

Stockholm, 17 May 2023

Prepared Remarks Sinch 2023 AGM



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You might be wondering why I am excited to join Sinch. There are three areas that I evaluated to answer this very question for myself.

First, the industry. I've spent most of my career working with enterprises around the world. What I know to be true is that for them to compete and win in their respective markets, they must digitally transform. Today's consumers are extremely demanding. They expect speed and ease. These expectations will continue to expand and accelerate. So, for enterprises to compete and win, companies must make their products and experiences easy and fast for people to consume.

Cloud companies who enable omni-channel communications are extremely relevant in this equation. They will continue to play an important role in the ecosystem of enabling enterprises to meet their business objectives around growth and efficiency. We can all see the analysts' reports who say some segments will grow impressively in the coming years. Of course, given the variations of products within CPaaS, some segments will grow faster than others.

Next, I evaluated the company. We talk about Sinch as a CPaaS player and as the Customer Communications Cloud. We fit both of those labels. But I also see Sinch as a Customer Experience company who is well suited to address the needs of the market as I just described. Sinch makes it easy for enterprises to maximize opportunities across every phase of their customers' journeys. The strategic investments and bold acquisitions we have made, particular the past two years, are both compelling and comprehensive. This is a company that has been profitable since day 1, has a set of founders who are visionary yet humble, a Board who is engaged and committed and over 4,000 colleagues around the world who operate with a core set of values around trust, respect and collaboration. This collection of talent,

culture and technology portfolio are the ingredients for reaching our potential for organic growth and continued consolidation.

Finally, I considered the role itself. The question I asked myself here is do I fit and can I have a meaningful impact to help Sinch reach its ambitions. I've answered yes to both of those questions. I'm customer obsessed. I'm employee focused. I've been leading transformations across large, scaled organizations for many years. I've led commercial and operational teams, globally. I'm demanding about operational excellence because I believe in the power of operational discipline delivering efficiencies and more importantly it enables exceptional experiences for our customers. In summary, my background has prepared me well to lead Sinch today.

It's important to know Sinch's strategy and key commitments remain intact meaning we continue to focus on cost control, cash flow and organic growth. For today, I'll share some of my initial thoughts on how we progress in those important areas and where I see opportunities to create value.

First, Integration which is highly complex and cannot be considered a monolith. We need to solve across infrastructure and core IT systems, product platforms, mastering data, harmonizing processes, account assignments, incentive systems, and the list goes on. We need to execute so well that we ensure our customers are not impacted negatively. These are not easy, and they do require strong planning and governance. We have an opportunity to improve our integration execution.

Go-to-market strategy is another area that requires more attention and better execution. Starting with customer segmentation – who are we targeting, with what products and solutions, and how are we going to sell and support these customers. Just as integration cannot be considered a monolith, nor can the enterprise customer segments. There are specific personas within enterprises that we need to design our selling motion towards, including developers, marketeers, operational and business leaders. As such, our Sinch platform is integral to our go-to-market strategy in addition to traditional selling and customer success motions.

Integration and go-to-market are top of mind for me and the rest of the team. We are urgently assessing our programs here, along with other value creation opportunities to create a comprehensive plan. I look forward to sharing that plan with you in the future. Until then, thank you for joining us today. It's a pleasure to meet you.