1ST QUARTER 2022

INVESTOR PRESENTATION



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SAFE HARBOR

This Presentation may include certain forward-looking statements, including, without limitation, statements concerning the conditions of our industry and our operations, performance, and financial condition, including, in particular, statements relating to our business, growth strategies, product development efforts, and future expenses. Forward-looking statements can be identified by words such as “anticipates,” “intends,” “plans,” “seeks,” “believes,” “estimates,” “expects,” ‘targets,” and similar references to future periods, or by the inclusion of forecasts or projections. Forward-looking statements are based on our current expectations and assumptions regarding our business, the economy, and other future conditions. Because forward-looking statements relate to the future, by their nature, they are subject to inherent uncertainties and risks (some of which are beyond our control) and changes in circumstances or other assumptions that may cause actual results or performance to be materially different from those expressed or implied by these forward-looking statements. As a result, our actual results may differ materially from those contemplated by the forward-looking statements. Except as required by law, we are under no obligation to, and expressly disclaim any obligation to, update or alter any forward-looking statements whether as a result of any such changes, new information, subsequent events or otherwise.

Market data and industry information used throughout this Presentation are based on management’s knowledge of the industry and the good faith estimates of management. We also relied, to the extent available, upon management’s review of independent industry surveys and publications and other publicly available information prepared by a number of third-party sources. All of the market data and industry information used in this Presentation involves a number of assumptions and limitations, and you are cautioned not to give undue weight to such estimates. Although we believe that these sources are reliable, we cannot guarantee the accuracy or completeness of this information, and we have not independently verified this information. While we believe the estimated market position, market opportunity and market size information included in this presentation are generally reliable, such information, which is derived in part from management’s estimates and beliefs, is inherently uncertain and imprecise. Projections, assumptions and estimates of our future performance and the future performance of the industry in which we operate are necessarily subject to a high degree of uncertainty and risk due to a variety of factors. These factors could cause results to differ materially from those expressed in our estimates and beliefs and in the estimates prepared by independent parties. You should not construe the contents of this Presentation as legal, tax, accounting or investment advice or a recommendation to take (or refrain from taking) any particular action. You should consult your own counsel and tax and financial advisors as to legal and related matters concerning the matters described herein.

In addition to financial measures prepared in accordance with U.S. generally accepted accounting principles (“GAAP”), this presentation contains non-GAAP financial measures. We present non-GAAP financial measures including adjusted EBITDA, adjusted EBITDA margin, adjusted gross profit, and adjusted gross margin. The non-GAAP financial information is presented for supplemental informational purposes only and is not intended to be considered in isolation or as a substitute for, or superior to, financial information prepared and presented in accordance with GAAP. Please refer to the supplemental information presented in the tables for reconciliations of the non-GAAP financial measures used in this presentation to the most comparable GAAP financial measures.

We believe that these non-GAAP financial measures provide useful information about our financial performance, enhance the overall understanding of our past performance and future prospects and allow for greater transparency with respect to important metrics used by our management for financial and operational decision-making. We believe that these measures provide an additional tool for investors to use in comparing our core financial performance over multiple periods with other companies in our industry. However, it is important to note that the particular items we exclude from, or include in, our non-GAAP financial measures may differ from the items excluded from, or included in, similar non-GAAP financial measures used by other companies in our industry.

This Presentation also includes certain forward-looking non-GAAP financial measures, such as adjusted EBITDA margin and adjusted gross margin. We calculate forward-looking non-GAAP financial measures based on internal forecasts that omit certain amounts that would be included in GAAP financial measures. We have not provided quantitative reconciliations of these forward-looking non-GAAP financial measures to the most directly comparable forward-looking GAAP financial measures because the excluded items are not available on a prospective basis without unreasonable efforts.

2020s: THE DECADE OF **SMB SaaS**



HARDIN PAINTING COMPANY

STAN HARDIN



KEY INVESTMENT HIGHLIGHTS

BEST-IN-CLASS SAAS PLATFORM

Purpose-built, powerful, and easy-to-use software tailored to the needs of SMB.

MASSIVE MARKET OPPORTUNITY

Established service-based SMBs with 2-50 employees. Global TAM > 8M businesses ($40B annual spend)

MEGA-TREND

Thryv to benefit from cloud adoption as SMBs accelerate transition to cloud to more efficiently manage and grow their businesses.

COMPELLING FINANCIAL MODEL

Positioned for durable long-term revenue growth. Targeting $1B in SaaS revenue by 2027; $4B by 2032.

EFFICIENT CUSTOMER ACQUISITION STRATEGY

Cross-sell, new acquisition channels, franchise, and vast SMB referral network.

SIGNIFICANT CROSS-SELL SAAS OPPORTUNITY

Significant whitespace of 400K legacy clients.

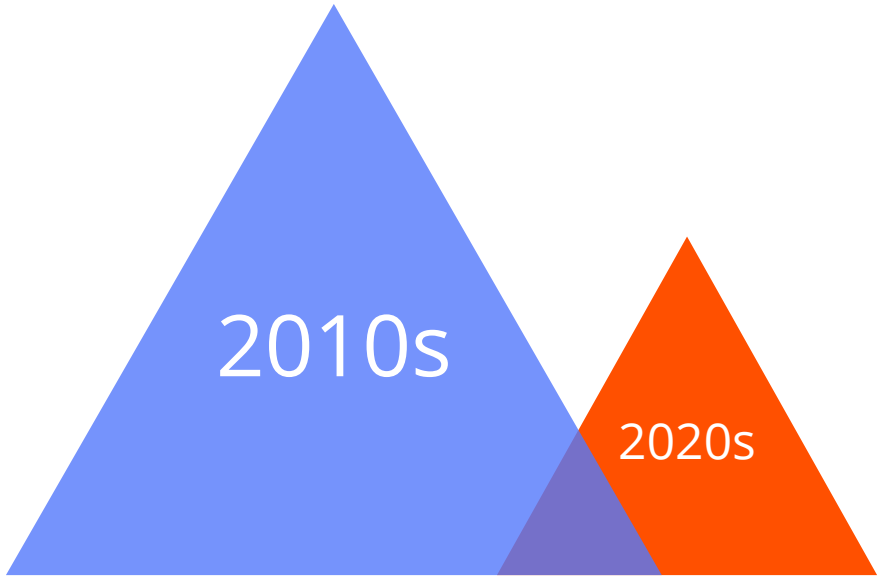
HIGHLY PREDICTABLE MARKETING SERVICES SEGMENT

Strong visibility and high sustained EBITDA margins. Company has generated $1.5b in FCF since 2016.

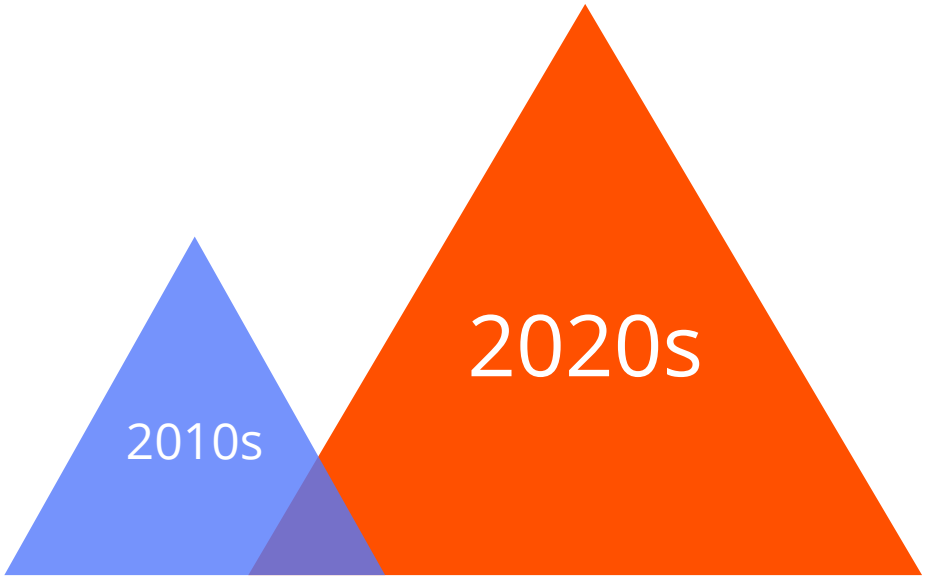
EXPERIENCED MANAGEMENT TEAM

Tenured industry professionals with SMB domain expertise and strong track record of successful pivots, transformations, and acquisitions.

THE DECADE OF SMBs SAAS

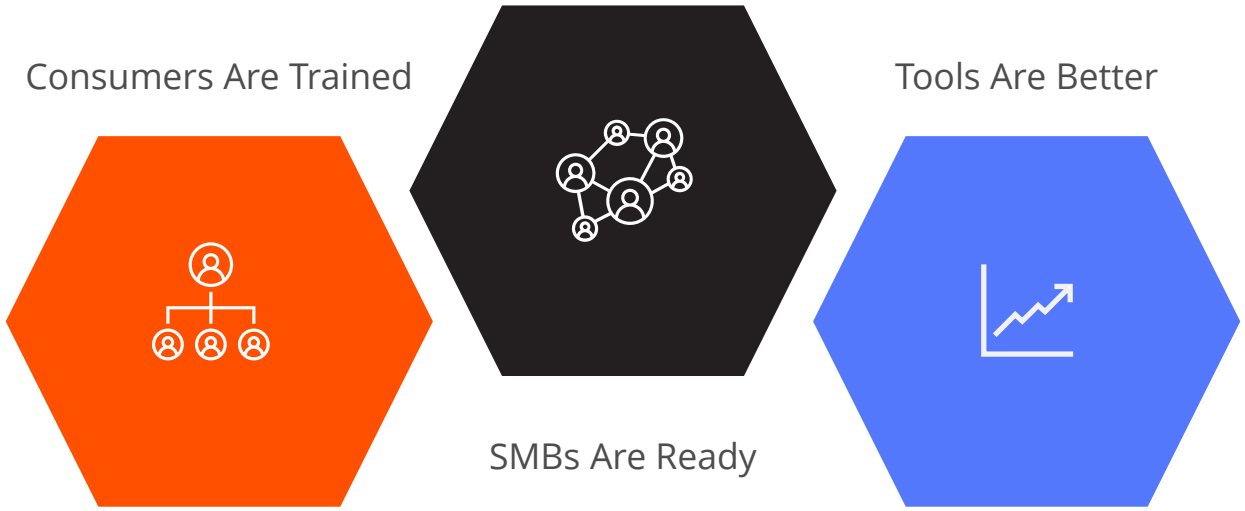


DECADE OF **ENTERPRISE** SAAS



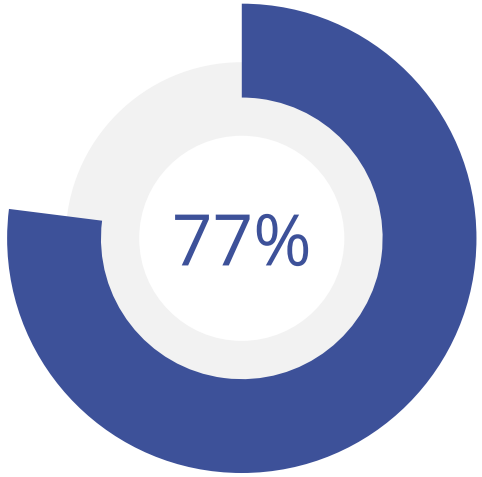
DECADE OF **SMB** SAAS

WHY IS THIS MEGA-TREND HAPPENING NOW?



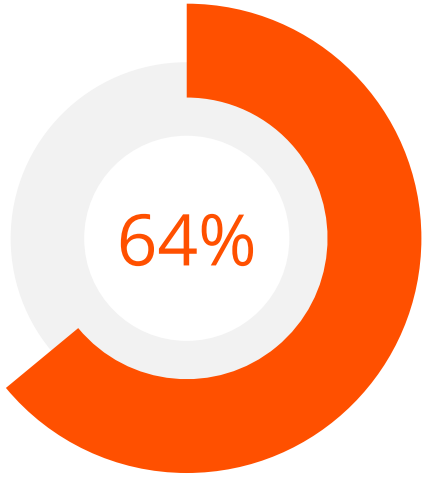
SMB SAAS ADOPTION





MULTIPLE SAAS APPS

77% *of of SMBs need a platform with all tools in one place.*



ONE PROVIDER

64% *want to buy from one provider.*

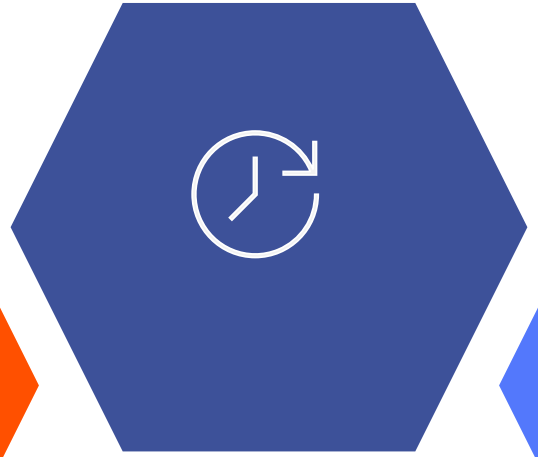
Decision Analyst, Q1 2022, SMB SaaS Adoption Study.

WHY THRYV WILL WIN

KEY BENEFITS TO SMB

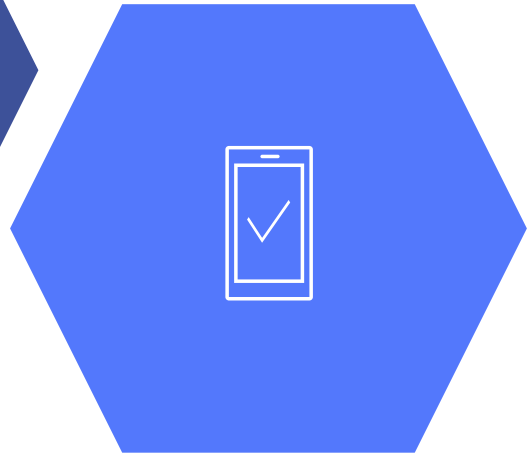
Drives Growth





Saves Time/Get Organized

Freedom/Mobility





ADDRESSING A LARGE MARKET OPPORTUNITY

- 2-50 Employees
- Service-based Businesses
- Established Businesses
- $500K in Annual Revenue

TAM: 4M SMBs IN THE U.S. WE CAN POTENTIALLY SERVE.

8M SMBs WORLDWIDE WE CAN POTENTIALLY SERVE.

WHY THRYV WILL WIN

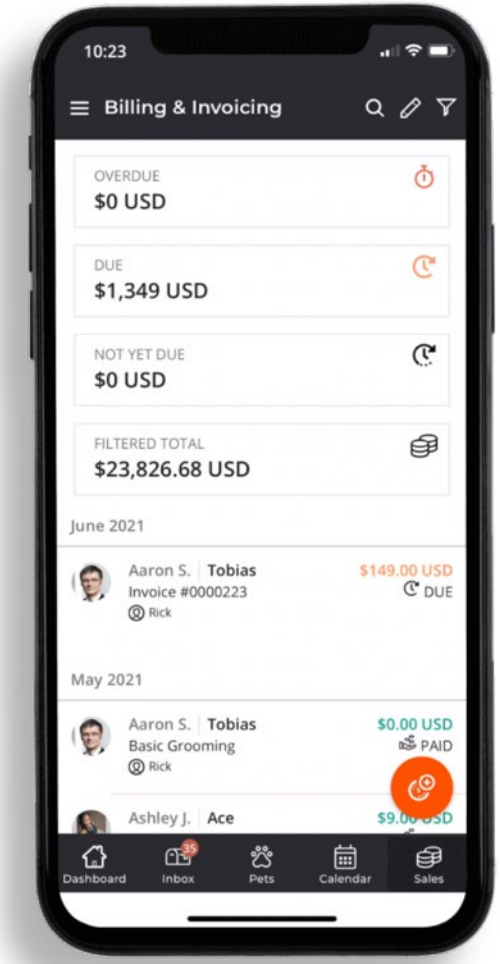
WIN, KEEP & GROW HIGH QUALITY BUSINESS

SEAMLESS SOLUTION

BETTER GMB RANKINGS (SEO)

BETTER SEO

EASIER FOR CONSUMER



MORE REFERRALS

REPEAT BUSINESS

OFFICE IN YOUR POCKET

INTEROPERABILITY

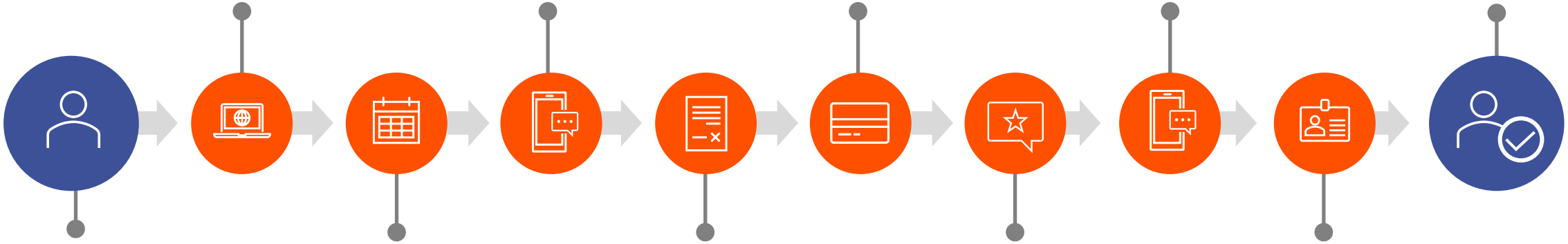
WHY THRYV WILL WIN

INTEROPERABILITY



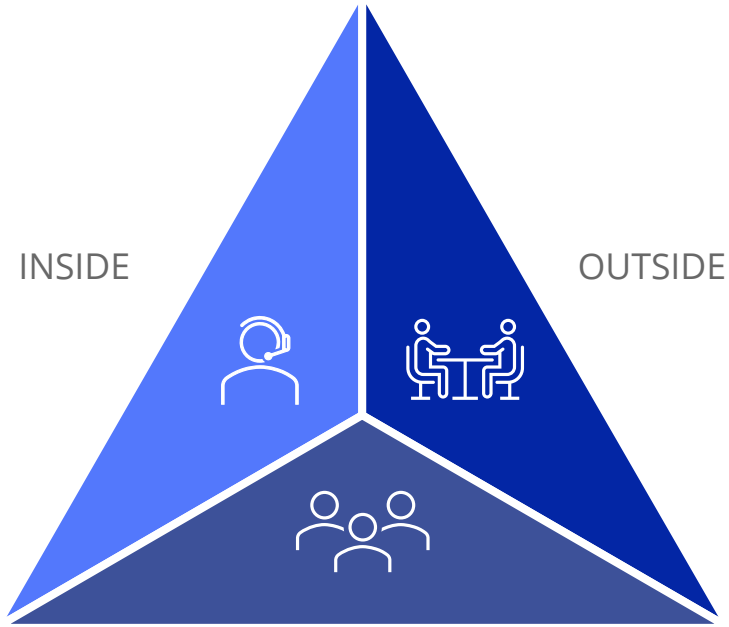
WHY THRYV WILL WIN

WE MAKE THE CONSUMER EXPERIENCE BETTER



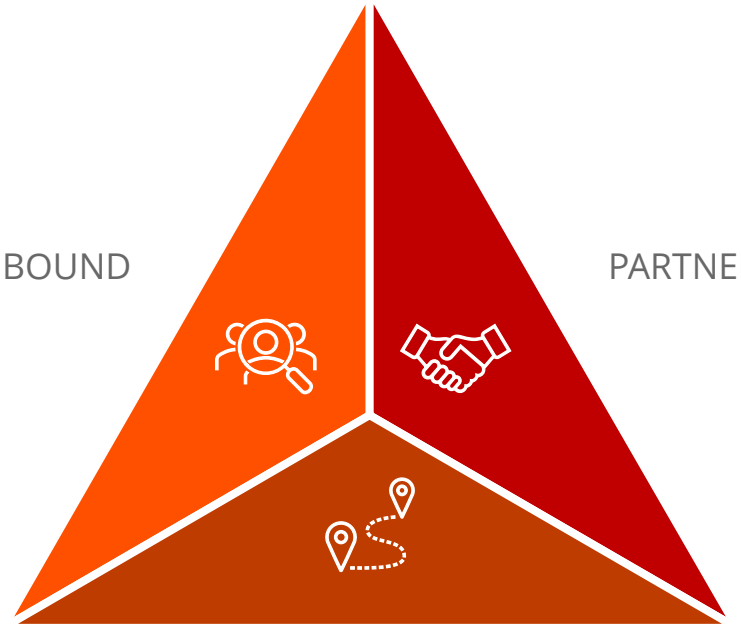
UNFAIR SALES ADVANTAGE

EXPANDING & MATURING SALES CHANNELS



LOCAL CHANNELS

Large base of existing marketing services customers for prospecting (Zoos).



NEW ACQUISITION CHANNELS

UNFAIR SALES ADVANTAGE

CLIENT ADORED - INDUSTRY RECOGNIZED



4.4/5
2022 G2 award winner



4.2/5
2021 Capterra award winner



2021 The SaaS Award Winner
Best SaaS Product for
Customer Services / CRM



2020 Featured Customers
award winner



2020 Localogy Excellence
award winner



2020 Best CRM Solution
for SMBs



4.3/5
2020 review score



2020 Highly Rated CRM
Software for SMBs



2021 Best Scheduling
Software for SMBs



2021 Best SMS Marketing
Software for SMBs



Spring 2020 Market Leader
Review & Reputation
Management



Spring 2020 Market Leader
Top Performer
CRM Software



Spring 2020 Market Leader
Business Text Messaging



2020 Appealie SaaS
award winner



2021 Appealie SaaS
award winner

PRODUCT INNOVATION

EVOLVING & EXPANDING



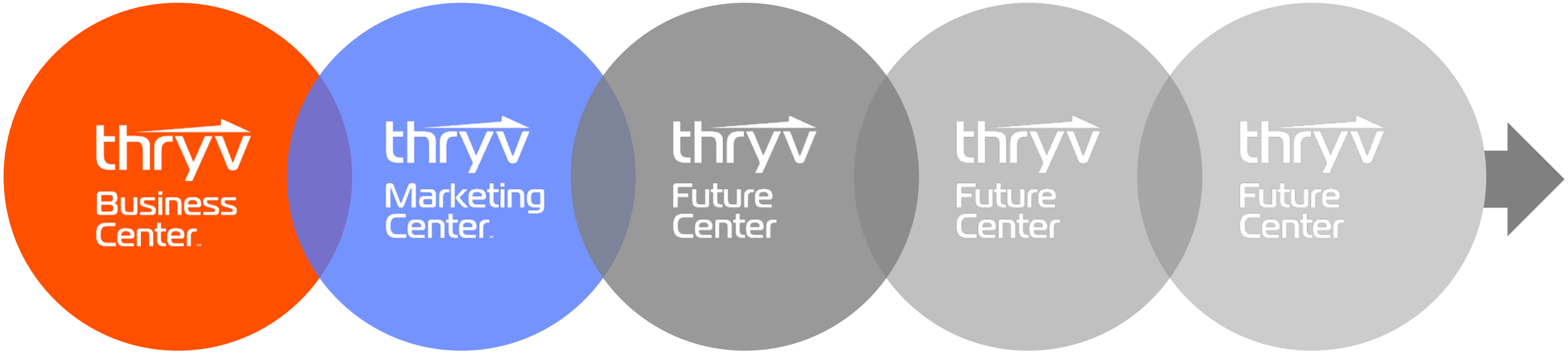
Thryv

Everything an SMB needs to run their day-to-day business and deliver an exceptional customer experience.

thryv Business Center℠

PRODUCT INNOVATION

EVOLVING & EXPANDING



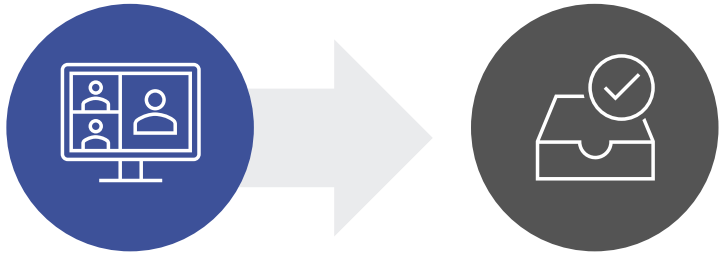
2021 | 2H-2022 | 2023 | 2024 | 2025

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thryv Pay℠ | thryv App Market℠ | Hub by thryv

REIMAGINING THE CUSTOMER EXPERIENCE

RETENTION



ONBOARDING

GROWTH & ACCOUNT MANAGEMENT

ENGAGE CUSTOMER AS A NORTH STAR

SOLVING ADDITIONAL PROBLEMS OVER TIME

TIME TO **FIRST VALUE** (TTFV)

SERVICE AS A DIFFERENTIATOR

LEADS TO **RETENTION** & **GROWTH**

UNDERSTANDING & SOLVING **THEIR** PROBLEM



5 YEAR

SAAS TARGETS

$1B REVENUE	150K SUBSCRIBERS
75% GROSS MARGIN	100% NET DOLLAR RETENTION
20% ADJUSTED EBITDA MARGIN	75% SAAS REVENUE OF CONSOLIDATED REVENUE

CATALYSTS

- Go-to-Market Expansion
- Product Innovation
- Macro Trend SMBs Moving To Cloud



10 YEAR

SAAS TARGETS

$4B REVENUE	500K SUBSCRIBERS
>75% GROSS MARGIN	>100% NET DOLLAR RETENTION
>20% ADJUSTED EBITDA MARGIN	>95% SAAS REVENUE OF CONSOLIDATED REVENUE

CATALYSTS

- Go-to-Market Expansion
- Product Innovation
- Macro Trend SMBs Moving To Cloud

thryv

FINANCIAL REVIEW

Q1 2022

FINANCIAL REVIEW

1ST QUARTER HIGHLIGHTS

$ in thousands	1st Quarter 2022	2021	YoY %
Total SaaS			
Revenue	$48,178	$37,251	+29.3%
Adjusted EBITDA	(6,775)	316	
Adjusted EBITDA Margin	*(14.1%)*	*0.8%*	
Total Marketing Services			
Revenue	$260,197	$243,355	+6.9%
Adjusted EBITDA	90,492	104,617	
Adjusted EBITDA Margin	*34.8%*	*43.0%*	
Consolidated			
Revenue	$308,375	$280,606	+9.9%
Adjusted EBITDA	83,717	104,933	
Adjusted EBITDA Margin	*27.1%*	*37.4%*	

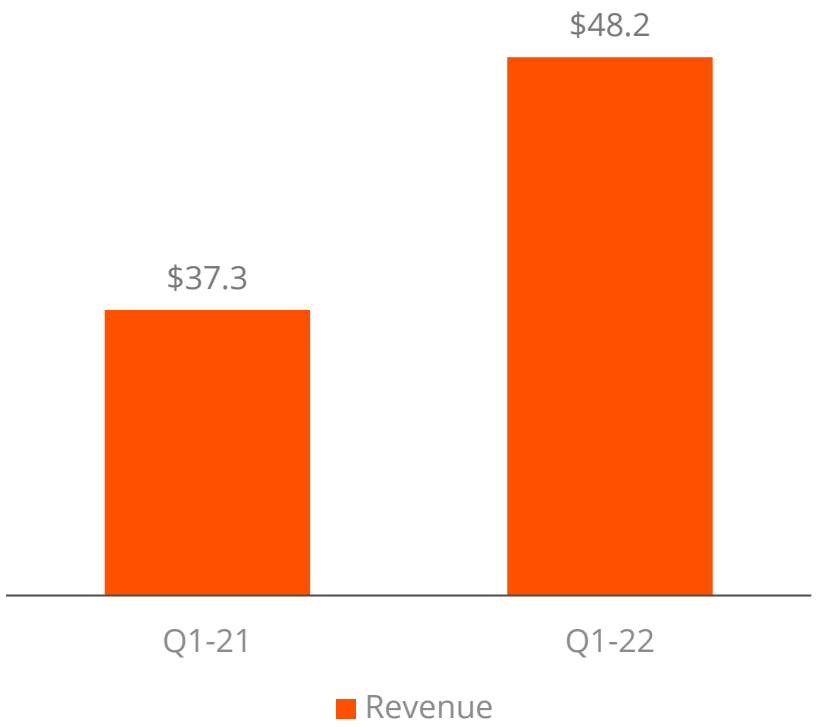


Note: Vivial contributed $23 million to Marketing Services Revenue in Q1-22

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FINANCIAL REVIEW

SAAS HIGHLIGHTS



Revenue Growth

+29%

YoY

Growing Subscribers

47K

End Q1-22

ARPU Expansion

+16%

YoY

ThryvPay TPV

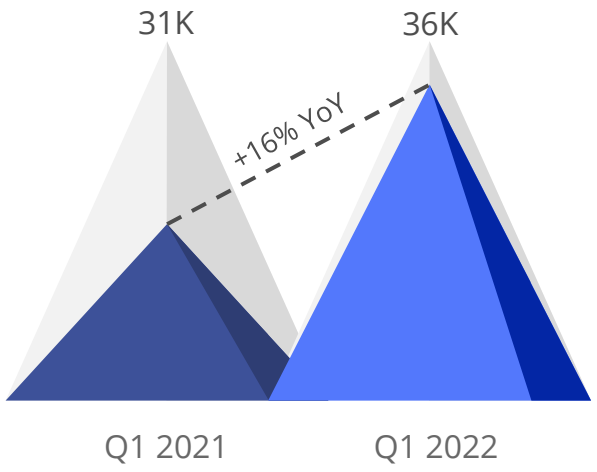
$101M

Annualized Spend

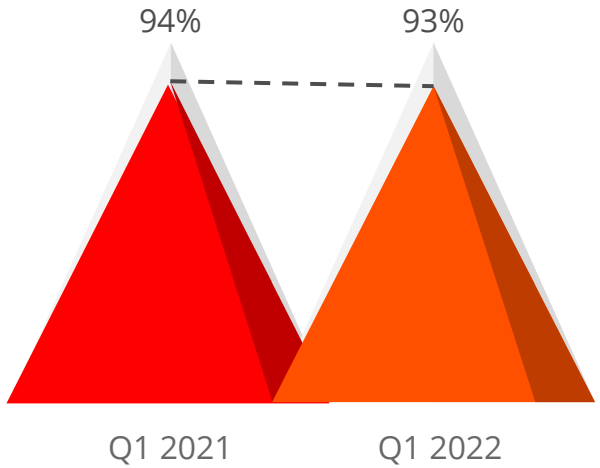
FINANCIAL REVIEW

SAAS METRICS

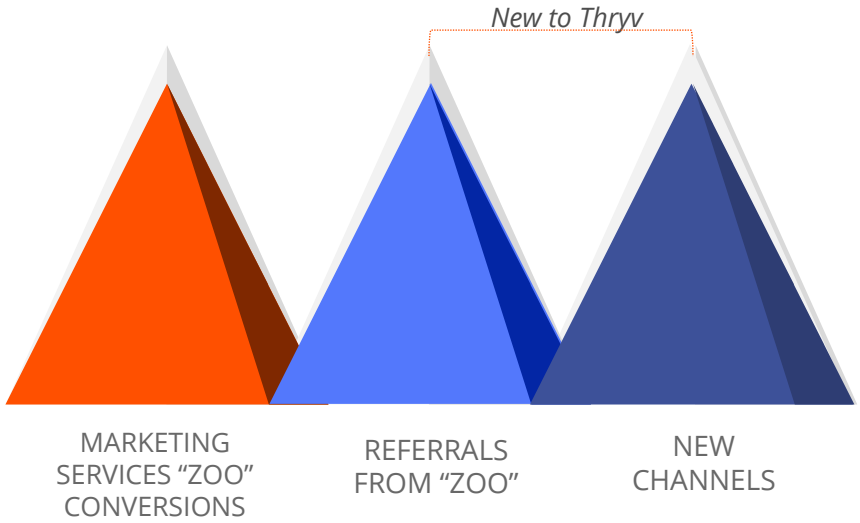
Q1 2022



MONTHLY ACTIVE USER (MAU) GROWTH



SEASONED **NET DOLLAR RETENTION** (NDR)



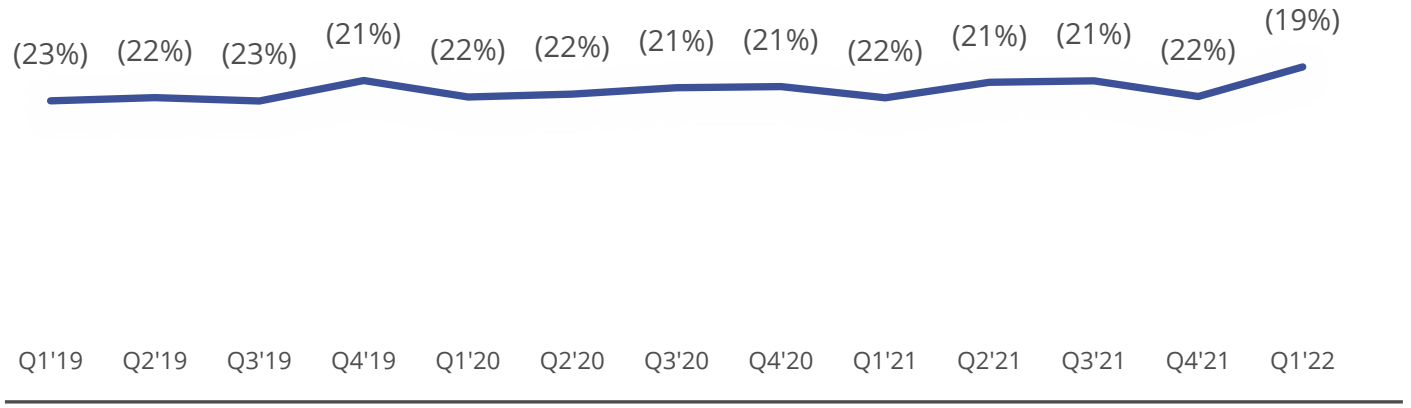
BALANCED AND EFFICIENT CUSTOMER ACQUISITION STRATEGY

FINANCIAL REVIEW

TOTAL MARKETING SERVICES

	Q1-22	Q1-21
Marketing Services Billings (millions)	$222.6	$275.5
YoY %	(19%)	(22%)

MARKETING SERVICES BILLINGS
(YoY %)

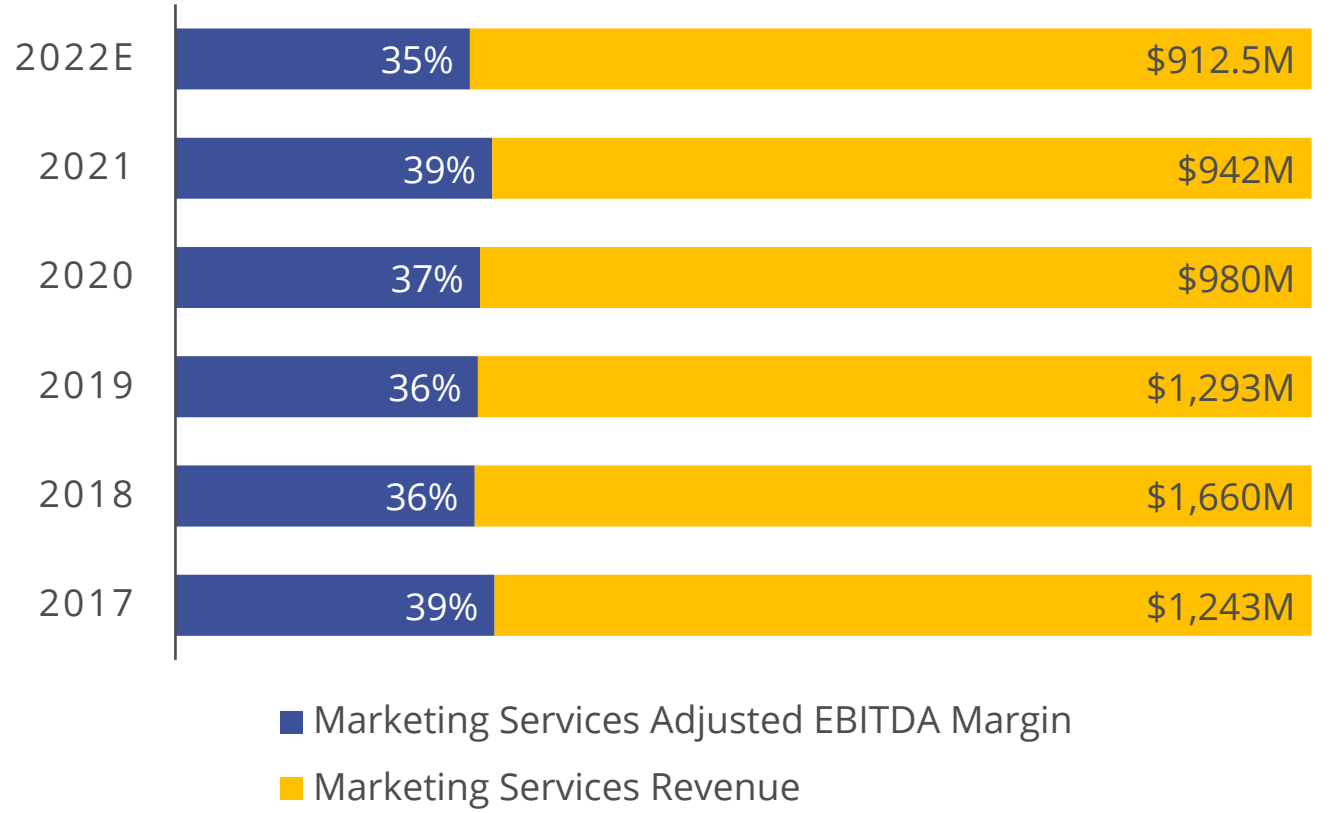


Note: Excludes Vivial Holdings

FINANCIAL REVIEW

TOTAL MARKETING SERVICES

High Sustained Adjusted EBITDA Margins



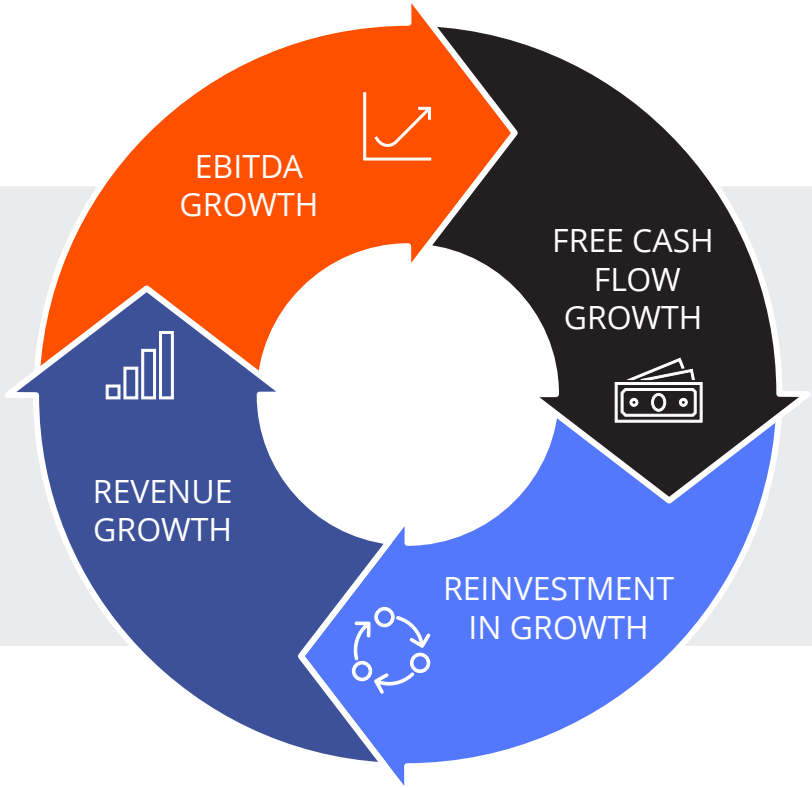
THRYV POSITIONED TO CREATE LONG-TERM STAKEHOLDER VALUE

PRODUCT INNOVATION

SUBSCRIBER GROWTH

INTERNATIONAL EXPANSION

M&A



STAKEHOLDER VALUE CREATION

2nd QUARTER & FY 2022 OUTLOOK

Company Updates Guidance For FY22

	Q2 2022	FY 2022	MANAGEMENT COMMENTARY
TOTAL SAAS			
REVENUE	$50.5 to $51.0 Million	$208 to $209 Million	• FY22 guidance range raised from $206 to $208 Million
Adjusted EBITDA	$6.0 to $6.5 Million Loss	$21 to $25 Million Loss	• Company expects FY22 SaaS Adj EBITDA margin in range of -10% to -12%, consistent with FY21
TOTAL MARKETING SERVICES			
REVENUE	$255 to $260 Million	$905 to $920 Million	• FY22 guidance range raised from $870 to $890 Million • Q3-22: Range of $195 to $200 Million • Q4-22: Range of $195 to $200 Million
Adjusted EBITDA		$315 to $320 Million	• FY22 EBITDA guidance range raised. Company expects FY22 Marketing Services EBITDA margin of ~35%

APPENDIX

APPENDIX

SEGMENT RESULTS

	Three Months Ended March 31, 2022			
(in thousands)	**Marketing Services**	**SaaS**	**Thryv International**	**Total**
Revenue	$ 212,533	$ 47,343	$ 48,499	$ 308,375
Segment Gross profit	136,510	29,409	31,937	197,856
Segment Adjusted EBITDA	66,395	(4,364)	21,686	83,717

	Three Months Ended March 31, 2021			
(in thousands)	**Marketing Services**	**SaaS**	**Thryv International**	**Total**
Revenue	$ 227,933	$ 37,251	$ 15,422	$ 280,606
Segment Gross profit	156,161	23,167	3,118	182,446
Segment Adjusted EBITDA	98,631	316	5,986	104,933

APPENDIX

NON-GAAP FINANCIAL RECONCILIATION

$ IN THOUSANDS	Q1-20	Q2-20	Q3-20	Q4-20	Q1-21	Q2-21	Q3-21	Q4-21	FY20	FY21	Q1-22
Net Income (loss)	**$ 28,102**	**$ 11,464**	**$ (145)**	**$ 109,800**	**$ 36,506**	**$ 24,359**	**$ 35,624**	**$ 5,088**	**$ 149,221**	**$ 101,577**	**$ 33,511**
Interest expense	19,930	18,012	15,609	14,988	15,672	19,170	16,546	14,986	68,539	66,374	14,867
Income tax expense (benefit)	13,409	21,164	(24,250)	(118,306)	11,809	8,112	13,802	(986)	(107,983)	32,737	9,621
Dep. and amort. expense	37,823	37,606	35,454	35,640	19,718	29,908	31,049	24,798	146,523	105,473	21,969
Restructuring and integration exp.	9,845	7,347	6,710	4,557	9,234	3,489	2,312	3,109	28,459	18,145	5,827
Transaction costs	6,534	3,232	4,913	6,320	10,546	5,440	3,987	5,086	20,999	25,059	1,720
Stock-based comp. (benefit) exp.	(6,064)	580	1,289	1,300	1,971	1,921	2,340	1,862	(2,895)	8,094	1,928
Other components of net periodic pension cost (benefit)	201	936	30,175	10,924	(453)	(272)	(273)	(13,831)	42,236	(14,829)	(70)
Loss (gain) on remeasurement of indemnification asset	3,801	617	(540)	1,565	—	(844)	(404)	1,247	5,443	(1)	(400)
Impairment charges	98	18,132	1,184	5,497	—	3,611	—	—	24,911	3,611	—
Other	(900)	(955)	(1,105)	(654)	(70)	1,859	(2,624)	5,119	(3,614)	4,283	(5,256)
Adjusted EBITDA	**$ 112,779**	**$ 118,135**	**$ 69,294**	**$ 71,631**	**$ 104,933**	**$ 96,753**	**$ 102,359**	**$ 46,478**	**$ 371,839**	**$ 350,523**	**$ 83,717**

*Figures may not foot due to rounding.

APPENDIX

NON-GAAP FINANCIAL RECONCILIATION

Reconciliation of Adjusted Gross Profit to Gross profit

(in thousands)	Three Months Ended March 31, 2022			
	Marketing Services	SaaS	International	Consolidated
Reconciliation of Adjusted Gross Profit				
Gross profit	$ 136,510	$ 29,409	$ 31,937	$ 197,856
Plus:				
Depreciation and amortization expense	4,395	979	4,442	9,816
Stock-based compensation expense	61	15	—	76
Adjusted Gross Profit	$ 140,966	$ 30,403	$ 36,379	$ 207,748
Gross Margin	64.2 %	62.1 %	65.9 %	64.2 %
Adjusted Gross Margin	66.3 %	64.2 %	75.0 %	67.4 %

(in thousands)	Three Months Ended March 31, 2021			
	Marketing Services	SaaS	International	Consolidated
Reconciliation of Adjusted Gross Profit				
Gross profit	$ 156,161	$ 23,167	$ 3,118	$ 182,446
Plus:				
Depreciation and amortization expense	4,619	755	5,870	11,244
Stock-based compensation expense	70	11	—	81
Adjusted Gross Profit	$ 160,850	$ 23,933	$ 8,988	$ 193,771
Gross Margin	68.5 %	62.2 %	20.2 %	65.0 %
Adjusted Gross Margin	70.6 %	64.2 %	58.3 %	69.1 %

APPENDIX

SUPPLEMENTAL FINANCIAL INFORMATION

(in thousands)	Three Months Ended March 31, 2022					
	Marketing Services			SaaS		
	US	*International*	*Total Marketing Services*	*US*	*International*	*Total SaaS*
Revenue	$ 212,533	$ 47,664	$ 260,197	$ 47,343	$ 835	$ 48,178
Adjusted EBITDA	66,395	24,097	90,492	(4,364)	(2,411)	(6,775)
Adjusted EBITDA Margin	31.2 %	50.6 %	34.8 %	(9.2)%	(288.7)%	(14.1)%

(in thousands)	Three Months Ended March 31, 2021					
	Marketing Services			SaaS		
	US	*International*	*Total Marketing Services*	*US*	*International*	*Total SaaS*
Revenue	$ 227,933	$ 15,422	$ 243,355	$ 37,251	$ —	$ 37,251
Adjusted EBITDA	98,631	5,986	104,617	316	—	316
Adjusted EBITDA Margin	43.3 %	38.8 %	43.0 %	0.8 %	NM	0.8 %

The supplemental financial information provides Revenue, Adjusted EBITDA and Adjusted EBITDA Margin by (i) Marketing Services businesses in the U.S., International and in Total and (ii) SaaS businesses in the U.S., International and in Total. Total SaaS Adjusted EBITDA and Adjusted EBITDA margin are non-GAAP financial measures. Total Marketing Services Adjusted EBITDA and Adjusted EBITDA margin are also non-GAAP financial measures. These non-GAAP financial measures are presented for supplemental informational purposes only and are not intended to be considered in isolation or as a substitute for, or superior to, financial information prepared and presented in accordance with GAAP.

APPENDIX

DEFINITIONS

Definitions of key terms used in this presentation are as follows:

- Total SaaS revenue consists of SaaS revenue recognized by our domestic and foreign operations.
- Total Marketing Services revenue consists of SaaS revenue recognized by our domestic and foreign operations.
- Total SaaS Adjusted EBITDA[1] consists of Adjusted EBITDA recognized by our domestic and foreign operations.
- Total Marketing Services[1] Adjusted EBITDA consists of Adjusted EBITDA recognized by our domestic and foreign operations.
- Adjusted EBITDA[2]: Defined as Net income plus Interest expense, Income tax expense, Depreciation and amortization expense, Loss on early extinguishment of debt, Restructuring and integration expenses, Transaction costs, Stock-based compensation expense, and non-operating expenses, such as, Other components of net periodic pension (benefit) cost, Non-cash (gain) loss from remeasurement of indemnification asset, and certain unusual and non-recurring charges that might have been incurred.
- Adjusted Gross Profit and Adjusted Gross Profit Margin[2]: Defined as Gross profit and Gross margin, respectively, adjusted to exclude the impact of depreciation and amortization expense and stock-based compensation expense.
- Average Revenue per Unit ("ARPU"): Defined as total client billings by month divided by the number of revenue-generating units during the month.
- Seasoned Net Dollar Retention: Defined as net dollar retention excluding clients acquired over the previous 12 months.
- SaaS Monthly Active Users: Defined as a client with one or more users who log into our SaaS solutions at least once during the calendar month.

[1]The supplemental financial information provides Revenue, Adjusted EBITDA and Adjusted EBITDA Margin by (i) Marketing Services businesses in the U.S., International and in Total and (ii) SaaS businesses in the U.S., International and in Total. Total SaaS Adjusted EBITDA and Adjusted EBITDA margin are non-GAAP financial measures. Total Marketing Services Adjusted EBITDA and Adjusted EBITDA margin are also non-GAAP financial measures. These non-GAAP financial measures are presented for supplemental informational purposes only and are not intended to be considered in isolation or as a substitute for, or superior to, financial information prepared and presented in accordance with GAAP.

[2]Results included in this presentation include Adjusted EBITDA, Adjusted EBITDA margin and Adjusted Gross Profit, which are not presented in accordance with U.S. generally accepted accounting principles ("GAAP"). These non-GAAP measures are presented for supplemental informational purposes only and are not intended to be considered in isolation or as a substitute for, or superior to, financial information prepared and presented in accordance with GAAP. Please refer to the supplemental information presented in the tables in the Appendix for a reconciliation of Adjusted EBITDA to Net income and Adjusted Gross Profit to Gross profit. Both Net income and Gross profit are the most comparable GAAP financial measure to Adjusted EBITDA and Adjusted Gross Profit, respectively. Adjusted EBITDA margin is defined as Adjusted EBITDA divided by revenue.

We believe that these non-GAAP financial measures provide useful information about our financial performance, enhance the overall understanding of our past performance and allow for greater transparency with respect to important metrics used by our management for financial and operational decision-making. We believe that these measures provide additional tools for investors to use in comparing our core financial performance over multiple periods with other companies in our industry. However, it is important to note that the particular items we exclude from, or include in, our non-GAAP financial measures may differ from the items excluded from, or included in, similar non-GAAP financial measures used by other companies in the same industry.