



TicketCo

Investor report

2nd quarter 2023



Building a true, sustainable growing company

By TicketCo's CEO Carl-Erik Michalsen Moberg



TicketCo

Dear TicketCo investors,

As you can see from this Q2-2023 report, we are doing well these days. On the financial side we are seeing a growth of 19% year over year for this quarter, which I find both encouraging and solid since Q2 last year was a non-COVID quarter.

We are also overperforming on our budgets on revenue with 9%. Looking at the positive EBITDA of 4 MNOK combined with the growth in Q2, it is clear that we slowly, but steadily are achieving a cogent sustainable growth.

Considering our very strong position in the Norwegian sports segment (and football in particular), Q2 is an important quarter for us both product-wise and support-wise. Previously we have had challenges both in connection to the first league matches in April, and in connection to the matches on 16 May. It is a pleasure to inform you that this went flawlessly this year. We have invested a lot in both our platform, our support team, and our customers' relations lately, and it has been a joy to witness the result.

We are also planning ahead. As you all know we are on a journey towards The Digital Ticketing Assistant, which will be a massive differentiator towards all our competitors once it is launched. Even though this full launch lies several years ahead, this innovation project will consecutively produce features and competition advantages along the way that, step by step, will change the competitive landscape in favour of TicketCo.

And then there's our organisation. Charles Darwin once said that *it is not the strongest nor the most intelligent of species that survives, but the ones that are most adaptable to change*. This does not only apply to living beings, but definitely also to companies.

At TicketCo, change is an ever-ongoing process. Last quarter we informed you about our "new" Customer Success department. In this quarter's department insight you can read part two of this story, told by our new Head of Operations, Mateusz Drachal.

Please also notice that TicketingPodcast.com, which we launched in Q1, has proven to be a success. Through this podcast we are establishing TicketCo as thought leaders within the ticketing space, and we are also building really strong networks with ticketing managers, heads of ticketing and other ticketing related positions across all sports and all of Europe. The first episodes of Season 2 were launched during Q2, and we are now planning for the next season with estimated launch at the start of Q4. Please check it out on [Spotify](#), [Apple Podcast](#) or anywhere else.

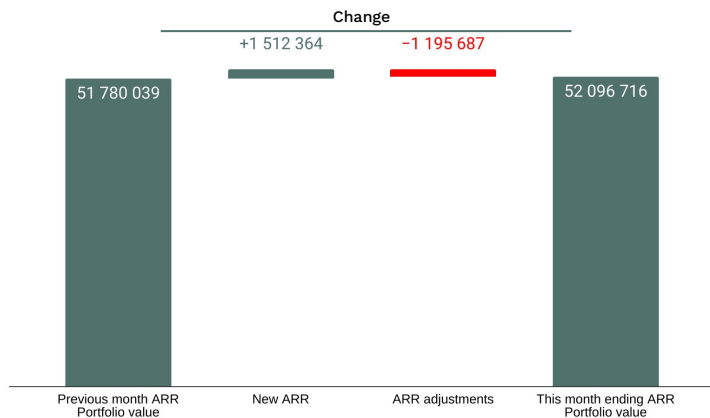


Investor report - June 2023

June shows a strong performance as we hit MNOK 5 million in revenue, a 17% increase over 2022 due to stronger performance in our home market, Sweden and UK. UK market remains flat in GBP as the cost of living crisis affects revenue streams, although we see a net customer growth and a more diverse customer portfolio. Sweden and Ireland continues on their growth pathway.

We had good growth in our Customer portfolio in June, but some of the ARR adjustments are negative due to customers underperforming the estimated contract values when comparing the last twelve months to the value set at signing.

Contract portfolio



Metrics for March

MONTHLY METRICS	JUNE	BUDGET	CHANGE	LAST YEAR	CHANGE
REVENUE	5,0M	4,6M	9%	4,3M	17%
EBITDA	2,2M	2,1M		1,4M	
YEARLY METRICS	YEAR TO DATE	BUDGET	CHANGE	LAST YEAR	CHANGE
REVENUE	22,8M	21,2M	7%	19,7M	16%
EBITDA	3,7M	1,7M		-2,4M	
CASH BALANCE	12,7M	10,1M		15,9M	

TicketCo platform usage in June

Number of active events with tickets sold	4845
Number of tickets sold	596 877
Payment volume	MNOK 116

<https://start.ticketco.events/en/investors>



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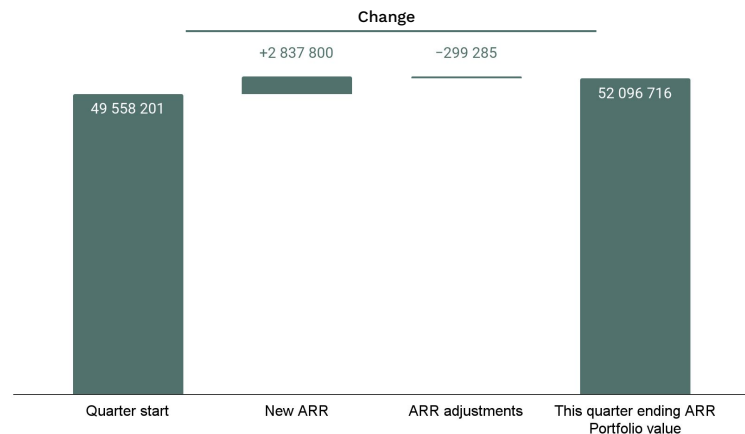
Investor report - Q2 2023

Q2 has a strong performance with a 25% overperformance on EBITDA compared to budget and MNOK 2.6 better than 2022 (Note: activated R&D is at 70% for both periods, so numbers are comparable). Revenue continues to trend higher.

We see a reduction in the amount of events, but with a increased payment volume compared to 2022 for the same period, which indicates a consumption trend toward the larger customers (football, venues, festivals).

Total growth for our portfolio is lower than budgeted, but above 20% on an annualised basis. Arr adjustments has had positive currency effects, and positive performance increase of existing customers, while over-estimates for new customers counteracts the trend.

Contract portfolio



Metrics for Q2

MONTHLY METRICS		JUNI	BUDGET	CHANGE	LAST YEAR	CHANGE
REVENUE		13.8M	12.7M	9%	11.6M	19%
EBITDA		4.0M	3.0M		1,4M	
YEARLY METRICS		YEAR TO DATE	BUDGET	CHANGE	LAST YEAR	CHANGE
REVENUE		22,8M	21,2M	7%	19,7M	16%
EBITDA		3,7M	1,7M		-2,4M	
CASH BALANCE		12,7M	10,1M		15,9M	

TicketCo platform usage in Q2

	Q2 2023	Q2 2022	% change
Number of active events with tickets sold	9583	10535	-9%
Number of tickets sold (in millions)	2,06	2,02	2%
Payment volume (MNOK)	324	264	25%

<https://start.ticketco.events/en/investors>



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Department insight

This quarter: The Heads of Operations



“A company can seize extra-ordinary opportunities only if it is very good at the ordinary operations.”
- Marcel Telles

If some of the faces to the left look familiar, you’re absolutely right. Both Mateusz Drachal and Lukas Wozny appeared in our 2022 Q3 Department Insight as two out of three members of our Customer Success team back then.

Since last year, Jessica Goodfellow has taken over as Head of Customer Success, and this department transformation was the topic for last quarter’s Department Insights. This quarter we’re looking at the other part of what was last year’s Customer Success department - our newly established Operations department.

TicketCo’s new Head of Operations is Mateusz Drachal. He has been with us since 2016, knows TicketCo inside out, and has extensive experience in the event industry.

Mateusz is now in charge of a three-men team consisting of Lukas Wozny and Phillip Mikalsen besides himself. They are both Support Specialists and are eager to offer the best support possible to our customers and their ticket buyers.

Lukas (to the right) has been with us since May 2021. Phillip (to the left) joined us recently.

Driving TicketCo towards operational excellence



TicketCo

Now that we have introduced Operations as a separate department at TicketCo, we have also established some simple yet invigorating objectives for our work.

Operations' responsibility is to ensure that TicketCo's day-to-day business activities are running smoothly and efficiently. We are also accountable for ensuring that all processes function seamlessly to deliver first-class products and services to our customers.

Furthermore, we oversee that our organisation is running at peak efficiency to save both money and time. As part of this, it is also our responsibility to optimise processes, reduce costs, and increase our productivity.

Operations' ambitions are huge, and our 2023 magnum opus is our customer journey epic. This is a framework that will allow us to help our customers grow at a much more rapid pace and scale up in a sustainable way, and it will truly take us to the next level.

And then there's Support, which is also an important part of Operations after our restructuring.

The list of objectives mentioned above is first and foremost company-focused, but with customer and ticket buyer support as one of our biggest tasks, we are also highly customer-focused. The responsibility for our biggest customers now lies with Customer Success, but we have more than 3,500 customers at TicketCo, and the majority of these customers are with us.

The main difference between our two departments is that Customer Success has a proactive approach towards their portfolio. At Support, we are reactive.

We have also started automating our support processes. This has a twofold effect. We are not only improving our capacity, but we are also improving the quality of our support. Through AI, we are able to solve many tasks that previously required a lot of manual work, and we can solve them 24/7.

This is important because no matter how smooth and efficient our platform is, there will always be recurring problems on the ticket buyer end of our business. People change their email addresses, change their phones, run out of battery, and all sorts of different things that eventually lead to this crucial and often acute question: Where is my ticket?

This is a typical example of a scenario where a 2-3 days long support queue is insufficient, and cases like this also show why you can't scale a support department for immediate support at any time. It is simply way too expensive.

This is where AI kicks in at TicketCo with full force. Bots can work 24/7 with no running cost except for a modest subscription fee, and once they're trained, they can deliver help with high quality anytime, 365 days a week - which is exactly when support is needed.

Support is also a customer matter. Right now, we're in the middle of the festival season, and with quite a few festivals in our portfolio, onsite support is a requirement from many of these. Then there's seat maps. Even though the TicketCo platform is built with self-service in mind, plotting seat maps is one of the tasks that still are manual and require expert knowledge.

Synergy is the desired state in any business. The challenge ahead of Operations is to make sure we move from the traditional silo-based operations to synergic, cross-departmental interaction, thus increasing productivity and performance while keeping the high standard and ethics of work.

Looking ahead, we are working intensely to make TicketCo solutions more accessible, efficient, and user-friendly. Optimising support is an important part of this process.

Mateusz Drachal, Head of Operations

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