



TRIBAL

OUR VISION: TO EMPOWER THE WORLD OF EDUCATION

Tribal Group – Final Results 2021



AGENDA

ABOUT TRIBAL

**OVERVIEW &
HIGHLIGHTS**

**FINANCIAL
PERFORMANCE**

Q&A

APPENDIX

TRIBAL

OUR GOAL:

To be a pure-play education technology (EdTech)
SaaS business, expanding to a global reach

Tribal at a glance



WHO WE ARE

We strive to research, develop and deliver the products, services and solutions needed by Education institutes across the world



WHAT WE DO

Student Information Solutions to both Higher & Further Education across the world

Global provider of Quality Assurance and Benchmarking services for Education



WHO WE HELP

Over 500 institutions empowered by Tribal's Student Information Solutions



>65%

MARKET SHARE
UK UNIVERSITIES



>30%

MARKET SHARE
AUSTRALIA & NZ



>35%

MARKET SHARE
FURTHER
EDUCATION



£13.8m

EDUCATION
SERVICES
(Revenue)



£67.3m

STUDENT
INFORMATION
SERVICES
(Revenue)

STUDENT MANAGEMENT SYSTEMS

SITS:Vision
ebs
Maytas
Callista
SchoolEdge

EDGE

Recruitment
Support & Wellbeing
Admissions
Submissions
Engage
Scheduling &
Timetabling

OVERVIEW & HIGHLIGHTS

MARK PICKETT, CHIEF EXECUTIVE OFFICER

T R I B A L

Highlights: Building a global software company

ARR GROWTH: INCREASED ARR BY 7% TO A RECORD HIGH OF £50.3M

EXPANDED CUSTOMER SHARE OF WALLET

EXPANDED ADDRESSABLE MARKET

EXPANDED GEOGRAPHICAL REACH



ORGANIC GROWTH

- Strong sales performance across our offerings
- Continued high levels of customer retention
- Transition of two flagship customers to Tribal:Cloud, with a growing pipeline



SELECT M&A

- Two small acquisitions expand our offering into Timetabling - Semestry & Eveoh's 'My Timetable'
- Provide increased addressable market and greater sales capacity in mainland Europe
- Funded via cash reserves



EDGE PRODUCT LAUNCHES

- Marketing launch of Edge Admissions
- Four early customer wins demonstrate applicability of new offering, across existing and new customers

Strategy in action: High level of new wins

STUDENT INFORMATION SYSTEMS

Edge



University
of
St Andrews

SITS:Vision (in the cloud)



Tribal Cloud (SITS cloud migrations)



Other Tribal SIS (ebs & Maytas)



Liverpool
City Council



TE WHARE WĀNANGA O
AWANUIĀRANGI



University of
Sunderland



KINGDOM OF BAHRAIN

Ministry of Education



British Embassy
Bahrain

**EDUCATION
SERVICES**



FINANCIAL PERFORMANCE

DIANE MCINTYRE, CHIEF FINANCIAL OFFICER

T R I B A L

Financial Summary: Considerable progress against KPIs

+11%

Revenue up 11%
£73.4m to £81.1m

**+9%**

Adjusted EBITDA up 9%
£15.2m to £16.6m

**104%**

Cash conversion up 7ppt
97% to 104%

**+7%**

ARR up 7%
£47.0m to £50.3m

**+1%**

Statutory profit before tax
£8.5m to £8.6m

**+33%**

Investment in Edge
£6.8m to £10.1m

**+21%**

Committed income up 21%
£142.6m to £172.5m

**+10%**

Basic Statutory Earning
per share increased to 3.4p
per share from 3.1p

**+8%**

Dividends increased to
1.3p per share from 1.2p



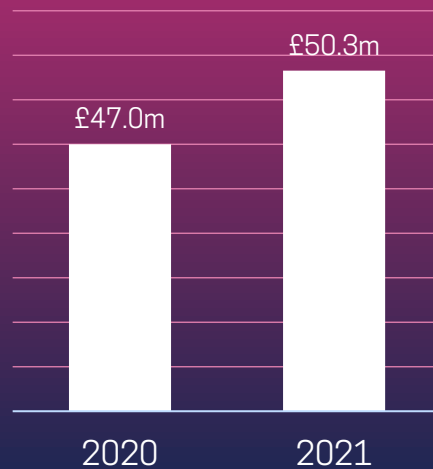
Financial Highlights: Business returns to growth

ARR

Record high ARR

+7%

- ARR continues to grow driven by Edge and Cloud
- Organic ARR growth 4%

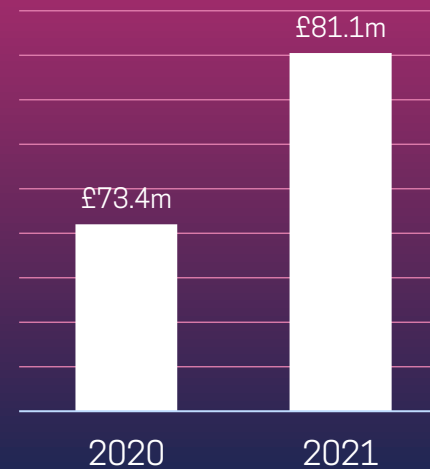


REVENUE

Return to revenue growth

+11%

- Revenue growth for the first time in over 5 years
- Organic revenue growth 9%

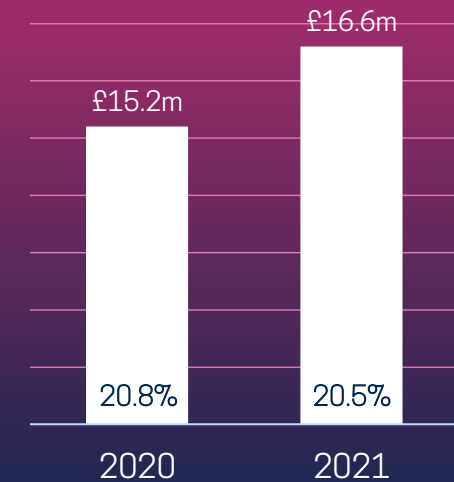


ADJUSTED EBITDA

Ongoing growth

+9%

- Growth across SIS and ES segments
- Slight decline in EBITDA percentage



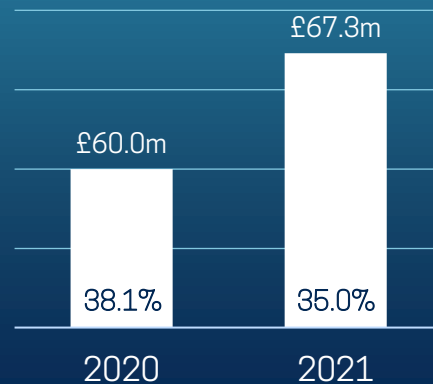
Segments: Strong performance across the business

SIS

Revenues and Operating Margin %

+12%

- Cloud and Edge driving increase
- Organic revenue growth 10%
- Operating Margin % decline as we scale new products and implement NTU contract

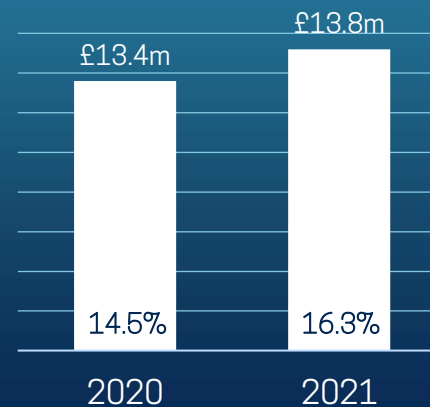


ES

Revenues and Operating Margin %

+3%

- Inspections revenue recovered as schools reopened towards the end of the year
- Surveys and benchmarking have recovered but are not yet at pre Covid levels

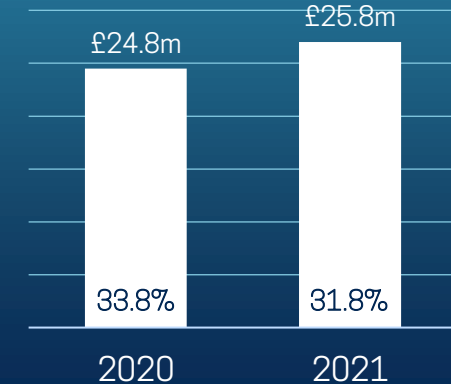


TOTAL SEGMENT

Operating Margin and Operating Margin %

+4%

- SIS operating margin increased 3% from £22.9m to £23.6m
- ES operating margin increased 16% from £1.9m to £2.2m



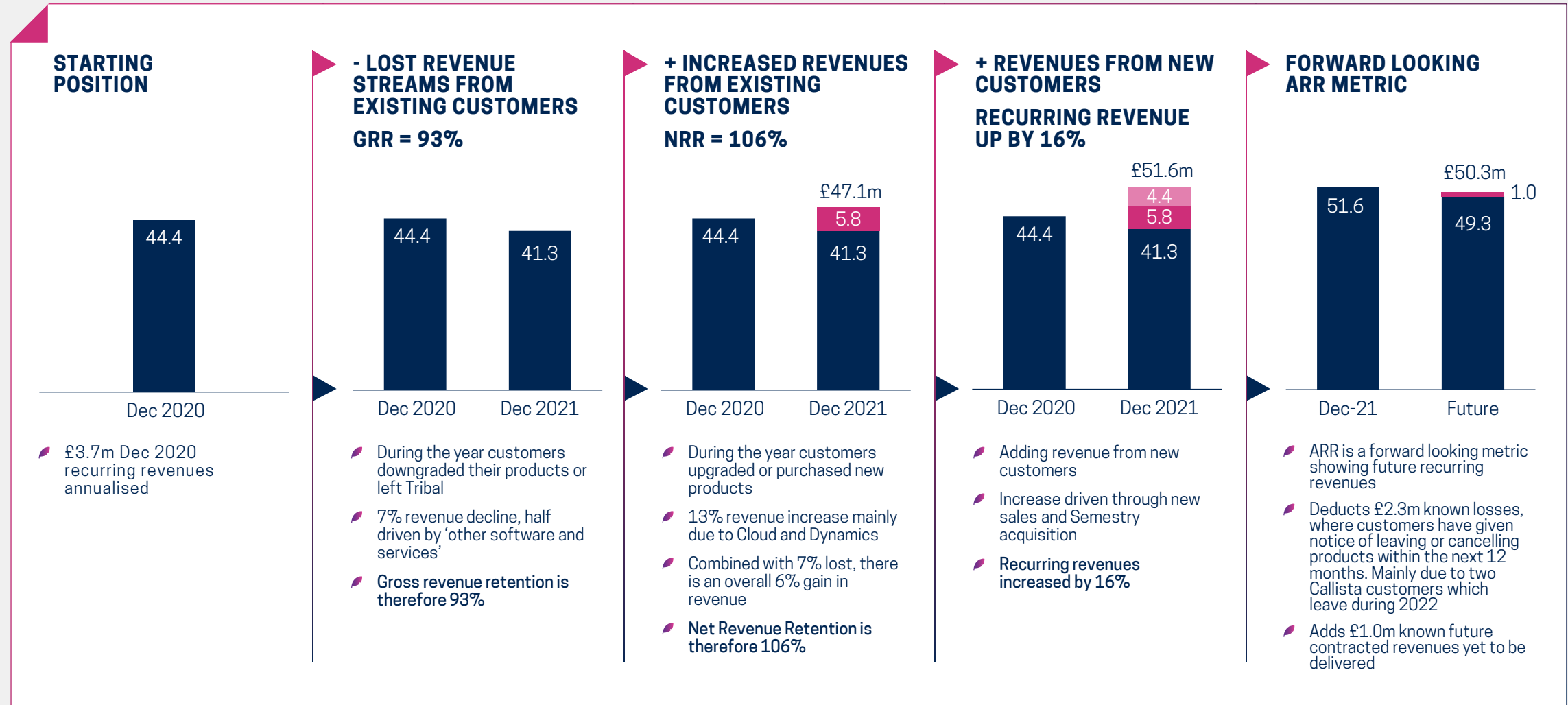
Note: Numbers shown in constant currency. Segment operating margin is before central overheads and 'Other items'. Three smaller products have been moved from ES to SIS, numbers are consistent year on year – reconciliation in appendix

SIS: Clarity on growth trajectory by product area

PRODUCT AREAS	REVENUE TYPE	PRODUCTS	TRAJECTORY
Foundation	Support and Maintenance fees		Decline as customers move to a subscription model ↘
	Software Subscription and perpetual licenses	SITS, ebs, Maytas, Callista, Asset Management/K2, SID	Slower growth while perpetual licence fees reduce over the next couple of years and will then grow more rapidly ↗
Cloud	Subscription	Fully managed public cloud and hosting services or on-premise in a private cloud.	Strategic growth area ↗
Edge	Subscription	Admissions, Submissions, Engage, Support and Wellbeing, Recruitment, Semestry scheduling and timetabling	Strategic growth area ↗
Professional Services	One off implementation charges		Track in line with sales growth ↗
CORE PRODUCTS			
Other Software and Services	All revenues in association with the products, including support and maintenance, subscription licenses and professional services	SchoolEdge, Bespoke historic Australian Government contracts, Software Solutions, Data Managed Solutions, Information Managed Services.	Maintenance products, primarily providing services to schools ↘
TOTAL SIS			

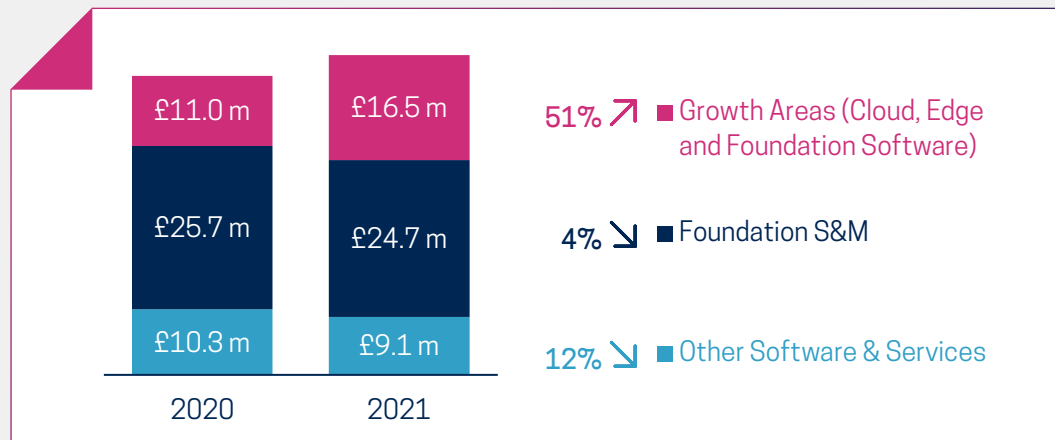
Note: Some smaller products have been moved out of Education Services into SIS, where they most closely align – Asset Management, Software Solutions and Information Managed Services. Reconciliation in appendix.

SIS: SAAS Metrics demonstrate strategic shift



SIS ARR: High growth in Cloud and Edge

	2021	2020	CHANGE	GROWTH
Foundation Support and Maintenance	24.7	25.7	(1.0)	(3.9)%
Foundation Software	3.8	2.5	1.3	53.8%
Cloud Services	8.2	6.6	1.6	24.1%
Edge	4.5	1.8	2.8	138.9%
Core products	41.2	36.7	4.5	12.4%
Other Software and Services	9.1	10.3	(1.4)	(12.0)%
TOTAL SIS	50.3	47.0	3.3	7.0%



CORE PRODUCT ARR HAS INCREASED 12.4%

- Foundational support and maintenance decline driven by two Callista customers deciding not to renew
- Foundation software growth due to significant new wins including University of West London (SITS), Te Whare Wananga o Awanuiarangi (ebs), Architectural Association School of Architecture (ebs) and Sunderland University (Maytas)
- Cloud growth due to existing customer migrations for University of Warwick, University College London and Universiti Teknologi Petronas and new customers Solent University and University of West London
- Edge growth includes £1.5m of ARR from Semestry and Eveoh. We have seen significant growth in Dynamics, as well as Engage, Submissions and Admissions

OTHER SOFTWARE AND SERVICES ARR HAS DROPPED BY 12%

- SchoolEdge customer churn and product churn on our long-term Australian contracts

SIS : Building a high quality revenue base

	2021	2020	CHANGE	GROWTH
Foundation Support and Maintenance	26.0	25.5	0.5	1.9 %
Foundation Software	5.4	4.5	0.9	21.3 %
Cloud Services	6.8	5.2	1.6	31.5 %
Edge	3.4	1.7	1.7	101.9 %
Professional Services	12.7	9.3	3.4	36.8%
Core Revenue	54.2	46.0	8.2	17.8%
Other Software and Services	13.1	14.0	(0.9)	(6.3)%
Total Revenue	67.3	60.0	7.3	12.2%
Adjusted Operating Profit	23.6	22.9	0.7	3.1 %
Adjusted Operating Margin	35.0%	38.1%		(3.1)pp


CORE REVENUE INCREASING BY 17.8%

-  **Cloud** - Sydney contract fully delivered with good progress on Kings College London
-  **Edge** - £0.9m added from Semestry revenues with strong performance across all other products
-  **Professional Services** growing with Edge and Cloud sales. NTU will ramp up for key delivery dates during 2022, with low margins during implementation

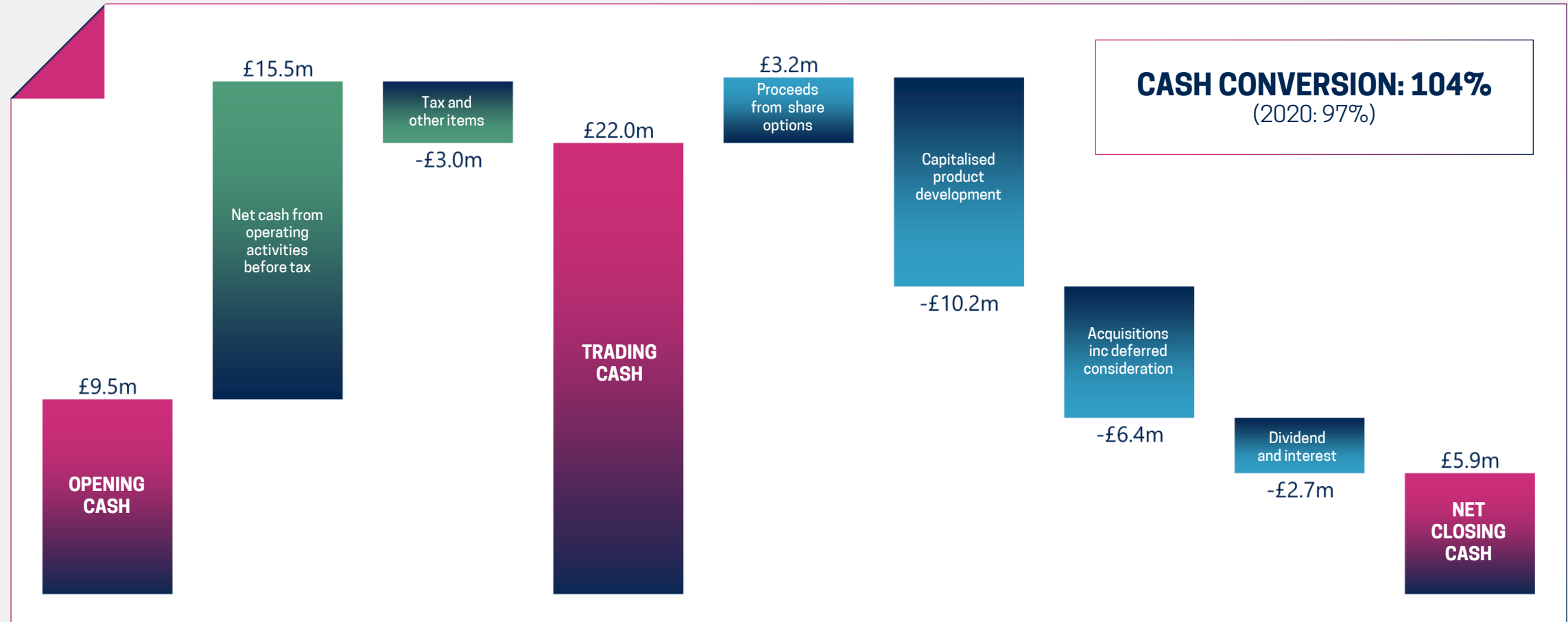
OTHER SOFTWARE AND SERVICES DECLINED 6.3%

-  Higher churn on 'maintenance' products

OPERATING MARGIN PERCENTAGE 3.1PP LOWER

-  Declining revenues in 'Other software and services' with higher margin products, lower margins while we scale Cloud and Edge products and invest in sales, and impact of NTU margins

Cashflow: Strong cashflow invested in strategic products

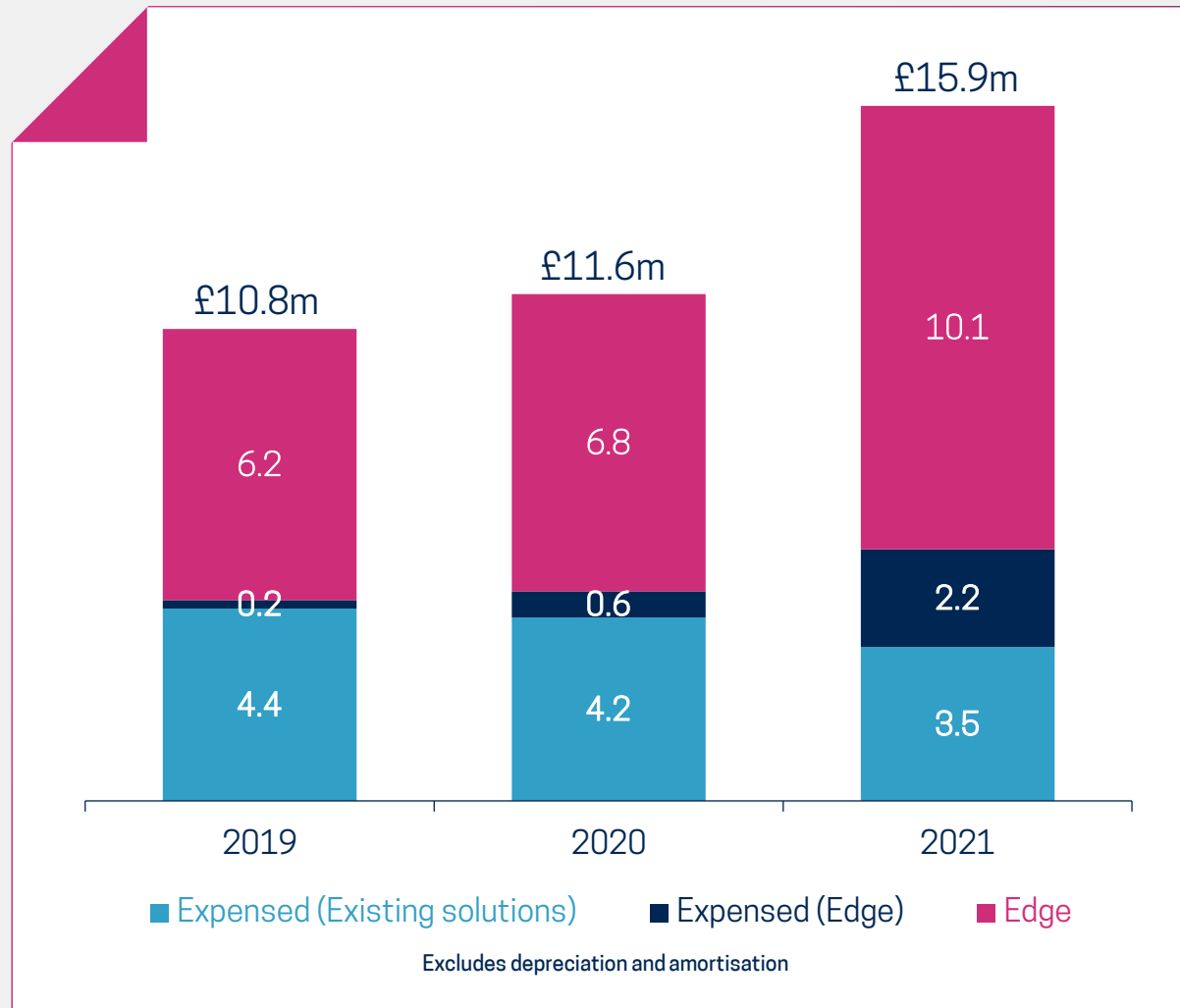


TRADING

INVESTING

Note: Cash conversion calculation updated since prior year, numbers shown above are consistent year on year.

SIS: Strengthened product development teams



EDGE SALES

- Edge ARR £4.5m increasing 138% from the prior year
- Admissions sold to 4 early adopters for delivery during 2022

EDGE INVESTMENT

- £27m capitalised to date
- Admissions will be available for general release in the first half of 2023
- Investment continues at similar levels to 2024

EXPENSED PRODUCT DEVELOPMENT

- £0.9m of Edge capitalised costs were expensed due to increased clarity on our Edge roadmap



STRATEGY UPDATE

MARK PICKETT, CHIEF EXECUTIVE OFFICER

T R I B A L

Objectives



TRIBAL 2025: Five-year Objectives

1. INCREASE ARR

Double the Annual Recurring Revenue (being 15% CAGR)

- ARR at end 2020: £47.5m
- Includes bolt-on acquisitions
- Ramps up over 5 years

2. IMPROVE EBITDA

EBITDA margin at low-30s%

- EBITDA at end 2020: 20%
- Multi-tenanted, SaaS solution
- Edge fully rolled out will drive margins in mid-30s

3. COMPLETE EDGE

Deliver all major modules of Edge

- Broadly complete ecosystem, incl bolt-on acquisitions
- Conclude accelerated Product Development spend

4. GROW GLOBALLY

Double # of Higher Education markets

- 10% of revenue from new addressable global markets
- Markets (2020): UK, Aus, NZ, Canada, Malaysia, Singapore

5. BUILD CUSTOMER POSITION

Double # of Higher Education customers & share-of-wallet

- All customers on Tribal:Cloud and/or adopting Edge
- Increase share-of-wallet: Double Rev / Customer

Market and Drivers for long term growth

UNIVERSITY CHALLENGE

UNIVERSITY SOLUTION

TRIBAL OPPORTUNITY

Legacy internal SMS unfit-for purpose – complexity, lack of agility, security concerns

Public tender for cloud-based commercial SMS, leveraging the public cloud and managed services

Tribal:Cloud, providing existing SIS products “as-a-Service” through the public cloud

TRIBAL SAAS SOLUTIONS

Removes the complexity of existing, non-standard SIS

Simpler, standardised solution for institutions provides greater efficiency at lower risk and lower cost of ownership (opex)

Tribal increases share-of-wallet through managing systems as-a-Service

Improve Student Experience
Improve internal efficiency

Digital transformation to deliver a compelling student experience

Edge: cloud-native solutions adding value across a wider solution set

The Goal - A modern student information solution

USER INTERFACES

Engage (Mobile App)

Student Portal

Staff Portal

Voice

ENGAGEMENT SOLUTIONS

Marketing & Recruitment

Student Wellbeing & Support

Business Engagement

Apprenticeship Management

Alumni Management

Scheduling & Timetabling

Curriculum Planning

API INTEGRATION LAYER & DATA ANALYTICS

Regulatory & Statutory (Submissions)

Admissions

Complex Higher Education Multi-Stage

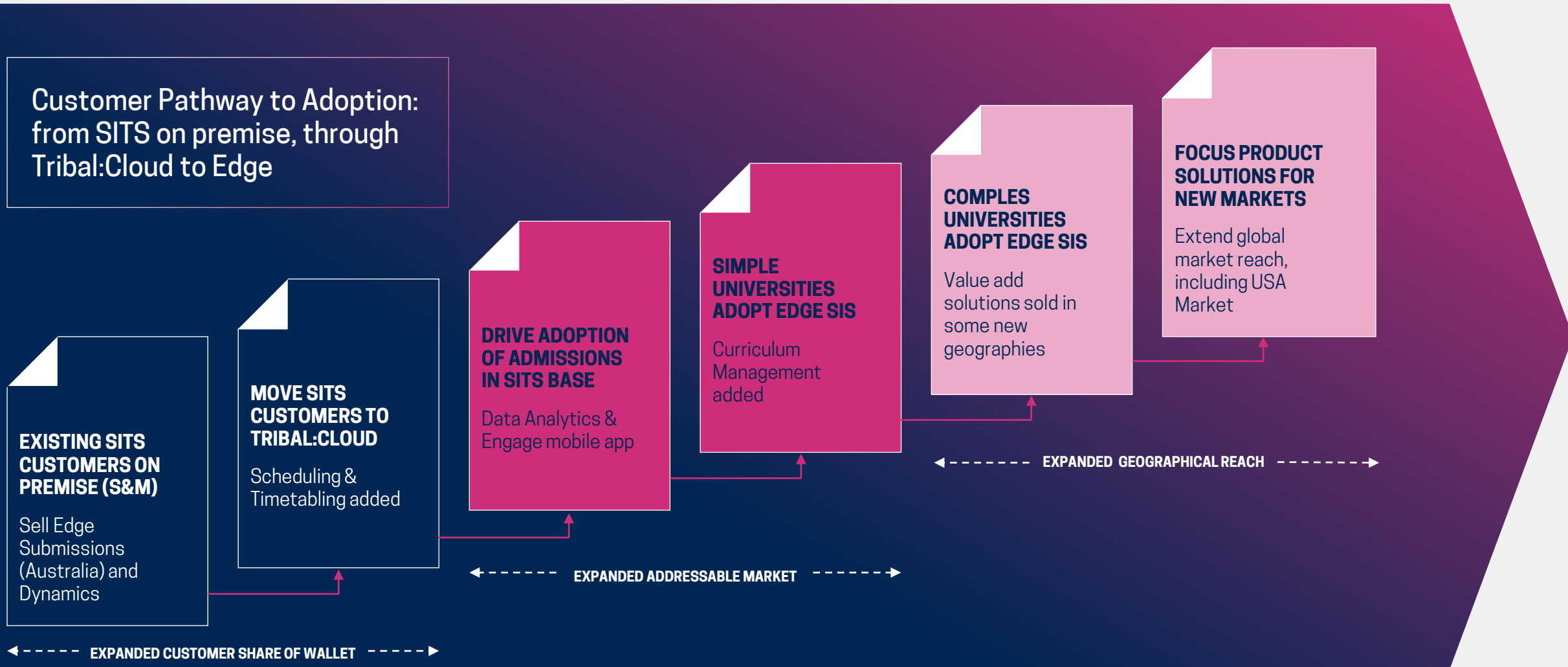
Simpler Universities, Further Education

Single stage & Short Courses

SMS Core

Edge PLATFORM

The Goal - A modern student information solution



Tribal People at a Glance (as at 31 Dec 2021)

PEOPLE BASED IN 10 COUNTRIES



NEW FOR 2021

Netherlands: Semestry Acquisition
Malaysia: Global Delivery Centre
Singapore: SE Asia expansion

WORKFORCE SHIFTS

- 982** Total Workforce up from 879 2020 YE
- 57%** growth in Cloud talent, due to increased demand in service delivery
- x4** headcount growth in our Global Delivery Centre

TALENT AND RETENTION

- 81** early careers talent on formal progression schemes
- Outperforming industry standard at **13.9%** attrition
- Inflationary wage pressures
- Above average engagement capital score

IMPROVING GENDER AND ETHNICITY REPRESENTATION

- Female hiring rate at **46%**
- +3%** YoY increase in representation of ethnic minorities

Environmental Social Governance (ESG)

	ENVIRONMENTAL	SOCIAL	GOVERNANCE
INITIATIVE	REDUCED CARBON EMISSIONS	DIVERSITY & WELLBEING	COMPLIANCE & DATA
COMMITMENT	Reduced travel with carbon offset Ongoing	Diversity within Tribal Ongoing	Internal systems improvements Ongoing
	Commitment to minimal paper Now met	Supporting student wellbeing Ongoing	Global ISO certification Ongoing
	Cloud consumption New		
UN SDGS	 	  	

- Created a formal ESG Committee in 2021, which is chaired by Nigel Halkes
- Focus on a wide range of matters which affect our stakeholders
- Formalised six priority areas each with key initiatives for the coming year
- Aligned priorities with the UN's Sustainable Development Goals (SDGs)

Outlook



SUMMARY & OUTLOOK FOR FY2022

GROWING ARR

Continuing progress towards our 2025 goal of increasing ARR on average by 15% per annum

EXPANDING MARKET OPPORTUNITY

New products provide upsell and geographic expansion opportunity

Online and collaborative learning in recent years has led to the expansion of the higher education market

GROWING CUSTOMER ENDORSEMENT

Growing number of reference cases across the product offering

Strong pipeline of opportunities across both existing and new customers

STRONG FINANCIAL PLATFORM

Continued investment in future growth

New target operating model will underpin the structures and capabilities required of a SaaS business.

REMAIN POSITIVE

Positive start to trading in FY22, but concerns over inflationary cost pressures

Expect rebalancing of revenue towards high-quality standardised SaaS business

Q&A

TRIBAL

The background of the slide is a grayscale photograph of a telephone switchboard. It shows rows of ports with labels such as 056, 057, 058, 059, 072, 073, 088, and 089. A semi-transparent teal rectangle is positioned in the center of the image, serving as a backdrop for the title text.

APPENDIX

T R I B A L

Tribal Leadership Team

TRIBAL BOARD



RICHARD LAST
CHAIR



MARK PICKETT
CHIEF EXECUTIVE OFFICER (CEO)



MARK WILSON
CHIEF OPERATING OFFICER (COO)



MIKE COPE
CHIEF TECHNOLOGY OFFICER (CTO)



CHLOE PAYNE
HR DIRECTOR



ROGER MCDOWELL
SENIOR INDEPENDENT DIRECTOR



NIGEL HALKES
NON-EXECUTIVE DIRECTOR



DIANE MCINTYRE
CHIEF FINANCIAL OFFICER (CFO)



PETER CROFT
MANAGING DIRECTOR (APAC)



JANET TOMLINSON*
MD EDUCATION SERVICES

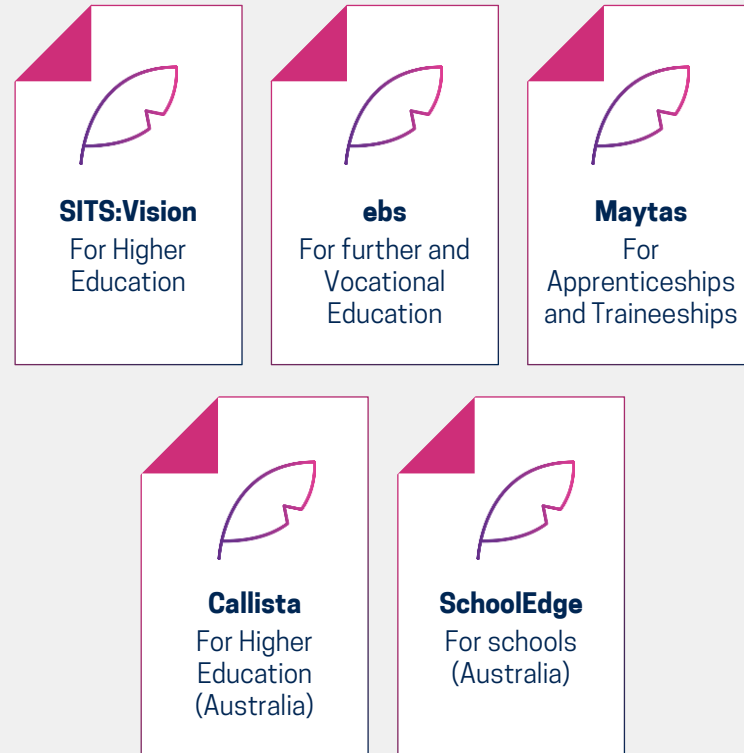
TRIBAL EXECUTIVE TEAM

Financial Definitions

TERM	DEFINITION
Constant Currency	2020 reported results restated to “constant currency” using 2021 rates to exclude foreign currency impact.
Adjusted Operating Profit (EBITDA)	Operating profit of continuing operations which excludes "Other Items" charges (refer to note in the Annual Report) and before Interest, Tax, Depreciation and Amortisation.
Free Cash Flow	Net cash generated, before dividends, interest and finance charges, deferred consideration, and investments in subsidiaries
Annual Recurring Revenue (ARR)	ARR at period end is a forward looking metric. Includes exit rate annualised recurring revenue, plus future contracted recurring revenue yet to be delivered, and known losses within the next 12 months where customers have given notice
Committed Income (Order Book)	Total value of orders (SIS and ES) which have been signed on or before, but not delivered by 31 December 2021. Representing the best estimate of business expected to be delivered and recognised in future periods and includes 2 years of Support & Maintenance revenue.
Cash Conversion	Cash from operating activities before tax, less any significant one off items, over adjusted operating profit.
Gross Revenue Retention (GRR)	Percentage of recurring revenue retained from existing customers at 1 January including contract expiry, cancellations or downgrades in the year
Net Revenue Retention (NRR)	Percentage of recurring revenue retained from existing customers at 1 January including upsells as well as contract expiry, cancellations or downgrades in the year

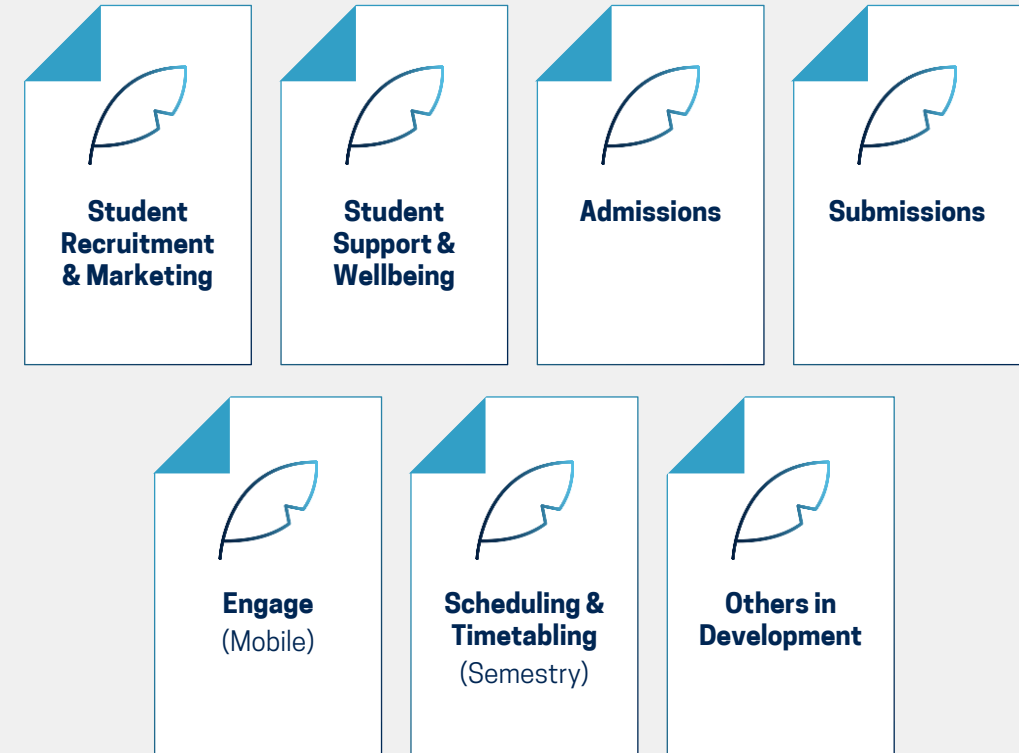
Tribal portfolio of products

STUDENT MANAGEMENT SYSTEMS



TRIBAL CLOUD SERVICES

EDGE



EDGE PLATFORM

Cloud-native SaaS modules delivering exceptional student experience; enhanced performance; and critical insights for education institutions worldwide

Segment Reallocation

Amounts relating to Asset Management, Software Solutions and Information Managed Services, which were previously in Education Services, have been reallocated as offerings more closely align to the Software segment.

The impact on Revenue and Adjusted EBITDA have been shown below:

£'m	REVENUE		ADJUSTED EBITDA	
	2021	2020	2021	2020
SIS before reallocation	64.6	57.5	22.0	21.6
Amounts reallocated	2.7	2.6	1.6	1.3
SIS after reallocation	67.3	60.0	23.6	22.9
Education services before reallocation	16.6	15.9	3.8	3.2
Amounts reallocated	(2.7)	(2.6)	(1.6)	(1.3)
Education services after reallocation	13.8	13.4	2.2	1.9

Mapping of Revenue Streams

The table below highlights how previously reported revenue streams have been updated to show more detail and moved to provide clarity. Foundation products include SITS, Callista, ebs, Maytas and SID. Edge products include Admissions, Submissions, Engage, Dynamics and Semestry. Bespoke Software relates to historic Australian government contracts.

SEGMENT	PREVIOUS REPORTED REVENUE STREAMS	SUB SECTIONS	CHANGES
Student Information Systems (SIS)	License & Development Fees	Foundation Software	Shown as new separate line
		Edge	Shown as new separate line
		Bespoke Software and SchoolEdge	Moved to Other Software & Services
	Support & Maintenance	Foundation Support and Maintenance	Shown as new separate line
		Bespoke Software and SchoolEdge Support and Maintenance	Moved to Other Software & Services
	Implementation Services, renamed Professional Services		
	Cloud Services	Cloud Services	Shown as new separate line
		Bespoke Software and Data Managed Services	Moved to Other Software & Services
	Other Services, renamed Other Software and Services		Includes new products as noted above/below
Education Services	School Inspections & Related Services		
	Surveys & Data Analytics, renamed I-graduate – Surveys & Data Analytics		
	Information Management Services		Moved to 'Other Software & Services'
	Asset Management		Split across 'Foundation Software', 'Foundation Support & Maintenance', 'Implementation Services' and 'Cloud Services'
	Software Solutions		Moved to 'Other Software & Services'

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T R I B A L

