

# Converge Technology Solutions

Technology & Cloud Solutions Provider

March 2024



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## **Company Overview**



Converge (TSX:CTS) is a **services-led**, software-enabled, **IT & cloud solutions provider** focused on the delivery of advanced analytics, application modernization, cloud, cybersecurity, digital infrastructure, and digital workplace offerings to enterprise customers.

### **Business Overview**

- Converge is a global IT solutions and managed services provider with 60 offices, delivering advanced analytics, application modernization, cloud platforms, cybersecurity, digital infrastructure, and digital workplace offerings to customers across various industries, with expertise across all major IT vendors
- Target customers are the underserved mid-market companies, including corporate and government customers
- Converge has an exceptional M&A track record, driving margin improvements through rebates and discounts, cross-selling higher value solutions, increasing recurring revenues, and optimizing working capital in all of its investments



### **End-to-End IT Solutions Provider** In each solution area, Converge can support its customers at any point in their journey - from initial assessment & planning, to design & implementation, to ongoing management & support (AIM) **Advise Implement** Manage **Supported by Deep Vendor Dynamics Across IT Landscape** 10+ ~1000+ **Total Partner** Key Vendor Relationships Relationships Microsoft Opurestorage redhat. VMWare INCRAM aws ultille Dell Google Hewlett Packard This

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2021 - Top NA Sell Business Partner

2021 - Beacon Award for Outstanding Technology SSS

2021 - IBM Data and Al Business Unit Excellence

2021 - IBM Business Unit Excellence Award - Digital Trust

Platinum Partner Status



2022 - Advantage Partner of the Year

2021 - Elite Partner Status

#### Hewlett Packard Enterprise

2021 - North America SMB Partner of the Year

2021 - Platinum Partner Status



2021 - Top NA IBM and Red Hat Synergy Partner

Premier/APEX Partner Status

### IN RAW

2020, 2021 & 2022 Ingram Micro Cloud Reseller of the Year Award for North America

2022 Ingram Micro Women in Cloud Female Leader of the Year Award, Rochelle Manns

2021 - Ingram Micro Blue Series Partner of the Year & CORE Partner of the Year NA

### **CRN**

2023 - Elite 150 on MSP 500

2023 - Solution Provider 500 List Ranked #30

2023 - Fast Growth 150 List Ranked #34

2023 - Tech Elite 250 Category

### ıı|ııı|ıı cısco

2023 - Customer Experience Partner of the Year - Central

### **■ NetApp**

2023 - North America Partner of the Year - West Region

### **vm**ware

MC: Data Center Virtualization

MC: Network Virtualization

MC: VMware Cloud on AWS MC: Cloud Mgmt and Automation



### **Recent Business Highlights**

- Converge announced Gross sales<sup>1</sup> of \$4.04 billion in Fiscal 2023, up from \$3.09 billion, representing an increase of 30.6% from 2022 and in Q4′23 the company exceeded over a billion dollars in Gross Sales<sup>1</sup> for the second consecutive quarter, an increase of 12.7% from the comparative period in the prior year.
- On March 5, 2024, the Board declared a quarterly dividend of \$0.01 per common share to be paid on March 26, 2024 to shareholders of record at the close of business on March 12, 2024.
- In Q4'23 the Company welcomed Wendy Bahr to its Board of Directors as an Independent Director, a seasoned global technology executive with over thirty years of experience in both direct and indirect go to market strategies and execution.
- Converge launched "Coffee and Converge", a series of in-person and virtual events showcasing the depth of the Company's vast and unique offerings, occurring over several quarters. Recordings of the webcasts are available in the Recent Events section of **Converge Investors Page**.
- The Company announced that the Toronto Stock Exchange approved the Company's Notice of Intention to make a Normal Course Issuer Bid. Pursuant to the NCIB, the Company may purchase for cancellation up to an aggregate of 19,427,276 common shares. All common shares acquired by the Company under the NCIB will be cancelled
- Awarded for the second consecutive year CRN® 2023 Triple Crown Award winner by earning a placement on each of the Solution Provider 500, the Fast Growth 150 and the Tech Elite 250, and announced the 2023 NetApp North America Partner of the Year for the West Region.
- Achieved the Achieved 34th spot on CRN® 2023 Fast Growth 150 list, 2023 Solution Provider 500 for the fourth year in a row, ranking 30th, and Managed Service Provider (MSP) 500 List in the Elite 150 Category. Along with being and ranked 8th on Canada's 2023 CDN® Top 100 Solution Providers

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## **Key Investment Highlights**



### Large and Fragmented IT Market in North America and Europe

Converge currently commands a small fraction of the IT market, but is leveraging well-established regional businesses and customer relationships to drive market penetration of an estimated \$1.3 trillion market<sup>(1)</sup>



### Full Spectrum IT Solution Provider Positioned to Benefit from Shift to the Cloud

The emerging digital economy is pressuring companies of all sizes to shift workloads from legacy on-premise infrastructure to the cloud; Converge delivers an unparalleled level of service and expertise supporting customers throughout the entire journey from initial assessment and planning, to design and implementation, to ongoing management and support



### **Mid-market Focus**

Converge targets mid-market customers (500 - 10,000 employees) with lean internal IT teams that are more reliant on the Company as a partner, while avoiding competing with the larger, global IT services firms; this has led to a well-diversified, blue-chip customer base, low customer concentration, and growing natural wallet share



### **Proven Ability to Identify, Close and Integrate M&A Opportunities**

Converge has completed 35 transactions over the last 6 years, allowing the team to develop a proven and repeatable strategy to identify, acquire, and integrate M&A opportunities, often with meaningful cost savings realized



## Recognized Ability to Convert Value Added Reseller ("VAR") Centric Businesses to Unique Differentiated IT, Consulting & Managed Service Driven Solution Providers, Driving Valuation Multiple Expansion

Demonstrated success of consolidating smaller and often under capitalized regional VARs, and transforming them through solution expansion, automation, and innovation into integrated, higher-margin, managed services providers with long-term, multi-year engagements



### **Experienced and Proven Management Team**

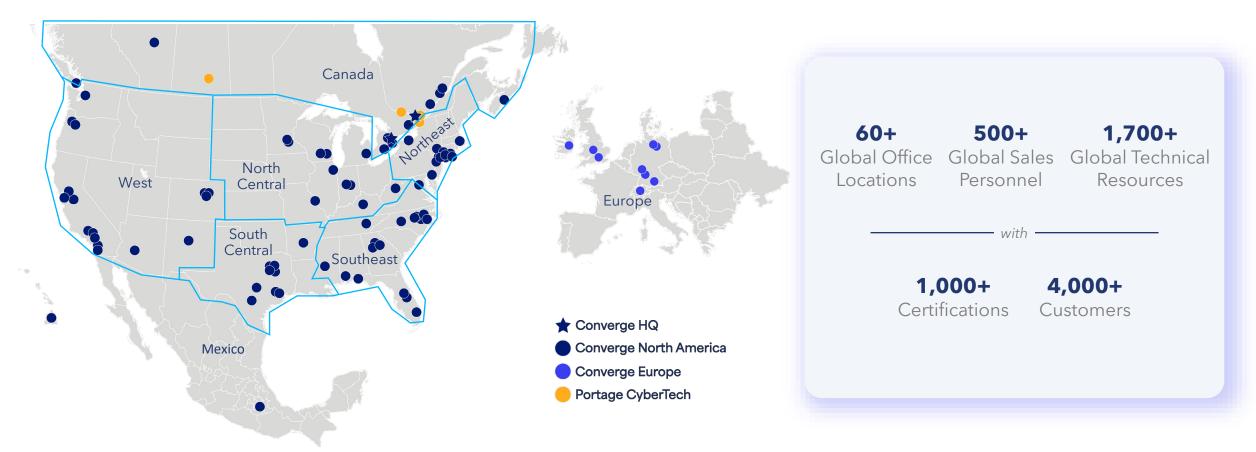
Converge benefits from a highly experienced management team, with extensive experience across the IT services, VAR, and software industries, which is aligned with shareholders through meaningful ownership of the Company



## **Converge Platform**



### Scaled Footprint with Strong Partner Relationships and Capabilities





## **AIM - Vertically Integrated Set of Solutions**



### Advanced Analytics

- Business Analytics
- Data Visualization
- Data Platforming & Integration
- Financial & Operational Management
- Robotic Process Automation



## Artificial Intelligence

- Generative Al
- Deep Search
- Virtual Agents
- Visual Insights
- Predictive Analytics
- Data Science
- · Machine Learning



## **Application Modernization**

- Application Development & Migrations
- DevOps
- Containers Services & Kubernetes
- Automation & Orchestration
- Observability & Intelligent Ops
- Integration & Middleware



## Cloud Platforms

- Cloud Foundations & Landing Zones
- Cloud Migrations
- · IBM Power on Cloud
- · VMware on Cloud
- Infrastructure as Code & Automation
- Cloud Governance & Operations
- FinOps & Cost Optimization



### **Cybersecurity**

- Advanced Testing
- Governance, Risk & Compliance
- Incident Readiness & Response
- Strategy & Defense
- Data Protection
- Identity & Access Management
- Strategic Staffing
- Managed Security Services



## Digital Infrastructure

- Datacenter & Compute
- Intelligent Networking
- Customer Experience
- Multi-site Deployment
- Configuration Centers
- Infrastructure Security



### Digital Workplace

- Voice & Unified Communications
- Workplace Productivity Solutions
- Endpoint Management Solutions
- Virtual Desktop Solution
- End User Compute

Delivered
Through End-toEnd Service
Offerings

### **Advise**

- Architecture Planning & Insights
- Roadmap Design & Prioritization
- Software Asset Management
- Strategic Transformation Workshops & Assessments

### -

### **Implement**

- Agile Methodology & DevSecOps
- Build & Design
- Integration & Support
- Program & Project Management
- Talent Services

### Manage

- Service Desk & Managed ITSM
- Managed Applications (AMS)
- Security Operations Center (SOC)
- Infrastructure Operations Center (IOC)

## **Diversified Blue Chip Mid-Market Customer Base**



Converge focuses on the underserved mid-market and lacks significant customer or sector concentration

### **Case Studies**



Company Achieves DevSecOps Compliance



Construction Company Rebuilds After Ransomware Attack



Institutional Brokerage Firm Invests in Business Intelligence



Federal Health Agency Discovers the Art of Possible with Al for Remote Work

Services Successfully

Establishes Disaster

Recovery Plan



Global Fintech Leader Banks on Talent Solutions for Application Modernization & Cloud Migration





County Consolidates Disparate Systems to Single Data Protection



Industry-Leading Manufacturer Finds the Right Talent



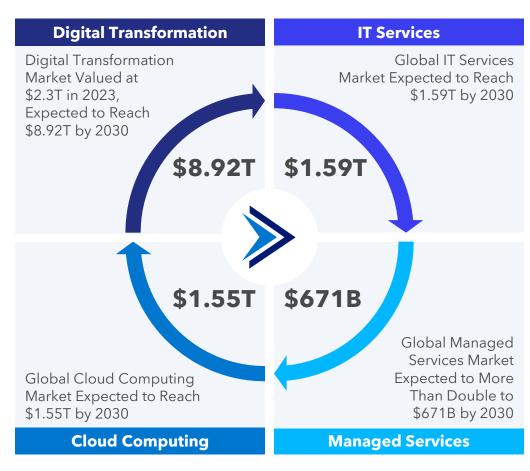
Science Firm Builds Data Lake and Pipeline Application to Store & Transform Data

### **Executive Briefings**

- Converge has been very successful in building relationships with customers through holding Executive Briefing sessions
- A sales rep will take a senior team of Converge specialists to meet with an existing customer's CTO and all relevant technology focused senior staff
- Converge's aim for this meeting is to ensure that the client is aware of the breath of services and expertise that it has, especially for customers in divisions that have been recently acquired by Converge who would have been provided a much more limited service previously
- The customer can talk through its existing solutions, where it is unhappy with a service provider or frustrations it is having with established processes to see if the team can suggest alternatives
- The Converge team can recommend the latest best practices and introduce its specialists to see if they can deliver better service
- This has worked well for both small and large accounts a recent success came in one of Converge's larger accounts where they met with the customers CTO and 5 senior VPs in technology which resulted in seven new service leads for the Converge team to follow up



## **Market Opportunity - By Sector**



Source: IDC, Forrester, eMarketer, Gartner, Marketing Land, BigCommerce, IDG, Canalys, Spiceworks, Research And Markets, Mordor Intelligence, Grand View Research

## Advanced Analytics

21.1%

CAGR 2023-2030

Data-driven decision making, adoption of big data & related technologies

## **Application Modernization**



**Cloud Platforms** 



16.8%

CAGR 2023-2030

Flexibility and scalability provided by cloud, optimizing legacy applications, reduction of costs

### 200/

20%

CAGR 2023-2030

Next-gen industrial solutions, adoption of IoT, 5G, edge computing, & real-time analytics

### Cybersecurity



CAGR 2023-2030

Protection products & services, identity security, detection & response

## Digital Transformation





21.6%

CAGR 2023-2030

Flexibility in work-life balance, rapid adoption of advanced technologies 13.1%

Managed

**Services** 

CAGR 2023-2030

Update & digitization of business processes, upgrade & innovation of infrastructure, enhancing productivity & scalability

# Differentiated Business Model with Unique Strategic Focus Areas





### **Distributor**

5 - 13% Gross Margins



Predominately product sales to resellers

### **VARs**

13 - 16% Gross Margins







Product and software resale focused with minimal cloud expertise

Primarily focused on low product cost with a small services element

### **IT Solutions**

16 - 19% Gross Margins



### **PRESIDIO**

Able to bundle hardware, software, and services to create sophisticated solutions

Limited managed services and cloud product coverage



22-30% Gross Margins

Full suite of IT & Cloud Solutions selling infrastructure, software, and managed services solutions

Leading managed services, security, and cloud offerings

### **Service Oriented**

### **Global SIs**

30 - 39% Gross Margins







Large services vendors with IT services and consulting under bundled contracts





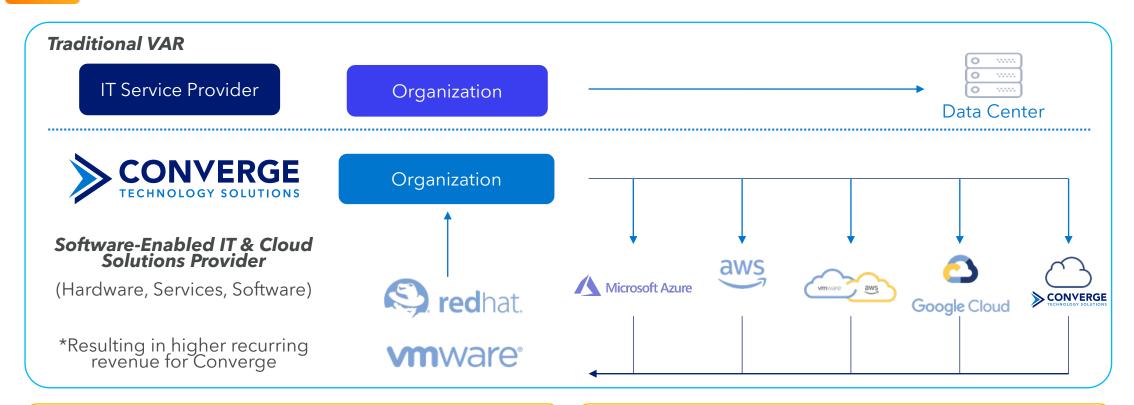








## Transformation into a Software-**Enabled IT & Cloud Solution Provider**

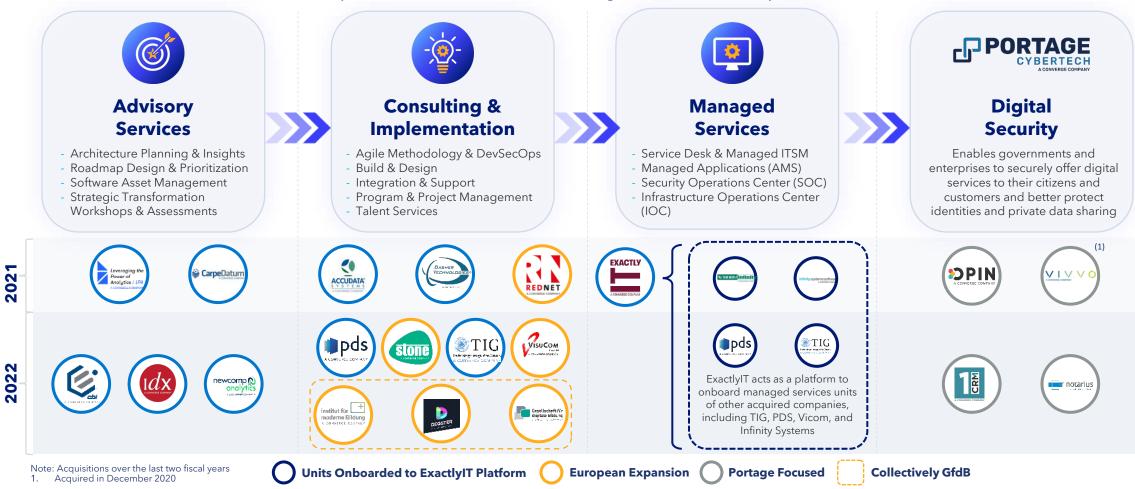


- VARs are experiencing the impact of a shift of IT towards software and the cloud as their clients become less dependent on hardware
- These small, sub-scale and undercapitalised regional VARs are not able to build a sophisticated services offering themselves
- Converge upsells higher-margin and recurring managed services contracts along with specialised services depending on the stage of a customer's journey to cloud
- These are higher-margin, multi-year contracts that reduce customer churn and add revenue visibility

## **CONVERGE**

## **Proven M&A Track Record and Growth Roadmap**

Converge has a proven M&A track record and strategy targeting new geographies, expanding capabilities, and differentiating itself from competitors



## Significant Cost Savings Realized as Acquired **Companies Migrate onto Converge Platform**



### **Acquisition Strategy Template**<sup>(1)</sup>

### 5.0x multiple on \$3m FBITDA

Acquire Target which generates \$100m of revenue and 3% EBITDA margins for 5.0x EBITDA (\$15m)

### +\$3.5M **EBITDA**

- Target can access Converge's volume discounts with key vendors adding 1.5% to the EBITDA margin (4.5% margin)
- Cost savings through headcount reduction adds a further 2% to EBITDA margin (6.5% margin)

### 2.5x multiple on \$6.5m FBITDA

- By following this strategy Converge can lower the effective multiple paid from 5.0x to 2.5x EBITDA
- Acquisitions are value accretive very quickly

### +\$3M cash

- Target can access Converge's superior payment terms, lengthening payment terms from 45 days to 60-75 days
- This can free up \$3-7m of working capital

### +\$3-4M **EBITDA**

- Target can cross-sell Converge's broader offering including managed services to its existing customer base

### **Additional Growth Drivers**

- Improved Technical Knowledge
  - Larger knowledge base enabling enhanced training and retooling opportunities for acquired staff, increasing employee satisfaction, and lowering churn
- Improved Systems and Reporting
  - Migration to consolidated ERP and reporting tools allowing for better visibility, optimization and planning
  - Introduce Converge "TrustBuilder" platform into large North American customer footprint
- Optimized Marketing Spend
  - Run campaigns with tier-1 vendors repeating industry sales across geographies
- **Broader & Deeper Solutions Offerings** 
  - Cross-sell best of breed solutions and higher margin services to other Converge customers
- Scale Begets Scale
  - Leverage relationships to increase enterprise and large government opportunities



## **Integration Timeline Strategy**

	30 Days	90 Days	120 Days	270 Days
Finance Integration Plan (Public Controls)	X			
Top Vendor Certifications	X			
Sales and services staff regionalized and reporting to President	X			
HR, IT, Operational Finance and Sales Support Staff Regionalized and Reporting to COO	X			
Brand as a "Converge Company"	X			
Cross Sell New Services and Products (Executive Briefings, Customer Workshops)		X		
Marketing Programs to Promote Cloud Services and Expertise		X		
IT Integration			X	
Financial ERP, PSA Integration, Concur				X
CRM				X

### **Key Deliverables**

### 30 Days

- Small visible changes
- Signal the post acquisition reality of being a Converge Company
- Increase vendor rebates
- Accounting and reporting standards established

### 90 Days

Cross Selling

### 120 - 270 days

- Some larger process and system changes
- Back-office integration



## Key Financials

Q4 & Fiscal 2023



## **Key Financial Metrics**

In \$000s except per share amounts	Q4 23	Q4 22	Fiscal 2023	Fiscal 2022
Gross Sales <sup>1</sup>	1,078,663	956,803	4,037,901	3,090,981
Revenue	651,090	640,297	2,705,207	2,164,647
Gross Profit (GP)	181,529	168,916	702,880	550,768
Gross Profit (GP) %	27.9%	26.4%	26.0%	25.4%
Adjusted EBITDA <sup>1</sup>	46,505	43,064	170,294	142,868
Adjusted EBITDA <sup>1</sup> as % of GP	25.6%	25.5%	24.2%	25.9%
Adjusted EBITDA <sup>1</sup> as % of Revenue	7.1%	6.7%	6.3%	6.6%
Net income (loss)	4,781	(4,656)	(6,393)	22,844
Adjusted net income <sup>1</sup>	38,214	32,873	108,399	106,562
Adjusted EPS <sup>1</sup>	0.19	0.16	0.53	0.50

<sup>1</sup> This is a non-IFRS measure and not a recognized, defined or standardized measure under IFRS. See "Use of Non-IFRS Measures" in the disclaimer and refer to the Appendix to this presentation for a reconciliation to the most directly comparable IFRS financial measure.



## Q4'23 | Gross Sales





### Gross sales organic growth<sup>1</sup> of 10.9% drive by strong solutions sales



## Fiscal 23 | Gross Sales





Gross sales organic growth<sup>1</sup> of 10.9% drive by strong solutions sales



## **Profitability**



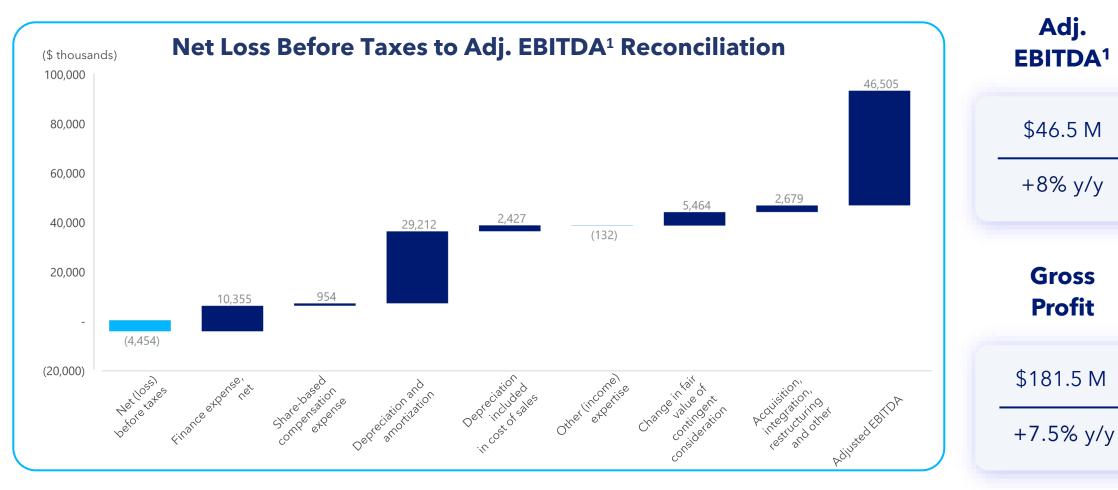


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## **Adjusted EBITDA**

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## **Liquidity and Cash Flows**





Liquidity Available <sup>2</sup>

~\$392M

<sup>2</sup> Cash plus amount available under the credit facility

Net Debt to 1.23x LTM Adj. EBITDA<sup>1</sup>



# Thank you.

**Investor Relations** 

investors@convergetp.com



Adjusted EBITDA<sup>1</sup>

_	Q4 2023	Q4 2022	Fiscal 2023	Fiscal 2022
Net (loss) income before taxes	(4,454)	(9,019)	(18,565)	18,785
Finance expense, net	10,355	9,062	41,225	19,860
Share-based compensation expense	954	1,422	3,692	5,594
Depreciation and amortization	29,212	20,363	111,451	75,114
Depreciation included in cost of sales	2,427	1,631	8,532	4,950
Other (income) expense	(132)	951	(4,362)	(19,581)
Change in fair value of contingent Consideration	5,464	14,033	14,673	14,033
Acquisition, integration, restructuring and other	2,679	4,621	13,648	24,113
Adjusted EBITDA	46,505	43,064	170,294	142,868

<sup>&</sup>lt;sup>1</sup> Adjusted EBITDA represents net income or loss adjusted to exclude amortization, depreciation, interest expense and net finance expense, foreign exchange gains and losses, other expenses and income, share-based compensation expense, income tax expense, change in fair value of contingent consideration, and acquisition, integration, restructuring and other expenses. Acquisition and transaction related costs primarily consists of acquisition-related compensation tied to continued employment of pre-existing shareholders of the acquiree not included in the total purchase consideration and professional fees. Integration costs primarily consist of professional fees incurred related to integration of acquisitions completed. Restructuring costs mainly represent employee exit costs as a result of synergies created from acquisitions and organizational changes. Adjusted EBITDA is not a recognized, defined, or standardized measure under IFRS. The Company's definition of Adjusted EBITDA will likely differ from that used by other companies and therefore comparability may be limited. Adjusted EBITDA should not be considered a substitute for or in isolation from measures prepared in accordance with IFRS.



Gross Sales <sup>1</sup>					
	Q4 2023	Q4 2022	Fiscal 2023	Fiscal 2022	
Product	719,974	638,261	2,747,359	2,057,477	
Managed services	40,966	36,244	165,512	138,176	
Third party and professional services	317,723	282,298	1,125,030	895,328	
Gross sales	1,078,663	956,803	4,037,901	3,090,981	
Adjustment for sales transacted as agent	(427,573)	(315,876)	(1,332,694)	(926,334)	
Net revenue	651,090	640,927	2,705,207	2,164,647	

	Q4 2023	Q4 2022	Fiscal 2023	Fiscal 2022
Gross sales	1,078,663	956,803	4,037,901	3,090,981
Less: gross sales from Companies not owned in comparative period	17,286	310,996	611,045	945,777
Gross sales of Companies owned in comparative period	1,061,377	645,807	3,426,856	2,145,204
Prior period gross sales	956,803	642,151	3,090,981	1,974,790
Organic Growth - \$	104,574	3,656	335,875	170,414
Organic Growth - %	10.9%	0.6%	10.9%	8.6%

<sup>&</sup>lt;sup>1</sup>Gross sales, which is a non-IFRS measurement, reflects the gross amount billed to customers, adjusted for amounts deferred or accrued. The Company believes gross sales is a useful alternative financial metric to net revenue, the IFRS measure, as it better reflects volume fluctuations as compared to net revenue. Under the applicable IFRS 15 'principal vs agent' guidance, the principal records revenue on a gross basis and the agent records commission on a net basis. In transactions where Converge is acting as an agent between the customer and the vendor, net revenue is calculated by reducing gross sales by the cost of sale amount.

<sup>&</sup>lt;sup>2</sup>Gross sales organic growth is calculated by deducting prior period gross sales, as reported in the Company's public filings, from current period gross sales for the same portfolio of companies. Gross sales organic growth percentage is calculated by dividing organic growth by prior period reported gross sales.



Adjusted Earnings per Share (EPS)<sup>1</sup>

	Q4	2023	Q4 2022	Fiscal 2023	Fi	scal 2022
Net income (loss)	4	,781	(4,656)	(6,393)		22,844
Acquisition, integration, restructuring and other	2	,679	4,621	13,648		24,113
Change in fair value of contingent consideration	5	,464	14,033	14,673		14,033
Amortization on intangibles	24	,468	16,502	87,259		59,549
Foreign exchange (gain) loss		(132)	951	(4,480)		(19,581)
Share-based compensation		954	1,422	3,692		5,594
Adjusted Net Income	38	,214	32,873	108,399		106,552
Adjusted Earnings per Share (EPS) - basic	\$	0.19	\$ 0.16	\$ 0.53	\$	0.50
Weighted average # of shares - basic	202	,752	210,724	206,670		213,104

<sup>&</sup>lt;sup>1</sup> Adjusted Net Income represents net income adjusted to exclude acquisition, integration, restructuring and other expenses, change in fair value of contingent consideration, amortization of acquired intangible assets, unrealized foreign exchange gain/loss, and share-based compensation. The Company believes that Adjusted Net Income is a more useful measure than net income as it excludes the impact of one-time, non-cash and/or non-recurring items that are not reflective of Converge's underlying business performance. Adjusted EPS is calculated by dividing Adjusted Net Income by the total weighted average shares outstanding on a basic and diluted basis.



### **Gross Profit Organic Growth**<sup>1</sup>

	Q4 2023	Q4 2022	Fiscal 2023	Fiscal 2022
Gross profit	181,529	168,916	702,880	550,768
Less: gross profit from companies not owned in comparative period	3,032	51,286	107,295	168,828
Gross profit of companies owned in comparative period	178,497	117,630	595,585	381,940
Prior period gross revenue	168,916	115,893	550,767	345,704
Organic Growth - \$	9,581	1,737	44,818	36,236
Organic Growth - %	5.7%	1.5%	8.1%	10.5%

<sup>&</sup>lt;sup>1</sup> Gross profit organic growth is calculated by deducting prior period gross profit, as reported in the Companies public filings, from current period gross profit for the same portfolio of companies. Gross profit organic growth percentage is calculated by dividing organic growth by prior period reported gross profit.