ABANO 2018 ANNUAL MEETING

9 OCTOBER 2018





# ABANO: A LEADING DENTAL PROVIDER

Our goal is to be the leading oral healthcare provider in Australasia.

#### Our Business Model:

- Focus on private, fee for service, dental market
- Organic and acquisition growth of our dental networks
- Investing to create a long term, sustainable business and scalable infrastructure
- Adding value and building the capability of our people
- Working in partnership with our people.
- This will deliver increasing value for our shareholders.

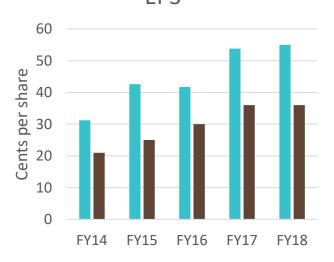






## FY18 RECORD EARNINGS RESULTS

## Dividend and Underlying EPS



- Weighted Average Underlying Earnings Per Share
- Dividend Per Share



#### FINAL DIVIDEND OF 20 CENTS PER SHARE

Full year partially imputed dividend of 36 cents per share paid on increased number of shares following capital raise in 2017; equal to 68% of underlying NPAT

## GOVERNANCE



TREVOR JANES
INDEPENDENT CHAIRMAN



PIP DUNPHY
INCOMING INDEPENDENT
CHAIRMAN



MURRAY BOYTE
INDEPENDENT DIRECTOR
AUSTRALIA-BASED



DR GINNI MANSBERG
INDEPENDENT DIRECTOR
AUSTRALIA-BASED



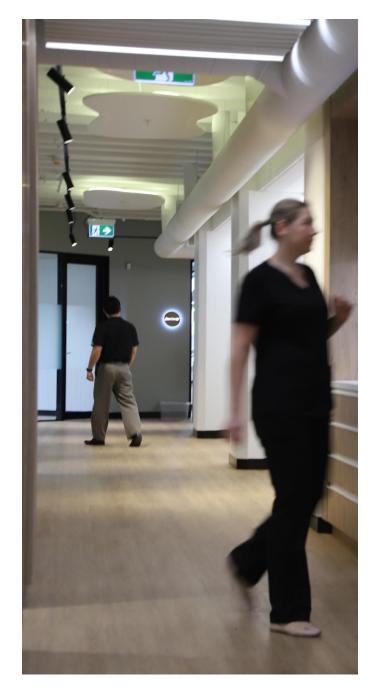
DR TRACEY BATTEN
INDEPENDENT DIRECTOR



DANNY CHAN
INDEPENDENT DIRECTOR



**TED VAN ARKEL**RETIRING AT THE 2018 ANNUAL MEETING





CEO'S ADDRESS

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#### OUR VISION: TO BE THE **LEADING** ORAL HEALTHCARE PROVIDER IN AUSTRALASIA



#### **FY18 FINANCIAL SNAPSHOT**

#### **RECORD EARNINGS RESULT**

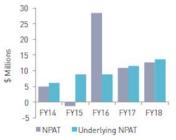
#### RECORD RESULTS DRIVEN BY DENTAL GROWTH AND IMPROVING SAME PRACTICE PERFORMANCE

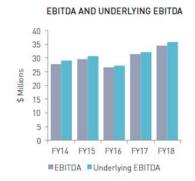
\$312.7m	+12.2%
\$259.5m	+11.1%
\$35.8m	+11.6%
\$34.5m	+10.0%
\$13.6m	+17.7%
\$12.6m	+15.8%
	\$259.5m \$35.8m \$34.5m \$13.6m

<sup>\*</sup>Percentage change based on FY18 financial statements.









#### DIVIDEND AND UNDERLYING EPS



## FY18 HIGHLIGHTS AND KEY EVENTS COMPLETED TRANSITION TO SOLE FOCUS ON DENTAL MARKET

MOVE TO SOLE FOCUS ON DENTAL

Sale of 71% shareholding in radiology business for \$2.1m gain on sale

GREW OUR DENTAL NETWORKS Grew trans-Tasman dental network to 225 practices. Acquired 19 dental

practices which are expected to generate \$40.3m in annualised gross

revenue. Opened leading edge greenfield practice in Rangiora

CONTINUED INVESTMENT INTO THE BUSINESS Patient Experience; People And Organisation; Operational And Clinical

Excellence; Profitable Growth; Technology

STRENGTHENED BALANCE SHEET Successful \$35 million 1 for 5 fully underwritten renounceable rights offer

GOVERNANCE Dr Tracey Batten appointed to the Board as Independent Director

RESOLUTION ON TAKEOVER COSTS

High Court rules in favour of Abano regarding recovery of takeover

defence costs. Sell down by Healthcare Partners of their entire

shareholding in Abano.

More information on gross revenue, EBITDA, Underlying EBITDA and Underlying NPAT, which are non-GAAP financial measures, is available at www.abano.co.nz/underlyingearnings. Definitions of financial terms are included in the glossary at the end of this presentation.

### **NETWORK GROWTH**

## Trans-Tasman network of 231 practices generating \$330m-plus in annualised gross revenue

Revenue Market Share Lumino in New Zealand: ~15% Revenue Market Share Maven in Australia: <2%

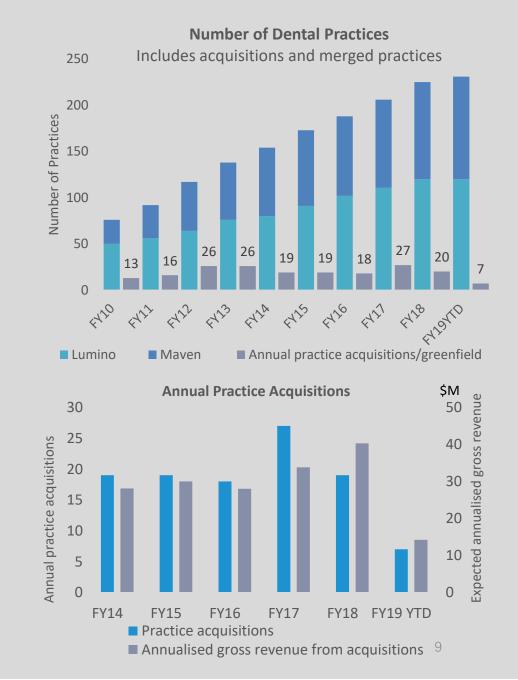
#### **Acquisitions**

#### FY18:

- Acquired fewer but larger and more profitable practices in FY18
- Acquisition of 19 practices (8 Lumino and 11 Maven) which are expected to generate approximately \$40.3 million in annualised gross revenue (A\$27.6m and NZ\$10.3m)
- Opened new Lumino leading edge greenfield practice in Rangiora

#### FY19 to date:

Acquired six Australian practices and one NZ practice (which was immediately merged) expected to provide \$14.2 million in annualised gross revenue.







# OUR STRATEGY INVESTING IN DENTAL

## THE OPPORTUNITY IN DENTAL

#### \$11-BILLION REVENUE TRANS-TASMAN DENTAL MARKET



~9,000
Private Dental
Practices





**Trans-Tasman dental market** is worth approx.

NZ\$11 billion

Australia: A\$9.4b NZ: \$0.8b

**Huge pool of practices** for acquisition and ongoing expansion of Abano's dental networks on both sides of the Tasman

**Changing workforce**: Increase in supply of new graduates; More female dentists; Preference for flexible working conditions offered by a dental corporate

**Predominantly privately funded**: Minimal reliance on Government funded contracts; Payment from patients or their health insurance

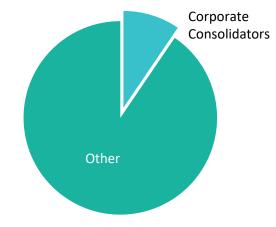
Long Term Growth Trend: Better oral health and retention of natural teeth; More Services on offer; Increasing Demand for Cosmetic Services

## Growing Acceptance And Popularity Of The Corporate Dental Model

More dentists are choosing to join a corporate dental group

Corporate consolidators comprise less than 10% of the market

#### **Trans-Tasman Market Ownership**



## **OUR STRENGTHS**

#### **OUR STRENGTHS**

Established, long term business

Large trans-Tasman group delivering benefits of scale

Investment in infrastructure for growth

Focus on private patients

Focus on clinical excellence

Mid to high end service

Nationwide branded networks

Culture and calibre of clinicians

Investment into our people

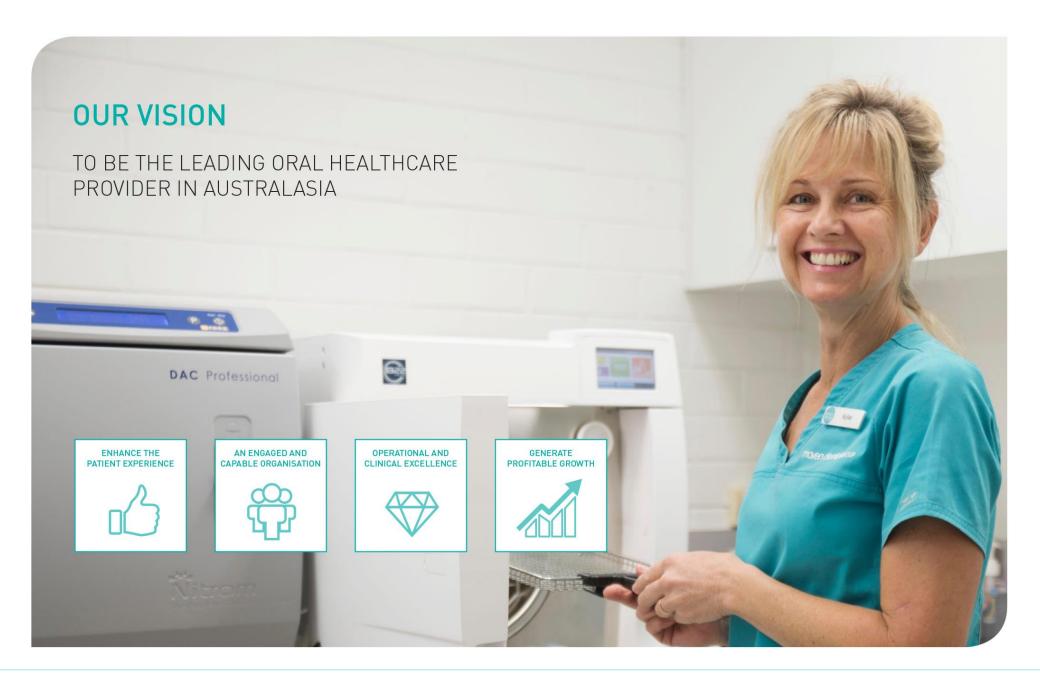
230+ practices 2,300+ people 2 strong brands More than 1.2M patient visits annually

More than 900 dentists, specialists and clinicians

Innovative marketing and finance offers

NZ \$330M+ annualised gross revenue

High customer satisfaction



## ENHANCE THE PATIENT EXPERIENCE

Engage through a variety of channels and ensure ease of patient interaction

Invest into brands and marketing

Deliver an exemplary patient experience

Generate high levels of patient satisfaction

Leverage insightful patient and business data analytics



#### **KEY INITIATIVES FOR FY19:**

- Use of data analytics and CRM to better target and communicate with patients
- Rollout of the Lumino Dental Plan after successful pilot in FY18 currently more than 12,000 patients
- Developing software to ensure ease of use and allow scalability of Dental Plan across the trans-Tasman group
- Continued rollout of Online Booking across NZ and Australia
- Continue to rebrand practices in Australia to Maven Dental Group
- Rollout of NPS across all Maven-branded practices.

## NEW ADVERTISING CAMPAIGN



## ENGAGED AND CAPABLE ORGANISATION

Foster a culture of pride, patient care and clinical excellence

Provide access to training, mentoring and career development

Attract and retain high performing people

Create world class work places

Generate high levels of employee engagement



#### **KEY INITIATIVES FOR FYI9:**

- Recruitment of Learning & Development Manager
- Optimise recruitment function to ensure an appropriate pipeline and pool of dentists to meet our needs
- Programme of training and development opportunities
- MDG Connect and Lumi-Network regional meetings for training and collaboration
- Increasing use of webinars as a training tool
- Use of clinical dashboards to identify training opportunities
- Practice Partnering scheme for individual, high performing Lead Dentists
- Support for our communities through Lumino Day, Maven Day and other initiatives

## OPERATIONAL AND CLINICAL EXCELLENCE

Develop a clinical framework, systems and processes that support clinical excellence

Invest in modern clinical technology

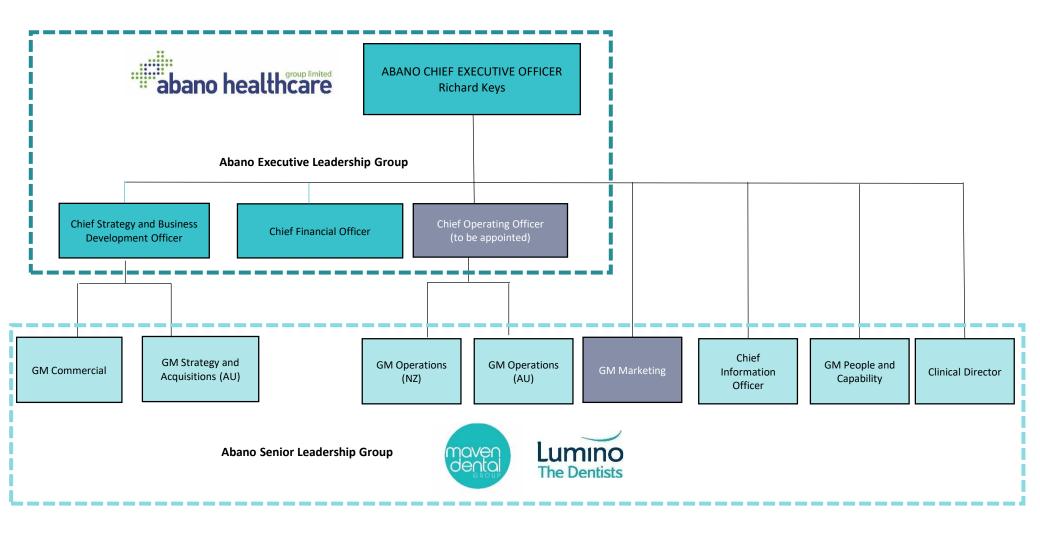
Continually improve business processes, systems and operating efficiencies



#### **KEY INITIATIVES FOR FY19:**

- Better data analysis for clinical best practice
- Continue to enhance the digital dashboards in individual practices to improve clinical reporting and practice management
- Development of new systems to improve the patient experience, following FY18 review of patient engagement
- Establish trans-Tasman leadership team
- Continue to strengthen the trans-Tasman leadership team with appointment of group Chief Operating Officer
- Strengthen the clinical support team with appointment of clinical advisors to support the Clinical Director and Clinical Advisory Boards
- Continue to invest in digitising the clinical process, to deliver faster, better care

## TRANS-TASMAN LEADERSHIP TEAM



## GENERATE PROFITABLE GROWTH

Network expansion primarily through acquisition, plus selective greenfield development

Organic growth from existing businesses

Deliver improving Underlying EBITDA and Underlying NPAT

Focus on improving margins and managing costs

Deliver improving shareholder returns



#### **KEY INITIATIVES FOR FY19:**

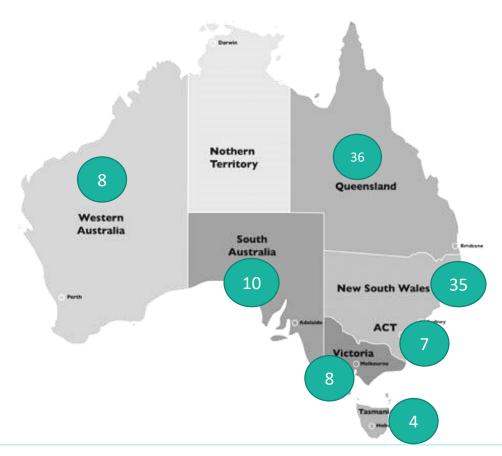
- Continue to expand by acquisition and targeted greenfield development
- Focused on generating improvement in same practice gross revenue over both networks
- Investment into creating a strong and sustainable infrastructure to support our growth, particularly into People, Learning & Development and Technology
- Deliver an improved result and value for shareholders

#### **GROWTH STRATEGY**

The opportunity for Abano to continue its acquisition growth strategy is significant

- Largest opportunity is the Australian dental market which is approximately 12x bigger than NZ
- Growing acceptance of the corporate model amongst dentists
- With Abano's positive reputation and workplace culture, we are benefiting from an increase in the number and size of practices in our acquisition pipeline
- Opportunity exists to continue to build our networks, mainly in Australia in states where we are under-represented, particularly Victoria and NSW

Maven in Australia: 111 Practices as at 30 Sept 2018 Market Size: Approx. –8,000 Private Dental Practices









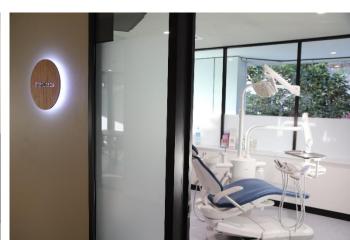






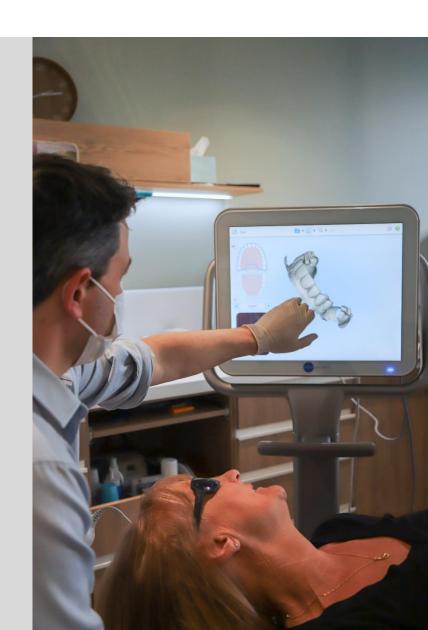






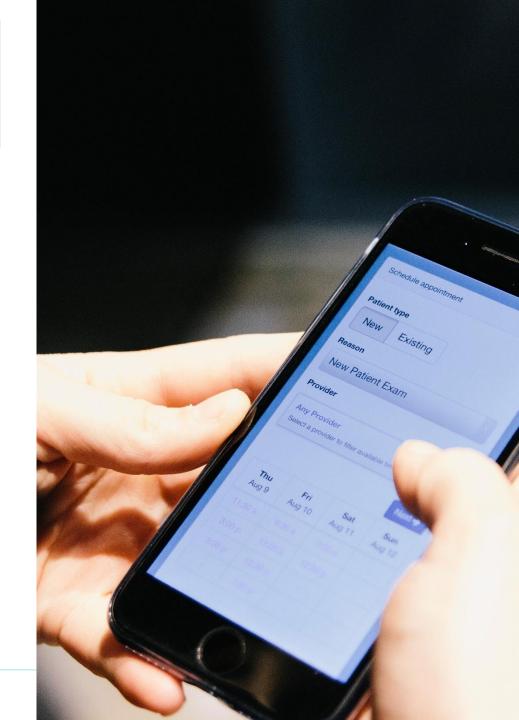
#### LEVERAGING TECHNOLOGY

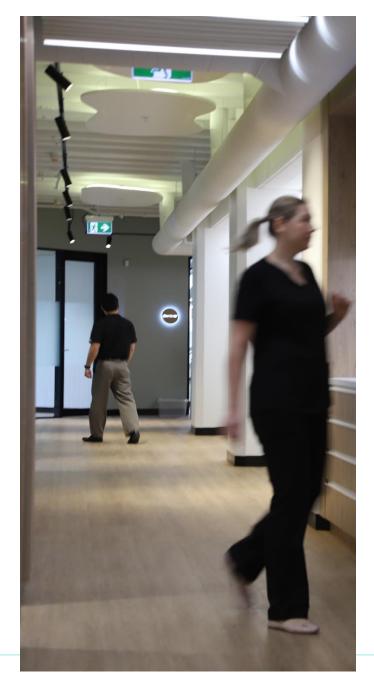
- Ability to use data analytics to improve performance at dentist, practice and group level
- Clinical dashboards for individual practices and dentists
- Ongoing investment into digital marketing and patient communication
- Making it easier for patients to transact with us
   Online Bookings
- Continue to trial and acquire new clinical equipment
- Greater use of network data and indepth analysis to drive operational improvements, training and clinical best practice



## FIRST QUARTER TRADING UPDATE AND OUTLOOK

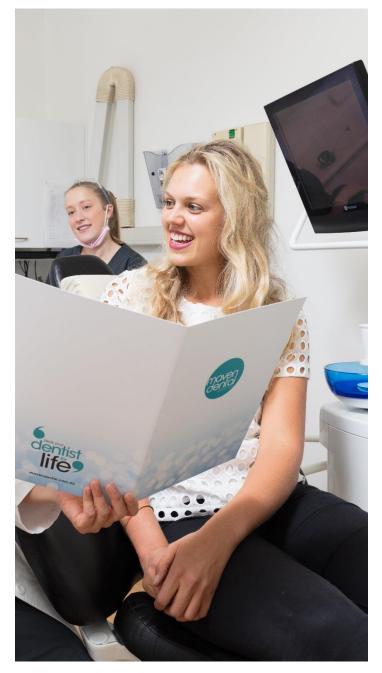
- New Zealand network continues to deliver same store growth
- Australian economy remains challenging, particularly outside of the mining sector
- Focus on driving same store growth in Australia: Increased focus on recruitment, marketing and finance offers to deliver new and existing patient visits
- Several large, more profitable practice acquisitions in the pipeline will be some of the larger practices in the trans-Tasman group
- Continuing support from bank for acquisition strategy, with increased debt facilities recently negotiated







# SHAREHOLDER DISCUSSION





## RESOLUTIONS

## RESOLUTIONS

**RESOLUTION 1:** To record the reappointment of PricewaterhouseCoopers as auditor of the Company and to authorise the Directors to fix the auditor's remuneration.

**RESOLUTION 2**: That Dr Ginni Mansberg, who retires by rotation and is eligible for re-election, be re-elected as a Director of the Company.

**RESOLUTION 3:** That Dr Tracey Batten, who was appointed as a Director by the Board during the year, be elected as a Director of the Company.

**RESOLUTION 4**: To authorise an increase in the total amount of remuneration payable per annum to non-executive Directors from \$663,000 to \$697,100 (an increase of \$34,100 or 5.1%), to be paid and allocated to the non-executive Directors as the Board considers appropriate.

## **PROXIES**

#### **PROXIES**

RESOLUTION	FOR	AGAINST	PROXY DISCRETION
Auditor's remuneration	9,535,756	7,495	174,168
	98.13%	0.08%	1.79%
Re-election of Dr Ginni Mansberg	8,609,221	912,912	194,831
	88.60%	9.40%	2.01%
Election of Dr Tracey Batten	9,488,584	26,381	194,831
	97.72%	0.27%	2.01%
Increase in Directors' remuneration pool	6,680,603	2,775,949	175,939
	69.35%	28.82%	1.83%

Total proxies received in respect of 9,717,419 shares representing 37.26% of total shares on issue. Voting on each resolution will be by way of poll.

## OTHER BUSINESS

# CLOSE OF THE MEETING

Results of the voting will be released to the NZX

Presentations available online at www.abano.co.nz





### **MANAGEMENT**

#### **ABANO LEADERSHIP TEAM**

Richard Keys Chief Executive Officer

Rosemary Ferguson Interim Chief Financial Officer

Andy Tapper Chief Strategy & Business

**Development Officer** 

Peter Radich Chief Information Officer

Dr Fred Calavassy Clinical Director

Vanessa Frost People & Capability

Kerry Dunphy Marketing

Sophie Harmsworth Strategy & Acquisitions AUS

Josh Stent Operations NZ

Chris Williams Operations AUS

Allan Wong Kam Commercial NZ/AUS

#### **DENTAL CLINICAL ADVISORY BOARDS**

#### Lumino

Dr Chris Brooks Dr Michael Barber

Dr Andrew Brown (Chair) Dr Fred Calavassy (Chair)

Dr Adam Doudney Dr Werner Eichholz

Dr Werner Eichholz Dr Greg Duguid
Dr Ben Harris Dr Angie Lang

Dr Sarah Kelly Dr Martin Pynor
Dr Garry Rae Dr Ruchira Singhi

Jason Alfrey Kelly Tandler

Dr Mark Cull

Mayen

A number of clinicians are also involved in the management of the dental group

## **GLOSSARY**

- Revenue excludes any audiology revenues (prior to its sale in FY16), as this was a joint venture and was therefore equity accounted, and only includes Australian dental revenues after the payment of dentists' commissions.
- Gross revenue is reported within the segment note in the Financial Statements and includes audiology revenues (prior to its sale in FY16) and all dental revenues before payment of dentists' commissions.
- Earnings Before Interest, Tax, Depreciation and Amortisation ("EBITDA") is reported within the segment note in the Financial Statements and is Net Profit After Tax ("NPAT") excluding GAAP net finance expenses, fair value adjustments, realised foreign exchange gains/losses, asset impairments, gains/losses arising on sale of businesses, non-controlling interests, tax, depreciation and amortisation costs. Particularly, it excludes profit/losses generated by the Bay Group, in which Abano held a 50% shareholding until its sale in FY16. Due to this being a joint venture, the results for the Bay Group were equity accounted and therefore not included in the consolidated EBITDA.
- Underlying earnings are reported for both NPAT (a GAAP compliant measure) and EBITDA (a non-GAAP financial measure)
  and exclude gains/losses arising on sale of businesses, IFRS adjustments and impairments, including their tax effect. These
  are the measures used within the Company to evaluate performance, establish strategic goals and to allocate resources.
  They also provide the basis of Abano's dividend policy. A reconciliation is provided in this presentation.
- More information on gross revenue and underlying earnings, which are non-GAAP financial measures and are not prepared in accordance with NZ IFRS, is available on the Abano website at <a href="https://www.abano.co.nz/underlyingearnings">www.abano.co.nz/underlyingearnings</a>.
- Net Promoter Score (NPS): An index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging the customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand.

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#### IFRS REPORTING IMPACT ON THE REPORTED RESULTS

RECONCILIATION OF EBITDA TO UNDERLYING EBITDA (\$m)							
	2014	2015	2016	2017	2018		
EBITDA	27.8	29.6	26.6	31.4	34.5		
Add back Acquisition and divestment costs	1.3	1.1	0.6	0.7	1.3		
Underlying EBITDA	29.1	30.7	27.2	32.1	35.8		
RECONCILIATION TO UNDERLYING EARNINGS (DUE TO CHANGES IN IFRS IN 2010)							
	2014	2015	2016	2017	2018		
NPAT	4.9	(1.3)	28.4	10.9	12.6		
Loss/(Gain) on sale of jointly controlled entity/subsidiary/business	0.2	9.0	(20.3)	-	(2.0)		
Impairments	-	-	-	-	1.3		
Fair value movements	(0.3)	-	0.1	(0.1)	0.4		
Acquisition and divestment costs	1.3	1.1	0.6	0.7	1.3		
Underlying NPAT	6.1	8.8	8.8	11.5	13.6		