



**WELCOME**  
**Rimini Street**  
**Investor Day 2021**

# Welcome & Housekeeping

Dean Pohl

VP, Investor Relations





# — AGENDA

Eastern Time	Topic	Speakers
11:00 AM	Welcome	Dean Pohl, VP, Investor Relations
11:05 AM	Vision, Strategy and Accelerating Growth to \$1B Revenue by 2026	Seth A. Ravin, Co-founder, CEO & Chairman of the Board
11:20 AM	Why Clients Buy and Case Studies	Sebastian Grady, President
11:35 AM	Marketing Strategy and Plan	David Rowe, Chief Marketing Officer
11:50 AM	Sales Strategy and Plan for New Clients and Cross-sell	Gerard Brossard, Chief Operating Officer
12:10 PM	Renewals and Growing Long-Term Client Value	Kevin Maddock, EVP, Global Recurring Revenue Sales
12:20 PM	Service Delivery and Expanding Gross Margin	Brian Slepko, EVP, Global Service Delivery
12:35 PM	Legal Strategy and Overview	Daniel B. Winslow, Chief Legal & Compliance Officer
12:45 PM	Financial Model	Michael L. Perica, Chief Financial Officer
1:00 – 1:30 PM	Q&A	

# Housekeeping Notes

- Today's presentation is being recorded and will be available for playback on our Investor Relations site.
- Ask written questions anytime throughout the prepared presentations or Q&A session. We will answer as time permits.



# Forward Looking Statement

Certain statements included in this communication are not historical facts but are forward-looking statements for purposes of the safe harbor provisions under The Private Securities Litigation Reform Act of 1995. Forward-looking statements generally are accompanied by words such as “may,” “should,” “would,” “plan,” “intend,” “anticipate,” “believe,” “estimate,” “predict,” “potential,” “seem,” “seek,” “continue,” “future,” “will,” “expect,” “outlook” or other similar words, phrases or expressions. These forward-looking statements include, but are not limited to, statements regarding our expectations of future events, future opportunities, global expansion and other growth initiatives and our investments in such initiatives. These statements are based on various assumptions and on the current expectations of management and are not predictions of actual performance, nor are these statements of historical facts. These statements are subject to a number of risks and uncertainties regarding Rimini Street’s business, and actual results may differ materially. These risks and uncertainties include, but are not limited to, the duration of and operational and financial impacts on our business of the COVID-19 pandemic and related economic impact, as well as the actions taken by governmental authorities, clients or others in response to the COVID-19 pandemic; catastrophic events that disrupt our business or that of our current and prospective clients, changes in the business environment in which Rimini Street operates, including inflation and interest rates, and general financial, economic, regulatory and political conditions affecting the industry in which Rimini Street operates; adverse developments in pending litigation or in the government inquiry or any new litigation; our need and ability to raise additional equity or debt financing on favorable terms and our ability to generate cash flows from operations to help fund increased investment in our growth initiatives; the sufficiency of our cash and cash equivalents to meet our liquidity requirements; the terms and impact of our outstanding 13.00% Series A Preferred Stock; changes in taxes, laws and regulations; competitive product and pricing activity; difficulties of managing growth profitably; the customer adoption of our recently introduced products and services, including our Application Management Services (AMS), Rimini Street Advanced Database Security, and services for Salesforce Sales Cloud and Service Cloud products, in addition to other products and services we expect to introduce in the near future; the loss of one or more members of Rimini Street’s management team; uncertainty as to the long-term value of Rimini Street’s equity securities; and those discussed under the heading “Risk Factors” in Rimini Street’s Quarterly Report on Form 10-Q filed on November 5, 2020, and as updated from time to time by Rimini Street’s future Annual Reports on Form 10-K, Quarterly Reports on Form 10-Q, Current Reports on Form 8-K, and other filings by Rimini Street with the Securities and Exchange Commission. In addition, forward-looking statements provide Rimini Street’s expectations, plans or forecasts of future events and views as of the date of this communication. Rimini Street anticipates that subsequent events and developments will cause Rimini Street’s assessments to change. However, while Rimini Street may elect to update these forward-looking statements at some point in the future, Rimini Street specifically disclaims any obligation to do so, except as required by law. These forward-looking statements should not be relied upon as representing Rimini Street’s assessments as of any date subsequent to the date of this communication.



# Rimini Street®



Vision, Strategy and  
Accelerating Growth to \$1B  
Revenue by 2026

Seth A. Ravin

Co-founder, CEO & Chairman of the Board



# Vision

Large market opportunity needing a solution

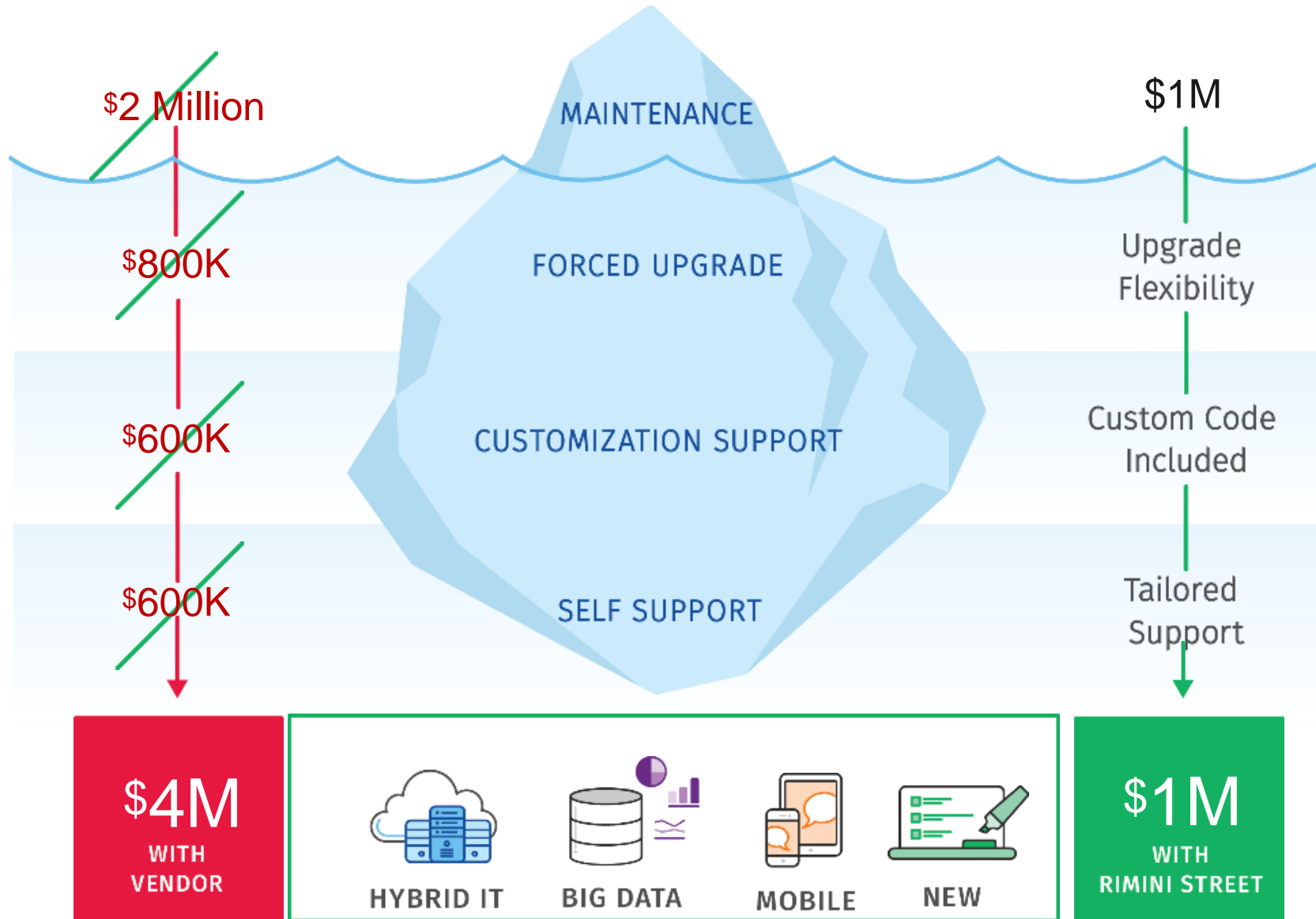
# 2005

Redefine traditional enterprise software vendor annual support services with disruptive new offering in \$88 Billion TAM

- Provides support to those “running” the software
- Broader scope of service
- More responsive and effective model
- No required upgrades for at least 15 years
- Support for customizations, interoperability and performance
- Significantly lower annual fees and total cost of ownership






# Substantially Lower Total Cost of Ownership



# Experienced Senior Leadership Team







 **Seth Ravin**  
 Founder & CEO


PeopleSoft saba   




 **Sebastian Grady**  
 President

PeopleSoft  
   
 ALTUS TECHNOLOGIES CORPORATION  
 Data Center Migration Authority

 **Gerard Brossard**  
 EVP & Chief Operating Officer

 **Michael L. Perica**  
 EVP & Chief Financial Officer


   
 CHANNELL


 **Nancy Lyskawa**  
 EVP, Global Client Onboarding


   
 an HP company PeopleSoft



 **Kevin Maddock**  
 EVP, Global Sales – Recurring Revs

PeopleSoft   
 

 **David Rowe**  
 EVP & CMO


PeopleSoft   




 **Steven Salaets**  
 EVP, Global Security, Quality and Internal Audit, Chief People Officer, and CIO

   
 MOODY'S ANALYTICS

 **Brian Slepko**  
 EVP, Global Service Delivery

   
 PeopleSoft 

 **Daniel B. Winslow**  
 EVP & General Counsel

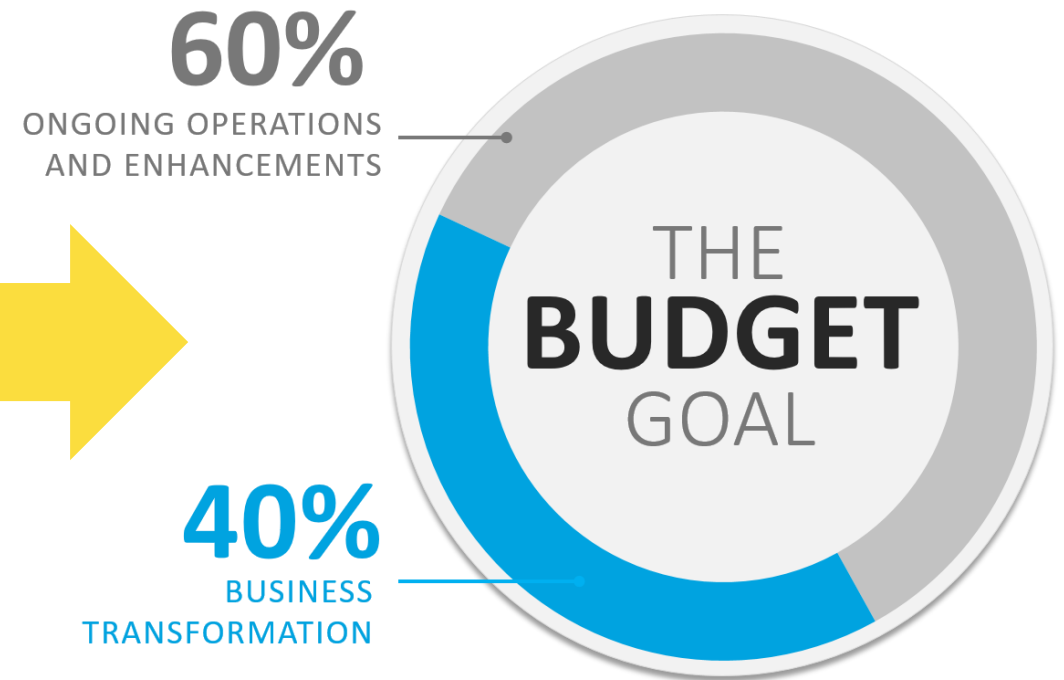
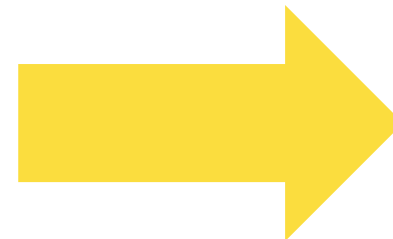
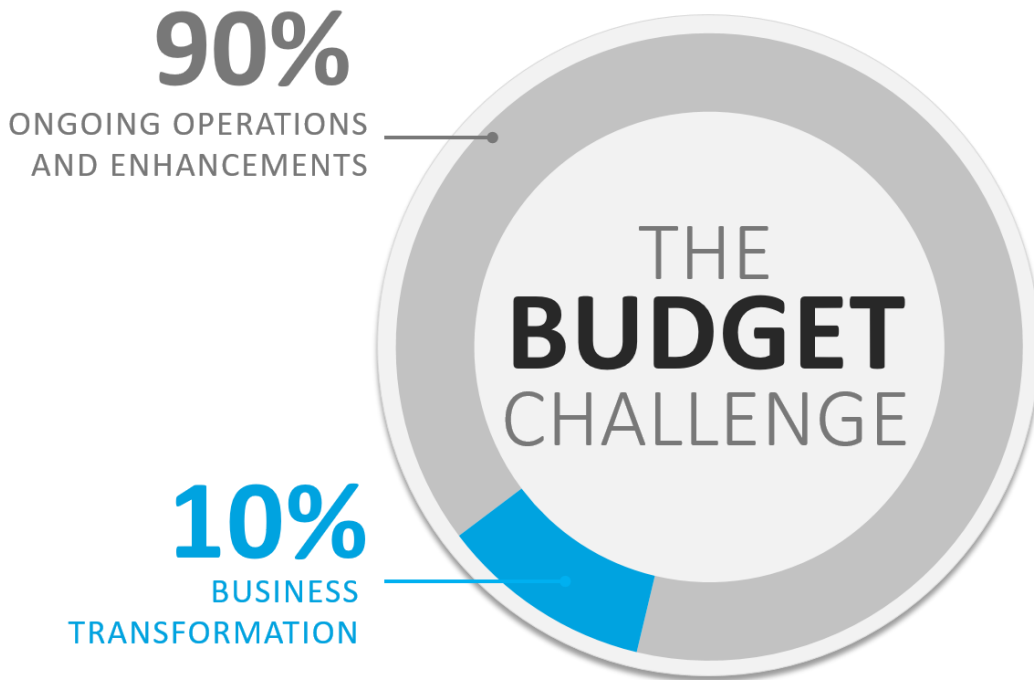
   
 DuaneMorris®

# The Core Business Problem We Solve



Today

Tomorrow



# Vision

Expanding vision of enterprise software support

# 2015

Redefine enterprise software support (once again) with disruptive new offering that unifies Rimini Street's annual support services and its new Rimini Street application management services to “run and support” the software in combined \$170 Billion TAM

- Turnkey, single-vendor responsibility for “running and supporting” the software
- Broader, redefined scope of service “bundles” than traditional vendor offerings
- Unique value-proposition that only Rimini Street could offer at global scale
- More responsive and effective model with better outcomes
- Support for customizations, interoperability and performance
- Significant total client savings and value

# Redefining Industry Service Bundles

## Traditional SI / Application Services

### Bundle

Management Consulting

Implementations  
Digital Transformation  
Upgrades

Application Management Services



accenture

Cognizant

Deloitte.

Infosys



Capgemini



## Traditional Software Vendor

### Bundle

Application Software Licensing

Vendor Application Support

ORACLE



ORACLE



## One Expert Vendor

### Bundle

Application Management Services

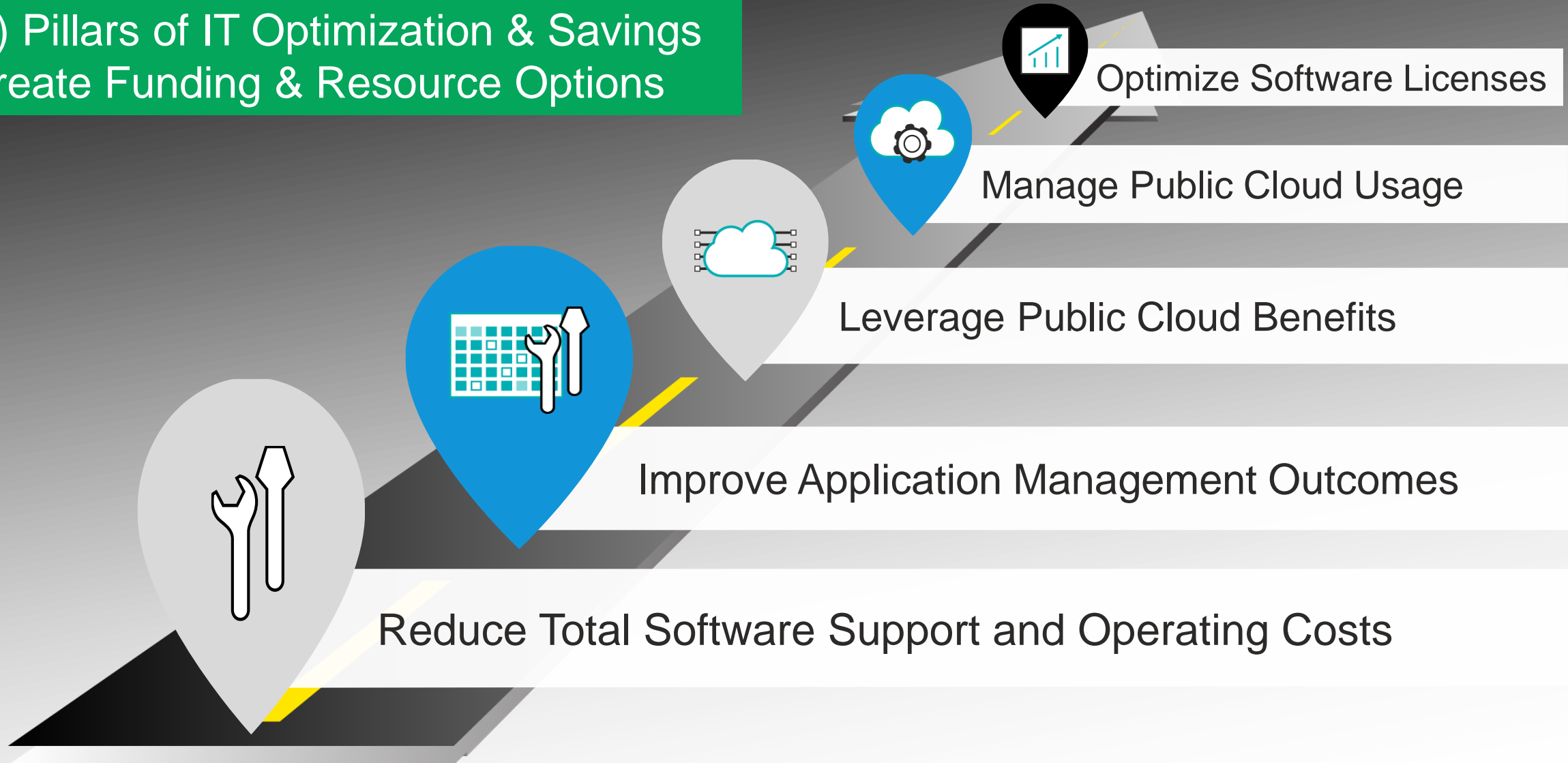
Application Support

Rimini Street

# Rimini Service Offerings Today

AGILE  
BUSINESS

Five (5) Pillars of IT Optimization & Savings  
That Create Funding & Resource Options



# Strategy, Service, Value & Execution Drive Growth



- 2005 Rimini Street founded
- Over 275 active clients
- FY 2010 \$25M revenue
- Expanded to Canada, Europe, Asia Pacific, and Latin America

Founding | 2010

- Over 500 active clients
- FY 2013 \$61M revenue
- First ISO 9001 and 27001 certified third-party support provider

2011 | 2013

- Over 1,200 active clients
- FY 2016 \$161M revenue
- Expansion to Israel, China, Japan, and South Korea
- \$125M credit facility (October 2016)

2014 | 2016

- Over 1,800 active clients
- FY 2018 \$253M revenue
- Public launch on Nasdaq: RMNI (October 2017)
- Launched AMS for Salesforce®
- Issued \$150M convertible preferred stock (July 2018)

2017 | 2018

- Over 2,000 active clients
- FY 2019 \$281M revenue
- New offices opened in Mexico City, Dubai, and Singapore
- Honored with eight Stevie Awards for excellence in customer service
- Launched AMS for SAP and AMS for Oracle

2019

- Over 2,300 active clients
- Q3 2020 annualized revenue \$327M
- Estimated client savings nearly \$5B to date
- Launched support for SAP S/4 HANA
- Introduced Rimini Street AI Support Applications
- Follow-on public stock offering: \$25M

2020



# Company Snapshot

## Global Platform

**Founded:** 2005

**Public:** October 2017 (**Nasdaq:** RMNI)

**Global Headquarters:** Las Vegas, NV

**Employees<sup>(1)</sup>:** Over 1,300

**Active Clients<sup>(1)(2)</sup>:** Over 2,300, and to date 3,700 clients including over 180 Fortune 500/Global 100

**Global Reach:** 20 countries of operation, supporting clients in over 100 countries

## Many Supported Products and Services

**Support Services:**



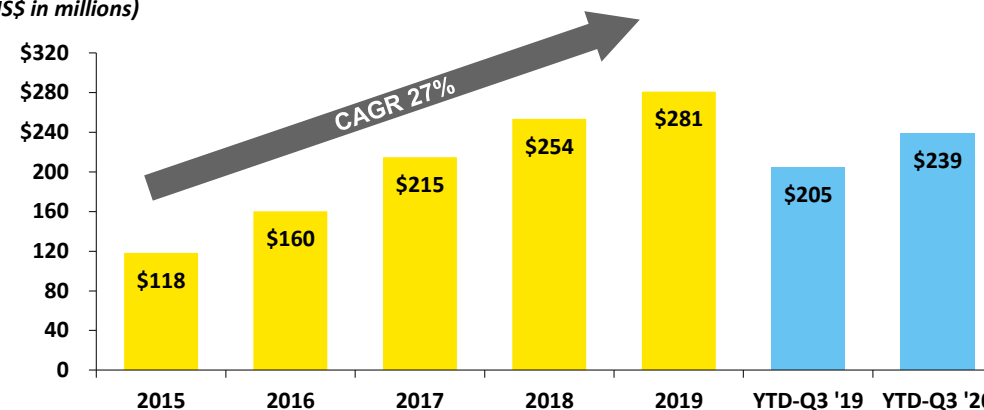
**Application Management Services (AMS):**



**Strategic Services & Solutions:** Security, Interoperability & Integration, Monitoring & Health Checks, Cloud, License, DB Migration, Professional Services

## Strong Revenue Growth Profile

(US\$ in millions)



# Nearly \$5 Billion in client savings

Inception to Date

(1): As of September 30, 2020.

(2): See Active Client definition on page 31 of Investor Presentation

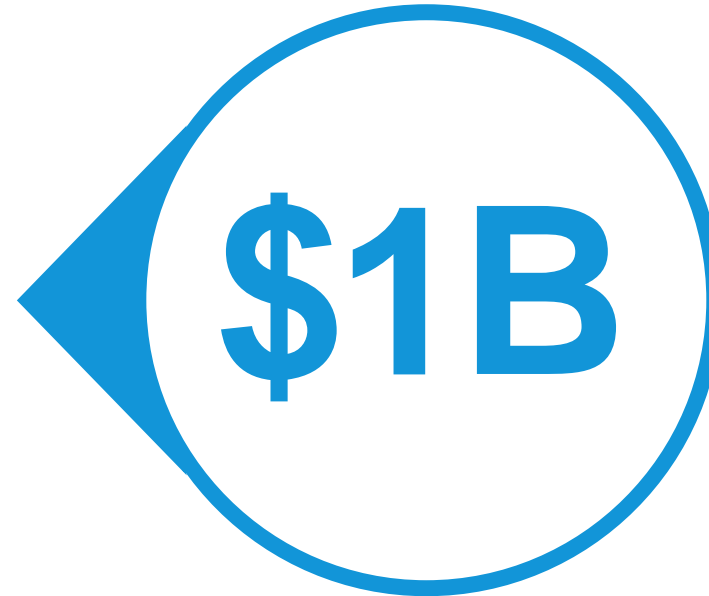
(3): Year to date June 30, 2020.

(4): Third quarter ended September 30, 2020, Other includes Americas ex-U.S..



# Roadmap to \$1 Billion in Annual Revenue By 2026

A Collection of Coordinated, Integrated Strategies & Plans 2021 - 2026





# Rimini Street®



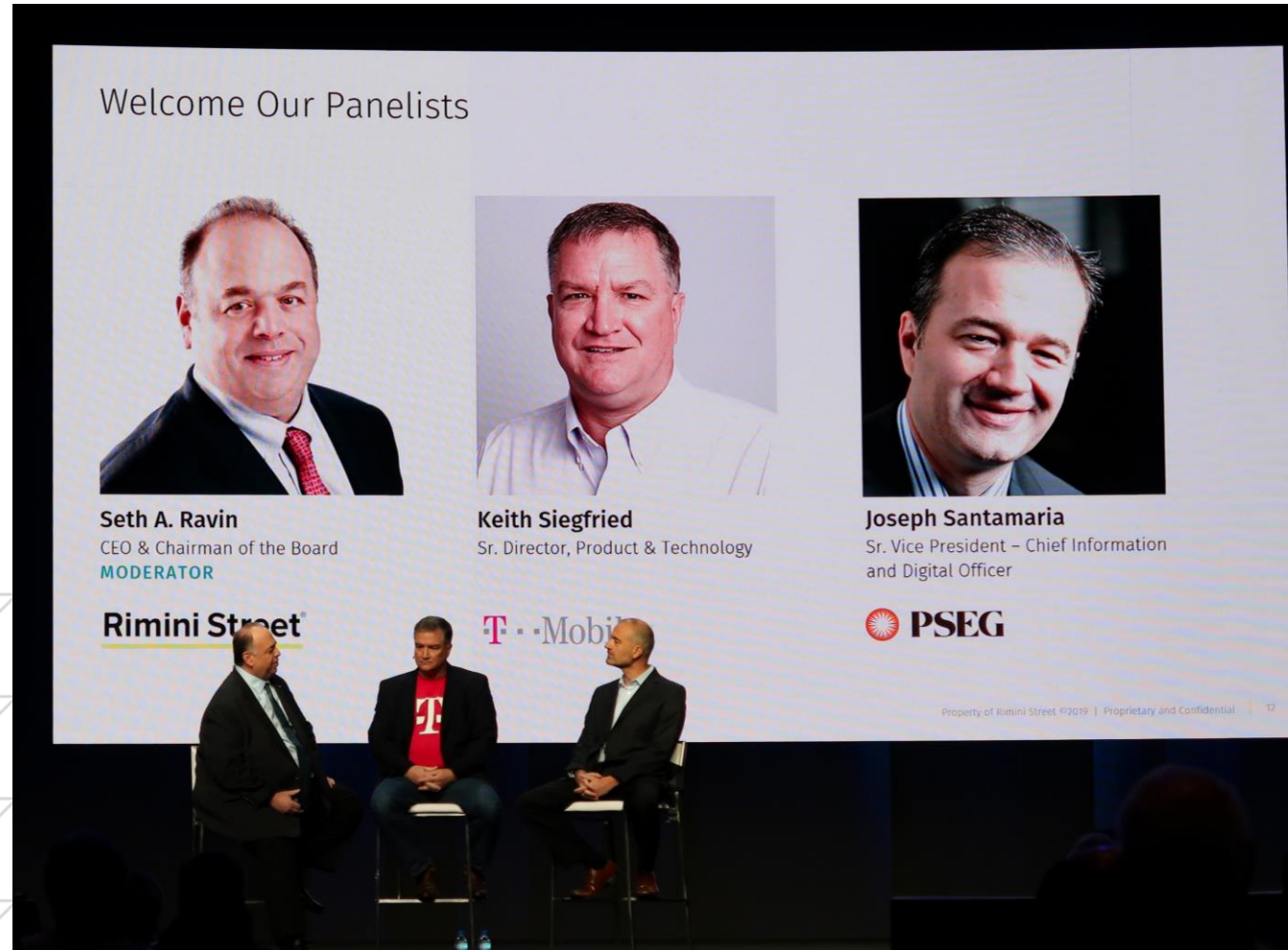
# Why Clients Buy and Case Studies

Sebastian Grady  
President



# Leading Global Companies Leveraging Rimini Street

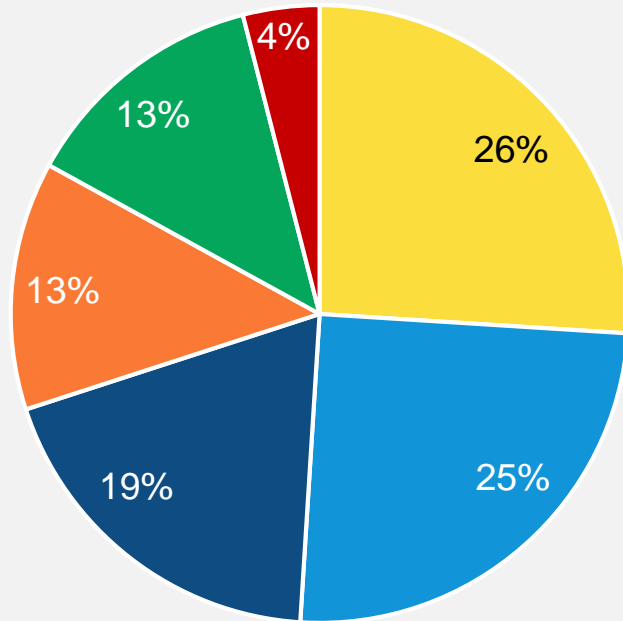
Organizations are avoiding and delaying expensive, low-value ERP upgrades and migrations



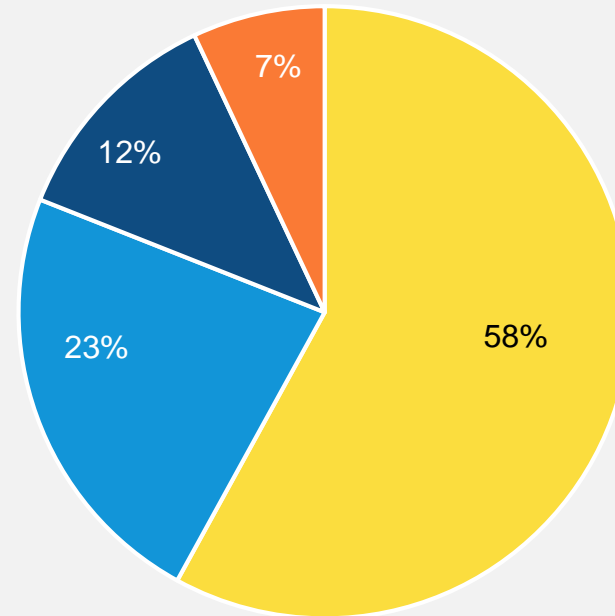
# Leading Global Companies Leveraging Rimini Street

Delivering better outcomes to more than 3,700 clients across nearly all industries and geographies

## Revenue by Industry<sup>(1)</sup>



## Revenue by Geography<sup>(2)</sup>



(1): Year to date June 30, 2020. (2): Third quarter ended September 30, 2020, Other includes Americas ex-U.S.

# Why Clients Buy Rimini Street Services

And why they will buy even more Rimini Street Services in the future

- **Reduce cost of Support and Application Management Services**
  - Lower annual fees
  - Guarantee service on current releases for at least 15 years
  - Higher quality service with broader scope
- **Fund and focus on strategic initiatives that enhance competitive advantage and fuel growth**
  - Significant IT operating budget and staff redeployed from upgrades to strategic initiatives
- **Improve ERP operating outcomes**
  - Top engineering talent and experience
  - Best deliverables, such as TLR updates
  - Unmatched client satisfaction, averaging 4.9/5.0
  - Average response time under 5 minutes for urgent cases

# Why Clients Buy Rimini Street Services

*Clients BUY when they understand that Rimini Street solutions enable and help them achieve their strategic, financial and IT goals*

## Rimini Street Sales Messaging

“Save time, money & resources; Get broader, better services and better response times; and you can fund innovation that supports growth”

## Industry Challenges & Opportunities

Retail Example: “What a difficult time to be in retail – with Amazon driving already thin margins for many retailers even thinner, and everyone needing to spend huge efforts and investments on acquiring clients and getting them to come back again...”

## Product / Release Specific Knowledge, Challenges & Opportunities

Retail Example: “With the need to focus on client acquisition, IT will likely need to focus its attention on eCommerce solutions and sales analytics...things that are more important than back-end ERP transactions. Doing an S/4HANA migration won't help sales growth or profit margins.”

## Client-Specific Circumstances, Challenges & Opportunities

Retail Example:  
CIO: “Yes, sales are challenging for growth, and profits are getting squeezed – and so is my IT budget. The company wants us to focus on the projects you mentioned.”

# Why Retail Clients Buy Rimini Street Support Services

## Retail Market Landscape

- **Key Competitive Focus:** Consumer acquisition, cost management, digital business models
- **High Priority IT Spend:** Ability to successfully compete with online retailers
- **Rimini Success:** 25% of top 100 U.S. retailers and many major global retailers
- **Case Studies:** Ross Stores, Nine West, Papa John's, Savers, Pier 1, Cole Hahn, Circle K, Carico International, Hasegawa Co.

### Client Spotlight



- \$3B specialty retailer
- 1,500 stores, 25K employees
- Wanted to optimize enterprise software operating spend to fund innovation
- Scope
  - PeopleSoft
  - Oracle Database and Middleware
  - Oracle Retail
  - Hyperion
  - Siebel

*“Rimini Street has been one of our bigger cost-saving initiatives that we’ve implemented.”*

*“We actually have a tale of two stories...one that was a slam dunk with Oracle Financials...Retail Suite was actually new and that team basically was not very comfortable with this move. They're now raving fans.”*

**John Zavada, Petco**





# Why **Public Sector** Clients Buy Rimini Street Support Services

## Public Sector Market Landscape

- **Key Competitive Focus:** Constituent services, capital investment, balance budgets
- **High Priority IT Spend:** More efficient, cost-effective government services
- **Rimini Success:** More than 160 countries, provinces, states, counties, cities, agencies
- **Case Studies:** State of Florida, Gwinnett County, Government of Saskatchewan, Airservices Australia, The Jewish Agency of Israel

### Client Spotlight



- \$687M county council located in UK
- 800K residents, 400 adult and child services
- Wanted to reduce costs, use savings to maintain essential services and fund innovation
- Scope
  - SAP ECC 6.0
  - Business Objects

*“There is significant pressure to drive cost reductions in our budget, but at the same time continue to maintain all our essential services and find ways to innovate. Rimini Street understands the importance of quality customer service, which not only delivers significant savings but gives us more time to plan for the future without the pressure of needing to follow a vendor-led upgrade path.”*

**Sarah Stevenson, Head of Shared Services Center, NCC**



# Why **Services** Clients Buy Rimini Street Support Services

## Construction and Engineering Services Market Landscape

- **Key Competitive Focus:** Capital investment, cost management, profitability, supply chain
- **High Priority IT Spend:** Streamlined operations and productivity
- **Rimini Success:** Over 50 global construction and engineering companies
- **Case Studies:** Toll Brothers, BrightSource, Kumagai Gumi, Ertech

### Client Spotlight



- \$6.7B global industrial, commercial and infrastructure engineering firm
- 32K employees, 253 global operations
- Wanted single-source vendor model w/ problem-solving capabilities to improve operations
- Support Scope
  - Oracle EBS Unified Support and AMS
  - Oracle Database
  - JD Edwards
  - Salesforce
  - Advanced Application and Middleware Security

*“We were struggling with a mountain of tasks, which were incredibly time-consuming, and were looking into hiring additional personnel to help manage the workload...”*

*“We also knew that we weren’t realizing the full potential of our Salesforce system due to this backlog.”*

**Jay Fisher, CIO, BrandSafway**



# Why **Manufacturing** Clients Buy Rimini Street Support Services

## Manufacturing Market Landscape

- **Key Competitive Focus:** Cash liquidity, increased ROIC, supply chain management
- **High Priority IT Spend:** Reduced operating costs through innovation and technology
- **Rimini Success:** 30 of the top 100 global manufacturers
- **Case Studies:** Mitsubishi, Bausch and Lomb, Tupperware, Kelly-Moore, HanesBrands, Del Monte, Libbey Glass, Ricoh, Lenox, Yamaha, American Standard, Seiko

### Client Spotlight



- \$200B vehicle manufacturer and conglomerate
- 120,000 employees, 40+ countries of operation
- Wanted to optimize TCO, improve operations and reallocate resources to cloud and AI innovation
- Scope
  - Oracle Database (~ 1,500 instances globally)

*“The huge cost reductions we’ve achieved — with zero impact to our company-critical IT operations — have enabled us to invest in the technologies and expertise that will support future ground-breaking innovations.”*

**Heegon Kim,**  
**Head of Department, Cloud Technology Team**  
**Hyundai Motor Group**

# Why **Financial Services** Clients Buy Rimini Street Support Services

## Financial Services Market Landscape

- **Key Competitive Focus:** Cost Containment, Business Model Transformation
- **High Priority IT Spend:** Direct consumer marketing and client acquisition
- **Rimini Success:** Nearly 200 global financial services clients
- **Case Studies:** The Iyo Bank, Petros, Phoenix Insurance, Amica Mutual, Aberdeen Asset Management

### Client Spotlight



- \$9.3B multinational insurance company
- Wanted to optimize operations to invest in the future
  - Reduce total cost of ownership
  - Ensure uptime and business continuity of the entire SAP landscape
  - Shift funds to invest in new applications
- Scope
  - SAP ECC 6
  - SAP R/3
  - SAP UK Payroll
  - Oracle Database

*“We wanted to reduce our SAP TCO, especially given that we had no short-to-medium-term plans to upgrade to the latest version or indeed to an S/4HANA upgrade. The significant savings we’ve achieved with independent support has contributed to improved profitability, which in turn contributes to our ability to invest in new applications for the future and wider business initiatives. Rimini Street has been a game-changer for us.”*

**Sandra Phillips,**  
**RSA Commercial Manager RSA Insurance Group**

# Why **Distribution** Clients Buy Rimini Street Support Services

## Distribution & Transportation Market Landscape

- **Key Competitive Focus:** Accelerate digitization, client acquisition, margins and reduce carbon
- **High Priority IT Spend:** Innovative technologies and analytics to improve inventory, logistics
- **Rimini Success:** More than 150 global distribution and transportation clients
- **Case Studies:** iMarketKorea, Nadro, King Architectural, Guest Services

### Client Spotlight



- \$4.1B eco-friendly transportation leader in Scandinavia
- Wanted to optimize current systems to focus on modernization and digital transformation:
  - Extend lifespan of mainframe & SAP applications – preserving original investments & lowering risk
  - Implement agile, low-code IT model to modernize & accelerate business transformation w/ digital tools
- Scope
  - SAP ECC 6
  - Business Objects

*“Our ambition is to deliver an IT roadmap that is driven by business needs rather than by IT, avoiding huge investments and the risks of migrating to other platforms. Knowing that we have Rimini Street as a trusted strategic partner ensuring the stability of our main SAP systems means we have the confidence and capacity to focus on the execution and further development of our goals.”*

**Ingo Paas, CIO, Green Cargo**



# Rimini Street Success Based on Client Success

Rimini Street achieves an average client satisfaction rating on support cases of 4.9/5.0 (5.0 is “excellent”)



Our fanatical focus on helping our clients achieve their strategic, financial and IT goals drives Rimini Street success

Nearly  
**\$5B**  
in client savings

**3,700+**  
clients served

**164**  
Fortune 500 and  
Global 100 clients served

**119**  
countries supported



# Rimini Street<sup>®</sup>



# Marketing Strategy and Plan

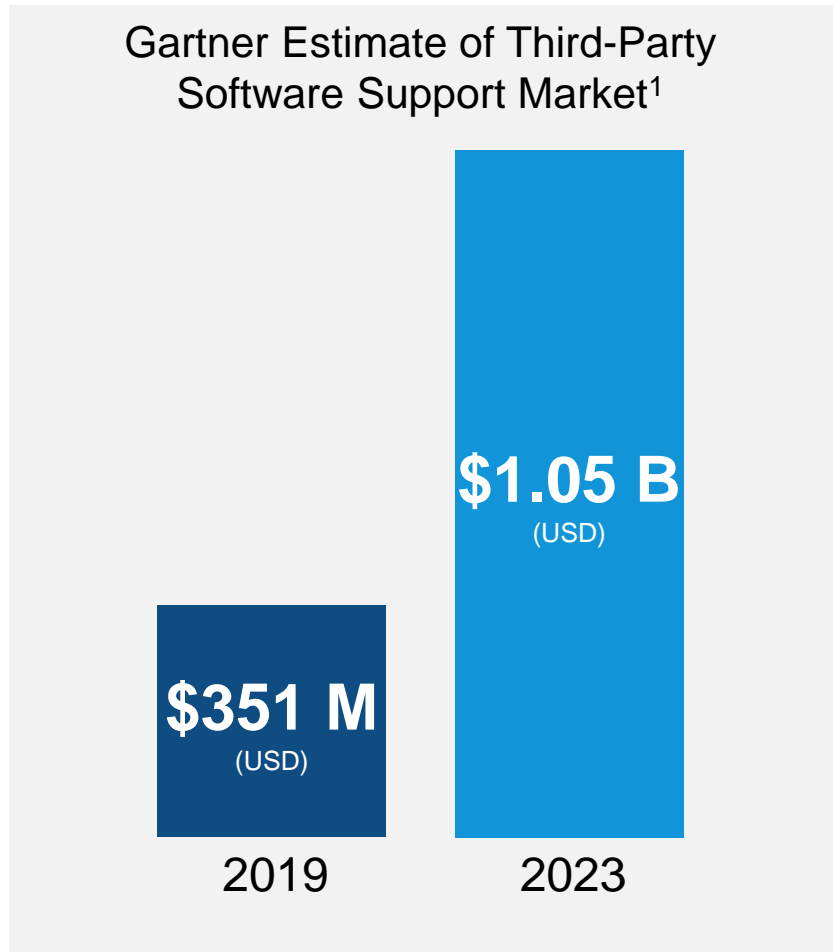
David Rowe  
Chief Marketing Officer





# Gartner: A Growing Revenue Opportunity

By Gartner figures, Rimini Street has 86% global market share for third-party software support



“For those applications that you do not yet want to move to the cloud, **evaluate third-party support as an alternative to direct vendor support to help fund future innovation.**”

“... an array of on-premises customers will move to third-party support **as a safe haven while evaluating their long-term plans.**”

Gartner Licensed for Distribution

### Predicts 2020: Negotiate Software and Cloud Contracts to Manage Marketplace Growth and Reduce Legacy Costs

Published 18 December 2019 - ID G00463732 - 28 min read

Cloud marketplaces present fresh challenges and opportunities for buyers, while cost pressures remain from on-premises software support. Sourcing, procurement and vendor management leaders must adapt their approaches to control costs while enabling digital business growth.

#### Overview

#### Key Findings

- Gartner estimates that over 25% of global 1000 companies are using online marketplaces in some capacity to purchase all types of technology, and that well over 75% have tried them. While cloud marketplaces create opportunities for fast digital growth, they also allow easy bypass of sourcing, procurement and vendor management (SPVM).
- SaaS vendors foster application ecosystems to increase the availability of niche, add-on functionality, resulting in increased lock-in for existing customers buying from these partners.
- SaaS vendors sell services using a primary pricing metric, but a lack of transparency around secondary metrics and their associated fees can lead to significant overspend for buyers.
- Each year, support costs for legacy software increase, while the benefits gained from that support decrease, leading to more organizations seeking lower-cost third-party support options.

#### Recommendations

To effectively contract for cloud marketplaces, reduce legacy and hidden costs, and enable digital growth:

- Build internal awareness of cloud marketplaces as a purchasing option. Encourage controlled experimentation with marketplace purchasing in low-risk situations. Negotiate with the marketplace provider to limit the binding effect of additional, product-specific terms.
- Focus on vendor management when buying from a SaaS vendor and its ecosystem, so that lock-in risks relating to third-party applications can be addressed well before the contract renewal.

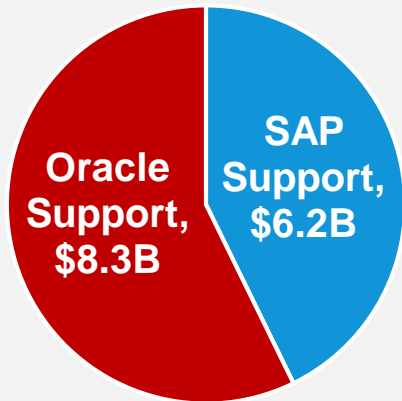
# Current, Large Addressable Market

- **\$14.5B** addressable **Support** market for products we cover today
- **\$14.7B** addressable **AMS** market for the products we cover today

## Support

Global TAM \$88 Billion<sup>(2)</sup>

Rimini Support TAM \$14.5 Billion<sup>(1)</sup>



Global TAM \$82 Billion<sup>(4)</sup>

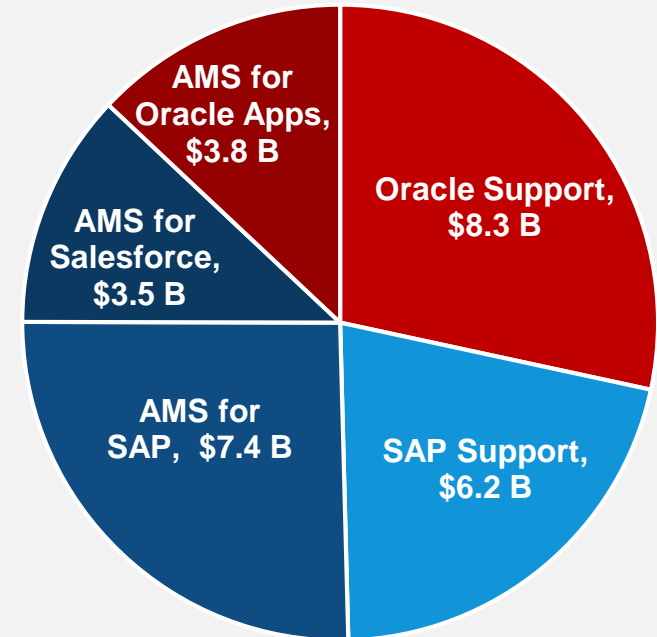
Rimini AMS TAM \$14.7 Billion<sup>(3,5)</sup>



## Support + AMS

Total TAM \$170 Billion<sup>(2,4)</sup>

Rimini Total TAM \$29.2 Billion<sup>(1,3,5)</sup>



(1): Rimini Street bottom-up estimate.as of May 2019, assuming Rimini charges 50% of vendor L3/L4 support fees.

(2): Based on data from Forrester Research's "The Midyear Global Tech Market Outlook for 2016 to 2017" as of September 16, 2016 . and Rimini Street's own calculations. On-premise Maintenance was estimated to be a \$170 billion annual market by Forrester in 2018.

(3) Gartner Market Guide for Salesforce Service Providers, Nov 17 2016, Sullivan and Karamouzis.

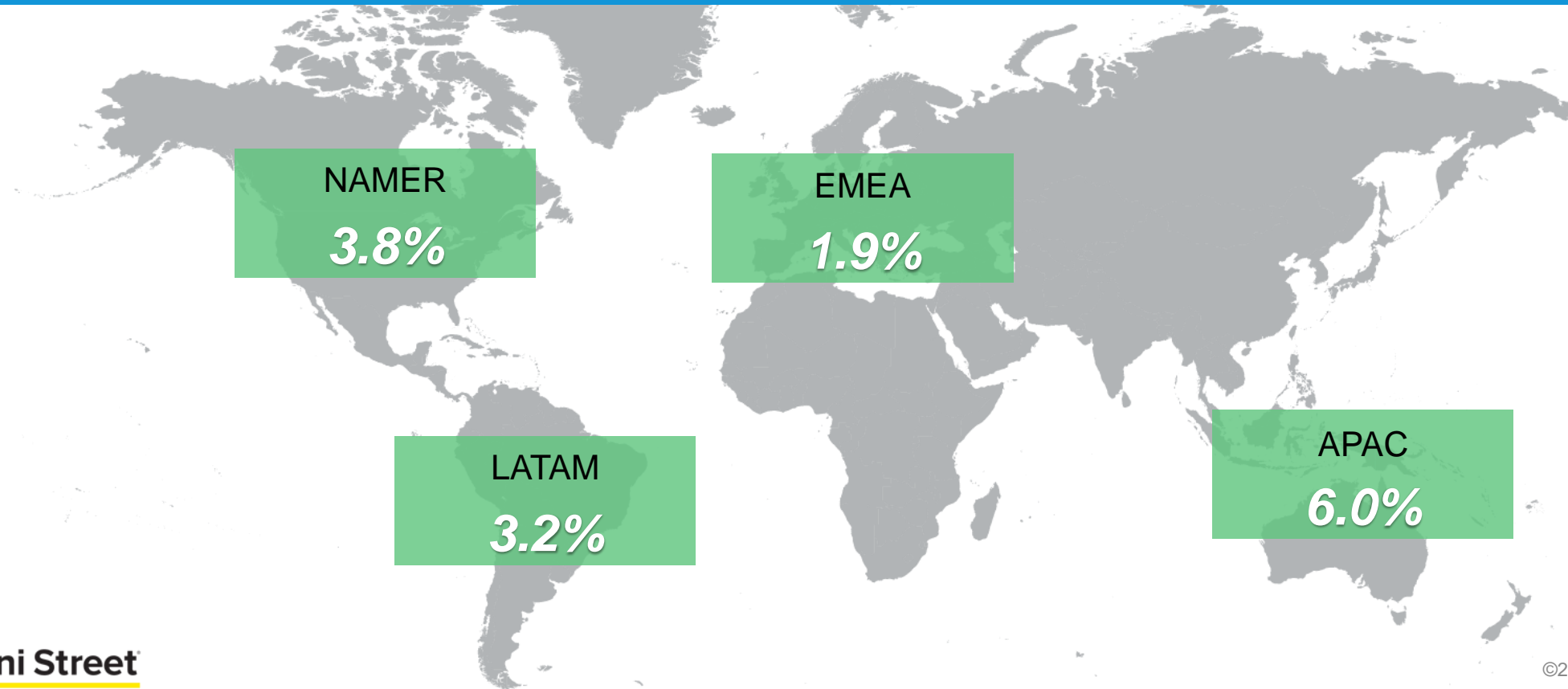
(4) Market Share Analysis: Application Managed Services, Worldwide, 2018.

(5) Rimini Street bottom-up estimate.as of May 2019, AMS offered to Rimini Street Support clients.

# Significant Future Revenue Growth Opportunity

- **Support Opportunity:** Approximately **3.5%** penetration of estimated current addressable market
- **AMS Opportunity:** Less than **1%** penetration of estimated current addressable market

## Rimini Street Estimated Current Addressable Market Penetration Rate by Region



# Growing Sales Opportunities

Proven use cases across vendor product lines, industries and geographies



## Changing Market Landscape

Continued economic and budget pressures

Costly, disruptive Oracle and SAP platform migrations

Commoditization of databases

New, innovative digital, cloud, open source options

Hybrid reality (licensed + cloud)

## Clear IT & Business Needs

Shift costs from operations to innovation

Accelerate innovation and digital transformation

Align with business to support new initiatives and models

Fill skills gap

Secure systems and processes

## Proven Rimini Street Solutions

Award-winning support(4.9/5.0)

15-year support commitment

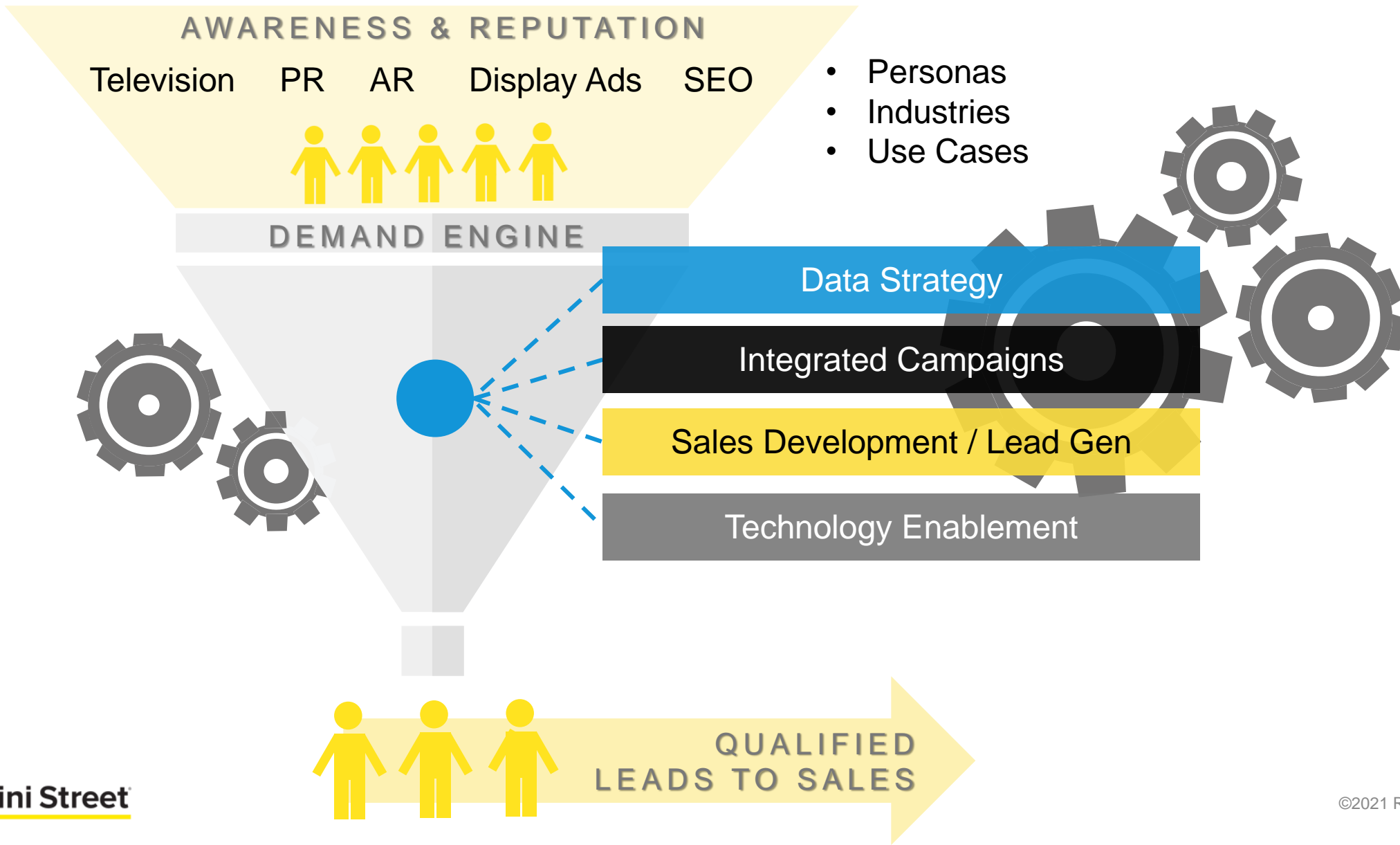
Savings of up to 90% on total cost of maintenance funds innovation and digital

Integrated AMS for Oracle, SAP and Salesforce software

Business-driven roadmaps

Strategic Services to modernize, future-proof and secure enterprise software

# GTM: Scalable Demand Generation



# GTM: Global Team, Scalable Model

Global strategy and local in-market execution



## Global strategy, scalable marketing engine supporting local execution

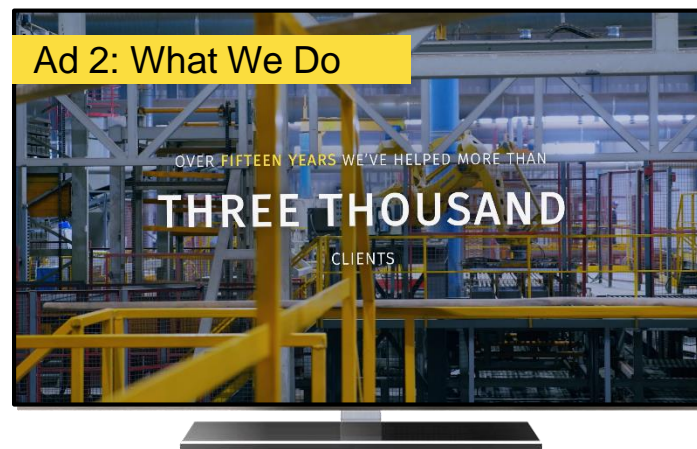
- Aligned pods of SDRs / ISRs / AEs by sales territories
- Fully integrated marketing to sales funnel
- Scalable hiring, training and enablement programs
- 24-hour marketing operations support and enablement



# GTM: Global Brand & Service Awareness

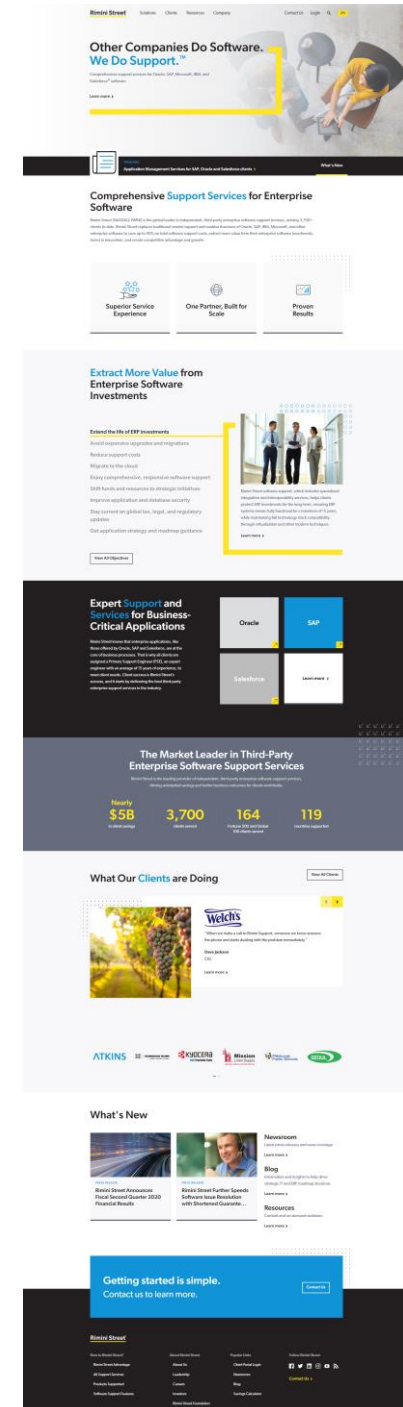
## Global media campaigns across 90 countries

- Objective
  - Build Rimini Street brand recognition globally
  - Grow awareness that organizations have a choice of support options
  - Educate the market on the strategic business value of Rimini Street Support
- TV and Radio Ads
  - **Local Broadcast TV:** Identified by regional teams
  - **ConnectedTV:** For example, Hulu, Roku, Fire
  - **YouTube**
  - **Streaming Radio:** For example, Spotify
  - **Programmatic Video:** Web/digital advertising; global buy in targeted global cities



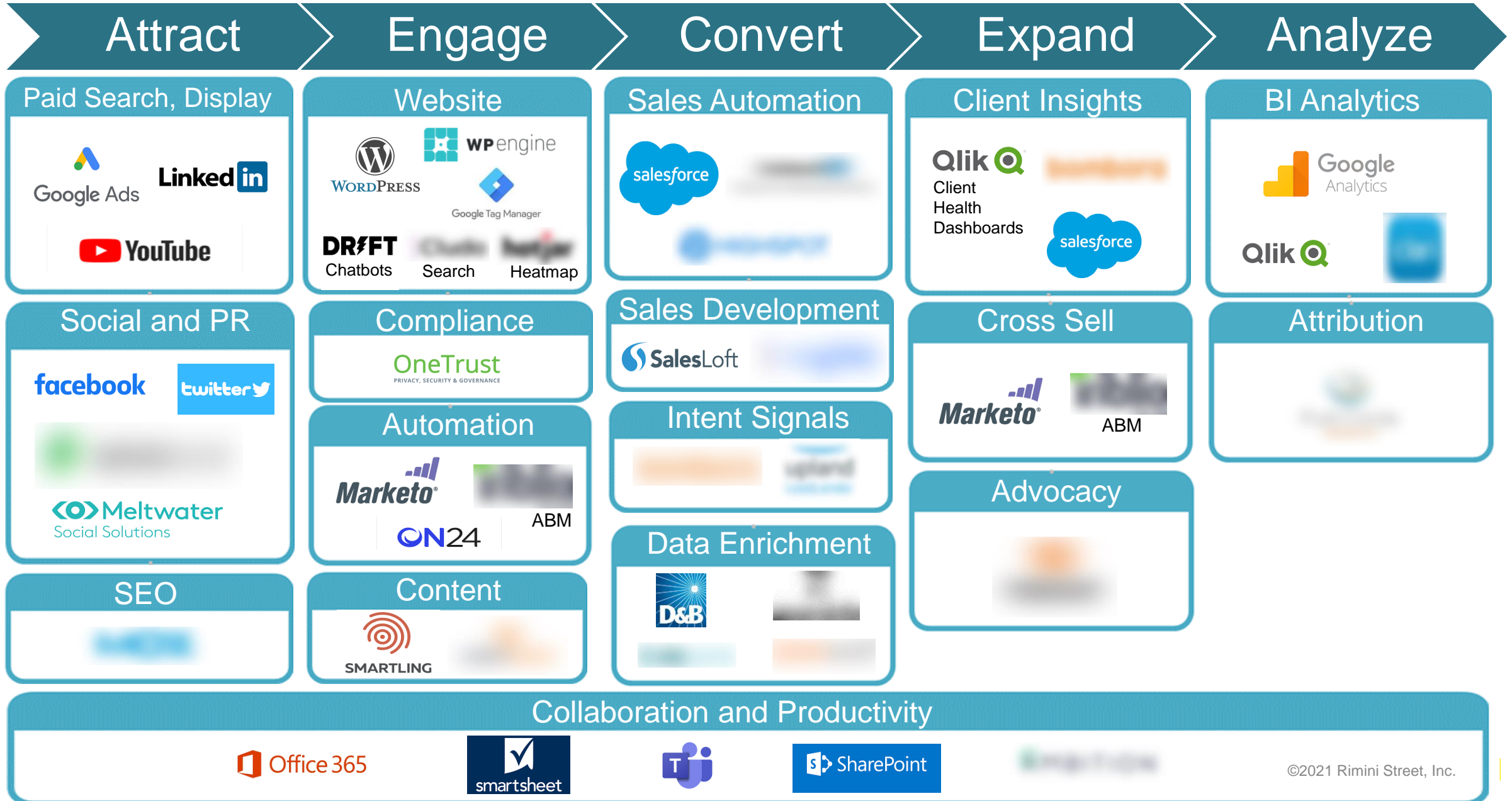
# GTM: Innovative Digital Platform & Virtual Events

- Rimini Street leverages a modern, scalable website to effectively represent our brand and enables our prospects to complete up to 50% of their buyer journey digitally before interacting with Rimini Street sales team.
  - **Objectives**
    - Enable buyer journeys for multiple personas and various use cases
    - Enable local language and culture experiences that engage prospects
    - Deliver more leads and “make the phone ring”
    - Deliver more qualified leads for Sales handover
- Lead and participate in wide-reaching virtual marketing events targeting CFO’s, CIO’s, IT Executives and Procurement



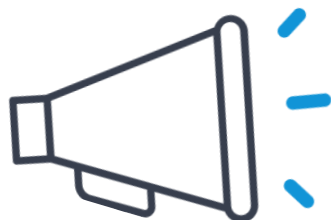


# GTM: Rimini Street Marketing Technology Stack

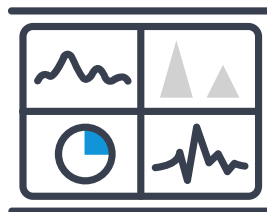


# Rimini Street Marketing Will Drive Growth

Marketing vision, strategy, infrastructure and execution support long-term, accelerated global growth



Growing Brand Awareness & Excellent Reputation



Delivering Increased Deal Pipeline to Sales



Advanced, Scalable Processes & Technology Foundation in Place

Web Sessions  
**+117%**  
YoY

Gartner Inquiries  
**+64%**  
YoY

Campaign Inquiries  
**+30%**  
YoY

New Pipeline Growth  
**+37%**  
YoY



# Rimini Street<sup>®</sup>



# Sales Strategy and Plan for New Clients and Cross-sell

Gerard Brossard  
Chief Operating Officer



# Road to \$1 Billion in Annual Revenue By 2026

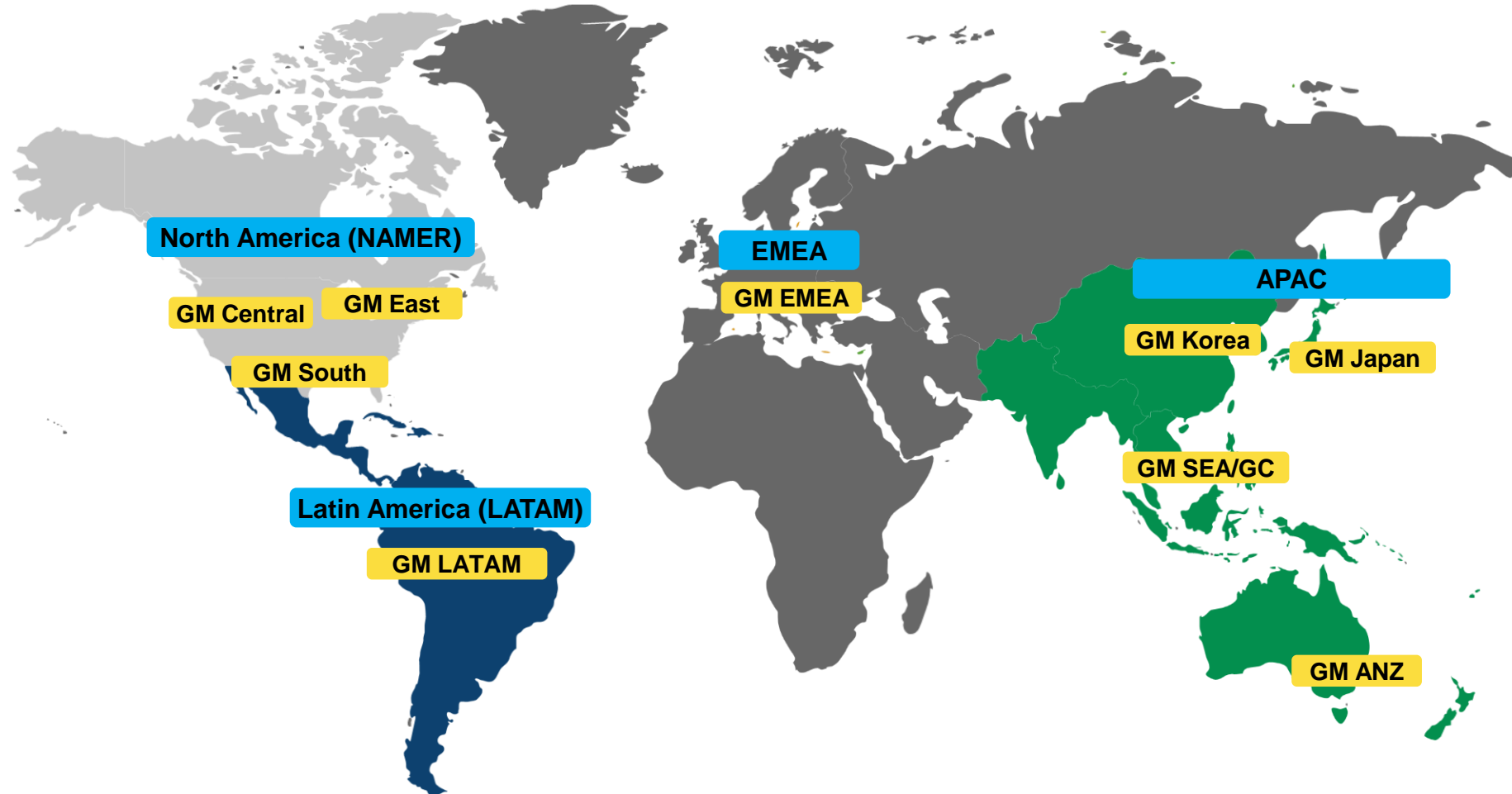
2021 execution strategy and plan to convert more opportunities and pipeline to revenue

- Implement consistent regional structure led by GM's
- Re-accelerate North American growth
- Sell expanded portfolio of solutions
- Increase client retention and cross-sell
- Hire to quota capacity plan and increase productivity



# Implement Consistent Regional Structure

Led by experienced and empowered General Managers (GM's)



- Proven, successful model in international regions, now implemented in North America
- GM responsibilities include:
  - Regional strategy
  - Regional P&L, performance and growth
  - End-to-end operations
  - Client relationships, pre- and post-Sales
  - Rimini Street regional team

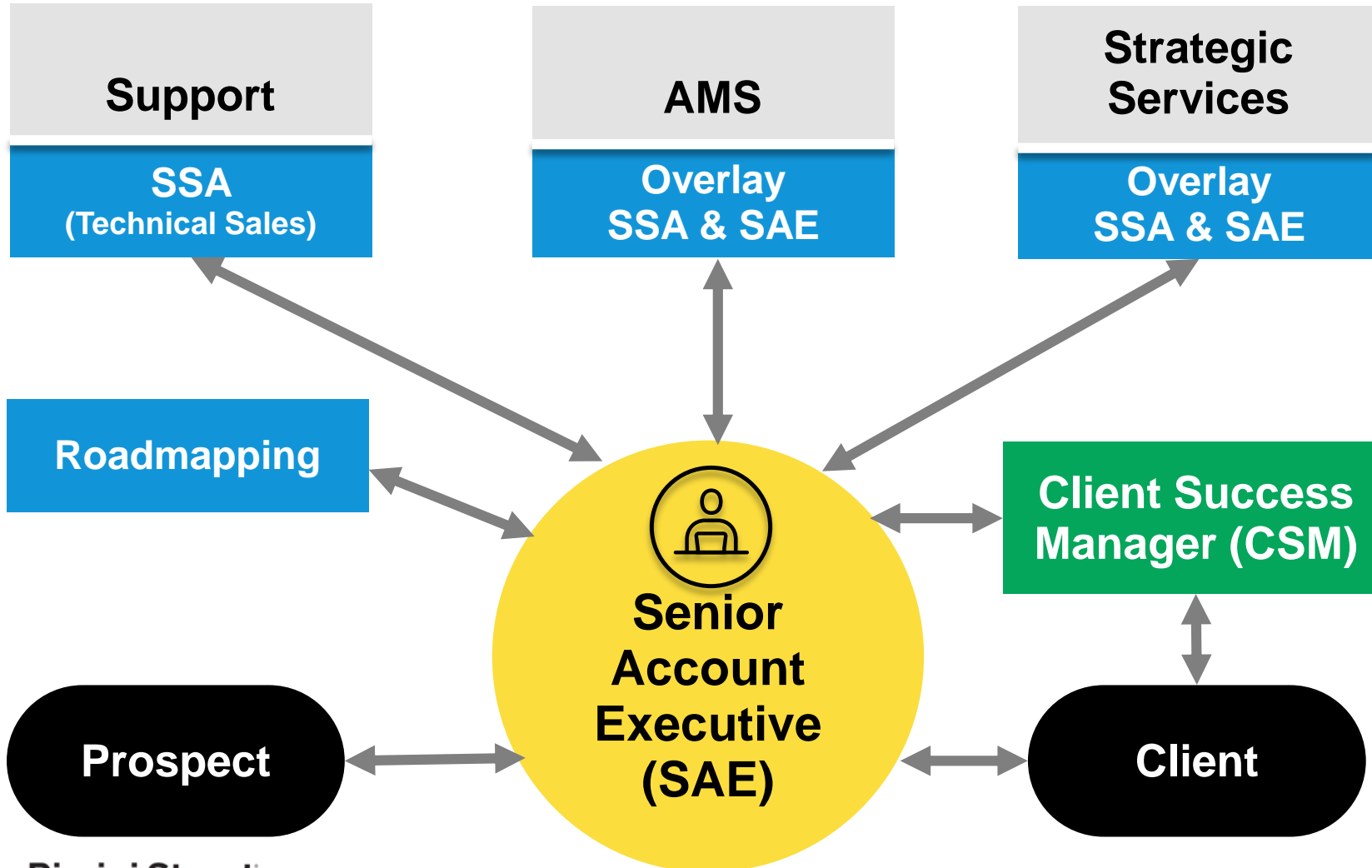
# Re-Accelerate Growth In North America

GM's bring added executive leadership, focus and strategic execution to largest revenue territory

- Implement proven GM model in NAMER, with 3 Regions
  - East – includes Eastern Canada
  - Central & Northwest – includes Western Canada
  - South & Southwest
- Experienced GMs hired and in place for 2021
  - Strengthening sales and client engagement leadership (VP, Director) where needed
  - Ensuring consistent cadence, process and discipline across sales cycle and client engagement
  - Driving the hiring of seller (SAE) headcount, including overlay sellers
- Mature big deal strategy and execution model
  - Proactive big deal strategy, disciplined sales cycle
  - Close more large deals with improved win rate, increase average deal size

# Sell Expanded Portfolio of Solutions

Overlay sales model drives improved win rates and increased productivity



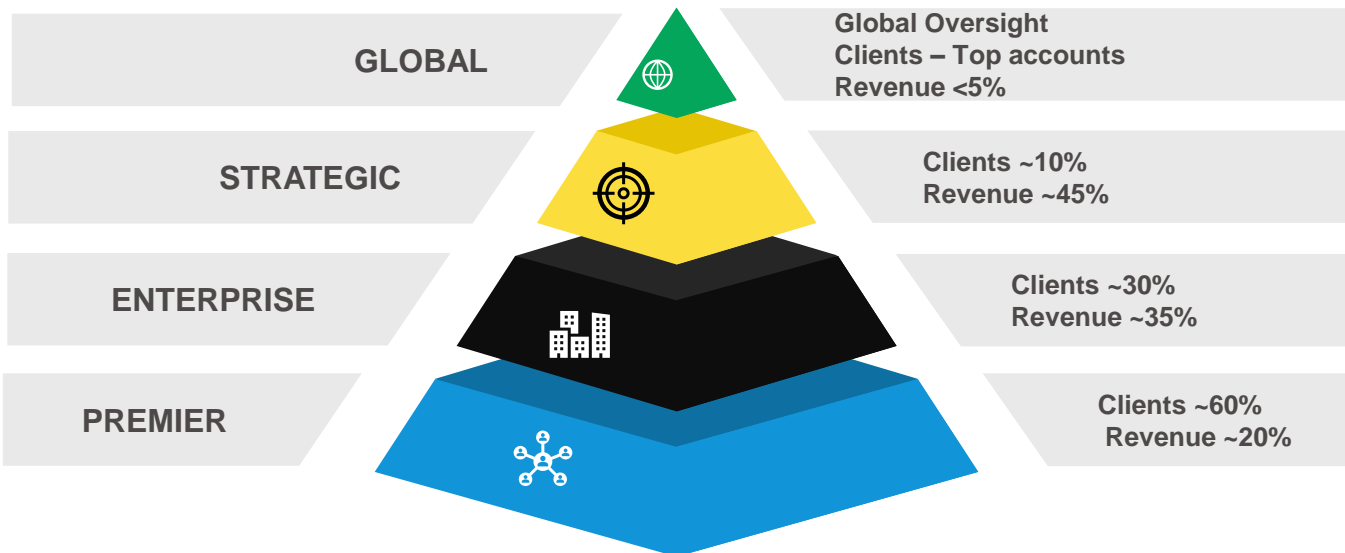
- Sales Account Executive (SAE) drives sales opportunities, with support from SSAs (Technical Sales) and overlay Sales Specialists
- Client Success Manager (CSM) owns account relationships
  - Focused on client satisfaction and account growth
  - Proactive role to identify additional opportunities
- Roadmapping team to drive thought leadership and ERP strategy with client executives



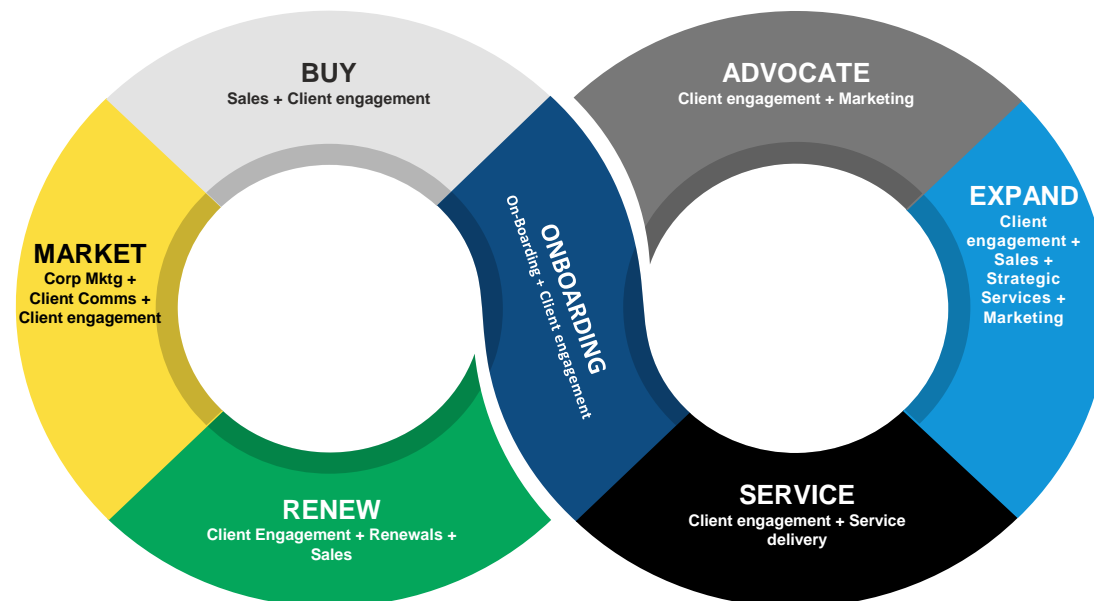
# Increase Client Retention and Cross-Sell

Strengthened Client Engagement Model for retention and cross-sell of est. \$1B additional annual opportunity

## Segmentation



## Lifecycle Management



- Touch all clients with engagement tailored to needs
- Client segmentation criteria – simple, regionally driven based on existing and potential revenue
- Specific global client model, more complex, multi countries

- Multiple touch points - engagement through client life cycle to expand lifespan
- Team-wide Account Plan, including client white space analysis
- Rimini Street executive sponsors
- Alignment of incentives across revenue team

# Hire To Quota Capacity Plan And Increase Productivity

Robust process from recruiting and hiring proven talent to developing high-performing sellers

## Sourcing Top Candidates

- Virtual Career Fairs
- External Firm & Contract Sourcing
- Referral Bonuses

## Onboarding and Enablement

- New Hire Sales Training
- 90 Day Sales Onboarding
- On-the-Job Shadowing/Training

## Sales Mastery/High Performance

- Methodology Training
- Best of Breed Enablement Tools & Analytics
- Proposal Management Team
- Reference & Customer Advocacy Team

01

02

03

04

05

## Hiring Premier Sales Talent

- Aptitude Assessments
- Panel Interviews
- Internal Recruiting Team

## Continuing Education

- Sales, Product & Industry Training
- On-Demand Learning Library
- Digital & Social Selling Certification



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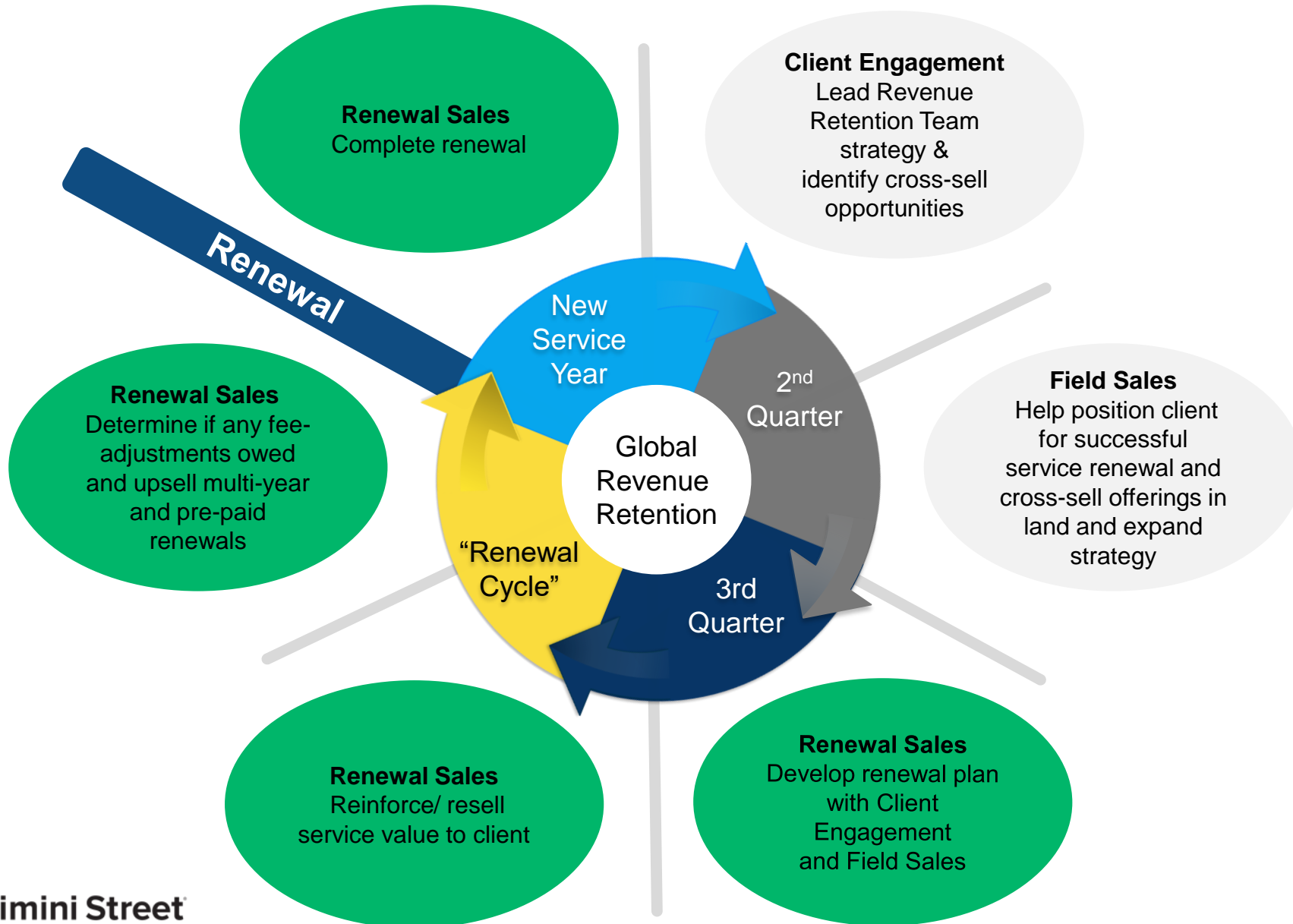


# Renewals and Growing Long-Term Client Value

Kevin Maddock  
EVP, Global Recurring Revenue Sales



# Renewals Drive More Than 80% of Annual Revenue



Revenue retention is a structured, year-round sales process within client lifecycle



# Increased Revenue Retention Rate and LTV

Multiple factors will drive increased Revenue Retention Rates and grow LTV through 2026

- **Clients will run current ERP longer**
  - New vendor ERP products and releases fail to excite most organizations
  - Vendor ERP migrations & upgrades seen as low-value, costly projects
  - Global economic and industry challenges
  - Savings better invested in more strategic initiatives that enhance competitive advantage and support growth
- **Clients will expand Rimini Street Service footprint**
  - Longer-term use of current ERP creates opportunities for expanded service footprint
  - Expanded service footprint creates more unique value-proposition, harder to displace
  - Oracle and SAP AMS, Security and Interoperability solutions require Support Contract

# Renewals Team Helps Drive Account Revenue Growth

Recurring Revenue Sales Team part of integrated global sales strategy



Team goals and incentives aligned to support “land and expand” opportunities with existing clients

Identified leads and opportunities passed to Field Sales





# Rimini Street<sup>®</sup>





# Service Delivery and Expanding Gross Margin

Brian Slepko  
EVP, Global Service Delivery



# Global Service Delivery: Driving Principles



**Quality**



**Efficiency**



**Scalability**

# Global Support Delivery: Engineered for Support



Global scalability by design



Process, tools, talent, focus



Delivering Support for over 15 years



On-demand labor pool



Client satisfaction of 4.9 in 2020

6,500

years of cumulative  
experience

17

countries

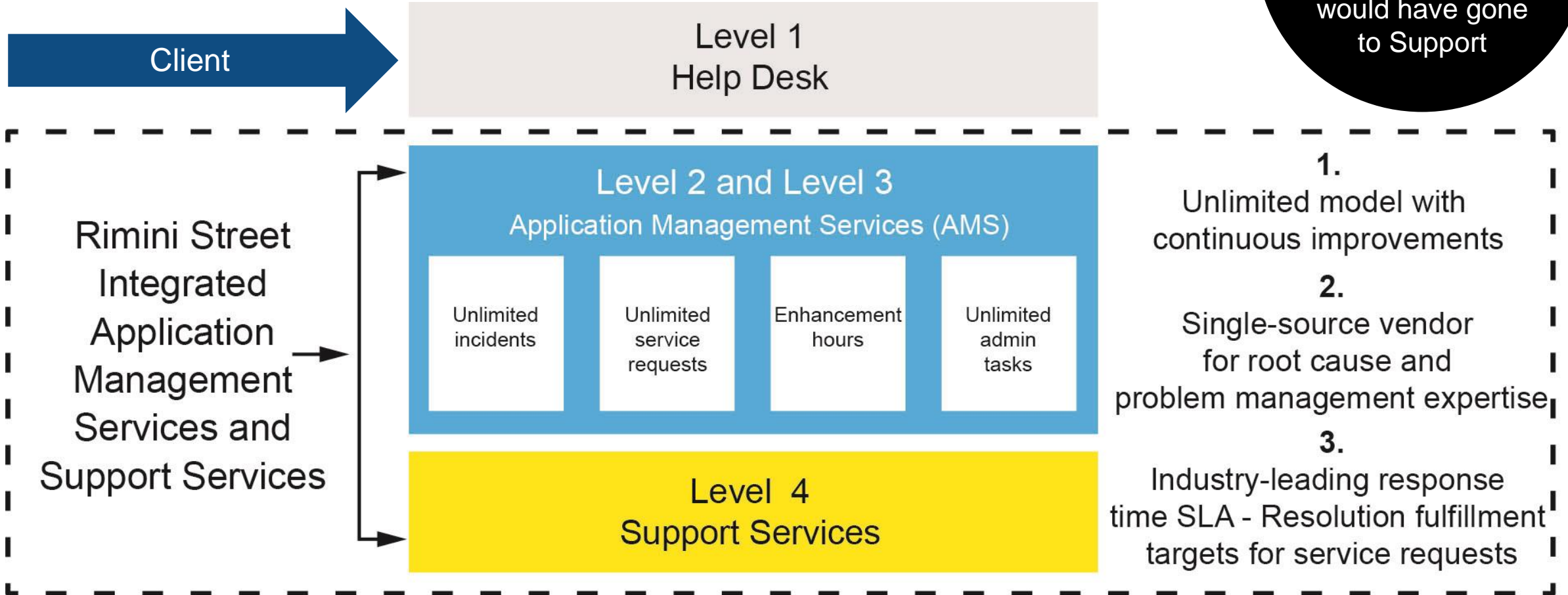
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languages

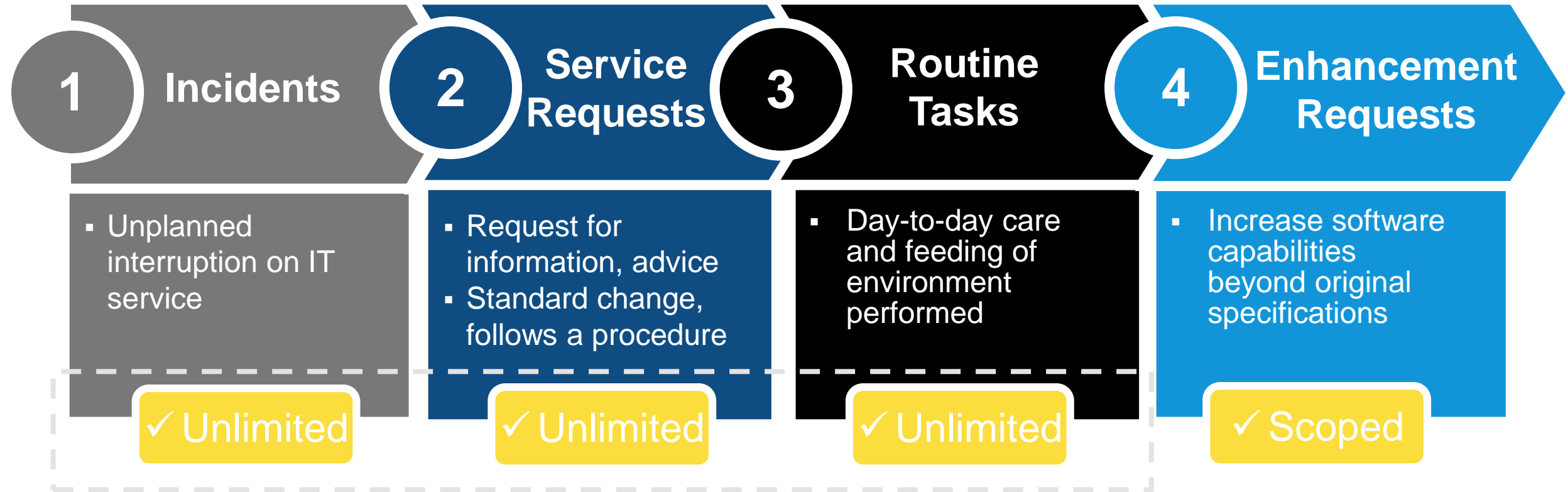
# Global Support Delivery: Service Model

Unified support and application management services

**32%**  
of cases solved  
by AMS  
would have gone  
to Support

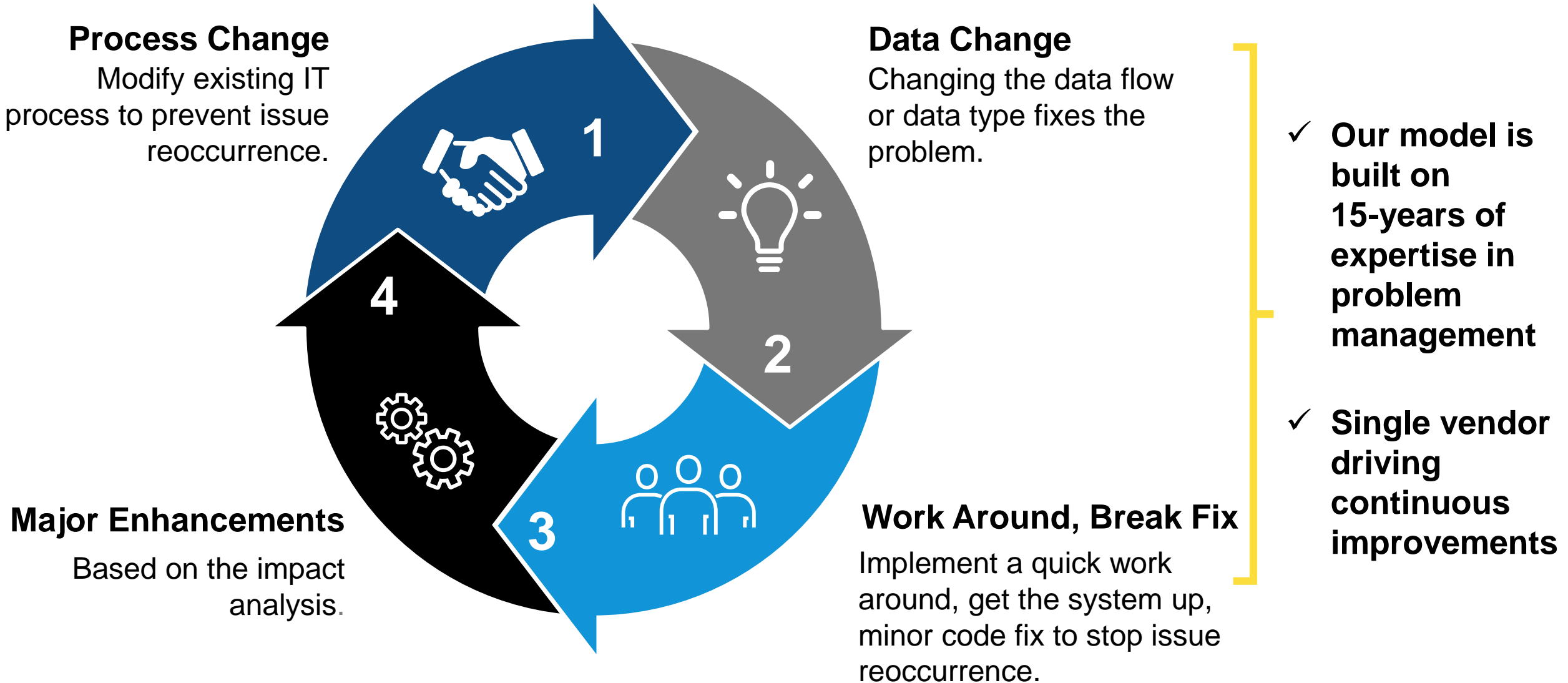


# Unlimited AMS Model for SAP, Oracle and Salesforce



**Unlimited Use – Subscription Price – Same Expert Service**

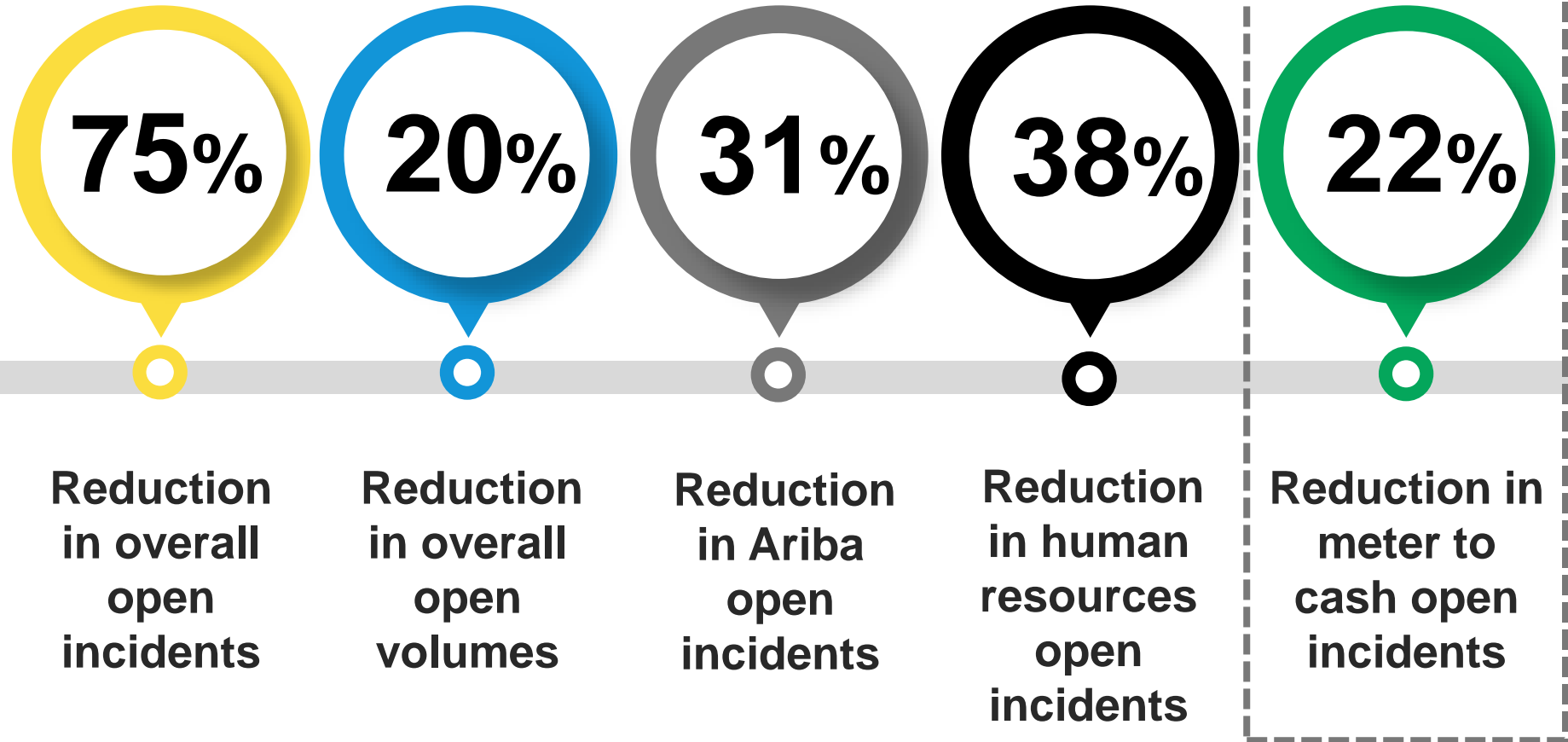
# The Best AMS Ticket is the One that is Never Created



# The Impact and Value of Rimini Street Root-Cause Expertise

## Incident Management Reduction:

*“Rimini Street’s AMS team worked closely with each of our Production Managers and Lines of Business to identify the root cause and work towards an acceptable solution”*



# Industry-Leading Service Level Agreements (SLA's)

Resolution-Based

Industry Leading

Unique

Moving to resolution-based with fulfillment targets

Incident response SLA offering exceeds industry standards

ONLY vendor offering response SLA's on Service Requests

Standard Offering



# Global Product Delivery

Industry-leading fixes, updates and Global Tax, Legal & Regulatory Support

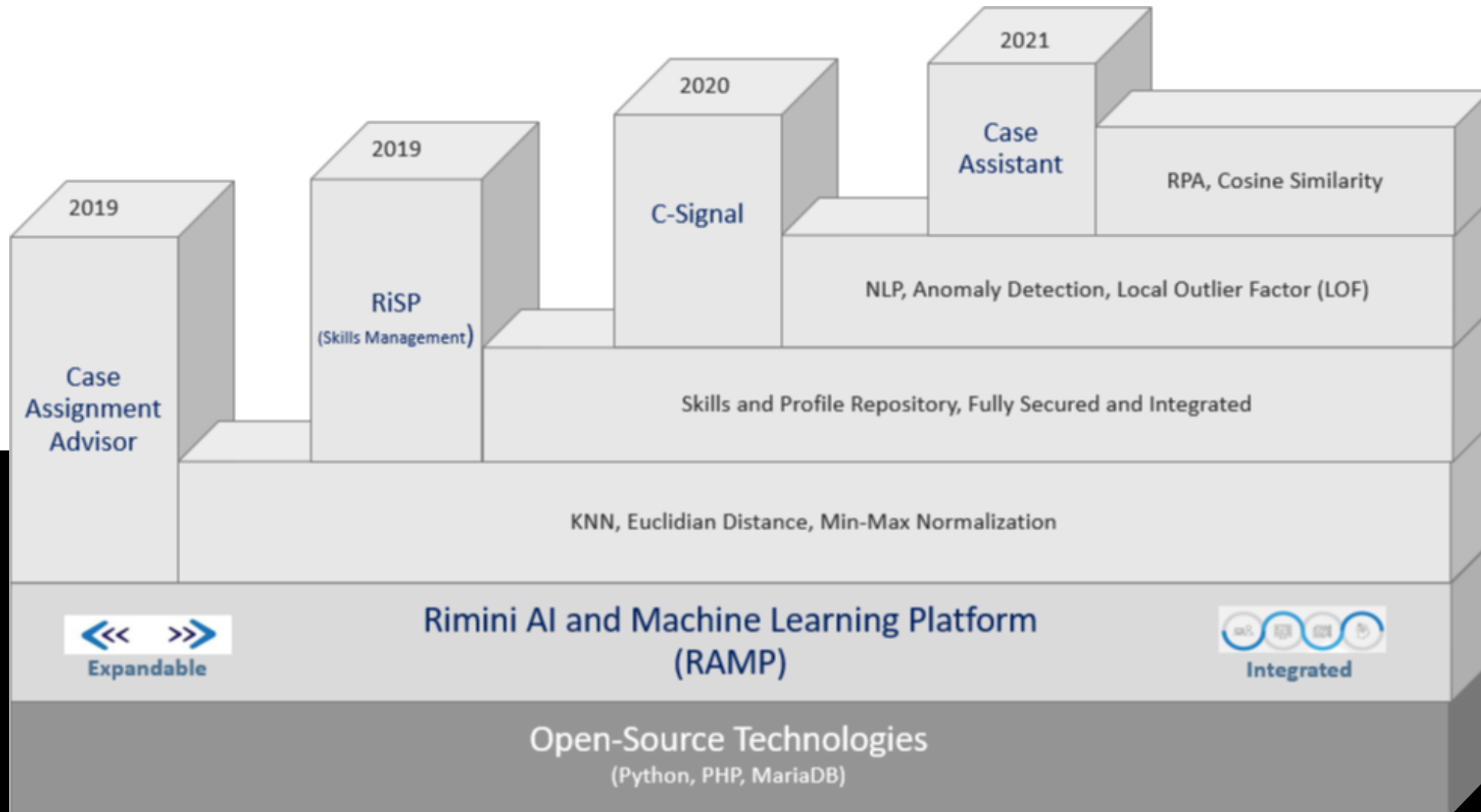
## **Rimini Street Global Tax, Legal and Regulatory Update Service is a proven, mature service**

- Process, tools, technology, talent, focus
- Build, buy, partner
- Agile framework
- Global, multi-national clients with hundreds of thousands of employees
- Over 200,000 updates delivered since 2005
- Coverage across multiple product lines and supporting ERP installations in 117 countries with support capability for nearly 200 countries

## **Clients tell us Rimini Street deliverables have surpassed those of the ERP software vendors**

- Usually, earlier delivery for equivalent updates
- More comprehensive scope of research and updates from a single vendor
- 2,700 government sites – 3,300 information sources – 26,000 localities covered
- Tailored updates to reduce complexity and speed deployment for clients
- Integrated service and support minimizes issues and ensures uptime for Clients
- Next-generation three-tier sourcing process with patent-pending technology ensures efficiency, accuracy and veracity

# Global Service Delivery: Innovation Platform



# Global Service Delivery Innovation

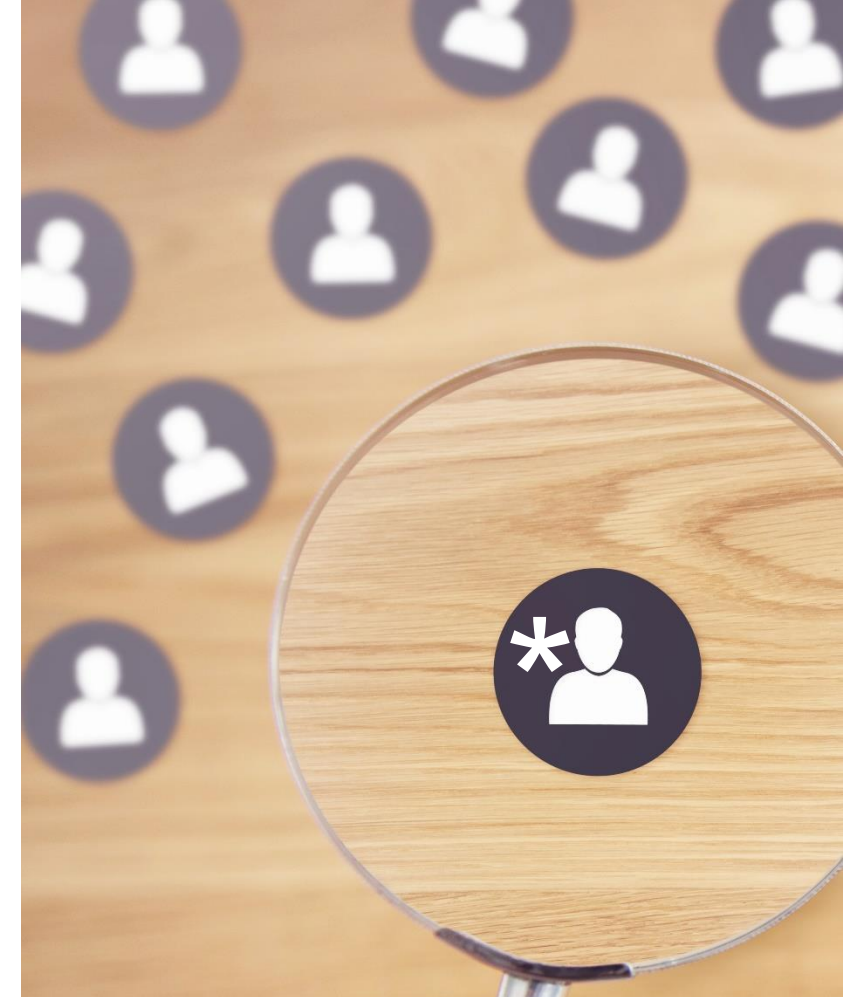
Case Assignment Advisor – patent pending & Stevie Award Gold winner

## Case Assignment Advisor...

- Finds best available Engineer for the case
- Considers load and availability vectors
- Considers business constraints vectors

35+ Vectors

Integrated with Salesforce, ADP and other systems



- ✓ Static and Dynamic Skills
- ✓ Normalized Euclidean Distance
- ✓ Explain Me Feature





# Global Service Delivery Innovation

C-Signal<sup>3</sup>— patent pending & Stevie Award Gold winner

## C-Signal...

- Accurately identifies sentiments and anomalies both positive and negative
- Helps us to proactively address cases and further improves client satisfaction
- Helps us to listen to voice of the customer



- ✓ “Need Attention” sentiments
- ✓ Positive sentiments
- ✓ Case life (Days)
- ✓ Back and forth count
- ✓ Request for update count

40+ Vectors  
Integrated with Salesforce, ServiceNow and other systems

# Global Service Delivery Innovation

Results that drive improved client satisfaction, global scalability and expanded gross margins



Rimini Street speeds  
software issue resolution by  
**23%**  
with new AI applications

Case survey  
rating average  
**4.9/5.0**  
(5.0 is “Excellent”)



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# Legal Strategy and Overview

Daniel B. Winslow  
EVP, Chief Legal Officer & Secretary



# Rimini Street Disrupting a \$170 Billion Market

Market disruptors often have to battle incumbents trying to preserve and control the market

*“At all relevant times, Rimini Street, Inc. (“Rimini”) provided third-party support for Oracle’s enterprise software, in lawful competition with Oracle’s direct maintenance services.”*

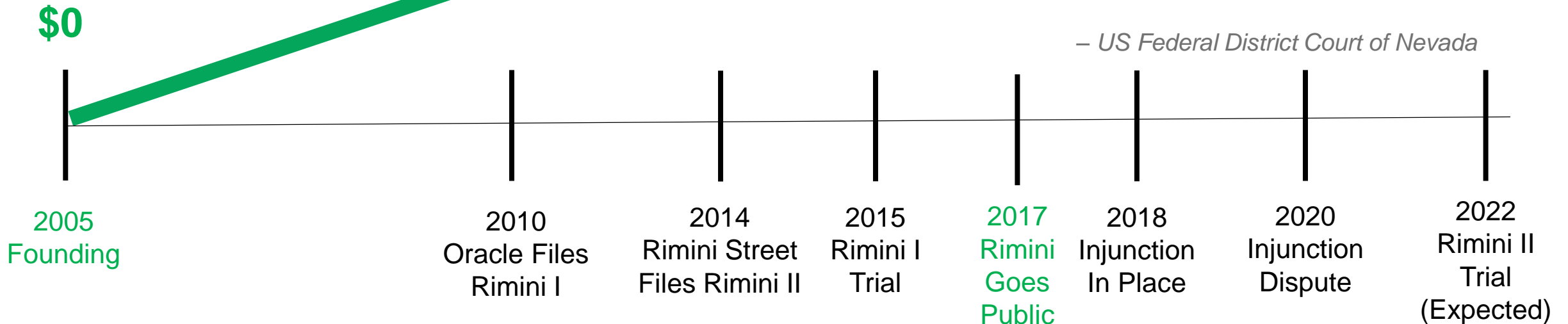
*– US Ninth Circuit Court of Appeals*

## Rimini Street Annual Revenue

**\$300M+**

*“[w]hat was (and is) at issue [in the litigation] is the manner in which Rimini performed that third-party support [for some licensees of specific Oracle products].”*

*– US Federal District Court of Nevada*





# Third Party Support Is Allowed and Legal

The Court – and Oracle – agree that clients have right to choose their after-market support provider

- Licensees can choose support provider
- Third parties can provide support services to licensees
- Court declared Rimini Street to be “in lawful competition with Oracle’s direct maintenance services”

*“whether third-party support is allowed under the licensing agreements is not at issue in this [Rimini II] lawsuit, nor was it at issue in [Rimini I].”*

*- US Federal District Court of Nevada*

*“the [enterprise software] licenses ... generally allow for a third-party service provider, like Rimini, to copy the software in place of the licensee and customize it for the licensee.”*

*- US Federal District Court of Nevada*

*“[o]ne of the key features of enterprise software is its customizability; the software can be modified to fit the specific needs of the organization licensing it.”*

*- US Federal District Court of Nevada*

# Litigation About “Manner” in Which Support Performed

Litigation over “how” –what tools and processes – Rimini uses to provide support for certain Oracle products

## ▪ Rimini I (Final)

- Oracle filed against Rimini in 2010
- Oracle lost 23 out of 24 claims
- Oracle won a claim of “Innocent Infringement”
- Rimini Street paid Oracle \$35 million for “Fair Market license”
- Court ruled that certain Oracle software can only be used at the client’s “facilities” and that Rimini Street’s servers are not client’s “facilities” (Process 1.0)
- Court ruled Rimini Street cannot copy and share Oracle code, under the color of a license held by one client, for another client that also holds the same license (Process 1.0)
- Rimini Street complied with the Court findings, stopped using Process 1.0 and developed and deployed Process 2.0 by July 2014 that addresses Court ruling
- Court issued injunction against future use of Process 1.0

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*Innocent Infringement:  
Rimini “was not aware”  
and “had no reason to  
believe” that some of its  
legacy processes  
 (“Process 1.0”) infringed  
certain Oracle  
copyrights.*

---

# Litigation About “Manner” in Which Support Performed

Litigation over “how” –what tools and processes – Rimini uses to provide support for certain Oracle products

## ▪ Rimini II (Trial Expected in 2022)

- Rimini filed against Oracle in 2014
- Rimini deployed advanced, innovative technology called “Automated Framework” (AFW) for development, and for which it has received a US patent
- Rimini asserts its Process 2.0 and AFW do not infringe, Oracle claims they do infringe
- Rimini claim against Oracle for injunctive relief for anticompetitive business practices
- Clean-up item from Rimini I – Court finding of infringement on “gap” clients where Process 1.0 was used after the Rimini I trial cutoff so left out of Rimini I case (Rimini believes it already paid Oracle for this in Rimini I)

*Rimini contends that its Process 2.0 (including its AFW tools) is non-infringing, and filed Rimini II case against Oracle to get a judicial declaration that it is non-infringing*

*Oracle asked Court to declare on summary judgment that Process 2.0 and AFW infringe; Court did not find Process 2.0 or AFW infringe as a matter of law – so will be decided by jury at trial*

# Strategic Litigation

Rimini Street plans to accelerate its position as IT industry thought leader, innovation leader, and service leader

*We will fight the battles we need to fight to assure a fair, legal, and competitive marketplace for the \$180 billion global enterprise software support spend, in general, and to protect our market right to aggressively challenge Oracle for a significant share of its \$20 billion in annual support revenue, in particular.*





# Rimini Street<sup>®</sup>



# Financial Model

Michael Perica

Chief Financial Officer

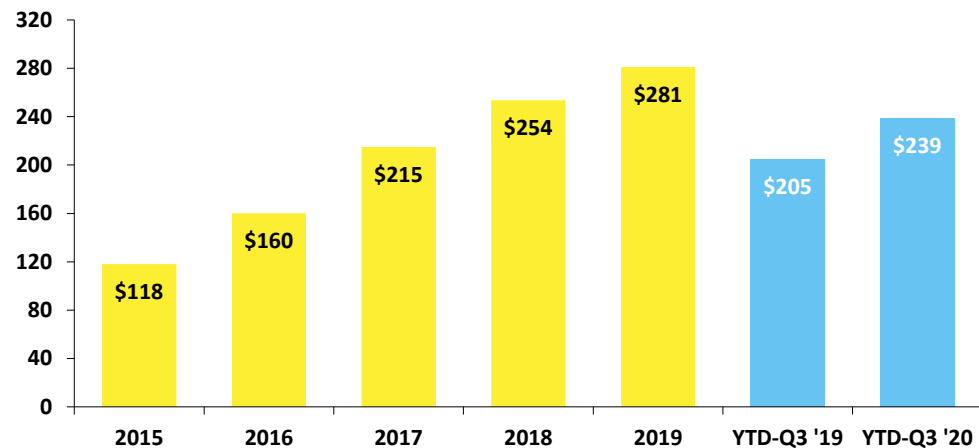


# Historic Growth Profile



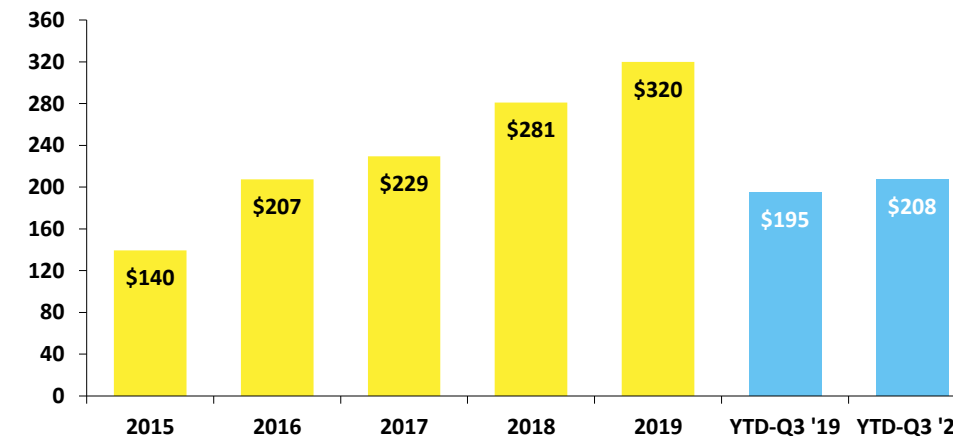
(US\$ in millions)

## Revenue



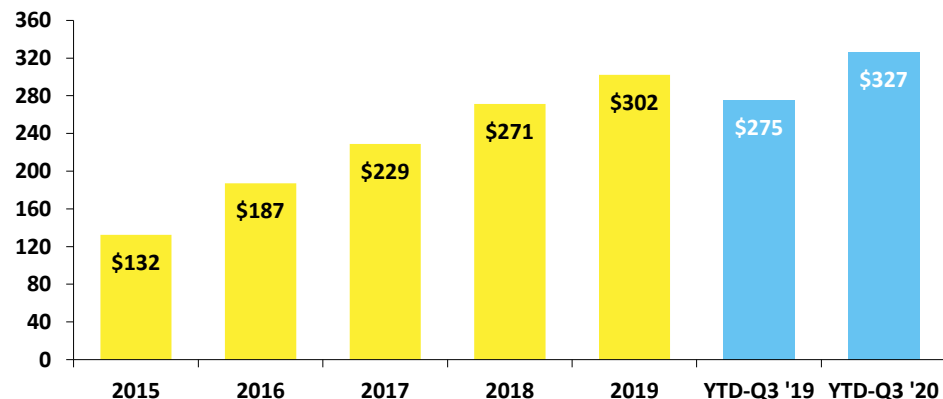
(US\$ in millions)

## Billings



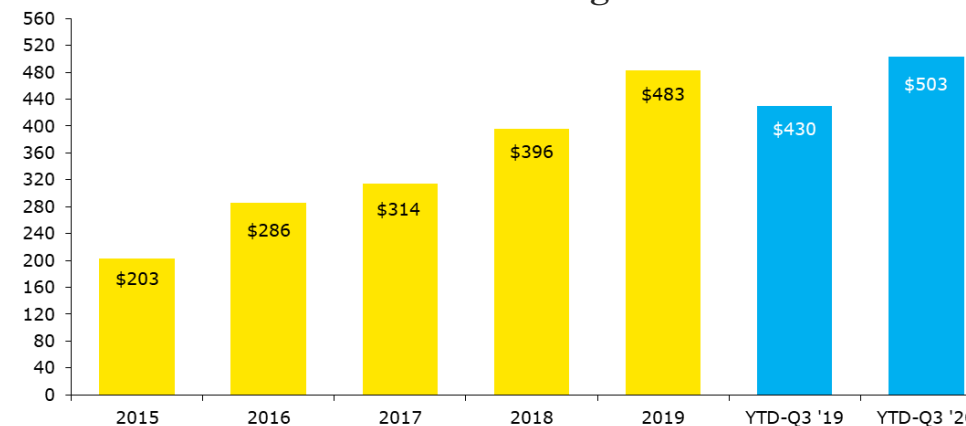
(US\$ in millions)

## ARR



(US\$ in millions)

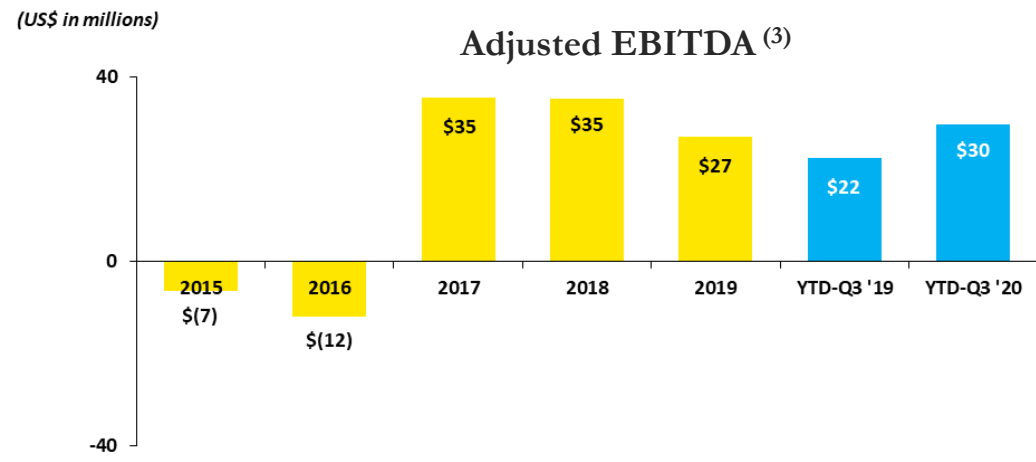
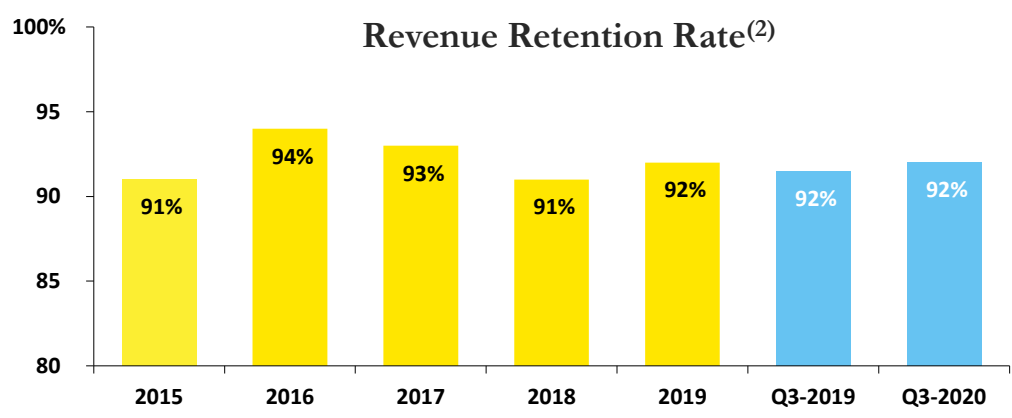
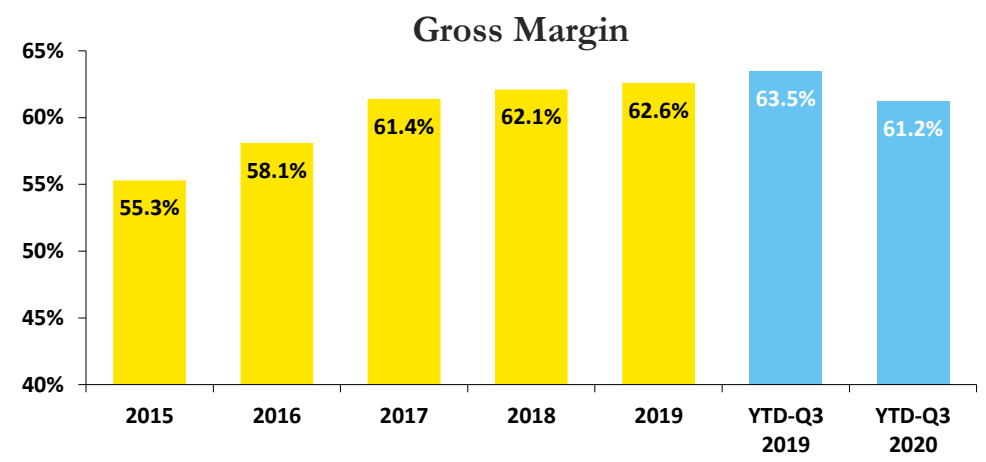
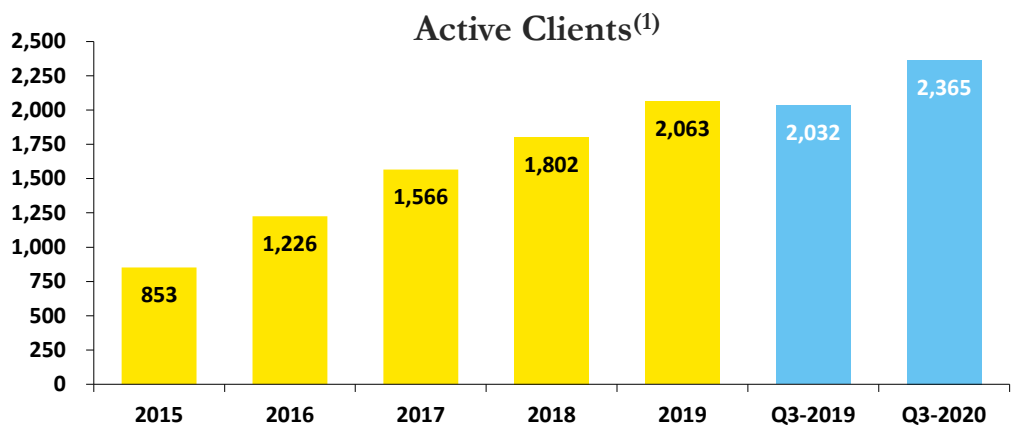
## Backlog



(1) ARR is calculated as the recurring revenue recognized in the quarter multiplied by 4 (So, for example, ARR shown for FY 2019 = Q4'19 Recurring Revenue x 4).

(2) Backlog, is calculated as deferred revenue plus unbilled non-cancellable contracts.

# Key Operating Metrics



(1) **Active Client** is a distinct entity that purchases our services to support a specific product, including a company, an educational or government institution, or a business unit of a company. For example, we count as two separate active clients when support for two different products is being provided to the same entity. We believe that our ability to expand our active clients is an indicator of the growth of our business, the success of our sales and marketing activities, and the value that our services bring to our clients.

(2) **Revenue Retention Rate** is the actual subscription revenue (dollar-based) recognized over a 12-month period from customers that were clients on the day prior to the start of such 12-month period, divided by our Annualized Subscription Revenue as of the day prior to the start of the 12-month period.

(3) **Adjusted EBITDA** is EBITDA adjusted to exclude: litigation costs and related recoveries, net, write-off of deferred debt financing costs, post-judgment interest in litigation awards, write-off of deferred debt financing costs, stock-based compensation expense, gain from change in fair value of embedded derivatives, and other debt financing expenses, see reconciliation in presentation Appendix.



# Current Capital Structure

## Common Share Equivalents<sup>(1)</sup>

76.2 million Common Shares Outstanding

0.7 million Stock Options (treasury stock method), gross 7.2 million avg. price \$5.22

76.9 million common share equivalents

## Warrants and Convertible Preferred

3.4 million Warrants, \$5.64 exercise price, expire June 2023<sup>(1)</sup>

14.7 million Warrants, \$11.50 exercise price, expire October 2022<sup>(1)</sup>

14.6 million Series A Convertible Preferred, \$10.00 conversion price, redeemable July 2023<sup>(2)</sup>

(1): As of September 30, 2020.

(2): As of January 5, 2021 (post Series A buyback of \$15 million nominal value).

Convertible preferred, 10% cash dividend, 3% PIK, \$10.00 conversion price, July 2023, liquidation preference \$153.7 million – callable July 2021 for cash (in whole or part) or forced conversion if (30 of 45 days close above \$11.50 and limited to the equivalent of the prior 60 days common stock volume), note: \$80 million is callable before July 2021, however, is subject to make-whole premium (the cash dividend and PIK) to that date.

# FY 2026 Financial Model

2026 model anticipates ~20% operating profit



Plan Metric	FY'20 Guidance	FY'26 Model	Comp Group of SaaS Universe <sup>1</sup>
Revenue	\$321.5-\$322.5M	\$1B	20%+ Rev Growth
Gross Margin	60%-61%	Mid-60% Range	High-60% Range
Sales & Marketing	36%-37%	~33%	~40%
General & Administrative	16%-17%	~10%	~13%
Litigation	4% - 4.6%	<1%	NA

(1): Excludes Stock-Based Compensation

FY'20 Guidance as of Nov 5, 2020, for reference only. No affirmation of FY'20 Guidance

# Operating Levers

Rimini Street believes it has sufficient operating levers to achieve \$1B in annual revenue by 2026

- **Revenue**
  - Increase new sales of all Support, AMS and Strategic Services
  - Improve Revenue Retention Rate and Lifetime Value with expanded service footprint
- **Gross Margin**
  - Development of processes, patent-worthy tools, AI and other scaling technologies
  - Cost efficiencies using cheaper AMS resources to perform more Support services
- **Sales and Marketing**
  - Global go-to-market, regional operating model led by GM's
  - Sales and marketing productivity gains
- **General & Administrative**
  - Higher use of remote meeting technology and less future travel expenses
  - Better operational leverage when public company finance systems and processes in place and matured



# Financial Lever: Cost of Capital

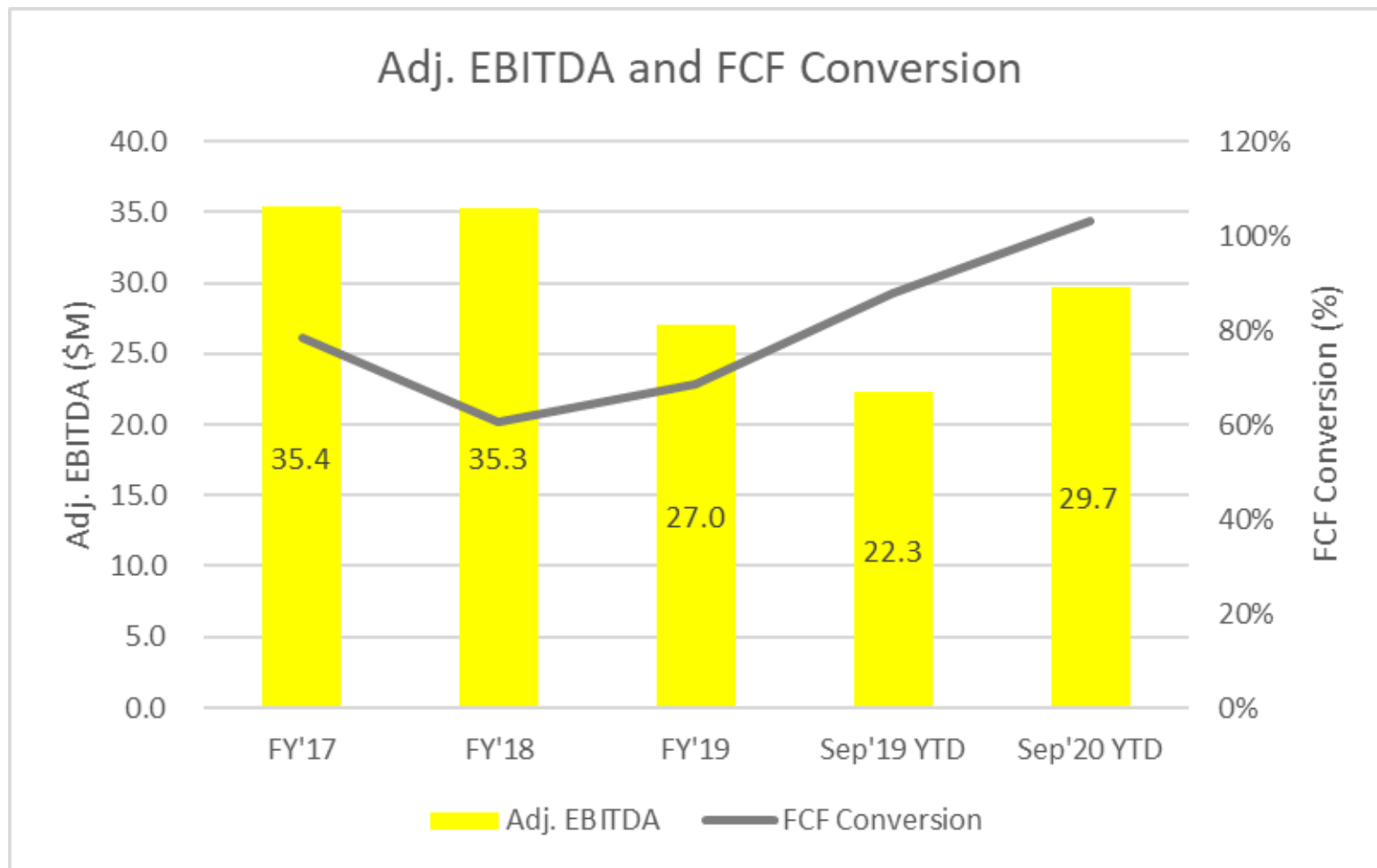
Rimini Street will continue to seek opportunities to drive down cost of capital

- Q3 FY'20 Net “Leverage” of \$75.0M
  - End of Q3 cash balance of \$83.7M & Series A Preferred balance of \$158.7M (*before retirement of \$15m face value Preferred stock since Q3*)
  - As of Q3, net “leverage” ratio to LTM Adjusted EBITDA of 2.2x
    - Near-term target is under 2.0 with steady decline over intermediate-term driven by Free Cash Flow<sup>1</sup> generation
    - FCF more than sufficient to fund growth and service financing obligations even at current cost of Series A Convertible Preferred instrument
- Series A Convertible Preferred Instrument
  - 10% Cash Interest & 3% PIK; balance of \$146.1M following recent retirement of \$15M Face Value at ~10% discount (\$13.6M cost)
  - Rimini Street has right to call on July 19, 2021, at which time the balance will be \$148.5M.
  - Series A Holders do not have redemption rights until July 19, 2023. Thus, RMNI has no obligation to refinance until post July 19, 2023 if the majority of Series A holders elect to do so on or after that date.

(1): Free Cash Flow is a non-GAAP measure defined as Cash Flow From Operations minus Capital Expenditures, see reconciliation in presentation Appendix.

# Financial Lever: Free Cash Flow Conversion

Free Cash Flow<sup>1</sup> as a ratio to Adj. EBITDA<sup>2</sup> continues to improve



- Free Cash Flow<sup>1</sup> as a ratio to Adj. EBITDA<sup>2</sup> continues to improve
- FY'18, 60%, FY'19, 68%
- FY'19 YTD, 88%, FY'20, 103%
- Cash flow generation is key focus while still making appropriate investment to allow for continued growth
- Take advantage of opportunities to further “de-lever”

(1): Free Cash Flow is a non-GAAP measure defined as Cash Flow From Operations minus Capital Expenditures, see reconciliation in presentation Appendix.

(2): Adjusted EBITDA is EBITDA adjusted to exclude: litigation costs and related recoveries, net, write-off of deferred debt financing costs, post-judgment interest in litigation awards, write-off of deferred debt financing costs, stock-based compensation expense, gain from change in fair value of embedded derivatives, and other debt financing expenses, see reconciliation in presentation Appendix.





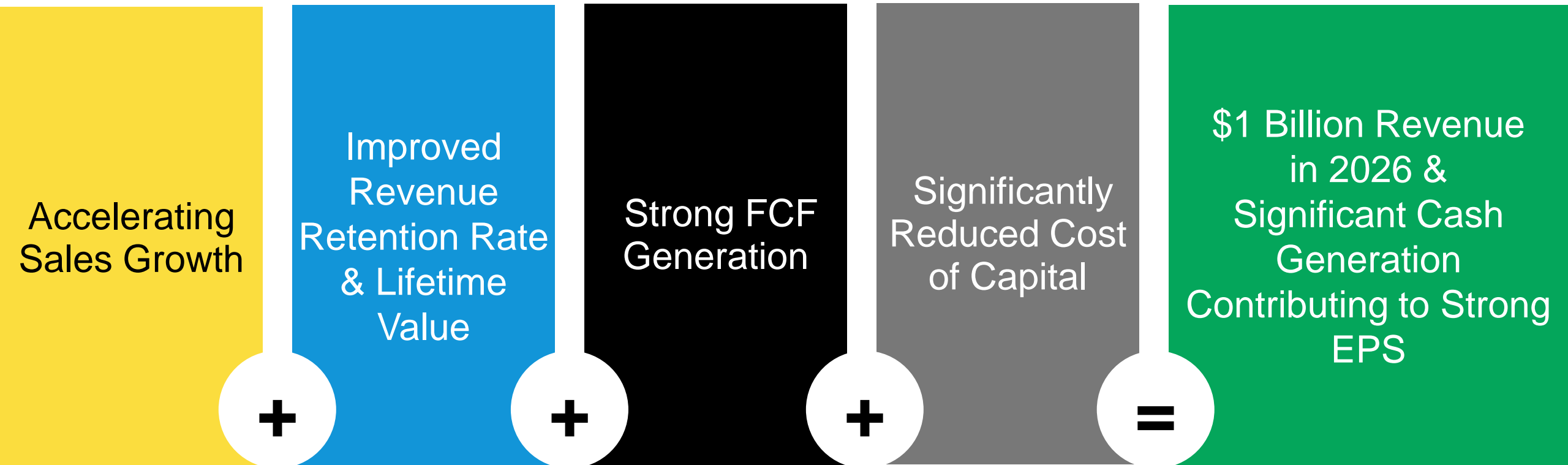
# Financial Lever: Effective Tax Rate

Rimini Street is a global company with fast-growing revenues outside of the US

- **Short-Term Taxation**
  - Increased global tax due to significant revenue increase from outside US
  - Optimizing operating model structure in certain high taxation international jurisdictions
- **Mid-Term Tax Minimization Strategy**
  - Evaluating global structure to ensure optimal tax efficiency and utilization of substantial accrued US net operating losses (NOL) of approximately \$170M.
- **Long-Term Tax Planning**
  - Targeting consolidated effective tax-rate no greater than US Corporate rate
  - Watching new US administration tax policy closely as a Tax Reform Act is expected
    - US Corporate Tax rate increase not detrimental in short-term due to significant accrued NOLs

# FY 2026 Plan Summary

Reinforcing Building Blocks and Drivers to Increase Shareholder Value





# Rimini Street<sup>®</sup>





# Q&A

**Rimini Street**



# Appendix

## GAAP to non-GAAP reconciliation

FCF and FCF conversion, (US\$ in millions)	2015	2016	2017	2018	2019	Sep'19	Sep'20
						YTD	YTD
<b>GAAP Operating Cash Flow</b>	1.6	(59.6)	29.2	22.4	20.4	21.0	31.8
<b>Capital Expenditures</b>	1.7	1.2	1.4	1.1	1.9	1.4	1.2
<b>Free Cash Flow</b>	<b>(0.2)</b>	<b>(60.8)</b>	<b>27.8</b>	<b>21.3</b>	<b>18.5</b>	<b>19.6</b>	<b>30.7</b>
<b>% Growth over Prior Year</b>	n.a	n.a	146%	-23%	-13%	6%	56%
<b>Adjusted EBITDA</b>	(6.5)	(12.0)	35.4	35.3	27.0	22.3	29.7
<b>FCF Conversion (FCF % of Adj. EBITDA)</b>	n.a	n.a	<b>79%</b>	<b>60%</b>	<b>68%</b>	<b>88%</b>	<b>103%</b>

Adjusted EBITDA, (US\$ in millions)	2015	2016	2017	2018	2019	Sep'19	Sep'20
						YTD	YTD
<b>GAAP Net Income (Loss)</b>	<b>(\$45.3)</b>	<b>(\$12.9)</b>	<b>(\$50.0)</b>	<b>(\$64.0)</b>	<b>\$17.5</b>	<b>\$17.7</b>	<b>\$9.3</b>
Interest expense	0.8	13.4	43.4	32.5	0.4	0.4	0.0
Income tax expense	1.5	1.5	1.3	2.0	2.7	1.8	3.3
Depreciation and amortization expense	1.5	1.8	2.0	1.8	1.9	1.5	1.3
<b>EBITDA</b>	<b>(\$41.5)</b>	<b>\$3.7</b>	<b>(\$3.4)</b>	<b>(\$27.6)</b>	<b>\$22.6</b>	<b>\$21.4</b>	<b>\$14.0</b>
Litigation costs, net of related recoveries	32.7	(29.9)	4.9	1.2	(1.0)	(2.8)	10.3
Write-off of deferred financing costs	0.0	1.7	0.0	0.7	0.0	0.0	0.0
2016 credit facility (terminated) Other expense	0.0	10.3	30.9	56.5	0.0	0.0	0.0
Stock-based compensation expense	2.3	2.3	3.0	4.4	5.5	3.8	5.4
<b>Adjusted EBITDA</b>	<b>(\$6.5)</b>	<b>(\$12.0)</b>	<b>\$35.4</b>	<b>\$35.3</b>	<b>\$27.0</b>	<b>\$22.3</b>	<b>\$29.7</b>

# Appendix

## Quarterly breakout of key financial metrics

Revenue	2018	2019	2020
Q1	58.5	65.9	78.0
Q2	63.4	69.9	78.4
Q3	63.4	69.2	82.5
Q4	68.1	76.1	
<b>Full Year</b>	<b>253.4</b>	<b>281.1</b>	
<b>YOY % chg.</b>	<b>17.9%</b>	<b>10.9%</b>	

Calc. Billings	2018	2019	2020
Q1	72.9	65.7	65.2
Q2	68.7	78.1	74.2
Q3	36.8	51.3	68.3
Q4	102.7	124.7	
<b>Full Year</b>	<b>281.1</b>	<b>319.8</b>	
<b>YOY % chg.</b>	<b>22.5%</b>	<b>13.8%</b>	

Deferred Rev.	2018	2019	2020
Q1	183.5	196.6	222.7
Q2	188.7	204.8	218.5
Q3	162.1	186.9	204.3
Q4	196.7	235.5	
<b>Full Year</b>	<b>196.7</b>	<b>235.5</b>	
<b>YOY % chg.</b>	<b>16.4%</b>	<b>19.7%</b>	

Backlog	2018	2019	2020
Q1	346.9	400.9	466.7
Q2	357.3	420.7	475.9
Q3	354.4	430.1	502.8
Q4	396.3	482.9	
<b>Full Year</b>	<b>396.3</b>	<b>482.9</b>	
<b>YOY % chg.</b>	<b>26.4%</b>	<b>21.9%</b>	

Includes ASC 606 adjustments