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2010 AGM

CHAIRMAN'S ADDRESS

# Graeme Yeomans



# Introduction

- 2009 many tough decisions were made
- Enacted base strategy back to core competencies
- Simplified approach
- Changes to the business model

# We did what we said

- Divestment of non-core assets
  - Apparel
  - Footwear
  - Manchester
  - Planet Fun
- Acquisition of NSR
- Capital raising
- Reduced bank debt

# Key Financial Results 2009

- The impact of impairment and restructuring costs on Funtastic's pre-tax loss was \$(20.2m) of which \$19.3m were non cash items
- Inventory was \$31.0m at the end of 2009 compared with \$56.0m at the end of 2008
- Bank debt was \$62.4m at the end of 2009 which was \$10.4m lower than 2008

# Key Financial Results 2009

- Group revenue of \$275.0m in 2009 compared with \$368.2m in 2008
  - The \$93.2m reduction in revenue can be attributed to divestments and the withdrawal of the Bratz brand from the Australian market
- Earnings before Interest Tax Amortisation (EBITA) before impairment and restructuring costs of \$(40.1m) compared with \$30.4m in 2008
- Group EBITA of \$(60.3m) compared with 2008 of \$(52.9m)
- Reported Net Profit After Tax (NPAT) was \$(58.1m) compared with \$(50.8m) in 2008



# Challenges of 2009

- Tough economic environment
- Moving to core range focus
- Australian dollar impact
  - Pricing impact
  - Hedging impact
  - Stock impact

# Challenges of 2009

- Lost key brands
  - WWE - purchased by global toy company
  - Thomas - purchased by global toy company
  - Bratz - international legal action
- Interactive
  - Decision to close due to profitability
  - Category has changed dramatically
- Ongoing impact of ABC business transitioning to new owners



# Turnaround Progress 2009

- Regain focus - channelling all of our energy into Toys & Lifestyle Merchandise. Madman Entertainment continues to perform strongly due to great content portfolio.
- Improved working capital
- Introduced 3 new Senior Executives
  - Nir Pizmony - Executive Director
  - James Cody - Chief Financial Officer / Company Secretary
  - Garry Mudford - General Manager Toys & Lifestyle Merchandise
- Consolidated team and continuing to lift talent base

# Future growth opportunities

- Exploration of other channels in the Toys & Lifestyle Merchandise business
- Madman - new free to air channels, internet tv
- International
  - Owning intellectual property
  - Margin improvement
  - Worldwide licenses
- Driving core brands

# Focus for the Future

- Growing global brands and developing intellectual property ownership
- Return to profitability
- Continue debt reduction program
- Improve market share growth
- Increase share price



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CEO'S ADDRESS

# Stewart Downs

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Last AGM we promised

“Clear decisive positioning  
of the company”



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# Focussed business units



MADMAN



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# Trading update

- We are confident of returning to profitability in the first half
- Trading conditions are tougher than forecasted in Australia
- International growing in line with expectations

# Trading update

- Key strategic initiatives are progressing as planned
  - Core range implementation - Toys & Lifestyle Merchandise
  - Increased marketing spend - across Toys & Lifestyle Merchandise and Madman
  - Growing ancillary sales in Madman
  - Integration of the Funtastic International and NSR Hong Kong offices
  - Increasing penetration of international markets
    - Via Noddy and Quicksmart ranges
  - Working with retail partners on more direct sourcing



# Toys & Lifestyle Merchandise Return to Profitability

- Domestic
  - Fundamental change to move from promotional push emphasis to core range business
  - 38% reduction in SKU count
  - Solid margin improvement
  - Loss of key brands slows momentum long term
  - Mass merchants are experiencing tougher trading conditions

# International Growth Expansion

- Quicksmart success - sold in 18 countries and growing



# International Growth Expansion

- Noddy
  - Recently celebrated his 60th birthday
  - Sold in 10 countries
  - France moved from #7 to #3 licensed preschool brand YTD
  - Portugal #2 licensed preschool brand YTD 2010



# International Growth Expansion

- Floaties - an Australian icon
  - Long term growth opportunities
  - We have the global manufacturing, marketing and selling rights



# International Growth Expansion

- Lego Plush
  - Opportunity to explore Lego's iconic mini-figure in plush
  - Introduced into the Australian market late last year - solid performance at retail
  - Now distribute in UK and USA

and.....

- Direct sourcing for retailers



# Madman Success Continues

- Consistent sales and profit growth driven by:
  - Expansion into kids
  - SBS partnership
  - Sales growth 2007 35%, 2008 21% and 2009 18%
- Outstanding portfolio that enables Madman to continue to outperform the market by 18%
  - Market share 2006 2.1%, 2007 3.1%, 2008 3.6% and 2009 4.3%
- Madman is a progressive media company, with a large on-line following
  - madman.com.au provides streaming episodes and trailers to fans
  - Each month around 100,000 unique visitors view 800,000 pages on Madman's site
  - 75,000 individuals have subscribed to Madman's online mailing lists



# Madman Success Continues

- Madman is an all-rights entertainment company, providing the means to move into emerging new formats and revenue streams
  - Demonstrated growth in Pay TV and digital channel sales
  - Significant ongoing cinema sales
  - Strong brand and loyal customers
- Madman has a stable and experienced leadership team

# Continuous improvements

- Culture / People
  - New branding
  - New premises - open plan, team environment, adjoining retail
  - New talent
    - \* Headcount 47% down (excluding NSR) from 2008 to 2009
    - \* Currently below budgeted headcount
    - \* Significant increases in key talent



# Continuous improvements

- Finance / IT
  - Finance system simplification
  - Process improvements driving significant cost base reduction
  - New Management Information System launched Q1
  - Change of balance date to align with peers and improve reporting accuracy

# Continuous improvements

- Supply Chain
  - Warehouse - delivered 2 warehouses
    - \* 7.5% improvement in domestic logistics costs in 2010
  - Reduce supply costs
    - \* Increased container utilisation fill rates and reduction in inbound freight costs
    - \* Reduced airfreight spend significantly
  - Oracle planning tool implemented
  - Total inventory reducing with a significant improvement in the aged profiling

# Strategic initiatives - Today

- Core range - in stock, everyday
- Establish international platform
- Maintain Madman momentum
- Increase marketing to drive consumer pull

# Strategic initiatives - Tomorrow

Final phase of developing a  
comprehensive 3 year plan

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