INVESTOR PRESENTATION
FULL YEAR RESULT FY24

# Agility in Unpredictable Times

PRESENTED BY:
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29 AUGUST 2024



#### IMPORTANT

### **Notice**

### This presentation is given on behalf of Comvita Limited. Information in this presentation:

- Should be read in conjunction with, and is subject to, Comvita's Annual Reports, Interim Reports and market releases on NZX;
- Is from the audited Annual results for the year ended 30 June 2024;
- Includes non-GAAP financial measures such as Operating Profit/(Loss), Operating EBITDA and Net Contribution. These measures do not have a standardised meaning prescribed by GAAP and therefore may not be comparable to similar financial information presented by other entities.

They should not be used in substitution for, or isolation of, Comvita's audited financial statements. We monitor these non-GAAP measures as key performance indicators, and we believe it assists investors in assessing the performance of the core operations of our business.

- May contain projections or forward-looking statements about Comvita. Such forward-looking statements are based on current expectations and involve risks and uncertainties. Comvita's actual results or performance may differ materially from these statements;
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- Is current at the date of this presentation, unless otherwise stated.

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All currency amounts are in NZ dollars unless otherwise stated.

### Financial Headlines

- **Revenue** \$204.3M : -12.7% (-\$28.9M) vs PCP (FY23: \$234M)
  - Greater China market revenue -\$19.2M or -17.6% vs PCP, GP impact -\$15.3M vs PCP
  - US market revenue -\$9.5M or -26.6% vs PCP, GP impact -\$5.3M vs PCP
- **Gross profit** 55% : -300bps vs PCP (FY23: 58%)
- Non-cash impairment \$64.2M before tax
- EBITDA
  - Reported pre-impairment \$4.5M: -\$26.1M vs PCP
  - Underlying \$10.3M : -\$23.2M vs PCP
- NPAT
  - Reported -\$77.4M : -\$88.5M vs PCP
  - Underlying -\$9.3M : -\$22.4M vs PCP
- Inventory \$134.4M: -\$1.7M vs PCP
- Net Debt \$79.7M: +\$26.3M vs PCP



# Summary

- Revenue and associated gross profit in key markets were hit by a combination of
  - General macro economic slowdown in our biggest market
  - Price competition in entry point segments of Mānuka honey
  - Mānuka honey contraction in our biggest market
- Over supply from pre 2019 has created a glut of honey that exporters are discounting to clear
- Business was planning for growth In FY24, high fixed cost model impacts Comvita subsidiaries net contribution disproportionately





### Our Response

- Good and Better product range launched to target short term 'value' segment and expanded distribution
- Value range launched in China market, April 2024
- Enhanced consumer education on Comvita quality and partnership with other high profile premium brands across Asia
- Regional NPD to drive trial, category excitement and relevance for local consumers
- Comvita brand focused on premiumisation, leveraging science and forests
  - Premium segment delivers higher loyalty and repeat purchase
  - Discovery of Lepteridine<sup>™</sup> opens up the opportunity for proven efficacy claims for consumers
  - Forest strategy delivers sustainable footprint, pricing and quality advantage in premium segments
  - \$10-\$15M cost out programme to build agility between economic cycles

### Income statement

FY24

For the year ended NZD 000s	30 June 2024	30 June 2023	Variance \$	Variance %
Revenue	204,341	234,195	(29,854)	(12.7%)
Gross Profit %	55.0%	58.0%		(3%)
Marketing	24,331	30,509	(6,178)	(20.32%)
Sales Variable	27,096	25,654	1,442	5.6%
ERP & Transformation	9,854	5,415	4,439	82.0%
Reported Net Profit After Tax (NPAT)	(77,388)	11,062	(88,450)	(799.6%)
Non-recurring Costs (After Tax)	7,648	2,076	5,572	
Impairment (After Tax)	60,490	-	60,490	100%
Underlying Net Profit after Tax (NPAT)	(9,250)	13,138	22,388	(142.6%)

- Total revenue -\$29.9M or -12.7%
  - China and North America combined -\$28.7M
  - SEA +\$7.9M offsetting declines in other segments
- GP -300 BPS due to lower manufacturing recoveries and apiaries revaluation
- Marketing investment -110 BPS to 11.9% of sales
- Sales expense 13.3 % vs 11% in PCP due to channel mix change and HoneyWorld™
- Reported NPAT -\$77.4M impacted by impairment of \$60.5M (after tax) and nonrecurring costs of \$7.6M (after tax)
- Underlying NPAT -\$9.3M.

### Impairment and Non-recurring Items

### NON-CASH IMPAIRMENT

 Impairment test was indicated due to a material gap between the company's net total assets (tangible and intangible) and its market capitalisation

NZD'M Balance Sheet (BS)	BS Pre- Impairment	Impairment	BS Post- Impairment
Cash	8.2	-	8.2
Debtors	35.0	-	35.0
Other Current Assets	13.5	2.5	16.0
Inventory	134.4	-	134.4
Fixed Assets & Leases	95.7	(3.4)	92.3
Non-current Assets and deferred tax asset	14.6	-	14.6
Intangible Assets	50.4	(43.0)	7.4
Investments	12.2	(12.2)	-
Total Assets	364.0	(56.1)	307.9
Medibee		(4.4)	
Total Impairment Post Tax		(60.5)	
Tax Impact		(3.7)	
Total Impairment Pre Tax		(64.2)	

### NON-RECURRING COSTS

- Net profit after Tax of -\$16.9M
- Total non-recurring costs after tax of \$7.6M
- Net profit after tax excl. once off non-recurring cost at -\$9.3M

NZD'M	Before Tax	Tax	After Tax
Net Profit pre impairment	(12.4)	(4.5)	(16.9)
ERP Costs	7.2	(2.0)	5.2
NBIO & Restructure	2.5	(0.3)	2.2
Makino sale, Insurance Proceeds & HoneyWorld™ Contingency Consideration Release	(4.0)	0.5	(3.5)
Other one-off negative Tax Impacts	-	3.7	3.7
Net Profit excl. Non-recurring	(6.7)	(2.6)	(9.3)

## Reconciliation of Group Results

#### REPORTED TO UNDERLYING FY24

NZD 000s	Revenue	Gross Profit	EBITDA	EBIT	NPAT
Reported Results	204,341	112,389	(59,651)	(73,506)	(77,388)
Remove ERP* Costs			7,245	7,245	5,216
Remove NBIO* and Restructure			2,502	2,502	2,217
Remove Makino sale, insurance proceeds and HoneyWorld™ Contingency release			(3,966)	(3,966)	(3,478)
Remove Impairment			64,190	64,190	60,490
Remove other one-off negative tax impacts					3,693
Underlying Results	204,341	112,389	10,320	(3,535)	(9,250)

### Commentary

 After adjusting for one off non trading items and the impairment our underlying EBITDA was \$10.3M and our NPAT was a loss of -\$9.3M

<sup>\*</sup> Underlying EBITDA and NPAT, sales variable and transformation are non-GAAP measures. We monitor these as key performance indicators and believe they assist investors in assessing the performance of the core operations of our business.

<sup>\*\*</sup> Investment in company ERP system

<sup>\*\*\*</sup> NBIO - Non-Binding Indicative Offer

#### **KEY RESULTS**

### Key Balance Sheet Items

FY24

As at NZD 000s	30 June 2024	30 June 2023	
	Audited	Audited	Variance \$
Net Debt	79,707	53,386	26,321
Debtors	35,030	39,373	(4,343)
Cash at Bank	8,156	11,554	(3,398)
Inventory	134,418	136,088	(1,670)

- Net debt \$79.7M up \$26.3M or +49.3% on PCP
  - HoneyWorld<sup>™</sup> acquisition and Apiter investments debt funded (\$9.8M) as well as lower operating cashflows
- Our bank debt is shown as current as at 30 June due to a breach of a bank covenant. The banks have subsequently waived their rights associated with this breach
- Management are currently negotiating a revised covenant structure with the bank to be completed in September
- Inventory at \$134M decreased \$1.7M or 1.2% vs PCP
  - After adjusting for the \$4.2M revaluation of the FY24 honey harvest

#### **KEY RESULTS**

# Inventory

As at NZD 000s	30 June 2024	30 June 2023		
	Audited	Audited	Variance \$	Variance %
Finished Goods	64,609	47,558	17,051	35.9%)
Honey WIP	2,620	6,104	(3,484)	(57.1%)
Raw Materials & Other*	67,189	82,426	(15,237)	(18.5%)
Total Inventory	134,418	136,088	(1,670)	(1.2%)

- Inventory has decreased by \$1.7M vs PCP
- Raw materials decreased by \$15.2M reflecting the benefits of unwinding the previous long term supply agreements and only acquiring honey as required
- Finished goods increased by \$17.1M predominantly due to the lead time of finished goods being produced to meet forecast demand that did not materialise

#### **KEY RESULTS**

# Cashflow

As at NZD 000s	30 June 2024	30 June 2023	
	Audited	Audited	Variance \$
Operating Cash Inflow	5,333	8,083	(2,750)
Investing Activities	(13,654)	(20,754)	(7,100)
Financing Activities	5,045	6,732	(1,687)
Cash and Cash Equivalents	8,156	11,554	(3,398)

- Operating cashflow of \$5.3M down \$2.8M on prior year predominantly due to lower earnings
- H2 positive operating cashflow of \$11.4M
- Investing activities down \$7.1M with capital expenditure being managed

### Cost out target \$10M-\$15M vs FY24

	FY25 Savings	Annualised Savings	Headcount reduction vs FY24
COGS	\$2M- \$5M	\$5M- \$8M	22
OPEX	\$3M - \$5M	\$5M-\$7M	31
Total	\$5 - \$10M	\$10-\$15M	53

- On track to deliver \$5-10M cost savings in FY25 and annualised savings of \$10-\$15M
- Headcount to be reduced by 53 positions versus FY24 actuals
- On track to deliver \$10-\$15M annualised savings
- Savings designed to build organisational agility

### Challenges & Actions

HIGH INVENTORY & NET DEBT

#### The issue

- Lower sales than forecast meant despite reducing Inventory held as raw materials cash is tied up in elevated finished goods in market preventing early pay down of debt
- Net debt above our targeted leverage ratio of 1-1.5x
- Incurred interest charges of \$8.7M in FY24 an increase of \$3M vs PCP

#### Context

- Finished goods were increased in market to meet demand that failed to materialise in FY24
- Finished good enables activation of in market campaigns to celebrate anniversaries in FY25 (20 years in China and 50 years for the Group)

**NET DEBT** 

\$79.7<sub>M</sub>

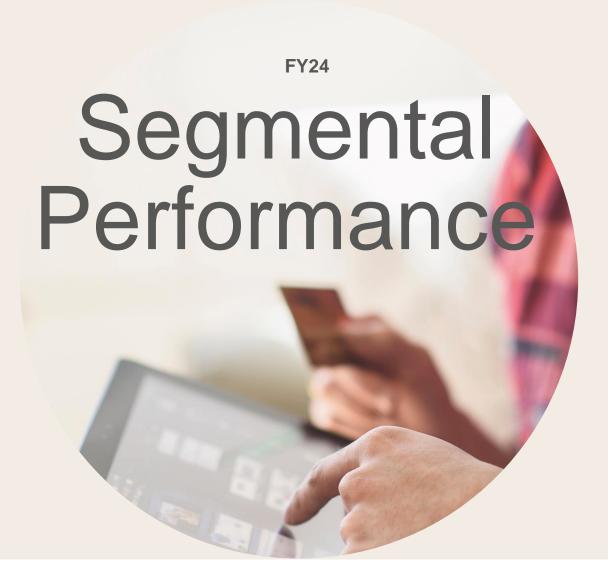
**FINISHED GOODS** 

\$64.6 M

(\$17.1M increase)

#### Action to date

- ✓ Increased in market activity to reduce finished good inventory in FY25
- ✓ Inventory reduction focus, freeing up cash and paying down debt, along with sale of non-core assets, such as our Makino forest investment (completed in June 2024)
- ✓ Operating cashflow in H2 was \$11.4M and full year operating cashflow of \$5.3M -\$2.8M vs PCP. Ongoing focus on improved Operating cashflow
- ✓ Capital investment has been reduced in line with sales performance



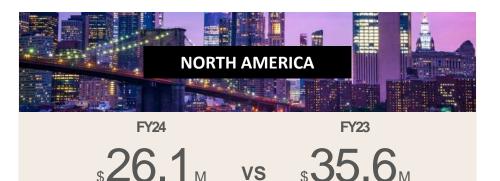


### Sales and Gross Profit Impact

REVENUE - \$28.8M : GP - \$20.6M VS PCP



- Mainland China sales -23% or -\$20M
- Impacted by partial cancellation of key 12:12 and 6:18 shopping festivals and broader honey market sales -17.5% vs PCP
- Gross profit -\$15.3M or -210 bps due to sales miss
- Net contribution \$17.2M -35.9% or -\$9.6M due to sales miss and high fixed costs model



(**-\$9.5M** or -26.6% vs PCP)

- North America sales -\$9.5M
- Impacted by the loss of distribution in one major customer due to short term price activity
- Excluding above offline revenue +19%
- Online revenue 49% of total +7% vs PCP
- Gross profit -\$5.3M or -160 bps due to sales miss
- Net contribution \$4.7M -47.5% or -\$4.2M due to sales miss and high fixed costs model



Segment	NZD 000s	This Year Jun-24	Last Year Jun-23	Vs. Last Year	Vs. Last Year %
Rest of Asia	Sales	37,059	31,771	5,288	16.6%
	Net Contribution	2,747	8,291	(5,544)	(66.9%)
	Net Contribution %	7.4%	26.1%		(18.7%)
ANZ	Sales	36,378	40,770	(4,392)	(10.8%)
	Net Contribution	10,310	11,573	(1,263)	(10.9%)
	Net Contribution %	28.3%	28.4%		(0.1%)
EMEA	Sales	3,628	5,862	(2,234)	(38.1%)
	Net Contribution	(921)	604	(1,525)	(252.5%)
	Net Contribution %	(25.4%)	10.3%		(35.7%)

- Rest of Asia sales up \$5.3M or 16.6%
- Sales growth contributed by HoneyWorld™ acquisition.
- Net contribution of \$2.7M -66.9% due to brand investment for growth and integration costs plus the impact of low-priced competition.
- ANZ sales decreased -\$4.4M or -10.8%
- China slowdown has had a knock-on impact to ANZ segment (Asian Health). Low priced competition targeting entry points
- Net Contribution down -\$1.3m or -11%
- EMEA sales decreased -\$2.2M or -38.1%
- Segment remains subscale
- Low price competition in UK



### China Market Dynamics

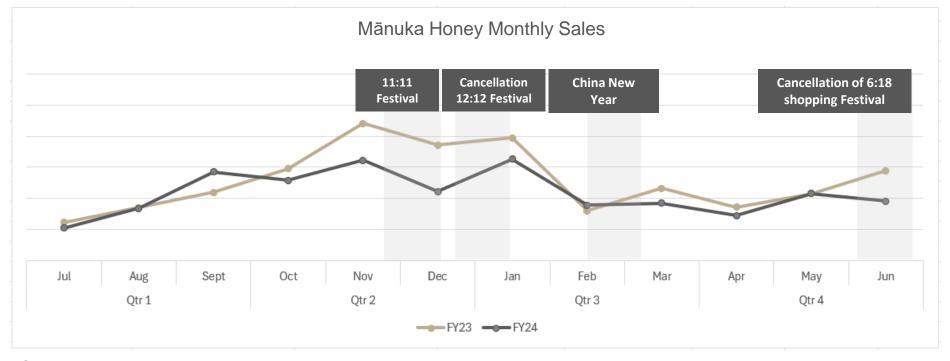
- FY24 surprise contraction in China total honey market from July 2023
  - All honey category\* sales out -17.5%
  - Mānuka honey category\* sales out -15.5%
- Comvita FY24 Mānuka honey sales -20% like for like
  - Performance declined due to cancellation of major China shopping festivals 12:12, 6:18 and
     China New Year strength in PCP
  - Aggressive and unsustainable price activity from competitors in entry point categories
- Comvita Market Share reduced from c60% in 2022 to 54% in FY24
- July 2024 (FY25) total honey market showed signs of stabilisation
  - July total honey sales vs PCP -3.5%
  - Mānuka sales vs PCP +7.3%, Comvita share increased

<sup>\*</sup> Sell out in T-Mall, JD & TikTok

### Comvita Mānuka Honey Sales\*

FY23 & FY24

#### MATERIAL DISRUPTION DURING THREE FESTIVALS



- Sales out up 1% for July to October 2023 (channel sales out to consumers)
- Performance directly affected by **cancellation** of key shopping festivals (12:12 and 6:18), weakness of 11:11 festival and annualised impact of China New year post Covid



#### **FULL YEAR PERFORMANCE**

NZD 000s	This Year Jun-24	Last Year Jun-23	Vs. Last Year	Vs. Last Year %
Sales	89,820	109,005	(19,185)	(17.6%)
Net Contribution	17,204	26,821	(9,617)	(35.9%)
Net Contribution %	19.2%	24.6%		(5.4%)

- Total segment revenue (19.2M) vs PCP impacted by Mainland China performance
  - Mainland China revenue -23% or (\$20M)
- Direct margin remains strong >60%
- Net contribution \$17.2M or 19.2% -\$9.6M vs PCP or 650 BPS
- Market share impacted by **competitor short term price promotions** in entry point segments, new ranges launched to target value consumers
- Regional NPD to increase category reach and relevance

### Premiumisation & Leadership in China







## Regional New Product Development







**COMVITA INVESTOR PRESENTATION FULL YEAR RESULT FY24** 









## Challenges & Actions

CHINA MARKET DEMAND

#### The issue

- Abrupt change in consumer demand caused by:
  - General consumer confidence following macro economic challenges
  - · Cancellation of key shopping festivals and
  - Aggressive price competition in entry point segments
- Sales out data only available for Tmall, JD and Tiktok representing c35% of category
- Total honey market revenue FY24 -17.5% vs PCP,
   Mānuka market FY24 -15.5% vs PCP
- Comvita revenue reduced by -20% on a like for like basis due to sell in, in June 2023
- Comvita market share reduced from 60% in 2022 to 54% in FY24

### CHINA HONEY MARKET REVENUE

**-17**%

### **GREATER CHINA**

44%

of group sales

#### Action to date

- ✓ Harmonised pricing (offline : online), added focused resource to enable more balanced distribution
- ✓ Launched value range to target 'value' driven consumers
- ✓ Pricing tests ongoing to optimise volume, value, market share
- √ New regional NPD to attract new consumers and additional usage from existing consumers
- ✓ Brand premiumisation continues
- ✓ Targeted opex reductions to mitigate revenue impacts and build agility



#### **FULL YEAR PERFORMANCE**

NZD 000s	This Year Jun-24	Last Year Jun-23	Vs. Last Year	Vs. Last Year %
Sales	26,135	35,608	(9,473)	(26.6%)
Net Contribution	4,657	8,868	(4,211)	(47.5%)
Net Contribution %	17.8%	24.9%		(7.1%)

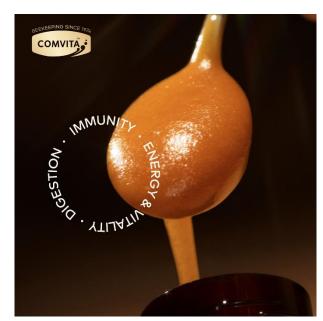
- Total revenue -\$9.5M vs PCP as previously explained
- Comvita revenue impacted by the loss of distribution in one customer
- Refresh of brand value proposition and upgrade of marketing collateral
- Comvita fastest growing Mānuka honey brand in Natural and Grocery channel combined (sell out)
- Net contribution fall in line with sales impact

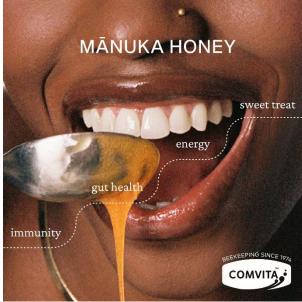
# Engagement & Affinity in North America

REFRESHED BRAND EXPRESSION

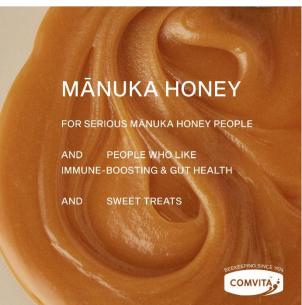
Product benefit focus = Digestion + Energy & Vitality + Immunity

Emotional engagement = A few minutes' "escape" + indulgent wellbeing









# Challenges & Actions

#### LOST DISTRIBUTION IN US

#### The issue

 At the start of FY24 we lost some distribution with one of our biggest customers

#### Context

- Customer decided to undertake a retail price test vs Comvita in market
- Test on quality, volume movement and sustainability of supply
- Trial taking place for one year

#### Action to date

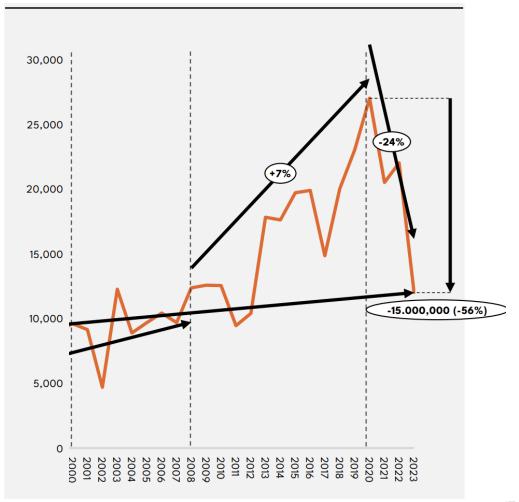
- ✓ Strengthened the team, appointed a new Country Manager, strengthened online performance including Amazon (+61%)
- ✓ Refreshed brand collateral and improved performance marketing
- ✓ Offline driving trial and velocity instore
- √ Fastest growing Mānuka brand in Grocery and Natural channel
- ✓ Developed new offline retail distribution adding c700 stores in April 2024
- √ Sell out performance encouraging





### Volume of Honey Produced

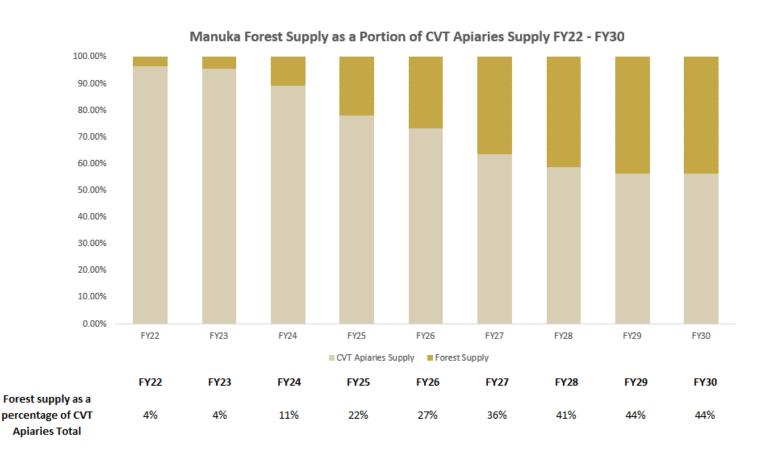
IN NEW ZEALAND



- Hive numbers trebled between 2008 and 2019 peaking at c1M hives and exports grew by c500%
- Created an industry overstock
- Between 2020 and 2023 honey production has fallen by -56%
- Ongoing supply now more aligned to demand, however, clearing industry overstock has created 'aggressive and unsustainable clearance' activity in entry point categories
- Hive numbers forecasted to be 4-500K in 2025
- Current apiary economics unsustainable (price : volume)
- Comvita forests already planted offer Comvita sustainable and cost-effective supply



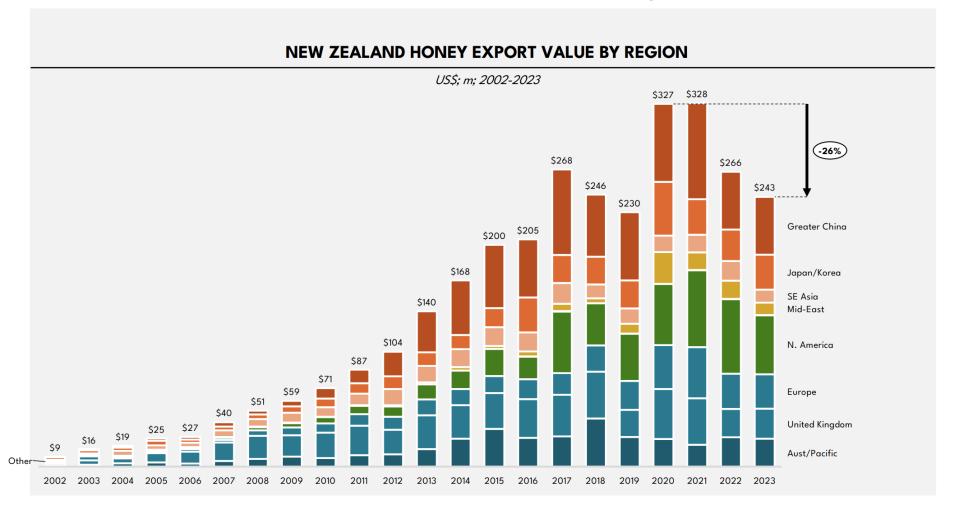
### Comvita Owned Mānuka Forests



- Comvita owned forests offer long term sustainable supply with cost advantages
- 44% of apiary supply from our forest by 2030 and with a 20% saving in cost per hive will save us c\$4M pa

### New Zealand Honey Export

VALUE



- Exports grew five-fold between 2008 and 2017
- Exports reduced by -18% 2017 to 2019, +10% CAGR 2018 - 2021
- New Zealand honey export value has fallen by -26% from the peak in 2020

# Honey Market

### KEY <u>DEMAND</u> DYNAMICS

- US is the biggest single market for Mono-floral honey. No dominant brand, Comvita currently lacks scale
- China market number two globally, exports c3% CAGR since 2020, Comvita exports 15%
   CAGR since 2020. Comvita c54% market share in China
- Aggressive price competition caused by honey glut, targeting entry point segments
- Good and Better ranges launched to target 'value' seeking consumers
- Early signs of China Mānuka honey market stabilisation









### Summary

#### **FY24 RESULT**

- FY24 revenue impacted by aforementioned challenges in all market segments
- Exacerbated by short term price driven competition created by over supply
- Underlying FY24 NPAT -\$9.3M

#### **ACTION TAKEN**

- Comvita Good and Better range targeting value consumers and increased distribution launched
- Regional NPD showing encouraging growth
- Fastest growing Mānuka brand in Grocery and Natural channel combined in North America (sell out)
- \$10-\$15M Cost out programme on track
- · Focus on cashflow generation and debt reduction
- Banks remain supportive and new covenant structure expected to be confirmed in September

#### **OUTLOOK**

- Global honey category forecast to grow at 6.5% CAGR to 2030
- Global google searches for Mānuka continue to rise
- Early signs of stabilisation in China consumer demand
- Supply overstocks for premium quality products starting to correct themselves
- Comvita forests give confidence of future supply with competitive cost









### Reconciliation of Impairment to \$64M

In thousands of New Zealand dollars	2024 30 June
Greater China – Goodwill and Intangibles	30,647
Software	5,752
Apiter – Investment and Loan	9,177
Caravan Honey – Investment	4,251
Southeast Asia – Goodwill	4,699
Apiary – Goodwill and PPE	5,166
Other Goodwill	68
Total	\$59,760
Medibee – Guarantee and Loan	4,430
Total	\$64,190

- The impairment as announced on 26 August of \$59.8M together with the impairment taken up earlier associated with our Medibee JV of \$4.4M. Total FY24 impairment of \$64.2M.
- Impairments taken up of:
  - Goodwill and intangibles related to Greater China of \$30.6M
    - Goodwill of \$25.6M, customer relationship intangible of \$5M
  - Software \$5.8M related to digital platform.
  - Apiter \$9.2M related to 32% investment in associate not considered recoverable.
  - Caravan Honey \$4.3M related to 45% investment in this skincare JV in North America not considered recoverable.
  - Southeast Asia and apiary impairment totaling \$9.9M
- Medibee guarantee and loan \$4.4M impaired to recognise intent to exit the 50% JV.





## Global Whanau and Safety & Wellbeing

1 JULY 2023 - 30 JUNE 2024

2.7

TRIFR ↓-29% vs FY23 (3.8) 1.1

LTIFR ↓-59% vs FY23 (2.7) **4.6**pts

SAFETY MATURITY
SCORE

↑+105% vs FY23 (2.24)

+21

EMPLOYEE PROMOTER SCORE = 0 vs FY23 (+21) 65%

OF OUR GLOBAL TEAM IS FEMALE 100%

LIVING WAGE MET FOR NZ-BASED EMPLOYEES



#### FY24 GLOBAL

## **GHG Summary**

### RESULTS



GREENHOUSE GAS EMISSIONS – GLOBAL tCO <sub>2</sub> e	FY24 tCO <sub>2</sub> e	FY23 tCO <sub>2</sub> e	Difference %
Total Gross Emissions (S1,2,3) <sup>1</sup>	26,079	34,944	(25%)
Removals GHG Inventory <sup>2</sup>	(1,488)	(5,842)	(75%)
Total Net GHG Inventory Emissions	24,591	29,012	(16%)
Comvita NZ ETS NZUs³	(3,730)	(743)	402%
Adjusted Net GHG Emissions including Comvita NZUs	20,861	28,269	(26%)
Enabled NZ ETS NZUs <sup>4</sup>	(10,436)	(4,263)	145%
Adjusted Net GHG Emissions including Comvita & Other NZUs	10,425	24,006	(57%)
<b>Emissions Intensity</b> – Gross GHG Emissions KgCO <sub>2</sub> e per NZD1 of revenue	0.128	0.149	(14%)

#### Notes:

- <sup>1</sup> Gross emissions reduction due to less sales-related activity, optimising external honey purchases, and supply chain efficiencies and improvements.
- <sup>2</sup> Removals decreased to the registration of forests under ETS reducing removals in GHG inventory but increasing NZ ETS NZUs generated.
- <sup>3</sup> Estimated annual NZUs accrued to Comvita. Interest in Makino JV has been removed from FY24 and FY23 figures.
- <sup>4</sup> Estimated annual NZUs accrued to other landowners from Comvita plantings. Makino JV has been removed from FY24 and FY23 figures.



