



# Investor Presentation

August 2022



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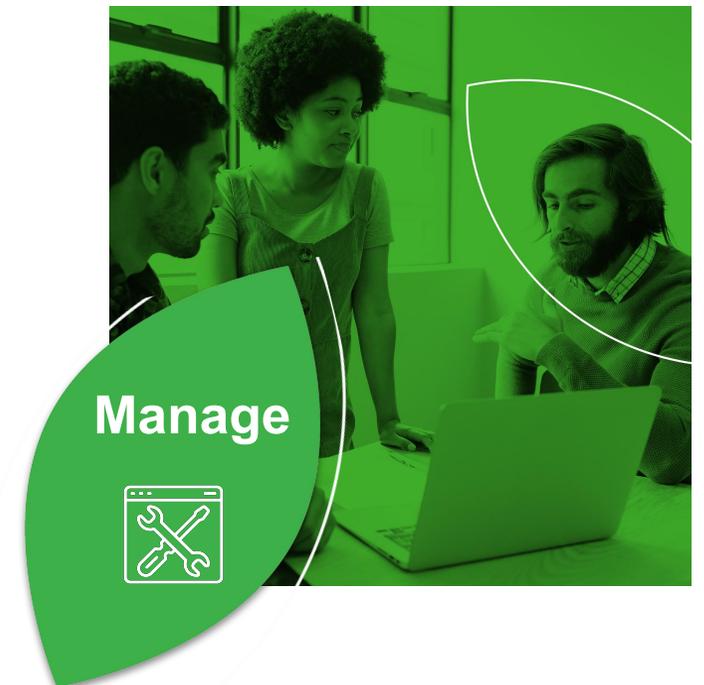
Although the Company has attempted to identify important risk factors that could cause actual results to differ materially from those contained in forward-looking information, there may be other risk factors not presently known to the Company or that the Company presently believes is not material that could also cause actual results or future events to differ materially from those expressed in such forward-looking information. There can be no assurance that such information will prove to be accurate, as actual results and future events could differ materially from those anticipated in such information. Accordingly, readers should not place undue reliance on forward-looking information, which speaks only as of the date made. Forward-looking information contained in this presentation represents the Company's expectations as of the date of this presentation (or as of the date they are otherwise stated to be made), and are subject to change after such date. The Company disclaims any intention or obligation or undertaking to update or revise any forward-looking information whether as a result of new information, future events or otherwise, except as required under applicable securities laws.

**USE OF NON-GAAP MEASURES:** This presentation makes reference to "Adjusted EBITDA", "Free Cash Flow", "Annual Recurring Revenue" or "ARR", "Total Bookings", "Non-recurring Bookings", "ARR Bookings", "Book-to-Bill", "Recurring Revenue", and "Non-Recurring Revenues", which are non-IFRS measures or operating metrics used in our industry. For further details on these measures and metrics, including relevant reconciliations, when applicable, see "Non-IFRS Measures and Industry Metrics" in the prospectus.



# Empowering Frictionless Commerce

Pivotree provides products and solutions to design, build and manage complex commerce ecosystems for market-leading brands. We empower frictionless commerce experiences for their customers across the entire buyer journey, from **finding** their item, to **buying** it, to **getting** it, while building **trust** into the experience.



# Trusted Revenue Relationships with **Leading Brands**

**250+**  
customers

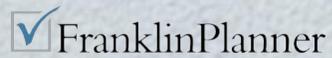
**>\$9B**  
in online GMV

*A small glance at some of our customers*

**ALDO**



francesca's®



PRINCESS AUTO

REGIS

*SPECIALIZED*



# Pivotree at a Glance

Trusted relationship and revenue responsibility with some of the largest retailers and branded manufacturers in North America

**\$106m**

LQA Revenue ending Q2 2022<sup>3</sup>

**>\$9b**

Online Gross Merchant Value

**40%**

Recurring Revenue in Q2 2022

**600+**

Experts Globally

**8+**

Offices in North America, Europe, LATAM and APAC

**\$17m**

Cash at the end of Q2 2022

**25+**

Partners and Growing

**250+**

Customers Worldwide

**\$25m**

Undrawn BMO Credit Facility

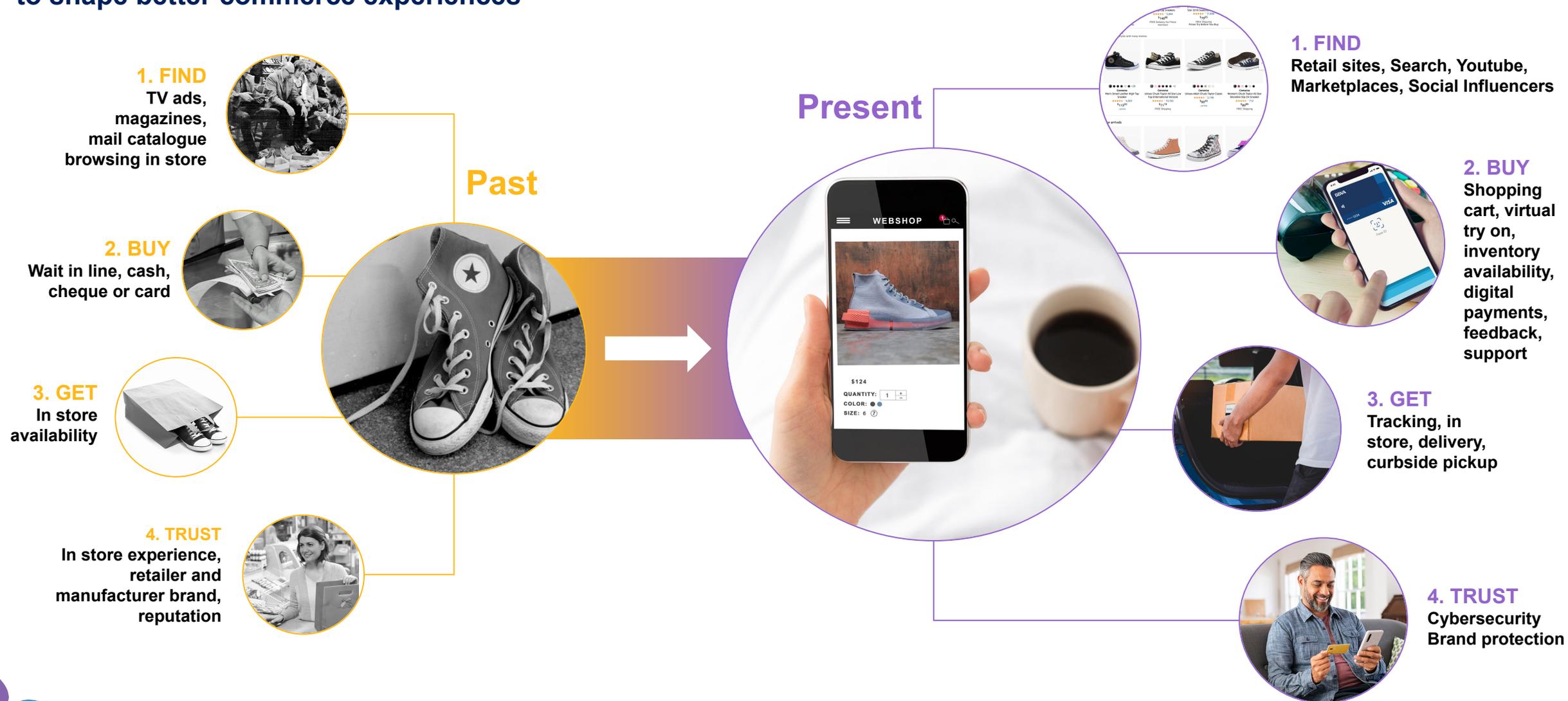
1. Recurring Revenue and Non-Recurring Revenues are not recognized measures under IFRS and do not have a standardized meaning prescribed by IFRS. See "Use of Non-GAAP Measures" on page 2.

2. ARR is not a recognized measure under IFRS and does not have a standardized meaning prescribed by IFRS. See "Use of Non-GAAP Measures" on page 2.

3. Total revenue for the 3 months ended June 30, 2022

# The Evolution of Retail

With the advent of the Internet, digital tools have helped to shape better commerce experiences



# The Evolution of B2B

With the advent of the Internet, digital tools have helped to shape better B2B experiences

## Past

### 1. FIND

Catalogues, Contact your sales rep or distributor



### 2. BUY

Paper invoice, Electronic Data Interchange (EDI)



### 3. GET

Delivery



### 4. TRUST

Professional relationships



## Present

### 1. FIND

Search, eCommerce, eProcurement, Marketplaces



### 2. BUY

Live chat, virtual fit tools, inventory availability, digital payments



### 3. GET

Tracking and delivery



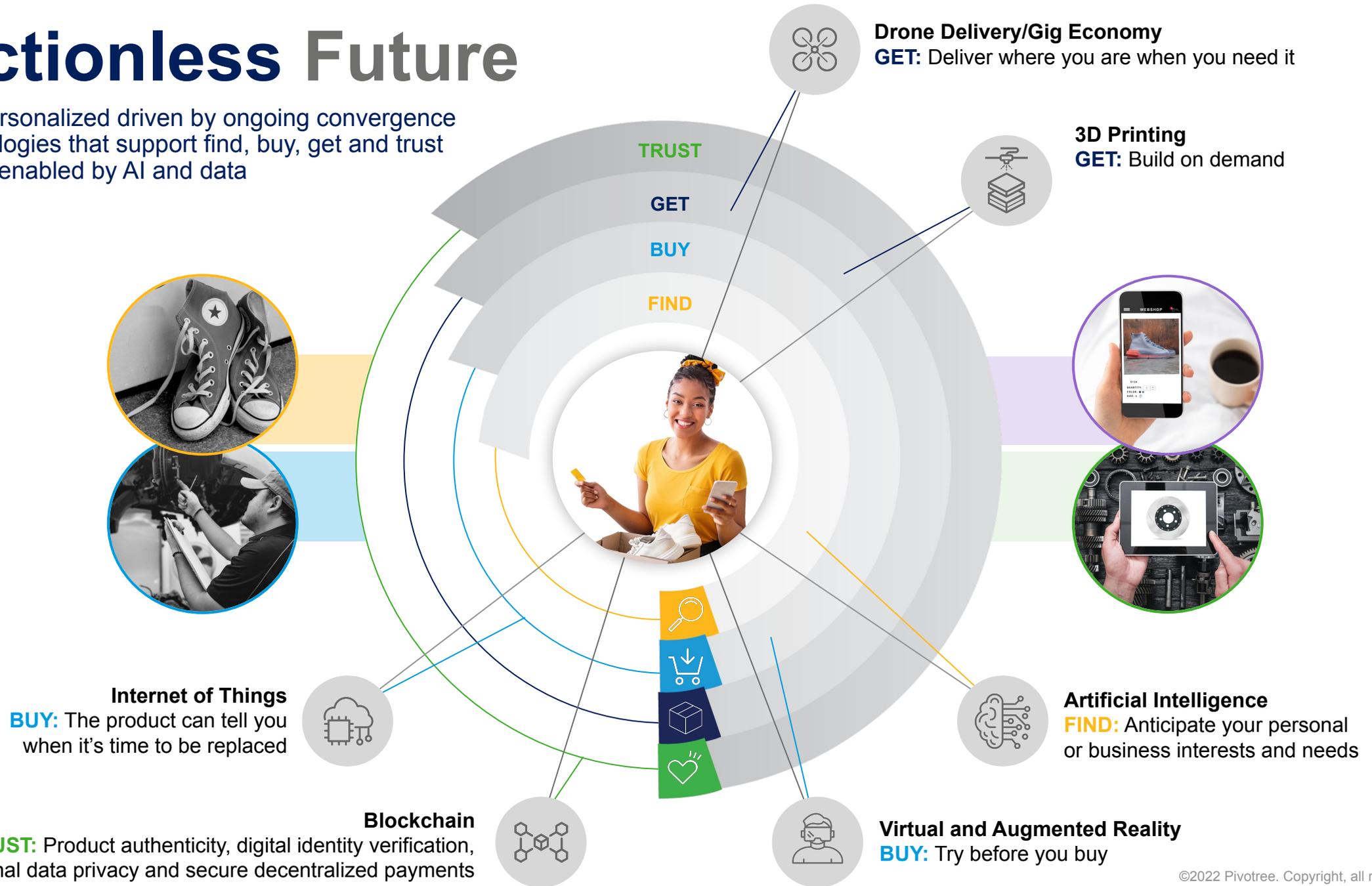
### 4. TRUST

Cybersecurity CRM Tools Supply Chain Visibility



# Frictionless Future

Highly personalized driven by ongoing convergence of technologies that support find, buy, get and trust activities enabled by AI and data



# Focused on Digital Commerce Transformations for Large Enterprise

## B2C

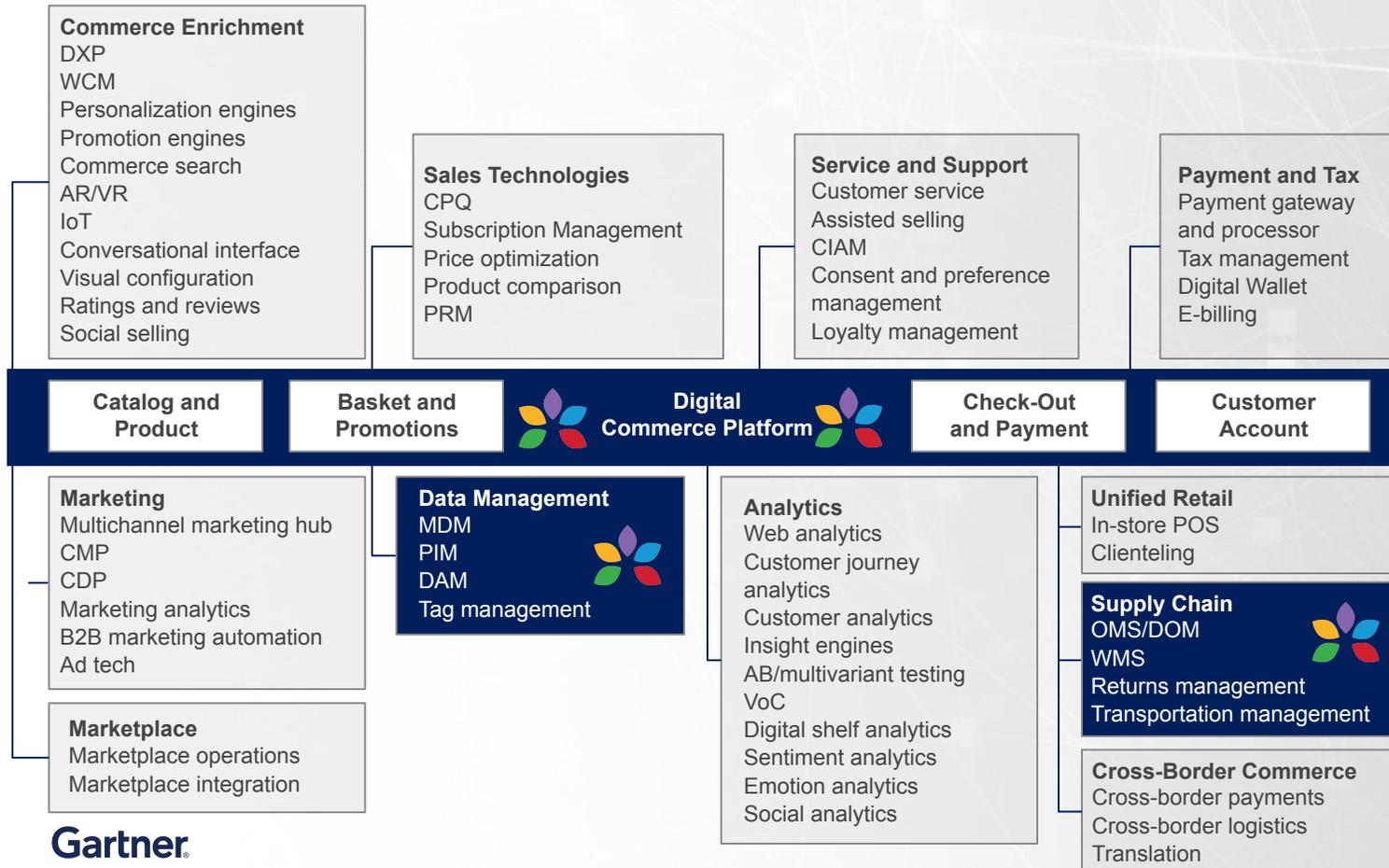
- Complex, multi-channel ecosystems
- Top 1,000 accounted for 55+% of the market (ex. Amazon and Walmart)
- Large technical debt
- More to lose, more to spend



## B2B



# Managing Complex Digital Ecosystems



“Digital commerce platforms now account for 45% of organizations’ revenue; a marked increase from 36% in 2019

- Gartner (Digital Commerce State of the Union Survey, 2021)

Gartner®

# Removing Friction

Our interactions with our favourite brands are constantly shaped by digital experiences



# Pivotree Portfolio

Providing leading brands with comprehensive digital commerce strategies, robust implementations & end-to-end customer experiences.



**pivottree**  
commerce

## COMMERCE

Commerce & Marketplace Platform  
Advisory, Implementation



**pivottree**  
data management

## DATA MANAGEMENT

Master Data Management  
Data and Content Services  
Business Process Automation  
Integration as a Service



**pivottree**  
supply chain

## SUPPLY CHAIN FULFILLMENT

Order Management Systems  
Warehouse Management Systems  
Supply Chain Visibility and Analytics



**pivottree**  
digital solutions

## DIGITAL SOLUTIONS

### MANAGED SERVICES | PRODUCTS

Experience Strategy | Business Process Design | Technology Delivery  
Cloud Hosting & Infrastructure Services | Application Support Services | Security  
Data Automation | Integration Platform Services | Visibility & Analytics



**ORACLE**  
COMMERCE



Adobe Commerce Cloud



**VTEX**



**Spryker**

**precisely**

Syndigo

contentserv  
FUTURE EXPERIENCES



Informatica

**STIBO SYSTEMS**  
MASTER DATA MANAGEMENT

**IBM** | sterling commerce

fluentcommerce  
order management. accelerated.

**Avalara**

**YANTRA**  
commerce  
a Pivotree company

ultra  
COMMERCE

**MIRAKL**



# Product Innovation

## Assembled Products

**Pivotree Watch**  
Cyber threat protection  
and mitigation service



**Pivotree Fix**  
Web Inclusion and  
cart/site error corrective  
service



**Next Gen Support**  
Business operation  
service for SaaS based  
commerce



**Cloud Optimizer**  
Cloud managed  
environments with embedded  
cost reduction services

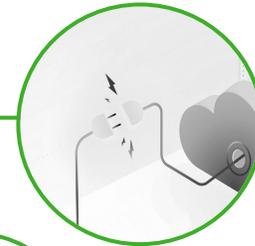


## Engineered Products

**Pivotree DIVE**  
Data Automation and  
onboarding service powered  
by ML/AI



**Pivotree Connect**  
API Management and  
integration service



**Pivotree Control Tower**  
Observability, assurance and  
analytics dashboards



**Pivotree Store Accelerator**  
Quick start deployments for  
eCommerce and marketplace





## Pivotree deploys B2B Marketplace for CAE and Launches Four Digital Storefronts to Date

“VTEX and Pivotree were a natural choice for us given VTEX’s robust functionality and Pivotree’s deep experience in frictionless commerce. It was only natural to look to our partners and experts at Pivotree and VTEX to guide our plans and create these robust marketplaces, which were implemented in record time.” - *Arnaud Van de Voorde, Vice-President, Global Digital Strategy, CAE.*

## Challenges

CAE was ready for its digital transformation strategy to take flight. **The plan?** To launch a B2B commerce marketplace and four digital storefronts from strategy development to implementation in record time.

Their team needed core functionality, in record time. So, CAE turned to VTEX and Pivotree for advisory services along with strategy and design thinking support and rapid execution.

## Solution

Pivotree produced value in record time. Now, CAE is on track to improve customer engagement, increase sales, reduce costs, and position the brand as an eCommerce market leader.

[Read the full Press Release >](#)





## Innovation-Driven Commerce

Specialized Bicycle Components, Inc. is a leading designer and manufacturer of innovative bicycles, bicycle components, apparel and other related products in the US since 1974.

Consumers can purchase Specialized products directly in-store for a personalized experience, however, they can also purchase through retailers and global distribution outlets. To strengthen their e-commerce presence, they sought a faster way to create and publish enriched content across all channels.

## Challenges

- Scale 5x in next 2 to 3 years by increase in number of products and global channels
- 50+ commerce sites to support
- Difficulty managing product categories
- Managing 28 languages across many product variations
- Struggled to distribute content across all channels
- D2C product information management
- Integration between different homegrown systems

## Benefits

- Enhanced support for product launches on a global level
- Efficiently manage product data from existing Product Lifecycle Management (PLM) systems
- Faster time-to-market via streamlined processes
- Improved management of complex reference data across a variety of product lines
- Reduced IT costs as well as lower product management costs by retiring legacy systems
- Timely, accurate information for all distributors
- Reconcile recurring products with different model years



# ALDO

## Fashion retailer achieves scalability in the cloud

- Multiple brands, stores worldwide, 200 million customers
- Overcoming the challenges through a frictionless commerce cloud migration
- Pivotree seamlessly delivered SAP Commerce Cloud

## Challenges

Growth and competitiveness required urgent modernization. But a migration proved risky with several friction points.

## Solution

Pivotree delivered a multi-cloud headless implementation with:

- Data adapted for migration
- Testing/planning to ensure right-sized front- and back-end environments
- RACI matrix for seamless migration steps and transparency

## Outcomes

With Pivotree's expertise, Aldo achieved its migration to the cloud, even eliminating over 1,000 excess files that had comprised their system.

[Read the full case study >](#)





MICHAEL KORS

## Seamless transition to headless commerce

- Luxury fashion brand: 800+ retail stores, 35 countries
- Friction held the retailer back from delivering a modern, frictionless experience to match its high-end appeal
- Pivotree delivered a headless commerce architecture for a rich, intuitive UX

## Challenges

Michael Kors faced a dilemma: Revamp the UX across 20 sites, despite an Oracle ATG system that slowed them down.

They needed to fix front- and back-end interdependencies, design a responsive UX, and keep a consistent brand experience – all at the same time.

## Solution

Pivotree delivered a headless commerce architecture to streamline the brand's entire digital model.

## Outcomes

- Smaller and faster releases
- Easier debugging
- Simplified integration
- Control and delivery of an exceptional UX

With such success, Michael Kors also selected Pivotree for Disaster Recovery (DR) solutions on AWS – ensuring a continued frictionless commerce experience for online shoppers.

[Read the full case study >](#)



# Bookings & Revenue Profile

1

Positive customer momentum with 42% growth in YTD total bookings in 2022 and book-to-bill > 100%

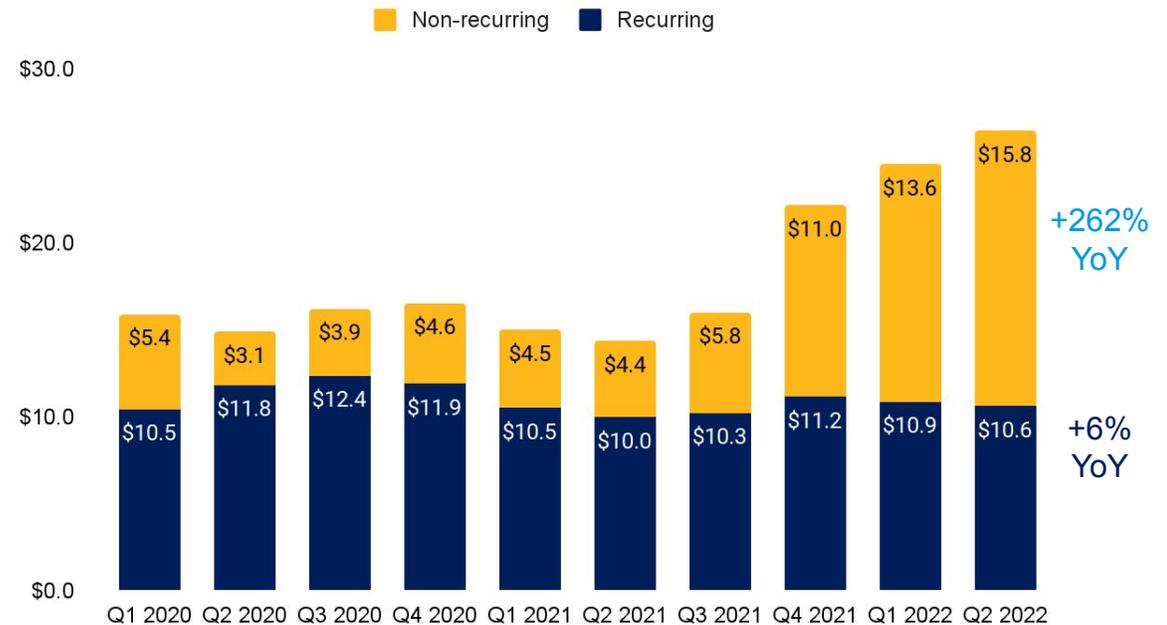
2

New project activity to drive future managed services opportunities, with recurring revenue ~40% of total revenue<sup>4</sup>

Bookings<sup>1</sup> (in millions)



Total Revenue<sup>2,3</sup> (in millions)



1. "Bookings" is not a recognized measure under IFRS and does not have a standardized meaning prescribed by IFRS. See "Use of Non-GAAP Measures" on page 2.  
 2. "Recurring Revenue" and "ARR" is not a recognized measure under IFRS and does not have a standardized meaning prescribed by IFRS. See "Use of Non-GAAP Measures" on page 2.  
 3. "Non Recurring Revenue" is not a recognized measure under IFRS and does not have a standardized meaning prescribed by IFRS. See "Use of Non-GAAP Measures" on page 2.  
 4. As at Q2 2022

# Gross Margin & EBITDA

3

High blended gross margin supports growth investments in platform and infrastructure

## Gross Margin

~38% Managed Services<sup>1</sup>

- Cost of sales composed of data center and public cloud hosting costs and other third-party license costs to support the managed services
- Shift to cloud hosted managed services

50%

45%  
for Q2 2022

~62% Professional Services<sup>1</sup>

- Cost of sales composed of direct wages
- Near term margin impact from investment to support new technologies and categories

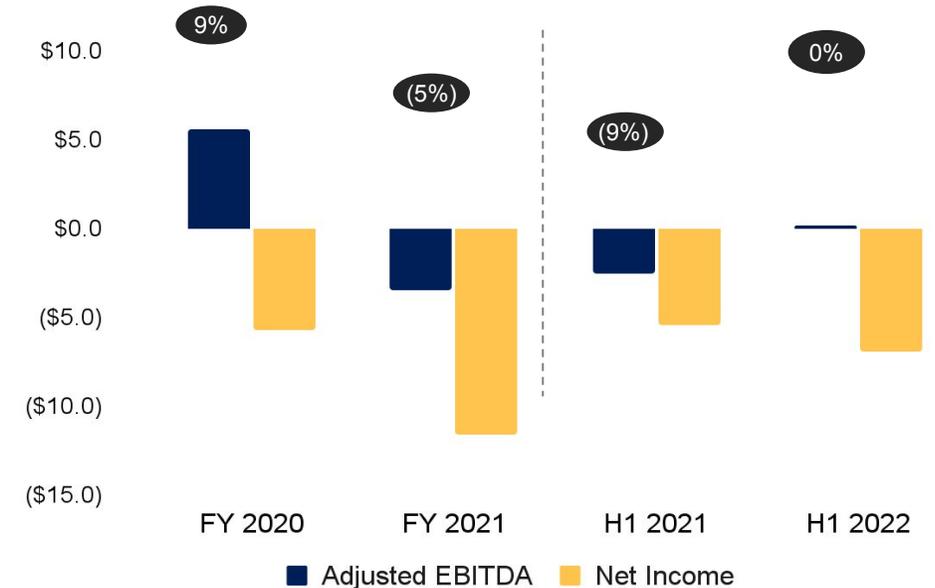
42%

4

Focus on balanced growth with profitability to generated positive Adjusted EBITDA by the end of 2022

## Adjusted EBITDA<sup>5</sup> and Net Income *(in millions)*

Adj. EBITDA Margins

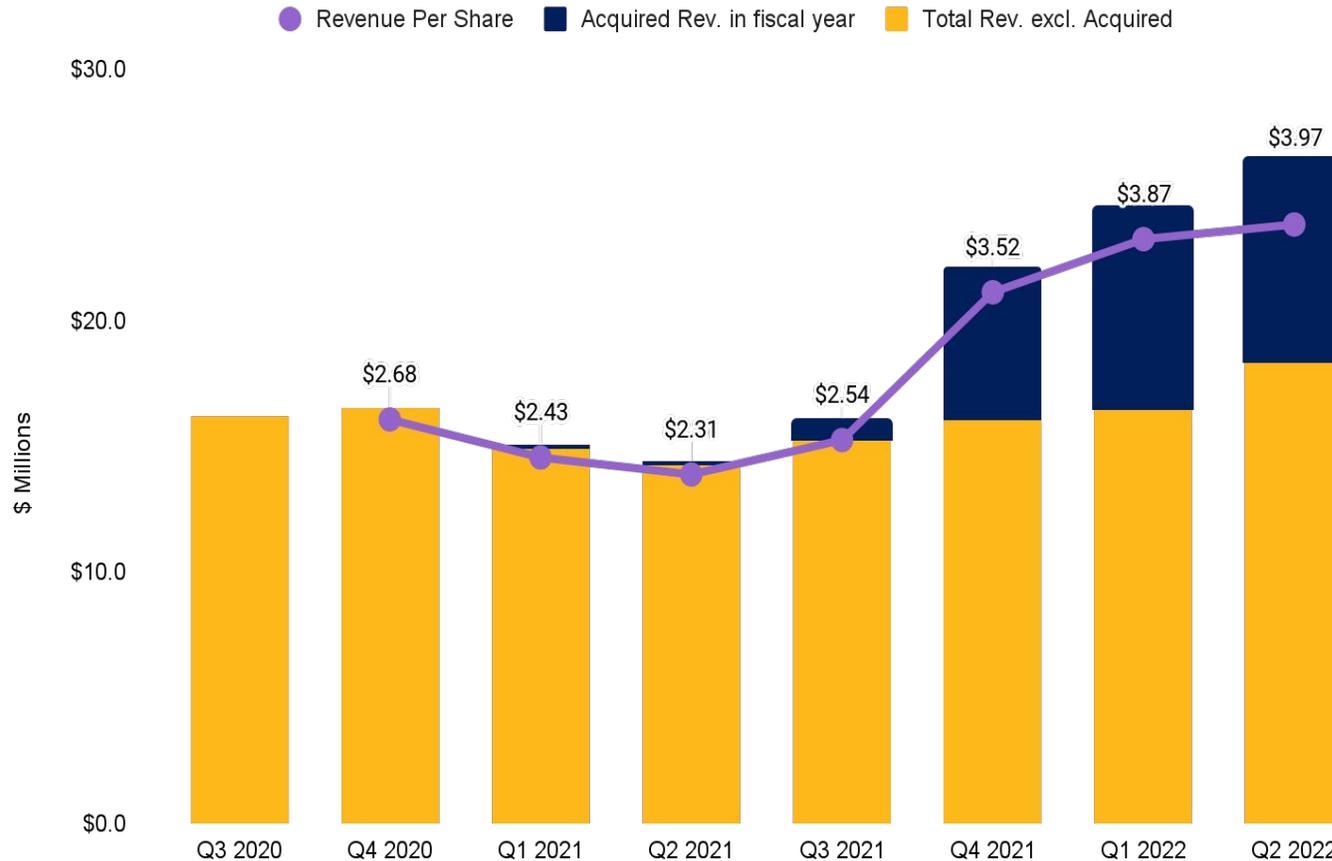


1. 3 months ended June 30, 2022

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# Disciplined Capital Allocation

Two acquisitions in 2021 have provided instant scale in two key categories and 30+% year-over-year growth in revenue per share



- Acquired September 2021
- OMS/WMS (Supply Chain) solutions with strong IP
- Fortune 500 customer base
- US\$8.1M TTM revenue
- 2021 gross profit margin 45+%
- 3-year revenue CAGR of 17%
- Valuation <1x EV/Sales on closing; 1-1.5x EV/Sales depending on earnout milestones



- Acquired November 2021
- Instance scale in Master Data Management
- Serving over 40 leading brands
- US\$12.9M TTM revenue
- US\$2.9M TTM net income
- LTM revenue growth of 31%
- Valuation <1x EV/Sales on closing up to 1x EV/Sales depending on earnout milestones

# Growth Opportunities

## Building the leader in frictionless commerce



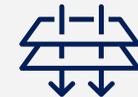
## GROWTH VECTORS



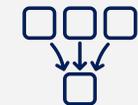
Land and Expand



New Business Unit Categories



Penetration of Digital Products and Managed Services



M&A

# Pivotree Leadership Team



**Ted Smith**

*Chief Operating Officer*

- Joined Pivotree in 2019
- 15+ years of executive experience in tech services
- Former VP of Engineering and Operations at Cogeco Peer1



**Mo Ashoor**

*Chief Financial Officer*

- Joined Pivotree in 2019
- 15+ year history in senior financial roles
- Former CFO COX Automotive Canada
- Country CFO at Aon Hewitt and Accenture



**Bill Di Nardo**

*Chief Executive Officer & Board Director*

- Canadian eCommerce pioneer and founder of Grocery Gateway
- Multiple venture exits over 20 year investing history
- History of successfully converting project service vendors into MRR platforms



**Todd Jurkuta**

*President*

- Joined Pivotree in March 2022
- 20+ years of deep technical and operational leadership experience
- Most recently, Chief Operating Officer at NTT Data's Public Sector business



**Edgar Aranha**

*Chief People & Culture Officer*

- Joined Pivotree in February 2022
- 20+ years experience directing human capital strategy, M&A integrations and HR functions in global organizations
- Formerly VP and Head of Human Resources for CGI Canada

## Board of Directors



**Vernon Lobo**

*Director and Chair of the Board*

- Founder of Mosaic Capital Partners, LP, a private investment fund
- 25+ years in the investment industry



**Brian O'Neil**

*Director and Chair of the Corporate Governance and Compensation Committee*

- Managing Partner of A Faire Aujourd'hui Inc., a Toronto-based family office
- 10+ years board of director service and is on 6 boards including the Business Development Bank of Canada



**Ashlee Aldridge**

*Director*

- Founder and CEO of A Reach Partners LLC.
- CIO/COO for 20+ years at retail companies such as: DSW, Restoration Hardware, Golfsmith, Zale, and West Marine



**Brian Beattie**

*Director and Chair of the Audit Committee*

- CFO of the Volaris Group, an operating group of Constellation Software
- Managed and supported the capital allocation strategy in completing 100+ acquisitions



**Scott Bryan**

*Director*

- Co-founder and Managing Partner of Eventi Capital
- 20+ years managing investments with numerous successful portfolio exits, including ThinData, Visualase, and Ceryx



**William Morris**

*Director*

- Former President of Accenture Canada
- Over 12 years grew revenues 400+% and Accenture's 5000-person Canadian business was named a Top Employer in Canada for 7 consecutive years



# Summary

● **Unique platform to enable frictionless commerce with a strong track record designing, building and running complex commerce solutions for some of the world's largest corporate accounts**

● **Multi-category expertise and product expansion drives significant land and expand opportunity**

● **Attractive industry tailwinds with long-term marketplace investment towards digitally assisted commerce accelerated by the pandemic**

● **Scalable business model built on long-term predictable recurring revenue<sup>1</sup> relationships and strong gross margin contribution**

● **Proven track record of acquiring, integrating and growing through strategic acquisitions**

1. "Recurring Revenue" is not a recognized measure under IFRS and does not have a standardized meaning prescribed by IFRS. See "Use of Non-GAAP Measures" on page 2.



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[investor@pivotree.com](mailto:investor@pivotree.com)

[www.pivotree.com](http://www.pivotree.com)

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