FT PARTNERS FINTECH INDUSTRY RESEARCH

November 28, 2018



Plusgrade Raises C\$200 million (~\$152 million) in Financing from CDPQ





The Only Investment Bank Focused Exclusively on FinTech

Overview of FT Partners

- Financial Technology Partners ("FT Partners") was founded in 2001 and is the only investment banking firm focused exclusively on FinTech
- FT Partners regularly publishes research highlighting the most important transactions, trends and insights impacting the global Financial Technology landscape. Our unique insight into FinTech is a direct result of executing hundreds of transactions in the sector combined with over 17 years of exclusive focus on Financial Technology

FT Partners' Advisory Capabilities



FT Partners' FinTech Industry Research





Named Silicon Valley's #1 FinTech Banker (2016) and ranked #2 Overall by The Information



Ranked #1 Most Influential Person in all of FinTech in Institutional Investors "FinTech Finance 40"



Numerous Awards for Transaction **Excellence including** "Deal of the Decade"

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PLUSGRADE

Transaction Summary

Transaction Summary

- On November 28, 2018, Caisse de dépôt et placement du Québec (CDPQ) announced that it has invested CAD 200 million (\$152 million) in Plusgrade
 - According to CDPQ, this latest investment values
 Plusgrade at more than CAD 600 million (~\$450 million)
 - CDPQ acquired a portion of shares from TA Associates in this transaction
- Plusgrade will use the latest infusion of capital to continue its expansion plan, which includes entering new international markets and expanding its suite of products
 - Plusgrade is also expanding its team across its Montréal headquarters and its New York and Singapore offices
- Plusgrade is a market-leading provider of upgrade solutions, a key segment of the ancillary revenue and merchandising sector in the global travel industry
 - Plusgrade works with over 70 travel companies worldwide including Air Canada, Lufthansa and Singapore Airlines

Selected Financing History

Date	Size (\$ mm)	Selected Investor(s)	
11/28/18	\$152	© CDPQ	
08/18/15	NA	TA	

Transaction Commentary

"Plusgrade has a unique and innovative business model that is revolutionizing practices in its industry. Meeting an airline industry need, their products have been quickly marketed around the world in the last few years. This investment is aligned with our strategy of supporting the growth of Québec companies that prioritize innovation to drive their international development."



Mathieu Gauvin Senior Vice President

"We are very excited to welcome la Caisse as our new institutional investment partner as we accelerate our growth into new markets and verticals. The confidence that la Caisse and TA Associates have shown in Plusgrade is a testament to the value that our talented team is delivering across our global footprint of travel suppliers. We look forward to la Caisse joining our Board and providing valuable guidance as we pursue our strategic growth initiatives."





Plusgrade Raises \$152 million from CDPQ

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Plusgrade Overview



Company Overview



Co-Founder & CEO: Ken Harris

Headquarters: Montréal, Québec, Canada

Founded: 2009

- Plusgrade is a developer of a SaaS-based revenue optimization software catering to the global travel industry
- Since its founding in Montréal in 2009, Plusgrade has become one of the fastest growing technology companies, and was ranked in Deloitte's Canadian Technology Fast 50 list in 2016 and 2017
- Over 70 travel companies worldwide, including Air Canada, Lufthansa and Singapore Airlines, trust Plusgrade to deliver key revenue streams via software solutions for optimizing their seat inventory
 - Its signature product provides travelers with an opportunity to bid on upgrades to a superior class of service

Value-Add





Fastest possible time-to-market





Difference to the bottom-line

Solutions Overview

Premium Upgrade

- √ This service enables customers to opt into upgrading their seats to business class by entering a bid price, thereby maximizing airline seat revenue
- ✓ Plusgrade offers a robust set of features, functionality and integrations to optimize seatbased revenue streams
- ✓ Its white label platform ensures that all passenger engagement reflects the airline's brand and voice through a seamless software experience
- ✓ Intelligent targeting and decision engine technology provides non-yield dilutive incremental ancillary revenue to partner airlines premium cabins

Neighbor-Free

- ✓ This service ensures that any empty seats on the plane are placed next to customers who value the extra space the most, and are willing to pay for that value
- ✓ Platform engages with and drives increased revenue from passengers who have price sensitivity to a premium cabin upgrade
- Offers passengers interested in an upgrade the option to have an alternative if they are unable to upgrade or if there is no upgrade cabin available



Plusgrade Raises \$152 million from CDPQ

FT PARTNERS RESEARCH



Caisse de dépôt et placement du Québec (CDPQ) Overview

Overview



Caisse de dépôt et placement du Québec



Michael Sabia President and CEO



Maxime Aucoin Executive Vice President



Maarika Paul Executive Vice President, CFO, COO



Mathieu Gauvin Executive Vice President

Locations

- Quebec City, Quebec (HQ)
- New York, NY
- Beijing, China

- Montreal, Quebec
- Paris, France
- Mumbai, India

About

- Founded in 1965 by the Quebec government to manage the funds of the Quebec Pension Plan
- Employs a wide investment mandate with strategies including private and public equities, fixed-income and real estate
- Manages ~\$225 bn in total net assets invested in nearly 4,000 companies and ~1,000 buildings since inception
- Participates and leads transactions across all stages of company development, from late-stage venture to large buyout

Investment Preferences

Investment Criteria

Fund Size: NA

Fund Raised: NA

Investment Range: \$75 – 150mm

(Growth),

\$750mm+ (Buyout)

Revenue: NA

EBITDA: NA

General Preferences 1

Control: Minority, Majority

Geography: North America,

Europe

Transaction Type: Venture, Growth,

Buyout, PIPE, Secondary

Industry Focus: Energy, Met

Energy, Metals and Mining, Industrials, Healthcare, Financials, IT, Communication Services, Utilities

Selected Recent Investments / Exits

FinTech / Financial Services Investments 2

Date	Company	Deal Amt. ³	Board Rep.	Sector
11/18	Plusgrade (Growth)	\$152	NA	FMS
12/17	Innocap (Buyout)	NA		CapMkts
10/17	Lightspeed POS (Series D)	166	NA	Pymts
9/17	Nuvei (fka Pivotal Payments) (Growth)	NA	NA	Pymts
6/17	AvidXchange (Series F)	300	NA	FMS
09/16	Sedgwick Claims Management System (The Carlyle Group)*	500	NA	lns
07/16	Alliance Data Systems (Secondary)*	NA	NA	Pymts
06/12	TMX Group (Buyout)	3,800	Marie Giguere	CapMkts

Other Notable Investments²

Date	Company	Deal Amt. ³	Board Rep.	Sector
10/18	Hopper (Series D)	\$100	NA	Internet
03/18	Poka (Series A)	8	NA	Software
03/17	Datamars (Buyout)	NA	NA	Software
02/17	Team Health Holdings (Buyout)	6,100	NA	ВРО
10/16	TVS Logistics Services (Secondary)	155	NA	Logistics

¹⁾ Italics indicate preferred control / geography.

^{*} denotes M&A exit: ** denotes IPO exit.

B) Deal Amount in mm.

Selected FT Partners' Research (click to view)



AvidXchange's \$300 million Series F Financing Led by Mastercard



Billtrust's \$50 million Minority Financing



ContaAzul's \$30 million Series D Financing



Feedzai's Series C Financing



Anaplan Completes its IPO Raising \$264 million



UiPath Raises \$225 million in Series C Financing



Paychex Acquires Oasis
Outsourcing for \$1.2 billion



Tresata Raises \$50 million in Financing

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Selected Transactions - Superior Industry Knowledge and Execution History































Financial Technology Partners LP

FTP Securities LLC



Financial Technology Partners LP









Significant Experience Advising Large Financing Rounds and "Unicorns"

FT Partners has a history of advising on some of the largest financing transactions in the FinTech space

Representing numerous FinTech "Unicorns" above \$1 billion valuations

	,	
Company	Amount Raised	Selected Prominent Investors in FT Partners Led Rounds
stone ^{co.}	\$1,400,000,000	— Accel DST VISA FINANCIAL
GreenSky*	1,010,000,000	
MERCURY°	420,000,000	ICONIQ RCP REVERENCE TEMASEK
GreenSky*	300,000,000	■ BainCapital ■ PIMCO
∑avid xchange	300,000,000	PRIVATE EQUITY TPG Premji Invest
∑avid xchange	253,000,000	BainCapital CDPQ Great Hill
liquidnet.***	250,000,000	capitalG
square trade protection plans	238,000,000	Scotlabank
GreenSky"	200,000,000	NyCa Redpoint
nmi	150,000,000	KeyBank ING 🌇
stone ^{co.}	145,000,000	WELLINGTON NANAGEMENT 乾源资本 YUAN CAPITAL YUAN CAPITAL
ADDEPAR	140,000,000	
Kabbage Kabbage	135,000,000	Santander InnoVentures nabventures nab
Remitly	115,000,000	ADAMS STREET Elavon BV THIEL
TradingScreen SIMPLIFYING GLOBAL MARKETS*	110,000,000	khosla ventures Battery Ventures ecolo
stone ^{co.}	100,000,000	mastercard PayU
POYNT	100,000,000	QUESTMARK PARTNERS SUMMIT PARTNERS
CHROMERIVER	100,000,000	SILVERLAKE PARTHENON CAPITAL PARTNERS
NEXT INSURANCE	83,000,000	SILVERLANE CAPITAL PARTNERS

















































































FT Partners Advises AvidXchange in its Series F Financing

Overview of Transaction

- On June 8, 2017, AvidXchange announced a minority \$300mm Series F financing round
 - Mastercard, CDPQ and Temasek co-led the equity round with participation from Thiel Capital
- As part of this financing, Colleen Taylor of Mastercard and Nicolas Westphal of CDPQ joined AvidXchange's Board of Directors
- In addition to the equity investment, AvidXchange also announced a strategic partnership with Mastercard to deliver accounts payable and payment automation to midsize businesses; the offering will be marketed as The Mastercard B2B Hub powered by AvidXchange
- AvidXchange is a best-in-class business-to-business payments company that is revolutionizing how companies pay their bills by automating the invoice and payment processes
 - The Company focuses on serving mid-market clients and spans multiple industries including Real Estate, Financial Services, Energy and Construction

Significance of Transaction

- The transaction will further help AvidXchange expand as the leading independent business-to-business invoice and payment solution provider
- Strategic relationship with Mastercard expected to fuel additional growth in driving forward Avid's existing bank channel
- Firmly positions the Company to continue to grow the core business, invest in infrastructure and product development and pursue opportunistic acquisitions

FT Partners' Role

- FT Partners served as exclusive strategic and financial advisor to AvidXchange and its Board of Directors
- FT Partners leveraged its deep knowledge, extensive experience and broad industry relationships to help achieve a highly favorable outcome for the Company
- Transaction demonstrates FT Partners' continued success advising \$100mm+ financings

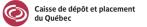
FTP Securities LLC

is pleased to announce its exclusive role as sole strategic and financial advisor to



in its Series F minority investment from





TEMASEK

THIEL

for total consideration of

\$300,000,000



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FT Partners Advises Billtrust on its Minority Financing

Overview of Transaction

- On May 25, 2017 Billtrust announced it has raised \$50 million in a minority financing round from Riverwood Capital
 - Riverwood joins existing investors, Edison Partners, Goldman Sachs and Bain Capital Ventures
- As part of this financing, Francisco Alvarez-Demalde of Riverwood joined Billtrust's Board of Directors
- Billtrust is the pioneer of payment cycle management, helping clients automate and accelerate their accounts receivable (AR) processes to increase cash flow, improve operational efficiency and increase customer satisfaction
- Riverwood Capital is a private equity firm that invests in high growth technology companies

Significance of Transaction

- The transaction will further help Billtrust expand as the leading independent provider of payment cycle management solutions
- Firmly positions the Company to continue to grow its core business (Quantum Payment Cycle Management) with expanded services as well as pursue opportunistic acquisitions and continue global expansion

FT Partners' Role

- FT Partners served as exclusive strategic and financial advisor to Billtrust and its Board of Directors
- FT Partners leveraged its deep knowledge, extensive experience and broad industry relationships to help achieve a highly favorable outcome for the Company
- Transaction demonstrates FT Partners' continued leadership in the Financial Management Solutions space

Financial Technology Partners LP

is pleased to announce its exclusive role as sole strategic and financial advisor to



in its minority financing led by



for a total consideration of

\$ 50,000,000



The Only Investment Bank Focused Exclusively on Financial Technology

FT Partners Advises Chrome River Technologies on its \$100 million Financing

Overview of Transaction

- On June 30, 2015, Chrome River announced a \$100mm Series D financing round from Great Hill Partners
- Chrome River is a leading, independent, enterprise-grade SaaS corporate expense control solution provider
- The Company's integrated expense and invoice offerings are built on a scalable, flexible platform that delivers best-in-class solutions to mid-size and multinational corporations
- Great Hill Partners is a leading middle market private equity firm with over \$3.8 bn in capital under management
- Bain Capital Ventures maintains a significant ownership stake in the Company

Significance of Transaction

- The transaction will further help Chrome River expand as the leading independent solution provider in the space and help fund international development and product innovation
- Firmly positions the Company to capitalize on strong traction in the large enterprise space and to continue to bring much needed efficiency and financial controls to the market

FT Partners' Role

- FT Partners served as exclusive strategic and financial advisor to Chrome River and its Board of Directors
- FT Partners leveraged its deep knowledge of the Company, extensive experience and broad industry relationships to help achieve a highly favorable outcome for the Company
- Transaction demonstrates FT Partners' continued success advising top-tier financial technology companies

Financial Technology Partners LP

is pleased to announce its exclusive role as sole strategic and financial advisor to



in its Series D investment from



for total consideration of approximately

\$100,000,000



The Only Investment Bank Focused Exclusively on Financial Technology

Award-Winning Investment Banking Franchise Focused on Superior Client Results

LendIt	2018	Top Investment Bank in FinTech			
	2018	Steve McLaughlin Ranked #1 for the Second Year in a Row on Institutional Investor's FinTech 40 List			
Institutional Investor	2017	Ranked #1 on Institutional Investor's FinTech 40 List			
Institutional Investor Annual Ranking	2015 & 2016	Ranked Top 5 on Institutional Investor's FinTech 35 List			
Ailluai Kalikilig	2006 – 2008	Consecutively Ranked (2006, 2007 and 2008) among the Top Bankers on Institutional Investor's "Online Finance 40"			
The Information	2016	Ranked #2 Top Technology Investment Banker on The Information's "Silicon Valley's Most Popular Dealmakers"			
	2018	Corporate / Strategic Deal of the Year	2011	Boutique Investment Bank of the Year	
	2018	Cross Border Deal of the Year	2011	Deal of the Decade	
	2017	Investment Banker of the Year	2010	Upper Middle Market Deal of the Year, \$500 mm+	
2018 -2004	2016	Investment Banking Firm of the Year	2010	IT Services Deal of the Year, Below \$500 mm	
ANNUALAWARDS	2016	Cross Border Deal of the Year	2010	Cross-Border Deal of the Year, Below \$500 mm	
WINNER	2015	Dealmaker of the Year	2007	Dealmaker of the Year – Steve McLaughlin	
	2015	Technology Deal of the Year	2007	Business to Business Services Deal of the Year	
M&A Advisor Awards	2014	Equity Financing Deal of the Year	2007	Computer & Information Tech Deal of the Year, \$100 mm-	
	2014	Professional Services Deal of the Year, \$100 mm+	2007	Financial Services Deal of the Year, \$100 mm+	
	2012	Dealmaker of the Year	2004	Investment Bank of the Year	
	2012	Professional Services Deal of the Year, \$100 mm+			

The FT Partners Senior Banker Team

Name / Position	Prior Background	Experience / Education	Years of Experience	
Steve McLaughlin Founder, CEO and Managing Partner	nder, CEO and • Former Co-Head of Goldman Sachs' Financial Technology Group (#1 market share)		23	
Kate Crespo Managing Director	RAYMOND JAMES®	 Formerly with Raymond James' Technology & Services investment banking 12+ years of FinTech transaction execution experience Dartmouth M.B.A. 	16	
Larry Furlong Managing Director	Goldman Sachs	 Formerly with Goldman Sachs in New York, London and Los Angeles from 1995-2004 Wharton M.B.A. 	22	
Osman Khan Managing Director	pwc	 Formerly Managing Director and Head of FIG M&A at Alvarez & Marsal 15+ years FIG deal, consulting and assurance experience at PwC 40 Under 40 M&A Advisor Award Winner in 2013 LSE (BSc w/Honors), MBS (MBA w/Distinction), ICAEW (FCA) 	21	
Andrew McLaughlin Managing Director	Deloitte.	 20+ years experience executing / implementing financial and operational strategy Formerly with Deloitte Consulting 	12	
Mike Nelson Managing Director	SunTrust	 Formerly head of FinTech M&A at SunTrust Robinson Humphrey Kellogg M.B.A. 	18	
Timm Schipporeit Managing Director	Morgan Stanley Index Ventures	 Formerly with Morgan Stanley as Senior Executive Director of European Technology Investment Banking Team in London Formerly a Venture and Growth Investor focused on FinTech at Index Ventures 	15	
Greg Smith Managing Director	Merrill Lynch J.P.Morgan	 Formerly award winning Equity Research Analyst at Merrill Lynch, J.P. Morgan and Hambrecht & Quist 20+ years of experience covering FinTech as both an Analyst and Investment Banker 	22	
Steve Stout Managing Director	J.P.Morgan First Data	 Formerly Global Head of Strategy at First Data Formerly Led J.P. Morgan Payments Investment Banking Practice Former Equity Research Analyst on #1 ranked team at UBS Former Economist at the Federal Reserve Bank 	20	
Tim Wolfe Managing Director	Goldman Sachs	 Formerly with Goldman Sachs from 2000-2002 40 Under 40 M&A Advisor Award Winner 2013 Harvard M.B.A. 	16	