

# Earnings call

Upsales Technology AB (publ)  
2021-Q3

upsales

# Upsales at a glance

## What we do

- We help B2B companies find new opportunities and win more deals
- CRM and Marketing SaaS for fast-growing SMB companies

## More about Upsales



FOUNDED  
**2003**



HEAD OFFICE  
**Stockholm, Sweden**



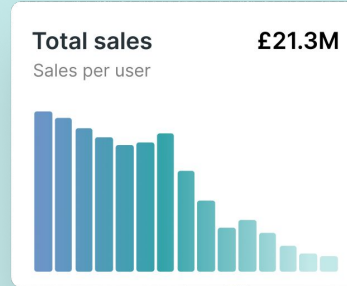
CUSTOMERS  
**1800+ in 11 countries**



EMPLOYEES  
**75**

# Business model

- Subscription based SaaS model with > 90% recurring revenue
- Clients pay an annual per-user fee and can purchase additional add-ons
- We invest heavily in building scalability to continue being a streamlined organization
- Proven model with organic, profitable growth for many years



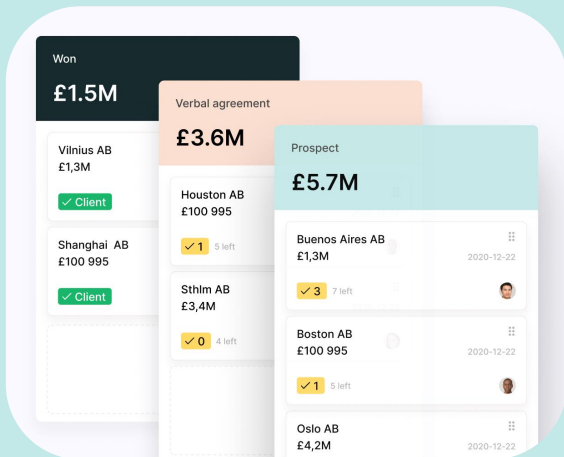
	TOTAL	REACHED	NOT REACHED	APPOINTMENTS
	1019	398 ✓	621 ✗	13
	730	353 ✓	377 ✗	1
	989	344 ✓	645 ✗	19
	812	341 ✓	471 ✗	13
	623	273 ✓	350 ✗	2900
	568	252 ✓	316 ✗	19

# UK expansion

- The UK CRM market is estimated at 24 BSEK
- Several new UK deals in Q3, and higher average deal size than previously
- Ramping up marketing, and hiring more people dedicated for the UK market



# Three components of our strategy



**Build the world's best B2B sales software**



**Scale our sales team to win more contracts**



**Invest in customer success to keep churn low and grow existing contracts**

## Land

### Growing by scaling our sales team

- We continue to grow our sales team to further accelerate our growth rate
- We invest in marketing to generate new leads and cover a larger part of the market

## Expand

### Creating product-led growth

- Expanding the platform enabling customers to buy more add-ons
- Increasing the ACV over time

### Investing in customer success

- NPS together with usage data are the best predictors of account growth, churn and net revenue retention
- Churn

# Our growth philosophy

## We believe in:

- Running our sales team with best-in-class effectiveness and quick returns on our investments
- Being a truly international company without local subsidiaries or 20 languages in the product
- Prioritising scalability as opposed to building an old school software organisation with consultants and customized solutions for every customer
- A relentless focus on improving the product every day instead of growing through acquisitions and creating a scattered product portfolio

# Financial Highlights

2021 Q3



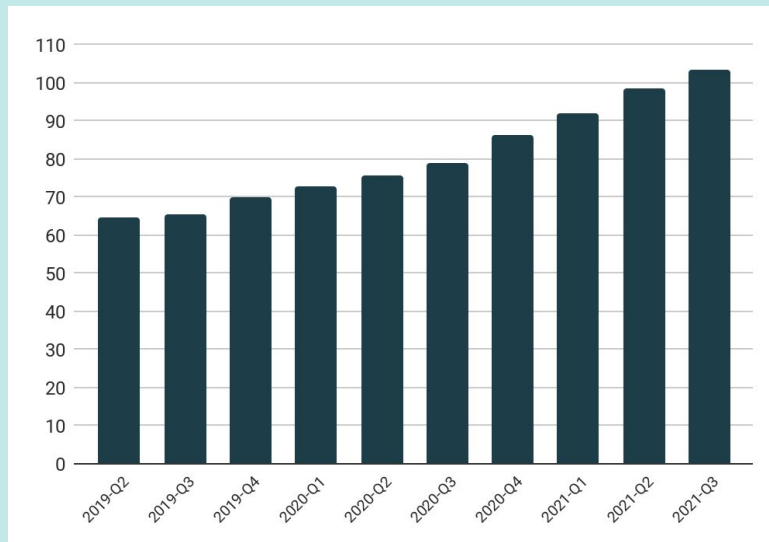
# ARR & Revenue Q3

**ARR**  
**103,6 MSEK**  
78,8 MSEK

**ARR Growth**  
**31,4 %**  
20,6 %

**ARR Changes Q3**  
**+ 5,2 MSEK**  
+ 3,3 MSEK

**Net Sales**  
**22,4 MSEK**  
17,9 MSEK



Annual recurring revenue the last 10 quarters

# Profitability Q3

**EBITDA**

**4,4 MSEK**

19,5 % margin

**Net income**

**2,2 MSEK**

10,0 % margin

**EBIT**

**2,8 MSEK**

12,4 % margin

# Cash flow Q3

Operating cash flow

**3,4 MSEK**

-0,7 MSEK

Cash flow

**1,2 MSEK**

-1,6 MSEK

Net cash/net debt

**52,6 MSEK**

27,0 MSEK



# Q&A