RETAIL FOOD GROUP

FY21 RESULTS PRESENTATION

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IMPACT OF CORONAVIRUS (COVID-19)

The COVID-19 pandemic and the measures undertaken to contain it have materially changed the global economic outlook, causing large-scale economic disruption in all markets the Group operates in. The economic disruption is expected to lead to rising levels of unemployment, and elevated levels of credit losses from business insolvencies and ongoing disruption to trading conditions. In an attempt to mitigate the economic effect of COVID-19, governments, regulators and central banks have offered significant fiscal and regulatory support to assist businesses to remain liquid and solvent, and to support employees and the unemployed. The extent to which these efforts will reduce the adverse financial effects of COVID-19 remains uncertain.

NO OFFER TO SELL OR INVITATION TO BUY:

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NON-IFRS INFORMATION

This Presentation contains certain non-IFRS financial measures. Non-IFRS financial measures are defined as financial measures that are presented other than in accordance with all relevant Accounting Standards. Non-IFRS financial measures are used internally by management to assess the financial performance of RFG's business and include EBITDA, Underlying EBITDA, Underlying NPAT and Underlying EPS.

A reconciliation and description of the items that contribute to the difference between RFG's underlying and statutory results is provided on page number 6 of this Presentation.

Further information regarding the non-IFRS financial measures and other key terms used in this Presentation is included in the Appendix.

Non-IFRS measures have not been subject to audit or review.

EFFECT OF ROUNDING

A number of figures, amounts, percentages, estimates, calculations of value and fractions in this Presentation are subject to the effect of rounding. Accordingly, the actual calculation of these figures may differ from the figures set out in this Presentation. Reference should be made to the Company's Appendix 4E and Financial Report for the Year Ended 2 July 2021, lodged with the Australian Securities Exchange on 25 August 2021.

FY21 SNAPSHOT

RETAIL FOOD GROUP

CREDITABLE RESULT IN CHALLENGING COVID-19 CIRCUMSTANCES:

- Respectable outcomes across Group's operations a product of challenging trading conditions throughout FY21
  - Numerous positive indicators observed, particularly amongst:
    - QSR Division & Brumby's Bakery
    - Regional domestic franchised outlets
    - Gloria Jean's Drive Thru network
  - Partially offsetting COVID-19 impact on:
    - Operations with high exposure to shopping centres, metro or CBD locations/transport hubs
    - International Division performance
- Contributed to FY21 Underlying EBITDA(1) of $26.9 million (FY20: $31.7 million(2))
    - Underlying EBITDA excludes contribution from discontinued operations, effect of AASB 15 & AASB 16, non-cash lease impairment & restructuring costs (3)
- FY21 Underlying NPAT(1) of $23.2 million (FY20: $18.8 million(2))
- FY21 Statutory NPAT of $1.5 million (FY20: $4.0 million loss)
  - Represents 1st Statutory Profit delivered since FY17
  - FY21 Statutory NPAT from continuing operations: $7.4 million (FY20: $17.4 million(2))

(1) Underlying EBITDA & NPAT are non-IFRS financial measures. Non-IFRS financial measures have not been subject to audit or review. A reconciliation and description of the items that contribute to the difference between statutory performance & underlying performance is provided in this presentation and in the summary of financial information attached to the Directors' Report for FY21

(2) Comparative for FY20 restated for Discontinued Operations due to sale of Dairy Country - refer to Note 33 in Financial Report for Full Year Ending 2 July 2021 published with the ASX on 25 August 2021

(3) A reconciliation of Underlying EBITDA to Statutory EBITDA is presented on page 6 of this document

FY21 SNAPSHOT (CONTINUED)

POSITIVE INDICATORS DESPITE COVID-19:

- Same Store Sales (SSS) across domestic network up 3.2% on PCP[(1)] despite unavoidable COVID-19 influence on all aspects of Group operations:
  - Underpinned by strong demand for Brumby's Bakery, GJ Drive Thru & QSR:
    - Gloria Jean's Drive Thru standout performer: FY21 SSS +17.8%[(1)]
    - Fresh baked promise, product innovation & new loyalty program delivered strong Brumby's Bakery FY21 SSS growth of +9.1%[(1)]
    - Launch of new value proposition & loyalty programs drove QSR FY21 SSS growth of +4.3%[(1)]
- Partially offset COVID-19 impact on coffee Brand Systems with high shopping centre presence (Gloria Jean's, Donut King & Michel's Patisserie):
  - Royalty/marketing & wholesale coffee revenues impacted
  - Victoria & NSW most affected, particularly in metro areas, given enduring COVID-19 impacts/restrictions
  - Significant landlord engagement vis-à-vis rental relief & support for impacted stores:
    - 1H21 lease arrears (c.$11.8 million) reduced by $2.8 million in 2H21, reflecting:
      - Payments made by franchise partners
      - Application of 'leasing code' guidance for relief
    - 'Leasing code' reintroduced in NSW/Vic (Aug 21)
    - Close franchise partner engagement supported by proactive credit management practices provide confidence of further reduction in the lease arrears position

POSITIVE INDICATORS DESPITE COVID-19 (CONT'):

- Strong International network new outlet growth of 43 outlets partially offsetting:
  - Government trading/movement restrictions affecting broad cross-section of network portfolio
  - Consequential impact on wholesale coffee & licence fee revenues
- FY21 Di Bella Coffee performance influenced by:
  - Reduced order volumes amongst independent café/contract roasting customers exposed to shopping centres/CBD locations
  - Margin pressure attributable to reduced production volumes
  - Implementation of c.$2 million cost saving initiative

RESTRUCTURE ACTIVITY ONGOING:

- Further restructuring of Di Bella Coffee business underway:
  - To better align operations with evolving COVID-19 environment
- 1H21 disposal of non-core Dairy Country business:
  - Marked exit from traditional foodservice operations
  - Net proceeds applied to debt reduction

(1) SSS based on unaudited reported sales by franchisees amongst stores trading a minimum 46 of 52 weeks during FY21 vs unaudited reported sales by franchisees against same stores trading a minimum 46 of 52 weeks during FY20

FY21 SNAPSHOT (CONTINUED)

TURNAROUND ACTIVITY ONGOING:

- Focused on core franchise & coffee business:
  - Ongoing investment in systems, brands & people guided by:
    - Commitment to ‘franchisee first’ philosophy & driving improved franchise partner outcomes
    - Focus on meeting & exceeding customer needs & expectations
- Extensive marketing activity following COVID-19 ‘first wave’ pause:
  - c.100 campaigns/product launches across all brands during FY21
  - Launch of new loyalty platforms across all brands (ex-Mobile)
  - Contributed to strong domestic network Average Transaction Value (ATV) growth +5.7%[1]
- Implementation of new field service team structure & support methodology:
  - Deployment of specialist coaches across core operational functions
  - Brand GMs now ‘own’ direct relationships with franchisees
- Focus on new outlet growth/franchise renewals despite COVID-19 headwinds:
  - 14 new domestic outlets & 3 DK trial vans established (FY20: Nil)

REGULATORY:

- ACCC Federal Court proceedings commenced (Dec 2020):
  - Followed >2.5 years investigation
  - Allegations relatively narrow in scope/focus & concern historical matters under former RFG leadership
  - Curtailing positive new outlet growth momentum
  - ACCC Statement of Claim & RFG Defence now filed
  - Outcome remains uncertain

WELL POSITIONED BUT ONGOING CHALLENGES/UNCERTAINTY REMAIN:

- Considerable progress on turnaround achieved to date:
  - Delivered on various commitments to key stakeholders throughout journey, including:
    - Adoption of new strategic roadmap focused on core franchise & coffee business
    - 1H20 recapitalisation of Group
    - Substantially improved marketing activity
    - Delivery of tangible COGS improvements for franchise partners
    - Enhanced systemisation across business
    - Investment in redesign & implementation of field service model & approach to franchise system management
- Strong Balance Sheet & liquidity buffer supported by more robust, efficient & agile organisation
- Positive indicators evident in FY21 performance:
  - Provides confidence regarding future performance following return to less volatile conditions
- Difficult to predict future financial outcomes given ongoing COVID-19 uncertainty:
  - Ongoing COVID-19 movement & trading restrictions (particularly amongst Eastern States) continues to impact domestic operations
  - International operations improving but remain stifled by COVID-19 impacts
- Despite uncertainty & ACCC litigation, RFG approaches future with cautious confidence

(1) ATV based on unaudited reported sales by franchisees amongst stores trading a minimum 46 of 52 weeks during FY21 vs unaudited reported sales by franchisees against same stores trading a minimum 46 of 52 weeks during FY20

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FY21 PERFORMANCE SUMMARY

GROUP PERFORMANCE[1]	FY21	FY20[5]	% Change
Revenue[2]	$142.3m	$264.0m	(46.1%)
EBITDA (underlying)	$26.9m	$31.7m	(15.0%)
EBITDA (statutory)	$16.6m	$32.3m	(48.7%)
NPAT (underlying)	$23.2m	$18.8m	23.3%
NPAT (statutory)	$1.5m	($4.0m)	136.6%
Dividend	-	-	
Net Operating Cash Flow[3]	$11.0m	($3.9m)	
Net Debt[4]	$23.2m	$33.1m	

(1) Underlying EBITDA and Underlying NPAT are non-IFRS measures used by management to assess financial performance. Refer to Page 6 for reconciliation of underlying to statutory results

(2) Revenue (including discontinued operations)

(3) Statutory

(4) Net Debt is calculated in accordance with Senior Debt Facility Agreement definition

(5) The Group has restated the FY20 financial performance as a result of selling the Dairy Country business. Refer to Note 33 of the Financial Report for Full Year Ending 2 July 2021 published with the ASX on 25 August 2021

FY21 PERFORMANCE SUMMARY

> FY21 Underlying EBITDA[1] of $26.9 million

- Translated to FY21 Underlying NPAT [1] of $23.2 million (+23.3% on PCP)

> Statutory NPAT of $1.5 million (FY20: $4.0 million loss[5]), includes contribution from discontinued operations, effect of AASB 15 & AASB 16, non-cash lease impairment & restructuring costs

- Represents 1st Statutory Profit delivered since FY17
- Statutory NPAT from continuing operations: $7.4 million (FY20: $17.4 million)

> FY21 underlying performance influenced by:

- The impact of COVID-19 on all aspects of Group operations, including:
  - Domestic & International store closures
  - Government trading & movement restrictions, contributing to:
    - Reduced customer footfalls across Brand Systems most exposed to shopping centre environments, particularly in VIC/NSW metro areas
    - Reduced demand for Di Bella Coffee products amongst independent café/contract roasting sector, particularly in CBD precincts
  - Offset by improved performance of Brumby's Bakery & QSR Division networks, savings derived from ongoing restructuring activities & benefits derived from Government assistance programs
- Ongoing rationalisation of underperforming stores driving leaner, more profitable store network

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RECONCILIATION OF UNDERLYING TO STATUTORY RESULTS

> Discontinued operations & disposal cost includes:
>
> - $2.2 million underlying EBITDA relating to trading operations prior to sale
> - Offset by $6.6 million of non-cash losses & costs incurred as part of the disposal process

> $12.1 million non-core expenditure in continuing operations from restructuring activities and provisioning, comprising:
>
> - Advisory costs in connection with restructuring activity & ongoing regulatory response
> - Franchise Division: franchise partner assistance, continued investment in franchise management systems implementation & lease portfolio review
> - Wholesale Coffee Division: cost savings program to bring fixed costs base in line with reduced volume, to achieve better gross margin percentages
> - Corporate restructuring costs including upgrade of IT systems to enhance controls & automation, & staff/systems redundancies targeting permanent reductions in the operating cost base

FY21	UNDERLYING	STATUTORY
EBITDA	$26.9m	$16.6m
NPAT	$23.2m	$1.5m

FY21 UNDERLYING ADJUSTMENTS(1)

Underlying EBITDA - Continuing	$26.9m
Discontinued Operations and Disposal costs	($4.4m)
AASB 15 & 16	$6.9m
Business restructuring and provisioning	($12.1m)
Marketing Fund EBITDA	($0.7m)
Statutory EBITDA	**$16.6m**

(1) Refer to Financial Report for Full Year ended 2 July 2021 for further details

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UNDERLYING EBITDA[1]	FY21	FY20[7]	% Change
Bakery / Café Division[2]	$11.1m	$12.8m	(12.6%)
Coffee Retail Division[3]	$6.1m	$5.7m	7.0%
QSR[4]	$6.1m	$7.2m	(15.8%)
Domestic Franchising Total	$23.3m	$25.7m	(9.5%)
International Franchising[5]	$2.4m	$3.8m	(38.2%)
Di Bella Coffee[6]	$1.2m	$2.1m	(43.8%)
Group Total EBITDA	**$26.9m**	**$31.7m**	**(15.0%)**

(1) Underlying EBITDA is a non-IFRS financial measure. Non-IFRS financial measures have not been subject to review or audit

(2) Michel's Patisserie, Brumby's Bakery, Donut King

(3) Gloria Jean's, Mobile (domestic). International Franchising is presented within the Coffee Retail Division in the segment note of the statutory financial statements

(4) Crust Gourmet Pizza Bar, Pizza Capers

(5) International Franchising is presented within the Coffee Retail Division in the segment note of the statutory financial statements

(6) EBITDA derived from Di Bella Coffee supply to franchise network is reported within the Franchise Division's results

(7) The Group has restated the FY20 financial performance as a result of selling the Dairy Country business. Refer to Note 33 of the Financial Report for Full Year Ending 2 July 2021 published with the ASX on 25 August 2021

EBITDA PERFORMANCE BY DIVISION TO PCP

> FY21 Underlying EBITDA divisional results attributable to:

- Franchise Operations:
  - Influence of COVID-19, including:
    - Improved performance of Brumby's Bakery & QSR Division networks, offsetting
    - Domestic & International store closures
    - Government trading & movement restrictions, contributing to reduced customer footfalls across Brand Systems most exposed to shopping centre environments, particularly in VIC/NSW metro areas
  - Ongoing rationalisation of underperforming stores contributing to lower trading store numbers and revenues
- Di Bella Coffee:
  - COVID-19 influenced reduction in independent café/contract demand for DBC products, particularly amongst CBD precincts, offset by reduced overhead costs from restructuring activities
  - Coupled with reduced Brand System coffee volumes, contributed to margin pressure, being addressed by cost saving program aiming at a c.$2 million reduction in manufacturing & supply chain costs

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CASH FLOWS

- Decrease in cash receipts from customers and payment to suppliers & employees consistent with:
  - Disposal of high-volume/low-margin non-core commercial operations (Hudson Pacific – Jan 2020; Dairy Country - Oct 2020)
  - Reduced underlying revenues in Franchise & Di Bella Coffee
  - FY21 Receipts from Customers from continuing operations: $92.5 million
- Cash outflows include $16.7 million in payments for costs associated with restructuring activities, including:
  - Advisory costs & regulatory response
  - Cost reduction initiatives, including staff redundancies
  - Corporate, Franchise & wholesale coffee division restructuring
- $9.3 million senior debt & ancillary facilities repayments net of advances
- $4.6 million in government assistance (including JobKeeper payments) received in FY21
- Lower interest rate outflows arising from debt reduction in Dec 2019, with $1.5 million interest rate swaps termination payment in 1H21
- Nil tax instalment payments were required in the period due to carried forward tax loss position from prior years

CASH FLOW STATEMENT	FY21 ($m)	FY20 ($m)
Receipts from Customers	142.8	319.6
Payments to Suppliers & Employees	(111.9)	(280.6)
Gross Operating Cash Flows - Underlying	**30.9**	**39.0**
Restructuring costs	(16.7)	(29.5)
Recapitalisation related costs expensed	-	(4.0)
Gross Operating Cash Flows	**14.2**	**5.5**
Interest & Other Costs of Finance Paid	(3.2)	(9.4)
Net Operating Cash Flows	**11.0**	**(3.9)**
Net Debt (repayment)	(9.3)	(137.8)
Net Capital Raising	-	179.1
Acquisition of Business & Intangibles	-	(0.9)
Payments for Property, Plant & Equipment	(2.7)	(1.7)
Disposal of discontinued operations	3.1	1.5
Sale proceeds of Property, Plant & Equipment	0.2	-
Lease payments	(9.2)	(10.2)
Other Cash Activities	1.3	0.9
	(16.6)	**30.9**
Net Increase/(Decrease) in Cash Reserves	(5.6)	27.0
Cash Reserves at Period End[1]	**34.6**	**40.2**

(1) Cash Reserves include restricted cash of $5.4 million (FY20: $6.3 million)

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BALANCE SHEET AT 2 JUL 2021	FY21 ($m)	FY20 ($m)
Assets		
Cash Reserves	**34.6**	40.2
Trade Receivables	**7.1**	20.1
Lease receivables	**62.1**	75.9
Financial Assets	**2.1**	4.1
Inventories	**4.3**	11.0
Plant & Equipment	**21.0**	39.0
Intangibles	**230.7**	238.1
Other	**7.9**	9.1
Total Assets	**369.8**	**437.5**
Liabilities		
Trade Payables	**9.2**	43.8
Provisions	**12.5**	15.7
Borrowings	**44.4**	53.6
Lease Liabilities	**109.0**	124.1
Derivative Liability	**-**	1.9
Unearned income	**15.2**	21.6
Tax Liability	**0.7**	-
Other	**0.9**	0.7
Total Liabilities	**191.9**	**261.4**
Net Assets	**177.9**	**176.1**

BALANCE SHEET

> Disposal of discontinued operation Dairy Country in FY21 has resulted in a significant decrease in trade receivables, inventories, plant & equipment, intangibles, other assets, trade payables & lease liabilities

> Movements in lease receivables & lease liabilities during the year reflect:

- Termination of leases & contractual lease payments made during the year in the ordinary course of business, offset by
- Increases with respect to COVID-19 related franchisee lease arrears & deferrals recognised during the year
  - COVID-19 influenced lease arrears reduced by $2.8 million in 2H21 following landlord engagement, franchise partner payments & proactive credit management practices
- Borrowings have decreased upon programmed repayment of debt during the year, including proceeds of asset disposals

> Derivative liabilities have reduced as interest rate swaps were cancelled & paid out during the year

DEBT STRUCTURE

> Fully compliant with all covenants as of 2 July 2021

> Senior Debt Facilities tenor - Nov 2022

> Borrowings decreased upon repayment of debt during the period

> Current debt of $10 million represents amortisation of facility which commenced quarterly from March 2021

Gross debt	$48.2 million
Net Debt at 2 July 2021 (1)	$23.2 million
Covenant compliance	Fully compliant with all lending covenants

(1) Net debt calculated in accordance with Senior Debt Facility Agreement for covenant testing purposes, includes ancillary facilities & financial guarantees of $3.4 million & maximum cash offset of $25 million. Net debt excludes lease liability.

Gross debt	$48.2 million
Bank debt - Current	$10.0 million
Bank debt - Non-Current	$34.8 million
Other Facilities	$3.4 million

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FY21 DIVISIONAL PERFORMANCE

STRONG CUSTOMER ENGAGEMENT DRIVING POSITIVE OUTCOMES

- Successfully executed on targeted incremental Average Transaction Value (ATV) & Same Store Sales (SSS) growth despite COVID-19 driven Customer Count decline (-2.4%[1])
- c.100 campaigns/product launches conducted during FY21:
  - Customer driven & tailored to COVID-19 influenced shopping habits
  - Bundled offers to encourage increased spend
  - Focused on growing existing category performance
    - Showcasing 'hero' products/core competencies
    - Launching complementary/innovative new products
    - Leveraging strategic partnerships
  - Enhanced pricing strategies/targeting specific price points
- Leveraging new customer loyalty platforms launched (ex-Mobile)
- Leveraging digital/social opportunities to engage customers

FY21 ATV +5.7% Growth[1]

FY21 SSS +3.2% Growth[1]

- FY21 ATV/SSS results demonstrate:
  - Capacity for positive turnaround outcomes
  - Scope for enhanced operating performance in less volatile trading conditions
  - Resilience of RFG Brand System portfolio

(1) Based on unaudited reported sales by franchisees amongst stores trading a minimum 46 of 52 weeks in FY21 vs unaudited reported sales by franchisees against same store sales trading a minimum 46 of 52 weeks during FY20

INTRODUCTION OF NEW LOYALTY PROGRAMS DRIVING PROMISING RESULTS

> Rollout of new loyalty programs now complete:

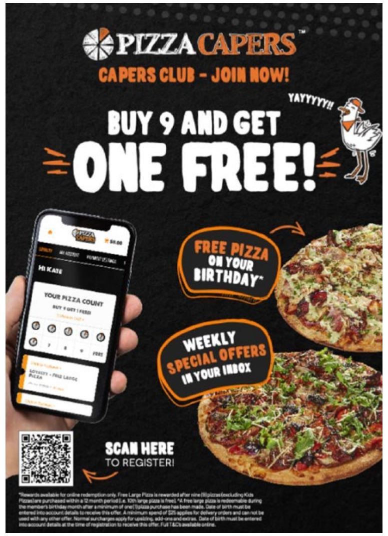
- Drives frequency & engagement
- Simple platform encourages use
- Provides platform for direct communication
- Enhances Brand System data

- Launched Dec 2020
- c.41K members
- Frequency elevated

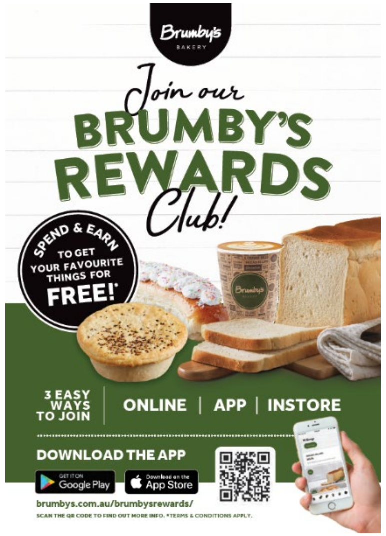
- Re-launched Mar 2021
- c.1.15m members
- ATV $5 higher amongst members

- Launched July 2021
- >7.5K downloads within 3 weeks
- 1H22 campaign support programmed

- Launched Sep 2020
- >300K member transactions since launch



- Re-launched May 2021
- c.500K members



- Launched Apr 21
- c.81K members
- Driving c.25% ATV premium vs non-members

DOMESTIC BAKERY / CAFÉ DIVISION

> FY21 divisional performance influenced by:

- Strong Brumby's Bakery performance:
  - Successfully re-engaged with local communities leveraging fresh baked promise & quality product offer, complemented by focus on key seasonal events
  - Stand-out performer: FY21 Same Store Sales (SSS) of +9.1% vs PCP(2)
- Positive impacts derived from:
  - Reinvigoration of marketing activity, innovative product launches & increased social media presence
  - Launch of new customer loyalty platforms across all Brand Systems
  - New outlet growth green shoots (FY21: 11 outlets vs FY20: nil)
- Offset by unavoidable impact of COVID-19 & government restrictions in response thereto:
  - Brand Systems predominantly exposed to shopping centre environments (Donut King/Michel's Patisserie) most impacted by COVID-19 measures, leading to depressed customer count, outlet sales & temporary outlet closures
    - Donut King FY21 SSS +2.9% (+6.6% in non-metro regions)(2)
    - Michel's Patisserie FY21 SSS -5.8% (+0.5% SSS in non-metro regions)(2)
- Cumulative impact of underperforming outlet closures during FY21 & prior reporting periods, partially offset by 11 new outlet openings

> Divisional Same Store Sales (SSS)(2): +3.8% on PCP

- +5.6% vs PCP(2) (excluding Michel's Patisserie(6))

	FY21	FY20	% Change
New Outlets	11	-	
Closures	(48)	(72)	
Outlets at EOFY (1)	453	490	(7.6%)
Same Store Sales (SSS)(2)	3.8%	(5.9%)	
Network Sales	$236.5m	$249.6m	(5.3%)
Transaction Revenues	$0.7m	$0.7m	(2.6%)
Trading Revenues	$25.5m	$25.2m	1.4%
Distribution Revenues(3)	-	$2.5m	(100.0%)
External Revenue(4)	$26.2m	$28.4m	(7.6%)
Bakery Café Division EBITDA(5)	**$11.1m**	**$12.8m**	**(12.6%)**
Brumby's Bakery EBITDA	$4.5m	$3.3m	39.1%
Donut King EBITDA	$6.4m	$7.5m	(15.0%)
Michel's Patisserie EBITDA	$0.2m	$2.0m	(87.7%)

(1) Outlet statistics including trading & non-trading sites as at EOFY - End Of Financial Year
(2) SSS based on unaudited reported sales by franchisees amongst stores trading a minimum 46 of 52 weeks during FY21 vs unaudited reported sales by franchisees against same stores trading a minimum 46 of 52 weeks during FY20
(3) Sales from Hudson Pacific (discontinued operation) to Brands - included in Trading revenue for Statutory reporting
(4) Revenues exclude impact of AASB 15 & AASB 16
(5) Underlying EBITDA is a non-IFRS financial measure. Non-IFRS financial measures have not been subject to review or audit
(6) Where various indicators of positive product & marketing performance has not translated to consistent reported franchisee sales across the network

DOMESTIC COFFEE RETAIL DIVISION

> Gloria Jean's FY21 SSS +0.2% vs PCP (-1.8% excluding Drive Thru)(2), however:
- +6.6% SSS growth in non-metro regions(2)
- +17.8% SSS growth across Drive Thru network(2)
- Provides confidence regarding future performance following return to less volatile trading conditions

> FY21 divisional performance influenced by:
- Temporary reduction in marketing initiatives following rechannelled financial support to franchise partners during initial COVID-19 lockdowns
- COVID-19 impact on trading revenues, particularly in metro/shopping centre locations, partially offset by Drive Thru outperformance
- Lower transactional revenue from uncertain retail environment/ACCC factor
- Cumulative impact of underperforming outlet closures during FY21 & prior periods
- Significantly improved EBITDA margin benefiting from operational & supply chain restructuring activity

> Rollout of new POS system completed:
- Facilitates improved insights, marketing effectiveness & reported data accuracy

> Ongoing investment in GJ's menu extension & fulfillment of Flavour Famous® messaging:
- Innovation & branded partnerships drove +15.2% SSS growth in cold drinks category(2)
- Introduction of new 'Glorious Blend' coffee & indulgent Cadbury hot chocolate range
- Development & initial testing of new food menu completed

> Successful completion of new Donut King van trial for FY22 launch

	FY21	FY20	% Change
New Outlets	5	-	
Closures	(34)	(56)	
Outlets at EOFY (1)	204	220	(7.3%)
Mobile Vans at EOFY(1)	106	119	(10.9%)
Same Store Sales (SSS)(2)(3)	0.2%	(11.2%)	
Network Sales(3)	$111.8m	$119.5m	(6.4%)
Transaction Revenues	$0.4m	$0.2m	52.8%
Trading Revenues	$27.1m	$30.7m	(11.9%)
Distribution Revenues(4)	-	$0.3m	(100.0%)
External Revenue (5)	$27.5m	$31.2m	(11.9%)
Coffee Retail Division EBITDA(6)	**$6.1m**	**$5.7m**	**7.0%**
Gloria Jean's EBITDA	$4.7m	$3.8m	24.1%
Mobile Coffee EBITDA	$1.4m	$1.9m	(22.1%)

(1) Outlet statistics including trading & non-trading sites as at EOFY - End Of Financial Year
(2) SSS based on unaudited reported sales by franchisees amongst stores trading a minimum 46 of 52 weeks during FY21 vs unaudited reported sales by franchisees against same stores trading a minimum 46 of 52 weeks during FY20
(3) Excludes sales from Mobile network
(4) Sales from Hudson Pacific (discontinued operation) to Brands – included in Trading revenue for Statutory reporting
(5) Revenues exclude impact of AASB 15 & AASB 16
(6) Underlying. Underlying EBITDA is a non-IFRS financial measure. Non-IFRS financial measures have not been subject to review or audit

DOMESTIC QSR DIVISION

- Strong divisional SSS growth of +4.3% vs PCP[(2)]:
  - Crust: +3.2% growth[(2)]
  - Pizza Capers: +12.4% growth[(2)]
- FY21 divisional performance influenced by:
  - Successful implementation of new value models across QSR Brand Systems:
    - Targeting wider consumer audience, driving increased Customer Count:
      - Crust: +6.7% vs PCP[(2)]
      - Pizza Capers: +10.0% vs PCP[(2)]
    - Lower price points across pizza range driving 10.4% increase (c.600,000 units) in pizzas sold vs PCP, complemented by:
      - $5 value sides (+31.4% category growth)
      - Innovative dessert options (+4.6% category growth)
      - New value deals to drive purchase frequency
    - Supported by:
      - Aggressive local area marketing/new loyalty platform rollout
      - Expansion of aggregator partnerships
      - Strong consumer preferences for non-contact meal delivery options within COVID-19 environment
  - Lower transactional revenue from uncertain retail environment/ACCC factor
- Pizza Capers awarded CANSTAR 2021 ‘most satisfied customers – pizza stores’

	FY21	FY20	% Change
New Outlets	1	-	
Closures	(16)	(27)	
Outlets at EOFY [(1)]	180	195	(7.7%)
Same Store Sales (SSS)[(2)]	4.3%	0.2%	
Network Sales	$146.5m	$145.6m	0.6%
Transaction Revenues	$0.3m	$0.6m	(44.1%)
Trading Revenues	$11.3m	$11.2m	1.2%
Distribution Revenues[(3)]	-	$3.1m	(100.0%)
External Revenue [(4)]	$11.6m	$14.9m	(22.3%)
QSR Division EBITDA[(5)]	**$6.1m**	**$7.2m**	**(15.8%)**

(1) Outlet statistics including trading & non-trading sites as at EOFY - End Of Financial Year

(2) SSS based on unaudited reported sales by franchisees amongst stores trading a minimum 46 of 52 weeks during FY21 vs unaudited reported sales by franchisees against same stores trading a minimum 46 of 52 weeks during FY20

(3) Sales from Hudson Pacific (discontinued operation) to Brands - included in Trading revenue for Statutory reporting

(4) Revenues exclude impact of AASB 15 & AASB 16

(5) Underlying EBITDA is a non-IFRS financial measure. Non-IFRS financial measures have not been subject to review or audit

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INTERNATIONAL FRANCHISING DIVISION [1]

- Reduction in Trading Revenues and underlying EBITDA reflects:
  - Ongoing COVID-19 impact across international network
    - As at 2 July 2021[2]:
      - c.15 airport related outlets remained temporarily closed
      - Licensed networks across 17 countries remained subject to varying COVID-19 related trading restrictions
  - Net reduction in outlet portfolio:
    - 43 new outlets (35 stores/8 vans) reported in FY21, offsetting 84 closures (the majority of which are directly attributable to COVID-19)[2]
    - Improved EBITDA margin benefiting from operational & supply chain restructuring activity
- Launch of new USA coffee website drove c.AUD$455k in online sales (a c.100% increase on 2H20 performance)
- Launch of new USA online local area marketing portal, drove tangible efficiencies at franchisor & franchise partner level
- International launch of premium Gloria Jean's "Glorious Blend" in response to Master Franchise Partner demand
- USA Support Office relocated to Chicago & transitioned coffee supply to East Coast based third party roaster:
  - More closely aligned to Mid-West/East Coast outlet profile
  - Forecast to enhance network efficiencies & improve franchisee margins
- As at 2 July 2021, international operations comprised 590 outlets across 57 international territories in 44 countries[2]

	FY21	FY20	% Change
New Master Franchise Agreements	-	2	
New Outlets	43	55	
Outlets at EOFY [2]	590	631	(6.5%)
Transaction Revenues	$0.2m	$1.1m	(80.0%)
Trading Revenues	$6.7m	$12.9m	(47.8%)
External Revenue [3]	$6.9m	$14.0m	(51.1%)
Franchise International EBITDA[4]	**$2.4m**	**$3.8m**	**(38.2%)**

(1) International Franchising is presented within the Coffee Retail Division in the segment note of the statutory financial statements.
(2) As reported by Master Franchise Partners
(3) Revenues exclude impact of AASB 15 & AASB 16
(4) Underlying EBITDA is a non-IFRS financial measure. Non-IFRS financial measures have not been subject to review or audit

DI BELLA COFFEE (DBC)

> FY21 divisional performance influenced by:
  - Positive impact of FY20 & FY21 restructuring activity which drove reduced operational & overhead cost, offset by
  - Negative COVID-19 impact on independent cafe/contract roasting customer volumes:
    - Particularly evident in CBD/metro regions where closures, restricted trading & customer traffic declines apparent, driven by increasing ‘work from home’ arrangements
  - Reduced gross margin as reduced production volumes resulted in increased costs per unit produced

> Additional restructuring activity undertaken or underway to better align operations with evolving COVID-19 influenced environment:
  - Assessment & implementation of further manufacturing & supply chain efficiencies via automation & capacity rationalisation, warehouse & distribution service review – targets c.$2 million saving opportunity
  - Launch of contract roasting solutions for international networks contemporaneous with cessation of USA and New Zealand roasting operations:
    - Will service Middle East, Central Asia, Europe & NZ coffee requirements
    - Drives more efficient/agile & cost effective supply chain:
      - Reduced freight costs, smaller delivery timeframes & fresher products

> Focus on online channel drove c.21% increase in B2C sales vs PCP to c.$1.35 million

	FY21	FY20	% Change
External Revenue	$16.3m	$23.0m	(29.0%)
EBITDA Underlying[(1)(2)]	$1.2m	$2.1m	(43.8%)

(1) Underlying EBITDA is a non-IFRS financial measure. Non-IFRS financial measures have not been subject to review or audit

(2) Di Bella Coffee segment excludes contribution from Di Bella Coffee to supply franchisees, which is included within the franchise divisional results

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FY22 FOCUS & OUTLOOK

FY22 FOCUS

> Unwavering commitment to supporting franchisee community within evolving COVID-19 environment:

- 1H22 launch of new Partnership Program designed to:
  - Provide Franchise Partners unique customer/performance insights
  - Assists identification of growth opportunities & operational efficiencies
  - Facilitates tailored business plans & customised support:
    - Leveraging support office & FY21 introduced field team structure expertise
  - Recognises & rewards positive outcomes, outperformance & commitment to Brand System values & standards
- Maintaining aggressive campaign activity to drive category growth:
  - Leveraging FY21 introduced customer Loyalty Programs/social media to drive frequency & engagement
  - Ongoing investment in e-Commerce & digital technology, particularly across QSR Division
  - Execution of robust FY22 marketing campaign calendars:
    - Donut King's 40th & Pizza Capers' 25th anniversaries
    - Novel strategic partnerships
    - Focus on bundling & driving ATV/SSS
- Menu enhancement & introduction of new products, including:
  - New Gloria Jean's food menu *(refer overleaf)*
  - Innovative 'best in class' new pizza range
- Driving supply chain optimisation & reduction of cost of goods
- Navigating evolving COVID-19 landscape, including focus on:
  - Driving positive leasing outcomes, including COVID-19 support:
    - Supported by NSW/VIC re-introduction of 'leasing code' (Aug 21) mandating relief for eligible tenants
  - Positioning for return to less volatile trading restrictions
  - Meeting evolving customer requirements & behaviours

> Focus on new outlet growth opportunity:

- Nurturing Multi-Store Owner (MSO) franchise partner complement
- Aggressive focus on strategic growth drivers *(refer overleaf)*:
  - Gloria Jean's Drive Thru concept
  - QSR satellite store opportunities
  - Introduction of Donut King van concept
  - Rollout of upgraded store concepts/brand standards
- Foster international network growth opportunities, leveraging:
  - FY21 enhanced supply chain
  - Re-emergence of licensed territories from COVID-19 restrictions
- Network expansion opportunities in regional locations as metro continues to navigate COVID-19 uncertainty
- Establishment & resourcing of dedicated corporate store division:
  - Experienced management team appointed
  - Affords scope to:
    - Take-on appropriate new site opportunities in the absence of franchise partner commitment
    - Assume conduct of viable existing store locations

> ACCC Federal Court proceedings (commenced Dec 2020):

- Relatively narrow in scope & focus having regard to broad nature of >2.5 years investigation
- Allegations concern historical matters occurring under former leadership
- ACCC Statement of Claim & RFG Defence now filed
- Proceedings remain at early stage & currently not possible to determine potential outcomes
- If ACCC successful, this could result in the imposition of potentially significant penalties & other orders

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FY22 FOCUS – STRATEGIC GROWTH DRIVERS

> FY22 market launch of Donut King van concept:
- Innovative new concept leveraging iconic brand
- Low-cost entry model
- Successfully trialled in FY21/launched Aug 22
- Offers existing DK franchise partners scope to expand/complement existing store-based operations
- Strong positive interest in concept to date

> Aggressive focus on Gloria Jean's Drive Thru concept:
- Drive Thru represents historically strong performer:
  - FY21: +17.8%(1) SSS growth
  - FY20: c.20% AWS growth post COVID-19
- New lower entry-cost models under development
- Taps into convenience segment

> Focus on Crust intra-territory satellite store growth opportunity:
- Maximises existing territory revenue potential
- Provides scope for:
  - Improved delivery times & customer experience
  - Capturing increase potential customer base
  - Growing franchise partner existing store asset

> New exclusive Gloria Jean's food menu:
- Positive FY21 trial results
- In-store testing underway following COVID-19 induced delay:
  - Made fresh in-store
  - Provides compelling food & day-parting offer
  - Provides opportunity to capture incremental sales/delivery opportunities

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FY22 FOCUS – ROLLOUT NEW BRAND STANDARDS

> Rollout of upgraded store concepts/brand standards:
  - Incorporates fresh/modern store designs
  - Focus on reducing implementation costs

- Multi-tiered program responding to specific store requirements & franchise partner budget
- Applied to FY21 new outlets (+14)

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OUTLOOK

- COVID-19's unavoidable influence demonstrated by FY21 performance & 1H22YTD developments:
  - 1H22YTD performance significantly impacted by 'Delta variant' related lockdowns across NSW, VIC, QLD, ACT, NT, WA & SA regions:
    - Strong YTD ATV (+5.8%[(1)]) offset by lockdown induced reduction in domestic network Customer Count (-11.9%[(1)])
    - Contributing to -6.7%[(1)] YTD SSS amongst domestic network:
      - Metro stores within coffee Brand Systems most impacted (c.-19% to -28% SSS decrease vs PCP versus regional -7% to -10% SSS decrease vs PCP)[(1)]
      - Biggest impacts in NSW/VIC given enhanced network footprint & extended duration of restrictions
    - Currently c.40 outlets temporarily closed as a consequence of COVID-19 related trading conditions
  - Despite impact, positive effect of business improvement measures observed:
    - Provides confidence regarding future performance following return to less volatile conditions

(1) Based on unaudited reported sales by franchisees for FY22YTD (as at 15 August 2021) vs. unaudited reported sales by franchisees during previous corresponding period

- Significant progress on turnaround achieved to date:
  - Delivered on commitments to key stakeholders throughout turnaround journey, including:
    - Adoption of new strategic roadmap focused on core franchise/coffee business
    - 1H20 recapitalisation of the Group
    - Substantially improved marketing activity
    - Delivery of tangible COGS improvements for franchise partners
    - Enhanced systemisation across business
    - Investment in redesign & implementation of field service model & approach to franchise system management
  - Strong balance sheet & liquidity buffer supported by more robust, efficient & agile organisation which has benefited from extensive restructuring undertaken to date
  - Divestment of non-core operations marks exit from traditional foodservice operations
  - Ongoing work to improve outcomes & position for future growth
- Difficult to predict future financial outcomes given:
  - Ongoing COVID-19 related uncertainty
  - ACCC proceedings curtailing positive momentum
- Despite that uncertainty & ACCC litigation, RFG approaches the future with cautious confidence

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APPENDIX

Definitions

BCD	Bakery/Café Division: Donut King; Michel's Patisserie; Brumby's Bakery
COGS	Cost of Goods Sold
CRD	Coffee Retail Division: Gloria Jean's; Cafe2U; The Coffee Guy; It's A Grind; bb's Café; Esquires Coffee
DBC	Di Bella Coffee Division: Franchise supply; specialty roasting; in-home/grocery; contract roasting
EBITDA	Earnings Before Interest, Tax, Depreciation & Amortisation
EOFY	End Of Financial Year
EPS	Earnings per Share
Manufacturing & Distribution	Formerly referred to as Commercial Division: Hudson Pacific Foodservice & Associated Foodservice (disposed Jan 2020); Bakery Fresh (ceased operation May 19); Dairy Country (disposed Oct 2020)
Mobile	Mobile Van Division: Café2U; The Coffee Guy
MSO	Multi-Store Owner
NPAT	Net Profit After Tax
PCP	Previous Corresponding Period
POS	Point of Sale
QSR	QSR Division: Crust Gourmet Pizza Bar; Pizza Capers
SSS	Same Store Sales

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