# **LiveVox Investor Overview**

May 2022



#### Forward-Looking Statements; Non-GAAP Information

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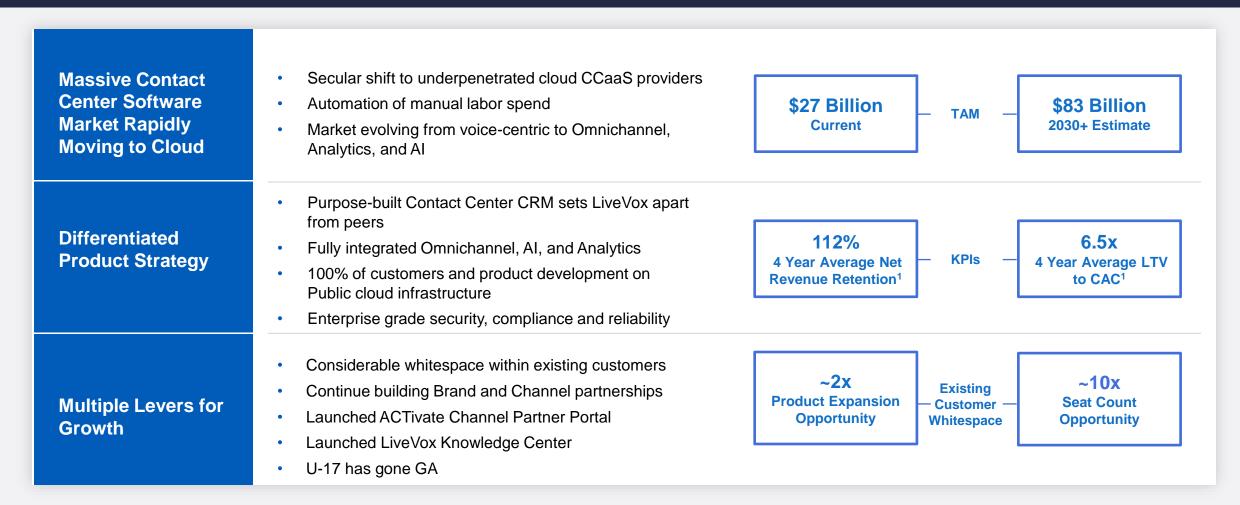
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#### LiveVox Overview



<sup>1.</sup> Represents average from 2018-2021

Source: Magellan Solutions Call Center Benchmarking Report, Mckinsey.



#### CCaaS 2.0 - Blended Omnichannel Platform

#### Enables out-of-the-box solutions that are easy to deploy and optimize.



LiveVox's platform seamlessly integrates blended omnichannel communications, CRM, AI, and WFO in a single pane of glass

- 100% Multi-Tenant platform (i.e., public cloud/AWS) with a modern UX
- Scalable architecture with 400+ open APIs/ETLs to support enterprise-grade deployments
- Voice, omnichannel, and AI are integrated and enable consistent platform-wide reporting and analysis
- Contact Center CRM acts as a data integration tool that complements existing solutions (e.g., Salesforce) or can be deployed standalone
- Pre-configured features and functionality reduce cost, and time to value for customers
- 95% self-configurable by non-IT staff for operational business flexibility



## LiveVox Offers a Native Platform – Competitors Rely on Partners

Key Capabilities	LiveVox CCaaS 2.0	CCaaS Vendors Offer Voice Channels & IVRs GENESYS  GENESYS  inContact	CRM Platforms Focus on Workflows  salesforce zendesk  Microsoft Dynamics 365	Digital First Platforms Focus on Chat / SMS and/or Social Channels  LIVEPERSON INTERCOM	WFO Vendors Provide Reports & Data Insight VERINT. CALABRIO*	UCaaS Providers Offer Back-Office Support & Telephony RingCentral 8x8
Voice & Messaging						
IVR & Self Service						
CPaaS & APIs						
Contact Management					0	
ETL&Data Management						
Workflows & Integration		0		0		
Agent Experience		0		0		
Business Intelligence				•		
Collaborate & Connect		0	0			
Quality Management		0	•	•		
Interaction Analytics			0	0		0
AI & Automation			0			•











#### Robust Data Management is Key to Contact Center Operations

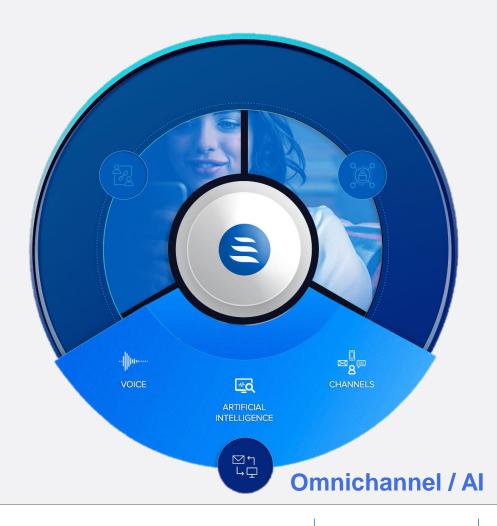


#### Purpose-Built Contact Center CRM

- A central hub for the contact center to interact with channels, applications, and data
- Designed to enable easy push/pull of data from other CRMs and systems of record
- Draws insight through a combination of structured & unstructured data
- All and other platform applications are pre-configured out of the box
- Third-party systems are easy to integrate and low cost for customers



#### Access to Key Contact Center Communication Channels



#### Omnichannel / Al Engine

- Supporting key communication channels including Voice, Email, SMS, Chat and WhatsApp
- Practical low-code and no-code AI tools allow for the creation of more meaningful interactions that are dynamic and optimized for every customer engagement.
- Pre-Integrated with LiveVox Bot and AI Technology as well as evolving partner ecosystem
- Customers have reduced implementation times by 50%



### Full Suite of Productivity and Analytics Tools, Pre-integrated



#### Workforce Optimization

- Pre-integrated suite is part of the contact center platform
- Performance data + agent attributes provides unparalleled visibility and understanding
- Unstructured data can be evaluated to understand intents and draw out data themes
- Creates 360° loops to drive agent performance and optimize self-service workflows with virtual assistants
- Robust speech analytics platform

## **AWS Migration Benefits**



We have migrated 100% of our customers to public cloud data centers. Now we can fully leverage the technical and financial advantages it provides a company of our size – focus on further up the stack development, i.e., customer facing investments:

- Velocity of new feature development
- Reliability / redundancy as we increase our availability zones on AWS
- Simplicity of product management for operations, engineering and support
- Technical debt is minimized ability to run fewer versions now that all customers are migrated
- We went from customers on 6 version to 2 versions of our platform
- Now that the migration is complete, we can optimize our AWS costs above the GM line
- Capex is negligible, costs can be optimized, and services can be enhanced
- 24/7 Global Operations, with our global work force and multi public cloud strategy



### CCaaS 2.0 - More Revenue - Speed-to-Lead

As digital engagement increasingly becomes the new storefront for the enterprise, a seamless integration between digital sales and the contact center is imperative for driving revenue and a superior customer experience.



Tailoring Agent Desktops That Guide & Optimize Conversions



**Agents** 

Web Chat

& Bots







\_everage out-of-the-box workflows



ted SM





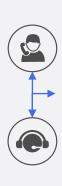
**The Next-Generation Contact** 

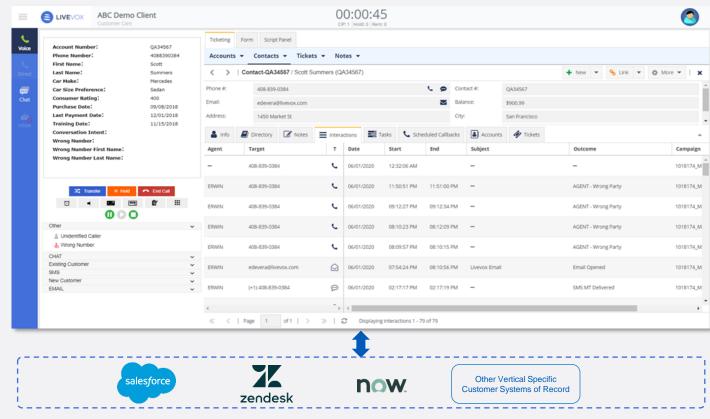
**Engaging Consumers via** 

**Digital Properties** 

## CCaaS 2.0 – Better Customer Experience – Single Pane of Glass

Integrating multiple CRMs is a complex project for IT departments but LiveVox's native CRM unifies disparate, department-level systems of record to present a single view to the agent, without replacing existing CRMs; we provide great customer experience at the lowest TCO.





Salesforce is ~20% of the CRM market, however ~80% of enterprises use multiple systems of record, which means that only 4% of the market uses
Salesforce exclusively

REPRESENTATIVE CRM INTEGRATIONS



## CCaaS 2.0 – Greater Agent Efficiency – Pre-Integrated Al









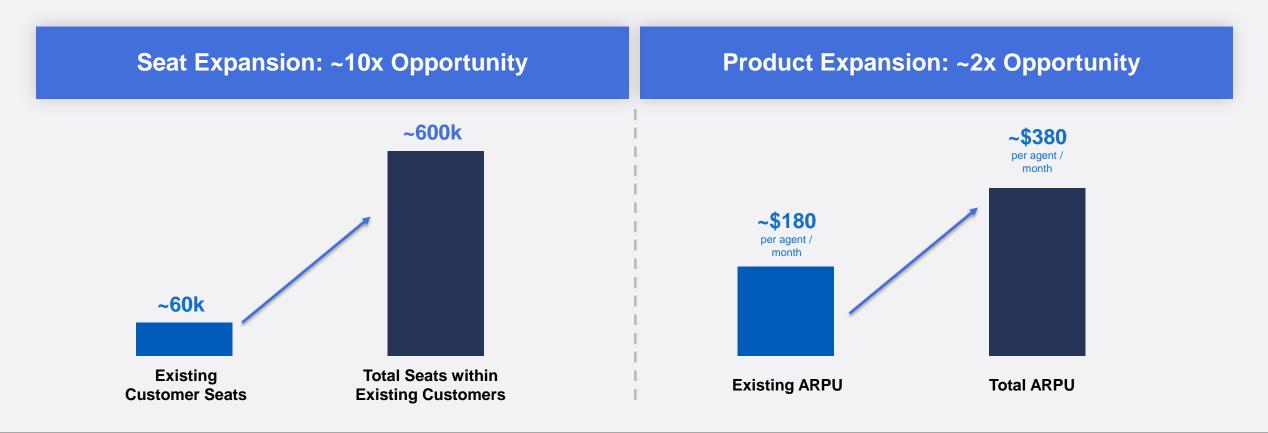


Virtual Agents	Workflow Management Analytics	Agent Assistance Chatbots
	Traditional CCaaS Vendors	LIVEVOX
Implementation Process	Bespoke integration with disparate Contact Center CRM ecosystem required at each deployment	Al configured with LiveVox CRM out of the box leads to a highl scalable implementation process and shorter time-to-value
Optimization Process	Labor intensive through addition of complex integration and custom code	Al optimized with LiveVox utilizing pre-integrated data sets and combination of consumer & operational outcomes increases value
Customer Care Time-to-Value	Integration into Dual Tone Multi-frequency ("DTMF") IVR limits understanding of customer interactions	Integration into ACD enables better optimization of outcomes based on listening/recording/analyzing inbound customer interactions with virtual agents
Estimated Average Cost	\$500K over 6 months	\$50K over 3 weeks with Client Managed Optimization



#### 20x+ Whitespace Opportunity Inside LiveVox's Installed Base

Within our existing customer base there is a an estimated \$2 Billion+ whitespace opportunity...



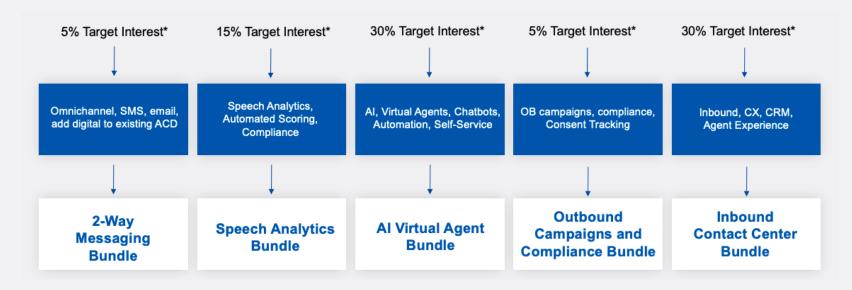
Source: Company estimates.



## Land and Expand Strategy

#### LiveVox is successfully landing opportunities through market-drive product bundles

- Distinct product bundles enable us to "land" off-cycle from PBX replacement
- Focus on customers that are "raising their hands" with specific needs through intent marketing
- Bundles are infused with out-of-the-box Al capabilities
- Speed to implementation and optimization is a distinct advantage



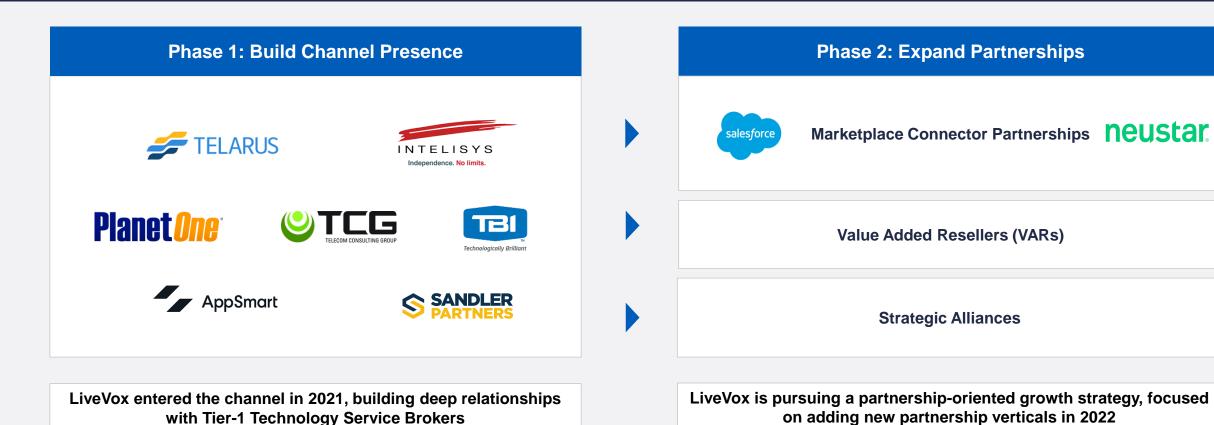
**Land - Bundles** 

Bundles enable us to appeal to 85% of the market looking to purchase in next 18 months



<sup>\*</sup>Based on primary survey data

### Go-To-Market Expansion



**Supported by 400+ enterprise-tested APIs** 



## Focused on Continuing to Build Our Brand and Drive Revenue

#### The Return of Live Events

- Biggest event of 2021, CCW Las Vegas. Presence focused on CX and the benefits of a performance-driven contact center
- Will continue to expand into new markets including financial services, customer care, and lead generation by attending over 30 live events in 2022















#### **Purposeful Content, Analyst, & PR Activity**



Investing in AI to Improve CX



Frost & Sullivan Buyer's Guide, LiveVox Profile: Al-Powered Omnichannel



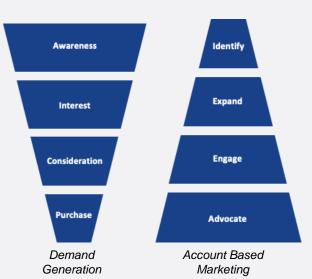
U-17 Product Release Brief



**Channel Futures** 

LVOX in key publications

#### **Dual Approach to Lead Generation**



- Focused on larger accounts demonstrating strong fit, indicating a higher propensity to buy
- Increase number of leads and lead efficiency through proven analytics
- Leverage multiple data signals to build models that refine our target list and understanding of prospect buying cycles





# **Financial Information**



### 1Q22 Highlights

#### **Financial Highlights**

- Contract Revenue = \$25.2 mil, +21% YoY
- Excess Usage Revenue<sup>1</sup> = \$6.9 mil, -4% YoY
- Total Revenue = \$32.1 mil, +15% YoY
- Net Revenue Retention improved to 113%
- Adjusted Gross Margin improved 140 basis points sequentially to 60.4%

#### **Other Highlights**

- Launched ACTivate Channel Partner Program
- Launched LiveVox Knowledge Center to provide self service and collaboration tools to agents and their customers
- U-17 has gone Generally Available

Note 1: Includes professional services and other implementation and non-recurring revenue



#### 2Q22 and FY22 Guidance

(\$ in Millions)	Q2'22	Y/Y Growth (%)	FY2022	Y/Y Growth (%)
Contract Revenue	\$26.3 - \$26.8	18% - 20%	\$109 - \$111	20% - 23%
Excess Usage Revenue	\$6.9 - \$7.4	5% - 13%	\$29 - \$34	1% - 18%
Total Revenue	\$33.2 - \$34.2	15% - 18%	\$140 - \$142	17% - 19%
Adjusted EBITDA	\$(6.7) - \$(5.7)	       	\$(24) - \$(22)	
Gross Margin (%)	~61.5%	     	Mid-60s	

**Expect Adjusted EBITDA to be breakeven by Q1 2024** 



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## Historical Quarterly Financials (GAAP)

			2019					2020					2021			2022
(\$ in millions)	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q	4Q	FY	1Q
Revenue	\$ 21.0	\$ 22.4	\$ 24.0	\$ 25.3	\$ 92.8	\$ 26.5	\$ 22.5	\$ 25.4	\$ 28.1	\$ 102.5	\$ 27.9	\$ 28.9	\$ 30.5	\$ 31.9	\$ 119.2	\$ 32.1
Cost of Revenue	8.9	9.3	9.4	10.7	38.3	10.0	9.6	9.7	10.2	39.5	11.2	21.6	13.5	14.4	60.6	13.6
Gross Profit	12.1	13.1	14.6	14.7	54.5	16.5	12.9	15.7	17.9	63.1	16.8	7.3	17.0	17.5	58.6	18.5
Gross Margin (%)	57.7%	58.4%	60.9%	57.9%	58.8%	62.4%	57.3%	61.9%	63.7%	61.5%	60.0%	25.2%	55.8%	54.9%	49.1%	57.5%
Sales & Marketing	5.1	5.4	6.4	7.5	24.4	8.1	7.0	6.6	7.4	29.0	8.9	27.7	12.2	13.5	62.3	14.7
General & Administrative	2.5	2.5	3.0	8.9	16.9	3.1	3.4	3.2	4.6	14.3	4.9	24.6	7.6	7.5	44.7	7.5
Research & Development	3.4	3.5	3.6	6.1	16.6	4.7	4.8	5.2	5.5	20.2	6.2	30.2	8.1	8.1	52.6	8.5
Operating Expenses	11.0	11.4	13.0	22.6	58.0	15.9	15.1	15.0	17.5	63.5	20.0	82.5	28.0	29.1	159.6	30.6
Operating Income (Loss)	1.1	1.7	1.6	(7.9)	(3.5)	0.6	(2.2)	0.8	0.5	(0.4)	(3.2)	(75.2)	(11.0)	(11.6)	(101.0)	(12.1)
Interest Expense, Net	0.9	0.8	0.8	0.8	3.3	1.0	1.0	1.0	1.0	3.9	0.9	0.9	1.0	0.8	3.7	0.7
Other Expense (Income), Net	(0.0)	(0.0)	(0.0)	0.0	(0.0)	0.1	(0.0)	(0.0)	0.1	0.2	(0.0)	(0.3)	(8.0)	(0.6)	(1.7)	(0.5)
Income Taxes	0.1	0.3	(0.4)	0.2	0.1	0.1	0.4	0.1	(0.3)	0.2	0.0	0.1	0.1	(0.0)	0.2	0.5
Net Income	\$ 0.1	\$ 0.6	\$ 1.3	(\$ 8.9)	(\$ 6.9)	(\$ 0.6)	(\$ 3.5)	(\$ 0.3)	(\$ 0.2)	(\$ 4.6)	(\$ 4.2)	(\$ 75.8)	(\$ 11.3)	(\$ 11.8)	(\$ 103.2)	(\$ 13.0)



## Historical Quarterly Financials, cont. (Non-GAAP)

			2019					2020					2021			2022
(\$ in millions)	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q	4Q	FY	1Q
Revenue	\$ 21.0	\$ 22.4	\$ 24.0	\$ 25.3	\$ 92.8	\$ 26.5	\$ 22.5	\$ 25.4	\$ 28.1	\$ 102.5	\$ 27.9	\$ 28.9	\$ 30.5	\$ 31.9	\$ 119.2	\$ 32.1
Cost of Revenue	8.1	8.6	8.6	8.6	33.9	9.0	8.6	8.7	9.2	35.5	10.2	11.1	12.4	13.1	46.7	12.7
Gross Profit	12.9	13.9	15.4	16.7	58.9	17.5	13.9	16.7	19.0	67.1	17.8	17.8	18.1	18.8	72.6	19.4
Gross Margin (%)	61.4%	61.8%	64.1%	65.9%	63.4%	66.1%	61.6%	65.9%	67.4%	65.4%	63.6%	61.7%	59.5%	59.0%	60.9%	60.4%
Sales & Marketing	4.7	5.0	6.0	5.2	21.0	7.4	6.5	6.0	6.8	26.7	8.2	9.1	11.1	12.3	40.7	13.4
General & Administrative	2.3	2.3	2.6	2.7	10.0	2.8	3.0	2.9	3.3	12.0	3.8	4.6	6.0	6.3	20.7	6.7
Research & Development	3.4	3.5	3.6	4.2	14.6	4.7	4.7	5.1	5.4	19.9	6.0	6.7	7.3	7.2	27.2	7.6
Operating Expenses	10.4	10.8	12.2	12.2	45.6	14.9	14.2	14.0	15.5	58.6	17.9	20.4	24.4	25.8	88.6	27.7
Adjusted EBITDA	2.4	3.1	3.2	4.6	13.3	2.7	(0.3)	2.7	3.5	8.5	(0.2)	(2.6)	(6.3)	(7.0)	(16.0)	(8.3)



## Historical Quarterly Financials, cont. (Non-GAAP)

			2019					2020					2021			2022
(\$ in millions)	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q	4Q	FY	1Q
GAAP Gross Profit	\$ 12.1	\$ 13.1	\$ 14.6	\$ 14.7	\$ 54.5	\$ 16.5	\$ 12.9	\$ 15.7	\$ 17.9	\$ 63.1	\$ 16.8	\$ 7.3	\$ 17.0	\$ 17.5	\$ 58.6	\$ 18.5
Gross profit adjustments																
Depreciation and Amortization	0.8	0.8	0.8	0.8	3.1	1.0	1.0	0.9	1.0	3.8	0.9	0.9	0.9	1.0	3.8	0.6
Stock Comp	0.0	0.0	0.0	0.1	0.1	0.0	0.0	0.1	0.1	0.2	0.1	0.0	0.2	0.3	0.6	0.3
Long Term Equity bonus	0.0	0.0	0.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	9.6	0.0	0.0	9.6	0.0
Restructure	0.0	0.0	0.0	0.2	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Adjusted Gross Profit	\$ 12.9	\$ 13.9	\$ 15.4	\$ 16.7	\$ 58.9	\$ 17.5	\$ 13.9	\$ 16.7	\$ 19.0	\$ 67.1	\$ 17.8	\$ 17.8	\$ 18.1	\$ 18.8	\$ 72.6	\$ 19.4
Adjusted Gross Margin (%)	61.4%	61.8%	64.1%	65.9%	63.4%	66.1%	61.6%	65.9%	67.4%	65.4%	63.6%	61.7%	59.5%	59.0%	60.9%	60.4%



## Historical Quarterly Financials, cont. (Non-GAAP)

			2019					2020					2021			2022
(\$ in millions)	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q	4Q	FY	1Q
GAAP Net Income	\$ 0.1	\$ 0.6	\$ 1.3	(\$ 8.9)	(\$ 6.9)	(\$ 0.6)	(\$ 3.5)	(\$ 0.3)	(\$ 0.2)	(\$ 4.6)	(\$ 4.2)	(\$ 75.8)	(\$ 11.3)	(\$ 11.8)	(\$ 103.2)	(\$ 13.0)
EBITDA Adjustments																
Depreciation and Amortization	1.2	1.2	1.2	1.3	4.9	1.5	1.5	1.5	1.5	6.1	1.6	1.6	1.6	1.7	6.6	1.3
Stock Comp	0.0	0.0	0.1	0.1	0.2	0.3	0.2	0.3	0.6	1.3	0.1	0.1	2.2	2.5	4.9	2.5
Long Term Equity bonus	0.0	0.0	0.0	9.0	9.0	0.0	0.0	0.0	0.0	0.0	0.4	69.3	(0.1)	0.0	69.6	0.0
Interest Expense, Net	0.9	0.8	0.8	0.8	3.3	1.0	1.0	1.0	1.0	3.9	0.9	0.9	1.0	0.8	3.7	0.7
Change in fair value of warrant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(0.4)	(0.3)	(0.6)	(1.2)	(0.4)
Other Expense (Income), Net	(0.0)	(0.0)	(0.0)	0.0	(0.0)	0.1	(0.0)	(0.0)	0.1	0.2	(0.0)	0.0	(0.5)	(0.0)	(0.5)	(0.1)
Acquisition and Related Fees	0.0	0.0	0.0	1.6	1.7	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.5	0.0	1.5	0.0
Transaction costs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.7	0.7	0.7	0.6	0.5	0.4	2.3	0.0
Golden Gate Mgmt Fees	0.1	0.2	0.3	0.2	0.7	0.2	0.3	0.2	0.2	0.8	0.2	(0.0)	(0.0)	0.0	0.1	0.0
Provision for Income Taxes	0.1	0.3	(0.4)	0.2	0.1	0.1	0.4	0.1	(0.3)	0.2	0.0	0.1	0.1	(0.0)	0.2	0.5
Other non-recurring expenses	0.0	0.0	0.0	0.2	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Adjusted EBITDA	\$ 2.4	\$ 3.1	\$ 3.2	\$ 4.6	\$ 13.3	\$ 2.7	(\$ 0.3)	\$ 2.7	\$ 3.5	\$ 8.5	(\$ 0.2)	(\$ 2.6)	(\$ 6.3)	(\$ 7.0)	(\$ 16.0)	(\$ 8.3)



### Historical Key Metrics

			2019					2020					2021			2022
(\$ in millions)	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q	4Q	FY	1Q
Contract Revenue	\$ 13.8	\$ 14.3	\$ 15.4	\$ 16.3	\$ 59.9	\$ 16.9	\$ 16.6	\$ 18.2	\$ 20.1	\$ 71.9	\$ 20.8	\$ 22.4	\$ 23.1	\$ 24.3	\$ 90.5	\$ 25.2
Usage Revenue	7.2	8.1	8.6	9.0	32.8	9.6	5.9	7.1	8.1	30.7	7.2	6.5	7.5	7.5	28.7	6.9
Total Revenue	\$ 21.0	\$ 22.4	\$ 24.0	\$ 25.3	\$ 92.8	\$ 26.5	\$ 22.5	\$ 25.4	\$ 28.1	\$ 102.5	\$ 27.9	\$ 28.9	\$ 30.5	\$ 31.9	\$ 119.2	\$ 32.1
Usage Multiplier (Total/Contract Rev)	1.52x	1.56x	1.56x	1.55x	1.55x	1.57x	1.35x	1.39x	1.40x	1.43x	1.35x	1.29x	1.32x	1.31x	1.32x	1.27x
Net Revenue Retention (LTM)	119%	118%	116%	118%	118%	117%	113%	107%	106%	106%	99%	105%	107%	105%	105%	113%
DSO	61	64	56	58	58	53	50	49	44	44	47	49	50	57	57	54
GTM Headcount (Excl Contractors)	94	91	96	103	103	114	112	114	126	126	142	160	192	210	210	201
Headcount (Excl Contractors) (End of period)	417	424	438	461	461	420	424	430	436	436	535	574	639	672	672	659
GTM Headcount as % of total	23%	21%	22%	22%	22%	27%	26%	27%	29%	29%	27%	28%	30%	31%	31%	31%

**Note1**: The quarterly financial information for 1Q 2019 through 1Q 2022 was derived from our unaudited financial statements, but in the opinion of management, reflects all adjustments (consisting only of normal recurring adjustments) that are necessary to present fairly the results of such interim periods. The data should be read in conjunction with our consolidated financial statements and notes thereto and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our periodic reports filed with the Securities and Exchange Commission ("SEC"), including our Form 10-Q filed with the SEC on May 10, 2022 and our Annual Report on Form 10-K filed with the SEC on March 11, 2022.

Note2: Usage Revenue includes immaterial amounts of other revenue including professional services.



## Shares Outstanding at Various Share Prices

SHARES OUTSTANDING @ VARIOUS SHARE PRICES									
LVOX Share Price:	\$ 10.00	\$ 12.00	\$ 14.00	\$ 16.00	\$ 18.00	\$ 20.00	\$ 22.00		
GGC and LiveVox Stockholders	67.1	67.1	67.1	67.1	67.1	67.1	67.1		
Public Shareholders (inc. LiveVox Employees)	20.4	20.4	20.4	20.4	20.4	20.4	20.4		
Crescent and affiliates	3.3	3.3	3.3	3.3	3.3	3.3	3.3		
Shares Outstanding	90.7	90.7	90.7	90.7	90.7	90.7	90.7		
Earn-out Shares:									
GGC and LiveVox Shareholders <sup>1</sup>	-	-	1.7	3.3	5.0	5.0	5.0		
Initial Stockholders <sup>2</sup>	-	-	0.8	1.6	2.5	2.5	2.5		
Finders Agreement <sup>3</sup>	-	-	0.8	1.6	1.6	1.6	1.6		
Forward Purchase Agreement Warrants <sup>4</sup>	-	0.0	0.1	0.2	0.3	0.4	0.4		
SPAC Warrants <sup>5</sup>	-	0.5	2.2	3.5	4.5	4.5	4.5		
Shares including Earn-out Shares and Warrants	90.7	91.3	96.4	100.9	104.7	104.8	104.8		
Outstanding RSUs and PSUs, unvested <sup>6</sup>	6.7	6.7	7.0	7.7	8.4	8.4	8.4		
Shares fully-diluted for Outstanding RSUs/PSUs	97.4	97.9	103.4	108.7	113.1	113.2	113.2		

**Note:** Footnotes to this slide are on the following page



#### Shares Outstanding at Various Share Prices, cont.

- 1. One-third of 5.0m shares are released from escrow when each of \$12.50, \$15.00 and \$17.50 price levels are achieved.
- 2. Issued in 0.8m, 0.8m, and 1.0m amounts at each of \$12.50, \$15.00 and \$17.50 price level, respectively.
- 3. Issued in 0.8m, 0.8m, and 0.1m amounts at each of \$12.50, \$15.00 and \$17.50 price level, respectively.
- 4. 0.8m warrants with \$11.50 strike price. Shown using the Treasury Method.
- 5. 12.5m warrants with \$11.50 strike price and \$18.00 redemption price. Shown using the Treasury Method.
- 6. Pursuant to the LiveVox Employee Equity Incentive Plan, 6.7m Restricted Stock Units (RSUs) and 1.7m Performance Stock Units (PSUs) are expected to be granted to current employees and independent directors.

**Note:** The information contained in these notes should be read in conjunction with our audited financial statements for the year ended December 31, 2021 included in our Annual Report on Form 10-K filed with the SEC on March 11, 2022.



# Long-Term Operating Model

% of Revenue	2018	2019	2020	2021
Gross Margin	61%	63%	65%	61%
S&M	19%	23%	26%	34%
R&D	16%	16%	19%	23%
G&A	12%	11%	12%	17%
Adjusted EBITDA	14%	14%	8%	(13%)

	Long-Term Model
Leverage fixed costs benefits from public cloud	75%+
Continued investment to drive topline growth	~30-35%
Product-driven company requires continued investment	~15%
Economies of scale	~5%
	~20%+



