

ASX CEO CONNECT

13 October 2020

Alastair Symington
Chief Executive Officer



BLACKMORES GROUP

Founded in 1932

\$568M*

IN NET REVENUE;

*Excludes Global Therapeutics

LEADING natural
healthcare company with

1,000

quality health
products and services

1,400+

STAFF ACROSS ANZ AND
ASIA; 25% are qualified HCPs

ASX200

COMPANY



1.2M TOUCHPOINTS

educating HCPs, customers, consumers



ANNUALLY PRODUCE 4 BILLION

capsules and tablets – 33,000 points of distribution



Strong commitment to the
**environment and
community**



Unrivalled
quality standards
in sourcing and manufacturing



Recognised
as one of Australia's
best employers

3 Market Leading Brands

BLACKMORES®



 BioCeuticals



 Pure Animal Wellbeing
By BLACKMORES



#1 market share
Australia¹, Thailand²,
Malaysia³ & Singapore⁴

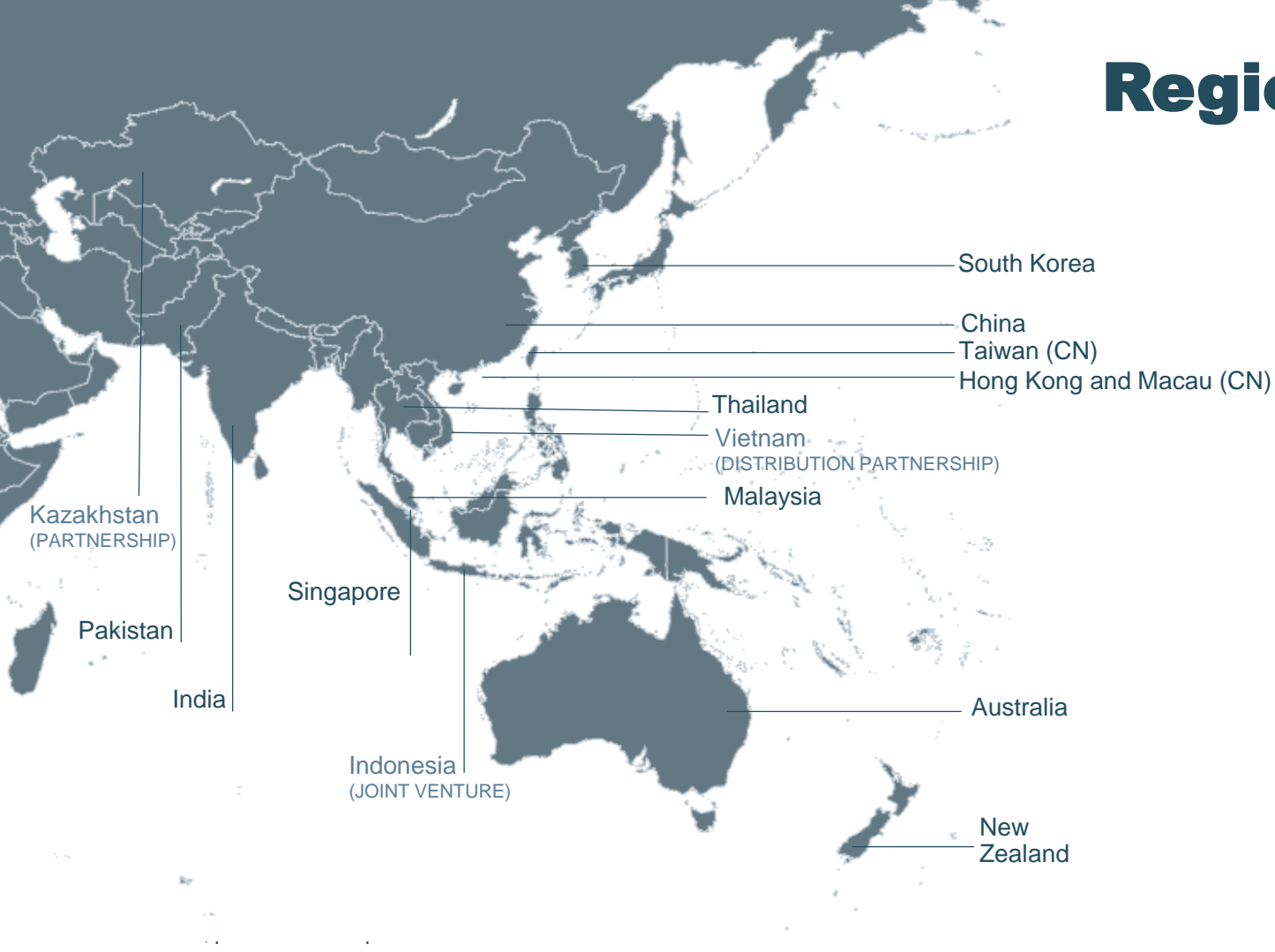
Most trusted brand
12 years running⁵

#1 practitioner brand⁶
& leading VDS cold & flu
brand with 18% market
share in Australia⁷

**Natural health
products for pets**
& highest brand
awareness in
Australia⁸



Regional brand presence



Our Asia footprint



40 + years
in Asia

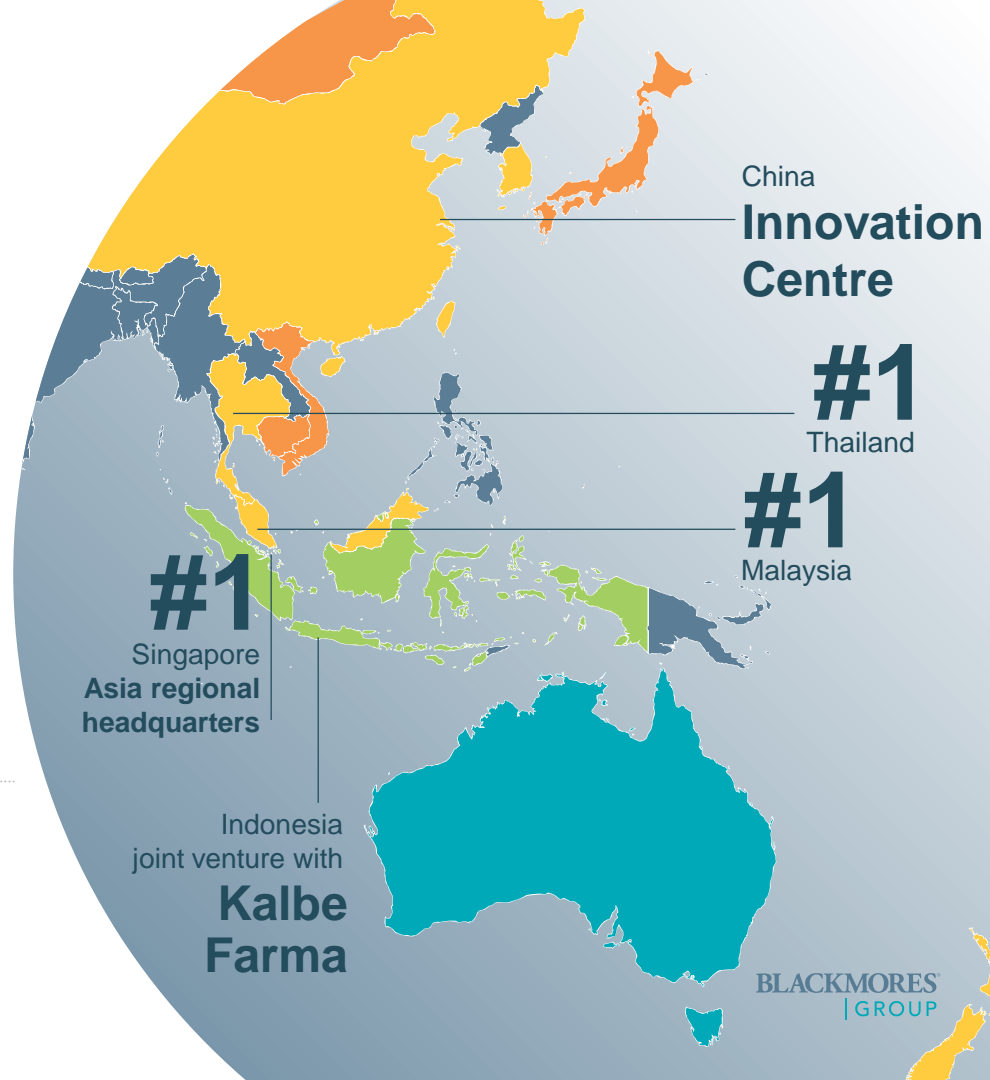
900 employees
Asia wide

600 

retail product advisors

8 markets
Singapore, Malaysia,
Thailand, South Korea,
Indonesia, China,
Hong Kong, Taiwan

3 partnerships
Vietnam, Pakistan,
Kazakhstan



WORLD CLASS AUSTRALIAN MADE

WARRIEWOOD
CAMPUS

Production



BRAESIDE CAMPUS

**World-class
manufacturing
facility**



BUNGARRIBEE CAMPUS

Distribution centre

33,000 points of distribution

BLACKMORES
| GROUP

Leading natural health company

Highest brand penetration
in market



1 in 4

Australian households uses
Blackmores products¹

#1 Market share

Blackmores in
Australia²,
Thailand³,
Malaysia⁴
& Singapore⁵



BioCeuticals



#1 Practitioner brand in Australia⁶

and leading VDS cold &
flu brand with 18%
market share⁷

82%



of households
know Blackmores
(prompted)⁸



20% Top of Mind
Awareness

Blackmores is



#1 most trusted brand 12 years running⁹

Blackmores

#1 brand in Modern Trade - Indonesia¹⁰



PAW by Blackmores highest brand awareness in Australia¹¹



BLACKMORES
| GROUP

1) Nielsen Homescan 21/4/20; 2) Nielsen & IQVIA, RMS/Sell Out service, Vitamins and Dietary Supplements, Australia Grocery Pharmacy, Total Retail Sales, Fiscal Year 2020; 3) IQVIA sell out Thailand as of Q1 2020; 4) IQVIA sell in data MAT Q1/2020, Malaysia Pharmacy Channel; 5) Nielsen June 2019; 6) IQVIA, MAT to 14 June 2020; 7) IQVIA MAT to 14 June 2020; 8) Kantar Consumer Brand Health Tracking Study March 2020; 9) Reader's Digest Most Trusted Brand Survey 2009-2020; 10) Indonesia Scan Data December 2019; 11) Kantar Consumer Brand Health Tracking Study November 2019

COVID-19 RESPONSE

Health of our employees & business continuity



Phase 1

Respond

Launch and sustain a crisis command centre

Guiding principles for decision making

- Wellbeing of employees
- Government and health department advice
- Company values
- Business continuity to protect manufacturing

Cash protection measures in place

Importance of communication

Working from home and creating a COVID-19 safe workplace



Phase 2

Recover

Assess digital capabilities

Deeper dive on supply chain agility and risks

Monitor and adapt to changing consumer behavior and retail dynamics

Continued focus on employee wellbeing – physical and emotional

Adapt learnings from the China market

Pressure test strategy under the conditions of “next normal” and how we move to market shaper rather than simply adapting



Phase 3

Thrive

Thought leader: Immunity White Paper

Identify near-term opportunities and initiate “Micro Battles”

Upweight marketing investment on immunity segment

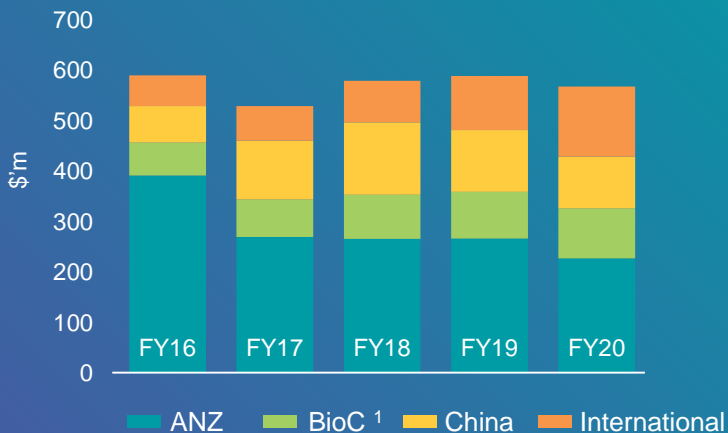
Upweight digital storytelling

Support consumers with access to health advice, search is key

Workforce flexibility and capability upgrade ongoing

FY20 Overview

REVENUE 5 YEARS



Full year FY20 underlying NPAT of

\$18.7m

Full year FY20 revenue down 3% on prior year

\$568m¹

Strong growth in International and BioCeuticals offset by softness in Australia and China.

Strong improvements in our company-wide **Integrated Business Planning processes (IBP)**

China Innovation Centre established.

Strong cash flow of \$76m² up 46% on prior year

\$50m annualised savings by 2023

cost efficiency program to enhance margins substantially by FY23³.

¹Excludes Global Therapeutics FY20 as it is a discontinued operation.

²Operating cash flow before interest and taxes

³Annualised savings by 2023 compared to the 2020 base year.

FY21 Towards Sustainable Growth

OUR FOCUS

3 BRANDS

BLACKMORES

BioCeuticals

paw Pure Animal Wellbeing
By **BLACKMORES**

3 MARKETS

China

Indonesia

Australia

BLACKMORES
| GROUP

OUR GOALS

1. Consumers

To be the most loved, trusted and chosen brand in the categories we play

2. Growth

Consumption ahead of the market, sustained profit performance

3. Our People

Ranked #1 employer of choice in the health industry

4. Sustainability

Towards carbon neutral

5. Value

Shareholder return ahead of the market (EPS)

6. Education

#1 Thought leader in natural health

5 CONSUMER GROWTH PLATFORMS



Core



Mental Wellbeing



Move



Modern Parenting



Pet

Progressing our strategic priorities

1



**Build a
world-class
organisation**

2



**Win with the
modern career
woman in China**

3



**Rejuvenate
Blackmores
Australia**

4



**Deliver
new growth**

Designing for the modern parent in China



Blackmores' premium range of Vitamins and Dietary supplements specifically designed for modern parenting. China as lead market from September 2020.

Restore Blackmores' position in Modern Parenting by helping women across their pregnancy and parenting journey.

Specifically design product formulations meeting consumer needs from....



Pre-conception



Conception



Pregnancy



Birth & recovery



Breastfeeding



Aged 0-3



Aged 4-7



Outlook

- Due to current global uncertainty no full year profit outlook for FY21, however, we anticipate full year profit growth in FY21 despite additional cost variances arising from Braeside manufacturing ownership.

- Profit growth will come predominantly from the second half of the fiscal year.

- Confidence in our renewed strategy to put the company back on the path to sustainable, profitable growth and restore future dividends.

**Thank
you.**