



SpeedCast

Wherever You Are

Macquarie Australia Conference

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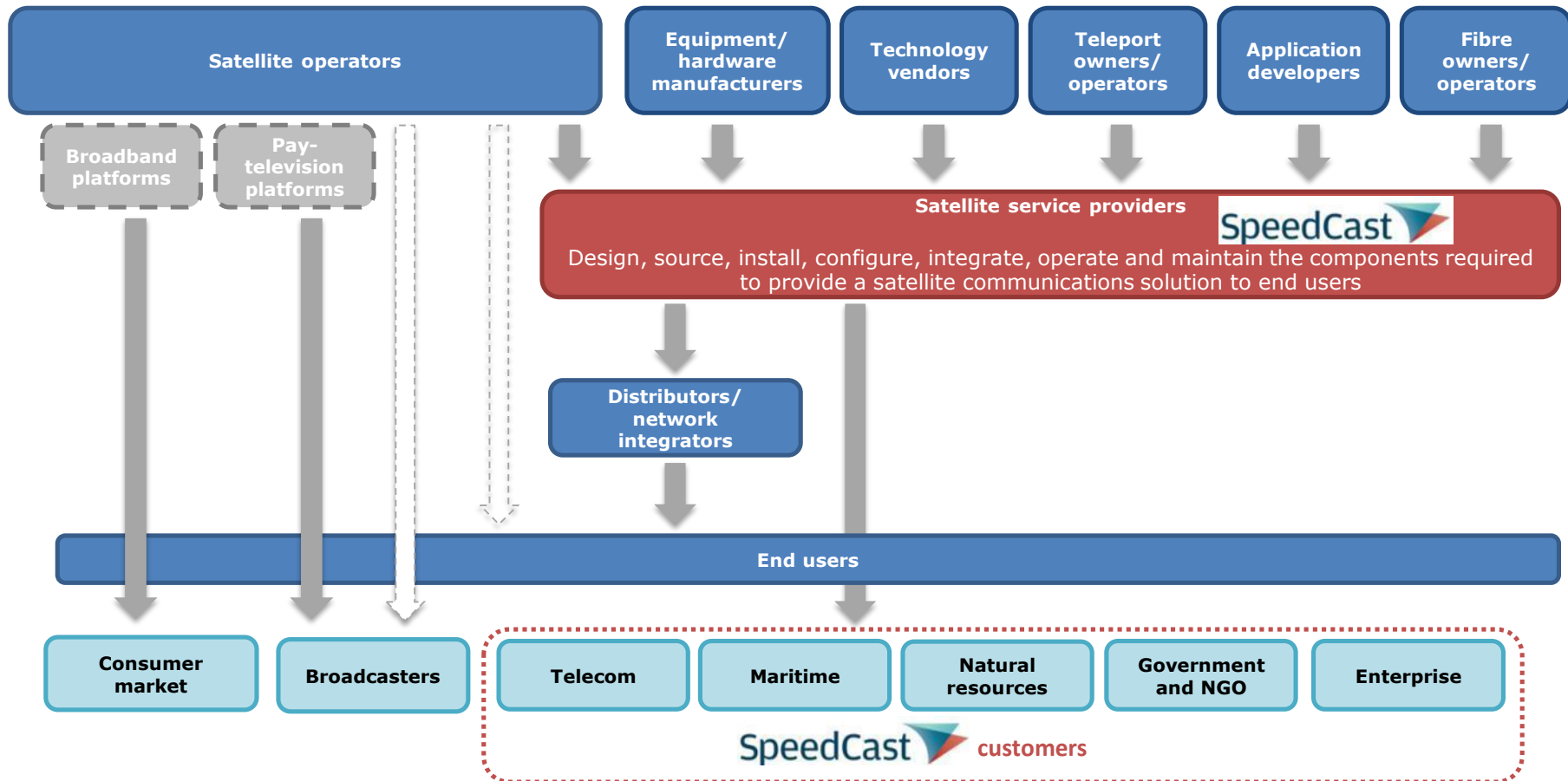
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- Provides highly reliable telecommunications managed services to enterprises and governments in locations where there is limited or no terrestrial network
- Managed services built from many raw materials (see next slide)
- Customer solutions are usually complex and customers demand high levels of support
- Diversified
 - **Geographically** - operate in over 90 countries
 - **Industries** - Maritime, Energy, Enterprise & Emerging markets (including Telcos, Government, Mining, Aviation, Media)
 - **Customer base** - No customer > 3% of total revenues
- Approx. 80% of revenues are recurring service fees
- Primarily USD earnings
- Contract length 1-3 years, a few 5 years. Average approx. 2 years
- Growth strategy
 - **Organic growth**
 - Consistent theme across all industries driving growth - growing data requirements
 - **Acquisitions**
 - Fragmented market. Less than 10 competitors with revenue > USD100M
 - Focus on identifying and acquiring small/medium sized companies that create long-term revenue synergies

Satellite service providers are a critical link in the satellite industry value chain

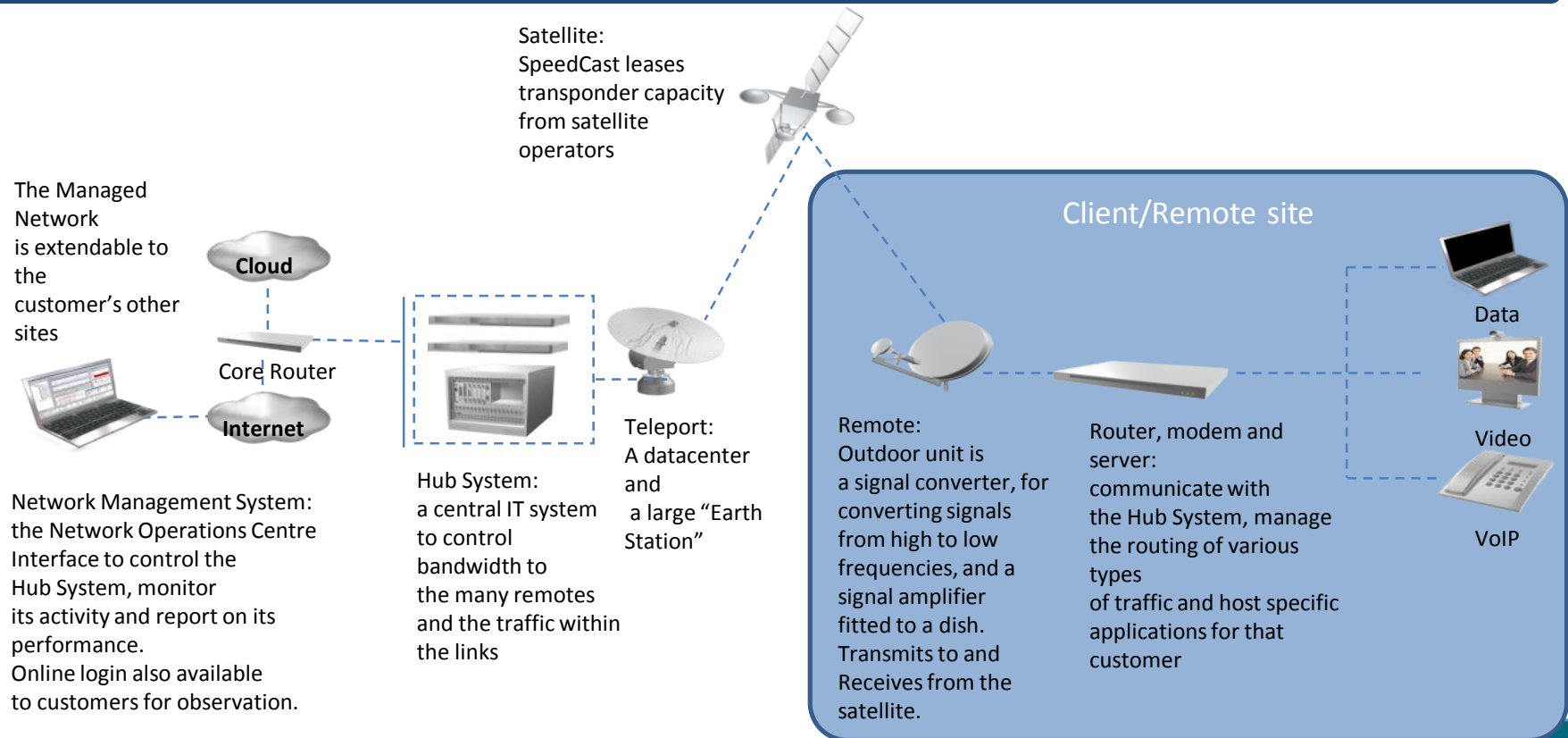
Satellite industry value chain



Satellite service providers are a critical link in the satellite industry value chain (cont.)

SpeedCast provides the necessary infrastructure and capabilities to turn satellite capacity into a useful network service for a wide range of end users

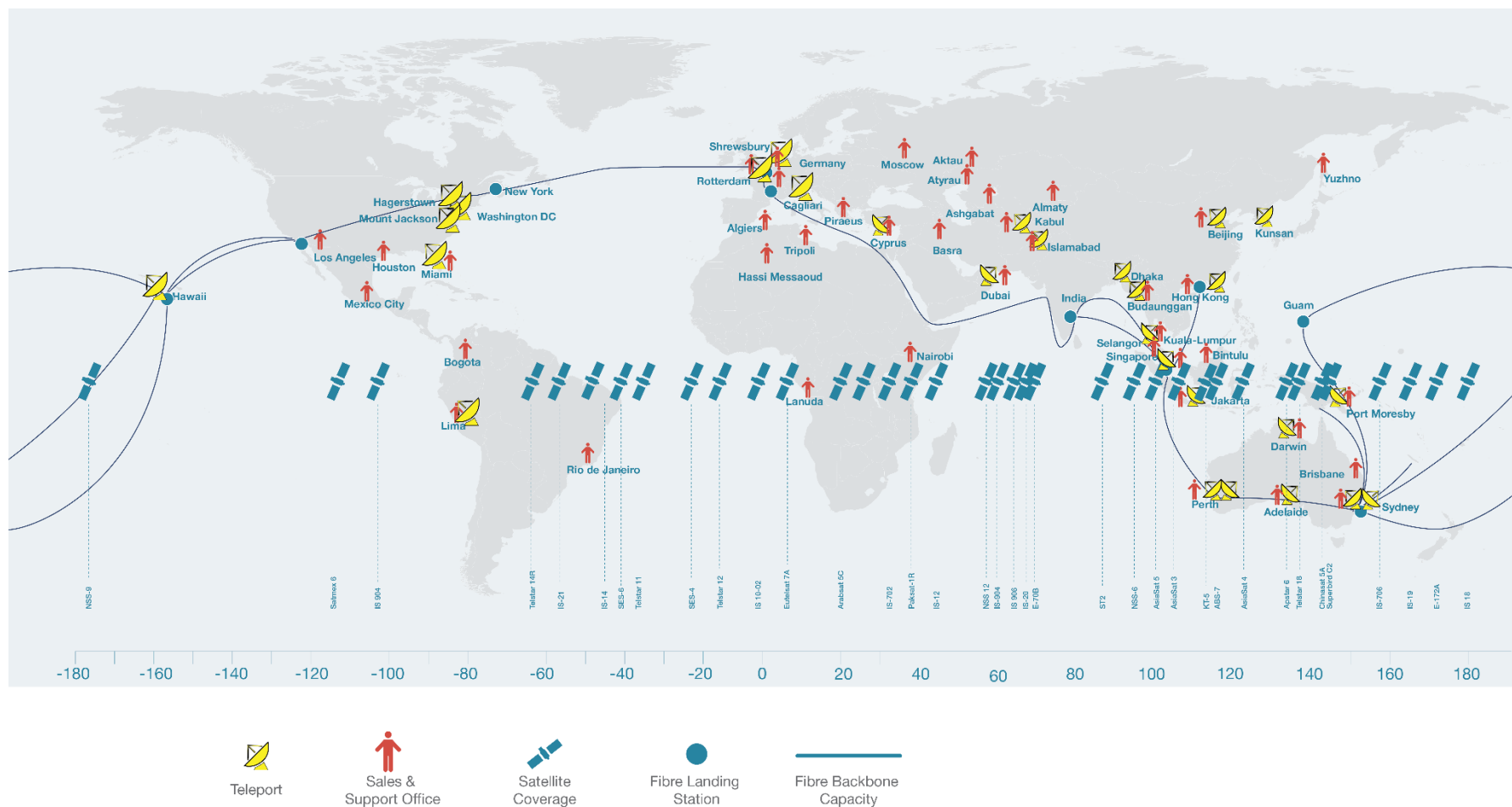
Illustrative SpeedCast VSAT network setup



Network overview¹



SpeedCast has established a wide network of international distribution partners servicing customers in over 90 countries and with over 5,000 VSAT sites globally



¹ – Updated network capabilities map as at April 2016

A focus on 3 key customer verticals

ENTERPRISE & EMERGING MARKETS

	ENERGY	MARITIME	Telecom	Government & NGO	Enterprise
Example customer industries					
	<ul style="list-style-type: none">▪ Oil & Gas▪ Green energy	<ul style="list-style-type: none">▪ Shipping▪ Oil & Gas▪ Government▪ Yachting	<ul style="list-style-type: none">▪ ISPs▪ Telcos▪ Resellers	<ul style="list-style-type: none">▪ Military & Defense▪ Emergency services▪ Education▪ Rural connectivity	<ul style="list-style-type: none">▪ Large Enterprises▪ Mining▪ Construction▪ Banking sector▪ Media

The common theme across verticals — increasing demand for data connectivity as the way businesses use technology changes

Multiple levers driving sustainable growth

Continuous growth focused strategy

Underlying market growth

- Strong underlying fundamentals
- Numerous high growth end markets

Market share gains in targeted verticals

- Maritime
- Energy
- Partnerships with global telecom operators

Geographic and customer diversification / penetration

- Strong strategic leadership position in Asia Pacific from which to grow globally, following our customers into Africa and Latam
- Diversification across customer base and industries - many potential areas for organic growth

Continued product innovation and value-added services

- In-house product and software development capabilities
- Established partnerships with technology vendors

Strategic acquisitions / bolt-ons in a fragmented market

- Highly fragmented markets
- Track record of M&A execution and integration
- Cost and revenue synergies to be achieved

Key risk factors to SpeedCast's success

- **Market factors**
 - Global Energy customers facing headwinds
- **Price erosion**
 - Greater competition and oversupply may drive price erosion
- **Delays in implementation of large and complex projects**
 - Impact on the commencement of revenues (timing only)
- **Failure to attract and retain talent**
 - We are a service business, our people differentiate us
- **Integration challenges** as we continue to acquire companies
 - Different systems, processes, products, people



What will differentiate us ?

- **Scale** in order to achieve cost competitiveness, efficiencies and a better customer experience
- Combining **global reach** and **local presence**
- **Retention of key staff** and continuous hire of **new talents**
- **Best-in-class customer service** desk
- **Agility, Flexibility and responsiveness** to react to customer requests, deliver new projects and manage changes in market factors and trends
- **Customer focused** - partner with our customers to support the needs of their business. Remain flexible and adapt to their circumstances to deepen the relationship.
- **Successful integration of acquisitions** to achieve revenue and cost synergies





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Integration Activities

Integration is key to our success.....

- Project Bordeaux was launched in June 2015
- Initial scope
 - Integration of Hermes & Geolink with previous acquisitions
- Focus on....
 - Enhancing customer experience & service
 - Enable growth and improve market reach
 - Increase value generation through revenue synergies and operational & cost efficiencies
 - Leveraging new talents, skills and best practices
- In 2H 2015, 4 further acquisitions included:
 - SAIT Communications, NewSat Satellite Services, NewCom International and ST Teleport
- Scope will continue to expand as new companies are added to the SpeedCast group



Project Bordeaux work streams



Integration is key to our success.....

Some examples of what has been achieved to date:

Sales

- Co-ordinated global account management
- All sales opportunities captured in 1 common global CRM system
- Revenue synergies happening
 - Energy
 - Mining
 - NGOs
 - MSS
 - Maritime
- Leveraging improved pricing globally in MSS / L-band services

Cost synergies

- Over USD 2 Million of acquisition related bandwidth cost synergies to be realised in 2016
- USD 1 Million+ in annual operating cost synergies already executed



Integration is key to our success.....

Operations

- Customer service desks consolidated into 3 primary locations
 - Adelaide, Hong Kong and Shrewsbury (UK).
 - Supplemented with specialised language specific smaller desks in Greece, France, Peru and Russia
 - Common global monitoring tools and ticketing system
- Consolidation of network
 - Bandwidth contracts & utilisation of global network
 - Teleport services, e.g. in Australia following NewSat acquisition
- Co-ordination of field engineering staff
 - Leveraging one integrated team globally



Human Resources

- New global organisational structure in place
- Culture programme launched
 - SpeedCAST Values – workshops, video, coaching
 - Global Newsletter
- Global HR policies and processes being rolled out



Integration is key to our success.....

Information Technology

- **Project Compass (ERP implementation)**
 - Implemented in HK and Australia;
 - Key Businesses in Europe & Rest of Asia scheduled for Go Live in Q3 2016
 - Remaining businesses in Q4 2016
- **Collaboration tools**
 - Global office network - facilitating collaboration and sharing of information across functions and geographies
 - Video conferencing and internal phone network
 - Microsoft Sharepoint



Marketing & Products

- **Rebranding of acquired businesses to SpeedCast**
 - Signage, websites, business cards, etc
- **Integrated go to market approach at key industry events**
- **Consolidation of products/services offering**
 - Focus on leveraging these globally, not just existing markets and geographies



Integration is key to our success.....

Finance & Admin

- Standardisation and alignment with existing SpeedCast policies & procedures:
 - Changes to bank signatories
 - Delegations of authority and approvals
 - Pricing models and financial hurdles
 - Standard monthly reporting pack & month end close process
 - Global chart of accounts
- Consolidation of finance staff responsible for transactional processing - sharing resources
- Closing of several offices when duplication



Legal & Regulatory

- Corporate restructure
 - Consolidate and reduce the number of entities across the group
- Centralised contract database
- Consistent contractual Terms & Conditions



Integration activities will continue to deliver value and benefits.....

- Investment in key functions continues
 - As SpeedCast grows, strengthening core functions that underpin customer experience are critical
- Collaboration will drive innovation
 - Sharing ideas and knowledge is already resulting in new & more efficient ways of doing things
 - Diversity across the business is breeding innovation
- Consistent integration methodology established for new bolt-on acquisitions
 - In-house integration team established
 - Pre-acquisition checklist
 - Activities for 30 days; 60 days; 90 days post acquisition
- SpeedCast Culture
 - Alignment to SpeedCast Vision
 - Consistency in delivery, both internally and externally
 - One team, with One dream....



ONE TEAM
ONE DREAM



Thank you

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