Damstra Technology

FY21 AGM CEO Presentation

26 November 2021

Financial data is provided on a pro forma basis except where explicitly stated otherwise

Presenter:

Christian Damstra (Chief Executive Officer)

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FY21 RESULTS OVERVIEW

Key financial and operating metrics in FY21



Strong performance delivering record revenue, cash receipts, client and user numbers

\$27.4m

Revenue¹

40% growth vs. FY20

\$31.7m

Cash receipts

vs. \$20.8m in FY20

79%

Gross margin

vs. 69% in FY20²

\$6.6m

Pro forma EBITDA³

vs. \$6.8m in FY20



24%

Pro forma EBITDA margin⁴

vs. 35% in FY20

34%

Increase in total⁵ R&D spend

\$11.0m vs. \$8.2m in FY20

724

Clients

vs. 279 at Jun-20

737k

Users

vs. 423k at Jun-20

^{1.} Includes \$0.3m revenue share related to SkillPASS joint venture with Energy Skills Queensland

^{2.} On an underlying basis, excluding one-off other income

[.] Earnings before IPO costs, share based payments, income tax, finance expenses and acquisition costs

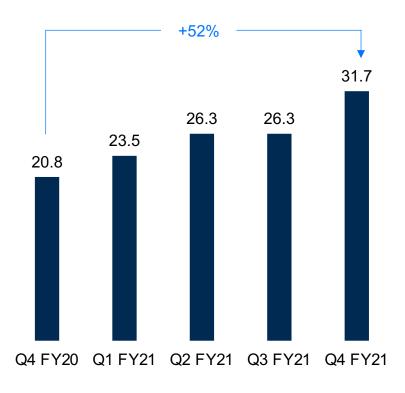
Impacted by the pre-synergy orientation of the acquired Vault business

Cost of sales plus operating expense plus capitalised costs

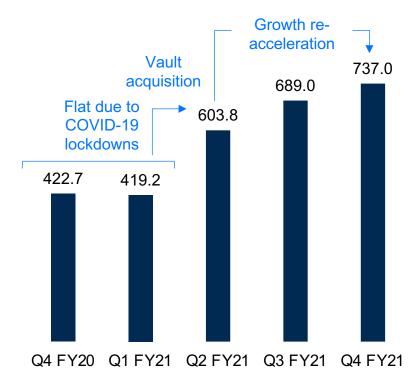
FY21 saw a continuation of growth across key metrics



Increasing cash receipts (LTM \$m)



Accelerating growth in users (thousands)



FY21 – a year of significant achievements



Growth	Products & Technology	Corporate	Strategic
New customer wins	Enterprise Protection Platform (EPP)	Board	Financial
 Ended the year with 724 clients, an annual increase of 157¹ clients Global user numbers stood at 737k, an annual of increase of 74% 87% recurring revenue Products used in over 20 countries Exceeded 90,000 users in the construction industry 	 Strategic pivot to our EPP - reflecting the breadth, depth and integrated nature of our expanded product offering Product momentum Increased R&D expenditure - 34% increase in total² R&D spend compared to FY20 Paperless form users now exceed 15,000, reflecting rapid growth New products launched Numerous new products launched in the year; Damstra Safety, Satellite, integrated paperless forms and Solo on an increased range of wearable devices 	 Appointment of Sara La Mela as a Non-Executive Director (NED) - she has previously held technology roles at Twitter and Google and is presently a NED of Whispir North American Advisory Board established, the participants bring a strong background in technology, mining and energy Debt refinanced Secured a new A\$20m debt facility with Partners For Growth (PFG) Increasing North American presence Continuing to invest in our North American resources, regional FTE is planned to exceed 30 in FY22 	 Record Q4 cash receipts of \$10m and \$32m for the financial year Gross Margin of 79% EBITDA Margin of 24% Vault acquisition Acquisition completed in Oct-20, its technology is now fully integrated \$6.2m annual synergies implemented, versus \$4m target Partners Global partners are increasing our external recognition. This includes AWS Partner status, Verdantix recognition and US Security Executive Council accreditation

^{1.} Excludes clients acquired in the Vault acquisition

^{2.} Cost of sales plus operating expense plus capitalised costs

BUSINESS UPDATE



Key financial and operating metrics in YTD¹ FY22



\$2.5m

Oct-21 Revenue²

\$8.7m

YTD^{1,2} Revenue

90.4%

Recurring revenue³

\$27.5m

ARR^{2,4}

77%

Gross margin⁵

\$2.7m

Oct-21 Cash receipts

\$10.4m

YTD¹ Cash receipts

870k

Users

^{1.} Fiscal Year-To-Date ending 31 October 2021. All dollar amounts on this slide are provided on an unaudited basis.

^{2.} Includes \$0.1m related to October pre-acquisition TIKS revenue and share related to SkillPASS joint venture with Energy Skills Queensland

Based on a review of revenue sources that recur annually

Annual Recurring Revenue. Recurring portion of exit month revenue on an annualised basis

As of Q1 FY22

Damstra Group is a global provider of enterprise protection solutions





808 clients

870k licences²

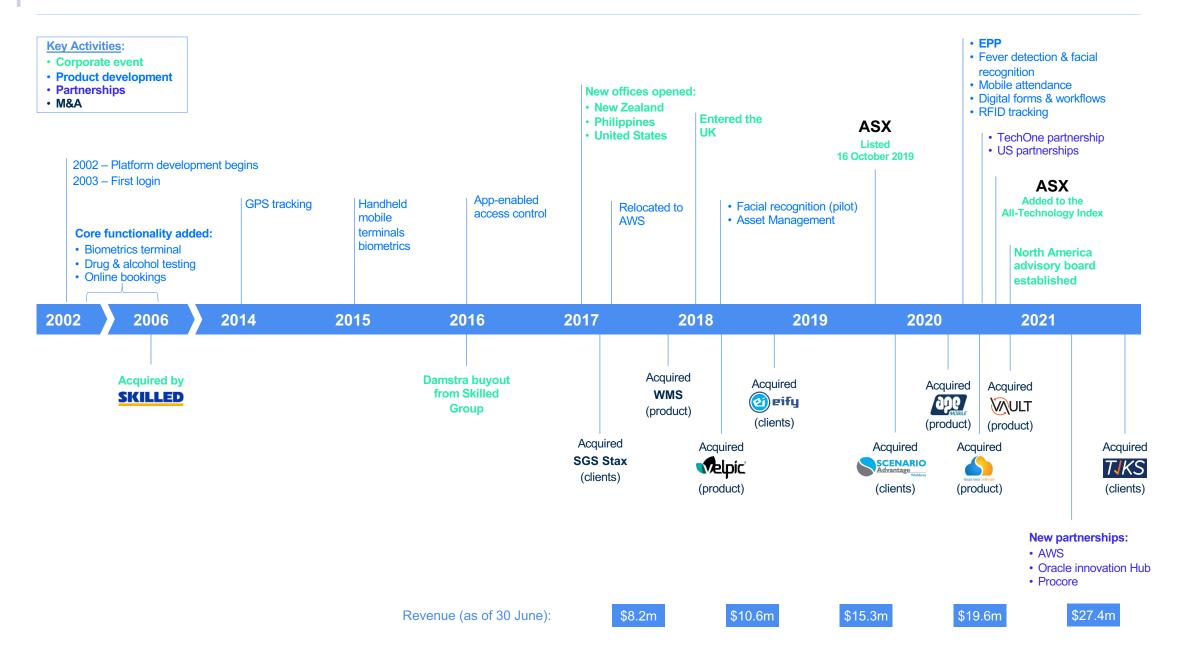


Countries where Damstra products are used

^{2.} Estimated as at 31 October 2021

The Damstra story so far





YTD¹ FY22 achievements



Growth	Major Clients	Technology	Strategic	
 Business Activity Exceeded 95,000 users in the construction industry Construction vertical, which includes three core clients, generated ~\$1m of revenue² in Q1 - 74% growth on a 	Pess Activity Reded 95,000 users in the truction industry Retruction vertical, which includes a core clients, generated ~\$1m wenue² in Q1 - 74% growth on a basis With a new global mining client amplete, contractual discussions started. Scope with module ces to be deployed in 9 tries, with potential for 40,000 stries, with potential for 40,000 stries, with potential for 40,000 stries across all 25 logistics ions in Australia E are rolling out our Permit-To-a solution across their managed ties in ANZ and the UK, with Major Clients Top 10 clients - no contractual renewals occurring in FY22 John Holland Group – have signed a new 5-year contract NBN – new contract is in operation and is performing well ahead of plan Teck Resources – large Canadian miner is operational at 6 sites and is expanding to additional locations Major construction clients to deploy forms/workflow solutions across all their projects Newmont - reduced scope, presently remaining at 2 operational locations in the United States, which are not material StateCover is the mutual insurer for	Enterprise Protection Platform (EPP) Strategic pivot to our EPP – product lexicon continues to simplify and evolve Product momentum	 TIKS acquisition ~70 clients FY21 revenue \$4.1m CEO and Founder Sam Marciano becomes Chief Commercial Officer of Damstra Majority of Sam Marciano's consideration in Damstra stock at a deemed issue price of \$1 per ordinary share Increases our R&D bench strength 	
PCP basis Trial with a new global mining client is complete, contractual discussions have started. Scope with module services to be deployed in 9 countries, with potential for 40,000 users ³ Rolling out our HSE solution with		 Paperless form users now exceed 15,000, reflecting rapid growth of 50% on a PCP basis New products COVID record management Satellite now in pilot Numerous new products are in UAT with key clients that can be commercialised: Return to work Skills matrix Data lake 		
Amazon across all 25 logistics locations in Australia CBRE are rolling out our Permit-To-Work solution across their managed facilities in ANZ and the UK, with other global locations to defined			 Partners⁴ Procore partnership now in operation, targeting the construction industry in ANZ Oracle integration and participation in the new Oracle innovation hub in Sydney confirmed for a February launch Technology One partnership now has 16 active clients 	

^{1.} Fiscal Year-To-Date ending 31 October 2021

^{2.} Provided on an unaudited basis

^{3.} Subject to contractual negotiations with the client. There is no guarantee that any agreement as to these matters will be reached

^{4.} Procore and Oracle opportunities are early-stage. All three opportunities are not considered to be material at this stage

Growth strategy

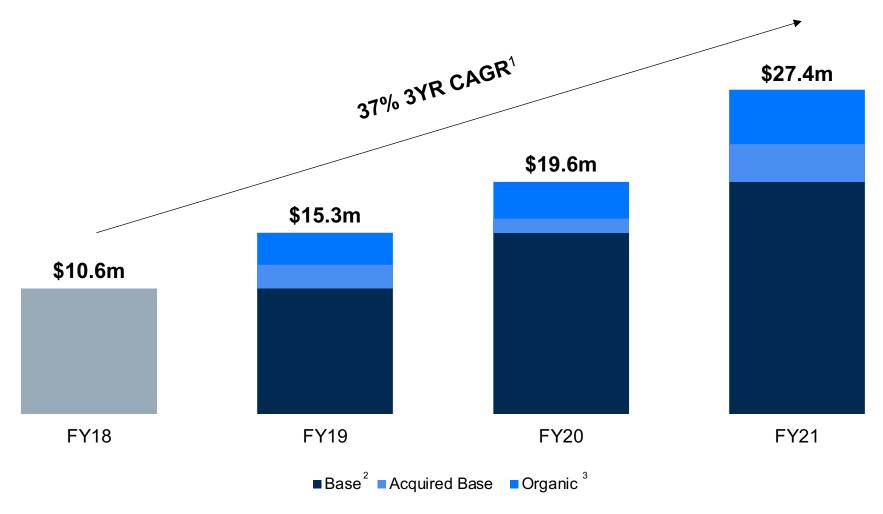


Core strategy is unchanged, has evolved following the acquisition of TIKS Solutions



Revenue growth being driven by organic sales and accretive M&A





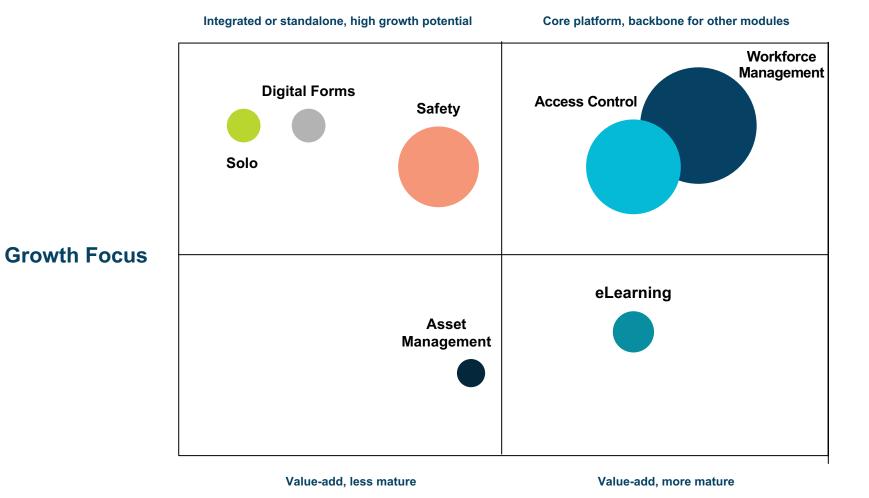
Compound Annual Growth Rate

Prior Year Total Revenue, assumes net zero churn

^{3.} Includes incremental-to-base revenue generated from post-acquisition control

Revenue contribution by product module, multiple growth levers



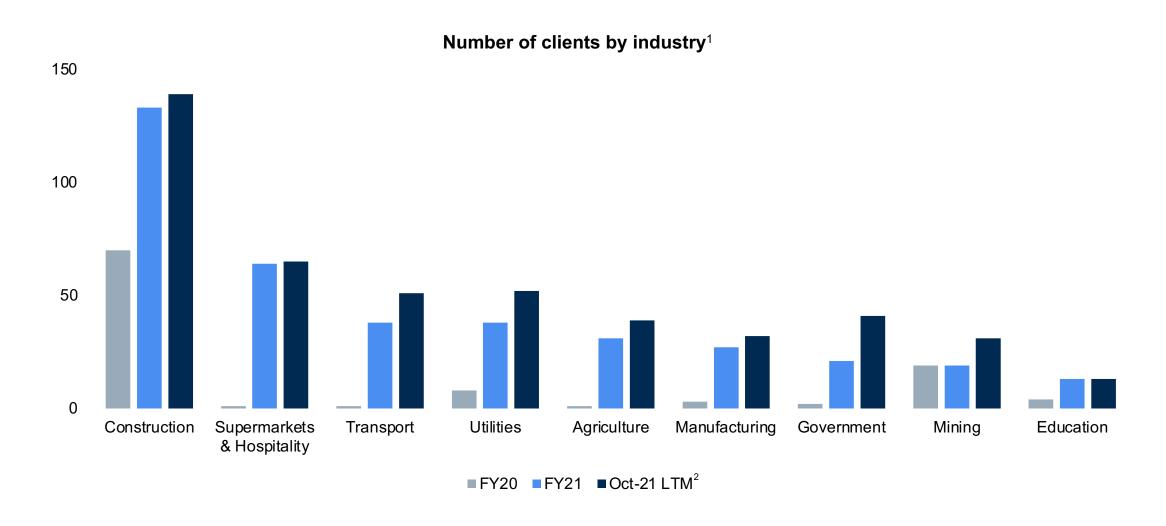


Relative Maturity

Client growth is coming from a diverse range of industries



Opens up new sources of revenue growth and reduces sector-specific macroeconomic risk



^{1.} Select, approximation, as at 30 June 2020, 30 June 2021 and 31 October 2021

Last Twelve Months ending 31 October 2021

M&A remains a core growth strategy



Damstra has acquired seven companies in the last four years, from small private businesses to listed entities on the ASX

What do we look for in an acquisition target?	Our ideal M&A target profile
 We have three core principles to identify a suitable target Product – enhances or accelerates our EPP proposition People – emphasis on cultural and integration fit Traction – products must be commercialised to some degree 	 1. Adjacent and complementary technology Enhances Damstra's module suite and the EPP Accelerates delivery of our innovation pipeline Brings products that can scale internationally
 Our secondary filters i. Provides entry into new markets, be it geography or new verticals ii. Establishes new client and cross-selling opportunities → increased network effect iii. Accelerates the convergence of technologies that can scale internationally iv. Acquires organisational capability 	 2. Organisational capability Increases organisational capability, particularly in R&D Helps to build out an international organisation Synergies can be extracted 3. Client lists Market consolidation Accelerate international growth Cross sell target modules to Damstra client base

We have a demonstrated track record of successfully integrating acquisitions that have accelerated our Enterprise Protection Platform strategy

Reflecting on our M&A strategy



Reflection has reinforced the benefits of the strategy

What has gone well	Reflections
 Acquiring products/modules is faster than developing them ourselves. Each product acquisition has accelerated and helped to create the EPP proposition Acquired products have fulfilled the expected client needs Several Damstra senior leaders have come from acquired companies Significant majority of acquired clients have been retained Cash synergies have generally been higher than expected Integration has generally gone well Implemented a centralised infrastructure and global approach 	 Technical integration can be done, but for some products it is a long process when there is multi-year technical debt Optimal results are achieved when acquired products strongly relate to core offerings we already have Talent acquired has been positive overall, and organisational changes are generally required It is optimal when senior management possess a strong technical background Buy or build - we estimate it would have cost more to build the acquired products from the ground up

We have a demonstrated track record of successfully integrating acquisitions and delivering value. Our M&A strategy continues to evolve, and is much more than simple revenue acquisition

Detailed overview of our recent key acquisitions



	Velpic (rebranded as eLearning)	Scenario (rebranded as part of Workforce Management)	APE (rebranded as Digital Forms)	Smart Asset (Rebranded as Asset Management)	Vault (Rebranded as Solo and Safety)	TIKS
Completion date	May-19	Dec-19	Feb-20	Jun-20	Oct-20	Oct-21
Base Revenue ¹	\$0.7m	\$1.3m	\$1.3m	\$0.4m	\$4.6m	\$4.1m
Strategic rationale	 Accelerate the development of an integrated learning platform into workforce management 	Consolidate a small Queensland competitor	 Accelerate the addition of a forms module, which is the backbone of our workflows strategy 	 Create an assets module integrated into workforce management 	 Acquire a mobility product Accelerate Safety proposition to the market 	 New verticals and partnership capability Talent, founder and technical team
Key success measures	 FY21 Revenue related to this product is more than double its Base Revenue, and is on track for a further increase in FY22 	 Key component of expanding into Queensland with a major client 	Significant increases in licenses, current roll out to key clients will increase revenue	FY21 Revenue related to this product increased by 50% compared to its Base Revenue	 \$6.7m revenue contribution in FY21 accounts Significant increase in users 	• TBC
Positives	 Implemented as a core offering as part of workforce management solutions 	Key clients retained	 Foundation module for our workflow management strategy Uptake across key clients 	 Product is in the process of being deeply integrated Product functionality is high 	 Enterprise platform merged with Damstra product and relaunched as Damstra Safety Strategically, there is high client interest in Safety, Forms and Learning as a bundle of solutions 	 New module, permit to work Strongly placed in the global partnership space High quality development team
Reflections	Time needed to retire the brand	 No product addition benefit, which was expected No executive talent acquired 	• Nil	 Intrinsic growth has not been as strong as hoped 	• SurePlan dispute ²	• Nil

^{1.} Standalone Revenue of the acquired company in the fiscal year immediately prior to the fiscal year in which it was acquired

2. Please refer to the FY21 Financial Results announcement released on 26 August 2021 for further information

PRODUCT OVERVIEW



Our product lexicon continues to evolve



Simplifying our product names to increase client understanding and engagement

Investment Protection:



Prepared People



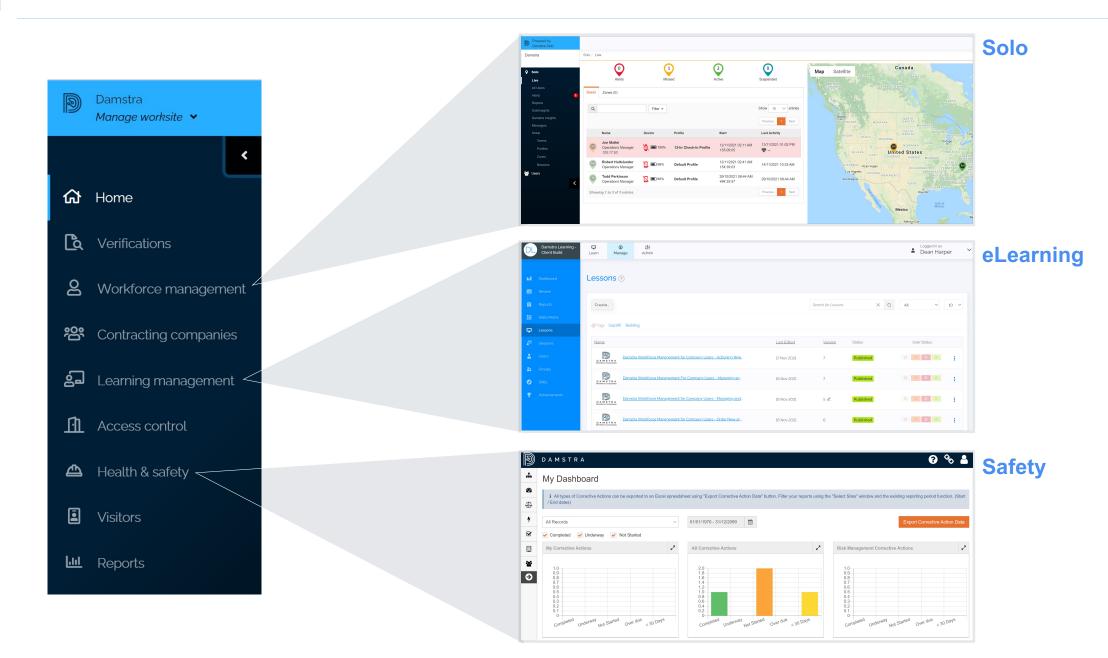




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Name	Current name	Also known as	Description
Enterprise Protection Platform	Enterprise Protection Platform	EPP	Designed to automate security, health and safety, training, and contractor management across all operations, while retaining and optimizing user's existing software investments
Workforce Management	Damstra Workforce Management	TWMS	Contractor portal, worker & supplier registration, documentation verification, time & attendance, inductions
eLearning	Damstra Learning	Learning Management	360 virtual reality, training needs analysis, course development, inductions
Solo	Damstra Solo	Connected Worker, Lone Worker, Solo Drive, Solo Satellite	Wearables, crisis management, biometrics, fall detection, check-ins, alerts, duress & panic alarms, Solo mobile, beacons and geofencing
Solo Drive	Solo Drive		Collision detection, driver behaviour monitoring – sold separately from Solo
Access Control	Damstra Access Control		Terminals, thermal cameras, alcohol & drug testing, badge reader & printing, turnstiles, gates & doors, visitor management, evacuation & muster
Digital Forms	Damstra Forms	HSE Management	Safety audits, incident & hazard management, SWMS & RAMS, pre-starts and toolbox talks
Safety	Damstra Safety		Governance, risk, compliance, claims, mobility
Predictive Safety Analytics	Damstra Predictive Analytics		Artificial intelligence solution that uses data analytics to drive the identification and visualisation of risks associated with people, workplaces, assets and information
Insights	Damstra Insights (white labelled)		In-vehicle connectivity, reporting, BI
Asset Management	Damstra Asset Management		Track assets, plant service/maintenance and equipment calibration schedules
Intelligent Workflows	Damstra Intelligent Workflows		Digital forms, training according to title, creates workflows, part of EPP

EPP has been enabled by our acquisition and development strategy





Product overview: our core contractor management portal

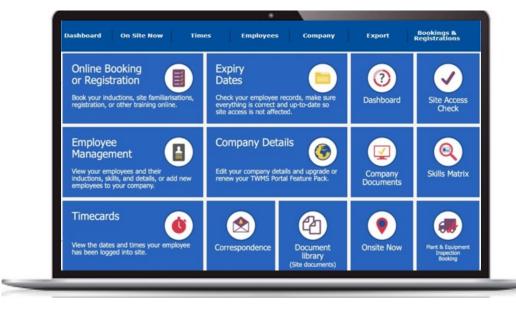


Online induction management

Allows the client to create and deliver online induction training courses and site inductions for its employees and contractors.

Time and attendance onsite

Damstra issues site access cards (or links to the client's) allowing only compliant workers to access the site



Online supplier registration

Contracting companies register online and upload all the information and documentation the client requires, allowing Damstra to verify and approve a supplier

Online worker registration

Workers and contractors are able to upload all the information and documentation the client requires to verify and approve a worker

Independent verification

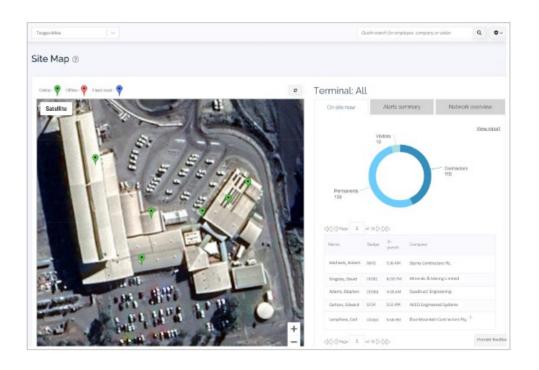
Damstra independently verifies all documents and certifications provided by contracting companies, suppliers and workers to verify the skills and competencies of the contractor.

Product overview: examples of our platform in action



Time and attendance onsite

Compliant workers are permitted to enter the site via access control hardware terminals. Entry is recorded via swipe card or biometric passthrough. Enables a real-time view of site attendance.





Track and protect individual workers onsite

Their location is tracked through geo-fenced zones via Solo mobile or wearable devices. Worker safety is monitored and protected via fall detection, distress beacons and instant notifications.



Product overview: examples of our platform in action (continued)



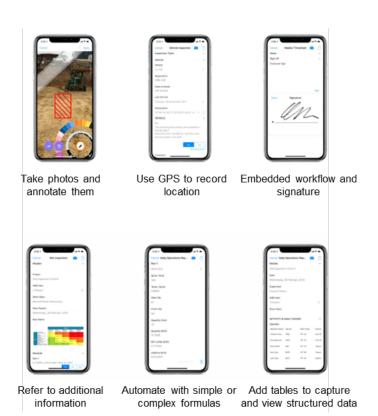
Digital Forms

Damstra captures and manages an organisation's data in real-time, enabling everyone in the field and in the office to know what is going on, make better decisions and get more done.



Mobile site management

Workers benefit from consistent information, greater collaboration and progress monitoring, reduced cost of rework and improved safety and compliance on-site.



FY22 OUTLOOK



FY22 guidance



Updated revenue guidance of \$30m - \$34m

Previous Guidance	Updated Guidance
Revenue • \$35.9m – 38.9m • 31% – 42% YOY¹ Growth	 Revenue \$30m - 34m 10% - 24% YOY Growth 21% - 37% YOY Growth excluding Newmont
EBITDA Margin² • 22.5% − 25%	EBITDA Margin² ■ 15% – 20%
	 Assumptions: Nil revenue contribution from Newmont for the remainder of FY22 Nil revenue contribution from the UK business in FY22 Lower end of guidance assumes minimal new business
	 TIKS acquisition performs at FY21 levels Nil revenue from the New Zealand contractual dispute

2. Excludes non-cash share-based payments

Year-over-year

