

# GALE Pacific

Group Managing Director's Presentation

28 October 2016



# Transforming



Faster growing



More profitable



More global

## Our Plan



Clear on who we are and what we are good at

Focus on a smaller number of markets

Invest more in our core categories & technologies

Progressively exit products outside of our expertise,  
are immaterial and/or unprofitable

Work more collaboratively with our customers and a  
smaller number of strategic suppliers

Invest more in research & development to deliver real  
innovation

Improve our service levels and agility

Work as a true global business, making the most of  
synergies and minimising duplication and waste





# OPERATING RESULTS

# Operating Results



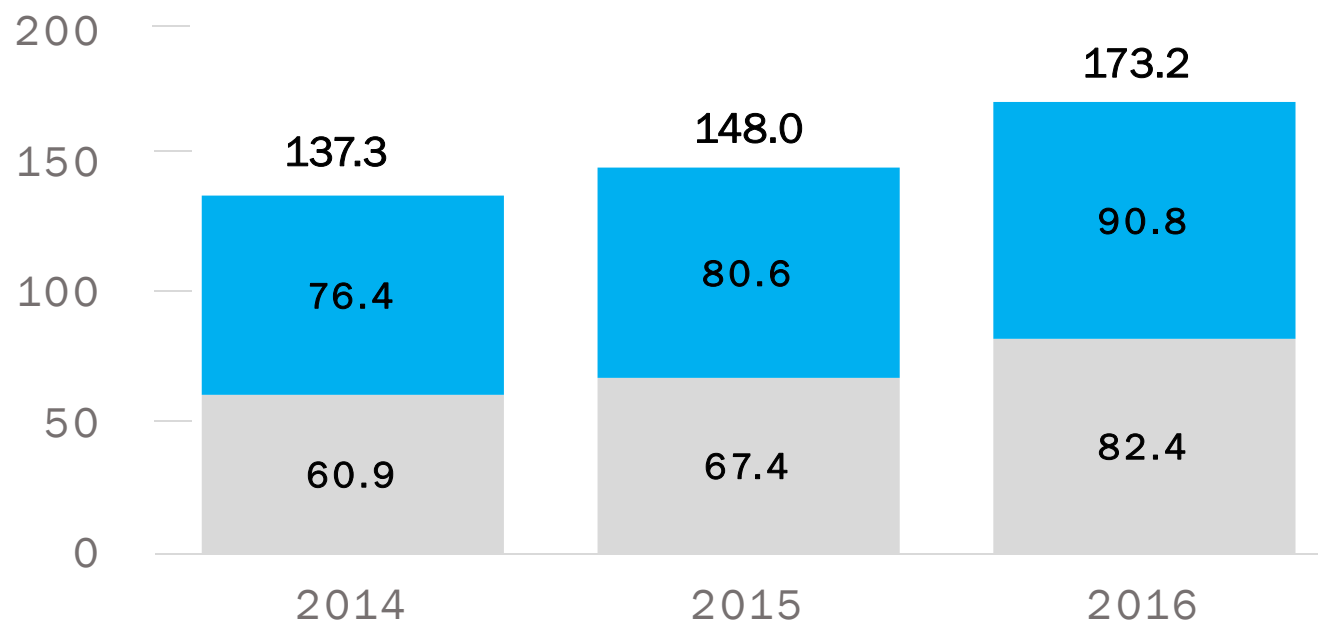
	FY2016 A\$ million	FY2015 A\$ million	Change %
Revenue	173.2	148.0	17
Underlying EBITDA	22.3	18.2	22
Underlying EBIT	15.1	10.6	43
Underlying profit before tax	13.5	8.7	55
Underlying profit after tax	10.2	6.9	47
Statutory profit/loss before tax	13.5	6.2	117
Statutory profit/loss after tax	10.2	5.2	98
Net cash provided by operating activities	17.8	4.4	307
Net debt	8.2	16.7	(51)
Diluted earnings per share	3.40 cents	1.72 cents	98
Dividends per share	1.75 cents	1.0 cent	75

# Revenue Growth



## Revenue \$A million

■ H1 ■ H2



## Other Operational Achievements



Growth in Retail & Commercial businesses

Improved inventory turns

Supplier rationalisation and trading terms improvements

Transport & labour savings

New leadership appointments

New ranging wins in key product categories

New products launched



## THE NEXT PHASE



# Transforming China Manufacturing Facility



- Goal: Reduce costs, improve quality & improve service
- Reduce plant complexity
- Build more flexibility into production equipment
- Improve procurement
- Exit non-core manufacturing processes
- 2-3 year project with progressive rewards



# Accelerating Growth in the Americas



- Building plans to create manufacturing & logistics infrastructure to support faster growth
- Build team capability and invest to grow
- Expand retail presence
- Create a plan for commercial sector growth



# Investing in Middle East North Africa Sales Resources



- Region is attractive despite short-term economic challenges
- Investing in additional sales resources
- Developing new architectural shade fabrics for large-scale applications
- Returns will not be immediate
- Underlying characteristics of the region create considerable growth opportunity



# Delivering Genuine Innovation Across Core Categories



- Focused approach
- Built networks of technical partners to bring ideas to reality
- First truly innovative programs reached launch phase

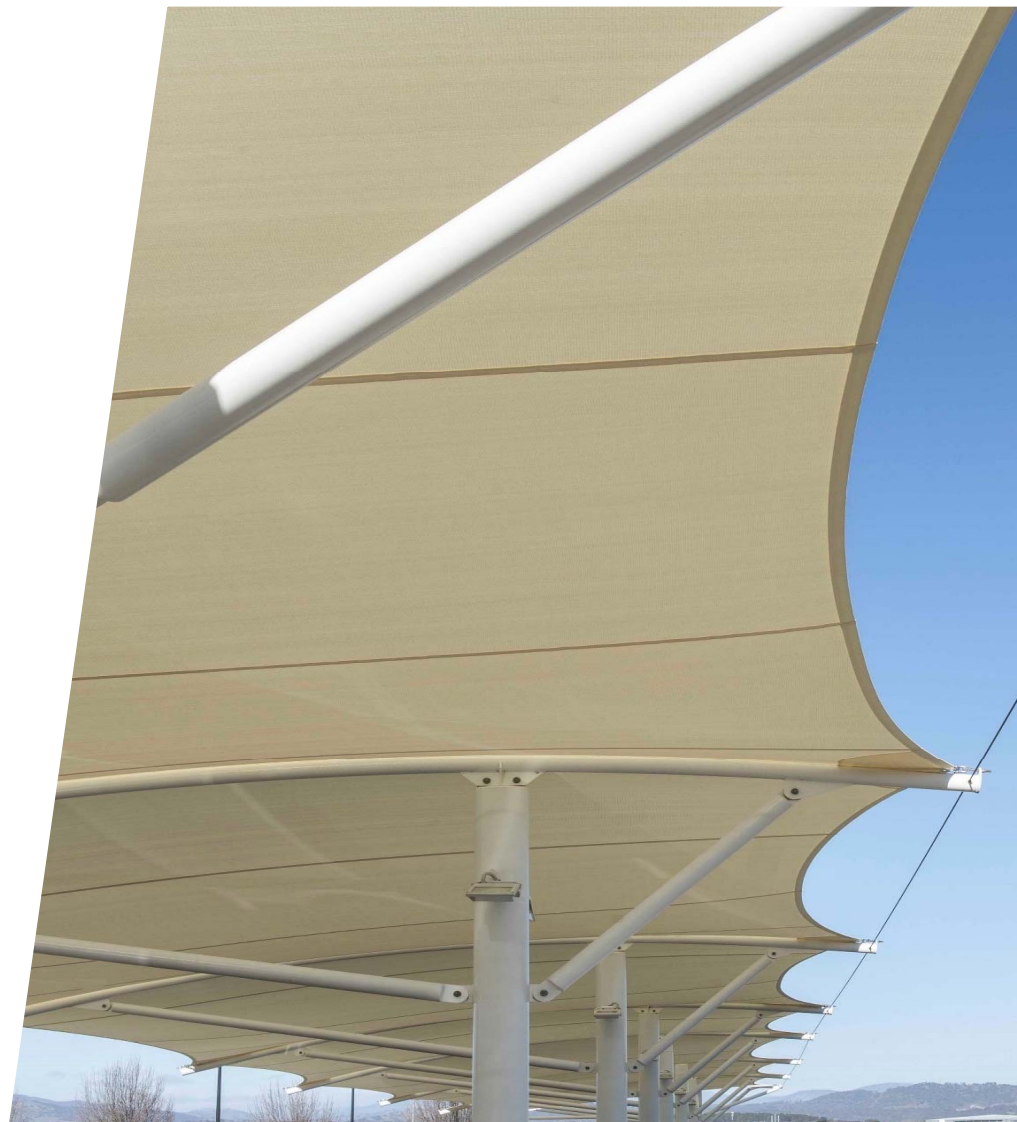




# Commercial Heavy 430



- Global product
- Designed for large scale tension structures
- Intellectual property
- First genuine innovation in shade fabric for some time





# Recycled Grain Cover Fabric



# Recycled Grain Cover Fabric



- Made using recycled grain covers
- Solves end of life disposal issue for grain handlers
- Creates sizeable growth opportunities in Australia



## Continuing to Sharpen our Portfolio and Market Choices



Accelerate exit from non-core categories

Manage professionally on a staged basis

Will assist to achieve further supply chain & inventory improvements

Enable focus & increased investment into base business

Focus selling efforts on a smaller number of geographic regions & channels

# Investing in Marketing



- Continue global transition to new packaging frameworks



- Invest in building more global digital platforms







## OUTLOOK



## Outlook



- Modest increase in revenue and profitability in the first half
- Second half performance to be considerably stronger than first half, consistent with prior years

THANK YOU