Freedom Foods Group Limited

Managing Director & CEO AGM Presentation

24th November 2016

freedom FOODS GROUP LIMITED

Making food better

Agenda

Chairman's Address

Managing Director & CEO's Address

- Video of 2016 Highlights
- MD Presentation on FY 2017 Developments
- New Product Development
- Questions
- Formal Meeting Requirements

Introduction

Our Mission Statement

MAKING FOOD BETTER

freedom®

FOODS GROUP

A stamp of quality to go on all the company owned products. Freedom Foods stands for the healthy alternative to mainstream retail brands.

Freedom Foods Makes Food Better

- From paddock to plate
- With investment in better technology Food & Technical
- Innovation targeting better for you & great taste
- Less ingredients, cleaner products, allergen free
- On trend: Low salt, low sugar, whole grains & Fresher

Our Company

Strategically well positioned to build scale in key food & beverage platforms with long term sales and earnings growth from Australia and other key international markets

Category Platforms
Plant Based Beverages
Dairy (Beverages & Nutritionals)
Specialty Cereal and Snacks

Markets
Australia / NZ
China, South East Asia
North America

Category Brands
Freedom Foods
Australia's Own

A Truly Unique Capability Targeting Diverse Categories

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Ingredients	FREEDOM FARMERS (paddock to plate) Long term partnerships that secure supply and ensure quality
Product Categories	**Dairy** (Milk, Evap, Cream & Flavoured) **Non-Dairy** (Stock, Nut & Flavoured Drinks) **Cereal** (Allergen Free & Nut, Cluster & Flakes) **Snacking** (Muesli Bars, Paste Bars, Extruded & Bites)
Manufacturing Sites	**Shepparton** (1L, 330ml, 250ml, 200ml Aseptic UHT) **Taren Point** (1L, 330ml, 250ml, 200ml Aseptic UHT) **Darlington Point Mill** (Oats, Gluten Free Grains, Flour, Maize & Popping Corn) **Leeton** (Only Allergen Free Cereal & Bar facility Aust) **Dandenong** (Expert Oat Cluster & Bar manufacturer)
People & Delivery	World class R+D, Operations, Sales & Marketing teams to deliver products for Freedom Brands & Co-Manufacture brands here in Australia and exported around the world

Significant Investment in Food and Beverage Manufacturing Capability

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New UHT Facility at Ingleburn, South West Sydney

Largest Investor in UHT Technology and Capacity in Australia

New UHT Facility at Ingleburn, South West Sydney

Largest Investor in UHT Technology and Capacity in Australia

- Long Term Infrastructure to provide for 300m Litres Capacity
  - Plant based beverages, Premium Milk beverages

- Starting to come on stream from April 2017
  - 100% of production transferred from Taren Point by Sept 17

- Installed Capacity for up to 180m Litres per annum

  - Traditional "Tetra" Carton Board Packaging Formats

  - New UHT and ESL Plastic Bottle Packaging Capability
    - October 2017

  - Lower cost, efficiency and integrated warehouse and distribution

New Capacity at Shepparton

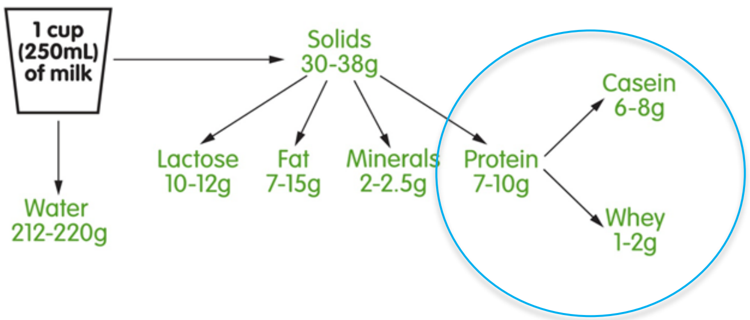
Largest Investor in UHT Technology and Capacity in Australia

UHT Facility at Shepparton, Victoria

Largest Investor in UHT Technology and Capacity in Australia

- Established in April 2014
- Growing demand (domestic and export) with monthly Volumes averaging 9m Litres from November, with further growth into 2017
- Additional processing and packaging upgrades from 1st quarter 2017
- With large base dairy volume established, focus is on driving the business towards specialty and high value added products
    - UHT Cream (whipping, pouring)
    - Ambient Drinking Yogurt
    - High Protein products

Building Capability in Specialty Protein Solutions



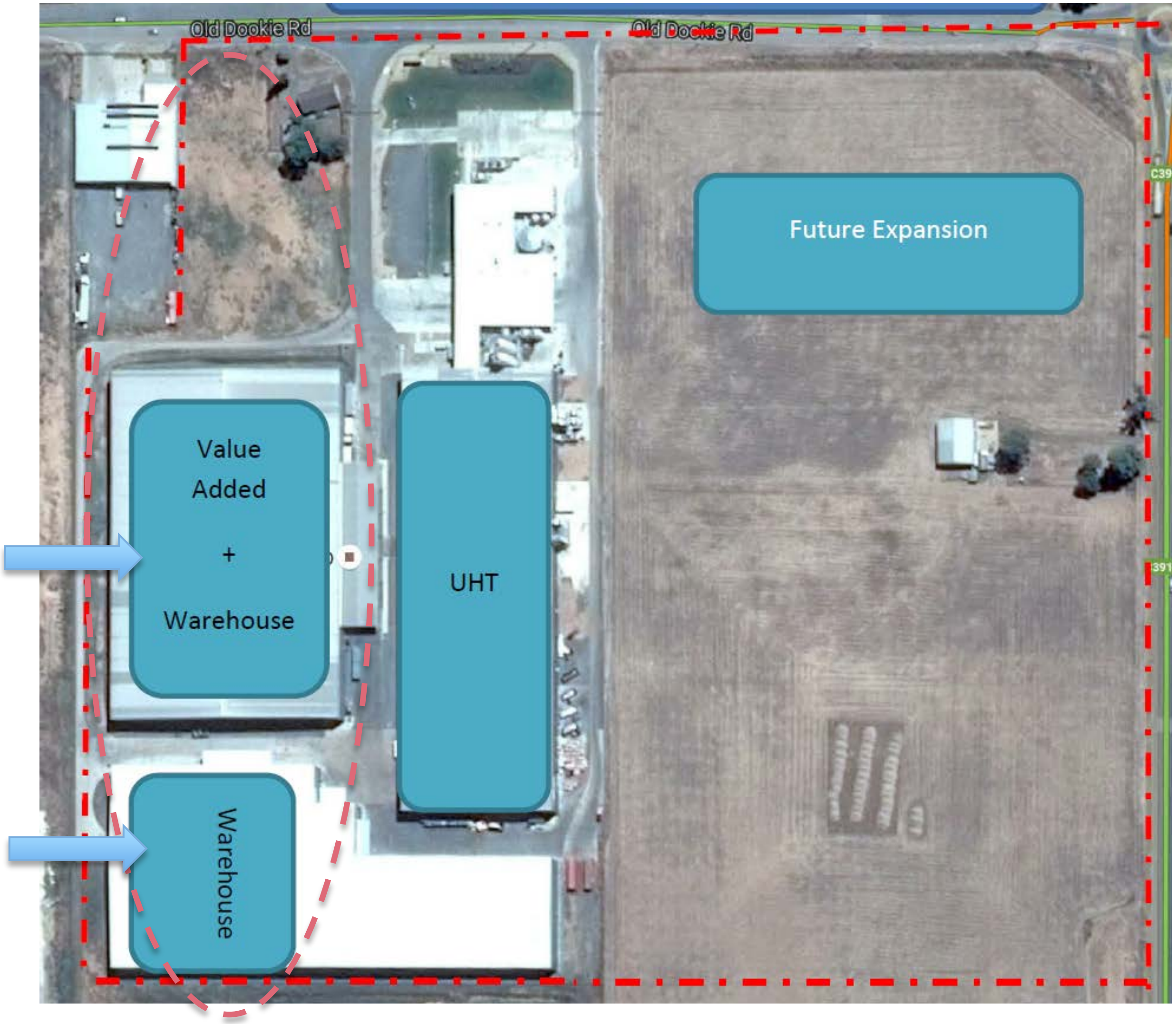
- Major milk proteins are unique to milk. Milk proteins are valuable as they have appropriate amino acid composition for growth & development
- Build capability in Highest Purity Specialty Proteins for Value Added Food & Beverage Solutions
- Utilise processing and packaging capabilities
- Capability on-stream from early 2018
- Potential for acquisition opportunities in core categories

Internalise Existing Protein Requirements

Build into New Formats and Categories

Current market examples, not made by the Company

Additional Infrastructure at Shepparton



- Company now owns or leases (long term lease) all of the land and building infrastructure at the Shepparton site
- In house warehousing capacity has come on stream from November 2016
- Expanded facilities provide for fast tracking additional production capabilities

New Oats Processing capability at Dandenong

Building capacity to drive Australian and Export (China and SE Asia) Demand

New Oven and In Feed

Significant and Unique Manufacturing Capabilities

Approx $220m of capital expenditure either in progress (Ingleburn, Dandenong, Shepparton) or in early stages of utilisation (between 1-2 years)

Post 2018, a capability with replacement cost estimated at +$450 Million *

* Management Estimate

Building New Channels and Markets

Strategic Platform Established

The Cereal, Snack and Milling business is now strategically positioned to build a significant growth platform in multiple products, channels and distribution

Allergen Free Cereal & Snacks
Leeton Manufacturing Facility

Oat based Cereal & Snacks
Dandenong Manufacturing Facility

Darlington Point Milling Facility

Branded Portfolio – Australia

Number 1 Health Food Cereal Brand with +40% Market Share and Growing

Execution of dynamic & on trend innovation

+10 new products launched in FY17 in a retailer reduced range environment

New Cereal & Snacking range on shelf in Woolworths & Coles stores now

Building presence in value added cereal in Breakfast category

Leveraging Arnold's Farm to fill a gap in the Oats & Muesli segment in the Breakfast category exclusively in Woolworths with +14% share

Arnold's Farm on shelf in Woolworths stores

Food Service

Building New Channels Through Innovation in Coffee Milk Application
→ Strong Brand Recognition and Sales Achieved within this Higher Margin Channel

THE **WORLD'S FIRST** MILK BRAND ESPECIALLY DESIGNED
FOR USE WITH **ESPRESSO** BASED COFFEE

Expansion of packaging capability to drive innovation

Expanding plant based beverages into the chiller for increased convenience & to directly compete with dairy

In Woolworths stores 1st of November

Australia’s Own for China….A Premium Dairy Platform

Continued Strong Growth Trajectory through 2016 making it the Largest Imported Kid’s Milk Brand in China

Cereal in China, market expected to accelerate in China

"Arnold's Farm" brand was the No. 1 Cereal Product on Tmall International during the CNY promotional period and one of the Top 3 selling products in Tmall

Building Online Channel for Cereals

行业粒度 累计值

最近1天（2016-11-11~2016-11-11） | 咖啡/麦片/...品>冲饮麦片 | 所有终端 | 全网

热销商品榜 | 流量商品榜 | 热销店铺榜 | 流量店铺榜

请输入店铺名称 搜索

热销排名	店铺名称	信用等级	交易指数	交易增长幅度	支付转化率指数	操作
1	qqg海外旗舰店	天猫 TMALL.COM	534,200	↑36314.34%	655	查看详情
2	seamild西麦旗舰店	天猫 TMALL.COM	495,093	↑32371.84%	757	查看详情
3	quaker桂格旗舰店	天猫 TMALL.COM	398,400	↑15683.21%	536	查看详情
4	freedomFOODS海外旗舰	天猫 TMALL.COM	360,066	↑19509.48%	568	查看详情
5	Sainsburys官方海外旗	天猫 TMALL.COM	347,557	↑92812.53%	367	查看详情
6	老婆大人进口食品店		336,122	↑>99999%	429	查看详情
7	天猫国际海外直营	天猫 TMALL.COM	293,708	↑>99999%	565	查看详情
8	Metcash官方海外旗舰店	天猫 TMALL.COM	274,695	↑>99999%	813	查看详情
9	桥本贸易海外专营店	天猫 TMALL.COM	267,793	↑9738.29%	412	查看详情
10	家乐氏食品官方旗舰店	天猫 TMALL.COM	258,564	↑94605.85%	803	查看详情

- No 4 Ranked on Tmall in Cereal Category on 11/11
- Significant achievement against well credentialed and established players in China
  - Seamild, Quaker and Calibee
- 11/11 sales equal to 66% of 3 week promotion in Chinese New Year

So Natural and Vitalife

Company Brands Building Through Online Channels into China

JD.COM 京东

天猫 TMALL.COM

- So Natural Dairy Milk No 1 imported dairy milk brand on JD Worldwide (cross border channel)
- So Natural brand building beyond dairy into Cereals and related products
- So Natural Muesli one of 10 Special “best in class” food products promoted by JD.

Access to Value Added Supply Chain – Dairy Milk

Collectively the combined Moxey Farm and Perich Group's Leppington Pastoral Company dairy milk production is the largest dairy milking operation in Australia

- Specialty Milk Streams
    - A2, High Protein, Organic
- Best in Class Quality for Premium Dairy Products
- Scalable to build additional capability to supplement processing base in Australia

Freedom Farmers

Aiming to be a fully integrated paddock to plate provider to ensure full quality control of our supply chain

Harvesting in 2017

Maize (Corn)
Sorghum
Buckwheat
Oats

Darlington Point Mill (DP Mill)

Largest supplier of popping corn in Australia with over 40% share

Branded Portfolio – North America

Distribution base provides for growth in range into 2017

Innovation is our Passion

New Product Development Overview

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Outlook

"Australia's Own" and "Freedom Foods" brands will increasingly be at the forefront of driving our returns from our innovation and manufacturing capabilities

- We believe the ability to control manufacturing inputs and our commitment to deliver innovation across a range of formats for our brands and our key customers will be a key strategic advantage in the medium to long term, particularly in value adding Australia's unique agricultural base
- We continue to invest to achieve this outcome which will drive scale and generate profitability:
  - Expansion at Ingleburn → meet increasing demands for plant-based beverages
  - Shepparton → absorb growing Asian demand for Australian dairy products
  - Expansion into Dairy Nutritionals → build a more integrated dairy processing platform
  - Capital investment at Leeton, Dandenong and DP Mill → deliver manufacturing efficiencies
  - We are actively evaluating acquisitions that add value to and significantly accelerate and or leverage our sales, marketing and operational platforms
- We will ensure we maintain a strong balance sheet capability to execute our strategy.
- Our operating profits will increase through the investment cycle, balanced against a requirement to invest in people, systems and process to manage a scaled and diversified business platform.
- A strong start to the 2017 financial year in sales across all business areas will further accelerate into the second half FY 17. The Company anticipates the ongoing benefits of the strategy and its multi stage capital investment programme to accelerate increased group profits and returns in FY 2017 and beyond.

Questions

Formal Business

Proxy Voting Results

Resolution 1:

Non Binding Resolution to Adopt Remuneration Report

"That the Remuneration Report as set out in the Annual Report for the year ended 30 June 2016 be adopted."

	For	Against	Abstain
Votes by Proxy	**48,592,465**	175,793	11,000
	99.64%	*0.36%*	

Resolution 2:

Re-election of Anthony Perich as a Director

“That A. Perich, who retires in accordance with clause 93(3) of the Constitution and, being eligible for re-election, be re-elected as a Director.”

	For	Against	Abstain
Votes by Proxy	**150,794,503** ***99.50%***	760,044 *0.50%*	-

Resolution 3:

Re-election of Perry Gunner as a Director

"That P. Gunner, who retires in accordance with clause 93(3) of the Constitution and, being eligible for re-election, be re-elected as a Director."

	For	Against	Abstain
Votes by Proxy	**151,551,665** ***99.99%***	2,882 *0.00%*	-

Resolution 4:

Directors’ Remuneration Pool

“For the purposes of ASX Listing Rule 10.17 and clause 94(1) of the Company’s Constitution and for all other purposes, the maximum aggregate fees that may be paid to non-executive directors of the Company be increased from $500,000 to $750,000 per annum (inclusive of statutory entitlements).”

	For	Against	Abstain
Votes by Proxy	**48,448,832** ***99.60%***	193,426 *0.40%*	137,000

Resolution 5:

Freedom Foods Equity Incentive Plan (EIP) Approval

"That approval be given for the adoption and establishment of the Freedom Foods Equity Incentive Plan (EIP), as described in the Explanatory Memorandum, and issues of securities under the EIP for all purposes under the Corporations Act and ASX listing rules, including for the purpose of ASX listing rule 7.2 exception 9."

	For	Against	Abstain
Votes by Proxy	**147,912,103** ***99.88%***	176,708 *0.12%*	14,000

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