Alright, welcome everyone.

Uh, we've got a really cool one for you today.

Rocket, D-N-A-R-K-T is the ticket code.

And, uh, the CEO Christopher Clark has joined us.

Uh, rocket DNA is a, a drone based, uh, data

and automation technology company.

So what it does is it provides its customers

with aerial surveying, mapping, surveillance,

asset inspection, um,

and it does that primarily

to enterprise customers working in ag, uh,

infrastructure mining, that kind of thing.

So, you know, they're gonna help help these guys

with rather remote operations in, in many instances,

things like open cut mines, uh, capture

and process critical site data.

So, originally, well, originally there was, you know, people

with eyeballs and clipboards, you know,

and then, then we've had these wonderful drone technologies,

but still that required someone to sort of go out there

with the drone, set it up, fly it around, do what it needs

to do, um, but the company's sort

of strategically shifting more towards,

I've gotta tell you some pretty cool tech.

And if you haven't done so already, I'd really encourage you

to, uh, jump on YouTube, uh, search out the company's name

and you'll, you'll, you'll be able to have a look at

what they call a drone in the box solution or X bots.

Um, so for the Transformers fans out there, you'll, you'll,

you'll get a little warm and fuzzy just from that.
Um, but this is really cool tech
that basically you just plunk this, uh, this, uh,
box down on site
and someone can sit on the other side
of the world in an air condition office
and like pilot that around, uh, make it land, recharge it,
do everything it needs to do.
And then that is paired with data visualization, sort
of software ai,
and a whole bunch of cool kit that actually ingests all of
that visual data and turns it into sort of useful,
actionable, valuable kind of insight for the customer.
Um, the business is at a very interesting stage.
It's got some fresh, uh, cash in the bank, uh, as
of the latest quarter nudging close
to $2 million in revenue.
That was a 13% increase on the previous quarter.
But in terms of the, the, uh, drone in the box, uh,
solution, that was up about 40% or so.
And it's also very interesting
because you've, you've now got some pretty
big customers on board.
I mean, it's hard to think of bigger customers, BHP
and Rio Tinto to name, uh, a, a couple.
So I'm really looking forward
to learning more about the business.
Um, before I welcome Chris to the screen, it's important

to always stress none of this is financial advice.
Uh, and if you do have any questions, you'll see
that Slido link and I'd, I'd encourage you
to make use to use of that.
Austin has very much, uh, so done that.
And, um, we'll get to those questions as soon as we can.
But with all of that said
and done, Chris, thanks for your time today.
Good afternoon and, and thanks Andrew.
Thanks for the opportunity. Um, you know, really excited to,
to sort of join you here straight from our remote operations
center based out in Perth.
So, uh, yeah, for those of you ever in town
or keen to, to come by for a live demo,
you're always more than welcome to. That's
Very cool. I,
I didn't mind a bit
of flight seams back in the day there,
and I can just see some pretty cool, uh, joysticks
and some, some very nice, uh, high fidelity screens there.
Before we sort of get into all the, all, all the detail,
Chris, I, I know you've got a video that's been produced,
which might sort of give us all good grounding on
how all of this kind of works.
I'll let you queue that up.
Um, and while you, while you're doing that, uh, just again,
to encourage those that really want to sort
of eyeball this kind of stuff,
check out that YouTube channel.

There's a lot of good stuff there as well.
So I'll shut up and I'll, I'll let you play the video.
Thanks. Thanks, Andrew.
Uh, probably to, to preempt the video, I think, you know,
the, the, probably the rocket DNA story is,
is really an interesting and an evolving one in that,
you know, it's, um, it's, you know, we, we've been around
for, for over 12 years, you know,
when I originally started the business,
and actually our very first customer then was,
was BHP back in, back in South Africa.
And the business has sort of evolved from being, you know,
purely sort of drone sort of services.
And now we're really making a big data play, um,
leveraging off the back of these autonomous, uh, drone, uh,
opportunities that we're seeing across
enterprise, uh, customers.
So, uh, I think the, you know, people that have sort
of known us in the past have probably only known one,
one side of us Mm.
Um, or the, the traditional
or legacy sort of part
of the business, which is still there.
Um, but what we are really excited to chat
to you about is the, the opportunity that's starting
to unfold, um, around these autonomous systems
and where we see the future going.
So yeah, I think, um, we've got a little video here

that we did with, with Rio Tinto a couple,
couple months back and working on a couple more.
Um, let me know if the, uh,
the sound comes through. Okay. Yeah,
For sure.
Standby. Yep.
At good a diary. We've been trying
to use the most UpToDate technologies,
which includes drone usage.
We've just started now to transition into a drone in a box
where we've seen massive benefit to the MTS team as a whole
and starting to drift into the operations team as well.
The survey bot is Rocket DNA's drone in a Box solution.
What this allows for is automated drone missions.
So we don't need a pilot or an observer on site.
We have our pilots in remote operating centers in Perth
and Adelaide, who monitor the flights at all stages,
can take manual control if they need to.
It launches from the dock, as we call it,
performs its mission
and then returns to the dock where it uploads its data
and recharges the battery, which takes about half an hour.
And then we're ready to go again for the next mission.
We use our drones for a number of applications, definitely
for 3D survey mapping and updating of 3D PIP models.
We've got the other departments now using them
for panoramas, for video inspections, for drill
and blast, post blast capture.
Also for inspections on berms and pit walls.

We would have one of the biggest drone
operations in Australia.
We have over 200 registered drones, just
as many people operating those drones.
We conduct, you know,
on average approximately 2000 flights a month.
So that's a lot of aviation activity.
So even if you move a percentage of
that into remote dock operations, you know, all
of a sudden you've got less people that are interacting
with a live pit environment.
So it makes it safer. It also makes the airspace safer
because you've got less drones operating in the airspace.
So it's safer for crude aircraft
and it's safer for our current drone operations as well.
A new technology that's been seamless.
It's been a easy trial to implement.
And the options
and growth that this can have to our side, to Rio Tinto
as a whole is really endless, exciting
and great to be a part of the journey.
So Rio, actually, it was a great, um, partnership
with Rio on this, you know, what started off as a,
as a three month trial,
now turn into a two year relationship where, you know,
we put the sort of this unit down
and they've never, they've never let it leave.
And it, and it's the same experience that we're starting

to see across, you know, a lot of our customers.
And, uh, and I think probably to give it sort of background,
I've sort of prepared this slide where,
which I guess is sort of the, the hidden sort of risks and,
and sometimes the misunderstandings
of what's actually really happening in,
in the mining industry.
And, you know, Andrew, what, what we're starting to see,
or I guess what's becoming a lot more prevalent within
mining is that, you know, all the high grade, um,
all bodies, you know, they're all, they're all,
you know, exhausted, right?
Any, any kind of new mines that are starting up
or any new, all bodies that are being discovered are,
are just getting further and further away from cities and,
and existing infrastructure.
They're becoming further underground and, and,
and just harder to tovo reach, which really kind
of increases that operational complexity for how miners, um,
you know, are, are gonna be conducting the operations
that then has this knock gonna effect of, you know,
rising costs, productivity, you know, trying to fly,
you know, setting up airfield, setting up camps,
flying people in and out.
Um, you know, it is,
it's just becoming a lot more expensive and a lot more complex.
And, and if you kind
of think about the workforce makeup in general, um,
not only do we have a problem in Australia

of just finding people,
but obviously trying to find people with the right skills.
And, uh, and really the only thing that can sort
of plug this gap is technology.
And we're seeing it more
and more that mining companies are understanding, you know,
we can't just keep throwing bodies
at the problem any longer.
We need to be allocating budgets.
We need to be getting, um, ahead of this, um, in, in terms
of using technology and innovation
and automation to, to sort of drive it.
And, uh, you know, the, the, probably some
of the simple way when people look at our technology,
we sort of target two sort of, um, I guess areas and,
and one of them being in survey geospatial and,
and mining engineering is a lot of the, the sort of outputs
that our, that our services, uh, deliver.
And I think just for your context, Andrew, is, you know,
in the last couple of years we've, you know,
we've had less than a hundred mining engineers
graduate from Australian universities.
Wow. It's just not, it's just not becoming, it's just not a,
an interesting thing anymore, right?
For, for kids to who want to go and study and work on mines
and go and FIFO and, you know, it's, it's just,
it's just really, they, they
Don't like money.

Well, I think they like the money,
but it's just, it's, you know,
it obviously everyone's being very, very green and conscious
and uhhuh, you know, different kind
of generation got different priorities.
And so mining engineering is, is is just not a, a topic
and you're just finding universities are, are, um,
closing their courses and,
and their offerings more and more.
And, um, and I guess on top of that, you know, to, to sort
of, um, sort of exaggerate the point, you know,
for every 100 surveying roles that are posted in seek
and mining engineers, only 42% are ever fooled.
Wow. So it just really,
I'm, I'm, I'm flawed by that stat, Chris.
I, I had assumed, you know, particularly over, over,
out west that it was a really attractive, viable pathway
for a lot of people and a pretty lucrative one as well.
But that, that's just flawed me that stat.
Yeah. Yeah.
So it's really like, and I think that's exactly it.
I I don't think, you know, many, uh,
mining executives really kind of understand the,
the extremes in which this is happening.
And, and you, and you kind of highlight the right point,
we just keep throwing more money at, at the problem.
But again, we're gonna eventually get to the point
where there just is no people to throw, throw money at.
Yeah. They just, they're not, they're,

they're just not coming into the space at all.
So, you know, what, what do we do? Yeah. Wow.
Wow. Um, gosh, I've got a million questions.
Let, let's, let's start with the, um, the hardware itself.
So, uh, and I'm gonna just warn you here.
I'm gonna ask lots of dumb questions. Mm-hmm.
Um, but so I, I assume that the drone is more
or less an off the shelf kind of package,
and you augment that
with the station you've got on the screen there,
which will have a weather station, a star link, you know,
satellite connectivity, um, uh, security,
camera power, that kind of thing.
Is that right? And what is it, what's it sort of cost
for you guys to put one of these together?
Yeah. So we're, you're,
you're a hundred percent right Andrew.
We're, I guess when you're looking at Rocket as a company
as a whole, you've gotta sort of look at it
as a broad range of solutions.
You know, over the last year we've sort of been very, um,
communicating a lot about the hardware
because that's the first thing, you know, that's the lever,
the, um, you know, the device that you put on site that
effectively does the automated data capture
and then downstreams that data into the rest
of our operations, which is where the magic really happens.
Yeah. And I'll, and I'll sort of chat about now,

but to answer your questions, you're right.
We're, we're, we're not soldiering these things.
We're assembling 'em all together.
Some parts, you know, already available off the shelf,
but when you're operating in a tier one mining environment,
you know, there's Australian electrical standards
and then there's like tier one mining electrical standards,
and, and, and no one knows exactly what they are,
they just know they're at, you know,
a much higher level than, than, you know, your sort
of your normal industrial or,
or housing sort of electrical standards
and how you pull this all together.
Then on top of that, it's about, well, you know, we need
to put these units out there that are essentially low touch,
so no one needs to go out and maintain these, or,
or it's very minimal maintenance.
And, um, you know, you don't need somebody
that's sort of babysitting these units.
And so putting this all together with a bit
of smarts in the control panel as well.
So there's actually industrial automation systems.
The same thing that monitors conveyors
and production lines is, is, is exactly within our,
our export hardware as well.
Backup power, redundant comms, you know, the whole thing.
Because, you know, once you've sort of got customers, um,
onto the system, you just, you have to ensure that
that high uptime and and reliability factor for them.

Yeah. So yeah, we, we assemble all these in, in Perth.
We built them all on a, a really kind of a nice, um,
fixed sort of skid type.
So the idea is that you, you literally, it's just drop
and go and in a couple hours you're up and flying.
So it's a, it's really kind of a, a,
a very seamless experience, low friction.
Um, you know, that that's really what we strive to,
you know, the hardware is one part of what we do.
Mm. Um, but it's really the enabler for, for, um,
the real magic, which, which happens later down the line.
I definitely want to get into that for sure.
But, but, but, but just on, on this sort of component, you,
you say it's very low touch, which is just, I,
I guess testament to how far the technology has come,
but I mean, I remember in the early days,
it doesn't take much to, you know,
I know this is a very sort of different league,
but, you know, to crash your drone or a gust of wind or,
and, and just from the video there, you really get a sense
of the harshness of the environment,
I'm sure 40 degree plus days, you know, dust, red dust, sort
of every very martian kind of sort of landscape here.
Um, so could you just like, unpack that a little bit for us?
The, the, the reliability and the uptime?
How is it that you're able to sort of, um, you know,
de deliver, uh, to, to a certain standard there?
Is it just, is it just the, the quality of the tech that,

and, and second to that, um,
when something inevitably does go, uh, wrong
for whatever reason, uh,
how quick can you sort of stand that up again?
Is it something that you need to do from your end,
or is there someone on site that you can pick up the phone
to and go, listen, we need you to put it back in the dock,
or, I'm simplifying it here,
but you, you, um, I, I'll, I'll pass it to you.
Yeah. I, I guess probably to start off,
it's probably important to say that, you know,
drone in a box as a concept
and as a technology is, is nothing new.
You know, the, the Israelis came up with the first systems,
which they were massive, you know, they were like three
by three, you know, square meters of these, you know,
semicon containers with air conditioning.
Um, and they cost a million dollars a pop.
And, um, you know, I think Rio bought a couple,
BHP had a couple, you know, a couple of years ago.
And those systems, even though they were kind of sold
as autonomous, and they did operate,
and they, they, they, they pretty much were Swiss army
knives, you know, they would change the batteries,
change the sensors, you know,
really could give you everything.
Mm-hmm. There was always a team
of people on site maintaining them, you know, just sort
of the oil between the gears, making sure

that everything kind of went smoothly.
And, uh, and now we've got to this point
where these systems are, are really reliable, you know, out
of, out of the, the nearly 30,000 missions
that we've conducted across these very harsh areas,
we've only ever had it that the drone hasn't landed in the
box three times.
No. You know? Yeah.
So it's, it's, you know, better than a 1% sort of, um,
success rate in terms of,
or reliability factors in, uh, in
what we're achieving with these units.
And again, it's, it's not that the drone didn't crash
or anything, it's just there was weather conditions
where the wind picked up
and, uh, we just couldn't get back to the box.
Yeah. Um, you know, the, the drones have sort
of got physical sort of performance, uh, limitations that,
um, if the wind speeds exceed
that, you just can't get it back in.
So you just find a safe area and you, you landed,
and then you, you sort of send someone the GPS coordinates
and say, you know, do you mind go pick it up
and literally just put the unit back in?
So, um, we've never, we've never lost a unit
and, um, yeah, they've been very highly reliable and,
and just, I think the technology has just got to that,
that point where it's not only reliable,

but the price points have now become where I sort of joke
with customers and say like, this is kind of like a,
a old fashioned photocopier.
It's like eventually,
like every mine site will just have one, you know?
Yeah. They'll be going, well, don't you have a,
why don't you have a, a sort of a, a joiner box
or an xbo on your site?
Because it just, it's just the way that it goes.
And, um, and kind of like what, um, what Fra Frank was sort
of saying in the video there, who's the chief remote pilot
Rio for context, have got over 200 drone pilots
and 200 drones across their,
their iron ore operations alone.
Okay. You know, and,
and they're all doing, they're all doing, you know, sort
of 20 missions, you know, a month sort of per site.
So there's a lot of people, a lot of complexity
and a lot of risk, you know,
having all these drones is flying all
over the air at the same time.
And how do you prevent it?
And, and what they love about these kind
of systems is it's sort of, you know,
all the units are centrally managed so you can see
where all the drones are, um,
and effectively being, removing people from those harsh
and dangerous areas and,
and putting those systems out there.

Um, you know, it, it's like immediate
ROI gains for the customers.
They see the benefits of like, hey, like, I don't,
it doesn't take me 45 minutes
to drive down into the pits anymore,
um, to do a simple task.
I, I literally Uber style, you know, fill in a form and,
and the drone takes off and collects my data and comes back
and it's, and it's like ready, ready for me to, to go,
you know, in 15, 20 minutes.
I was gonna ask you about the auto automation piece.
So, so you, you, the,
the operator really just issues very high level
instructions, and then the, the drone itself will go
and just execute on those.
I I, I, I heard that you could, uh,
certainly take manual control if needed,
but is that also true that they, they will just go
and sort of, um, fill in the details
themselves to some extent?
That's right. So I guess for all intents
and purposes, this technology is, uh, fully autonomous.
So you can literally program in a waypoint mission, um,
schedule, uh, you know, to a calendar,
and it will, it will, um, it, it'll sort of perform as,
as expected from a regulatory perspective.
With cassa, you need to have a, a remote operator, you know,
willing to, to sort

of jump in should things sort of go wrong.
So sort of having a, a human in the loop.
Um, we're, we're very confident
and we are working on, I guess, procedures and ways
and means to, to convince the regulator over time that, um,
you can need less remote operators or,
and it eventually none at all.
Yeah. Um, and the way I kind of imagine it is, you know,
if you remember the, like, telephone systems in like the
early 19 hundreds, you know, you'd call the operator
and the operator, but then pull the cable out
and then plug it in
and connect you, you know, it was,
it was great in the beginning,
but, you know, highly, highly inefficient, especially
for the amount of telephone users that were growing.
And you know what,
and we are seeing exactly the same thing happening.
You know, we're, when we arrive on site
sites are sites are doing like 20
to 30 drone flights a month on average.
Once they've had our unit on site,
the the numbers are staggering.
They, they're getting closer. On average,
our sites are doing between anywhere up between 180
and 200 flights a month.
Hmm. So, so the demand for geospatial data
is actually always been there.
It's this really incredible big potential, but it's only

because we've sort of, um, made it really
and easy to request and accessible.
Again, kind of like that uber styled experience where,
you know, taxis have always existed,
but now that we have an app that we can easily, um, request
and, and, and visualize
and see where our taxi is now, we all use taxis more.
Yeah. And the same thing's happening with,
with, with drone data.
And so yeah. We're, we're seeing a world
where eventually there won't be any remote operators at all,
or, or very, very few.
Uh, and it's really about any of those
and exceptions would they ever need to step in and, uh,
and take manual control.
Yeah. Fascinating.
So, Chris, the way you've sort
of sketched out the hardware there is, I mean, a lot
of ways very appealing for the user,
but from a business point of view, it's kind
of like there is, um, there's a, uh,
there's a commodity nature to it.
And, you know, so the value capture, I'm assuming,
and correct me if I'm wrong for you guys, is if,
if the only thing that Rocket DNA can do is put together
some pre-made parts and put that on site,
it's gonna be very hard to sort
of defend yourself competitively in the,

get into these horrible races to the bottom.
Uh, which is why I, I presume you'll be saying, actually,
it's the downstream stuff where all the magic sort
of happens, but we can ingest that data
and we can take the images, and it's what we do with that,
and it's how we enable all of that
to embed into customer's workflows, um, uh, to, to really,
again, automate a lot of the, the, the backend stuff
that needs to be done.
Um, so yeah, tell us, tell us a bit about, uh,
the software side of things.
Yeah, you, you're right, Andrew.
The, the automated data captures
and remote operations is, is,
is just only our, our ticket to the game.
Yeah. But you know, what's gonna, what's gonna win the game
for us and, uh,
and effectively, um, separate us from the rest
of the competition is what we do with that and,
and how we make that, um, available.
So again, the, the, the, the blue ocean, the opportunity
that we're, that we are playing for
and we're targeting is all those non-typical users.
So again, think about right now, you've got surveyors
who are out there, got their own drones.
So, so let's say Rio, for example mm-hmm.
200 drone pilots, 200 drones,
and they're only able to do 20 flights a month, right?
Like, they just, that's all the

capacity's, not enough surveyors.
They're burnt out, they don't have enough
time to do everything.
Mm-hmm. And, but they're getting all this demand
and request from all these other departments, geology,
geotech, you know, enviro, the mind management team.
They're like, Hey, um, I really need you to go out and,
and, you know, help me out and, and do this for me.
Get, can you get just a quick flight of this?
And even though it might be a simple little request,
it's the, um, it's the time that it takes that surveyor
to get out there and do simple things.
It's, it's just not worth their one.
So they end up just not doing it.
And so we are playing for that 180 flights
that those surveyors just never get to.
And the way in that we can get
that data quickly into the end user's hands seamlessly.
And then, and then, um, as a first step, I should say,
and then as a second step, think about, all right, well,
identifying those workflows.
So sort of kind of taking a bit
of a data consulting approach
and saying, well, yeah, what do, what kind
of decisions do you need to make out of this where,
you know, where are your pain points, right?
And how do we integrate, um, our data
that we are collecting straight into, into your platforms?

Because, you know, the biggest thing,
and I, you know, I've been doing mining conferences
for a very long time, and especially
when it comes to digitalization.
And the number one thing that everybody complains about, um,
is interoperability.
Um, it's, it keeps going on. Why?
Because no one likes to play nicely with anyone else,
you know, between the OEMs and,
and other software developers.
'cause everyone wants to kind of keep their data.
But what we've actually managed to build is the ability
to say, Hey, we'll just sit in the middle,
collect all this data and integrate,
and then start to, to sort of pick and choose
and say, well, what are the, the quick and easy wins?
And, uh, and one of the things that we've, um,
we've identified is just sometimes actually just
basic visualization.
So, so we sort of said, well, as a first step, when, um,
when we sort of started getting all this data, we said,
well, we need to be able to a, get in customer's hands and
and allow them to, to share and collaborate and,
and just visualize the data.
And can I tell you, like, even just what we thought was
probably a no brainer ended up being a massive game changer
for, for the customers on site,
because they've never had a tool like this before.
Right. And, and maybe for context,

like if you've got a mining site, you,
you've just got very complex software.
It's, it's like 30 grand a year they have
to install on your desktop.
You need all the, these access rights.
Um, you need six weeks of training.
You know, it's this, it's, it's, you know,
engineering spec grade
software that, that's where you're at.
You either have nothing or you just got really complex CAD
software in which to visualize it.
And so when we brought out tupe, which said, Hey,
here's all your data, all your maps,
everything all in one place, um,
you can just access the live stream.
You can, you can do some quick measurements,
you can get some quick takes.
All of a sudden, like we just had this massive explosion of,
of users using our web platform.
And, and we didn't even know, like, like I say, we were
so focused on just getting hardware out there and,
and making sure that we are sort of capturing the data.
But, but all of a sudden, um, the growth in the number
of users on our platform started taking off.
And, um, and I think, um, in October sort
of just pulled this number and we're getting,
we're getting close to, uh, you know, I mean close
to over 650 users.

We have done no selling or customer success on this at all.
We've got eight enterprise customers.
We've given them open access.
We said, Hey, you just share this data
and amongst yourselves and, um,
and, you know, kind of canvas style, you know,
or Figma style, you, you say what, you know,
how you wanna share this data.
And, and it's just organically grown massively.
Um, so that, you know, all our customers are are,
yeah, just collaborating.
As the data comes in, they get an email.
Everyone has access to the same data at exactly the same
time, no more waiting.
It's all relevant. Um, and,
and I'm a big fan of that use engagement.
You know, I think, um, Larry Page once said, you know,
any kind of business that's like a toothbrush where you have
to use it more than twice a day, that's,
that's a good product to, to invest in.
Mm-hmm. And it's exactly
what we are seeing here in in site tube is, you know,
over 11% of our customers are logging
in more than twice a day.
A vast majority of them,
over 70% are logging them at least once a week.
So we're nowhere onto something.
And, um, and hence, you know,
very recently we've just brought on a head of product just

to, just to kind of help us now start actually formalizing
these opportunities
and the software play, um, which we really see to be, um, a,
a really big growing part of, of what we're doing.
Uh, that is fascinating.
I mean, there, there's a lot,
and people will be familiar with this,
if you've ever had a job and, you know,
the word comes from on high that we're going
to a new system, there's usually an audible groan.
'cause now I've gotta relearn something.
And it's, it's always plenty of frictions.
But if you can see, uh, very strong, uh, adoption
and use without that, that is,
that is a pretty strong signal.
Um, so, uh, tell us a bit about the, the,
the revenue model here as well.
And I don't want to completely ignore the traditional part
of the business, 'cause I know it is,
it is still very much in, in in play here,
but just while we're on,
while we're on the drone in a box kind of stuff here.
Yeah. Is this on a,
'cause I mean, you know, people love the SAS model.
Um, uh, I presume that's, I'm,
we're really coming in cold here,
so I I I apologize for the silly questions.
You probably had to answer them before,

but yeah, just fill that out for us.

Exactly. No, and, and

that's why I can appreciate like this opportunity,

because I guess the business model is evolving right?

Towards maturing, I should say.

Um, in that, you know, you kinda like AWS you had

to put out the infrastructure first.

And I think that's exactly what we are seeing is

that every time we put out a system, whether it be

for a quick trial or even a one year sort of contract,

it just never comes back.

Customers just keep, you know, the, the,

the value outta the ROI is immediate, right?

Mm-hmm. And so we, we've really sort

of positioned ourselves especially in that,

that enterprise space to to be the, the,

the supplier of, of choice.

Because it's not like anyone can go buy a drone,

but it's about how do we make sure

that this drone is operating reliably, consistently,

and just does what needs to do.

And to your earlier word, it just needs

to be frictionless experience, right?

Yep. Um,

and then as we, we sort of built that infrastructure

as a service, we really realized

that the real money we're gonna make is,

is actually in the data as a service component.

So, you know, to, to sort of straddle with, it's great.

You don't have very many companies that have got
so many options to make money, right?
So we've got both.
And so we're making money off a lot of the,
the infrastructure side of it.
And now we're growing out the, the software part.
And this is all driven by demand for features
and functionality that our customers are saying to us,
saying, Hey, um, you know, we want
to get more data on, on this.
Actually, like one of the biggest things which, um, I'll,
I'll sort of show you in a slide is they're saying, Hey,
right now we're doing manual requests to trigger the drones.
Can we just get our machines to trigger them?
So if an alarm goes off,
or, you know, a status change happens on autonomous trucks
or drills, or, you know, something happens,
can we just trigger the drone?
We're like, we're like, hell yeah.
Like, that's exactly, like, speaks
to exactly what we wanna do.
And 'cause we are not only getting paid, the more we fly,
the more we get paid,
but we're actually then create the opportunity to,
to build our subscription based, um, services as well.
So yeah, there's a, there's a lot to play for a lot
of money, um, on the table for us to,
um, to really to access.

So yeah, I think it's about, you know, like you say,
we raise a little bit of money, it's being responsible with
that building out and following our customers one step at a
time, um, and, um, and charging for that.
So yeah, I think, you know, from our perspective, we're,
we're, we're very excited on that, on that,
that revenue mix and that diversity.
And, uh, yeah, that's why it's such an interesting space.
Yeah. It's, it's, it's usually a nice state of affairs
to when the revenue growth potential comes not just from the
signing of new customers,
but from an increased engagement with existing ones.
So it's often, often described as that land
and expand kind of strategy as well.
So obviously, uh, you guys will want as many sites
and customers as you can get,
but it's nice that at the same time that that is happening,
that the, that the revenue site
or per deployment is, is is also going up.
But it does, it does represent, um,
I won't use the word problem, but a challenge, Chris,
and of all the challenges to have this is this,
this is the grade a platinum plated problem, which
to your words, there's like a lot of opportunities and,
and, you know, particularly at, at this stage
of the journey, capital's, capital's tight right there,
there's always a limit there.
And, and one of the challenges of, of being listed, there's,
there's a lot of advantages to being listed.

There's a lot of disadvantages to being listed.
But one of the, one of the, one
of the challenges there is that, you know, Mr.
Market's pretty, you know, um, temperamental, you'll,
you'll go through phases where
the market will just throw money at you
and the valuations will be very high,
and you just, you know, there's, there's, it's good times.
And then as you know, it just, it just turns
and everyone's in a bad mood,
and the wallet's tighten up, share prices fall
because of something that Donald Trump
did on the other side of the world.
Like it had nothing to do with you guys. Mm-hmm.
But it's the reality of it.
And so this is just a long lead up to sort of say,
and Oh, I should, I should,
I should point out to the other challenge.
We see, we've done a lot of these
and we, we speak to a lot of earlier stage companies and,
and one of the, the way it's often expressed is it's,
you know, you grow yourself broke where a company starts,
it has a great opportunity in front of it.
Um, the customers are excited.
They're saying, Chris, we want this, we want this.
And you go, oh, yeah, we can do that, we can do that.
And then all of a sudden the capital just dries out
and then it's like, oh my,

and you're a little bit over your skis
and you never really get to Valhalla, not
because the potential wasn't there.
The underlying demand wasn't there, it's just that the,
you know, the, the capital dries up
before you get to that self-sustaining problem.
So that means from, I'm not telling you anything you don't
know of course, but someone in your seat,
you have this real dilemma of like, well,
where do we prioritize our, our spend and r
and d is expensive, right?
And, and it's also uncertain.
So sorry for a very long lead into that question,
but yeah, it,
You're a hundred percent right Andrew.
I think a lot of, a lot of companies, you know,
do fall short, you know, and,
and sort of go for that fallacy of the money never ends.
And, you know, they would, you know,
they keep spending like there's no tomorrow.
And I think, you know, from our side, you know,
we've been doing this for a very, very long time, you know,
like I say, originally started this business
and, you know, I mean, I also know
what it's like on the other side is when,
when it was a private company
and you, you know, you sort of live,
live from hand to mouth.
Yeah. And so you're right.

You, you've gotta be responsible, um, just as much so, um,
you know, in a, in a public setting as well.
And I think, I think probably a lot of those sort
of learnings have, have sort of helped myself and,
and also the team for us to be disciplined
and, uh, responsible for this.
And, and, you know, not only with the finances,
but like, like you sort of mentioned with the technology,
you know, we are always, we're always very, very conscious
that we don't create technology looking for a problem.
We're always go out seeking the problem first to,
and then bringing technology
and a commercial solution behind it.
Um, you know, it, it's, I've, I've had businesses
before that I was involved in, which we were just too early.
You know, we're five years too early, three years too early.
And I guess this is probably exactly that, that, um, a lot
of people would early think to Rocket going,
oh, is this too early?
Is this actually something that mines and,
and everyone are they gonna need or, or not?
Mm-hmm. And um,
and I think what I can say is over this last year,
or even just these last six months with the recent news
and announcements that we come out,
I think not only have we got through the product validation,
the customer validation,
but now I think we really hitting our straps from an overall

that viability, we're ticking off all those boxes from,
is this gonna be a viable long-term scalable business?
And, and the answer is yes.
Yep. Yep. And, and of course too, you, you can go too far
to the conservative side as well,
because this is what makes the, you know, your job
so challenging is, is because there is,
and again, the market, you will
see this from investors, right?
And you, I, I guarantee you that, I'm sure that you have,
where it's sort of like,
we just care about revenue, Chris, give us revenue.
I'm like, okay. Uh,
and there's like, no, now we, we,
we want you to be cashflow positive.
And it's like, okay.
And, and, and there's risks on both ends.
You know, you, on one hand,
and particularly maybe in more the last year
or so, there has been a, a drive more towards sort
of self-sustaining kind of operations.
The risk there, of course, is
that when there is a new opportunity,
and there's a lot of greenfield sort of sites out there, is
that you are so conservative as
to miss out on the land grabs.
So it's, it's, it's diabolically tough.
Yes. Yes. No, I think, and,
and also like, I guess the context of, you know,

there's been lots of other drone stocks, right?
That have had incredible peaks and valleys, right? Oh,
We, we, we've spoken to Oleg before. Yeah, yeah.
So, so, you know, you've got this, this landscape of,
you know, I mean, stone bodies all over the battlefield.
Yeah. And I think, I think what for investors,
when they kind of look at Rocket, I think the two things
that just play in our favor, right, is, is number one,
is we're a recurring revenue business model, right?
Mm-hmm. So everything that we do,
whether it be from the hardware or the software that,
or the services component, everything,
it's a recurring revenue model.
So we are gonna get that money every single month,
or every single, um, year, right?
Back on, back on top of it.
Now, it's not as sexy as, as some other companies
where they get big, you know, $10 million big, um, you know,
defense contracts and,
and you know, I mean, huge, massive revenues.
Yeah. But what I can say is it's the slow
and steady wins the race,
and that's exactly what we are seeing with our revenues
that we're, we're building on, building on building on.
And that money's gonna be there next year as well, right?
Mm-hmm. Because customers don't let this leave. Mm-hmm. Yes.
There's a little bit of, you've got new tech
and we've gotta give customers the,

give them a safe space in which to trial and test it out.
But yeah, as I mentioned, every customer
that we've ever given to that,
they don't go backwards with it.
So it's, you're right.
It's about finding that, that right mix
and blend of, here you go, give them a bit of a risk,
let taste the data, see how it goes,
and then they get addicted to it.
And, and, and, uh,
and you know what I mean, the rest of the story sort
of completes and we expand on that.
Yep. Yep. The second, oh, sorry, go on. Go. Oh, yeah, sorry.
And the second thing was just really around, you know,
our customers are enterprise customers,
and particularly in mining, which is, which is really great
because consistent, you know, the, the applications
or the downstream effects are, um, these are things
that they need to be doing every day, come rain shine.
Like you need to be knowing
how much you're digging outta the ground,
what's happening on site.
Um, so it's not nice to have it's critical kind of stuff.
Correct? Yeah. So it's, it's part of the operations.
And so when you combine recurring revenue business with,
with enterprise customers who, yes,
it might take a long time to get the initial sale,
but once you're through all the safety, the cybersecurity,
you know, all those, the sort of rigors

and checks, um, you know, it's really kind
of easy flowing from there.
So, you know, when we are kinda looking at the,
the market span of this just in mining, it's, you know,
it's just hundreds of units, you know,
that could just lead us into hundreds of millions
of dollars of, of recurring revenue.
And, and probably on that point, like again,
and that's why maybe a lot of people,
some sometimes miss it.
And, and maybe we, we will figure out ways of
how to better communicate it.
But if you just go back
and, for example, just look at the,
the recent BHP announcements that we did, um, you know,
it's, um, they've given us sort of orders,
you know, this is nothing new.
It's all, it's all announced, you know, um,
they've given us orders just in the region, sort of,
you know, of just around about one, 1.3 sort of million,
1.4 million, um, dollars in, in, in revenue, um,
for the next six months, right?
Mm-hmm. And so if you kind of extrapolate that, you know,
you're kind of like in the sort of the 2.5,
$2.6 million per annum sort of region, you know,
and that's recurring revenue again.
So, you know, and then you base it on what we did last year
and revenue was, you know, just over about 7 million.

And then you can really kind of start seeing like, hey,
like just from one customer, from one side, how
where these guys could go and what,
and what the revenue is, is, can look like.
Yeah. And, um, so yeah, we're, we're really excited.
And, and to earlier point about having a sustainable
and profitable operation is definitely on, on our ball game
and, uh, definitely within our sites.
And so we're, um, yeah, I think there's a lot
to play for. Yeah,
There is, Le lemme give you my pitch here,
and I, I I, I try
and do this with a lot of our guests, uh, just for, for
what it's worth is
because I I, I do appreciate that, you know, one
of the challenges of being a listed company is you've got
people like us to deal with.
Mm. And you know what investors want,
the investors want the share price to go up
and they want to go up now,
and that's, that's all they care about, right?
And, and in an effort to please, so
for all the right reasons, you, we see it a lot
where you people sort of create enough,
they give themselves enough rope where they,
they hang themselves, whether, you know,
the analyst rings out, Chris,
what's your revenue gonna be for this month?
You know, we need to know this, we need to know that.

And you sort of, you put your best guess out there,
and it just gives you something to fall short of and or not.
And then as I say, you know, uh,
we, we, we want revenue growth.
No, no, actually, no. We now we want cashflow positivity.
My my humble opinion is, um,
I bel very believe very strongly you get the
investors you deserve.
And when, when, and we, I won't mention names, um,
but you, you, you, there are various companies in there
eagerness to please, they just attract the hot money,
and they don't, they don't attract the patient capital.
And the reality is, is that you'll all,
they're very fickle kind of people, investors,
and they'll always be unhappy.
But you want those, you want those that get the mission,
that get the opportunity.
And I think in that frame, if,
if there's any encouragement I can give you is, is to the,
the under promise, over deliver, and generally, right?
As opposed to specifically wrong is always
a very, very good idea.
Because you know what, there is one thing that
narrative is very important to investing.
Mm-hmm. You know, regardless of what people like
to, to sort of think.
But at the end of the day, the best narrative is the
financials and the financials will always out, right?

You're gonna have the best story in the world if
you're bleeding cash forever.
And, you know, so anyway, that's No, no, no, it's great
Advice. It's great
advice. Andrew, you Yeah. Like I I
Push back on us is what I'm saying is, is like, if, if,
if you get a little bit gobby from, from the side,
from the peanut gallery, it just like, yes,
this is what we're doing, guys.
And if you don't like it, then that's fine.
There's 2000 other listed companies on the oc,
this is our mission, this is how we're gonna do it.
And I think it's, it's,
you just get, you just get better investors.
Um, uh, what I what I also wanted to ask you, Chris, is
that, and again, this is another very, very common thing
that we observe and I certainly pay a lot of attention to,
is that earlier stage technology oriented companies, you,
I certainly tended to assume, you know, if you build it,
they will come, here's the tech, it's really cool,
it solves all these problems, why wouldn't you want it?
And then you realize, and again,
I'm not telling you anything you don't know,
what you realize is that companies,
large enterprise customers are very risk averse.
And, and there is always a nervousness of being the first
to sort of act.
And, and, and then,
and then you have, you hit this point,

which I feels like you guys have hit in the last 12 months,
where all of a sudden you have a really impressive,
well-known reference site.
And so future sales, sales growth, doesn't it,
it's very non-linear.
It's sort of like you can't, no one will pick up the phone,
no one will return your calls,
doors are being slammed in your face,
and then you rock up to a potential sales prospect
and you say, one
of the biggest mining operations in the world is using us.
And then, and then it, the old saying is, no one went,
no one got fired for hiring IBM, right?
Mm-hmm. Have you noticed inbounds,
or have you noticed the, um, the, the, the,
the challenge of selling becoming a bit easier now
that you can put a Rio Tinto
or a BHP banner on, on the slides? Mm-hmm.
Yeah, no, definitely. I think like that Rio,
that Rio video definitely gave,
gave the BHP guys some fomo, so mm-hmm.
I think, I think you're, you're right,
there is definitely a knock on effect from that.
Um, but again, I guess, you know, I'm sort of speaking
to earlier point, you know, we,
we always wanna do right by our customers.
Like we understand, you know, they're not,
they're not trying to buy a drone, you know,

they've got a data problem that they wanna solve.
And I think, I think that's what makes us unique
and different is we're, we're, again,
we're not just putting out hardware, um,
and we're not just flying drones we're,
we are really focused on, all right,
how are you gonna solve this issue?
And it might be small, and then
how do we automate that over time?
And I think that's, that's
what customers really appreciate doing business for us.
And, and to your point, why they keep referring us
to others, because they go, you know what,
the guys at Rocket, they, they really get it,
and they, they want to be here and they want to solve this,
and they, they, they want to help.
And, uh, I think that's the feeling
that we get from a lot of customers.
And so the work just comes very organically, like
that expansion part, you know, um, you know, you,
you get one guy, one customer will take one,
and then all of a sudden they go to three, to five to 10.
Yeah. And, um, and, and that's just the, the front ends.
That's only what you guys see from the market perspective.
But what we are seeing the backend is, is, you know, they,
they start off using it for one or two little things,
and then that grows to 20, um,
because it just becomes just entrenched in their operations,
entrenched in their workflows,

and entrenched in their decision making that,
that they just go, this is, this is just
how mining will will happen.
And so again, I think it's just about start off with the,
the customer mind, listen to their problems
and go, Hey, like, actually maybe you don't even need us.
Maybe here's a tool that that could solve your problem.
Or actually, yes, this is something that we can,
we can actually really help you with
and, uh, insist in the long term.
Um, you know, so yeah, I think people appreciate
that consultating approach
because, you know, like with big enterprise,
they make big moves and can make big decisions,
but it's the little things that can trip you up.
And, and so I think for us, we're, we're, we make sure
that we're doing our product.
We're, we're not trying to be everything to everyone.
Um, we're trying to do 80% of of things. We're not boutique.
We're kind of like a, like a, um, yeah,
we focus on 80% of the problems.
We do that really well, very cost effectively, things
that we can automate and scale and,
and be very efficient at.
That's super encouraging to hear Chris.
I mean, that, that, that is another lesson I think I've had
as an investor over the years is the, the, the company
that tries to be everything to everyone is sort

of nothing to everyone.
You know, it's kind of like, do do the things that you do,
do it exceptionally well.
I think it's, it's, it's great
and it, it's, it's almost corny
and old fashioned to sort of say, but, you know, yeah.
If you do ultimately solve a problem for a customer, I mean,
that's really the secret source.
You see it a lot on the as SX, where it's kind of like,
it works for a never, never last,
but it works for a time where you can get,
you can get pretty far by sort of saying drones, you know,
or drones are cool, you know, or,
or, uh, ai AI is the big one at the moment, right?
And here you have a technology that's like super legitimate,
absolutely gonna change the world.
I don't know if company X, y, Z is going to be
that company just because all
of a sudden you've found religion
and you, there's more, there's a lot of companies that sort
of try and benefit from that, from that halo effect.
And, and to your point,
just doubling down on it really is just sort of like, yeah,
it's cool tech, but it's gotta solve a problem, you know,
otherwise what's, what's, what's the point?
Um, yeah. 'cause fads come and go, right?
That's right. My, my, uh, my wife, uh,
I think the only reason she married me is
'cause old fashioned and corny.

But like you say, it's, it's, um, it's, it's, you're right.
It's just about being wholesome and, and having intent
and idea of what you're gonna do and stick to your niche
and do that really, really well,
because you will, you'll, you know what I mean?
Like, you can look
and you'll see hundreds of other drone companies Yeah.
But there's no other, um, company that's,
that's publicly listed, um, that can actually, um,
not only target enterprise,
but can actually, um, actually service them
because like, like you sort of identified earlier,
you need access to that capital
and to that, to, to, to those markets.
Because when you get those very large enterprise customer
contracts, the big thing that's going through their mind,
and particularly when you're thinking about government, um,
work as well, is, you know, they give you three
to five year deals, right?
Um, and they, and their biggest thing is in their mind is,
are you gonna be around in five years?
Right? Right. And so I think again, you know,
that's why we are quite uniquely positioned of yes,
we have the technology, we have,
we can solve your data problems, we can solve it,
but also just having the basics in place
and that financial capacity to,
to service those markets is also

something that's, that's very unique.

Yeah. For sure. My god, the time is going so quick

and I haven't even gotten to a viewer question yet.

Do you mind if we do a a,

a quick fire? Yeah. Quick fire around

With pleasure. Um,

we've got a whole bunch from Austin here.

Um, is there a value in attaching quantum sensing technology

to your drone offerings such

as the Nomad Atomics in Melbourne, the magna magnetometer,

grater accelerometer, gyroscope, uh, LIDAR imaging,

electric thermal, et cetera?

Yeah, so we we're pretty much focused on

what they call the remote sensing.

So, um, everything that's other can be visual there.

There will be a lidar version available in, in the next year

as well, which effectively will mean we're able then to,

to go from doing scans

and measurements, you know, only, um, 12, 14 hours a day

to 24 hours a day, um,

which a lot of our customers wanna do.

They do operate at night as well.

So I think there's just, there's so much opportunity

to really, in just just that basic remote sensing, um,

they are becoming a lot more, like,

let's think about oil and gas.

There is, sensors are getting a lot smaller

and lightweight that are gonna be eventually be able

to attach to these drones.

So they can do, um, optical gas, for example, detection of,
um, of, of, of sort of, oh, interesting.
You know, um, um, to think of the word.
But, uh, you know, for, uh, gases that are leaking methane,
you know, outta pipelines and things.
So yeah, the technology is developing at such a rate,
you know, again, the opportunity is only growing the market.
Addressable market will only continues to get bigger, um,
as, um, as the sensors get smaller. Yeah.
Nice. What's, what's stopping you,
or what would stop you from scaling globally?
And I'll, I'll add a point to that is, is I,
I guess what's the bottleneck for growth at this point?
Yeah, I, I think, so probably the first
to start off is we have a lot of work
and opportunities available in Australia alone.
Again, we've still got the office in, in, in Africa,
but Australia's very unique in terms of its economic makeup
of, again, access to labor or skilled labor.
Um, and just the vast size of the country, right? Yeah.
That's, that's why this technology is just so easily,
you know, acceptable by so, so many companies and,
and agencies, right?
So there's a lot of, there's a lot
of opportunities we need to sign up.
Um, what that also means is being public is, um,
gives us the opportunity to also, um, pick and choose
and see how this develops across

other, um, countries as well.
So we have been asked by some customers to,
to go other countries.
Um, some customers have bought units to,
to deploy in country.
'cause again, when you've got s starlink,
you can pretty much deploy these
systems anywhere in the world.
Mm-hmm. But I think our approach really will probably be,
uh, you know, um, as we sort of build up our market cap, um,
to probably then leverage that to, to do a couple of, um,
you know, m and a activities, you know, globally and,
and then to effectively scale this and take our brand
and our software, um, you know, globally.
So yeah, I think there's nothing that's stopping us.
I think we, we just wanna focus on what do we have in front
of us right now do that well prove to investors we,
we can consistently deliver.
And, uh, and, uh,
and then we, yeah, we got, we're totally open to, um, to
that global expansion.
Yeah. Nice. Um, what must be true
for autonomous export deployments to be profitable at scale?
Uh, I think, I think they, they really are, are there, so
I think what, what everyone probably needs to,
to again understand is
that when you're seeing these original announcements come
out, you're only seeing that infrastructure
as a service components of the, the,

the hardware services sort of blend.
Um, what you're gonna see a lot more coming out, uh,
in the next six months, a year is that data as a service.
So a lot more communication
and understanding of, right, the revenues that generate.
So as you sort of mentioned that land and expand, right?
You, you put the hardware out
and then as the customer's got, oh,
this is quite neat, can I do this?
Can I do that? And then we just keep building and building
and building and we're charging like subscription just a
little bit and a little bit on top of it all the time.
Um, you know, process your data, analyze your data, what,
um, and um,
and I think that's, that's the key sort of switch point, is
we, we wanna make sure that we're, we're competitive and,
and pretty much low risk
that customers can just take these systems on
and deploy them, but then really leverage that, um,
you know, once the sort of the fibers in the ground,
you know, you leverage those units to, to then take over
as much, um, data work and, and analytical work as possible.
How do you, so I'll, um, Austin, I'm gonna sneak, one
of my, my questions in ahead of yours is, is, is, is
how do you think about pricing power?
Because, you know, these are very big operations
and they, they cost of, I'm sure a bomb to, to run.
And, and, and relative

to the service you are delivering is probably a very small
part of the budget for potentially an outsized kind
of return on that.
At the same time, you push too hard
and maybe other competing
offerings look a bit more attractive.
So again, this, this is more art than science, but,
but how do you think about setting
the prices on these things?
Is it, is it more about just winning the customer
and not pushing, pulling that lever too much at this stage?
Or do you feel as though you've got a bit of capacity
to sort of, you know, get some,
get some nice margins at this early stage?
Yeah, so the way that we, I guess if you're a,
a new customer that's looking to explore this technology,
um, the way that we originally propositioning it
for everyone is it's really a paper per use model.
So you kind of pay per flight.
Um, and that really blows the risks for them.
So we are saying, Hey, we've really got all the approvals,
all the insurances, everything's taken care of.
So you, you can just take a unit, you can try it out for,
for a day, a month, a year, like totally up
to you, pay per use.
Mm-hmm. Um, and that has been really effective in, in terms
of us just getting that uptake,
because again, the system has just been engineered
and designed so well, again,

it's not just the hardware, it's the software, right?

Mm-hmm. Because as you put it in

and as you request a flight, you know, you're go like, Hey,

uh, go gimme a 360 image

of what's happening on that side of the mine.

And then all of a sudden, 15 minutes later, it's, it's,

you know, you get an email that say your data's reading.

You're like, what? Like,

it's like a mind blowing experience.

Yeah. Um, a lot of, um, you know, I do a lot of posts on,

on LinkedIn, um, you know, just as simple applications.

And a lot of customers who come

to our remote operations center, um, come and see us

and they go, oh, Chris, like, when you,

when I saw your post, I thought you were,

you were talking nonsense, right?

Like, you know, it couldn't have been this easy.

But actually when I see it with my own eyes, I'm like,

like you say, you, you, you come to,

you have a religious moment

and you're like, I'm just, I can totally see how this,

this is all, this all works and,

and actually how this will actually make our our

operations a lot easier, safer.

Um, you know, and we are like, yep, we're ready to go, ready

to deploy, ship out a unit, drop it, and let's go.

So yeah. That's,

That's great. That's great.

Um, here's an interesting one.
This probably harks back to something we touched on earlier
in the conversation, but Austin's asking, what do customers
complain about most that you refuse
to fix immediately and why?
Uh, I think there's just a lot of features we get a lot
of requests for, for enhancing the software
and doing improvements and building up the feature set.
So, um, like s mentioned, we are,
we've just brought on a new, um, head of product, um,
you know, because like I, I've got a bit of a finance
and a bit of a sort of computing background myself.
So, you know, again, like with every small company,
you know, we've sort of been bootstrapping this
and, you know, each
and one of us been wearing six different hats.
So we're now now slowly sort of building out that team,
because I think a lot of the customers, especially
with enterprise customers, they're all about data security,
data sensitivity.
Um, and so I think what we're starting to see is
as we are becoming more
and more entrenched in the customer's workflows,
and as they become to trust us, that we need to be able to,
to, to, to scale up
and just meet their demands around, you know,
the software functionality and performance,
because it's very, it's a very unique space.
It's not a consumer product, right?

So they've got very different kind of concerns.
But again, we love those kind
of customers in those conversations
because A, they're prepared to pay for it and, uh,
and b, the the expectations are,
are really quite straightforward.
You know, these are things that, um, you know, it's not,
it's not rocket science, it's, it's just like, just need my,
my data and I need to make sure that it's safe and,
and only the right people are seeing it at the right time.
Yeah. Interesting. Um, would you describe yourself
as a drone hardware company, a software company,
or an operations company?
Sorry. Mm-hmm.
In five years, how would you see yourself is the question?
Yeah, I, I would be saying in five years we're,
we're, we're a data company.
Okay. So it's, it's really about, you know, again, the,
the drone is just a means to an end in, um,
in the collection of that, um,
how we're solving problems is, is through drones and,
and probably even terrestrial robots, uh, you know,
within, within five years.
And it's really about, um, like as we're sort of seeing,
we can only, we can only see that the tailwinds are,
there's just less and less people available who want
to go work out in very f foreign remote mining sites.
So how are we gonna be using data and robotics and,

and drones to, to really kind of fill in those gaps and, uh,

and solve those problems.

Uh, we're coming up to the hour here, so I,

I'll just be a little selective.

Um, uh,

and apologies everyone, I,

it is my fault I've missed timed to the questions.

Um, uh, this is a good one.

What decision in the past two years, if reversed,

would most accelerate the company today?

I love this question actually,

because I mean, you know, this is just true

of every single company that there is a lot of the nature

of business is one of experimentation,

and not every experiment works,

and that's, that's just how it, how it goes.

Um, the mistake in my,

my mind is usually when people just double down on mistakes

or refuse to acknowledge it.

But, but yeah. What, what, what could you sort

of pinpoint perhaps in the last couple of years?

You kind of think it sounded like a good idea at the time,

but if had we not done it,

perhaps we'd be a little bit further ahead.

Yeah, I guess so. You know,

what they always say about hindsight, right?

So, yes. Yeah. I think, look,

I guess everyone could say they could wish they would've

been a little bit more aggressive, right?

So I, I think from, from our side, you know,
we should have pushed more.
But overall, I think we're, we're very, we're very grateful
and happy for the opportunities like this one
that we just got from, you know, BHP and BMA.
That's a lot of work, but we're not stopping there.
Like, we realize now we're onto something, um,
and, and we're making sure that we're, we're gonna deliver
and give these customers what they need.
But, um, yes, what, what I can definitely say is that we're,
we're gonna, we're gonna push harder and faster now
because I think we're, I think every single one
of these deals and announcements
that we're making just builds on our confidence to go, like,
we're onto something special here,
and, uh, we want to take up as much opportunity as possible.
Yeah. Nice. Okay.
So my last question is, I'll, I'll go with the,
the one I usually do, Chris, which is, you know, you,
you speak to a lot of people like us
and investors all the time.
What is it you feel that investors most commonly
misunderstand about the business?
Um, that, that to your mind is, is pretty important, but,
but, but people just
for whatever reason, don't seem to get it.
Yeah, I think there's always, I think a lot
of investors might,

might get always pulled into the marketing, you know,
and, um, and probably to earlier point that Andrew, it's,
you know, watch, watch what we do, not what we, what we say.
Mm-hmm. And I think we're, you know, rocket is that kind
of company where we're, we're focused on fundamentally on,
on fixing the problems first.
Not just trying to talk things up
and say we can do things without
us actually really believing it.
We're, we're a team of, of engineers and specialists and,
and you know, we understand that, um,
perceptions are important,
but it's actually the, the work that you do deliver will,
will naturally just grow the business, right?
Like customers will just keep coming back and,
and that's what we're about.
We're recurring revenue business,
and we wanna make sure that everything that we do,
we're delivering value that customers that,
like when it comes to renewals, people are like, yep,
not only do I want to keep going, I want to add more on.
And, uh, and I think that's for us is the,
is the key differentiator between us
and a lot of other companies is we're here for the long run.
Um, not for the quick, quick bucks.
And, um, yeah, I think we'll, we'll continue to drive value,
not only for our customers, but our shareholders through,
through, through that, that mindset. That's,
That's really nice. And

look, the, the quick bucks are, they're always tempting,
but they're never as well a well, well, um, there,
there's a, there's a, there's a, a timing dimension to all
of that, which means you're, you're playing with fire,
but also the, the, the great investment returns always
come over the long term.
It's that, it's that long-term compounding of a company
that goes from very small to very large is
where the money is made, not in, not in the trading.
Right. So, um, mate, uh,
it's been such a fascinating conversation.
I, I, as I said, I came into this pretty cold,
not knowing really much about it,
and I could, I could, I could probably, um,
ask you a thousand more questions.
I won't do that though, but maybe we'll get you
to come back next year at some point.
'cause we'd love to stay on top of the story and,
and keep up to date with what you guys are doing.
Yeah. Thank you Andrew. You've been,
been really great chatting with you
and, uh, you know, all the best for the Christmas break.
Yes, likewise. Okay, great. Thank you so much. Thanks.
Cheers. Cheers.