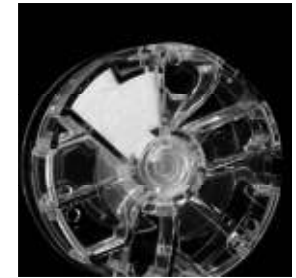




Protection and Finishing Products

Robert Purcell



What We Do



We provide a hassle-free, reliable and competitive supply of

- low value
- often low volume
- non core

But essential products



Protection Products



- **Simple parts for protecting**

- Holes
- Threads
- Hoses
- OCTG

- **From damage and the ingress of dirt during**

- Transit
- Processing
- Finishing

- **Typical industries**

- Hydraulics/Pneumatics
- Gas valves
- Metal fabrication
- General engineering
- Automotive components



Finishing Products

- **Functional components used to complete a customer's own product, primarily used in tubular and metal fabricated product**

- End caps/Inserts
- Feet
- Knobs/Handles
- Fasteners and fixings
- Washers and spacers
- Clips
- Wiring accessories

- **Typical applications**

- Furniture
- Point of sale
- Lighting
- Machinery
- Electrical
- White goods
- Hospital equipment



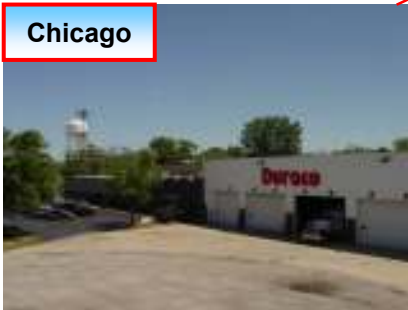
Overview



- 81,000 customers worldwide
- No.1 in combined US/European market
- 893 employees – 40% operational, 60% commercial
- Serving a very broad industrial customer base
- No customer more than 3% of revenue
- 41 operating units, in 14 countries
 - 34 distribution, 7 manufacturing



Global Footprint



Approach to the Market



- Tailored to the sector
- 3.9 million direct mailings sent annually
- Catalogues, printed in 11 languages



- Over 232,000 samples despatched per year
- Over 900 million parts, 26,000 SKUs, in multiple stocking locations for same day despatch
- Over 767,000 order lines per annum



Operations



- Production facilities

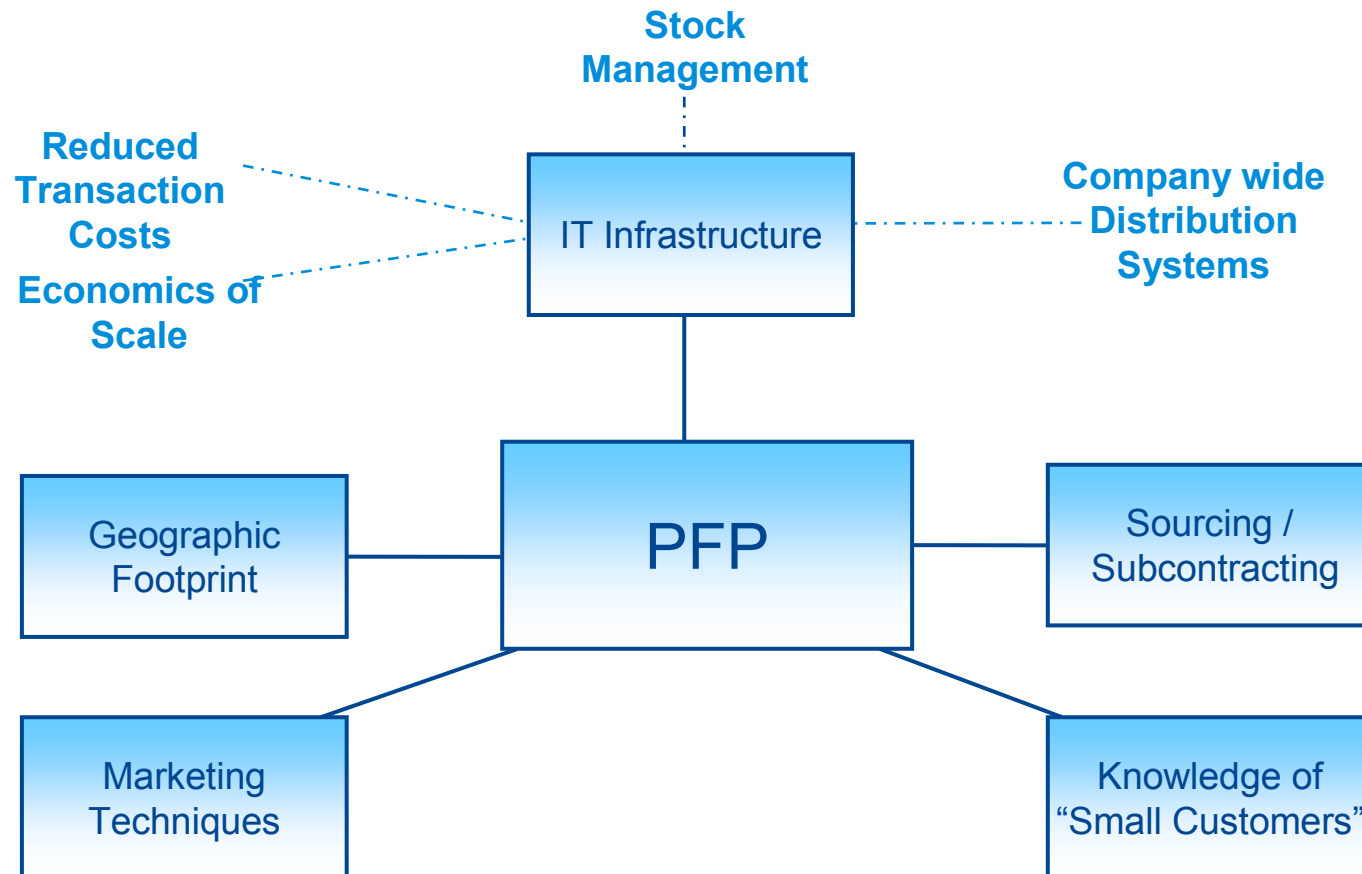
- UK - Oxford
- Holland - Amsterdam
- US - Erie, Houston, Chicago
- Mexico - Veracruz
- Brazil - Sao Paulo



- 262 injection, 6 dip moulding machines
- 2 coating lines
- 20,000 moulds making 44 million mouldings per week
- Manufactured product from 2mm to 1.6m dia and <1g to 4.5kg



Core Competencies



Sources of Competitive Advantage



- Catalogues which support our market reputation/recognition
- Range with high stock availability
- Mould library
- Ease of doing business
- Low cost manufacturing and sourcing
- Integrated IT Systems
- Low transaction costs
- Marketing techniques



Competitive Position



- Large, fragmented, ill-defined market for customers and suppliers
- High barrier to entry
- Competition is predominantly local/regional or sector specific
- Global market >£1 billion
- Market leader
- We are well positioned to grow
 - organically – geographically, range
 - through consolidation



The Way Forward



- Develop geographically, following our customers e.g. China
- Gain greater market penetration through
 - careful expansion of the product range
 - targeted marketing
- Consolidate and “in-fill” in existing territories
- Aggregate customer demand to drive
 - manufacturing efficiency gains
 - sourcing leverage
 - reduction in transaction costs





Protection and Finishing Products

