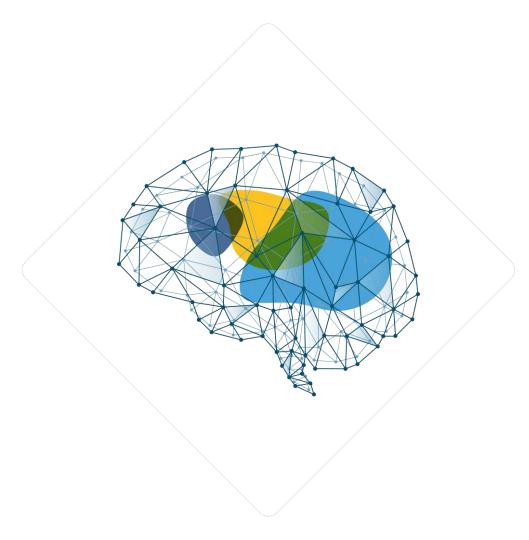
# **SYSTEM**

Investor Presentation

September 2021



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#### Disclaimer

This presentation does not constitute a prospectus and should under no circumstances be understood as an offer to sell or the solicitation of an offer to buy securities, nor will there be any sale of securities in any state or jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of such state or jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended, or exemptions therefrom.

Trebia Acquisition Corp. ("Trebia"), S1 Holdco, LLC ("S1") and Protected.net Group Ltd. ("Protected", and together with its and S1's respective subsidiaries, collectively "System1") and their respective directors, executive officers and other members of their respective management teams or other employees, under U.S. Securities and Exchange Commission ("SEC") rules, may be deemed to be participants in the solicitation of proxies of Trebia's shareholders in connection with the proposed business combination. Investors and security holders may obtain more detailed information regarding the names, affiliations and interests of Trebia's directors and executive officers in Trebia's final prospectus, as amended, dated June 16, 2020 (SEC File No. 333-238824), which was filed with the SEC on June 18, 2020. Information regarding the persons who may, under SEC rules, be deemed participants in the solicitation of proxies of Trebia's shareholders in connection with the proposed business combination are set forth in the preliminary proxy statement for the proposed business combination which was filed with the SEC on September 16, 2021. Information concerning the interests of Trebia's and System1's participants in the solicitation, which may, in some cases, be different than those of Trebia's and System1's equity holders generally, are set forth in the proxy statement relating to the proposed business combination.

Certain information contained herein has been derived from sources prepared by third parties. While such information is believed to be reliable for the purposes used herein, none of Trebia, System1, their respective affiliates, directors, officers, employees, members, partners, shareholders or agents makes any representation or warranty with respect to the accuracy of such information.

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This presentation and any related oral commentary include "forward-looking statements" within the meaning of the "safe harbor" provisions of the United States Private Securities Litigation Reform Act of 1995. Forward-looking statements include, but are not limited to, statements regarding Trebia, System1 or their respective management team's expectations, hopes, beliefs, intentions or strategies regarding the future. In addition, any statements that refer to projections, forecasts or other characterizations of future events or circumstances, including any underlying assumptions, are forward-looking statements. The words "anticipate," "believe," "coniule," "expect," "intend," "may," "might," "plan," "possible," "potential," "project," "should," "would" and similar expressions may identify forward-looking statements, but the absence of these words does not mean that a statement is not forward-looking statements in this presentation may include, for example, statements about System1's industry and market sizes; future opportunities for System1, expectations and projections concerning the future financial and operational performance and/or results of operations of System1, and the proposed business combination transaction between Trebia and System1, including the implied enterprise value, ownership structure and the likelihood and ability of the parties to successfully consummate the transaction.

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These forward-looking statements involve a number of risks, uncertainties (some of which are beyond our control) or other assumptions that may cause System1's actual financial results or operating performance to be materially different from those expressed or implied by these forward-looking statements. Such risks, uncertainties and assumptions include, but are not limited to: (1) the occurrence of any event, change, or other circumstances that could give rise to the termination of the business combination agreement (the "Agreement"); (2) the outcome of any legal proceedings that may be instituted against Trebia and/or System1 following the announcement of the Agreement and the transactions contemplated therein; (3) the inability to complete the proposed business combination, including due to failure to obtain approval of the shareholders of Trebia, certain regulatory approvals, or satisfy other conditions to closing set forth in the Agreement; (4) the occurrence of any event, change, or other circumstance that could give rise to the termination of the Agreement or could otherwise cause the transaction to fail to close; (5) the impact of COVID-19 on System1's business and/or the ability of the parties to complete the proposed business combination; (6) the inability to maintain the listing of combined company's shares on NYSE following the proposed business combination; (7) the risk that the proposed business combination disrupts current plans and operations as a result of the announcement and consummation of the proposed business combination; (8) the ability to recognize the anticipated benefits of the proposed business combination, which may be affected by, among other things, competition, the ability of System1 to grow and manage growth profitably, and retain its key employees; (9) costs related to the proposed business combination; (10) changes in applicable laws or regulations (including those concerning data security, consumer privacy and/or information sharing); and (11) the possibility that Trebia or Sys



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An investment in Trebia is not an investment in any of our founders' or sponsors' past investments or companies or any funds affiliated with any of the foregoing. The historical results of these investments are not indicative of future performance of Trebia (including after the closing of the proposed business combination), which may differ materially from the performance of the founders or sponsors past investments, companies or affiliated funds.

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#### Use of Non-GAAP Financial Measures

This presentation includes non-GAAP financial measures, including Adj. Revenue, Adj. Gross Profit and Adj. EBITDA. Trebia and System1 believe that these non-GAAP measures are useful to investors for two principal reasons: (1) these measures may assist investors in comparing performance over various reporting periods on a consistent basis by removing from operating results the impact of items that do not reflect core operating performance; and (2) these measures are used by System1's management and board of directors to assess its performance and may (subject to the limitations described below) enable investors to compare the performance of System1 to its competitors. Trebia and System1 believe that the use of these non-GAAP financial measures provides an additional tool for investors to use in evaluating ongoing operating results and trends. These non-GAAP measures should not be considered in isolation from, or as an alternative to, financial measures determined in accordance with GAAP. Other companies may calculate these non-GAAP measures differently or use different non-GAAP measures financial from those used in this presentation, and therefore such measures may not be directly comparable to similarly titled measures of other companies. For reconciliation of these non-GAAP financial measures used in this presentation, see "Net Income to Adj. EBITDA Reconciliation" and "GAAP Revenue/Gross Profit to Adj. Revenue/Adj. Gross Profit Reconciliation" included in the Popoy statement relating to the proposed business combination.

#### **Use of Projections**

This presentation contains financial forecasts with respect to the Systeml's projected financial results. Neither Trebia's nor Systeml's independent auditors have audited, reviewed, compiled or performed any procedures with respect to the projections for the purpose of their inclusion in this presentation, and accordingly, they did not express an opinion or provide any other form of assurance with respect thereto for the purpose of this presentation. These projections should not be relied upon as being necessarily indicative of future results. The assumptions and estimates underlying the prospective financial information are inherently uncertain and are subject to a wide variety of significant business, economic and competitive risks and uncertainties that could cause actual results to differ materially from those contained in the prospective financial information. Accordingly, there can be no assurance that the prospective results are indicative of the future performance of Systeml or that actual results will not differ materially from those presented in the prospective financial information in this presentation should not be regarded as a representation by any person that the results contained in the prospective financial information will be achieved. You should review this information together with Systeml's historical information, as well as information included in the proxy statement relating to the proposed business combination.

#### Important Information About the Proposed Business Combination and Where to Find It

In connection with the proposed business combination, a proxy statement was filed by Trebia with the U.S. Securities and Exchange Commission ("SEC") that will be distributed to holders of Trebia ordinary shares in connection with Trebia's solicitation for proxies for the vote by Trebia's shareholders in connection with the proposed business combination with System1 and other matters as described in the proxy statement. Trebia and System1 urge investors, shareholders and other interested persons to read, when available, the proxy statement, as well as other documents filed with the SEC in connection with the proposed business combination, as these materials will contain important information about Trebia, System1 and the proposed business combination. Such persons can also read Trebia's final prospectus, as amended, dated June 16, 2020 (SEC File No. 333-238824), which was filed with the SEC on June 18, 2020, for a description of the security holdings of Trebia's officers and directors and their respective interests as security holders in the consummation of the proposed business combination. When ready, the definitive proxy statement will be mailed to Trebia's shareholders as of a record date to be established for voting on the proposed business combination. Shareholders will also be able to obtain copies of such documents, without charge, once available, at the SEC's website at www.sec.gov, or by directing a request to:

Trebia Acquisition Corp., 41 Madison Avenue, Suite 2020, New York, NY 10010.



### **Sponsors & S1 Management**



William P. Foley II
Trebia





**CERIDIAN** 

dun & bradstreet





Paysafe: olight



Frank R. Martire Jr Trebia













Michael Blend CEO & Co-Founder













**Tridivesh Kidambi**Chief Financial Officer







WHIP MEDIA GROUP



### **Transaction Overview**

#### **System1 Overview**

# SYSTEM1

System1 is a leading omnichannel customer acquisition platform, delivering high-intent customers to advertisers and to their own subscription products. In the large and growing digital advertising market, System1 is poised for 30%+ organic Adj. Revenue growth.

#### **Key Transaction Highlights**

- Transaction represents \$1.4 billion Enterprise Value
- Transaction is attractively priced relative to comparable companies trading multiples and operating metrics
- Use of Proceeds include<sup>1</sup>:
  - \$250M to exiting private equity investor Court Square Capital Partners<sup>2</sup>
  - \$213M to management & employees
  - \$55M in transaction fees and expenses
  - \$184M of cash to the balance sheet<sup>3</sup>
- Management is fully committed to transaction and is rolling \$668M of equity value and will own 52% of the business post merger
  - CEO and Co-Founder is rolling 100% of his total equity stake
- 100% Backstop for potential future redemptions<sup>4</sup>
- 1. Assumes \$325M of debt incurred at closing under \$400M total commitment
- 2. Current majority owner of System1
- 3. Assumes zero redemptions
  - The \$518 million of cash held in Trebia's trust account is backstopped for potential redemptions by Trebia public stockholders by a \$200 million equity commitment from Cannae, together with a portion of the \$400 million BofA Securities debt commitment. These amounts in conjunction with the potential for management to roll an additional \$100 million of equity creates a 100% backstop against potential future redemptions.



# **System1 Checks All of Our Boxes**

Large TAM	<ul> <li>System1 operates in a very large and growing market</li> <li>U.S. digital advertising was a \$150B market in 2021, growing to \$278B in 2024¹</li> <li>Serving advertisers across every industry vertical for mass relevancy</li> </ul>
Differentiated Solution	<ul> <li>Systeml's RAMP platform drives a long term sustainable advantage</li> <li>RAMP is a comprehensive technology platform that enables Systeml to programmatically acquire, refine and monetize customers across all advertising channels and industry verticals at significant scale</li> <li>lst Party data (not reliant on third-party cookies) positions Systeml for the future of online consumer privacy</li> </ul>
Proven Track Record	<ul> <li>Long track-record of performance</li> <li>2021E Adj. EBITDA of \$109M, and 2018A – 2021E Adj. EBITDA CAGR of 33%</li> <li>System1 has had positive Adj. EBITDA since inception</li> </ul>
Strong Management	Strong management team that has worked together for many years  • Founder-led management team with track record of success • Deep knowledge of sector and strong employee loyalty • Management team holding significant equity in the transaction
Flexible Capital Structure	<ul> <li>Strong FCF generation allows for capital structure flexibility</li> <li>Pro forma balance sheet with limited leverage and capital structure flexibility</li> <li>Strong cash flow generation to service debt</li> </ul>
Proven Platform	<ul> <li>System1 business model and technology provides a platform that scales to support organic growth and integrate M&amp;A</li> <li>Successfully acquired and scaled 7 companies</li> <li>We look to continue their success &amp; execute on larger opportunities</li> </ul>
Leverage Playbook	<ul> <li>Proven track record of driving significant shareholder value</li> <li>Trebia to help drive cost efficiencies and organic and inorganic growth initiatives</li> <li>Experience in scaling public businesses and expanding multiples</li> </ul>



### Leverage Trebia Value Creation Playbook

Trebia Co-Founders have consistently scaled public businesses, executed M&A, increased margins and drove multiple expansion and public investor returns



William P. Foley II
Co-Founder



Frank R. Martire Jr
Co-Founder





# Partnership Will Accelerate Business Opportunities and Drive Multiple Expansion



Leading Omnichannel Customer Acquisition and Monetization Engine Profitable & Proven Growth Story Compelling
Entry Valuation
With Attractive
Transaction
Structure

Following Established Value Creation Playbook Significant
Opportunity for
Value Creation
Through
Revenue
Growth, Margin
Improvement
and Multiple
Expansion



# **Company Overview**



# SYSTEM 1

is a leading omnichannel customer acquisition marketing platform, delivering high-intent customers to advertisers and to our own subscription products

### System1 at a Glance

- System1 finds and delivers high intent customers across
   50+ major advertising verticals
- System1's proprietary Responsive Acquisition Marketing Platform (RAMP) drives the business and provides a sustainable competitive advantage
- Proprietary 1<sup>st</sup> party data positions System1 for future of online consumer privacy
- Operating at scale and profitable across highly diversified marketing & revenue channels
- Founder-led with 52% management ownership posttransaction

### 130M+

Monthly Visitors<sup>1</sup>

### 2M+

Active Subscribers<sup>2</sup>

### **4B**

Rows of Data Ingested Daily<sup>3</sup>

### **500M**

Monthly Distinct Search Queries<sup>1</sup>

### \$109M

2021E Adj. EBITDA

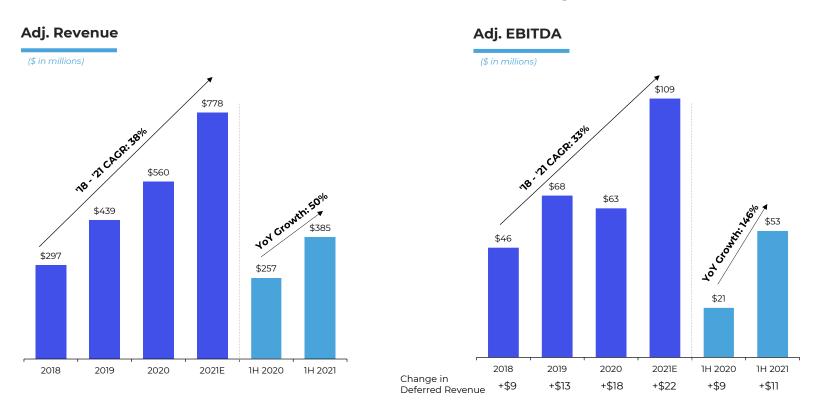


Monthly average for Q2 2021

2. As of June 30, 2021

Daily average for June 2021

### **Consistent Growth & Profitability...**





### ...and a Highly Diversified & Resilient Business

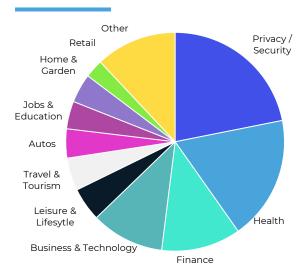
#### **Vertical Agnostic**

No dependency on any specific advertiser or vertical

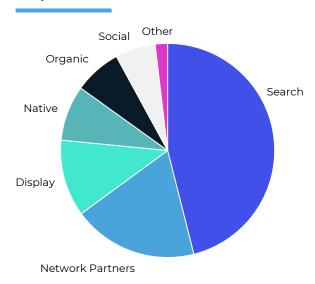
#### **Omnichannel**

Acquiring customers across all major networks

#### Platform Revenue by Vertical



### Platform Advertising Revenue by Acquisition Channel



### **Our Business Lines**



Revenue Generated Through Digital Advertising

Owned & Operated (O&O)
Properties

active beat

AUTO
VERSED

carsgenius 

forkly:

forkly:

health Well

howstuff works

info.com

MapQuest

Startpage

VALLET
GENIUS

WEBCRAWLER

+25 more
Adj. Cross
\$119M

Profit:1

Network Partners















\$36M



Revenue Generated Through Digital Subscriptions

Owned & Operated Digital Products









\$22M



### Our Business Model: Find & Deliver High Intent Customers Across 50+ Major Advertising Verticals

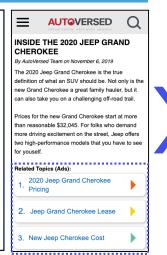
# #1 Unlock Customer Intent

RAMP **AutoVersed** Sponsored · @ algorithmically Step Up to a 2020 Jeep Grand Cherokee - A remarkable places driving experience starting at only \$32K - Get more info advertisement on models and prices here! on a 3<sup>rd</sup> party customer acquisition platform (Google, Facebook. Pinterest. etc.) to acquire in-Jeep's Grand Cherokee GET OFFER market The Grand Cherokee's versatility is hard to ... consumers with purchase intent Like Comment Share

- Spending ~\$500M Annually On Digital Advertising
- Generates 2.8B Sessions<sup>1</sup>
- \$0.14 of O&O Cost per Session1



Consumer
views & clicks
on ad and is
directed to one
of Systeml's
40+ web sites
where
consumer
intent is
further refined



- 40 Websites
- Search engines & vertical-specific content
- ~1.4B annual visitors



#### **Monetize Customer Intent**

Systeml is paid by sending consumer to relevant advertising network, direct advertiser, or Systeml subscription product



- 800M+ Clicks to Advertisers
- ~\$700M of Consolidated Revenue
- **\$0.19** of O&O Revenue per Session





# RAMP Dynamically Places Advertisements Across All Major Customer Acquisition Channels...



- RAMP dynamically adjusts bid pricing for each advertising campaign to maximize profit and limit financial risk as market conditions shift
- RAMP manages 65k daily advertising campaigns, optimizes these campaigns 11M times daily, driving 130M monthly web site visitors





# ...Advertising Directs Consumers To System1 Web Sites, Which Further Qualify Consumer Purchase Intent...





~29M Monthly Users1

Other System1 Owned & Operated

**Properties** 





~38M Monthly Users1





**~8M** Monthly Users<sup>1</sup>







Monthly Distinct Search Queries<sup>1</sup>



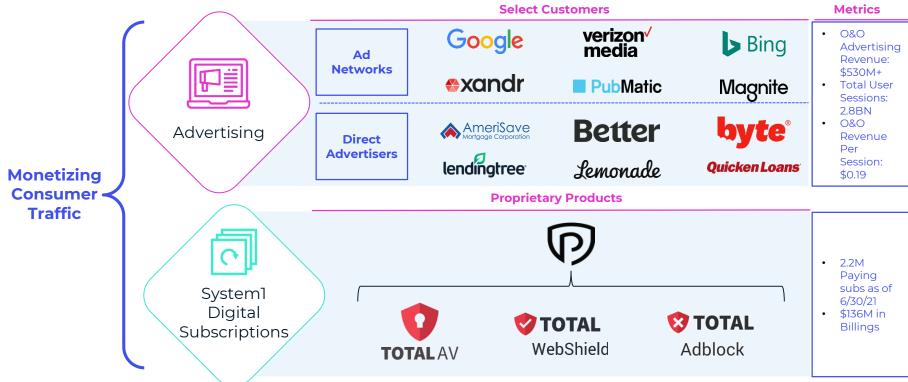
Startpage Startpoday WALLET GENIUS WEBCRAWLER

Consumers refine their purchase intent by entering a search or reading an article on our web sites



# #3

# ...and Then We Deliver High-Intent New Customers to Our Advertisers & System1 Subscription Products

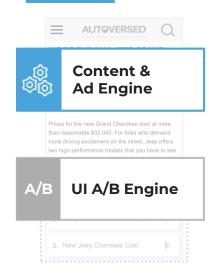


### **RAMP Technology Enables Our Business Success**





Leverage Our Websites to Further Qualify Customer Intent....



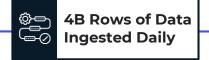
Deliver and Monetize High-Intent Customers to Advertisers / Subscription







Machine Learning / Data Science





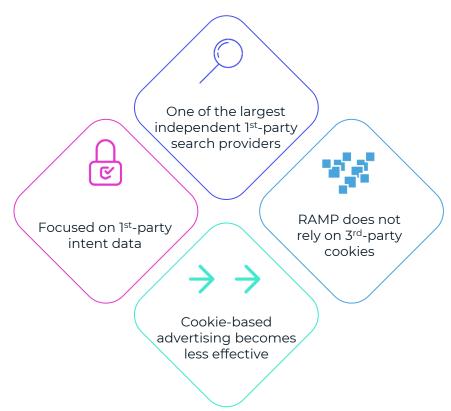
# Recent Privacy Shifts in Digital Marketing Emphasize First-party Data...



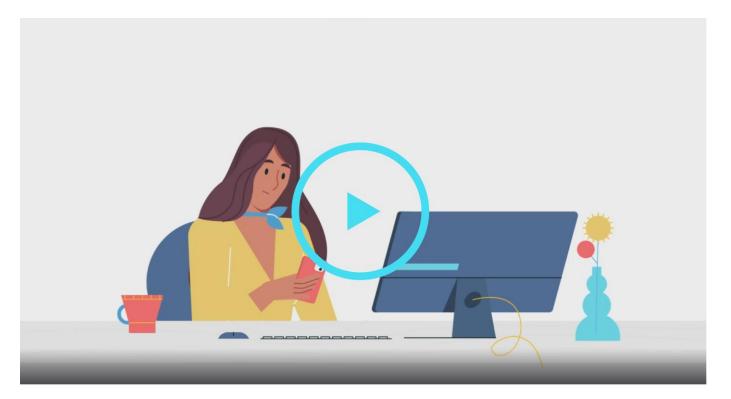
**First-party relationships are vital** in a privacy-first world. Protecting privacy means an end to... third-party cookies

- David Temkin, Director of Product Management, Ads Privacy and Trust

# We are well positioned as 3<sup>rd</sup> party cookies & intrusive tracking goes away

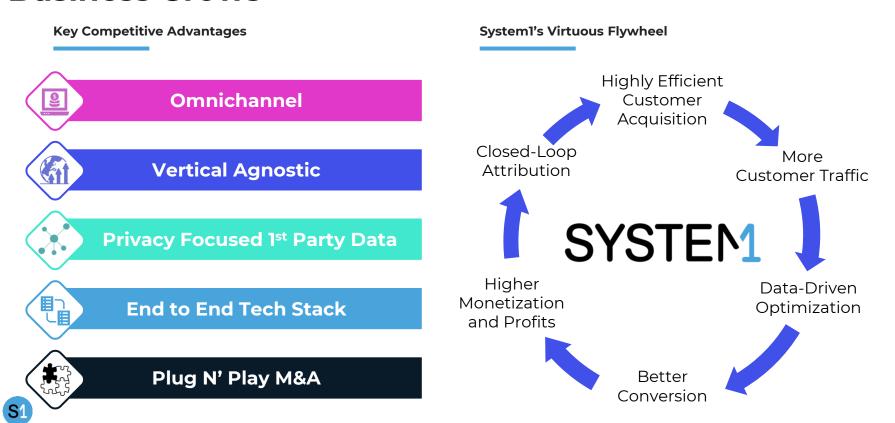


# Our Responsive Acquisition Marketing Platform (RAMP) is the Underlying Technology Driving Our Success





# Our Technology Moat Widens As Our Business Grows



# Systeml's Differentiated Positioning in the Customer Acquisition Landscape





# **Growth Strategy**

### **Advertising: Multiple Drivers of Growth**

Optimizations to drive acquisition & monetization efficiencies1

RAMP manages 65K ad campaigns daily

11M daily campaign & keyword optimizations conducted programmatically by RAMP

295+ advertising keywords in our database across 50+ advertising verticals

**\$0.19** Revenue per Session<sup>2</sup> up 37% YoY

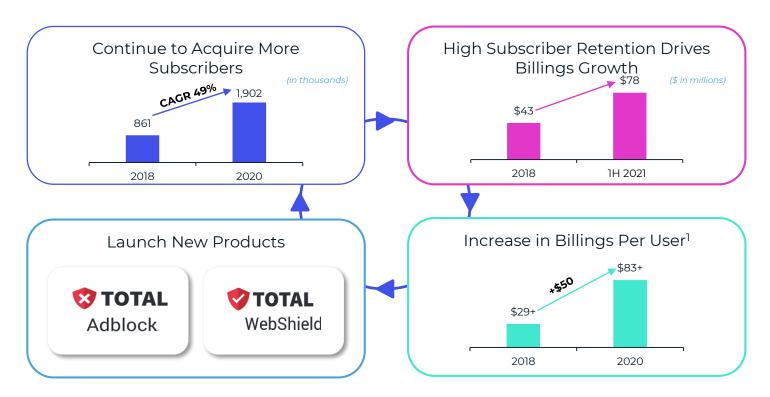
Expand our Direct-to-Advertiser business **Delivering Customers to** ~100 Advertisers Directly AmeriSave Mortgage Corporation AMERICAN byte° Better CHOICE Nome Warranty credible freedom Lemonade lendingtree 🔢 pawp pumpkin SELECT **Quicken Loans** 





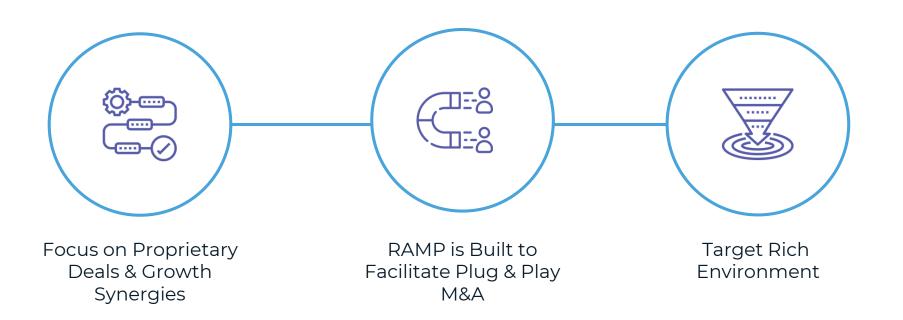
All metrics shown are for the twelve months ended June 30, 2021

# Subscription: Land and Expand with Existing and New Products





# Strategic M&A Can Drive Upside to Our Projections



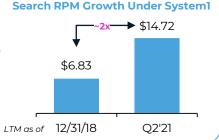


### We Have a Successful & Growing M&A Track Record



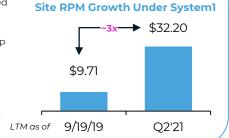
# Startpage Search RPM G • Strong consumer brand for private search with significant integrational presence

- Strong consumer brand for private search
   with significant international presence
- Significant day 1 acquisition synergies due to superior System1 monetization terms and UI testing platform to improve RPS
- Migration to RAMP framework led to further RPS improvements



### MapQuest

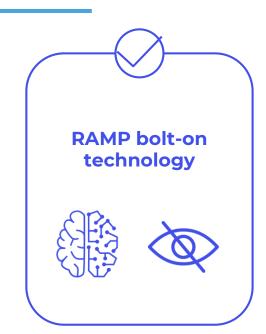
- Strong consumer brand and travel-related search engine
- Underinvested by previous owner
- Superior display monetization from RAMP drove 32% increase in site monetization within 1 month of acquisition close
- Migration to RAMP led to significant opportunity to acquire and monetize traffic
- Q2 21 revenue more than double Q3 2019 (pre-acquisition)

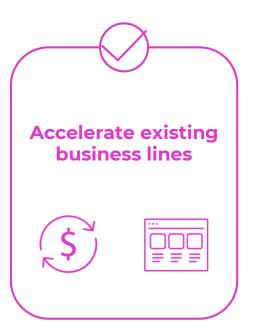




### **High Priority M&A Opportunities**

#### **CURRENT FOCUS AREAS**









### Founder-Led Team With an Exceptionally Deep Bench

350+

**Employees** 

**50%** 

Of employees in engineering, product, & data science

**52%** 

Pro-forma founder and management ownership post transaction



**Michael Blend** CEO & Co-Founder







Jen Robinson Chief Technology Officer











Tridivesh Kidambi CFO



WHIP MEDIA GROUP





**Beth Sestanovich** Chief People Officer









**Paul Filsinger** President



\$tealtheDeal

WORLD WIDE INTERACTIVE



**Brian Coppola** Chief Product Officer

©conion vahoo! AMOBEE



# **Financial Performance**



### **Financial Highlights**



#### A Rule of 40 Business

Strong Revenue Growth and Profitability



#### **Diverse Business Model**

Generating Revenue Across Verticals Through Advertising and Subscriptions



### **Strong and Consistent Organic Growth**

RAMP Platform Enables Continuous Optimization Driving Operating Leverage



### **Exceptional M&A Track Record**

Established History of Driving Significant Growth by Leveraging RAMP Platform on M&A

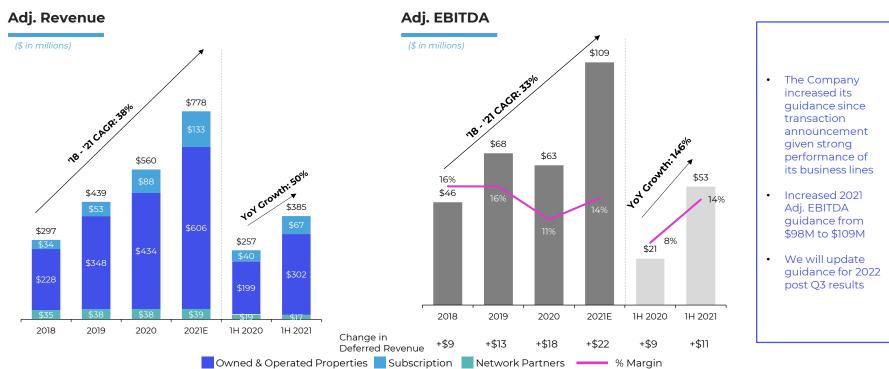


### **Strong Alignment with Shareholders**

Founder-led Management Team Heavily Invested with Substantial Ownership



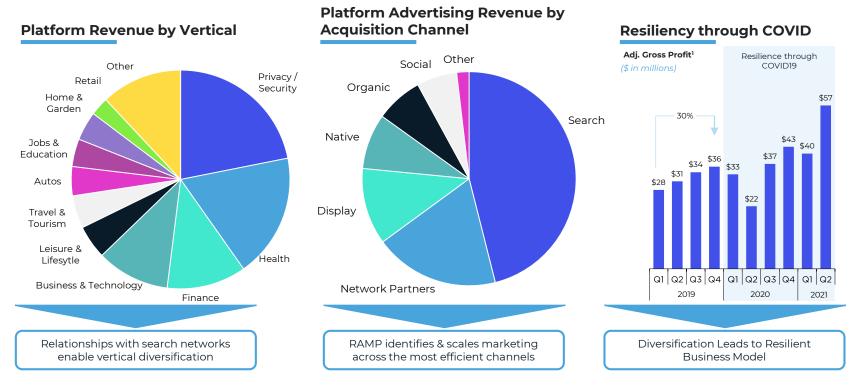
### Rule of 40 Company Strong Growth Trajectory & Track Record of Profitability





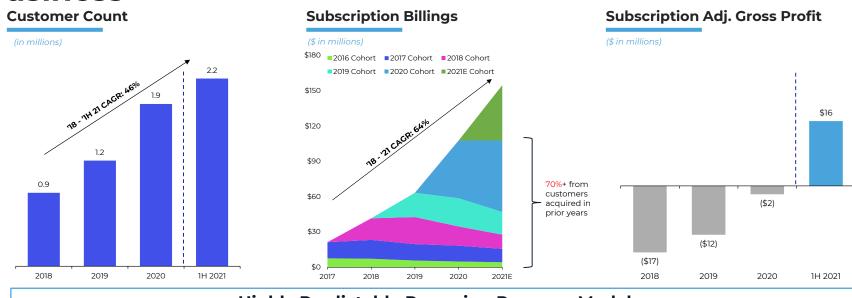
### A Highly Diversified Business Model

Diversified Across Verticals and Acquisition Channels





# **Acquisition of Protected Drives Our Subscription Business**



### **Highly Predictable Recurring Revenue Model**

- System1 has been investor & partner since 2018
- Prior period investments in customer acquisition provides revenue lift in 2021 and beyond
- Strong pipeline of new subscription products provides platform for longterm growth
- Became profitable on a billings basis in Q4 20



### **Historical and Projected Financial Detail**

(\$ in millions)

	2018	2019	2020	2021E	1H 2020	1H 2021
Adj. Revenue						
Owned & Operated Properties	\$228	\$348	\$434	\$606	\$199	\$302
Network Partners	\$35	38	38	39	19	17
Advertising Total	\$263	\$386	\$472	\$644	\$218	\$318
Subscription	34	53	88	133	40	67
Total	\$297	\$439	\$560	\$778	\$257	\$385
YoY Growth		48%	28%	39%	29%	50%
Adj. Gross Profit						
Owned & Operated Properties	\$80	\$102	\$100	\$129	\$46	\$65
Network Partners	\$33	\$37	\$36	\$38	\$17	\$16
Advertising Total	\$113	\$140	\$136	\$167	\$63	\$81
Subscription	(17)	(12)	(2)	32	(8)	16
Total	\$96	\$128	\$134	\$199	\$55	\$97
% Margin	32.5%	29.1%	23.9%	25.6%	21.3%	25.2%
Operating Expense <sup>1</sup>	\$50	\$59	\$71	\$90	\$33	\$44
Adj. EBITDA	\$46	\$68	\$63	\$109	\$21	\$53
% Margin	15.6%	15.5%	11.2%	14.0%	8.4%	13.8%
YoY Growth		48%	(8%)	74%	(24%)	146%
Less: Capitalized Expenditures	(\$5)	(\$6)	(\$6)	(\$7)	(\$4)	(\$3)
Adj. Free Cash Flow	\$41	\$62	\$56	\$102	\$18	\$50
Adj. FCF/Adj. EBITDA	89.2%	91.7%	90.0%	93.6%	81.8%	93.6%
Memo: Change in Deferred Revenue	+\$9	+\$13	+\$18	+\$22	+\$9	+\$11



Note: Adj. Revenue, Adj. Gross Profit and Adj. EBITDA include pro forma consolidation of pre-acquisition results in historical periods. See Appendix for a reconciliation of non-GAAP metrics to comparable GAAP metrics. Change in Deferred Revenue is an operating metric used by management in conjunction with billings to provide insight into the performance and cash flow of the business. Figures in table may not foot due to rounding.

### **Investment Highlights**



A fast growing and profitable business



RAMP platform provides a strong and sustainable competitive advantage



A highly diversified business across its marketing and monetization capabilities



**Proven M&A capabilities** 



Strong, industry-experienced and founder-led management team



# **Transaction Overview**



### **Transaction Overview**

#### Sources and Uses (\$m)1

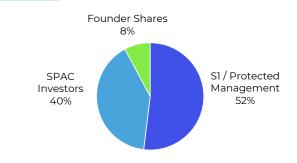
Sources	Amount	%
SPAC Cash	\$518	33%
S1 / Protected Equity Rollover	668	43%
Term Loan Debt <sup>2</sup>	325	21%
Cash on Balance Sheet	35	2%
Total Sources	\$1,545	100%

Uses	Amount	%
Cash to Court Square	\$250	16%
Cash to S1 / Protected Management	213	14%
Cash to Balance Sheet	184	12%
S1 / Protected Management Rollover	668	43%
Paydown Existing Debt	176	11%
Fees & Expenses	55	4%
Total Uses	\$1,545	100%

#### Pro Forma Valuation (\$m)

Valuation	Amount
PF Shares Outstanding	128.5
Share Price	\$10.00
PF Equity Value	\$1,285
(+) PF Net Debt <sup>3</sup>	141
PF Enterprise Value	\$1,426

#### Pro Forma Ownership<sup>4</sup>



Note: The \$518 million of cash held in Trebia's trust account is backstopped for potential redemptions by Trebia public stockholders by a \$200 million equity commitment from Cannae, together with a portion of the \$400 million BofA Securities debt commitment. These amounts in conjunction with the potential for management to roll an additional \$100 million of equity creates a 100% backstop against potential future redemptions.

- 1. Sources and Uses represents the business combination of System1 and Protected with Trebia Acquisition Corp.
- 2. Assume System1 utilizes \$325m of the \$400m of total committed debt
- 3. Represents debt of \$325m less balance sheet cash of \$184m
- Excludes impact of warrants; excludes 1.45m sponsor shares and 1.45m sponsor shares which are transferred to management and employees (both are restructured as an earnout at a \$12.50 VWAP threshold). Includes 66.75m existing shareholders rolloyer shares, 10.04m SPAC sponsor shares, and 51.75m SPAC investors shares

### **Defining System1's Public Comparables**

**Leading User Acquisition & Monetization Businesses** 

















### **Peer Trading Analysis – Benchmarking**

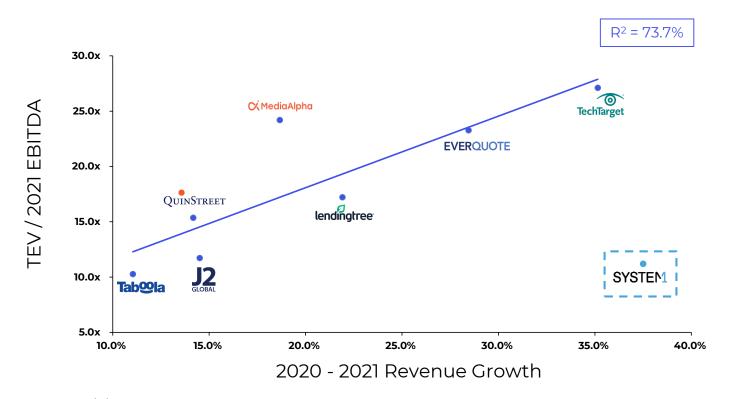




Source: FactSet (as of 9/17/21)

Note: For purposes of comparability in analyzing performance, System1 and selected comparable companies have been adjusted to add the change in Deferred Revenue to both Revenue and EBITDA. Companies adjusted with foregoing changes include System1, J2 Global, TechTarget and EverQuote.

# Regression: TEV / EBITDA vs. Revenue Growth





# **Appendix**

### GAAP Revenue to Adj. Revenue & Adj. Gross Profit

(\$ in millions)

	Q1 19	Q2 19	Q3 19	Q4 19	Q1 20	Q2 20	Q3 20	Q4 20	Q1 21	Q2 21	2018	2019	2020
GAAP Revenue													
O&O Advertising	\$78	\$88	\$87	\$117	\$112	\$92	\$108	\$125	\$139	\$161	\$231	\$370	\$438
Network Advertising	8	8	10	12	11	8	9	11	8	9	35	38	38
Subscription	11	13	14	15	18	22	26	25	31	36	34	53	91
Consolidated GAAP Revenue	\$98	\$109	\$111	\$143	\$141	\$122	\$143	\$161	\$179	\$206	\$299	\$461	\$567
Adj. Revenue Adjustments													
Less: O&O Advertising - Term. Product Lines	(9)	(11)	(8)	(13)	(5)	_	_	_	_	_	(50)	(40)	(6)
Plus: O&O Advertising - Acq. Related Adj.	8	5	5	-	1	_	_	1	1	1	47	19	2
Less: Subscription - Term. Product Lines	-	-	-	-	-	(1)	(1)	(1)	-	-	-	(1)	(3)
Subtotal GAAP to Non-GAAP Adjustments	(\$1)	(\$5)	(\$3)	(\$13)	(\$5)	(\$1)	(\$1)	(\$1)	\$1	\$1	(\$3)	(\$22)	(\$7)
Adjusted Revenue													
O&O Advertising	78	82	84	104	107	92	109	126	140	161	228	348	434
Network Advertising	8	8	10	12	11	8	9	11	8	9	35	38	38
Subscription	11	13	14	14	18	21	25	24	31	36	34	52	88
Consolidated Adj. Revenue	\$97	\$103	\$108	\$130	\$136	\$121	\$142	\$160	\$179	\$206	\$297	\$439	\$560

(continued on next page)



### GAAP Revenue to Adj. Revenue & Adj. Gross Profit

(\$ in millions)

(continued from previous page)

	Q1 19	Q2 19	Q3 19	Q4 19	Q1 20	Q2 20	Q3 20	Q4 20	Q1 21	Q2 21	2018	2019	2020
Consolidated Adj. Revenue	\$97	\$103	\$108	\$130	\$136	\$121	\$142	\$160	\$179	\$206	\$297	\$439	\$560
Less: Pro-Forma Cost of Revenue													
O&O Advertising	(61)	(66)	(65)	(87)	(86)	(72)	(84)	(97)	(111)	(126)	(190)	(280)	(339)
Network Advertising	-	-	-	-	-	(2)	-	-	-	-	(1)	(1)	(2)
Subscription	(15)	(16)	(17)	(19)	(22)	(26)	(22)	(21)	(28)	(23)	(51)	(67)	(91)
Subtotal: Pro-Forma Cost of Revenue	(\$77)	(\$82)	(\$82)	(\$106)	(\$109)	(\$100)	(\$106)	(\$118)	(\$139)	(\$149)	(\$242)	(\$348)	(\$432)
Adj. Gross Profit Adjustments													
Plus: O&O Advertising - Term. Product Lines	7	9	7	12	5	-	-	-	-	-	42	34	5
Plus: Subscription - Term. Product Lines	-	1	1	1	-	-	-	-	-	-	-	2	1
Subtotal GAAP to Non-GAAP Adjustments	\$7	\$10	\$7	\$12	\$5	\$1	\$ -	\$ -	\$ -	\$-	\$42	\$36	\$6
Adj. Gross Profit													
O&O Advertising	24	25	25	29	26	20	25	29	30	35	80	102	100
Network Advertising	8	8	10	12	11	6	9	10	8	9	33	37	36
Subscription	(4)	(2)	(2)	(5)	(4)	(5)	3	3	3	13	(17)	(12)	(2)
Consolidated Adj. Gross Profit	\$28	\$31	\$34	\$36	\$33	\$22	\$37	\$43	\$40	\$57	\$96	\$128	\$134



### Net Income to Adj. EBITDA

(\$ in millions)

	Q1 19	Q2 19	Q3 19	Q4 19	Q1 20	Q2 20	Q3 20	Q4 20	Q1 21	Q2 21	2018	2019	2020
Consolidated Net Income / (Loss)	(\$4)	(\$1)	\$2	\$6	\$ -	(\$12)	\$3	\$13	\$5	\$19	(\$18)	\$4	\$3
Plus: Tax	-	1	1	(1)	1	-	1	1	-	-	-	1	2
Plus: Interest Expense	6	6	6	7	7	6	6	6	4	4	21	26	25
Plus: Depreciation & Amortization	5	5	5	(3)	6	6	6	(5)	4	3	5	11	14
Plus: Other Expense	-	-	1	-	-	-	-	-	-	-	-	1	-
Plus: Stock-Based Compensation & Distributions	1	1	1	8	1	3	2	4	2	3	14	12	9
Plus: Non-Recurring Expenses	1	1	-	3	1	1	3	4	4	4	12	5	10
Plus: Impact of Term. Product Lines	-	-	1	-	1	-	(2)	-	-	-	(5)	1	(1)
Plus: Acq. Related Adj.	3	2	2	-	-	-	-	-	-	-	18	8	-
Consolidated Adj. EBITDA	\$13	\$15	\$20	\$19	\$16	\$5	\$19	\$22	\$19	\$34	\$46	\$68	\$63



### **Peer Public Market Data**

(\$ in millions)

Company	Share	Market	Enterprise	TEV / Rev	TEV / EBITDA	Revenue Growth	<b>EBITDA Growth</b>	EBITDA Margin
Company	Price	Cap (\$mm) <sup>(1)</sup>	Val (\$mm) <sup>(2)</sup>	CY21E	CY21E	CY21E	CY21E	CY21E
SYSTEM (3)	\$10.00	\$1,285	\$1,426 <sup>(4)</sup>	1.8x	10.9x	38.2%	62.0%	16.4%
<b>User Monetization</b>								
J2 GLOBAL	\$132.51	\$6,830	\$8,069	4.7x	11.7x	14.5%	11.9%	40.3%
(5) TechTarget	89.42	2,580	2,694	10.0	27.1	35.1%	63.3%	37.1%
lendingtree	155.58	2,083	2,492	2.2	17.2	21.9%	17.1%	13.1%
Tab@la	8.75	2,078	1,556	1.2	10.3	11.0%	NA	11.5%
<b>⊘</b> MediaAlpha	20.97	1,369	1,596	2.3	24.2	18.7%	13.6%	9.5%
Qu <mark>i</mark> nStreet	18.07	989	893	1.5	15.4	14.2%	31.1%	9.5%
EVERQUOTE	20.99	630	585	1.3	23.3	28.4%	36.6%	5.7%
User Monetization Mean				3.3x	18.4x	20.6%	28.9%	18.1%
User Monetization Median				2.2x	17.2x	18.7%	24.1%	11.5%

Source: Company filings, Factset, Capital IQ and Wall Street research.

Note: Market data as of September 17, 2021. Financial data excludes amortization of intangibles, the impact of stock-based compensation expense and one-time charges.

- 1. Market Value based on diluted shares outstanding.
- 2. Enterprise Value = Market Value + Total Debt + Preferred Stock + Minority Interest Cash & Equivalents Short-Term Investments Long-Term Investments.
- 3. For purposes of comparability in analyzing performance, System1 and selected comparable companies have been adjusted to add the change in Deferred Revenue to both Revenue and EBITDA. Changes include System1, J2 Global, TechTarget and EverQuote.
- 4. Assumes current net debt of \$141M.
- 5. 2020 financials for TechTarget are pro-forma for the BrightTALK acquisition.