AGENDA

• My CEO Story
• YA’s Story
• YA’s Business - Promotional Offerings
• YA’s Client Work
• Why the move to Minneapolis?
• Q&A
MY CEO STORY
Chris Behrens’ Story - Transform, Innovate and Grow

- Official Airline Guides (advertising and publishing)
  - First sales territory was Africa (1984)
  - Promoted to the Middle East
  - Moved to London (27 years old), traveled extensively to over 50 different countries
    - Company went into bankruptcy
  - Four years later, moved back to the U.S. and opened offices in Tokyo, Singapore, Hong Kong and Melbourne
  - Critical Points: growth (as a person) - mentorship, sales, operations, accounting & finance, listened and learned a lot

- GE Capital (financial technology)
  - Hired as first sales person to sell fee income services
  - Acquired first business – Amoco Motor Club, owner Montgomery Wards went into bankruptcy
  - In six years grew from $350M to $1.2B
  - Critical Points: Growth – sales, operations (Six Sigma and Services BPO), accounting & finance
Chris Behrens’ Story - Transform, Innovate and Grow

- **E-Trac** (SaaS based technology, emergency 911 tow management software)
  - First CEO role (38 years old)
  - Acquired and integrated three different software, database and customer service platforms
  - Sold business in 18 months
  - Critical Points: Transformation and growth – Six Sigma, BPO, leveraged previous experience

- **SourceLink** (direct mail and continuous print company)
  - Hired as CEO to acquire and integrate 13 different businesses to a common business platform and structure.
  - Sold five businesses and integrated eight
  - Moved business from traditional print to print and email marketing
  - Grew to fourth largest privately held direct marketing company in the country
  - Critical Points: Transformation, innovation and growth - operations (Six Sigma and Manufacturing BPO), sales, accounting & finance
Chris Behrens’ Story - Transform, Innovate and Grow

- RW Baird (growth private equity firm)
  - Raised $280M fund to partially invest in a digital/technology services, strategic build-up
  - Chairman of first acquired business, then President and CEO once second business acquired
  - Reviewed 60+ companies, made bids on 15, delivered LOI’s on 8, closed 0!
  - Critical Points: Growth… I learned a lot… lead me to YA

- YA
  - Hired as Chairman, became President and CEO six months later
  - Transformed a traditional marketing services business to execute digital promotional solutions… invested $16.5M into the business over four years from cash generated
  - Moved the business from NYA to downtown Minneapolis in June 2015
  - 60+ million consumer interactions, 7 million rewards issued, $1.2 billion in reward value
  - Critical Points: Transformed, innovated and grew – brought the entire kitchen!
YA’s STORY
1972

Founded as Dile Corporation – a three client, two employees promotion marketing and fulfillment company focused on mail-in rebates and enter-to-win contests.

1973

Company initiates a multi-year investment to deliver digital consumer incentive programs.

2006-2007

Rebate industry begins to change as retailers move away from rebates.

2013

Moved to downtown Minneapolis and rebranded as YA

2015

Named by CIOReview magazines as one of the 25 most promising digital marketing solution providers.

2016

Revenue doubles in four year period and Canadian operation is expanded.

2017
We are the leading provider of digital consumer engagement programs that help clients acquire, retain, and win-back customers.

Our promotional solutions help marketers turn first-time consumers into loyal brand advocates while delivering a proven return on marketing investment.

Comprehensive suite of tailored digital engagement solutions
Proven results and returns on clients’ marketing investment
Digital expertise in actionable insights and repeatable, scalable programs
Cultivating long-term brand relationships
INDUSTRY LEADER IN PROMOTIONAL MARKETING

60 MILLION + CONSUMER INTERACTIONS

7 MILLION + REWARDS ISSUED

$1 BILLION REWARD DOLLARS ISSUED

2,000 + PROMOTIONS EXECUTED ANNUALLY

*2018 YA Program Data
YA’s BUSINESS - PROMOTIONAL OFFERINGS
Promotional Marketing Engagement Solutions Industry Trends

- Promotional solutions have evolved to create more value for marketers and end customers
- YA’s double-digit growth is the result of successfully applying its promotional marketing solutions to meet clients’ acquisition, engagement, retention, and win-back marketing requirements while delivering a proven return on their marketing investment

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<thead>
<tr>
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<th>FROM…</th>
<th>TO…</th>
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<tbody>
<tr>
<td>Rebates</td>
<td>• Paper-based Submission</td>
<td>• Digital submissions</td>
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<td></td>
<td>• Long Validation</td>
<td>• Instant validation, API integration</td>
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<td></td>
<td>• Paper Rewards</td>
<td>• Pre-paid card, Mobile, Virtual</td>
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<td>• Desire for breakage/slippage</td>
<td>• Entry point for ongoing consumer engagement</td>
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<tr>
<td>Enter to Win</td>
<td>• Paper entries and submissions</td>
<td>• Online, custom sites with greater scale and complexity</td>
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<td>• Lack of continuity with end consumer</td>
<td>• Interactive consumer experiences</td>
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<td>• One and done campaigns</td>
<td>• Entry point for ongoing consumer engagement</td>
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<td>Bonus Savings</td>
<td>• Mailed fulfillment of physical goods</td>
<td>• Targeted revenue-generating sales of samples</td>
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<td>Card</td>
<td>• Vouchers tied to specific products</td>
<td>• Flexible digital redemption, driving traffic for retailers (“anti-showrooming”)</td>
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<td>Referral &amp; Engagement</td>
<td>• Points based</td>
<td>• Reward specific behaviors, e.g. amplifying consumer reach through referrals to drive ongoing engagement</td>
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<td>• Standard tiers of rewards</td>
<td>• Gamification and “surprise and delight”</td>
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<td>• Card-based accrual of points</td>
<td>• Mobile apps and SMS/MMS that tie to the consumer preferred communication channel to enhance the brand experience</td>
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<td>Channel Incentives</td>
<td>• Limited redemption options</td>
<td>• Custom platforms for automated validation, redemption, communication</td>
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<td></td>
<td>• Minimal integration of personal and business rewards</td>
<td>• Gamification to encourage competition</td>
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<td>• Lack of continuous messaging</td>
<td>• Integrated incentives with training</td>
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CUSTOMER LIFECYCLE

Our portfolio of promotional offerings serve the entire customer journey.

From attracting first time customers to incenting brand advocacy, YA has a solution.
GO-TO-MARKET EXECUTION

We are strategically positioned to operate in a rapidly evolving marketplace. Our clients seek a one-stop, integrated and skilled platform to execute large scale, complex marketing programs.
YA’s CLIENT WORK
T-MOBILE CARRIER FREEDOM SITE
LIVE- HTTPS://WWW.SWITCH2T-MOBILE.COM/

Program Description:

• Program incents consumers for switching their mobile carrier plan to T-Mobile as their provider. Customers are offered three fulfillment methods- check, virtual payment and physical card.

Site Functionality includes:

• Integration with T-Mobile’s ERP System via API for validation of consumer accounts after hold periods
• Digital bill upload capabilities for reward calculation
• Mobile responsive site

YA services:

• Website development & hosting, management of program design per offer, payment fulfillment, and consumer relations support
LOWE’S DRIVE TIME PROMOTION: Increase store traffic and conversion

Lowe’s was looking for a promotion to increase store traffic and incent purchases during Black Friday. YA developed an in-store SMS campaign: signage at store entrance instructed customers to text a keyword to a short code and in turn, customers were immediately awarded a virtual gift card to their phone. Cards were randomly assigned a value up to $500 and each customer received a minimum reward. The promotion ran for the first two hours of the store opening and the gift card could be used both in-store and online.

CLIENT OBJECTIVES:
• Create excitement and a “buzz”
• Increase store traffic and drive sales
• Differentiate from competitors
• Engage a customer in a new way

SOLUTION:

- SMS Campaign
- Legal Compliance
- Controlled Time Period
- Virtual Reward Card
- Consumer Support

300K Rewards

+18% YOY Store Traffic

+80% Incremental Spend

Varying reward amounts offered in a short window
Promotion was teased in circular but required a store visit
Additional spend beyond gift card value
BUBLY WORKPLACE MATCH GAME SWEEPSTAKES: Trial driven by an interactive game

PepsiCo wanted to introduce workplace consumers to the newest bubly flavors using a dynamic promotional experience. YA delivered an interactive online game where consumers could match bubly cans with their trademark smiles. Participants got three plays and, regardless of their matches, were entered into a weekly drawing to win exclusive bubly prizes.

CLIENT OBJECTIVES

- Build brand equity for new bubly flavors
- Introduce gamification in an away-from-home promotion
- Drive incremental product sales in workplace locations

SOLUTION:

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<th>SMS Campaign</th>
<th>Digital Game Development</th>
<th>Legal Compliance</th>
<th>Reward Procurement</th>
<th>Reward Fulfillment</th>
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- **174K Entries**: 4 week entry period drove significant traffic
- **58% Repeat Entries**: Continued engagement helped to increase sales
- **16K Participants**: Large audience for a workplace promotion

are you checking me out?
can you help me find my smile?
drag and drop the smiles onto the can.
Why the Move to Minneapolis? TALENT!
YA Offices: 10 South 5th Street, Minneapolis – The Lumber Exchange
YA’S DECISION MAKING PROCESS TO MOVE DOWNTOWN

- Our three-year Strategic Plan and Go-To-Market Strategy drove our decision to move downtown
- Client-Centric approach
- Our Organization design and structure is in support of the Strategic Plan

Getting and Putting
“THE RIGHT PEOPLE IN THE RIGHT BOX!”
THE PRIMACY OF ATTRACTING AND RETAINING TALENT AS PART OF THE BUSINESS STRATEGY

YA is a digital technology company….what’s important?

- Culture and Values
- Workplace atmosphere
- Enhance existing and learn new skills
HOW YA RETAINS AND ATTRACTS TALENT?

Who: Retain Existing Talent
- Financial incentives
- Flexible work schedule

Who: Attract New Talent
- Marquee Clients
- Rewarding work that has an impact and provides value in the market
- Enhance existing and learn new skills
- Surrounded by really smart people
NEW GENERATION OF WORKERS – HOW DO THEIR INTERESTS AND VALUES INFORM LOCATION CHOICE?

- Commute
- Social circle locations
- Environmentally conscious
- Values
Chris Behrens’ Story - Transform, Innovate and Grow

- The Mather Group (wealth management firm)
  - The nation’s fastest growing RIA, top 100 independent advisors
  - Six offices across the U.S. and more than $8 billion in assets under advisement
  - Hired as CEO, start January 2, 2020
  - Staying on at YA as Non-Executive Chairman and Board member
  - Critical Points: Scaling businesses through technology, innovation, and organization design and structure
Q&A
THANK YOU

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