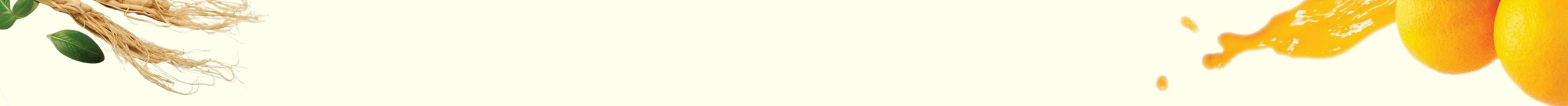




THE FOOD REVOLUTION GROUP

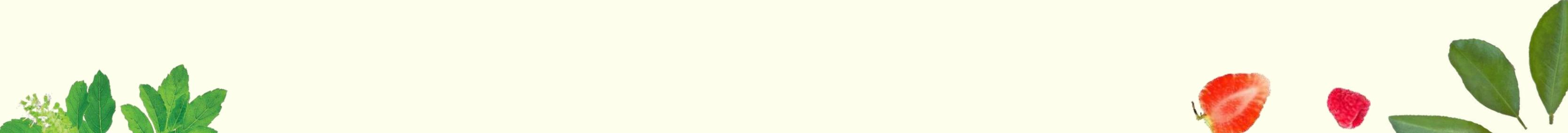
AGM Presentation – Oct 2022



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

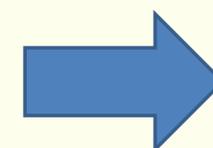
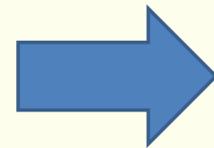
- ✓ We are true to our original roots
 - In 1988, we began as the Original Juice Company based in Melbourne.
 - Three decades later, we've transformed into four wellness-focused brands leading the Aussie market.
- ✓ We keep our products home-grown, to always keep quality at the forefront
- ✓ Science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

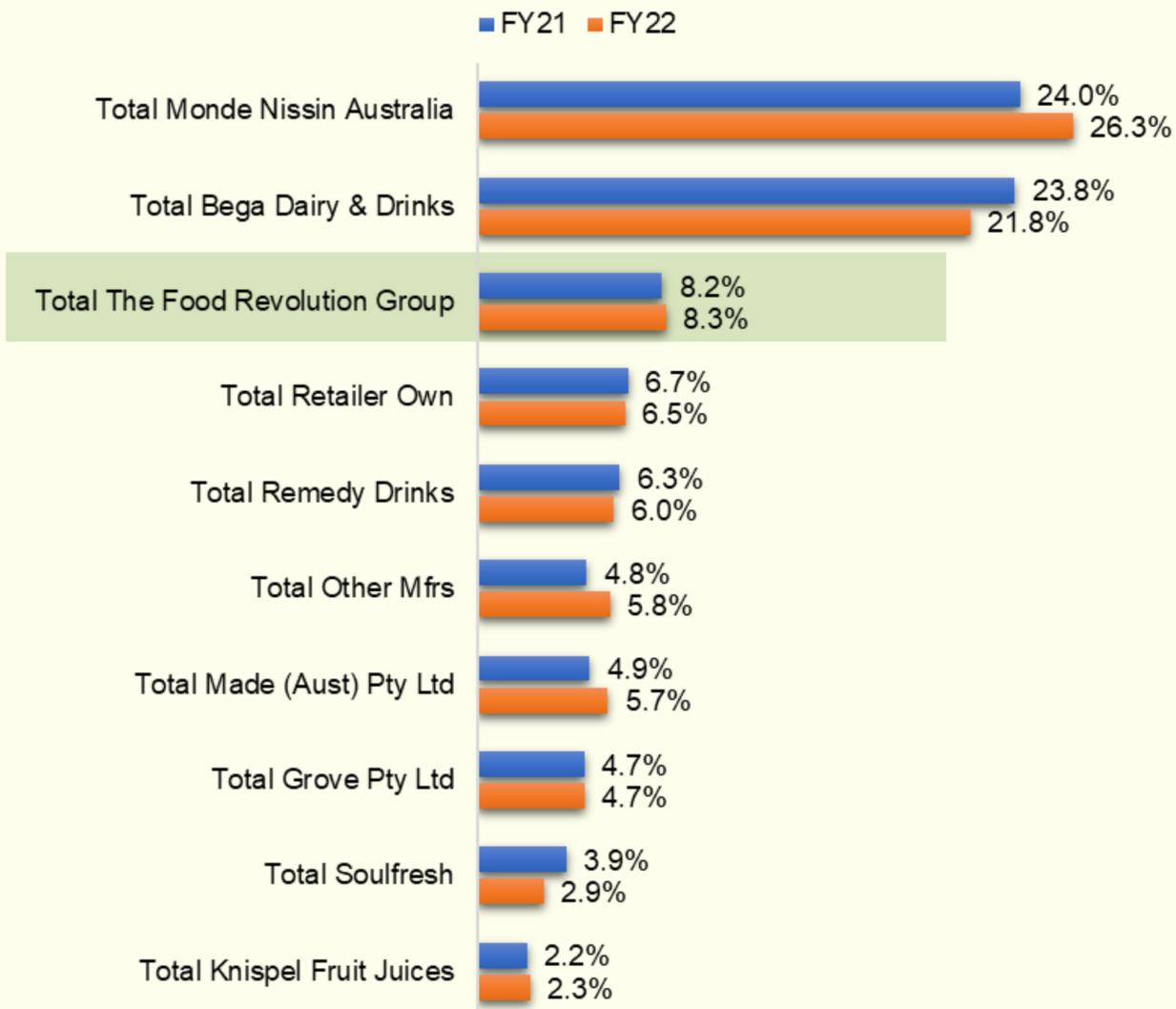


Australian export NFC

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

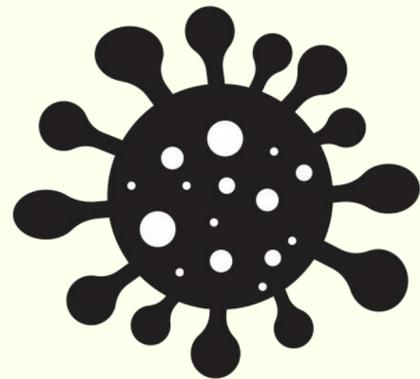
*Excluding Metcash



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

FY22 Gross Sales

+5%
To \$44.2m in FY22

FY22 Beverage Sales

+9%
From \$40.6m in FY21

Gross Profit Margin

32%
28% in FY21

EBITDA

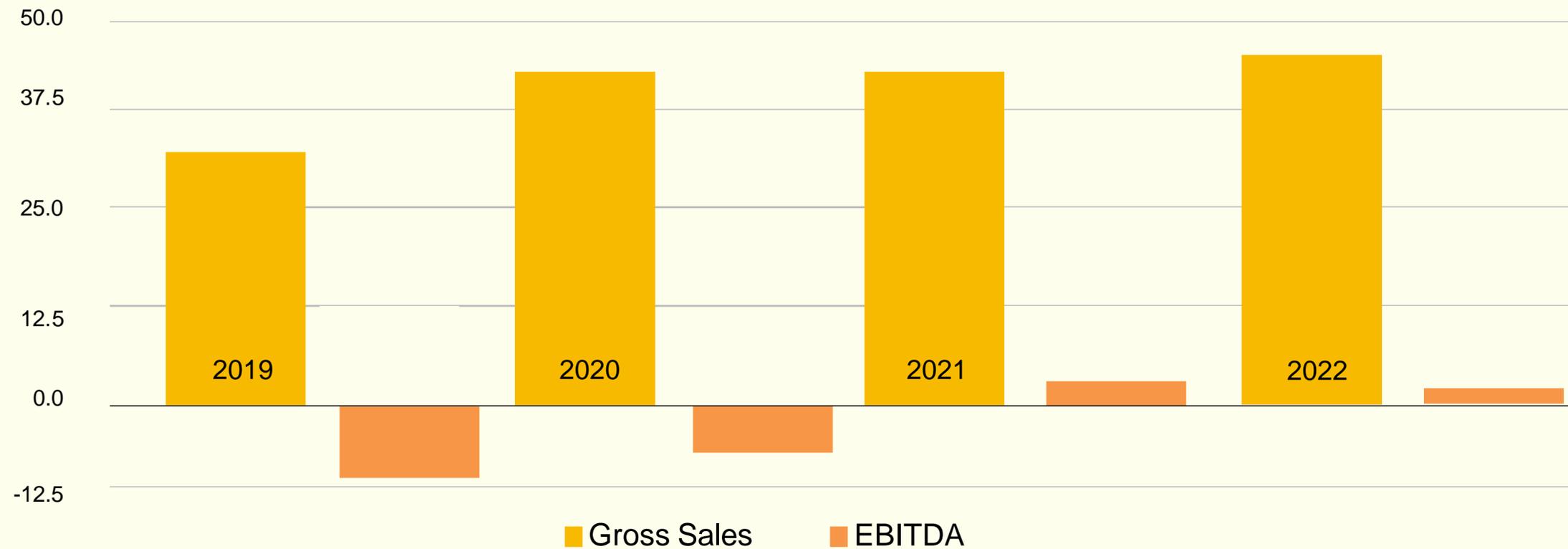
\$0.7m
From \$1.8m in FY21

Cash (Balance)

\$0.9m
Down from \$4.4m in FY21

Cash (Operating)

-\$0.5m
Improvement from -\$2.2m in FY21



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

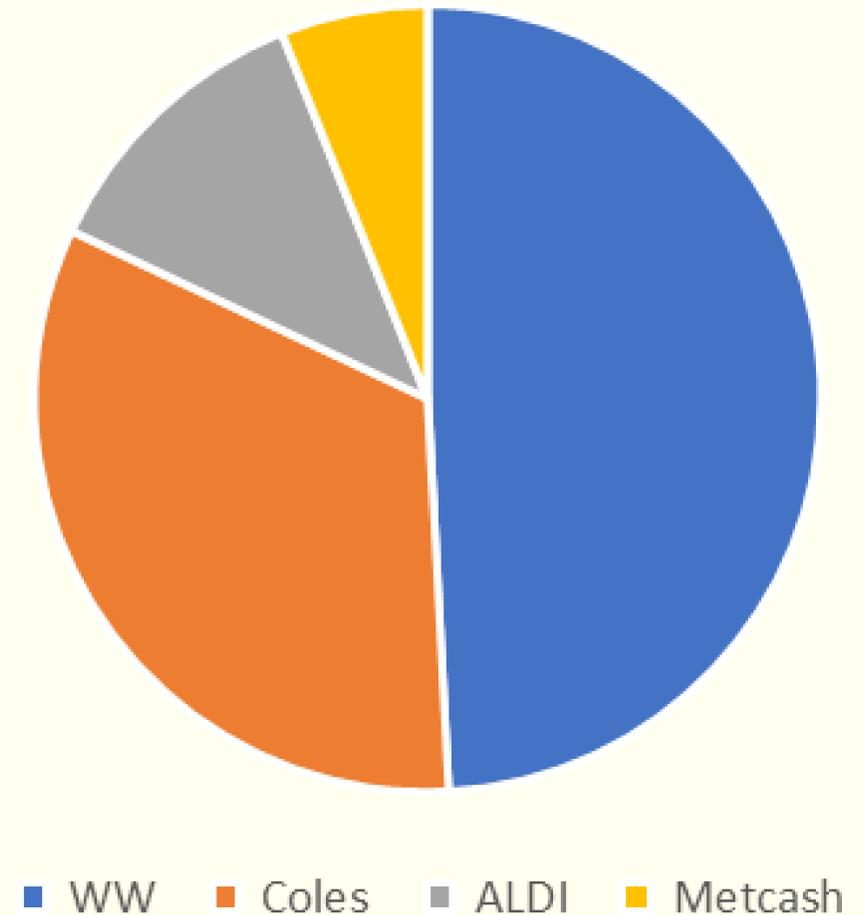
- Align with national foodservice distributor
 - Food service
 - Petrol & convenience
 - Direct to customer
 - Quick service restaurant (QSR)
- COSTCO growth
- Outlets within major Supermarkets
 - Branded and private label

EXPORT CHANNEL EXPANSION

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



Gross sales by customer – FY2022



A collage of fresh ingredients on a light brown, textured background. In the top left, there are several bright yellow oranges with green leaves. A splash of orange juice is visible. In the top center, a whole green apple sits next to a sprig of purple basil. To its right is a slice of a green apple showing its core and seeds. In the bottom left, there is a pile of brown powder, likely turmeric, and a piece of ginger with green leaves. Another pile of brown powder is in the bottom right.

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

1

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

2

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

3

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



Thank You



THE **FOOD**
REVOLUTION
GROUP