

# IVE GROUP LTD: Goldman Sachs Small and Mid-Cap Conference

17 April 2018



Geoff Selig – Executive Chairman

# BUSINESS OVERVIEW

## Unparalleled offering

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IVE is a vertically integrated marketing services and print communications provider. IVE enables its customers to communicate more effectively with their customers by creating, managing, producing and distributing content across multiple levels.

The marketing services and print communications industry is dynamic and constantly evolving. IVE's response to this evolution has been to maintain relevance with our customers through ongoing investment and expansion of our product and service offering.

This has been achieved through an effective combination of both organic growth initiatives and strategic acquisitions.

IVE has a leading product and service offering in Australia and holds leading positions across multiple industry sectors. IVE delivers its products and services through four operating divisions.

ive

kalido.

**bluestar**★

**pareto**group

iveo

ive

# BUSINESS OVERVIEW

**kalido.**

## Harnessing customers data for better business outcomes

Kalido is a customer experience agency that helps brands prosper through creative concept development, digital services, customer analytics & marketing automation.

- **Customer analytics**

Our strategic reporting framework, predictive modelling and Customer Data Platform create actionable outcomes to increase customer value.

- **Digital experience platforms**

End-to-end delivery of cross platform digital experiences, including solutions architecture, digital design, development and ongoing support.

- **Marketing automation**

We are best in class in Salesforce and Adobe Marketing Cloud implementation and optimisation to fast track your return on investment.

- **Content**

Leveraging customer data we create personalised customer journeys and content that is relevant to your audience across different channels

Kalido partners with leading technology platforms to deliver comprehensive, fully integrated best of breed solutions that help brands to confidently navigate the path from traditional product-led marketing, to the rewards of being customer centric champions.



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# BUSINESS OVERVIEW



Operating across seven specialist businesses, Blue Star is Australia's most diversified business of its kind. We're a leading provider of integrated print, display, personalised communications, promotional products, warehousing and logistics services.

## **bluestar**★**DIRECT**

Key products and services

- Data management and analytics
- Direct marketing
- E-communications

## **bluestar**★**WEB**

Produces a wide range of printed collateral

- Magazines
- Custom publications
- Corporate material

## **bluestar**★**PRINT**

Produces a wide range of printed collateral

- Brochures
- Flyers, booklets

## **bluestar**★**PROMOTE**

Manages customers' promotional merchandise programs

- Creative development, sourcing, production and distribution of promotional merchandise

## **bluestar**★**CONNECT**

Inventory management, warehousing and logistics

- Storage
- Kitting and fulfilment
- Freight management

## **franklin**★**WEB**

Specialist catalogue producer

- Catalogue production
- Publications
- Brochures

## **bluestar**★**DISPLAY**

Designs and manufactures point of sale collateral

- Concept, design and manufacture of temporary, semi-permanent and permanent point of sale collateral



# pareto**group**

Australia's largest fundraising strategy, data-driven solutions and telephone fundraising agency serving the not-for-profit sector.

## Pareto Fundraising

- Data-driven solutions serving the NFP sector
- Strategy development
- Creative
- Execution of multi-channel fundraising campaigns
- Multi-channel fundraising campaigns
- Annual Fundraising Benchmarking Report

## Pareto Phone

- The industry leader in charity telefundraising
- Data driven telefundraising campaigns
- Campaign reporting and analysis



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# BUSINESS OVERVIEW



**IVE's managed solutions business. IVEO bundles the Company's broad range of products and services into multi-channel communication solutions for customers.**

Using IVE's technology platform customers have a single point of access to IVE's product and service offering spanning from creative through to distribution.

The only scale managed solutions provider whose offer is supported by "owned" manufacturing capability across multiple sectors

**IVEO's focus is on developing a deep understanding of a customer's business objectives**

- Engagement typically involves dedicated account management and creative teams embedded on site with our customers.
- Enables development of communication strategies designed to engage audiences and increase return on investment



# IVE GROUP DASHBOARD

The past year

**1720**  
employees

**70%**  
of all revenue comes  
from customers using  
more than one of our  
divisions

**46,000**  
online orders  
despatched

**3.5**  
BILLION  
catalogues  
produced

**70**  
MILLION  
electronic  
direct mails

**164** customer online  
ordering sites

We employ 60  
graphic designers

**15** MILLION SMS's

Pareto Group  
work with  
**120**  
Australian charities

**OVER  
1 MILLION**  
outbound phone  
conversations on  
behalf of Australian  
charities

**2900**  
customers

**180**  
MILLION  
personalised direct  
marketing mail packs



# FINANCIAL SNAPSHOT

## Solid financial performance

### Solid financial performance

- Strong revenue uplift of \$151M due to a combination of organic growth and the acquisitions of Franklin WEB, AIW and SEMA
- EBITDA of \$38.3M up 56.9%
- Pro forma NPAT of \$17.4M up 50.4%
- Free cash conversion of 79.4% to pro forma EBITDA
- Net debt 1.6 × full year pro forma EBITDA FY18 guidance

### Strong dividend stream

- Dividends paid in line with dividend policy, payout ratio 65-75% of pro forma NPAT
- \$36M of fully franked dividends paid since December 2015

Full year FY18 pro forma EBITDA expected to be \$72M–\$77M



	PRO FORMA			
	Actual H1 FY2018 \$M	Actual H1 FY2017 \$M	Variance \$M	Variance %
Revenue	359.3	207.7	151.6	73.0%
EBITDA	38.3	24.4	13.9	56.9%
% of Revenue	10.7%	11.7%		
NPAT	17.4	11.6	5.8	50.4%
% of Revenue	4.8%	5.6%		





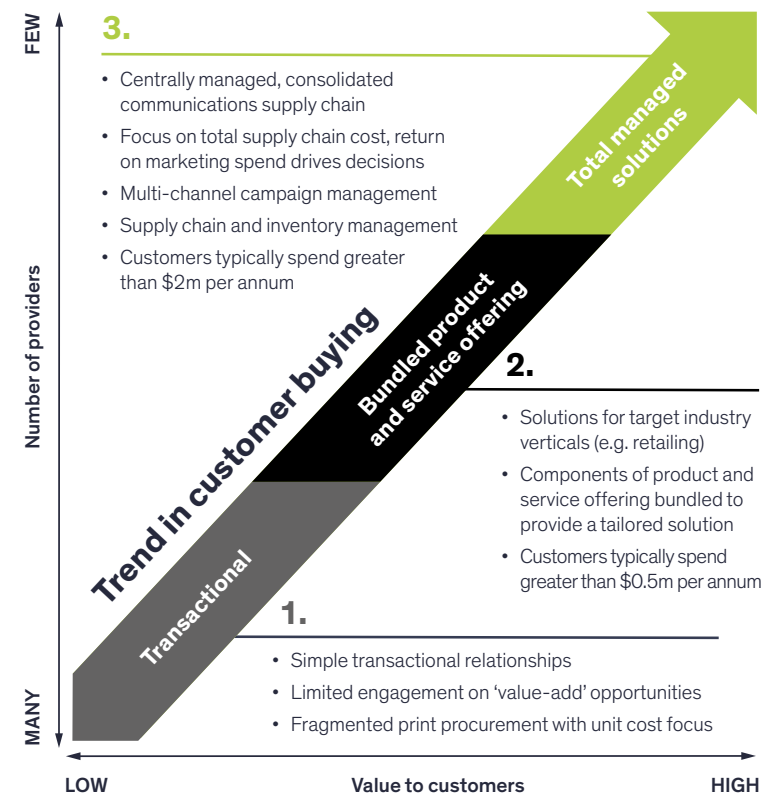
# CUSTOMER ENGAGEMENT

## Solutions approach

IVE adopts a solutions-based strategy with its customers. Solutions typically involve the bundling of various products and services to deliver a tailored customer outcome.

IVE provides many of its major customers with managed communication solutions that enable a total cost of ownership focus – involves a focus on improving the customer's return on total supply chain or 'ownership' cost.

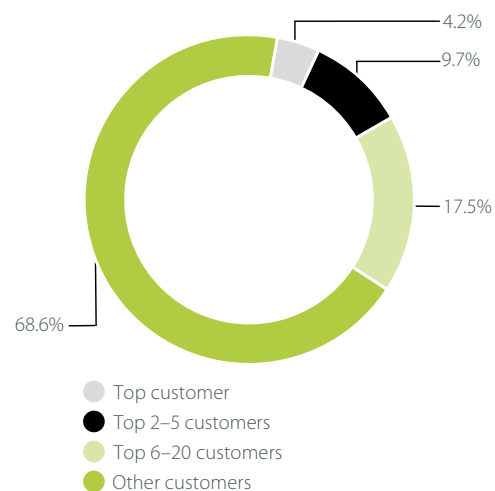
This approach has resulted in strong, long-term relationships with customers and provides the opportunity to further expand the range of value added products and services offered to customers.



# CUSTOMER BASE

## Highly diversified across industries

Customer concentration  
(pro forma FY2017 revenue)



Top 10 customer industry exposures  
(pro forma FY2017 revenue)

Sector	Sector % of Total
Retail	27.47%
Financial/Corporate Services	16.09%
Publishing	9.82%
Charity	7.61%
Tourism/Entertainment	5.54%
Government	4.53%
Manufacturing	4.38%
Telco's	2.70%
Health	2.04%
Other	19.82%

# SELECTION OF KEY CUSTOMERS

Over 2900 customers with 70% of the groups revenue generated by customers using multiple products and services.  
Average relationship +7 years across top 20 customers.

**kalido.**



**bluestar** 



**coles**



**pareto**group



**GREENPEACE**



**íveo**



**L'ORÉAL**



# CASE STUDY – Campaign launch

## Vodafone NBN Campaign

Vodafone has been an IVEO client for three years. A team of 4 IVEO staff sit onsite with their marketing team to create and execute campaigns from catalogues to sales collateral to instore display.

Vodafone's NBN campaign is on-going. IVEO is responsible for ensuring a successful retail campaign launch in each of their 245 stores as the NBN becomes available. IVEO collaborates with five IVE business units to reach 245 stores nationally.

### Strategy and execution

#### IVEO

- Conceptual design
- Project management for all design, production and delivery

#### Blue Star DISPLAY

- Site assessments and installation
- Creative adaptation of design to each site
- Production of window decals and large format collateral
- Batched print on demand for successive rollout

#### Blue Star PRINT

- Sheetfed production of marketing collateral including brochures, flyers

#### Blue Star WEB

- Catalogue production

#### Blue Star CONNECT

- Kitting and distribution of collateral to all sites.

### Technology platforms

- IVEStore (inventory ordering) and IVETactical (local area marketing).
- Seamless ordering integration with Vodafone's internal Visual Merchandising Platform "VStyle" to streamline engagement with their CoCo network.



# CASE STUDY – Individual Request Solution

## Beyond Blue

**beyondblue** has been a client since 2012. We service beyondblue's full marketing supply chain; creative, print management, direct mail, promotional, warehousing and logistics requirements. Our account management team of two are situated at our IVEO Richmond Hub, and a dedicated helpdesk is located in our CONNECT Hub at Erskine Park.

IVE's online ordering platform is seamlessly integrated into Beyond Blue's website. Organisations, call centre helpers and the general public access and order products. These requests are picked and mailed direct to the individuals

**IVEO** – Supply Chain Management, Creative

**Blue Star PRINT** – Brochures, Flyers, Booklets, Posters

**Blue Star PROMOTE** – Wrist Bands, Bags, Badges, Campaign Merchandise

**Blue Star DIRECT** – Fundraising Mailpacks

**Blue Star DISPLAY** – Banners, Media Walls, Flags, Stands

**Blue Star CONNECT** – Call Centre, Kitting, Warehouse, Logistics

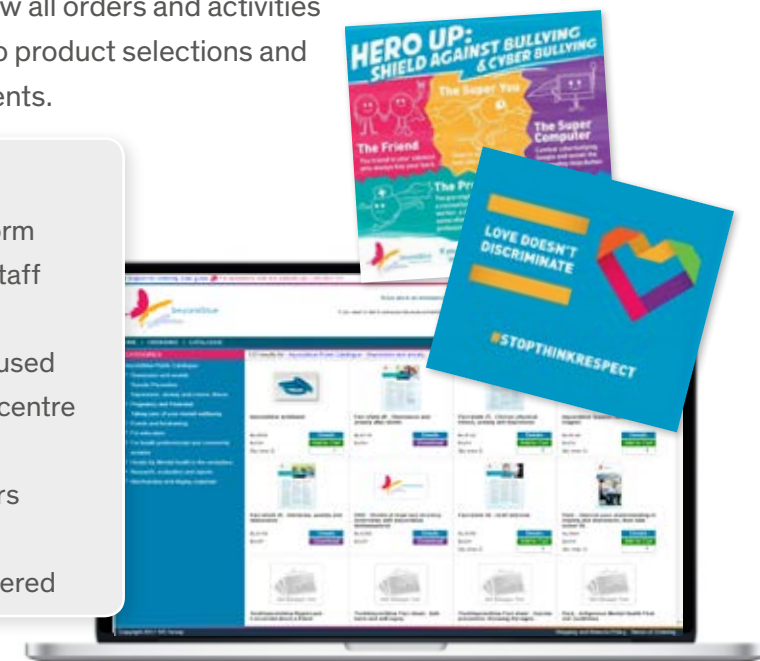
### Underpinned by HIVE

- IVEContent (Digital Asset Management)
- IVEStore (Inventory Ordering)
- Engaging 31,000 registered health-focused professionals and unregistered members of the public.
- Data feedback – review all orders and activities to provide insights into product selections and suggested improvements.



### In Summary (2017)

- 1 HIVE ordering platform
- 2 dedicated support staff
- 282 products printed
- 700 products warehoused
- 2,305 calls to our call centre
- 12,500 placed orders
- 31,721 registered users
- 42,926 lines picked
- 2,351,171 pieces delivered



# CASE STUDY – One customer, many touchpoints

## Woolworths

Monthly campaigns executed in over 1,000 stores nationally and engagement with over 7 million customers.



### bluestar\*PRINT

- Commercial Printing of booklets, brochures and flyers



### bluestar\*WEB

- Large volume printing of booklets



### bluestar\*DISPLAY

- Wide Format Digital Print, 3D Point of Sale/ temporary display and Permanent Display



### bluestar\*DIRECT

- Direct Mail, Personalised Communications and Loyalty card fulfilment



(Everyday Rewards)

### bluestar\*PROMOTE

- Campaign Merchandise



### bluestar\*CONNECT

- Kitting & Distribution



# WELL PLACED FOR LONG-TERM GROWTH

## Growth from multiple sources

### New customer origination

- Highly customer centric culture, with a track record of success
- Sales focused executive team

### Growing share of wallet with existing customers

- Broad range of products and services provides an excellent platform to grow

### Capital expenditure to deliver productivity gains

- Strong focus on driving operational efficiency

### Disciplined acquisition program

- The Group has had an active acquisition program over the past 4 years
- A combination of bolt ons and product expansion acquisitions has positioned the business well

### Addition of new products and services

- Specific new product and service opportunities identified across the marketing process

Track record since listing in December 2015 of meeting all financial targets and operational milestones.

Continued diversification over the last 4 years has positioned the Group well for long-term growth.



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