SNAKK MEDIA

SNK – MARKET UPDATE
05 April 2017

**Snakk Media – Key Operating Milestone Update**

**Commentary:**

Snakk is in the process of finalising its 31 March 2017 financial results. Based on the preliminary financial information available, Snakk believes its group operational performance is likely to vary by more than 10% in relation to two of its Key Operating Milestones: Compensation to Revenue Ratio %, and Staff Turnover %.

Compensation to Revenue Ratio %. Based on the preliminary information available it is likely the operational result will vary by more than 10% from the FY17 target of 42%, however, it is not possible to confirm the exact extent of this variance until the FY17 financial results are finalised.

The reason for the variation relates to revenue falling short of budgeted revenue in Quarter 4.

Snakk is assessing the impact of this variation and is reviewing its compensation to revenue ratio for FY18.

Staff Turnover %. The Staff Turnover % for the year ending 31 March 2017 was 33% compared to the target of 24%. The total number of permanent full-time staff who left voluntarily during the year was 15, compared to the total number of 45 permanent full-time staff employed as at 31 March 2017. The variance to the FY17 target is not expected to have a material impact on Snakk.

Snakk Media will release the full Q4 Business Update by 03/05/17.

**Performance against Key Operating Milestones:**

| Key Operating Milestone (KOM) | Q1 Actual FY17 | Q2 Actual FY17 | Q3 Actual FY17 | Q4 Estimate FY17 | FY17 Estimate | FY17 Target | FY17 Target Variance |
|---|---|---|---|---|---|---|---|
| **Compensation to Revenue Ratio %** | 46% | 65% | 41% | Unknown* | Unknown* | 42% | Unknown* |
| **Staff Turnover %** | 12% | 9% | 12% | 5% | 33% | 24% | 38% |

* Based on the preliminary information available it is likely the operational result will vary by more than 10% from the FY17 target of 42%, however, it is not possible to confirm the exact extent of this variance until the FY17 financial results are finalised

**KOM Calculation Methodologies:**

## *CLICK-THROUGH RATE*

***Click-Through Rate is the number of clicks on a mobile page or app advertisement divided by the number of times the advertisement is shown (impressions) as a percentage.***

CTR is the current industry-standard measure of how successful an ad has been in capturing users' interest. The higher the CTR, the more successful the ad has been in generating interest. A high CTR can help a mobile publisher support the site or app through advertising revenues. It is also a strong indicator of the success of a mobile campaign, as more people have interacted with the campaign by clicking on its advertisements.

When a company produces mobile campaigns that deliver CTRs that are constantly in excess of its competitors or accepted benchmarks, the likelihood of securing future campaign bookings is markedly increased. Research suggests that Internet users are increasingly becoming "desensitized" to ads on mobile sites and apps. As a result it is imperative that acceptable CTRs are maintained and grown to keep advertiser and publisher confidence in the company's offerings.

Snakk's strategy is to identify and then utilise innovative mobile consumer targeting technologies to identify those whom are most likely to be receptive to the advertising message being delivered. When this degree of mobile consumer targeting is combined with award-winning mobile creative capabilities, the CTR is maintained or grown on a per campaign basis.

The industry average is 0.62% and Snakk has forecast that it will continue to consistently achieve CTRs that exceed the industry average.  Snakk measures its CTR through its internal ad-serving platforms and then correlates that information with third party publisher data.

It is calculated as follows:

$$\textbf{Click-Through Rate \%} = \frac{\textbf{Clicks} \times 100}{\textbf{Impressions}}$$

## *GROSS MARGIN*

***Gross margin is the percentage of total revenue that Snakk retains after incurring the direct costs associated with producing services sold (Direct Media Costs).***

Maintaining and growing Gross Margin allows a higher percent of revenues to be spent on other business operations, such as R&D, technology, marketing and expansion into new markets / territories. As the company grows, a stable Gross Margin will drive the delivery of positive EBITDA.  Direct Media Costs are the costs of the advertising inventory that Snakk onsells to its clients.

Snakk's strategy to maintain and grow Gross Margin includes:

- utilising increasingly sophisticated and efficient technologies to purchase advertising inventory cost-effectively without compromising quality; and

- maintaining premium product pricing by delivering strong results for advertisers, combined with product offerings that are underpinned by unique and innovative ad technologies.

It is calculated as follows:

$$\textbf{Gross Margin \%} = \frac{\textbf{Total revenue less Direct Media Costs}}{\textbf{Total revenue}}$$

***COMPENSATION TO REVENUE RATIO***

***Compensation to revenue ratio is the percentage of permanent full-time employee salaries within Snakk's operating divisions compared to total revenue.***

The company's main cost outside of Direct Media Costs (being the costs of the advertising inventory that Snakk onsells to its clients) is staff salaries across its various divisions, particularly sales, marketing and management. Measuring the relationship between revenue and compensation figures within a period provides a method to monitor how well the business is utilising its human resources to generate revenues.

The efficiency or scale of a labour force increases as the labour-to-revenue ratio decreases, which is why a lower ratio is better for the company. Comparing the ratio against the company's historical records can show if the labour force efficiency is deteriorating, improving or being maintained at the same level over a period of time.

Snakk's strategy is to lower the Compensation to Revenue Ratio over time using a combination of the following:

- automating current manual and people-driven processes;
- remunerating staff in innovative and progressive ways;
- utilising technologies to drive operational efficiencies;
- managing staff headcount closely if revenue growth is too slow or other market conditions change in an adverse way; and
- increasing the proportion of staff located outside Australia.

It is calculated as follows:

**Compensation to Revenue Ratio % =**

$$\frac{\textbf{Total permanent full-time employee salaries}}{\textbf{Total revenue}}$$

***STAFF TURNOVER***

***Staff turnover is the percentage of permanent full-time employees that voluntarily leave the company compared to the total permanent full-time employees.***

While the general employment market in Australia experiences staff turnover of approximately 15% per annum, the Media Federation of Australia recently reported that in media agencies the 2014 average was over 33% per annum. The battle for talent is particularly fierce in the mobile sector, where an extremely limited supply of expertise is rapidly driving up agency salaries, compounding the issues associated with staff turnover.

Recent media agency research out of the UK suggests that, as well as the disruption caused when staff depart, the considerable length of time taken and cost to identify and hire a replacement, it can also take up to 20 weeks for a replacement to fully get to grips with the job. It is calculated that the cost of replacing a middle manager can be up to 150 percent of their annual salary. For senior managers, the figure can be between 200 and 400 percent.

In a small fast-growing company, with highly specialised skills required, high levels of staff turnover represent a significant threat to its ability to conduct business. Snakk's strategy is to maintain a lower than industry average turnover rate by fostering a strong workplace culture, clearly defining roles and responsibilities, and remunerating staff in innovative and progressive ways.

It is calculated as follows:

$$\textbf{Staff Turnover \%} = \frac{\textbf{Total permanent full-time employees departed voluntarily}}{\textbf{Total permanent full-time employees}}$$

**Future events and Business Update timetable:**

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|---|---|
| Full Year Preliminary Due Date | 31/05/2017 |
| Annual Report Due Date | 30/06/2017 |
| Quarter Business Update Due Date | 03/05/2017 |

**Announcement Authority:**


Authorised By: Joel Williams, Chief Executive Officer
Contact phone number: +61 429 155 202
Contact Email Address: joel.williams@snakkmedia.com

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