



INVESTOR PRESENTATION  
MAY 2023

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# First U.S.-Based Publicly Traded Independent Music Company

## Leading, diversified music publishing and recorded music business

- Vast collection of iconic hits across genre, geography, and time period
- Focused on acquiring catalogs with hit songs and building portfolio diversification
- Investing in frontline songwriters and artists with potential for success
- Network of joint venture, administration and distribution partners worldwide

## Highly accomplished, respected and award-winning platform

- Music Week Awards' Independent Publisher of the Year 2020 & 2022
- Music Business Worldwide's The A&R Awards' Publisher of the Year 2017 & 2019
- 18 Songwriters Hall of Fame inductions

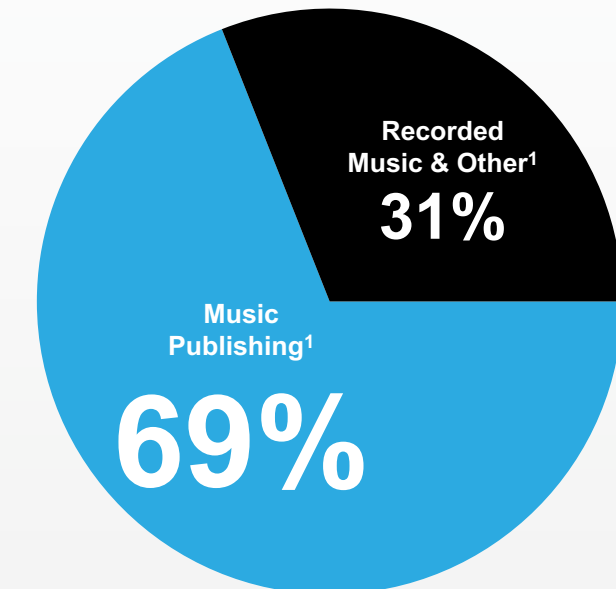
## First female founded and led publicly traded music company in the U.S., led by Golnar Khosrowshahi

- Billboard's Women In Music Executive of the Year 2022
- Billboard's Most Powerful Women in Music 2017, 2018, 2019, & 2020; Inducted into the Hall of Fame in 2023
- Billboard's Power List 2020, 2022, 2023
- Supported by a highly experienced team of music professionals with decades of experience at major music companies such as Universal, Warner, and Sony

### KEY FACTS

- NASDAQ: RSVR
- Market Cap: \$416M (at 03/31/23)
- Fiscal Year End: Mar 31<sup>st</sup>
- Shares Outstanding: 64M
- 150K+ Copyrights
- 36K+ master recordings
- Offices in NYC (HQ), LA, Nashville, London, Toronto, & Abu Dhabi

### REVENUE



<sup>1</sup> Trailing twelve-month revenue ended 03-31-23





# Compelling Investment Highlights

## Leading Independent Music Company With Proven Platform

- \$876M of invested capital since inception<sup>1</sup>
- \$722M of that amount in acquisitions of catalogs and companies
- \$154M of that amount in futures spend with enhanced risk/return profile vs. traditional catalog music

## Proven M&A Platform

- Strong track record, trusted partner to artist community and caretaker of legacy assets
- Deal pipeline includes 250+ potential targets worth over \$2.0B+ as of 03-31-23

## Competitive Advantages & Value Enhancement Capabilities

- Value enhancement efforts lead to industry outgrowth
- Experienced creative team with stellar reputation among artists and key players in the music industry

## Evergreen Catalog & Contemporary Hits

- 150K+ copyrights and 36K+ masters
- 130+ active songwriters and frontline artists
- 90% of publishing & 100% of recording gross profit is Life of Copyright<sup>3</sup>

## Growing Industry, Supported By Powerful Secular Tailwinds

- Supported by rise of digital, streaming, emerging markets, and expansion of emerging music monetization platforms
- Music industry projected to grow over 7% per year through 2030<sup>2</sup>

## Strong Growth & Operating Leverage Model

- Expected to outgrow music industry fundamentals
- Significant operating leverage opportunity as company scales

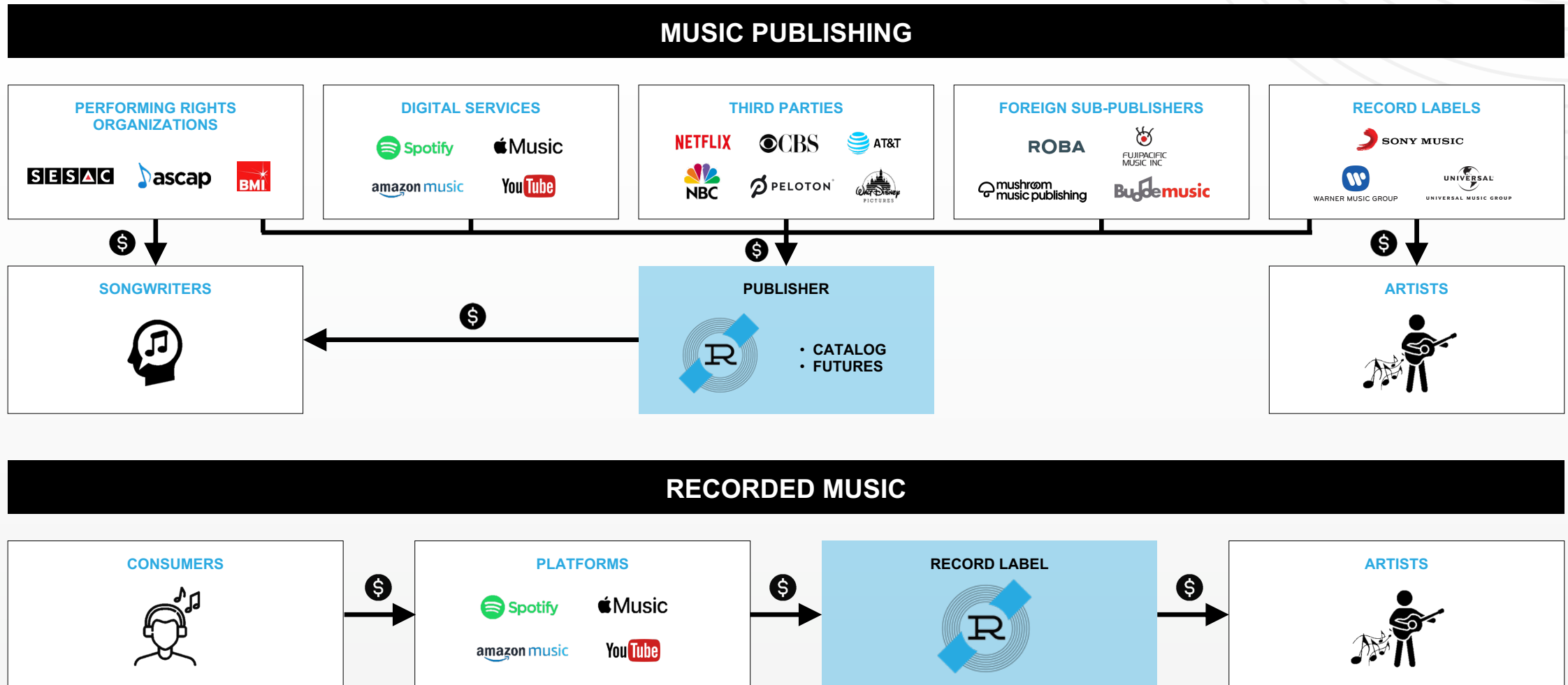
<sup>1</sup> As of 03-31-23

<sup>2</sup> Wall Street Research

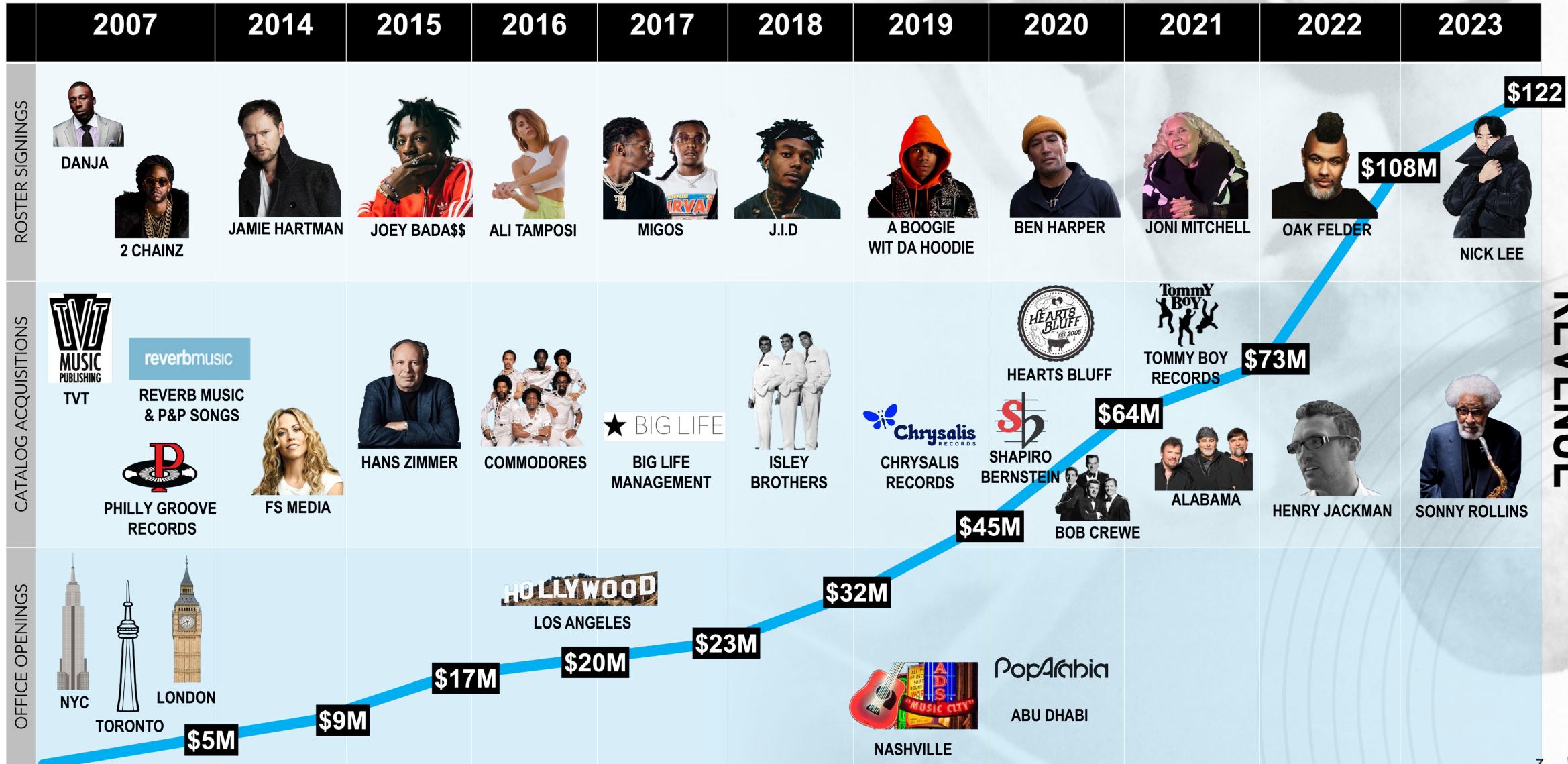
<sup>3</sup> Based on 80% of LTM as of 03/31/23 Net Publisher Share (NPS) and Net Label Share (NLS)



# Music 101



# History of Growth



REVENUE

# Music Publishing Segment Overview

Music Publishing represented Reservoir's primary focus from its 2007 inception until its large-scale step towards building its Recorded Music business in 2019 with the acquisition of Chrysalis Records.

**150K+**  
**COPYRIGHTS**

(I.E. Ownership Of  
Musical Composition)

No Musical Composition  
Accounts for

**> 3%**  
**OF REVENUE**

97% of Catalog has  
a Retention Date of

**> 10**  
**YEARS**

with 90% for Life of Copyright<sup>1</sup>

## CATALOG EXAMPLES

### Legacy:

- Joni Mitchell
- The Isley Brothers
- John Denver
- Billy Strayhorn
- Commodores

### Active Songwriters:

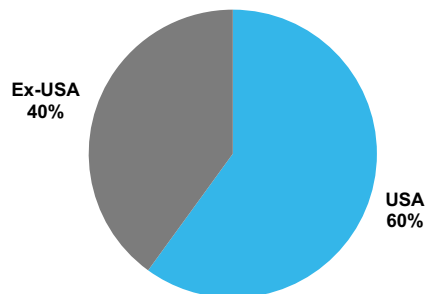
- Offset (Migos)
- Ali Tamposi
- 2 Chainz
- Oak Felder
- Jamie Hartman

DIVERSIFIED BY....

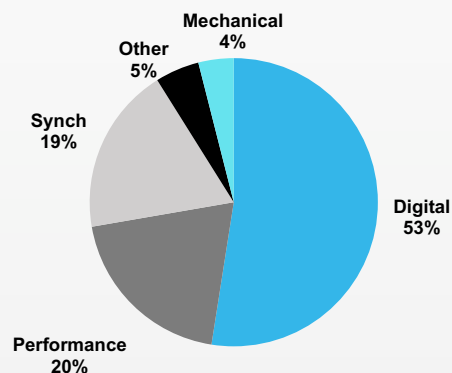
<sup>1</sup> Based on 80% of LTM Net Publisher Share (NPS) as of 12-31-22

<sup>2</sup> Trailing twelve-month revenue ended 03-31-23

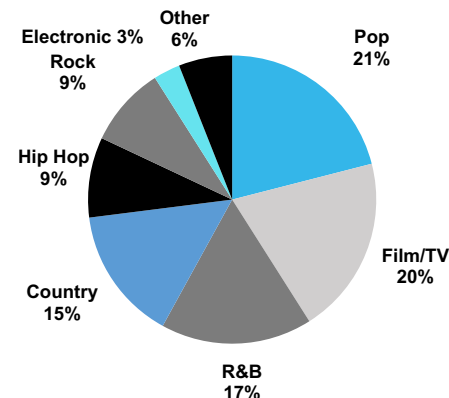
## GEOGRAPHY<sup>2</sup>



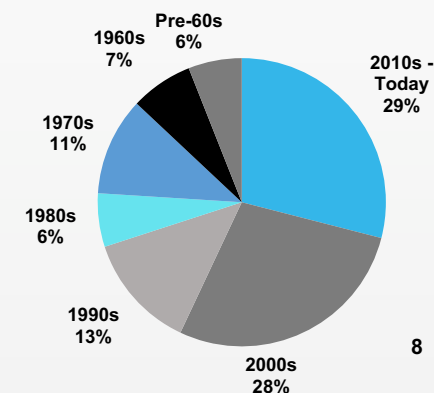
## MIX<sup>2</sup>



## GENRE<sup>1</sup>



## RELEASE DATE<sup>1</sup>





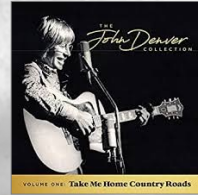
# Music Publishing Top 10 Songs by NPS<sup>1</sup>

1



**“It’s Your Thing”**  
The Isley Brothers  
2.2%, (1969)

2



**“Take Me Home, Country Roads”**  
John Denver  
1.1%, (1971)

3



**“Lady Marmalade”**  
Labelle  
0.9%, (1974)

4



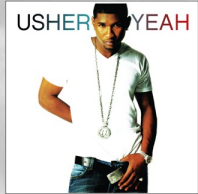
**“Ring of Fire”**  
Johnny Cash  
0.8%, (1963)

5



**“Higher & Higher”**  
Jackie Wilson  
0.8%, (1967)

6



**“Yeah!”**  
Usher  
0.7%, (2004)

7



**“Bring Me To Life”**  
Evanescence  
0.62%, (2003)

8



**“Gimme More”**  
Britney Spears  
0.6%, (2007)

9



**“Georgia On My Mind”**  
Ray Charles  
0.5%, (1930)

10



**“Disco Inferno”**  
The Trammps  
0.5%, (1976)

1,114 Songs Account For

**80%** of LTM NPS

with No Song Accounting For More Than 3% of LTM NPS

<sup>1</sup> LTM Net Publisher Share (NPS) as of 12-31-22

# Recorded Music Segment Overview

Reservoir's first foray into the recorded music business initially was in 2012 with the acquisition of Philly Groove. Reservoir expanded its recorded music segment through the acquisition of Blue Raincoat (incl. Chrysalis Records) in 2019 and Tommy Boy Records in 2021.

**36K+**  
**SOUND RECORDING**  
**COPYRIGHTS**  
(I.E. "Master" Recordings)

**100%**  
**OWNERSHIP**  
of Each Master  
Recording Typically

No Master Recording  
Accounts for  
**> 6%**  
**OF NET**  
**LABEL SHARE<sup>1</sup>**

## CATALOG EXAMPLES

### Legacy:

- De La Soul
- Sinéad O'Connor
- Naughty by Nature
- Generation X (Billy Idol)
- The Delfonics

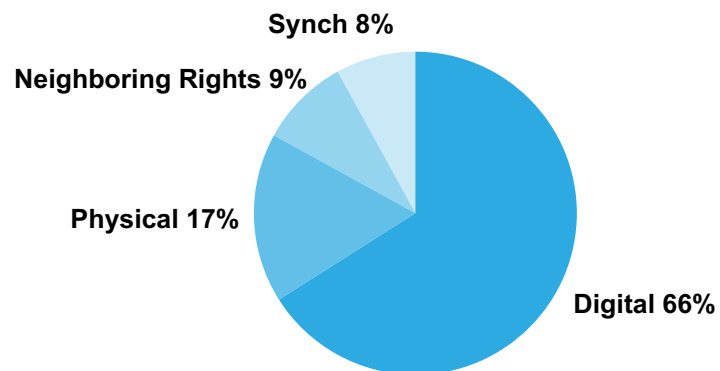
### Active Recording Artists:

- Ben Harper
- Laura Marling
- Liz Phair
- Emeli Sandé
- William The Conqueror

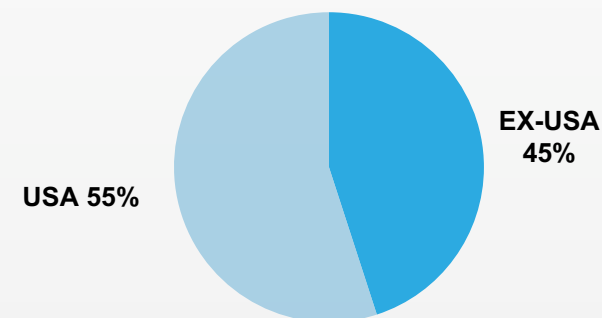
<sup>1</sup> Based on 80% of LTM Net Label Share (NLS) as of 12-31-22 excluding "Gangsta's Paradise"

<sup>2</sup> Trailing twelve-month revenue ended 03-31-23

## REVENUE MIX<sup>2</sup>



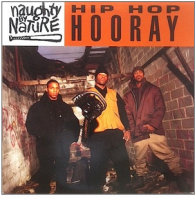




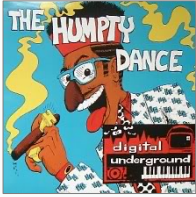




## GEOGRAPHY<sup>2</sup>





# Recorded Music Top 10 Songs by NLS<sup>1</sup>

- |   |   |  |    |  |  |   |   |  |   |   |  |
|---|---|--|----|--|--|---|---|--|---|---|--|
| 1 |    | <b>"Gangsta's Paradise"</b><br>Coolio<br>13.3%, (1995)           | 2  |    | <b>"Jump Around"</b><br>House of Pain<br>5.2%, (1992)                    | 3 |  | <b>"Hip Hop Hooray"</b><br>Naughty By Nature<br>2.6%, (1992) | 4 |  | <b>"What It's Like"</b><br>Everlast<br>2.2%, (1998)              |
| 5 |    | <b>"Nothing Compares 2 U"</b><br>Sinéad O'Connor<br>1.9%, (1990) | 6  |    | <b>"I'd Love To Change The World"</b><br>Ten Years After<br>1.9%, (1971) | 7 |  | <b>"The Magic Number"</b><br>De La Soul<br>1.8%, (1989)      | 8 |  | <b>"The Humpty Dance"</b><br>Digital Underground<br>1.4%, (1989) |
| 9 |  | <b>"The Whole of the Moon"</b><br>The Waterboys<br>1.2%, (1985)  | 10 |  | <b>"Dancing with Myself"</b><br>Generation X<br>1.1%, (1981)             |   |   |  |   |   |  |

234 Recordings Account For

**80%** of LTM NLS

and 100% are Owned for the Life of the Copyright

<sup>1</sup> LTM Net Label Share (NLS) as of 12-31-22



# Growth Drivers

1

**STRONG SECULAR  
TAILWINDS**

2

**VALUE ENHANCEMENT  
INITIATIVES**

3

**PROVEN M&A PLATFORM  
& NEW SIGNINGS**

4

**OPERATING LEVERAGE &  
CASH FLOW GENERATION**

# 1 Music Industry: Strong Secular Tailwinds



## Rise of Digital & Availability of Streaming

Digital Revenue CAGR:  
13% (2010-20)  
12% (2020-30)



## Growth Of Paid Streaming Subscribers

Paid Subs CAGR:  
49% (2010-20)  
11% (2020-30)



## Growth Of Streaming In Emerging Markets

EM to contribute 43% of streaming revenue by 2030



## Expansion Of Emerging Music Monetization Platforms



## Increased Government Intervention

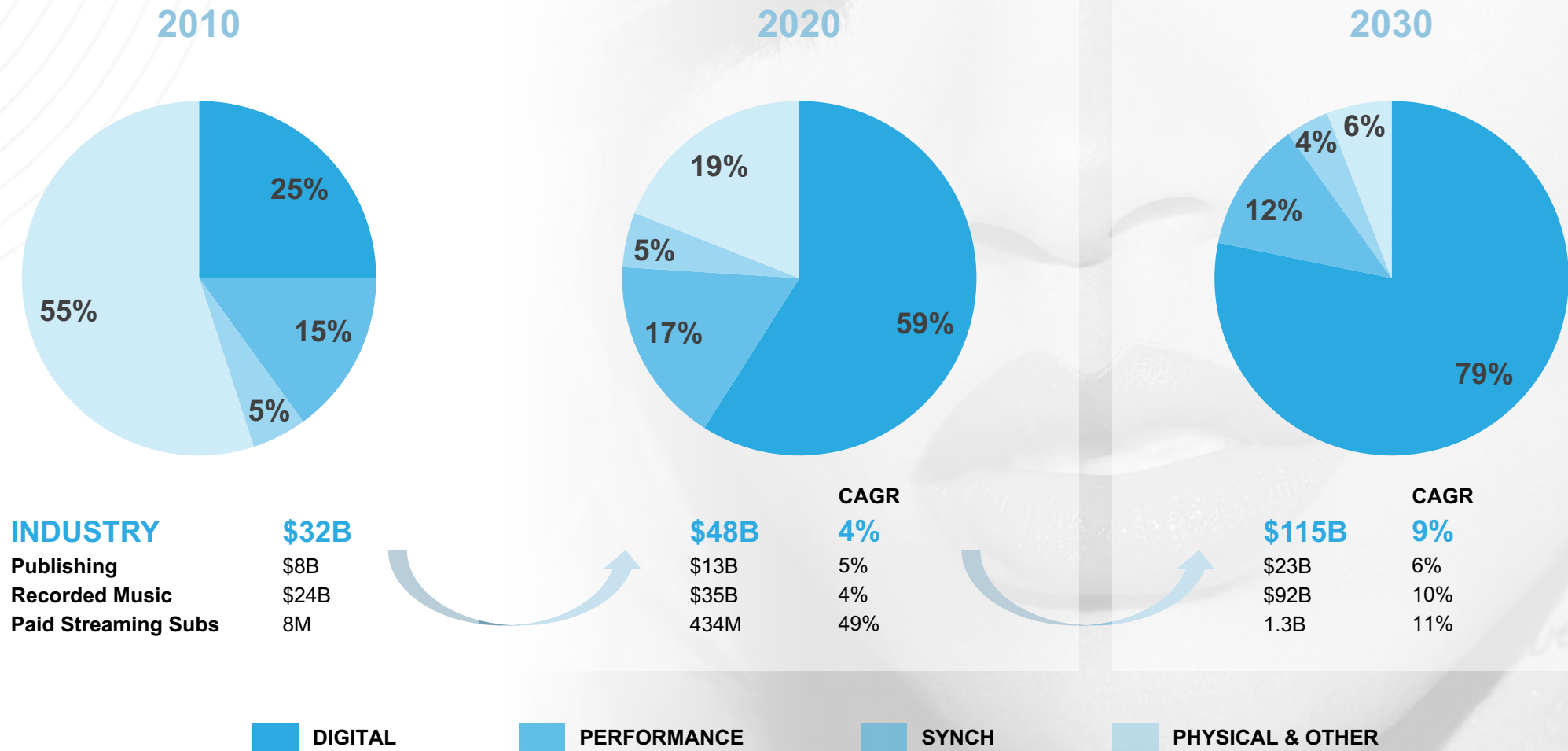
To curb piracy and improve monetization rates for content owners








## Recovery In Process Across Impacted Royalty Streams

(Gym/Bars/Restaurants, Synchron, Music Releases, Live Music)

# 1 Music Industry: Strong Growth Forecasted



# 2 Value Enhancement Initiatives

VALUE ENHANCEMENT	
SYNCHRONIZATION	Placement of musical compositions into television, film, advertisements, gaming platforms, and toys
DIGITAL LICENSING	Digital licensing partnerships with emerging music platforms and in-home fitness brands     
SETTLEMENTS	Representation on industry boards advocating for creators generates settlements from past infringement and enables collaboration on mechanisms for future licensing
SAMPLING, COVERS, INTERPOLATIONS, REMIXES	Extract additional value from high-quality catalogs with proactive pitching
EDUCATIONAL INITIATIVES	Development of interactive university courses to enhance brand exposure

Organic growth outpaces industry growth

RSVR 4-Year Revenue CAGR<sup>1</sup>

13%

Industry<sup>2</sup>

7%

<sup>1</sup> Organic Revenue over Fiscal 2018-2023

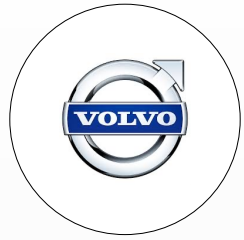
<sup>2</sup> Wall Street Research





# 2 Value Enhancement Examples & Industry Advocacy

## Top Synch Highlights



“Lean On”



“Take Me Home,  
Country Roads”



“Day-O”



“The Best”



“Non, Je Ne  
Regrette Rien”

Totaling **\$3M** IN LICENSING

## Industry Advocate & Leader

### ELECTED BOARD SEATS



# \$13M

GENERATED IN SETTLEMENT PAYMENTS  
Over the Past Five Years (FY19-FY23)



# 3 Proven M&A Platform

232 New Deals Considered In FY2023

97 OFFERS MADE

**42%**<sup>1</sup>

60 DEALS INTO EXCLUSIVITY

**26%**<sup>1</sup>

55 DEALS CLOSED

**24%**<sup>1</sup>

**\$722M**

CAPITAL  
DEPLOYED  
since inception<sup>2</sup>

**91%**

of GROSS  
PROFIT & COST  
SYNERGIES  
FLOW to EBITDA<sup>3</sup>

**12%**

UNLEVERED IRR  
since 2007<sup>4</sup>

**250+**

M&A TARGETS IN CURRENT PIPELINE AS OF 03-31-23

Totaling

**\$2.0B+**

<sup>1</sup> Based on total offers made, deals into exclusivity, and deals closed as a percentage of new deals considered in FY2022, respectively

<sup>2</sup> As of 03-31-23

<sup>3</sup> For the period FY18-FY23

<sup>4</sup> IRR represents a net return on invested capital since inception (2007) by the majority shareholder marking the investment to market upon close of SPAC merger

# 3 Proven M&A Platform

VALUE ENHANCEMENT LEADS TO BOUGHT-DOWN MULTIPLES					
Date	Purchase Price	NPS/NLS (At Close)	Multiple (At Close)	NPS/NLS (FY2023)	Multiple (FY2023)
2021	\$ 101.3	\$ 5.5	18.3 x	\$ 9.0	11.2 x
2020	\$ 61.4	\$ 3.6	17.0 x	\$ 4.2	14.8 x
2020	\$ 60.2	\$ 3.2	18.8 x	\$ 2.9	20.7 x
2019	\$ 50.1	\$ 3.5	14.5 x	\$ 7.6	6.6 x
2014	\$ 44.0	\$ 4.3	10.3 x	\$ 4.5	9.8 x
2018	\$ 30.7	\$ 2.5	12.4 x	\$ 3.7	8.3 x
2021	\$ 16.8	\$ 1.0	17.1 x	\$ 1.2	14.5 x
2020	\$ 16.4	\$ 1.3	13.0 x	\$ 1.2	13.1 x
2021	\$ 13.7	\$ 0.8	18.1 x	\$ 0.8	17.1 x
2012	\$ 11.0	\$ 0.9	12.0 x	\$ 1.0	11.6 x
2021	\$ 9.5	\$ 0.6	16.1 x	\$ 0.6	14.7 x
2022	\$ 9.4	\$ 0.6	16.8 x	\$ 0.7	12.9 x
2010	\$ 8.4	\$ 1.5	5.4 x	\$ 2.2	3.7 x
2017	\$ 7.8	\$ 0.6	13.3 x	\$ 0.6	13.7 x
2021	\$ 6.7	\$ 0.4	15.9 x	\$ 0.6	11.0 x
2020	\$ 6.0	\$ 0.4	16.0 x	\$ 0.5	11.6 x

## 15.7x

WEIGHTED AVERAGE  
ENTRY MULTIPLE

## 3.2x

WEIGHTED AVERAGE  
REDUCTION IN  
MULTIPLE

Note: Reflects transactions of +\$6M in value that are at least 12 months old as of 03-31-23 and did not contain young assets expected to decay at closing



# 3 New Roster Signings

Advance funds to established songwriters who are then under exclusive contract to create music with the benefit of long-term ownership.

**\$154M+**  
CAPITAL DEPLOYED<sup>1</sup>

**3 YEAR**  
TYPICAL TERM CONTRACT

**ALL**  
SIGNIFICANT WRITER SIGNINGS  
HAVE POSITIVE IRR<sup>2</sup>

**20.2%**  
WEIGHTED AVERAGE IRR<sup>2</sup>

## NOTABLE SIGNINGS

- Ali Tamposi
- Migos
- 2 Chainz
- Danja
- James Fauntleroy
- Jamie Hartman
- A Boogie Wit Da Hoodie
- Joyner Lucas

## PARTNERED WITH SONGWRITERS BEHIND HITS BY TODAY'S BIGGEST ARTISTS INCLUDING

- Justin Bieber
- Ed Sheeran
- Ariana Grande
- Bruno Mars

<sup>1</sup> As of 03-31-23

<sup>2</sup> Based on significant writer signings, which include investments of greater than \$2.5M and as of 03-31-23



# 3 New Roster Signings

FUTURES BASED INVESTMENTS LEAD TO HIGH IRR					
Date	Advances	Recouped (FY2023)	NPS/NLS (FY2023)	Multiple (FY2023)	IRR
2016	\$ 14.2	50%	\$ 0.6	12.1 x	12.7%
2017	\$ 13.7	82%	\$ 0.6	3.8 x	33.6%
2019	\$ 9.0	71%	\$ 0.2	11.4 x	20.1%
2018	\$ 8.9	35%	\$ 0.3	20.4 x	2.2%
2012	\$ 8.3	88%	\$ 0.3	3.2 x	27.1%
2014	\$ 6.6	73%	\$ 0.4	4.3 x	50.3%
2011	\$ 6.5	100%	\$ 0.0	N/A	0.8%
2019	\$ 4.8	29%	\$ 0.1	23.0 x	10.5%
2018	\$ 3.3	100%	\$ 0.0	0.0 x	36.3%
2021	\$ 3.1	0%	N/A	N/A	37.3%
2020	\$ 3.0	35%	\$ 0.1	30.1 x	3.2%
2015	\$ 2.8	70%	\$ 0.1	13.8 x	18.5%
2021	\$ 2.5	32%	\$ 0.1	14.5 x	12.1%
2020	\$ 2.5	55%	\$ 0.1	12.3 x	9.5%

**9.8x**

EFFECTIVE CURRENT  
MULTIPLE

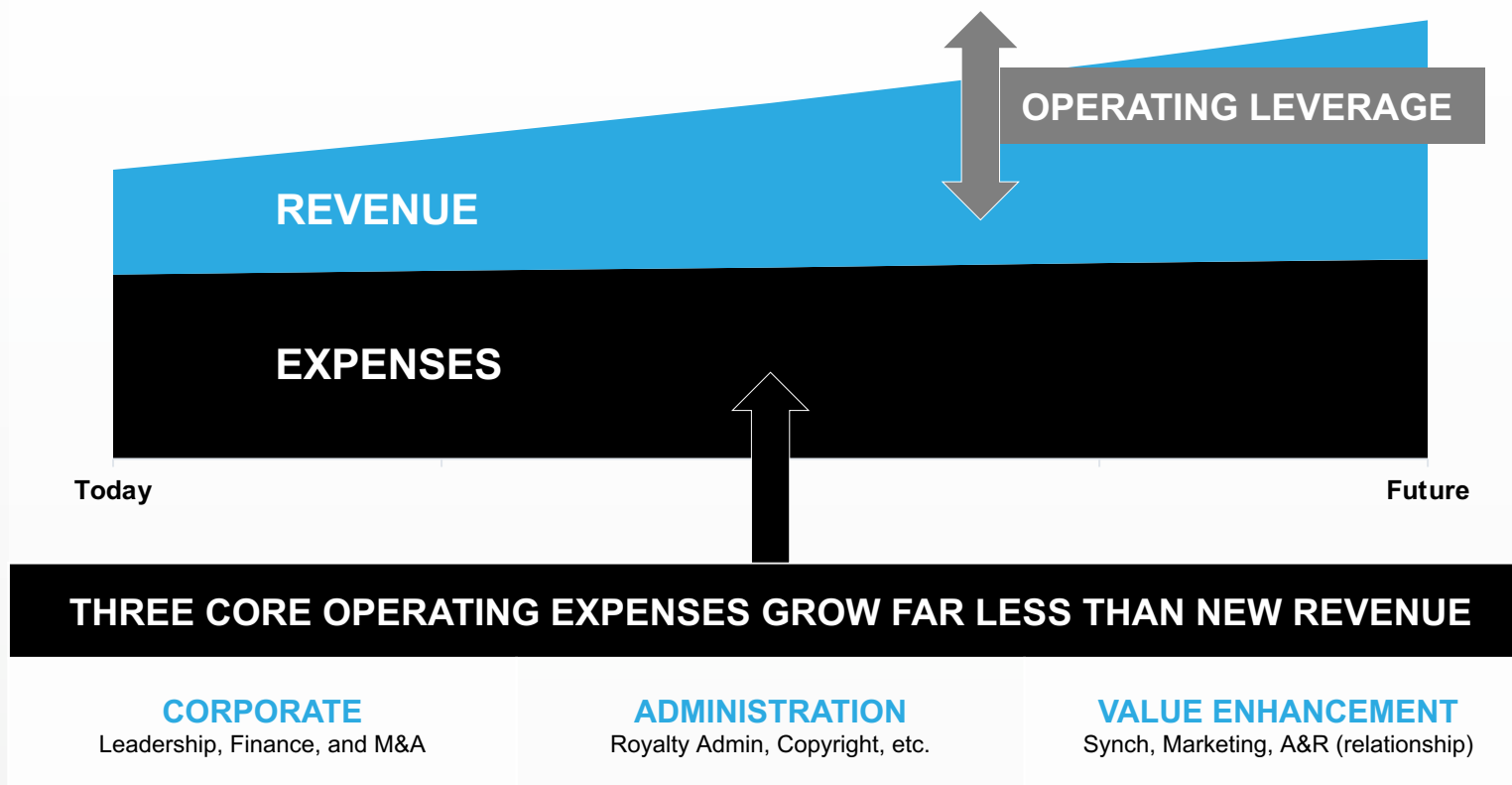
**20.2%**  
**IRR**

ON SIGNIFICANT  
WRITER SIGNINGS

As of 03-31-23, writer signings with more than \$2.5M invested  
 IRRs based on actual performance to date and projected performance through end of deal  
 2011 deal for \$6.5m recouped and futures created during deal were purchased  
 2018 deal for \$8.9m includes reverting NPS, added pro-forma above, to be coming into the deal in the coming years  
 2021 deal for \$3.1m is a masters net profit-based deal  
 2019 deal for \$9.0m, 2012 deal for \$8.3m, 2019 deal for \$4.8m, and 2021 deal for \$2.5m are all new or amended deals in Fiscal 2023

# 4 Operating Leverage & Cash Flow Generation

Core Infrastructure Provides Substantial Operating Leverage as the Business Grows



**> 91%**

of Acquired Gross Profit Should Fall to Adj. EBITDA<sup>1</sup>

- Asset light model
- Limited incremental expenses needed as new catalogs are added
- Tommy Boy acquisition expanded platform in U.S. for Recorded Music

<sup>1</sup> For the period FY18-FY23



# Financials



# Q4 and Full Year Fiscal Year 2023 Results

## 13% total revenue growth in 2023 year-over-year

- Music Publishing revenue rose 9% year-over-year
- Recorded Music revenue increased 18% year-over-year
- Other revenue increased 188% year-over-year

## Flat revenue growth in Q4 year-over-year

- Music Publishing revenue decreased 8% year-over-year
- Recorded Music revenue increased 10% year-over-year
- Other revenue increased 304% year-over-year

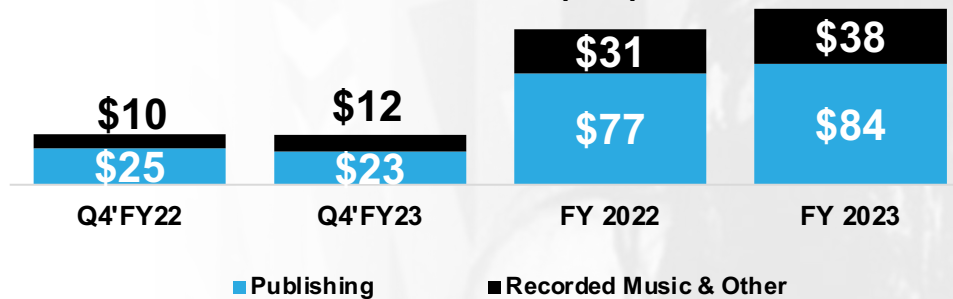
Signed publishing deals including **Armani White**, **Christian Stalnecker**, and a JV with **American Idol** producer **19 Entertainment**

Brought De La Soul's iconic catalog to all streaming platforms

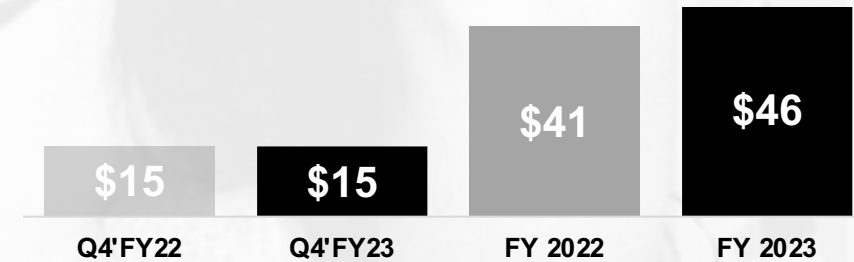
Acquired catalogs of **Sonny Rollins**, **Mannie Fresh**, and others

Issued Fiscal 2024 outlook, including 6% Revenue growth and 9% Adjusted EBITDA growth

REVENUE (\$M)

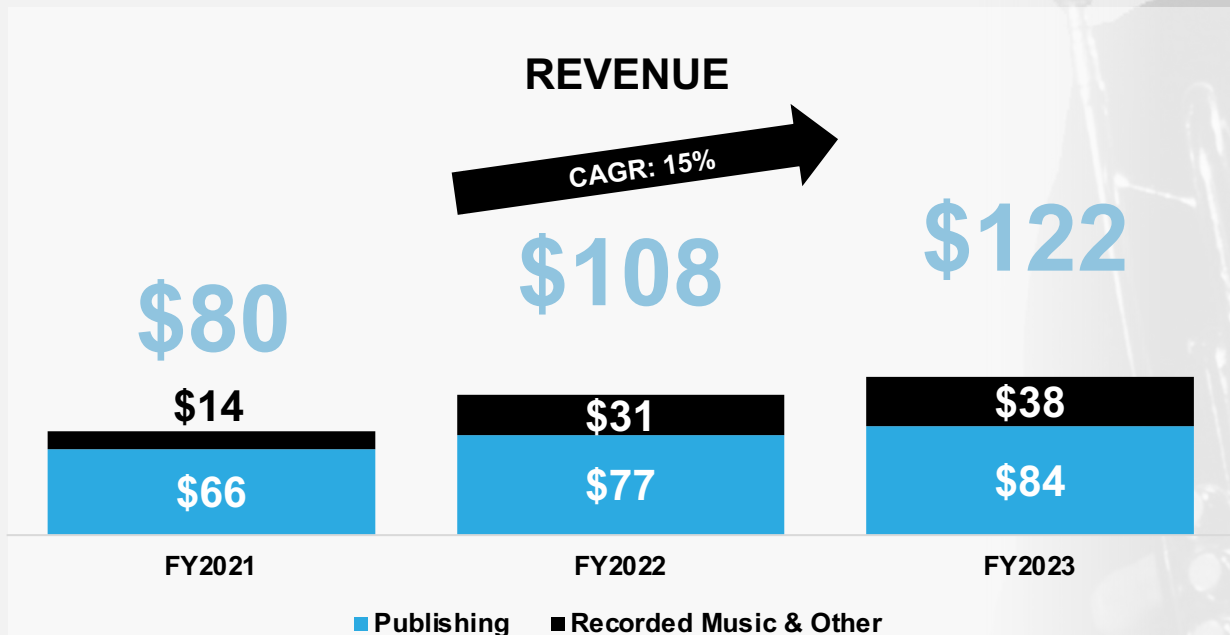


ADJUSTED EBITDA (\$M)



# Strong Growth Track Record & Forecast – Issued Fiscal Year 2024 Outlook

(\$ in millions)	Current Fiscal 2024 Outlook	Growth (at mid-point)
REVENUE	\$127 - \$132	6%
ADJUSTED EBITDA	\$49 - \$52	9%

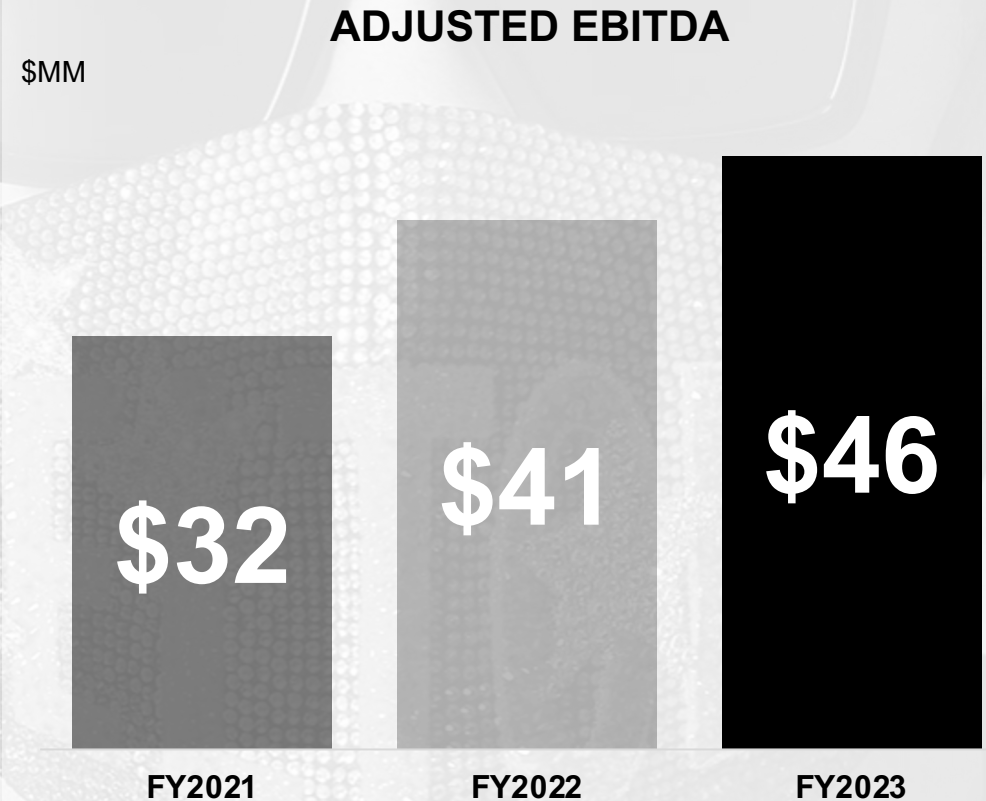
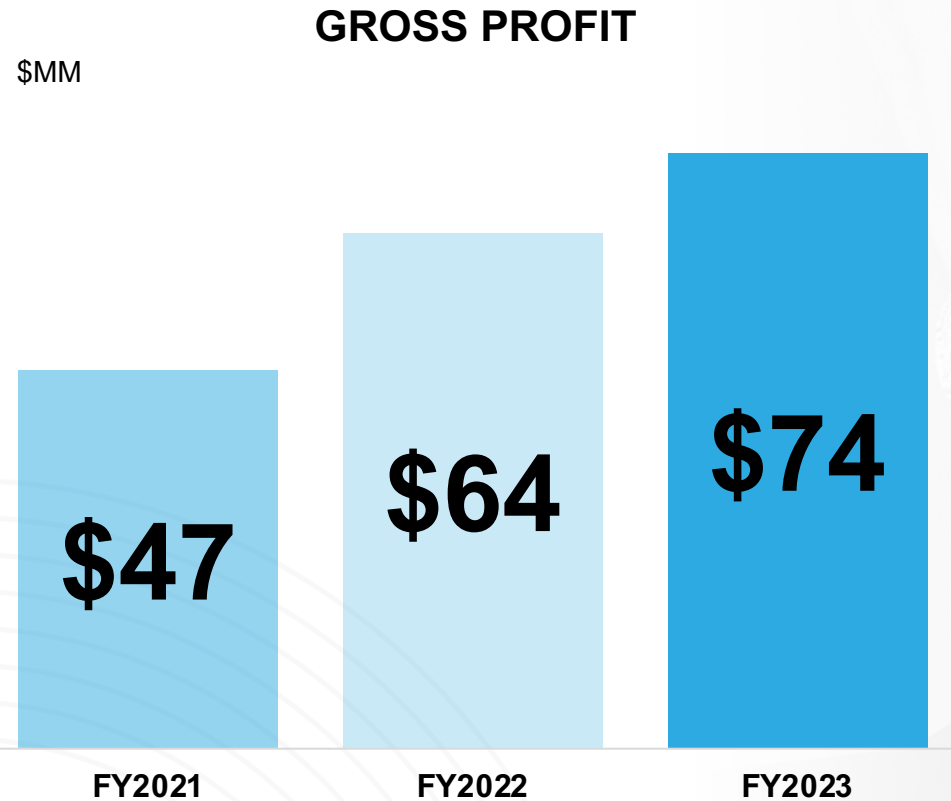


## CORE DRIVERS

- Strength & Diversity of Catalog
- Strong Execution in Futures Business
- Value Enhancement Success
- Opportunistic, Accretive M&A



# Improving Profitability

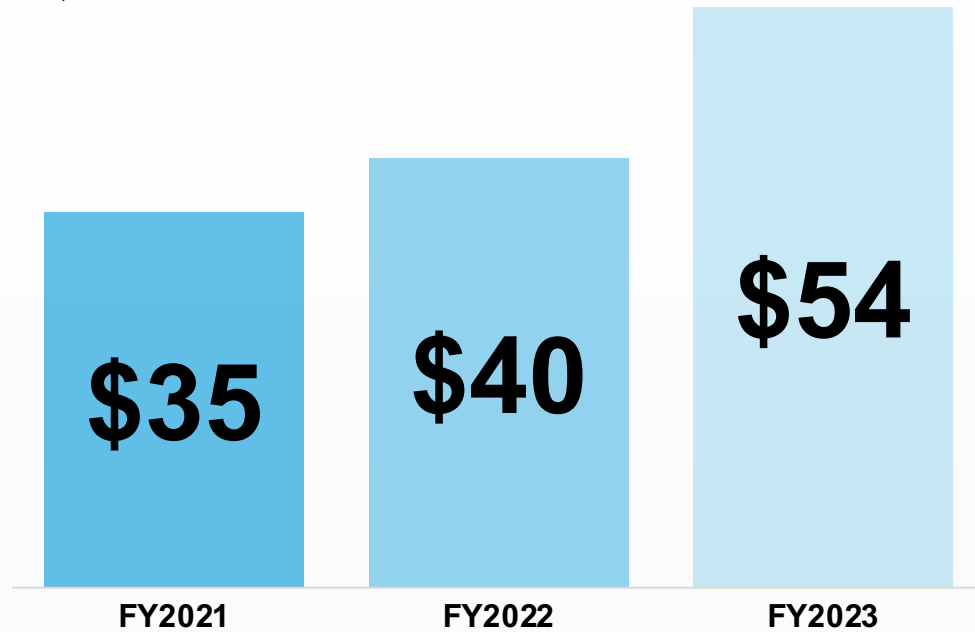


*Note: Excludes the effect of any non-cash stock-based compensation expense related to the current stock incentive plan.*

# Solid Balance Sheet & Strong FCF Generator

## ADJUSTED FREE CASH FLOW<sup>1</sup>

\$MM



## BALANCE SHEET METRICS

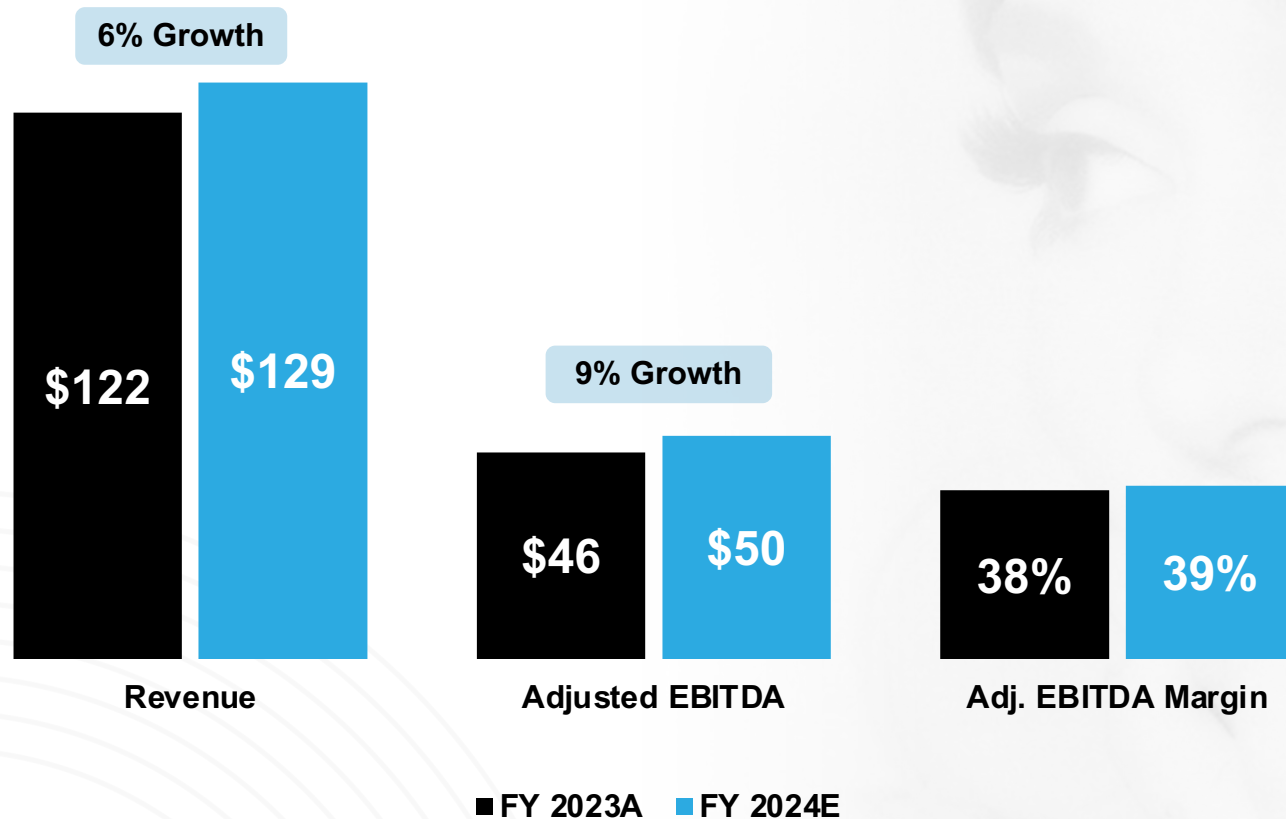
as of 3-31-23

TOTAL DEBT:	\$312M
CASH:	\$15M
NET DEBT:	\$297M
CAPACITY:	\$132M

<sup>1</sup> Adjusted Free Cash Flow excludes cash flow used for acquisitions and signings



# Strong Growth Outlook & Operating Leverage



- Assumes \$28M of reinvestments into new deals for Fiscal 2024
- Assumes a mix of publishing and recorded catalog acquisitions, as well as futures
- No additional debt utilized for M&A



# Appendix



# Music Publishing 101

## IP RIGHTS:

- Songs owned by publisher or songwriter
- **Catalog** = previously released songs
- **Futures** = songwriters under active contract who are writing new songs

## PROTECTED ASPECT OF WORK:

- Notes & lyrics

## RESPONSIBILITY OF PUBLISHER: *Monetization & Exploitation*

- **Catalog**: identify high-quality legacy catalogs and acquire ownership interest in these catalogs
- **Futures**: find songwriters to sign and develop, nurture their skills and pair them with likeminded collaborators; may either have ownership interest in copyright or perform services under an administration agreement
- **Both**: pitch songs for use in film, tv, advertising, videogames, and others; license the right to use the song; collect royalty fees for usage

## INCOME:

- Royalty income paid on every version of the song typically split between publisher (NPS) and songwriter (writer's share/royalties)

## KEY CASH FLOW METRICS

Revenue / Gross Royalties

(-) Writer Royalties

= Net Publisher Share (NPS)

(-) Operating Expenses  
(Artist & Repertoire, Licensing,  
G&A, Talent Expense)

= EBITDA

Amortization

Advances

Recoupments

Capex

# Recorded Music 101

## IP RIGHTS:

- Collection of master recordings owned by a record label or performing artist

## PROTECTED ASPECT OF WORK:

- Sound recording of a composition

## RESPONSIBILITY OF RECORD LABEL: *Monetization & exploitation*

- Identify songs and work with producers and artists to create, market and promote recordings
- Manufacture and distribute physical product
- Pitch songs for use in film, TV, advertising, videogames and others; license the right to use the recording; collect royalty fees for usage
- Typically owns master recording outright

## INCOME:

- Royalty income paid only on specific recording of a song
- Typically split between label (NLS) and performing artist (artist royalties)

## KEY CASH FLOW METRICS

Revenue / Sales / Royalties

(-) Artist Royalties

(-) Manufacturing & Distribution Costs

= Net Label Share (NLS)

(-) Operating Expenses  
(Artist & Repertoire, Licensing,  
G&A, Talent Expense)

= EBITDA

Amortization

Advances

Recoupments

Capex

# RSVR Financial Model 101

	MUSIC PUBLISHING	RECORDED MUSIC
REVENUE	Revenue / Gross Royalties	Revenue / Sales / Royalties
COST OF REVENUE	LESS: Writer Royalties	LESS: Artist Royalties LESS: Manufacturing/Distribution Costs
GROSS PROFIT	Net Publisher Share (NPS)	Net Label Share (NLS)
OPERATING EXPENSES	LESS: OpEx (A&R, Licensing, G&A, Talent Expense)	
EBITDA	EBITDA	

INFRASTRUCTURE PROVIDES SUBSTANTIAL OPERATING LEVERAGE, ALLOWING US TO ACQUIRE THE GROSS PROFIT CONTRIBUTION OF ADDITIONAL CATALOGS WITHOUT INCREMENTAL EXPENSE

# Income Statement Highlights

FISCAL YEAR END: March 31(\$ in M)	2019A	2020A	2021A	2022A	2023A
Publishing Revenue	\$43	\$53	\$66	\$77	\$84
Recorded & Other Revenue	\$2	\$9	\$14	\$31	\$38
<b>Total Revenue</b>	<b>\$45</b>	<b>\$62</b>	<b>\$80</b>	<b>\$108</b>	<b>\$122</b>
<i>Percentage Growth YoY</i>	40%	38%	29%	35%	13%
Net Publisher Share	\$24	\$28	\$37	\$42	\$45
Net Label Share & Other	\$2	\$7	\$10	\$22	\$29
<b>Gross Profit</b>	<b>\$26</b>	<b>\$35</b>	<b>\$47</b>	<b>\$64</b>	<b>\$74</b>
<i>Gross Margin</i>	58%	56%	59%	59%	61%
<b>Adj. EBITDA</b>	<b>\$19</b>	<b>\$23</b>	<b>\$32</b>	<b>\$41</b>	<b>\$46</b>
<i>Adj. EBITDA Margin</i>	32%	37%	40%	38%	38%

Note: Excludes the effect of any non-cash stock-based compensation expense related to the current option plan





# Cash Flow & Balance Sheet Highlights

FISCAL YEAR END: March 31 (\$ in M)	2019A	2020A	2021A	2022A	2023A
<b>Cash Flow Highlights</b>					
Adj. EBITDA	\$15	\$23	\$32	\$41	\$46
Recoupments	10	14	13	13	13
Interest, W/C Changes & Other	(13)	(5)	(9)	(14)	(5)
<b>Cash From Operating (Adj. FCF)</b>	<b>\$12</b>	<b>\$32</b>	<b>\$35</b>	<b>\$40</b>	<b>\$54</b>
Acquisitions	(32)	(108)	(119)	(197)	(72)
Advances & Other	(18)	(22)	(17)	(28)	(23)
<b>Cash From Investing</b>	<b>(\$50)</b>	<b>(\$130)</b>	<b>(\$137)</b>	<b>(\$225)</b>	<b>(\$95)</b>
<b>Balance Sheet Highlights</b>					
Ending Cash	\$9	\$58	\$9	\$18	\$15
Ending Debt	105	176	213	276	312
<b>Net Debt</b>	<b>\$96</b>	<b>\$118</b>	<b>\$204</b>	<b>\$258</b>	<b>\$297</b>

Note: Advances moved from Operating to Investing cash flows for illustrative purposes



# Consolidated EBITDA Reconciliation

FISCAL YEAR END: March 31 (\$ in M)	2019A	2020A	2021A	2022A	2023A
<b>Net Income</b>	<b>\$ 3.8</b>	<b>\$ 9.4</b>	<b>\$ 9.3</b>	<b>\$13.1</b>	<b>\$2.8</b>
<i>Adjustments</i>					
Depreciation & Amortization	5.9	9.1	14.1	19.0	22.1
Income Tax Expense / (Benefit)	0.5	4.0	2.1	4.3	5.6
Interest Expense	6.2	5.8	9.0	10.9	14.8
<b>EBITDA</b>	<b>\$ 16.4</b>	<b>\$ 28.3</b>	<b>\$ 34.5</b>	<b>\$47.3</b>	<b>\$45.2</b>
<i>Operating Adjustments</i>					
Gain / Loss on Debt Extinguishment	0.0	(10.6)	0.0	0.0	0.9
Benefit of Forgiven PPP Loan	0.0	0.0	(0.6)	0.0	0.0
Exchange (Gain) / Loss	(0.8)	0.1	0.9	(0.3)	(0.3)
Change in Fair Value of IR Swaps	2.8	5.6	(3.0)	(8.6)	(2.8)
Non-cash Share-based Compensation	0.0	0.0	0.1	2.9	3.2
Share of Earnings in Equity Affiliate	(0.0)	(0.0)	0.0	0.0	0.0
<b>Adjusted EBITDA</b>	<b>\$ 18.3</b>	<b>\$ 23.2</b>	<b>\$ 31.9</b>	<b>\$41.3</b>	<b>\$46.3</b>

A black and white photograph of the Alpha IR Group, a six-member soul band, standing in a row. They are dressed in 1960s-style soul music attire, including patterned jackets, suits, and a hat. The image is dark and serves as a background for the text.

# IR Contacts

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Alpha IR Group

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