



SALMAT

2016 ANNUAL GENERAL MEETING

DISCLAIMER

Company announcements and presentations can contain forward-looking statements. Words such as “believe”, “anticipate”, “plan”, “expect”, “intend”, “target”, “estimate”, “project”, “predict”, “forecast”, “guideline”, “should”, “aim” and similar expressions are intended to identify forward-looking statements but are not the exclusive means of identifying such statements.

Forward-looking statements involve inherent risks and uncertainties. We caution you that a number of important factors could cause actual results to differ materially from the plans, objectives, expectations, estimates and intentions expressed in such forward-looking statements. These factors include but are not limited to: competition and product pricing in the markets in which we operate; general economic and market conditions; compliance with, and possible changes in, environmental and health and safety laws; dependence on cyclical markets; the supply and cost of materials; exposure to environmental or other legal proceedings; and risks of conducting business internationally. We caution you that the foregoing list of factors is not exclusive and that other risks and uncertainties may cause actual results to differ materially from those contained in forward-looking statements. Forward-looking statements speak only as of the date they are made.



CHAIRMAN'S ADDRESS

PETER MATTICK, CHAIRMAN



SALMAT BY NUMBERS

3,000+
employees

in 4 countries

15
operational
sites

Australia, New Zealand,
Philippines & Sri Lanka

37 years of
experience

delivering customer
solutions

~6,000
clients

across Australia,
NZ & US

We get our clients
closer to their
customers

4.8 billion
times per year



SALMAT'S TRANSFORMATION

STRATEGIC PROGRAM TO STREAMLINE SERVICES AND OPERATIONS



- > Focus on areas of market leadership
- > Simplify operations and processes
- > Grow profitable revenue

Major restructuring phase completed.

FINANCIAL RESULTS - OVERVIEW

Full year to 30 June 2016

\$ million	2016	2015	% change
Revenue	450.8	498.1	-9.5%
Underlying EBITDA	19.6	13.3	+47.4%
Depreciation & Amortisation	(13.6)	(14.7)	-7.5%
Net interest	(1.8)	(1.7)	+5.9%
Underlying profit/(loss) before income tax	4.2	(3.1)	*
Significant items	(6.8)	(91.3)	-92.6%
(Loss) before income tax	(2.6)	(94.4)	+97.2%
Income tax expense	(3.4)	(3.6)	-5.6%
Net (loss) after tax	(6.0)	(98.0)	+93.9%

* no meaningful figure

CAPITAL RAISING

Raising \$15 million to fund consideration for final 50% acquisition of MicroSourcing International

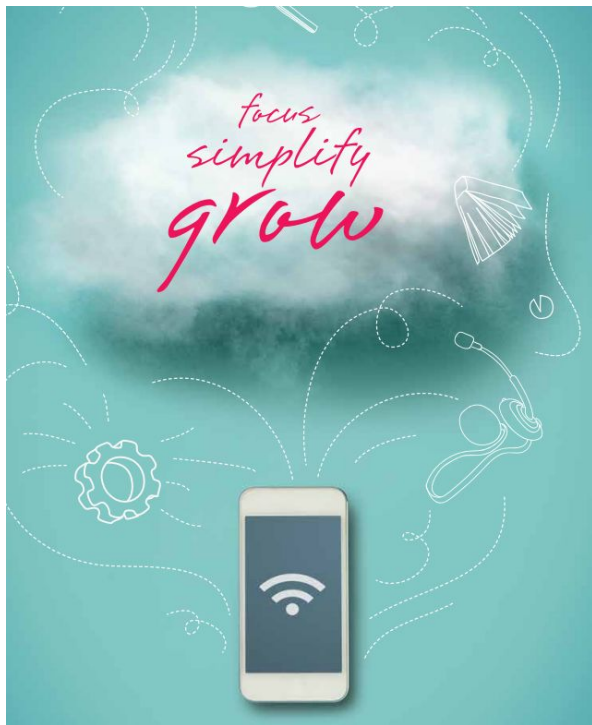
- Considered a range of options before settling on entitlement offer.
- Popular offer: 94% of institutional and 78% of retail shareholders took up their entitlements (balance absorbed by top-up requests).
- Thank you for your participation.

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YEAR IN REVIEW

CRAIG DOWER, CEO

WE HAVE CHANGED THE WAY WE WORK



- > **Thoroughly reviewed all aspects of the business for best practice**
- > **Partnered with global leaders to take Salmat's operations to the cloud**
- > **Salmat is leaner and more agile**
- > **The new framework is in place: Salmat is now 'match fit' and ready to grow**

OUR FY16 GOALS

What we achieved

Continued optimisation

- Products and services review phase two completed
- Workday phase two completed
- Service delivery improvement achieved
- Invested in sales effectiveness: benefits accruing

Collaboration platform

- Google platform fully operational
- Workday platform successfully extended
- Commenced process to move Contact to cloud

Marketing

- 'It starts with Salmat' campaign launched
- Marketing team aligned with sales team
- Sales support focus to drive revenue growth

Salmat has fundamentally restructured the business and our cost base

SALES REVENUE BRIDGE

Full year to 30 June 2016



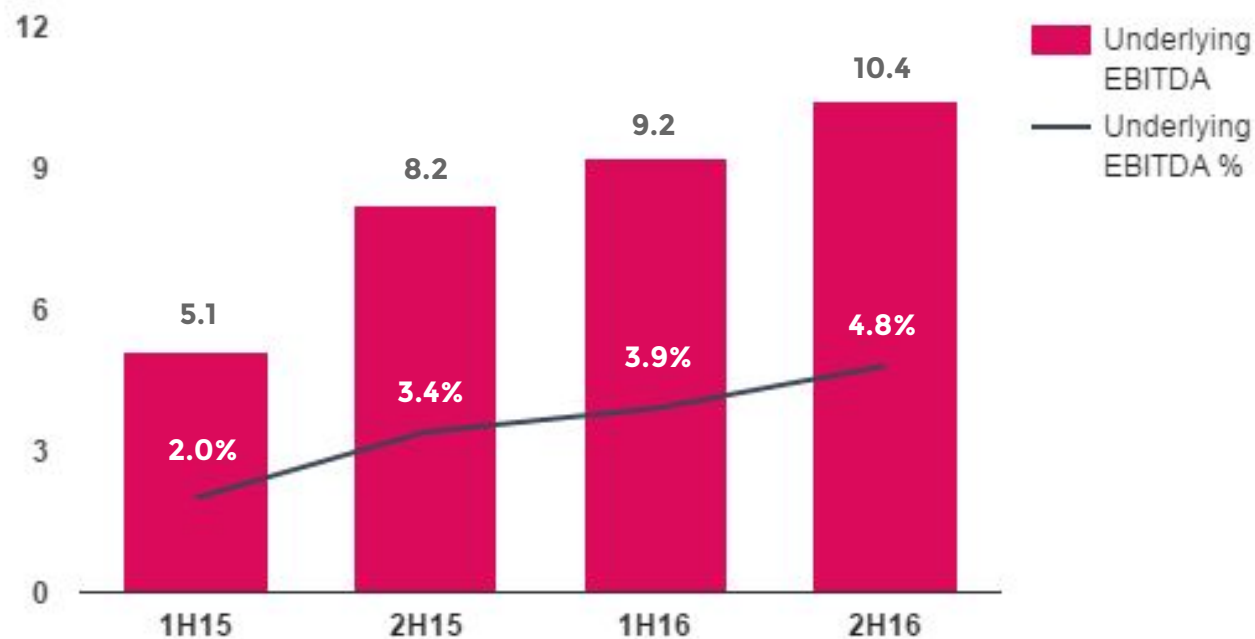
UNDERLYING EBITDA BRIDGE

Full year to 30 June 2016



UNDERLYING EBITDA TRAJECTORY

On track to grow again in F17



SEGMENT INFORMATION

Full year to 30 June 2016

\$ million	2016	2015*	% change
Sales revenue:			
Media + Digital	254.9	293.3	-13.1%
Contact	194.9	202.9	-3.9%
Underlying EBITDA:			
Media + Digital	24.2	25.2	-4.0%
Contact	5.8	7.2	-19.4%

* Restated due to reclassification of revenue streams

Production volumes	2016	2015	% change
Catalogues	4.6bn	4.8bn	-4.5%
Contact centre seat utilisation (average)	68.9%	65.8%	+310bp
Email/SMS	336m	328m	+ 2.4%

FY17 GROWTH PRIORITIES

Sales focus geared to growing profitable revenue

- Major letterbox clients retained for next two-three years.
- Significant recent wins secured in Contact.
- Growth continuing in Agency, Local Area Marketing, eCommerce, MicroSourcing.
- New sales leadership, revitalised sales capability, additional marketing sales support.
- Aiming to continue cash generation and grow revenue and EBITDA margin.

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ORDINARY BUSINESS OF MEETING

PETER MATTICK, CHAIRMAN

ITEM ONE

FINANCIAL STATEMENTS

To consider and receive the Financial Report, the Directors' Report and the Auditor's Report of Salmat Limited for the year ended 30 June 2016.

ITEM TWO

RE-ELECTION OF DIRECTOR

ORDINARY RESOLUTION:

That **Fiona Balfour**, who retires by rotation in accordance with the Constitution of the Company, be re-elected as a Director of the Company.

Following any questions or discussion, at the end of the meeting a poll will be held to ensure that the voting cast on this resolution is clear to all shareholders.

ITEM THREE

REMUNERATION REPORT

NON-BINDING ADVISORY RESOLUTION:

That the Remuneration Report of the Company for the year ended 30 June 2016 be adopted.

Following any questions or discussion, at the end of the meeting a poll will be held to ensure that the voting cast on this resolution is clear to all shareholders.

PROXIES RECEIVED ON RESOLUTIONS

RESOLUTION	IN FAVOUR	AGAINST	OPEN	ABSTAINING
2. Re-election of Director, Fiona Balfour	167,861,192	230,204	233,513	116,520
3. Remuneration Report	77,989,305	3,220,412	249,672	14,725

POLL FOR RESOLUTIONS TWO AND THREE

Please indicate your vote on your yellow voting card.

Link Market Services representatives will collect your completed cards.

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THANK YOU