



a **great** place to be

Pie Funds Presentation 2015

our financial strength – H1 FY15.

Consistent revenue and GP growth

revenue up 36%,
\$292.1m

Underlying EBITDA¹ up 64% on pcp

10 consecutive periods of growth

EBITDA \$25.7m;
underlying EBITDA¹
\$19.8m, up

Healthy balance sheet

net debt \$1.9m

64%

Strong cash flows funding portfolio investments

operating cash flow \$25.3m

Material lift in dividends

3cps special in Dec 14, 3cps special in Apr 15 + 4.12cps FY15 interim dividend,
up 116% on pcp - all fully franked

interim
dividends up
116%

¹Excludes \$19.4m Next Byte impairment in FY14 and \$5.9m non-cash benefit from amortisation of ESP (H1 FY15)

our beginnings.



our winning formula in the early years.

**Our People Came
First**

**Resisted
Volume /
Market Share
Pressure**

**Differentiated
with Customer
Service**

**Viewed the Core
Device as the
Conduit to Value-
Add**

our values.

our people and
customers are
everything to us

We're proud to be
profitable:
profitability equals
opportunity

Every action is taken
with the benefit of
the whole team in
mind

You get what you
work for

The collective effort
and wisdom of the
team always
outperforms the
individual

Always do the
right thing

Dare to be different
as creativity drives
innovation

Love what you do

our culture.



our philosophy.

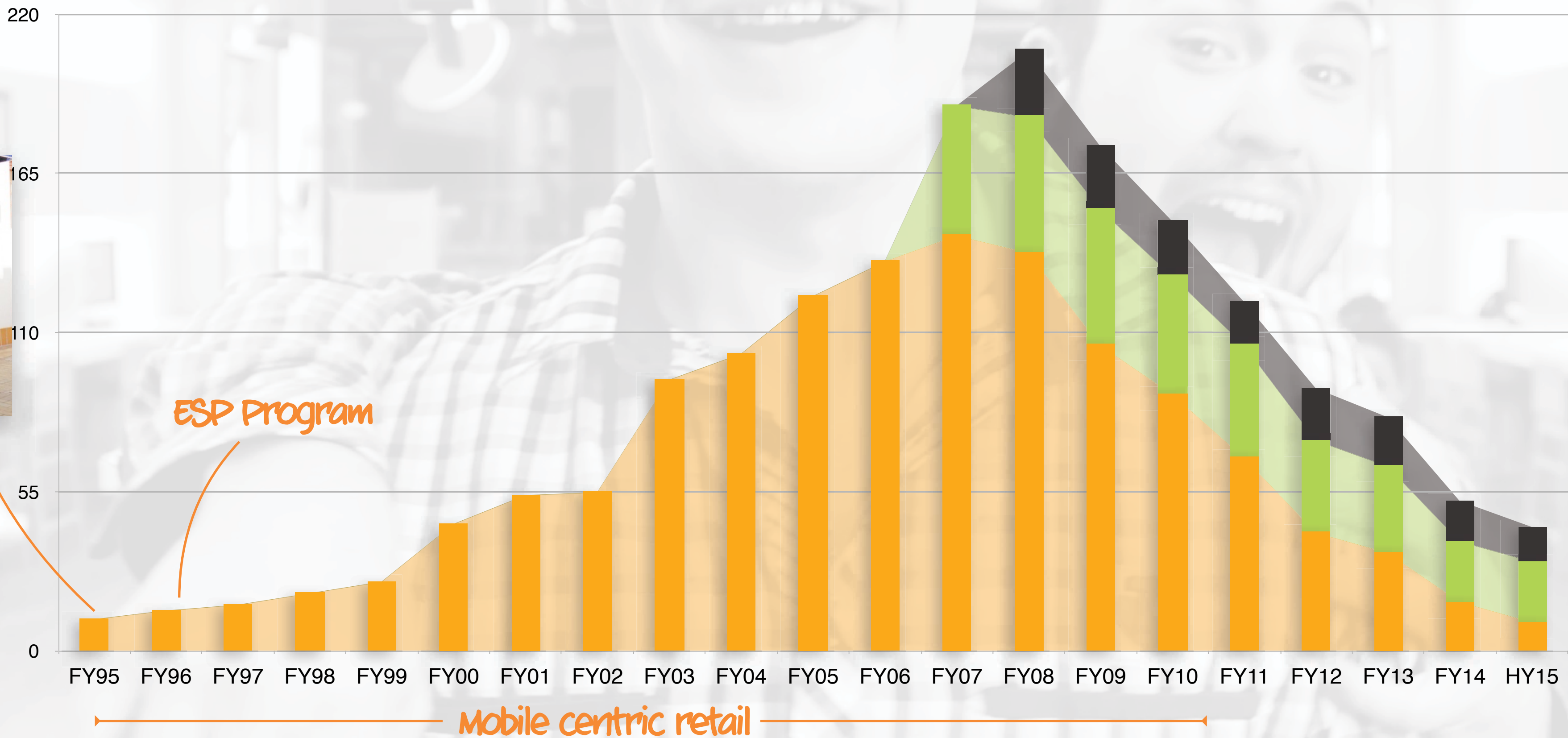
who keep
coming back!

We treat our
people well...

...who look after
our customers



our evolution.



our transformation.



Opened, converted, and acquired
100 Telstra Stores

Commenced strategic transformation of portfolio with
signing of Master Licence agreement with Telstra

250 footprint transactions over
four year period via staged-gate
process

Opened / acquired 16
Telstra Business Centres

Optimisation of portfolio
→ higher returns from
fewer POPs

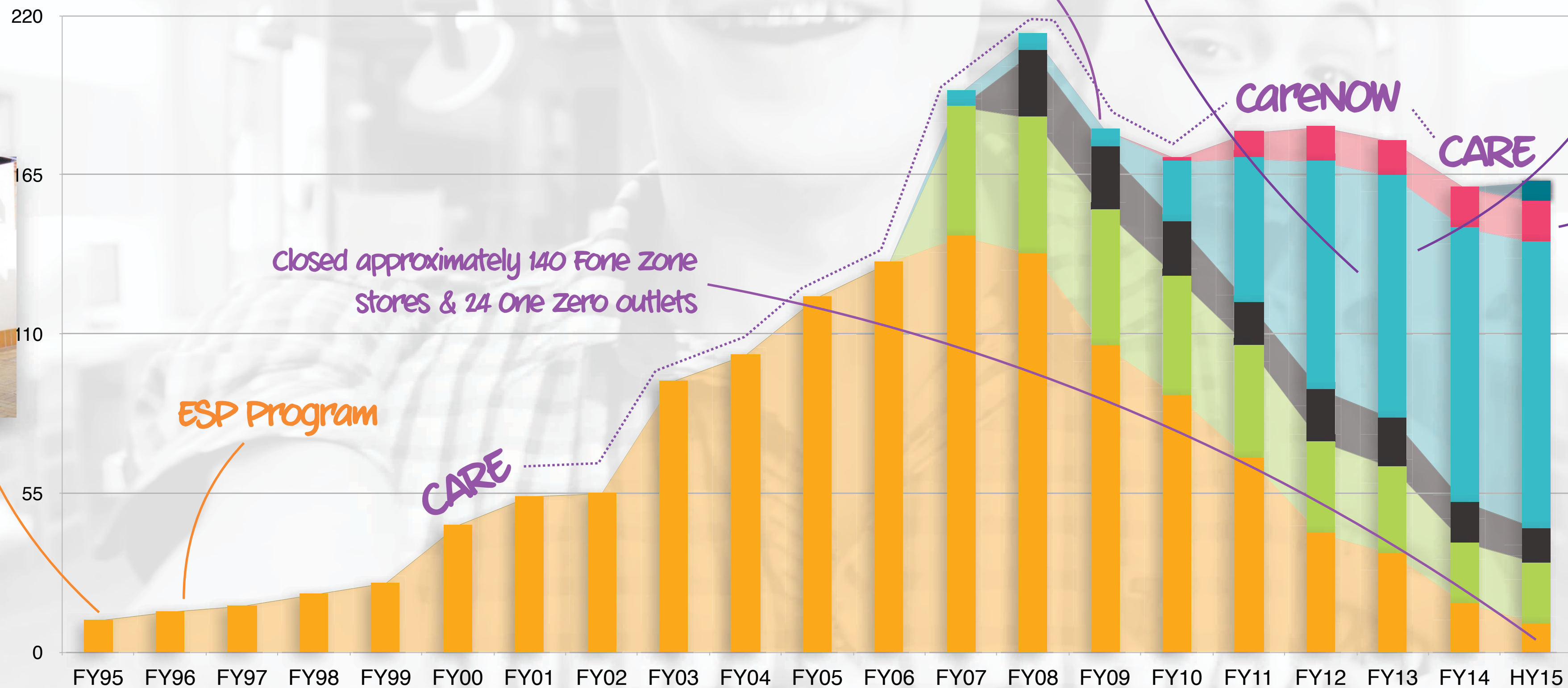
Closed approximately 140 Fone Zone
stores & 24 One Zero outlets

ESP Program

CARE

CareNOW

CARE



Mobile centric retail

our strategic direction.

one
zero
COMMUNICATIONS

FONE
ZONE



Telstra
Business
Centre



next byte



Consumer

SMB

Enterprise

We now have diversity in our channels to market and a diverse range of products and professional services

our core competencies.

nah

n-nah

We spot trends and
position ourselves to
maximise the
opportunities coming
down the pipeline —

Foresight

**Customer
Experience**

Execution

our core competencies.



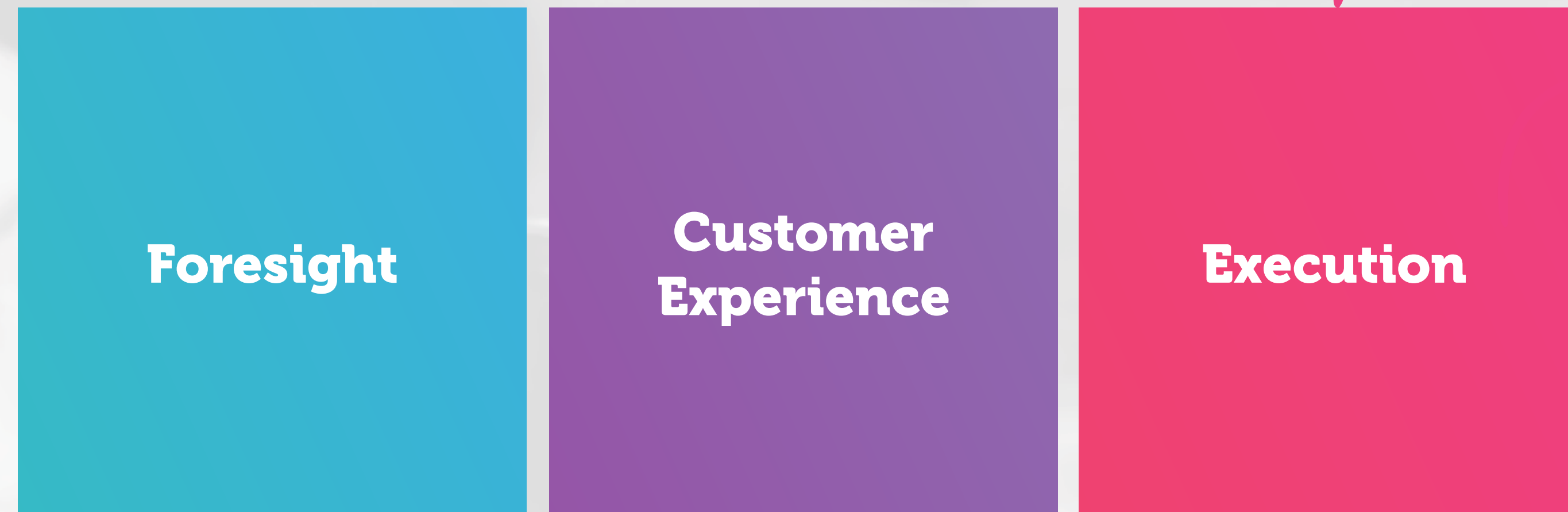
our heart and soul is based on 'care'.

CARE is a customer-focused philosophy



our core competencies.

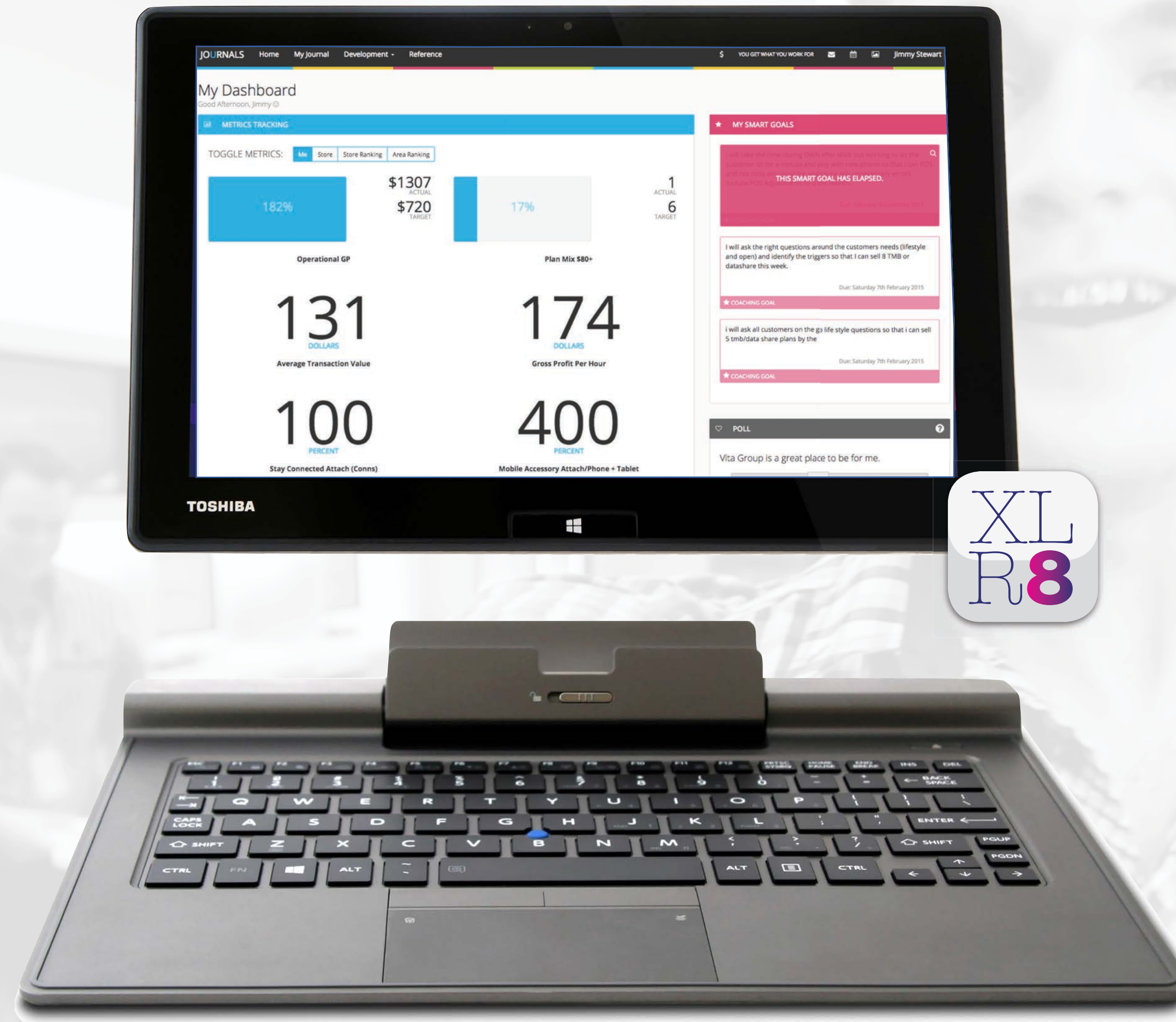
Execution eats strategy for breakfast!



what gets measured,
monitored, and
rewarded... gets done!

You can have the best
strategy in the world... but
unless you execute it, it's
useless!

our sales journals.



XLR8

Developed proprietary online sales journals and have embedded into the business - XLR8™:

- Provides real-time visibility to people development practices including:
 - SMART goals
 - Business planning
 - Coaching
 - Skills assessments
- Helps drive productivity and execute at speed

What gets...

measured

monitored

rewarded

get's done!

our future strategy.

Continued investment in growth opportunities... focus on execution

1

Continue our investment in people

- Identify and develop outstanding leaders
- Deepen sales, customer experience, and advocacy capability across the network
- Drive productivity and efficiencies
- Evolve proprietary online sales journals and continue to embed into the business – has provided visibility and helped us drive productivity and execute at speed

2

Continue to drive advocacy at the interaction, episode and most importantly the strategic level

- Trusted local advisor

3

Continue to optimise our retail channel

- Physical footprint
- Clustered methodology
- Improve the average
- Live local, Love local

4

Drive transformation in the SMB channel

- Build scale
- Complement and leverage off clustered retail network
- Drive disciplines and performance into the network
- Introduce diversity of product range
- Use core device as the conduit to value-add

5

Set the foundations for the Enterprise and Government channel

- Source Talent and Capability
- Develop product eco-system
- Drive disciplines
- Use core skill set of mobility to introduce other products / services to existing customer base



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