

# FY23 RESULTS

JANUARY 2023




**Aspermont**

*Information for Industry*

[www.aspermont.com](http://www.aspermont.com)

ASX:ASP | FRA:00W | TDG:00W

# Fast Facts

KEY NUMBERS	AUDIENCE STATISTICS	SUBSCRIPTION METRICS
<b>\$2m</b> EBITDA	<b>Decision Makers</b> Paid subscriptions base	<b>2K</b> Average Revenue Per Unit
<b>\$3m</b> Net Liquidity	<b>240K</b> Monthly Active Users	<b>\$11m</b> Annual Recurring Revenue
<b>\$19m</b> Revenue	 <b>Aspermont</b> <i>Information for Industry</i>	<b>15x</b> Unit Economics
<b>57%</b> Gross Margins	<b>3m</b> Total Digital Users	<b>96%</b> Net Retention Rate
<b>\$20m</b> Market Capitalisation	<b>8m</b> Contacts Database	<b>\$68m</b> Lifetime Value

## The Aspermont objective

“Enable business to dig deeper and make better decisions for a brighter future”

Aspermont is a global leader in business-to-business media providing timely, independent, and high value content

We bring together communities to collaborate, solve problems and find innovative breakthroughs for some of the most pressing challenges the world faces today

We are proud, to serve industries which are critical to both sustain and improve our quality of life

**Aspermont:** Information for industry

# Aspermont is the leading media services provider to the global resource industries

Aspermont (ASX:ASP, FRA:00W) has over 30 industry leading B2B media brands, that serve the global mining, energy and agricultural sectors. Collectively these publications have over 560 years of brand heritage and provide a comprehensive database of resource sector information and contacts.



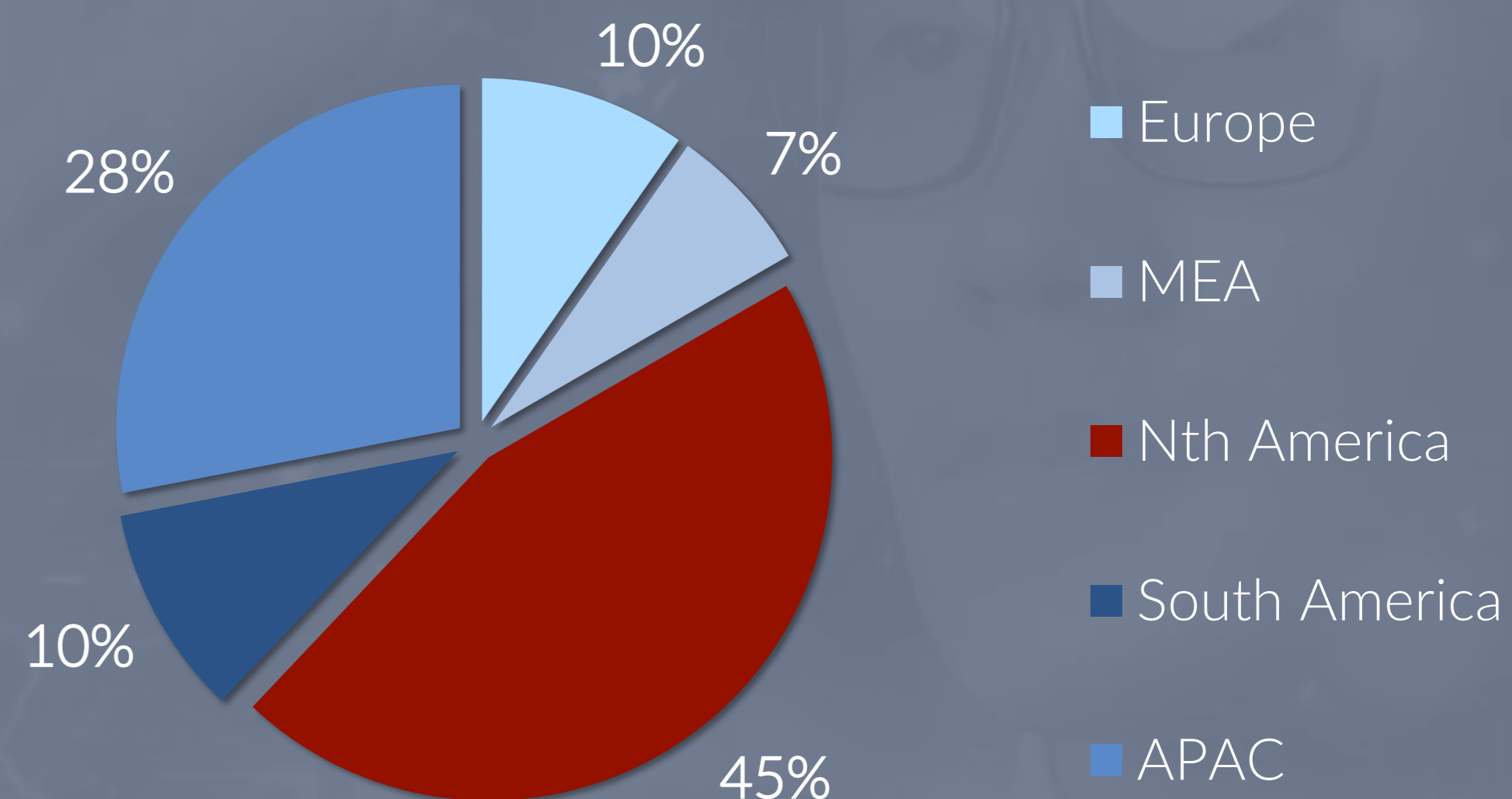
Aspermont produces timely, independent and high value content for a global audience of over 3 million users across 190 countries.

Aspermont also provides targeted marketing solutions for its blue-chip client base.



Aspermont is listed on the Australian Stock Exchange, the Frankfurt Stock Exchange and other European exchanges. Aspermont has offices in the United Kingdom, Australia, Brazil, USA, the Philippines, and Singapore.

## 8 million Board and Senior Management Contacts In Mining, Energy & Agriculture



190  
Countries

3m  
Digital Users

# Aspermont has a unique value proposition

## **Brand**

Our 560 years of combined brand heritage has built unequalled audience trust. This trust enables market collaboration to ensure a high success rate in launching new products.

## **Operational**

Our de-centralized structure and scalable human resources facilitate rapid launch of new products while controlling investment risk.

## **Leadership**

Our Tier 1 executive team has extensive C-suite experience at blue chip companies. Management remuneration is aligned with shareholders via LTIP's.

## **Intellectual**

We continue to develop unique IP in processes and business models that are enabled and advanced by technological leaps.

## **Industry**

Aspermont engages with 8 million board and management executives across mining, energy and agriculture. We have a leadership role for presenting on macro issues.

## **Scalable**

Aspermont's scalable XaaS models deliver high margin recurring revenue streams scalable to sector languages and geographies.

## **Financially**

We have a strong balance sheet and reinvest from cash flow to generate new organic and inorganic growth

## **Competitive MOAT**

Our evolving brand heritage, IP and audience-client ecosystem are continually extending barriers to entry for potential competitors

## **Ambition**

The scale of our opportunity require high levels of ambition and our management and operating teams have that in spades

# Experienced leadership team, aligned with shareholder interests



**Ajit Patel**

Chief Operating Officer



**Alex Kent**

Group Managing Director



**Josh Robertson**

Chief Marketing Officer



**Leah Thorne**

Group People Director



**Matt Smith**

Chief Commercial Officer



**Nishil Khimasia**

Chief Financial Officer

**8.8**  
**years**  
average  
managemen  
nt tenure

**14%**  
combined  
management  
share holding

**Shared**  
**Expertise**  
marketing  
technology  
subscriptions  
data

Ajit has more than 35 years of experience in the media industry, working across print and digital media, events, and market research. Before joining Aspermont in 2013, he worked for Incisive Media in London, where he was responsible globally for infrastructure, software development, online strategy, vendor management and large-scale systems implementation and prior to that he was the CTO for VNU (now Nielsen). Ajit is responsible for Aspermont's online strategy implementation alongside managing the technology, data, content and subscriptions functions across the group. His role reflects the Group's priority to further strengthen its online presences and internal system

Since joining the company in 2007, Mr Alex Kent has worked across all divisions of Aspermont, building an extensive knowledge of its product portfolio and been a key driver in the overall business vision. He held executive roles in both marketing and digital strategy prior to becoming Managing Director.

Mr Kent previously graduated through Microsoft's Executive Academy and with a double honours degree in Economics, Accounting and Business Law.

Josh is our Chief Marketing Officer. He joined the company in 2023 and oversees the marketing, brand, creative and communications functions. He has over 15 years' experience at some of the largest independent and network global agencies having previously held senior leadership positions with Havas, Publicis, Dentsu. Most recently he was the Chief Marketing Officer at VCCP.

Leah joined Aspermont in 2018 with 18 years of HR experience. She had previously held HR functions at several technology start ups supporting their establishment as efficient long-term businesses.

She was responsible for European Talent development at Activision Blizzard focusing on both leadership development and the digital transition.

Leah is responsible for Aspermont's People Strategy across our international network to support a phase of incremental growth.

Leah has an advanced CIPD award (level 7) in Learning and Development.

Matt is our Chief Commercial Officer, who leads the commercial services and global events divisions. He previously held leadership positions at IDG where he centralized and led the global data and demand generation business, securing significant revenue and profit growth through new data driven services over a 10-year period. Matt joined Aspermont to spearhead new revenue growth channels through deeper market engagement and introducing a solution driven culture across our global sales and events teams.

Nishil is our Group Chief Financial Officer. He has been with the company since 2016 and oversees the financial functions of the business. He previously held leadership positions with Equifax and was involved in developing its European presence both organically and inorganically. Nishil is a fellow of the Institute of Chartered Accountancy England & Wales, received his BCom from University of Birmingham and has a Marketing Diploma from Kellogg School of Management.

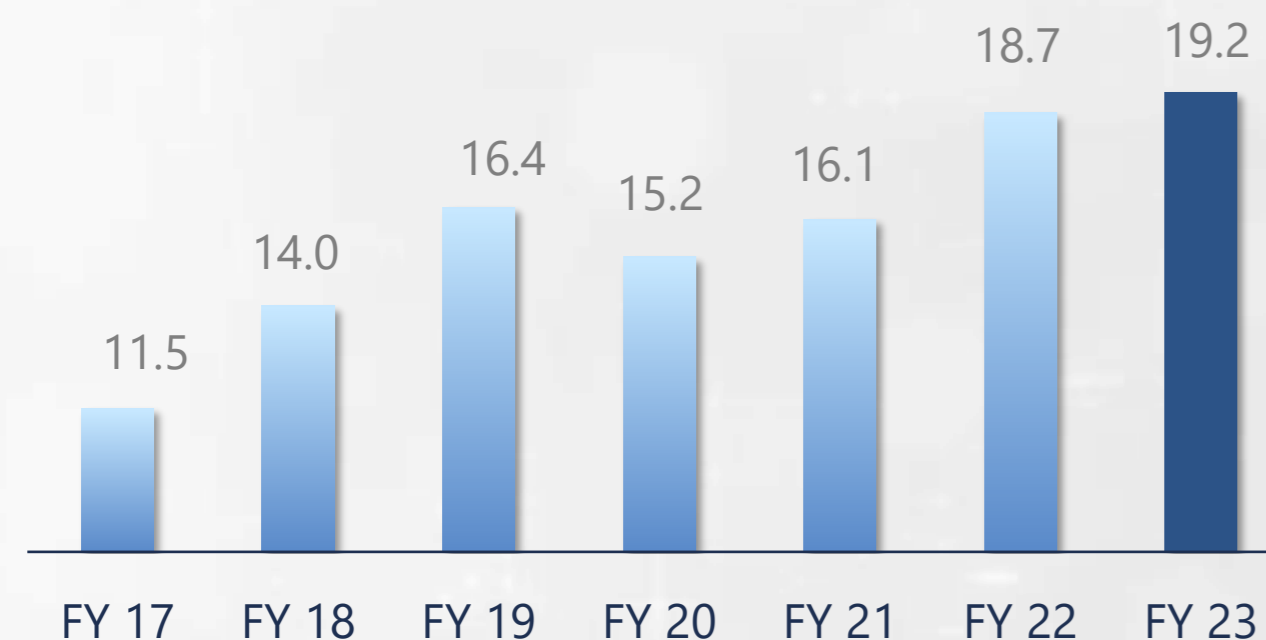
# FY23 Financial Highlights

Period Ended 30 <sup>st</sup> September	FY23	FY22	FY17	1 Year Growth	6 Year CAGR
<b>Total Revenue</b>	<b>\$19.2m</b>	<b>\$18.7m</b>	<b>\$11.5m</b>	<b>+3%</b>	<b>+9%</b>
Recurring Revenue	75%	75%	68%	-%	+2%
Gross Profit	\$11.1m	\$12.0m	\$5.3m	-8%	+13%
Gross Margins	57%	64%	53%	-7%	+4%
EBITDA	\$0.5m	\$2.3m	(\$2.1m)	-80%	+178%
<b>Normalised EBITDA</b>	<b>\$1.7m</b>	<b>\$2.8m</b>	<b>\$0.1m</b>	<b>-39%</b>	<b>+75%</b>
Cashflow from Operations	(\$0.6m)	\$1.4m	(\$5.0m)	-142%	+30%
NPAT	(\$1.7m)	(\$0.4m)	(\$1.3m)	-298%	-4%
<b>Normalised NPAT</b>	<b>\$0.8m</b>	<b>\$0.6m</b>	<b>(\$1.2m)</b>	<b>+28%</b>	<b>+183%</b>
Cash & Cash Equivalents	\$4.0m	\$6.6m	\$1.3m	-39%	+21%
Net Liquidity	\$2.8m	\$4.7m	(\$1.7m)	-40%	+209%

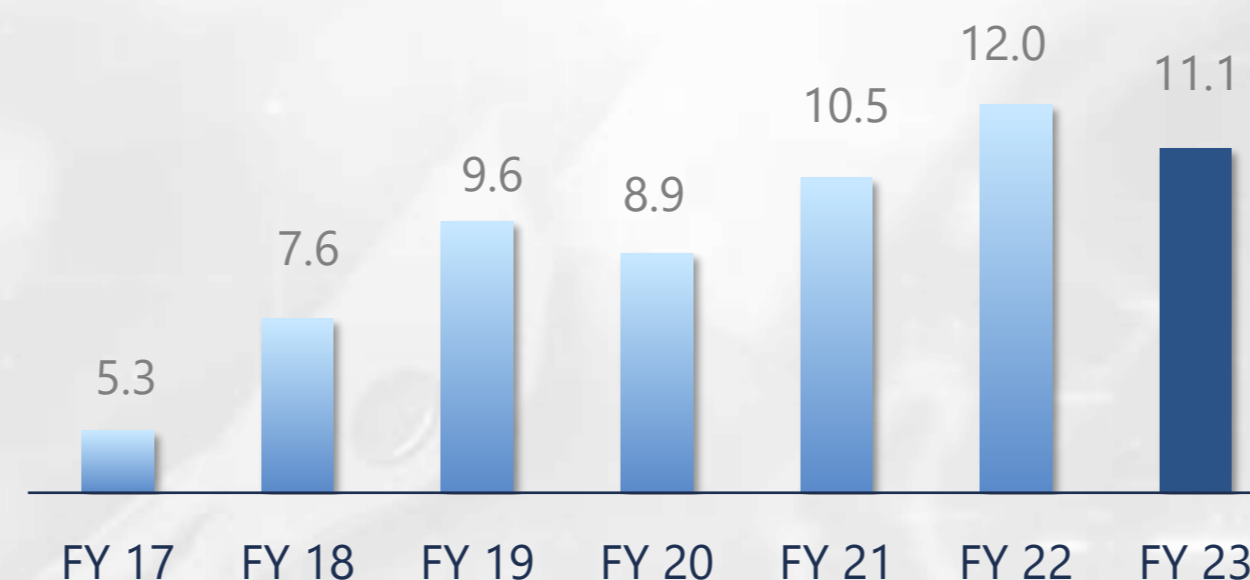
(1) New management took over Aspermont in FY15 and FY17 marked the financial turnaround. This is why we use this year as a comparator

# Self-funded and able to generate long term organic growth

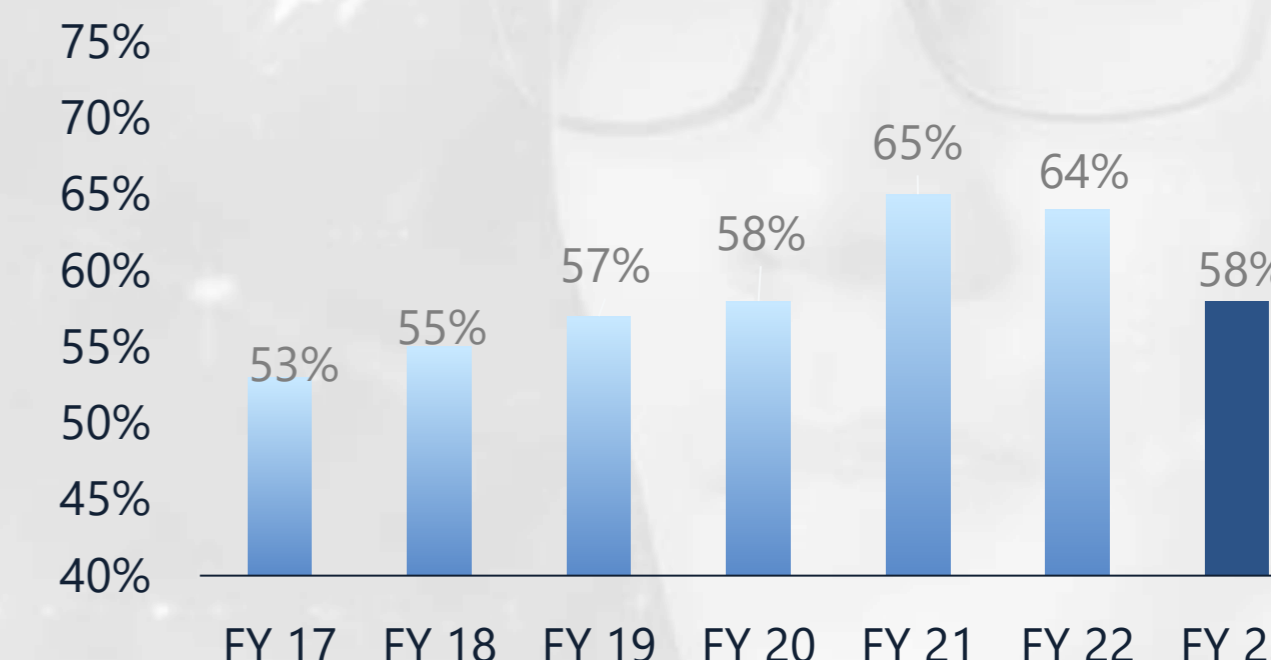
Revenues (A\$m)



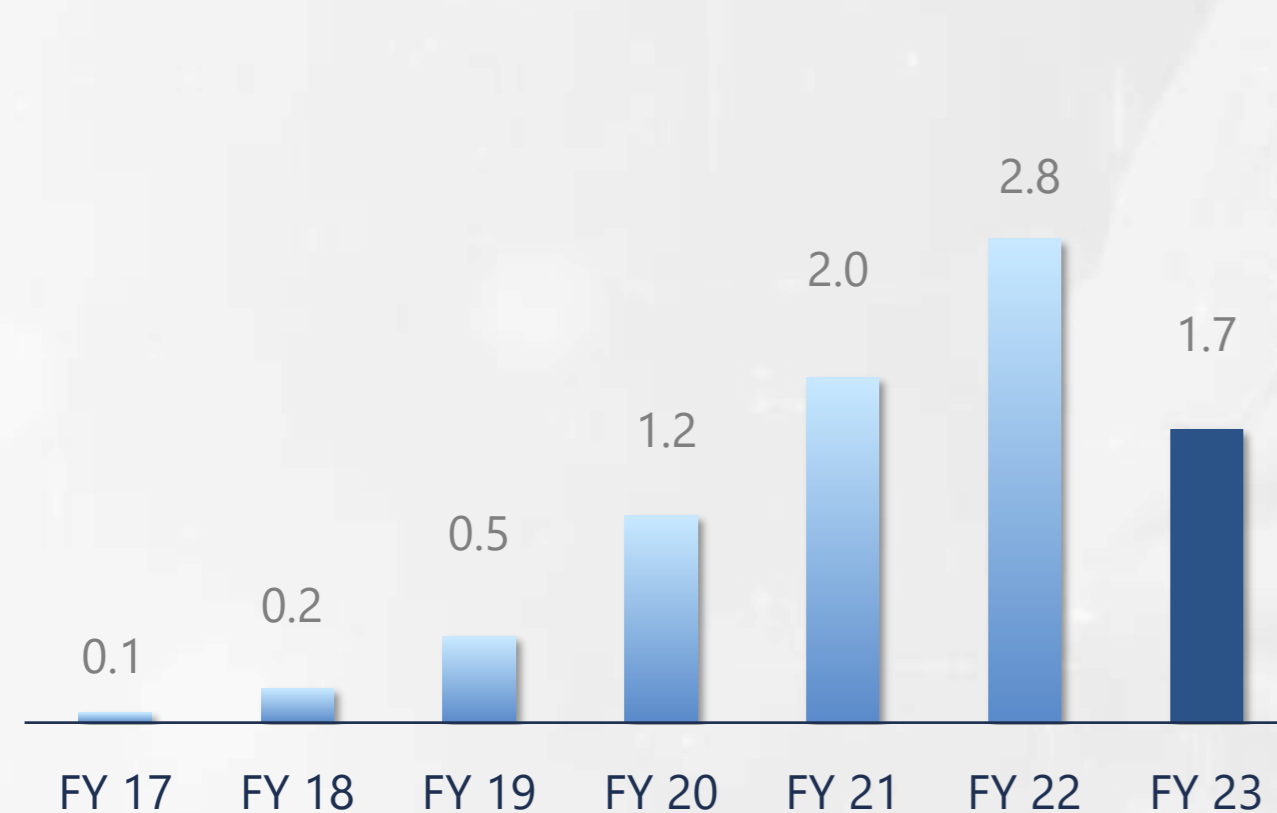
Gross Profit (A\$m)



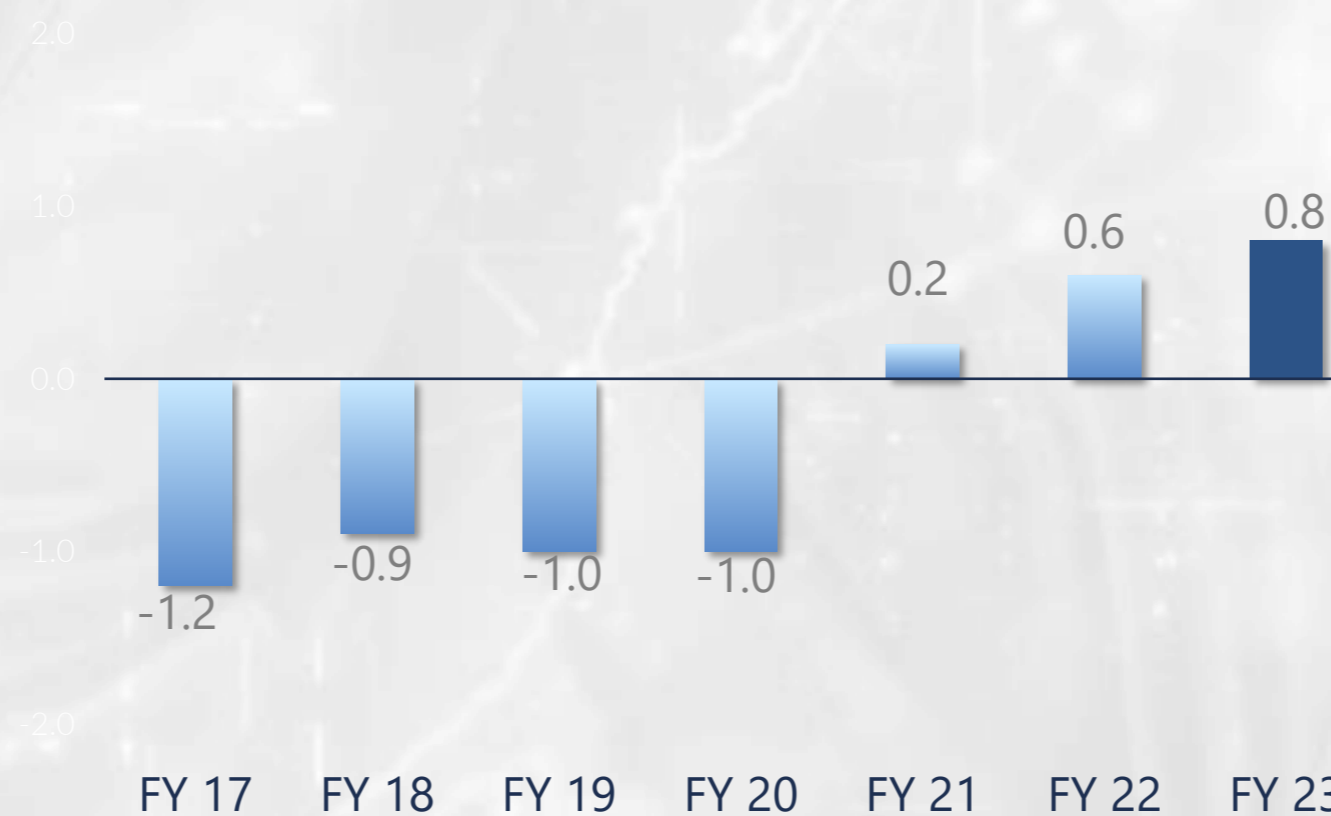
Gross Margin %



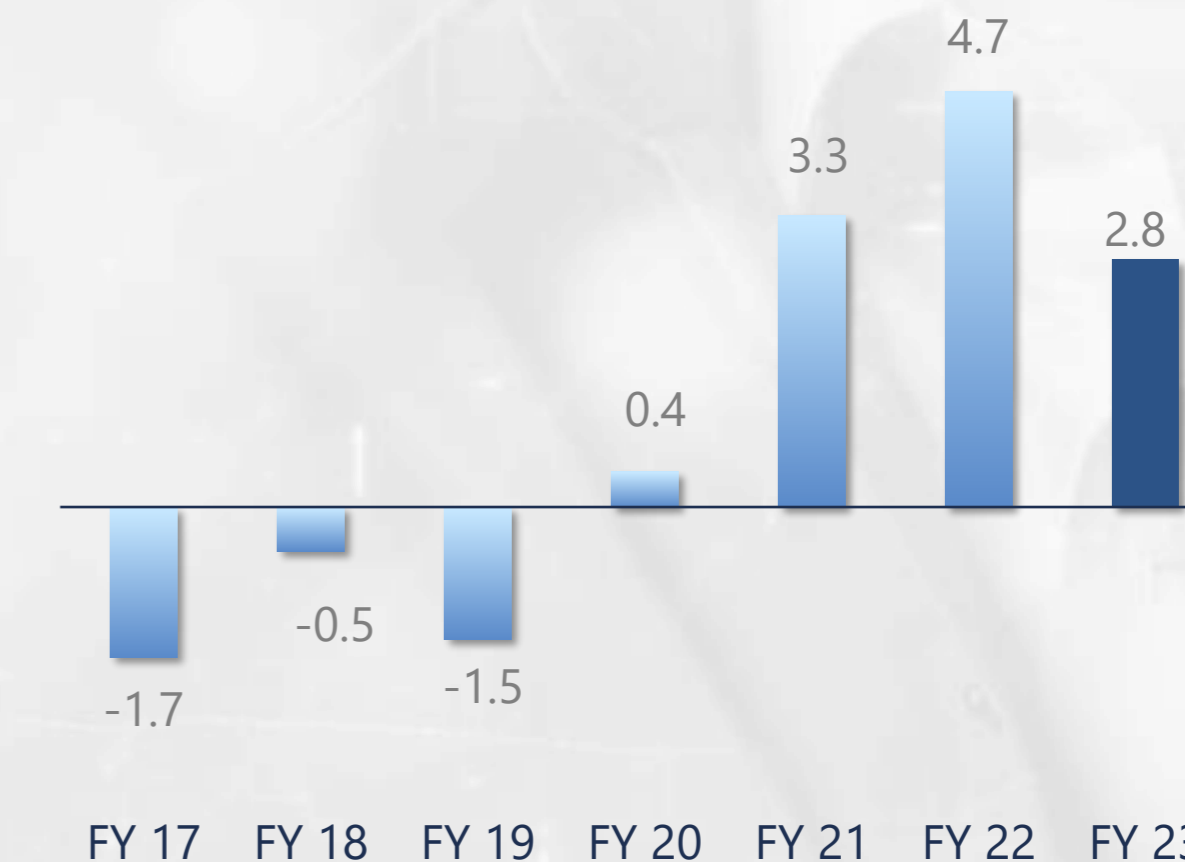
Normalized EBITDA (A\$m)



Normalized NPAT (A\$m)



Net Liquidity (A\$m)

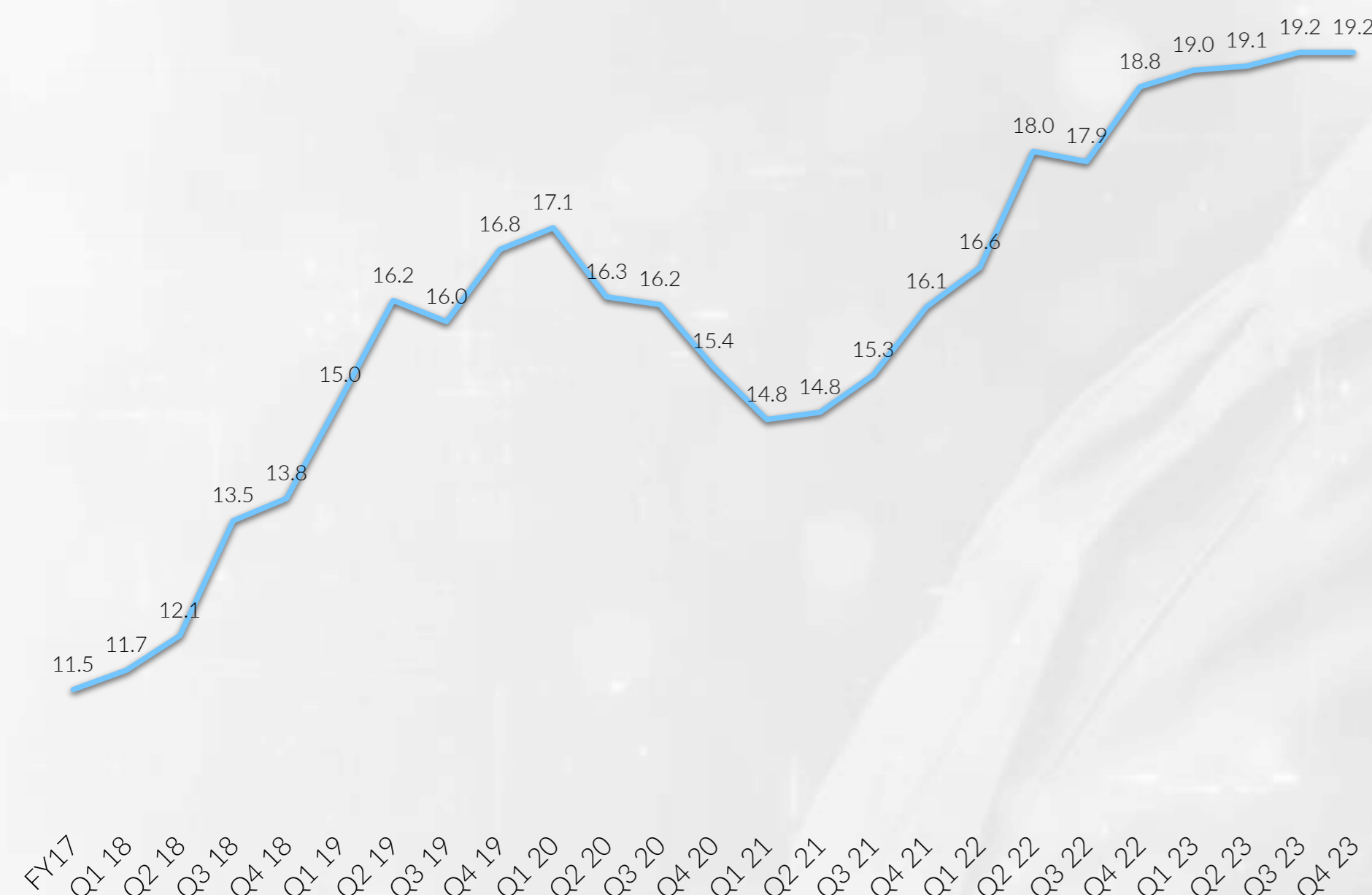




# Revenue

**Solid +3% overall Revenue growth**  
despite market challenges and legacy product shutdowns

Revenue - Trailing 12 months (AUD\$m)



Period ended 30 September 2023	FY23	FY22	Change
Audience Revenue	\$9.5m	\$8.7m	+9%
Client Revenue	\$9.7m	\$10.0m	-3%
<b>Total Revenue</b>	<b>\$19.2m</b>	<b>\$18.7m</b>	<b>+3%</b>

**Strong 9% improvement in Audience Revenue** maintains long term growth consistency

**3% decline in Client Revenue** impacted by:

- \$1.2m decline in advertising revenue
- \$1.0m shutdown of legacy products with low revenue quality

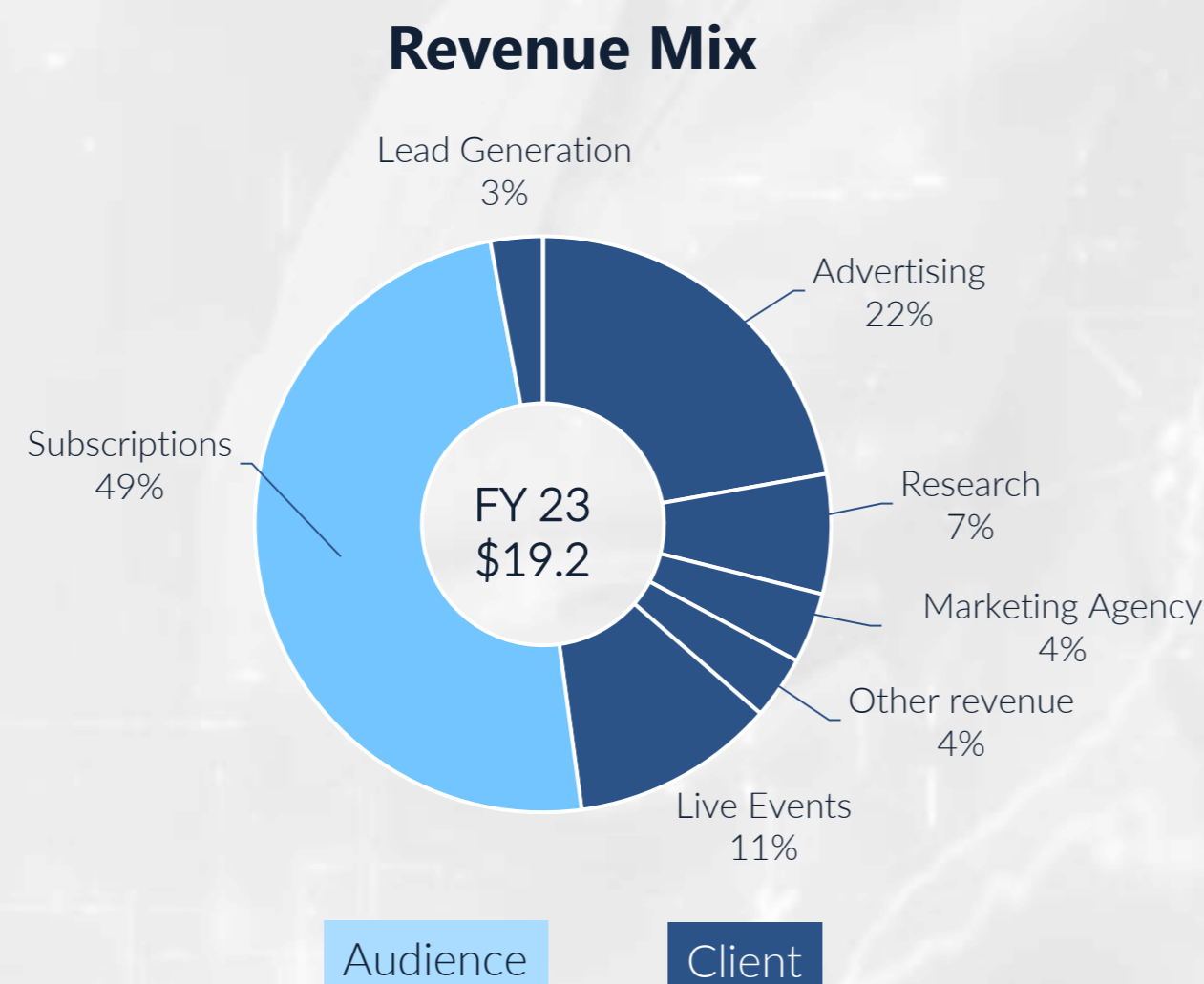
*"Aspermont's revenue growth performed well in challenging conditions for advertising and other marketing services in general. Continued focus on building revenue quality over FY24 should see continued resilient growth".*

# Revenue Quality & Diversification

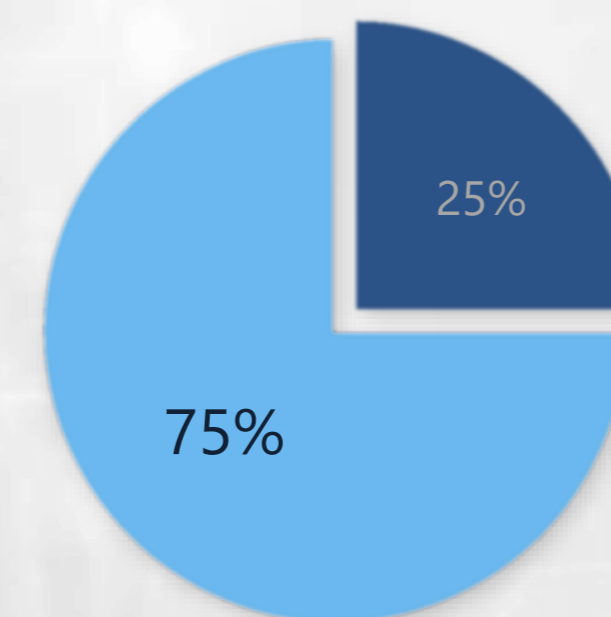
Revenue Quality (RQ) = recurring, resilient and high margin revenue

	Recurring	Market Resilience	Margin	RQ
Subscriptions	High	High	High	●
Advertising - Digital	Medium	Low	High	●
Marketing Agency	Medium	Medium	Medium	●
Events	Medium	Medium	Medium	●
Advertising - Print	Medium	Low	Low	●

- Aspermont has gradually been lifting its overall recurring revenue % as it has developed over the last few years
- Revenue diversification keeps the business well hedged and new income areas, such as lead generation and marketing agency, have offset decline in legacy advertising

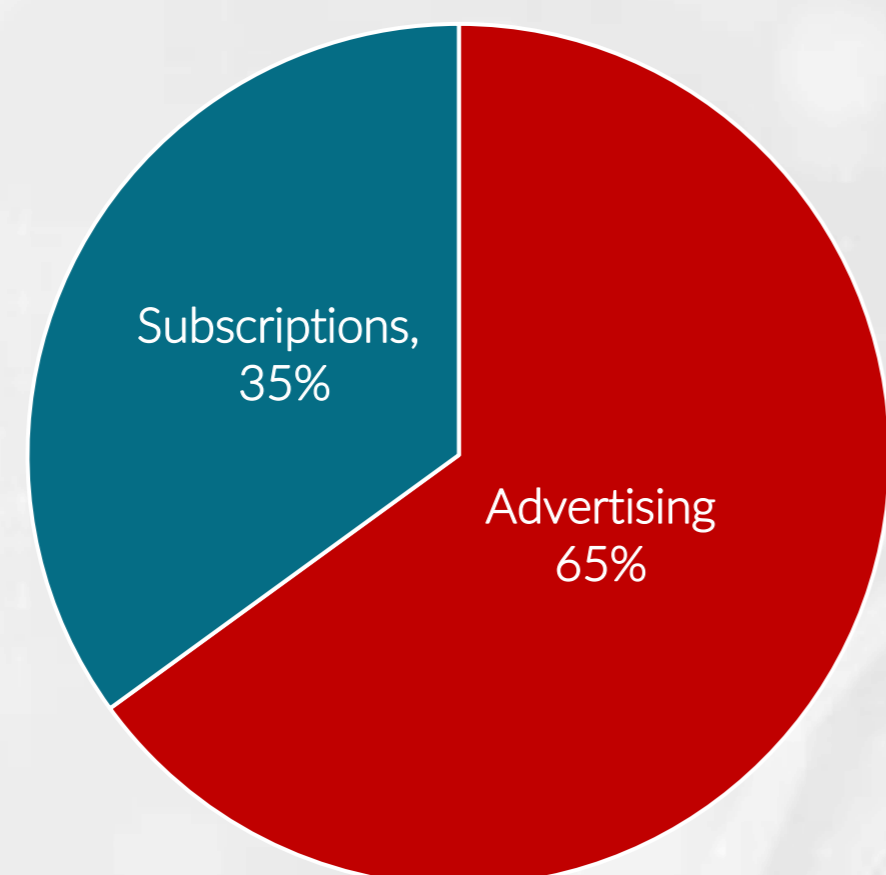


75% recurring revenue FY 23

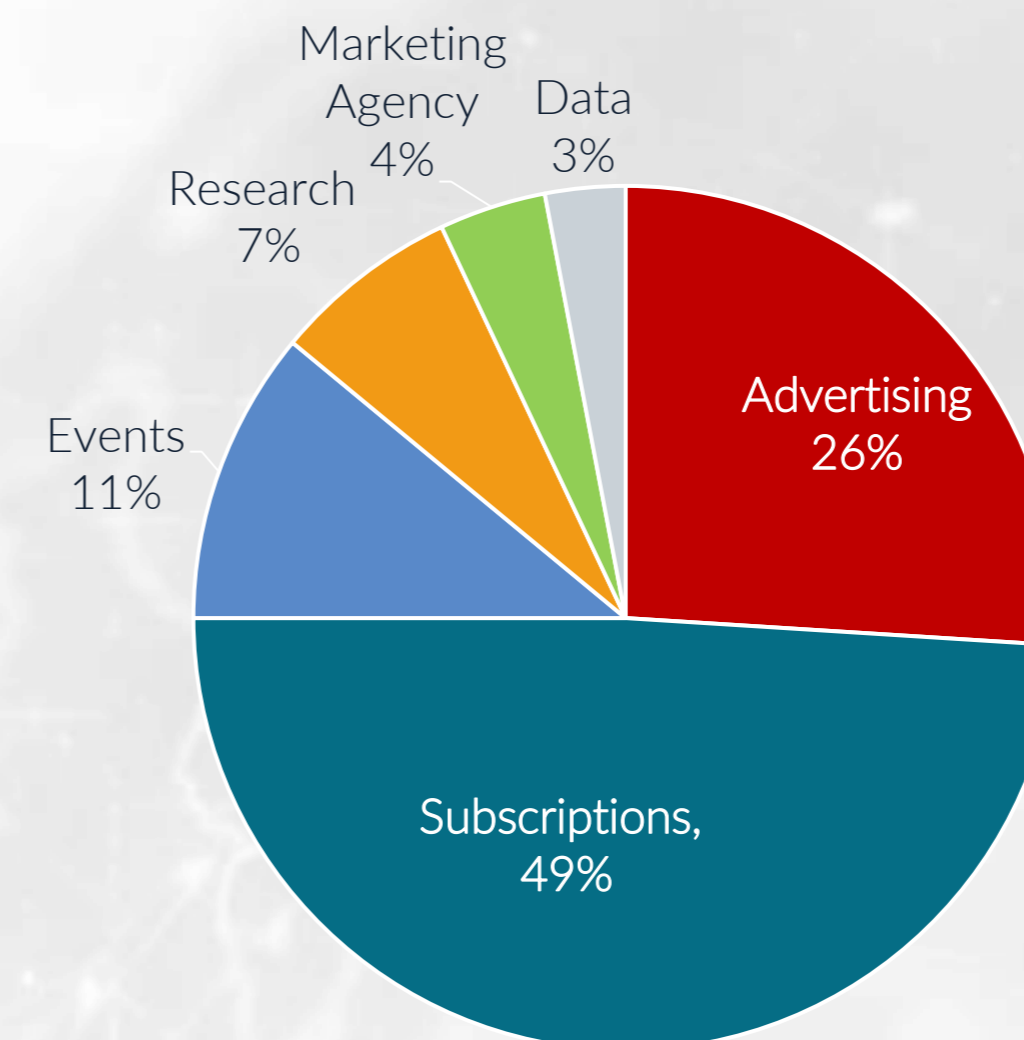


# Aspermont's only constant is change

## Revenue Composition



FY16 Total revenue = \$12.5m



FY23 Total revenue = \$19.2m

- Over the last few years Aspermont has transitioned from a low to high RQ business.
- This improvement in RQ has strengthened the business, expanded its margins and reduced income volatility.

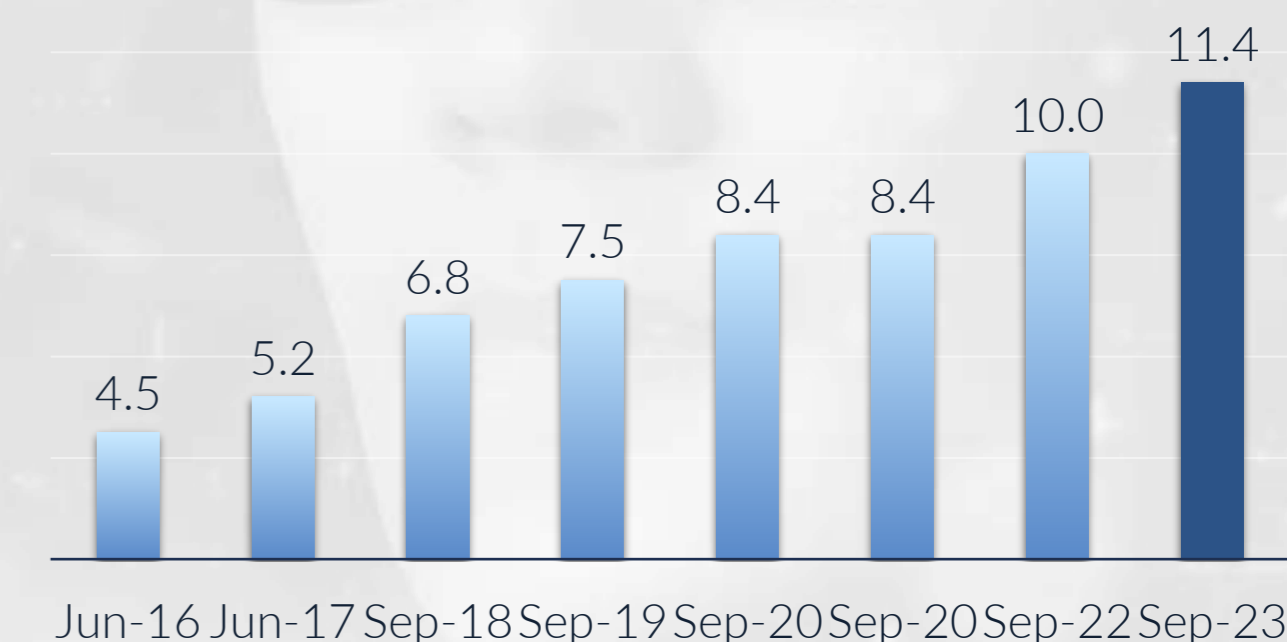
# Subscriptions Focus

Aspermont’s subscriptions-based Audience model has delivered growth and scalability over 23 consecutive quarters

CaaS Metrics	June 16	Sept 23	CAGR
Digital Users	1m	3m	+15%
Monthly Active Users	115k	240k	+11%
Average Revenue Per Unit	\$0.6k	\$2.0k	+18%
Annual Recurring Revenue	\$4.5m	\$11.1m	+14%
Volume Renewal Rate	73%	83%	+10bps
Net retention rate	82%	96%	+14bps
Unit Economics	18:1	15:1	-4%
Lifetime Value	\$16m	\$68m	+21%
Financials			
Revenue	\$3m	\$9.5m	+17%
Gross Profit	\$1.4m	\$6.3m	+23%
Gross Profit Margin	47%	67%	+20bps

- Increasing focus on premium content driving ARPU by 28% over last 12 months
- Model scalability well proven by expanding profit margins to 67%.
- Subscriptions revenues compound annual growth of more than 17% for seven years in a row.
- **Lifetime Value of existing subscription more than 3x market capitalization of company.**

Annual Contract Value (ACV) A’\$m

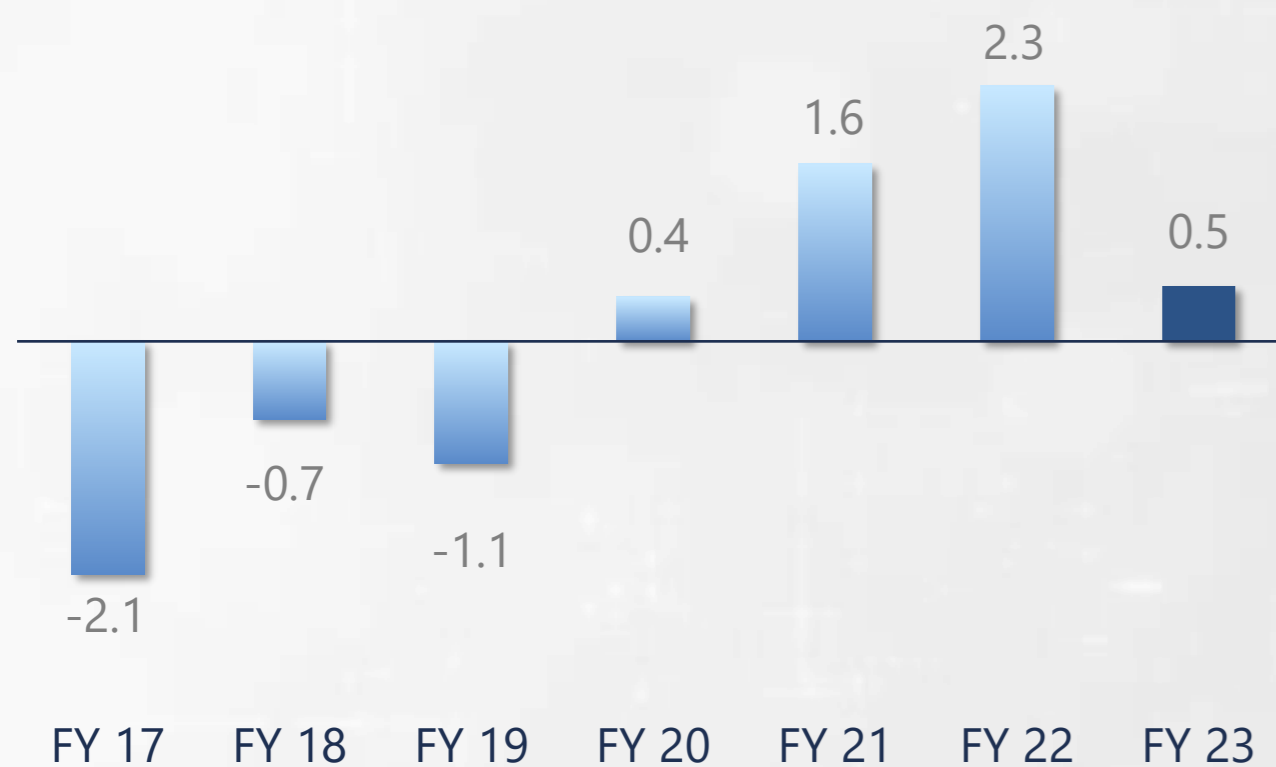


Average Revenue Per Unit (ARPU)

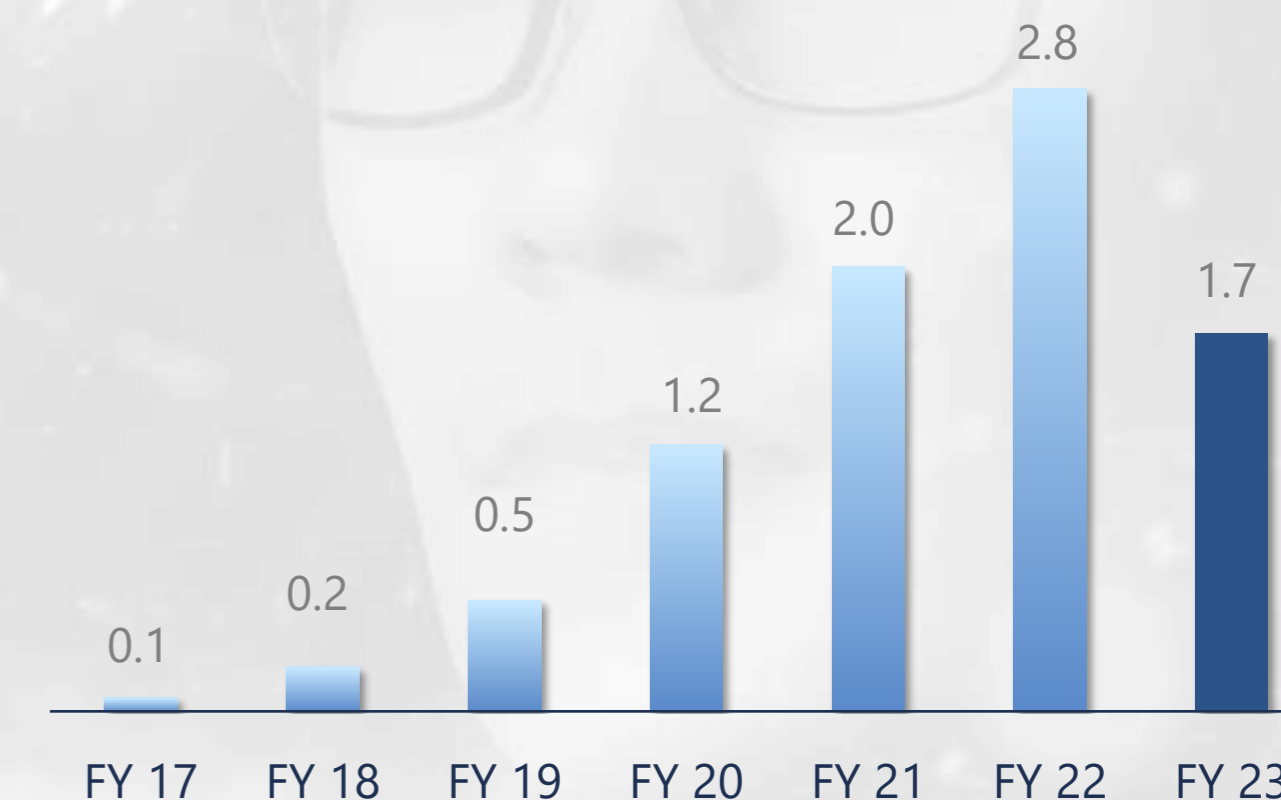


# Earnings

Reported EBITDA (A\$m)

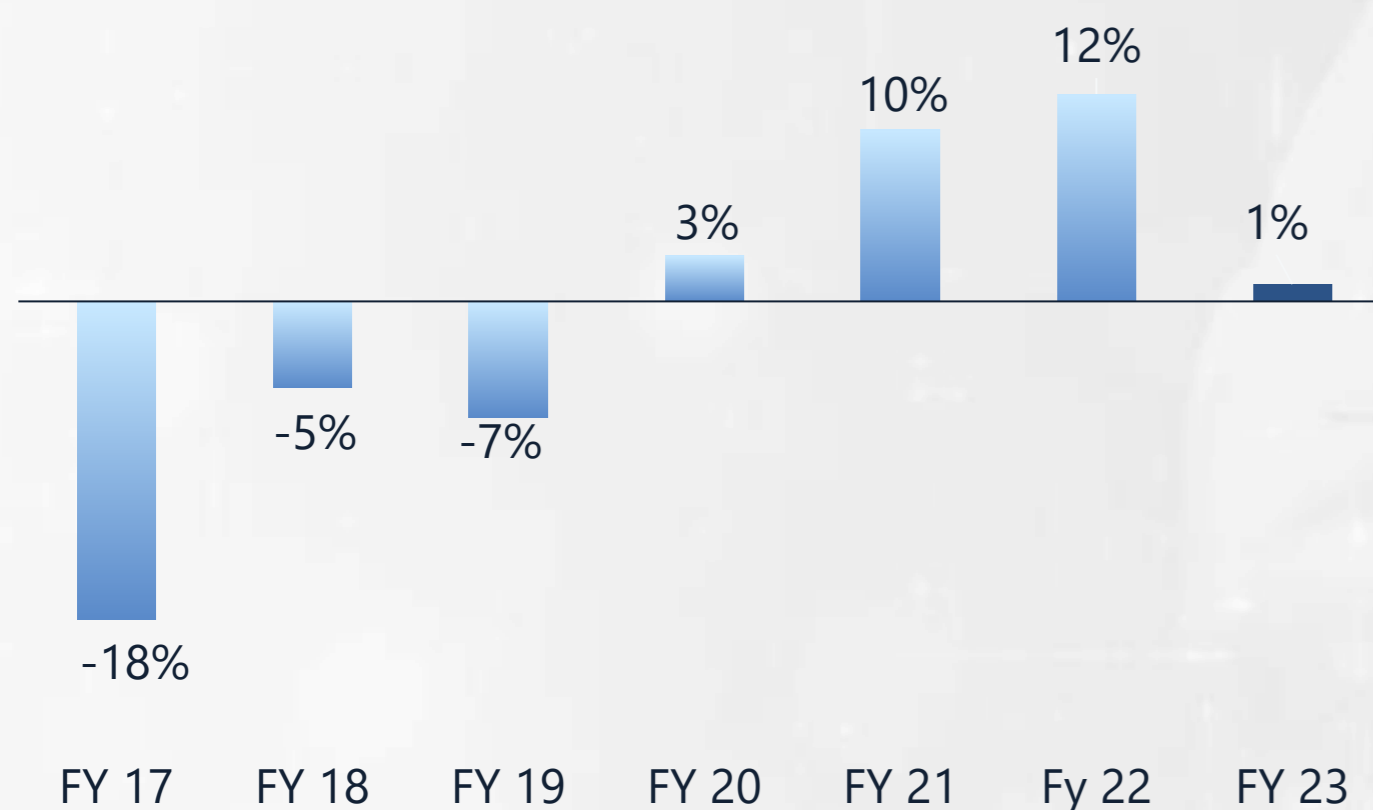


Normalized EBITDA (A\$m)

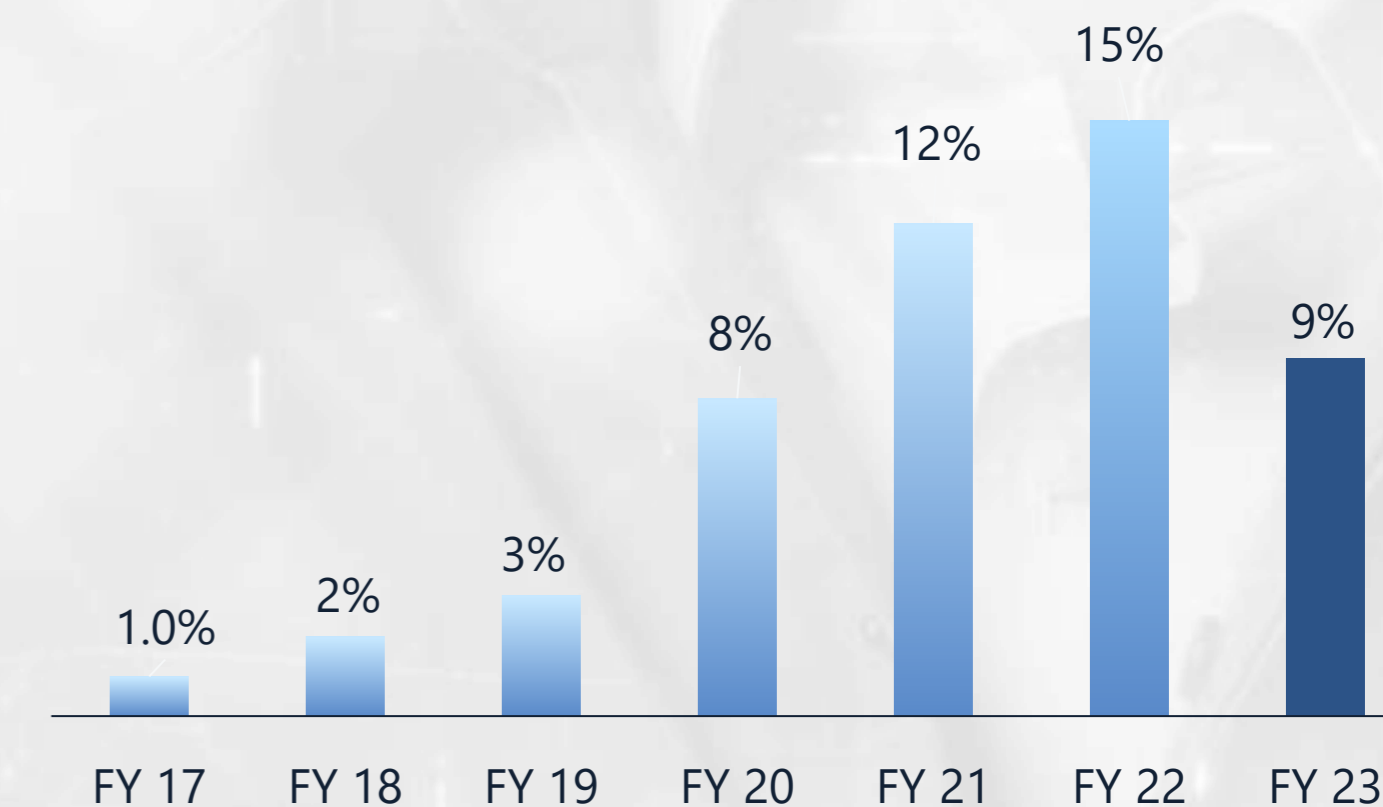


- FY23 guidance for negative EBITDA, owing to our inward investment program.
- Mid-year calibration of our investment program taken due to adverse market conditions.
- **\$0.5m and \$1.7m Reported and Normalized EBITDA delivered.**
- Result underlines cost agility of business.

Reported EBITDA Margin %



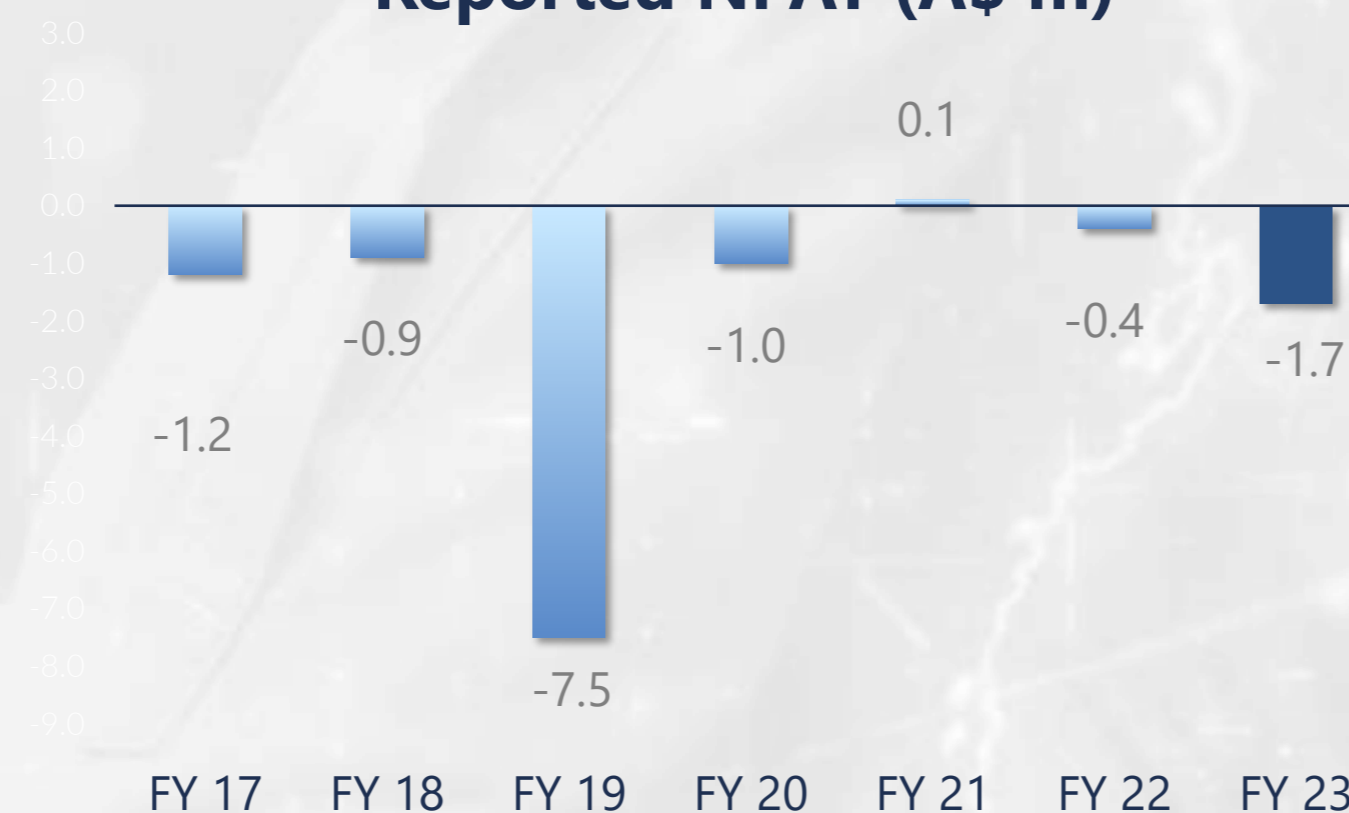
Normalized EBITDA Margin %



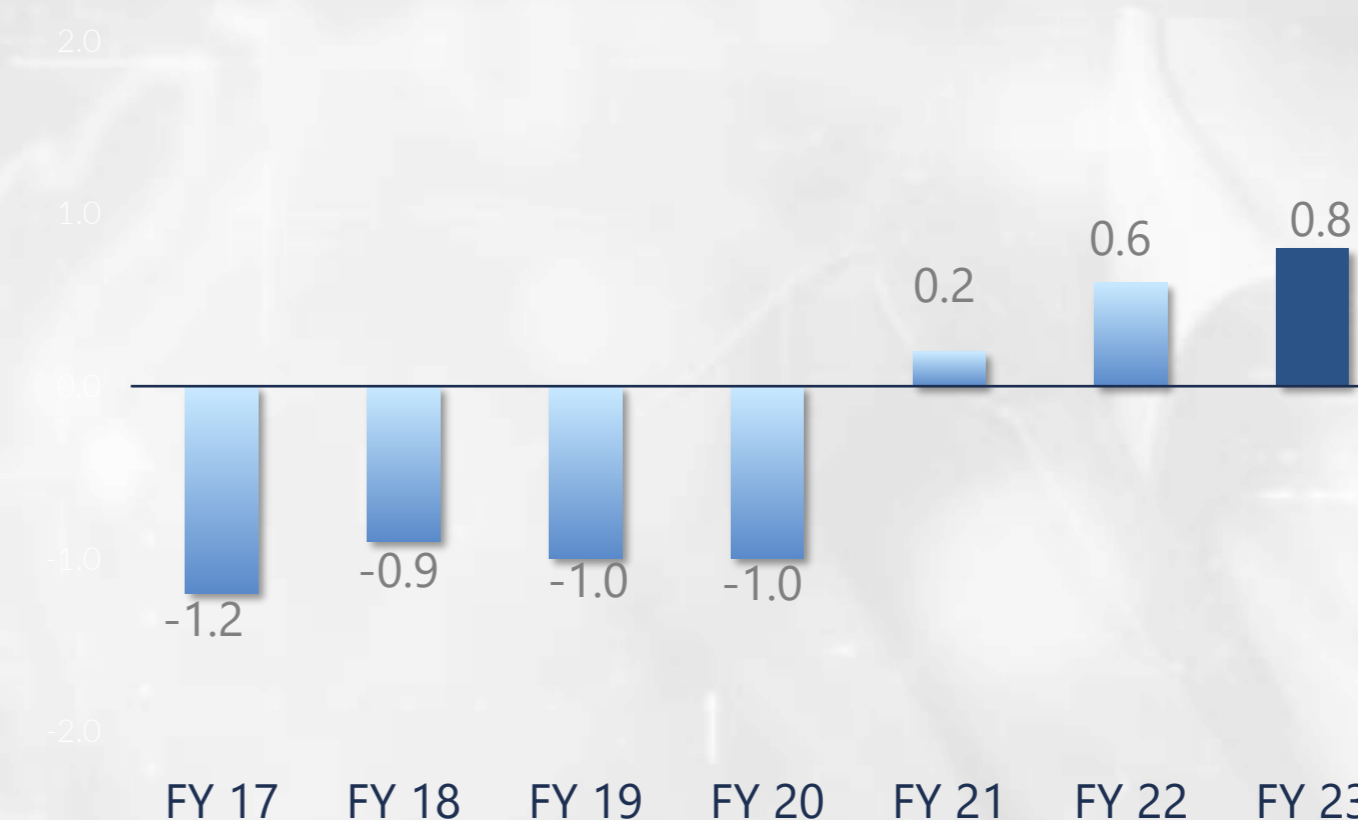
# Net Profit/Loss After Tax

- We announced a Reported Net Loss After Tax of \$1.7m with significant exceptional charges in:
  - New business establishment costs
  - Write off for Blu Horseshoe business
- On a Normalized basis Net Profit After Tax grew 28% to \$0.8m

Reported NPAT (A\$m)



Normalized NPAT (A\$m)



*"Aspermont's long term organic growth model is cash generative which enables it to self-fund new growth initiatives."*

# Business Performance Guidance

Our guidance for FY23 had been for:

- 1 Revenue growth
- 2 Expansion of senior leadership team
- 3 Reduction in operating margins
- 4 Reduction in EBITDA and operating cashflow
- 5 Net cash balances to remain above \$4m
- 6 First generation launches new platforms



**+3%**  
Revenue  
Increase  
over FY22



**+9%**  
Subscriptions  
over FY22



**+4**  
Senior  
Management



**57%**  
Gross margin



**+1.7m**  
Normalised  
EBITDA

## FY 23 Performance

Aspermont made positive progress in FY23, albeit below our double-digit revenue growth target. Overall revenue performance was solid, given the strong headwinds experienced in advertising. Subscriptions delivered its 29<sup>th</sup> consecutive growth quarter and Events and Content Agency made strong progress.

We had advised shareholder to expect a year of reduced earnings and operating margins as we embarked on a significant inward investment program. Despite the inclemency of the conditions, the business is pleased to announce positive earnings and cash balances above our defined \$4m black swan coverage levels.

This year we established several entirely new senior management positions: Chief Marketing Officer, Group Head Content, Group Head Events, Group Head Research, Group Head Data to help expand our knowledge capital and operational capacity.

We were pleased to deliver the first phase of our Skywave platform in Q3 with serial product releases now ongoing. Skywave is building internal productivity and intelligence tools for our XaaS business, and we expect significant positive impacts from those over FY24.

As Aspermont transitions into a Data and Intelligence business over the next few years, Skywave will focus on releasing external Audience and Client products.

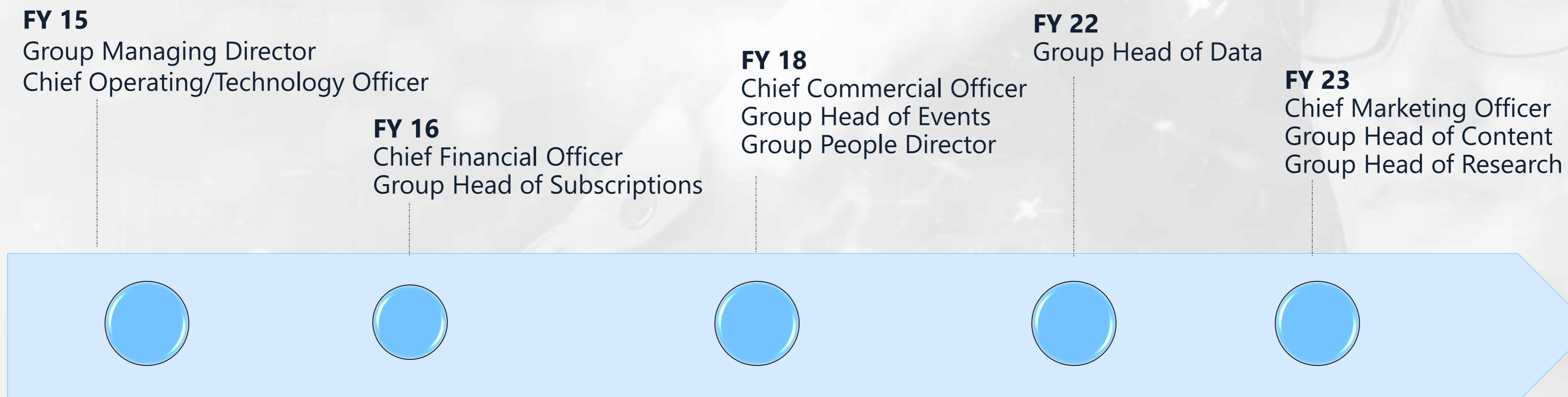
***“The directors are pleased to report that our business has performed well in FY23 despite the challenging conditions and the disappointing closure of our Blu Horseshoe Joint Venture.”***



# Management & Key Operators

Senior Leadership Team is building:

Timeline:



- Aspermont has been gradually and incrementally building its senior management team over the last 8 years.
- There are still a few pieces of the jigsaw still to add but 80% of what we require is now onboarded and in place.

Headcount growth this year:

- At a time when most of tech world has been retrenching, ASP has been adding to its firepower and operational capacity.
- During this financial year, Aspermont added 4 additional Executive and Management roles as well as another 9 roles in various areas of the business to support operational capacity (overall a 10% increase in headcount).

# Technology Roadmap



- Aspermont has always been a technological leader.
- The company launched the first digital paywall for B2B media in 2000.
- Aspermont launched its first mobile site in 2001.
- The company built semantic search engines in 2007.
- With the release of Project Horizon Aspermont has delivered 29 consecutive quarters of growth in its subscriptions business.
- Full scale cloud migration brought scalability and profitability in 2021.
- **Skywave's ongoing development will transform Aspermont into a Data and Intelligence powerhouse.**

*“Armed with high class New talent and pre-existing knowledge capital Aspermont will continue to innovate and stay at the forefront of B2B media*

# FY 24 Managing Director's Outlook

## Positioned for Sustainable Growth

I am pleased to present Aspermont's annual outlook for the fiscal year 2024. As we navigate through the ever-evolving B2B media market, I am confident in our ability to not only adapt but thrive. Aspermont is strategically positioned to maintain overall growth, with a particular emphasis on enhancing revenue quality to drive higher margins and increased profitability.

## Focus on Data and Intelligence

In FY24, our strategic focus centres on the development of our Data and Intelligence capabilities. This initiative is integral to our vision of moving up the value chain in our future content product. The sustained investment in our Skywave platform and the expansion of our Data and Intelligence team are poised to yield tangible results. Anticipated outcomes include continued double-digit growth in ARPU and subscriptions revenues.

## Financial Prudence and Flexibility

Despite ongoing economic uncertainties, we reaffirm our commitment to prudent financial management and re-investing in our business from free cashflow remains a top priority. We aim to maintain robust net liquidity and cash reserves, to provide a bulwark against unforeseen challenges and to maintain flexibility in capital markets that may continue to challenge.

## Strengths of Aspermont

As a mediatech business with a disruptive model in the B2B media market, Aspermont stands out. We proudly boast a debt-free status, generate free cash flow, and maintain a robust balance sheet. With 29 consecutive quarters of subscriptions growth, we expect to maintain an upward trajectory. Our high-calibre senior leadership team intends to deliver upscaled growth across both new and existing markets.

## Transition to Nasdaq

Looking ahead, Aspermont holds the intention to transition from our ASX and FRA listings to Nasdaq. We believe that the US market will provide the best peer group comparison, enabling our shares to be valued more appropriately. Over the next few years, we will lay the groundwork to maximize our launch on this prestigious market, with the goal of delivering strong, long-term returns for all our shareholders and stakeholders.

## FY24 Guidance

1

**Revenue Growth:** Anticipate overall revenue growth with particular focus on achieving double-digit growth in subscriptions

2

**Improved Revenue Quality:** Strive for higher gross margins through a concerted effort to enhance the quality of our revenue streams.

3

**Profitability:** Expect growth in profitability across key measures, including EBITDA, NPAT, and operating cashflow.

4

**Financial Resilience:** Maintain net cash balances above \$4 million to provide protection against unforeseen events.

5

**Innovation:** Launch first-generation Data and Intelligence products to diversify our offerings and stay at the forefront of industry innovation.

*“Over FY24 our strategic initiatives, financial prudence, and commitment to innovation position us for sustained success. We appreciate the continued support of our shareholders and stakeholders as we increasingly achieve our objectives.”*

# Aspermont is debt free and balance sheet is strengthening

<b>Total Assets</b>				<b>Total Liabilities</b>				<b>Shareholders Equity</b>			
	30 June '16	30 Sept '22	30 Sept '23		30 June '16	30 Sept '22	30 Sept '23		30 June '16	30 Sept '22	30 Sept '23
Cash and cash equivalent	1,795	6,634	4,044	Trade and other payables	7,235	3,146	3,662	Issued capital	56,443	11,265	11,364
Trade/other receivables	3,734	1,237	1,729	Income in advance	5,788	6,511	6,812	Retained losses	(43,905)	(4,215)	(6,649)
<b>Total Current Assets</b>	<b>5,529</b>	<b>7,871</b>	<b>5,773</b>	<b>Borrowings</b>	<b>5,141</b>	-	-	Other reserves	(11,353)	(200)	(54)
Property and equipment	155	35	495	Other liabilities	373	81	353	<b>Total Shareholders Equity</b>	<b>1,175</b>	<b>6,850</b>	<b>4,661</b>
Intangible assets	17,729	8,124	9,219	<b>Total Current Liabilities</b>	<b>18,537</b>	<b>9,738</b>	<b>10,827</b>				
Deferred tax & other assets	3,292	1,935	1,825	<b>Borrowings</b>	<b>3,120</b>	-	-				
Other Receivables	-	-	-	Deferred Tax liabilities	3,129	1,306	1,550				
<b>Total Non Current Assets</b>	<b>21,089</b>	<b>10,094</b>	<b>11,539</b>	Provisions/other Liabilities	657	71	274				
				<b>Total Non Current Liabilities</b>	<b>6,906</b>	<b>1,377</b>	<b>1,824</b>				
<b>Total Assets</b>	<b>26,618</b>	<b>17,765</b>	<b>17,312</b>	<b>Total Liabilities</b>	<b>25,443</b>	<b>11,115</b>	<b>12,651</b>				
				<b>Net Assets</b>	<b>1,175</b>	<b>6,850</b>	<b>4,661</b>				

- The net liquidity (cash + trade debtors – trade payables) underpins the expectation for further growth and the ability to take advantage of future opportunities as they are presented.
- Borrowings reduced by \$8.2m from 2016 to nil
- Intangible assets impacted by write-off of goodwill on disposal of events business and further prudent impairment of historical acquired goodwill

- Income in advance associated with pre-paid subscriptions and events that will be recognized in the next FY
- Other Liabilities relates to lease liability for remaining term of leases

- A. Increase in share capital through funds raised in placement
- B. Tax losses available future proofs profit expansion and taxes payable

# Aspermont has a unique value proposition

- 1** A 8-year-old #mediatech company with a 188-year legacy
- 2** The leading media services provider to the global resource industries
- 3** Experienced Tier 1 management team executing with success
- 4** Comprehensive business turnaround and business model transformation achieved
- 5** 29 consecutive quarters of growth in subscriptions model, total revenue and earnings
- 6** New Client Services businesses with ability to multiply revenues
- 7** New platform and technologies, Skywave, Esperanto, and Archives that will enable exponential growth
- 8** Facing a blue ocean opportunity in existing sectors

**Growth**

**Margin**

**Profit**

**Free  
Cash Flow**

**Unit  
Economics**

**Balance  
Sheet**



### Australia

**Aspermont Limited**  
613-619 Wellington Street  
Perth  
Western Australia, 6000



### Contact Info

Email: [corporate@aspermont.com](mailto:corporate@aspermont.com)



### Telephone

Office Phone: +61 8 6263 9100



### UK

**Aspermont Media**  
No.1 Poultry  
London  
United Kingdom, EC2R 8EJ



### Contact Info

Email: [corporate@aspermont.com](mailto:corporate@aspermont.com)



### Telephone

Office Phone: +44 207 216 6060



### Singapore

**Aspermont Global Pte Ltd**  
6 EU Tong Sen St 11-09  
The Central (Soho 1)  
Singapore, 059817



### Contact Info

Email: [corporate@aspermont.com](mailto:corporate@aspermont.com)



### Telephone

Office Phone: +65 6844 7170



# Appendix 1

## 1. Normalized EBITDA

The reconciliation of statutory earnings to EBITDA is as follows:

Year Ended	30 Sept 2023 \$000	30 Sept 2022 \$000
<b>Reported income/(loss) from continuing operations before income tax expense</b>	<b>(1,830)</b>	<b>(311)</b>
Net interest	(69)	(24)
Depreciation and amortisation	735	1,007
Other (share-based payments & provisions, foreign exchange, other income)	383	752
Investment write-offs/Dilapidation charge	779	350
Share of net loss in Associate	458	525
<b>Reported EBITDA</b>	<b>456</b>	<b>2,299</b>
Exceptional one-off charges/(income)	172	186
New business establishment costs	1,083	341
<b>Normalised EBITDA</b>	<b>1,711</b>	<b>2,822</b>

Notes for Normalised EBITDA and Normalised Cash Flow from Operations reconciliations:

- Based on unaudited management accounts
- Expenditure in relation to the establishment of new products and business divisions.

## 2. FY23 Key Exceptional and one-off expenses

Year Ended	30 Sept 2023 \$m
<b>Operating Expenses</b>	
Exceptional charges – one-off restructuring and write-offs	0.18
New business establishment costs	1.1
Write-down of investment in JV	0.78
<b>Total</b>	<b>2.06</b>



## Appendix 2: Glossary

<b>ABM</b>	<p>Account based marketing (ABM) is a business marketing strategy that concentrates resources on a set of target accounts within a market. It uses personalized campaigns designed to engage each account, basing the marketing message on the specific attributes and needs of the account.</p> <p>Aspermont has successfully deployed ABM strategies in its CaaS business to develop multiple-member subscriptions. By increasing the number of members attached to a corporate subscription we are able to lift the price of that subscription – thus driving ARPU</p>
<b>ARR</b>	<p>Annual Recurring Revenue (ARR) is a forward-looking indicator for revenue. ARR is the annualised total value of all subscription’s contracts. Because subscription contracts are paid up front, but the service is then delivered over a 12 month basis, revenue recognition will lag behind the actual forward momentum of the business. ARR shows the real value of all subscriptions at any point in time as is a perfectly correlated forward proxy for subscriptions revenue</p>
<b>ARPU</b>	<p>Average revenue per unit (ARPU) is an indicator of the profitability of a product based on the amount of money that is generated from each of its or subscribers. ARPU is calculated as total ACV divided by the number of units, users, or subscribers</p>
<b>CaaS</b>	<p>Content as a service (CaaS) is a service-oriented model, where the service provider delivers the content on demand to the service consumer via web services that are licensed under subscription. The content is hosted by the service provider centrally in the cloud and offered to a number of consumers that need the content delivered into any applications or system, hence content can be demanded by the consumers as and when required.</p>
<b>Content Works</b>	<p>Content Works is a new division, in our Services (MaaS) business, that offers clients a full-service suite of brand marketing, content and creative solutions. Aspermont believes it can challenge broader marketing agencies in the mining, energy and agricultural markets due to the topic-based expertise and distribution channels that it has.</p>

## Appendix 3: Glossary

<b>DaaS</b>	Data as a service (DaaS) is a data management strategy that uses the cloud to deliver data storage, integration, processing, and/or analytics services via a network connection.
<b>Data Works</b>	Data Works is a new division, in our Data (DaaS) business, that delivers B2B lead generation solutions for our clients. Currently focused on demand generation this business will develop into intent data segments next.
<b>Demand Generation</b>	Demand generation is a marketing strategy focused on building reliable brand awareness and interest, resulting in high-quality leads
<b>Esperanto</b>	Esperanto is a forthcoming AI developed platform that will translate all of Aspermont's existing digital content into all languages in the world. As only 25% of the world speak English at a basic level or higher there is tremendous growth opportunities for both our audience and paying subscribers
<b>Intent Data</b>	B2B intent data provides insight into a web user's purchase intent; allowing our client to identify if and when a prospect is actively considering or looking to purchase their (or similar) products or solutions.
<b>MaaS</b>	Marketing-as-a-Service (MaaS) is an agile, tailored solution that supports a client's marketing functions by delivering on-demand, value-based marketing services from strategy development to execution. In Aspermont's Content Works and Data Works division we work closer with clients on solutions as opposed to campaigns.
<b>Net Liquidity</b>	Net Liquidity is measured as: cash equivalents + trade receivables + trade and other payable. This metric gives a true indication of the firms net cash position than simply looking at current cash balance.

## Appendix 3: Glossary

<b>NRR</b>	Net revenue retention (NRR) shows the percentage of earned revenue from existing customers and indicates business growth potential. Essentially if you generate more money from your existing accounts less your churn then you have a $NRR > 100\%$ and a very healthy subscriptions business. Having a high ACV, or ARR, growth rate alongside a NRR of more than 100% makes for a very attractive XaaS business model.
<b>Revenue Quality</b>	Revenue Quality (RQ) is what Aspermont's terms: high margin, recurring and market resilient revenue. Rather than just revenue volume, growing RQ has been Aspermont's main focus for the last few years and will continue to be so going forward.
<b>Solution selling</b>	Solution selling is a sales approach that focuses on your customers' needs and pain points and provides products and services that address the underlying business problems.
<b>Skywave</b>	Skywave is a new platform that Aspermont is building that will warehouse all our internal data, purchased data and behavioural data of our users, clients and partners. This is a key initiative that will transform Aspermont's capability in terms of monetising data and optimising its own processes.
<b>XaaS</b>	Anything as a service" (XaaS) describes a general category of services related to cloud computing and remote access. All Aspermont's digital services are delivered remotely and via the cloud
<b>VEE</b>	Virtual events and exhibitions (VEE) is a new division, in our Data (DaaS) business, that provides a digital meeting-place platform for our clients and audiences. An example of this is <a href="#">Future of Mining 365</a> .

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