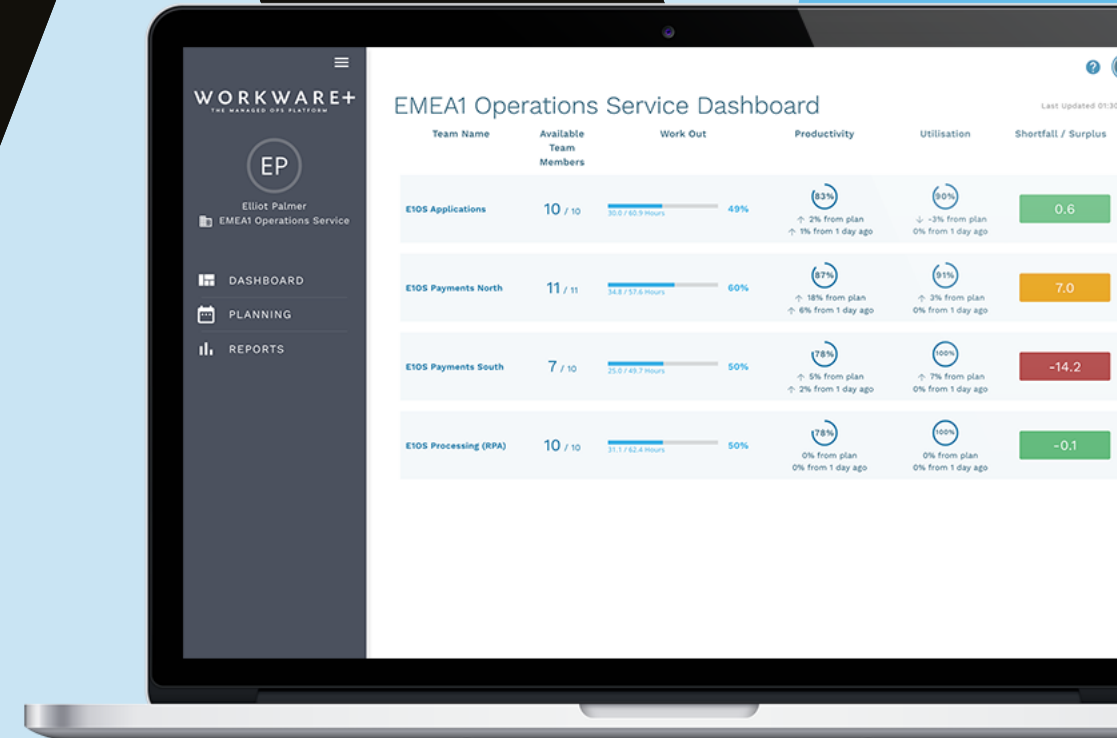


Final Results FY21

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

21/07/2021



Agenda

Introduction to ActiveOps & overview of the year



Richard Jeffery, CEO

Financial review

Patrick Deller, CFO



Strategy review



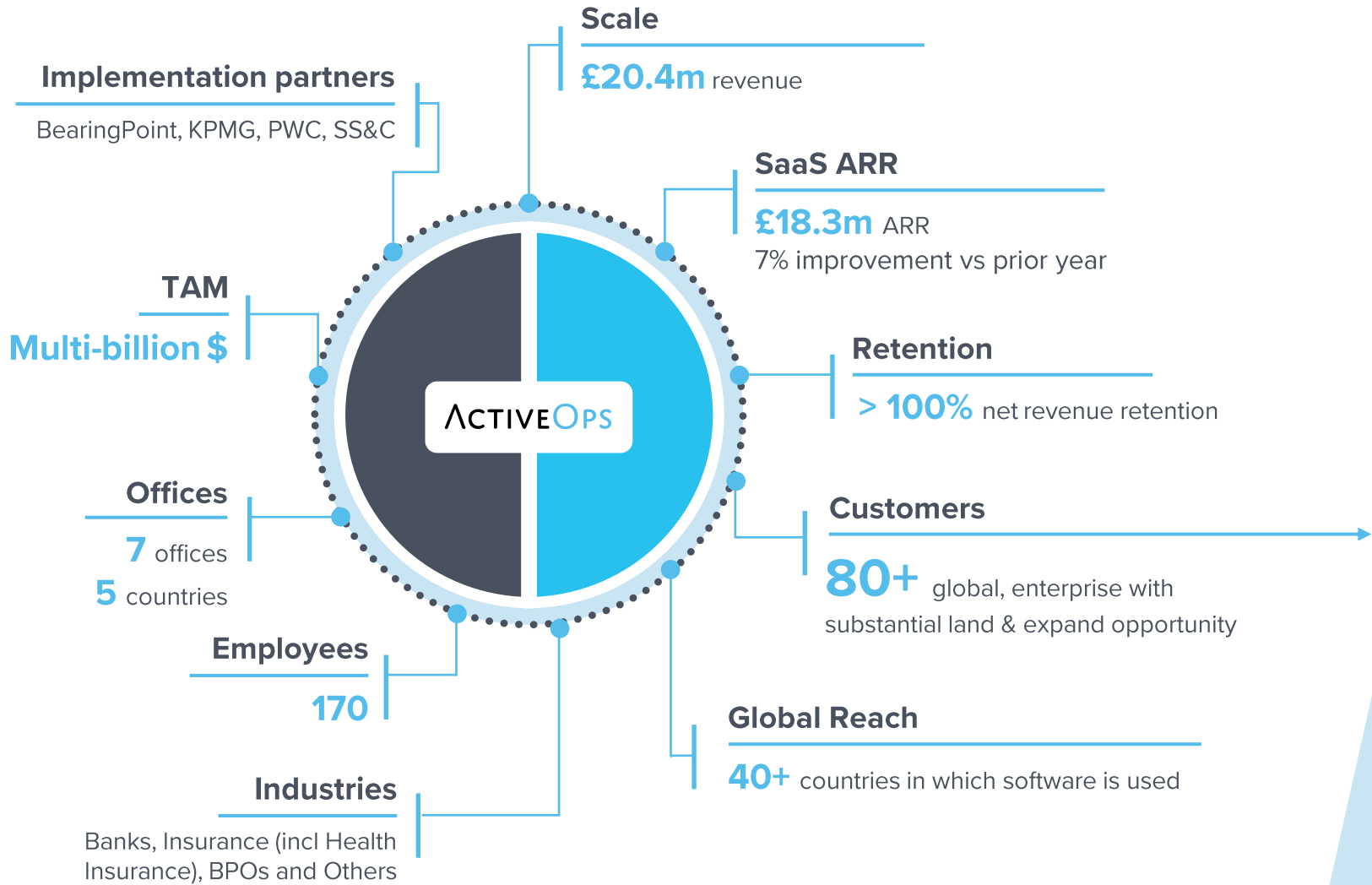
Richard Jeffery, CEO

Outlook



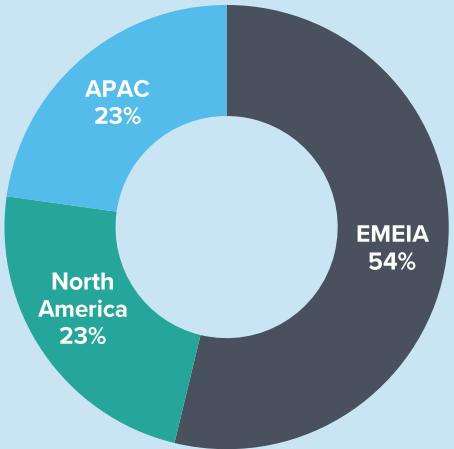
Richard Jeffery, CEO

Introduction to ActiveOps plc

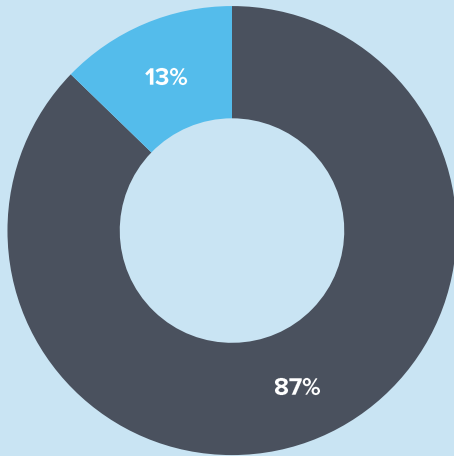


Note: All financial / headcount figures based on published FY21 figure for year ending 31st March 2021.

Revenue by Region



FY21 revenue breakdown



■ SaaS Revenue ■ Training & Implementation

Daily Productivity tracks work pressure



People



Robots



Work

WORKWARE+

THE MANAGED OPS PLATFORM



WorkiQ

Trusted operations insights

ControliQ

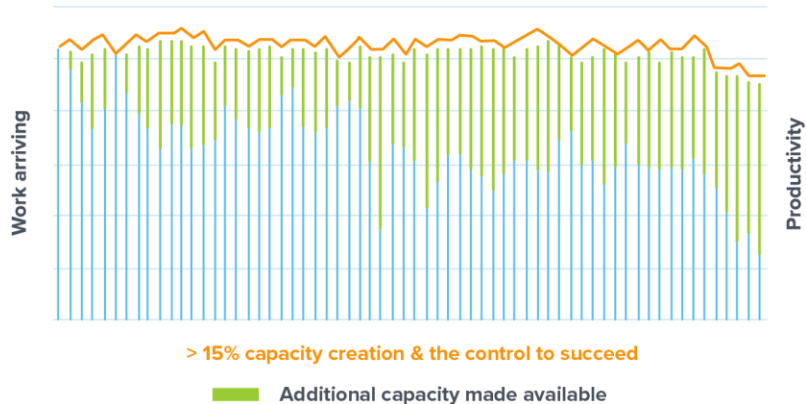
Forecasting, capacity planning
& performance optimisation

OPSINDEX

Operational Performance Score

15 years' experience of Simplifying Running Operations

Daily Productivity is consistent



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



Standardised Best Practice
Operations Management Methodology

Increasing market drivers



...a difficult problem to solve from inside



...and the challenge is increasing in complexity



...and then COVID-19 really changed things

Not a sector with standards



The nature of the work is changing



Reliance on “line of sight management” exposed

Wide variation in business requirements



The resources available to service the work are different



Unprecedented variation in workloads and resource availability

Challenging to maintain and everyone has an opinion



The expectations of operations are rapidly changing



Balancing productivity and employee wellness

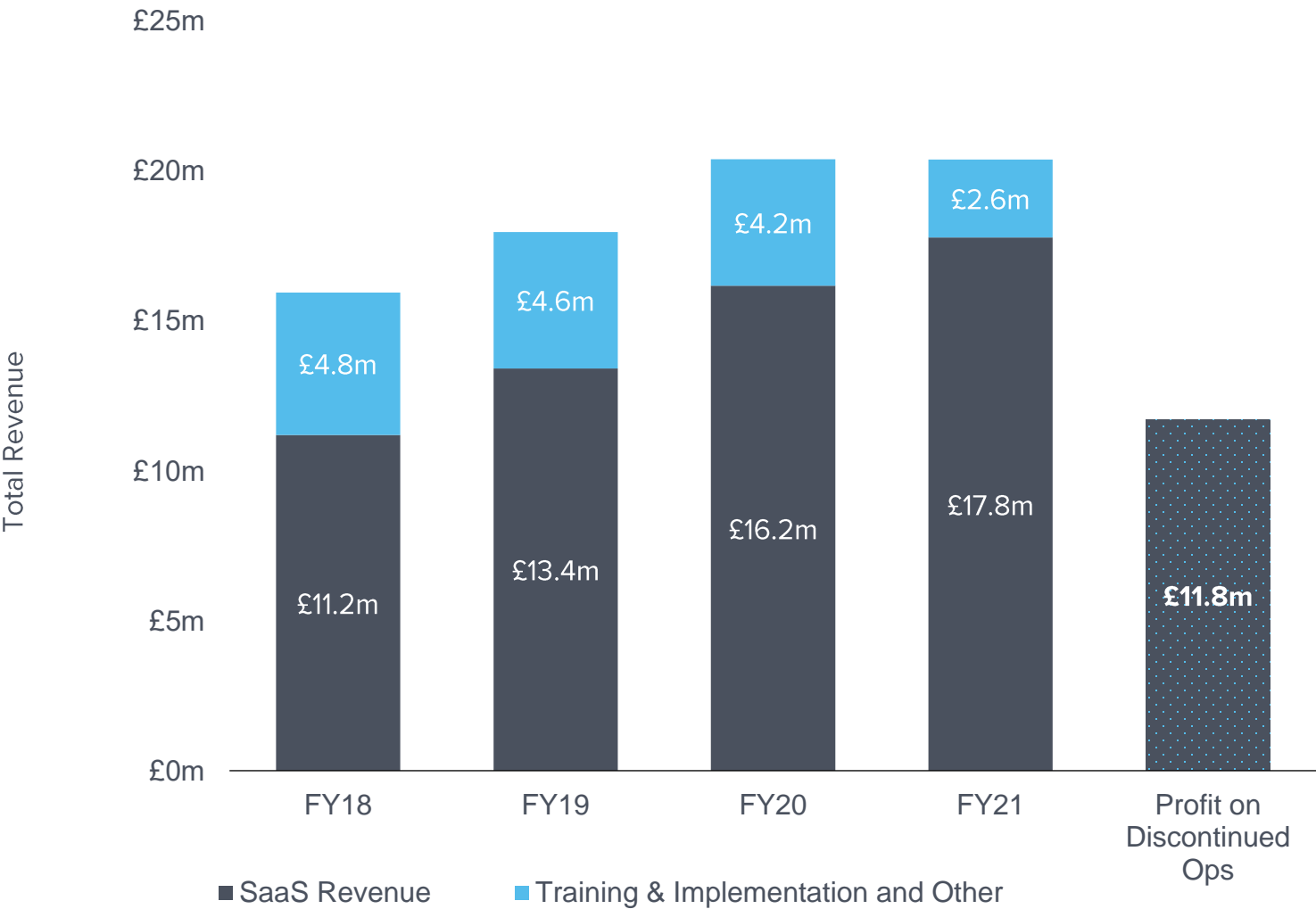
“

When we bought in AOM during the summer of 2019 I was confident that it would allow us to work smarter. Once COVID-19 hit, we really saw the value. Our colleagues’ lives were disrupted, we went to W@H, volumes changed but AOM was our GPS. It allowed us to navigate all these new hurdles, get back on track in just a few weeks, and then achieve even higher levels of production.

Tom Frosina
Head of Retail Card Services Operations
TD Bank

FY21: An exceptional year

Strong financial performance



ACTIVEOPS

Commercial Model & Financial Review

Commercial model

Two types of revenue

SaaS revenue (predominantly 1 year licence)

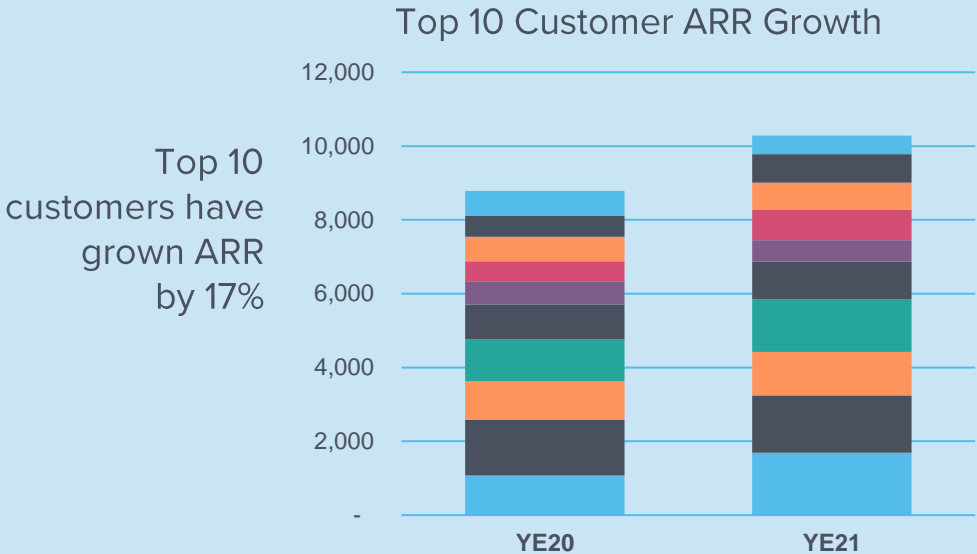
- High revenue visibility
- Charged on per user/per annum basis
- Typically invoiced annually in advance
- Recognised rateably over the period
- “Land & Expand” focus with low logo churn

Training & Implementation revenue

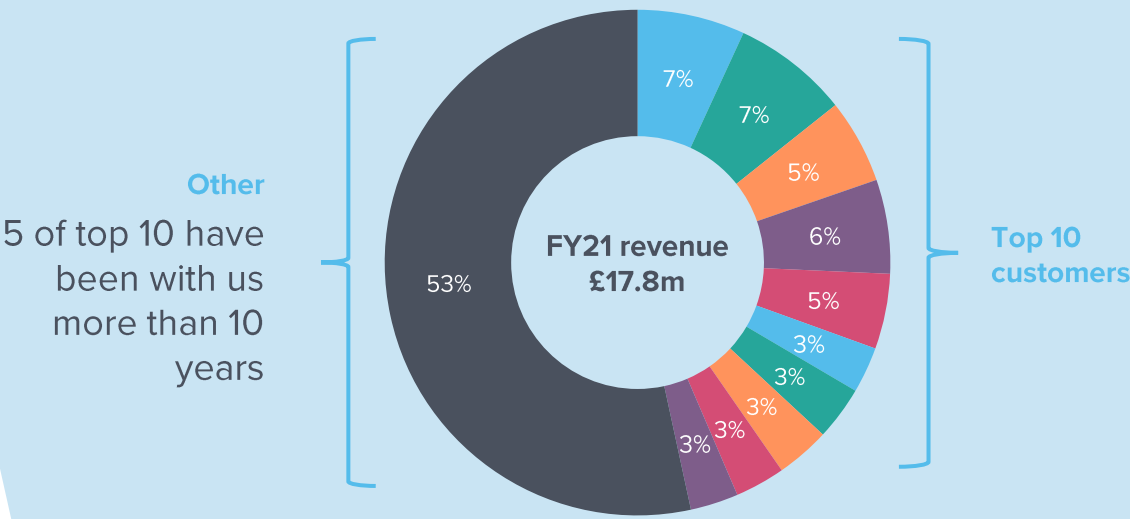
- **ControlIQ:** c. 10-12 week revenue recognition of Training & Implementation programme
- **WorkiQ:** c. 3 week implementation programme
- Pricing varies depending on sales location and customers
- Risk/reward sharing model of Training & Implementation revenue where required
- Increasingly using Partners to deliver

Note: FY21 performance of the retained OpenConnect business only

FY21 revenue breakdown

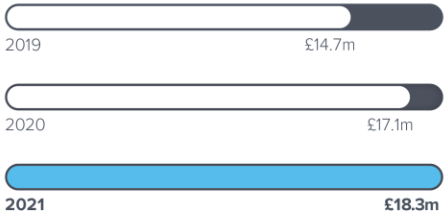


FY21 SaaS revenue by customer

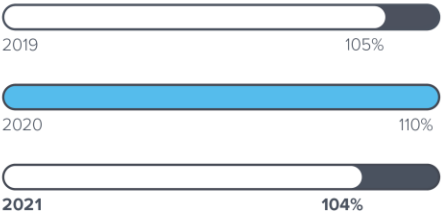


FY21: Our financial KPIs

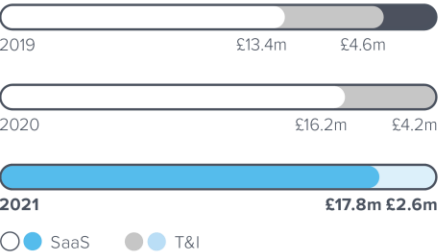
Annual Recurring Revenue
£18.3m



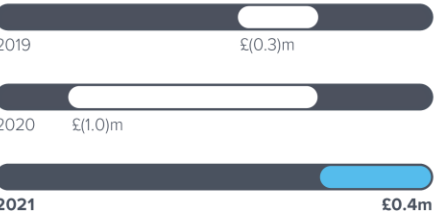
Net Revenue Retention
104%



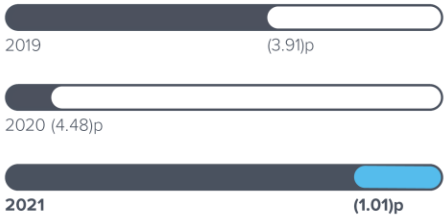
Total Revenue
£20.4m



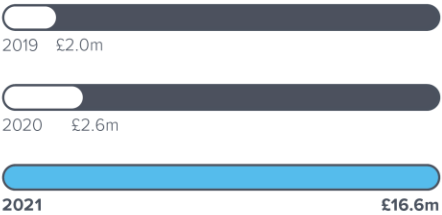
Adjusted EBITDA
£0.4m



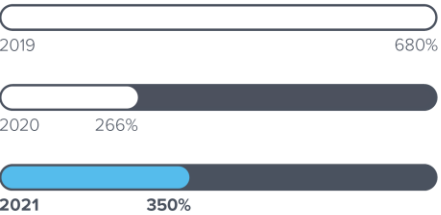
Earnings Per Share
(3.91)p



Net Debt / cash
£16.6m



Operating Cash Conversion
350%



P&L performance

Y/E 31 MARCH (£M)	FY20	FY21
SaaS Revenue	£16.2m	£17.8m
Growth (%)	20.5%	10.0%
T&I	£4.2m	£2.6m
Growth (%)	(7.2%)	(38.5%)
Group Revenue	£20.4m	£20.4m
Growth (%)	13.5%	(0.0%)
Cost of Sales	(£5.3m)	(£3.7m)
Gross Profit	£15.1m	£16.7m
Gross Margin (%)	74.2%	81.7%
Sales & Marketing	(£5.0m)	(£4.2m)
Customer Relationship	(£3.2m)	(£2.4m)
R&D	(£2.1m)	(£3.4m)
Management & Admin	(£5.6m)	(£6.4m)
Adj. Operating Expenses	(£16.0m)	(£16.4m)
Adj. Trading EBITDA	(£0.9m)	£0.3m
Forex	(£0.1m)	£0.1m
Adj. EBITDA	(£1.0m)	£0.4m
Exceptional Costs/ Share Based Payments	(£0.4m)	(£1.0m)
EBITDA	(£1.4m)	(£0.7m)
D&A	(£1.1m)	(£1.1m)
Operating Profit	(£2.6m)	(£1.8m)
Discontinued Operations	£2.1m	£11.8m
Finance Income	£0.0m	£0.0m
Finance Expense	(£0.5m)	(£0.3m)
Profit Before Tax	(£0.7m)	£9.7m

Note: Continuing Operations only

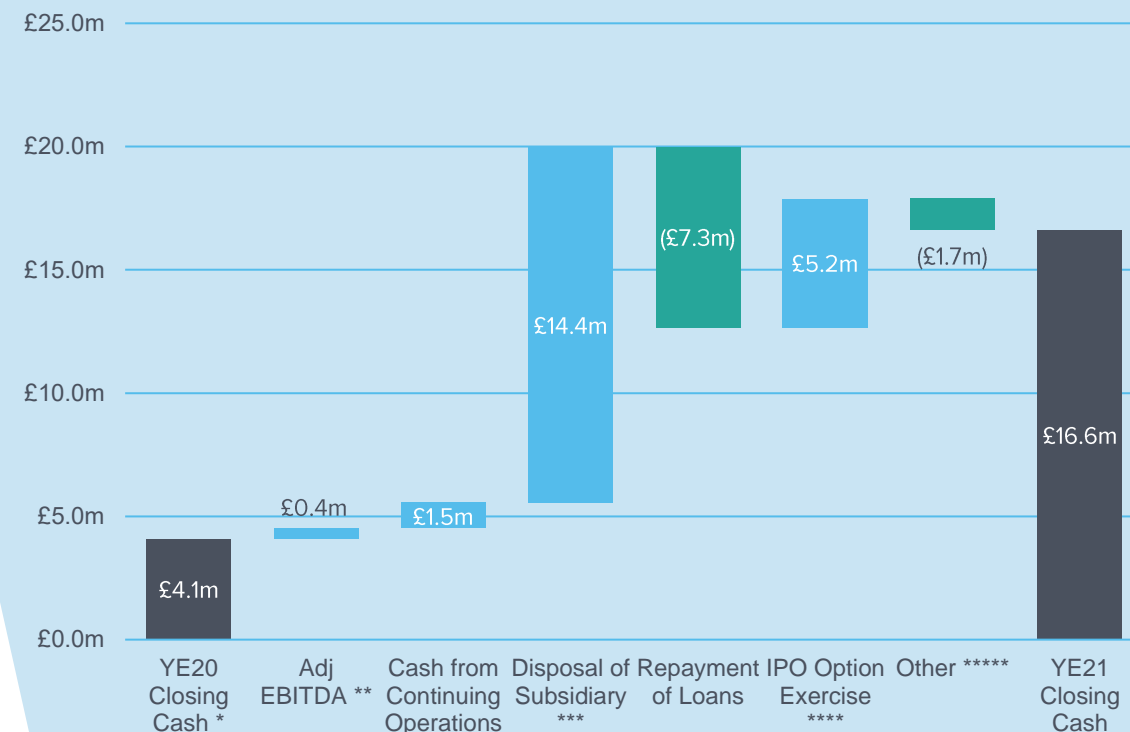
- ✓ **SaaS Growth of 10% in a challenging year**
- ✓ **Training & Implementation**
 - Covid impact on H1 but recovered strongly in H2
- ✓ **Gross Margin % +7.5pts movement**
 - SaaS margin improvement
 - High margin contract delivered in North America
- ✓ **Expenses increase driven by investment in R&D and OC disposal costs, offset by reductions in travel on Sales & Marketing**
- ✓ **Adjusted EBITDA**
 - Broadly breakeven
- ✓ **Significant positive impact of OC sale**
- ✓ **Exceptionals**
 - IPO

Balance sheet and cash flow

- Strong Balance Sheet with movement to a positive net assets position
- Positive EBITDA cash conversion
- Sale of OpenConnect added £14.4m cash and enabled repayment of debt
- IPO Share Option exercise £1.7m + £3.5m option employee taxes paid to tax authorities post Y/E
- Significant cash in the bank at year end

Y/E 31 MARCH (£M)	FY20	FY21
Adjusted EBITDA	(£1.0m)	£0.4m
Adjusted Cash Flow from Continuing Operations	£1.7m	£1.5m
Interest Received / (Paid)	(£0.4m)	(£0.3m)
Tax Received / (Paid)	(£0.4m)	(£0.2m)
Disposal of Subsidiary & Cashflow from discontinued operations	(£4.6m)	£14.4m
Capital Expenditure	(£0.1m)	(£0.1m)
Financing/ Ex Movement (Note)	£6.0m	(£2.8m)
Net Cash Inflow / (Outflow)	£2.2m	£12.5m

Note: Cashflow from Operations adjusted for IPO Share Option Employee tax liability due @ YE of £3.5m.
Included in Financing/ Ex movement



Additional notes:

* Includes Cash held for sale

** Adj EBITDA from continuing operations

*** Includes cash on disposal and cash generated from discontinued operations

**** Includes cash of £3.5m relating to employee taxes payable in relation to share options

***** includes Capex, interest, tax payments & Forex movement on non GBP balances

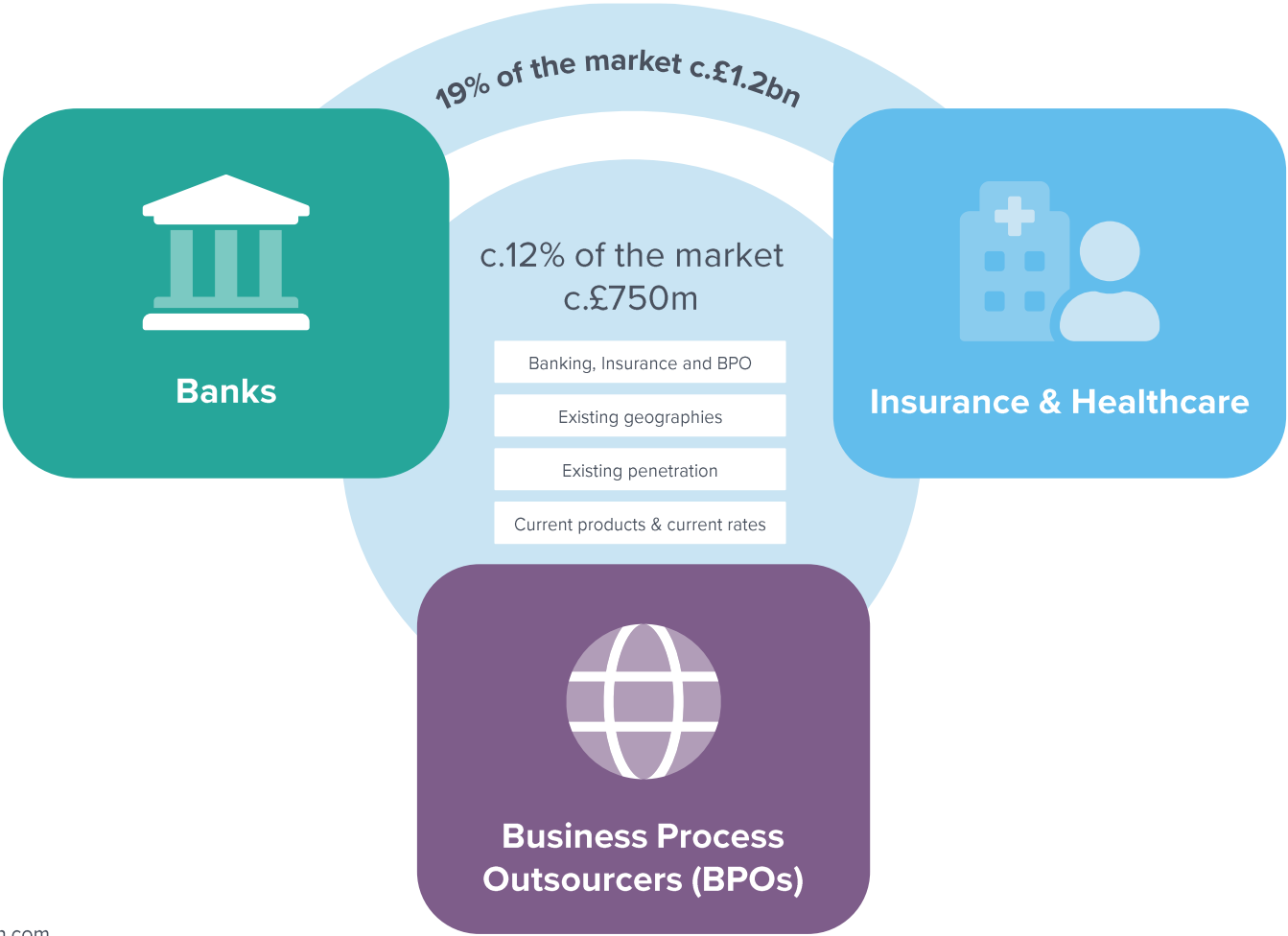
ACTIVEOPS

Strategy Review

A clear market opportunity



Total Management Process
Automation market opportunity by
2023 is > £6.3bn per annum



Source: Databridge Market Research & Marketwatch.com

Differentiated position in a growth market

A highly differentiated offering

- Specific focus on back-office operations environment
- More developed technology capability and roadmap
- Embedded operations management method
- Enterprise credentials and focus
- Built on human-centric design principles
- 15 years of data to support insight and benchmarking
- Outstanding track record of delivering customer outcomes

Notes: 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 the opinions expressed in the Gartner Content are subject to change without notice. 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 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.

ActiveOps in Gartner Research

ActiveOps recognised by Gartner in the Hype Cycle for Human Capital Management, 2020, the only vendor to be recognised in both the Employee Productivity Monitoring (EPM) and Midoffice and Back-Office Workforce Optimisation markets.

“

Remote productivity monitoring will increase in sophistication. As a starting point, many organizations have deployed time tracking tools to understand how remote workers spend their time. More sophisticated tools are available to help managers understand workload and workload-balancing, and mid-tier managers balance between teams.

ActiveOps was cited as an example of these more sophisticated tools.

Source: Gartner, *Plan for the Aftermath of COVID-19 for Your HCM Technology Portfolio*, 17 March 2021

Continuing to evolve our offering

Increased market insight and thought leadership

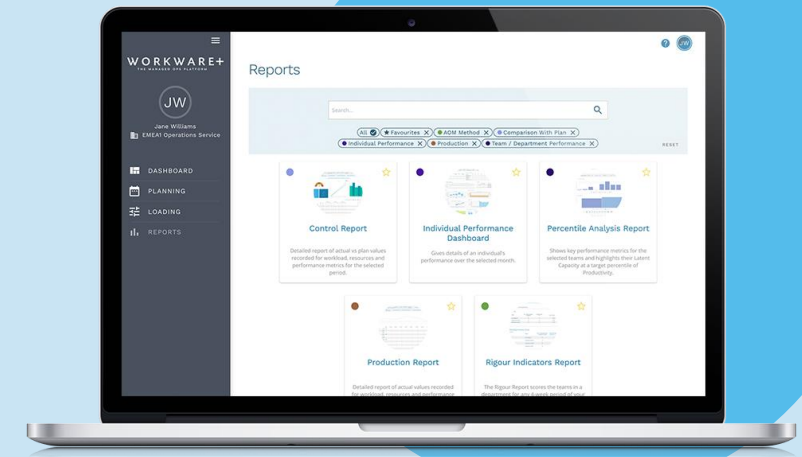
- Creation of regional customer councils to further engage customers in our research and development
- Significantly expanded industry analyst programme to capture greater market insight
- Published a book showcasing our AOM methodology and the strategic role of operations management



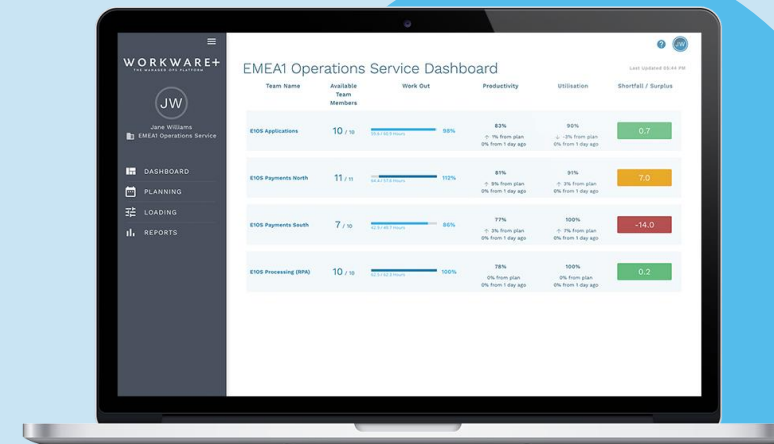
Continuous innovation

- Completed re-platforming of our core software
- Launched **ControliQ** as the next generation of the Workware software application
- Created the **Workware+** platform by incorporating the **WorkiQ** product acquired from OpenConnect
- Launched **OpsIndex**, our unique operations performance benchmarking service

WorkiQ



ControliQ



Land and expand successes demonstrate the opportunity

Land

11 new customer wins in the year

- Wins in each target category
- Wins in each region with > 50% of new logos in key US growth market, contributing to 26% organic revenue growth in US
- Early positive evidence to support heavy investment in EPM go-to-market

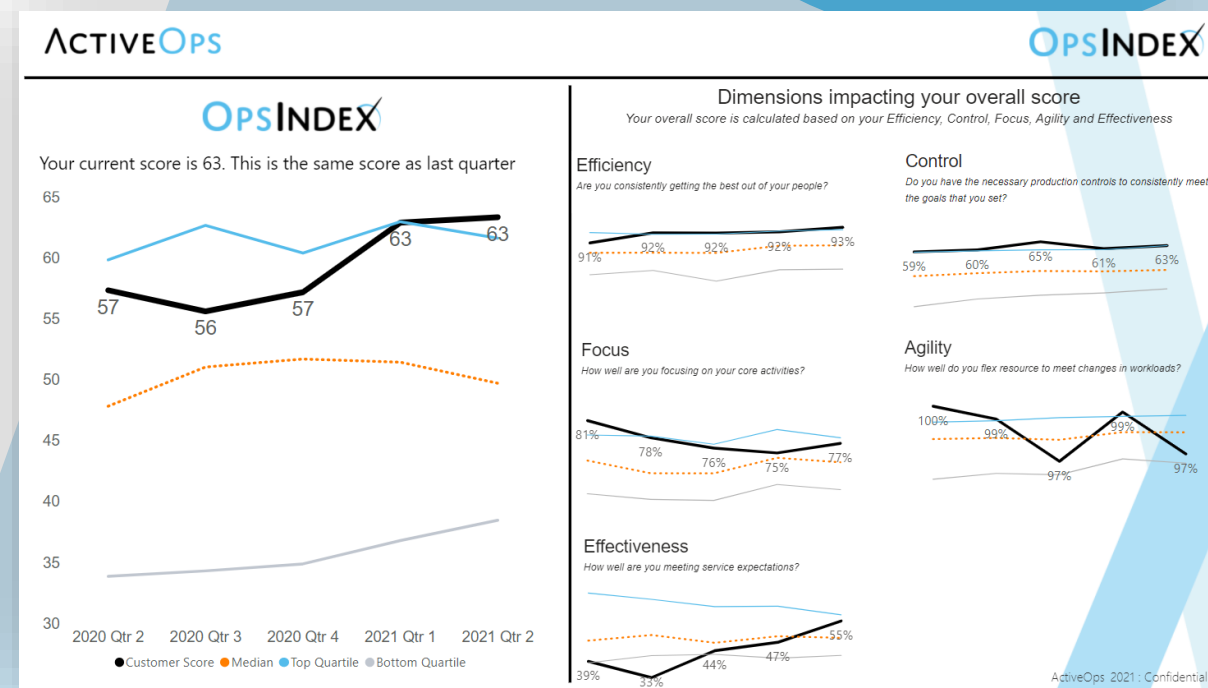
Expand

17% ARR growth in top 10 customers

New deals include:

- US healthcare insurance provider – extension of WorkiQ user-base to more than 20k
- UK high street bank – increase in ControliQ users taking total to close to 20k
- North American Bank– first enterprise ControliQ customer to add WorkiQ.

OpsIndex



Committed to ESG



Environmental (Planet)

- Moving to suppliers with clear carbon neutral policies and plans
- Reducing travel and operating impact through move to Microsoft Azure and new travel management system which tracks and offsets CO2 emissions with the ability to offset
- Adjusting company policies and incentives to reduce carbon footprint
- In FY22 we will align our ESG efforts with a recognised reporting framework

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 to have time to invest in their own charitable activities
- Actions taken to progress diversity: Employee “Change Group” to ensure diverse perspectives are considered on changes to policies and practices; Annual employee engagement survey seeking employee views on the diversity and inclusivity of ActiveOps; unconscious bias training; engaging with our keys suppliers on their CSR and D&I policies and plans

Governance

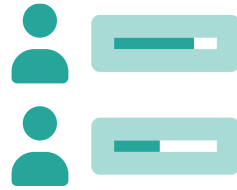
- In alignment with the Chartered Management Institute Code of Conduct, we aim to adopt the highest standards of ethics and conduct
- Majority Independent directors on board
- Formal subcommittees for Audit and RemCo
- The Board is committed to maintaining high standards of corporate governance and considers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

FY22 areas of focus



Accelerating our development capacity

To maximise the opportunities created from the re-platforming of ControlIQ and the expansion of the Workware+ platform through the addition of WorkiQ.



Capitalise on growing EPM market

The sophistication of our platform sets us apart.

Further differentiate through increased task-mining capabilities, including the successful launch of WorkiQ Premium in the first quarter of the new financial year.



Investing in sales and customer success teams

To increase our enterprise level sales capabilities, drive further customer expansion and increase levels of product cross-sales.

Confident outlook

Q1 continued positive progress

- Trading in the first quarter has progressed well, in line with Board expectations, demonstrating considerable improvements on Q1 FY21
- Secured two new customers, expanded within 13 existing accounts
- Continued to progress our investment plans and product roadmap

Confident we are well placed to deliver on our growth ambitions



Evolving market presents growing opportunity



Differentiated offering and world class customer base



Financially secure with a strong balance sheet and high recurring revenue



Clearly defined target customers gives us focus