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CHIEF EXECUTIVE OFFICER

RICHARD MOORE

CHIEF FINANCIAL OFFICER



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# FY15 Results presented by:





Tim Reed CHIEF EXECUTIVE OFFICER

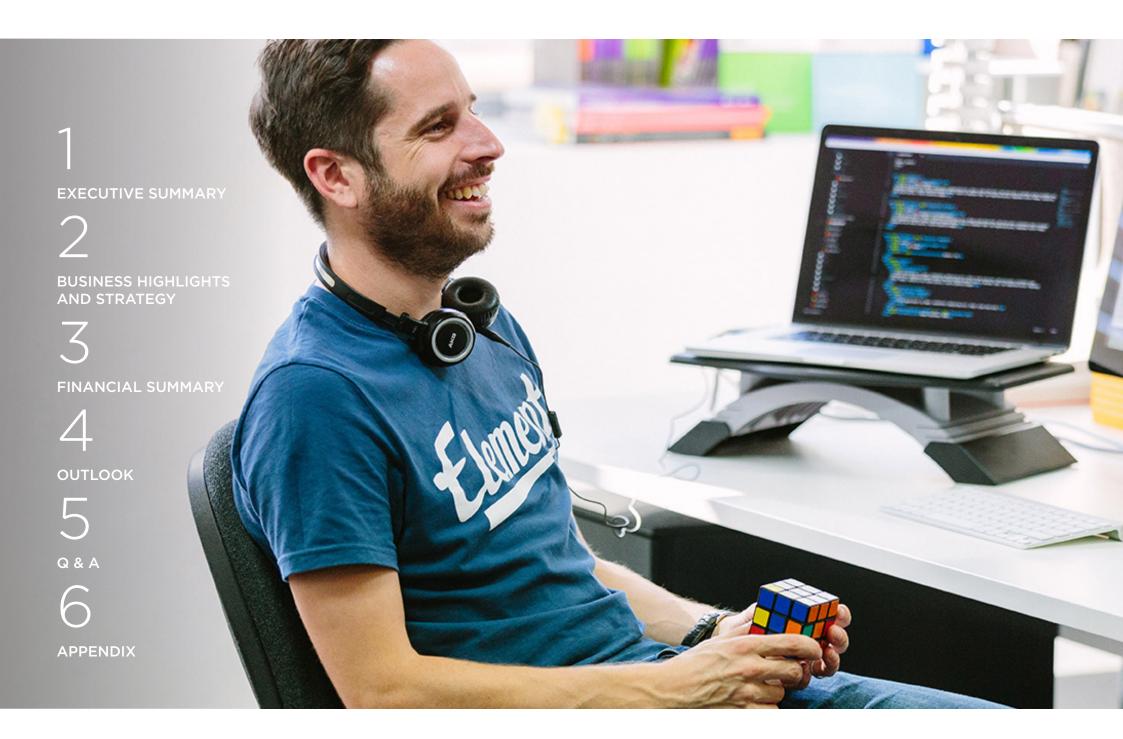
Appointed Chief Executive Officer in 2008 Joined MYOB in 2004

Prior to 2004, worked in Silicon Valley within a number of companies in global technology and internet markets



**Richard Moore** CHIEF FINANCIAL OFFICER

Appointed Chief Financial Officer in 2012 Prior to MYOB, was the CFO of Jetstar Airways Previously held senior finance roles with Bankwest Business and GE Capital





# FY15 Financial Highlights

## MYOB CONTINUES TO DELIVER ON OR ABOVE PROSPECTUS FORECAST







Dividend declared of 5.0c per share

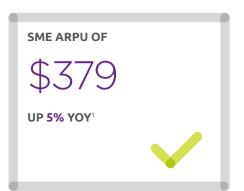
Pro forma NPATA EPS of 14.7c

PRO FORMA CASHFLOW CONVERSION OF

87%

DOWN 1% YOY¹





Recurring revenue up 11% to \$312 million, or 95.1% of total revenue

Statutory EBITDA of \$124 million and NPAT of (\$42 million)

On or ahead of prospectus forecast



Note: 1. vs pro forma FY14 per IPO prospectus on a like-for-like basis.

# Operational Highlights: 2015 – a year of transformation



DURING OUR FIRST YEAR AS A PUBLICLY TRADED COMPANY WE ARE ESPECIALLY PLEASED TO MEET OR EXCEED ALL OF THE FORECASTS WE PUBLISHED DURING OUR IPO PROCESS.

**JUSTIN MILNE CHAIRMAN** 



## COMPELLING FINANCIAL PERFORMANCE

Returned to the public market in May 2015

Grew revenues 10% and comfortably achieved prospectus forecasts

## SME GROWTH

8% paying user growth,5% ARPU growth

Accelerating online adoption, with 170,000 online users; up 46% on 2014

Online referrals from accountants up by 27%

# ACCOUNTING PRACTICES BEGINNING TO MOVE ONLINE

Over 1,000 practices using MYOB Portal

Online versions of BankLink & Practice Ledger on track to be released in 2016

# TARGETED INVESTMENT IN FUTURE GROWTH

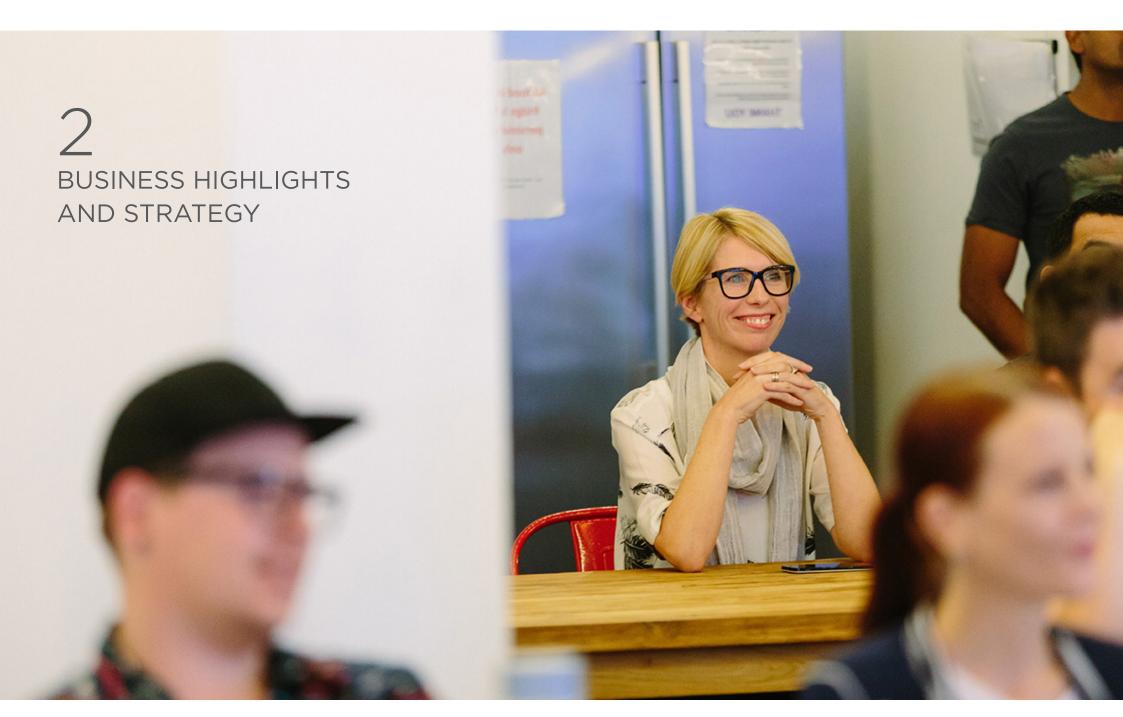
15% of revenue invested in technology in 2H15

Investment in digital sales and marketing resources increased >30%

Leadership in New
Zealand payroll: PayGlobal,
Ace Payroll and IMS
acquisitions combined
with MYOB's existing
footprint mean over
30% of the New Zealand
SME workforce are now
paid by MYOB

# DIFFERENTIATED VISION

Vision: bold strategy of connected practice underpinning investment in the MYOB online platform



# Growth Strategy

## WE ARE COMMITTED TO DELIVERING BUSINESS GROWTH BY:

1

Growing online accounting subscribers – both new and upgrading our base

2

Investing in R&D to fund innovation that drives the uptake (penetration) of online accounting

3

Continue to drive returns on our investment in innovation through driving ARPU and retention

4

Building an intelligent, intuitive online platform that meets the future needs of SMEs and their advisers

5

Delivering market leading online connected services and an ecosystem to enrich our platform

6

Ensuring ongoing success through a highly engaged team

 $\overline{/}$ 

Targeting strategic acquisitions that complement MYOB's organic growth

WITH THIS STRATEGY WE INTEND TO DELIVER VALUE TO SHAREHOLDERS BY:

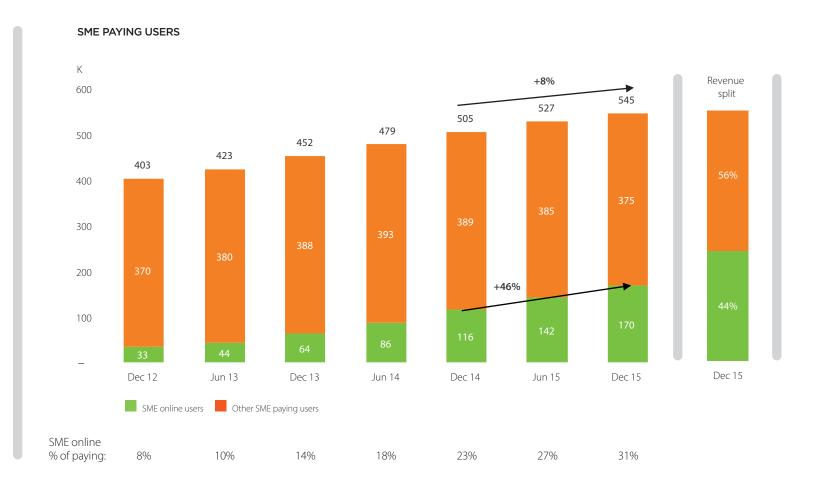
Increasing the number of paying users, ARPU and retention rates...

...which ultimately drive recurring revenue, earnings, cashflow, and dividend yield

# Continued strong growth in online subscribers

SMF online user base growing strongly

Management expect increase in "SME online as % of paying" to accelerate in 2H16 and 2017 once online version of BankLink is available



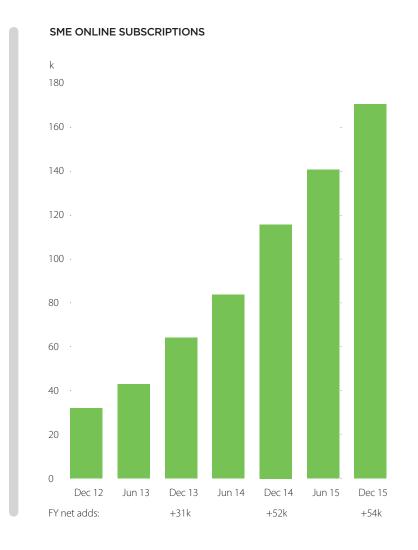
Note: Number of users in December 2012 has been amended to include BankLink, which was acquired by MYOB in May 2013, in order to allow for a like for like comparison.

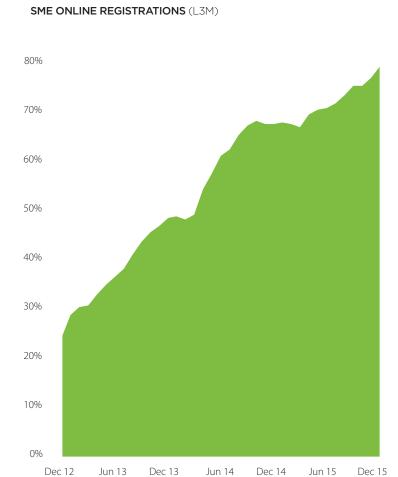
# Growth coming from new subscribers ...

Net online adds in 2H15 were up 7% on 1H15

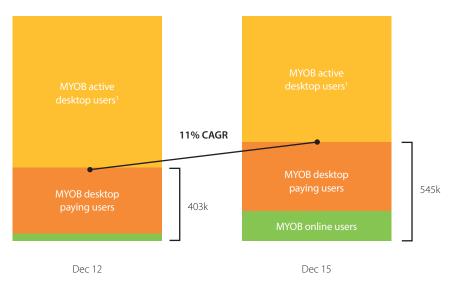
170k SME online subscriptions – up 46% YoY from 116k in December 2014

78% online
registrations in the
3 months to December
2015, up from 70%
in June 2015, with
in-store demand for
perpetual licenses
higher than expected
in IPO forecast





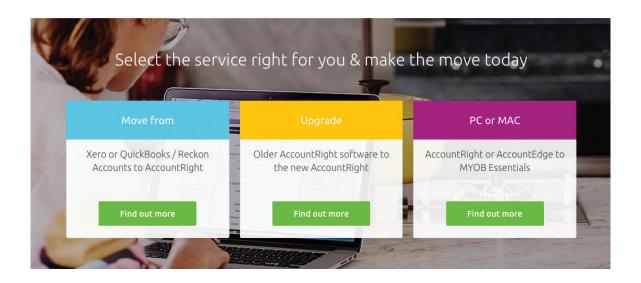
# ...and upgrading existing clients



Paying user growth driven by online registrations, coming from new to MYOB and existing clients

Note: 1. Internal management data as at Dec 2015. Active desktop non-paying users confirmed via anti-piracy "pinging" mechanism.

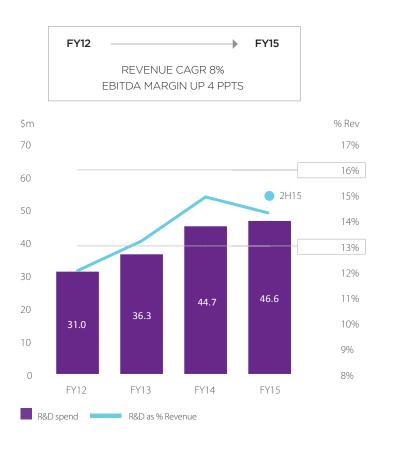
Tools in place to assist migration from MYOB desktop products and competitors



# Targeted and disciplined investment in product innovation...

## MYOB INVESTED 15% OF REVENUE IN PRODUCT IN 2H15 TO DRIVE INNOVATION AND MARKET SHARE

## R\$D SPEND





- MYOB has grown revenue and EBITDA margins while increasing R&D spend by >50% from 2012
- Investment focus is to drive growth
- Continued investment in the MYOB online platform means spend will remain in the previously advised 13%-16% of revenue range

Note: 1. Total R&D spend (opex + capex) as % of revenue.

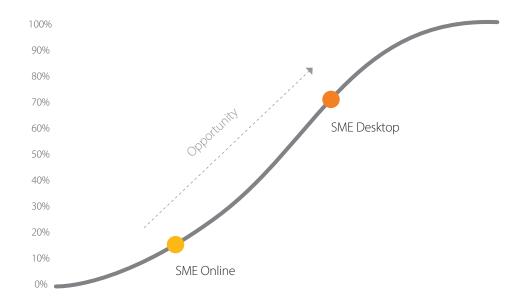
# ...with plenty of opportunity to grow

## SME ACCOUNTING

Online adoption is <20% after 5 years

Desktop ~70% penetration after 25 years

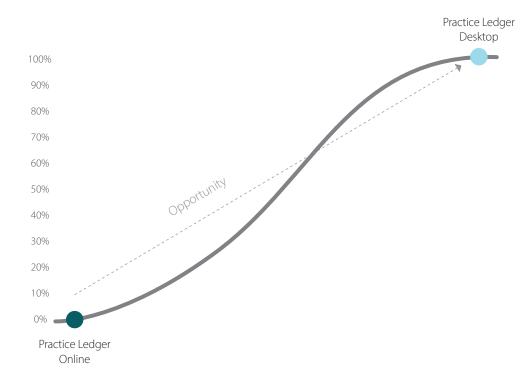
## ACCOUNTING SOFTWARE PENETRATION



## PRACTICE LEDGER

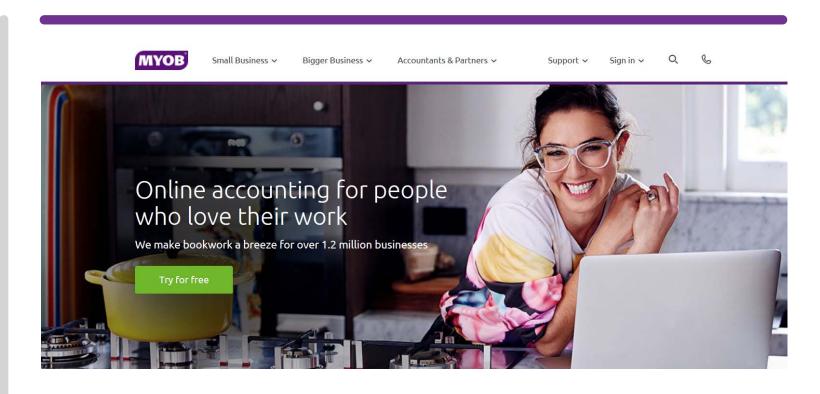
Online adoption in its infancy; MYOB to release product in 2016

Desktop penetration complete



# Investing in digital marketing platform to further lift penetration

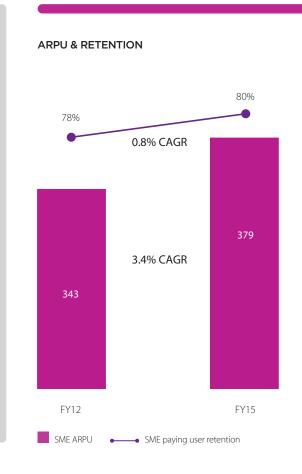
In 2015 MYOB partnered with Adobe Experience Manager to commence development of a new MYOB CMS (Content Management System) and eCommerce experience to be launched in 2016. We increased investment into marketing, driving market leading awareness (90%+) of MYOB Brand.





# Return on investment in innovation and support also coming through ARPU and retention

Investment in innovation and support delivering healthy SME ARPU increases and improving retention





# We have a differentiated view of the future of the accounting industry, and are building the MYOB online platform to power that vision

Traditionally MYOB solutions have automated three separate business processes with stand-alone solutions:

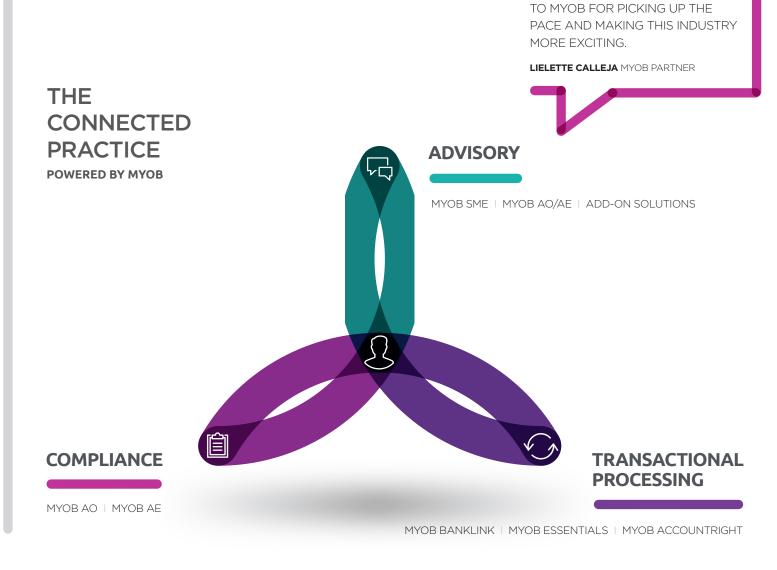
- Transactional processing:
   SME Accounting
- Compliance: Practice Solutions
- Advisory: Mix SME, Practice and add-on solutions.

While further automation is happening, the big change underway is that these three business processes are becoming one. We call this the Connected Practice.

MYOB will support Connected Practices with an intelligent, intuitive platform that recognises SMEs and their advisors, customises their working relationships and connects them to government regulators, add-on partners, financiers and other members of the business eco-system. This will-

- Save time
- Match responsibility and skills
- Enable closer working relationships.

MYOB, helping businesses succeed.



...[#MYOBCINCITE] KEYNOTE
SPEECH AND CORE MESSAGE ON
THE CONNECTED PRACTICE WAS

SOMETHING THAT I WOULD HAVE

PAID TO LISTEN TO. WELL DONE

# Our high-performing team underpins our confidence in our future

## MYOB HAS BEEN CONSISTENTLY RECOGNISED AS A LEADING EMPLOYER

We drive performance by aligning values and goals so that together, we can execute our strategic plan. We do this by thought leadership, learning, and engagement, including:

- new Employee Value Proposition 'Your Work Matters':
- investing in team member development via our award winning Learning Lab;
- tapping into the passion of our team members through engaging workplaces and events such as Purple Awards and Purple Film Fest: and
- offering employee benefits tailored to our employees' needs, as part of our #MYOBLIFE program.







#### **MYOB TEAM AWARDS IN 2015**









IN AN IP BUSINESS. ATTRACTING AND RETAINING THE BEST PEOPLE IS THE ONLY PATH TO SUCCESS. WE'RE EXTREMELY PROUD OF THE DYNAMIC CULTURE THAT EXISTS AT MYOB, AND EVEN MORE SO BY THE FACT IT IS TRULY OWNED AND TREASURED BY TEAM MEMBERS.

#### **ALLA KEOGH**

MYOB HEAD OF PEOPLE & PERFORMANCE



# Led by an experienced management team



CHIEF EXECUTIVE OFFICER



**Richard Moore** CHIEF FINANCIAL OFFICER



**James Scollay** GENERAL MANAGER, SME SOLUTIONS



**Andrew Birch** GENERAL MANAGER, INDUSTRY SOLUTIONS



**Adam Ferguson** GENERAL MANAGER, **ENGINEERING & EXPERIENCE** 



John Moss CHIEF STRATEGY OFFICER



Simon Raik-Allen CHIEF TECHNOLOGY OFFICER



Alla Keogh HEAD OF PEOPLE & PERFORMANCE



**Ben Ross** GENERAL MANAGER, **DESIGN & USER EXPERIENCE** 



Natalie Feehan GENERAL MANAGER, MARKETING



Ian Boylan GENERAL COUNSEL & CO SECRETARY

# With the opportunity to complement organic growth with strategic acquisitions and investments MYOB HAS A HISTORY OF WELL EXECUTED, ACCRETIVE ACQUISITIONS AND INVESTMENTS

**ACQUISITIONS** 

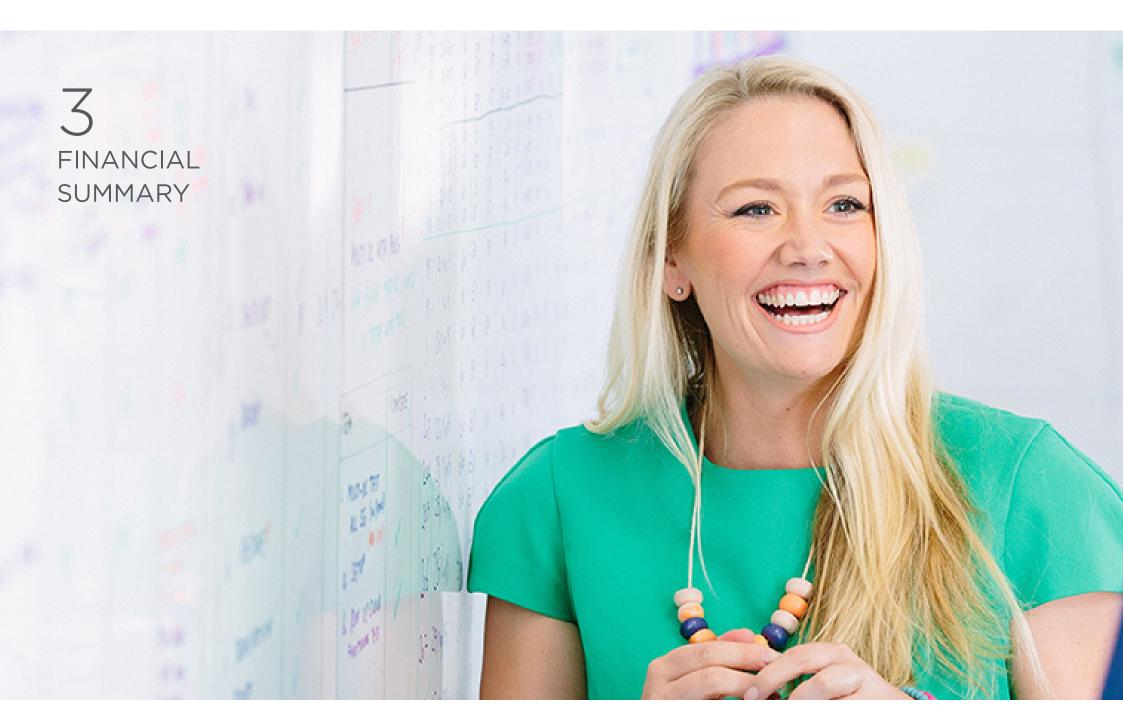


# ACQUISITION/INVESTMENT CRITERIA:

A complementary product or functionality currently not in the MYOB product suite (Solution 6, Exonet, Comacc, BankLink)

Technology, IP or partnership to bring online solutions and connected services to market more quickly (Dovetail, Acumatica, Kounta, OnDeck)

EBITDA accretive businesses, with a complementary client base (PayGlobal, Ace Payroll, IMS)



# 2015 financial results are ahead of prospectus forecasts

## MYOB PRO FORMA<sup>1</sup> FINANCIAL PERFORMANCE AND FORECASTS

A\$m; 12 months ended 31 December	FY14	FY15	FY15 Prospectus forecast	v FY14	v Prospectus forecast
Revenue	299.3	327.8	323.0	10%	1%
Operating Expenses	(170.8)	(174.9)	(172.4)	2%	1%
EBITDA	128.5	152.9	150.6	19%	2%
NPATA <sup>2</sup>	70.3	85.9	84.8	22%	1%
Recurring Revenue %	93.8%	95.1%	95.0%	1.3%	0.1%
EBITDA Margin %	42.9%	46.6%	46.6%	3.7%	0.0%

# PRO FORMA REVENUE (\$ MILLIONS) 327.8 323.0 299.3 81.7 82.6 79.4 205.0 201.4 180.4 FY14 FY15 Prospectus Forecast FY15 SME Solutions Practice Solutions Enterprise Solutions

	CAGR		
	FY12-14	FY14-15	
SME Solutions	9.5 %	13.7 %	
Practice Solutions	3.3 %	2.9 %	
Enterprise Solutions	8.6 %	3.8 %	
Total	7.7 %	9.5 %	

Note: 1. Pro forma adjustments have been made to statutory revenue and NPAT results to reflect the impact of the operating and capital structure now in place following completion of the IPO, as if it was in place as at 1 January 2014. In addition, certain other adjustments have been made to reflect the impact of historical acquisitions and divestments, to eliminate non-recurring items and to reflect standalone public company costs.

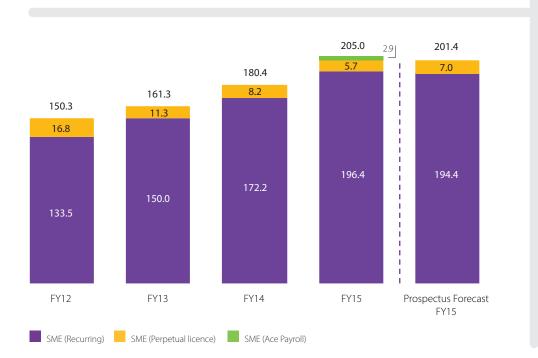
<sup>2.</sup> MYOB considers NPATA (net profit after tax and after adding back the tax effected amortisation expense related to acquired intangibles), rather than NPAT, to be a more meaningful measure of after tax profit due to the large amount of non-cash amortisation of acquired intangibles that is reflected in NPAT.

# SME delivered 63% of total group revenue with 8% growth in paying users

## PRO FORMA SME SOLUTIONS REVENUE (\$ MILLIONS)

## **CAGR**

	FY12-14	FY14-15
SME (Recurring)	13.6 %	14.1 %
SME (Ace/IMS)	-	-
SME (Perpetual Licence)	(30.3)%	(30.0)%
Total	9.5 %	13.7 %
Total excl. Ace & IMS	9.5 %	12.1 %



#### **KEY PRO FORMA REVENUE METRICS**

	FY14	FY15	FY15 (Prospectus forecast)
Number of paying users ('000s)	505	545	545
Recurring revenue as a % of SME Solutions pro forma revenue	95%	97%	97%
Average revenue per paying user (ARPU) (\$)	360	379	370
SME online registrations as a % of total new SME registrations	62%	72%	83%

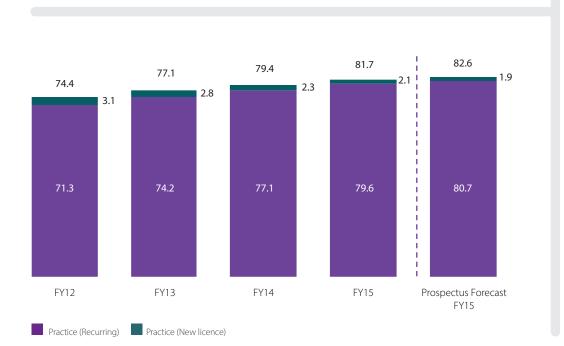
- 12% underlying revenue growth driven by 14% uplift in recurring revenue
- Recurring revenue growth has been driven by growth in online users, delivering:
  - 8% growth in the paying user base;
  - $\boldsymbol{\cdot}$  high and stable retention rates (up 2% on prospectus forecast); and
  - 5% growth in ARPU
- Ace Payroll & IMS contributed \$2.9m of revenue in 2016 (of which \$2.7m was recurring)

# Practice Solutions delivered 25% of group revenue, and launched MYOB Portal – a market leading SME/Practice collaboration tool

### PRO FORMA PRACTICE SOLUTIONS REVENUE (\$ MILLIONS)

## **CAGR**

	FY12-14	FY14-15
Practice (Recurring)	4.0 %	3.2 %
Practice (New licence)	(13.9)%	(8.1)%
Total	3.3 %	2.9 %



- Revenue growth primarily ARPU driven
- Extremely successful launch of the MYOB Portal in April 2015, the first online practice module, which is being used by 1,000+ practices and 16,000+ clients
- In 1H16 we will launch the next module an online practice ledger which will start the journey towards the Connected Practice

# **MYOB** Portal

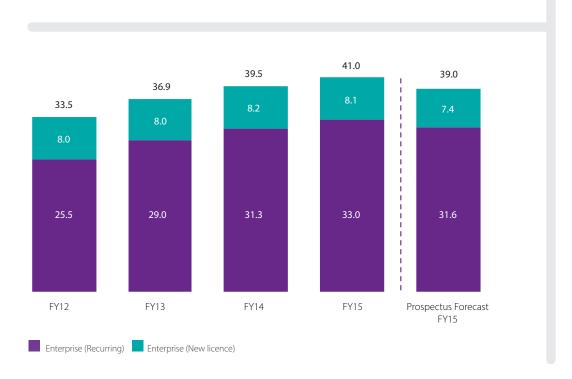


# Enterprise Solutions delivered 13% of group revenue, exceeding forecast driven by growth in online subscriptions

### PRO FORMA ENTERPRISE SOLUTIONS REVENUE (\$ MILLIONS)

## CAGR

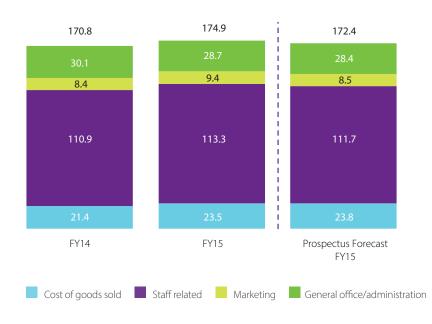
	FY12-14	FY14-15
Enterprise (Recurring)	10.9 %	5.2 %
Enterprise (New licence)	1.2 %	(1.6)%
Total	8.6 %	3.8 %



- Enterprise revenue growing more quickly than forecast, even with the headwind of shifting from up-front (MYOB Exo) to subscription (MYOB Advanced) licenses
- Stronger than expected revenues from PayGlobal driven by higher than expected sales conversion rates
- MYOB Advanced growth also exceeding expectations, with 91 enterprises using the software and a strong pipeline into 2016

# Growth strategy is supported by investment – acquisition, marketing, research & development

### PRO FORMA OPERATING EXPENSES (\$ MILLIONS)

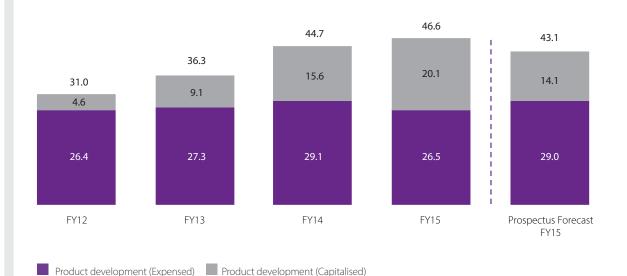




- ongoing costs from Ace Payroll and IMS acquisitions; and
- investment in digital sales & marketing resources
- Total sales & marketing spend of \$61.9m in FY15 (up 7% YoY)

Note: 1. The MYOB accounting policy is to expense R&D on existing products, and capitalise R&D costs related to new products that have not been released in the market and have not generated any revenue, in order to match the timing of the expense and associated revenue.

## PRO FORMA PRODUCT RESEARCH & DEVELOPMENT COSTS (\$ MILLIONS)



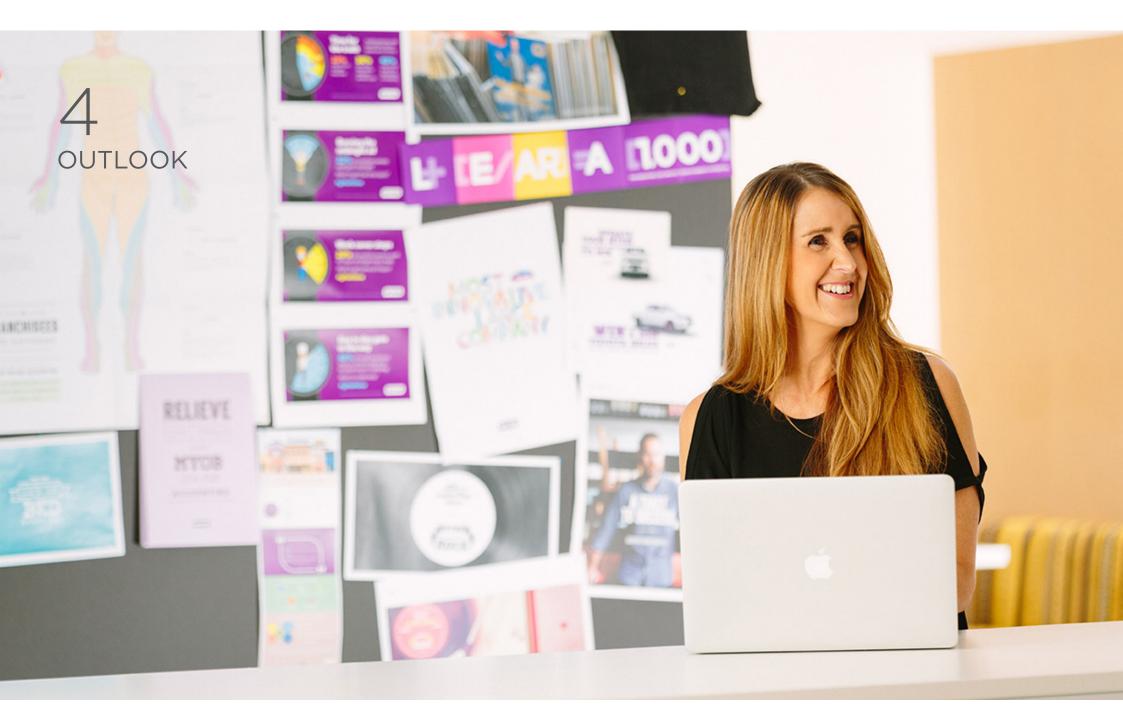
- Product development (R&D) costs are primarily staff-related. In 2H15 they were 15.0% of revenue, up from 13.4% in 1H15. This is likely to remain in the upper half of the 13%-16% of revenue range in 2016
- In 2H15 investment shifted to the MYOB single platform, including online versions of BankLink and Practice Ledger (to be launched in 1H16)
- As these products are yet to generate any revenue, this resulted in a higher capex/opex split than expected in the prospectus. This ~50/50 mix is likely to continue through 2016

# Strong pro forma free cash flow and high pro forma cash flow conversion

## PRO FORMA HISTORICAL AND FORECAST CASH FLOW CONVERSION

	Proforma Cash Flows			
\$ in millions	FY14	FY15	FY15 Prospectus forecast	
EBITDA	128.5	152.9	150.6	
Non-cash items in EBITDA	2.0	2.0	1.7	
Change in net working capital	2.4	3.2	(5.2)	
Operating free cash flow before capital expenditure	132.9	158.1	147.1	
Capital expenditure	(20.1)	(25.4)	(17.5)	
Net free cash flow before financing, tax and dividends	112.8	132.6	129.6	
Cash conversion %	88%	87%	86%	

- Strong cash conversion of >85%, in line with prior year and prospectus forecast
- Net free cash flow up \$3.3m from IPO forecast
- Change in net working capital is \$8.4m positive to IPO forecast, due to movements in unearned revenue. This was driven by the impact of recent acquisitions and a higher level of prepaid subscriptions than expected
- The majority of capex spend is R&D \$20.1m of \$25.4m total capex in FY15 (79%)



# MYOB 2016 outlook

## **FINANCIAL OUTLOOK**

- MYOB reaffirms its 12 month June 2016 pro forma prospectus revenue, EBITDA and NPATA forecasts
- As controlled investment in online solutions continues, FY16 R&D expected to be in the upper half of the previously stated 13%-16% range
- We expect revenue growth for FY16 to be in line with historical trends, and EBITDA margins to remain in the 45%-50% range
- We also expect the 2016 dividend payout ratio to be in the range of 60%-80% statutory NPATA, in line with previous guidance

## REPORTING TIMELINE

**Annual Results** 25 February



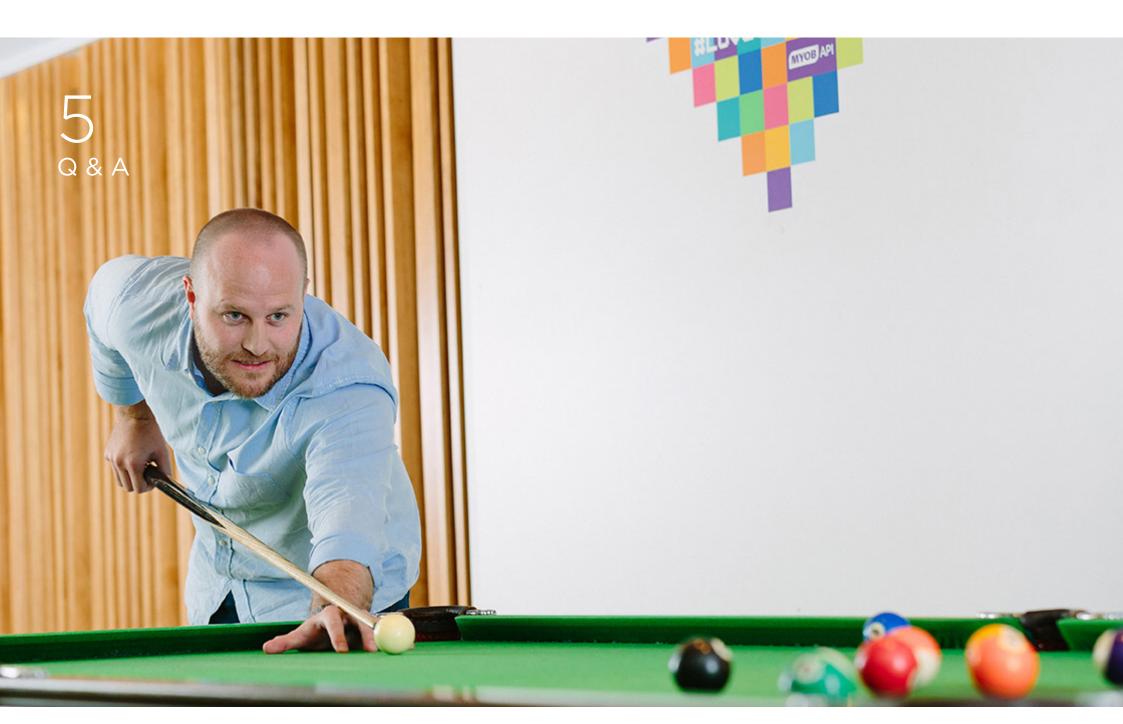
Annual Report 25 February

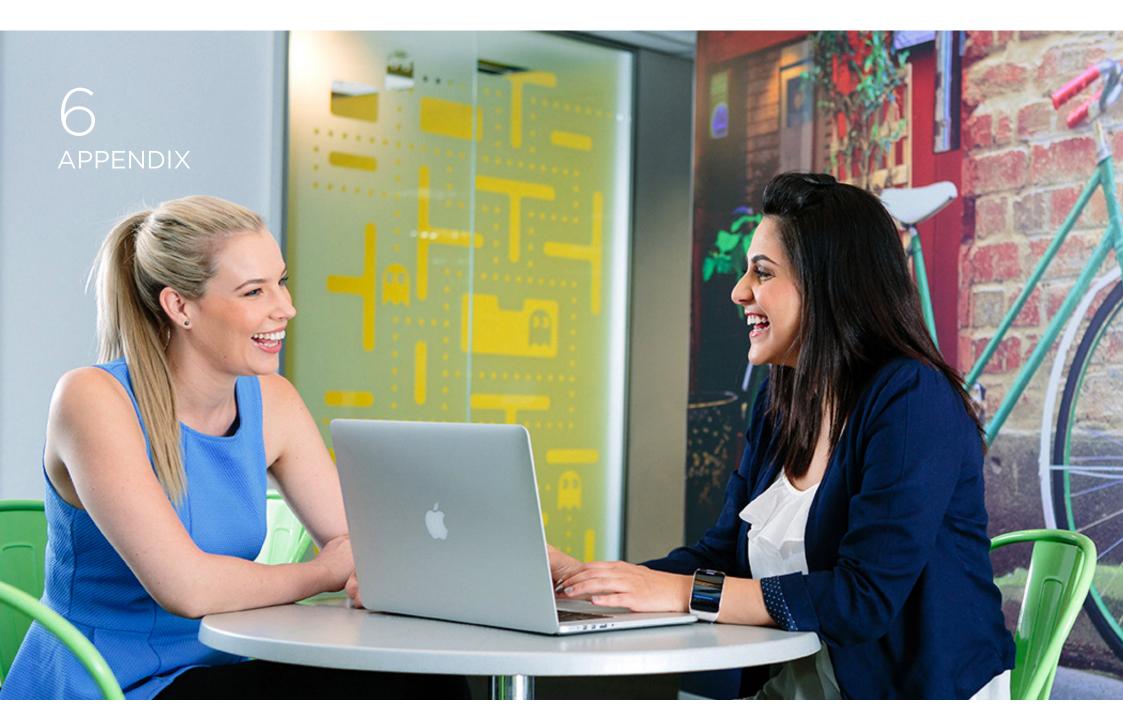


AGM 28 April



SIMULTANEOUS REPORTING





# Key operating metrics summary

## SUMMARY OF KEY PRO FORMA OPERATING METRICS FOR THE HISTORICAL AND FORECAST PERIODS

	Notes	FY14	EV1E	FY15
MVOD Course	Notes	FY14	FY15	(Prospectus forecast)
MYOB Group		9%	10% :	8%
Pro forma revenue growth %	_	94%	95%	95%
Recurring revenue as a % of total revenue	1		į	
Pro Forma EBITDA Growth %		8%	19%	17%
Pro forma EBITDA Margin %		43%	47%	47%
Pro forma NPATA Growth %		8%	22%	21%
Pro forma NPATA Margin %		23%	26%	26%
Pro forma product development costs as a % of total revenue	2	15%	14%	13%
SME Solutions				
Number of paying users ('000s)	3	505	545	545
Average paying user retention rate (%)	4	81%	80%	78%
Average revenue per paying user (ARPU) (\$)		360	379	370
SME online registrations as a % of total new SME registrations	5	62%	72%	83%
Pro forma revenue growth %		12%	14%	12%
Recurring revenue as a % of SME Solutions pro forma revenue	1	95%	97%	97%
Pro forma contribution margin %		68%	69%	70%
Practice Solutions			 	
Pro forma revenue growth %		3%	3%	4%
Recurring revenue as a % of Practice Solutions pro forma revenue	1	97%	97%	98%
Pro forma contribution margin %		72%	71%	71%
Enterprise Solutions				
Pro forma revenue growth %		7%	4%	-1%
Recurring revenue as a % of Enterprise Solutions pro forma revenue	1	79%	80%	81%
Pro forma contribution margin %		39%	48%	49%

## Notes:

- 1. Recurring Revenue is the revenue received from paying users, as defined in Note 3 below.
- 2. Product development costs include both costs that are capitalised and costs that are expensed through the income statement.
- 3. Paying users comprise all online users and those desktop users that make additional maintenance payments (including MYOB BankLink customers).
- 4. Retention rate refers to the proportion of users that continue to use a given MYOB product in a 12 month period.
- 5. The number of MYOB SME Solutions online registrations as a percentage of total MYOB SME Solutions registrations in a given period.

# Income statement

## MYOB PRO FORMA FINANCIAL PERFORMANCE AND FORECASTS

\$ in millions	FY14	FY15	FY15 Prospectus forecast	v FY14	v Prospectus forecast
Revenue					
SME Solutions	180.4	205.0	201.4	14%	2%
Practice Solutions	79.4	81.7	82.6	3%	-1%
Enterprise Solutions	39.5	41.0	39.0	4%	5%
Total Revenue	299.3	327.8	323.0	10%	1%
COGS	(21.4)	(23.5)	(23.8)	10%	-1%
Staff related expenses	(110.9)	(113.3)	(111.7)	2%	1%
Marketing	(8.4)	(9.4)	(8.5)	12%	11%
General office / administration	(30.1)	(28.7)	(28.4)	-5%	1%
Total operating expenses	(170.8)	(174.9)	(172.4)	2%	1%
EBITDA	128.5	152.9	150.6	19%	2%
Depreciation	(3.9)	(4.8)	(4.9)	24%	-3%
Amortisation of capitalised in-house software	(6.5)	(8.2)	(8.0)	26%	2%
EBITA	118.2	139.9	137.7	18%	2%
Amortisaton of acquired intangibles	(60.1)	(58.1)	(56.3)	-3%	3%
EBIT	58.1	81.9	81.4	41%	1%
Pro forma net interest expense	(17.6)	(16.8)	(16.6)	-5%	1%
РВТ	40.5	65.1	64.8	61%	0%
Pro forma tax expense	(12.3)	(19.9)	(19.4)	62%	3%
NPAT	28.2	45.2	45.4	60%	0%
D&A add back (tax effected)	42.1	40.6	39.4	-3%	3%
NPATA	70.3	85.9	84.8	22%	1%

Note: Pro forma adjustments have been made to statutory revenue and NPAT results to reflect the impact of the operating and capital structure now in place following completion of the IPO, as if it was in place as at 1 January 2014. In addition, certain other adjustments have been made to reflect the impact of historical acquisitions and divestments, to eliminate nonrecurring items and to reflect standalone public company costs.

# Balance sheet

D. L. Cl. (A. 111. )	31 December 2	014 31 C	31 December 2015	
Balance Sheet (\$ in millions)	Audited Statutory	Pro forma	Actual	
Assets				
Current assets				
Cash and cash equivalents	5.0	2.0	36.4	
Other current assets	228.7	25.8	27.8	
Total current assets	233.7	27.8	64.2	
Non-current assets				
ntangible assets & goodwill	1,239.2	1,239.2	1,219.0	
Other non-current assets	57.8	93.0	96.2	
Total non-current assets	1,297.0	1,332.2	1,315.2	
Total assets	1,530.8	1,360.0	1,379.4	
Liabilities				
Current liabilities				
nterest-bearing loans and borrowings	223.9	2.0	0.0	
Unearned revenue	40.1	40.1	42.9	
Other current liabilites	33.9	51.4	35.6	
Total current liabilities	298.0	93.5	78.5	
Non-current liabilities				
nterest-bearing loans and borrowings	1,131.0	432.6	432.7	
Other non-current liabilities	4.7	4.7	4.9	
Total non-current liabilities	1,135.7	437.3	437.6	
Total liabilities	1,433.7	530.8	516.2	
Net assets	97.1	829.2	863.3	
Equity				
Contributed equity	330.9	1,138.4	1,138.1	
Retained earnings	(243.4)	(319.2)	(415.6)	
Reserves	9.5	10.0	140.8	
Total equity	97.1	829.2	863.3	

- Most balance sheet measures in line with December 2014 prospectus pro forma
- Cash balance of \$36 million, driven by strong cash conversion even after both Ace Payroll and IMS acquisitions were purchased using operating cash

# Reconciliation of statutory to pro forma NPAT and EBITDA

		NPAT		EBITDA	
\$ in millions	Notes	FY15	FY15 Prospectus forecast	FY15	FY15 Prospectus forecast
Statutory result		(42.3)	(43.9)	124.2	125.4
Offer transaction costs expensed	1	-	0.3	-	0.3
Public company costs	2	(0.7)	(0.7)	(0.7)	(0.7)
Net interest adjustment	3	103.5	102.3		
Acquisition transaction and integration costs	4	5.0	2.0	5.0	2.0
Offer related adjustments and other transaction costs	5	20.3	20.2	20.3	20.2
Business transformation one-off costs	6	1.7	1.0	1.7	1.0
Other non-recurring adjustments	7	2.3	2.3	2.3	2.3
Tax effect of pro forma adjustments	8	(44.7)	(38.1)		
Total pro forma adjustments		87.5	89.3	28.7	25.2
Pro forma result		45.2	45.4	152.9	150.6

# Reconciliation of statutory to pro forma NPAT and EBITDA

## **NOTES**

Expenses of the IPO relating to the sale of existing shares by the selling shareholders.

MYOB's estimate of the incremental costs that the Company would have incurred as a public entity from January to April 2015. These costs include Chairman and other nonexecutive director remuneration, additional audit and legal costs, listing fees, share registry costs, directors' and officers' insurance premiums as well as investor relations, annual general meeting and annual report costs.

MYOB's historical debt structure was refinanced in part by proceeds of the IPO and in part by the new banking facilities. The net interest expense included in the pro forma historical results and FY15 forecast has been adjusted to reflect the anticipated gross debt leverage ratio of MYOB using base rates that prevailed, or are assumed to prevail, during the relevant periods, based on the Australian Financial Markets Association Bank Bill Reference Rate ("BBSW"), and margins under the terms of the new banking facilities following completion.

An adjustment has been made to remove one-off transaction costs, redundancy and integration costs relating to the acquisition of MYOB by Bain Capital, and the acquisitions of BankLink, PayGlobal, Ace Payroll and IMS that were expensed in the statutory historical results and FY15 statutory and forecast results.

Adjustment to remove the impact of oneoff senior management cash bonuses and the gifting of shares to eligible employees under the Employee Offer, expensed in the FY15 statutory actual and forecast results. Adjustment has also been made to remove one-off adviser fees, to eliminate the impact of historical advisory services fees and management fees paid to Bain Capital which will not continue post listing.

Adjustment to remove the impact of business transformation initiatives and costs including those relating to the closure of MYOB's Kuala Lumpur office in FY14.

Adjustment to reverse the impact of other one-off and non-recurring items that were expensed in the statutory historical results and FY15 statutory actual and forecast results, including costs associated with a 'pilot' campaign to test the effectiveness of brand advertising which has not generated directly attributable incremental revenues, the restructure of MYOB's partner sales management team and the non-cash gains and losses arising from the sale of noncurrent assets.

The tax impact attributable to adjustments referenced in footnotes 1 to 7 alone has been calculated using an effective tax rate of 30%. The effective rate in FY15 is 34% due to R&D tax incentives and higher than expected interest deductions carried forward from FY14

