

19 May 2022

Manager Companies
Company Announcements Office
Australian Securities Exchange Limited
Level 4, Stock Exchange Centre
20 Bridge Street
SYDNEY NSW 2000

Dear Sir / Madam

BWX Limited: Investor Day

Please find attached the presentation for the BWX Limited Investor Day to be held at the Company's premises on 19 May 2022. These documents were authorised for release by Rory Gration, Group CEO and Managing Director – BWX Limited.

Yours faithfully



Alistair Grant
Company Secretary and Chief Legal Officer
BWX Limited



BWX

BWX

INVESTOR

STRATEGY

DAY

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WELCOME

Ian Campbell, Chairman



Presenters



Rory Gration
Group Chief Executive
Officer & Managing Director



Efee Peell
Group Chief Financial
Officer



Stephen Brown
Managing Director,
ANZ/International



Doug Hosking
President, Americas



Ingrid Anderson
Chief People Officer



Andrea Kunder
Director, Retail Marketing
USA



Virginia Woodger
Director,
Global Marketing



Leonie Faddy
Chief Marketing Officer
Go-To Skincare



Brad Dransfield
Chief Executive Officer
Go-To Skincare

Agenda



11:35	<i>BWx Today</i>	Rory Gration Group CEO & MD		
11:45	<i>Strategic Priorities</i> <i>FY23-25</i>	Rory Gration Group CEO & MD		
11:55	<i>Capital Management</i> <i>A disciplined approach</i>	Efee Peell Group CFO		
12:05	Break			
12:15	<i>Go Global, Go Mainstream</i> <i>Operating segments</i>	Stephen Brown MD, ANZ/ International	Brad Dransfield CEO, Go-To Skincare Leonie Faddy CMO, Go-To Skincare	Doug Hosking President, Americas
12:35	<i>Connect with Consumers</i> <i>Global marketing strategy with local execution</i>	Virginia Woodger Director, Global Marketing	Andrea Kunder Retail Marketing Director	
12:55	<i>Culture</i>	Ingrid Anderson CPO		
01:00	<i>Conclusion</i>	Rory Gration Group CEO & MD		
01:05	<i>Q&As</i>	Executive Team		
01:30	Lunch			



BWX Today

Leading brands with global reach



As a vertically integrated consumer goods business, BWX develops, manufactures, distributes and retails a diverse range of brands and products across three operating segments, united by a clear purpose to create Natural beauty and wellness for the world

4 brands in 28 markets

200+ global retail partners

29,318 retail stores

24,039 online points

Americas

- Petaluma-based (California) operation
- ~40% group revenue
- ~115 FTE employees

ANDALOU
NATURALS



sukin
AUSTRALIAN • NATURAL

GO-TO

Australia/International

- Clayton-based (Victoria)
- ~40% group revenue
- ~197 FTE employees

sukin GO-TO
AUSTRALIAN • NATURAL

ANDALOU MINERAL
NATURALS FUSION









Digital

- Pureplay e-commerce platforms with 15,000+ SKUs
- ~20% group revenue
- ~58 FTE employees

flora&fauna Nourished Life

Our history



COVID-19 							
2015	2016	2017	2018	2019	2020	2021	2022
	Sukin becomes the #1 Natural Skincare brand in AU Pharmacy, maintained to this day ²	  			Sukin launched in USA Andalou launched in AU	  THE HUT GROUP	Mineral Fusion launched in AU
BWx Ltd lists on the ASX 		Acquires 100% of Mineral Fusion — #1 Cosmetics brand (US Natural Channel) ³ Nourished Life Andalou Naturals — #1 Natural brand face, skin (US Natural Channel) ³			Development and construction of new manufacturing facility commenced Partnership formed w The Hut Group	Acquires 100% of Flora & Fauna Acquires 50.1% of Go-To Skincare Partnership formed w Chemist Warehouse	New facility open Manufacturing commenced

¹ Statista, Natural and organic cosmetics and personal care market revenue worldwide 2012-2025, Sept 2021

² IRI MarketEdge data for the 52 week period ending 16/01/2022

³ SPINS Report in US Natural Channel/US Conventional Channel for 52-week period ending 23/01/2022

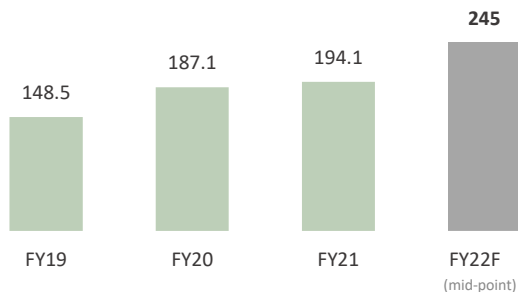
Our financials



Our strategic plans for FY23-25 are clear: we will be guided by an unrelenting focus on executing organic, sustainable growth for our higher-margin brands with disciplined capital management

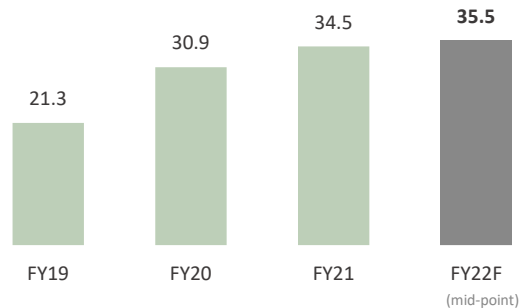
Revenue FY19, FY20 (\$Am)

Underlying Revenue FY21, FY22F (\$Am)



EBITDA FY19, FY20 (\$Am)

Underlying EBITDA FY21, FY22F (\$Am)



The global consumer



Our brands are leaders and in a strong position to thrive off global consumer trends

Consumers of Beauty & Personal Care have evolved and now seek 'Green Beauty', a combination between naturally formulated products, ethically responsible brands/companies and sustainable offerings²

Beauty & Personal Care

+5% CAGR
2022-2026¹

GREEN BEAUTY
+12% CAGR
2020-2027²



Natural Formulations **+8.1%**³



Sustainable & Eco-Friendly **+22.2%**



Vegan & Cruelty Free **+33.3%**



Ethically Sound & Socially Responsible **+14.3%**

¹ Statista, Consumer Market Outlook – Beauty & Personal Care Worldwide, Nov 2021

² Brandessence Research, 'Clean Beauty Market Size Share Companies & Trends Report', Feb 2022

³ NielsenIQ, 2030 Glow-up: The future of clean beauty, Oct 2021. All four growth rates refer to growth versus same time one year ago

STRATEGIC PRIORITIES

FY 23 – 25



Strategic priorities



Increased focus on two strategic pillars for growth:

 Going Global, Going Mainstream	 Connecting with Consumers	 Getting Clean & Getting Healthy	 Investing in Ourselves
<ul style="list-style-type: none">• Targeted distribution gains in key markets and channels of our core brands• Selective investment into sales & marketing to grow brand awareness		<ul style="list-style-type: none">• Disciplined capital allocation• Deliver \$5m+ in cost-out initiatives (FY23) and ongoing efficiency program• Embed S&OP across all Group functions to enhance oversight	<ul style="list-style-type: none">✓ Purpose-built manufacturing facility for efficiency✓ Global capability strengthened✓ Purpose & values refreshed



Taking our brands global & mainstream BWX^{leaf}

Continuing to target more distribution of higher-margin brands in key markets and channels

Omni-channel distribution

Continuing to increase points of distribution

- In key markets – ANZ, Americas, Europe, Asia
- Across sales channels – Grocery, Pharmacy, Mass; bricks & mortar, online, direct-to-consumer

Expected revenue and shelf velocity

Varies by brand/SKU, channel and region, and is dependent on the retailer, price and promotional effectiveness

Growing distribution is a lead indicator for brand health and consumer connections that – through strategic marketing investment – translates into revenue performance over time



Focused on targeted marketing investment to **optimise shelf velocity**
Identifying opportunities to replace under-performing SKUs and improve promotional profitability

Distribution and revenue



The quality and depth of our distribution gains will unlock stronger revenue over time

Point of distribution = number of **doors** x number of **SKUs**

As at 1H22, the average net revenue generated by brand for a single point of distribution is outlined here for two key sales channels: traditional bricks & mortar and online

Strategically important to maintain an omni-channel distribution approach for our brands



Average net revenue generated per point of distribution globally in 1H22	
Sales channel	Average net revenue per SKU x door
Bricks & Mortar	\$51
Online	\$893
Bricks & Mortar	\$33
Online	\$6,500
Bricks & Mortar	\$26
Online	\$7,305

- Notes:
- Average net revenue is AUD for 1H FY22 at Group level
 - B&M total sales captured across wholesale and retail
 - Online total sales includes all D2C, brand.com, retailer.com
 - Points of distribution reflect same period 1H22

Connecting our brands with consumers BWX^{leaf}

Differentiating the way we build and amplify our brands

Ideate, develop and activate with the target consumer front of mind

Evolve with the consumer

Invest in select markets + channels

'Glocal' marketing model

Innovate through a global lens

Strengthen activation of our core brands outside of their 'home' markets



Protect and increase shelf velocity with 360° marketing activations within existing markets



Initiatives to get clean, get healthy



Business-wide review of financial and operating performance and ongoing initiatives to support a sustainable cost base



**+\$5m identified in cost-out
for FY23**

✓ **Operating costs**

✓ **Reduction in resource allocated
to non-core activities**

✓ **Simplified operating model**

Ongoing
efficiency
program

Ongoing operating cost review

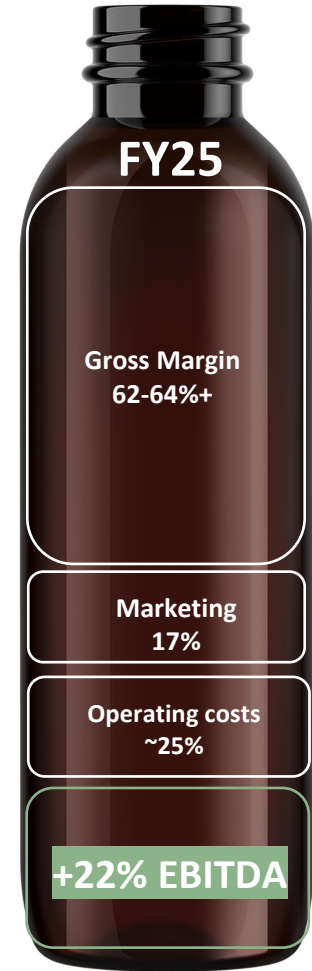
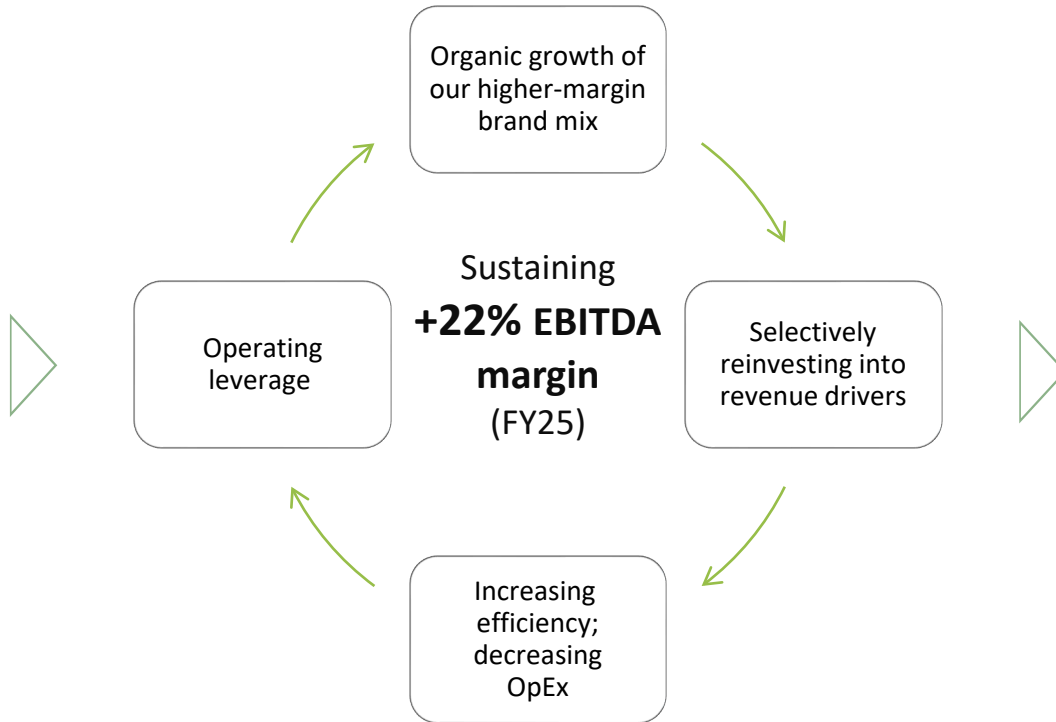
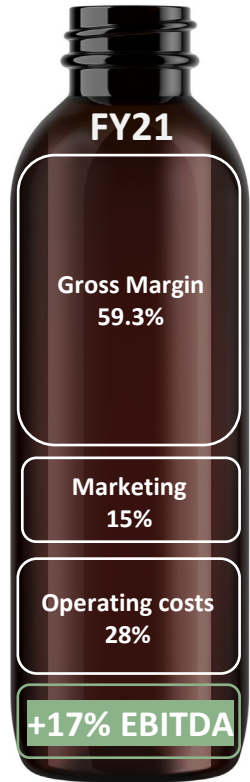
Improve marketing ROI

Trade spend efficiency improvements

**Embedding S&OP discipline to remain on
track and focused**

Streamlining our operating model to ensure focus on the core and more sustainable future earnings growth

Driving our earnings growth



Unlocking higher margins



With four core brands expected to sustain +60% Group gross margins by FY25



+70%
maintained



+60%
FY21: 49-51%



+60%
FY21: 56-58%



+60%





~40%
FY21: 33-35%

Supporting the case for margin expansion by brand:

- Benefits of product mix and improving channel mix
- Realising price increases (e.g. Sukin, Andalou, Go-To)
- Increased manufacturing capacity (e.g. Andalou, Go-To)
- Increased operational efficiency (e.g. AutoStore)
- Promotional effectiveness
- Higher priced, consumer driven innovation
- Continued procurement focus

Optimising Digital segment



Digital segment represents our two pureplay e-commerce platforms: **flora&fauna**  **Nourished Life** 

Focus on improving growth and profitability across both brands, while we complete a Strategic Review

Deliver integration and synergy extraction	'Behave like a retailer' and strengthen brand positionings	Strategic insights for NPd
<ul style="list-style-type: none">• Execute across people, systems, operations• AutoStore to drive efficiencies in storage, order picking, and drive reduction in cost per order• Warehouse relocation and centralisation in Clayton (1 July 2022)• Margin benefit from private label manufacturing	<ul style="list-style-type: none">• Managing rising customer acquisition costs through a strategic approach to promotions and better supplier collaboration• Consumer-driven category management with ongoing SKU and category rationalisation: ~20% reduction in FY22• Increase mix of own-brands across the platforms (Green & Kind, Life Basics, BWx brands and NPd)	<ul style="list-style-type: none">• Leverage category data and “deep green” Natural shopper insights that continue to support R&D spend, new product innovation and development, and private label strategy



CAPITAL MANAGEMENT

A disciplined approach

Capital investment journey



Cycling out of a capital-intense investment period, with a go-forward focus on strictly controlled capital allocation and simplification, while leveraging investments made

Pre-2019	2020	2021	2022	2023 →
Acquisitions <ul style="list-style-type: none">Mineral FusionNourished LifeAndalou Naturals Capex <ul style="list-style-type: none">Implementation of a new ERP system across the Group 2018-2019	Capital raise <ul style="list-style-type: none">\$52m to fund new facility and strengthen balance sheet (July) Incubator investments <ul style="list-style-type: none">Nourished Ventures minority investments \$6.6m (2020-2022)	Debt financing <ul style="list-style-type: none">\$30m for the 100% acquisition of Flora & Fauna (July) Capital raise <ul style="list-style-type: none">\$94.9m for the 50.1% controlling acquisition¹ of Go-To Skincare (September)	Inventory investment <ul style="list-style-type: none">Increased inventory to support facility transition and de-risk supply chain Capex <ul style="list-style-type: none">Value-accretive brand projectsMargin-accretive operational projects	Leveraging investments and unlocking returns: <ol style="list-style-type: none">Integration of acquisitionsUnlocking operating leverageTargeted CAPEX that contributes to operating model efficiencies

Go-To clarification: the partnership involves Put/Call options for BWX and Go-To co-founders (including Founder, Zoë Foster Blake) for periods commencing in year three (i.e. September 2024) and on every subsequent anniversary. Valuation will be determined at the time of exit, considering the outlook and performance of Go-To at the time. There are no price floors or earnouts.

¹50.1% ownership only impacts NPAT; 100% of Go-To revenue and EBITDA incorporated

Unlocking return on investments



Three key objectives

1 Integration & synergies

Realisation of benefits – Go-To Skincare (\$3m synergies expected); Flora & Fauna
Operating efficiencies – AutoStore; manufacturing capacity; procurement benefits

2 Operating Leverage

Ongoing efficiency program – reduction in fixed costs
Working capital management – inventory day reduction/stock turn improvement
Sales & Operational Planning processes embedded Group-wide

3 Targeted CAPEX

‘Stay in Business’ CAPEX in line with depreciation costs
Additional investments must support operational efficiencies

Financial framework



Supporting and sustaining longer-term shareholder value

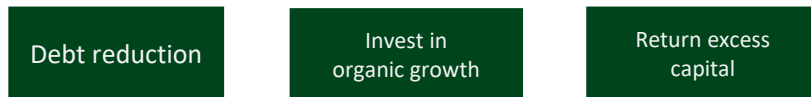


Improving operating cash flow



Excess cash flow

Capital allocation options:



Our baseline for success throughout FY23-25 is simple...

- Strong balance sheet health
- Strong sustainable Cash Conversion
- Improved Net Debt/EBITDA Leverage

Financial discipline



Supporting value accretive decision-making and minimising risk

Governance

All investment decisions must follow investment framework and principles:

- Strategic alignment
- Capability and ease of execution
- Satisfaction to internal financial hurdle rates of success

Evaluation

Formal investment evaluation that follows the internal approval workflow hierarchy:

1. Segment unit approval
2. Executive Investment Sub-Committee approval
3. BWx Board approval

Funding capacity evaluated and determined

Assessment

- **BENEFIT REALISATION:** test and trial business case with an initial capital outlay (where possible)
- **METHODOLOGY:** consistently applied to all strategic investment business cases
- **MONITOR:** investment programs undertake regular progress checks against business case deliverables
- **REVIEW:** post implementation with outcomes presented to Board and Investment Sub-Committee



Capital management



Significant capital has been invested into acquisitions, new manufacturing facility, targeted brand projects and margin-accretive operational projects

- Strategic inventory investment and elevated working capital has impacted net debt in the short term. We are confident of a strong return to cash generation and improved net debt leverage.
- Go-forward focus on **strictly controlled investment, no major capital investments or future acquisitions planned**
- Internal strategic review of balance sheet investments underway, with **non-core investments to be de-prioritised or exited**

30 June 2022	30 June 2023
Capital expenditure and working capital associated with transitioning to the new facility including short-term impact of trade payables due to change in purchasing activity	Working capital normalising following the transition to new manufacturing facility. Reduced capital expenditure following completion of the new manufacturing facility and strict go forward capital disciplines.
Additional inventory build ups for supply chain resilience	Focusing on strong operating cash flow through \$20m inventory reduction in FY23 and recalibrating our payables position
FY22 Q4 cash receipts lower than pcg due to timing of sales	Timing of cash receipts from FY22 Q4
Net Debt**/EBITDA* expected to reach 2-2.25x	Net Debt**/EBITDA* expected to reduce to 1-1.5x This excludes potential benefits from net asset sales.

* EBITDA figures are non-IFRS measures that exclude Chemist Warehouse cost of equity-linked strategic partnership

** Net debt excludes lease liabilities

Our strategic priorities



	FY23 priorities	FY24-FY25 priorities	Longer-term financial goals
Growing Revenue	<ul style="list-style-type: none">Brand distribution and activation in key regions and channelsMarketing ROI	<ul style="list-style-type: none">Reap benefits of higher margin product mix, channel mixReinvest selectively	<ul style="list-style-type: none">Continued strong organic top-line revenue growth
Unlocking Margins	<ul style="list-style-type: none">Unlock better margin by brand (price review, procurement, supply chain and manufacturing efficiencies)	<ul style="list-style-type: none">Continue unlocking margin by brandReinvest selectively	<ul style="list-style-type: none">Group margin: 62-64%+
Managing cost base	<ul style="list-style-type: none">Deliver \$5m+ cost-out initiativesOngoing efficiency programStrategic review of Digital segment	<ul style="list-style-type: none">Ongoing efficiency programIncreasing operating leverage	<ul style="list-style-type: none">OpEx: ~25% of net revenueCash conversion: +70%
Sustainable Earnings	<ul style="list-style-type: none">Supported by manufacturing capacity and capable leadership globally	<ul style="list-style-type: none">Sustain earnings profile	<ul style="list-style-type: none">EBITDA margin: +22%
Financial discipline	<ul style="list-style-type: none">Reduce net debtNet debt/EBITDA leverage 1-1.5xNormalise inventory and working capital	<ul style="list-style-type: none">Strengthen balance sheetSelective capital allocation	<ul style="list-style-type: none">Net debt/EBITDA leverage: <1.0x



GO GLOBAL, GO MAINSTREAM

Operating segments

Retail execution: AUSTRALIA

Sukin represents **95%** of Woolworths total growth across all the categories we participate¹



Woolworths Haircare



April 2021
Share of Shelf in bay
16.6%



April 2022
Share of Shelf in bay
33.3%

Woolworths Skincare



April 2021
Share of Shelf in bay
40%



April 2022
Share of Shelf in bay
60%

¹ IRI Scan Data: MAT 10/04/22

Retail execution: AUSTRALIA

Sukin continues to be **partner of choice** in **Natural** providing innovative retail solutions



Coles Skincare



Ranging and support of
key New Product
launches

New promotional
mechanics
implemented after
successful trial

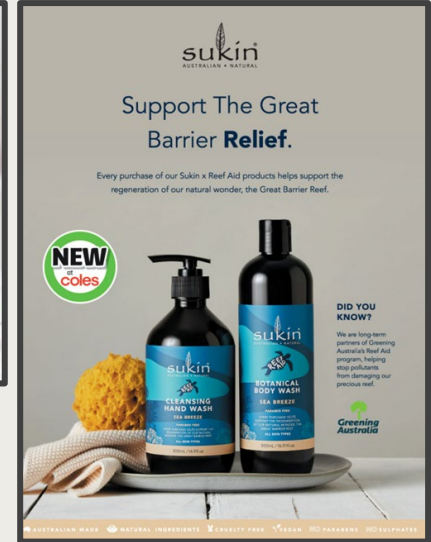


Coles Haircare & Personal Wash



Haircare & Personal Wash distribution
gains across the store network

Fastest growth in Haircare & Personal
Wash in AU Grocery in the latest quarter¹



Sukin is now larger than
'Thank You' in Coles!

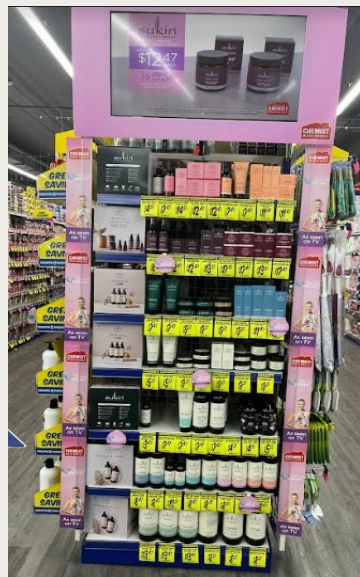
¹ IRI Scan Data: MAT 10/04/22

Retail execution: AUSTRALIA

BWX strategic partnership with Chemist Warehouse delivering incremental value



Chemist Warehouse



Participation in major events keeping brand **top of mind**



Improving already strong **shelf presence** with expansion into new categories



Increased support behind all major new product launches including Chemist Warehouse owned assets

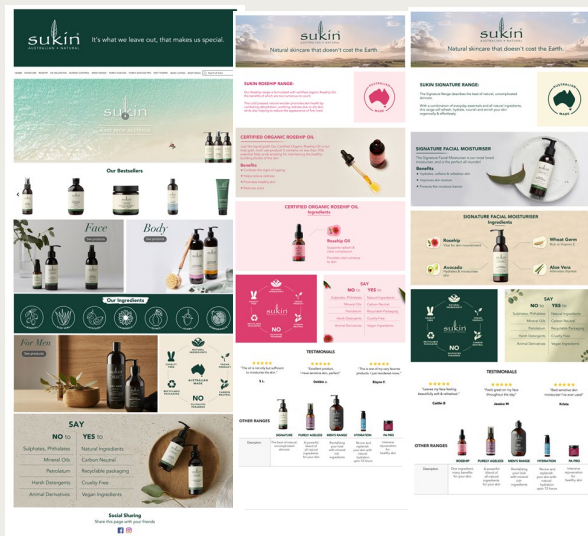


Building momentum INTERNATIONALLY online and offline

BWX continues to offer leading Natural brands to support retailer efforts in this category



Amazon India



Launching 51 Sukin SKUs into
Amazon India

Amazon India is set to be 2nd largest
market for Amazon globally

AS Watsons Asia & Middle East



Sukin featured as lead
Natural partner in
AS Watsons flagship
stores in
Singapore (above)
Dubai (right)



Andalou South Korea



South Korea is Andalou's 3rd largest
market behind the Americas
(USA, Canada)

Partnering with the right retailers, in the right markets, where our brands have a right to win

Global partner network for distribution

Sukin experience store in Taiwan



- BWX co-invested alongside our distributor in developing the Da'an Experience Store in Taipei
- An example of strategic investment behind our distribution strategy to ensure strong brand activation and consumer connection
- Store reflects Sukin's brand philosophy and personality, including 80% recycled materials

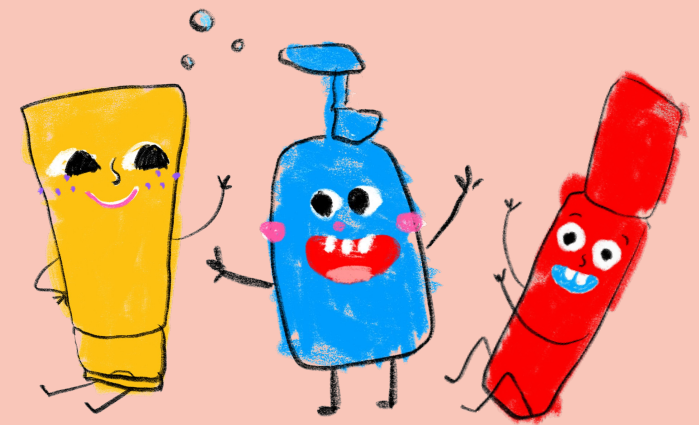
GO-TO

BRO-TO

GRO-TO

Go-To

We create confidence, community and delight through education, trust and *very* effective skincare.



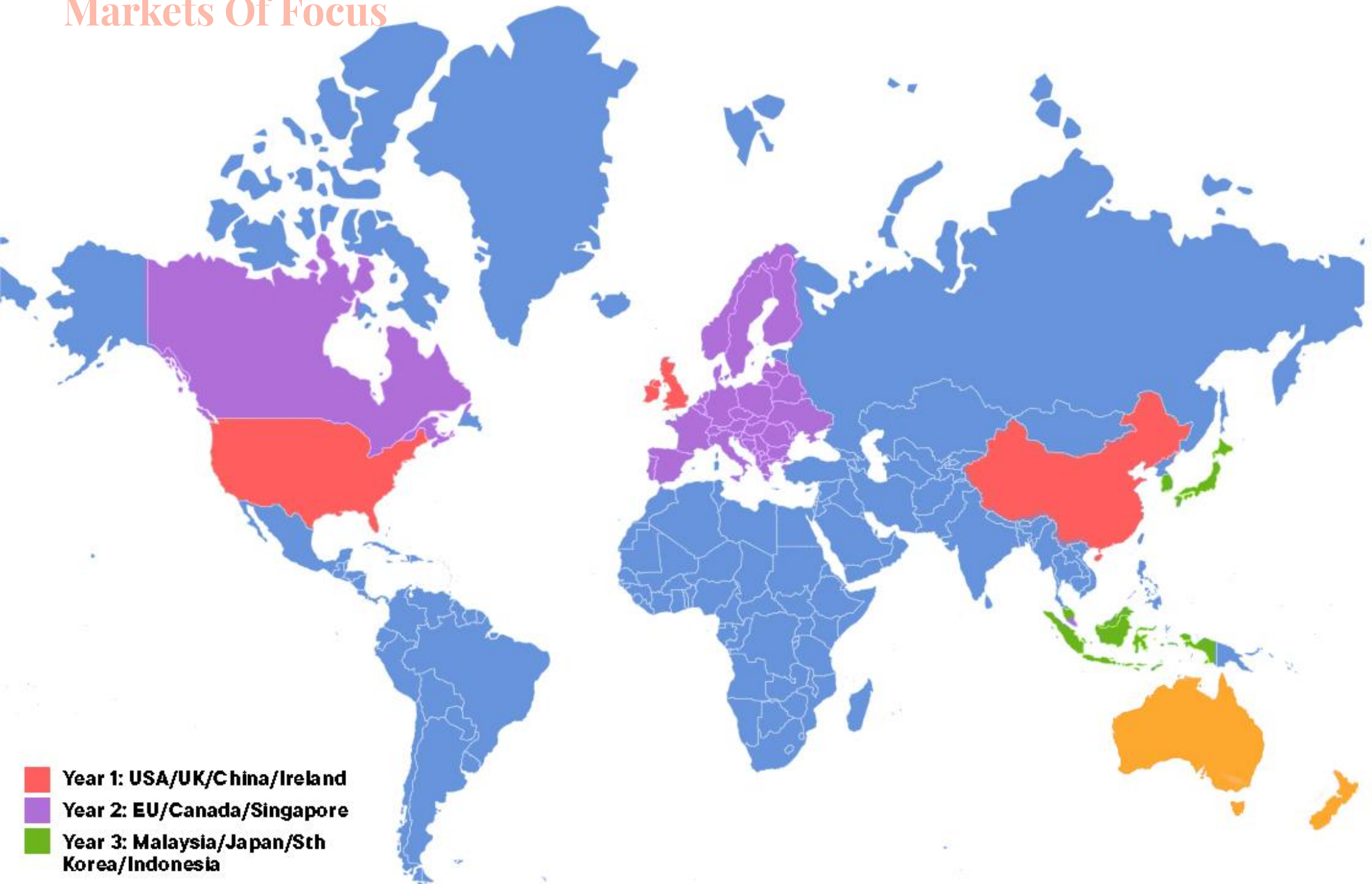
Go-To Strategy

- | | | | |
|----|----------------------------------|----------------------------------|------------------------------|
| 1. | Stop the Secret | Boost Brand Awareness | Currently 25% |
| 2. | 'Skin Solutions for Most' | NPD pipe is full | 4 launches targeted per year |
| 3. | Mecca Momentum | Endorsement enabling acquisition | NPD + China |
| 4. | Synergy Savings | Supply Chain Savings | \$3mil goal |
| 5. | Go-To Goes Global | Targeted retailer approach | Nth America/UK & EU/APAC |

Gro-To Strategy

- | | | | |
|----|---------------------------------|---|--------------------------|
| 1. | Cost Outs | Leverage BWX Manufacture | COGS reductions |
| 2. | Position for Mass Market | Redefine execution (RRP/Packaging/Claims) | Uniqueness in category |
| 3. | Amplify Global Growth | Utilise BWX strength in mass channel | Swifter path to growth |
| 4. | Shelf Strength | Broaden the range fast | Fragrance Free + NPD |
| 5. | Partnership Power | Accelerate the Gro-To brand awareness | Strategic collaborations |

Markets Of Focus



Go-To Domestic Opportunity is Maximising potential in Australia where brand awareness is relatively low

Brand awareness vs competitors in the general population:

Body Shop - 98%
 Clinique - 88%
 Sukin - 83%
 Dermalogica - 78%
 Jurlique - 56%
 Aesop - 50%
 The Ordinary - 49%
 Frank Body - 46%
 Kora - 38%
 Mario Badescu - 35%
 Antipodes - 34%
 Drunk Elephant - 34%
Go-To Skincare - 22%
 Kosmea - 25%
 Saturday Skin - 25%
 Sunday Riley - 23%

Go-To Currently has 113K or 7.6% of the available target market - there is massive room for growth in customers.

4.79M women ages 18-44 in Australia

75% using skin care = 3.53M

75% of them spending >\$30+
on moisturiser = 2.515M

Take Go-To Global

Launch with UK beauty retailers January 2023



EU Packaging Underway

Continue to build and strengthen our Mecca partnership

With a renewed ability to activate eventing and tactical in-store promotion



MECCA



Very Lightweight Moisturiser
with hyaluronic acid, ceramides & aloe vera
Intense gel-cream hydration.
1.7 FL.OZ. / 50 ML.

New Product Development

Go-To

NOW

17
PRODUCTS

2025

30
PRODUCTS



Gro-To

NOW

4
PRODUCTS

2025

13
PRODUCTS



Retail Execution



Continue to build and strengthen our strategic partnerships to elevate brand awareness

Continued collaborations with aligned brands.

Bluey is the biggest selling licensed brand in children's in Australia.

Unlocks brand awareness and elevates brand perception, particularly internationally





Thankyou

Retail Execution: AMERICAS

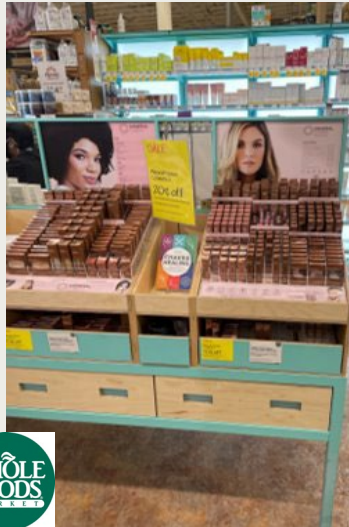
Mineral Fusion and Andalou Naturals maintains secure leadership in Natural channel



Whole Foods



Andalou Naturals enjoys **premium shelf placement** featuring 'brand blocks' of skin, body, hair



Mineral Fusion has **43% market share¹** of the Natural Channel via distribution in these two retailers

Sprouts



SPROUTS
FARMERS MARKET



Mineral Fusion display fixture for brand awareness

Andalou Naturals **premium shelf placement**

¹SPINS data Total U.S. Natural Enhanced Market, Makeup Unit Sales, 52 Weeks (Oct, 2021)

Opportunity for Sukin to expand SKU assortment within Natural Channel retail partners

Retail Execution: AMERICAS

Opportunities in penetrating the Food/Drug/Mass channel



JCPenney



Mineral Fusion

- Strong performance with key retailers with opportunities for increased door count



Andalou Naturals

- Expand distribution within Food and support online distribution with expansion to brick & mortar for key retailers Ulta & Target

Sukin

- Maintain online presence and build awareness with consumers as we unlock Mass channel



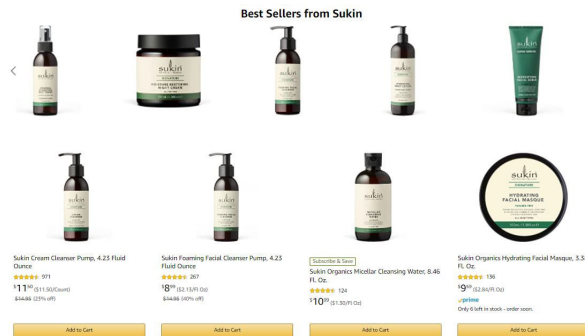
Digital Execution: AMERICAS

Driving revenue for all brands

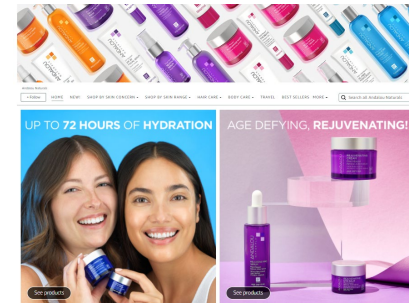


Digital channel growth opportunities

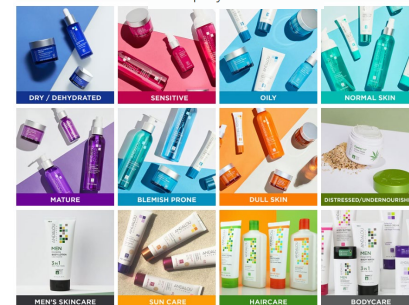
- Amazon Marketplace projected to grow 7% in FY22
- FY22 launch Walmart.com (the second largest Marketplace in the US)
- Expansion onto other ecommerce platforms including:
 - ✓ iHerb.com
 - ✓ ThriveMarket.com
 - ✓ Vitacost.com
 - ✓ Grove.com



Sukin best sellers on Amazon



Shop By Skin Concern



Andalou Store on Amazon

Walmart.com

iHerb®

THRIVE
- MARKET -



VITACOST

amazon

Grove

COLLABORATIVE

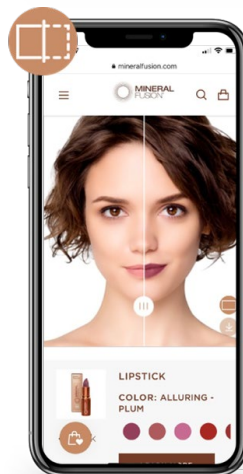
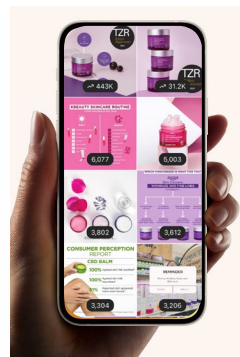
Digital Execution: AMERICAS

Driving revenue for all brands



Leveraging our brands and operational strengths

- ✓ Global **brand leadership**
Andalou Naturals & Mineral Fusion
- ✓ Growing strength in **sales team**
- ✓ Talented **digital team** with proven success with both internal and external platforms
- ✓ Experienced **operations team**
- ✓ Strong leadership in **financial team**



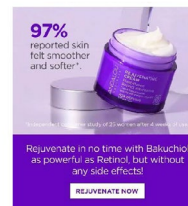
Food, Drug & Mass expansion strategy

- ✓ Leverage Natural channel success to drive growth in **Food, Drug & Mass**
- ✓ Build Brand Awareness through **Digital and Traditional Tools**:
 - Virtual Try On
 - Marketing Communications
 - Bazaarvoice Syndication of Reviews
 - Promotions
 - In-Store Retail Tools



The **Brightening Power Duo** with results you can C

Looking for your Perfect Shade?
Scan this QR Code
to try Virtually.



BWX



CONNECTING TO CONSUMERS

Global marketing with local execution

Global marketing, local execution

BWX has global strategies to capitalise on brand strengths with local marketing execution



**Global Trends
& Strategy**



**Local marketing
execution**



**Connecting to
Consumers in
multiple geographies**



Three-year Marketing Plans informed by Global Consumer Insights, Shopper Data, Trends Analysis

International innovation pipelines



Local marketing teams to tailor global strategies to win locally

Strong sales support, leveraging retailer relations, data and 360-activations



Digitally-led with focus on early consumer connections

Trade, co-op & consumer spending combined to provide maximum market support



A close-up photograph of two women with long brown hair, smiling and applying face masks. The woman on the left is applying a grey, speckled mask, while the woman on the right is applying a light brown, creamy mask. They are both wearing white bathrobes. The background is a plain, light-colored wall.


AUSTRALIAN • NATURAL

BWX[®]

An Australian brand ahead of the curve

Global trends

Sukin has positioned itself along **key pillars** that are now the cornerstone of the modern beauty brands:



Global Innovation Pipeline

Refreshed positioning

Reformulation for global relevance

We need to evolve to remain ahead of the curve and drive relevance both within our home markets & internationally

Local execution

Global strategy executed **locally**. Building brand **awareness** and local **relevance** in partnership with retailers.

Delivering tailored & market-leading
360-activations



Commercial growth opportunity for Sukin lies in the sustainable growth in targeted International markets

Consumer connection

Next generation innovation within natural, by bringing to market innovative trending ingredients

Without compromising on efficacy!



It's time to stretch beyond the category, changing the game in natural and synthetic innovation

Where to from here? Looking globally, to tailor locally

Grow brand locally & globally

As natural evolves to clean, innovation needs to **change the game** across both natural and synthetic

Continue to **grow beyond**
Australia/New Zealand

International **priority** market focus

Introduce good, better, best
international **pricing strategy**

Continue to execute locally

A rebrand not looking to replace,
but enhance and better communicate
Sukin's **unique positioning** in each
geography.

Local compliance/ claims focus



?

Connect to consumers in multiple geographies

Innovate along **key pillars** of holistic wellness,
diversity, "skinimalism" and sustainability.

Global marketing communications in priority
markets to support positioning

Test and learn



ANDALOU

NATURALS

BWX[®]



Andalou Naturals –

#1 Natural Skincare Brand in the U.S. Natural Channel

Advancing Nature's Intelligence with Plant-Based Skincare

ANDALOU
NATURALS

Global trends

Born & Raised in the U.S.

Patented Fruit Stem Cell Science Technology
& sustainable upcycled ingredients

FRUIT
STEM
CELL
SCIENCE®

Zoe Report Editor Approved
2021

TZR
Editor
Approved
2021

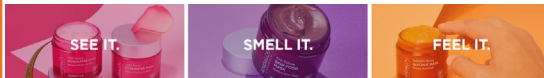


Local execution

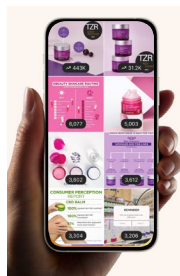
Collaboration with regional brand teams to
ensure success at retail.

Reviewing claims to ensure local market
success

Building Brand Awareness



Dr. Garshick
Dermatologist
& Brand Expert
(US)



Olivia Rogers
Priceline
Ambassador
(AU)

Consumer connection

Andalou Pillars of Connection

Nature's Intelligence

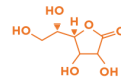
Clinically-Proven Efficacy

Sensorial Experiences

Path Of Light



RETINOL
REINVENTED
with
BAKUCHIOL



Up to
72 Hours
of Hydration



Andalou Naturals strategic brand focus

ANDALOU
NATURALS

Grow brand locally & globally

Grow beyond US Natural channel to Mass – key retailer focus

Launch global marketing campaign on Fruit Stem Cell Science

Introduce good, better, best international pricing strategy



Continue to execute locally

Stronger instore communications to support **social media launch**

Core skin range used to establish brand then introduce **broader range offering**

Packaging refresh – stronger sustainability delivering and adapted claims/compliance

Stronger use of **local influencers** and **brand influencers**



Connect to consumers in multiple geographies

Global marketing campaign in priority markets to support packaging refresh
1H FY24

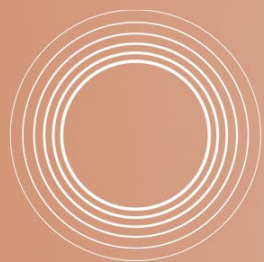
Global marketing calendar to support full NPD pipeline roll-out

Partner with local retailer/distributors to drive consumer connections

Driver trial – permit sensorial delight of product to drive usage



BWX[®]



MINERAL
FUSION[®]



Mineral Fusion –

#1 Natural Cosmetics Brand in U.S. Natural Channel

Making Beauty Healthy



Global trends

Revised Ingredient Policy

Clinical & consumer claims

Improved sustainable packaging

Developed new display stands – increased usability and sustainability



43% market share

Local execution

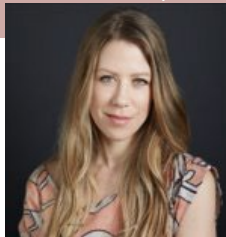
Expanding brand experts / ambassadors

Development of brand assets and focused brand position

NPD focussed on strengthening core ranges
nail care & select skin care

Continue to drive **organic social media** reviews

Recent brand partners



Fiona Stiles,
celebrity makeup artist



Queenie Nguyen,
famed manicurist

allure InStyle **VOGUE**

Consumer connection

Communication of clean cosmetic effectiveness performance

Marie Clare 2022 Beauty Game-Changers Award
Winner – Mineral Fusion Nail



MINERAL FUSION

Premium Vegan NailCare
Polish, \$10, mineralfusion.com
"The newly formulated nail polishes are great alternatives for gel-polish lovers. The bioceramic technology, which strengthens nails over time, is especially good to use as a treatment post-gel polish removal."

Mineral Fusion strategic brand focus



Grow brand locally & globally

Grow beyond US Natural channel to **Mass** – key retailer focus

Execute key **Chemist Warehouse** trial – learnings for international markets

Engage key retailers in **priority markets** – using US retailer learnings

Priority market **international focus** – Canada, Australia, New Zealand, UK, Germany

Clean cosmetics effectiveness

Up to
12 hours

of clinically proven hydration after using our liquid foundation.

94%

Felt pores were less noticeable immediately after applying our liquid foundation.

97%

Agreed the foundation was lightweight & breathable on the skin.

91%

Noticed skin felt nourished immediately after application.

91%

Noticed skin complexion looked more radiant and brighter immediately after application.

91%

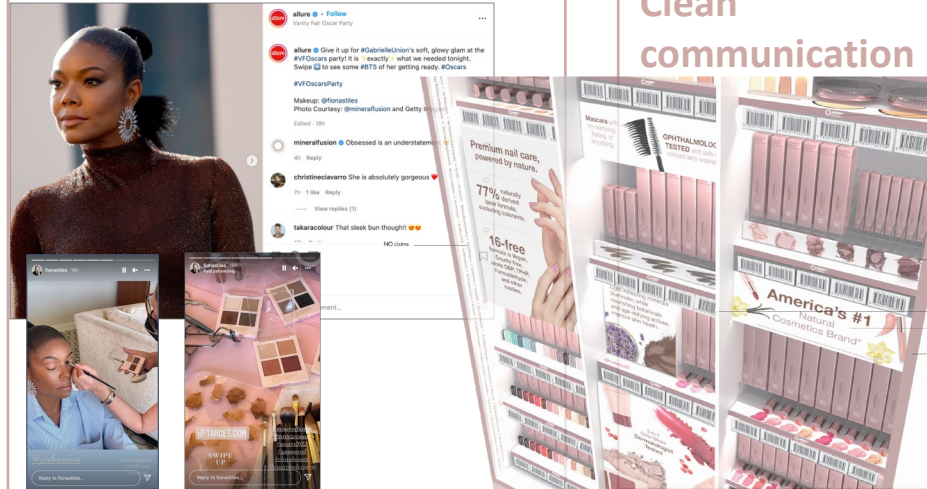
Felt fine lines and wrinkles were less noticeable immediately after application.

Continue to execute locally

Complement social media launch strategies with stronger **instore communications**

Stronger use of influencers to drive trial and **brand awareness**

Support retailer ranging with display units and shared communications



Connect to consumers in multiple geographies

Local make-up artist influencer led **campaigns**

Local beauty magazine **partnerships** – utilise global assets locally adapted

Clean communication



BWX

CULTURE



Our Culture

NATURAL
BEAUTY AND
WELLNESS
FOR THE
WORLD

OUR PURPOSE



Purpose & Values

In the current challenging employment market, our competitive advantage is the passion and personal alignment our people have to our purpose and the values we uphold.

Employee Turnover

We've been working hard to retain key talent through various initiatives. The success is evident via our global 6-month average employee turnover rate of 2.32%.

2.32%

Our priorities - Organisation realignment & focus

We've added some strong talent over the last few years but now our focus turns to realignment of our organisation. Some change has already taken place as a result of our new facility (we've already seen a HC reduction across Operations with more to come as a result of the Flora & Fauna warehouse integration). Our priority is to reorient our organisation around our biggest opportunities.

We are also investing significant effort in KPI alignment and transparency for FY23. No more distractions with everyone focused on the same goals –

One Team.





SUMMARY

Today's summary



Organic growth of our core brands

- Purpose-built new facility to unlock margin and efficiency gains
- Taking our brands global and mainstream through distribution of higher-margin brands in key markets and channels
- Improving growth of the Digital segment (Flora & Fauna and Nourished Life) while we complete a Strategic Review
- Connecting with more consumers through increased brand awareness and selective marketing investment

Capital Discipline

- Go-forward focus on strictly controlled investment, no major capital investments or future acquisitions planned
- Strategic review of balance sheet investments underway, with non-core investments to be exited/de-prioritised
- Operating cashflows adversely impacted over the 2H FY22 period by working capital movements and significant inventory build to ensure successful transition of our new manufacturing facility, supply chain resilience
- Management is committed to strengthening the balance sheet in FY23

Accountability for longer-term targets

- Regularly reporting against our long-term growth targets to ensure accountability
 - Continued strong organic top-line revenue growth
 - Group margin: **62-64%+**
 - OpEx: **~25% of net revenue**
 - Cash conversion: **+70%**
 - EBITDA margin: **+22%**
 - Net debt/EBITDA leverage: **<1.0x**

Q & A S





BWX

| THANK
YOU!

APPENDIX



ESG & Sustainability



BWX has a responsibility to our shareholders to demonstrate effective management of our ESG risks

BWX's Sustainability Framework guides our operating model and future strategy

ESG PILLARS



Community

Take accountability to achieve our sustainability plan

- Aim to become a B Corporation in FY23
- Incorporate ESG measures in executive remuneration



Green Production

Avoid unnecessary harm to the planet

- Measure our carbon footprint
- Carbon offset all brands by FY24
- Achieve carbon neutrality by 2030



Recyclability & Circularity

Ensure that our products and packaging leave no trace

- Meet APCO targets and partner with industry for recycling goals
- Achieve 100% recycled PET and recycled cartons by 2023
- Achieve 50% recycled content by 2025
- Divert all packaging from landfill by 2025



Diversity

Embrace diversity in our workforces and in our communities

- Achieve gender balance of 50% at all levels in FY22
- Full gender pay equality by FY25
- Contribute to relevant community programs and enter partnerships



Governance

Identify & address ESG risks to support long-term shareholder value

- Established an ESG & Sustainability Committee in FY21
- Adopt GRI reporting standards in FY21
- Transition to TCFD reporting standard by FY25

GOALS

Our new facility accelerates our progress on our sustainability targets: 5★ Green Certification

Waste reduction, solar powered, energy efficient, electric vehicle charging stations, and aligned to the highest safety standards

New facility benefits

The facility was purpose-built to support BWX's future growth plans. From FY23 it is expected to be EPS accretive and deliver a 300bps margin uplift with 4 year expected payback from completion in early 2022 (in relation to the full capital investment of \$33.7m)

Dandenong Facility

- Agricultural, semi-automatic facility with low speed lines
- Manual filling, picking and packing
- Separation between warehouse, manufacturing and head office



Clayton Facility

18,000m² total footprint

15,000m² production & warehouse space

- 2.5 x the size of Dandenong; head office, manufacturing and warehousing located on the same site
- Total capacity designed for 150+ million units per annum vs 30 million units at Dandenong facility
- 4 fully automated production lines installed enabling us to manufacture up to 5 times the speed of the previous facility with high-speed mass flow bottle fillers, 16 filling stations and 8 capping stations
- 6 palletising robots capable of delivering a pallet of finished goods out of production every 2 minutes
- 3 interconnected warehouses with automated storage and retrieval systems for 24/7 order fulfilment
- Drives reduction in cost per unit; de-risks supply chain; improves quality controls; stock turn efficiencies; ERP to support cash flow
- Supports overall delivery of sustainability goals including 50% reduction in material waste; electric vehicle charging stations
- Bespoke R&D lab for innovating new product development
- Built for the future e.g. to accommodate Automated Guided Vehicles (Forklifts)



Compounding fact sheet

Key Facts

- On a like-for-like basis 3-5x the output rate of Dandenong site from half the floor area
- Elimination of key safety risks inherent in Dandenong
- Computer, recipe controlled batches – faster and more consistent
- Automatic “clean-in-place” cycle – faster and better quality assurance
- Over 500 automatic valves
- Over 50 pumps
- Over 10km of cable



Dandenong

▶ Clayton



Best in class personal care blending facility – enabling significant growth and flexibility to expand capacity and capability for the future

AutoStore fact sheet



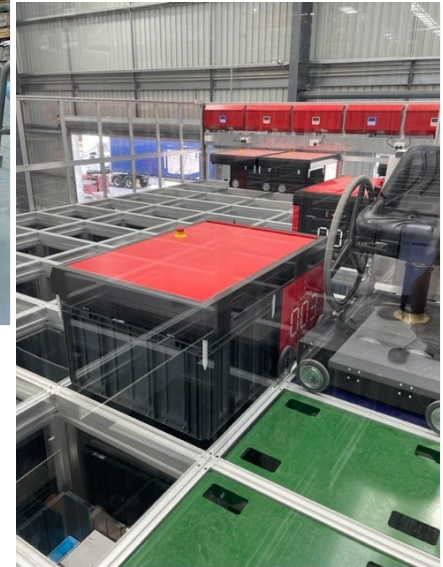
Key Facts

- Increases throughput capability from 3000 orders per day to 7500
- Reduces headcount by 50%
- Cost per order reduces from ~\$5 to <\$2 when fully utilised
- Brings all our .com's under one roof (Nourished Life, Flora and Fauna, Sukin, Andalou, Go-to)
- Robots have 99.98% uptime
- 10 robots use the same power as a domestic vacuum cleaner
- Will store >20,000 SKUs
- Reduces space from >3000m2 to 500m2
- Three locations into one



Dandenong

Clayton



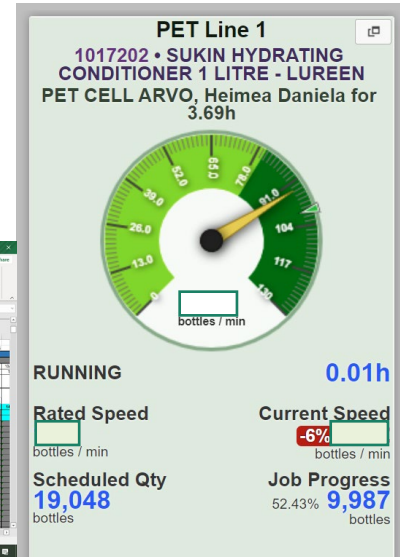
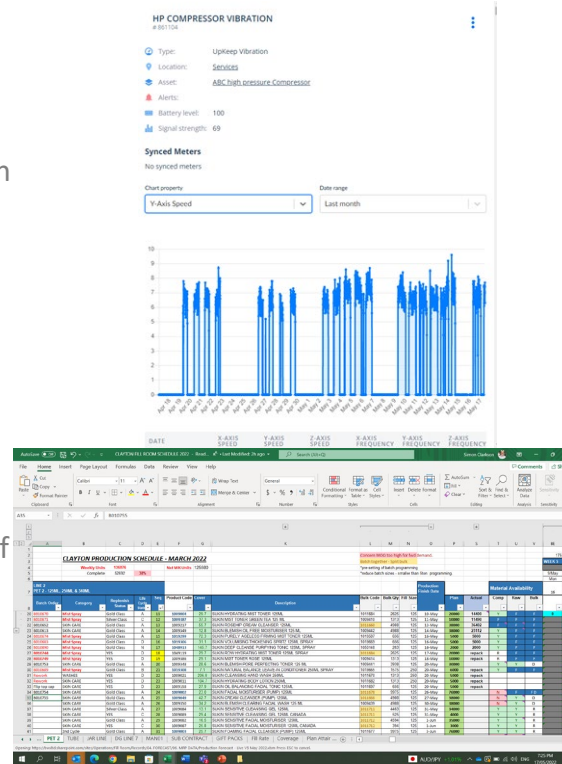
Global best practice automated warehouse for execution of D2C orders

Control Room fact sheet



Key Facts

- Hand written performance records, analysed manually in Excel to a best practise Overall Equipment Efficiency tracking system with updates every 2 seconds and integrated business intelligence reporting
- Live view of the production schedule “the voice of the customer”
- Live view of status of compounding – what is happening in every tank at all times
- Live visibility of machine condition (Condition Based Monitoring) detects problems before they occur. Use of iPads to record and update maintenance records rather than paper logs



Live performance information with which to make timely and accurate decisions

Production fact sheet



Key Facts

- Ability to manufacture at speeds up to 5 x the speed of Dandenong
- Capacity to produce 150 million units/year vs 30 million at Dandenong
- We have transferred from an 18 touch-point facility to essentially only touching consumables/loading packaging in machines on the line
- 100% inspection on critical quality parameters including weights, labels, barcodes, batch-codes
- 6 x palletising robots capable of delivering a pallet of finished goods out of production every 2 minutes when all are running



World-class automated production facility enabling significant future growth

Blow Moulding fact sheet



Key Facts:

- Reduction of warehouse storage requirements reduced storage of this primary pack by 10:1 (10 pallets of bottles per 1 pallet of preforms)
- Ability to change colour, weight and rPET component
- Control over quality of the bottles
- De-risked supply by blowing in house with each machine capable of all blown bottle sizes
- Ability to reduce cost by reduction in cost of approximately 50% when preforms moved to local supply



Control over bottle supply chain, cost reduction and improved sustainability