



**TeamViewer**

# Capital Markets Day

10 November 2021

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TeamViewer has defined each of the following APMs as follows:

"Billings" represent the (net) value of invoiced goods and services charged to customers within a period and constitute a contract as defined by IFRS 15.

"Adjusted EBITDA" is defined as operating income (EBIT) as per IFRS plus depreciation and amortisation of tangible and intangible fixed assets (EBITDA), adjusted for change in deferred revenue recognised in profit or loss during the period under consideration and for certain transactions that have been defined by the Management Board in agreement with the Supervisory Board (income and expenses). Business events to be adjusted relate to share-based compensation models and other material special items of the business which are presented separately to show the underlying operating performance of the business.

"Adjusted EBITDA margin" means Adjusted EBITDA as a percentage of billings.

This document also includes further certain operational metrics, such as Net Retention Rate, and additional financial measures (including splits) that are not required by, or presented in accordance with IFRS, German GAAP or any other generally accepted accounting principles (collectively, "other financial measures"). TeamViewer presents these operational metrics and other financial measures for information purposes and because they are used by the management for monitoring, evaluating and managing its business. The definitions of these operational metrics and other financial metrics may not be comparable to other similarly titled measures of other companies and have limitations as analytical tools and should, therefore, not be considered in isolation or as a substitute for analysis of TeamViewer's operating results, performance or liquidity as reported under IFRS or German GAAP. TeamViewer has defined these operational metrics and other financial measures for information purposes as follows:

"Levered free cash flow" (FCFE) means net cash from operating activities less capital expenditure for property, plant and equipment and intangible assets (excl. M&A), payments for the capital element of lease liabilities and interest paid for borrowings and lease liabilities.

„Net leverage ratio“ means the ratio of net financial liabilities (sum of interest-bearing loans and borrowings, current and non-current, less cash and cash equivalents) to Adjusted EBITDA (LTM).

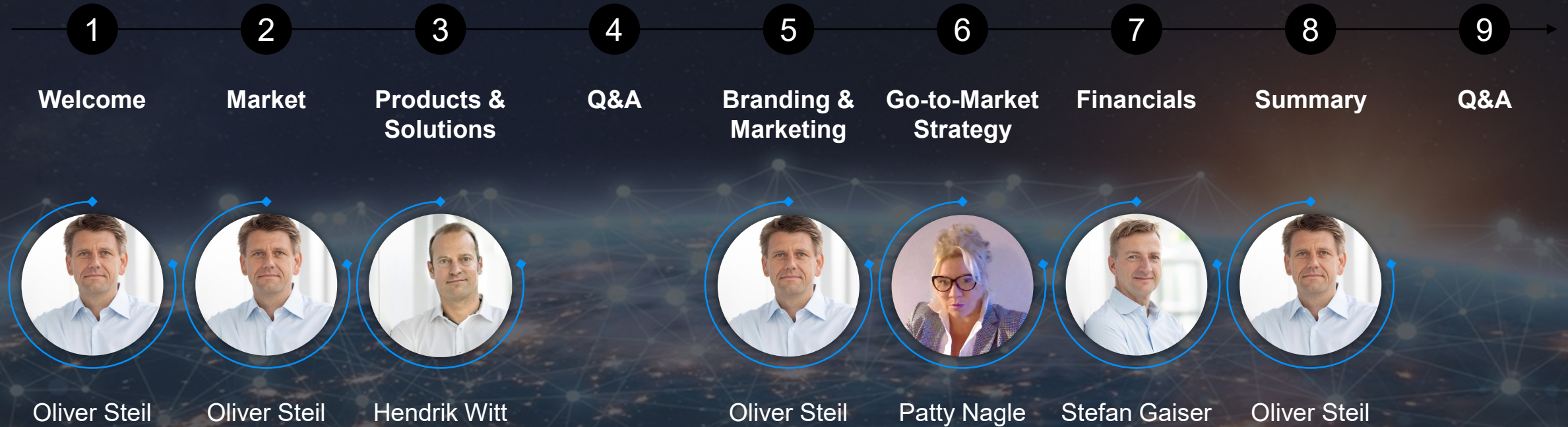
"Net retention rate" or "NRR" is calculated as recurring billings (subscription renewal, up-selling and cross-selling activities) over the last twelve months attributable to retained subscribers (subscribers who were subscribers in the previous twelve month period) divided by the total recurring billings from the previous twelve-month period.

"Retained Billings" means recurring billings (renewals, up- and cross sell) attributable to retained subscribers who were subscribers in the previous twelve-month period.

"New Billings" means recurring billings attributable to new subscribers.

"Non-recurring Billings" means all billings that do not recur such as professional services and hardware reselling.

# Agenda





# Video

Our purpose

# Creating a world that works better



## For society

Bridge distances, reduce environmental footprint, remove barriers to digital progress, and democratize technology

**37m**

tons of CO2 avoided through use of TeamViewer solutions per year<sup>1</sup>



## For free users

Enable people to connect and help each other

**1.5bn**

Connections by free users in last year



## For customers

Digitalize business-critical processes along the value chain end to end and in all verticals

**628k**

Customers rely on TeamViewer



## For partners

Enable new business models and services

**25**

Integrations with major software players



## For employees

Provide a meaningful workplace with a strong company culture for people who want to realize their full potential

**1,500**

Employees with more than 70 nationalities

**For shareholders:** Creating value through long-term growth, attractive margins and cash generation

# We benefit from strong and sustainable megatrends



Future of Work

**47%**  
↑  
**27%**

Share of knowledge workers working remotely for at least one full day a week by 2022 as compared to 2019<sup>1</sup>



Smart Things Everywhere

**13**  
↑  
**8**

Average number of networked devices per capita in North America by 2023 as compared to 2018<sup>2</sup>



Carbon Footprint Reduction

**55%**  
↑  
**40%**

EU's target to reduce greenhouse gas emissions by 2030 compared to 1990, as of 2021 compared to as of 2019<sup>3</sup>



Robotics & Automation

**\$241bn**  
↑  
**\$110bn**

Worldwide spending on robotics systems & drones by 2023 as compared to 2019<sup>4</sup>



Augmented Reality

**\$140bn**  
↑  
**\$100bn**

Augmented Reality Total Market Value step up from 2024 to 2025<sup>5</sup>

# Remote connectivity – Anyone. Anything. Anywhere. Anytime.



# Through easy-to-use tools, managed enterprise connectivity and digital workflows





# Industry leading solution portfolio on our Remote-as-a-Service platform



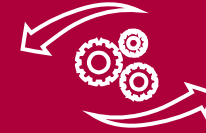
## Immediate Remote Support Tools

Remote connectivity for individuals and business of all sizes



## Managed Enterprise Connectivity

Advanced secure solutions for SMB and enterprises



## Operational Workflow Optimization

Digitalization across entire value chain through leading-edge technology



Open APIs

Microservices

Software Libraries

API for Connectivity

Global Access Network

# Customers solve critical business challenges with our solutions



## Future of Work

Create secure & efficient home office setup



Work from Home



Online Collaboration



## Smart Things Everywhere

Handle many different devices in many places



Remote Support



IT Mgmt.



## Carbon Footprint Reduction

Reduce travel where possible



Digital Sales & Customer Service



Remote Access



## Robotics & Automation

Drive digitalization



Remote Operations



## Augmented Reality

Upskill frontline workers



AR guided Workflows



AR Field Support

# We are very well set up for continued success



## ATTRACTIVE MARKET

- **~€19bn 2021** global TAM, set to grow **18% CAGR to 2025<sup>1</sup>**
- **Digital transformation, future of work and sustainability** key market priorities
- **Huge leap** in digital penetration and **large TAM pull forward** in core markets in 2020<sup>1</sup>
- **AR & MR TAM** worth €2.6bn today, rising to **€11bn in 2025<sup>1</sup>**



## LEADING PRODUCTS

- Product features remain **industry leading across SMB and Enterprise**
- Positioned as **AR market leader<sup>2</sup>** via M&A
- **New use case** discovery continues
- **Proven ability to increase ACV** through upsell/cross-sell



## BRANDING OPPORTUNITY

- Developed strategy to **drive our role in future digitalization**
- **Raising awareness** to match our **product and GTM readiness**
- Powerful **sports partnerships**, providing **massive reach** and **use case development**



## COMPREHENSIVE GO-TO-MARKET

- **Increased salesforce** to capture COVID-induced growth opportunities
- Increased **verticalization** to tackle digital workflows
- Exciting **new partnerships** with SAP and Google
- **New APAC set-up** to drive growth



## UNIQUE FINANCIALS

- **4x growth in Enterprise Billings** since 2019
- **Enterprise NRR > 100%** and growing
- **Fully invested cost base**, yet still industry **leading EBITDA margins**
- **High cash conversion**
- **Project REMAX** in place to push on growth and profitability

With a highly experienced and motivated team to deliver

### Management Board

**23**  
**Oliver Steil**  
Chairman of the Management Board and CEO

**16**  
**Stefan Gaiser**  
Member of the Management Board and CFO

**Initiated search**  
Member of the Management Board and CMO/ CCO

### Senior Leadership Team

**13**  
**Dr. Mike Eissele**  
Chief Technology Officer

**18**  
**Dr. Hendrik Witt**  
Chief Product Officer

**14**  
**Jan Junker**  
Executive Vice President  
Solution Sales & Delivery

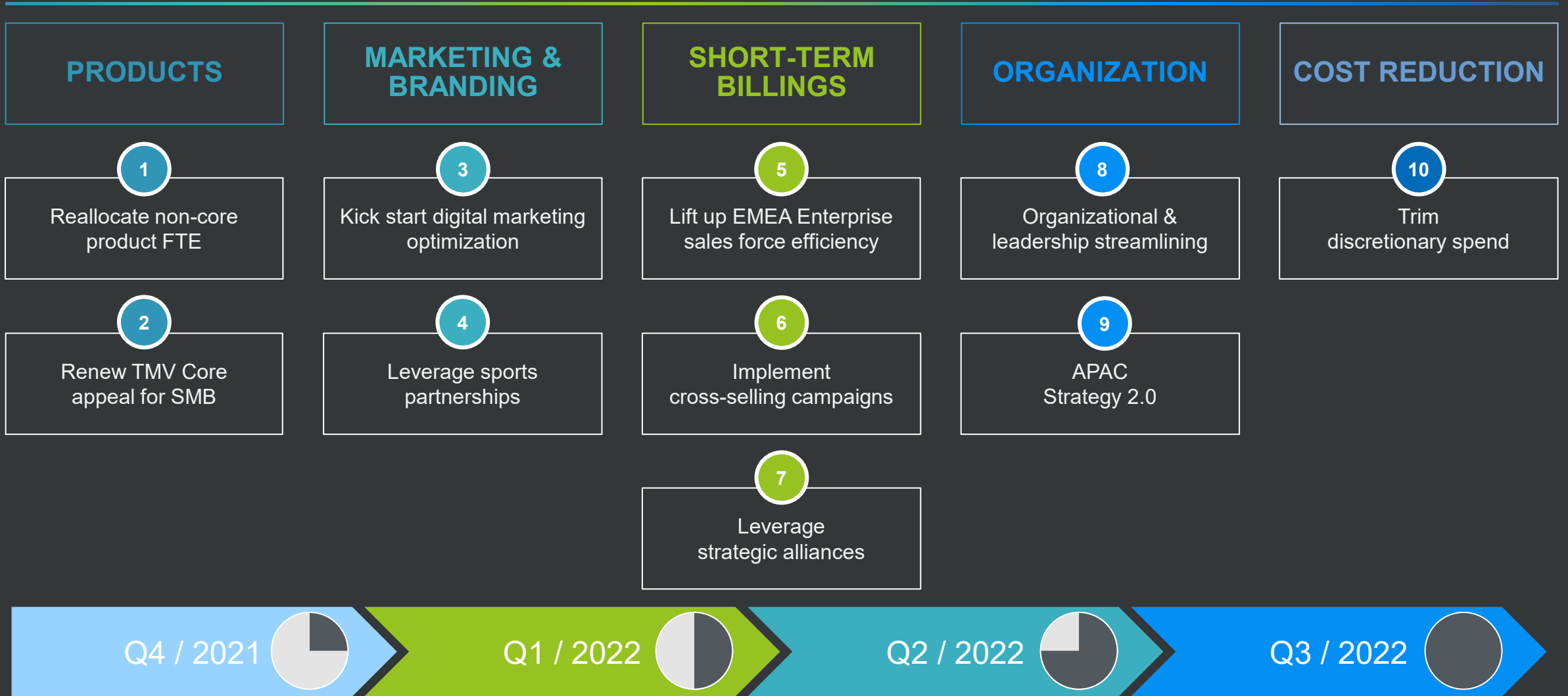
**24**  
**Alfredo Patron**  
Executive Vice President  
Business Development

**27**  
**Patty Nagle**  
President Americas

**To be announced**  
President APAC

**13**  
**Georg Beyschlag**  
Chief of Staff & Strategy

# However, very mixed 2021 results call for improvement program: Remax



## Therefore, key topics for today's session

**Market:** Provide TAM update

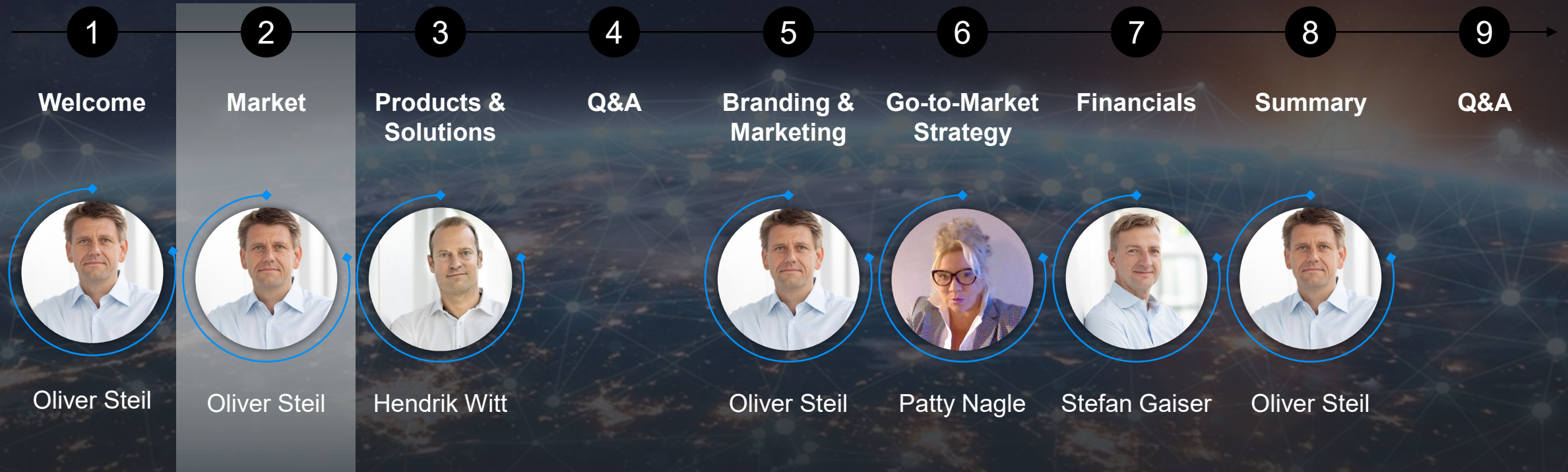
**Business composition:** Provide deep-dive into both SMB and Enterprise

**Product range:** Provide update on broad solutions portfolio and context on competitive dynamics

**Brand investments:** Discuss sports partnerships' expected long-term impact and return

**Mid-term guidance:** Present and discuss growth initiatives and levers to adapt cost structure

# Agenda



# COVID has driven a huge amount of change in our market



Significant TAM pull forward in our core markets in 2020



Large step-up in penetration, leading to strong subscriber growth in 2020



Increased awareness & more use cases



Digitalization urge intensified

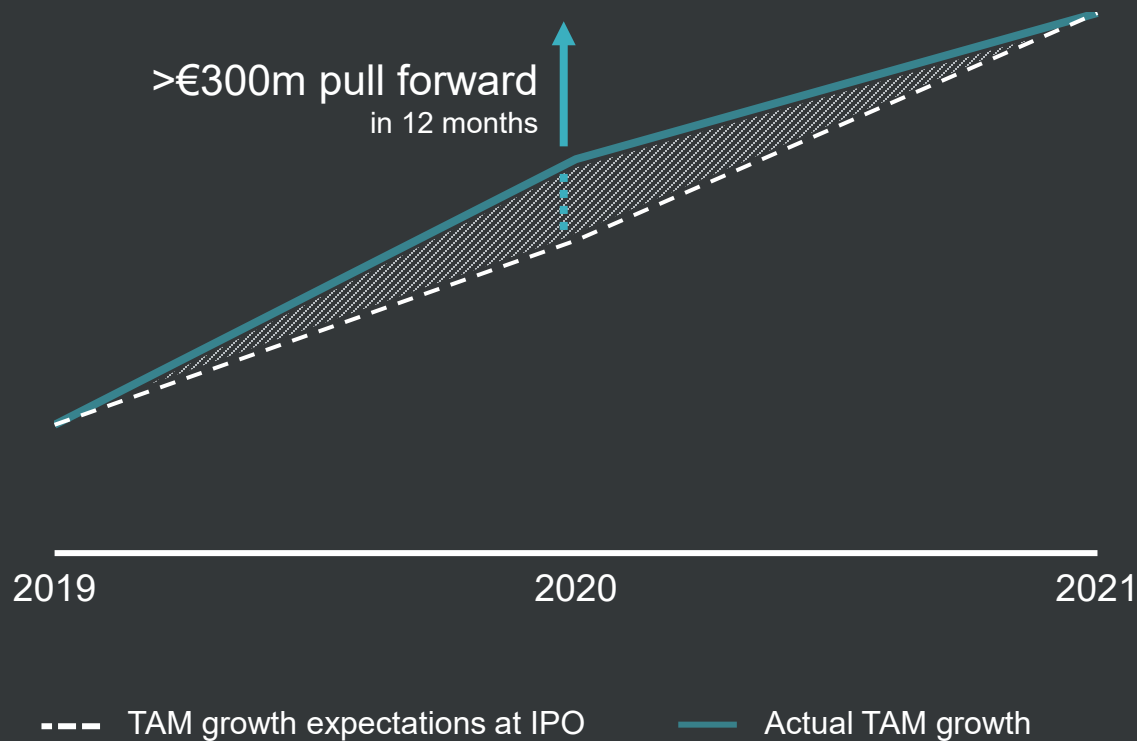


Increased competition, although mainly in low-value ACV segments



# Significant TAM pull forward in our core markets in 2020

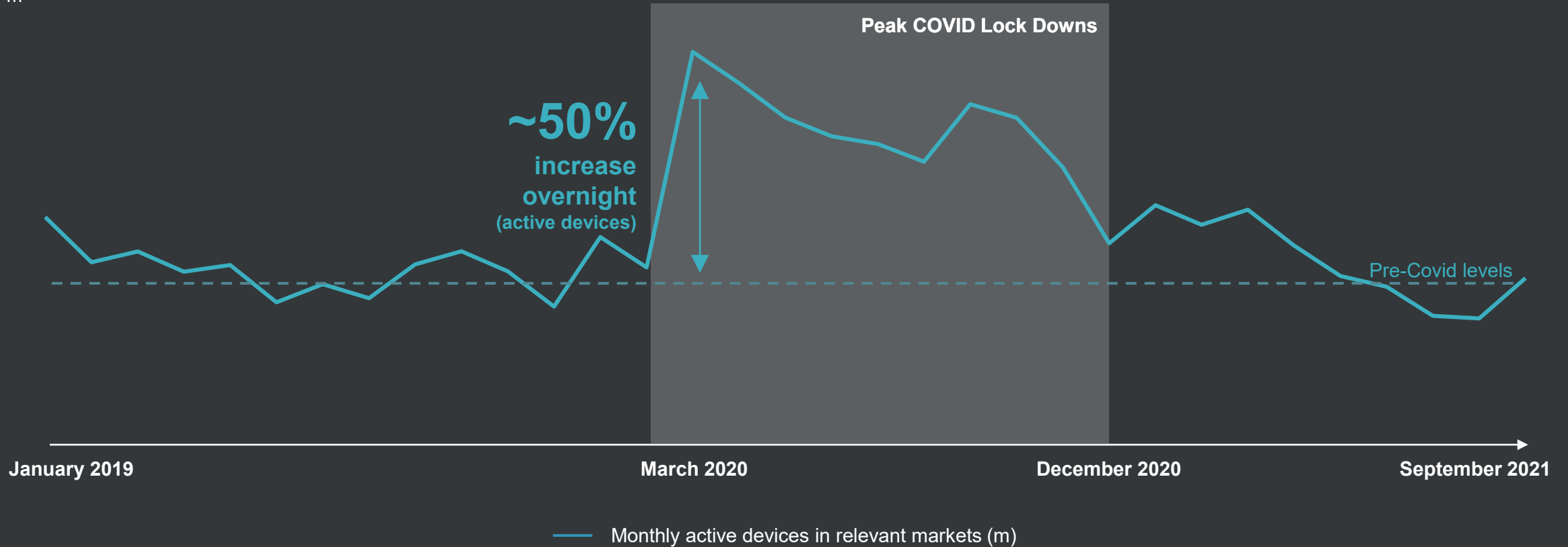
TAM development for remote access and support market vs. expectations



TAM Growth (%)	FY20	FY21	'19-21 CAGR
<i>Expectation</i>	24%	24%	24%
<b>Actual</b>	<b>34%</b>	<b>14%</b>	<b>24%</b>

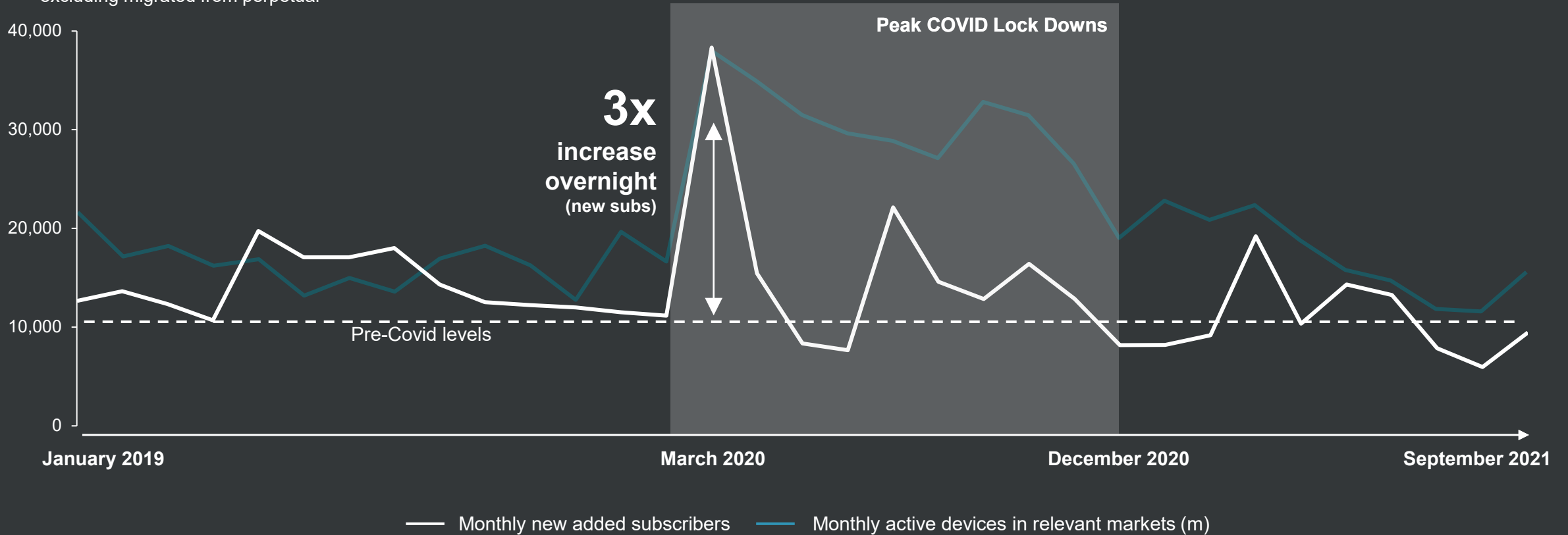
# Large step-up in penetration during 2020...

Monthly active devices in relevant markets<sup>1</sup>  
m



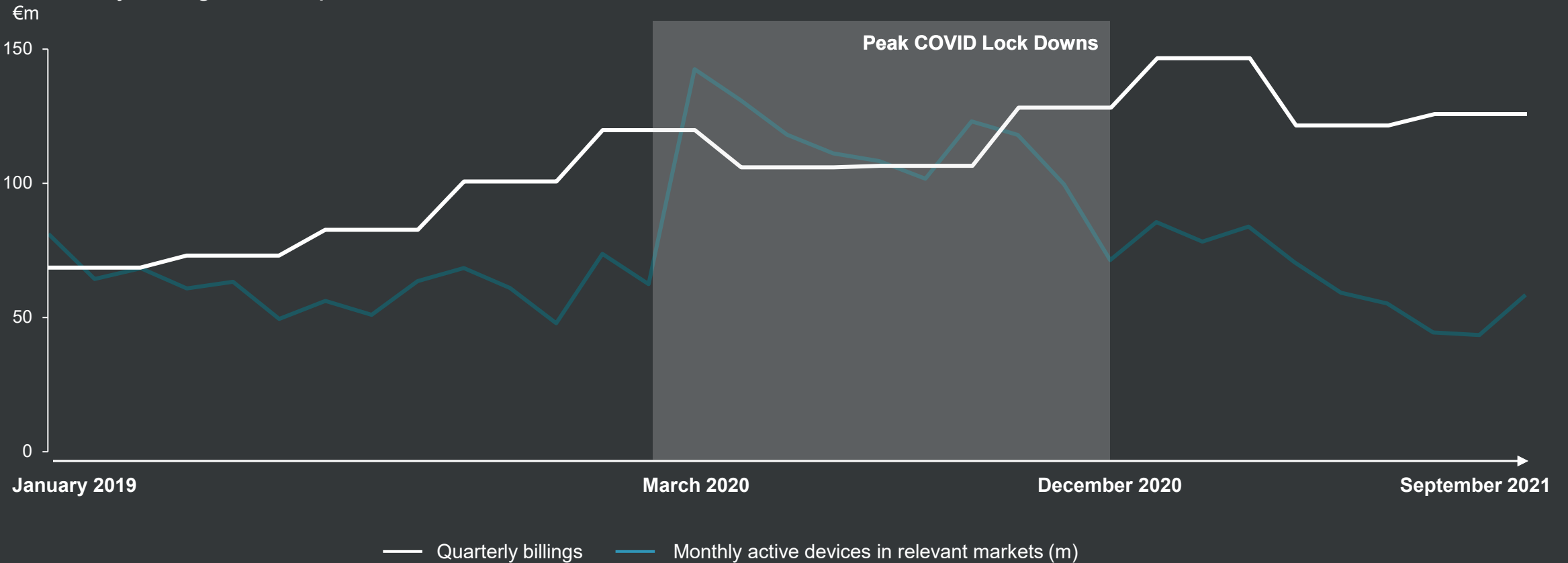
...led to rapid new subscriber growth...

Monthly new added subscribers  
excluding migrated from perpetual



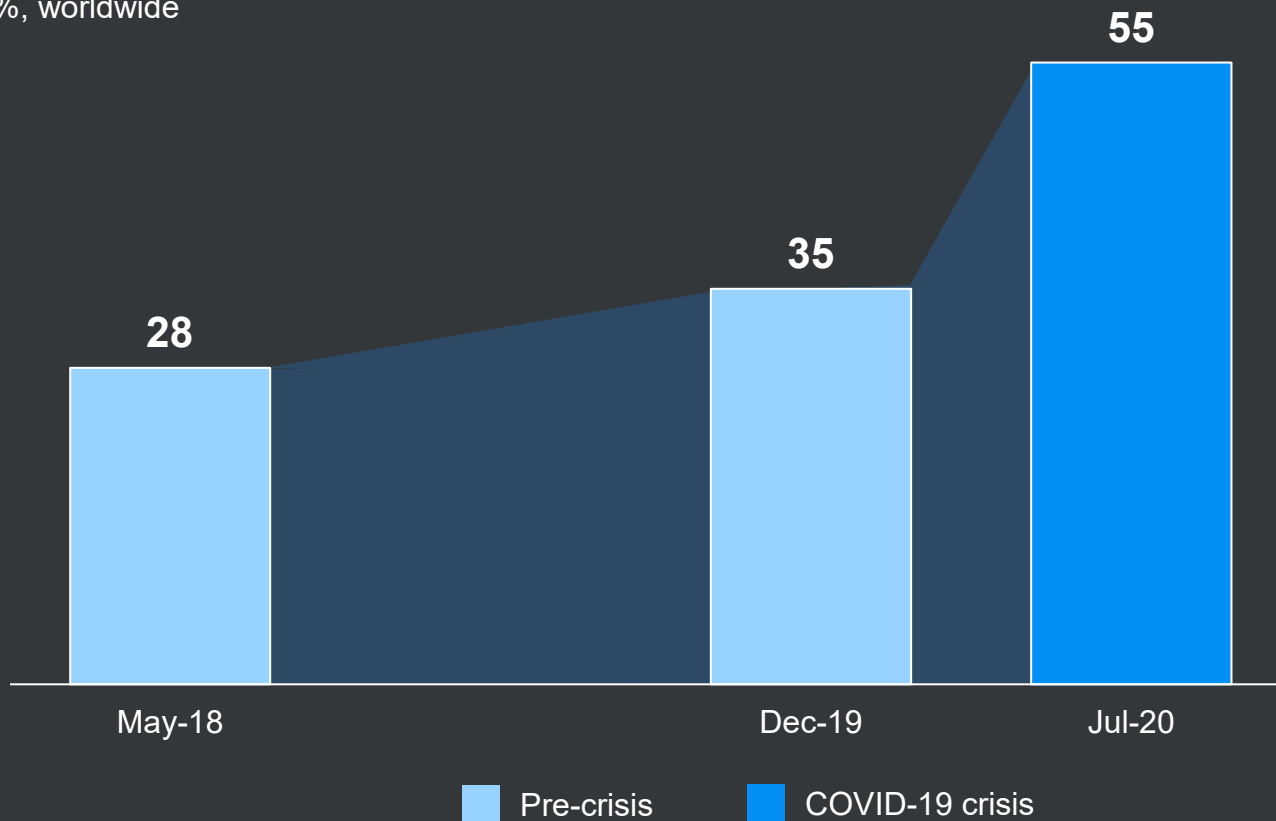
...and our billings continued to grow throughout the period

Quarterly billings development



# COVID has also significantly increased awareness for digital solutions across business areas

Average share of products & services that are fully or partially digitalized  
%, worldwide



**\$10t**

Spend on digital transformation from 2019-24, growing at a 15% CAGR

**\$1t**

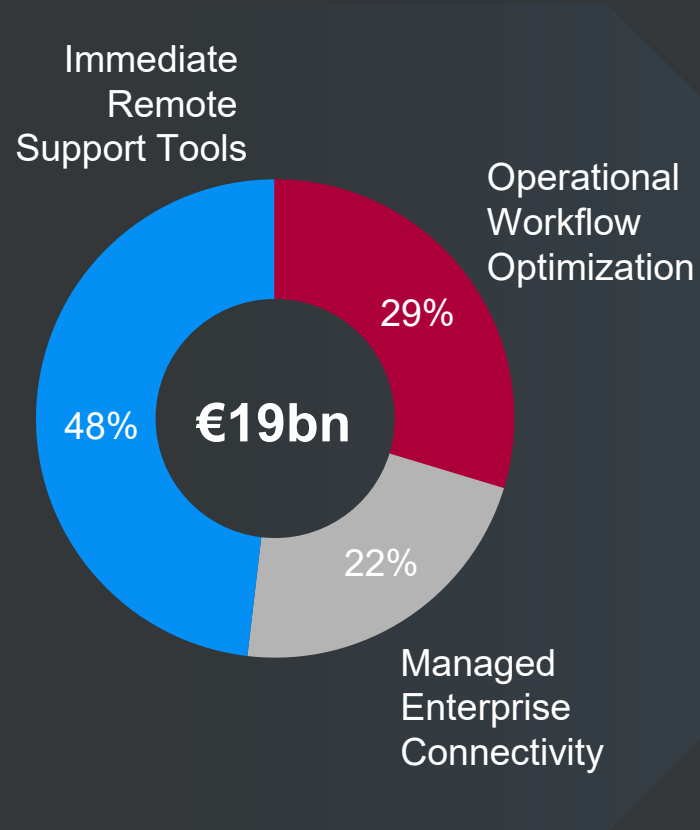
Spending on future of work technologies in 2024

**57%**

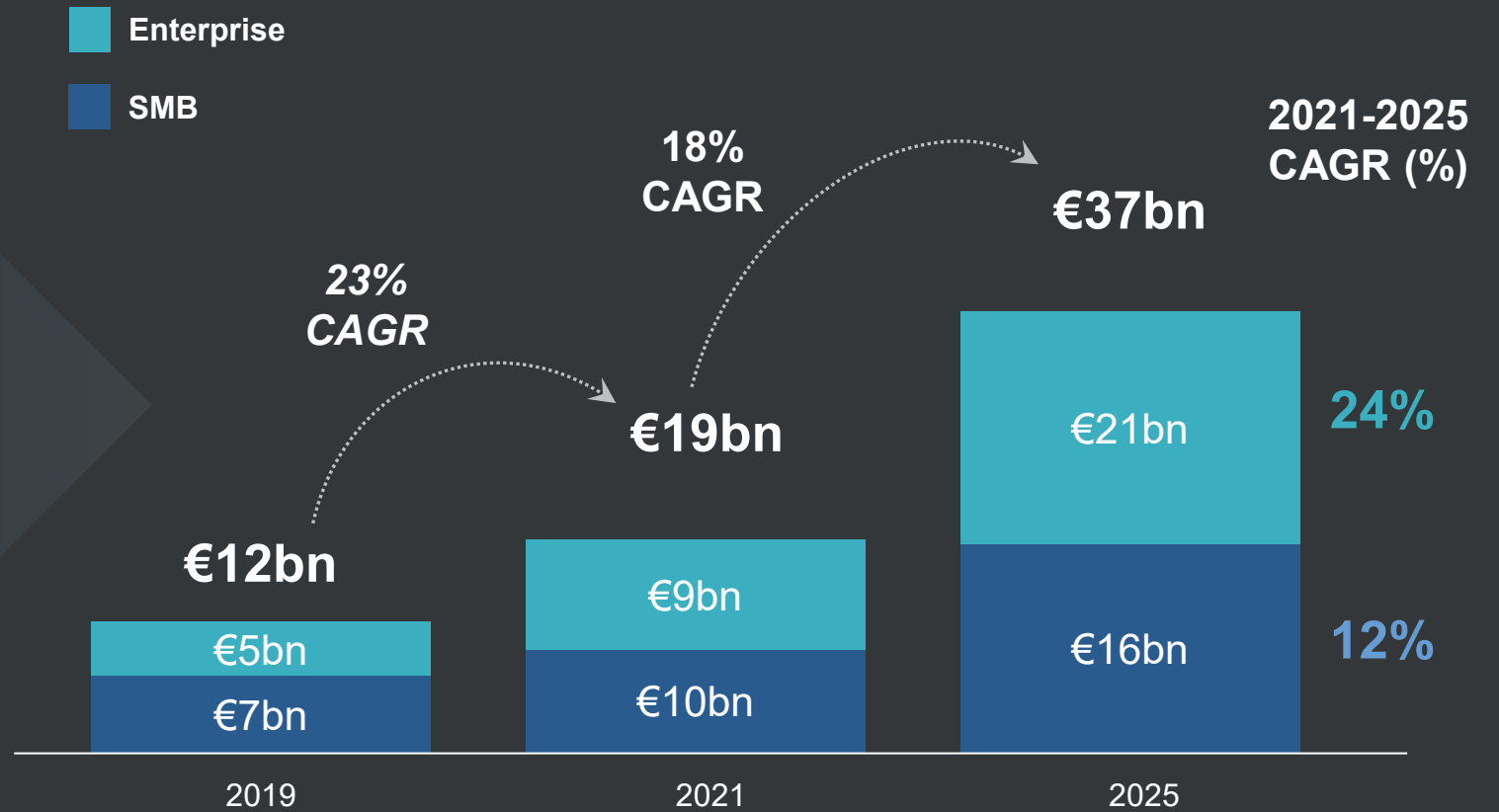
of total technology spend will be on digital transformation in 2024

# Our products and solutions tap into a large and growing TAM

TAM split by use cases: 2021



TAM & CAGR: 2021- 2025

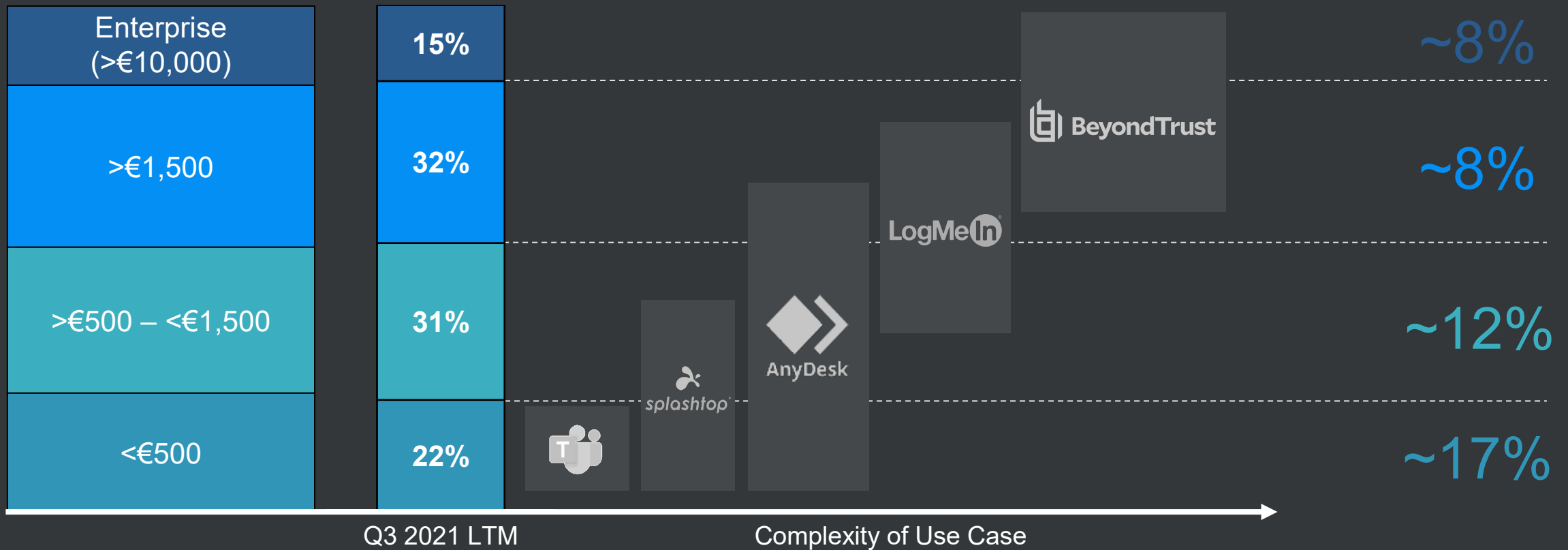


# Within remote support, competition has increased, but mainly in low ASP cluster

Billings by cluster<sup>1</sup>

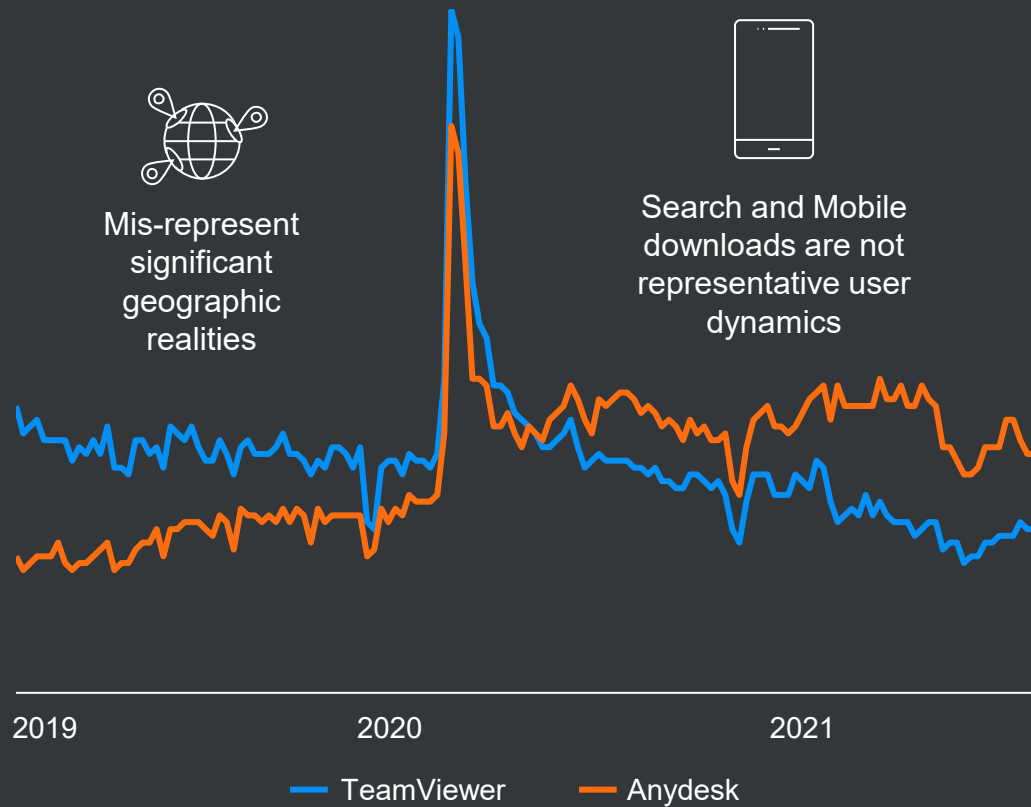
Share of Billings

Subscriber Churn  
Q3 2021 LTM

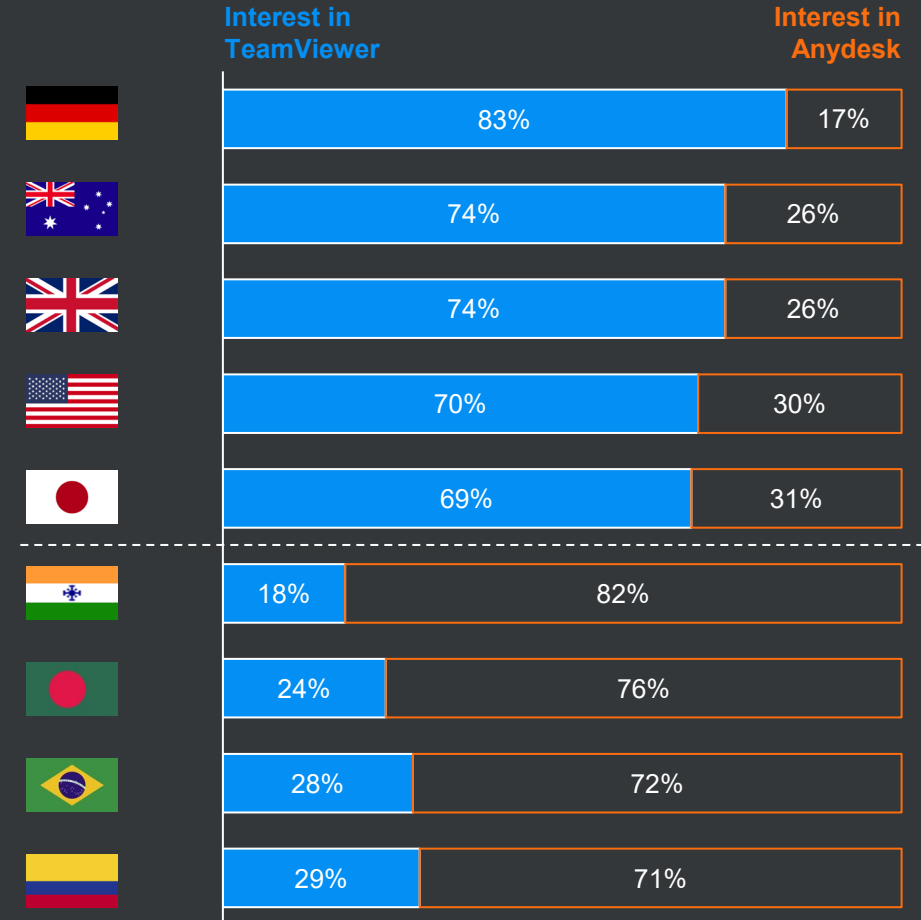


# Competitive situation for low ASP segment clearly overstated on Google trends

Global search term interest (Trend, indexed)



Interest by country

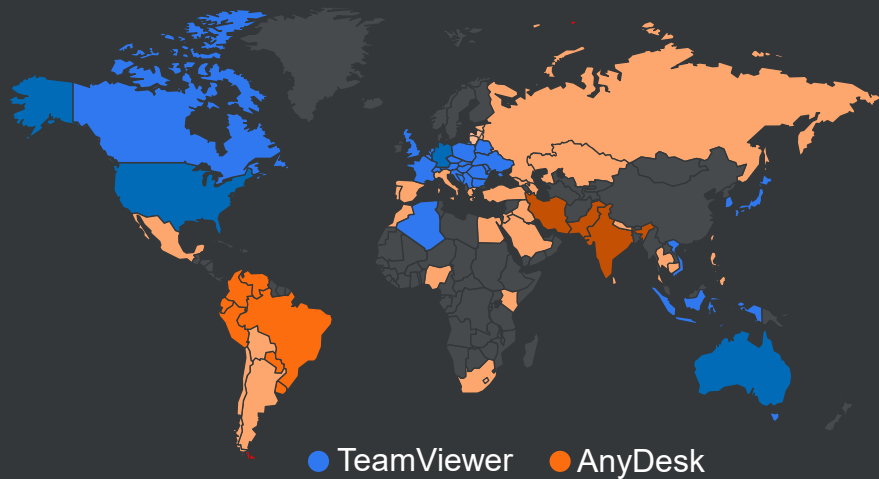




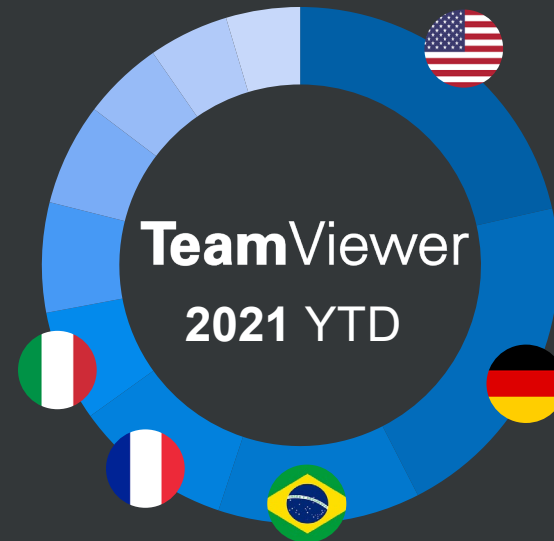
# We enjoy much better traffic mix and higher subscriber count

## Global search term popularity

Color intensity represents the percentage of searches for the leading search term in a particular region.



## TeamViewer top 5 countries by paid connection



## TeamViewer's high subscriber count

> 10x

more subscribers<sup>1</sup>  
at TeamViewer vs. AnyDesk

# We have focused our product development and go-to-market investments on higher ASP segments

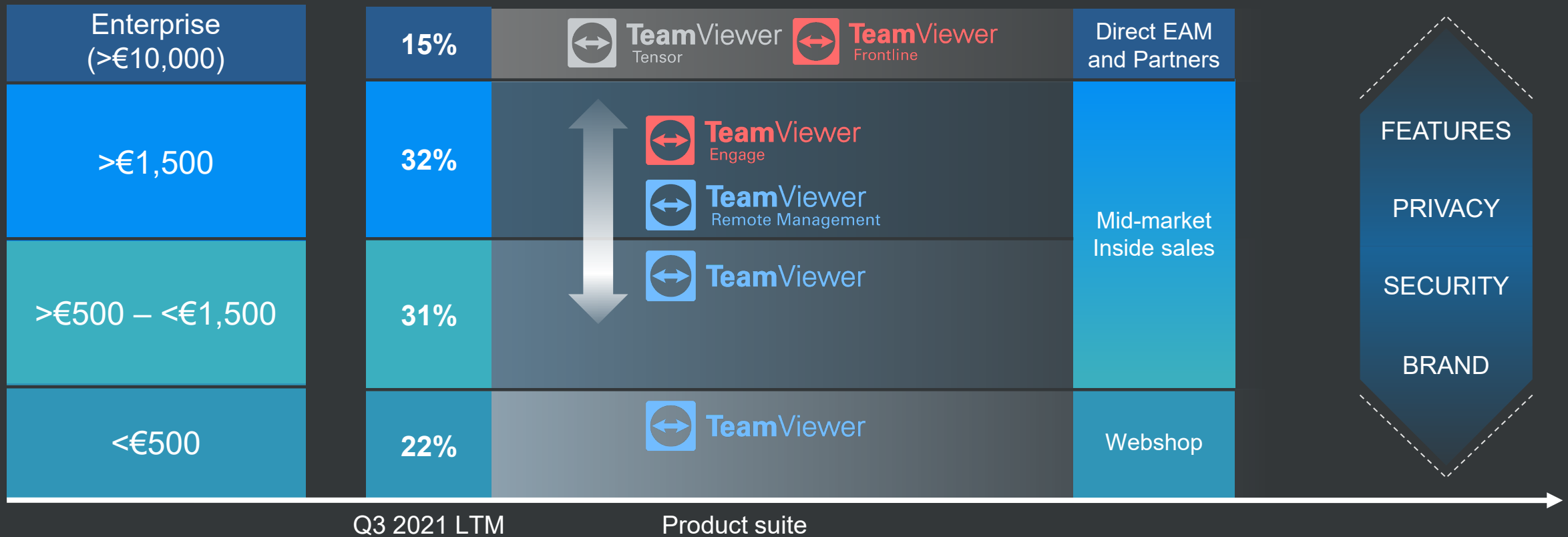
Billings by cluster<sup>1</sup>

Share of Billings

Increasing portfolio

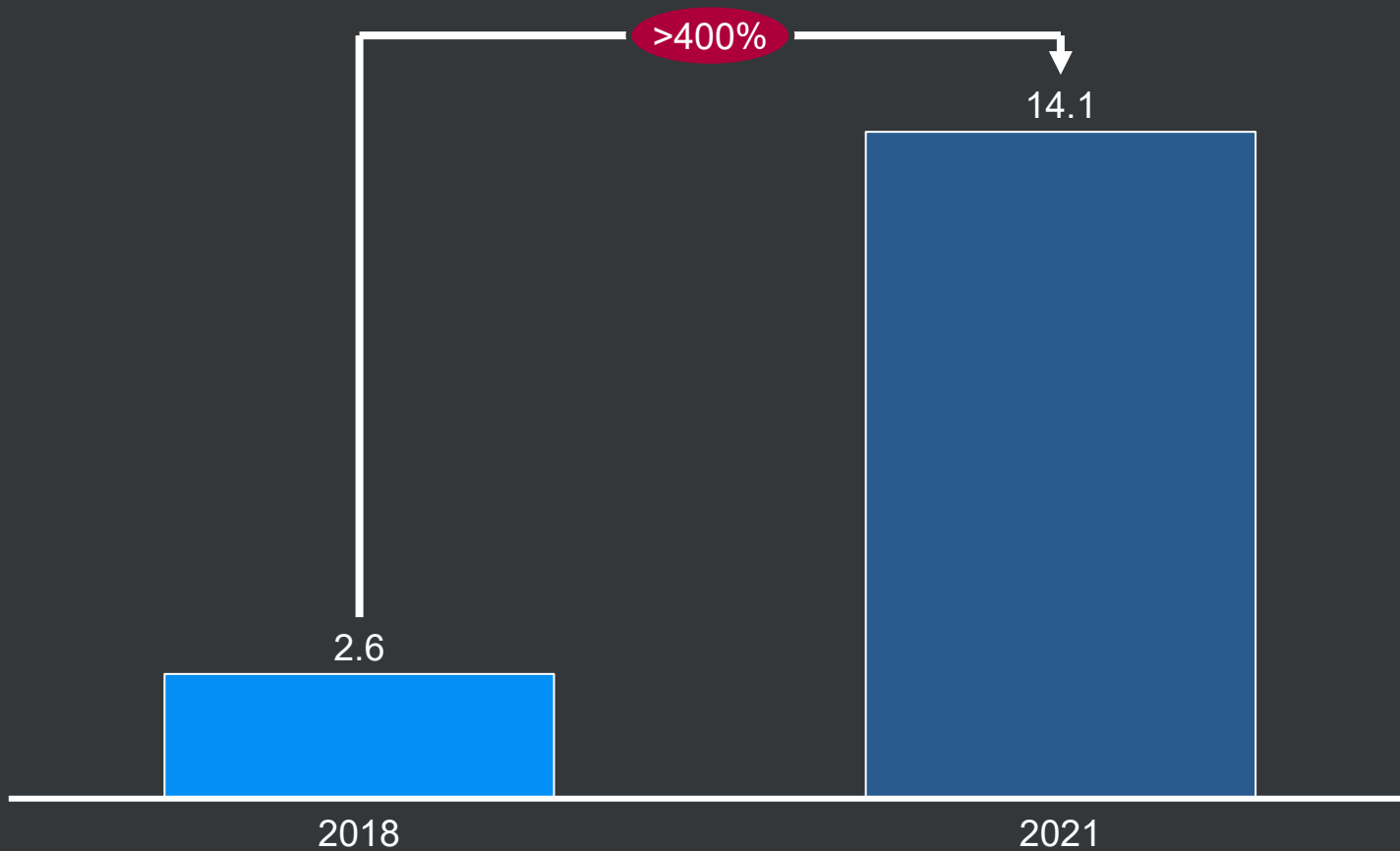
Established sales channel

Other differentiators



# And have significantly improved on large Enterprise deals since IPO

Top 50 deals, total billings<sup>1</sup>  
€m



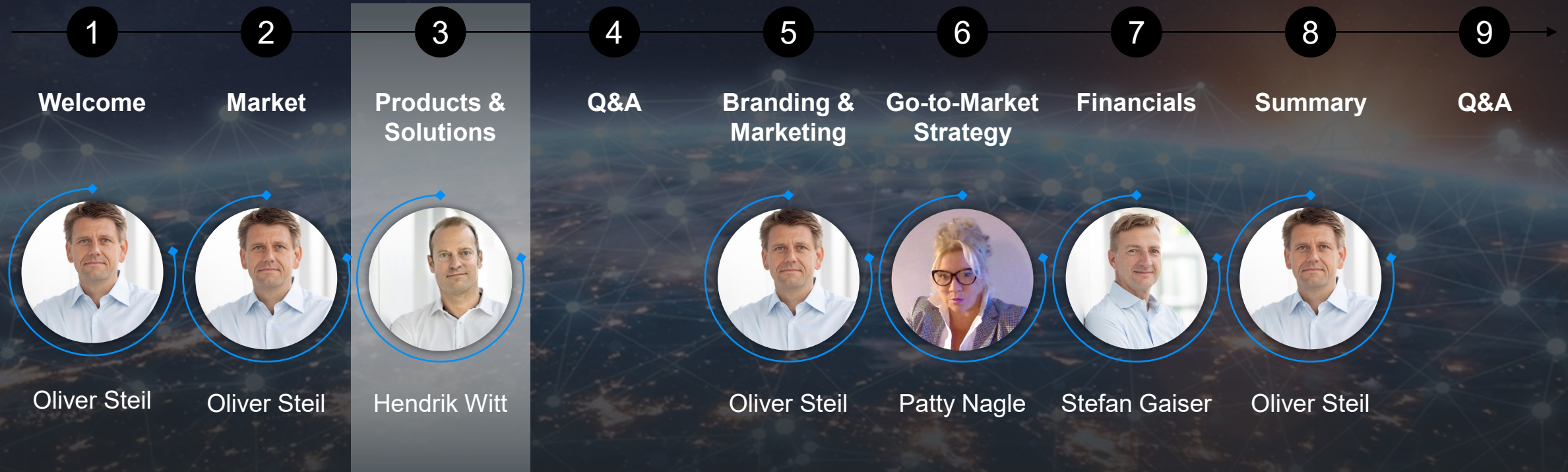
- **>4x higher billings** from 50 largest deals per year since 2018
- **No single 2018 deal** would have entered the **Top 25 in 2021**
- **Already 30 deals above 200k** closed in 2021 LTM

# Key takeaways

- 01** €19bn 2021 global TAM, set to grow **18% CAGR to 2025**
- 02** Huge leap in digital penetration and large TAM pull forward in core markets in 2020
- 03** Competition mostly in low ASP clusters and higher security risk geographies
- 04** Digital transformation and future of work as key market trends
- 05** AR & MR TAM worth €2.6bn today, growing to €11bn in 2025
- 06** We successfully focus on Enterprise market dynamics



# Agenda





# Video

# Evolved to industry leading solution portfolio on our Remote-as-a-Service platform



## Immediate Remote Support Tools

Remote connectivity for individuals and business of all sizes



## Managed Enterprise Connectivity

Advanced secure solutions for SMB and enterprises



## Operational Workflow Optimization

Digitalization across entire value chain through leading-edge technology



Open APIs

Microservices

Software Libraries

API for Connectivity

Global Access Network

# Platform delivers value to customers along the entire value chain



**PRODUCT DEVELOPMENT**

**SUPPLY CHAIN**

**MANUFACTURING**

**CORPORATE FUNCTIONS**

**SALES**

**SERVICE**

Shared workspace

Automated Shopfloor/Warehouse

Internet of things AI & Robotics

Asset Monitoring & Management

Customer Engagement

Repair & Maintenance

Work from anywhere

Vision Picking

Training, Instructions & QA

Training & Quality Assurance

Customer Interaction

Customer Support



Immediate Remote Support Tools



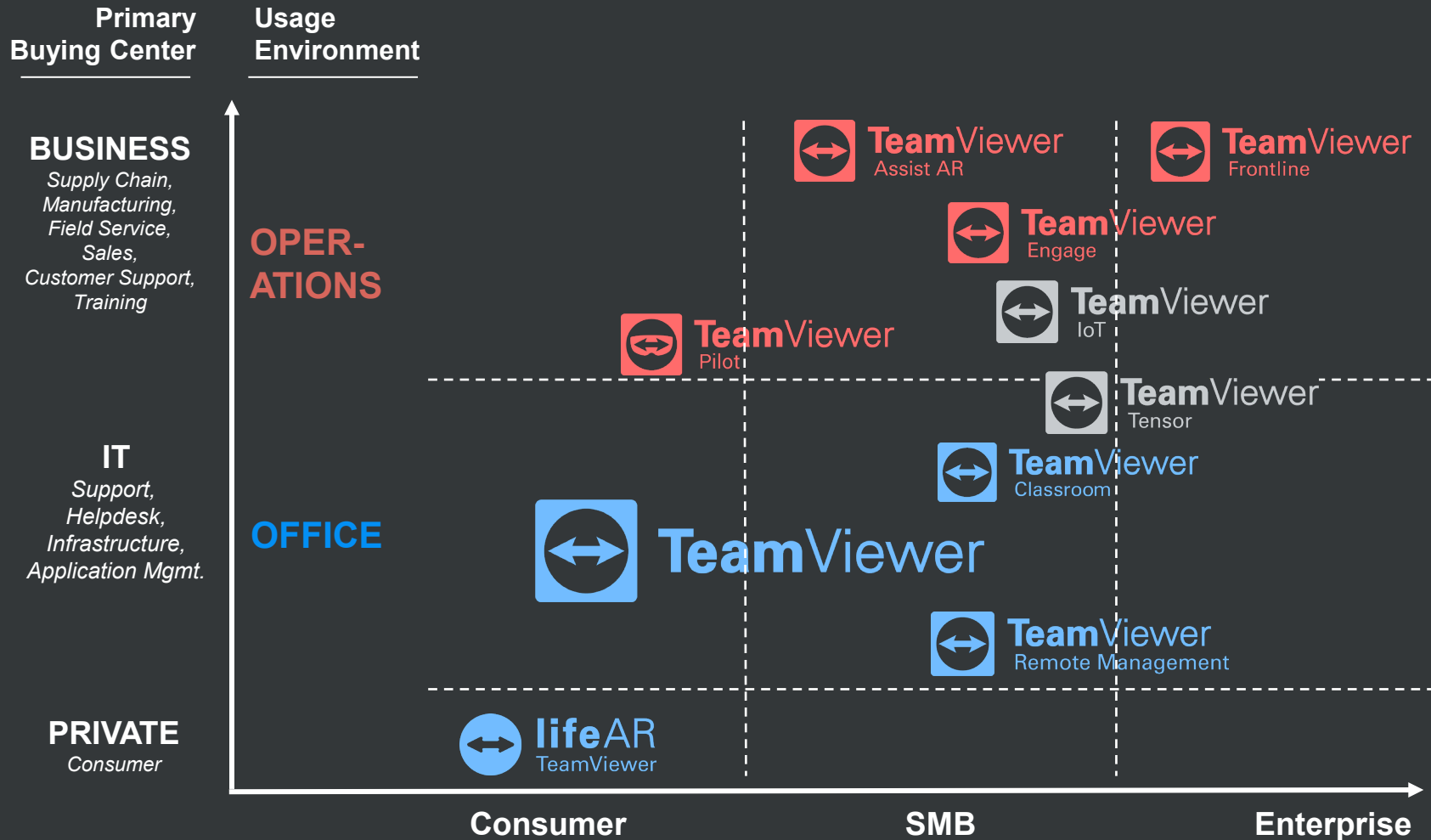
Managed Enterprise Connectivity



Operational Workflow Optimization



# Now beyond just IT Support, attracting more buying centers



## Operational Workflow Optimization

- Deeply embedded into processes
- Solution rather than product
- Requires industry and process know-how to sell and implement

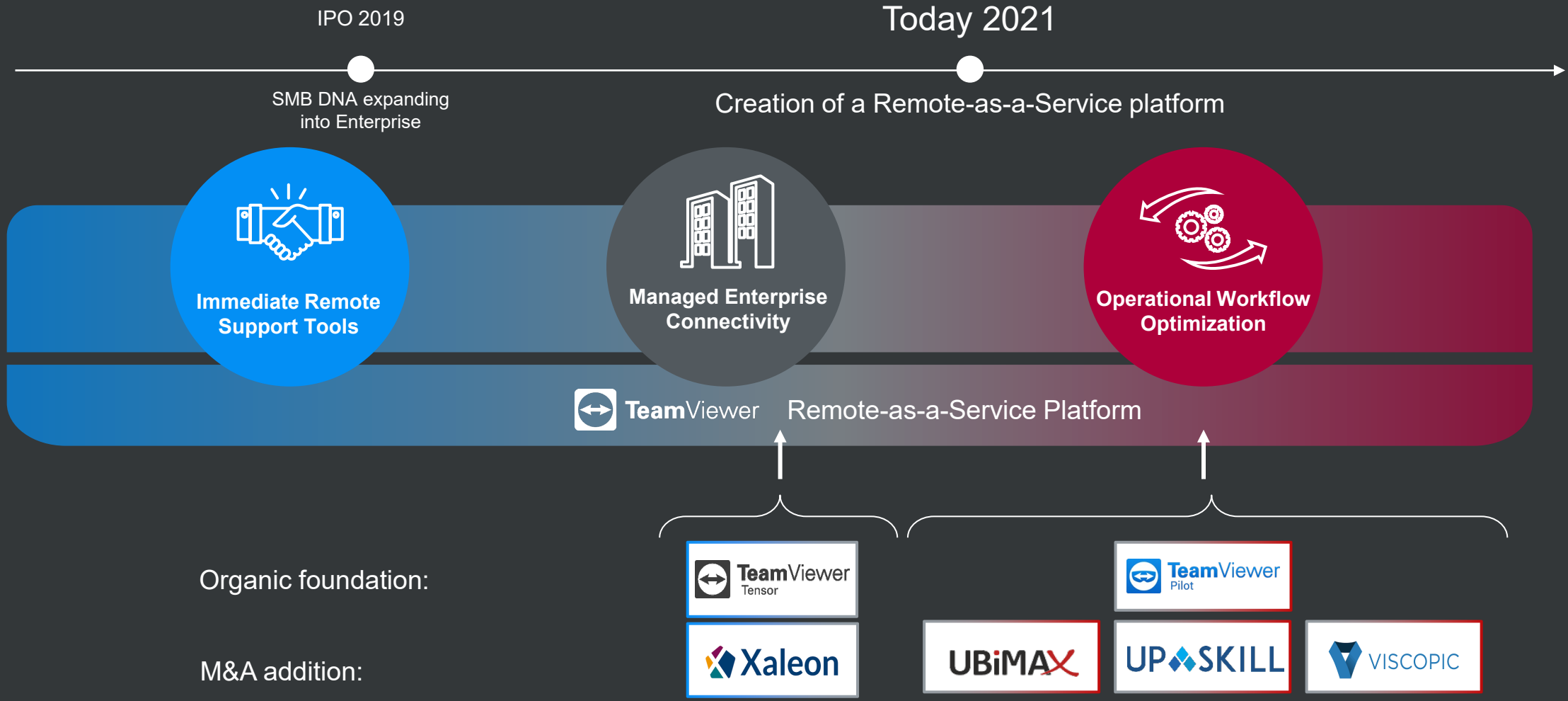
## Enterprise offering

- Hybrid between office and business
- Often involving complex IT infrastructure or embedded OT
- Requires deep technical know-how

## TMV Core products

- Predominantly used in the office as a support tool (product)
- Horizontal solution rolled out from IT departments

# Portfolio expansion through organic growth and high-impact M&A



# Double-down on AR as key enabler for operational workflow optimization

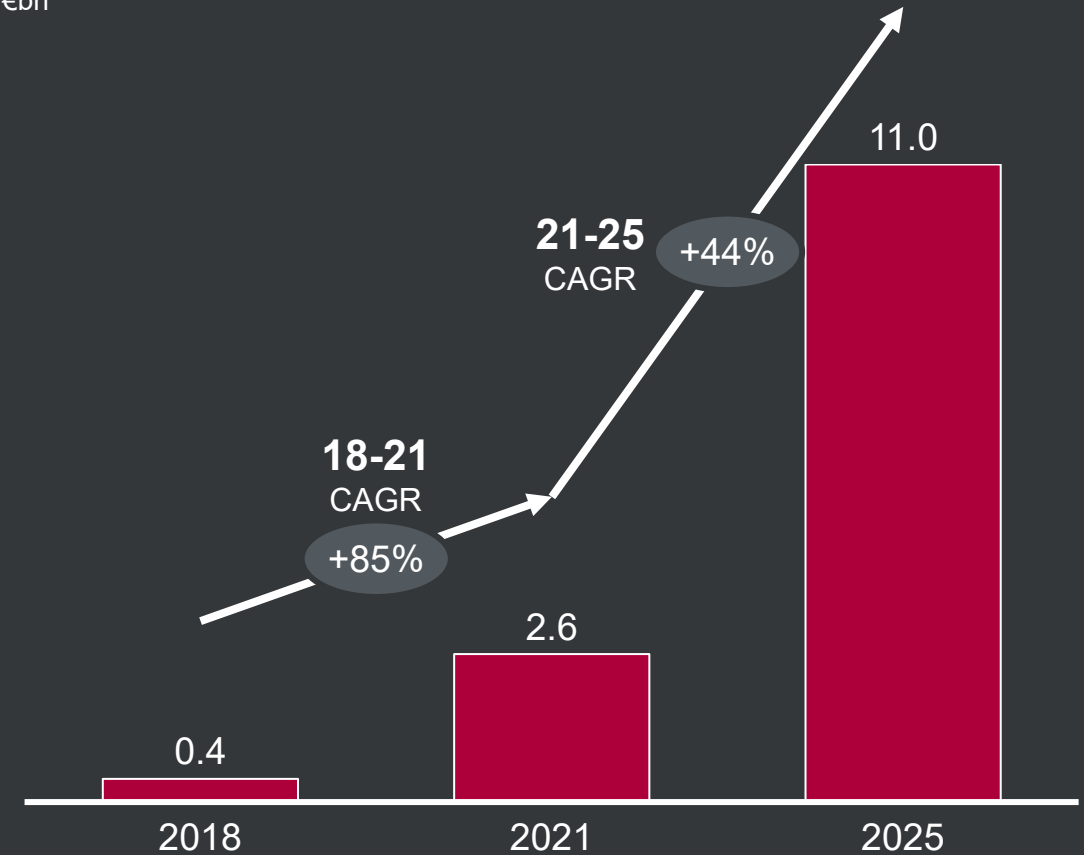


## Strategic Rationale

- **Augmented Reality the mega trend:**  
Changing the world to work better
- **Build on and expand organic AR product success:**  
From TeamViewer Pilot to Frontline
- **Deeper process integration of products:**  
By optimizing operational workflows
- **80% of global workforce are non-desk workers:**  
Potential to improve workflows

AR segment attractive: large TAM and high growth

€bn



# AUGMENTED REALITY

ALREADY PART OF OUR DAILY LIFE



- /Autonomous
- /Sensing
- /Communication
- /Battery
- /Navigation
- /Mirrorless
- /Ecology

100m

48  
mph

- /Autonomous
- /Sensing
- /Communication
- /Battery
- /Navigation
- /Mirrorless
- /Ecology

# AUGMENTING AUTOMOTIVE AFTER SALES WITH AR TECHNOLOGY



## WORKFLOW OPTIMIZATION IN WORKSHOPS

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**Reduced repair and maintenance times** through knowledge sharing and remote diagnosis



**100% hands-free** remote assistance via smart glasses



**Replacement** for emails and phone calls



**All 347 BMW U.S. dealers & selected MINI dealers**

**99.99% ACCURACY  
THROUGH VISION  
PICKING**



## PERFECT LAND & EXPAND EXECUTION

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**19 warehouses** use TeamViewer  
Frontline, FY2021 target is 27



**Use case expansion** into 54  
manufacturing plants



**250+ devices** deployed



**1,000+ AR users** skilled up

# TeamViewer Frontline changing the game, creating the Internet of Humans



**Business Area**

**Logistics**

**Manufacturing**

**Field Service**

**Remote Support**

**Key Processes**

Manual Order Picking  
In- & Outbound Logistics  
Inventory & Sorting

Assembly Instructions  
Quality Assurance  
Guided Training

Maintenance & Service  
Inspection & Repair  
Audit

Remote Support  
Instant Troubleshooting  
Virtual Visits

**Our Solution**



**Business Benefits**



Higher speed



Fewer errors



Greater flexibility



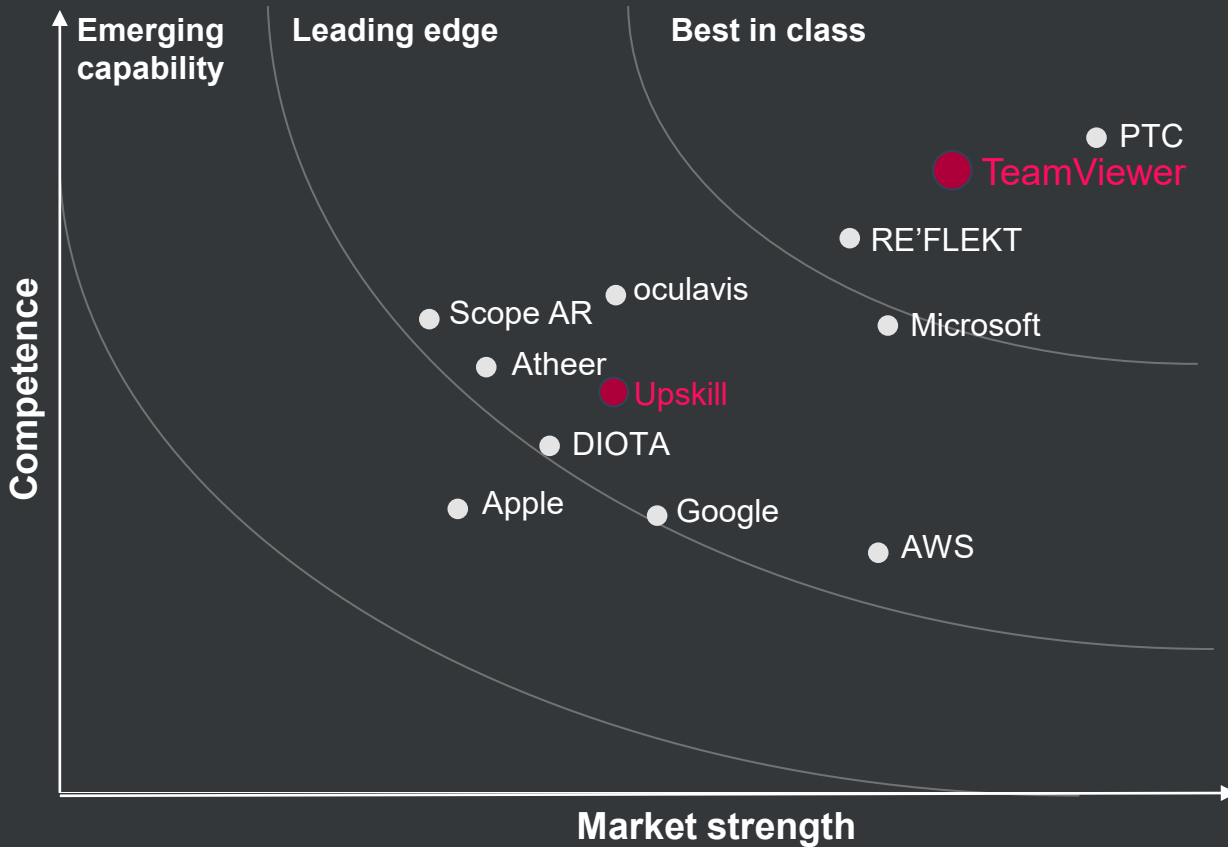
Faster upskilling



Happier employees

# TeamViewer now leading Augmented Reality player

TeamViewer's positioning is best in class



Strong early results



**>€13m** Augmented Reality billings Q3 2021 LTM



**Largest Frontline deal** ever in Sep 2021



Upsold **5 contracts** from **€100k to €500k+** (to date)



CORE PRODUCTS

FOR OFFICE AND  
OPERATIONAL  
TECHNOLOGY

# REMOTE DESKTOP AND SUPPORT POWERHOUSE

# ATEA

## SCALE IT SUPPORT FOR COMPLEX IT LANDSCAPE



Leading IT infrastructure provider present in **84 cities** with **200k remote sessions** per year



TeamViewer as **go-to tool** for customer support team in **all 350 day-to-day customer interactions**



Successful partnership for **more than 12 years**

and implemented across countries and 84 offices

ENABLING A NEW  
BUSINESS MODEL IN  
HEALTHCARE

**SIEMENS**  
**Healthineers**

## SUPPORT & CONTROL FOR NON-STANDARD IT DEVICES

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**Remotely maintain tens of thousands of diagnostic devices** worldwide & support clinical staff



Game changing new service: **Remotely perform magnetic resonance imaging (MRI) scans** when lacking qualified radiology staff

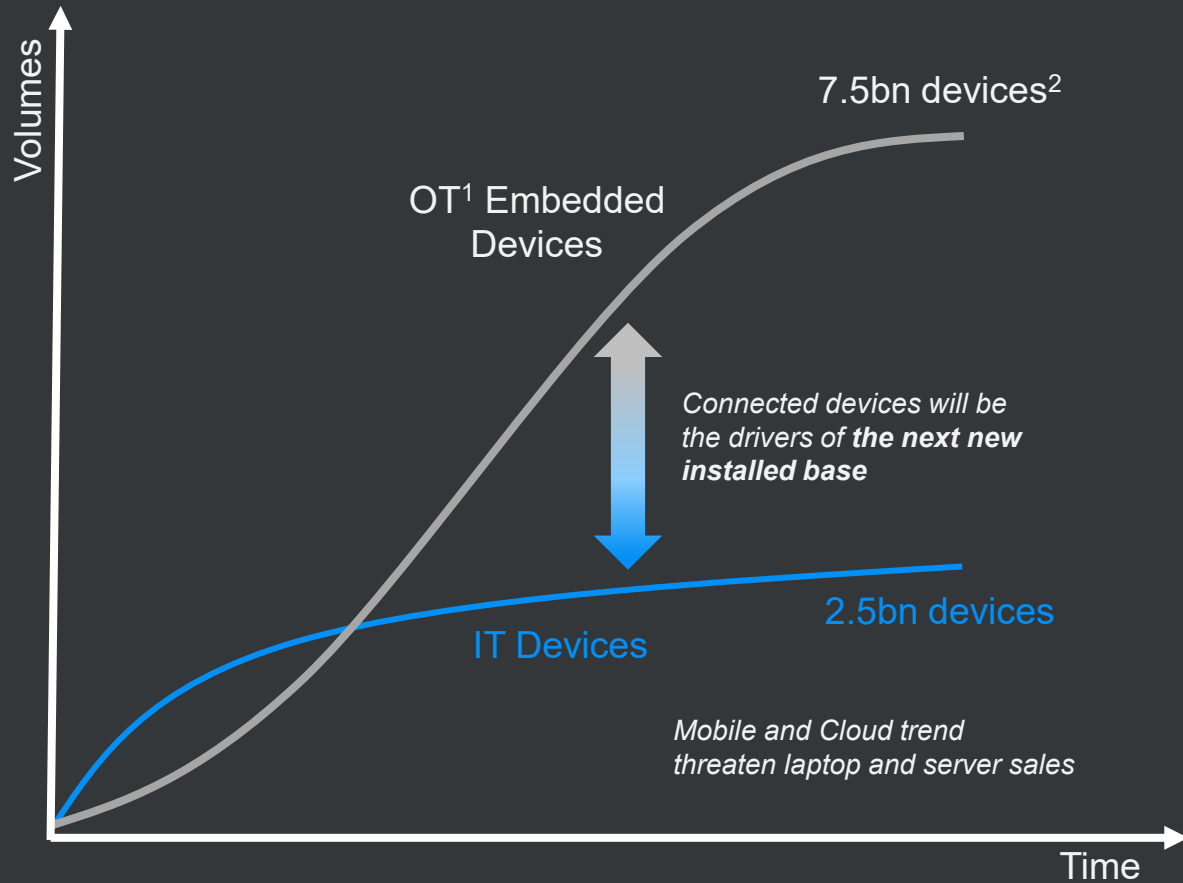


**Higher utilization** of devices and **reduced waiting time** for patients



Allow handling sensitive healthcare data in **real-time** with **highest security standards**

# In the sweet spot of OT to profit from device proliferation



## EXAMPLE #1: FIXING OUTDOOR LOCKERS REMOTELY MULTINATIONAL MAILING EQUIPMENT PROVIDER

- **Highlights:** Migrated to TeamViewer for security and support of embedded platform
- **Further Potential:** Expand to other connected systems, e.g. refrigerated lockers, indoor lockers

## EXAMPLE #2: SERVICING INVENTORY STORAGE VENDING SYSTEM REMOTELY GLOBAL TECHNICAL WHOLESALER

- **Highlights:** Migrated from TMV Corporate to special purpose IoT product after OT inclusion
- **Further Potential:** Endpoint volume expected to expand across all platforms (lock-in)

# Winning combination of product features and connectivity expertise



## Global connectivity

Customers can reliably connect.

No need to worry about infrastructural pitfalls.



## OS & Device agnostic

Customers can easily connect.

From all relevant systems.



## Security / Data Privacy

Our DNA, guiding our decisions.

Security and data privacy across all connections and solutions.



## 24/7 Service

Customers reach us around the clock.

Respond in >30 languages thanks to a global footprint.



## Unparalleled Expertise

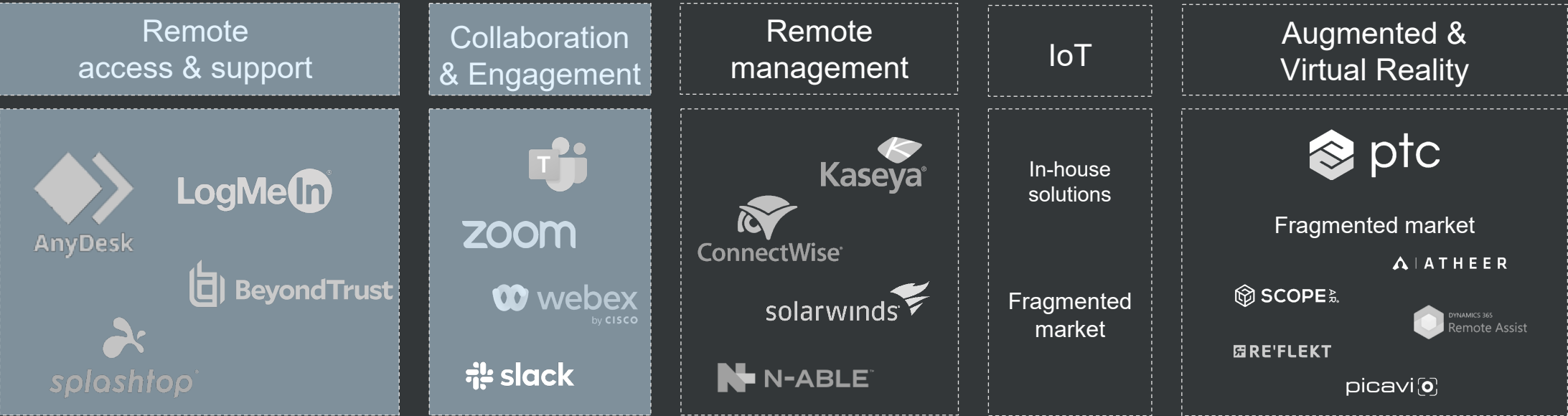
Remote IT support is what we are known for.

Shaped this category like nobody ever since.

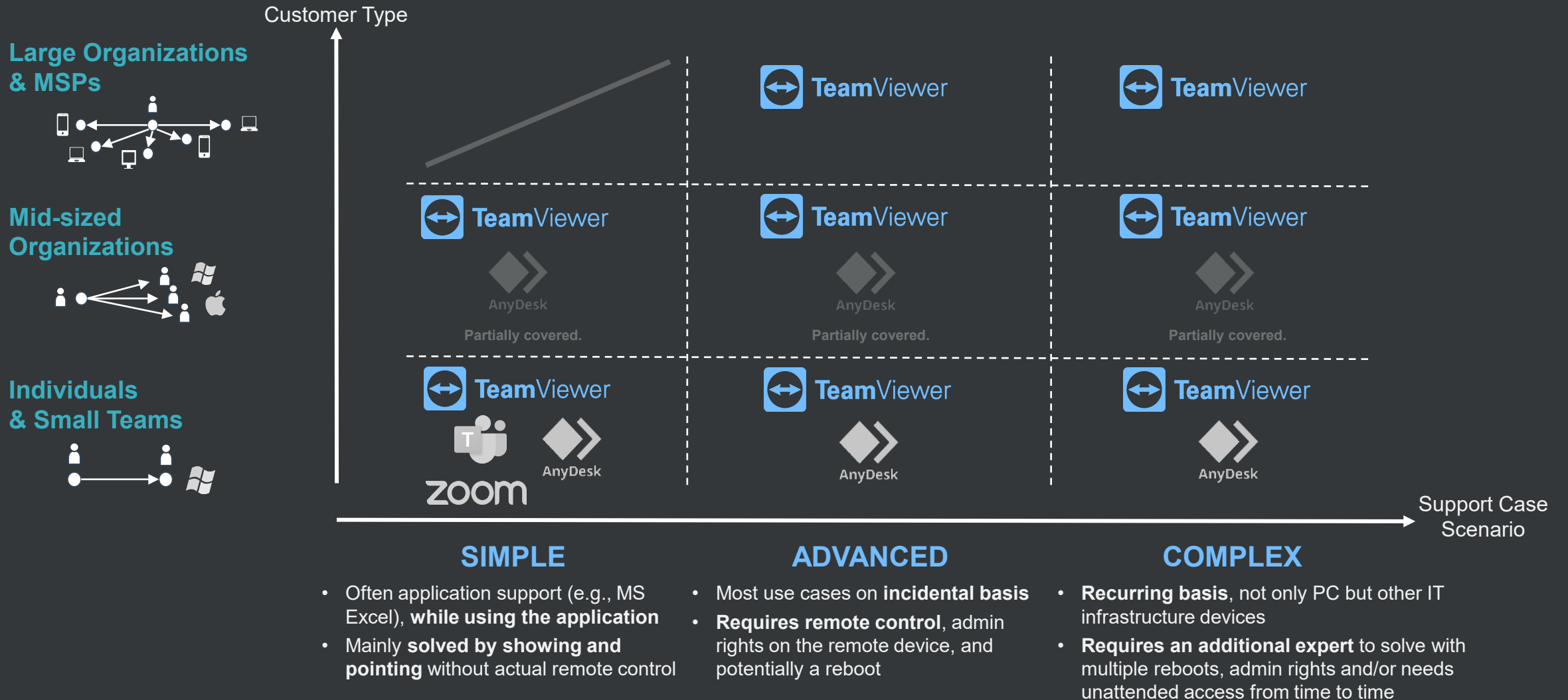
# Strong competition only in most mature remote support product segment



Remote-as-a-Service Platform



# Most complete solution offering for all remote support use cases





# Video



# Industry-leading security – Very important criteria in buying decisions

~50

people in IT Security,  
Product Security,  
and Data Protection

> €30m

Investment in Security  
and Data Protection last  
five years

Top 10%

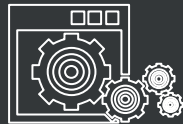
Ranking in Tech Industry  
by leading BitSight Security  
Rating and others



**Best-of-breed approach** combining the world's leading IT security resources



**24/7 Security Operations Center (SOC)** for AI-based infrastructure monitoring



**Red teaming fire drills** by elite consultants including in-depth audits of key suppliers




**Product Security and Privacy by Design** vetted in pen tests and Bug Bounty program




**Good platform hygiene** fostered by high-impact innovation in misuse prevention



# Strong user ratings for our core product – People love using us

 Trustpilot


4.4 ★★★★★

 **TeamViewer**



~10,300 ratings  
Focus region:  
Americas / EMEA  
Business area:  
all, B2B & B2C


4.5 ★★★★★

 **TeamViewer**

~2,300 ratings  
Focus region:  
Americas  
Business area:  
Software B2B

 Capterra 




4.6 ★★★★★

 **TeamViewer**

~8,600 ratings  
Focus region:  
Americas / EMEA  
Business area:  
Software B2B

 zoom 1.8  
 Microsoft Teams 1.9  
 AnyDesk 2.3

 zoom 4.5  
 Microsoft Teams 4.3  
 AnyDesk 4.5

 zoom 4.6  
 Microsoft Teams 4.4  
 AnyDesk 4.6



*Used to [...] manage my own cloud server; easy to explain/ install/ respond in any case [...]. I leave other programs for this one without hesitation.”*

October 2021

*“It is easy to install, to configure and use. The latest security features are a plus.”*

October 2021

*“This is one of the best applications I used for my business for the last 30 years.”*

October 2021

*“TeamViewer once again saved me in troubleshooting a major problem with my door access control system of 7 doors and over a hundred users.”*

August 2021

# Enterprise ramp-up diluted SMB product focus – action plan in place to regain momentum for core product

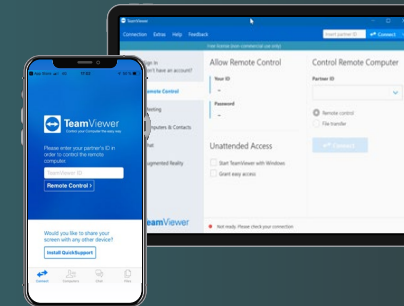
## OUTSIDE PRODUCT



- Improve Customer Journey
- Simplify Online Product Discovery
- Review Product Packaging



## INSIDE PRODUCT



- Change to State-of-the-Art Premium UI Design
- Harmonize Across all Products
- Improve User Experience

# Product innovation: Fast time to market with TeamViewer Classroom

## Listened to customers.

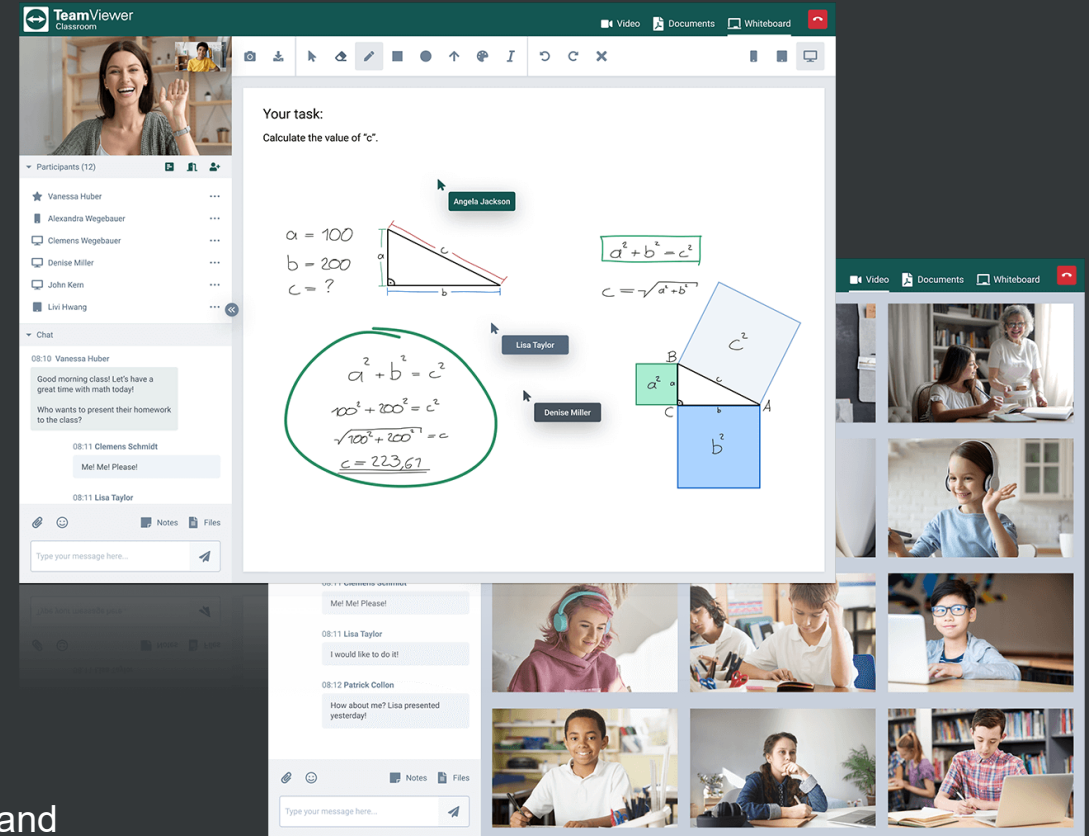
Need for a GDPR-compliant online teaching and learning product not relying on any US-based services

## Developed with speed.

Built on our acquired, web-based Engage online collaborating technology stack in only two months. Developed in EU, hosted in Germany

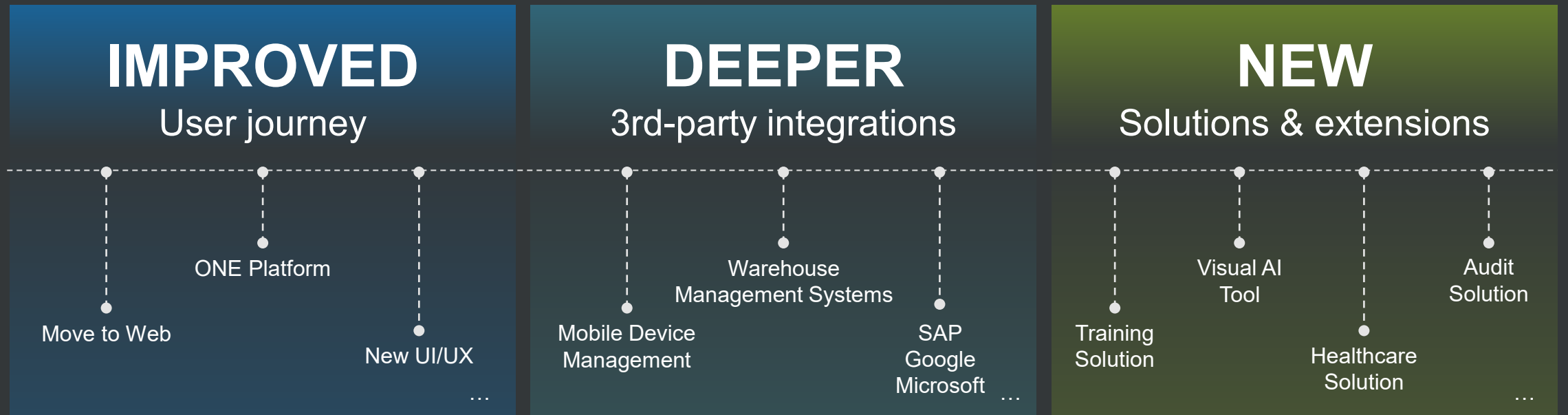
## Tapped into adjacent market.

Post-COVID, schools and universities demand long-term hybrid teaching and collaboration solutions that don't compromise students' privacy



# Product focus 2022: Improvements, innovation, and increased use of AI

## 2022



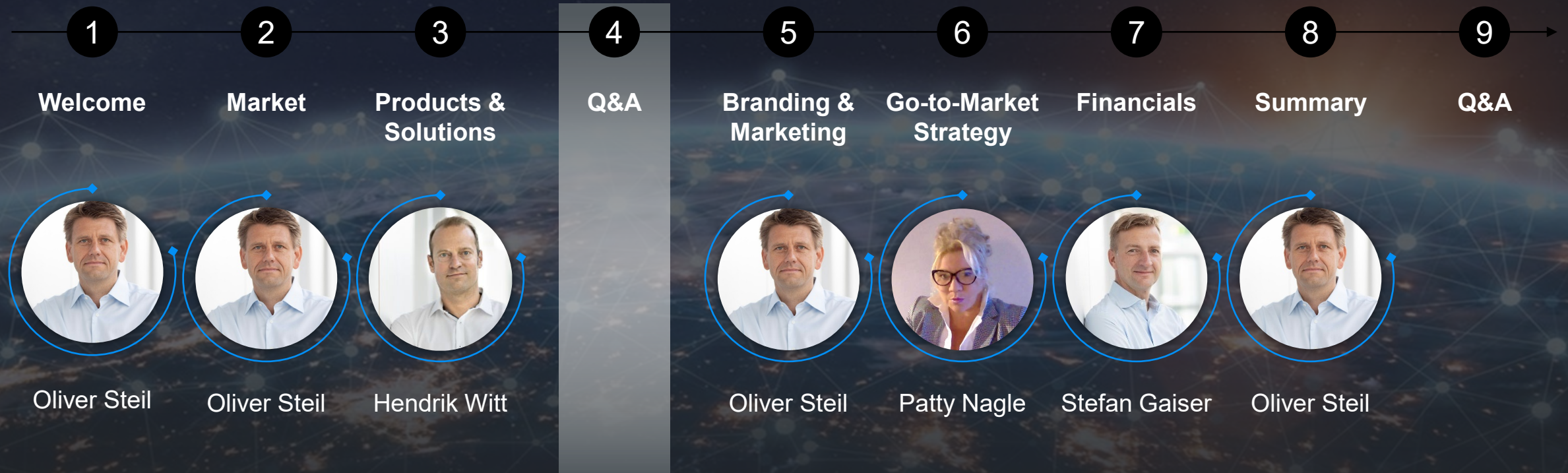
**Data-driven Services and Capabilities**

# Key takeaways

- 01** Radically expanded product portfolio to win in new high growth markets
- 02** TeamViewer's AR positioning is best-in-class via three successful acquisitions and integration
- 03** Remain most complete remote support offering for all remote support use cases
- 04** Industry leading product features and capabilities across SMB and Enterprise
- 05** Near term focus on improving customer journey and in-product experience



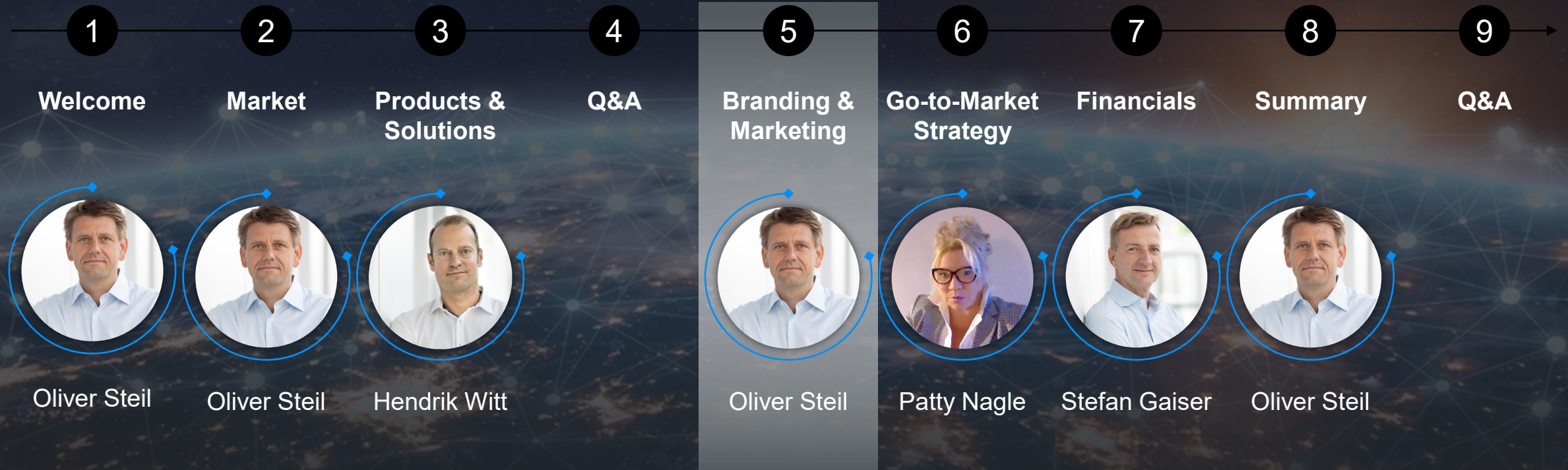
# Agenda



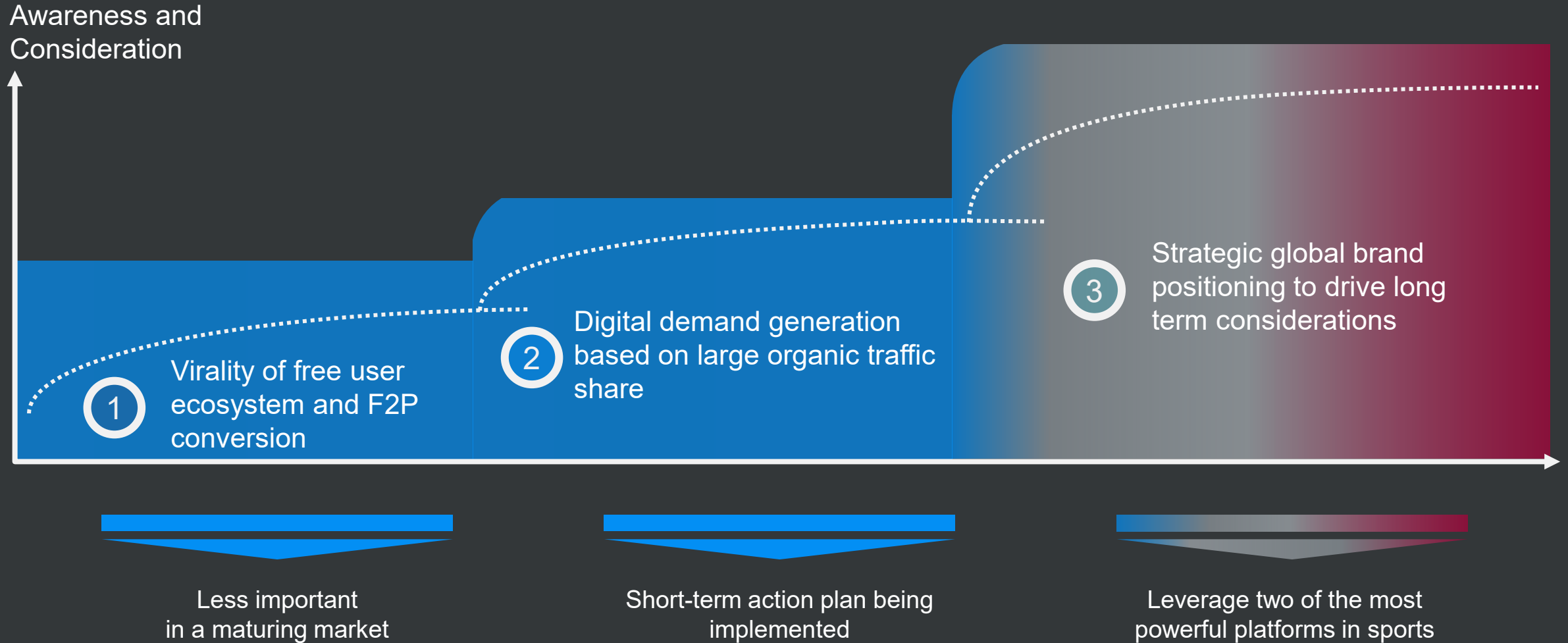
# Q&A



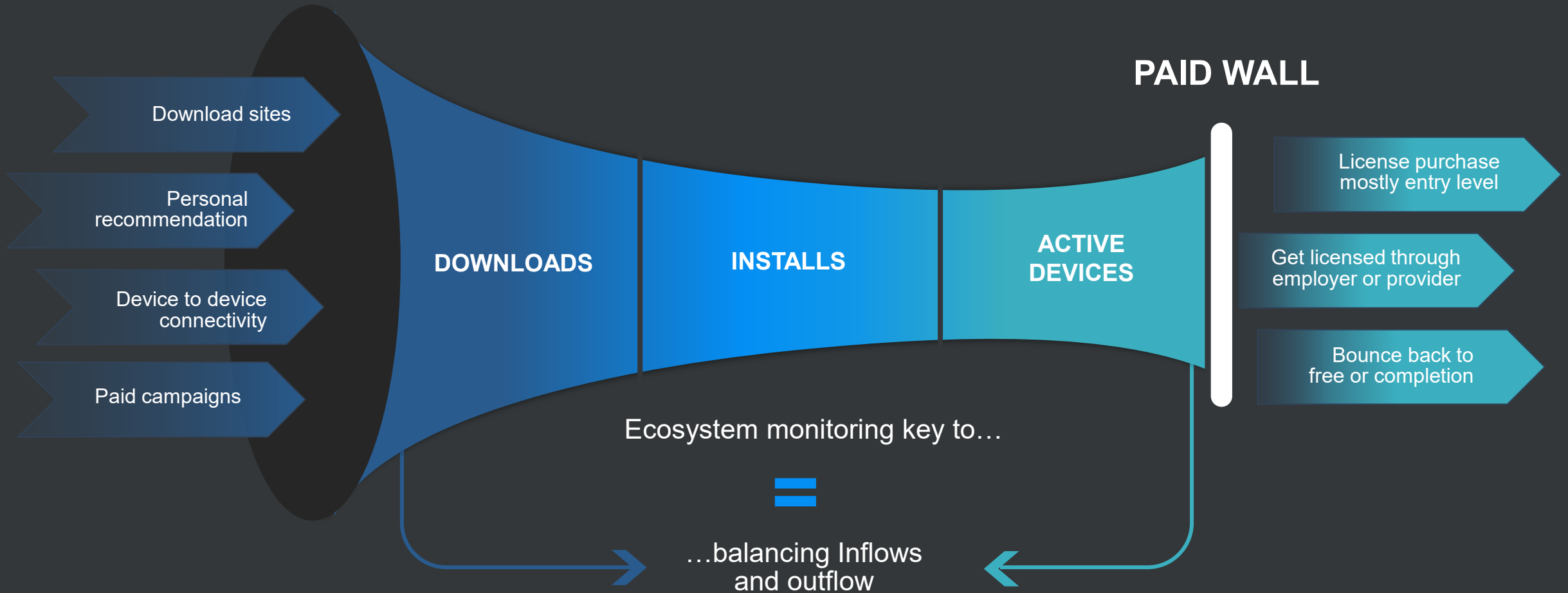
# Agenda



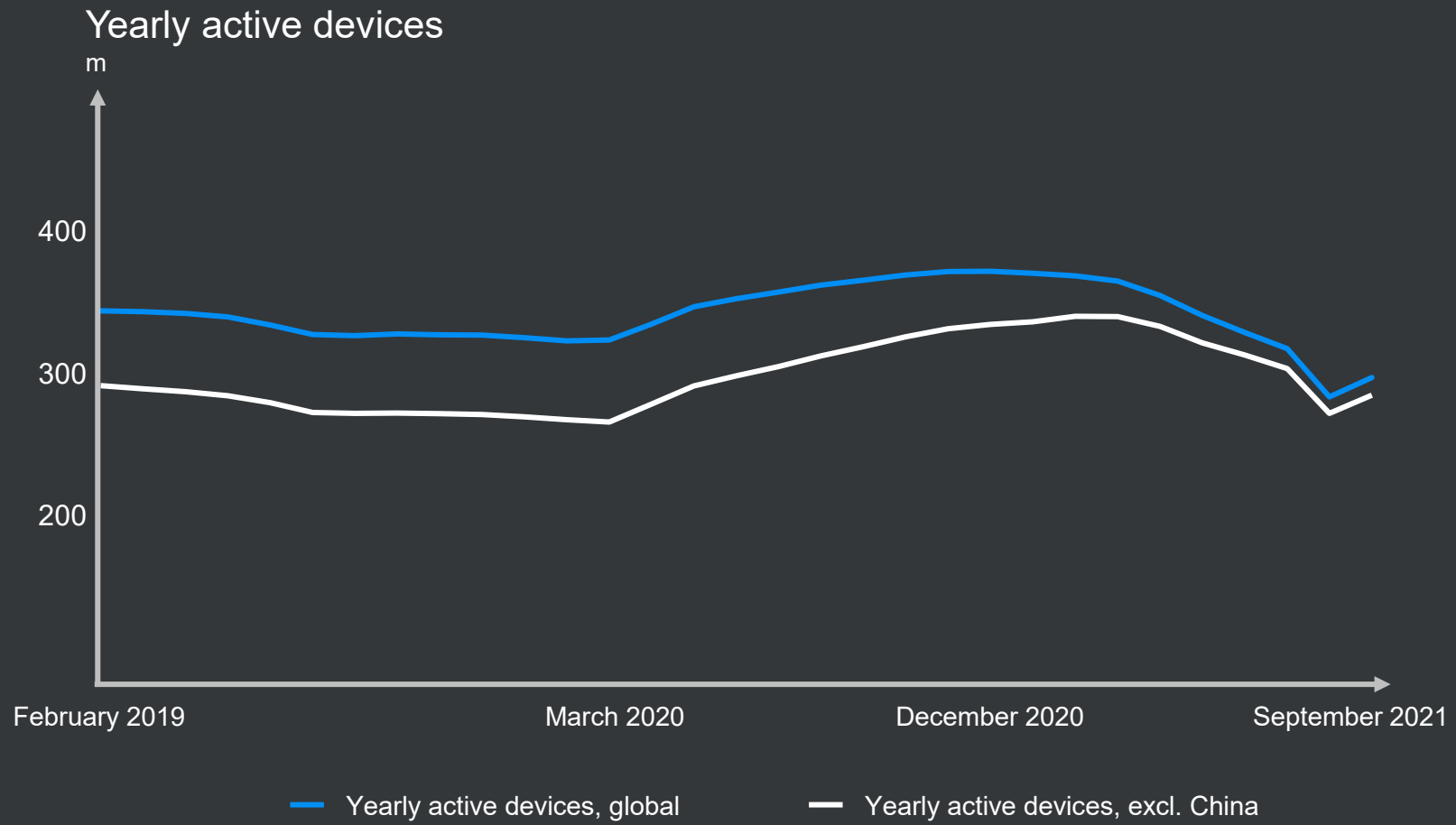
# Marketing at TeamViewer: Evolution from viral to digital to brand



# 1 Free-2-paid conversion from free user ecosystem accounting for €15-20m in billings per year



# 1 Ecosystem largely stable through the cycle



Ecosystem currently in recovery mode

Share of paid traffic already increasing

Recent post-pandemic weaknesses to be addressed through product, UI/ UX enhancement

# 1 What to look out for: Installs and active devices

Installs Q3 2021

Yearly active devices as of Q3 2021



51m

283m



EMEA

19m

134m



Americas

14m

76m



APAC

18m

73m

## 2 TeamViewer still benefiting from top digital position...



#1

search position  
in key markets /  
main key words<sup>1</sup>



75%

of total traffic  
is organic<sup>1</sup>



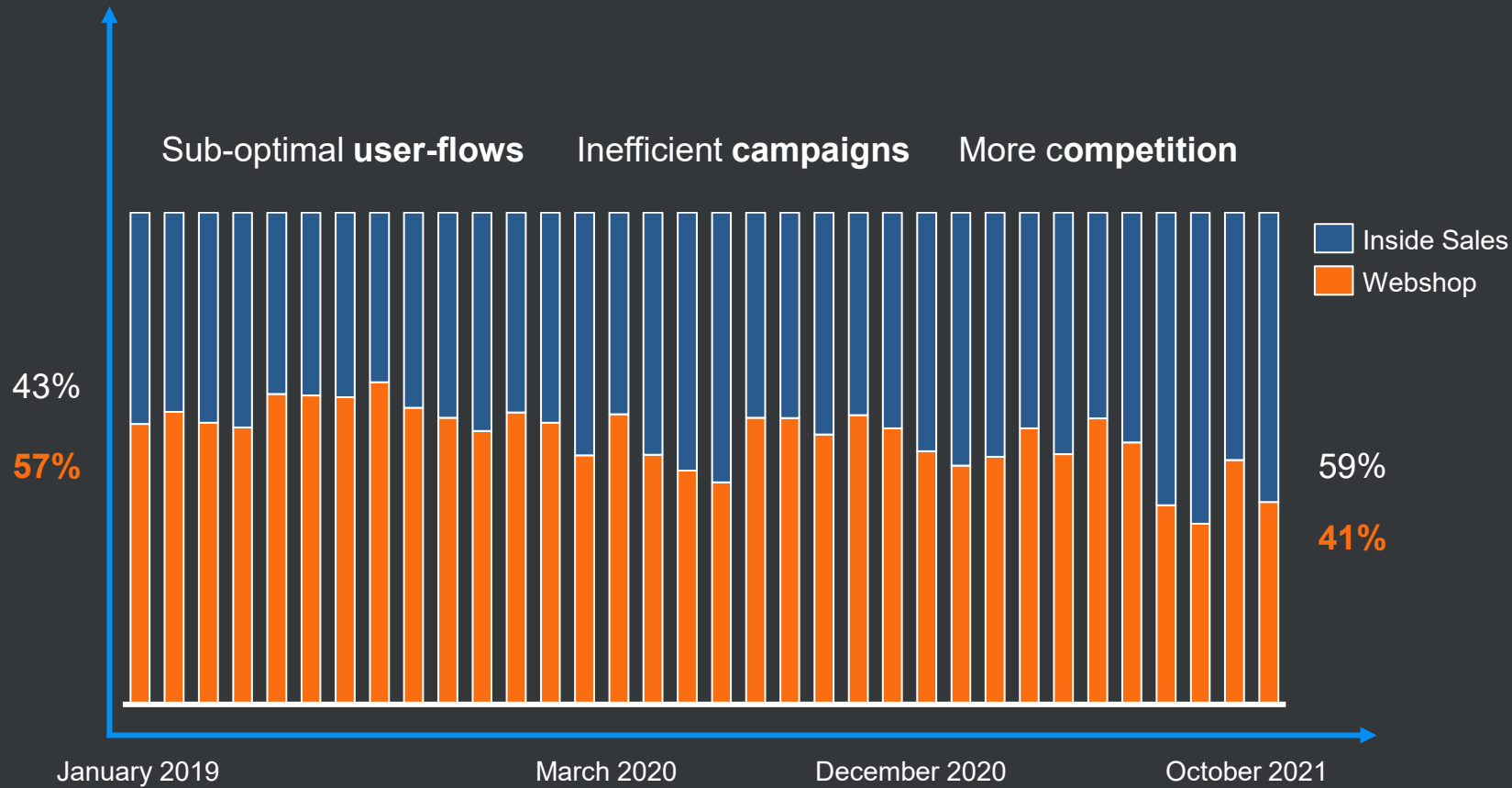
36%

Webshop  
as % of new billings<sup>2</sup>

## 2 ...however, recent direct e-commerce performance disappointing and being addressed

### Webshop vs. Inside Sales billings

Relative share of 100% new billings (only Webshop, Inside Sales)



Problem identified and addressed through our *Digital Task Force*

## 2 Stronger growth will be driven by dedicated short-term measures



**Better SEM targeting** of prospects in countries with highest propensity to buy



**SEO improvements** to raise our position on Search Engine Results Page (SERP)



**Simplified user experience** and calls to action for downloads and direct purchase



**Simple tools** to help prospects identify the right product for their needs



**Instant trials and support** for prospects needing more engagement

**SHORT-TERM** (next 2-4 months)

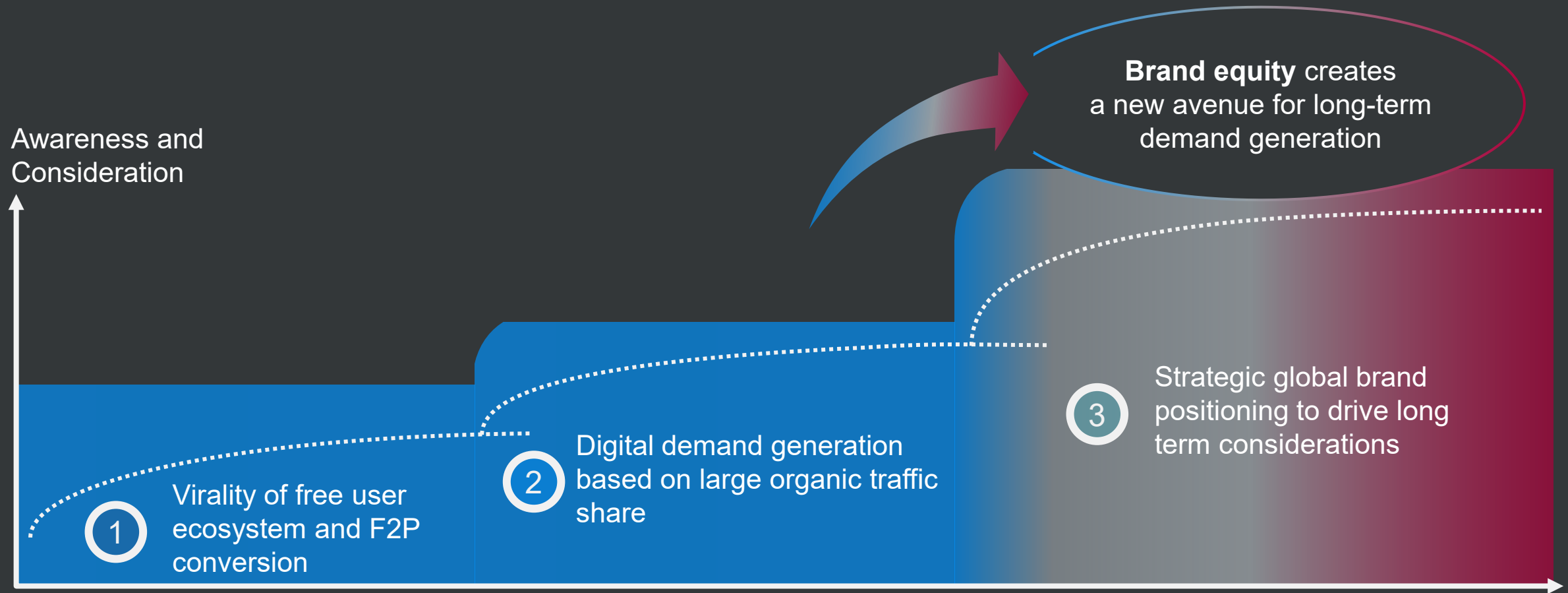
**MID-TERM**



**Continuous improvements** of our total user and customer experience





# Marketing at TeamViewer: Evolution from viral to digital to brand





### 3 There is a large opportunity to grow our brand equity

#### IT support cases<sup>1</sup>

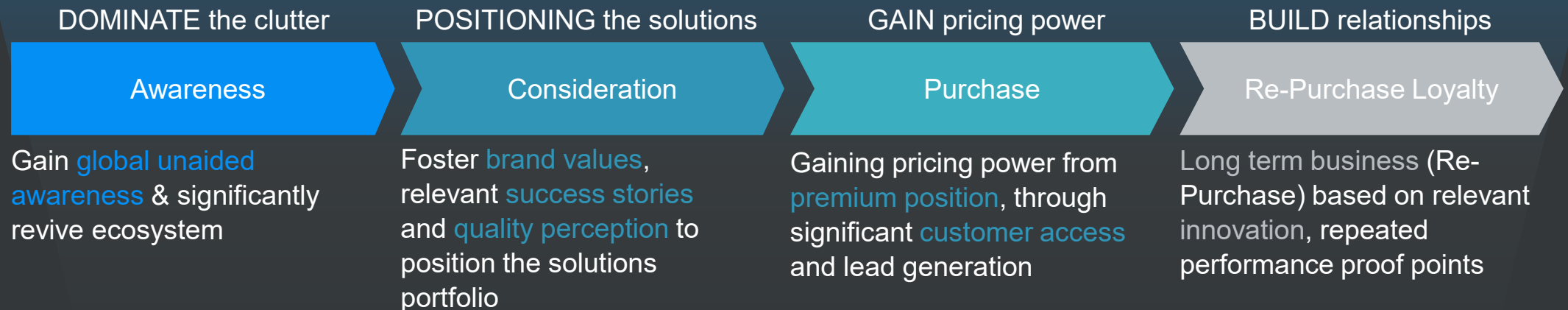
		Awareness		Consideration	Purchase
		Unaided	Aided		
	TeamViewer	7%	16%	10%	4%
	Peers <sup>3</sup>	1%	4%	2%	1%
	zoom	3%	24%	13%	3%
		23%	42%	30%	15%

#### AR use cases<sup>2</sup>

		Awareness		Consideration	Purchase
		Unaided	Aided		
	TeamViewer	0%	9%	4%	1%
	UP♦SKILL	0%	3%	1%	0%
	UBiMAX	0%	2%	0%	0%
	 VISCOPIC <small>A TEAMVIEWER COMPANY</small>	0%	2%	1%	0%

### 3 Brand equity works along the entire purchasing funnel

All major tech players have started to build significant brand equity at same point in their life cycle



3 Many enterprise software leaders leverage motorsports to build brand equity...



3 ...and team sports are becoming more and more popular with tech players



### 3 Why? Because “tech in sports” is the future

#### Tech companies benefit from...



##### Reaching GLOBAL audiences

through gaining more (at)traction and visibility in the markets



##### Showcasing their full capabilities

by running in such critical & high-performance environments



##### Reaching NEW audiences and decision makers

to demonstrate solution portfolio and innovation capabilities



##### Attracting best talent

with employees and recruiting candidates

#### Sports teams benefit from...



##### Elevating the game

profiting from tech disruptions to train & further enhance own capabilities



##### Driving digital innovation

positioning oneself as tech leader in the respective field of sports



##### Attracting young target groups

connecting with digital natives in times of intensified and diversified pastime



##### Bringing fans closer

through digitalized fan experience, insights and engagement

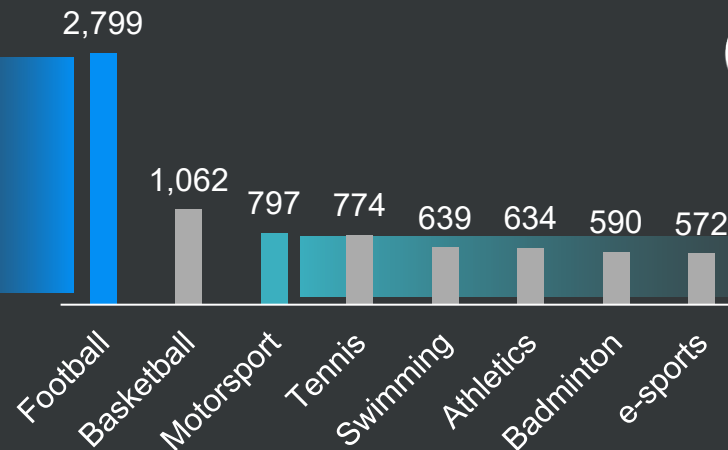
# 3 We picked the very best assets: winners in their space, global brands, technical resonance, educated audiences, decision makers...

The world's most  
broadcasted sports  
league with **179**  
**countries contracted**



**Premier League**


Global Sport followers (m)



... 87m average TV viewing  
**audience per race**

... as only truly global sports  
series **with 23 races in 22**  
**countries on all continents**

← 98% of fans **can name the**  
**shirt partner**, high marketing  
ROA

 > 20% of the Manchester  
United's 1.1 bn fan base are  
**business decision makers**

 **287m e-sport matches played**  
with Manchester United Team



dominant team **with 7**  
**titles since 2014**



48 CEOs attended **last**  
**Mercedes-AMG**  
**Executive Summit**



> 50 **technology & software**  
**players** partner with Formula  
1 and Formula E

Strategic partnerships to accelerate our brand equity building

### 3 With ManUnited we acquired a very broad set of rights (plus Ronaldo effect)

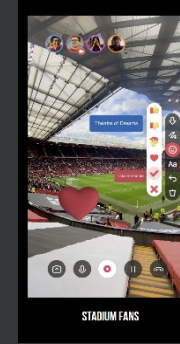
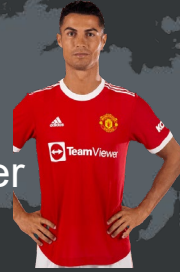
>150

Decision makers invited to Old Trafford



best

Shirt launch ever



LifeAR

based Player diaries



1st

Partner event held with C-level guests

10%

of match time digi board advertisement



web summit

Joint

Conference key note

Launch Branding

Various campaigns in print and social launched



>200

Dedicated marketing FTE with Man Utd

China Event Fan center reopening





# 3 We can and will present all of our various use cases over time

## PRODUCT DEVELOPMENT      OPERATIONS      LOGISTICS      CORPORATE FUNCTIONS      SALES      SERVICE



**AR-supported wind tunnel**  
(Frontline, POC)



**Remote media operations**  
(Core, implemented)



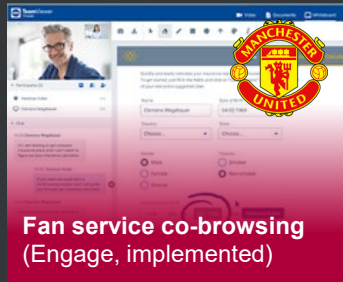
**Merchandise Picking solution**  
(Frontline, Ideation)



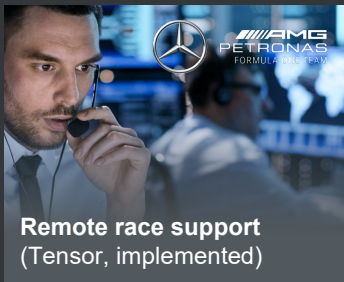
**Remote IT Support**  
(Tensor, implemented)



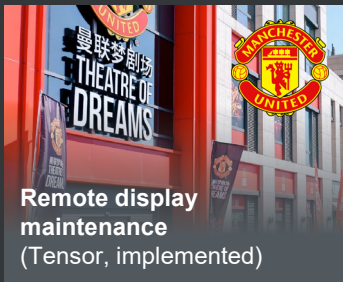
**Virtual live event support**  
(Engage, implemented)



**Fan service co-browsing**  
(Engage, implemented)



**Remote race support**  
(Tensor, implemented)



**Remote display maintenance**  
(Tensor, implemented)

■ Immediate Remote Support Tools      ■ Managed Enterprise Connectivity      ■ Operational Workflow Optimization

# 3 Early days but successful launches with great media value



## MANCHESTER UNITED

**3.4bn<sup>1</sup>**

Impressions of TeamViewer logo<sup>2</sup>

**200m+**

Estimated cumulative global live match TV audience

**173m<sup>1</sup>**

Digital impressions of TeamViewer content<sup>2</sup>



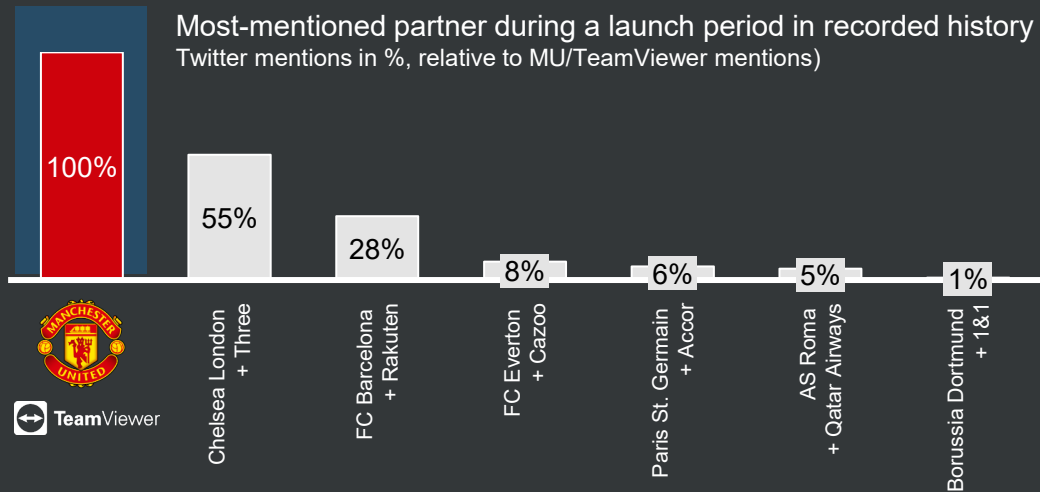
## MERCEDES-AMG PETRONAS F1 TEAM

**\$23.1m<sup>3</sup>**  
QI Value

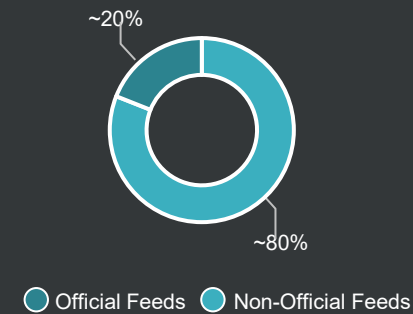
Brand exposure from all dedicated TV coverage

**\$3.4m<sup>3</sup>**  
QI Value

Brand exposure from all dedicated social media coverage



### Owned vs. Earned QI Value



**1/3 of the season** (7 races) has already provided TeamViewer coverage worth annual cost of sponsorship, based on brand exposure and media value

Large multiplier effect through earned traffic (80% of feeds) vs. owned feeds (20%)

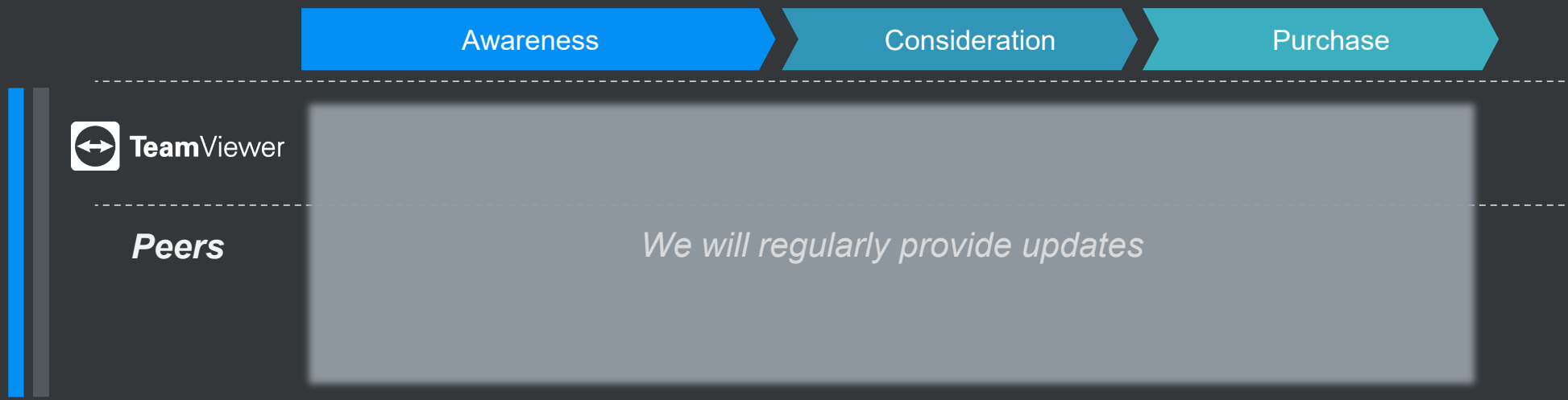
### QUALITY INDEXED (QI) MEDIA VALUE

The "Quality Index Score" (QI) represents a discounted media value and is uniquely calculated for each brand sequence detected during analysis. The QI score for exposure is determined through five factors, and then applied as a weighting for the value calculation.

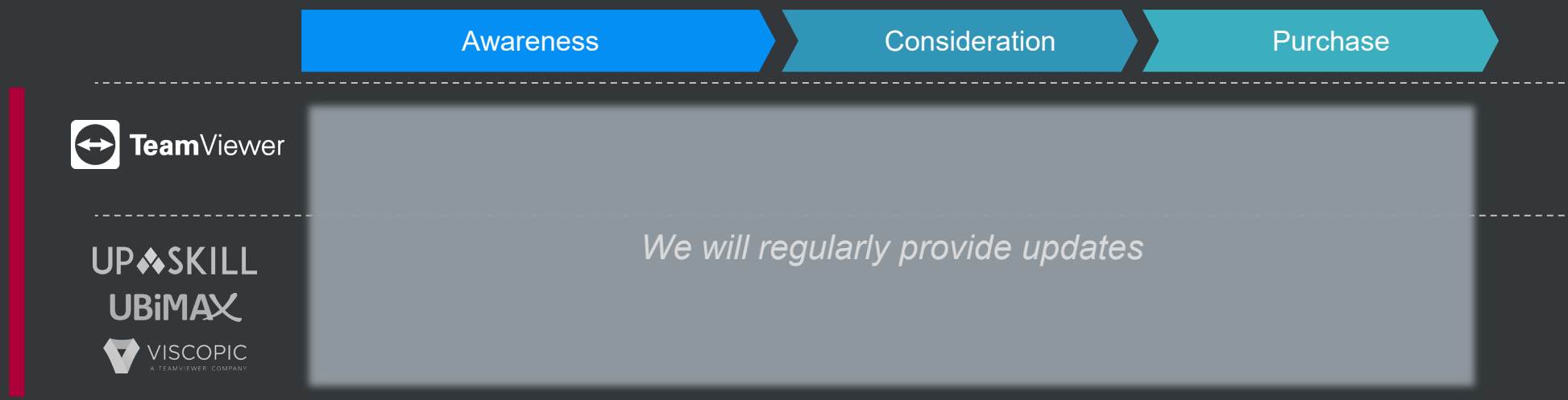
Notes:  
 1. Excludes match highlights / news coverage / catch-ups, press, player channels, earned media  
 2. Worldwide, incl. first 9 season games  
 3. Partnership started in Monaco (round #5); all values based on 7 rounds (out of 22 in 2021)

# 3 We will regularly measure our brand KPIs and report back

## IT support cases



## AR use cases





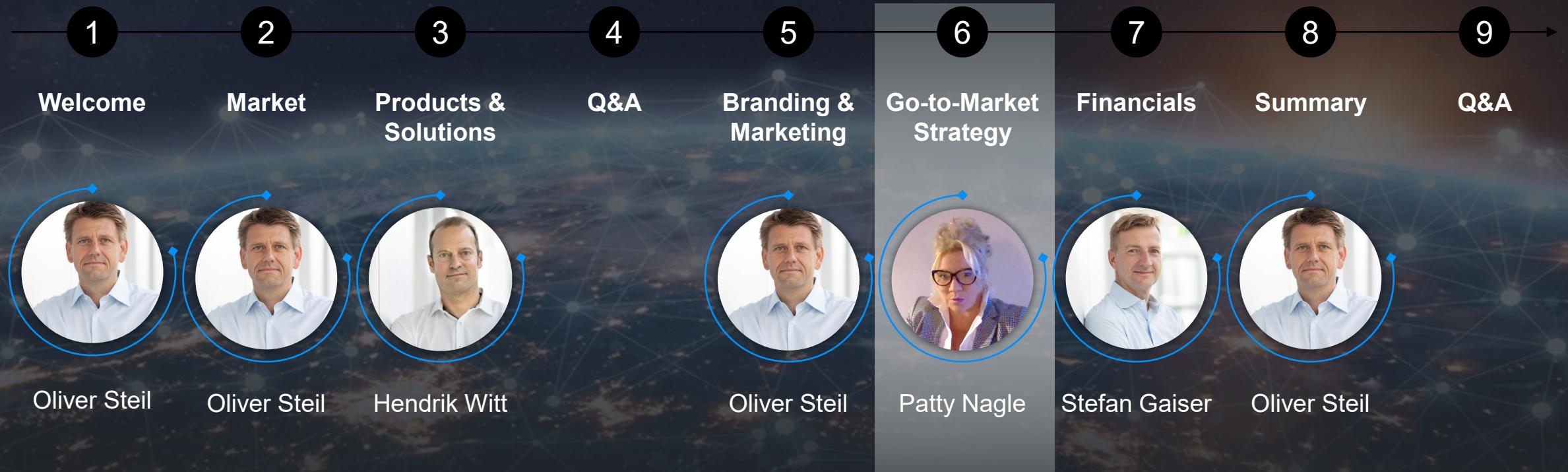
# Video

# Key takeaways

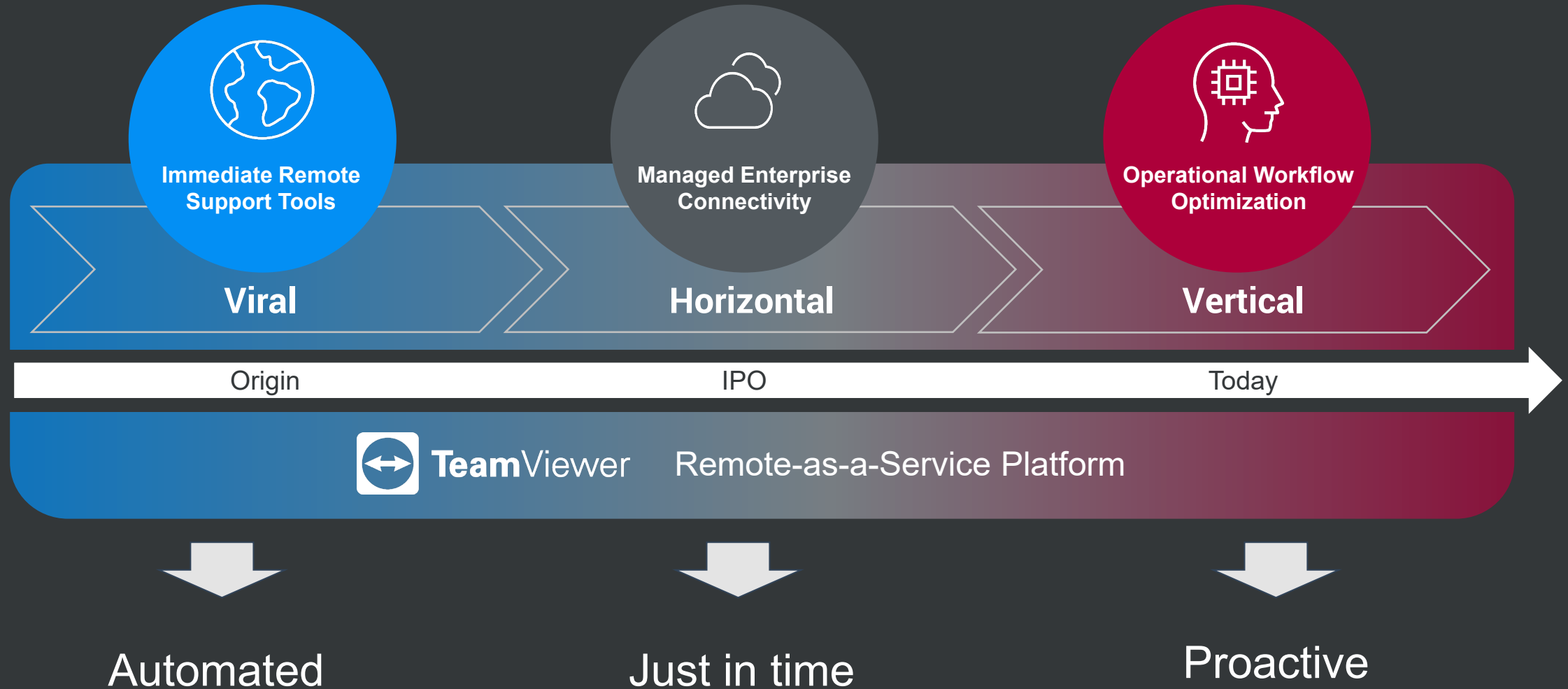
- 01** Marketing at TeamViewer has **extended from viral to digital to brand**
- 02** **Virality still important, as is our top digital position, but we can and will do more**
- 03** **Brand equity a critical element of long term growth in SMB and Enterprise, within years**
- 04** **Best assets with huge reach, rights, and use case opportunities**
- 05** **Promising launches to complement our other Enterprise and SMB marketing initiatives**



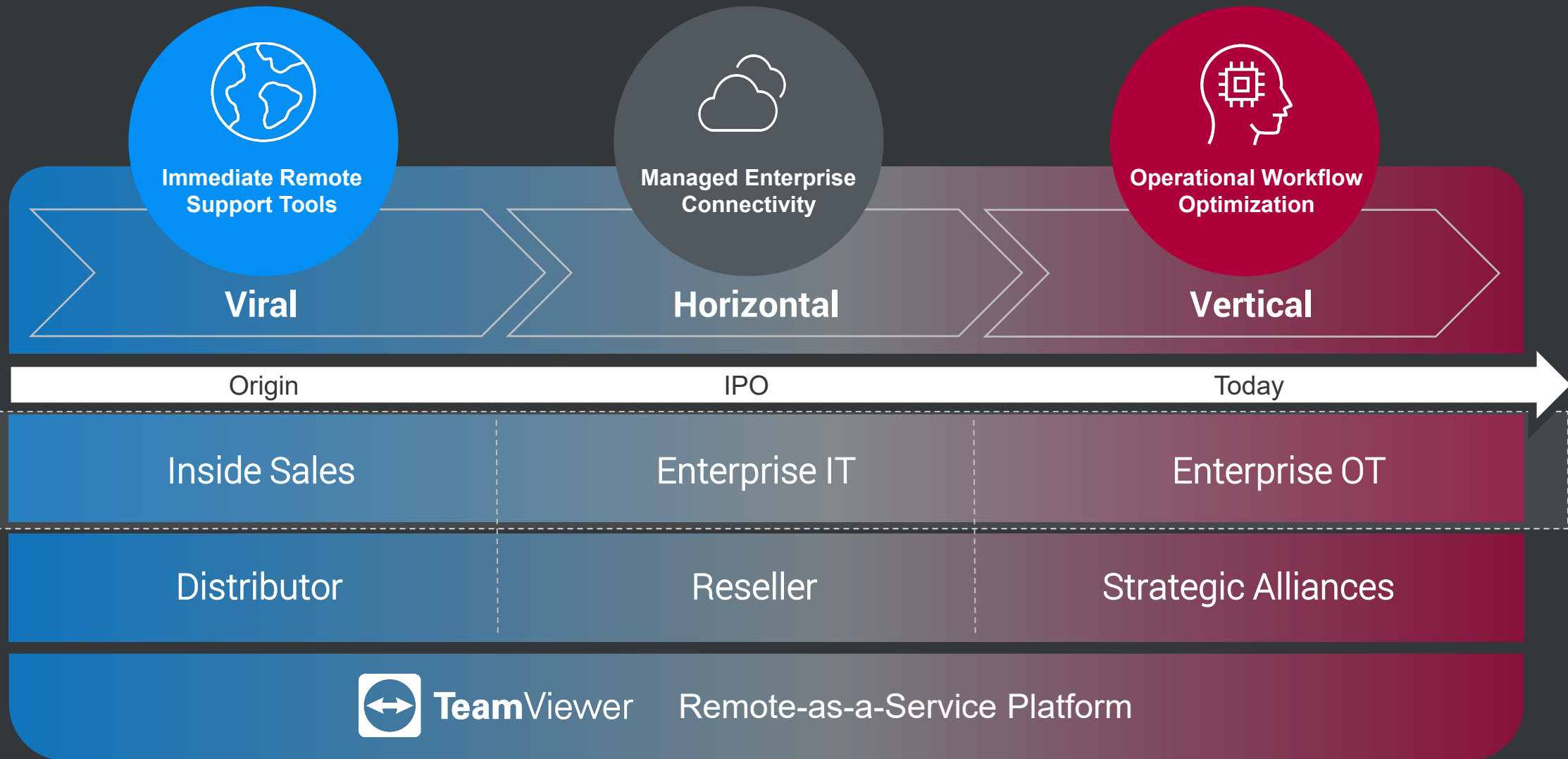
# Agenda



# Expand our sales motion to capture new markets






# Developing stronger horizontal and new vertical sales routes

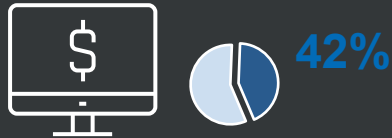




# Diversified strategy to enable broad customer reach and net new logo acquisition aligned to how customers consume

	 <b>Immediate Remote Support Tools</b>	 <b>Managed Enterprise Connectivity</b>	 <b>Operational Workflow Optimization</b>
Customer	Inside Sales and SMB	Mid-market & Enterprise IT	Enterprise OT & Partners
<b>Decision buyer</b>	<b>SoHo worker / IT professional</b>	<b>IT department / CIO / CTO</b>	<b>Business owner / COO / CEO</b>
Decision criteria	Immediate need / Pricing	Quality, reliability & security	Long term solution sustainability
<b>Route to market</b>	<b>Webshop &amp; Inside Sales</b>	<b>MM / EAM, Distributor, Reseller</b>	<b>EAM &amp; vertical references strategic alliances</b>
Sale conversion	Transactional Net New	3-6 month sales cycles Capacity expansion	PoC to full implementation Adjacent use cases

# We have developed a fully deployed GTM model



## INSIDE SALES / SMB

- High velocity model supporting efficient and productive sales results
- Highly educated and incentivised salesforce
- Data-driven approach, leveraging vast customer base

## ENTERPRISE SALES MID-MARKET / IT / OT

- Global coverage: mid-market, enterprise IT, enterprise OT...
- Horizontal & vertical domain expertise
- Geographical & named account sales model(s)
- Focused business use case(s)

## CHANNEL SALES

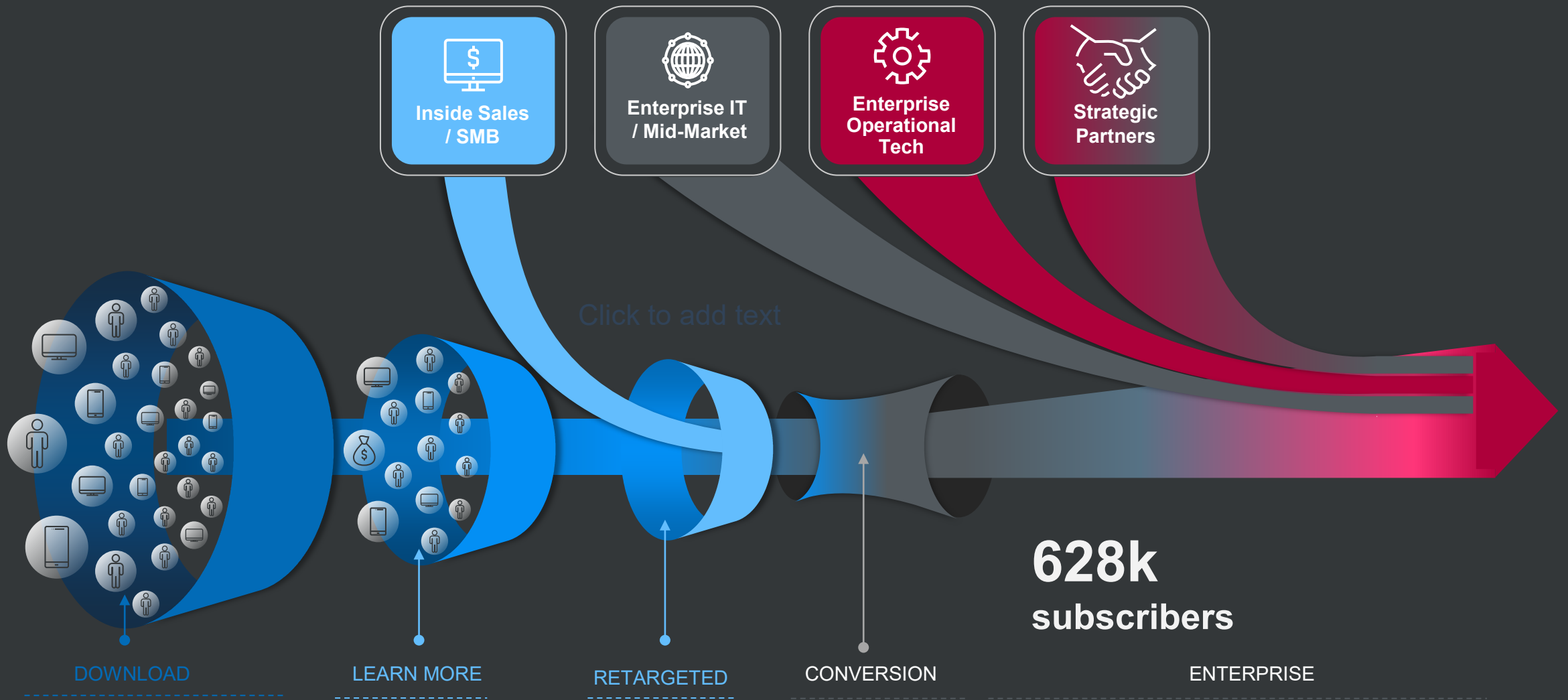
- Channel strategy: volume and market reach
- ✓ Distributor = volume
- ✓ Reseller = local expertise and solution orientation

## STRATEGIC PARTNERSHIP

- Market validation
- Portfolio / platform oriented
- New sales potential with highly integrated solutions
  - SAP
  - Google
  - Microsoft



# Selling RaaS across market segments means moving beyond the funnel approach



# Action plan to deliver regional best practices, globally



## INSIDE SALES

- ✓ Highly efficient and productive
- ✓ Solution knowledgeable
- ✓ Multilingual
- ✓ Low attrition & churn
- ✓ Consistent lead generation and funnel conversion “feeder”
- ✓ Successful SMB / MM cross selling



## ENTERPRISE

- ✓ Focused sales teams
  - Horizontal / IT
  - Vertical / OT
- ✓ Use case orientation
- ✓ Enabled Partner structure
- ✓ Targeted engagement model for the enterprise



## STRUCTURAL ALIGNMENT

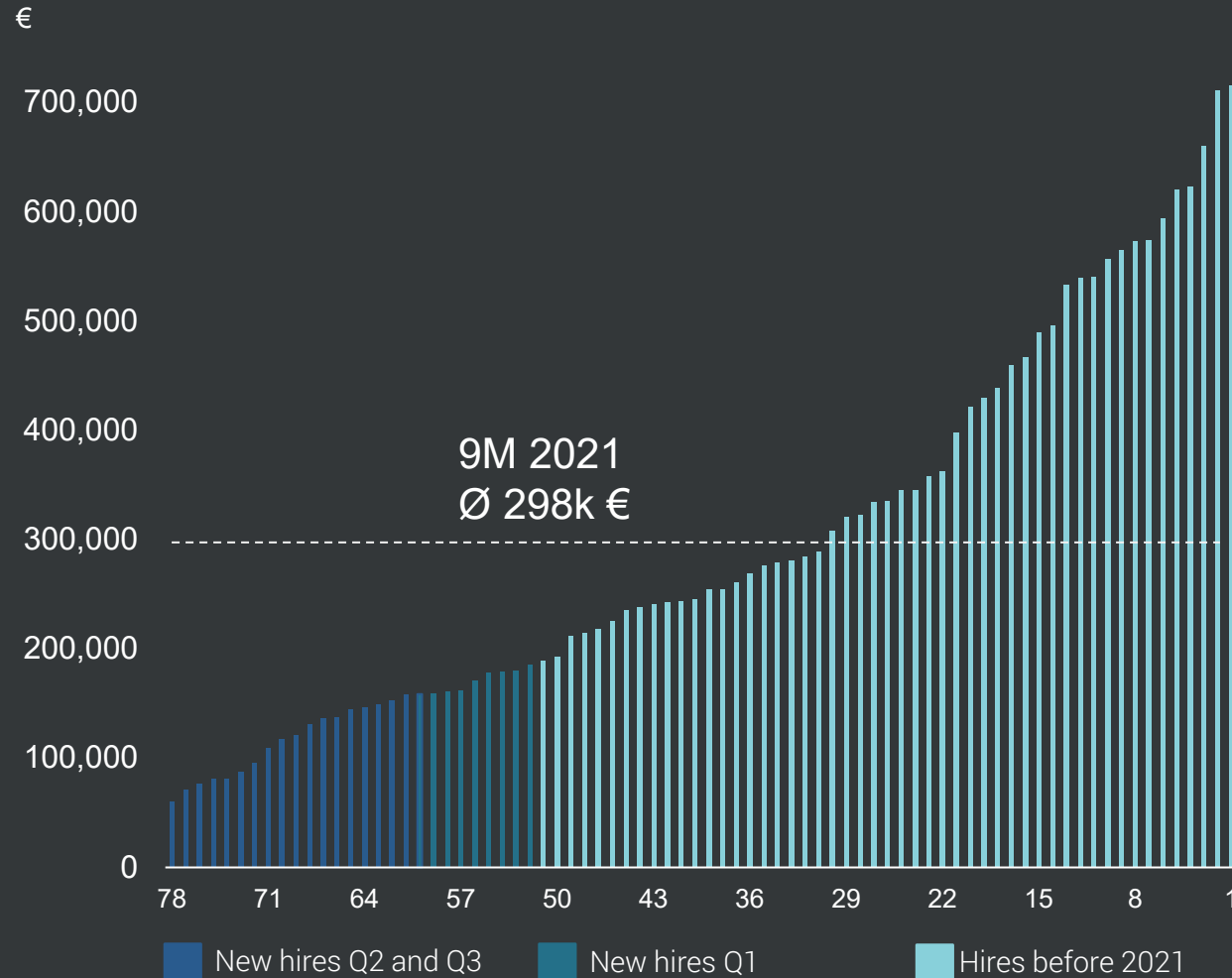
- ✓ Single hub required (Singapore)
- ✓ Focused leadership (new President APAC hired)
- ✓ Targeted solution selling (OT focus)
- ✓ Localization (e.g. replicate Japan success)

# Focused Inside Sales footprint to win in different markets



# Highly efficient EMEA Inside Sales team consistently contributes to our growth

Billings (new & upsell) per Inside Sales Representative



## Key success factors



Educated, solution knowledgeable with low churn



Quick onboarding of new employees and continuous training (right-skilling)



Cross-sell new or other underpenetrated products



Steering and actively managing for target ROI between 6.0x and 6.5x economically



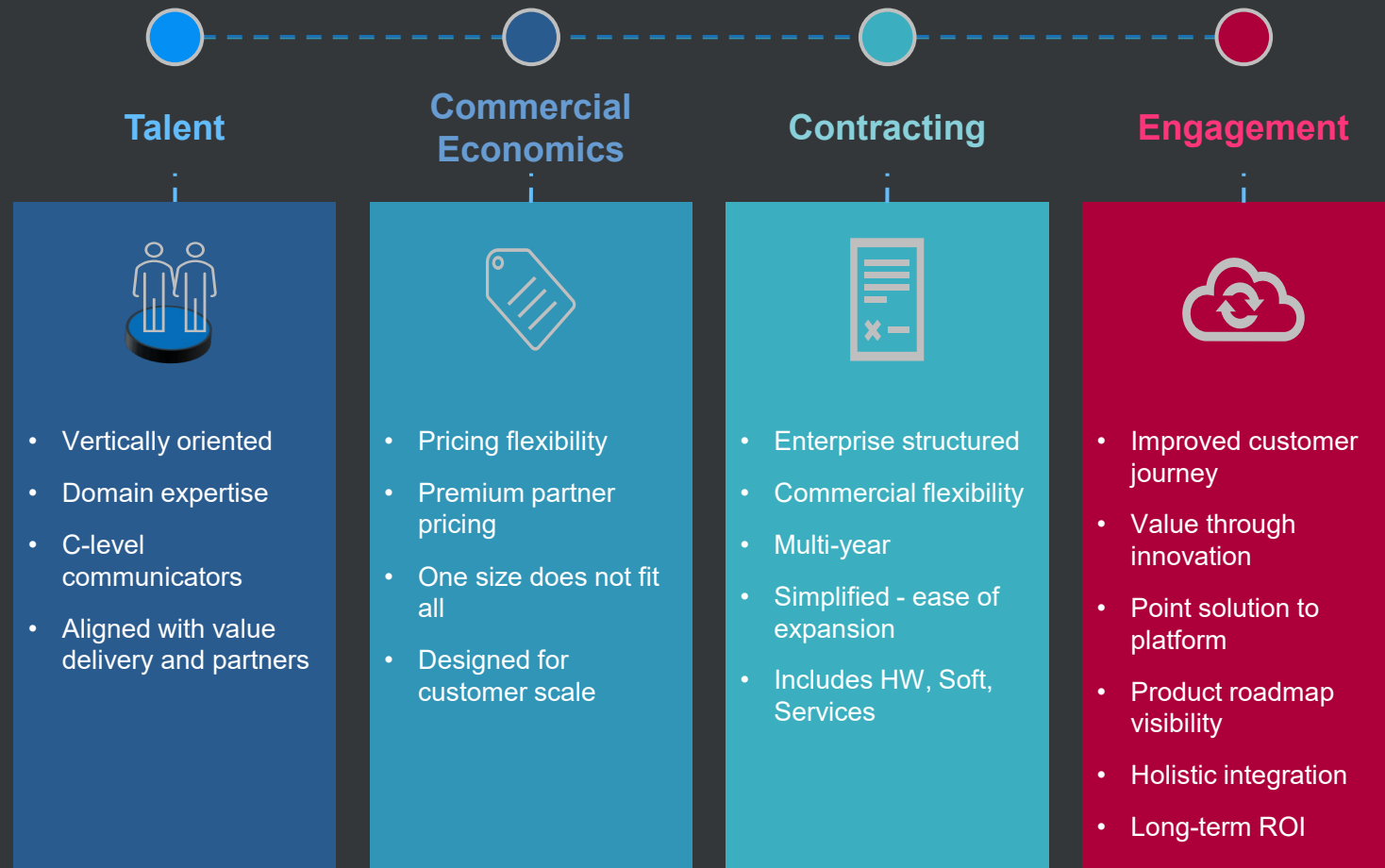
Continued invest in the mid-market team and in new local reps for underpenetrated markets



# Americas - Evolving the Enterprise sales motion ...

## Defining the blueprint for enterprise engagement

... Through 4 Key Drivers



## Early days but ...

✓ **66%** decrease in ramp time  
(from 9 to 3 months for EAMs)<sup>1</sup>

✓ **>30%** increase in ASP<sup>1</sup>

✓ **34** accounts with >€100k ACV  
(up from 16 at FY 2020)

✓ **41%** win rate (up from 21%)<sup>1</sup>



# We have a large installed base ready for verticalization

Industry split of current Customer Base<sup>1</sup>

18%



Retailing, Logistics  
and Transportation

17%



Commercial &  
Professional Services

12%



Software &  
Services

11%



Industrial &  
Automotive

7%



Diversified  
Consumer Services

5%



Financials

4%



Health Care  
Equipment & Services

4%



Hotels, Leisure,  
Restaurants

3%



Real  
Estate

3%



Media &  
Entertainment

# We have built up vertical expertise and strong references to grow in selected industries and expanding into new verticals

## AUTOMOTIVE Field Service Management



**Fehlerfreie high-speed Sequenzierung mit TeamViewer Frontline xMake & xAssist**

**AUSGANGSSITUATION**  
Das WS-System CRM des bayerischen Automobilherstellers mit 200 in Stück für Innen- und Außenwerk. Das junge Unternehmen bietet seinen Kunden via Konzernermittlung und Verkaufsdienstleistungen an. Inzwischen ist ein fundamentaler Bestandteil der Firmenkultur und die Digitalisierung von Geschäftsprozessen ist ein wesentlicher Teil davon.

„Wir haben eine vollständig integrierte Wearable Computing Lösung angeordnet, die über verschiedene Geschäftsprozesse hinweg genutzt werden kann. TeamViewer konnte diese liefern.“  
- Wazim Saadi, CEO

**GESCHÄFTLICHE HERAUSFORDERUNG**  
Angesichts eines wachsenden Wettbewerbs aus Neulingen ist die Prozessqualität entscheidend für eine kontinuierliche Weiterentwicklung. Zudem sind die Kunden für eine Lösung bereit, die den hohen Kundenanforderungen gerecht zu werden. Schließlich wird eine Lösung benötigt, die den hohen ergonomischen Standards, die das System garantieren kann, entspricht.

Als Lösung wurde nicht nur eine Feldservice-Lösung für die Montage des Motors, sondern auch eine Lösung, die die Ausbildungsprozesse für neue Mitarbeiter vereinfachen kann und sich nicht auf andere Bereiche auswirken kann.



## 3<sup>RD</sup> PARTY LOGISTICS Vision Picking



Start planen in unserem standardisierten System

**Challenge:** Vision Picking in einem standardisierten System

**TeamViewer Solution:** Vision Picking in einem standardisierten System

**Results:** Vision Picking in einem standardisierten System



## MANUFACTURING Maintenance Management



**maintenance and communication with AR technology by TeamViewer**

**Challenge:** Maintenance and communication with AR technology by TeamViewer

**TeamViewer Solution:** Maintenance and communication with AR technology by TeamViewer

**Results:** Maintenance and communication with AR technology by TeamViewer



## RETAIL & CPG



## PHARMA / LIFE SCIENCES



## AEROSPACE & DEFENSE



Digitize the field and factories



Optimize Productivity



Connect workers



Transfer expert knowledge



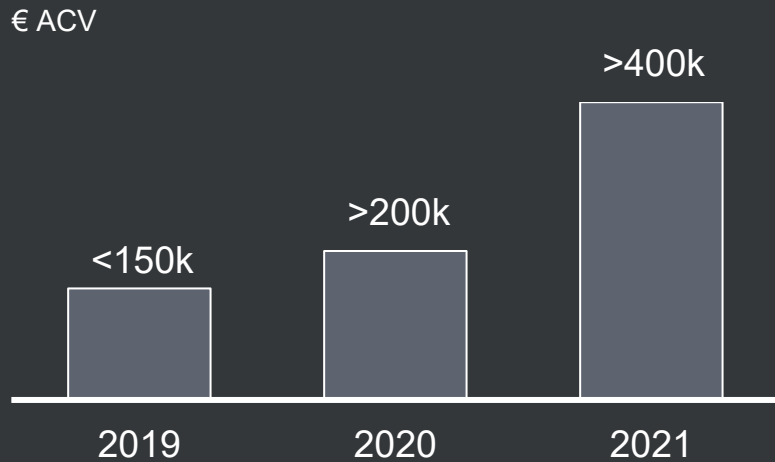
Minimize error rates

# Value of the Platform: proven upsell, cross-sell and combination of both

## Horizontal IT

Technology customer  
>€30bn

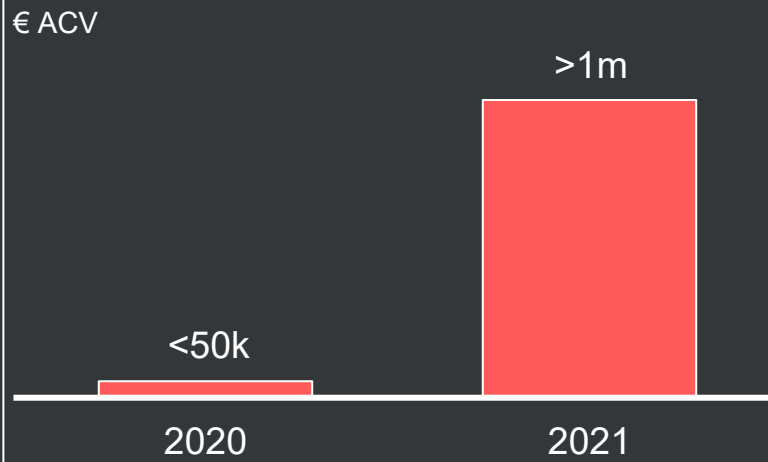
Used throughout the internal IT organization and for customer facing support. Currently rolling out globally and extending to other business units



## Vertical OT

Automotive customer  
>€100bn

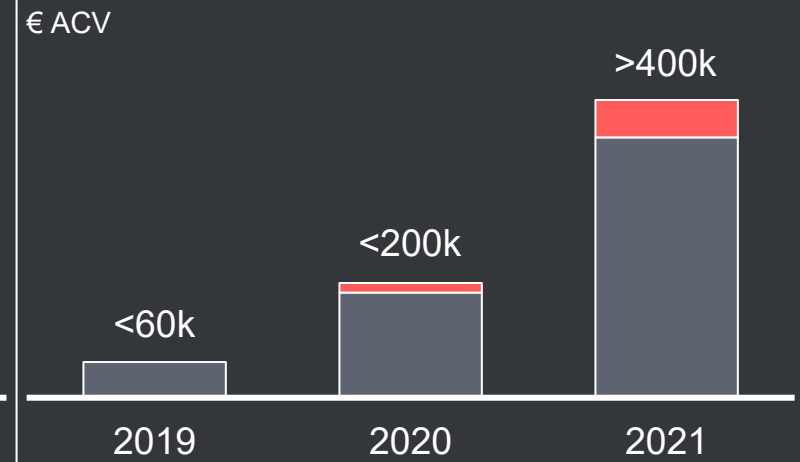
Global deployment of Frontline empowering centralized field service management for 4,000+ international dealer community locations



## Combined IT/OT

Manufacturing customer  
>€5bn

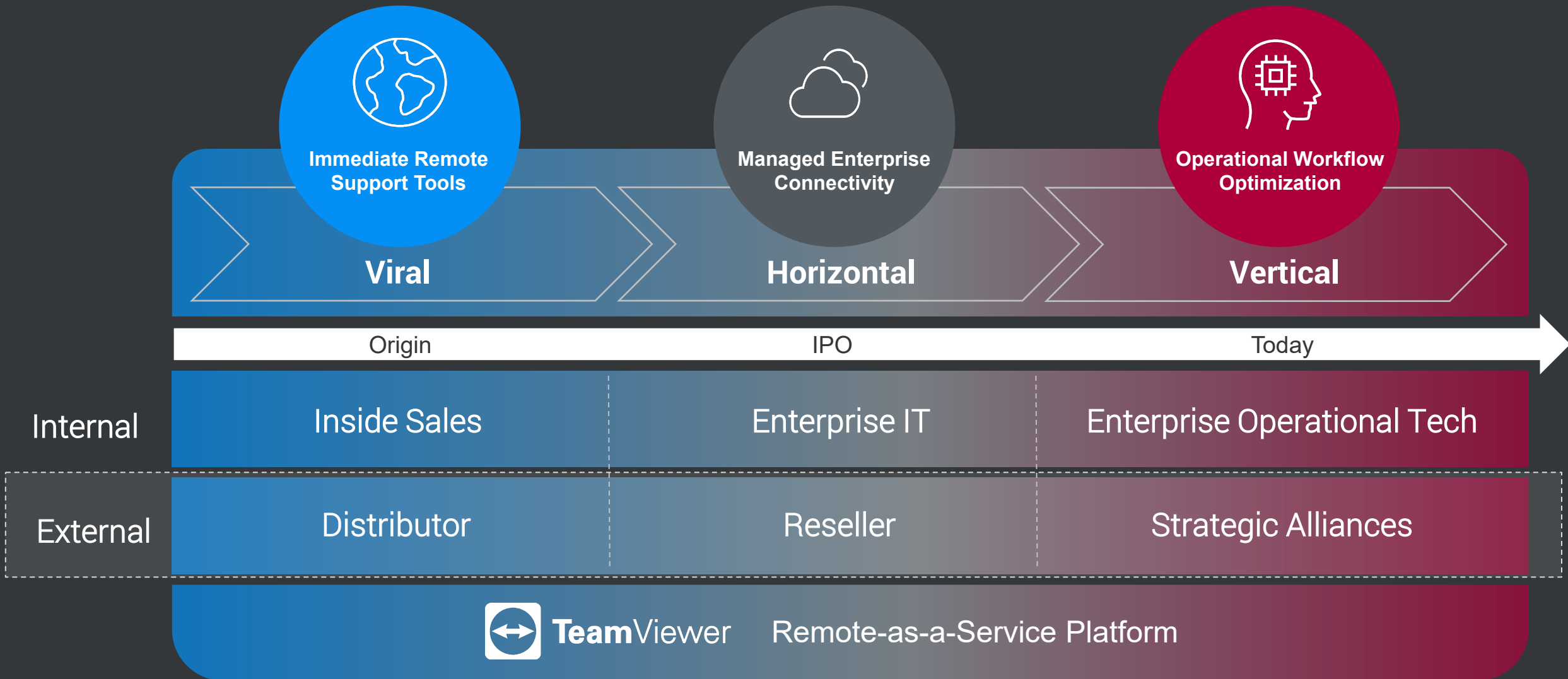
TeamViewer Tensor and Frontline enabling support, training and education, service and repair, demo/testing, and manufacturing





# Video

# New external routes to drive horizontal and vertical sales



# Sports sponsorships accelerating our partner-driven Enterprise sales motion

**Distributors & Resellers** : provide volumetrics, regional support, local expertise and geographical

**Strategic Alliances & System Integrators** : global relationships that will tap new sales potential via highly integrated solutions

Distributors

**CLIMB**  
CHANNEL SOLUTIONS

**CDW**

**SYNNEX**  
CORPORATION

**shi**

**INCRAM**  
MICRO

**QBS**  
SOFTWARE

**COMPUWAVE**  
A QBS TECHNOLOGY GROUP COMPANY

**Insight**

Resellers

Licencias  
OnLine

**BOXWARE**

**isoftland**

**SYSSOFT**

**softwareONE**

**SEGURIDAD AMÉRICA**  
.COM

Strategic Alliances

**SAP**

**Microsoft**

**Google**

System Integrators

**accenture**

**Deloitte.**

**Tech Mahindra**

**NTT DATA**

**Atos**

# SAP Partnership: Market validation for AR & MR solutions



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Strategic partnership with SAP involving **deep product integration**



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Full TeamViewer Frontline product set will be made available to serve **multiple verticals and selling centers**



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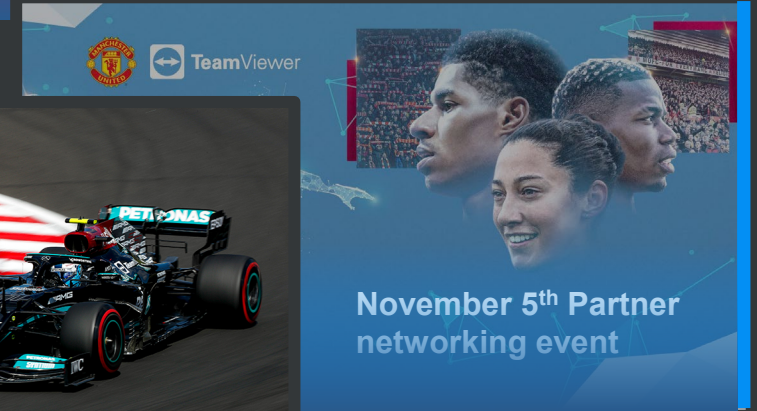
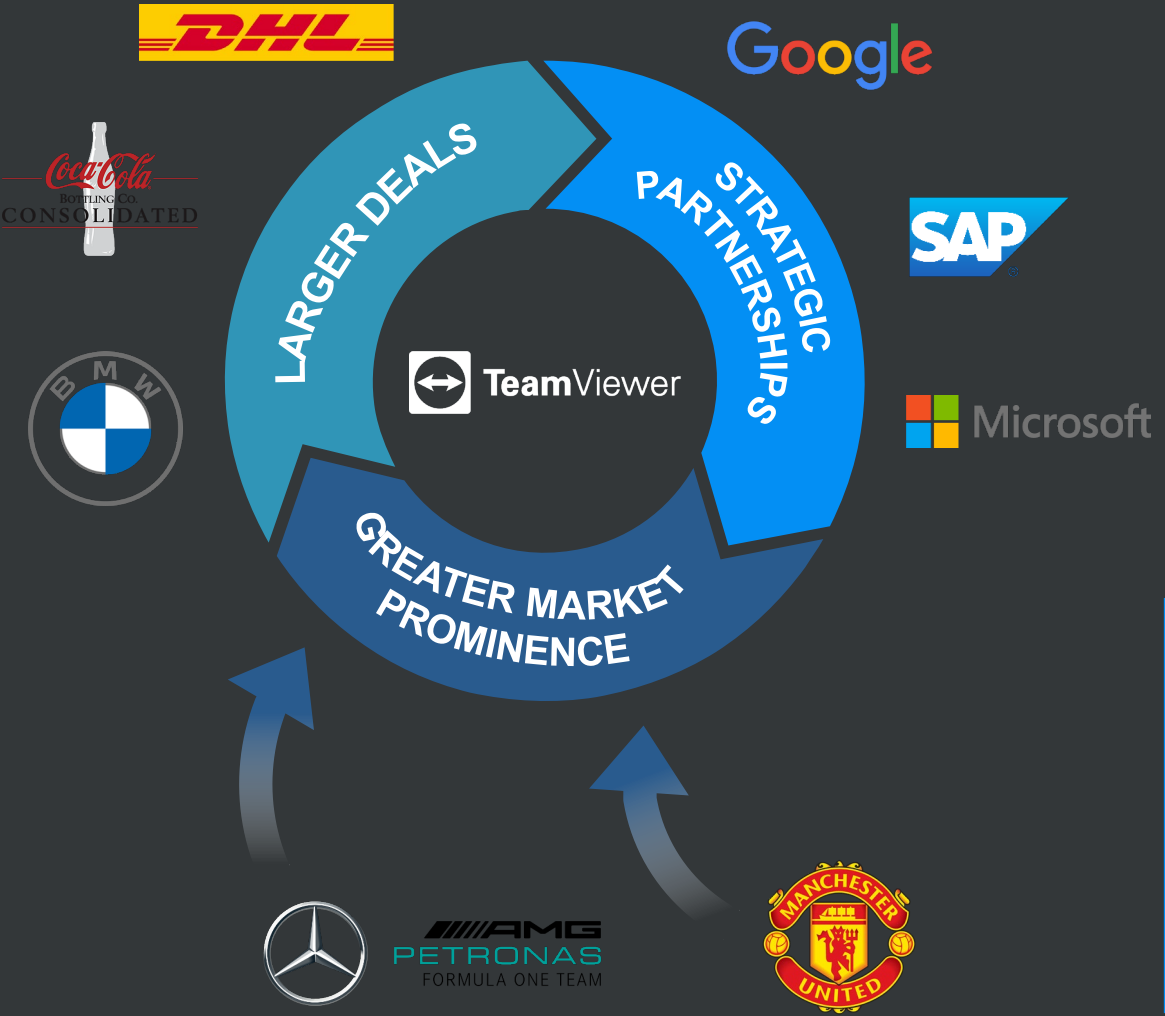
**Joint GTM engagement model** between SAP and TeamViewer: lead generation, pipeline development, opportunity management



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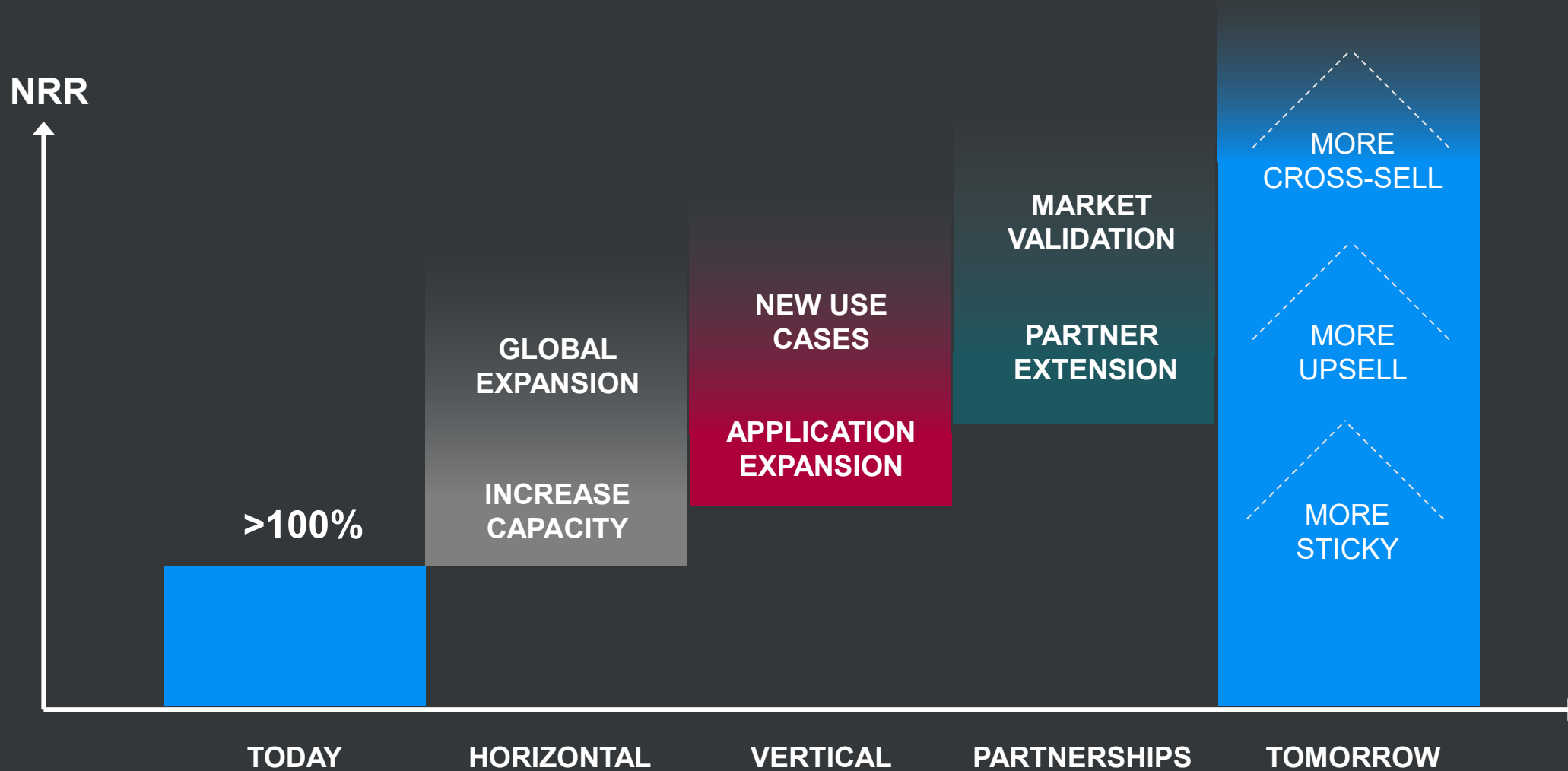
**Leverage the SAP footprint with >400k customers and 25k+ sellers** across geographies with a vertical led approach

# Sports sponsorships accelerating our partnership-driven enterprises sales motion





# We now have multiple levers to grow Enterprise NRR

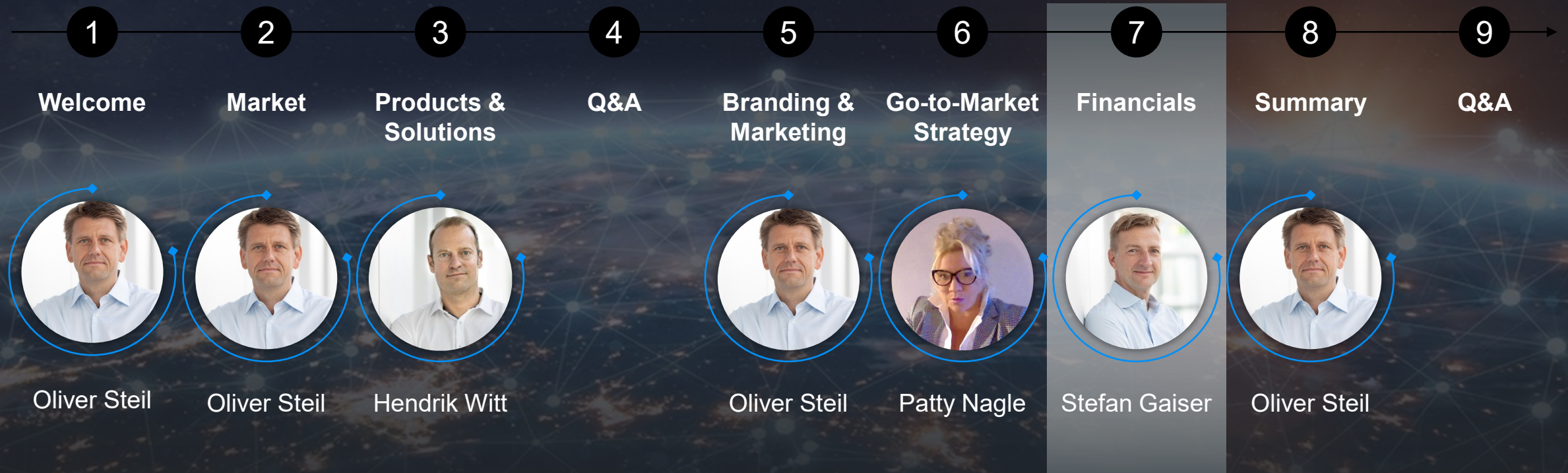


## Key takeaways

- 01** Increased salesforce globally to capture COVID-induced growth opportunities
- 02** Fully enabled and deployed go-to market model supporting all routes to market
- 03** Vertically focused sales orientation supporting broader customer segmentation
- 04** Transferring best practices globally to drive improvement
- 05** Leverage global Strategic Alliances as a force multiplier

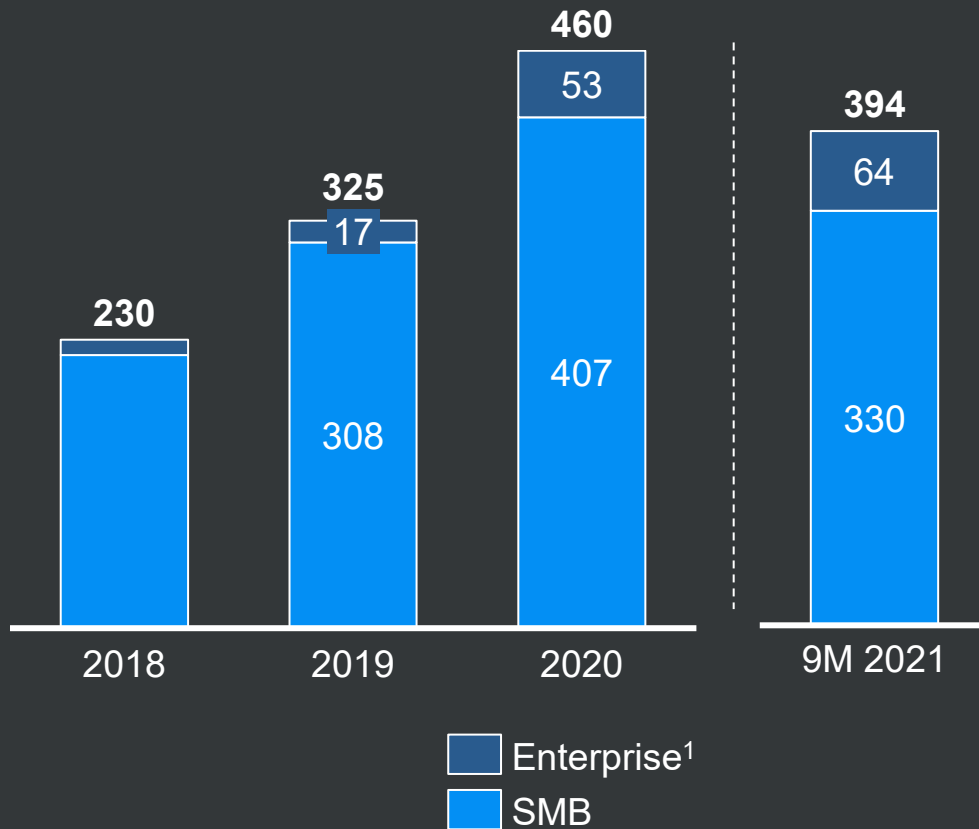


# Agenda

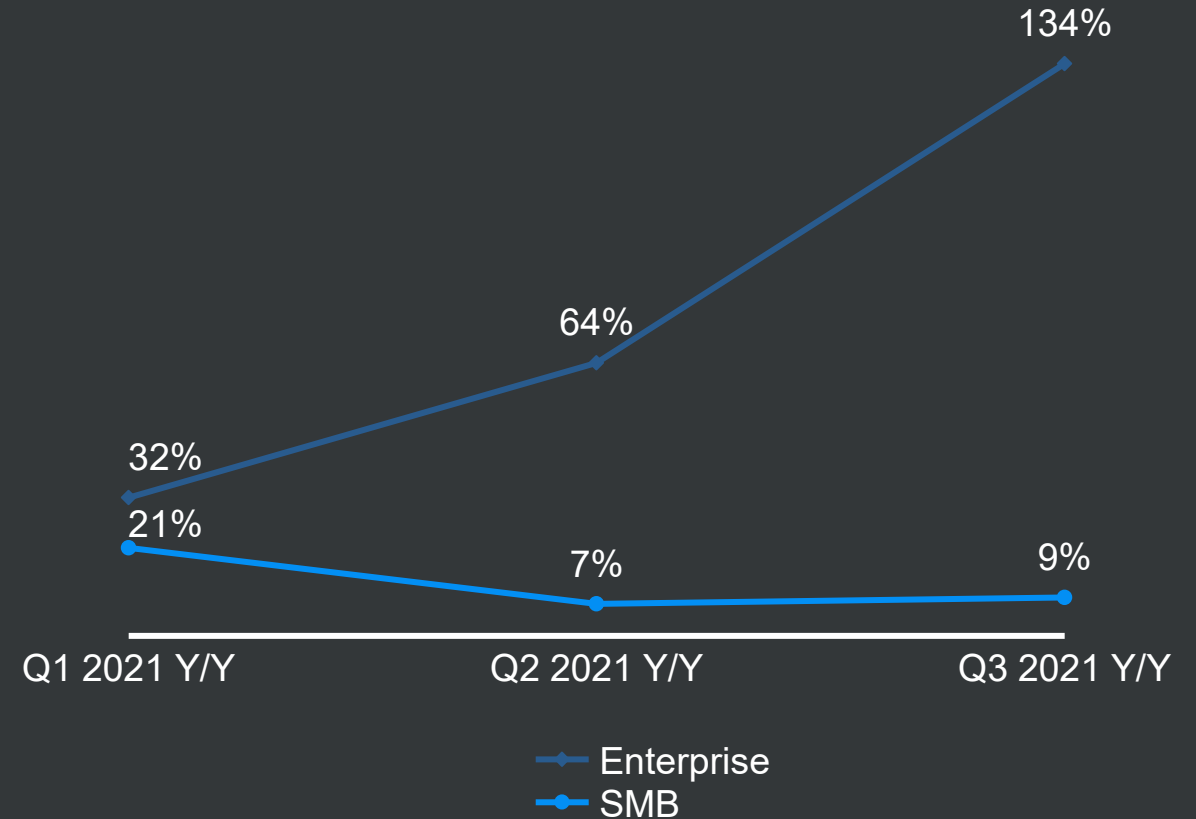


# Enterprise now relevant part of our business...

Billings development  
€m



Quarterly billings growth rate  
%

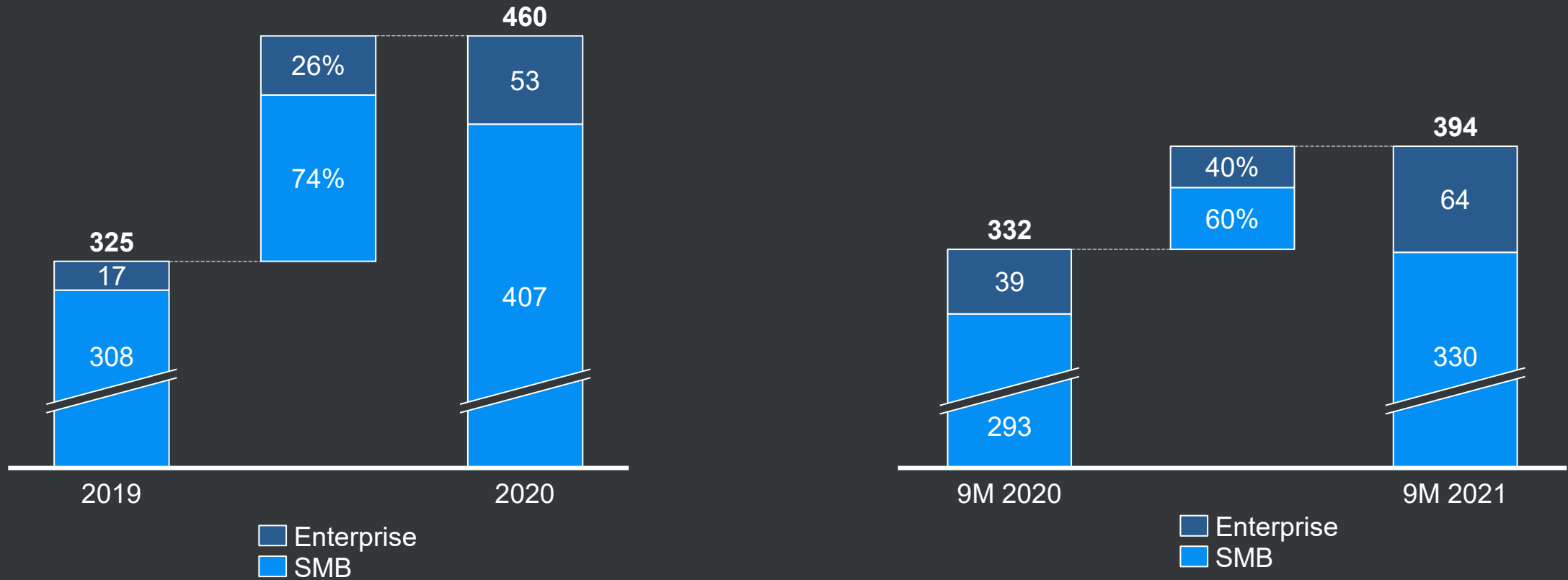


Notes:

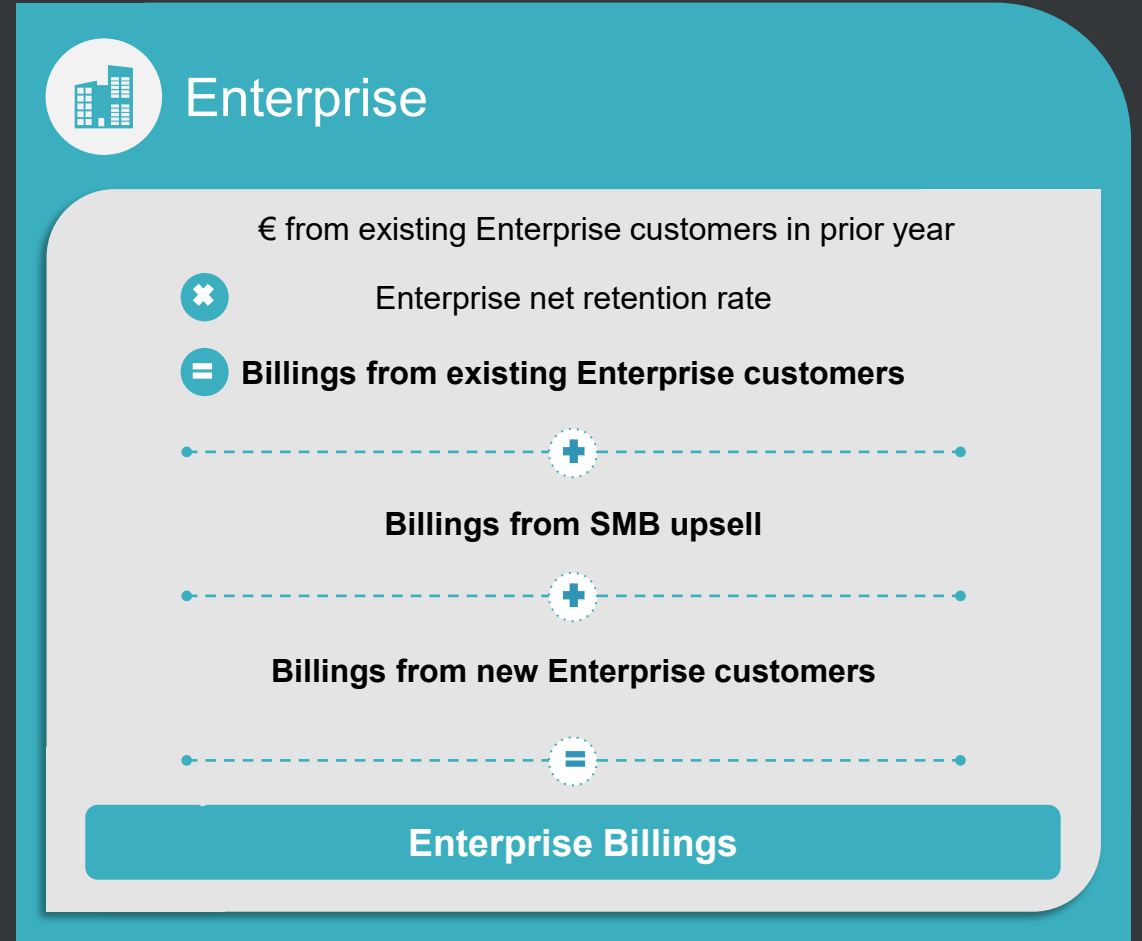
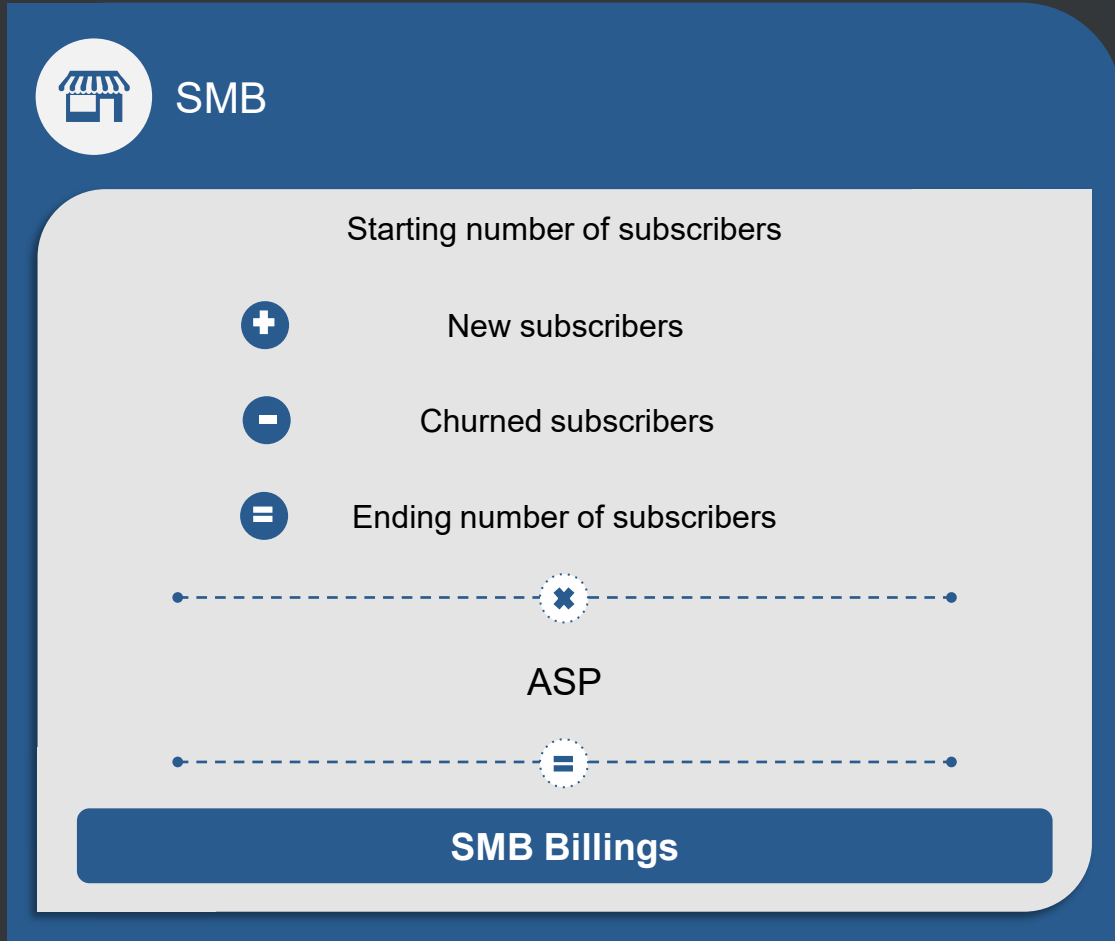
1. TeamViewer defines Enterprise customers as customers with invoiced billings across all products and services of at least EUR 10,000 within the last 12 months. Customers which exceed or fall below this threshold are reallocated accordingly

# ...and already accounting for a significant part of growth with 40% of incremental billings from Enterprise

Billings development  
€m



# Clear and simple billings model for both customer segments



Billings, Revenue, Adj. EBITDA and FCF

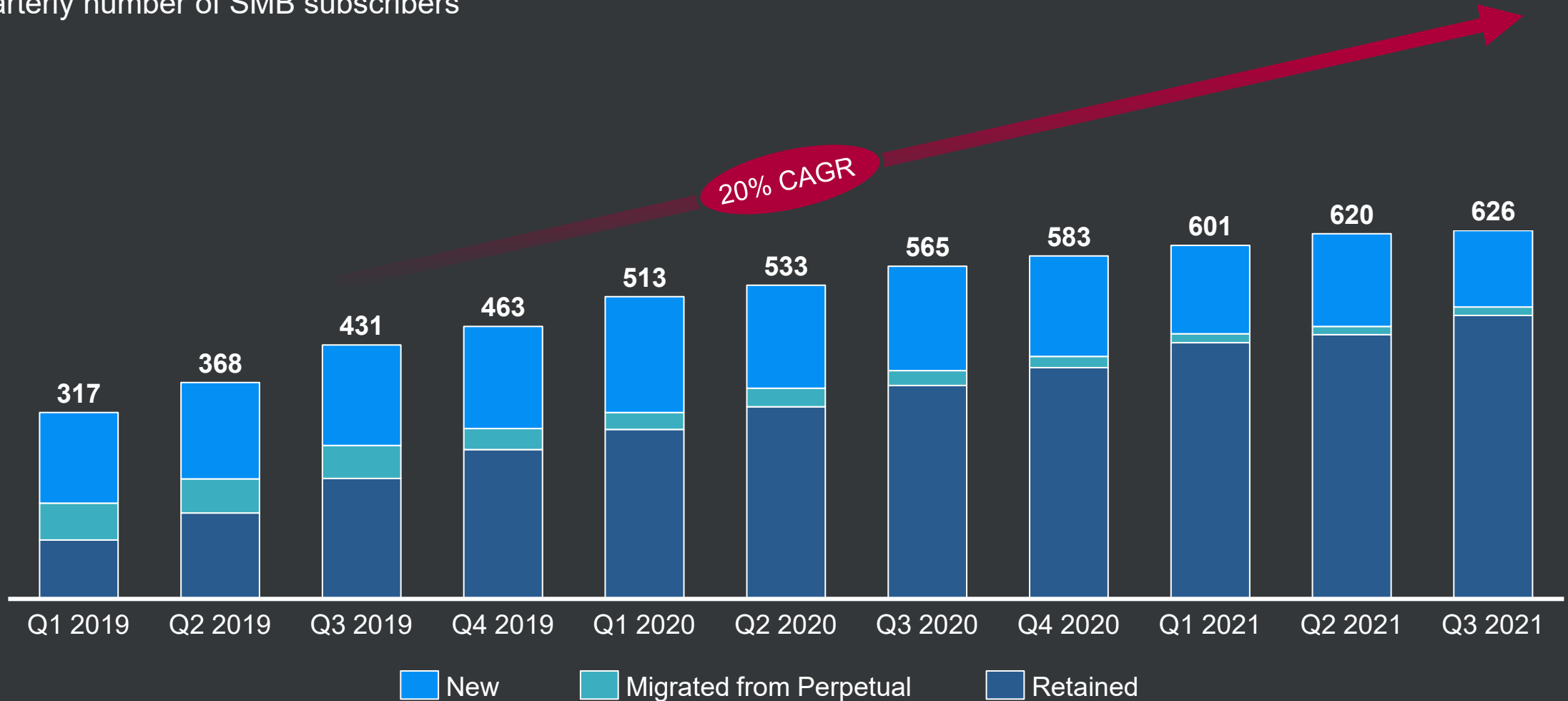
SMB



# Strong growth in SMB subscribers, albeit slowing down in 2021...



Quarterly number of SMB subscribers  
000s

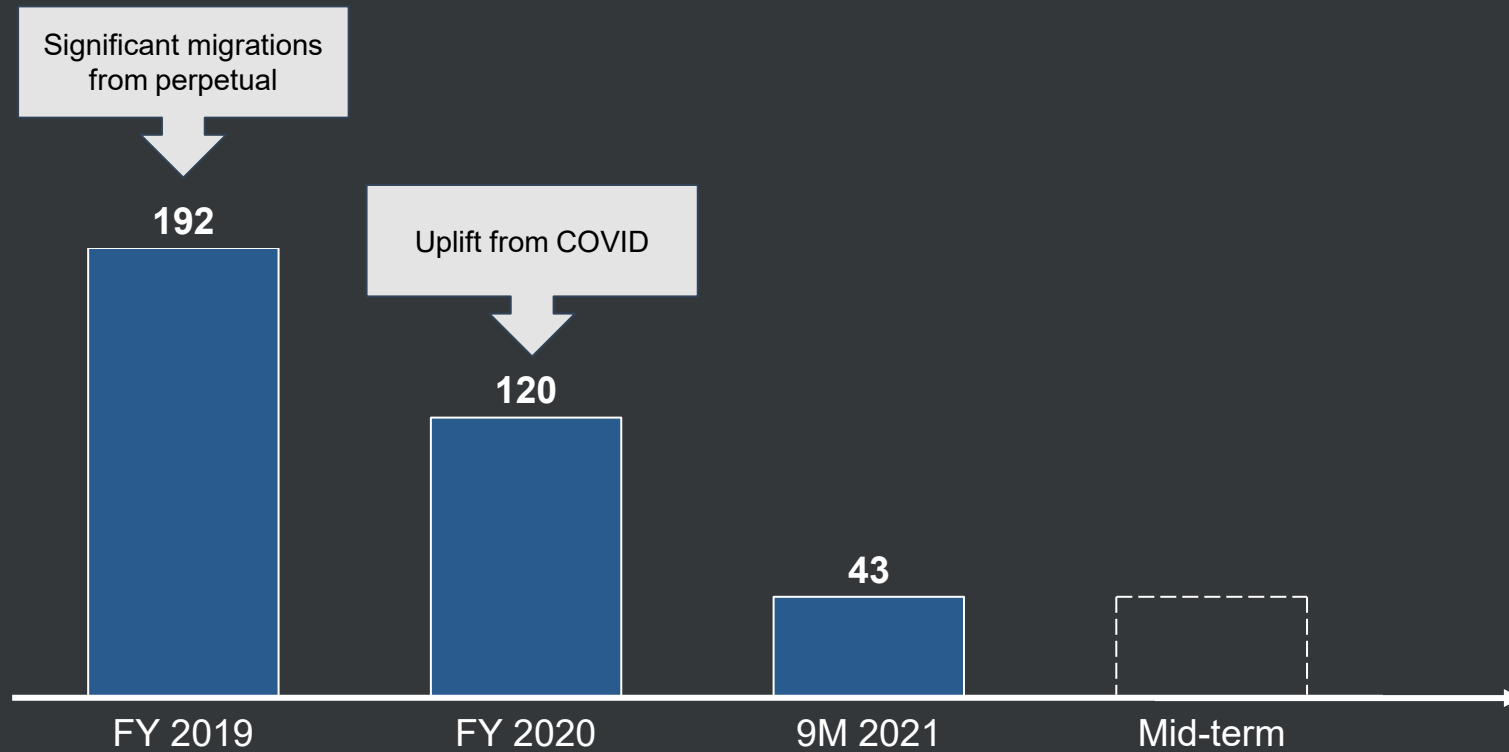




# However even in a year with significant headwind we generated >40k net SMB subscriber additions



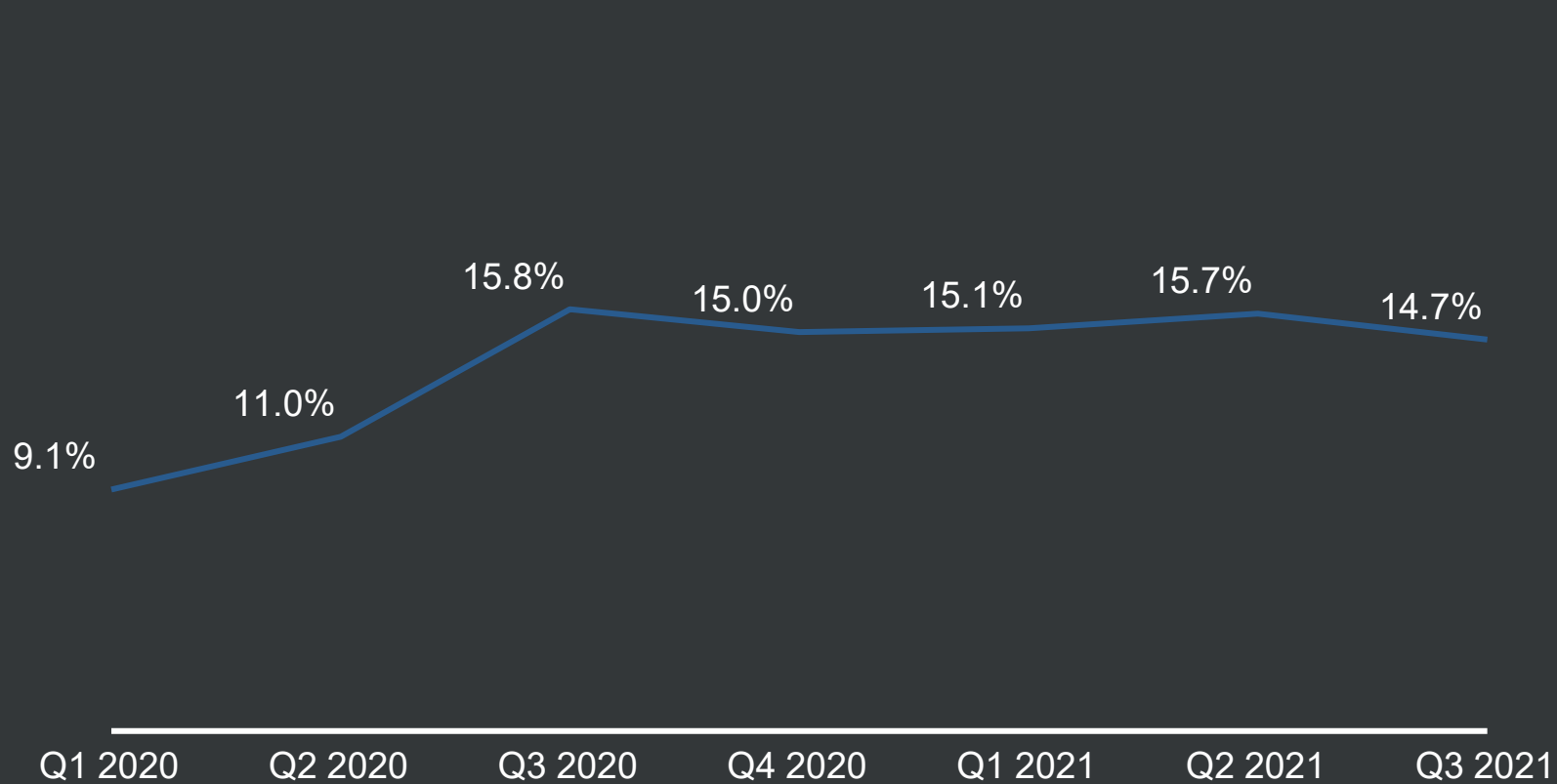
Net SMB subscriber additions  
000s



# And SMB churn now stabilizing and significantly lower in EMEA and Americas



SMB subscriber churn LTM  
%

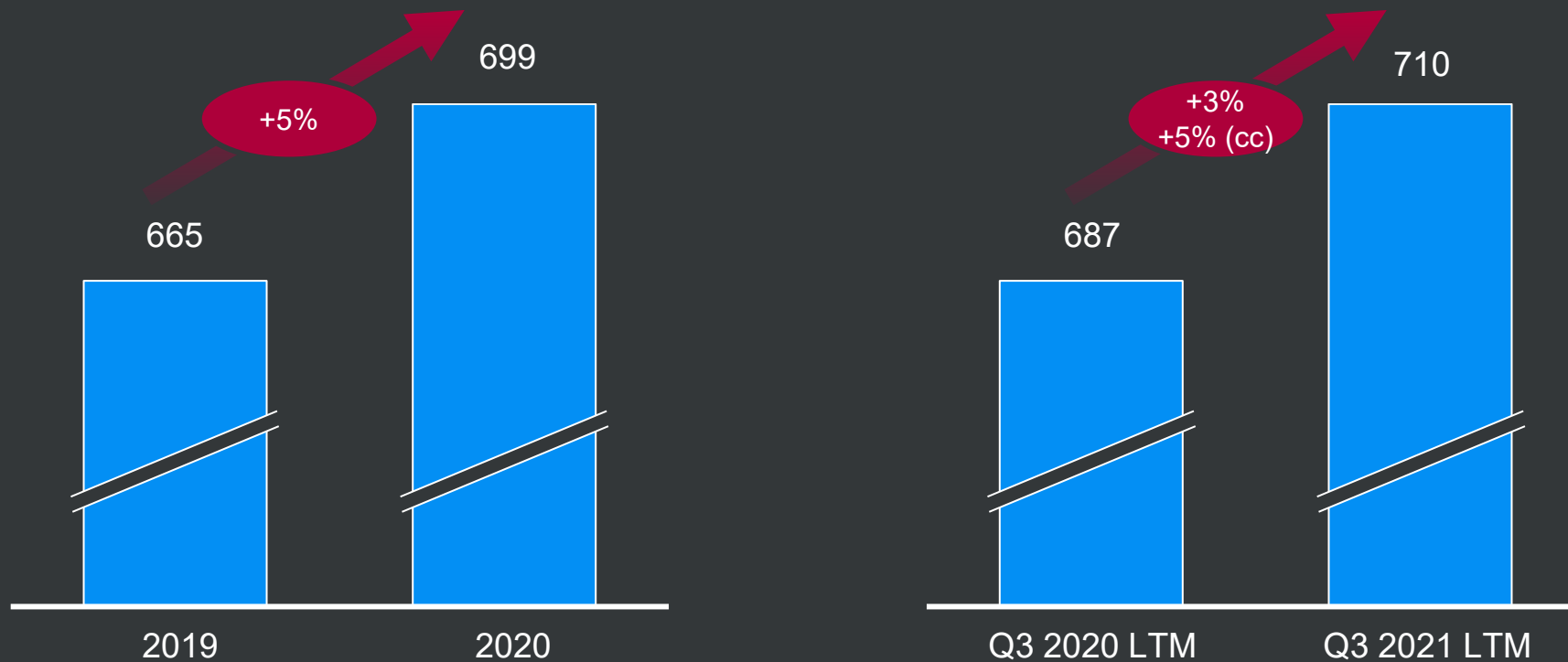


	Q3 2021 LTM	Trend
<b>APAC</b>	<b>20-25%</b>	→
<b>Americas</b>	<b>14-17%</b>	→
<b>EMEA</b>	<b>10-12%</b>	→

# Healthy SMB ASP development even against backdrop of a tougher environment...



SMB ASP development  
€

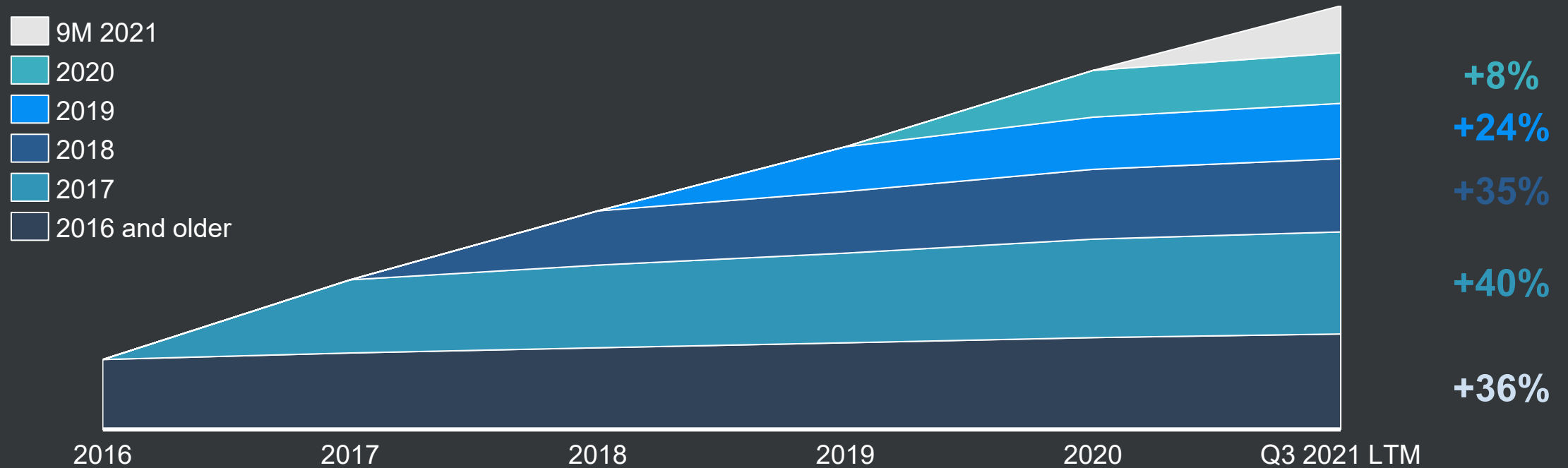


...driven by consistent SMB ASP growth of retained subscriber through upsell and cross-sell across all cohorts...



SMB subscriber cohorts<sup>1</sup> ASP development  
€

Increase in ASP Q3  
2021 LTM vs. first  
cohort year



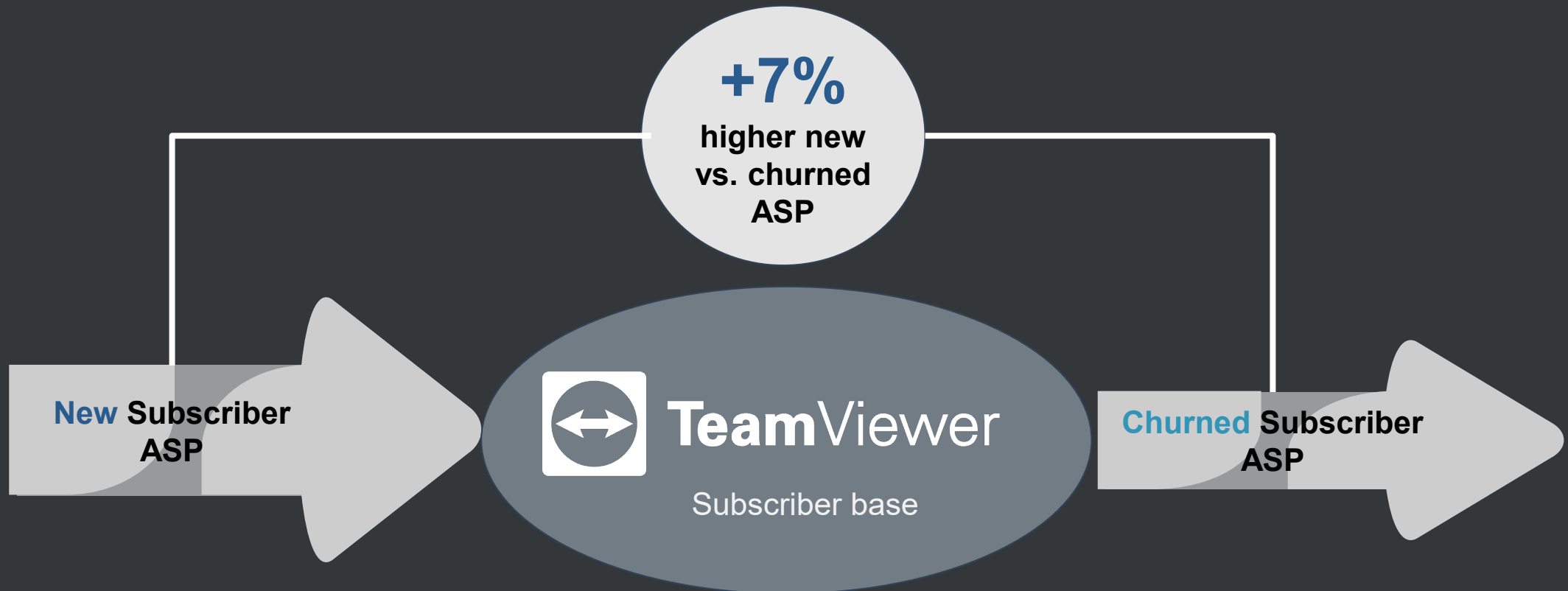
Notes:

1. Each yearly cohort includes ASP of all SMB subscribers added during that year (new and migration) that are still subscribers in Q3 2021 LTM. Subscribers moving into Enterprise are no longer included in the cohort from the year of the move onwards



# ...and higher ASP of new SMB subscribers compared to churned SMB subscribers

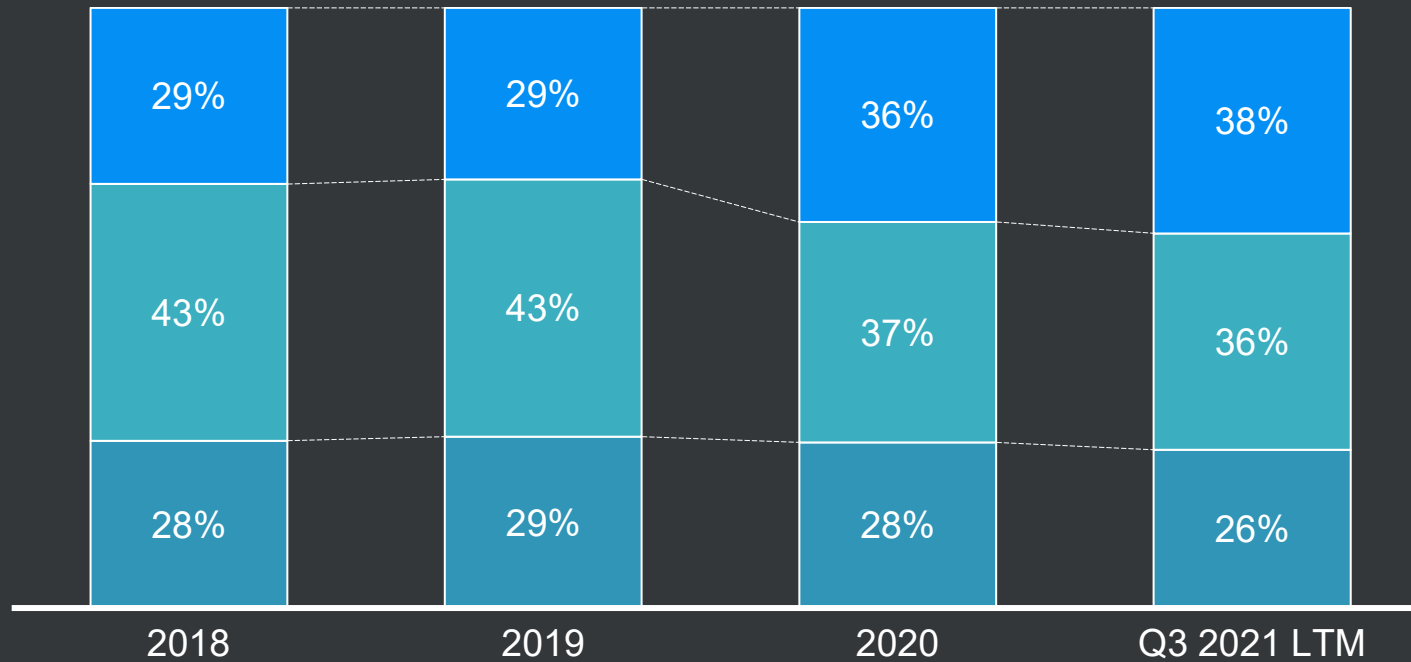
Q3 2021 LTM



# Therefore shifting SMB billings into higher SMB ASP buckets with lower churn



SMB billings distribution by bucket  
%



Q3 2021 LTM  
subscriber churn

→ ~8%

→ ~12%

→ ~17%

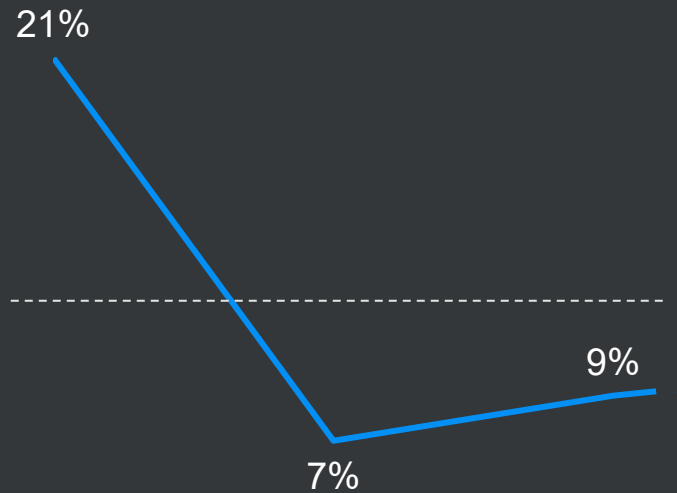
- 1,500-10,000
- 500-<1500
- <500

# Key levers to get back to market growth of 12%



## Quarterly SMB billings growth

Y/Y



## Ambition: Market Growth

Market growth = 12%



## Illustrative growth decomposition

ASP growth 5%-10%  
across segments



30k-50k  
new subscribers p.a.

= Market growth

N.B: 50 Cent ASP increase equal  
1k net new subscriber additions

Q1 2021      Q2 2021      Q3 2021      2022

— SMB Billings Y/Y Growth

# ENTERPRISE

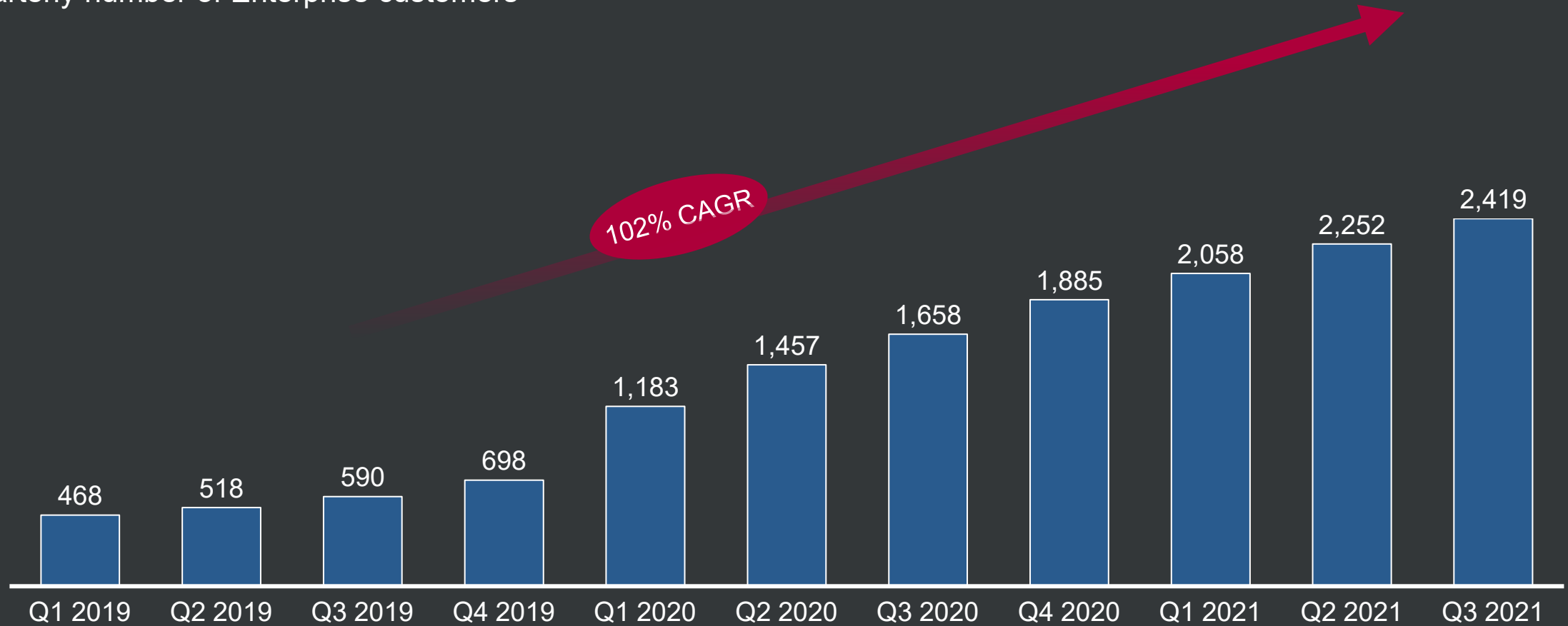




# Outstanding growth in Enterprise business



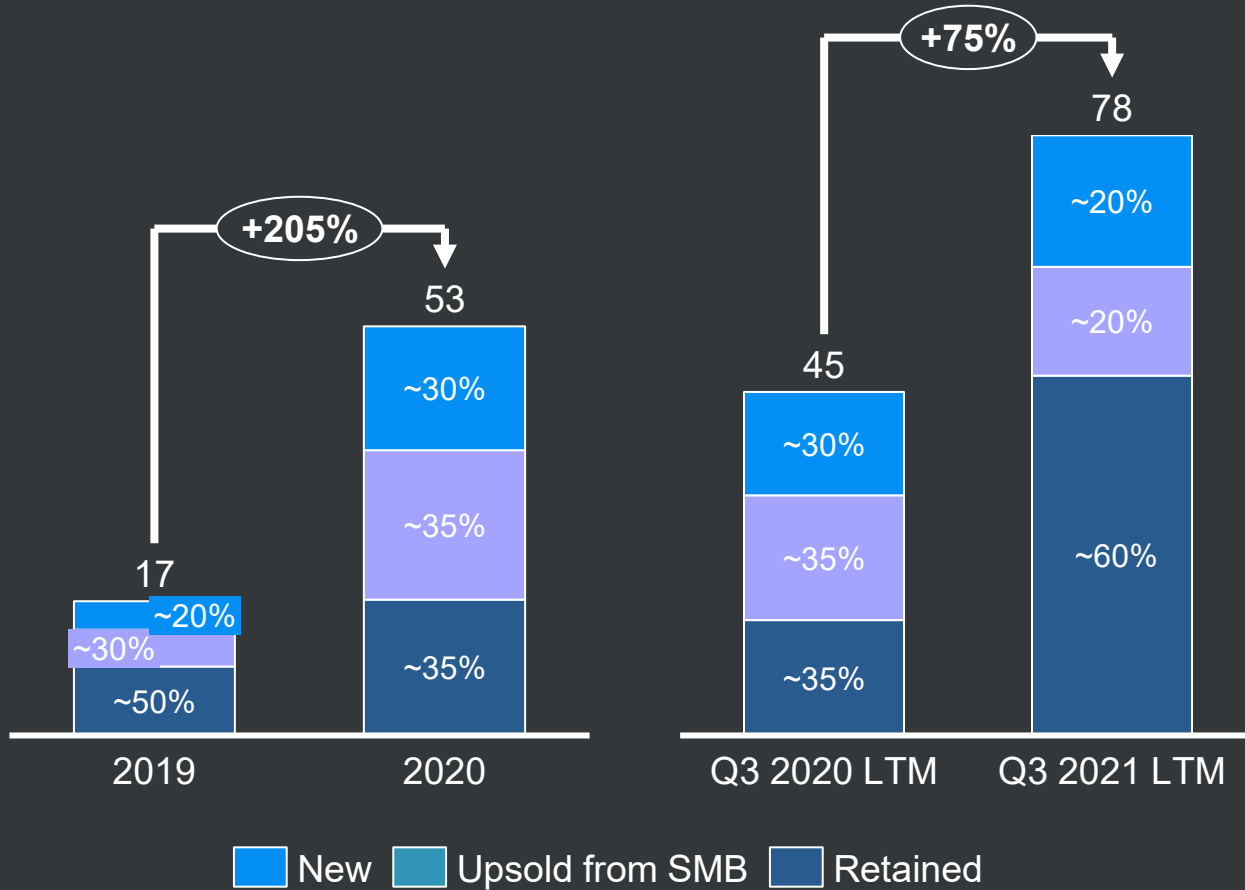
Quarterly number of Enterprise customers  
#



# Three pillars of continued strong Enterprise growth



Annual enterprise billings development by billings origin  
€m



## Key growth pillars



Increasing Net Retention Rate



Continuous Upsell from SMB



New Customer Additions at increasing ASPs

# Pillar 1 – Retention: Improving Enterprise NRR, now comfortably over 100% (excl. 20-25ppt SMB upsell)



Enterprise business scaled enough to make NRR a relevant metric

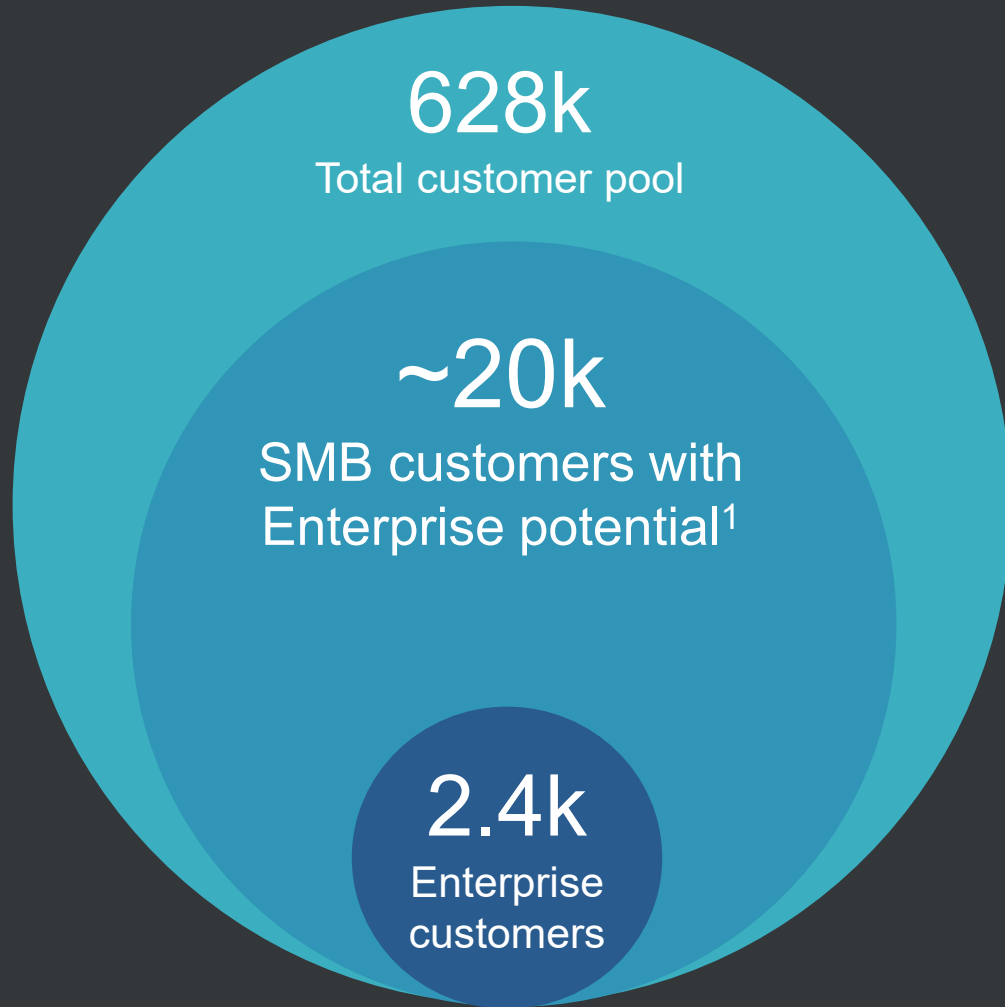
NRR above 100% (Q3 2021 LTM) driven by both upsell and cross-sell

Excludes benefit of SMB upsell, which is worth another +20-25ppt on NRR (Q3 2021 LTM)

COVID boosted NRR in 2020, with reductions in Q1 and Q2 2021 due to capacity adjustments (downsell)

Expect to become a reported item in FY2022

# Pillar 2 – SMB upsell: Huge untapped pool for Enterprise upsell within SMB base



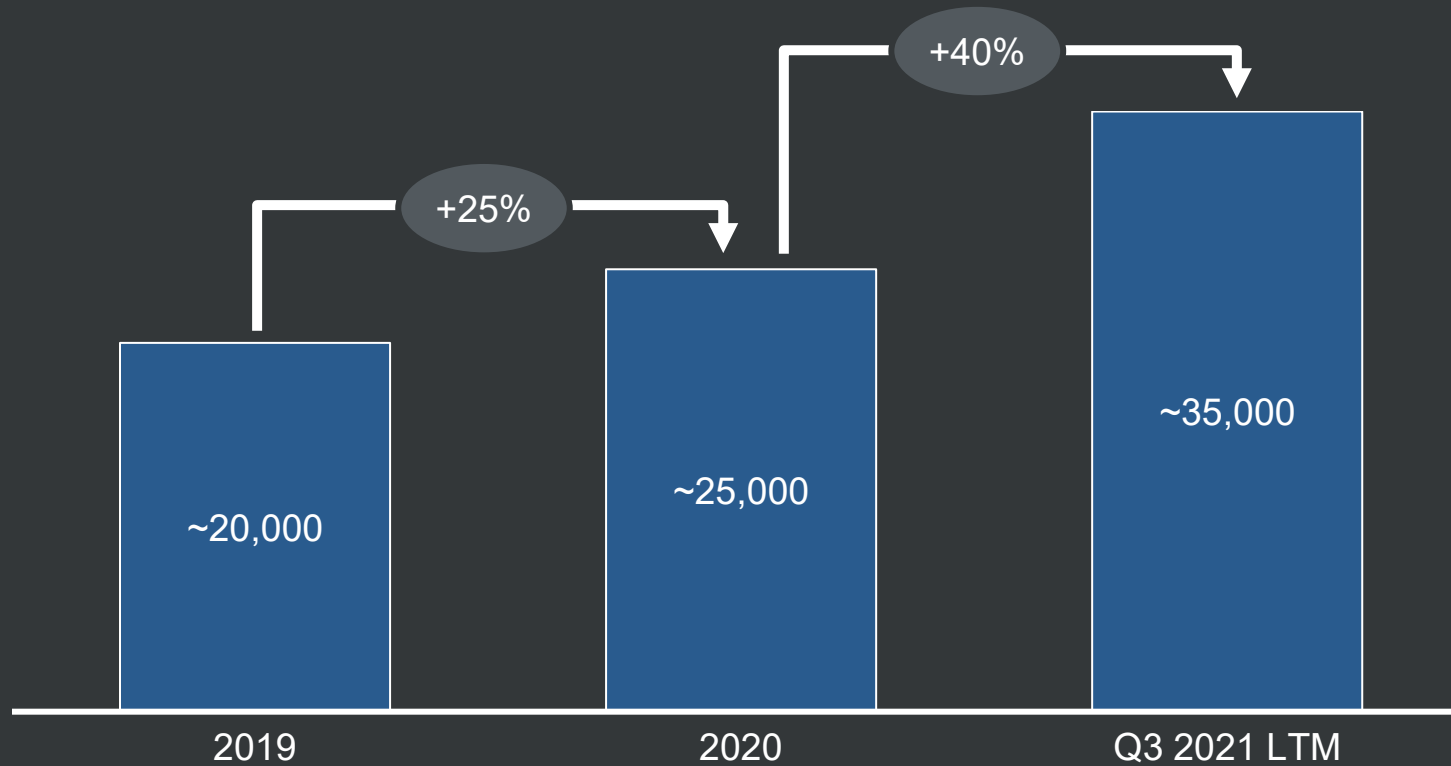
~60% of current Enterprise customers were upsold from SMB

<5% of customers with Enterprise potential (>500 FTE) are within Enterprise bucket

# Pillar 3 – New customers: Deal sizes for new customers are increasing rapidly



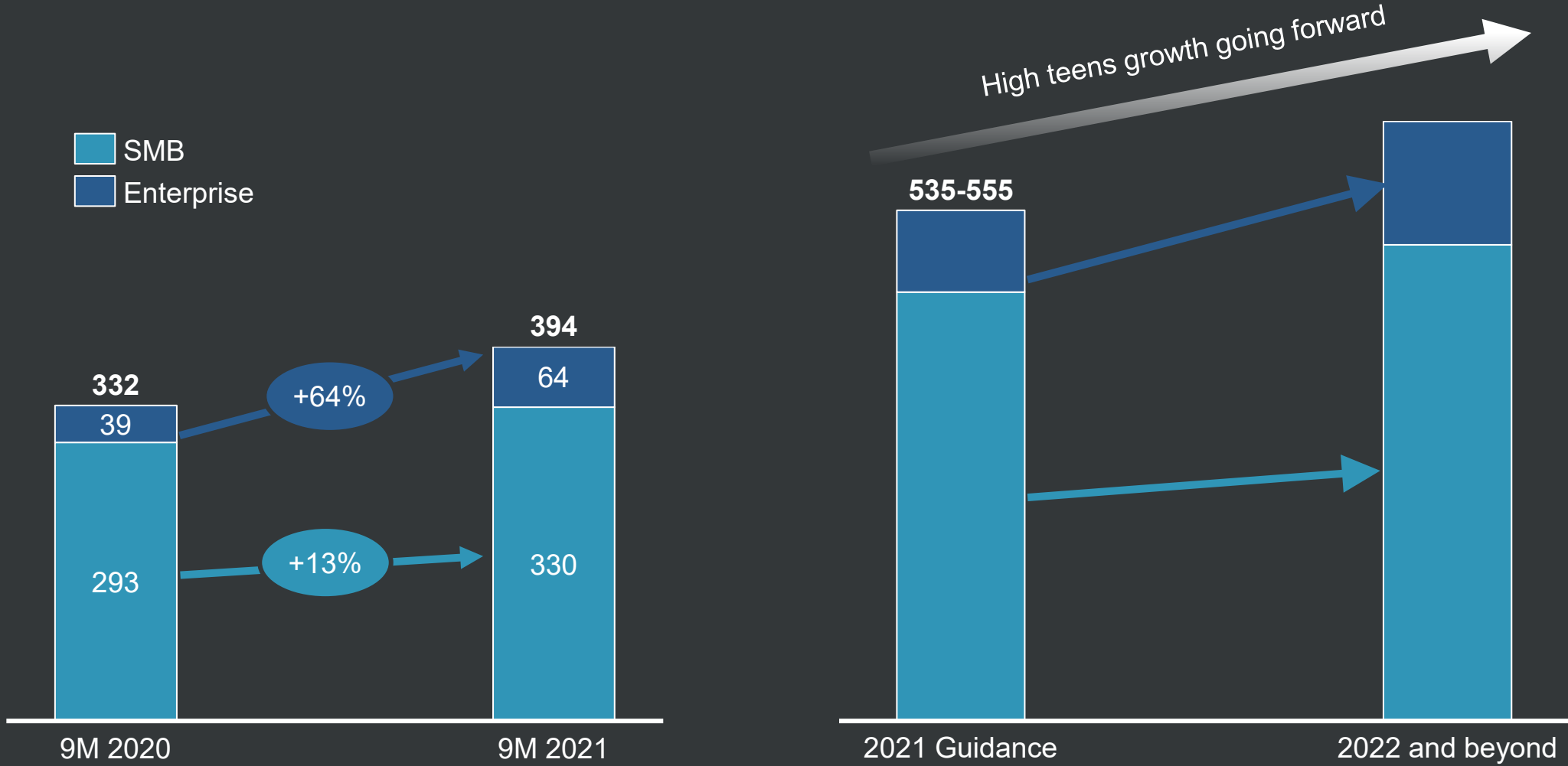
New customers ASP  
€



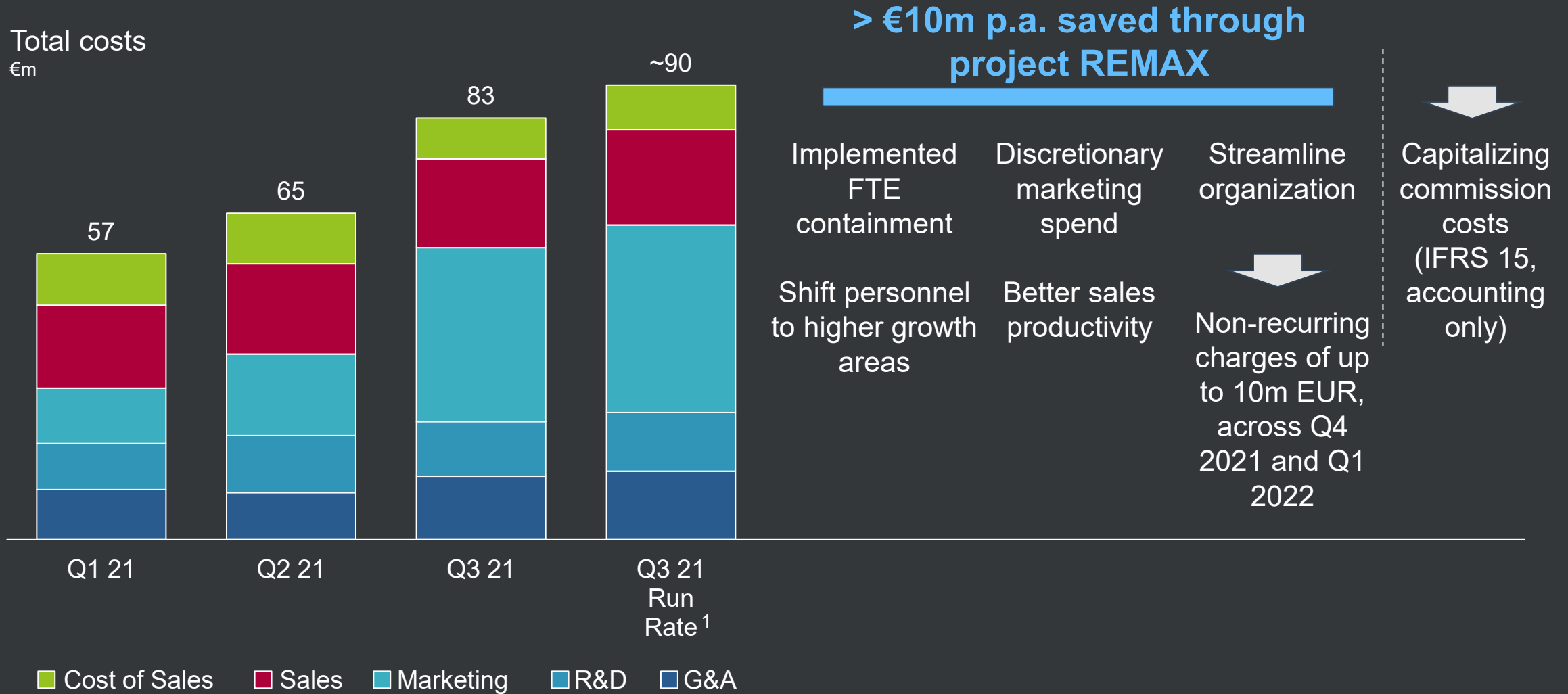
# Growth ambition based on higher growth Enterprise business and SMB

Billings  
€m

SMB  
Enterprise



# Clear plan to margin recovery – Project REMAX to benefit all expense lines



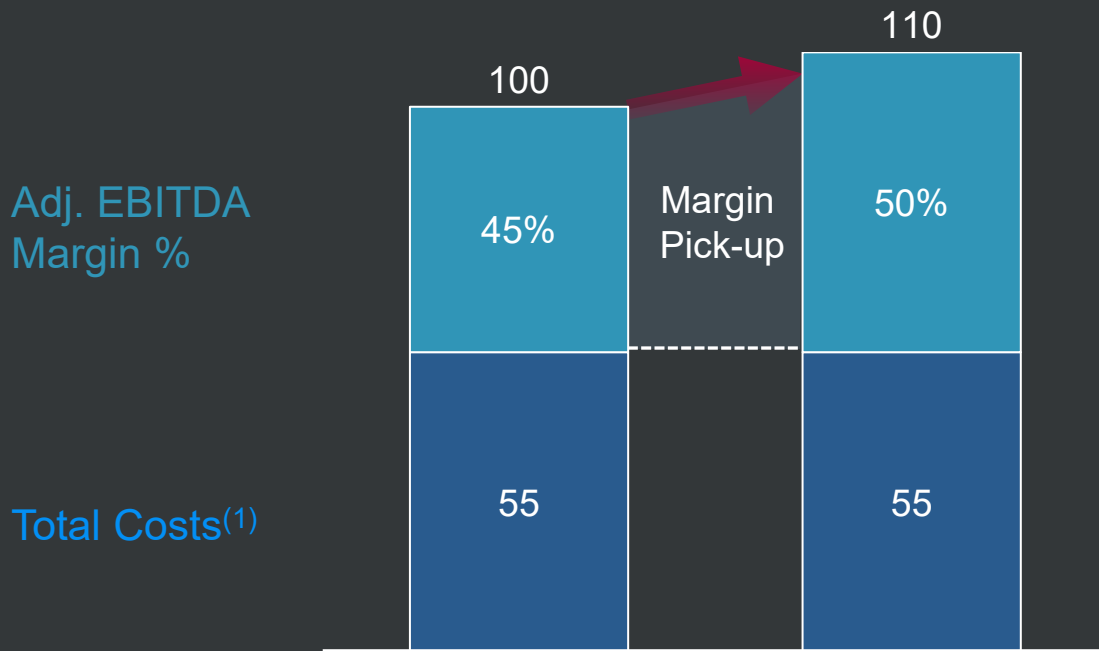
# Project Remax: Impact on various cost lines

	Q3'21 costs as % of billings	Impact	Impact on cost as % of billings
Cost of Sales	6%	<ul style="list-style-type: none"> <li>Remain constant as % of billings</li> </ul>	→
Sales	14%	<ul style="list-style-type: none"> <li>Modest improvement in % of billings, as utilization improves</li> </ul>	→
Marketing Costs	27%	<ul style="list-style-type: none"> <li>Modest reduction as discretionary marketing is reduced (excl. Sports Partnerships)</li> </ul>	→
R&D	9%	<ul style="list-style-type: none"> <li>Absolute €MM to remain largely stable as FTEs are re-allocated to higher growth initiatives</li> </ul>	→
G&A	10%	<ul style="list-style-type: none"> <li>Moderate reduction in absolute €MM</li> </ul>	→



# Seasonality of billings impact on margin

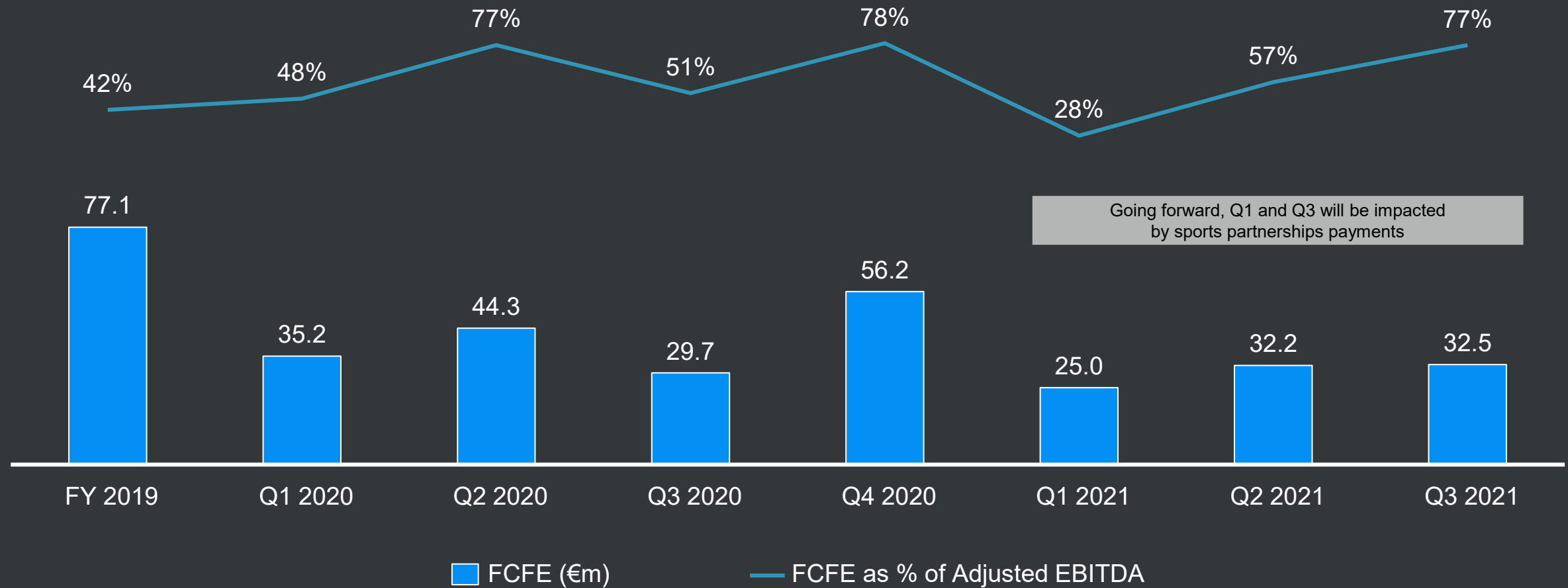
Illustrative impact of Billings growth on margin  
*Conceptual framework*



- EBITDA margin is sensitive to quarterly billings growth, given high gross margin and temporarily high fixed cost base
- Recovery of margin will be weighted towards to 2<sup>nd</sup> half of 2022 as:
  - billings growth outstrips cost growth
  - project REMAX takes impact
- Marketing cost impact from sports partnerships is already in Q3 Adj. EBITDA
  - FY22 will be the first year such expenses are incorporated in Q1 and Q2

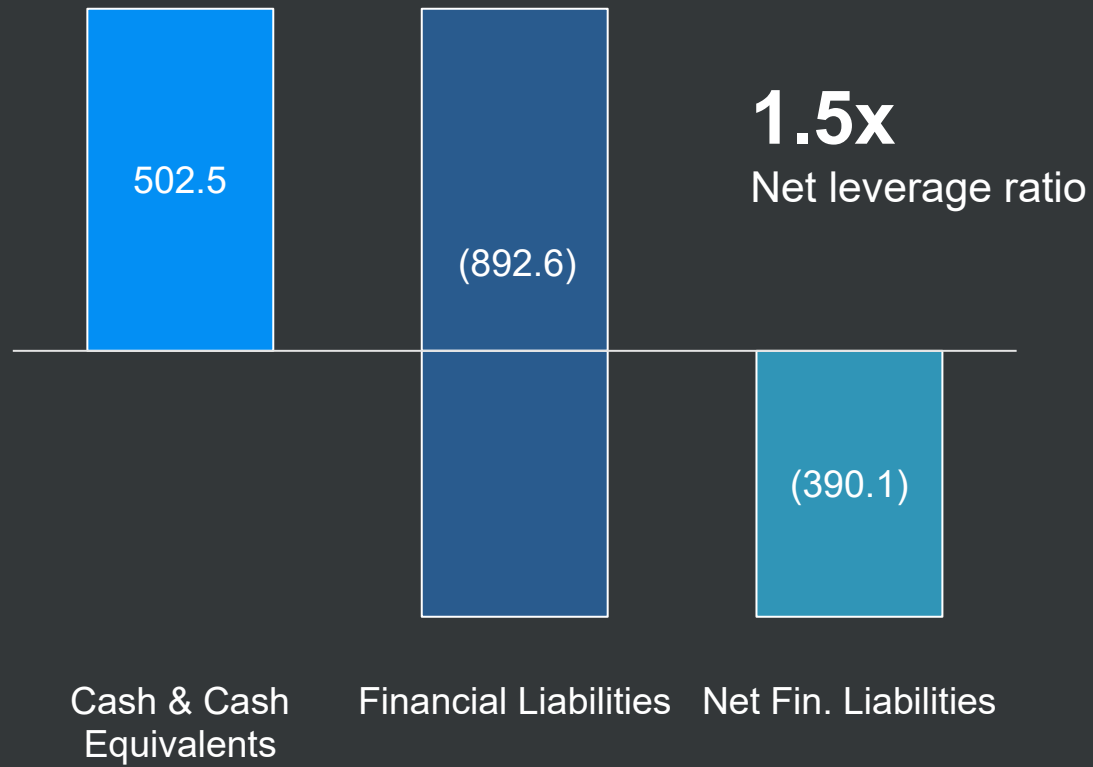
# Strong levered free cash flow, improving in Q3 2021

Quarterly levered Free Cash Flow (FCFE) development



# Capital structure & allocation

Net financial position  
€m



- Business remains well capitalized with plenty of liquidity
- Full focus on execution, will only consider M&A opportunistically
- Currently no change to capital allocation or returns policy – full toolkit at our disposal

# Mid-term guidance unchanged from Q3 results

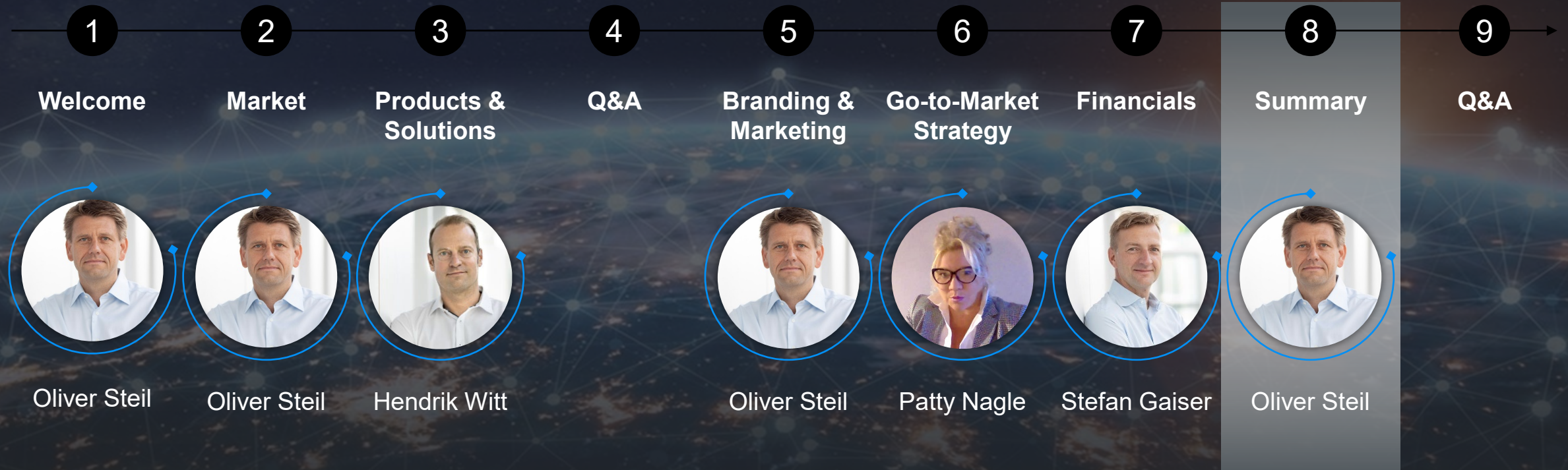
	Outlook 2021	2022 and beyond
Billings (non-IFRS)	€535m - €555m <sup>1</sup>	High teens percentage growth YoY
Revenue (IFRS)	€495 - €505m <sup>1</sup>	Mid teens percentage growth YoY
Adj. EBITDA Margin (non-IFRS, as % of Billings)	44% - 46%	Margin recovery

# Key takeaways

- 01** Two large, growing businesses (SMB and Enterprise); multiple growth levers for each
- 02** SMB new adds have decelerated post-COVID, but continuous increase in ASP
- 03** Enterprise NRR of 100%+, growing, with additional +20-25% contribution from SMB
- 04** Fully invested cost base, yet still industry leading EBITDA margins
- 05** Project REMAX: focused on action plan delivery



# Agenda



A compelling positioning

Our purpose

# Creating a world that works better



## For society

Bridge distances, reduce environmental footprint, remove barriers to digital progress, and democratize technology



## For free users

Enable people to connect and help each other



## For customers

Digitalize business-critical processes along the value chain end to end and in all verticals



## For partners

Enable new business models and services



## For employees

Provide a meaningful workplace with a strong company culture for people who want to realize their full potential

**For shareholder:** Creating value through long-term growth, attractive margins and cash generation

# An industry leading solution portfolio



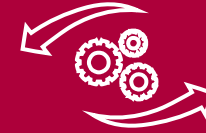
## Immediate Remote Support Tools

Remote connectivity for individuals and business of all sizes



## Managed Enterprise Connectivity

Advanced secure solutions for SMB and enterprises



## Operational Workflow Optimization

Digitalization across entire value chain through leading-edge technology



Open APIs

Microservices

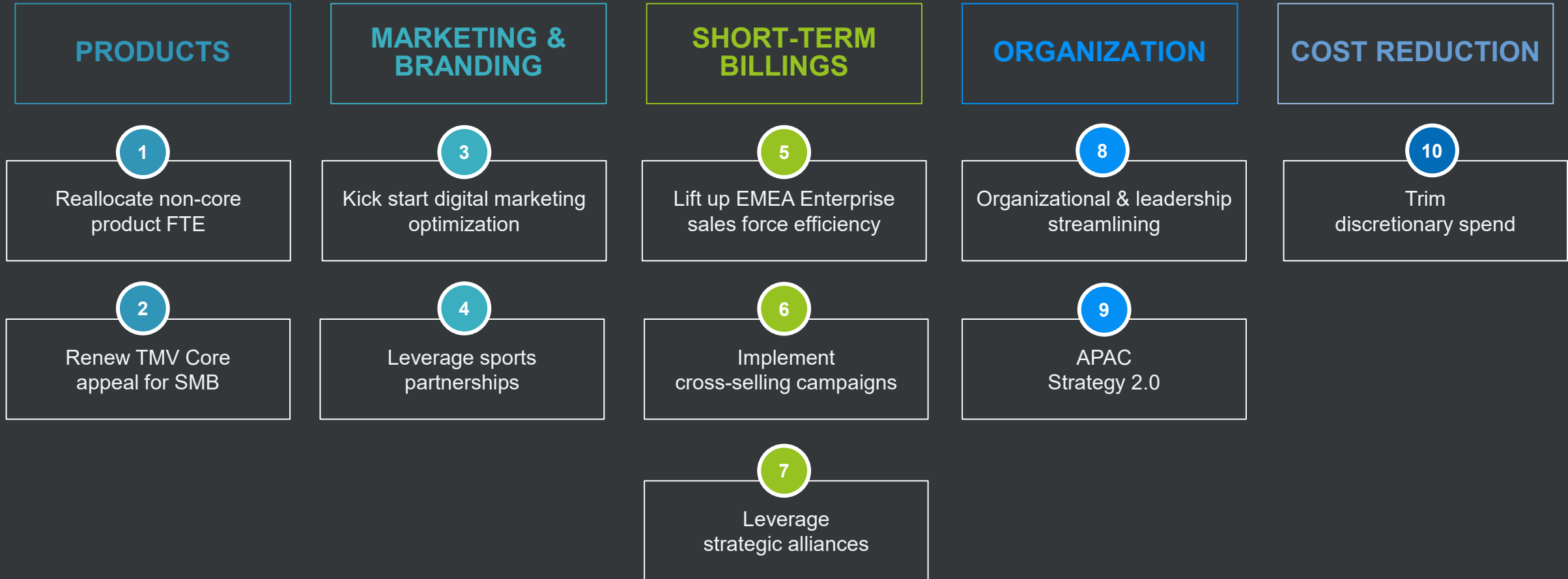
Software Libraries

API for Connectivity

Global Access Network



# A short-term improvement plan



# Key investment highlights



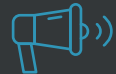
**€19bn global TAM, set to grow at 18% CAGR** to 2025 with strong technological tailwinds

**18% CAGR**



**Remote-as-a-Service Platform** to solve business problems in multiple use case

**>10 products**  
Leading AR offering



**Accelerated global brand building** and use case discovery through high-end partnerships

**7% awareness**  
baseline



**Viral sales model amended** by key account management, horizontal and vertical sales routes, plus new strategic partnerships with SAP, Microsoft and Google

**75% ASP growth** for new ENT customers



**Attractive combination** of resilient SMB business and accelerated growth dynamics in Enterprise offering

**75% LTM growth** in Enterprise



**Large up/x-sell potential with >628k customers** from SoHo to Fortune 500 across regions

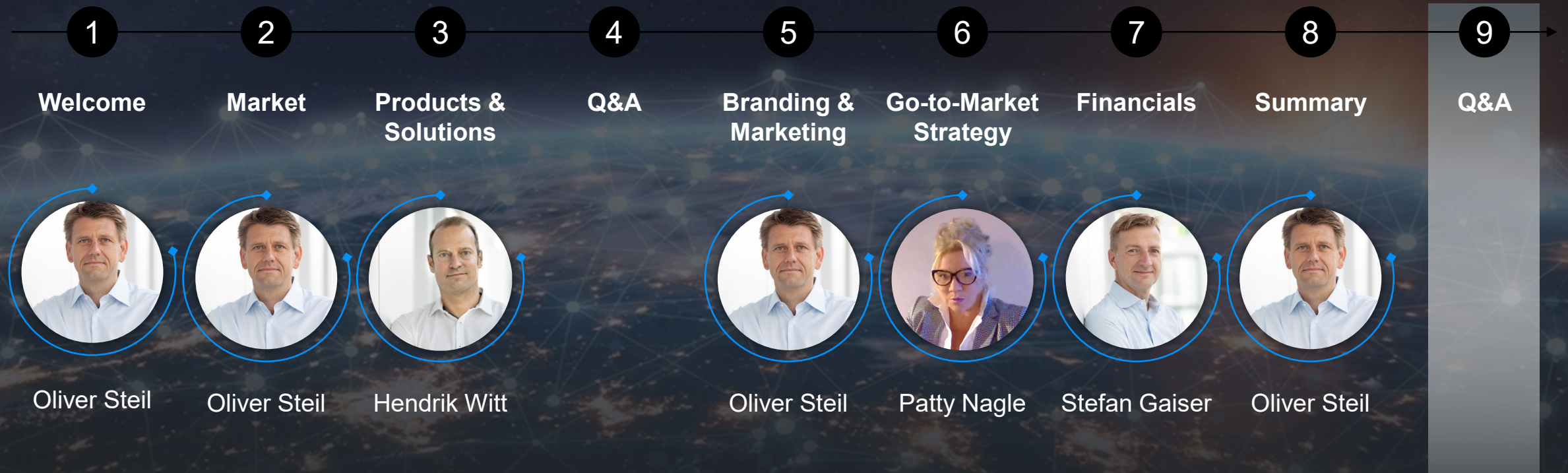
**<5% converted** to Enterprise



**High margin financial profile** with superior cash conversion

**>45% margin** end of 2022

# Agenda



# Q&A



**TeamViewer**

# Capital Markets Day

10 November 2021