

**CHAIRMAN'S ADDRESS AT
THE ANNUAL GENERAL MEETING OF
BESTON GLOBAL FOOD COMPANY LIMITED**

**Held on Friday 25 November 2022
commencing at 10.00am (Adelaide time)**

INTRODUCTION

Good morning Ladies and Gentlemen.

Welcome to this 2022 Annual General Meeting of the Beston Global Food Company.

I am Roger Sexton, the Chairman of the Company and will be chairing today's proceedings.

We are pleased to be able to hold this year's AGM in unrestricted face to face format after a long three years of the COVID-19 pandemic.

This meeting will deal with the items set out in the Notice of Meeting that was distributed to all Shareholders. The Company provided a Business Update yesterday, and the presentation has been lodged with the ASX.

I would now like to introduce the Directors of the Board of the Beston Global Food Company who are in attendance today:

- Mr Stephen Gerlach AM
- Mr Neil Longstaff
- Ms Cheryl Hayman
- Mr Kevin Reid

Several of these Directors, namely Kevin Reid and Stephen Gerlach, come up for election today and I will address these elections and re-elections later in the meeting.

I would note that also attending today is Brad Pollock, representing our Auditors, Ernst & Young, and our legal counsel, Andrew Corletto from Minter Ellison.

I thank our auditors, advisors and bankers, along with all of our shareholders for making the effort to join us today.

The Company Secretary has confirmed that we have a quorum and recorded apologies from:

- Ian Campbell
- Michael Churchill
- Sheryl Deng
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In August of this year, Ms Joanna Andrew advised that she wished to step down from the Board because of the increasing work load at her legal practice, of which she a Partner, and her increasing interstate travel commitments. The Board of BFC has expressed its deep appreciation for the service given to the Company by Joanna with both her legal and health science skills, as well as her experience in Board directorships. We thank you also, Joanna for providing this venue today be able to conduct our Annual General Meeting.

The Board is undertaking an orderly search for her replacement having regard to the specific skills which Joanna brought to the Board and future succession requirements.

As I have explained in the Letter I sent a few weeks ago to shareholders, your Beston Global Food Company is well advanced in realising the potential of the business after some very challenging years.

The nearly three years of the COVID-19 era had a significant negative impact on the Company. As we have documented in various information provided to shareholders, COVID-19 impacted both on the demand side of the business (by dramatically reducing BFC's food service sales to restaurants and other food outlets and delaying sales of Lactoferrin) and on the supply side (by preventing access to spare parts for our equipment when factories closed in Europe for an extended period of time).

These COVID-19 impacts followed closely on two years of drought in Australia which substantially reduced our milk supply against targets.

The protracted COVID-19 impaired operating environment is now, thankfully, well behind us. Since emerging from this very difficult period, the Company has shown what it is capable of achieving, with strong uplifts and margins and positive EBITDA and NPAT results over the last two quarters.

The momentum achieved in Q4 of FY22 and Q1 of FY23, underpinned by strong business fundamentals, has enabled the Company to give earnings guidance to shareholders for the first time in FY23. This guidance, as advised to the ASX, is for Group Sales of \$150 - \$180 million for FY23 and an EBITDA of \$8 - \$10 million (based on the existing balance sheet and capital structure. That is, prior to the recently completed Entitlement Offer).

BFC now has the asset base, the management team and a market position (with strong quality customer demand) to grow and thrive into the future with the re-set of the balance sheet that has been achieved from the Entitlement Offer to shareholders.

As we have explained to shareholders, the decision of the Board, in rationalising the purpose of the Entitlement Offer, came down to a trade-off between solely paying down debt and delivering on our FY23 earnings guidance and then gradually growing

incrementally from that point OR, stepping boldly forward to unlock the latent potential which we know exists in the Company from all the hard work which has been done to date, and thereby accelerate profits and the returns to shareholders.

We chose the latter course of action and we are pleased that shareholders have endorsed this action by participating in the Offer and giving us your support at this AGM.

Throughout our relatively short history as a Company, we have never told our shareholders of the problems or challenges faced by the Company without also delivering on solutions. As a relatively young company in the dairy industry in Australia, BFC has navigated its way through five tough years, with the challenges of drought and COVID-19, which were thrown at us during this time.... a combination of challenges that were not faced by much bigger players in the industry when they were starting out. It has done so by making the hard decisions, when needed, to ensure that the Company has been able to stay the course, notwithstanding its set-backs and challenges, and to achieve the original goal of building an Australian based food and beverage company focused around supplying healthy, safe, authentic premium protein products (dairy, meat and alternative meat products) to domestic and global consumer markets.

That goal is now well in sight.

I am pleased to report that the strong positive earnings trajectory demonstrated in the last two quarters has continued over the past two months.

Our total sales for the two months of October and November, to date, are around \$32 million which certainly keeps us on track to achieve the revenue numbers advised in our FY22 earnings guidance. In November we achieved the highest monthly sales on record which, to put this in perspective translates to around 85% of the total sales delivered in the entire Q2 period of the last financial year. Even more significant, perhaps, is the strength and quality of our order book.

Importantly, as the business of BFC continues to mature on the back of the work done in the first two stages of our ten year business plan, so too does the quality of our customer base which is continuing to shift towards more larger, premium customers as we continue to win Awards for the quality of our products and demonstrate reliability and consistency with our customer service. In the last few weeks for example, we have been able to progress strategic supply discussions with one of the largest importers of cheese into Japan. Our export orders currently represent around 40% of total revenues and pleasingly, an increasing proportion of our export sales is occurring to major, long established customers in Japan.

As I have said in my recent letter to shareholders, the Board and Management of BFC are excited about our future, and what we can achieve, both with the asset base now in place and with the

various opportunities we have identified to invest in some projects which can generate quick returns and accelerate our forward profit stream.

That is one of the reasons of course why we have done the recent capital raise.

In our 2022 Annual Report we have included extensive coverage on all the work we have been undertaking in the area of environmental management and sustainability. We take our obligations in this area very seriously (and passionately) and have set ourselves the task of being a leader in the dairy industry in moving to a net zero carbon company.

For example, we have been a 'first mover' in the past 12 months in establishing an on-farm methane abatement program in conjunction with our contract dairy farmers and the South Australian Government. Our initiatives in other areas such as packaging, water usage, promoting healthy soils and achieving zero waste are spelled out in the 2022 Annual Report. Another initiative which has not been mentioned in the Annual Report as it is in very early days, is a possible pilot project on the production of biogas at our Jervois factory. This project, if proven viable, may well be a game changer for our energy costs at Jervois.

In our 2022 Annual Report also, we have drawn attention to one of the serious emerging issues which is of increasing global concern.... namely the issue of food security. Right now, a third

of the world's population is worried where the next meal is coming from, and one in ten is suffering from hunger or malnutrition (Citi GPS Research Report "Food Security: Tackling the Current Crisis and Building Future Resilience", November 2022). This food security crisis is only going to get worse as the world's population increases by 2 billion people to 10 billion by 2050 and more people need to be fed.

BFC has progressively carved out a niche to be a supplier of healthy, safe, authentic premium protein products (ie dairy protein as well as meat protein and plant based protein) and as such, we believe that the Company is well positioned to capitalise on the increasing global demand for protein, both in the short-term and the long-term.

I will now move on to the General Business section of today's meeting.

In doing so, can I say that I and my fellow Board members understand the frustrations around the performance last year that some of you have shown in voting against the Remuneration Report. As a large shareholder in the Company, I share these frustrations.

That said, the Board and management has been able to navigate the Company through these difficult years and survive (unlike many other companies in Australia and around the world which went into the COVID pandemic and never came out!). We emerged from nearly three years of COVID somewhat battered

and bruised but we also used this period of COVID to improve our business operations, increase capacity utilisation, raise productivity, expand our product supply (with the expansion of the Lactoferrin plant) and strengthen our margins.

As we have explained to shareholders on numerous occasions, we have been developing the business of BFC around a long-term vision, with a business plan that set out to build a sustainable, globally competitive, premium products company over a period of ten years, and in three distinct phases. We have focussed consistently on this long term vision, and have stayed the course to enable its achievement.

We are now in the third phase of the ten-year business plan and have a well scaled business that has achieved a large number of strategic milestones over the course of the journey (as have been summarised in the 2022 Annual Report).

We understand that the time horizons of some shareholders is more short-term than the objectives contained in our ten-year business plan. But factors, which are outside of the control of the Company like drought, pandemics and floods, do happen and should not impact on voting in relation to the Remuneration Report. We thank those shareholders who have recognised all the hard work which has been done by the Board and management to navigate through the challenges and build a positive momentum towards increased profitability. We also thank those shareholders who have noted the work we have done to establish an employee incentive scheme to create greater

alignment between executive remuneration and company performance, and hence, shareholder outcomes.

With these brief comments, I will now move onto deal with the formal business of the meeting, as set out in the Notice of Meeting.

GENERAL BUSINESS

The purpose of today's meeting is to deal with the formal business as set out in the Notice of Meeting.

The Notice of Meeting including an Explanatory Memorandum was made available to shareholders on 24 October 2022. If there are no objections and, in an effort to expedite proceedings, I will take the Notice of Meeting as read. Copies are available from the company's website.

Thank you.

Our CEO, Mr Fabrizio Jorge, along with our Management team, provided a 'Business Update' presentation to shareholders yesterday via video link. In case you were not able to attend that presentation, Fabrizio will provide a brief summary on the Company's activities at the conclusion of this meeting and will also address any questions that you may have on operational matters.

PROCEDURE

Voting today will be conducted by way of a poll on each item of business.

When you registered for today's meeting you should have been given a voting card. If you have not received a card, then please go to the registration desk outside the meeting room. Only those holding a voting card are entitled to speak and vote at today's meeting. Please complete your voting card with your voting preferences as each resolution is considered.

At the conclusion of the meeting staff from Link Market Services will collect your completed voting card. Please make sure your card is collected so that your votes are counted. Votes will be counted after the end of the meeting and results published on the ASX and Beston's website.

I appoint Andrew Farrell of Link Market Services to be returning officer and to conduct the poll.

Shareholders are reminded that your Board recommends that you vote FOR all resolutions, except for Resolution 2. The Board recommends that shareholders vote against Resolution 2.

All undirected proxies that have nominated the Chairman of the Meeting as their proxy, will be voted FOR all resolutions, except for Resolution 2.

The Company Secretary has advised me 273 valid proxies representing 472.6 million Shares or 47.3% of the shares on issue have been received. These will be reported to the ASX for each resolution with the results of the meeting.

The proxy votes received for each resolution will be displayed on the screen before discussion of each resolution and putting the resolution to a vote. To provide some context, the current number of Beston shares currently on issue following the recent capital raise is approximately 999 million.

As each item of business is considered, I will invite questions from shareholders.

Please raise your voting card if you wish to speak to the meeting to ask a question or make a comment. Please introduce yourself before asking your question or making comment after I have acknowledged you.

FINANCIAL STATEMENTS AND REPORTS

The first item of business is to receive and consider the Company's financial statements and independent audit report for the year ended 30 June 2022.

The Annual Report containing these reports was distributed to shareholders and announced to the ASX on 26 October 2022.

I hope everyone has found time to read it.

As you know a large part of the document is mandated by Law and by Accounting Standards. However, we do try to ensure it is useful as well as compliant.

For now, I am happy to take questions on the Financial Statements and Reports.

Are there any questions or comments on the financial report of the Company? Shareholders are also welcome to ask questions of the Company's Auditor, Mr Brad Pollock, who is present today.

We will now move to the Resolutions to be considered at this meeting.

RESOLUTION 1 – ADOPTION OF THE REMUNERATION REPORT FOR THE YEAR ENDED 30 JUNE 2022

The first resolution is for the adoption of the remuneration report for the year ended 30 June 2022.

Section 250R (2) of the Corporations Act requires that the remuneration report be adopted at the annual general meeting.

By way of explanation, and in response to several questions put by shareholders in advance of today's meeting, I would like to clarify that the implementation and operation of the Company's Employee Incentive Scheme, as approved by shareholders at last year's AGM, has commenced in this current FY23 financial year. In accordance with that approved Scheme, the Board has set key performance indicators for management around financial, strategic and operational targets which will be reported on in the 2023 Annual Report.

The Employee Incentive Scheme is open to the six members of the senior management team. Assessments of STI against targets will be paid in cash in the FY24 financial year and assessments of LTI against targets will be paid in shares, with vesting provisions.

The members of this senior management team received one-off STI bonus payments on 30 August 2022 which were paid in BFC shares, rather than cash, and calculated at an issue price of 9.65 cents. The rationale for these payments (which resulted in the issue of 4.48 million new shares) was explained in an ASX

Release by the Company on 31 August 2022 and were based on the following KPI's:

- Achievement of budget in the Q4 period;
- The transformative work undertaken by the senior management team to achieve operational targets; and
- The work done to recover from the impacts of COVID-related events

KPI targets have been set for STI and LTI entitlements for management in the FY23 financial year around five key performance indicators: financial objectives, operational objectives, strategic objectives, growth objectives and people and culture objectives. The award of any eligible STI or LTI entitlements in FY23 will be subject to certain financial and operational 'gates' determined by the Board whereby no payments will be made under the Plan unless the gates are satisfied, including a requirement that the Company is profitable.

A number of independent reviews undertaken on the Company have noted that the remuneration policies and practices of the Company are in line with Australian investor expectations.

With that background explanation, I now move that shareholders consider, and if thought fit, pass Resolution 1 as set out in the notice of meeting to adopt the remuneration report.

“That, for the purpose of Section 250R(2) of the Corporations Act, the Company adopt the Remuneration Report for the period ended 30 June 2022 as set out in the Directors’ Report in the 2022 Annual Report.”

The details of the proxy votes received are now displayed on the screen.

Are there any questions? [DISCUSSION]

There being no [further] questions I will now put the motion to a vote as an ordinary resolution.

Please record your vote on your voting card.

CONTINGENT RESOLUTION 2 – CONDITIONAL SPILL RESOLUTION

This Contingent Spill Resolution will only be considered if the Remuneration Resolution does not achieve 75% of the votes in Favour.

I now move that shareholders consider, and if thought fit, pass the following resolution as an ordinary resolution:

"Subject to and conditional on at least 25% of the votes cast on Resolution 1 being cast against the adoption of the Company's Remuneration Report for the financial year ended 30 June 2022:

- a) An extraordinary general meeting of the Company ("Spill Meeting") be held within 90 days of this resolution;
- b) All of the non-executive directors in office when the resolution to approve the Remuneration Report for the financial year ended June 2022 was passed and who remain in office at the time of the Spill Meeting, cease to hold office immediately before the end of the Spill Meeting; and
- c) Resolutions to appoint persons to offices that will be vacated immediately before the end of the Spill Meeting are put to vote at the Spill Meeting."

Your Directors have recommended voting against the Spill Resolution because of the hugely disruptive impacts it would

have on the operations of the Company and on shareholder value.

The details of the proxy votes received are now displayed on the screen.

Are there any questions? [DISCUSSION]

There being no [further] questions I will now put the motion to a vote as an ordinary resolution.

Please record your vote on your voting card.

RESOLUTION 3 — ELECTION OF MR KEVIN REID AS A DIRECTOR

I now move that shareholders consider, and if thought fit, pass the following resolution as an ordinary resolution:

“That Mr Kevin Reid, having offered himself for election in accordance with clause 58 of the Company's Constitution and being eligible, be elected as a Director of the Company.”

The Board has unanimously recommended the re-election of Kevin.

A summary of Kevin's skills and experience is contained in the Explanatory Memorandum. As has been our practice, I invite Kevin to say a few words about himself.

The details of the proxy votes received are now displayed on the screen.

Are there any questions? [DISCUSSION]

There being no [further] questions I will now put the motion to a vote as an ordinary resolution.

Please record your vote on your voting card.

RESOLUTION 4 — RE-ELECTION OF MR STEPHEN GERLACH AM AS A DIRECTOR

I now move that shareholders consider, and if thought fit, pass the following resolution as an ordinary resolution:

“That Mr Stephen Gerlach, having offered himself for election in accordance with clause 59 of the Company's Constitution and being eligible, be re-elected as a Director of the Company.”

The Board has unanimously recommended the re-election of Stephen.

A summary of Stephen's skills and experience is contained in the Explanatory Memorandum.

The details of the proxy votes received are now displayed on the screen.

Are there any questions? [DISCUSSION]

There being no [further] questions I will now put the motion to a vote as an ordinary resolution.

Please record your vote on your voting card.

RESOLUTION 5 – RATIFICATION OF ISSUE OF ORDINARY SHARES

Under this Resolution, as explained in the Notice of Meeting, the Company is seeking shareholder ratification on the issue of the Placement Shares that were issued to institutional shareholders pursuant to ASX Listing Rule 7.4 as part of the recent capital raising.

Listing Rule 7.4 allows shareholders to vote to carve out from the “15 percent in 12 months” cap, the issue of securities that have been made in the last 12 months.

If shareholders vote to approve this resolution, then the security allotments will not be counted in the “15 percent in 12 months” cap for the Company. If the Resolution is not approved, the security allotments remain valid, but the securities will be counted towards the “15 percent in 12 months” cap.

With this background, I now move that shareholders consider, and if thought fit, pass the following resolution as a special resolution:

“That, for the purposes of ASX Listing Rule 7.4 and for all other purposes, the issue and allotment of 130,242,190 ordinary fully paid shares on 26 October 2022 to institutional and sophisticated investors, on the terms and conditions set out in the Explanatory Memorandum, is approved and ratified.”

The details of the proxy votes received are now displayed on the screen.

Are there any questions? [DISCUSSION]

There being no [further] questions I will now put the motion to a vote as a special resolution.

Please record your vote on your voting card.

RESOLUTION 6 – APPROVAL OF 7.1A ADDITIONAL 10% PLACEMENT CAPACITY

Under this Resolution, the Company is seeking approval for the authority to grant equity securities up to 10% of its issued capital over a 12 month period, in accordance with Listing Rule 7.1A (that is without using the Company's "15% in 12 months" placement capacity). As noted in the Notice of Meeting, it is not the present intention of the Company to use this additional placement capacity, if approved.

I now move that shareholders consider, and if thought fit, pass the following resolution as a special resolution:

"That pursuant to and in accordance with Listing Rule 7.1A and for all other purposes, approval is given for the Company to issue equity securities up to 10% of the issued capital of the Company (at the time of issue) calculated in accordance with the formula prescribed in Listing Rule 7.1A.2 over a 12 month period on the terms and conditions set out in the explanatory memorandum."

The details of the proxy votes received are now displayed on the screen.

Are there any questions? [DISCUSSION]

There being no [further] questions I will now put the motion to a vote as a special resolution.

Please record your vote on your voting card.

RESOLUTION 7 – AMENDMENTS TO CONSTITUTION

The changes to the Constitution proposed in this Resolution are aimed, simply, at bringing the Company's Constitution into line with recent changes in the regulatory landscape and in particular:

- To enable the Company to conduct meetings by using virtual technology only; and
- Enable the Company to record four joint holders from three joint holders for each security holding in anticipation of the CHESS replacement system which has been under active consideration by the ASX.

I note that since our Notice of Meeting was issued, the ASX has announced that it is not proceeding with the CHESS replacement system.

This resolution is a special resolution under the Company's Constitution and as such, will require a 75% majority of votes cast.

In putting forward this Resolution, I would point out that it is the Company's intention to continue to hold physical, or possibly hybrid meetings, and not to have virtual-only meetings. Indeed the Board enjoys our physical interactions with shareholders and hopefully will be able to revert to our original format, in future years, where we provided an opportunity for shareholders to

mingle with the Board and staff and sample our products after an AGM.

The proposed changes have only been put forward to enable the Company to have the flexibility to conduct meetings in virtual-only format if needed.

I now move that shareholders consider, and if thought fit, pass the following resolution as a special resolution:

“That for the purposes of section 136(2) of the Corporations Act and for all other purposes, the Constitution of the Company be amended in the manner set out in the accompanying Explanatory Memorandum, with effect from the close of the Meeting.”

The details of the proxy votes received are now displayed on the screen.

Our Company Secretary, Richard Willson, would be pleased to answer any questions on these proposed changes to the Constitution.

Are there any questions? [DISCUSSION]

There being no [further] questions I will now put the motion to a vote as a special resolution.

Please record your vote on your voting card.

CLOSE

That is the last of the resolutions to be considered by shareholders.

Are there any questions that have not been addressed as we have moved through the resolutions?

[DISCUSSION]

There being no [further] questions I will now ask Andrew as Returning Officer to collect the voting cards and count the votes. After the votes have been counted, the results of the poll will be released to the ASX and will be displayed on the company's website.

That concludes the formal business of this Annual General Meeting and I now declare the meeting closed.

I would now like to handover to Fabrizio to give us a brief update on the business.

Thank you for your attendance.