Agenda

● **Business performance and operational highlights**

○ FY18 financials

○ Strategy and outlook

○ Q & A

Results FY18 (ASX:ELO)

Financial and operational highlights FY18

Delivered on upgraded guidance provided in March 2018, strong growth in SaaS metrics

$31.9 million
FY18 pro forma total revenue[1]

▲ up 2.2% on upgraded guidance

$29.8 million
FY18 pro forma SaaS revenue[1]

▲ Up 0.3% on upgraded guidance

$5.7 million
Pro forma EBITDA[1]

Delivered on upgraded guidance

1,031
Customer base[2,3]

▲ Up 96.8% since 30 June 2017

2.56
Modules per customer[3,4]

▲ Up from 2.29 since 30 June 2017

92.0%
Customer retention rate[4,5]

▲ 119% customer retention in dollar terms

Continuing to deliver strong organic growth across the Group supplemented with strategic acquisitions

1. Includes PeoplePulse, LiveSalary, SkyPayroll and Pivot Software
2. Includes 414 customers from PeoplePulse, LiveSalary, SkyPayroll and Pivot Software
3. As at 30 June 2018
4. Excludes PeoplePulse, LiveSalary, SkyPayroll and Pivot Software
5. Customer retention is calculated by dividing the number of customers in the reference period who were customers at the end of the prior period by the number of customers at the end of the prior period

Key achievements FY18

Delivering on accelerated growth strategies: expanded integrated product set and larger market opportunities

New product offerings	Technology enhancements	Acquisitions	Workforce	Awards
Cloud Payroll, Rewards & Recognition, HR Surveys, Salary Benchmarking and Remuneration	145 product enhancements	PeoplePulse LiveSalary Sky Payroll Pivot Software	193 employees[1]	Deloitte Fast 500 2017 Smart50 2017 Anthill Cool Company 2017

In March 2018, successfully completed $45m institutional placement to accelerate growth

1. As at 30 June 2018, includes PeoplePulse, LiveSalary, Sky Payroll and Pivot Software

FY18 results

Strong growth exceeded prospectus forecasts and revised guidance

> **Strong results achieved in FY18 have exceeded pro forma prospectus forecasts and guidance upgrade provided in March 2018**

- Strong revenue growth across existing and new customers
- Enlarged customer base and broader suite of HR & payroll solutions create additional cross-selling opportunities
- Acquired and successfully integrated PeoplePulse, Sky Payroll and Pivot Software

	Pro forma FY18 actual results excluding acquisitions ($m)	Pro forma FY18 prospectus forecasts ($m)[1]	Variance %	Full year FY18 impact of acquisitions ($m)[2]	Pro forma FY18 results including acquisitions ($m)[3]	Pro forma FY18 guidance including acquisitions (March 2018) ($m)[3]	Variance %
SaaS revenue	21.6	21.5	0.5%	8.2	29.8	29.7	0.3%
Other revenue	1.6	0.9	77.8%	0.5	2.1	1.5	40.0%
Total revenue	23.2	22.4	3.6%	8.7	31.9	31.2	2.2%
EBITDA	2.7	2.7	0.0%	3.0	5.7	5.7	0.0%

1. Includes Techniworks
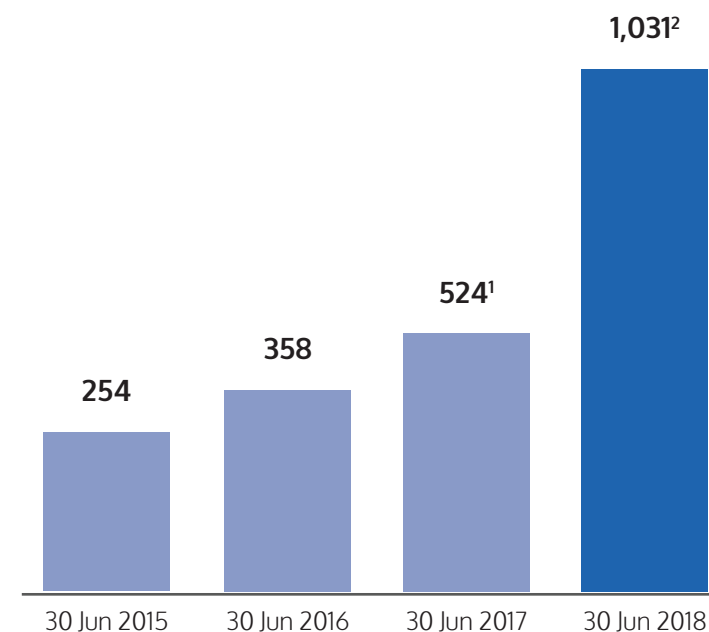2. Includes PeoplePulse, LiveSalary, Sky Payroll and Pivot Software
3. Includes full year impact of PeoplePulse, LiveSalary, Sky Payroll and Pivot Software

Strong growth in customer base

Examples of recent customer wins

	Term	Employee Count	Modules	Industry
Artius	3 years	200	**10 modules** Payroll, HR Core, Recruitment, Onboarding, Learning, Course Library, Performance, Succession, Survey, Rewards & Recognition	NFP
SUMMERLAND	3 years	200	**11 modules** Payroll, HR Core, Recruitment, Onboarding, Learning, Course Library, Performance, Succession, Survey, Rewards & Recognition, Remuneration	Finance
LANDCOM	3 years	250	**8 modules** HR Core, Recruitment, Onboarding, Learning, Course Library, Performance, Succession, Survey	NSW Government

ELMO's customer base growth
(including acquisitions)

Date	Customers
30 Jun 2015	254
30 Jun 2016	358
30 Jun 2017	524[1]
30 Jun 2018	1,031[2]

✔ 507 increase in customers during FY18[2]

✔ Average annual revenue per customer of ~$34.5[3]

✔ Average modules per customer of 2.56[3]

✔ Customer retention of 92.0%[3]

1. Includes 82 customers from Techniworks acquisition
2. Includes 405 customers from PeoplePulse, LiveSalary, SkyPayroll and Pivot Software
3. Excludes PeoplePulse, LiveSalary, SkyPayroll and Pivot Software

Broad and diversified customer base

Industry agnostic

Government	Australian Government Australian Taxation Office	NSW Family & Community Services Ageing, Disability & Home Care	Queensland Government	The Government of Western Australia Department of Education
Education	RMIT UNIVERSITY	MACQUARIE University	Murdoch UNIVERSITY	QUT
Construction and mining	TAYLOR	BMD Construction	KOMATSU	australbricks
Professional services	cbus	HLB Mann Judd Accountants | Business and Financial Advisers	Grant Thornton An instinct for growth	DORIC
Healthcare and pharmaceuticals	Healthscope	SONIC HEALTHCARE LIMITED	I-MED Network Radiology	MERCK SHARP & DOHME
Other[1]	IBM · Kmart · BANK OF CHINA · VicSuper · PACIFIC BRANDS · HAWKER PACIFIC · BEEF + LAMB NEW ZEALAND · HYUNDAI · VILLA MARIA NEW ZEALAND			
	Queensland COUNTRY CREDIT UNION · TOSHIBA · SCHNITZ · Lite n'Easy · national tiles · FUJITSU · BRISBANE AIRPORT AUSTRALIA · Australian Military Bank · ASSETLINK			

☑ 1,031 organisation primarily across Australia and New Zealand[1,2]

☑ Largest customer contributes <1.5% of FY18 pro forma revenue[3]

☑ Top 10 customers contribute <10% of FY18 pro forma revenue[3]

1. Includes finance, IT, telecommunications and media, industrials, hospitality, property, retail, transport and not for profit industries
2. As at 30 June 2018 , includes PeoplePulse, LiveSalary, Sky Payroll and Pivot Software
3. Excludes PeoplePulse, LiveSalary, Sky Payroll & Pivot Software

Recent acquisitions

Broadening ELMO suite and increasing market share

HR Surveys   **Salary Benchmarking**

PeoplePulse is an online employee and customer feedback survey platform that includes specialised HR surveys such as staff pulse surveys, onboarding surveys, training evaluations, net promotor scores and exit surveys

LiveSalary is an online salary database and benchmarking platform to assist customers better re-cruit, reward and retain employees

- Purchase price $10m
  - $8m payable in cash upfront
  - $2m cash earn out payable on anniversary of completion
  - $2m cash payable on the first anniversary of completion should stretch targets be met
- Over 300 customer licenses
- FY17 Revenue $4.1m, with over 90% recurring
- EV/FY17 Revenue multiple 2.4x

Cloud Payroll

Payroll is a critical function and represents a market opportunity of approximately $600m[1]

In December 2017, ELMO announced the acquisition of Sky Payroll a native cloud-based Australian payroll software system

Total purchase price of $1.4m:
- $1.0m upfront (50% in cash and 50% in scrip with 24 month escrow)
- $0.4m deferred payment
- Additional consideration of $0.4m, should performance targets be achieved

Remuneration

Pivot Software is the leading provider of SaaS, cloud based Remuneration software in Australia and New Zealand

- 120 customers
- Annual revenues of $4.5m, with 86% recurring revenue
- $8.8m initial purchase price and $2.4m conditional deferred payment should performance targets be met (settled with a combination of cash and scrip, subject to voluntary escrow)
- EV/LTM[2] revenue multiple of 2.0x, before synergies

November 2017   →   **December 2017**   →   **February 2018**

Acquired modules gaining traction with ELMO's growing customer base

1. Frost & Sullivan independent market report
2. Last 12 months to 31 Dec 2017

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Results FY18 (ASX:ELO)

Financial results FY18

Pro forma results

- Pro forma SaaS revenue increased 37.2% pcp
- Strong recurring revenue of 93.2%
- Pro forma total revenue increased 36.4% pcp

- Customer revenue retention 119%
- SaaS revenue run rate of $25.1m

Income statement ($000s)	Pro forma FY18[1]	Pro forma FY17	Variance $	Variance
SaaS revenue	21,583	15,735	5,848	37.2%
Other income	1,573	1,240	333	26.9%
Total revenue	**23,156**	**16,975**	**6,181**	**36.4%**
Gross profit	21,203	15,286	5,917	38.7%
Sales and marketing expenses	8,459	6,397	2,062	32.2%
Research and development expenses	764	338	426	126.0%
General and administrative expenses	9,258	7,328	1,930	26.3%
Total operating expenses	18,481	14,063	4,418	31.4%
EBITDA	**2,721**	**1,223**	**1,498**	**122.5%**

Financial metrics	Pro forma FY18[1]	Pro forma FY17		
Pro forma SaaS revenue growth	37.2%	25.0%		
Recurring revenue	93.2%	93.0%		
Pro forma gross margin	91.6%	90.1%		
R&D as a % of revenue (total R&D spend)	21.6%	15.1%		

Operational metrics	Pro forma FY18[1]	Pro forma FY17		
Number of customers	1,031[2]	524		
Average annual revenue per SaaS customer	34.5	33.2		
Average modules per customer	2.56	2.29		
Number of employees	193[2]	106		

1. Excludes PeoplePulse, LiveSalary, SkyPayroll and Pivot Software
2. Includes PeoplePulse, LiveSalary, SkyPayroll and Pivot Software
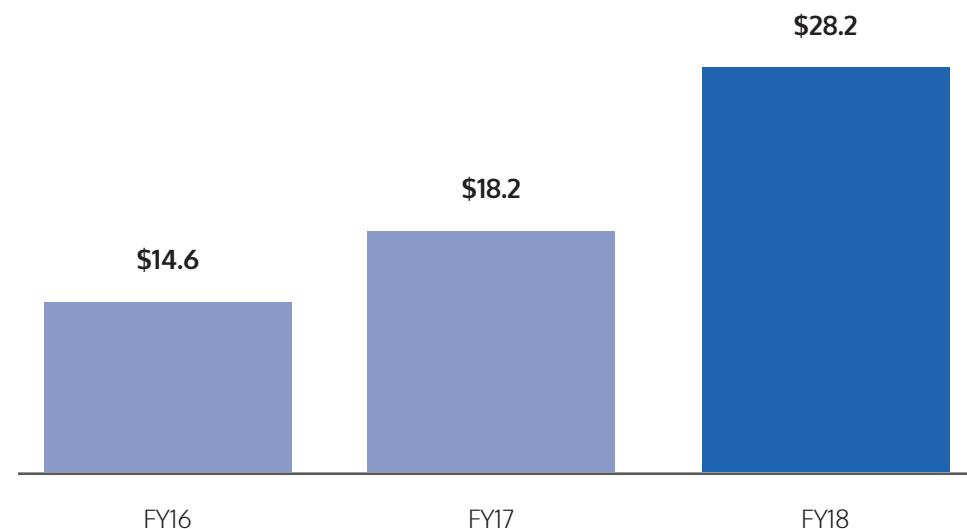
Strong cash flow generation

Record cash receipts

- Total cash receipts for the year of $28.2 million
- 54.7% increase in customer cash receipts over FY17
- Year end bank balance of $46.0 million

Quarterly customer receipts ($m)

Q1FY17	Q2FY17	Q3FY17	Q4FY17	Q1FY18	Q2FY18	Q3FY18	Q4FY18
$3.1	$4.8	$5.1	$5.3	$5.4	$5.6	$7.4	$9.9
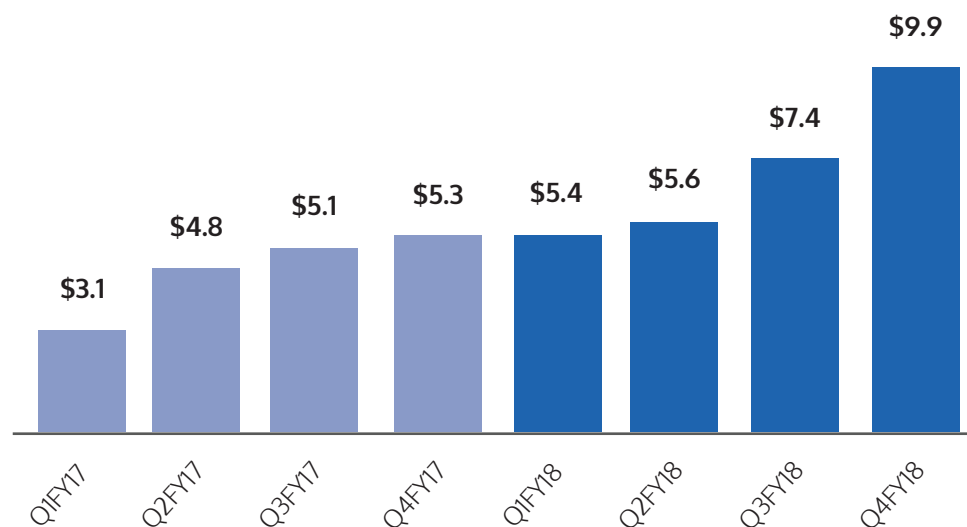
Annual customer receipts ($m)

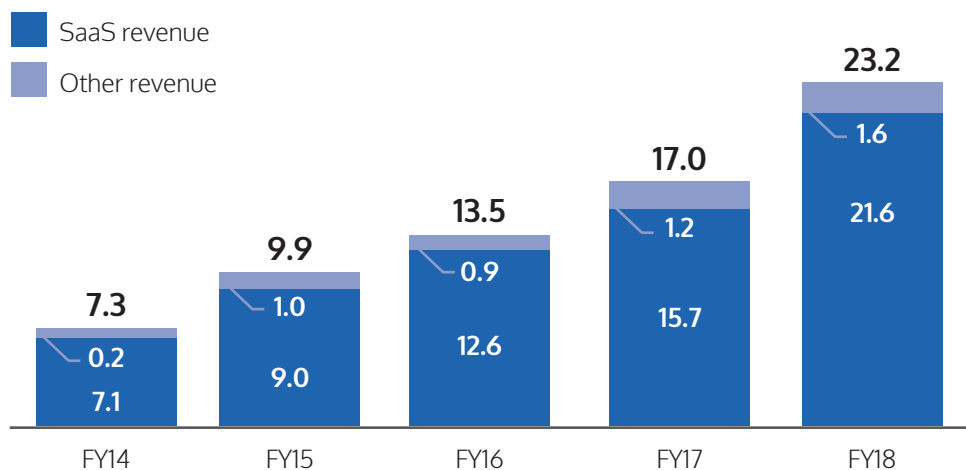| FY16	FY17	FY18
$14.6	$18.2	$28.2

Financial snapshot

Strong revenue visibility and positive working capital position

- Strong revenue visibility with 93.2% recurring revenue[1] and typical contract length of 3 years
- Customers pay annual license fees in advance – contributing to positive working capital position throughout the year
- Strong cash position of $46.0m at 30 June 2018 means ELMO is well capitalised to support growth strategy
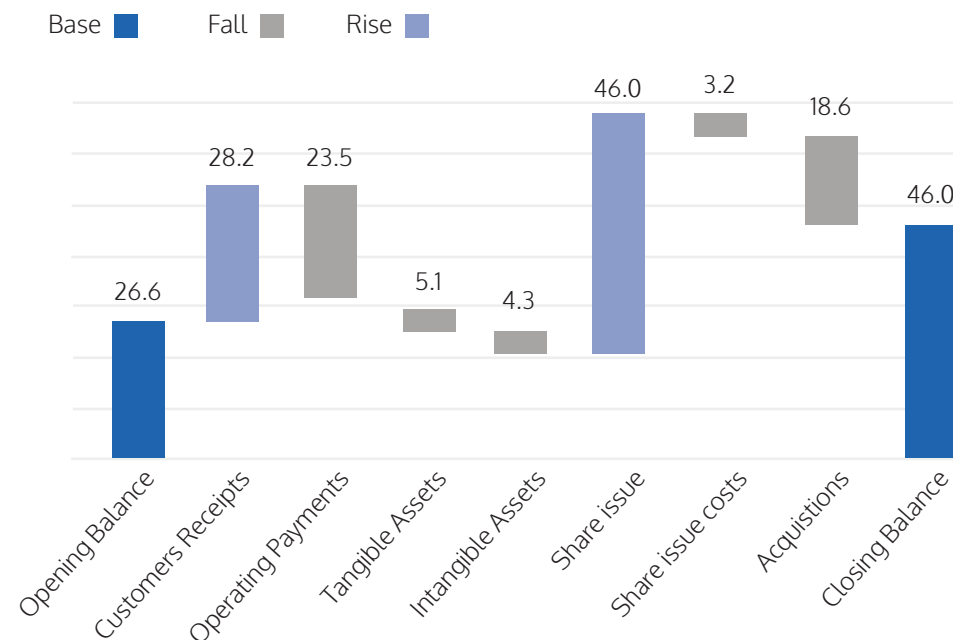
Pro forma historical revenue ($m)

Legend: SaaS revenue, Other revenue

Year	Total	Other revenue	SaaS revenue
FY14	7.3	0.2	7.1
FY15	9.9	1.0	9.0
FY16	13.5	0.9	12.6
FY17	17.0	1.2	15.7
FY18	23.2	1.6	21.6

Recurring revenue				
97%	90%	93%	93%	93%

SaaS revenue growth				
N/A	37%	50%	31%	37%

Cash bridge FY18 ($m)

Legend: Base, Fall, Rise

Category	Value
Opening Balance	26.6
Customers Receipts	28.2
Operating Payments	23.5
Tangible Assets	5.1
Intangible Assets	4.3
Share issue	46.0
Share issue costs	3.2
Acquisitions	18.6
Closing Balance	46.0

1. Excludes PeoplePulse, LiveSalary, Sky Payroll and Pivot Software

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Results FY18 (ASX:ELO)

Large and growing addressable market

The market for ELMO's solutions across ANZ continues to grow with a target market size of over 12,000 organisations and a $1.7 billion revenue opportunity

ANZ target market size of ~12,029 organisations[1] ELMO currently has ~9% market share in ANZ

ANZ market potential ~12,029 organisations
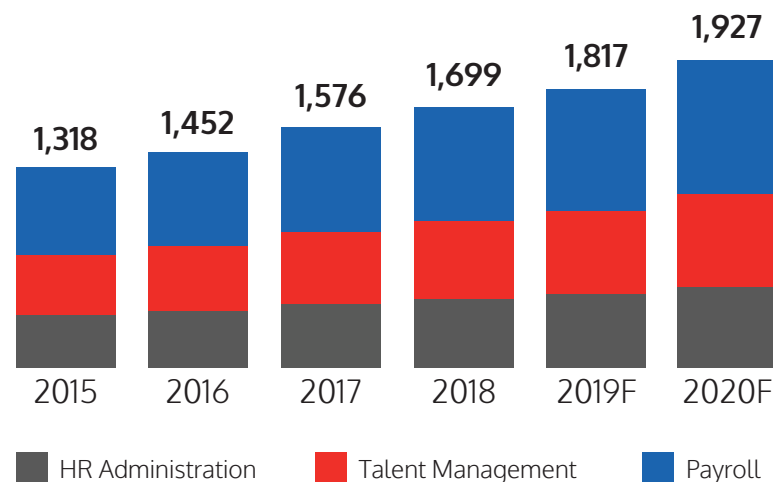
ELMO

penetration ~9%

ELMO

Total addressable market (TAM) for solutions in ANZ ~$1.7b[1]

HR Admin ~A$480m

Talent management ~A$562m

Payroll ~A$657m

ANZ HR & Payroll TAM ($m)[1]

2015	2016	2017	2018	2019F	2020F
1,318	1,452	1,576	1,699	1,817	1,927

■ HR Administration ■ Talent Management ■ Payroll

1. Frost & Sullivan independent market report

Products

Leading integrated cloud HR & payroll solution

Pay

- Payroll
- Self-Service

Engage

- HR Core
- Survey

Hire

- Recruitment
- Onboarding

Retain

- Performance Management
- Rewards & Recognition
- Pivot Remuneration
- Succession Management

Develop

- Learning Management
- Course Builder
- Course Library

Strong organic growth strategy

Accelerated with selective acquisitions for complementary technology and/or customer lists

Greater usage from existing customers

Increasing penetration amongst existing customer base with average modules per customer of 2.56 at 30 June 2018, up from 2.29 at 30 June 2017[1]

Consistently high customer retention, 92% in FY18[2]

Strong customer dollar value retention of 119% indicating cross-sell of additional modules to existing customer base

New customers in existing markets

507 new customers, including PeoplePulse, LiveSalary, Sky Payroll and Pivot Software added during FY18

Total customer base, including PeoplePulse, LiveSalary, Sky Payroll and Pivot Software of 1,031 as of 30 June 2018

Continuation of strong sales momentum with broadened suite

Aim to further increase adoption amongst mid-market firms

Significant opportunity to further penetrate existing markets

Expand product line

Acquired and integrated cloud payroll, HR survey, and remuneration modules

Rewards and Recognition launched in FY18

Spent 21.6% of FY18 revenue on R&D[3,4]

Continuous development and deployment of new features on existing modules with 145 enhancements released during FY18

New modules slated for release in the next 2-3 years

Growth through acquisitions

Acquisition of PeoplePulse, LiveSalary, Sky Payroll and Pivot Software

Actively seeking complimentary technology to augment ELMO's value proposition or customer lists.

Disciplined approach, with significant resource and management expertise to complete integrations well and deliver synergy benefits

1. Excludes PeoplePulse, LiveSalary, SkyPayroll and Pivot Software
2. Customer retention is calculated by dividing the number of customers in the reference period who were customers at the end of the prior period by the number of customers at the end of the prior period
3. Includes both expensed and capitalised research and development costs
4. Based on pro forma revenue

Accelerated growth strategy

Through acquisitions of complementary technology and/or client lists

Why we acquire

- Accelerate organic growth through targeted acquisitions

- Attractive client lists provide significant revenue growth opportunities through cross-sell and upsell

- Point solutions face headwinds from unified solution providers, such as ELMO

- Sticky products with high customer retention and recurring revenues, mitigating integration risk and churn

- Track record of acquiring and integrating well and delivering synergies

- Highly capable and experienced management team focused on strengthening the competitive advantage of the integrated product suite

What we target

1. Complimentary technology to enhance ELMO's suite of modules

- Increases cross-sell ability to existing customers

- Additional adjacent products increases "hooks" for new business acquisition

2. Attractive customer base

- Gain market share and increase market penetration

- Leverage operational efficiencies to extract synergies

- Sell ELMO's multiple modules to target client base

- Cross-sell target modules to ELMO customer base

Integration strategy

Assimilate, develop product, grow revenues

1. Integrate target

Assimilation

- Management control of operations

- Leverage operational efficiencies

- Tailor commercial standards to be consistent with ELMO's business

2. Develop product

Build out

- Fully integrate acquired product with ELMO's Cloud HR & Payroll suite

- Innovate and expand platform

- Upgrade functionality of acquired product

- Optimise user experience

3. Grow revenue

Roll out

- Conversion of acquired customer base

- Onboard and transition customers

- Expand module usage over time through cross-sell of additional modules in the ELMO suite

3 to 12 months

6 to 24 months

6 to 36 months

FY19 guidance

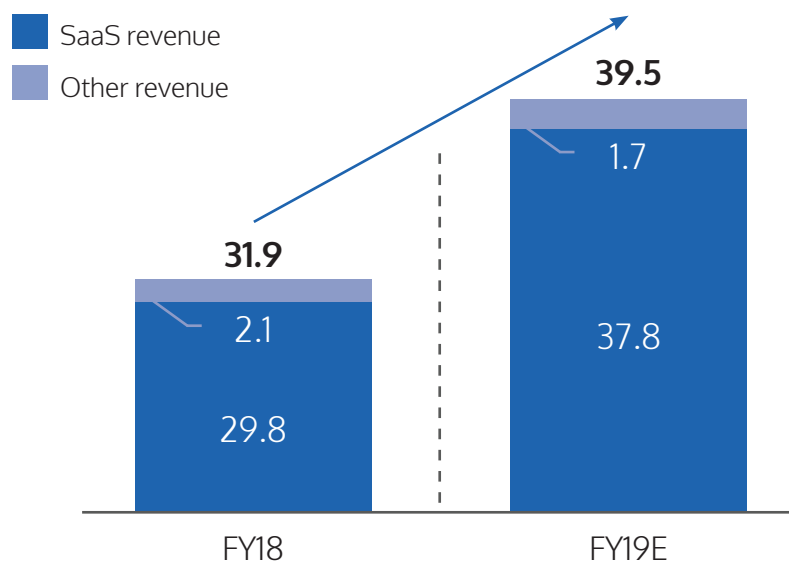Continued strong growth in SaaS revenue

Strong momentum into FY19

- Positive outlook for organic growth across the business:
  - Growing customer base
  - Expanding suite of solutions
- High recurring revenue
- FY18 SaaS revenue run rate reflects 88% of forecast FY19 SaaS revenue[1,2]

Investing in sustainable growth

- Focus on SaaS revenue growth
- Increased investment in product and capacity
- Well capitalised to support growth strategy
- Acquisition opportunities across the industry for complementary technology and/or new customer base

Pro forma revenue including acquistions ($m)[1]

- **SaaS revenue** (dark blue)
- **Other revenue** (light purple)

FY18: **31.9** (2.1 Other, 29.8 SaaS)
FY19E: **39.5** (1.7 Other, 37.8 SaaS)

FY19 Pro forma guidance[1]

SaaS revenue
$37.8m

Total revenue
$39.5m

EBITDA
$1.1m

1. Includes PeoplePulse, LiveSalary, Sky Payroll and Pivot Software
2. June 2018 SaaS revenue annualised

Investment summary

LEADING INTEGRATED CLOUD HR & PAYROLL PLATFORM
- Broad, integrated suite of modules
- Cloud delivery
- Single source code
- Extensive course library/proprietary learning content

BROAD AND DIVERSE CUSTOMER BASE
- Enlarged customer base of 1,031
- Largest customer is < 1.5% of FY18 revenue
- Top 10 customers account for < 10% of FY18 revenue
- Industry agnostic

HIGH RECURRING REVENUE WITH ATTRACTIVE CASH FLOW PROFILE
- 93.2% recurring revenue
- 36.4% revenue growth in FY18
- Customer contracts typically ~3 years and pay annually in advance

LARGE AND GROWING ADDRESSABLE MARKET
- Larger market opportunity with wider product set including talent management, HR admin and payroll
- ANZ market size of ~$1.7b with over 12,000 organisations[1]
- Accelerating penetration of cloud-based talent management solutions
- Increasing adoption in mid-market organisations[1]

MULTIPLE LEVERS TO DRIVE GROWTH
- Increasing module usage from existing customers
- New customers in ANZ
- Continued product innovation to broaden solution offering
- Strategic acquisition opportunities

HIGHLY EXPERIENCE AND COMMITTED MANAGEMENT TEAM
- Danny Lessem founded ELMO in 2002, > 20 years software experience
- Stable management team with strong track record of growth and innovation
- Executive incentives aligned through equity ownership

1. Frost and Sullivan independent market report

Appendix

E

Reconciliation from statutory to pro forma income statement

Pro forma ELMO June year end ($000s)	FY18	FY17
Statutory Revenue	26,520	16,564
Other Income	126	115
Net impact of acquisitions	(3,491)	285
Revenue from discontinued operation	-	10
Pro forma revenue	**23,156**	**16,975**
Statutory EBITDA	1,199	410
EBITDA from discontinued operation	-	247
Net impact of acquisitions	(94)	275
Transaction costs	1,156	-
Offer costs	-	1,635
Incremental public company costs	-	(1,344)
Other non-recurring	460	-
Pro forma EBITDA	**2,721**	**1,223**

Pro forma acquisitions June year end ($000s)	FY18
Statutory Revenue	3,491
Add pre-acquisition revenue from 1 July 2017	4,422
Add adjustment for pre-acquisition deferred revenue	819
Pro forma revenue	**8,732**
Statutory EBITDA	94
EBITDA from discontinued operation	-
Add pre-acquisition EBITDA from 1 July 2017	1,760
Add adjustment for pre-acquisition deferred revenue	819
One-off integration costs	322
Pro forma EBITDA	**2,995**

Balance Sheet

Statutory Balance sheet

June year end ($000s)	30 June 2018	30 June 2017
Cash and cash equivalents	45,995	26,601
Other current assets	11,730	4,443
Total current assets	57,725	31,044
Intangibles	35,815	5,971
Other non-current assets	5,789	605
Total non-current assets	41,609	6,576
Total assets	**99,329**	**37,620**
Trade and other payables	4,636	3,014
Income in advance	13,782	9,072
Other current liabilities	7,670	1,654
Total current liabilities	26,088	13,740
Total non-current liaibilities	5,029	115
Total liabilities	**31,117**	**13,855**
Net assets	**68,212**	**23,765**

ELMO at a glance

A leading provider of cloud HR & Payroll software in Australia & NZ

ELMO is one of Australia and New Zealand's leading providers of integrated cloud human resources "HR" and payroll software solutions

ELMO's SaaS, cloud-based platform provides organisations with a centralised approach to managing an employee's lifecycle from 'hire to retire' including payroll and time & attendance

ELMO employs 193 people across 6 offices in Australia and New Zealand[1]

☑ Integrated cloud-based HR and Payroll software providing 'hire to retire' software solutions across 12 modules

☑ Platform, technology, software solutions and learning content is developed and maintained in-house by ELMO's Australian based team

☑ Over 400 eLearning course content library covering a broad range of topics which has been developed for over 15 years

☑ Customer base of 1,031[2] organisations and deployed across 13[3] different industries

☑ Primarily targets mid-market organisations (100 - 1,000 employees)

☑ Scalable SaaS, cloud-based platform, multi tenant infrastructure, single source code
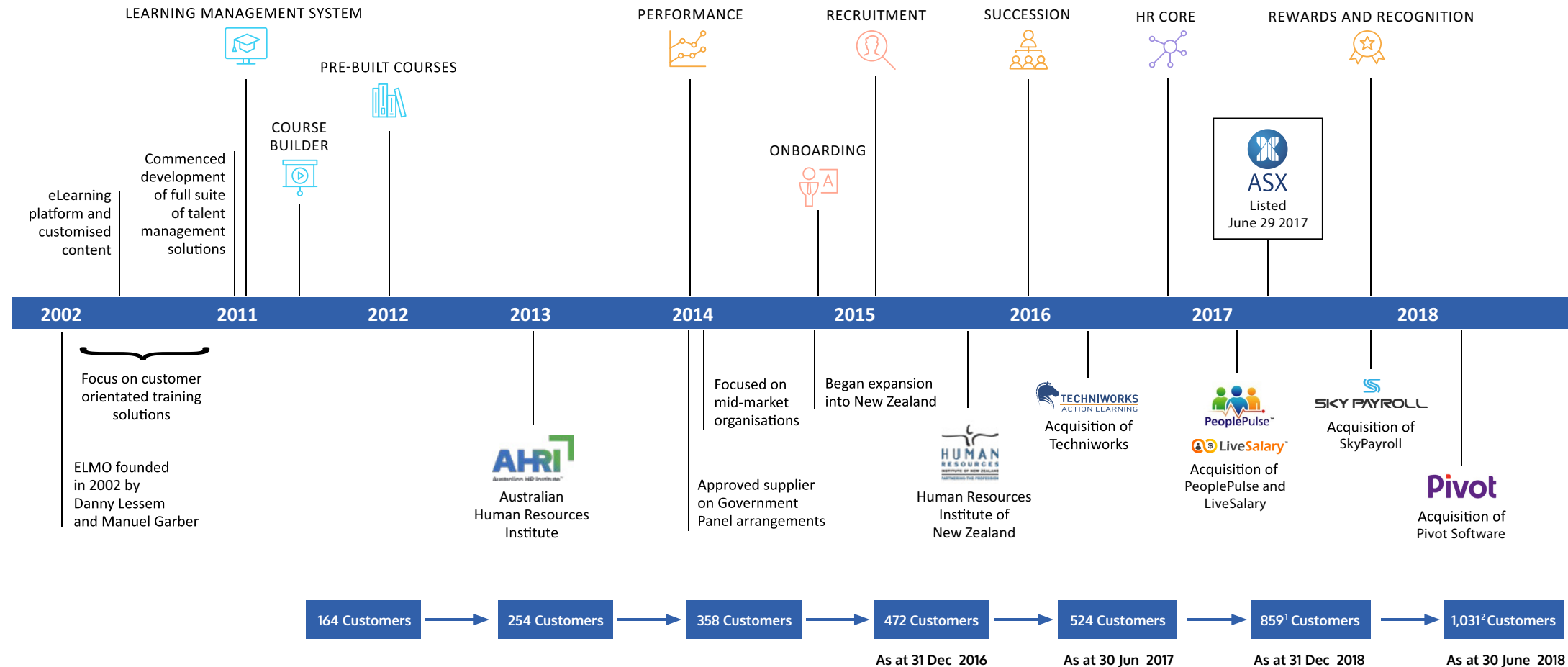
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1. As at 30 June 2018, includes PeoplePulse, LiveSalary, Sky Payroll and Pivot Software
2. Includes 405 customers from PeoplePulse, LiveSalary, Sky Payroll and Pivot Software
3. Includes construction and mining, education, finance, government, healthcare and pharmaceuticals, hospitality, industrials, IT, telecommunications and media, not for profit organisations, professional services, property, retail and transport

History

## ANZ's leading unified cloud HR & payroll solution

LEARNING MANAGEMENT SYSTEM

PRE-BUILT COURSES

COURSE BUILDER

eLearning platform and customised content

Commenced development of full suite of talent management solutions

PERFORMANCE

ONBOARDING

RECRUITMENT

Began expansion into New Zealand

SUCCESSION

HR CORE

ASX Listed June 29 2017

REWARDS AND RECOGNITION

| 2002 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |

Focus on customer orientated training solutions

ELMO founded in 2002 by Danny Lessem and Manuel Garber

AHRI
Australian Human Resources Institute

Focused on mid-market organisations

Approved supplier on Government Panel arrangements

HUMAN RESOURCES INSTITUTE OF NEW ZEALAND
Human Resources Institute of New Zealand

TECHNIWORKS ACTION LEARNING
Acquisition of Techniworks

PeoplePulse
LiveSalary
Acquisition of PeoplePulse and LiveSalary

SKY PAYROLL
Acquisition of SkyPayroll

Pivot
Acquisition of Pivot Software

| 164 Customers | → | 254 Customers | → | 358 Customers | → | 472 Customers | → | 524 Customers | → | 859[1] Customers | → | 1,031[2] Customers |

As at 31 Dec 2016   As at 30 Jun 2017   As at 31 Dec 2018   As at 30 June 2018

1. Includes 280 customers from PeoplePulse & LiveSalary
2. Includes 405 customers from PeoplePulse, LiveSalary, Sky Payroll and Pivot Software

Product grouping

Pay
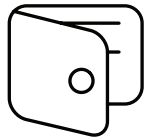
Payroll

Real time, real world data - Provide salary benchmarks at key decision points of the employee lifecycle

Fully integrated salary benchmarks - Allows users to research market trends in salary packages

Reporting and analysis - Review recruitment budgets alongside our salary benchmark reports to stay talent competitive
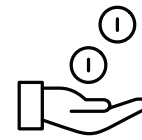
Self-Service

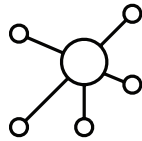**Leave management** - Leave requisition and authorisation workflows

Organisation charts - Overview of organisation's structure and reporting relationships

Employee self-service - Enables employees to access and update personal information, request leave and access payroll slips from any device, anywhere and at any time

Manager self-service - Enables managers to access employee information, approve leave requests and view team analytics from any device, anywhere and at any time

Product grouping
Engage

HR Core

Leave management - Leave requisition and authorisation workflows

Organisation charts - Overview of organisation's structure and reporting relationships

Employee self-service - Enables employees to access and update personal information, request leave and access payroll slips from any device, anywhere and at any time

Manager self-service - Enables managers to access employee information, approve leave requests and view team analytics from any device, anywhere and at any time

HR Survey

Integrated or standalone solution - Collect feedback across all ELMO modules directly or from external sources

Benchmark survey Templates - Library of best practice templates including onboarding, engagement, pulse, NPS etc. Benchmark results against other organisations

Powerful insights - Get powerful and meaningful insights from collected data by using ELMO Survey reporting

Product grouping

Hire

Recruitment

Job requisition - Select the required job position, add specific requirements, alert recruitment manager, track and monitor progress, and customise approval workflows

Talent pool - Search existing employees, search the candidate database, match job criteria, and rank candidates

Job posting - Integrate with job boards and social media, preset posting rules, and track costs

Branded careers webpage - Embed customer organisation's website, customise branding, incorporate company media, and post jobs automatically
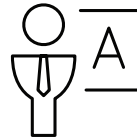
Onboarding

Personalised onboarding webpage - Present company information and video, guidelines for onboarding process, onboarding task list, and team member introductions

Workflows and approvals - Configure process and select stakeholders, prerequisites, time delays, and conditions

Electronic forms - Configurable forms, document upload facility, and integration with ATO and other 3rd parties

Salary Benchmarking

**Leave management** - Leave requisition and authorisation workflows

Organisation charts - Overview of organisation's structure and reporting relationships

Employee self-service - Enables employees to access and update personal information, request leave and access payroll slips from any device, anywhere and at any time

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Product grouping
Retain
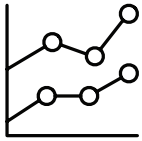
Performance Management

Performance appraisals - Configure to customer's requirements, features goal setting, competency models, development plans and 360 reviews

Manager team view - Access direct and indirect reports, view current status of appraisals, search facility, export and print

Succession planning - Identify high performers, mitigate flight risk, recruit from within, foster strategic succession

Configurable reports - Generate at the click of a button, choose fields for comparison, coloured graphs for visual display, export to Excel and/or PDF, and email reports
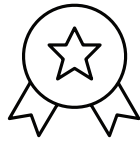
Rewards & Recognition

Peer to peer recognition - Recognise individuals, teams and/or departments with configurable recognition categories

Manager to employee recognition - Recognise high performers with comments and points allocation. Integrates with ELMO Performance

Configurable badges and certificates - Acknowledge milestones with badges, certificates, loyalty awards; send and receive nominations

Remuneration

Streamline remuneration process - Easily manage the end-to-end remuneration allocation and approvals process

Managers empowered - Make more informed decisions about the allocation of salary, bonus & equity awards

Link salary planning with ELMO suite - Combine performance data with remuneration strategies to align employee performance and remuneration
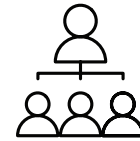
Succession Management

Ensure business continuity - Determine role criticality, identify high performers and mitigate flight risk

Employee career progression - View succession pathways, identify skills gaps and create development plans

Foster strategic succession - Match high potential employees to critical roles and compare candidate suitability by skills, performance, potential and aspirations

Product grouping
Develop

Learning Management

Learner's view - Personalised learning plan, eLearning courses, instructor-led training (ILT), policy acknowledgements, assessments and surveys

Course catalogue - Course self-selection, search facility, configurable enrolment rules, access to over 400 pre-built eLearning courses

Manager team view - Access direct and indirect reports, view current status of learning, search facility, export and print

Configurable reports - Generate at the click of a button, choose files for comparison, use coloured graphs for visual display, export to Excel and/or PDF, automate report emails
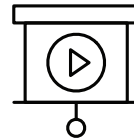
Course Builder

Create courses - Insert images/movies, edit text, record voice-over, and use interactive features (buttons, rollovers, hotspots, etc.)

Create assessments - Select question type (multi-choice, T/F, drag and drop), insert images/voice-over, randomise questions, and set pass mark

Create surveys - Select question type (multiple choice or free text), compulsory and anonymous optionality

Preview and publish - Customer branding, update customer in real-time, publish ELMO or SCORM compliant LMS
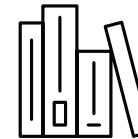
Course Library

Best practice eLearning content - Compliance sources updates, quality assurance, expert instructional design

Course editor - Accessible via the Internet, no programming skills required, access to ELMO royalty free image library, upload your own multimedia

Course features - Customer branding, multimedia enabled, touch screen optimised, modify content with the ELMO course editor

Assessment features - Automatic marking, multimedia enabled, touch screen optimised, modify Q&As with ELMO course editor

Experienced board and management team

BOARD

Jim McKerlie
CHAIRMAN AND INDEPENDENT
NON-EXECUTIVE DIRECTOR
Joined ELMO in 2017

Danny Lessem
CO-FOUNDER AND
CHIEF EXECUTIVE OFFICER
Founded ELMO in 2002

Trevor Lonstein
CHIEF FINANCIAL
OFFICER
Joined ELMO in 2014

Kate Hill
INDEPENDENT NON-EXECUTIVE
DIRECTOR
Joined ELMO in 2018

SENIOR EXECUTIVES

Gordon Starkey
CHIEF OPERATING
OFFICER
Joined ELMO in 2007

Samuel Sun
CHIEF TECHNOLOGY
OFFICER
Joined ELMO in 2010

Darryl Garber
CHIEF COMMERCIAL
OFFICER
Joined ELMO in 2011

Monica Watt
GENERAL MANAGER
HUMAN RESOURCES
Joined ELMO in 2015

☑ Deep knowledge of the technology and HCM sector

☑ Strong founder commitment (Danny owns 19%)

☑ Stable and commited management team – average tenure of 7 years

☑ Incentives of key management aligned to the success of the company

☑ History of growth and innovation

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investors.elmosoftware.com.au

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- **FY** refers to financial year ending 30 June.
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