

The logo for EOH, consisting of the letters 'E', 'O', and 'H' in a bold, white, sans-serif font. The letter 'O' is stylized with a small white triangle pointing upwards from its top center. The background of the entire slide is a dark blue night cityscape with a network of white lines and glowing nodes overlaid on top, and several teal and blue triangles scattered across the upper half.

**EOH**

**FY24  
RESULTS**

# EXECUTIVE LEADERSHIP



Marius De La Rey  
Interim Group CEO



Ashona Kooblall  
Group CFO



# Introduction

Marius De La Rey  
Interim Group CEO

# One of South Africa's largest technology services providers

“WE MANAGE YOUR IT, SO YOU CAN FOCUS ON YOUR BUSINESS”

## EOH LISTED GROUP

iOCO South Africa

iOCO International



### Infrastructure services

Infrastructure as a Service

Infrastructure Solutions

Private Cloud & Hosting

Managed Services

Cybersecurity Managed Services

Software Reseller

Enterprise Applications (SAP, Oracle, Infor)



### Digital enablement

Freethinking Design

Software Dev

AI, ML and Data

Cloud & Automation

Testing & QA

RocketLab (Skunkworks)

Physical & Cybersecurity Technologies

Digital Identity & Authentication



### Connected Industrial Ecosystems

Digital Industries

Connectivity

Energy Solutions

Operational Technologies



### Outsourced Knowledge Solutions

Fraud and Forensics

HR Platforms

Legal Services

Learning and Development

Managed Outsourced Solutions

Talent Solutions

Customer Value Enhancement & Chief Commercial Officer

# LEAVING THE LEGACY BEHIND TO FOCUS ON GROWTH – EFFICIENCY – TALENT

**VALUE CREATION IS KEY** - successfully concluded R160 million - R200 million of much needed cost savings benefits to flow into FY25



Operations  
have stabilised and  
continue to improve



Last major legacy  
items closed out



Financial complexity  
reduced – no  
normalised reporting

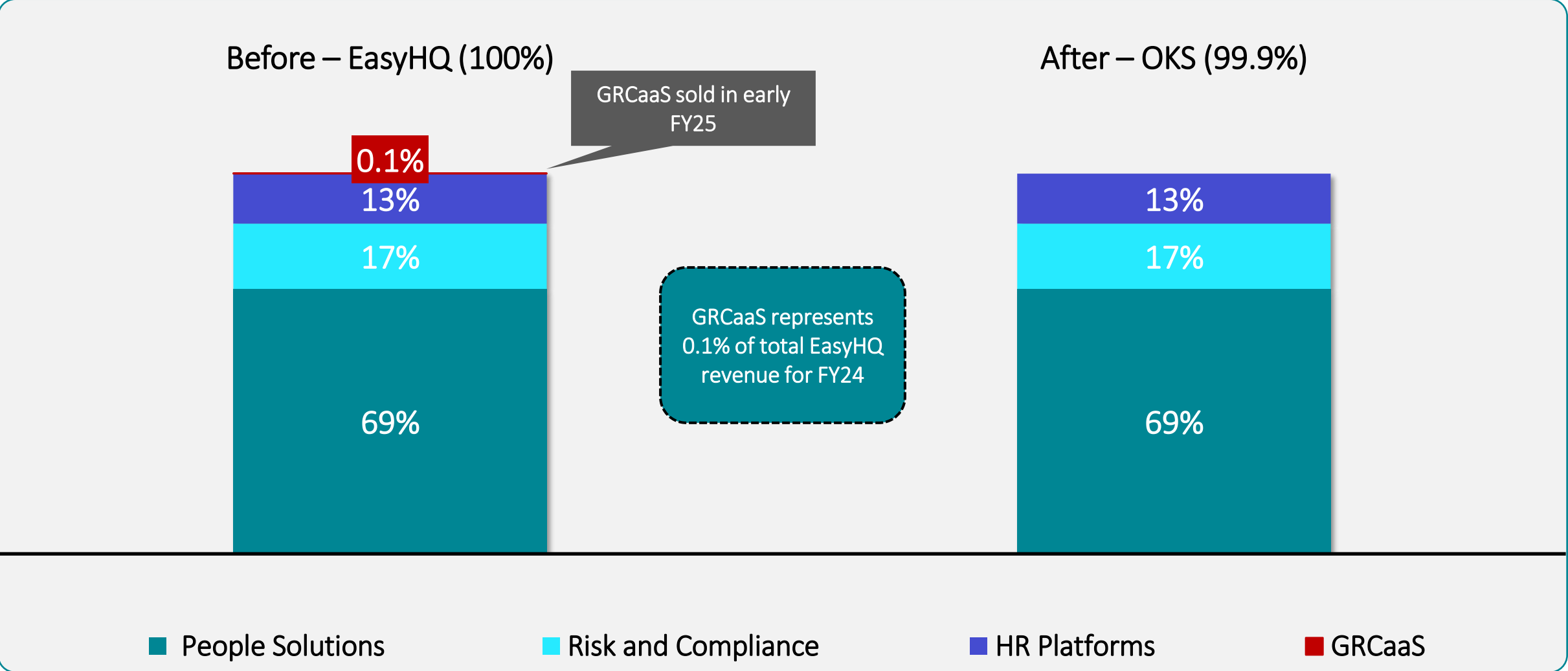


Investment for future  
growth resumed



'Staff love  
working for EOH'  
showing massive  
improvement

# EasyHQ transaction



Slight casting differences is due to rounding to millions



# FINANCIAL OVERVIEW

Ashona Kooblall  
Group CFO

# FY24 FINANCIAL SUMMARY

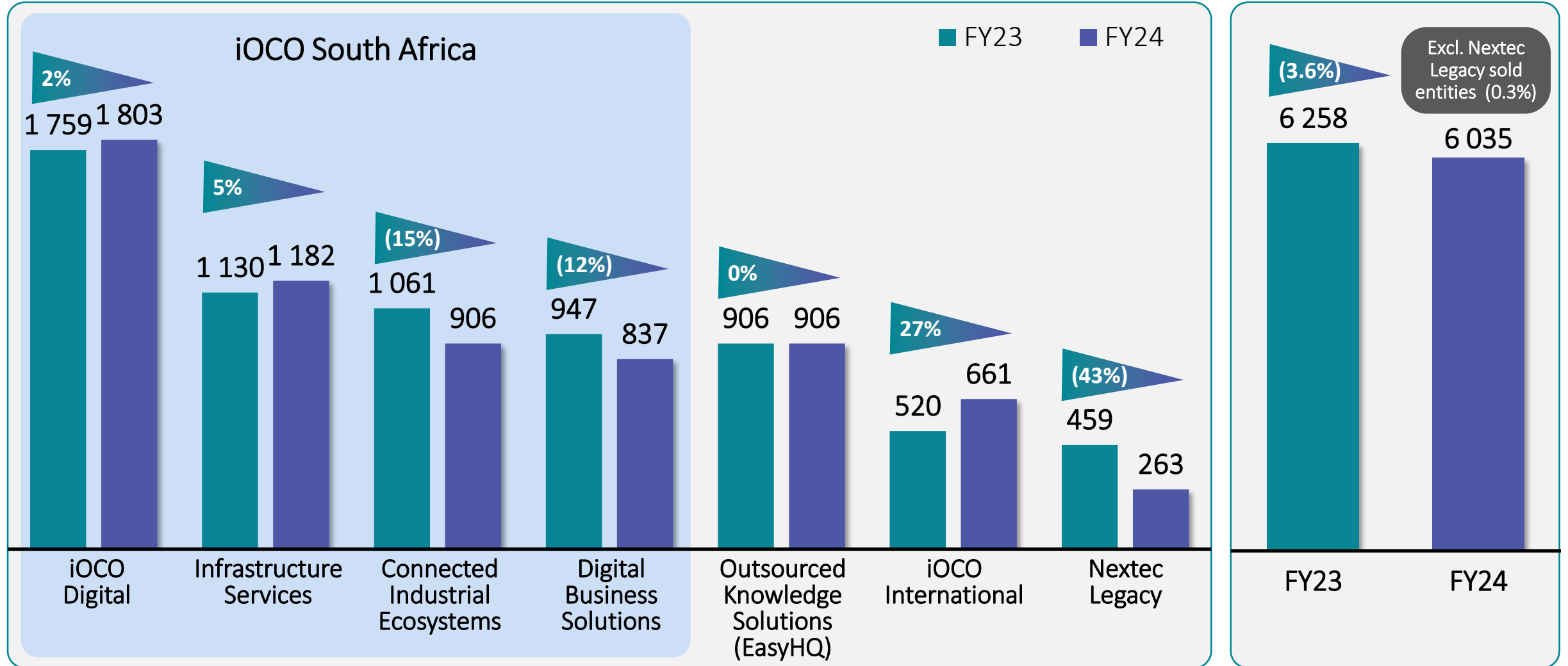
For the year ended 31 July 2024

R'm	2024	2023	% Growth
<b>Total Revenue</b>	<b>6 035</b>	6 258	<b>(3.6%)</b>
<b>Total Revenue (excluding Nextec legacy sold entities)</b>	<b>5 782</b>	5 799	<b>(0.3%)</b>
iOCO South Africa	<b>4 727</b>	4 898	
International	<b>661</b>	520	
EasyHQ / Outsourced knowledge solutions (OKS)	<b>906</b>	906	
Nextec Legacy	<b>263</b>	459	
<b>Gross profit</b>	<b>1 650</b>	1 747	<b>(5.5%)</b>
% of Revenue	<b>27.3%</b>	27.9%	
<b>Operating expenses</b>	<b>(1 500)</b>	(1 532)	<b>2.1%</b>
Operating margin	<b>2%</b>	3%	
<b>Net finance cost</b>	<b>(118)</b>	(164)	
<b>Loss before tax</b>	<b>(6)</b>	(0)	
Taxation	<b>(49)</b>	(52)	
<b>Loss after tax</b>	<b>(54)</b>	(52)	
<b>EBITDA</b>	<b>307</b>	312	<b>(1.4%)</b>
EBITDA margin	<b>5%</b>	5%	
<b>HEPS (cents)</b>	<b>(0.21)</b>	(21)	



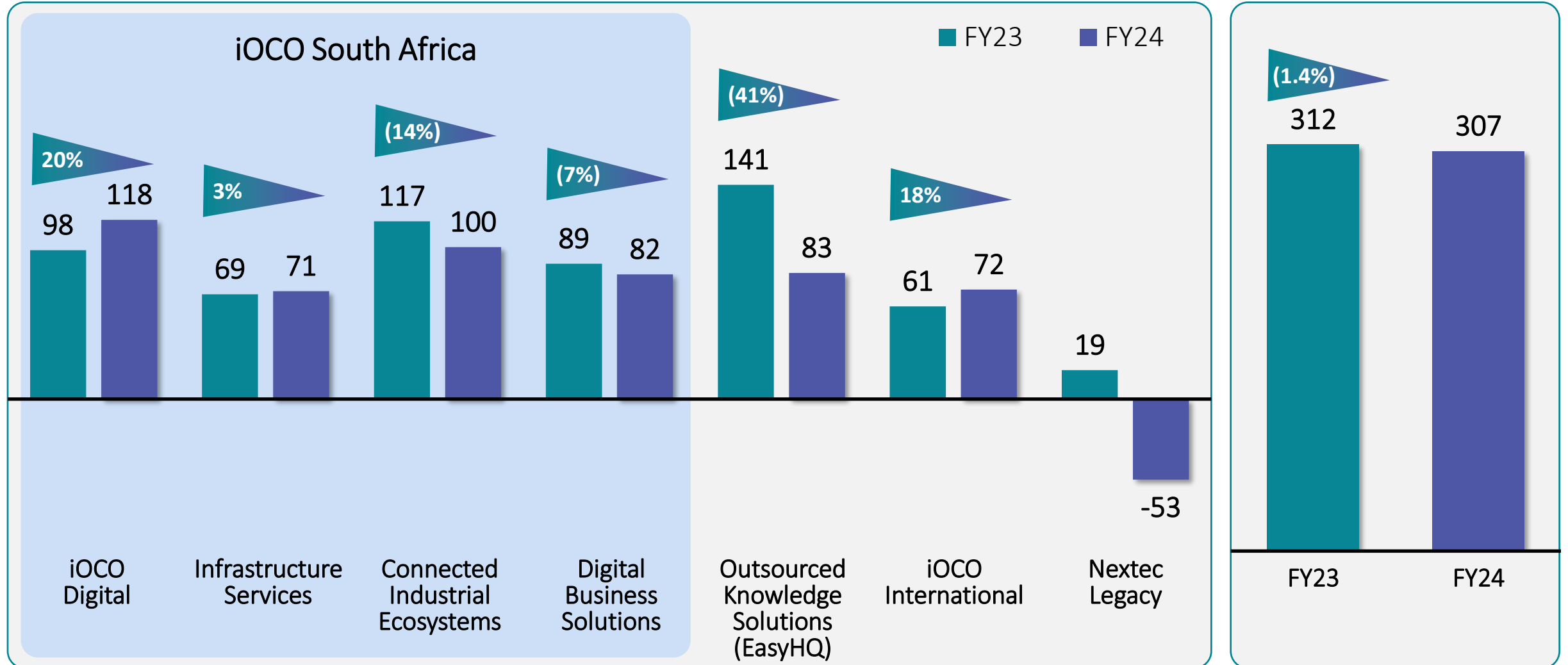
# REVENUE INCL. INTERSEGMENT SALES (R'm)

Strong performance in Infrastructure Services, Digital and International





# EBITDA (R'm) – DIVISIONAL PERFORMANCE


Strong performance in Digital, Infrastructure and International





# BALANCE SHEET

Non-current assets 		
	FY24	FY23
<b>Non-current assets</b>		
Property, plant & equipment	154	145
Intangible assets	79	94
Goodwill	570	669
Other financial assets	19	16
Deferred taxation	104	112
Finance lease receivables	1	1
	<u>926</u>	<u>1 037</u>

Current assets 		
	FY24	FY23
<b>Current assets</b>		
Inventories	71	74
Other financial assets	15	59
Current taxation receivable	37	42
Finance lease receivables	17	21
Trade and other receivables	1 672	1 959
Cash and cash equivalents	347	236
	<u>2 160</u>	<u>2 391</u>
<b>Total assets</b>	<b>3 086</b>	<b>3 428</b>

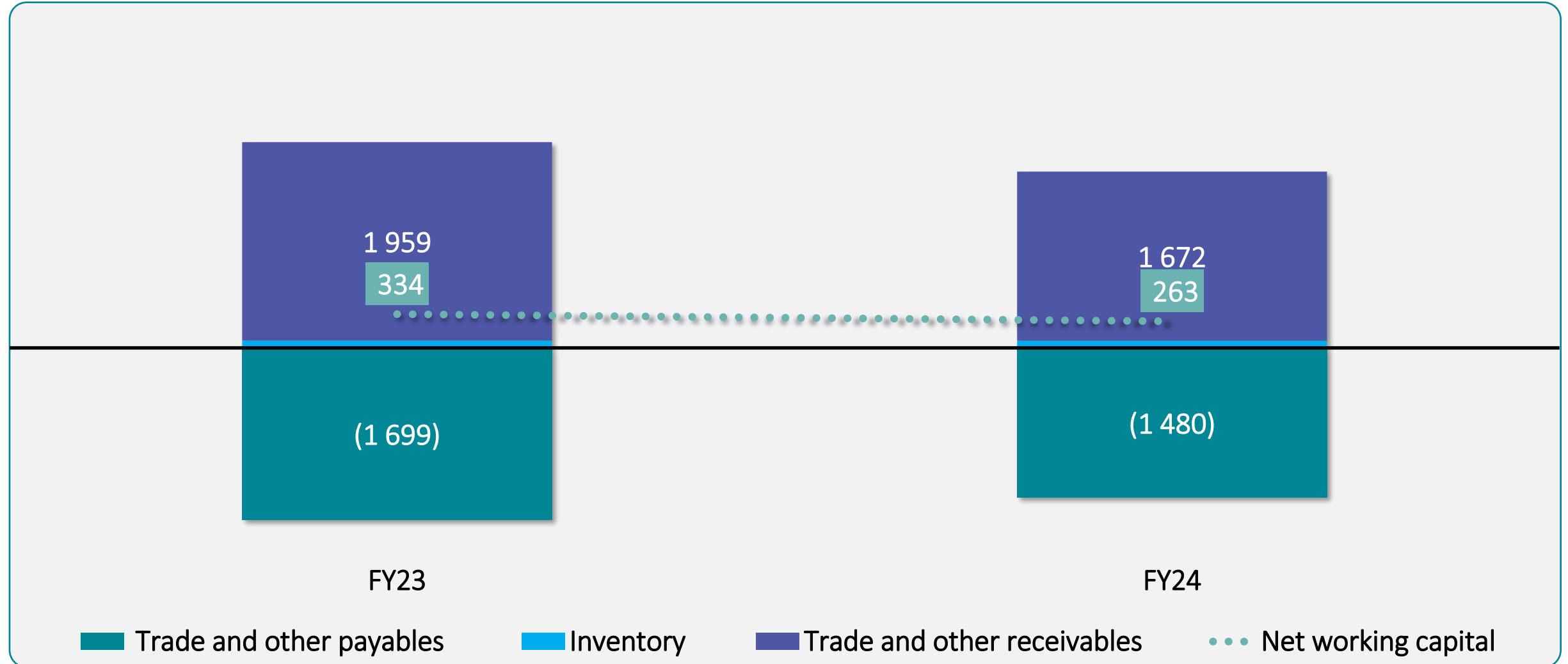
Equity 		
	FY24	FY23
<b>Equity</b>		
Stated capital	4 775	4 775
Other reserves	31	112
Accumulated loss	(4 338)	(4 325)
Equity attributable to EOH	467	561
Non-controlling interest	31	27
	<u>499</u>	<u>588</u>

Liabilities 		
	FY24	FY23
<b>Non-current liabilities</b>		
Other financial liabilities	587	3
Lease liabilities	32	33
Deferred taxation	4	25
	<u>624</u>	<u>61</u>

Equity & Liabilities 		
	FY24	FY23
<b>Current liabilities</b>		
Other financial liabilities	373	836
Current taxation payable	29	27
Lease liabilities	49	34
Trade and other payables	1 480	1 699
Provisions	33	184
	<u>1 964</u>	<u>2 780</u>
<b>Total liabilities</b>	<b>2 588</b>	<b>2 841</b>
<b>Total equity and liabilities</b>	<b>3 086</b>	<b>3 428</b>

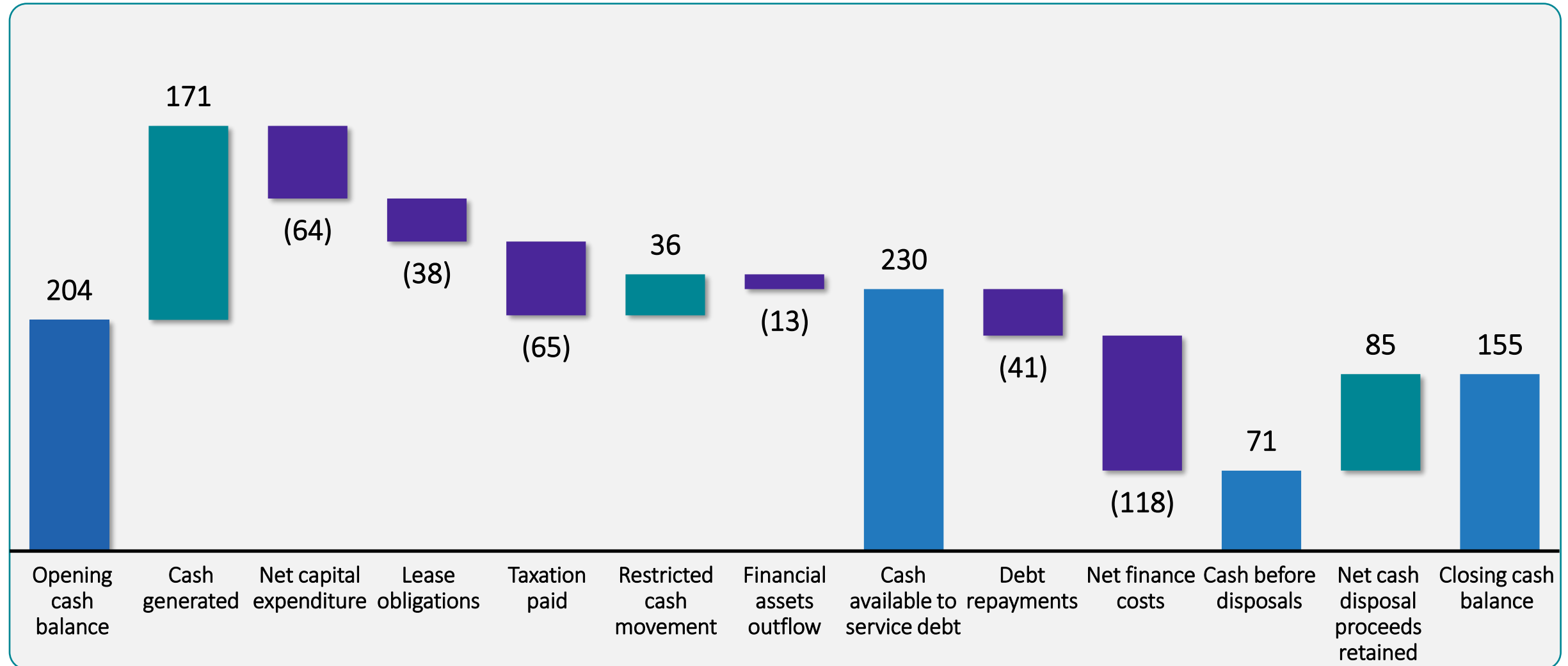
# WORKING CAPITAL (R'm)

Continuous focus on balance sheet health and working capital management



# CASH FLOW (R'm)

Liquidity preservation a key priority into FY25

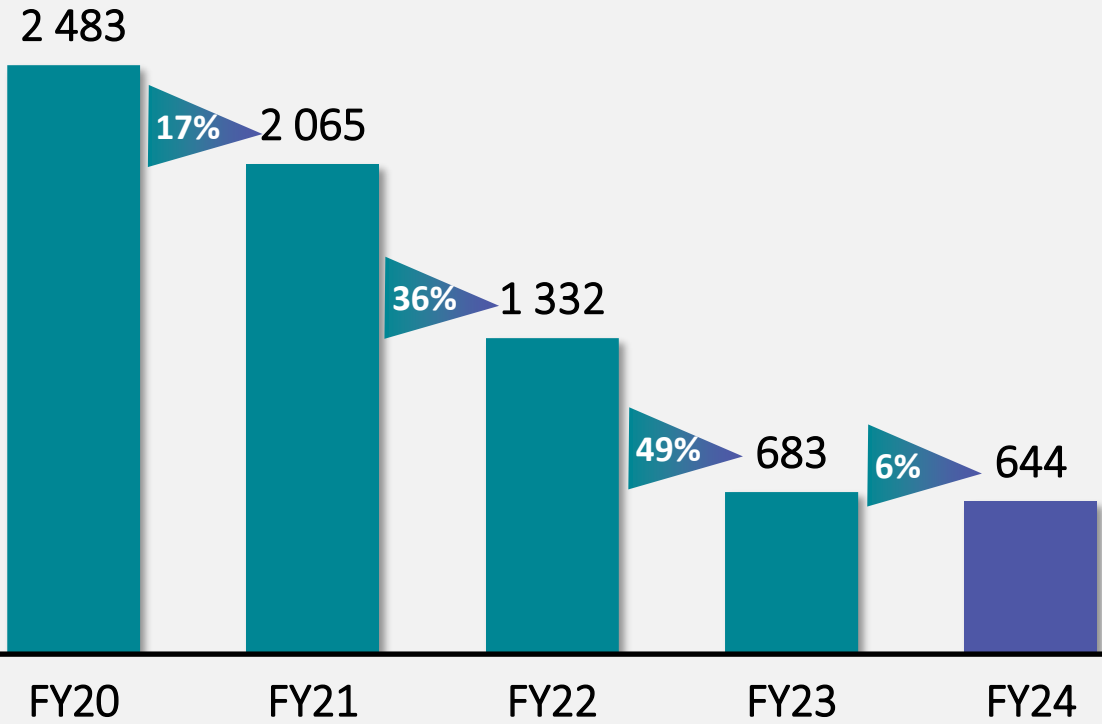


Slight casting differences is due to rounding to millions

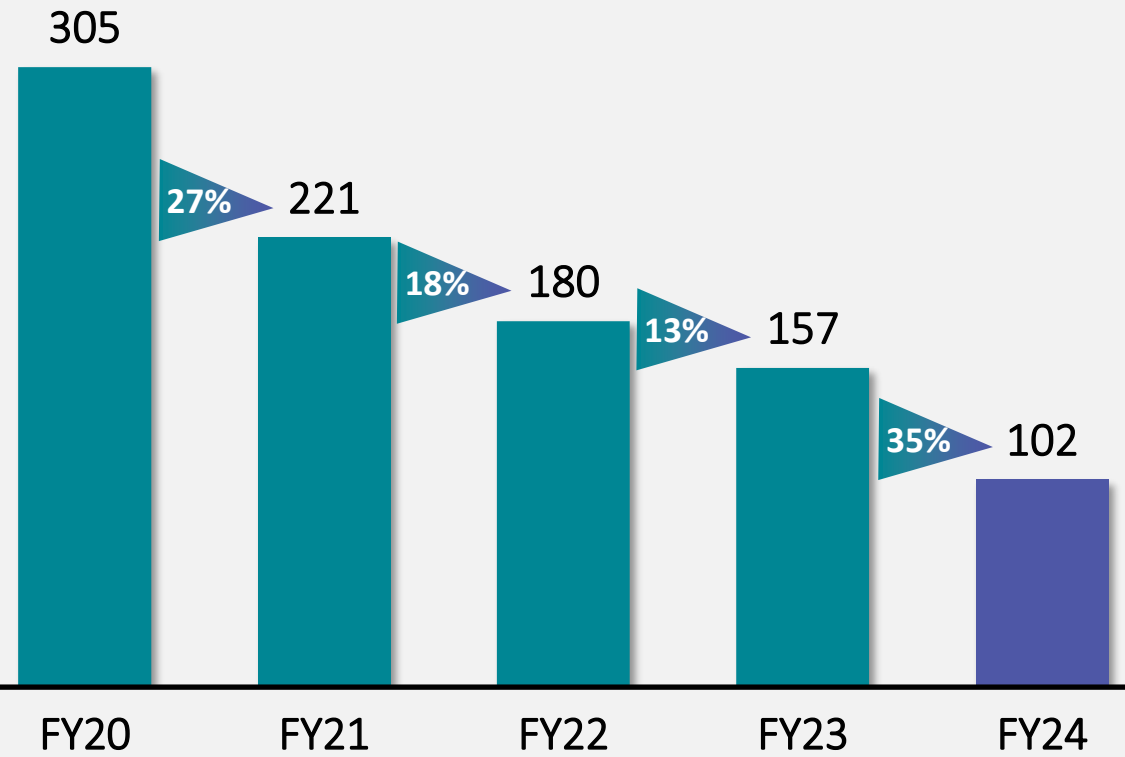
# DEBT (R'm)

With the net capital raise of R550m, the Group has right-sized its capital structure

### Capital Portion of Debt (Net interest-bearing debt)

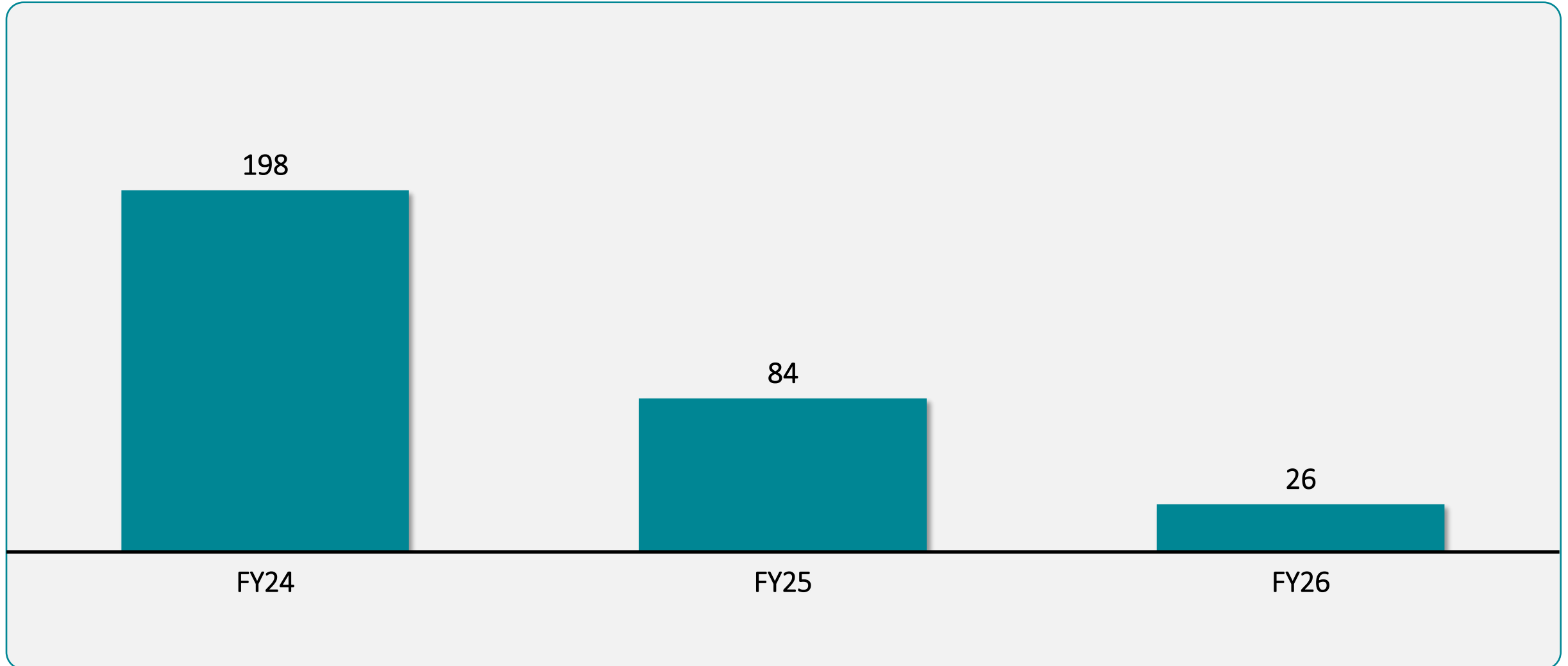


### Finance Charges (Interest on Loans & bank)



# LEGACY PAYMENTS (R'm)

Final payments expected by FY26 with SARS matter now closed out



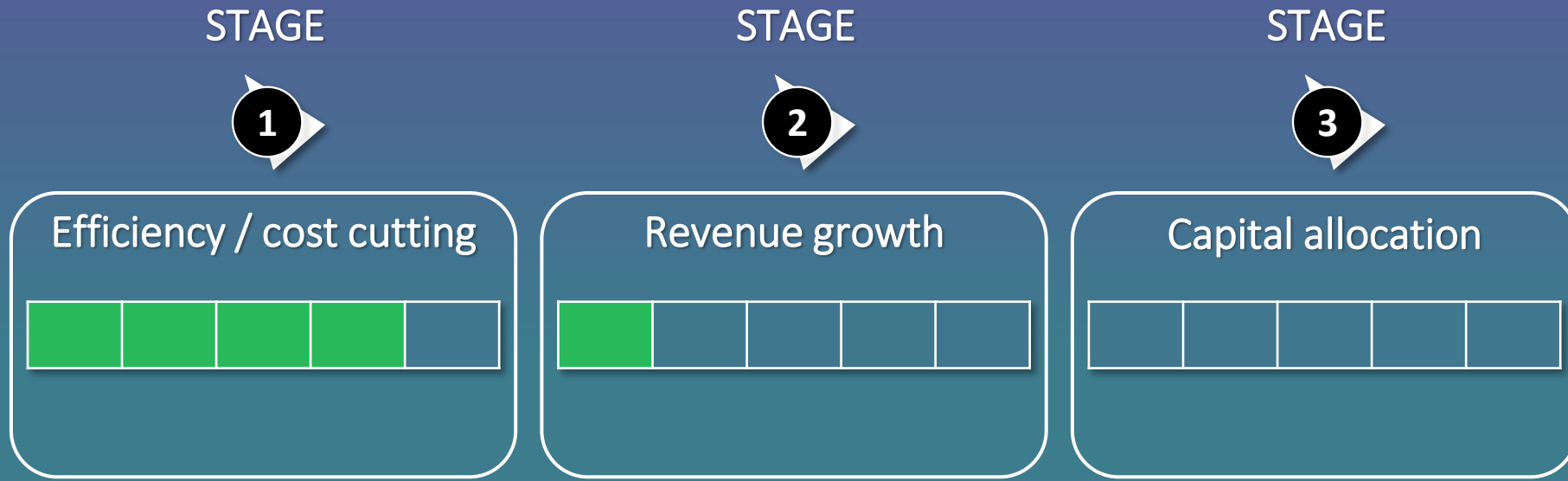


# Strategic progress

Marius De La Rey  
Interim Group CEO



# 3 Stages of the EOH turnaround



# Stage 1 – Efficiency

STAGE

1

Efficiency / cost cutting



EOH

Efficiencies already executed on

- ▶ Leadership reset: 1 CEO and 1 CFO across the group
- ▶ Significant reduction in legal, advisory and consulting fees spend
- ▶ Group auditors changed, leading to substantial reduction in audit fees
- ▶ Fit for purpose head office structure implemented
- ▶ Administration cost structures revised
- ▶ Further reduction in inefficient leases
- ▶ EasyHQ consolidated into OKS and iOCO, ensuring focus on core businesses
- ▶ Investment expenditure aligned to new structure

Restructuring cost absorbed in FY24

F25 cost reduction opportunity  
R160 – R200 million

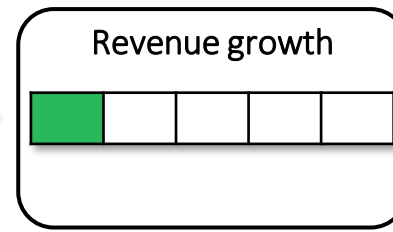
**NAME CHANGE TO iOCO ALIGNED WITH OUR STRATEGY**

\* abbreviated name be shown as “iOCO” and the JSE Code will be “IOC”

# Stage 2 –Revenue growth

STAGE

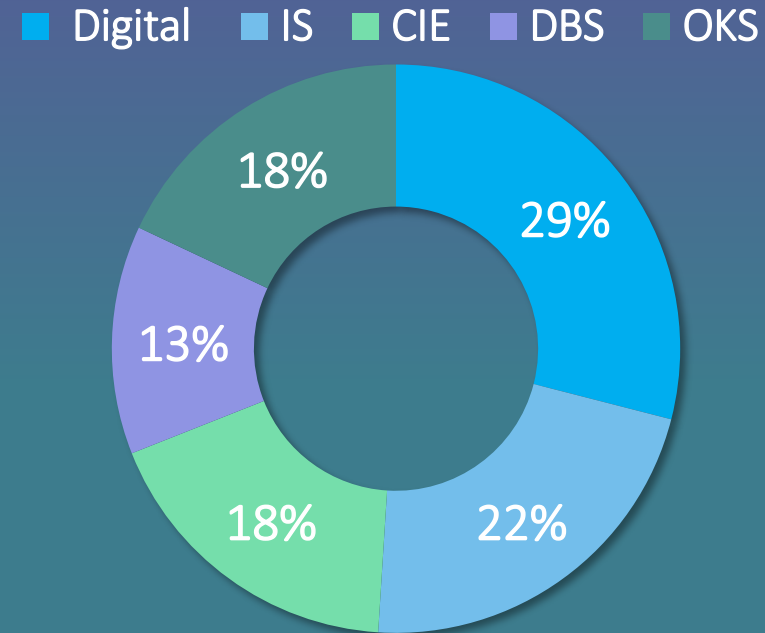
2



EOH

- ▶ Business streamlined to be more competitive
- ▶ Industry rhythm is built on forward load, pipeline and gap:
  - ▶ FY25 starting forward load > FY24 load
  - ▶ Businesses with longer lead times have robust forward loads
  - ▶ Pipeline is really healthy
  - ▶ Pipeline weighted toward businesses with shorter conversion cycles

Expected revenue contribution



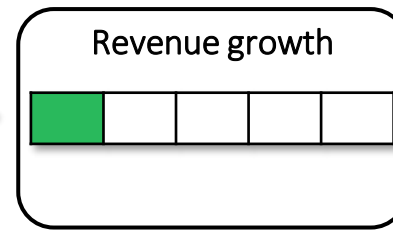
THE OT/IT CONVERGENCE OPPORTUNITY TO BE UNLOCKED BY THE NEW STRUCTURE

# Stage 2 –Revenue growth

CVE will accelerate opportunities

STAGE

2



EOH

Customers need digital transformation partners

EOH invested in a **CUSTOMER VALUE ENHANCEMENT** capability

**AIM:** to consolidate opportunities for customers at scale

Demand generation from a solutioning perspective

**CVE WAS CRYSTALISED INTO A FORMAL CAPABILITY OFF THE BACK OF A SUCCESSFUL LARGE IMPLEMENTATION**

# Customer segmentation based on needs mapped by CVE

## Sectors

- Telecoms
- Mining
- Financial services
- Manufacturing
- Public sector
- Automotive
- Insurance
- Beverage
- Petro-chemical
- Asset managers
- Tourism
- Media
- Retail

Optimise  
(Cost savings)

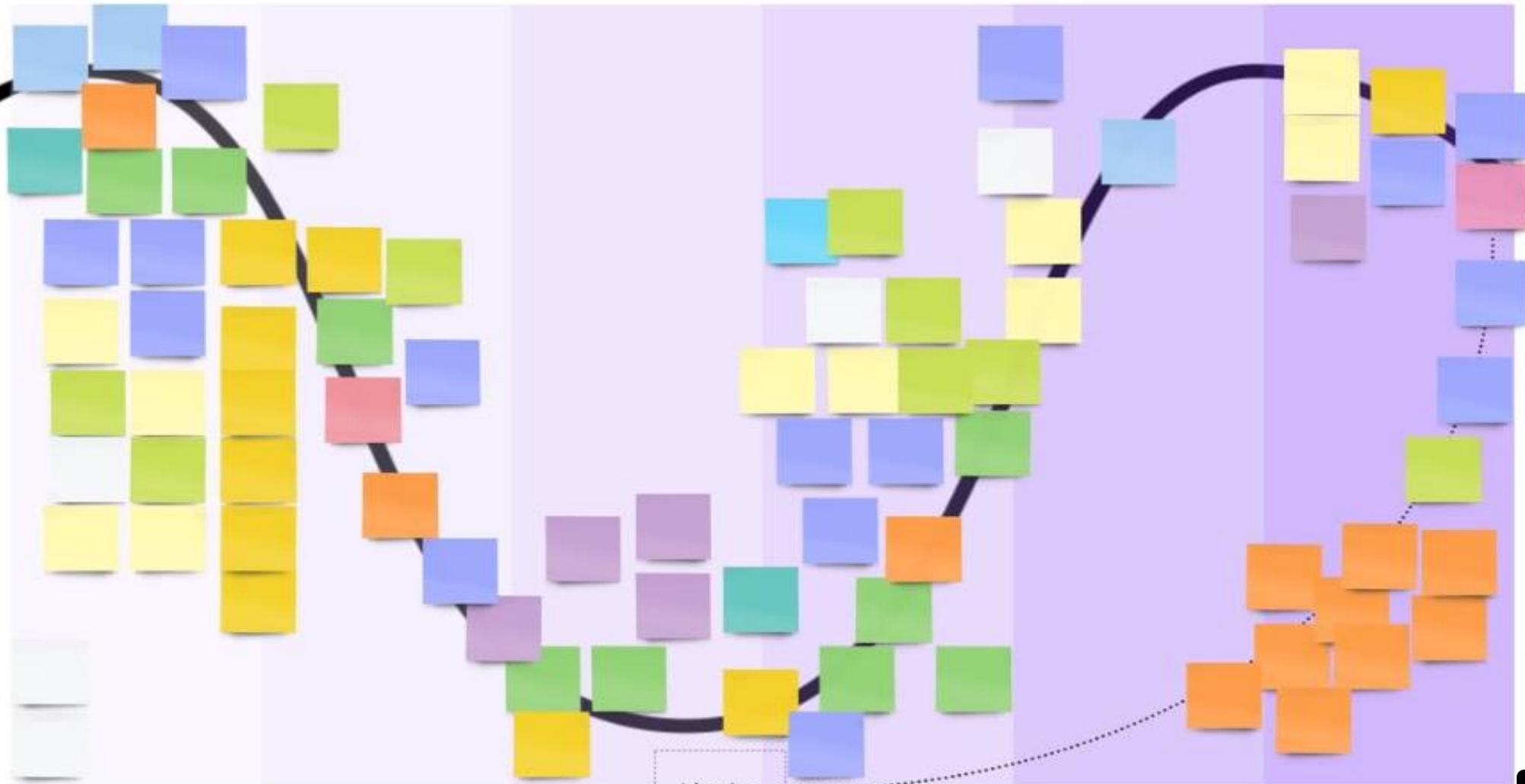
Disrupted

Ideation

Innovate

Growth

Protect



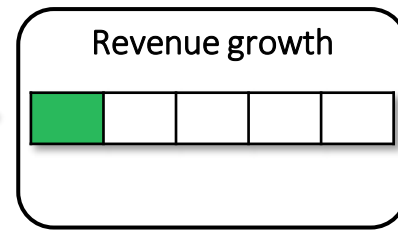
Ideation

# Stage 2 –Revenue growth

Boosted by deepening customer relationships

STAGE

2



EOH

## HIGHLY DIVERSIFIED CUSTOMER BASE

- ▶ **Focus:** Public sector, financial services, mining, telecommunications, retail, manufacturing
- ▶ JSE-listed blue-chip companies, large global corporates, mid-sized businesses, key cities, and government departments
- ▶ 74% of revenue from the top 100 clients

## RELATIONSHIPS

- ▶ Our ability to achieve revenue growth is augmented by deepening relationships with customers
- ▶ The new structure allows for better engagement models
- ▶ Leveraging off existing relationships with credibility
- ▶ Offering a greater breadth of products and solutions

# Stage 2 – Revenue growth

Medium-term  
focus:

we will

prioritise these  
Strategic  
Offerings



## IT & OT

Leverage our  
Differentiator of IT  
and OT Capability  
to converge and to  
Take to Market

*Information Technology (IT)  
Operational Technology (OT)*

3

## Legacy Modernisation

is seen as our edge

4



## Cyber Security

Harnessing our  
cyber security  
service and  
software catalogue  
to enhance  
customer value, in  
line with  
sustainability

2

## OEMs

Shifting our  
reliance on OEM  
Product / License  
Revenue to value  
adding services,  
incl. OEM  
diversification and  
status upgrades

*Original Equipment  
Manufacturer (OEM)*

5

## CVE

Taking new value to  
existing & new  
clients, based on  
expertise & Trust  
embedded by  
current Teams

*Customer Value  
Enhancement (CVE)*

6

## AAS

Continue to create  
new products and  
services as a  
Service- following  
IAAS and Always on

*-as-a-Service (aaS)*

7

## AI

Try get all business  
powered by  
Artificial  
Intelligence

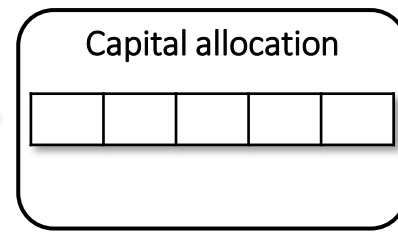
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# Stage 3 – Capital Allocation

Key focus on debt reduction and capital allocation

STAGE

3



EOH

- ▶ Reduced from R683 million to R644 million in FY24
- ▶ Closely managing working capital and legacy payments

**ONCE DEBT IS REDUCED FURTHER –  
KEY FOCUS WOULD BE ON GROWTH OPPORTUNITIES**

- ▶ Selective acquisitions
- ▶ Investing in International
- ▶ Share buybacks





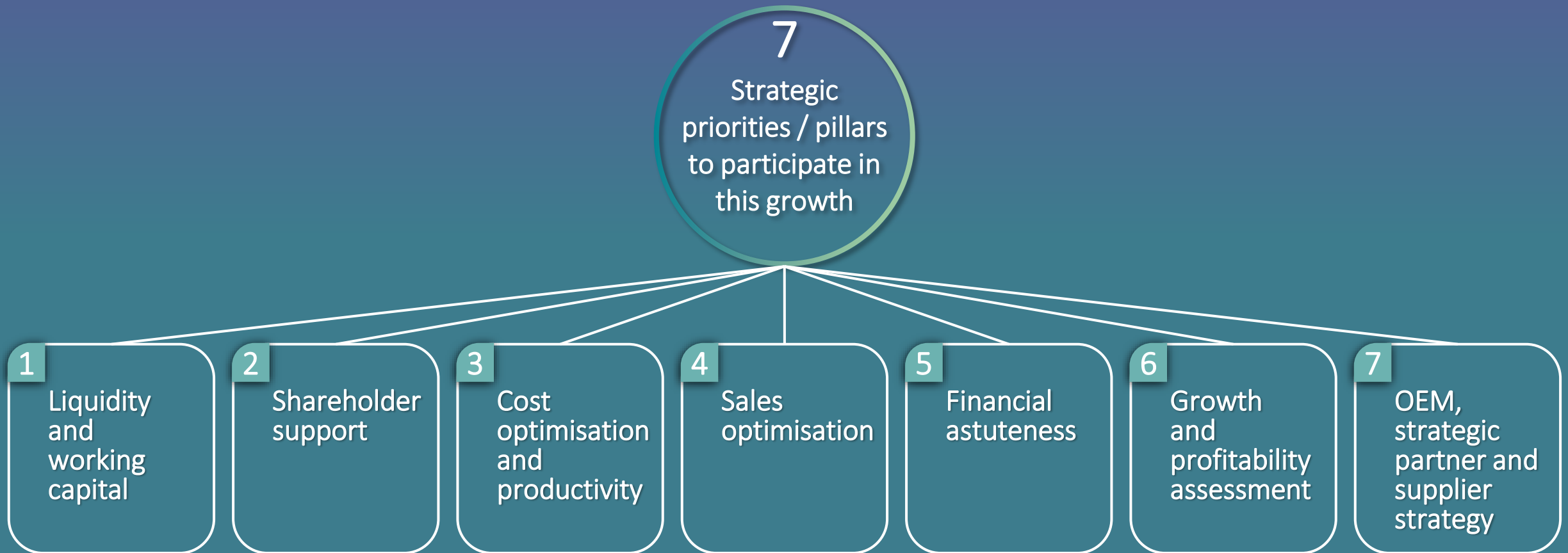
**EOH**

outlook

# OUTLOOK – we are positioned for growth

## Economic conditions are becoming conducive

Recovery in business confidence, no load shedding, lower interest rates, higher growth expectations and positive GNU point to a more robust economy



# A trusted technology partner to 38 of SA's Top 40 listed companies

- ▶ **Leading technology provider** in South Africa, offering efficiency and scale
  - ▶ **A refreshed board** with strong business turnaround and technology skills
  - ▶ Positioned to meet the **growing demand for digital transformation**
  - ▶ **A cyclically defensive sector**
  - ▶ **Debt exposure now right-sized**
- 
- ▶ Well-equipped to address the **overdue modernisation of legacy IT in the public sector**
  - ▶ **iOCO International diversifies the portfolio** and serves as a gateway for scalability and access to skills
  - ▶ **A top-calibre talent pool** with highly sought-after skills



**EOH**

Questions

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**EOH**

**FY24  
RESULTS**