16 November 2022

NZX/ASX Code: EBO

Investor Day Presentation

EBOS Group Limited will be holding an Investor Day in Melbourne today. Please see attached the Investor Day presentation materials.

Authorised for lodgement with NZX and ASX by the Board of Directors of EBOS Group Limited.

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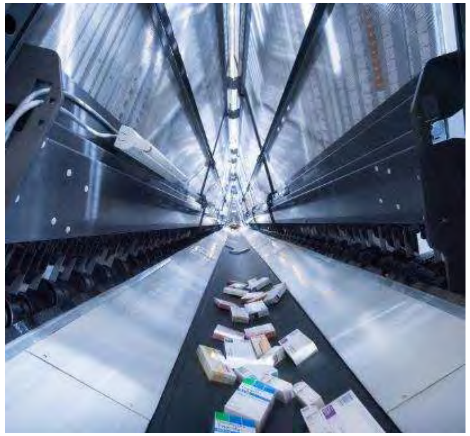
EGM, Strategy and M&A
EBOS Group Limited
+ 61 3 9918 5555

EBOS GROUP LIMITED

INVESTOR DAY 2022

16 November 2022



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This presentation contains a number of non-GAAP financial measures, including Gross Profit, Gross Operating Revenue, EBIT, EBITA, EBITDA, NPAT, Underlying EBITDA, Underlying EBIT, Underlying NPAT, Underlying Earnings per Share, Free Cash Flow, Interest cover, Net Debt, Underlying Net Debt and Return on Capital Employed. Because they are not defined by GAAP or IFRS, EBOS' calculation of these measures may differ from similarly titled measures presented by other companies and they should not be considered in isolation from, or construed as an alternative to, other financial measures determined in accordance with GAAP. Although EBOS believes they provide useful information in measuring the financial performance and condition of EBOS' business, readers are cautioned not to place undue reliance on these non-GAAP financial measures.

The information contained in this presentation should be considered in conjunction with the consolidated financial statements for the year ended 30 June 2022 and the half year ended 31 December 2021.

All currency amounts are in Australian dollars unless stated otherwise.

All amounts are presented inclusive of IFRS16 Leases, except for periods FY19 and prior, unless stated otherwise.

Underlying results exclude the impact of one-off items.

EBOS GROUP LIMITED

INTRODUCTION

Martin Krauskopf

Executive General Manager, Strategy and M&A

01

EBOS CHAIR AND EXECUTIVE LEADERSHIP TEAM

Liz Coutts
Chair
19 years at EBOS

John Cullity
Group CEO
13 years at EBOS

Leonard Hansen
Group CFO
11 years at EBOS

Brett Barons
CEO, Symbion
20 years at EBOS

Julie Dillon
CEO, Animal Care
1 year at EBOS

Matt Muscio
CEO, Devices
<1 year at EBOS

David Lewis
EGM
26 years at EBOS

Simon Bunde
EGM, Strategic Operations, ESG and Innovation
18 years at EBOS

Janelle Cain
General Counsel
7 years at EBOS

Andrea Bell
Chief Information Officer
7 years at EBOS

Jacinta McCarthy
Group GM Human Resources
3 years at EBOS

Martin Krauskopf
EGM Strategy and M&A
3 years at EBOS

AGENDA

	Topic
01	Introduction
02	EBOS' 100 Year History
03	Group Overview and Strategy
04	Healthcare (excl. TWC and Medical Devices)
05	TerryWhite Chemmart
06	Medical Devices
07	Animal Care
08	Sustainability
09	People and Culture

EBOS' 100 YEAR HISTORY

Elizabeth Coutts

Chair

02

OUR TRANS-TASMAN HISTORY

EBOS' history stretches back 100 years in New Zealand and 175+ years in Australia

New Zealand

1922
Early Brothers Trading Co. is founded

1960
Early Bros Dental & Surgical Supplies is listed on NZX

2007
EBOS acquires Pharmacy Retailing New Zealand

2011
EBOS expands into Animal Care through the acquisition pet brands business, Masterpet

Australia

1845
Francis Hardy Faulding opened his first pharmacy in Adelaide, South Australia

2005
Symbion is formed via the demerger of Mayne Group into Mayne Pharma and Symbion

2011
Symbion expands into Animal Care through the acquisition of veterinary wholesaler, Lyppard

2013
EBOS acquires Symbion and lists on the ASX

2021
EBOS releases its inaugural Sustainability Report

2022
EBOS expands into medical devices through the acquisition of LifeHealthcare

2022
EBOS officially open its new pet food manufacturing facility in Parkes, NSW

GROUP OVERVIEW AND STRATEGY

John Cullity

Group CEO

03

EBOS SNAPSHOT

EBOS is a leading diversified Healthcare and Animal Care group

Snapshot

~A$7bn
market capitalisation
Top 10 NZX / Top 80 ASX[1]

A$10.7bn
FY22 revenue

A$355m
FY22 Underlying EBIT

5,000+
employees[2]

109
locations across ANZ and Asia[2]

Businesses

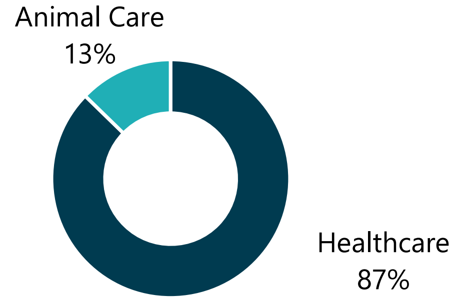
Healthcare

- **Community Pharmacy** (incl. TerryWhite Chemmart)
- **Institutional Healthcare** (incl. Medical Devices)
- **Contract Logistics**

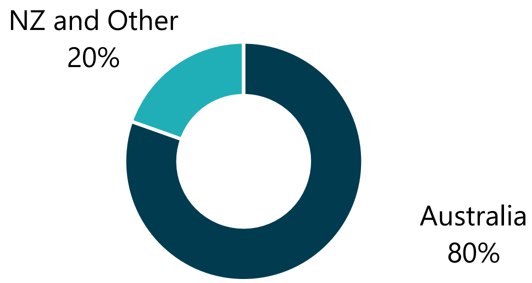
Animal Care

- **Pet Brands**
- **Vet Wholesale**
- **Pet Retail**

Segments[3]



Geographies[3]



Notes: 1. Based on market capitalisation as at 11 November 2022. 2. As at 30 June 2022, including Asia. 3. Sector split based on FY22 GOR and geography split based on FY22 Revenue.

INVESTMENT THEMES

EBOS has had a strong track record of growth, yield and shareholder returns

	Defensive growth sectors
	Scale and leading positions
	Diversified group
	Proven value creation strategy
	Multiple growth drivers
	Strong financial track record for over 20 years

LEADING POSITIONS IN ATTRACTIVE SEGMENTS

We operate leading businesses in defensive growth segments

EBOS selected segment positions across ANZ

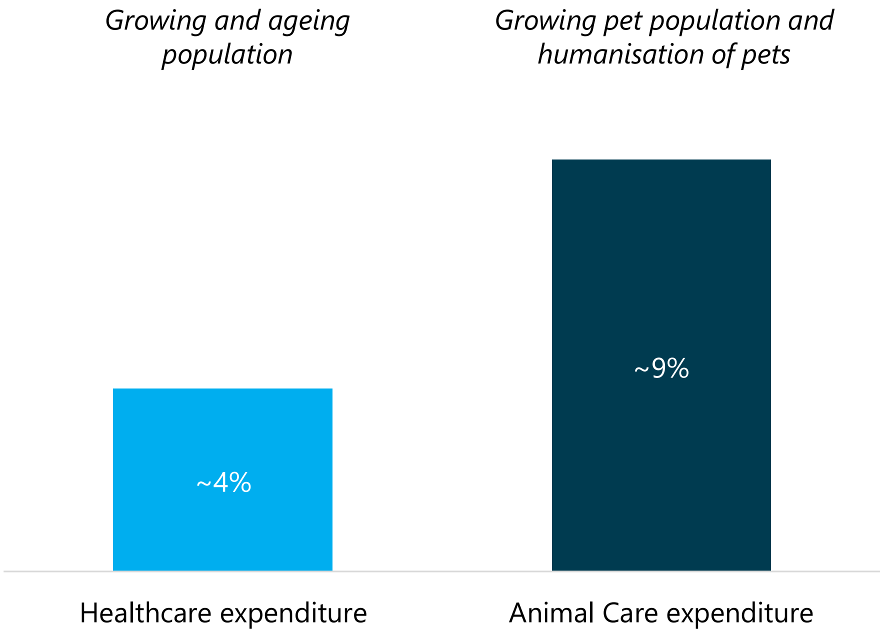
#1 pharmacy wholesale[1]

#1 hospital medicine wholesale[2]

#1 premium dog food[3]

#1 grocery dog treats[4]

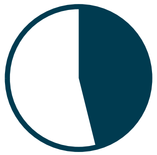
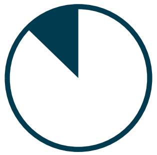
Australian sector growth[5] *(3 year CAGR)*



Sources and notes: 1. Pharmacy wholesale represents Ethicals, OTC and FMCG products and does not include directs across ANZ. 2. Hospital medicine wholesale include Ethicals and OTC and is based on industry data for February 2022 and excludes direct across ANZ. 3. Premium dog food reflects the pet specialty channel and is based on management estimates using industry data; 4. Grocery dog treats segment share is based on industry data. 5. Australian healthcare expenditure sourced from IBISWorld reports on Pharmaceuticals Wholesaling, Aged Care Residential Services, General Practice Medical Services, Private and Public General Hospitals and Medical and Scientific Equipment Wholesaling in Australia. CAGR is calculated for the period between June 2018 and June 2021. Australian Animal Care expenditure sourced from management estimates of Australian market size and consists of total spend on dog and cat food, treats and products across grocery, specialty and vet channels. CAGR is calculated for the period between June 2018 and June 2021.

DIVERSIFIED GROUP

EBOS is the largest and most diversified Australasian marketer, wholesaler and distributor of healthcare, medical and pharmaceutical products. It is also a leading marketer and distributor of recognised animal care brands

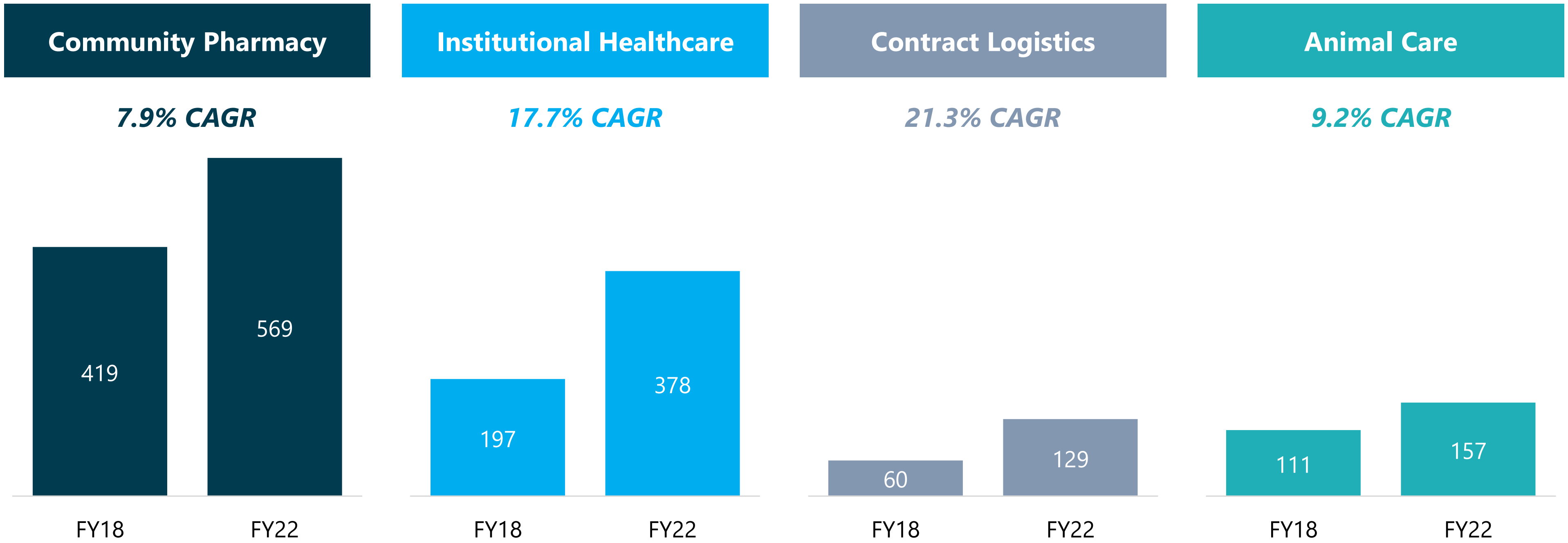
	Healthcare			Animal Care
	Community Pharmacy	**Institutional Healthcare**	**Contract Logistics**	
Primary businesses	Pharmacy Wholesale	Medical Devices	Contract Logistics	Pet Brands
	TerryWhite Chemmart	Hospital Medicines Wholesale		Vet Wholesale
	Other Pharmacy Management Brands	Medical Consumables Distribution		Pet Retail
		Hospital Pharmacy Management		
GOR contribution[1]	 46%	31% 	10% 	13% 

Notes: 1. FY22 GOR.

BROAD BASED PERFORMANCE

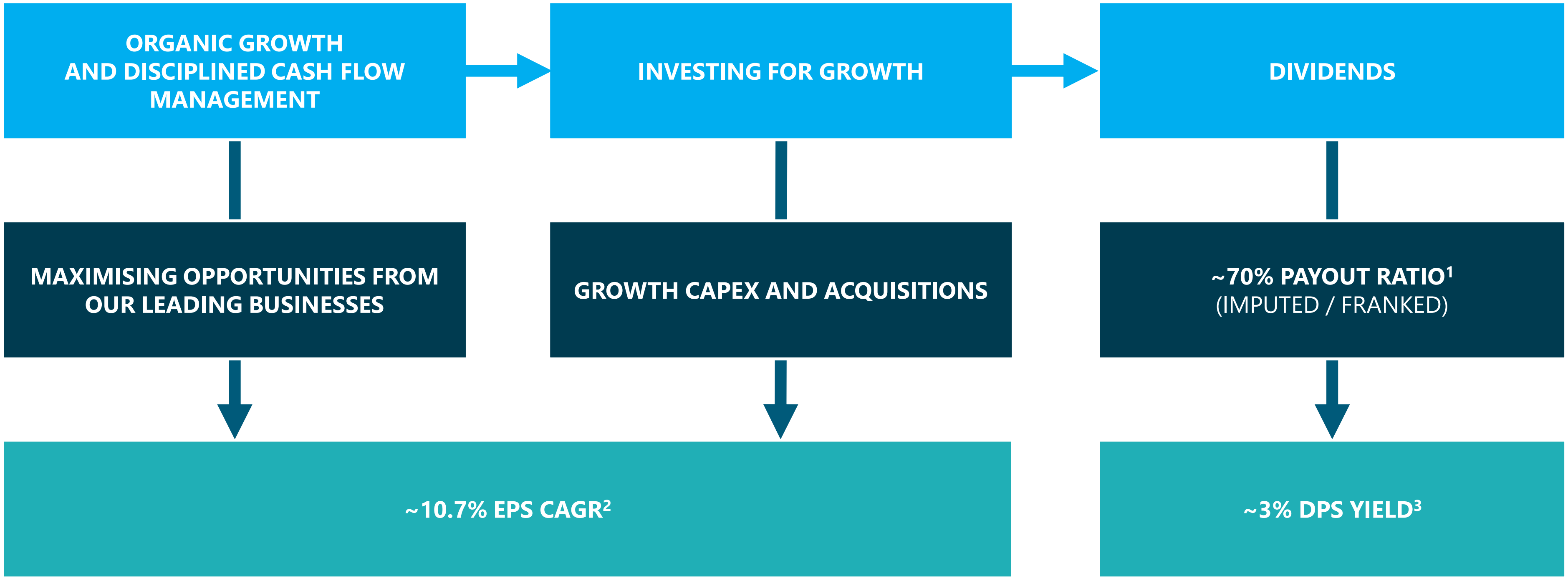
All of our divisions have contributed to growth

GOR *(A$m)*



VALUE CREATION STRATEGY

Our businesses generate organic growth and significant cash flow, which funds our strategy of investing for growth, as well as dividends for shareholders



Notes: 1. ~70% average payout ratio over FY14 to FY22. 2. EPS CAGR is underlying and is measured over FY14-FY22. 3. DPS yield calculated as reported DPS in FY22 divided by average LTM share price as at 30 June 2022; represents broad average depending on share price fluctuations.

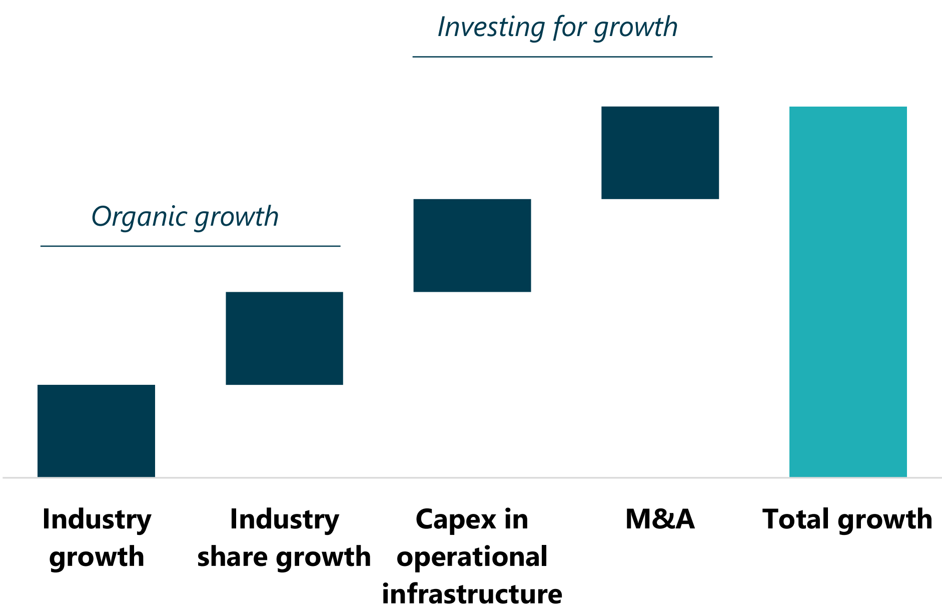
MULTIPLE GROWTH DRIVERS

EBOS leverages multiple growth drivers across its businesses

Key growth businesses

- Pharmacy Wholesale
- TerryWhite Chemmart
- Medical Consumables Distribution
- Medical Devices Distribution
- Contract Logistics
- Pet Brands

Key growth drivers



STRATEGIC ACQUISITIONS

Acquisitions diversify and grow our earnings and are value accretive to shareholders

~20 acquisitions since 2014

Healthcare

- Good Price Pharmacy Warehouse[1]
- HPS
- TerryWhite Chemmart
- red seal
- Warner & Webster Medical & Surgical Supplies
- Ventura Health
- lmt
- Cryomed Aesthetics
- pioneer med
- Sentry Medical
- MDSolutions Outcomes Elevated
- LifeHealthcare

Animal Care

- BlackHawk Every ingredient matters
- therapon
- CH2 VET

Acquisition strategy

- ✓ Targets: established, profitable, well managed and growing businesses
- ✓ Size: bolt-on through to larger opportunities
- ✓ Geography: Australia, New Zealand and increasingly SE Asia
- ✓ Disciplined adherence to investment criteria

Key focus areas

- Medical consumables distribution
- Medical devices distribution
- Animal Care brands

Notes: 1. EBOS has a 44% interest in the management company of Good Price Pharmacy Warehouse.

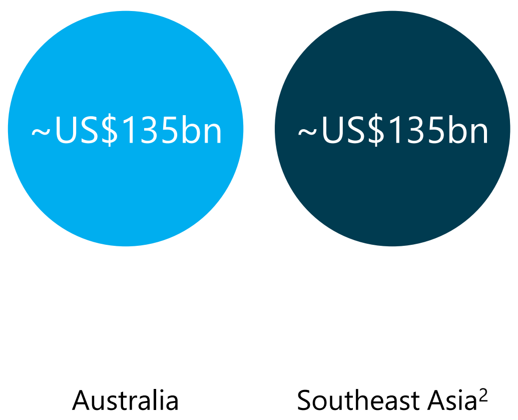
SOUTHEAST ASIA EXPANSION OPPORTUNITY

The LifeHealthcare acquisition established our presence in Southeast Asia and opens other potential opportunities in the region

Market

Healthcare expenditure[1]

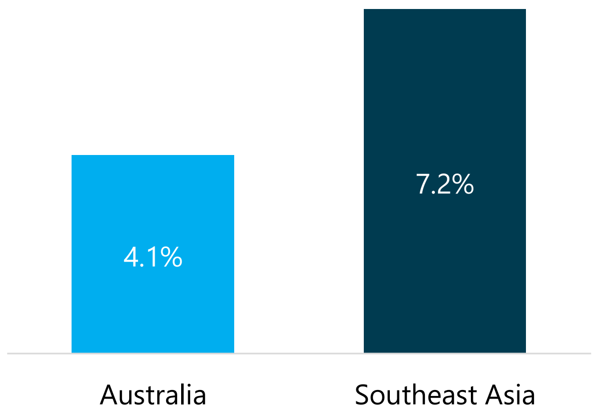
Similar sized markets



Growth

Healthcare expenditure growth *(3 year CAGR)[3]*

Higher growth rate



Strategy

1. Add scale in established medical devices businesses
2. Explore opportunities in other sectors leveraging EBOS' expertise
3. Build upon existing relationships to broaden geographic coverage

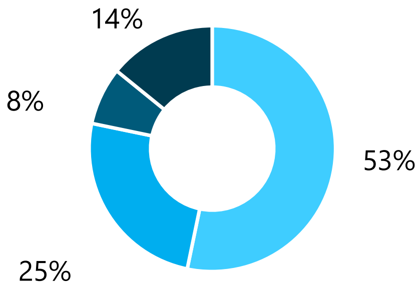
Notes: 1. Healthcare expenditure in US$ sourced from World Bank and from Hong Kong's Food and Health Bureau and based on 2019 data. HK dollars converted to US dollars using HKDUSD exchange rate of 0.13. 2. South East Asia consists of Singapore, Indonesia, Malaysia, Philippines, Thailand, Vietnam and Hong Kong. 3. 3 year CAGR calculated based on the period between calendar years 2016 and 2019.

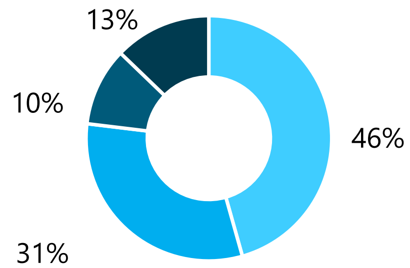
EBOS OVER TIME

Over the last 4 years, EBOS has grown significantly and become more diversified by segment and geography

	FY2018	FY2022	Δ
Market cap.[1]	A$2.6bn	A$6.6bn	+154% increase
Revenue	A$7.6bn	A$10.7bn	+41% increase
NPAT	A$149.6m	A$228.2m	+53% increase
DPS (NZ cents)	NZ 68.5c	NZ 96.0c	+40% increase

GOR Split





Community Pharmacy · Institutional Healthcare · Contract Logistics · Animal Care

Shift towards higher margin segments

	FY2018	FY2022	Δ
Geographies	Australia, New Zealand	Australia, New Zealand, Southeast Asia	Expansion into new geographies

Notes: 1. Market capitalisation calculated as at 30 June of respective year.

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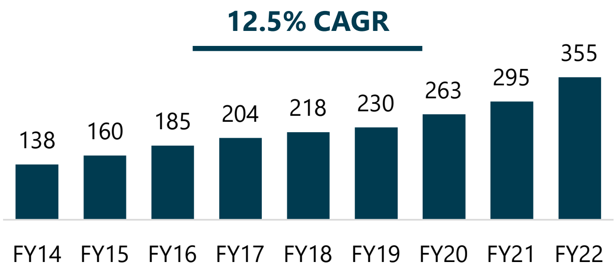
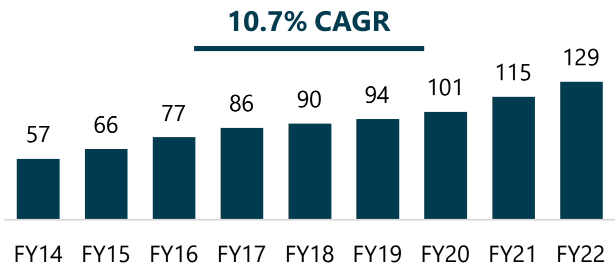
STRONG FINANCIAL TRACK RECORD

EBOS has delivered consistent financial performance through the cycle

Underlying EBIT[1]
(A$m)



Underlying EPS[1]
(A$ cents per share)



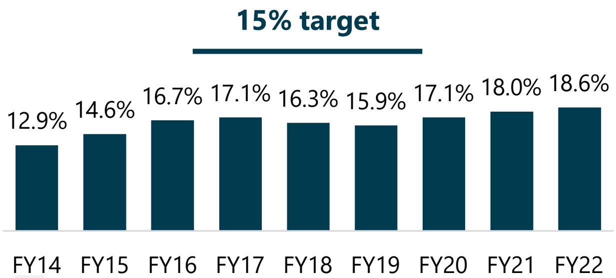
Total shareholder returns[2]

24%
1 year

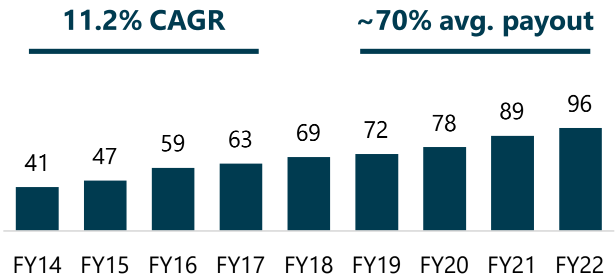
85%
3 year

754%
10 year

Return on capital employed
(ROCE, %)



DPS
(NZ$ cents per share)



Notes: 1. Underlying earnings exclude the impact of one-off items. 2. Total shareholder return calculated as at 30 June 2022 and includes dividends. Derived from NASDAQ.

EBOS GROUP LIMITED

04

HEALTHCARE

(EXCL. TWC AND MEDICAL DEVICES)

Brett Barons

CEO, Symbion

INTRODUCTION TO HEALTHCARE

	Healthcare			Animal Care
	Community Pharmacy	**Institutional Healthcare**	**Contract Logistics**	
Primary businesses	Pharmacy Wholesale	Medical Devices	Contract Logistics	Pet Brands
	TerryWhite Chemmart	Hospital Medicines Wholesale		Vet Wholesale
	Other Pharmacy Management Brands	Medical Consumables Distribution		Pet Retail
		Hospital Pharmacy Management		

Business unit responsibility

HEALTHCARE'S PURPOSE, VISION AND VALUES

What guides us every day

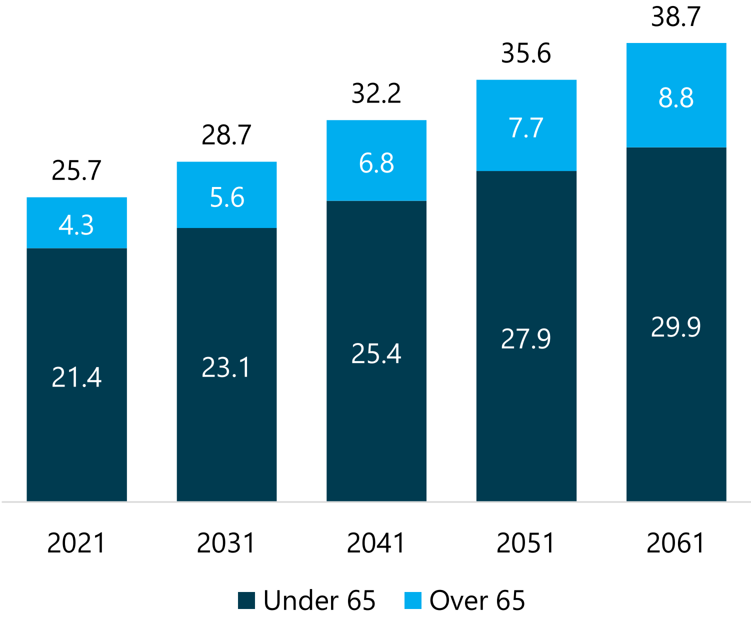
WE'RE CONNECTING COMMUNITIES TO CARE

Our vision is to lead the way by striving for growth, developing innovative solutions, and always being a trusted partner.

INDUSTRY TRENDS

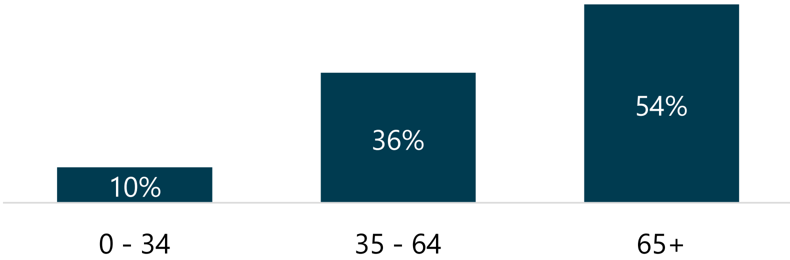
The growing and ageing population continues to provide a structural tailwind

Projected Australian population by age (m)[1]

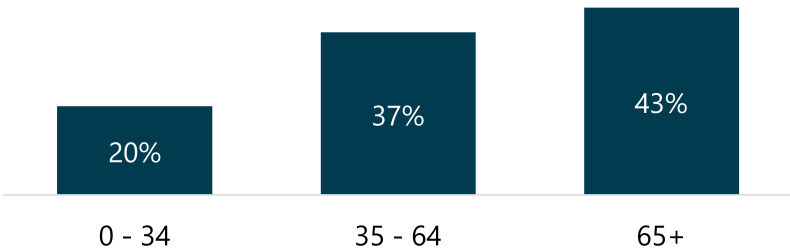


Over 65 age group growing at ~2x the rate of under 65

Prescription drug usage by age (years)[2]



Hospital admission by age (years)[3]



Notes: 1. Sourced from 2021 Intergenerational Report (Australia). 2. Sourced from Australian Institute of Health and Welfare, Medicines in the health system for 2020 - 21. 3. Sourced from Australian Institute of Health and Welfare, Admitted patient care data for 2020-21.

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EBOS IS A CRITICAL PART OF THE ANZ HEALTHCARE SYSTEM

We make more than 12 million deliveries a year to a wide range of healthcare providers and end markets

Suppliers	Distribution	End customers
1,100+ medicine suppliers	**37** sites across ANZ	**3,800+** pharmacies
400+ consumer health suppliers	**12.8m+** deliveries annually	**1,800+** hospitals
1,000+ medical consumables suppliers	**Superior industry service levels**	**5,600+** aged care facilities
		21,100+ primary care facilities

HEALTHCARE'S DISTRIBUTION NETWORK

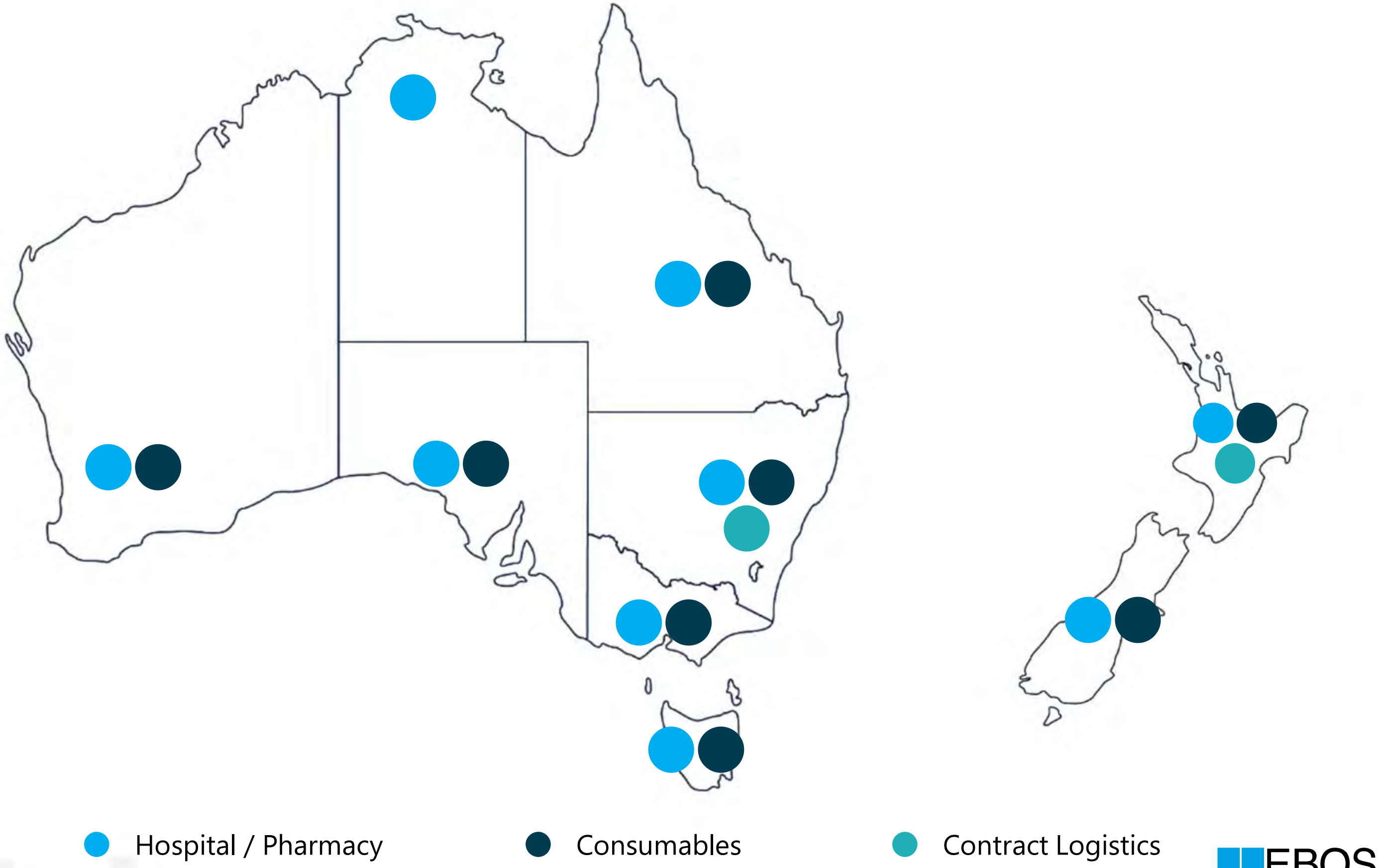
Our extensive trans-Tasman distribution network is central to our success

Key features

200,000+
aggregate sqm

600+ million
units p.a. distributed

~A$160 million
capex investment last 5 years



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CONTINUED INVESTING FOR GROWTH

We continue to expand and invest in our operational infrastructure to support our growth

	Project	Location	Status	Segment / Division
	New medical consumables distribution centres	Sydney Perth	Completed 2022	Medical Consumables
	Expansion of pharmaceutical wholesale distribution centres	Brisbane Melbourne	Completed 2022	Community Pharmacy and Hospital Wholesale
	New contract logistics distribution centres	Sydney Auckland	In progress	Contract Logistics

COMMUNITY PHARMACY STRATEGY

Leading provider in Australia and New Zealand

Key success factors

1. Leading segment share and superior scale

Drives economies of scale and superior returns

2. Best in class network

Significant investment into capacity and automation drives productivity and efficiency

3. Highest service levels

Systems and processes recognised as best in class across the industry

Strategic priorities

1. Grow above market via alignment to large and fast growing pharmacy brands and banner groups
2. Continual investment in operational infrastructure to maintain market leadership
3. Disciplined working capital management

HOSPITAL MEDICINES & MEDICAL CONSUMABLES STRATEGY

Trusted partner to public and private institutions

Key success factors

1 Leading segment share and superior scale

Utilise pharmacy distribution network for superior scale & efficiencies

2 Strength and tenure of customer relationships

Long-term customer relationships

3 Broad product offering

Solutions for hospitals, primary care and aged care settings

Strategic priorities

1. Exposure to specialist medicines, a higher growth market
2. Expand presence of own branded consumables
3. Expansion of facilities to support growth and continued bolt-on acquisitions

CONTRACT LOGISTICS STRATEGY

Specialist pre-wholesale and contract logistics GMP grade provider

Key success factors

1

Healthcare focused 3PL provider

Healthcare heritage is unique and appealing to manufacturers

2

Highest quality accredited facilities

World class facilities and systems with temperature control, vaults and cold chain solutions

3

Leverage long-term NZ relationships

Unique offering across Australia & NZ

Strategic priorities

1. Grow market share in Australia
2. Expand warehouse infrastructure – new builds in Sydney and Auckland in progress
3. Support Government's focus on improving the depth of medicines inventory cover onshore

EBOS GROUP LIMITED

WRAP UP

A trusted partner every day and particularly in times of need

We pride ourselves on our innate ability to deliver on outcomes, no matter the challenge

EBOS GROUP LIMITED

TERRYWHITE CHEMMART

David Lewis

Executive General Manager

05

INTRODUCTION TO TERRYWHITE CHEMMART

	Healthcare			Animal Care
	Community Pharmacy	Institutional Healthcare	Contract Logistics	
Primary businesses	Pharmacy Wholesale	Medical Devices	Contract Logistics	Pet Brands
	TerryWhite Chemmart	Hospital Medicines Wholesale		Vet Wholesale
	Other Pharmacy Management Brands	Medical Consumables Distribution		Pet Retail
		Hospital Pharmacy Management		

Business unit responsibility

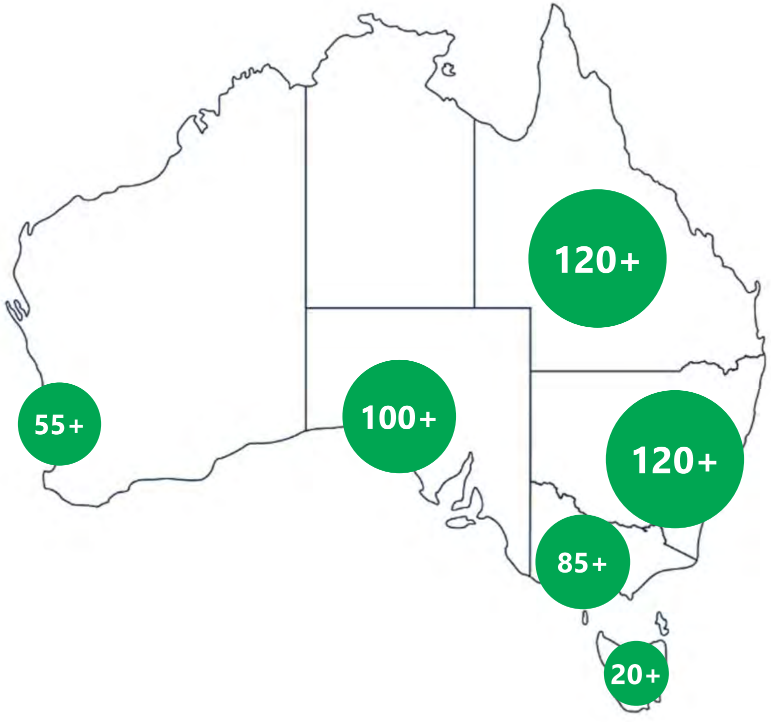
TERRYWHITE CHEMMART OVERVIEW

TerryWhite Chemmart is one of Australia's largest community pharmacy networks with 500+ stores

TWC overview

- TerryWhite Chemists was established in 1959 by Terry and Rhonda White
- The TerryWhite Chemmart brand was created by the merger between TerryWhite and Chemmart in 2016
- EBOS acquired 100% of the management company in 2018
- Focus on health advice and differentiated service
- 500+ network stores across Australia
- EBOS is the franchisor and wholesaler to the TWC network

TWC store network[1]



Notes: 1. Store numbers as at August 2022.

THE TERRYWHITE CHEMMART DIFFERENCE

TerryWhite Chemmart is differentiated from its competitors with a compelling health proposition

Strong marketing spend

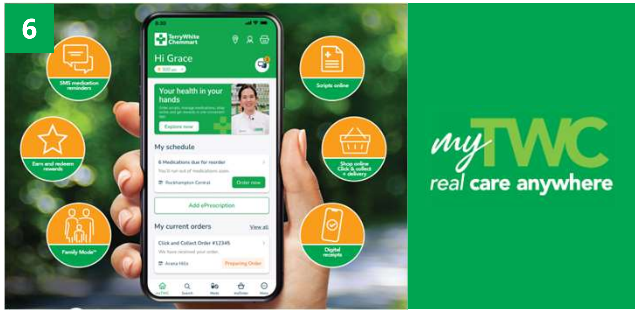
Vaccination leadership

Health and education

Driving health focused categories

Strong private label and generics offering

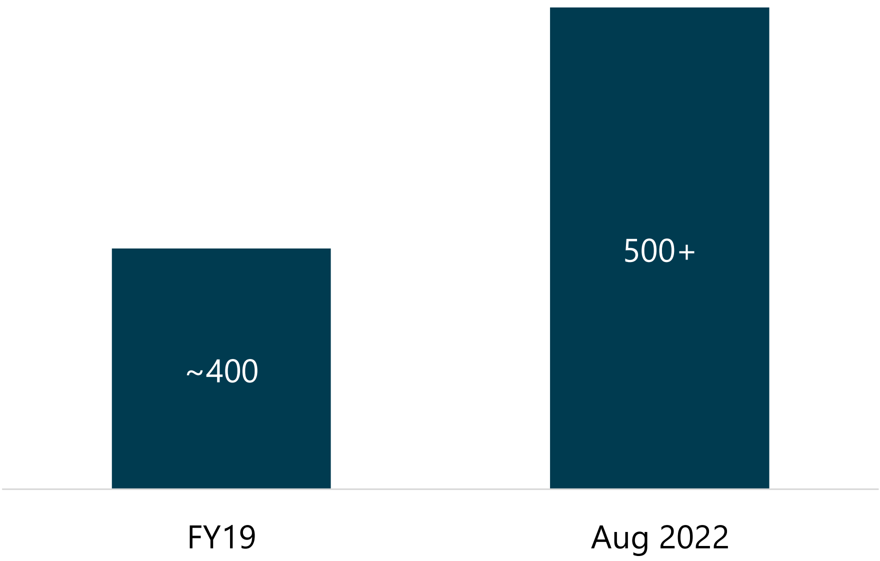
Technology platform investment



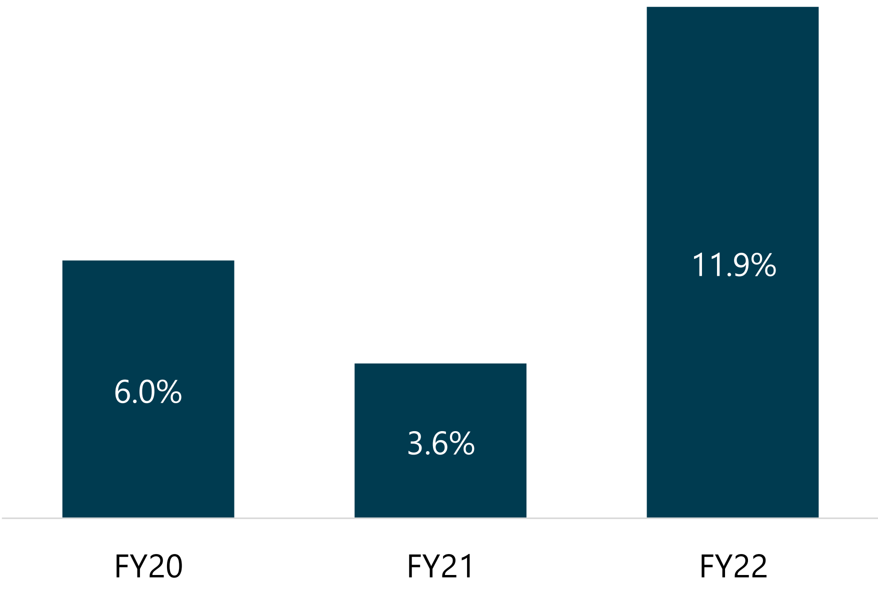
A GROWING PHARMACY NETWORK

TerryWhite Chemmart has added more than 100 stores over the last three years and the network is generating LFL sales growth above industry average

Store network expansion



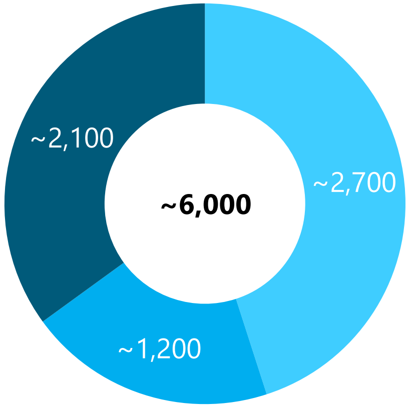
Robust like-for-like sales growth



MARKET OPPORTUNITY

The Australian pharmacy landscape remains highly fragmented with opportunities for growth

Australian pharmacies (# of stores)[1]



- Groups > 100 stores
- Groups < 100 stores
- Independents

Market is sufficiently large for several winners

Trend towards banner groups

Buying power benefitting from scale

Marketing investment and brand recognition

Technology and e-commerce investment

Supports pharmacist to focus on patient care

Source of new TWC stores

1. **Conversions from independents**
2. **Conversions from other banner groups**
3. **Greenfield sites such as new shopping centres**

Source: 1. Australian pharmacy store numbers are based on management estimates

EBOS GROUP LIMITED

TERRYWHITE CHEMMART STRATEGY

TerryWhite Chemmart is Australia's leading health advice-oriented community pharmacy network

Key success factors

1

Focus on "Experts in Care"

that's *real* chemistry

Pharmacists have genuine care for patients and take the time to ask the right questions

2

Strength in prescriptions, OTC medicines and vaccinations

Trusted health provider

3

High network partner satisfaction

Strong store performance

Strategic priorities

1. Continue to grow the network and participate in consolidation
2. Continue to achieve above market like-for-like sales growth via marketing promotion and technology investment
3. Best in class support and training for pharmacists via masterclasses and superior back office systems

WRAP UP

We are optimistic about the future, with TerryWhite Chemmart to continue playing an important role in retail pharmacy

1

Pharmacies will play a wider role in delivering health services across the community

2

Biologics represent a new opportunity for the industry and TerryWhite Chemmart is well positioned

3

Continued consolidation in the industry

MEDICAL DEVICES

Matt Muscio

CEO, Devices

06

INTRODUCTION TO MEDICAL DEVICES

	Healthcare			Animal Care
	Community Pharmacy	**Institutional Healthcare**	**Contract Logistics**	
Primary businesses	Pharmacy Wholesale	Medical Devices	Contract Logistics	Pet Brands
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		Hospital Pharmacy Management		

Business unit responsibility

EVOLUTION OF THE MEDICAL TECHNOLOGY BUSINESS

EBOS entered into medical technology in 2019 and in three years, has become a leading independent distributor across Australia, New Zealand and Southeast Asia

2019
Enters medical devices distribution, acquiring LMT and National Surgical

2020
Acquired Cryomed, an aesthetics medical devices and consumables distributor in Australia

2021
Acquired Pioneer Medical, a spine and major joint medical devices distributor in New Zealand

2021
Acquired MD Solutions, an interventional oncology and urology devices distributor in Australia

2022
The combination of EBOS' medical device businesses and the LifeHealthcare group of companies has established a leading independent distributor across Australia, New Zealand and Southeast Asia

EBOS GROUP LIMITED

LifeHealthcare

EBOS GROUP LIMITED
Medical Technology Division

2013
LifeHealthcare lists on the ASX

2018
Pacific Equity Partners acquires LifeHealthcare

2020
Acquired Australian Biotechnologies, a processor and distributor of allograft tissue products

2021
Acquired a 51% stake in Transmedic, a leading medical technology distributor in Southeast Asia

INTEGRATION OF MEDICAL TECHNOLOGY DIVISION

The EBOS Medical Technology Division consists of ANZ Distribution & Allograft and SE Asia Distribution

EBOS GROUP LIMITED
Medical Technology Division

ANZ Distribution & Allografts

LifeHealthcare
Australian Biotechnologies – Life Enhancing Allografts
lmt
CryOmed Aesthetics
pioneer med
MDSOLUTIONS – Outcomes Elevated

SE Asia Distribution

transmedic – advancing medical technologies

EBOS' MEDICAL TECHNOLOGY PLATFORM

The combined business includes manufacturing and distribution of medical technologies across Asia Pacific with significant presence in a number of therapeutic areas

	ANZ Distribution & Allografts		SE Asia Distribution
	ANZ Distribution	**Allografts**	
Description	• Leading medical technology distribution business operating in Australia and New Zealand	• Manufactures and distributes allograft tissue products for use in a variety of surgical procedures • TGA approved facility	• Leading medical technology distribution business operating in Singapore, Indonesia, Malaysia, Thailand, Hong Kong, Philippines and Vietnam
Example conditions treated	• Spinal disorders • Orthopaedic oncology • Stroke and aneurysms	• Bone void fillers • Bone fusion • Soft tissue repair	• Orthopaedic trauma • Nuclear radiation and oncology • Cataracts, presbyopia and myopia

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DISTRIBUTION BUSINESSES OPERATE A FULL-SERVICE MODEL

- Market access team can coordinate regulatory approval and reimbursement on behalf of manufacturers
- Quality assurance & comprehensive post market surveillance

- Dedicated professional education team facilitates world class training for health care professionals, strongly supported by key partner surgeons

- Strategic sourcing delivers channel optimisation and technical innovation
- Coordination of surgeon led design projects

- Dedicated marketing teams for product strategy and lifecycle management
- Market leading sales representatives with access to ongoing skills training
- Sales representatives typically have significant medical or healthcare experience and a bachelor of sciences or similar tertiary qualification

- In certain therapeutic market segments, a sales representative may be present in surgery
- Turnkey capital installs and service

Represents key activity for distributors

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OEM REPRESENTATION

We provide a valuable service to global leading medical technology companies and have an expert salesforce that are strongly aligned to achieve growth

We represent leading medical technology companies

HAEMONETICS
DePuy Synthes
Motiva implants
ACCURAY
CERAPEDICS
TELEON
stryker
FzioMed
bonalive
4WEB MEDICAL
CMR SURGICAL
Boston Scientific
MicroVention TERUMO
implantcast
70 SURGICAL
Abbott Point of Care

Diverse OEM profile with low customer concentration and long term partnerships with significant tenure

Why OEMs use a distributor vs direct

- Established channel and expert salesforce with deep product knowledge and strong surgeon and customer relationships
- Extensive understanding of local market regulation and reimbursement
- Significant infrastructure and logistics services in place including quality assurance

SEGMENT SIZE AND LANDSCAPE

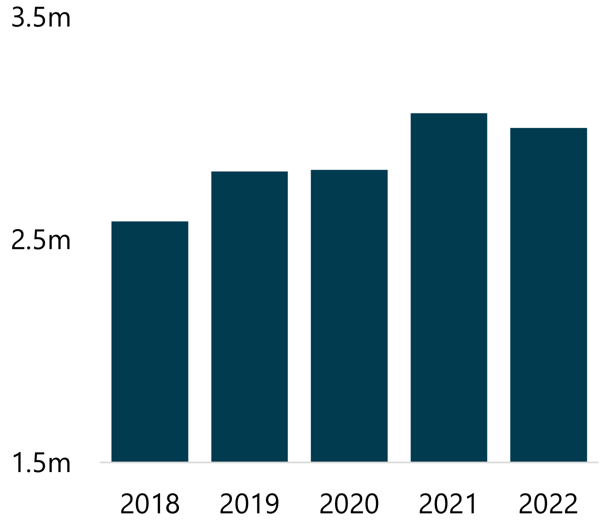
We operate in a A$20bn+ segment across ANZ and Southeast Asia, with a robust growth outlook and opportunities for consolidation

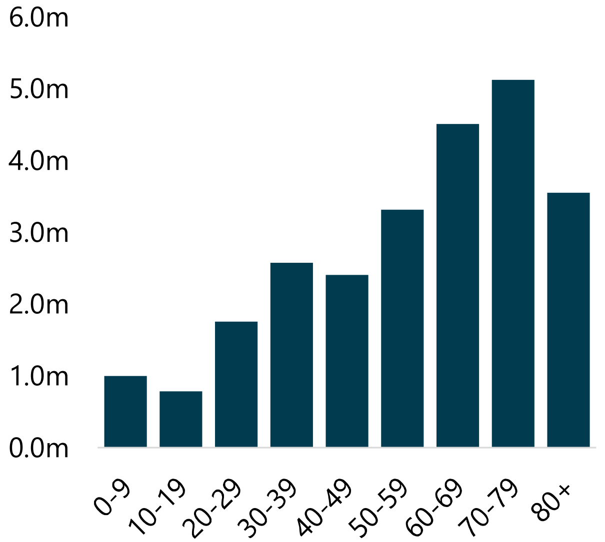
	Australia and New Zealand	South East Asia
Segment size	A$9 billion+	A$12 billion+
Segment growth	Mid single digit	Mid to high single digit
Competitive landscape	Fragmented	Highly fragmented, few multi-country players

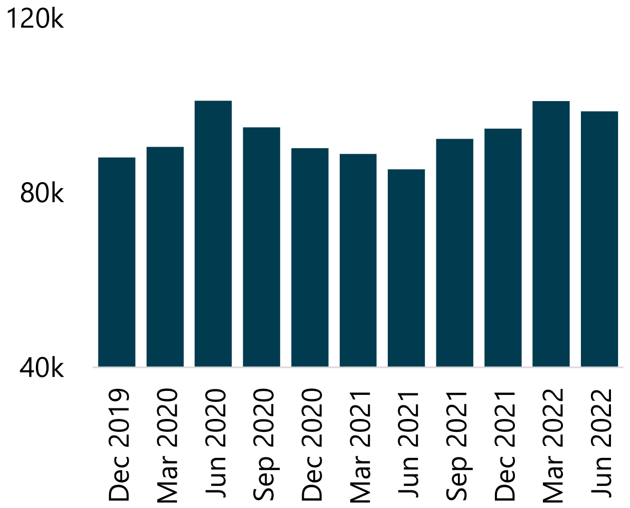
Source: Management estimates.

INDUSTRY TRENDS

Private hospital prostheses procedures in Australia[1]	No. of procedures by age group[2]	Number of patients in NSW on waiting list ready for surgery[3]
3.0% CAGR over the last 5 years	**~65%** of procedures are for those aged 50+	**+12%** increase compared to pre-COVID-19







Source: 1. APRA Private health insurance prostheses report, June 2022 quarterly report. 2. AIHW 2020 – 2021 data cube. 3. Bureau of Health Information (NSW).

EBOS MEDICAL TECHNOLOGY STRATEGY

We use collective knowledge and our innovative approach to solve problems for our patients by tailoring solutions through our trusted network

Key success factors

1	2	3	4
Track record of innovation	**High degree of customer focus**	**Market insight & connectivity**	**Highly experienced team**
Access to innovation through supplier relationships & complementary manufacturing	Ability to work closely with surgeons and respond quickly to critical needs of patients	Our people and our connections give us access to leading thinking and technologies	The combined knowledge of the full team is substantial and a key point of differentiation

Strategic priorities

1. Build a connected and engaged regional distribution platform, providing both customers and employees with a high value proposition and exceptional experience
2. Reinforce and build out focused therapeutic channels across the region, each with substantial scale and leading positions
3. Add scale including new therapeutic channels and new geographies through strategic M&A and preferred partner arrangements with established OEMs
4. Continued investment in R&D and manufacturing capability, owning IP and securing strategic commercial partnerships that benefit the division as a whole

Our vision

Creating life-changing solutions for patients across Asia Pacific that drive positive outcomes in their lives

07

ANIMAL CARE

Julie Dillon

CEO, Animal Care

INTRODUCTION TO ANIMAL CARE

	Healthcare			Animal Care
	Community Pharmacy	**Institutional Healthcare**	**Contract Logistics**	
Primary businesses	Pharmacy Wholesale	Medical Devices Distribution	Contract Logistics	Pet Brands
	TerryWhite Chemmart	Hospital Medicines Wholesale		Vet Wholesale
	Other Pharmacy Management Brands	Medical Consumables Distribution		Pet Retail
		Hospital Pharmacy Management		

Business unit responsibility

ANIMAL CARE OVERVIEW

Animal Care has leading pet brands, is the #1 vet wholesaler in Australia and has a 50% stake in the #1 pet specialty retailer in New Zealand

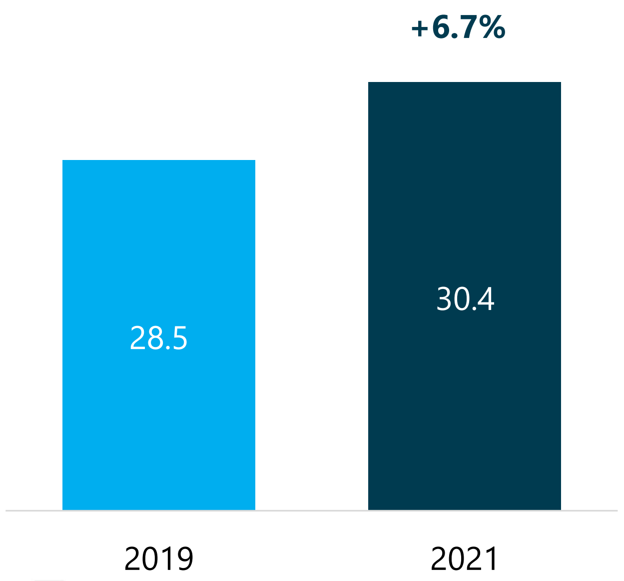
	Pet Brands	Vet Wholesale	Pet Retail
Description	Leading pet brands for specialty pet food and grocery pet treats	Australia's #1 vet wholesaler[1]	#1 pet specialty retail store in New Zealand with 50 locations
Key brands	BlackHawk vitapet	Lyppard Australia Pty Ltd	ANIMATES
Customers	6,800+ retail stores across Australia and New Zealand	2,400+ vet clinics across Australia	Pet parents

Notes: 1. Based on management estimates

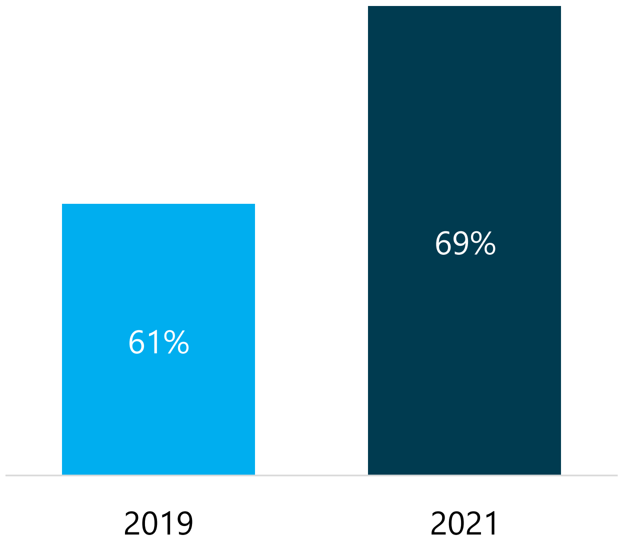
INDUSTRY TRENDS

The industry has seen considerable growth, driven by increased pet ownership

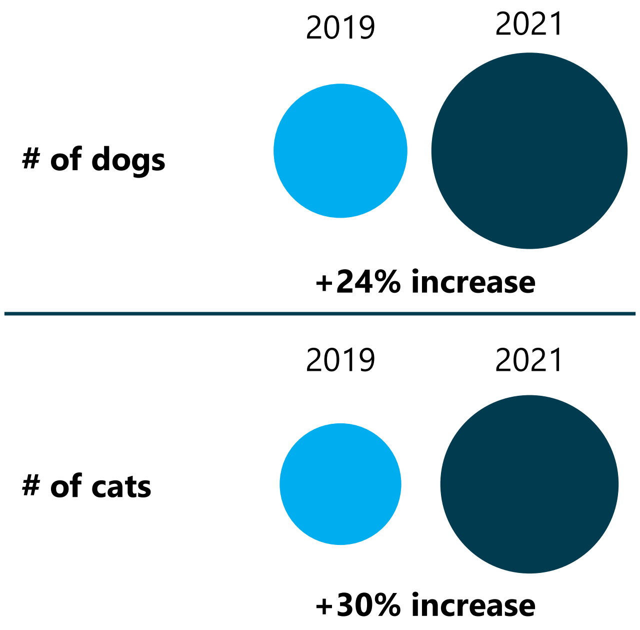
Pet population in Australia has grown (millions)



...with the proportion of pet owning households increasing...



...primarily driven by growth in dog and cat ownership



Source: Animal Medicines Australia, 2021 "Pets and the Pandemic. Data for Australia only.

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ANIMAL CARE STRATEGY

Providing quality nutrition and wellbeing for pets through trusted brands, and excellent service to veterinary clinics

Key success factors

1

Trusted brands

Strong brand appeal among breeders, experts and pet parents

2

Scale in attractive segments

Leading segment shares

Significant growth potential

3

Partner of choice for vet clinics

Efficient and responsive partner for Vet clinics

Strategic priorities

1. Building strong brands: Black Hawk and Vitapet
2. Accelerated new product development pipeline
3. Leverage in house manufacturing – quality, efficiencies and new products

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PET CARE KITCHEN

Our new manufacturing facility is pioneering world class technology to create the highest quality kibble in Australia

Legend:

1	Pet Care Kitchen exterior
2	External storage silos
3	Multi head weigher
4	Finished Black Hawk product for shipping

~A$80m invested

2022 year completed

24 / 5 hours / days a week

45% ingredients sourced within 200km radius

100% Australian meat and salmon

80% Australian population within 12 hours drive

60+ employees from Parkes

Human food grade facility

Strategically located in Parkes, NSW

EBOS GROUP LIMITED

PET CARE KITCHEN

At the forefront of our ESG Strategy

- **Locally sourced:** 45% of the ingredients used in production are sourced within 200km of the property, reducing transport miles.
- **Partnering with local farmers:** ensures ingredients used meet Black Hawk's exacting specifications. Farmers have guaranteed market demand
- **Carbon reduction:** progressing with scoping of a 18.8 MW solar array in Parkes, which will be sized to meet the whole Group's expected electricity requirements in Australia

WRAP-UP

Attractive sector and brands with strong potential

Leading brands with a strong track record

Efficient and trusted partner to the veterinary profession

Well positioned to deliver innovation with new world class manufacturing facility

Significant growth potential in new segments and markets

SUSTAINABILITY

Simon Bunde

Executive General Manager, Strategic Operations, ESG and Innovation

08

FIVE PILLARS AND KEY STAKEHOLDER GROUPS

Health & Animal Care Partners

Delivering essential infrastructure for human and animal health
- Community service role
- Nurturing customer and government relationships

Implementing robust systems
- Business continuity management
- Data and technology security/privacy

Consumers & Patients

Managing the impacts of our products
- Packaging and Waste
- Ethical Sourcing

Upholding our Quality Promise
- Quality Management
- Compliance

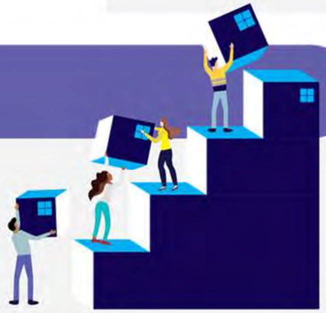
Community & Environment

Environmental Stewardship
- Minimising our impact
- Carbon offsetting

Reaching out to help out
- Supporting causes close to us
- Advancing equity, fairness and opportunity in society

Our People

- Employee safety, health and wellbeing
- Culture and engagement
- Talent and capability
- Performance and reward



Responsible Business

- Legal compliance
- Reporting with integrity
- Ethical behaviour
- Corporate governance

CARBON NEUTRALITY

We have commenced our journey to carbon neutrality with clear targets for the immediate future

Carbon neutral targets

FY23	**Scope 1 emissions**
FY27	**Scope 1 and 2 emissions**
FY28	**Scope 1, 2 and 3 building emissions**

SUSTAINABLE PACKAGING

Commencing 2025 or earlier, we plan to convert all packaging for our brands into reusable, recyclable, or compostable materials

Sustainable packaging development journey

1. **Understand position and opportunities**
2. **Identify and engage the right people**
3. **Review existing packaging**
4. **Implement Sustainable Packaging Principles**
5. **Track and report progress**

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ETHICAL SOURCING

The goal of the Group's strategy on ethical sourcing is to engage with suppliers who are aligned with our corporate values on protecting human rights and the environment

Focus areas of our Ethical Sourcing Framework

- Modern Slavery
- Child labour
- Compliance with labour laws, including wage compliance
- Environmental standards
- Health and safety
- Compliance with other laws, including international sanctions

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OTHER INITIATIVES

Our ESG ambitions are founded on stakeholder feedback and are being embedded in our strategy and processes

Data Security

We are committed to protecting the confidentiality, integrity, and availability of data, in particular personal data

Governance and Climate-related Financial Disclosures

Continue to develop our governance model and internal processes to assess climate-related risk and opportunities.

Safety, Diversity and Inclusion

Reflects our vision to create an environment that is safe, inclusive and is reflective of the communities in which we operate

PEOPLE AND CULTURE

Jacinta McCarthy

Group General Manager, Human Resources

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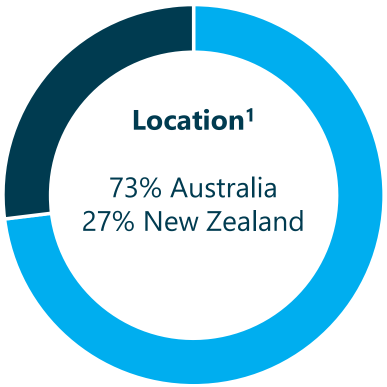
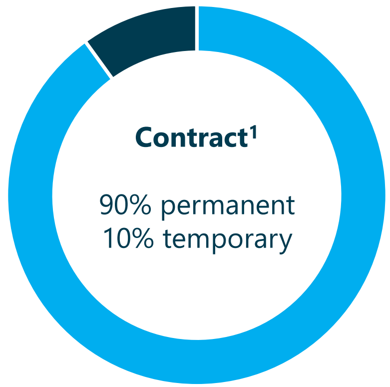
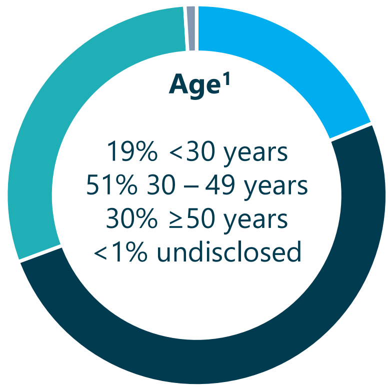
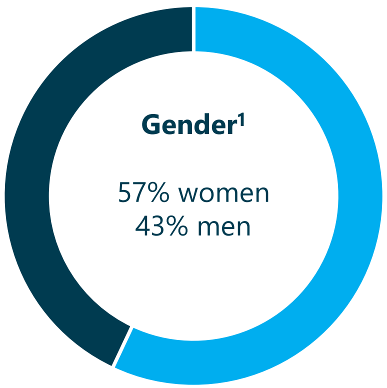
EBOS PEOPLE PROFILE

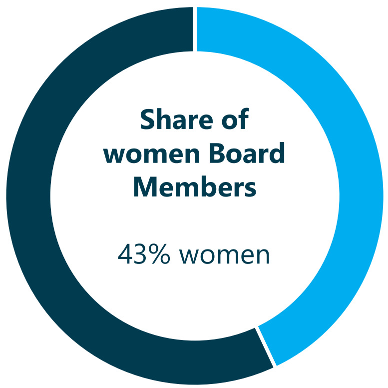
Building an engaged, diverse and talented workforce is key to our success











Notes: 1. As at 30 June 2022 and all stats related to Australia and New Zealand (Asia excluded). Excludes LifeHealthcare, Transmedic and Australian Biotechnologies employees. 2. Senior management refers to CEO and direct reports.

PEOPLE & CULTURE STRATEGY

Talent & Capability	Performance & Reward	Culture & Engagement	Safety & Wellness
Attract & build people capability to equip our leaders and teams to deliver our strategic plan.	Strive for high performance & reward behaviours and success aligned to the strategic plan.	Listen to our people and build a diverse & inclusive culture that is reflective of the communities in which we operate.	Continue to reduce the incidence of work-related injuries, reduce risk and promote health, safety and drive Wellness at Work – Safety Matters.

WORKPLACE HEALTH AND SAFETY

Work Health and Safety framework

People	Invest in WHS leadership and accountability and culture
Wellbeing	Deliver meaningful and engaging wellbeing programs
Risk management	Reduce exposure to workplace risk and incidence of workplace injuries
Compliance	Continually improve WHS Management systems
Injury management	Improve injury management outcomes

Key highlights FY22

↓16% lost time injuries

↓46% total recordable injuries

↓62% medical treatment injuries

0 Workplace fatalities

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