positive technologies

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01

What is and why PT?

Motivating points

Consider:

- Cybersecurity is an industry of utmost relevance in the Russian business environment
- Cybersecurity solutions are sought after by the governmental branches
- Recent geopolitical events made

Why Positive Technologies, then?

Positive Technologies is the leading developer of cybersecurity solutions in Russia

PT prevents hacker attacks before they cause unacceptable damage to businesses, industries, and entire nations

22 **years of** — expertise in research and development

2,2k+ — Team members

1,1k+ — experts and technical specialists

205k+ — shareholders as of 2024

20+ — Products And solutions

3,3k+ — clients

300+ — partners - leading integrators

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Mission & Vision

Mission

" Mission is to safeguard businesses and entire industries against cyberattacks and non-tolerable damage. Make the response to cyber threats fully automatic. This makes it possible to ensure the cybersecurity of a company by one person who does not have unique experience in this area "

Vision

" Running and improving upon a comprehensive ecosystem of various cybersecurity solutions suiting both businesses and governments through continuous R&D and horizontal expansion that targets any potential need a client might have "

Products

MAXPATROL SIEM

Monitoring of IS events

MAXPATROL VM

Vulnerability management

PT NETWORK ATTACK DISCOVERY

Vulnerability management

PT SANDBOX

Protection against targeted and mass malware attacks

MAXPATROL 8

Control of security and compliance with standards

XSPIDER

Professional vulnerability scanner

PT MULTISCANNER

Multi-level protection against virus threats

PT DEPARTMENTAL CENTER

Incident management and interaction with GosSOPKA

PT INDUSTRIAL SECURITY INCIDENT MANAGER

Network security of enterprises

PT APPLICATION INSPECTOR

Vulnerability identification and application security testing

PT APPLICATION FIREWALL

Web application security

PT BLACKBOX

Dynamic web application analyzer

Shipment

million rubles.

'22 ████████████████████████████ **14,508**

'21 ▨▨▨▨▨▨▨▨▨▨▨▨▨▨ **7731**

'20 ▨▨▨▨▨▨▨▨▨▨▨▨ **6211**
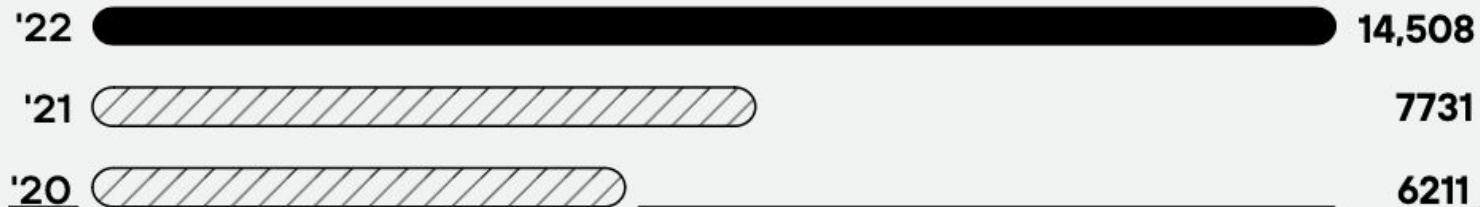
Share of shipments with VAT by product

% of total shipments with VAT

31	25	6	6	1	14	17
29	13	9	8	9	12	20
MaxPatrol SIEM	MaxPatrol 8	PT AF	PT NAD	MaxPatrol VM	IS services, extended Technical Support	OTHER

⊗ '22   ⊘ '21
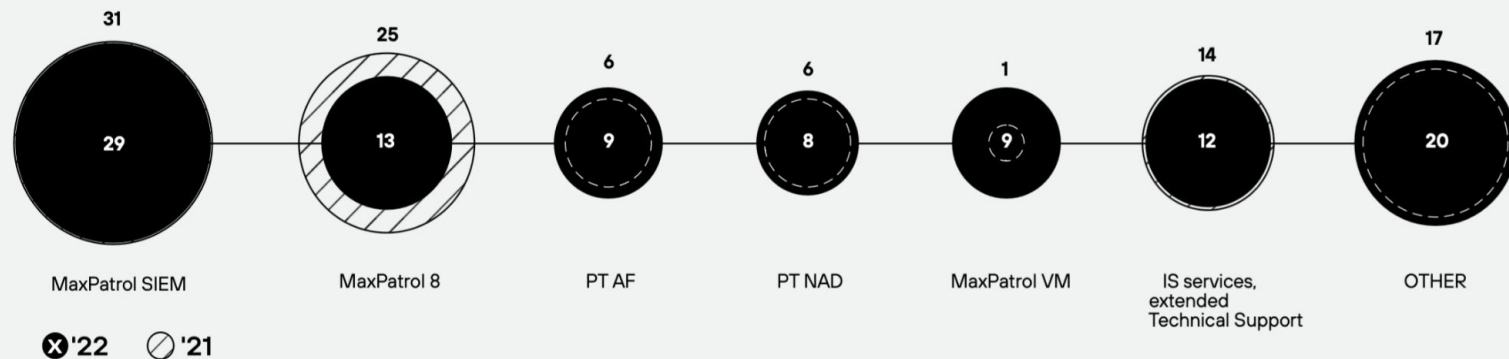
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SWOT Analysis

SWOT

Strengths

- Products complementarity
- Import substitution
- Diversification of the products portfolio
- Market specifics
- Government support

Opportunities

- Expansion into international markets
- Processes automatisation
- New products

Weaknesses

- Seasonality
- Problems with investors
- Lack of qualified specialists
- M&A

Threats

- Competition and new players
- Regulation and free government order

Objectives

Objectives

- **Local dominance and International expansion:**
  Russian developments in the field of cybersecurity have traditionally been among the strongest in the world, and the company is now seeing increased interest in the products in the markets of Russia and friendly countries - in particular in the Middle East, Asia and Latin America.

- **Comfortable environment:**
  In cybersecurity industry, team is the main competitive advantage. Positive Technologies creates a comfortable environment so that the best experts in the industry want to work for the company, and attracts highly qualified specialists to strengthen the team, which is especially important during periods of active business growth.

- **Industry transformation:**
  Positive Technologies is a visionary in the information security market. Products of the company keep entire industries safe. Positive technology grows talents for the industry and helps our clients fill vacancies for cybersecurity specialists. They act as a partner of the state, helping to build an effective regulatory framework for the industry.

- **Business efficiency and transparency:**
  In an effort to improve profitability, Positive Technologies improves internal processes, improves operational efficiency and maintains strict cost controls. They strive to provide maximum clarity and transparency of business for investors. To achieve this, PT will regularly disclose financial results according to IFRS, supplemented by individual management reporting metrics.

SMART Goals

Specific, Measurable, Achievable, Relevant, and Time-Bound

3. Our goal is to achieve a 25% increase in brand awareness among cybersecurity professionals and decision-makers in the Middle East, Asia, and Latin America within the next 24 months. The marketing and communications teams will accomplish this goal by developing region-specific marketing campaigns, participating in industry events and conferences, and leveraging social media and digital platforms to engage with target audiences. Accomplishing this goal will enhance our reputation as a trusted cybersecurity provider and facilitate market penetration in key regions.

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Digital Transformation Projects

Digital Transformation Projects

1   Roll out **online demos** showcasing cybersecurity solutions for potential clients in target regions to achieve an increase of market share by 15%. Increase understanding and adoption of products, overcoming resistance to change.

2   Develop a **partner portal** for streamlined communication with distributors to strengthen partnerships and facilitate the acquisition of at least 10 new distributors. Enhance accessibility to resources, strengthening partnerships and acquiring new distributors.

3   Implement **analytics-driven marketing campaigns** tailored to target audience preferences and achieve a 25% increase in brand awareness. Increase brand awareness among cybersecurity professionals, boosting reputation and market penetration.
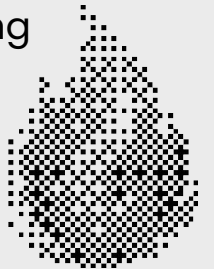
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Strategy

Best project strategy

- ## Policy of measurements
  Metrics concerning both the monetary and the customer-oriented aspects.

- ## Metrics
  We have several categorical metrics - CSAT, Duration, etc. - we used rank encoding to account them in the evaluation of the project. Such numerical metrics as NPV, ROI and costs were normalized to [0, 1] range. Some of the parameters, for examples duration and risk depreciate the value of the project, so we ranked them in the decreasing order.

- ## Weights of the parameters
  - Customer Satisfaction Score (CSAT)– 20%
    Decrease - 0, No change - 0.5, Increase - 1
  - Opportunity for scaling - 15%
    Low - 0, Medium - 0.5, High - 1
  - Expected cost - 15%
  - Duration - 10%
  - NPV - 20%
  - Implementation risk - 2%
    Low - 1, Medium - 0.5, High - 0
  - ROI - 10%
  - Success in development - 8%
    Low- 0, Medium - 0.5, High - 1

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Projects evaluation

Metrics

For Online Demos

Duration	Cost	Difficulty
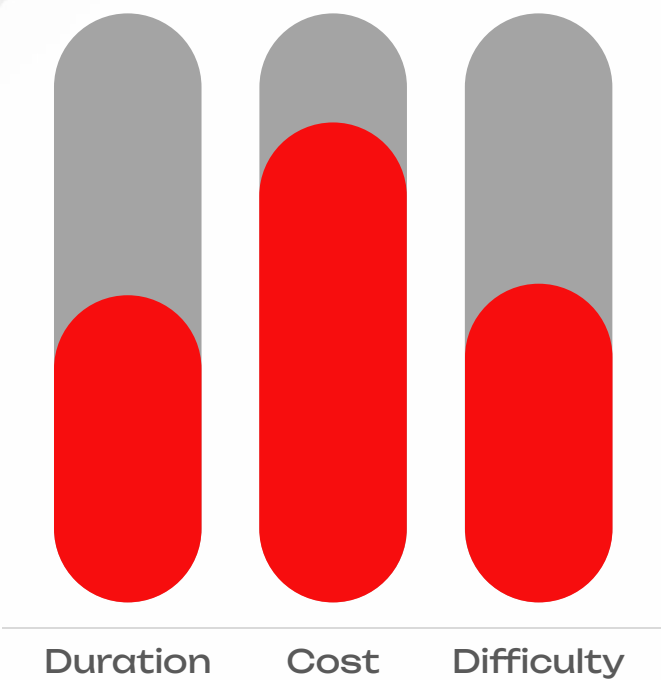
Business effect	Increase market share by 15% through online demos showcasing cybersecurity solutions
Measurements	Lead-to-Client Conversion Rate, Client Engagement, Demo Participation Rate
Expected duration	9 months
Expected cost	$4M
Difficulty	Medium
Probability of success	Medium
Potential for scaling	Medium
ROI	300%
NPV	$3M

Metrics

For Partner Portal

| Duration | Cost | Difficulty |
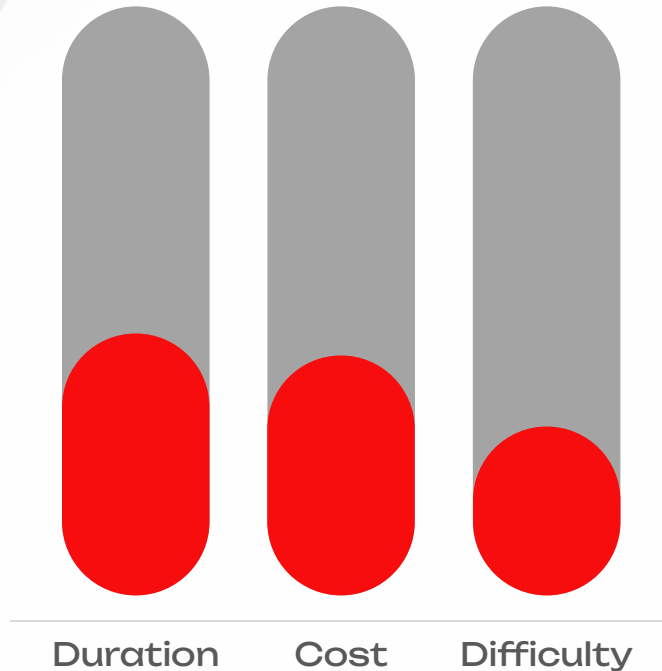
Business effect	Strengthen partnerships and facilitate the acquisition of at least 10 new distributor
Measurements	Number of New Distributors, Partner Engagement Level, Portal Usage Rates
Expected duration	7 months
Expected cost	$2M
Difficulty	Low
Probability of success	Medium
Potential for scaling	High
ROI	150%
NPV	$2M

Metrics

For analytics-driven marketing campaigns

Duration   Cost   Difficulty
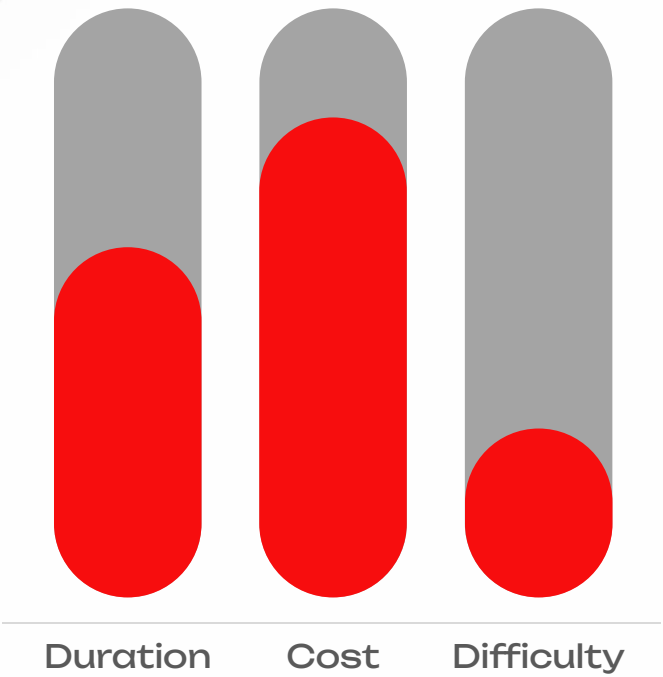
Business effect	Achieve a 25% increase in brand awareness through analytics-driven marketing campaigns
Measurements	Brand Awareness Rate, Customer Engagement Metrics, Conversion Rates
Expected duration	10 months
Expected cost	$3M
Difficulty	Low
Probability of success	Medium
Potential for scaling	High
ROI	400%
NPV	$5M

Projects comparison

Project	NPV	Expected Duration	Expected cost	Difficulty	Probability of success in Development	Potential for scaling	ROI	CSAT
Weight	(20%)	(10%)	(15%)	(2%)	(8%)	(15%)	(10%)	(20%)
Online demos	$3 millions	9 months	$4 millions	Medium	Medium	Medium	300%	Increase
Partner portal	$2 millions	7 months	$2 millions	Low	Medium	High	150%	Increase
Analytics-driven marketing campaign	$5 million	10 months	$3 millions	Low	Medium	Low	400%	Increase

Results

Project / Weight	NPV (20%)	Expected Duration (10%)	Expected cost (15%)	Difficulty/ Implementation Risk (2%)	Probability of success in Development (8%)	Potential for scaling (15%)	ROI (10%)	CSAT (20%)	Total Score (calculated out of normalized values assigned to each feature)
Online demos	0,33	0,5	0	0	0,5	0,5	0,6	1	③0,566
Partner portal	0	1	1	1	0,5	1	0	1	①0,66
Analytics-driven marketing campaign	1	0	0,5	1	0,5	0	1	1	②0,635

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Goals of the project (SMART)

SMART Goals

01 Launch a user-friendly Partner Portal that facilitates at least a 30% increase in distributor engagement as measured by monthly active users and distributor feedback surveys by the end of Q4.

02 Successfully onboard 10 new distributors onto the Partner Portal, with full training and integration, achieving a minimum 80% satisfaction rate in onboarding experience surveys within 6 months post-launch.

03 Integrate a comprehensive resource library within the Partner Portal that sees at least a 50% utilization rate among distributors for accessing marketing materials, product information, and training modules within 3 months of portal go-live.

04 Achieve and maintain a quarterly distributor retention rate of 95% by providing consistent updates, support, and collaborative tools through the Partner Portal, beginning from the first quarter of operation.

05 Demonstrate a 10% return on investment within the first year of the Partner Portal's operation through increased sales volume and reduced support costs, as tracked by the financial system.

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Change of Management

Stakeholders of the Project and Their Expectations

- **Project Managers**: Expect the project to be delivered on time and within budget, ensuring efficiency and financial prudence.
- **Data Scientists**: Anticipate a platform that incorporates a well-defined machine learning model to intelligently suggest relevant content and tags to partners.
- **Developers**: Look for a clear set of requirements and a well-defined architecture that will guide the development process and ensure a robust and scalable platform.
- **Customers**: The ultimate end-users of the portal expect it to provide accurate and relevant tags, and a user-friendly experience that simplifies their interaction with the portal.

What Business Processes Will Change and Why

- **Sales**: With the introduction of the Partner Portal, the sales process will become more streamlined as partners will have direct access to sales tools, resources, and real-time support.
- **Communication with Sellers**: The Portal will change how sellers are engaged, moving from traditional communication methods to more dynamic, interactive, and immediate digital interactions.
- **IT Infrastructure**: There will be a need to upgrade or adapt the current IT infrastructure to support the new Partner Portal, ensuring it is robust, secure, and capable of handling increased traffic.
- **Content Validation for Compliance**: As content becomes more decentralized through the portal, a new process for content validation and compliance will be necessary to maintain brand and legal standards.

Change Management Plan

1. Understanding Change
2. Vision Creation of Change
3. Communicating
4. Implementing Change
5. Training
6. Evaluation

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Resources, Time & Cost

Resources

- **Core Project Team**
- **Development Team**
- **Contractual Legal Consultant**
- **Technical Infrastructure**

Time

- **Requirements Gathering**: 1 week
- **Design and Development**: 3 months
- **Beta Testing**: 1 month
- **Training Material Development**: 2 weeks
- **Portal Launch and Roll-Out**: 1 month

Cost

- **Personnel (Development and Operational Staff)**: $1 million
- **Technology Infrastructure and Software**: $500,000
- **Legal and Compliance**: $100,000
- **Marketing and Training**: $400,000

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Key Risks & Analysis

Risk Matrix & Key Risks

	Impact on project		
	Low	Medium	High
Project risk occurs High		R6	
Medium	R5	R1	R2, R3
Low	R4		

R1: **Integration Complexity**

R2: **Adoption Rate**

R3: **Budget Constraints**

R4: **Security and Data Privacy**

R5: **Technical Performance**

R6: **Skilled Personnel Availability**

Risk Analysis

R1 → **User Experience and Interface**

R2 → **Partner Adoption and Engagement**

R3 → **Budget Management**

R4 → **Data Security and Privacy Compliance**

R5 → **Technical Scalability and Performance**

R6 → **Staffing and Expertise**

Value analysis

Expected value	Generate $2-3 million in incremental revenue annually
ROI	150 %
Payback	7 months
Metrics	Reduction in partner bounce rate, Lead to client conversion rate, GMV, Retention rate.

Place of the project in a larger picture of business

Place of the project in a larger picture of business

✓ Elevating Partner Engagement

✓ Industry Automation Trendsetter

✓ Technological Vanguard

✓ Revolutionizing Systems and Efficient Catalyst for Sustainable Growth