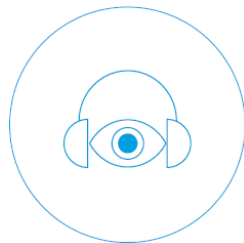
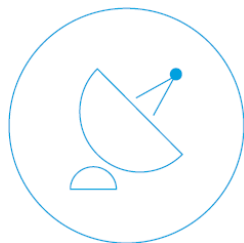




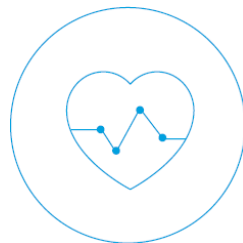
Security



Audio Visual



Communications  
& Mobility



Health

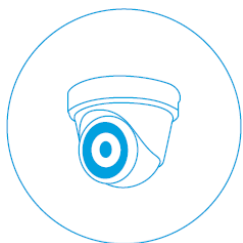


Hills Limited  
Annual General  
Meeting 2015

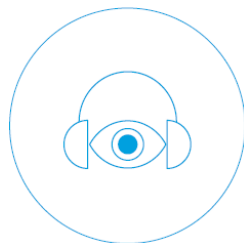
# Agenda

---

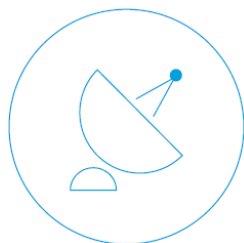
- 1** Current Status Of The Transformation Process  
**Chairman's Address**
- 2** Operational Review  
**CEO Address**
- 3** Organisational And Governance Issues  
**Update from Chairman**
- 4** Resolutions



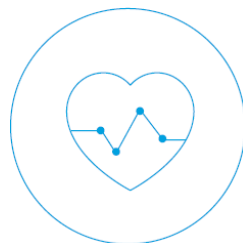
Security



Audio Visual



Communications  
& Mobility



Health

**HILLS.**<sup>TM</sup>

Hills Limited  
Annual General  
Meeting 2015

**Chairman's Address**

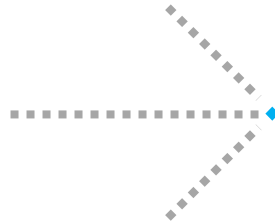
HILLS™



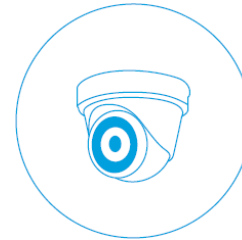
# Where have we come from?



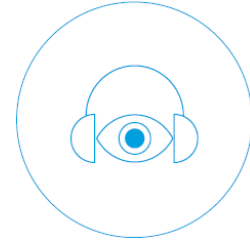
1945



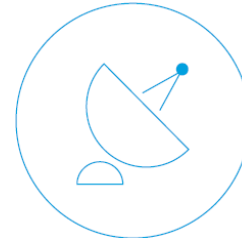
Today



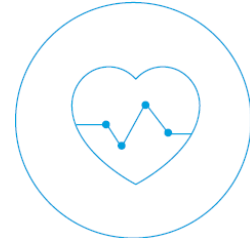
Security



Audio Visual

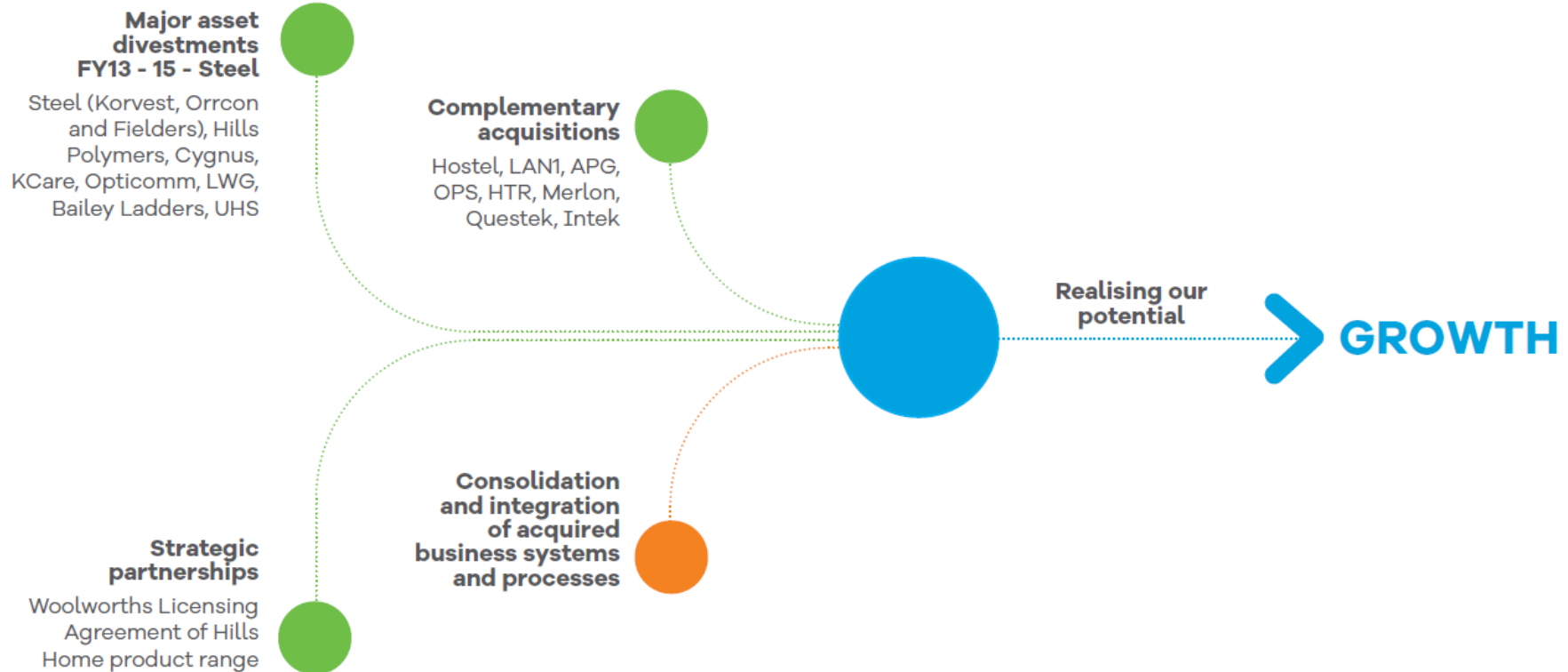


Communications  
& Mobility



Health

## What have we done?



HILLS



FORKLIFT  
IN USE

Integrated  
infrastructure  
solutions

51  
countries!

One  
national interest

One  
network solution

We are Hills.  
Leaders in connectivity  
and infrastructure solutions.

**HILLS™**  
Security Solutions





## What have we done?

---



Realigned management team



Partnering with new suppliers



Building stronger sales pipeline



Focus on improving margin

**HILLS**<sup>™</sup>



# FY2015 Results Summary

---



## A\$M

Revenue	<b>427.8</b>
Underlying <sup>1</sup> Net Profit After Tax attributable to owners	<b>11.1</b>
Net Loss After Tax attributable to owners	<b>(85.9)</b>

1. Underlying Net Profit After Tax attributable to owners is a non-IFRS measure used consistently by the Company over time. The measure is relevant because it is consistent with measures used internally by management and by some in the investment community to assess the operating performance of the business in light of its change program. It is calculated by removing the effect of non-operating items such as business combination transaction costs, impairments, the cost of disposing of freehold properties and one-off income tax credits. It is calculated as detailed in note 22 (c) to the Annual Report. Non-IFRS measures are not subject to audit or review.

# Hills: Cash Flow (A\$M)\*

## Proceeds from asset sales

Steel	
UHS	
Healthcare	
Bailey Ladders	
Properties	
Poly	
Gemmell	
OptiComm & Cygnus	
Korvest	
<b>TOTAL</b>	<b>193</b>

## Application of sale proceeds

HTR & Merlon	
Questek	
HosTel	
APG	
Intek	
OPS	
<b>ACQUISITIONS</b>	<b>(76)</b>
Debt retired	(90)
Share buybacks	(25)
<b>TOTAL</b>	<b>(191)</b>

## Dividends

FY2012	(24)
FY2013	(12)
FY2014	(16)
FY2015	(13)
<b>TOTAL</b>	<b>(65)</b>

\* All numbers rounded to the nearest million dollar

**HILLS.**<sup>TM</sup>

**HILLS.**<sup>TM</sup>



## Strategy and objectives

---



**Customer engagement**



**Vendor relationships**



**Training our people**



**Tight capital management**



**Margin improvement**



**Supply chain optimisation**



**Focusing on smaller acquisitions**

## Achievements in FY2015

---



**Completion of restructure and divestment of legacy assets**



**Purchase of APG and HosTel**



**Winning contracts including Foxtel & Ericsson**



**Distributor of the year awards**



**Reducing corporate overhead**



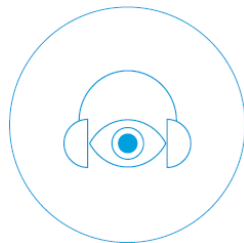
**Improving operational efficiencies:  
\$12m to date with more in train**



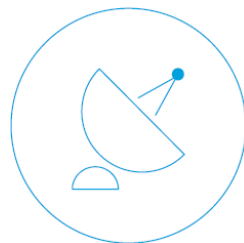
**Strategic Partnership with Woolworths**



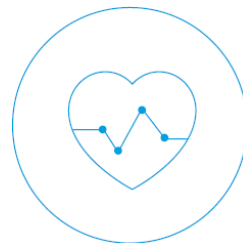
Security



Audio Visual



Communications  
& Mobility



Health



Hills Limited  
Annual General  
Meeting 2015

**CEO Update**



**HILLS.**

**HILLS.**



AUSTRALIAN  
MONITOR



AUSTRALIAN  
MONITOR



AUSTRALIAN  
MONITOR

**MIPRO**



## Distribution: Our Competitive Advantage

---



**National footprint**



**Warehousing facilities**



**Local branch network**



**Specialist expertise**



**Training and support**



# Building Technologies

---



A\$M	FY15	FY14
Revenue	348.4	327.3 <sup>1</sup>
EBITDA	26.8	36.5

1. Revenue for FY14 excludes discontinued operations

A large, white, cylindrical banner hanging from the ceiling, displaying the "HILLS" logo in blue and white.

Australia's leading security technology provider

The HILLS logo, consisting of the word "HILLS" in a bold, black, sans-serif font with a blue dot above the second "I".

PACOM

EVOHER

tyco

Interlogix

Genetec

AVI

VIVOTEK

Panasonic

xtralis

DPTEK

Juniper

dv

TOSHIBA

Leading Innovation 3X

DELL

bticino

milestone

SAFRAN

FSH

MOBOTIX

BriefCam  
The Video Synthesis Company

DELL

Software

milestone

Software



# Building Technologies: Vendor Awards

---



Most innovative distributor  
2015



Authorised Distributor of the Year  
2015



International Distributor of the Year  
2015



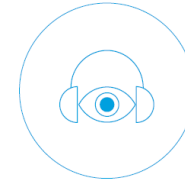
Distributor of the Year Award  
CY2014



RUCKUS™  
WIRELESS

Australian Distributor of the Year Award  
2015

# Building Technologies: Our Vendors







A\$M	FY15	FY14
Revenue	33.5	22.6
EBITDA	4.1	5.3

**HILLS**<sup>TM</sup> health solutions

**HILLS** health solutions



**HILLS**  
ROTARY CLOTHES  
HOISTS

LANCE HILL MANUFACTURERS

**HILLS**  
ROTARY CLOTHES  
HOISTS



**HILLS** ROTARY CLOTHES **HOISTS**

ALL ENQUIRIES - OFFICE  
NO ADMITTANCE TO WORKS





**HILLS.**<sup>TM</sup>

# “Back to Basics”



**Strategic  
Objectives**

**Vendor**

**Customer**

**People**

**Profit**

**Capital**



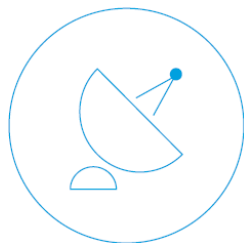
HILLS™



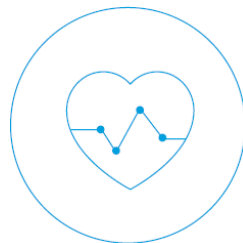
Security



Audio Visual



Communications  
& Mobility



Health

**HILLS.**<sup>TM</sup>

Hills Limited  
Annual General  
Meeting 2015

**Organisational &  
Governance Update**

## FY2015 Remuneration

- Voluntary reduction in Non-Executive Directors' Fees
- No bonuses paid on financial performance measures
- Only 4% of Short Term Incentive pool for non-financial measures was paid to Senior Executives
- No vesting of Long Term Incentives



**we are HILLS.**