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Investor Strategy Session

**Vision, Strategy
& FY30 Ambition**

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Investor Strategy Session

> FY25 Update Vision, Strategy & FY30 Ambition

Matt Aitken
Managing Director



> FY25 Update¹

Upgraded Guidance

- > Underlying NPAT for FY25 upgraded to ~\$52M (previously \$47M-\$50M)
- > Driven by further margin expansion, partially offset by slightly reduced 2H FY25 revenue in line with 1H FY25 experience

Exclusions from Guidance

- > Lasoo NPAT loss (expected to mirror FY24 at approx. \$4.4M)
- > Restructuring and other costs estimated at \$2.0M-\$2.5M (net of profit on sale of fixed assets)

FY25 Capital Outlook

- > Capital expenditure expected to be ~\$29M (net of disposal proceeds)
- > Net debt expected to be well below internal benchmark
 - 1.5x pre-AASB 16 EBITDA (equivalent to 1.2x post-AASB 16)
- > Annual dividend maintained at 18.0¢ per share, with 8.5¢ final dividend expected
- > On-market buyback of up to \$10M remains in place
 - Execution will remain disciplined and responsive to market conditions

1. Guidance is subject to risks outlined in the Risk Management Framework (pages 47-49, IVE 2024 Annual Report).

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> Marketing & Communications Landscape



The marketing and communications landscape is evolving rapidly, driven by digital advancements, shifting consumer expectations, and the growing importance of data-driven strategies.

The businesses that will lead the future, both in Australia and globally, are those that can effectively harness these digital capabilities, create engaging experiences, and respond quickly to the ever-changing demands of modern audiences.

As the competitive landscape transforms, integrating digital capabilities and leveraging market research have become critical in shaping content and advertising strategies. IVE is uniquely positioned to capitalise on these shifts with our seamless omnichannel marketing solutions and deep understanding of consumer behaviour. This puts us in a prime position to lead in an increasingly dynamic market.

> Key Market Trends

In this dynamic environment, the following trends will shape the industry over the coming years. These trends, backed by credible sources, highlight areas where IVE will leverage its diverse capabilities—including digital, print, CX&D, and omnichannel solutions—to drive future growth.

1



The Rise of Retail Media

Retail media is rapidly emerging as a powerful channel, with retailers monetising their first-party data and customer access to deliver targeted advertising at the point of purchase. This shift blurs the lines between media and commerce, giving brands new ways to influence conversion and close the loop between ad spend and ROI. IVE is well positioned to capitalise through its footprint in brand activations, print, and omnichannel content capabilities.

Source: Grand View Research, 2024

2



Evolution of Customer Experience (CX) and Data-Driven Insights

The demand for real-time, personalised customer experiences is rising, and businesses are leveraging advanced data analytics, AI, and social listening tools to optimise CX and adapt marketing strategies in real-time.

Source: IBISWorld, 2024

3



Resurgence of Commercial Print in Hybrid Models

Hybrid approaches that integrate digital touchpoints with print (e.g., QR codes, personalised direct mail) are driving innovation in commercial print. These models provide measurable results and increased engagement in sectors like retail and finance.

Source: PwC, 2024

4



Sustainability Leading Packaging Innovation

As consumers gravitate toward sustainable brands, businesses in packaging must focus on more sustainable solutions, driving demand for fibre-based packaging and recyclable materials.

Source: McKinsey & Company, 2024

5



Omnichannel Marketing and Unified Commerce

Consumers now expect seamless and personalised interactions across all touchpoints. With 92% of consumers expecting consistent brand experiences whether online, mobile, or in-store, businesses must deliver unified commerce strategies.

Source: Deloitte Consumer Sentiment Survey, 2024



> Key Market Trends

Continued

6

eCommerce Growth

The e-commerce market in Australia is expected to grow significantly by 2030, with a compound annual growth rate (CAGR) of 23.2% from 2024 to 2030

Source: Grand View Research

7

AI and Automation

AI-driven hyper-personalisation and automation are transforming CX & Data by enabling brands to offer real-time, customised experiences that build deeper customer relationships. Predictive analytics and chatbots are just a few examples of how businesses are leveraging AI to deliver proactive customer service.

Source: Fortune Business Insights, 2024

8

Growth in 3PL and Logistics Services

As supply chains evolve and eCommerce continues to rise, businesses are increasing their investments in third-party logistics (3PL) solutions to enhance distribution networks and improve last-mile delivery.

Source: Australian Logistics Council, 2024

9

Revolutionising Content with Emerging Technologies

Technologies like AI, virtual reality (VR), and augmented reality (AR) are reshaping content creation and delivery, offering brands immersive, engaging ways to connect with audiences.

Source: Grand View Research, 2024

10

Transformation through Digital Content Consumption

Consumers continue to engage more with digital content formats like streaming services, mobile apps, and social media. This change drives the need for businesses to invest in digital infrastructure and omnichannel advertising solutions.

Source: Grand View Research, 2024



> What this means for IVE

IVE is ideally positioned to leverage these trends and become a key player in the evolving marketing landscape.

Our existing omnichannel solutions align with consumers' growing expectations for seamless, personalised experiences. With 92% of consumers expecting consistent interactions across all channels, IVE's capability to deliver omnichannel solutions at scale will drive significant customer loyalty.



IVE's investment in emerging technologies like AI and digital content creation enables us to respond swiftly to market changes. The rapid growth of AI-driven personalisation presents opportunities to enhance customer engagement through tailored experiences, while our expertise in creating immersive content places us at the forefront of digital innovation.



As sustainability becomes a more prominent factor in consumer decision-making, IVE's focus on packaging innovation and ESG initiatives ensures we're well-positioned to meet this growing demand. By embedding market research and customer insights into our creative strategies, we can develop solutions that are not only environmentally conscious but also deeply aligned with evolving consumer values and expectations.



Alongside these evolving consumer trends, IVE's breadth of capability ensures we're not reliant on any single market or channel. Our integrated model spanning strategy, content, production, and fulfilment enables us to deliver scalable, future-ready solutions that align with shifting behaviours. From CX and data to packaging, logistics, and brand activations, we're strategically positioned to grow across multiple verticals. By staying ahead of key trends and investing in our diversified capabilities, IVE is set to lead the market in connected, commercially impactful brand experiences.



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> Our Vision

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To be the leading integrated marketing solutions provider, delivering impactful human-centered experiences for brands across all channels.

As 2030 approaches, we're already transforming to meet the fast-changing expectations of tomorrow's consumer, advancements in technology—including hyper-personalisation—and the increasing shift towards sustainability as a core business driver.



Our goal is to position IVE as the leader in omnichannel solutions, leveraging our strong foundation in creativity, sustainability and technological innovation.

What truly sets IVE apart is our longstanding blue chip customer base across multiple sectors, complemented by our comprehensive manufacturing capability and national footprint. Our breadth and depth in this space enable us to deliver end-to-end solutions across print, packaging, logistics, and digital technology. This unique combination of capabilities solidifies our position as a fully integrated, omnichannel provider that can execute across every customer touchpoint, from concept to delivery, at scale.



Leverage Our Unique Competitive Advantage.

IVE's extensive breadth and scale of client relationships provide a significant advantage in the Australian market. With **over 2,800 clients** across multiple sectors, businesses have witnessed our ability to scale alongside our largest accounts, building a strong level of trust in IVE. This ability to adapt and grow with our clients sets us apart from the competition.

While our core offering remains strong and we have access to blue-chip clients and capital, our focus is on building and integrating new capabilities to deliver even greater value.

Today's presentation will provide an overview of our market position and outline our strategic vision for **2030**

We will continue to invest to position IVE as the leading integrated marketing solutions provider.

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> Our Core Objectives & Values

Core Objectives




Increase Sales



Diversify & Mitigate Risks



Expand Shareholder Returns



Boost Earnings



Expand our Market Reach




Achieve Integration, Efficiency & Effectiveness



Attract & Realign Talent




Enable Technolgical Advancements




Maintain our leading core product offer

Core Values Guiding the Journey




Care for People

Build trust through internal culture and external relationships



Efficiency & Automation

Accelerate scalability through AI and streamlined operations



Protect the Core

Maintain strength in traditional revenue streams



Accelerate Growth

Invest in omnichannel, packaging, and digital transformation



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> Now to 2030

Our Vision

To be the leading integrated marketing solutions provider, delivering impactful, human-centred experiences across all channels

2030 Ambition¹

Revenue



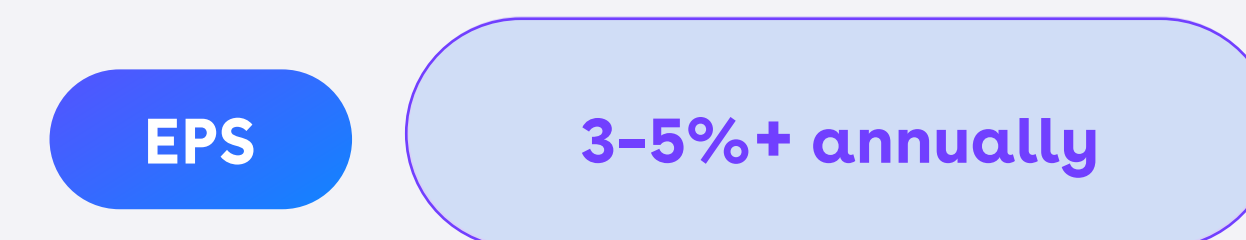
Achieve \$1.2B - \$1.3B by 2030 through a mix of organic growth and strategic acquisitions, with a focus on sustainable, long-term expansion.

EBITDA margin



Drive EBITDA margins above 15%, ensuring profitability across all business units.

EPS growth



Deliver annual earnings per share (EPS) growth of 3-5%+ per annum, ensuring consistent returns to shareholders.

Revenue Mix

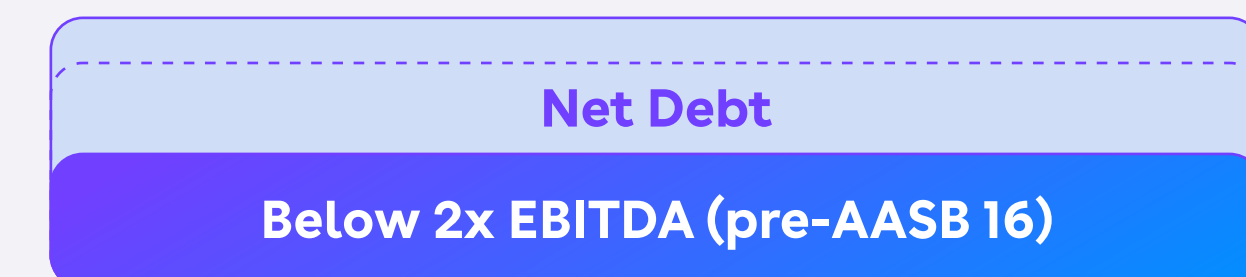


Continue to protect and maintain our leadership in traditional sectors, ensuring stable revenue streams while expanding into emerging growth areas.

Acquisition Growth Areas

- > Creative & Content
- > Brand Activations
- > Retail Media
- > Merchandise
- > Apparel & Uniforms
- > 3PL
- > CX & Data

Net debt



Keep net debt at a conservative position of 1.5x EBITDA (up to 2x EBITDA if the right opportunity presents).

¹ The above ambition targets are not forecasts and should be considered in conjunction with the disclaimer on slide 79

> Strategy

- > Consolidate existing market segments
- > Diversify into adjacencies (organically and inorganically) to capture increased share of wallet and new customers
- > Increase products/services per customer (cross-sell) to drive revenue growth and optimise customer retention

> Print Consolidation to Diversified Growth

The Past (FY16-FY25):

- > Consolidation - traditional (print) revenue CAGR of ~13%
- > Diversification into adjacencies - non-print revenue CAGR of ~10%

Today:

- > Diversified revenue base approaching \$1Bn
- > Leading market positions across most revenue streams
- > No single competitor spanning our collective market(s)

Now to 2030:

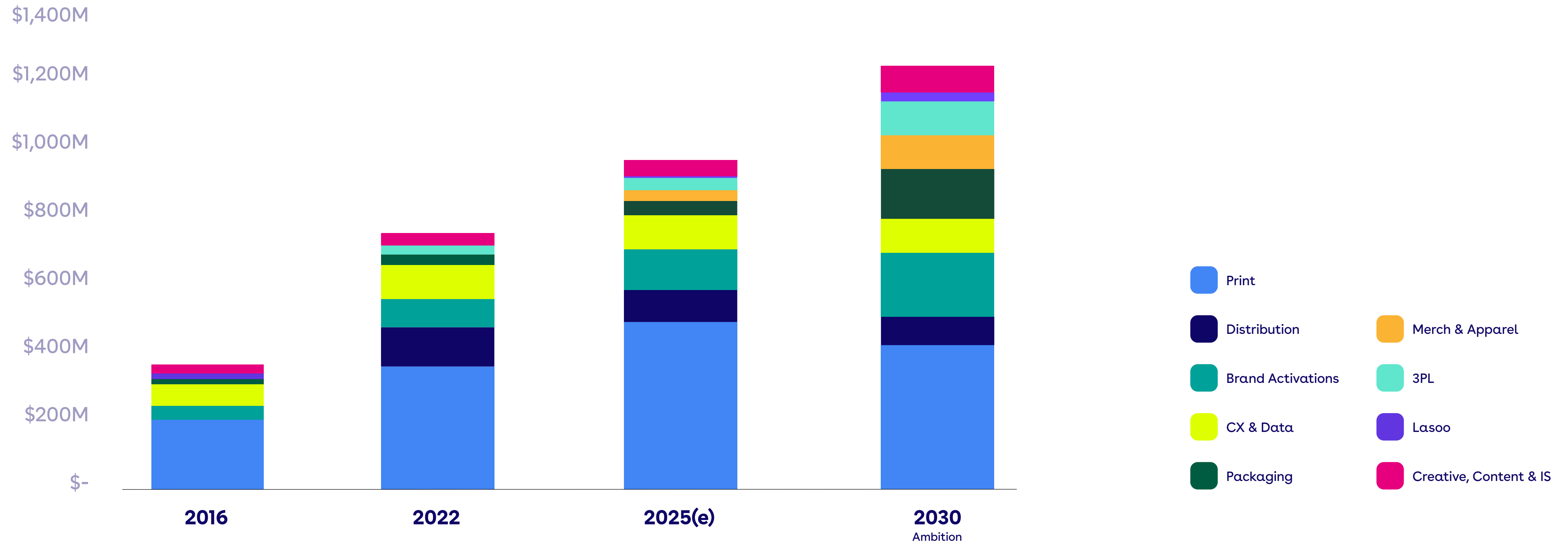
- > More modest print consolidation (limited to general commercial)
- > Accelerated growth in scalable, non-print segments (organic and inorganic)

Funding - more EPS accretive growth:

- > Revised dividend policy - annual dividend fixed at 18¢ps
- > Continued strong cash flow
- > Growing debt capacity (while remaining conservative)

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> Revenue 2016 - 2030



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Investor Strategy Session

> Capital Management Outlook

Darren Dunkley
Group CFO



> Corporate Debt Facility Update

- > Refinance secured for 4 years with headroom for future growth (May 2025)
- > Expanded syndicate to four banks (up from three), adding another major bank
- > Improved terms secured, including a slightly lower margin over BBSY, recognising balance sheet strength
- > Significant covenant headroom retained, providing flexibility

> Capital Deployment in Action

Share Buyback

- > ~707,000 shares acquired to date
- > Total cost: \$1.6M at an average price of \$2.26 per share
- > Program remains in place with a disciplined, market-responsive execution strategy

Dividend Policy

- > Annual dividend to remain fixed at 18.0¢ps for the short-to-medium-term
- > Resulting payout ratio trending well below historic 65–75% (underlying NPAT) range, increasing reinvestment capacity

> Capital Expenditure Outlook & Strategic Spend

FY25–FY26 Capital Expenditure

- > FY25: ~\$29M (net of disposal proceeds)
 - Includes \$18M for packaging capacity/sheet-fed press replacement
- > FY26: Similar capital expenditure expected, driven by:
 - \$12M remaining packaging investment
 - Sydney Supersite

Post-FY26 Normalisation

- > Capital expenditure expected to revert to ~\$15M p.a. from FY27 onwards, excluding one-off growth initiatives
- > It is important to note that investment in packaging/sheet-fed replacement equipment has a long useful life

> Restructuring & One-Off Costs

FY25 Abnormals

Restructuring and other one-off costs estimated at \$2.0M-\$2.5M (net of profit on sale of fixed assets)

FY26 Outlook

Restructuring costs will increase due to:

- > Sydney Supersite relocation
- > Temporary rent duplication from site transitions and lease timing
- > Dandenong 3PL relocation

Guidance to be provided with release of FY25 results

> Cash Flow, Working Capital & Debt Capacity

Cash Flow & Working Capital

- > No major working capital increases anticipated in FY25
- > FY26+ working capital expected to stay consistent, with increases aligned to revenue growth
- > Revenue mix supporting Now to 2030 ambition is expected to be less capital intensive over time
- > Maintain high operating cash conversion

Debt Capacity & Balance Sheet Flexibility

- > FY25 net debt expected to remain below 1.5x pre-AASB 16 EBITDA (1.2x post-AASB 16)
- > Board maintains internal target of 1.5x, however balance sheet can comfortably support up to 2.0x (pre-AASB 16) EBITDA
 - This allows for ~\$80M in additional debt capacity (on expected FY25 net debt level) to fund future acquisitions (excluding acquired earnings)

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> Business Units



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> Portfolio Overview

These business units form the building blocks of our broader strategy, uniting under our vision and driving lifetime customer value. Each business unit plays a vital role in achieving our 2030 aspirational revenue target of ~\$1.25Bn.



Protect & Leverage

Print & Distribution



Grow

Packaging



Grow

CX & Data



Grow

eCommerce (Lasoo)



Grow

Creative, Content & Integrated Solutions



Grow

3PL



Grow

Merchandise & Apparel



Grow

Brand Activations



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Print & Distribution

> Unlock the power of print with tactile, targeted and trusted execution.

Darryl Meyer
CEO, Marketing Activations





Protect & Leverage

> Print & Distribution

- > Kmart
- > ResMed
- > Officeworks
- > Nissan
- > Calev
- > Australian Electoral Commission
- > Woolworths
- > Coles
- > BMF
- > Metcash
- > Are Media
- > Nationwide News

2030 Ambition

Maintain status as a world-class, technology-led manufacturer known for innovation and customer satisfaction.

Maintain low-cost, sustainable printing operations scaled to industry demand.

Key Focus

Enhance automation and develop new creative products that engage the audience. Drive client engagement in the print and distribution channels through research insights that support the catalogue and magazine channels. Expand leadership in digital print technology while enhancing sustainable print and packaging solutions to meet evolving market demands. Continue to acquire bolt-ons at attractive multiples as opportunities arise.

Australia's Largest Print Manufacturer

- > Leading producer of retail catalogues, magazines, books, and corporate communications
- > Operates across five manufacturing sites in Sydney and Melbourne, providing national scale and production flexibility
- > Sole national provider of retail catalogues for major Australian brands
- > Market leader with unmatched capability, technology and talent
- > Deep customer tenure and commercial stability
- > Print remains a core media channel, revenue driver and brand-building platform



> Market Leadership & Position

IVE Print at a Glance:

- > Addressable Market: \$800M - \$1Bn¹
- > Retail Catalogue & Magazine Market Share: 92%
- > Commercial Print Market Share: 35%
- > Maintains leadership through scale, quality, innovation, and long-standing client partnerships

2030 Outlook:

- > Protect and leverage current position
- > Sustain profitability through efficient footprint management in web offset operations
- > Reinforce position as a world-class, tech-led manufacturer
- > Continue to consolidate the market where opportunities arise

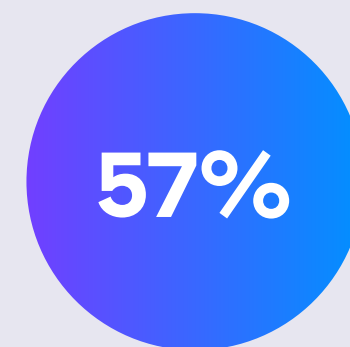
> Industry Consolidation & Competitive Landscape

- > Commercial print remains fragmented
- > Further consolidation of commercial print segment will provide opportunity
- > High barriers to entry protect IVE's market-leading position in both commercial and web offset print



Role of the Catalogue in Consumer Behaviour

Cost of Living Pressures Drive ROI Focus

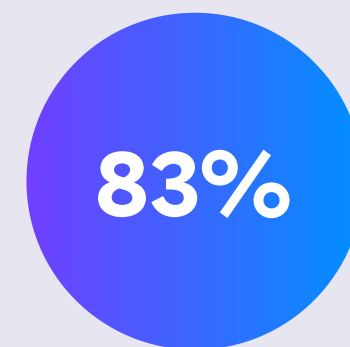


cost of living
top priority



report financial
stress

Catalogues Continue to Drive Action

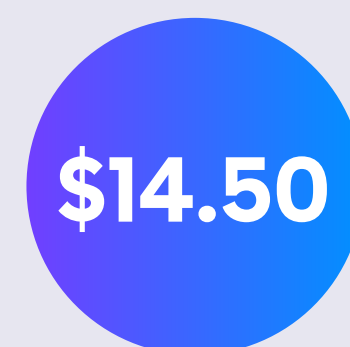


take action
after reading a
catalogue



Catalogue
outperforms
other media

ROI Insights:



revenue uplift
per \$1 invested
in catalogue
marketing



want more
catalogues



consumers
choose brands
from catalogue

> Research-Backed Channel Confidence

Research & Client Outcomes

- > Research repositioned catalogue marketing as a high-ROI channel
- > Catalogue marketing is proving its place in omnichannel strategy, particularly in a cost-conscious economy
- > Resulted in a return to catalogue investment by major clients:
 - Coles resumed home-delivered catalogues nationally
 - Bunnings confirm national catalogue campaign Q1 FY26 following research presentation
 - Officeworks and Pillow Talk reinvested in catalogues based on new insights

Packaging

> Stand out on shelf with packaging that shapes perception and drives connection.

Darryl Meyer

CEO, Marketing Activations





Grow

> Packaging

- > Good Food Partners
- > Country Chef Bakery
- > Coles
- > Sanitarium
- > Primo Foods
- > Sara Lee
- > i-Procure
- > Danone

2030 Ambition

Achieve \$150M in total revenue by 2030, positioning IVE as the leader in the eco-conscious packaging market.

To grow our market share in food and FMCG packaging whilst expanding our presence in the pharma and cosmetics sectors by targeting profitable short-to-medium-term opportunities in these areas.

Key Focus

Lead the market with sustainable packaging by capitalising on the shift towards more sustainable alternatives. Build efficient, streamlined operations to drive profitability and create innovative and sustainable packaging solutions.

Supporting Stat

Australia's sustainable packaging market is ~\$800M and projected to grow at a CAGR of 6.5% through 2030, fuelled by eco-conscious consumers and government regulations on plastic usage.

Source: Australasian Packaging Industry Report (2023).

6.5% annually

A Niche, High-Value Segment Positioned for Scale

- > Specialises in fibre-based folding carton packaging for food, pharma, and cosmetics
- > Ideal for fast-turnaround, premium packaging applications
- > Supported by the Group's national 3PL footprint for seamless storage & dispatch
- > Expanding our packaging capability into a purpose-built, streamlined facility in NSW

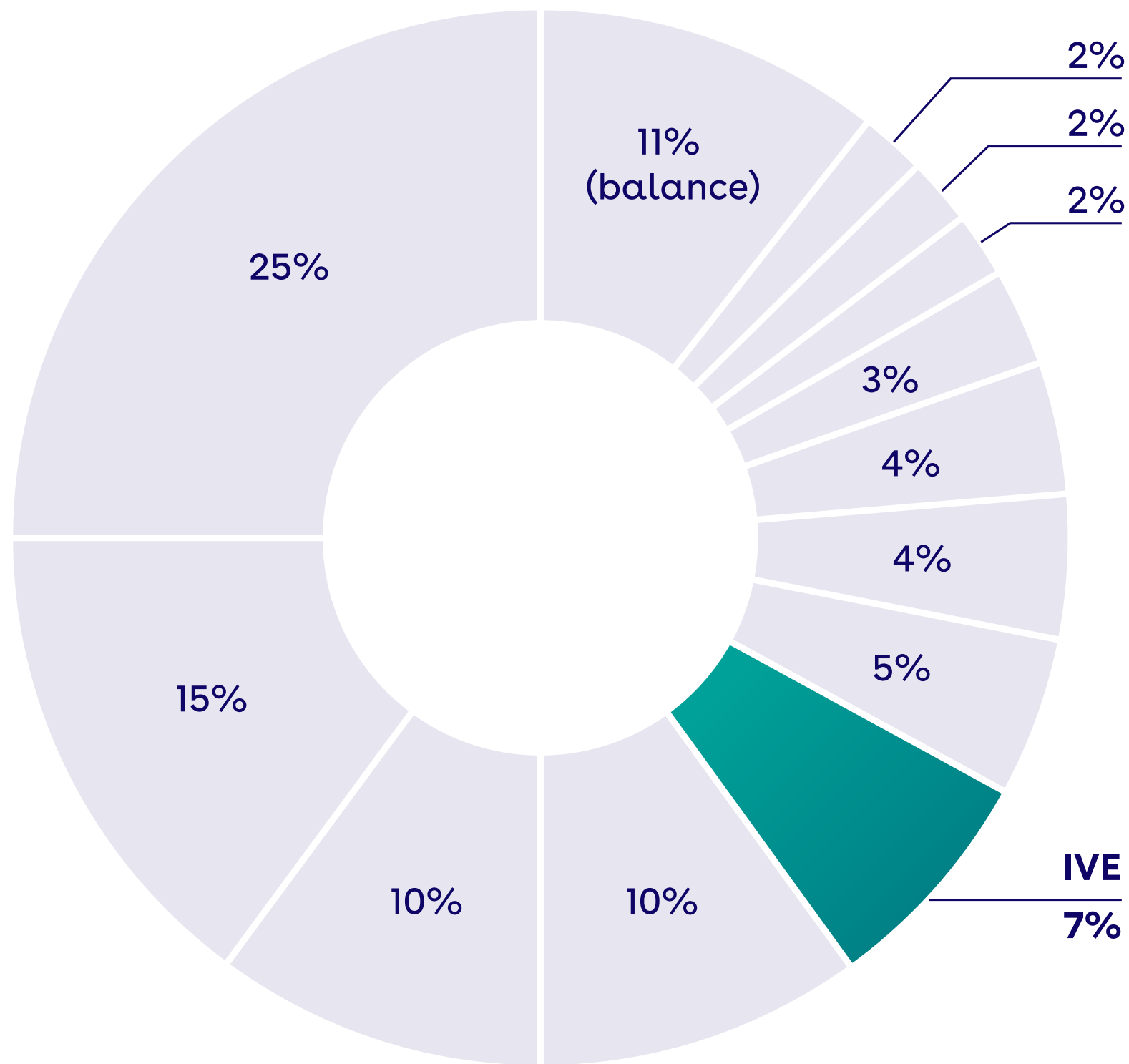


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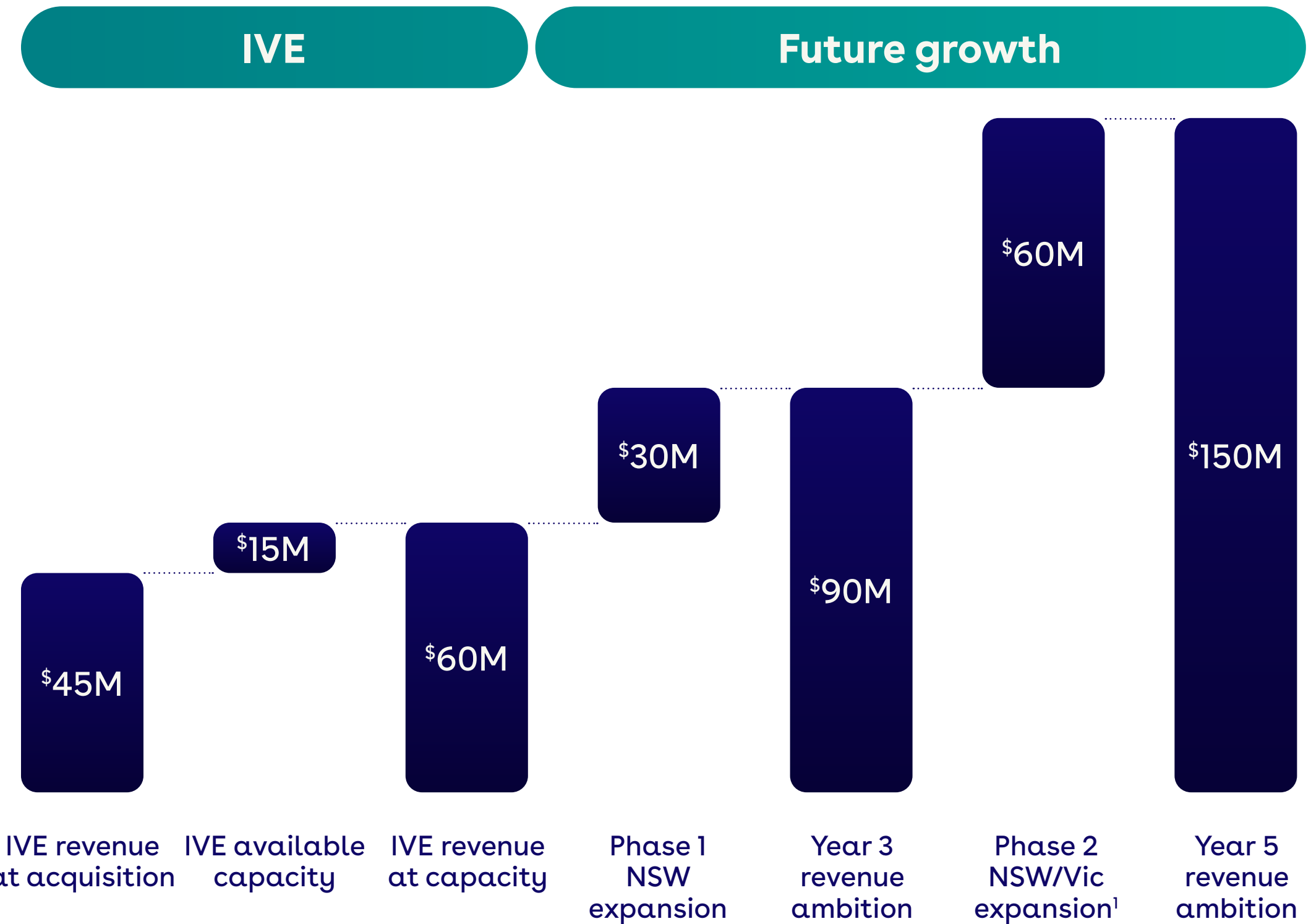
Packaging

> Market & Opportunity

\$800m+ folding carton market



Packaging revenue ambition



1. Additional capital expenditure required

3PL

> Integrated warehousing and fulfilment **built for scale.**

Cliff Brigstocke

Group Executive,
Marketing Activations



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Grow

> 3PL

> Chemist Warehouse

> Kmart

> Westpac

> Ox Tools

> Telstra

> Mars

> Lego

> BP

> Vodafone

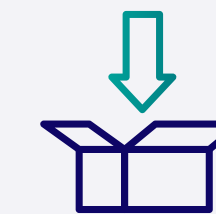
2030 Ambition

Focus on entering adjacent markets such as apparel, liquor, and pharma, supported by an expanded specialist 3PL sales team. Leverage growing demand for efficient scalable and sustainable supply chain solutions across these sectors.



Key Focus

Enhance service offerings, particularly in apparel, and liquor sectors. Expand the 3PL selling team to increase market penetration in specialised verticals such as pharma and apparel whilst investing in robotics and AI to support enhanced customer experiences



Supporting Stat

Australia's third-party logistics market is expected to reach \$36Bn by 2029, driven by growth in eCommerce and increasing demand for efficient supply chain solutions. The warehousing and distribution market is forecasted to grow at a rate of 5.1% annually through 2030.

Source: IBISWorld, "Logistics in Australia Industry Report" (2023); IBISWorld, "Warehousing and Distribution in Australia" (2023).



Flexible, Scalable Logistics Tailored to Brand Needs

- > Over 80,000m² national logistics network Inventory storage, kitting, campaign fulfilment, last-mile delivery
- > New Dandenong South site (33,000m²) completes July 2025
- > Technology-led, campaign-savvy service



3PL - Market & Opportunity

> Australia's Expanding 3PL Landscape

- > National 3PL market: \$500M+ IVE's addressable market
- > Broader logistics market to reach \$36Bn by 2029 (includes freight)
- > 3PL increasingly essential as eCommerce, last-mile and campaign requirements grow

IVE's Advantage

- > Campaign-capable 3PL tailored to marketing activations
- > Longstanding relationships with brands who need flexible, high-volume fulfilment
- > Dandenong Super Site set to expand national footprint significantly
- > Proven ability to manage multiple product types including IT tech, spare parts and servers, motor vehicle parts, tools and equipment for the building industry, uniforms and PPE



> 3PL – Case Study Snapshots

Hasbro

Full-service POS display production, stocking and nationwide delivery to major retailers.

- > 2,460 towers produced across 28 display formats
- > 6,700 display units packed and delivered

R U OK? Foundation

Ecomm interface integration, inventory management and direct-to-home fulfilment.

- > 21,125 orders fulfilled in 2024
- > 100,000+ items managed annually

Goodman Fielder

End-to-end display production and logistics: concept to shelf.

- > 15,000 orders & 61,000 picks annually
- > Integrated print & logistics reduced cost, waste, and lead times

Investing in Growth

> New Facility: Dandenong South

- > 33,000m² purpose-built facility
- > 24,000 pallet capacity + 12,000m² open floor
- > Solar and battery-powered supply
- > 17 roller doors + 6 recessed docks
- > Completion: July 2025

Expands IVE's competitive advantage in campaign logistics, FMCG, and industrial fulfilment.



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Merchandise & Apparel

> Premium, practical and purposeful brand touchpoints.

Cliff Brigstocke

Group Executive,
Marketing Activations



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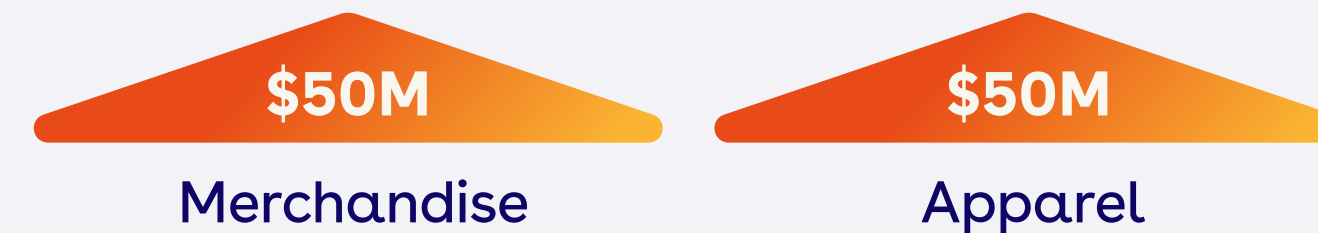
Grow

> Merchandise & Apparel

- > Reece
- > Certis
- > Commonwealth Bank
- > Westpac
- > Cleanaway
- > BlueScope Steel
- > Tennis Australia (AO)

2030 Ambition

Grow revenue in Uniforms & Apparel and Merchandise by \$50M each, leveraging Group uniform opportunities to be the pre-eminent supplier of all brand related product to our 2,800 customers and extend into major adjacencies including the industrial, emergency services, fast service food, military and sports related markets. Merchandise will expand into new areas such as Sports Marketing and Licensing.



Key Focus

Expand sustainable uniform programs, increase internal resourcing, and leverage cutting-edge technologies to lead the market in both design, high-quality apparel production and end-of-life solutions. Immediate focus is growth through selling more to our existing 2,800 customers, capitalising on established relationships and trust in our offerings.



Supporting Stat

Australia's sustainable apparel market is set to grow by 12% annually, with rising demand for sustainable sourced and produced uniforms and clothing predicted to surge significantly by 2030.

Source: Australian Fashion Council, "State of Fashion" (2022).



Uniforms & Apparel – Division Overview

> Uniforms & Apparel

- > Uniforms & Apparel is a specialised and rapidly growing business unit within IVE Group, distinct from our broader Merchandise division
- > Supported by a seasoned team with over 75 years' combined experience in the garment trade industry
- > The division is anchored in three pillars:
 - Solution-Driven Design, Safety and Sustainability
- > We provide full-service solutions for complex apparel needs – from concept and technical design through to sourcing, production, warehousing, and distribution
- > We are proudly the first uniform business in Australia to join Seamless, a platform for responsible clothing brands committed to end-to-end product stewardship

Key Capabilities

- > Uniform design and technical development
- > Ethical and sustainable sourcing practices
- > Garment testing and QA programs
- > Uniform recycling and take-back programs
- > Warehouse and fulfilment via national IVE network



Case Study

> Certis

The Task

Support a workforce of 4,000+ security staff, including Sydney Airport, with high uniform turnover and disposal rates.

The Approach

- > Redeveloped existing garments for recyclability in Australia
- > Added technical features to improve garment performance and durability
- > Established reverse logistics to enable uniform take-back and recycling

The Result

- > Streamlined circular economy model for uniform lifecycle
- > Improved performance and environmental compliance
- > Employee engagement and satisfaction
- > Improved brand presence



Case Study

> Driving Internal Engagement Through Merchandise for Optus

The Task

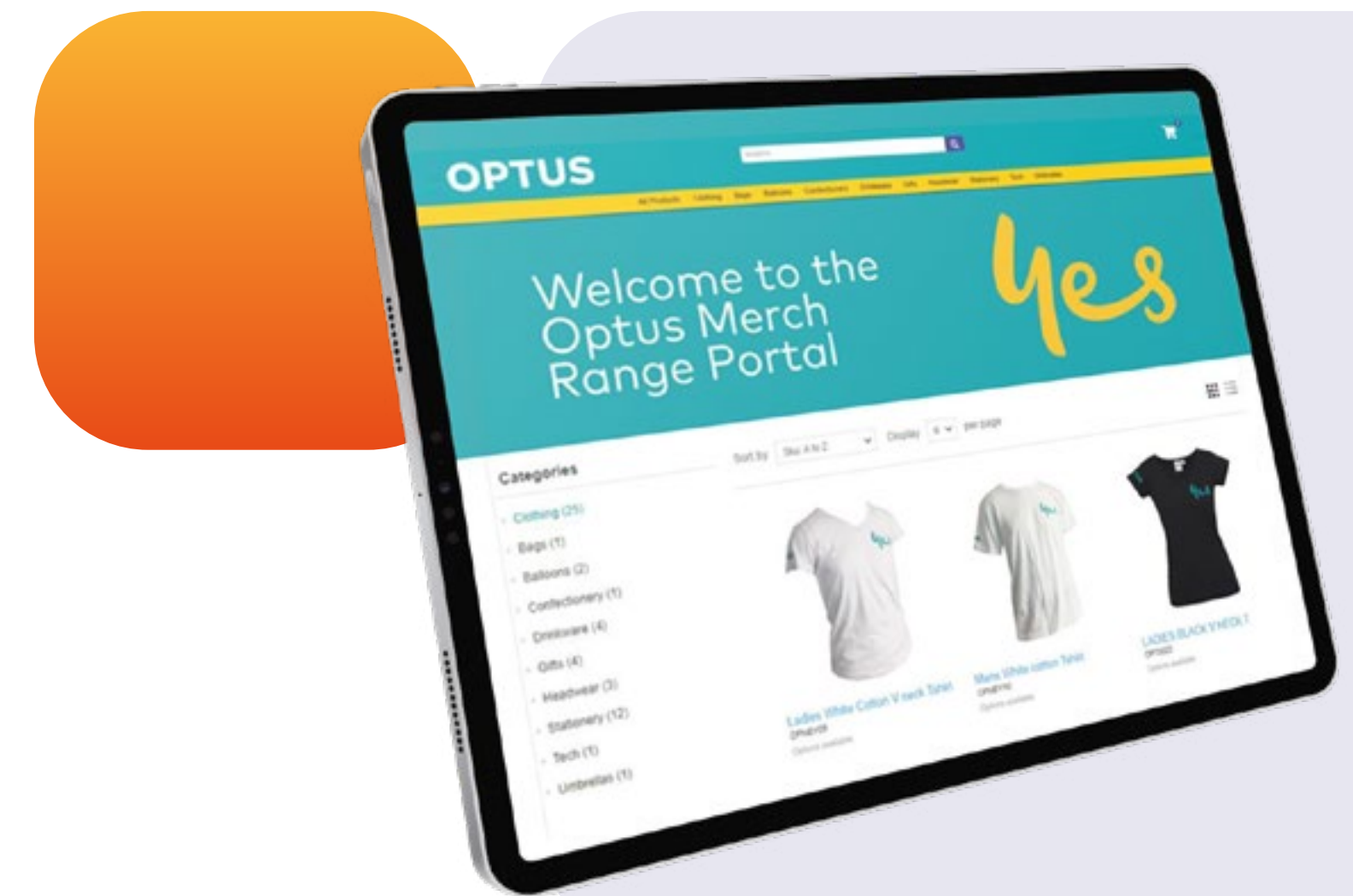
Optus needed a nationally scalable, brand-compliant merchandise solution that could support 8,000 staff across corporate offices and a 300-store retail footprint. The objective was to provide branded apparel and merchandise that reinforced team identity, improved engagement, and ensured a consistent brand experience across locations.

The Approach

- > Developed a centralised merchandise and apparel solution with compliance support across all corporate and retail channels
- > Designed, produced, and distributed branded merchandise that aligned with Optus' evolving brand expression
- > Established a seamless ordering and distribution system via IVE's national fulfilment network, ensuring timely and efficient delivery

The Result

- > 10+ year partnership as Optus' preferred merchandise and apparel partner
- > Consistently high engagement with staff utilising Optus-branded apparel and merchandise as part of their daily workwear



Case Study

> Customer Engagement & Brand Advocacy for Reece

The Task

Reece needed a merchandise and apparel program that would serve 700 branches across Australia and New Zealand while reinforcing brand loyalty among plumbers and trade professionals.

The Approach

- > Designed, developed, and distributed branded merchandise that catered to Reece's broad trade network
- > Implemented seasonal activation packs for industry-specific events, including World Plumbing Day and Welcome Packs for new trade partners
- > Leveraged IVE Group's trans-Tasman logistics network to ensure efficient warehousing, kitting, and distribution

The Result

- > 700,000+ merchandise pieces delivered to support Reece's customer engagement and industry activations
- > Increased brand loyalty, with plumbers proudly wearing and using Reece-branded gear
- > A long-term merchandise solution, providing consistent brand presence in one of Australasia's largest trade networks





Brand Activations

> Bring your brand to life through **immersive experiences** that connect and engage.

Cliff Brigstocke

Group Executive,
Marketing Activations

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Grow

> Brand Activations

- > Woolworths
- > MYER
- > Specsavers
- > Nestlé
- > Australian Liquor Marketers
- > Tennis Australia (AO)

2030 Ambition

Grow revenue by \$80M, expanding service offerings across in-store and digital activations while enhancing vertical integration for fit-outs, signage, events, and exhibitions.



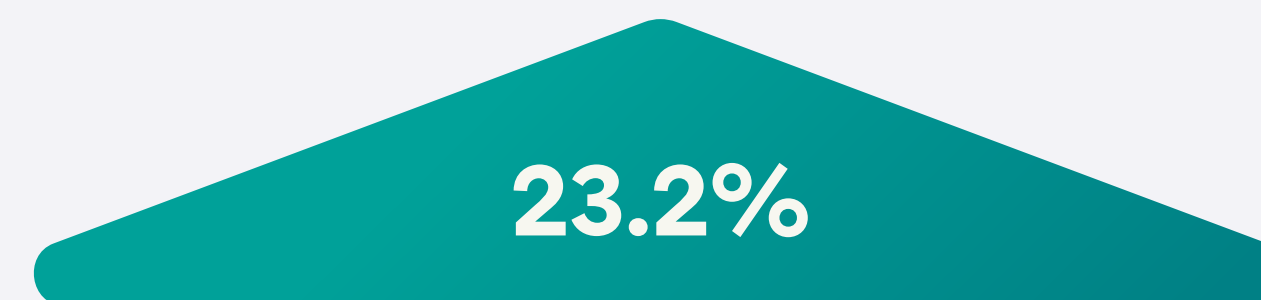
Key Focus

Strengthen vertical integration capabilities across fit-outs, in-store permanent signage, digital signage and content, and events and exhibitions. Expand our presence in the events and exhibitions sector by providing tailored, innovative, and sustainable solutions that enhance brand experiences. Continue to lead in experiential and digital brand activations.

Supporting Stat

The global brand activation market is projected to grow to \$93.7Bn by 2030, driven by increasing demand for experiential and digital activation strategies.

Source: Allied Market Research, "Brand Activation Market Forecast" (2023).



Bringing Brands to Life Through Immersive Experiences

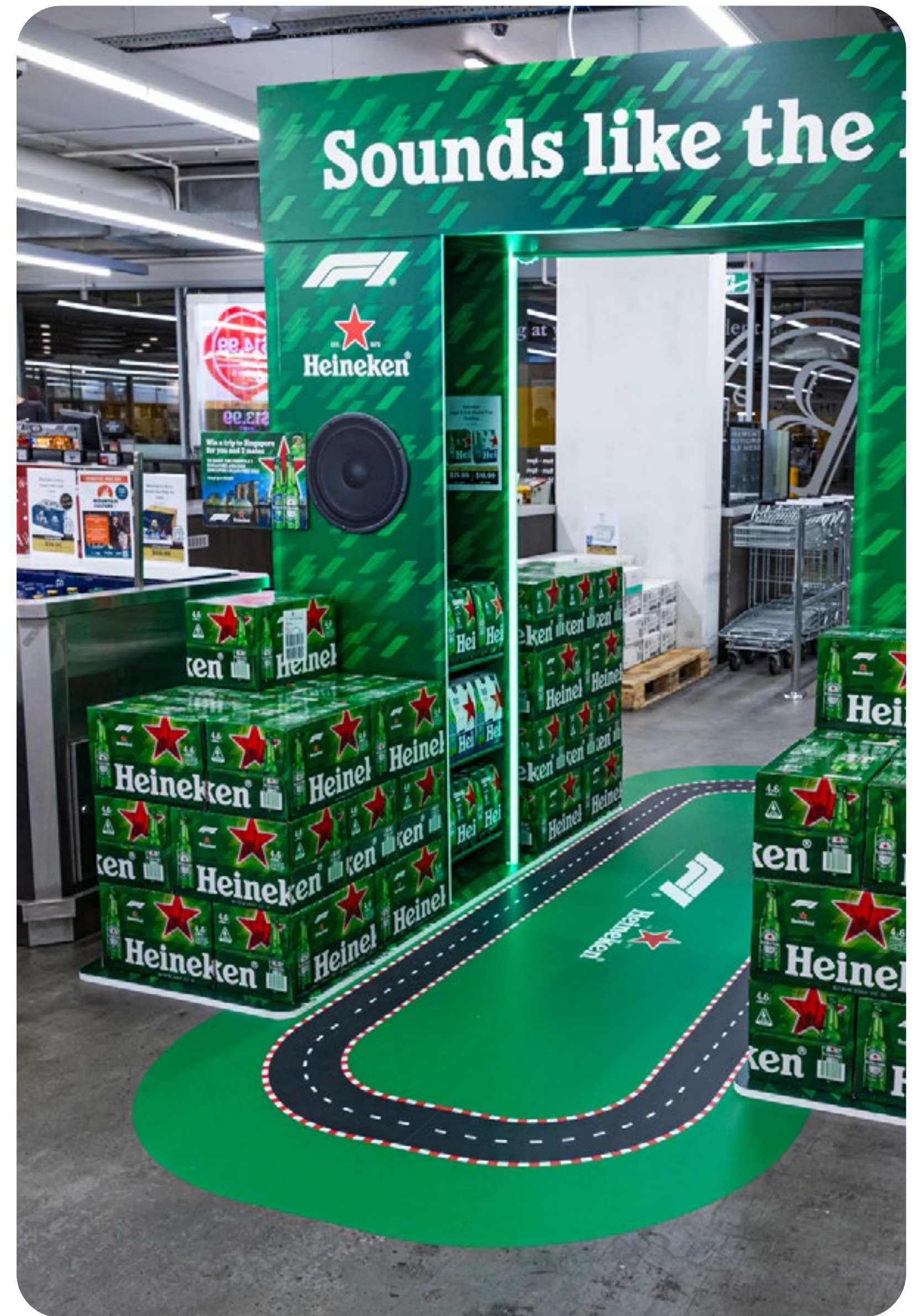
- > Two state-of-the-art facilities in Sydney and Melbourne
- > Experts in temporary and permanent POS, signage, activations, exhibitions & events
- > End-to-end execution: concept, manufacture, installation
- > Supports top Australian retailers and brands
- > Team based in China for offshore requirements



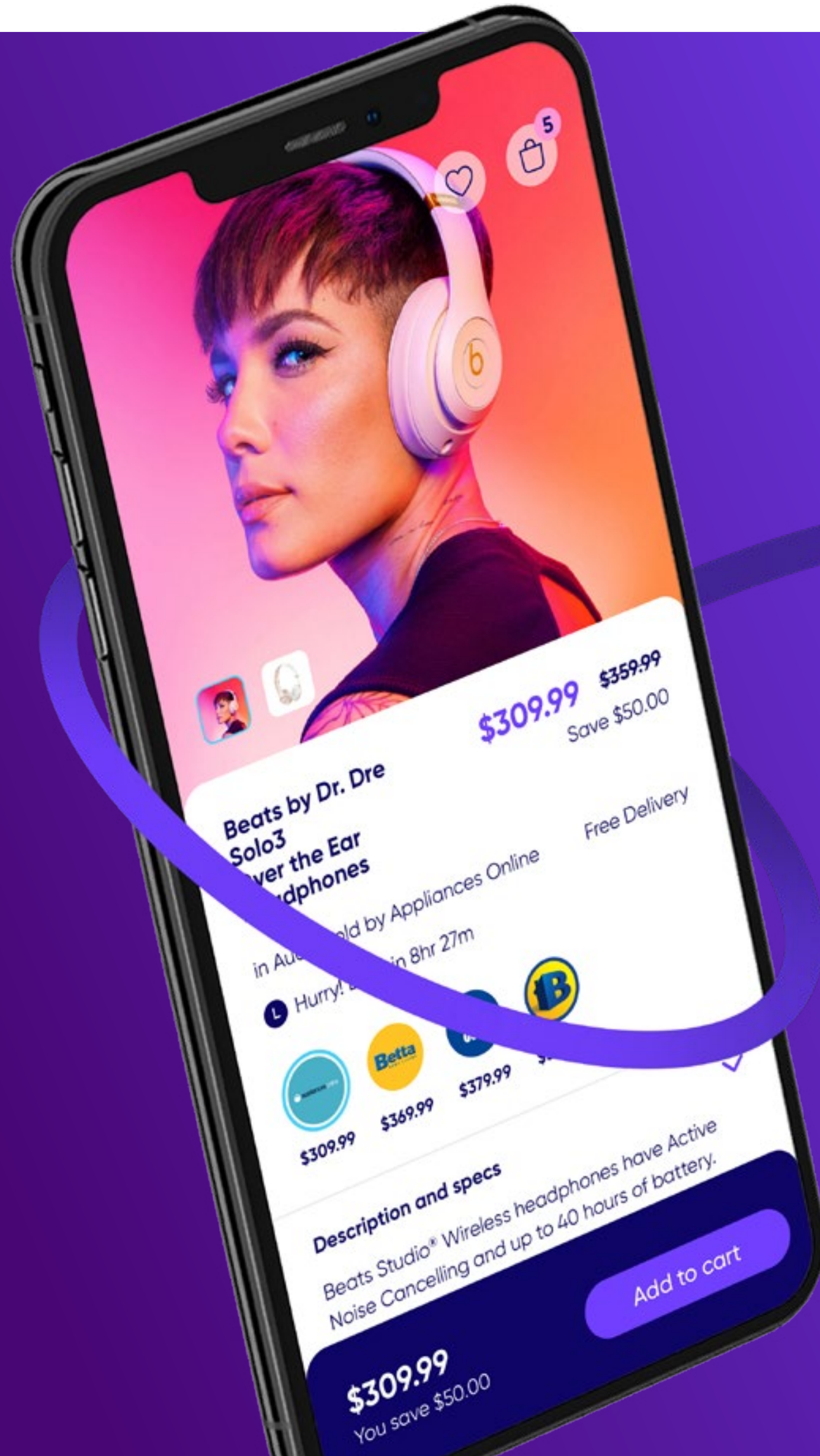
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For personal use only



Lasoo

> Increase your online sales and build digital momentum.

Rob Draper
CEO, eCommerce



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Grow

> Lasoo

- > Appliances Online
- > CUB
- > Barbeques Galore
- > Betta Group
- > Lincraft
- > Your Discount Chemist

2030 Ambition

Reach \$150M GTV profitably, and become the largest independent B2C eCommerce marketplace in Australia, with a breakeven target during FY28.



Key Focus

- > Continue to strengthen customer acquisition
- > Optimise customer experience
- > Improve operational scalability using AI
- > Focusing on achieving profitability

A Unique, High-Growth Ecommerce Platform

Rapidly scaling independent B2C 'deals' marketplace powered by best-in-class proprietary technology and exposed to structural growth tailwinds

Supporting Stat

The e-Commerce market in Australia is expected to grow significantly by 2030, with a compound annual growth rate (CAGR) of 23.2% from 2024 to 2030.

Source: Grand View Research.



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> Lasoo – A Unique, High-Growth eCommerce Platform

>250k SKUs live

Customer Review Scores¹



4.4 stars¹

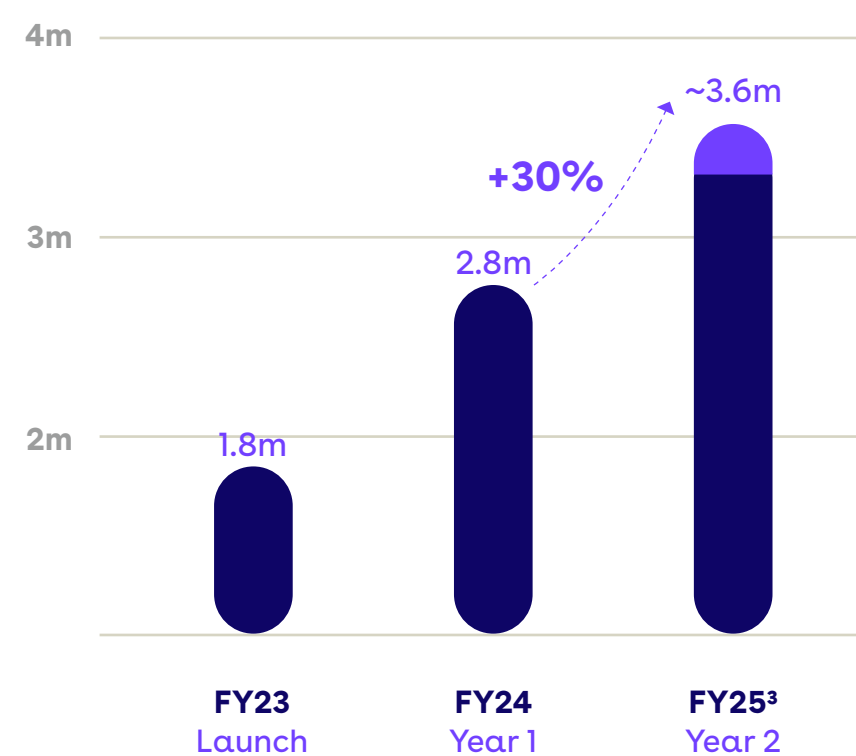


4.5 stars

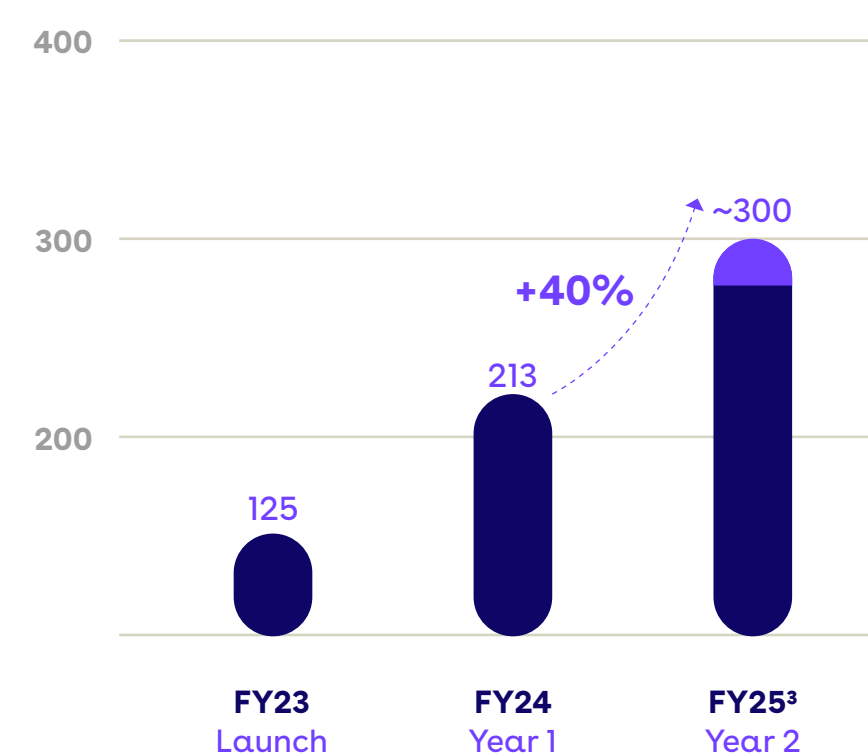


4.9 stars

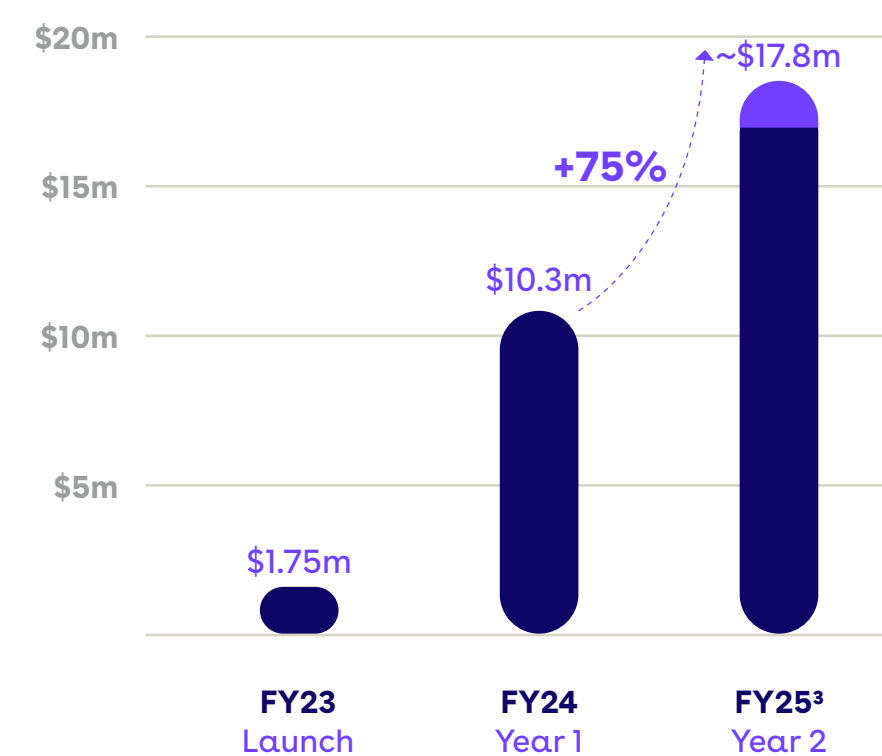
Strong momentum in unique users ...



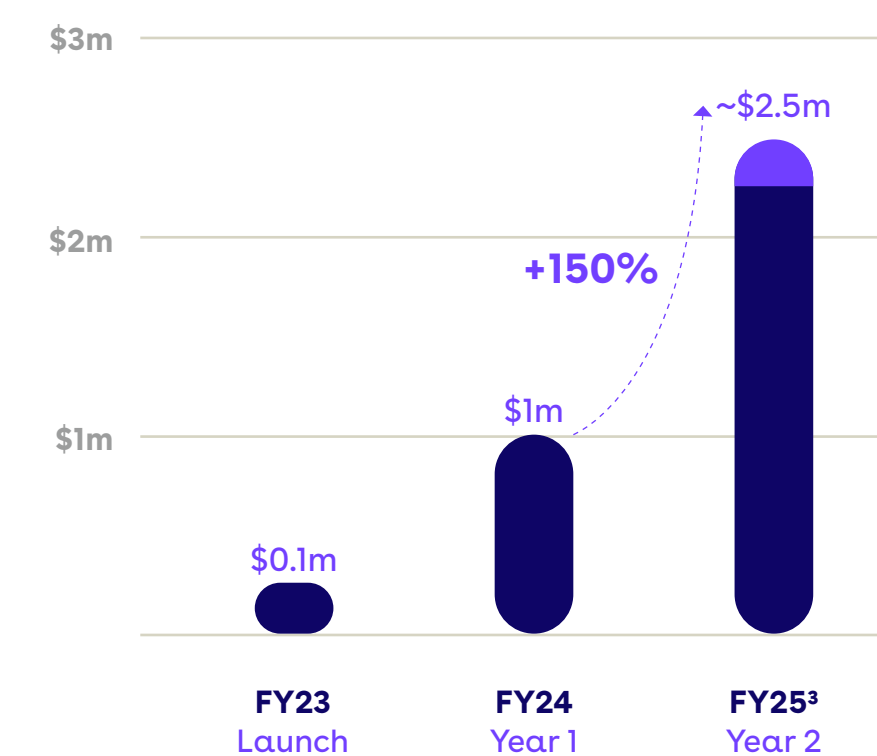
... and retailers on the platform ...



... delivering outsized growth in GTV²



... driven by rapidly growing repeat customer sales



1. Customer ratings as at May 2025
 2. Gross transaction value (GTV)
 3. FY25 estimate (based on results to end May 2025)



> Scalable, Capital-Light Operating Model

Lasoo operates a low risk, capital-light and highly scalable dropship model – facilitating growth for some of the world's most well-known brands



Attractive business model

- > Powerful network effects, with incremental platform scale enhancing the value proposition for customers and retailers
- > No exposure to risks and capital costs associated with traditional retail models
- > Deep and dynamic product mix, providing exposure to all seasons

Highly scalable

- > Best-in-class proprietary technology providing a sustainable competitive advantage
- > Well invested platform infrastructure primed for growth
- > Capital-light, low risk operating model

Compelling retailer and consumer value

- > Lasoo does not compete with retailers, it grows them
- > ~20% of deals are exclusive to Lasoo
- > Cheapest in market or very well priced
- > Unique user experience (only platform with digital catalogue browsers and by capability from multiple retailers in one transaction)

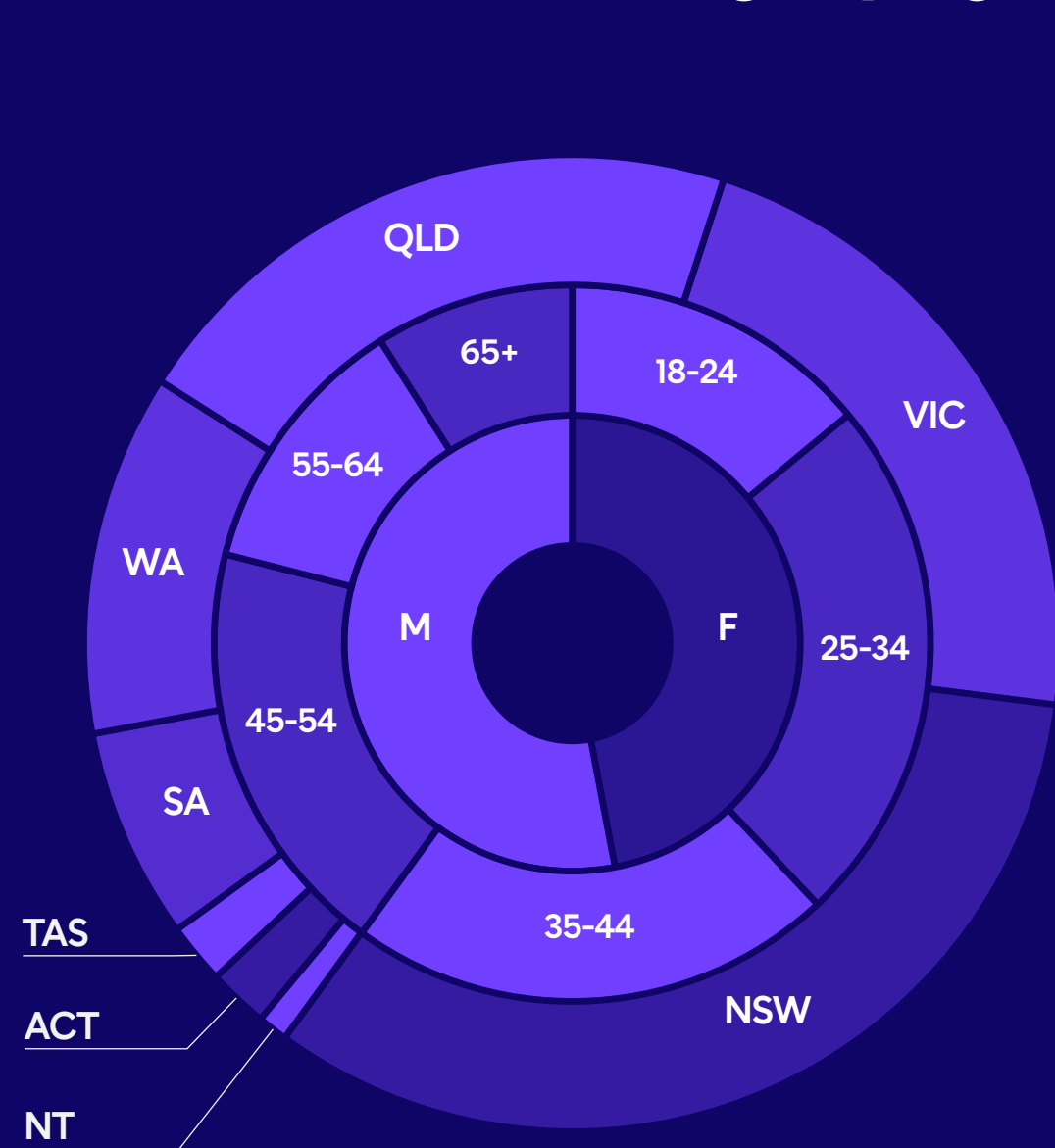
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> Diversified Product Ecosystem and Demographics

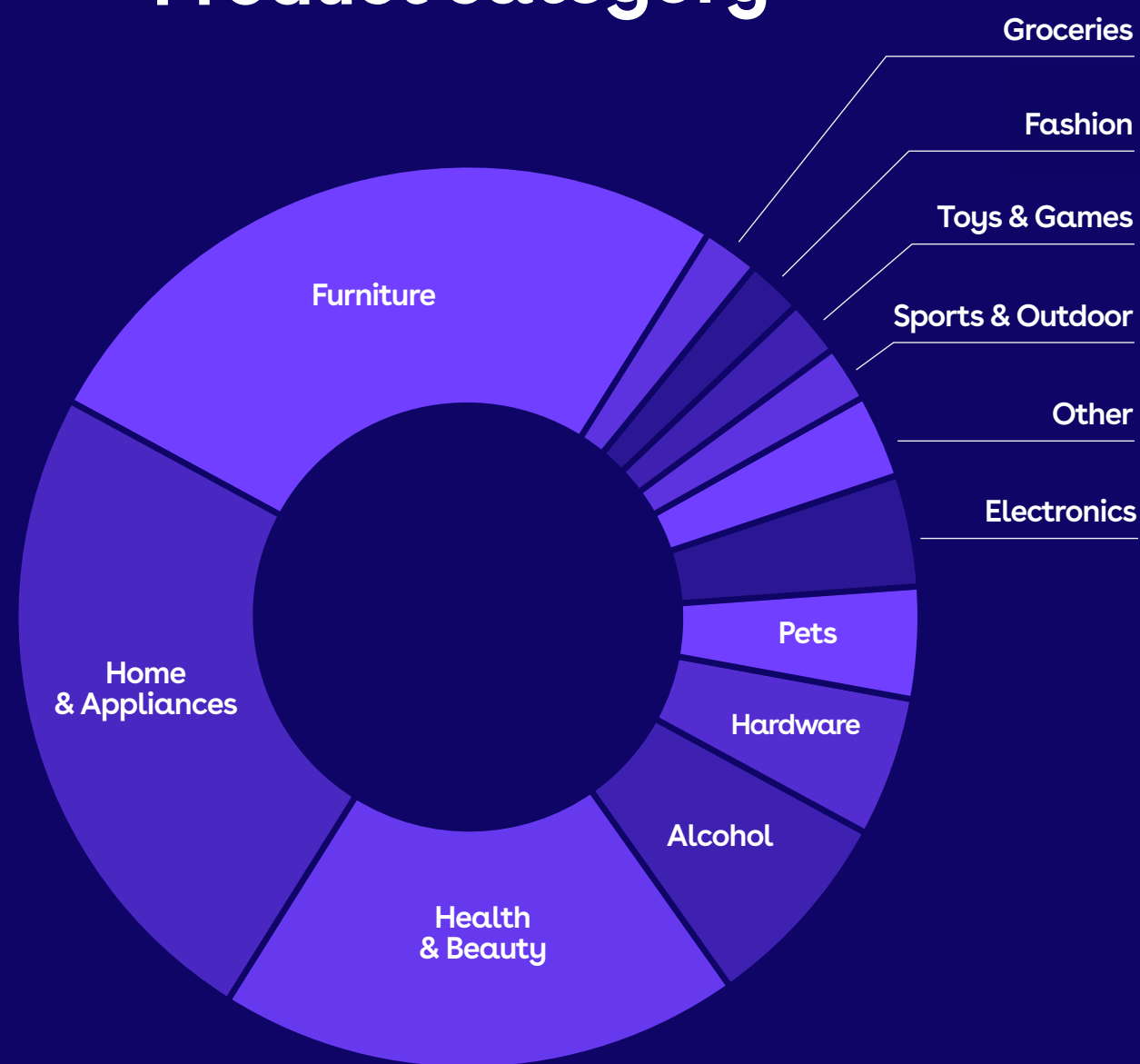
Dynamic product mix allows Lasoo to capitalise on seasonal trends and diversify revenue volatility

Significant customer diversification across demography and product category

Customer demography¹

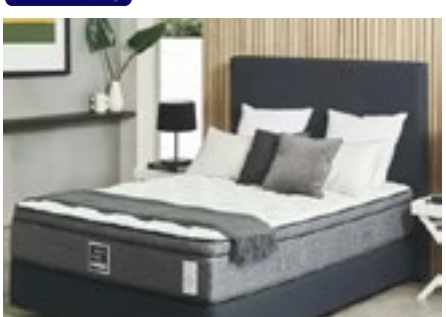


Product category¹



Furniture


Price-drop



\$1,568.00
Save \$618.00
Don't Pay \$2,186.00

A.H. Beard AH Beard Executive Penthouse Pillow Top Single Sided King Mattress
A.H. Beard

Home & Appliances




\$1,699.00
or 4 interest-free payments of \$424.75 with

Fisher & Paykel Series 9 9kg Heat Pump Dryer
Fisher & Paykel

Health & Beauty

Price-drop




\$248.90
Save \$99.10
Don't Pay \$348.00

Yves Saint Laurent Black Opium Extreme 90ml EDP (L) SP
Yves Saint Laurent

Alcohol

Price-drop



\$40.00
Save \$19.99
Don't Pay \$59.99

Penfolds Bin 28 Shiraz 750ml
Penfolds

Sports & Outdoor


Hot deal



\$169.95
Save \$179.95
Don't Pay \$349.90

Costway Portable Basketball Hoop System Stand Heavy Duty Basketball Ring Adjustable ...
Costway

Hardware




\$449.99
or 4 interest-free payments of \$112.50 with

DeWalt 18V Brushless Drill & Impact Driver Set With 2AH Battery And TSTAK Case
DeWalt

Pets

Price-drop




\$65.95
Save \$31.00
Don't Pay \$96.95

Advantage(TM) Fleas for Dogs 4 - 10kg - 4 Pack
Advantage

Toys & Games

Price-drop



\$141.80
Save \$42.54
Don't Pay \$141.80

LEGO 10767 Disney Series Pixar's Toy Story Duke Caboom's Stunt Show
LEGO



1. Mix shown reflects share of orders as at May 2025

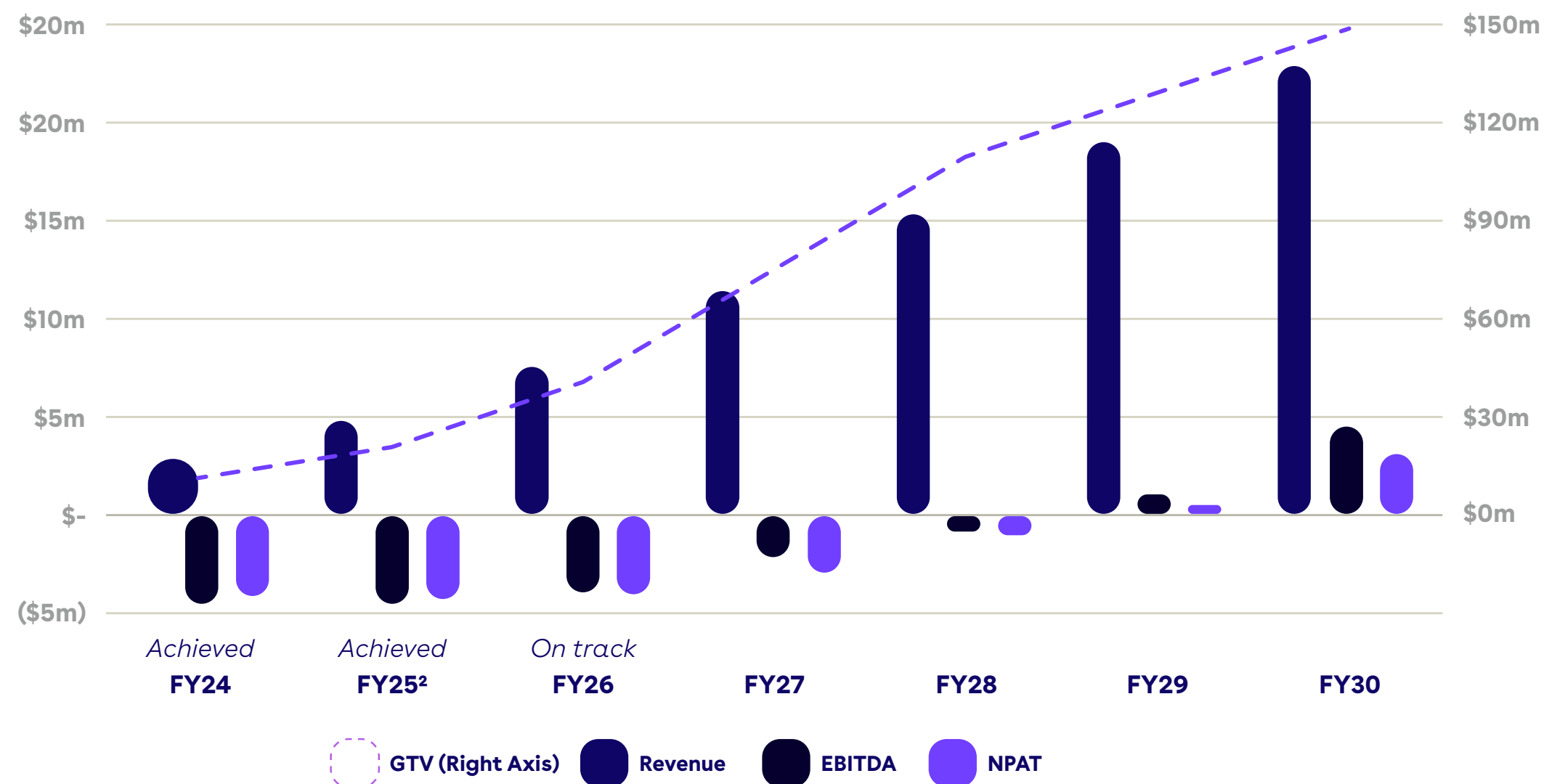
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> GTV, Revenue, EBITDA & NPAT Trajectory

Rapidly scaling independent¹ B2C 'deals' marketplace powered by best-in-class proprietary technology

Demonstrated ability to attract, retain leading retailers and consumer brands

GTV, revenue, EBITDA & NPAT



Lasoo remains on-track to break even during FY28 with plans to grow GTV to \$150m by FY30 equating to revenue of around \$23m, EBITDA of around \$4.5m and NPAT of around \$3.1m.

Sample brands available from Lasoo retailers



Sample Lasoo retailers



1. Lasoo does not carry any private label inventory or compete with any retailer on its platform
 2. 80% of total investment (capex and cumulative after-tax losses) complete

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CX & Data

> Improve your customer experience.

Sean Smith
CEO, CX & Data



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Grow

> CX & Data

> Westpac

> Transurban

> National Australia Bank

> CGU

> Commonwealth Bank

> BUPA

> Latitude Financial Services

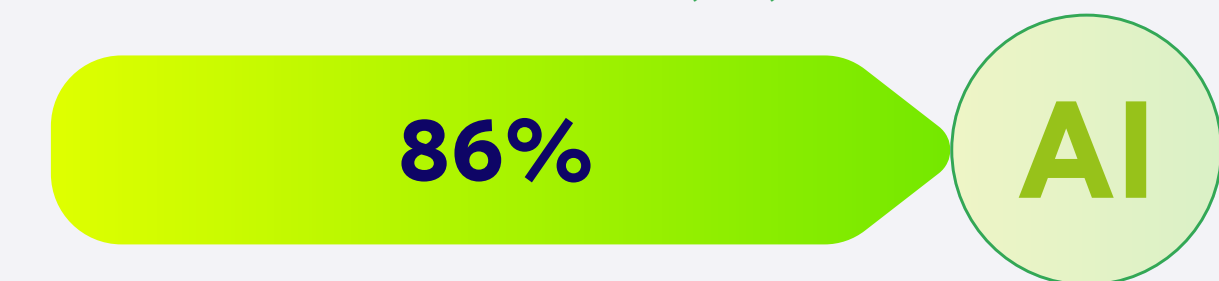
2030 Ambition

By 2030, our ambition is to grow revenue and market share by delivering AI-led solutions that create a single customer view and enable a seamless omnichannel experience. We will leverage best-in-class technologies to drive hyper-personalised engagement at scale - deepening customer relationships, delivering measurable outcomes, and cementing our position as a leader in customer experience.

Supporting Stat

AI-driven customer experience in Australia is forecasted to grow significantly, with 86% of Australian businesses planning to increase AI investment for improved customer interactions by 2027.

Source: Deloitte "State of AI in Australia" (2022).



Driving Smarter Customer Journeys for Enterprise Australia

- > ~400 employees across Martech, Data, CX, and Personalisation
- > Servicing ~300 clients annually across enterprise, government, and regulated sectors
- > Professional services model - teams are embedded inside client organisations
- > Longstanding client relationships
- > Trusted partner for both marketing and essential communications

Key Focus

Drive customer loyalty with predictive insights, automation, and AI-driven innovations while maintaining a strong presence in traditional sectors.

Partnering with Best in Class Marketing Technologies, we advise, implement, and manage these tech stacks for our clients. Streamlining production to a single site also boosts cost savings, ensuring this channel remains relevant.



What we do

> Positioned to Enable Enterprise Marketing of the Future

Connect with your customers through personalised data-driven experiences

Our CX advisory services guide our clients through their digital transformation journey from idea > execution

We specialise in the following areas:

- > Data and Insights Services
- > Martech Advisory and Implementation Services
- > Customer Journey and Campaign Execution Services



What Sets Us Apart

> The CX & Data Difference

- > **Integrated Offering:** Strategy → Martech → Journey Orchestration
- > **Enterprise CX Expertise:** Deep capabilities in Financial Services, Utilities, Retail, NFP, Health, Infrastructure
- > **Digital Transformation Partner:** Delivering scalable outcomes, not just services
- > **Platform Agnostic:** Deep expertise across the martech landscape
- > **Data Security & Compliance:** Ongoing investment in infrastructure and governance
- > **Embedded Teams:** We operate as an extension of our clients
- > **Trusted for Essential Comms:** Longstanding experience in regulated and mandated customer engagement
- > **Omnichannel experiences:** Any channel, any device, any time



Case Study

Major Financial Institution

The Challenge

The client needed to improve their marketing operations, deliver enhanced customer experiences, and stay ahead of the competition.

Limited capability

- > Lack of Salesforce Marketing Cloud (SFMC) knowledge
- > Minimal innovation
- > Complex environment for compliance
- > Not keeping pace with the challenges of hyper personalisation
- > Difficult to scale

Challenges of Campaign Management

- > Delivery in real-time
- > High volume of campaigns
- > Need for nimble processes
- > Need for more automation
- > Need to unlock SFMC features to create enhanced marketing and communication experiences for customers

Lack of innovation

- > Challenging to drive innovation to platform and customer experiences
- > Marcomm world is shifting to hyper personalised, real time customer communications
- > Need to introduce AI led approach to processes, campaign management and customer experiences

Case Study

Major Financial Institution

The Solution

IVE Group

Embed an Expert Team

- > Build expert team of dedicated IVE Group resources
- > Team embedded inside the Client's Marketing Team
- > Mix of resources including Solutioning, Technical, Project Management and resources with high end skills in email and personalisation deployments

Automate and Personalise

- > Automate the Clients marketing workflow using Salesforce Journey Builder
- > Designated data-driven campaigns to deliver hyper personalised messaging tailored to each customers preferences and behaviors

Omnichannel Strategy

- > Deliver Marketing Cloud tools for email, SMW, web and mobile push notifications to ensure consistent messaging across platforms
- > Implement AI-powered predictive analytics to optimize the timing and relevance of campaigns

Technology Roadmap

- > Leveraging AI and real-time decisioning tools
- > Implementation of SFMC Personalisation across all customer touch points

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> Benefits Delivered

**Best in industry
Marketing Automation
Team**

**Improved deliverability
of communications**

**Elevated Customer
Journeys**

Speed to market

**Unlocked value and
new features in SFMC
Platform**

**Improved CX through
personalised campaigns**

**Real time
communications**

**Platform roadmap
and innovation**



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Creative, Content & Integrated Solutions

> **Strategic creative solutions that elevate your brand across every touchpoint.**

Mick Bettridge

CEO, Creative, Content & Integrated Solutions



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Grow

> Creative, Content & Integrated Solutions

- > IAG
 - > KIA
 - > BP
- > Telstra
 - > L'Oréal Australia
 - > Commonwealth Bank

2030 Ambition

By 2030, we aim to deliver an additional \$75m of sustainable revenue. We are focussed on introducing more creatively led products and services, to existing clients, and securing new contracts from brands, who have meaningful budgets, and need the full breadth and depth of IVE's offering.



Key Focus

- > Leading ideation and content creation
- > Continued technology investment and integration
- > Build and acquire digital and performance marketing capabilities
- > Leverage AI to deliver personalised content across retail, social, and digital channels

Supporting Stat

The Australian content marketing industry is expected to grow to \$1.5Bn by 2027, with increased investment in omnichannel digital experiences.

Source: Content Marketing Institute, "Australia Content Marketing Report" (2022).



We connect customers with their brands, every day, across every industry.

From retail and healthcare to education, finance and government, we help organisations of every size and sector show up with clarity, consistency and impact.



Division Overview

> Creative, Content & Integrated Solutions

We lead with strategy and creative, delivering multi-channel brand experiences across Australia's largest marketing organisations.

- > Manage large-scale contracts integrating multiple IVE services
- > Act as an embedded extension of our clients' marketing teams
- > Serve as a key connection point between clients and the broader IVE network

> Core Product & Service Offering

Strategic & Creative Services

- > Research
- > Brand Strategy
- > Creative Strategy
- > Content Strategy
- > Creative Development

Visual Communications

- > Design & Retail Display
- > Print, Digital, POS & OOH
- > TV, Cinema & Social
- > Video Production
- > 2D & 3D Animation

Project Management & Delivery

- > Campaign Management
- > Workflow Automation
- > Digital Transformation
- > Print Production
- > Omnichannel Content Production

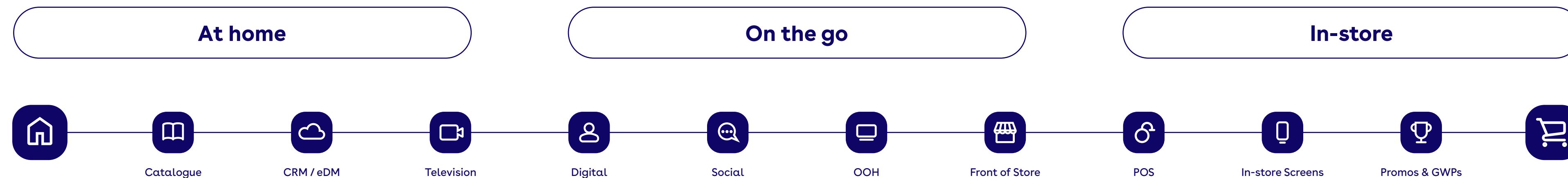


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> Strategic Creative Across the Full Customer Journey

We work with brands to deliver omnichannel campaigns that captivate and convert.

- > Our division is built for brands who need seamless solutions across every stage of the customer journey from awareness at home, to influence on the move, through to conversion in-store
- > We combine strategic thinking and creative execution to design campaigns that drive real outcomes across:



We bring these channels together under one unified strategy to maximise attention, drive engagement, and deliver measurable conversion.

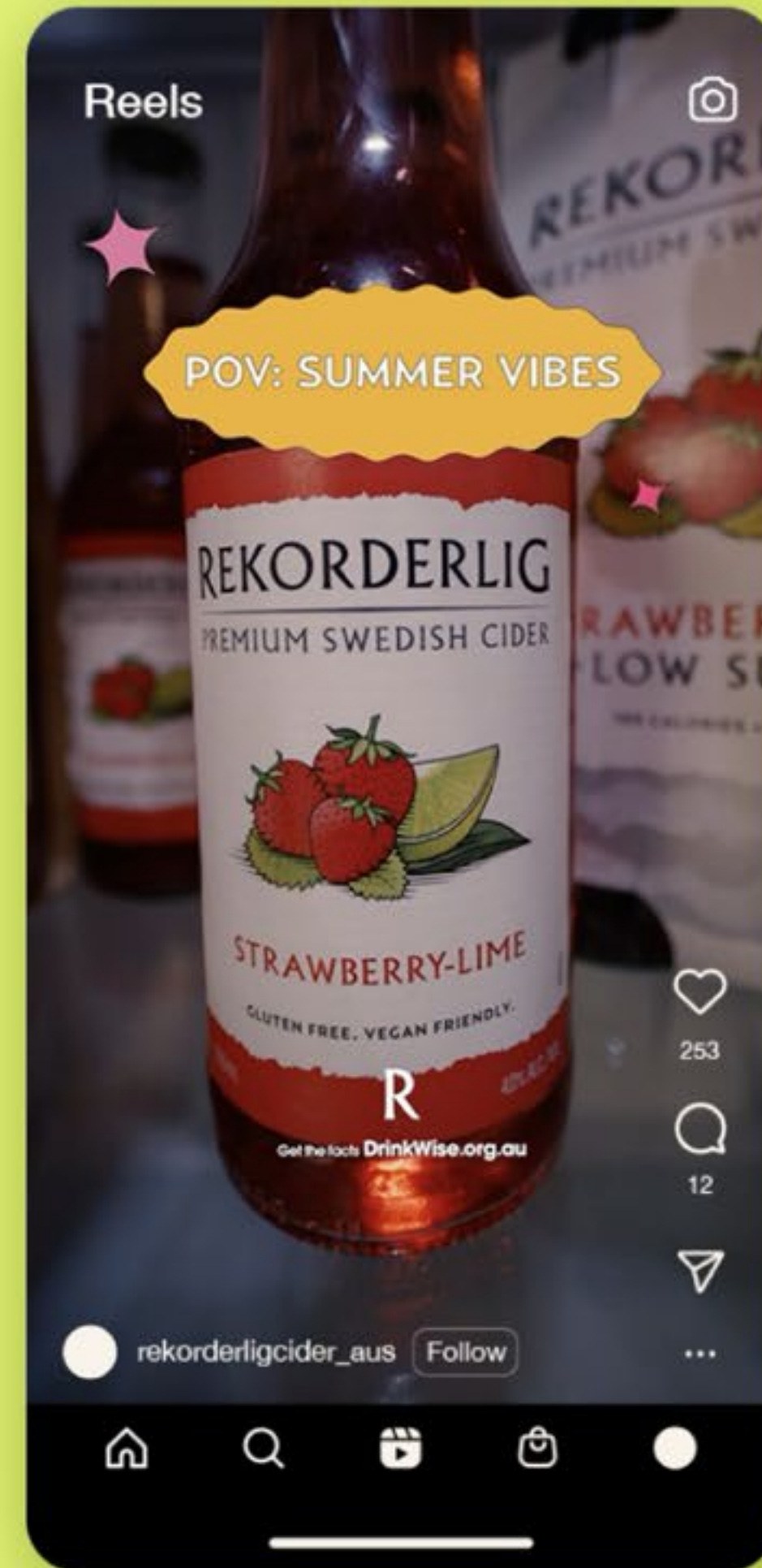


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Rekorderlig Social Media Campaign



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TWININGS®
SPARKLING TEA

TRY for FREE

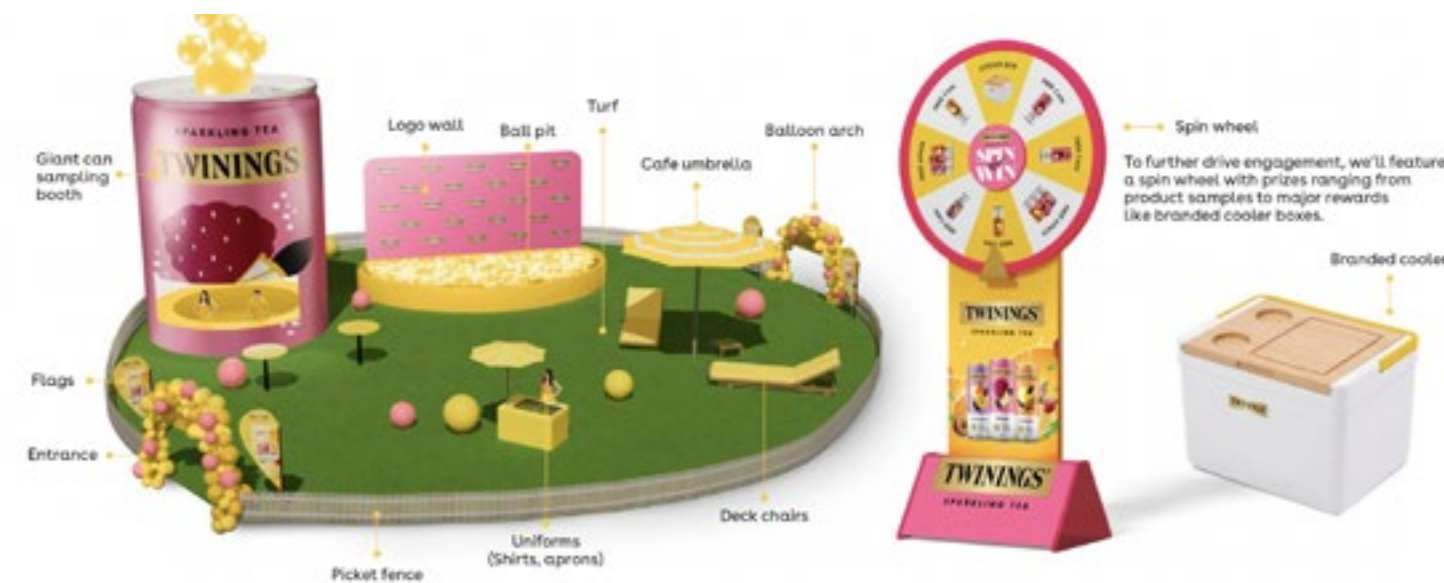
NEW

- Immunity** (C&D) - Orange, Passionfruit & Green Tea
- Refresh** (Mg) - Raspberry Lemonade & White Tea
- Energise** (B) - Lemon, Ginger & Black Tea

Buy any can or 4-pack | Visit twinningscashback.com.au | Get cashback!

Launch

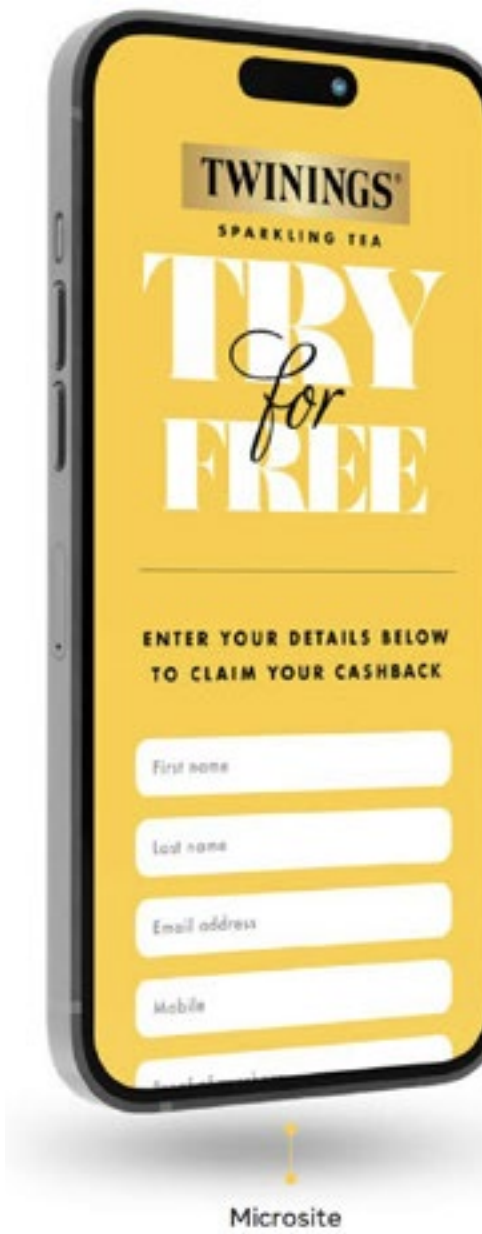
Major sampling event



Launch

Grocery

The grocery launch will mirror our strategic focus on clarity and visual appeal. We will communicate the product features through impactful visuals, ensuring ample space for the "Try for Free" offer. Product recognition will be paramount, and we will seize every opportunity to highlight the packaging prominently. This effort will be supported by a consistent bubble motif, using both flat 2D illustrations and 3D realistic visuals. We will display 3D bubbles and oversized can-shaped towers, alongside more standard display towers, providing a modular approach that can adapt to various store layouts.



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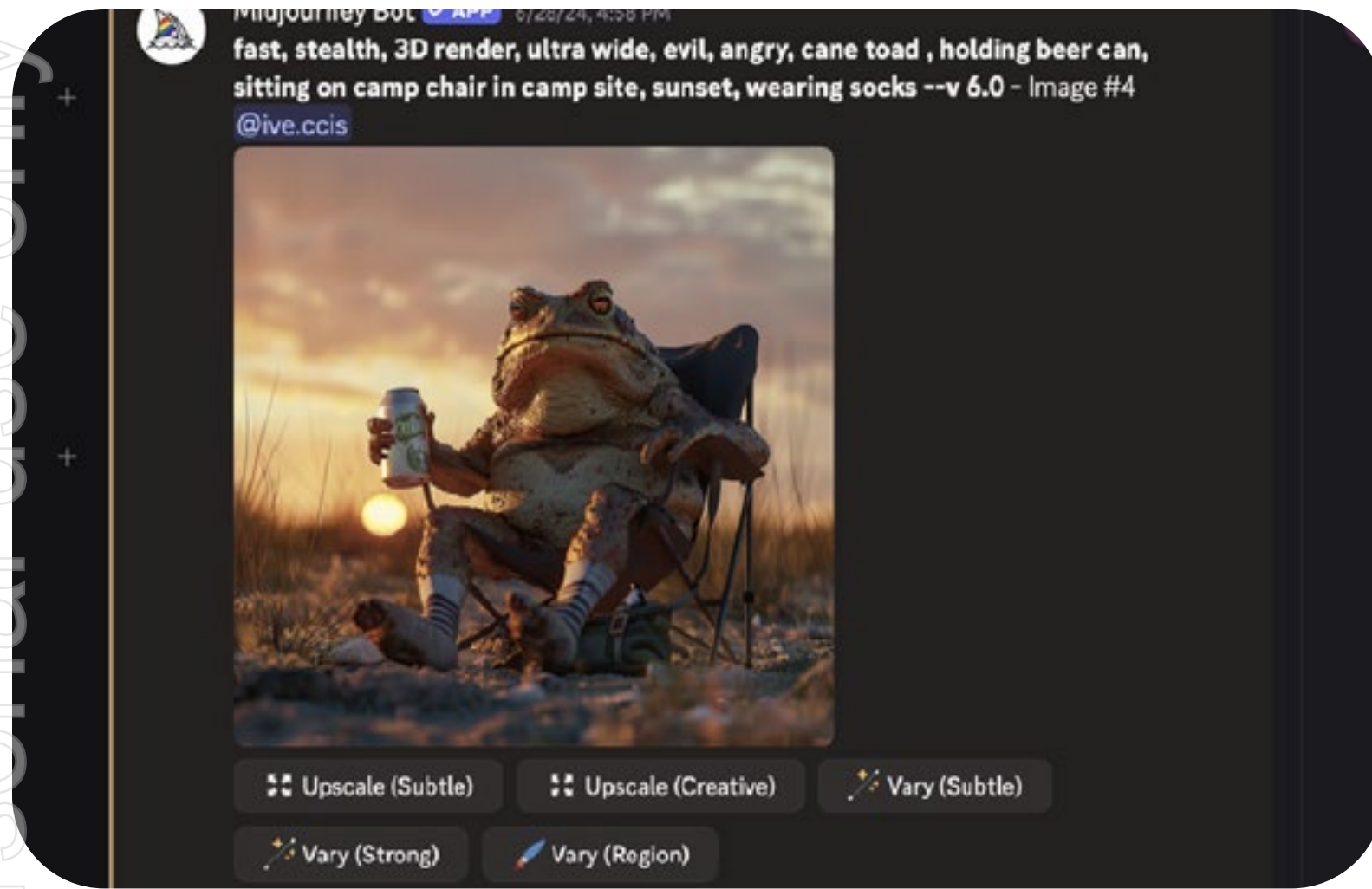
Arguments About Football Over Coffee

Two short-form series for AFL and NRL, hosted by sporting legends Russell Robertson and James Graham. Fast, funny, and reactive, these podcasts built credibility with fans while aligning seamlessly with Ladbrokes' sports culture.

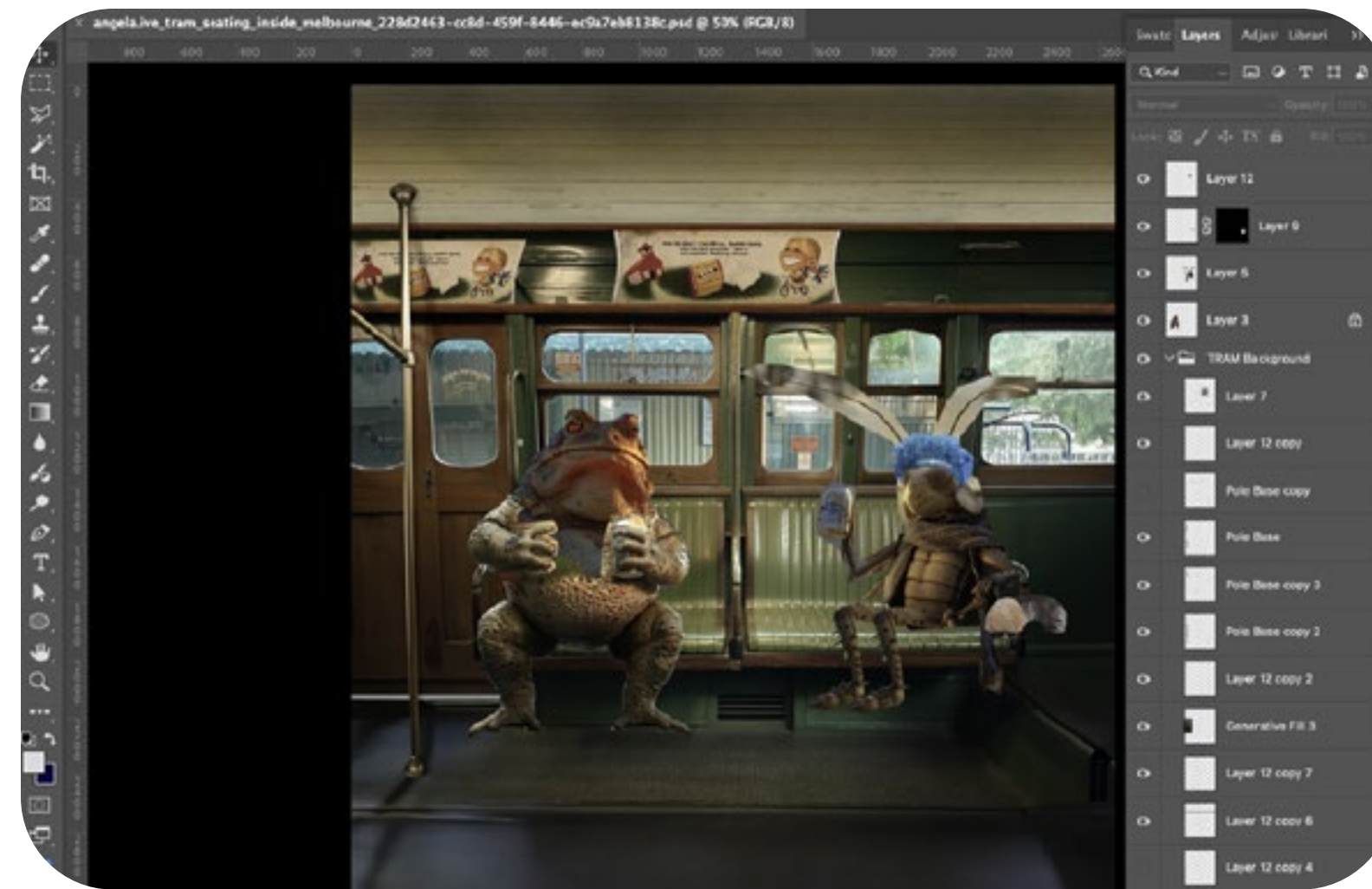
Perfect for special rounds, unexpected footy moments, and brand storytelling without the hard sell.



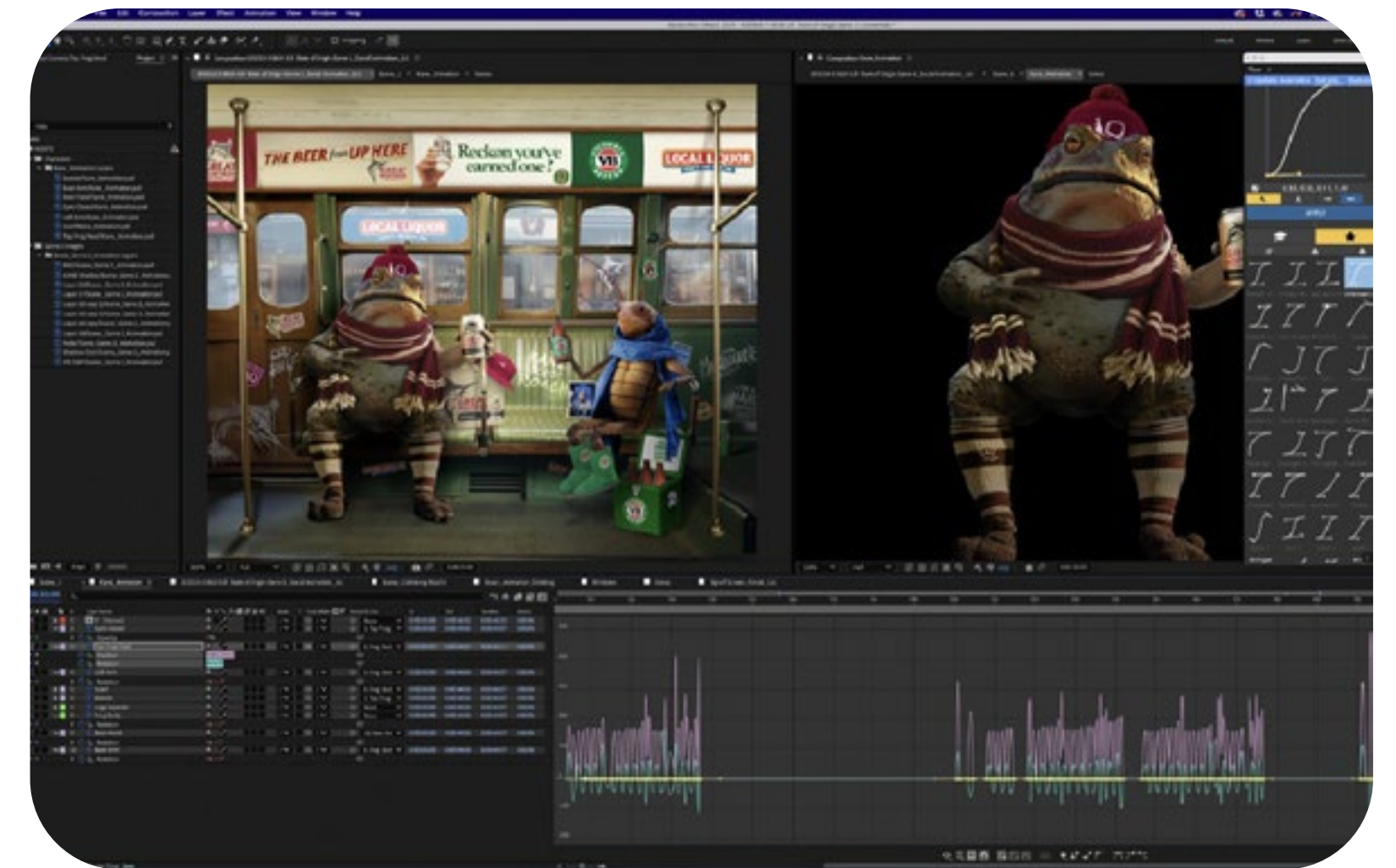
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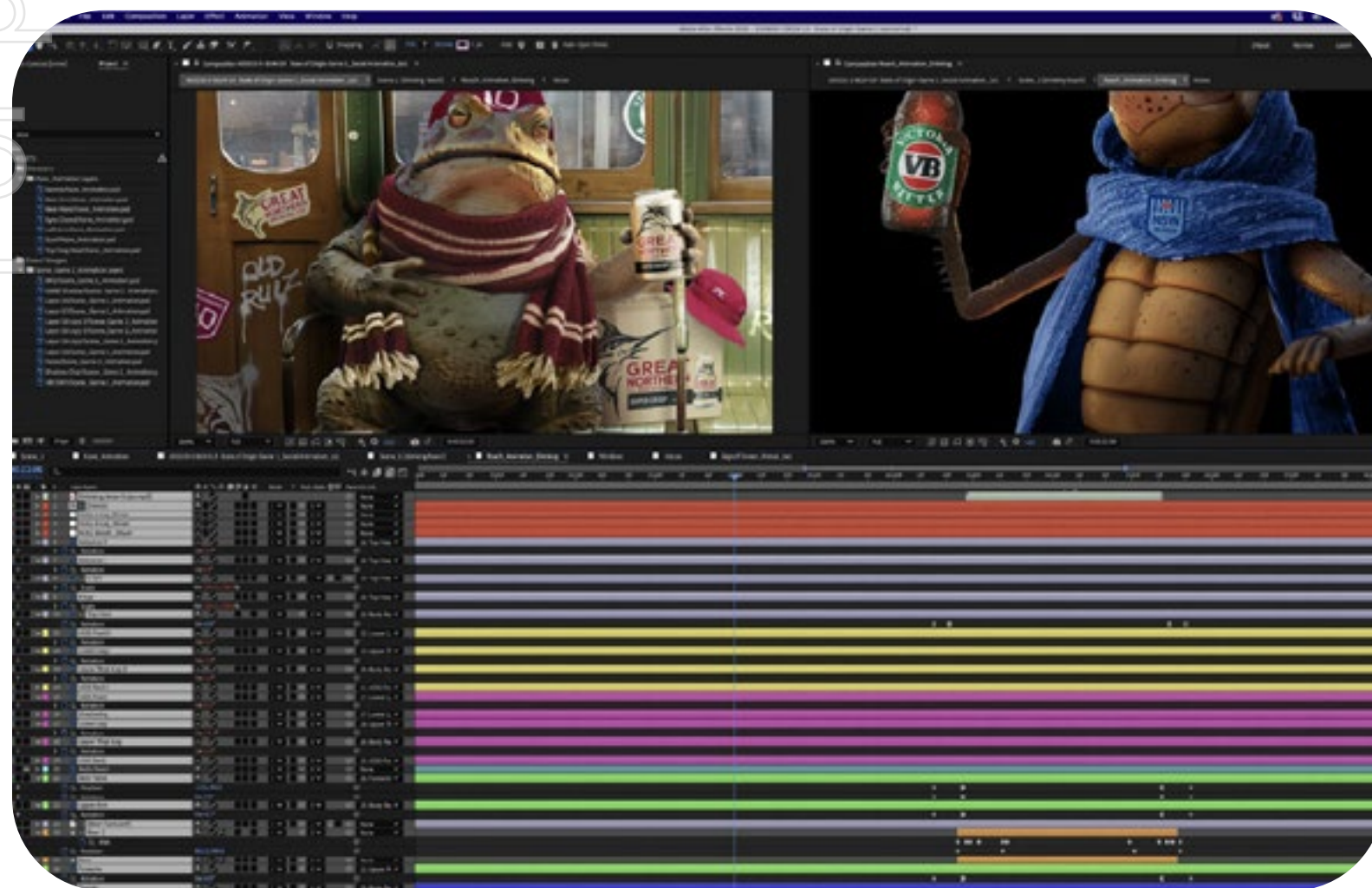
Generate Assets with AI - Craft text prompts to create every character and environment element.



Composite & Product Placement - Assemble the assets in Photoshop, integrating branded items where required.



Character Rigging - Set up bones and controllers so each character is ready for animation.



Animation - Bring everything together, adding motion to both foreground action and backdrops.



Audio Design - Layer in AI-generated or studio-recorded voice-overs, then enhance with sound effects.

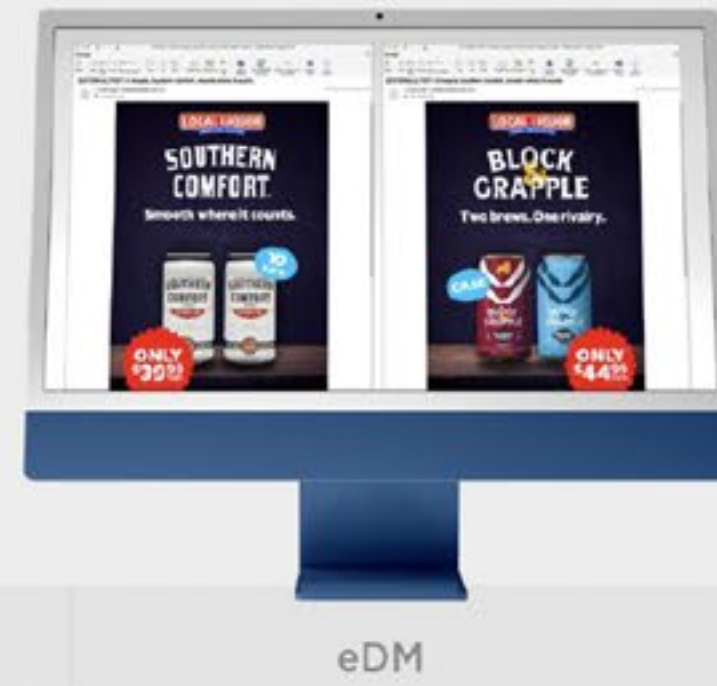


Final Output - Render, review, and export the polished video for delivery.



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> Campaign Roll Out



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Icon Cap

Fabric:
Mid weight, 100% cotton

Size:
One size fits all



Puffer Bomber Jacket

Fabric:
Polyester pongee shell with taffeta lining

Size:
3XS - 5XL



Harley Long Sleeve Shirt

Fabric:
60% Cotton, 40% Polyester, Peach Finish,
Easy Care Fabric

Size:
S - 7XL



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VIRTUAL STUDIO PRODUCTION

MULTI-SEASONAL CAMPAIGN

MULTI-CHANNEL, FIT FOR FORMAT

CATEGORY LEADERSHIP



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30 MILLION+ VIEWS ANNUALLY (BASED ON HALF A MILLION VIEWS PER WEEK)

EVERY DOMESTIC AND INTERNATIONAL QANTAS FLIGHT

180+ OUTPUTS

7 SHOOT DAYS

3 DAYS ON AN A380

**85+ CAST AND CREW
FEATURING QANTAS**



Investor Strategy Session

> Sydney Supersite

Will streamline operations, reduce overheads, unlock more operating leverage and future proof the business. It will be a high-performance facility integrating multiple business units and mirroring what we established in Braeside, Victoria 3 years ago.

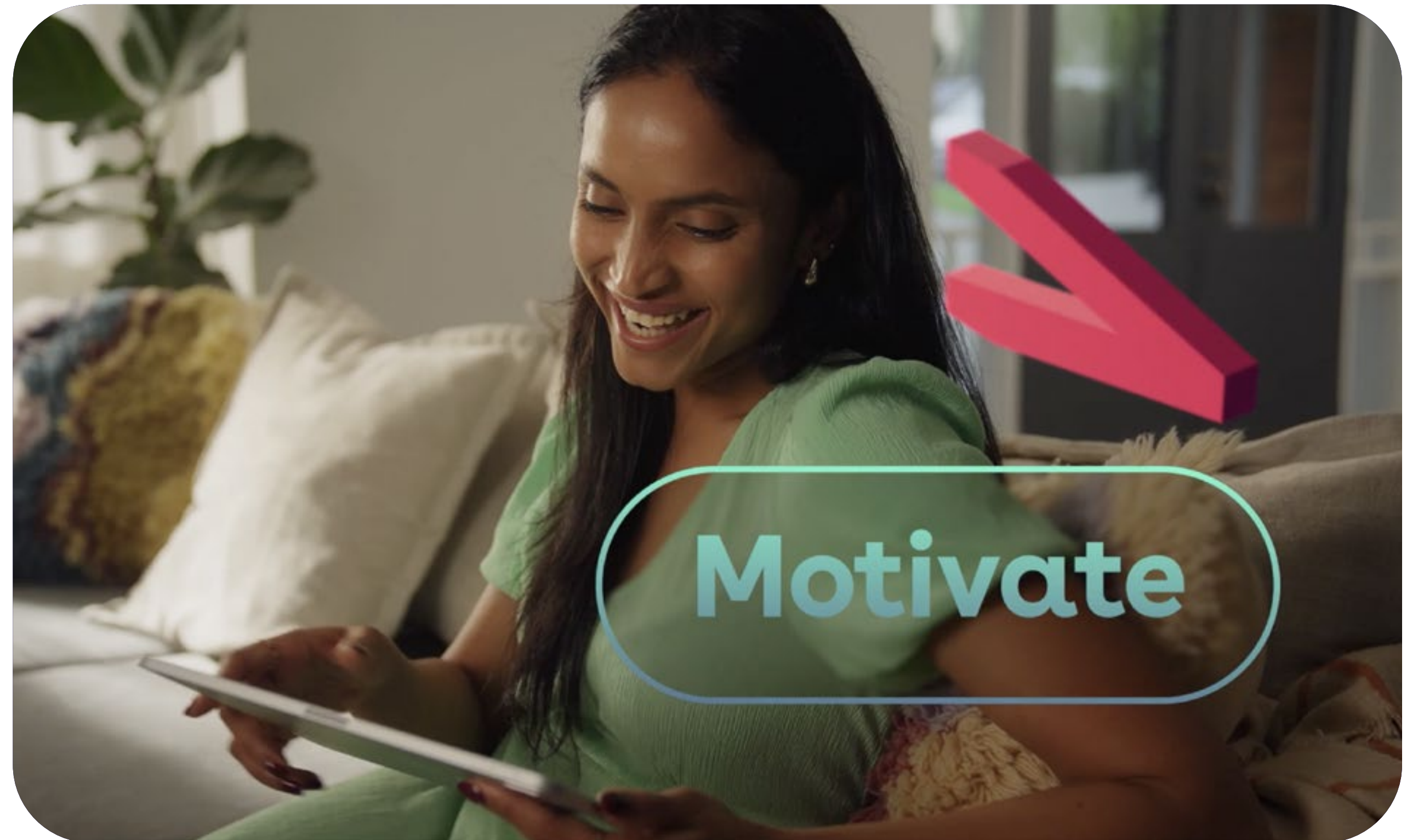
- > More fit-for-purpose and modern working conditions helping to attract and retain staff
- > Increased speed to market for customers
- > Avoidance of an additional \$3.1m per annum in rental cost increase
- > Operating efficiencies including consolidation of leases and common operational functions, as well as reduced handover costs
- > A centralised, strategic labour pool to optimise labour mix (enabling flexibility across business units) and reduce external labour hire and minimise overtime
- > Additional space to accommodate further expansion, particularly to facilitate Phase 1 and 2 of the packaging strategy



> Key Takeaways

- > We are moving with strong momentum, upgraded guidance and clear division-level growth plans
- > Strategic investments in capital-light, scalable platforms like Lasoo, Packaging and 3PL are aligned to evolving market needs
- > IVE's integrated model uniquely positions us to deliver omnichannel marketing solutions at scale
- > We remain disciplined in capital deployment, focused on earnings growth, and committed to delivering long-term shareholder value

Matt Aitken
Managing Director



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> Q&A

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Disclaimer

No recommendation, offer, invitation or advice

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idea > execution