

Meet the Management

Lead the Wellness Revolution – May 2019

Marcus Blackmore

Executive Director and Interim CEO

Agenda

Welcome

Marcus Blackmore | Interim CEO

Financial Update

Aaron Canning | Chief Financial Officer

Consumer Connectedness

Tami Cunningham | Chief Marketing & Innovation Officer

Panel Discussion: Australian Domestic Trends

Tami Cunningham, Eric Jeanmaire, Craig Wagner

Andrew Parker | Partner and Head of Asia Practice, PwC

The China Opportunity

Panel Discussion: Blackmores in China

Dr Lesley Braun, Sophia Tseng

Update on Catalent Acquisition

Jeremy Cowan | Chief Operations Officer

Questions

Executive Team



Marcus C. Blackmore
*Executive Director
and interim CEO*



David Fenlon
*Managing Director
Australia & NZ*



Cecile Cooper
*Company Secretary &
Director of Corporate Affairs*



Peter Osborne
*Managing Director
Asia*



Dr Lesley Braun
*Director
Blackmores Institute*



Aaron Canning
Chief Financial Officer



Tami Cunningham
*Chief Marketing and
Innovation Officer*



Jeremy Cowan
Chief Operations Officer



Brett Winn
Chief Information Officer



Jane Franks
Chief People Officer

Board of Directors



Marcus C. Blackmore AM
Executive Director



Brent Wallace
Chairman
Chairman of Audit & Risk Committee
Independent Director



David Ansell
Independent Director



Helen Nash
Chairman of People
& Remuneration Committee
Independent Director



John Armstrong
Independent Director



Jackie McArthur
Independent Director



Christine Holman
Independent Director

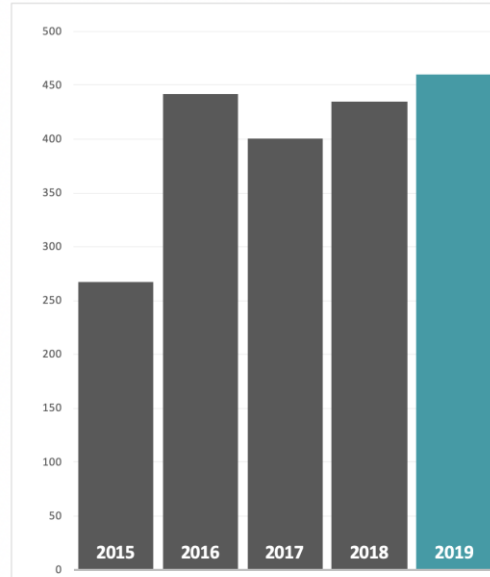
Financial Update

Aaron Canning - Chief Financial Officer

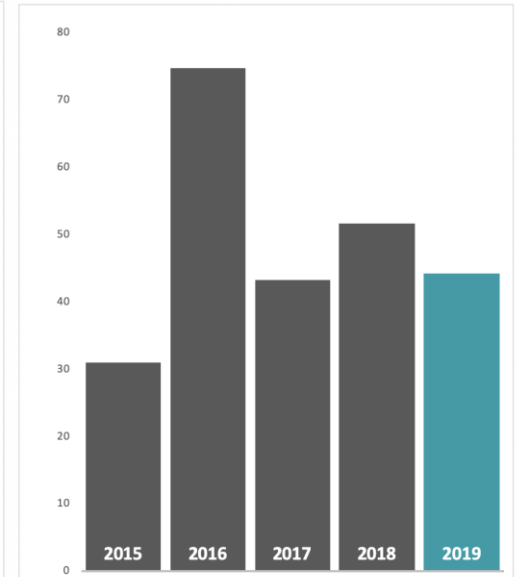
Third Quarter YTD F19 Results

AUD \$m	F19	F18	% vs LY
Revenue	460.1	434.4	+6%
EBIT	65.5	74.5	-12%
Income Tax Expense	18.0	21.3	-16%
NPAT	44.2	51.6	-14%

REVENUE (\$m)



NPAT (\$m)



Third Quarter YTD FY19 Segment Revenue

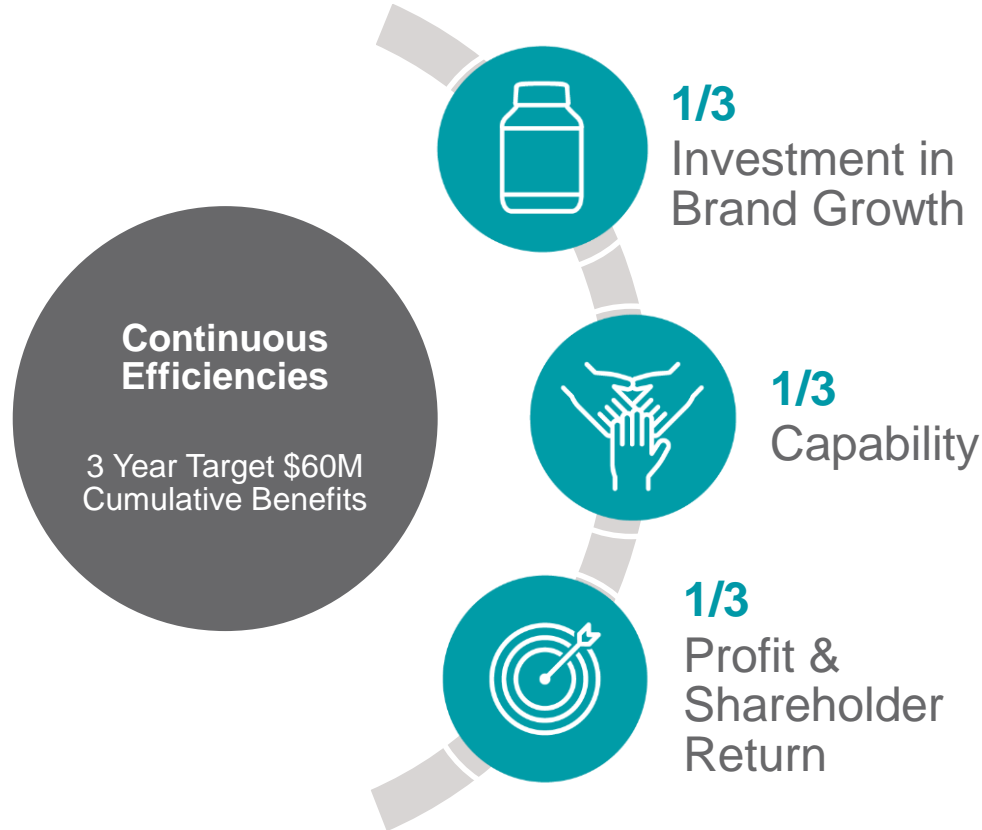
AUD \$m	Q3 vs LY	YTD vs LY
ANZ	-26%	+3%
China	+19%	-3%
Other Asia	+32%	+33%
BioCeuticals Group	+1%	+5%
Total Group	-4%	+6%

*Q3 – January to March 2019

Business Improvement Plan

save – invest – grow

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FY19 Outlook

- Outlook is for modest full-year revenue growth.
- Continued focus on reducing excess stock in channels to China.
- Second half profit performance not expected to be ahead of the first half result.
- Accelerating plan to streamline business. Targeting \$60 million in savings over three years - implementation will incur some one-off costs in fourth quarter.



Consumer Connectedness

Tami Cunningham –
Chief Marketing & Innovation Officer



1 in 4

Children are
overweight or obese



20%

will experience a **mental health problem**, most commonly depression or anxiety in any given year.



Only

24% of women
AND

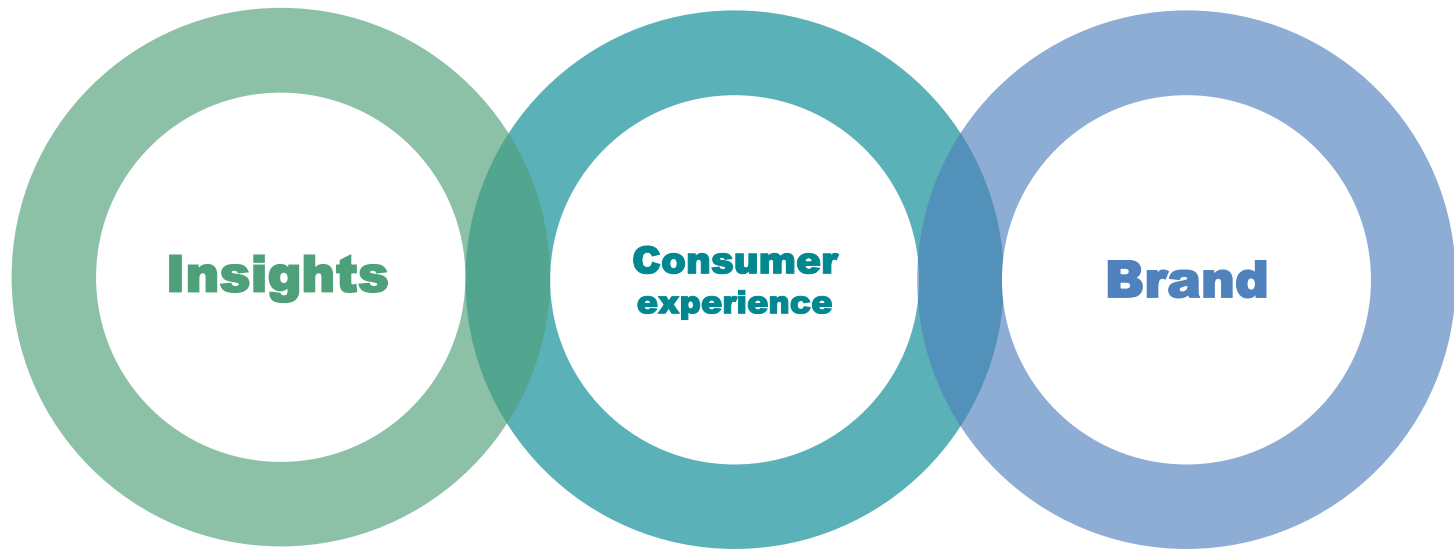
15% of men

are eating the recommended
two fruits and five vegetables a day.



74%

of women would like to be more
active



Consumer Insight

Cultural Drivers Shaping the Future

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*Top 10 Trends based on Cultural Relevance & Purchase Intent (1000 interviews)

Top 10 trends*

1. Waste Reduction
2. Sourcing Responsibly
3. Regenerative Agriculture
4. Sugar Vilified
5. Verification
6. Clean Label
7. Healthy Microbiome
8. Craft & Artisanal
9. Allergens and Intolerance
10. Healing Diets

What we're doing about it

- An Ethical & Sustainable Supply Chain
- Sustainable Packaging
- Reducing Emissions
- Making it Easy to Contribute



Consumer Insight

Diving Deeper into the Cultural Nuances in Asia

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Environmental issues (e.g. heat wave, pollution, haze) are worsening people's health



Job stress is not only causing young workers mental pressure but obesity issues.



Poor eating habits and unhealthy diets are leading to long-term health concerns.

Consumer Insight

Four Key Health & Wellbeing Needs

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Thrive Everyday

Maximising physical
& mental vitality



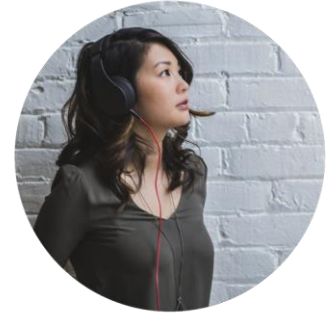
Holistic Ageing

Maintaining &
managing vitality as
one gets older



Mental Wellbeing

Getting back in
balance



Protect & Purify

Shield me and help
me manage the toxins

Consumer Insight

Key Problems To Solve

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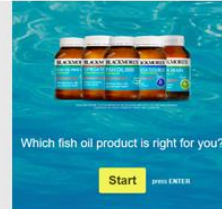
Personalised
Diagnosis



BioCeuticals DNA
testing in
partnership
with clinicians



Simplify My
Choice



Product
selector and
education
tools



Holistic
Solutions



Impromy
Integrated
lifestyle
program

Consumer Experience

Immersive Experiences to Drive Business Outcomes

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- ✓ FREE SHIPPING
- ✓ NO CANCELLATION FEE

Never worry about searching for your 3rd month's Reserve® Tablets 90's Drink again, get it delivered right to your door.

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How would you describe Remy's body?

Very thin
Ribs easily felt with no fat cover

How would you describe Remy's comfort levels throughout the day?

Very comfortable
Runs around without an issue

joint care
PAW Osteosupport® Joint Care Powder For Dogs

joint care
Arthritis in dogs

joint care
How to help your dog's joint health with Dr Katrina Warren

joint care
INFOGRAPHIC: Osteoarthritis in dogs

View product

Pregnancy Babies & Children Expo

PAW Dog Wellbeing Check

Consumer Experience

Immersive Experiences to Drive Business Outcomes

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New Flagship Store - Singapore



Consumer Experience

Immersive Experiences to Drive Business Outcomes

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BioCeuticals Symposium



Building Strong Brands

Distinctive and Engaging Communications

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BLACKMORES
AUSTRALIA SINCE 1923

Leading a balanced life is a stretch, but staying healthy shouldn't be.

Our ingredients are hand-picked for quality

80+ Over 80 years of natural health

BLACKMORES
LIFE BETTER
PREGNANCY

Life Better every day
#BeachForBetter

BLACKMORES
AUSTRALIA SINCE 1923

Eating right for two can be tricky, but giving your baby the best needn't be.

20+ Over 20 years of natural health for mother and baby

Easy to swallow

100% natural approach

BLACKMORES
LIFE BETTER
PREGNANCY

Life Better every day
#BeachForBetter

BLACKMORES
AUSTRALIA SINCE 1923

Working out is a challenge, but giving your heart what it needs shouldn't be.

High quality ingredients of omega 3

Supports heart health and other cardiovascular

Contains sufficient amount of omega 3

BLACKMORES
LIFE BETTER
FISH OIL

Life Better every day
#BeachForBetter

BLACKMORES
AUSTRALIA SINCE 1923

Always love yourself!
#girlpower
#flawless

Looking flawless is hard work, but keeping your skin nourished doesn't have to be.

Protects skin & hair naturally

Prevents dryness & keeps skin hydrated

Contains essential vitamins & minerals

BLACKMORES
LIFE BETTER
SKIN CARE

Life Better every day
#BeachForBetter

Panel discussion: Australia Domestic Trends



Tami Cunningham
Chief Marketing and Innovation Officer



Eric Jeanmaire
Sales Director ANZ



Craig Wagner
Head of Retail ANZ

Panel discussion: Blackmores in China



Dr Lesley Braun
Director of Blackmores Institute



Sophia Tseng
Blackmores China Country Manager

Update on Catalent Acquisition

Jeremy Cowan - Chief Operations Officer

Catalent – Benefits:

Future proof

- **Integrated supply chain**
- **Increase oversight of quality**
- **Enhance our traceability – End to End**
- **Generate manufacturing insights to unlock VALUE**

Optimise supply

- **Optimise product development**
- **Reduce reliance on external CMO's**
- **Increase customer responsiveness and reduction in working capital over time as we optimise in line with our Integrated Business Planning (IBP) Process**

Protect

- **Manufacturing in Australia**
- **To protect our Asia registered products**
- **To protect our intellectual property now and for future NPD**

Aaron Canning

Chief Financial Officer

Questions?

| On location sourcing our
sustainable fish oil - Peru

A woman with long dark hair, wearing a bright yellow knit beanie and a green hooded jacket, is smiling warmly at the camera. She is leaning over the white railing of a boat, with the blue ocean in the background. In her hands, she holds a dark brown bottle of LAMORES fish oil. The bottle's label is visible, showing the brand name 'LAMORES' in large letters, 'SUSTAINABLE' in smaller letters, and 'FISH OIL 1000' in a blue box. The overall scene is bright and positive, suggesting a connection to nature and health.

Lead the Wellness Revolution