Descartes – Uniting Business in Commerce

March 2020
Safe Harbor Statement

Certain statements to be made today and in this presentation, and that may be made in response to questions, constitute forward-looking information for the purposes of applicable securities laws ("forward-looking statements"), including, but not limited to: statements using the words "believe," "plan," "expect," "anticipate," "intend," "continue," "may," "will," "should" or the negative of such terms and similar expressions; or statements in relation to any of the following topics: addressing economic uncertainty; investment in areas of our business with high strategic value and growth potential; our future operating performance; software-as-a-service business model; strategy, market opportunity and vision; our position and opportunity to lead our industry with our business model; solution functionality and benefits derived therefrom; network penetration; ability to complete acquisitions and contribution of completed acquisitions to our operations; anticipated churn in revenues; and competition.

The material assumptions made in making these forward-looking statements include, but are not limited to, the following: global shipment volumes continuing to increase at levels consistent with the average growth rates of the global economy; countries continuing to implement and enforce existing and additional customs and security regulations relating to the provision of electronic information for imports and exports; countries continuing to implement and enforce existing and additional trade restrictions and sanctioned party lists with respect to doing business with certain countries, organizations, entities and individuals; our continued operation of a secure and reliable business network; the stability of general economic and market conditions, currency exchange rates, and interest rates; equity and debt markets continuing to provide us with access to capital; our continued ability to identify and source attractive and executable business combination opportunities; our ability to develop solutions that keep pace with the continuing changes in technology, and our continued compliance with third party intellectual property rights. While management believes these assumptions to be reasonable under the circumstances, they may prove to be inaccurate.

These forward-looking statements are also subject to risks, uncertainties and assumptions that may cause future results to differ materially from those expected. Factors that may cause such differences include, but are not limited to: our ability to identify and successfully integrate acquired businesses; the impact of network failures, information security breaches or other cyber-security threats, disruptions in the movement of freight and a decline in shipment volumes including as a result of contagious illness outbreaks, a deterioration of general economic conditions or instability in the financial markets accompanied by a decrease in spending by our customers; departures of key customers; the ability to attract and retain key personnel and transition when key personnel depart; variances in our revenues from quarter to quarter; fluctuations in international currency exchange rates; exposure to greater than anticipated tax liabilities; changes in electronic customs filing regulations and other factors discussed under the headings “Risk Factors” or “Certain Factors That May Affect Future Results” in documents filed with applicable securities regulatory authorities under our profile on SEDAR at www.sedar.com and on EDGAR at www.sec.gov, including the documents incorporated by reference into such documents. If any of such risks actually occur, they could materially adversely affect our business, financial condition or results of operations. In that case, the trading price of our common shares could decline, perhaps materially.

We provide forward-looking statements solely for the purpose of providing information about management's current expectations and plans relating to the future. You are cautioned that such information may not be appropriate for other purposes. In particular, we have not adjusted or revised any forward-looking statements in this presentation to account for the potential disruption to our business from the recent coronavirus outbreak, the impact from which is not immediately known or quantifiable. Except as required by law, we do not undertake or accept any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements to reflect any change in our expectations or any change in events, conditions, assumptions or circumstances on which any such statement is based.
Investment Highlights

- World’s Largest Multi-Modal and Neutral Logistics Network
- Cloud-Based Software Applications and Data Content
- Automating and Optimizing the Increasingly Complex Logistics Market
- Strong Market Position with Significant Competitive Barriers
- Disciplined M&A Strategy
- Highly-Experienced Management Team
- Proven Record of Financial Success
Descartes at a Glance

- Leader in providing SaaS solutions for logistics-intensive businesses
- Global presence in Canada, US, EMEA, APAC and South America
- ~1,500 employees
- Proven ‘Total Growth’ model supported by disciplined acquisition strategy
- Highly-recurring revenue profile
- Delivering profitable growth and free cash flow generation

**Revenues (US$ millions)**

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>237</td>
<td>275</td>
<td>326</td>
</tr>
</tbody>
</table>

**Net Income & Adj. EBITDA (US$ millions)**

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>26.9</td>
<td>31.3</td>
<td>37</td>
</tr>
<tr>
<td>Adjusted EBITDA (1)</td>
<td>80.8</td>
<td>93.9</td>
<td>122.6</td>
</tr>
</tbody>
</table>

(1) See Reconciliation of Non-GAAP Financial Measures on slides 20 and 21 for our approach to reconciliation of adjusted EBITDA.
Descartes’ Global Logistics Network

One place to research, plan and execute shipments

RESEARCH & PLAN

EXECUTE & MONITOR

ANALYZE & IMPROVE

CONNECT

- Cargo Bookings
- Booking Confirmation
- Bills of Lading
- Delivery Status Updates
- Customs & Security Filings
- Trade Data

Forwarders/NVOCCs

Customs Brokers

Retailers

Business Service Providers

Manufacturers & Distributors

Regulatory Agencies
Descartes’ Broad Array of Logistics Management Solutions

Routing, Mobile & Telematics
Subscription or license based on number of vehicles

Transportation Management
Subscription and per transaction fee based on number of shipments

Customs & Regulatory Compliance
Subscription and per transaction fee based on number of regulatory filings

Forwarder & Broker Enterprise Solutions
Subscription based on number of seats

Trade Content
Subscription based on number of countries and type of trade content

Descartes Global Logistics Network
Subscription and per transaction fee based on business documents

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## Industry Leading Customers

<table>
<thead>
<tr>
<th>Category</th>
<th>Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air</td>
<td>DELTA American Airlines, AIR CANADA, BRITISH AIRWAYS, EITHAD AIRWAYS, virgin atlantic</td>
</tr>
<tr>
<td>Ocean</td>
<td>MAERSK, CMA CGM, MOL, Hapag-Lloyd, MSC</td>
</tr>
<tr>
<td>Truck</td>
<td>Conway, SCHNEIDER, ESTES, England Logistics, DAY &amp; ROSS</td>
</tr>
<tr>
<td>Intermediaries</td>
<td>DHL, PANALPINA, DB SCHENKER, C.H. ROBINSON</td>
</tr>
<tr>
<td>Retailers</td>
<td>CVS, THE HOME DEPOT, JOHN LEWIS, BEST BUY, Hallmark, JUMBO, wayfair.com</td>
</tr>
<tr>
<td>Manufacturers</td>
<td>BASF, CocaCola, JUKENWOOD, SAB Miller, Del Monte, Volvo, Mondelez International</td>
</tr>
<tr>
<td>Distributors</td>
<td>Core·Mark, Ferrellgas, Don, SRS Distribution, DeliXL</td>
</tr>
</tbody>
</table>
Leverages Descartes’ Advanced Home Delivery solution for:

- Real-time delivery appointment scheduling
- Route optimization and execution
- Mobile resource management solutions

Leverages many Descartes solutions across multiple DHL operating groups:

- Global Forwarding
- DHL Express (Parcels)
- Logistics and supply chain management

Descartes’ solutions help Delta Airlines meet a growing number of logistic challenges across the globe:

- Numerous country-specific customs and security filings
- Provide cargo tracking and ULD global visibility solutions
- Operate air messaging network for Delta and its logistics partners
Why We Win

Pure play logistics technology provider with **compelling combination** of network, applications and data content
## Market Drivers and Opportunities

<table>
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<th>Segment</th>
<th>Key Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cloud Enables Increasing Automation</strong></td>
<td>- Global Logistics Network (&quot;GLN&quot;) offers operational excellence, increased digitization of freight and higher precision through cloud integration and automation</td>
</tr>
<tr>
<td><strong>Global Trade Becoming More Complex</strong></td>
<td>- Heightened regulatory compliance requirements and shifting global trade patterns create favorable tailwinds</td>
</tr>
<tr>
<td><strong>eCommerce and Final-mile Logistics</strong></td>
<td>- Descartes solutions help retailers and logistics service providers respond to threat of Amazon, Google, eBay with real-time delivery route optimization and execution solutions</td>
</tr>
<tr>
<td><strong>Mobility Enables Real-time Optimization and Visibility</strong></td>
<td>- Real-time tracking and optimization made possible by ubiquitous mobile networks, internet-of-things and cloud-scale computing</td>
</tr>
<tr>
<td><strong>Content/Data Monetization</strong></td>
<td>- Customs Info, MK Data, Datamyne and Visual Compliance acquisitions illustrative of the opportunity to leverage logistics and trade data content on the GLN</td>
</tr>
<tr>
<td><strong>Highly Fragmented Industry</strong></td>
<td>- Logistics and supply chain software markets remain highly fragmented, presenting a large consolidation opportunity</td>
</tr>
</tbody>
</table>
M&A is a Core Competency for Descartes

Descartes’ acquisition strategy is a key enabler of its ‘Total Growth’ model

- Has completed 23 acquisitions since 2014 for a total consideration of ~US$ 815 million
- Disciplined approach that is focused on complementary technologies, industry consolidation and close adjacencies across logistics
- Core competency in sourcing, acquiring and integrating high quality assets
Recent Acquisition Success

**PEOPLEVOX**

- Acquired February 2020 for ~£19mm (~$25mm)
- Cloud-based ecommerce warehouse management (eWMS) solution provider
- Strengthens Descartes’ application footprint to help customers manage the full lifecycle of domestic and cross-border ecommerce shipments
- Expands Descartes’ community of direct-to-consumer brands and omni-channel retailers

**VISUAL COMPLIANCE®**

- Acquired February 2019 for ~$250mm
- Cloud-based global trade data content provider
- Adds scale to the GLN with additional denied party screening and trade compliance transactions
- Strengthens Descartes’ domain expertise and toolset for collecting and distributing trade compliance content
- Expands Descartes’ compliance application footprint for denied party screening and adds new trade compliance functionality

**MACROPONT**

- Acquired August 2017 for ~$107mm
- Electronic transportation network providing location-based truck tracking and predictive freight capacity data content
- Extends the reach of the GLN through real-time connections with over 2 million trucking assets
- Adds a large community of freight brokers, 3PLs, logistics service providers and market-leading shippers
Financial Overview
Financial Highlights

- Strong and consistent revenue growth
- Highly-recurring subscription and transaction-based revenue model
- High-quality and diverse revenue profile
- Continued margin expansion through cost control and operating efficiency
- Robust cash generation and high conversion rates
- Proven acquisition integration success and synergy achievement
Strong and Consistent Growth

(US$ in millions)

### Revenues
- **FY18:** $237
- **FY19:** $275
- **FY20:** $326

**17% CAGR**

- **Q4-19:** $71
- **Q4-20:** $84

**19% YoY**

### Adjusted EBITDA(1) and Adjusted EBITDA as a % of Revenues(1)
- **FY18:** $81
- **FY19:** $94
- **FY20:** $123

**23% CAGR**

- **Q4-19:** 34%
- **Q4-20:** 38%

**29% YoY**

### Net Income and Net Income as a % of Revenues
- **FY18:** $27
- **FY19:** $31
- **FY20:** $37

**11%**

- **Q4-19:** $8
- **Q4-20:** $11

**44% YoY**

### Cash Flow from Operations
- **FY18:** $72
- **FY19:** $78
- **FY20:** $104

**21% YoY**

- **Q4-19:** $22
- **Q4-20:** $26

(1) See Reconciliation of Non-GAAP Financial Measures on slides 20 and 21 for a reconciliation of adjusted EBITDA and adjusted EBITDA as a percentage of revenues to net income.

(2) Cash conversion defined as cash flow from operations over adjusted EBITDA.
Efficient and Disciplined Operating Model

(% of revenues)

**Gross Margin**
- FY18: 73%
- FY19: 73%
- FY20: 74%
- Q4-20: 73%

**Sales & Marketing**
- FY18: 14%
- FY19: 13%
- FY20: 12%
- Q4-20: 12%

**Research & Development**
- FY18: 18%
- FY19: 17%
- FY20: 16%
- Q4-20: 17%

**General & Administrative**
- FY18: 11%
- FY19: 11%
- FY20: 11%
- Q4-20: 11%
Capital Structure – January 31, 2020

- Common shares
  - 84.2 million – Outstanding
  - 84.2 million – Basic (weighted average)
  - 85.4 million – Fully diluted (weighted average)

- Base-Shelf Prospectus filed on June 6, 2018 (up to $750 million – approximately $505 million unused)

- Cash and cash equivalents
  - $US 44.4 million

- Acquisition line of credit
  - $US 350.0 million with the potential to upsize to $US 500.0 million
  - No debt drawn as of January 31, 2020
## Baseline Calibration

<table>
<thead>
<tr>
<th>Figures per Qtr</th>
<th>Baseline</th>
<th>Actual</th>
<th>Actual % of Baseline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1'20 Revenue</td>
<td>$74.0</td>
<td>$78.0</td>
<td>105%</td>
</tr>
<tr>
<td>Net Income</td>
<td>$22.2</td>
<td>$28.7</td>
<td>129%</td>
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<td>Net Income as a % of Revenues</td>
<td>30.0%</td>
<td>36.8%</td>
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<tr>
<td>Q2'20 Revenue</td>
<td>$76.0</td>
<td>$80.5</td>
<td>106%</td>
</tr>
<tr>
<td>Net Income</td>
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<td>$30.2</td>
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<tr>
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<td>38.2%</td>
<td></td>
</tr>
<tr>
<td>Q1'21 Revenue</td>
<td>$81.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Income</td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Baseline revenues = visible, contracted and recurring revenues at the beginning of each quarter. Baseline revenues is not a revenues projection as it excludes sales concluded in the period.

- Baseline Adjusted EBITDA = Baseline revenue less operating expenses (excluding investment income, interest expense, income tax expense, depreciation, amortization, stock-based compensation, restructuring expenses, acquisition related expenses and executive departure expenses)

(1) See Reconciliation of Non-GAAP Financial Measures on slides 20 and 21 for a reconciliation of adjusted EBITDA and adjusted EBITDA as a percentage of revenues to net income.
Investment Highlights

- World’s Largest Multi-Modal and Neutral Logistics Network
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Reconciliation of Non-GAAP Financial Measures - Adjusted EBITDA and Adjusted EBITDA as a percentage of revenues – Q4-20

We prepare and release quarterly unaudited and annual audited financial statements prepared in accordance with GAAP. We also disclose and discuss certain non-GAAP financial information, used to evaluate our performance, in this and other earnings releases and investor conference calls as a complement to results provided in accordance with GAAP. We believe that current shareholders and potential investors in our company use non-GAAP financial measures, such as Adjusted EBITDA and Adjusted EBITDA as a percentage of revenues, in making investment decisions about our company and measuring our operational results.

The term “Adjusted EBITDA” refers to a financial measure that we define as earnings before certain charges that management considers to be non-operating expenses and which consist of interest, taxes, depreciation, amortization, stock-based compensation (for which we include related fees and taxes) and other charges (for which we include restructuring charges and acquisition-related expenses). Adjusted EBITDA as a percentage of revenues divides Adjusted EBITDA for a period by the revenues for the corresponding period and expresses the quotient as a percentage.

Management considers these non-operating expenses to be outside the scope of Descartes’ ongoing operations and the related expenses are not used by management to measure operations. Accordingly, these expenses are excluded from Adjusted EBITDA, which we reference to both measure our operations and as a basis of comparison of our operations from period-to-period. Management believes that investors and financial analysts measure our business on the same basis, and we are providing the Adjusted EBITDA financial metric to assist in this evaluation and to provide a higher level of transparency into how we measure our own business. However, Adjusted EBITDA and Adjusted EBITDA as a percentage of revenues are non-GAAP financial measures and may not be comparable to similarly titled measures reported by other companies. Adjusted EBITDA and Adjusted EBITDA as a percentage of revenues should not be construed as a substitute for net income determined in accordance with GAAP or other non-GAAP measures that may be used by other companies, such as EBITDA. The use of Adjusted EBITDA and Adjusted EBITDA as a percentage of revenues does have limitations. In particular, we have completed five acquisitions since the beginning of fiscal 2020 and may complete additional acquisitions in the future that will result in acquisition-related expenses and restructuring charges. As these acquisition-related expenses and restructuring charges may continue as we pursue our consolidation strategy, some investors may consider these charges and expenses as a recurring part of operations rather than expenses that are not part of operations.

The table below reconciles Adjusted EBITDA and Adjusted EBITDA as a percentage of revenues to net income reported in our unaudited Consolidated Statements of Operations for Q4FY20, Q3FY20, Q2FY20, Q1FY20 and Q4FY19, which we believe is the most directly comparable GAAP measure.

<table>
<thead>
<tr>
<th>(US dollars in millions)</th>
<th>Q4 FY20</th>
<th>Q3 FY20</th>
<th>Q2 FY20</th>
<th>Q1 FY20</th>
<th>Q4 FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net income, as reported on Consolidated Statements of Operations</strong></td>
<td>11.4</td>
<td>9.7</td>
<td>8.6</td>
<td>7.3</td>
<td>7.9</td>
</tr>
<tr>
<td><strong>Adjustments to reconcile to Adjusted EBITDA:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest expense</td>
<td>0.4</td>
<td>0.4</td>
<td>1.4</td>
<td>2.2</td>
<td>0.5</td>
</tr>
<tr>
<td>Investment income</td>
<td>(0.1)</td>
<td>-</td>
<td>-</td>
<td>(0.1)</td>
<td>(0.1)</td>
</tr>
<tr>
<td>Income tax expense</td>
<td>1.9</td>
<td>3.5</td>
<td>3.1</td>
<td>2.5</td>
<td>2.4</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>2.9</td>
<td>1.2</td>
<td>1.1</td>
<td>0.9</td>
<td>1.5</td>
</tr>
<tr>
<td>Amortization of intangible assets</td>
<td>14.1</td>
<td>14.5</td>
<td>14.1</td>
<td>12.8</td>
<td>10.3</td>
</tr>
<tr>
<td>Stock-based compensation and related taxes</td>
<td>1.3</td>
<td>1.4</td>
<td>1.3</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>Other charges</td>
<td>0.3</td>
<td>0.8</td>
<td>0.6</td>
<td>2.1</td>
<td>1.5</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA</strong></td>
<td>32.2</td>
<td>31.5</td>
<td>30.2</td>
<td>28.7</td>
<td>25.0</td>
</tr>
<tr>
<td><strong>Revenues</strong></td>
<td>84.2</td>
<td>83.0</td>
<td>80.5</td>
<td>78.0</td>
<td>71.0</td>
</tr>
<tr>
<td><strong>Net income as % of revenues</strong></td>
<td>14%</td>
<td>12%</td>
<td>11%</td>
<td>9%</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA as % of revenues</strong></td>
<td>38%</td>
<td>38%</td>
<td>38%</td>
<td>37%</td>
<td>35%</td>
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For more information on the reconciliation of Non-GAAP financial measures for previous periods please refer to: [https://www.descartes.com/resources/financial-information/corporate-filings](https://www.descartes.com/resources/financial-information/corporate-filings).
Reconciliation of Non-GAAP Financial Measures - Adjusted EBITDA and Adjusted EBITDA as a percentage of revenues – FY20

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The table below reconciles Adjusted EBITDA and Adjusted EBITDA as a percentage of revenues to net income reported in our unaudited Consolidated Statements of Operations for FY20 and FY19, which we believe is the most directly comparable GAAP measure.


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</tr>
<tr>
<td>Interest expense</td>
<td>4.4</td>
<td>2.1</td>
</tr>
<tr>
<td>Investment income</td>
<td>(0.2)</td>
<td>(0.2)</td>
</tr>
<tr>
<td>Income tax expense</td>
<td>11.1</td>
<td>8.2</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>6.0</td>
<td>4.5</td>
</tr>
<tr>
<td>Amortization of intangible assets</td>
<td>55.5</td>
<td>40.2</td>
</tr>
<tr>
<td>Stock-based compensation and related taxes</td>
<td>5.0</td>
<td>4.0</td>
</tr>
<tr>
<td>Other charges</td>
<td>3.8</td>
<td>3.8</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>122.6</td>
<td>93.9</td>
</tr>
<tr>
<td>Revenues</td>
<td>325.8</td>
<td>275.1</td>
</tr>
<tr>
<td>Net income as % of revenues</td>
<td>11%</td>
<td>11%</td>
</tr>
<tr>
<td>Adjusted EBITDA as % of revenues</td>
<td>38%</td>
<td>34%</td>
</tr>
</tbody>
</table>