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25 November 2016

Company Announcements Office ASX Limited Exchange Centre 20 Bridge Street SYDNEY NSW 2001

Dear Sir/Madam

#### 2016 ANNUAL GENERAL MEETING CHAIRMAN'S ADDRESS AND PRESENTATION

Please find attached a copy of the Chairman's Address and the Presentation to be given at the 2016 Annual General Meeting of Imdex Limited (ASX: **IMD**) being held at 11.00am (WST) today.

Yours faithfully **Imdex Limited** 

**Paul Evans** 

**Company Secretary** 

#### **25 NOVEMBER, 2016**

#### **IMD AGM CHAIRMAN'S ADDRESS**

Before reviewing the 2016 Financial Statements and Reports, I would like to provide a brief overview of Imdex's performance during the financial year, the company's current priorities, and its focus for the future.

Let me start by saying that I'm delighted to have been asked to join the Board of Imdex as Chairman and I thank the incumbent and outgoing Directors, and you, the shareholders, for that opportunity. I am committed to driving value for all shareholders and I trust you will see this dedication reflected in the manner in which the company is governed, strategy executed and performance delivered in the future.

I would particularly like to thank Betsy for her significant contributions to Imdex for the past seven years, as she has made the decision to retire following the AGM today. Betsy is a highly accomplished, experienced and valuable energy industry professional and we wish her all the very best for the future.

### **Excellent Safety Culture**

In my view, safety is one of the most important measures of an organization, so I am very pleased to report that Imdex enjoys an excellent safety culture – an attribute that we will continue to foster in the future.

#### **Summary of FY16 Performance**

As announced to the market on 22 August 2016, statutory revenue from continuing operations was \$143.3 million, a marginal increase on the FY15 result. Group EBITDA was a loss of \$36 million, which included substantial non-recurring impairment and restructuring costs associated with the strategic closure and divestment of the company's oil and gas assets. Normalised EBITDA from continuing operations was \$20.3 million.

Encouragingly, the minerals business achieved a 13% increase in normalized EBITDA, highlighting the strength of the company's underlying operations.

As announced previously, no dividend was declared for FY16; however, we do indeed look forward to delivering sustainable underlying earnings performance and an attractive dividend policy for shareholders in the future.

To summarise Imdex's FY16 results, they reflect the company's commitment to exiting the oil and gas sector, whilst delivering an improving level of performance in its core minerals business.

#### **Current Priorities**

Upon assuming the Chair of the Board of Imdex, a number of priorities were evident.

#### Capital structure and underlying cost of capital of the company

On the basis of improving sentiment returning to the mining services sector – together with Imdex's strategic position – the company recently took the opportunity to raise \$45 million in equity capital though a placement and accompanying share purchase plan at 55 cents per share.

The raising was significantly over-subscribed and those funds have been directed to reducing the fully drawn \$54 million Bain Capital facility down to \$15.5 million.

As a result of this raising, we are pleased to welcome a number of high quality institutions onto the Imdex register. I would also like to thank existing institutional and retail shareholders for their strong support – this initiative has substantially derisked the balance sheet and significantly enhanced the company's capital structure.

As a direct result of this enhanced capital structure, Imdex has been successful in attracting interest from a traditional banking institution. The aim is to secure a new facility to replace the Bain Capital facility (formerly Sankaty), which attracts an effective interest rate of 10.75%. We are confident of a positive outcome and our objective is to pay out the Bain Capital facility at the earliest opportunity.

The outcome of this renewed capital structure and securing a new debt facility with a traditional bank will substantially de-risk the balance sheet and lower the cost of capital.

#### Board refreshment and renewal

Imdex has benefitted from a strong and dedicated Board who has overseen the company for many years. Clearly, and in line with my own appointment, there has been recognition that, just as the company has sought to renew its focus on the core minerals business, the company should seek renewal within the Board.

As mentioned in our October shareholder newsletter, we have engaged executive recruitment firm, Heidrick & Struggles, to assist with the search for a new non-executive Director to complement the Board. We are seeking specific capabilities whilst maintaining our commitment to gender diversity. This process is well advanced and we look forward to making an announcement at the earliest opportunity.

### Oil and gas asset divestiture and business closure

As communicated previously, Imdex is committed to exiting the oil and gas sector.

I have had the benefit of working through many corporate transactions and it is my observation that, at this point in time, negotiating, agreeing and ultimately closing out transactions in the oil and gas sector, is indeed very challenging. As a result, I am assisting with the negotiations to support our Executive Team in considering all available options and achieving value creating outcomes.

We are making progress, albeit at a frustratingly slow pace, with the sale and or closure of our remaining AMC Oil & Gas operations. We are also continuing to search for options regarding our VES joint venture and oil and gas technology,

however, the company is in a position to realise value for these assets as and when oil and gas industry conditions improve.

Most importantly, we have sought to re-focus the Executive Team on the underlying performance of the core minerals business. It is the view of the Board that repair to the capital structure of Imdex is achieved and maintained by delivering long-term, sustainable earnings growth.

#### **Future Priorities**

I have focused on Imdex's corporate strategy; however, the Board has also identified a number of strategic operational priorities.

### Strategic position & customer value proposition

In early calendar 2017, the Board will join with management to undertake a comprehensive program of operational strategy development as the company seeks to fully leverage its market leadership position within the minerals sector.

The outcomes of this session will provide the strategic and operational priorities for management, progressing into FY18. These outcomes will also provide the focus points for a close review of the underlying cost structures attaching to the current Imdex business model.

#### **Executive remuneration**

The Board proposes to review Imdex's Executive remuneration to ensure it delivers the requisite incentive for short and long-term performance.

In light of this observation and as Chair of Imdex's Remuneration Committee, we recently sought to benchmark the company's Executive remuneration. The outcomes of this exercise illustrated that overall remuneration is not dramatically out of step with industry peers, at an aggregate level. There is, however, an opportunity for Imdex to restructure Executive remuneration to more closely link fixed and STIP components to performance outcomes. The Remuneration Committee will drive this process early in calendar 2017.

Further, the Board has received valuable feedback from a number of shareholders with respect to the design and outcomes of the Imdex LTIP program. The Board will factor these views into the potential refinement of the LTIP program, ahead of FY18.

### Technology leadership & industry collaboration

Technology leadership is perhaps the most defining characteristic of Imdex's business model.

Moving forward, Imdex will not compromise its dedication to technology leadership in a sector increasingly defined by rapid innovation, client partnering and digital transformation.

Notwithstanding the tremendous leverage available to Imdex through its equipment rental fleet, as mining sector drilling activity increases, the company looks forward to a range of exciting product releases courtesy of the R&D efforts of the company's cutting edge engineering team.

Further, industry collaboration is becoming the way of the future as geophysicists and industry experts work together to develop a range of breakthrough solutions to some of the most challenging issues confronting the mining and drilling sectors. Imdex will play a central role in these collaborative efforts and as such, maintain its industry leadership position.

Ladies and gentlemen, I would now like to move onto Item 1 of the meeting – to receive the Financial Statements and Reports.





### **AGM Presentation**

2016 Financial Year

25 November 2016 imdexlimited.com

### Our Board





MR ANTHONY WOOLES BCom, MBA (Finance)

- Non-Executive Chairman
- Appointed to the Board 1 July 2016



MR BERNARD RIDGEWAY B.Bus (ACCTG) ACA

- Managing Director
- · Appointed to the Board 23 May 2000



MR KEVIN DUNDO B. Comm, LLB

- Non-Executive Director
- Appointed to the Board 14 January 2004



MS BETSY DONAGHEY B.S. Civil Engineering, M.s.

- · Non-Executive Director
- Appointed to the Board 28 October 2009



### MR IVAN GUSTAVINO B.Bus

- Non-Executive Director
- · Appointed to the Board I July 2015

# AGM Agenda



| WELCOME                                     |  |
|---|--|
| CHAIRMAN'S ADDRESS                          |  |
| RESOLUTIONS & VOTING                        |  |
| CLOSE OF MEETING                            |  |
| MANAGING DIRECTOR'S ADDRESS                 |  |
| GROUP TOURS OF IMDEX HEAD OFFICE FACILITIES |  |

### Chairman's Address



- Summary of FY16 financial performance
  - Statutory revenue from continuing operations \$143.3m
  - Statutory loss of \$36.3m, post impairments and one-off write downs
  - Normalised EBITDA from continuing operations of \$20.3m
  - Minerals business normalised EBITDA increased 13%
- Current priorities
  - Capital structure and underlying cost of capital
  - Board refreshment and renewal
  - Oil & Gas asset divestiture and business closure.
- Future priorities
  - Strategic position & customer value proposition
  - Executive remuneration
  - Technology leadership & industry collaboration





# Close of IMD 2016 Annual General Meeting







# Managing Director's Address

Bernie Ridgeway

## Real-time Subsurface Intelligent Solutions



At Imdex we are blending our trusted products with smart technologies to be the leader in real-time subsurface intelligence solutions.

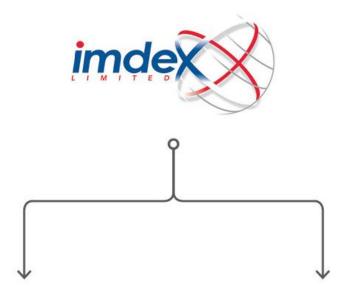
We deliver these leading technologies to the global minerals industry and targeted non-mining markets.

Our purpose is to create long-term value for shareholders, end-to-end solutions that enhance our clients' operations and rewards for our employees.

## Refined Structure – Leading Brands



- 100% focused on core minerals business in FY17 – competitive advantages & differentiated position
- Divestment of oil and gas assets closure and disposal costs largely limited to FY16
- Dominant within minerals industry strong brands and market share
- REFLEX is the leading global provider of downhole instrumentation, data management and data analysis solutions
- AMC is the leading brand of drilling fluids for the global mining industry



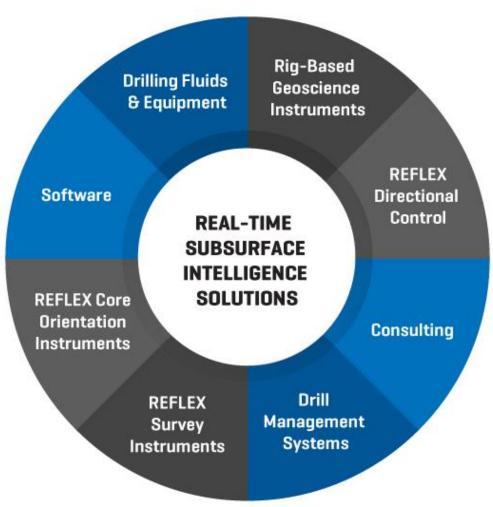




### **Imdex Solutions**



- Together REFLEX and AMC provide real-time sub surface intelligence solutions
- No current competitor can do this
- First-mover advantage as industry leader
- Sophisticated proprietary technologies
- Principally drilling contractors and resource companies
- Diverse commodity mix
- Primary exposure to gold and copper



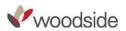
### **Established Global Business**





## Diversified Client Base (sample only)

























































































A Brief Look Backwards

# Key Metrics FY16



| A\$m unless indicated otherwise                                  | FY16             | FY15   | VAR    | VAR%  |
|--|------------------|--------|--------|-------|
| Statutory revenue from continuing operations <sup>1</sup>        | 143.3            | 142.3  | 1.0    | 1%    |
| EBITDA from continuing operations                                | 15.1             | 27.6   | -12.5  | -45%  |
| Normalized EBITDA from continuing operations                     | 20.3             | 15.6   | 4.7    | 30%   |
| NPAT   | -56.2            | -22.5  | -33.7  | -150% |
| EPS (cents)  | -23.11           | -10.44 | -12.67 | -121% |
| Normalized operating cash flow (excluding financing costs)       | 9.4              | 16.7   | -7.3   | -44%  |
| Gearing (%) <sup>3</sup> (ND / (ND + E))                         | 21%              | 17%    | 4%     | 23%   |
| Interest cover (times)<br>(normalized EBITDA / interest expense) | 2.0              | 5.2    | -      | -     |
| Net assets   | 115.6            | 160.8  | -45.2  | -28%  |
| Number of employees as at 30 June                                | 468 <sup>2</sup> | 524    | -56    | -11%  |

<sup>&</sup>lt;sup>1</sup>AMC Oil & Gas is now classified as discontinued operations and Imdex's share in VES has been written off

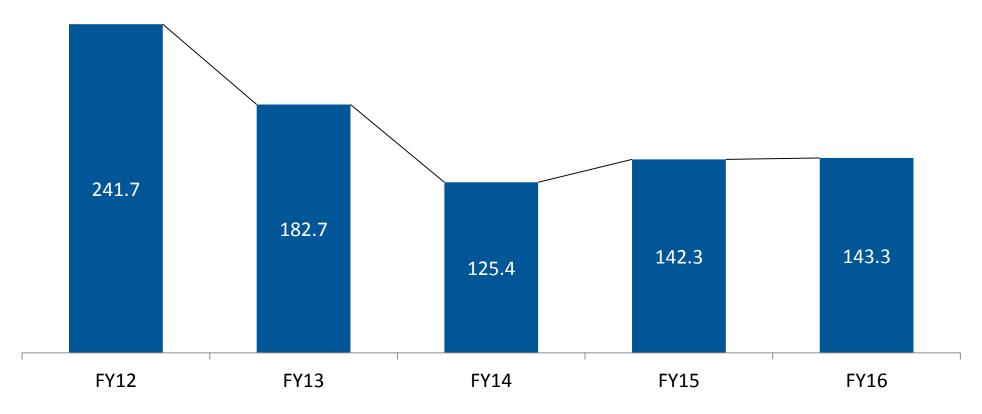
<sup>&</sup>lt;sup>2</sup> Includes 74 AMC Oil and Gas employees within discontinued operations

<sup>&</sup>lt;sup>3</sup> 27% based on total net debt (FY15: 17%)

### FY16 Minerals Revenue







### 1Q17 Overview



- Excellent safety results zero lost time injuries
- Revenue of \$41.3 million, up 5.9% (1Q16: \$39.0 million)\*\*
- EBITDA of \$8.0 million, up 32.4% (1Q16: \$6.0 million)\*
- Equity raising via a two tranche placement and SPP to raise \$45 million
- Proceeds (less costs) from placement and SPP applied to debt reduction
- Restructuring and cost out program implemented full benefits realized in FY17
- Ongoing focus on the sale/closure of our remaining AMC Oil & Gas business
- Commercial deployment of new technologies and ongoing product development
- REFLEX is targeting 18% of FY17 revenue from products < 3 years old rising to 25% in FY18</li>

<sup>\*</sup> Per million hours worked

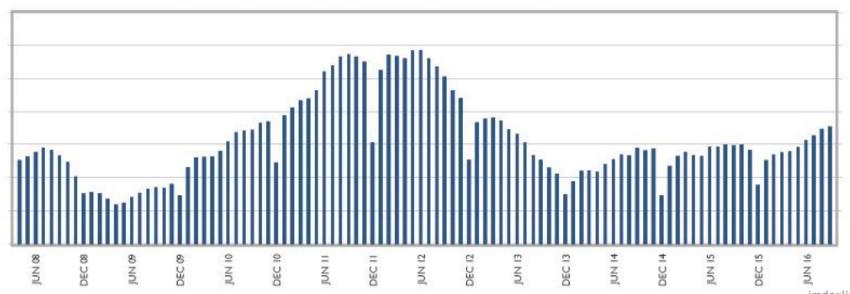
<sup>\*\*</sup>Unaudited, continuing operations

### 1Q17 Overview (Cont.)



- As more rigs return to work, more instrumentation is required
- 17% increase in the average number of REFLEX rental instruments on hire in 1Q17 versus 1Q16 and a 16% increase on the previous quarter highest in 3 years with further increases expected, subject to seasonal impacts
- Demand increased for our traditional survey and core instrumentation, together with our more recent technologies
- Newer, more sophisticated technologies yield significantly higher rental rates

### NUMBER OF REFLEX INSTRUMENTS ON HIRE AS AT 30 SEPTEMBER 2016



# Significantly Improved Capital Structure



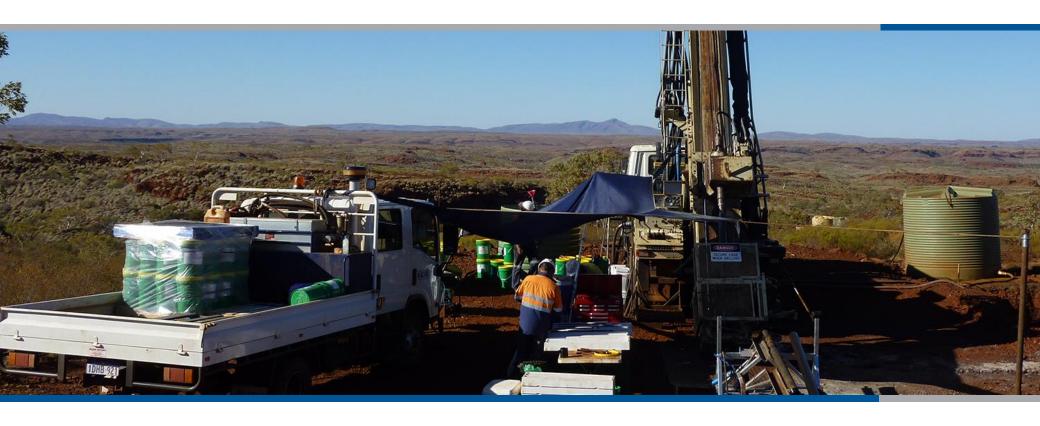
| A\$m unless indicated otherwise | 31 OCT 16 | 30 JUN 16 | VAR   | VAR% |
|---------------------------------|-----------|-----------|-------|------|
| Cash                            | 15.3*     | 13.0      | 2.3   | 18%  |
| Gross debt                      | 16.1*     | 55.1      | -39.0 | -71% |

<sup>\*</sup>Unaudited

- Sale and closure of AMC Oil & Gas proceeds applied to debt reduction/working capital
- Negotiating new facility with a traditional Australian bank
- New facility will be used to pay out the Bain Capital facility







Market Update & Longer-Term Opportunities

### Market Update



- Increased activity in the minerals sector largely associated with gold
- Major gold miners are generating free cash
- Gold reserves replacement rate has been falling consistently over the last 10 years
- Miners and exploration companies have increased budgets for the next 12 months
- Mining companies need to replace reserves through exploration or M&A activity
- Recent strengthening of other commodities copper, nickel, iron ore, coal, zinc and lithium
- Increase in resource company capital raising traditionally 6 12 month lag to deployment



# Market Update (cont.)



- Large resource companies continuing to focus on cost cutting initiatives and increasing efficiencies
- Mining industry requires step-change productivity improvements
- Mining industry is traditionally a slow adopter
- New technologies are gaining momentum



# Future Trends – Industry Innovation



- Real-time rock sample processing, geospatial information and structural knowledge
- Ore body identification and characterization
- Automation
- Digital mines and the IoT
- Big data analytics
- Predictive maintenance and fleet management
- Greater collaboration internally and with peers



## Ability to Leverage Future Industry Needs



- Technology leadership
  - Substantial R&D through the cycle
  - First-mover advantage with real-time connectivity
  - Building blocks of technologies to deliver innovation required by the industry
- Established core competencies within our market
  - Cloud & connectivity
  - Ore body characterisation and identification
  - Geospatial and structural solutions
- Relationships with drilling companies, resource companies and industry research centres
  - CSIRO, DET CRC, CRC ORE



# Positioning for Sustainable Earnings Growth



- Protecting core markets and growing market position maintaining technology leadership
- Lessening impact of cyclical downturns increasing exposure to production phase
- Creating additional revenue streams developing new technologies
- Leveraging changing industry needs collaborating with clients and industry partners



### Our Focus For Balance of FY17



- Finalise sale/closure of remaining AMC Oil & Gas businesses
- Finalise new banking facility and payout Bain Capital
- Continue to promote and enhance a safe work culture
- Continue to develop leading technologies and Imdex solutions
- Leverage first mover advantage cloud solutions, connectivity & geoscience expertise
- Leverage established global network
- Expand and diversify global client base resource companies, drillers & service companies
- Gain additional exposure to production activities
- Build a resilient business with sustainable earnings by becoming an integral part of our clients' operations

## Summary & Outlook



- Underlying minerals business performed well in FY16
- Exiting oil and gas sector focused on minerals
- Strong 1Q17
- Cost out program implemented
- De-risked balance sheet improved capital structure
- Negotiating new lower cost banking facility
- Exciting portfolio of technologies and Imdex solutions
- Working with resource and drilling companies
- Industry outlook is more positive





# Appendices

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