



Delivering digital growth



# Vision and Performance



Asia-Pacific's leading independent digital marketing and commerce group.



A\$55m+ in revenues



where 350+ digital professionals



work with ~2,000 clients



from 10 offices across 8 Pacific Rim countries



offering integrated digital services in high growth markets



We deliver digital growth for clients by:



1.

Advising on digital strategies



2.

Building technology to enable those strategies



3.

Driving traffic to their web assets



4.

Converting traffic and retaining customers



...all in a measurable and accountable way.



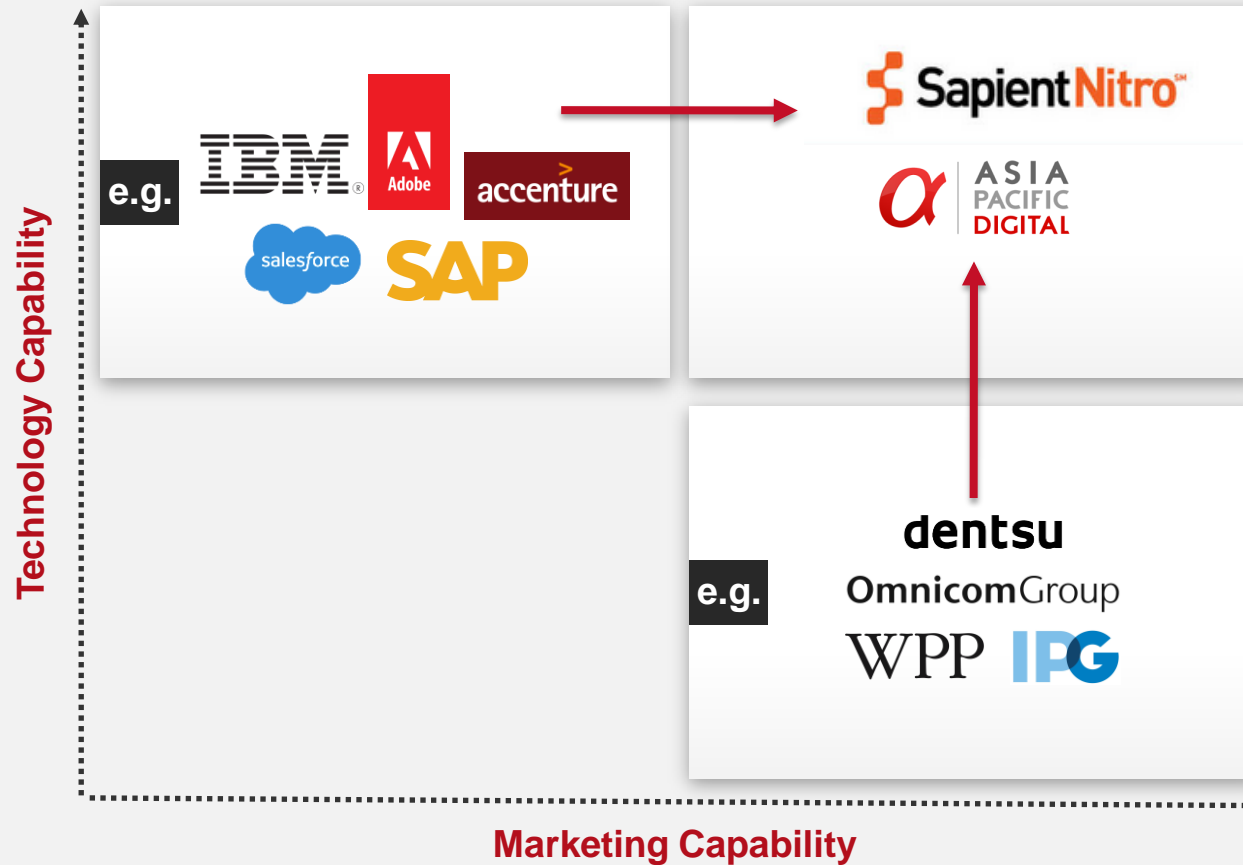
Growing in South East Asia and China via organic growth and M&A.

Manila Regional Operations Centre with 120 seat capacity

	Digital ad CAGR	eCom CAGR	Team Size	Organic Growth	Growth by M&A
China & HK	27%	36%	50	✓	✓
SEA	47%	36%	135	✓	✓
ANZ	13%	7%	175	✓	



# At the crossroads of technology and digital marketing.



## Three year objectives.

- |          |   |                      |
|----------|---|----------------------|
| <b>1</b> | <b>Build core capabilities</b> in Asia        | <b>ON TRACK</b>      |
| <b>2</b> | <b>Earn 50% of revenues</b> outside Australia | <b>ON TRACK</b>      |
| <b>3</b> | <b>Locate 50% of employees</b> in Asia        | <b>ON TRACK</b>      |
| <b>4</b> | <b>30% organic growth rate</b> in Asia        | <b>ON TRACK</b>      |
| <b>5</b> | <b>Breakeven EBITDA</b> while expanding       | <b>ON TRACK</b>      |
| <b>6</b> | <b>Long term EBITDA margin 10%+</b>           | <b>3 YEAR TARGET</b> |

## M&A.

Reviewed ~20 SME acquisitions in 2014

**Negotiating** in several markets

Objective is to fill gaps in **capability and geography**

**Cultural fit and growth** momentum are essential

Needs to be **accretive** within two years

Prepared to walk away if we aren't **aligned**





# eCommerce update.

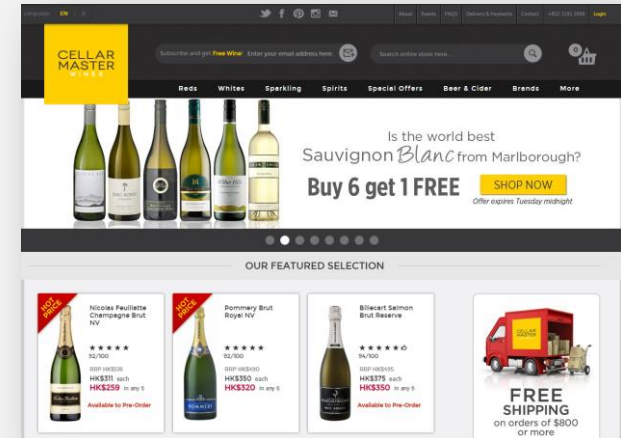
**Advintage (NZ) and Cellarmasterwines (HK)** are now operational

**New venture** under negotiation in Australia

**Demonstrating** successful integration across geographies and disciplines

Business model now established with **experienced team.**

**Separate capital pool** needed to ensure ventures have adequate marketing spend



# Manila Regional Operations Centre.

**120 seat facility** in Manila is now open

Software **development hub**

Own BPO hub **reduces cost-to-serve**

Will enable APD to **scale regionally**



Moving to a  
single brand.

APD

Parent company name **remains unchanged.**

Operating businesses will be renamed **APD** by 30 April.

Single operating brand will **reinforce** our seamless offer.

**Optimisation** of resources across divisions.

**350+ employees** will be promoting a single brand.

**Final branding** will be developed by our team by April.





# Advisory Council.

Advisory Council formed, representing major target markets.

First three members have joined. Three more sought.

Focus on business development and local risk management.

Will improve local relationships and intelligence.



**Rajiv Wahi**

**Non-Executive Director of MediaCorp in Singapore**

Previously President of Cadbury Schweppes Asia Pacific.



**Nonoy Colayco**

**Country Chairman Philippines for Jardine Matheson**

Boards of JG Summit Holdings, Maybank Philippines and TVI Pacific.



**Richard Suhr**

**Technology Investor**

Built Google Enterprise across Japan-Asia Pacific over a decade.

## Summary.

1



Asian footprint, capabilities and revenues growing.

2



M&A activity underway. Strict criteria.

3



eCommerce ventures gaining traction

4



Rebranding will reinforce our integrated offer.

5



Advisory Council will improve Asia C-Suite access.

6



On target after four months.



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