



# Annual Meeting

August 2022



# Board of Directors



**Tony Carter**  
Independent Chair



**Jennifer Bunbury**  
Independent  
Non-Executive Director



**Sarah Hindle**  
Independent  
Non-Executive Director



**Chris Marshall**  
Non-Executive Director



**Jon Macdonald**  
Independent  
Non-Executive Director



# Agenda

- 1 Chairperson's address
- 2 CEO's update
- 3 Financial statements
- 4 Ordinary resolutions
- 5 Other business





# 1 Chairperson's address





# Tony Carter

## Chair

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CEO's update







# Kevin Bowler

## CEO

# Key Financial Highlights

## REVENUE

**\$194.0m** 

+1.7% vs prior year

**Average  
Order  
Value  
\$126.60**

+\$2.23 vs prior year

## CONTRIBUTION MARGIN

**27.2%**

+1.6% improvement year-on-year



## EBITDA\*

**\$34.2m**

At a margin of 17.6%

**FY22 PFI forecast  
delivered**



## NPAT

**\$20.0m** 

Up +19.8% vs prior year pro forma NPAT\*\*

**High Value  
Customer  
growth**

Up +6.7% vs prior year\*\*\*

## DIVIDENDS PAID



**7.0cps**

Fully imputed

\* EBITDA is a non-GAAP measure. It has been calculated on a consistent basis to the EBITDA measure presented in the FY22 Prospective Financial Information (PFI). A reconciliation from GAAP NPAT to non-GAAP EBITDA can be found on page 8 of the Annual Report.

\*\* Pro forma NPAT is a non-GAAP measure that includes pro forma adjustments. These adjustments include adding incremental costs associated with running a listed company and removing the one-off transaction costs associated with the offer. A reconciliation from GAAP NPAT to non-GAAP pro forma EBITDA and pro forma NPAT can be found in the appendices.

\*\*\* High value active customers are defined as customers who have taken at least 20 deliveries in the previous 12 months.



# Delivered *the goods*



**Delivered against the PFI.** Revenue up by 1.7% to \$194.0m and pro forma EBITDA\* up 18.1% to \$34.2m versus prior year



Improved our customer offering to drive order frequency, launched recipe choice across portfolio of brands and added enhanced functionality for customers to flex nights and upgrade recipes



Grew the contribution margin to 27.2% while managing challenges from the macro-environment



Built and successfully transitioned a new South Island factory to support future growth needs



Expanded into new categories with the Kitchen leveraging the My Food Bag platform to provide more solutions for customers



Established the Soft-Plastics Recycling Programme to divert waste from landfill

\* EBITDA is a non-GAAP measure. It has been calculated on a consistent basis to the EBITDA measure presented in the FY22 PFI. A reconciliation from GAAP NPAT to non-GAAP EBITDA can be found on page 8 of the Annual Report in respect of FY22.

# FY22 at a glance



**Strengthening  
leadership  
and culture**

**Working  
through  
covid -19**





# FY22 at a glance

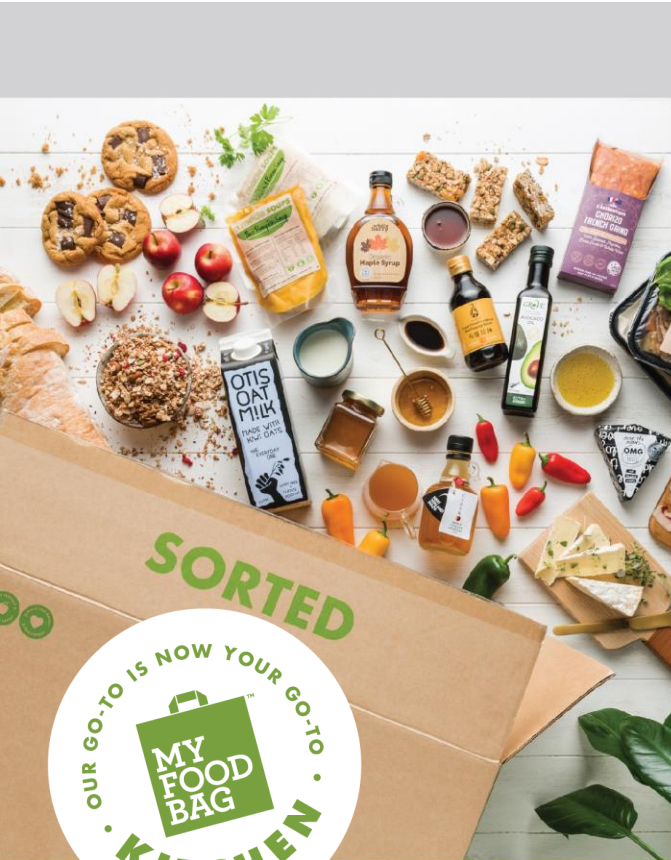
## Packaging and environment



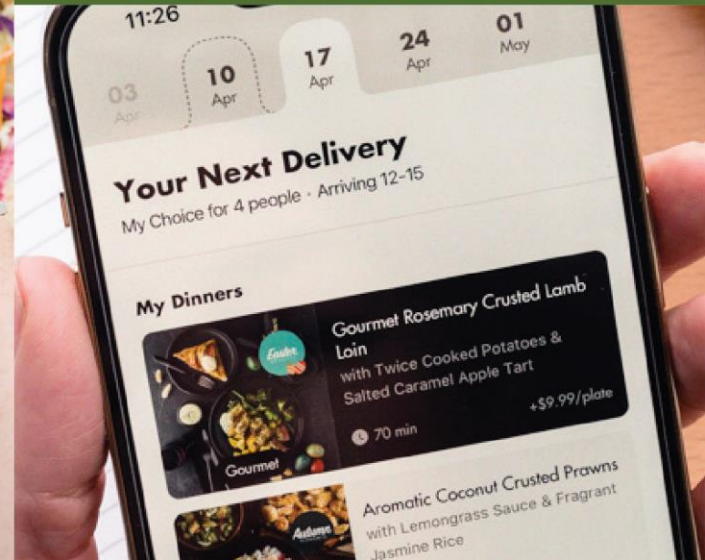
**Healthier  
Communities**



# FY22 at a glance



Enhancing  
customisation  
across brands



Expanding  
beyond meals



# Our growth strategy

Focused on growth and improvement

## Win in Meals



*Energise meal kit category through winning brand portfolio*



*Establish leadership in ready-made meals*

## Expanding our Horizons



*Expand the Kitchen*



*Extend into new categories*

## Enhancing our Strong Foundations



*Culture & capability revitalisation*



*System and operational step change*



*Integrated ESG ambition*



# Our growth strategy

Focused on growth and improvement

## Win in Meals



### ***Energise meal kit category through winning brand portfolio***

- A clear portfolio approach to differentiate brands with a clear mission
- Improving our personalisation and customisation options to add more value
- A relentless focus on improving the customer experience



### ***Establish leadership in ready-made meals***

- Extend menu choices into more meal occasions
- Strengthen margin while protecting and growing IP
- Exploring vertical integration opportunities

## Expanding our Horizons



### ***Expand the Kitchen***

- Provide more solutions by accessing more meal occasions
- Extend the Kitchen range depth and breadth, fueled by the introduction of better picking technology



### ***Extend into new categories***

- The Kitchen allows us to introduce new categories, building a more logical connection for consumers between our existing products and new categories
- Continue to assess M&A options, targeting businesses that we can add value to



# Our growth strategy

Focused on growth and improvement

## Enhancing our Strong Foundations



### ***Culture & capability revitalisation***

- Recognising the workforce needs of the future, a reset of our approach to attracting, retaining and engaging talent



### ***System and operational step change***

- Transform our operating model by introducing picking technology that assures the scalability of the operation to meet future customer and business requirements
- Smooth transition to the new Christchurch factory
- Active management of key business risks



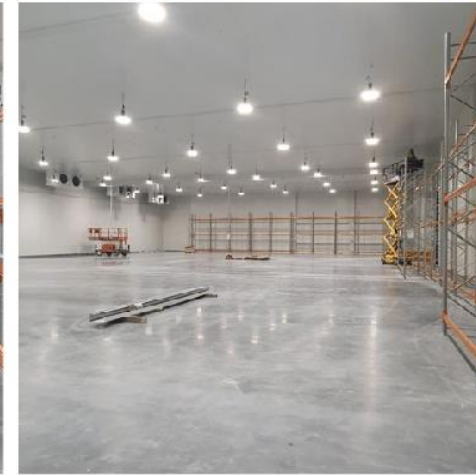
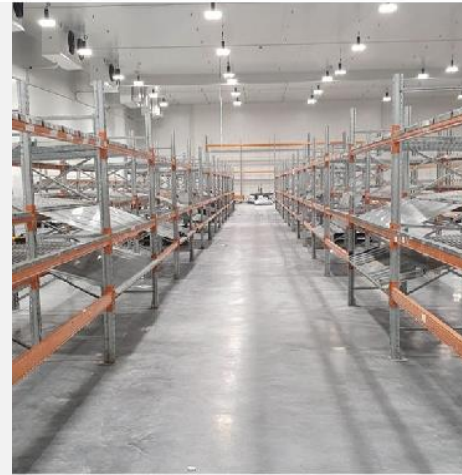
### ***Integrated ESG ambition***

- Further reduce our end-to-end carbon footprint
- Encourage better food choices by providing healthier options with a strong bias to local sourcing
- Continue to minimise food waste
- Encourage diversity across the business

# New purpose-built South Island operations footprint

Continuing to improve our operating footprint and supply chain model

- Purpose-built South Island factory fully operational, completed April 2022 on-time and on-budget
- Design layout allowing for more productive operational flow
- Footprint supports growth needs including scaling of the My Food Bag Kitchen and vertical integration





# Greater choice and flexibility for our customers

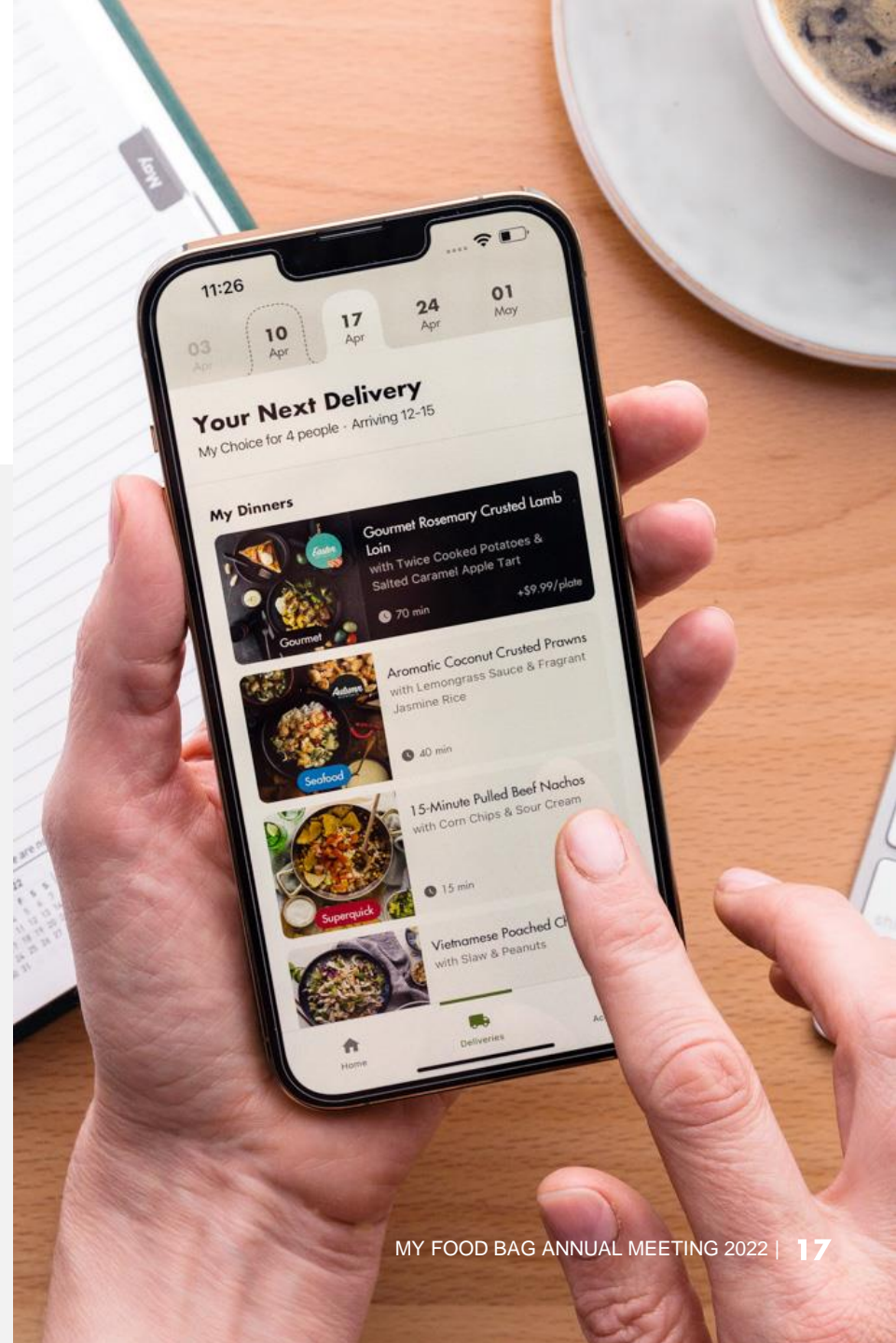
In FY22 Choice was rolled out across our portfolio with >85% of our customers on a Choice offering, which drives improved order frequency

Our focus on **customisation** features strengthening AOV:

- Gourmet Upgrade allows customers to choose to upgrade one of their meals to a gourmet culinary experience. We've rolled this out across all brands
- Weekly Flex enables customers to flex the number of meals up each week to better meet their needs

We're building a more **personalised** experience for our customers:

- Ability to select meal preferences to better meet customer dietary needs, protein and recipe style preferences, etc.
- Continued personalisation of our customer communications and journeys to improve efficiency and attachment rate



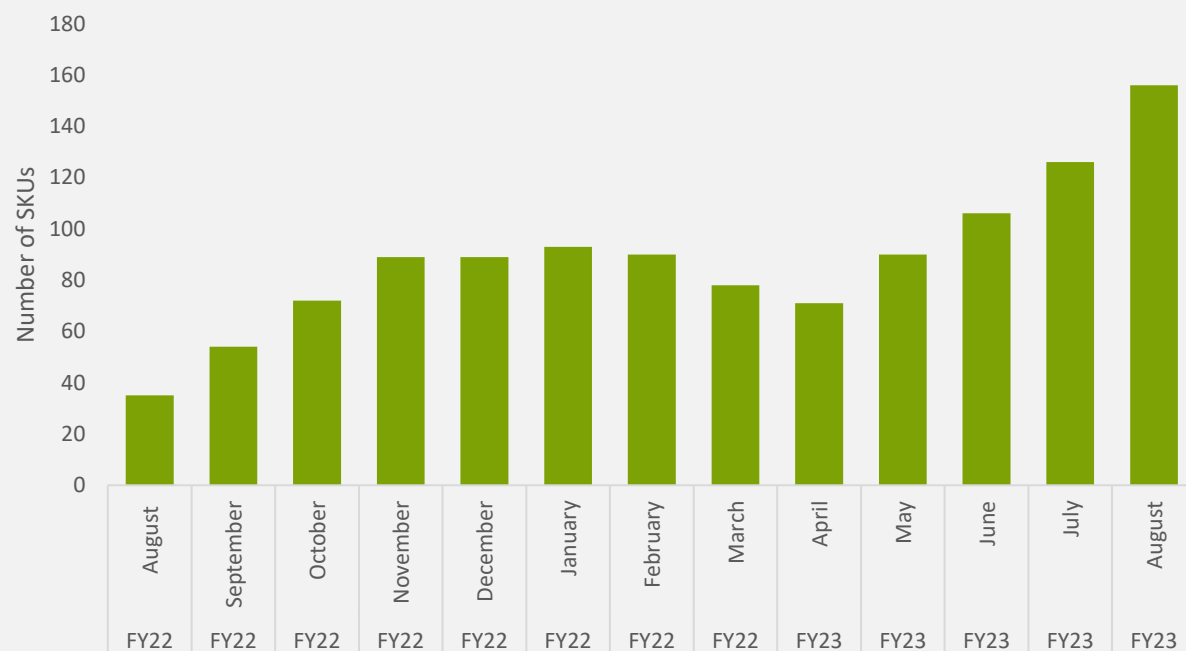


# Growing beyond weeknight dinners... The Kitchen

Continuing to accelerate growth through a wider range as we grow attachment rates



SKU growth in the Kitchen has been a priority following the disruption of Omicron on production



## Range expansion

>380 SKUs to date and growing

>150 items available weekly

Multiple Categories

Available across meal kit portfolio



## Awareness and attachment build

Weekly attachment rate 10% - 15%

AOV >\$20 (FY23 Q1)



## Best in class customer experience

iOS app enhancement

CX, improving attachment

# Transformational investment in proven technology

Enabling a vast improvement in customer choice, productivity and quality

- Provides ability to extend recipe choice and allows for greater personalisation and customisation of recipes
- Significant simplification of our operating processes unlocking productivity and cost efficiencies
- Creates capacity to extend the Kitchen range depth and breadth
- Will improve customer experience through higher picking accuracy and improved in box experience
- Total investment of ~\$5m to be in play end of FY23 in North Island and Q1 FY24 South Island





# FY23 Trading conditions and outlook

Slower start to FY23 driven by omicron supply side impacts and economic environment

*Based on trading update released 15th August 2022*

- Slower start to trading with deliveries down -3.8% as at the end of July 2022 compared to the same time last year.
  - Lighter focus on active customer growth during Q4 FY22 given supply chain uncertainty arising from omicron contributed to lower deliveries with fewer customers initially purchasing in FY23. Active customers number recovered to 73.1k as at 31 July 2022.
  - The economic environment and inflationary pressure on households has seen some impact on mix with relatively stronger Bargain Box performance and overall pattern of customers trading down to smaller bags. Both negatively impacted earnings.
- Although revenue was up 2.5%, EBITDA was down approximately -8.5% when compared to the same time last year.
- As a consequence of the lower deliveries' performance to date and economic cost headwinds, earnings are expected to be under last year.
- Action is being taken to improve trading performance with priority on active customers number and increasing order frequency.
- Cost pressures continue to be managed through pricing and ingredient substitution where possible.
- Investment in supply chain improvements will capture cost efficiencies and unlock future growth in FY24.
- Board intends to pay an interim dividend of 3 cents per share in line with last year, to be confirmed at half year.



# Online attendees – voting and asking questions

The screenshot displays the My Food Bag online meeting interface. At the top left is the My Food Bag logo. To its right is the HELP NUMBER 0800 200 220. Further right are three green buttons: 'Ask a Question', 'Get a Voting Card', and 'Exit Meeting' with an external link icon. Below this is a central video feed showing a woman in a kitchen apron smiling. Two red arrows originate from the video feed: one points to a green button labeled 'Voting Card' with a white plus icon, and the other points to a green button labeled 'Question box' with a white question mark icon. To the right of these buttons is a 'Downloads' section with links for 'Notice of meeting' and 'Annual report'. The footer at the bottom right reads 'MY FOOD BAG ANNUAL MEETING 2022 | 21'.

MY FOOD BAG

HELP NUMBER  
0800 200 220

Ask a Question

Get a Voting Card

Exit Meeting ↗

Voting Card

Question box

+  
Get a Voting Card

?  
Ask a Question

Downloads

- Notice of meeting
- Annual report

MY FOOD BAG ANNUAL MEETING 2022 | 21

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# Financial statements



# Financial statements



- Opportunity for shareholders to ask any questions specifically on the financial statements, the auditor's report or the company's 2022 annual report.
- There will be an opportunity to ask any general questions once all items on the agenda have been considered.



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# Ordinary resolutions



# Ordinary resolution 1

## Re-election of Tony Carter

That Tony Carter, who retires at the annual meeting and is eligible for re-election, be re-elected as a Director of *My Food Bag*.



The Board unanimously supports resolution 1 and recommends that shareholders vote in favour.

# Ordinary resolution 2

## Election of Cecilia Robinson

That Cecilia Robinson, who has been nominated and is eligible for election, be elected as a Director of *My Food Bag*.



The Board unanimously supports resolution 2 and recommends that shareholders vote in favour.



# Ordinary resolution 3

## Auditor's remuneration

That the Directors of My Food Bag be authorised to fix the fees and expenses of the auditor of My Food Bag for the ensuing year.

The Board unanimously supports resolution 3 and recommends that shareholders vote in favour.

# Voting – Proxies received

Resolution	For	Against	Proxy discretion
Re-election of Tony Carter	105,777,619	29,181	851,094
Election of Cecilia Robinson	105,766,611	40,850	851,094
Auditors' remuneration	105,639,679	162,511	856,054



# 5 Other business





# Thank you







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