



# ANALYST PRESENTATION

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MARCH 31, 2023

**WILL LOPES**

Chief Executive Officer

**HAYDEN STOCKDALE**

Chief Financial Officer



# IMPORTANT NOTICE

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ACV is calculated using an average exchange rate to US\$ over a 1-month period ending on the effective calculation date. ACV calculated on a "constant currency" or "(CC)" basis is calculated using an average exchange rate to US\$ over a 1-month period ending on March 31, 2022. A reference to ACV growth and ACV (YoY) growth (including on a constant currency basis) for a relevant year is, unless otherwise specified, a reference to, respectively: (i) ACV calculated as at September 30 of that year, or any other specified date; and (ii) the quotient of (x) the ACV calculated as at the relevant date for that year; divided by (y) the ACV calculated as at the date which is 12-months earlier than the date in (x), expressed as a percentage.

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Due to rounding, numbers presented throughout this document may not add up precisely to the totals provided and percentages may not precisely reflect the presented figures.

All financials are in US\$ unless otherwise indicated.

# AGENDA

1. Company Vision
2. Company Strategy
3. Company Objectives
4. Market Observations
5. Margin Review
6. SaaS Inflection Point Explained
7. FY24 Priorities

## OUR VISION

**UNLEASH** THE POTENTIAL  
OF EVERY TEAM AND ATHLETE  
ON EARTH

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# COMPANY STRATEGY

DELIVER THE MOST COMPREHENSIVE AND INSIGHTFUL SET OF PERFORMANCE METRICS FOR SPORTS

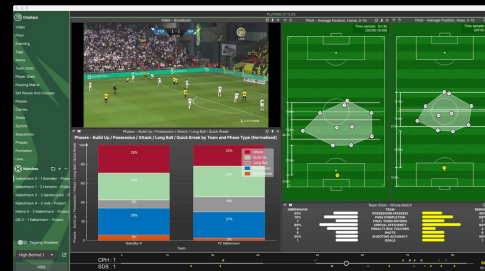
## CONTEXTUALIZE DATA

Contextualize data within coaching solutions (where decisions-makers spend time)



## APPLY DATA SCIENCE

Apply data science to create unique differentiating insights to drive market expansion



## FOUNDATION FOR SCALE

Provide the foundation to take these insights into the Prosumer segment



# COMPANY OBJECTIVES

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## Land with P+H Solution

- Maintain leadership position w/ innovation
- Differentiate with algorithms, support, and scale
- Keep expanding TAM

5K Teams @ Avg. \$25K ACV

## Expand with Video Analysis

- Capitalize on the integration of wearable data
- Focus on delivering unique differentiators
- Expand usage within team

2.5K Teams @ Avg. \$50K ACV

## Expand Down Market

- Tap into existing tech stack and Pro data for differentiation
- Focus on Teams (v. consumers) with simplified UX
- Use analytical power to create prescriptive capability

20K Teams @ Avg. \$5K ACV

## Expand Data Set w/ Bolt-On Solutions

- Tap into sales force + cross sell capabilities
- Target Bolt-ons that are accretive and
- Improve our data capability

Accretive bolt-ons

Organic Pro Potential =  
~ \$250M ACV

Prosumer Potential =  
~\$100M ACV

Bolt-on Potential =  
~\$100M ACV

ACV Potential = \$450M+

# MARKET OBSERVATIONS

- Strong pipeline
- Strong renewal rates
- No macroeconomic effects
- Greenfield opportunities
- Cost restructure did not impact Pro opportunities

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# MARGIN REVIEW

| METRIC                       | INDICATIVE EXISTING | KEY ITEMS  | IMPROVEMENT OPPORTUNITIES  | INDICATIVE LONG TERM |
|------------------------------|---------------------|--|--|----------------------|
| Revenue                      | 100%                |  |  | 100%                 |
| <i>COGS</i>                  | 25%                 | <ul style="list-style-type: none"> <li>Wearables Inventory</li> <li>Video Hardware</li> <li>Data &amp; Hosting</li> <li>License Royalty</li> </ul> | <ul style="list-style-type: none"> <li>Mix (Video 5% COGS &amp; Wearable 20%)</li> <li>Supply chain efficiencies</li> <li>Hardware stability</li> </ul>                                    | 20%                  |
| <i>Delivery</i>              | 15%                 | <ul style="list-style-type: none"> <li>Support</li> <li>Customer Success</li> <li>Supply Chain &amp; Logistics</li> </ul>                          | <ul style="list-style-type: none"> <li>Self-service</li> <li>Tech stability</li> <li>Removal of consumer</li> </ul>  | 10%                  |
| <i>Sales &amp; Marketing</i> | 20%                 | <ul style="list-style-type: none"> <li>Sales &amp; Marketing HC</li> <li>Marketing</li> <li>Rev. Ops</li> </ul>                                    | <ul style="list-style-type: none"> <li>X-Sell Efficiencies</li> <li>Lead gen mechanics</li> <li>Sales Process (systems integration)</li> </ul>   | 15%                  |
| <i>G&amp;A</i>               | 25%                 | <ul style="list-style-type: none"> <li>G&amp;A</li> </ul>  | <ul style="list-style-type: none"> <li>Finance and P&amp;C systems efficiency</li> <li>Investment to scale (complete)</li> </ul>   | 10%                  |
| <i>R&amp;D</i>               | 20%                 | <ul style="list-style-type: none"> <li>R&amp;D</li> </ul>  | <ul style="list-style-type: none"> <li>Multi-stack moving into single stacks</li> <li>2 video solutions being supported</li> <li>Still operating in a multi-version environment</li> </ul> | 15%                  |
| Cash Margin                  | (5)%                |  |  | 30%                  |

Note:

#s do not include Non-Cash Employment Costs

Delivery is externally recorded roughly 1:2 between S&M (customer success) and G&A (support; supply chain). Rev Ops is externally recorded in G&A not S&M. R&D includes non-capitalized component (externally in G&A)



# EXPLAINER: SAAS INFLECTION POINTS

- Hypothetical modelling analysis of revenue and variable cost growth from a \$100M inflection point

Model 1

Growth @ 15% + No improvement on Variable Cost

|                                      | Inflection Point | +15% | +15% | +15% | +15% |
|--------------------------------------|------------------|------|------|------|------|
| Revenue (US\$m)                      | 100              | 115  | 132  | 152  | 175  |
| Variable Costs (COGS, S&M, Delivery) | 55               | 63   | 73   | 84   | 96   |
| Variable Costs %                     | 55%              | 55%  | 55%  | 55%  | 55%  |
| Total Fixed Cost (+5% each period)   | 45               | 47   | 50   | 52   | 55   |
| Fixed Costs %                        | 45%              | 41%  | 38%  | 34%  | 31%  |
| Incremental Revenue                  |                  | 15   | 17   | 20   | 23   |
| Incremental Profit                   |                  | 5    | 5    | 6    | 8    |
| Incremental Profit Margin            |                  | 30%  | 31%  | 32%  | 34%  |

Model 2

Growth @ 20% + No improvement on Variable Cost

|                                      | Inflection Point | +20% | +20% | +20% | +20% |
|--------------------------------------|------------------|------|------|------|------|
| Revenue (US\$m)                      | 100              | 120  | 144  | 173  | 207  |
| Variable Costs (COGS, S&M, Delivery) | 55               | 63   | 73   | 84   | 96   |
| Variable Costs %                     | 55%              | 55%  | 55%  | 55%  | 55%  |
| Total Fixed Cost (+5% each period)   | 45               | 47   | 50   | 52   | 55   |
| Fixed Costs %                        | 45%              | 39%  | 34%  | 30%  | 26%  |
| Incremental Revenue                  |                  | 20   | 24   | 29   | 35   |
| Incremental Profit                   |                  | 7    | 8    | 10   | 13   |
| Incremental Profit Margin            |                  | 34%  | 35%  | 36%  | 37%  |

Model 3

Growth @ 20% + Variable Cost Reduction (straight line to "Indicative L/T")

|                                      | Inflection Point | +20% | +20% | +20% | +20% |
|--------------------------------------|------------------|------|------|------|------|
| Revenue (US\$m)                      | 100              | 120  | 144  | 173  | 207  |
| Variable Costs (COGS, S&M, Delivery) | 55               | 64   | 73   | 83   | 93   |
| Variable Costs %                     | 55%              | 53%  | 51%  | 48%  | 45%  |
| Total Fixed Cost (+5% each period)   | 45               | 47   | 50   | 52   | 55   |
| Fixed Costs %                        | 45%              | 39%  | 34%  | 30%  | 26%  |
| Incremental Revenue                  |                  | 20   | 24   | 29   | 35   |
| Incremental Profit                   |                  | 9    | 12   | 17   | 22   |
| Incremental Profit Margin            |                  | 46%  | 49%  | 58%  | 62%  |

- We are at an inflection point
- Every \$1 of revenue added generates 30%+ of cash profit margin

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# RECAP OF FY24 PRIORITIES

**Objective:** To deliver on our strategic priorities with a focus on cash generation while preserving growth opportunities in the medium/long term.  
Areas of focus include:

- Generate positive free cash
- Continued ACV growth through greenfield , upsell, and cross sell
- Create efficiencies within variable and fixed cost margins moving closer to long term margins
- Ensure we stay competitive with P&H while moving tech stack to be cloud-first
- Ensure we have a competitive T&C solutions across multiple sports

## Investment Priorities:

- P&H: Continue to invest in Vector and Clearsky platforms to support growth, upsell, and reduce churn
- P&H: Continue to invest to eliminate dependency on console software
- T&C: Invest in product features to continue gaining traction in new sports
- T&C: Maintain Thunder ecosystem while developing future replacement; Prioritize areas that can generate short-term upsell opportunities

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**QUESTIONS?**

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**UNLEASH POTENTIAL**