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RPMGLOBAL

# FY2021 FULL YEAR REVIEW

12 MONTHS TO JUNE 2021

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## GLOBAL CLIENT BASE

COAL & ENERGY, IRON ORE, COPPER, GOLD & METALS, DIAMONDS, OIL, POTASH, PHOSPHATE



**50+** YEARS | **125** COUNTRIES

**22** OFFICES WORLDWIDE

## OUR DIFFERENCE



SOFTWARE ADVISORY & TRAINING

DEEP DOMAIN EXPERTISE

INNOVATION & SUSTAINABILITY



MINING SPECIFIC ESG DIVISION | ADVANCING MINING

## DIGITAL CONNECTED MINE



**1** INTEGRATED PLATFORM SOLUTION

FOR THE ENTIRE MINING VALUE CHAIN

MAXIMISE PROFITABILITY & PERFORMANCE





CLOUD

ENTERPRISE, MOBILE & SAAS

## SOFTWARE

DESIGN | SCHEDULING | FINANCE | ASSET MANAGEMENT | SIMULATION | OPERATIONS | OPTIMISATION




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## ADVISORY

MINING PROJECTS SERVICES | INVESTOR SERVICES | OPERATIONAL SERVICES | ESG SERVICES

# DIVERSIFIED CLIENT BASE

## Global Resource Leaders

GLENCORE · AngloAmerican · RioTinto · BHP · VALE · SOUTH32

## Global Commodity Leaders

### Coal & Energy

YANCOAL · exxaro · Cerrejón Responsible Mining · KPC · adaro · sasol · Teck · СУЭК

### Iron Ore

FMG · RioTinto · Mount Gibson Iron · Roy Hill · CITIC PACIFIC · TATA · SIMEC

### Gold, Copper & Metals

Newmont · BARRICK · NEVADA GOLDMINES · KAZ MINERALS · CODELCO · FREEPORT-McMoRan · MMG · 招金 ZHAOJIN · SD-GOLD · OCEANAGOLD

### Oil sands, Potash & Diamonds

Syncrude · Mosaic · SUNCOR ENERGY · Canadian Natural · DE BEERS GROUP · DEBSWANA · EUROCHEM

## Global Mining Contractors

NRW Holdings · MACMAHON · PYBAR MINING SERVICES · Downer · PETROSEA · Moolmans · THIESS · BASIL READ

## Original Equipment Manufacturers & Dealers

HITACHI · VOLVO · CATERPILLAR · KOMATSU · Epiroc · LIEBHERR

## JV Partners

ITOCHU · Mitsui · posco · Sumitomo · FOSUN 复星 · Mitsubishi

## Financial Institutions

BNP PARIBAS · SOCIETE GENERALE · ING · J.P.Morgan · RK Mine Finance · NATIXIS BEYOND BANKING · nab · orion RESOURCE PARTNERS · IFC · MACQUARIE

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# FINANCIAL RESULTS FOR CONTINUING OPERATIONS
## (EXCLUDING GEOGAS)

- RPM reported net revenue of $63.2 million for FY2021 down $3.8 million (6%) from FY2020 ($67.0 million). However, $43.9 million of software sold during the year was not recognised in the reported FY2021 results and will be reported in future years.
- In a year dominated by COVID, RPM sold $47.7 million in Total Contracted Value (TCV) subscription software revenue up $13.2 million (38%) on the previous year (2020: $34.5 million).
- On the 1st of July 2021, RPM had $65.7 million in pre-contracted software subscription revenue which will be recognised in future years up $29.8 million from a year earlier ($35.9 million).
- RPM's Annual Recurring Revenue (ARR) from software subscriptions at the beginning of FY2022 is $21.9 million up $9.2 million from the year prior.
- RPM again increased its internal investment in software development expending $13.2 million up $1.6 million from FY2020. Most of this incremental investment was targeted at moving the company's products to the cloud.
- Operating expenses (excluding development costs) reduced $4.6 million (9%) year on year in response to the impact of COVID.
- Underlying Earnings before Interest, Tax, Depreciation, and Amortisation (EDITDA) grew 25% to finish the year at $5.5 million (FY2020: $4.4 million).
- With the disposal of the GeoGAS business in August 2021 the company wrote off $4.9m in GeoGAS's Goodwill in the FY2021 accounts.
- Cash inflows from operations for FY2021 was $7.9 million.
- The Company maintains a strong balance sheet with over $44.6 million of cash in the bank (30 June 2021) and no debt after having paid $2.2 million to the previous owners of Revolution and IMAFS.

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# FINANCIAL SUMMARY

| A$'m | 2021 | 2020 | $ Var | % Var |
|---|---|---|---|---|
| Subscriptions | 15.5 | 10.0 | *5.5* | *55%* |
| Annual Software Support | 17.9 | 20.6 | *(2.7)* | *(13)%* |
| Perpetual Licences | 5.2 | 6.9 | *(1.7)* | *(25)%* |
| Advisory and Consulting Services | 27.8 | 36.0 | *(8.2)* | *(23)%* |
| Direct Costs | (3.2) | (6.5) | *3.3* | *51%* |
| **Net Operating Revenue** | **63.2** | **67.0** | ***(3.8)*** | *(6)%* |
| Operating Expenses | (48.2) | (52.8) | *4.6* | *9%* |
| Development Expenses | (13.2) | (11.6) | *(1.6)* | *(14)%* |
| Government Subsidies etc. | 3.7 | 1.8 | *1.9* | *106%* |
| **Net Operating Expenses** | **(57.7)** | **(62.6)** | **4.9** | *8%* |
| **Underlying Operating EBITDA excluding GeoGAS** | **5.5** | **4.4** | **1.1** | *25%* |
| Depreciation & Amortisation | (6.9) | (6.3) | *(0.6)* | *(10)%* |
| Foreign Exchange Losses | (0.3) | (0.3) | - | *0%* |
| Net Finance and Fair Value Costs | (0.1) | (0.2) | *0.1* | *50%* |
| **Operating Loss Before Tax** | **(1.8)** | **(2.4)** | **0.6** | *25%* |
| Income Tax | (0.6) | (0.9) | *0.3* | *33%* |
| **Loss After Tax from Continuing Operations** | **(2.4)** | **(3.3)** | **0.9** | *27%* |
| Profit/(Loss) from Discountinued Operations - GeoGAS | (3.1) | 2.6 | *(5.7)* | *n/a* |
| **Loss After Tax** | **(5.5)** | **(0.7)** | ***(4.8)*** | *(686)%* |

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# BALANCE SHEET

| A$'m | 2021 | 2020 | $ Var | % Var |
|---|---|---|---|---|
| Cash | 44.6 | 40.0 | *4.6* | *12%* |
| Receivables and WIP | 15.9 | 16.1 | *(0.2)* | *(1)%* |
| Property, Plant and Equipment | 1.7 | 2.1 | *(0.4)* | *(19)%* |
| Right-of-Use Assets | 5.5 | 4.4 | *1.1* | *25%* |
| Intangibles | 25.7 | 31.4 | *(5.7)* | *(18)%* |
| Deferred Tax | 2.6 | 2.7 | *(0.1)* | - |
| Prepayments, Deposits, etc | 8.4 | 6.3 | *2.1* | *33%* |
| GeoGAS Net Assets Held for Sale | 0.5 | - | *0.5* | *100%* |
| **Total Assets** | **104.9** | **103.0** | ***1.9*** | ***2%*** |
| | | | | |
| Trade Payables | (12.9) | (10.3) | *(2.6)* | *25%* |
| Provisions | (6.1) | (5.5) | *(0.6)* | *11%* |
| Contingent Consideration | (0.2) | - | *(0.2)* | *(100)%* |
| Unearned Income | (18.0) | (18.7) | *0.7* | *(4)%* |
| Lease Liabilities | (6.1) | (4.8) | *(1.3)* | *27%* |
| Tax payable | (0.2) | (0.4) | *0.2* | *(50)%* |
| **Total Liabilities** | **(43.5)** | **(39.7)** | ***(3.8)*** | ***10%*** |
| | | | | |
| Share Capital | 98.6 | 94.4 | *4.2* | *4%* |
| Reserves and Accumulated Losses | (37.2) | (31.1) | *(6.1)* | *20%* |
| **Total Equity** | **61.4** | **63.3** | ***(1.9)*** | ***(3)%*** |

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# CASHFLOW

| *$'m* | 2021 | 2020 |
|---|---|---|
| Net Cash Opening | **40.0** | 28.2 |
| | | |
| **Cash from Operations** | **7.9** | 15.8 |
| **Rent** | **(3.0)** | (2.9) |
| | | |
| Payments for: | | |
| Property Plant & Equipment | **(0.9)** | (1.3) |
| Software Acquisitions | **(2.2)** | (2.9) |
| | **(3.1)** | (4.2) |
| Proceeds from: | | |
| Exercise of Options | **3.2** | 4.6 |
| | | |
| **Net Increase in Cash** | **5.0** | 13.3 |
| FX Restatement and GeoGAS | **(0.4)** | (1.5) |
| **Net Cash Closing** | **44.6** | **40.0** |

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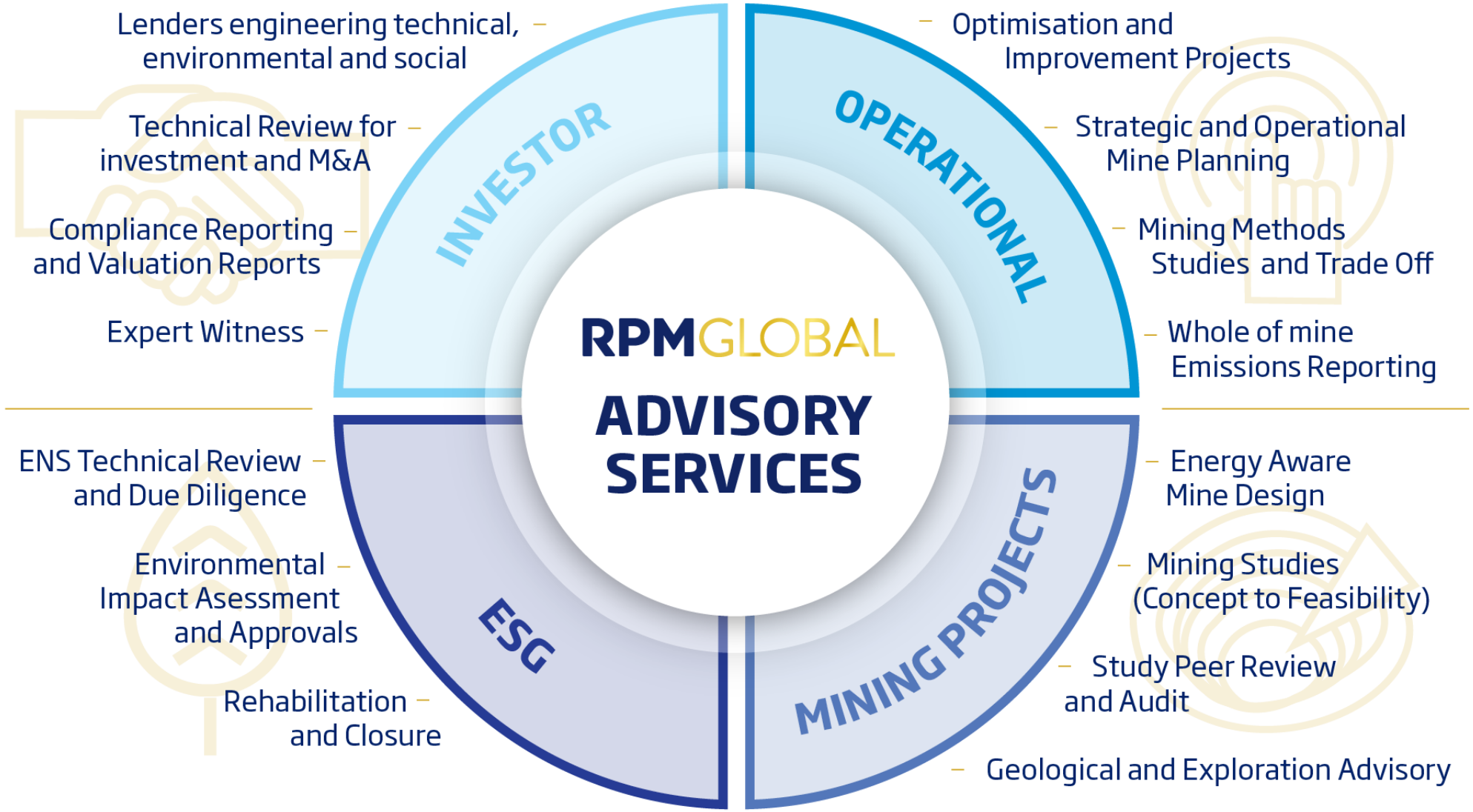
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# ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

- The Company recognises the increased importance of ESG considerations, both globally and within the mining industry.
- The Company is very focused on advancing its own ESG principles, capabilities and credentials.
- Further, RPM is being looked to by its clients to provide leadership in the area of ESG within mining and to deliver technical innovation in both its ESG service offerings and technology solutions.
- In July 2021, RPM acquired Nitro Solutions Pty Ltd, an Australian ESG mining advisory business. At the same time, the Company centralised all of its ESG professionals together into one division under one leader.
- In August 2021, the company announced it was selling its 100% non-core coal focused business GeoGAS, as it was not aligned with RPM's long term strategic direction to assist the mining industry in reducing its carbon footprint in the same manner as many other industry participants have of late.
- Management are actively looking at other acquisition opportunities in the ESG space as it looks to provide the mining industry with a comprehensive dedicated mining ESG offering.
- Demand for mining ESG services is strong and being able to now offer these services to our global customer base as part of our growing ESG offering is already proving to be beneficial.

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# HOLISTIC MINING SERVICES




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# GEOGAS DIVESTMENT

- The company will divest its non-core GeoGAS business on 31 August 2021 via a Management Buyout (MBO) for the net value of GeoGAS's assets as at 30 June ($500,000).
- Owning GeoGAS does not align with RPM's long term strategic direction or support our desire to be an ESG industry leader while acting in a sustainable and socially responsible manner.
- The company has historically twice tested the market's interest in the GeoGAS business and in both cases the offers received were significantly less than what the Board considered fair value at the times offers were made. The current appetite for acquiring a 100% coal focused business is weak at best and continues to deteriorate over time.
- Continuity and quality of service for GeoGAS' customers (who are also RPM customers) was paramount in the Board's support for an MBO. The Board also very carefully balanced the natural desire to maximise a divestment price and/or to continue to run the business for short term profit returns against its longer-term responsibilities to act in a sustainable and socially responsible manner whilst ensuring continuity of service for GeoGAS' clients. While the GeoGAS business is small it does perform an important service for coal mining companies and therefore it is important that customers continue to receive the highest level of quality of service already being delivered by the team who know the products, services and service levels required.
- RPM has historically carried out all of the GeoGAS's corporate functions (including company returns, accounts payables, billing, accounts receivables, payroll tax returns, pay-as-you-go withholding, business activity statements, goods and service tax, fringe benefits tax, banking, recruitment, termination, payroll, timesheets, industrial relations support, workers compensation, contract review and negotiation, leases, insurance, IT systems and support, marketing, legal dispute resolution etc.). Note, along with depreciation and amortisation, none of these costs have previously been included in GeoGAS's reported results and the new GeoGAS owners will need to fund these costs themselves going forward (following a short transition period handover from RPM).
- The Board believes that RPM's ownership of GeoGAS, was making it less attractive for companies to invest in RPM and therefore having a negative impact on the company's long-term sustainability and growth. The divestment of GeoGAS means the company once again operates two complementary businesses, Software and Advisory.

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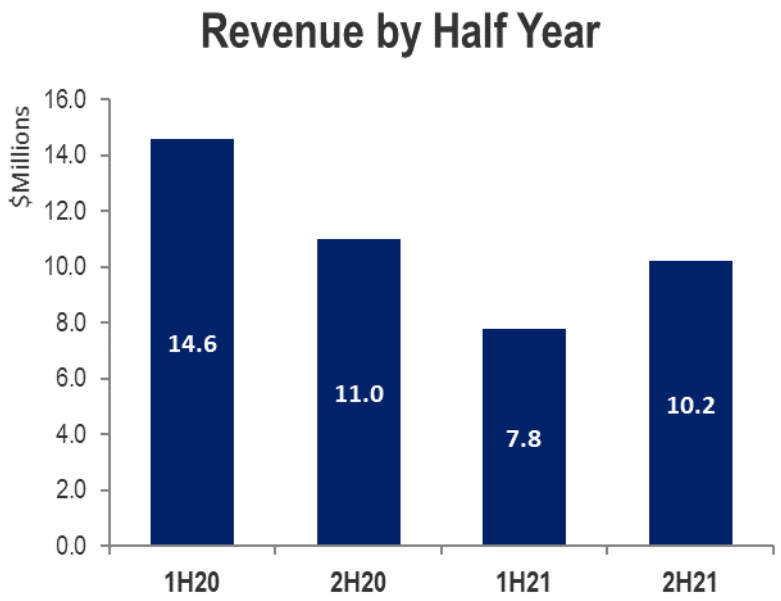
# ADVISORY DIVISION

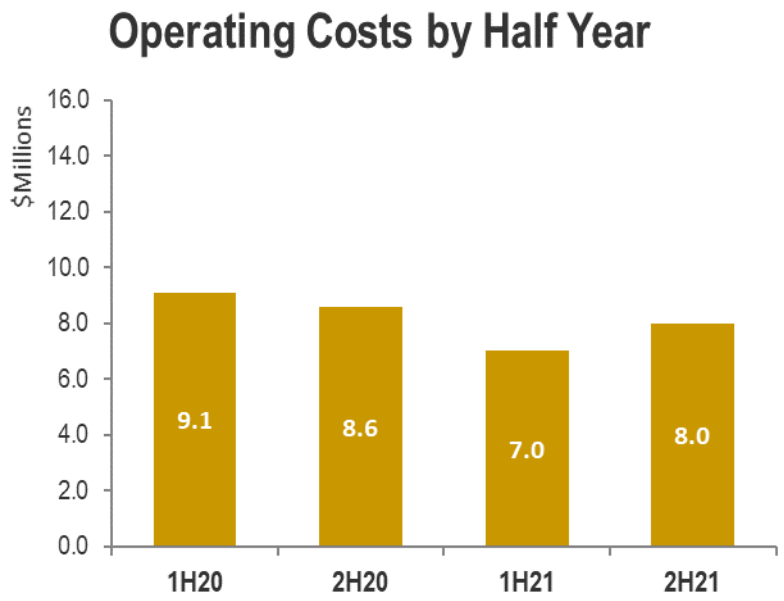
International travel restrictions negatively impacted our ability to undertake site visits

The 2021 year was a year of two halves, with revenue dropping by 29% in the first half and increasing 31% in the second half

In July we purchased our first services business in 13 years

| *A$'m* | 2021 | 2020 | $ Var | % Var |
|---|---|---|---|---|
| **Advisory Revenue** | **18.0** | **25.6** | **(7.6)** | ***(30)%*** |
| Direct Expenses | (2.4) | (5.3) | 2.9 | *55%* |
| **Net Revenue** | **15.6** | **20.3** | **(4.7)** | ***(23)%*** |
| Operating Expenses | (15.0) | (17.7) | 2.7 | *15%* |
| **Contribution** | **0.6** | **2.6** | **(2.0)** | ***(77)%*** |




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# SOFTWARE DIVISION

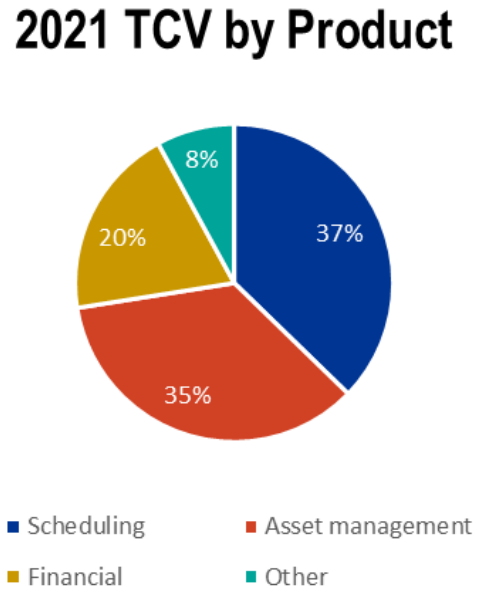
The TCV from software subscription sales was $47.7 million up $13.2 million (38%) on the previous year.

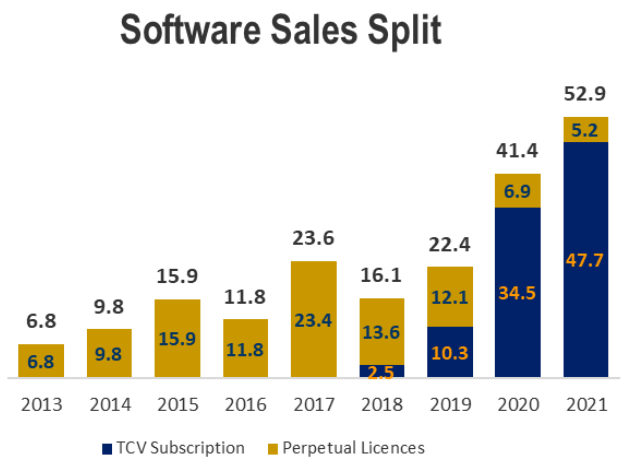
After a tough first half due to COVID, consulting revenue grew 12% in the second half of the year.

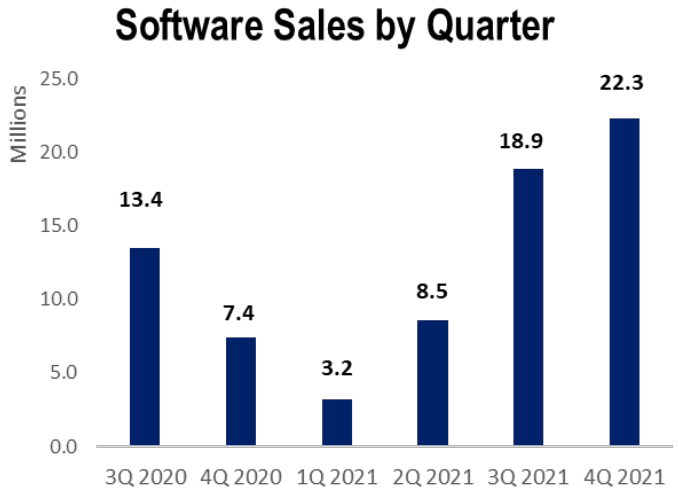
Operating expenses dropped by 4% due to reductions in travel, accommodation and conferences.

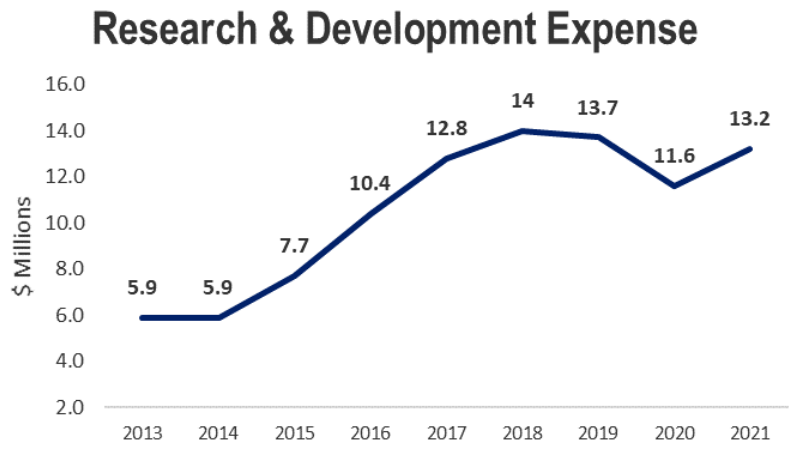
All development costs are expensed.

| A$'m | 2021 | 2020 | $ Var | % Var |
|---|---|---|---|---|
| Subscriptions | 15.5 | 10.0 | 5.5 | *55%* |
| Perpetual Licences | 5.2 | 6.9 | (1.7) | *(25)%* |
| Support | 17.9 | 20.6 | (2.7) | *(13)%* |
| Consulting | 10.2 | 11.5 | (1.3) | *(11)%* |
| **Software Revenue** | **48.8** | **49.0** | **(0.2)** | ***(0)%*** |
| Direct Expenses | (0.8) | (1.4) | 0.6 | *(43)%* |
| **Net Revenue** | **48.0** | **47.6** | **0.4** | ***1%*** |
| Operating Expenses | (23.7) | (24.6) | 0.9 | *(4)%* |
| **Gross Contribution** | **24.3** | **23.0** | **1.3** | ***6%*** |
| Software Development | (13.2) | (11.6) | (1.6) | *14%* |
| **Contribution** | **11.1** | **11.4** | **(0.3)** | ***(3)%*** |




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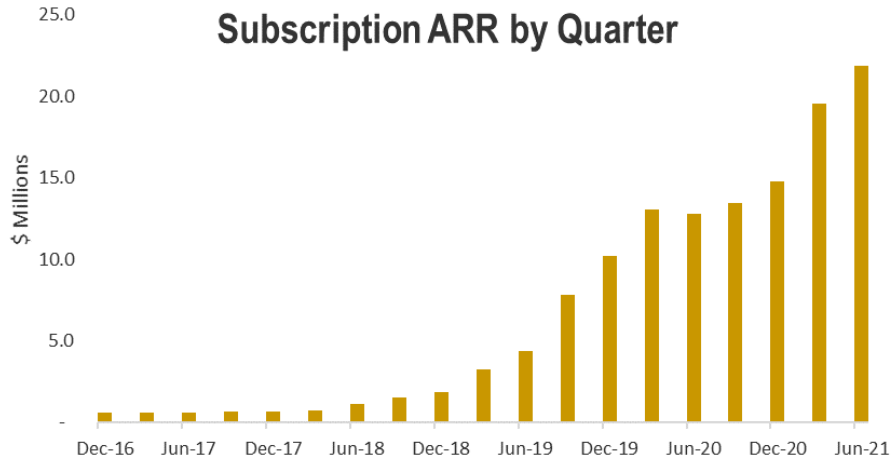


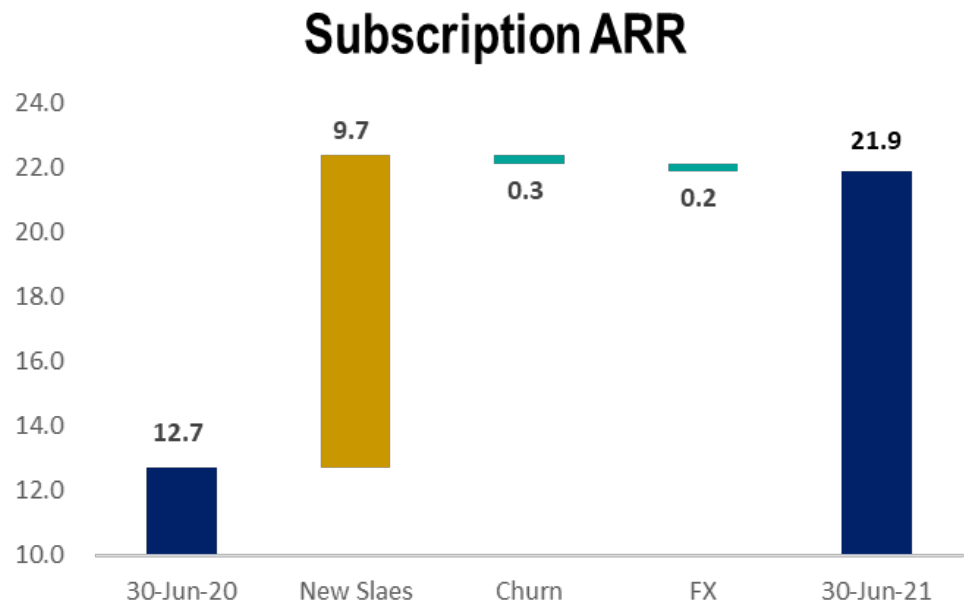
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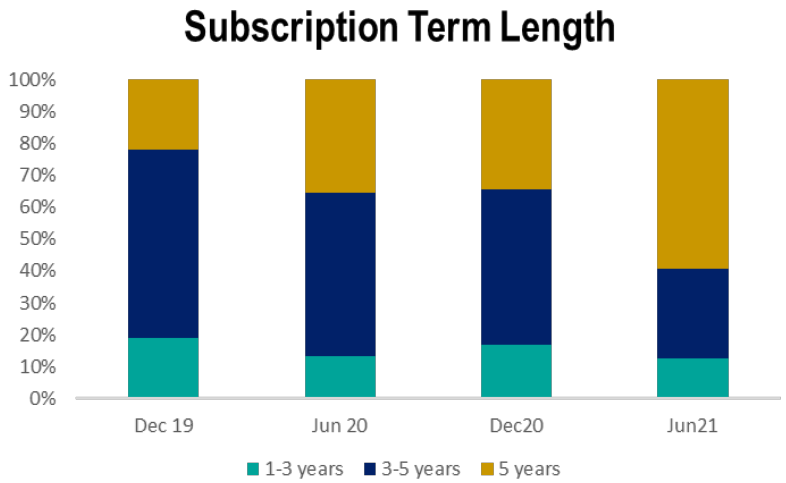
# ANNUALLY RECURRING REVENUE - SUBSCRIPTIONS

The ARR step off for FY2022 is $21.9 million up $9.2 million from the previous year.

Over 87% of subscription terms (committed duration of subscription revenue) are now over three years in length.




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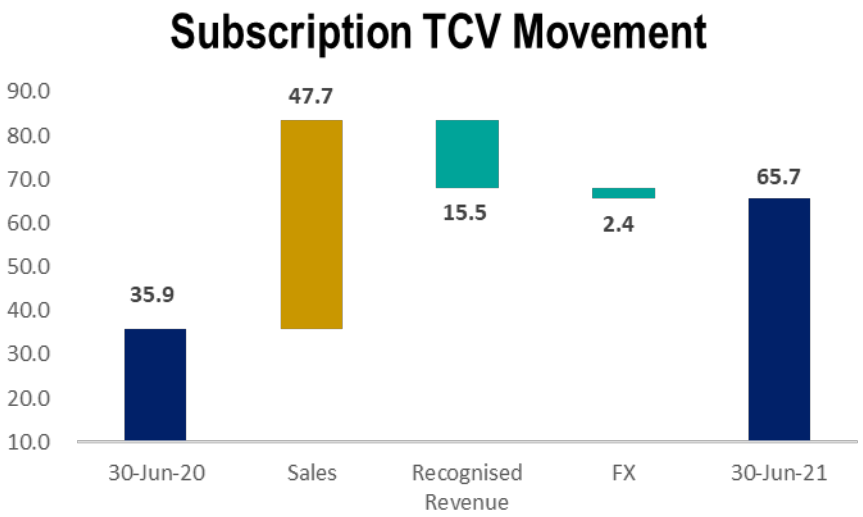
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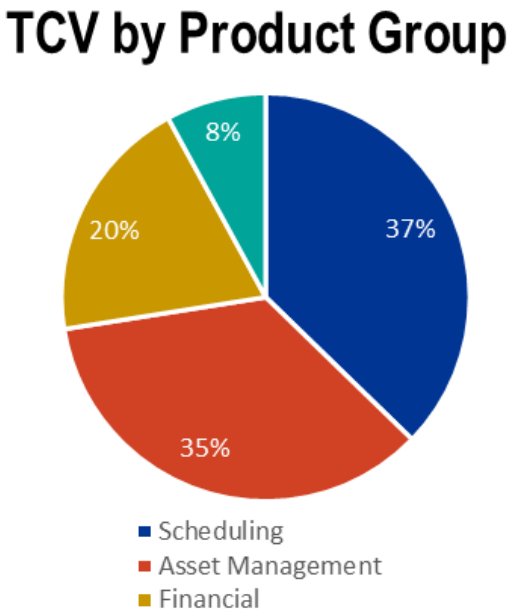
# TOTAL CONTRACT REVENUE - SUBSCRIPTIONS

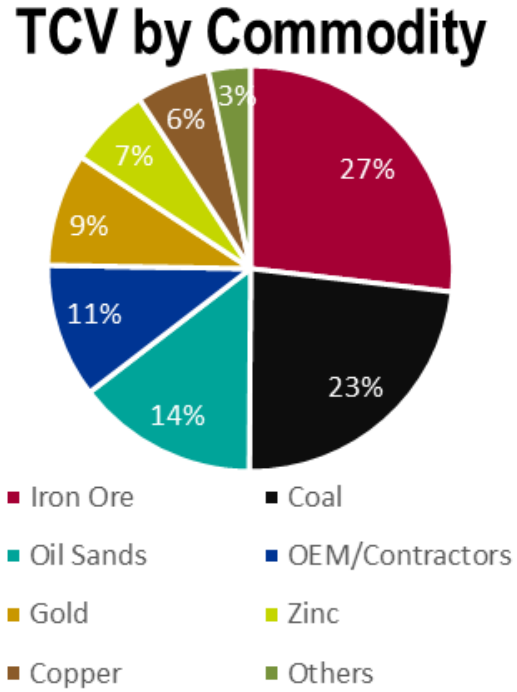
At the end of June 2021 the contracted TCV backlog was $65.7m.

There are no termination for convenience clauses in any TCV subscription revenue referenced by the Company.

Sales by software product group are spread relatively evenly.




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# SOFTWARE STRATEGY

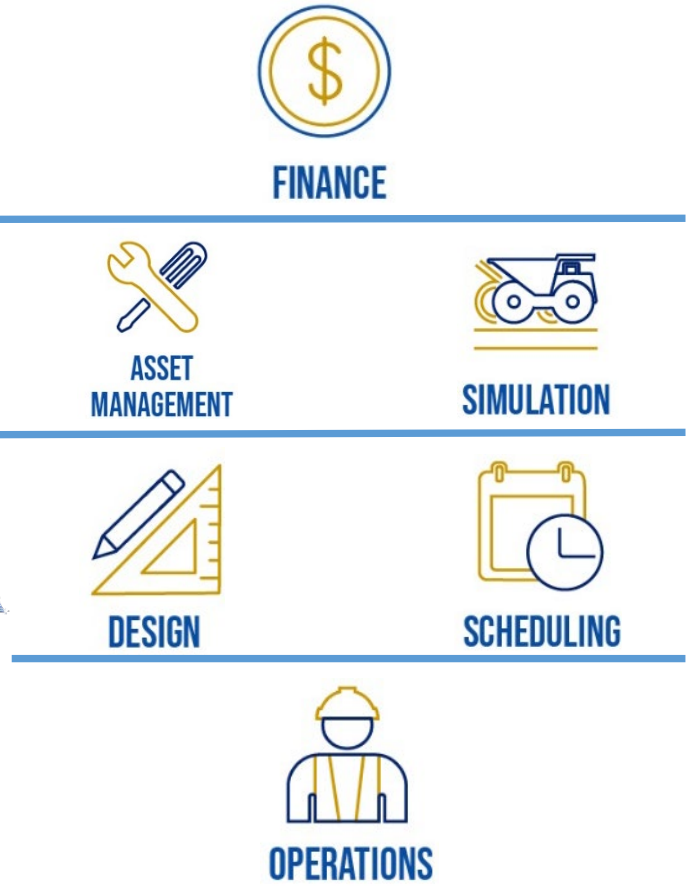
Deliver a complete Commercial-off-the-Shelf **Enterprise Planning Framework** built on open industry standards.

Release simplified, standardised, **integrated and optimised** solutions for different commodities and mining methods which cover the full mining value chain.

Provide software solutions that deliver a step change in mining productivity through **investments in innovation.**

Provide **cloud based** delivery for all of our software products.






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# RPMGLOBAL

**12** LANGUAGES SUPPORTED

**10** ACQUISITIONS

SOFTWARE DEVELOPMENT ISO9000 CERTIFIED

**300%** GROWTH IN ANNUAL RECURRING REVENUE

**$140M+** INVESTMENT IN TECHNOLOGY

**1** ENTERPRISE PLATFORM

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# OPERATIONAL SOFTWARE HIGHLIGHTS

- The Revolution Mining and IMAFS teams have released more software since we acquired them than they have ever before including RPM's Scheduling Optimisation Tool (SOT)'s new Strategic Optimiser for Open Pits and Complexes.
- Our Dynamic Lifecyle Costing product (AMT) had a standout year. With the help of our customers, we released three new modules (Budgeting Permissions, Shutdown/Turnaround and Budget Risk Management). We have also made good progress on a state-of-the-art mobile application which will be released this calendar year.
- During the year we finished the last of our commodity specific XPAC Scheduling Solutions (Underground Coal and Underground Potash) so we can now focus on getting this suite of 12 products to the cloud.
- After working with a customer, we released "XECUTE Staged Stockpiles". Our products have always been best-in-class in terms of product blending during the mining operation and now we are best-in-class in stockpile blending. This product has laid the foundation for our full Pit-to-Port optimisation product which will be released during FY2022.
- One of our key imperatives is to advance mining's drive to decarbonise which has seen us introduce support for electric, hybrid and hydrogen vehicles across our product suites.
- The breadth and depth of our innovative software offering resulted in 39 new customers signing new product contracts with us since the start of FY2021. Whilst all of these customers have purchased software to address a specific need, our expectation is that over time they will purchase more of what they have just purchased and roll out additional products from our integrated suite of products

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# Advancing to the Cloud



| | Desktop | Enterprise | Cloud: Infrastructure as a Service | Cloud: Platform as a Service | Cloud: Software as a Service |
|---|---|---|---|---|---|
| Design | | | DSD, SDO | | |
| Scheduling | | | SOT, XECUTE | | RAAS |
| Simulation | HAULSIM | | SIMULATE | | HAAS |
| Operations | | | MINVU | SHIFTMANAGER | |
| Finance | | | XERAS ENTERPRISE | | |
| Asset management | | AMT | AMT4SAP | | IMAFS |

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# NEW PRODUCT ADOPTION

## DESIGN & SCHEDULING






























## ASSET MANAGEMENT






















## FINANCE




















## SIMULATION




























## OPERATIONS










## SaaS








## OPTIMISATION



































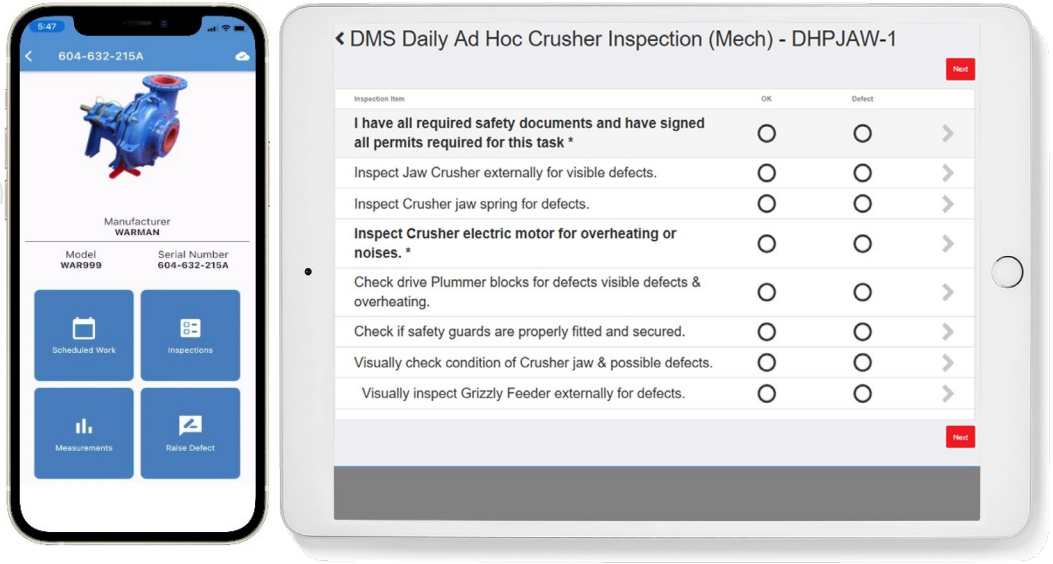

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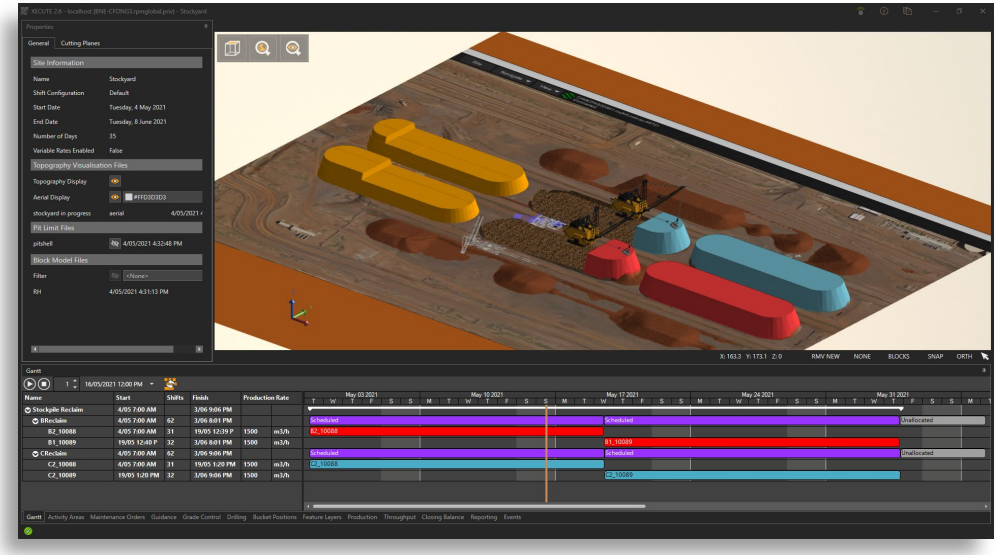
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# SOFTWARE RELEASES FY2022

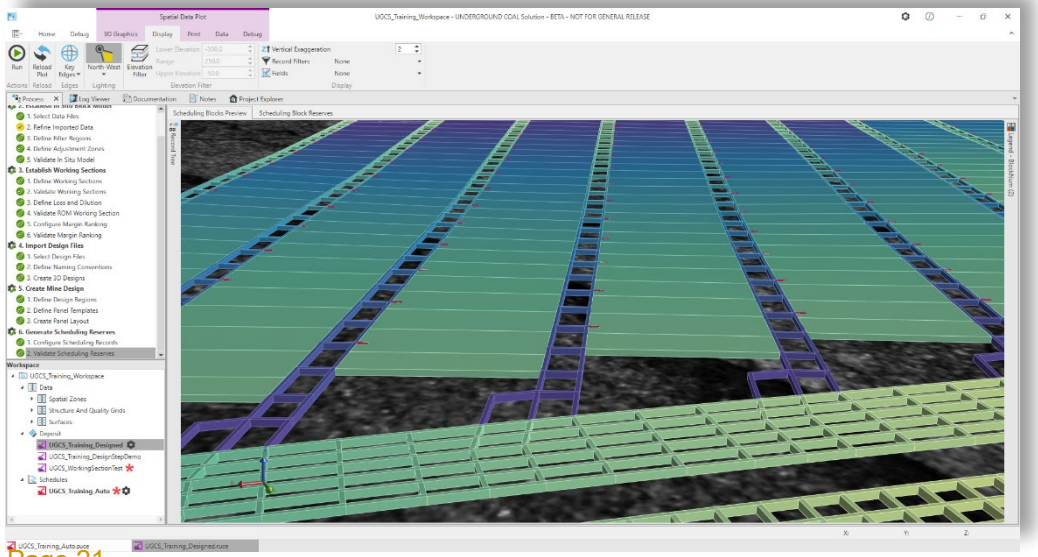
## Advanced AMT Mobile



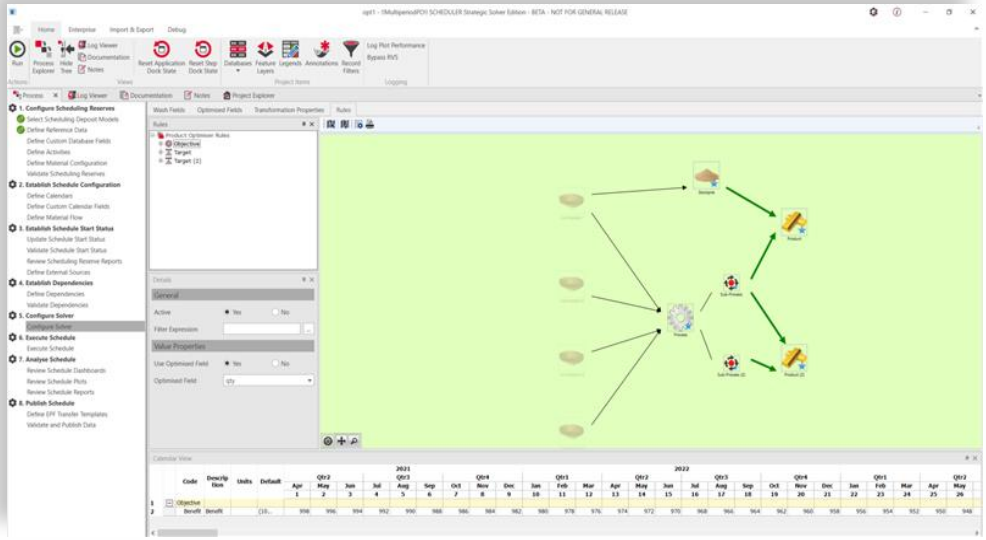

## Pit-To-Port Optimiser



## Gas Drainage



## Multiple Period Product Optimiser



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# OUTLOOK

- There is no doubt that the COVID delta variant is impacting businesses negatively particularly in terms of ‘on-again off-again’ lock downs around the world. These lockdowns affect us and our customers especially as they relate to closing deals, undertaking advisory site visits and implementing software.
- Having said that, there is momentum in the mining industry, metal miners are investing in their operations, there is strong demand for ESG services and companies are looking to technology to enable them to operate their mines more profitability and remotely.
- Our advisory division has started the year well and we expect them to have a strong year.
- Supporting our mining clients with their ESG requirements is also front and centre of our strategy and we expect to build out the ESG advisory team further and make further progress on incorporating ESG support into our product suite.
- The company invested another $16.0 million on its software products during FY2021 so we have a more complete and richer set of products than we did this time last year.
- During FY2022 we will release four valuable new software products (Pit-to-Port, AMT Mobile, Multi-Period Scheduling Optimiser, and Gas Drainage) along with support for Hydrogen vehicles. We will also continue moving our software products to the cloud.
- With a strong balance sheet, healthy cashflow, plenty of M&A opportunities, competitive advisory and software offerings, new software products in the pipeline and more sales opportunities than we have ever seen, we are excited and optimistic about the year ahead.

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