

AdNeo Strategy

ASX : AD1



AdNeo

Identify potential
Maximise value

We acquire visionary
businesses shaping
tomorrow.

Our businesses



Explore



We actively acquire, own,
and manage high-growth
companies in the SaaS
and innovative services sectors.

AdNeo is dedicated to creating sustainable, long-term value through strategic acquisitions, focusing on innovative SaaS products and services. Our approach delivers diversified, recurring revenue streams and drives robust growth potential across high-growth sectors.

AdNeo Vision & Mission

Mission

Through active ownership, expert management, and synergistic client verticals, we drive value for our shareholders within our integrated business.

Vision

To establish itself as Australia's premier acquirer of SaaS and AI-driven service tools designed to revolutionise global workforces.

Sector Focus



Digital & workforce transformation

Enabling innovative ways of working and unlocking workforce potential:

- Drive innovation and gain a competitive edge.
- Enhance efficiency and boost productivity.
- Future-proof organisations in a rapidly changing market.

These transformations deliver superior outcomes, enhanced customer satisfaction, and a motivated, future-ready workforce



SaaS & AI-driven service offerings

Combining SaaS and AI delivers cloud accessibility and intelligent tools that:

- Enable real-time, anywhere analytics.
- Scale AI capabilities as needed.
- Automate improvements with minimal resources.

SaaS and AI together make organisations more efficient, responsive, and competitive.

Industries we serve

We operate across a diverse range of industries delivering innovative solutions to meet unique sector needs.

A low-angle shot of a flagpole with the Australian flag flying against a dramatic, cloudy sky. The image is tinted with a deep blue color.

Government
& Defence

A low-angle shot of a modern glass skyscraper reflecting the sky, with another building visible in the background. The image is tinted with a deep blue color.

Corporates
& Associations

Value Proposition

Our value proposition is built on a strategic approach that leverages complementary offerings and deep ecosystem insights to deliver tailored solutions for our clients.

Our Approach

Complementary Offerings

Integration of a diverse range of aligned products and services.

Ecosystem Synergies

We uncover synergies within business ecosystems and customise offerings to align with specific challenges and goals.

Key Benefits

Enhanced Client Satisfaction

Holistic solutions foster trust, drive satisfaction, and build enduring loyalty.

Revenue Growth

Cross-selling unlocks additional revenue streams and creates mutual value.

Operational Efficiency

Collaborative partnerships streamline resource use for optimal impact.

Market Leadership

Strategic alignment fuels innovation and strengthens our competitive position.

Our customers represent many of the largest employers in AUS and US

Government & Defence



Corporates & Associations



The team to lead



Nicholas Smedley
Non Exec Chairman

M&A
IR
Capital Structure
Risk



Michael Norster
Non Exec Director

M&A
Technology
Governance
Legal



Angus Washington
CEO, Executive Director

Strategy
Leadership
Growth
Human Resources



Antonluigi Gozzi
Board Advisor Strategy
& Technology

Strategy Execution
Technology
PMI
AI

The team to deliver



Todd Perkinson
CFO/COO

Finance
Cost Control
Compliance
Risk
Tax



Prerna Sinha
Group CTO

Technology
Security
Product Strategy



Bonnie Borland
Managing Director,
Oliver Grace

Strategy
Business
Brand
Leadership



Nick Lehrain
Creative Director,
Oliver Grace

Strategy
Brand
Creative Direction
Customer Experience



Gina Meibusch
Head of Customer
Solutions

Customer solutions
Workshop facilitation
Customer
Implementation
Mentoring & Coaching

Three key drivers of Organic Growth

1

Direct
Sales

GOAL: \$10m Pipeline of Sales Qualified targets

- Increase share of wallet with existing customers, by offering complementary & integrated solutions
- Highly targeted sales campaigns in pre-identified market verticals in US and AUS
- Create awareness via webinars, thought leadership and leading client case studies

2

Distribution
Agreements

GOAL: Activate referral partners and resellers

- Activate Ambassador Program of HR and Mentoring Consultants
- Establish channel partnerships with industry leaders in L&D
- Partner with coaching providers in Australia
- Explore integration into HRIS providers

3

Product
Innovation

GOAL: Pre-integrate with HR systems

- Make the product self serve to buy and launch
- Pre-Integrate product in commonly used systems in the HR tech industry
- Add high demand product features that customers are demanding to increase value to customers and price per unit (reporting, matching, surveys etc)

Inorganic growth via synergistic acquisitions



Acquire

We actively seek high-growth investments in SaaS and services, identifying opportunities with untapped growth potential

Target Acquisitions: Up to \$20 million revenue from strategic acquisitions

Focus on Innovation: Innovative SaaS & AI driven services and workforce transformation businesses

Quick Path to Profitability: Rapid transition to cash flow-positive status post-merger

High Growth Potential with Target Sectors: Targeting industries with high CAGR and strong digital transformation opportunities



Grow

We drive growth through a unique approach that leverages management expertise, cross-portfolio synergies, and a focus on cash-flow growth.

Distinctive 'Positive Growth Playbook': Leverage extensive management experience for strategic advantage

Deliver on the Rule of 40: Focus on achieving the Rule of 40 for balanced growth & profitability

Cross-Portfolio Synergies: Enhance operational and commercial efficiencies across operating businesses

Focus on Cash Flow: Prioritise cash-flow- positive growth as a fundamental requirement



Divest

We strategically review our holdings and reinvesting capital into the next wave of high-growth opportunities, ensuring sustained success.

Patient Ownership: Act as a strategic owner while being open to potential liquidity events

Optimal Exit Timing: Aim to exit at 50-70% of the S-Curve for maximum RIO

Strategic Divestments: Divest declining growth businesses of units to reinvest in high-potential growth opportunities

CEO's Execution Priorities and Operating Model

Operating Cash Flow Positive*

- Every business, every quarter
- Growth, without impacting profitability
- Lean teams, with significant synergies

Focus on Customers

- Portfolio offering, increasing share of wallet
- Make products easy to buy/add-on
- Deliver high ROI for customers, and high NPS

Disciplined capital allocation

- Value accretive acquisitions, minimise dilution
- Underpromise and overdeliver
- Disciplined governance, and shareholder alignment

Drive a culture of entrepreneurship, growth and execution

- Drive accountability and result through leadership
- Foster collaboration and synergies among businesses (proprietary AdNeo Playbook)
- Portfolio approach to win customers ahead of competition

(*) Not a forecast, not guidance or forward looking statement.

AdNeo Integrated Portfolio

Wholly owned Businesses



Oliver
Grace



ApplyDirect is Australia's leader in private Job Boards for federal, state and local governments



Strategic Positioning & Offering:

Founded in 2006, ApplyDirect is the technology provider of choice for the largest employers in Australia, with a combined workforce of >1.1m+ employees.

ApplyDirect recruitment and career site platform is designed to empower large organisations to attract and engage talent at scale while significantly reducing time to hire and recruitment costs.

The technology encompasses powerful features: Career Site, Job Listings, ATS integrations, Talent Pool, Candidate Portal, Recruitment marketing

Investment Highlights:

With +200k employment positions managed yearly, 20 million yearly site visits, and a success rate in filling 35% of positions via ApplyDirect, the technology is highly effective and scalable.

Recently updated to a completely new tech platform with enhanced scale, reliability, SEO and site speed, positioned for future growth.

Strategically positioned to add government critical services to optimise the hiring processes and improve candidate engagement in public sector.

Key Metrics*:

Customers: 8

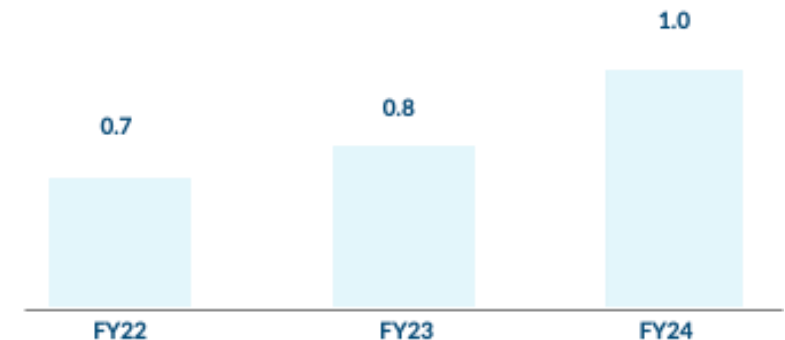
Revenues: \$950k FY24

ARR: \$650k

NRR: 115%

Growth YoY: 15%

Apply Direct Revenue (A\$M)



(*) Numbers are indicative only. For exact numbers refer to FY24 annual report.



Art of Mentoring is an award-winning innovator and market leader in mentoring software and training platform



Strategic Positioning & Offering:

Established in 2016, acquired in 2022, female founded

Evidence based mentoring platform for enterprise clients to launch, manage and scale Mentorship Programs. 2023 Gold Award winner at Brandon Hall Group Technology Excellence

End-to-end turn key solution including: Platform, Matching; eLearning; Readiness & Launch; Onboarding; Performance Surveys; Reporting

Investment Highlights:

Companies spend more than \$340 billion on employee training and development. Mentoring is proven as the highest performance most effective development method.

AoM clients are global leaders in industry and government, and the growth rates of New Sales have been impressive (+30% YoY global; +200% US alone). Strong sales pipeline and investing in distribution partners.

Key Metrics*:

Customers: ~100

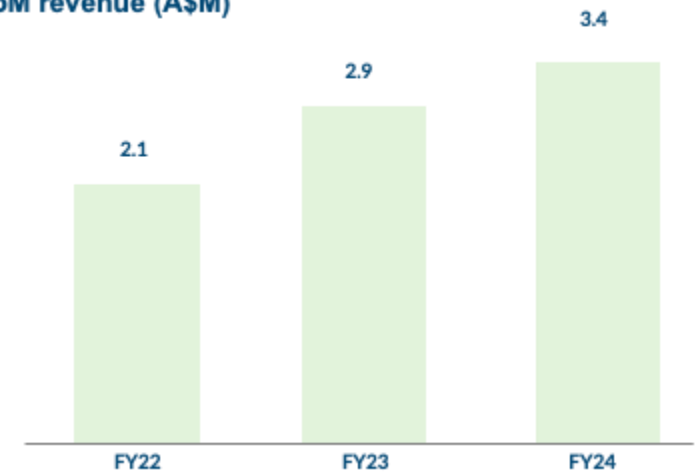
Revenues: \$3.4m FY24

ARR: \$3.2m

NRR: 90%

Growth YoY: ~20%

AoM revenue (A\$M)



(*) Numbers are indicative only. For exact numbers refer to FY24 annual report.



Oliver Grace is Australia's premier Strategic Creative Studio and Brand Agency



Strategic Positioning & Offering:

Founded by Bonnie Borland and Nicholas Lehrain in 2019, and acquired in 2024, OG is a multi-award winning, marketing agency specialising in digital product design and development, brand strategy and content creation.

Client segments include enterprises, emerging startups, global brands and non-profit organisations. Oliver Grace has been behind some the most successful product launches in Australia.

Investment Highlights:

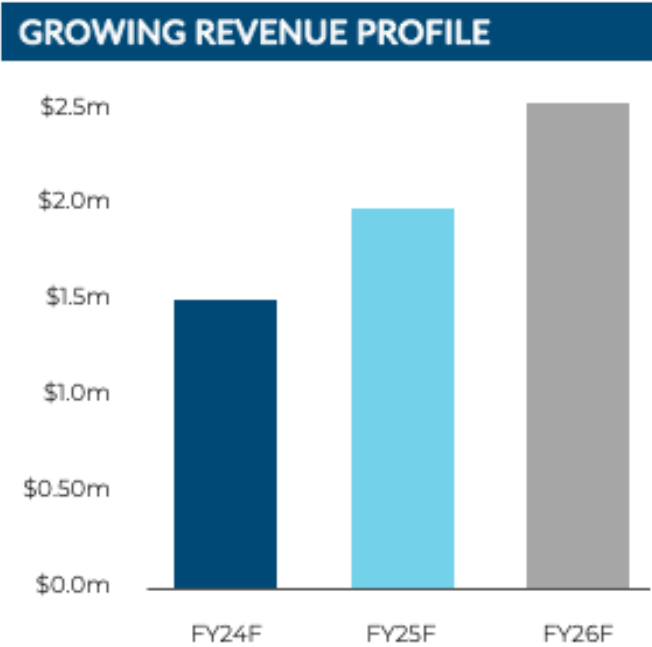
OG has an impressive and diverse client base having worked with over 150 brands, which provides cross-selling opportunities to AD1.

Proven track record to add exceptional value to clients, to be leveraged for internal products: ApplyDirect, Art of Mentoring.

OG has 1.5m in annual revenues in FY24, has solid growth momentum, and is cash flow positive.

Key Metrics*:

Customers: 40+
Revenues: \$1.5m FY24
EBITDA: 10% normalised
FTEs: 8



(*) Numbers are indicative only. Chart from ASX release 29 July 2024: Oliver Grace Acquisition & Business Update

Q&A

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Appendix: Strategic Review & Key Insights



Completion of the AD1 Strategic Review



Over the past 18 months, the Board and CEO have led a strategic review that successfully transformed the company and established a strong foundation for future growth.

Objectives

Cost Restructure

Asset Rationalisation

Technology

Leadership

Sales

Outcomes

—————→ Achieved \$4m* cost reduction

—————→ Divested non-strategic products: JobTale; USS

—————→ Rebuilt all SaaS products: AoM; ApplyDirect

—————→ Highly aligned management team and new leadership

—————→ Focus on driving US growth and expanding strategic accounts; US ARR \$1m+, with 186%* growth YoY

(*) Numbers are indicative only. For exact numbers refer to FY24 annual report.

Key Insights drive our strategy going forward, which will focus on 'Cash Flow Positive Growth'



FY25 ACTIVITIES: Successful Capital Raise to fund acquisition of Oliver Grace (synergistic client acquisition and cross selling)

MARKET LEADER: We have accumulated an enviable portfolio of 100+ customers in AU and US

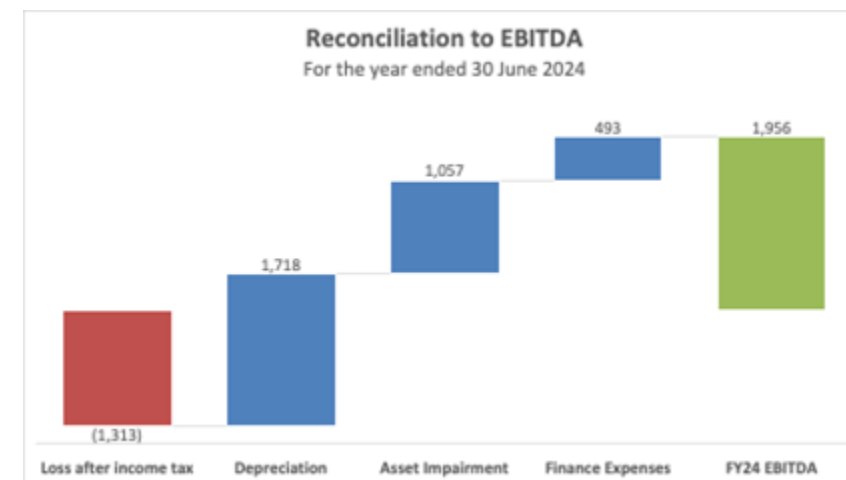
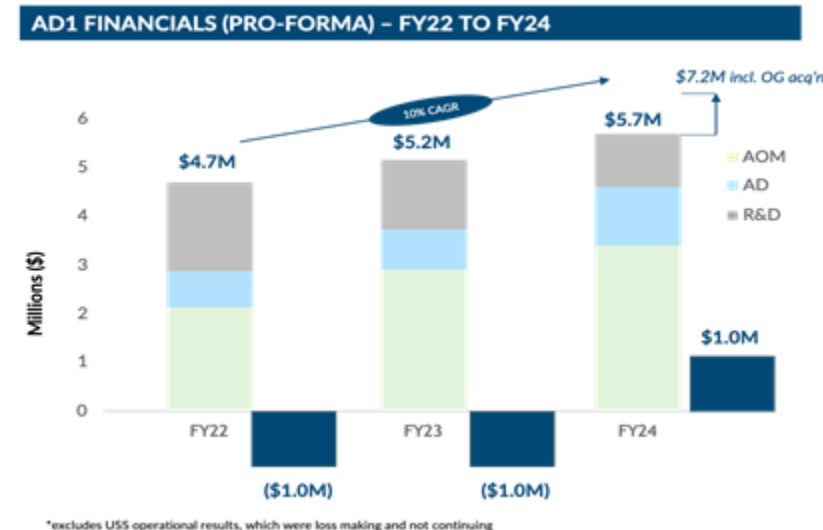
KEY SECTORS: Our products are in high demand in key sectors that are experiencing high growth Defence; Government; Fortune 1000 and Associations

VALUABLE ASSETS: We now have a portfolio of 3 businesses that are very healthy in terms of organic growth rates and are cash generative. AoM has growth 50% in last 12 months in US

PRODUCT ADOPTION: Our Technology and Services solutions are highly valued by our clients, with a complementary offering, allowing us to expand our share of wallet within high growth categories

TEAM: Highly motivated team of young and competent leaders. Very supporting board and strategic investors

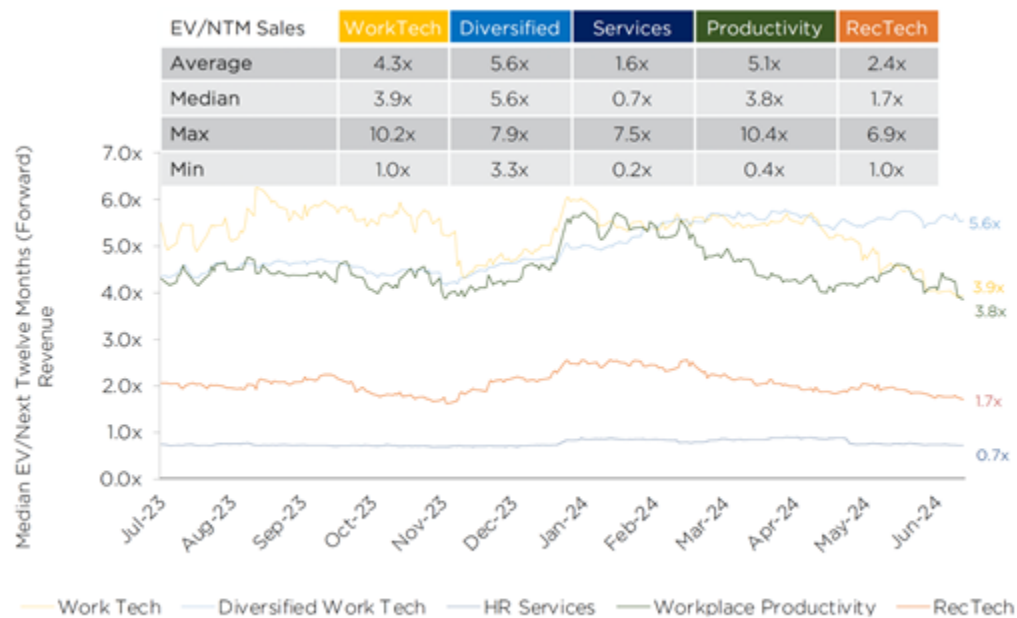
CASH FLOW POSITIVE: We can grow from a position of strength, in terms of cash flow positivity and balance sheet strength



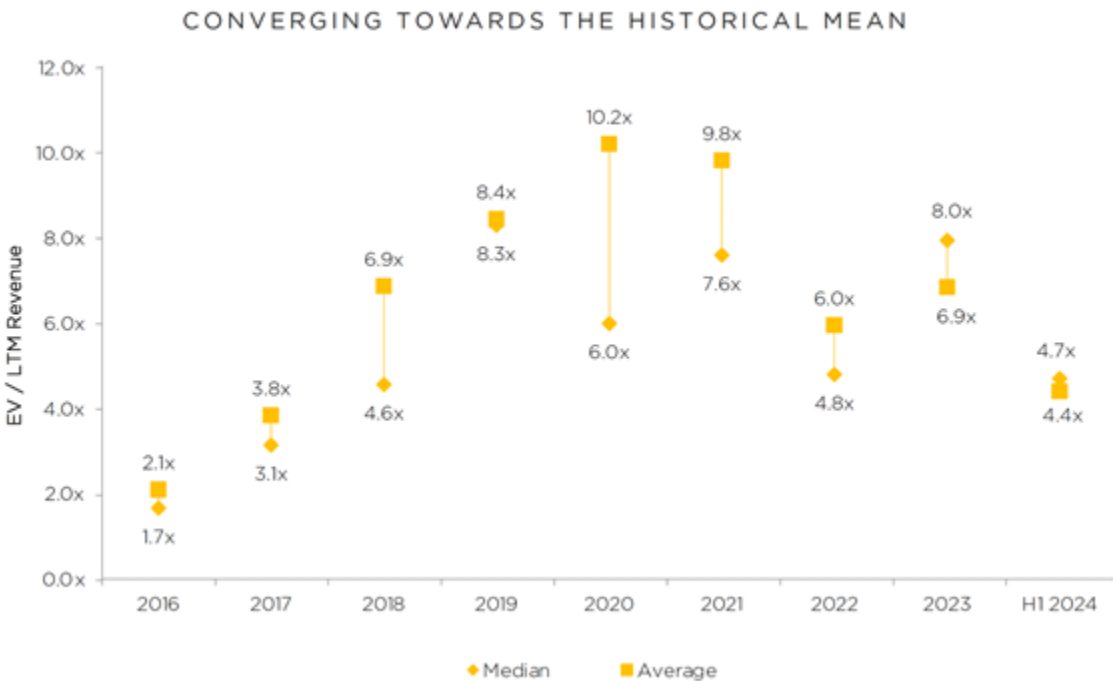
AD1 is currently trading at a significant discount compared to market multiples, offering a unique opportunity for our shareholders



Public Market Valuations



M&A Transaction Q1 FY25



SOURCE: Venero Capital 2Q 2024 WorkTech Market Update - M&A and Investment Activity. <https://www.venerocapitaladvisors.com/news/category/market-update>