

The logo for Razor Risk Technologies, featuring the word "razor" in a bold, blue, lowercase sans-serif font. The letter 'z' is stylized with a white diagonal slash through it.

RISK TECHNOLOGIES

# 2009 Annual General Meeting

Radisson Plaza Hotel, Sydney

Tuesday 27 October 2009

# Chairman's Address

- **Impact of changed market conditions – global financial crisis**
  - **IT spending deteriorates in our traditional market**
  - **Exchange traded sector improvements**
- **FY 2009 strategy recap**
  - Refocus on core risk management product
  - Cost containment
  - Business restructure

# Chairman's Address

- **Maturing year for the company**
- **Transition from entrepreneurial to operational company**
  - Rebranding to Razor Risk Technologies
  - Delisting from AIM
  - Global organisational structure
  - Business wins and project deliveries
  - Optimising staff levels
  - Cash focused

# Chairman's Address

## ■ Heading in the right direction

FY	Revenue	Cost	Profit/(Loss)	Cash Balance
2009	\$18.459 m	\$16.997 m	\$1.462 m	\$3.139 m
2008	\$13.269 m	\$19.205 m	(\$5.936) m	\$1.604 m
2007	\$11.791 m	\$17.491 m	(\$5.700) m	\$2.429 m
2006	\$15.354 m	\$15.997 m	(\$0.643) m	\$4.249 m
2005	\$9.947 m	\$21.433 m	(\$11.486) m	\$6.150 m

# Group CEO's Address

## Highlights

### ■ Challenging year focused on:

- Executing well across all global regions
- Driving sustainable shareholder value with appropriate investments
- Investing in sales by bringing in deeper risk expertise
- Consistently delivering projects with extensive pre-release QA
- Achieving milestone of 10 clients in production
- Consistently achieving high staff utilisation and increasing revenue rates
- Moving more investment focus towards the sales front end, whilst maintaining momentum on ongoing Razor development

# Group CEO's Address

## Sales Front End

- **Emergence of new Client influencers across all regions demanding more contemporary experience from vendors**
- **Differentiate through both technology and risk expertise**
- **Shift to Regional Heads in full time sales roles**
  - Currently: 7 full time sales executives
  - Last year: 2 full time sales executives
- **Requirement for all sales executives to have sales experience in both product and professional services to financial institutions**

# Group CEO's Address

## Project Delivery

- **Maintained key focus on operational effectiveness**
- **Established clearer roles and responsibilities for operational staff**
- **Minimised key product dependencies through knowledge transfer**
- **Enhanced quality assurance and release management**
- **Established central Global Support Centre**
- **Launched formalised training programme**

# Group CEO's Address

## Operational Effectiveness

- **Increased overall utilisation on paid engagements**
  - <50% to consistently high 80%
- **Optimised overall headcount to 75**
  - 50 (66%) are fee earning professionals
- **Stabilised cost base**

# Group CEO's Address

## Client Successes

- **Achieved 10 clients in live environments**
- **IDCG, LCH, TCV in production**
- **Generated additional new business revenue from existing client base, reflective of Razor's extensive framework capabilities**

# Group CEO's Address

## Operational Priorities in FY 10

- **Continue to strengthen and develop dedicated sales resources and pipeline**
- **Continue appropriate investment in Razor to ensure it remains a modern, flexible technology platform**
- **Continue to implement processes, systems and organisation models to support increased scale and efficiency**
- **Manage and deploy cost base effectively**

# Strategic Priorities in FY10

## ■ Strategic company focuses

- Financial stability and profitability
- Product development
- Client partnership model
- Sales and marketing growth

## ■ Market focuses

- CCPs
- Razor as a service (RASS)

## ■ Well positioned to succeed

- Operationally
- Financially
- Strategically

# Thank you

## ■ Shareholders

## ■ Our people

- Without our employees' commitment and dedication, we could not have achieved this year's financial performance

## ■ Clients



# Questions

