

Investor Presentation

Half year results to 31 December 2021

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23 February 2022



Strategic and operational highlights

Strong execution of strategic priorities – 2030 Vision

Key 1H22 achievements

- **2030 Vision:** Announced goal of 100 million numbers and presence in five additional Asian countries
- **Singapore:** Initial customers on-boarded following network launch
- **Business simplification:** Completed disposal of all non-core businesses (including EVM in January 2022)
- **Rebranding:** Symbio Holdings Limited (formerly MNF Group) and reclassified as 'Software & Services' GICS
- **Financial:** Strong balance sheet. Over \$100m in cash and facilities available to execute strategy - no current debt

Strategy update

- **Singapore:** Customer pipeline continues to build. Customer onboarding a key focus
- **Malaysia:** Local corporate structure established. Regulator consultation underway. Acquisition search well progressed
- **Other markets:** Looking closely at Taiwan, South Korea and Japan as follow-on markets
- **Software Leadership:** New operating segments and roadmaps defined. Clearer business unit focus and accountability
- **Organic Growth:** Continued strong organic growth in home markets of Australia and New Zealand

1H22 performance

Strong performance from continuing operations with 26% growth in phone numbers

Continuing business

- Continuing EBITDA⁽¹⁾ \$17.3m, up 7% with strong growth in continuing recurring gross margin
 - Underlying EBITDA⁽⁴⁾ of \$17.9m including discontinued operations
- Continuing NPAT-A⁽²⁾ \$6.7m, up 6% due to simplified business
 - NPAT of \$11.1m including disposals
- Phone numbers up 26%, demonstrating continued strong organic growth in home markets

Outlook

- Affirm FY22 EBITDA guidance range of \$35m-\$38m for the continuing business
- Symbio is now a stronger, faster business that can grow much bigger in the Asia-Pacific region



CONTINUING
EBITDA⁽¹⁾

\$17.3m

+7% vs H1 2021



CONTINUING
NPAT-A⁽²⁾

\$6.7m

+6% vs H1 2021



CONTINUING
RECURRING
REVENUE⁽⁵⁾

\$54.4m

+13% vs H1 2021



CONTINUING
RECURRING
GROSS MARGIN⁽⁵⁾

\$30.6m

+9% vs H1 2021



NRR: TOP 10
CUSTOMERS⁽³⁾

108%



PHONE NUMBERS

6.4m

Up 26% vs H1 2021

- Continuing EBITDA excludes restructure and impairment costs, gain or loss on sales of businesses, net interest, share scheme costs, acquisition costs, tax, depreciation and amortisation and results of discontinued operations.
- Continuing NPAT-A excludes amortization of acquired customer contracts & acquired software, tax affected restructure and impairment costs, and tax affected gain or loss on sale of businesses and results of discontinued operations.
- NRR (Net Retention Rate) is 1H22 revenue compared to 1H21 revenue of Symbio's top 10 customers (excluding those that are minutes trading only). These customers combined represent approximately 22% of 1H22 revenue. No single customer is more than 5% of revenue.
- Underlying EBITDA: excludes restructure and impairment costs, gain or loss on sale of businesses, net interest, share scheme costs, acquisition costs, tax, depreciation and amortisation
- Continuing figures represent a like-for-like comparison with prior corresponding period restated to only include continuing businesses. See pages 28 and 29 for details

Financial performance



1H22 financial summary

	Reported Result	1H22 Actual	1H21 Actual	Δ	Notes
Continuing	Revenue	\$99.2m	\$102.5m	-3%	1
	Gross Margin	\$46.6m	\$42.9m	8%	1
	Gross Margin %	47%	42%	+5% pts	
	EBITDA	\$17.3m	\$16.1m	7%	2
	NPAT	\$4.5m	\$4.5m	0%	
	NPAT-A	\$6.7m	\$6.3m	6%	3
	Earnings per share (cents)	5.28	5.33	-1%	4
Inc. Disposals	Revenue	\$101.6m	\$112m	-9%	
	Gross Margin	\$48.6m	\$49.7m	-2%	
	Gross Margin %	48%	44%	+4% pts	
	Underlying EBITDA	\$17.9m	\$19.6m	-9%	5
	NPAT	\$11.1m	\$6.6m	67%	
	Earnings per share (cents)	13.05	7.83	40%	
Total dividend per share - fully franked (cents)		3.30	3.30	0%	

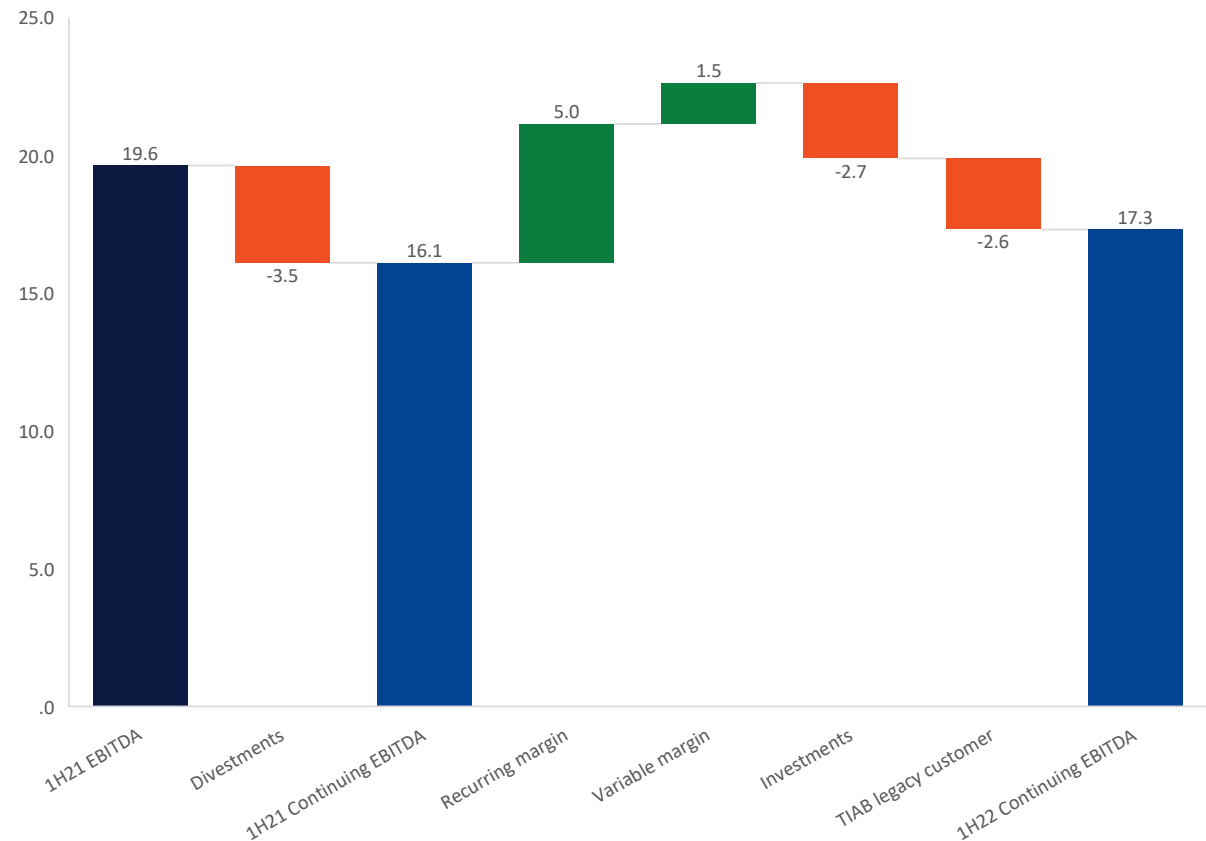
1. Continuing figures represent a like-for-like comparison with prior corresponding period restated to only include continuing businesses. See pages 28 and 29 for details.
2. Continuing EBITDA excludes restructure and impairment costs, gain or loss on sales of businesses, net interest, share scheme costs, acquisition costs, tax, depreciation and amortisation and results of discontinued operations.
3. Continuing NPAT-A excludes amortisation of acquired customer contracts & acquired software, tax affected restructure and impairment costs, and tax affected gain or loss on sale of businesses and results of discontinued operations.
4. Continuing EPS is NPAT from continuing operations divided by the weighted average number of shares. Refer to note 11 of the Half Year Financial Report.
5. Underlying EBITDA excludes restructure and impairment costs, gain or loss on sales of businesses, net interest, share scheme costs, acquisition costs, tax, depreciation and amortisation.

1H22 EBITDA bridge

Recurring margin drives growth in continuing operations during a period of change and investment

H1 performance

- Recurring margin growth of continuing business on track with budget
- Variable margin growth ahead of expectation
- EBITDA impact from divestments of \$5.9m in full year, now including disposal of EVM
- Investments tracking behind expectation due to technical resource constraints
- One off TIAB legacy customer impact of \$2.6m (total of \$3.1m for full year)
- Affirm FY22 EBITDA guidance range of \$35m-\$38m for continuing business



1. In the above graph 'EBITDA' refers to Continuing EBITDA. Continuing EBITDA excludes restructure and impairment costs, gain or loss on sales of businesses, net interest, share scheme costs, acquisition costs, tax, depreciation and amortisation and results of discontinued operations. Refer pages 32 and 33 for detailed reconciliation.

Balance sheet & cash flow

Generating strong cash flows and no debt

Key movements

- \$21.7m of net cash generated from customers & suppliers in 1H22
- \$51.6m in cash as at 31 December bolstered by \$24.4m received from disposals of direct businesses
- \$5.8m cash due to Symbio over 6 months of deferred consideration on disposals
- No debt as at 31 December 2021
- \$60m undrawn debt facility

Operating cash flow	1H21 (\$M)	2H21 (\$M)	1H22 (\$M)
Receipts from customers	116.7	108.6	114.9
Payments to suppliers & employees	(95.7)	(87.0)	(93.2)
Cash generated	21.0	21.6	21.7
Cash conversion ratio	107%	92%	122%

\$51.6m
Cash at Dec 31

\$60m
Debt facility
(undrawn)

\$24.4m
Received from
disposal




+\$5.8m
Due from disposals

Division performance



Business divisions

Each division serves a key target market with a distinct geography and product set

	Communication Platform as a Service (CPaaS)	Telco as a Service (TaaS)	Unified Communication as a Service (UCaaS)
Customers	Software companies & large telcos	Small telcos & Managed Service Providers (MSPs)	Enterprise & Government
Markets	Worldwide	Australia, NZ & Asia Pacific	Australia, NZ & Asia Pacific
Products	<ul style="list-style-type: none"> • Numbers & porting • Call termination • Messaging 	<ul style="list-style-type: none"> • White label telecom • Billing software • Management software 	<ul style="list-style-type: none"> • Microsoft Teams • Cisco Webex • Contact Centre
Primary Brand			

CPaaS division

Cloud communications infrastructure for software companies and large telecoms

Customer use cases include:

**Conferencing &
collaboration**

RingCentral

zoom

**Contact center &
CX technology**

twilio

aircall

KPI: Phone numbers

Phone number growth is a lead indicator for recurring revenue. Customers pay a monthly charge per number, plus any usage (calls and SMS) each month.

Growth strategy: Asian expansion

No comparable communication platform exists in SE Asia. Legacy networks are unable to meet the needs of cloud communication providers.

Moat: Customer relationships

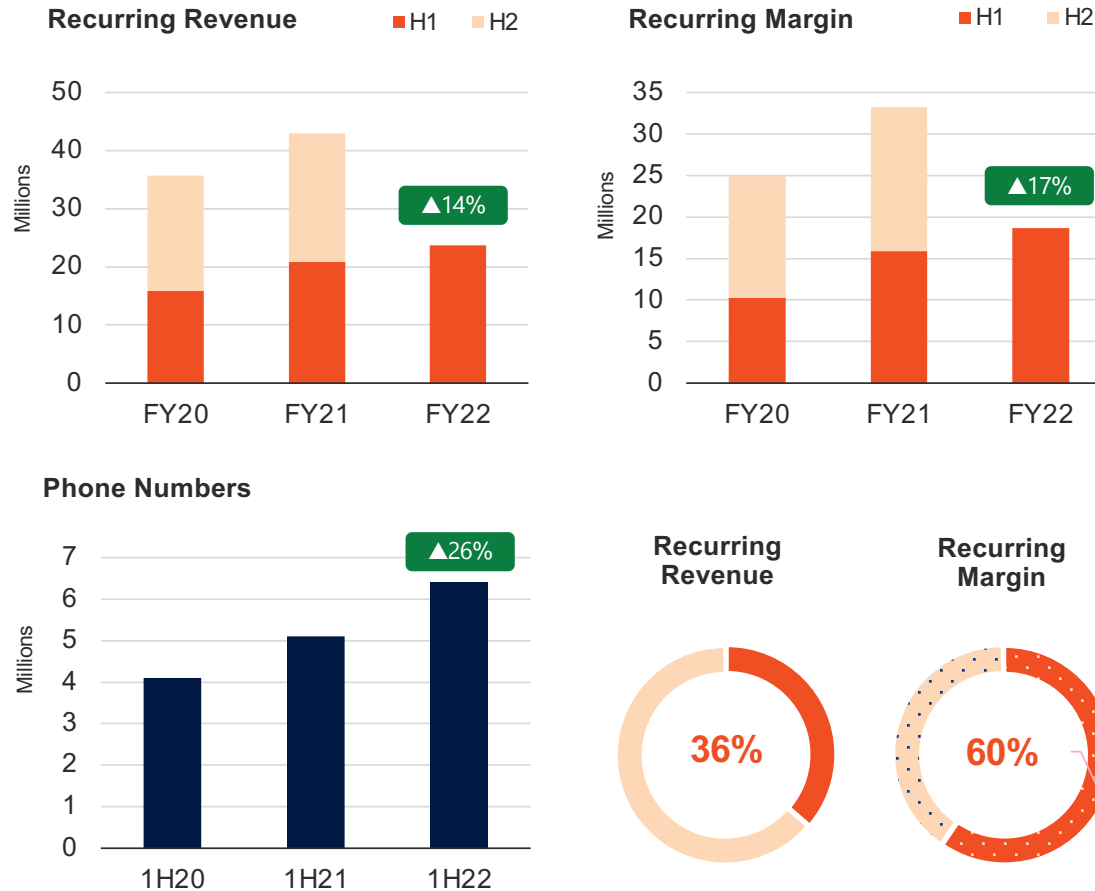
Long-term supplier of phone numbers and call termination to Microsoft, Google, RingCentral, Twilio, Zoom and other market leaders.

Opportunity: Everything communicates

Calling is increasingly added to enhance software and tech – from CX platforms and CRMs to Smart Cars – the applications are endless.

CPaaS division financial performance

Continued strong growth in recurring revenues and margins



H1 performance

- Continued strong organic growth with Recurring Revenue up 14% on PCP to \$23.5m
- Recurring Margin up 17% on PCP to \$18.6m, growing faster than revenues
- Phone Numbers up 26% on PCP to 6.4m. *Continuing to accelerate off post-COVID high levels. Phone numbers are a leading indicator of future recurring revenues.*

H2 focus areas

- Singapore sales and pipeline
- Continued market share accretion in home markets of Australia and New Zealand

TaaS division

White label telecom for IT and communication providers – sold under *Telcoinabox*

Customer use cases include:

**Consumer
Mobile & NBN**



**Managed
Corporate IT**



Growth strategy: Market expansion

R&D focused on developing products that appeal beyond traditional 'telco' providers. Plus, potential for expansion into other APAC countries.

Moat: Scale of operations

Hundreds of businesses – from local IT providers to national brands – use Telcoinabox software to power their Voice, NBN and Mobile products.

KPI: Services in operation (SIOs)

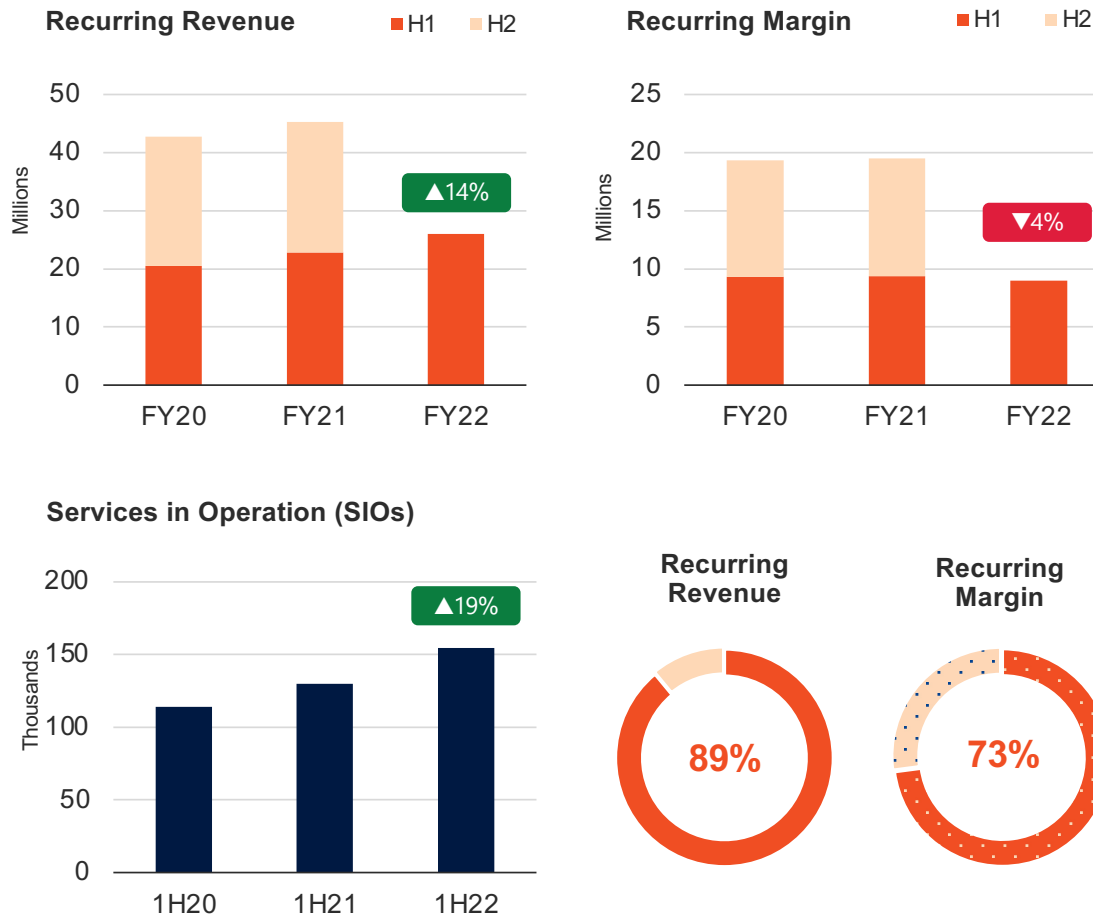
Revenue grows the more *our customers* sell. Our customers pay a monthly charge to keep a service connected, plus usage (calls, data etc).

Opportunity: Empowering service brands

Customers increasingly moving away from large national telcos, towards smaller, service-oriented technology businesses they trust.

TaaS division financial performance

Transforming into a high growth segment with strong recurring revenue and margin



H1 performance

- SIO organic growth strong, up 19% on PCP to 154K
- TIAB legacy customer impact of \$2.6m due to Tier 1 carrier moving software in house – expect total impact of \$3.1m for full year
- Underlying recurring margin grew 32% on PCP once Tier 1 carrier customer is excluded

H2 focus areas

- Completion of SuperLoop project – increased automation of data products
- Launch of Microsoft Teams integration – allowing reseller base to access lucrative market

UCaaS division

Communication services for enterprise and government in Asia-Pacific

Customer use cases include:

Hybrid work & collaboration

venues
cliffons



Customer service & engagement



KPI: Seats

Customers pay 'per user, per month' to enable voice calling in Teams or Webex, with usage (calls) typically included.

Growth strategy: Asian expansion

Multi-national enterprise remain underserved in SE Asia. Planning scale-up in NZ and expansion into Singapore market.

Moat: Strategic partnerships

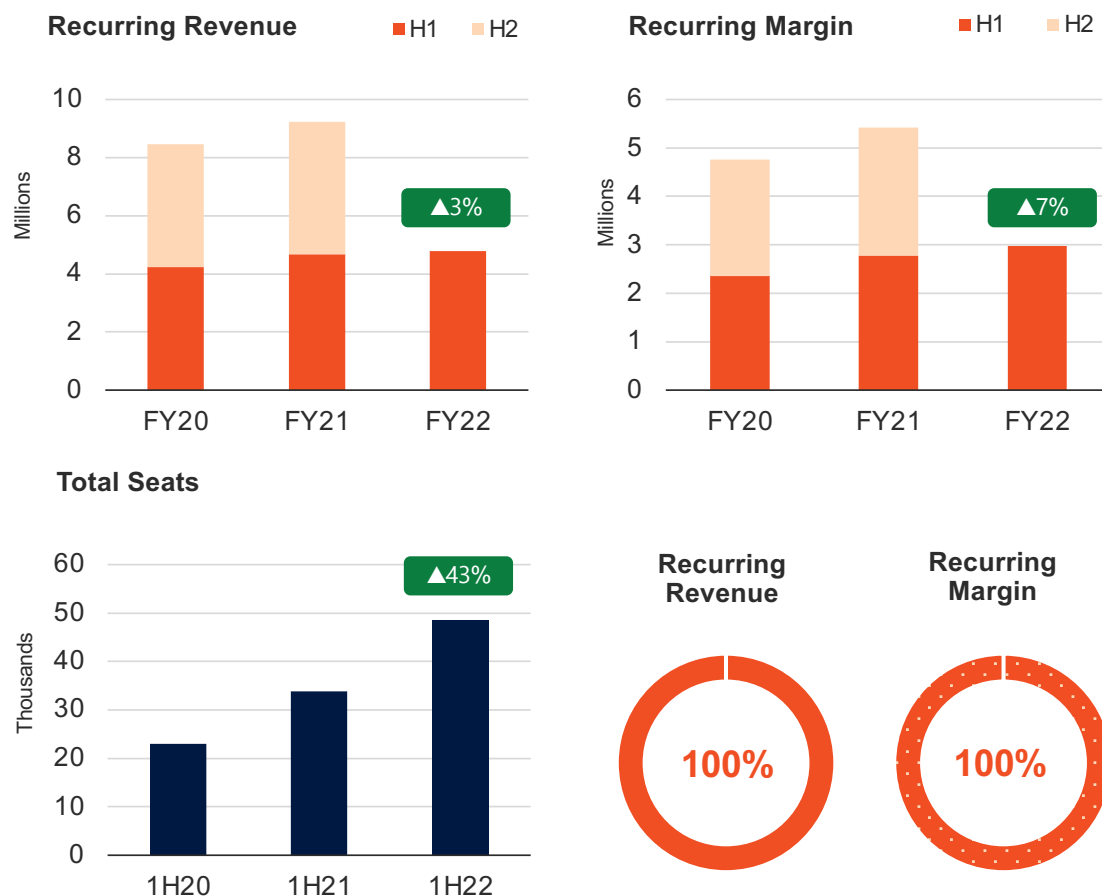
Symbio calling is embedded into Microsoft Teams and Cisco Webex – simplifying adoption and sale into enterprise and government organisations.

Differentiator: Expertise

20 years experience in IP voice communication.

UCaaS division financial performance

A true SaaS business segment with 100% recurring revenue model



H1 performance

- Seats organic growth strong, up 43% on PCP to 48.5K
- Recurring revenue and margins impacted by depreciation of data services (\$0.3m in 1H21 relative to PCP)
- Underlying recurring margin growth of 22% (excluding data depreciation)
- Revenue mix includes large government customers on fixed recurring revenue models

H2 focus areas

- Launch Cisco WebEx into the Singapore market Q4 FY22
- Launch Microsoft Teams customer automation platform Q4 FY22

High quality recurring revenue

Symbio has a robust, profitable business that can generate returns over long periods



High value customers

Our customers include large global software companies, multi-national enterprise and government.



High volume

Our customers operate at internet scale, supporting tens of thousands of international users and billions of calls every year.



Long term partnerships

Typically, contracts run over multiple years. Many of our largest accounts are built upon trusted relationships of 10+ years.



Mission-critical

Our revenue is connected to critical long-term use cases: enterprise collaboration, customer service, family connection *and more*

Strategy update



The ultimate opportunity

Symbio is disrupting the multi-billion dollar telecom industry

Turning telecom infrastructure into code

With our software platform, businesses from any part of the world, of any size, can 'switch on' communications coverage in a new region and move legacy voice services to the cloud.

High value product

The value we provide is critical to the tech stack of enterprise, government, conferencing and collaboration providers.

Top-tier customers + growing market

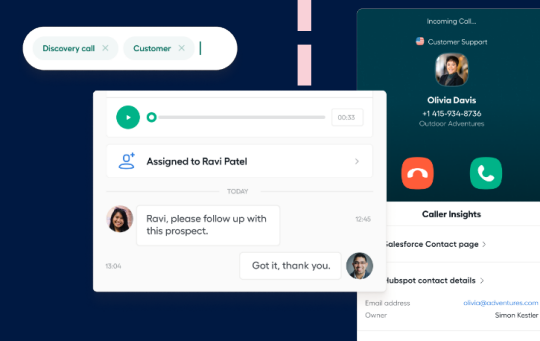


Symbio APIs & software

```
•{"name": "Remote Trunk 1",  
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  "cliCldFormat":  
  •{ },  
  "remoteTrunkId": "1-50001"
```

SIP connectivity

Our customers' apps & software

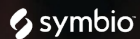


Global tech megatrends fuel Symbio's opportunity

Cloud communication and connectivity are essential for remote and hybrid working



Future of
work



Software as
a Service



Emerging
Asia

Cloud adoption is no longer a choice

Around the world, cloud and software are replacing legacy telecom products

The shift to cloud is happening now

Asia-Pacific is the next growth region for the adoption of cloud communication. Symbio is ahead of the trend, positioning to be the software and infrastructure backbone that powers calling and messaging in our region.



The pandemic has accelerated adoption of cloud communications

By 2024

74%

of enterprise UC licenses will be cloud-based¹

By 2023

90%

of global enterprise will leverage CPaaS²

By 2022

ISDN

no longer supported in many parts of the world³

1. Gartner, UCaaS Magic Quadrant (2020); 2. Gartner, CPaaS Market Guide (2020); 3. Gartner, Market Guide for Global SIP Trunking Services (2020)

Vision and strategic investment areas

We are investing to become a major global player in cloud communications

FY22 strategic priorities

Scale & expansion

Grow market share in A/NZ and expand into new countries

Business simplification

Simplify and structure business to serve key growth markets

Software leadership

Build the best software for delivering cloud communications

H1 progress

- ✓ Announced Vision 2030 and new target markets of Japan, South Korea, Taiwan, Vietnam and Malaysia
- ✓ Singapore customer wins
- ✓ Commenced Malaysian market entry
- ✓ Disposed of non-core direct businesses
- ✓ Re-aligned business into three focused segments – CPaaS, TaaS and UCaaS
- ✓ Rebranded to Symbio across the business
- Investing in people resources to accelerate innovation and market expansion
- Building talent pools in new geographies

H2 strategic initiatives

- Successful Singapore market entry
- Establish Malaysian market presence ready for launch by December 2022
- Announce additional market entry plans
- Grow market share in home markets
- Building Employee Value Proposition to make Symbio the leading tech employer in the region
- Streamline Customer Experience to accelerate growth
- Launch major product initiatives across all segments – CPaaS, TaaS & UCaaS

✓ Complete ○ In progress

Singapore update

Continued sales momentum and pipeline growth



CPaaS division pipeline:

- Since June 30: 10 signed contracts and onboarding of global software companies completed.
- 3 regional partnership deals within pricing stage.
- Agency model with major global customer to accelerate Asian expansion under contracting stage.

Planned market expansion:

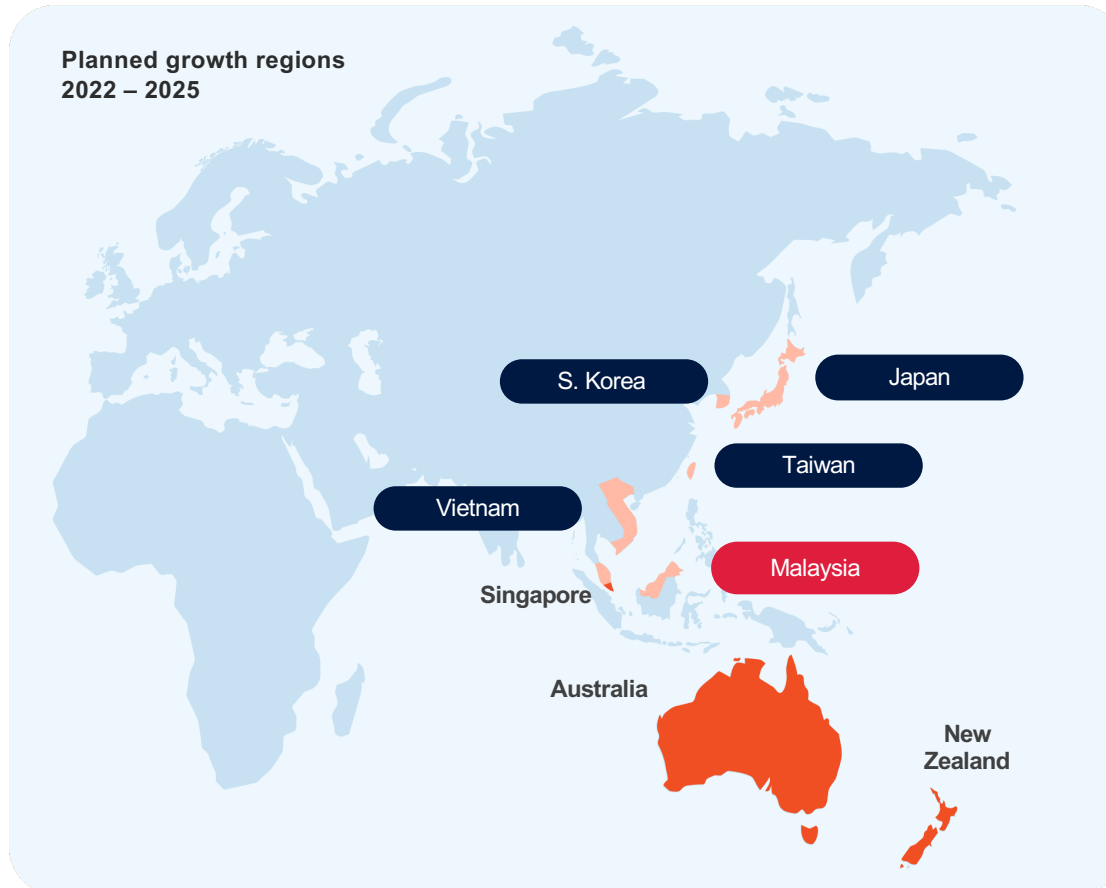
- UCaaS testing commenced with pilot customers scheduled for Q4 FY22
- Full Domestic marketing launch scheduled for Q3.

Cashflow breakeven point:

- 100,000 numbers needed to be cash flow positive.
- Targeting by June 2022.

Asia strategy update

Regional expansion will position Symbio as a major player in the global cloud communications industry



Malaysia progress

- Completed initial submission to Malaysian regulator, awaiting response.
- Actively negotiating with acquisition targets, seeking market entry FY22.

Malaysia business case (recap)

- Voice market is dominated by Telekom Malaysia (81% market share) – ripe for technology disruption.
- Malaysian enterprise are prioritising cloud and UCaaS – in turn attracting our CPaaS and TaaS customers

Asian region progress

- Continuing to scan for acquisition targets in three other key regions: Taiwan, South Korea and Japan.

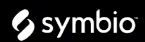
Summary & outlook



Summary & outlook

Stronger

Strong balance sheet. Proven team.
Fueled for growth.



Faster

Lean and focused business. Clear
vision. Already delivering progress.

Bigger

Asia is our future. TAM >500 million
people. 100 million numbers.

Thank you

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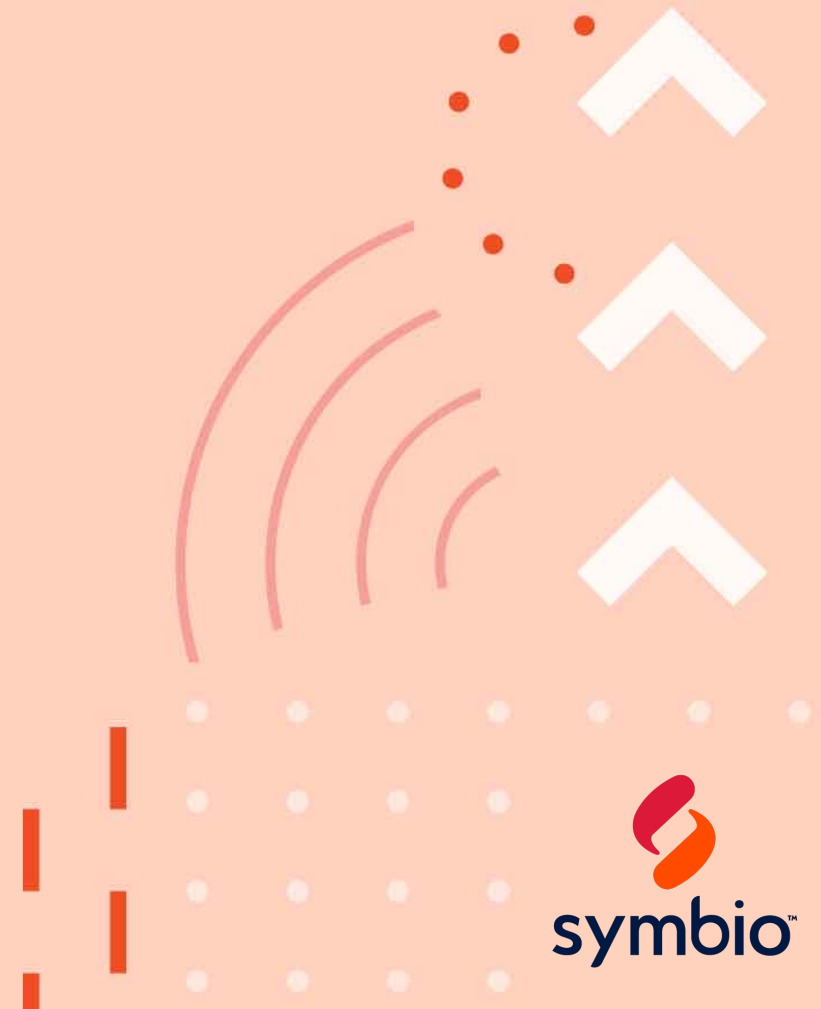
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Appendix



Half year revenue and margin

Continuing operations only

	FY21 - H1			FY22 - H1			Growth Trend	
Segment	Revenue (\$M)	Margin (\$M)	Margin %	Revenue (\$M)	Margin (\$M)	Margin %	Revenue Growth %	Margin Growth %
CPaaS								
Recurring	20.8	16.0	77%	23.6	18.6	79%	13.6%	16.6%
Variable	46.9	10.9	23%	41.6	12.7	30%	-11.4%	16.5%
Total	67.7	26.9	40%	65.2	31.3	48%	-3.7%	16.5%
TaaS								
Recurring	22.8	9.4	41%	26.0	9.0	35%	13.9%	-4.1%
Variable	5.4	3.2	60%	3.2	3.3	104%	-40.0%	4.1%
Total	28.2	12.6	45%	29.2	12.3	42%	3.7%	-2.0%
UCaaS								
Recurring	4.7	2.8	60%	4.8	3.0	62%	2.6%	7.1%
Variable	-	-		-	-			
Total	4.7	2.8	60%	4.8	3.0	62%	2.6%	7.1%
Group Total								
Recurring	48.3	28.2	58%	54.4	30.6	56%	12.7%	8.8%
Variable	52.3	14.1	27%	44.8	16.0	36%	-14.3%	13.7%
Total	100.6	42.3	42%	99.2	46.6	47%	-1.4%	10.3%

1. Continuing figures represent a like-for-like comparison with prior corresponding period restated to only include continuing businesses. UCaaS prior period excludes the results of two small trading activities disposed of in addition to those disclosed as discontinued in the financial statements

Half year revenue and margin

Previous segments – including continued & discontinued operations

Segment	FY21 - H1			FY22 - H1			Growth Trend	
	Revenue (\$M)	Margin (\$M)	Margin %	Revenue (\$M)	Margin (\$M)	Margin %	Revenue Growth %	Margin Growth %
Direct							%	%
Recurring	11.7	7.9	68%	6.2	4.0	65%	-46.9%	-49.0%
Variable	4.5	2.9	65%	1.0	0.9	98%	-78.7%	-67.7%
Total	16.2	10.8	67%	7.2	4.9	68%	-55.7%	-55.0%
Global Wholesale								
Recurring	11.0	9.5	87%	12.5	10.3	82%	14.1%	8.0%
Variable	39.0	7.9	20%	33.8	9.6	28%	-13.4%	21.5%
Total	50.0	17.4	35%	46.3	19.9	43%	-7.4%	14.1%
Domestic Wholesale								
Recurring	33.0	16.0	48%	37.1	17.4	47%	12.5%	8.9%
Variable	12.9	5.4	42%	11.0	6.4	58%	-14.8%	18.2%
Total	45.9	21.4	47%	48.1	23.8	50%	4.8%	11.3%
Group Total								
Recurring	55.7	33.4	60%	55.8	31.7	57%	0.2%	-5.1%
Variable	56.4	16.2	29%	45.8	16.9	37%	-18.7%	4.3%
Grand Total	112.1	49.6	44%	101.6	48.6	48%	-9.4%	-2.0%

Cash utilisation

Cash Utilisation	H1 FY21 (\$M)	H2 FY21 (\$M)	H1 FY22 (\$M)
Statutory operating cash flow	16.9	18.0	17.6
Expenditure on fixed assets & software development	(6.2)	(7.7)	(8.1)
Free cash flow	10.7	10.4	9.5
Dividend payments	(3.0)	(2.8)	(3.6)
Increase in equity	0.7	-	-
Proceeds on disposal	-	-	24.4
Business acquisitions	-	(5.9)	-
Net debt movement	-	(30.0)	-
Other	(2.3)	(1.3)	(1.4)
Net movement in cash	6.1	(29.6)	28.9
Opening cash balance	46.2	52.2	22.7
Closing cash balance	52.2	22.7	51.6

Balance sheet

	Dec 20 (\$M)	Jun 21 (\$M)	Dec 21 (\$M)
Cash	52.2	22.7	51.6
Other current assets	39.4	53.0	40.8
Current liabilities	(37.5)	(37.2)	(39.6)
Net current assets	54.2	38.5	52.8
Working capital	62.0	35.1	61.1
Debt (current)	-	-	-
Debt (non-current)	(30.0)	-	-
Total Debt	(30.0)	-	-
Net (Cash)/Debt	(22.2)	(22.7)	(51.6)
Net Assets/Total Equity	142.3	150.1	159.9
Intangible assets	94.0	87.3	83.5
Net tangible assets	48.3	62.8	76.4

Continuing & Underlying EBITDA

	Dec 21 (\$M)	Dec 20 (\$M)
NPAT from continuing operations	4.5	4.5
NPAT from discontinued operations	6.6	2.1
Group Consolidated NPAT	11.1	6.6
<i>Add back:</i>	-	-
Depreciation and amortisation*	9.2	8.7
Income tax expense*	3.7	2.6
Net interest	0.8	1.2
Costs related to acquisition	0.1	-
Gain on sale of businesses*	(14.1)	-
Restructuring costs	0.1	-
Impairment of assets*	4.9	-
Share scheme costs	2.1	0.5
Underlying EBITDA¹	17.9	19.6
<i>Less Discontinued EBITDA²</i>	<i>(0.6)</i>	<i>(3.5)</i>
Continuing EBITDA	17.3	16.1

*Total from both continuing and discontinued operations

1. Underlying EBITDA: excludes restructure and impairment costs, gain or loss on sale of businesses, net interest, share scheme costs, acquisition costs, tax, depreciation and amortisation.

2. Discontinued EBITDA: calculated using discontinued operations profit before tax and adding back discontinued operations depreciation and amortisation, finance costs, impairment of assets expenses. Refer to Page 6 of the Financial Report for further details.

Continuing & Underlying NPAT-A

	Dec 21 (\$M)	Dec 20 (\$M)
Group Consolidated NPAT	11.1	6.6
<i>Add back</i>		
Amortisation from acquired intangible asset	2.1	1.8
Acquisition & restructure costs	0.2	0.0
Tax applicable	(-)	(-)
Underlying NPAT-A	13.3	8.4
NPAT from discontinued operations	(6.6)	(2.1)
Continuing NPAT-A	6.7	6.3

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