

# Australian Dairy Nutritionals Group

13 August 2019

**ASX Code: AHF**

## **GENERAL MEETING – 13 AUGUST 2019**

Please find attached a copy of the CEO's presentation which will be given at today's General Meeting commencing at 10.00am (Syd).

**Ends.**

**AUSTRALIAN DAIRY NUTRITIONALS GROUP.**



# Australian Dairy Nutritionals Group

*Growing Local, Going Global*

CEO Presentation  
Peter Skene

Extraordinary General Meeting  
13 August 2019



# Consistently delivering on Group Strategy

AHF is transitioning from a contracted packer to a vertically integrated manufacturer and producer of premium organic products and brands, with a large focus on organic infant formula

## Key achievements

- ✓ All farms in process of conversion to organic production
- ✓ Brought forward the organic milk timeline - “Yaringa” farm will be fully certified organic in November 2019
- ✓ 6 year exclusive contract with The Collective for a material volume of yoghurt and related products sold nationally
- ✓ Camperdown Dairy now producing organic dairy products across milk, yoghurt and butter categories

## Key Achievements

- ✓ Moving up the value chain – completed purchase of Flahey’s Nutritionals (Dec 2018)
- ✓ Trade marked Pure Organic and Tummy health infant formula brands in Australia and China
- ✓ Development of new ranges of Infant formula well progressed including discussions with domestic and international distributors
- ✓ **Infant formula plant has arrived in Camperdown** and planning and development phase progressing well



# Why are we Transforming?

AHF is transitioning from a contracted packer to a vertically integrated manufacturer and producer of premium organic products and brands, with a large focus on organic infant formula

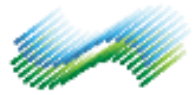
## Why move to Organic?

- ✓ In Australia, 9 billion litres of milk is produced annually, but only 60 million litres is organic
- ✓ Domestic demand for organic products is projected to continue to grow strongly due to awareness of clean, safe food.
- ✓ In Australia organic milk achieves a price premium of 42% and organic yoghurt 32%, over conventional products
- ✓ By 2023, annual global demand for organic infant formula is expected to reach US\$7.75B, CAGR of 14.1%

## Why vertical integration and own branded products?

- ✓ Higher value and margins across all speciality products
- ✓ Brand equity in new and existing “own brands” developed
- ✓ A diversified revenue stream
- ✓ Lower customer concentration
- ✓ Ultimate control and security over supply with company owned cows, farms, factory, tinning and brands

# Barriers to Entry

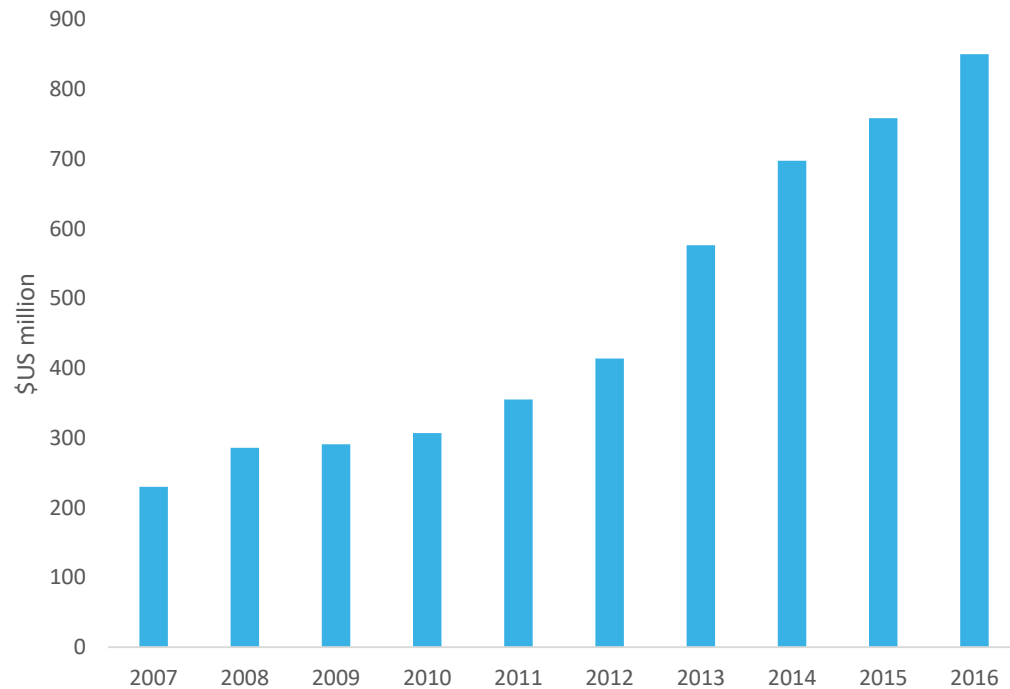


- A vertically integrated business model is difficult to replicate
- Converting a conventional farm to organic includes a 3 year transition
- Difficulty in securing a team with the requisite knowledge and experience
- Security of supply with upstream owned farms
- Large asset footprint with substantial economies of scale
- Developing brand recognition and customer loyalty
- Requisite export licences and other permit requirements in place
- Supplier and distribution arrangements in place
- Substantial capital and time would be required to become effective competition

# Organic Formula Market

10 yrs of history showing increased growth rates – 15.6% CAGR<sup>1</sup>

Global Organic Baby Formula  
Retail Sales Value

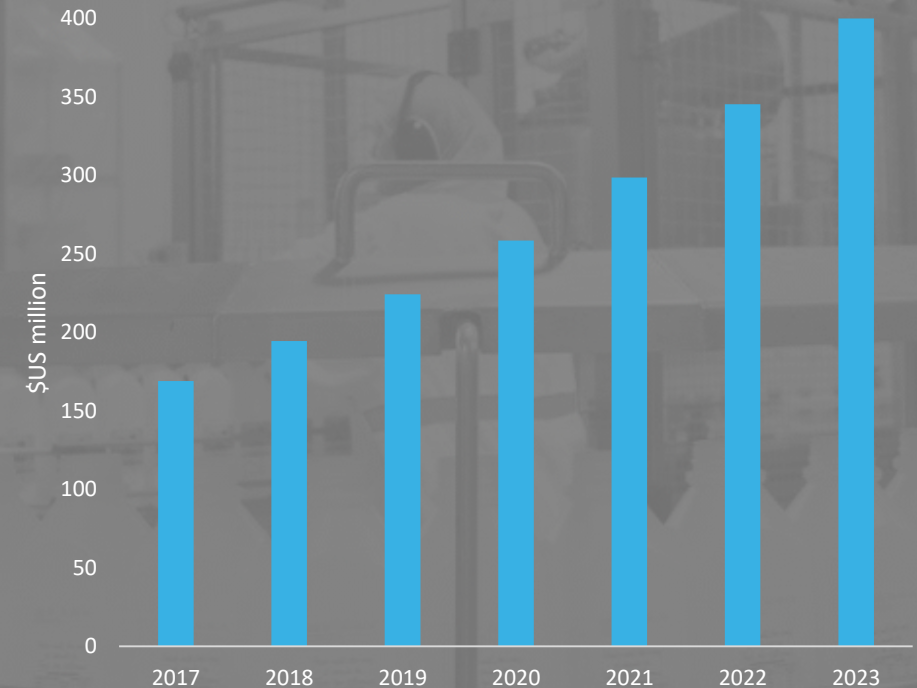


<sup>1</sup> Euromonitor

<sup>2</sup> Market Research Future (MRFR)

Forecast to continue to grow significantly – 15.4% CAGR<sup>2</sup>

Australia and New Zealand  
Premium Organic Infant Formula Market



# AHF at a Glance



*Australian Dairy  
Nutritionals Group is 2  
years into the journey of  
becoming the second  
largest premium organic  
brand owner and milk  
producer in Australia*



Well positioned  
to capitalise on  
the growing  
shortfall of  
organic milk  
supply



A vertically  
integrated  
business model  
guarantees ability  
to supply versus  
competitors



Focused on  
developing higher  
margin owned  
brands and products  
including organic  
infant formula



Strong domestic  
distribution with  
major  
supermarket  
chain



Export permits,  
certification and  
customer  
relationships are  
all in place



Board and  
management  
have the track  
record and  
experience to  
take the business  
forward





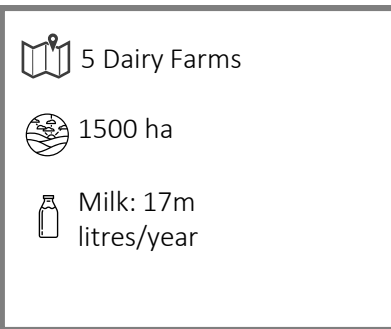
# Transformation to a high value producer

■ Non-Organic  
■ Organic certified

## NOW

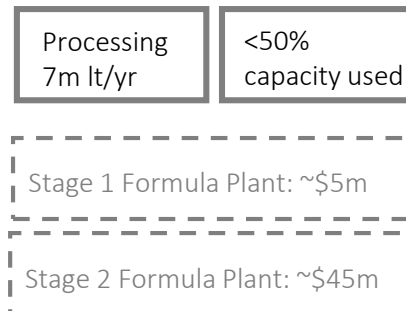
5 farms producing and processing milk mainly for third parties

### Dairy Farms

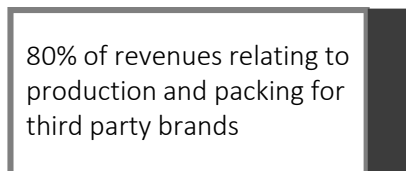


### Manufacturing

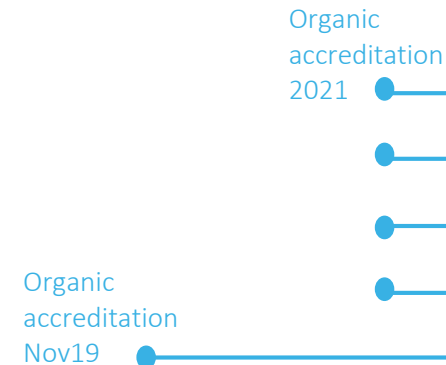
Certified to process organic inputs



### Products/Revenues



## TRANSFORMING



Acquisition Aug19

Production

Build Jul20

Production

## END GAME

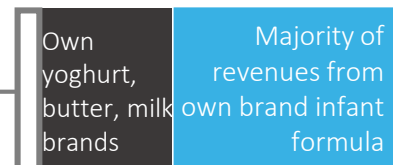
A vertically integrated portfolio of high margin organic milk brands



100% capacity utilisation on manufacturing facilities



Production and packing for third party brands



Note: Stage 2 plant subject to due diligence, equipment selection, planning approvals and funding



# Product Diversification



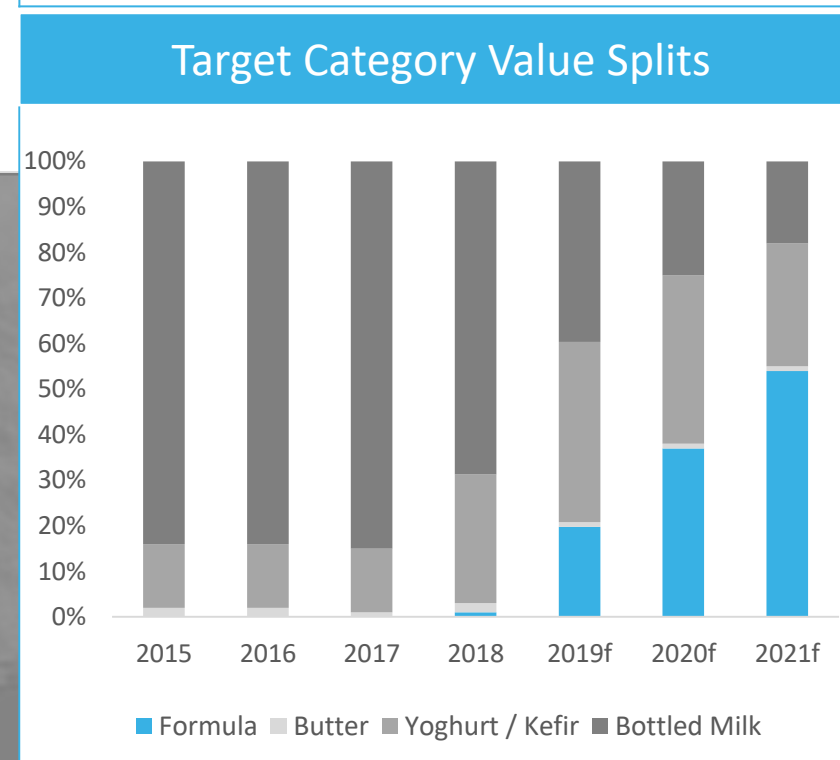
2017
<ul style="list-style-type: none"> <li>▪ Milk</li> <li>▪ Butter</li> <li>▪ Yoghurt</li> </ul>

2018
<ul style="list-style-type: none"> <li>▪ Milk</li> <li>▪ Butter</li> <li>▪ Yoghurt</li> </ul> <p><u>New Additions</u></p> <ul style="list-style-type: none"> <li>▪ Kefir</li> <li>▪ Premium Milk Range</li> <li>▪ Paediatric Formula</li> </ul>

2019
<ul style="list-style-type: none"> <li>▪ Milk</li> <li>▪ Premium Milk Range</li> <li>▪ Butter</li> <li>▪ Yoghurt</li> <li>▪ Kefir</li> <li>▪ Paediatric Formula</li> </ul> <p><u>New Additions</u></p> <ul style="list-style-type: none"> <li>▪ Organic Pouches</li> <li>▪ Probiotic Yoghurts</li> <li>▪ Organic Milk</li> </ul>

2020 & 21
<ul style="list-style-type: none"> <li>▪ Milk</li> <li>▪ Butter</li> <li>▪ Yoghurt</li> <li>▪ Kefir</li> <li>▪ Paediatric Formula</li> <li>▪ Smoothies</li> <li>▪ Cream</li> </ul> <p><u>New Additions</u></p> <ul style="list-style-type: none"> <li>▪ Cultured Drinks</li> <li>▪ Flavoured Fresh</li> <li>▪ Infant Formula</li> <li>▪ Organic Cream</li> <li>▪ Organic Skim Milk Powders</li> <li>▪ Whole Milk Powders</li> </ul>

Product	Target gross product Margins FY2021
Formula	35% - 45%
Butter	10% - 15%
Yoghurt / Kefir	15% - 30%
Bottled Milk	10% - 25%



# Formula Plan



AHF has acquired an introductory formula plant to fast-track production, build own brand equity and stage CAPEX over a 2 step strategy

## STAGE 1 – INTRODUCTORY FORMULA PLANT

CAPEX	~\$5.0 m
Inputs	Milk plus IF ingredients
Capacity	2,000 Kg – 2,800 Kg/ day
Products	Organic Skim Milk Powder, Organic Infant Formula, Organic Butter
Target Build Date	Aug 2019 – Mar 2020

## STAGE 2 – LARGE FORMULA PLANT & CANNING

CAPEX	~\$45.0m
Inputs	Milk plus IF ingredients
Capacity Dryer	12,000 – 20,000 Kg/ day
Blending and tinning capacity	>10,000,000 + cans/ tines/ year
Products	Organic Skim Milk Powder, Organic Infant Formula, Organic Butter
Target Build Date	2020/21 (TBC)

## EXPANSION PLAN TARGETS

Stage 1 contribution	FY21F	FY22F	FY23F		Stage 2 contribution	Year 1	Year 2	Year 3
Revenues	\$5m	>\$10m	>\$12m	+	Revenue	>\$5m	>\$30m	>\$50m
EBITDA	\$0.5m	>\$1.5m	>\$2.5m		EBITDA	>\$0.5m	>\$8m	>\$15m

### Notes

- **The formula plan does not include current earnings**
- **Stage 2 formula targets are in addition to Stage 1 formula targets**
- Stage 2 large formula plant and canning facilities are subject to board approval, final due diligence, planning approvals and funding
- Expansion plan targets are estimates based on information currently available to the Group and assume:
  - building and construction timelines are achieved for both plants (revenues for stage 1 FY21F are estimated on a slow ramp-up)
  - product and brand development and launch timelines achieved
  - the Group achieves domestic retail listings and other channel distribution opportunities (dependent on product)

# Infant Formula Distribution Strategy



- Negotiating an exclusive distribution deal with a major Australian retailer
- Exclusivity encourages retailer support with respect to:
  - ✓ Access to a higher number of stores;
  - ✓ Better shelf positioning; and
  - ✓ Web / catalogue support
- Following a successful State launch, national distribution rollout to follow
- First state anticipated to be either New South Wales or Victoria
- Actively engaged in distribution discussions with Chinese distributors
- Trade marks registered in Australia, China and other Asian markets

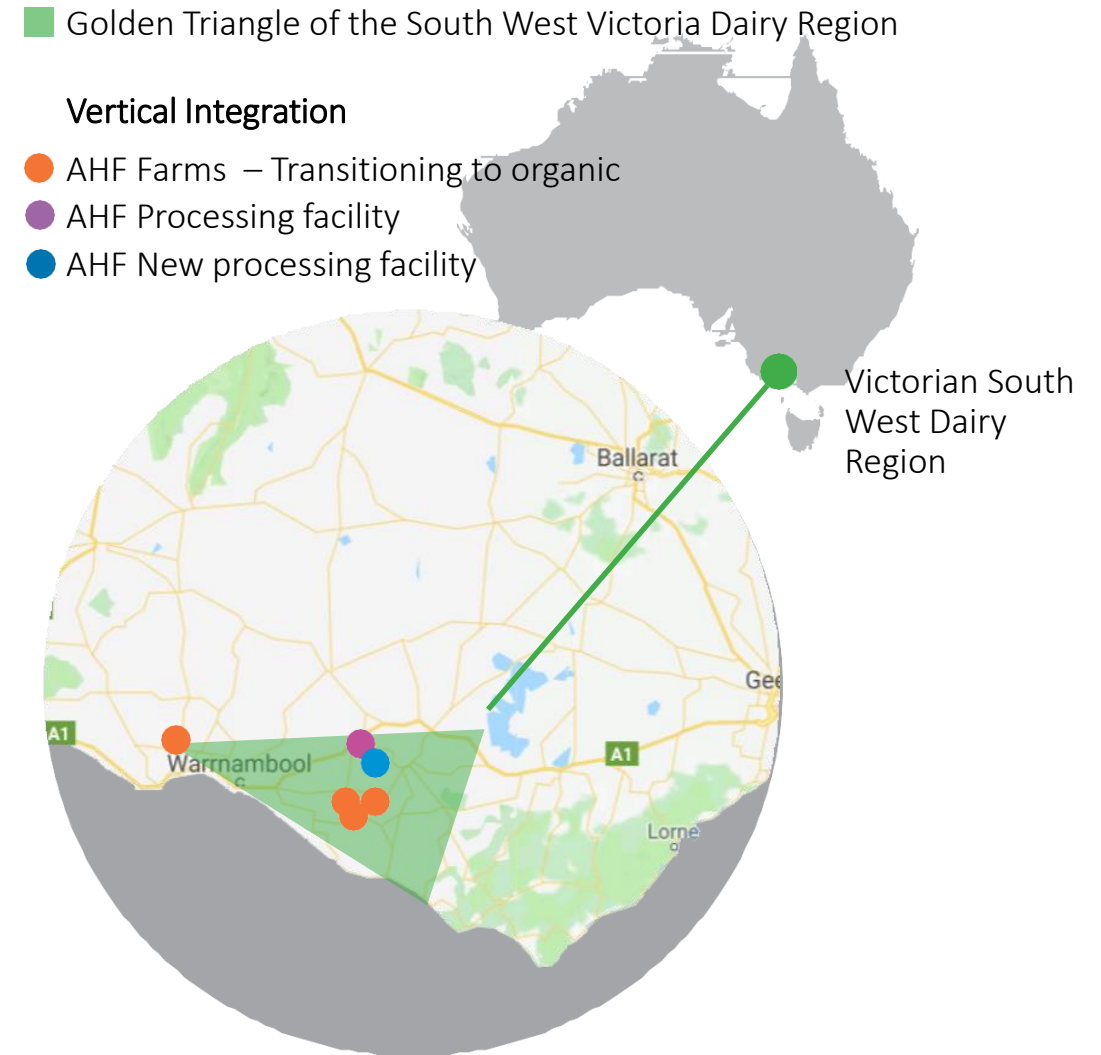


Image pixelated for competitive reasons

Both Pure Organic and Future premium brands are 100% owned by AHF and provide a differentiated approach to organic infant formula

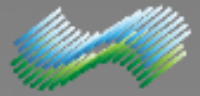
# Our Dairy Farms

- 5 dairy farms in South West Victoria producing ~17m litres of milk pa
- 4,184 livestock with 2,118 cows which produce milk
- Total farm area - 1,518 hectares
- Farms are in the rain endowed Golden Triangle of Dairy
- All farms are in the 3 year process of converting to organic milk production. Yaringa to be fully certified in November 2019
- Conversion federally regulated which requires the removal of all artificial chemicals
- Until conversion, farms will produce non-organic milk for high value premium products with 100% of milk contracted.





# Snapshot of our Dairy Farms



	Carrying Value	Size Hectares	Avg Cows Milked (twice daily per year)	FY2016 Litres (non organic)	FY2017 Litres (non organic)	FY2018 Litres (non organic)	Organic Conversion Date	Organic Milk Produced Upon Conversion
Brucknell No. 1	\$4.1m	275	374	3.3m	4.3m	4.3m	2021	~3m
Brucknell No. 2	\$4.0m	259	426	3.5m	3.7m	3.4m	2021	~3m
Missens Road/Brucknell No. 3	\$3.8m	241	358	3.0m	3.8m	3.6m	2021	~3m
Drumborg	\$5.2m	410	520	2.7m	5.1m	5.4m	2021	~3-4m
Yaringa	\$4.8m	333	440	N/a <sup>1</sup>	N/a <sup>1</sup>	N/a <sup>1</sup>	Nov 2019	~3m
<b>Total</b>	<b>\$21.9m</b>	<b>1,518</b>	<b>2,118</b>	<b>12.5m</b>	<b>16.9m</b>	<b>16.7m</b>	<b>N/a</b>	<b>~15 -16m</b>

Actual organic milk volumes could vary by up-to 25% depending on seasonal conditions, stocking and feed rates

The company are progressively moving to Jersey cows which have a lower LT volume however higher % solids content thus numbers above are on like for like basis

<sup>1</sup> Acquired in October 2018 and commenced milking in April 2019

# Placement

## Successful capital raising

In June 2019 AHF successfully raised A\$12 million (before costs) via a share placement to sophisticated investors

## Use of Funds

- Acquisition and relocation of the infant formula plant (including mixing plant, dryer and evaporator) - \$1.5m
- New building for the installation of the infant formula plant, CDC expansion and associated services – \$5m – \$6.5m
- Launch of new Infant formula and other nutritional products – \$1.0m
- Working capital for Infant formula, CDC and other business opportunities – \$3m



# Board and Management Team



**Michael Hackett**  
Non-Executive Chairman

- Michael has been a director since 2009 and with Adrian Rowley, initiated AHF's entry to the dairy industry in 2013
- Michael is a former Chartered Accountant and Commerce graduate, who has chaired several listed entities over a thirty year span
- Extensive hands-on corporate restructuring, acquisition and operational experience since listing first ASX entity in 1987
- Considerable experience initiating, managing and operating a wide range of businesses, property developments and diverse listed entities



**Peter Skene**  
CEO and Director

- Appointed CEO and Managing Director of Australian Dairy Nutritionals Group in July 2016
- Started career on the factory floor and moving through positions from factory hand to Managing Director in dairy, food and other fast moving consumer goods industries
- Peter has a Bachelor of Commerce, a Bachelor of Applied Science (Dairy) an Associate Diploma of Dairy Technology, is an Alumni of Harvard Business School and has completed Executive Programs at Harvard, Stanford and Melbourne Universities



**Adrian Rowley**  
Non-Executive Director

- Adrian Rowley joined the board in 2011, prior to its entry to the dairy industry
- Adrian has had a career in financial services and investment management spanning 20 years and is currently Head of Equity Strategy at Watershed Funds Management
- Promoted to Chief Investment Officer at London Partners, Melbourne during 13 years employment and responsible for \$400m client funds under management
- Director and Head of Investment Strategies at Watershed Funds Management



**Paul Morrell**  
Non-Executive Director

- Paul Morrell was appointed to the Board in March 2018
- Paul's background has a strong emphasis in lead management in complex construction and management of large scale enterprises
- Knowledge of manufacturing and on time delivery of services and products including aspects of food manufacturing and speciality powders



**Chris Flahey**  
Sales & Marketing Director

- Extensive knowledge, experience and relationships with the domestic and global infant formula markets
- Chris was the Sales & Marketing Director of Bellamy's Australia Ltd – revenues grew from \$12m to \$184m during his tenure (2012 – 2015)
- Held positions with Simplot Australia where he worked for iconic brands including BirdsEye, John West, Edgell, Leggos and Four & Twenty



# Contact

- For additional information or media enquiry matters please contact:

- Peter Skene**
- Group CEO / Director
- Australian Dairy Nutritionals Limited
- Email:[shareholders@adfl.com.au](mailto:shareholders@adfl.com.au)

- Disclaimer – Forward Looking Statements**

*•This announcement may include “forward looking statements” within the meaning of securities laws of applicable jurisdictions. These forward-looking statements are not historical facts but are based on AHF’s current expectation, estimates and projections about the industry, in which it operates, and beliefs and assumptions. Forward looking statements may include indications of, and guidance on, future earnings or distributions and financial position and performance and involve known and unknown risks, uncertainties and other factors, many of which are beyond the control of AHF, and its officers, employees, agents, or associates, that may cause actual results to differ materially from any projections and forward-looking statements and the assumptions on which those statements are based. Readers are cautioned not to place undue reliance on forward looking statements and AHF assumes no obligation to update such information.*





## **Further Details**

For additional company information or media enquiry matters please contact:

**Peter Skene**

**Group CEO/ Director**

Australian Dairy Nutritionals Limited

Email: [peterskene@adfl.com.au](mailto:peterskene@adfl.com.au)

## **Communications Policy**

*As a policy, because of the heavy demands on limited management resources and to ensure compliance with continuous disclosure requirements, AHF does not respond to individual security holder communications regarding the management of the business, the company or with respect of any opinion or analysis that is not contained in market releases and released financial reports. For further information regarding our shareholder communications policy, please refer to AHF's website: [www.adfl.com.au](http://www.adfl.com.au).*

## **About Australian Dairy Nutritionals Group**

*Australian Dairy Nutritionals Group (AHF) was Australia's first ASX listed dairy farmer. Its initial focus was on aggregating high quality dairy farms in the South Western region of Victoria with particular emphasis on the famous Dairy Golden Triangle between Warrnambool and Colac south of the Princes Highway.*

*In April 2016 the Group completed the acquisition of its processing facility Camperdown Dairy Company Pty Ltd. The Group is now a vertically integrated milk producer, processor and product distributor in Australia and for export.*

## **Disclaimer – Forward Looking Statements**

*This announcement may include "forward looking statements" within the meaning of securities laws of applicable jurisdictions. These forward-looking statements are not facts but are based on AHF's current expectation, estimates and projections about the industry in which it operates, and beliefs and assumptions. Forward looking statements may include indications of, and guidance on, future earnings, financial position and performance and involve risks, uncertainties and other factors, many of which are beyond the control of AHF, and its officers, employees, or associates, that may cause actual results to differ materially from such forward-looking statements. Readers are cautioned not to place undue reliance on forward looking statements.*