

 pattern



# Pattern



*Pattern* helps brands accelerate profitable growth on global ecommerce marketplaces.



## \$774M

Q1 2026 Revenues

## 77T+

Ecommerce Data Points<sup>2</sup>

## 127%

Q1 2026 Net Revenue Retention %

## 41

Patents and Patents Pending<sup>3</sup>

## 43%

Q1 2026 Revenue Growth Rate YoY

## 70+

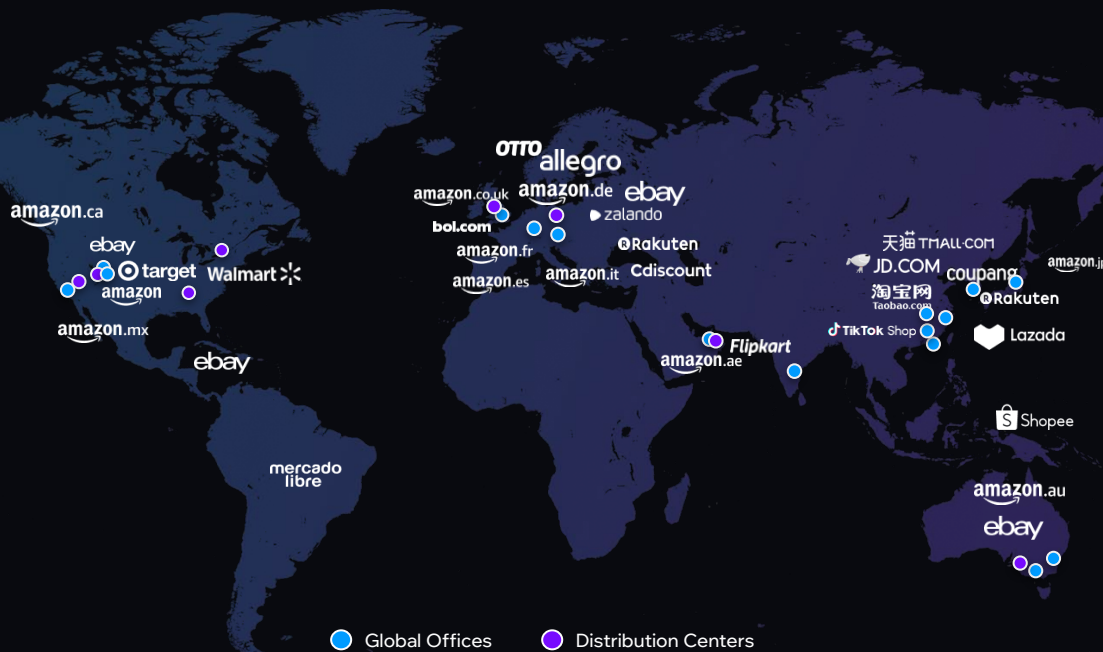
Global Marketplaces<sup>2</sup>

## \$54M

Q1 2026 Adj. EBITDA<sup>1</sup>

## 200+

Brands<sup>2</sup>

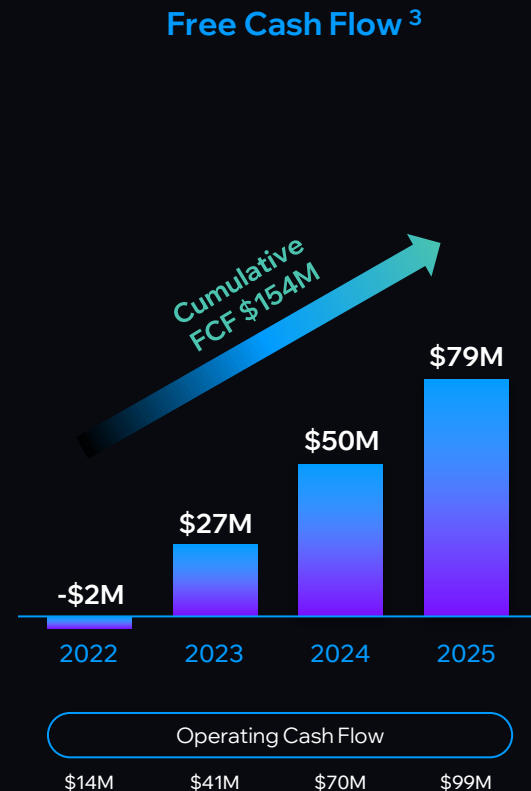
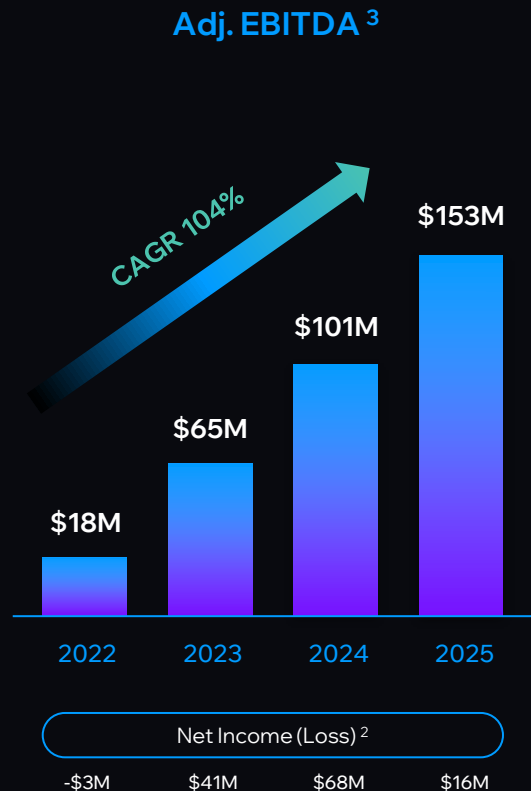
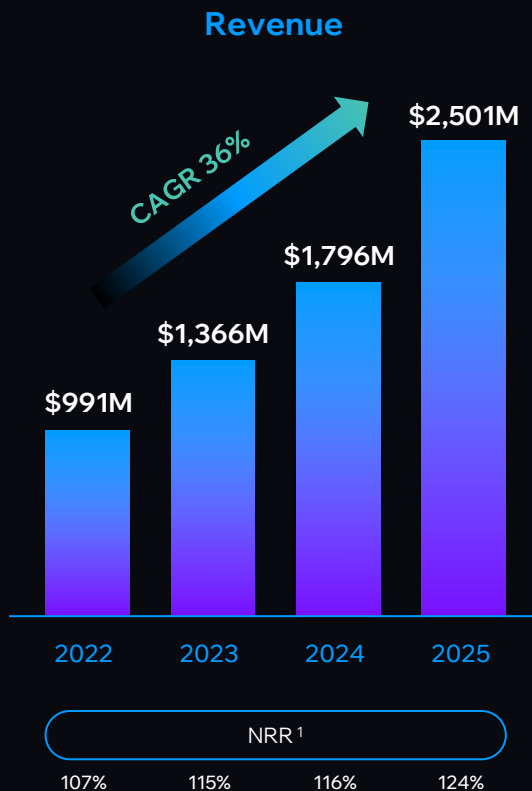


1. Adjusted EBITDA is a non-GAAP financial measure; A reconciliation from Net Income of \$29M to Adjusted EBITDA of \$54M is presented in the Appendix.

2. Statistics are as of 03.31.26

3. Patents and Patents Pending as of 05.21.26

# We Have a Proven Business Model, Delivering Profitable Growth and Generating Free Cash Flow



Note: CAGR is measured over 3 years (2022 - 2025)

1. Net Revenue Retention (NRR) is a metric we use to measure the long-term value of our brand partner relationships. See definition in Appendix.

2. 2025 Net income is inclusive of \$104M in stock-based compensation and related taxes.

3. Adjusted EBITDA and Free Cash Flow are non-GAAP financial measures. See reconciliation in Appendix.



**70%** of brands surveyed have  
ecommerce teams of **10 or less**.<sup>\*</sup>

REVENUE = TRAFFIC × CONVERSION × PRICE × AVAILABILITY

# Pattern Operates as a Thin Intelligence Layer Between Brands, Ecommerce and Consumers



 BRANDS



 GLOBAL ECOMMERCE

*24% of Global Retail Sales | \$4.6T Global Ecommerce Market*



*Revenue* = TRAFFIC × CONVERSION × PRICE × AVAILABILITY

REPEAT FOR CUSTOMER LIFETIME VALUE

 GLOBAL CONSUMERS





**REVENUE**

=



TRAFFIC

×



CONVERSION

×



PRICE

×



AVAILABILITY



# We are Leading the Future of Ecommerce AI Through Innovation



Backed by Proprietary Technology and AI

REVENUE

=

TRAFFIC

×

CONVERSION

×

PRICE

×

AVAILABILITY

AD TECH

DESTINY

COMPETITIVE  
ANALYSIS

SOCIAL COMMERCE

LLM DISCOVERY

TRUE ROAS

SEO TECH

PRODUCT EXPERIENCE  
MGMT (PXM)

CONTENT BRIEF

LOYALTY

AI CONTENT AT SCALE

PROTECT

PRICE &  
PROMOTION

SHELF

3PL SERVICES

41

Patents and Patents  
Pending<sup>1</sup>

Proprietary Data Moat - 77T+ Data Points

1. Patents and Patents Pending as of 05.21.26

# When Our Brand Partners Succeed, We Succeed

Our primary monetization model of purchasing inventory focuses on low friction and aligned incentives



**We Buy  
Inventory**



**We Sell On  
Global Marketplaces**



**Our Platform Optimizes  
Everything Else**

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FORECASTING  
FBA PREP  
BUNDLING  
LISTING CREATION  
LISTING MAINTENANCE  
CONTENT CREATION  
AD STRATEGY  
AI AD TECH  
SEO COPYWRITING  
BRAND MANAGER (SAS)  
ACCOUNT HEALTH  
CUSTOMER SERVICE  
FULFILLMENT STRATEGY  
GLOBAL LOGISTICS  
CHANNEL COMPLIANCE  
INTERNATIONAL EXPANSION



**Low Friction Model**



**Aligned Incentives**



**Comprehensive Data**

# The Land-and-Expand Growth Model

A repeatable model from acquisition to expansion



## New Brand Partner Revenue

**\$460B**

Target Opportunity<sup>2</sup>

## Brand Opportunity Assessment

## Existing Brand Partner Revenue

NRR of 127%<sup>1</sup>, up from 115% in the prior year

### Technology Driven Optimization

~75% of Growth<sup>1</sup>

### Marketplace Expansions

101% International Growth<sup>1</sup>

119% non-Amazon Growth<sup>1</sup>

### Assortment Expansions

Supporting our Brands' Product expansions & giving visibility into consumer intent

1. As of 03.31.26

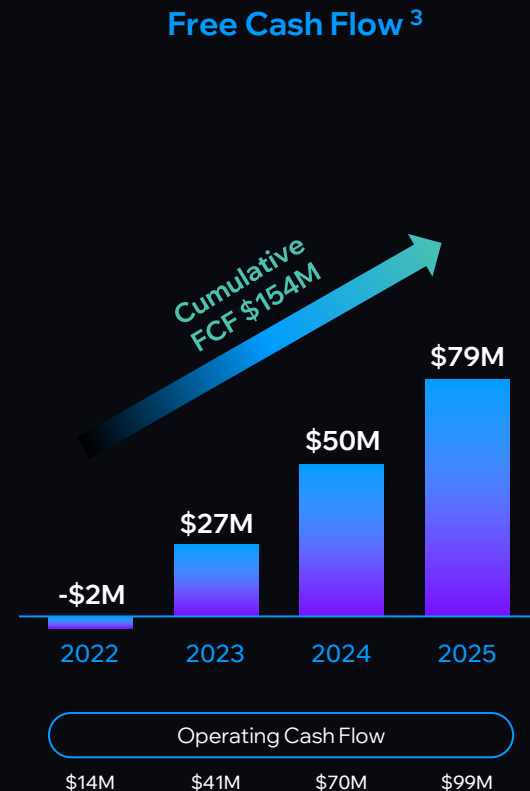
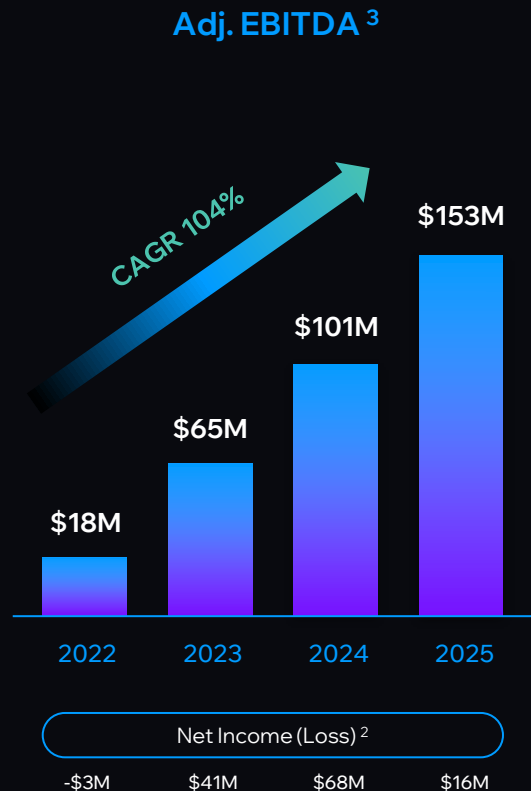
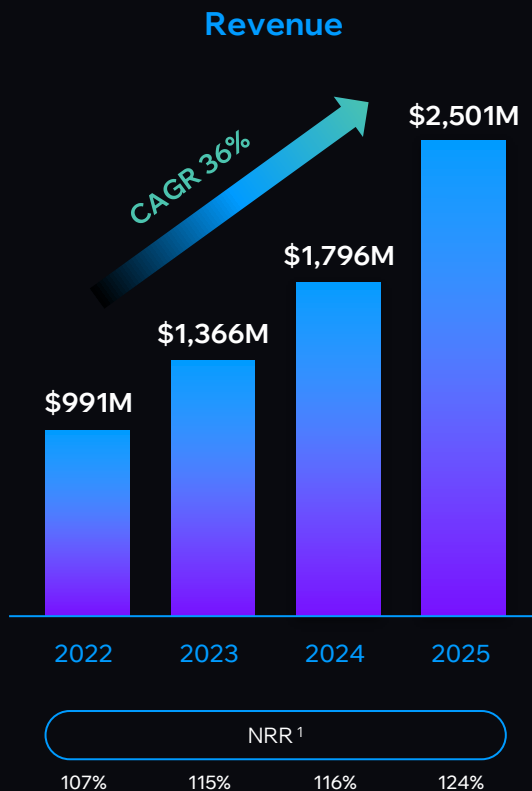
2. There can be no assurance that we will pursue, engage or enter into agreements with any of the brands that comprise this gross merchandise value target

Improve Margins and Unlock Monetization Opportunities

Driving *scale* and *competitive advantage* through proprietary data, optimized fulfillment, and ecommerce expertise.



# We Have a Proven Business Model, Delivering Profitable Growth and Generating Free Cash Flow



Note: CAGR is measured over 3 years (2022 - 2025)

1. Net Revenue Retention (NRR) is a metric we use to measure the long-term value of our brand partner relationships. See definition in Appendix.

2. 2025 Net income is inclusive of \$104M in stock-based compensation and related taxes.

3. Adjusted EBITDA and Free Cash Flow are non-GAAP financial measures. See reconciliation in Appendix.



iSERVE

2013



TRIGUARDIAN

2014

pattern  
Practicology  
*Adopting • Automating*

2018



predict

2019

Destiny

2020

U.S. Patent No.  
11,321,724 B1  
ISSUED: 2022  
Destiny

pattern  
amplifi.io  
current

2022



Reach

2023

True ROAS

2024

the PORTAL  
ChessBoard  
TrendVision  
GEO Scorecard  
BrandBoost

2025

U.S. Patent No.  
12,626,273 B2  
ISSUED: 2026  
True ROAS

pattern  
intelligence

the PORTAL STUDIO

2026



### DATA

**77T+**  
Data Points

### PATENTS


**41**  
Patents  
And Patents Pending<sup>1</sup>

### ACQUISITIONS

ROIHUNTER

NEXTWAVE

 current

 amplifi.io

Practicology  
[defining] comm/ercs

### TECH

*the* PORTAL


*the* PORTAL STUDIO

True ROAS

ChessBoard

GEO Scorecard

 Reach

 predict

 Destiny





Thank you

# Appendix

# Definitions: Key Operating Metrics and Non-GAAP Financial Measures



Net Revenue Retention (NRR) is an important metric to measure the long-term value of our brand partner relationships. In any given period, we calculate NRR by comparing total revenue attributable to all existing brand partners in the current trailing 12-month period to that of the previous trailing 12-month period. This metric, expressed as a percentage, provides valuable insight into the accelerated growth delivered through our platform, the effectiveness of our brand expansion strategies and our ability to deepen relationships with existing brand partners. For the purpose of our NRR calculation, we only include brand partners that, as of the measurement date, have been with Pattern for more than twelve months since we first generated over \$1,000 in revenue attributable to such brand partner. Additionally, for those existing brand partners that, as of the measurement date, have been with Pattern for more than twelve full months but less than 24 full months since we first generated over \$1,000 in revenue attributable to such brand partner, we only include current period revenue for the corresponding months in the current period for which the brand partner had attributable revenue in the previous period.

## Non-GAAP Financial Measures

This presentation contains non-GAAP financial measures, including adjusted EBITDA and free cash flow, which are financial measures that either exclude or include amounts that are not excluded or included in the most directly comparable measures calculated and presented in accordance with U.S. generally accepted accounting principles (“GAAP”) and other key operational metrics used by management to evaluate our business. These measures have limitations as an analytical tool and should not be considered in isolation, or as a substitute for the Company’s results as reported under GAAP. Because not all companies calculate non-GAAP financial information identically (or at all) or use the same methodology for certain key operational metrics, the presentations herein may not be comparable to other similarly titled measures used by other companies. The Company’s presentation of such measures, which may include adjustments to exclude unusual or non-recurring items, should not be construed as an inference that the Company’s future results will be unaffected by other unusual or non-recurring items. Further, such non-GAAP financial information of the Company should be considered in addition to, and not as superior to or as a substitute for, the historical consolidated financial statements of the Company prepared in accordance with GAAP. See the appendix for a reconciliation of the non-GAAP financial measures used in this presentation to the most directly comparable GAAP financial measure and for descriptions of certain of our key operational metrics.

We calculate Adjusted EBITDA, a non-GAAP financial measure, as net income (loss) excluding depreciation and amortization; interest income (expense), net; provision (benefit) from income taxes; share-based compensation expense and related taxes; the stock amendment expense; indirect initial public offering costs; and other items that we do not consider representative of our underlying operations. We believe it is useful to exclude charges, such as depreciation and amortization and share-based compensation expense from our Adjusted EBITDA because the amount of such expenses in any specific period may not directly correlate to the underlying performance of our business operations. We believe it is useful to exclude interest income (expense), net; provision (benefit) from income taxes; and other items that are not components of our core business operations. Non-GAAP financial measures such as Adjusted EBITDA should not be considered in isolation or as an alternative to net income (loss) or any other measure of financial performance calculated and prescribed in accordance with GAAP. In addition, Adjusted EBITDA may not be comparable to similarly titled measures in other organizations because other organizations may not calculate Adjusted EBITDA in the same manner as we do, thus limiting its usefulness as a comparative measure.

Free cash flow is a non-GAAP financial measure that is calculated as net cash provided by or used in operating activities reduced by purchases for property and equipment. We believe free cash flow is a useful measure to evaluate the cash impact of the operations of the business including purchases of property and equipment which are a necessary component of our ongoing operations.

We define trailing twelve months (“TTM”) free cash flow as net cash provided by operating activities less capital expenditures for the most recent twelve consecutive months.

# Summarized Income Statement



(in millions)

	FY2022	FY2023	FY2024	FY2025	Q1 2025	Q1 2026
Revenues	\$991	\$1,366	\$1,796	\$2,501	\$540	\$774
Operating expenses:						
Cost of goods sold	\$562	\$765	\$1,015	\$1,411	\$305	\$433
Operations, general and administrative	\$227	\$276	\$339	\$523	\$100	\$146
Sales and marketing	\$187	\$258	\$338	\$496	\$101	\$144
Research and development	\$11	\$15	\$18	\$46	\$6	\$11
Total operating expenses	\$987	\$1,314	\$1,709	\$2,476	\$511	\$734
<b>Operating income</b>	<b>\$4</b>	<b>\$53</b>	<b>\$87</b>	<b>\$25</b>	<b>\$29</b>	<b>\$40</b>
<b>Net (loss) income</b>	<b>(\$3)</b>	<b>\$41</b>	<b>\$68</b>	<b>\$16</b>	<b>\$23</b>	<b>\$29</b>
<b>EBITDA<sup>(1)</sup></b>	<b>\$8</b>	<b>\$66</b>	<b>\$100</b>	<b>\$9</b>	<b>\$33</b>	<b>\$45</b>
<b>Adjusted EBITDA<sup>(1)</sup></b>	<b>\$18</b>	<b>\$65</b>	<b>\$101</b>	<b>\$153</b>	<b>\$34</b>	<b>\$54</b>
<i>Adj. EBITDA Margin<sup>(1)</sup></i>	<i>1.8%</i>	<i>4.7%</i>	<i>5.6%</i>	<i>6.1%</i>	<i>6.3%</i>	<i>6.9%</i>

Note: Amounts are presented in millions and rounded. As a result, subtotals and totals may not foot due to rounding.

(1) EBITDA, Adjusted EBITDA, and Adjusted EBITDA Margin are non-GAAP financial measures. A reconciliation from Net Income to EBITDA and Adjusted EBITDA is presented on the following slide.

# Adj. EBITDA Reconciliation



Adj. EBITDA Reconciliation <small>(in millions)</small>	FY2022	FY2023	FY2024	FY2025	Q1 2025	Q1 2026
<b>Net (loss) income</b>	<b>(\$3)</b>	<b>\$41</b>	<b>\$68</b>	<b>\$16</b>	<b>\$23</b>	<b>\$29</b>
<b>Add (deduct):</b>						
Depreciation and amortization	\$9	\$12	\$15	\$17	\$4	\$5
Interest (income) expense, net	\$1	(\$3)	(\$6)	(\$7)	(\$2)	(\$2)
Provision (benefit) for income taxes	\$1	\$15	\$23	(\$17)	\$8	\$12
<b>EBITDA</b>	<b>\$8</b>	<b>\$66</b>	<b>\$100</b>	<b>\$9</b>	<b>\$33</b>	<b>\$45</b>
<b>Other:</b>						
Share-based compensation expense and related taxes	–	–	–	\$104	–	\$9
Stock amendment expense	–	–	–	\$33	–	–
Initial public offering costs	\$1	\$1	\$1	\$6	\$1	–
Other	\$9	(\$1)	–	\$1	–	–
<b>Adj. EBITDA</b>	<b>\$18</b>	<b>\$65</b>	<b>\$101</b>	<b>\$153</b>	<b>\$34</b>	<b>\$54</b>
<b>Revenue</b>	<b>\$991</b>	<b>\$1,366</b>	<b>\$1,796</b>	<b>\$2,501</b>	<b>\$540</b>	<b>\$774</b>
<b>Adj. EBITDA Margin</b>	<b>1.8%</b>	<b>4.7%</b>	<b>5.6%</b>	<b>6.1%</b>	<b>6.3%</b>	<b>6.9%</b>

Note: Amounts are presented in millions and rounded. As a result, subtotals and totals may not foot due to rounding.

# Free Cash Flow Reconciliation



## Free Cash Flow Reconciliation (in millions)

	FY2022	FY2023	FY2024	FY2025
Net cash provided by (used) operating activities	\$14	\$41	\$70	\$99
Purchases of property and equipment	(\$16)	(\$14)	(\$20)	(\$20)
<b>Free Cash Flow</b>	<b>(\$2)</b>	<b>\$27</b>	<b>\$50</b>	<b>\$79</b>

# Summarized Balance Sheet



(in millions)

	FY2024	FY2025
<b>Assets</b>		
<b>Current Assets</b>		
Cash and cash equivalents	\$176	\$289
Accounts receivable	\$107	\$177
Inventory	\$264	\$295
Other current assets	\$11	\$32
<b>Total Current Assets</b>	<b>\$558</b>	<b>\$793</b>
<b>Non Current Assets</b>		
Property and equipment, net	\$35	\$41
Other non-current assets	\$71	\$114
<b>Total Assets</b>	<b>\$664</b>	<b>\$948</b>

	FY2024	FY2025
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Accounts payable	\$212	\$275
Accrued expenses	\$38	\$54
Other current liabilities	\$8	\$10
<b>Total Current Liabilities</b>	<b>\$258</b>	<b>\$339</b>
<b>Non Current Liabilities</b>	<b>\$27</b>	<b>\$28</b>
<b>Total Liabilities</b>	<b>\$285</b>	<b>\$367</b>
<b>Convertible Preferred Stock</b>	<b>\$271</b>	<b>–</b>
<b>Total Equity</b>	<b>\$109</b>	<b>\$581</b>
<b>Total Liabilities, CPS and Equity</b>	<b>\$664</b>	<b>\$948</b>