



Greg Kilmister  
Incoming Chief Executive Officer  
Campbell Brothers Limited

Annual General Meeting  
11.00am on Tuesday, 26 July 2005.

---

Thank you Geoff and Bruce for your words of support.

Firstly let me take this opportunity to thank the Board for showing confidence in my abilities by appointing me as Bruce's successor.

Ladies and gentlemen, Campbell Brothers' activities over the past 12 months have positioned the Company to capture greater market share and growth opportunities in 2005-06.

As the incoming Chief Executive, I look forward to the opportunity of driving Campbell Brothers further – building on its past successes, and locking in future solid returns to shareholders.

### ***The Year Ahead***

#### The Year Ahead



- Earnings growth from two key strategies:
  - The **organic growth** of existing businesses
  - From **acquisitions** which complement the business

Looking ahead, the Company expects to continue to deliver earnings growth from two key strategies:

- organic growth of existing businesses, as those businesses expand both geographically and in the range of products and services offered; and
- from acquisitions which complement the Company's business strategy.

I would now like to turn briefly to the year ahead and look at the four business divisions which became effective from 1 April 2005, following the sale of the Consumer Brands and the disposal of the Crossmark business.

### **Laboratory Services**



The slide features a dark blue background. On the left, the text 'Laboratory Services' is written in white. To the right is the Campbell Brothers Limited logo, which includes a crest with a lion and the text 'CAMPBELL BROTHERS LIMITED'. Below the title, a list of key activities is provided in white text.

**Laboratory Services**

**Key activities include:**


- Relocating the Melbourne and Brazilian laboratories to better service their markets
- Establishing feeder preparation laboratories in Africa and China
- Establishing a significant presence in Europe
- Pursuing other significant opportunities

In the Company's high-performing, Laboratory Services division, the key activities for the coming year include:

- continuing to upgrade and expand the resources and facilities around the world, in particular relocating the Melbourne environmental laboratory to a larger facility and the relocation of the minerals laboratory in Brazil.
- establishing feeder preparation laboratories in Africa and China and we are currently reviewing opportunities in Ghana, the Congo and Zambia;
- establishing a significant presence in Europe; and
- pursuing other significant opportunities, both acquisitions and Greenfield start-ups for diversification and growth.

## **Campbell Chemicals**

### Campbell Chemicals



---


#### Chemical Division

- **All business units are focused on:**
  - Improving sales
  - Reducing costs
  - Improving divisional contribution

In the Chemical division, all business units are focused on improving sales, reducing costs and ultimately improving the divisional contribution. This is particularly the case for:

- Cleantec Commercial Hygiene Systems;
- Cleantec Food Hygiene Systems;
- Deltrex Chemicals;
- the newly-established Cleantec Laundry Systems; and
- the Panamex Group.

### Campbell Chemicals



---

#### Campbell Consumer Products

- **Key activities include:**
  - Manufacturing private label products
  - Manufacturing niche branded products
  - Increasing third-party contract and manufacturing and toll-filling assignments

In the retail sector, now reported as part of the Campbell Chemicals division, Campbell Consumer Products has undergone a significant transformation following the disposal of its major consumer brands to Colgate Palmolive in 2004.

The new structure for this unit takes into account the changing face of the retail environment in Australia. Key strategies for the year ahead to deliver value from the world-class manufacturing assets we have in Sydney include:

- manufacturing private label products for the major retailers;
- manufacturing niche branded products which fill a consumer need; and
- increasing third-party contract manufacturing and toll-filling assignments for marketing companies.

### ***Reward Distribution Group***



**Reward Distribution**



- **Key activities include:**
  - establishing a new national umbrella brand and corporate image
  - Reward's distribution centre at Nerang site will be extended
  - Reward to explore acquisition opportunities across Australia and New Zealand

For the Reward Distribution Group, the 2005-06 financial year will see the group establish a new national umbrella brand and corporate image as it looks to derive further gains in buying power and market share from its Australasian presence.

Plans are also in place to extend Reward's Nerang distribution centre to accommodate a corporate office for the expanding group, allowing further efficiencies and centralised back-office operations.

Reward will continue to explore opportunities across Australia and New Zealand in order to enhance the group's Australasian identity and increase the return on total investment.

## **Campbell Brothers Services**

### Campbell Brothers Services

---



- **Key activities include:**
  - Reinforcing and honing the structures that support the business
  
  - Exposing and developing national synergies
  
  - Improving efficiency and effectiveness of operations

Campbell Brothers Services is a national services group providing carpet cleaning, pest control, washroom, horticulture and weed control services.

With the major acquisitions to build a national network now almost completed, Campbell Brothers Services will use 2005-06 to reinforce and hone the structures that support the business in order to expose and develop the synergies available from the national strength, and to improve both the efficiency and effectiveness of operations.

## **Conclusion**

### Our Focus

---



Campbell Brothers has a strong track record of growing and delivering shareholder value

In 2005-06, our focus is on maintaining and building on that track record

Ladies and Gentlemen, our track record of growing and delivering shareholder value is strong.

As the incoming Chief Executive, my focus will be on maintaining and building on that track record.

I look forward to working with the Board, management, staff and shareholders in the future.