



Investor Presentation

May 2021

People. Software. Solutions.

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Our Corporate Overview



We are an ASX-listed technology company that strives to deliver strong shareholder returns through a diversified portfolio of software businesses.

Shareholder and management interests are strongly aligned – our Board of Directors and management own 35.3% of shares on issue.

We have further **incentivised our team to provide shareholder returns** via issued stock options.

A recent placement provided us with the with **financial flexibility** to complete the acquisition of Art of Mentoring ('AoM') and a reserve to further execute our M&A pipeline.

Capital Structure (ASX:AD1; A\$)

Market capitalisation¹	\$26.0m
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Share price ¹	4.3c
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Shares on issue ¹	604.5m
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Performance shares	Nil
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Options	245.3m
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Cash balance ²	\$1.9m
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Board and management ownership	35.3%
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Substantial Shareholders

Potentate Investments	23.0%
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More Capital	7.9%
--------------	------

HSBC Custody Nominees (Aus)	6.1%
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Christopher Kuperman	5.7%
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1. As at 30 April 2021 2. Indicative cash balance – 31 December 2020 \$0.6m.

Our Team

We have 80+ years of combined experience across a range of business life-cycles, sectors and geographies.



Andrew Henderson
Non-Executive Chairman

Appointed in March 2019

Has over 20 years of experience in technology products and services businesses – having founded and sold Phoenix IT and is currently the MD of JitterBit Inc (ASPAC).



Michael Norster
Non-Executive Director

Appointed in May 2018 and seed investor

Highly successful entrepreneur from start-ups to exits. Founder of formerly ASX-listed Powerdirect (sold to Ergon Energy); founder and Chairman of Blue NRG Group and founder of USS.



Nicholas Smedley
Non-Executive Director

Appointed in Nov 2019 and cornerstone investor from July 2019

Former Investment Banker and M&A advisor, with 14 years' experience across UBS and KPMG in UK, Hong Kong, China and Australia. Advised on transactions such as defense of WMC Resources (A\$9bn) to A\$65m investment into Catch.com.au. Director of Mind Medicine Australia.



Prashant Chandra
Group Chief Executive Officer & Managing Director

Promoted to CEO and MD from CFO in October 2019

Successful executive with extensive experience in leading and transforming finance and operations functions across professional services, technology, supply chain and logistics and HR sectors.

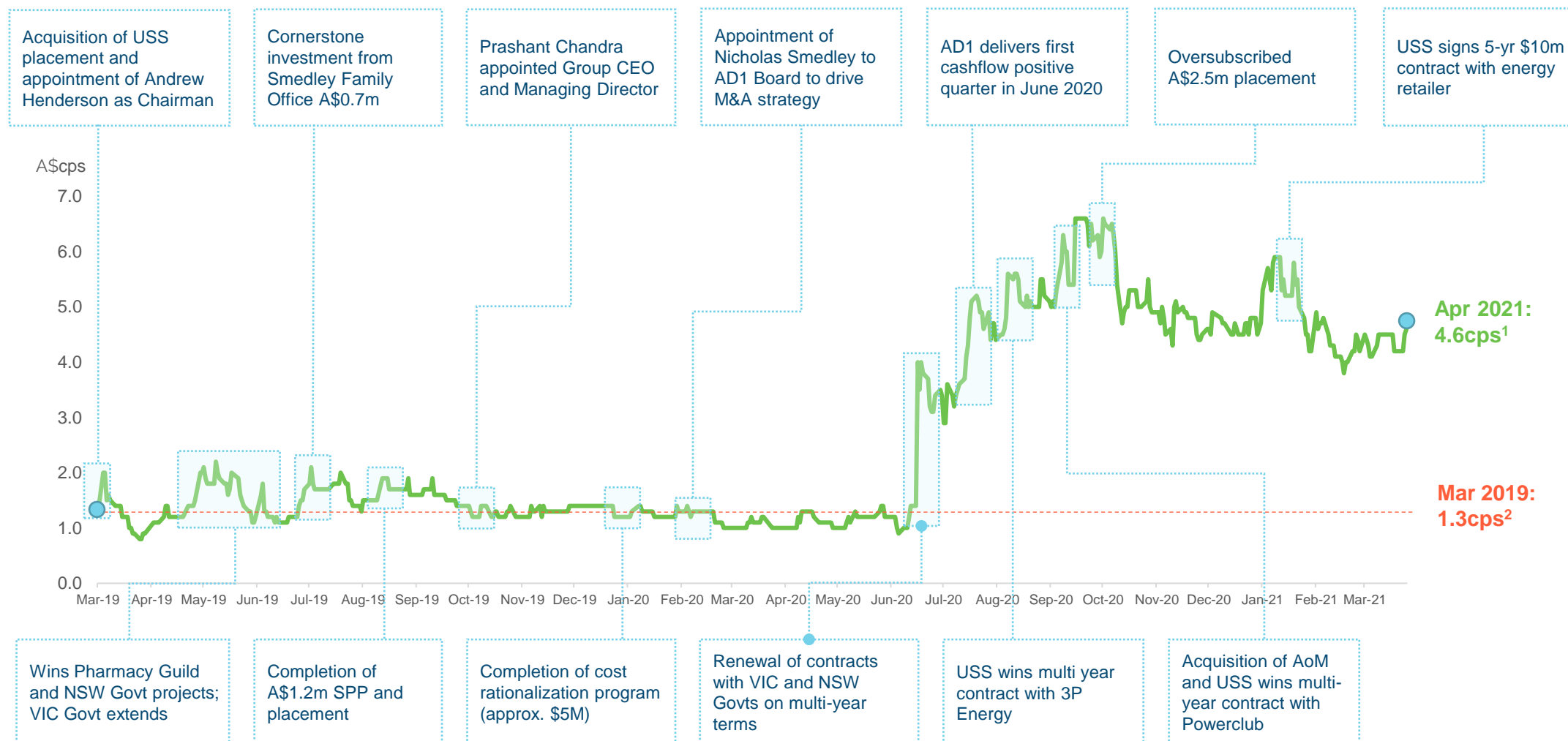


Melissa Richardson
Head of Art of Mentoring

Appointed October 2020

A pioneer and one of Australia's experts in mentoring, with over 20 years' experience. Founder of Art of Mentoring and is a global assessor for the European Mentoring and Coaching Council's ISMCP award.

Our Journey – Share Price History and Key Events



Over the last 24 months, we have transformed a single platform SaaS business to a cashflow positive in 4Q20 and 1Qa21, multi-vertical platform provider – growing the price over 250%.

Our Business

Our 100% Owned SaaS Business Verticals



We are a technology company, focused on creating and investing in market leading SaaS platforms.

Our goal is to create a global portfolio of SaaS platform brands aligned by target customers.

Our strategy is to be long-term focused and high-growth, with a disciplined approach to capital allocation and cost management.



ApplyDirect



Utility Software Services

Target Market	Customer-branded talent attraction	Employee experience	Energy managed service
Global TAM ¹	US\$17.6bn	US\$18.2bn	US\$13.3bn

Two new business verticals added in the past 18 months adding US\$31.5bn to our group target addressable market.



Scalable, multi-vertical and high-margin SaaS platform provider with meaningful cross-selling synergies.

High growth business with large total addressable markets ('TAM') that are under penetrated.

Entrepreneurial management team with an aggressive investment track-record, delivering on an expanding M&A pipeline.

Well funded and de-risked business with significant access to capital.

Diversified, annuity-style revenue streams on multi-year terms – subscription-based revenue accounts for c.71% of revenue generated.

Sustainable cost base with c.A\$5m cost-out program.



Recent Business Highlights

Recent Business Highlights

Aggressive expansion – adding two new verticals in 24 months.

Platform growth – 28% increase in Utility Software Services ('USS') meters under management, 53% increase in ApplyDirect users and 143% increase in participants from FY2019 to FY2020.

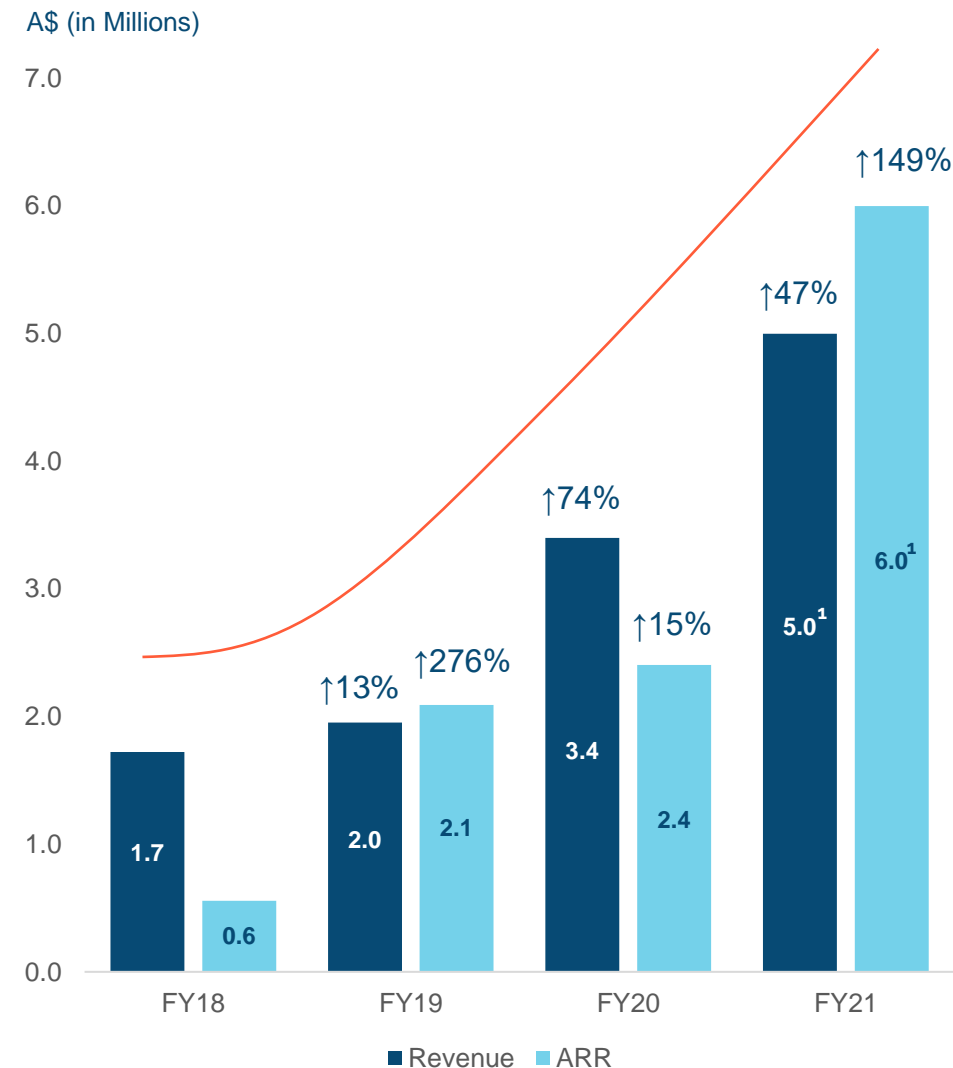
Revenue growth – 74% increase from FY2019 to FY2020, c.47% expected increase from FY2020 to FY2021 (c.149% increase in ARR).

Strengthened balance sheet – October 2020 A\$2.5m oversubscribed placement, providing financial flexibility.

Delivered on key initiatives – completed an annualised c.A\$5.0m business cost-out program.

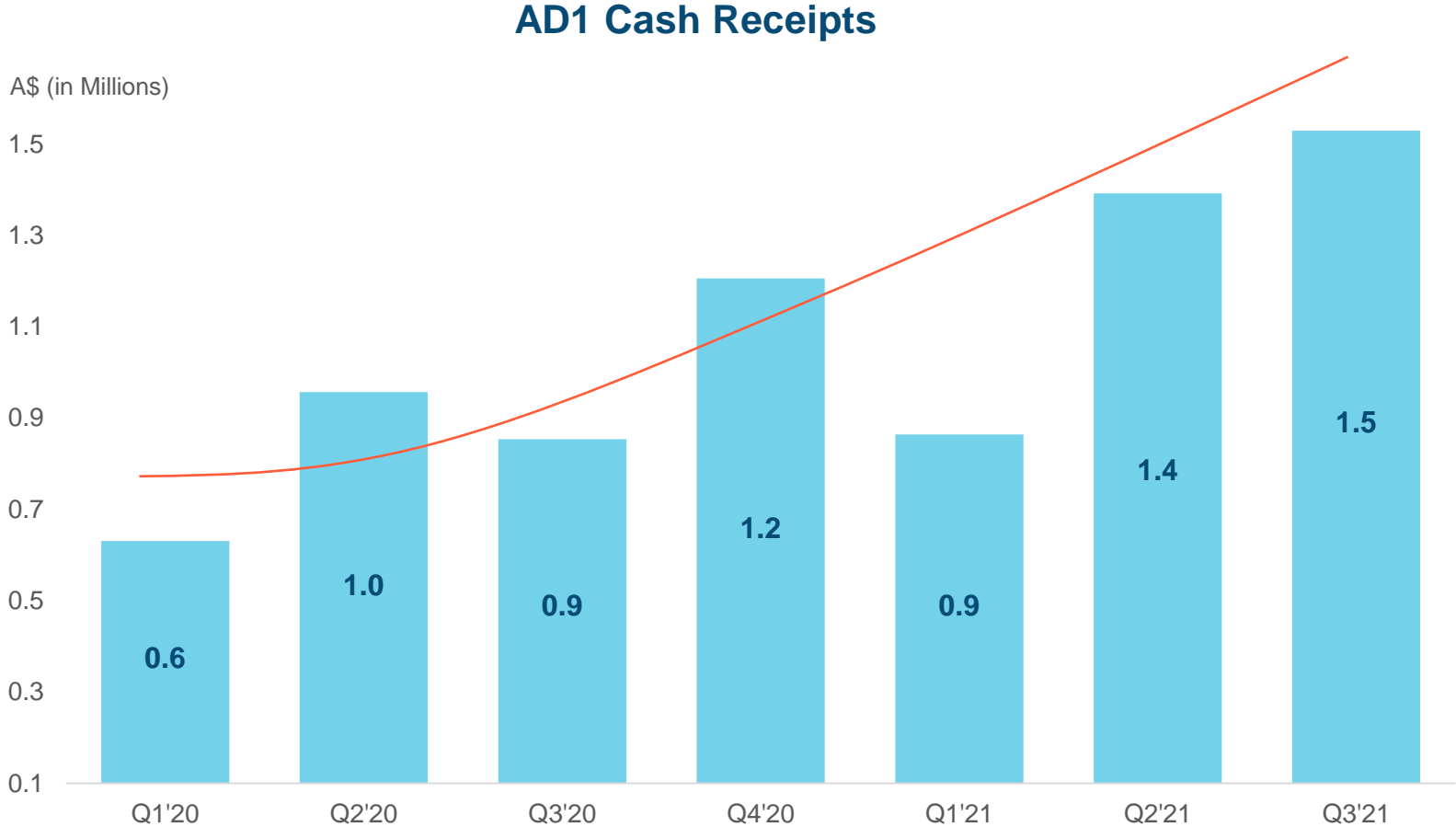
Diversified our customer base – adding AoM to the group.

AD1 Revenue & ARR

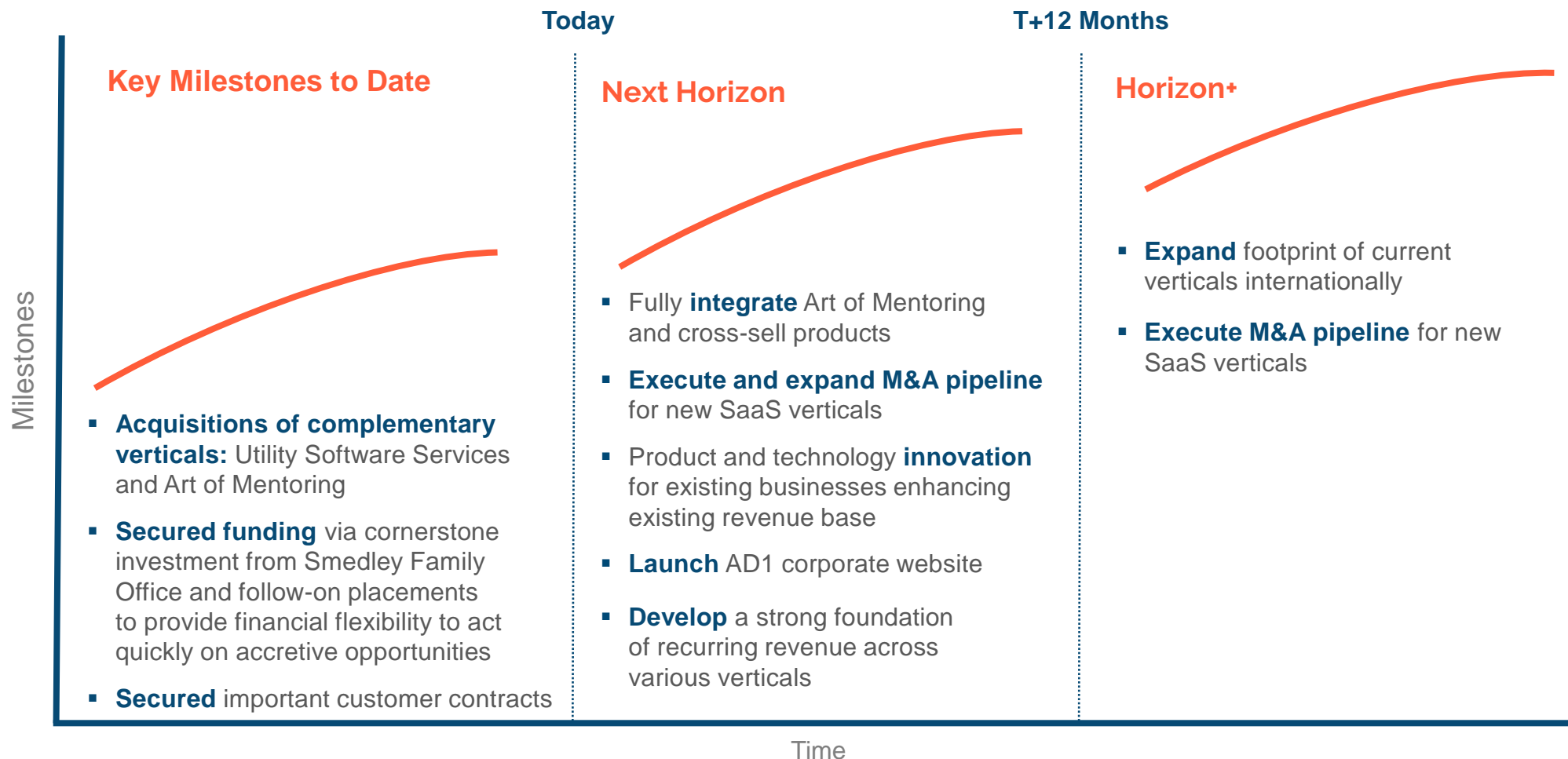


1. Indicative FY revenue and ARR as at 30 June 2021.

Recent Business Highlights – Cash Receipts by Quarter



We are delivering our goal of becoming a global, multi-vertical SaaS platform provider



We take a disciplined and repeatable approach to M&A, which has created solid foundations for a growing portfolio of SaaS platform brands.






Revenue Model by Vertical

Revenue Model by Vertical



Each Vertical Operates Under a Simple Subscription-based Pricing Model

				
Pricing	Frequency	Monthly fee	Monthly fee	Monthly fee
	+			
	Implementation fee	Upfront cost based on level of customisation	Small upfront cost	Upfront cost based on level of customisation
	+			
	Subscription fee	Based on the scope of managed services (Fixed)	Based on the number of participants/programs (Variable)	Based on the number of meters under management (Variable)
	=			
Typical Contract	Annual revenue from client (A\$)	\$200,000 ¹	\$30,000	\$250,000 ²
	Contract tenure	3+ years	2+ years	3+ years

A typical client for ApplyDirect and USS generates c.A\$200,000+ in annuity-style revenue on a multi-year contract.

1. This figure reflects the average fee for an enterprise solution. ApplyDirect is planning to launch an off-the-shelf product for SME & large employers within select industry sectors at a competitive price point based on number of employees/licenses. Launch expected in Q1 of FY2022.
2. Typical size of a full-service new client in the first year. Largest clients can range from \$1.5 million to over \$2.0 million per annum.

Revenue Model by Vertical



Targeting a Diverse Group of Enterprises

	ApplyDirect	ART of MENTORING	
Private	SME	●	●
	Large corporations	●	●
	Associations	●	●
Government	Federal government	●	●
	State government	●	●
	Government corporations	●	●
	Local councils	●	●

● Not currently targeted
 ● Targeted by current verticals
 ● Current client base

Each vertical presents significant customer expansion opportunities.

Revenue Model by Vertical



Provides the ability to cross-sell products, helping drive organic growth

	ApplyDirect	ART of MENTORING	ES
ApplyDirect	N/A	✓	✓
ART of MENTORING	✓	N/A	✓
ES	✓	✓	N/A

By investing in verticals, we can leverage cross-selling opportunities to improve investment returns.

Our current total addressable markets for SaaS



The group total addressable market is c.US\$49.1bn, which is forecast to grow to c.US\$158.3bn by 2027¹

	Talent Attraction ²	Employee Experience ³	Energy Managed Services ⁴	
Vertical				
Investment highlight	First mover in Australia for client branded SaaS platforms	Proprietary algorithm solution	Embedded in the Australian energy retail sector	
Attractive structural changes in market	Shift from clients using third party branded talent platforms to own-branded	Digitalisation of the mentoring system reducing time and administration	SaaS delivering superior cloud-based solutions and mobility, better value and improved user experience	
Global market	US\$17.6bn	US\$18.2bn	US\$13.3bn	
US market	US\$3.1bn	US\$9.1bn	US\$6.7bn	
Australian market	US\$0.3bn	US\$0.3bn	US\$0.9bn	A key focus is growing penetration of the Australia market across our three verticals
Australia market penetration	<1%	<1%	<1%	

1. Calculated as group TAM multiplied by estimated Global Software as a Service Industry CAGR from 2020-2027 of 18.2% per 'Global Software as a Service Industry' report; 2. Market data sourced from MarketsandMarkets 'Human Capital Management Market'; 3. Market data sourced from Brett Starr 'Independent market report: Employee experience markets'; 4. Addressable market calculated as an estimated 2% of energy retailer revenue spent on SaaS. Energy retailer revenue data collected per EIA and IBIS report 'Electricity retailing in Australia'. Global Market assumed to be 2.0x US market.



Double-click by Vertical

Double-click by Vertical

ApplyDirect

A recruitment technology business that **builds talent platforms** to connect employers and candidates seamlessly.

Client branded product, which improves brand IP, online discoverability and jobseeker experience.

The **solution includes** Google Job Search, content management systems, digital services, HRIS integrations and data analytics.

First mover advantage in Australia and no **customer churn** in FY2020.

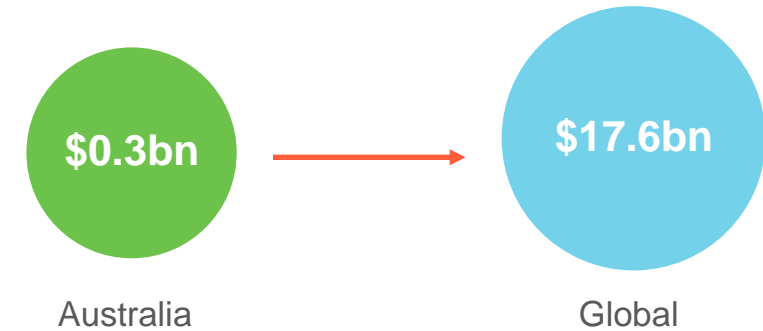
Expected launch of **new product** in Q1 of FY2021 to target SME and large employers across select industry sectors.

Key customer **wins and retentions** include:

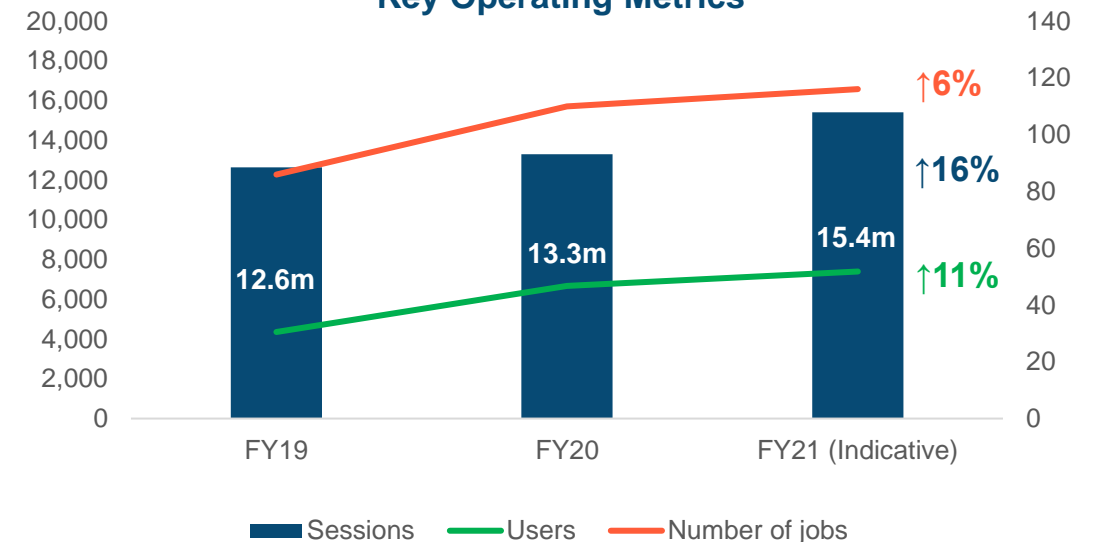


The two largest employers in Australia

Total Addressable Market (US\$)



Key Operating Metrics



Double-click by Vertical



Australia's leading mentoring program provider that delivers **best-in-class programs through an intuitive SaaS platform.**

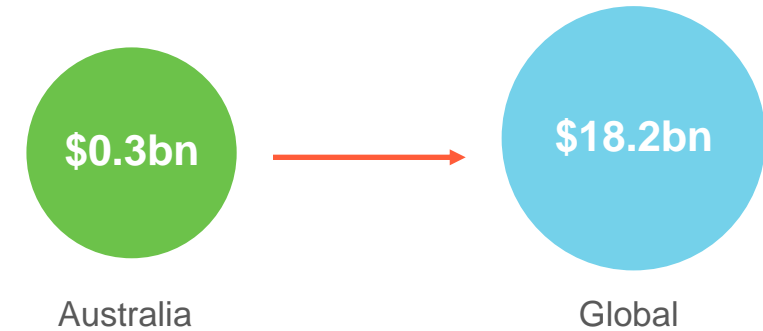
High-impact, strategic mentoring and program administration **powered by proprietary algorithms** – reducing admin for HR.

The customisable SaaS **platform matches mentors and mentees**, creates surveys, schedules comms, upskills mentoring coordinators and provides resources to individuals.

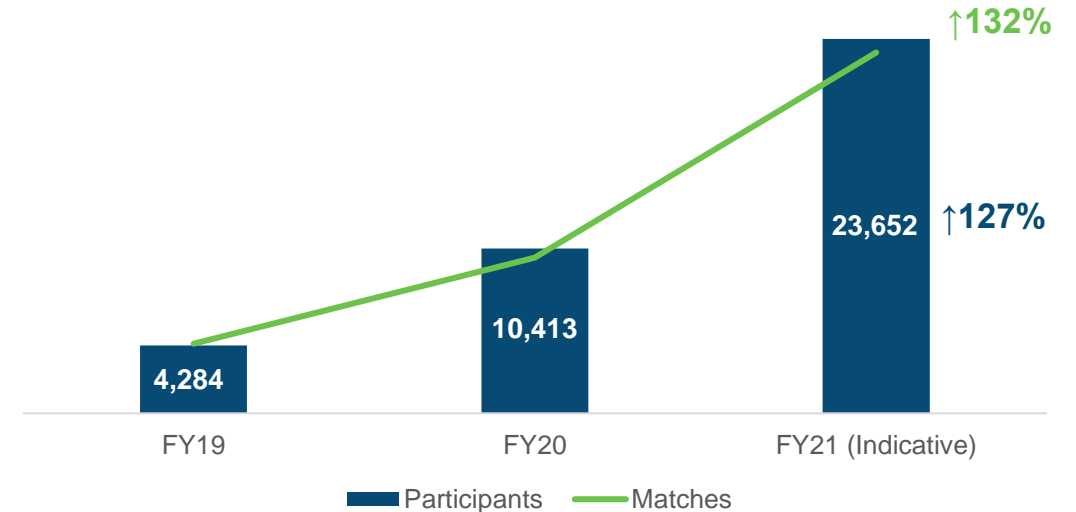
Key **customer** include:



Total Addressable Market (US\$)



Number of AoM Participants and Matches



Double-click by Vertical



A provider of **customisable SaaS platforms for managed services** in the utilities sector.

Strong presence in the Australian energy retail market, where **incumbents lack customisation** in a nuanced world.

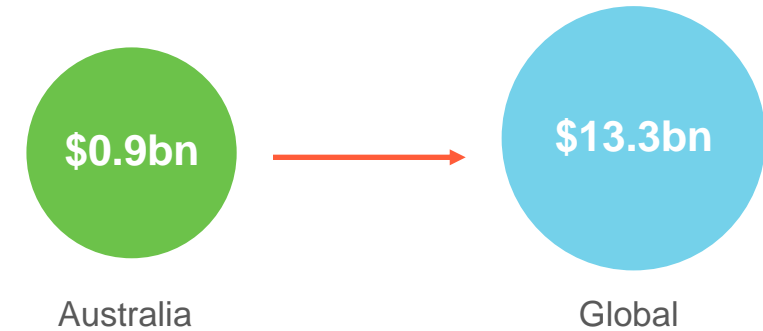
Competitive advantage is the **ability to provide customisable, modular and cloud-based technology** with similar functionality to large vendors at very competitive prices.

Products includes **customer billing, sales and market operations**.

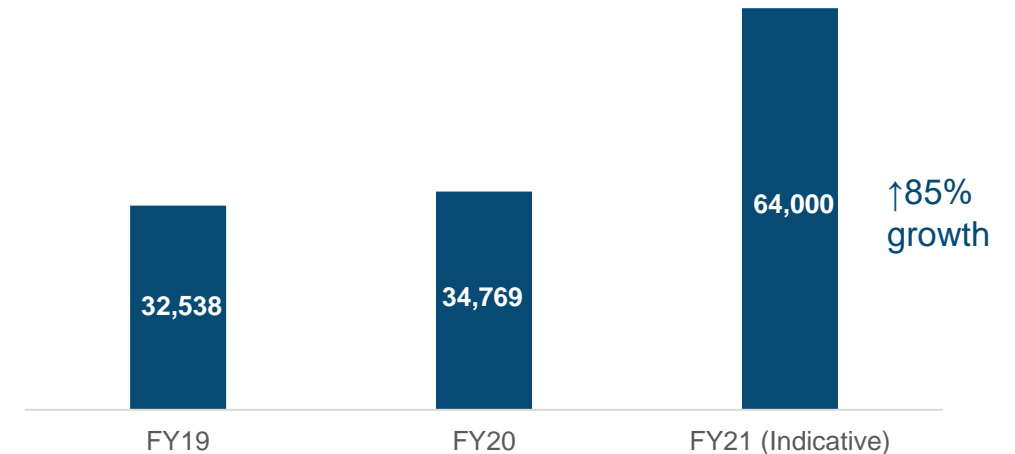
Customers include:



Total Addressable Market (US\$)



Number of USS Meters Under Management





Growth via Acquisitions

Growth via Acquisitions – Our Strategic Priority



Our inorganic growth is focused on complementary EPS accretive acquisitions, that offer platforms and services aligned with our products.

Key Acquisition Criteria

1



Product

- SaaS + services
- Highly transactional, non-core process automation and optimisation
- Ecosystem expansive
- Consulting services

3



Financial

- EPS accretive
- EBIT positive, or near positive
- Substantial deal synergies

2



Market

- Add new addressable markets
- Expand penetration of addressable markets
- Grow customer base
- Create cross-selling opportunities

4



Geography

- Asia Pacific



Strategic Rationale

- **Market segment expansion** – new target addressable market of US\$13.3bn.
 - **Enormous market that is still largely on desktop software.**
- **Proven business model** – an embedded service provider to the Australian energy retail sector.
- **Highly scalable business** – easy to add new meters, with clients typically growing number of meters by 10%–20% per annum.
- **Immediate growth** – with additional opportunities in adjacent markets.
- **Attractive business fundamentals**
 - **70%+ subscription revenue.**
 - **Strong organic growth.**
- **Diversification** – operations, revenue streams and customer base.

Significant revenue opportunities from the new market segment.

Meeting the Acquisition Criteria

Product

High volume of big data transactions; scalable

Market

Acquired a significant customer base overnight and in a new market

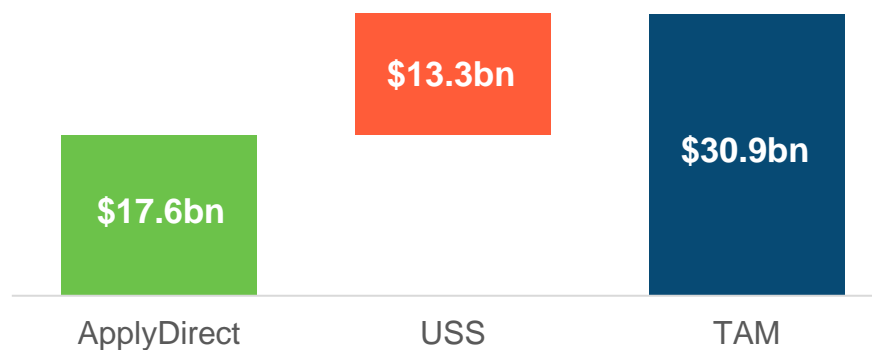
Financial

EPS accretive; cost synergies

Geography

Australian footprint

Total Addressable Market (US\$)





Strategic Rationale

- **Highly complementary fit**
 - Adds a mentoring platform to a career-platform.
 - Sales synergies, broadening AD1's product suite.
 - Provides pipeline diversity with shorter sales cycle compared to other verticals.
- **Expand customer base** – Provides deeper and wider access to blue-chip clients and government agencies.
- **Highly scalable** – minimal cost to add users.
- **Deep talent pool** – committed founder that has joined our team.
- **Strong recurring revenue** – 93% of revenue is recurring with low customer churn.
- **Operational efficiencies** – achievable in near term.

The most complementary acquisition to date, which will provide significant revenue synergies.

Meeting the Acquisition Criteria

Product

Strong SaaS platform; large volume of users

Market

New market with cross-sell opportunities

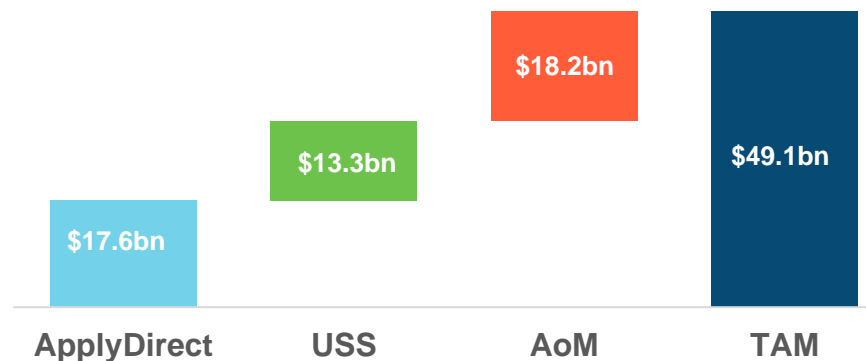
Financial

EPS accretive transaction; high quality recurring earnings; 230% revenue growth in the last three years; cost synergies

Geography

Australian footprint

Total Addressable Market (US\$)



Realising Cost Synergies



How We Reduce Our Combined Cost Base

Remove overlapping corporate costs across our combined business units.

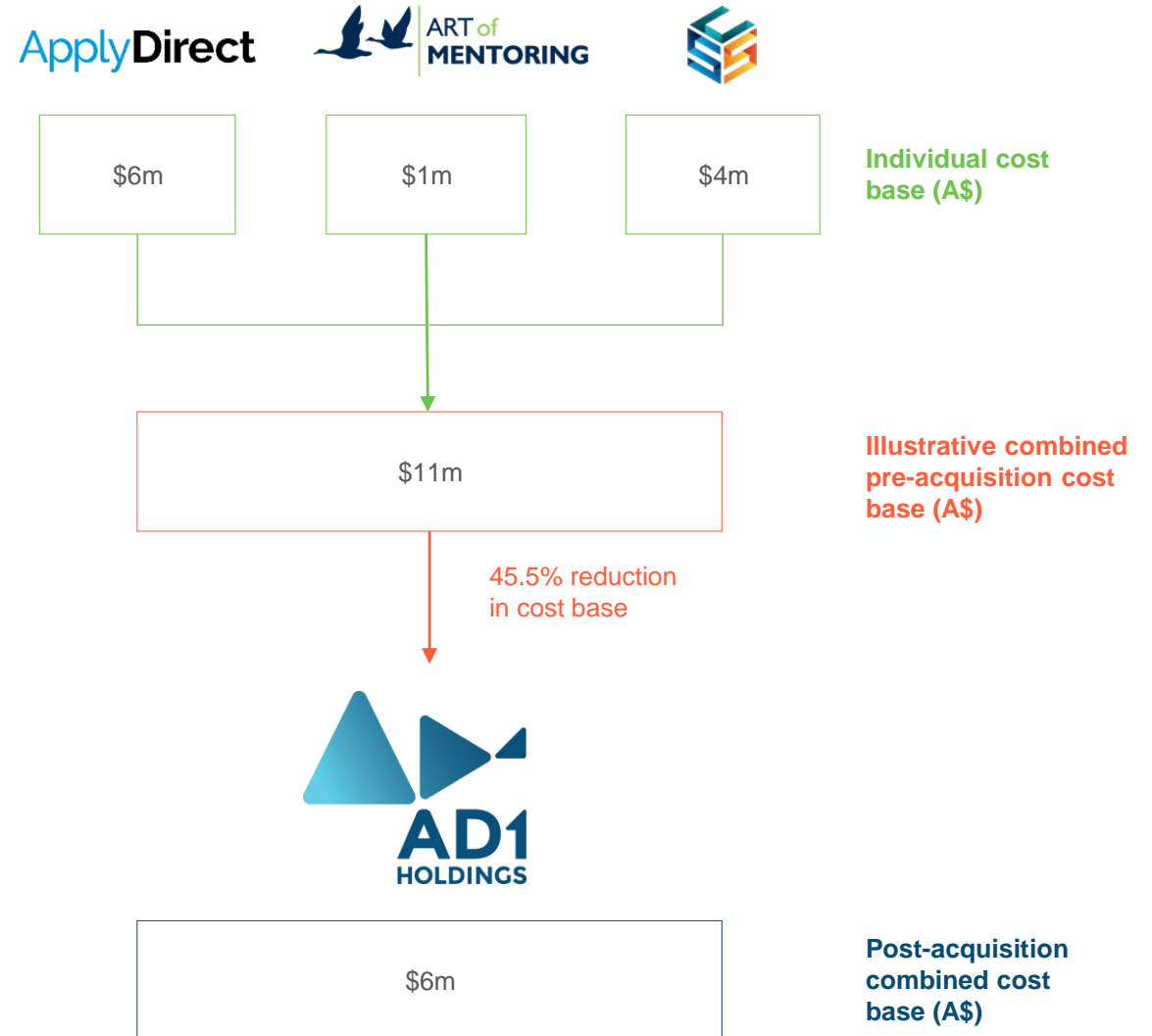
Reduce headcount where possible.

Remove overlapping IT costs – such as development, infrastructure, maintenance and support.

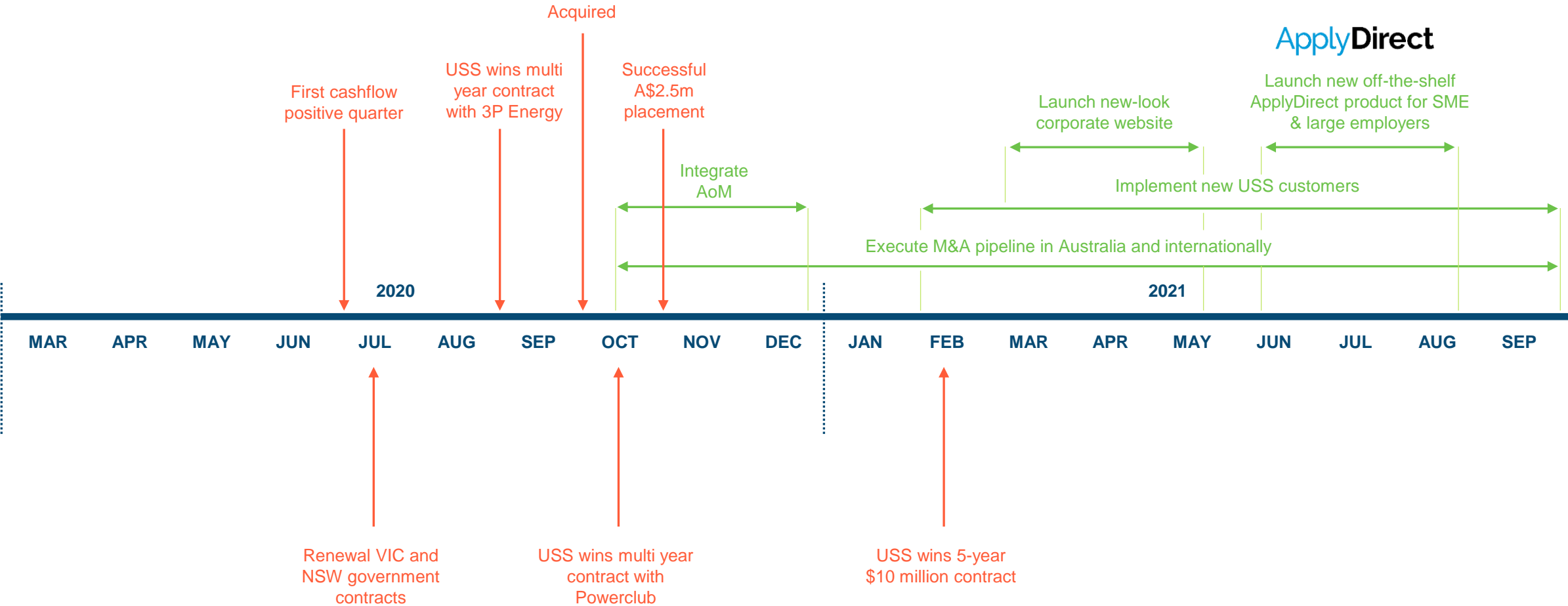
Improve our economies of scale to improve supplier agreements.

Integrate technologies throughout combined business.

By combining our three verticals and undertaking a cost-out program, our group cost base reduced by 45.5%



Milestones and Indicative Timeline





People. Software. Solutions.