FREEDOM FOODS GROUP LIMITED
FY21 RESULTS

30 AUGUST 2021

MAKING FOOD BETTER

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Operating Profit, Statutory EBIT and Statutory EBITDA are unaudited, non-IFRS financial information.

Agenda

FY21 Highlights

Financial

&

Operating

$559m ▲8%

Net Revenue

$22.4m ▲141%

Adj Op EBITDA[1]

4.0% ▲14bps

Adj Op EBITDA Margin[1] %

DAIRY

256ML ▲5%

Dairy UHT sales

NUTRITIONALS

28T ▲170%

Lactoferrin sales

PLANT BASED

87ML ▲6%

Plant Based sales

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1. Adjusted for non-trading and non-recurring items (including restructuring costs, product recall costs and unrealised foreign exchange loss), pre AASB 16

FY21 Key Highlights - Strategy

FY21 was a defining year, marking a start of our 'Reset, Transform, Grow' transformation program that will return the Company to long-term, sustainable and profitable growth

- Recapitalisation successfully completed
- Strategic plan now developed. Non-core assets identified – Cereals & Snacks business divested, Seafood under review
- Successfully launched **MILK**LAB Oat into the Out Of Home Channel as well as Australia's Own Oat Barista into the retail channel
- Completed rebuild of senior leadership team and majority independent Board
- Developed and commenced implementation of the Transformation Program

Company's Transformation and Evolution

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FY21 was about resetting the Company for transformation and growth

FY21

RESET

The financial, structural, operational and cultural **Reset** of the Company was substantially completed in FY21 with the Convertible Note recapitalisation and re-listing

FY21 - 23

TRANSFORM

Actions to **Transform** the Company, are underway, with operational improvements across the business already driving improved sales, earnings performance, and with our new values incorporated into all work practices

FY23 - 25

GROW

Those improvements provide the springboard to **Grow** the business through three streams: Products, Channels and Geographies

Reset - What has been achieved so far?

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The Company has made significant progress on the turnaround since June 2020

Reduction in losses

- ✓ FY21 results showed a strong recovery in financial and operational performance driven by increased volumes, stronger margins and improved operational performance
- ✓ Major improvement in profitability and cashflow
- ✓ FY21 Adjusted Operating EBITDA (pre AASB 16)[1] from continuing operations $22.4m compared to a loss of $54.0m in FY20
- ✓ Operational losses at Shepparton have reduced significantly from FY20

Development of detailed business plan and operating strategy

- ✓ Detailed business plan has been developed to drive financial performance and operating decisions
- ✓ Transformation Program has been established to implement and drive turnaround
  - ✓ A number of segment-level initiatives have been identified and implementation commenced
  - ✓ Pollen Consulting has been appointed to assist scoping and execution
- ✓ Sale of Cereals and Snacks completed

Board and Management renewal

- ✓ Recruitment of executive Leadership team is now complete, with the recent appointments of CCO and CMO.
- ✓ Board changes implemented:
  - ✓ New Independent Chair
  - ✓ Majority of Independent Directors on the Board
  - ✓ New Independent Chair of Finance and Audit committee
- ✓ Management changes include:
  - ✓ Several new and replacement operational roles to drive efficiency and planning have been filled
  - ✓ A number of finance roles have been filled with skills appropriate to our business

Cultural and Governance change

- ✓ Cultural and leadership change program implemented, driving new values, measurable behaviours, accountability, collaboration and co-ordination across the business
- ✓ Full employee survey completed to assist in delivering change
- ✓ New incentive program implemented, tied to financial and operational turnaround and aligned with shareholder value and culture change outcomes
- ✓ Updated accounting and governance policies
- ✓ Tightened management controls, delegations of authority and operating procedures
- ✓ New management framework and policies under development and implementation in progress

Notes:
1. Adjusted for non-trading and non-recurring items (including restructuring & litigation costs, product recall claim and unrealised foreign exchange loss)

Transformation Initiatives underway

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Transformation program benefits expected to be realised over a 3 year period

CORPORATE STRATEGY

- ✓ Marketing campaign of key brands across the portfolio
- ✓ Minimise currency risk for export customers through conversion to A$ contracts
- Strategic new product development focused on expanding our range across our beverage and nutritionals portfolio
- ESG strategy and reporting to be developed
- E-Commerce opportunities to service our customers

Transform & Grow 2025

BUSINESS SEGMENT STRATEGIES

Dairy & Nutritionals

- Transformational turnaround to reduce wastage, improve quality, implement operational efficiencies and optimise production
- Increasing OEE (Overall Equipment Effectiveness) - utilising equipment more effectively
- Continue to optimise milk supply (profile, cost, quality)
- Better integrate the UHT and nutritional facilities from an organisational, operational and commercial perspective

Plant Based Beverages

- ✓ Capitalise on the significant market share and customer brand awareness of **MILK**LAB Almond in the Out of Home channel to launch new products meeting consumers evolving palate
- Undertake disciplined capital investment to increase production capacity to meet growing demand
- Upgrade Mix Plants to improve efficiency and run lengths

Financial Performance

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FY21 Financial Performance (continuing operations[2])

$ million	FY21	FY20[1]	Change	Change (%)
Net Revenue	559.1	516.7	42.4	8.2
Adj Operating EBITDA[3]	**22.4**	**(54.0)**	**76.4**	**141.4**
Adj Operating EBITDA margin %[3]	4.0	(10.4)	14.4bps	
Net Loss after tax	(38.8)	(136.4)	97.6	71.6
EPS (cents per share)	(14.0)	(49.7)	35.7	71.8
Cash and Cash Equivalents	31.7	17.2	14.5	84.3
Financial Debt (excluding CN)	98.9	292.3	(193.4)	(66.2)
Convertible Notes Debt	251.0	-	251.0	
Shareholder equity	1.5	54.1	(52.6)	(97.2)
Proforma Net Equity (Con Note classed as equity not debt)	252.5	54.1	198.4	366.7
NTA per share (cents per share)	(10.2)	8.5	(18.7)	(220.4)

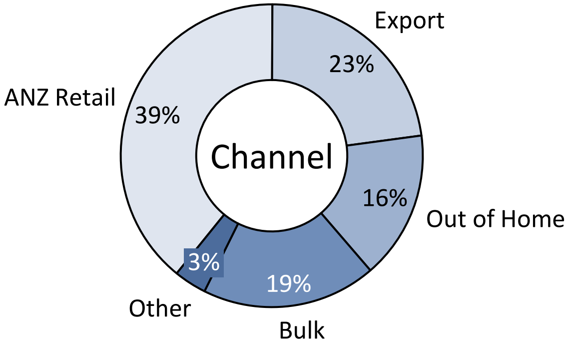
- Total **revenue** from continuing operations[2] rose 8.2% to $559.1m, with solid sales growth across both the Plant-based Beverages and Dairy and Nutritionals divisions.
- $76.4m earnings turnaround, with **Adjusted EBITDA**[3] from continuing operations[2] of $22.4m up 141% on restated FY20 loss of $54.0m
- Adjusted **EBITDA margin**[3] of 4.0% reflects improved performance
- Statutory **net loss after tax** of $38.8m, 72% improvement on restated FY20 loss of $136.4m
- **Cash at bank** of $31.7m plus $47.9m of undrawn facilities provide sufficient liquidity for day-to-day business operations
- $265m **Convertible Note** and $27m Options issuance plus amended bank facilities provides a restructured capital base to execute transformation strategy

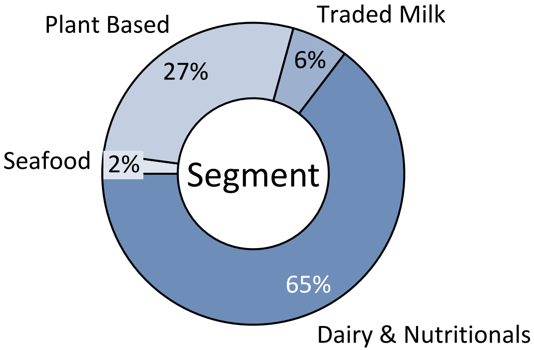
Notes:
1. All FY20 figures restated for IFRC accounting changes, reclassification of certain expenses and retained products from the Cereals & Snacks business
2. Excludes Cereals & Snacks operations divested on 31 March 2021
3. Adjusted for non-trading and non-recurring items (including restructuring costs, product recall claim and unrealised foreign exchange loss), pre AASB 16.

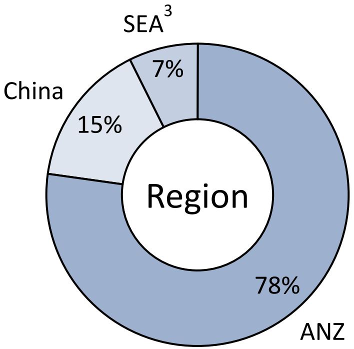
Significant Items

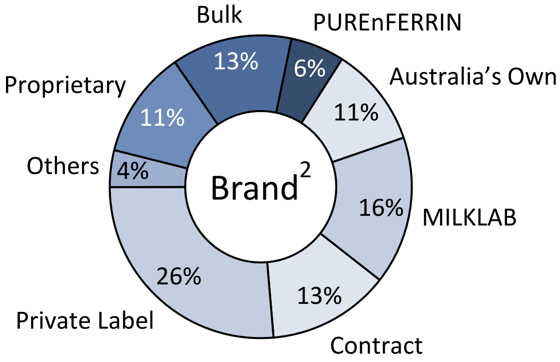
- $9.2m of costs related to the **restatement** of prior periods' accounts (incl accounting and law firms) and **recapitalisation** activities
- $11.3m of **recapitalisation** costs directly related to the convertible notes and disclosed under net finance costs
- $7.4m of **legal** expenses in respect to litigation defence
- $3.2m Cereals & Snacks **divestment** related costs
- $1.0m product recall **insurance** claim refund net of excess
- $1.9m **impairment** of non-financial asset

Revenue composition[1]









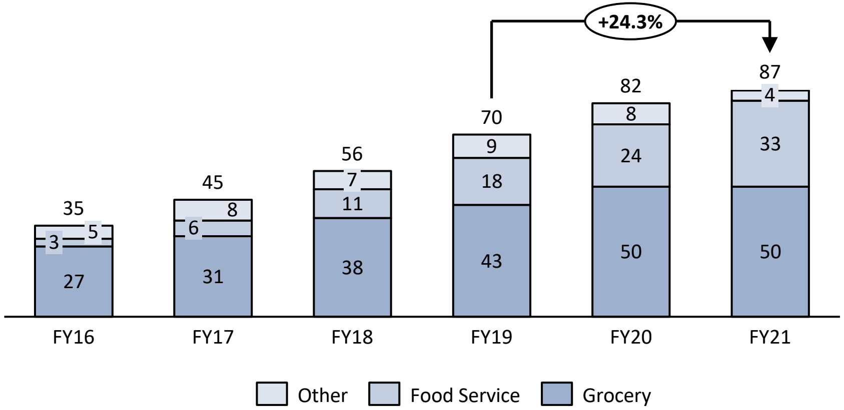
1. Excludes Cereals & Snacks operations divested on 31 March 2021
2. Brands – Australia's Own, MILKLAB and Private Label cover both Dairy & Plant sales. Proprietary consolidates other owned brands such as Vital Strength, Crankt and Paramount
3. Includes Middle East & South Africa

Financial Performance | Plant Based Beverages

Financial results

($m)	FY21	FY20[1]	Change ($)	Change (%)
Net Revenue	152.9	132.3	20.6	15.6
Adjusted Operating EBITDA[2, 3]	25.7	8.7	16.9	193.5
Adjusted Operating Margin (%)[2, 3]	16.8	6.6		10.2bps

Freedom Australian Plant Based Sales (millions of litres)



Summary of performance

- Revenue increased 15.6% to $152.9 million as the plant-based beverages segment overcame the impact of COVID-19 on the out-of-home market to deliver robust growth across all channels and all brands
- **MILK**LAB domestic sales increased 50 percent in the year and export sales increased 46 percent with the **MILK**LAB brand now sold in over 20 countries
- Adjusted Operating EBITDA[2] pre AASB16 rose 194% to $25.7 million, with profitability continuing to improve as economies of scale increase
- The brand continued to win market share and build customer loyalty as health-conscious consumers increasingly opt for plant-based milks
- Successful launch of Oats products across the **MILK**LAB and Australia's Own brands through retailers

Notes:
1. All FY20 figures restated for IFRC accounting changes and reclassification of certain expenses
2. Adjusted for non-trading and non-recurring items (including restructuring costs, product recall claim and unrealised foreign exchange loss), pre AASB 16
3. Segment Results are post allocation of group shared services overhead except for realised FX and Board / ASX related costs

Financial Performance | Dairy & Nutritionals

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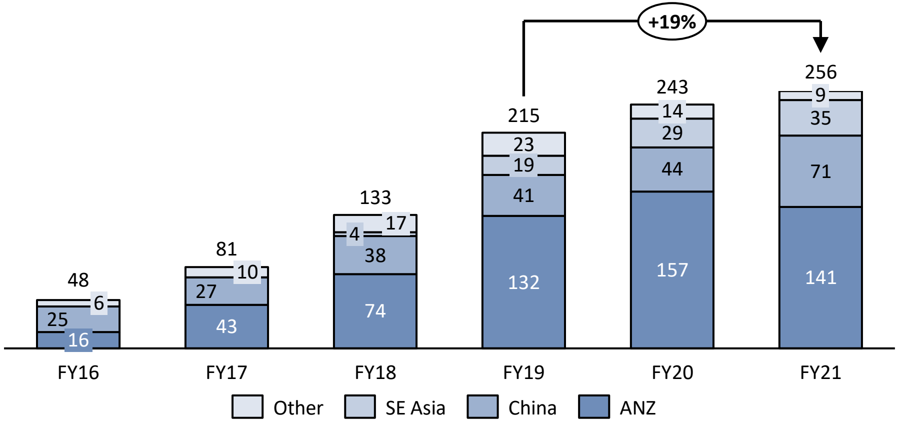
Financial results

($m)	FY21	FY20[1]	Change ($)	Change (%)
Net Revenue	394.3	369.3	25.1	6.8
Adjusted Operating EBITDA[2]	(4.1)	(56.7)	52.6	92.8
Adjusted Operating Margin (%)[2]	(1.0)	(15.3)		14.3bps

Freedom UHT Dairy Sales (millions of litres)



Summary of performance

- Revenue for the twelve months to 30 June 2021 rose 6.8% to $394.3 million as the business reset
- Improved profitability with Adjusted Operating EBITDA[2] pre AASB16 loss of $4.1 million compared to a loss of $56.7 million in the PCP
- The Shepparton plant in Victoria is now operating on a much-improved basis, with sales of the Company's PURENFERRIN lactoferrin product rising 215 per cent in the year
- Sales of consumer nutritionals, including Vital Strength, UPROTEIN and Crankt Protein, rose 5 per cent in the year despite a fall in demand caused by the temporary closure of gyms and specialty stores during COVID-19.
- The business launched a transformation and operational turnaround strategy focused on a number of areas, including reducing wastage, production efficiencies, removing or reducing unprofitable products

Notes:
1. All FY20 figures restated for IFRC accounting changes, reclassification of certain expenses and retained products from the Cereals & Snacks business
2. Adjusted for non-trading and non-recurring items (including restructuring costs, product recall claim and unrealised foreign exchange loss), pre AASB 16
3. Segment Results are post allocation of group shared services overhead except for realised FX and Board / ASX related costs

Financial Performance | Speciality Seafood

Financial results

($m)	FY21	FY20[1]	Change ($)	Change (%)
Net Revenue	11.8	15.0	(3.3)	(21.7)
Adjusted Operating EBITDA[2, 3]	(0.2)	(0.3)	0.1	37.6
Adjusted Operating Margin (%)[2, 3]	(1.6)	(2.0)		0.4bps

Summary of performance

- Revenue for the twelve-month period fell 21.7% per cent to $11.8 million as COVID-19 disrupted global supply chains, causing stock shortages
- Adjusted Operating EBITDA[2] pre AASB 16 recovered to close to breakeven, with demand for shelf-stable products increased during COVID-19
- The Company continues to review all options for its Specialty Seafood business and recently launched a dual-track process for Seafood – 'retain and improve' or divestment.

Brands

Notes:
1. All FY20 figures restated for IFRC accounting changes and reclassification of certain expenses
2. Adjusted for non-trading and non-recurring items (including restructuring costs, product recall claim and unrealised foreign exchange loss), pre AASB 16
3. Segment Results are post allocation of group shared services overhead except for realised FX and Board / ASX related costs

Balance Sheet & Capital Management

$'m	30 Jun 2021	30 Jun 2020[1]	Change (%)
Current assets	133.8	138.2	(3.2)
Assets held for sale	6.5	-	n.m.
Non-current assets	398.4	524.6	(24.1)
Total assets	**538.7**	**662.8**	(18.7)
Current liabilities	(100.2)	(414.8)	(75.8)
Non-current liabilities	(437.0)	(194.0)	125.3
Total liabilities	**(537.2)**	**(608.8)**	(11.8)
Net assets	**1.5**	**54.1**	(97.2)
Share capital	598.7	598.7	-
Reserves	(60.4)	(55.8)	8.1
Accumulated losses	(536.8)	(488.8)	9.8
Total equity	**1.5**	**54.1**	**(97.2)**

Summary

- **Proforma net assets** of $252.5m when including convertible notes[2] of $251m. The convertible notes will cease to be a liability at such time when the noteholders convert the notes into equity or are repaid.
- The sale of the Cereals & Snacks together with the renegotiation of one property lease (ROU) reduced the **non-current assets** balance on the prior year.
- The shift between current liabilities and non-current liabilities is a result of the **successful completion of the recapitalisation**. The new funding arrangements providing a more flexible capital structure.
- **Shareholders' equity** decreased from $54.1m to $1.5m, reflecting primarily the loss incurred by the Group in FY21, which includes the impact of operating and non-recurring expenses (incl. litigation/restructuring costs).

Notes:
1. All FY20 figures restated for IFRC accounting changes and reclassification of certain expenses
2. Convertible notes were marked to market as per accounting requirements (refer to Note 23 in the FY21 Financial Statements).

Cashflow & Working Capital

Continuing Operations ($m)	30 Jun 2021	30 Jun 2020[1]
Cash flow from operations[2]	11.5	(38.9)
Cash flow from operations including adjustments and financing costs	(47.0)	(23.3)
Operating activities	**(35.5)**	**(62.3)**
Investing activities	(2.7)	(22.3)
Financing activities	61.8	86.5
Net increase / (decrease) in cash and cash equivalents from **continuing operations**	**23.7**	**1.9**
Net increase / (decrease) in cash and cash equivalents from **discontinued operations**	(9.2)	(40.2)
Cash and cash equivalents at the beginning of the financial year	17.2	55.4
Cash and cash equivalents at the end of the financial year	**31.7**	**17.2**

Summary

- **Cash flow from operations**[2] before financing and non-recurring adjustments were $50.4m higher than prior period reflecting improved operational performance.
- Improved **working capital management** reflected in debtor days of 55 days (FY20: 60 days), trade and other payables decreasing by 39% bringing suppliers within terms and inventories down 24% following divestment of Cereals & Snacks and an increased focus on inventory management.
- **Cash flow from investing activities** were $19.6m lower primarily attributable to a significant reduction in capital expenditure following the completion of capital projects in earlier years.
- **Cash** and cash equivalents increased by $14.5m to $31.7m following the Group's recapitalisation. In addition, the Group has $47.9 million of available working capital facilities to provide sufficient liquidity to fund the business on a day-to-day basis.

Notes:
1. All FY20 figures restated for IFRC accounting changes, reclassification of certain expenses and retained products from the Cereals & Snacks business
2. Adjusted for non-trading and non-recurring items (including restructuring costs, product recall claim and unrealised foreign exchange loss), pre AASB 16.

Strategic Priorities

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Leadership & Culture Reset

Michael Perich leads a team of enthusiastic and motivated executives with significant experience in FMCG and transformation.

Renewal of the leadership team has been completed with the recent addition of Denis Phelps (ex Danone Asia) and Gerard Smith (ex PepsiCo), who together with Stuart Muir (ex Lion Dairy/Bega) bring significant sector experience to the team.

The culture and passion of the whole team is helping to attract world class talent to continue the growth strategy.

Fiona McGregor has lead the rebuild of the Company's values (OurVoice Survey) and cultural reset.

Stuart Muir
Chief Operating Officer

Josée Lemoine
Chief Financial Officer

Justin Coss
Group General Counsel
Company CoSec

Michael Perich
Chief Executive Officer

Fiona McGregor
Chief People & Culture Officer

Denis Phelps
Chief Customer Officer

Gerard Smith
Chief Marketing Officer

Simplified brand portfolio, for greater focus and consolidated investment

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Focus Brands

Current and future revenue growth engine.

MILKLAB · Australia's Own · Vital Strength · Australian Pureferrin (Native Lactoferrin Immune System Protein)

Nurture Brands

Smaller revenue in the short term, build for the long term

crankt (protein + energy) · UPROTEIN (Better Formulas, Better Value)

Trade Brands

Lower strategic importance, maintain ranging and optimize profitability

So Natural · Paramount · Brunswick (Est. 1893)

Aligning with UN Goals

Our Commitment to Protecting the Planet

Our Commitment to Nurturing Life

ESG FRAMEWORK

- ✓ Our ambition is to source energy from renewable resources, reduce pollution, minimize water use, and promote sustainable farming practices.
- ✓ Our ambition will be to use sustainable resources in our packaging material and eliminate waste to landfill.
- ✓ Our ambition is to create a diverse and inclusive workplace to ensure all people within our business can be who they want to be.
- ✓ Our ambition is to enrich the lives of our customers through nutritious products, and to ensure that our supply chain support ethical sourcing.

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COVID-19 - Challenges and Opportunities

- Our highest priority remains the health and safety of our employees, suppliers, customers and stakeholders
- Closely monitoring the impact of the latest COVID-19 outbreaks and associated lockdowns in Australia and overseas
- Current experience has seen consumer shift into retail and e-commerce with a reduction in out of home channels, particularly cafes and gyms
- We are focusing on e-commerce channels for our consumer products. With demand in e-commerce, we are increasing promotions through digital media as well as increasing availability of products in e-commerce
- Supporting our team with regular updates on guidelines. We are working closely with all of our staff to facilitate and supporting vaccinations within working hours when requested.

Closing Remarks

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Key drivers of potential future profitability into FY22 and beyond

Operational initiatives - Transformation Program	✓ Operational turnaround initiatives will be critical to improving processes at the sites, particularly at Shepparton ✓ Transformation Program was launched with Pollen Consulting engaged to help support the execution ✓ Initiatives range from procurement savings and manufacturing efficiencies, to product mix optimisation and ingredient value recovery. Moderate capital investment will likely be required
Export market growth to support Dairy	✓ Export growth expected to help drive overall volumes and will likely also require additional working capital due to export trading terms
Continued volume growth in Plant Based Beverages	✓ EBITDA growth expected to be largely volume driven with key contributions from **MILK**LAB and plant-based Australia's Own ✓ Continue roll out of oat products and increased investment in the field force will be important in defending market share and driving growth in existing and new channels
Investment into our Brands	✓ Increased investment in brand development ✓ Focused New Product Development
People & Culture	✓ Continuation of cultural transformation, with supporting leadership development initiatives ✓ Increased accountability and collaboration groupwide ✓ Enhanced governance

APPENDICES

1. Accounting changes
2. Reclassifications
3. Shared Services allocation

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1. IFRIC Accounting Change - SaaS

Statement of profit or loss for the year ended 30 June 2020 (both continuing and discontinued operations):

	Consolidated		
	2020 Reported $'000	Adjustment $'000	2020 Restated $'000
Revenue from sale of goods	516,651	-	516,651
Cost of sales	(503,357)	-	(503,357)
	13,294	-	13,294
Administrative expenses	(30,184)	(1,150)	(31,334)
Other operating expenses	(119,008)	-	(119,008)
Share of profits of associates accounted for using the equity method	586	-	586
Loss before income tax benefit from continuing operations	(135,312)	(1,150)	(136,462)
Income tax benefit	101	-	101
Loss after income tax benefit from continuing operations	(135,211)	(1,150)	(136,361)
Loss after income tax benefit from discontinued operations	(39,297)	-	(39,297)
	(174,508)	(1,150)	(175,658)

Statement of financial position for the year ended 30 June 2020:

	Consolidated		
	2020 Reported $'000	Adjustment $'000	2020 Restated $'000
Current assets	146,536	-	146,536
	-	-	-
Non-current assets	-	-	-
Intangible assets	36,753	(6,154)	30,599
Other non-current assets	498,613	(768)	497,845
	681,902	(6,922)	674,980
Current liabilities	(426,921)	-	(426,921)
Non-current liabilities	(193,982)	-	(193,982)
	(620,903)	-	(620,903)
	60,999	(6,922)	54,077
Issued Capital	598,712	-	598,712
Reserves	(55,851)	-	(55,851)
Accumulated losses	(481,862)	(6,922)	(488,784)
	60,999	(6,922)	54,077

FY21 Financial Statements Note 3(a) *Change in Accounting Policy*

During the year, the Group revised its accounting policy in relation to upfront configuration and customisation costs incurred in implementing **SaaS** arrangements in response to the **IFRIC** agenda decision clarifying its interpretation of how current accounting standards apply to these types of arrangements. The new accounting policy and the restated historical financial information to account for the impact of the change are disclosed in note 3 of the consolidated financial statements.

In FY21, the change in accounting policy resulted in net decrease in loss after tax expense from continuing operations by $0.8m due to reversal of software amortisation charge partially offset by software asset write off. The intangible assets and net assets in the statement of financial position also reduce by $6.1m. Impact on adjusted EBITDA was -$0.5m (FY20: -$2.2m).

2. Comparatives: Other reclassifications

FY21 Financial Statements Note 3(b) *Reclassifications*

(i) **Selling expenses**

During the year, the Group reclassified its selling expenses from distribution expenses (previously called selling and distribution expenses) to selling and marketing expenses (previously called marketing expenses). Accordingly, statement of profit or loss and other comprehensive income for FY20 is restated to conform with the current year presentation. Selling expenses for FY20 were $18.5m.

(ii) **Inventory spares**

The Group reclassified its inventory spares from property, plant and equipment to inventory as they are consumables in nature and do not meet the definition of property, plant and equipment. Accordingly, statement of financial position for FY20 is restated to conform with the current year presentation. Inventory spares for FY20 were $3.9m (refer to note 11).

(iii) **Trade spend accruals**

The Group reclassified its trade spend accruals from trade and other payables to trade and other receivables as these expenses are net settled by the customers. Accordingly, statement of financial position for FY20 is restated to conform with the current year presentation. Trade spend accruals for FY20 were $12.2m.

3. Group Shared Services allocation across segments

	Dairy and Nutritional Ingredients $'000	Plant Based Beverages $'000	Specialty Seafood $'000	Unallocated Shared Services $'000	Continuing Operations $'000	Cereals and Snacks $'000	Consolidated $'000
EBITDA per FY20 Financial Statements	**(52,446)**	**17,013**	**203**	**(27,175)**	**(62,405)**	**(34,270)**	**(96,675)**
IFRIC SaaS Adjustment	-	-	-	(2,244)	(2,244)	-	(2,244)
Retained products from Cereals and Snacks	1,420	-	-	-	1,420	(1,420)	-
Group services segment allocation	(11,513)	(7,623)	(512)	20,731	1,083	(1,083)	-
EBITDA FY20 Restated	**(62,539)**	**9,390**	**(309)**	**(8,688)**	**(62,146)**	**(36,773)**	**(98,919)**
Adj EBITDA (post AASB16) per FY20 Financial Statements	**(41,713)**	**24,317**	**222**	**(24,238)**	**(41,412)**	**(30,349)**	**(71,761)**
IFRIC SaaS Adjustment	-	-	-	(2,244)	(2,244)	-	(2,244)
Retained products from Cereals and Snacks	1,420	-	-	-	1,420	(1,420)	-
Group services segment allocation	(11,513)	(7,623)	(512)	20,731	1,083	(1,083)	-
Adj EBITDA (post AASB16) FY20 Restated	**(51,806)**	**16,694**	**(290)**	**(5,751)**	**(41,153)**	**(32,852)**	**(74,005)**
Adj EBITDA (pre AASB16) per FY20 Financial Statements	**(46,056)**	**17,231**	**222**	**(25,829)**	**(54,432)**	**(32,103)**	**(86,535)**
IFRIC SaaS Adjustment	-	-	-	(2,244)	(2,244)	-	(2,244)
Retained products from Cereals and Snacks	1,420	-	-	-	1,420	(1,420)	-
Group services segment allocation	(11,513)	(7,623)	(512)	20,731	1,083	(1,083)	-
Rental expense segment allocation	(534)	(867)	(5)	1,591	185	(185)	-
Adj EBITDA (pre AASB16) FY20 Restated	**(56,683)**	**8,741**	**(295)**	**(5,751)**	**(53,988)**	**(34,791)**	**(88,779)**

Refer to Section 3.3 in the FY21 Directors' Report and Note 4 of the FY21 Financial Statements freedom FOODS GROUP LIMITED

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