

Annual General Meeting 2020

November 2020

Clint Cooper, Chief Executive

Transformation well underway under new leadership, irrespective of COVID-19 headwinds

RENEWED MANAGEMENT AND BOARD

New board led by Scott Tanner appointed in October 2019 with Clint Cooper appointed CEO. Craig McMenamain appointed CFO in December 2019

RESTRUCTURED OPERATIONS FOLLOWING STRATEGIC REVIEW

Restructured functions and/or locations with low utilisation or poor profitability; redeployed resources, especially overhead and non-billable resources, to better serve clients and support colleagues serving clients

RAPIDLY ADAPTED TO COVID-19

Swiftly adapted the Company's business model, resources and functions to successfully enable remote working whilst continuing to meet clients' evolving and changing needs. Pivoted Coaching and Leadership practice service model to digital-only delivery in ~3 weeks

RENEGOTIATED BANK FACILITY AND COVENANT REGIME

Extended Westpac Bank loan facility, along with revised financial performance covenants. Compliant with facility covenants at 30 June 2020 and 30 September 2020

\$2.4m

Positive Operating Cash Flow in FY20

incl. \$1.3m in government subsidies

33%

Reduction in Statutory Loss from FY19 to FY20

6.4%

Improvement in underlying practice margin from FY20Q1 to FY20Q4

30%

Reduction in overheads from 1H20 to 2H20 through improved cost discipline

GrowthOps

Improved FY20 Statutory Result, led by improved cost control, restructure and reduced accounting impact of historical share-based acquisition payments

	Revenue	EBITDAS²	EBITDA	EBIT	NPAT
FY20:	\$84.4m	(\$2.1m)	(\$10.5m)	(\$44.2m)	(\$43.7m)
FY19:	\$97.0m	(\$2.5m)	(\$33.0m)	(\$67.4m)	(\$65.0m)

Revenue was impacted by the loss of two material clients¹, events such as the Australian drought and bushfires and more notably in H2, COVID-19

Despite reduced revenue, improvement driven by restructured cost base and additional initiatives implemented (e.g. voluntary salary reductions, reduced spend on travel, IT)

Non-cash share based payments expense reduced in line with conversion in March 2020 of Convertible Redeemable Preference Shares (CRPS) issued to the vendors of entities acquired in IPO

Depreciation and amortisation in line with FY19

Impairment expense of \$22.0m in FY20 reflects a more conservative outlook in light of the impact of COVID-19 on the business

Improved FY20 financial performance by 33% on the prior year (reduction in statutory loss)

¹ Holden (exited the Australian market) and Sargon (entered Voluntary Administration)

² Earnings before interest, tax, depreciation, amortisation and share-based payments

Delivering exceptional clients outcomes

#1



Most effective independent agency in Australia (AJF, global Effie index)

COVID COMMS



Partner for Queensland Health

WON



Creative Agency retainer for Malaysia's national car brand, Proton

43%



Increase in executive and organisational coaching services demand from prior year

#4



Most effective independent agency in Asia Pacific (AJF, Global Effie index)

30%



Increase in sales conversion delivered for client Nine West

44,518



Responses to our Australia@Home COVID-19 survey

91



Net Promoter Score (NPS) of IECL's program for Big 4 Bank

GrowthOps

WE REINVENT HOW ORGANISATIONS GROW

'We create ideas, craft human experiences and coach leaders to help our clients unlock more potential from their brands and their customers'

We're locals,
in APAC.



Extensive APAC Capability

~400
EMPLOYEES

9
APAC LOCATIONS



 AUSTRALIA

BRISBANE
SYDNEY
CANNBERRA
MELBOURNE



 NEW
ZEALAND

AUCKLAND



 SINGAPORE



 MALAYSIA

KUALA LUMPUR



 PHILIPPINES

MANILA



 HONG KONG

CREATE IDEAS, CRAFT HUMAN EXPERIENCES & COACH LEADERS

GrowthOps

khemistry

ajf GrowthOps

Melbourne

Australia's most effective independent creative agency¹

Brisbane + Canberra

Leading independent agency applying design thinking to marketing problems

GrowthOps · Digital

Australia + NZ

A Human Experience (HX) digital agency helping breakaway companies create exceptional digital experiences

IECL

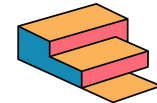
AU and SE Asia focus, growing globally

Highly respected provider of executive coaching, coaching accreditation and leadership programs online + in person

GrowthOps ASIA

Kuala Lumpur, Hong Kong, Singapore, Manila

Servicing the SE Asia region, seamlessly integrating creative, technology and digital marketing



FIRST FLOOR FILMS

Australia

Leading full service production agency, filming in Brisbane during Melbourne COVID-19 restrictions



To be recognised as thought leaders in creativity, digital, technology and coaching & leadership.

2021 OBJECTIVES

**Exceptional
client
outcomes**

**Extraordinary
opportunities
for our people**

**Continued
turnaround in
financial
performance**



Some of our clients



FortyWinks

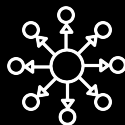


Growth platform



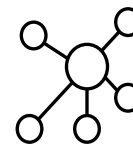
ORGANIC GROWTH

Organic service line expansion
Grow bench of top talent
Strengthen sales and marketing
Pivot strengths in Asia to Australia
and vice versa



REFERRAL GROWTH

Increase 'client stickiness' by
engaging with more practices
within the group
External referred partnerships
Deepen channel partner
relationships
Winning new work as integrated
teams



ACCELERATED GROWTH

M&A in logical adjacencies with
strong operational synergies,
cultural alignment and accretive
valuations

- Geographical adjacencies
- Complementary services
- Next generation services

Thank You

If you have any investor relations queries
or just want to have a chat, please reach out.

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GrowthOps