

GUD Holdings Limited

The background of the slide is a complex financial chart. It features a grid of red and white lines. Overlaid on this grid are several data series: a primary candlestick chart with red and white bars, a solid red line that trends upwards from left to right, and several dotted white lines that follow similar upward trends. Numerical values are scattered across the chart, including '10414.01', '12195.5', and '1439.2'. The overall color palette is dominated by reds, oranges, and yellows, creating a sense of dynamic financial activity.

Macquarie Australia Conference

3rd May 2018

Jonathan Ling

Managing Director

The GUD group

Automotive



- Automotive oil, air and fuel filters
- Heavy duty filters
- Gaskets

- Fuel pumps
- Ignition coils
- Engine sensors
- Service and non-service parts

- Automotive lighting and accessories
- Battery maintenance and power products
- Automotive accessories

Davey



- Household and farm water pumps
- Water treatment
- Swimming pool products

FY18 first half result key points

- Reported NPAT increased 61% to \$28.4 m from \$17.7 m previously
 - Discontinued operations contributed a \$2.5 m profit in FY18 versus a loss of \$4.6 m in FY17
 - Oates business sale announced in November, completed early January
- NPAT from continuing operations increased 16% to \$25.8 m from \$22.3 m previously
 - Strong growth reported in Automotive businesses inclusive of recent acquisitions
- Acquired AA Gaskets group effective 1st December 2017
- Interim dividend increased to 24 cents per share fully franked from 21 cents previously
- Safety performance improved in continuing businesses versus last year

FY18 portfolio management

- Announced divestment of Oates to Freudenberg Household Products:
 - Sale completed 2nd January 2018
 - Total proceeds of \$80 m initially directed towards debt reduction
 - Approximate \$47 m after tax profit on sale to contribute to second half results

- Strengthened automotive portfolio with acquisition of AA Gaskets group:
 - Leading business in gasket market in Australia and New Zealand
 - Operating profitably with opportunities for revenue and profit uplift
 - Positioned within the newly established Ryco Group business

FY18 first half financial summary

| \$ million | Reported | Re-Styled | H1 FY18 | % Change | % Change |
|---|--------------|--------------|--------------|-------------|------------|
| | H1 FY17 | H1 FY17 | | Reported | Restated |
| Revenue - continuing operations | 291.2 | 176.1 | 194.7 | -33% | 11% |
| EBITDA | 39.4 | 37.0 | 41.8 | 6% | 13% |
| Depreciation and Amortisation | (2.9) | (1.3) | (1.9) | | |
| EBIT | 36.5 | 35.7 | 39.9 | 9% | 12% |
| Net Finance Expense | (4.3) | (4.5) | (4.3) | | |
| Profit before Tax | 32.2 | 31.2 | 35.6 | 11% | 14% |
| Tax | (9.7) | (9.0) | (9.8) | | |
| NPAT from continuing operations | 22.5 | 22.3 | 25.8 | 15% | 16% |
| Discontinued Operations | (4.8) | (4.6) | 2.5 | | |
| Reported NPAT | 17.7 | 17.7 | 28.4 | 61% | 61% |
| EPS & Dividend - cents | | | | | |
| Reported EPS from continuing operations | 26 | 26 | 30 | 14% | 16% |
| Reported EPS | 21 | 21 | 33 | 60% | 60% |
| Interim Dividend | 21 | 21 | 24 | 14% | 14% |

FY17 re-stated with Dexion and Oates reclassified as discontinued operations

Revenue growth contributions from both Automotive and Davey

Organic profit growth from both segments with additional contribution from recent acquisitions

Cash generation and financial position

- Cash conversion continues to improve:
 - 70% measured by operating cash flow less capex and interest divided by NPAT, including Oates cash held in discontinued operations
 - Cash conversion affected by sales growth, longer payment terms to key customers and building inventories to support new products and to preserve market leading customer service levels
 - Improvement expected as effects of these one-off factors flow through and as acquired businesses are integrated

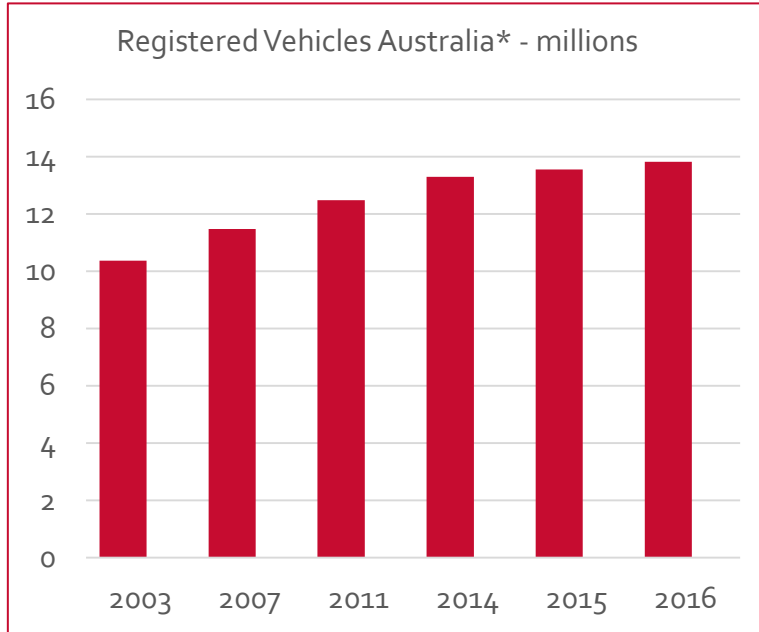
- Reported net debt to annualised EBITDA 2.3 times, improved to 1.3 times including Oates sale cash

- Dividend payout ratio 80% on basic EPS from continuing businesses
 - Payable on 2nd March 2018

GUD's portfolio repositioning

- Portfolio repositioning completed with recent sale of Oates
- Since 2015 have disposed of Sunbeam, Dexion, Lock Focus and Oates
- Since 2015 have acquired BWI, Griffiths Equipment, IM Group and AA Gaskets
- Remaining businesses are Automotive and Davey with the majority of activity now in the automotive aftermarket
- The focus now is on improving performance at Davey, maximising the performance of recent automotive acquisitions and continuing to build the Automotive business through further acquisitions

Vehicle numbers growth underpins parts demand



- Consistent annual growth in vehicle numbers:
 - CAGR in units >2% since 2003
- Each vehicle requires a range of parts for repair, servicing, functionality and appearance purposes
- The number and mix of registered vehicles provides visibility on the make up of the aftermarket over the next few years

* Passenger Vehicles and SUVs

The threat from electric vehicles?

Vehicle numbers by fuel type

| Type | 2007 | 2011 | 2014 | 2015 | 2016 |
|------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Hybrid | 11,693 | 39,577 | 77,401 | 89,539 | 102,164 |
| Electric | 0 | 161 | 1,836 | 2,944 | 3,159 |
| Other - petrol, diesel | 11,454,867 | 12,434,306 | 13,218,032 | 13,456,937 | 13,709,761 |
| Total | 11,466,560 | 12,474,044 | 13,297,269 | 13,549,420 | 13,815,084 |

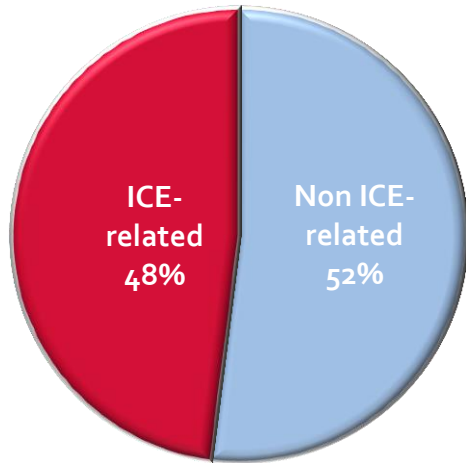
Fuel types share of total

| Type | 2007 | 2011 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Hybrid | 0.1% | 0.3% | 0.6% | 0.7% | 0.7% |
| Electric | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Other - petrol, diesel | 99.9% | 99.7% | 99.4% | 99.3% | 99.2% |

- Electric and hybrid vehicle numbers are increasing, but only represent <1% of the population
- The overwhelming proportion of passenger and SUV vehicles remain petrol or diesel powered (including hybrids) and represent a market for parts for a prolonged period

GUD's exposure to internal combustion engines

FY18 Estimated Automotive Segment Sales Split



- Currently 52% of GUD's automotive segment sales are to non-internal combustion engine applications:
 - Narva - lighting and electrical
 - Projecta – most products with the exception of jump starters
 - Ryco and Wesfil – cabin air filters
- GUD retains a positive outlook on both market segments

Rationale for automotive focus

- The automotive market is growing in both Australia and New Zealand
- The automotive aftermarket is not dependent on consumer sentiment and spending cycles, as it is essentially trade-directed
- GUD has at least five years visibility on market trends
- The market for parts related to the internal combustion engine will remain substantial for at least the next decade:
 - Electric vehicles are not an imminent threat, but they will become increasingly important over time and still have service requirements
 - Focused on vehicle-specific parts used in servicing and repair
- These factors translate to growing, more consistent and higher quality earnings over time

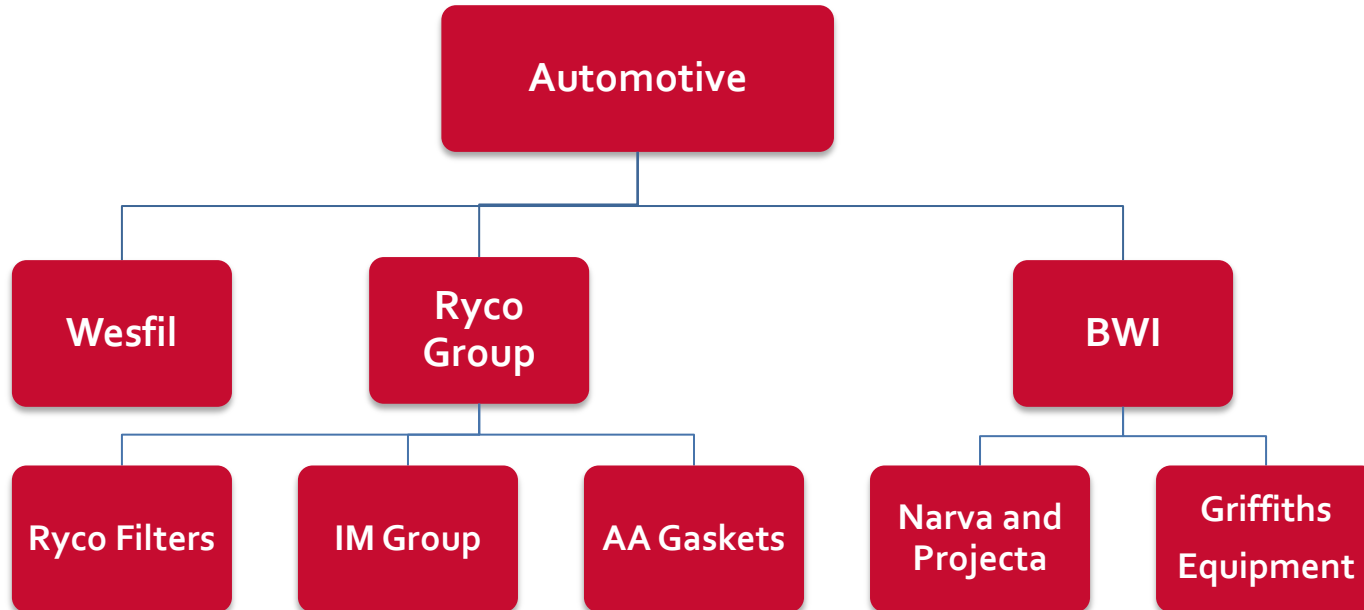
Automotive result FY18 first half

| \$ million | H1 FY17 | H1 FY18 | % Change |
|-------------------------------|--------------|--------------|------------|
| Sales | 124.9 | 142.4 | 14% |
| EBITDA | 36.4 | 41.0 | 13% |
| Depreciation and Amortisation | (0.6) | (0.8) | |
| EBIT | 35.8 | 40.2 | 12% |
| <i>EBIT/Sales %</i> | 29% | 28% | |



- Sales growth of 14% consisted of 8% organic growth and the balance from the acquired businesses
- FY18 sales included 1 month's contribution from AA Gaskets, six months from IM group and six months from Griffiths Equipment compared with 2 months in the pcp
- Solid 12% EBIT growth with small EBIT/sales reduction to 28%, reflecting the early contribution from acquired businesses

Automotive structure



Automotive operating performance – Ryco Group

- Ryco Filters achieving organic revenue growth from:
 - Growing the user base through the workshop “Conquest” program
 - New product introductions – filter-related tools, high performance air filters
 - Expanded the range of automotive filters to meet changing demand
- First year contribution from IM Group:
 - Operational improvements being realised
 - Brand rationalisation in the sensors & engine management category with relaunch of Goss brand
 - Products introduced into New Zealand market
- First contribution from AA Gaskets:
 - Broadening product offering through range gap identification and filling
 - Operational improvements identified and being acted upon
 - Closer coordination of activities between Australia and New Zealand

Automotive operating performance – Wesfil

- Wesfil achieving organic growth from product range expansion:
 - Spark plugs
 - IM Group products distributed through Wesfil
 - Diesel particulate filters
 - Specialised cleaning products

- Further growth to come from establishment of Western Sydney facility:
 - Close-to-market position fundamental to Wesfil's customer service offering
 - Arndell Park facility commenced trading February 2018

Automotive operating performance – BWI

■ Brown & Watson

- Increasing contribution from new products launched in FY17 – e.g. Ultima215 driving light
- First contract won in emergency service lighting segment - NZ Police - and remain active in current market tenders
- First contribution from gaining Philips brand distribution
- Transport and original equipment business commenced
- Further non-aftermarket organic growth avenues being evaluated

■ Griffiths Equipment

- Growth in NZ market through range expansion in automotive accessories
- Representation established in Australian market to steer growth

Long term automotive trends

- Universal shifts in the automotive market:
 - Electric vehicles
 - Shared vehicles
 - IoT and connectivity
 - Driverless/autonomous vehicles

- GUD's positioning in light of these trends:
 - Build capability and agility
 - Develop "thought leadership" stance in the industry
 - Assist independent workshops and mechanics to transition

GUD's initial activities

- Analyse and identify maintenance and roadworthiness needs of electric vehicles
- Completed a small investment in “Auto Guru”
 - An on-line portal for comparing and booking a vehicle service
- Completed a small investment in “Liftango”, a start-up providing:
 - A ride sharing program for large corporate customers to offer their employees
 - A “bus-on-demand” service
- Concentrating innovation activities in the automotive space

Davey result FY18 first half

| \$ million | H1 FY17 | H1 FY18 | % Change |
|--------------------------------|-------------|-------------|------------|
| Sales | 51.3 | 52.3 | 2% |
| EBITDA | 4.9 | 5.8 | 18% |
| Depreciation and Amortisation | (0.6) | (1.1) | |
| EBIT | 4.3 | 4.7 | 9% |
| <i>Underlying EBIT/Sales %</i> | 8% | 9% | |



- Small sales growth from ANZ businesses
- EBITDA uplift due to margin expansion from lower product costs
- Continued focus on innovation across a number of targeted market segments particularly non-mains water supply and irrigation applications

FY18 outlook

- Improved contributions expected from Davey and Automotive in second half
- All Automotive businesses expected to continue growing strongly:
 - Organic growth from new products and entry into new market segments
 - Full six month EBIT contribution from AA Gaskets and IM Group
 - Improved contribution from IM Group as it is integrated into Ryco
- Improvement in Davey anticipated from innovative new products, channel expansion and further product cost reductions
- Actively assessing further potential acquisitions in automotive industry
- Expecting full year underlying EBIT of around \$90m with 7 months of AA Gaskets and only 6 months of Oates
- Additional after tax profit contribution from Oates sale of around \$47m

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