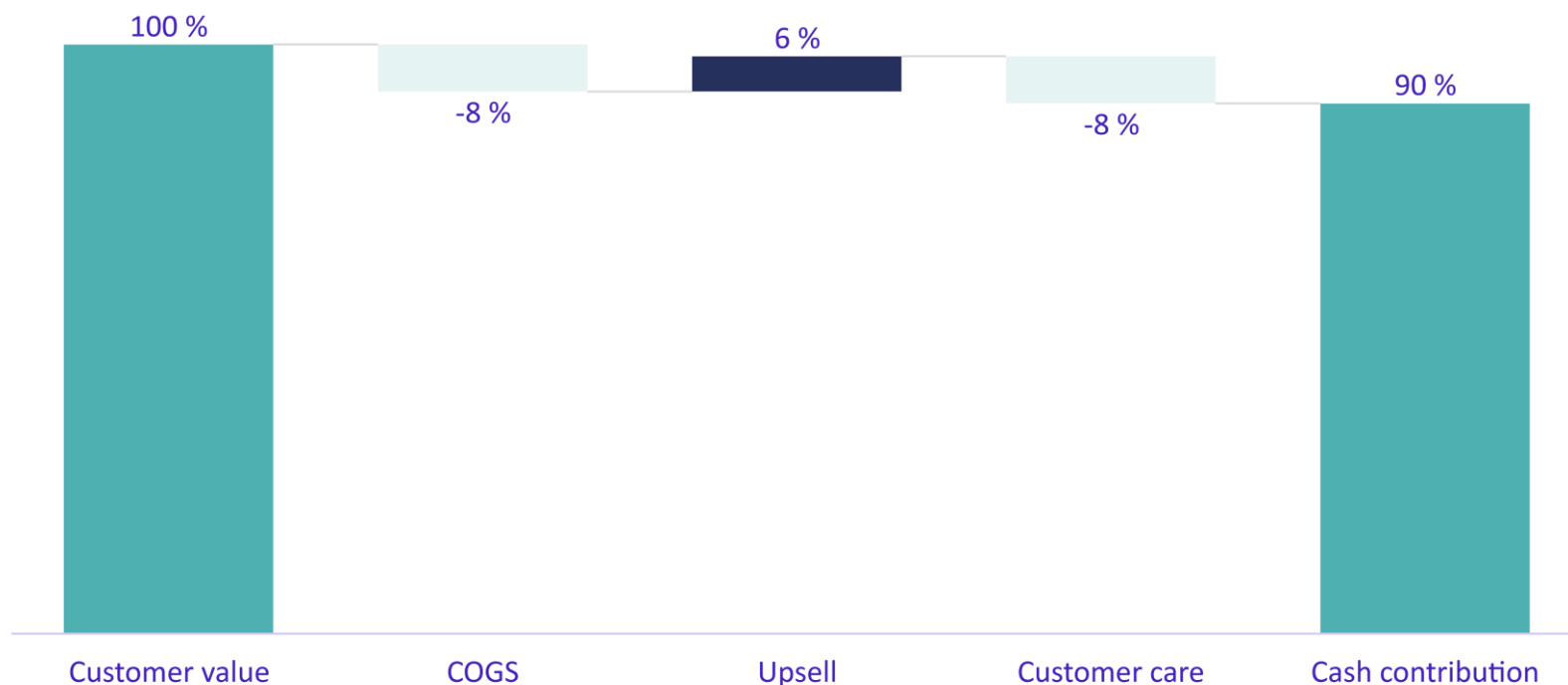
Lifetime customer value

Note:

1. Metrics for financial year 2022;
2. Calculated as weighted average of CLTV and CAC based on the products and solutions sold over the last 6 months. 6-month period ending in December 2022

# Scalable business model provides strong cash contribution per customer

90% incremental cash contribution per customer after initial acquisition cost



➤ *ARPC*      *NOK 29k*  
➤ *CAC payback*      *1 year*



# Initiatives to further improve scalability

Country  
management

One marketing team

Sales automation  
& self service

Scalable cloud  
environment

Customer centric  
business model

# Strong balance sheet to support both organic and M&A growth strategies

- ❖ Clear plan for disciplined and shareholder friendly capital deployment
- ❖ Net cash NOK 221 million
- ❖ Ensure firepower to capture opportunities on attractive terms



## Dividend and buybacks

No short-term intention to pay dividend

Focus on growth investments  
Share buy-back program for up to 2% of the share capital



## Acquisitions

Targeted disciplined approach to industry consolidation



## Invest in research & development

Primary focus on scalable solutions across the group



## Invest in sales & marketing

Very attractive return on sales and marketing investments

# Q&A

We are on track for continued profitable growth!

- ❖ Continue to deliver on strategy
- ❖ Reduced operational risk
- ❖ Consistent strong operational cash flow



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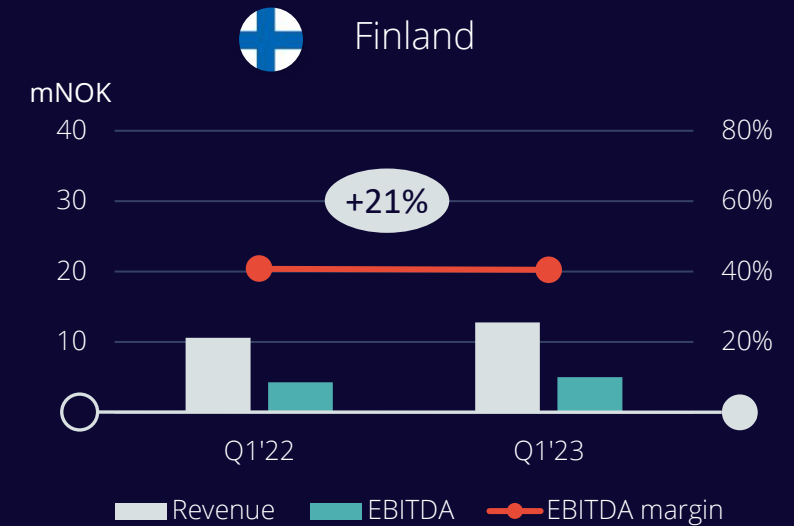
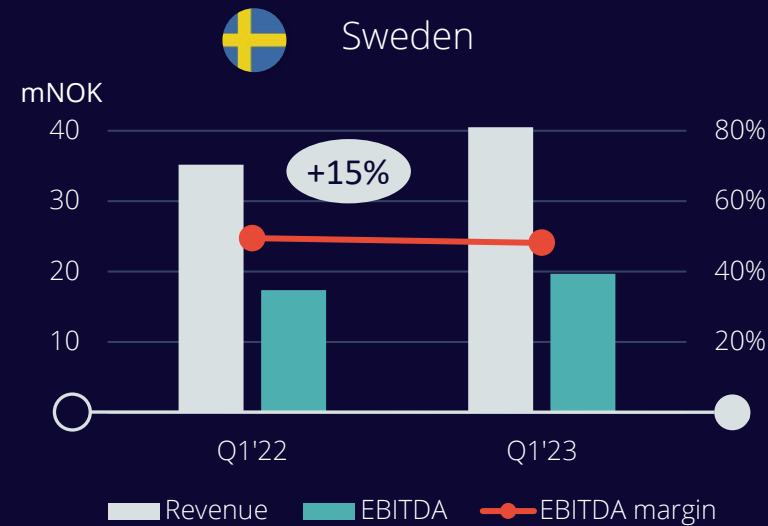
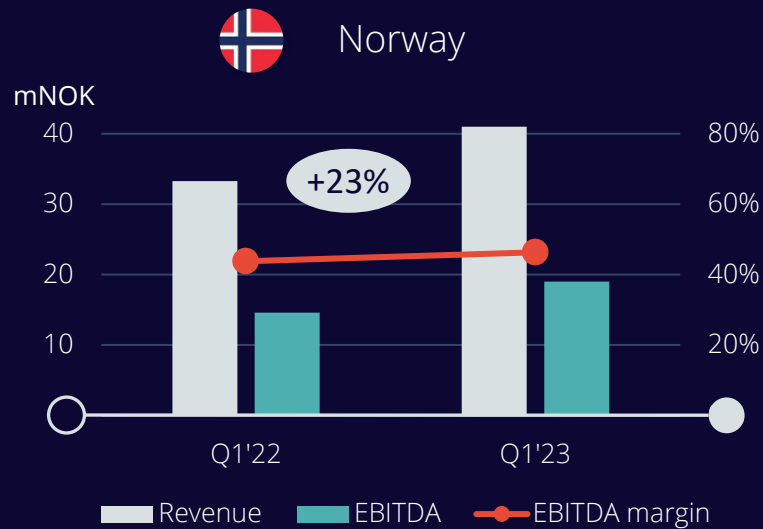
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# Appendix

# Solid growth in all segments



- o Organic recurring revenue +19%
- o EL-verdi and Inprog acquired in 2022
- o Margin improvements in all solutions
- o Increased ARPC driven by price optimization and upsales

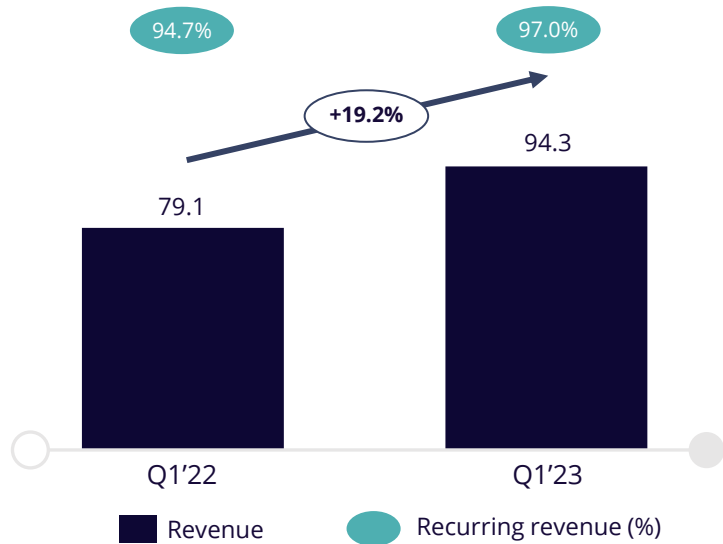
- o Organic recurring revenue +13%
- o Growth from a strong Q1'22
- o Increased ARPC driven by price optimization and upsales
- o Two new sales leaders recruited in Q1

- o Organic recurring revenue +11%
- o Growth from a strong Q1'22
- o Exposure to large customers in "new build" construction
- o Low churn of 3%, but fewer initiated projects affect growth
- o Move focus to renovation

# Continued growth in revenue and increasingly strong profitability

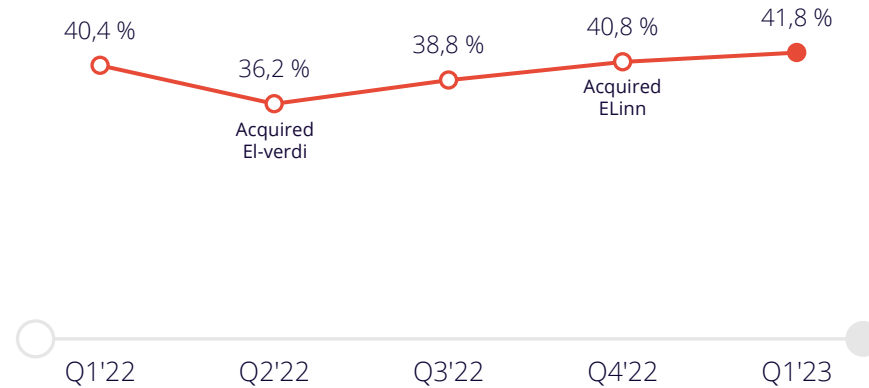
## Solid YoY revenue growth

mNOK



- Increased recurring revenue share
  - Driven by strategic decline in non-recurring revenue
- 15.5% organic growth in recurring revenue

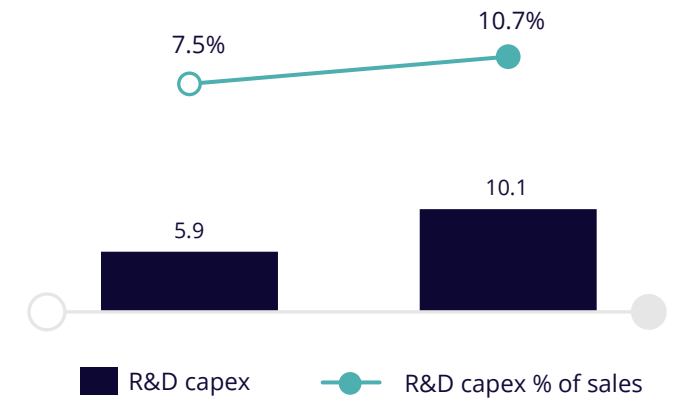
## Consistently high adjusted EBITDA margin



- Continued great track record of ability to increase margin in acquired solutions
- Consistent high EBITDA margin, continue to focus on scalability
- Margin increase despite dilution from M&A

## R&D capex

mNOK

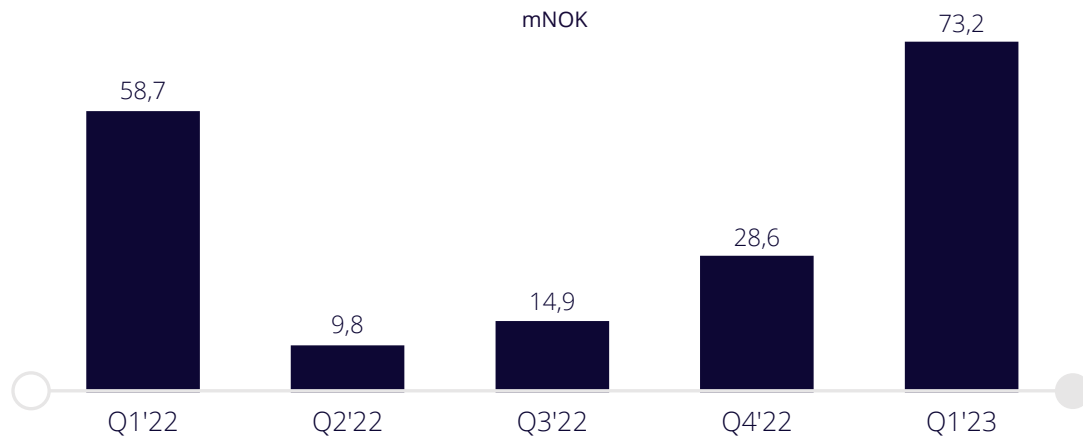


- Q1 in line with plan
- Development of SmartCraft Core and integrations for cross sale and upsales
- Expecting 9% FY'23, as communicated in Q4

# Solid financial position and strong cash flow

- to support growth strategy and M&A activity

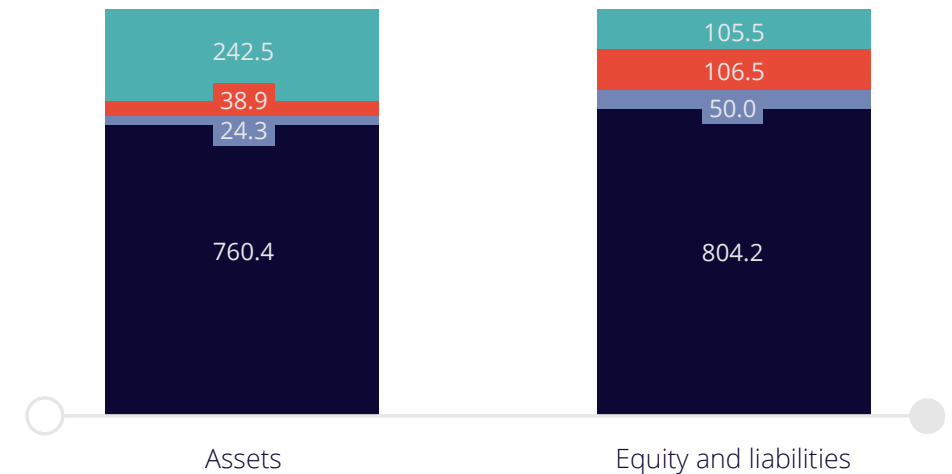
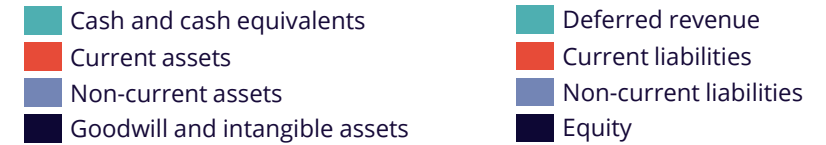
## Operating cash flow



- Cash positive all quarters, Q1 seasonally strong
- Cash generated from operations enables strategic investments and M&A

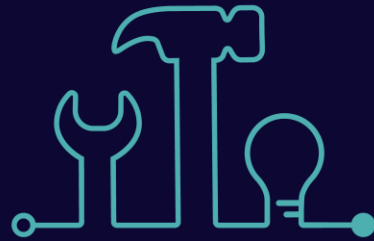
## Balance sheet, March 31, 2022

mNOK



- Net cash positive
- Negative net working capital driven by customer prepayments
- Acquired ~0.8% (~1.3m shares , per april), continued buy-back program of additional 2.0%





**SmartCraft**