



Dear Matthew Heick,

2021 was a challenging year. While we all learn how to live with the continuing pandemic, we recognize how things we used to take for granted are so important. Socializing with friends, spending time with family, traveling for vacations or business, and just living our everyday lives is different for now. Despite these challenges and the changes we've been going through as we have become a private company once again, you and the entire team at Synacor have shown tremendous resilience, agility, and positivity to help achieve the best possible results in 2021.

Our plan for 2021 was to achieve \$68.776M in revenue and an adjusted EBITDA of \$6.980M. We closed 2021 with revenue of \$65.419M and adjusted EBITDA of \$8.118M. While falling short on our revenue objectives, we performed better on EBITDA due to having lower forecasted operating expenses resulting from having lower than desired staffing levels.

When the Board of Directors reviews Synacor's annual performance and our recommendation for bonuses and annual merit increases, they consider the company and product-line achievement against its 2021 revenue projections and adjusted EBITDA profitability. The management team then makes some additional adjustments for individual performance.

We are grateful for your contributions to Synacor's success. The Board and I recognize your hard work, the accomplishments we achieved as a team and as a company in 2021, and the substantial progress we are making as we start 2022 focused on transforming and investing in Synacor's future. Based on your performance, your department performance, and that of the company's performance in 2021, the board has approved the following awards:

- ❖ **Merit Increase:** You will receive a merit increase of **4.00%**, bringing your annualized base salary to **116,480 USD**. The effective date of this increase is **March 1, 2022**.
- ❖ **Bonus:** You will receive a bonus award in the amount of **4,399.16 USD** less any applicable payroll taxes and withholdings. This reflects a payout of **106%** of your bonus target, based on your 2021 regular earnings. Bonuses will be paid out in a separate check on or around **March 1, 2022**.

Should you have any questions about the awards mentioned in this letter, please review them with your manager or contact a Human Resources team member.

Thank you for choosing to be a part of the Synacor team, energizing your role, and showing passion and commitment to your colleagues and our customers. I look forward to getting to know you better in the New Year and feel fortunate to be helping to lead Synacor to a better future.

Warmest Regards,

Marc Zionts