

ActiveOps®

CAPITAL MARKETS DAY

LONDON • TUE, 4 NOVEMBER



Welcome & Introduction

Richard Jeffery
Co-Founder & Executive Chair
ActiveOps



AGENDA

1

Introduction and our journey

Richard Jeffery, Executive Chair

2

Our Market & customer-led opportunity

Bhavesh Vaghela, CMO

3

Decision Intelligence: Product Strategy

Phil Moody & Dave Wands, ActiveOps Product teams

4

Our Financial Ambitions

Emma Salthouse, CFO

5

Our Path to Growth

Richard Jeffery, Executive Chair

6

Q&A

Led by Richard Jeffery, Executive Chair

ActiveOps



**From a small
British Idea**



**to a global business
approaching £50m
in annual revenue**

ACTIVE

Operations management



CAPITAL EFFICIENCY



appian

PEGA
servicenow.

salesforce

ActiveOps[®]

workday[®]

ORACLE

SAP SuccessFactors

PROCESS

DECISION
INTELLIGENCE

PEOPLE

2021: AIM LISTING



LONDON
STOCK
EXCHANGE

**CUSTOMER
SERVICE**

RISK

**DIGITAL
CHANNELS**

FINANCE

OPERATIONS

TODAY,

Our market & customer-led opportunity

Bhavesh Vaghela
Chief Marketing Officer
ActiveOps





FSI



BPO



HEALTHCARE



Enterprise customers
in over 40 countries



Accredited to serve
regulated sectors



AI

McKinsey
& Company

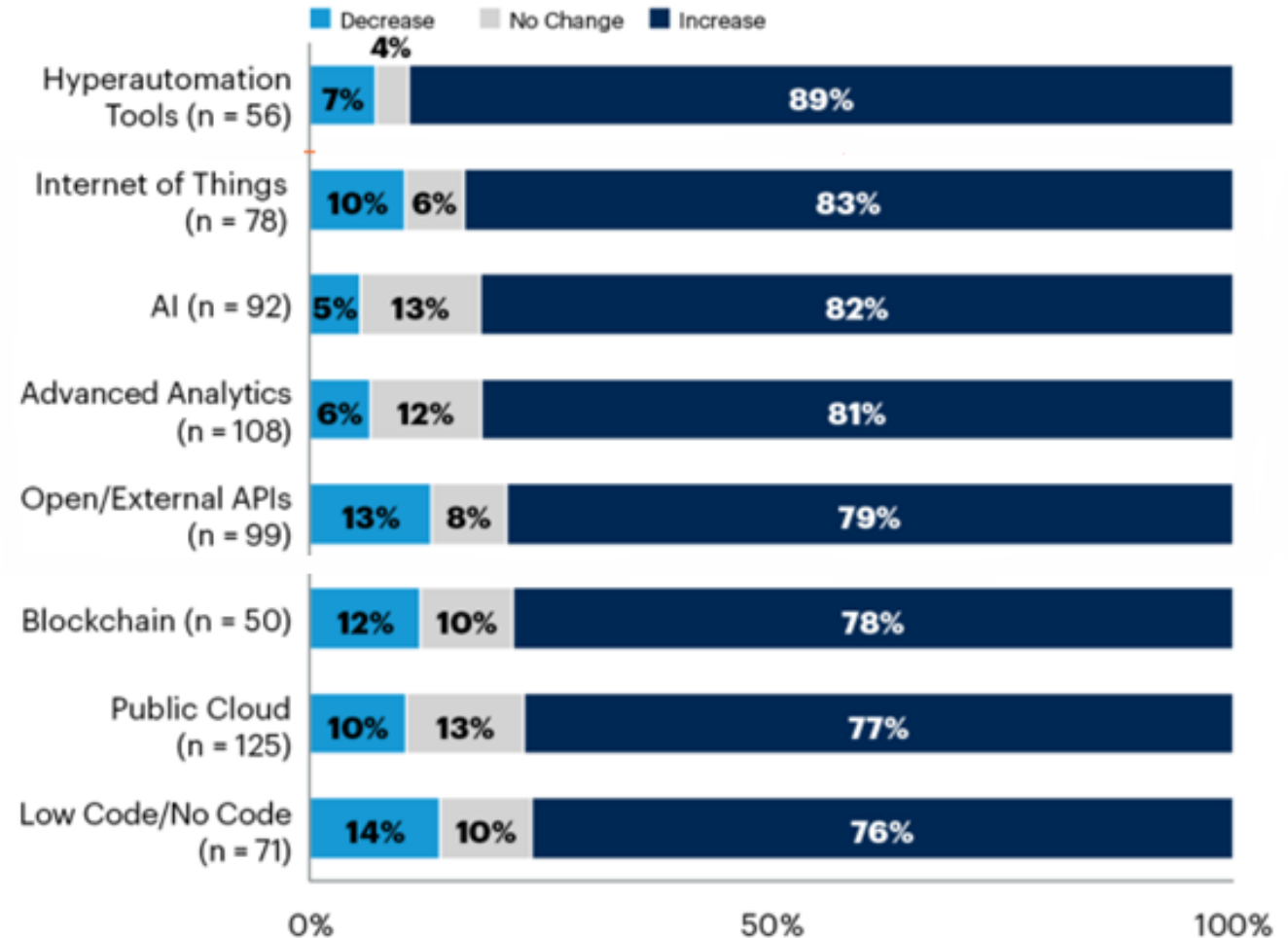
“

companies are good at defining
what they want to achieve, but
they struggle with **how** to make it
happen at scale

McKinsey's State of Organizations 2023 report

”

Expected Change in Annual Expenditure Over Next 2 Years Percentage of Respondents



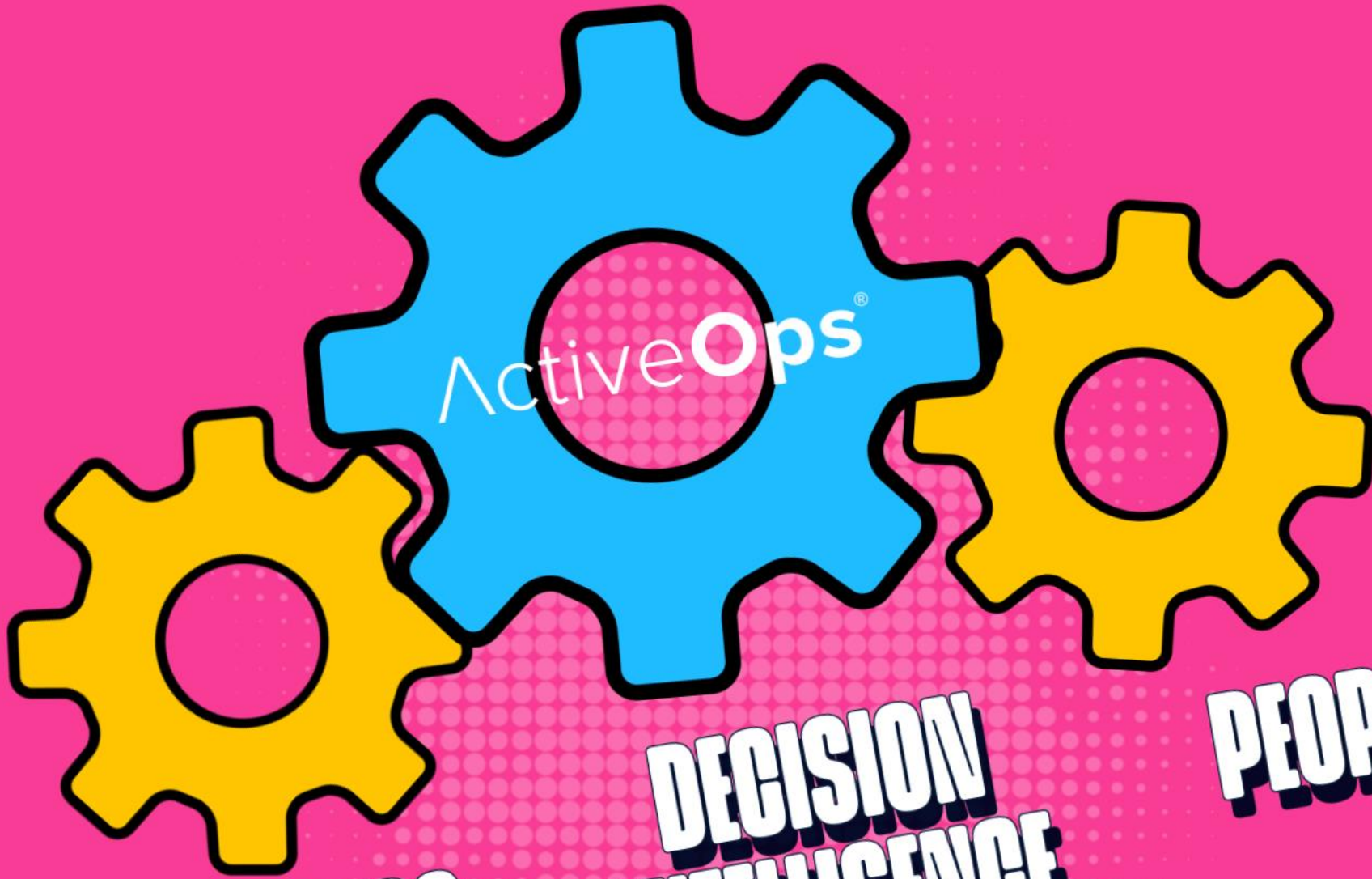
n = varies; have already invested and deployed; excluding "not sure"

Q: How do you expect your annual spending on the following technologies will change over the next two years as compared to the current year?

appian

PEGA
servicenow.

salesforce



ActiveOps®

PROCESS

**DECISION
INTELLIGENCE**

PEOPLE

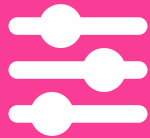
workday®

ORACLE

SAP SuccessFactors ♥

Aligning to Hyper-automation

**Product
alignment**



**Strategic
messaging**



**Partner
strategy**





“

**we want to get to the stage
where client centricity
becomes part of our DNA**

Doug Hardie
Executive general manager
Nedbank

”

**CHOOSE
WISELY**

**RELEASE
POTENTIAL**

**PROTECT
IMPACT**



**CHOOSE
WISELY**

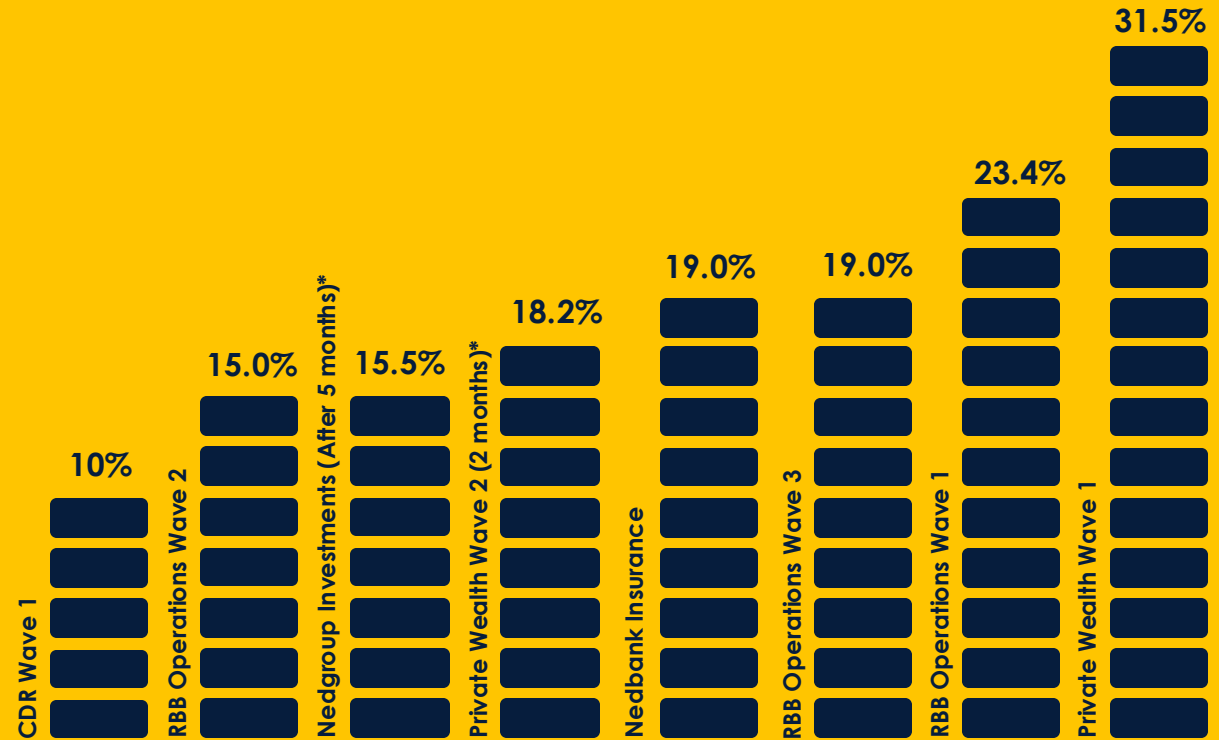
25% Work eliminated
through automation

10% Work eliminated
through lean/RPA

9% Work eliminated
through GenAI



RELEASE POTENTIAL



Actual capacity release within first 12 months of deployment



**PROTECT
IMPACT**

HALF

Turnaround times for
Death & Funeral
claims halved

FAST

Market leader for
home loans

54%

Cost to collect
reduced

80

NPS

7.8



RAVING

FANS

**TRANSFORM WITH
CONFIDENCE**

ACTIVEOPS

Decision Intelligence: Product strategy

Phil Moody
Product Director
ActiveOps



Dave Wands
Product Director, Adoption Solutions
ActiveOps



CHOOSE
WISELY

RELEASE
POTENTIAL

PROTECT
IMPACT

**CHOOSE
WISELY**

Unique Dataset

One Best Way

Case Process Analysis

Enterprise Process Insight



One Best Way - Customer Notifications - LO2342

One Best Way | Customer notifications

One Best Way User Journey | One Best Way Applications

Details

Name: **Customer Notification**

Part Of: **Loan application**

Type: **Personal Loans**

Standard Times

4

Average Time: **14 Mins**

One Best Way: **12 mins**

Stats

Users: **45**

Applications: **6**

Steps: **4**

Opportunity Saving Adopting One Best Way

Saving FTE **4.7**

Application Insight **5**

Description

The customer notification process involves managing incoming applications through a comprehensive ticketing system. This complex task requires agents to efficiently navigate between multiple applications, including the ticketing system, web browsers, and email clients.



Users

Share With Team

Team Member	Task Steps	Best Steps	User Time	Best Time	Apps Used	Best Way Apps	Training
Joseph Jones	10	10	12 mins	12 mins	10	10	Coach
Jim Brown	11	10	14 mins	12 mins	11	10	

Best Way

Chrome

Excel

CRM

Word

Intranet

Word

CRM

Word

Mailer

NBCRM

Time (Mins)

0

1

2

3

4

5

6

7

8

9

10

11

12

13

14

Chrome

Excel

CRM

Word

Intranet

Word

CRM

Word

Mailer

CRM

NBCRM

Customer Notification Journey



Description

The customer notification process involves managing incoming applications through a comprehensive ticketing system. This complex task requires agents to efficiently navigate between multiple applications, including the ticketing system, web browsers, and email clients.

Process Analysis

Workgroup

Team Alpha

Category

Category 1

Type

Type A

Start Date

05/04/2025

End Date

26/09/2025

View Paths

Volume

41029 Cases

Average Effort

50 Hrs

Average Duration Time (ADT)

25 Days

SLA Adherence

80%

Paths ↓

% of Cases followed

Tasks

Effort

ADT

SLA Adherence

Path 1 : Standard Resolution Path

55%

8

50 hrs

26 days

86%

Path 2 : Expedited Review Path:

13%

8

50 hrs

25 days

82%

Path 3 : Escalated Resolution Path

11%

7

50 hrs

22 days

80%

Path 4 : Fraud Investigation Path

7%

9

50 hrs

25 days

▲ 93%

Path 5 :Account Opening/Closure Path

4%

8

50 hrs

26 days

87%

Path 6 : Loan Application Processing Path

2%

8

▲ 73 hrs

28 days

84%

Path 7 : Legal Hold and Subpoena Path

1%

8

50 hrs

22 days

87%

Path 8 :Identity Verification Path

1%

8

50 hrs

▲ 34 days

87%

Path 9 : KYC (Know Your Customer) Path

1%

8

50 hrs

22 days

87%

Path 10

1%

8

▼ 42 hrs

▼ 20 days

84%

Path 11

1%

8

49 hrs

24 days

87%

Path 12

1%

8

51 hrs

25 days

87%

Path 13

1%

8

52 hrs

21 days

▼ 67%

Loan Processing

Category | workgroup A | 05 Aug 2024 - 05 Aug 2025

Configuration

Top 5 Paths

All Paths

Path 1

55% of Cases



Path 2

13% of Cases



ADT 18 Days

AHT 46 Hours

Total Stages 4

SLA Adherence 90%

Case Count 140

Detail

Path 3

11% of Cases



Path 4

7% of Cases



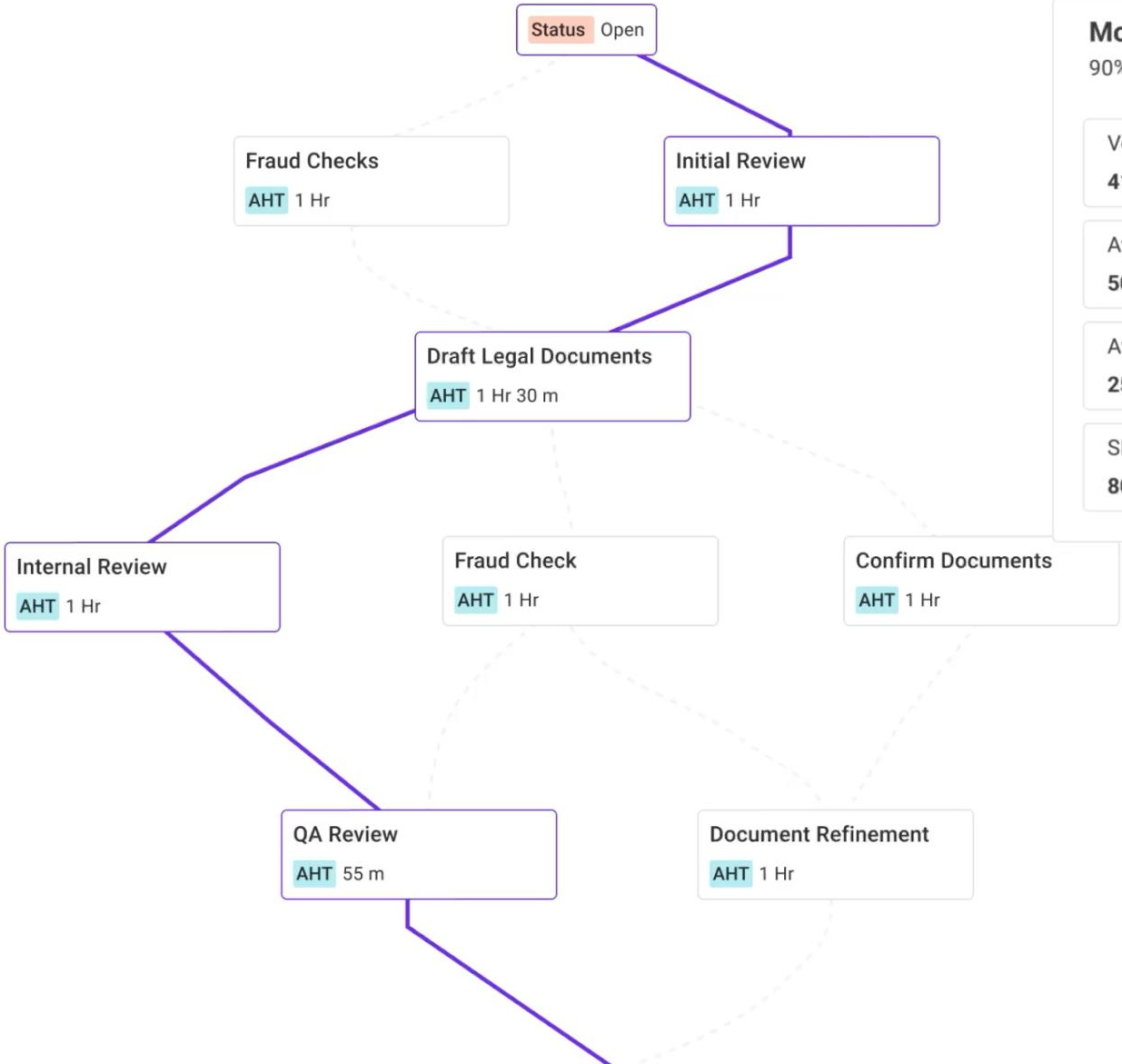
Path 5

4% of Cases



45 Other Paths

10% of Cases



Most Common 5 Paths

90% of Cases

Volume

4129 Cases

Average Handling Time (AHT)

50 Hrs

Average Duration Time (ADT)

25 Days

SLA Adherence

80%



Most Common 5 Paths

90% of Cases

Volume

4129 Cases

Average Handling Time (AHT)

50 Hrs

Average Duration Time (ADT)

25 Days

SLA Adherence

80%

Process Insights - Loans Department

Process Opportunity |

Loan Application Process

Opportunity: **18 FTE**

WIP Level:	High	Value Added %:	7.2%
Quality Errors:	80%	Overall Cycle Time:	1hr 10min
Touches:	62	Units Complete:	740

Credit & Securities Review

Opportunity: **12 FTE**

WIP Level:	Low	Value Added %:	60%
Quality Errors:	88%	Overall Cycle Time:	7hr 10min
Touches:	72	Units Complete:	22

Customer Outreach

Opportunity: **17 FTE**

WIP Level:	High	Value Added %:	70%
Quality Errors:	90%	Overall Cycle Time:	1hr 30min
Touches:	19	Units Complete:	740

Loan Documents Quality Review

Opportunity: **6 FTE**

WIP Level:	Medium	Value Added %:	52%
Quality Errors:	77%	Overall Cycle Time:	1hr 10min
Touches:	32	Units Complete:	740

Booking Distribution

Opportunity: **2 FTE**

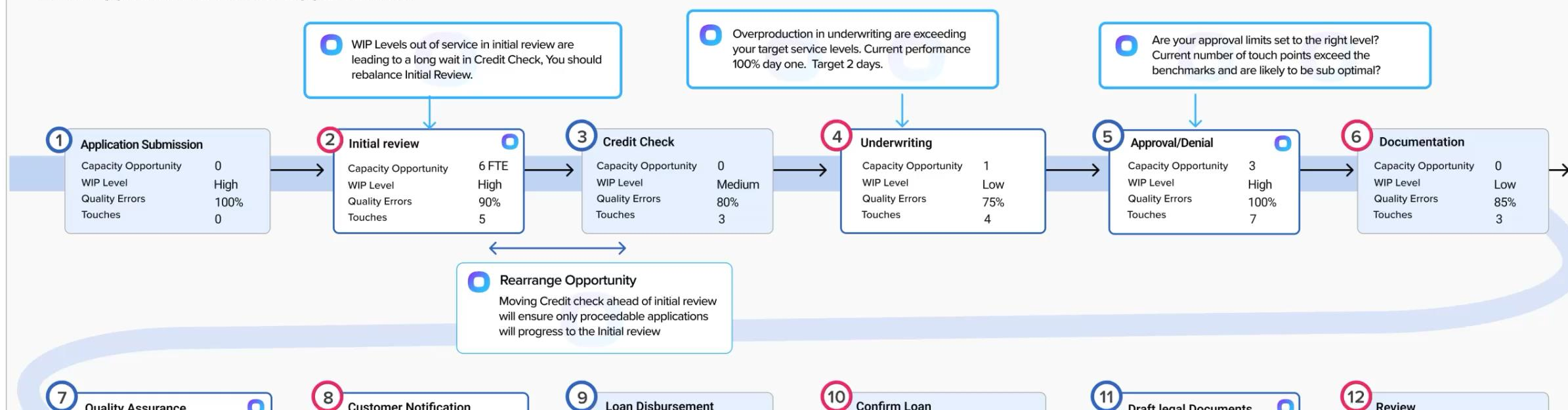
WIP Level:	High	Value Added %:	2%
Quality Errors:	85%	Overall Cycle Time:	1hr 10min
Touches:	9	Units Complete:	740

Government Filing

Opportunity: **12 FTE**

WIP Level:	Medium	Value Added %:	6%
Quality Errors:	95%	Overall Cycle Time:	1hr 10min
Touches:	62	Units Complete:	740

Loan Application Process Opportunities



Loan Application Process

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Opportunity: **2 FTE**

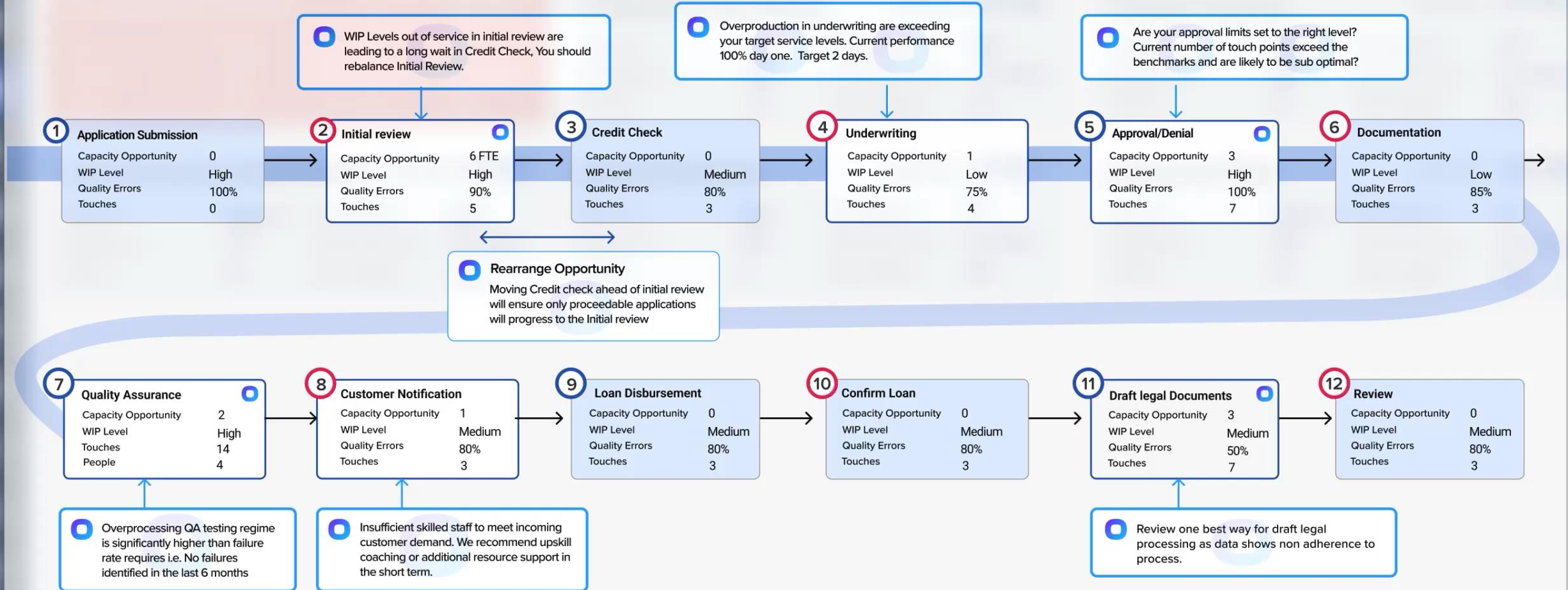
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Loan Application Process Opportunities



RELEASE POTENTIAL

Productivity Boost

Smart Case Planning

E1B Lending Services North Dashboard

Fly By Five

Live Status

Last Updated: 09:19

View: ☒ Committed Plan ☐ Now Required Plan[Edit "Now Required" Plan](#)[Productivity Boost Results](#)

Daily Capacity Overview

Your capacity balance, determined by the remaining work planned for completion today and the planned Productivity.

-14.3 Hrs 

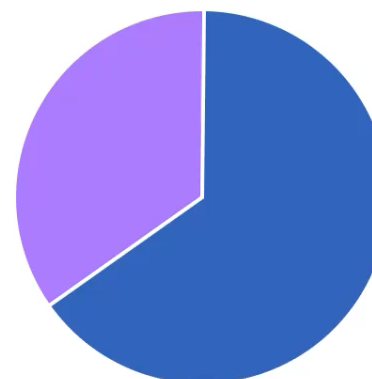
You'll have a shortfall of resource to achieve the work you had planned for today.

-11.8 Hrs based on maintaining current Productivity.

Available

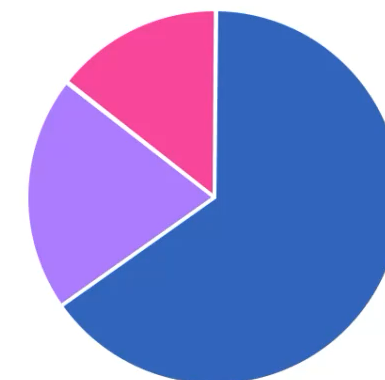
11/11

10 Core
1 Diverted



Work Location

0 Office
0 Remote
11 Not Set



Service Position [Details](#)

Your estimated end of day position, determined by actual Start WIP and planned Work Out.

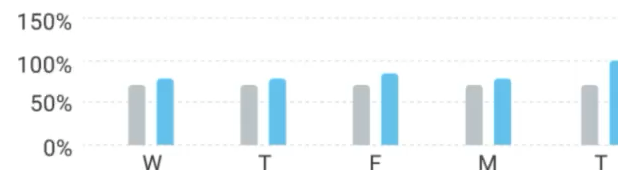
4 Tasks 

In Service (6 Planned)

Productivity

100%

↑ 18% From Plan
↑ 6% From 1d Ago



Utilisation

87%

↑ 18% From Plan
↑ 6% From 1d Ago



[← Back To Live Status](#)

Productivity Boost

[Update Results](#)

Last Updated: 09:19

Potential Productivity

125%

↑ 15% from Actual Productivity

Potential Time Gains

+12 Hrs

Time Remaining, Today

67 Hrs

Includes 8 Hrs Planned Diverted

View by

Staff Member ▾

Search...

Filters

Clear
Select
tion

Priorities

Sort by

Task volume, highest first ▾

6 Staff Members and 4 Core Tasks

JA John Abbott

A2R - D - M - Evaluation of
Product Performance /St...

Skill Level

Skilled (9)

Items To Do

5 Units

Est. Time

25 Mins

05 DD - Drawdown DAY2
Check

Skill Level

Developing (5)

Items To Do

5 Units

Est. Time

25 Mins

JD Jessica Davies



Adhoc Querys



Skill Level

Skilled (9)

Items To Do

5 Units

Est. Time

25 Mins

A2R - D - M - Evaluation of Product
Performance /Stakeholder...

Skill Level

Developing (5)

Items To Do

5 Units

Est. Time

25 Mins

RM Robert Mcneil

A2R - D - M - Evaluation of
Product Performance /Stakehol...

Skill Level

Skilled (9)

Items To Do

5 Units

Est. Time

25 Mins

A2R - D - M - Evaluation of
Product Performance /...

Skill Level

Developing (5)

Items To Do

5 Units

Est. Time

25 Mins

A2R - D - M - Evaluation of

RN Ronald Neilson

A2R - D - M - Evaluation of
Product Performance /Stakehol...

Skill Level

Skilled (9)

Items To Do

5 Units

Est. Time

25 Mins

A2R - D - M - Evaluation of
Product Performance /...

Skill Level

Developing (5)

Items To Do

5 Units

Est. Time

25 Mins

A2R - D - M - Evaluation of

[← Back To Live Status](#)

Productivity Boost

Update Results

Last Updated: 09:19

Potential Productivity

125%

↑ 15% from Actual Productivity

Potential Time Gains

+12 Hrs

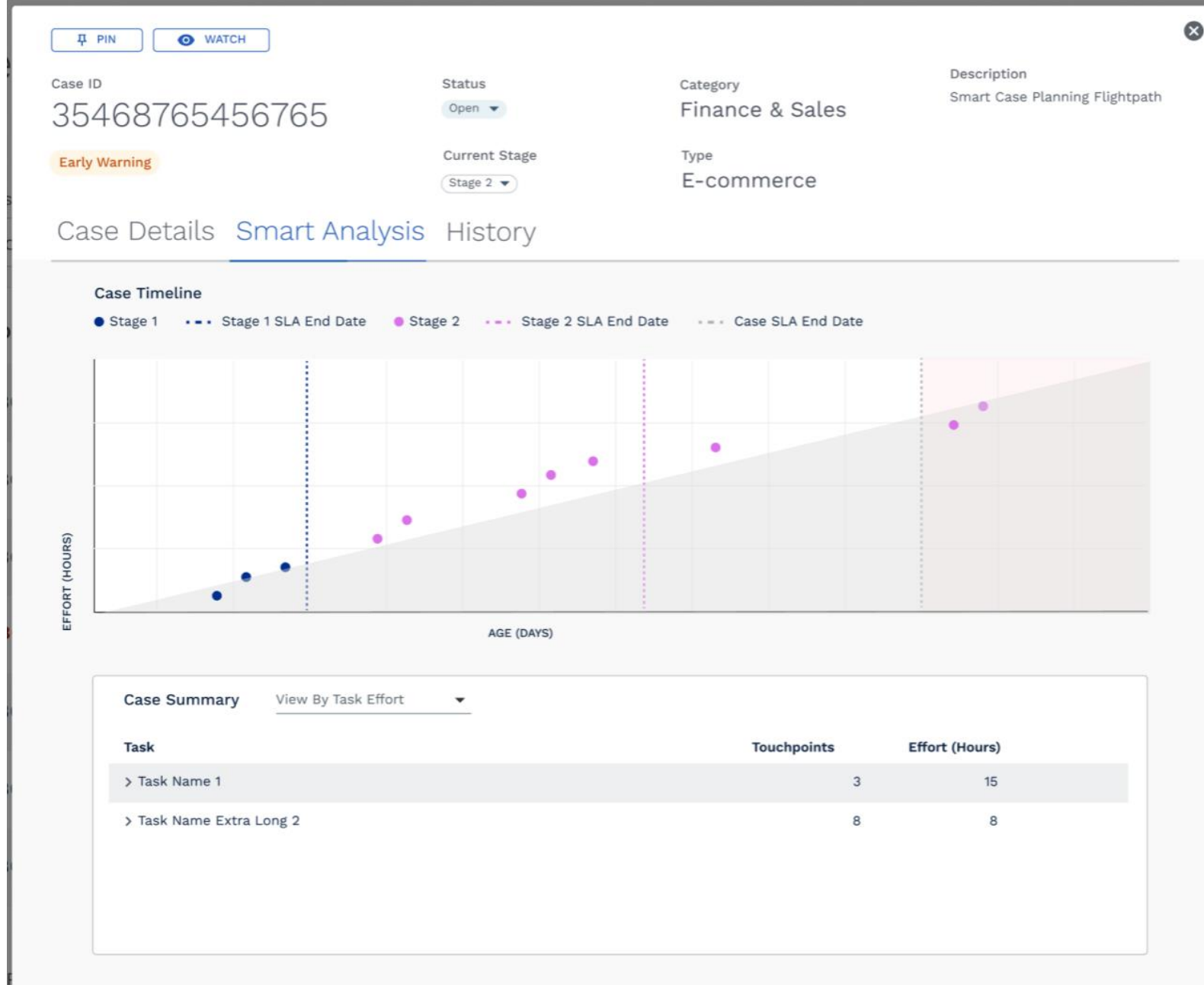
Time Remaining, Today

67 Hrs

Includes 8 Hrs Planned Diverted

6 Staff Members and 4 Core Tasks

JA John Abbott ✓				JD Jessica Davies −				RM Robert Mcneil				RN Ronald Neilson			
A2R - D - M - Evaluation of Product Performance /St... ✓				Adhoc Querys ✓				A2R - D - M - Evaluation of Product Performance /Stakehol... ✓				A2R - D - M - Evaluation of Product Performance /Stakehol... ✓			
Skill Level Skilled (9)				Skill Level Skilled (9)				Skill Level Skilled (9)				Skill Level Skilled (9)			
Items To Do 5 Units				Items To Do 5 Units				Items To Do 5 Units				Items To Do 5 Units			
Est. Time 25 Mins				Est. Time 25 Mins				Est. Time 25 Mins				Est. Time 25 Mins			
05 DD - Drawdown DAY2 Check ✓				A2R - D - M - Evaluation of Product Performance /Stakeholder... ✓				A2R - D - M - Evaluation of Product Performance /... ✓				A2R - D - M - Evaluation of Product Performance /... ✓			
Skill Level Developing (5)				Skill Level Developing (5)				Skill Level Developing (5)				Skill Level Developing (5)			
Items To Do 5 Units				Items To Do 5 Units				Items To Do 5 Units				Items To Do 5 Units			
Est. Time 25 Mins				Est. Time 25 Mins				Est. Time 25 Mins				Est. Time 25 Mins			
AML_Legal Instruments ✓				A2R - D - M - Evaluation of Product Performance /... ✓				A2R - D - M - Evaluation of Product Performance /... ✓				A2R - D - M - Evaluation of Product Performance /... ✓			
Skill Level Developing (5)				Skill Level Developing (5)				Skill Level Developing (5)				Skill Level Developing (5)			
Items To Do 5 Units				Items To Do 5 Units				Items To Do 5 Units				Items To Do 5 Units			
Est. Time 25 Mins				Est. Time 25 Mins				Est. Time 25 Mins				Est. Time 25 Mins			



GRAPH

➤

Cases +

0

Without SLA

6

Unassigned

1

Early Warning

C

Due Soon

13

Overdue

Display Cases

Owned by Workgroup

☒ SLA ☐ Categories ☐ Types

Columns

TABLE

GRAPH

Case ID	Status	Category	Type	SLA End Date	Stage	Actual Effort (Hrs)	
☐ 2022062719396	Open	Commercial	Corresp...	12 Apr 2023	No Stage	17.8	...
☐ 873463748	Open	Commercial	Corresp...	1 May 2023	No Stage	38.6	...
☐ 2022062720490	Open	Business	Monitoring	3 May 2023	No Stage	12.1	...
☐ 20220627131323	Open	Commercial	Trade R...	4 May 2023	No Stage	15.8	...
☐ KP-2022064666466	Open	Personal	Monitoring	9 May 2023	No Stage	1.5	...
☐ 0002	Open	Business	Fraud R...	12 Jul 2023	No Stage	0.0	...
☐ 0005	Open	Business	Fraud R...	15 Jul 2023	No Stage	10.0	...
☐ 0001	Open	Business	Fraud R...	19 Jul 2023	No Stage	2.5	...
☐ 0003	Open	Business	Fraud R...	26 Jul 2023	No Stage	14.5	...
☐ CH-2022062720543	Open	Business	Monitoring	29 Jul 2023	No Stage	14.5	...

Smart Skills Centre

Overview

Catalogue

Manage

View by

Core Tasks

Search...

Filters

Export

☒ Underskilled 1-3

☒ Developing 4-6

☒ Skilled 7-10

Core Task	Team Target	Smart Skill	Confidence L...	Last Complet...	Auto Update	Skill Level	...
> Adhoc task - Data Work - Overseas Telephone Numbers	6/12						...
> ADDR-ENDC - End correspondence/ security address	6/12						...
^ Analyst Rework - Complex Check	2/2						...
Charles Harman		6	Medium	9 May 2025	☒	6	...
Caleb Holmes		8	Medium	9 May 2025	☒	8	...
Kenneth Hubbard		7	Medium	9 May 2025	☒	7	...
Kevin Pope		9	Medium	9 May 2025	☒	6	...
William Powell		1	Medium	9 May 2025	☒	1	...
> Analyst Rework - Complex QC	2/2						...

Loading resolved **0.0 hrs** of mismatched workload

Balance

+0.1 Hrs

Category	Value (Hrs)
Time Available	400.0
Downtime	0.0

Core Task Work In

304.6 Hrs

Diverted

28.5 Hrs

Productivity

82%

Utilisation

93%

Plan Measure	Units	Mon 3 Nov	Tue 4 Nov	Wed 5 Nov	Thu 6 Nov	Fri 7 Nov	Sat 8 Nov	Sun 9 Nov	Total
Workload									
Work In	Hours	60.9	60.9	60.9	60.9	60.9	0.0	0.0	304.6
Start WIP	Hours	147.5	147.5	147.5	147.5	147.5	147.5	147.5	147.5
End WIP	Hours	147.5	147.5	147.5	147.5	147.5	147.5	147.5	147.5
Nominal Work Out	Hours	60.9	60.9	60.9	60.9	60.9	0.0	0.0	304.6
Actual Work Out	Hours	74.3	74.3	74.3	74.3	74.3	0.0	0.0	371.4
Diverted	Hours	5.7	5.7	5.7	5.7	5.7	0.0	0.0	28.5

PROTECT IMPACT

GenAI SatNav



Fly by Five

[Details](#)

Productivity

80%

↓ -1%

Utilisation

82%

↓ -5%

Latent Capacity

15%

↓ -1%

Rigour Score

45%

↑ -1%

Downtime

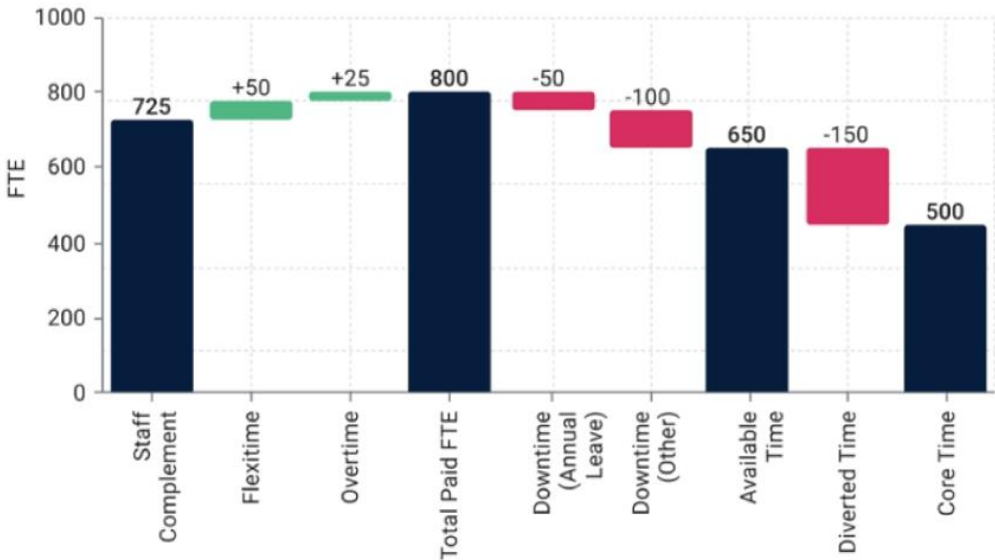
5%

↑ 1%

Time Breakdown

[Details](#)

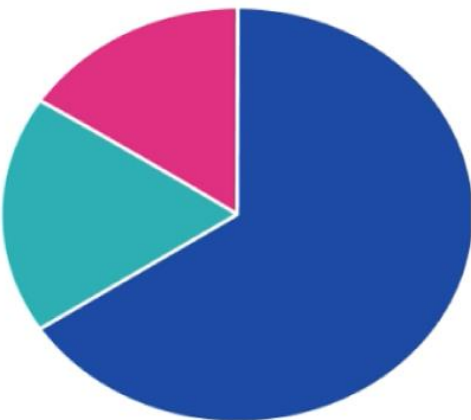
How contracted time translates into the time available for Core Tasks once resource has been added and removed through various levers.



Capacity Opportunity

[Details](#)

Finding opportunities for capacity reduction through a review of Latent Capacity,



290 FTE

- Latent Capacity: 175 FTE
- Utilisation: 65 FTE
- Automation: 50 FTE

Action List

- Congratulate John Smith On Team Performance
- Review Stakeholder Report For Banking
- Celebrate - ABC Transformation Has Met Goal
- Review YZ Transformation - Significantly Off Plan
- Review Annual Operating Plan
- Opportunity To Release 50 FTE Of Capacity

Opi

A minute ago

Real time alert: you have met your target reduction in unit cost of mortgage onboarding

A minute ago

Critical alert: based on current performance Corporate Banking will miss 6 business critical SLA's

Just now

Real time alert: high working hours in Team Ferrari

Ask me something...



**CHOOSE
WISELY**

**RELEASE
POTENTIAL**

**PROTECT
IMPACT**

**TRANSFORM WITH
CONFIDENCE**

ACTIVEOPS

Our financial ambitions

Emma Salthouse
Chief Financial Officer
ActiveOps



PATH TO
£100M ARR

&

25% EBITDA

MARGIN BUSINESS

Ongoing momentum

FY25+

ARR Growth*

+15%

SaaS Growth*

+14%

NRR*

108%

Adjusted
EBITDA Margin

8%

Total revenue*

+15%

Cash

£20.6m

 FY25

*constant currency

Product adoption

WorkiQ®

+11%

ARR

CaseworkiQ

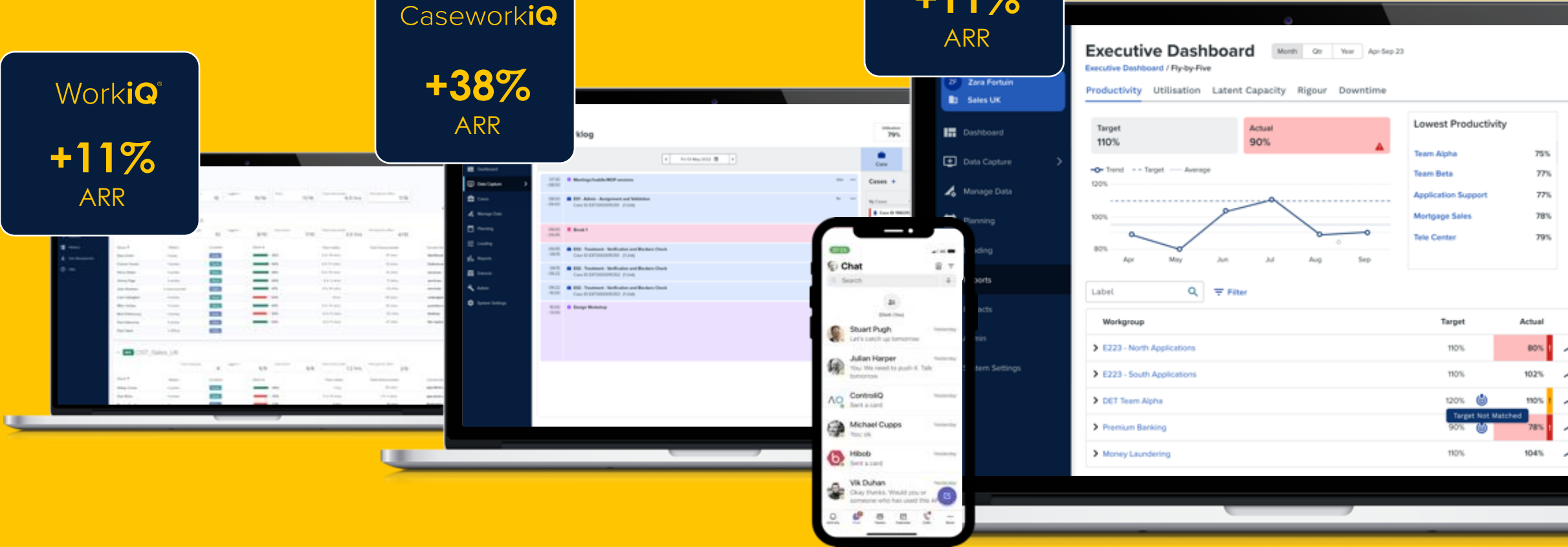
+38%

ARR

ControliQ®

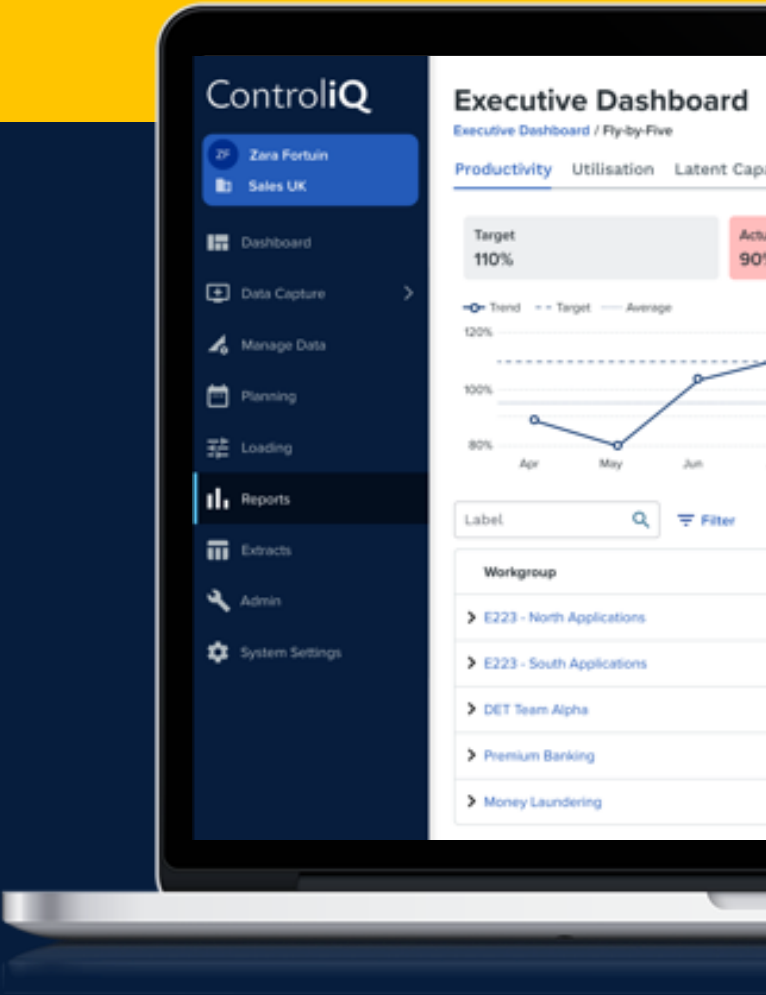
+11%

ARR



ControliQ

Series adoption



Achievable TAM



FSI



BPO



HEALTHCARE

c. £900m ARR

TAM across top 250 target
accounts

c. £130m ARR

Growth potential
within existing

£40.6m ARR

The word "enlighten" is written in a white, lowercase, sans-serif font. It is centered horizontally and partially overlapped by a circular halftone pattern. To the right of the word is a white, stylized icon of a building with a jagged roofline and a small triangle on top.

enlighten

An ActiveOps Company

Profitability, Investment & Margin Expansion

We invest c.18% revenue back into our product each year

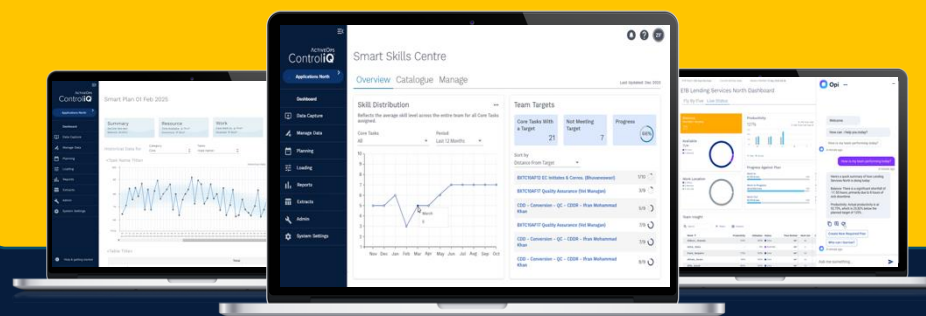
**Sales &
Marketing**



ControlIQ
Series 5

WorkiQ
Convergence

**Partner
Channel**



Cash, Balance Sheet & Capital Allocation

A Platform for Growth

Organic Growth

- Perform & transform
- Revenue diversification
- Partner channel
- Innovation

Inorganic Growth

- Disciplined acquisitions possible over the medium term to support the organic growth strategy

Returns to shareholders

- Share buy backs to satisfy staff equity schemes to avoid shareholder dilution
- Change to dividend policy

M&A Criteria

- ✓ Adjacent business areas
- ✓ Earnings accretive
- ✓ Geographical reach (i.e. South Americas)

Key takeaways

1

We expect double-digit ARR growth to continue in FY26 and beyond

2

We have a clear strategy to drive growth and capitalise on market changes

3

We are proud to support some of the world's largest companies as they expand

4

Our vision is clear and achievable - to become a £100m ARR business

Path to growth

Richard Jeffery
Co-Founder & Executive Chair
ActiveOps



PATH TO
£100M ARR

&

25% EBITDA

MARGIN BUSINESS

PROVEN & EVOLVING ENGINE

- ✓ Resilient, high-integrity growth engine
- ✓ Strong Net Revenue retention
- ✓ Strengthened our commercial capability
- ✓ Product innovation that compounds value

EXTENDING REACH THROUGH SMART CHANNELS

Work through specialist
implementation firms

M&A

- ✓ Access to customer bases
- ✓ Access to specialist knowledge or relationships
- ✓ Access to new markets

OUR GROWTH CURVE

TODAY



DEEPEN

YEARS 1-2



LEVERAGE

YEARS 3-5



ACCELERATE

WHY WE'RE CONFIDENT

- ✓ Financially strong, cash-generative business
- ✓ 115 %+ Net Revenue Retention
- ✓ Continuous product innovation
- ✓ Organisational investment
- ✓ Clear channel and partner strategy
- ✓ Disciplined M&A capability
- ✓ Leadership structure

Q&A

THANK YOU!