



THE FOOD REVOLUTION GROUP

AGM Presentation – Oct 2022



BUILDING THE REVOLUTION

We are an ASX listed Australian beverage and wellness supplement company, specialising in the development of innovative health-focused products for retail in Australia and Asia

Wellness

- ✓ We use the power of nature to nourish the mind, body and soul.
- ✓ We are dedicated to and focused on the healthy future of all Australians.
- ✓ We pack our products with nutrient-rich, plant-based, scientifically backed ingredients that deliver genuine health benefits.
- ✓ TFRG has a dedicated in-house team of food scientists focused on developing evidence-based wellness products.

Sustainability

- ✓ We create sustainable products that benefit you and nurture the environment.
- ✓ We have worked consistently with Australian farmers since 1988
- ✓ We use sustainable manufacturing practices to ensure a positive product lifecycle.

Authenticity

- ✓ We are true to our original roots
 - In 1988, we began as the Original Juice Company based in Melbourne.
 - Three decades later, we've transformed into four wellness-focused brands leading the Aussie market.
- ✓ We keep our products home-grown, to always keep quality at the forefront
- ✓ Science is at the heart of everything we do

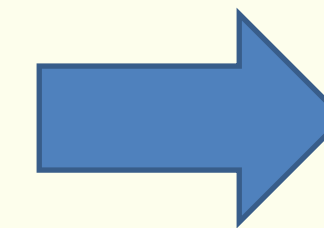
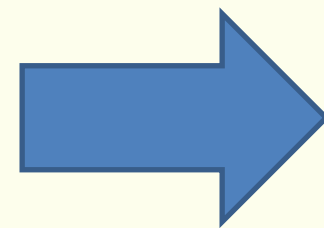


OUR MANUFACTURING CAPABILITY

- Juice extraction & beverage packaging
- Cold storage and distribution
- Functional gels, sachet, oil pressing, by-products
- Quality assurance and compliance
- Counter-current extraction (CCE) technology

Bottling Capabilities (50m litres p.a maximum)

| Line | PET Bottles |
|------|--|
| 2 | 2L to 4L |
| 3 | 200ml, 300ml, 350ml, 400ml, 600ml, 900ml, 1L |
| 5 | 575ml , 600ml, 1L, 1.5L |
| 10 | 400ml Carbonated |



OUR BRAND PORTFOLIO

Original
JUICE CO.
BLACK LABEL



Premium fresh juice

100% Australian juice
Veggie juice variants



All natural wellness

Wellness shots
Carbonated beverages
Plant-based wellness smoothies

ERIDANI



Premium health & beauty

Marine collagen powders
Wellness gel sachets

Thirsty
BROTHERS
BLACK LABEL

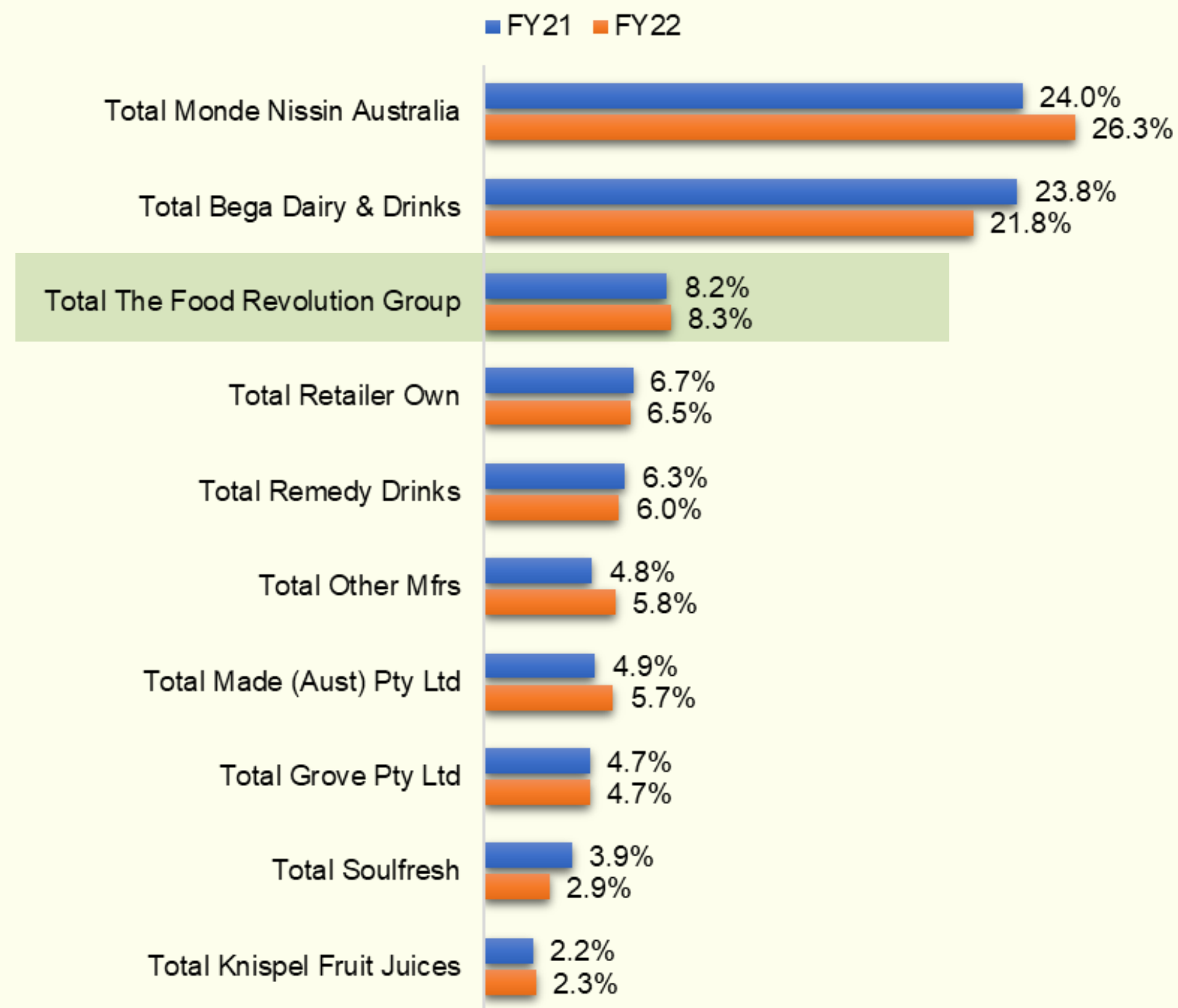


Australian export NFC

100% Australian juice
12-month shelf life

MARKET OVERVIEW

% VALUE – MANUFACTURER SHARE OF MARKET



PERFORMANCE OVERVIEW vs LY

| | Total \$m | % Growth YA | Actual \$m Growth YA |
|---|--------------|-------------|----------------------|
| Total Chilled Juice & Drinks | 518.1 | 5.0% | 24.6 |
| Monde Nissin Australia | 136.4 | 15.2% | 18.0 |
| Bega Dairy & Drinks | 113.0 | -3.7% | -4.4 |
| The Food Revolution Group | 43.0 | 7.0% | 2.8 |
| Retailer Own | 33.8 | 2.8% | 0.9 |
| Remedy Drinks | 31.1 | 0.5% | 0.1 |
| Made (Aust) Pty Ltd | 29.7 | 21.9% | 5.3 |
| Grove Pty Ltd | 24.4 | 5.3% | 1.2 |
| Soulfresh | 15.2 | -21.7% | -4.2 |
| Knispel Fruit Juices | 11.8 | 11.0% | 1.2 |

Source IRI - AU Grocery Database

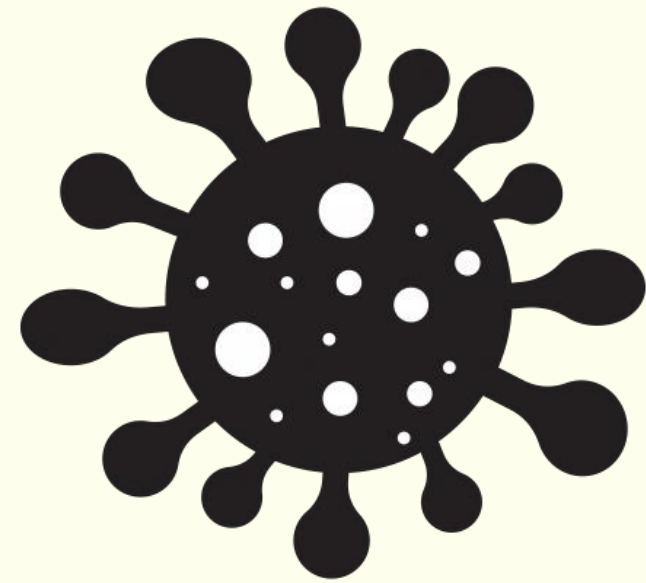
*Excluding Metcash



FY2022 Overview

2022 HEALTH & WELLBEING

COVID-19



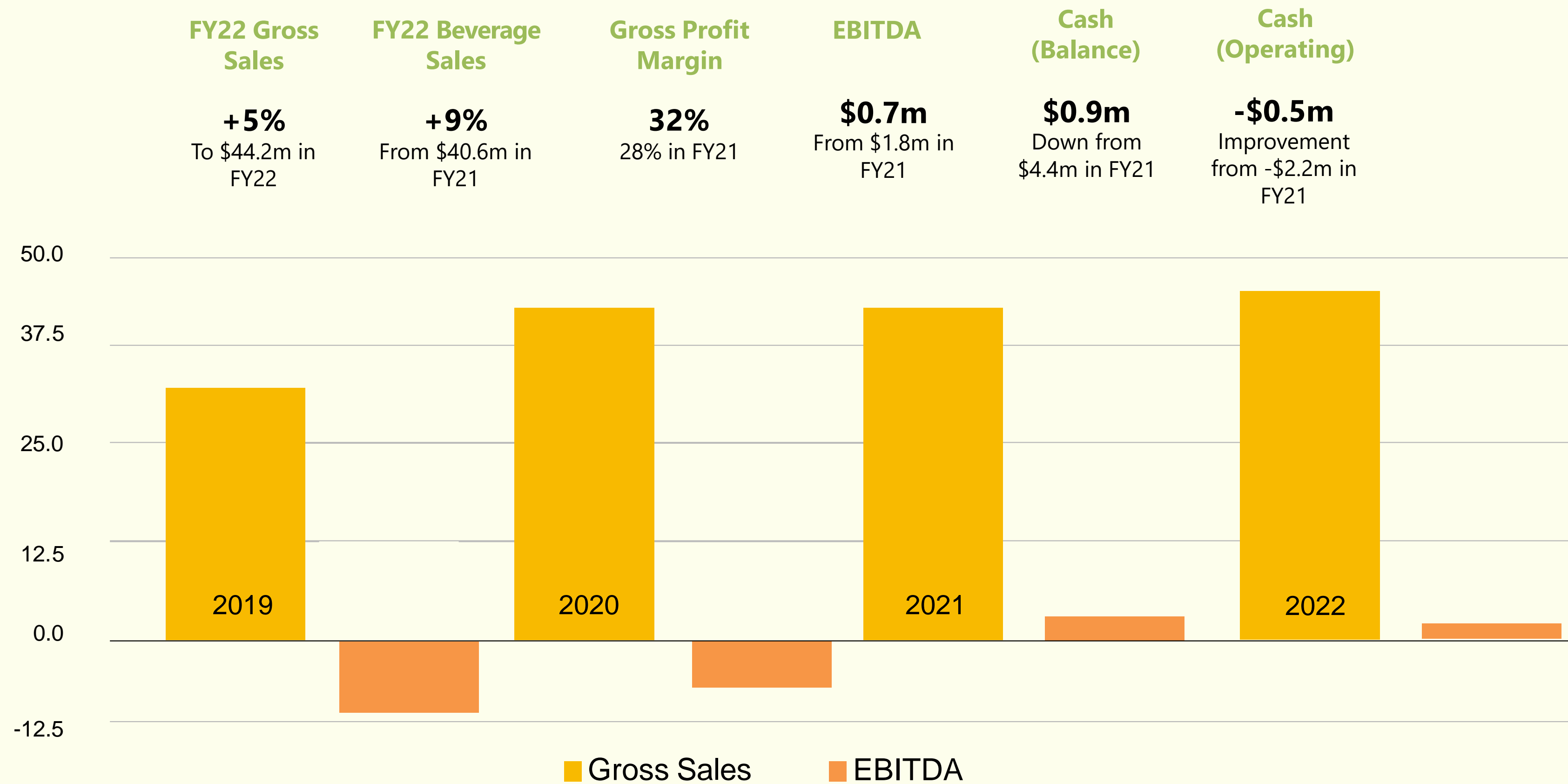
- Maintained employment/staff through pandemic
- Vaccination status & positive cases
- COVID management in place when required
 - Shift segregation (30 min gap between shifts)
 - Physical segregation (site segregation – no access between area's, meeting reduction)
 - COVID safe workplace (distancing/QR codes/temp checks/masks, etc.)

SAFETY

- Strong focus on safety
- 0 LTIs (2 LTI in FY21)
- Continuous improvements in safety processes
- Further resources allocated to safety program

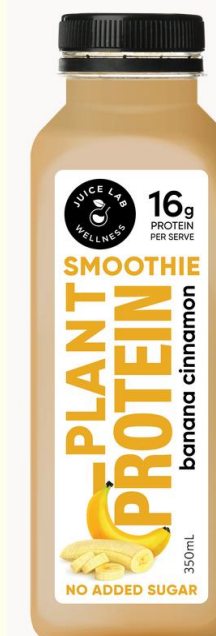
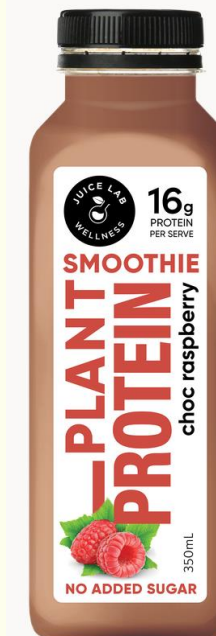



2022 FINANCIAL REVIEW



NEW PRODUCTS FY2022

FY2022 NEW PRODUCTS





FY2022 – FIX

FIX THE FOUNDATIONS & BUSINESS RESET

FIX THE FOUNDATIONS

- Balance sheet
- Cashflow
- Governance and related parties
- Capability, culture & brand

BUSINESS RESET

- Core juice range
- OBL expansion
- Juice lab



FY2023 & Beyond

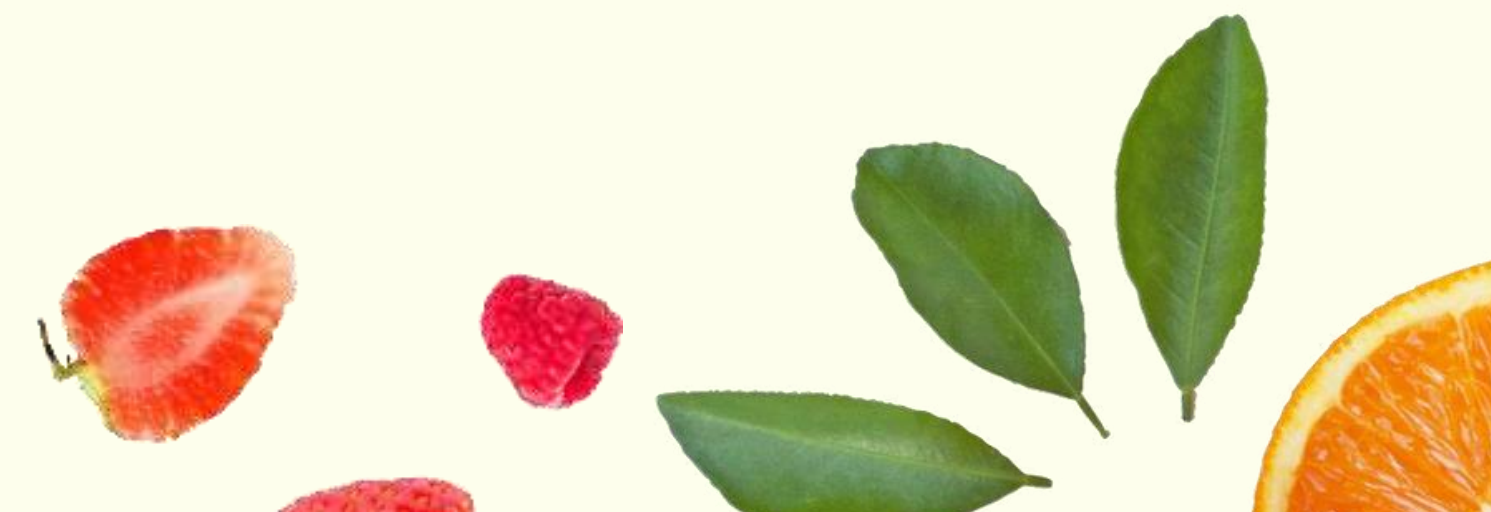


FY2023 – RESET & GROWTH

CONTINUED BUSINESS RESET & GROWTH

RESET & GROWTH

- Tell our Australian story - connect with the consumer
- Core juice range margins & growth
- Health & wellness range expansion
- Distribution channel expansion



TELL OUR AUSTRALIAN STORY



Multiple
digital
activations
to share our
authentic
and unique
brand stories

CORE JUICE RANGE

BASE MARGIN GROWTH

- Price taken
- Increased volume – sweat the assets
- Juice margins – procurement/production
- Strategic capital expenditure
- Labour force management

NEW MARKET GROWTH

- Brand strength
- Distribution channel expansion
- Private label
- Industrial sales/supply
- By-products



HEALTH & WELLNESS RANGE



- Wellness functional plant-based drinks
- Wellness Shots remain market leader – 55% market share, FODs strongest growing category
- Juice Lab now established beverage brand amongst Australian consumers
- 2.5m (units) sold FY22

HEALTH & WELLNESS RANGE

ERIDANI



- Eridani collagen sachets & wellness gels now sold through export
- Export distribution agreement with Careline Australia
- First sales on Douyin (Tiktok) into China (FY23) via Careline agreement
- Mill Park clean room fully functional

DISTRIBUTION CHANNEL EXPANSION

LOCAL DISTRIBUTION CHANNEL EXPANSION

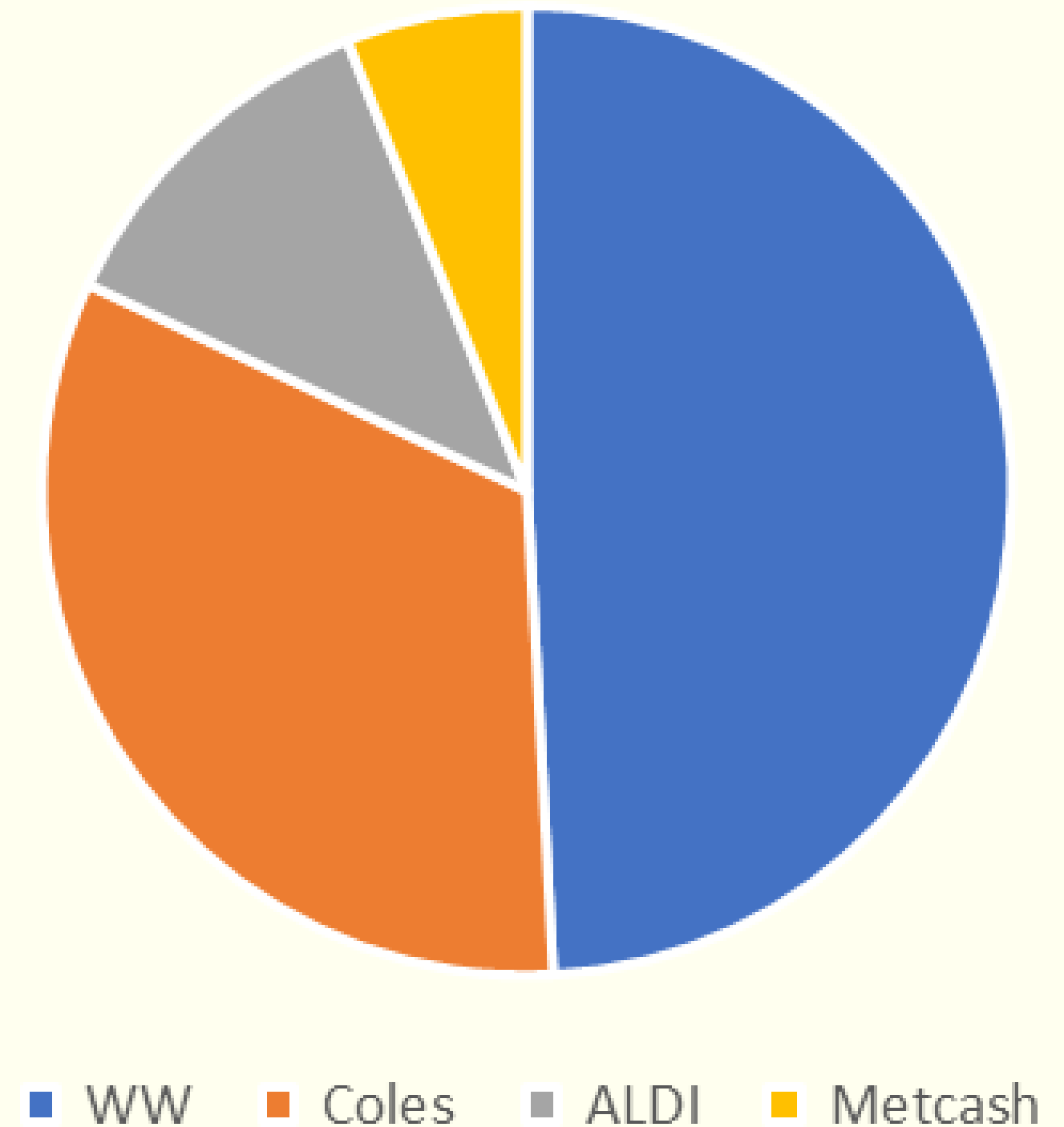
- Align with national foodservice distributor
 - Food service
 - Petrol & convenience
 - Direct to customer
 - Quick service restaurant (QSR)
- COSTCO growth
- Outlets within major Supermarkets
 - Branded and private label

EXPORT CHANNEL EXPANSION

- Long life products now export capable (Juice lab, Eridani)
- Extended shelf life (ESL) juice products



Gross sales by customer – FY2022





Strategic Outlook

Market trends that support our position



Shift to healthy eating and consumption of more natural products



Healthy living lifestyles – exercise, diet, work/balance



Obesity concerns in relation to high levels of natural sugar



Covid-19 drives consumer focus on hygiene & **preventative foods**



Increased **consumer choice**



Formal mealtime replaced by “**on the go**” convenience



Our strategy

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Horizon 3

Establish leadership position in wellness supplements

- Obtain substantial share in categories we operate in
- Extend availability into new markets
- Enter new categories building off brands platforms
- Progress juice acquisition/consolidation

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Horizon 2

Launch wellness offering for Australian and Export markets

- Launch Eridani range
- Build our branded wellness portfolio
- Develop three-year product pipeline – selected categories
- Structure business and capabilities to best serve export markets

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Horizon 1

Profitably grow base juice business

- Grow Original Juice Co Brand franchise in extending offer and availability
- Secure supply of fruit at competitive prices
- Build our capabilities
- Ongoing performance improvements to deliver year on year cost savings
- Roll out Juice Lab wellness offering



Thank You



THE **FOOD**
REVOLUTION
GROUP