

UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549

FORM 8-K/A  
Amendment No. 1

CURRENT REPORT  
PURSUANT TO SECTION 13 OR 15(d)  
OF THE SECURITIES EXCHANGE ACT OF 1934

Date of Report (date of earliest event reported): March 16, 2022

**Digital Media Solutions, Inc.**  
(Exact name of Registrant as specified in its charter)

Delaware  
(State of incorporation)

4800 140th Avenue N., Suite 101  
Clearwater, Florida  
(Address of principal executive offices)

001-38393  
(Commission File Number)

98-1399727  
(IRS Employer Identification No.)

33762  
(Zip Code)

(877) 236-8632  
(Registrant's telephone number, including area code)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)  
 Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)  
 Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))  
 Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

| Title of each class                                 | Trading Symbol(s) | Name of each exchange on which registered |
|---|-------------------|---|
| Class A common stock, \$0.0001 par value per share  | DMS               | New York Stock Exchange                   |
| Redeemable warrants to acquire Class A common stock | DMS WS            | New York Stock Exchange                   |

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

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## EXPLANATORY NOTE

Digital Media Solutions, Inc. (the "Company") is furnishing this Amendment No. 1 to the Current Report on Form 8-K to amend Item 7.01 of the Current Report on Form 8-K filed on March 15, 2022 (the "Original Form 8-K") solely to make the following corrections in the investor presentation furnished as Exhibit 99.1 thereto (the "Exhibit"): (i) on slide 3, changed the following measures: capital expenditures from \$11,003 thousand to \$9,114 thousand; Unlevered Free Cash Flow from \$47,186 thousand to \$49,075 thousand and Unlevered Free Cash Flow Conversion Percentage from 81.1% to 84.3% ; (ii) on slides 5 and 20, changed the Unlevered Free Cash Flow Conversion Percentage from 81.1% to 84.3%; and (iii) on slide 10, changed the Top 20 Client Gross Revenue Growth for the Insurance category from 56% to 54%. No other changes have been made to the Original Form 8-K or the Exhibit.

As described in Exhibit 99.1, Unlevered Free Cash Flow and Unlevered Free Cash Flow Conversion Percentage are non-GAAP financial measures. See Exhibit 99.1 for the corresponding GAAP measures and reconciliations thereto and the statements of usefulness and purpose regarding these measures.

### Item 7.01. Regulation FD Disclosure.

The updated investor presentation attached hereto as Exhibit 99.1 is a replacement of the Exhibit furnished on the Original Form 8-K. The executive officers of the Company intend to use the updated investor presentation, in whole or in part, in one or more meetings with investors and analysts.

The Company does not intend for this Item 7.01 or Exhibit 99.1 to be treated as "filed" for purposes of the Securities Exchange Act of 1934, as amended, or incorporated into its filings under the Securities Act of 1933, as amended.

### Item 9.01. Financial Statements and Exhibits.

#### (d) Exhibits

The following exhibit relating to Item 7.01 shall be deemed to be "furnished" and not "filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended, or otherwise subject to the liabilities of that section:

| <u>Exhibit<br/>Number</u>   | <u>Description</u>   |
|-----------------------------|--|
| <a href="#">99.1</a><br>104 | Digital Media Solutions, Inc. Investor Presentation<br>Cover Page Interactive File (the cover page tags are embedded within the Inline XBRL document). |



# Investor Presentation

March 2022

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# Disclaimer

## Safe Harbor

This presentation includes "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995. DMS's actual results may differ from its expectations, estimates and projections and consequently, you should not rely on these forward-looking statements as predictions of future events. These forward statements are often identified by words such as "expect," "estimate," "project," "budget," "forecast," "anticipate," "intend," "plan," "may," "will," "could," "should," "believes," "predicts," "potential," "continue," and similar expressions. These forward-looking statements include, without limitation, DMS's expectations with respect to its future performance and its ability to implement its strategy, and are based on the beliefs and expectations of our management team from the information available at the time such statements are made. These forward-looking statements involve significant risks and uncertainties that could cause the actual results to differ materially from the expected results. Most of these factors are outside DMS's control and are difficult to predict. Factors that may cause such differences include, but are not limited to: (1) our ability to identify, evaluate, and complete any strategic alternative in connection with our review of strategic alternatives; (2) the possibility that DMS may not be able to realize higher value for its business through a strategic alternative and therefore retains its current corporate and business structure; (3) the possibility that DMS may decide not to undertake a strategic alternative or that it is not able to consummate any proposed strategic alternative due to, among other things, market, regulatory and other factors; (4) the potential for disruption to DMS's business, including, among other things, attracting and retaining customers, suppliers, key personnel; (5) any potential adverse effects on DMS's stock price resulting from the announcement of the process to review potential strategic alternatives or the results of that review; (6) the COVID-19 pandemic or other public health crises; (7) changes in client demand for our services and our ability to adapt to such changes; (8) the entry of new competitors in the market; (9) the ability to maintain and attract consumers and advertisers and successfully grow and operate our new health insurance agency business, in the face of changing economic or competitive conditions; (10) the ability to maintain, grow and protect the data DMS obtains from consumers and advertisers; (11) the performance of DMS's technology infrastructure; (12) the ability to protect DMS's intellectual property rights; (13) the ability to successfully source and complete acquisitions and to integrate the operations of companies DMS acquires, including the Crisp Results assets and Aimtell, PushPros and Aramis Interactive; (14) the ability to improve and maintain adequate internal controls over financial and management systems, and remediate the identified material weakness; (15) changes in applicable laws or regulations and the ability to maintain compliance; (16) our substantial levels of indebtedness; (17) volatility in the trading price on the NYSE of our common stock and warrants; (18) fluctuations in value of our private placement warrants; and (19) other risks and uncertainties indicated from time to time in DMS's filings with the SEC, including those under "Risk Factors" in DMS's Annual Report on Form 10-K/A and its subsequent filings with the SEC. There may be additional risks that we consider immaterial or which are unknown, and it is not possible to predict or identify all such risks. DMS cautions that the foregoing list of factors is not exclusive. DMS cautions readers not to place undue reliance upon any forward-looking statements, which speak only as of the date made. DMS does not undertake or accept any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements to reflect any change in its expectations or any change in events, conditions or circumstances on which any such statement is based.

## Non-GAAP Financial Measures

In addition to providing financial measurements based on accounting principles generally accepted in the United States of America ("GAAP"), this presentation includes additional financial measures that are not prepared in accordance with GAAP ("non-GAAP"), including adjusted EBITDA, unlevered free cash flow, unlevered free cash flow conversion and Variable Marketing Margin. Definitions of each non-GAAP financial measure can be located in the Appendix.

A reconciliation of non-GAAP financial measures to the most directly comparable GAAP financial measures can be found below. For guidance purposes, the company is not providing a quantitative reconciliation of adjusted EBITDA and Variable Marketing Margin in reliance on the "unreasonable efforts" exception for forward-looking non-GAAP measures set forth in SEC rules because certain financial information, the probable significance of which cannot be determined, is not available and cannot be reasonably estimated without unreasonable effort and expense.

We use these financial measures internally to review the performance of our business units without regard to certain accounting treatments and non-recurring items. We believe that presentation of these non-GAAP financial measures provides useful information to investors regarding our results of operations. Because of these limitations, management relies primarily on its GAAP results and uses non-GAAP measures only as a supplement.

# Financial Performance Overview

|  | Years Ended December 31, |             |
|--|--------------------------|-------------|
|  | 2021                     | 2020        |
| Net revenue  | \$ 427,935               | \$ 332,850  |
| Cost of revenue  | 300,016                  | 234,731     |
| Gross profit   | 127,919                  | 98,125      |
| Salaries and related costs                                   | 48,074                   | 33,396      |
| General and administrative expenses                          | 43,049                   | 30,020      |
| Depreciation and amortization                                | 25,401                   | 17,954      |
| Acquisition costs  | 1,967                    | 4,814       |
| Change in fair value of contingent consideration liabilities | 1,395                    | 0           |
| Income from operations                                       | \$ 8,382                 | \$ 11,951   |
| Interest expense   | 14,166                   | 13,740      |
| Change in fair value of warrant liabilities                  | (18,115)                 | 8,840       |
| Change in tax receivable agreement liability                 | (15,289)                 | 0           |
| Change in income tax valuation allowance                     | 0                        | 0           |
| Loss on debt extinguishment                                  | 2,108                    | 0           |
| Loss on disposal of assets                                   | 6                        | 0           |
| Net income (loss) before income taxes                        | \$ 25,504                | \$ (10,629) |
| Income tax expense   | 19,311                   | 3,085       |
| Net income (loss)  | \$ 6,193                 | \$ (13,754) |
| Adjustments:   |                          |             |
| Interest expense   | 14,166                   | 13,740      |
| Income tax expense   | 19,311                   | 3,085       |
| Depreciation and amortization                                | 25,401                   | 17,954      |
| Change in fair value of warrant liabilities (1)              | (18,115)                 | 8,840       |
| Change in tax receivable agreement liability                 | (15,289)                 | 0           |
| Loss on debt extinguishment                                  | 2,108                    | 0           |
| Stock-based compensation expense                             | 6,463                    | 958         |
| Restructuring costs  | 1,118                    | 4,203       |
| Acquisition costs (2)  | 3,073                    | 4,814       |
| Other expense (3)  | 6,744                    | 5,702       |
| Subtotal before additional adjustments                       | 44,980                   | 59,296      |
| Pro forma cost savings - Reorganization (4)                  | 31                       | 1,056       |
| Pro forma cost savings - Acquisitions (5)                    | 3,330                    | 5,696       |
| Acquisitions EBITDA (6)                                      | 2,711                    | 400         |
| Accounts reserved (7)  | 944                      | 1,606       |
| Adjusted EBITDA  | 58,189                   | 54,310      |
| Less: Capex  | 9,114                    | 10,372      |
| Unlevered free cash flow                                     | 49,075                   | 43,938      |
| Unlevered free cash flow conversion                          | 84.3%                    | 80.0%       |
| Adjusted EBITDA Margin %                                     | 13.6%                    | 16.3%       |

1. Mark-to-market warrant liability adjustments.

2. Balance includes business combination transaction fees and related payments on Company's EIP, acquisition incentive payments, contingent consideration accretion, earnout payments and pre-acquisition expenses.

3. Balance includes legal fees associated with acquisitions, investor management fees and costs related to philanthropic initiatives, and private warrant transaction related costs.

4. Costs savings as a result of the company reorganization initiated in Q2 2020.

5. Cost synergies expected as a result of the full integration of the acquisitions.

6. Pre-acquisition Adjusted EBITDA results from the Aimteli/Aramis/PushPro and Crisp, and SmarterChaos acquisitions during the years ended December 31, 2021, and 2020, respectively.

7. For the year ended December 31, 2020, represents certain unusual bad debt expenses related to potentially uncollectible receivables that resulted from the impact of the COVID-19 pandemic and an unexpected business interruption. Management has determined that these items are not indicative of normal operations. For the year ended December 31, 2021, represents bad debt expense associated with a specific strategic customer that we believe will be settled over time.



## Performance-Based Digital Advertising Solutions That Deliver Reliable ROI

Through our marketplaces and brand-direct campaigns, DMS increases consumer access to branded products, services, promotions and savings opportunities.

As a result, DMS provides superior customer acquisition solutions to our broad-based digital advertiser clients.

### Industry-Leading Toolset

FIRST-PARTY  
DATA ASSET



PROPRIETARY  
TECH



EXPANSIVE DIGITAL  
MEDIA REACH



- Competitive advantage from first-party data asset that provides real-time, actionable consumer insights and data signals proven effective at driving growth and protecting margins
- Proven value proposition supports consumer optionality and advertiser need to de-risk media spend while scaling results
- Industry-agnostic solutions serves growing portfolio of loyal blue-chip advertiser clients across fast-growing verticals, including insurance, ecommerce and consumer finance
- Dynamic diversification within insurance and other verticals allows us to pivot in parallel with consumer and advertiser demand to maintain growth momentum
- Attractive financial profile, through long-term achievement of EBITDA profitability and FCF generation, plus demonstrated track record of accretive M&A further accelerating growth



# DMS By The Numbers

## Significant Reach of the DMS Platform

|   |                       |                                     |  |
|---|-----------------------|-------------------------------------|--|
| 2012<br>Founded                             |                       | 580<br>FTEs                         |  |
| 7bn<br>Quarterly<br>Consumer<br>Impressions | ~6,000<br>SMB Clients | ~275<br>Enterprise-Level<br>Clients |  |
| 250mm<br>Unique Consumer<br>Profiles        |                       | 1.9bn<br>Engagement Events          |  |



## 2021 Financial Summary

|                                      |  |   |  |
|--------------------------------------|--|---|--|
| \$428mm<br>Revenue                   |  | \$58mm<br>Adj. EBITDA <sup>1</sup>                  |  |
|                                      |  | 13.6%<br>% EBITDA Margin <sup>1</sup>               |  |
| 28.6%<br>Revenue Growth<br>'20 - '21 |  | 84.3%<br>% Unlevered FCF<br>Conversion <sup>1</sup> |  |

<sup>1</sup> This is a non-GAAP financial measure. Refer to appendix for additional detail.





Data Flywheel

Part Of Industry-  
Leading Toolset



Scaled Spend

Reliable ROI Drives  
Growth Of Client Spend



Dynamic Diversification

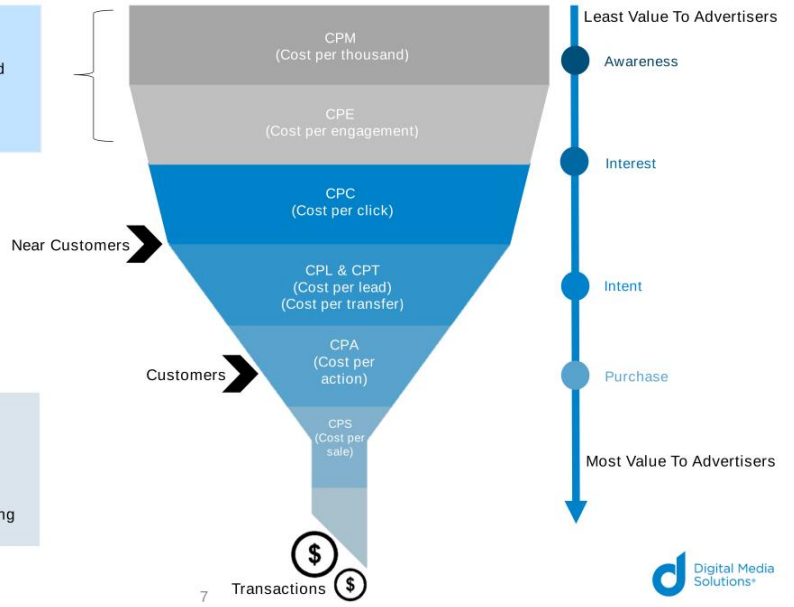
Vertical-Agnostic &  
Channel-Agnostic

# DMS De-Risks Advertising Spend For Advertiser Clients

- Branding**
- ✓ Unregistered
  - ✓ Unqualified
  - ✓ View/Click
  - ✓ Browsing

Unlike traditional advertising, digital performance advertising enables advertisers to pay only for qualified intent and outcomes.

- Performance Advertising**
- ✓ Registered
  - ✓ Qualified
  - ✓ Lead/Purchase
  - ✓ Researching



## Improved advertising ROI drives scaled spend with DMS, accelerating the flywheel

### 5 Dynamic First-Party Data Asset

Opt-in first-party data is collected in a data asset with billions of precedent engagements that provides real-time, actionable consumer insights and data signals that help to put the right message in front of the right consumer at the right time

### 4 Brand Partners Acquire High-Intent Consumers

DMS delivers qualified, high-intent consumers to brand advertisers at a large scale

### 3a Call Center Engagement

Minority of business flows through owned and third-party call centers for further data collection and qualification of purchase intent. Business allocated to call centers directed by demographic, temporal and other indicators to maximize value of business

### 1 DMS Engages Audiences to Drive Traffic

DMS has expansive digital media reach to ~70% of Americans across owned-and-operated websites, messaging, display / programmatic, email, native, search, social, connected TV and partners



### 2 Multiple Avenues for Consumer Qualification

|   |  |
|---|--|
| <br><b>Marketplace</b><br><i>DMS-Owned Digital Assets</i> | <br><b>Brand-Direct</b><br><i>Combination of DMS and Advertiser Owned Assets</i> |
|---|--|

### 3 Proprietary Technology Platform

Consumers' specific and measurable actions drive traffic to the right platforms and are turned into data collected by DMS for the use in targeting high-intent consumers via DMS proprietary data technology

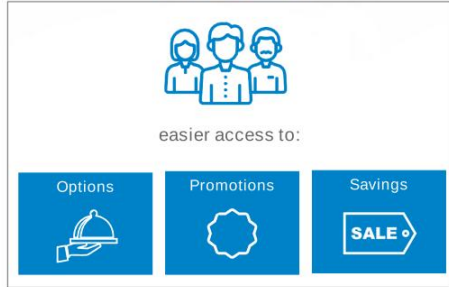
- Engagement tracking technology
- Real-time bidding click marketplace
- Data warehouse



# DMS Provides Value To Consumers & Advertisers



## For Consumers

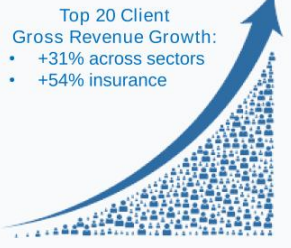
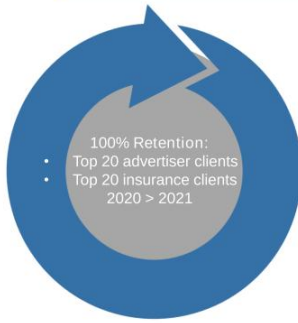


## For DMS Advertiser Clients



# DMS Delivers Reliable Advertising ROI With Our Scalable Solutions

## The Flywheel Creates Growth & Consistency Among Top 20 Advertisers



## Significant And Growing Brand Name Roster Of Blue-Chip Clients Across



**INSURANCE:**  
10 of the largest U.S. insurance firms across auto, home, life & health



**ECOMMERCE:**  
Leading top consumer brands across ecommerce, DTC, food, retail and more



**CONSUMER FINANCE:**  
Top 3 mortgage lender + top 3 consumer reporting company



**CAREER & EDUCATION:**  
Top-tier large universities + large learning software providers

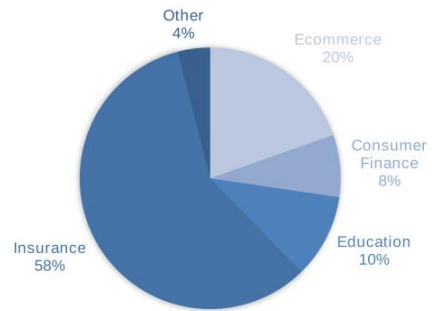


**HOME SERVICES:**  
2 of the leading home security companies in the U.S.

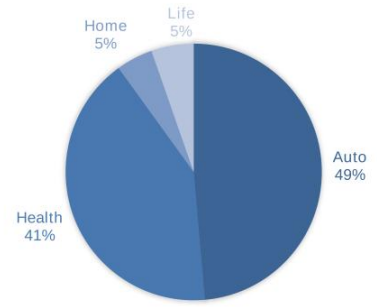


## Dynamic Diversification – Advertiser Demand

2021 Gross Revenue By Vertical

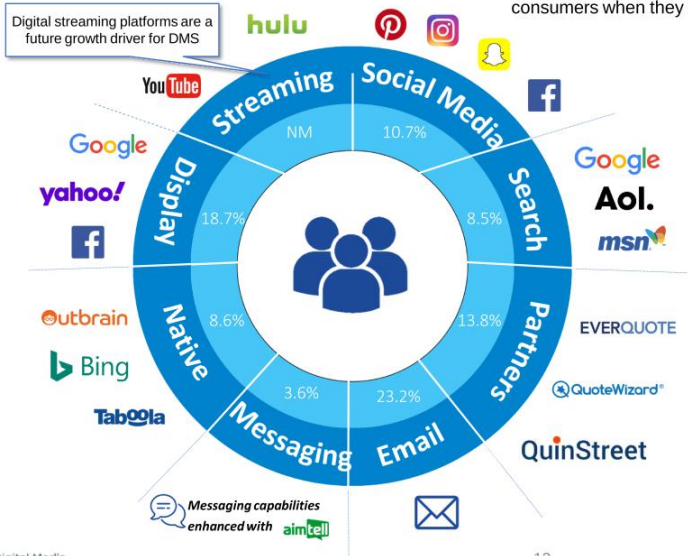


2021 Insurance Gross Revenue By Vertical



# Dynamic Diversification – Traffic & Media

DMS targets audiences where they spend their time and engages high-intent consumers when they are ready to take action

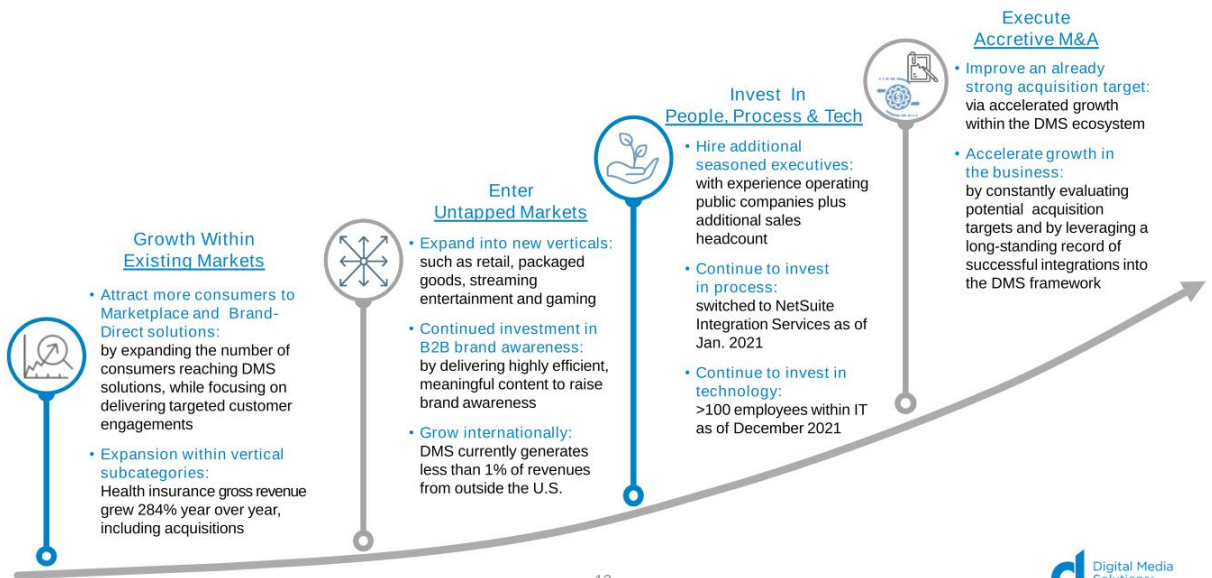


Digital streaming platforms are a future growth driver for DMS

| Commentary  |
|---|
| <ul style="list-style-type: none"> <li>Nearly 100% digital channels</li> <li>Deep digital media buying experience</li> <li>Media distribution to every American consumer segment; reaching 70% of U.S. adults</li> <li>SaaS offering includes online real-time management of advertising activities and KPIs, such as channel performance and attribution</li> <li>Aimtell / PushPros added powerful, AI-powered SaaS push technology to enhance consumer engagement with hyper-targeted messaging, leveraging advanced machine learning and customization features, to boost conversion rates and advertiser client ROI</li> <li>As legacy methods of targeting are retired (e.g. Google third party cookies), advertisers will place increasing value on first-party data and DMS solutions</li> <li>No SEO exposure to algorithm risk</li> </ul> |

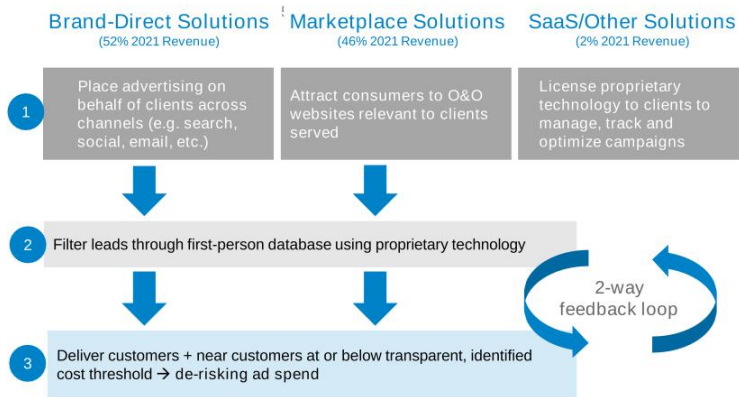


# Key DMS Growth Drivers

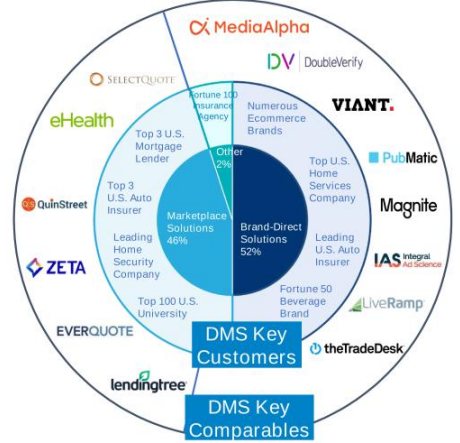


# DMS Business Model & Mix

## End-To-End Platform Optimizes Customer Acquisition At Attractive ROI



## DMS Business Mix<sup>1</sup> (% Of Revenue)

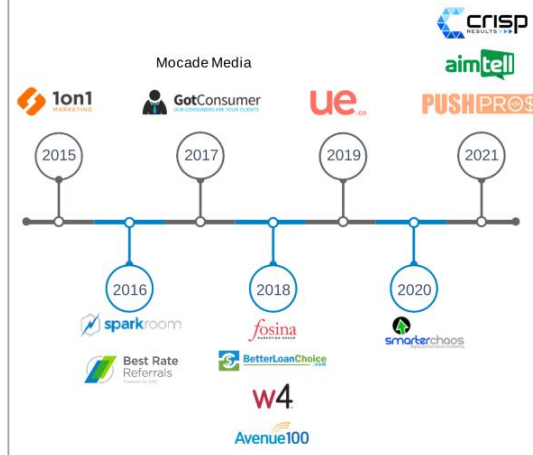


# Strong Track Record Of M&A




## DMS Playbook

- 1 Management collaborated with third-party consultancy to streamline professionalized approach to M&A
- 2 Dedicated and experienced team manages M&A process
- 3 Maintain and evaluate pipeline of opportunities
- 4 Form internal SteerCo (key management plus associates with relevant expertise) to drive deal diligence, execution and integration
- 5 Post-closing, the target is integrated and fully harmonized into DMS within 12 months
  - HR onboarding for new FTEs
  - Integration of IT systems, product management and sales

## Acquisitions



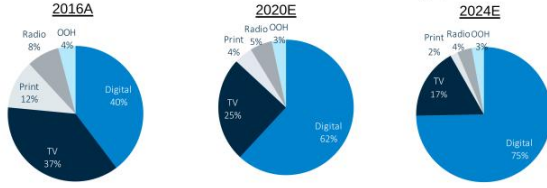
## Core M&A Criteria

-  Add new verticals or strengthen existing verticals
-  Enhance distribution capabilities
-  Strengthen technology platform

# DMS TAM Benefits From Secular Shift In Ad Spend From Traditional To Digital Channels

## U.S. Advertising Spending Mix

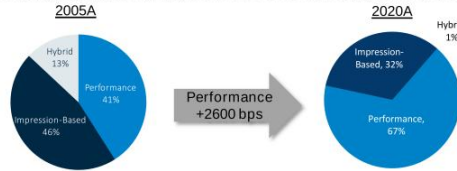
Digital advertising continues to represent a greater percentage of overall mix, and is now estimated to be in excess of 65% of total advertising spend in the U.S.



Note: "OOH" = out of home

## Digital Spend By Advertising Type<sup>1</sup>

Performance advertising has become increasingly popular due to its inherent Accountability, and it currently represents 63% of total digital ad spend

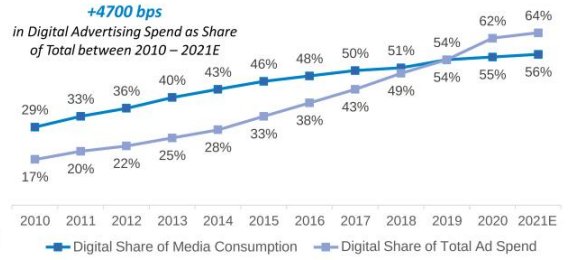


Sources: eMarketer, March 2021; IAB, PwC, Company reports, IAB, OAAA, RAB, PwC, Magna Global, Canaccord Genuity Equity Research  
 1. Impression-based denotes CPM-based (cost-per-thousand) ad pricing

## U.S. Digital Advertising Spending & Growth



## Digital Share Of Advertising Spend Vs. Share Of Media Consumption



# Large & Rapidly Growing Addressable Insurance Market

## Commentary

- While investments in digital ad spend have accelerated, the insurance market remains underpenetrated relative to other sectors
- COVID-19 advanced the digital transition, driving insurance carriers to evolve through increasing digital spend
- Consumers are increasingly researching and purchasing insurance policies online
- A disproportionate amount of growth in gross written premiums from 2020 to 2025 will come from digital channels

## Customer Acquisition & Industry Ad Spend

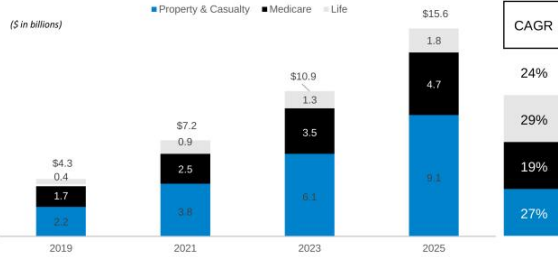
**20-25%**  
% of budget allocated to customer acquisition in 2019



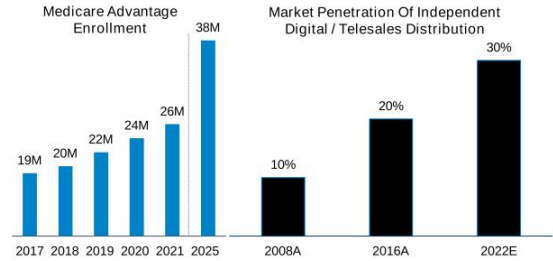
**31%**  
Estimated % of budget allocated to customer acquisition in 2025

**\$16b**  
2025 est. insurance industry digital spend

## Digital Insurance Ad Spend

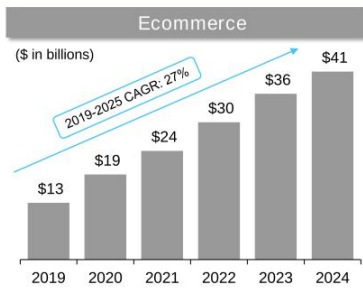


## Expanding Medicare Brokerage Opportunities



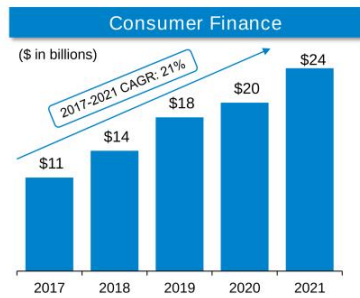
Sources: S&P Global Market Intelligence, CMS, eHealth, Kaiser Family Foundation, America's Health Insurance Plans, KFF, Wall Street Research.

Customer acquisition spending across ecommerce, consumer finance and career & education verticals are showing strong momentum



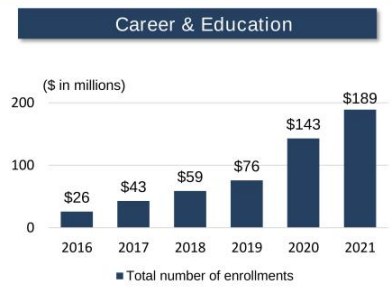
■ US Ecommerce Channel Digital Advertising Spending

- Ecommerce had been expected to double to \$4.5 trillion in 2021 from \$2.3 trillion in 2017.
- By 2040 it is expected that 95% of purchases will be made online due to customers' increasing reliance on internet shopping.



■ US Channel Consumer Finance Advertising Spending

- Due to the pandemic, 73% of US consumers shifted to digital banking and digital payments
- Due to the change in consumer behavior, banks and other financial services providers are focusing on improving the customer experience of their digital properties
- Financial services businesses will continue to use digital advertising to gain customers and boost brand reputation



■ Total number of enrollments

- Demand for online education is growing
- Digital marketing is more impactful toward business performance in the education sector than any other sector according to CMOs in 2021.
- Continued digital transformation is expected to drive digital advertising spending increase in the education sector

FY 2021 Financial Performance / FY 2022 Outlook

# DMS 2021 Financial Summary

**\$428MM**

Net Revenue

**\$58MM**

Adj. EBITDA<sup>1</sup>

**13.6%**

% EBITDA Margin<sup>1</sup>

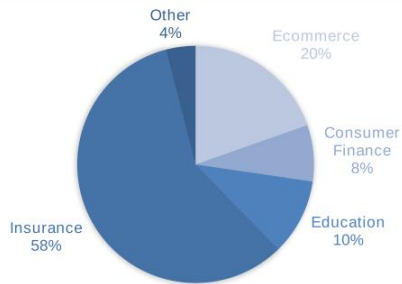
**28.6%**

Revenue Growth

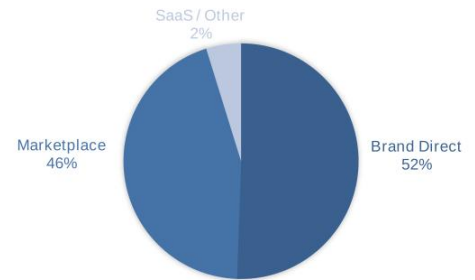
**84.3%**

% Unlevered FCF Conversion<sup>1</sup>

2021 Gross Revenue by Vertical



2021 Gross Revenue by Segment



<sup>1</sup>. This is a non-GAAP financial measure. Refer to appendix for additional detail.



## Q1 + 2022 Full Year Guidance

|                              | Q1 22<br>(\$ in millions) | FY 22<br>(\$ in millions) |
|------------------------------|---------------------------|---------------------------|
| GAAP REVENUE                 | \$102-\$107               | \$465-\$475               |
| ADJUSTED EBITDA <sup>1</sup> | \$10-\$12                 | \$55-\$60                 |

- Expected Q1 2022 and FY2022 Gross Margin range of 28-31% and Variable Marketing Margin<sup>1</sup> range of 32-36%
- Solid growth and strong margins in 2022 are expected to be driven by our:
  - Data Flywheel
  - Scaled Spend
  - Dynamic Diversification

<sup>1</sup> This is a non-GAAP financial measure. Refer to appendix for additional detail.

## Investment Highlights



## Investment Highlights



1. A leading provider of diversified performance advertising solutions



2. Unique first-party data asset and proprietary technology platform optimize ROI and increase client retention



3. Serves a diverse range of strong, growing end markets



4. Strong retention rates with increasing spend from blue-chip customer base



5. Diverse and stable customer and supplier mix



6. Positioned for ongoing shift toward digital customer acquisition and increasing advertiser ROI focus



7. History of accretive M&A with significant pipeline of opportunities



8. Founder-led management team with strong track record and significant ownership



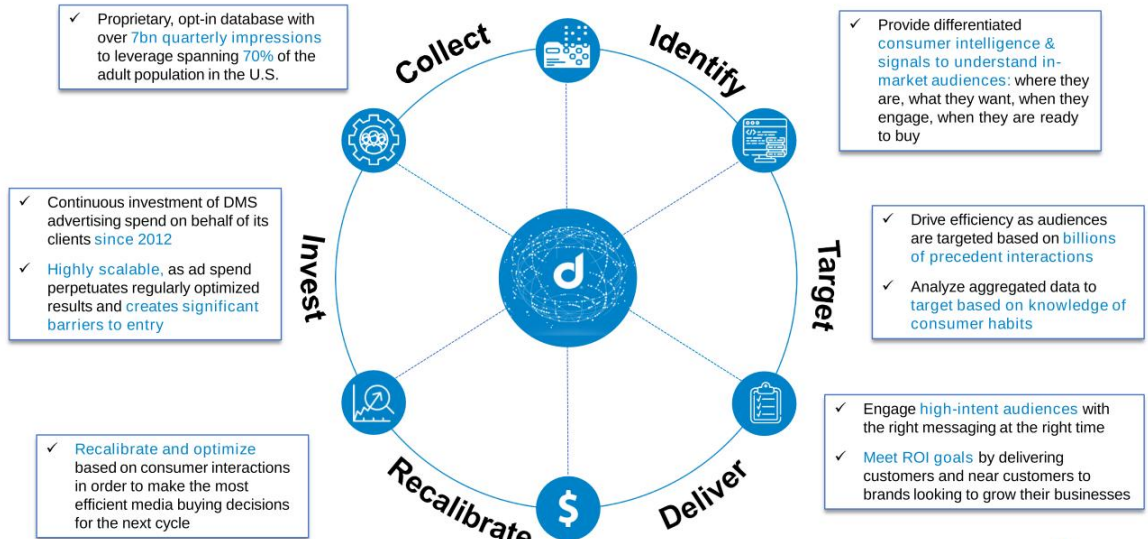
9. Strong organic growth with in-flight initiatives to drive continued success



10. Highly profitable with significant cash flow generation



# Large & Powerful Data Set With Significant Growth Potential



# DMS Solves The Common Problems Advertisers Face

## The DMS Difference

| Common Advertiser Problems  | The DMS Difference   | Digital Advertising Solution  |
|---|--|---|
| <ul style="list-style-type: none"> <li>Audience insight &amp; targeting challenges</li> <li>Personalized 1:1 advertising at scale</li> </ul>                        |  <p>Dynamic First-Party Data Asset</p>                        | <ul style="list-style-type: none"> <li>Leverage first-party database of consented, known consumers</li> <li>Insights and signals put the right message in front of the right consumer at the right time</li> </ul>  |
| <ul style="list-style-type: none"> <li>Difficulty scaling campaigns in highly competitive media channels</li> <li>1:1 campaign targeting without cookies</li> </ul> |  <p>Proprietary Technology To Deliver Customers and Leads</p> | <ul style="list-style-type: none"> <li>Integrated technology stack tracks all user interactions, indexes &amp; stores data, manages click &amp; lead routing + more</li> <li>Capabilities include already implemented &amp; tested cookie-less targeting</li> </ul> |
| <ul style="list-style-type: none"> <li>Inability to track ROI</li> <li>Media "waste" while scaling campaigns</li> </ul>   |  <p>Pay-For-Performance Model</p>                             | <ul style="list-style-type: none"> <li>DMS provides linear connection between ad spend and results</li> <li>Transparent pricing that delivers leads and customers at or below target CAC</li> </ul>   |
| <ul style="list-style-type: none"> <li>Static campaigns that <b>don't</b> scale</li> <li>Multiple partners to achieve one advertising objective</li> </ul>          |  <p>Vertical &amp; Channel Agnostic Model Of Scale</p>        | <ul style="list-style-type: none"> <li>DMS helps advertisers launch, edit and optimize campaigns quickly</li> <li>DMS is an end-to-end digital customer acquisition solution provider capturing growth across verticals &amp; media channels</li> </ul>             |

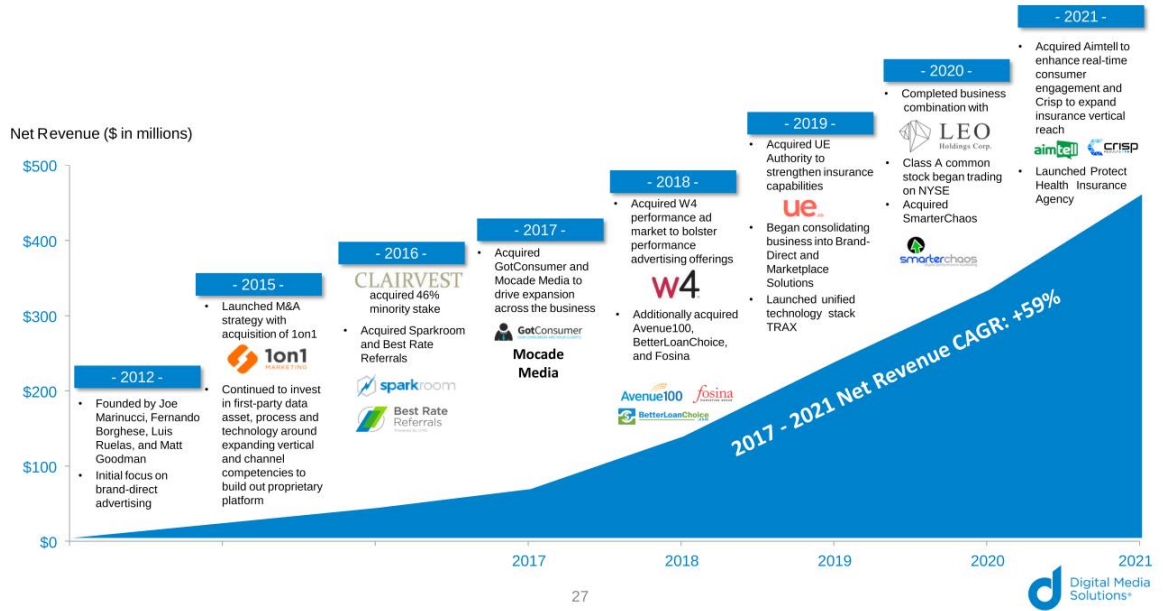




## Financial Profile Underpinned By Momentum

|   |   |  |
|---|---|--|
| 1<br>Underpenetrated total addressable market with significant growth prospects | 2<br>Attractive end-markets and strong secular tailwinds  | 3<br>Diversified base of existing customers with trend of increasing spend over time |
| 4<br>Asset light model with high free cash flow conversion                      | 5<br>Track record of value creation through accretive M&A | 6<br>Resilient business model through traditional business cycles and COVID          |

# Evolution of DMS



# Founder-Led Management With Proven Track Record

Joe Marinucci  
Chief Executive Officer



Co-Founder

- EY 2019 Entrepreneur of the Year
- Prior President and Co-Founder of Interactive Marketing Solutions
- Served as a Board Member of LeadsCouncil

Fernando Borghese  
Chief Operations Officer



Co-Founder

- Successful track record of building high-performing teams that deliver measurable impact
- Previously Executive Vice President at DMI Partners, focused on developing performance-based solutions for clients
- Current Board Member of Professional Association of Customer Engagement (PACE)

Vasundara Srenivas  
Chief Financial Officer



- Expertise includes GAAP/IFRS accounting, SEC reporting, M&A and financial operations
- Held executive-level positions at Boeing for more than a decade, including CFO of Boeing Capital Corporation, a wholly owned, multi-billion dollar subsidiary of Boeing

Thomas Bock  
EVP, Corporate Strategy & Investor Relations



- Extensive experience in capital markets, with a focus on technology M&A, equities and debt transactions and relationships
- Joined DMS after a long career on Wall Street as an investment banker, with Citi, UBS, SunTrust and Regions Bank, and as a research analyst for PaineWebber (US) and SG Cowen (UK)





Appendix

### Variable Marketing Margin

Variable Marketing Margin is a measure of the efficiency of the Company's revenue generation efforts, measuring revenue after subtracting the variable marketing and direct media costs that are directly associated with revenue generation. Variable Marketing Margin and Variable Marketing Margin % of revenue are key reporting metrics by which the Company measures the efficacy of its marketing and media acquisition efforts.

Variable Marketing Margin is defined as revenue less variable marketing expense. Variable marketing expense is defined as the expense attributable to variable costs paid for direct marketing and media acquisition costs, and includes only the portion of cost of revenue attributable to costs paid for this direct marketing activity and advertising acquired for resale to the Company's customers, and excludes overhead, fixed costs and personnel-related expenses. The majority of these variable advertising costs are expressly intended to drive traffic to our websites and to our customers' websites, and these variable advertising costs are included in cost of revenue on the company's condensed consolidated statements of operations.

### Adjusted EBITDA, Adjusted EBITDA Margin, Unlevered Free Cash Flow and Unlevered Free Cash Flow Conversion

We use the non-GAAP measures of adjusted EBITDA and unlevered free cash flow to assess operating performance. Management believes that these measures provide useful information to investors regarding DMS's operating performance and its capacity to incur and service debt and fund capital expenditures. DMS believes that these measures are used by many investors, analysts and rating agencies as a measure of performance. By reporting these measures, DMS provides a basis for comparison of our business operations between current, past and future periods by excluding items that DMS does not believe are indicative of our core operating performance. Financial measures that are non-GAAP should not be considered as alternatives to operating income, cash flows from operating activities or any other performance measures derived in accordance with GAAP as measures of operating performance, or cash flows as measures of liquidity. These measures have limitations as analytical tools, and you should not consider them in isolation or as a substitute for analysis of our results as reported under GAAP. Because of these limitations, DMS relies primarily on its GAAP results and uses adjusted EBITDA and unlevered free cash flow only as a supplement.

Adjusted EBITDA is defined as net income (loss), excluding (a) interest expense, (b) income tax expense, (c) depreciation and amortization, (d) change in fair value of warrant liabilities, (e) debt extinguishment, (f) stock-based compensation, (g) change in tax receivable agreement liability, (h) restructuring costs, (i) acquisition costs, (j) other expense. Adjusted EBITDA Margin is defined as adjusted EBITDA divided by Net Revenue.

Furthermore, in order to review the performance of the combined business over periods that extend prior to our ownership of the acquired businesses, we include the pre-acquisition performance of the businesses acquired. Management believes that doing so helps to understand the combined operating performance and potential of the business as a whole and makes it easier to compare performance of the combined business over different periods. Unlevered free cash flow is defined as adjusted EBITDA, less capital expenditures, and unlevered free cash flow conversion is defined as unlevered free cash flow divided by adjusted EBITDA.

