



Lion Electric Co. Case Study



 **LION ELECTRIC**



Founded in 2008, Lion Electric Co. is a leader in the design, development, and manufacturing of zero-emission, purpose-built all-electric medium and heavy-duty urban vehicles. Initially founded with the vision of transforming the landscape of environmentally costly, yet necessary, school buses, Lion Electric has expanded also into urban commercial vehicles, with the mission of improving the footprint of medium and heavy-duty vehicles at an industry-wide level.

After 13 years as a private company, Lion Electric IPOed on the TSX and NYSE in May 2021. They now sit at a market cap of approximately \$500 million and employ more than 1,400 employees across North America.

One partner for a complex IPO.

When Isabelle Adjahi joined Lion Electric Co. in January of 2021 as their new VP, Investor Relations and Sustainable Development, she was 4 months away from the company listing on the NYSE and TSX, launching an all-new IR strategy and introducing her C-suite to the requirements of reporting quarterly earnings for the first time. For Adjahi, a tenured IR professional with over 25 years in the field, this was a large, but familiar assignment. For Lion Electric executives, however, this was new and anxiety-inducing territory. Her first year in the role would be spent mitigating competing priorities, all necessary for a successful IPO - building her program, and preparing her C-suite for their roles in executing it, including presenting at quarterly earnings calls, investor targeting, and analyst follow ups. She needed a partner that would save her time, ease the anxieties of her executives, and prioritize the performance of her IR program to ensure a great first impression with the Street.

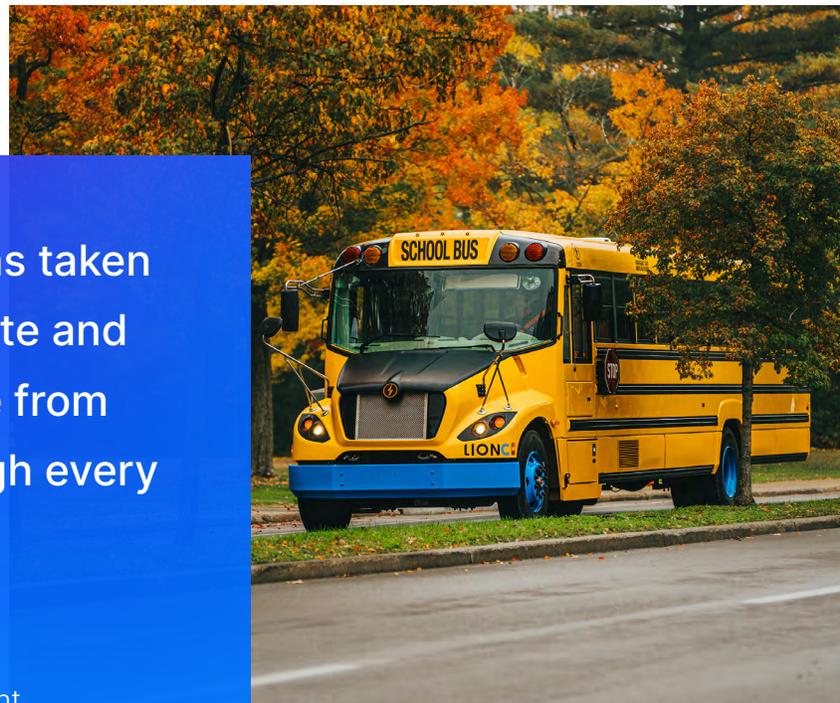
“Listing on multiple exchanges has introduced certain complexities into our IR efforts. We did it for several reasons, including but not limited to enhanced

visibility, increased analyst coverage, investor diversity, and increased access to capital. This being said, even if the message is the same, managing multiple listings means that we must comply with different listing requirements, financial reporting standards, and regulatory frameworks. For us, this only makes transparent communication and strong governance even more crucial.”

“Getting started with Q4 was so easy. Even with setting up the [earnings] call and the [IR] website for the first time, the entire team at Q4 took me through every step of the process and made it super simple for me. Having a project manager during the process was of huge value. If I had to piece everything together in-house, it would have been so much work, so having the one-stop approach is a tremendous value-add - especially in the case of an IPO, where usually IR is only managed by one person. This was the first time I felt as if an IR vendor was an integral part and extension of my team.”

“As a newly listed company, I was taken care of by Q4 from the IR website and earnings perspective. Someone from Q4 was holding my hand through every step of the process.”

Isabelle Adjahi
VP, Investor Relations & Sustainable Development



Set up for success.

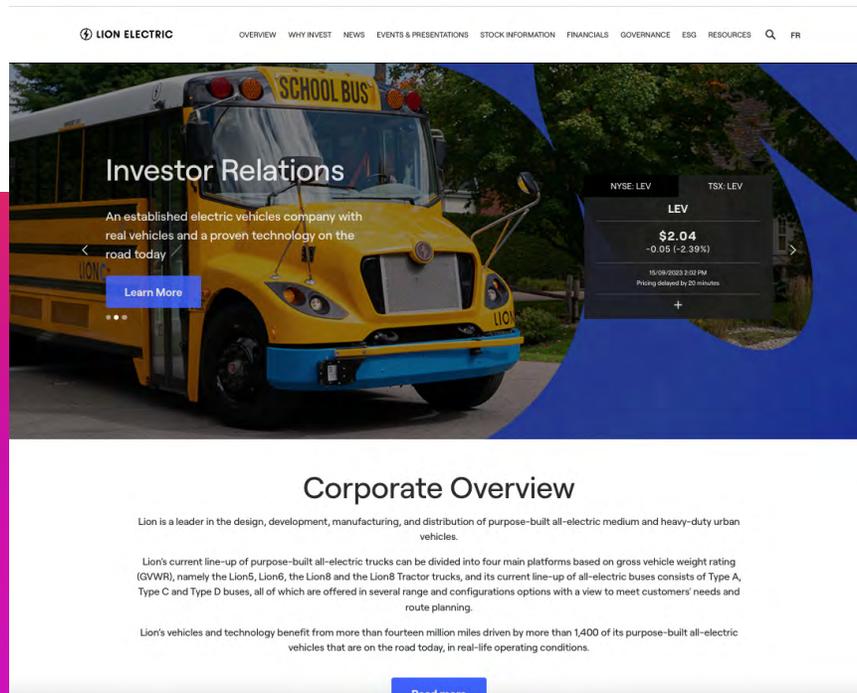
From the first earnings call, Isabelle has worked with key presenters to strategize how they communicate their story and project confidence in delivering their key message to the Street. The team leverages Q4 pre-recording services with their event manager to alleviate presenter stress and ensure their script is executed smoothly, as well as a visual component through slides for each call. While Isabelle and her team focus every quarter on delivering their strategy with confidence, Lion Electric trusts Q4 to manage earnings updates through their IR website securely and with precision.

“For me, I have been doing live calls for years, I am used to it. For newly listed companies, however, new CEOs and CFOs are very stressed doing earnings calls for the very first time. Doing the recording before, you have the opportunity to re-record if you have not said things the right way. For them, it is a relief, and now we

have been doing this for two years. I ask every quarter if they want to continue to pre-record, and it is always a yes. For newly-listed companies specifically, that relief and seamless safety net during the call is a big plus.”

In the midst of developing plans for the call itself and associated materials, Adjahi shared a review on the proactive approach her team at Q4 took in the early days of the partnership.

“The ease of use is a big plus for my team. Simply being told what Q4 needs from me to manage the earnings call, website updates, and coordination between the two on their end is huge. When my CSM reached out proactively to make sure everything was booked, it showed me that there is someone paying attention and making sure our account is managed.”



One platform for earnings.

When asked about Lion Electric's day-of earnings experience, Isabelle's differentiator is all about integrations that remove the cumbersome work of piecing together point-based technology.

"I have been in the IR industry for 25 years and the technology has changed a lot. Over time, my teams began using webcasts and conference calls supported by different vendors, as no one had an integrated offering. Fast forward to today with Q4 and it's absolutely wonderful that everything is pushed to me with perfect integration between the conference call, webcast, and slides, while my website updates are managed for me. I really love this format!"

According to Isabelle, the benefits of a full-suite partner have been most notable during a period of reduced internal capacity, through which she has come to rely on the Q4 Platform and team to take extra weight off her shoulders.

"The Q4 Platform is a one stop shop for me. I have the webcast, the call, the IR website - all in one place and it has become so easy. I work with one person directly and then I have a whole team behind them for the call and the website. The integration saves me time and alleviates stress, especially with the limited resources I have right now. The process is super fast because everything is on the same platform. This is where I see the value and it is a huge game changer for me."

“ I've come to trust the Q4 team as an extension of my team. ”

Isabelle Adjahi
VP, Investor Relations &
Sustainable Development





Measuring Success

In addition to strategy development and execution of Lion's IR program, recent resource changes on her team have left Isabelle reevaluating how she can continue to use data-driven insights with one less person to handle analysis. Looking at what is available with her existing earnings solutions, Adjahi sees the consolidation of reporting across every touchpoint in her program through the Q4 Platform.

"I have access to very strong data in the Q4 Platform, which is something any IRO should be leveraging. It is easy to access and easy to understand. It is a great tool for people who want the data both to improve upon strategy and for their own KPIs."



About Q4 Inc.

Q4 Inc. is the leading provider of IR Ops software with the world's largest set of proprietary investor data, purpose-built to remove obstacles between public companies and their investors. Q4 gives investor relations leaders, C-Suite Executives and their teams the tools to attract, manage, and understand investors — all in one place. The AI-enabled Q4 Platform boasts applications for website and event management, engagement analytics, and overall lifecycle management, including AI Earnings Co-Pilot to generate draft scripts based on historical data, and AI earnings call summaries to understand peer sentiment. The Q4 Platform also includes a streamlined investor CRM and shareholder intelligence with enhanced metrics to elevate investor targeting strategies within the platform. Q4 delivers the data, insights, and workflows that give IR teams the power to focus on what really matters: strategy, relationships, and driving premium valuations for their companies.

The company is a trusted partner to more than 2,600 public companies globally, including many of the most respected brands in the world, and maintains an award winning culture where team members grow and thrive.

Q4 is headquartered in Toronto, with an office located in London. Learn more at www.q4inc.com.

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