

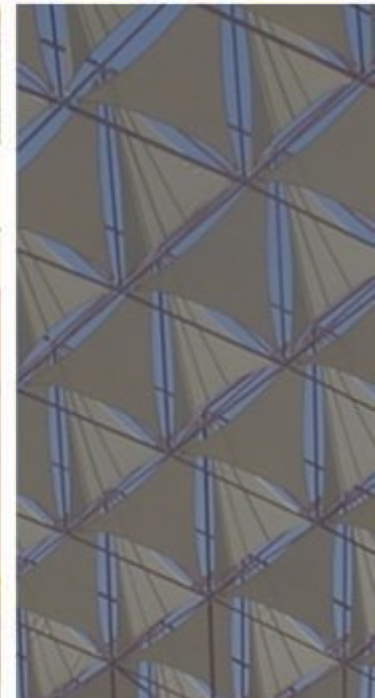
ANNUAL GENERAL MEETING

26TH October 2018



GROUP MANAGING DIRECTOR'S PRESENTATION

Nick Pritchard



A FABRICS TECHNOLOGY BUSINESS



BUILDING THE FOUNDATIONS FOR A FASTER-GROWING, MORE PROFITABLE, MORE GLOBAL BUSINESS



Safety – ahead of external benchmarks



Warehouses – rationalised, upgraded, safer, more efficient and capable of supporting growth



Brands – from 13 down to 3



IT – all regions on single ERP system



Manufacturing – exited non-core, added capacity, and transformed facilities



Financial – strengthened balance sheet



People – positive, values-based culture

OUR STRATEGY



STRATEGY 1

Simplify the business to focus on core



STRATEGY 2

Expand outside Australia with a focus on USA



STRATEGY 3

Grow commercial business inside, and outside, Australia



STRATEGY 4

Innovate our product categories



STRATEGY 5

Explore acquisition opportunities aligned with our fabrics technology vision



STRATEGY 6

Drive manufacturing efficiencies

STRATEGY – SIMPLIFY THE BUSINESS TO FOCUS ON CORE



Products

~95% now considered core



Efficiency

Benefits of a focused business – logistics, reduced suppliers, improved quality and more time on core business



Manufacturing

Closed non-core processes in China & Australia. Creating efficiency opportunities.

STRATEGY – EXPAND OUTSIDE AUSTRALIA WITH A FOCUS ON USA



Significant retail opportunities



Investing in infrastructure to support and sustain growth



New California warehouse – largest in network



Strong sales out performance



New ranging wins



Excited about significant opportunity

STRATEGY – GROW OUR COMMERCIAL BUSINESS INSIDE AND OUTSIDE AUSTRALIA



New extrusion line - on stream in March 2019

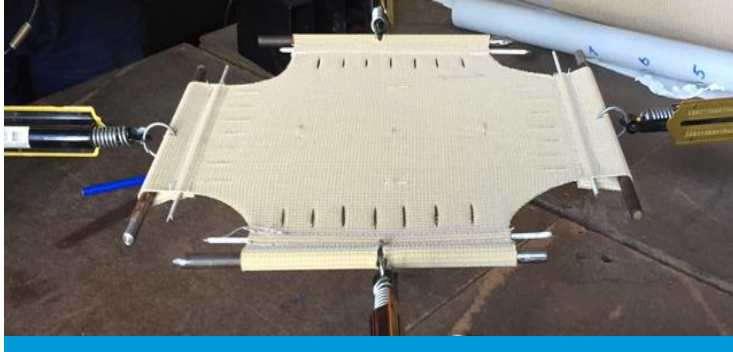


Launching new knitted and coated fabrics in USA & MENA



Focusing on most unique products

STRATEGY – INNOVATING OUR CORE PRODUCT



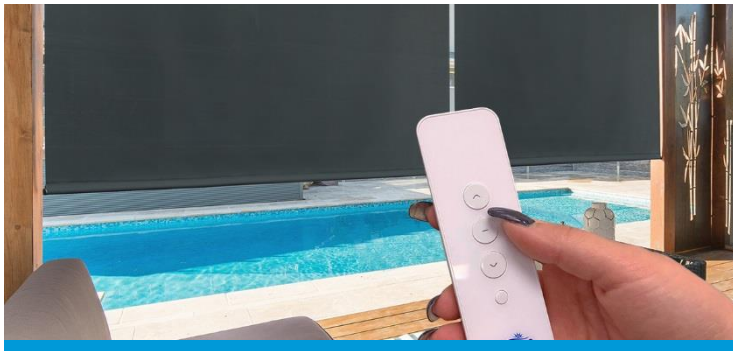
New materials and technologies – for improved performance and new applications



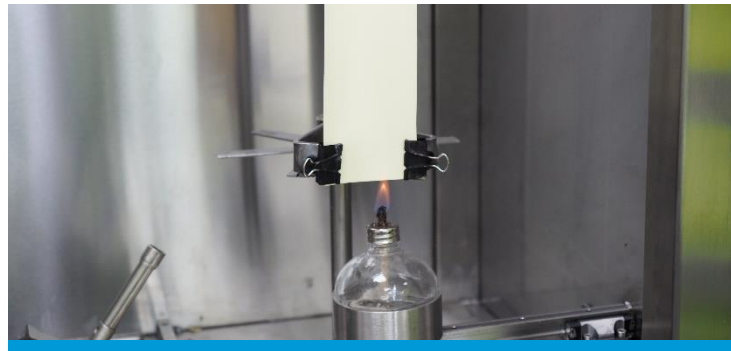
Technical alliances – adapting technologies to our own applications and markets



New products imminent



Solar Motorised Blinds – applying technology to our products



Flame retardant and non-combustible fabric developments

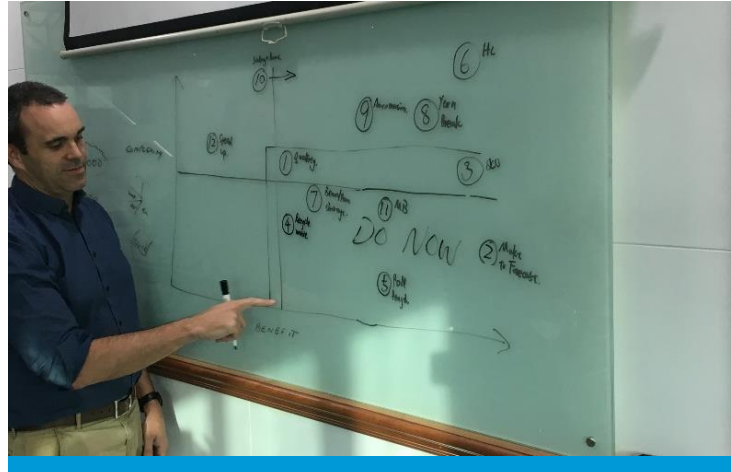


Significant R&D and product engineering investments

STRATEGY – DRIVE MANUFACTURING EFFICIENCIES



China manufacturing – transformation to drive service, waste, safety and culture improvements



Major efficiency initiatives in place including global product alignment and range rationalisation



Non-core manufacturing exits enable facility consolidation

OUTLOOK – 2018/2019

Regions

- Americas - new ranging rollouts, strong sales out, exploring new opportunities.
- ANZ - well prepared for summer, launching solar blinds, drought continuing to impact.
- MENA & Eurasia – small but attractive, confident of growth.

Overall

- Revenue – strong start to FY19. Sales in USA particularly pleasing.
- 2H performance expected to be significantly greater than 1H due to seasonality.
- Earnings – too early to provide detailed guidance.
- Resin pricing stabilising & currency headwinds abated.

CLOSE

