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This document contains certain forward looking statements and comments about future events, including Baby Bunting's expectations about the performance of its business. Forward looking statements can generally be identified by the use of forward looking words such as 'expect', 'anticipate', 'likely', 'intend', 'should', 'could', 'may', 'predict', 'plan', 'propose', 'will', 'believe', 'forecast', 'estimate', 'target' and other similar expressions within the meaning of securities laws or applicable jurisdictions. Indications of, and guidance on, future earnings or financial position or performance are also forward looking statements.

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#### Pro forma financial information

Baby Bunting uses certain measures to manage and report on its business that are not recognised under Australian Accounting Standards. These measures are referred to as non-IFRS financial information.

Baby Bunting considers that this non-IFRS financial information is important to assist in evaluating Baby Bunting's performance. The information is presented to assist in making appropriate comparisons with prior periods and to assess the operating performance of the business. In particular, this information is important for comparative purposes with pro forma information in Baby Bunting's IPO Prospectus.

For a reconciliation of the non-IFRS financial information contained in this presentation to IFRS-compliant comparative information, refer to the Appendix to this presentation.



All dollar values are in Australian dollars (A\$) unless otherwise stated.

# **Baby Bunting**

Baby Bunting is Australia's largest specialty retailer of baby goods, aiming to provide customers with the widest range of products, high levels of service and low prices every day

- Founded in 1979, Baby Bunting is Australia's largest specialty baby goods retailer
- Operating 36 stores across Australia, with the leading specialty baby goods website by number of visits
- Target market is parents-to-be, parents, friends and family purchasing products for the 0 to 3 years age group across all demographics
- Principal product categories include prams, cots and nursery furniture, car safety, toys, babywear, feeding, nappies, manchester, associated accessories and consumables
- Successful ASX listing in October 2015



# Agenda

1	FY16 Results highlights
2	Industry overview
3	Business overview
4	Growth strategy
5	Financial information
6	Outlook
7	Appendix – pro forma reconciliation



# FY16 Results Highlights

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# **FY2016** Results Highlights

1 TRADING	<ul> <li>Sales of \$236.8 million, up 31.4% on the prior corresponding period</li> <li>Comparable store sales growth of 12.5%, including 15.7% in the second half</li> <li>Gross profit income up 31.2%, gross margin of 34.3% is consistent with FY2015</li> <li>Cost of doing business (pro forma) improved by 109 bps, to 26.4% of sales</li> </ul>
2 EARNINGS <sup>(1)</sup>	<ul> <li>EBITDA (pro forma) of \$18.7 million, up 51.1% on the prior corresponding period</li> <li>EBIT (pro forma) of \$15.5 million, up 55.1% on the prior corresponding period</li> <li>NPAT (pro forma) of \$10.6 million, up 55.8% on the prior corresponding period</li> </ul>
3 CAPITAL STRUCTURE	<ul> <li>\$7.4 million of cash at year end FY2016, plus \$20.0m undrawn borrowing facility</li> <li>Operating cash flow of \$9.0 million</li> <li>\$28.7m of new equity raised in the IPO and through the exercise of options</li> </ul>
4 GROWTH	<ul> <li>EBITDA (pro forma) margin growth of 102 bps, to 7.9% of sales</li> <li>5 stores opened in Booval, North Lakes, Burleigh Waters and Capalaba in QLD, and Campbelltown in NSW</li> <li>Launched improved website, click-and-collect functionality and other IT initiatives</li> </ul>
5 OUTLOOK	<ul> <li>FY2017 EBITDA expected to be in the range of \$21.5 – \$24.5 million, excluding employee equity incentive expenses</li> <li>4 to 8 new stores expected to be opened in FY2017</li> <li>Store network plan revised to over 80 stores (up from 70 stores)</li> </ul>

Note:

1. Refer to page 32 for a reconciliation of the non-IFRS financial information contained in this presentation to the IFRS-compliant information





# **Industry Overview**

Estimated addressable market is ~\$2.4bn pa / ~1 million 0 to 3 year olds

Changing competitive landscape

Large number of small, specialty players & Department stores Strict Australian mandatory product safety standards provide barriers to entry

#### SPECIALTY BABY GOODS RETAILERS IN AUSTRALIA Number of Stores



#### **DEPARTMENT STORES IN AUSTRALIA** Number of Stores





#### Note:

1. Toys"R"Us has an additional 17 stores that sell a limited range of baby goods

2. Baby Bounce purchased 15 of 21 stores of the retail chain My Baby Warehouse (MBW). MBW went into administration in Dec-15

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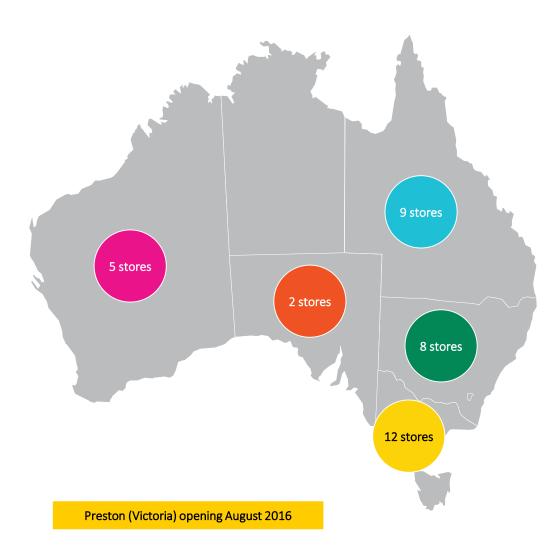
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# **Drivers of Competitive Advantage**



# **Baby Bunting's Store Network**

## 36 stores across Australia, with significant roll-out potential to over 80 stores



Queensland				
Helensvale Kawana Fortitude Valley Townsville Macgregor	Booval (29 Jul '15) North Lakes (18 Sep '15) Burleigh Waters (14 Nov '15) Capalaba (12 Feb '16)			
N	ew South Wales a	nd ACT		
Penrith Warners Bay Taren Point Auburn	Moore Park West Gosford Campbelltown (19 Dec '15) Fyshwick (ACT)			
Victoria				
Hawthorn East Bentleigh Frankston Taylors Lakes	Narre Warren Ringwood Thomastown Ballarat	Geelong Hoppers Crossing Maribyrnong Bendigo		
	South Australi	ia		
Gepps Cross	Melrose Park			
Western Australia				
Cannington Myaree Joondalup	Midland Osborne Park			
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# **Store Experience**

## Stores are consistent in branding, range, operations and customer service

- The widest range of products with over 6,000 products in store
- Price match guarantee and continued investment in value for the customer
- Increasing range of Private Label and Exclusive Products
- Services include lay-by, car seat fitting, parenting room, in-store / online gift registry
- 🗸 Click & Collect
- Dedicated team of knowledgeable staff to service customers individual needs
- Comprehensive range of Best Buy products to meet everyday parenting needs
- Significant opportunity in customer loyalty











# Online

## www.babybunting.com.au continues to evolve & grow as the leading specialty baby goods website

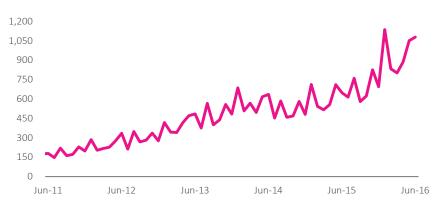
- 47% increase in website visits (FY2016), and a 66% increase for the month of June year-on-year
- Significant increase in online sales on the prior comparable period, now approx. 4.2% of sales
- Range expansion with ~10% additional products added on the prior comparable period
- Implementation of a responsive website delivering improved customer experience and product search capability
- "Baby Talk" website posts added with educational content for parents and parents-to-be
- Click & Collect launched with centralised fulfilment and strong customer uptake
- Social media leveraged across Facebook, Instagram, Pinterest and Twitter

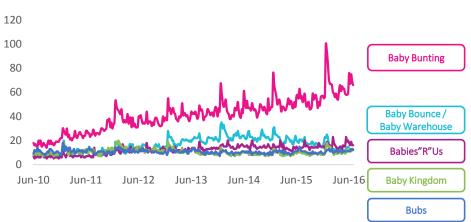


#### Note:

- 1. Source: Baby Bunting. Measures total non-unique website sessions across all devices
- 2. Source: Google Trends for Australia only

TOTAL WEBSITE SESSIONS BY MONTH (babybunting.com.au)<sup>(1)</sup>







#### **GOOGLE TRENDS**<sup>(2)</sup>

# Sales and Marketing Strategy

## Baby Bunting's sales and marketing strategy delivering value to our customers every day, every visit

- Integrated promotions across traditional channels (catalogue, regional and pay TV, radio and print media), online (email, search and digital) as well as social media
- As at 26 June 2016:
  - ~130,000 Facebook followers up from ~106,000 in June 2015
  - ~15,200 Instagram and ~2,800 Twitter followers
  - ~360,000 email addresses in the customer database, up from ~255,000 in June 2015
- **~5.1 million catalogues** distributed at the last sales event (June Storktake 2016)
- **Pricing guarantee** providing value to our customers every day, every visit





# **Logistics & Supply Chain**

## **Continuous improvement in the Distribution Centre (DC) supporting the growth of the business**

- Implementation of the "Paperless" Warehouse Management System driving efficiency
- ~1,500 products held in the DC for store and online fulfilment and a further ~3,200 products held for online fulfilment only
- Supporting more stores and online sales growth with improved efficiency
- ~25% of store products are fulfilled from the DC and make up over 50% of store sales
- Expanded use of 3<sup>rd</sup> party logistics improving stock flow and customer experience in peak trading periods
- Supply chain opportunities identified from source to shelf with the aim of driving continuous improvement and capability

#### LOGISTICS CONTROLLED FOR KEY PRODUCTS (FY2016)



#### ~ 50% IMPROVEMENT IN DC PRODUCTIVITY OVER 2 YEARS



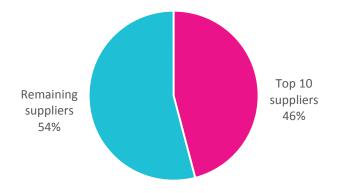
## Baby Bunting The one stop baby shop

# **Supplier Relationships**

## Strong growth in Private Label and Exclusive Products<sup>(1)</sup>

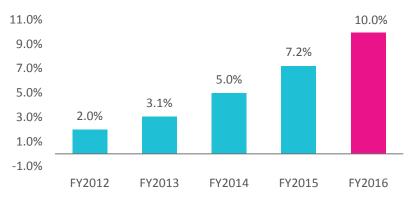
- Network of more than 245 suppliers across third party brands, private label and exclusive products
- Top 10 suppliers represent 46% of sales
- A focus of the business has been to increase the level of direct sourcing, private label and exclusive products
- Private label and exclusive product sales have grown from 7.2% of sales for FY2015 to 10.0% of sales in FY2016

#### SUPPLIER BREAKDOWN BY SALES (FY2016)





#### % OF SALES – PRIVATE LABEL AND EXCLUSIVE PRODUCTS



#### Notes:

 Private Label and Exclusive Products includes products sold by Baby Bunting under its own 4Baby brand (ie private label products) as well as products sourced by Baby Bunting for sale on an exclusive basis (so that those products can only be purchased in Australia from Baby Bunting stores). Historically, exclusive supply arrangements have been arranged with suppliers in relation to selected products and for varying lengths of time



# **Building the Best Team**

## Continued focus on the development of our growing team

- Implementation of a Learning Management System
- Building the talent pipeline
  - Inductions, training & development
  - Succession planning and performance coaching
- Training & development
  - Recruit, train, retain
- Alignment across the Team
  - Significant Board and Executive Team share ownership
  - Approx. 45% of current employees are now shareholders
- Culture
  - Customer focused
  - Family values based business
  - Diversity is a strength across the organisation

#### **BREAKDOWN OF EMPLOYEES (including casuals)**

FUNCTION	Dec 2014	Jun 2015	Dec 2015	Jun 2016
Stores	499	550	644	700
Logistics	19	19	19	20
Support Office	44	46	55	58
TOTAL	562	615	718	778







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# **Growth Priorities**

## Multiple drivers of organic growth

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## Growth from existing stores and online

- 45% of stores are less than 3 years old (at 26 June 2016)
- Multiple initiatives to improve customer experience across all channels
- Growing brand awareness across all states and territories
- Increased investment in digital and online

## Growth from new store roll-out

 Updated network plan of 80 plus identified trade areas with a target of 4 to 8 new store openings each year

## EBITDA margin improvement

- Gross margin expansion by increases in scale, improving sourcing options and managing product mix
- Leverage significant investment made in Technology, the Support Office and Distribution Centre

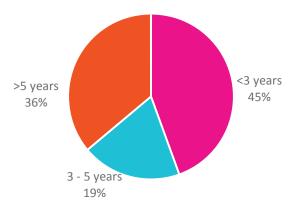


# **Growth from Existing Stores and Online**

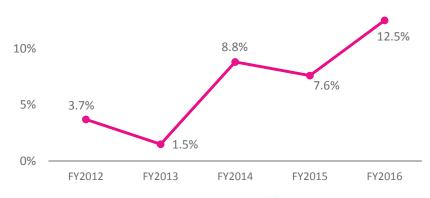
## Strong FY2016 comparable store sales growth<sup>1</sup> of 12.5%

- Significant comparable store sales growth across • the network. 45% of stores were less than 3 years old at the end of FY2016
- Average comparable store sales growth of 6.8% pa • since June 2012
- Focused strategies to continue comparable store • sales growth include:
  - Growing brand awareness across Australia
  - Investment in digital and online capabilities
  - Continue to improve our in-stock position
  - Continued investment in training and instore support
  - Focus on core categories of prams, car safety, cots & consumables
  - Entry level pricing across a range of Best **Buy** products

#### STORE MATURITY PROFILE AT 26 JUNE 2016 (YEARS OPENED)



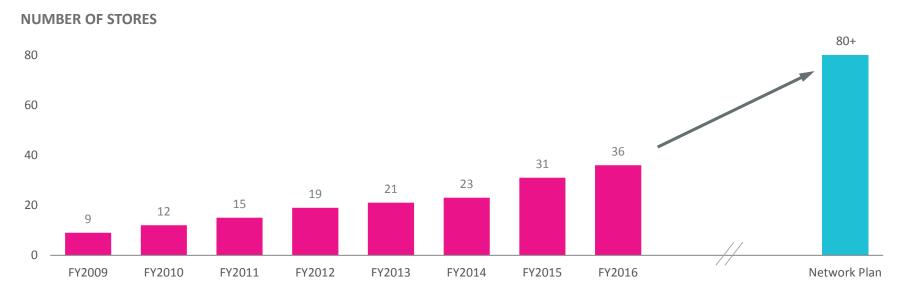






# **Growth from New Store Roll-Out**

## 5 new stores opened in FY2016, 4-8 planned for FY2017



- Opened 5 new stores in FY2016. Preston (Victoria) opening in August 2016
- **Pipeline** of new store opportunities for FY2017.
- Target 4 to 8 new store openings each year
- Updated network plan of 80 plus trade areas identified based on demographic, location and competition parameters, ~40% of remaining sites are in regional locations (population < 200,000)</li>
- 2 Regional stores opened in Q4 FY2015 are trading in line with expectations
- 1,500 to 2,000 square metres in bulky goods centres or at stand-alone sites. Regional store format of 1,000 to 1,200 square metres without compromising on range or service



# **EBITDA Margin Improvement**

## Product mix has shaped gross profit performance

#### **Gross Margin**

- Gross profit income up 31.2% to \$81.2 million
- Gross profit as a percentage of sales is consistent with FY2015
- Strong growth in prams, car seats, nappies and consumables
- Market dynamics and competitor changes
- Best Buy program expanding across key categories with ~60% increase in units sold year on year (4Baby and national brands)

#### **Private Label and Exclusive Products**

- Further expansion of our 4Baby range planned
- Private Label and Exclusive Products represented 10.0% of sales in FY2016
- Medium term expectation is expand to around 15% of sales





# **EBITDA Margin Improvement**

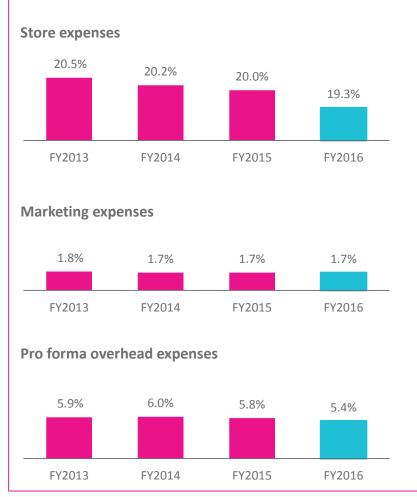
## Further operating leverage achieved

# Leverage investment in Technology, Support Office and the Distribution Centre

- Cost of doing business (pro forma) improvement of 109bps in FY2016 to 26.4% of sales, from 27.5% in FY2015
- Sales growth and disciplined cost management driving leverage
- Maintained cost effective marketing spend
- Overhead leverage in Support Office and Distribution Centre expenses has been achieved despite an increased investment year-on-year (\$10.5 million to \$12.9 million on a pro forma basis)



#### **Cost of Doing Business Metrics (% sales)**





# Financial information

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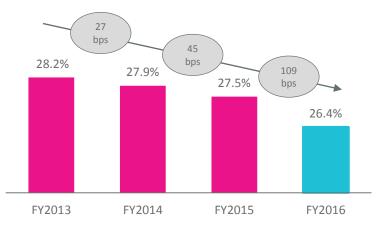
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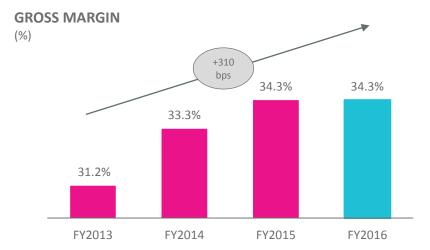
# **Strong Financial Track Record**

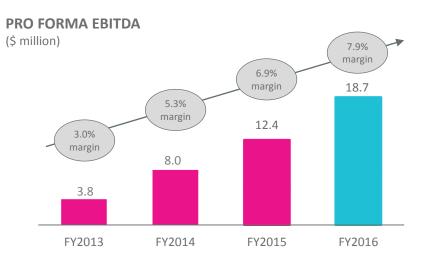
## FY2016 sales growth of +31.4% and pro forma EBITDA growth of +51.1%



PRO FORMA CODB (%)<sup>1</sup>









Note: 1. Refer to Glossary for a definition of CODB (%)

## Pro forma statement of profit or loss

Pro Forma	Pro Forma	Change
FY16	FY15	
236.8	180.2	31.4%
(155.7)	(118.3)	
81.2	61.9	31.2%
34.3%	34.3%	
(62.5)	(49.5)	
26.4%	27.5%	
18.7	12.4	51.1%
7.9%	6.9%	
(3.2)	(2.4)	
15.5	10.0	55.1%
6.5%	5.5%	
(0.3)	(0.2)	
15.2	9.7	55.8%
(4.6)	(2.9)	
10.6	6.8	55.8%
4.5%	3.8%	
	FY16         236.8         (155.7)         81.2         34.3%         (62.5)         26.4%         18.7         7.9%         (3.2)         15.5         6.5%         (0.3)         15.2         (4.6)         10.6	FY16         FY15           236.8         180.2           (155.7)         (118.3)           81.2         61.9           34.3%         34.3%           (62.5)         (49.5)           26.4%         27.5%           18.7         12.4           7.9%         6.9%           (3.2)         (2.4)           15.5         10.0           6.5%         5.5%           (0.3)         (0.2)           15.2         9.7           (4.6)         (2.9)           10.6         6.8

#### **Financial highlights**

- Total sales of \$236.8 million, up 31.4%
  - Comparable store sales growth of 12.5%, including 15.7% in the second half
- Gross margin of 34.3%, consistent with FY2015
- Pro forma EBITDA of \$18.7 million, up 51.1%
- Pro forma Cost of doing business \$62.5 million
  - 109 bps leverage achieved;
  - New store costs of \$9.0 million (including the annualising costs of 8 stores opened in FY2015);
  - Software licences for warehouse management system, Business Intelligence tool and moving to a hosted IT and communications environment; and
  - New Support Office roles and annualising Support Office roles added in FY2015, including roles in merchandising, IT and compliance



#### **Statement of financial position**

	Statutory	Statutory
	26-Jun-16	28-Jun-15
\$ million		
Cash and cash equivalents	7.4	3.6
Inventories	41.0	35.5
Property, plant and equipment	17.0	14.9
Goodwill & Intangibles	45.1	44.2
Other Assets	12.3	8.2
Total Assets	122.8	106.3
Payables	23.8	19.6
Borrowings	-	8.0
Provisions	5.4	4.4
Income tax Payable	0.8	2.4
Total Liabilities	30.0	34.3
Net Assets	92.7	72.0
Net Cash / (Debt)	7.4	(4.4)

#### **Capital structure**

•	\$7.4 million net cash position
•	<b>Inventory</b> increase reflects 5 new stores added (\$4.0 million), and \$1.5 million of inventory to support the remaining store network. Stock turns of 4.1 in FY16, an improvement on 3.6 in FY15
•	<b>Other assets</b> include \$1.9 million increase in layby receivables (in line with sales growth) and \$1.3 million increase in deferred tax assets (in relation

• Payables increase in line with inventory

to timing deductibility of IPO costs)

• Undrawn borrowing facility of \$20 million

#### **Dividends**

- FY2016 fully franked dividend of 6.3 cents based on a payout ratio of ~75% of pro forma NPAT
- Target ongoing payout ratio of 70% 100% of NPAT



#### **Statement of cash flows**

	Statutory FY16	Statutory FY15
\$ million		
Underlying Statutory EBITDA <sup>1</sup>	18.8	12.9
Movement in working capital	(3.2)	(4.6)
Tax Paid	(6.2)	(2.7)
Net finance costs paid	(0.4)	(0.8)
Net cash flow from operating activities	9.0	4.8
Capex - new stores	(2.8)	(4.8)
Capex - other	(3.4)	(1.2)
Operating cashflow	2.8	(1.2)
Net proceeds from issue of shares	25.1	1.5
Dividends paid	(16.1)	-
Borrowings (net)	(8.0)	(0.1)
Net cash flow	3.8	0.2

1. Refer Directors' report / Appendix 4E. Excludes IPO transaction costs, historical share options plan costs, employee gift offer and associated indirect tax costs

- Change in working capital reflects new store openings and investment in inventory to support strong sales growth
- Tax paid includes finalisation of FY2015 tax return (\$2.4m) and FY2016 provisional tax (\$3.8m)
- **Capital expenditure** (excluding new stores) included investments in:
  - Warehouse Management System;
  - Business Intelligence software tools;
  - Improved website, adding Click & Collect functionality;
  - Refurbishments and signage upgrades across the existing network of stores; and
  - Additional investment in store fixtures to improve the customer shopping experience
- \$28.7 million of new equity raised (\$25.0 million from the IPO, and \$3.7 million raised from the exercise of existing options)





# Outlook

## FY2017 outlook reflecting continuing strong trading performance and new store rollout

#### • FY2017 guidance:

- EBITDA expected to be in the range of \$21.5 million to \$24.5 million, representing growth of between 15% to 31%. This excludes employee equity incentive expenses
- Anticipate between 4 and 8 new stores to be opened in FY2017
- Comparable store sales growth as at 7 August 2016 is 15% year to date. This is expected to moderate to be more in line with the historical average (mid single digit) as we cycle against the prior year's strong comparable store sales growth
- Baby Bunting will change to a 27 week first half reporting period in FY2017 to ensure the first half of FY2017 includes the Boxing Day sales event to be consistent with prior years

Note: Refer to "Forward looking statements" section on page 2 of the Investor Presentation dated 12 August 2016 (regarding the risks associated with forward looking statements). Please also refer to section 4 of the Directors' Report (dated 12 August 2016) which describes some of the key risks and uncertainties that may have an effect on the Company's ability to execute its business strategies.





# **Statutory - Pro Forma Reconciliation**

	Statutory FY16	Pro Forma adjustments	Pro Forma FY16	Prospectus pro forma FY16 fct
\$ million				
Sales	236.8		236.8	218.6
Cost of sales	(155.7)		(155.7)	(141.8)
Gross Profit	81.2		81.2	76.8
Cost of doing business:				
Store expenses	(45.6)		(45.6)	(43.8)
Marketing expenses	(4.0)		(4.0)	(4.0)
Warehouse expenses	(3.4)		(3.4)	(3.5)
Administrative expenses	(10.6)	<b>1.1</b> a,b	(9.5)	(9.1)
IPO transaction costs expensed	(1.9)	<b>1.9</b> c	-	-
EBITDA	15.7	2.9	18.7	16.3
Depreciation and amortisation	(3.2)		(3.2)	(3.1)
EBIT	12.6	2.9	15.5	13.2
Net finance costs	(0.4)	0.1 d	(0.3)	(0.2)
Profit before tax	12.2	3.0	15.2	12.9
Income tax expense	(3.9)	(0.7)	(4.6)	(3.9)
Net profit after tax	8.3	2.3	10.6	9.1

a. Accelerated expenses of old LTI plan, employee gift offer and associated indirect tax costs are excluded from pro forma results

b. Listed public company costs - estimate of incremental costs BB would have incurred if it operated as a public company for the full period. Adjustment also applied to comparative period

c. IPO Transaction costs - IPO costs charged as expenses excluded from pro forma results

d. Net interest - adjustment for part year impact on interest expense as if the major IPO cash flows had taken effect at 29 June 15. Adjustment also applied to comparative period



# Glossary

Comparable Store Sales Growth	<ul> <li>Calculated as a percentage change of the total sales generated from stores (including the online store) in a relevant period, compared to the total sales from the same set of stores in the prior corresponding period, provided the stores were open at the beginning of the prior financial year</li> </ul>
Cost of Doing Business (CODB)	<ul> <li>Includes store, administrative, marketing and warehousing expenses (excluding depreciatio and amortisation)</li> </ul>
Exclusive Products	<ul> <li>Products sourced by Baby Bunting for sale on an exclusive basis (so that those products can only be purchased in Australia from Baby Bunting stores). Historically, exclusive supply arrangements have been arranged with suppliers in relation to selected products and for varying lengths of time</li> </ul>
Private Label	<ul> <li>Products sold by Baby Bunting under its own brand (Baby Bunting currently markets its private label products under the 4Baby brand name)</li> </ul>



# **Thank You!**