



SP Plus Corporation Investor Presentation



Cautionary Note Regarding Forward-Looking Statements and Non-GAAP Financial Information

Use of Forward-Looking Statements

This presentation contains forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995, including expectations regarding 2022 outlook, gross profits, G&A, revenue volatility, actions to limit discretionary spending, impacts of COVID-19 on our business, and other statements regarding expectations, beliefs, plans, intentions and strategies of the Company. The Company has tried to identify these statements by using words such as “expect”, “anticipate”, “believe”, “confident”, “could”, “should”, “estimate”, “intend”, “may”, “plan”, “guidance”, “will”, and similar terms and phrases, but such words, terms and phrases are not the exclusive means of identifying such statements. These forward-looking statements are made based on management's expectations and beliefs concerning future events affecting the Company and are subject to uncertainties and factors relating to operations and the business environment. Actual results, performance and achievements could differ materially from those expressed in, or implied by, these forward-looking statements due to a variety of risks, uncertainties and other factors. For a detailed discussion of factors that could affect the Company's future operating results, please see the Company's filings with the Securities and Exchange Commission, including the disclosures under "Risk Factors" in those filings. Except as expressly required by the federal securities laws, the Company undertakes no obligation to update or revise any forward-looking statements, whether as a result of new information, changed circumstances or future events or for any other reason.

Use of Non-GAAP Financial Measures

This document contains non-GAAP financial measures, including adjusted gross profit, adjusted EBITDA, and free cash flow. The Company uses these non-GAAP financial measures, in addition to U.S. GAAP financial measures, to evaluate its operating and financial performance and to compare such performance to that of prior periods and to the performance of its competitors. Additionally, the Company uses these non-GAAP financial measures in making operational and financial decisions and in the Company's budgeting and planning process. The Company believes that providing these non-GAAP financial measures to investors helps investors evaluate the Company's operating performance, profitability and business trends in a way that is consistent with how management evaluates such performance. These measures should be considered in addition to, not a substitute for, or superior to, measures of financial performance prepared in accordance with U.S. GAAP. A reconciliation of GAAP to non-GAAP financial measures can be found in the appendix to this presentation.

A copy of this presentation will be made available in the Investor Relations section of the Company's website.

SP+ at a Glance

+ 90+ Years of Successful Operating History

Commercial Segment

- > 340 cities across North America
- > 3,000 locations
- > 1.8 million spaces

Aviation Segment

- 70+ Airports
- 18 major Airlines
- 7 Cruise lines

+ Resilient operating model

- Market leader with benefit of scale
- Premier client base and comprehensive array of services
- Diverse vertical markets with well-defined growth drivers
- Well-positioned to benefit as pent-up demand for travel recovers from recent lows
- Leaner cost structure and a more predictable operating model with reduced risk
- Generates strong cash flow

+ Provider of innovative technology-driven mobility solutions

+ Commitment to ESG initiatives

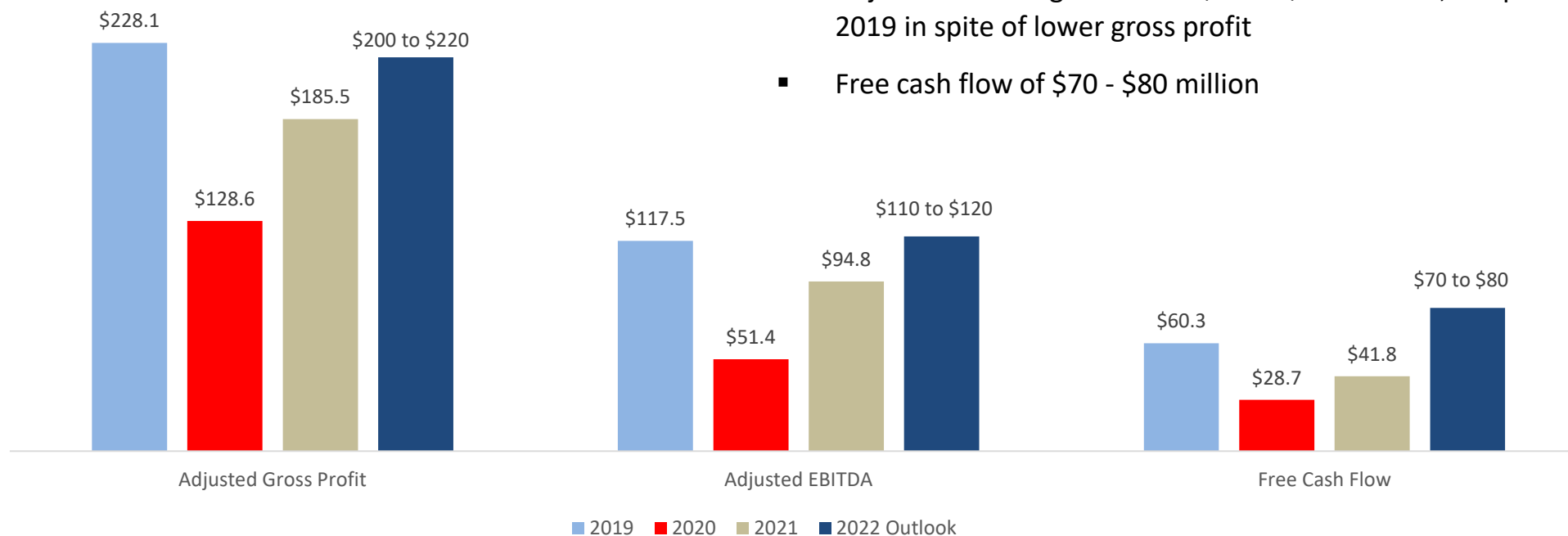
Emerging Stronger from COVID-19

- + **We are supporting our clients to ramp back up as demand returns:**
 - Operating protocols that emphasize a safe and frictionless experience
 - Marketing plans capitalizing on changing consumer preferences
- + **Lowered our annualized adjusted G&A run-rate**
 - 2021 adjusted G&A costs are 19% below 2019 levels
 - Enables return to 2019 peak EBITDA with lower gross profit
- + **Reduced exposure to unprofitable leases through renegotiations, conversions to managements or terminations**
 - Leases made up 14% of Commercial locations in 2021 vs 18% in 2019
- + **SP continued ongoing investment in technology offerings to expand the scope of our services for existing clients while leveraging this strength to gain new business**
 - Launched Sphere™, industry-leading technology solutions that drives end-to-end mobility and delivers a frictionless experience

2022 Guidance Indicative of Return to Pre-Pandemic Levels

2022 Outlook

- Adjusted Gross Profit guidance of \$200 - \$220 million
- Adjusted EBITDA guidance of \$110 - \$120 million; midpoint is near 2019 in spite of lower gross profit
- Free cash flow of \$70 - \$80 million



Notes

(1) Expectations as of May 4, 2022 and is current as of that date. The Company has not and is not updating or reaffirming its guidance in any way by inclusion of this information herein.

See Non-GAAP reconciliation table in the Appendix for adjusted measures.

A Wide Range of Services To Support Our Clients

Bags

BAGGAGE HANDLING
AND DELIVERY



PARKING/
VALET



TRANSPORTATION



EVENT LOGISTICS



METER COLLECTION /
ENFORCEMENT



FACILITY
MAINTENANCE



CONSULTING



SECURITY



MARKETING
SERVICES

Diverse Vertical Markets



Business & Commerce

Office, Retail & Other Commercial Properties



Travel

Airports, Airlines & Cruise Lines



Hospitality

Hotels/Resorts, Casinos & Convention Centers



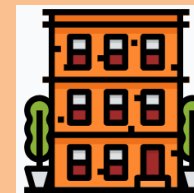
Government & Institutions

Education, Healthcare & Municipal



Events & Venues

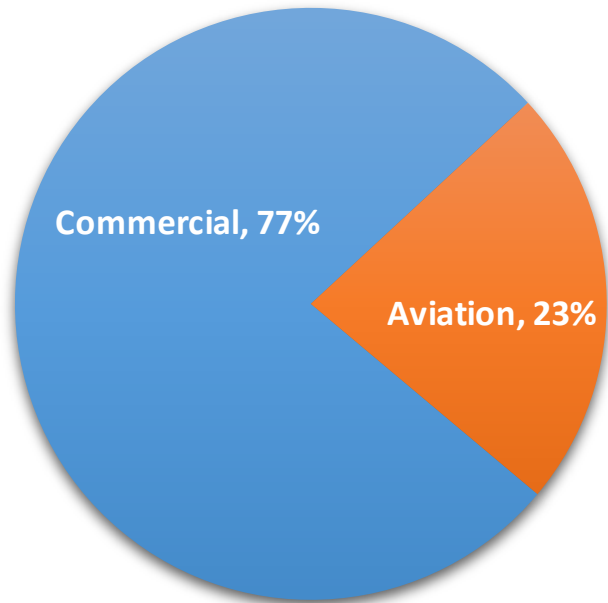
Stadiums & Large Venues



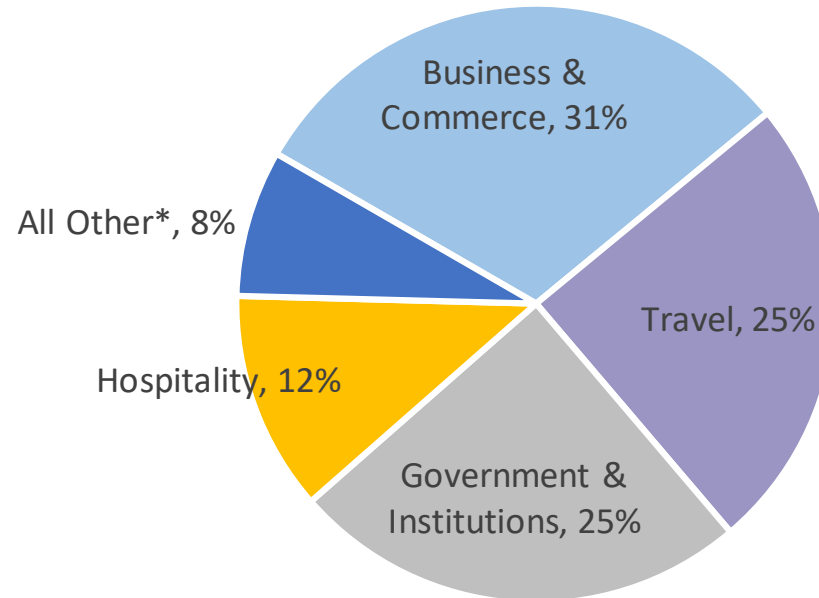
Residential

2021 Adjusted Gross Profit by Segment and Vertical Market

Reporting Segments



Vertical Markets ⁽¹⁾



(1) Excludes allocated gross profit

* Other includes Event/Large Venues & Residential

Technology Differentiates Us

Facility Access and Digital Commerce

Streamlined facility access and expanded digital commerce delivering touchless capabilities through Parking.com



Delivers a full suite of client and consumer services via a streamlined digital platform

Facility Management

Integrating facility and data management through a centralized web console to enhance online performance and efficiencies



Operational Platforms & Analytics Intelligence

Improve operational management and uncover real time data-driven insights to optimize revenue



Custom Solutions

Custom implementations to meet individual client needs





Long Term Growth Drivers

- + Leverage the benefit of our improved industry positioning, market leadership, cost structure and technology to win new business
- + **Primary Growth Drivers:**
 - Deeper penetration of high-value opportunities within key verticals
 - Expansion of national account relationships
 - Bags stand-alone opportunities and cross-selling
 - Sphere, Technology by SP+™ to drive faster growth and increase operating efficiencies

Capital Allocation

+ Business generates substantial free cash flow

- Negative working capital dynamics
- Low maintenance CapEx

+ Capital allocation strategies to drive stockholder value

- Organic investments to accelerate gross profit growth
 - ✓ Includes technology and people investments
- Targeted acquisitions that leverage our understanding of the needs, goals and expectations of our current and prospective client base to:
 - ✓ Expand the addressable market for our wide array of services and technology solutions
 - ✓ Deepen our relationships with clients via new capabilities that leverage our core competencies of solving complex problems with technology solutions and workforce management
 - ✓ Gain entry into - or expand in - desirable geographic or vertical markets
- Acquire or gain access to technologies that will enable us to move faster on our technology roadmap
- Opportunistic share repurchases

ESG: Environmental

Integrated green initiatives into SP+'s culture

- + Active member of **Parksmart**, the Parking Facility division of the Green Building Council
 - Site Survey tool to assess environmental footprint in order to offer recommendations to improve a facility's sustainability
- + **Ecologically responsible** garage & vehicle washing
- + **Environmentally friendly** fleet of vehicles
- + Expanded **EV charging** program via partnership with ChargePoint
- + Technology solutions allow travelers to plan ahead, which eliminates time spent looking for an open parking spot and **reduces congestion**
- + **“Green”** back office operations
- + Proprietary **SP+ University™** internal training curricula focused on environmental protection, sustainability and compliance training

ESG: Social & Governance

Strive to create an inclusive, safe and engaging work environment where our employees have the opportunity to succeed and grow

- + Board oversight of ESG strategy and execution
- + Recently formed the Inclusion Council, comprised of senior leaders who will develop and activate the next phase of our diversity, equity and inclusion strategy
- + Women's Advisory Forum was established in 2013 and racial affinity group was created in 2021, to recruit and retain a more diverse workforce and create a more inclusive workplace
- + Recognizing that our employees are core to our continued success, our web-based SP+ University™ learning system offers 24/7 access to job specific curricula
- + We give back to the communities we serve by supporting a variety of local causes and organizations
- + Diversity throughout our organization

	Male	Female	Minority
Board	67%	33%	33%
Front-line employees	71%	29%	70%
Staff & Management	61%	39%	60%

Summary

- + SP+ facilitates mobility by eliminating inefficiencies, reducing friction, and alleviating congestion**
- + We differentiate ourselves by using our industry-leading proprietary technology solutions**
- + 2022 guidance points to SP+ returning toward pre-pandemic levels**
- + Looking ahead, the company will benefit from:**
 - Market share expansion and expanded runway for growth via new offerings and recovery of aviation
 - Pent-up demand for travel while maintaining social distancing
 - Change in consumer behaviors and attitudes regarding shared-mobility and car ownership
 - More efficient cost structure
 - Operating model with increased visibility and reduced risk

APPENDIX

GAAP to Non-GAAP Reconciliation

	Twelve months ended		
	December 31, 2021	December 31, 2020	December 31, 2019
<u>ADJUSTED GROSS PROFIT</u>			
Gross profit, GAAP (1)	\$167.3	\$18.7	\$218.5
Add: Depreciation and amortization	12.5	11.7	9.6
Add: Restructuring and other costs	2.0	1.1	—
Add: Non-cash impairment charges	3.6	97.1	—
Other, rounding	0.1	—	—
Adjusted gross profit	<u>\$185.5</u>	<u>\$128.6</u>	<u>\$228.1</u>
 (1) GAAP gross profit updated to include depreciation and amortization expense			
<u>ADJUSTED EBITDA</u>			
Net income (loss) attributable to SP Plus, GAAP	\$31.7	(\$172.8)	\$48.8
Add (subtract):			
Income tax expense (benefit)	10.5	(67.5)	19.4
Interest expense, net	20.8	21.0	18.6
Depreciation and amortization expense	25.1	29.3	29.4
Non-cash impairment charges	3.6	234.0	—
Other (income) expense, net	(0.1)	(0.2)	—
Restructuring and other costs	3.2	7.6	1.3
Adjusted EBITDA	<u>\$94.8</u>	<u>\$51.4</u>	<u>\$117.5</u>
<u>FREE CASH FLOW</u>			
Net cash provided by operating activities	\$53.4	\$40.2	\$76.0
Net cash used in investing activities	(9.1)	(11.5)	(12.5)
Termination of joint ventures	—	1.4	—
Distributions to noncontrolling interests	(2.3)	(1.4)	(3.2)
Effect of exchange rate changes on cash and cash equivalents	(0.1)	0.1	0.1
Other, rounding	(0.1)	(0.1)	(0.1)
Free cash flow	<u>\$41.8</u>	<u>\$28.7</u>	<u>\$60.3</u>

Gross Profit and Adjusted Gross Profit Reconciliation, by Quarter

	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Total 2019
Total services revenue	\$409.4	\$414.2	\$418.6	\$421.5	\$1,663.7
Subtract: Total cost of services (exclusive of depreciation and amortization)	(356.2)	(352.3)	(359.9)	(367.2)	(1,435.6)
Gross profit, before depreciation and amortization expense	53.2	61.9	58.7	54.3	228.1
Subtract: Depreciation and amortization	(2.1)	(2.3)	(2.5)	(2.7)	(9.6)
Gross profit, GAAP (1)	51.1	59.6	56.2	51.6	218.5
Add: Depreciation and amortization	2.1	2.3	2.5	2.7	9.6
Adjusted gross profit	\$53.2	\$61.9	\$58.7	\$54.3	\$228.1

	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Total 2020
Total services revenue	\$409.7	\$203.4	\$229.1	\$244.7	\$1,086.9
Subtract: Total cost of services (exclusive of depreciation and amortization)	(439.9)	(216.8)	(187.1)	(212.7)	(1,056.5)
Gross profit, before depreciation and amortization expense	(30.2)	(13.4)	42.0	32.0	30.4
Subtract: Depreciation and amortization	(2.5)	(2.9)	(3.8)	(2.5)	(11.7)
Gross profit, GAAP (1)	(32.7)	(16.3)	38.2	29.5	18.7
Add: Depreciation and amortization	2.5	2.9	3.8	2.5	11.7
Add: Restructuring and other costs	0.4	0.6	0.1	—	1.1
Add: Non-cash impairment charges	77.5	16.7	0.3	2.6	97.1
Adjusted gross profit	\$47.7	\$3.9	\$42.4	\$34.6	\$128.6

	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Total 2021
Total services revenue	\$246.7	\$275.7	\$311.6	\$343.2	\$1,177.2
Subtract: Total cost of services (exclusive of depreciation and amortization)	(208.4)	(229.2)	(265.6)	(294.2)	(997.4)
Gross profit, before depreciation and amortization expense	38.3	46.5	46.0	49.0	179.8
Subtract: Depreciation and amortization	(3.1)	(3.1)	(2.8)	(3.5)	(12.5)
Gross profit, GAAP (1)	35.2	43.4	43.2	45.5	167.3
Add: Depreciation and amortization	3.1	3.1	2.8	3.5	12.5
Add (subtract): Restructuring and other costs	1.8	(0.1)	0.1	0.2	2.0
Add: Non-cash impairment charges	0.1	—	3.5	—	3.6
Other, rounding	(0.1)	0.1	—	0.1	0.1
Adjusted gross profit	\$40.1	\$46.5	\$49.6	\$49.3	\$185.5

(1) GAAP gross profit updated to include depreciation and amortization expense

GAAP to Non-GAAP Reconciliation – 2022 Outlook ⁽¹⁾

Gross profit, GAAP ⁽²⁾	\$188 - \$208 million	
plus: Depreciation and amortization	Approximately \$12 million	
Adjusted Gross Profit	\$200 - \$220 million	
Net income attributable to SP Plus, GAAP	\$50 - \$55 million	
plus: Income tax expense	\$19 - \$22 million	
plus: Interest expense, net of interest income	\$16 - \$18 million	
plus: Total depreciation and amortization expense	Approximately \$25 million	
Adjusted EBITDA	\$110 - \$120 million	
		Per Share ⁽³⁾
Net income attributable to SP Plus, GAAP	\$50 - \$55 million	\$2.31 - \$2.55
plus: Amortization of acquired intangibles, after tax	Approximately \$6 million	
Adjusted net income attributable to SP Plus	\$56 - \$61 million	\$2.59 - \$2.83
Net cash from operating activities ⁽⁴⁾	\$83 - \$98 million	
less: Capital expenditures, net	\$10 - \$15 million	
less: Distributions to noncontrolling interests	Approximately \$3 million	
Free cash flow ⁽⁴⁾	\$70 - \$80 million	

(1) 2022 Outlook assumes no meaningful restructuring or other non-routine costs

(2) GAAP gross profit updated to include depreciation and amortization expense

(3) Assumes approximately 21.6 million fully diluted weighted average shares outstanding in 2022

(4) Includes anticipated receipt of \$20 million tax refund that was delayed from 2021



INNOVATION **IN** OPERATION™