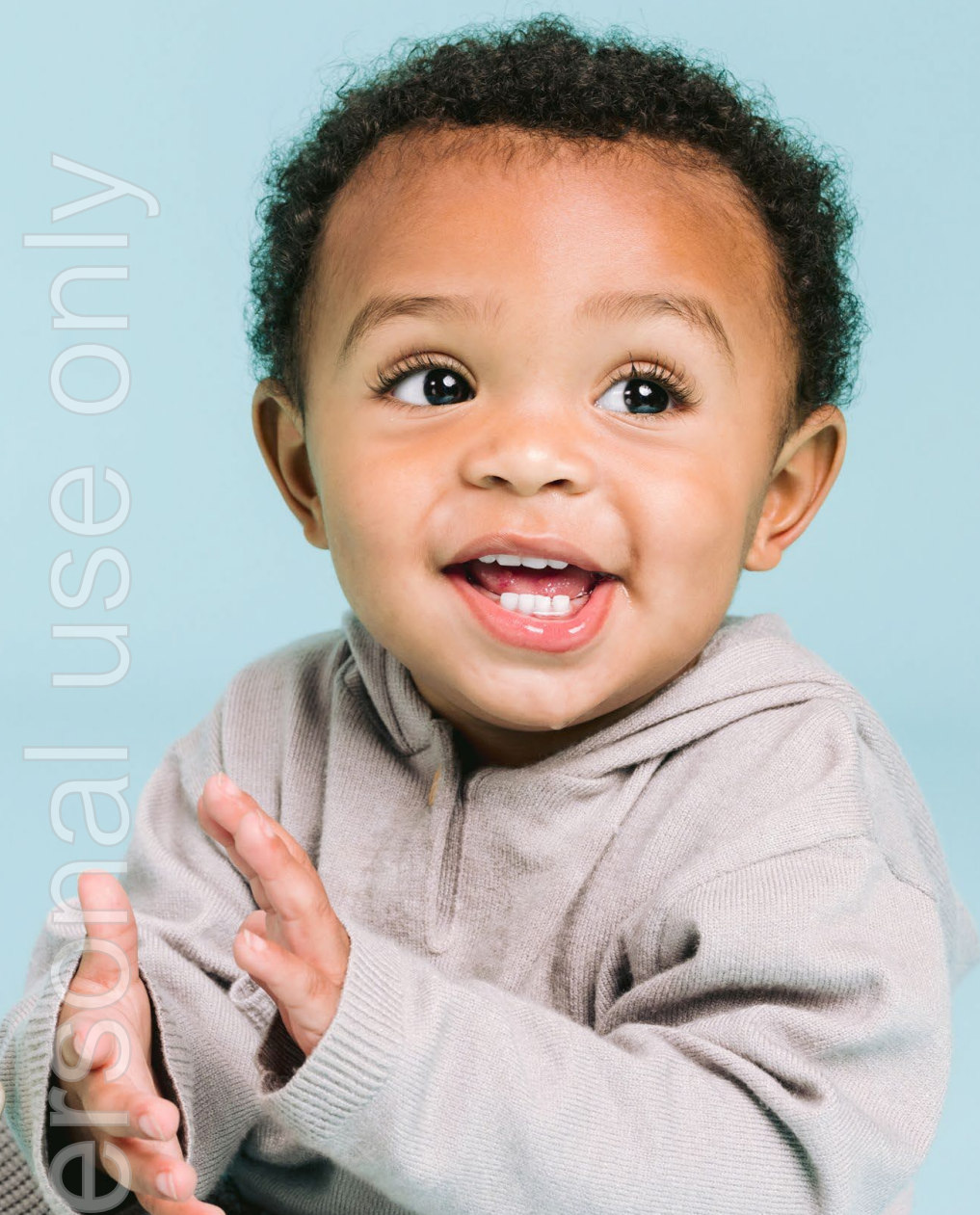


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CEO PRESENTATION



DISCLAIMER

This presentation is in summary form and is not necessarily complete. It should be read together with the Company's other announcements lodged with the Australian Securities Exchange.

This presentation contains information that is based on projected and/or estimated expectations, assumptions or outcomes. Forward looking statements are subject to a range of risk factors. The Company cautions against reliance on any forward-looking statements, particularly in light of the current economic climate, the need for approvals from relevant regulators, changes in consumer shopping behavior and demand in the China market, as well as the costs and implications of any potential litigation.

While the Company has prepared this information based on its current knowledge and understanding and in good faith, there are risks, uncertainties and factors beyond the Company's control which could cause results to differ from projections. The Company will not be liable for the correctness and/or accuracy of the information, nor any differences between the information provided and actual outcomes and reserves the right to change its projections from time to time. The Company undertakes no obligation to update any forward-looking statement to reflect events or circumstances after the date of this presentation, subject to disclosure obligations under applicable law and ASX listing rules.

This presentation is for information purposes only and is not a product disclosure statement or prospectus, financial product or investment advice or a recommendation to acquire securities.

The Company's results are reported under International Financial Reporting Standards (IFRS). However, this presentation contains non-IFRS financial measures to provide a more comprehensive understanding of the Company's performance. Non-IFRS measures are unaudited.

All currency referred to in this document is in Australian dollars, unless otherwise stated.

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FY23 RESULTS SUMMARY

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FINANCIAL OVERVIEW

<i>\$ million</i>	FY23	FY22
Underlying revenue¹	60.1	93.5
Underlying gross margin¹	17.9	28.1
<i>Underlying gross margin (%)</i>	30%	30%
Other income / (expense)	0.2	0.4
Operating expenses		
Distribution	(5.5)	(3.4)
Marketing	(15.9)	(10.1)
Employee costs ²	(14.3)	(8.4)
Administrative and other costs ³	(16.8)	(7.6)
Underlying EBITDA loss	(34.4)	(1.0)
One offs ⁴	(70.8)	(6.9)
Statutory EBITDA / (loss)	(105.2)	(7.8)
D&A	(2.3)	(2.7)
Share of loss from JV	0.0	0.1
Net Interest income	0.1	(0.9)
Income tax expense	(0.9)	(0.1)
NPAT	(108.4)	(11.4)

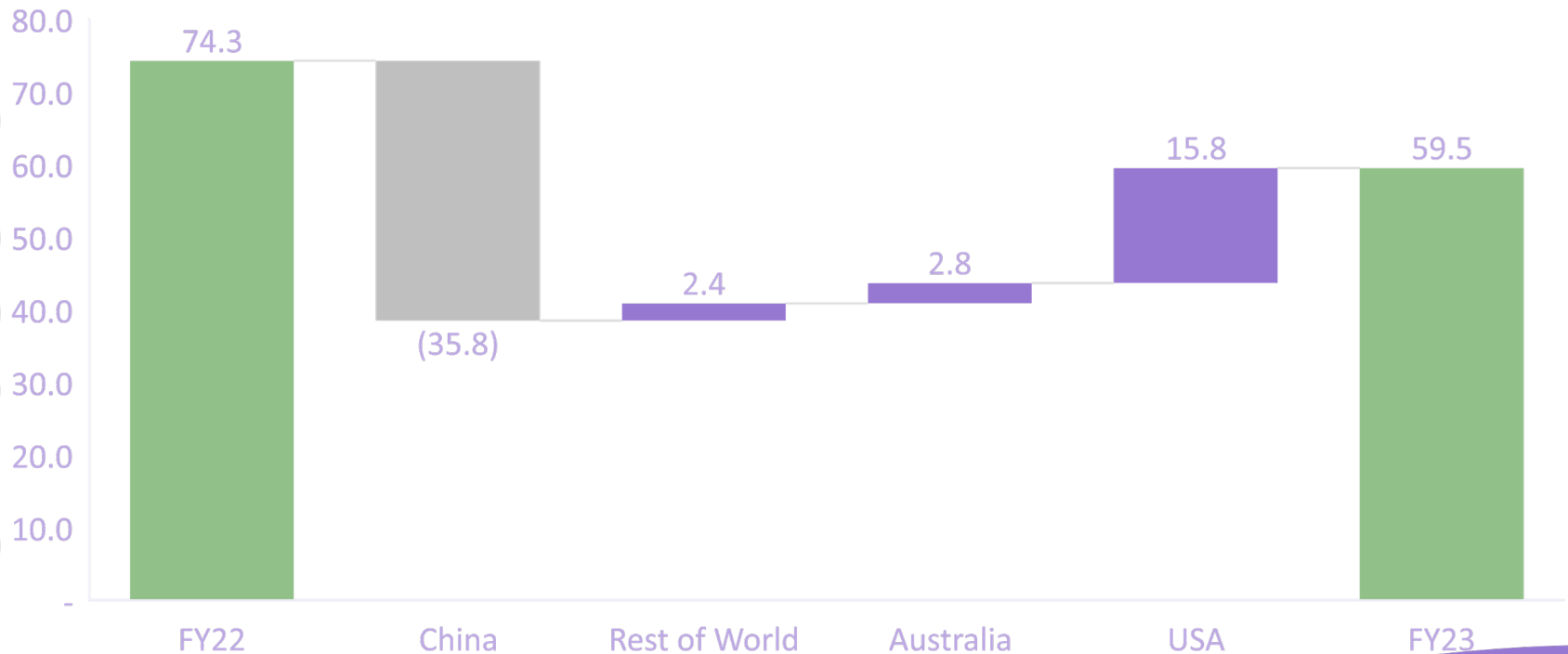
- **Revenue** down 32.4% from prior comparative period (“pcp”) due to a reduction in China revenue. Fall in China revenue partially offset by growth in USA and domestic markets
- **Underlying gross margin** of \$17.9m (30%) is broadly similar to FY22 (30%), due to a continued strong product mix and reduced bulk sales in FY23
- **Marketing costs** increased 57% reflecting investment in the USA where Bubs now holds c. 95% of the goat infant formula market⁵
- **Administrative and other costs** increased due to FDA related costs (\$3.5m), capital raising costs (\$2.0m), legal fees (\$1.2m) and ERP implementation costs (\$1.1m)
- **Impairment** of \$36.2m recognised to intangibles including brand name (\$4.1m), licence (\$28.9m) and customer contracts (\$3.2m)
- **One offs** include the following non-recurring non-cash items: share-based payments (\$0.6m), inventory provision (\$27.3m), credit losses (\$6.8m) and an intangible asset impairment (\$36.2m)



¹ Underlying revenue and gross margin is a non-IFRS term, excludes net inventories provision / reversal (FY23: \$27.3m provision, FY22: \$5.0m reversal) and equity linked transactions with Daigou trading partner (\$4.2m) ² Employee costs do not include share-based payments ³ Administration and other costs do not include depreciation and amortisation or credit losses ⁴ Underlying EBITDA is calculated as: EBITDA loss of \$105.2m, excluding share-based payments (\$0.6m), inventory provision (\$27.3m), credit losses (\$6.8m), impairment (\$36.2m) ⁵ Circana MAT To 8/11/2023 Value Sales \$'s Total US Multi-Outlet (Nb Excludes Online) Powder, RTD's, Electrolytes & Liquid Concentrates

FY23 ADJUSTED REVENUE BRIDGE

Bubs' strategic pivot to the USA has partially offset a decline in China revenue, with all other key markets experiencing growth from the core product range¹



¹ Non-IFRS measure, adjusted revenue calculation excludes Bulk and Raw Milk sales which have been excluded from FY22 and FY23 revenue in the chart, as these products are being rationalised as part of the strategic review

STRATEGY UPDATE

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STRATEGY UPDATE

Bubs 5-point plan to responsibly manage capital and maximize shareholder value

1

USA
GROWTH
ENGINE



2

CHINA
RESET



3

PORTFOLIO
OPTIMISATION



4

SWEAT THE
ASSETS



5

WORKING
CAPITAL



GROW & MAXIMISE SHAREHOLDER VALUE

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1. USA GROWTH ENGINE



USA GROWTH ENGINE

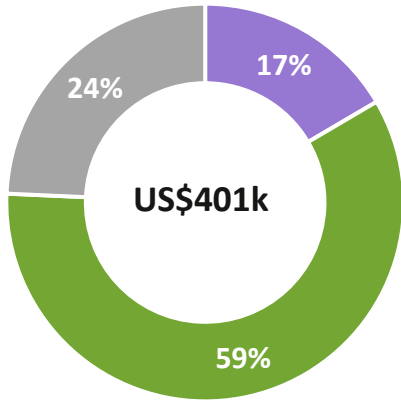




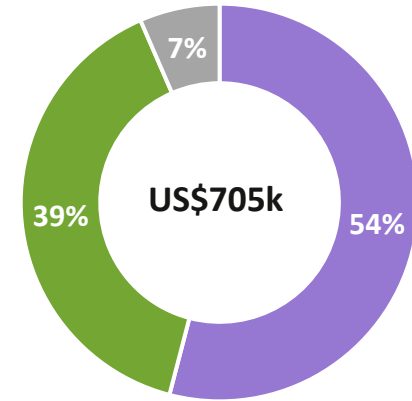
US REVENUE SPLIT BY CHANNEL

Amazon contributed 54% of Bubs' weekly US revenue by the end of October 2023

Revenue Split by Channel (w/e 8 Jan 2023)¹



Revenue Split by Channel (w/e 29 Oct 2023)¹

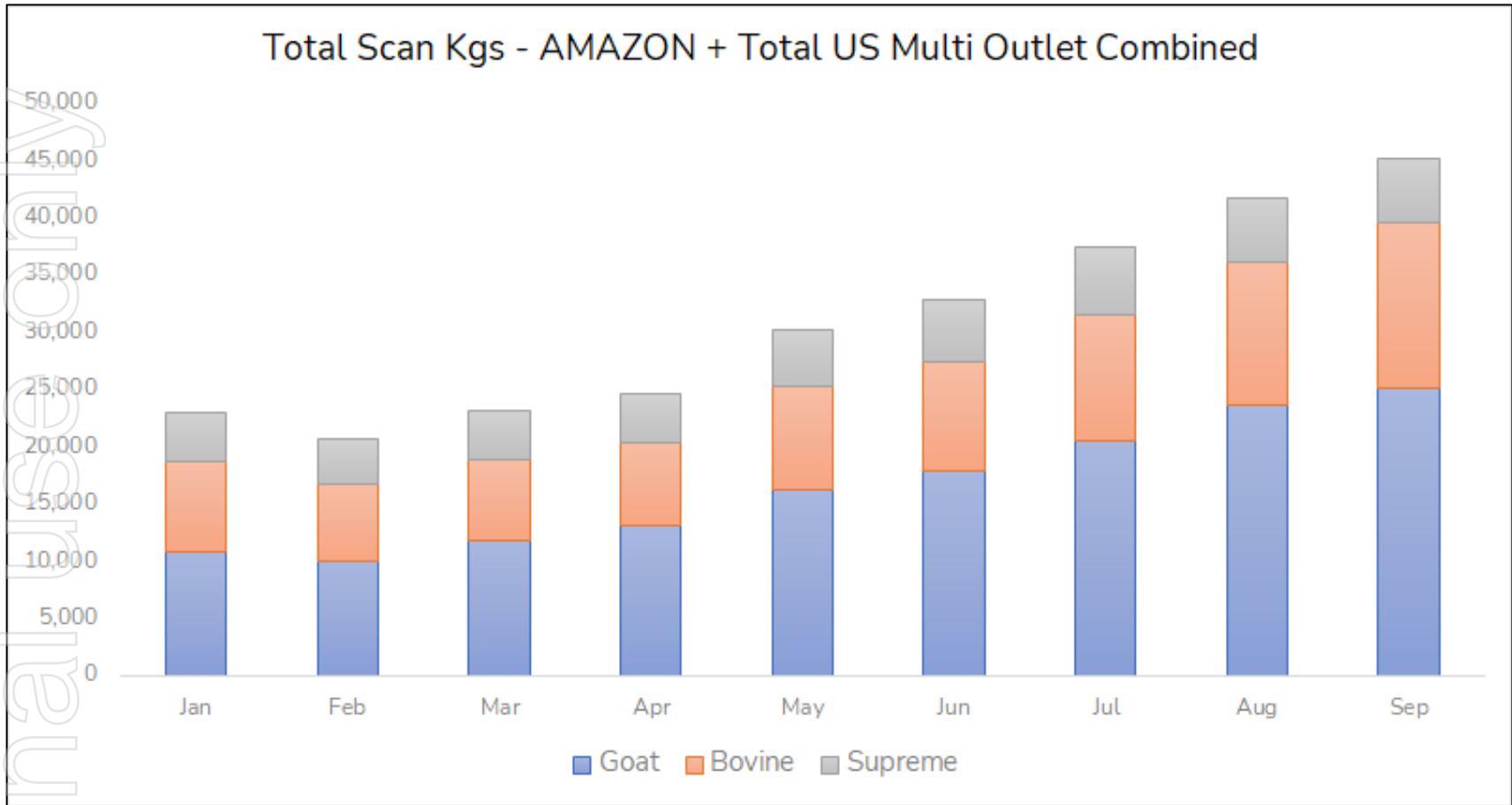


Amazon Bricks and Mortar Other

- ✓ Total weekly revenue averaging US\$400k on Amazon in Oct-23
- ✓ Bubs® products were the fourth and eighth best-selling baby formula products on Amazon platform during September

¹ Source: AMAZON Unit Sales Scan Data To W/E 11/05 - Currency USD \$'s

US VOLUME GROWTH

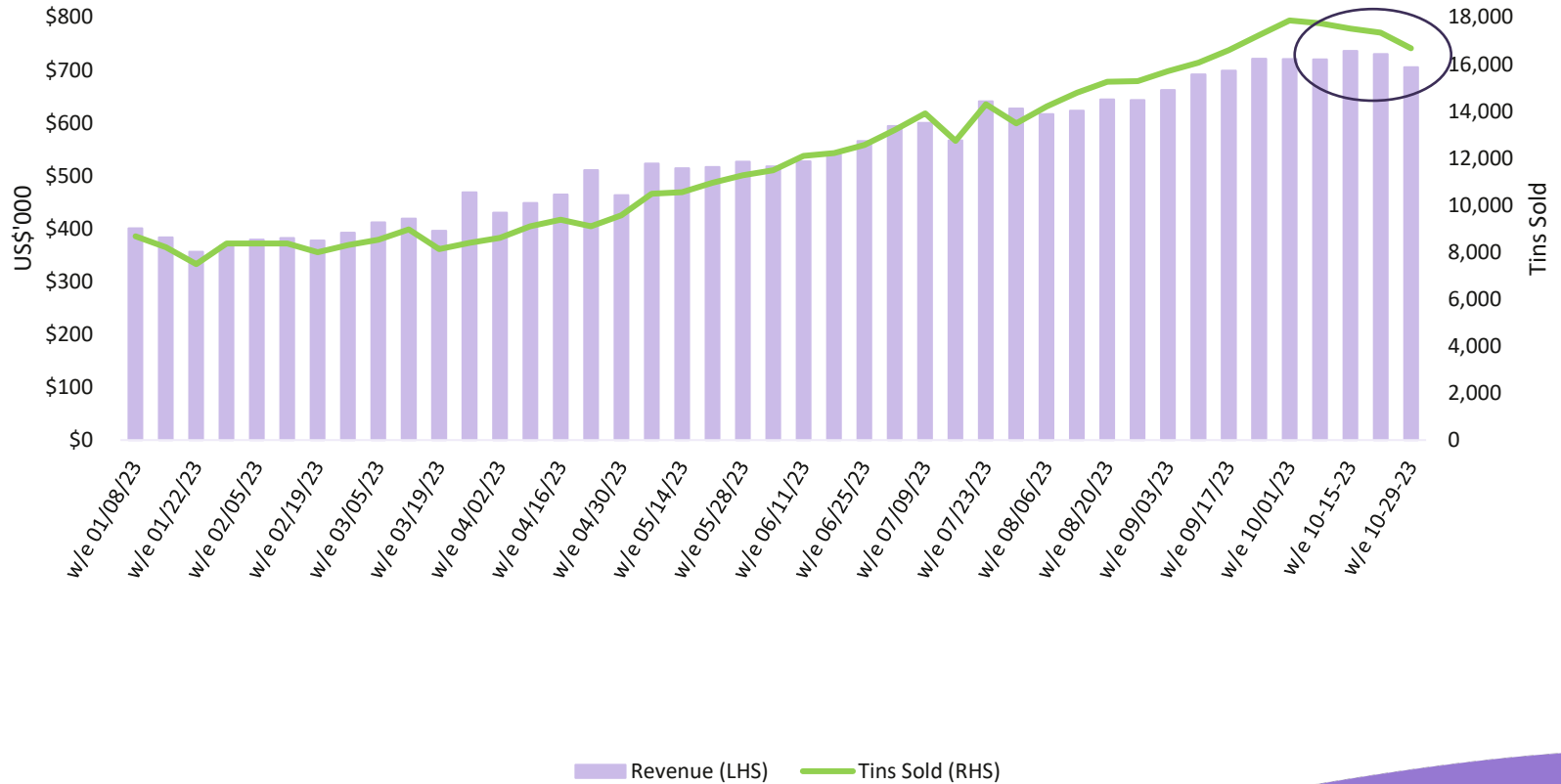


Nb, Data does not include D2C, Rite Aid, Buy Buy Baby or Thrive = c Max +10%



US GROWTH IN DEMAND HAS OUTSTRIPPED SUPPLY

Weekly USA Revenue & Tins Sold¹



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REGULATORY PATHWAY

Bubs is on track for permanent FDA approval by Oct-25, with the USA poised to deliver substantial growth via e-commerce and traditional retail



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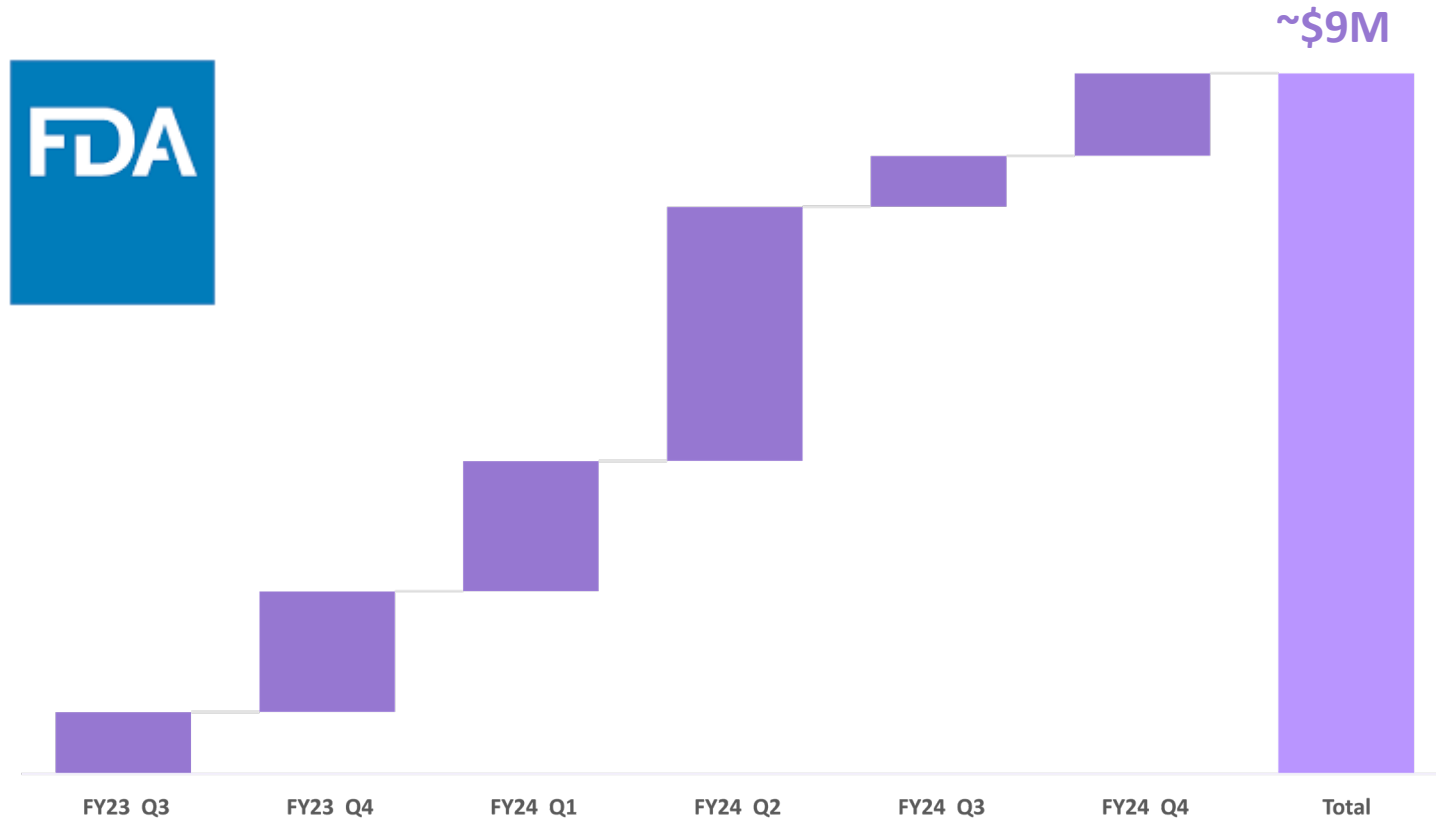


ARAPAHOE DOUGLAS ELBERT JEFFERSON SUMMIT BOULDER ADAMS WELD LARIMER DENVER ARAPAHOE DOUGLAS

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REGULATORY COSTS

End to end costs associated with FDA regulatory approval estimated at ~\$9M



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2. CHINA RESET

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CHINA RESET

Despite a slow start to the year, we expect China to grow strongly in H2



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JD.COM



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CHINA RESET

New & improved formulas, refreshed packaging, innovation and gifting



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CHINA RESET

Bubs and Caprilac brand position strengthened and now recovering as demonstrated through “11.11” sales event

Bubs and Caprilac Tmall Flagship Store
GMV results during 24th Oct. – 9th Nov.

 Bubs ↑ 71.21% YoY

 Caprilac ↑ 15.14% YoY



Operation optimization for sustainable growth



- During 11.11, one of the top-ranking Stage 1 formula in imported goat IMF category



- Offtake by units grew approx. 74% YoY, payment conversion rates also increased 97% YoY, significant indication of operational turn-around



- CBEC (Tmall Flagship Store) new customer count grew 171% YoY during 11.11 promotion period



- Key sales channel showed average transaction price improvement compared with same period last year



- Bubs is recovering towards a healthy, balanced business in the China market



Increasing penetration and leading the category

- No.1 imported goat adult milk formula on Tmall Global and CBEC

- On Tmall Direct Import (key sales channel), offtake by units also grew 18% YoY while average transaction price improved from last year

- New customer YoY growth at double digits

- New product included in this 11.11 generated incremental growth

- Customer loyalty - Caprilac is the top repeat purchase brand in the adult milk formula category

* Period of ranking statistics, 10.24-11.9 (early promotion period of “11.11”)



CIIE – CHINA INTERNATIONAL IMPORT EXHIBITION



CIIE – CHINA INTERNATIONAL IMPORT EXHIBITION

Bubs team at CIIE



Clients and government officials visit at booth



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PORTFOLIO OPTIMISATION

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PORTFOLIO OPTIMISATION

New 20oz tin size for the US and new and improved formula for Caprilac



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PORTFOLIO OPTIMISATION

Old



New



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PORTFOLIO OPTIMISATION

Old



New



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SWEAT THE
ASSET

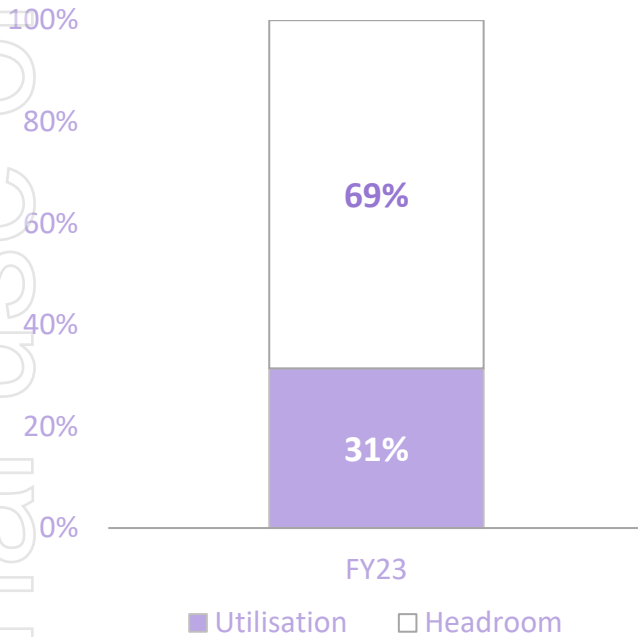
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SWEAT THE ASSET

2nd shift now required to meet demand.

Deloraine utilisation %



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WORKING CAPITAL & COST DISCIPLINE

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WORKING CAPITAL AND COST DISCIPLINE

Q1 FY24 operating cash outflow reduced to \$4.4m

Q1 Cash burn 44% lower vs pcp

Monthly cash burn down to \$1.5m (target was \$2.0m)

Cost out program and right-sizing initiatives well underway

Non-recurring costs to Sep-23 include FDA regulatory costs (\$3m)

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FY24 Q1 PERFORMANCE

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FY24 Q1 PERFORMANCE

FY24 has started very strongly with continued growth in all markets excluding China

GROSS SALES

\$24.3m

+21.7% VS. Q4 FY23

USA \$11.6m + 24.1% pcp
AUS \$6.4m +36% pcp
CHINA \$3.8m -51% pcp
ROW \$1.3m +1% pcp

PORTFOLIO

\$17.5m IMF

+41% VS. pcp¹

IMF 80% of revenue
Adult Goat \$3.4m (8x pcp)

MARKET SHARE

No1 Goat Brand

Australia & USA

Aust Total IMF share 5%
Aust share of goat 50%
4th & 8th best-selling IMF
products on the Amazon
platform

BALANCE SHEET

\$21.6m cash

Plus \$8m undrawn debt

Net cash used in
Operating activities
\$4.4m, 44% lower
than pcp

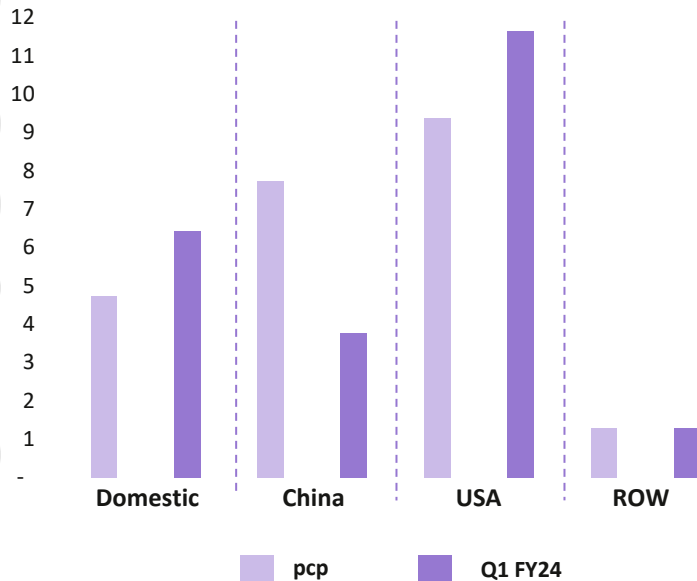
¹ Excluding Supreme sales

FY24 Q1 GROUP FINANCIAL REVIEW

Growing revenue versus pcp for USA, Australia & Rest of World

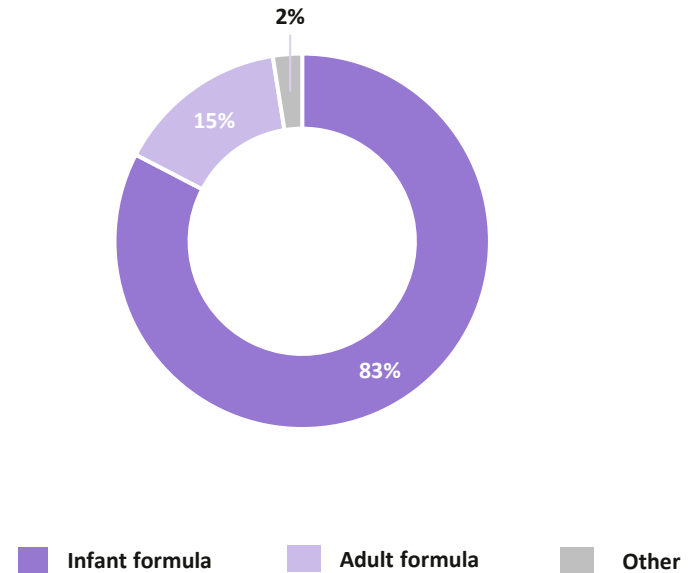
Group Revenue Q1 FY24

USA now represents 48% of Group revenue



Product Mix

Infant formula contributed 83% of gross revenue



OUTLOOK

- **Forecast net revenue \$80M - Tracking above forecast**
- **Targeted gross margin @ 40% - Broadly in-line on an underlying basis**
- **Continued FDA Progress - On track with final stage clinical trial underway**
- **Expected cash burn reduced from \$5m per month to \$2m per month from Q2'24 - Ahead of plan in Q1 but Q2 & Q3 will be lumpy due to costs associated with the accelerating demand in the US and the commencement of our clinical trial**
- **Maximise opportunities for whole of product portfolio – Ahead of plan and accelerating**
- **Expecting to be cash flow positive and positive trading EBITDA in FY25 – On track and highly confident in our business model**

THE BUBS INVESTMENT PROPOSITION

Bubs is a global market leader with a differentiated premium goat-based product offering, operating in both the IMF and Adult Nutrition categories.



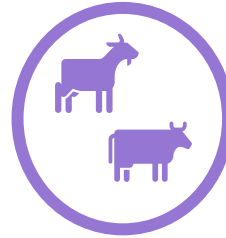
\$100B+ global addressable market with a 5-10% CAGR



Bubs has a capital light asset base with operating leverage and significant scope to sweat the assets



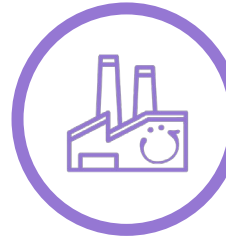
Australian provenance, reputation & access to high quality dairy ingredients



Differentiated premium goat-based product offering supported by growing bovine range in both IMF and Adult Nutrition



Bubs is growing rapidly in the US market where penetration is low, providing a long runway for sustained growth



The only US FDA approved infant formula manufacturing facility in Australia with permanent regulatory approval expected in 2025

bübs

THANK YOU

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