



# 1H 2013 Results

## August 2013

Sonic – Tasmania, Australia



**BOART  
LONGYEAR™**

# Important Notice and Disclaimer



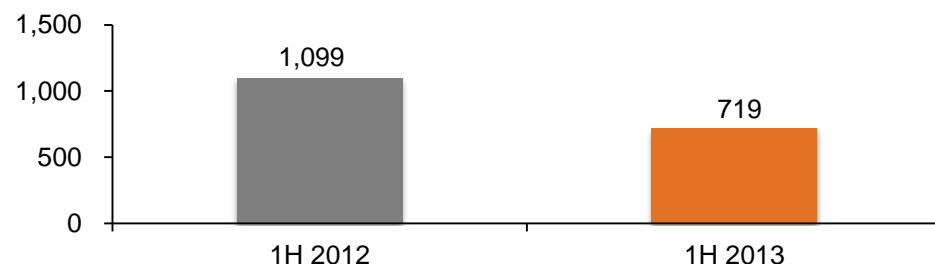
- This presentation has been prepared by Boart Longyear Limited, ABN 49 123 052 728 (**Boart Longyear** or the **Company**). It contains general information about the Company's activities as at the date of the presentation. It is information given in summary form and does not purport to be complete. The distribution of this presentation in jurisdictions outside Australia may be restricted by law, and you should observe any such restrictions.
- This presentation is not, and nothing in it should be construed as, an offer, invitation or recommendation in respect of securities, or an offer, invitation or recommendation to sell, or a solicitation of an offer to buy, securities in any jurisdiction. Neither this document nor anything in it shall form the basis of any contract or commitment. This presentation is not intended to be relied upon as advice to investors or potential investors and does not take into account the investment objectives, financial situation or needs of any investor. All investors should consider such factors in consultation with a professional advisor of their choosing when deciding if an investment is appropriate.
- The Company has prepared this presentation based on information available to it, including information derived from public sources that have not been independently verified. No representation or warranty, express or implied, is provided in relation to the fairness, accuracy, correctness, completeness or reliability of the information, opinions or conclusions expressed herein.
- This presentation includes forward-looking statements within the meaning of securities laws. Any forward-looking statements involve known and unknown risks and uncertainties, many of which are outside the control of the Company and its representatives. Forward-looking statements may also be based on estimates and assumptions with respect to future business decisions, which are subject to change. Any statements, assumptions, opinions or conclusions as to future matters may prove to be incorrect, and actual results, performance or achievement may vary materially from any projections and forward-looking statements.
- Due care and attention should be undertaken when considering and analysing the financial performance of the Company.
- All references to dollars are to United States currency unless otherwise stated.

# 1H 2013 – Consolidated Results Summary



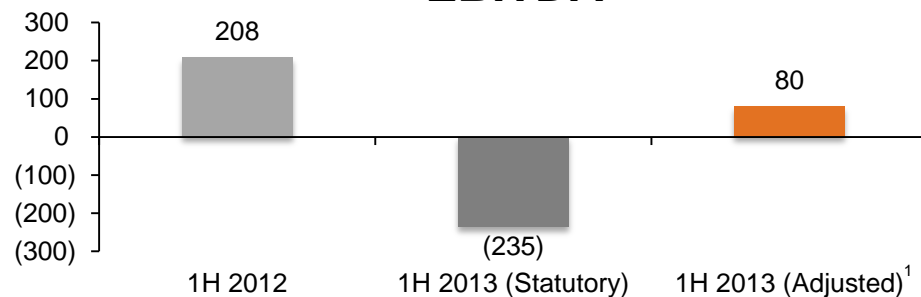
(US \$M)

## Revenue



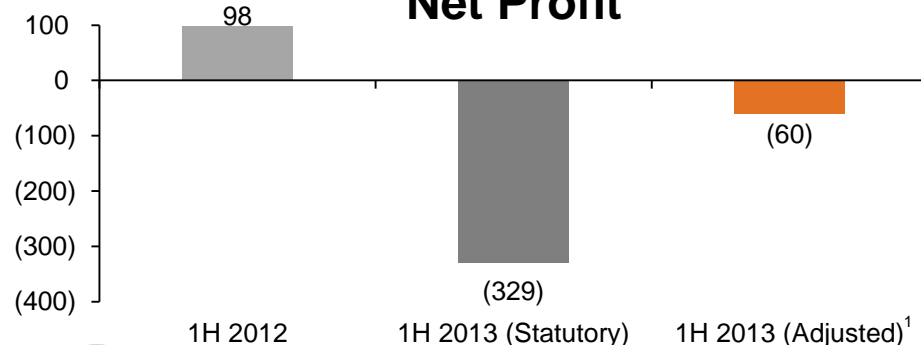
- Sector-wide decline driven by reduced customer spend
- Stable demand for underground applications and products
- Drill rig utilisation down ~25% year over year

## EBITDA



- Further cost reductions announced and underway with \$90M of annual “run-rate” reductions to be realised in 2014
- Approximately \$297M of the \$315M restructuring and impairment adjustments were non-cash

## Net Profit



- No interim dividend to be paid

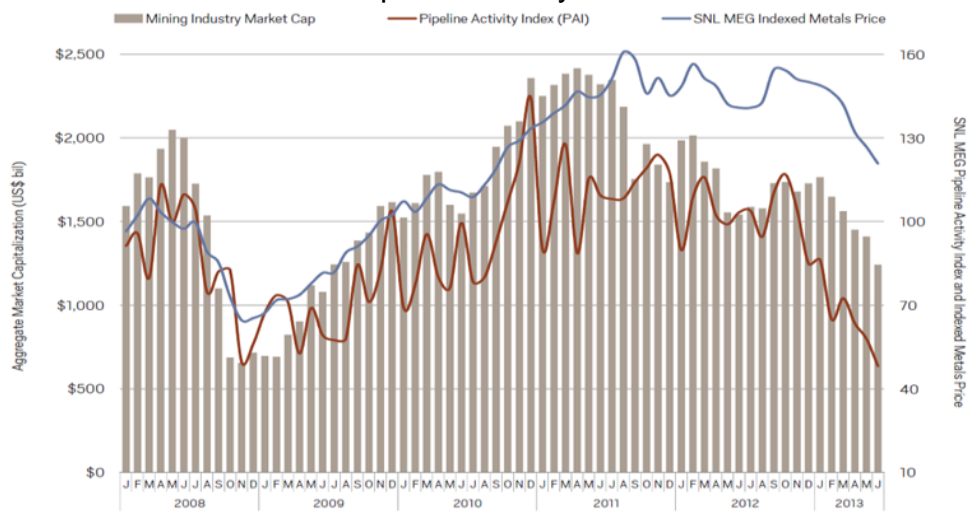
<sup>1</sup> The income statement is presented on both a statutory and an adjusted basis. The adjusted measure excludes the impact of \$315M (\$269M net of tax) of restructuring and related impairment charges, of which US\$297 million were non-cash. See appendix for reconciliation.

# Industry indicators continue to decline...



## Mining Performance

SNL MEG\*  
- Pipeline Activity Index-



Bloomberg Mining Index\*\*  
- Price Performance-



\* Source: SNL Metals Economics Group

\*\*Source: Bloomberg



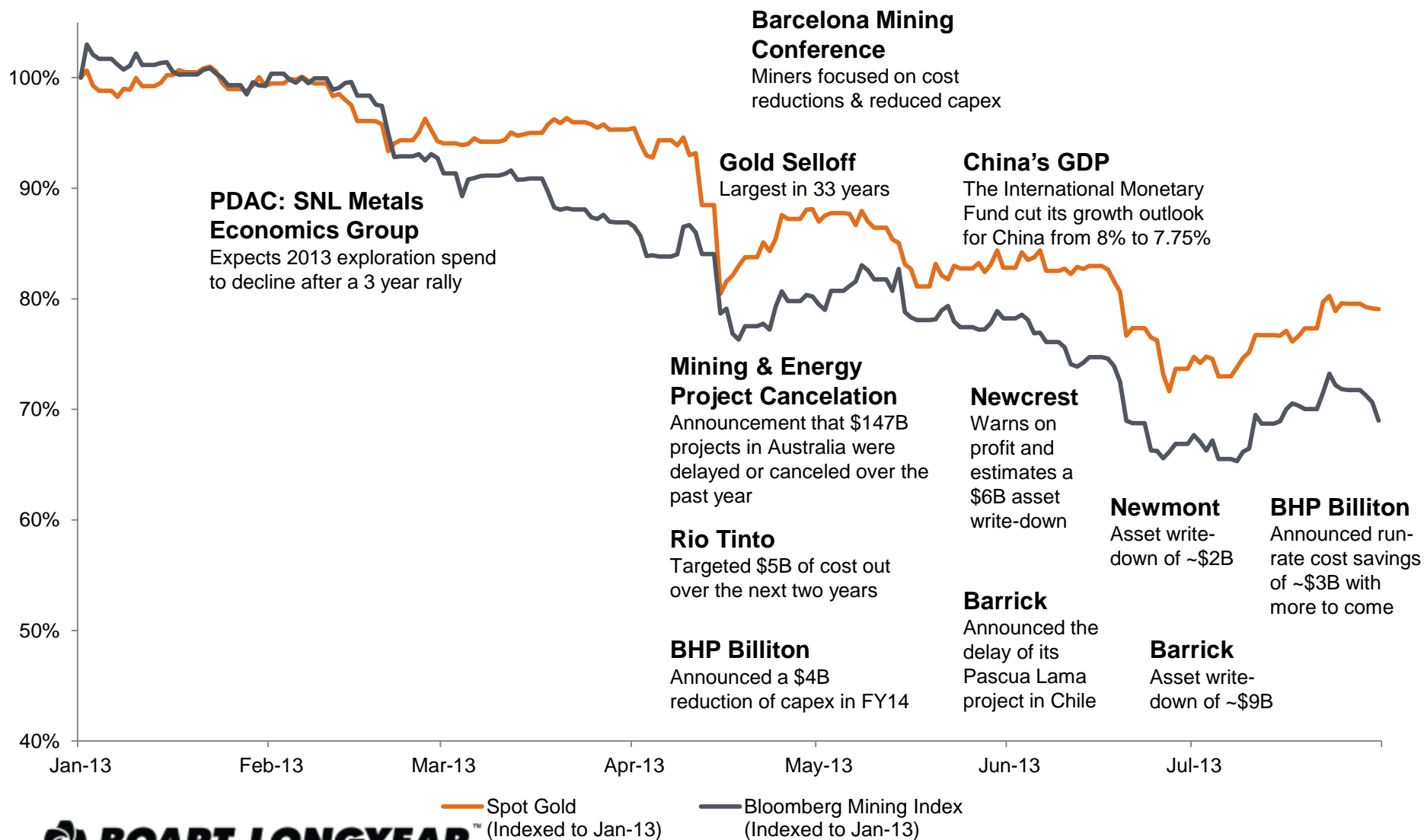
## Key Commodity Trends



Source: Bloomberg & BLY Analysis

\*Percentage change is from Dec 2012 to July 2013

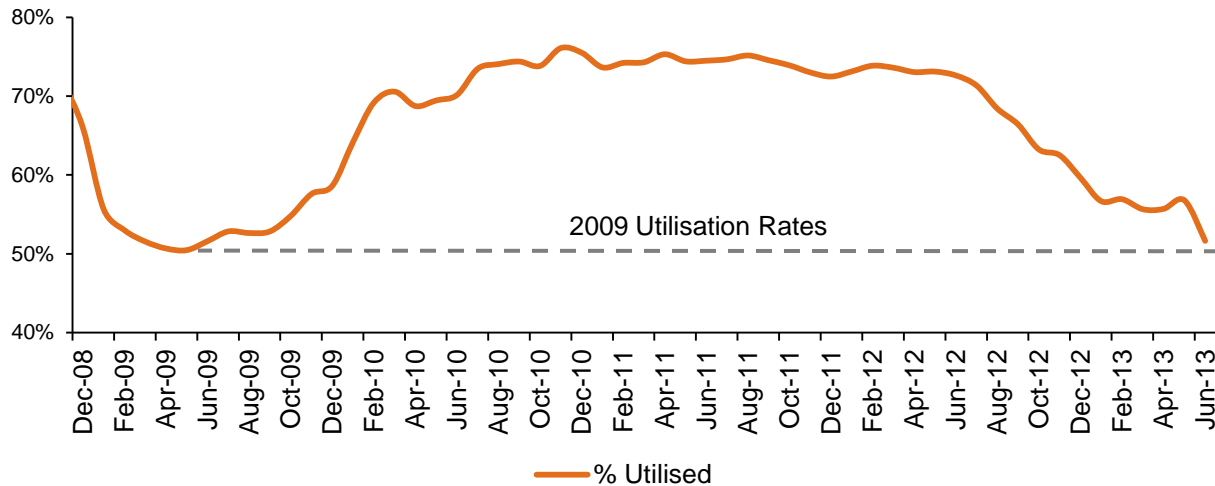
# ...driving key events in the mining industry...



# ...which continue to impact demand for our services and products.

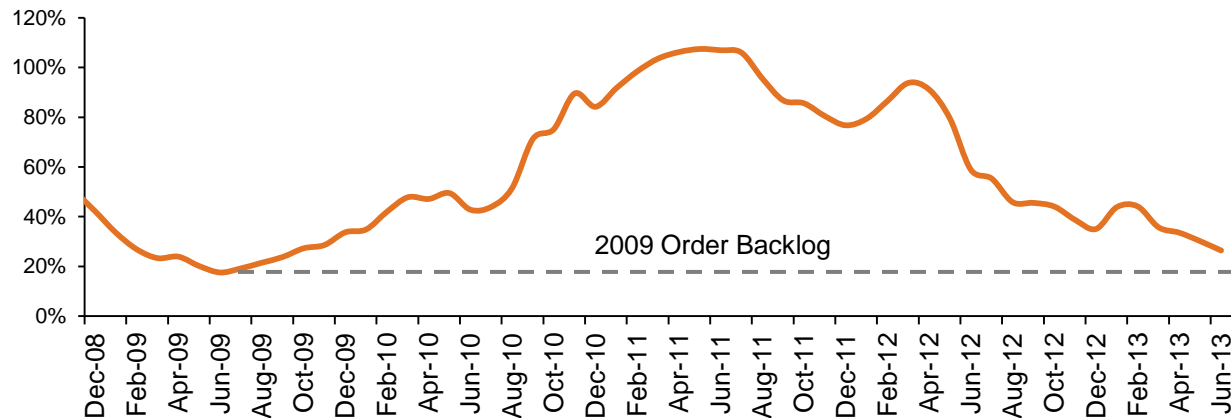


## Drilling Services Historical Utilisation



- Decrease in utilisation driven by market conditions
- Excess capacity likely to create 2H pricing headwinds

## Products Historical Order Backlog (Indexed to Jan-08)



- Declining global utilisation rates resulting in reduced demand for products
- Inventory in place to fill existing customer demand

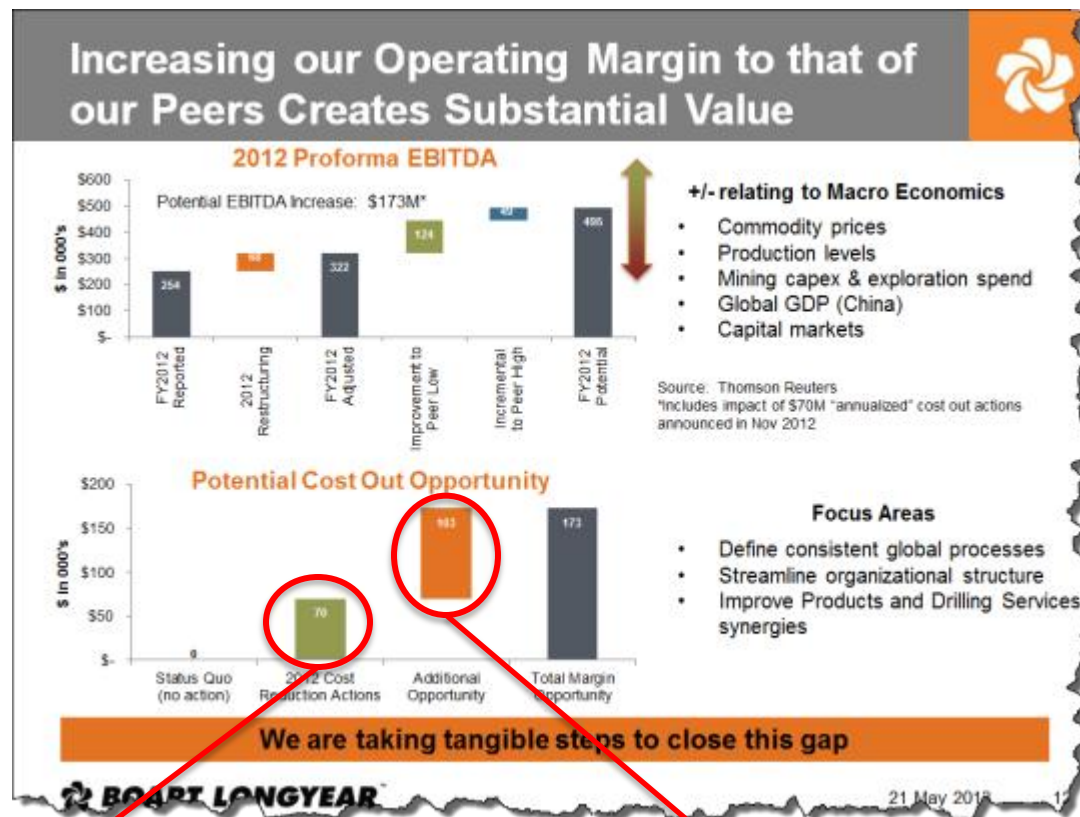
# Key Focus Areas



1. Continue to reduce costs
2. Improve organisational efficiencies
3. Generate cash to reduce debt
4. Explore refinancing alternatives



# Clear Results and Ongoing Focus on Reducing Costs



May 2013 AGM  
Presentation

Year-to-date SG&A of \$110M is down \$45M from 1H 2012. We remain on track to realise at least the \$70M announced last year

We recently announced actions to further reduce costs by ~\$90M



# Improve Operating Margins

## Drive Costs Out of the Business



### Cost Out Opportunity



### Focus Areas

- Streamline organisational structure
  - Consolidated Drilling Services operations: 23 zones to 11 territories
  - Consolidating facilities around the world
- Improve Products and Drilling Services synergies
  - Consolidated maintenance groups: reducing costs through process efficiency
  - Consolidated supply chain groups: reducing inventory and stocking locations
- Improve processes and efficiencies across the globe

**Steps to improve margins continue**



# Financial Overview

Jay Clement – Acting CFO



# 1H 2013 Consolidated Overview



(US \$M)

## ADJUSTED<sup>1</sup>

	1H 2012	1H 2013	% Change
<b>Revenue</b>	<b>1,099</b>	<b>719</b>	<b>-35%</b>
<b>Gross Margin</b>	<b>312</b>	<b>134</b>	<b>-57%</b>
<i>Gross Margin as a % of Revenue</i>	28%	19%	
<b>EBIT / Op Profit</b>	<b>149</b>	<b>8</b>	<b>-95%</b>
<i>EBIT / Op Profit % of Revenue</i>	14%	1%	
<b>EBITDA</b>	<b>209</b>	<b>80</b>	<b>-62%</b>
<i>EBITDA as a % of Revenue</i>	19%	11%	
<b>NPAT</b>	<b>98</b>	<b>(60)</b>	<b>NMF</b>
<i>NPAT as a % of Revenue</i>	9%	-8%	
<b>EPS (cents)</b>	<b>21.6</b>	<b>(13.3)</b>	<b>NMF</b>
<b>Cash from Operations <sup>2</sup></b>	<b>62</b>	<b>34</b>	<b>-45%</b>
<b>Net Debt <sup>3</sup></b>	<b>373</b>	<b>564</b>	<b>51%</b>
<b>Headcount</b>	<b>11,440</b>	<b>7,147</b>	<b>-38%</b>

## STATUTORY

	1H 2012	1H 2013	% Change
<b>Revenue</b>	<b>1,099</b>	<b>719</b>	<b>-35%</b>
<b>Gross Margin</b>	<b>312</b>	<b>134</b>	<b>-57%</b>
<i>Gross Margin as a % of Revenue</i>	28%	19%	
<b>EBIT / Op Profit</b>	<b>148</b>	<b>(307)</b>	<b>NMF</b>
<i>EBIT / Op Profit % of Revenue</i>	13%	-43%	
<b>EBITDA</b>	<b>208</b>	<b>(235)</b>	<b>NMF</b>
<i>EBITDA as a % of Revenue</i>	19%	-33%	
<b>NPAT</b>	<b>98</b>	<b>(329)</b>	<b>NMF</b>
<i>NPAT as a % of Revenue</i>	9%	-46%	
<b>EPS (cents)</b>	<b>21.5</b>	<b>(72.5)</b>	<b>NMF</b>
<b>Cash from Operations <sup>2</sup></b>	<b>61</b>	<b>16</b>	<b>-74%</b>
<b>Net Debt <sup>3</sup></b>	<b>373</b>	<b>564</b>	<b>51%</b>
<b>Headcount</b>	<b>11,440</b>	<b>7,147</b>	<b>-38%</b>

**Significant restructuring and impairment charges impact statutory results**

<sup>1</sup> The income statement is presented on both a statutory and an adjusted basis. The adjusted measure excludes the impact of \$315M (\$269M net of tax) of restructuring and related impairment charges, of which US\$297 million were non-cash. See appendix for reconciliation.

<sup>2</sup> Before interest and tax payments

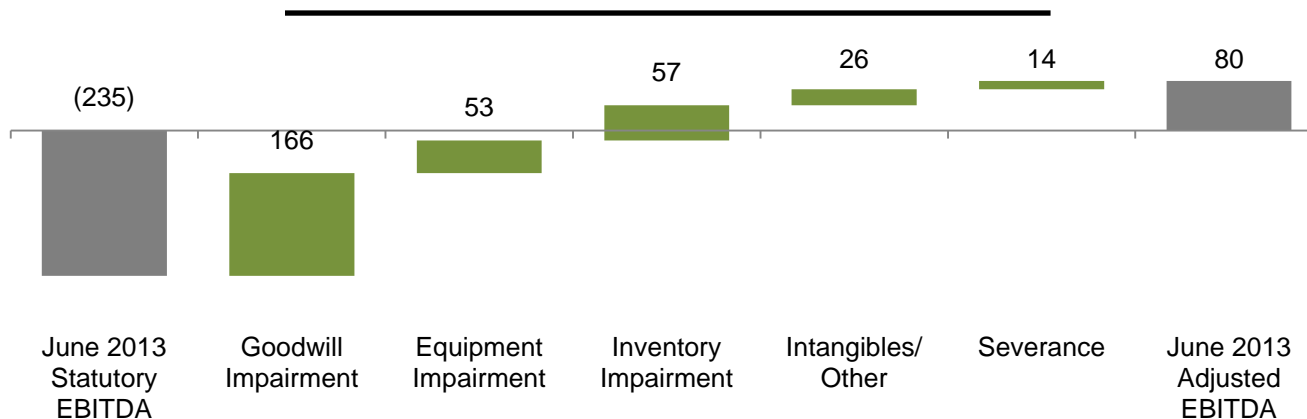
<sup>3</sup> Excludes contingent liabilities relevant to determining bank covenant compliance. See footnotes #1 and #15 in the financial statements.

# Reconciliation: Statutory to Adjusted EBITDA and NPAT

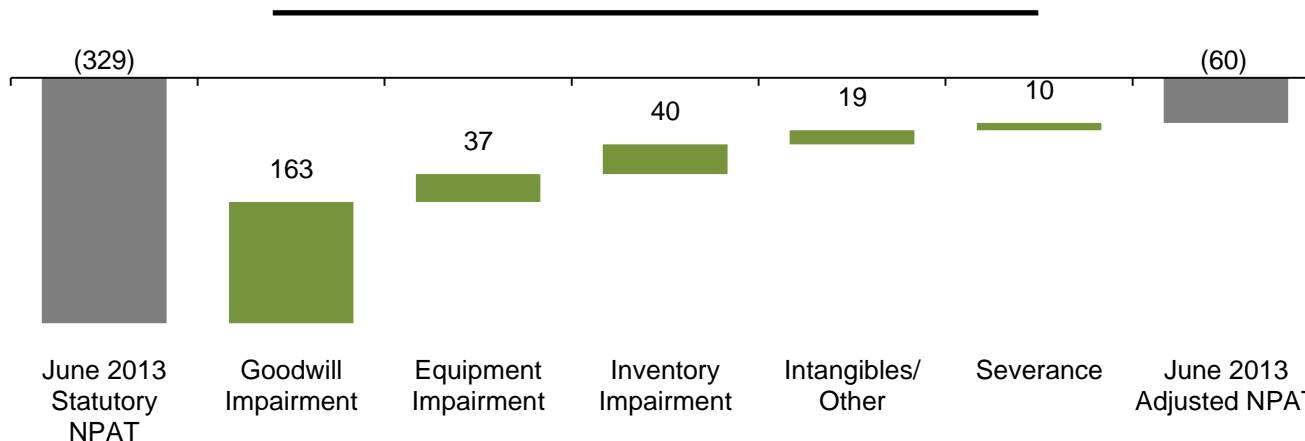


(US \$M)

## EBITDA



## NPAT

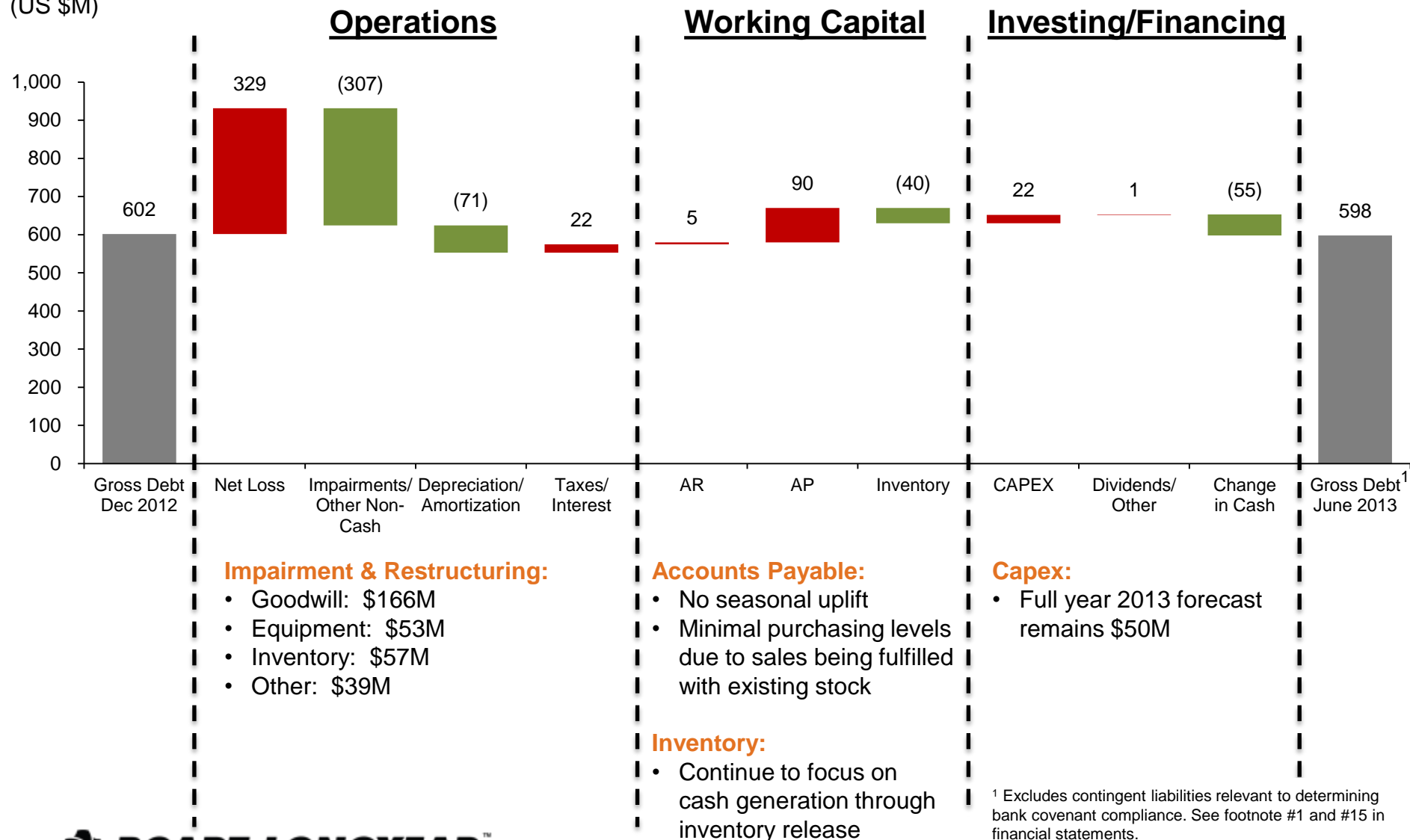


<sup>1</sup> The income statement is presented on both a statutory and an adjusted basis. The adjusted measure excludes the impact of \$315M (\$269M net of tax) of restructuring and related impairment charges, of which US\$297 million were non-cash. See appendix for reconciliation.

# 1H 2013: Debt Bridge



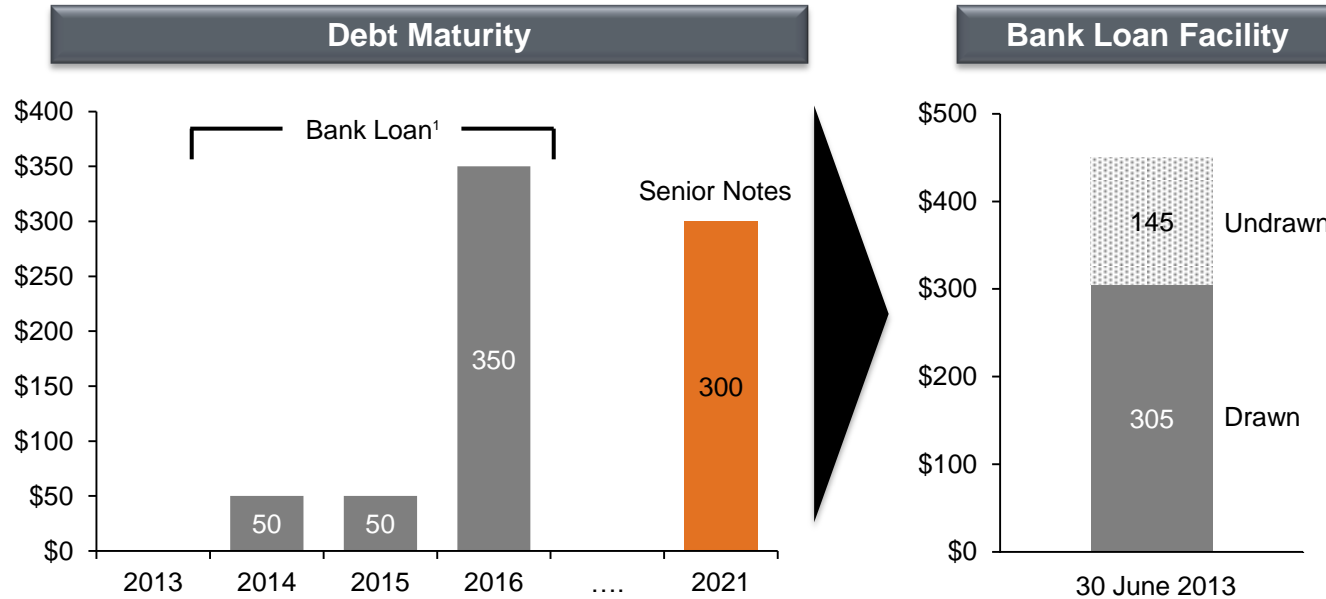
(US \$M)



# Debt



(US \$M)



<sup>1</sup> Scheduled reductions in commitments under bank loan facility (per amendment dated 29 June 2013):

	2014		2015	
	15-Jun	15-Aug	15-Jun	15-Aug
Commitment Reduction	\$25M	\$25M	\$25M	\$25M

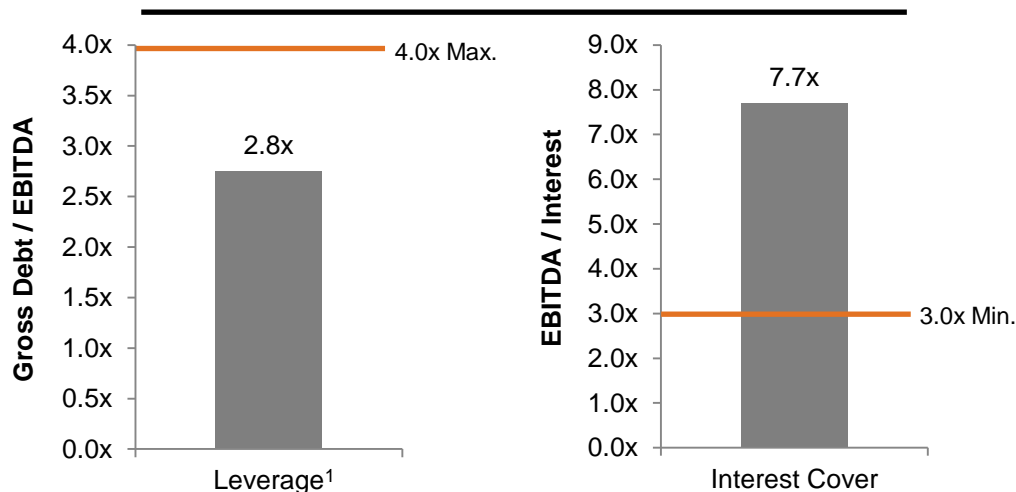
**Proactively exploring debt alternate financing arrangements in debt capital markets to ensure capital availability through industry cycle**



# Bank Debt Covenant Compliance



## Compliant (as of 30 June 2013)



Leverage Ratio (per amendment dated 29 June 2013):

Reporting Period	Maximum Leverage Ratio	
	30-Jun	31-Dec
2013	4.00x	4.75x
2014	4.75x	4.00x
2015	4.00x	3.50x
2016	3.50x	

## Exploring alternative funding options to provide enhanced covenant flexibility

- Focused on ensuring the Company has adequate liquidity to manage the business in the ordinary course despite market uncertainty
- Also focused on ensuring ongoing covenant compliance
- Engaged with bank lending group to finalize refinancing alternatives and will update the market at the appropriate time

<sup>1</sup> At 30 June includes \$14.8M of contingent liabilities. An additional ~\$24M of contingent liabilities was posted in August 2013



## Significant assessments received from Canada Revenue Agency (CRA) related to:

- Transfer pricing for goods produced in Canada
- Royalties paid to US affiliate for company intellectual property
- Management fees paid to US affiliate for services provided to Canada

Audit Period	Assessed	Company Action	Impact
2005 – 2006	C\$69M	Appealing since assessment is disproportionate to global income for period	Security of ~50% of assessment (~C\$37M) posted to appeal assessment
2007 – 2009	Audits nearing completion and assessments expected by end of 2013		

- Assessments includes taxes, penalties and interest
- “Competent authority” process expected to require 2+ years
  - Settlement among taxing jurisdictions
  - Protects against double taxation
- Security is considered debt under bank agreement and may impact liquidity



Northern Canada

# Business Overview

Alan Sides

Sr. Vice President - Drilling Services





(US \$M)

Drilling Services	1H 2012	1H 2013	% Change
Revenue	817	538	-34%
EBITDA <sup>1</sup>	177	84	-53%
EBITDA as a % of Revenue	22%	16%	

- Cost: Global actions flowing through P&L
- Utilisation: At early 2009 levels
- Markets: Recent key wins – Chile, Saudi Arabia, Democratic Republic of Congo
- Price: Expect increasing pressure in 2H through 2014
- Categories: Exploration slow, underground strong, water well flat

Products	1H 2012	1H 2013	% Change
Revenue	282	181	-36%
EBITDA <sup>1</sup>	68	22	-68%
EBITDA as a % of Revenue	24%	12%	

- Global Utilisation: Continues to decrease
- Price: 1H stable, down less than 1%
- Categories: Surface exploration slow, underground steady
- Backlog: Slightly above 2009 record low levels
- New products: Selective R&D investment continues including underground drill control interface and quiet rock drill

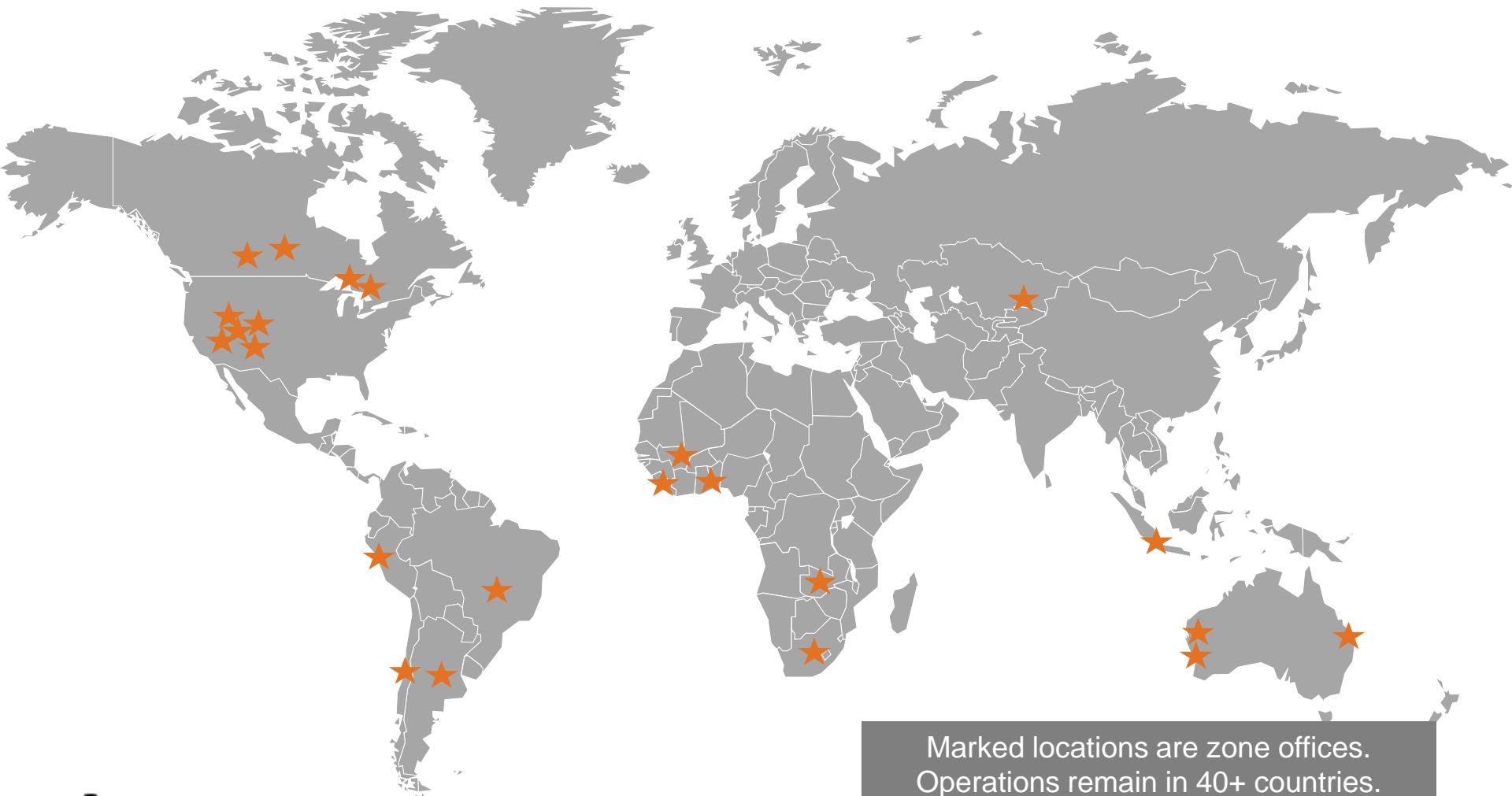
<sup>1</sup> Does not include restructuring and impairment charges

# Driving Cost and Efficiencies

## Drilling Services Zone Restructure - Before



23 Zones Globally



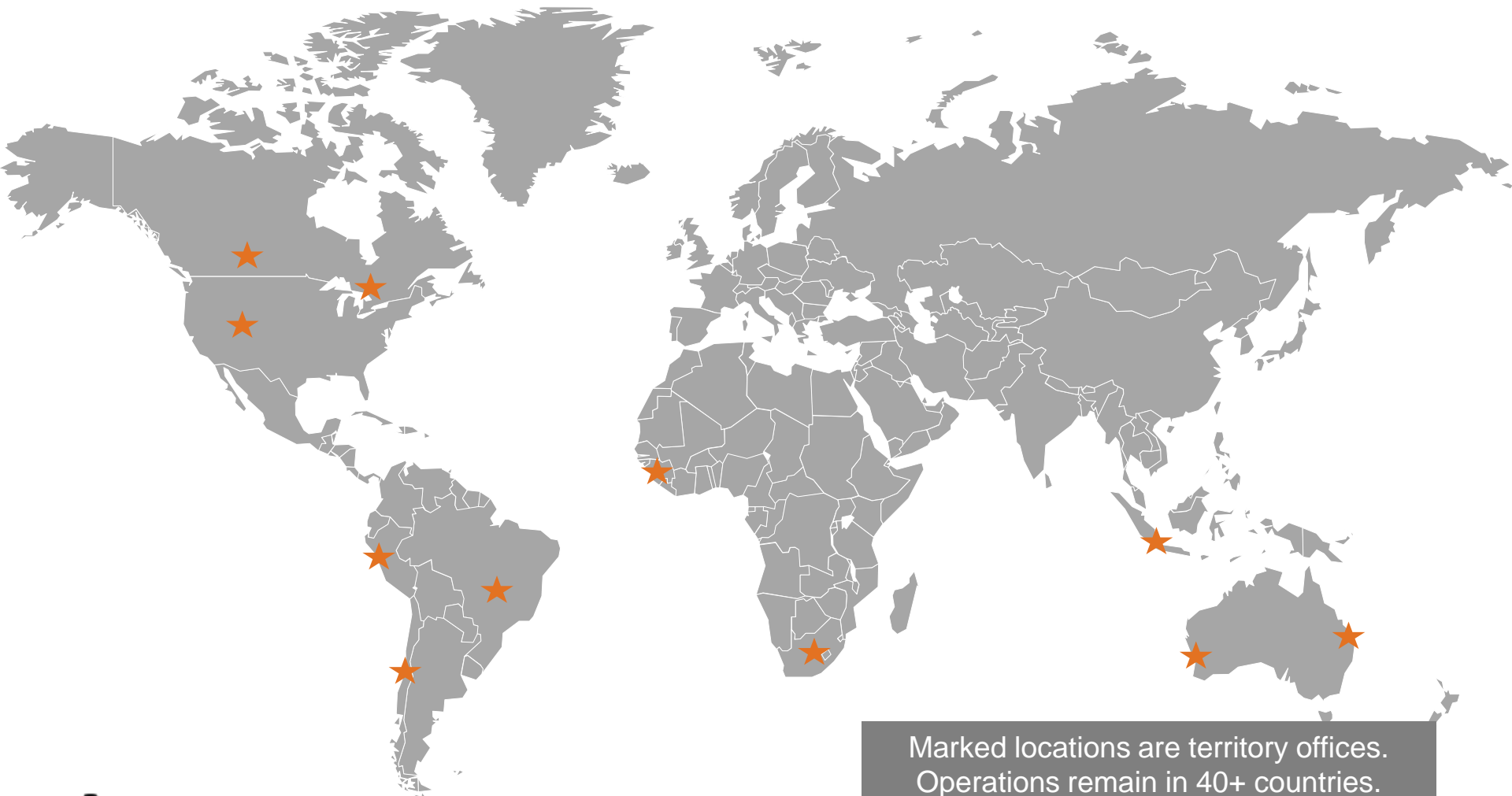
Marked locations are zone offices.  
Operations remain in 40+ countries.

# Driving Cost and Efficiencies

## Drilling Services Zone Restructure - After



11 Territories Globally



Marked locations are territory offices.  
Operations remain in 40+ countries.



# Driving Cost and Efficiencies

## Improve Synergies: Products & Drilling Services



### **Consolidate Maintenance Groups**

- Over 40% reduction in employees
- New costing process
- Implementing models to reduce downtime & increase productivity
- Global coverage
- Elimination of duplicate sites



### **Consolidate Supply Chain Groups**

- Over 30% reduction in employees
- Consistent controls on inventory
- Reduction in inventory
- Over 30% of stocking locations will be consolidated



LF230 Coring Rig – Canada

**Richard O'Brien**  
President & CEO



# Key Performance Indicators



	2013				2012		2009
	Mid-Aug	Mid-May	Mid-Feb		June		June
Rig Count	~1,035	~1,040	1,065		~1,200		~1,200
Rig Utilisation	~50%	~60%	58%		~70%		~50%
Product Backlog	~\$20M	~\$35M	\$51M		~\$62M		~\$18M
Headcount	~6,300	~8,000	8,680		~11,400		~6,100
Net Debt <sup>1</sup>	~\$545M	~\$585M	\$554M		~\$373M		~\$750M

## Positive

- Underground business remains stable
- Selective R&D investment continues
- Key Drilling Services project wins
- Opportunities to take cost out remains

## Weaknesses

- Commodity prices volatile
- Miners continue to cut costs and pull back on jobs
- Global rig utilisation continues to decline
- 2H pricing pressure
- Additional inventory obsolescence non-cash expense in 2H

**Focus on reducing cost and paying down debt**

<sup>1</sup> Excludes contingent liabilities relevant to determining bank covenant compliance. See footnote #1 and #15 in financial statements.

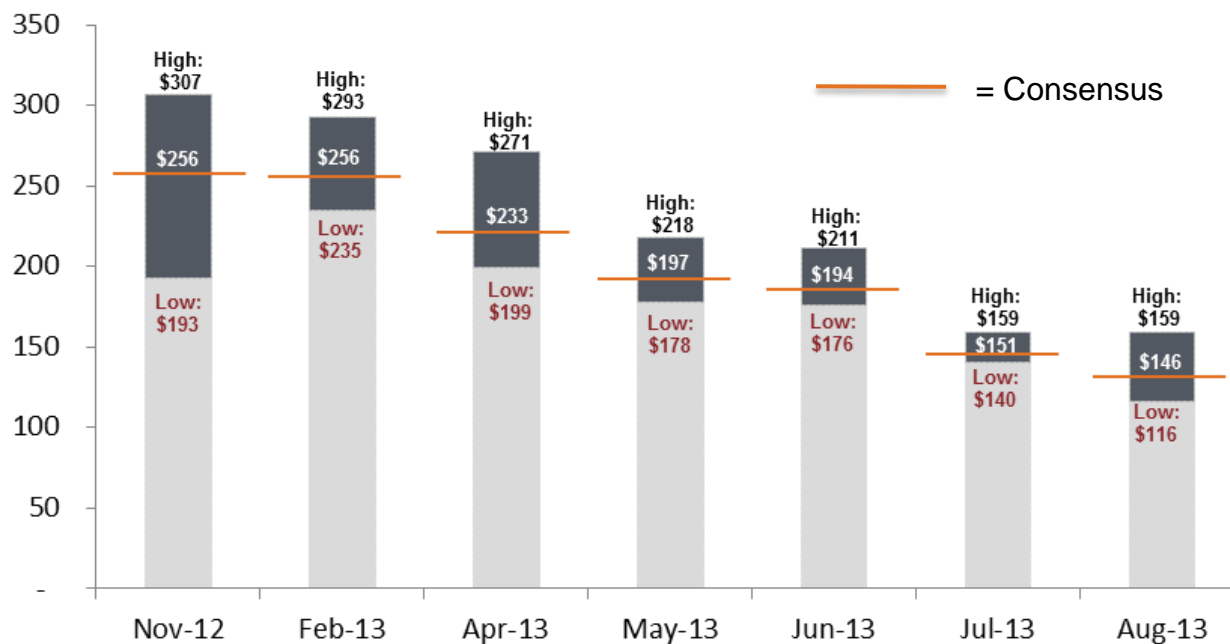


# Analyst Consensus Appears to be Lagging Current Market Conditions



(US \$M)

## 2013 Analysts' EBITDA Forecast



- Company expects the 2H 2013 results to be lower than the 1H 2013
- Analyst expectations may not adequately reflect the risk of price erosion in the 2H and may assume larger benefit of cost savings initiative

**Low end of estimates are consistent with the Company's current view.  
Further industry volatility could impact results.**

# Roadmap to Improve Performance



Shareholder Value

- Underperformed expectations
- Initiated actions to remove \$70M of run rate cost



- New leadership
- Launched operational business review
- Reduced overhead & infrastructure
- Consolidated manufacturing & maintenance
- Reduced capex
- Initiated actions to remove \$90M of run rate costs



- Position business to perform better “Through-the-Cycle”
- Increase capital structure flexibility
- Improve cash flow and reduce debt levels
- Increase operational and functional efficiencies and reduce costs
- Greater focus on returns

Evaluate Strategic Options

Improve the Balance Sheet

FIX the Core – Improve Margins & Returns

2H12

1H13

2H13

2014+

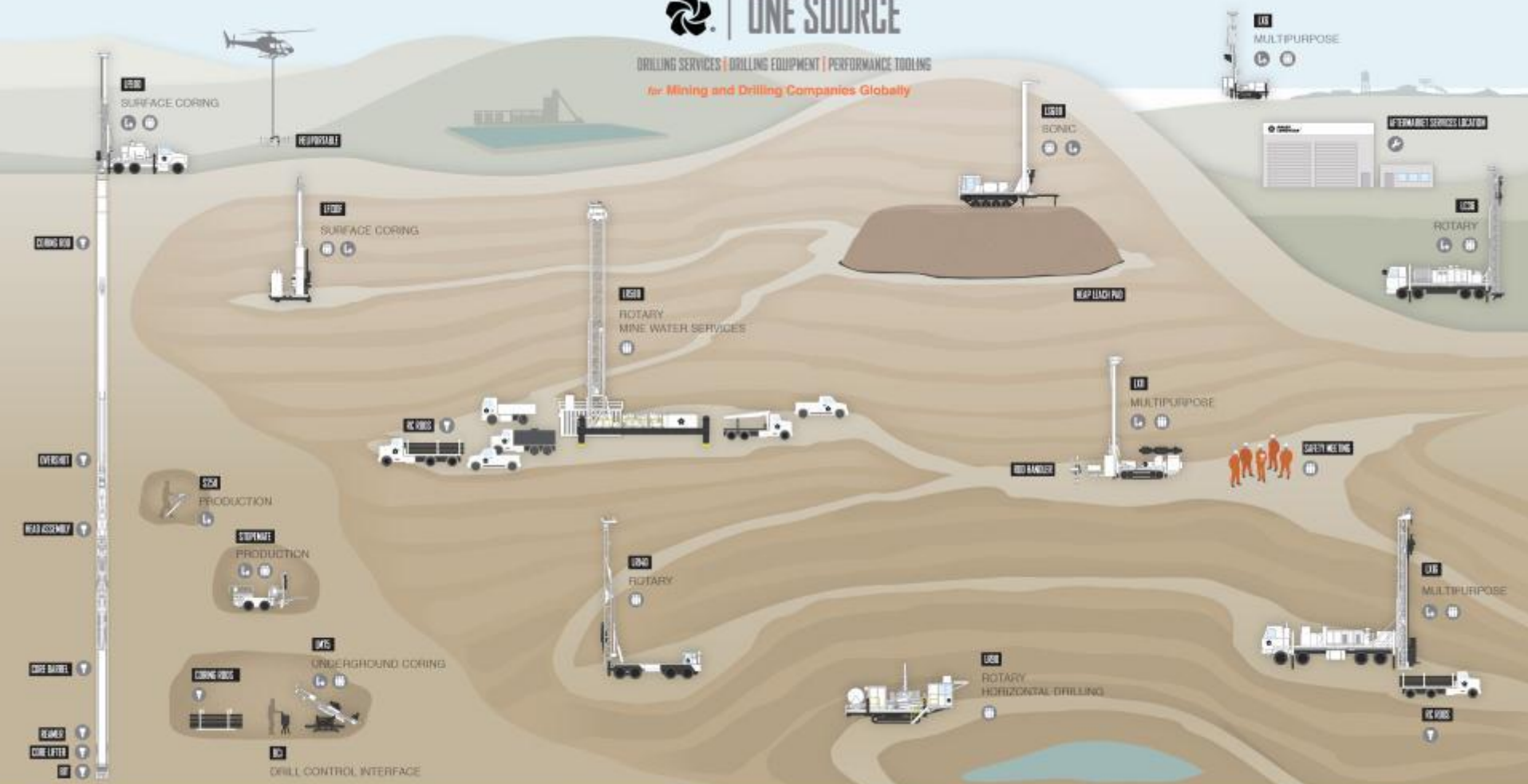
# QUESTIONS?



**ONE SOURCE**

DRILLING SERVICES | DRILLING EQUIPMENT | PERFORMANCE TOOLING

for Mining and Drilling Companies Globally



## DRILLING SERVICES

With the world's largest drilling fleet, we are committed to providing the same consistent superior service around the globe, regardless of location, environment or type of service you need.



## DRILLING EQUIPMENT

Boart Longyear is a leading manufacturer and supplier of drill rigs to the global mining industry. Our range of highly-productive drill rigs is suited for a variety of applications.



## PERFORMANCE TOOLING

Designed by drillers and manufactured in our plants, we provide the most technologically advanced mining products in the industry.



## AFTERMARKET PARTS AND SERVICES

We offer a complete service and maintenance program designed to prevent and minimize down time.





## Appendix

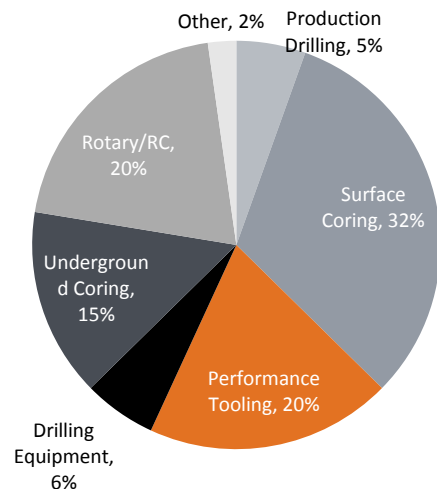


**BOART  
LONGYEAR™**

# Diversified End Market Exposure

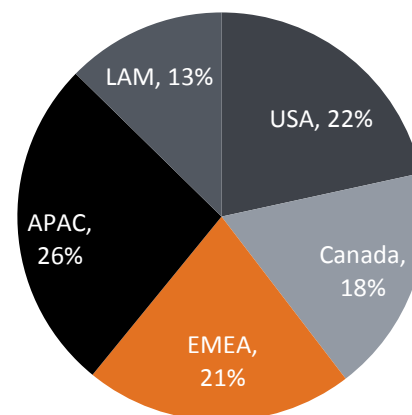


1H 2013 Total BLY Revenue – Products & Services



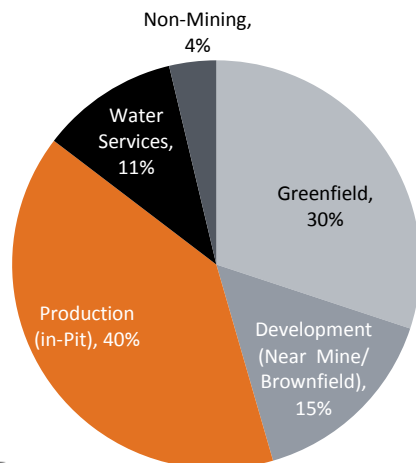
Over 25% of total revenue comes from non-exploration

1H 2013 Total BLY Revenue by Region – Products & Services



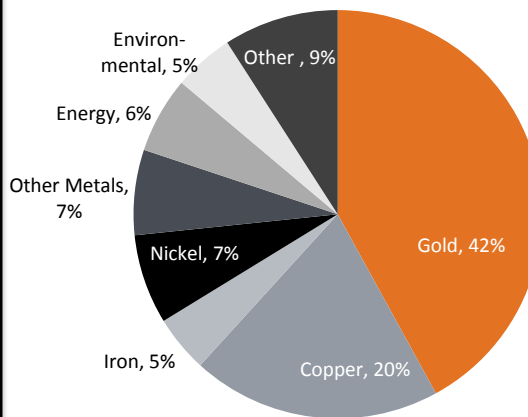
Global revenue base

1H 2013 Drilling Services Revenue by Stage



Diversified exploration revenue from all mining stages

1H 2013 Drilling Services Revenue by Commodity



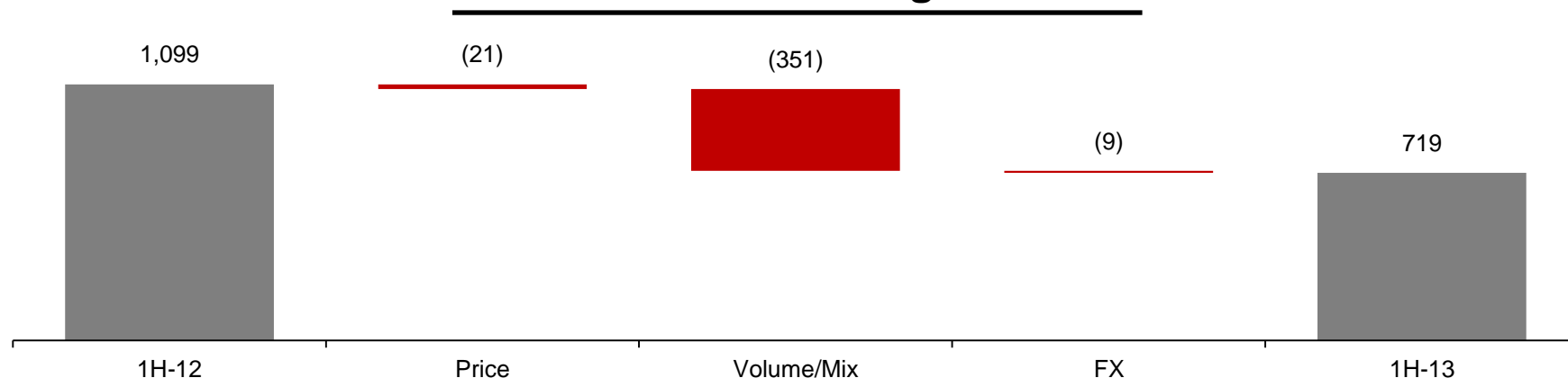
Gold, Copper, Iron, and Nickel: ~75% of revenue

# 1H 2013 Consolidated Overview

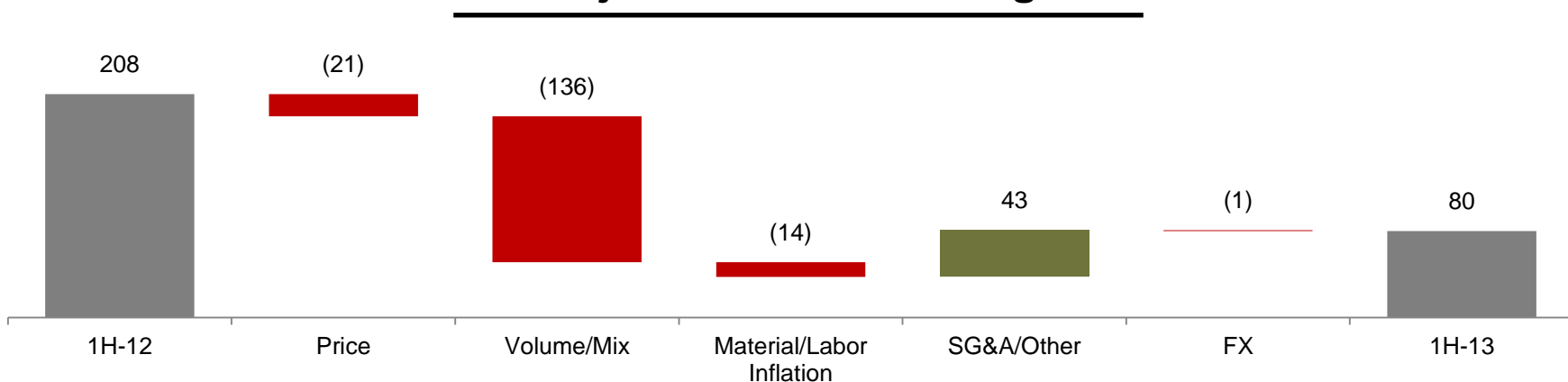


(US \$M)

## Revenue Bridge



## Adjusted<sup>1</sup> EBITDA Bridge



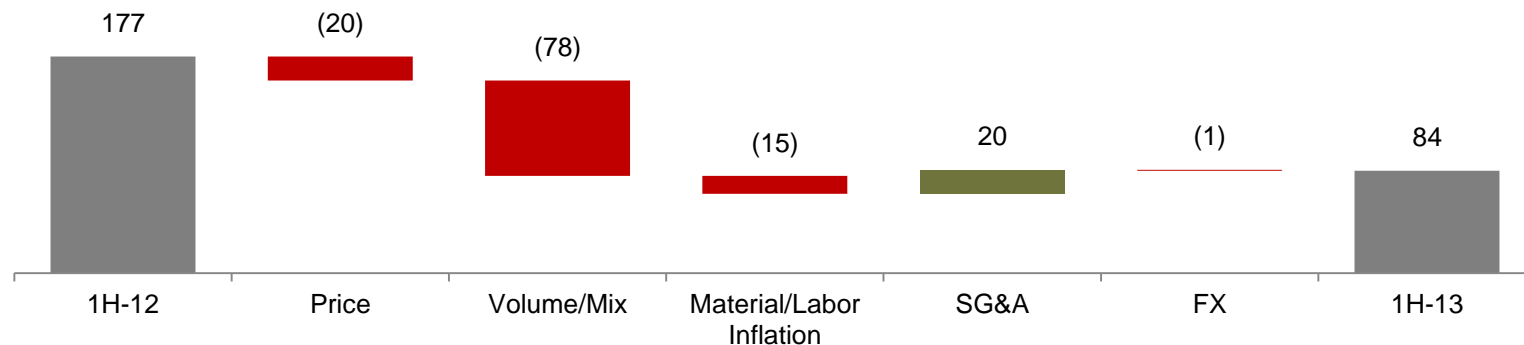
<sup>1</sup> The income statement is presented on both a statutory and an adjusted basis. The adjusted measure excludes the impact of \$315M (\$269M net of tax) of restructuring and related impairment charges, of which \$18M was paid in cash in 2013. See appendix for reconciliation.

# EBITDA Operating Divisions

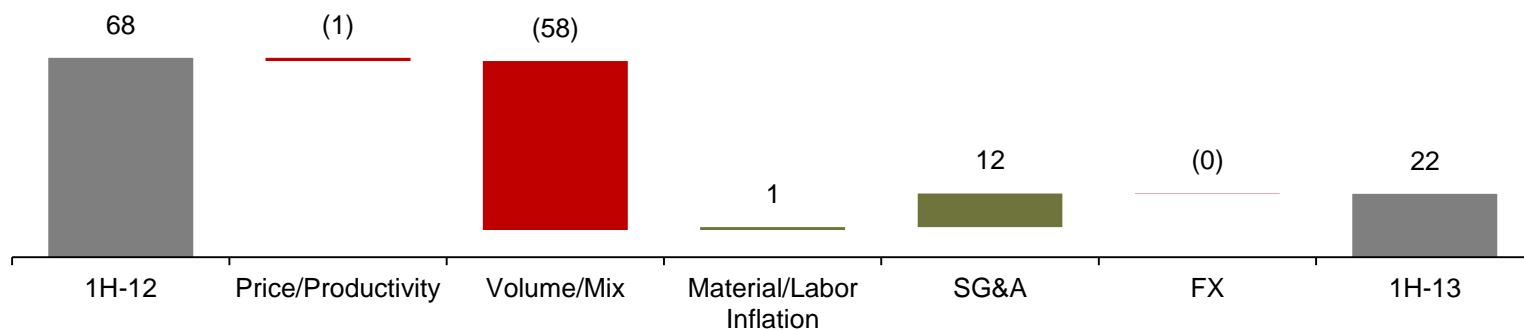


(US \$M)

## Drilling Services EBITDA<sup>1</sup> Bridge



## Products EBITDA<sup>1</sup> Bridge



<sup>1</sup> Does not include restructuring and impairment charges

# Reconciliation: Statutory to EBITDA



(US \$M)

\$ in Millions	Statutory 1H 2012	Restructuring Charges	Adjusted 1H 2012	Statutory 1H 2013	Restructuring Charges	Adjusted 1H 2013
Revenue	1,099	-	1,099	719	-	719
EBIT	148	1	149	(307)	315	8
Cash from Operations <sup>2</sup>	61	1	62	16	18	34
EBITDA	208	1	209	(235)	315	80
NPAT	98	1	98	(329)	269	(60)

1 The income statement is presented on both a statutory and an adjusted basis. The adjusted measure excludes the impact of \$315M (\$269M net of tax) of restructuring and related impairment charges, of which \$18M was paid in cash in 2013.

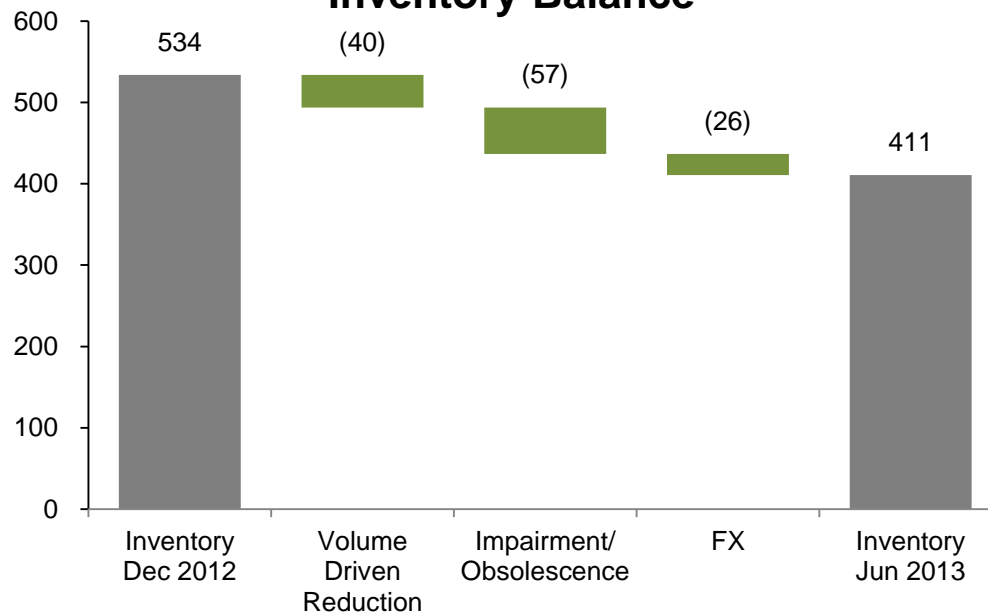
<sup>2</sup> Before interest and tax payments

# Inventory



(US \$M)

## Inventory Balance



- Peaked at ~\$570M in October 2012
- Progress being made: ~\$66M reduction through 1H 2013
- Additional \$10M - \$15M of non-cash expense expected in 2H 2013 related to this policy



# Income Statement



	Half-year ended 30 June 2013	Half-year ended 30 June 2012
	US\$'000	US\$'000
<b>Continuing operations</b>		
Revenue	718,863	1,098,795
Cost of goods sold	(584,463)	(786,738)
Gross margin	134,400	312,057
Other income	327	440
General and administrative expenses	(85,538)	(122,762)
Selling and marketing expenses	(24,611)	(31,958)
Other expenses	(331,135)	(9,729)
Operating (loss) profit	(306,557)	148,048
Interest income	924	1,741
Finance costs	(16,671)	(14,039)
(Loss) Profit before taxation	(322,304)	135,750
Income tax expense	(7,090)	(38,019)
<b>(Loss) Profit for the period attributable to equity holders of the parent</b>	<b>(329,394)</b>	<b>97,731</b>
<b>(Loss) Earnings per share</b>		
Basic (loss) earnings per share	(72.5) cents	21.5 cents
Diluted (loss) earnings per share	(72.5) cents	21.3 cents
<b><u>Other comprehensive (loss) income</u></b>		
(Loss) profit for the period attributable to equity holders of the parent	(329,394)	97,731
Exchange differences arising on translation of foreign operations	(83,070)	(12,073)
Other comprehensive loss for the period, net of tax	(83,070)	(12,073)
<b>Total comprehensive (loss) income for the period attributable to equity holders of the parent</b>	<b>(412,464)</b>	<b>85,658</b>

# Balance Sheet



	30 June 2013 US\$'000	31 December 2012 US\$'000
<b>Current assets</b>		
Cash and cash equivalents	34,181	89,628
Trade and other receivables	250,524	260,502
Inventories	410,571	533,690
Current tax receivable	44,343	39,331
Prepaid expenses and other assets	27,171	42,021
	766,790	965,172
Asset classified as held for sale	25,897	33,997
<b>Total current assets</b>	<b>792,687</b>	<b>999,169</b>
<b>Non-current assets</b>		
Property, plant and equipment	505,083	628,691
Goodwill	104,356	290,786
Other intangible assets	103,595	128,158
Deferred tax assets	217,079	192,352
Other assets	10,798	11,582
<b>Total non-current assets</b>	<b>940,911</b>	<b>1,251,569</b>
<b>Total assets</b>	<b>1,733,598</b>	<b>2,250,738</b>
<b>Current liabilities</b>		
Trade and other payables	195,907	284,251
Provisions	27,677	36,271
Current tax payable	104,330	97,486
Loans and borrowings	175	189
<b>Total current liabilities</b>	<b>328,089</b>	<b>418,197</b>
<b>Non-current liabilities</b>		
Loans and borrowings	597,779	601,733
Deferred tax liabilities	6,262	7,757
Provisions	84,126	87,634
<b>Total non-current liabilities</b>	<b>688,167</b>	<b>697,124</b>
<b>Total liabilities</b>	<b>1,016,256</b>	<b>1,115,321</b>
<b>Net assets</b>	<b>717,342</b>	<b>1,135,417</b>
<b>Equity</b>		
Issued capital	1,128,043	1,122,189
Reserves	(19,009)	70,914
Other equity	(137,182)	(137,182)
Accumulated (loss) profit	(254,510)	79,496
<b>Total equity</b>	<b>717,342</b>	<b>1,135,417</b>

# Cash Flow Statement (1 of 2)



	Half-year ended 30 June 2013 US\$'000	Half-year ended 30 June 2012 US\$'000
<b>Cash flows from operating activities</b>		
(Loss) Profit for the year	(329,394)	97,731
<i>Adjustments provided by operating activities:</i>		
Income tax expense recognised in profit	7,090	38,019
Finance costs recognised in profit	16,671	14,039
Investment revenue recognised in profit	(924)	(1,741)
(Gain) loss on disposal of non-current assets	(327)	270
Impairment of current and non-current assets	299,400	205
Depreciation and amortisation	71,467	59,658
Foreign exchange loss (gain) on intercompany balances	3,593	(620)
Share-based compensation	(999)	3,249
Long-term compensation - cash rights	(16)	2,118
<i>Changes in net assets and liabilities, net of effects from acquisition and disposal of businesses:</i>		
(Increase) Decrease in assets:		
Trade and other receivables	(4,760)	(137,354)
Inventories	39,568	(93,294)
Other assets	14,370	(21,099)
(Decrease) Increase in liabilities:		
Trade and other payables	(90,430)	97,476
Provisions	(9,108)	1,995
Cash generated from operations	16,201	60,652
Interest paid	(16,089)	(13,591)
Interest received	924	1,741
Income taxes paid	(29,780)	(24,945)
Net cash flow s (used in) provided by operating activities	<b>(28,744)</b>	<b>23,857</b>

# Cash Flow Statement (2 of 2)



	Half-year ended 30 June 2013 US\$'000	Half-year ended 30 June 2012 US\$'000
<b>Cash flows from investing activities</b>		
Purchase of property, plant and equipment	(17,498)	(114,322)
Proceeds from sale of property, plant and equipment	12,200	605
Intangible costs paid	(4,403)	(16,814)
Net cash flows used in investing activities	<b>(9,701)</b>	<b>(130,531)</b>
<b>Cash flows from financing activities</b>		
Purchase shares for LTIP	-	(9,039)
Proceeds from borrowings	103,006	219,461
Repayment of borrowings	(106,056)	(75,761)
Payments for debt issuance costs	(1,473)	-
Dividends paid	(4,612)	(25,825)
Net cash flows (used in) provided by financing activities	<b>(9,135)</b>	<b>108,836</b>
<b>Net (decrease) increase in cash and cash equivalents</b>	<b>(47,580)</b>	<b>2,162</b>
<b>Cash and cash equivalents at the beginning of the period</b>	<b>89,628</b>	<b>82,286</b>
Effects of exchange rate changes on the balance of cash held in foreign currencies	(7,867)	(698)
<b>Cash and cash equivalents at the end of the period</b>	<b>34,181</b>	<b>83,750</b>