

## **Chairman's Address**

Good afternoon fellow shareholders, and welcome to the Company's Annual General Meeting for calendar year 2018 – a year best described as one of realignment and transformation for Invigor.

A review of the Company's strategy during 2018 led to some significant changes, with a considerable number of milestones now achieved as this strategic realignment continues into 2019.

Importantly, the Board's decision to invest in its key products Loyalty, Shopper Insights and Pricing while, at the same time exploring opportunities to engage with other strategically aligned businesses has left the Company well placed for growth.

In addition, the Board's decision to divest certain non-core assets has also played a vital role in the overall strategy, as it has sharpened our focus on delivering data-driven, innovative solutions for commerce while also helping to strengthen the balance sheet.

In this context, I note the sale of the Company's German service-based business Condat for ~\$2.8 million. We have also more recently sold SpotLite, the SaaS pricing solution to Prisync for ~\$92,000 cash.

But the highlight of this refined strategy has been the partnership that we secured with China-based WeChat Pay partner, Winning Group, in September 2018.

Through this partnership, Invigor was granted the rights to co-distribute and expand WeChat Pay services in South-East Asia, starting with three key markets: Singapore, Hong Kong and Japan. This has provided a platform to expand the Company's south-east Asian footprint.

To this end we have in recent days finalised a landmark deal with Sun Asia, further expanding both our relationship with Winning Group and the Company's footprint into China.

This Winning Group partnership has certainly been transformational for Invigor and the most recent development, whereby Winning will potentially invest in the Company as we continue this Asian expansion, is incredibly exciting.

Gary will speak to these developments in more detail. I would therefore like to invite him to address shareholders.

## **CEO's Address**

Thanks Bob. I would also like to welcome you all to this year's Annual General Meeting.

In addressing you today, I want to emphasise how the Company's strategy continues to deliver new opportunities for the business. As such, the Company's decision to shift towards the acquisition of more strategically aligned businesses and investment in the Company's core offering is leading to significant cost savings while also opening new avenues for growth.

As Bob alluded to, in 2018, Invigor launched its first payment partnership with WeChat Pay partner Winning Group. Under the unconditional and indefinite Heads of Agreement, Invigor has been acquiring major retail groups for the WeChat Pay, starting in Singapore where we can integrate our core solutions into the WeChat Pay platform, which has over 1 billion users in mainly China and South-East Asia.

The relationship between the two parties will continue to grow, with today's announcement of Winning set to invest up to \$2.4 million to acquire up to 15% in Invigor and take a seat on the Board.

This is a massive testament to the value of Invigor, and from a standing start, both Invigor and Winning have seen significant growth in the space of less than 6 months.

The funds will be deployed towards continued investment in WeChat Pay opportunities, and to strengthen the Company's Asian-focused e-commerce operations in Hong Kong, Japan, Singapore and now China, through the recent acquisition of Sun Asia announced on 29 May 2019.

The Sun Asia transaction brings together the technology platform of Invigor in Pricing Insights, Loyalty, and e-payments together with a large WeChat Pay-powered retail distribution footprint in China established by Winning Group, with an entrenched supply chain built by Sun Asia.

The transaction significantly expands Invigor's and Winning's growing WeChat Pay operations in Asia, by utilising Winning's established network in China. This network is forecast to grow to over 5000 EasyGO WeChat Pay and AI enabled, self-service kiosks and over 200 unmanned EasyGo stores by year's end.

Payment partners like WeChat Pay help accelerate the adoption of Invigor's core loyalty offering and introduce new transaction-based revenue streams to the business. In recent months the Company has experienced a substantial growth in mobile payments through contract wins in Singapore such as Club 21, the multi-brand with Asia's leading purveyor of luxury fashion, with brands that include Armani Exchange, Calvin Klein, DKNY and more.

There have also been exciting advances within the Pricing and Shopper Insights products, where the business development pipeline remained robust through contract wins in key sectors including consumer electronics and the liquor industry. Invigor has shown great results within the liquor industry and achieved important milestones in the last 12 months by securing an exclusive partnership with industry body, Retail Drinks Australia, to provide its members with affordable access to actionable insights and data analytics on their business. Pilots and campaigns have been deployed to help liquor retailers increase in-store traffic and has seen strongly positive returns.

These successes provide an acknowledgment that Invigor's solutions provide a point of difference when it comes to Pricing, Shopper Insights and Loyalty solutions for the retail sector.

We continue to investigate new opportunities in line with the refocused business, and as such, the Board has identified Tillerstack as a non-core asset despite its ever-growing order book. We are currently looking for strategic partners for the business and we look forward to providing updates on this process.

This refined strategy will continue to underpin Invigor's transformation in 2019 and is set to deliver strong outcomes across all aspects of the business.

The Company has been heavily cash negative for too long – making investments in its technology and its people. We are confident that the recent announcements this week will go a long way to rectifying this situation and also enable some cost reductions which will position the Company more appropriately for the these new initiatives.

The Company is particularly buoyed by the large-scale and unparalleled opportunity presented with WeChat Pay and the Smart Farm initiative announced yesterday. Winning's potential investment will also drive opportunities by strengthening the capital base of the business, and provide significant scope for revenue growth in the near-term.

With Sun Asia's order book of over \$30 million in potential contracts, Invigor is also well-placed to move into profitability with products that are in high demand across a number of Asian markets, including the fast growing EasyGo outlets in China.

I would like to take this opportunity to thank outgoing Chief Operating Officer Claire Mula, who is departing after 2 years at Invigor and will step down from the Board following this AGM. Claire has been instrumental in driving the refined business strategy, and we wish her all the best for her future.

I want to thank Bob for his guidance as Chairman and for being a major support to me and the other Board members during the past 12 months. I also extend my thanks to the other Board members who significantly gave their time and patience in the many Board meetings and calls. Finally, I would like to thank our shareholders for their ongoing loyalty and support. Invigor Group is primed to deliver on a substantially improved operating performance and we will continue working hard to achieve a solid future for Invigor.

Gary Cohen  
CEO  
30 May 2019