



## **ASX Announcement**

11 November 2021

### **Investor Day 2021 - "Infra-On-Demand"**

Further to Superloop Limited's (ASX: SLC) ASX release of 10 November 2021 regarding the event details for today's Superloop Investor Day Briefing 2021, please find attached a copy of the presentation.

Authorised for release by the Board.

#### **Additional information:**

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Tina Ooi, Company Secretary

M: 0404 857 816

#### **About Superloop**

Superloop (ASX:SLC) is an independent provider of connectivity services. The company designs, constructs and operates networks throughout the Asia-Pacific metropolitan region.

The company owns and operates 1,047 km of carrier-grade metropolitan fibre networks in Australia, Singapore and Hong Kong, connecting more than 464 key data centres and bandwidth-intensive commercial buildings. These extensive carrier-grade, metro fibre networks deliver high-performance, connectivity solutions to wholesale and end-user customers that are scalable and reliable.

In addition to its own fibre network, Superloop is connected to all NBN Points Of Interconnect across Australia and operates its own nationwide fixed wireless network that collectively delivers high performance, connectivity solutions to businesses and homes underpinning the region's digital economy.

Strategic acquisitions continue to increase Superloop's network utilisation, and the company's transformation into an end-to-end provider of connectivity and cloud services.

Visit [www.superloop.com](http://www.superloop.com) to learn more.

Superloop Limited (ASX:SLC)

# Investor Day 2021: Infra-on-Demand

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Thursday, 11 November 2021



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## No reliance

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# Superloop at a glance



Founded in 2014  
& listed on ASX in  
**2015**



Group revenue  
in excess of  
**\$250m<sup>(1)</sup>**



Group EBITDA  
Underlying  
**\$23-25m<sup>(1)</sup>**



**\$110m**

Acquired largest  
private ISP Exetel  
in June 2021



**>300**

Wholesale technology  
businesses connected,  
enabled & secured



**>150,000**

Consumer customers  
connected, enabled &  
secured



**>16,000**

Businesses connected,  
enabled & secured



**\$140m**

Sold HK & Singapore  
domestic networks  
in October 2021



**>100,000km**

Domestic &  
international route<sup>(2)</sup>.



**378**

Built and operated  
Fixed Wireless Towers  
throughout Australia



**~600**

Team members  
employed globally

<sup>(1)</sup> FY22 revenue estimate includes organic & inorganic growth <sup>(2)</sup> Includes owned fibre, consortium partnerships, IRUs & leased capacity

# Our experienced executive team

 Today's presenters



**Paul Tyler**  
CEO & Managing Director  
*Ex Nokia, NBN, Telstra*



**Dean Tognella**  
Group Executive, Business  
*Ex NBN, Uecomm/Optus, IBM*



**Mehul Dave**  
Group Executive, Consumer  
*Ex EnergyAustralia, Vodafone/3*



**Ryan Crouch**  
Group Executive, Wholesale  
*founder APEXnetworks*



**Nick Pachos**  
Chief Commercial Officer  
*Ex TPG Telecom, AAPT*



**Luke Oxenham**  
Chief Financial Officer  
*Ex Genworth, Macquarie, Deutsche Bank*



**Paul Smith**  
Chief Operating Officer  
*Ex Followmont Transport, Transfield Services*



**Tina Ooi**  
General Counsel & Company Secretary  
*Ex ME Bank, Jemena & Alinta*



**Ben Colman**  
Chief Marketing Officer  
*Ex Exetel, Colman Rasic, Lowe Hunt*



**Ashleigh Loughnan**  
Group Executive, People & Culture  
*Ex Tatts Group, Wotif.com*



**Jon Tidd**  
Chief Strategy & Transformation Officer  
*Ex NBN, SWM, Vodafone*

# Agenda

**1** Our Purpose & Ambition

**2** Our Infra-On-Demand

**3** Consumer

**4** Business

**5** Wholesale

**6** Financial Outlook

**7** Wrap-up and Q&A

Paul Tyler CEO

Nick Pachos CCO

Mehul Dave GE Consumer

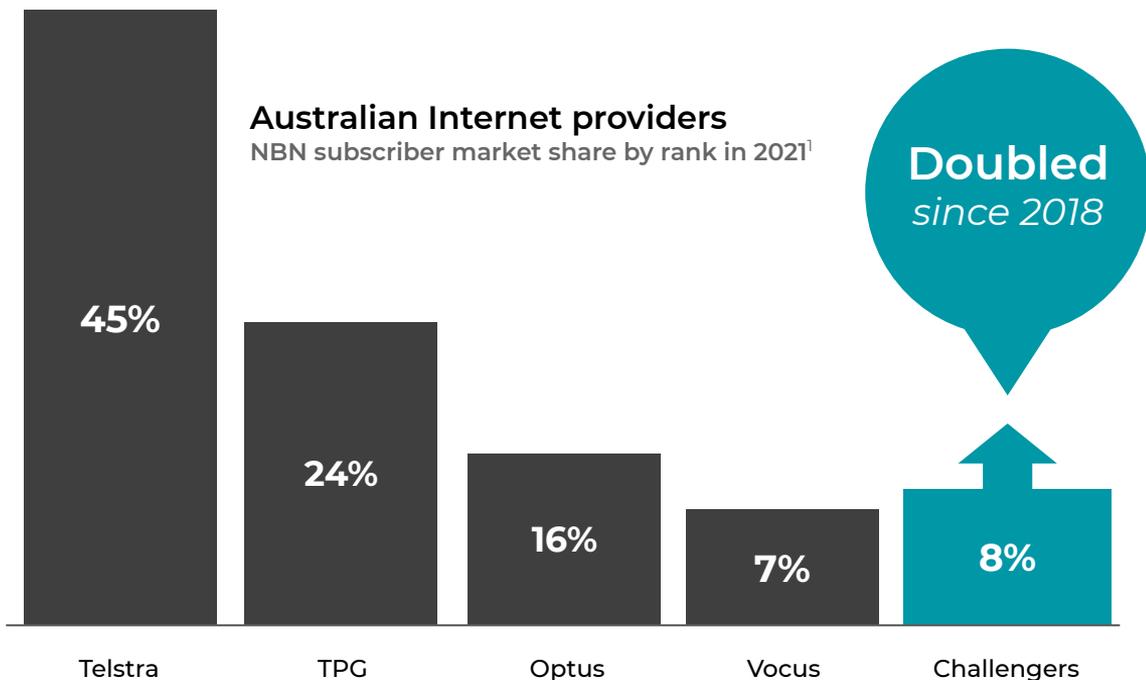
Dean Tognella GE Business

Ryan Crouch GE Wholesale

Luke Oxenham CFO

Paul Tyler CEO

# Challenger internet providers are on a path towards 30% market share



39%

market share held by challengers in US Retail Internet<sup>4</sup>

26%

market share held by challengers in AU Banking<sup>2</sup>

26%

market share held by challengers in AU Retail Energy<sup>3</sup>

(1) ACCC NBN Wholesale Market Indicators Report, 2021

(2) [APRA Monthly Authorised Deposit-taking Institution Statistics](#) September 2021

(3) Australian Energy Regulator Market Performance Update June 2021 Quarter

(4) UBS Market Research

# The conditions are in place and challengers are shaking up the Australian internet market

COVID brought the future forward

Benefits of switching providers are clear

Barriers to switch providers have been reduced

Challengers can now bypass incumbents

Our purpose:

# Enable better internet through competition

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1

Lead  
challengers to  
30% market  
share

*by*

2

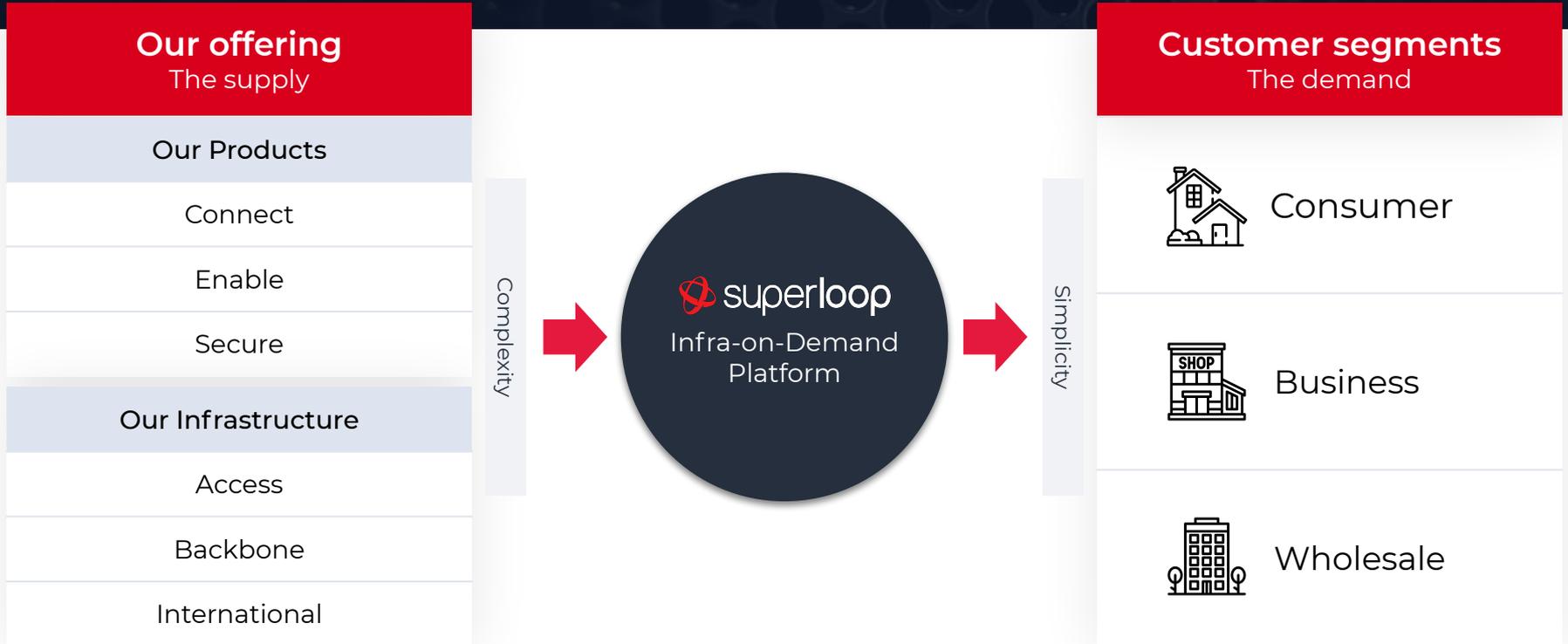
Leveraging  
our secure  
Infra-on-Demand  
platform

*to*

3

Deliver  
superior  
capital  
returns

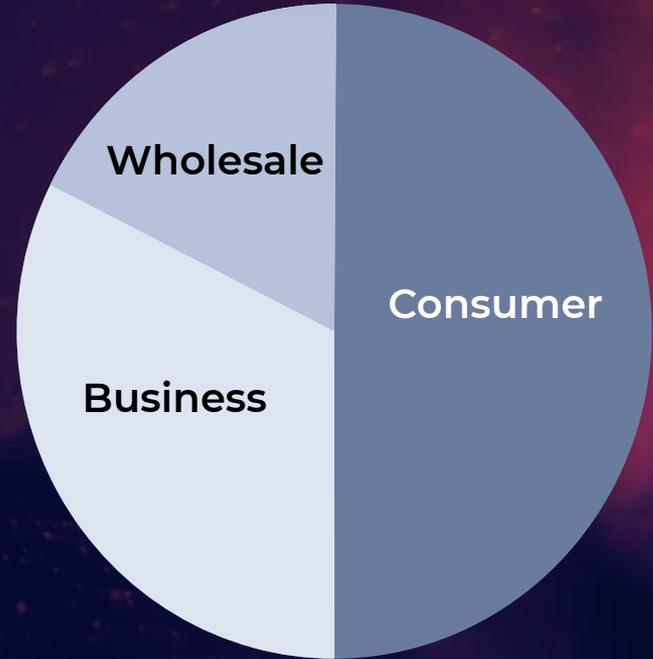
# Superloop is accelerating challengers with our Infra-on-Demand



# The profit pool opportunity is significant across all three segments

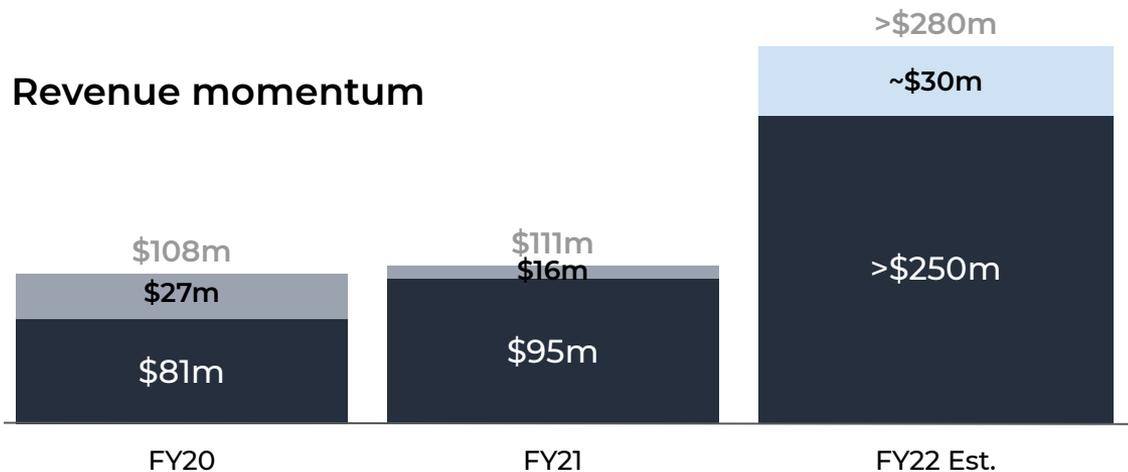
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Estimated >\$11.5b total addressable revenue market

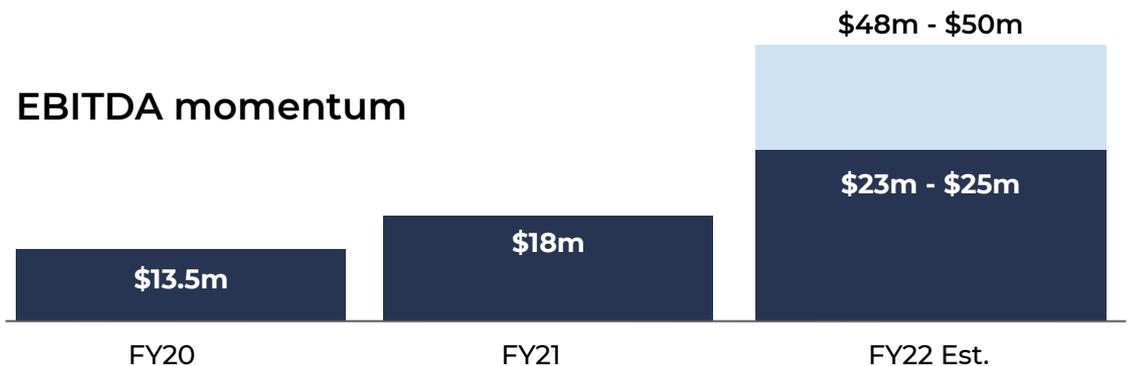


Source: Company estimates based on IBIS, ACCC, broker reports & company reports. Indicative segment split for illustrative purposes only.

## Revenue momentum



## EBITDA momentum



Continuing operations
  Discontinued operations
  Gain on disposal SG/HK

## Our ambition

4-5%

Combined market share in our chosen markets

Further disciplined M&A to accelerate growth

Operating leverage

revenue growth whilst broadly maintaining Opex & Capex envelopes

# Superloop Infra-On-Demand

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Nick Pachos  
Chief Commercial Officer

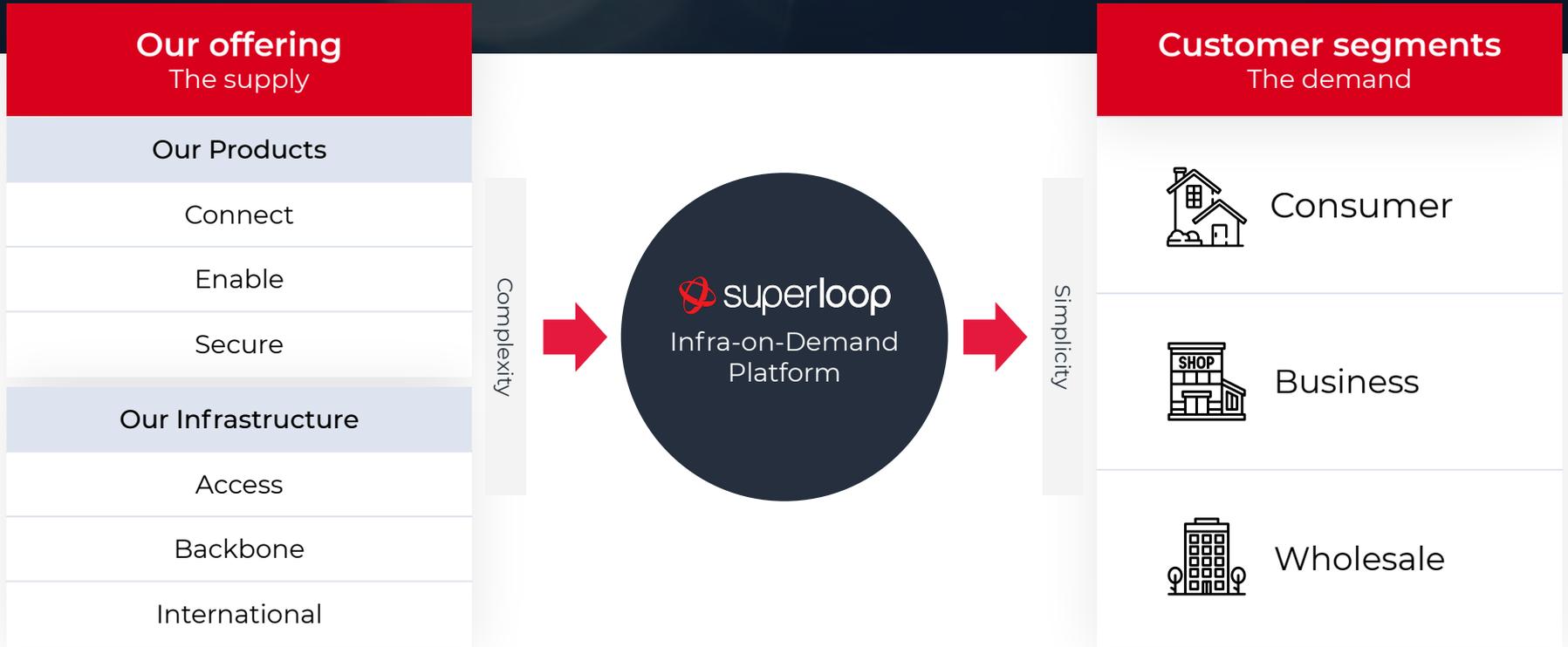
What is Superloop 'Infra-on-Demand' ?

# Providing digital infrastructure on a variable & scalable basis via software

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Lower cost, faster & more agile access for challengers to enter and grow without large upfront capital investments

# Superloop is accelerating challengers with our Infra-on-Demand



# Our Tier 1 high availability network fabric connects:

**466** On-Net data centres / buildings in Australia / worldwide

**> 5 Tbps** Indigo capacity available for sale

**25 - 350 Gbps** Nightly transit and peering growth in 4 years

**> 100,000** Network route kilometres

**378** Fixed Wireless Towers

**100%** Metro POIs with dual fibre backhaul capable of bulk scale > 1 Tbps

**> 1 million** Subscriber aggregation and termination capacity

**> 2 Tbps** Provisioned 3rd party capacity to business customers



# Our products meet the different needs of each customer segment

	Consumer	Business	Wholesale
<b>SECURE</b>	Home Secure Amazon eero	SASE <b>CyberEdge</b> Fortinet Palo Alto Networks	<b>CyberEdge</b> DDoS Protection
<b>ENABLE</b>	<b>Superloop Portal</b> <b>My Exetel</b> <b>ExeFix</b>	SDWAN <b>Managed Wifi</b> <b>Voice</b> Cloud Connect	<b>360 Connect (NBNaas)</b> <b>IP Transit</b> <b>Backhaul (Domestic &amp; International)</b> Cloud Connect
<b>CONNECT</b>	NBN <b>Home Fixed Wireless</b> <b>Student/ampus Wifi</b> <b>Home VOIP &amp; Mobile</b> Other Access Networks	<b>On-Net Fibre</b> <b>Business Fixed Wireless</b> NBN (incl. Enterprise Ethernet) Other Access Networks	<b>On-Net Fibre</b> <b>Home &amp; Business Fixed Wireless</b> NBN Other Access Networks

# The Superloop advantage



**Tier 1 Fixed Network  
with infrastructure  
Economics**

Quality at a  
low price



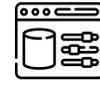
**No legacy  
IT Solutions**

Fast to  
market



**Automated  
provisioning at  
scale**

Customers can  
connect fast & easily



**Commercial  
flexibility**

Customers can scale  
with flexibility

# Our Infra-on-Demand ambition

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1

## Maximise reach

Maximise market opportunity through extended customer reach

2

## Depth

Drive customer penetration through best in market products and services

3

## Ease of use

Enable our customers through our software enabled telco fabric



# Consumer

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Mehul Dave  
Group Executive, Consumer

# Consumer market landscape

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1

The barriers to switching providers have been removed

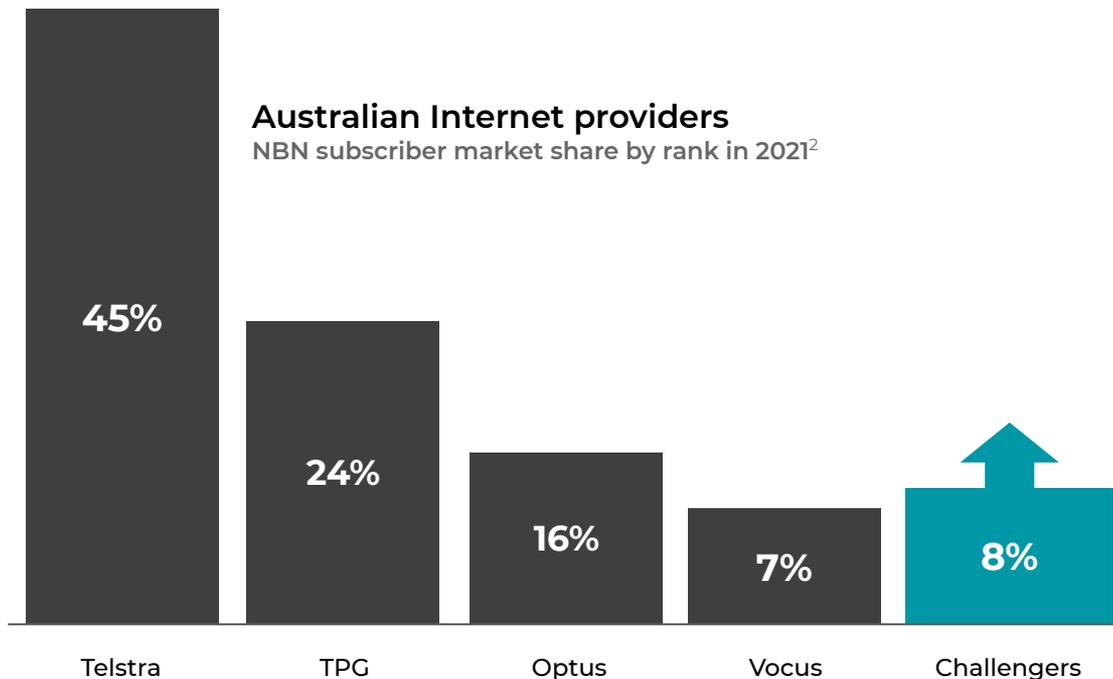
2

The customer benefits of switching providers is clearer

3

We are capturing increased share and profit

# Barriers removed: over 8 million homes<sup>1</sup> can switch providers in minutes



(1) 8.3m homes connected to NBN: NBN Dashboard September 2021

(2) ACCC NBN Wholesale Market Indicators Report 20th August 2021

(3) Superloop Company data

**4 in 5**  
new signups  
are already  
on NBN<sup>3</sup>

Superloop was  
built to make  
switching  
faster & easier

# The benefits of switching are clear: fast speeds, lower price & better service

nbn™ Home fast  
100/20 mbps Unlimited

Price<sup>1</sup>  
Per month

Savings<sup>2</sup>  
Per annum

Service<sup>3</sup>  
Trustpilot score

 superloop

\$89

\$252/year

 4.2



\$95

\$180/year

 3.8



\$110

-

 1.2

(1) Price are for nbn fast 100/20 Unlimited plan excluding discounts as of 8th Nov 2021

(2) Superloop / Exetel savings estimated over 12 months post end of discount period (subject to certain assumptions)

(3) Trustpilot scores as of 8th Nov 2021

# We have the fundamentals in place to accelerate market share and profitability

Leveraging  
Superloop's  
Infra-on-Demand  
platform

Two brands  
targeting  
different customer  
segments

Multi  
product  
offering serving  
Australian homes

Digital-first  
support, with  
tech experts  
on hand



Two brands  
targeting  
different  
customer  
segments

 superloop

super *Fast*

super *Reliable*

super *Easy*

exetel



Speed



Safety



Award winning  
customer experience

**+40**

Net  
Promoter Score

**3.8+**

Trustpilot  
review score

**20%**

Sales from  
customer referrals

# Our multi-product offering serves the needs of all Australian homes



NBN



Fibre Access

Uniti, RedTrain



Fixed Wireless



Home Phone (VoIP)



Prepaid Mobile



Mobile Broadband



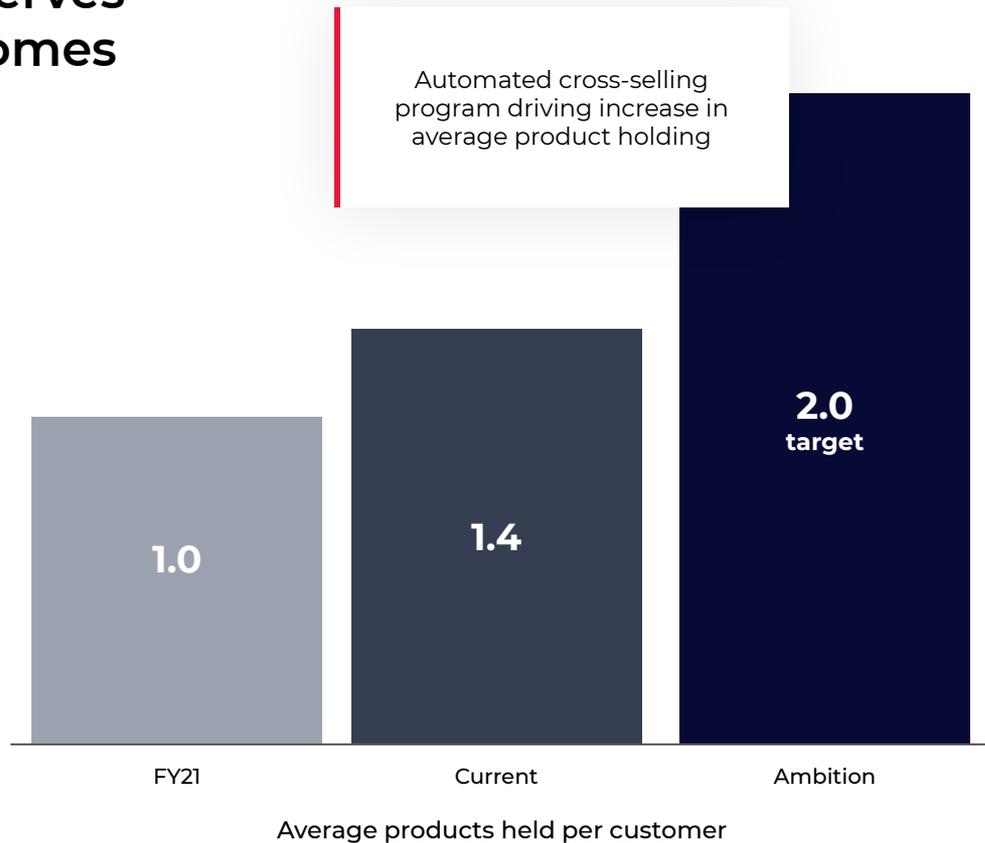
Home Wireless Broadband



Home Secure



Eero Home WiFi System





## Digital-first support, with tech experts on hand

### Our support centres

Australian support team

Degree-qualified engineers

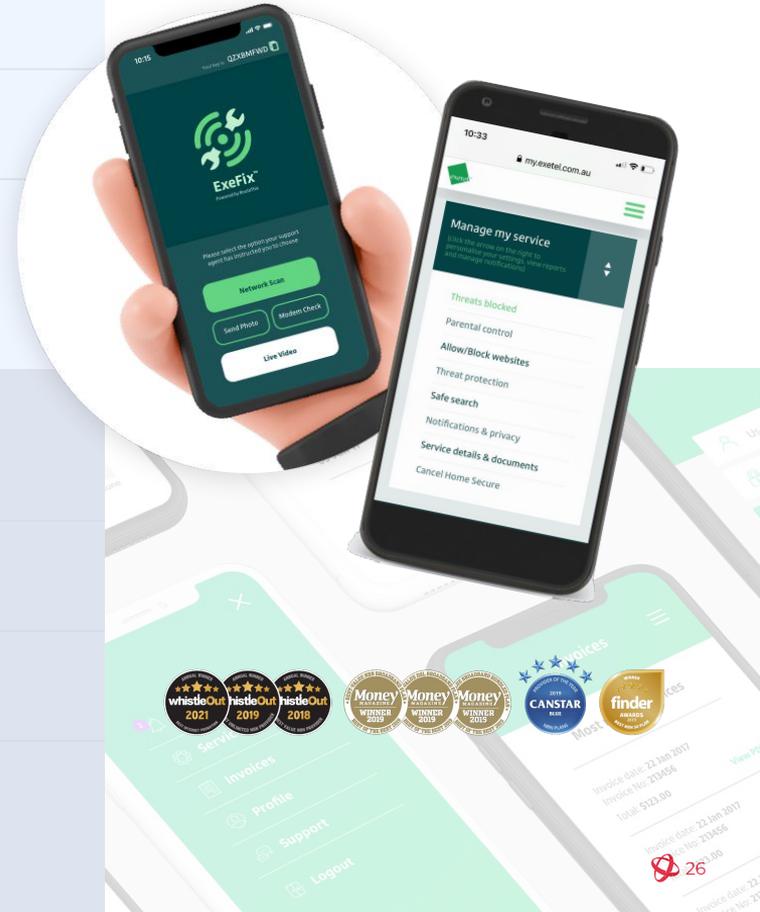
Award-winning customer service

### Our Digital Assets

My Exetel customer portal app

ExeFix WiFi diagnostic tool

Online resources



# Our service turns customers into advocates



 superloop

Jul 6, 2021

  Invited

### Highly Recommended

I don't know a lot about ISP's. What I do know is Superloop deliver what they promise. They were very helpful in getting NBN connected to my home based business when changing from my exiting cable service and I've never had any outages since joining. (hopefully I haven't jinxed them)

I also like that their communication with me is clear and concise without all the extra marketing BS other providers hit you with.

 superloop

Jun 9, 2021

  Invited

### Dependable internet

I work from home regularly and video calls are a stable in my work calendar. There is nothing worse than having your video freeze all the time during meetings but since being with Superloop I have been really impressed at the performance of the internet and how reliable it is. Video calls are seamless even when my husband is also on a video call at the same time and the kids are watching something on Netflix. It makes for a happy household that we can all do the things we need to do at the same time.

 exetel

Jul 19, 2021

  Invited

### The setup happened in less than 10 mins...

The setup happened in less than 10 mins after placing the order. Everything was so smooth and the speed is so much better. Everything was so awesome compared to [redacted]. I've already recommended to my family and friends!

 exetel

2 days ago

  Verified

### Great support and communication

Great support and communication from the start until the connection was working. Best customer service of all ISPs and telcos!!!

# The incremental cost of delivering services to new customers is now marginal



**Lower network costs per customer**

With the build complete, Tier 1 network delivers marginal incremental cost of customer growth.

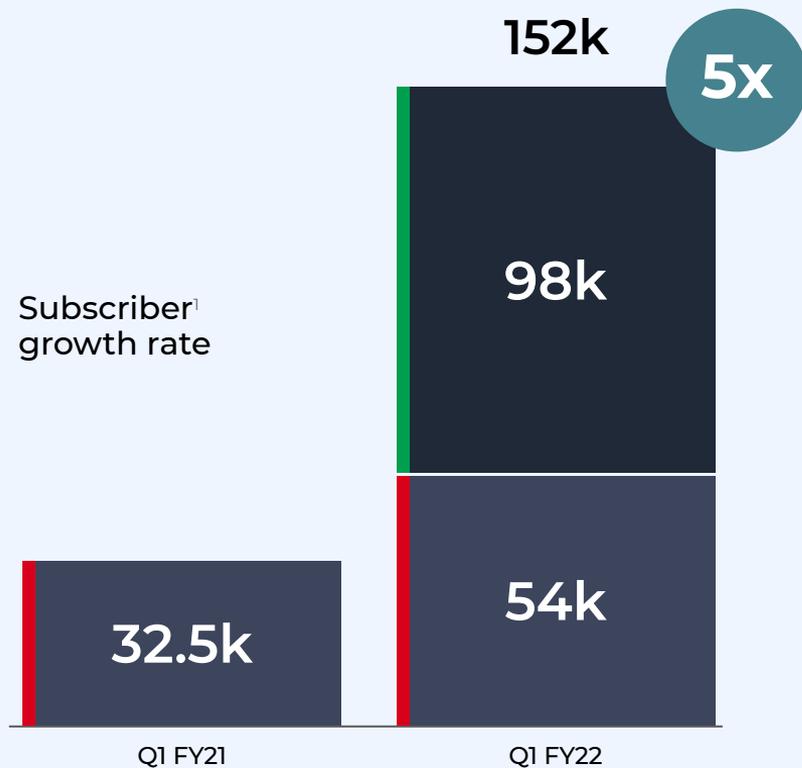
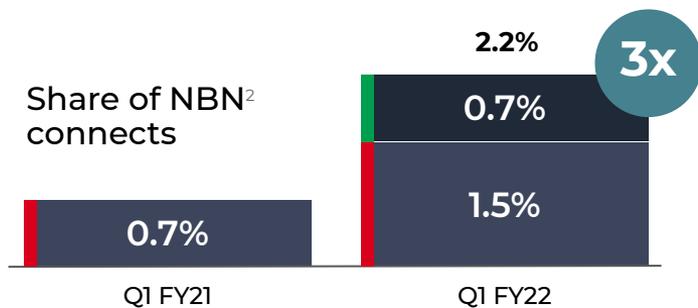
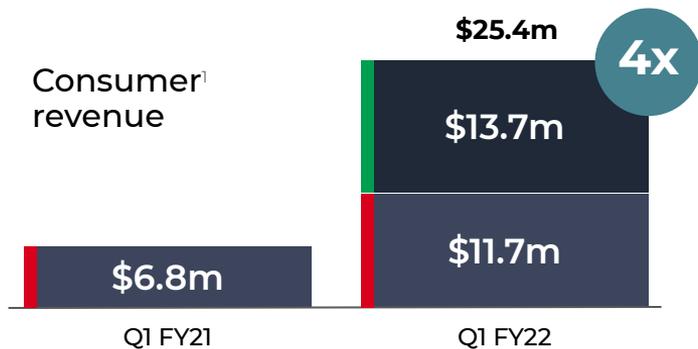


**Reduced customer support cost-to-serve**

65%<sup>1</sup> reduction in customer support cost per subscriber. Further opportunity to scale.

(1) Contact centre salary cost per subscriber Q1FY21 Vs Q1FY20

# Clear subscriber & revenue growth momentum



(1) FY22 Exetel revenue and subscribers reflect new consumer segment (excluding SMB which is part of business)

(2) Superloop new additions as a proportion of NBN connects for respective periods

# Primed for investment in marketing to accelerate growth



Big Data / AI driven churn risk prediction capability



Value-added services maximisation



Better customer experience & self help

**1.5%**  
current  
market share

Consumer subscriber,  
ARPU<sup>(1)</sup> & margin growth

**5%**  
market share  
ambition

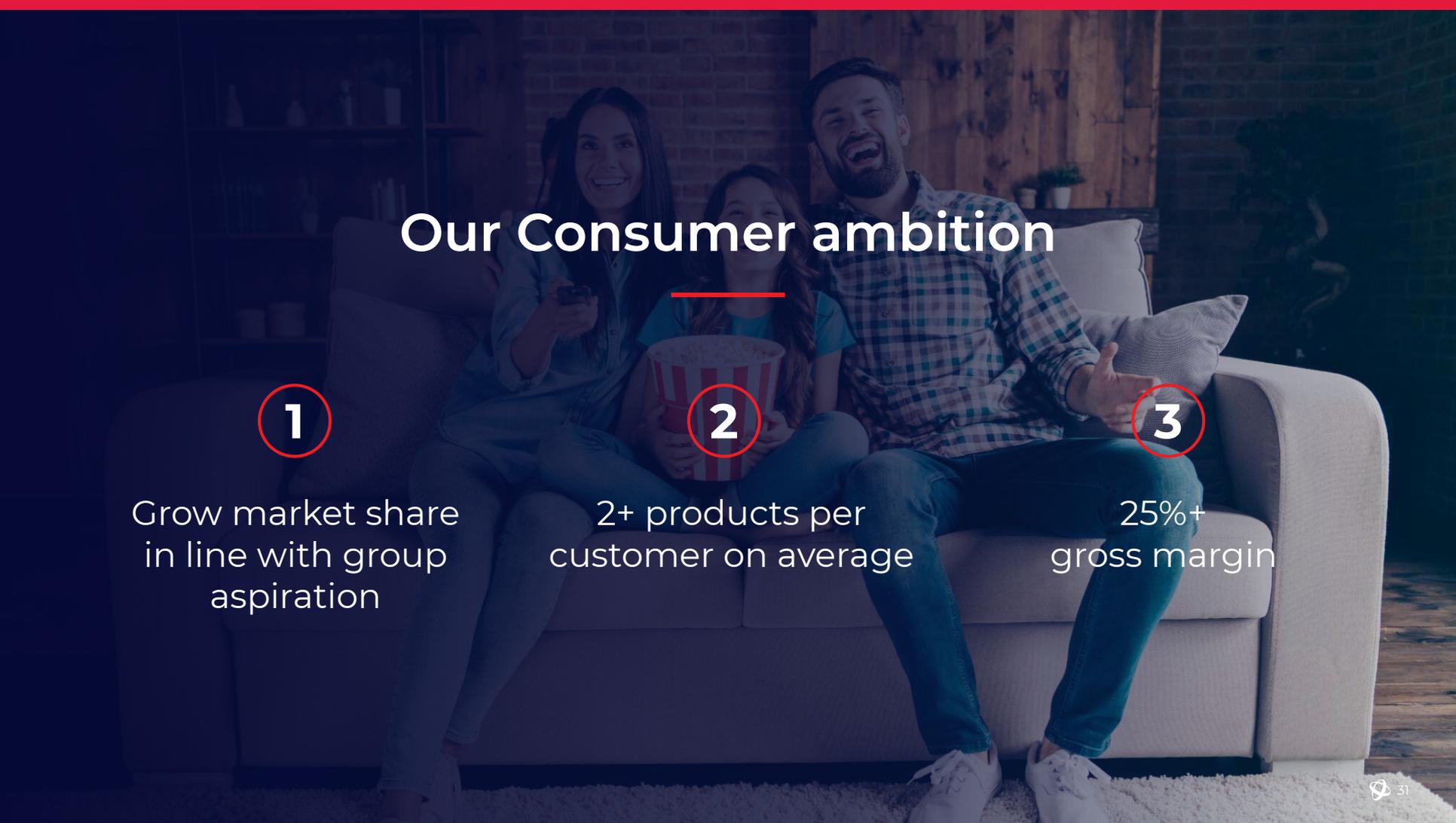


Right plans. Right price.  
Right speeds. Right target.



First class brand and  
acquisition Marketing

(1) Average Revenue per User (ARPU)



# Our Consumer ambition

1

Grow market share  
in line with group  
aspiration

2

2+ products per  
customer on average

3

25%+  
gross margin



# Business

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Dean Tognella  
Group Executive, Business

# Business market landscape

1

Businesses can now bypass the incumbents

2

Everything is in the cloud

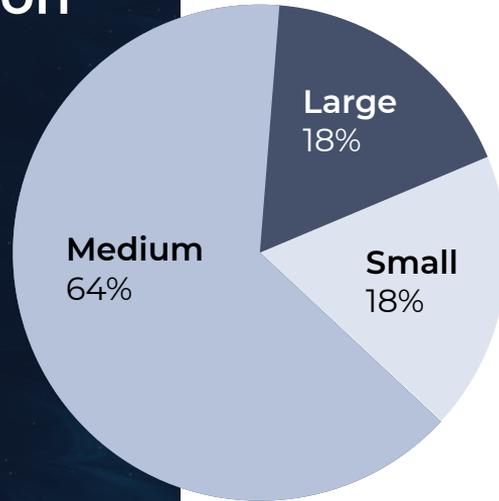
3

Rapid technology change

Superloop +  
Exetel deliver a  
strong foundation  
in all business  
segments

Total Superloop FY21  
Business Revenue<sup>1</sup>

**\$95m+**



**Small  
Business**

0-19  
employees

**Medium  
Corporate**

20-200  
employees

**Large  
Corporate**

>200  
employees



 **superloop**

**>11k**  
Broadband  
services

**>5k**  
Fibre data  
services

**400+**  
customers

Superloop has the products,  
sales channel and service model  
to take market share

(1) FY21 figures represent pro forma Superloop Group as if it included Exetel for the full 12 months of FY21

# Business customers bundling more products with Access



NBN TC2 and Enterprise Ethernet  
for Business & Enterprises



Internet Access



Dark Fibre



Fixed Wireless Access



Third Party Access  
Telstra, Vocus, etc.



Mobile 4G



SD-WAN



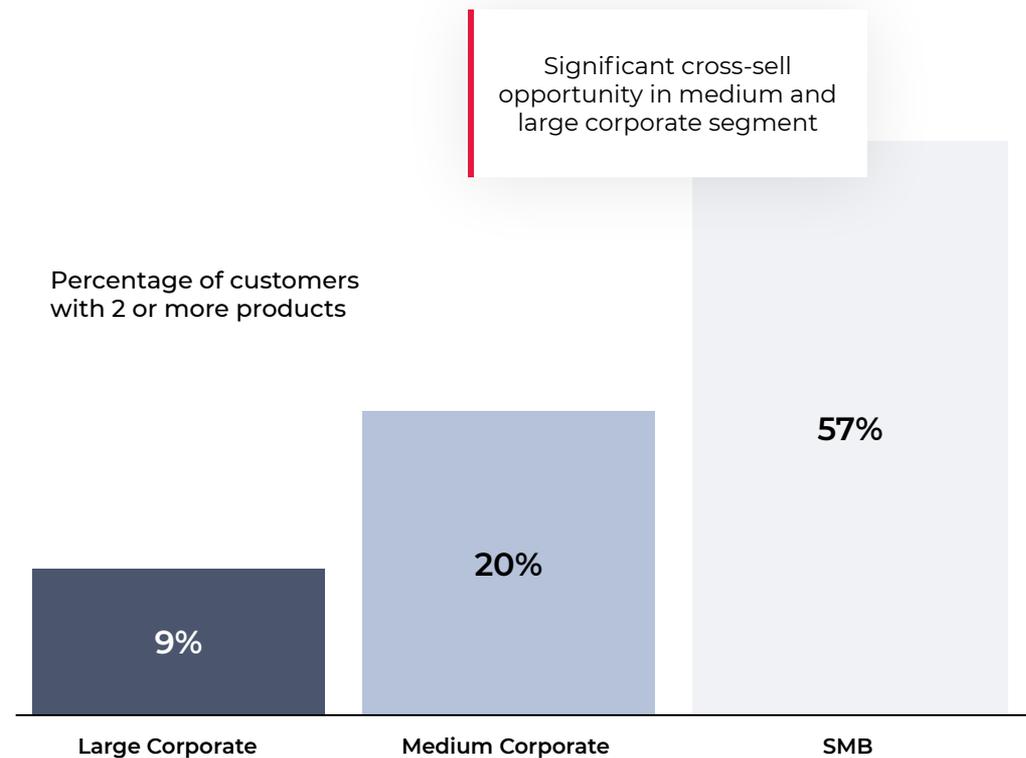
Security  
CyberEdge, Palo Alto Networks, Fortinet



VoIP



Managed WiFi



# Superloop has what it takes to win in all three business subsegments

Small business	Medium corporate	Large corporate	
<b>Focus</b> Marketing & product bundles	<b>Focus</b> Aggressive cross sell	<b>Focus</b> Capture network evolution to SD-WAN + Security	
<b>Key Metrics</b> Channel expansion to >500 partners	<b>Key Metrics</b> Channel partner growth Increase \$ per partner	<b>Key Metrics</b> Increase direct sales market coverage	
<b>Service</b> Network and automation - Simple & easy to switch	<b>Service</b> Business Portal - Simple, efficient & low-cost	<b>Service</b> Service without compromise (Network automation + Business Portal + Account management)	
<b>Sales Distribution</b>	<b>&gt;75</b> Direct Sales	<b>&gt;750</b> Channel Partners	<b>&gt;50%</b> New orders from channel



NRMA's Thrifty Car Rental  
embraces Superloop  
fibre connectivity

*"Together with Superloop, we've ensured Thrifty has the technology platform in place to give ourselves the flexibility and responsiveness to meet our customers' evolving customer service expectations"*

**Cormac Hodgkinson**

*Group Chief Technology Officer  
NRMA*

**Value + service  
without compromise**

# Our business ambition

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1

Above market growth  
& market leading  
retention

2

60% of  
new orders  
through channel

3

40%+  
gross  
margin

# Wholesale

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Ryan Crouch  
Group Executive, Wholesale

# Wholesale market landscape

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1

Challengers  
can now bypass  
incumbents

2

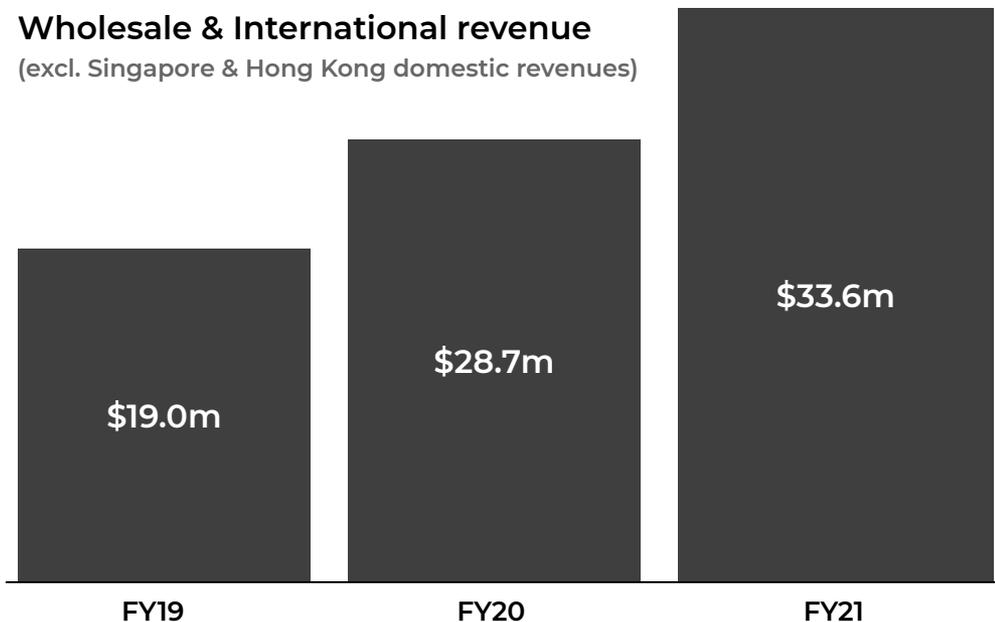
Challenger  
providers are  
gaining market share

3

Customers want  
infrastructure  
on demand

# Wholesale revenue growth drivers

Wholesale & International revenue  
(excl. Singapore & Hong Kong domestic revenues)



Existing customers increasing bandwidth



Existing challengers selecting Superloop over incumbents



New entrants to the market (e.g. white label)



Evolution of Superloop's product offerings

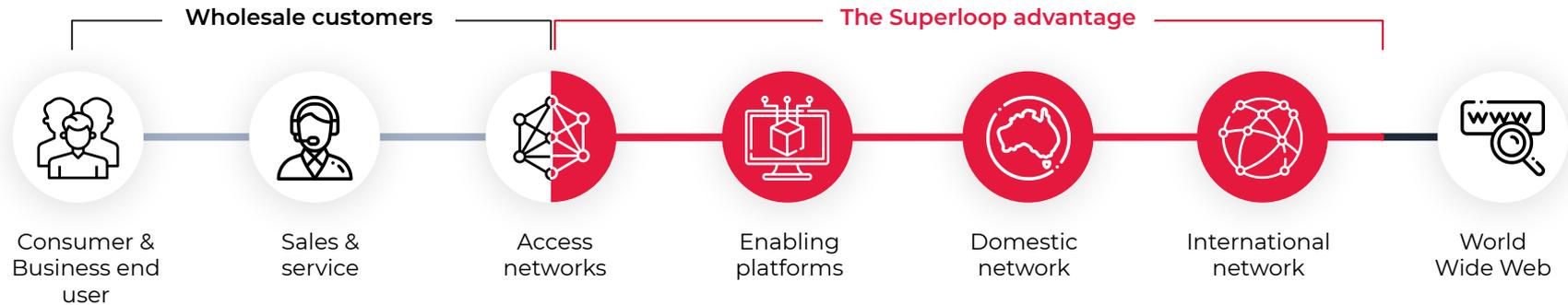


*“We selected Superloop to be our partner for the provision of NBN aggregation services due to the state of the art Superloop Connect platform combined with the strength of their underlying network.”*

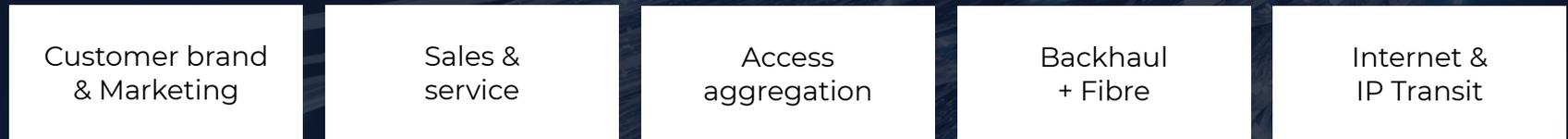
**Rene Sugo**

*Chief Executive Officer  
Symbio*

# Wholesale customers want infrastructure on demand, to supercharge their own offer to end customers



## Provider Value Chain



Superloop enables the demand for Access

# Wholesale bundling more products with Access

-  **NBN Access**  
Backhaul / Aggregation / Virtual
-  **NBN Enterprise Ethernet**  
for Business & Enterprises
-  **Internet Access & IP Transit**  
Including DDoS protection
-  **Australian Intercapital Capacity**
-  **Dark Fibre**
-  **Fixed Wireless Access**
-  **International Ethernet**
-  **Wavelength**
-  **Indigo**



# Our offer to challengers

## Commercial flexibility

Complete NBN & Fixed Wireless solutions

Market competitive commercial offer

Flexible product portfolio

High speed plans (From 250Mb to 1G)

## Network & automation

Infrastructure, capacity and performance on demand

Underpinned by our resilient national network

API B2B platform and portal

Self-serve end-user diagnostics

## Transparency & trust

Visibility of performance & metrics

NBN plan pricing evolution

Rapid onboarding with bulk transfer tool

Proven experience with fast and seamless migration of large customer bases

# Our Wholesale ambition

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1

Wholesaler of  
choice for more  
challengers

2

Increase  
multi-product  
holding

3

70%+  
gross  
margin



# Our financial outlook

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Luke Oxenham,  
Chief Financial Officer

# Our financial ambition is to create long term value for shareholders

## 'Operating' leverage

### Ambition

Leverage our owned network and infrastructure economics

### Measured by

Strong revenue growth, stable capex and controlled opex

## Growth

### Ambition

Drive profitable growth across all 3 of our customer segments

### Measured by

Path to 4-5 % market share delivering attractive EBITDA growth

## Discipline

### Ambition

Deliver superior capital returns through disciplined investment

### Measured by

Return on invested capital > WACC

**Segment reporting  
changes designed to  
provide simplicity,  
focus and  
transparency**



“Through the eyes of management”  
approach to financial reporting



Acquisition of Exetel



Divestment of Hong Kong, Singapore  
& CMS simplifies our business



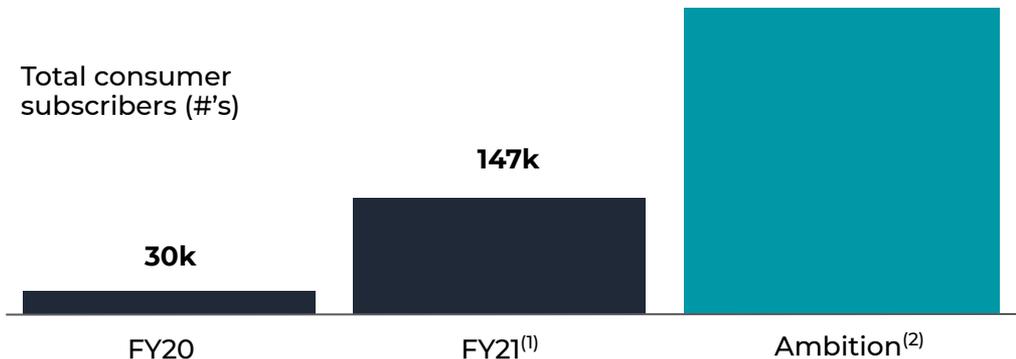
Simplification, focus and transparency



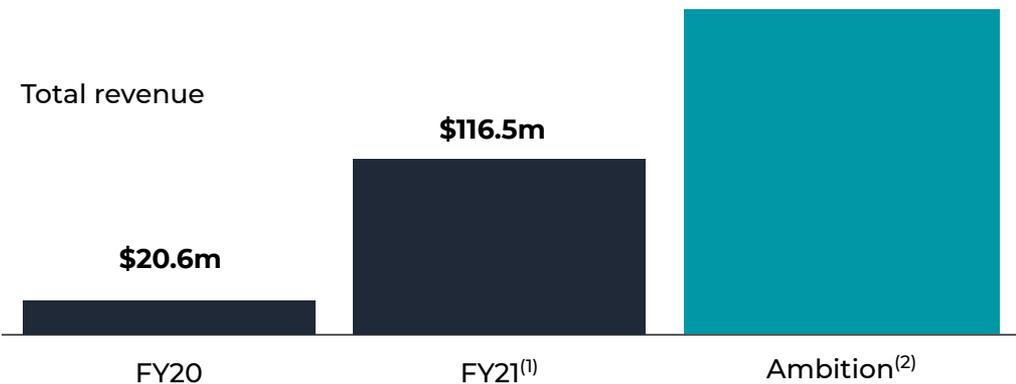
Market & segment focus to maximise  
customer benefits & shareholder  
returns

# Consumer segment metrics

Total consumer subscribers (#'s)



Total revenue



(1) FY21 figures represent pro forma Superloop Group as if it included Exetel for the full 12 months as per Audited Superloop results published 24 August 2021 and unaudited Exetel results

(2) Not to scale - for illustrative purposes only

Actual    Ambition

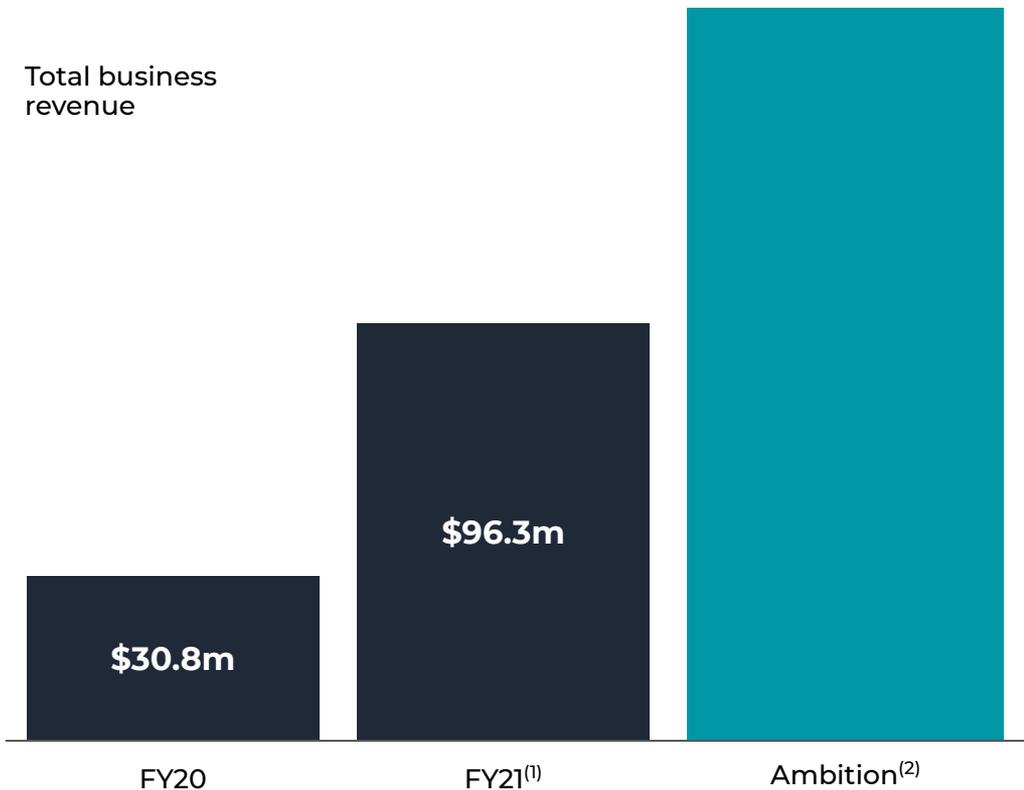
## Consumer ambition

Revenue aspiration consistent with overall group wide market share ambition

**25%+**  
Gross Margin

# Business segment metrics

Total business revenue



(1) FY21 figures represent pro forma Superloop Group as if it included Exetel for the full 12 months as per Audited Superloop results published 24 August 2021 and unaudited Exetel results

(2) Not to scale - for illustrative purposes only

■ Revenue ■ Ambition

## Business ambition

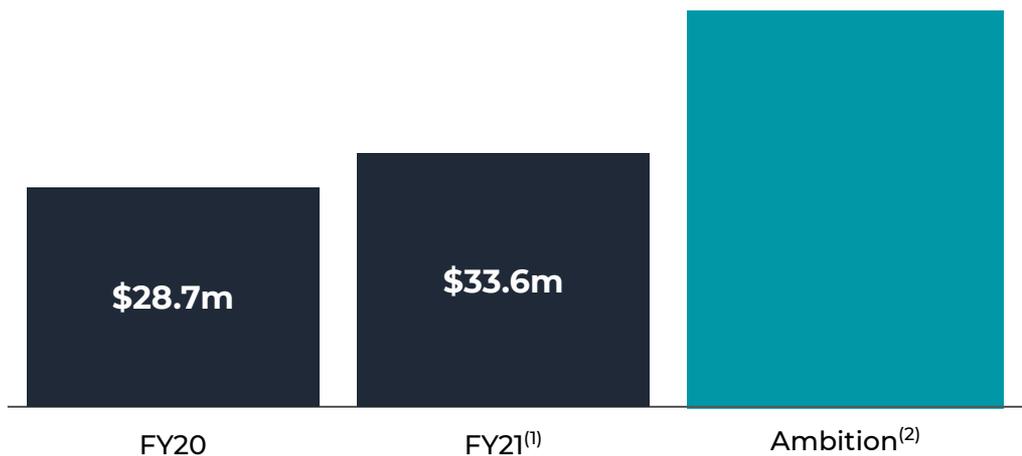
Revenue aspiration consistent with overall group wide market share ambition

**40%+**  
Gross Margin

# Wholesale segment metrics

## Wholesale revenue

Excluding Hong Kong & Singapore sale



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(2) Not to scale - for illustrative purposes only

■ Revenue ■ Ambition

## Wholesale ambition

Revenue aspiration consistent with overall group wide market share ambition

**70%+**  
Gross Margin

## Allocation of revenue by new operating segment

Revenue \$M		FY 2020						FY 2021 <sup>(1)</sup>					
		Previous	Consumer	Business	Wholesale	TOTAL Ongoing	D'Continued	Previous	Consumer	Business	Wholesale	TOTAL Ongoing	D'Continued
<b>Connectivity</b>	Core Fibre	38.0	-	2.6	20.9	23.5	14.5	46.5	-	5.2	28.1	33.3	13.3
	Design & Fibre Construction	1.4	-	-	1.4	1.4	-	-	-	-	-	-	-
	Fixed Wireless	17.7	-	11.3	6.4	17.7	-	15.9	-	10.5	5.5	15.9	-
	<b>TOTAL Connectivity</b>	<b>57.1</b>	-	13.9	28.7	<b>42.6</b>	<b>14.5</b>	<b>62.4</b>	-	15.7	33.6	<b>49.1</b>	<b>13.3</b>
<b>Broadband</b>	Guest Wifi	11.3	-	11.3	-	11.3	-	7.0	-	7.0	-	7.0	-
	Home Broadband	20.6	20.6	-	-	20.6	-	34.8	34.8	-	-	34.8	-
	<b>TOTAL Broadband</b>	<b>31.9</b>	20.6	11.3	-	<b>31.9</b>	-	<b>41.8</b>	34.8	7.0	-	<b>41.8</b>	-
<b>Services</b>	<b>TOTAL Services</b>	<b>18.1</b>	-	5.6	-	<b>5.6</b>	<b>12.5</b>	<b>6.3</b>	-	4.2	-	<b>4.0</b>	<b>2.1</b>
<b>Other</b>	<b>TOTAL Other</b>	<b>0.5</b>	-	-	-	<b>0.5</b>	-	<b>0.2</b>	-	-	-	<b>0.2</b>	-
<b>Superloop</b>		<b>107.6</b>	<b>20.6</b>	<b>30.8</b>	<b>28.7</b>	<b>80.6</b>	<b>27.0</b>	<b>110.7</b>	<b>34.8</b>	<b>26.8</b>	<b>33.6</b>	<b>95.1</b>	15.4
<b>Exetel</b>		-	-	-	-	-	-	<b>151.2</b>	<b>81.7</b>	<b>69.5</b>	-	<b>151.2</b>	-
<b>TOTAL</b>		<b>107.6</b>	<b>20.6</b>	<b>30.8</b>	<b>28.7</b>	<b>80.6</b>	<b>27.0</b>	<b>261.9</b>	<b>116.5</b>	<b>96.3</b>	<b>33.6</b>	<b>246.4</b>	<b>15.4</b>

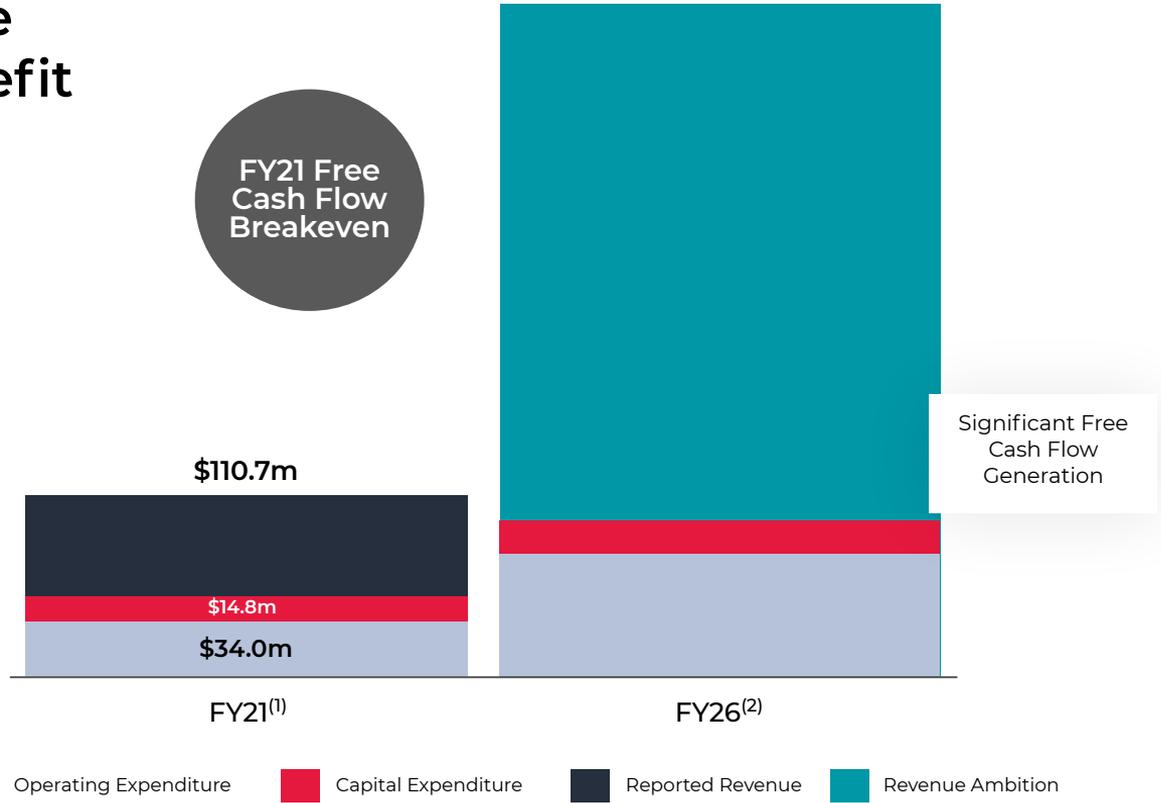
(1) FY21 figures represent pro forma Superloop Group as if it included Exetel for the full 12 months as per Audited Superloop results published 24 August 2021 and unaudited Exetel results

# Return Profile of the business set to benefit from significant operating leverage

FY21 Free Cash Flow Breakeven

**Pre FY21 Network Cost**

 >\$300m capex  
 plus acquisitions



(1) FY21 figures represent audited Superloop results published 24 August 2021

(2) Not to scale - for illustrative purposes only

# Wrap up and Q&A

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Paul Tyler,  
Chief Executive Officer

**FY21 was a big  
step forward,  
but just the start  
of our accelerated  
growth strategy**

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Leverage assets &  
competitive advantage



Win and retain market share



Accelerate EBITDA growth &  
shareholder value creation



Consider M&A and capital  
recycling opportunities



Attract and retain talent  
to execute strategy

## In Summary

Conditions are in place for challengers to shake up the telco market in Australia

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Our ambition is to fuel challenger providers towards 30% collective share

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Our 'Infrastructure-on-Demand' platform is what sets Superloop apart

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2021 was a transformative year to accelerate our growth in all 3 segments

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Our capital structure gives us the war chest to accelerate that growth

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Our strategy, our business and our financials are clear and simple

Thank You

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### Contact Details

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