## FY19 RESULTS AND STRATEGY PRESENTATION



For personal

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#### 3 SEPTEMBER 2019

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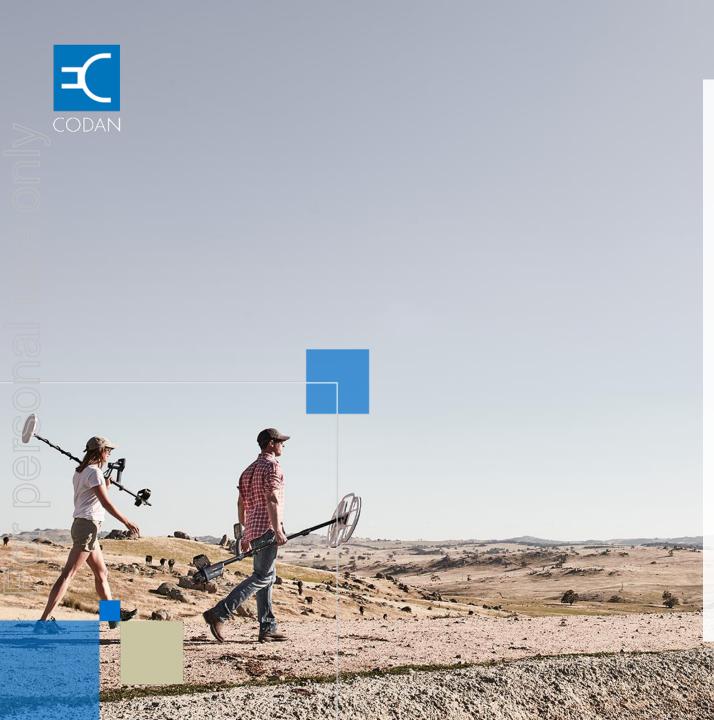
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### CODAN



# Robust, innovative technology for global markets

- Portfolio of technology solutions:
  - Metal Detection
  - Communications
  - Tracking
- Unique, protected intellectual property
- Superior performance in harsh environments
- 60-year history
- Customers in 150 countries

### **FY19 SUMMARY**

- For personal
  - Record sales year with another special dividend
  - Returned \$27 million to shareholders through ordinary and special dividends, 50% payout ratio
  - Strong balance sheet \$38 million net cash
  - \$29 million invested in engineering (11% of sales)



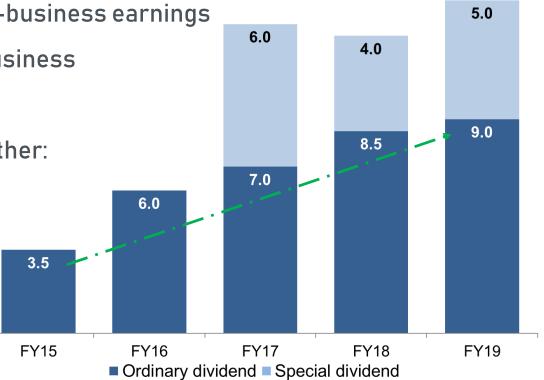


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## **GROWING DIVIDENDS**

Ordinary dividend up 6% + Special Dividend

- 5.0 cent final ordinary dividend (4 cent interim)
- 2.5 cent final special dividend (2.5 cent interim)
- Increasing ordinary dividends reflect growth in base-business earnings
- Special dividends reflect performance above base business
- Maintaining a 55% dividend payout ratio
- Final ordinary and special dividends will be paid together:
  - Record date 30 August 2019
  - Payment date 13 September 2019



### STRONG SHAREHOLDER RETURNS

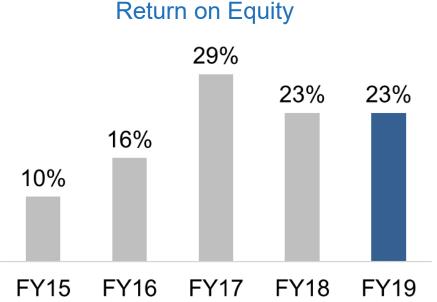
- 250% increase in underlying EPS since FY15
- 23% return on equity

Total shareholder return 236% over 3 years\*

Earnings per Share (cents)

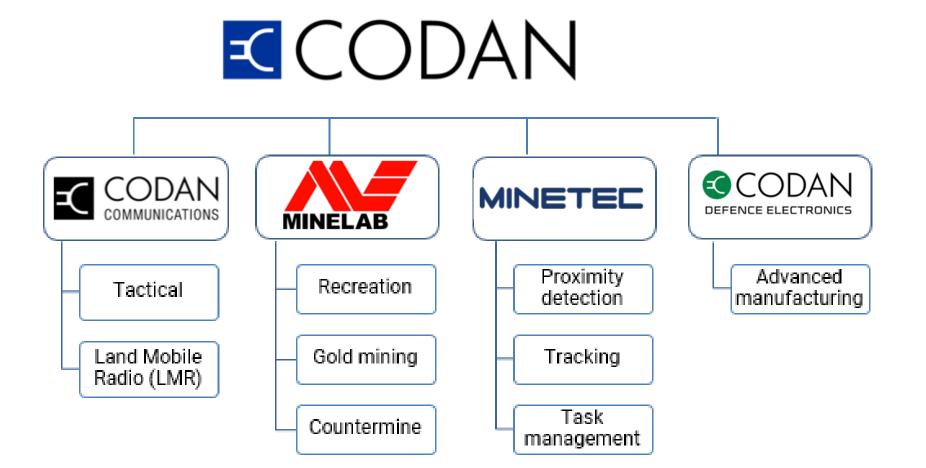








### A portfolio of innovative technologies for global markets



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### **FY19 GLOBAL FOOTPRINT**

Customers in 150 countries, exporting around 85% of sales



## GROWTH IN BASE BUSINESS

Sales \$200- \$220 million / NPAT \$28-33 million

Sales



Base-business sales up 24% since FY17

- Outperformance driven by:
  - Strong demand for gold detectors in Africa
  - Large communications project wins



**Base-business range** 

### **STRATEGY** Diversify revenues, grow the base business

**Delivered in FY19** 

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- Grew recreational detector
  business EQUINOX<sup>®</sup> success
- Developed new VANQUISH<sup>™</sup> coin & treasure detector
- Further diversified gold detector sales in Africa – Gold Monster<sup>®</sup>, SDC 2300<sup>®</sup>
- Opened Brazil office to expand Latin America
- Delivered first shipment of MDS-10® dual-sensor mine clearance detector



- Strengthened offering to tactical military market – Sentry<sup>®</sup> Military Manpack
- Established strategic partnerships – Tactical VHF
- Transitioned to a full solutions provider



- Integrated Minetec technology into Caterpillar Minestar<sup>®</sup> solution
- Installed Fleet Management System in BHP's Olympic Dam mine

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## LEVERAGE CORE TECHNOLOGIES Rugged Products, Solutions & Systems

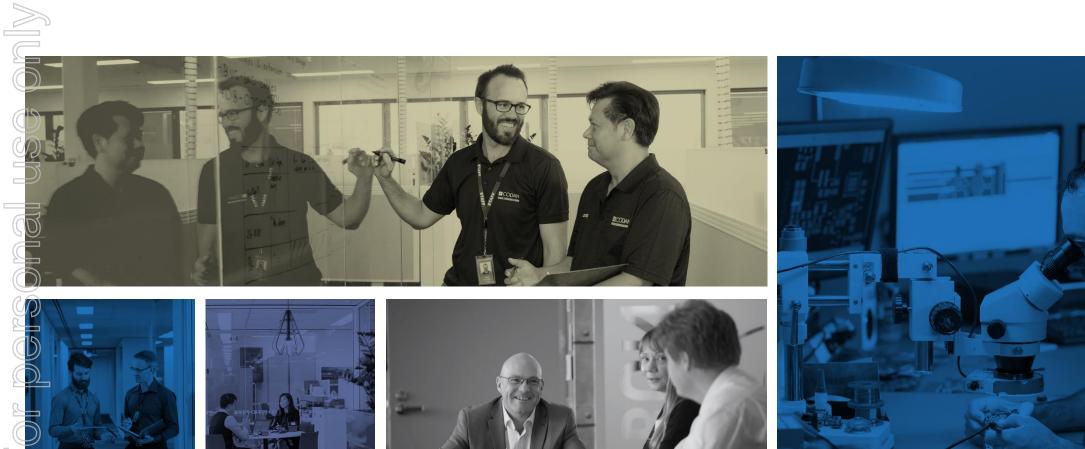
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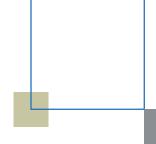
- RF Engineering Embedded Software Development Systems **Codan Core Technologies** Algorithm Positioning Development Digital Signal Processing CODAN
- History of IP creation, innovation and exploitation
- Established CTO role and Technology Council
- Align opportunities to grow the business both internally and externally

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### **BUSINESS UNITS**







### RECREATION

#### **Coin & Treasure, Gold Detectors**

Key markets — Australia, USA, Europe, Russia

Users:

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- **Treasure hunters** •
- **Adventurers** .
- Gold prospectors
- Archaeologists •
- Beach & deep-sea detectors



### **GOLD MINING**

#### Handheld Gold Detectors

Key markets — Africa, Asia Pacific, Latin America

Users:

- Small-scale artisanal miners •
- **Gold prospectors**



### **COUNTERMINE**

#### Landmine Detectors

Market – countries impacted by war — past and present Users:

- **Demining organisations**
- Governments •
- Defence & security forces



Highest ever sales at \$182 million

Increased base business by a further 18%

A full year of new EQUINOX® sales

Opened new gold markets in the Middle East

Strong ongoing demand for gold detectors in Africa

### Base-business sales increased to \$120 million to \$130 million, up circa \$20 million:

- 40% growth in recreational detector business
- Imminent release of VANQUISH<sup>™</sup> coin & treasure detector
- Increasingly diversified gold detector sales

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Base-business range

#### FY20 Goals

- Release new VANQUISH<sup>™</sup> coin & treasure detector in Q1
- Capitalise on strong gold detector demand
- Continue geographic and retail expansion
- Further invest in new product platforms

#### 200 millions \$182m \$164m 180 \$148m 160 ŝ 140 120 100 80 60 20 FY17 FY18 FY19

#### Metal Detection sales

## MULTI-IQ® SIMULTANEOUS MULTI FREQUENCY

### **Product features**



All Soils (including beach) — *measure the ground with multiple frequencies.* 

All Targets, All Orientations, All the Time — *e.g. low frequencies large coins, high frequencies small coins and coins on edge.* 

Reliable Discrimination — *multiple measurements from multiple simultaneous frequencies.* 

True Turn-on-and-go— *no need to think. What frequency? What ground balance? What target types? No need to change settings as conditions change.* 

All Targets, All Soils, All the Time.







#### **RECREATIONAL DETECTOR RANGE**

- Growing the base business: new product releases have grown the recreational business by 40%
- Next new product...VANQUISH<sup>™</sup>...coming soon



Dersona





### COUNTERMINE

**MDS-10** 

Simultaneous multi-frequency dual sensor detector

 Metal Detection (Multi-IQ<sup>®</sup>) tuned to landmines

- Ground Penetrating Radar (GPR)
- Entering production Q2 2019
- Delivering first 52 units to international customers
- Engineering partly funded by Australian government



Simultaneous Multi-Frequency Technology

### COMMUNICATIONS







Military



NGO's



Domestic Security



Public Safety



Remote Land Management

#### **Tactical Communications Markets**

Purpose-built communications solutions for maximum reliability and ruggedness

Customers: developing world militaries in Africa, Middle East, Asia, Eastern **Europe & Latin America** 

Land Mobile Radio Markets

Robust, dependable wireless systems for voice and low-speed data communications

**Customers: US State and Local** governments in lower density areas

### COMMUNICATIONS



#### FY20 Goals

\$ millions

- Continue transition to full communications solutions provider
- Form strategic partnerships to broaden offering
- Complete Cascade <sup>™</sup> LMR development programme for full release in FY21
- Deliver \$15 million communications contract to East African government



#### Communications Sales

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**FY19** 

Strong year, sales up 37%

Completed Sentry<sup>®</sup> Military Manpack

Successfully transitioned into tactical military sector Progressed development of Cascade <sup>™</sup> LMR solution

Base-business sales increased to \$70 million to \$80 million, up circa \$5 million:

- Large projects can take us to the top of this range
- Expanding product range to grow base business
- Expect FY20 sales to fall within new base-business range

Base business range

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# TACTICAL COMMUNICATIONS Tactical Solutions Portfolio



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- Smaller, lighter, digital voice, encryption
- Easy to use and competitively priced
- Integrates with existing platforms

#### VHF HANDHELD & SOLDIER RADIO

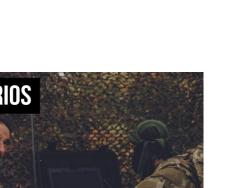
- Operational efficiency & awareness for those in the immediate area
- Secure, encrypted digital voice
- Technology enhanced to decrease the risk of detection & interception

#### INTEROPERABILITY

- RIOS provides interoperability between any communications device
- Enables users with different vendor devices to seamlessly communicate across any platform









## LAND MOBILE RADIO



First responder communications solution

Software-defined VHF P25 base station/repeater for networked communications solution

Best value solution for the market:

Affordability

Dependability

Handset independence

- Emergency response reliability
- Excellent customer service, 60+ year history

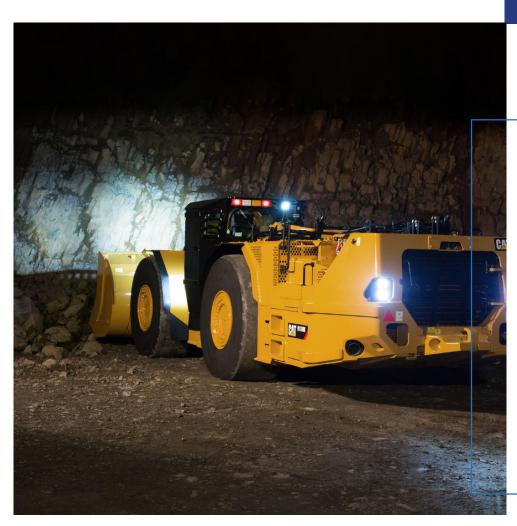
Full release in FY21













MineStar ® for Underground, powered by Minetec

### Minetec enablers:

- Real-time sub-metre tracking
  - Precise employee location for better safety
  - Precise equipment location to improve productivity
- High speed data (video back-haul)
- Digitalisation of mining information
- Traffic management to improve vehicle interactions
- Real-time task management for greater
  productivity

### **TRACKING SOLUTIONS**

Integrated Minetec into CAT Minestar ®

Completed trial at Newmont's Tanami mine

Commenced CAT dealer education & training



#### FY20 Goals

- Maximise BHP Olympic Dam opportunity and other key • reference sites
- Leverage CAT dealer network to grow sales •
- Complete 2<sup>nd</sup> stage development of Minestar ® for ٠ **Underground targeting Block Cave**
- Targeting circa \$15 million revenue



5 Installed Fleet Management System in BHP's Olympic Dam mine OGISONAI Sales through CAT dealer network delayed NEWMONT

GOLDCORP

CODAN

**FY19** 





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### FLEET MANAGEMENT SYSTEM BHP Olympic Dam



Contract for Fleet Management System awarded in May 2018

- Installation complete
- Working through site and user acceptance testing

Extended in December 2018 to include underground enabling communication infrastructure (Wi-Fi WASP)

Olympic Dam has approximately 450 kms underground roads

• Contracted to complete 80 kms

#### **OLYMPIC DAM**

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- 4<sup>th</sup> largest copper mine in the world
- Largest single deposit of uranium
- 1000 underground employees



### Financial Results

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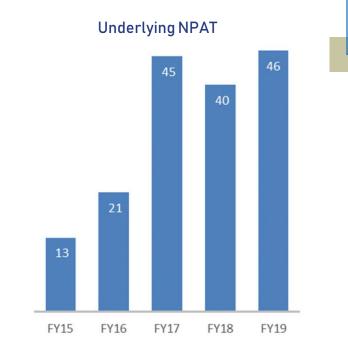
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### **ANOTHER STRONG YEAR**

Underlying business performance	FY17	FY18	FY19
	\$m	\$m	\$m
Revenue	\$226.1	\$229.9	\$270.8
Underlying business performance			
EBITDA	\$75.6	\$70.4	\$78.6
1) ЕВП	\$61.5	\$53.7	\$63.4
Net interest	(\$0.8)	(\$0.5)	(\$0.1)
Net profit before tax	\$60.7	\$53.2	\$63.3
Underlying net profit after tax	\$44.7	\$39.8	\$45.7
Statutory net profit after tax	\$43.5	\$41.5	\$45.7
EBITDA margin	33%	31%	29%
NPAT margin	20%	17%	17%
Record sales and profit			

- Sales increased 88% since FY15, 17% CAGR
- Strong EBITDA margin maintained
- Profit margins remained strong despite significantly diversified product mix

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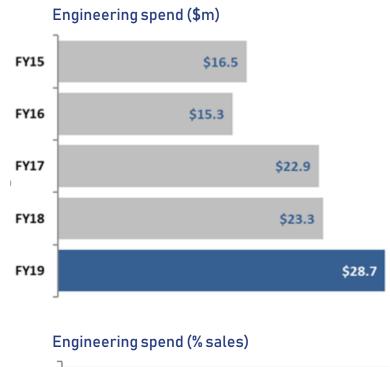


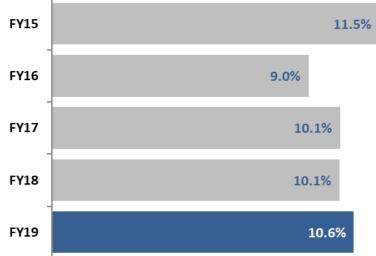
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## **ENGINEERING INVESTMENT**

# Continuing to invest in ourselves

- Engineering investment will drive future growth
- Fundamental to our strategy of growing the base business
- Increased Minelab development projects from three to five
- Established Technology Council to leverage existing core capabilities
- Significant pipeline of future projects





### **BALANCE SHEET**

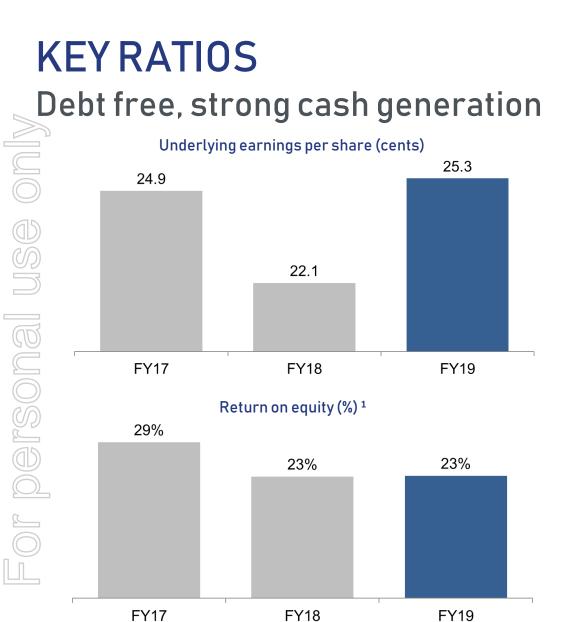
Net assets	\$188.1	\$196.1	\$211.2
Net cash (debt)	\$27.7	\$13.0	\$37.5
Net assets before cash/debt	\$160.4	\$183.2	\$173.7
Other liablities	(\$19.9)	(\$16.3)	(\$18.9
Other assets	\$2.6	\$3.2	\$5.
Intangible assets	\$86.6	\$86.4	\$87.8
Product development	\$59.8	\$64.0	\$69.9
Property, plant & equipment	\$16.2	\$17.3	\$17.9
Total working capital	\$15.0	\$28.5	\$11.
Payables	(\$46.3)	(\$36.3)	(\$44.2
Inventories	\$31.6	\$43.7	\$36.7
Receivables	\$29.8	\$21.1	\$19.0
	<b>\$</b> m	\$m	\$m
	Jun-18	Dec-18	Jun-1

#### Strong balance sheet

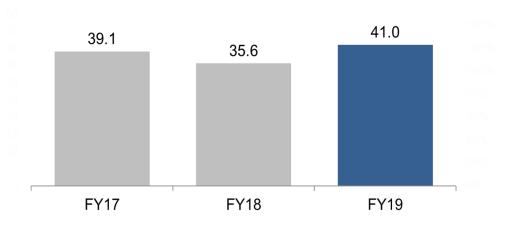
- \$62 million cash generated from operations, strong cash conversion
- Debt-free since 2017, \$37.5 million net cash position
- Payables increased due to increased production requirements to build inventory

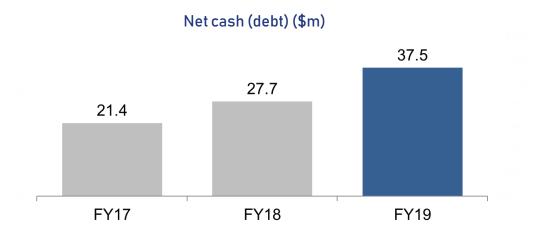


For personal



Free cash flow (\$m)<sup>2</sup>





<sup>1</sup>Return on equity = underlying net profit after tax divided by total equity <sup>2</sup>Free cash flow = operating cash flow + interest – cash outflow for all product development, IP acquisition and capital expenditure, normalised for tax

### STRATEGY Diversify revenues, grow the base business

#### FY20 Goals

DEISONAI



- Release new Vanquish coin & treasure detector
- Maintain dominant market position through continual product innovation
- Grow addressable markets through geographic and channel expansion



- Increase tactical military market share by delivering more full solutions
- Form strategic partnerships that complement our core product range
- Complete Cascade LMR development for full release in FY21



- Leverage Caterpillar distribution to significantly scale the business
- Complete phase 2 integration with CAT Minestar® for Underground
- Maximise BHP Olympic Dam opportunity and other key reference sites



### FY20 OUTLOOK

### Base business sales and profitability increased

- Sales range: \$200 million to \$220 million
- NPAT range: **\$28** million to **\$33** million

### Potential to again exceed base business sales and profit in FY20

- Expect a stronger second half in FY20 due to normal seasonality:
  - FY19 first half was particularly strong due to new gold market in Middle East
  - We do not expect to repeat this level of gold detector sales in the first half of FY20
- Expect Communications sales of \$70-\$80 million (within base business range)
- Minetec sales target \$15 million
- Too early to give guidance

Business update at AGM on 30<sup>th</sup> October 2019

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