Where were we headed?

- Operations
- Commercial
- Engineering
- Finance
- International
Worldwide Alignment

Operations

Commercial

Engineering

Finance

International
GSI’s Journey from Good to Great

Today                        Tomorrow                         3-5 Years

2005                                                                      2010

Great

Good

Average

Poor

By Creating an **Enduring** Lean Enterprise

Lean Enterprise
Our GSI Enterprise

Dealers

End User Customers

GSI Associates

Suppliers

GSI Shareholders
GSI Strategic Framework

**Vision**
The Ideal

**Mission Statement**
The Goal

**Values**
How we act

**Key Strategies**
Strategies employed
To achieve the Mission

**Strategic Imperatives**
Elements of the
Key Strategies

**Business Objectives**
Long Term Targets & Budget Targets

**Key Performance Indicators (KPIs)**
Measure our progress

**Critical Projects**
Required actions to
Achieve the Strat Imp
Vision Statement

The Ultimate Lean Enterprise
Delivering
The Ultimate Customer Enterprise
(The Ideal)
Our Lean Enterprise…

Increase

Value

Decrease

MUDA

Increases What adds “customer” value

Decreases What does not add value

What adds customer value

What does not add value
Our GSI Vision Statement

The Ultimate Lean Enterprise

Delivering

The Ultimate Customer Experience
Mission Statement

To Be the Recognized and Trusted Worldwide Leader in the Grain, Poultry, Swine and Associated Equipment Business

To accomplish our Mission, we will:

Provide Value Creating Equipment, Services and Solutions
Be a Lean Enterprise
Be the Employer of Choice in our Communities

(Our Goal)
Our Values

- Integrity with Uncompromising Ethics
- Trust and Respect
- Open & Honest Communication
- Trained, Empowered & Accountable Associates
- Teamwork
- Fact Based Decisions
- Passion for Excellence
- Robust Processes
- Continuous Improvement / Kaizen

(How we act)
Our Key Strategies

Create a Lean Enterprise that will yield:

- Profitable Growth Through Customer & Market Focus
- Exceptional Operating Performance

Through

Aligned High Performance Teamwork
GSI Key Strategies & Strategic Imperatives

• **Profitable Growth through Market & Customer Focus**
  1) Global Marketing Capabilities
  2) Profitable New Business Growth
  3) Premier Value Products and Services
  4) Superior Distribution Network
  5) Best in Class Product Support

• **Exceptional Operating Performance throughout the Cycle**
  6) Lean Supply Chain
  7) Lean Operations

• **Aligned High Performance Teamwork**
  8) Effective Management Reporting, Planning, and Controls
  9) Lean Organization & Culture
X-Matrix Priority Deployment

- Key Strategic Initiatives
- GSI Strategic Initiatives
- 2006 Annual Objectives
- Improvement KPIs
- 2010 Breakthrough Objectives
- Key Long Term Objectives That Drive GSI Value

Key 2006 Budget Objectives

KPI Improvement Targets

Responsibility

Christman
Deutsch
Segatt
Nash
### GSI Strategic Objectives per Board

#### 2010 Strategic Objectives:

* Double "peak-to-peak" EBITDA from $47M to $100M
* Reduce EBITDA cyclicality via geographic, product & service diversification

* Increase Market Share and Share of GSI Dealers Business
* Average 40%+ "EBITDA RONA" throughout the cycle
* Minimum of $30M EBITDA throughout the cycle
* Develop a Worldwide Lean Enterprise with demonstratable Growth and MUDA reduction
* Develop a Lean Culture worldwide

* EBITDA RONA = EBITDA / Net Managed Assets (Inv + Rec + Net PPE - AP - Cust Deposits)
**GSI Strategic Objectives per Board**

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* EBITDA RONA = EBITDA / Net Managed Assets (Inv + Rec + Net PPE - AP - Cust Deposits)

**Value = Expected EBITDA x Multiplier**

**Multiplier Drivers:**
Growing our sales & EBITDA throughout the cycle
Reducing the cyclicality of EBITDA throughout the cycle.
Aligned High Performance Teamwork

Lean Enterprise
# GSI Key 2006 Budget Objectives

<table>
<thead>
<tr>
<th><strong>2006 Budget Objectives</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>* Earn $61M in EBITDA - 16.5% of Sales</td>
<td></td>
</tr>
<tr>
<td>* Average EBITA RONA of 61%</td>
<td></td>
</tr>
<tr>
<td>* Sales of $369M WW / $115 outside of NA</td>
<td></td>
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<tr>
<td>* GM% &gt; 28.8%, Throughput Margin 46.3%</td>
<td></td>
</tr>
<tr>
<td>* SGA, R&amp;D, Warr, Amor% &lt; 15.6% Sales$, &lt;54% GM$</td>
<td></td>
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<tr>
<td>* Net Managed Assets Turns &gt; 3.7</td>
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<tr>
<td>* Implement X-Matrix as a Management Tool WW</td>
<td></td>
</tr>
<tr>
<td>* Improve Dealer Satisfaction by 10%</td>
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</tr>
<tr>
<td>* Improve Associate Satisfaction by 10%</td>
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</tbody>
</table>

* EBITDA RONA = EBITDA / Net Managed Assets (Inv + Rec + Net PPE - AP - Cust Deposits)
GSI 9 Strategic Imperatives

Lean Organization & Culture

Global Marketing
Profitable New Bus Growth
Premier Products & Services
Superior Distribution
Lean Supply Chain
Lean Operations
Best in Class Product Support
Mgt Rpt, Planning & Control
GSI Strategic Initiative Process

Great
Definition KPI’s

Wanted

Good

Key Strategic Initiative

Average

“C” Priority Projects

Poor

“B” Priority Projects

“A” Priority Projects

Current

Today
2006

Tomorrow

3-5 Years
2010

Lean Enterprise
GSI Overriding Priorities

- Reduce Complexity – Low Volume (Products, Dealers)
- Margin Improvement (High Volume Products)
- Short Term Margin Growth Opportunities
- Material Cost & Sourcing (Suppliers & Parts)
- Supply Chain Capability
  - Improve delivery with lower inventory
- Align Projects and Associates on Priorities
## Timing

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
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<tbody>
<tr>
<td>A+</td>
<td>Most Critical, must begin in 2006 and complete ASAP</td>
</tr>
<tr>
<td>A</td>
<td>Critical, need to work on in 2006</td>
</tr>
<tr>
<td>B+</td>
<td>Necessary, hope to start in 2006</td>
</tr>
<tr>
<td>B</td>
<td>Necessary, may not start until 2007</td>
</tr>
<tr>
<td>C</td>
<td>Will not start until substantial progress on A’s &amp; B’s</td>
</tr>
</tbody>
</table>
Lean Organization & Culture

### Prioritized Projects

<table>
<thead>
<tr>
<th>Project Sponsor</th>
<th>Functional Lead</th>
<th>Exe Staff Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1=Sponsor 2=Primary 3=Secondary</td>
</tr>
<tr>
<td></td>
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<td>Christman Henderson McGeehan Watson Schwieger Jordan Deutsch Brotherton Segatt Goh Bak Clouston Nash</td>
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<tr>
<td>A+ 911.0</td>
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<td>A+ 912.0</td>
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<td>B+ 921.0</td>
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<td>B 922.0</td>
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<td>2 1</td>
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<td>B 923.0</td>
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<tr>
<td>C 934.0</td>
<td>McGeehan</td>
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- **A+** = Critical….must begin in 2006
- **B** = Necessary…hope to start in 2006
- **C** = Will not start until substantial progress on A’s & B’s

Lean Enterprise
<table>
<thead>
<tr>
<th>Project Sponsor</th>
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<tr>
<td><strong>A Projects</strong></td>
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<td>Develop Global Marketing Capability</td>
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<td>A 512.0</td>
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<td>Management Reporting, Planning, and Control Systems</td>
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<td>A+ 811.0</td>
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<td>A+ 911.0</td>
<td>McGeehan</td>
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<td>Henderson</td>
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<tr>
<td>A 915.0</td>
<td>McGeehan</td>
<td>2 2 2 2 2 2 2 2 2 2 2 2</td>
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</tbody>
</table>

Lean Enterprise
GSI X Matrix – Our Roadmap

2006 Annual Objectives

- Outstanding Global Marketing Capability
- Profitable New Business Growth
- Premier Value Products & Services
- Superior Distribution Network
- Lean Manufacturing Operations
- Lean Supply Chain
- Best in Class Product Support
- Effective Mgt Reporting, Planning and Control Systems
- Lean Organization and Culture

2010 Breakthrough Objectives

- Implement X-Matrix as a Management Tool WW
- Improve Dealer Satisfaction by 10%
- Improve Associate Satisfaction by 10%
- Increase %Sales outside NA to xx%
- Generate $5M GM from New Product / Market Sales
- Develop & Introduce Dealer Standards Program
- Improve Dealer Sat with Product Support by 10%
- Improve/Eliminate 50% of products with GM% < 25%
- Improve/Eliminate 50% of products with sales < Region Target
- Improve Dealer Sat with Product Lead Time & Avail by 10%
- Achieve Budgeted Net Managed Asset Turns of 3.7
- Develop & Introduce a Supplier Performance Index
- Implement a Make/Buy process
- Achieve a 2% YOY Total Cost Reduction
- Achieve a 25% YOY reduction in the Cost of Poor Quality
- Achieve Budgeted Inventory Turns in each region
- Develop Mgt Reporting Package & Publish by Day 10
- Begin phased Implementation of SOX Certification Process
- Improve Associate Sat Index by 10%
- Improve Safety Index by 50%
- Train 100% of Full Time Associates on Lean Enterprise
- Develop a Mgr Cert program & certify 100% of managers
- Achieve SGA % to Sales of <12%

Primary Responsibility
- Increase Market Share and Share of GSI Dealers Business
- Average 40%+ “EBITDA RONA” throughout the cycle
- Minimum of $30M EBITDA throughout the cycle
- Develop a Worldwide Lean Enterprise with demonstratable Growth and MUDA reduction
- Develop a Lean Culture worldwide

Secondary Responsibility
- Double “peak-top-peak” EBITDA from $47M to $100M
- Reduce EBITDA cyclicality via geographic, product & service diversification
- Increase %Sales outside NA to xx%
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Performance Management
Alignment to our Action Plans

THE GSI GROUP, INC. PERFORMANCE APPRAISAL for ( ) year

Name (last)________________________ (first) ______________ (initial)_______ Employee ID

Title ______________________________ Dept. ______________ Location __________________________

APPRaisal CATEGORIES

1. Unsatisfactory: Did not achieve basic level of accomplishment and job responsibilities. Urgent action is required to remedy performance deficiencies.

2. Improvement Needed: Shows ability to handle many but not all responsibilities. There is need for improvement in one or more areas. Close supervisor attention is required.

3. Meets & Occasionally Exceeds Expectations: Shows the ability to meet and occasionally exceed expectations. Is able to handle most assigned responsibilities with only minimal supervision.

4. For Exceeds Expectations: Results for annual expectations for all areas of responsibility. This individual is clearly recognized as one of the organization’s best contributors.

IDENTIFY INDIVIDUAL GOALS AND MEASURES

List 4 to 8 individual goals that are linked and support your manager’s goals and the annual Business Plan. With your manager, agree upon a metric to measure progress against each goal throughout the year. Your manager will rate performance at the end of the performance cycle. One objective must be a training and development objective that aligns with core job requirements and business needs.

<table>
<thead>
<tr>
<th>Individual Objectives</th>
<th>Metric</th>
<th>Result</th>
<th>Rating</th>
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<tbody>
<tr>
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</table>

SKILL ASSESSMENT & DEVELOPMENT PLAN

<table>
<thead>
<tr>
<th>Categories</th>
<th>Comments</th>
<th>Category Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Commitment to Safety: Demonstrated; Safe Behavior. Knowledge of Safe Practices is a Priority in Daily Work Habits</td>
<td></td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>3. Producing Quality Results: Depth of Analysis, Problem Solving Abilities, Emphasis on Lean Enterprise Practices, Accuracy and Precision</td>
<td></td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>4. Personal Effectiveness: Ingenuity and Resourcefulness. Initiative, Conceptualization, Planning Ahead, Flexibility, Sense of Urgency, Organization and Follow-up</td>
<td></td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>5. Communications: Clarity of Writing, Speaking Effectiveness, Conciseness, Comprehensiveness</td>
<td></td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>6. Commitment to Team Approach: Sensitivity to Others, Patriotism/Ability to Influence, Give and Take, Value Added Contributions</td>
<td></td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>7. Leadership: Gains Respect of Others, Creates Shared Vision, Integrity and Credibility, Definition of Priorities, Coaching and Counseling</td>
<td></td>
<td>1 2 3 4</td>
</tr>
</tbody>
</table>

Lean Enterprise
Strategic Framework

Our Vision
The Ultimate Lean Enterprise
Delivering
The Ultimate Customer Experience

Our Mission
To Be the Recognized and Trusted Worldwide Leader
in the Grain, Poultry, Swine & Associated Equipment Business
To accomplish our Mission, we will:
Provide Value Creating Equipment, Services and Solutions
Be a Lean Enterprise
Be the Employer of Choice in our Communities

Our Values
Integrity with Uncompromising Ethics * Trust and Respect * Open & Honest Communication
Trained, Empowered & Accountable Associates * Teamwork * Fact Based Decisions
Passion for Excellence * Robust Process * Continuous Improvement / Kaizen

Our Key Strategies
Profitable Growth through Market & Customer Focus

Exceptional Operating Performance Throughout
The Business Cycle

Aligned
High Performance Teamwork

Our Strategic Imperatives
Global Marketing Capability
Profitable New Business Growth
Premier Value Products & Services
Superior Distribution Network
Best in Class Product Support
Lean Supply Chain
Lean Manufacturing Operations
Reporting Planning Control
Lean Organization & Culture
Next Steps

• Meet with associates in your areas of responsibility
  • Associate Memo - Handout
  • Strategic Framework Copy - Handout
  • Framed Picture - for your office or area

• Clearly communicate the linkage between:
  • Our Vision - the ideal
  • Our Mission - our goal
  • Our Values - how we act and work
  • Our Strategies - things we must achieve our key strategies that provide focus
  • Our Strategic Imperatives - short and long-term imperatives that will drive our business forward
  • Projects (X-Matrix) - action plans supporting our strategic imperatives
  • Individual Key Base Objectives - alignment of day to day tasks supporting our action plans
Closing Remarks…

• We have the best team in the industry!

• Thank you for your efforts this past year and we look forward to continued successes moving forward!

• Together, we will work to make our Vision to Reality!