



CEO Presentation

23rd November 2023





FY 23 RESULTS SUMMARY

Financial Summary 2023



\$ million	2023	2022
Revenue	45.5	47.3
Gross Margin	17.6	17.8
Gross Margin%	38.8%	37.7%
Marketing	(4.0)	(4.0)
Employee Costs	(8.2)	(8.0)
Other	(5.2)	(5.8)
EBITDA	0.2	0.1
One-offs	(0.3)	(0.6)
D&A	(0.8)	(0.5)
Finance Expenses	(1.1)	(0.7)
Income tax benefit	0.6	0.6
Profit (loss)	(1.3)	(1.1)

\$4m lost **revenue** due to the inability of our manufacturers to supply finished products caused by a shortage of raw materials, inflationary pressures, and softer consumer demand online.

Strong growth was achieved for Australis and Skin Republic however premium aromatherapy oils were impacted due to weaker consumer spending and online sales

Gross Margin % improvement of 110 bps due to growth in higher profit channels.

Despite the challenges and significant disruption to supply chains the business continued to invest in brands and people and by year-end Inventory levels improved to our 96% objective to supply our retailers and satisfy customer demand.

STRATEGY UPDATE





Our three-year strategy will see brands accelerate by delighting our consumers and collaborating relentlessly with our customers.

01

Build brands

02

Delight consumers

03

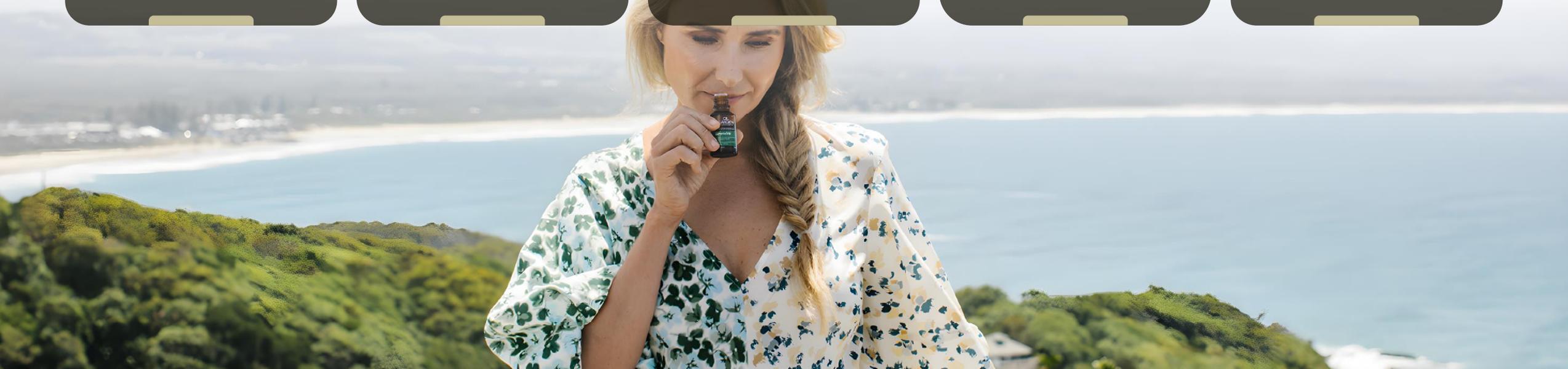
Customer collaboration

04

Develop people

05

Prioritise sustainability



Category priorities will be in Wellness and Beauty.



Pure Essential Oils



- Mass & luxury
- Local and new markets

Double sales in the next three years.

IN ESSENCE®



Skincare/Suncare



- #1 sheet masks, capitalise
- Innovate & improve market share (suncare)

Grow faster than category (masks).

SKINREPUBLIC



Colour Cosmetics



- Innovation & 1st to market NPD
- Launch new markets

Continue to outperform the category.

australis

Strategic Direction

HB is in year 1 of implementing a refreshed strategy.



Distribution expansion into new channels and more doors.



Up weighting and fast tracking into **international markets** with a focus on our flagship brands including **In Essence, Oil Garden and Le Tan**.



Omni channel strategy refresh to deliver a seamless and consistent customer experience and investment in our websites.



Portfolio Optimisation to update Oil Garden and the relaunch of In Essence.



Renegotiation of all **key supplier contracts** to ensure greater **collaboration** and strategic partnerships.



IN ESSENCE®



SKINREPUBLIC



australis®



FY24 & Q1 PERFORMANCE



australis™



Playful, affordable, quality beauty that encapsulates the fearless attitude of Australia



Key NPD launches throughout the year
Diversity in colours, shades, product formats.



LIVE NATION: GLOBAL LEADER IN LIVE ENTERTAINMENT

6 CORE BUSINESS PILLARS



CONCERTS



FESTIVALS



VENUES



TICKETING



ARTIST NATION PARTNERSHIPS





LE SPECIALIST IN SUN PROTECTION SINCE 1977



Surfing Australia x Le Tan

Official sun protection partner, commenced August 2023.



Refresh Classic range

Launching a refresh Classic tanning range, the original tan.



Australian Made & Owned

Establishing a strong supply network in Australia to continue building on our range and innovation.



True-Blue Ambassadors

Le Tan is establishing ambassadors that truly embody the Aussie spirit and will help put Le Tan back in hearts & homes.



Athlete's choice in Sun Protection

Partnering with sporting bodies to grow awareness and own the Sport segment for Sun Protection.

IN ESSENCE®

The finest Pure Essential Oils, *backed by science.*



NPD | LIFESTYLE & DESTINATIONS RELAUNCH

New look, mood-inducing blends relaunched with luxe packaging & trending blends to engage our next gen consumer with the ultimate unboxing moment.



NPD | CANDLE + OIL BURNER COLLECTION

Sustainability meets sensory wellness with our multi-use collection. Created to modernise our gifting offering, drive oil consumption & recruit home ambience shoppers.



DISTRIBUTION EXPANSION | GIFTING CHANNEL

Launched premium gifting channel with boutique VM solutions, strategically positioned where our target consumers shop.

Oil Garden

Product Optimisation, Distribution and trend driven NPD will see success in 2024.



Channel Optimisation

Working closely with Retail Partners
- Chemist Warehouse
Healthy Break promotion &
Marketplace range extension



Strategic NPD

Tactical NPD leveraging market &
consumer trends.

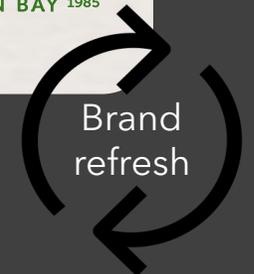
Distribution Expansion

Pitching curated range offering to
new distribution in Australia and
internationally



Brand Investment

Investing in Oil Garden's future -
Customer deep dive & Brand
Refresh



SKINREPUBLIC

LIBERATE YOUR **BEST** SKIN



Strengthen the core

Driving brand awareness and category leadership by promoting the top performing SKUs.

Unlock a new sub-brand

Attracting a new consumer group with a young, vibrant and inclusive skincare range, launch February 2024.



Expanding market opportunities

Launching new over-night solutions plus refocusing on growth areas such as Serums.



Digital Amplification

Refocus of investment in online to maximize profitability during key events.



IN ESSENCE®



In Essence new candle collection launched with UGC + creator social strategy.



Oil Garden Healthy Break with Chemist Warehouse.



Le Tan Classic campaign launched and amplified through social media channels.

Q1 FY 2024



2024 trading remains challenging with the first three months, -3.8%.

Gross Sales

Impacted by softer trading in Grocery.

- Skin Republic slow start impacting Q1 compared to 2023.

DIFOT

- Stronger with levels between 97% and 98%

Outlook

to remain challenging with difficult trading conditions.

- Inflation remains sticky with a period of disinflation slowing retail sales.



Thank you

23rd November 2023

