# **AUSDRILL**

Half year results to 31 December 2018

**20 February 2019** 



# **Managing Director action for the first 5 months**

- Successfully completed the acquisition of leading underground mining contractor, Barminco, transforming Ausdrill into the second largest mining services company in Australia
- Integration of the Barminco business successfully completed on target to deliver synergies of approximately \$11 million per annum from FY20, exceeding the previously stated target of \$5 million
- New operating model and group executive structure established to deliver on group strategy
- Group strategy established and approved by the Board of Directors focused on the delivery of sustainable and cash backed quality earnings and enhanced returns
- New executive performance framework developed and to be implemented with a focus on delivering outcomes to create value for shareholders. Executive remuneration framework updated to align with ASX200 and industry best practice
- Portfolio and balance sheet review ongoing
  - Challenges in surface mining in Africa identified and being addressed
  - In advanced discussions relating to the divestment of Connector Drilling
  - Energy Drilling Australia (EDA) written down, intend to divest
- On target to achieve earnings guidance of underlying net profit after tax of \$98 million for FY19

Underlying excludes any non-recurring items as disclosed on slide 10 for the half-year ending 31 December 2018



# **Our operating model**

## **Underground Mining**

## **Surface Mining**

## **Investments**



H1 FY19 proforma external sales revenue (%)

Barminco

H1 FY19 proforma EBIT (A) (%)



H1 FY19 proforma external H1 FY19 proforma



AUSDRILL









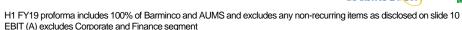
sales revenue (%)

H1 FY19 proforma external H1 FY19 proforma EBIT (A) (%)











# Enhanced organisation design and governance focus



- New organisational structure designed to support the New Ausdrill business now and into the future
- Strategic focus on innovation and technology
- New and progressive senior executive to drive performance and accountability





# **Half Year Performance Highlights**

- All key safety indicators improved during the period
- H1 FY19 proforma sales revenue of \$971.7 million, up 16%
- H1 FY19 proforma profit after tax of \$55.2 million, up 33%
- H1 FY19 proforma earnings per share of 16.2 cents, up 31%
- Fully franked interim dividend of 3.5 cents per share declared
- More than \$2.0 billion in contract extensions and new work secured since 1 July 2018
- Cash reserves of \$198.9 million and undrawn debt facilities of \$176.5 million provides significant liquidity to fund growth

Percentage movement is based on prior comparative period, unless otherwise stated

H1 FY18 proforma includes 100% of Barminco and AUMS, and excludes one-off benefit from claim settlement of \$5.3 million and Diamond Communications which was sold on 1 May 2018

H1 FY19 proforma includes 100% of Barminco and AUMS and excludes any non-recurring items as disclosed on slide 10

Refer to slide 8 for H1 FY19 proforma earnings per share.

EPS growth is calculated off restated Ausdrill underlying EPS (A) of 12.3 cents per share. Refer to slide 27 of the Barminco Acquisition and Equity Raising Investor Presentation lodged with the ASX on 15 August 2018

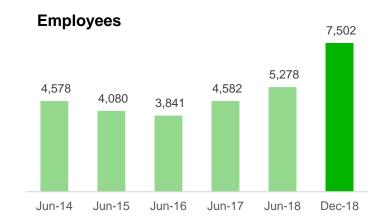


# **Safety and People**

#### TRIFR: Total Recordable Injury Frequency Rate

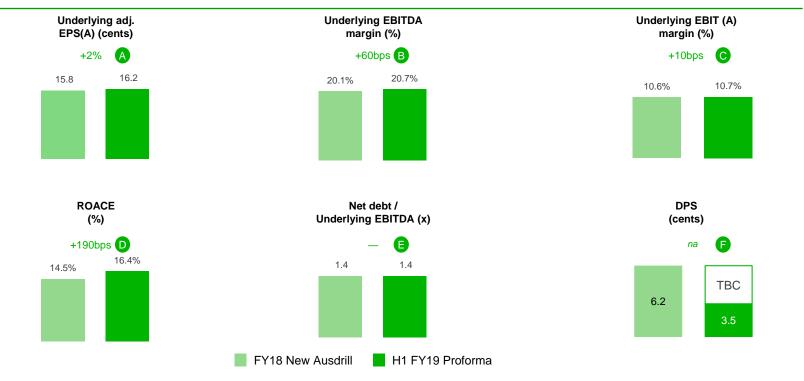


- Ausdrill's commitment to safety remains a core business value
- Continued engagement with our people has contributed to the further improvement of the safety performance across the business
- Safety incidents and TRIFR at record low levels



The number of employees within the Group increased to 7,502 – an increase of 42.1% compared to June 2018, largely as a result of the additional 1,874 employees from the Barminco acquisition

## We delivered on our expectations



FY18 New Ausdrill are as reported on slide 10 of the Barminco Acquisition and Equity Raising Investor Presentation lodged with the ASX on 15 August 2018. H1 FY19 proforma includes 100% of Barminco and AUMS and excludes any non-recurring items as disclosed on slide 10. Please also refer to slide 32 for items A-F.





# H1 FY19 Reconciliation of proforma to statutory results

\$million	Sales revenue	EBITDA	EBIT	NPAT
Statutory results	640.2	284.1	213.7	217.0
Less non-recurring items below (items G to K)				
AUMS step acquisition gains	-	(198.4)	(198.4)	(198.4) <b>G</b>
Transaction and one-off redundancy costs	-	13.9	13.9	14.1 <b>H</b>
EDA non-cash asset impairment	-	31.2	31.2	31.2
Non-cash amortisation of customer related intangibles	-	-	6.7	6.7 <b>J</b>
Taxation benefit	-	-	-	(30.7) K
Underlying results	640.2	130.8	67.1	39.8
AUMS and Barminco (4-month pre-acquisition – net of equity accounted profit and transaction costs)	331.5	70.4	36.5	15.4 <b>L</b>
Proforma results	971.7	201.2	103.6	55.2
Margin (%)	-	20.7%	10.7%	5.7%

Refer to slide 32 for explanation of items G to L Columns may not add due to rounding



## **Proforma Profit & Loss**

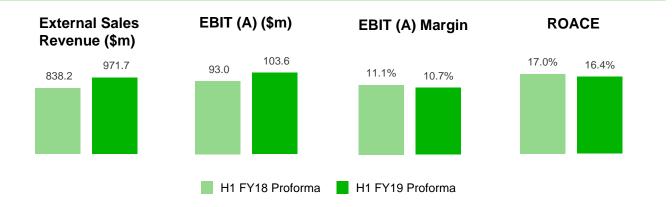
\$million	6 mths to Dec 17	6 mths to Dec 18	Change	
Sales revenue	838.2	971.7	15.9%	_
EBITDA	172.5	201.2	16.7%	<b>A</b>
EBITDA margin	20.6%	20.7%	10bps	<b>A</b>
EBIT (before amortisation)	93.0	103.6	11.3%	<b>A</b>
EBIT (before amortisation) margin	11.1%	10.7%	40bps	•
PBT (before amortisation)	56.5	67.3	19.1%	<b>A</b>
PBT (before amortisation) margin	6.7%	6.9%	20bps	<b>A</b>
NPAT (before amortisation)	41.6	55.2	32.7%	<b>A</b>
NPAT (before amortisation)	5.0%	5.7%	70bps	<b>A</b>

- EBITDA margin stable half on half reflecting stability of portfolio
- EBIT (before amortisation) up 11.3% driven by improved contribution of underground and investments offset in part by reduced contribution from surface mining
- PBT (before amortisation) up 19.1% due to stable interest costs but on a higher earnings base

H1 FY18 proforma includes 100% of Barminco and AUMS and excludes one-off benefit from claim settlement of \$5.3 million and Diamond Communications which was sold on 1 May 2018 H1 FY19 proforma includes 100% of Barminco and AUMS and excludes any non-recurring items as disclosed on slide 10 Columns may not add due to rounding



## **Proforma Group Results**



- Revenue up 15.9% delivering H1 FY19 proforma EBIT (before amortisation) growth of 11.3% from H1 FY18 proforma
   EBIT
- Revenue and EBIT growth reflects the overall strength of the Group's portfolio of service offerings, broader geographic and commodity diversity
- Group ROACE has declined by 60bps reflecting the deterioration of the Surface Mining performance

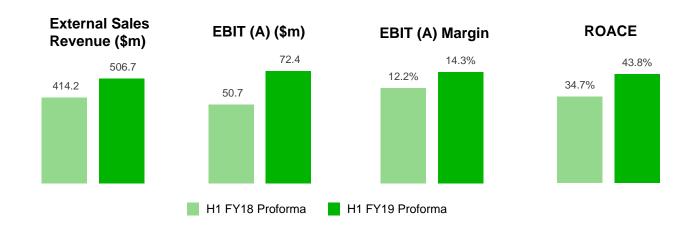
H1 FY18 proforma includes 100% of Barminco and AUMS and excludes one-off benefit from claim settlement of \$5.3 million and Diamond Communications which was sold on 1 May 2018 H1 FY19 proforma includes 100% of Barminco and AUMS and excludes any non-recurring items as disclosed on slide 10 EBIT (A) includes Corporate and Finance segment



## **Proforma Underground Mining**

52% of Group Revenue

65% of Group EBIT (A)



- Comprises Barminco and African Underground Mining Services (AUMS)
- Strong revenue and earnings growth
- More than \$2.0 billion in contract extensions and new work secured since 1 July 2018

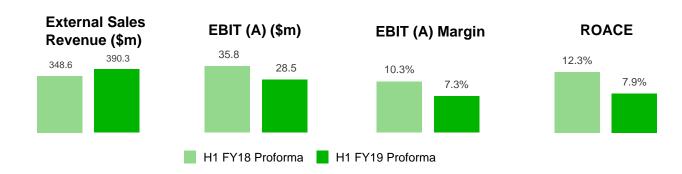
H1 FY18 proforma includes 100% of Barminco and AUMS
H1 FY19 proforma includes 100% of Barminco and AUMS and excludes any non-recurring items as disclosed on slide 10



## **Proforma Surface Mining**

40% of Group Revenue

25% of Group EBIT (A)



- Comprises African Mining Services (AMS) (~73%) and Drilling Services Australia (DSA) (~27%)
- Comparatively disappointing financial performance despite revenue growth due to underperformance of African Mining Services
- AMS margin reduction driven by challenges at Boungou, underperformance by the exploration business, and supply chain challenges
- Reduction in AMS EBIT coupled with increased AMS working capital, most notably inventory, has resulted in a ROACE that is not acceptable
- Dedicated Project Management Office (PMO) established to address AMS operational performance. CFO to focus on working capital reduction and ongoing management

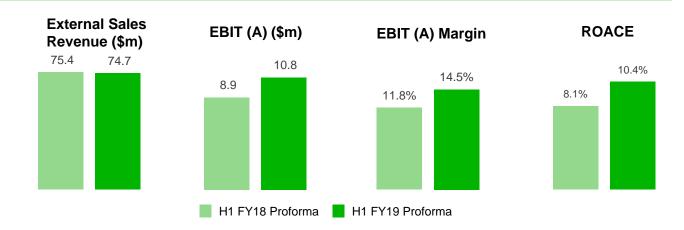
H1 FY19 proforma excludes any non-recurring items as disclosed on slide 10



## **Proforma Investments**

8% of Group Revenue

10% of Group EBIT (A)



- Comprises BTP Group, MinAnalytical, Energy Drilling Australia (EDA), Supply Direct and Well Control Solutions (WCS)
- EBIT growth driven by BTP on stable revenue, demonstrating the improved business conditions in the BTP industry sector
- EDA assets fully written down to be divested. Non-cash charge of \$31.2 million
- Portfolio review ongoing

H1 FY18 proforma excludes one-off benefit from claim settlement of \$5.3 million and Diamond Communications which was sold on 1 May 2018 H1 FY19 proforma excludes any non-recurring items as disclosed on slide 10



# **Statutory Balance Sheet**

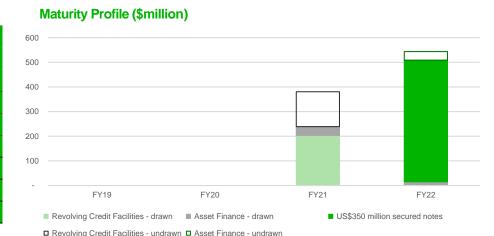
\$million	Jun 18	Dec 18
Cash and cash equivalents	137.3	198.9
Receivables	230.5	362.9
Inventories	212.6	317.3
Property, plant and equipment	664.3	897.3
Goodwill and intangibles	-	765.8
Other assets	123.1	121.4
Total assets	1,367.8	2,663.5
Payables	122.8	221.8
Borrowings	404.6	746.6
Employee obligations	39.5	69.3
Other liabilities	26.1	152.9
Total liabilities	593.0	1,190.6
Shareholders' equity	774.8	1,472.9

- Significant movement in statutory balance sheet reflects Barminco acquisition and capital raising
- Intangibles comprises customer contract/relationship of \$314.8 million and software intangibles of \$1.3 million which will be amortised and goodwill recognised on the acquisition of Barminco and AUMS of \$449.7 million
- Working capital and balance sheet review



# **Group Debt and Funding**

Group Debt (\$million)	Jun 18	Dec 18
US\$350 million secured notes	-	493.3
US\$300 million unsecured notes	405.0	-
Revolving Credit Facilities	-	200.2
Asset finance and other funding	(0.4)	53.1
Total borrowings	404.6	746.6
Cash and cash equivalents	(137.3)	(198.9)
Net debt	267.3	547.7
Gearing ratio	25.7%	27.1%
Proforma Net Leverage ratio	1.4x	1.4x



- Gross debt of \$746.6 million, net debt of \$547.7 million
- Gearing at 27.1%, Net Leverage at 1.4x
- Significant liquidity with cash on hand of \$198.9 million and undrawn debt facilities of \$176.5 million
- Credit metrics continue to improve with significant headroom in all bank covenants
- Credit ratings upgraded to BB by S&P and Ba2 by Moody's

Barminco's U\$350 million Senior Secured Notes due May 2022. Fully hedged to AUD - indicative all in AUD rate of ~7.8% based on a 70% fixed and 30% variable reference margin. Refer to slide 32, item E for H1 FY19 proforma Net Leverage Ratio



## **Statutory Cash Flow**

\$million	6 mths to Dec 17	6 mths to Dec 18
Operating cash flows before interest and tax	62.4	93.4
Interest and tax	(22.3)	(42.7)
Operating cash flows after interest and tax	40.1	50.7
Net debt (repayments)/proceeds	(1.5)	(225.8)
Capital expenditure	(78.1)	(76.6)
Proceeds from asset disposals	4.4	2.0
Net proceeds from acquisition of business	-	83.3
Proceeds from issue of shares	97.8	244.1
Other movements	(3.0)	(0.3)
Cash flow before shareholder return	59.6	77.5
Dividends	(7.2)	(18.6)
Net cash flow	52.4	58.9

- Debt repayment mainly relates to the repayment of Ausdrill US\$300 million unsecured notes, offset by a drawdown of revolving credit facilities in November 2018
- \$83.3 million net cash received from the acquisition of Barminco and AUMS (less cash consideration for the Barminco acquisition)
- \$250 million capital raising completed to facilitate the repayment of Ausdrill US\$300 million unsecured notes and maintain balance sheet strength



## **Cash Conversion - Statutory**

Smillion	6 mths to Dec 17	6 mths to Dec 18
Underlying EBITDA	92.2	130.8
Share of profits from AUMS	(9.2)	(10.7)
Adjusted EBITDA	83.0	120.1
Movement in receivables	(15.3)	18.5
Movement in inventories	(2.2)	(25.0)
Movement in payables	3.5	(27.0)
Other non-cash items	(6.6)	6.8
Operating cash flows before interest and tax	62.4	93.4
Cash conversion (%)	75.2	77.8

- Converting our earnings into cash is a key focus and performance target for the executive
- Enhanced focus on return on capital employed across the group to ensure improved shareholder returns

The movement in receivables, inventories and payables for H1 FY19 exclude working capital acquired on acquisition of Barminco Columns may not add due to rounding





## **Outlook**

- Underground mining is presenting significant organic growth opportunities across Australia and Africa. We believe that the strong orderbook coupled with the organic growth opportunities makes a strong case for continued growth in underground
- Surface mining is presenting significant organic growth opportunities across a range of commodities in Africa. We have a more conservative view on revenue growth in the near term and are focused on enhanced earnings and cash conversion from existing operations
- Demand for equipment rental, parts and services continues to grow and we expect our Investments group to continue to grow on the back of the mining re-investment cycle
- On target to achieve earnings guidance of underlying net profit after tax of \$98 million for FY19
- The second half of FY19 provides base line for FY20 which will also benefit from the full year synergies of circa. \$11 million

Underlying excludes any non-recurring items as disclosed on slide 10 for the half-year ending 31 December 2018



# **Strategy**

## We have a strong foundation to build on...

- The Ausdrill group has been transformed into Australia's second largest mining services provider with proforma revenues of ~\$1.9 billion and significantly enhanced financial metrics
- We have a great business with a strong balance sheet to capitalise on significant organic opportunities in existing markets
- Our diversified portfolio business provides a solid base for growth
- We have more than 7,500 fantastic people who want to grow and change with the business
- In the near-term our focus is on further strengthening the organisation with enhanced governance and operating principles to deliver sustainable value to our shareholders. We do not see any fundamental change to our core service offering but strive to achieve excellence in everything we do



## Our aspiration ... to become indispensable to our customers

## Strategic pillars to deliver certainty – underpinned by our people and principles

Strategic Pillars

Operational Excellence Strategic Growth

Organisational Health

Technology
Driven Future

Financial Capacity

Horizon 1: Setting the foundations (6 - 12mths)

Horizon 2: Scaling the business (1 - 3yrs)

- Transform AMS
- Deliver on safety, operational and financial targets
- Grow organically
- Capital discipline
- Ongoing focus on innovation

Brand and marketing focus

Regional and service expansion

Strengthen governance and audit

 Scalable enhanced management systems  Building the foundations

 Technology driven services model

- Portfolio review
- Strengthen the balance sheet
- Increase cashed back profits
- Expand sources of capital
- Grow financial & commercial acumen



# Working across 50 projects globally

#### **Australia**

#### Western Australia

- BHPBIO Various
- Process Minerals International (PMI) – Wodgina
- Consolidated Minerals Woodie Woodie
- KCGM Super Pit
- Gold Fields St Ives and Granny Smith
- Macmahon Tropicana
- Evolution Mungari
- Mincor Various
- Piacentini & Son Huntly & Willowdale
- AngloGold Ashanti Sunrise Dam
- MMG Dugald River
- Round Oak Minerals Mt Colin
- Western Areas Spotted Quoll

- Independence Group -Nova Bollinger
- Gold Fields Agnew,
   Wallaby and New Holand
- Billabong Gold Plutonic
- Red 5 Darlot
- Regis Rosemont

#### **Northern Territory**

 OM Manganese – Bootu Creek

#### Queensland

- Ensham Resources Ensham Coal
- Link Mining Services Blair Athol Coal

#### Queensland/ New South Wales

Peabody Australia – Various

#### South Australia

SIMEC – Various

#### **Africa**

#### Mali

- Resolute Mining –Tabakoroni
- Hummingbird Yanfolila
- B2Gold Fekola

#### Senegal

Toro Gold - Mako

#### Cote d'Ivoire

■ Tietto Minerals – Abujar

#### Ghana

- Cardinal Resources Bolgatanga
- AngloGold Ashanti Iduapriem
- Ghana Manganese Company Nsuta
- Newmont Ghana Gold Subika
- AngloGold Ashanti Obuasi

#### South Africa

Supply Direct

#### **Burkina Faso**

- SEMAFO Boungou
- B2Gold Kiaka
- West African Resources Tanlouka
- Golden Rim Resources Piela
- Nordgold Bissa and Taparko
- Roxgold Yaramoko
- Roxgold Siou

#### Egypt

■ Centamin - Sukari

#### Tanzania

- AngloGold Ashanti Geita Star & Comet
- AngloGold Ashanti Geita Nyankanga

#### Zambia

Barrick – Lumwana

#### India

#### India

Hindustan Zinc – Rampura Agucha

## **United Kingdom**

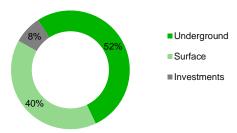
#### **United Kingdom**

Supply Direct



# H1 FY19 proforma revenue diversification

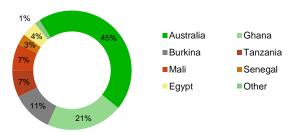
#### Sales revenue by business activity



#### Sales revenue by top customers



### Sales revenue by geography



#### Sales revenue by commodity



H1 FY19 proforma includes 100% of Barminco and AUMS and excludes any non-recurring items as disclosed on slide 10 Figures may not add due to rounding



## **Share information**

## **Share Price Performance (rebased)**



#### **Capital Structure**

Share price	\$1.59
Fully paid ordinary shares	684.7 million
Market capitalisation (undiluted)	\$1,088.7 million
Net Tangible Assets (31 December 2018)	\$707.1 million
Cash (as at 31 December 2018)	\$198.9 million
Debt (as at 31 December 2018)	\$746.6 million
Enterprise value	\$1,636.4 million
Net Debt/Net Debt & Equity (as at 31 December 2018)	27.1%

#### **Substantial Shareholders**

Name	Shareholding	
Gresham Investments	9.1%	
Perennial Value	8.5%	
FMR LLC	7.4%	

As at 19 February 2019



# **Statutory Profit & Loss**

\$million	6 mths to Dec17	6 mths to Dec18	% Change	
Continuing operations				
Sales revenue	439.7	640.2	45.6%	<b>A</b>
Materials	(171.2)	(248.5)	45.2%	
Labour	(149.6)	(211.1)	41.1%	
Rental and hire	(8.2)	(10.5)	28.4%	
Share of associates profits	9.2	10.7	16.8%	
Other items	(27.7)	103.3	(473.0%)	
EBITDA	92.2	284.1	30.6%	<b>A</b>
EBITDA margin	17.7%	18.8%	110bps	
Depreciation & amortisation expense (Excluding customer related intangibles amortisation)	(34.3)	(63.7)	85.6%	
Customer related intangibles amortisation	-	(6.7)	n/a	
EBIT	57.9	213.7	269.1%	<b>A</b>
EBIT margin	7.9%	8.8%	91bps	
Interest income	1.2	2.3	94.8%	
Finance costs	(15.9)	(24.2)	51.9%	
Operating profit/(loss) before tax	43.2	191.9	344.4%	<b>A</b>
Tax expense	(7.9)	25.1	(417.7%)	
Profit/(loss) after tax	35.3	217.0	515.2%	<b>A</b>
Profit after tax margin	8.0%	6.2%	(180bps)	
Discontinued operations - profit/(loss)	-	-	-	
Profit/(loss) after tax from continuing and discontinued operations	35.3	217.0	515.2%	_

H1 FY18: EBITDA and EBIT margins exclude equity accounted profits and one-off benefits from claim settlement of \$5.3m

H1 FY19: Adjustments to derive underlying margins – refer to slide 10



# **Statutory Balance Sheet**

\$million	Jun 18	Dec 18
Cash and cash equivalents	137.3	198.9
Receivables	230.5	362.9
Inventories	212.6	317.3
Property, plant and equipment	664.3	897.3
Goodwill and intangibles	-	765.8
Other assets	123.1	121.4
Total assets	1,367.8	2,663.5
Payables	122.8	221.8
Borrowings	404.6	746.6
Employee obligations	39.5	69.3
Other liabilities	26.1	152.9
Total liabilities	593.0	1,190.6
Shareholders' equity	774.8	1,472.9



# **Statutory Cash Flow**

Smillion	6 mths to Dec17	6 mths to Dec18
Receipts from customers (inclusive of GST)	455.4	697.5
Payments to suppliers and employees (inclusive of GST)	(393.3)	(604.5)
	62.1	93.1
Interest received	1.2	2.3
Interest and other costs of finance paid	(14.4)	(37.0)
Income taxes received / (paid)	(9.1)	(8.1)
Other	0.4	0.4
Net cash flow from operating activities	40.1	50.7
Payments for property, plant and equipment	(78.1)	(76.6)
Proceeds from sale of property, plant and equipment	4.4	2.0
Payments for assets at fair value through other comprehensive income and available-for-sale financial assets	(3.0)	(0.6)
Net proceeds from acquisition of business	-	83.3
Other	-	0.3
Net cash inflow/(outflow) from investing activities	(76.8)	8.4
Proceeds from issue of shares	97.8	244.1
Net repayment of borrowings	(1.5)	(221.0)
Net repayment of hire purchase and lease liabilities	-	(4.8)
Dividends paid to company's shareholders	(7.2)	(18.6)
Net cash inflow/(outflow) from financing activities	89.1	(0.3)
Net increase/(decrease) in cash and cash equivalents	52.4	58.9
Cash and cash equivalents at the beginning of the period	166.7	137.3
Effects of exchange rate changes on cash and cash equivalents	(0.5)	2.7
Cash and cash equivalents at end of period	218.6	198.9
Columns may not add due to rounding		_



# **Capital Expenditure - Statutory**

\$million	Statutory 6 mths to Dec 17	Statutory 6 mths to Dec 18	Proforma 6 mths to Dec 18
Underground Mining	-	22.9	74.9
Surface Mining	72.0	41.3	41.3
Investments	6.0	12.2	12.2
Corporate and Finance	0.1	0.2	0.2
Proceeds from asset sales	(4.4)	(2.0)	(2.0)
Capital expenditure net of asset sales	73.7	74.6	126.6

#### On a statutory basis:

- Underground: Included \$11.4 million of growth capital relating to Mt Colin, Siou, Yaramoko, Obuasi and others
- Surface: Capital expenditure reduced to primarily maintenance capital requirements following prior period investment in new African projects
- Investments: Increased to \$12.2 million due to investment in our rental fleet

H1 FY19 proforma includes 100% of Barminco and AUMS and excludes any non-recurring items as disclosed on slide 10 Columns may not add due to rounding



## **Notes**

Ausdrill's statutory results are reported under International Financial Reporting Standards and includes various non-recurring items. Reconciliation of proforma to statutory results are shown on slides 11 to provide a greater understanding of the underlying financial performance of the New Ausdrill group. Please refer to slide 10 of the Barminco Acquisition and Equity Raising Investor Presentation lodged with the ASX on 15 August 2018 for further details on the proforma FY18 numbers

The following relates to the adjustments for proforma H1 FY19:

- A Calculated as the annualised proforma H1 FY19 NPAT(A) divided by closing number of shares on issue as at 31st December 2018
- B Calculated as the annualised proforma H1 FY19 EBITDA divided by annualised H1 FY19 external sales revenue
- C Calculated as the annualised proforma H1 FY19 EBIT (A) divided by annualised H1 FY19 external sales revenue
- D Calculated as the annualised proforma H1 FY19 EBIT (A) margin divided underlying proforma sum of average receivables, inventories, PP&E less payables
- **E** Calculated as the Net Debt at 31 December 2018 divided by annualised proforma H1 FY19 EBITDA. Net Debt include net of capitalised borrowings costs and Fair Value adjustment to Barminco's US\$350 million secured notes but exclude derivative financial instruments
- F Fully franked interim dividend of 3.5 cents per share declared, full year dividend to be confirmed
- **G** The AUMS step acquisition gains relate to the fair value adjustment on Audrill's existing 50% share in AUMS and foreign currency translation reserve derecognition. Under accounting standards, Ausdrill is required to recognise its 50% share of net assets in AUMS at fair value (including recognition of identifiable intangible assets and goodwill) at the acquisition date
- H Transaction costs, redundancy costs and other one-off expense incurred over the H1 FY19 period
- I Impairment adjustment to Property, Plant and Equipment for the Investment (\$31.2 million) segment
- J Customer related intangibles amortisation expense that is recognised post acquisition date of 31 October 2018
- **K** Tax adjustment to derive the underlying tax expense. Adjustments include recognition of DTA on acquisition of Barminco, African tax provision raised and DTL on repatriated profits on acquiring AUMS and tax credit relating to impairment of PPE
- L Non-IFRS measure that include the financial contribution from Barminco and AUMS, consolidating 100% of Barminco from 1 July 2018



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\$ refers to Australian Dollars



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