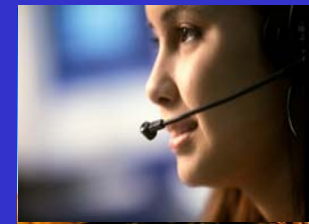
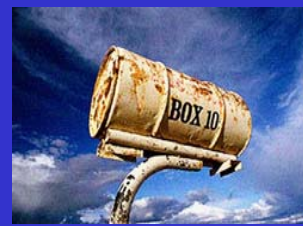


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SALMAT LIMITED

DELIVERING ON COMMITMENTS

Inaugural Annual General Meeting
22 October 2003



Strong results

	Compared to Prospectus		Actual 2003
Sales	up 3.6%	to	\$285.4m
Profit after tax	up 3.8%	to	\$ 16.5m
Dividend	up 41.7%	to	8.5 cents
Cash flow	strong at		\$ 39.2m
Strong balance sheet			No debt

Results vs Prospectus

	Actual 2003 \$m	Prospectus 2003 \$m		Variance
Revenue	285.4	275.5	▲	3.6%
EBITA	29.6	27.5	▲	7.6%
EBIT	27.2	25.9	▲	4.9%
Profit after tax	16.5	15.9	▲	3.8%
EPS	14.2cents	13.7cents	▲	3.6%
Dividend	Full dividend 8.5 cents up 2.5 cents			

Salmat delivers best in class performance



Salmat share price performance
Salmat vs S&P Media Index & S&P/ASX 200 Industrials



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BUSINESS REVIEW

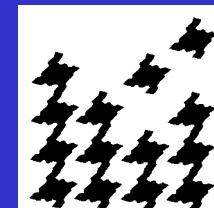
JOINT MANAGING DIRECTORS

Annual General Meeting

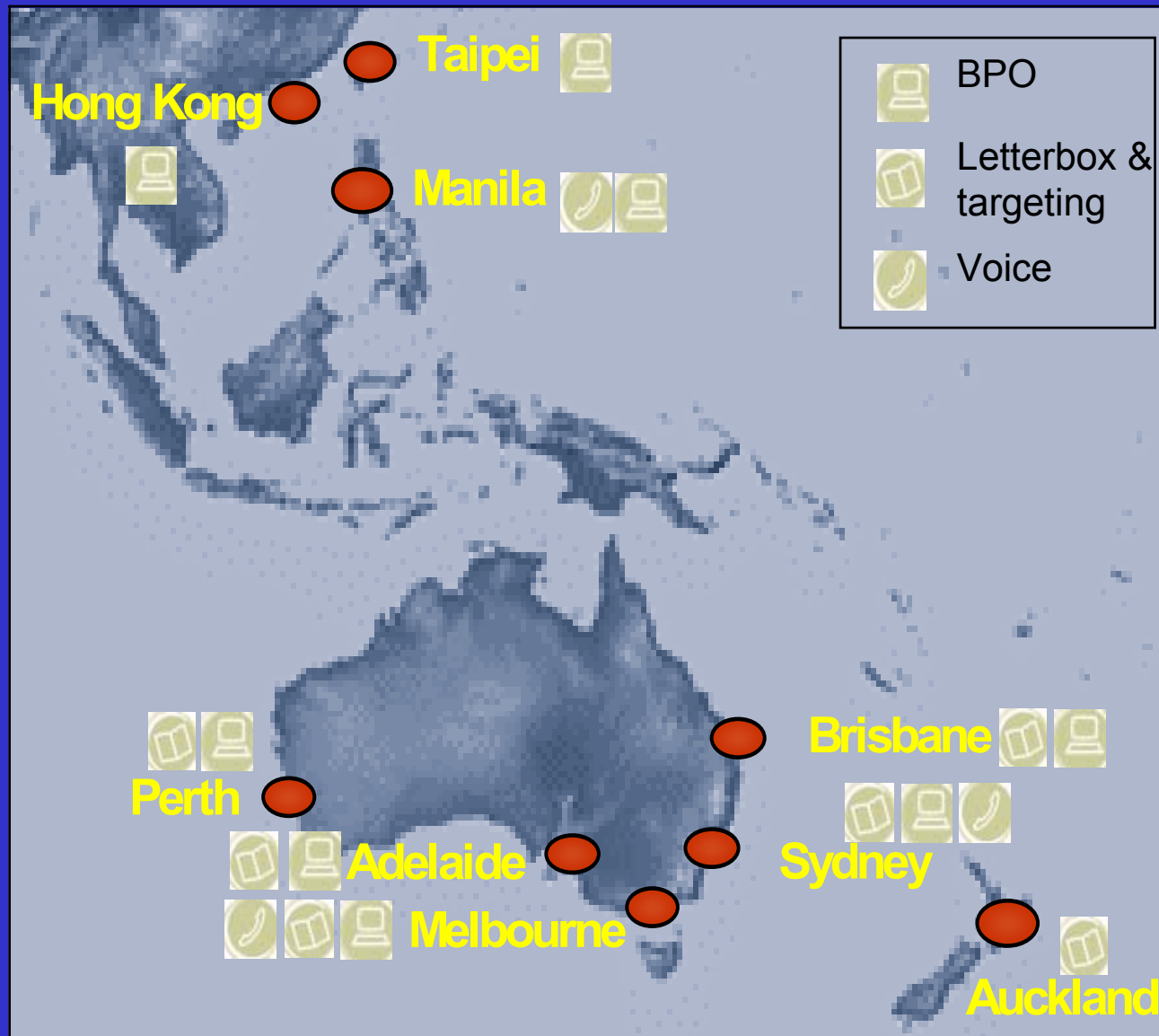
Salamat-

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The Name Behind the Names



Operations Sites



Solid earnings across the business: strong turnaround in voice

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	EBITA			Variance
	2003 \$m	2002 \$m		
Targeting & delivery	27.9	19.8	▲	40.9%
BPO Australia	13.9	13.8	▲	0.4%
BPO Asia	2.6	0.3	▲	775.0%
Voice	-3.5	-8.2	▲	57.1%
Voice Asia	-3.3	-3.0	▼	10.0%

Snapshot

Targeting & Delivery

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Market Leader

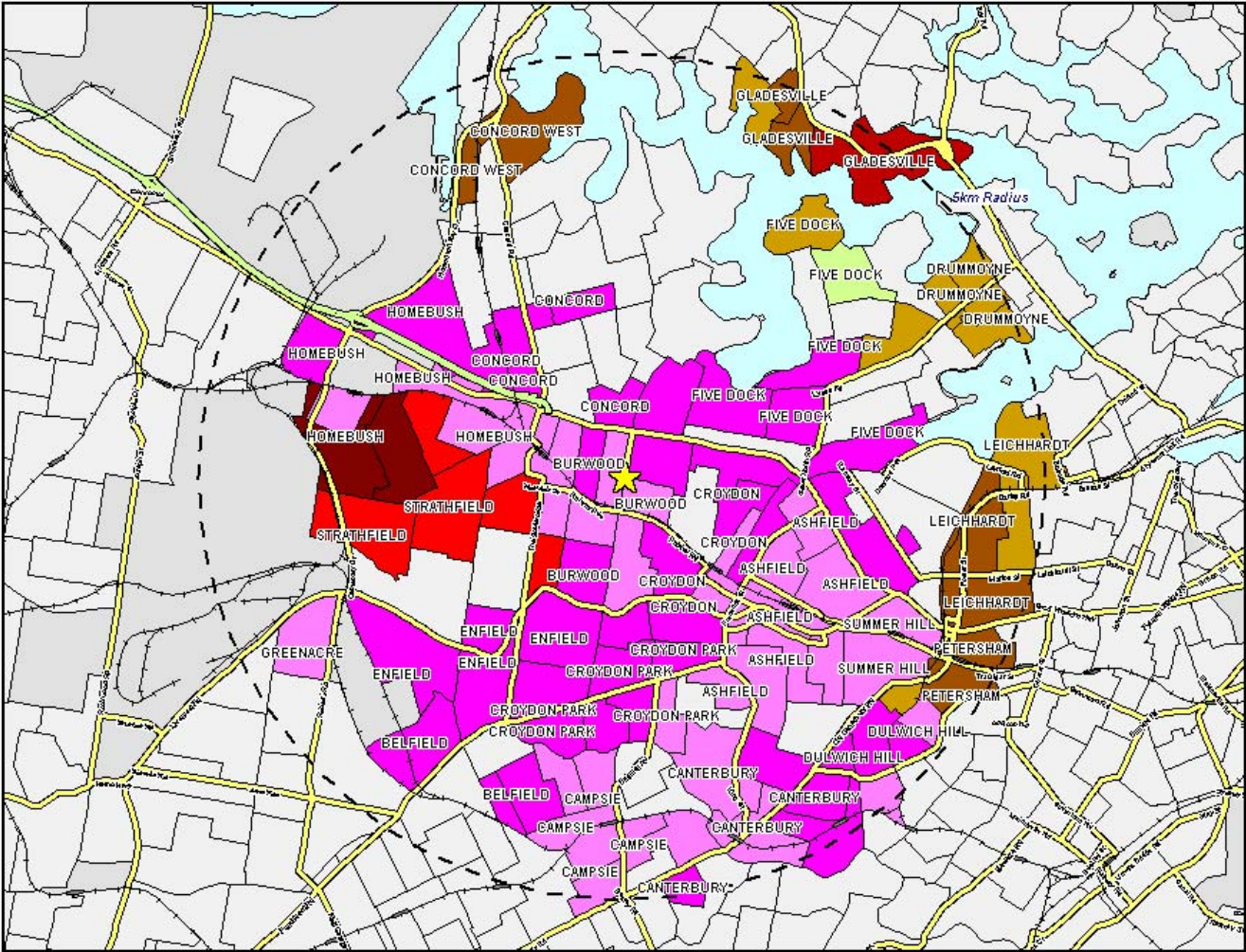
- Consistent volume growth
- Switch from main media
- Targeting products

Mapping Allows Targeted Approach



Burwood Area
Areas which are likely to purchase a new car in the next 12 months

Sample Map



Marketfind Profiles

- Prestige
- High Status Urban
- Family Achievers
- Mid Status Urban
- Desirable Suburban
- Mid Status Suburban
- Rural Fringe
- Young Family
- University Estates
- Mid Status Family
- Family Starters
- Urban Retirement
- Suburban Empty Nesters
- Mixed Urban
- Low Status Suburban
- Mid Suburban Urban
- Low Status Mid Suburban Family
- Established European
- Low Status Family
- Mixed Mid Suburban
- Suburban Retirement
- Low Status Asian Families
- Suburban Lifestyle
- Special Areas

Key Features

- ★ Store Plot
- Ocean / Lakes / Rivers
- Parks / Reserves / Gardens
- Arterial Road
- Main Road
- Minor Road

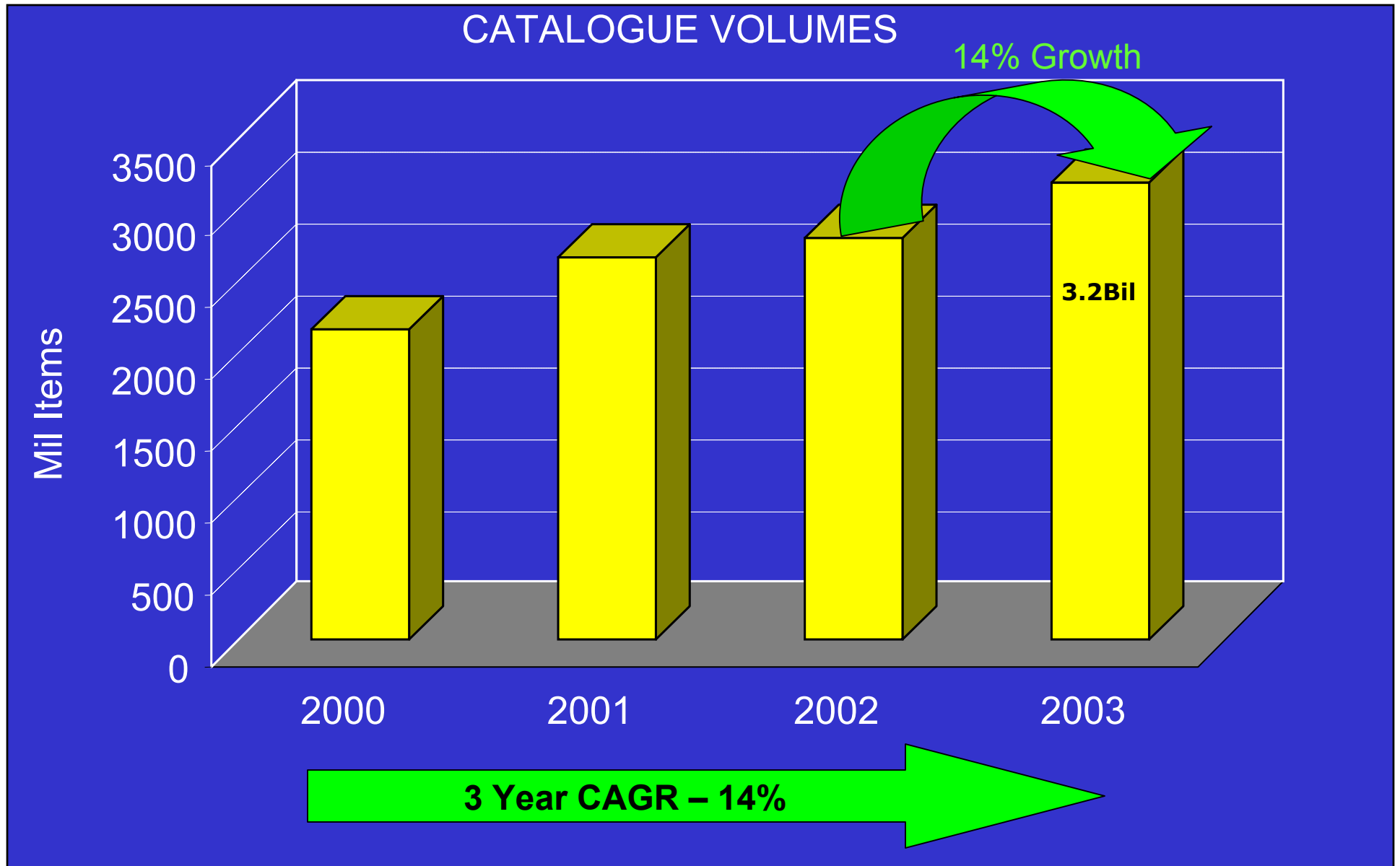
Distribution Quantity: 89,874
Map Created 1 October 2002
Information Depicted Valid Until February 2003

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We link you and your customers.

For all your mapping requirements contact:
maps@salmat.com.au

Targeting and Delivery – 14% CAGR Volume Growth

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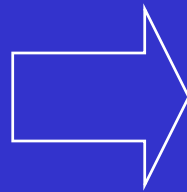
Targeting and Delivery

Key Strategies

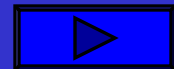
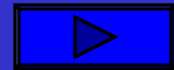
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- ✓ Continue to increase sales to non-traditional customers
- ✓ Focus on the value of data
 - Targeted approach
 - Marketmap
 - Till Data
- ✓ Grow the entire market through substitution from other forms of media

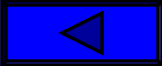
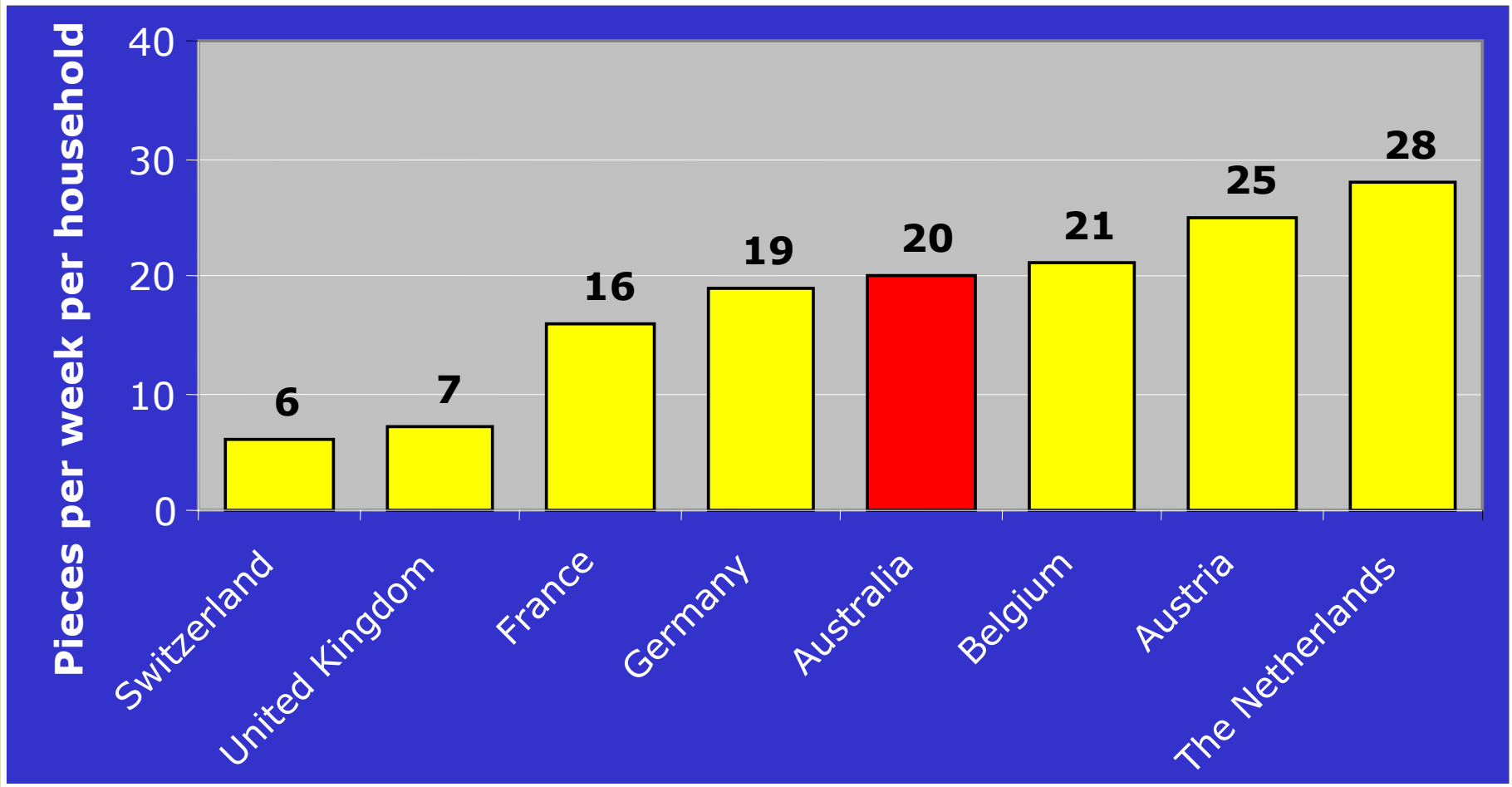
OUTLOOK



Continuing growth



Distribution Growth Potential



Source: Direct Marketing Association (UK)



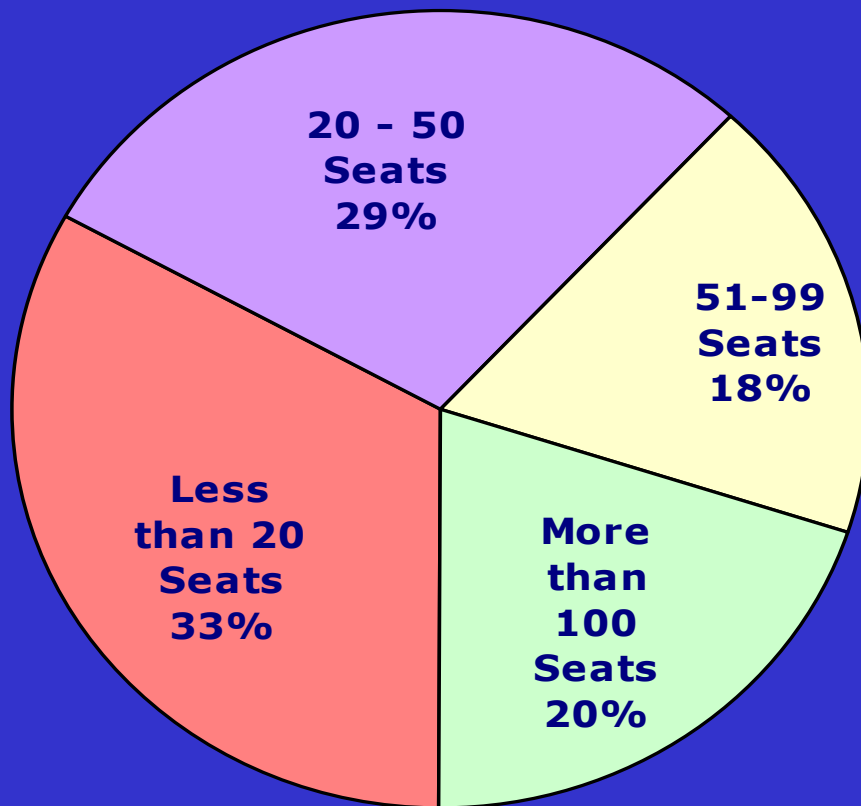
Developing Scale

- Efficiency improvements
- Low cost regional model
- Low cost Philippines model

Voice Services - Australian Market – Still run in-house

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SIZE OF CALL CENTRES (In-house & Outsource)*



- ➔ Approximately 90% of call centre seats in Australia are still run “in-house”
- ➔ These operations are generally small, with more than half being operated from one location only
- ➔ Small scale results in lack of efficiency, customer service levels generally do not reach “best practice”

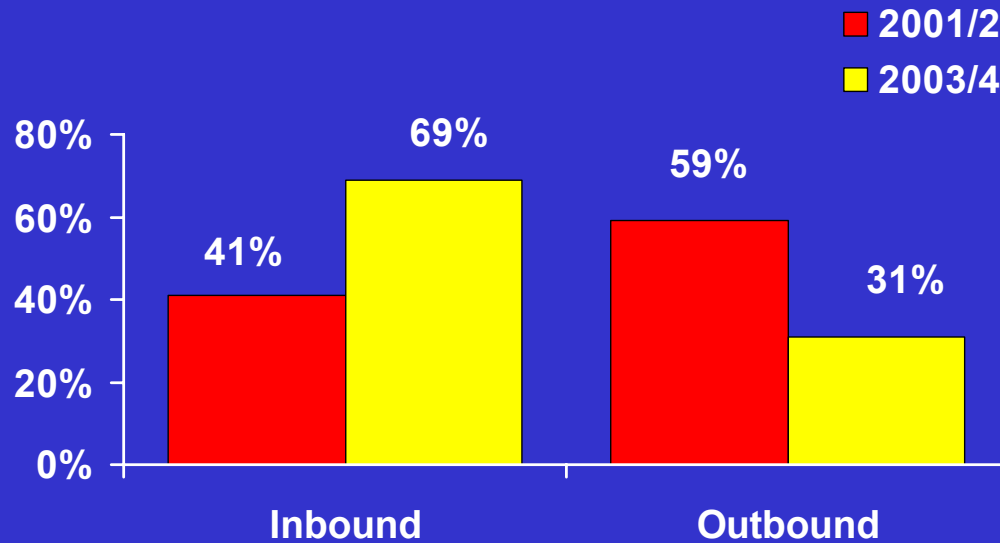
* Source: Call Centre Industry Benchmarking Study ,ACA Research. 2002

Voice Services

Salmat Expanding Inbound

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% of Salmat Call Centre business



Outbound

- Short term focus
- Price sensitive
- Low contribution margins
- Proposed legislation may make telemarketing more difficult

Inbound

- Long term focus
- Pricing structures more flexible, either \$ per call or per hour
- Float work and similar is higher margin
- Inbound expected to increase as industries recognise benefits of outsourcing

Strategies

Voice

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- ✓ Develop regional call centre model
 - Wagga and Bundaberg – improve efficiencies
 - 1st full year of Telstra Retail contract
- ✓ Inbound mix
 - Higher level of recurrent business
- ✓ Leverage opportunities to grow the market
 - Benefits of outsourcing to improve customer services & reduce cost
- ✓ Integration with other Salmat offerings / Cross sell
- ✓ Asia – Develop scale

OUTLOOK



**EBITDA positive during
second half 2003/4**

Snapshot

BPO

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Market Leader

- Data Management
- Data segmentation & analysis
- Digital printing and essential mail (e.g. bills)

FY 03 Rev

AUSTRALIA

- 5 state centres

110.1

ASIA

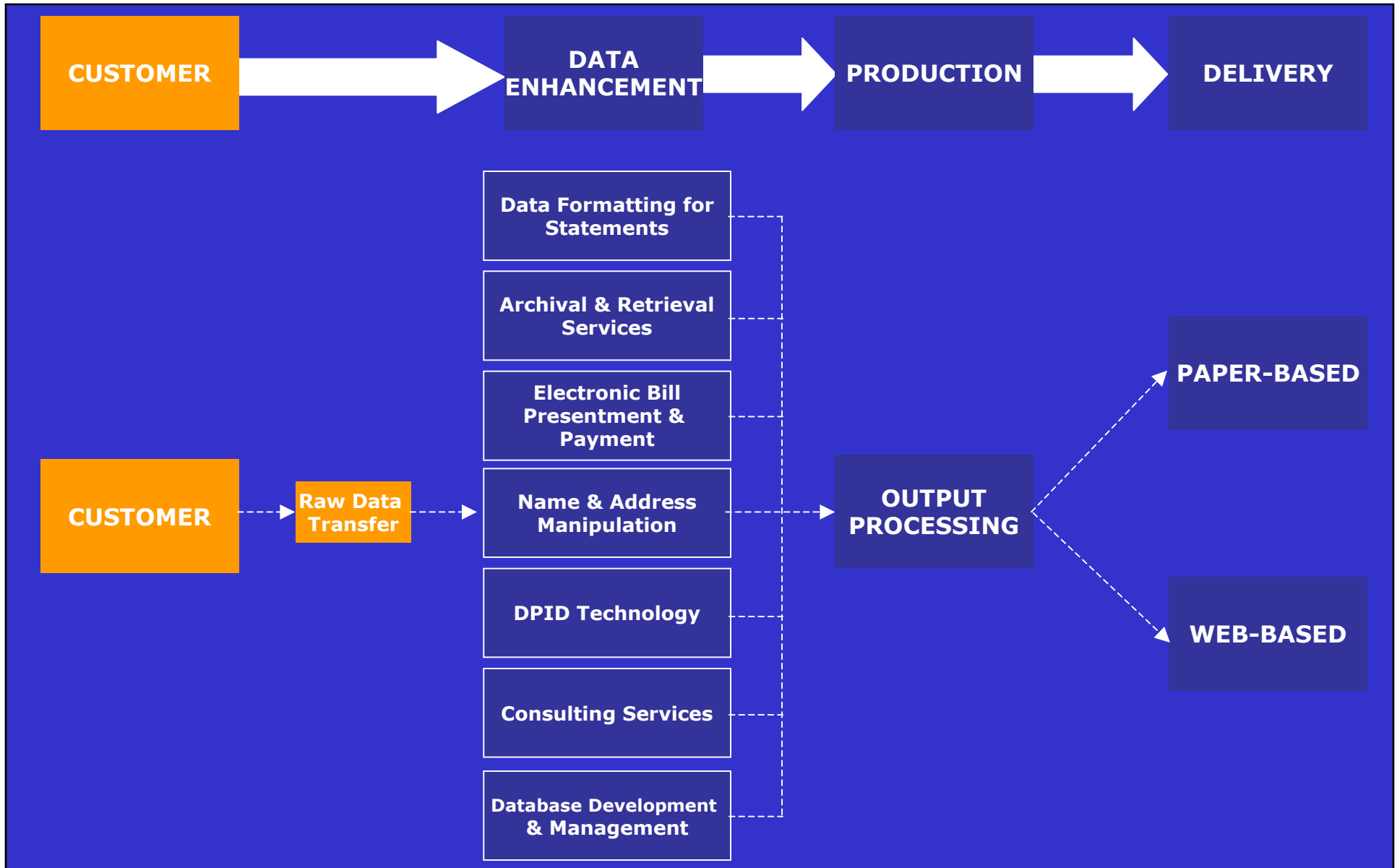
- Taiwan, Hong Kong, Philippines

18.4

128.5

Value Proposition

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BPO Strategies

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- ✓ Deepen existing product offerings
 - Strong & extensive customer base
- ✓ Focus on higher margin data offerings
- ✓ Drive down operational costs
 - Improved efficiencies
 - Invest to reduce cost of operation
- ✓ Development of Asian customer base
- ✓ Potential Acquisitions

OUTLOOK



**Volume increasing
Pricing Pressures**

Salmat's growth platform

Consistent long term growth

Strong business
in growth
industries

+

'ownership'
culture

+

Strong balance
sheet to take
advantage of
acquisitions

- Direct marketing to grow faster than traditional media
- Growth in outsourcing

- Management, employees and shareholders interests are aligned

- Minimum risk
- Capital discipline
- Integration experience

To Sum Up

- Delivered on commitments ✓
- Strong results – benefits of portfolio ✓
- 2003/4 – We have started the year strongly ✓
- Commitment to increase shareholder returns ✓