



# CATAPULT

Play Smart. Defy Limits.

## **AGM Presentation**

**Dr Adir Shiffman (Executive Chairman)**  
**Joe Powell (CEO)**

22 November 2017

Catapult Group International Limited | ACN 164 301 197



# Agenda

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1. Formal business
2. Chairman's address
3. CEO's address
4. Q&A



# 1.0 Formal Business

Dr Adir Shiffman





# Financial Statement and Reports

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**Note: This item of ordinary business is for discussion only and is not a resolution**

“To receive and to consider the Annual Financial Report of the Company for the financial year ended 30 June 2017 together with the declaration of the Directors, the Director’s Report, the Remunerations Report and the Auditor’s Report for that financial year”

- However, pursuant to the Corporations Act, Shareholders will be given a reasonable opportunity at the Meeting to ask questions about, or make comments in relation to, each of the aforementioned reports during consideration of these items



# Resolution 1

## Adoption of Remuneration Report

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To consider and, if thought fit, to pass, with, or without amendment, the following resolution as an ordinary resolution:

“That, for the purpose of Section 250R(2) of the Corporations Act and for all other purposes, approval is given for the adoption of the remuneration report as contained in the Company’s Annual Financial Report for the financial year ended 30 June 2017.”

### Proxy votes received:

For	Open	Against	Abstain
14,438,805	301,240	11,958,144	81,367
54.09%	1.12%	44.79%	N/A

*Note: The vote on this Resolution is advisory only and does not bind the Directors or the Company*

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## Resolution 2

### Re-election of Mr Shaun Holthouse as Director

To consider and, if thought fit, to pass, with, or without amendment, the following resolution as an **ordinary resolution**:

“That Shaun Holthouse, a Director who retires by rotation in accordance with the Company’s Constitution and ASX Listing Rule 14.4, and being eligible offers himself for re-election as a Director of the Company.”



#### Proxy votes received:

For	Open	Against	Abstain
50,154,157	304,440	1,157,346	45,013
97.17%	0.59%	2.24%	N/A



# Resolution 3

## Re-election of Mr Igor van de Griendt as Director

To consider and, if thought fit, to pass, with, or without amendment, the following resolution as an **ordinary resolution**:

“That Igor van de Griendt, a Director who retires by rotation in accordance with the Company’s Constitution and ASX Listing Rule 14.4, and being eligible offers himself for re-election as a Director of the Company.”



### Proxy votes received:

For	Open	Against	Abstain
49,186,546	303,940	2,125,457	45,013
95.29%	0.59%	4.12%	N/A



# Resolution 4

## Approval of Employee Incentive Scheme

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To consider and, if thought fit, to pass, with, or without amendment, the following resolution as an ordinary resolution:

“That, for the purposes of ASX Listing Rule 7.2 (exception 9) and for all other purposes, the Shareholders of the Company approve the adoption of the employee share plan (Employee Plan) as described in the Explanatory Statement which accompanies and forms part of the Notice of Meeting.”

### Proxy votes received:

For	Open	Against	Abstain
21,798,656	286,140	4,661,581	33,179
81.50%	1.07%	17.43%	N/A





# Resolution 5

## Ratification of prior issue of equity securities

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To consider and, if thought fit, to pass, with, or without amendment, the following resolution as an ordinary resolution:

“That, for the purposes of ASX Listing Rule 7.4 and for all other purposes, the Shareholders ratify the allotment and prior issue of:

- (a) 750,000 fully paid ordinary shares at an issue price of \$2.00 per Share, issued on 6 June 2017 (Shortfall Securities); and
- (b) 7,000,000 fully paid ordinary shares at an issue price of \$2.00 per Share, issued on 5 May 2017 (Placement Securities),

and on terms and conditions all of which are described in the Explanatory Statement which accompanies and forms part of the Notice of Meeting.”

### Proxy votes received:

For	Open	Against	Abstain
30,169,015	303,940	1,233,126	76,512
95.15%	0.96%	3.89%	N/A



## Other Business

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Opportunity for any other business that can lawfully be brought forward before closing formal proceedings.

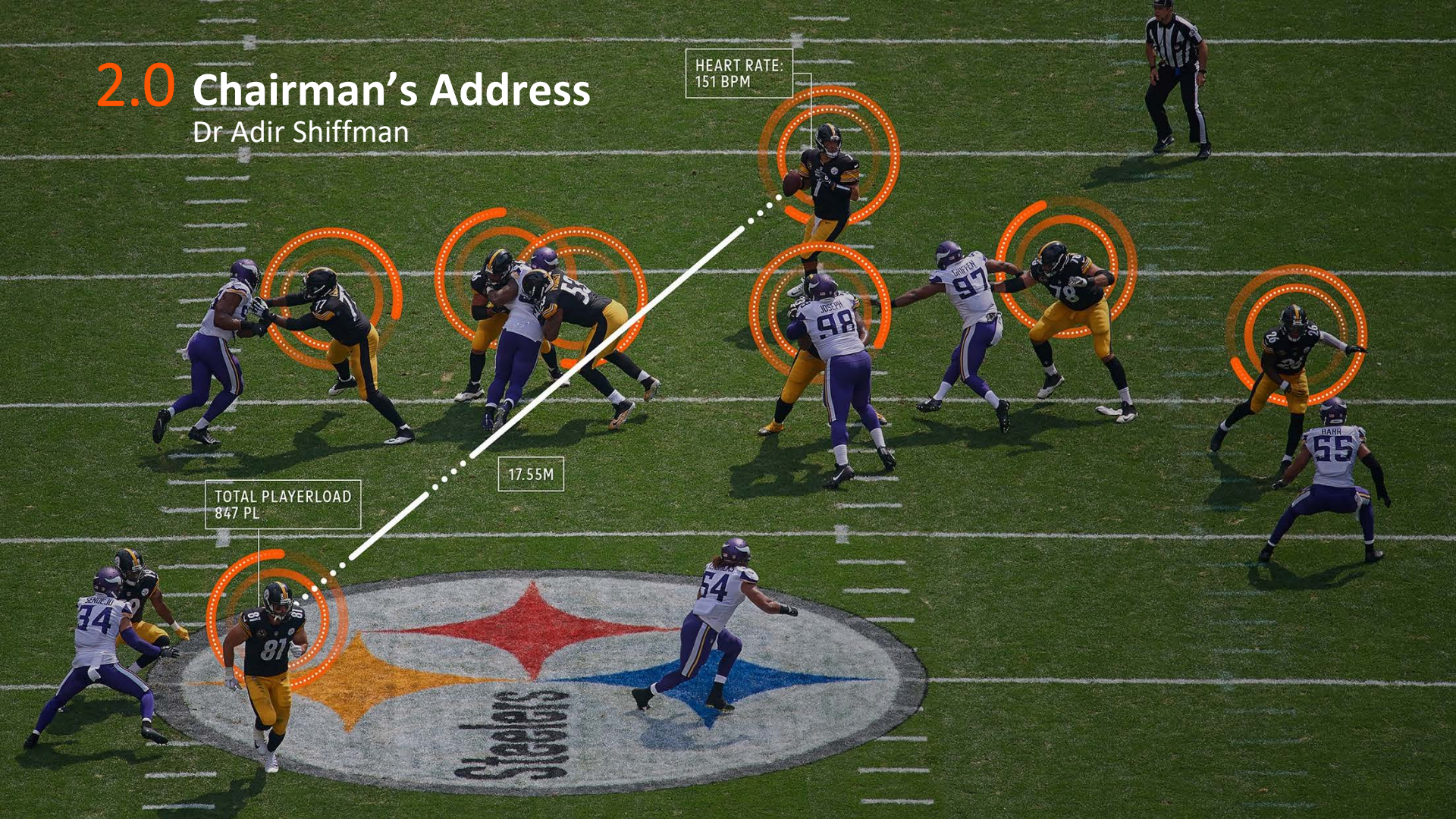
# 2.0 Chairman's Address

Dr Adir Shiffman

HEART RATE:  
151 BPM

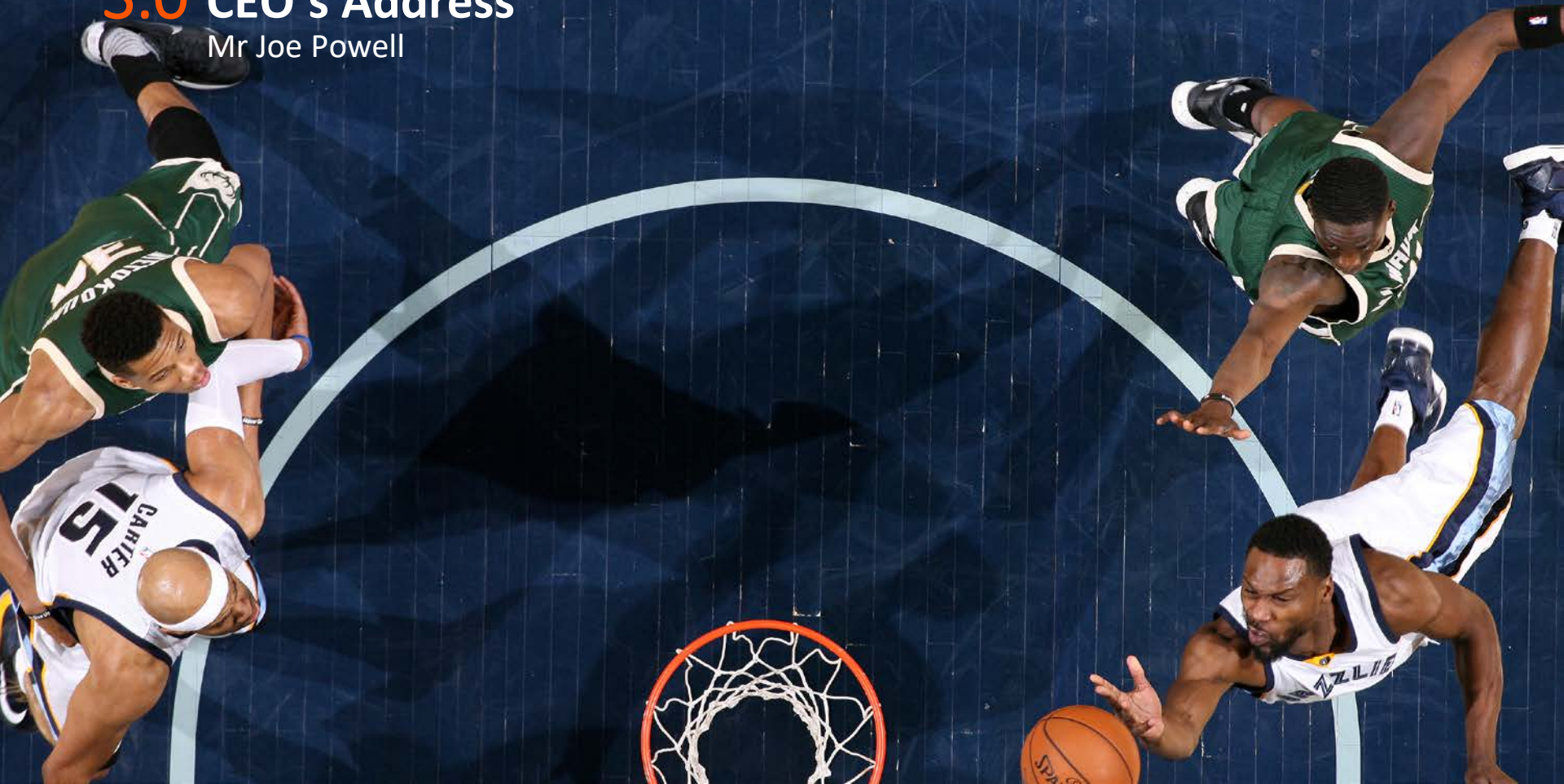
TOTAL PLAYERLOAD  
847 PL

17.55M



# 3.0 CEO's Address

Mr Joe Powell





# Agenda

## CEO's Address

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### Our Purpose

3.1 FY17 Results Overview

3.2 FY17 Operational Highlights

3.3 Strategy Update and Outlook





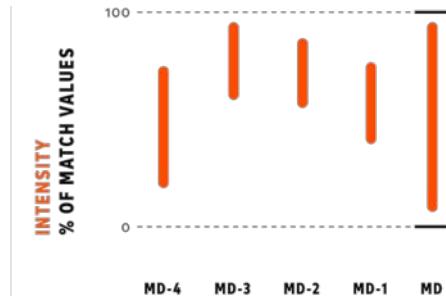
# Our Purpose:

To build and improve the performance of athletes and sporting teams

## Optimise Performance

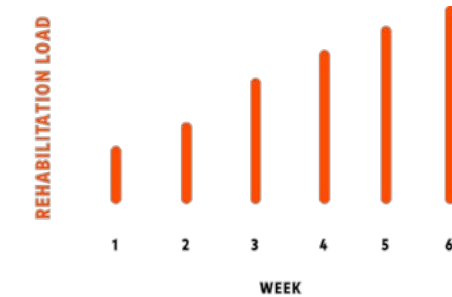
Plan and deliver training stimuli that are appropriate to the needs of individuals and teams.

Gain tactical insights through video analysis.



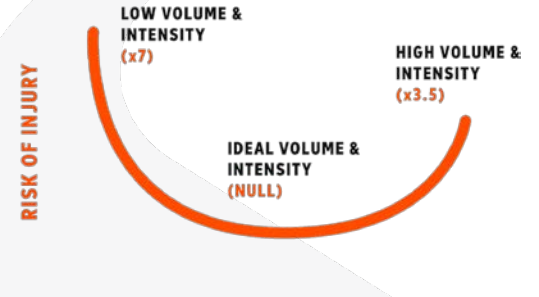
## Return to Competition

Map player recovery and rehabilitation to a position of full health and fitness.



## Injury Risk Management

Manage training load to minimise risk of athlete breakdown or performance loss.



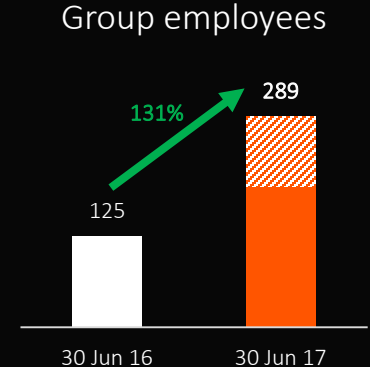
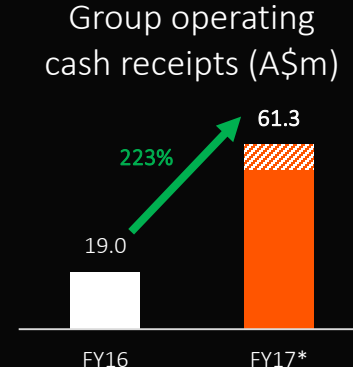
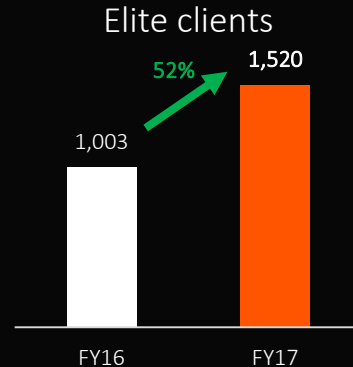
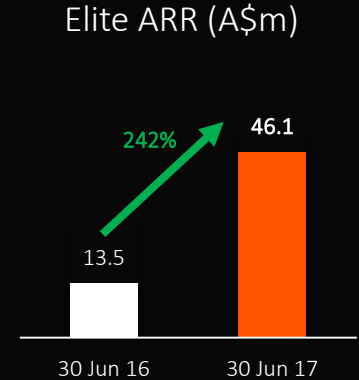
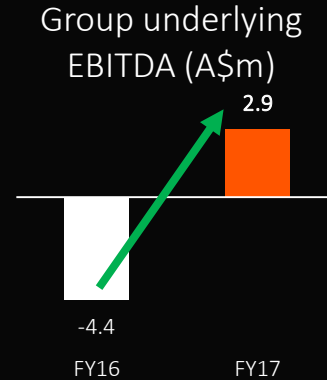
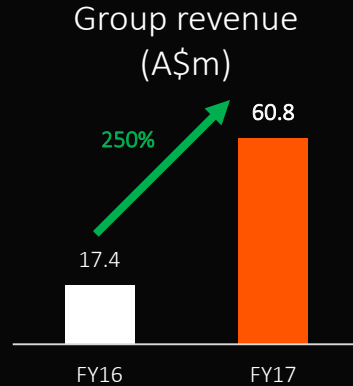
## 3.1 FY17 Results Overview





# Delivering strong growth and scale

We create technology to help athletes and teams perform to their true potential



\*Pro-forma basis – includes XOS cash receipts from 1 Jul '16 to 12 August '16

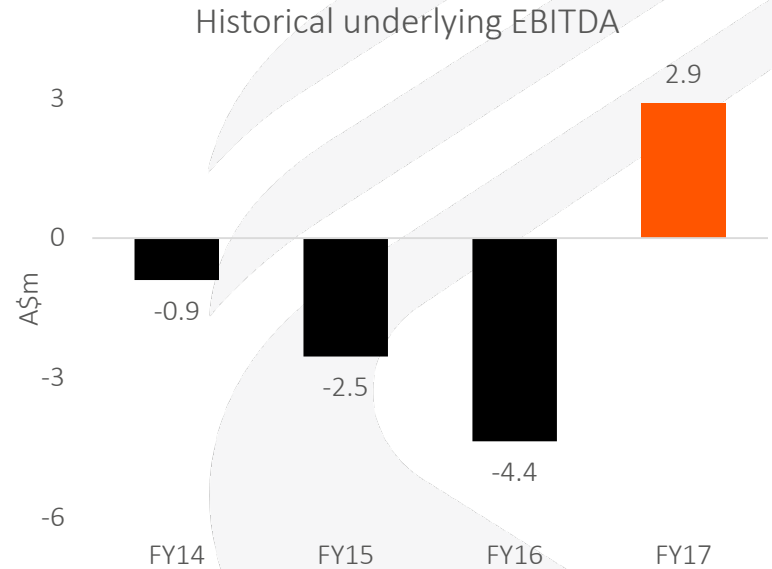
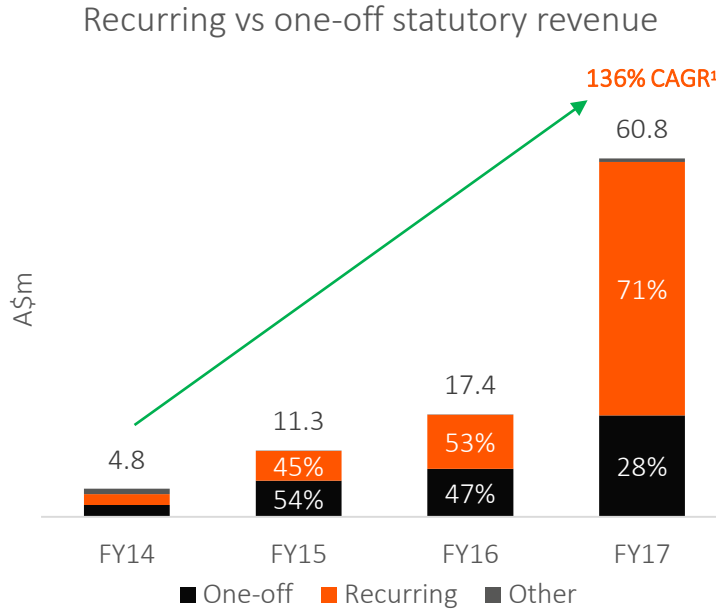
Acquired headcount (XOS, PLAYERTEK)





# Consistently Performing In Line With Guidance

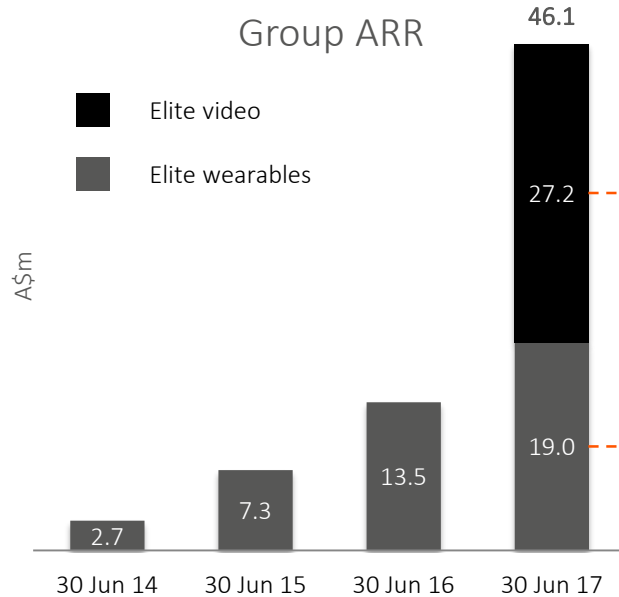
Underlying EBITDA positive for the first time since subscription model commenced in 2012



<sup>1</sup> Since FY14



# Building A Strong Recurring Revenue Business



## Elite video

- ARR up 4% YoY
- c. 430 client teams (up c. 30 teams YoY)

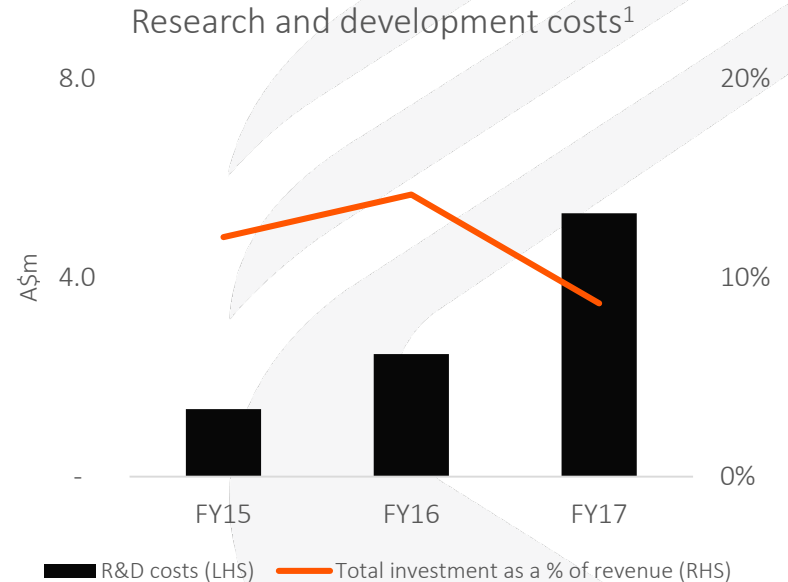
## Elite wearables

- ARR up 41% YoY
- LTV/CAC of 8x for elite wearables subscription units
- 62% of FY17 sales on subscription (up from 57% in FY16)
- c. 1,200 client teams (up c. 200 teams YoY)



## R&D Focused On Product Development And Growth Initiatives

- Expenditure skewed toward product development and growth initiatives
- Significant R&D and product investment focused on extending value proposition and driving entry into new sports and markets
  - Development of sport specific advanced algorithms
  - Developed data commercialisation platform for live broadcast and 2nd screen apps
  - Released new GPSports EVO device
  - Rolled out upgraded ClearSky LPS technology
  - Re-engineered PLAYERTEK by Catapult app and web-based software layer

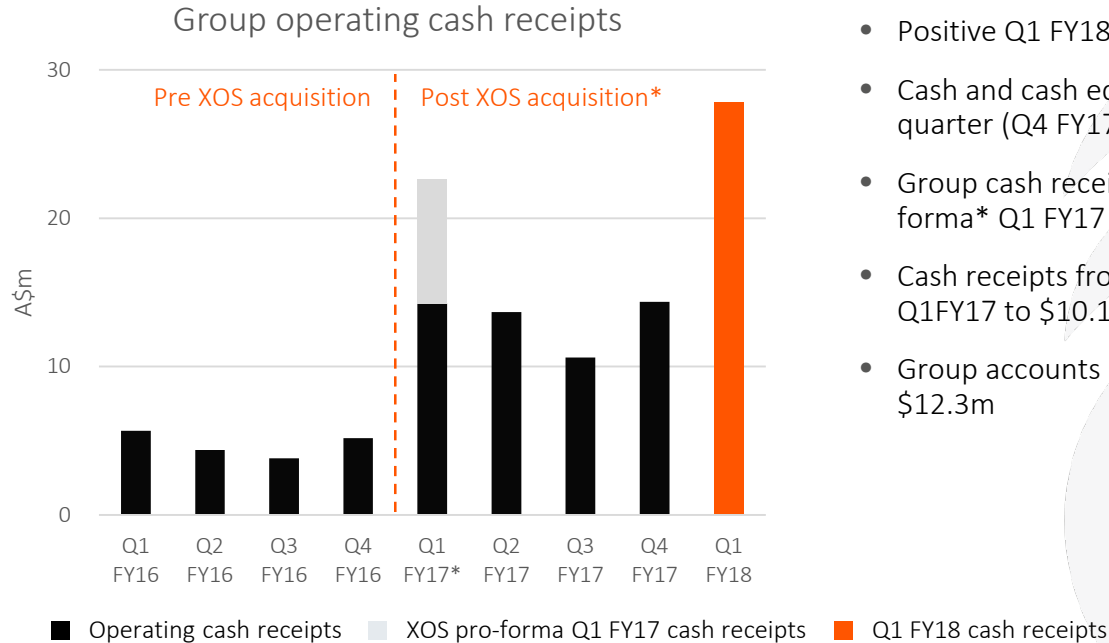


<sup>1</sup> Expensed research costs plus capitalised hardware IP and internally development software costs



# Seasonal Cash Collection Cycle

Full benefit of XOS's working capital cycle available in FY18



- Positive Q1 FY18 net operating cash flow of \$8.3m
- Cash and cash equivalents up 20% on the previous quarter (Q4 FY17) to \$20.1m
- Group cash receipts from customers up 23% on pro-forma\* Q1 FY17 to \$27.8m
- Cash receipts from Wearables customers up 80% on Q1FY17 to \$10.1m
- Group accounts receivable balance ending Q1 FY18 of \$12.3m

\* Pro-forma basis, including XOS cash receipts from 1 July 2016 converted to AUD based on an AUD:USD exchange rates of 0.75



# Establishing Global Scale



**289 employees<sup>1</sup>**  
(vs 125 a year ago)

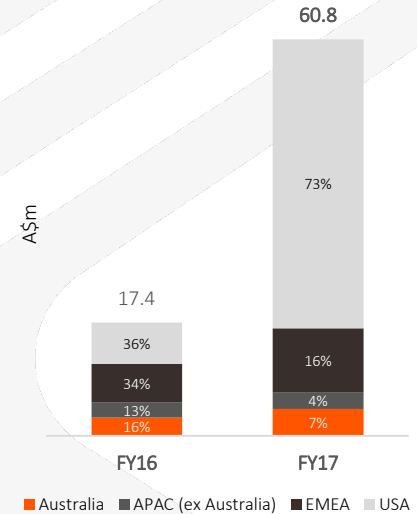
## Regional Leadership Team

Matt Bairos – CEO Elite, Americas

Barry McNeill – CEO Elite, ROW

Benoit Simeray – CEO Prosumer

Regional revenue breakdown



<sup>1</sup> As at 30 June 2017. 95 employees added as a result of XOS and PLAYERTEK acquisitions.

## 3.2 FY17 Operational Highlights





# Elite Wearables

## Another record year

### Key achievements in FY17

- 9,712 units sold and more than 200 teams added
- An additional 3 league-wide deals
- Released next-gen Openfield platform (including mobile and tablet apps)
- Continued global ClearSky stadium installs
  - 16 stadiums and venues in 4 countries now complete
- First commercialised live-data broadcast





## Elite Video

### Integrated and accelerated growth

#### Key achievements in FY17

- Accelerating revenue growth (10.4%<sup>1</sup> in FY17 vs 3.6% in FY16)
- Successful acquisition and integration into Catapult Group
- Marquee client wins, including first international sale to German Ice Hockey team Eisbären Berlin
- First video-based league-wide deal with the NHL

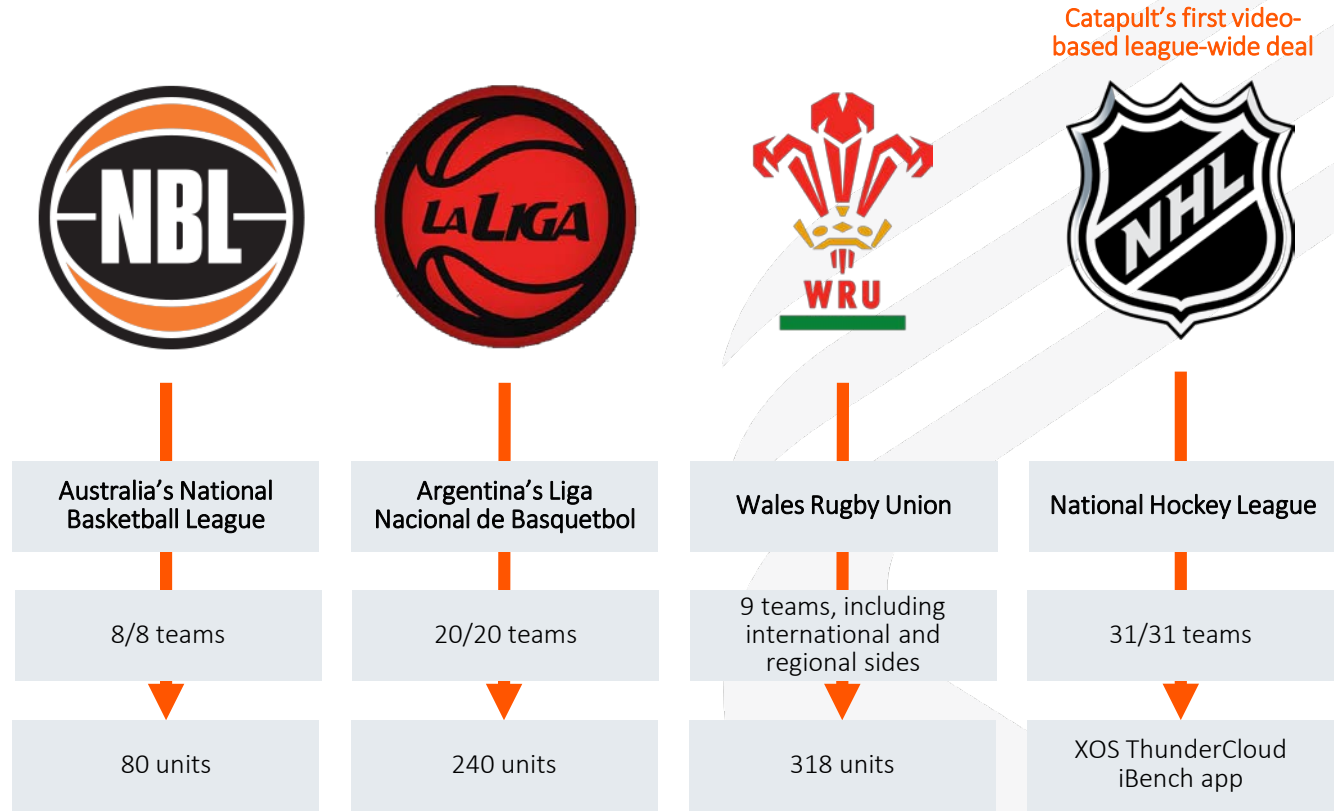






## Another four League-Wide Deals In FY17

League-wide deals deliver strategic benefits to the business and are an efficient way to penetrate greenfield markets





# Data Commercialisation

Successfully launched and monetised in FY17



1. Live broadcast data. NBL Round 15 (Cairns Taipans v Perth Wildcats)

2. Live broadcast data and graphics. 2017 State of Origin, Game 1

3. Data for social media graphics. 2017 State of Origin, Game 1

4. Data for AFL Live Official App. Round 23, 2017 AFL Premiership Season



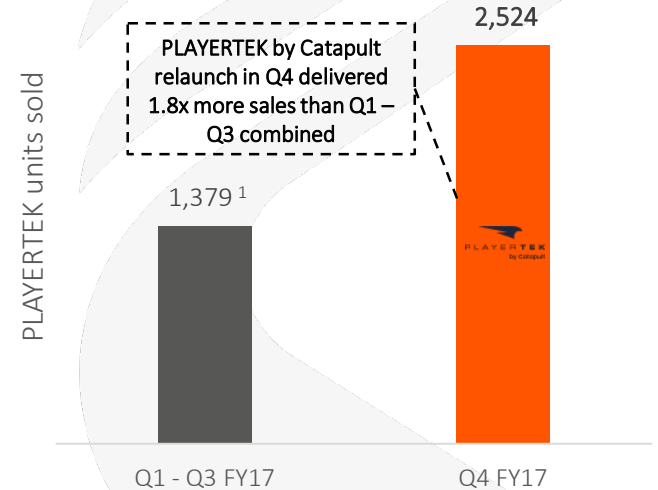
# Prosumer

## Building blocks in place for FY18 next-gen launch



Aug 16	Apr 17	FY17
<b>PLAYERTEK acquired for A\$4.9m</b>	<b>PLAYERTEK by Catapult launched</b>	<b>Team and platform build-out</b>
<ul style="list-style-type: none"><li>• Proven, low-cost, commercialised solution</li><li>• Platform to spearhead entry into prosumer market</li><li>• Sandbox for prosumer development</li></ul>	<ul style="list-style-type: none"><li>• Upgraded hardware and software including iOS app</li><li>• Launched eCommerce (B2C) offering</li><li>• Enhanced manufacturing supply chain &amp; 3PL established to support global scale</li></ul>	<ul style="list-style-type: none"><li>• Assembled highly experienced executive team</li><li>• Invested in B2B and B2C sales and marketing platform</li><li>• Scaled back-end systems to support prosumer economics</li><li>• Net A\$3m cash invested</li></ul>

Step change in PLAYERTEK sales following Apr '17 re-launch



<sup>1</sup> Pro-forma basis. Includes 344 units sold prior to PLAYERTEK acquisition closing



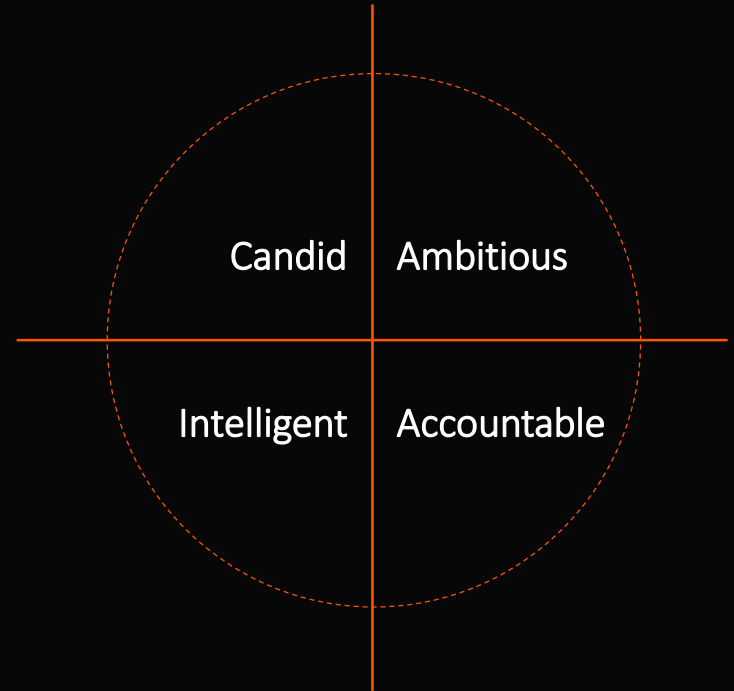
# Organisational Excellence

## Building a world class team

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- Successful organisations are underpinned by a clear purpose, core values, a compelling strategy, defined goals and a high calibre engaged team to execute.
- Group-wide initiatives completed in FY17:
  - **Measuring employee engagement** – CultureAmp
  - Implementation of **performance management system** – Trackstar
  - **Launched our Future leaders Program** to increase bench strength of our organisation and foster our leadership succession pipeline
  - **Launched group-wide values recognition program**

## Our key values:



## 3.3 Strategy Update & Outlook





# Our Strategic Pillars

How will we succeed?

1. Improve sports performance via technology and dominate the industry globally
2. Aspirational, disruptive brand and company with highly motivated, engaged staff
3. Build a fast-growing, high margin, recurring revenue business



## OWN THE PERFORMANCE TECHNOLOGY STACK FOR ELITE SPORT

- Aggressively grow share in elite sport globally
- Maximise and deepen elite customer relationships
- Extend elite product leadership



## COMMERCIALISE ELITE WEARABLE & VIDEO DATA

- Explore avenues to generate incremental income from elite performance data



## LEVERAGE ELITE INTO PROSUMER

- Target prosumer market with a dedicated offer
- Elevate the Catapult brand



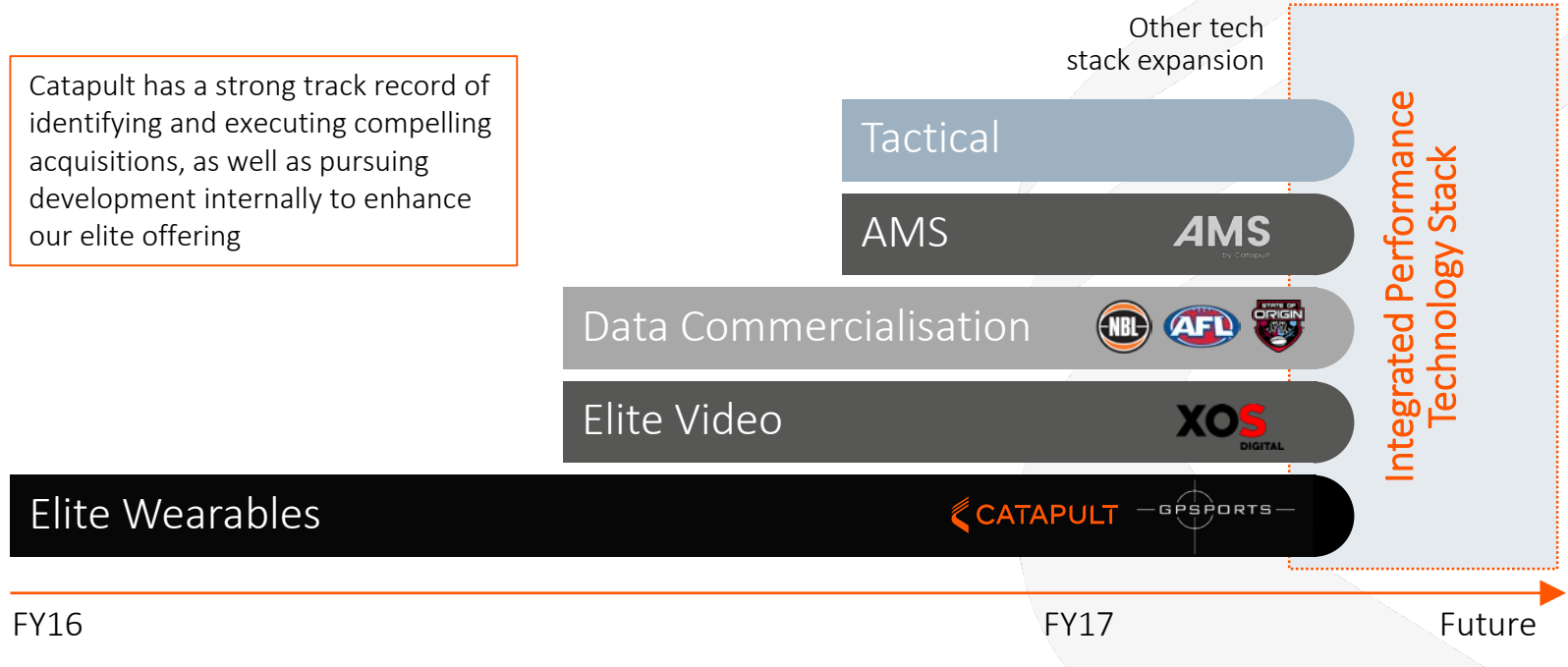
# Establishing The Elite Addressable Market





# Building Out The **Elite** Product Suite

Catapult has a strong track record of identifying and executing compelling acquisitions, as well as pursuing development internally to enhance our elite offering





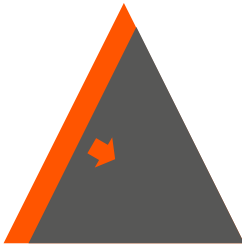


# The Elite Addressable Market

## Underpenetrated market

c. 10,000 teams<sup>1</sup>

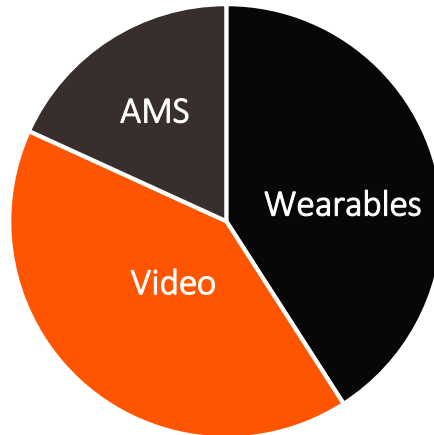
Plus, we think an additional 10,000 teams will push up into this market over time



c. 1,500  
Current Catapult teams

## Growing addressable market

\$450m-\$550m<sup>2</sup>



## Future revenue growth

Data monetisation (commenced)

Analytics add-ons (continuing)

Tactical analytics (developing)

Other technology stack expansion opportunities

<sup>1</sup> Based on bottom-up management analysis

<sup>2</sup> Current addressable market based on management estimates



## Pillar 1

# Strong LTV/CAC For Elite Wearables

Very attractive elite wearable customer economics

# 8x

FY17 LTV/CAC for subscription units

Key SaaS measure of long-term unit economics.

**Time to recover subscription CAC = c. 14 months**

FY17 subscription was 62% (up from 57% in FY16), expected to continue to grow steadily in FY18

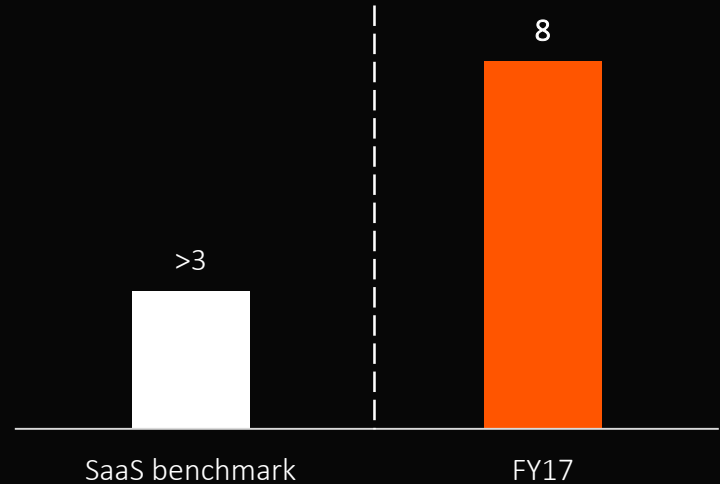
### Assumptions

Lifetime Value (LTV) = Subscription contribution margin (ARPU less COGS and support, service and retention costs) divided by churn

10% churn modelled (conservative) implying a 10-year customer life

Customer Acquisition Cost (CAC) = Sales, marketing and lead referral fees per unit

Subscription wearable LTV / CAC ratio



Catapult Elite Wearables penetration

12%



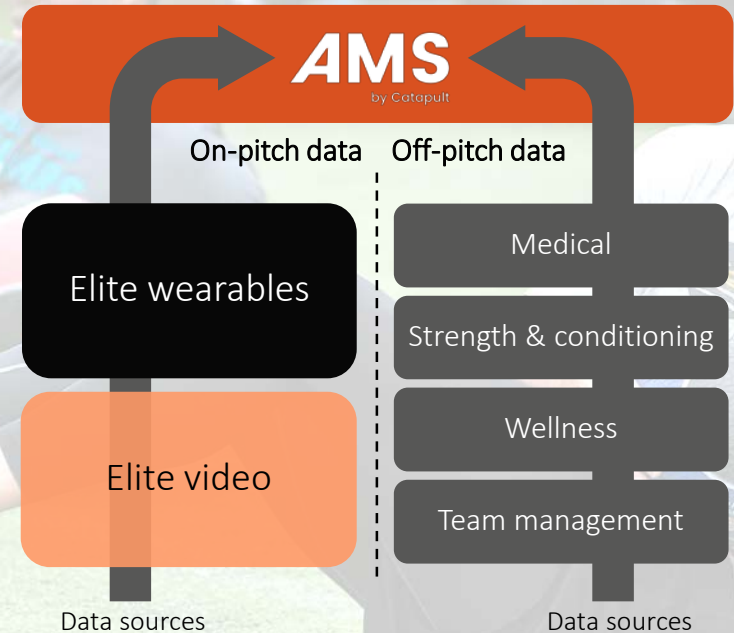
## Pillar 1

# AMS by Catapult

Analytics layer that helps sporting organisations make better and more informed decisions

What is an Athlete Management System (AMS)?

- **SaaS modularized cloud-based platform**
- Acts as a store of team data and information, including:
  - Player wellness and performance metrics
  - Injury and medical records
  - Wearable data
  - Links to video files
- Permission based access enables coaches and staff to:
  - run analytics and output reports across data sets covering their entire playing group
  - Securely manage team calendars and player communication from within the platform





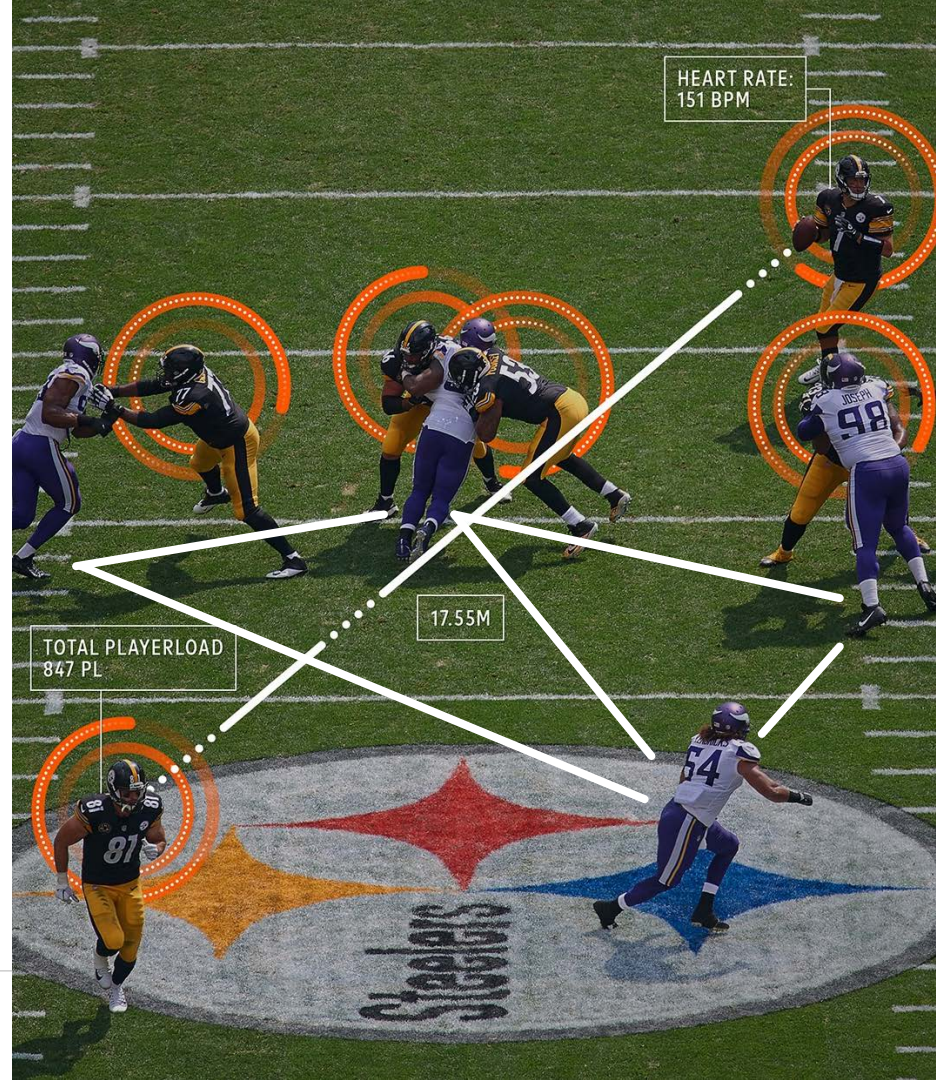
# Tactical Analytics

## What do coaches want?

- To analyse what decisions players make on the field - why and how they executed them
- To understand how and where players have moved in relation to set tactics and plays and in relation to their opposition
- A simply interface generating play-by-play video providing context and tactical validation

## Why Catapult?

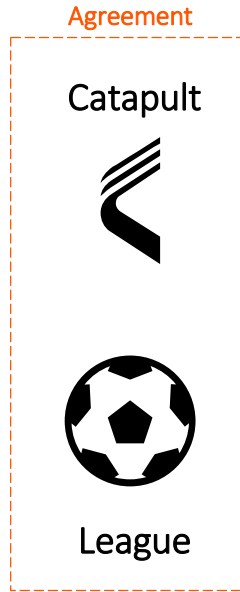
- ✓ Leverages our existing wearable and video platforms
- ✓ We have a unique market position to provide data-driven support for coaches that can provide insights to where players should be in any given scenario
- ✓ An emerging but likely soon to be essential part of the elite technology stack





# League-Wide Deals & Data Commercialisation

Successful year in FY17, demonstrating wearable data commercialisation proof of concept in the Rugby League State of Origin series and AFL Finals Series



## Broadcast overlay<sup>1</sup>

1



## 2<sup>nd</sup> screen apps<sup>2</sup>

2



3

Player benchmarking



4

Shoulder programming

5

Gaming

<sup>1</sup> State of Origin; <sup>2</sup> AFL Telstra App



# The Prosumer Opportunity

Large, unaddressed opportunity that Catapult is uniquely positioned to win

We now know there's a large, unaddressed market for wearable devices focused on team-based sports across multiple sports and multiple geographies.

**We think the best initial market to go after is SOCCER.**

We've done a lot of work to understand the prosumer segment of the soccer market.

Key attributes:

- Players and teams that play to a high standard and aspire to improve their game
- 50% of them play > 10+ times/month – they're young and motivated
- 80% are likely or very likely to buy a product that would help them track and improve their training or game-day performance\*

## Initial market: Soccer

270m

Soccer players worldwide<sup>^</sup>



39m

FIFA registered soccer players



7%

Conservative 'prosumer' segment estimate



3m

Initial targeted players in our addressable soccer market

Source: \*Based on AudienceNET survey of our target market, with over 2,000 respondents, drawing from people in the UK and US aged between 13 and 45 that regularly play Soccer; <sup>^</sup>FIFA 'Big Count' Member Survey (2006); Management estimates



## Pillar 3

# Prosumer Key Learnings



*PLAYERTEK by Catapult has achieved a 5-star rating on TrustPilot and Amazon*

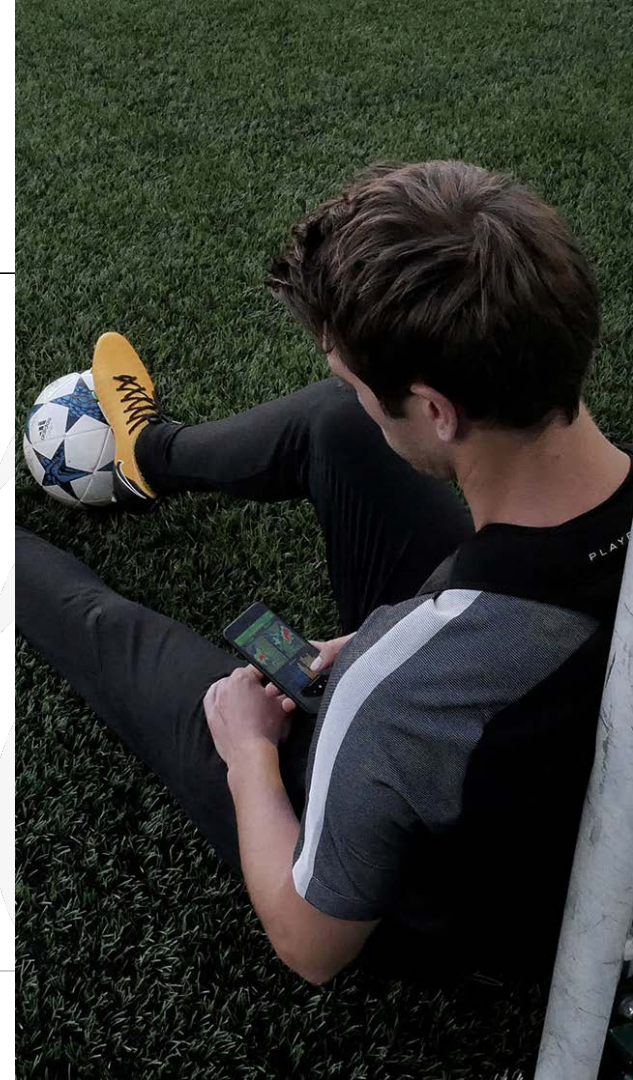
- **PLAYERTEK by Catapult** has been an extremely useful sandbox to develop our ideas, assess our prosumer product's market potential and inform our product development decisions

### What have we learnt?

- **Prosumer market opportunity is real:** We've identified c. 3m 'prosumers' in soccer alone
- **Tailored coaching:** highly contextualised and personalised, actionable insights will drive engagement and retention, and deliver long term growth
- **Multiple sales channels:** B2B for teams, eCommerce and retail for individuals
- **Widespread appetite for a mixed upfront + subscription model,** at the right price point

### Next generation device

- Initial feedback from focus groups on our next-gen device, packaging, garment design, and user experience has been **very positive**





# Group Level Priorities In FY18

## GROW OUR ELITE RECURRING REVENUE

Consistently deliver value to our customers. Increase sales productivity. Increase elite wearables subscription mix. Win new clients.

## LEAGUE-WIDE DEALS & DATA COMMERCIALISATION

Explore opportunities with existing and prospective league clients. Further develop our ClearSky technology to build on our breakthrough success in FY17.

## PROSUMER LAUNCH

Launch our next-generation, Catapult-branded, full prosumer product in Q4 FY18. Drive authentic brand awareness. Pursue targeted sales strategy.

## MEASURED INVESTMENT IN GROWTH

Build out the tech stack. Pursue our targeted growth opportunities in line with our strategy. AMS roll-out. Development of analytics add-ons and tactical analytics module.

## ORGANISATIONAL EXCELLENCE

Hire (and retain) the best in the business. Increase the capability of our people. Measure and increase employee engagement. Live and breathe our values.





# FY18 Outlook: \$76m-\$81m Group Revenue

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- \$76m-\$81m group revenue representing 25%-33% growth on FY17 statutory revenue (17%-25% growth on FY17 pro-forma revenue)
  - Underpinned by strong growth in elite wearables with 66% subscription mix (62% in FY17)
  - Assumes AUDUSD<sup>1</sup> = 0.77
- Positive group underlying EBITDA
  - Elite Wearables and Elite Video expected to deliver significant positive underlying EBITDA after corporate costs
  - Re-investment of earnings from Elite into the following key growth initiatives:
    1. Prosumer development – targeting launch in Q4 FY18
    2. Tactical Analytics – targeting commercialisation in FY19
    3. AMS – Integration and roll out will continue in FY18
    4. Data commercialisation – including continued rollout of ClearSky installations

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Note 1: Assumes AUDUSD = 0.77 across all USD denominated transactions in FY18 for comparison purposes. Actual exchange rates may differ. Each 1c change in AUDUSD rates is expected to impact FY18 revenue by approximately \$0.7m

4.0 Q&A





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