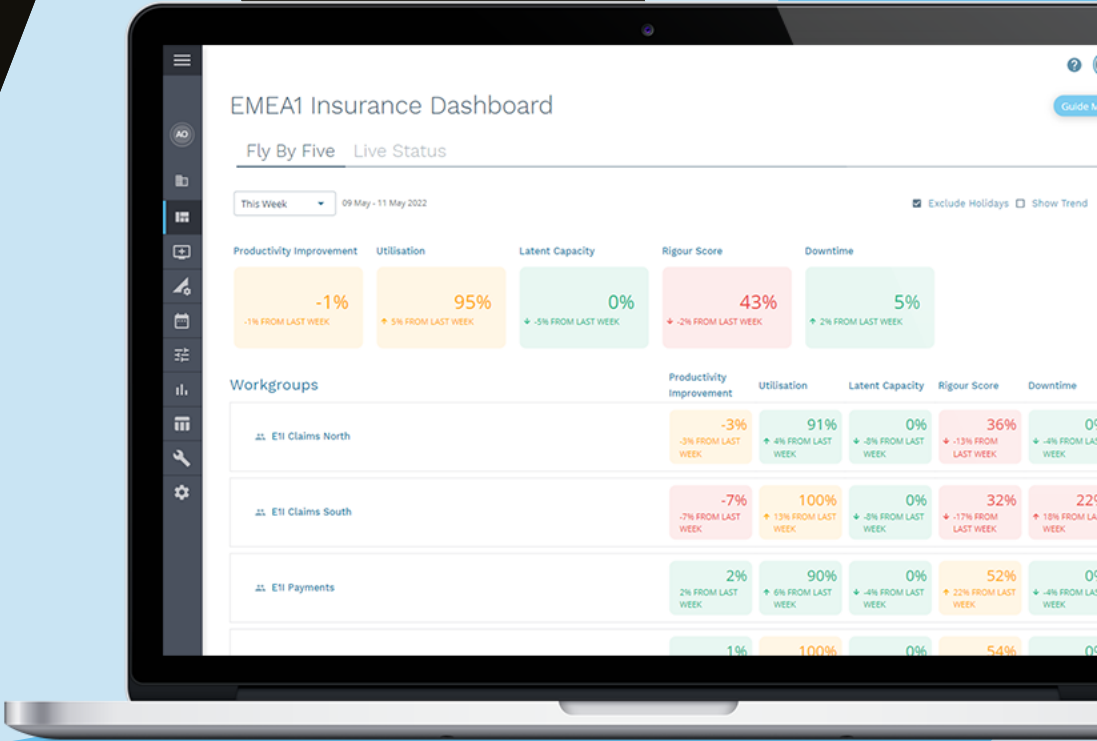


Final Results FY22

Presented by
Richard Jeffery, CEO & Founder
Patrick Deller, CFO



Agenda

Introduction to ActiveOps & overview of the year



Richard Jeffery, CEO

Financial review

Patrick Deller, CFO



Strategy & Opportunity



Richard Jeffery, CEO

Outlook



Richard Jeffery, CEO

A global leader in Management Process Automation

Global Reach

40+ countries in which software is used **7** offices, **7** countries **190** employees



Blue chip customer base

80+ global, enterprise customers with substantial land & expand opportunity

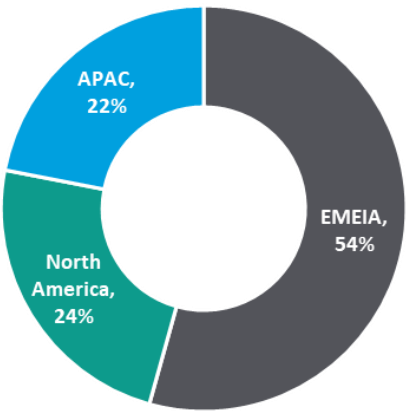
Banks, Insurance (incl Health Insurance), BPOs and Others

Strong SaaS metrics

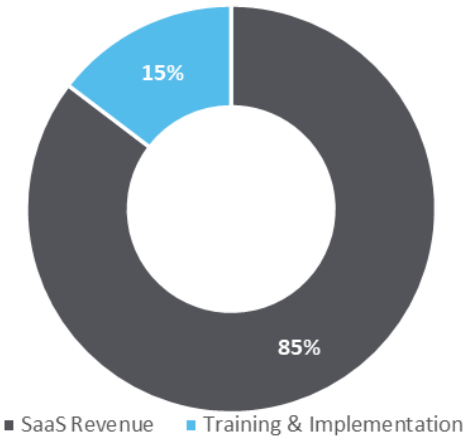
£20.1m SaaS ARR
10% improvement vs prior year

> **100%** net revenue retention

Revenue by Region



Revenue by Type



Daily Productivity tracks work pressure



People
Robots
Work

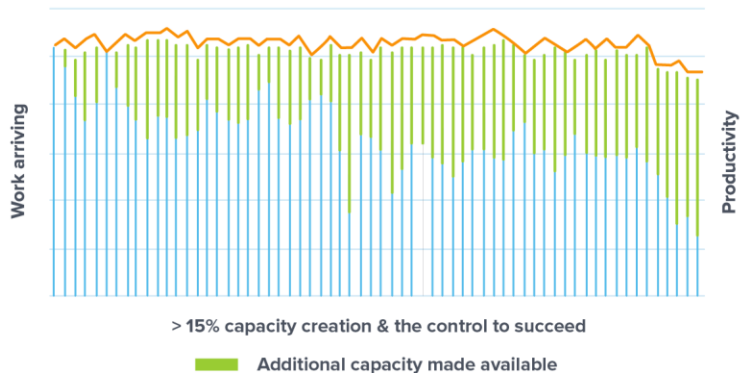


Management Process Automation

- Better decisions, made faster
- Significant, sustainable performance improvement



Daily Productivity is consistent

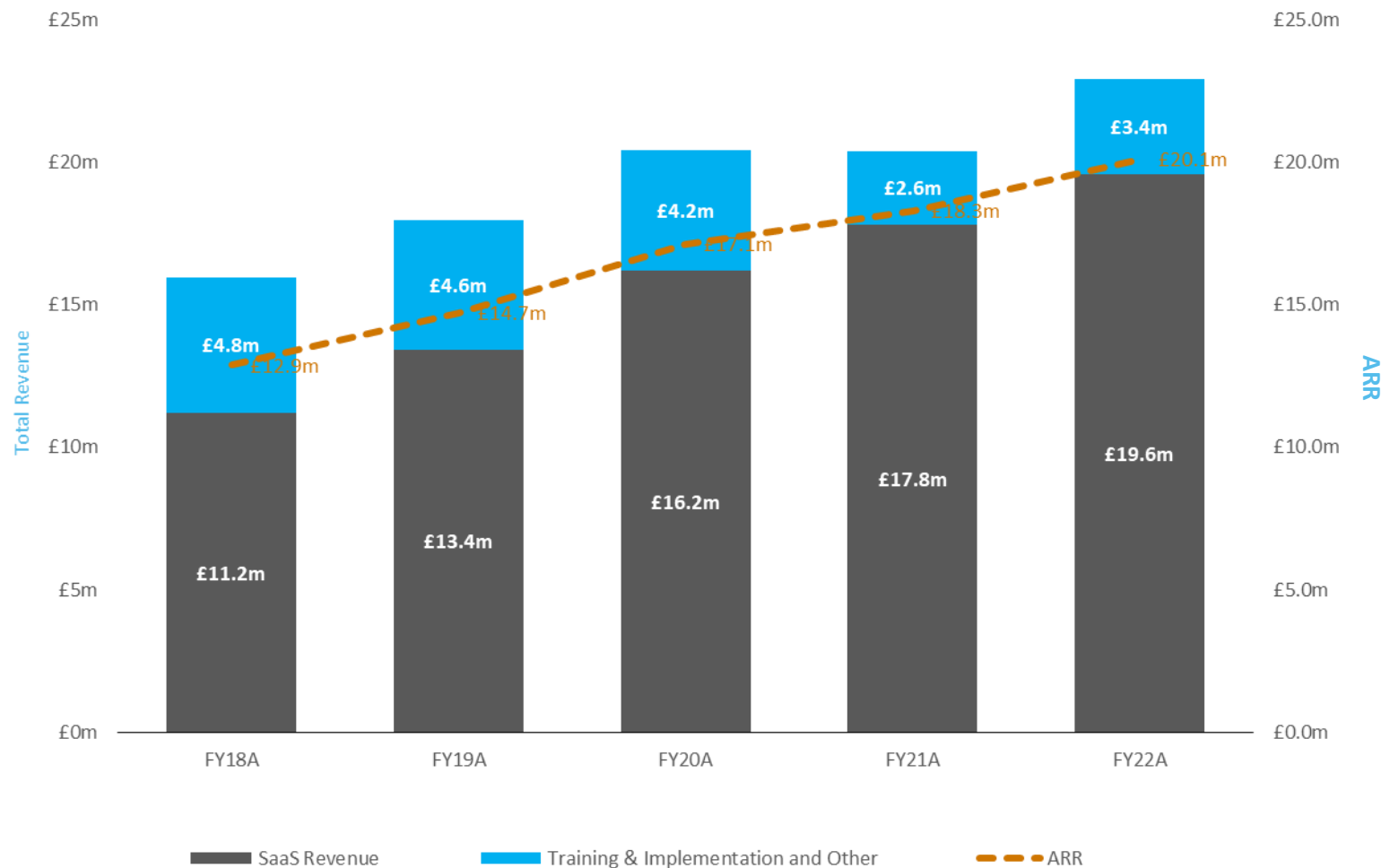


- ✓ Increased productivity
- ✓ Released capacity
- ✓ Greater adaptability
- ✓ More controlled delivery of SLA
- ✓ Enhanced employee experience



AOM
Standardised best practice operations management methodology

FY22: Strong financial performance - Continued growth



Progress with strategic goals



Land and expand successes

- New logo wins in all territories and sectors
- First enterprise scale purchase of WorkiQ by an existing ControlIQ customer
- Expansion deals include three UK banks and multiyear contracts with 3 leading Australian banks



Innovation and investment

- Significant product enhancements, including launch of unique task mining technology & CaseworkiQ – a new RegTech offering
- Doubled software engineering capacity
- Established data science function and developed new product capabilities for FY23 release



Partnerships and sales

- Extended relationship with Microsoft
 - Software can be purchased via Microsoft
 - Teams integration in development
- Hired experienced commercial account managers to drive expansion

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Financial Review

Strength of SaaS model

Annual Recurring Revenue

£20.1m +10%

Net Revenue Retention (Last 12 months)

102% (FY21: 104%)

- Positive NRR despite some customer churn

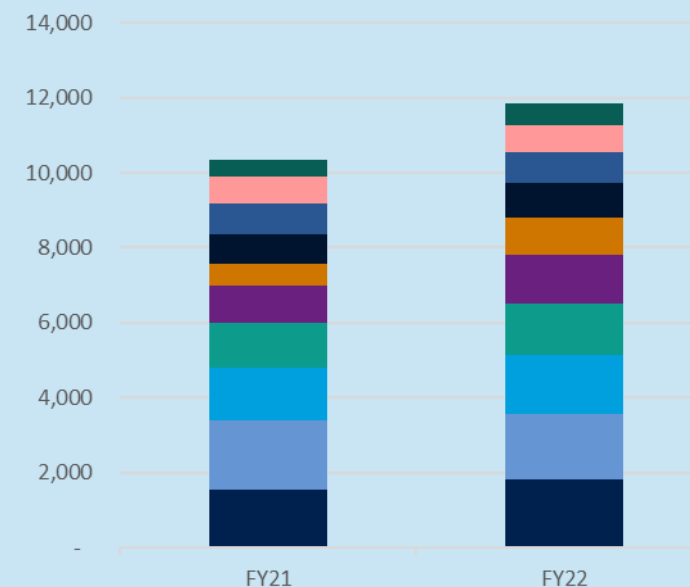
Expansion

Eight out of top ten accounts expanded

- All regions
- ControlIQ and WorkiQ rollouts
- Top 40 accounts:
 - Expanded ARR by 19% overall
 - 22 expanded accounts and five new logos
 - Three accounts reduced ARR by >10%

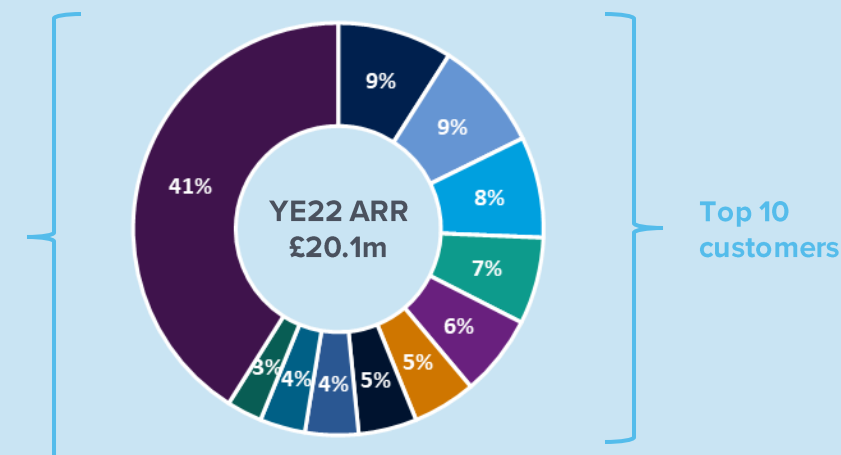
Land and Expand success

Top 10 customers have grown ARR by 15% in the last 12 months



FY22 SaaS ARR by customer

Other
Expansion in top customers



Top 10 customers

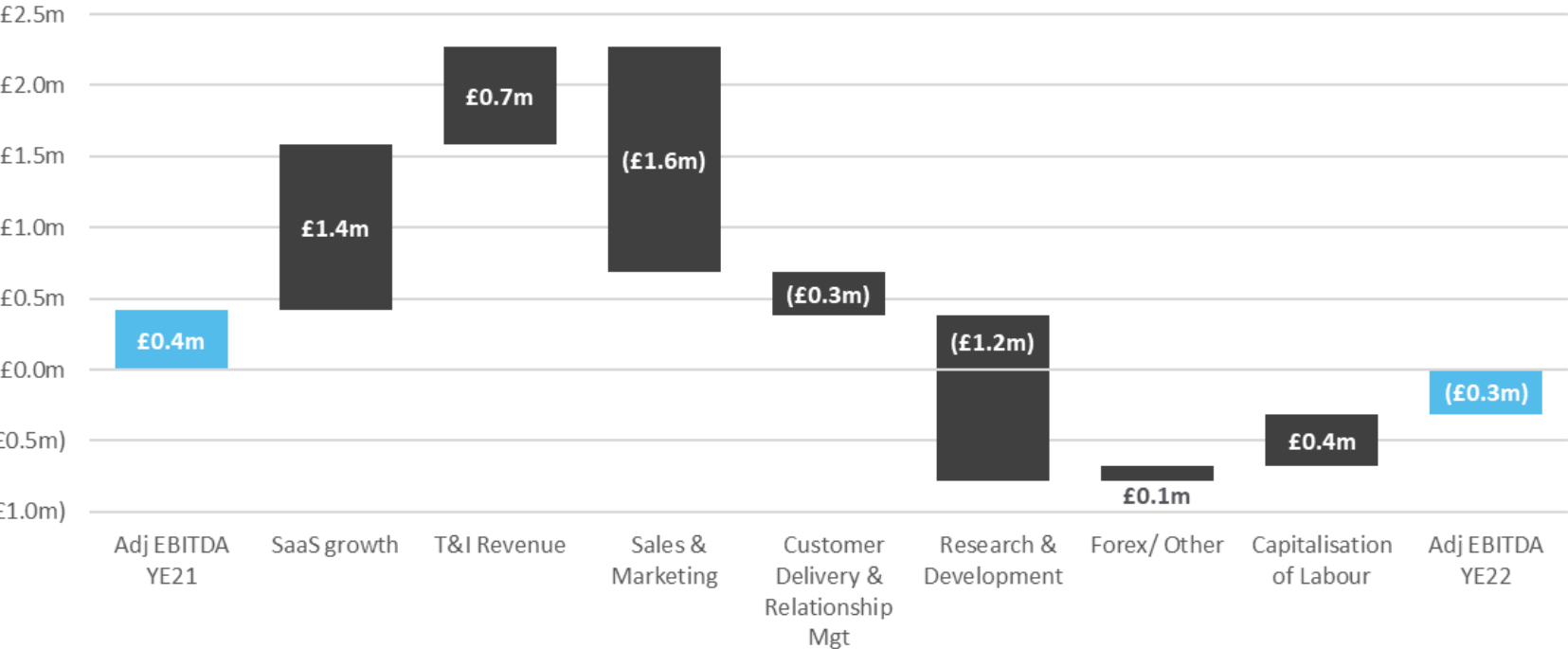
Robust P&L performance

YE 31 March (£M)	FY21	FY22
SaaS Revenue	£17.8m	£19.6m
T&I Revenue	£2.6m	£3.4m
Group Revenue	£20.4m	£22.9m
Cost of Sales	(£3.7m)	(£4.4m)
Gross Profit	£16.7m	£18.5m
Gross Margin %	82%	81%
Operating Expenses*	(£16.4m)	(£19.0m)
Forex	£0.1m	£0.2m
Adj EBITDA	£0.4m	(£0.3m)
EBITDA Margin %	2%	(1%)
Exceptional Costs	(£0.9m)	(£0.5m)
Share Based Payments	(£0.0m)	(£0.6m)
Depreciation & Amortisation	(£1.1m)	(£1.0m)
Operating Loss	(£1.7m)	(£2.4m)
Discontinued Operations	£11.8m	£0.0m
Net Interest	(£0.3m)	(£0.1m)
Profit/ (Loss) Before Tax	£9.8m	(£2.5m)
Taxation	(£0.7m)	(£0.1m)
Profit/ (Loss) After Tax	£9.1m	(£2.6m)

Note: Adjusted EBITDA excludes exceptional costs, Share Option Charge, Depreciation & Amortisation and includes forex gain.

- **Revenue Growth +12%**
- **Training & Implementation growth +31%**
 - Covid impact on H1 FY21 recovered in H1 FY22
- **Gross Margin % -1.0pts**
 - Impact of product mix
 - SaaS margin: 85% (FY21: 87%)
 - Stepped increase to support customer growth
 - T&I margin: 58% (FY21: 48%)
 - Indian based labour used for remote delivery
 - Ongoing efficiency of remote delivery model
- **Opex Investment: £2.6m**
- **Adjusted EBITDA**
 - Broadly breakeven
- **Exceptional costs - uncompleted transaction**

EBITDA – broadly breakeven



Sales & Marketing

- Sales headcount investment (all regions)
- Marketing investment
- Travel – returned towards pre pandemic levels in H2

Research & Development

- Increased pace of development
- Capitalisation of development costs of £0.4m

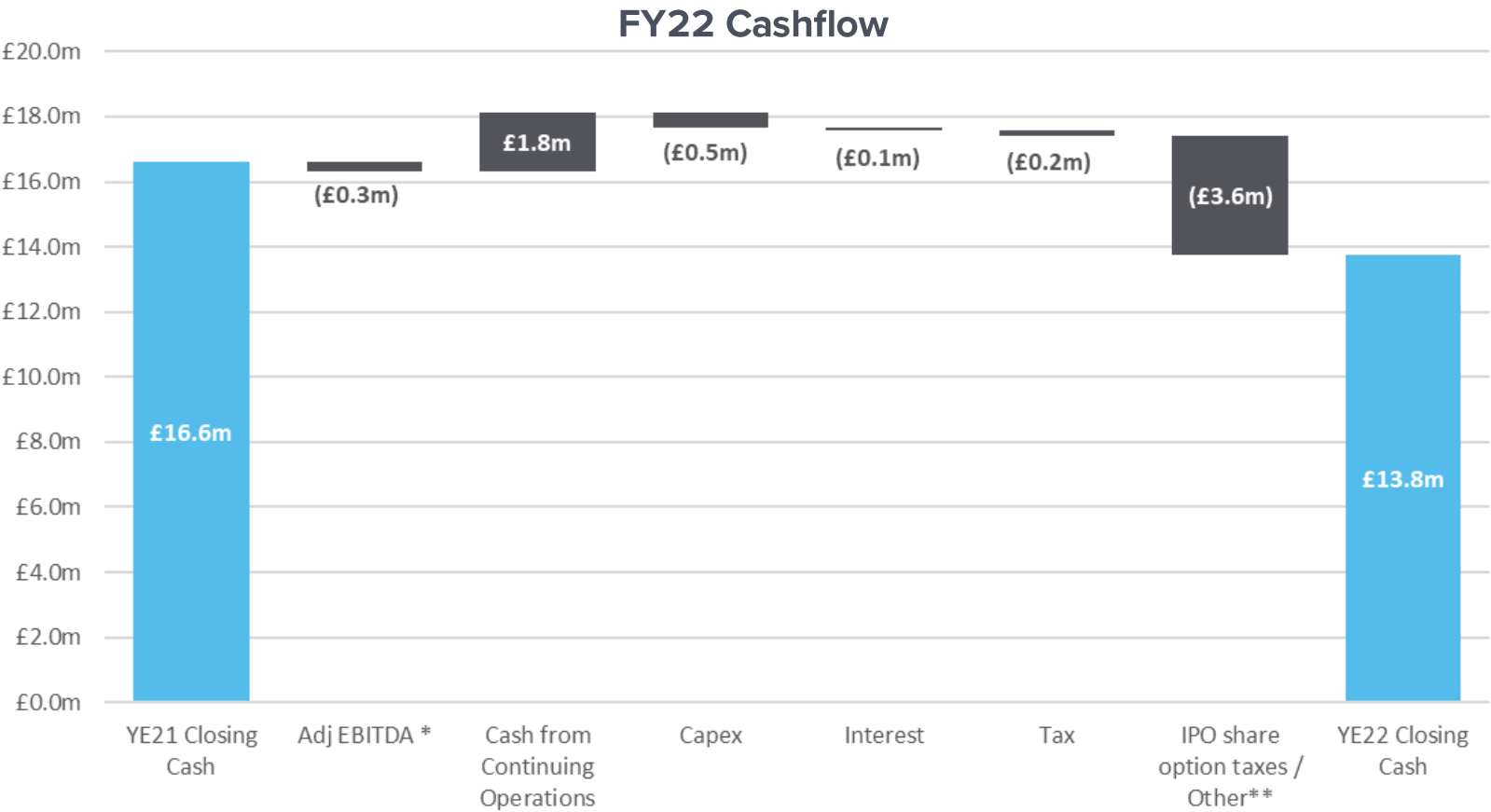
✓ On target to generate positive run rate adjusted EBITDA at the end of FY23

Modelling considerations

- Wage inflation being managed
 - Partially offset by customer inflation increases
- T&I margins return to YE21 levels
- Travel to return to pre pandemic levels
- Full year cost impact of headcount increase
- Increased R&D capitalisation

Note: Operating expenses exclude Share Option Charge, Forex, Depreciation & Amortisation

Strong balance sheet



- Strong Balance Sheet with > £13m cash and debt free
- Efficient cash conversion with positive operating cashflow to EBITDA* at 698%.
- Tax payment of £3.5m relating to employee IPO options in April

Notes:

* Adjusted EBITDA from continuing operations

** Includes cash of £3.5m relating to employee taxes payable in relation to share options exercised at IPO paid to tax authorities in April and Investing activities.

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Strategy and Opportunity

Management Process Automation: A Critical Capability for the Future of Work

The future of work

- The back office has typically been a traditional nine-to-five, office-based environment.
- Hybrid working requiring new levels of flexibility over how, where and when people work.
- Balancing employee experience with delivering outcomes increases the need for the visibility and agility offered by ActiveOps solutions

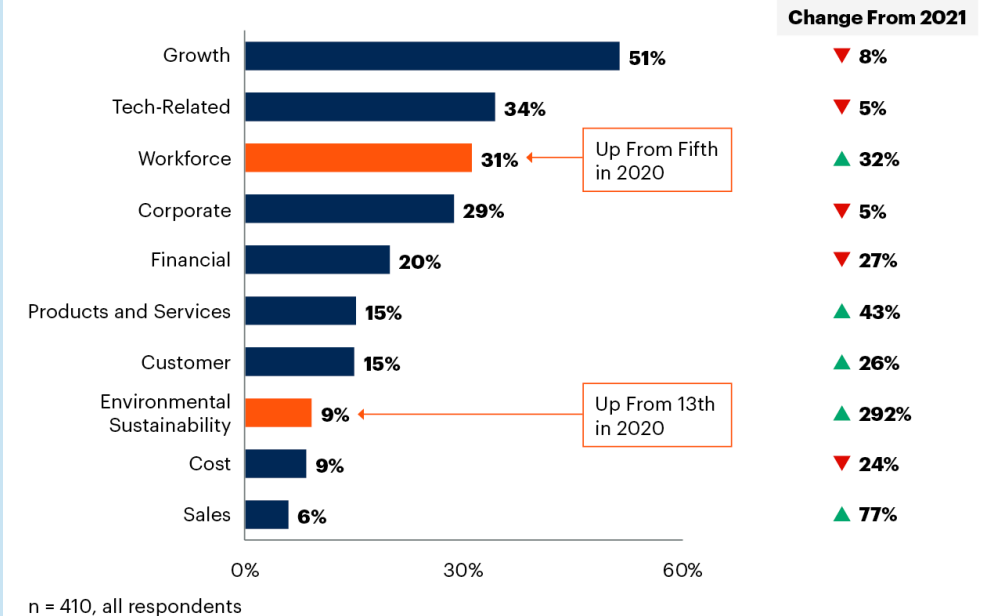
Macro environment creating financial pressure

- Growth a primary focus, but access to talent a challenge
- Inflation and broader economic environment increasing pressure on costs
- ActiveOps proven to quickly and sustainably release 20% of operations capacity

ActiveOps offers a proven, low risk way to manage these significant challenges

CEOs' Top 10 Strategic Business Priority Areas for 2022-2023

Summary Top Three Mentions, Coded Responses



Gartner

Source, Gartner, 2022 CEO Survey — The Year Perspectives Changed, 12 April 2022. Gartner does not endorse any vendor, product or service depicted in its research publications and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's Research & Advisory organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose. The Gartner content described herein (the "Gartner Content") represent(s) research opinion or viewpoints published, as part of a syndicated subscription service, by Gartner, Inc. ("Gartner"), and are not representations of fact. Gartner Content speaks as of its original publication date (and not as of the date of this Presentation), and the opinions expressed in the Gartner Content are subject to change without notice.

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Targeting a clear market opportunity



Total market is £6.3bn in 2023

Our sectors equate to £1.2bn (19% of the market)



Banks



**Business Process
Outsourcers (BPOs)**



**Insurance &
Healthcare**

**Within our existing customers and priority target
lists the opportunity is c. £750m**

Launch of CaseworkiQ allows targeting of high profile, regulated use cases

Key Findings of Lexis Nexis True Cost
of Financial Crime Global Report:

- Cost of compliance continues to increase (20% in 2021)
- Labour the most significant component of costs
- Western Europe and US represent >80% of spend
- Pandemic has increased time/spend per case
- Costs are growing less at institutions investing in financial crime technology

Our Opportunity: Europe & APAC

FY22

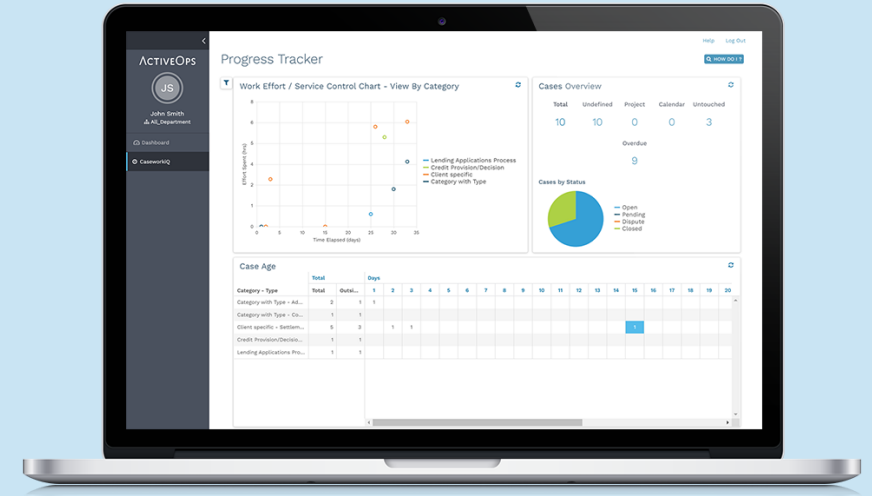
- Strong growth driven by existing customer expansion
- New logo sales in BPO, insurance and public sector

FY23

- Pipeline particularly strong in existing banking customers
- Account management teams strengthened in FY22 to further exploit expansion opportunities
- Microsoft relationship increasingly providing access to important new stakeholders within sales
- CaseworkiQ offers significant new opportunity:
 - Target high profile, regulated use-cases
 - Operations in existing customers aware of ActiveOps value but for whom ControliQ was not the right fit

Spotlight on CaseworkiQ

Expands addressable footprint to new types of operations.



UK high street bank (major ControliQ user):

- Anti-money-laundering remediation backlog high and growing
- No capability to prioritise/allocate cases in manner which maximises closure rate
- CaseworkiQ implemented, improving productivity, increasing work output by 50% with static labour cost and reducing requirement to hire

Our Opportunity: North America

FY22

- Highest revenue growth region
- New logo wins in insurance (AIG) and health-care

FY23

- Re-structured sales team to focus on smaller number of targeted opportunities
- Strong sales pipeline:
 - New and expansion opportunities in all key markets
 - Increase in opportunities from Microsoft and SS&C partnerships
- CaseworkiQ offers new entry point into new logos
- Remains strongest region for WorkiQ. Cross/up sell opportunity still a focus

First enterprise ControliQ customer to deploy WorkiQ

- 60% increase in ARR generated by the account
- Existing ControliQ users, plus new functions
- Further increases in productivity
- Insight used to resolve key challenges of hybrid working:
 - Over-performance and excessive working hours of certain staff
 - Poor work practices by other staff leading to low performance

Our Opportunity: Further innovation

Automation of management decision making with Machine Learning (ML)

Capabilities we will be adding to our offering include:

- **Automated ML-driven forecasting and planning**, increased accuracy & control, more released capacity
- **Ops sat-nav**— prompting managers to act
- **Automated skills management**—determination of skill levels and currency (currently subjective and time consuming)

Customer testing within the R&D process

Human vs ML planning at South African bank:

- 4 Teams planning workload daily for 4 weeks
- ML outperformed human in 88% of cases
- Plan accuracy increased 20-65%

Testing at UK banking customer

- Skills levels detected automatically using existing ControlIQ data
- Significantly more accurate than existing highly manual process

Committed to ESG



Environmental (Planet)

- The ESG committee determined the GRI as the framework to deliver ongoing value and guidance in the development of the business
- Travel and data centres are the two largest contributors to our CO₂ emissions. Our data centre provider, Microsoft Azure, is carbon neutral
- Moved the company’s travel management system, allowing us to accurately measure the environmental impact of the Group’s travel patterns
- In FY22 and FY23 the Group will use data to establish a baseline for the Group’s consumption of CO₂, this is the first step to reducing its CO₂ emissions

Social (Community & People)

- The diversity of our people underpins the results we achieve, our relevance across regions and cultures and drives innovation and long-term sustainability
 - We support regional charitable activities and allow our staff the time to invest in their own charitable activities
 - We offer training courses to our staff members, providing our team with the tools to grow and succeed
- Actions taken to progress diversity:
- Employee “Change Group” ensures diverse perspectives are considered on changes to policies and practices
 - Annual employee engagement survey seeking employee views on diversity and inclusivity
 - Unconscious bias training

Governance

- In alignment with the Chartered Management Institute Code of Conduct, we aim to adopt the highest standards of ethics and conduct
- Majority of Independent directors on board
- Formal subcommittees for Audit and RemCo
- The Board is committed to maintaining high standards of corporate governance and considers that a strong corporate governance foundation is essential in delivering shareholder value. The Company has adopted the QCA Code

Confident outlook

Q1 Trading and Outlook

- Pleased with Q1 trading in software and services and across all regions
- Dollar strength contributing to positive outlook
- Continuing strong renewals, 2 new NA clients, 1 new APAC banking customer and significant expansion deals in EMEIA
- On target to generate positive run-rate EBITDA at the end of the current financial year
- CaseworkiQ pipeline growing strongly

Confident in our ability to execute our growth plans and look to the future with confidence



Market conditions presents growing opportunity



Differentiated offering and world class customer base



Clearly defined target customers gives us focus



Financially secure with a strong balance sheet and high recurring revenue



Questions?

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Appendix

Customer case study



**US FY22
new logo**

▶ The challenge

- Variable and unpredictable work volumes leading to high levels of overtime and increasing costs.
- Despite lots of data being collected, managers had little actionable insight to help improve performance.
- Operations Leaders were confident that there was capacity buried in their teams, but could not identify or access it.

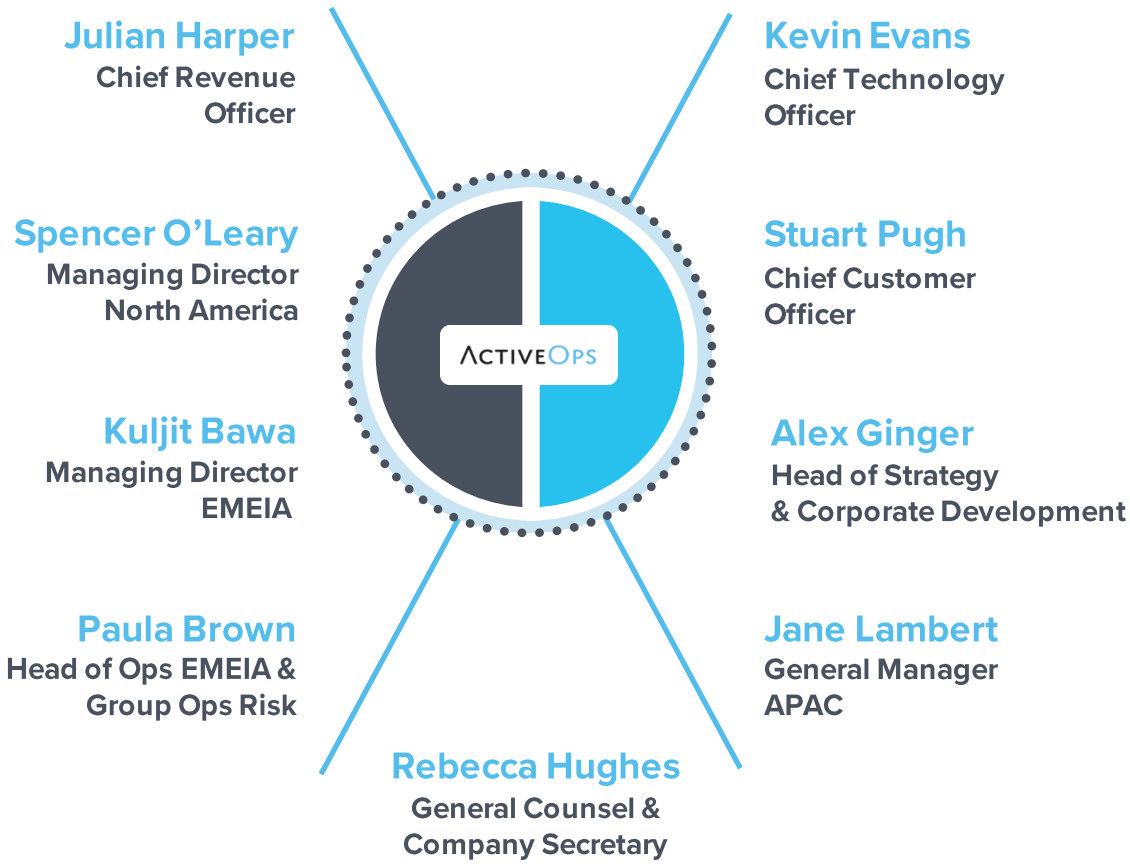
💡 The solution

- ControliQ deployed and integrated with existing BPM, call management and HCM applications.
- Onboarding programme to embed ControliQ and AOM method.

✅ The outcome

- 19% productivity improvement , creating additional capacity equivalent to 37 FTE.
- Reduced overtime and avoided need for planned new hires.
- Increased staff engagement and created opportunities for cross training.

Strong leadership team



Board of Directors

Blend of technical expertise, critical specialist skills and client experience to guide ActiveOps



Richard Jeffery
CEO & Founder

- Over 25 years’ experience in enterprise software and specialist management consultancy
- Co-founded the Group in 2005 alongside Neil Bentley having spent the previous ten years productising and implementing the AOM methodology



Paddy Deller
Chief Financial Officer

- Over 15 years’ experience in senior finance roles across the technology sector
- Joined the Group in September 2015. Previously FO of various international divisions over a period of 12 years at Cable & Wireless
- Previous experience includes Chief Financial Officer at Decision Technologies Ltd



Sean Finnan
Non-Executive Chairman

- Held a range of senior roles at IBM, HP and EDS and was also president of techUK (formerly Intellect)
- Experienced ActiveOps implementation at EDS and ‘jumped at the opportunity’ to get involved in 2014
- Chairman of Avvio since January 2019



Hilary Wright
Non-Executive Director

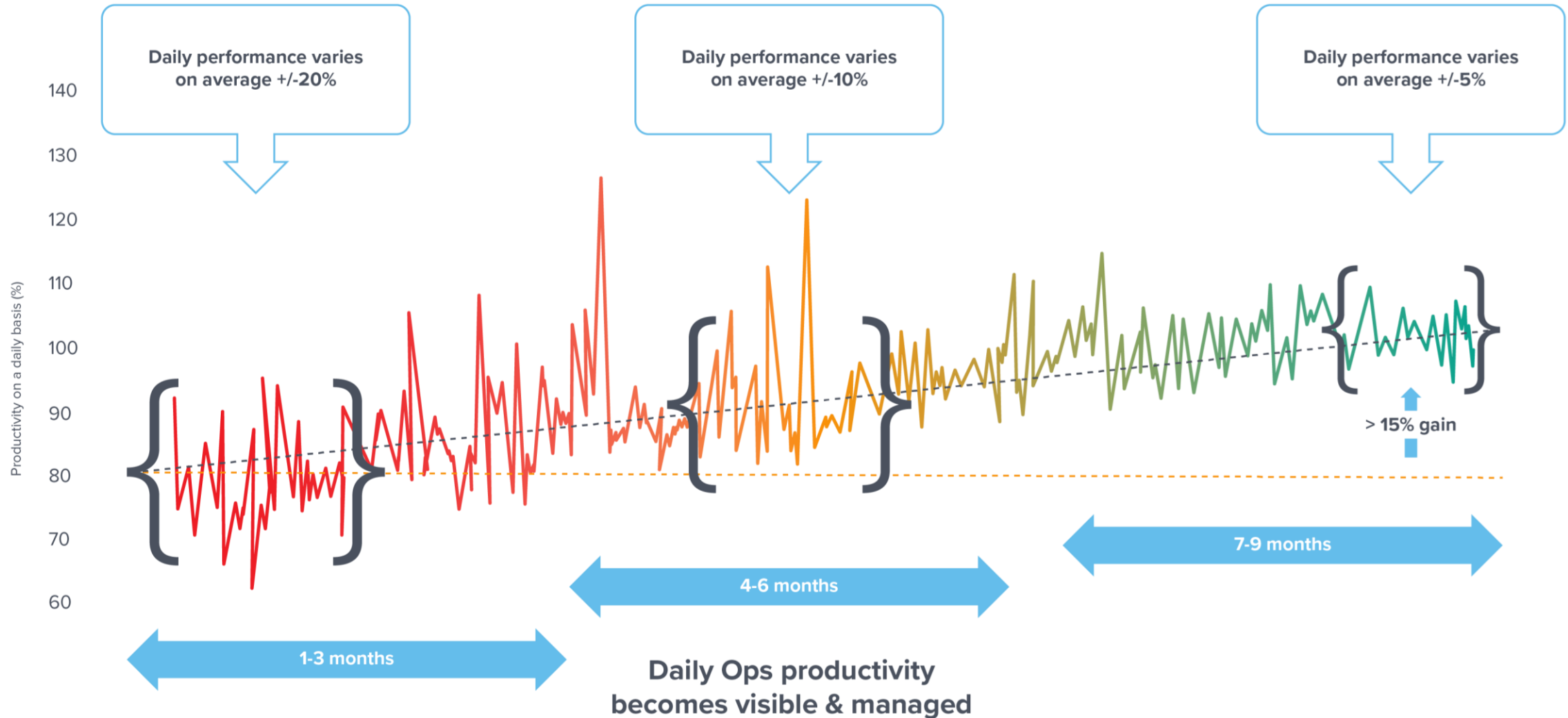
- Non-Executive Director for Midwich Group plc since 2018
- Group HR Director of Domino Printing Sciences plc from 2016 to 2019
- Executive Vice President of HR and business services at AVEVA Group Plc from 2006 to 2015



Mike McLaren
Non-Executive Director




- Finance Director at FDM plc since April 2011
- Group Finance Director for Timeweave plc from 1990 to 2011

Reduced volatility and eliminating silos delivers **capacity** and **control**



Note: graph based on real customer data (c. 100 employees)

Customer success stories

	Aims / Challenges		How ActiveOps helped	Solutions
 UK clearing bank	<div>1 Seeking to control costs within Personal Banking segment and reduce costs</div> <div>2 Long standing internal solution expensive and failing to deliver results</div>	>	<div>✓ Implemented ControliQ to more than 7,500 staff in the UK and India</div> <div>✓ Productivity improved by 12% in UK sites and 20% offshore</div> <div>✓ ControliQ data and insight used extensively by bank's gold-command committee during Covid-19 pandemic</div>	ControliQ AOM
 Global BPO & Technology Firm	<div>1 Desire to adopt an agile resourcing approach to increase efficiency and customer service delivery with fund admin BPO</div> <div>2 Differentiate business process management technology offering vs competitors</div>	>	<div>✓ Adopted ControliQ for 3,000 users in the UK and India</div> <div>✓ ActiveOps solutions recognised as enabling a 300 FTE cost avoidance</div> <div>✓ Workware+ solutions resold alongside customer's own business process management suite</div>	ControliQ AOM WorkiQ
 US Health Insurer	<div>1 Seeking to optimize performance in key back-office processes such as claims processing</div> <div>2 Required a consistent approach and technology for time management across office based and home workers</div>	>	<div>✓ Deployed WorkiQ to initial 5,000 employees with 12% increase in time spent on key work activities leading to \$7m of annualised savings</div> <div>✓ Subsequent rollout to in excess of 20,000 users</div>	WorkiQ
 US Bank	<div>1 Acquisitions left the bank with a disparate set of operations functions with no common management capabilities</div> <div>2 Consistent operating model sought which would provide consistent metrics, reporting, forecasting and planning</div>	>	<div>✓ ControliQ deployed to 3,000 staff in the US and Canada</div> <div>✓ Productivity improved by 18% leading to \$5m of annualized savings</div> <div>✓ WorkiQ subsequently purchased to further increase operational control (motivated by a weakness observed in Ops Index scores)</div>	ControliQ AOM WorkiQ