

Greg Kilmister
Managing Director and Chief Executive Officer
Campbell Brothers Limited

Annual General Meeting
11am on 5 August 2008

Thank you Chairman.

Full Year Results (Excluding Unusual Items) - Overview

	<u>Mar 07</u>	<u>Mar 08</u>	<u>Change</u>
Revenue (\$m)	663	772	16%
EBITDA (\$m)	108.3	139.9	29%
Profit before tax (\$m)	77.1	102.0	32%
Net profit after tax (\$m)	51.6	71.3	38%
Wtd. ave. number of shares	51,560,000	51,972,000	1%
Earnings per share (c)	100.2	137.1	37%
Full Year Dividend (c)	70	95	36%
Number of employees	4,862	6,854	41%
Safety Statistic – LTIFR	7	6	

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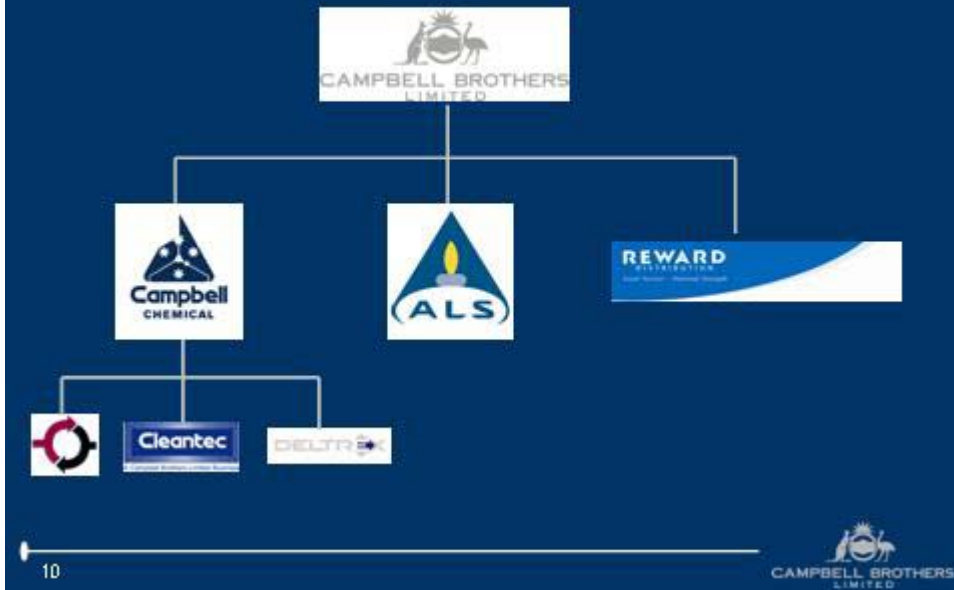


Ladies and gentlemen, the quality of Campbell Brothers as a company – encompassing its businesses, staff and strategy – was never better illustrated than in the latest financial year. As the Chairman outlined, the Company increased underlying net profit by 38 percent to a record 71.3 million dollars and revenue by 16 percent to 772 million dollars.

This excellent performance was achieved despite adverse movements in foreign exchange. The rate used to translate US-dollar earnings in the 12 months ended 31 March, 2008 was 88 cents compared with 77 cents in the previous corresponding period. That difference reduced after-tax profit for the financial year by approximately 5.4 million Australian dollars.

Exchange rate fluctuations will always be a risk for us. However, robust and prudently-run businesses are capable of managing risks such as this. By operating in growth markets and implementing measures such as natural hedges, price reviews and moving to non-US dollar contracts where appropriate, Campbell Brothers was able to meet this challenge.

Campbell Brothers Structure



The year under review was the final year in a three year strategic plan developed in late 2004. That plan envisioned a Campbell Brothers very different to the company that it was throughout the 1990s. The plan was centered around divesting parts of the company that could not provide long-term value growth opportunities and focusing our efforts on the parts of the company where we had real core competencies and an enduring competitive advantage. To that end we divested the carpet cleaning and pest control businesses, sold our remaining consumer brands, and exited the retail chemical manufacturing business.

We focused our efforts on developing a more cost-effective, technology focused industrial chemicals business; positioning Reward as the number one distributor of its type in Australia; and of course diversifying our laboratory business both geographically and in the market sectors serviced. This positions ALS as arguably the number one commercial laboratory business in the world.

The plan developed in 2004 has been implemented, exceeding our expectations, and for many years to come we will continue to benefit from the fundamental changes put in place over the last three years. However we cannot become complacent. The current business environment is one of constant change and that change continues at an ever more rapid pace. We have developed a new strategic plan and vision for the company that will see us reach the next quantum leap in company performance. We have the resources, talent and commitment to execute that plan, and over the coming year you will see the positive impact on the company as that plan is implemented.

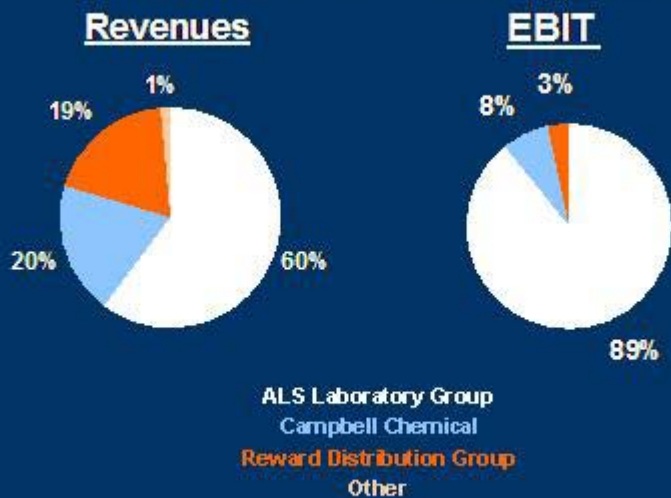
Growth

	<u>ALS Group</u>	<u>Campbell Chemicals</u>	<u>Reward Distribution</u>
Revenue 2006-07	\$342 million	\$139 million	\$135 million
Revenue 2007-08	\$468 million	\$153 million	\$146 million



The slide on the screen shows the revenue growth for the company over the last year. Growth can come from organic growth and acquired growth. The slide shows a breakdown as to where our growth has come from. I am particularly proud of this slide as it demonstrates that the underlying performance improvement is overwhelmingly driven by organic growth. Organic growth is what leads to growth in the value of the company, and you can see that overwhelmingly our growth is organic; opening new sites, increasing market share and focusing on more attractive markets. Acquisitions will remain an important part of our growth strategy to access new geographies and market segments, but we are not reliant on acquisitions to fuel our growth.

Group Segment Performance 2007-08



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ALS, our laboratory services group, reported excellent increases in both revenue, up 37 percent, and earnings, up 42 percent. The buoyant resources sector obviously contributed strongly to this growth, but other sectors including our environmental businesses in Australia and Scandinavia as well as our coal assets performed extremely well.

Revenue from Campbell Chemicals, a manufacturer and distributor of cleaning solutions and chemicals in Australia and the Pacific, was up 9.8 percent while earnings increased almost 25 percent through ongoing cost-control measures.

Reward Distribution, a supplier of non-perishables to the hospitality sector in Australia and New Zealand, was disappointing, with contribution declining 16.5 percent despite an 8 percent rise in revenue from acquisitions made in the past 18 months.

I'll now address the performance of our core divisions.

ALS Laboratory Group Overview

	Mar 2007	Mar 2008	Change	
Revenue	\$342,150,000	\$468,044,000	37 %	✓
EBITDA	\$98,332,000	\$135,856,000	38%	✓
EBIT	\$79,486,000	\$112,488,000	42%	✓



The ALS Laboratory Group is now one of the largest and most successful commercial laboratory groups in the world, with operations on six continents offering a broad range of analytical testing services. As I indicated earlier, the Group enjoyed strong demand across its core businesses, particularly the minerals division which was driven by high commodity prices and a robust resources sector.

ALS Revenue Growth

Consistent Long-term History of Growth



It was an active year for acquisitions, too. In September 2007, ALS acquired ACIRL Pty Ltd, the premier coal laboratory group in Australia, for 76.8 million dollars. Around the same time,

ALS also purchased e-Lab Analytical, a mid-sized environmental laboratory group in the U.S., for approximately 22 million dollars.

Both these operations integrated well, taking us into new markets and making better-than-expected contributions in the second half of the year.



In December 2007 ALS began the process of building its new coal division into a global leader, outlaying 5 million dollars to buy Witlab in South Africa in a deal that is already demonstrating significant payback. Earlier today, the Board approved the construction of a new five million dollar coal laboratory to be built in Witbank, South Africa. In Canada we are also developing our coal business and in October this year we will open a new coal laboratory in Vancouver. These new laboratories will provide state of the art facilities and scale to further accelerate the international growth of our coal services. This is all part of our strategy to become the world's premier coal services company.

The mineral's division of ALS entered two important joint ventures. The first, with MMC Norilsk, was the culmination of two years of ground work. It provides ALS with an entry into the testing services market in Russia, where exploration expenditure is now more than 50 percent of that in Australia – and is growing at a faster rate.

A second commercial venture was entered into with JKTech Pty Ltd, a technology transfer company within the University of Queensland. This created ALS Mineralogy, which provides sophisticated, automated mineralogy services to mining and mineral processing clients. We are currently in the process of globalizing this business.

Staveley Fluids North America Inc

Acquired July 2008

- o US\$15 million acquisition cost
- o 8 laboratories
- o 200 staff
- o >2 million samples per annum
- o premier Tribology laboratory in North America
- o part of global Tribology strategy
- o leveraging ALS existing intellectual property



Just last week we completed the acquisition of Staveley Fluid's tribology business in North America. Whilst this was a mid-sized acquisition by our standards it is an important step in executing our current strategic plan that includes developing a truly global oil condition monitoring business. In May this year we also acquired IQA laboratories in Thailand to supplement our growth in providing food analytical services. Both these acquisitions are important as building blocks for the further diversification and growth of ALS.

All of these transactions have great potential to add value to our Company. But it is perhaps worth noting that while acquisitions tend to attract the headlines, organic growth, as previously mentioned is the hallmark of any quality business.

Operationally, ALS remained focused on the needs of our customers by concentrating on shortening turnaround times for laboratory samples. The expanded capacity that I mentioned earlier allowed the Group to improve this key measure despite record increases in sample volumes. We now process in excess of 10 million samples per year through our laboratories.

Campbell Chemicals



Full Year Results

Revenue up 9.8% to \$153 million

EBIT up 25% to \$9.7 million

Margin increase to 6.3% from 5.6%

- o Cleantec Chemicals
 - Food Hygiene remains strong
 - Laundry and Chemical Hygiene businesses merged
 - Developing a presence in New Zealand
 - Refurbished Sydney plant
- o Panamex Pacific
 - Improved trading conditions throughout the Pacific
 - Brand expansion and new agencies
 - Significant margin improvement
 - Focus on French Territories
- o Deltrex
 - Highly competitive market
 - Agricultural sector strong
 - Focus on higher margin products

I'll turn now to Campbell Chemicals, one of Australia's leading importers, manufacturers and distributors of chemicals and associated hygiene products, employing more than 365 people and with a presence throughout the Pacific region. The Group operates across a range of industries from food and beverage processing, healthcare and hospitality to consumer goods, commercial cleaning, laundry and agriculture.

Its business units comprise:

- Cleantec Food Hygiene Systems
- Cleantec Commercial Hygiene Systems
- Cleantec Laundry Systems
- Panamex Pacific
- Deltrex Chemicals

The division showed great improvement over the year, increasing its earnings contribution despite higher raw material and distribution costs and the sale of the consumer products contract manufacturing business in October 2007. This result was clear evidence of the ongoing success of cost-control measures that management has put in place. The Cleantec and Panamex Pacific business units in particular benefited from this approach and performed well compared to the previous year.

Reward Distribution



Full Year Results

Revenue up 8% to \$146 million
EBIT down 16% to \$4.6 million

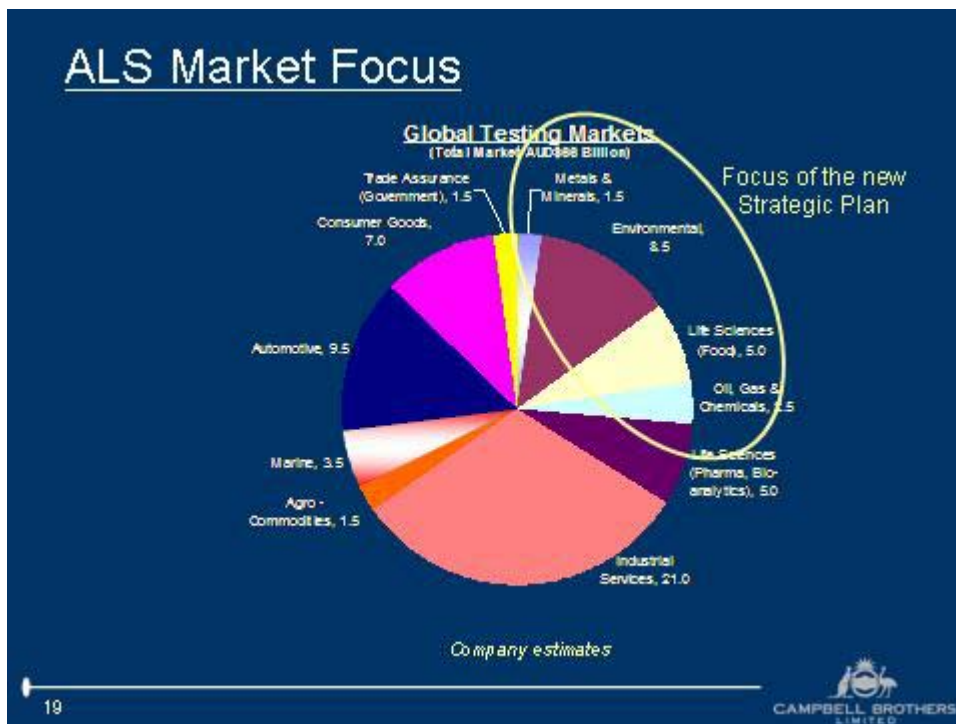
- o Market Conditions
 - Impacted by weather
 - Impacted by smoking bans
 - Impacted by discretionary spend
- o Restructuring Initiatives
 - Central accounting system implemented
 - Central warehousing system implemented
 - Rationalised stock holdings
 - New management team in place
 - Regional warehouses rationalised
- o Future
 - Improve purchasing practices
 - Focus on customer service
 - Improve margins
 - Diversify markets targeted

The Reward Distribution Group supplies non-food consumables to motels, hospitals, restaurants, fast food chains, five-star hotels, nursing homes, sport clubs and the retail sector.

While acquisitions made in the past 18 months helped improve revenue, the earnings contribution from the group was disappointing. The business struggled to overcome higher-than-expected integration and restructuring costs, as part of a previously announced national rationalisation of products, warehouses, IT systems and administrative functions.

Adverse weather in late 2007 and early 2008 also disrupted some markets, while the hospitality market in general slowed due to a combination of factors including a stronger Australian dollar, rising interest rates, higher petrol prices and the introduction of smoking bans. The business now has robust internal systems, a stronger focus on client service and a committed and motivated management team. An upturn in the market will see Reward start to achieve its true potential.

ALS Market Focus



Whilst we recognize that there is a lot of uncertainty in many markets around the world at present, we remain very optimistic about the future fortunes of Campbell Brothers. Our focus on planning, development and strategy execution provides a solid base for this optimism.

ALS has been restructured from a geographically-based business to one run along divisional lines. While a regional approach played an important role in building the business, this new framework will allow ALS to take the next step in its development, delivering a stronger focus on customers, systems and technology. These business lines have been selected based on leveraging our core competitive advantages.

The key divisions are now:

- Minerals
- Environmental
- Coal
- Food
- Tribology
- Oil and Gas

The outlook for ALS remains positive. With near record commodity prices, key markets are forecast to remain buoyant for the next few years at least, certainly well beyond 2010.

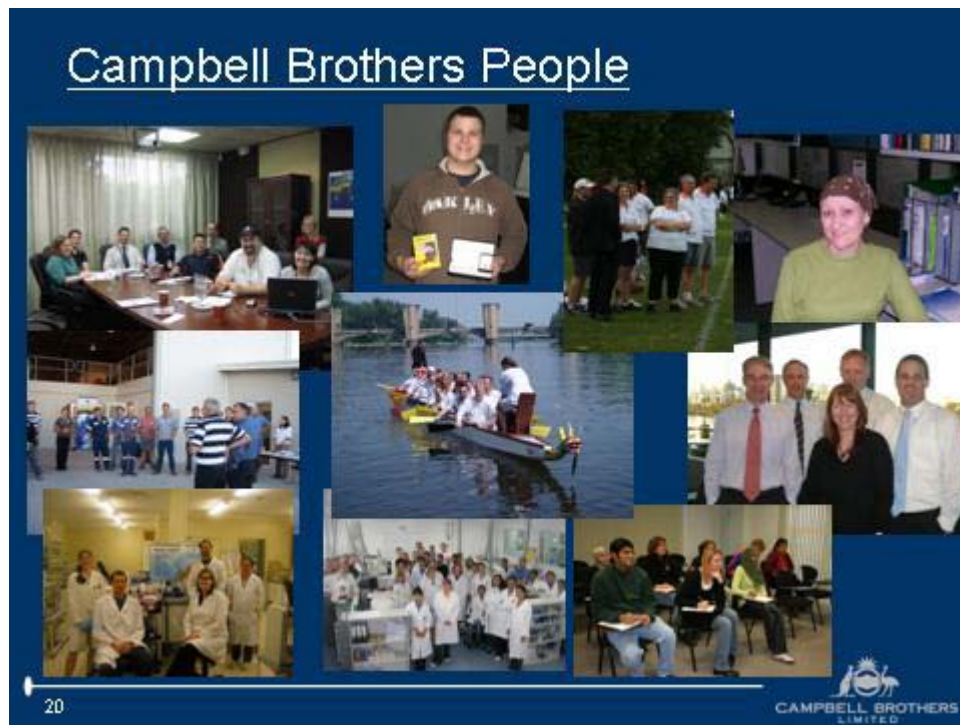
The recently established coal-testing and analysis services business will benefit from strong demand flowing from higher coal consumption and increased capacity at Australian ports. In general, interest in coal exploration and development has never been stronger and I believe that laboratory groups, such as ALS, offering a full range of services and superior turnaround times, will win a disproportionately higher share of the market.

In the short-term, Campbell Brothers will continue to pursue measures to mitigate the impact on ALS of a weaker US currency. In the medium-term, ALS will invest in growth through acquisitions, opening new laboratories and expanding capacity in existing facilities. There is great potential to expand the division's presence in high-growth markets such as Russia, China, Africa and India, where ALS currently has low exposure.

With Campbell Chemicals, there will be some ongoing rationalisation as the Laundry and Chemical Hygiene businesses are merged and the Sydney plant is refurbished. Overall, we expect the division to benefit from its lower cost base and will grow by focusing on serving key markets.

For all the pain we have endured in restructuring Reward Distribution, the business is now well positioned as a truly national distribution group. Internal measures such as improved rebate and credit control, warehouse efficiencies, firmer sales margins and reduced waste will all assist in improving profitability.

With this new structure in place, Reward Distribution is now free to focus on sales and customer service and is already showing signs of solid improvement in the new financial year. The division will seek to offset weakness in the domestic hospitality market by diversifying beyond its traditional customer base to nursing homes, correctional centres, hospitals and other customers with more consistent purchasing patterns.



To conclude, financial 2008 represented another extension of Campbell Brothers' formidable track record of growth and exceptional returns for shareholders. Such a performance does not happen by chance – it is the product of careful planning. The Company has a wonderful foundation in place, comprising quality, well-run businesses in growth markets where we hold a competitive advantage.

That will not change in the year ahead as we approach 2008/09 from a position of strength.

Looking beyond that, I'm confident, with a new three-year strategic plan in place, shareholders can look forward to excellent returns in the future, too.

Finally, I would very much like to acknowledge the magnificent efforts that our 6,800 employees have made to ensure Campbell Brothers maintains and grows its reputation as one of Australia's leading companies. To my management team (many of whom are here today), you are the corner stone in building the company we see today. Your efforts, loyalty, enthusiasm and support are truly appreciated. Thank you, too, to the Chairman and our Board for their support and guidance throughout the year.

Shareholders, I look forward to reporting back to you in the near future on our further progress.

Thank you.