

A photograph of a person's hands typing on a laptop keyboard. In the foreground, there is a white cup of coffee on a saucer. The background is blurred, showing a window and some indoor plants.

SALMAT

2017 ANNUAL GENERAL MEETING

DISCLAIMER

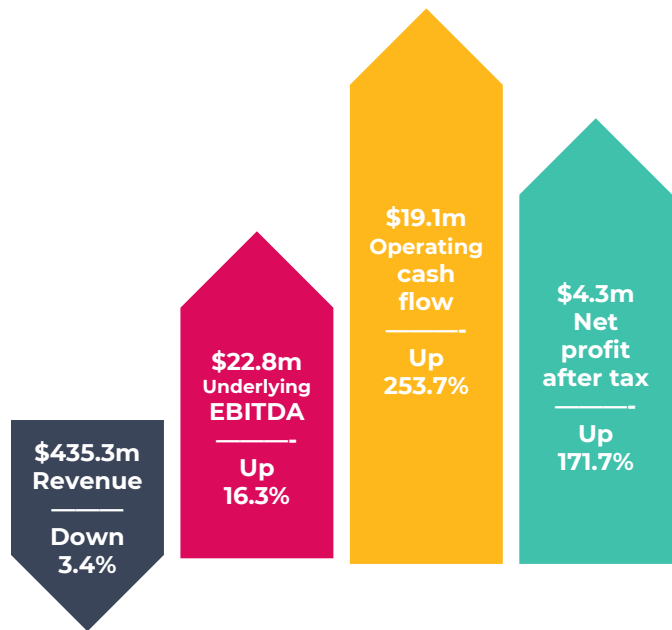
Company announcements and presentations can contain forward-looking statements. Words such as “believe”, “anticipate”, “plan”, “expect”, “intend”, “target”, “estimate”, “project”, “predict”, “forecast”, “guideline”, “should”, “aim” and similar expressions are intended to identify forward-looking statements 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

FY17 PERFORMANCE OVERVIEW



- > Business transformation program finalised
- > Earnings and EBITDA margin growth
- > MicroSourcing acquisition finalised
- > Rights issue well-supported
- > New contact centre facility and platform
- > Strategic review of business initiated

MANAGEMENT AND BOARD UPDATES

- Interim CEO, Rebecca Lowde.



- Welcome new Directors, Bart Vogel and Stuart Nash.



- Thank you to long-serving Director, John Thorn as he retires today.



CAPITAL MANAGEMENT

- Cash retained in FY17 to fund acquisitions and business activities.
- Successful capital raising in October 2016 generated net cash of \$14 million.
- Intend to recommence dividends in FY18, subject to business conditions and capital requirements.

FUTURE DIRECTION

- Clear focus on **core capabilities**: Marketing Solutions and Contact Solutions.
- Laying **innovation** over core strengths to extend our offering and create value.
- Primary driver: **maximising shareholder returns**.



YEAR IN REVIEW

REBECCA LOWDE, CEO



FY17 AT A GLANCE

Operations

Continued 'cloud-first' business transformation

People

Leadership development, training and communication

Services

Innovation drive underway

Market

Retail headwinds persisting, print market consolidation

Financial results

Increased earnings reflect business transformation focus

Strategy

Strategic review underway to refine future direction

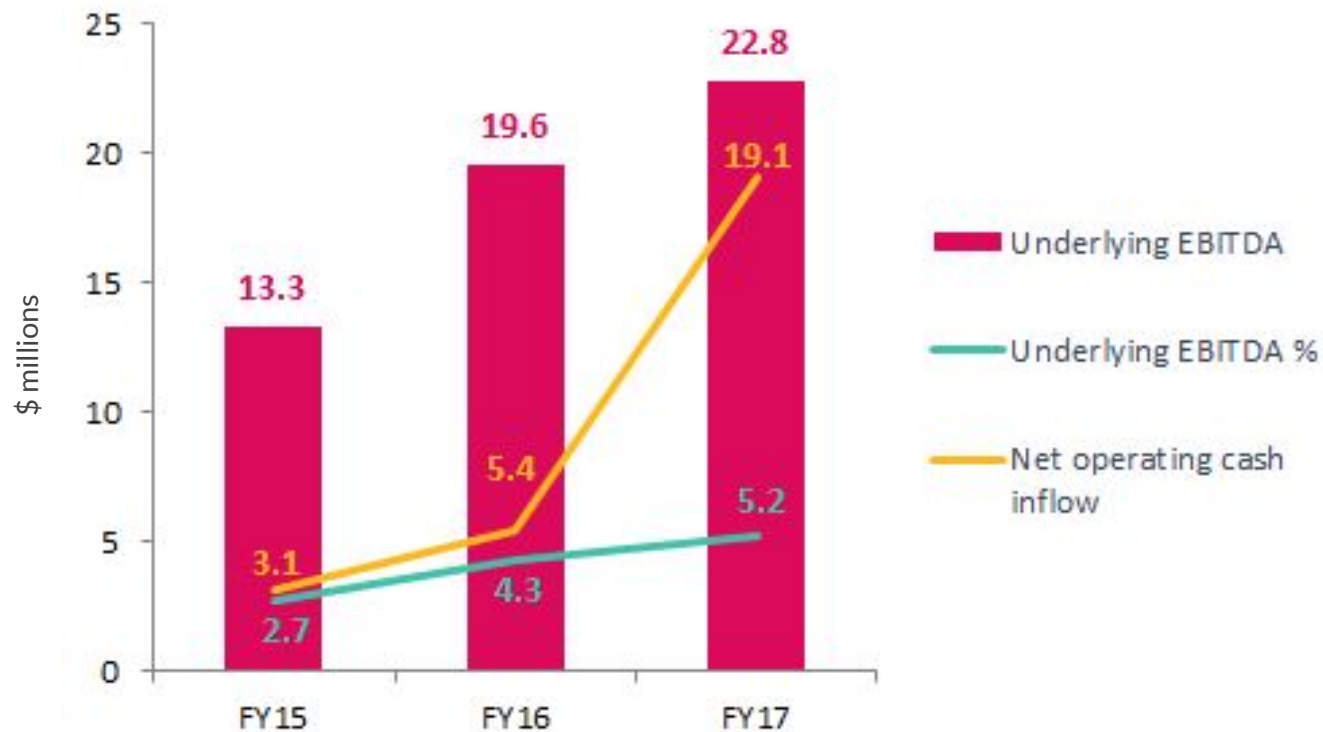
FINANCIAL RESULTS - OVERVIEW

Full year to 30 June 2017

\$ million	FY17	FY16	% change
Revenue	435.3	450.8	-3.4
Underlying EBITDA	22.8	19.6	+16.3
Depreciation & Amortisation	(13.5)	(13.6)	-0.7
Net interest	(1.6)	(1.8)	-11.1
Underlying profit before income tax	7.7	4.2	+83.3
Income tax expense	(2.8)	(3.4)	-17.6
Underlying profit/(loss) after income tax	4.9	0.8	*
Significant items	(0.6)	(6.8)	-91.2
Net profit/(loss) after tax	4.3	(6.0)	+171.7

* no meaningful figure

UNDERLYING EBITDA TRAJECTORY



SEGMENT INFORMATION

Full year to 30 June 2017

\$ million	FY17	FY16	% change
Sales revenue:			
Media + Digital	224.3	254.9	-12.0%
Contact	210.3	194.9	+7.9%
Underlying EBITDA:			
Media + Digital	21.6	24.2	-10.7%
Contact	7.7	5.8	+32.8%

Production volumes	FY17	FY16	% change
Catalogues	4.3bn	4.6bn	- 6.5%
Contact centre seat utilisation (average)	75.6%	68.9%	
Email/SMS	387m	336m	+15.2%

STRATEGIC DIRECTION

SEEKING TO MAXIMISE PROFITABLE GROWTH AND SHAREHOLDER VALUE



- > Completed Business Transformation program.
- > External environment continued to be turbulent: retail uncertainty, print consolidation.
- > Commenced strategic review to evaluate best options for maximising growth and ROI.
- > Multiple alternative opportunities identified and project team evaluation of these continues.

FY18 STRATEGIC PRIORITIES



**MARKETING
SOLUTIONS
EVOLUTION**



**SALES
EVOLUTION**



**NETWORK
SUSTAINABILITY**



**CONTACT
EVOLUTION**



PEOPLE

FY18 STRATEGIC PRIORITIES



MARKETING SOLUTIONS EVOLUTION

Evolve our channels, solutions, products and proposition across the marketing services mix. Deliver the core direction that guides our business for the coming years. Develop and grow our data offering.



FY18 STRATEGIC PRIORITIES

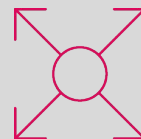


SALES EVOLUTION

Implementation of a consistent, coordinated approach across sales and delivery to our clients, prospects and partners within each business unit.



Increased revenue and margin, plus additional new logos.



Increased proportion of clients with multiple Salmat products.



Better discipline in new sales and client relationship management.

FY18 STRATEGIC PRIORITIES



NETWORK SUSTAINABILITY

Ensuring the sustainability and stability of our distribution network for this year and the years to come.

- Growth in walker numbers
- Increased accountability and innovation
- Industry leadership
- Client delivery expectations met and exceeded



FY18 STRATEGIC PRIORITIES



CONTACT EVOLUTION

Complete the migration of all clients on to our new R2 platform while doubling down on profitable growth in our targeted industries.

DIVERSIFICATION



Government



Education



Health



Retail

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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 2017.

ITEM TWO

RE-ELECTION OF DIRECTOR

ORDINARY RESOLUTION: That **Bart Vogel**, who having been appointed by the Board since the last Annual General Meeting retires 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.

VOTES RECEIVED	IN FAVOUR	AGAINST	OPEN	ABSTAINING
	170,988,478	211,891	408,935	14,006

ITEM THREE

RE-ELECTION OF DIRECTOR

ORDINARY RESOLUTION: That **Stuart Nash**, who having been appointed by the Board since the last Annual General Meeting retires 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.

VOTES RECEIVED	IN FAVOUR	AGAINST	OPEN	ABSTAINING
	130,383,106	40,821,132	404,353	17,719

ITEM FOUR

SALMAT EXEMPT EMPLOYEE SHARE PLAN

ORDINARY RESOLUTION: To consider, and if thought fit, to approve issues of shares, if determined as appropriate by the Board, under the Salmat Exempt Employee Share Plan as set out in the Explanatory Statement for Resolution 4 accompanying this Notice of Meeting for the purposes of ASX Listing Rule 7.2 exception 9(b).

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.

VOTES RECEIVED	IN FAVOUR	AGAINST	OPEN	ABSTAINING
	127,128,198	317,079	403,193	22,245

ITEM FIVE

SALMAT DEFERRED EMPLOYEE SHARE PLAN

ORDINARY RESOLUTION: To consider, and if thought fit, to approve issues of shares, if determined as appropriate by the Board, under the Salmat Deferred Employee Share Plan as set out in the Explanatory Statement for Resolution 5 accompanying this Notice of Meeting for the purposes of ASX Listing Rule 7.2 exception 9(b).

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.

VOTES RECEIVED	IN FAVOUR	AGAINST	OPEN	ABSTAINING
	127,081,092	353,507	412,117	21,864

ITEM SIX

SALMAT EXECUTIVE PERFORMANCE OPTION PLAN

ORDINARY RESOLUTION: To consider, and if thought fit, to approve issues of options to acquire shares, if determined as appropriate by the Board under Salmat Executive Performance Option Plan as set out in the Explanatory Statement Resolution 6 accompanying this Notice of Meeting for the purposes of ASX Listing Rule 7.2 exception 9(b).

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.

VOTES RECEIVED	IN FAVOUR	AGAINST	OPEN	ABSTAINING
	126,839,714	582,829	413,087	18,738

ITEM SEVEN

REMUNERATION REPORT

NON-BINDING ADVISORY RESOLUTION: That the Remuneration Report of the Company for the year ended 30 June 2017 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.

VOTES RECEIVED	IN FAVOUR	AGAINST	OPEN	ABSTAINING
	127,011,487	413,143	412,099	31,851

PROXIES RECEIVED ON RESOLUTIONS

RESOLUTION	IN FAVOUR	AGAINST	OPEN	ABSTAINING
2. Re-election of Director, Bart Vogel	170,988,478	211,891	408,935	14,006
3. Re-election of Director, Stuart Nash	130,383,106	40,821,132	404,353	17,719
4. Salmat Exempt Employee Share Plan	127,128,198	317,079	403,193	22,245
5. Salmat Deferred Employee Share Plan	127,081,092	353,507	412,117	21,864
6. Salmat Executive Performance Option Plan	126,839,714	582,829	413,087	18,738
7. Remuneration Report	127,011,487	413,143	412,099	31,851

POLL FOR RESOLUTIONS TWO - SEVEN

Please indicate your vote on your yellow voting card.

Link Market Services representatives will collect your completed cards.

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THANK YOU