



# ANNUAL RESULTS

FOR THE YEAR ENDED 30 JUNE 2019

# Presentation outline



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# Overview of the year



- Extremely challenging year with disappointing financial and operational performance
- Major focus on debt refinancing and restructuring
- Factors influencing performance
  - Liquidity and working capital constraints
  - Inflated cost base and once-off expenses of R120 million
  - Impairment of goodwill, intangible assets and PPE totalling R4.2 billion
  - Challenging SA macroeconomic and consumer environment
  - Remedica classified as a discontinued operation and not included in FY2019 results
- Board and management taken action to clean up the balance sheet
- Completed sale of Biosciences (transaction 1) for R460 million and other non-core assets
- Remedica negotiations with preferred bidder at an advanced stage

## Board and governance developments

- Priority to address governance challenges and related shareholder concerns
- Andrew Marshall appointed independent non-executive chairman (3 May 2019)
  - Also appointed acting CEO following departure of Thomas Thomsen (23 May 2019)
- Created role of lead independent non-executive director; Bharti Harie appointed (7 June 2019)
- Ended board representation and operational involvement from Coast2Coast
- European based head office structure terminated and staff retrenched
- Strengthened board committee structure; created Investment Committee
- Achieved level 1 verified B-BBEE rating; improved from level 5 in 2018

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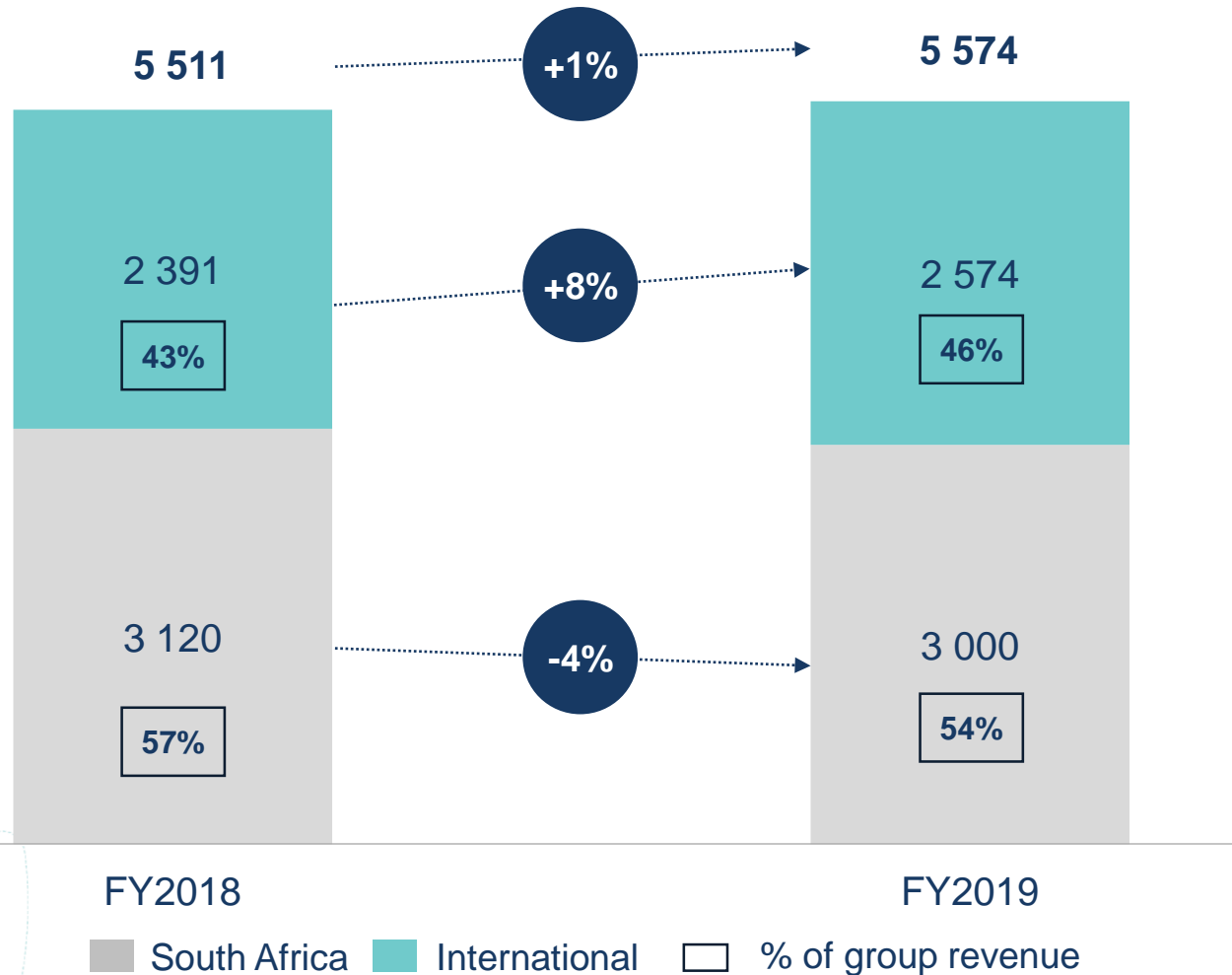
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# Revenue growth

## Revenue growth – continuing operations, (R'm)

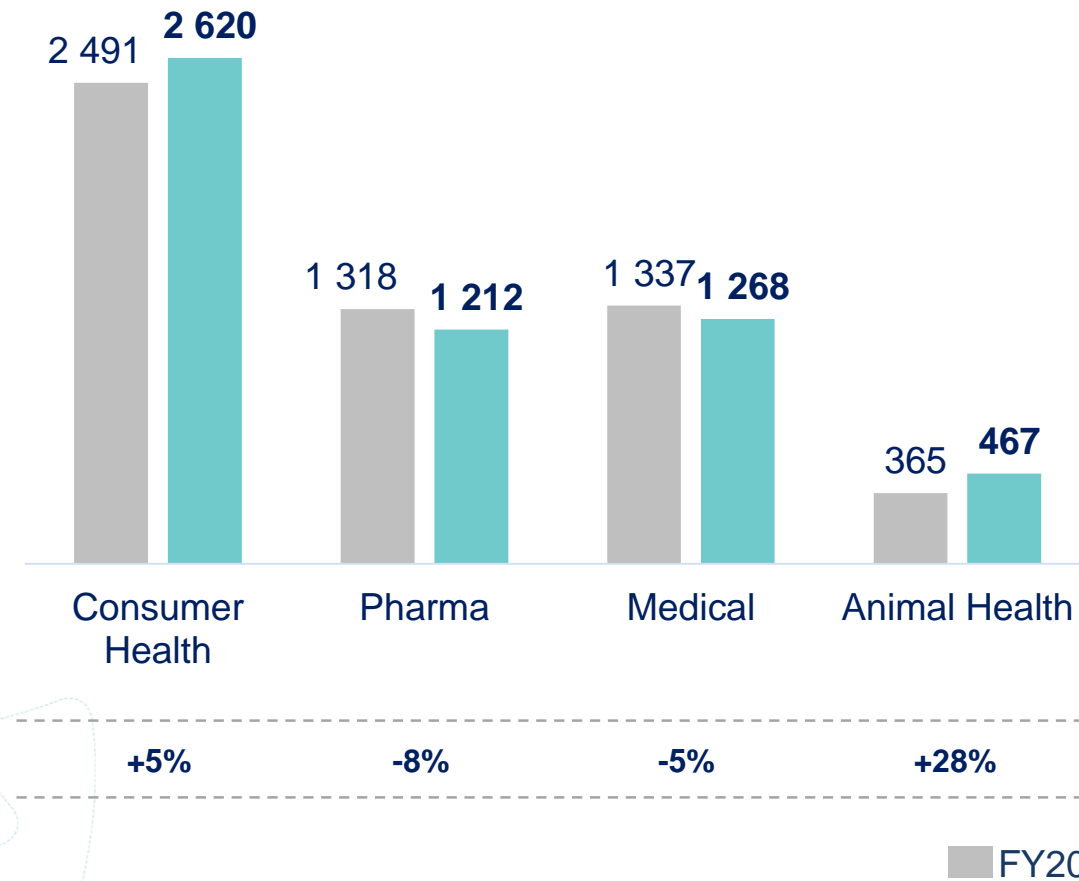


- Organic growth in Europe driven by improved portfolio management and launches in Sun Wave Pharma, and weaker ZAR. This was partly negated by increased market competition in Scitec.
- SA businesses hampered by tougher market conditions, supply issues and working capital constraints.

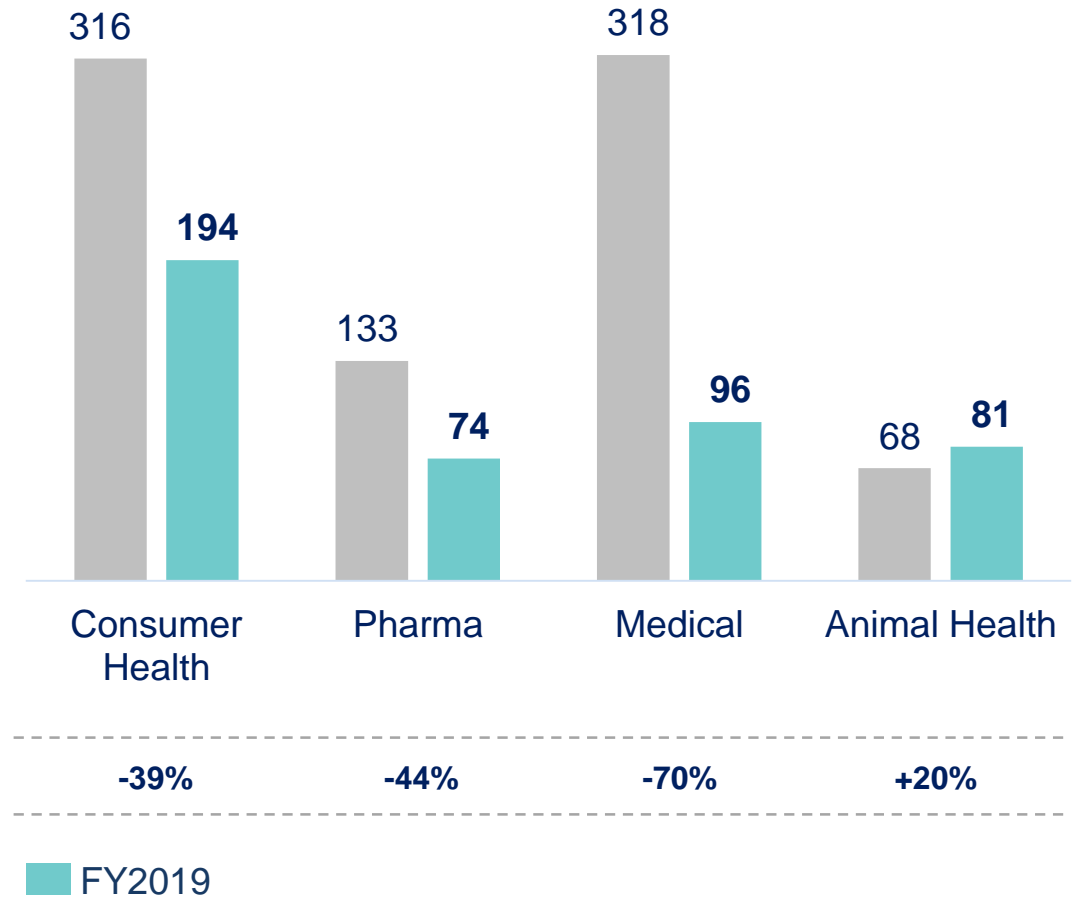
# Segment performance



Revenue growth, FY2018 – FY2019, (R'm)



EBITDA growth, FY2018 – FY2019, (R'm)



External revenue & EBITDA from continuing operations only; FY2018 restated



# Income statement



| Continuing operations (R'm)                                | Jun 2019     | Jun 2018*    | % change       |
|--|--------------|--------------|----------------|
| <b>Revenue</b>   | <b>5 574</b> | <b>5 511</b> | <b>1.2%</b>    |
| Cost of sales  | 3 185        | 2 979        | <b>6.9%</b>    |
| <b>Gross profit</b>  | <b>2 389</b> | <b>2 532</b> | <b>(5.7%)</b>  |
| <b>Gross profit margin</b>                                 | <b>42.9%</b> | <b>46.0%</b> |                |
| Other income   | 73           | 57           | <b>28.1%</b>   |
| Operating expenses   | 2 183        | 1 837        | <b>18.8%</b>   |
| Total expenses   | 6 721        | 2 109        |                |
| Less: depreciation, amortisation and impairments           | (4 418)      | (268)        |                |
| Less: once-off transaction-related and restructuring costs | (120)        | (4)          |                |
| <b>Normalised EBITDA</b>                                   | <b>279</b>   | <b>752</b>   | <b>(62.9%)</b> |
| <b>EBITDA margin</b>                                       | <b>5.0%</b>  | <b>13.6%</b> |                |

\* Restated

# Income statement (continued)

| Continuing operations (R'm)                 | Jun 2019       |                              | Jun 2018*                    | % change      |
|---|----------------|------------------------------|------------------------------|---------------|
|   | Basic earnings | Normalised headline earnings | Normalised headline earnings |               |
| <b>EBITDA</b>                               | <b>159</b>     | <b>279</b>                   | <b>752</b>                   | <b>(63%)</b>  |
| Depreciation & amortisation                 | 221            | 221                          | 238                          | (7%)          |
| Impairments                                 | 4 197          | -                            | -                            |               |
| <b>Operating (loss)/profit</b>              | <b>(4 259)</b> | <b>58</b>                    | <b>514</b>                   | <b>(89%)</b>  |
| Net finance costs <sup>(1)</sup>            | 373            | 373                          | 350                          | 7%            |
| Taxation                                    | 123            | 144                          | 71                           | 103%          |
| <b>(Loss)/profit after tax</b>              | <b>(4 755)</b> | <b>(459)</b>                 | <b>93</b>                    | <b>(594%)</b> |
| Non-controlling interest                    | 11             | 11                           | 25                           | (56%)         |
| <b>Attributable (loss)/profit after tax</b> | <b>(4 766)</b> | <b>(470)</b>                 | <b>68</b>                    | <b>(791%)</b> |
| Add back: capital items                     | 4 169          | (14)                         | 32                           |               |
| <b>Headline earnings</b>                    | <b>(597)</b>   | <b>(484)</b>                 | <b>100</b>                   | <b>(584%)</b> |
| WANOS ('m)                                  | 484.8          | 484.8                        | 462.0                        | 5%            |
| <b>HEPS (c)</b>                             | <b>(123.0)</b> | <b>(99.9)</b>                | <b>21.7</b>                  | <b>(560%)</b> |

\* Restated (1) Including profit from equity accounted investments

# Discontinued operations & restatements



| R'm                 | Total group | Discontinued operations |                |              |          |                    | Restatements        |                      | Continuing operations |
|---------------------|-------------|-------------------------|----------------|--------------|----------|--------------------|---------------------|----------------------|-----------------------|
|                     |             | Sports Nutrition        | Direct Selling | Bio-sciences | Remedica | Total discontinued | Prior period errors | Change in acc policy |                       |
| <b>FY2019</b>       |             |                         |                |              |          |                    |                     |                      |                       |
| Revenue             | 8 056       | (1)                     | (81)           | (856)        | (1 544)  | (2 482)            |                     |                      | <b>5 574</b>          |
| Normalised EBITDA   | 828         | 30                      | 6              | (108)        | (477)    | (549)              |                     |                      | <b>279</b>            |
| Gross profit margin | 41.7%       |                         |                |              |          |                    |                     |                      | <b>42.9%</b>          |
| EBITDA margin       | 10.3%       |                         |                |              |          |                    |                     |                      | <b>5.0%</b>           |
| <b>FY2018</b>       |             |                         |                |              |          |                    |                     |                      |                       |
| Revenue             | 7 955       | (129)                   | (90)           | (900)        | (1 325)  | (2 444)            |                     |                      | <b>5 511</b>          |
| Normalised EBITDA   | 1 259       | 79                      | 1              | (130)        | (407)    | (457)              | (5)                 | (45)                 | <b>752</b>            |
| EBITDA margin       | 15.8%       |                         |                |              |          |                    |                     |                      | <b>13.6%</b>          |

# Changes in accounting standards

## Effective FY2019

### IFRS 9 Financial Instruments

- Change from incurred loss model to estimated credit loss model to calculate impairment of financial instruments
- Change in classification of measurement categories of financial instruments
- Transition - Modified retrospective approach
- Changes in trade receivables, other financial assets and impairment charge
- Gross impact on opening retained earnings of R27.8 million before tax

### IFRS 15 Revenue from contracts with customers

- Recognise revenue based on performance obligations in contracts with customers
- Changes in revenue, cost of sales, refund assets, refund liability and contract liability
- Transition - Modified retrospective approach
- Gross impact on opening retained earnings of R10.5 million before tax

## Effective FY2020

### IFRS 16 Leases

- Almost all leases to be recognised on statement of financial position, as distinction between operating and finance leases are removed
- Recognition of right of use assets and lease liabilities
- Increase in EBITDA due to operating lease payments being removed and replaced by an increase in depreciation and interest paid
- Transition – Simplified transition approach
- Expecting to recognise right-of-use asset and lease liability of R266.6 million

- Indicator of impairment triggered by significant reduction in the group's share price
- Adverse economic conditions which impacted the group's performance in the current year
- Key audit matter
- Impairment models used conservative 5-year growth forecasts
- Change in the WACC discount rate from 10.3% to 15.1% due to higher cost of equity, increased SA risk premium and change in target Debt/Equity structure
- Goodwill and intangible assets generated by acquisitions impaired first
- Pre acquisition intangible assets and applicable PP&E impaired thereafter
- Scitec and SA Pharma completely impaired

# Impairments *(continued)*

| <b>R'm</b><br><i>Continuing operations only</i> |                                   |  |  |   |                              |
|---|-----------------------------------|--|--|---|------------------------------|
| <b>CGU</b>                                      | <b>Impairment<br/>of goodwill</b> | <b>Impairment<br/>of intangible<br/>assets</b> | <b>Impairment<br/>of property,<br/>plant &amp;<br/>equipment</b> | <b>Impairment<br/>of equity-<br/>accounted<br/>investment</b> | <b>Total<br/>impairments</b> |
| Scitec  | 1 318                             | 1 167  | 107  |   | <b>2 592</b>                 |
| Pharma Africa                                   | 427                               | 68   |  |   | <b>495</b>                   |
| Medical   | 224                               |  |  |   | <b>224</b>                   |
| Consumer Health Africa                          | 174                               | 82   | 15   |   | <b>271</b>                   |
| Animal Health                                   | 171                               |  |  |   | <b>171</b>                   |
| Farmalider                                      | 144                               | 298  |  | 2   | <b>444</b>                   |
| <b>Total</b>                                    | <b>2 458</b>                      | <b>1 615</b>                                   | <b>122</b>   | <b>2</b>  | <b>4 197</b>                 |

# Transaction-related and restructuring costs

|                              |  | R'm        |
|------------------------------|--|------------|
| Acquisition costs            | Farmalider and Kyron                     | 5          |
| Disposal costs               | Remedica                                 | 20         |
|                              | Biosciences                              | 6          |
|                              | Sale of Isando factory + other           | 2          |
| Restructuring costs          | Target operating model                   | 10         |
| Debt/capital restructuring   | Potential bond issue                     | 32         |
|                              | Rectification of group capital structure | 49         |
|                              | Other                                    | 3          |
| Retrenchments                | Scitec retrenchments                     | 7          |
|                              | Other                                    | 3          |
| <b>Total costs</b>           |  | <b>137</b> |
| Profit on disposal of Isando |  | -17        |
| <b>Total</b>                 |  | <b>120</b> |

# Head office expenses

## Increase in head office expenses, FY2018 – FY2019, (R'm)

|  | R'm        | % of base  |
|--|------------|------------|
| <b>Head office expenses – FY2018</b>           | <b>83</b>  |            |
| Payment to minority shareholders of Afrikelp * | 10         |            |
| Other one-off consulting fees *                | 7          |            |
| EU head office structure – removed in FY2020   | 12         |            |
| Long-term incentive costs                      | 11         |            |
| Rental lease straight-lining                   | 3          |            |
| Reduction in sponsorship                       | (2)        |            |
| Other/inflation                                | 5          |            |
| <b>Head office expenses – FY2019</b>           | <b>129</b> | <b>57%</b> |

\* Costs of a non-recurring nature that does not qualify as once-off costs in terms of the new normalised earnings definition



**Subject to consultation with HR on local legislation and adherence to due process with the affected employees themselves, we intend to pursue a reduction of R32m (~20%) in normalised head office costs from FY20 – FY21**

## **People**

- Phase 1 FY20: Reduction of Group Marketing team (marketing resources within BUs to carry out necessary work) & de-scaling of Group Procurement team to critical needs only
- Phase 2 FY20: Further review of executive leadership, and other supporting functions, with accountabilities to be absorbed by existing resources

## **Non-people**

- Footprint consolidation exercise (including warehousing / distribution) across the group to reduce fixed cost base
- Tightened controls on travel (local and international) to be implemented
- Limitations on professional fees (not otherwise included in once-off costs) to critical needs only

# Cash management

## Cash, FY2018 – FY2019, (R'm)

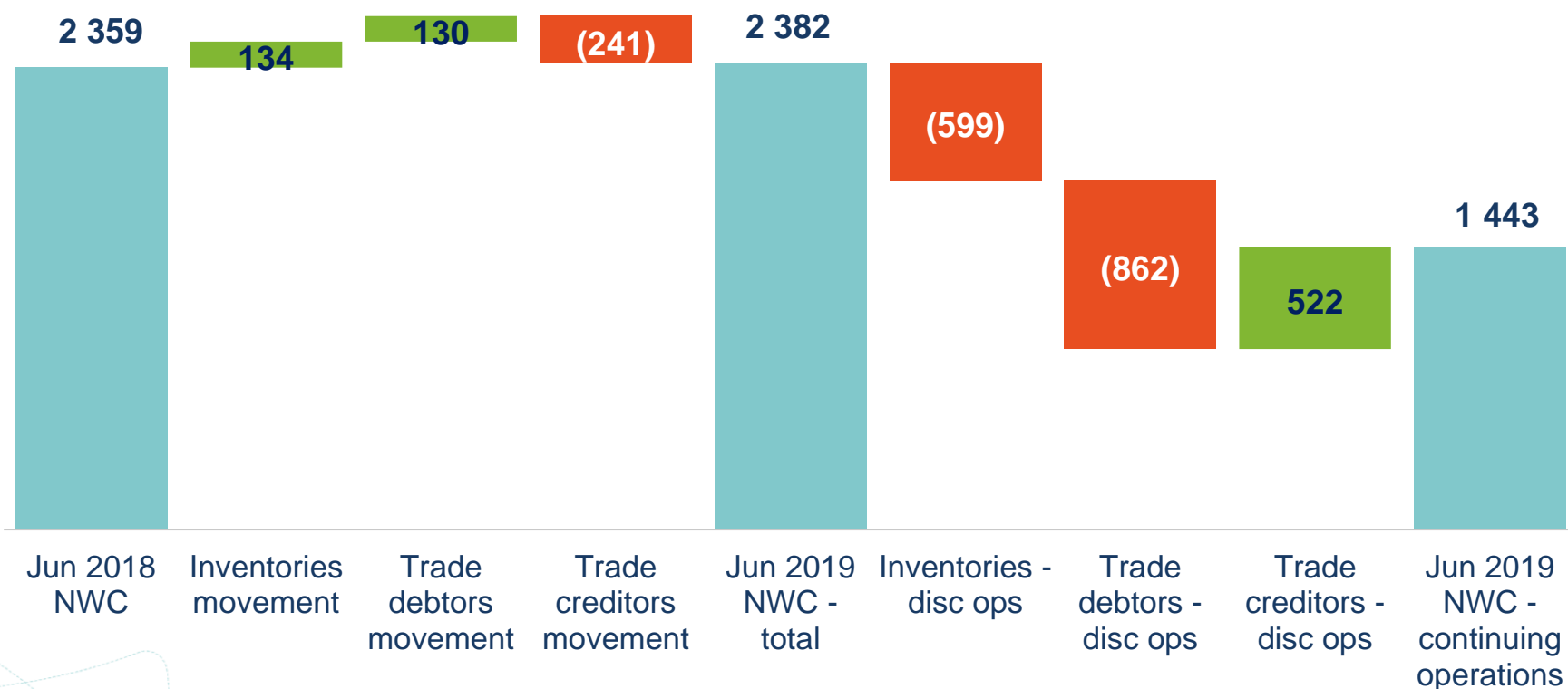


\* PPE – R262m; Intangibles – R130m

- Once off cash costs of R164m related to acquisitions, disposals and debt restructuring negatively affected Continuing operations cash generation
- Capex investment into compliance in EU and SA. Expansion capex for intangible assets in EU and demo equipment for Medical Devices
- DVL payments for Animal Health and Sun Wave Pharma businesses in Q1

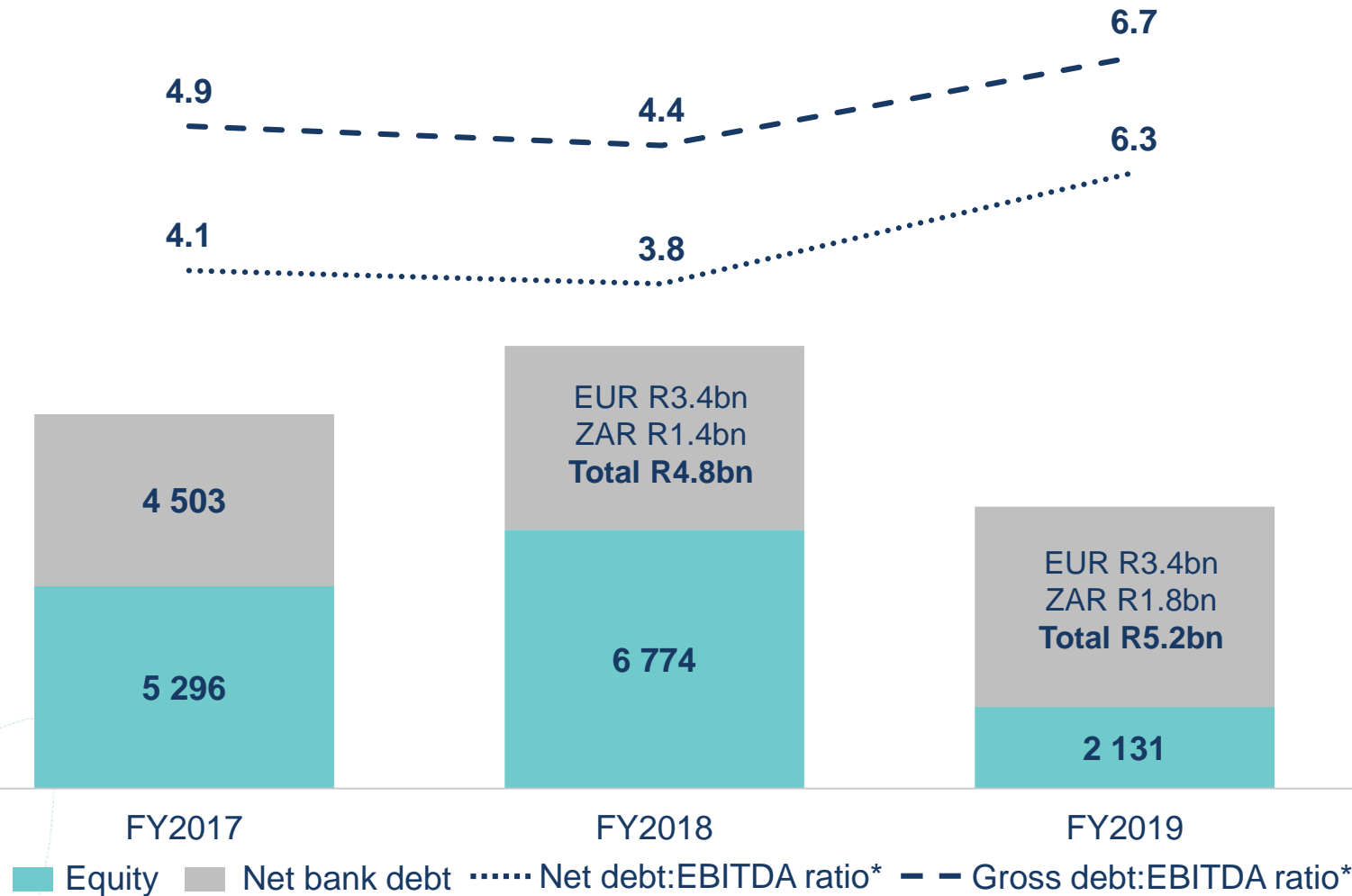
# Net working capital

## Net working capital (NWC), FY2019, (R'm)



- Inventory investment for:
  - Increasing safety stock levels of API in Remedica
  - Investment in new Medical Device agency
  - Recovery of planting season for Agri businesses post the drought
- SKU rationalisation across all Business Units in progress (300 SKU's in Scitec)
- Carrying R20m Government debt from March 2018. To be settled May 2020 per signed AoD
- Negotiated extended supplier payment terms in Europe and SA

Equity, net debt and debt:EBITDA, FY2017 – FY2019, (R'm)

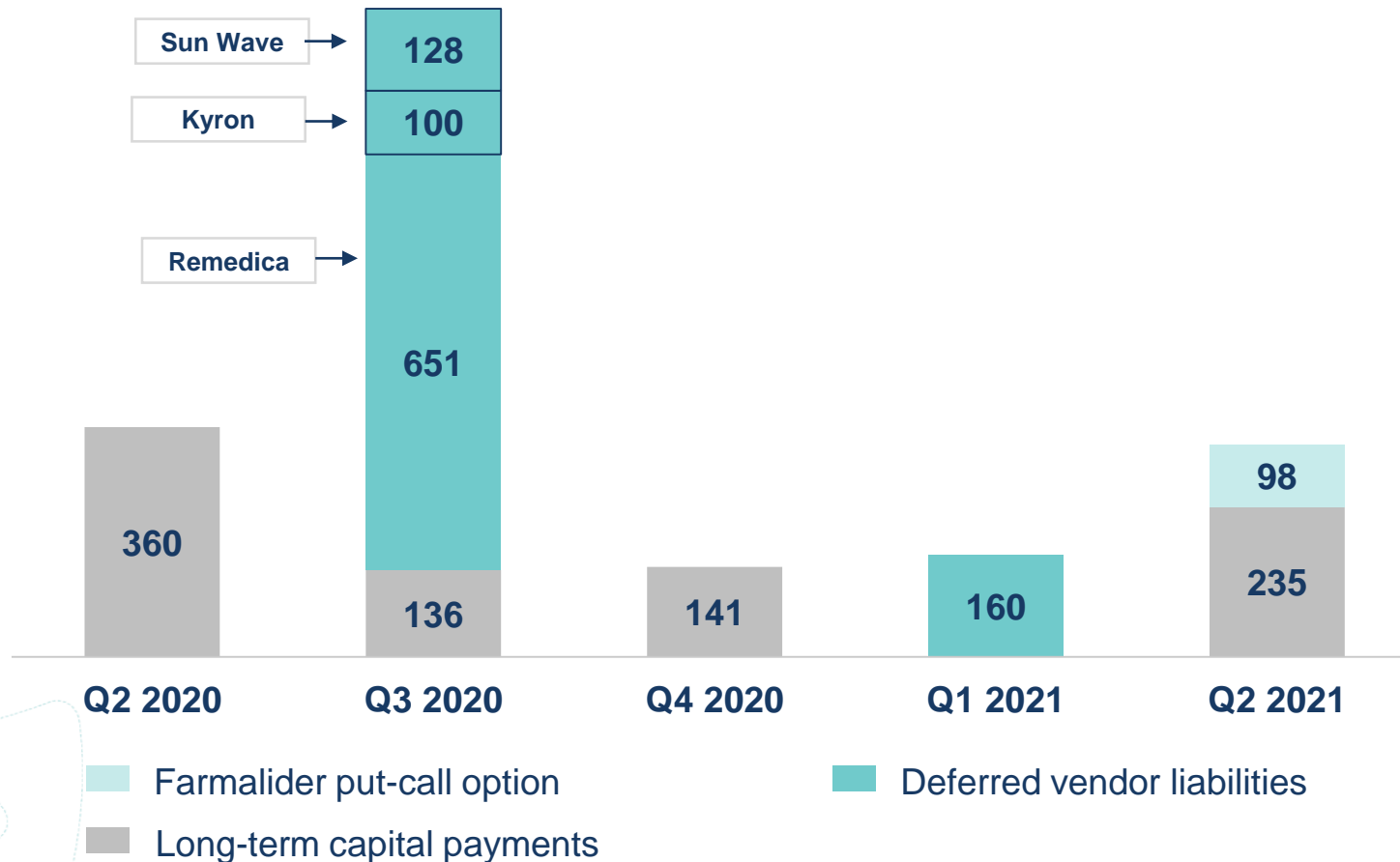


- 65% of Bank debt in EUR
- 83% of DVL in EUR
- Interim Stability Agreement negotiation with Senior Lenders with absolute waiver of all covenants and capital repayment holiday
- Weighted average cost of debt decreased to 5.6%
- Bridge loan of R360m repaid in July 2019 post Bioscience 1 sale

\* Based on total group EBITDA

# Committed cash obligations

## Committed cash obligations, FY2020, (R'm)



- Remedica DVP to be addressed as part of disposal negotiation
- Farmalider put-call option for remaining 51% renegotiated to Dec 2020
- Future cash requirements to be serviced by
  - Business unit disposals
  - Debt refinance of senior facilities
  - Cash generated by operations

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# Revenue analysis by business

| Continuing operations            | Reported<br>12 months<br>to Jun 2019 | Reported<br>12 months<br>to Jun 2018* | Reported<br>% change<br>vs Jun 2018 |
|----------------------------------|--------------------------------------|---------------------------------------|-------------------------------------|
| <u>INTERNATIONAL (€'m)</u>       |                                      |                                       |                                     |
| Sun Wave Pharma                  | 44.3                                 | 36.2                                  | 22%                                 |
| Scitec                           | 77.0                                 | 84.8                                  | (9%)                                |
| Farmalider                       | 35.8                                 | 36.6                                  | (2%)                                |
| Other                            | 0.5                                  | -                                     |                                     |
| <b>Total International - €'m</b> | <b>157.6</b>                         | <b>157.6</b>                          | <b>-</b>                            |
| <b>Total International - R'm</b> | <b>2 574</b>                         | <b>2 391</b>                          | <b>8%</b>                           |
| <u>SOUTH AFRICA (R'm)</u>        |                                      |                                       |                                     |
| Pharma                           | 732                                  | 895                                   | (18%)                               |
| Medical                          | 1 273                                | 1 366                                 | (7%)                                |
| Consumer Health                  | 821                                  | 917                                   | (11%)                               |
| Animal Health                    | 490                                  | 370                                   | 32%                                 |
| Intercompany elimination         | (316)                                | (428)                                 |                                     |
| <b>Total South Africa - R'm</b>  | <b>3 000</b>                         | <b>3 120</b>                          | <b>(4%)</b>                         |
| <b>Total group - R'm</b>         | <b>5 574</b>                         | <b>5 511</b>                          | <b>1%</b>                           |

\* Restated

# EBITDA analysis by business

| Continuing operations            | Reported<br>12 months<br>to Jun 2019 | Reported<br>12 months<br>to Jun 2018* | Reported<br>% change<br>vs Jun 2018 |
|----------------------------------|--------------------------------------|---------------------------------------|-------------------------------------|
| <u>INTERNATIONAL (€'m)</u>       |                                      |                                       |                                     |
| Sun Wave Pharma                  | 10.6                                 | 7.9                                   | 34%                                 |
| Scitec                           | 0.4                                  | 6.4                                   | (94%)                               |
| Farmalider                       | 4.7                                  | 6.4                                   | (27%)                               |
| Other                            | (2.2)                                | (1.0)                                 |                                     |
| <b>Total International - €'m</b> | <b>13.5</b>                          | <b>19.7</b>                           | <b>(32%)</b>                        |
| <b>Total International - R'm</b> | <b>217</b>                           | <b>326</b>                            | <b>(33%)</b>                        |
| <u>SOUTH AFRICA (R'm)</u>        |                                      |                                       |                                     |
| Pharma                           | (2)                                  | 34                                    | (106%)                              |
| Medical                          | 96                                   | 310                                   | (69%)                               |
| Consumer Health                  | 16                                   | 91                                    | (82%)                               |
| Animal Health                    | 81                                   | 74                                    | 10%                                 |
| <b>Total South Africa - R'm</b>  | <b>191</b>                           | <b>509</b>                            | <b>(62%)</b>                        |
| Group head office costs – R'm    | (129)                                | (83)                                  | 55%                                 |
| <b>Total group - R'm</b>         | <b>279</b>                           | <b>752</b>                            | <b>(63%)</b>                        |

\* Restated



## Farmalider

Summary P&L

| €'m           | Jun 2019 | Jun 2018 | % change |
|---------------|----------|----------|----------|
| Revenue       | 35.8     | 36.6     | (2%)     |
| EBITDA        | 4.7      | 6.4      | (27%)    |
| EBITDA margin | 13.1%    | 17.5%    |          |

## Commentary

Performance

- Revenue and EBITDA decline driven by supplier issues related to the implementation of the EU serialisation regulations
- Implementation of EU serialisation directive at own manufacturing site
- Sildenafil patent granted in USA and agreement signed with company in China

Priorities

- Addition of alternative manufacturing sites in China and India to increase capacity and de-risk supply
- Close agreements with major multinational customers for pain management innovations

## Remedica (disclosed as discontinued op)

| €'m           | Jun 2019 | Jun 2018 | % change |
|---------------|----------|----------|----------|
| Revenue       | 95.4     | 86.6     | 10%      |
| EBITDA        | 30.0     | 29.3     | 2%       |
| EBITDA margin | 31.4%    | 33.8%    |          |

## Commentary

- Increase in both revenue and EBITDA despite challenges in manufacturing and logistics posed by new EU regulations and ingredient supply delays
- Cost management projects contributed to positive EBITDA margin growth

- Increase productivity through implementation of 2nd and 3rd operational shifts
- New tender awarded in Mexico
- Enhancing in-market intelligence to determine optimal price points and revenue optimisation

## Pharma (SA)

Summary P&L

| R'm           | Jun 2019 | Jun 2018 | % change |
|---------------|----------|----------|----------|
| Revenue       | 732      | 895      | (18%)    |
| EBITDA        | (2)      | 34       | (106%)   |
| EBITDA margin | (0.3%)   | 3.8%     |          |

## Commentary

Performance

- Revenue and EBITDA negatively impacted by out of stocks, factory and supply issues
- GP margin % increase due to discontinuation of lower margin products
- Concluded sale of Isando factory (R126m)

Priorities

- Grow export market into SADC and West Africa
- Improving sales from high-margin private sector and OTC brands

## Medical (SA)

| R'm           | Jun 2019 | Jun 2018 | % change |
|---------------|----------|----------|----------|
| Revenue       | 1 273    | 1 366    | (7%)     |
| EBITDA        | 96       | 310      | (69%)    |
| EBITDA margin | 7.5%     | 22.7%    |          |

## Commentary

- Lower sales primarily due to supply constraints
- Forex impact drove 4% increase of COGS, with impact directly felt on GP margin
- Increase in costs contributing to reduction in EBITDA margin driven by investment in sales heads and training for newly acquired agency.

- Completing move into new, integrated Medical (SA) building
- Ramping up sales from newly acquired Qiagen agency
- Inventory optimisation and distribution restructure

## Scitec

| Summary P&L | €'m           | Jun 2019    | Jun 2018 | % change |
|-------------|---------------|-------------|----------|----------|
|             | Revenue       | <b>77.0</b> | 84.8     | (9%)     |
|             | EBITDA        | <b>0.4</b>  | 6.4      | (94%)    |
|             | EBITDA margin | <b>0.5%</b> | 7.5%     |          |

## Commentary

- Performance
- Volumes maintained, but sales price depreciation owing to increased competitor activity negatively impacted both revenue and EBITDA results
  - Amazon delivered strong growth in 5 key EU countries
  - 61 headcount reduction was implemented (direct and indirect)

- Priorities
- New leadership appointed
  - Launch two new Scitec sub-brands
  - Accelerate contract manufacturing
  - Further COGS and overhead costs reduction

## Sun Wave Pharma

| Summary P&L | €'m           | Jun 2019     | Jun 2018 | % change |
|-------------|---------------|--------------|----------|----------|
|             | Revenue       | <b>44.3</b>  | 36.2     | 22%      |
|             | EBITDA        | <b>10.6</b>  | 7.9      | 34%      |
|             | EBITDA margin | <b>24.0%</b> | 21.8%    |          |

## Commentary

- Performance
- Strong performance in both revenue and EBITDA driven by focus on top brands and increase in sales heads and medico-marketing activities
  - 5 new products successfully launched in FY2019 supported by clinical trial results and media promotion

- Priorities
- 4 new products to be launched
  - Consumer campaigns to boost brand equity and complement the winning HCP approach

## Consumer Health (SA)

| Summary P&L | R'm           | Jun 2019 | Jun 2018 | % change |
|-------------|---------------|----------|----------|----------|
|             | Revenue       | 821      | 917      | (11%)    |
|             | EBITDA        | 16       | 91       | (82%)    |
|             | EBITDA margin | 2.0%     | 9.9%     |          |

## Commentary

|             |  |
|-------------|--|
| Performance | <ul style="list-style-type: none"> <li>Integration of Wellness, Skin, Supply Chain &amp; Chempure business units to achieve synergies</li> <li>EBITDA drop due to inventory write-offs</li> <li>Successful launch of Solal RestorX and improvement in supply chain issues</li> <li>Challenging environment for SA salon market</li> <li>Strong overall performance from Solal Skin brand</li> <li>EBITDA margin negatively impacted due to increased marketing required for UK expansion and Agewell launch</li> </ul> |
| Priorities  | <ul style="list-style-type: none"> <li>Improvement in procurement and manufacturing service levels</li> <li>Resumption of advertising and promotion activities</li> <li>Continuing to drive sales expansion in UK market</li> <li>Launching Agewell products into online channel</li> </ul>  |

## Animal Health

| Summary P&L | R'm           | Jun 2019     | Jun 2018 | % change |
|-------------|---------------|--------------|----------|----------|
|             | Revenue       | <b>490</b>   | 370      | 32%      |
|             | EBITDA        | <b>81</b>    | 74       | 10%      |
|             | EBITDA margin | <b>16.5%</b> | 20.0%    |          |

## Commentary

| Performance | Key Points  |
|-------------|---|
|             | <ul style="list-style-type: none"> <li>Strong sales growth in Agrimed following launch of new range of vaccines and improvement in compounding segment</li> <li>Drop in EBITDA margin due to improved sales from lower margin compounding segment, increased marketing expenses associated with new vaccine launch</li> </ul> |

| Priorities | Key Points   |
|------------|--|
|            | <ul style="list-style-type: none"> <li>Continue to drive sales in Agrimed and Vet businesses while extracting further synergies from Kyrion</li> <li>Expansion into other markets in SADC and East Africa</li> </ul> |

## Biosciences – Avima and Klub M5 (disclosed as discontinued ops)

| R'm           | Dec 2018     | Dec 2017 | % change |
|---------------|--------------|----------|----------|
| Revenue       | <b>517</b>   | 490      | 6%       |
| EBITDA        | <b>84</b>    | 76       | 11%      |
| EBITDA margin | <b>16.2%</b> | 15.5%    |          |

## Commentary

| Key Points | Commentary   |
|------------|--|
|            | <ul style="list-style-type: none"> <li>Increase in revenue driven recovery from the drought</li> <li>Bioscience 1 disposal successfully concluded</li> </ul> |

| Key Points | Commentary  |
|------------|---|
|            | <ul style="list-style-type: none"> <li>Reregistration of affected products</li> <li>Relaunch of Dicorzal</li> </ul> |

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- The sale of Remedica represents a significant opportunity to substantially deleverage the business
- Auction process resulted in two bidders being shortlisted
- Due diligence evaluations substantially completed
- Exclusivity agreement entered into with preferred bidder
- Negotiations at an advanced stage
- Expect to make further announcement in due course

- Period of consolidation with a 'fix the basics' strategy to turn around performance
- Complete Remedica sale within tight timelines
- Create efficient capital structure post Remedica disposal
- Focus on revenue growth, expense control, cash and working capital management
- Restore investor confidence
- Positive start to FY2020 with revenue growth of 13% for first 14 weeks
- Communicate revised strategy once business is financially stable with sustainable growth prospects



# Presentation outline



## Section

## Presenter

01 Overview

Mark Sardi

02 Financial review

Kieron Futter

03 Operational review

Kieron Futter

04 Short-term focus areas and outlook

Mark Sardi

05 Q & A

Mark Sardi & Kieron Futter



**Thank you**

**Q&A**

# Additional Information

# Key ratios

|                               | Jun 2019 | Jun 2018* |
|-------------------------------|----------|-----------|
| Sales (R'm)                   | 5 574    | 5 511     |
| EBITDA (R'm)                  | 279      | 752       |
| Interest cover (times)        | 0.8      | 2.3       |
| Net debt to EBITDA# (times)   | 6.3      | 3.8       |
| Gross debt to EBITDA# (times) | 6.7      | 4.4       |
| Net working capital days      | 157      | 138       |
| Inventory days                | 157      | 132       |
| Debtor days                   | 84       | 75        |
| Creditor days                 | (84)     | (69)      |
| ROTNA** (%)                   | 5.6%     | 13.9%     |
| ROE*** (%)                    | (20.4%)  | 1.5%      |

\* Restated

\*\* Adjusted for average equity

\*\* Excludes goodwill and intangibles

# Based on total group EBITDA

# Number of shares in issue



| Million   | Jun 2019     | Jun 2018     | % change    |
|---|--------------|--------------|-------------|
| Opening number of shares in issue                 | 489.5        | 435.9        |             |
| Private placements in November 2017               |              | 12.4         |             |
| Private placement in December 2017                |              | 3.7          |             |
| Rights issue in December 2017                     |              | 37.5         |             |
| Closing number of shares in issue                 | 489.5        | 489.5        | -           |
| <b>Weighted average number of shares in issue</b> | <b>484.8</b> | <b>462.0</b> | <b>4.9%</b> |

# Balance sheet – assets

| R'm                            | Jun 2019      | Jun 2018*     | % change     |
|--------------------------------|---------------|---------------|--------------|
| <b>Non-current assets</b>      | <b>3 119</b>  | <b>11 152</b> | <b>(72%)</b> |
| Property, plant and equipment  | 541           | 1 170         | (54%)        |
| Intangible assets and goodwill | 2 401         | 9 834         | (76%)        |
| Other non-current assets       | 177           | 148           | 20%          |
| <b>Current assets</b>          | <b>8 212</b>  | <b>4 709</b>  | <b>74%</b>   |
| Inventories                    | 1 109         | 1 574         | (30%)        |
| Trade and other receivables    | 1 180         | 1 872         | (37%)        |
| Cash and cash equivalents      | 292           | 768           | (62%)        |
| Other current assets           | 72            | 135           | (47%)        |
| Current assets held for sale   | 5 559         | 360           |              |
| <b>Total assets</b>            | <b>11 331</b> | <b>15 861</b> | <b>(29%)</b> |

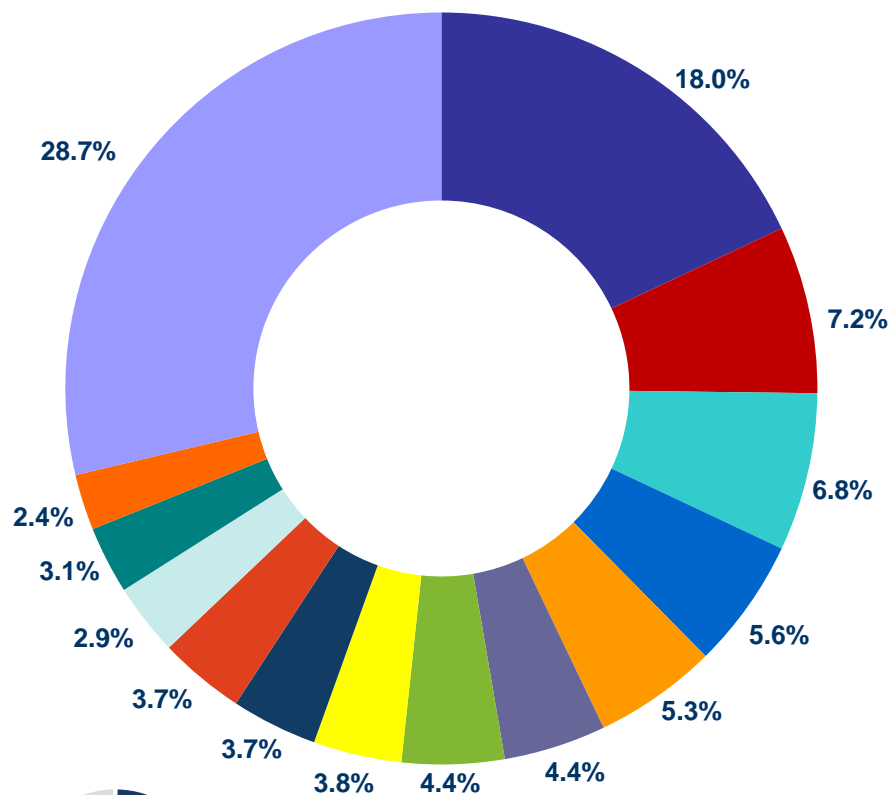
\* Restated

# Balance sheet – equity and liabilities

| R'm                                 | Jun 2019      | Jun 2018*     | % change     |
|-------------------------------------|---------------|---------------|--------------|
| <b>Equity</b>                       | <b>2 130</b>  | <b>6 774</b>  | <b>(69%)</b> |
| <b>Non-current liabilities</b>      | <b>609</b>    | <b>5 969</b>  | <b>(90%)</b> |
| Borrowings                          | 55            | 4 555         | (99%)        |
| Deferred vendor liabilities         | 154           | 876           | (82%)        |
| Other non-current liabilities       | 400           | 538           | (26%)        |
| <b>Current liabilities</b>          | <b>8 592</b>  | <b>3 118</b>  | <b>176%</b>  |
| Trade and other payables            | 983           | 1 325         | (26%)        |
| Borrowings                          | 5 452         | 939           | 480%         |
| Deferred vendor liabilities         | 262           | 423           | (38%)        |
| Bank overdraft                      | 27            | 81            | (67%)        |
| Other current liabilities           | 295           | 287           | 3%           |
| Current liabilities held for sale   | 1 573         | 63            |              |
| <b>Total liabilities</b>            | <b>9 201</b>  | <b>9 087</b>  | <b>1%</b>    |
| <b>Total equity and liabilities</b> | <b>11 331</b> | <b>15 861</b> | <b>(29%)</b> |

\* Restated

# Shareholding structure



## Holdings at

Jun 2019

Jun 2018

| Shareholder                       | Jun 2019 | Jun 2018 |
|-----------------------------------|----------|----------|
| Coast2Coast                       | 18.0%*   | 28.3%    |
| Mergence Investment Managers      | 7.2%     | -        |
| Kefolile Health Investments       | 6.8%     | 6.8%     |
| WBD Investment Holdings           | 5.6%     | 5.2%     |
| Mineworkers Investment Company    | 5.3%     | 4.6%     |
| Public Investment Corporation     | 4.4%     | 4.4%     |
| Laurium Capital                   | 4.4%     | 3.8%     |
| Jupiter Asset Management          | 3.8%     | 3.5%     |
| International Finance Corporation | 3.7%     | 3.7%     |
| Blakeney Management               | 3.7%     | 3.8%     |
| Sentio Capital Management         | 3.1%     | 3.6%     |
| Old Mutual Investment Group       | 2.9%     | 2.0%     |
| Legae Peresec Equities            | 2.4%     | 0.3%     |
| Other shareholders                | 28.7%    | 29.3%    |



**22.2%** international holding  
(22.7% at Jun 2018)



**30.7%** BEE holding (31.8% at Jun 2018),  
including 14.0% black female ownership

\* Coast2Coast's shareholding has reduced to 14.0%, as announced on SENS on 10 May 2019; however, as this trade was done off market and requires SARB approval, the transaction has not yet been recorded by STRATE as at the date of this presentation.



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# Investor relations contacts



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