



Dear Matthew Heick,

2022 was a challenging and rewarding year. Our main theme of 2022 was transformation. Our specific goals for 2022 were to rejuvenate Synacor company culture and restore corporate health, upgrade and replace roles across the company, grow Cloud ID recurring revenue, create a strategy to expand Cloud ID business, develop Zimbra product strategy and roadmap, rebuild and energize the Zimbra engineering group, and deliver strong compliance. I am pleased to say that we met many of the priorities.

Despite these challenges and the changes we've been going through, you and the entire team at Synacor have shown tremendous resilience, agility, and positivity to help achieve the best possible results in 2022.

Our plan for 2022 was to achieve \$47,062,000 in revenue and an adjusted EBITDA of \$6,579,000. We closed 2022 with revenue of \$42,142,000 and adjusted EBITDA of \$3,515,000. The revenue achievement was 89.5% and the Adjusted EBITDA achievement was 53.4% for an average achievement across these equally weighted factors of 71.5%.

When the Centre Lane 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 2022 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 2022, and the substantial progress we are making as we start 2023 focused on growing and investing in Synacor's future. Based on your performance, your department's performance, and that of the company's performance in 2022, the board has approved the following awards:

- ❖ **Merit Increase:** You will receive a merit increase of **3.00%**, bringing your annualized base salary to **119,975 USD**. The effective date of this increase is **March 1, 2023**.
- ❖ **Bonus:** You will receive a bonus award in the amount of **4,962.07 USD**, less any applicable payroll taxes and withholdings. Out of 100% of your bonus payout, 50% was determined by company financials, and the other 50% was determined by your MBO completion. This reflects a payout of:
 - **Company Financial payout: 71.5%** of your bonus target, based on your 2022 regular earnings.
 - **MBO payout: 100%** of your bonus target, based upon your 2022 regular earnings.

Bonuses will be paid out in a separate check on or around the week of **March 6, 2023**.

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 being part of the Synacor team, energizing your role, and showing passion and commitment to your colleagues and our customers. I look forward to 2023!

Warmest Regards,

Marc Zions