

Okay, uh, welcome everyone.

Today we are joined by Locate Technologies,
the founder, the CEO Mr.

Steve Stein. Uh, it's been a while.

Uh, we caught up in October of 2022.

So this chat is well and truly overdue,
and a lot has happened since then.

If you're new to the story, locate build
software essentially to help optimize last
mile delivery and logistics.

So it's got two key platforms. The first is Zoom to you.

So this connects customers with couriers,
uh, and locate to you.

It's, it's a marketplace. Uh, locate
to you is a SaaS platform to, uh, help, uh,
businesses manage their own, uh, delivery fleets.

So it'll do booking management, route optimization,
real time tracking, these kinds of things.

Uh, more recently the company made some headlines being the
first A SX listed company to adopt a Bitcoin, uh,
to adopt Bitcoin as its treasury assets.

So definitely keen to dive into that
and what it might mean for shareholders.

Uh, just remember though,
before, uh, we start, none of this is financial advice,
and if you have any questions, we've had some good ones come
through already, but if you do, you've got that Slido link
and, uh, I'll put them to Steve in due course.

So all that is out of the way.

Steve, good to see you again. You

Too, Andrew. Good to, good to be here.

So, yeah, I'll, gosh, so much to talk about
and there's a million places we could start, but,
but given that it has been a little,
a little while since we, we caught up, for those
that are new to the business, I gave a very rough
and ready level description there.

Can, can you explain the business for us?

Yeah, sure. Um, and I think you
gave a very good description.

Uh, not, not everyone always gets it
as well as that, so well done.

Mm-hmm. Um, I mean, yeah, originally, um,
the business started back in 2014 with the Zoom
to you marketplace, um, side of the business.

And what we found, um, you know, we're providing a same day,
three hour delivery to lots of retailers
and consumers using our, our, our, our marketplace.

Um, and we had a number of customers approach us looking for
that same delivery experience.

We could actually track the live location of the driver, uh,
and looking for that for their own business
where they're running their own fleet of drivers.

And that's where the locate to you product, uh, started.

Um, and so when we listed back in September 21, um,
the revenue on our locate to you business was tiny.

It was about \$50,000 for the quarter, um,

and has now since grown

to over \$600,000 a quarter, um, 10 x.

So it's, yeah, it's grown really well.

And, um, it's, what we see is, is probably the,

the fastest growing part of our business right now.

Um, we're selling the locate to your products in Australia,

but also customers overseas, um, to a wide range

of different types of businesses from, you know, your local,

um, gelato manufacturer who's built managing building gelato

or creating gelato, and then delivering it with one

or two van vans through to, um,

some really big retailers like Amart Furniture, um,

and many others that, um, have hundreds of vehicles, uh,

doing deliveries, uh, using the Locate two platform. Yeah.

Uh, tell us, tell us how those two businesses interface

or, or, or connect or,

or they're really just sort of separate

products for different use cases.

Yeah, they, they're separate products and, um,

and separate use cases,

but what we were able

to benefit from when we built the locate to product,

we had all these learnings from

what we did inside of Zoom to you.

And because we'd run a real life delivery business,

we understood where the customer pain points were.

And so that's really, you know,

really useful when you're building a, a software product,

is really understanding what, what is it,

what are the customer pain points,
and how do you actually address those?

Um, and like any piece of software, like you'll have the,
the same software, two different vendors,
but one you really love
because it's that that person has more intimate knowledge
around what the customer actually wants.

Um, and that's what we've been able to build with to you
and sort of understanding it from the driver point of view,
but also understanding it from a management
and operational point of view of managing these businesses.

Yep. Yeah. Gotcha. I mean, one of the things that, I mean,
this has come up as a topic of conversation with a few
of our guests, but I mean, the market as, as you know, uh,
as much as anyone, you know, really goes, uh,
through different mood swings and,
and you know, back in the earlier 2020s,
it was more about just revenue and growth,
and that's all we really care about.

And then the, the, the moods really shift. Yeah.

And now it seems to be like, no,
we just care about free cash flow all of a sudden.

Correct. Correct. Now, pros and cons on both sides.

And, and there's also the argument of like, well, you know,
thanks for your feedback, but we've got our own vision
and our own strategy here.

Have you noticed that change yourself?

And I, I know recently there's,

there's a bit more commentary on sort of getting to break even more, uh, focus on, on cost.

Has that sort of been the, the reaction to what the market is demanding?

Or is this sort of like the natural evolution of the business as, as it to scale? Um, yeah. Look, I I definitely think it's a combination of both of those factors.

I think we've reacted to the market, but also as our business has started to evolve, um, in the early days of the locate to your product, you're investing a lot of, um, money into building of the platform and then starting to build that reoccurring revenue that's starting to occur.

Uh, and as that's evolved, then we move closer and closer, um, towards profitability.

And so, yeah, we've been really mindful of that.

We've been mindful around what does our headcount look like?

What does the cost base look like?

Where, where can we see efficiencies?

Um, where can we use AI

to make our business operate more efficiently?

Um, and so yeah, we've been looking at all aspects of that and, um, and spend a bit of time around doing some areas of cost cutting to help us get there quicker, uh, but always been able to continue to develop on our product, um, and, and, uh, innovate on the, uh, on the platform as well.

Do you find it's, it's been a, a, um,

an, what's the word for it?

An unfortunate hand break in, in having to sort of pander to that current demand?

And what I mean by that is often when we, because we, we do speak to a lot of small companies, they've got a great product, they're seeing good traction.

And I think anyone who's been in this game knows that you've just gotta spend money to make money.

Like, as you say, it's, it's hard to build software.

It takes a long time, it takes a lot of money, then you've built it, then you've gotta optimize it, you've gotta refine it, you've gotta sell it.

And all the while, you know, you may be seeing a bit of traction and growth here.

And, and I think longer term investors would appreciate that there's nothing wrong with spending a bunch of and being cashflow negative if there's a return at the, at at the end of that.

So do you, do you feel as though that it is, it is, is at least slowed you down from the pace that you would otherwise feel you could run at?

Or is it just something that you feel is like just an, an appropriate sort of pivot to make at this stage of the journey? Yeah.

Um, I think it's, I think when you have less resources, you think differently about how you're gonna spend those resources.

And so I think it's, it's quite useful in

that it actually forces an entrepreneur to become creative around what they're actually doing.

And so I, I think it's, it's really useful for a business to actually have limited resources, um, because yeah, it, it's, it impacts every single team member inside of the business to think differently and think really wisely and carefully about, if I spend this dollar, are we gonna get a return on investment?

Um, and, and yeah, I think that's been really useful for our business to, to think like that.

And, um, yeah, so I, I don't necessarily think it's, it's, um, slowed our growth in any way.

I think if anything, it's made us spend more wise.

It is made us think more creatively around how we're actually executing on our, on our vision, um, and possibly, you know, not use some channels that have been quite costly in historically, um, that may have led to almost like an artificial growth, um, inside of the business.

So I think it's, it's been quite, quite prudent in how we've been able to operate.

It's such an interesting point, Steve.

I mean, it feels counterintuitive to sort of say no, less is more, but it really, it really is.

I mean, gosh, I I, I couldn't count on two hands the number of businesses that had really promising potential and they had all the capital in the world to do it.

But it, it, it does lead to prophecy.

It does sort of lead to, uh, a reduced focus on efficiency.

And when the worm invariably turns, you sort

of can be caught flatfooted, right?

It's just like, gosh, the ca the cost

base isn't appropriate.

We've invested time and resources in areas which have

distracted us from the core mission Yeah.

And the core opportunity.

So it's definitely not so much a question, but,

but really just to, to hammer on that point, uh,

it reminds me in fact of, you know, things like haikus

and stuff where, you know,

artists will de will intentionally restrict themselves in

terms of their form because that's where, uh, sort of, uh,

creativity lies in.

Yeah, definitely working within boundaries.

Definitely. And, you know, when you start expanding

and increasing the size of your team, it's not just

'cause you add like one more person

that you get double the amount of resources out of that.

Yeah. Like, it's usually not that, that

that doesn't usually happen.

And then you've got this overhead

of management that's gotta manage that team.

So it, um, yeah, it becomes quite, quite,

um, challenging as you scale.

So a small team I think is really useful.

You can move really quickly if you need to change things,

you can direct and change that,
that the course really quickly as well.

Let, so, you know, it's been 11 years now,
and I'm very fond of the saying, you know,
the overnight success that is 10 years in the making.

Yeah. Because I think a lot of our people on the
outside don't recognize there's been, you know, a,
a founder sweating away in the shadows for all that time,
and then you sort of, sort of suddenly it feels like you've,
you've, you've appeared out of, um, out of nowhere.

But, but you know, there's, there's been, um, a a lot
of development that's occurred in that time.

Where do you feel you're at with, with the software stack?

I'm, I'm, I'm wise enough now at this point to understand
that it's never a job that will be finished.

Yeah. So software is never finished, and it never will be.
It never should be. Yeah.

But are you, are you at the stage now where it's sort
of like, you know, the, the, the, the key parts
of the foundation have been laid?

It's really just about the odd feature enhancement
customization Definitely. And Yeah. Yeah.

Yeah. So, you know, yeah.

I feel like we are now at a stage
where the product has been real, is really robust.

Yeah. It does a lot of things.

Um, it does everything from the route optimization,
the driver app,
but now we've also got the billing element in there as well.

So the payments of drivers can be done
invoicing to customers.

Um, there's a lot of like massive amounts of functionality
and that has been built into the platform
that makes it really robust.

Um, so when we're going into these meetings to show
or find out what customers are wanting, we're able to say,
yes, you, you can, we can do this, this, and this and this,
and this is how you actually do it.

Um, in the early days, we'd go into those meetings
and be like, yeah, we can do this,
and we are planning on building this.

Um, and so you'd have to try
and bring them along for the journey to try
and help get 'em
to fund your development as you're moving forward.

Whereas now that development's been completed.

Um, and so yeah, it's much, much easier.

And now we're sort of thinking about, okay,
what are the next element of things
that we're actually gonna build that's gonna make these
businesses even more efficient than by using our software.

Um, and so, you know, things like AI
and having AI agents sitting over the top
of our software are gonna be very, very useful
for our customers to get to gain real efficiencies.

Um, and so, you know,
historically they've gone used our software

because they want to maybe have some inefficiencies around how their drivers actually operate, have some cost savings around, um, the allocation of that work, but also improve the customer experience.

Um, and now they, with the, the launch of like AI agents in the future, um, they'll have some real benefits around the customer service cost base, uh, and how quickly they can respond to customers and do that using AI agents to, to do that.

Yeah. Uh, I'm definitely gonna come back to the AI angle.

Um, but, but just first of one thing, thing you said there is interesting, I know is also a challenge in that when you ask customers, what would you like, it's a very long list, right?

Yeah. Yeah. Because, well, I'd like everything please, and I'd like it at the same kind of price.

So there's always going to be, uh, uh, trade offs.

I suppose there's always gonna have to be compromised that they're gonna be made priorities that have to be sort of worked out.

But also the, the harder thing, particularly for a, for a smaller and emerging kind of company is that that ability to say no, it's sort of like, well, you might want that, but we're not doing it because that's not what we're gonna do.

Is, is that one of the challenges you've found?

Um, I definitely find that we are very consultative to our customers, and so we wanna understand, you know,

you want this to do this, but why?

Right. And understand the question of why is I think, really important, and then being able to say to them, well, you might be doing it like that today, but what about this as a solution to that?

And there may be another way of being able to solve that.

Yeah. Um, and so I think it's always just really understanding what the customer problem is and how they're best trying to solve that.

And is there a better way because we're, they're seeing it inside of their business and only their business, whereas we're seeing that in hundreds of businesses.

Yeah. And so we generally will know sort of a better way of being able to solve that particular problem.

Actually, I, I should go back a a few steps here.

What is that particular problem?

So I'm a, I'm a, let's go with your example.

I, I make gelato, uh, yeah. And business is, is booming.

Um, I, I could go

to a marketplace like Zoom to you, uh, yeah.

I, I could use a third party logistics sort of provider.

What's the, what's the sweet spot for you in terms of customers that are looking for their own sort of SaaS platform?

O obviously speaking of the locate to you kind of product here.

Yeah. And,

and what are the alternatives that,

that they might, uh, consider? Yeah,

So most customers, um, that come to us are generally using a spreadsheet.

Um, and so they're getting all these orders in.

They might be having a Shopify website, um, or their own sort of ERP system that they're running.

And then they're having to figure out, okay, which driver is gonna be able to do this particular delivery?

Yeah. And they're sitting there and they've got an allocator, an allocator's job is to drag and drop and move things

spreadsheets around between different drivers.

And that sheet will have all the drivers' names along the bottom of it, and they'll be moving it across and it's, it's a nightmare.

Yeah. Um, it's really, really inefficient.

Um, we take all of that data and then address information of those orders, and then we know the capacity that's required on each one of those orders.

So if you're a furniture company like Amart, you can only fit so many orders inside of the those trucks.

And so you need to make sure those are actually properly, um, allocated.

Um, but we also take into account things like, okay, this particular customer needs installation and so the visits actually gonna take an hour for that driver rather than a 10 minute just drop,

drop off the, the item.

And so it's taking in all those different variables.

We put that into our, our algorithm,

and then our algorithm basically spits out

and says, here's the route for each of your drivers.

Here's, um, which driver's gonna do,

which particular deliveries, and which is the order.

And because you've now got a route against each one of those drivers, you can then tell the customer when you're actually gonna arrive.

And so from a customer ex, uh, experience point of view, it's like really, really valuable that you no longer need to sit at home waiting all day

wondering when that person's gonna arrive.

You're not given a three hour time window.

You've been down to the minute as to when that driver's gonna arrive.

And that might update throughout the day, but you've got visibility of being able to see exactly what's happening at that point.

Um, and then from that end, you know, the delivery gets completed.

Did the customer have a good or bad experience?

And capturing that review at the minute that driver actually completes is really useful.

Um, we found in our zoom to you business by doing that, we could identify when a customer had a bad experience immediately.

Mm-hmm. It stopped.

'em gonna Google, they

don't go to Google to write the review.

They write the review in your platform.

You then can call that customer and say, Hey, what happened?

What? Send the driver back

to fix up, whatever's just gone on.

Or send a new driver in, you can actually fix that problem.

Ultimately, the customer just wants it fixed. Yep.

Um, and so having that information becomes yeah.

Really valuable in being able to do that.

Um, and so there, yeah, there's a whole, that's just the,
a tiny little snapshot.

It then, you know, the driver experience, the invoicing
and the payment process, the admin functions, um,
there's a whole bunch of things that we, we look at
and help customers, uh, solve.

Yep. Yep. So it, so it strikes me as sort of you're at
that stage where it's more complicated than a
spreadsheet's gonna be worthwhile.

It's gonna be more costly just to sort of outsource it
to DHL or something like that.

And you're just looking, we want to do it,
but we need the system and tech to sort
of make sure that we're doing it properly.

Yeah. And I think it's where companies are wanting to own
that customer experience completely.

Yeah. And it's like, how do I differentiate
and how do I control the delivery experience?

'cause we're, you're an online store,
the only physical interaction you have
is with that delivery driver.

Yeah. And so if you can make that experience really good,
you're gonna get that repeat purchase.

And ultimately, every e-commerce store doesn't,
doesn't want you just to order once.

They want you to keep on consistently ordering. Yep.

Um, and so when you do that, then the value of
that customer increases.

And so the return on investment is, is really good. Yeah.

Um, uh, the other question I had for you was,
how do you sell this, the platform?

In other words, you know, um,
awareness is always is the hardest part, you know?

Definitely. Um, so how do you beat the pavement,
knock on the doors, pick up the phones,
or, you know, what mixes do, do you find
that you're getting more inbound inquiries as as you grow,
or Yeah, just, just speak to that for a bit.

I mean, there's a, there's a, a number
of different aspects to our marketing
through the strategy and sales strategy.

Um, the one thing we definitely do find is that we,
we are getting a lot more inbound inquiries
as we start to get more customers.

Yep. And part of that is, um, a tracking link that gets sent
to the consumer, they can see that it's,

it's delivered by locate to you.

Um, and so there's this like really subtle bit of marketing that's in every tracking link that gets sent out thousands of times every single day.

Um, which is, which is really useful.

And so often when someone starts speaking to us, they're like, oh, well, I ordered through this particular retailer and I had a really good experience, and now my boss has seen it, and he wants us to be able to use it inside of our business.

Yeah. Um, and so that's, that's definitely sort of probably our best area of, of getting inbound inquiries.

Um, but yeah, then we do a range of things on social media and like creating content, um, as well as, you know, paid ads across different social channels, as well as things like, um, Google AdWords, as well as organic content that gets generated, um, and, uh, coming up in, in search optimization.

Um, yeah. And then we've got an outbound strategy as well where we're, we're at knocking on doors and we're speaking to very targeted companies that we know that we can help.

Um, and speaking to those types of businesses.

And, um, that all results in, uh, new customers coming on board and, um, being able to implement our software inside of their businesses.

Yeah. I I really do love that.

It's just, you've never, never waste an opportunity to sort
of, uh, you know, um,
put your name in front of other people.

Right. Definitely. It's definitely, it's a no brainer. Yeah.

I love it. Um, let's come back to ai.

Um, uh, and I can, you know, you,
this is obviously the new black and Yeah.

And it's, it's just everyone's talking about it.

So it's, it's for good reason.

And, and for our challenge really has just sort
of been like, well, how do we,
how do we identify those companies
that are using it in a way
that gives them an edge over what others are doing?

So in other words, it's probably, I mean,
there is some things you have to do
because it's just what you have to do to stay competitive,
and there are other things that you might do
'cause you feel as though it gives you an edge.

So, yeah. You know, it's not really that I'm old enough
to remember when companies started saying, Hey, look,
we've got a website and an email address.

Yeah. And, and it's like, well, great and good on you,
and you ha obviously you have to,
but it's like, where's the edge here?

And I, I guess, um,
and I just reading some of your material, I guess there's a,
I'll get you to expand on this,

but there's a few angles here.

There's one, it's just making your workforce more productive, but also making the product more, more, more valuable as well.

So could you just sort of speak, speak to all of that and, and, and yeah.

How, how are you making use of this tech?

Yeah. I mean, I, I think, you know, every business is gonna be using ai.

There's no doubt about that. Um, and in our existing workforce is like, how do we build right code?

Um, we need to be making sure that every, every developer is actually using AI today.

Um, and so I think that's really, really, really important.

Um, and then, you know, we look at other areas of customer service.

Can we sort of streamline and have chat bots being able to answer certain customer inquiries and then escalate it off to a customer service representative?

I think that's, that's gonna be important. Yep.

Um, and but then for our customers, when they're using our product, uh, how do we use AI to make it sort of easier and more efficient to actually do things?

And I think you, you're gonna see over the coming, you know, years ahead, is that AI agents are gonna

form part of your workforce.

Mm. You have an AI agent that's responsible for account inquiries, responds responsible for maybe it's, um, notifications or delivery updates to a customer when delivery's running late, or those types of things.

Um, or maybe there's like a, a rescheduling process that an AI agent is able to handle.

Um, and even, you know, being able to take phone calls and be able to connect to our infrastructure and say, okay, um,

I'm this customer I'm calling in about my delivery.

And they can actually, the AI agent will be able to take that phone call and actually be able to talk directly to our database and be able to update that.

And so everything that a customer service agent is able to do today will be able to be done by ai, uh, done by an AI agent very easily.

That's amazing. Just in regard to the developers, do, is it, has there been, is it been more push or more pull from their perspective?

And what I'm getting at here is, is it a case of guys, we've just gotta operate more leaner, so I want you to, to, to lean on this, um, tech a bit more?

Or is this the kind of thing that they're finding as a valuable component to their toolkit to it's like, well, we, we we're using it anyway

and we're finding we're more productive,
or what's the mix of, of that? Yeah,
I think you find initially there was a bit of hesitation,
um, and like a bit of like, off, we use ai, then we could,
our jobs will be re redundant.
Um, and I don't think that's ever gonna be the case.
I think this is a tool
that still needs oversight, particularly today.
Uh, and it's like,
but instead of being able, being able
to produce this much code, I can actually double that.
Um, because I can actually do things much, much quicker.
Um, and, you know, be able to solve a problem
or just, it's almost like bouncing, here's how,
what I'm wanting to build, but I'm stuck on this area.
Can you give me an, gimme some
ideas on how best to solve that?
And that's, yeah, that's been become really useful.
And I think it's still got a way to go.
It's still not perfect. Um,
but I imagine even over, over the next six months,
the quality of code that's been developed by these, um,
AI engines, it's gonna improve dramatically.
Yeah. Yeah. It's fascinating.
Um, I'll, I'll go to one of the questions now if I can.
Steve. I think it relates to
what we're we're talking about here is Bill's made the
comment that in the third quarter it was a negative EBITDA
of nine K.

Um, but in that AI was cited as reducing headcount,
he's got here from 87 to 68
and in turn a 41,000 per month reduced staff costs, um,
or a 13.6% reduction from the first half run rate.

So, um, the, the, the, the question then goes on to say,
can you explain what AI is being used for?

Which, which I think you've just answered,
but just in terms of the financials, there is, and,
and I know that you, you,
there are some things you can't say.

So tell me where to go if you can't. Yeah, sure.

Am I, am I to sort of read between the lines there
and basically say with, with
that move the business at least on a run rate basis,
is EBITDA positive going forward?

Um, If you were negative nine K
and you're now saving 41 KA month,
I guess there's other moving parts there, but Yeah,
I, I think we, we, we'll give an update to the market,
um, end of July.

Yeah. And I think that will give Yeah.

Like give investors a pretty good
update on onto where we're going.

And our focus has always been over the last sort of six
to 12 months is getting to, to, to po to positive
and not just EBITDA positive,
but actually cashflow positive.

Yep. Um, and you know, we, we've been making lots

of changes to be able to do that.

Um, and you know, where we see

that we can streamline operations, then we will.

And so in, you know, in that, in that particular quarter,

we made a number of changes around, um, uh,

development development teams that we saw

that we could actually reduce some of the head counts.

Um, we still need, obviously, headcount to be able

to complete the development, but we saw

that we could actually reduce it, um,

across not just one area, but a a number of different areas.

Um, and then also in, in some areas in,

in customer service as well.

Okay. Great. One more question on the business,

then we can get to the, to the Bitcoin stuff.

Um, uh, so I also noticed in the recent period there,

we sort of sort of, we saw Zoom

to you go back about 10% locate went up about 10%.

So sort of a washover

as businesses are broadly speaking about the same in terms

of the revenue that they're generating there.

Right. Uh, and I know you've, you've, you've talked

to this previously, but for those that that are just sort

of joining the story now, what, what was the sort of factors

behind Zoom to you?

Is this more of a sort of like the inevitable, you know,

it's a two step forward, one step backward type thing

as it is with most businesses?

Or, or what's, what's the,

what's the insight that you would offer there? Yeah.

Um, in the location business,

what's really great about it is you've got

this reoccurring subscription.

Um, once you're, the software's actually implemented inside

of someone's business, it's very, very sticky.

Um, it's used across a lot of people

inside of their organization.

And so a predictor of, um, cashflow is, is very,

very easy from the locate to your business.

Um, in the zoom to your business, it's very dependent on,

um, days, like different days of the week, um, certain days of the week, you'll have increase and decreases in volume.

Yeah. Um, certain times of the year you'll have increases.

And then you'll also be impacted by customers, uh,

in the certain volume that they might be putting through.

And so where you are seeing sort of, um, a, a,

a decrease in consumer spending,

it's definitely impacting logistics businesses

and how they're actually in

what their numbers are actually looking like.

And so I think in the zoom to business, we've had the impact of decrease in, in consumer spending.

Um, you can see that in some of our numbers.

Um, whereas right in the locate to you business businesses

and logistics, they're like, we need

with receiving maybe less orders at the moment,

but we need to make sure that our drivers are operating

as sufficiently as possible.

And so by using our technology and software, they can actually, um, reduce their cost base and reduce the numbers of drivers, um, across their business.

And so it's, the return on investment for them is, is far greater in implementing the locate to you product.

And so, you know, that's where we see that's, we we're gonna see the shift happening.

The locate to business ultimately will become a much larger business than than the zoom to you business.

Um, and yeah, it's, it's a reoccurring subscription.

And so that's where our focus is at the moment is to see that continuing to grow.

Um, we'll continue to, um, keep running the Zoom two business.

We'll continue to keep on seeing, you know, how best we can see that business continue to grow.

And we see there's lots of opportunity, um, inside of that.

Um, but it is this cyclic called business that does have these ups and downs, uh, as it goes through, um, for months.

Yeah. So that's interesting though.

Like, you, you, you, you would say, I, I suppose they're on the front lines of the economy, if I could put it that way.

Yeah, definitely feels a bit soft.

Yeah, definitely. Definitely. Yeah. Interesting.

Um, and particularly, um, you know,

you look at the Easter period, I think it was
where there was a number of public holidays in
that particular month, um,
and I think it fell in with Anzac Day as well.

And so you join,
and you, a number of, I know employees actually took leave
and you could actually get a 10 day holiday Yes.

Taking off like one or two days off. Yep.

And so suddenly that actually impacted a lot of businesses
that are actually doing deliveries and selling things.

Right. 'cause everyone on holidays
for quite a large period in that particular month.

Um, and you could definitely see that in our numbers, uh,
coming through in the zoom to your business.

Oh, very interesting. Very interesting.

Um, okay, let's talk Bitcoin.

So you're the first a SX company to, to do it.

Um, congratulations.

Because it's always the first person to move.

It's, it's always the most difficult, right?

You're, you're, you're the, I I know firsthand,
you know, off air conversations that there's,
there's companies that are thinking about this kind
of stuff, but you just, it it takes,
it takes a certain boldness to be, to be the first.

So I will just say congratulations on, on that
and particularly so with Bitcoin,

I just put my cards on the table as people watching this.

Now I'm, I'm a convert.

So, you know, I'm, I'm, I'm on team Bitcoin here,

but I want to, I sort of want to try

and approach this as I can from a, a healthily

skeptical angle because I'm sure outside of people like you

and me and the other Bitcoin

tragedies that might be on the call.

Yeah. This is a pretty weird move, right? Like, it just is.

And, and I guess, well, I guess

that might be my first question to you.

What have you, have you found that response from, uh,

from others in the market in terms

of like, what the hell are you doing?

Well, like, you know, we definitely, like,

I, I'll, I'll go back to like I've been a Bitcoin for,

for a number of years now, um,

and sort of came across it probably 2018,

2017, thereabouts.

Um, and I think one of the things that you sort

of have this big shift that actually occurs is thinking

about what actually what is money?

Um, and so everyone's like, okay, well I've got this \$50

that's \$50, and that's what we've just all known

and we've all ever, ever thought about.

Um, and then it's like, well, is it,

and like, you know, how can this money be manipulated?

Well, governments can just produce more money.

And so when you start thinking about those types of things,

then it starts thinking, okay, well how do you solve that?

Well, Bitcoin was the solution to that.

It's this limited in supply.

Um, it's an algorithm that runs, controls the whole network and can't be shut down by one individual.

Um, and so, so that's, that's

where I sort of came from all of this.

And so I started having some conversations, um,

probably in the middle of last year with the board

and walked into a board meeting, um,

probably didn't warn everyone and said, um, this is,

I think the business needs to start owning Bitcoin.

Um, I think it's a really important part of our strategy.

And so, um,

and if you think so, you think about that, you're like,

that's, that is very weird.

Why, why are we thinking about owning a digital asset?

Well, if you think this digital asset is going

to be the next form of money, then it doesn't actually sound as as crazy anymore.

Yeah. Um, but it definitely took some education

and it definitely took some education of some of our sort of larger investors and sort

of getting their, their head around it.

And many of them actually didn't, didn't agree with the, the strategy.

And we were con definitely concerned about the strategy,

but for me, I'm building this company for the next 50 years,

and I think Bitcoin is, is likely to be the currency

of the world of the future.

Um, I think there's a number of problems with the US dollar, um, and I think the, the amount of debt that's there, um, is, is a problem, and I don't think it's easily solved.

Um, and so what are the alternatives?

And the best alternative that I've found and seen is, is Bitcoin and, and it's now at a stage in its life cycle.

You know, maybe doing this 10 years ago still would've been a great move, but it would've been, there's a lot more risks around 10 years ago in doing this because it hadn't been adopted by institutions like it is today.

Yep. Um, and so I think now makes a lot of sense for companies to start owning Bitcoin on their balance sheet, um, and try and, and thinking about their cash reserves, not just in terms of dollar values, but actually in terms of Bitcoin value.

Um, how much, how much Bitcoin are you actually holding?

So, um, it's gonna be an, an interesting RI ride.

Um, you know, so,

so far we haven't had any negative feedback from

Doing that. Well, the market liked it.

Yeah. The market's really responded really well.

Um, and investors are now

actually starting to get up to speed.

Like, you know, I was speaking to, um, someone just yesterday

who worked at a big four accounting firm

and, you know, he didn't even know the fact
that Bitcoin has a maximum
of 21 million bitcoin that it can even be mined.

And so there is this cap supply.

And so then, you know, I think there's still a lot
of education that needs to take place, um, in general.

And I think there's a lot of unknowns around
what actually is Bitcoin.

And I think people immediately go, okay, crypto Bitcoin, um,
uh, so there's some

Something FDX.

Yeah. There's some, there's some reason as
to why this is a scam or whatnot,
and, um, without actually doing the work.

And there's, I think there's a lot to get your head around
to really understand what Bitcoin actually is.

Yeah. I was on a podcast a little while ago
and someone said, what's the thesis?

And I'm like, just, I mean, I can't answer that, right?

Yeah. Like, it's not like you wanna have a few beers
and like, chat for the next four hours.

We can try and touch the, the surface of it,
but it's, so it's, yeah, you're a hundred percent right on,
on the, um, on, on that learning curve.

And I also think too, there's just
that social dimension to it as well.

It's, it'll be something that'll be a far less controversial
seen as a far less controversial move when a lot

of other players are doing it.

Right. Um, do you feel as though with what, you know, the, the meta planets and the mic and the strategies of the world, uh, the semi scientific sort of the pioneers over in sort of US and Japanese market, has that helped?

Was that, did that help lift the confidence in terms of taking this to the A SX?

Um, yeah, I, I, I definitely think so.

I think you've definitely seen, you know, companies like strategy have obviously executed on this extremely well.

Um, and then, so that's definitely helped in building a thesis towards it, definitely. Mm-hmm. Mm-hmm.

So here's the other thing with that.

So I, I threw out some names there, but they're all very different in a way.

Um, right. So strategy, it's strike.

I mean, gosh, we could talk for hours with strategy, but it, it strikes me as that what they're really doing is they're offering a product.

They're basically giving certain pools of capital that are restricted by mandates access to Bitcoin exposure in a way that they just otherwise wouldn't be able to get.

Right. But they're doing all these, these sort of seemingly complicated kind of things.

And again, we, I'm, I'm being careful not to go too far down that, that rabbit hole.

Then you've got the similar scientifics of the world,
which just like, well, we've got an operating business
and we're just using this as our treasury asset.

Am I, am I right in assuming
that you are more on the EMS scientific side
of things in terms of locate is the business
we're generating cash flow through, the aim is
to generate sort of free cash flow through this kind
of business, and then we're sweeping the long-term capital
into Bitcoin as our treasury asset?

Or do you have an eye towards doing some of these other, uh,
uh, uh, financial product type moves
that strategy is doing?

Or, or how do you see it?

Yeah. Um, so we're, we're yet to, um, release
to the market exactly what our plan is.

And I think, you know, in the coming weeks
and, um, we'll plan, plan to do that.

Uh, but what I do think is every business in the future will
be wanting to hold Bitcoin, that
that will be a, a no brainer.

Um, everyone will be thinking about taking their dollars
and moving it out of sitting it in cash
and moving it to Bitcoin.

Uh, I think it's a very smart thing to create.

There's a transition period from traditional finance
to Bitcoin that that is gonna occur over the years ahead.

And where you've got people

that probably don't necessarily understand Bitcoin
or don't really want to take the risk,
having some financial products that makes sense for them
to invest in that allows you to get access to that ca
that those pools of capital makes.

Makes a lot of sense. Yeah.

In Australia, you know, we're, we're somewhat unique
to other parts of the world where we do have, you know,
this large amount of capital
that's deployed into superannuation.

Um, and so that superannuation money doesn't necessarily
want direct Bitcoin exposure,
but may want to be a, have access to other products
that allow them to get some, some form
of consistent returns.

Um, being able to build something around
that would, would make a lot of sense.

Yeah. Gosh, it's so, it's so fascinating.

Um, I, I guess one of the, the, the points
of contention would be the, the volatility, right?

Right. It's one of those things,
and you've been in it since 2017.

Yeah. So, you know, need me to tell you this,
but it's sort of like, we can talk all day about some
of the benefits, but the detractors will
say, yeah, but it's super volatile.

Now that might be fine for companies
that have like swimming in cash
and well, we just don't need to touch this for, for ages.

Locates a little bit different though, you know,
you're still, we will talk about some
of the ATM facilities and stuff at the moment.

Yeah. But you're still in a, a process of, of, uh, of, um,
not having a lot of excess sort of capital.

Right. Does the volatility bother you or the board
or investors in terms of, because it's a crazy thing, right?

Like, we could wake up tomorrow and be down 50, 50%. Yeah.

I mean, I don't think it will, but it, but it,
but it could kind of happen.

So is it, are you guys viewing it
as really just this is our long-term capital
that we hope not to need to touch
for at least several years or Correct. Yeah.

Correct. So anytime we're buying Bitcoin, our view is
that we, we don't expect, um, to sell that Bitcoin.

We are, we're buying, we're holding,
and we're, we are leaving that on the balance sheet
to really capitalize the company into the future.

Yeah. Um, and so, you know, our goal has been let's get
to profitability as quickly as possible.

We are working really hard on doing that,
and I think we we're getting closer and closer.

Um, but yeah, when we buy Bitcoin, we,
we don't intend to sell Bitcoin.

Yeah. Nice. It might be some more options in the future
too, against, uh, lending or borrowing against it. Yeah.

I think there's, there's lots of things that, um,

but for now it's, you know, the focus is, um, we, we buy
and we hold and, um, we'll,
we'll see where we go in the future.

Yeah. Nice one. Um, uh, gosh, so many different places
to, to sort of go with, with, with, with all of this.

Um, let's talk about the at, uh, the ATM facility. Mm-hmm.
So let me try and lay it out.

'cause it's not, it's, you don't see them
very often in the as x.

Right. And then you can put some sort
of flesh on the bones for it.

So for those that aren't familiar with it,
companies generally do capital raisings,
like they do an institutional raising and a retail raising.
They'll say, here's some free, no, here's some new shares.
Give us some money. Right.

And, and you're not buying it off a
off an existing shareholder.

You're taking new shares, um, from the company
and it's a, it's a means of raising capital
and ATM is like that except rather than going direct to
shareholders new or existing,
but it's going to the market with new shares.

So in this case, you have someone acting on your behalf
and they will be out there on the market on the A SX.

Right. Selling shares that have been newly issued
as a means to raise money.

Have I got that broadly correct?

Yeah, exactly. Exactly. Okay.

Um, so yeah, I mean, it's,
if you've got demand in your stock, um,
it's a really great way of being able
to raise capital at the, the money that the price is at.

You're not having to discount
your share price traditionally.

Yep. Um, you talk to a broker
and their broker's like, I can raise you money,
but it's gonna be discounted
based on your current share price.

Yeah. And I just always find, I never like that.

Um, it's unfair
to the existing shareholders when you're doing that,
you are traditionally going
after sophisticated high net worths
that are automatically getting a premium on their money
because, because they, they're wealthy.

Um, and so I just don't think that's fair
for every other investor.

And so the ATM facility allows us to have stock available
that can be sold in market, um, at certain prices,
and that price will move depending on, um, where
that price is on any, any given day.

So it's a really great way for a company to,
to raise additional capital.

Yep. And I know you've spelled it out in the
announcements, but again, just for those tuning in now,
what, what, what's, what's the intended use

of capital raise through that facility?

Um, I mean, generally it's, we use it in, in sort of management of our, our treasury.

Um, our goal is to increase our, um, you know, holding us, uh, obviously increasing cash, but also increasing our, our Bitcoin position into the future.

Um, and so yeah, it's, it's just a really great way for us to be able to raise money at various different share price levels, um, as the share prices increasing into the future.

Mm-hmm.

Um, let me go to some questions.

Uh, these got some good ones here.

Um, in Australia, we seem to be slow to adopt to, to the dig, adapt to the digital world, especially with our government and banks.

What do you see unfolding, uh, in terms of taking a Bitcoin position in terms of, I guess what, what bill's getting at here is the broader environment we face in Australia, whether that regulatory, legal, um, yeah, all, all of that kind of stuff.

Do you feel as though there are some risks that are out there?

Are there other changes that you would like to see enacted to sort of help with this approach?

Um, I think what's gonna be really interesting to see what plays out is what do the banks do, um, in this, in this place, in this, in the digital asset world.

Um, you know, today if you are with the Commonwealth Bank

and you want to, to go

and buy Bitcoin, they'll limit, you know, up

to \$10,000 can be sent.

Oh, I know. To an

Exchange. Um,

and so the banks I think rightly don't,

probably don't want Bitcoin to become the new currency

of the world because they won't have the

ability to control it.

Um, and so I think, you know, if we zoom out

and go, what does, what does it look like in 10 years,

20 years, 30 years,

maybe the banks will have a different role

that what they'll, they'll be playing.

And I think as this younger generation who's grown up

with Bitcoin, who's grown up with knowing, okay, well, um,

there's only ever gonna be 21 million,

the government suddenly can't decide to create more Bitcoin

and can't dilute my money.

Um, then it's, yeah, it's,

the world's changes quite dramatically around that.

And I think the way in which governments spend money is

gonna change because of that.

Um, and so currencies I think are gonna change dramatically.

And so I think that there's gonna be enormous change

that will occur because of this.

Um, and I don't think the US dollar will be the currency

of the future, um, in, in years to come.

And so, you know, governments won't want this to happen,
but I just don't think they're gonna be able
to control what's actually gonna happen.

And I think it's now got to this point, you know,
maybe 10 years ago people were saying, well,
governments could actually try and stop this.

Well, they haven't.

And I think it's now very, very difficult.

Um, it's a very large a asset class.

I think that asset class is gonna continue to,
to keep on increasing in value.

Yep. It's so fascinating, isn't it?

Because, um, you know, you mentioned 10 years ago, well,
obviously that would've been a better time
to buy, obviously, right?

With, with the benefit of hindsight.

We, we know that, but I don't, I think what people miss is,
well, this is more my opinion than anything else,
but I feel as though yes,

the price might be virtually at all time record highs,
but the risk reward proposition has never been Right.

It's never been better. That's right. Right.

So the reason the returns were so insanely high was
because there was a huge amount of risk 10 years ago.

Correct. Correct. And,

and now we, we, we don't have, well, there's risks,
but it's not anywhere near the, the, the same degree.

Yeah. Um, and, and

I think with that, then volatility will

start to reduce as well.

Um, as you get more institutions buying
and you get all these treasury companies starting to wanting
to acquire Bitcoin on their balance sheet, um,
that's gonna take out some of the volatility that
that has been there historically.

Yep. You, you, you mentioned there, you know,
what will the banks do with this?

I mean, they'll bend the knee, I think is my,
my, my personal view.

Um, again, looking
to the US has been very illustrative there.
It's sort of like the, even, you know, the, the perma bears,
like Jamie Diamond, I, well, JP Morgan offers
services around that now.

Right. And, and there's always one thing,
like I think there are, there are very few guarantees in
life, Steve, but never get between a banker
and the potential for profit.

And so there will be a point where it's just sort of like,
regardless of what certain individuals within those
institutions think,
when they start looking at whether it's just exchange
services or custody services
or lending services, others That's right.

That are just, they'll go like,
well, why aren't we doing this?

Like, we really need to do this, even if it's

for craven cynical self-interested purposes.

That's right. I feel as though

they'll bend the knee at some point. Yeah.

Yeah. And I think also we'll look back in time

and go, you know, the open ledger that exists

with Bitcoin is so powerful.

You can see every transaction that's actually occurring.

And then we, we would look back

and go, man, well we, we trusted banks

that we don't know what their ledger looks like.

We don't know whether they're holding

the cash and how much cash.

I mean, you ask any person on the street, it's like, well,

how much money do you think the

Commonwealth Bank is holding today?

Like the, the answer will always be completely wrong

compared to the actual amount of money that they're holding.

And it'll be way, way less than

what they actually are is actually there.

Yeah. It's not holding your money.

That's, it's an IOU to you. That's right. It's a liability.

So it's a whole other rabbit hole to to, to, to try

and avoid because it is so fascinating.

Um, the other question I've got here is how is,

how are you going about explaining

to market investors in the general population, um,

the Bitcoin strategy

and also, um, just the wider purpose of helping

to grow adoption,

because this is the, this is the other interesting thing about Bitcoin is like we all have, once you sort of take the orange pill, we're all on the same team.

Yeah. The incentives all sort of line up.

Anything that's good for Bitcoin is good for me personally, but it's good for you too.

And Yeah, yeah. That, that's right.

Sort of so reinforcing kind of, which is one of the reasons why it's, it's, it's so, it's so interesting.

But yeah. What's, what's the approach with, you know, whether it's Steve Einstein

or whether it's locate to you in terms

of when you are interfacing with, with, uh, stakeholders of, of any, any particular stripe, how you go about sort of explaining it and promoting it?

Yeah, I mean, I think that will form part of our investor communication, um, as, as this starts to evolve.

And, um, yeah, like it'll definitely form part of our quarterlies, but I think we'll also start to do some additional sort of updates.

Um, and you're starting to see, you know, even in, in what we're doing, there's a community that's building on X as well.

Um, that's where people are talking about the stock, but also talking about Bitcoin.

Um, and so, yeah, I think for me that there is, there's definitely gonna be a role in sort

of going on podcasts
and talking publicly around what's,
what's happening in the Bitcoin side of things.

Yeah. Yeah. Great.

Um, uh, in, in terms of, um, so here's one
of the scenarios that, that may, you may face
and well, let's actually take both scenarios.

Um, you can go with, run with whatever one you want first.

There's a scenario where Bitcoin,
let's say 10 x is in the next few years, just I'm not,
I'm not, not a prediction, I'm just saying Yeah.

If that happens, there's, there's potential pressure from,
from the board, from shareholders to go, Hey, you've gotta,
you've gotta sell or you've gotta take profits,
or you've gotta do something with that.

Yeah. And there'll be challenges
and compromises that need to be made
with that consideration.

And, and also the scenario where,
let's say it goes down some god awful amount,
80% whatever, bigger number.

Yeah. Um, uh, yeah.

What, what, what's, what's, what's locates, um,
approach in either of those scenarios?

Hold, Yep. Did nothing.

I don't, I think, uh, you know, I think
what was really important is that
before I went on this journey is I spent enough time
with the board and make sure that

you've got this understanding of like, what is money?

I think that was the critical thing

of just standing at the beginning

and saying, okay,

we believe money today is this physical cash,

what was it, 200 years ago?

Okay, well, something else. Okay,

we're gonna go through this change.

Everyone now has an iPhone or mobile phone in their hand.

We're in a digital world. The world's completely changed.

Mm. Um, and, but money hasn't yet. Mm.

And so, you know, if you're wanting to make a transaction

through a traditional bank

and transfer from one country to another

that's probably gonna take days.

Well, that doesn't need to anymore.

That's a network that operates 24 hours a day,

seven days a week, never closes,

no one can control or, or corrupt.

And you can transfer from one side

of the world in a matter of minutes.

Um, the world's changed

and Bitcoin is the, the future of that.

Yeah. Um, what's the most, what's the most, uh,

common form of criticism you've had since going

out there and talking about it?

Have you had any, any active

pushback from particular parties?

And if so, what, what's that pushback then?

Um, I think that there was definitely a concern of what does this do to your, your core business and is there a distraction towards, towards your core business?

And, you know, for us, our core business is, is continues to be really important.

We continue to, um, keep on building that.

And I've got the saying of like, all routes lead to Bitcoin.

Like we, we help our customers build really efficient routes in terms of how their drivers actually deliver.

Mm-hmm. But ultimately, it's like the software is a way of us, our business becoming profitable and then being able to deploy that capital in the, the best asset that we see fit.

Um, and so yeah, it's continuing to, to, to keep focused on the software, but being able to have a really strong treasury, uh, play as well.

This is, this is probably way too early, but do you think, or could you envisage, uh, a point in time where your customers could pay you in Bitcoin? Yeah, Definitely. Yeah, definitely.

Definitely.

And we, we would, even today, if a customer, um, wanted to do that, we would facilitate that transaction.

And we've actually yeah.

Spoken about that, um, publicly as well.

Uh, anything on the, um, compliance regulatory front

that is making life a bit more difficult for you
that you'd like to sort of see if,
if not cleaned up from a technical standpoint?
'cause maybe it's sort of in, in terms
of pure black and white, it's okay.
But there are sort of some of the, there, there, there,
I've certainly noticed in my personal life a lot
of heel dragging from, you know,
whether it's the accountants or whatever's like, well,
technically you can, but we'd really encourage you not to,
you know, what areas would of, uh, reform would you like
to see, or at least attitudes that would like to change to,
to make life easier on this front?

Um, look, I think it's, it's interesting.

I mean, there's the,
the tax office is obviously deemed Bitcoin as property,
and if you sell your Bitcoin, then you get hit
with a capital gains tax.

Um, you know, I think there's talk, there was a,
a recent court case that actually occurred
where the person was using the Bitcoin as a form of payment.

And in that instance it was deemed
that it wasn't actually property and,
and no capital gains tax, um, should apply.

Um, let's do it go through further levels of, of, um,
of court to see whether that's actually sticks or not.

Um, so that, that is interesting
and, um, that would be very

interesting change that would occur.

Um, but yeah, ultimately I don't, you know, we can't control what the reg regulators are, are going to do.

So I don't really spend too much time focusing on that other than just playing inside what are the rules here today and, and doing the best that we can based on those rules that are set out today.

Yeah, fantastic. I mean, it's in, it's, it's interesting to watch developments in the US and think that the, the direction of change, the pace of change won't send out ripples globally.

And you know that they are, they are the largest, deepest, most active capital markets in the world, and you feel as though it becomes a, it, it becomes a real hindrance and disadvantage if you don't sort of follow suit, uh, um Right.

In certain ways. Right.

Um, Steve, I wanna go back to a point that you, you said earlier, which is a, um, a fascinating one.

And I think to those that, uh, who haven't really taken the time to study, it just sounds crazy, which is you said we'll never sell it.

Now I've got a good, an I think I've got a good answer for it, but what's, what's your answer for it?

Because for someone who's, who's new to this, I mean, it just sounds like, so you're not spending it, you're not using it any way.

In other words, what what's the point?

You might as well dig a hole

and shovel your, your cash into there?

Right.

Um, I think once you understand Bitcoin, it helps you work, work through that.

And it's like, you know,

there's been many times in this cycle of bitcoin when,

when it first adopted, and you can imagine, you know,

at the beginning when it was in terms of like a few dollars

and it got to \$5,000

and you thought, wow, I I bought it a hundred dollars,

it's now \$5,000.

I, I'm an amazing investor.

Like, how, how great was I at doing that?

And then suddenly it went from \$5,000 to

\$19,000 into the next cycle,

and you're like, oh, well I sold it \$20,000

and how amazing that was.

Um, you know, I remember speaking to someone

who had bought a reasonable amount of Bitcoin

and they did exit their position at \$20,000

and they bought a house and he was looking for businesses

to acquire post that to generate cash.

You know, now he'd be looking back

and going, oh my God, that was the worst decision.

Um, because you know

that Bitcoin today would be worth substantially more.

And so I think it's, it's understanding what Bitcoin is,
that there is this maximum number of 21 million.

And I think that's a really important number
because it can't be changed.

Yeah. And so there's this maximum number,
not every millionaire in the world is gonna be able
to own one whole Bitcoin.

Um, there's just not, there's simply not enough.

And so if that can't be increased, uh,
and there's demand for this
and it's, you know, it's become a form of, you know, a store
of a store of wealth, like gold has been historically,
and it can be used in transactions, um,
then it's highly likely that it's gonna continue
to actually increasing in value.

Um, and it's, you know, it's not like gold where
it's really difficult to transfer
more can be mined in the future.

You, you can't do that.

And so in countries where, you know,
we are living in Australia where our currency has been
reasonably good, yes, it's been devalued, um,
but it hasn't collapsed like in other countries.

And so where you've had other countries
where the currencies have collapsed
and people have lost a a lot of money, um,
if they were holding that money in Bitcoin
and they wanted to leave the country, they could,
they could very easily be able to do that.

Mm. My parents originally came from South Africa,
and when they moved from South Africa,
they had capital controls
and you couldn't take large amounts
of money out of South Africa.

Whereas in a Bitcoin land that doesn't exist.

And so there's so many great things for the world in,
in terms of how Bitcoin can actually help, um,
enable current a global currency that can be used
and will, I think likely increase in value.

And so if you think this thing is gonna increase in value
when it gets to a certain point,
why are you considering selling it?

Because you're selling it for something that's actually not
as valuable as the, the asset that you actually have.

Yeah. The best analogy I've heard with that is it's like,
it's, you know, let's pick on Argentina
'cause that's a good whipping boy on Yeah.

On this front, you know, no one goes from the, the peso
to the dollar waits
for some more depreciation and then flicks back.

That's right. And he said, you've,
you've got to change your mindset.

The idea that I will never sell, it's just sort of like, no,
no, no, I'm not, I'm not buying Bitcoin
to make more Australian dollars.

That's right. Like, that's, that's, that's the,
that's the mental shift that you've gotta make here.

It's like, no, I'm just, I'm changing my unit of account.

I'm changing. Yes. I'm just, I could use the yen,

I could use the USD, I could use the Euro,

I could use Aussie, or I could use this.

Yes. And, and I'm using this.

And so why, why, you know, it, it is not to say

that you won't, um, uh, spend it when there's a good use

of of that capital.

Right. Um, but,

but to, to convert back

to a weaker currency just doesn't make sense.

And I think that's the, that's the flip.

And I think it takes a lot of people a, a bit of thinking

to get their head around that idea is that I'm not buying it

to make more Aussie dollars. That's

Right. That's

Right. You know, the saying

is, I don't,

I don't buy Bitcoin to make money.

I make money to buy Bitcoin, which I've always,

I've always really, really, really loved.

So there yeah, there's a lot to get your head around, um,

in sort of really trying to understand that.

And so it's, um, that, that's why I think it's,

you have these really, um, uh, people that have this like

negative approach to it

because they haven't actually spent the time,

they haven't actually understood it,

and they're like, I don't, I don't understand.

This just sounds crazy.

Um, and that's, that's where you generally get that response from people like that.

Yeah. Um, I, I think you'll find it too, particularly being the pioneer on the A SX, and I'm not, I'm not saying this for your sake, Steve, uh, obviously, but, but for, for what I think will likely emerge in, in the years to come is, we'll, see this is, I I think a lot of, I, I'm speaking from someone who works in the financial services space, like a lot of tread fi friends, right?

And so when I talk to them about this stuff, they, oh, it's a gimmick.

Yeah. You know, you're doing this because it gives me a FA little bounce in the share, and that's why they're doing it.

Yeah. You know, um, it's, it is very, very cynically sort of.

Yeah. But when you, when you sort of fast forward a few years and you think, well, actually it just means that we are less having to worry about how we store our capital.

We're just doing it in something that, as you said, we just hold it.

We don't have to think about it. Don't Yeah, that's right.

Rotate it into this, right.

Or think about bond yields,

or what's Michelle Bull gonna say at two 30 this afternoon?

Right. We just, we're just, we we're just doing that.

We're increasing our purchasing power, uh, uh, in time.

So it's got, it's, it's less of a distraction.

It's a better asset.

It's a safer asset, which is another real mind blow. Yeah.

Uh, you know, in in, in spite of, in spite of

what volatility, um, uh, might be there.

And, and also it's going to it from a business sense,

it, gosh, I'm really revealing my bias here.

Apologies everyone. I'm sorry.

Um, I, I feel as though it's got the real potential

to actually represent a massive, uh,

competitive advantage definitely to others, other players.

So there's a, let's say that there's a, a company out there

that for all intents and purpose is very similar to,

to locate, but they don't do this.

It's like, well, they're, they're gonna find

that their value of their treasury is

depreciating, uh, correct.

Uh, e each year.

So they're gonna have a, they're gonna have a,

a disadvantage in terms of, uh, that that capital, but also,

and you've, we'll see how this plays out.

This, the market can change its mind.

But already since you've adopted this,

we've seen the share price go from, what, 5 cents

to 15 cents or something

Like that. Correct. Yeah, that's

Right. That's a triple, you know, got,
you know, in, in,
and another way to think about that is that it,
it has lowered your cost of capital.

Correct. Which, which is a competitive edge.

Yeah, definitely. Definitely.

To, to other people. And I, I'm sure there's like five
or six others I, I could think of,
I'm just going blank off the top of my head,
but I'm doing this horrible thing where I'm leading,
I'm leading the witness here.

Uh, I should let you talk a am I right
or am I, where am I wrong?

Perhaps is the better way? Oh, no,
I, I think that's exactly right.

Um, you know, I think when in 10 years time,
and we have, you know, there's a competitor
that we're up against and we have a large balance sheet of,
of Bitcoin, and they don't, um, you know, I think we're,
we the people that have
ultimately the most successful companies, one,
you've gotta have an innovative
and you've gotta have a, have a good product.

But also it's the balance sheet that definitely helps.

Um, and then the ability to,
you know, have that balance sheet.

And if you're wanting to make the acquisitions, you can do
that, you can do, there's so many more options available

to you when you do have the balance sheet.

Uh, and I think holding that balance sheet in,
in Bitcoin makes, makes a lot of sense.

Gosh, the hour's just flown by.

So in the last minute

or so, Steve, what's, what's something

that we didn't touch on

that perhaps we should have touched on to, to your mind?

I think you had asked some, uh,

some really good questions.

Um, I think for anyone that's sort of, you know, new tole,

um, I think there's, there's lots

of resource resources out there to, to,

to look, look through.

Um, the, the book, uh, broken Money is like a really

Fantastic, The, there's a YouTube video that sort

of summarizes it in about 30 minutes

and probably wanna take an hour to actually watch it and,

and just really sort of pick up all the, the aspects of it.

And I think understanding what money is has been fundamental

to, to really seeing, um, the power of Bitcoin.

And then I think, you know, even going through the process

of actually buying Bitcoin yourself, um,

even if it's a small amount of value,

and just seeing what that actually is,

take it off an exchange, hold it in a cold storage wallet,

understanding all those things,

and then suddenly you're like, oh my God, this is,

this is quite amazing on my own bank suddenly.

Yeah. Um, and that's, that's,
that's really, really interesting.

Yep. That's usually my approach these days is I just get
someone to download a wallet and I flick them some, yeah.

Flick them a few SATs
and that, that, that speaks much more than I, you know,
a big, long whiteboard conversation.

Right? Correct. So, yeah.

Um, well listen, listen, it's been so great to,
to have the conversation again.

Let me congratulate you on, on the move.

Uh, as I said at the start, it, it, it is a bold move.

I think history will, will, um,
look at it very kindly in the fullness of time.

Um, and we'd love to catch up again.

We won't leave it nearly three years next
time though. Sounds

Good. No,

thank, appreciate your time

and uh, yeah, great, great to be

Here. Excellent. Thanks

Steve. All the best. Thanks

Andrew. Cheers.