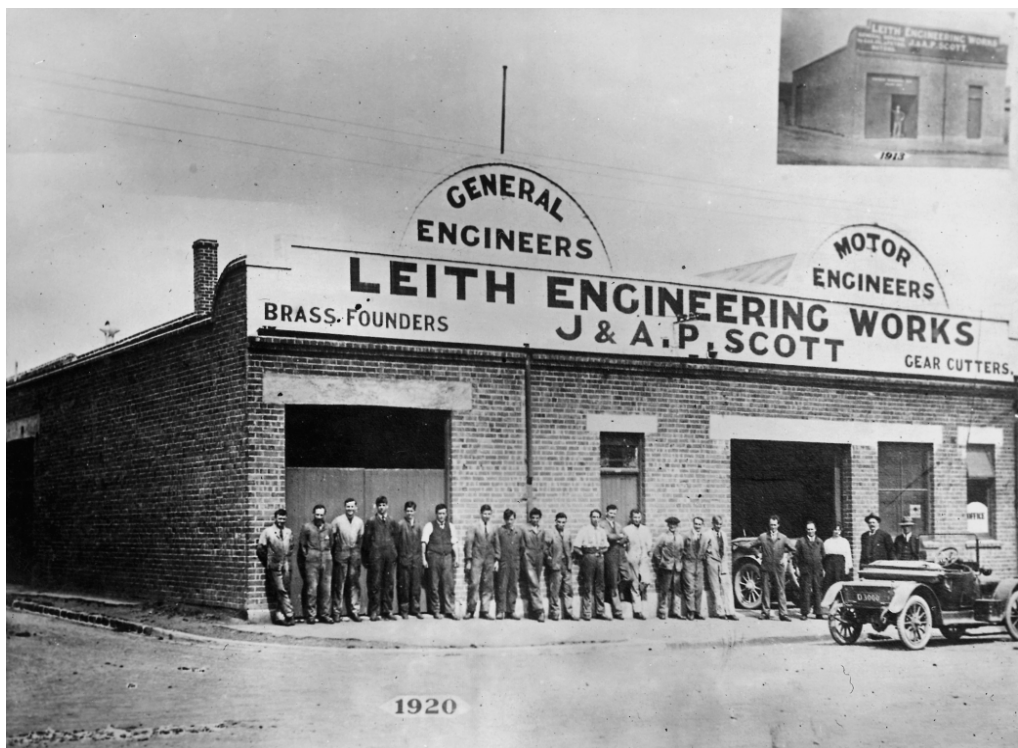




**Chris Hopkins**

**Woodward Partners  
NZ Mid-Cap Spotlight  
Auckland, April 2017**



# Vision - Where we want to be

As trusted product leaders we add value for our customers by supplying quality specialised manufacturing and industrial technologies; that demonstrate our passion for engineering excellence and professional service.



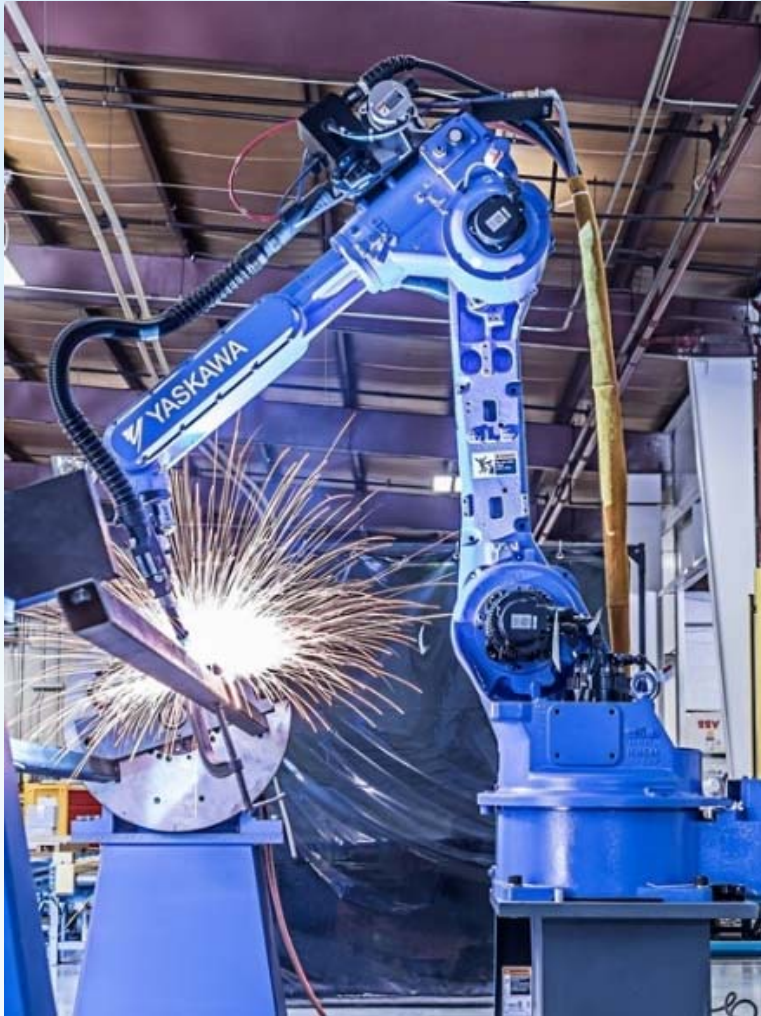


# Mission – How we going to get there

Provide automation and robotics engineering equipment and services to businesses anywhere in the world who make, move, manipulate, monitor and track. We will do this by making processes safer, more productive, with increased yield or better outcomes.



# Scott – What we do

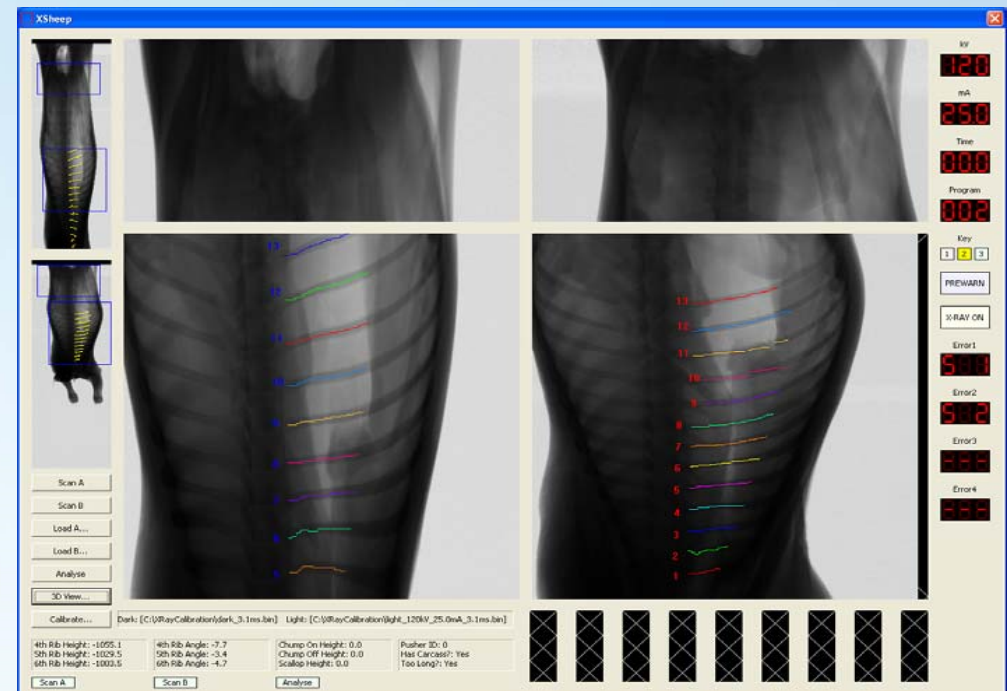


- Automation + Robotics engineers.
- Make things
- 400 staff - mostly engineers
- Workshops in Australia, NZ, USA, China and Germany
- Industries:
  - Appliances
  - Mining
  - Meat Processing
  - Industrial Automation (Robotics)

# Scott – Our skills and capabilities

## Skill and Expertise in:

- Machinery
- Robots
- AGV's
- Sensing and Imaging
- X-ray, including Dual Energy X-Ray (otherwise known as DEXA)
- Mechanical and Electrical Design
- Factory Control Systems
- Installation, Commissioning, Service and Maintenance.



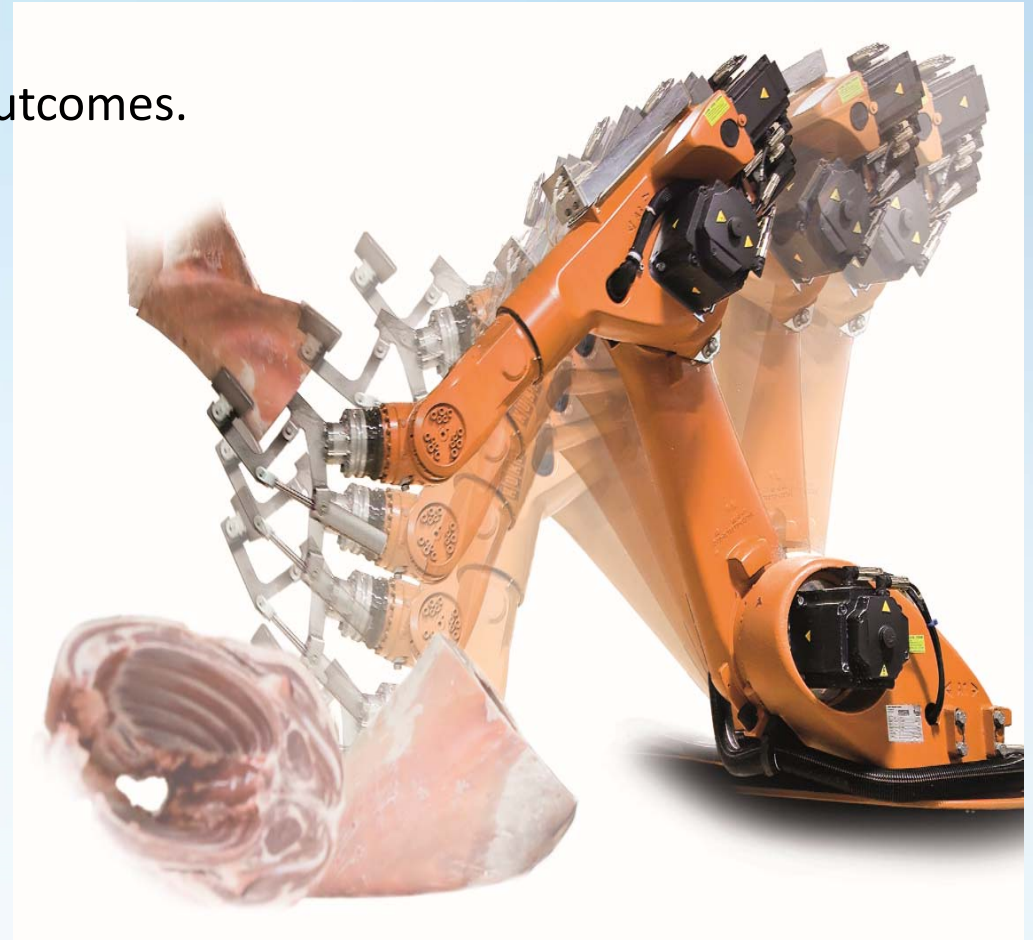


# Scott – Why we do what we do

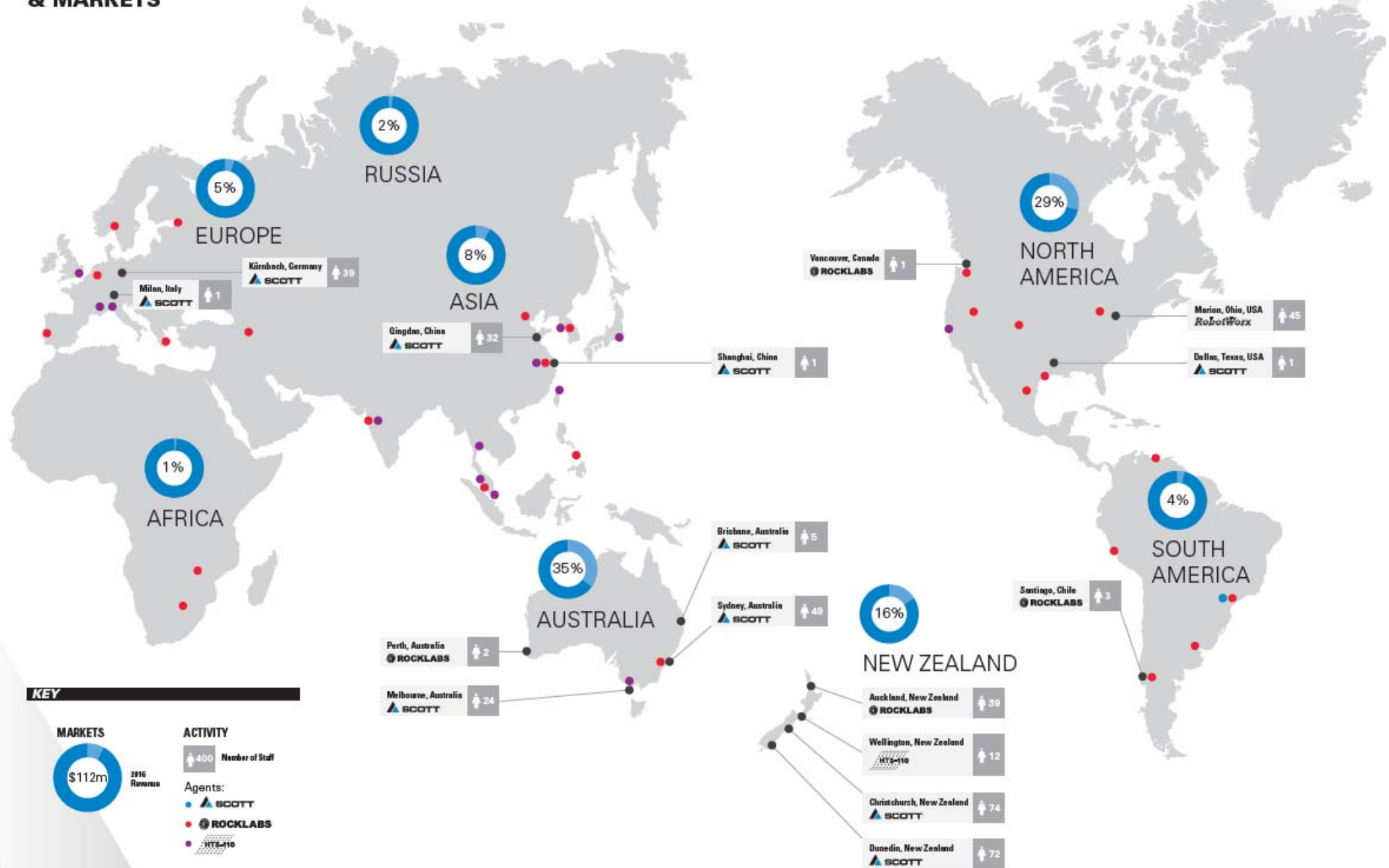
- Process improvement
- Engineering design & technology = better outcomes.
- Better outcome : Increased Productivity
  - more throughput; or
  - increased quality or
  - increased yield.
- Easier, better and safer for customers

e.g. For meat processors this means:

- more meat off the bone,
- less meat down the waste belt or
- better cut optimisation and
- better information.



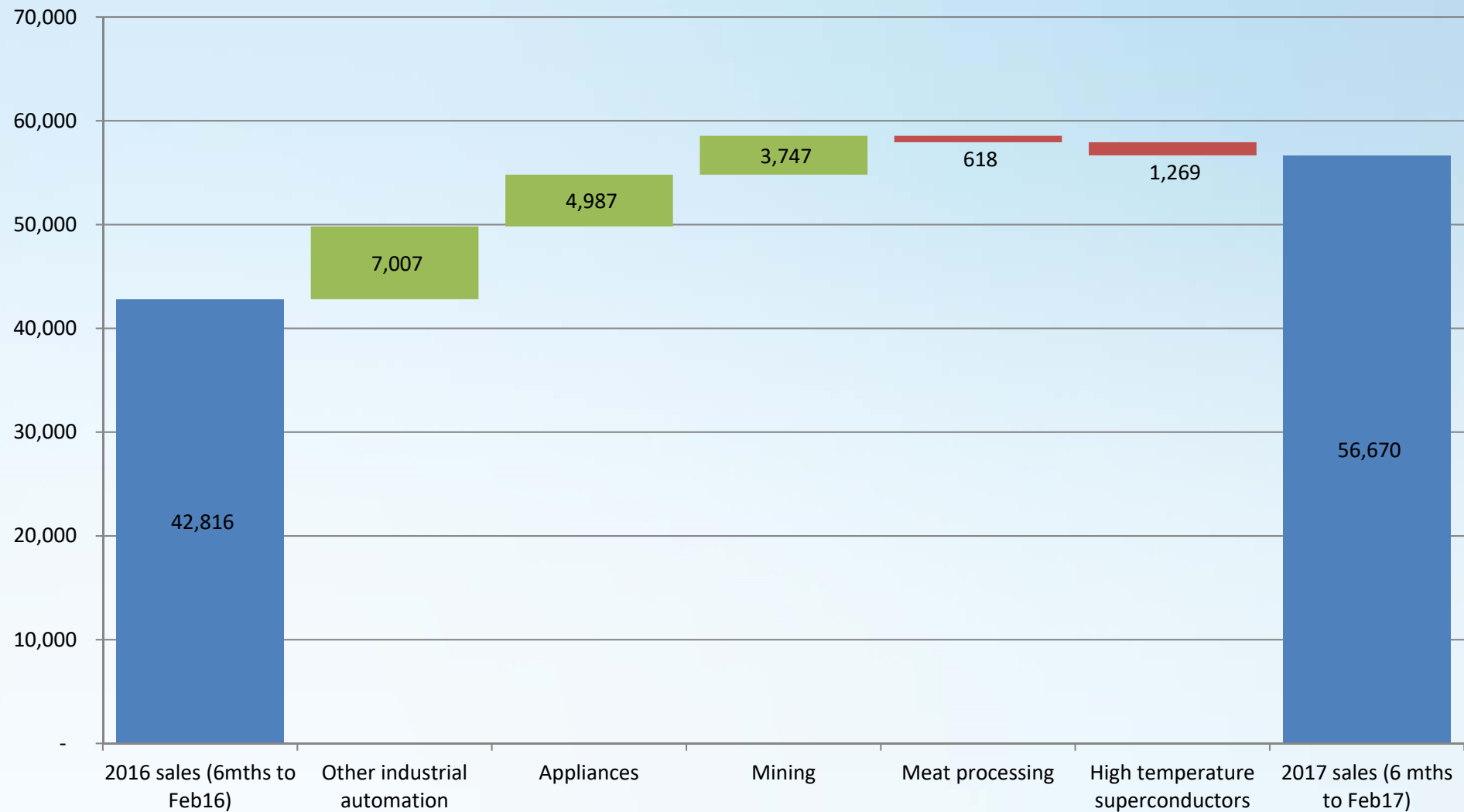
## GLOBAL PRESENCE & MARKETS





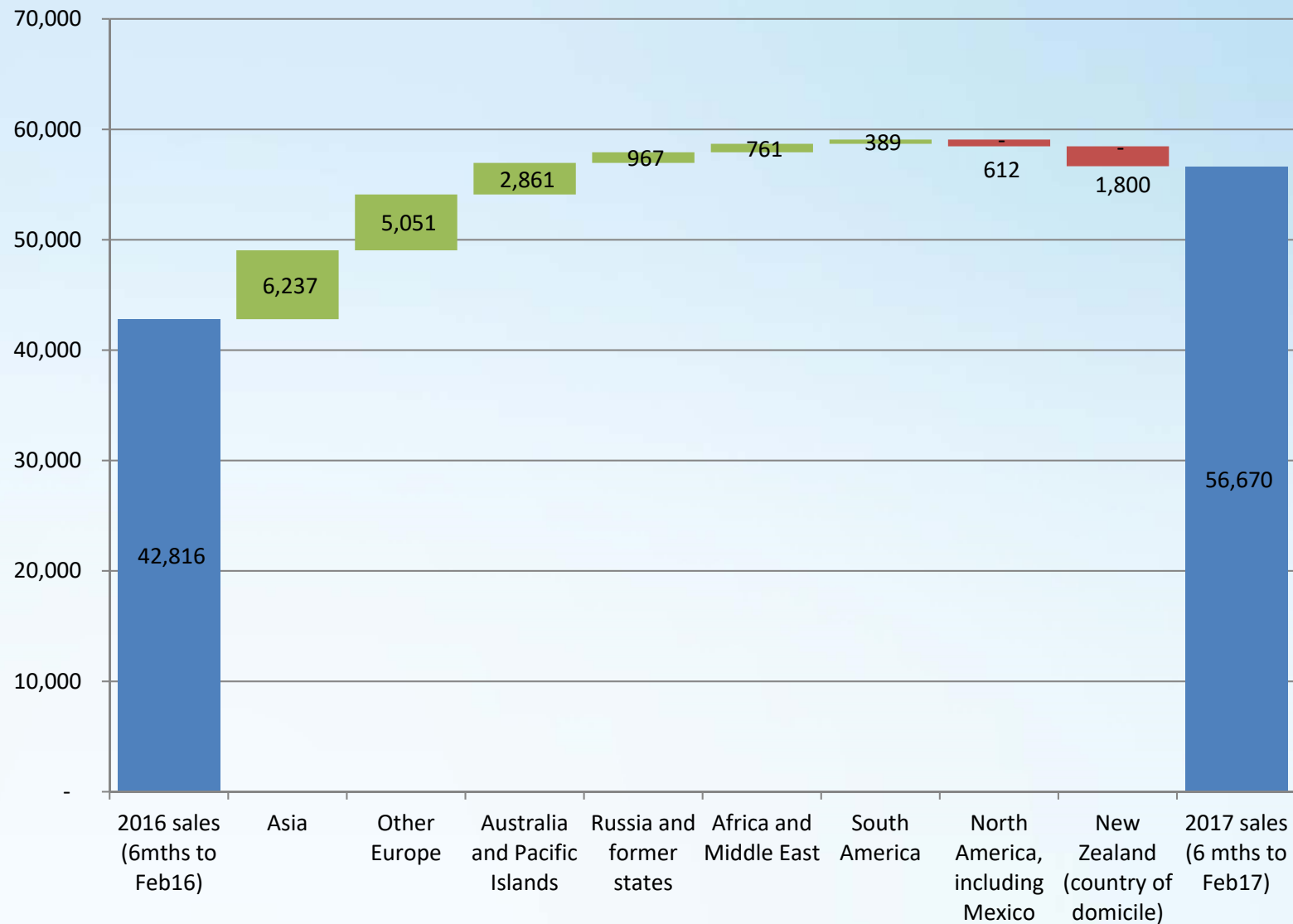
# Revenues - Industry Movements Feb-16 versus Feb-17

(6 month figures - Unaudited)

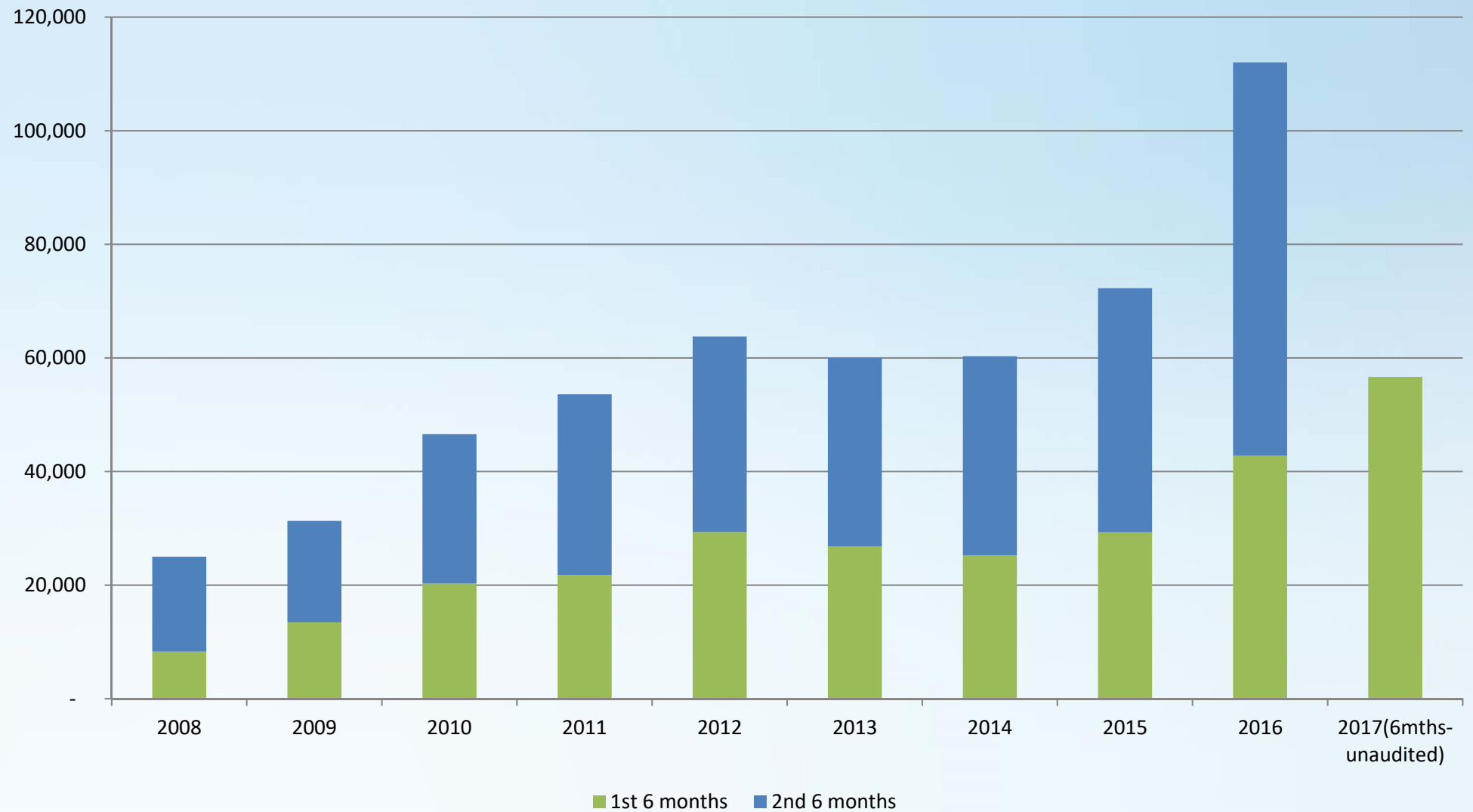


# Revenues - Region Movements Feb-16 versus Feb-17

(6 month figures - Unaudited)



# Revenue – 6 monthly splits

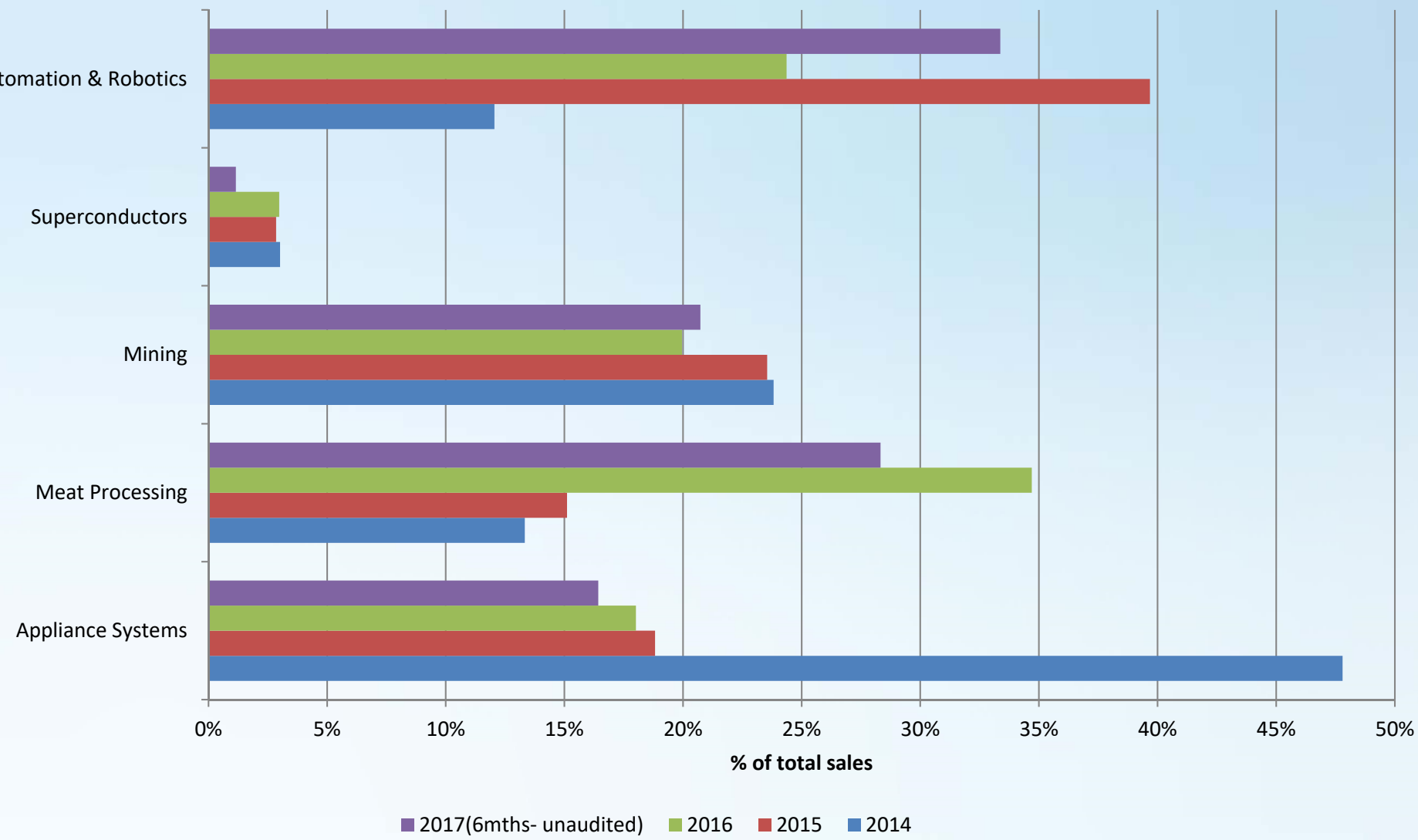




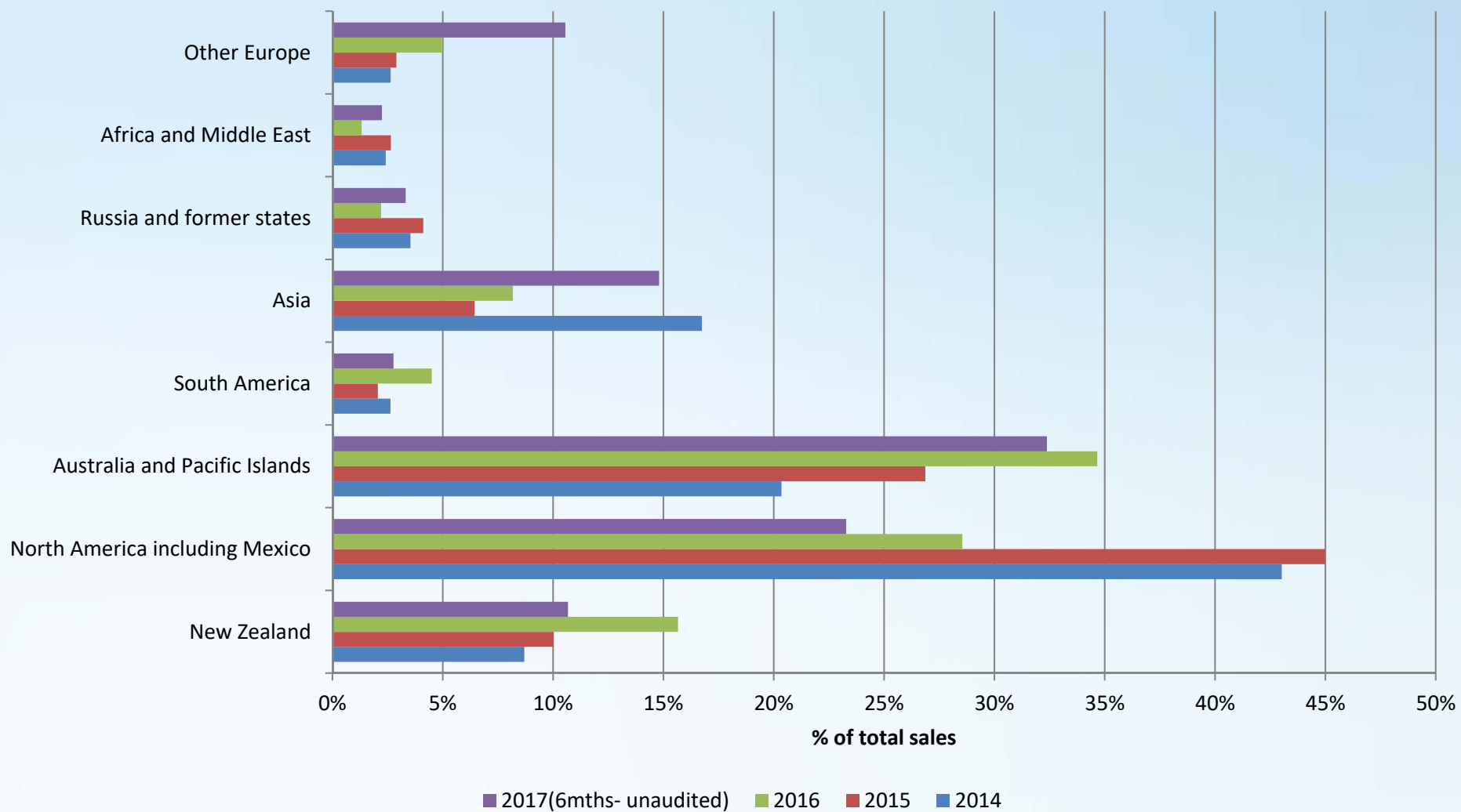
# Net profit before tax – 6 monthly splits



# Group Sales by Customer Industry



# Group Sales by Region





# Key Product Drivers / Market Opportunities

*key product drivers in the short to medium term – market opportunities for :*

- **Bladestop**

# Key Product Drivers / Market Opportunities

*key product drivers in the short to medium term – market opportunities for :*

- Bladestop
- **Increasing adoption of meat automation technology:**
  - Lamb in Australasia
  - Started with Beef in Australia
  - Development work in Pork and Poultry in USA and Europe

# Key Product Drivers / Market Opportunities

*key product drivers in the short to medium term – market opportunities for :*

- Bladestop
- Increasing adoption of meat automation technology:
  - Lamb in Australasia
  - Started with Beef in Australia
  - Development work in Pork and Poultry in USA and Europe
- **DEXA – Australia developments and wider interest**



# Key Product Drivers / Market Opportunities

*key product drivers in the short to medium term – market opportunities for :*

- Bladestop
- Increasing adoption of meat automation technology:
  - Lamb in Australasia
  - Started with Beef in Australia
  - Development work in Pork and Poultry in USA and Europe
- DEXA – Australia developments and wider interest
- **Mining technology developments**
  - robofuel
  - Robotic idler change

# Research & Development

R&D Spend between 5% and 10% of total revenues

Demand pull, quick outcomes and collaborative approach

Includes:

- ▲ AGV's
- ▲ Robotics generally Inc. Collaborative and mobile robotics
- ▲ LED automoulding
- ▲ Scott Dairy – milking robots
- ▲ Advanced vision and sensing technologies

# Acquisitions

## Rocklabs

- ☐ Acquired 2008
- ☐ Diversification from appliance manufacturing with reach into mining
- ☐ Added standard products which provide more regular cash flows
- ☐ Expanded product range and customer base
- ☐ Grown revenues

## RobotWorx

- ☐ Acquired 2014
- ☐ Added capacity and Scale for service and support to Scott largest Market (USA)
- ☐ Accelerated uptake of Meat processing & Mining technologies into USA
- ☐ Leverage opportunities gained from their internet marketing presence
- ☐ Successfully Transitioned previous owner from the business
- ☐ Established beachhead for Bladestop sales into North America



# Recent Acquisitions

## **MAR / Bladestop**

- ☐ Acquired MAR 2015 / Bladestop 2016
- ☐ Objective to acquire new technologies faster than we could build them
- ☐ Strengthened market position by combining offerings to the red meat industry
- ☐ Provided scale in second largest market (Australia)
- ☐ Increased size and performance

## **Somako (Scott Germany)**

- ☐ Acquired 2016
- ☐ Objective to accelerate uptake of Scott products into European market
- ☐ Closer ties to key strategic customers
- ☐ Looking to build standard equipment locally to increase speed to market

# JBS Shareholding

Expectations and intentions as laid out 18 months ago :

“it is important the unique culture and character of Scott remains intact, independent and subject to normal business forces; and market tensions”

- ▲ Governance by JBS
- ▲ Management and Operations by Scott
- ▲ JBS Opportunity sits on top of strategy – doesn't change it
  - ▲ JBS Scott steering group established to guide & drive
  - ▲ Scale – repeatable technology / developments
  - ▲ Partners working together – access to inside and industry thinking

# Innovators in Automation

