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19 November 2014

Manager, Company Announcements  
ASX Limited  
Level 4, 20 Bridge Street  
Sydney NSW 2000

Dear Sir,

**GUD - Company Presentations – Investor Day**

Attached are copies of the presentations to be given to investors and stock broker analysts this morning.

Jonathan Ling, Managing Director, GUD Holdings Limited will introduce to investors:

- Paul O'Keefe, Chief Executive, Dexion
- Bob Pattison, Chief Executive, GUD Automotive
- Karen Hope, Chief Executive, Sunbeam

who will present on their businesses.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Malcolm G Tyler'.

**Malcolm G Tyler**  
Company Secretary

Att:

# GUD Holdings Investor Day



19 November 2014

# GUD Investor Day

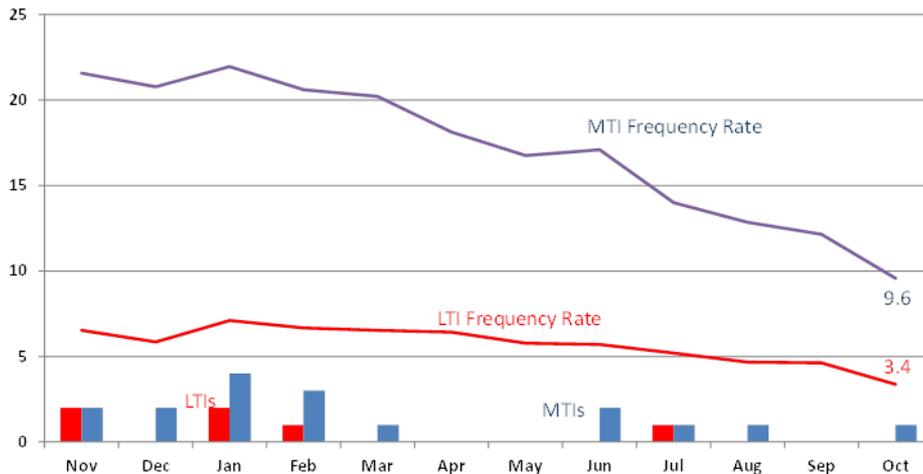
Paul O'Keefe – CEO Dexion

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19 November 2014



# Safety performance



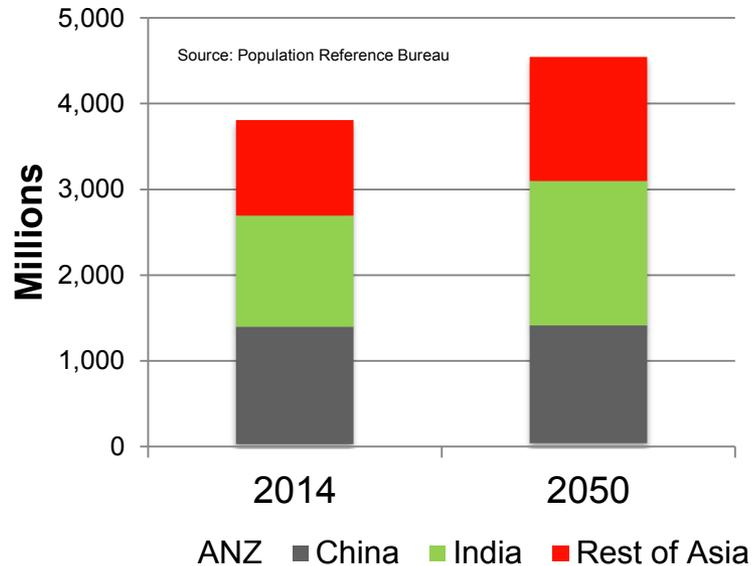
*Dexion's safety today, ensures your future tomorrow.*

## Safety initiatives

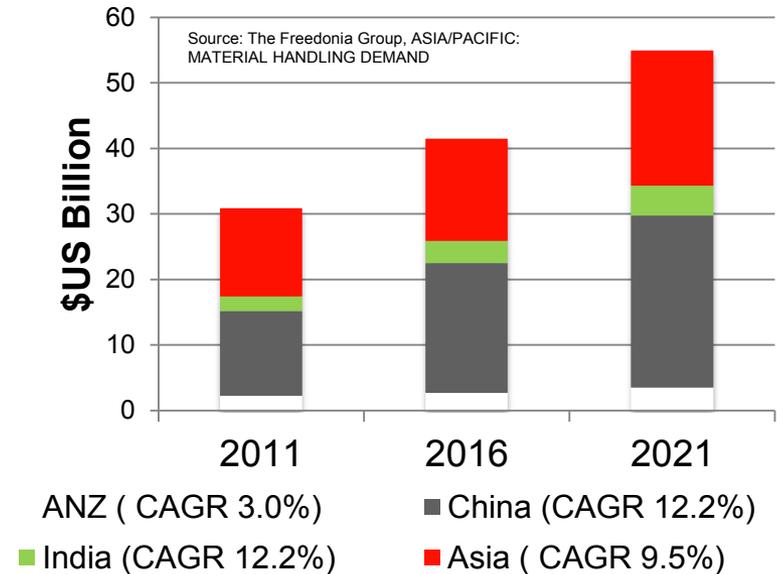
- Group WHSE appointment.
- Three year strategic plan – targeting 30% improvement in safety each year.
- Strengthening culture and safety leadership.
- 'Safety' is paramount – no harm culture.
- Strengthen operational safety in supply chain.
- Support to franchise and supply centres with safety practices.
- Strengthen installation and contracting processes.

# Market trends

## Asia and Pacific Population



## Asia & Pacific demand for material handling products

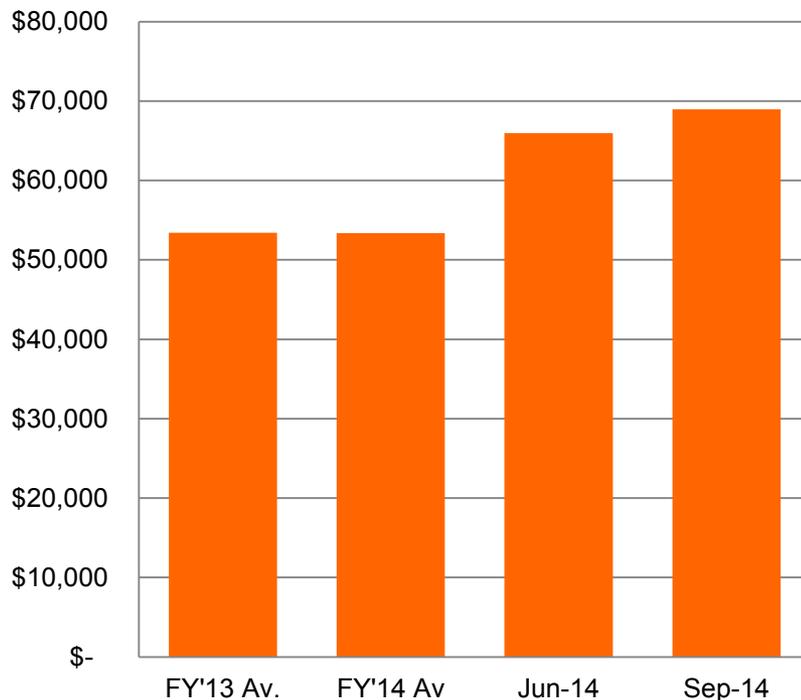


- In the next 10 years, the population in Asian region is projected to increase by just under 10% providing enormous growth opportunities.
- **Global** demand for materials handling products is forecast to climb 4% annually through 2016 to \$123.6 billion.\*

Source: World Material Handling Products, a new study by The Freedonia Group

# Order Bank & Market Dynamics

## Order Bank Sales Value \$'000



- Order bank volume has increased.
- ANZ is a challenging mature market with increasing import competition, particularly from China.
- Opportunities exist to access growth in Asian and Middle Eastern markets.
- Demand for warehouse automation increasing in Asia.
- Leverage strategic partnerships e.g. Unilever, Daifuku, TGW, Efacec.
- Commercial business unit free of restructuring is focused on market growth including Asian expansion

# Re-design of Supply Chain footprint

Completed July'14

✓ Completed 1

- First tranche of equipment moved from Kings Park
- Transferred volume to low-cost plants in MY and CN
- Engagement of Australian engineering resource
- Training of newly recruited team

Completed Oct'14

✓ Completed 2

- Kings Park manufacturing closed
- Ramp up of WHS program at Kuala Lumpur
- Production capacity increased at Kuala Lumpur

Sept'14 to Dec'14

Optimise Kuala Lumpur factory 3

- Kuala Lumpur plant planned to be fully operational by December
- Integrating LEAN concepts into new footprint
- Maximise utilisation to drive cost reduction

Logistics Management 4

- New warehouse in Kuala Lumpur
- Automated loading devices at Kuala Lumpur
- Freight optimisation intensified
- Warehouse efficiency at Kings Park

# Commercial Business Unit Restructure

## Exit of NZ Manufacturing

✓ Completed ①

- Manufacturing equipment decommissioned May '13
- Sourcing of Library and Retail shelving from NZ supplier May '13
- New designs for Retail and Library shelving sourced from China released Jun '14

## Exit of Elite Built

✓ Completed ②

- ASX Announcement Nov '13
- Released sales and customer support staff Jan '14
- Released warehouse staff Mar '14
- Sold down stock Jul '14

## Exit of Australian Manufacturing

✓ Completed ③

- Strategic sourcing arrangement for office shelving finalised in China Mar '14
- Manufacturing equipment decommissioned in Australia Sep '14
- Improved, lower-cost products launched Nov '14

## Expansion into Asia

-- In progress ④

- Relocated key Australian resource to Kuala Lumpur
- Early major project win for National Library Malaysia
- 3 Year Strategic Plan

# New High Speed Machine – Kuala Lumpur

Completed June'14

✓ Completed **1**

- Extensive R&D development program to create new product
- Market solution for Automated Storage and Retrieval Systems (ASRS) and Mezzanine Floors
- Technical support roll out

Completed Oct'14

✓ Completed **2**

- Line installed & commissioned
- 7 major projects in the order bank
- Delivered and installed one major project

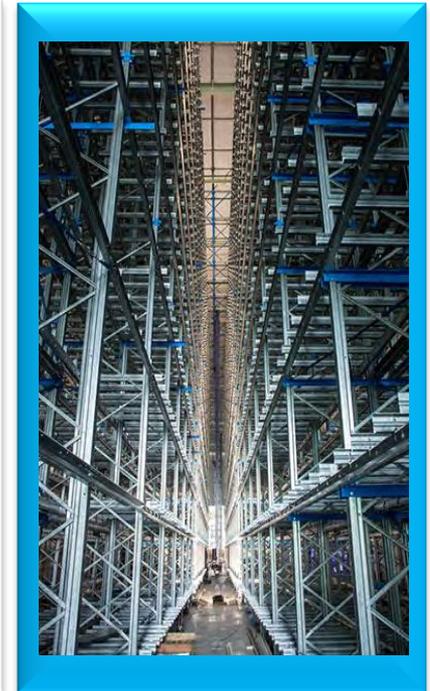
Nov'14 to Mar'15

➤ Optimisation **3**

- Optimise operational throughput and processes
- Build on the opportunity pipeline
- Market penetration campaign

Completed Nov'14

✓ BKF – Daifuku Thailand



# Innovation – new industrial product: Dexion 808

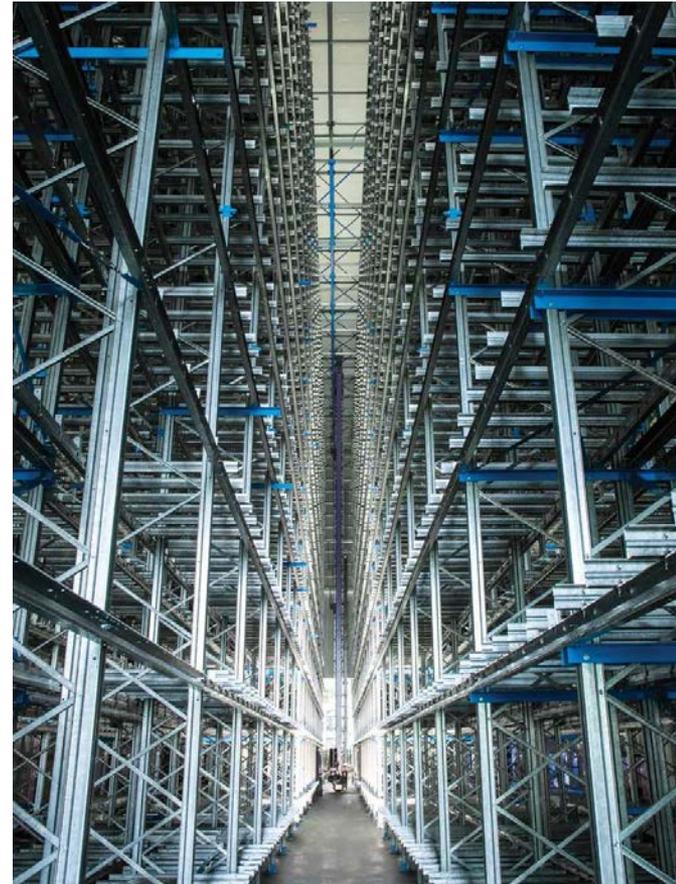
- Dexion undertook an extensive research and development program to create a new product - Dexion 808.
- Market offering for Automated Storage and Retrieval System and Mezzanine Floor projects with a highly adaptable broad range of profiles.
- Product is designed to reach a height of 60m.
- Direct investment to position Dexion as a global partner with systems integrators e.g. Daifuku, TGW, Efacec.



# Dexion 808: market leading position

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- Penetration of new growth market segments in Asia and the Middle East:
  - Daifuku Thailand
  - Kellogg's Malaysia
  - Abu Dhabi Police Station UAE
  - Mondo Nissin Philippines
  - Wared Logistics KSA
- Improved competitiveness through smarter design application and structural engineering innovation.



# Innovation – Commercial Business Unit

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## Foundations

- The innovation program is built around:
  - ✓ Design capability
  - ✓ Creating the right environment for designers to flourish
  - ✓ Design ownership and IP protection
  - ✓ Supply flexibility

## New innovations

- Understanding customer needs
- Internal design process
- Regular innovation forums

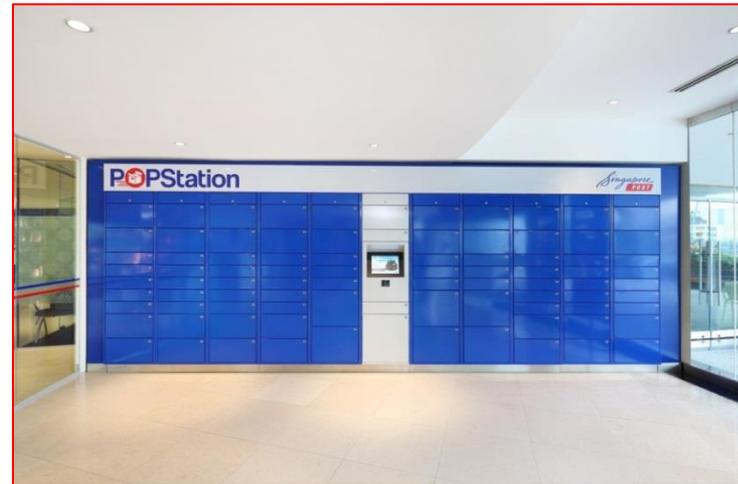
# Innovation – Commercial Business Unit

## Product launch program

- Multiple releases planned in FY15
- Further releases planned for FY16 and beyond.



Agile Lockers



Parcel Lockers

# Summary

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- Business is working through a period of significant transition
- Exit of Australian manufacturing complete
- Focused on rebuilding Australian businesses and establishing Asian supply chain
- Significant opportunities exist to access growing Asian and Middle Eastern markets
- Innovation is a critical cornerstone to future success



GUD Holdings Investor Day  
November 19<sup>th</sup> 2014  
GUD Automotive Products  
Bob Pattison CEO

# Automotive Products

Consists of three entities:

- GUD Automotive (Australia) Pty Ltd
- GUD (NZ) Limited
- Wesfil Australia Pty Ltd

Product range consists of:

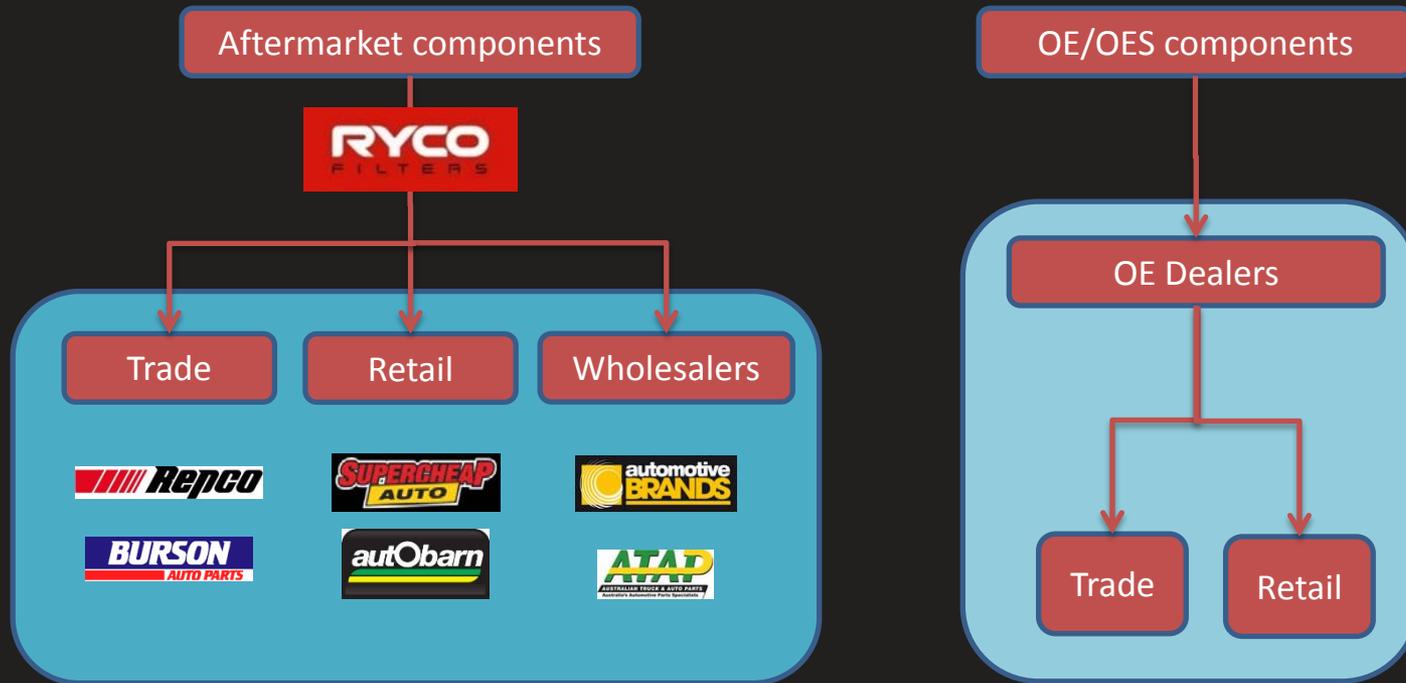
1. Filtration products (oil, air, fuel, cabin, transmission)
2. Engine management products (fuel pumps, ignition coils)
3. Service items (wiper blades, brake pads, timing belts/kits, globes)

Brands consist of:

- Ryco, Wesfil, Cooper (filters)
- Goss (fuel pumps, hose, ignition coils, chemicals)



# Australian aftermarket structure



# Aftermarket industry profile

- Consolidation of trade distributors
  - Independent resellers being consumed by majors
- Australian car market very open:
  - Over 60 brands and 400 models
  - High prevalence of Australian made models at present
- New Zealand market fragmented due to used car import phenomenon
- DIY and DIFM channels still important

# The Australian vehicle market

- The market continues to grow
  - New vehicle sales exceeded 1 million units in 6 of last 7 years
  - Currently car population 16.6 million units, going to 18.5 million by 2018
  - Average car age 10 years
- Small cars growing, large cars declining
  - Contributing to closure of local manufacturing
- SUVs still growing
- Strong growth in pick up trucks
- Shift to diesel – now 30% of the market

# Implications for filters and service parts

- Underlying parts demand growth due to increase in vehicle numbers
- Partially offset by extended servicing intervals and capped-priced servicing
- Longer warranty periods affecting available market for non-OE brands
  - ACCC have ruled warranty not voided if serviced in independent channel
- Car market extremely diverse in relation to brands and models
  - Parts knowledge a major competitive advantage

# Ryco competitive advantage

- Largest product range
  - 1,800 SKUs
  - Supported by comprehensive cataloguing
- Widest distribution footprint in Australia and New Zealand
- Scale economies at SKU level
- Technical capability
- Unique direct-to-trade representation

# New Products and Line Extensions

## RYCO:

### Light Duty filter market

- Motorcycle oil filter program released in August 2014
- 4WD filter service kits released in March 2014
- Expanded in-tank fuel filter program to address technology change for Japanese/Korean vehicles

### Heavy duty filter market

- Agricultural equipment (tractors/headers) launched in July 2014
- Expanded range of filters to suit Japanese small/medium trucks

## GOSS:

- Ignition coil program released in February 2014
- Oxygen sensor program to be launched in April 2015

# Product Innovation Concepts Under Investigation

- RYCO Platinum Plus
- “SMART” oil filter
- Anti-allergens/virus/bacteria/mildew cabin filter
- High efficiency diesel fuel/water separator filter
- Diesel particulate filters



# Business Improvement Initiatives

- Business Planning Process Review & Re-Design
- The GUD High Performance Program
- Independent workshop “Conquest” Program
- Profit Optimisation Review

# Automotive Summary

- Business tied to growing aftermarket
- GUD's brand portfolio provides solid market position
  - Market initiatives leading to improving market share
  - Other brands have declined – Bosch withdrew, Valvoline declining
- Scope for growth with new products
  - In-house technical capability
- Scope for growth outside of traditional product types
  - Other replacement parts

*Sunbeam* designed by **you.**

GUD Holdings Investor Day  
Wednesday 19 November 2014  
Karen Hope – Sunbeam CEO

# Reinventing Sunbeam – the 5 pillars



# High performance



- New executive team
- NZ reporting into AU
- Change in key account management and field sales structure
- Introduction of a high performance framework

# Regain innovation leadership



## Rebuilding product pipeline

- Rebooting design
- Innovation – incremental, step change and breakthrough
- Product rejuvenation

# Win back consumer and customer preference



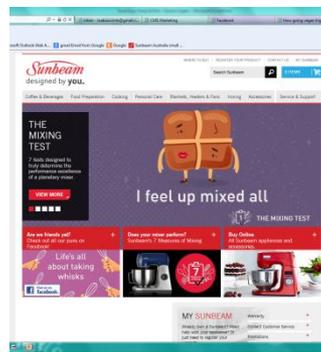
- Disruptive and targeted marketing
  - Real Men Cook
  - 7 Measures of Mixing
  - Cooking is Competitive
- Digital and social media up weight

# Real Men Cook activation





Digital content & in-store video



Planetary Mixmaster® Range



Trade Media



On-product POS



Radio campaign



Digital & social campaign



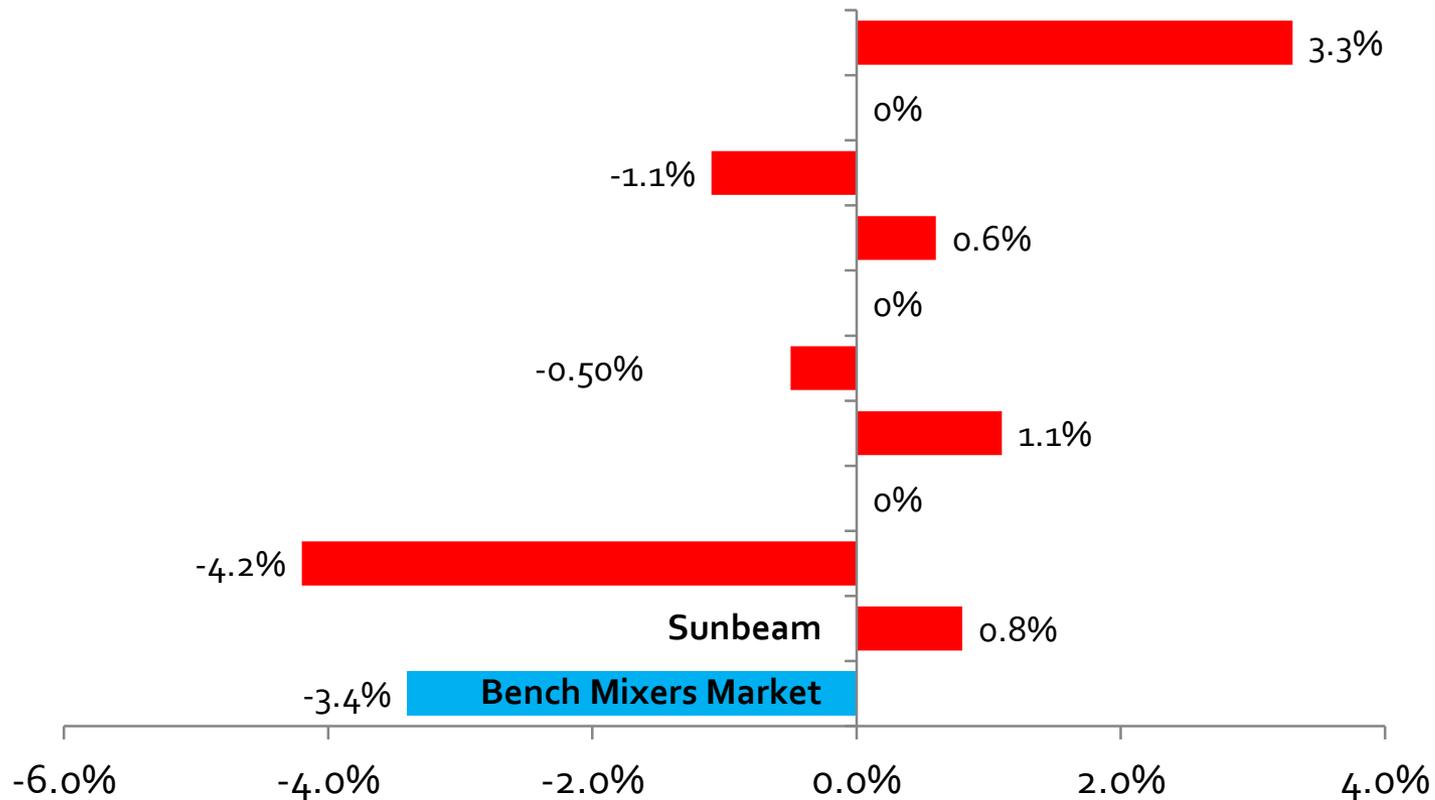
Large format retail displays & end caps



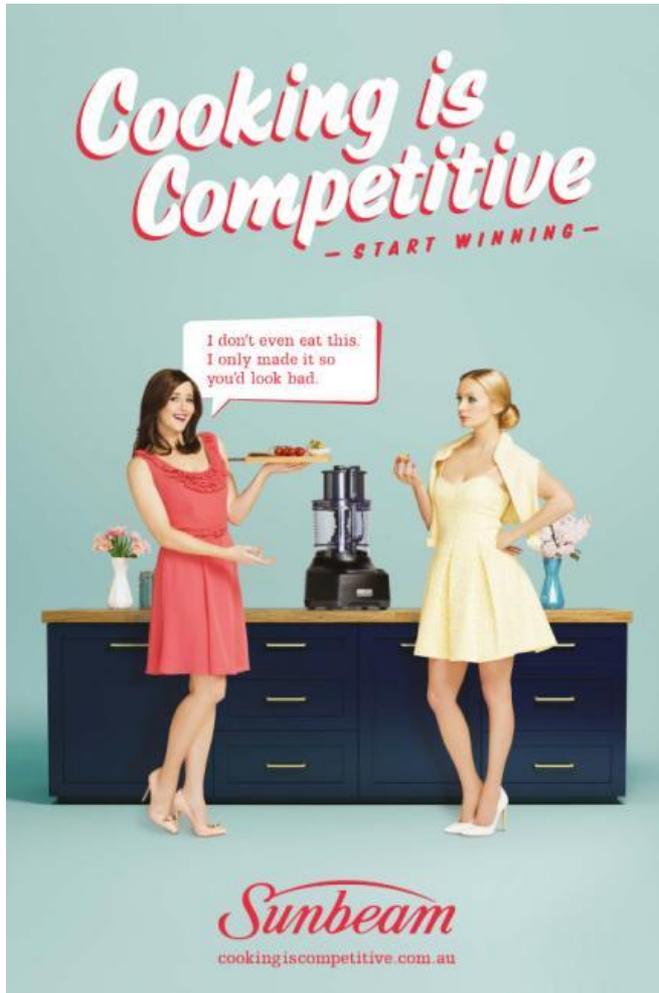
Training, trade nights & demonstration programme

# 7 Measures of Mixing early results

Bench Mixers – September 2014 (Source: GfK)



# Cooking is Competitive activation



*Sunbeam*

# Win back consumer and customer preference



- Disruptive and targeted marketing
- Digital and social media up weight
- Re aligned key account management
- Field sales restructure

# Improve margins



- Cost to serve
- Trading terms
- Price increase
- Logistics and supply chain
- SKU rationalisation
- Outlet stores

# Simplify the way we do business



- Process
- Tools
- Reporting

# The JCS JV contribution



- New products and brands:
  - JCS - house of brands (16)
  - Current and new categories
  - Joint product development
  - Speed to market
- Leverage global marketing
- Product sourcing efficiencies

# JV expected market coverage 2015



## 2013

China  
Hong Kong  
India  
Japan  
Korea  
Taiwan  
Philippines  
Malaysia  
Thailand  
Australia  
New Zealand

## 2014

Indonesia  
Singapore  
Nepal  
Bangladesh  
Sri Lanka

## 2015

Vietnam  
Cambodia  
Laos  
Myanmar

# The JV solves Sunbeam's strategic issues

Product development – scope and scale



Critical mass in sourcing and procurement



Access to international markets



# Wrap up

- ▶ Profit improvement plan on track
  - Revenue slightly softer than expected
  - Offset by cost and efficiency initiatives
  
- ▶ JCS JV resolves Sunbeam's long standing strategic issues by providing growth and synergies over the next few years
  - New product and category opportunities
  - Sourcing and procurement benefits
  - Growth from international market access for Sunbeam products

*Sunbeam* designed by **you.**