



**MORGAN'S QUEENSLAND
CONFERENCE – 13 OCTOBER 2017**



DYNAMIC GROWTH PILLARS



VISION: CREATING COMPELLING OPPORTUNITIES FOR GLOBAL SUCCESS

FRANCHISE



A diverse portfolio of market leading Brand Systems across bakery, café, retail coffee & QSR segments, supported by an engaged complement of Franchise & Master Franchise Partners

INTERNATIONAL



A “world of opportunity” – expanding RFG’s global footprint & providing a platform for sustainable long-term growth

COFFEE & ALLIED BEVERAGE



State-of-the-art infrastructure, significant expertise & growing global demand, allied with a diverse market platform, offers significant opportunity to enhance earnings

COMMERCIAL



Provides access to multiple opportunities whilst laying the foundation for an enhanced vertically integrated foodservice & manufacturing base that supports further diversification

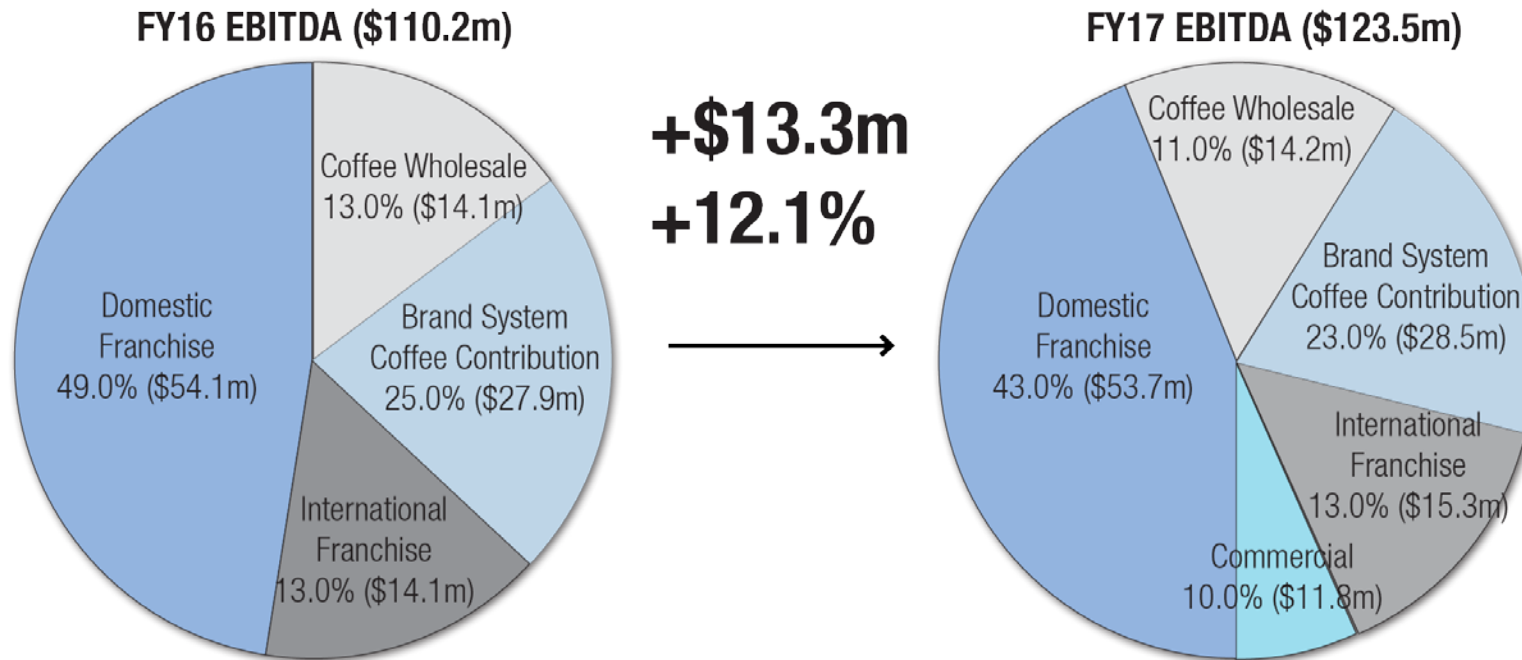
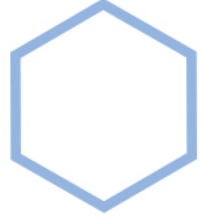
M&A



15+ strategic acquisitions since Listing have driven RFG’s evolution into a global food & beverage company – prudent & measured M&A approach driving additional growth opportunity

GROWING DIVERSIFICATION

VERTICALLY INTEGRATED GLOBAL MODEL PROVIDES ENHANCED REVENUE DIVERSIFICATION

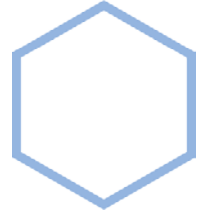


FRANCHISE SECTOR: A HOME GROWN SUCCESS STORY



DEVELOPED AUSTRALIAN
LANDSCAPE

90% OF BRANDS ORIGINATING
FROM AUSTRALIA



**FRANCHISES
COMPRISE 4% OF SMALL BUSINESS
IN AUSTRALIA**



FRANCHISE SECTOR IN AUSTRALIA
PREDICTED TO GROW BY c.5% TO

90,500 UNITS BY 2020
AND GENERATE **\$160b** IN SALES



EMPLOYED 470,000 PEOPLE IN 2016



INVESTING IN INNOVATION

DIGITAL CENTRE OF EXCELLENCE



BUSINESS INTELLIGENCE DIVISION



*FORTIFYING KEY BUSINESS DRIVERS
TO ATTAIN LASTING POSITIVE CHANGE*

PRODUCT INNOVATION LAB



RETAIL PROJECTS STUDIO



DRIVING CUSTOMERS TO FRANCHISE CHANNELS

LEVERAGING NEW IDEAS & TECHNOLOGY TO INVEST IN OUR FRANCHISE NETWORKS

Innovative product developments, cutting-edge digital solutions & first-to-market brand initiatives accelerate customer engagement & bolster Franchise Partner profitability



SPECIALIST SUPPORT
ACROSS RFG DIVISIONS & BRAND SYSTEMS

DATA DRIVEN, MARKET LEADING INITIATIVES
PREDICTIVE MODELLING SUPPORTS NETWORK OPTIMISATION
STRATEGIC CUSTOMER & OPERATIONAL INSIGHT



REACHED #1
RANKING: GOOGLE PLAY & APPLE APP STORE

c.400,000
DOWNLOADS
& OVER
30m MINUTES
OF GAMEPLAY

ACHIEVED 343% OF TARGETED
COUPON REDEMPTIONS
416% OF ESTIMATED ADVERTISING
VALUE OVER CAMPAIGN PERIOD



LAUNCHED
NATIONALLY (JAN 17) AFTER PILOT TRIAL

>28,000
REGISTERED MEMBERS
DRIVING c.30%
ATV PREMIUM
AMONGST MEMBERS



NATIONAL ROLLOUT
LAUNCHED 1H17
PRODUCT CUSTOMISATION NOW AT
CUSTOMERS FINGERTIPS

WINNER: BEST DIGITAL INITIATIVE AWARD
(2017 QSR Media Awards)



INNOVATIVE PARTNERSHIP WITH **NRA** National Retail Association

AVAILABLE TO ALL RFG FRANCHISE PARTNERS
PROVIDES MEMBERS ACCESS TO
TRAINING, ONLINE RESOURCES & WORKPLACE ADVICE



STRATEGIC FOCUS
ON PREMIUM UPPER CRUST SEGMENT

NEW MENU ADDITIONS
BOOSTING SALES **+8.6%**
ON PCP



DISRUPTIVE
SNACK TARGETING MILLENNIAL CUSTOMERS

OVER 40,000
UNITS SOLD DURING TWO-MONTH PROMOTION



FRESH IS BEST
NEW PRODUCT RANGE

QUALITY INGREDIENTS
MADE FRESH IN STORE
PRECURSOR TO WIDER BRAND EVOLUTION

GLOBAL FOOTPRINT

81 TERRITORIES ACROSS
10 BRAND SYSTEMS
(+17% ON FY16)

ROASTING HUBS IN AUSTRALIA,
NEW ZEALAND & USA
**MIDDLE EAST HUB FACILITY
TO BE COMMISSIONED 2H18**

LEGEND

 RFG EXISTING TERRITORIES

 RFG ROASTING FACILITIES

15 NEW LICENSES GRANTED ACROSS 5 BRAND SYSTEMS



UNITED KINGDOM
CHICAGO & INDIANA
KENYA
SINGAPORE
INDONESIA AIRPORTS



SWEDEN
MYANMAR



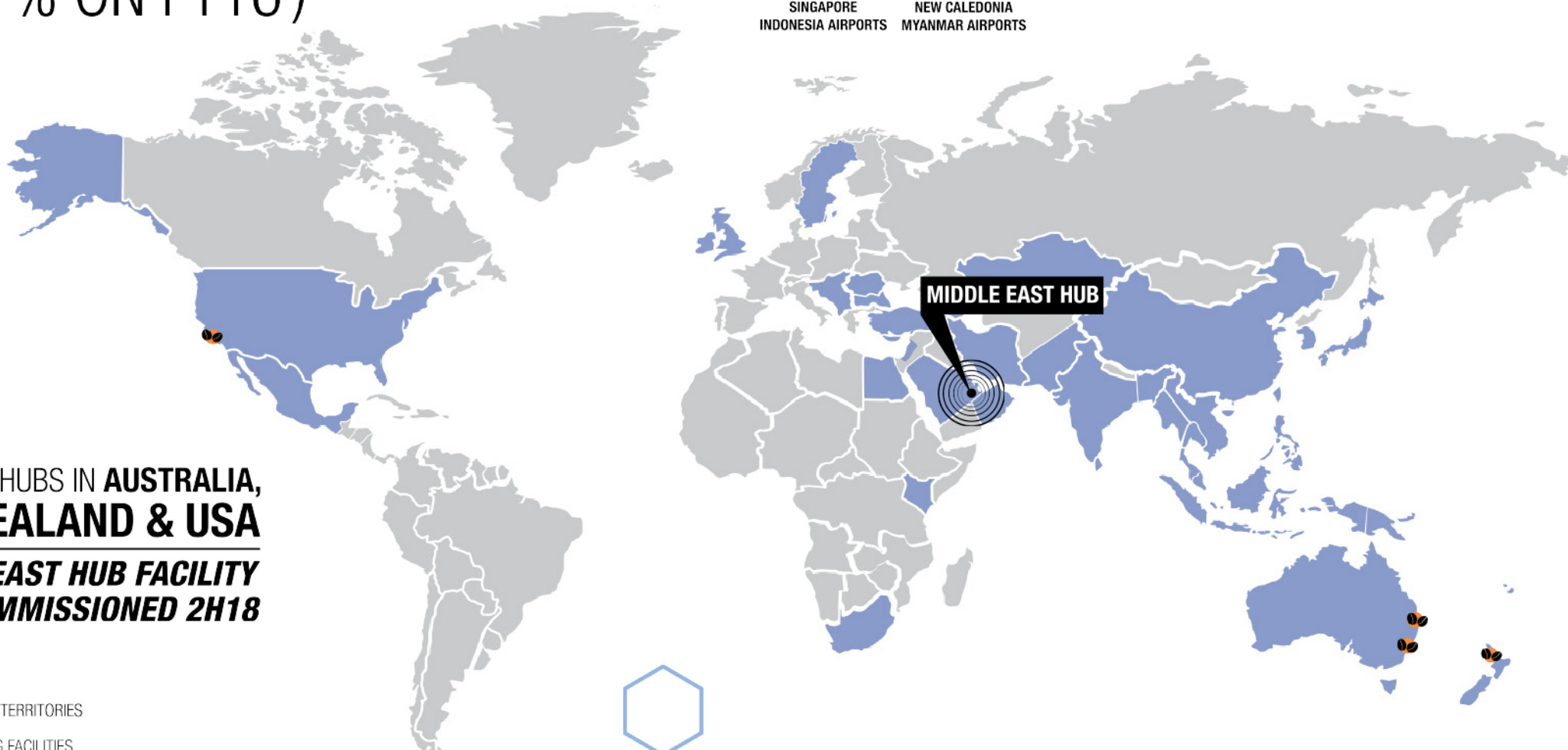
SAUDI ARABIA &
KUWAIT



INDIA

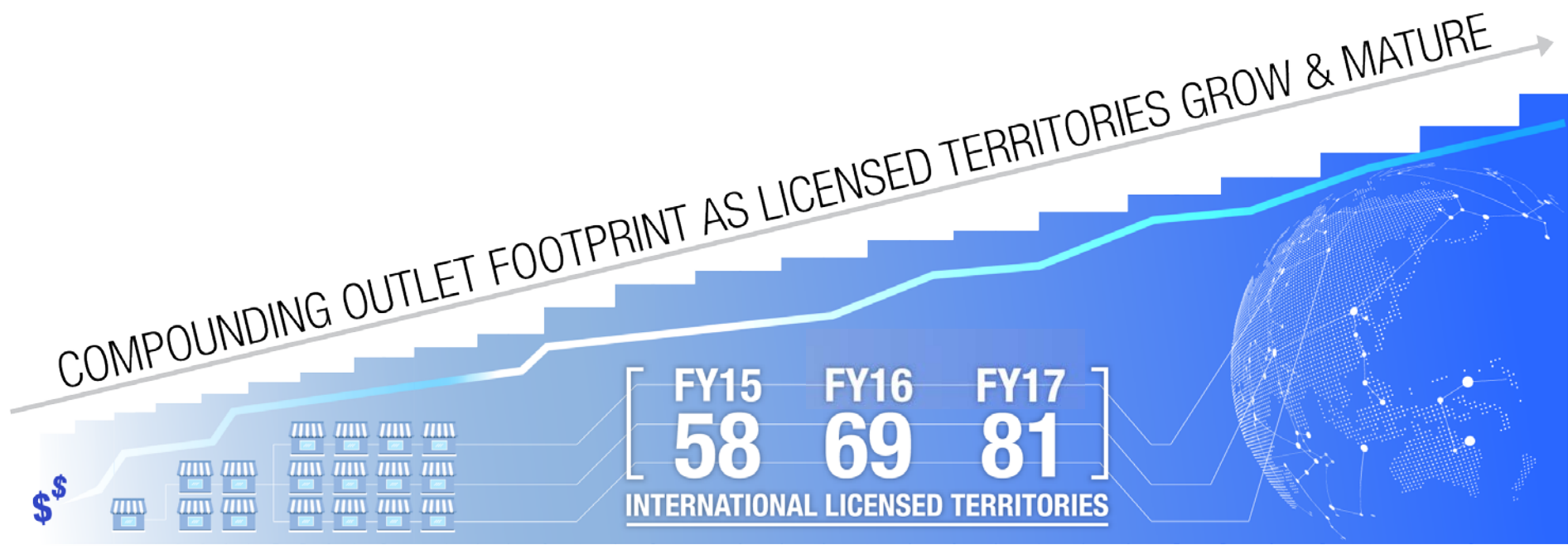


FIJI



GROWING INTERNATIONAL PLATFORM

SETS FOUNDATION FOR ENHANCED MEDIUM TO LONG-TERM GROWTH



BUILDING REVENUE STREAMS

SHORT TERM: INITIAL LICENSE & TRAINING FEES

LONG TERM: GROWING RECURRENT REVENUE STREAMS
ROYALTIES, NEW OUTLET/RENEWAL/TRANSFER FEES, PRODUCT SUPPLY

INTERNATIONAL HUB STRATEGY



THE HUB MEDIUM TO LONG-TERM **GROWTH STRATEGY**



GLOBAL AMBITION FOR COFFEE & ALLIED BEVERAGE



CURRENT

UNDERWAY

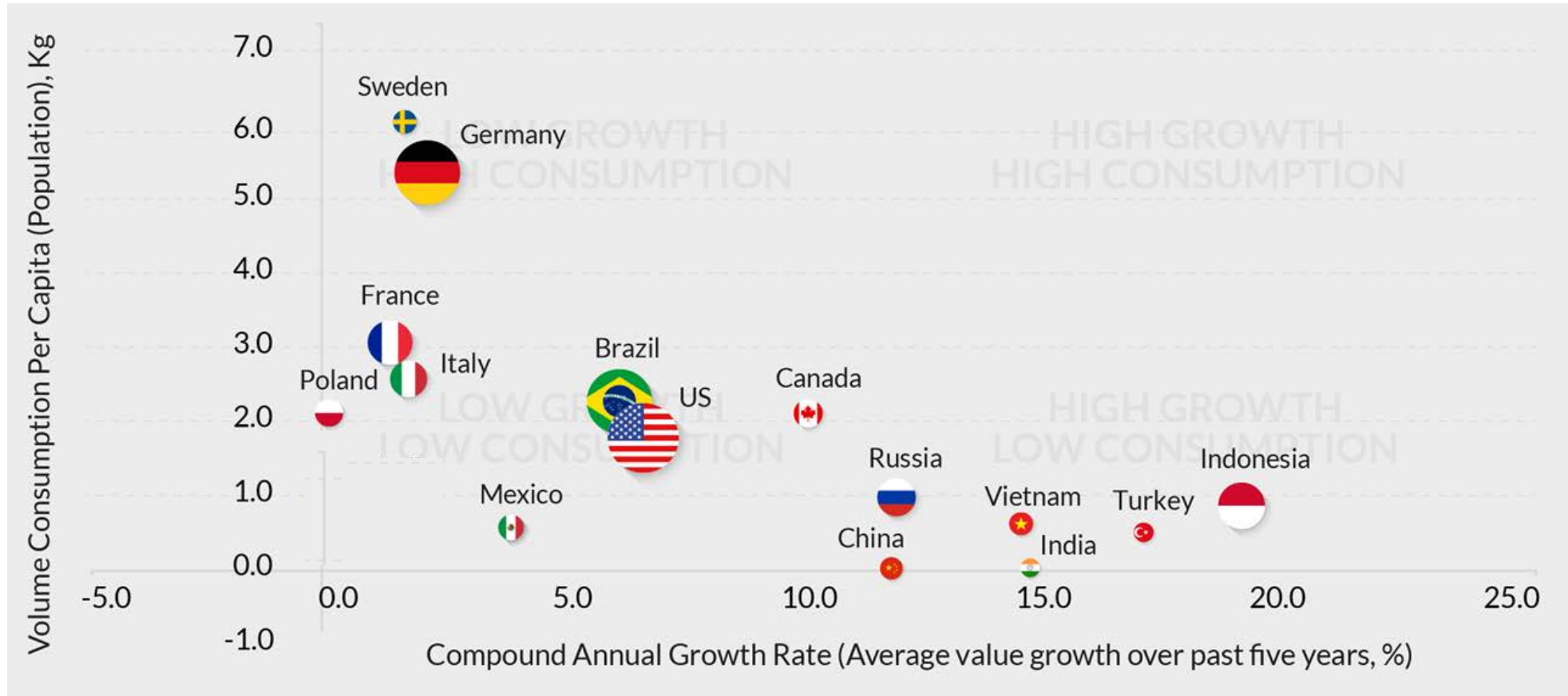
FUTURE



REPLICATING SUCCESSFUL AUSTRALIAN MODEL 

COFFEE & ALLIED BEVERAGE OPERATIONS REPOSITIONED UNDER DI BELLA COFFEE CO TO LEVERAGE MARKET REPUTATION & BRAND STRENGTH ACROSS ENTIRE COFFEE BUSINESS

GLOBAL SNAPSHOT OF COFFEE GROWTH

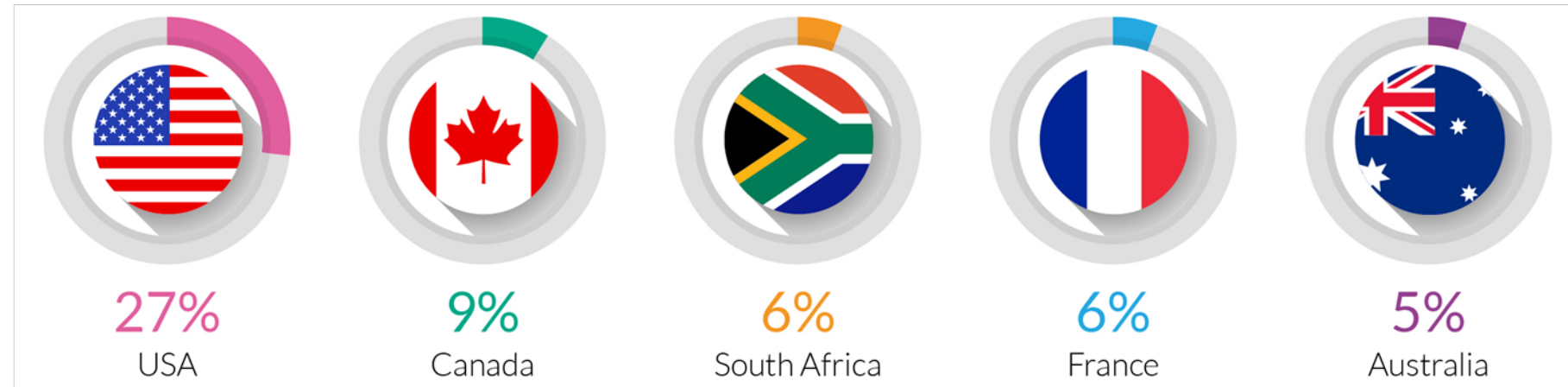


Source: Mintel Group Coffee Global Annual Review
January 2017



PREMIUM COFFEE GROWTH CONTINUES

Share of global third wave fresh coffee*retail launches, top 5 markets, Jan 2015 – mid-Dec 2016



*Ground or beans or pods/capsules which use the product descriptions: "small batch" or "single origin" or artisanal or craft

Source: Mintel Group Coffee Global Annual Review
January 2017

- Australia is one of the top five markets in the world for having a thriving and fast-growing local specialty coffee shop scene
- Di Bella Coffee provides the ideal product solution to fulfil this demand

COMMERCIAL OVERVIEW

FOODSERVICE DISTRIBUTION



ACQUISITIONS ADDED:

+2,400 CUSTOMERS

+5,500 SKU'S

>\$300M DISTRIBUTION VALUE WHEN COMBINED WITH RFG

MANUFACTURING AND WHOLESALE



+6% ON PCP
TO c.26.4m kg
VALUE ADDED CHEESE PROCESSING



+16% ON PCP
TO 3.8m kg
BAKERY PRODUCT SUPPLY



ALIGNMENT OF GROWTH PLATFORM



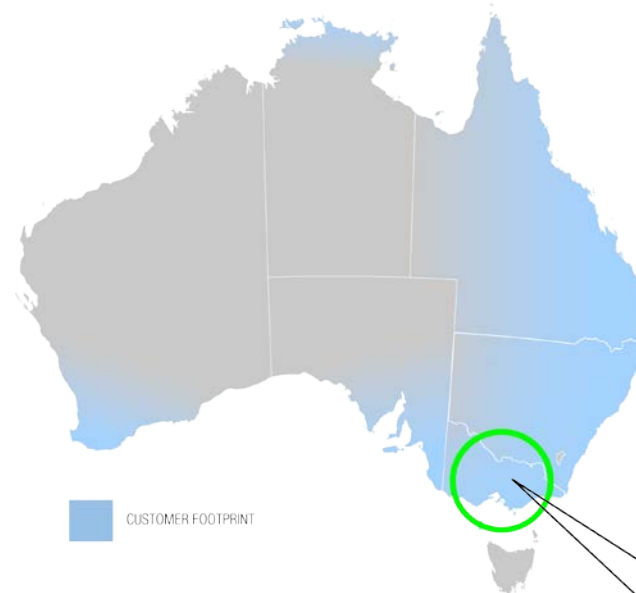
COMMERCIAL DIVISION STRATEGY

UNDERPINNED BY COMPLEMENTARY GROWTH OPPORTUNITIES



REALISATION OF SCALE BENEFITS

- OPERATIONAL GROWTH ALIGNED WITH FRANCHISEE/CUSTOMER POPULATION
- FAST TRACKS DELIVERY OF VERTICAL INTEGRATION/SYNERGISTIC BENEFITS



CUSTOMER FOOTPRINT

MEDIUM TERM
M&A PROGRAM ALIGNED WITH
EASTERN SEABOARD
GROWTH STRATEGY

FY17 AQUISITIONS



DYNAMIC GROWTH PILLARS



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