

SAI GLOBAL LIMITED
ANNUAL REVIEW

2016

*Making Intelligent
Risk Possible*

CONTENTS

Company Overview	2
Integrated Solutions	4
Property Division	5
Financial Performance	6
Chairman's Report	8
CEO's Report	10
How SAI Global Helps Businesses Improve	13
Laying The Foundations For Success	14
2017: The Year Ahead	17
Our People	18
Shareholder Information	20

4.1%

GROSS REVENUE
UP 4.1% TO \$570.2M



STATUTORY EBITDA

**↑19.7% TO
\$123.9m**



35.1%

NPAT UP 35.1%
TO \$53.1M



17c

INCREASED FULLY
FRANKED DIVIDEND



60%

RISK CAPEX
INVESTMENT
INCREASE YOY
60.0%



COMPANY OVERVIEW

As the world becomes more complex, business risks are greater than ever before. Yet, to capitalise on the tremendous growth and profit opportunities, companies must embrace and smartly manage risk. Leading organisations across the world trust SAI Global to help implement, execute and sustain integrated risk management strategies leveraging a comprehensive suite of products and services.

We partner with companies big and small to help create simplicity, streamline operations and find better ways to solve risk issues that impact their business. These companies range from Alaskan fish farms, Italian auto manufacturers, and Indonesian palm oil producers to major financial institutions, technology giants and healthcare providers.

SAI Global Limited is listed on the Australian Securities Exchange with the head office located in Sydney, Australia. The Company employs more than 2,000 people across 29 countries with 51 locations across Australia, Europe, North America, South Africa and Asia.

51

LOCATIONS ACROSS AUSTRALIA, EUROPE, NORTH AMERICA, SOUTH AFRICA AND ASIA



OVER
2000

PEOPLE ACROSS 29 COUNTRIES



Our Platforms

COMPLIANCE 360
CINTELLATE
SAIGOL
i2i



Our Services

STANDARDS & CONTENT
ASSURANCE
LEARNING
PLATFORM IMPLEMENTATION

Our Advisory

ADVISORY CAPABILITIES
CONSULTING & DESIGN
DOMAIN EXPERTISE



Download the free Layar App and scan this page to view our video on Intelligent Risk. Intelligent Risk focuses on the opportunities presented by uncertainty to build brand trust for future success.



MAKING INTELLIGENT RISK POSSIBLE

At SAI Global, we believe that managing risk proactively is a strategic imperative that creates opportunities and a competitive advantage for customers. We call this Intelligent Risk.

The word 'risk' often comes with negative connotations. A danger, undesirable consequence, or problem to be avoided. As the world becomes more complex, businesses are exposed to more risks than ever before. Yet companies must take risks not only to survive, but to thrive.

The Intelligent Risk framework focuses on the opportunities presented by uncertainty and market disruption — constants in today's business environment. Intelligent Risk helps organisations optimise the upside of risk and mitigate the downside.

Intelligent Risk drives trust for sustainable organisational success. Our balanced approach to decision-making protects brand

reputations and helps companies achieve strategic objectives monthly, quarterly, and annually.

Intelligent Risk creates a culture of accountability and continuous improvement, ensuring business processes, products and services are optimised for excellence. Intelligent Risk enables organisations to take risks confidently, continuously anticipate market events, and deliver innovative solutions for their customers. By leveraging our platforms, services and advisory capabilities, Intelligent Risk can become a reality for our customers.

INTEGRATED SOLUTIONS ACROSS THE RISK LIFE CYCLE

SAI Global's integrated advisory, services and platforms operate across the entire risk life cycle including:

- Discovery and assessment – to determine required outcomes
- Developing policies, procedures and controls – to create alignment and consistency
- Training and communication programs – to change organisational behaviour
- Auditing and assessing – to monitor performance and promote corrective action
- Evaluation and improvement – to assess return on investment and review business-critical issues



PROPERTY DIVISION

SAI Global's Property Division provides two core areas of services:

1. Business Process Outsourcing services
2. Information Broking and Data services

01

BUSINESS PROCESS OUTSOURCING SERVICES



PROPERTY SETTLEMENT SERVICES BPO

SAI Global is Australia's premier business process outsourcing services provider in the area of property settlement services. With an operations capability spanning nine locations across Australia, we provide customers with national coverage in key CBD and regional hubs involved in property settlements. Complementing our direct presence is an extensive network of settlement agent professionals, which enables us to conduct settlements on a daily basis for our financial institution and legal and conveyancing industry clients.



PROFESSIONAL SERVICES

SAI Global provides a range of professional services which originated from our undertaking the on-boarding and implementation of BPO services for property settlement. These services include operational excellence consulting, business process engineering and project management services.



DOCUMENT MANAGEMENT SERVICES

We provide a range of document management services which are complementary to the settlement services we offer. These include scanning and imaging, proofing, digitising, indexing, archiving and storage of physical documents. During FY16, we scanned and imaged almost 1.75 million documents on behalf of our BPO clients.



SETTLEMENT MANAGER

Through Settlement Manager, we offer an end-to-end mortgage settlement management capability. Developed in-house and in conjunction with major financial institutions.



SETTLEMENT ROOM

SAI Global's Property Division has drawn on over two decades of experience to develop Settlement Room, a cloud-based facility for online collaboration of all parties in the property transaction.

02

INFORMATION BROKING AND DATA SERVICES



INFORMATION BROKING AND DATA SERVICES

SAI Global provides information and data search services to the conveyancing/legal sector, banking and finance and commercial sectors. This includes property searches and conveyancing certificates as well as company and securities searches. We are one of the largest providers of such information in Australia, delivering more than 7 million individual searches to clients during FY16.



SEARCH MANAGER

The Search Manager platform provides access to information and services for developing, transferring, managing or understanding Australian property. It provides a one-stop ordering system for all property certificates required for the sale and purchase of land.



PLANNING AND ROADS CERTIFICATES

Our branded certificates are valued and respected sources of planning and roads information. They are produced by an ISO9001 Quality Certified Operations Team.



ENCOMPASS AND DYNAMIC COMPANY AND SECURITIES REPORTS

SAI Global acquired the exclusive Australian rights to the Encompass platform late in the first half of FY15. Encompass is a patent protected visualisation platform that enables our clients to create and store interactive and shareable corporate trees, showing relationships across data supplied by ASIC, Land Registries and the PPS Register.

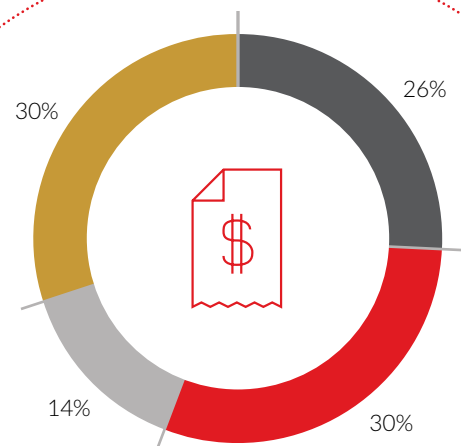


CONVEYANCING MANAGER

FY16 saw the continued growth of the Conveyancing Manager platform which enables legal and conveyancing firms to manage their end-to-end property workflows.

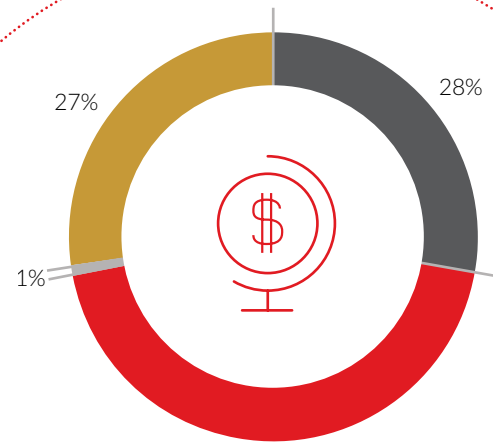


FINANCIAL PERFORMANCE



35.1%

NPAT UP 35.1% TO \$53.1M

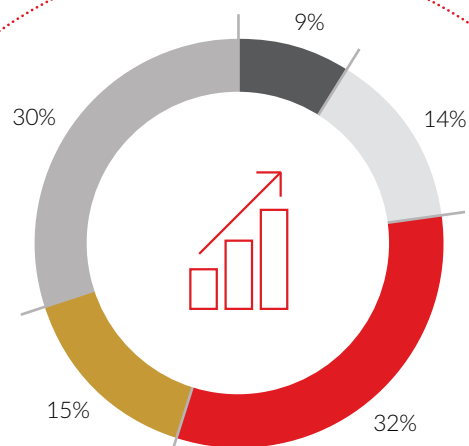


EBITDA BY REGION

- APAC
- Americas
- EMEA
- Property

STATUTORY EBITDA

↑19.7% TO \$123.9m



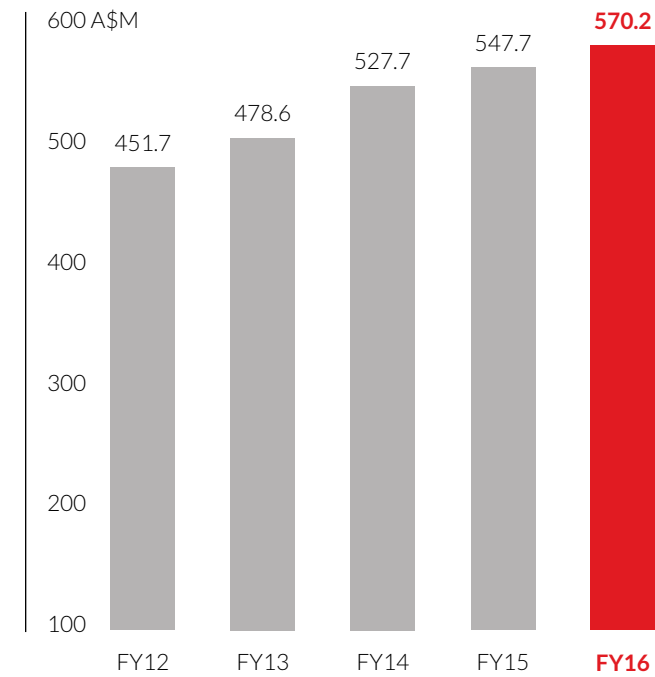
REVENUE BY PORTFOLIO

- Risk
- Learning
- Assurance
- Knowledge
- Property

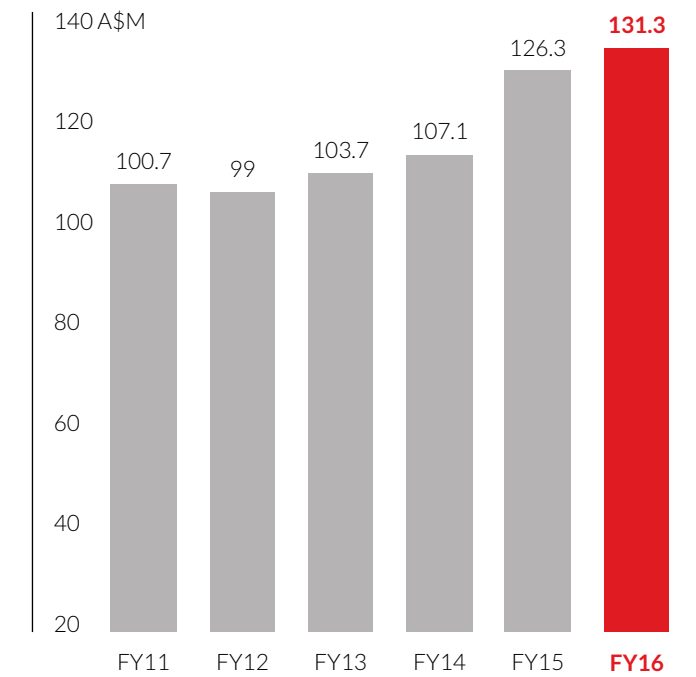
17c 4.1%

INCREASED FULLY FRANKED DIVIDEND GROSS REVENUE UP 4.1% TO \$570.2M

REVENUE



UNDERLYING EBITDA



5 YEAR FINANCIAL SUMMARY

	2016 \$'000s	2015 \$'000s	2014 \$'000s	2013 \$'000s	2012 \$'000s
Revenue ¹	570,157	547,661	527,749	478,601	451,677
EBITDA ²	123,855	103,511	93,349	100,661	95,631
EBITDA margin	21.7%	18.9%	17.7%	21.0%	21.2%
Statutory NPAT	53,064	39,264	35,295	(43,242)	42,384
Statutory earnings per share (cents)	24.9c	18.6	16.8	(20.9)	20.9
Underlying ³ NPAT	58,604	55,637	45,018	42,355	44,651
Underlying ³ earnings per share (cents)	27.6c	26.3	21.4	20.5	22.0
Net operating cash inflows	65,944	80,014	80,459	72,392	58,354
Total assets	899,839	918,068	785,243	777,506	785,872
Net debt	200,983	200,999	181,064	207,958	210,125

¹ Excludes interest income

² Earnings before interest, tax, depreciation and amortisation

³ Excludes significant charges

NPAT: Net operating profit after depreciation, amortisation, interest and tax.

CHAIRMAN'S REPORT



EBITDA
ROSE BY 19.7%
TO \$123.9M

1 JULY 2015
CREATED
RISK MANAGEMENT
SOLUTIONS DIVISION

CREATING TRUST IN A COMPLEX WORLD

Dear Shareholders,
The last year has been a busy one as we set about reorganising SAI Global into a Risk Management Solutions Division and a standalone Australian Property Division. So far the results are positive and we are optimistic that we will continue to reap the rewards of our hard work and focused efforts in FY17.

The new Risk Management Solutions Division came into being as of 1 July 2015, and over the following months the new structure was bedded down with centralised IT, Marketing, and Sales functions being major features of the restructured organisation.

The Risk Management Solutions Division comprises Risk Management Software (Compliance 360), Learning, Assurance and Knowledge (including Standards publishing) businesses. All are substantial competitors in their respective markets. Particularly noteworthy, Compliance 360 has been rated by Forrester Research Inc as a leading Governance, Risk and Compliance (GRC) product, and one that continues to meet constantly expanding customer requirements.

"OUR RISK MANAGEMENT SOFTWARE SOLUTION, COMPLIANCE 360, HAS BEEN RATED BY FORRESTER RESEARCH INC AS A LEADING GRC PRODUCT."

CUSTOMER CENTRICITY

FY17 also ushers in our new Intelligent Risk go-to-market strategy. The Board of Directors and Senior Management believe our integrated platforms of Learning, Knowledge, Risk and Assurance, along with our support Advisory services, give the Company a strategic advantage in the marketplace.

The customer-centric Intelligent Risk strategy has recently been unveiled to our global sales force and select clients. Early feedback from Compliance and Risk Officers in our customer base has been nothing short of exciting. Better yet, we are well-positioned to deliver on this strategy.

"AN INTELLIGENT RISK MODEL HELPS CUSTOMERS STAY AHEAD OF UNCERTAINTY, ACT WITH INTEGRITY, PROTECT THEIR BRANDS, AND DELIVER ON CUSTOMER EXPECTATIONS."

MERGERS & ACQUISITIONS ACTIVITY

Our latest initiative in the Compliance software sector has been the acquisition of a management software solutions business, Modulo Security LLC, from Brazilian company, Modulo Security Solutions SA. The acquisition complements SAI Global's portfolio of Risk Management Software solutions and provides additional strategic opportunities for this part of the business.

The transaction includes the acquisition of rights to the well-regarded Modulo IT Risk Management software platform which complements Compliance 360, our leading Governance, Risk and Compliance (GRC) software platform. The agreement gives SAI Global a perpetual licence worldwide (with the exception of Brazil, Mozambique and Angola where parent company, Modulo Security Solutions SA will continue to operate).

"THE ACQUISITION COMPLEMENTS SAI GLOBAL'S PORTFOLIO OF RISK MANAGEMENT SOFTWARE SOLUTIONS AND PROVIDES ADDITIONAL STRATEGIC OPPORTUNITIES."

Late in the second half of the year we received an unsolicited approach expressing interest in our Assurance business assets.

Assurance is an attractive business which has been a strong performer for SAI Global. However, we are not the world leader in the Assurance space and this market is undergoing rapid consolidation and digital disruption. The Assurance business could potentially be of more value to a competitor because of our extensive global footprint and strong presence in the food supply risk management market.

The Board believes that it is in shareholders' interests to explore the possibility of a sale of the Assurance business. A virtual data room has been set up and competing potential purchasers have been approached. Should a sale of the Assurance business take place, SAI Global would be in a position to fast-track its expansion into higher margin, higher growth Compliance software, and related digital products and services. The Company will keep staff, shareholders and the Australian Securities Exchange updated as developments occur.

STANDARDS PUBLISHING

The Standards publishing business continues to grow and operate effectively. Regrettably, we are involved in dispute resolution procedures with Standards Australia, as announced previously, and we will keep the market informed of any material developments as they occur.

PROPERTY DIVISION

Our Property Division business continues to grow and we have diversified our service offerings to expand our suite of mortgage processing solutions. Rigorous measurement and process improvement disciplines have driven processing accuracy success rates to 1:8,000 transactions. This has repositioned the cost base of mortgage processing and we continue to work toward offering a comprehensive 'hybrid model' of manual and digital/electronic processing to support all stakeholders' methods of operation.

"THE PROPERTY DIVISION CONTINUES TO GROW AND WE HAVE DIVERSIFIED OUR OFFERINGS TO EXPAND OUR SUITE OF MORTGAGE PROCESSING SOLUTIONS."

FINANCIAL PERFORMANCE

At a statutory level, EBITDA rose by 19.7% to \$123.9m, and net profits were up 35.1% to \$53.1m. On an underlying basis, however, which takes out the effect of abnormal charges in both this and the previous financial year, EBITDA growth was 4.0%, and net profits rose by 5.3%. Given the change programme undertaken over the past 12 months, this result is not surprising. It is evident that the changes were much needed and we are now gaining momentum heading into FY17.

"THE CHANGES WERE MUCH NEEDED AND WE ARE NOW GAINING MOMENTUM HEADING INTO FY17."

DIVIDEND

The Board has resolved to increase the final dividend to 9.5 cents per share fully franked. The final dividend takes total dividends for the year to 17 cents per share. The final dividend will be paid on 23 September 2016.

WORKPLACE DIVERSITY

SAI Global is committed to diversity and strives to build a vibrant and inclusive workplace, reflective of the communities in which it operates. Equal opportunity is at the core of the Company's people strategy as the Board believes a diverse workforce is critical to attracting and retaining talented staff.

In particular, the Board is committed to gender diversity in leadership positions and believes this will facilitate innovative thinking, fresh ideas, prudent decision-making, and better business results. While at the end of FY16, 51.7% of the Company's global workforce was female, compared to 52.2% at the end of FY15, the Board would like to see more women in senior management ranks.

In 2011 SAI Global adopted the ASX Corporate Governance Council's gender diversity principles and set a target to increase the proportion of women in senior management roles to between 35% and 40% by the end of FY16. Senior management roles are defined as levels C1 and C2, where the CEO is level C, C1 is a direct report to the CEO, etc. This target was met at the end of FY15, with 36.2% of C1 and C2 being female, and was again met in FY16, with a figure of 40.1%.

OUTLOOK

If a sale of the Assurance business assets takes place, we will seek to re-invest the funds in areas where we have a strong competitive edge, especially risk software and Business Process Outsourcing. Re-investment may be in software, acquisitions, or joint ventures, which means revenue growth could be both organic and inorganic.

If a sale does not take place, we are well positioned to continue the sales successes emerging in the last quarter of FY16 in the Risk Management Solutions Division.

In closing, I would like to thank our staff, led by Peter Mullins and his senior leadership team, for their efforts during the year, as well as my fellow Board members and our shareholders for their continued support.

Andrew Dutton
Chairman



A YEAR OF CHANGE AND CONTINUED GROWTH

In my report last year, I described 2015 as a year of significant change, as we readied the Company to transition to a new structure, and that change continued through the course of the 2016 financial year. From 1 July 2015, the former divisions of Compliance, Assurance and Standards & Technical Information were amalgamated to form an integrated global Risk Management Solutions Division.



This new division is managed on a matrix basis with regional directors responsible for Asia Pacific (APAC), the Americas, and Europe, the Middle East and Africa (EMEA). Each director is accountable for regional profitability and for Operations, being the delivery of the products and services. Sales, marketing and product strategy are managed on a global basis through the Commercial team. They are supported by regional Human Resources, IT, Finance and Legal teams, all of which report to their respective Global Head. The Property Division, which operates only in Australia, remained unchanged.

I'm disappointed to report that profit growth was relatively flat, although, in light of the enormous amount of change which the Company underwent during the year, it is not altogether surprising. Our underlying EBITDA rose by 4.0% to \$131.3m, and our statutory EBITDA by 19.7% to \$123.9m, the difference being accounted for by significant items of \$7.5m, which related mainly to merger and acquisition and divestment activities, but also in part to the cost of restructuring our operations in EMEA.

Revenue rose by \$23.5m, benefitting from the weakness in the Australian dollar. Expenses rose by 1.1%, due to an increase in the size of our sales teams in all regions. This increase is deliberate, as we retain a focus on organic growth, and we expect to reap revenue benefits from the extra sales staff over the course of FY17.

OUR CUSTOMERS

One of the key facets of our change programme has been to become much more customer-centric. A major initiative in this regard was to institute our first ever Voice of the Customer Programme. Between December 2015 and June 2016, we spoke to almost 900 customers from all regions and all portfolios of our Risk Management Solutions and Property Division.

The purpose was to understand what matters most to our customers, how we are performing against their criteria and to use our customers' voice and the insights we glean from them to drive improvements. Those insights have been shared throughout the business and we are taking the necessary actions where areas for improvement have been identified.

The second major initiative to improve our customers' experience when dealing with us has been an upgrade of our online presence through a digital transformation programme. The programme is designed to provide customers with digital and mobile access to SAI Global's broad range of products, and to promote seamless integration of products into their existing risk management solutions.

The first phase of this digital transformation, unveiled in late 2015, saw the launch of the new website, www.saiglobal.com, in 28 markets. Its user-centric design provides our customers with easy access to information and business Standards whenever and wherever they are required to meet the needs of their customers. Since its launch, the website has been visited by almost 700,000 individuals who made over one million site visits and viewed two million pages. The transformation has also transitioned SAI Global to a cloud-based infrastructure, enabling us to evolve as customers' needs change.

The next phase of the programme is the launch of a new eCommerce store providing one-stop, around-the-clock access to purchase our training and eLearning courses, legislation and over one million Standards products. It is expected to be operational in Asia Pacific in September, and to be available in Europe and the Americas in the second half of FY17.

The store will employ a number of features to enable customers to better manage corporate, food and process risk. It incorporates responsive, mobile-ready design, intuitive search and browsing, and secure customer accounts to facilitate streamlined transaction functionality for an increasingly mobile workforce.

APAC REGION

The first half of the year was below expectations as our Assurance business in Australia, China and Indonesia experienced a slowdown. As the new structure was bedded down, however, and as sales staff became more comfortable with their knowledge of our full range of products and services, we started to experience a pick-up in our financial results.

We also initiated some major process changes in our operations area which resulted in substantial increases in our client retention rates and our enquiry handling speed, and a shortening of our turnaround times to get audit certificates to clients.

The APAC region experienced a decline in revenue of 0.5% to \$151.6m but EBITDA grew by 3.0% to \$56.6m. EBITDA margins increased by 1.3% to 37.4% compared to the previous corresponding period.

AMERICAS REGION

Similar to EMEA and APAC, the region went through significant change as we implemented the new operating structure. There was a major effort centred on training customer-facing staff on our entire range of products and services. The training is paying off as we are now discussing integrated risk management solutions with our customers, something which we would never have been able to do under the old structure.

Despite all the change, our customer retention rates are at an all-time high in the Americas and we have also been winning new business. The feedback from our Voice of the Customer Programme interviews indicates that our customers in the region are very happy with the work we are doing for them.

The Americas region achieved revenue growth of 14.9% to \$171.3m and EBITDA growth of 15.8% to \$55.2m. EBITDA margins increased by 0.2% to 32.2% compared to the previous corresponding period.

EMEA REGION

The EMEA region had a challenging year, as some major operational issues came to light when the new structure was put in place, causing the loss of a number of small accounts. We had to undertake an extensive and expensive programme to re-engineer the way in which we delivered audits in the region. Our performance at the back end of the year would suggest that we have addressed and resolved the issues around retention.

On a more positive note, we had some excellent new business wins in the region, the revenue from which will be received in the current financial year. This, combined with the improvements to operational performance, should contribute to a far more satisfactory financial result in FY17.

The EMEA region experienced an increase in revenue of 0.8% to \$81.0m and a fall in EBITDA of 63.9% to \$3.9m. EBITDA margins fell by 8.6% to 4.8% compared to the previous corresponding period.

PRODUCT PORTFOLIO

From 1 July 2015, the products and services offered by Risk Management Services were rearranged into four product portfolios: Learning, Knowledge, Risk Software and Assurance. Each portfolio has a Product Manager who is responsible for the product's profitability on a global basis.

The Learning portfolio enjoyed a welcome turnaround in its eLearning component which had suffered a fall in revenues for several years following some significant IT issues with a new online platform. The other component of the portfolio is classroom training related to Standards, and this faced some challenges as the global economy slowed down. Overall, Learning revenues rose by 10.3% to \$79.3m.

The Knowledge portfolio had a steady year, with revenues increasing by 5.7% to \$83.2m. In Australia our operations team continues to work effectively and efficiently with Standards Australia. Regrettably, at a corporate level, the relationship with our former parent has deteriorated, as evidenced by a number of claims and counter-claims which both parties have served on each other. These are scheduled to be heard through arbitration in FY17.

CEO'S REPORT CONTINUED

The Risk Software portfolio had a strong year, with revenues rising by 17.6% to \$52.3m. This is effectively a software business, and enjoys extremely high margins. We are expecting continuing strong growth in the years to come and would be keen to make further acquisitions which would complement our existing Risk platforms following the purchase of Modulo LLC, to which Andrew has already referred.

Assurance experienced a challenging year, and judging by the financial results of our competitors in the sector this has been an industry-wide experience. We have seen significant price competition at the lower end of the market in Australia, a slowdown in our business in China and Indonesia, and customers being slow to transition to the new ISO 9001 and 14001 Standards issued in September 2015. Revenue rose by 0.1% to \$183.0m.

As we announced to the market in July, we received unsolicited approaches from competitors interested in acquiring the business, and we are currently conducting a strategic review of the division. We are still at a fairly early stage of the process, and there is no guarantee that a sale will take place.

PROPERTY DIVISION

The Property Division achieved revenue growth of 1.6% (6.1% if the government authority fee pass through component of revenue is excluded) to \$172.3m and EBITDA growth of 18.7%. EBITDA margins increased by 2.9% to 19.8% compared to the previous corresponding period. This strong performance has been driven by continued growth within existing BPO clients, growth in new commercial information products as well as contribution in the second half from the new business from NAB Broker and continued efficiency initiatives in our national operations group.

CORPORATE SERVICES

The costs associated with running the Company's headquarters in Sydney, Australia are recorded as Corporate Services, and include the costs associated with maintaining an appropriate governance regime for an ASX200 listed entity with a portfolio of international businesses. The main categories of expenses relate to the CEO and Non-Executive Directors, Information Technology, Finance, Human Resources, Company Secretarial, Legal, Treasury, Investor Relations, Internal Audit and External Audit fees. Costs which can be attributed to an operating division are recharged as corporate allocations.

Corporate costs increased from \$15.8m to \$18.5m. The increase in Corporate costs was incurred as we establish a capability to drive future growth, including a Mergers & Acquisitions capability and an increased focus on Investor Relations activities.

LOOKING FORWARD

With the benefit of hindsight, this time last year I was too optimistic about the speed at which we would start to benefit from the formation of the Risk Management Solutions Division. I clearly underestimated the time it would take to refresh and increase our sales team, to cross-train them on our full suite of services and products, for them to start making more bundled sales, and most importantly, for the revenue from those sales to start flowing. I was also unaware of some of the operational issues which would emerge, the resolution of which would incur significant costs and require considerable amounts of management time and effort.

Looking to the future, however, I feel much more confident that the actions we have taken in FY16 have positioned the Company for success in FY17 and beyond. As I mentioned above, we have invested heavily in improving our eCommerce capabilities which should drive increased traffic to our website and increase conversion rates. Our sales and marketing capability has been strengthened, with 25% of the team having joined the business in the last 12 months. We have begun to train our sales team in the broader portfolio and we have begun to see successes from this cross-sell and up-sell strategy. As this knowledge and capability expands across the business, this is expected to drive revenue growth.

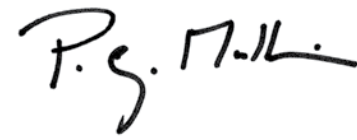
Within our risk management product portfolio, we were delighted that during FY16 our Governance, Risk and Compliance software platforms received external recognition. Forrester acknowledged Compliance 360 as one of the Industry leader GRC platforms in their 2016 Wave report and Verdantix awarded our Cintellate Environmental Health and Safety solution "Innovator" status for the first time. These external endorsements are important as they are often a first reference for prospective clients.

We expect substantial growth in the Risk business in coming years, as the compliance obligations on companies around the world only ever appear to be growing, and our software platforms are regarded as ideal solutions for compliance managers across the English-speaking world. We are in the process of "internationalising" the Compliance 360 platform to offer multi-currency, multi-language capabilities, and this should open up significant new opportunities for further growth. In addition, we have customised both the Cintellate and the i2i software platforms for the Asian market and will be launching these products in the new financial year into China, Indonesia and India.

In the Property Division, we see particular upside in the Business Process Outsourcing (Mortgage Services) business. It has a healthy pipeline of opportunities heading in which should provide for continued growth.

In addition to a focus on new business and new products, we are continuing to work on the development of a number of strategic partnerships to further enhance the unique value proposition of our products and services and support the Property Division's organic growth objectives. Together with a continuing drive to improve efficiencies, we remain confident that we have the market position and strategy to maintain EBITDA growth in FY17.

As Andrew has mentioned in his report, at the time of going to press, there has been no transaction concluded in relation to the Assurance business, but regardless of whether or not one takes place, I believe the Company's prospects for FY17 and beyond remain sound.



Peter Mullins
Chief Executive Officer

CASE STUDY: HOW SAI GLOBAL HELPS BUSINESSES IMPROVE

Canadian Energy Services partners with SAI Global to successfully implement new Standard in three independent plants

Servicing the oil and natural gas industry with operations in the major US and Western Canada basins, Canadian Energy Services (CES) provides advanced consumable chemical solutions throughout the life cycle of the oilfield. Its two core businesses — drilling fluids along with production and specialty chemicals — represent over 90 per cent of company revenue.

While implementing a Quality Management System (QMS), CES chose to model its system based on the new ISO9001:2015 Standard. This proactive move will help the industry leader stay current and take advantage of the Standard's many benefits.

The implementation was conducted concurrently across three plants, each of which had different processes and cultures.

Canadian Energy Services' decision to work with SAI Global for its certification came down to a relationship built on trust. The QMS consultant was familiar with other organisations that have used SAI Global as its registrar since it first implemented its ISO system back in the mid-90s.

"THE STRENGTH GOING IN WAS THAT THIS WAS ALREADY A SUCCESSFUL COMPANY WITH HIGHLY SKILLED AND COMPETENT PEOPLE IN PLACE," SAID QMS CONSULTANT, JEFF ROSAINE.

The simultaneous implementation of three different plants in two different regions was aggressive by any measure. The differences in each plant's size and culture resulted in differences in processes and procedures. However, this created an opportunity to get all plants having similar discussions and pursuing common goals. These similarities can now be used as building blocks for future collaboration.

"OUTSIDE-THE-BOX THINKING IS OFTEN WHAT IT TAKES FOR AN ORGANISATION TO DIFFERENTIATE ITSELF AND SUCCEED IN TODAY'S MARKET, SO WE WELCOMED THE OPPORTUNITIES AFFORDED BY THE NEW STANDARD," ROSAINE SAYS.



LAYING THE FOUNDATIONS FOR SUCCESS

It was a year of change for SAI Global. We undertook a significant change programme that saw a restructure of the business and the introduction of integrated products and services. We also invested in 110 new staff on the Commercial team, installed regional directors, created a global marketing team, and defined four product divisions – Risk, Learning, Knowledge and Assurance. Despite expected transition pains, we celebrated many achievements which lay the foundation for a successful FY17.

INVESTMENT IN ECOMMERCE

In FY16 SAI Global invested \$8M in a digital transformation programme that will see the launch of a new eCommerce store. The digital programme aims to provide customers with online and mobile access to SAI Global's broad range of products, and to promote seamless integration of our products into their existing risk management tools. The store provides one-stop and round-the-clock access to purchase SAI Global's training and eLearning courses, legislation, and over one million Standards products.

A variety of user-friendly features enable customers to better manage corporate, food and process risk. A responsive mobile-ready UX design, intuitive search and browsing, and secure customer accounts facilitate streamlined transactional functionality for an increasingly mobile workforce.

Phase one, unveiled in late 2015, saw the launch of our new website (www.saiglobal.com) in 28 markets. The user-centric site offers clients easy access to the information and Standards they need to meet their customers' demands. Since launch, the website has been visited by nearly 700,000 individuals, driving over one million site visits and two million page views.

The digital transformation has transitioned SAI Global to a cloud-based infrastructure, able to evolve with customer needs, ensuring that Standards are accessible 24/7.

STRONG PROPERTY GROWTH

SAI Global's Property Division experienced strong EBITDA growth in FY16. This strong growth was driven by improved quality and associated efficiency gains resulting in improved margins, expansion of both Business Process Outsourcing (BPO), and Information Broking & Data services, as well as growth in the volume of mortgage settlements, which formed a significant portion of the revenue generated by SAI Global's BPO services business.

SAI Global continued to invest in new digital information products and services, including the expansion of commercial Dynamic Report 'value-add' products, resulting in revenue growth and margin expansion for the Information Broking & Data business. In addition, FY16 saw the implementation of new BPO services to assist banking and finance clients in dealing with electronic settlements and associated platforms and processes.

VOICE OF THE CUSTOMER PROGRAMME LAUNCH

In November 2015 we committed to investing in the customer experience, embarking on a strategy that ensures our customers are at the centre of everything we do. To enhance our services we wanted to understand, from a customer perspective, what matters most and what they wanted us to improve upon.

The first global Voice of the Customer Programme launched in December last year with nearly 900 customer interviews conducted. The results and insights led to the establishment of several improvement projects which are now part of our daily operations.



INDUSTRY ACCOLADES

SAI Global was recognised by a number of well-respected independent industry analysts and market influencers during FY16. Highlights include:



Recognised by independent analyst firm, Forrester Research Inc., as a Leader in the Forrester Wave™: Governance, Risk and Compliance Platforms, Q1 2016 Report. Forrester commented that "SAI Global has an extremely diverse, extremely happy customer base".



Gartner named SAI Global's Compliance 360 as a Challenger in its IT Vendor Risk Management Magic Quadrant for 2016. Gartner also stated that "SAI Global is a client-service focused vendors with strong technical support resources and capabilities". Gartner went onto say, "Overall client reference experiences rated relatively high compared with the Magic Quadrant's overall average".



Outsell, Inc., a leading research and advisory firm focused on media, information, technology and data, noted that SAI Global was one of the eight global vendors to watch in the Standards sector. It highlighted that we have a clear strategy to align our solutions and services to support customers across the full risk life cycle with the ability to unlock the value for organisations' entire portfolios.



Verdantix, an independent analyst firm that specialises in research across Environmental Health and Safety operational risk, rated our Cintellate solution as an Innovator in their 2016 Green Quadrant research. Cintellate was rated in multiple categories, including being named in the top two of all global vendors for safety management, and named in the top third of all vendors for incident management.



2017: THE YEAR AHEAD

SAI Global's outlook for FY17 is positive. Our investment in Sales and Marketing is starting to give us payback as seen by our increased new business wins.

We will continue to invest in digital transformation, enabling us to evolve as our customers' needs change and putting us at the forefront of risk management solutions.

We have successfully laid the foundations for growth. Our Risk software platform developments allow us to expand into additional sectors and geographies.

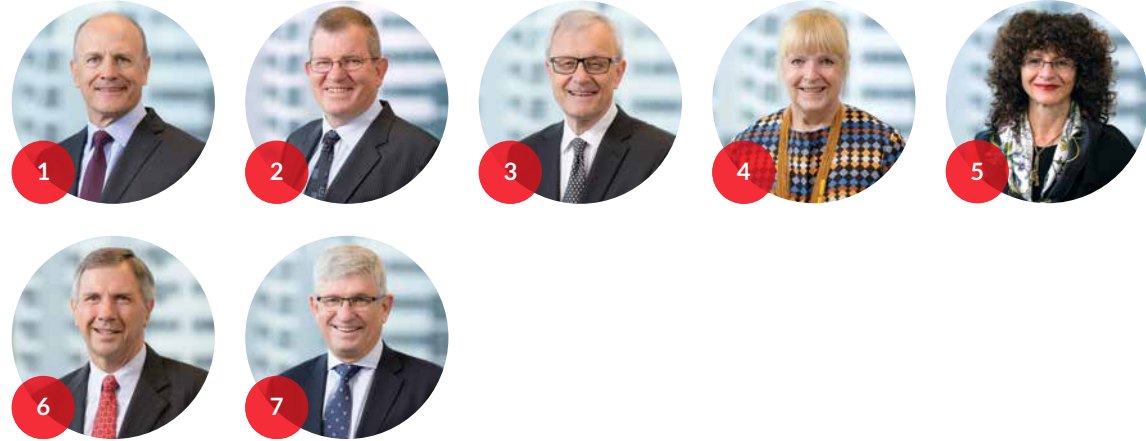
Our Property business has a very solid pipeline and will continue to grow.

We have assumed that the Australian dollar will not change appreciably during FY17.

And, we will continue to look for acquisitions that build on our core strategic direction.



OUR DIRECTORS



1. ANDREW DUTTON Chairman

Andrew, who joined the SAI Global Board in 2008, has extensive international experience in managing and growing businesses particularly in the technology sector. Much of his career has been involved in anticipating and managing the impact of technology and the disruption it has enabled or created in business.

Based in Tokyo, Andrew ran IBM's Asia Pacific Software Division. At CA Technologies, he led all international operations from his base in London, and as SVP Business Development at Visa, Andrew grew the operations across Asia Pacific Japan from Singapore. Most recently Andrew, again based in Singapore, headed VMware in Asia Pacific Japan. His experience was also broadened early on as CFO both at Norwich Union in Melbourne and IBM New Zealand based in Wellington.

Andrew has gained first-hand experience in international business, executive leadership, business execution and sales and marketing.

Over the last 25 years Andrew has held directorships from New Zealand to London and chaired a business in Saudi Arabia. He was a member of IBM's WW Senior Leadership Team and has participated in three World Economic Fora in Davos.

2. PETER MULLINS Chief Executive Officer and Managing Director

Peter joined SAI Global in 2010 as Executive General Manager of the Property Division and later also took on responsibility for Information Services. He became Chief Executive Officer in 2014.

Prior to joining SAI Global, Peter was Managing Director of Unisys Insurance Services in the UK, a subsidiary of Unisys, the global information technology company. Before joining Unisys, he served at executive director level in roles in Information Technology and in Customer Services with AMP.

3. PETER DAY Non-Executive Director

Peter, who joined the SAI Global Board in 2008, has a background in finance, strategy and general management in mining, manufacturing, food and financial and regulatory services.

He has held senior executive and executive director positions, mainly with the Rio Tinto Group and Bonlac Foods. He was Chief Financial Officer for Amcor for seven years until 2007. Peter is a former Chairman of the Australian Accounting Standards Board and was Deputy Chairman of the Australian Securities and Investments Commission.

He is currently a non-executive director of a number of listed and public interest organisations. He is also actively involved in supporting professional education and disability services.

Peter is Chairman of the Audit Committee and a member of the Risk Committee.

4. ANNA BUDULS Non-Executive Director

Anna, who joined the SAI Global Board at listing in 2003, has 20 years' experience as an independent non-executive director, working across a range of industries and working with both listed and government entities.

This has given her insight into and experience of a very broad range of commercial circumstances that can confront companies from time to time, and the skill sets to deal with them. Anna has dealt with management buyouts, mergers and acquisitions, large-scale corporate and debt restructurings and initial listings.

Prior to commencing her non-executive board career Anna worked in a variety of industries and roles, including seven years in investment banking with Macquarie Bank. In addition to her non-executive director roles, in the last 10 years Anna has owned and developed a successful business-to-business travel software company, and has undertaken various policy reviews for the Australian Government. Her policy work for the Australian Government has included the work undertaken during five years as a member of the Foreign Investment Review Board. The IT knowledge gained through the B2B software company has helped Anna carry out her role on the SAI Board.

Anna was also one of three Australian members of the APEC Business advisory for three years to December 2014. This has given her insights into international business practices relevant to SAI's global business.

Anna is the Chairman of the Risk Committee, a member of the Audit Committee and a member of the Remuneration and People Committee.

5. SYLVIA FALZON Non-Executive Director

An experienced non-executive director of ASX listed companies, not-for-profit and government organisations, Sylvia joined the Board of Directors of SAI Global Limited in October 2012.

Sylvia has worked in the financial services industry for almost three decades and during that time has held senior executive positions responsible for institutional and retail funds management businesses both domestically and internationally.

Her roles have included Head of Business Development at AVIVA Investors Australia, equity partner at Alpha Investment Management, and Chief Manager International Sales and Service at National Mutual Funds Management/AXA.

She has overseen strategy, product development and management distribution, marketing and communications as well as client services.

Sylvia is a member of the Remuneration and People Committee and a member of the Risk Committee.

6. ROBERT AITKEN Non-Executive Director

An experienced non-executive director of ASX and NZX listed and private equity funded companies, Rob joined the Board of Directors of SAI Global Limited in September 2012.

During the early part of his career Rob worked as a chemical process engineer and systems engineer developing commercial and process control systems for manufacturing businesses. With over 25 years' experience in senior management roles with international firms in the manufacturing and industrial marketing sectors, he has managed businesses located throughout Australia and New Zealand, America, Europe and Asia. Rob brings to the SAI Global Board his extensive experience in managing technology-based businesses, overseeing business improvement programmes and managing significant capital projects and capital raisings. In addition to a strong background in developing market-driven strategies for growth and business management, Rob is also experienced in divestments and acquisitions.

Most recent executive experience was as Executive General Manager at Southcorp Water Heaters and Southcorp Appliances, accountable for manufacturing based businesses in the USA, Australia, New Zealand, Italy and China. Prior to that, Rob was President of the Formica Corporation in North America and Europe with responsibility for businesses in the USA, Canada, France, Spain and the UK. In these roles he also chaired joint ventures in China, Germany and the Philippines.

Robert acts as Chairman of the Remuneration and People Committee and is a member of the Audit Committee.

7. DAVID SPENCE Non-Executive Director

David, who joined the SAI Global Board in 2012, is a well-known entrepreneur in the internet and telecommunication arena. He has been an independent Director or Chairman of nine listed entities and a Director of over 20 unlisted private equity or venture capital funded companies.

David is currently Chairman of Vocus Communications Limited, Chairman of PayPal Australia, and a Non-Executive Director at Hills Limited.

His past career includes being a General Manager at ACP Publications, CFO at Freedom Furniture and OPSM, COO and then CEO at Ozemail Limited, CEO at Unwired Limited, Venture partner at Allen & Buckridge as well as being involved in numerous start-ups. He is also a past Chairman of the Internet Industry Association. David brings to the Board of Directors of SAI Global Limited his extensive experience in driving growth in technology-based businesses, strong commercial skills and experience in capital raisings as well as mergers and acquisitions. In addition to a strong background in the digital and telecommunications world, David is also experienced in managing international operations out of Australia. David is a member of the Audit Committee and a member of the Risk Committee.

OUR MANAGEMENT



1. PETER MULLINS Chief Executive Officer and Managing Director

Peter joined SAI Global in 2010 as Executive General Manager of the Property division and later also took on responsibility for Information Services. He became Chief Executive Officer and Managing Director in 2014.

Prior to joining SAI Global, Peter was Managing Director of Unisys Insurance Services in the UK, a subsidiary of Unisys, the global information technology company. Before joining Unisys, he served at executive director level in roles in Information Technology and in Customer Services with AMP.

2. GEOFF RICHARDSON Chief Financial Officer

Geoff is a commerce graduate and Price Waterhouse trained chartered accountant with over 20 years' experience in senior finance roles in Australian headquartered businesses.

Prior to joining SAI Global as Chief Financial Officer in 2004 he held senior roles in HSBC's Australian operations, AIDC and AMP. Geoff is a member of the Institute of Chartered Accountants in Australia and the Institute of Chartered Accountants in England and Wales.

3. PAUL BUTCHER Chief Commercial Officer

Paul has worked for more than 30 years in Australia, Asia Pacific and the UK. He has previously held global business leadership roles with IT and telecommunications companies Marconi, Ericsson and Damovo and in his early career worked as a chartered accountant with Ernst & Young.

Paul joined SAI Global in late 2012 initially leading the Assurance business. He became Chief Commercial Officer in November 2014 and has responsibility for all the customer facing activities of the risk management business worldwide. Since 2007 Paul has been a non-executive director and chairman of ONE80TC, an Australian not for profit organisation, helping people with life controlling additions.

4. MALCOLM PASCOE Chief Information Officer

Malcolm joined SAI Global in January 2015 from Sydney Trains where he was the Chief Information Officer. Prior to this Malcolm was with IBM with responsibility for their infrastructure project services portfolio across Australia and New Zealand.

In his earlier career, he held senior IT roles in financial services organisations in Australia and the UK covering application development, client relationship management and production services. Malcolm has a Masters of Business in Information Technology Management from the University of Technology, Sydney.

5. HANNA MYLLYOJA Group General Counsel & Company Secretary

Hanna is a solicitor with Bachelor's Degrees in Arts and Law and a Graduate Diploma in Legal Practice. Prior to being appointed to the position of Legal Counsel in 1997 of Quality Assurance Services Pty Limited (as SAI Global was then named) Hanna was employed in private practice.

In 2000 she was transferred to the position of Group General Counsel of Standards Australia Limited and its group entities. In 2003, at the listing of SAI Global on the ASX, she was appointed to the position of Group General Counsel of SAI Global Limited. In 2006 she additionally took on the role of Company Secretary.

6. ANN WOOTTON Director Property

Ann joined SAI Global in 2005 and was appointed Director Property in November 2014. Previously, she held leadership positions in the Compliance division including President of the Americas and General Manager of the Asia Pacific region where she worked in numerous large organisations, offering compliance and risk management solutions to help them meet their regulatory requirements.

Before joining SAI Global, Ann held leadership positions in several of Australia's major law firms, in both operational and knowledge management roles. She holds a Bachelor of Arts from Monash University.

7. CHRIS JOUPPI Regional Director, Americas

Chris is a senior executive with many years of experience in electrical power, automation, medical device and professional services organisations. His experience includes hands-on involvement in technology, global marketing and sales, manufacturing operations, supply chain management, quality, finance, technology licencing and strategic planning.

He joined SAI Global in 2009, having previously held senior management positions in Automation Products Group, Stryker, Eaton Corporation and Rockwell Automation. He has an MBA in International Business from Wilfred Laurier University and a BAsC in Electrical Engineering from the University of Waterloo.

8. ANNE SCOREY Regional Director, EMEA

Anne was appointed to the role of Regional Director for the EMEA region in July 2015. She joined SAI Global in 2006 in the Information Services business where she was instrumental in redefining the business from a distributor of content to a business providing value added content solutions through a range of technology.

Anne has previously worked in senior management positions, running divisions of multi-national companies in the UK and Australia in the consumer electronics space, working with pre-eminent retailers such as Walmart, Carrefour and Tesco.

9. TIM JACOB Regional Director, APAC

Tim joined SAI Global in 2010 as Head of Operations for the Property division during a period of enormous growth. He oversaw the transformation of the operation, making significant improvements in the quality and efficiency of the service. He then led the Assurance business in Australia before being appointed as Regional Director APAC in July 2015.

Prior to SAI Global, Tim worked in a transformation capacity in both Operations and IT for a number of organisations including Westpac, AMP and Unisys in both Australia and the UK.

10. KIM JENKINS Director Strategy, Mergers and Acquisitions

Kim has extensive international experience as a senior executive and she joined SAI Global in 2015 as the Director of Strategy, Mergers and Acquisitions. Following a career spanning more than a decade in Retail Banking in South Africa, she led the start-up of FirstRand Bank India which became the first bank from the African continent to achieve a full Commercial Banking license in India.

She subsequently held a number of roles at Experian, initially as Managing Director of the South African operation; then Market President: Germany, Central and Eastern Europe before taking the helm of the Australia and New Zealand business and overseeing the launch of a new Credit Bureau in joint venture with a number of Australia's preeminent Financial Institutions. Kim has an MSc from the University of Cape Town and an MBA from Brunel University in the UK.

11. CARA REIL Group Director, Human Resources

Cara joined SAI Global in November 2015 as the Group Director Human Resources. She has 20 years of HR experience with companies such as United Technologies, AMP and Singtel in regional and global roles. She spent the majority of her HR career working in Asia where she has lived in both Singapore and Australia.

Cara holds a Master of Science in Human Resource Management from the Krannert Graduate School of Management, Purdue University and a Bachelor of Arts in Psychology from the University of Denver.

SHAREHOLDER INFORMATION

UNQUOTED SECURITIES AS AT 31 AUGUST 2016

No. of unquoted securities	Description	Number of holders
2,093,617	Total Performance Share Rights granted under the SAI Global Executive Performance Share Rights Plan and Executive Incentive Plans.	86
13,045	Options granted under the SAI Global Executive Incentive Plan and the UK Sub Plan. (\$2.99 is the exercise price; 9 November 2017 is the expiry date).	1
52,465	Options granted under the SAI Global Incentive Plan (\$2.29 is the exercise price; 1 July 2018 is the expiry date); and Options under the SAI Global Executive Incentive UK Plan (\$2.29 is the exercise price; 18 July 2018 is the expiry date).	5
121,407	Options granted under the revised SAI Executive Incentive Plan approved by shareholders at 2011 AGM ("the Incentive Plan"). Exercise price is \$4.71 and expiry date is 3 November 2018.	2
1,363,358	Options granted under the Incentive Plan. Exercise Price is \$3.89 and expiry date is 12 November 2019.	9
162,581	Options granted under the Incentive Plan. Exercise price is \$4.07 and expiry date is 21 November 2020.	2
563,352	Options granted under the Incentive Plan. Exercise Price is \$3.95 and expiry date is 19 November 2021.	5
87,893	Options granted under the Incentive Plan. Exercise Price is \$3.95 and expiry date is 6 January 2022.	1
3,029,687	Options granted under the Incentive Plan. Exercise Price is \$4.40 and expiry date is 20 November 2025.	9

TOP TWENTY SHAREHOLDERS AT 31 AUGUST 2016

Investor	Current balance	% of issued capital
J P MORGAN NOMINEES AUSTRALIA LIMITED	40,324,585	18.89
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	35,537,782	16.65
NATIONAL NOMINEES LIMITED	34,203,999	16.03
RBC INVESTOR SERVICES AUSTRALIA NOMINEES PTY LIMITED	20,696,066	9.70
PI POOLED A/C CITICORP NOMINEES PTY LIMITED	18,705,375	8.76
BNP PARIBAS NOMS PTY LTD DRP	6,668,291	3.12
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED-GSCO ECA	4,159,431	1.95
BNP PARIBAS NOMINEES PTY LTD	3,866,918	1.81
AGENCY LENDING DRP A/C RBC INVESTOR SERVICES AUSTRALIA PTY LIMITED VFA A/C	3,443,573	1.61
RBC INVESTOR SERVICES AUSTRALIA NOMINEES PTY LIMITED MBA A/C	3,391,243	1.59
UBS NOMINEES PTY LTD	3,134,795	1.47
RBC INVESTOR SERVICES AUSTRALIA NOMINEES PTY LTD BKCUST A/C	2,681,947	1.26
CITICORP NOMINEES PTY LIMITED	2,001,731	0.94
COLONIAL FIRST STATE INV A/C	1,757,168	0.82
RBC INVESTOR SERVICES AUSTRALIA NOMINEES PTY LTD BKMINI A/C	1,123,608	0.53
RBC INVESTOR SERVICES AUSTRALIA NOMINEES PTY LIMITED DRP A/C	1,050,000	0.49
CS FOURTH NOMINEES PTY LIMITED	718,785	0.34
HSBC CUST NOM AU LTD 11 A/C	660,176	0.31
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	660,176	0.31
NT-COMNWLTH SUPER CORP A/C BNP PARIBAS NOMINEES PTY LTD AGENCY LENDING COLLATERAL	60,000	0.31
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED - A/C 2	633,335	0.30
Total	185,418,808	86.87

The above table of the Top Twenty Shareholders includes shareholders that may hold shares for the benefit of third parties.

ANALYSIS OF HOLDINGS AT 31 AUGUST 2016

	Number of Holders	Securities	% of issued capital
100,001 and over	44	191,396,172	89.68
50,001 to 100,000	24	1,632,898	0.77
10,001 to 50,000	444	8,110,828	3.80
5,001 to 10,000	633	4,555,420	2.13
1,001 to 5,000	2,612	6,685,370	3.13
1 to 1,000	2,271	1,051,366	0.49
Total	6,028	213,432,054	100.00

The number of security investors holding less than a marketable parcel of 146 securities (\$3.41 on 31/8/2016) is 481 and they hold 20,985 securities.

GEOGRAPHIC ANALYSIS OF SHAREHOLDERS AS AT 31 AUGUST 2016

	Securities	% of issued capital
Australia	211,779,493	99.23
Bahrain	300	0.00
Canada	3,500	0.00
China	1,000	0.00
Czech Republic	259	0.00
France	11,404	0.01
Germany	24,772	0.01
Hong Kong	12,109	0.01
India	4,638	0.00
Indonesia	9,663	0.00
Italy	5,592	0.00
Malaysia	9,126	0.00
Mexico	259	0.00
Norway	352	0.00
New Zealand	924,307	0.43
Singapore	13,206	0.01
Spain	1,295	0.00
Switzerland	670	0.00
Thailand	2,277	0.00
United Kingdom	255,897	0.12
United States	371,935	0.17
Total	213,432,054	100.00

SUBSTANTIAL SHAREHOLDERS

The names of substantial shareholders of the Company's ordinary shares as at 31 August 2016 (holding not less than 5%) who have notified the Company in accordance with section 671B of the Corporations Act 2001 are:

Holder	Number of securities
Perpetual Limited	28,169,872
Ellerston Capital Limited	23,695,847
Vulcan Value Partners, LLC and Clement Trantum Fitzpatrick	22,584,441

ANNUAL GENERAL MEETING

The 2016 Annual General Meeting (AGM) will be held in Rooms 3 & 4 on Level 2 of the Hilton Hotel, 488 George Street, Sydney NSW 2000 on 27 October commencing at 10.00am. The AGM will be webcast live on the internet at https://www.saiglobal.com/en-au/about_sai_global/investor_information/results_and_announcements/ and a copy will be lodged on the website for viewing at any time.

SHAREHOLDER CALENDAR

Record date for final dividend	31 August 2016
Annual General Meeting	27 October 2016
Final dividend payable	23 September 2016
Half year end	31 December 2016
Interim results and dividend announcement	23 February 2017
Record date for interim dividend	TBC*
Year end	30 June 2017
Final results and dividend announcement	15 August 2017

* Date to be confirmed

VOTING RIGHTS

Ordinary Shares

On a poll, each shareholder shall have one vote for each fully paid share held, each person present as a proxy and duly appointed corporate representative shall have one vote for each fully paid share held by the shareholder that the person represents.

Dividend Payment

Australian holders of shares traded on the Australian Securities Exchange (ASX) will, by notification to Link Market Services Limited, receive their SAI Global ordinary share dividends by direct credit to an account advised to the share registry. Any change to direct credit details should be promptly notified to Link Market Services Limited in writing. Other holders of shares will receive their dividend by cheque.

Dividend Reinvestment Plan

Shareholders may elect to participate in the approved dividend reinvestment plan (DRP) and further details of the DRP are available online or by contacting Link Market Services Limited.

Sources of Information for Shareholders

SAI Global's internet site at www.saiglobal.com. Click on "ABOUT SAI GLOBAL" and under the heading "Investor Info" there are links to key information about SAI Global shares, including annual reports, financial results, news and information, contacts and important dates. There is a link to Link Market Services Limited for information about your shareholding via "Shareholder Services" and under the heading "Useful Links".

An overview of SAI Global's businesses can be found online at the SAI Global homepage – click on "ABOUT SAI GLOBAL", and select a link under the heading "Our Business".

ANNUAL REPORT

We provide information to shareholders in our Annual Review and Annual Report.

These documents will be lodged with the ASX and the Australian Securities and Investments Commission (ASIC) and are available at https://www.saiglobal.com/en-au/about_sai_global/investor_information/results_and_announcements/.

The main source of financial information is the Annual Report, which is available as outlined above or is mailed in September together with the Annual Review to the shareholders who have elected to receive it. Shareholders are encouraged to receive these reports and notices of meetings electronically.

Shareholders can register their email address and receive information electronically. This provides fast access to information and by reducing printing, paper usage and mail delivery, it is friendlier to the environment. To register, go to Link Market Services Limited at <http://www.linkmarketservices.com.au/corporate/home.html>

OTHER INFORMATION

Other sources of information produced during the year include ASX announcements and news releases which are available at https://www.saiglobal.com/en-au/about_sai_global/investor_information/results_and_announcements/

WHERE TO FIND US

For the locations of SAI Global's offices worldwide, visit <https://www.saiglobal.com/en-au/contact/countries/australia/> and select the country or region you require.

USEFUL INFORMATION

Online

www.saiglobal.com provides information for shareholders and customers on SAI Global's products, activities, news releases and other information about the Company.

For more information

Information other than that relating to your shareholding can be obtained from the Company Secretary, Level 37, 680 George Street, Sydney, NSW, 2000, Australia.

Australia: Telephone: +61 2 8206 6000
Facsimile: +61 2 8206 6011
Email: hanna.myllyoja@saiglobal.com

For inquiries relating to Shareholder Registry Services, please contact:

Link Market Services Limited
Level 12, 680 George Street, Sydney NSW 2000
1300 554 474
www.linkmarketservices.com.au

