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# Enero Group Strategy Webinar

4 April 2023

# WELCOME FROM THE CHAIR

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ANN SHERRY

# Today's Agenda

**1** BUSINESS  
OVERVIEW AND  
DELIVERING ON  
OUR STRATEGY

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**2** ENERO'S  
BUSINESS  
PORTFOLIO

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**3** CAPITAL  
MANAGEMENT

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**4** Q&A

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# Summary Investment Case for Enero

## UNIQUE IN AUSTRALIAN MARKET

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Enero is the only ASX opportunity to invest in a global marketing business that enables growth for blue chip clients in attractive industries

## BALANCED PORTFOLIO

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We are a diversified group of businesses, with growing synergy and a deliberate strategic framework, which provides resiliency to downturn risk

## TRACK RECORD OF TRANSFORMATION

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Three-year transformation plan has delivered exceptional financial performance. Committed leadership to continue our positive momentum

## SIGNIFICANT GROWTH POTENTIAL

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Enero sits at the centre of a massive and rapidly evolving market, with a strategy and business model that is primed to capture growth

## COMMITTED TO SHAREHOLDER RETURNS

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Disciplined financial management balances opportunities for earnings growth and return of capital to shareholders. ASX:EGG share buyback announced this morning

# BUSINESS OVERVIEW

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BRENT SCRIMSHAW,  
CEO

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enero

IS A  
CREATIVE  
TECHNOLOGY  
COMPANY

enero

# Our Brands

**BMF**

**HOTWIRE**  
ROI·DNA GETIT

**bmedia**

**cpr**  
Issues  
Government  
Media

**orchard**

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# Global team of ~900, with offices in 15 cities

## Benefits of our global offering

- ✓ Serve global clients with larger marketing budgets
- ✓ Deep local market IP and experience
- ✓ Talent retention and global mobility
- ✓ Deliver work from lower cost markets
- ✓ Diversify revenue across geographies and capture growth in emerging markets



# Blue chip clients

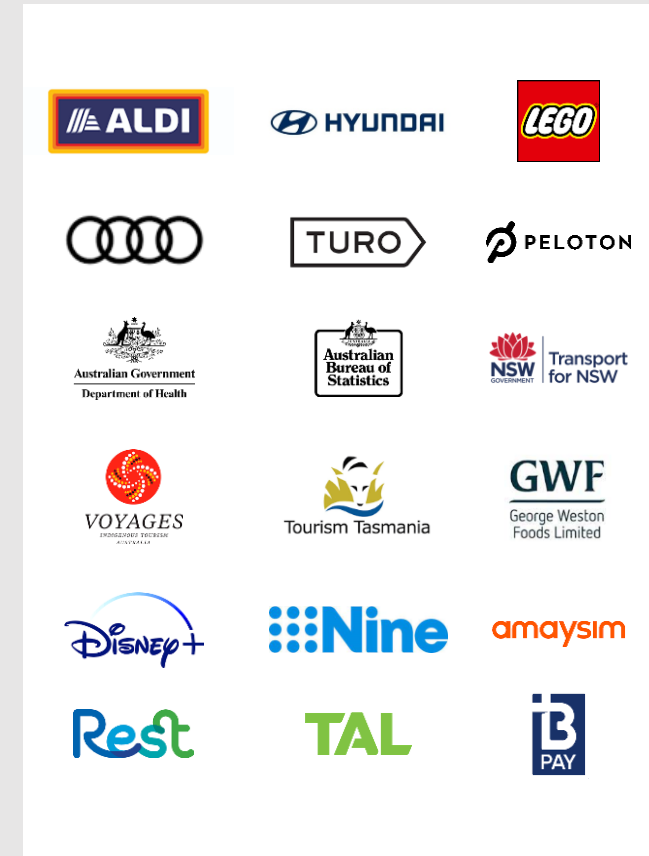
## TECHNOLOGY



## HEALTHCARE



## CONSUMER



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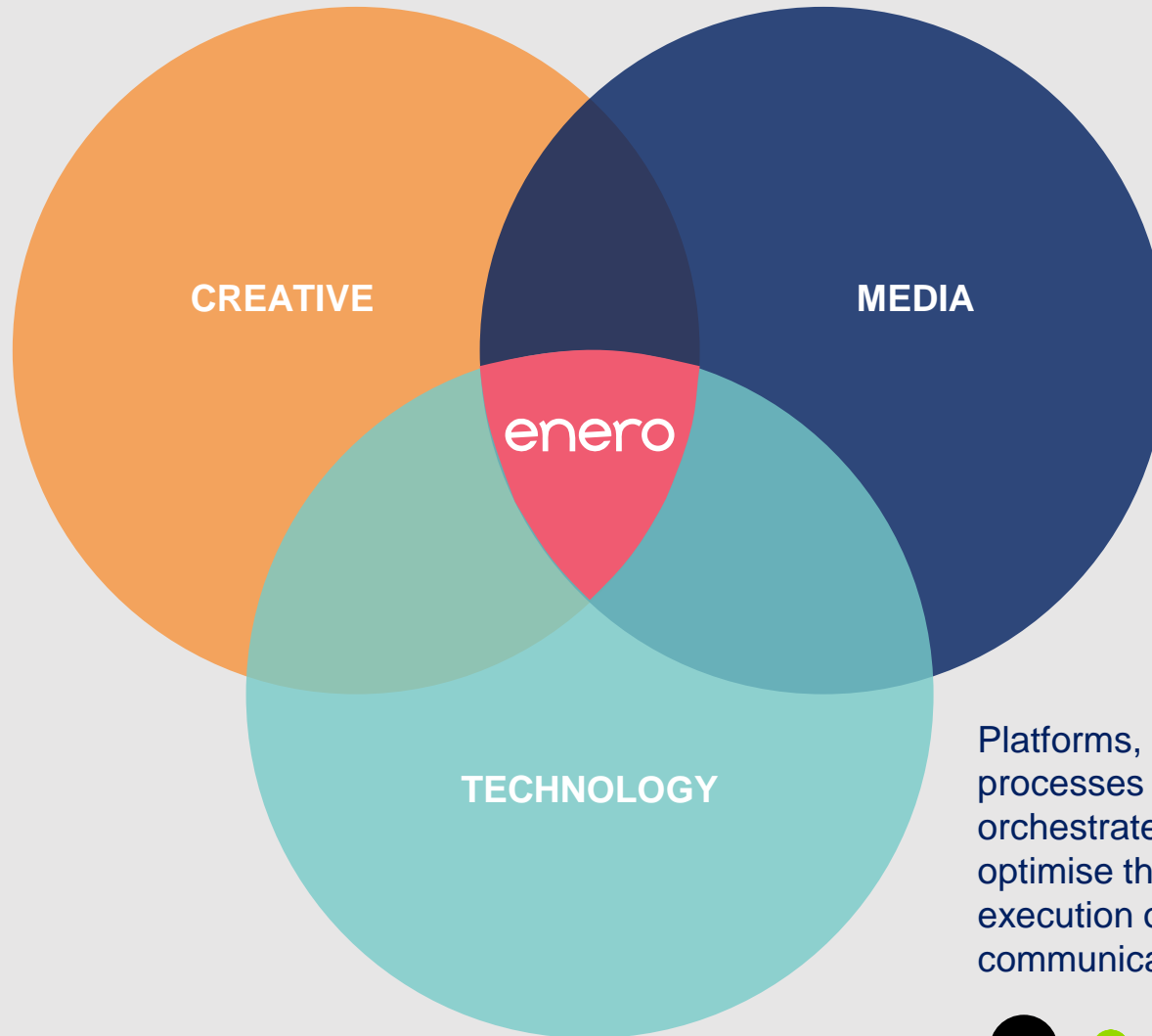
# Enero sits at the convergence of marketing services

Human-powered ideas that most effectively communicate a brand and its messaging

**BMF** **HOTWIRE**

**ROI-DNA** **GETIT**

**orchard** **cpr**  
Issues Government Media



Effective investment in media to reach the right audience with the right message at the right time

**ROI-DNA**

**bmedia**  
email • display • mobile

Platforms, data and processes that orchestrate and optimise the execution of customer communications

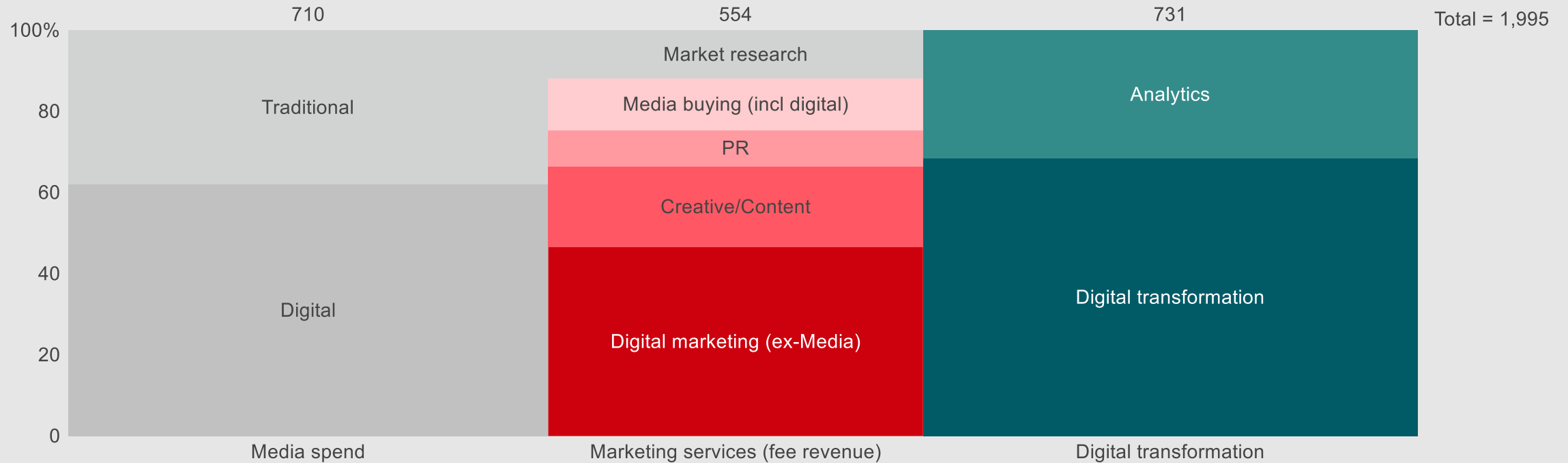
**orchard**

**ROI-DNA**

**GETIT**

# We operate in a massive (and expanding) global market

Marketing services industry (US\$ billion)



**Enero's 'traditional' addressable market is ~US\$500bn**

**Our future TAM widens to ~US\$1.2tn**

# Our market is evolving rapidly



Technology is transforming consumer expectations of personalisation



Data drives everything. Measurement, ROI and effectiveness critical to success



Lines are blurring between the CMO / CTO siloes (emergence of Chief Experience Officers)



Company purpose is driving consumer adoption (reputation is key)



New entrants and offerings are disrupting the marketing ecosystem



**Critical for Enero to deliver relevant services and anticipate evolving market needs**

# ... and so are our competitors



27+

acquisitions since 2018



Solely focused on content, data/digital and technology services



10

acquisitions in FY23



Doubling down on e-commerce, digital transformation, healthcare and PR



transformational M&A appetite



Stated acquisition strategy overlaps Enero (ABM, US Digital Media, APAC)



Critical for Enero to offer differentiated services and build our competitive advantage

# Enero's strategy

**enero**

A CREATIVE TECHNOLOGY COMPANY

**An integrated offering...**

Develop end-to-end offerings through industry-leading brands

**... of the most modern marketing services ...**

Build deep expertise in Digital, Data and AdTech, underpinned by outstanding Creativity

**... in the verticals that count**

Become known as experts in Technology, Healthcare and Growth Consumer

**People and culture as a competitive advantage:** A magnet for global talent

**Efficient systems and processes:** Productive and effective people supported by the right technology

**Capital management:** Efficient use of capital to drive sustainable shareholder returns

# DELIVERING ON OUR STRATEGY

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BRENT SCRIMSHAW,  
CEO

# Our operating model

WHO WE ARE



**enero**  
A CREATIVE TECHNOLOGY COMPANY

PORTFOLIO

BRAND TRANSFORMATION



**HOTWIRE** **ROI-DNA** **GETIT** **BMF** **cpr** Issues Government Media

CREATIVE TECH & DATA



**orchard** **bmedia**  
•email •display •mobile


PRIORITY VERTICALS



TECHNOLOGY

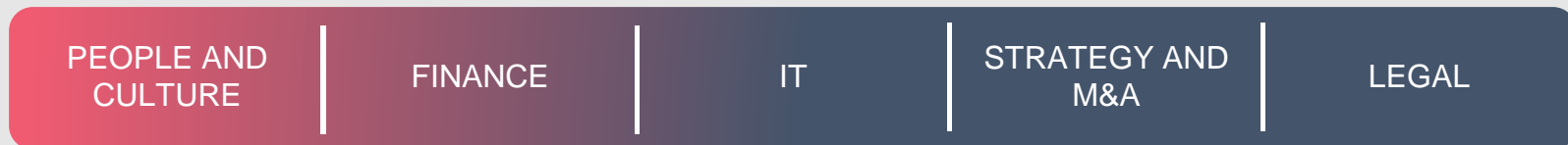


HEALTHCARE



GROWTH CONSUMER

CENTRES OF EXCELLENCE



PEOPLE AND CULTURE | FINANCE | IT | STRATEGY AND M&A | LEGAL

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# People and culture as a competitive advantage

## CAPABILITY EVOLUTION



New leadership across multiple Enero brands



Enhancement of Enero Centres of Excellence



Progressive talent attracted to the group



Differentiated capabilities added through acquisitions

## CULTURE EVOLUTION

### Successes

#### Talent

- Enero Talent sourced and onboarded 282 new hires during Great Resignation
- Expansion of university programs

#### Learning & Development

- ~10,000hrs of training delivery
- Global ADVANCE leadership training rollout
- Employee support – Mental Wellness program expansion

#### DEI

- DEI prioritised across all businesses
- Unconscious Bias, and Diverse and Inclusive Hiring practices

#### Reconciliation Action Plan (RAP)

- Ratification of Innovate RAP
- Career Trackers and Supply Nation indigenous partnerships performing strongly

#### Brands' culture

- Each Enero Group Brand continues to develop their unique culture
- Hotwire's Thoughtful Working 2.0 launched

## TOOLS AND PROCESSES EVOLUTION



New global HRIS system (Sage) implemented for improved insights and efficiency



Phased roll-out of comprehensive agency ERP (Workbook)



Centralised payroll function to create process simplification and alignment



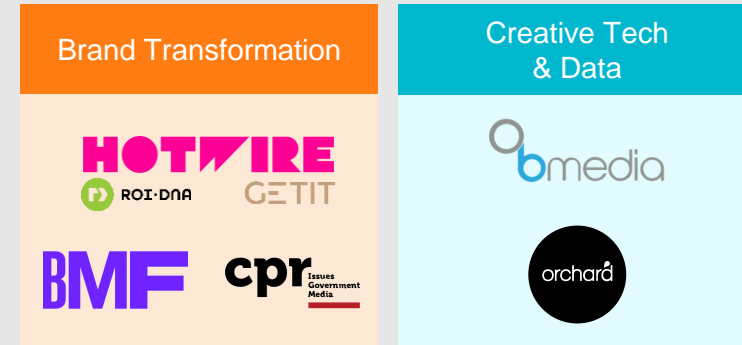
Implemented online L&D management system

# Portfolio and geographic transformation

8 COMPANIES IN FOUR SEGMENTS,  
PREDOMINANTLY AUSTRALIA FOCUSED

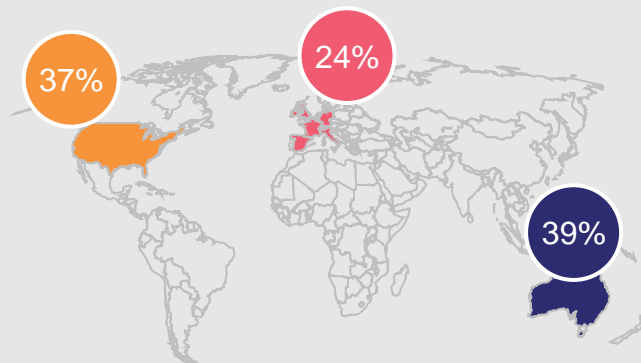


5 COMPANIES IN TWO SEGMENTS,  
GROWTH IN INTERNATIONAL MARKETS



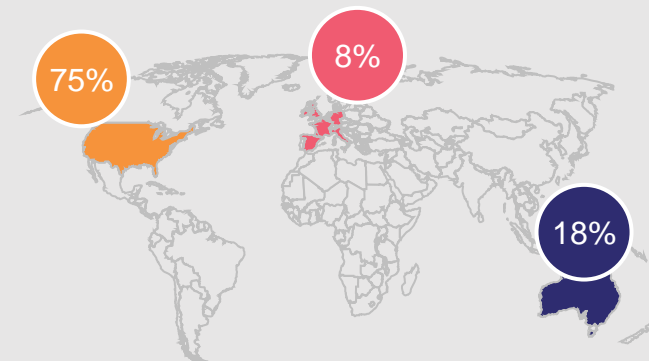
PORTFOLIO  
COMPOSITION

Share of FY19 Group EBITDA



GEOGRAPHIC  
CONTRIBUTION

Share of H1FY23 Group EBITDA



# Our strategy in action – a differentiated offering in B2B Technology



London and EU-centric

Scale in US to serve global tech brands

Integrated UK offering

Global footprint, expansion into Asia

Traditional PR and media relations

Traditional PR and media relations, with new digital capabilities

Test investment for new ABM and channel marketing expertise, combined with traditional PR and digital

Global capability enhancement through differentiated **Reputation, Relationships and Revenue** offering

Geographic cross-sell and global briefs

Cross-sell of services and expansion of MBA into EU

Cross-sell of services into existing USA clients, serve global ABM projects and build comms in Asia



geography



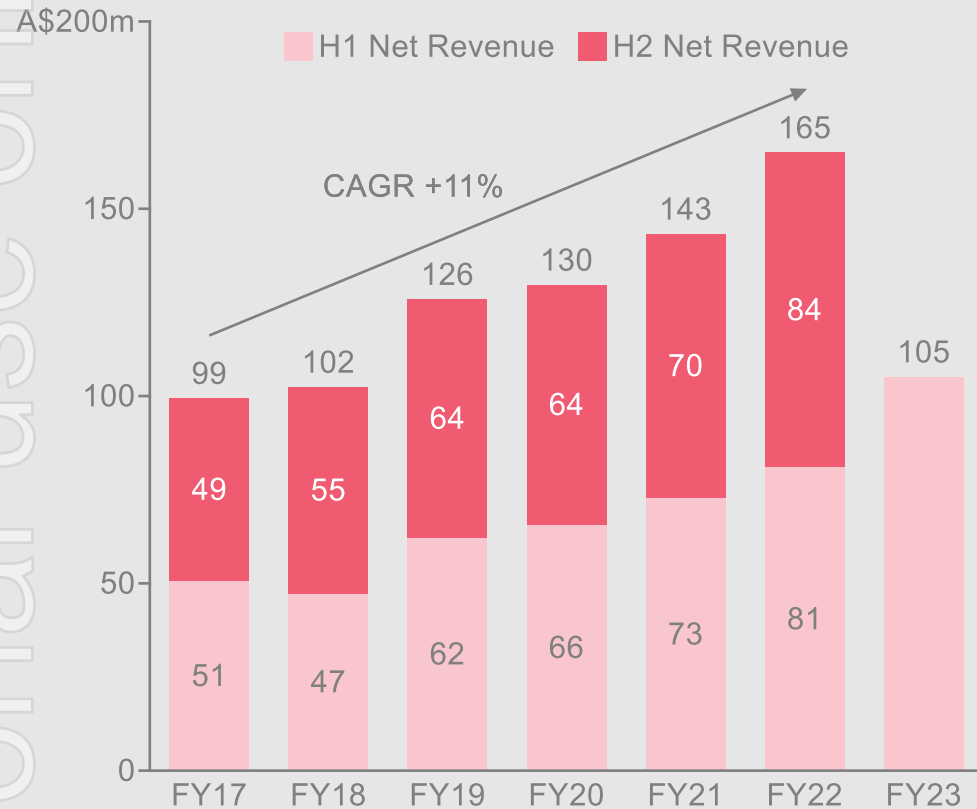
services



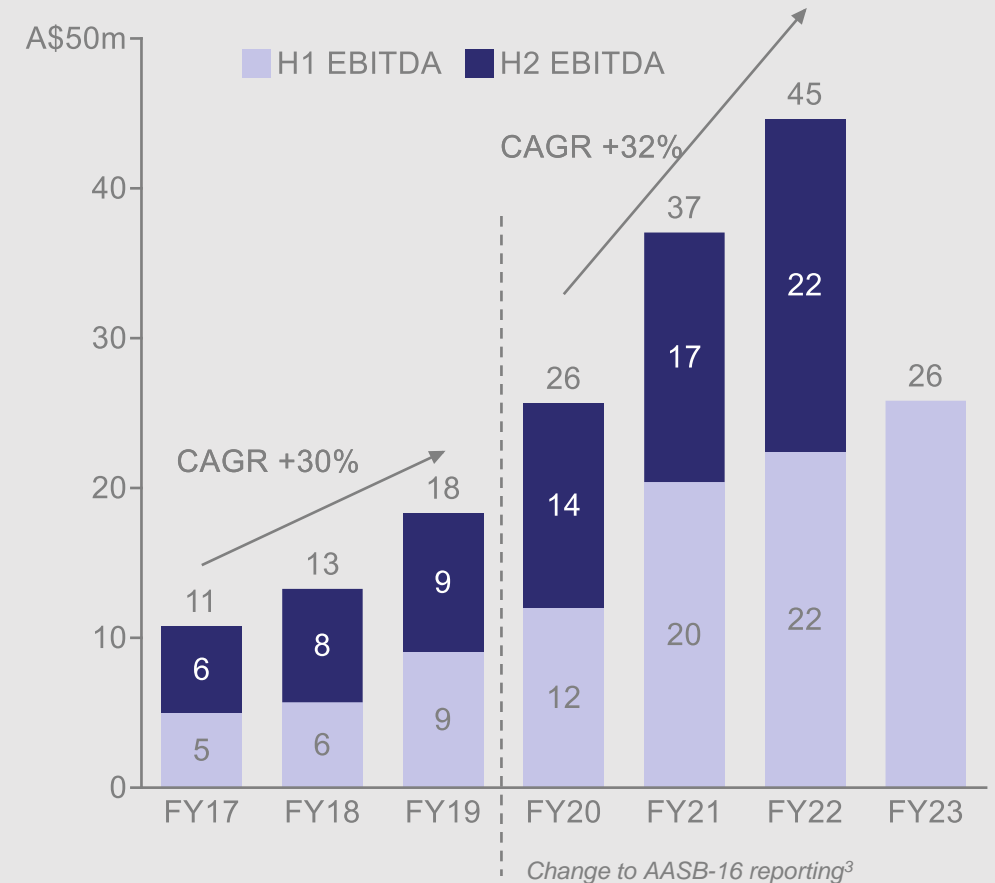
synergy

# Consistent growth and EBITDA expansion

Enero Group Net Revenue - economic interest basis (A\$m)



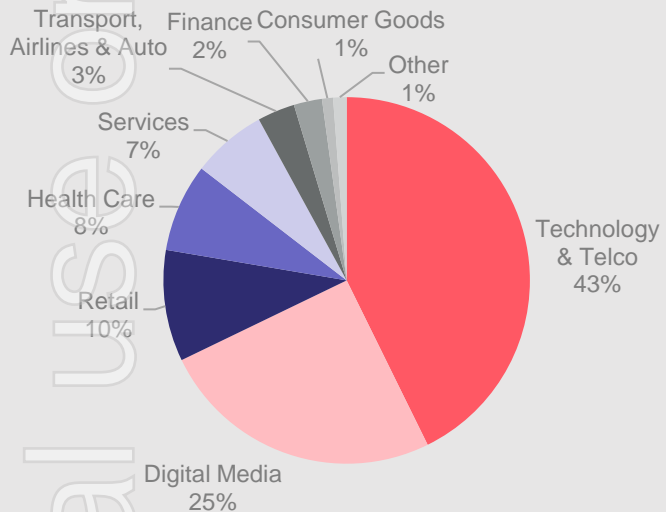
Enero Group EBITDA - economic interest basis (A\$m)



1. Economic interest basis shows OBMedia at 51% ownership  
 2. EBITDA chart shows EBITDA excluding depreciation of Right of Use Assets. From H1FY23 Enero updated its key measure of performance from Operating EBITDA to EBITDA with Operating EBITDA no longer forming part of the key metrics.  
 3. From FY20 Enero has applied AASB 16 Leases. FY17 to FY19 EBITDA has not been restated for AASB 16 and is not directly comparable to EBITDA from FY20 onwards

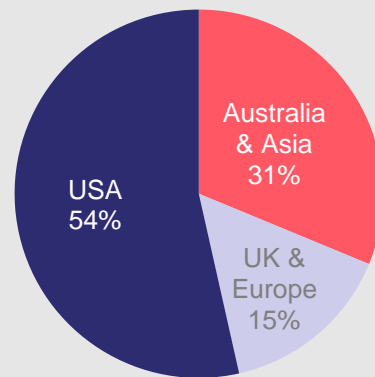
# Diversified and recurring client revenue

REVENUE<sup>1</sup> BY INDUSTRY



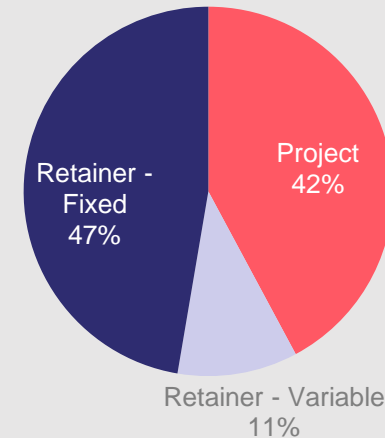
Tech exposure is predominantly B2B and has grown significantly due to the ROI DNA and GetIT acquisitions

REVENUE<sup>1</sup> BY GEOGRAPHY



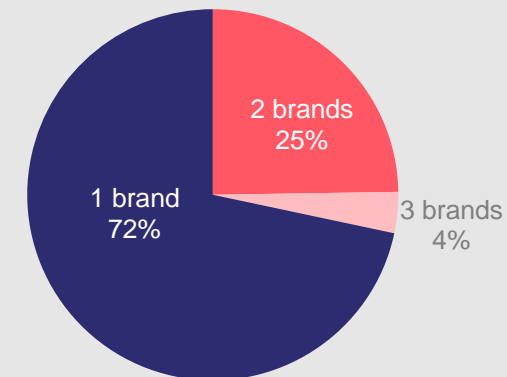
Continued growth in attractive North American market in line with Enero's strategic priorities

AGENCY<sup>2</sup> REVENUE MODEL



Variable retainers largely relate to client media spend in ROI DNA where there is generally a minimum revenue threshold

SHARED CLIENT REVENUE<sup>1</sup>



28% of our revenue comes from clients who have relationships with more than one Enero Group brand

enero 1. H1FY23 net revenue reflect 51% economic interest in OBMedia  
 2. Agency excludes OBMedia

# Strong performance on all financial metrics (Dec-19 to Dec-22)

## 3 YEAR<sup>1</sup> FINANCIAL TRANSFORMATION ON ECONOMIC INTEREST BASIS

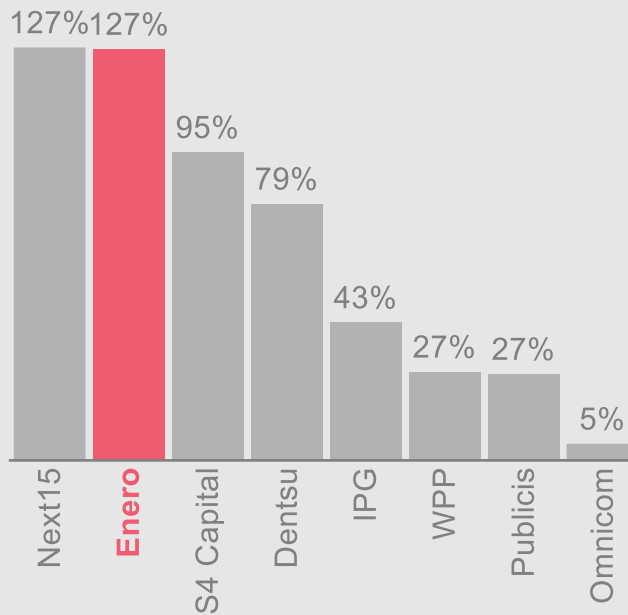
**+61%**  
net revenue<sup>2</sup>

**+119%**  
EBITDA<sup>2</sup>

**+7ppts**  
EBITDA margin<sup>2</sup>

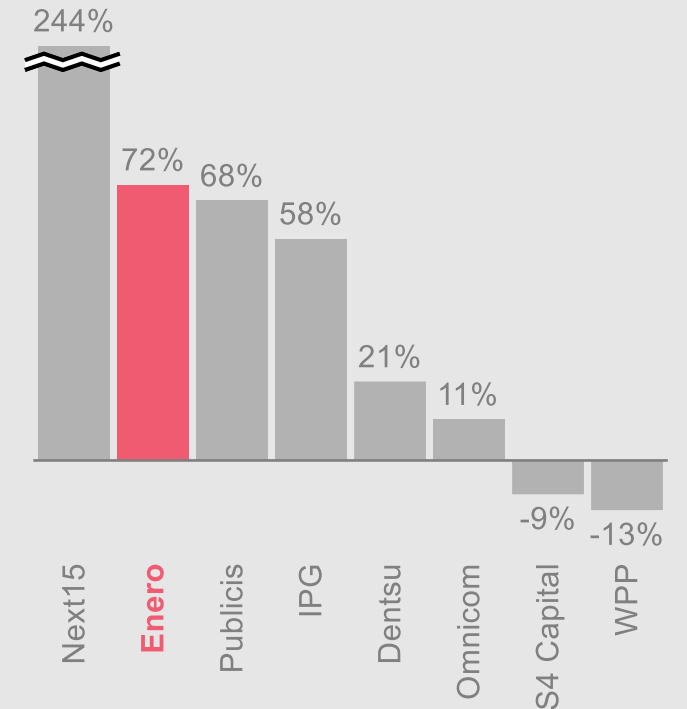
## INDUSTRY-LEADING EPS<sup>3</sup> GROWTH

Adjusted EPS (basic) growth (%)  
(31 Dec 2019 to 31 Dec 2022)



## TOP-TIER TSR<sup>4</sup>

Total Shareholder Returns (%)  
(31 Dec 2019 to 31 Dec 2022)



1. H1 FY2023 compared to H1 FY2020
2. Results shown on an economic interest basis (assuming 51% ownership of OBMedia)
3. EPS growth uses companies' reported adjusted EBITDA for the period LTM Dec-19 to LTM Dec-22, collated from FactSet (including Enero adjusted EPS)
4. TSR calculated as ((Ending Share Price less Starting Share Price plus Dividends) divided by Starting Share Price)

# Macro conditions have impacted marketing spend globally

## MACRO CHALLENGES HAVE IMPACTED SOME CLIENT INVESTMENT



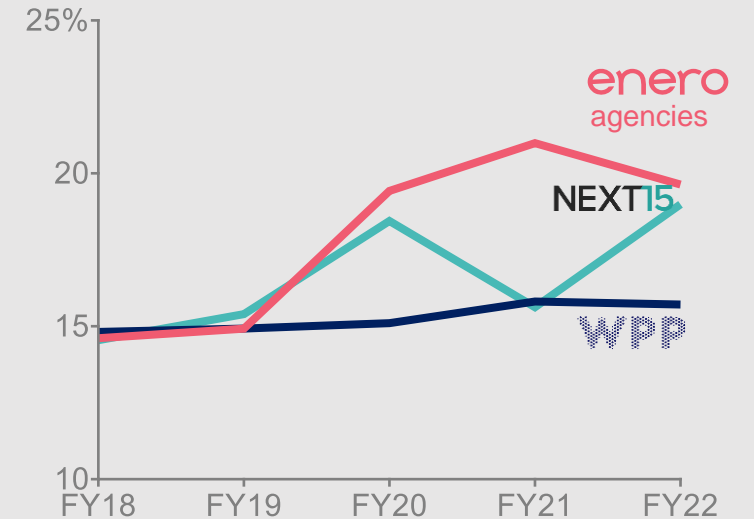
- Conservative approach to investment with some clients
- Some project timing delays and scope reduction
- Clients looking for economic proof points of potential recovery

## COST ACTIONS IMPLEMENTED ACROSS ENERO PORTFOLIO

- + Strategically focused FTE reductions
- + Reduced use of flexible workforce (freelancers)
- + Expansion of offshore teams to enhance margins
- + Ongoing OPEX management
- + Reduction in discretionary Head Office spend

## AGENCY (EX-OBM) MARGIN HAS HISTORICALLY OUTPERFORMED

EBITDA margin comparison (%)



- Enero Agency (ex-OBMedia) margin includes 60% share of corporate costs reflecting approximate allocation of management time and direct expenses
- Margins shown as unadjusted EBITDA / Net Revenue
- WPP reports year end 31 December
- Next Fifteen reports year end 31 January

# Achieving key milestones on our transformation journey

## PEOPLE

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- The right capability with the right leaders to execute our strategy
- Leadership and resilience through uncertain times
- Culture as a competitive advantage

## PORTFOLIO

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- Building differentiated businesses in long-term growth verticals
- Commercialising acquisitions
- 28%<sup>1</sup> of group revenue from multi-agency clients

## PERFORMANCE

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- Strategically focused cost actions
- Productivity improvement initiatives
- OBMedia enhancement



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enero

# ENERO BUSINESS PORTFOLIO

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Business Leaders

# THE ADTECH BUSINESS

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# OBSMedia – Enero Group’s AdTech Business



**Raja Gupta**  
Chief Executive Officer



**Mike Lynn**  
Chief Technical Officer

OBSMedia was established in 2001 by Raja Gupta and Mike Lynn and became part of the Enero Group in 2007 (51% stake)

# Today we will explain OBMedia through three lenses



The **customer value** delivered by our platform  
*What do we do?*



OBMedia's **economic model**  
*How do we make money?*



Our plans for future **growth**  
*What are our expansion opportunities?*

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**obmedia** is a customer acquisition platform for digital advertisers

**1**

**Acquire**

customers from omnichannel traffic sources

**2**

**Qualify**

customer intent and quality using proprietary tech

**3**

**Monetise**

by delivering quality customers to search engines' advertisers

*Harness data from search engines to continuously optimise customer conversion*

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# OBSMedia delivers high-intent customers to digital advertisers

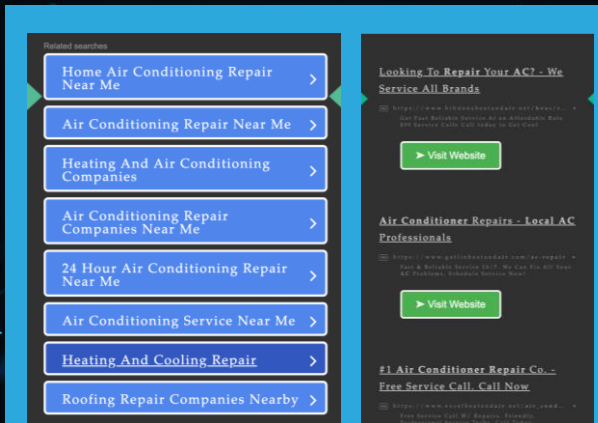
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## 1 Acquire



Media buyers use our technology to place relevant ads on websites, social or email

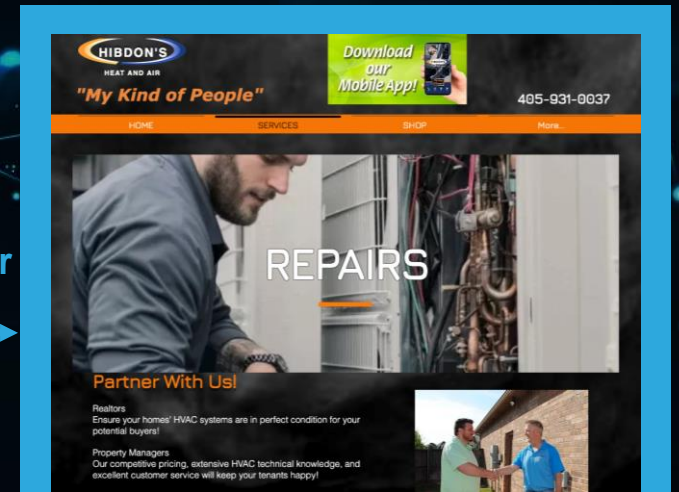
## 2 Qualify



Customer clicks

Customer lands on OBSMedia's page of search results (direct feed from search engines). Intent revealed from further customer clicks.

## 3 Monetise

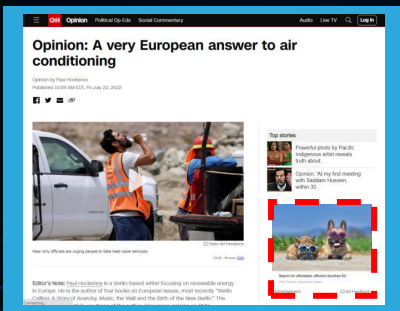


Customer clicks

Customer taken to the chosen search engine advertiser website

# Technology powers our business

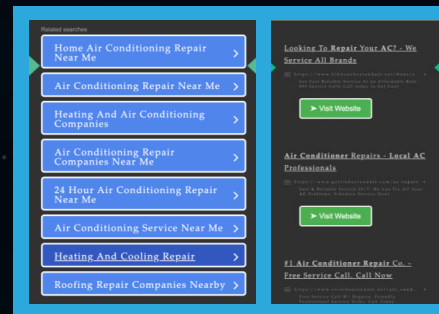
## 1 Acquire



### Key technologies

- ✓ Ad copy is optimised by OBMedia's AI technology
- ✓ Data analytics enables partners to more efficiently place ads
- ✓ Utilise first party data, not reliant on third-party cookies

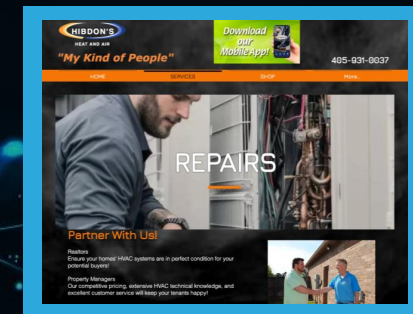
## 2 Qualify



### Key technologies

- ✓ AI powered keyword blocks optimise conversion
- ✓ Proprietary fraud detection technology identifies fraudulent ('bot') traffic

## 3 Monetise



### Key technologies

- ✓ Intelligent revenue attribution systems to match conversions with campaigns

# OBMedia gives search engines access to new sources of growth

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Traditional paid search advertising  
*US\$300bn global market*



Display and social advertising  
*US\$440bn global market*



OBMedia gives search engines access to new sources of search conversions

Search Engines



# Today we will explain OBMedia through three lenses



The **customer value** delivered by our platform

*What do we do?*



OBMedia's **economic model**

*How do we make money?*



Our plans for future **growth**

*What are the untapped opportunities?*

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# Our economic model is similar to a trading business



Purchase clicks from  
traffic markets



Sell qualified clicks to  
search engines



- OBMedia is **profitable** when we sell clicks for more than the cost to acquire those clicks

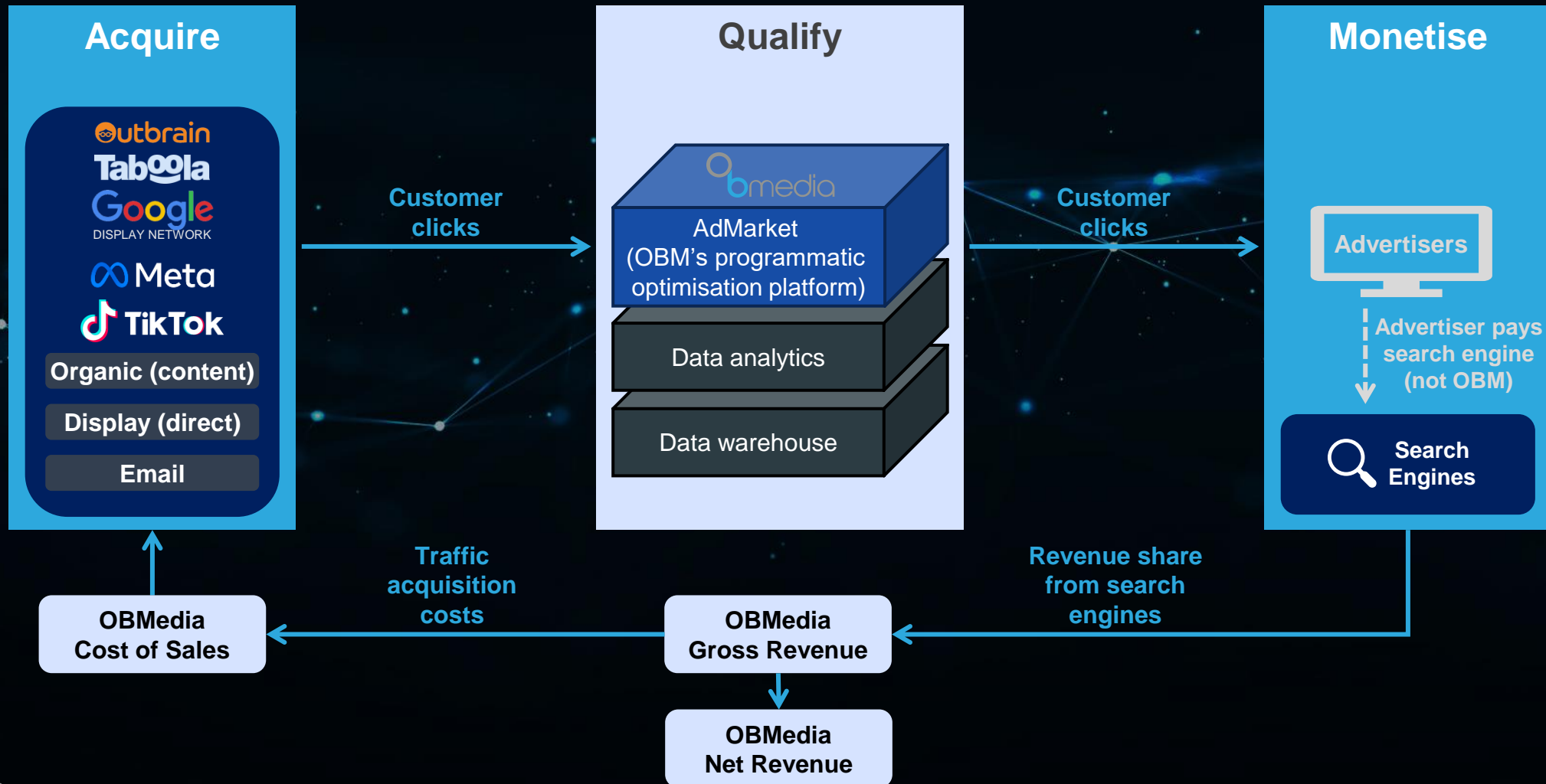


- Both buy and sell side **market pricing varies dynamically** by publisher channel, advertising vertical, target customer, ad format etc.
- OBMedia's technology enables **dynamic optimisation** to maximise profitability



- We acquire from a **diverse set of traffic markets** (social, display, native, email etc.)
- We are **one of a handful of market participants** with contracts to sell clicks to search engines

We receive revenue from search engines and pay cost of sales to publisher networks



# Today we will explain OBMedia through three lenses



The **customer value** delivered by our platform  
*What do we do?*



OBMedia's **economic model**  
*How do we make money?*



Our plans for future **growth**  
*What are the untapped opportunities?*

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# Future growth will be powered by diversification and technology investment

## Acquire

Traffic acquisition channels

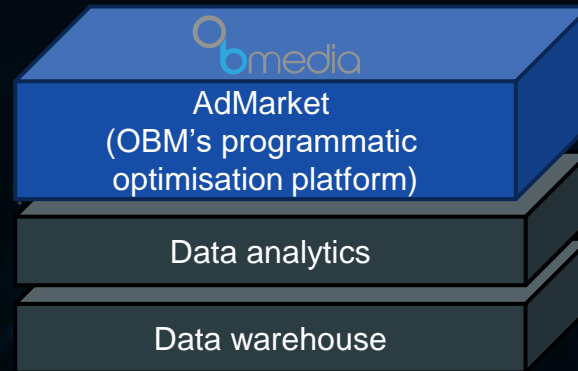
- Display
- Email
- Affiliates
- Other

- Native
- Social
- Organic (content)
- Display
- Email
- Affiliates
- Other

### Growth Drivers

- Scaling and diversifying traffic sources (including investment in owned content websites to drive lower-cost organic traffic)

## Qualify

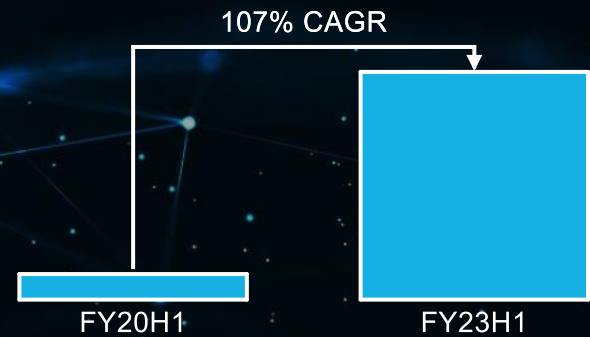


### Growth Drivers

- Richer data reporting from search engines to enhance optimisation and profitability

## Monetise

OB Media Net Revenue growth



### Growth Drivers

- Development of new monetisation products by search engines
- New monetisation partners

# THE AGENCY BUSINESS

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**BMF**



**HOTWIRE**

 ROI-DNA **GETIT**

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**BMF**

**STEPHEN  
McARDLE**  
Chief Executive Officer



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# ABOUT US



# OUR CLIENTS



# WHERE THE WORLD IS GOING

# THE AGENCY LANDSCAPE

Above the line

Through  
the  
customer  
journey

## TRADITIONAL MEDIA

**Moving** beyond the traditional advertising model of big above the line TV, OOH campaigns

## INTEGRATION

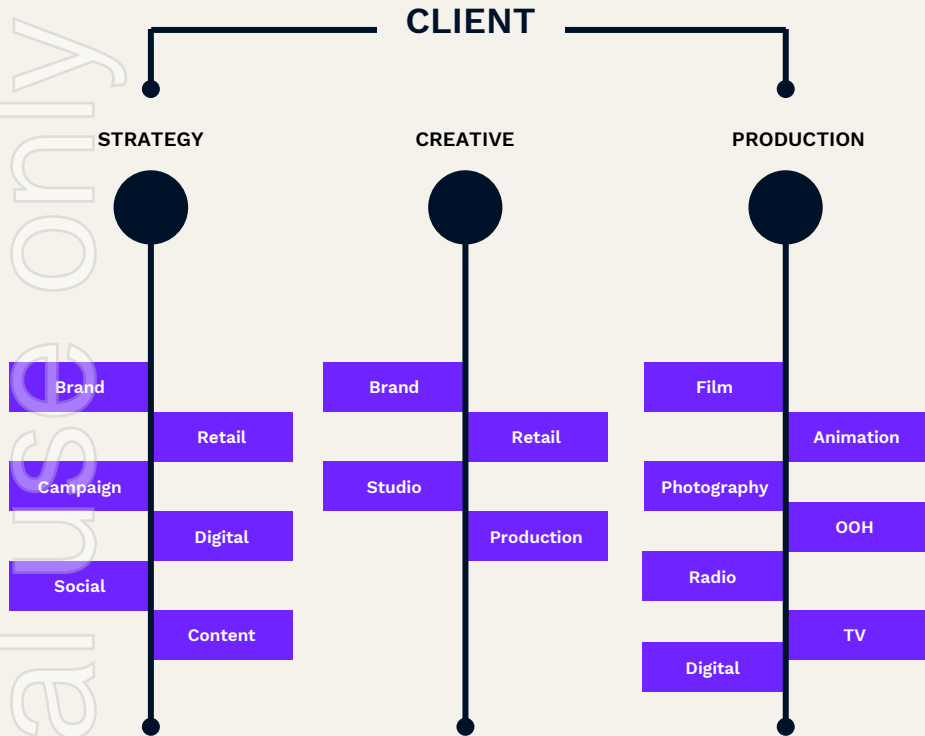
**To** creating integrated campaigns with a central idea running across multiple channels and touchpoints

## TECH & CX

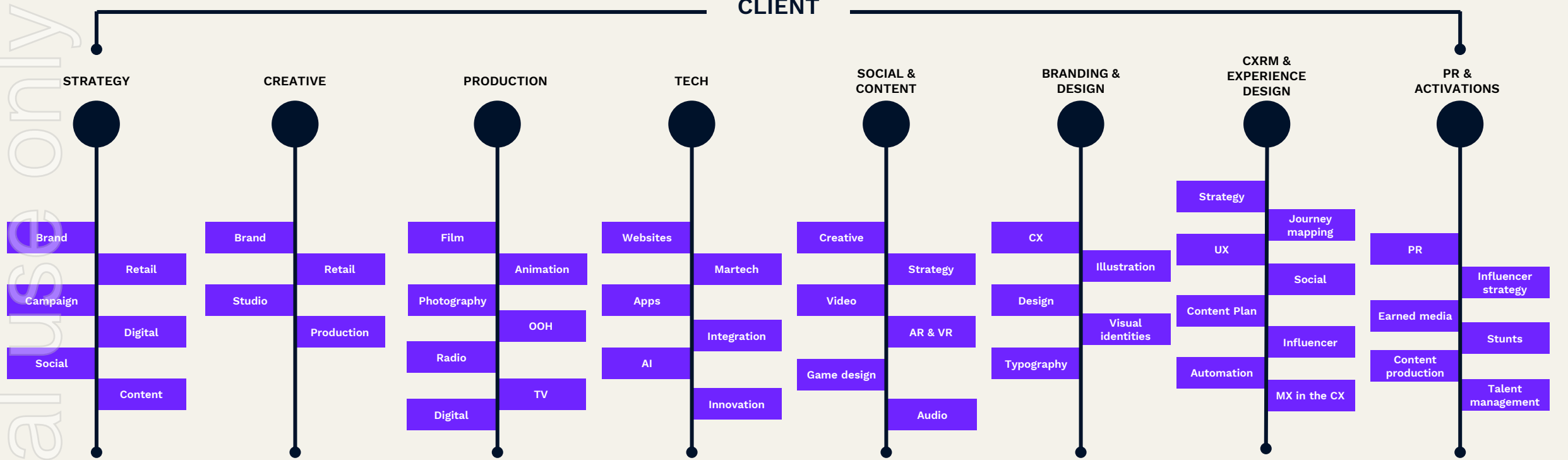
**By** creating channel agnostic ideas which are implemented and reinforced at every stage of the customer journey

# OUR POINT OF DIFFERENCE

# TRADITIONAL SERVICES



# OUR OFFERING



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# LONG IDEAS



**TRUST  
+  
AUTHENTICITY**

**FRESH  
X  
FAMILIAR  
X  
FEELING**

**MX  
IN THE  
CX**

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# LONG IDEAS IN ACTION



**ALDI**  
Good Different

32% increase in sales



**DEPARTMENT OF SOCIAL SERVICES**  
Let's Stop it at the Start

6 in 10 have taken action



**TAL LIFE INSURANCE**  
This Australian Life

#1 market leader



**TOURISM TASMANIA**  
Come Down For Air

39% increase in visitation

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MARKET  
RECOGNITION

- 2023 A
- 2023 A
- 2022 🏆
- 2022 🏆
- 2022 🏆
- 2021 WARC
- 2021 WARC
- 2021 🏆
- 2021 🏆
- 2020 🏆
- 2020 🏆
- 2020 🏆
- 2019 🏆

- AdNews Creative and Agency of the Year
- AdNews Ad Campaign of the Year
- Effie for Most Effective Retail Campaign
- B&T Branding, Design & CX Agency of the Year
- Spikes Asia Creative Effectiveness Grand Prix
- WARC #1 Most Effective Creative Agency in Australia
- WARC #3 Most Effective Creative Agency Globally
- B&T NSW Agency of the Year
- Mumbrella Culture Award
- Mumbrella Culture Award
- Mumbrella Agency of the Year
- Australian & APAC Grand Effie
- Australian Effies Effectiveness Agency of the Year



# OUR REVENUE MODEL

# BMF



**NEW BUSINESS**



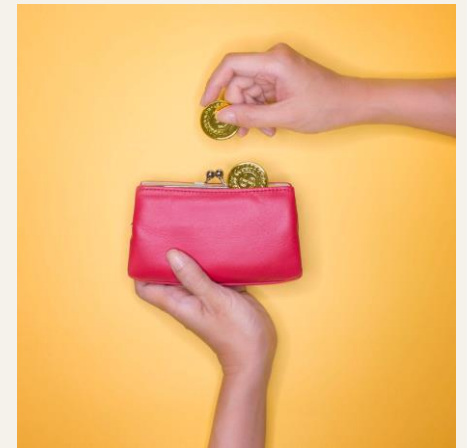
**ORGANIC**



**HOURLY RATES**



**DELIVERABLES**



**VALUE**

# WHERE TO NEXT

# OUR GROWTH ROADMAP

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01

## EVOLUTION

We continue to evolve our offering to deliver to the varied and complex needs of our marketing clients and their customer

USING TECHNOLOGY  
AS A KEY ENABLER

02

## UPSKILLING

Leveraging data and automation to drive engagement is something we're upskilling in whilst growing out an already significant social & content production division.

BUILD OUT AND  
BLEND CAPABILITIES  
TO DEVELOP NEW  
BRAND EXPERIENCES

03

## DOUBLING DOWN

The power of strategic brilliance and creativity to provide a marketing effectiveness multiplier.

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***WAI KWOK, CEO***

*WE ARE IN THE  
BUSINESS OF*



*CONNECTED  
EXPERIENCES*



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100

*SPECIALISTS*



SYD

NYC



16 YEARS

( & COUNTING )



*ONE MISSION*

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abbvie

Johnson & Johnson  
VISION

CSL Behring

Biogen

Boehringer  
Ingelheim

sanofi

GALDERMA  
EST. 1981

GSK

MSD

Lilly

Lundbeck

Seqirus  
A CSL Company

NOVARTIS

GILEAD

ViiV  
Healthcare



amaysim

asaleo  
care



EPSON®  
EXCEED YOUR VISION



Australian  
Payments  
Plus

HYUNDAI

Obela

orchard

Omico.

salesforce

scape



Tourism  
Tasmania



CARLISLE  
Lifes better

PIRTEK

orchard

# A NEW ERA IN BRAND MARKETING

1

CUSTOMER EXPECTATIONS



2

RISE OF EMERGING CHANNELS



3

UNPRECEDENTED CUSTOMER INTELLIGENCE





# WE UNLOCK THE POWER OF CONNECTED EXPERIENCES

1

BRAND EXPERIENCE SPECIALISTS



2

CATEGORY SPECIALISTS



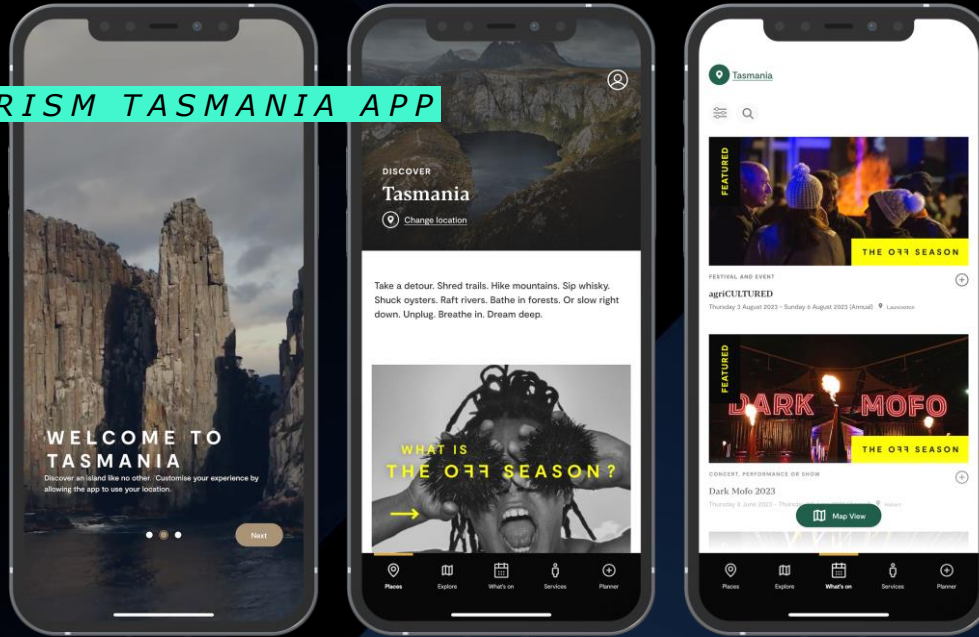
3

PLATFORM SPECIALISTS

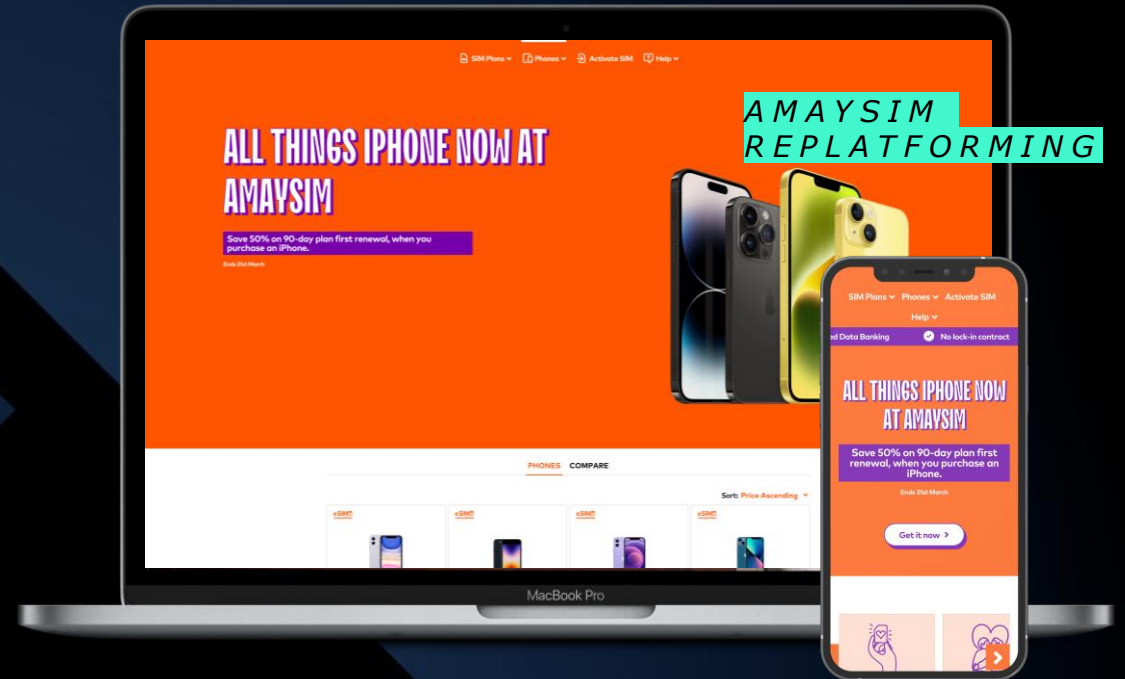
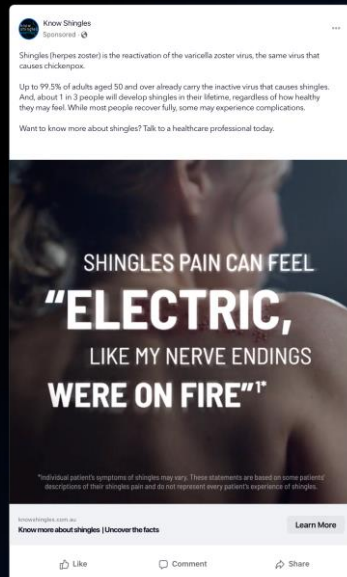


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## TOURISM TASMANIA APP



## GSK SOCIALS



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PRODUCT INFORMATION  
SYSTEM (PIM)

AUGMENTED  
REALITY

AI DRIVEN  
SMART ASSISTANT



END-TO-END BRAND EXPERIENCE

MY HYUNDAI

IONIQ5  
ECOMMERCE

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CUSTOMER PLATFORMS



MARKETING  
AUTOMATION



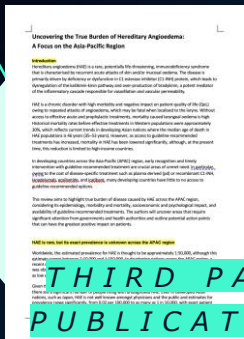
HCP MEDICAL  
EDUCATION &  
MASTER CLASSES



CSL Behring

END-TO-END BRAND EXPERIENCE

THIRD PARTY  
PUBLICATIONS



PATIENT SUPPORT  
CONTENT

EXCLUSIVE/PREDICTABLE

\$

RETAINER FEE

Committed and consistent spend across multiple deliverables

\$

MASTER SERVICES AGREEMENT

Typically exclusive agreements to deliver services for clients

\$

PROJECTS

Recurring and ad-hoc projects to deliver against an agreed scope of work





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*PHARMA*



*CONSUMER*

orah



Heather Kernahan, CEO



Matt Quirie, CEO



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WHO IS HOTWIRE?

**We're a communications  
and marketing  
consultancy that powers  
the world's most innovative  
tech brands.**

# Global reach



**400+**  
Employees



**11** Countries   **15** Offices



**20+**  
Partner Offices

## North America

- San Francisco
- New York
- Minneapolis
- Mexico City
- Toronto

## Europe & Middle East

- London
- Frankfurt
- Madrid
- Milan
- Munich
- Paris
- Amsterdam
- Dubai
- Copenhagen
- Helsinki
- Istanbul
- Oslo
- Stockholm
- Tel Aviv

## Asia Pacific

- Singapore
- Malaysia
- Tokyo
- Bangalore
- Beijing
- Shanghai
- Hong Kong
- Taipei
- Seoul
- Jakarta
- Chennai
- Delhi
- Mumbai

## Latin America

- São Paulo
- Montevideo
- Buenos Aires
- Santiago
- Lima
- Bogota

## Africa

- Johannesburg

## Australia

- Sydney
- Melbourne

● Hotwire

● Partners

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# Hotwire Global tech & innovation clients

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# What marketing & comms leaders are facing: The new evolution to the CXO



**Efficiency focus**



**Transformation to  
digital marketing**



**Managing back to  
back reputation  
issues**



**Predicting and  
delivering ROI for  
marketing is  
becoming the new  
normal**

# Helping tech & innovation companies meet their most important goals

Powering business results with our connected Reputation, Relationship and Revenue service model



## Drive Reputation

Brand strategy, narrative development, awareness and positioning, thought leadership

## Grow Relationships

Develop relationships with media, influencers, analysts, prospects, clients

## Deliver Revenue

Support revenue generation across B2B GTM, digital marketing and ABM/ABX targeted accounts with a data and digital first approach

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# Revenue Generation Services

## DIGITAL STRATEGY

- Go-To-Market Strategy
- ABM Strategy
- CRO Strategy
- UX/IA Strategy
- Content Strategy
- Nurture Programs
- Martech Stack Strategy
- Marketing Automation



## DIGITAL ANALYTICS

- Analytics Architecture
- Reporting Automation
- Insights & Analysis
- Attribution Modelling
- Predictive Analytics
- A/B Testing



## DIGITAL MEDIA

- Search Engine Marketing
- Search Engine Optimization
- Programmatic Display
- Site-Direct Display
- Social Media
- Content Syndication



## DESIGN, DEV AND CREATIVE

- Creative Services
  - Branding
  - Web Design
  - Content Development
  - Creative Campaigns
- Engineering
  - Web Development
  - CMS Development
  - Integrations



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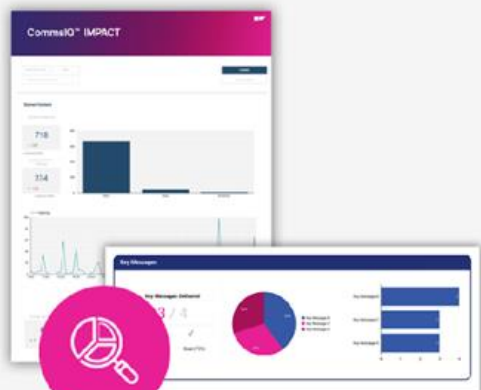
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# Partnered with tech ecosystem leaders with premier and exclusive relationships



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# Data & analytics solutions with AI fueled insights



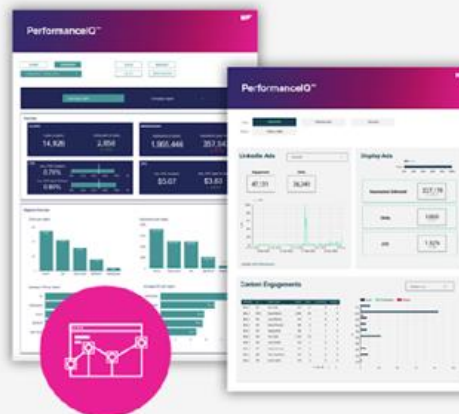
## COMMSIQ

Report progress towards business objectives and uncover key drivers of success to enable future strategies



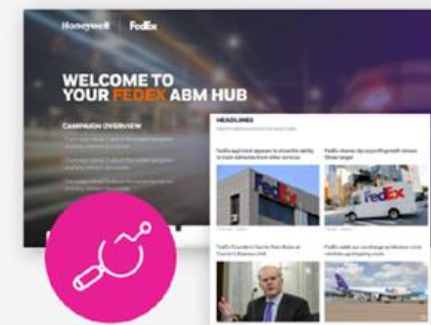
## AUDIENCIQ

Leverage behavioral insights to deepen understanding of your target audience and develop insight-led strategies



## PERFORMANCEIQ

Analyze effectiveness of marketing, demand generation and advertising programs with reporting and measurement



## ACCOUNTIQ

Optimize the delivery of insights to enable enhanced engagement with prospects

# Reputation, Relationship, Revenue

Driving reputation, relationships, and revenue in a data-led, strategic ABM approach enables us to address Honeywell's biggest growth challenges



## Reputation

### Drive Reputation

Brand strategy, narrative development, awareness and positioning, thought leadership

### Results

Increased awareness of & engagement with from target accounts

## Relationship

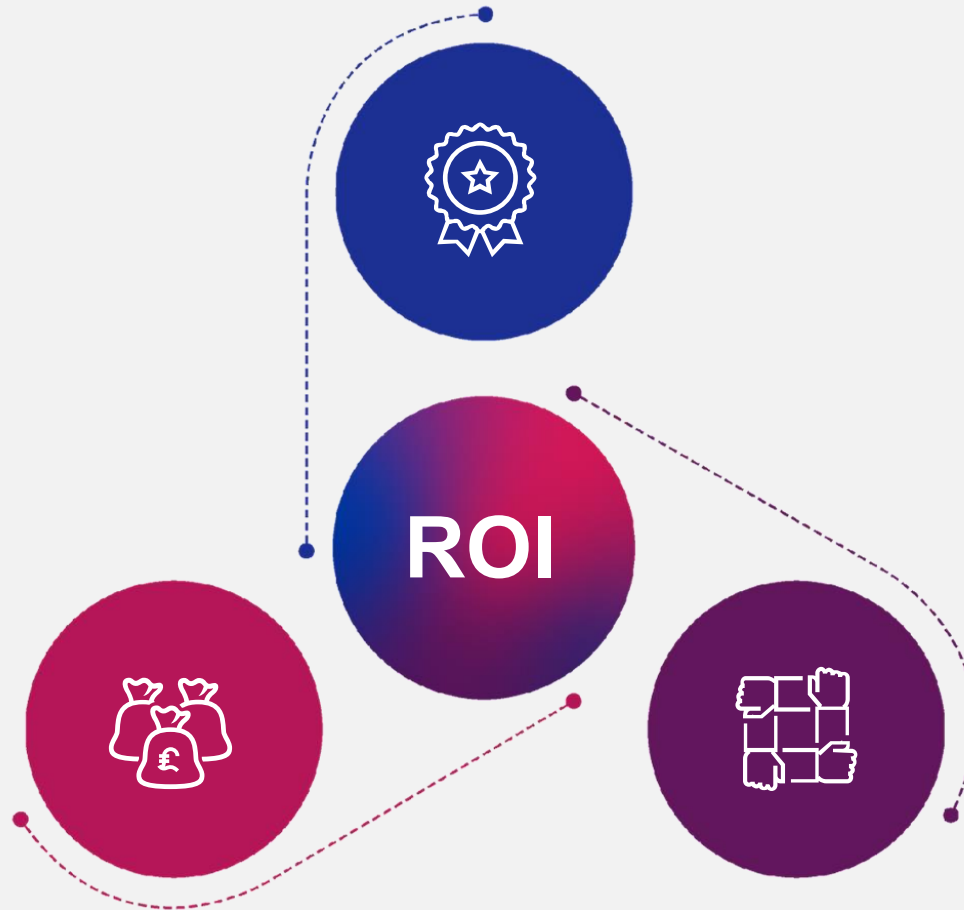
### Grow Relationships

Develop relationships with media, influencers, analysts, prospects, clients

### Results

Strong relationships with buyer personas and the c-suite.

Grow # of key stakeholder relationships



## Revenue

### Deliver Revenue

Support revenue generation across targeted accounts with a data and digital first approach

### Results

Winning strategic partnerships with key target accounts  
# Opportunities

Active Pipeline Revenue

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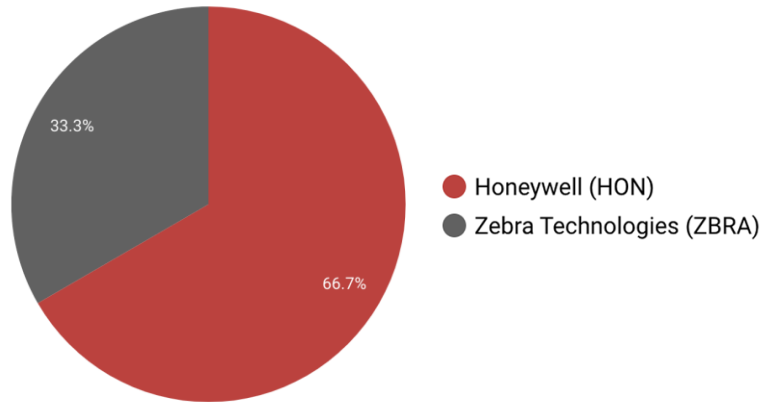
# Reputation

Driving brand awareness against competition in key target accounts with influencers and content insight


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Honeywell is researched more in ABM accounts

**2x** more than main competitor



Honeywell's targeted accounts are engaging with content developed with key retail influencer Steve Dennis.

 **Steve Dennis** · 2nd + Follow ...  
 Keynote Speaker | Strategic Advisor | Top 5 Global Retail Influenc...  
 1mo · Edited ·

Stop obsessing about sales channels - the customer is the channel! To have a future, brands need to embrace the blur of modern retail. Learn about how to create a remarkable harmonized customer experience in this new podcast episode with [Honeywell](#).

#FutureRetail #RetailShaper AD  
<https://lnkd.in/gA6yj-GH>



# Relationships



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Target Persona 1



Target Persona 2



Target Persona 3



Target Persona 4



Target Persona 5



Our Walmart audience began to see a wave of **Honeywell ABM content** that speak directly to persona pains & challenge

Senior stakeholders at Walmart download high value content through our syndicated networks and entered our Marketo nurture email program.

The first opportunity with Walmart is registered during this campaign and this became a won opportunity.

OCT

DEC

JUNE

AUG

OCT

**17%**  
**TOTAL**  
**CAMPAIGN**  
**REVENUE**



HOTWIRE GLOBAL

# Revenue

Award winning ABM program with building reputation, relationships and revenue across 15 strategic accounts.



## 281% over revenue target

Honeywell | [View on LinkedIn](#)

**RETAIL BUSINESS AGILITY**  
A HONEYWELL PODCAST

The technology your associates use every day has to equip them to deliver maximum productivity, while adapting to changing processes. How can those in retail IT ensure that their solutions are agile enough to thrive? Honeywell believes that technology is at the core of business agility, and that empowering and upskilling sales associates with technology is the key.

We sat down with three of our retail tech experts to explore this topic, as well as other challenges retailers are facing right now. In our new **Retail Business Agility** podcast, visit our Future of Retail hub to listen to the discussion, and explore our very latest retail insights and resources.

[Listen now](#)

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**AHOLD DELHAIZE & HONEYWELL: A SHARED APPROACH TO RETAIL.**

**Ahold Delhaize**

Honeywell

**Honeywell Productivity**  
18,110 followers  
Promoted

Right now, customers want retail operations to flex quickly to address their changing demands seamlessly, including more click and collect availability.

**WHAT DOES THE PERFECT CLICK & COLLECT LOOK LIKE?**

Honeywell helps you implement click and collect successfully - if you're in retail operations, our eBook will... [Learn more](#)

now.honeywelladc.com

**Honeywell**

Empower Your Retail Future

What Does the Perfect Retailer Look Like?

Perfect doesn't mean compromise. It means consistently putting smiles on your customers' faces. It means keeping your workforce safe and satisfied. It means caring about productivity and efficiency, not just because of the bottom line but because of the difference it makes to how customers and associates feel about your business.

A World of Experience and Insight

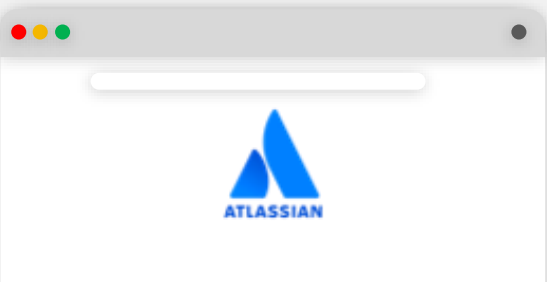
[Learn more](#)

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# Business Model

## RETAINERS

- Ongoing relationships to support continuous business needs



Working across multiple countries with Hotwire

## PROJECTS

- Contained programs that can run a few months to multiple quarters



Strategic alliances partnership programs with tech ecosystem partners

## PAID MEDIA

- Revenue is a percentage of paid media spend & consulting hours for GTM Strategy



Digital advertising services & GTM Strategy

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# Growth focus

Three areas of focus

## ACQUISITION SYNERGY

Cross selling for  
organic revenue

New global clients

## NEW SERVICES & GEOGRAPHIES

Marketing stack  
consulting

Data & analytics  
solutions

APAC expansion

## GLOBAL GROWTH

New Chief Growth  
Officer role

Global network  
focused on new  
clients

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# CAPITAL MANAGEMENT

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CARLA WEBB-SEAR,  
CFO

# Enero's capital management strategy

*Our capital management strategy will give shareholders and potential investors confidence that the Board is focused on disciplined management of our balance sheet and cash. We aim to strike the right balance of investment in opportunities for future value creation and prudent return of excess cash.*

Recurring capital management

Value maximisation levers

TARGET LEVERAGE

DIVIDEND PAYOUT

INVESTMENT

EXCESS FUNDS

Medium-term target to maintain Net Debt<sup>1</sup> / EBITDA ratio below

**1.25x**

Expect to distribute **40-60%** of NPAT (excl. one-off items)

Continue to assess organic and inorganic opportunities to invest in new capabilities to deliver sustainable shareholder returns

Periodically assess the potential for on-market share buy backs, reflecting our confidence in the balance sheet and business outlook

# EGG on-market share buyback

<b>Date announced</b>	<b>4<sup>th</sup> April 2023</b>
<b>Commencement date</b>	<b>From 1<sup>st</sup> May 2023</b>
<b>Scale</b>	<b>Up to 10% of issued shares</b>
<b>Term</b>	<b>12 months</b>

## Share buyback details

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- Buyback reflects:
  - Enero’s strong operating performance and balance sheet
  - Continued strong performance of OBMedia
  - Confidence in Agency businesses’ ability to sustainably manage profitability
  - Enero Board’s ongoing focus on capital management
- To be funded from existing cash balances, with leverage to remain below target
- Maintains flexibility to pursue future investment in new capabilities to drive growth (organic and inorganic)

# WRAP-UP AND Q&A

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Brent Scrimshaw,  
CEO

# enero

## EXCELLENT FINANCIAL PROFILE

Healthy balance sheet

Track record of performance

Clear capital management strategy

## GROWTH OPPORTUNITY

Strong agency foundations with  
differentiated offer in growth verticals

Ability to accelerate OBMedia

Continued people and capability  
enhancement



Ann Sherry, Chair



Brent Scrimshaw, CEO



Carla Webb-Sear, CFO



Wai Kwok, Orchard



Heather Kernahan, Hotwire



Matt Quirie, ROI DNA



Mike Lynn, OBMedia



Raja Gupta, OBMedia



Steve McArdle, BMF

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