

## History

Pacific Dunlop has a long, distinguished history dating back to 1889 when John Boyd Dunlop invented the pneumatic bicycle tyre. Over the next century the company has expanded and diversified to be a market leader in many fields. Apart from its various operations in Australia, Pacific Dunlop has installations and/or offices in China, Japan, Hong Kong, Thailand, Malaysia, Sri Lanka, New Zealand, North America, and European Economic Community with 151 manufacturing facilities, 1300 retail outlets and about 40,000 employees worldwide.

### HISTORY OF PACIFIC DUNLOP LIMITED

In 1888, Scottish-born John Boyd Dunlop, a prosperous veterinary surgeon in practice in Belfast, Northern Ireland, invented the Pneumatic Bicycle Tyre. A group of Irish businessmen from Dublin, realised the potential of the tyre, and, in 1889, together with Mr Dunlop, formed a syndicate to float what was to become "THE DUNLOP PNEUMATIC TYRE COMPANY".

The first pneumatic bicycle tyres to reach Australia arrived in Melbourne in 1889, and within two years, the Dunlop Company was established in Europe and North America ( the first pneumatic bicycle tyres to reach North America arrived in New York on Christmas Day, 1890).

In 1893, the Dublin Company opened a Branch Office and Factory in Melbourne, Australia, right in the heart of Melbourne's Chinatown district.

Since the bicycle was the popular form of transport, and Cycle Racing the most popular sport, the introduction of the pneumatic tyre was an unqualified success. In spite of this, the Dunlop Company ran into financial difficulties and decided to sell its overseas holdings. In 1899, a Canadian syndicate purchased the Australasian interests and floated "THE DUNLOP PNEUMATIC TYRE COMPANY OF AUSTRALASIA LTD" as an Australian company, with a capital of 170, 000 pounds ( \$A 340, 000).

The formation of the new company coincided with the growing interest in the motor car and in 1902 a Tyre Factory was established at the Melbourne suburb of Montague, Port Melbourne. The Dunlop name was well to the fore in motoring, its Advertising Manager, Harry James, was already the holder of several world long-distance motoring records. He was also one of the founders of the Royal Automobile Club of Victoria and in 1905 the organiser of Australia's first long-distance Motor Reliability Trial from Sydney to Melbourne, a distance of 572 miles.

In 1905, the Company made the first of its many acquisitions with the purchase of its main rival, the Barnet Glass Rubber Company. During a rationalisation of the product range of the two businesses, it was decided to discontinue the making of Condoms and the machinery was discarded. One of the Dunlop employees took the machinery and with \$A 60 capital set up his own rubber company in the Melbourne suburb of Richmond. The employee was Eric Ansell and he created THE ANSELL RUBBER COMPANY (strange to relate, it was by pure chance that the Dunlop Company was able to acquire the Ansell Company in 1969)

The Legal Entity as we know it today was reconstituted in Victoria on 16th August, 1920, and since that date has been the ultimate Parent Company of the Group.

Until the late 1960's Dunlop was basically a rubber company, with interests in Tyres, Batteries, Bedding and Sporting Goods, but in a spending spree during 1969-1972 it acquired a wide range of companies including Ansell, Berlei, Holeproof and Grosby among others.

In 1975, the Company established its first off-shore manufacturing operation by opening an Ansell Glove factory in Malaysia.

In 1980, the Company acquired Olympic Consolidated Industries with its wide range of products, such as Tyres, General Products and a half-share in Olex Cables (Olex Cables became a wholly-

owned subsidiary in 1981). During the 1980's came a further burst of expansion with the acquisition of the Electrical Wholesale operations of Lawrence & Hanson, Winestock Footwear, Spinaway Cables, and a substantial part of the worldwide operations of Chloride Group PLC, comprising its operations in the USA, Canada, Mexico, New Zealand and Australia.

Throughout this period, Dunlop U.K. had retained a minority shareholding in the Australian Company. In 1983 this was sold and in 1984, the Australian Company completed "buying back the farm" when it acquired Dunlop New Zealand (which it had sold to Dunlop U.K. in 1929) in the same year Olex Canzac Cables was acquired.

In 1986, the Company changed its name to "PACIFIC DUNLOP LIMITED", reflecting its increasing stature as an Australian and International manufacturing and marketing enterprise, and its growing position in the world's markets. In that same year, Pacific Dunlop entered into a joint venture agreement with Sumitomo Electric Industries of Japan and Pirelli Ericsson and opened a new factory at its Olex Cables complex at Tottenham, a suburb of Melbourne, for the manufacture of optical fibre.

A Joint Venture entered into in 1987 between Pacific Dunlop Limited and The Goodyear Tyre and Rubber Company led to the creation of South Pacific Tyres. In that same year, Pacific Dunlop acquired a controlling interest in G.N.B. Holdings, makers of Automotive batteries based in Minnesota, USA Pacific Dunlop continued to expand with the acquisition of Bonds Industries and its range of famous brands especially "Chesty Bond" (1987); Repco Auto Parts and Repco Cycles (1988). Ansell acquired the businesses of Edmont the world's largest producer and distributor of industrial gloves (1989) and Smith and Nephew plc (known as the Perry Division) manufacturers and distributors of a comprehensive range of advanced specification surgeon's gloves and medical gloves (1995).

During the late 1980s' and early 1990s', the Company acquired Teletronics and Petersville Sleigh, but for reasons which were totally different, neither acquisition could be maintained and have since been sold, as has the Cable Group.

Today, Pacific Dunlop has installations and/or offices in China, Japan, Hong Kong, Thailand, Malaysia, Sri Lanka, New Zealand, North America and the E.E.C., with 151 manufacturing facilities, 1300 retail outlets and about 40,000 employees worldwide.

### **1888**

On February 28th, 1888, Scottish born John Boyd Dunlop, a prosperous Veterinary Surgeon in practice in Belfast Ireland, fits pneumatic tyres to his son's tricycle.

On July 23rd, 1888, Dunlop applies for a patent for his invention - Patent No. 10607 -, which reads in part: "An improvement in Tyres of Wheels for Bicycles, Tricycles or other Road Cars".

By December 1888, Edlin & Co., cycle makers of Belfast, Northern Ireland, begin making bicycles suitable for pneumatic tyres. The machines are called the Pneumatic Safety.

### **1889**

A Dublin, Ireland, syndicate purchases the rights to John Boyd Dunlop's patents and floats THE PNEUMATIC TYRE COMPANY AND BOOTH CYCLE AGENCY OF DUBLIN. Later, this company is named THE DUNLOP PNEUMATIC TYRE COMPANY, and the operation transferred to Coventry, England.

A Mr. Malcolmson, cycle dealer, brings the first pneumatic tyres into the Colony of Victoria.

E. E. Rudd of Melbourne, Victoria, and partner in a cycle shop with T. Rand orders six (6) pneumatic-shod bicycles, from Malcolmson.

E. W. Rudd visits the English company and is appointed Dunlop's agent in Australasia on a commission basis.

**1893**

Dunlop opens a factory at 27-29 Tattersall's Lane, off Lonsdale Street, Melbourne, for the assembly and finishing of part manufactured tyres imported from England.

**1896**

The first Australian manufactured Pneumatic tyres are "hand-made" by Dunlop for the Thomson steam car.

**1897**

Sales and administrative side of the business transfers from Tattersall's Lane to two small shops at 247-249 Swanston Street, Later in 1899, these premises become the first Registered Head Office of the new Australian Company.

**1899**

Richard Garland and John J. Palmer of Toronto, Canada purchase the English Dunlop Operations in Australasia and float a company trading as THE DUNLOP PNEUMATIC TYRE COMPANY OF AUSTRALASIA LTD., with capital of £170,000 (\$A340,000). The new Company leases, and later purchases, a blue-stoned building at 108 Flinders Street, which becomes the Registered Head Office of the Company until being sold in 1979 to R.E.S.I. (Now Bank of Melbourne).

THE DUNLOP PNEUMATIC TYRE COMPANY OF AUSTRALASIA LTD., listed on the Stock Exchange of Melbourne, Sydney and Adelaide in October, 1899.

**1901**

Dunlop purchases a small allotment with a bluestone building at Montague, Port Melbourne.

**1902**

The new Montague factory opens for the manufacture of bicycle and motor tyres. (Productions at Montague continued until 1982).

Dunlop engages the service of a Consulting Engineer for the installation of the factory machinery - John Monash, later to become Sir John Monash and one of Australia's greatest Engineers, Soldiers and Administrators.

**1905**

Dunlop organises the first Australian long-distance motor car reliability trial - Sydney to Melbourne.

Dunlop acquires the Pioneer Rubber Company Limited from Barnet Glass, who in 1876 founded the Rubber Industry in Australasia.

Dunlop produces the first Australian-made Conveyor Belting and Industrial Hose.

Dunlop produces diving suits for the pearl industry and other maritime industries.

**1906**

Dunlop changes its name to THE DUNLOP RUBBER COMPANY OF AUSTRALASIA LIMITED.

**1908**

Dunlop produces the first Australian-made moulded rubber hose and revolutionises the hose industry.

**1920**

The Legal Entity is incorporated in Victoria on 16th August, 1920, and since that date has been the ultimate Parent Company of the Group.

**1923**

Dunlop manufactures the first Australian-made balloon tyre.

**1926**

The Dunlop-North British Shoe Company is formed, with a factory at Abbotsford, Victoria.

Dunlop produces the first Australian-made aircraft tyre.

**1927**

Dunlop England purchases 500,000 shares in the Australian Company, giving the English Company a 25 percent equity in the Australian Company.

**1929**

Dunlop and the Perdriau Rubber Company of Sydney, New South Wales merge to form THE DUNLOP PERDRIAU RUBBER CO. LTD

The Perdriau story began in the West Indies with Stephen Perdriau joining the Royal Navy as servant to Captain Horatio Nelson (later Admiral Nelson of Trafalgar fame).

Stephen's son, Henry Carter Perdriau, settled in Sydney and started a harbour ferry service at Balmain.

Henry Carter's son, another Henry, entered the rubber industry in 1888 by "accident" he had contracted to supply rubber parts to the New South Wales Government Railways and placed an order with an English rubber company. Due to an error in decoding his cable he received five (5) times the amount of rubber ordered.

He fulfilled his contract with the Railways and opened a store for the sale of the surplus rubber stock. Later, he started manufacturing rubber parts and, in 1904, floated the Perdriau Rubber Co. Ltd. with a capital of £40,000 (\$A80,000). At the time of the merger with Dunlop, the Company had grown into an empire, with a capital of £1,500,000 (\$A3,000,000).

Dunlop Perdriau purchases a controlling interest in Barnet Glass Rubber Co. Ltd.

Polish-born Barnet Glass entered the waterproof clothing business in 1870, in Manchester, England, and in his first big order supplied Waterproof Groundsheets to the French Army, then engaged in the Franco-Prussian War.

In 1876, he founded the Rubber Industry in Australia, when he setup a Waterproof Clothing Factory at Lincoln Square, Carlton. The company prospered and, by 1905, trading as the Pioneer Rubber Company, attracted the attention of, and was taken over by Dunlop. Barnet Glass returned to the rubber trade in 1908, assisted by his sons Jack and Ernest and nephew Philip Glass, and the company made its first tyre in 1910. By 1929 the new company had become a major force in the Australian tyre industry, with production figures of 9000 tyres per week.

By 1929, the capital had increased to £750,000 (\$A1,500,000) and Dunlop made a takeover offer which was accepted by the Company, leading to Barnet Glass Rubber Company becoming a subsidiary of the then Dunlop Perdriau. The Hon. W. A. Watt, P.C., at that time Chairman of Barnet Glass, become Chairman of the Dunlop Group and Philip Glass became Chairman of Barnet Glass Rubber Company in his place.

Dunlop produces the first Australian-made wedgeropes.

**1932**

Dunlop produces the first Australian-made golf balls.

**1934**

Dunlop produces the first Australian-made Pneumatic Tractor Tyre.

**1936**

Dunlop Perdriau purchases a controlling interest in A.N. Thomson & Co. Ltd., manufacturers of theatre seats, furniture, etc. and forms Latex Products Pty. Ltd. Later, the company is renamed Dunlopillo Pty Ltd.

**1941**

Dunlop Perdriau changes its name to DUNLOP RUBBER AUSTRALIA LIMITED.

Barnet Glass Rubber Co. Ltd. fully absorbed by the Dunlop Rubber Company.

**1948**

Dunlop Footwear begins production at its factory in Bankstown, New South Wales.

Dunlop Rubber establishes the Aviation Division and production of aviation parts begins at Bayswater in 1952.

**1949**

Dunlop Rubber introduces Australia's first dry-charged battery at its factory at Sandringham, Victoria.

**1952**

Dunlop Rubber acquires a controlling interest in Moulded Hair of Australia Ltd.

**1953**

Production of Industrial (Mechanical) Products transfers from Montague to the Bayswater Factory.

**1954**

Moulded Hair (Texfoam) fully absorbed by Dunlop.

**1955**

Dunlop Rubber completes the acquisition of Kenworth Rubber Ltd.

**1958**

Slazenger Australia becomes a subsidiary of Dunlop Rubber and is renamed Slazenger Australia Pty. Ltd.

**1959**

A group of tyre service centres in all states merges into one Australia wide organisation known as National Tyre Service.

**1960**

The Company acquires the businesses of Sleepmaker Pty. Ltd. and B.B.B. Pty. Ltd., manufacturers of innerspring mattresses, and adds them to the Dunlopillo Group.

Dunlop-Oldhams Pty. Ltd. is formed to manufacture and sell the "P.G." Traction Battery.

**1967**

Dunlop Rubber changes its name to DUNLOP AUSTRALIA LIMITED.

**1968**

The entire operations of Marshall (Batteries) Holdings Pty. Ltd. and Dunlop-Oldham (Batteries) merges with the Automotive Division.

Dunlop acquires Prestige/Holeproof (a leading textile and clothing group), Hollandia Shoes Pty. Ltd., Universal Textiles (Australia) Limited, Warrnambool Woollens Co. Ltd., Factors Ltd. (including the Holeproof and Jacquard companies in New Zealand), a major interest in Grosby Footwear Pty. Ltd. (75 percent) and Berlei Hestia Limited (75 percent).

Dunlop acquires The Ansell Rubber Co. Ltd. established in 1905 at Richmond, near Melbourne by Eric Ansell, for the production of condoms and balloons, using machinery discarded by Dunlop.

In 1905, Ansell was founded in Richmond, near Melbourne, by Eric Ansell, an English migrant and former Dunlop employee, starting with a capital of £30 (\$A60) and a rented shed. His first products were toy balloons and condoms, which he sold personally to the Melbourne traders, competing mainly with imported articles.

In 1925, the Ansell company began making household gloves, using the rubber solvent method Tyre tread rubber was added to the product range in 1928, but this was discontinued during the Depression, in favour of the production of hot-water bags and rubber teats. During the war, Ansell produced gas masks.

In 1945, Ansell designed and built the first automatic dipping machine, which could produce 300 dozen pairs of synthetic gloves in eight hours.

In 1960, the company acquires Nutex, a small Sydney-based rubber company (and its export clients), and engaged in a marketing drive in Europe and North America.

The Introduction of disposable surgical gloves came in 1964. Suddenly, instead of re-sterilising and re-using surgeons' gloves (up to 6 or 7 times), the medical profession was demanding a new pair each time, and the demand soared, leading to an export award in 1967 from the Australian Department of Trade and Industry.

**1970**

Dunlop acquires Intercolonial Boring Company Limited, established in Queensland in 1888 for oil exploration initially, later for water.

The I.B.C. Story began in 1888 with the search for oil in Queensland by a North American company. It was soon realised that there was a greater need for water than oil in the pre-motor car era and the Intercolonial Boring Company was formed. Later, the Company expanded into the manufacture and merchandising of tools and allied products for secondary industry, agriculture and mining.

**1976**

Ansell International begins making household gloves in Malaysia.

Grosby-K.P. Inc., manufacturers of women's and children's footwear, established in the Philippines.

**1977**

The Company closes the former Perdriau factory at Drummoyne near Sydney. The site is now occupied by the Birkenhead Point Shopping Complex.

**1978**

Ansell International begins making surgical gloves in Malaysia.

### **1979**

Registered Head Office transfers from 108 Flinders Street to National Bank House, 500 Bourke Street, Melbourne.

### **1980**

Dunlop and the Olympic Group merge and the Parent Company changes its name to DUNLOP OLYMPIC LIMITED.

Frank (later Sir Frank) Beaurepaire founded the Beaurepaire Tyre Service in Melbourne in 1922 and the Olympic Tyre and Rubber Co. Pty. Ltd. was incorporated in 1933. Tyre production commenced in 1934.

Frank Beaurepaire, Parliamentarian, Lord Mayor of Melbourne, swimming champion and hero in a battle against a shark at Coogee Beach, started the Beaurepaire Tyre Service in Melbourne in 1922, which grew by 1980 into a national network of outlets numbering 169.

In 1933, the Olympic Tyre and Rubber Co. Pty. Ltd. was incorporated.

The West Footscray factory at Cross Street was opened in 1934 and the first tyre produced in April of that year.

Net profit for the first year was \$A16.48 and, at the time of the merger with Dunlop in 1980, the Net After Tax Profit was \$A10.2 million.

In 1949, Olympic General Products was formed to market "non-tyre" products such as rubber flooring and industrial belting.

In 1972, the Head Office of the Olympic organisation moved from West Footscray to Swanston Street, Melbourne.

### **1981**

Olex Cables becomes a wholly-owned subsidiary of Dunlop Olympic Limited.

Olex Cables, a division of the Olympic Company, began making cable for the Armed Services in 1940.

In 1940, a division of Olympic Tyres began making insulated cables for the armed services and a new factory for the Cable Division was opened at Mephan Street, Footscray. In 1946, Olympic Cables Ltd. was formed as a separate Company and in 1956, 26 acres of land was acquired at Sunshine Road, Tottenham, for the erection of a new cables factory.

In 1973, Olympic Cables and Nylex Cables merged to form Olex Cables, and, in 1981, Dunlop Olympic purchased the Nylex 50 percent interest in the Company to become outright owners of Olex Cables.

### **1982**

After a period of 80 years, production ceases at Montague, the complex sold, and the tyre factories at Somerton and Footscray (acquired, with Olympic, in the 1980 merger) extensively rationalised and upgraded.

A joint venture company ALH Australia Ltd forms to handle the Electrical Wholesaling operations of Olex Subsidiaries of the Dunlop Olympic Group and Lawrence & Hanson of Kemtron Limited.

Dunlop Olympic acquires Slumberland (Australia) Pty. Ltd.

Dunlop Olympic acquires a 75 percent interest in Winestock Footwear Pty. Ltd. (subsequently increased to 100 percent) making the Parent Company one of the largest footwear customers of the Peoples' Republic of China and complementing the already substantial links established since 1968 under the Dunlop brand.

**1983**

Dunlop Olympic acquires the New South Wales cable-makers Spinaway Cables.

**1984**

Dunlop Olympic acquires Dunlop New Zealand Limited (embracing tyre manufacture and retailing, industrial products and sporting goods operations), Olex Canzac Cables (New Zealand's second largest cable manufacturer), Harpain (manufacturer of Insulated Panels) and Pacific Polymers (manufacturers of Industrial Gloves in USA).

Dunlop Olympic introduces the Pulsar Battery, the world's lightest automotive battery. The Pulsar Battery is a Dunlop Olympic research and development achievement.

Dunlop Olympic acquires David Galt Industries, maker of Australia's most popular pillow (Tontine), compressed wadding for the car industry, felt underlay and the Van Winkle range of products.

Grosby Footwear enters the Japanese market.

Pacific Dunlop severs its link with the English Company with the resignation of the Nominee Director following disposal of the Dunlop U.K. share holding in the Australian Company. The link was first established in 1927.

**1985**

Ansell International opens a new factory in Thailand for the production of Household Gloves and Balloons.

Dunlop Olympic acquires the Hamilton Shoe Company of U.S.A. (manufacturers of the Penaljo range of footwear) and Apair Limited (a small specialist latex glove manufacturer in the UK).

Dunlop Olympic purchases Kemtron's half share in the Joint Venture, the electrical wholesaler formed by the merger of the two companies' distribution business in 1982.

Dunlop Olympic purchases the 16 percent minority interest in Holeproof Industries Ltd. (New Zealand).

Dunlop Olympic acquires Flexible Hoses Ltd. of New Zealand.

Dunlop Olympic purchases a substantial part of the worldwide battery operations of the Chloride Group P.L.C., comprising its operations in U.S.A., Canada, Mexico, New Zealand and Australia. The purchase includes five (5) factories in the U.S.A. one (1) factory in Canada, a plant at Lower Hutt, New Zealand and two plants in Australia, one at Padstow, New South Wales and one at Elizabeth, South Australia. This purchase makes Dunlop Olympic one of the world's largest producers of automotive, traction and stationary batteries.

Dunlop Olympic acquires Celluform (manufacturer of polystyrene fruit and vegetable produce boxes with locations at Swan Hill, Mildura, Griffith, Bundaberg and Bowen), and Futurform (manufacturers of extruded plastic compounds).

Dunlop Olympic enters into a joint venture with M.S. McLeod, which combines their tyre outlets in South Australia and Western Australia.

Dunlop Olympic's Ansell International Division acquires Lamprecht (a German manufacturer of advanced technology neoprene industrial gloves), Kelga (a Malaysian manufacturer of household



and industrial gloves) and Pharmaseal (manufacturer of surgeons' gloves, etc. with factories in Tucson, Arizona and Juarez, Mexico)

Dunlop Olympic opens a new factory at Geelong for the production of Pulsar batteries.

### **1986**

Dunlop Olympic changes its name to PACIFIC DUNLOP LIMITED, reflecting the company's increasing stature as an Australian and international manufacturing and marketing enterprise and its growing position in the world's markets.

Pacific Dunlop enters into a joint venture with Sumitomo Electric Industries of Japan and Pirelli Ericsson and opens a new factory at its Olex Complex at Tottenham, a suburb of Melbourne, for the manufacture of optical fibre.

Pacific Dunlop acquires Joubert & Joubert Pty. Ltd. (Australia's largest foam carpet underlay manufacturer), Hallmark Industries (manufacturers of fibre products) and a 50 percent interest in Carr Holdings Ltd. (New Zealand's largest polyurethane foam manufacturer and producer also of vinyl sheeting and P.V.C. coated fabrics). Pacific Dunlop is already a leading Australian manufacturer of felt underlay polythene foam for furniture, bedding and automotive industries through its Flexible Foam Division.

Pacific Dunlop Limited sells its holding in the UK operation of the Chloride Group PLC.

Pacific Dunlop Limited sells its Holeproof New Zealand interests to Rainbow Corporation Limited.

Pacific Dunlop Limited enters into a joint venture with Leggett & Platt Inc., the largest component supplier to the Bedding and Furniture industries in the United States.

On 12th August, 1986, the Company completes its first US\$ Convertible Bond Issue, comprising US\$65,000,000 bonds of US\$1,000 each, bearing interest of 7 percent per annum and the bonds having a term of 10 years.

Pacific Dunlop Limited acquires the minority interest in Donald Don & Sons, distributors of Industrial Rubber Products.

Pacific Dunlop Limited acquires the Frank Allen's Tyre Services (N.Z.).

Pacific Dunlop Limited acquires the Electrical Distribution businesses of R.G. Park and Salmon Bros., A.J. Calder, distributors of Industrial Products, and Hoey Fry Queensland, distributors of Industrial Products.

Pacific Dunlop Limited acquires Futurepak and Customfoam, manufacturers of fruit boxes and industrial extrusions.

Pacific Dunlop Limited sells its Olympic Hunt & Baird, a division of General Products Group to McConnell Dowell Group Limited.

Pacific Dunlop Limited expands its US Footwear operations with the acquisition of the New York based manufacturer and importer, Desco.

Pacific Dunlop Limited announces the setting-up of the Sydney-based China Pacific International, a joint operation between the Consumer Goods Group and the China National Light Industrial Products Import and Export Corporation and their Beijing Head Office.

Pacific Dunlop Limited shares listed on the London Stock Exchange on 31st December 1986.

**1987**

The joint venture of Pacific Dunlop Limited and Leggett & Platt acquires Crest-Foam Corporation, a foam manufacturer based in New Jersey, USA.

Pacific Dunlop Limited acquires Boiser Medical S.A., a French medical and industrial glove distribution company.

Pacific Dunlop Limited enters into a joint venture with The Goodyear Tyre and Rubber Company to combine all their Australian, New Zealand and Papua-New Guinea tyre manufacturing, marketing and retailing operations, under the name South Pacific Tyres Limited.

Pacific Dunlop Limited shares listed on the Tokyo Stock Exchange on 25th February, 1987.

Pacific Dunlop Limited acquires the remaining 50 percent of Sasine.

Pacific Dunlop Limited acquires the Jungmann Distribution Company of Hamburg, distributors of Ansell International's gloves since 1968.

Pacific Dunlop Limited acquires Sydney based Hyco Products, manufacturers and marketers of polyvinyl chloride components.

Pacific Dunlop Limited acquires Niblick Pty. Ltd., manufacturers of the famous Golf Shoes.

Pacific Dunlop Limited acquires Viplas Australia Pty. Ltd., a major extruder of plastic products.

Pacific Dunlop acquires a controlling interest in GNB Holdings, makers of automotive batteries, based in Minnesota, USA

Pacific Dunlop Limited acquires Max Balloons, based in Los Angeles, USA.

Pacific Dunlop Limited acquires the businesses of the Bolt Bar Pty. Ltd. and Frank Vasek Industrial Fasteners Co., distributors of Industrial Fasteners.

**1987**

Pacific Dunlop Limited acquires Bonds Industries, manufacturers of the famous range of clothing and textile products, such as, Chesty Bonds, Grand Slam, Gotcha, Cottontails, Baby Gro-Wear and Dri-Glo and Dickies Towels.

Pacific Dunlop Limited acquires the New York-based retail and mail-order firm Coward Shoe Inc.

Pacific Dunlop Limited acquires the Sydney-based battery retailing business of Aliph Pty. Ltd.

**1988**

Pacific Dunlop Limited acquires the New Zealand company Amalgamated Batteries Limited.

Pacific Dunlop Limited enters into a joint venture with Japan Storage Battery Co. Ltd., one of Japan's leading battery manufacturers for the manufacturing and selling of batteries to the American automotive and industrial original equipment and replacement markets.

Pacific Dunlop Limited acquires the Granet Division of W.G.M. Safety Corporation of North Carolina, USA, manufacturers of Industrial Gloves.

Pacific Dunlop Limited acquires the Australian Company Nucleus Limited and Teletronics Holdings Limited, a world leader in scientific health care technology and products.

Pacific Dunlop Limited acquires the New Zealand licence for adidas from Canterbury Apparel Limited. This purchase includes the adidas footwear manufacturing plant in Christchurch and the marketing and sales organisation.

Pacific Dunlop Limited acquires Red Robin Pty. Ltd., manufacturers of a range of high quality socks, tights and leisurewear.

Pacific Dunlop Limited announces the establishment of a manufacturing complex on a 20-acre site near Colombo, Sri Lanka, for the making of gloves and condoms, with initial production scheduled for late 1989.

Pacific Dunlop Limited announces the construction of a new balloon factory next to Ansell's existing production facilities at Lat Krabang, near Bangkok, Thailand.

Pacific Dunlop Limited announces that their Consumer Products Division will be re-named "PACIFIC BRANDS".

Pacific Dunlop Limited acquires the remaining 50 percent of Carr Holdings, a leading NZ manufacturer of Flexible Foams.

Pacific Dunlop acquires the Repco businesses of Repco Automotive Parts, Traders Auto, Checkpoint - Brake & Clutch and Repco Cycles.

### **1989**

Pacific Dunlop Limited acquires Edmont, the world's largest producer and distributor of industrial gloves, and becomes part of the Ansell Group.

Pacific Dunlop Limited acquires Chemby Vinyl, a specialist New Zealand manufacturer and marketer of PVC compounds and integrated into Improdex, a division of Pacific Brands.

Pacific Dunlop Limited acquires Repco Merchants Limited, New Zealand's largest importer and distributor of automotive parts, and becomes part of the Distribution

Pacific Dunlop's Olex Cables joint venture with Telecom Australia (International) Ltd. wins a \$30 million optical fibre cable contract in Pakistan

Pacific Dunlop's Medical group acquires Nicolet Digital Hearing Aid Technology, the premium technology in hearing aids.

Pacific Dunlop's GNB Australia launches new Champion Switch automotive battery in United States market.

Pacific Dunlop's Cochlear division of the Medical group acquires the worldwide implant business of 3M Corporation.

Pacific Dunlop's GNB Batteries acquires Standard Batteries and Southern Batteries, two large independent battery specialists in the United States.

Pacific Dunlop Limited acquires Tuf Footwear Pty. Ltd. a major producer of safety footwear which becomes part of Pacific Brands.

Pacific Brands wins the licence to manufacture and market the Jockey underwear brand in Australia.

Pacific Dunlop Limited acquires Slumbertime Bedding Ltd., a New Zealand bedding and furniture manufacturer, which provides Dunlop Bedding with a strong basis for further growth in the New Zealand market.

New Champion Switch battery factory opens in Columbus, Georgia, USA with annualised capacity of 500,000 units.

Telectronics, part of the Medical Group, implants its 250th defibrillator worldwide.

Australia and New Zealand.

Pacific Dunlop acquires Vita Pacific, manufacturer and marketer of Bedding, Furnishings, Camping Equipment, Nursery Products, Car Accessories and Outdoor Furniture, with six (6) factories in Australia and Joint Venture activities in Japan, New Zealand and Papua New Guinea.

Pacific Dunlop's Olex Cables Division wins the \$A21.9 million cable contract with the State Electricity Commission of Victoria for Brunswick to Richmond underground power line, which will deliver 220 kilovolts along the 9km route.

Pacific Dunlop acquires Burton Cables, manufacturers and marketers of cable and the "Click" brand of electrical accessories.

#### **1991**

Pacific Dunlop acquires Petersville Sleigh Limited, a significant core business in the food industry, with such brand names as Edgell Birds-Eye, Four'n Twenty Pies, Wedgwood and Herbert Adams Pies, Cakes and Pastries, Big Sister Cakes, Puddings Bakery Products and Ingredients; it packets and markets Robur Tea; the Socomin International fine foods Division; imports and distributes nationally gourmet products from around the world.

Pacific Dunlop, through its Ansell International division, acquires a minority interest in Iowa Corporation, a leading Japanese manufacturer and marketer of industrial Gloves.

Ansell is the world's largest producer and distributor of medical, household and Industrial gloves, and will market its Edmond USA produced Industrial Gloves through the Iowa network of 700 distribution outlets.

Pacific Dunlop transfers its Registered Head Office from National Bank House, 500 Bourke Street, Melbourne, to 101 Collins Street, Melbourne.

Pacific Dunlop adds the Kimpton Heirloom and Doona brands to its Tontine Division with the acquisition of Northern Feather, one of Australia's largest manufacturers of feather and down-filled pillows and quilts.

Pacific Dunlop forms Pacific Brands Food Group following the A\$374 million cash acquisition of Petersville Sleigh Limited, one of Australia's leading food companies embracing Peters Ice Cream, Herbert Adams Bakeries, Edgell-Birds Eye and Socomin Fine Foods.

Pacific Dunlop launches the world's first fully integrated tyre recycling operation under Tyre Cycle and Encore Rubber Technologies.

Pacific Dunlop forms the Western Pacific Rim Advisory Board as a high-level regional consultative group to assist the company's expansion and involvement in the Asia-Pacific region.

#### **1992**

Pacific Dunlop's Olex Cables Division opens a telecommunications cable factory in Tianjin,

Northern China, Olex Cables wins a contract to supply optical fibre cable for a \$A30 million telecommunications project in China.

Pacific Dunlop opens a Grosby Footwear factory in Shenzhen, Southern China and a Holeproof Underwear factory in Taiping, Southern China.

Pacific Dunlop acquires the Vitari fruit dessert business which supplies the growing Australian market for nutritious, healthy foods.

Pacific Dunlop acquires 75 percent of Pasta House, a marketer of fresh and frozen Italian foods.

### **1993**

Pacific Dunlop's Olex Cable Division wins a A\$70 million telecommunications contract involving 3150 kilometres of optical fibre cable and transmission equipment that will link the cities of Lanzhou, Urimqi and Yining in North West China; it was the largest ever offered to an Australian company.

Pacific Dunlop acquires the Plumrose food business in Australia and New Zealand for \$A225 million, and the purchase includes certain rights to brand names including Yoplait yoghurt, Yoplait Light, Silhouette, Yoplus and the dairy desserts Petit Miam, Grand Miam and Vigueur. Brands purchased include Leggo's tomato based and pasta products, Plumrose canned meats and Harvest convenience meals.

Pacific Dunlop's Olex Cables Division wins a contract worth \$A55 million to supply a 1500 km optical fibre cable system for a petroleum pipeline to be built in India for the government-owned Indian Oil Company. The pipeline extends from Kamala on India's west coast, north-west of Bombay, to Bhatinda in the Punjab.

### **1994**

Pacific Dunlop's Industrial Foam and Fibre Division acquires the Victorian-based Rosebank group of companies, Australia's leading cycle helmet manufacturer and marketer. Rosebank produces the Rosebank and Stackhat brands of cycle-helmets, liquid packaging components and a range of ABS pressure pipe fittings.

Pacific Dunlop's Distribution Division acquires the Asea Brown Boveri electrical wholesaling business in New Zealand. ABB offers a wide range of cables, lighting, industrial switchgear and electrical and wiring accessories.

Pacific Dunlop announces that its world-leading Cochlear Implant Device, popularly known as the Bionic Ear, has succeeded in gaining coverage under Japan's universal health insurance system.

Pacific Dunlop's Batteries Division, GNB Technologies, forms a \$A24 million joint venture (60 percent/40 percent) with China's Guangdon Post and Telecommunications Administrative Bureau, China's largest user of telecommunication batteries. The new company will manufacture large sealed lead-acid batteries using GNB's world-leading absolute technology.

Pacific Dunlop Cable Group forms a \$A30 million joint venture (60 percent/40 percent) with an Indonesian consortium. The joint venture company, P.T. Olex Indonesia Limited, will manufacture and market communication cables.

Pacific Dunlop's Duratray Division, maker of suspended dump bodies for Dump Trucks, signs a licensing agreement with one of the world's largest dump truck body builders, the US based Westac Inc. The dump bodies are to be made in Australia and shipped to Wyoming for fitting.

Pacific Dunlop's Cable Group and NEC Australia win the largest contract ever awarded by China for the supply of Australian-made telecommunication products. More than 30 tonnes of equipment will complete a \$A100 million optical fibre link that spans the People's Republic of China from east to west, opening up the desert provinces in the north. The two-phase project involves laying

more than 4,800km of optical fibre cable and setting up six specialised network management stations in some of the world's most inhospitable environments.

Pacific Dunlop announces the expansion of its Asian cable manufacturing operations by taking up the majority shareholding in a new joint venture company, Lanka Olex Limited which, in turn, has acquired a 75 percent interest in Kelani Cables Limited of Sri Lanka. Lanka Olex is a joint venture between Pacific Dunlop's Cable Group and the Development Finance Corporation of Ceylon, Sri Lanka's largest listed company. The \$A23 million investment will enable Kelani Cables to become the first local manufacturer of modern metallic telecommunications cables.

### **1995**

Pacific Dunlop's Cables Group announces a \$A20 million contract for the supply of optical fibre cable to the China Ministry of Railways. The project involves 900km of cable and the supply and installation of transmission equipment, connectors and other items sourced from within Australia.

Pacific Dunlop acquires for its Ansell International Group, the medical glove business of Smith & Nephew plc (known as the Perry Division) at a cost of \$A69 million. Perry is based in Massillon, Ohio, USA, and manufactures and distributes a comprehensive range of advanced specification surgeon's and medical examination gloves.

Pacific Dunlop's automotive and industrial battery group, GNB Technologies, formally commissions its new \$A69 million lead-acid battery recycling facility in Columbus, Georgia, USA. The new plant is capable of recycling more than nine million used car, truck and other lead-acid batteries per year.

Pacific Dunlop announces the sale of its food Group (formerly Petersville Sleigh) for \$1.2 billion but retains Pasta House, Fleury Michon Chilled Meals and the company's 50 percent holding in the Meadow Gold Investment Company in China with its 11 ice-cream manufacturing facilities in China.

Pacific Dunlop announces the \$A125 million float of its medical technology company, Cochlear Ltd., maker of the bionic ear.

Pacific Dunlop expands the operations of its Pacific Brands Group in Australia and New Zealand with the acquisition of Boydex Outerwear, (one of Australia's largest importers of outerwear, supplying woven shirts, t-shirts, jeans, shorts and seaters sourced from China) and Holeproof Corporation (New Zealand), makers of men's women's and children's underwear and socks.

Pacific Dunlop announces that its Cable Group and General Instruments subsidiary, Commscope Inc. of USA, have signed agreements to form a new Australian joint venture company, Vision Cables Pty Ltd. The new company will manufacture and supply co-axial cable for Pay TV and other broadband services in Australia and the Asia Pacific region. The total investment will be approximately \$A12 million and Pacific Dunlop will hold a 51 percent interest in the new company.

Pacific Dunlop announces that its batteries group, GNB Technologies, will become the main supplier of industrial telecommunication batteries to Nippon Telegraph and Telephone corporation (NTT), the world's largest telecommunications company.

Pacific Dunlop announces that its Cable Group has won two major telecommunications cables contracts in Pakistan and China totalling \$A27 million. The Pakistan contract is for the supply and installation of 1700km of optical fibre cable, accessories, training and on-site supervision for the Pakistan Telecommunications Corporation between Karachi and Peshawar valued at \$A17 million. The China contract, worth \$A10 million, is to supply a 1400km telecommunication system connecting 141 rural exchanges in the central Chinese province of Shansi. The project is for the Shansi Provincial Rural Telephone Bureau.

Pacific Dunlop announces the sale of its RMax, Plastic Group and Dunlop Flow Technology for \$A107 million.

#### **1996**

Pacific Dunlop announces the sale of Pasta House, maker of Latina chilled pasta and pasta sauces, to the US-based, The Pillsbury Company, a subsidiary of Grand Metropolitan Plc, for \$A100 million.

Pacific Dunlop acquires 50 percent interest in the condom business of JK Chemicals in India. The acquisition is part of a joint venture partnership between Pacific Dunlop's Ansell International Division and Raymond Ltd, a company listed in Mumbai (Bombay).

Pacific Dunlop sells its 51 percent interest in their Australian and New Zealand Joint Venture to adidas International. The sale follows an approach by adidas seeking full ownership, under the terms of the Joint Venture, and realises a net gain of more than \$50 million to Pacific Dunlop.

Pacific Dunlop sells its Dunlop Industrial Footwear business to OPSM Protector Ltd.

Pacific Dunlop sells its Teletronics Pacing Systems business to St. Jude Medical Inc. of the United States for \$170 million.

#### **1997**

Pacific Dunlop sells its interest in Loscam Limited, acquired as part of the Petersville Sleigh acquisition, to GE Capital for \$54.2 million.

Pacific Dunlop's Ansell Group acquires Golden Needles Knitting (GNK), the world's leading producer of knitted safety gloves for industrial and commercial markets, for \$115 million. GNK is based in North Carolina, USA.

Pacific Dunlop becomes a Team Millennium Olympic Partner to the Sydney 2000 Olympic Games and Paralympic Games. Products to be supplied to the Games will bear the popular brand names of Ansell, Bonds, Berlei, Dunlop, Goodyear, Olex Cables, Marshall and Sleepmaker.

#### **1998**

Pacific Dunlop's Ansell Group acquires a 74.9 percent shareholding in Indian medical glove manufacturer, Kemwell International Pty. Ltd., for \$US7.5 million. Ansell later acquires the Thailand-based Suretex Group, manufacturers of condoms and gloves, for \$50 million.

The Ansell Group releases the world's first surgical gloves made from polyurethane. The "Elite" and "Ovation" brand polyurethane gloves are manufactured from Thermoplastic Polyurethane Elastomers (TPUs), and closely simulate the performance and barrier characteristics of natural rubber latex surgical gloves.

The Cables Group is restructured and Pacific Dunlop sells its communications cables business to Belden Inc in the United States for \$26 million.

#### **1999**

The year sees further restructuring of the Group, with the divestment of the Olex Cables division. The cables business, despite its contribution over many years is no longer seen as a core part of Pacific Dunlop. The sale proceeds of \$300 million are applied to debt reduction and invested into the group's other businesses that are considered to offer higher growth and return on equity potential.

In June, Pacific Dunlop announces that it has aborted the sale process of its GNB Technologies Battery Group to Quexco Inc in the US due to a failure by Quexco to complete its contract to acquire this division.

Other businesses which are sold during this year are Dunlop Skega; Dunlop Membranes and Automotive Foams and Fibres.

Pacific Brands acquires Lightning Bolt surfwear, Amco Jeans and Julius Marlow shoe brands and introduces the Revolution golf ball.

In August the company announces the formation of a Joint Venture automotive parts marketing organisation, trading under the name Carparts. Pacific Dunlop and Atkins Carlyle merge their automotive wholesaling operations, excluding specialty businesses, to form this new entity in which each will hold 50%.

October saw the acquisition of the Johnson & Johnson medical glove business by the Group's Ansell Healthcare division for US\$86 million.

Pacific Distribution expands its electrical distribution specialist business, Pacific Datacom, by acquiring two data communications specialists:

- Neil Muller Pty Limited – with operations in South Australia, the Northern Territory and Queensland
- Modular Networks Pty Ltd – with operations in New South Wales and the Australian Capital Territory

## **2000**

In May the Company announces that the Australian Federal court has given approval to the terms of settlement of the Australia Accufix Lead Litigation, resolving the claims of those Australian patients with working Accufix Atrial "J" pacing leads. This approval signals the end of litigation in Australia relating to the Accufix Lead.

Pacific Dunlop and Andersen Consulting (subsequently renamed Accenture) launch their Shared Services joint venture, Novare, which will be one of the world's largest, fully integrated providers of these services and the first such operation in the Asia Pacific Region. With Pacific Dunlop as its anchor client, the joint venture will offer a combination of business support services and information technology solutions to companies across the manufacturing, distribution and retail industries throughout Australia and New Zealand.

Pacific Dunlop announces its participation in the formation of Australia's first multiple-industry business to business e-marketplace – called corProcure. Fourteen major Australian companies, including Pacific Dunlop are the founding shareholders in corProcure, including Amcor, AMP, ANZ, Australia Post, BHP, Coco-Cola Amatil, Coles Myer, Foster's, Goodman Fielder, Orica, Qantas, Telstra and Wesfarmers. CorProcure will be an independent, stand-alone, internet-based indirect goods and services marketplace open to all existing and new suppliers. The use of this new entity is expected to reap benefits for its shareholders, who anticipate spending more than A\$8 billion on indirect goods and services during the next two years.

August saw the announcement of the sale of Pacific Dunlop's Electrical Distribution business in Australia and New Zealand to the Hagemeyer Group for \$343 million. The sale is seen as a further step in Pacific Dunlop's strategy of asset and capital reorganisation.

Pacific Brands acquires the assets of Clark's Shoes Australasia, with annual sales of approximately \$50 million, from C&J Clark's of the United Kingdom.

In September 2000 Pacific Dunlop was a Team Millennium Partner to the Sydney 2000 Olympic Games. Its unique sponsorship covered the supply of 1.1 million items of Bonds clothing for the



80,000 workforce; 24,000 Sleepmaker beds and Tontine pillows for athletes and officials. Dunlop and Goodyear tyres were supplied for the Olympic coach fleet and Ansell supplied gloves for food preparation and athlete dope testing and personal products for athletes. Berlei supplied intimate apparel for the Australian Olympic Team.

Pacific Dunlop was the largest Licensee to the Sydney Olympic Games – including Red Robin, Bonds, Jockey, Maxfli, Slazenger, Malvern Star and Rosebank helmets.

Pacific Dunlop announces in October that it has completed the sale of GNB Technologies, its US based battery business, to Exide Corporation in the USA for US \$333 million plus 4 million Exide shares.

## **2001**

Pacific Dunlop announces the acquisition of Sara Lee Apparel Australasia and its range of market-leading brands in hosiery, workwear, casual clothing and intimate apparel. The acquisition, at a cost of \$59.8 million, will add approximately \$200 million in sales to the Pacific Brands business. Well known brands included in this acquisition are: Razzamatazz, Formfit and Kayser hosiery, King Gee workwear, Stubbies shorts and the license of the internationally recognised brands Playtex, Hanes and Wonderbra.