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### Q4 FY22 Investor Update and Q&A

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## NAOS Asset Management

To provide investors genuine long-term, concentrated exposure to Australian undervalued emerging companies with an industrial focus.

NAOS established its first Listed Investment Company (LIC) in 2013 with 400 shareholders, and today NAOS manages ~\$300 million across three LICs and one private investment fund, for over 7,500 investors.

Our directors and employees hold significant investments across the NAOS investment strategies, creating strong alignment of interests with all investors.

We believe that demonstrating leadership in ESG is ultimately a differentiating factor that benefits all parties. We strive to create a positive impact on social, environmental and governance issues.

NAOS was originally founded in 2004 and today has 10 staff and donates 1% of its recurring revenue to 4 outstanding organisations making a difference to our environment and/or society.

## **NAOS** Directors and Team

#### OUR DIRECTORS







Warwick Evans Chairman, NAOS Asset Management Limited & Director NCC, NSC & NAC



Sarah Williams Independent Director, NCC and NAC



David Rickards OAM Independent Chairman & Director, NCC and NAC & Independent Director NSC



**Trevor Carroll** 

NSC

Matthew Hyder Director, NAOS Asset Independent Chairman Management Limited



Mark Bennett Director, NAOS Asset Management Limited

#### OUR-TEAM



Sebastian Evans Chief Investment Officer



Robert Miller Portfolio Manager



Brendan York Portfolio Manager



Jared Tilley Senior Investment Analyst



Nelson DeMestre Associate Analyst



**Richard Preedy** Chief Financial and **Operating Officer** 



Rajiv Sharma Head of Legal and Compliance



Angela Zammit Marketing & Communications Manager



Hayley Coy Marketing Coordinator



Julie Coventry Business Sustainability Analyst

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## Reasons Not to Invest with NAOS

Our LICs are not for everyone. Some reasons why you may not choose to invest with NAOS include:

- Concentrated portfolios (0-15 investments & shareholdings often >20%)
- Long-term investment philosophy (5+ years)
- Focus on emerging companies (\$20 million \$500 million market capitalisation)
- Benchmark unaware (no NAOS investments are within the XSOAI)
- Industrial focus (no exposure to resources or very early-stage businesses)
- Smaller fund size (increases ability to gain a meaningful exposure to smaller businesses)
- ESG aware with a focus on positive impact
- LICs can often trade at discounts and premiums to their underlying net-asset backing



\* Investment Portfolio Performance is post all operating expenses, before fees, taxes, interest and initial IPO and subsequent capital raising costs. Returns compounded for periods greater than 12 months. Performance has not been grossed up for franking credits received by shareholders. Inception dates are February 2013 (NCC), November 2014 (NAC) and December 2017 (NSC).

# NAOS LIC Fully Franked Dividend History and Profit Reserves Each LIC has consistently paid dividends and holds healthy profit reserves 90 85.70



Total Dividends Paid (Since Inception)
Total Gross Dividends Including Franking (Since Inception)
Profit Reserves 30 June 2022

All figures as at 30 June 2022

## Investment Portfolio Performance Summary

Investment Portfolio	Q4 FY22 PERFORMANCE	Q4 FY22 BENCHMARK PERFORMANCE	1 YEAR PERFORMANCE	1 YEAR BENCHMARK PERFORMANCE	INCEPTION PERFORMANCE (p.a.)	BENCHMARK INCEPTION PERFORMANCE (p.a.)
NCC Investment Portfolio Performance*	-13.95%	-12.91%^	-15.14%	-19.52%^	+9.97%	+4.29%^
NAC Investment Portfolio Performance*	-16.35%	-11.43%^	-28.36%	-9.56%^	+10.30%	+5.97%^
NSC Investment Portfolio Performance*	-8.63%	-12.91%^	-14.72%	-19.52%^	+3.30%	+2.38%^

\*Investment Portfolio Performance is post all operating expenses, before fees, interest, taxes, initial IPO commissions and all subsequent capital raising costs. Performance has not been grossed up for franking credits received by shareholders. Since inception (P.A. and Total Return) includes part performance for the month of February 2013 (NCC), November 2014 (NAC) and December 2017 (NSC). Returns compounded for periods greater than 12 months. All figures as at 30 June 2022. ^NAC Benchmark= S&P/ASX 300 Industrials Accumulation Index, NCC & NSC Benchmark= S&P/ASX Small Ordinaries Accumulation Index

## What Qualitative Information Sources Does NAOS Use?

The NAOS Investment Team undertakes fundamental analysis on potential and current investments. Some examples of our key focus areas include:



## NAOS Management Alignment

NAOS Director's shareholdings have significantly increased since the inception of each LIC



## The Case for Concentrated Investing

Holding too many stocks in a portfolio can lead to poor risk adjusted performance



THE EFFECTS OF DIVERSIFICATION ON RETURNS

Level of Diversification (number of stocks in a portfolio)

Source: NAOS Asset Management

## Q4 FY22 Summary

- Inflationary impacts have finally hit home during Q4 with central banks playing catch-up and raising rates at record paces.
- The current geopolitical issues are having widespread & significant negative effects on the macro environment. Many impacts are difficult to solve through short term alternative measures, most notably energy prices & agricultural related supplies.
- The 'valuation realism' experienced by financial markets continued to gain momentum. Equity capital markets are no longer as forgiving as they have been. The 'growth at any cost' strategy of many growth companies has disappeared alongside the 'era of free money'.
- A shift from goods to services has occurred. Many COVID beneficiaries (e.g., e-commerce, gig economy) are now facing a more challenging post-COVID environment.
- Domestically businesses are continuing to struggle. Operational issues such as staffing shortages & supply chain issues are leading to longer lead times, as well as higher input costs due to a wide range of inflationary pressures.



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Source: Capital IQ, NAOS



Australian IPO Market - 2021 Exuberance Vs. 2022 Almost 'Closed'

Source: Capital IQ, NAOS



Australian Yield Curve Changes During FY22

What a difference 12 months can make... Interest rate expectations now playing catch-up to inflation.

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Source: Capital IQ, NAOS

#### Consumer Confidence Index by Geography



Source: OECD, NAOS

#### EXPLAINER:

An indicator above 100 signals a boost in the consumers' confidence towards the future economic situation, as a consequence of which they are less prone to save, and more inclined to spend money on major purchases in the next 12 months. Values below 100 indicate a pessimistic attitude towards future developments in the economy, possibly resulting in a tendency to save more and consume less.

## Welcome Simon Lee

Chief Executive Officer and Executive Director





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## About Urbanise



- Urbanise (ASX: UBN) is a cloud-based proptech business that provides software solutions for strata and facilities managers
- Our main markets are Australia, New Zealand, Asia and the UAE
- We have around 75 people across 6 countries in sales & marketing, implementations, product development and customer support



## Strata Management

#### A key role in community living

- Strata legislation introduced in NSW in 1961
- Replicated around the world (including Canada, Dubai, Singapore, New Zealand, Singapore and Malaysia)
- Strata scheme handles the legal ownership of a portion of a building, where you own your 'lot' and share ownership of common areas with others
- Can include apartment units, duplexes, villas, commercial, retail
- Strata managers are responsible for matters relating to common areas:
  - Administration under strata scheme
  - Social & community responsibilities



## Strata Market

#### **Segmentation of strata managers**



#### **Key Players**

- Australia: PICA, Smarter Communities, Bright and Duggan, Whittles, SSKB Strata Managers, MBCM Strata Specialists, Jamesons Strata Management, NetStrata, Strataplus
- **Middle East:** Nakheel, Damac, Provis/Aldar

1. https://cityfutures.ada.unsw.edu.au//documents/612/Australasian\_Strata\_Insights\_2020\_Final.pdf

2. https://www.strata.community/nz-what-is-strata

3. https://www.zawya.com/mena/en/business/story/Nearly\_5000\_residential\_units\_made\_available\_in\_Dubai\_in\_Q1\_2020-SNG\_172248964/

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## Facilities Management

## A broad role in the management of facilities assets

- "Facilities" is any structure or area (assets) that can accommodate commercial, residential, industrial and mixed-use activities
- Facilities managers support the functionality, safety, maintenance and sustainability of those assets.
- The role can be outsourced to a third-party specialist (FM outsourcer) or be assumed in-house



## **Facilities Market**

#### **Sectors**

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	Other	Council s/ LGAs	Mining	Utilities	Aged care / NDIS	Educatio n
Tier 1 FM Outsourcer						
Tier 2 FM Outsourcer						
Asset Owner / Custodian						
Strata						

#### **Key Players**

#### Australia:

- Spotless, Programmed, Ventia, Sodexo, ISS
   Facilities Services, JLL, CBRE, BGIS
- 400 plus FM Outsourcers

#### Middle East:

- 5 Major players dominate
- Owners Associations (Strata) Managers have FM responsibilities

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## Technology Challenges

Challenges	Strata	Facilities	Urbanise	
Engagement of customers (being sticky)	Tenants & Owners	Users of facilities, trades & customer	Communication apps & portals	
Co-ordination with other services (integrated offering)	Building services Space/booking management, Integra building services, other real estate services, vendor management		Integrations	
Reduce administration time (efficiencies)	Allow Strata Managers to spend more time on other things	Increase cost and cash efficiencies	Workflow management	
Data analytics (decision making)	Financial management, engagementCompliance, financial management, engagement		Analytics & data warehousing	
Legislative changes (compliance)	Strata legislation	Safety, maintenance standards	Product needs to be compliant	
Consolidations (growth)	Acquisitions	Acquisitions/Divestment	Migration approach	
New technology	On-line videos and voting, Al	Sensors, IoT, AI	Integrations, partnerships	

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## NAOS Investee Companies - Key Events Q4 FY22

HOLDING	INDUSTRY	Q4 UPDATE
BigRiver (ASX: BRI)	Building Supplies	<ul> <li>FY22 result confirmed at upper end of previously stated guidance.</li> <li>BRI published long term financial targets around margins, ROFE and a dividend payout ratio target for the first time.</li> <li>Provided clarity around the network growth strategy by geography and product over the medium term.</li> </ul>
CROUP HOLDINGS (ASX: EGH)	Real Estate	<ul> <li>Material flood damage at Lismore property negatively impacted group.</li> <li>Previously delayed property settlements occurred whilst further acquisitions &amp; asset sales were announced/settled.</li> <li>Full year profit downgrade (\$10.2m - \$10.4m) from previously announced guidance (\$10.9m - \$11.1m).</li> </ul>
(ASX: MOV)	Transport & Logistics	<ul> <li>Now a dual foreign exempt listed (NZX) business, MOV completed an ASX listing, allowing exposure to a wider pool of potential investors.</li> <li>Awarded a \$10m NZ Government co-funding grant to establish alternative sea freight services in New Zealand, an important strategic initiative.</li> <li>Continues to attract high quality executives from the likes of Mainfreight, Toll and Linfox.</li> </ul>

## NAOS Investee Companies - Key Events Q4 FY22

HOLDING	INDUSTRY	Q4 UPDATE
urbanise (ASX: UBN)	Software & Services	<ul> <li>Appointment of Simon Lee as CEO.</li> <li>Positive commentary regarding upskilling to occur on the Board of Directors.</li> <li>Trading update negatively impacted by material customer loss which we view as 'one off'. Colliers Australia rollout development progressing well with scope for further geographic expansion.</li> </ul>
(ASX: BSA)	Solutions & Services	<ul> <li>Balance sheet repair completed through April capital raising.</li> <li>Necessary management and Board changes occurring, with CEO search process ongoing.</li> <li>Industry commentary suggests improved operating conditions post COVID.</li> </ul>
<b>JF</b> (ASX: FFT)	Software & Services	<ul> <li>Adrian Rudman appointed as CEO with material remuneration aligned to shareholders. Previously worked at Objective Corp (ASX: OCL) for ~20 years.</li> <li>Announced asset sale of non-core division, Farmbuy.com</li> </ul>

## NCC Overview as at 30 June 2022



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## NAC Overview as at 30 June 2022



#### FULLY FRANKED DIVIDEND HISTORY



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## NSC Overview as at 30 June 2022



#### FULLY FRANKED DIVIDEND HISTORY



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## Capital Management Initiatives

Performance	Maintain a focus on long term performance without deviating from the core NAOS investment philosophy.
Dividends	Continue to focus on a growing stream of dividends, franked to the maximum extent possible, whilst maintaining an adequate reserve balance.
Alignment	Continue to be aligned with shareholders as Directors and Staff are some of the largest shareholders across all 3 of the LICs.
Communication	Maintain a very high standard of marketing materials and communications so all current and prospective shareholders have a clear understanding of the NAOS offering.
NSC	The share buyback remains active. 25.67 million shares, or 15.19% of shares on issue, have been bought back on market since the buyback commenced in April 2019. One-for-three bonus Options (ASX: NSCOA) were issued in May 2021, allowing shareholders to acquire fully paid ordinary shares exercisable at \$1.02 per Option on or before 28 June 2024.
NAC	The share buyback remains active. 21.64% of shares on issue have been bought back on market since the buyback commenced in June 2019 to date, which has been significantly accretive for shareholders. One-for-two bonus issue of Options (ASX: NACOA) were issued in March 2020, allowing shareholders to acquire fully paid ordinary shares exercisable at \$1.03 per Option on or before 31 March 2023.
DRP	Shares purchased on-market to satisfy DRP requirements when shares are trading at a discount to NTA, thus eliminating any dilution for shareholders.

## Overview & Outlook Q1 FY23

- Companies continue to adjust to the post COVID environment which will benefit some industries and weigh on others. We expect this to be a continued theme in outlook commentary during August reporting season.
- Will the recent interest rate increases start to influence consumers? How many more sharp increases will be required to curb inflationary impacts?
- If inflation is to be curbed, it is likely to occur over the short term rather than gradually over time.
   Forward looking equity markets will be looking for reasons to rebase and recover ahead of the consumer.
- Small cap equities are inherently more volatile and less liquid than large cap equities, a risk-off environment can often result in very attractive long-term buying opportunities.

## Outlook Q1 FY23 - continued

- Updates from almost all portfolio companies expected in the August reporting season.
- As with the previous year we believe the focus will not be so much on the FY22 result but on the immediate outlook and the first couple of months of trading.
- In the case of some of our largest core investments, outlook commentary may provide a significant catalyst, especially for the likes of BRI, MOV and MXI.
- We will be looking for the following updates across these core holdings:
  - Saunders International (ASX: SND): A progress update on the \$165 million contract in the Northern Territory.
  - Maxiparts (ASX: MXI): Clarity around the true underlying profit margin potential of MXI.
  - Gentrack (ASX: GTK): Further clarity around their international expansion opportunity.
  - Urbanise (ASX: UBN) : An update on their sales pipeline.
  - BSA Limited (ASX: BSA): An update regarding potential divestment opportunities and the CEO recruitment process.

## NAOS Asset Management 1% Pledge

As a company, we commit to

of revenue, time and intellect to movements and missions that matter.

Each year NAOS donates 1% of its annual revenue to the charity partners listed to the side. Each charity supports a cause that we strongly believe in.

Our people have an incredible range of skills that can be a huge help to charities and community organisations. Each year, team members have the opportunity to take 2 days paid volunteer leave to lend a helping hand to an organisation of their choice.

NAOS sees the value in supporting young members of the investment community. We provide training and mentorship for one student each year.







#### **Royal Flying Doctor Service**



Pledge 1%

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Thank you for your continued support.

"Games are won by players who focus on the playing field - not by those whose eyes are glued to the scoreboard."

Warren Buffett



Appendix

## Investment Portfolio Performance vs. Benchmark

Investment Portfolio	1 Year Performance	3 Year Performance (P.A)	5 Year Performance (P.A)	Inception (P.A.)	Inception (Total Return)
NAC	-28.36%	+9.16%	+6.86%	+10.30%	+111.32%
NAC Benchmark	-9.56%	+2.20%	+4.98%	+5.97%	+55.68%
NCC	-15.14%	+7.78%	+3.25%	+9.97%	+142.99%
NCC Benchmark	-19.52%	+0.38%	+5.07%	+4.29%	+48.02%
NSC	-14.72%	+11.48%	n/a	+3.30%	+16.03%
NSC Benchmark	-19.52%	+0.38%	n/a	+2.38%	+11.36%

\*Investment Portfolio Performance is post all operating expenses, before fees, interest, taxes, initial IPO commissions and all subsequent capital raising costs. Performance has not been grossed up for franking credits received by shareholders. Since inception (P.A. and Total Return) includes part performance for the month of February 2013 (NCC), November 2014 (NAC) and December 2017 (NSC). Returns compounded for periods greater than 12 months. All figures as at 30 June 2022.

^NAC Benchmark= S&P/ASX 300 Industrials Accumulation Index, NCC & NSC Benchmark= S&P/ASX Small Ordinaries Accumulation Index.

## NAOS Strong Long-term Risk-adjusted Returns\*



NCC Investment Portfolio Risk and Performance Metrics NAC Investment Portfolio Risk and Performance Metrics



■ NAC Investment Portfolio ■ NAC Benchmark (XKIAI)

\* Investment Portfolio Performance is post all operating expenses, before fees, interest, taxes, initial IPO commissions and all subsequent capital raising costs. Performance has not been grossed up for franking credits received by shareholders. Since inception (p.a.) includes part performance for the month of February 2013 (NCC) and November 2014 (NAC), returns compounded for periods greater than 12 months. All risk metrics are calculated from the inception date of each portfolio. All Figures are as at 30 June 2022. Since NCC's inception (112 months) there have been 73 positive months for the market and 39 negative months and since NAC's inception (92 months) there have been 57 positive months for the market and 35 negative months.

## NAOS Strong Long-term Risk-adjusted Returns\*



NSC Investment Portfolio Risk and Performance Metrics

\* Investment Portfolio Performance is post all operating expenses, before fees, interest, taxes, initial IPO commissions and all subsequent capital raising costs. Performance has not been grossed up for franking credits received by shareholders. Returns compounded for periods greater than 12 months. All risk metrics are calculated from the inception date of each portfolio. All Figures are as at 30 June 2022. Since NSC's inception (56 months) there have been 28 positive months for the market and 28 negative months.



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## NAOS ESG Framework



The incorporation of ESG considerations into the investment process applies across all NAOS investments and involves regular discussions and engagement with companies over material ESG issues.

ESG considerations rest at the core of the NAOS investment process. While the investment team screens all prospective investments on an ESG basis, NAOS also ensures that all its investee companies abide by the same principles. NAOS seeks to ensure investee companies are acting in a responsible manner, are setting clear targets and are having a positive impact on their respective stakeholders (i.e. employees, clients, community). Their impact on the environment is foremost among these priorities. As part of this process, NAOS has continued to evolve its ESG questionnaire it provides to all investee companies. This questionnaire provides NAOS with transparent, consistent and granular data on how these companies are both performing and improving upon these focus points.

Signatory of:



#### Key Business & Industry Traits for Maximising Long-term Performance and Reducing the Risk of Permanent Capital Loss Events

Industry Tailwinds Supporting Long-Term Revenue Growth	A growing revenue base provides companies with a number of competitive advantages such as the ability to scale their fixed cost base and increase margins, the opportunity to reinvest to improve their product or service offering, or the chance to enter new markets and compete on a number of considerations other than just price.		
Pricing Power	Certain products and/or services around the globe can charge a price that is largely irrelevant to the consumer, due to the simple fact that it provides such a sound consumer experience.		
Scalability	Ideally, a business structure is built from the ground up and is structured in such a way that it has the systems and processes to handle significant scaling without an equivalent dollar of cost being added to the cost base. Businesses that can demonstrate a trend of increasing profits over the long term have generally been able to increase margins as well.		
Capability to Internally Fund Expansion Opportunities	The ability to invest in organic business initiatives such as research and development, new product or service launches into adjacent markets, or small bolt on acquisitions that bring with them a new capability.		
Business Moat	If a business has a sustainable competitive advantage and can also increase this advantage over time, this will generally lead to significant organic revenue growth over the long term. This is driven by a strong customer proposition as well as significant pricing power. With such organic growth, the business should have the financial resources to support further innovation to ensure they maintain and even enhance this moat over time.		
Alignment	A company with the ability to support the interests of all shareholders can have substantial compounding effects over time. If the Board of Directors, key executives and staff are material shareholders then a business is more likely to develop a culture, values and a business strategy that aligns with total shareholder return outcomes over the long term.		

## Why Invest via a Listed Investment Company?

We strongly believe LICs are a highly effective structure to give investors the highest quality exposure to specific asset classes, which in the case of NAOS is emerging businesses.

A Listed Investment Company structure:

- Allows the investment manager to build a concentrated portfolio of high-quality investments without needing to worry about short-term liquidity requirements.
- Fund size is generally limited to the upside, allowing investors to maintain a significant exposure to the underlying investments and not be diluted by new investors, which may occur in an open-ended fund.
- Enables a smoother distribution profile as profits can be retained, as opposed to managed funds which distribute all taxable income annually. Dividends from a LIC may also be fully franked.
- Can provide access to a range of alternative asset classes which may not be suited to an open-ended structure.

## Investor Awareness and Communication



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