



oliver'sTM

REAL FOOD LIMITED



annual report

FOR THE YEAR ENDED 30 JUNE 2018

**realfood.
realcoffee.**

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The background of the infographic is a wooden surface. In the top left, there is a glass of green smoothie with a green and white striped straw. In the bottom left, there is a white cup of coffee with latte art. Scattered across the wood are several dark brown coffee beans. At the bottom, there is a small basket containing fresh green leafy vegetables like basil and arugula.

REVENUE
INCREASED
73.2%
TO \$35.9M
FROM \$20.7M
EOY2017

CASH
BALANCE
OF
\$2.9M
AT 30 JUNE 2018

**OPENED
NINE
NEW
STORES**

TRANSITIONED
TO
NEW CEO

**EBITDA OF
+\$2.7M**
FOR 2018
VS LOSS OF
-\$2.3M
FOR 2017

SAME
STORE
SALES
+4.3%

COMMENCED
BRISBANE
FARMGATE
OPERATION

TRANSITIONED
SUPPLY FLEET
TO A
LEASING
MODEL

LAUNCHED
**SELF
ORDER
KIOSKS**

ADDRESSED
UNDER
PERFORMING
STORE:
CLOSED HORSHAM
MAY 2018

GROSS
MARGIN
+9.2%

**OPENED
NEW**
CENTRAL
KITCHEN IN
BRISBANE

SALE OF
PROPERTY

BULAHDELAH
+\$2.075M
MARYBOROUGH
+\$1.85M

NET LOSS
OF **-\$0.6M**
FOR 2018
VS LOSS OF
-\$2.9M
FOR 2017





WELCOME



TO THE WORLD'S FIRST

**CERTIFIED
ORGANIC™**

FAST FOOD CHAIN

LIKE, EVER!

CHAIRMAN LETTER

Dear Shareholder,

The Directors of Oliver's Real Food Limited ("Oliver's" or the "Company" or "OLI") are pleased to present the 2018 Annual Report for our first full year as an ASX listed company.

It has been an incredibly full year. Oliver's has been transformed over this period by embracing our founder driven entrepreneurial organisation, and adding far stronger governance and leadership structures, as expected of a publicly listed company.

Despite significant growth and operational challenges, we are pleased that Oliver's reported EBITDA has increased by \$5.0 million year on year to a profit of \$2.7 million in 2018 from a loss of (\$2.3 million) in 2017. Underlying EBITDA, excluding one-off expenses and non-recurring items, was \$3.4 million.

The result comes at the same time as the company has opened nine new stores, increased sales by 75% to \$36 million, maintained our core vision and attracted a highly talented leadership team.

The biggest single responsibility the Board has dealt with in this year was the process of searching for, short listing and finally appointing Greg Madigan as Oliver's CEO. During the international search process, the company attracted over 30 qualified applicants from amongst the largest Quick Service Restaurant and Fast Food brands in the world. Each of these candidates were attracted to the Oliver's brand which has been created by our founder, and former CEO, Jason Gunn.

The Board is pleased with the manner in which Jason has welcomed the transition to Greg's leadership.

Greg Madigan started on the 9th April 2018 and has made an immediate positive impact.

He has made internal and external appointments to create a team of (seven) "Chiefs" (the C-suite), who have clear and well-defined responsibilities.

Together, Greg, the Board and the C-suite have put every aspect of the Oliver's business through an efficient strategic review. This resulted in the 2019 internal Business Plan, which is owned by



Mark Richardson
Chairman
Oliver's Real Food

the entire company at every level. Critical elements of the Business Plan were disclosed in the presentation which accompanies the Financial Report in August.

I am absolutely delighted with the progress being made in implementing the plan and look forward to sharing some of the specific successes with shareholders at our AGM in November.

In Greg's letter to shareholders, he will outline some of the key operational improvements underway.

We are well positioned in the global mega trend towards healthier eating and sustainable awareness. Now is the time for Greg and the C-suite to build on that position.

By providing consistently delicious and nutritious food, Oliver's can deliver on its purpose of empowering customers to live happier and healthier lives.

I would like to make the observation that your Board is functioning extremely well. Our second Board Effectiveness Survey showed improvement in a number of areas, and the relationship with the CEO and his leadership team is one that strives to be exceptional, passionate, ethical and customer focused at all times.

I can assure all shareholders that, small and new as we are, we have implemented what we consider to be best practice strategy, leadership and governance, that will provide the platform for Oliver's to grow and thrive.

Yours Sincerely,

A handwritten signature in black ink that reads "Mark Richardson". The signature is written in a cursive, flowing style.

Mark Richardson

Chairman

CEO LETTER

Dear Shareholder,

It is always exciting to come in as a new CEO to an already established organisation, and Oliver's was no exception. The passion and drive that existed within the team under the founder and former CEO, Jason Gunn was very evident, but what a pleasure it has been to take over, and build upon, this amazing team, in the short time I have been with Oliver's.

It became evident early that, in order for us to truly thrive in this ultra-competitive market, Oliver's needed to be internally positioned to make strategic and operational decisions that would maintain our position as a leader in our market segment. For this reason, I set about building a management structure that was, not only capable of building the brand for now, but had the experience and capacity to lead us into the future.

Our ability to keep investing for the future depends heavily on delivering today. As we head into my first full year as CEO, I have built an internal Business Plan that sets the direction for the brand in the coming year, as well as embarks on a program of systemising and professionalising every aspect of the company. The Executive team, known as "The Chiefs", are fully committed to achieving an aggressive program that will deliver some results in FY2019, but place us in an exceptionally strong position for FY2020 and beyond.

Recently we partnered with the amazing team at Ripe Solutions. As our specialist Quick Service Restaurants (QSR) marketing agency, the team worked with us to validate our brand positioning and messaging for the future, and has repositioned our Social Media engagement through both Facebook and Instagram. This has been well received by our loyal followers and social media will play a much larger part in our communication strategy moving forward.

One challenge facing all QSRs is the significant consumer trend towards healthy eating, in particular, towards plant-based (vegan)



Greg Madigan
Chief Executive Officer
Oliver's Real Food

consumerism. Whilst other brands seemingly struggle to encapsulate this growing market segment within their brand offering, Oliver's is satisfying this growing demand for plant-based options from consumers. The healthy QSR offering is our core business and we are clear leaders in this area. Our team is focussed on ensuring we remain influential in driving this trend and keeping Oliver's at the forefront of convenient healthy food.

I would be irresponsible to think that our strong market position meant that we don't have room to improve. I have spent the last few months listening... listening to my Board of Directors, listening to my team, listening to our customers. It is clear that there are amazing opportunities for us to focus on, and this is the core of our FY2019 Business Plan.

We have a strategy to address our pricing model, starting with the re-launch of our signature Pita-Pocket range. Addressing the consumer value proposition is foremost in my current focus, reformulating our current product range; researching, developing and testing new products that thrill our customers; and ensuring that our products are priced competitively, whilst maintaining the high quality that our customers expect.

We are re-messaging our extensive network of billboard signage across the Eastern Seaboard. Consumer research showed that the current billboard message resonated strongly with existing customers but wasn't clear for those yet to visit an Oliver's store. The new message showcases our product offering and clearly defines the benefits of stopping at Oliver's. This initiative is just part of a greatly improved marketing calendar that includes our first ever

regional television advertising, being broadcast in the Shepparton market, as well as planned 'Limited Time Only' campaigns, Seasonal Menu promotions, integrated social media campaigns and a new approach to brand messaging and in-store promotions.

We have a strategy to drive the evolution of the customer in-store experience. This is more than just a refresh of the look of the store. It involves a review of all customer touch points including signage, product display, product labelling, staff appearance, in-store messaging, store décor and store facilities.

We recently introduced self-ordering kiosks into the Wyong Northbound store, developed entirely by our Digital Technology Team. The test has proven very successful and version 2 of the kiosk is being developed, which will enhance the kiosk experience, allowing customers to make menu choices based on dietary needs, such as vegetarian, celiac or vegan preferences. The kiosk trial will be expanded to additional stores in the coming weeks.

Our fully owned supply chain is truly a valuable asset for our brand. The supply team are working hard with both current and new suppliers to realise supply chain efficiencies that will contribute greatly to profitability. A similar process is underway focussed on service providers and we are confident that the efficiency of this overall system will be greatly improved in the coming year.

Part of our Digital Technology and Financial strategies involves the introduction of the Netsuite Financial Software. This software will integrate with our internal OliVerse data and will bring extensive efficiencies to our accounting, budgeting, analysis, reporting, payroll and supply systems. Full integration will bring both savings and time efficiencies to the organisation. This project will be completed by December 2018.

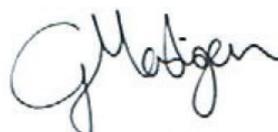
One of our most valuable assets are the Oliver's team of dedicated and enthusiastic people. Our entire People Management system is under review, introducing efficiencies in recruitment, training and retention. Our people strategy is as diverse as our amazing workforce, and we will continue to embrace a team of people that respond to our purpose, our mission, and most importantly, to our organisational values.

A significant amount of work is underway with the Red Dragon Organic beverage brand. Red Dragon has amazing potential outside of the Oliver's brand, and we have recently engaged an experienced beverage professional to drive expansion of the Red Dragon business as its Business Development Manager. We are exploring additional product lines for the brand and introducing the products to national distributors which is producing some exciting opportunities. It is envisioned that the Red Dragon brand will play a much more prominent role in the Oliver's portfolio in the coming year.

Finally, we will be taking a measured approach to new store development in FY2019, allowing the enhancements described previously to be implemented into the existing store network, before returning to a more intensive store expansion program. I look forward to welcoming Bathurst, Sutton Forrest and our second Coffs Harbour store to the network in the coming year, and we will continue to work on our extensive, development pipeline, in order to achieve a growing network of premium locations.

These are just some examples of the ways our FY2019 Strategic Plan is coming to life. We are well positioned to deliver on all strategies to the benefit of all our stakeholders.

As we look forward, I'd like to acknowledge the huge contribution that our dedicated Board of Directors make to the overall Oliver's operation. Their contribution extends far beyond the routine boardroom, and I take great comfort from having the unconditional support of Mark Richardson, Kathy Hatzis, John Diddams, Peter Rodwell and our Company Secretary, Emma Lawler. Their guidance and drive throughout my CEO transition has helped put us in the position of strength we're realising today. On behalf of the management team, we all look forward to working with our existing Directors in the coming year, and we are excited and energised to be building on Oliver's success and leading it into the future.



Greg Madigan

Chief Executive Officer



**real food.
real coffee.**



From left:
Mark Richardson (Chairman),
Emma Lawler (Company Secretary),
Greg Madigan (CEO), and
Non-executive Directors Kathy Hatzis,
Peter Rodwell and John Diddams



- 1. Maryborough, QLD
- 2. Aratula, QLD
- 3. Coomera, QLD
- 4. Chinderah, NSW
- 5. Ferry Park, NSW
- 6. Coffs Harbour, NSW
- 7. Port Macquarie, NSW
- 8. Bulahdelah, NSW
- 9. Hexham, NSW
- 10. Wyong Northbound, NSW

- 11. Wyong Southbound, NSW
- 12. Lithgow, NSW
- 13. Dubbo, NSW
- 14. Goulburn, NSW
- 15. Gundagai, NSW
- 16. Euroa, VIC
- 17. Shepparton, VIC
- 18. Wallan Northbound, VIC
- 19. Wallan Southbound, VIC
- 20. Eastlink Outbound, VIC

- 21. Eastlink Inbound, VIC
- 22. Officer Outbound, VIC
- 23. Officer Inbound, VIC
- 24. Penlink Outbound, VIC
- 25. Penlink Inbound, VIC
- 26. Geelong Southbound, VIC
- 27. Geelong Northbound, VIC
- 28. Ballarat, VIC

OLIVER'S REAL FOOD LIMITED AND CONTROLLED ENTITIES, DIRECTORS' REPORT

Your Directors present their report on the consolidated entity (referred to herein as the Group) consisting of Oliver's Real Food Limited (Oliver's) and its controlled entities for the financial year ended 30 June 2018.

GENERAL INFORMATION

DIRECTORS

The following persons were Directors of Oliver's Real Food Ltd during or since the end of the financial year up to the date of this report:

- Mark Anthony Richardson
- Katherine Hatzis
- John Flower Diddams
- Peter Rodwell
- Jason Antony Gunn – resigned 26 May 2018

Particulars of each Director's experience and qualifications are set out later in this report.

PRINCIPAL ACTIVITIES

During the financial year the principal continuing activities of the consolidated entity consisted of management of Quick Service Restaurants ("QSR") in Australia under the branding of "Oliver's Real Food"

DIVIDENDS PAID OR RECOMMENDED

No dividend was declared or paid during the reporting period, (2017: \$Nil)

REVIEW OF OPERATIONS

At the end of the reporting period, the Group operated 28 Oliver's Company-owned stores in Australia. Key statutory financial metrics in respect of the current period and the prior financial period are summarised in the following table:

| | 2018 | 2017 | Change |
|---|--------|--------|---------|
| Revenue from ordinary activities (\$m) | 35.9 | 20.7 | 73.2% |
| Raw materials and consumables used (\$m) | (8.5) | (6.8) | 24.7% |
| Gross profit (\$m) | 27.4 | 13.9 | 96.8% |
| Gross margin | 76.4% | 67.2% | 9.2% |
| Earnings before interest, taxes, depreciation and amortisation (EBITDA) (\$m) | 2.7 | (2.3) | 218.4% |
| Net (loss) / profit after tax attributable to members (\$m) | (0.6) | (2.9) | 79.1% |
| Earnings per share – basic (dollars) | (0.00) | (0.03) | 100.0% |
| Net Assets (\$m) | 23.7 | 23.8 | (0.5%) |
| Net Tangible Assets (\$m) | 14.8 | 17.1 | (13.9%) |
| Cash and cash equivalent (\$m) | 2.9 | 6.3 | (54.9%) |

Oliver's Real Food Limited (Oliver's) listed on the ASX on 21 June 2017 after raising \$15 million by way of an Initial Public Offering.

The Group's revenues increased by 73.2% to \$35.9 million mainly due to the opening of 9 new company owned stores since the IPO and the buyback of 8 franchised stores.

Same store sales growth was 4.3% for FY2018 when compared to last year, down slightly on prospectus forecast due to a poor last quarter trading.

The buy back of franchised stores in FY2017 combined with increase in same store revenues and strong business controls flowed through to increased gross profit for the financial period of \$27.4 million with gross margin increased from 67.2% to 76.4%.

Overhead costs for the year at \$5.2 million were higher than anticipated due largely to a number of one-off unplanned items amounting to \$0.4 million and additional staff costs as a result of the change in CEO and additional people required to prepare the company for growth in the FY2019 year and beyond.

EBITDA for the year was \$2.7 million as compared to a loss of \$2.3 million in FY2017, including capital gains from sale of two parcels of land and buildings which were stores purchased, re-branded and leased by Oliver's.

Net profit after tax for the year was a loss of \$0.6 million as compared to a loss of \$2.9 million in FY2017.

Underlying earnings

The Group's underlying earnings before interest, taxation, depreciation and amortisation ("Underlying EBITDA") for the year was \$3.4 million. It excludes one-off expenses that are not considered to form the ordinary part of the business.

| | 2018 | 2017 |
|--|--------------|----------------|
| | \$'m | \$'m |
| Net profit after tax – Reported | (\$0.6) | (\$2.9) |
| Tax expenses | \$0.5 | (\$0.7) |
| Profit before tax | (\$0.1) | (\$3.6) |
| Depreciation and amortisation expenses | \$2.3 | \$0.9 |
| Finance costs, net of interest income | \$0.1 | \$0.4 |
| Impairment of fixed assets | \$0.2 | - |
| Impairment of goodwill | \$0.2 | - |
| EBITDA | \$2.7 | (\$2.3) |
| One off items | | |
| Professional fees (post IPO) | \$0.3 | - |
| Staff restructuring costs | \$0.1 | - |
| CEO transition costs | \$0.2 | - |
| IPO Costs | \$0.1 | \$0.7 |
| Underlying EBITDA | \$3.4 | (\$1.6) |

Professional fees (post IPO) includes business acquisition costs, tax expenses related to prior year tax matters and legal fees for matters not considered ordinary business.

SIGNIFICANT CHANGES IN STATE OF AFFAIRS

There has been no significant change in the state of affairs of the company during the reporting period.

MATTERS SUBSEQUENT TO THE END OF THE FINANCIAL PERIOD

There were no material events that occurred subsequent to the financial year under review.

LIKELY DEVELOPMENTS AND EXPECTED RESULTS OF OPERATIONS

Information about likely developments in the operations of the Group and the expected results of those operations in future financial years have not been included in this financial report as disclosure of the information would be likely to result in unreasonable prejudice to the Group. However, the Group will continue to pursue the increase in profitability of its Oliver's stores network during the next financial year.

ENVIRONMENTAL REGULATION

The consolidated entity is not subject to any significant environmental regulation under Australian Commonwealth or State law.

INDEMNITY AND INSURANCE OF OFFICERS

The company has indemnified the Directors and executives of the company for costs incurred, in their capacity as a Director or executive, for which they may be held personally liable, except where there is a lack of good faith.

During the financial year, the company paid a premium in respect of a contract to insure the Directors and executives of the company against a liability to the extent permitted by the Corporations Act 2001. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium.

INDEMNIFYING AUDITOR

The company has not, during or since the end of the financial year, indemnified or agreed to indemnify the auditor of the company or any related entity against a liability incurred by the auditor.

During the financial year, the company has not paid a premium in respect of a contract to insure the auditor of the company or any related entity.

PROCEEDINGS ON BEHALF OF THE COMPANY

No person has applied for leave of Court to bring proceedings on behalf of the company or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or any part of those proceedings.

The company was not a party to any such proceedings during the year.

NON-AUDIT SERVICES

Details of the amounts paid or payable to the auditor for non-audit services provided during the year by the auditor are outlined in Note 7 to the financial statements.

The Directors are satisfied that the provision of non-audit services, during the year, by the auditor, or by another person or firm on the auditor's behalf, is compatible with the general standard of independence for auditor imposed by the Corporations Act 2001 .

The Directors are of the opinion that the services, as disclosed in Note 7 to the financial statements, do not compromise the external auditor's independence, based on advice received from the Audit and Risk Committee, for the following reasons:

- all non-audit services are reviewed and approved by the audit committee prior to commencement to ensure they do not adversely affect the integrity and objectivity of the auditor; and
- the nature of the services provided does not compromise the general principles relating to auditor independence in accordance with APES 110: Code of Ethics for Professional Accountants set by the Accounting Professional and Ethical Standards Board.

The following fees were paid or payable to RSM Australia for non-audit services provided during the year ended 30 June 2018:

| | \$ |
|------------------------------|---------|
| Taxation Services | 93,000 |
| Due diligence investigations | 10,280 |
| Others | 10,775 |
| | 114,025 |

AUDITOR'S INDEPENDENCE DECLARATION

The auditor's independence declaration for the year ended 30 June 2018 has been received and can be found on page 34 of the Financial Report.

OPTIONS

At the date of this report, the unissued ordinary shares of Oliver's Real Food Ltd under option are as follows:

| Grant Date | Date of Expiry | Exercise Price | Number under Options |
|-------------|----------------|----------------|----------------------|
| 11 AUG 2016 | 14 OCT 2019 | \$0.0133 | 562,500 |
| 21 APR 2017 | 20 APR 2021 | \$0.30 | 2,250,000 |
| 21 JUN 2017 | 21 JUN 2020 | \$0.30 | 2,000,000 |
| 3 MAY 2017 | 26 FEB 2021 | \$0.30 | 1,500,000 |
| | | | 6,312,500 |

Option holders do not have any rights to participate in any issues of shares or other interests in the company or any other entity.

Other than as set out above, there have been no options granted over unissued shares or interests of any controlled entity within the Group during or since the end of the reporting period.

Further details are set out in Note 26 of the Financial Report.

For details of options issued to Directors and executives as remuneration, refer to the Remuneration Report.

ASIC CORPORATIONS (ROUNDING IN FINANCIAL/DIRECTORS' REPORTS) INSTRUMENT 2016/191

The company is an entity to which *ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191* applies and, accordingly, amounts in the Directors' report have been rounded to the nearest thousand dollars.

OLIVER'S REAL FOOD LIMITED BOARD OF DIRECTORS



Mark Richardson
*Chairman and Independent
Non-executive Director*



Katherine Hatzis
Non-executive Director



John Diddams
*Independent
Non-executive Director*



Peter Rodwell
*Independent
Non-executive Director*



Emma Lawler
Company Secretary

INFORMATION RELATING TO DIRECTORS AND COMPANY SECRETARY

| Mark Anthony Richardson Chairman and Independent Non-Executive Director | |
|---|--|
| Qualifications | Mark has a BSc (Hons) in Chemical Engineering and an MBA from Stanford Graduate School of Business. He is a member of Australian Institute of Company Directors. |
| Experience | Mark co-founded Wolseley Private Equity in 1999. Wolseley has invested over \$400 million of equity in Australian and New Zealand companies in Food Distribution, Day Hospitals, Logistics and Transport, Printing and Communication, Travel, Business Process Outsourcing, Franchising, Infrastructure Engineering and Childcare Centers ranging from \$25 million to \$400 million in scale. |
| Interest in Shares | 1,590,417 ordinary shares |
| Interest in Options | 750,000 options over ordinary shares |
| Special Responsibilities | Member of Audit and Risk Committee Chairman of Remuneration and Nomination Committee |
| Directorships held in other listed entities during the three years prior to the current year | None |
| Katherine Hatzis Non-Executive Director | |
| Qualifications | Kathy has a BCom (Economics/Marketing), is a CPM and a graduate of the Australian Institute of Company Directors. |
| Experience | Kathy has held senior executive roles in brand, customer marketing, retail store merchandising and digital for ASX200 companies. This included strategic planning, customer revenue accountability, brand development, new product launches, retailing, digital channel management, joint venture and merger integrations for Optus, St. George, Westpac, ANZ, and Citibank. Kathy was previously a board member then Deputy Chair of the Australian Marketing Institute (Marketing's peak professional body) and is a co-founder of Oliver's, being a Director since the company's inception in 2003. |
| Interest in Shares | 23,987,500 ordinary shares |
| Interest in Options | 500,000 options over ordinary shares |
| Special Responsibilities | Member of Audit and Risk Committee Member of Remuneration and Nomination Committee |
| Directorships held in other listed entities during the three years prior to the current year | None |

| John Flower Diddams Independent Non-Executive Director | |
|---|---|
| Qualifications | John has a B.Com from UNSW, is a Fellow of CPA Australia and a Fellow of the Australian Institute of Company Directors. |
| Experience | <p>John has over 35 years of senior management experience as CFO, CEO and for the past 20 years as a professional non-executive Director and has extensive knowledge and practical experience in the application of Australian Corporations Law, ASX Listing Rules, international accounting standards, and corporate governance principals.</p> <p>John has managed the process to raise capital and seek ASX listing for a number of diverse enterprises, including IPO's for offerings such as oil and gas interests, food and retail, biotech, the internet and medical products. He has served as a Non-Executive Director and Deputy Chair of House With No Steps, a "not for profit" organisation that supports 3,000 people in eastern Australia to make the most of their abilities.</p> |
| Interest in Shares | 3,537,500 ordinary shares |
| Interest in Options | 1,062,500 options over ordinary shares |
| Special Responsibilities | Chairman of Audit and Risk Committee Member of Remuneration and Nomination Committee |
| Directorships held in other listed entities during the three years prior to the current year | Experience Co Limited Volpara Health Technologies Ltd |
| Peter Rodwell Independent Non-Executive Director | |
| Experience | Peter has over forty years' experience in the Restaurant category. From 2003-2015, he was McDonald's Divisional President for Australia, Asia, Pacific, Middle east and Africa, creating, growing and regenerating businesses in developing and mature markets, with specialities in pricing, product development, store management, franchising and frontline staff engagement. Most recently he has been consulting to the industry across a range of companies and operational improvement programmes. |
| Interest in Shares | 900,000 ordinary shares |
| Interest in Options | 500,000 options over ordinary shares |
| Special Responsibilities | None |
| Directorships held in other listed entities during the three years prior to the current year | None |

COMPANY SECRETARY

The following person held the position of company secretary at the end of the financial year:

Emma Lawler — Emma was appointed as Company Secretary on 21 April 2017. Emma has two decades of experience as a company secretary and governance professional. Emma holds a Bachelor of Business and a Graduate Diploma in Applied Corporate Governance and is a Fellow of the Governance Institute of Australia.

MEETINGS OF DIRECTORS

During the financial year, 18 meetings of Directors were held.

Attendances by each Director during the year were as follows:

| | Directors' Meetings | | Audit & Risk Committee | | Remuneration & Nomination Committee | |
|-------------------------|---------------------------|-----------------|---------------------------|-----------------|-------------------------------------|-----------------|
| | Number eligible to attend | Number attended | Number eligible to attend | Number attended | Number eligible to attend | Number attended |
| Mark Anthony Richardson | 18 | 18 | 3 | 2 | 5 | 5 |
| Katherine Hatzis | 18 | 18 | 3 | 3 | 5 | 5 |
| John Flower Diddams | 18 | 18 | 3 | 3 | 5 | 5 |
| Peter Rodwell | 18 | 16 | 0 | 0 | 0 | 0 |
| Jason Antony Gunn* | 16 | 16 | 0 | 0 | 0 | 0 |

* Directorship ceased on 26 MAY 2018

LETTER FROM THE CHAIR OF THE REMUNERATION AND NOMINATION COMMITTEE

Dear Shareholder,

As Chairman of the Board and of the Remuneration and Nomination Committee (RNC), I am pleased to present Oliver's first Remuneration Report.

The Report is for the period ended 30 June 2018 (FY2018) and is designed to provide shareholders with an understanding of Oliver's remuneration philosophy and the link between this philosophy and Oliver's strategy and performance.

The Report specifically focusses on the remuneration arrangements for FY2018 and the philosophy the Board has set going forward.

The Board is committed to ensuring that the remuneration practices and policies adopted by Oliver's drive a culture of performance to ensure executives are rewarded for the delivery of results and the achievement of Oliver's short-term financial objectives and long-term business strategy aimed at delivering sustainable growth in enterprise value for all Shareholders.

The members of the RNC have the necessary expertise and independence to fulfil their responsibilities and are able to access independent experts in remuneration for advice should this be required. The governance processes in relation to remuneration are working effectively.

We look forward to providing further detail on the remuneration and reward framework in future reports and the linkages this provides with business performance.



Mark Richardson

Chairman of the Remuneration and Nomination Committee

REMUNERATION REPORT

This Remuneration Report (Report), which has been audited, describes the Key Management Personnel (KMP) remuneration arrangements for the period ended 30 JUNE 2018 (FY2018) for Oliver's, in accordance with the Corporations Act 2001 and its regulations.

The remuneration report contains the following sections:

- Who this report covers
- Overview of the remuneration framework
- Governance
- Linking reward and performance
- Share based remuneration
- Non-Executive Director remuneration framework
- Contractual arrangements with executive KMP
- Details of remuneration for KMPs
- Directors and executive KMP shareholdings in Oliver's
- Other statutory disclosures

WHO THIS REPORT COVERS

This report covers Non-Executive Directors and executive KMP (collectively KMP) and includes:

| Non-Executive Directors | |
|---|---|
| Mark Richardson | Chairman and Independent Non-Executive Director |
| Katherine Hatzis | Non-Executive Director |
| John Diddams | Independent Non-Executive Director |
| Peter Rodwell | Independent Non-Executive Director |
| Executive Key Management Personnel | |
| Greg Madigan – appointed 9 April 2018 | Chief Executive Officer |
| Jason Gunn – resigned 26 May 2018 | Chief Executive Officer |
| Alan Lee | Chief Financial Officer |

OVERVIEW OF OLIVER'S REMUNERATION FRAMEWORK

Oliver's remuneration strategy and policies aim to attract and retain talented people to run and manage Oliver's and to align their interests with that of Shareholders. The Board is committed to having a remuneration strategy and policy that rewards, and retains appropriately experienced and skilled employees and executives throughout all levels of the company.

In the case of all senior employees, this will be realised by providing a fixed remuneration component together with specific 'at risk' performance based short-term incentives and, where appropriate for selected executives, long-term equity incentives subject to market competitive service and performance conditions.

The Board has committed to regularly reviewing all Board and key executive management remuneration and incentive arrangements (at least biennially) to ensure they remain competitive, in line with market expectations and guidelines and remain appropriate for Oliver's as it changes and grows.

GOVERNANCE

When Oliver's listed on the ASX, it established a Remuneration and Nomination Committee (RNC) whose role is to assist the Board with its remuneration responsibilities, to ensure that Oliver's:

- has coherent and appropriate remuneration policies and practices which enable Oliver's to attract and retain Directors and executives who will create value for Shareholders;
- fairly and responsibly remunerates Directors and executives having regard to Oliver's performance, the performance of the executives and the general market environment; and
- has policies and procedures that are effective to attract, motivate and retain appropriately skilled and diverse people that meet Oliver's needs and that are consistent with Oliver's strategic goals and human resource objectives.

The members of the RNC are each Non-executive Directors and have appropriate qualifications and experience to enable the RNC to fulfil its role.

EXTERNAL REMUNERATION CONSULTANTS

The Terms of Reference for the RNC requires that any remuneration consultants engaged be appointed by the RNC. During FY2018, Oliver's did not engage the services of any external remuneration consultants.

Any advice that may be received from remuneration consultants will be carefully considered by the RNC to ensure it is given free of undue influence by Oliver's executives.

STRUCTURE OF REMUNERATION

The remuneration framework for KMP includes both fixed and performance-based pay.

Fixed Remuneration

Fixed remuneration is set using a combination of historical levels and sector comparisons. Fixed remuneration includes base pay, statutory contributions for superannuation and non-monetary benefits.

Superannuation is provided up to the statutory maximum allowed. Other benefits may include phone allowance, 'packaged' motor vehicle, supplementary superannuation and other items determined on total employment cost basis.

Fixed remuneration will be reviewed annually and any increases approved by the RNC and the Board based on market movements, promotion or above average performance appraisal scores.

In addition to fixed remuneration, each of the executive KMP are entitled to additional Short Term Incentives (STI) and Long Term Incentives (LTI), as outlined below, subject to achieving pre- determined milestones.

Short Term Incentive

Oliver's short-term incentive plan is designed to reward employees and executives for performance against a pre-determined scorecard of measures linked to Oliver's short-term business performance for the relevant 12 month performance period (individual and team performance are also considered for selected roles).

The specific performance measures may vary from year to year depending on Oliver's evolving business and financial objectives. The measures are selected on the basis that they will lead to improved and sustainable financial performance and shareholder returns.

In FY2018, there was no STI paid to executive KMP.

Long Term Incentive

Oliver's will consider offers under LTI to selected executives on an annual basis that will be designed to provide both retention and incentive impact if the executive remains employed with Oliver's for a minimum term and Oliver's meets performance vesting conditions set.

An initial grant of LTI made prior to the IPO was awarded as Options under the Oliver's Employee Incentive Plan (OEIP). These Options are subject to the OEIP rules and other regulatory requirements, including the ASX Listing Rules.

Alan Lee, CFO received a pre-IPO grant of 400,000 Options.

Jason Gunn, ex CEO, received a grant of 1,000,000 Options which were forfeited upon his resignation as CEO on 26 May 2018

No offer has yet been made to the CEO and no further offer has been made to the CFO or any other KMP or executive under the OEIP at this stage.

A summary of the terms of OEIP and details of the pre-IPO Grant Options are set out in this Report and were detailed in the Prospectus.

Proportions of fixed and variable remuneration

The Board and RNC consider annually the fixed remuneration and proportion of variable remuneration that is dependent on performance ("at risk") for each executive KMP. The relative proportions of fixed versus variable pay received by executive KMP during the current financial period and proposed for the next financial period are as follows:

| | Fixed Remuneration | | At Risk – STI (on target) | | At Risk – LTI (on target) | |
|---------------|--------------------|-----------|---------------------------|--------|---------------------------|--------|
| | Proposed FY2019 | FY2018 | Proposed FY2019 | FY2018 | Proposed FY2019 | FY2018 |
| Greg Madigan* | \$340,000 | \$78,651 | \$170,000 | \$0 | \$0 | \$0 |
| Jason Gunn** | \$0 | \$460,443 | \$0 | \$0 | \$0 | \$0 |
| Alan Lee | \$250,000 | \$250,040 | \$0 | \$0 | \$0 | \$0 |

*Commenced on 9 April 2018

**Resigned on 26 May 2018

Assessment Of Performance

Performance of executive KMPs will be assessed against the agreed non-financial and financial targets on a regular basis. Based on this assessment, the Chairman will make a recommendation to the RNC for Board approval of the amount of STI and LTI to award (as applicable) to each KMP.

HOW REWARD IS LINKED TO PERFORMANCE

As Oliver's only listed on the ASX on 21 June 2017, statutory disclosures relating to dividend payments, dividend payout ratio, and increase / (decrease) in share price are not applicable. Key financial metrics over the last four years are shown below:

| | Revenue \$m | EBITDA \$m | Net Profit After tax \$m |
|------|-------------|------------|--------------------------|
| 2018 | \$35.9 | \$2.7 | \$(0.6) |
| 2017 | \$20.7 | \$(2.3) | \$(2.9) |
| 2016 | \$17.1 | \$1.8 | \$0.6 |
| 2015 | \$12.7 | \$1.6 | \$0.9 |

It should be noted that there is no direct link between remuneration and performance in FY2018. There were no STI payments made in FY2017 and FY2018 to executive KMP and no LTI awards were made. It should also be noted that no dividend was declared or paid in FY2017 and FY2018

The Board will report on the link between pay and performance in future reports.

SHARE BASED REMUNERATION

Oliver's operates an LTI plan for eligible senior executives (the Oliver Employee Incentive Plan (OEIP)) as a means of encouraging employees to share in the ownership of the Company and promote its long-term success as a common goal. The Board will make offers to persons to participate in the OEIP based on their contribution to the Company. Under the terms of the OEIP the Board may make awards of Options, performance rights, service rights, deferred share awards, exempt share awards, cash rights or stock appreciation rights. No offer of an award may be made to the extent it breaches the Constitution, the Listing Rules, the Corporations Act or any other applicable law.

Grants of Options were made pre-IPO as disclosed in the Prospectus and in the remuneration tables at the end of this Report. No grants of Options have been made since listing on the ASX on 21 June 2017.

The key terms of the OEIP and details of the pre-IPO Award to KMP are as follows:

All capitalised terms have the meaning as defined within the OEIP.

| | |
|---------------------------|---|
| Purpose | The purpose of the OEIP is to encourage Employees to share in the ownership of the Company and to promote the long-term success of the Company as a goal shared by all Employees. |
| Eligibility | Participants in the OEIP must be persons who are in full-time or part-time employment of a Group Company and includes a Director of a Group Company. |
| Form of Equity | <p>The Company may offer an Award which includes an Option, a Performance Right, a Service Right, a Deferred Share Award, an Exempt Share Award, a Cash Right, or a Stock Appreciation Right, in accordance with the terms of the OEIP.</p> <p>The Company may offer or issue Options, which are rights to be issued a Share upon payment of the Exercise Price and satisfaction of specified Vesting Conditions. These terms apply unless the Offer specifies otherwise:</p> <ul style="list-style-type: none"> → Options are Restricted Awards until they are exercised or expire. → An Offer may specify a Restriction Period for Shares issued on the exercise of Options. → Options are subject to adjustment. <p>FY17 Pre-IPO Award</p> <p>To date, only Options have been granted under the OEIP.</p> |
| Terms of the Award | <p>A grant of Awards under the OEIP are subject to the terms and conditions of the OEIP Rules, the Offer documentation, the Company's Constitution, the ASX Listing Rules, the Corporations Act or any other applicable law.</p> <p>FY17 Pre-IPO Award – Executive KMP</p> <ul style="list-style-type: none"> → Exercise Price \$0.30 → Vest in three equal tranches (1 July 2019, 1 July 2020, 30 June 2020) → Expiry date: 26 February 2021 → Option purchase price – \$0.0001 → Vesting conditions – options will only vest if the following performance conditions are met: <ul style="list-style-type: none"> → Tranche 1 – continuous employment at vesting date (service condition) → Tranche 2 – Achieve Prospectus earnings forecast in FY18 → Tranche 3 – TSR absolute CAGR over the first 3 years of listing on the ASX: <ul style="list-style-type: none"> → TSR CAGR < 7.5%: 0% vesting → TSR CAGR 7.5%: 25% vesting. Straight line interpolation between 7.5% and 10% → TSR CAGR 10.0%: 50% vesting. Straight line interpolation between 10% and 12.5% → TSR CAGR > 12.5%: 100% vesting <p>FY17 Pre-IPO Award – Non- executive Directors</p> <ul style="list-style-type: none"> → Exercise Price \$0.30 → Vest in 2 equal tranches (21 June 2018 and 21 June 2019) → Expiry date: 20 April 2021 → Option purchase price – \$0.0001 → Vesting conditions – options will only vest if the Non-executive Director is in continuous service as a Non-executive Director from Grant Date to Vesting Date. |

Vesting and Exercise

The Awards held by a Participant will vest in and become exercisable by that Participant upon the satisfaction of any Vesting Conditions specified in the Offer and in accordance with the OEIP.

Vesting Conditions may be waived at the absolute discretion of the Board (unless such waiver is excluded by the terms of the Award).

The vesting of an Award on the satisfaction of any Vesting Conditions will not automatically trigger the exercise of the Award unless specified in the Offer.

A Participant is, subject to the OEIP, entitled to exercise an Award on or after the Vesting Date. Any exercise must be for a minimum number or multiple of Shares (if any) specified in the terms of the Offer.

If the Board determines that for a taxation, legal, regulatory or compliance reason it is not appropriate to issue or transfer Shares, the Company may in lieu and final satisfaction of the Company's obligation to issue or transfer Shares as required upon the exercise of an Award by a Participant, make a cash payment to the Participant equivalent to the Fair Market Value as at the date of exercise of the Award (less any unpaid Exercise Price applicable to the exercise of the Award) multiplied by the relevant number of Shares required to be issued or transferred to the Participant upon exercise of the Award.

If a Participant dies or becomes disabled before the end of the Restriction Period or prior to the Vesting Date, the Board will determine, in its sole and absolute discretion, the manner in which all unvested or restricted Awards will be dealt with.

**Adjustments –
Reorganisation of
Capital, Bonus and New
Issues**

With respect to Options, Performance Rights, Service Rights and other Awards where the Participant may be entitled to acquire Shares in the future on exercise of the Award:

- A Participant is not entitled to participate in a new issue of Shares or other securities made by the Company to holders of its Shares without exercising the Awards before the record date for the relevant issue.
- If, prior to the exercise of an Award, the Company makes a pro-rata bonus issue to the holders of its Shares, and the Award is not exercised prior to the record date in respect of that bonus issue, the Award will, when exercised, entitle the holder to one Share plus the number of bonus shares which would have been issued to the holder if the Award had been exercised prior to the record date.
- If, prior to the exercise of an Award, the Company undergoes a reorganisation of capital (other than by way of a bonus issue or issue for cash) the terms of the Awards of the Participant will be changed to the extent necessary to comply with the Listing Rules as they apply at the relevant time.

Restriction Period

Restriction Period means the period during which Awards, or Shares issued on exercise of Awards, must not be sold or disposed of, being the period specified in the OEIP, and as specified in the Offer.

Change of Control

Change of Control means, in relation to the Company, either:

- any person, either alone or together with any associate (as defined in the Corporations Act), who did not have a relevant interest (as defined in the Corporations Act) in more than 50% of the issued Shares in the Company, acquires a relevant interest in more than 50% of the issued Shares in the Company other than listing on a recognised stock exchange before 31 December 2017; or
- the Board concludes that there has been a change in the Control of the Company.

On the occurrence of a Change of Control, the Board will determine, in its sole and absolute discretion, the manner in which all unvested and vested Awards will be dealt with.

If a takeover bid is made to acquire all the issued Shares of the Company, or a scheme of arrangement, selective capital reduction or other transaction is initiated which has an effect similar to a full takeover bid for Shares in the Company, then Participants are entitled to accept the takeover bid or participate in the other transaction in respect of all or part of their Awards other than Exempt Share Awards notwithstanding that the Restriction Period in respect of such Awards has not expired. The Board may, in its discretion, waive unsatisfied Vesting Conditions in relation to some or all Awards in the event of such a takeover or other transaction.

Non-transferable Awards

A Participant must not sell, transfer, mortgage, pledge, charge, grant security over or otherwise dispose of any Restricted Awards, or agree to do any of those things, during the Restriction Period.

The Company may implement any procedures it considers appropriate to ensure that Restricted Awards are not disposed of during the Restriction Period, including applying a holding lock in respect of Shares.

The Board may at any time in its discretion waive or shorten the Restriction Period applicable to an Award.

No Hedging

Participants must not enter into transactions or arrangements, including by way of derivatives or similar financial products, which limit the economic risk of holding unvested Awards.

Share Issues

Shares issued under the OEIP will upon allotment:

- be credited as fully paid;
- rank equally for dividends and other entitlements where the record date is on or after the date of allotment, but will carry no right to receive any dividend or entitlement where the record date is before the date of allotment; and
- be subject to any restrictions imposed under the OEIP, and
- otherwise rank equally with the existing issued Shares at the time of allotment.

As soon as practicable after the date of the allotment of Shares, the Company will, unless the Board otherwise resolves, apply for official quotation of such Shares on the ASX.

The Company may, in its discretion, either issue new Shares or cause existing Shares to be acquired for transfer to the Participant, or a combination of both alternatives, to satisfy the Company's obligations under the OEIP.

If the Company determines to cause the transfer of Shares to a Participant, the Shares may be acquired in such manner as the Company considers appropriate, including from a trustee appointed under the OEIP.

The Company may appoint a trustee on terms and conditions which it considers appropriate to acquire and hold Shares, options, or other securities of the Company either on behalf of Participants or for the purposes of the OEIP.

Administration of the OEIP and Amendment

The OEIP will be administered by the Board, or a committee of the Board, which will have an absolute discretion.

The Board may only exercise its powers in accordance with the Listing Rules.

An Offer of Awards must not be made if the total of:

- the number of Shares which are the subject of the Offer of Awards; and
- underlying Shares issued or that may be issued as a result of any Offers of Award, or similar offer of Shares under a predecessor or other employee incentive plan, made at any time during the previous 3 year period in reliance on relief granted by ASIC (however obtained), would exceed 5% of the number of Shares on issue at the time of the Offer.

Under no circumstances will Awards be granted under the OEIP if it is an issue of securities that, combined with all other employee share scheme interests outstanding, would exceed 15% of the Company's then outstanding issued capital.

NON-EXECUTIVE DIRECTOR REMUNERATION

Non-executive Directors enter into service agreements through a letter of appointment which are not subject to a fixed term. Non-executive Director Remuneration will be market competitive and will not contain performance-based components. Non-executive Directors will receive fees (and statutory superannuation entitlements) commensurate with their role.

All Non-executive Directors received a pre-IPO equity interest in Oliver's in part as compensation for the significant time commitment expended by them in the pre-IPO period and to ensure levels of compensation were awarded commensurate with their skills. Full details of these interests are included in the remuneration tables at the end of this Report. A minimum shareholding policy guideline has been adopted to further assist in aligning Non-executive Director's interests with all Shareholders. The

shareholding level of Directors is detailed in the tables later in this Report.

The total amount of fees paid to all Non-executive Directors for their services as Directors must not exceed in aggregate in any financial year the amount fixed by Oliver's in general meeting. This amount has been fixed at \$500,000 per annum.

For FY2018, the annual base Non-executive Director fees currently agreed to be paid by Oliver's is \$120,000 to the Chairperson (including all committee fees), \$60,000 for each other Non-executive Director and an additional \$20,000 to the respective chairs and \$10,000 for other members of the Audit and Risk Committee and the RNC. These amounts comprise fees to be paid in cash and are inclusive of any superannuation payments required to be made. For FY2019, the annual base fee to be paid to the Chairperson (including all Committee fees) is \$150,000 with fees payable to other Non-executive Directors and other members of the Audit and Risk Committee and the RNC to remain unchanged from FY2018.

Based on the fees paid in FY2018, the full year of Non-executive Director fees was \$350,000 which is 70% of the approved total fee pool of \$500,000.

Non-executive Directors do not receive fees that are contingent on performance, shares in return for their services, retirements benefits other than statutory superannuation or termination benefits.

CONTRACTUAL ARRANGEMENTS WITH EXECUTIVE KMPs

Remuneration and other conditions of employment are set out in the executive KMPs employment contracts. The key elements of these employment contracts are summarised below:

| | |
|--------------------|---|
| Name | Greg Madigan |
| Title | Chief Executive Officer |
| Terms of Agreement | No fixed term – subject to termination provisions detailed below |
| Details | Annual remuneration including cash salary, superannuation and non-cash benefits – \$340,000 Incentives – eligible to participate in short term incentive up to 50% of base salary, subject to meeting KPIs and equity participation as part of a Long Term Incentive Plan |
| Termination | Termination – 3 months notice in writing. The Company may terminate employment without payment in lieu of notice in circumstances involving serious or wilful misconduct. All payments on termination will be subject to the termination benefits cap under the Corporations Act 2001 in the absence of shareholder approval. Post-employment – 3 months restraint provisions |
| Name | Alan Lee |
| Title | Chief Financial Officer |
| Terms of Agreement | No fixed term – subject to termination provisions detailed below |
| Details | Annual remuneration including cash salary, superannuation and non-cash benefits – \$250,000 Incentives – eligible to participate in short term incentive and equity remuneration plans |
| Termination | Termination – 3 months notice in writing. The Company may terminate employment without payment in lieu of notice in circumstances involving serious or wilful misconduct. All payments on termination will be subject to the termination benefits cap under the Corporations Act 2001 in the absence of shareholder approval. Post-employment – 3 months restraint provisions |

KMP REMUNERATION FOR THE YEAR ENDED 30 JUNE 2018

| 2018 | | Fixed Remuneration | | | At Risk – STI (on target) | | |
|--|----------------------|--------------------|-----------------------|-------------------------------------|---------------------------|-----------------------------------|--------------------|
| Name | Cash salary and fees | Superannuation | Non-monetary benefits | Long service leave and annual leave | Short term incentive | Fair value of LTI award (options) | Total |
| Executive Director | | | | | | | |
| Jason Gunn* Chief Executive Officer | \$424,694 | \$18,378 | | \$17,372 | | | \$460,443 |
| Non- Executive Directors | | | | | | | |
| Mark Richardson Chairman | \$120,000 | | | | | \$22,191 | \$142,191 |
| Katherine Hatzis | \$80,000 | | | | | \$14,794 | \$94,794 |
| John Diddams | \$90,000 | | | | | \$47,779 | \$137,779 |
| Peter Rodwell | \$60,000 | | | | | \$14,794 | \$74,794 |
| Other Executive KMP | | | | | | | |
| Greg Madigan ** Chief Executive Officer | \$73,639 | \$5,012 | | | | | \$78,651 |
| Alan Lee Chief Financial Officer | \$229,951 | \$20,089 | | | | \$7,647 | \$257,687 |
| | \$1,078,284 | \$43,479 | \$0 | \$17,372 | \$0 | \$107,205 | \$1,246,340 |

* CEO role ceased on 9 April 2018 and Directorship ceased on 26 May 2018 . Cash salary and fees includes termination payments consistent with the CEO employment contract.

** Commenced on 9 April 2018

KMP REMUNERATION FOR THE YEAR ENDED 30 JUNE 2017

| 2017 | | Fixed Remuneration | | | At Risk – STI (on target) | | |
|---------------------------------------|----------------------|--------------------|-----------------------|-------------------------------------|---------------------------|-----------------------------------|------------------|
| Name | Cash salary and fees | Superannuation | Non-monetary benefits | Long service leave and annual leave | Short term incentive | Fair value of LTI award (options) | Total |
| Executive Director | | | | | | | |
| Jason Gunn Chief Executive Officer | \$220,000 | | | | | \$3,090 | \$223,090 |
| Non- Executive Directors | | | | | | | |
| Mark Richardson Chairman | \$67,110 | | | | | \$4,398 | \$71,508 |
| Katherine Hatzis | \$43,764 | | | | | \$2,932 | \$46,696 |
| John Diddams | \$105,000 | | | | | \$13,508 | \$118,508 |
| Peter Rodwell | \$35,833 | | | | | \$2,932 | \$38,765 |
| Other Executive KMP | | | | | | | |
| Alan Lee Chief Financial Officer | \$123,000 | | | | | \$1,236 | \$124,236 |
| | \$594,707 | | | | | \$28,096 | \$622,803 |

KMP SHAREHOLDING

The table below provides the number of ordinary shares in Oliver's Real Food Limited held by each KMP during each period including their related parties:

| As at 30 June 2017 | Balance at Listing Date or Appointment | Shares received during the period on exercise of Options | Additional shares acquired on market | Balance at the end of the period |
|----------------------------|--|--|--------------------------------------|----------------------------------|
| Mark Richardson, Chairman | 1,233,333 | - | 357,084 | 1,590,417 |
| Jason Gunn | 45,262,500 | - | 75,000 | 45,337,500 |
| Katherine Hatzis, Director | 23,987,500 | - | - | 23,987,500 |
| John Diddams, Director | 2,275,000 | 562,500 | 700,000 | 3,537,500 |
| Peter Rodwell, Director | 900,000 | - | - | 900,000 |
| Greg Madigan, CEO | - | - | - | - |
| Alan Lee, CFO | - | - | - | - |

This concludes the remuneration report, which has been audited.

LOANS TO DIRECTORS AND EXECUTIVES

No loans were made to Directors and executives of Oliver's Real Food Limited including their close family and entities related to them during the year.

OPTIONS OUTSTANDING

The number of OEIP options over ordinary shares in the company held during the financial year by each Director and other members of key management personnel of the consolidated entity, including their personally related parties, is set out below:

| | Opening balance | Granted during the year | Exercised during the year | Forfeited | Closing balance | Date of expiry | Total Exercisable |
|------------------|-----------------|-------------------------|---------------------------|-------------|-----------------|----------------|-------------------|
| Mark Richardson | 750,000 | - | - | - | 750,000 | 20/4/2021 | 375,000 |
| Katherine Hatzis | 500,000 | - | - | - | 500,000 | 20/4/2021 | 250,000 |
| John Diddams | 1,125,000 | - | (562,500) | - | 562,500 | 14/10/2019 | - |
| John Diddams | 500,000 | - | - | - | 500,000 | 20/4/2021 | 250,000 |
| Peter Rodwell | 500,000 | - | - | - | 500,000 | 20/4/2021 | 250,000 |
| Alan Lee | 400,000 | - | - | - | 400,000 | 26/2/2021 | - |
| Jason Gunn | 1,000,000 | - | - | (1,000,000) | - | 26/2/2021 | - |

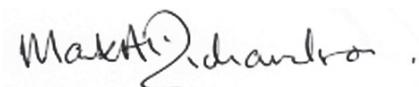
NOTE 1: The fair value of options granted as remuneration and as shown in the above table has been determined in accordance with Australian accounting standards and will be recognised as an expense over the relevant vesting period to the extent that conditions necessary for vesting are satisfied.

SHARES ISSUED ON THE EXERCISE OF OPTIONS

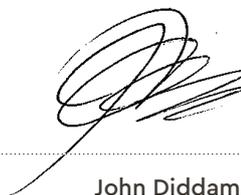
There were 562,500 ordinary shares of Oliver's Real Food Limited issued on the exercise of options during the year ended 30 June 2018 and up to the date of this report.

END OF REMUNERATION REPORT

The Directors' Report, incorporating the Remuneration Report, is signed in accordance with a resolution of the Board of Directors.



Mark Richardson
Chairman



John Diddams
Director

Dated: 19 September 2018



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AUDITOR'S INDEPENDENCE DECLARATION

As lead auditor for the audit of the financial report of Oliver's Real Food Limited for the year ended 30 June 2018, I declare that, to the best of my knowledge and belief, there have been no contraventions of:

- (i) the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.

RSM AUSTRALIA PARTNERS

David Talbot
Partner

Sydney, NSW
Dated: 19 September 2018

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING

RSM Australia Partners is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

RSM Australia Partners ABN 36 965 185 036

Liability limited by a scheme approved under Professional Standards Legislation



OLIVER'S REAL FOOD LTD AND CONTROLLED ENTITIES CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2018

| | Note | Consolidated Group | |
|---|------|--------------------|--------------------|
| | | 2018 | 2017 |
| | | \$ | \$ |
| Continuing operations | | | |
| Revenue | 3 | 35,938,194 | 20,755,626 |
| Other income | 3 | 1,922,155 | 398,054 |
| Raw materials and consumables used | | (8,484,671) | (6,805,372) |
| Employee benefits expense | | (15,610,971) | (8,721,549) |
| Administration expense | | (5,159,547) | (4,772,140) |
| Occupancy expense | | (5,866,724) | (3,033,433) |
| Depreciation and amortisation expense | | (2,296,595) | (923,836) |
| Finance costs | | (99,147) | (419,149) |
| Impairment of property, plant and equipment | | (182,510) | - |
| Impairment of goodwill | | (274,610) | - |
| Other expenses | | (26,116) | (97,913) |
| Loss before income tax | 4 | (140,542) | (3,619,712) |
| Tax (expense) / benefit | 5 | (502,211) | 750,863 |
| Net Loss for the year | 4 | (642,753) | (2,868,849) |
| Total other comprehensive income for the year | | - | - |
| Total comprehensive (loss) / income for the year | | (642,753) | (2,868,849) |
| Net loss attributable to: | | | |
| Owners of the parent entity | | (642,753) | (2,815,208) |
| Non-controlling interest | | - | (53,641) |
| | | (642,753) | (2,868,849) |
| Total comprehensive (loss) / income attributable to: | | | |
| Members of the parent entity | | (642,753) | (2,815,208) |
| Non-controlling interest | | - | (53,641) |
| | | (642,753) | (2,868,849) |
| Loss per share | | | |
| Basic loss per share | 8 | (0.00) | (0.03) |
| Diluted loss per share | 8 | (0.00) | (0.03) |

The accompanying notes form part of these financial statements.

**OLIVER'S REAL FOOD LTD AND CONTROLLED ENTITIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2018**

| | Note | Consolidated Group | |
|--|------|--------------------|-------------------|
| | | 2018 | 2017 |
| | | \$ | \$ |
| Assets | | | |
| Current assets | | | |
| Cash and cash equivalents | 9 | 2,858,960 | 6,344,096 |
| Trade and other receivables | 10 | 659,714 | 1,273,212 |
| Inventories | 11 | 2,095,246 | 1,340,481 |
| Other assets | 15 | 410,679 | 153,248 |
| Total current assets | | 6,024,599 | 9,111,037 |
| Non-current assets | | | |
| Property, plant and equipment | 13 | 15,287,023 | 10,737,090 |
| Deferred tax assets | 19 | 758,213 | 571,982 |
| Intangible assets | 14 | 8,934,430 | 6,676,844 |
| Other non-current assets | 15 | 406,517 | 428,610 |
| Total non-current assets | | 25,386,182 | 18,414,526 |
| Total assets | | 31,410,781 | 27,525,563 |
| Liabilities | | | |
| Current liabilities | | | |
| Trade and other payables | 16 | 3,128,895 | 2,233,286 |
| Borrowings | 17 | 374,313 | 252,723 |
| Other financial liabilities | 18 | 494,089 | 308,756 |
| Provisions | 20 | 391,744 | 235,515 |
| Total current liabilities | | 4,389,041 | 3,030,280 |
| Non-current liabilities | | | |
| Borrowings | 17 | 1,701,559 | 109,876 |
| Other financial liabilities | 18 | 203,138 | 158,569 |
| Deferred tax liabilities | 19 | 1,011,462 | 61,247 |
| Provisions | 20 | 403,579 | 345,201 |
| Total non-current liabilities | | 3,319,738 | 674,893 |
| Total liabilities | | 7,708,779 | 3,705,173 |
| Net assets | | 23,702,002 | 23,820,390 |
| Equity | | | |
| Issued capital | 21 | 26,149,248 | 25,215,628 |
| Reserves | 30 | 275,128 | 121,883 |
| Retained earnings | | (2,722,374) | (1,681,237) |
| Equity attributable to owners of the parent entity | | 23,702,002 | 23,656,274 |
| Non-controlling interest | 31 | - | 164,116 |
| Total equity | | 23,702,002 | 23,820,390 |

The accompanying notes form part of these financial statements.

OLIVER'S REAL FOOD LTD AND CONTROLLED ENTITIES CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2018

| | Share Capital | | Reserves | | Non-controlling Interests | Total |
|---|---------------|-------------------|----------------|-------------|---------------------------|-------------|
| | Ordinary | Retained Earnings | Option Reserve | Subtotal | | |
| Note | \$ | \$ | \$ | \$ | \$ | \$ |
| Consolidated Group | | | | | | |
| Balance at 1 July 2016 | 1,795,438 | 1,200,003 | - | 2,995,441 | 118,512 | 3,113,953 |
| Comprehensive income | | | | | | |
| Loss for the year | - | (2,815,208) | - | (2,815,208) | (53,641) | (2,868,849) |
| Total comprehensive income for the year | - | (2,815,208) | - | (2,815,208) | (53,641) | (2,868,849) |
| Transactions with owners, in their capacity as owners, and other transfers | | | | | | |
| Shares issued during the year | 24,681,558 | - | - | 24,681,558 | - | 24,681,558 |
| Transaction costs, net of tax | (1,261,368) | - | - | (1,261,368) | - | (1,261,368) |
| Payment of share options | - | - | 174,440 | 174,440 | - | 174,440 |
| Transfer from option reserve on exercise of option | - | 136,838 | (136,838) | - | - | - |
| Option expense recognised in the year | - | - | 84,281 | 84,281 | - | 84,281 |
| Total transactions with owners and other transfers | 23,420,190 | 136,838 | 121,883 | 23,678,911 | - | 23,678,911 |
| Other | | | | | | |
| Aquisition of non-controlling interest | - | (202,870) | - | (202,870) | 99,245 | (103,625) |
| Total other | - | (202,870) | - | (202,870) | 99,245 | (103,625) |
| Balance at 30 June 2017 | 25,215,628 | (1,681,237) | 121,883 | 23,656,274 | 164,116 | 23,820,390 |
| Balance at 1 July 2017 | 25,215,628 | (1,681,237) | 121,883 | 23,656,274 | 164,116 | 23,820,390 |
| Comprehensive income | | | | | | |
| Loss for the year | - | (642,753) | - | (642,753) | - | (642,753) |
| Total comprehensive income for the year | - | (642,753) | - | (642,753) | - | (642,753) |
| Transactions with owners, in their capacity as owners, and other transfers | | | | | | |
| Transaction costs, net of tax | 363,620 | - | - | 363,620 | - | 363,620 |
| Payment of share options | 7,500 | - | - | 7,500 | - | 7,500 |
| Transfer from option reserve on exercise of option | - | - | - | - | - | - |
| Option expense recognised in the year | - | - | 153,245 | 153,245 | - | 153,245 |
| Total transactions with owners and other transfers | 371,120 | - | 153,245 | 524,365 | - | 524,365 |
| Other | | | | | | |
| Aquisition of non-controlling interest | 562,500 | (398,384) | - | 164,116 | (164,116) | - |
| Total other | 562,500 | (398,384) | - | 164,116 | (164,116) | - |
| Balance at 30 June 2018 | 26,149,248 | (2,722,374) | 275,128 | 23,702,002 | - | 23,702,002 |

The accompanying notes form part of these financial statements.

**OLIVER'S REAL FOOD LTD AND CONTROLLED ENTITIES
CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2018**

| | Note | Consolidated Group | |
|---|------|--------------------|--------------|
| | | 2018 | 2017 |
| | | \$ | \$ |
| Cash flows from operating activities | | | |
| Receipts from customers | | 36,451,103 | 20,506,383 |
| Interest received | | 9,924 | 6,567 |
| Other income | | 18,166 | 50,401 |
| Payments to suppliers and employees | | (34,753,490) | (22,701,339) |
| Finance costs | | (99,147) | (419,149) |
| Income tax paid | | (277,969) | (77,376) |
| Net cash generated by/(used in) operating activities | 25a | 1,348,587 | (2,634,513) |
| Cash flows from investing activities | | | |
| Proceeds from disposal of property, plant and equipment | | 3,871,418 | - |
| Payment for purchase of business, net of cash acquired | | (3,437,234) | (8,107,395) |
| Payments for intangible assets | | (250,490) | - |
| Purchase of property, plant and equipment | | (6,662,975) | (4,065,116) |
| Net cash (used in)/generated by investing activities | | (6,479,282) | (12,172,511) |
| Cash flows from financing activities | | | |
| Proceeds from issue of shares | | - | 23,555,000 |
| Proceeds from borrowings | | 1,973,555 | 1,831,712 |
| Cost of issuance of shares | | - | (1,261,368) |
| Proceeds from exercise of options | | 7,500 | 24,000 |
| Proceeds from issue of options | | - | 174,440 |
| Repayment of borrowings | | (335,496) | (4,011,262) |
| Net cash provided by (used in) financing activities | | 1,645,559 | 20,312,522 |
| Net increase in cash held | | (3,485,136) | 5,505,498 |
| Cash and cash equivalents at beginning of financial year | | 6,344,096 | 838,598 |
| Effect of exchange rates on cash holdings in foreign currencies | | - | - |
| Cash and cash equivalents at end of financial year | 9 | 2,858,960 | 6,344,096 |

The accompanying notes form part of these financial statements.

OLIVER'S REAL FOOD LTD AND CONTROLLED ENTITIES NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2018

These consolidated financial statements and notes represent those of Oliver's Real Food Ltd and Controlled Entities (the "consolidated group" or "group"). The separate financial statements of the parent entity, Oliver's Real Food Limited have not been presented within this financial report as permitted by the Corporations Act 2001.

The financial statements were authorised for issue on 17 September 2018 by the Directors of the company.

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Preparation

These general purpose financial statements have been prepared in accordance with the Corporations Act 2001, Australian Accounting Standards and Interpretations of the Australian Accounting Standards Board. The Group is a for-profit entity for financial reporting purposes under Australian Accounting Standards. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise.

Except for cash flow information, the financial statements have been prepared on an accrual basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

(a) Principles of Consolidation

The consolidated financial statements incorporate all of the assets, liabilities and results of the Oliver's Real Food Ltd) and all of the subsidiaries (including any structured entities). Subsidiaries are entities the Parent controls. The Parent controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. A list of the subsidiaries is provided in Note 12.

The assets, liabilities and results of all subsidiaries are fully consolidated into the financial statements of the Group from the date on which control is obtained by the Group. The consolidation of a subsidiary is discontinued from the date that control ceases. Inter-company transactions, balances and unrealised gains or losses on transactions between Group entities are fully eliminated on consolidation. Accounting policies of subsidiaries have been changed and adjustments made where necessary to ensure uniformity of the accounting policies adopted by the Group.

Equity interests in a subsidiary not attributable, directly or indirectly, to the Group are presented as "non-controlling Interests". The Group initially recognises non-controlling interests that are present ownership interests in subsidiaries and are entitled to a proportionate share of the subsidiary's net assets on liquidation at either fair value or the non-controlling interests' proportionate share of the subsidiary's net assets. Subsequent to initial recognition, non-controlling interests are attributed their share of profit or loss and each component of other comprehensive income. Non-controlling interests are shown separately within the equity section of the statement of financial position and statement of comprehensive income.

(b) Business Combinations

Business combinations occur where an acquirer obtains control over one or more businesses.

A business combination is accounted for by applying the acquisition method, unless it is a combination involving entities or businesses under common control. The business combination will

be accounted for from the date that control is obtained, whereby the fair value of the identifiable assets acquired and liabilities (including contingent liabilities) assumed is recognised (subject to certain limited exemptions).

When measuring the consideration transferred in the business combination, any asset or liability resulting from a contingent consideration arrangement is also included. Subsequent to initial recognition, contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability is remeasured each reporting period to fair value, recognising any change to fair value in profit or loss, unless the change in value can be identified as existing at acquisition date.

All transaction costs incurred in relation to business combinations, other than those associated with the issue of a financial instrument, are recognised as expenses in profit or loss when incurred.

The acquisition of a business may result in the recognition of goodwill or a gain from a bargain purchase.

Business combinations are initially accounted for on a provisional basis. The acquirer retrospectively adjusts the provisional amounts recognised and also recognises additional assets or liabilities during the measurement period, based on new information obtained about the facts and circumstances that existed at the acquisition date. The measurement period ends on either the earlier of (i) 12 months from the date of the acquisition or (ii) when the acquirer receives all the information possible to determine fair value.

(c) **Goodwill**

Goodwill is carried at cost less any accumulated impairment losses. Goodwill is calculated as the excess of the sum of:

- (i) the consideration transferred;
- (ii) any non-controlling interest (determined under either the full goodwill or proportionate interest method); and
- (iii) the acquisition date fair value of any previously held equity interest;

over the acquisition date fair value of net identifiable assets acquired.

The acquisition date fair value of the consideration transferred for a business combination plus the acquisition date fair value of any previously held equity interest shall form the cost of the investment in the separate financial statements.

Fair value remeasurements in any pre-existing equity holdings are recognised in profit or loss in the period in which they arise. Where changes in the value of such equity holdings had previously been recognised in other comprehensive income, such amounts are recycled to profit or loss.

If, after reassessment, the Group's interest in the fair value of the acquiree's identifiable net assets exceeds the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree and the fair value of the acquirer's previously held equity interest in the acquiree (if any), so the excess is recognised immediately in profit or loss as a bargain purchase gain.

Goodwill is not amortised but is reviewed for impairment at least annually. For the purpose of impairment testing, goodwill is allocated to each of the Group's operating segments expected to benefit from the synergies of the combination. Operating segments, to which goodwill, has been allocated are tested for impairment annually or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the operating segments is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit on a pro-rata basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period. On disposal of a subsidiary, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

At the end of each reporting period, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units. Otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount. Hence the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior financial years. A reversal of an impairment loss is recognised immediately in profit or loss.

(d) **Income Tax**

The income tax expense (income) for the year comprises current income tax expense (income) and deferred tax expense (income).

Current income tax expense charged to profit or loss is the tax payable on taxable income for the current period. Current tax liabilities (assets) are measured at the amounts expected to be paid to (recovered from) the relevant taxation authority using tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax expense reflects movements in deferred tax asset and deferred tax liability balances during the year as well as unused tax losses.

Current and deferred income tax expense (income) is charged or credited outside profit or loss when the tax relates to items that are recognised outside profit or loss or arising from a business combination.

A deferred tax liability shall be recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from: (a) the initial recognition of goodwill; or (b) the initial recognition of an asset or liability in a transaction which: (i) is not a business combination; and (ii) at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

Except for business combinations, no deferred income tax is recognised from the initial recognition of an asset or liability, where there is no effect on accounting or taxable profit or loss.

Deferred tax assets and liabilities are calculated at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled and their measurement also reflects the manner in which management expects to recover or settle the carrying amount of the related asset or liability. With respect to non-depreciable items of property, plant and equipment measured at fair value and items of investment property measured at fair value, the related deferred tax liability or deferred tax asset is measured on the basis that the carrying amount of the asset will be recovered entirely through sale. When an investment property that is depreciable is held by the entity in a business model whose objective is to consume substantially all of the

economic benefits embodied in the property through use over time (rather than through sale), the related deferred tax liability or deferred tax asset is measured on the basis that the carrying amount of such property will be recovered entirely through use.

Deferred tax assets relating to temporary differences and unused tax losses are recognised only to the extent that it is probable that future taxable profit will be available against which the benefits of the deferred tax asset can be utilised.

Where temporary differences exist in relation to investments in subsidiaries, branches, associates, and joint ventures, deferred tax assets and liabilities are not recognised where the timing of the reversal of the temporary difference can be controlled and it is not probable that the reversal will occur in the foreseeable future.

Current tax assets and liabilities are offset where a legally enforceable right of set-off exists and it is intended that net settlement or simultaneous realisation and settlement of the respective asset and liability will occur. Deferred tax assets and liabilities are offset where: (i) a legally enforceable right of set-off exists; and (ii) the deferred tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where it is intended that net settlement or simultaneous realisation and settlement of the respective asset and liability will occur in future periods in which significant amounts of deferred tax assets or liabilities are expected to be recovered or settled.

Tax consolidation

The company and its wholly-owned Australian resident entities have formed a tax-consolidated group and are therefore taxed as a single entity from that date. The head entity within the tax-consolidated group is Oliver's Real Food Ltd.

The members of the tax-consolidated group are identified in Note 12. Tax expense/income, deferred tax liabilities and deferred tax assets arising from temporary differences of the members of the tax-consolidated group are recognised in the separate financial statements of the members of the tax-consolidated group using the "separate taxpayer within group" approach by reference to the carrying amounts in the separate financial statements of each entity and the tax values applying under tax consolidation. Current tax liabilities and assets and deferred tax assets arising from unused tax losses and relevant tax credits of the members of the tax-consolidated group are recognised by the company (as head entity in the tax-consolidated group). Due to the existence of a tax funding arrangement between the entities in the tax-consolidated group, amounts are recognised as payable to or receivable by the company and each member of the group in relation to the tax contribution amounts paid or payable between the parent entity and the other members of the tax-consolidated group in accordance with the arrangement.

Current income tax expense (income) and deferred tax liabilities and assets are recognised in the separate financial statements of members of the tax consolidated group using the "group allocation" approach. This approach determines the tax obligations of entities based on a systematic allocation which ensures that all amounts are allocated to the subsidiaries in compliance with AASB 112 Income Taxes.

Any current tax liabilities (assets) and deferred tax assets arising from unused tax losses of the subsidiaries are assumed by the head entity in the tax consolidated group and are recognised as amounts payable (receivable) to (from) other entities in the tax consolidated group. Any difference between these amounts and amounts payable (receivable) under the tax funding agreement (refer below) is recognised by the head entity as an equity injection or distribution.

(e) Fair Value of Assets and Liabilities

The Group measures some of its assets and liabilities at fair value on either a recurring or non-recurring basis, depending on the requirements of the applicable accounting standard.

Fair value is the price the Group would receive to sell an asset or would have to pay to transfer a

liability in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (ie the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (ie the market that maximises the receipts from the sale of the asset or minimises the payments made to transfer the liability, after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

The fair value of liabilities and the entity's own equity instruments (excluding those related to share-based payment arrangements) may be valued, where there is no observable market price in relation to the transfer of such financial instruments, by reference to observable market information where such instruments are held as assets. Where this information is not available, other valuation techniques are adopted and, where significant, are detailed in the respective note to the financial statements.

(f) Inventories

Raw materials, work in progress and finished goods are stated at the lower of cost and net realisable value on a 'first in first out' basis. Cost comprises of direct materials and delivery costs, direct labour, import duties and other taxes, an appropriate proportion of variable and fixed overhead expenditure based on normal operating capacity, and, where applicable, transfers from cash flow hedging reserves in equity. Costs of purchased inventory are determined after deducting rebates and discounts received or receivable.

Stock in transit is stated at the lower of cost and net realisable value. Cost comprises of purchase and delivery costs, net of rebates and discounts received or receivable.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

(g) Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Property

Land and buildings are shown at historical cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Plant and equipment

Plant and equipment is stated at historical cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Depreciation

Depreciation is calculated on a straight-line basis to write off the net cost of each item of property, plant and equipment (excluding land) over their expected useful lives as follows:

| Class of fixed Asset | Depreciation Rate |
|---------------------------------|-------------------|
| Buildings | 40 years |
| Leasehold improvements | 3-15 years |
| Plant and equipment | 3-7 years |
| Plant and equipment under lease | 2-5 years |

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Leasehold improvements and plant and equipment under lease are depreciated over the unexpired period of the lease or the estimated useful life of the assets, whichever is shorter.

An item of property, plant and equipment is derecognised upon disposal or when there is no future economic benefit to the consolidated entity. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss. Any revaluation surplus reserve relating to the item disposed of is transferred directly to retained profits.

(h) Leases

Leases of fixed assets, where substantially all the risks and benefits incidental to the ownership of the asset (but not the legal ownership) are transferred to entities in the consolidated group, are classified as finance leases.

Finance leases are capitalised by recognising an asset and a liability at the lower of the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Leased assets are depreciated on a straight-line basis over the shorter of their estimated useful lives or the lease term.

Operating lease payments, net of any incentives received from the lessor, are charged to profit or loss on a straight-line basis over the term of the lease.

(i) Impairment of Assets

Goodwill and other intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

(j) Intangible Assets Other than Goodwill

Intangible assets acquired as part of a business combination, other than goodwill, are initially measured at their fair value at the date of the acquisition. Intangible assets acquired separately are initially recognised at cost. Indefinite life intangible assets are not amortised and are subsequently measured at cost less any impairment. Finite life intangible assets are subsequently measured at

cost less amortisation and any impairment. The gains or losses recognised in profit or loss arising from the de-recognition of intangible assets are measured as the difference between net disposal proceeds and the carrying amount of the intangible asset. The method and useful lives of finite life intangible assets are reviewed annually. Changes in the expected pattern of consumption or useful life are accounted for prospectively by changing the amortisation method or period.

Patents and trademarks

Significant costs associated with patents and trademarks are deferred and amortised on a straight-line basis over the period of their expected benefit, being their finite life of 5 years.

Brands & IP

Brands & IP are not amortised. Instead, brands are tested annually for impairment, or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less accumulated impairment losses. Impairment losses on brands and IP are taken to profit or loss and are not subsequently reversed.

As both the Brands & IP are an important element for the Oliver's business, i.e. they are crucial for the operation of the Oliver's business, the Directors are of the opinion that both brands and IP have an indefinite life.

Software

Significant costs associated with software are deferred and amortised on a straight-line basis over the period of their expected benefit, being their finite life of 5 years.

Customer contracts

Customer contracts acquired in a business combination are amortised on a straight-line basis over the period of their expected benefit, being their finite life of 10 years.

(k) Foreign Currency Transactions and Balances

Functional and presentation currency

The functional currency of each of the Group's entities is measured using the currency of the primary economic environment in which that entity operates. The consolidated financial statements are presented in Australian dollars which is the parent entity's functional currency.

(l) Employee Benefits

Short-term employee benefits

Provision is made for the Group's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Group's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as part of current trade and other payables in the statement of financial position. The Group's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

Other long-term employee benefits

Provision is made for employees' long service leave and annual leave entitlements not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees.

Expected future payments incorporate anticipated future wage and salary levels, durations of

service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Group's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Group does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Equity-settled compensation

The Group operates an employee share and option plan. Share-based payments to employees are measured at the fair value of the instruments at grant date and amortised over the vesting periods. Share-based payments to non-employees are measured at the fair value of goods or services received or the fair value of the equity instruments issued, if it is determined the fair value of the goods or services cannot be reliably measured, and are recorded at the date the goods or services are received. The corresponding amounts are recognised in the option reserve and statement of profit and loss respectively. The fair value of options is determined using the Black-Scholes pricing model. The number of shares and options expected to vest is reviewed and adjusted at the end of each reporting period such that the amount recognised for services received as consideration for the equity instruments granted is based on the number of equity instruments that eventually vest.

(m) Provisions

Provisions are recognised when the consolidated entity has a present (legal or constructive) obligation as a result of a past event, it is probable the consolidated entity will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation. If the time value of money is material, provisions are discounted using a current pre-tax rate specific to the liability. The increase in the provision resulting from the passage of time is recognised as a finance cost.

(n) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits available on demand with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are reported within borrowings in current liabilities on the statement of financial position.

(o) Revenue and Other Income

Revenue is recognised when it is probable that the economic benefit will flow to the consolidated entity and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received or receivable.

Sale of goods

Sale of goods revenue is recognised at the point of sale, which is where the customer has taken delivery of the goods, the risks and rewards are transferred to the customer and there is a valid sales contract. Amounts disclosed as revenue are net of sales returns and trade discounts.

Franchise fee revenue

Revenue from franchise operations includes initial franchise, documentation and training fees generated from sales of franchises to franchisees. These are recognised directly in the accounting

period in which the franchise is sold.

Ongoing franchise fees consist of franchise fees and royalty fees. These ongoing fees are recognised in the accounting period in which they are generated.

Interest

Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

Other revenue

Other revenue is recognised when it is received or when the right to receive payment is established.

(p) Trade and Other Receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment. Trade receivables are generally due for settlement within 30 days.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off by reducing the carrying amount directly. A provision for impairment of trade receivables is raised when there is objective evidence that the consolidated entity will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation and default or delinquency in payments (more than 60 days overdue) are considered indicators that the trade receivable may be impaired. The amount of the impairment allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

Other receivables are recognised at amortised cost, less any provision for impairment.

(q) Trade and Other Payables

These amounts represent liabilities for goods and services provided to the consolidated entity prior to the end of the financial year which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition..

(r) Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of assets that necessarily take a substantial period of time to prepare for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

(s) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows included in receipts from customers or payments to suppliers.

(t) Comparative Figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

Where the Group retrospectively applies an accounting policy, makes a retrospective restatement or reclassifies items in its financial statements, an additional (third) statement of financial position as at the beginning of the preceding period in addition to the minimum comparative financial statement is presented.

(u) Rounding of Amounts

The parent entity has applied the relief available to it under ASIC Corporations (*Rounding in Financial/Directors' Reports*) Instrument 2016/191. Accordingly, amounts in the financial statements have been rounded to the nearest \$1,000.

(v) Critical Accounting Estimates and Judgements

The Directors evaluate estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Group.

(i) Impairment of non-financial assets other than goodwill and other indefinite life intangible assets

The consolidated entity assesses impairment of non-financial assets other than goodwill and other indefinite life intangible assets at each reporting date by evaluating conditions specific to the consolidated entity and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value-in-use calculations, which incorporate a number of key estimates and assumptions.

(ii) Provision for impairment of receivables

The provision for impairment of receivables assessment requires a degree of estimation and judgement. The level of provision is assessed by taking into account the recent sales experience, the ageing of receivables, historical collection rates and specific knowledge of the individual debtor's financial position.

(iii) Provision for impairment of inventories

The provision for impairment of inventories assessment requires a degree of estimation and judgement. The level of the provision is assessed by taking into account the recent sales experience, the ageing of inventories and other factors that affect inventory obsolescence.

(iv) Estimation of useful lives of assets

The consolidated entity determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previous estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

(v) Business combinations

As discussed above, business combinations are initially accounted for on a provisional basis. The fair value of assets acquired, liabilities and contingent liabilities assumed are initially estimated by

the consolidated entity taking into consideration all available information at the reporting date. Fair value adjustments on the finalisation of the business combination accounting is retrospective, where applicable, to the period the combination occurred and may have an impact on the assets and liabilities, depreciation and amortisation reported.

(vi) Goodwill and other indefinite life intangible assets

The consolidated entity tests annually, or more frequently if events or changes in circumstances indicate impairment, whether goodwill and other indefinite life intangible assets have suffered any impairment, in accordance with the accounting policy stated in Note 1. The recoverable amounts of group of cash-generating units have been determined based on value-in-use calculations. These calculations require the use of assumptions, including estimated discount rates based on the current cost of capital and growth rates of the estimated future cash flows.

(vii) Recovery of deferred tax assets

Deferred tax assets are recognised for deductible temporary differences only if the consolidated entity considers it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

(viii) Employee benefits provision

As discussed above, the liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

(ix) Lease make good provision

A provision has been made for the present value of anticipated costs for future restoration of leased premises. The provision includes future cost estimates associated with closure of the premises. The calculation of this provision requires assumptions such as application of closure dates and cost estimates.

The provision recognised for each site is periodically reviewed and updated based on the facts and circumstances available at the time. Changes to the estimated future costs for sites are recognised in the statement of financial position by adjusting the asset and the provision. Reductions in the provision that exceed the carrying amount of the asset will be recognised in profit or loss.

(w) New Accounting Standards for Application in Future Periods

Accounting Standards issued by the AASB that are not yet mandatorily applicable to the Group, together with an assessment of the potential impact of such pronouncements on the Group when adopted in future periods, are discussed below:

→ **AASB 9: Financial Instruments and associated Amending Standards** (applicable to annual reporting periods beginning on or after 1 January 2018).

The Standard will be applicable retrospectively (subject to the provisions on hedge accounting outlined below) and includes revised requirements for the classification and measurement of financial instruments, revised recognition and derecognition requirements for financial instruments and simplified requirements for hedge accounting.

The key changes that may affect the Group on initial application include certain simplifications to the classification of financial assets, simplifications to the accounting of embedded derivatives, upfront accounting for expected credit loss, and the irrevocable election to recognise gains and losses on investments in equity instruments that are not held for trading in other comprehensive income. AASB 9 also introduces a new model for hedge accounting that will allow greater flexibility in the ability to hedge risk, particularly with respect to hedges

of non-financial items. Should the entity elect to change its hedge policies in line with the new hedge accounting requirements of the Standard, the application of such accounting would be largely prospective.

The Group has established an AASB 9 project team and has completed its impact assessment of AASB 9. Based on a preliminary assessment performed over each line of business and product type, the effects of AASB 9 are not expected to have a material effect on the Group.

The Group intended to apply the standard commencing on 1 July 2018 without providing comparable information, adjusting retained earning balances and other equity components as at 1 July 2018 (the date of the initial application of the standard), if there is any such impact. The Group also determined the simplified expected credit loss model for trade receivable will be adopted.

- **AASB 15: Revenue from Contracts with Customers** (applicable to annual reporting periods beginning on or after 1 January 2018, as deferred by AASB 2015-8: Amendments to Australian Accounting Standards – Effective Date of AASB 15)

When effective, this Standard will replace the current accounting requirements applicable to revenue with a single, principles-based model. Apart from a limited number of exceptions, including leases, the new revenue model in AASB 15 will apply to all contracts with customers as well as non-monetary exchanges between entities in the same line of business to facilitate sales to customers and potential customers.

The core principle of the Standard is that an entity will recognise revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for the goods or services. To achieve this objective, AASB 15 provides the following five-step process:

- identify the contract(s) with a customer;
- identify the performance obligations in the contract(s);
- determine the transaction price;
- allocate the transaction price to the performance obligations in the contract(s); and
- recognise revenue when (or as) the performance obligations are satisfied.

The transitional provisions of this Standard permit an entity to either: restate the contracts that existed in each prior period presented per AASB 108: Accounting Policies, Changes in Accounting Estimates and Errors (subject to certain practical expedients in AASB 15); or recognise the cumulative effect of retrospective application to incomplete contracts on the date of initial application. There are also enhanced disclosure requirements.

AASB 15 establishes a single comprehensive model for entities to use in accounting for revenue arising from contracts with customers. The Group has established an AASB 15 project team and is in the process of completing its impact assessment of AASB 15. Based a preliminary assessment performed over each line of business and product type, the effects of AASB 15 are not expected to have a material effect on the Group.

The Group intended to apply the standard commencing on 1 July 2018 without providing comparable information, adjusting retained earning balances and other equity components as at 1 July 2018 (the date of the initial application of the standard), if there is any such impact.

- **AASB 16: Leases** (applicable to annual reporting periods beginning on or after 1 January 2019).

When effective, this Standard will replace the current accounting requirements applicable to leases in AASB 117: Leases and related Interpretations. AASB 16 introduces a single lessee accounting model that eliminates the requirement for leases to be classified as operating or finance leases.

The main changes introduced by the new Standard are as follows:

- recognition of a right-of-use asset and lease liability for all leases (excluding short-term leases with a lease term of 12 months or less of tenure and leases relating to low-value assets);
- depreciation of right-of-use assets in line with AASB 116: Property, Plant and Equipment in profit or loss and unwinding of the liability in principal and interest components;
- inclusion of variable lease payments that depend on an index or a rate in the initial measurement of the lease liability using the index or rate at the commencement date;
- application of a practical expedient to permit a lessee to elect not to separate non-lease components and instead account for all components as a lease; and
- inclusion of additional disclosure requirements.

The transitional provisions of AASB 16 allow a lessee to either retrospectively apply the Standard to comparatives in line with AASB 108 or recognise the cumulative effect of retrospective application as an adjustment to opening equity on the date of initial application.

The Group has established an AASB 16 project team and is in the process of completing its impact assessment of AASB 16. Based on a preliminary assessment performed over each line of business and lease type, the effect of AASB 16 is not expected to have a material effect on the Group. It is impracticable at this stage to provide a reasonable estimate of such impact.

NOTE 2: PARENT INFORMATION

The following information has been extracted from the books and records of the parent and has been prepared in accordance with Australian Accounting Standards.

| | 2018 | 2017 |
|---|--------------------|-------------------|
| | \$ | \$ |
| STATEMENT OF FINANCIAL POSITION | | |
| Assets | | |
| Current Assets | 22,010,846 | 23,428,400 |
| Non-current Assets | 1,843,171 | 1,367,652 |
| Total Assets | 23,854,017 | 24,796,052 |
| Liabilities | | |
| Current Liabilities | 322,478 | 136,127 |
| Non-current Liabilities | 606,717 | 503,769 |
| Total Liabilities | 929,195 | 639,896 |
| Equity | | |
| Issued Capital | 25,573,122 | 25,215,628 |
| Retained Earnings | (2,923,429) | (1,181,355) |
| Option Reserve | 275,129 | 121,883 |
| Total Equity | 22,924,822 | 24,156,156 |
| STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME | | |
| Total Profit | (1,763,030) | (611,972) |
| Total Comprehensive Income | (1,763,030) | (611,972) |

Contingent liabilities

The parent entity had no contingent liabilities as at 30 June 2018 and 30 June 2017

Contractual commitments

The parent entity had no capital commitments for property, plant and equipment as at 30 June 2018 and 30 June 2017

NOTE 3: REVENUE AND OTHER INCOME

| | Note | Consolidated Group | |
|---|------|--------------------|-------------------|
| | | 2018 | 2017 |
| | | \$ | \$ |
| a. Revenue from continuing operations | | | |
| Sales Revenue | | | |
| Revenue from sale of goods | | 35,922,123 | 19,893,812 |
| Franchise and royalty revenue | | 6,147 | 855,247 |
| | | 35,928,270 | 20,749,059 |
| Other Revenue | | | |
| Interest received | | 9,924 | 6,567 |
| Total Revenue | | 35,938,194 | 20,755,626 |
| Other Income | | | |
| Gain on disposal of property, plant and equipment | | 1,852,960 | 14,037 |
| Other income | | 18,418 | 203,648 |
| Gain in bargain purchase | | 50,777 | 180,369 |
| Total Other Income | | 1,922,155 | 398,054 |

NOTE 4: PROFIT FOR THE YEAR

Profit before tax from continuing operations includes the following specific expenses:

| | Note | Consolidated Group | |
|---|------|--------------------|-----------|
| | | 2018 | 2017 |
| | | \$ | \$ |
| a. Expenses | | | |
| Cost of sales | | 8,484,671 | 6,805,372 |
| Finance costs | | 99,147 | 419,149 |
| Employee benefit expense | | 15,610,971 | 8,721,549 |
| Bad and doubtful debts: | | | |
| – trade receivables | | 67,252 | 79,610 |
| Occupancy expenses | | 5,866,724 | 3,033,433 |
| Depreciation | | 1,659,348 | 874,051 |
| Amortisation | | 637,244 | 49,785 |
| Share-based payment expenses | | 153,256 | 84,281 |
| Loss on disposal of property, plant and equipment | | 26,116 | 97,913 |

NOTE 5: TAX EXPENSE

| | Note | Consolidated Group | |
|--|------|--------------------|------------------|
| | | 2018 | 2017 |
| | | \$ | \$ |
| a. The components of tax (benefit)/expense income comprise: | | | |
| Current tax | | 496,044 | (673,905) |
| Deferred tax | | 130,210 | (226,958) |
| Recoupment of prior year tax losses | | (496,044) | - |
| Under provision in respect of prior years | | 372,001 | 150,000 |
| | | 502,211 | (750,863) |
| b. The prima facie tax on profit from ordinary activities before income tax is reconciled to income tax as follows: | | | |
| Prima facie tax payable on profit from ordinary activities before income tax at 30% (2017:30%) | | | |
| - consolidated group | | (42,163) | (1,085,914) |
| Add: | | | |
| Tax effect of: | | | |
| - non-deductable depreciation and amortisation | | 193,856 | 14,936 |
| - non-allowable items | | - | - |
| - write-downs to recoverable amounts | | - | - |
| - share options expensed during year | | - | 25,163 |
| - under-provision for income tax in prior years | | 372,001 | 150,000 |
| - Costs for raising capital | | 13,453 | 199,063 |
| Recoupment of prior year tax losses | | (19,703) | - |
| | | 517,444 | (696,752) |
| Less: | | | |
| Tax effect of: | | | |
| - Gain on bargain purchase | | 15,233 | 54,111 |
| Income tax attribute to entity | | 502,211 | (750,863) |

NOTE 6: KEY MANAGEMENT PERSONNEL COMPENSATION

Refer to the Remuneration Report contained in the Directors' Report for details of the remuneration paid or payable to each member of the Group's key management personnel (KMP) for the year ended 30 June 2018.

The totals of remuneration paid to KMP of the company and the Group during the year are as follows:

| | 2018 | 2017 |
|-------------------------------|------------------|----------------|
| | \$ | \$ |
| Short term employee benefits | 1,078,284 | 594,707 |
| Post-employment benefits | 43,479 | - |
| Termination benefits | 17,372 | - |
| Share-based payments | 105,389 | 28,096 |
| Total KMP compensation | 1,244,524 | 622,803 |

Short-term employee benefits

These amounts include fees and benefits paid to the non-executive chair and non-executive Directors as well as all salary, paid leave benefits, fringe benefits and cash bonuses awarded to executive Directors and other key management personnel.

Post-employment benefits

These amounts are the current year's superannuation contributions made during the year.

Share-based payments

These amounts represent the expense related to the participation of KMP in equity-settled benefit schemes as measured by the fair value of the options, rights and shares granted on grant date.

Further information in relation to KMP remuneration can be found in the Remuneration Report.

NOTE 7: AUDITOR'S REMUNERATION

| | Consolidated Group | |
|--|--------------------|----------------|
| | 2018 | 2017 |
| | \$ | \$ |
| Remuneration of the auditor for: | | |
| - auditing or reviewing the financial statements | 83,588 | 129,805 |
| - taxation services | 93,000 | 13,970 |
| - due diligence services | 10,250 | 283,250 |
| - other taxation services | 10,775 | 46,872 |
| | 197,613 | 473,897 |

NOTE 8: LOSS PER SHARE

| | Consolidated Group | |
|--|--------------------|-------------|
| | 2018 | 2017 |
| | \$ | \$ |
| a. Reconciliation of earnings to profit or loss: | | |
| Loss | (642,753) | (2,868,849) |
| Profit attributable to non-controlling equity interest | - | 53,641 |
| Loss used to calculate basic EPS | (642,753) | (2,815,208) |
| Loss used in the calculation of dilutive EPS | (642,753) | (2,815,208) |
| | No. | No. |
| b. Weighted average number of ordinary shares outstanding during the year used in calculating basic EPS | | |
| | 195,817,574 | 98,733,200 |
| Weighted average number of dilutive options outstanding | 6,601,930 | - |
| Weighted average number of ordinary shares outstanding during the year used in calculating dilutive EPS | 202,419,504 | 98,733,200 |
| EPS | | |
| - Basic | (0.00) | (0.03) |
| - Diluted | (0.00) | (0.03) |

NOTE 9: CASH AND CASH EQUIVALENTS

| | Note | Consolidated Group | |
|---|------|--------------------|------------------|
| | | 2018 | 2017 |
| | | \$ | \$ |
| Cash at bank and on hand | | 2,544,723 | 6,256,466 |
| Short-term bank deposits | | 314,237 | 87,630 |
| | 29 | 2,858,960 | 6,344,096 |
| Reconciliation of cash | | | |
| Cash at the end of the financial year as shown in the statement of cash flows is reconciled to items in the statement of financial position as follows: | | | |
| Cash and cash equivalents | | 2,858,960 | 6,344,096 |
| | | 2,858,960 | 6,344,096 |

NOTE 10: TRADE AND OTHER RECEIVABLES

| | Note | Consolidated Group | |
|--|------|--------------------|------------------|
| | | 2018 | 2017 |
| | | \$ | \$ |
| Current | | | |
| Trade receivables | | 455,666 | 975,340 |
| Provision for impairment | | - | - |
| | | 455,666 | 975,340 |
| Other receivables | | 204,048 | 297,872 |
| Total current trade and other receivables | | 659,714 | 1,273,212 |

Credit risk

The Group has no significant concentration of credit risk with respect to any single counter party or group of counter parties other than those receivables specifically provided for and mentioned within Note 10. The class of assets described as Trade and Other Receivables is considered to be the main source of credit risk related to the Group..

Past due but not impaired

Customers with balances past due but without provision for impairment of receivables amount to \$334,527 as at 30 June 2018 (\$633,416 as at 30 June 2017).

The consolidated entity did not consider a credit risk on the aggregate balances after reviewing the credit terms of customers based on recent collection practices.

The ageing of the past due but not impaired receivables are as follows:

| | Consolidated Group | |
|-----------------------|--------------------|----------------|
| | 2018 | 2017 |
| | \$ | \$ |
| 0 to 3 months | 273,003 | 598,534 |
| 3 to 6 months | - | 6,925 |
| Over 6 months overdue | 61,524 | 27,957 |
| | 334,527 | 633,416 |

NOTE 11: INVENTORIES

| | Note | Consolidated Group | |
|--------------------------|------|--------------------|------------------|
| | | 2017 | 2017 |
| | | \$ | \$ |
| Current | | | |
| At cost: | | | |
| Raw materials and stores | | 2,050,921 | 1,294,623 |
| Finished goods | | 44,325 | 45,858 |
| | | 2,095,246 | 1,340,481 |

NOTE 12: INTERESTS IN SUBSIDIARIES

(a) Information about Principal Subsidiaries

The subsidiaries listed below have share capital consisting solely of ordinary shares or ordinary units which are held directly by the Group. The proportion of ownership interests held equals the voting rights held by Group. Each subsidiary's principal place of business is also its country of incorporation.

| Name of subsidiary | Principal place of business | Ownership interest held by the Group | |
|------------------------------------|-----------------------------|--------------------------------------|------|
| | | 2018 | 2017 |
| | | % | % |
| Coffs Harbour Franchise Pty Ltd | Australia | 100% | 100% |
| Coonalpyn Properties Pty Ltd | Australia | 100% | 100% |
| Farm Gate Market Direct Pty Ltd | Australia | 100% | 100% |
| Fresh Food Services NSW Pty Ltd | Australia | 100% | 100% |
| Fresh Food Services QLD Pty Ltd | Australia | 100% | 100% |
| Fresh Food Services VIC Pty Ltd | Australia | 100% | 100% |
| Gundagai Properties Pty Ltd | Australia | 100% | 100% |
| Oliver's Albury North Pty Ltd | Australia | 100% | 100% |
| Oliver's Aratula Pty Ltd | Australia | 100% | 100% |
| Oliver's Ballarat Pty Ltd | Australia | 100% | 100% |
| Oliver's Bulahdelah Pty Ltd | Australia | 100% | 100% |
| Oliver's Calcoffs Pty Ltd | Australia | 100% | 100% |
| Oliver's Chinderah Pty Ltd | Australia | 100% | 100% |
| Oliver's Coffs Pty Ltd | Australia | 100% | 100% |
| Oliver's Coomera Pty Ltd | Australia | 100% | 100% |
| Oliver's Coonalpyn Pty Ltd | Australia | 100% | 100% |
| Oliver's Corporate Pty Ltd | Australia | 100% | 100% |
| Oliver's Dubbo West Pty Ltd | Australia | 100% | 100% |
| Oliver's East-Link Inbound Pty Ltd | Australia | 100% | 100% |

NOTE 12: INTERESTS IN SUBSIDIARIES (CONTINUED)

| | | | |
|--|-----------|------|------|
| Oliver's East-Link Outbound Pty Ltd | Australia | 100% | 100% |
| Oliver's Euroa Pty Ltd | Australia | 100% | 100% |
| Oliver's Ferry Park Pty Limited | Australia | 100% | 100% |
| Oliver's Franchising Pty Ltd | Australia | 100% | 100% |
| Oliver's Geelong Northbound Pty Ltd | Australia | 100% | 100% |
| Oliver's Geelong Southbound Pty Ltd | Australia | 100% | 100% |
| Oliver's Gundagai Pty Ltd | Australia | 100% | 100% |
| Oliver's Halfway Creek Pty Ltd | Australia | 100% | 100% |
| Oliver's Hexham Pty Ltd | Australia | 100% | 100% |
| Oliver's Holbrook Pty Ltd | Australia | 100% | 100% |
| Oliver's Horsham Pty Ltd | Australia | 100% | 100% |
| Oliver's Kelso Pty Ltd | Australia | 100% | 100% |
| Oliver's Lithgow Pty Ltd | Australia | 100% | 100% |
| Oliver's Maitland Road Pty Ltd | Australia | 100% | 100% |
| Oliver's Maryborough Pty Ltd | Australia | 100% | 100% |
| Oliver's Merino Pty Ltd | Australia | 100% | 100% |
| Oliver's National Marketing Fund Pty Ltd | Australia | 100% | 100% |
| Oliver's Officer Inbound Pty Ltd | Australia | 100% | 100% |
| Oliver's Officer Outbound Pty Ltd | Australia | 100% | 100% |
| Oliver's Organic Farming Pty Ltd | Australia | 100% | 100% |
| Oliver's Penn-Link Inbound Pty Ltd | Australia | 100% | 100% |
| Oliver's Penn-Link Outbound Pty Ltd | Australia | 100% | 100% |
| Oliver's Port Macquarie Pty Ltd | Australia | 100% | 100% |
| Oliver's Roma Street Pty Ltd | Australia | 100% | 100% |
| Oliver's Shepparton Pty Ltd | Australia | 100% | 100% |
| Oliver's Sutton Forest Pty Ltd | Australia | 100% | 100% |
| Oliver's Wallan Northbound Pty Ltd | Australia | 100% | 100% |
| Oliver's Wallan Southbound Pty Ltd | Australia | 100% | 100% |
| Oliver's Westgate Pty Ltd | Australia | 100% | 100% |
| Oliver's Wyong Northbound Pty Ltd | Australia | 100% | 100% |
| Oliver's Wyong Southbound Pty Ltd | Australia | 100% | 100% |
| OSC (Qld) Pty Ltd | Australia | 0% | 100% |
| Retail Technology Services Pty Ltd | Australia | 100% | 100% |
| Revilo's Pty Ltd | Australia | 100% | 100% |
| Silver Dog Pty Ltd | Australia | 100% | 100% |
| Slacks Creek Pty Ltd | Australia | 100% | 100% |
| The Delicious & Nutritious Food Co Pty Ltd | Australia | 100% | 75% |

NOTE 12: INTERESTS IN SUBSIDIARIES (CONTINUED)

Subsidiary financial statements used in the preparation of these consolidated financial statements have also been prepared as at the same reporting date as the Group's financial statements.

(b) Acquisition of Controlled Entities

On 1 December 2016, the company acquired all the equity issued by Revilo's Pty Limited for total consideration of \$455,416 (1,833,330 @ \$0.19 each). The values identified in relation to the acquisition of Revilo's were provisional as at 30 June 2017 as the re-acquired rights intangible asset fair value were yet to be finalised.

The valuation of the re-acquired rights is now finalised and the details of the acquisition are as follows:

| | Note | Fair Value \$ |
|---|------|------------------|
| Purchase consideration | | |
| – Cash | | 107,083 |
| – ordinary shares (i) | | 348,333 |
| | | 455,416 |
| Less: | | |
| Property, plant and equipment | | 612,761 |
| Reacquired rights | | 50,000 |
| Other Net Assets | | 23,024 |
| Identifiable assets acquired and liabilities assumed | | 685,785 |
| Gain on Bargain Purchase (ii) | | (230,369) |

(i) The consideration paid to acquire Revilo's Pty Ltd includes 1,833,333 ordinary shares at \$0.19 each issued to the vendors. The fair value of the shares has been determined based on the price of the shares at the date of acquisition prepared by an independent valuer.

(ii) The Gain on Bargain Purchase arose due to the difference in the issue price (\$0.30 each) and the fair value (\$0.19 each) for the scrip consideration (1,833,333 ordinary shares). The increase of \$50,000 in gain on bargain purchase was related to the re-acquired rights identified in the final purchase price allocation. It has been included as income in the Statement of Comprehensive Income and will not be assessable for tax purposes.

(iii) The acquired entities' contribution of gross revenue (\$1.0 million) and earnings before interest, tax, depreciation and amortisation (EBITDA) (\$0.05 million) for the year to 30 June 2018.

(c) Transactions with Non-controlling interests in The Delicious & Nutritious Food Co Pty Ltd

On 7 July 2017, the company acquired the remaining 25% of the outstanding shares in The Delicious & Nutritious Food Co Pty Ltd for a share consideration at a fair value of \$562,500 (i.e. 1,875,000 ordinary shares at \$0.30 each). This brings the Parent entity interest in The Delicious & Nutritious Food Co Pty Ltd to 100%.

NOTE 13: PROPERTY, PLANT AND EQUIPMENT

| | Consolidated Group | |
|---|--------------------|-------------------|
| | 2018 | 2017 |
| | \$ | \$ |
| Land and Buildings | | |
| Land and buildings | 1,028,338 | 1,728,642 |
| Total land and buildings | 1,028,338 | 1,728,642 |
| Carrying amount of all buildings had they been carried under the cost model | | |
| Plant and Equipment | | |
| Plant and equipment: | | |
| At cost | 7,344,891 | 5,457,235 |
| Accumulated depreciation | (1,949,781) | (1,050,258) |
| Accumulated impairment losses | (123,767) | - |
| | 5,271,343 | 4,406,977 |
| Leasehold improvements: | | |
| At cost | 9,148,819 | 4,482,634 |
| Accumulated amortisation | (1,000,182) | (440,149) |
| Accumulated impairment losses | (58,743) | - |
| | 8,089,894 | 4,042,485 |
| Motor vehicles: | | |
| At cost | 1,289,184 | 819,190 |
| Accumulated depreciation | (391,736) | (260,204) |
| | 897,448 | 558,986 |
| Total plant and equipment | 14,285,685 | 9,008,448 |
| Total property, plant and equipment | 15,287,023 | 10,737,090 |

a) Movements in Carrying Amounts

Movements in carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year.

| | Land & Buildings | Leashold Improvements | Plant & Equipment | Motor Vehicles | Total |
|--|------------------|-----------------------|-------------------|----------------|-------------------|
| | \$ | \$ | \$ | \$ | \$ |
| Consolidated Group: | | | | | |
| Balance at 1 July 2016 | 69,958 | 1,905,880 | 1,529,761 | 501,106 | 4,006,705 |
| Additions | 1,658,684 | 1,616,169 | 1,397,561 | 185,282 | 4,857,696 |
| Disposals | - | (97,273) | (173,816) | (7,694) | (278,783) |
| Acquisitions through business combinations | - | 848,646 | 2,176,869 | - | 3,025,515 |
| Depreciation expense | - | (230,937) | (523,398) | (119,708) | (874,043) |
| Balance at 30 June 2017 | 1,728,642 | 4,042,485 | 4,406,977 | 558,986 | 10,737,090 |
| Additions | 7,173 | 2,969,277 | 1,926,317 | 469,995 | 5,372,762 |
| Disposals | (2,026,239) | - | (213,931) | - | (2,240,170) |
| Acquisitions through business combinations | 1,318,761 | 1,696,759 | 243,683 | - | 3,259,203 |
| Depreciation expense | - | (559,884) | (967,935) | (131,533) | (1,659,352) |
| Impairment of fixed assets | - | (58,743) | (123,767) | - | (182,510) |
| Balance at 30 June 2018 | 1,028,337 | 8,089,894 | 5,271,344 | 897,448 | 15,287,023 |

NOTE 14: INTANGIBLE ASSETS

| | Consolidated Group | |
|--|--------------------|------------------|
| | 2018 | 2017 |
| | \$ | \$ |
| Goodwill | | |
| Cost | 4,937,638 | 5,743,720 |
| Accumulated impairment losses | (274,610) | - |
| Net carrying amount | 4,663,028 | 5,743,720 |
| Patents and trademarks | | |
| Cost | 190,576 | 81,855 |
| Accumulated amortisation and impairment losses | (107,399) | (52,063) |
| Net carrying amount | 83,177 | 29,792 |
| Computer software | | |
| Cost | 381,580 | 1,844 |
| Accumulated amortisation and impairment losses | (403) | (31) |
| Net carrying amount | 381,177 | 1,813 |
| Brands and IP | | |
| Cost | 691,256 | 612,189 |
| Accumulated amortisation and impairment losses | - | - |
| Net carrying amount | 691,256 | 612,189 |
| Customer relationships | | |
| Cost | 333,830 | 333,830 |
| Accumulated amortisation | (77,884) | (44,500) |
| Net carrying amount | 255,946 | 289,330 |
| Reacquired rights | | |
| Cost | 3,408,000 | - |
| Accumulated amortisation | (548,154) | - |
| Net carrying amount | 2,859,846 | - |
| Total intangible assets | 8,934,430 | 6,676,844 |

NOTE 14: INTANGIBLE ASSETS (CONTINUED)
Consolidated Group

| | Goodwill \$ | Reacquired Rights \$ | Patents and Trademarks \$ | Computer Software \$ | Brands and IP \$ | Customer Relationships \$ | Total \$ |
|---|------------------|----------------------------|---------------------------------|----------------------------|---------------------|---------------------------------|------------------|
| Year ended 30 June 2017 | | | | | | | |
| Balance at the beginning of the year | 575,556 | - | 46,163 | - | 110,576 | 322,712 | 1,055,007 |
| Additions | - | - | - | 1,845 | 501,613 | - | 503,458 |
| Acquisition through business combinations | 5,168,164 | - | - | - | - | - | 5,168,164 |
| Disposals | - | - | - | - | - | - | - |
| Amortisation charge | - | - | (16,371) | (31) | - | (33,383) | (49,785) |
| Impairment losses | - | - | - | - | - | - | - |
| Closing value at 30 June 2017 | 5,743,720 | - | 29,792 | 1,814 | 612,189 | 289,329 | 6,676,844 |
| Year ended 30 June 2018 | | | | | | | |
| Balance at the beginning of the year | 5,743,720 | - | 29,792 | 1,814 | 612,189 | 289,329 | 6,676,844 |
| Additions | - | - | 108,720 | 379,732 | 79,067 | - | 567,519 |
| Acquisition through business combinations | 2,601,918 | - | - | - | - | - | 2,601,918 |
| Reallocation | (3,408,000) | 3,408,000 | - | - | - | - | - |
| Disposals | - | - | - | - | - | - | - |
| Amortisation charge | - | (548,154) | (55,335) | (369) | - | (33,383) | (637,241) |
| Impairment losses | (274,610) | - | - | - | - | - | (274,610) |
| Closing value at 30 June 2018 | 4,663,028 | 2,859,846 | 83,177 | 381,177 | 691,256 | 255,946 | 8,934,430 |

Intangible assets, other than goodwill, brand and IP, have finite useful lives. The current amortisation charges for intangible assets are included under depreciation and amortisation expense per the statement of profit or loss. Goodwill, Brands and IP have an indefinite useful life and are not amortised.

Impairment disclosures

Goodwill is allocated to group of cash-generating units which are based on the group's reporting segments.

| | 2018 \$ | 2017 \$ |
|--------------|------------------|------------------|
| NSW segment | 2,262,916 | 4,035,789 |
| VIC segment | 2,034,466 | 964,785 |
| QLD segment | - | 253,100 |
| Red Dragon | 365,646 | 490,046 |
| Total | 4,663,028 | 5,743,720 |

NOTE 14: INTANGIBLE ASSETS (CONTINUED)

Brands and IP are allocated to group of cash-generating units which are based on the group's reporting segments.

| | 2018 | 2017 |
|-----------------|----------------|----------------|
| | \$ | \$ |
| Oliver's stores | 580,680 | 501,613 |
| Red Dragon | 110,576 | 110,576 |
| Total | 691,256 | 612,189 |

The recoverable amount of each cash-generating unit above is determined based on value-in-use calculations. Value in use is calculated based on the present value of cash flow projections over a 5-year period using an estimated growth rate.

The following key assumptions were used in the value-in-use calculations:

| | Growth Rate | Discount Rate |
|-------------|-------------|---------------|
| NSW segment | 5.63% | 20.75% |
| VIC segment | 7.72% | 20.75% |
| QLD segment | 38.06% | 20.75% |
| Red Dragon | 19.31% | 20.75% |

Management has based the value-in-use calculations on budgets for each reporting segment. These budgets use historical weighted average growth rates to project revenue. Costs are calculated taking into account historical gross margins as well as estimated weighted average inflation rates over the period which are consistent with inflation rates applicable to the locations in which the segments operate. Discount rates are pre-tax and are adjusted to incorporate risks associated with a particular segment.

Sensitivity

As disclosed in Note 1, the Directors have made judgements and estimates in respect of impairment testing of goodwill, brands and IP. Should these judgements and estimates not occur the resulting goodwill carrying amount may decrease. The sensitivities are as follows:

Goodwill would need to be impaired if the following key assumptions are increased / (decreased), with all other assumptions remaining constant:

| | Growth Rate | Discount Rate |
|-------------|-------------|---------------|
| NSW segment | (9.9%) | 34.5% |
| VIC segment | (2.9%) | 9.7% |
| QLD segment | 0.0% | 0.0% |
| Red Dragon | 0.0% | 0.0% |

NOTE 14: INTANGIBLE ASSETS (CONTINUED)

Management believes that other reasonable changes in the key assumptions on which the recoverable amount of each cash generating unit's goodwill is based would not cause the cash-generating unit's carrying amount to exceed its recoverable amount.

If there are any negative changes in the key assumptions on which the recoverable amount of goodwill is based, this would result in a further impairment charge for the cash generating unit's goodwill.

(a) Buy-back of franchised stores

During the year, the Group bought back an additional six franchised stores. It did not acquire equity in the companies and only acquired the assets in trade of the former franchised stores and the Purchase Price Allocation for the respective franchise buy-backs are summarised as follows:

| Date of acquisition | Eastlink Inbound 23 JAN 2017 | Hexham 22 FEB 2017 | Wyong Northbound 7 MAR 2017 | Goulburn 1 MAY 2017 | Wyong Southbound 30 JUN 2017 | Wallan Northbound 30 JUN 2017 | Eastlink Outbound 1 AUG 2017 | Total |
|--|------------------------------------|-----------------------|-----------------------------------|------------------------|------------------------------------|-------------------------------------|------------------------------------|------------------|
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Consideration | | | | | | | | |
| - cash | 375,000 | 360,000 | 2,800,000 | 750,000 | 1,900,000 | 900,000 | 800,000 | 7,885,000 |
| - Debt forgiveness | 150,000 | - | 17,618 | - | - | - | - | 167,618 |
| - Other consideration | - | 11,388 | 9,745 | - | 8,963 | 4,984 | 5,455 | 40,535 |
| Total consideration | 525,000 | 371,388 | 2,827,363 | 750,000 | 1,908,963 | 904,984 | 805,455 | 8,093,153 |
| Fair value of assets acquired | | | | | | | | |
| Property, plant and equipment | 326,847 | 322,165 | 705,722 | 148,282 | 716,869 | 532,764 | 296,608 | 3,049,257 |
| Reacquired rights | 50,000 | 50,000 | 1,712,000 | 505,000 | 941,000 | 50,000 | 50,000 | 3,358,000 |
| Goodwill | 148,153 | (777) | 409,641 | 96,718 | 251,094 | 322,220 | 458,847 | 1,685,896 |
| | 525,000 | 371,388 | 2,827,363 | 750,000 | 1,908,963 | 904,984 | 805,455 | 8,093,153 |

The goodwill is attributable to the sales revenue of the acquired business, the synergies expected to arise from the acquisition and strengthens the growth platform of the Group. The goodwill will not be deductible for tax purposes.

For the former franchised stores acquired in FY2017, their contribution of gross revenue and EBIDTA for the year to 30 June 2018 were \$13.7 million and \$3.3 million respectively.

For the former franchised store acquired during the year, its contribution of gross revenue and EBIDTA for the year to 30 June 2018 were \$1.1 million and \$0.18 million respectively. There is not adequate information available for disclosing the contribution of gross revenue and EBITDA for the full year

NOTE 14: INTANGIBLE ASSETS (CONTINUED)

(b) Acquisition of businesses

Further, the Group acquired two QSR businesses during the year with the intention to convert the existing businesses into Oliver's Food branded stores. Summarised below are the Purchase Price Allocation for the respective businesses acquired:

| Date of acquisition | Maryborough 31 AUG 2017 \$ | Euroa 21 SEP 2017 \$ | Total \$ |
|--------------------------------------|----------------------------------|----------------------------|-------------|
| Consideration | | | |
| – cash | 1,000,000 | 1,600,000 | 2,600,000 |
| – Other consideration | 15,025 | 16,850 | 31,875 |
| Total consideration | 1,015,025 | 1,616,850 | 2,631,875 |
| Fair value of assets acquired | | | |
| Property, plant and equipment | 857,696 | 673,235 | 1,530,931 |
| Goodwill | 157,329 | 943,615 | 1,100,944 |
| | 1,015,025 | 1,616,850 | 2,631,875 |

The goodwill is attributable to the sales revenue of the acquired business, the synergies expected to be arise from the acquisition, and strengthens the growth platform of the Group and provides a footprint from which to grow in these new locations. The goodwill will not be deductible for tax purposes.

NOTE 15: OTHER ASSETS

| | Consolidated Group | |
|-----------------------------|--------------------|------------|
| | 2018 \$ | 2017 \$ |
| Current | | |
| Prepayments | 410,679 | 153,248 |
| | 410,679 | 153,248 |
| Non-current | | |
| Rent receivable | - | 50,910 |
| Security deposits and bonds | 327,668 | 326,648 |
| Other assets | 78,849 | 51,052 |
| | 406,517 | 428,610 |

NOTE 16: TRADE AND OTHER PAYABLES

| | Consolidated Group | |
|--------------------------------------|--------------------|------------------|
| | 2018 | 2017 |
| | \$ | \$ |
| Current | | |
| Unsecured liabilities | - | - |
| Trade payables | 1,851,473 | 978,519 |
| Sundry payables and accrued expenses | 1,277,423 | 1,254,767 |
| | 3,128,895 | 2,233,286 |

NOTE 17: BORROWINGS

| | Note | Consolidated Group | |
|-------------------------------------|-------|--------------------|----------------|
| | | 2018 | 2017 |
| | | \$ | \$ |
| Current | | | |
| Unsecured liabilities | | | |
| Lease liability | 22 | 174,313 | 47,223 |
| Loan from associated parties | | 200,000 | 205,500 |
| Total current borrowings | | 374,313 | 252,723 |
| Non-current | | | |
| Unsecured liabilities | | | |
| Lease liability | 22 | 311,559 | 109,876 |
| Secured liabilities | | | |
| Bank loans | 17a,c | 1,390,000 | - |
| Total non-current borrowings | | 1,701,559 | 109,876 |
| Total borrowings | 29 | 2,075,872 | 362,599 |

| | Note | Consolidated Group | |
|---|------|--------------------|----------|
| | | 2018 | 2017 |
| | | \$ | \$ |
| a. Total current and non-current secured liabilities | | | |
| Bank loan | | 1,390,000 | - |
| | | 1,390,000 | - |

The nominal interest rate is 1.81% per annum and the year of maturity is December 2019. The loans are secured over the group's all present and after acquired properties. Covenants imposed by the bank require EBITDA of \$460,000 for each 6 months period and \$920,000 for each 12 months period.

NOTE 18: OTHER FINANCIAL LIABILITIES

| | Consolidated Group | |
|------------------------------------|--------------------|----------------|
| | 2018 | 2017 |
| | \$ | \$ |
| Current | | |
| Tax payable | - | 164,000 |
| Vendors – former franchised stores | - | 119,392 |
| Turnover rent payable | 446,581 | 18,218 |
| Other | 47,508 | 7,146 |
| | 494,089 | 308,756 |
| Non-current | | |
| Accruals | 203,138 | 158,569 |
| | 203,138 | 158,569 |

NOTE 19: TAX

| | Consolidated Group | |
|--------------------------|--------------------|------|
| | 2018 | 2017 |
| | \$ | \$ |
| Current | | |
| Income tax payable | - | - |
| Provision for income tax | - | - |
| | - | - |

| | Opening Balance | Charged to Income | Additions through business combinations | Charged to Equity | Closing Balance |
|---|-----------------|-------------------|---|-------------------|------------------|
| | \$ | \$ | | \$ | \$ |
| Non-current | | | | | |
| Consolidated Group | | | | | |
| Deferred tax liabilities | | | | | |
| Prepayments | 42,212 | 3,762 | - | - | 45,974 |
| Rent Receivable | 4,983 | 10,290 | - | - | 15,273 |
| Balance at 30 June 2017 | 47,195 | 14,052 | - | - | 61,247 |
| Prepayments | 45,974 | 5,364 | - | - | 51,338 |
| Rent Receivable | 15,273 | (15,273) | - | - | - |
| Amortised intangibles | - | (62,276) | 1,022,400 | - | 960,124 |
| Balance at 30 June 2018 | 61,247 | (72,185) | 1,022,400 | - | 1,011,462 |
| Deferred tax assets | | | | | |
| Other | - | 349,149 | - | - | 349,149 |
| Employee benefits | 39,557 | 31,097 | - | - | 70,654 |
| Provision for future lease expense | 57,929 | (10,359) | - | - | 47,570 |
| Superannuation not paid in financial year | 36,341 | 47,176 | - | - | 83,517 |
| Depreciation on make good | 7,172 | 8,843 | - | - | 16,015 |
| Unwinding of discount | 3,030 | 2,047 | - | - | 5,077 |
| Balance at 30 June 2017 | 144,029 | 427,953 | - | - | 571,982 |
| Other | 349,149 | (385,770) | - | 388,626 | 352,005 |
| Employee benefits | 70,654 | 46,869 | - | - | 117,523 |
| Provision of future lease expense | 47,570 | 13,371 | - | - | 60,941 |
| Superannuation not paid in financial year | 83,517 | 25,478 | - | - | 108,995 |
| Depreciation on make good | 16,015 | 78,735 | - | - | 94,750 |
| Unwinding of discount | 5,077 | 18,922 | - | - | 23,999 |
| Balance at 30 June 2018 | 571,982 | (202,395) | - | 388,626 | 758,213 |

NOTE 20: PROVISIONS

| | Consolidated Group | |
|--------------------------------|--------------------|----------------|
| | 2018 | 2017 |
| | \$ | \$ |
| Current | | |
| Employee benefits | | |
| Opening balance at 1 July 2017 | 235,515 | 131,958 |
| Additional provisions – net | 156,229 | 103,557 |
| Balance at 30 June 2018 | 391,744 | 235,515 |

| | Consolidated Group | |
|--------------------------------|--------------------|----------------|
| | 2018 | 2017 |
| | \$ | \$ |
| Non-current | | |
| Lease make good | | |
| Opening balance at 1 July 2017 | 345,201 | 250,100 |
| Additional provisions | 58,378 | 95,101 |
| Balance at 30 June 2018 | 403,579 | 345,201 |

Analysis of Total Provisions

| | Consolidated Group | |
|-------------|--------------------|----------------|
| | 2018 | 2017 |
| | \$ | \$ |
| Current | 391,744 | 235,515 |
| Non-current | 403,579 | 345,201 |
| | 795,323 | 580,716 |

Provision for Employee Benefits

Provision for employee benefits represents amounts accrued for annual leave and long service leave.

The current portion for this provision includes the total amount accrued for annual leave entitlements and the amounts accrued for long service leave entitlements that have vested due to employees having completed the required period of service. Based on past experience, the Group does not expect the full amount of annual leave or long service leave balances classified as current liabilities to be settled within the next 12 months. However, these amounts must be classified as current liabilities since the Group does not have an unconditional right to defer the settlement of these amounts in the event employees wish to use their leave entitlement.

Provision for Make Good

A provision has been made for the present value of anticipated costs for future restoration of leased premises. Refer to Note 1 (v) (ix) for further details.

NOTE 21: ISSUED CAPITAL

| | Consolidated Group | |
|---|--------------------|------------|
| | 2018 | 2017 |
| | \$ | \$ |
| 213,960,081 (2017: 211,522,581) fully paid ordinary shares | 26,149,248 | 25,215,628 |
| | 26,149,248 | 25,215,628 |

(a) Ordinary Shares

| | Consolidated Group | | | |
|---|--------------------|-------------------|--------------------|-------------------|
| | 2018 | 2018 | 2017 | 2017 |
| | No. | \$ | No. | \$ |
| At the beginning of the reporting period | 211,522,581 | 25,215,628 | 10,409 | 1,795,438 |
| Shares issued during the year | | | | |
| – 14 NOV 2016 (1:7500 shares split) | - | - | 78,057,091 | - |
| – NOV 2016 (\$0.30 per share for cash) | - | - | 3,000,001 | 900,000 |
| – NOV 2016 (\$0.19 per share for non-cash) | - | - | 1,833,330 | 348,333 |
| – DEC 2016 (\$0.16 per share for cash) | - | - | 3,062,500 | 490,000 |
| – FEB 2017 (\$0.16 per share for cash) | - | - | 45,531,250 | 7,285,000 |
| – MAY 2017 (\$0.20725 per share for non-cash) | - | - | 500,000 | 103,625 |
| – JUN 2017 (\$0.20 per share for non-cash) | - | - | 2,500,000 | 500,000 |
| – JUN 2017 (\$0.20 per share for non-cash) | - | - | 153,000 | 30,600 |
| – JUN 2017 (\$0.20 per share for non-cash) | - | - | 75,000,000 | 15,000,000 |
| – JUN 2017 (exercise of options) | - | - | 1,875,000 | 24,000 |
| – JUL 2017 (\$0.30 per share for non-cash) | 1,875,000 | 562,500 | - | - |
| – JUN 2018 (exercise of options) | 562,500 | 7,500 | - | - |
| Transaction costs on raising capital | - | 363,620 | - | (1,261,368) |
| At the end of the reporting period | 213,960,081 | 26,149,248 | 211,522,581 | 25,215,628 |

In July 2017, a total of 1,875,000 ordinary shares were issued at a fair value of \$0.30 each for the acquisition of 25% equity interest in The Delicious & Nutritious Food Co Pty Ltd.

In June 2018, 562,500 ordinary shares were issued upon the exercise of the options held by John Diddams, a non-executive Director.

Ordinary shares

Ordinary shares entitle the holder to participate in dividends and the proceeds on the winding up of the company in proportion to the number of and amounts paid on the shares held. The fully paid ordinary shares have no par value and the company does not have a limited amount of authorised capital.

On a show of hands every member present at a meeting in person or by proxy shall have one vote and upon a poll each share shall have one vote.

NOTE 21: ISSUED CAPITAL (CONTINUED)

(b) Options

(i) For information relating to the Oliver's Real Food Ltd employee option plan, including details of options issued, exercised and lapsed during the financial year and the options outstanding at year-end. Refer to the Director's Report and Note: Share-based Payments.

(ii) For information relating to share options issued to key management personnel during the financial year. Refer to the Director's Report and Note: Share-based Payments.

(c) Capital Management

Management controls the capital of the Group in order to maintain a sustainable debt to equity ratio, generate long-term shareholder value and ensure that the Group can fund its operations and continue as a going concern.

The Group's debt and capital include ordinary share capital and financial liabilities, supported by financial assets. The Group is not subject to any externally imposed capital requirements.

Management effectively manages the Group's capital by assessing the Group's financial risks and adjusting its capital structure in response to changes in these risks and in the market. These responses include the management of debt levels, distributions to shareholders and share issues.

NOTE 22: CAPITAL AND LEASING COMMITMENTS

| | Note | Consolidated Group | |
|---|------|--------------------|------|
| | | 2018 | 2017 |
| | | \$ | \$ |
| (a) Finance Lease Commitments | | | |
| Payable – minimum lease payments | | | |
| – not later than 12 months | | 190,940 | - |
| – between 12 months and 5 years | | 348,782 | - |
| – later than 5 years | | - | - |
| Minimum lease payments | | 539,722 | - |
| Less future finance charges | | (69,824) | - |
| Present value of minimum lease payments | 17 | 469,897 | - |

| | Note | Consolidated Group | |
|--|------|--------------------|-------------------|
| | | 2018 | 2017 |
| | | \$ | \$ |
| (b) Operating Lease Commitments | | | |
| Non-cancellable operating leases contracted for but not recognised in the financial statements | | | |
| Payable – minimum lease payments | | | |
| – not later than 12 months | | 3,470,270 | 2,500,174 |
| – between 12 months and 5 years | | 13,407,039 | 9,507,758 |
| – later than 5 years | | 18,954,174 | 15,237,745 |
| | | 35,831,483 | 27,245,677 |

NOTE 22: CAPITAL AND LEASING COMMITMENTS (CONTINUED)

| | Note | Consolidated Group | |
|--|------|--------------------|------------------|
| | | 2018 | 2017 |
| | | \$ | \$ |
| (c) Operating Lease Commitments – Sub-lease | | | |
| Non-cancellable operating leases contracted for but not recognised in the financial statements | | | |
| Payable – minimum lease payments | | | |
| – not later than 12 months | | 561,485 | 466,393 |
| – between 12 months and 5 years | | 2,256,915 | 468,003 |
| – later than 5 years | | 101,964 | 191,450 |
| | | 2,920,363 | 1,125,846 |

| | Note | Consolidated Group | |
|---|------|--------------------|----------|
| | | 2018 | 2017 |
| | | \$ | \$ |
| (d) Lessor Commitments – Sub-lease | | | |
| Minimum lease commitments receivable but not recognised in the financial statements | | | |
| – not later than 12 months | | 88,010 | - |
| – between 12 months and 5 years | | 317,636 | - |
| – later than 5 years | | 663,119 | - |
| | | 1,036,765 | - |

NOTE 23: CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Contingent Liabilities

The consolidated entity has given bank guarantees as at 30 June 2018 of \$606,680 (2017: \$435,853) to various landlords to support QSR leases.

NOTE 24: OPERATING SEGMENTS

General Information

Identification of reportable segments

The Group has identified its operating segments based on the internal reports that are reviewed and used by the board of Directors (chief operating decision makers) in assessing performance and in determining the allocation of resources.

The Group operates exclusively in the Quick Service Restaurant segment in Australia.

NOTE 25: CASH FLOW INFORMATION

| | Consolidated Group | |
|---|--------------------|--------------------|
| | 2018 | 2017 |
| | \$ | \$ |
| (a) Operating Activities with Profit after Income Tax | | |
| Profit after income tax | (642,753) | (2,868,849) |
| Non-cash flows in profit | | |
| Depreciation & Amortisation | 2,296,595 | 923,836 |
| Net (gain)/loss on disposal of property, plant and equipment | (1,826,844) | 83,876 |
| Impairment of property, plant and equipment | - | - |
| Impairment of goodwill | 274,610 | - |
| Share option expenses | 153,256 | 83,878 |
| Changes in assets and liabilities, net of the effects of purchase and disposal of subsidiaries: | | |
| - decrease/(Increase) in trade and term receivables | 522,833 | (167,231) |
| - (Increase)/decrease in prepayments | (257,430) | (12,540) |
| - (Increase)/decrease in inventories | (754,765) | (392,593) |
| - decrease/(Increase) other operating assets | 22,092 | (61,030) |
| - Increase/(decrease) in trade payables | 872,954 | (229,496) |
| - Increase/(decrease) in income taxes payable | 90,665 | (443,698) |
| - Increase/(decrease) in deferred taxes payable | 149,604 | 14,052 |
| - (Increase)/decrease in deferred taxes receivable | (19,394) | (427,953) |
| - Increase/(decrease) in provisions | 259,179 | 164,228 |
| - decrease/(Increase) in accruals | (238,439) | 540,688 |
| - Increase/(decrease) in other operating liabilities | 446,426 | 233,764 |
| Cash flows from operating activities | 1,348,587 | (2,634,513) |

NOTE 26: SHARE-BASED PAYMENTS

(a) Directors Share Option Plan

On 21 April 2017, 2,250,000 share options were granted to Non-Executive Directors under the Oliver's Employee Incentive Plan to take up ordinary shares at an exercise price of \$0.30 each. The options are exercisable on or before 20 April 2021. The options hold no voting or dividend rights and are not transferable.

These options vest over a two years period. Vesting is subject to continuous service as Director until the vesting date.

Set out below are summaries of options granted under the plan:

| 2018 | | | | | | | | |
|---------------------------------|------------|-------------|----------------|------------------------------|---------|-----------|---------------------------|--------------------------------|
| | Grant Date | Expiry Date | Exercise Price | Balance at start of the year | Granted | Exercised | Expired/ forfeited/ other | Balance at the end of the year |
| | 21/4/2017 | 20/4/2021 | \$0.30 | 2,250,000 | - | - | - | 2,250,000 |
| Weighted average exercise price | | | \$0.30 | | | | | |

There were 1,125,000 options exercisable at the end of the financial year: The weighted average share price during the financial year was \$0.187.

The weighted average remaining contractual life of options outstanding at the end of the financial year was 2.77 years.

(b) Executive Share Option Plan

On 3 May 2017, 3,700,000 share options were granted to Executives under the Oliver's Employee Incentive Plan to take up ordinary shares at an exercise price of \$0.30 each. The options are exercisable on or before 26 February 2021. The options hold no voting or dividend rights and are not transferable.

These options vest over a three year period. Vesting is subject to performance conditions pertaining to earnings forecast and relative total shareholder return (TSR) being met and the executive is still employed at the end of the vesting period. The options lapse when an executive ceases his/her employment with the group.

| 2018 | | | | | | | | |
|---------------------------------|------------|-------------|----------------|------------------------------|---------|-----------|---------------------------|--------------------------------|
| | Grant Date | Expiry Date | Exercise Price | Balance at start of the year | Granted | Exercised | Expired/ forfeited/ other | Balance at the end of the year |
| | 3/05/2017 | 26/02/2021 | \$0.30 | 3,700,000 | - | - | (2,200,000) | 1,500,000 |
| Weighted average exercise price | | | \$0.30 | | | | | |

There were no options exercisable at the end of the financial year:

A total of 2,200,000 options were forfeited as a result of the executives left the company during the financial year. The weighted average share price during the financial year was \$0.187.

The weighted average remaining contractual life of options outstanding at the end of the financial year was 2.80 years.

NOTE 26: SHARE-BASED PAYMENTS (CONTINUED)
(c) Veritas Share Option

On 21 April 2017, 2,000,000 share options were granted to Veritas Securities Limited under the Letter of Appointment as Corporate Adviser and Lead Manager for the group's initial public offering. The options are exercisable on or before 20 June 2020 with an exercise price of \$0.30 each. The options hold no voting or dividend rights and are not transferable.

These options vest over a two year period and with no other vesting conditions.

Set out below are summaries of options granted under the plan:

| 2018 | Grant Date | Expiry Date | Exercise Price | Balance at start of the year | Granted | Exercised | Expired/ forfeited/ other | Balance at the end of the year |
|---------------------------------|------------|-------------|----------------|------------------------------|---------|-----------|---------------------------|--------------------------------|
| | 21/4/2017 | 20/6/2020 | \$0.30 | 2,000,000 | - | - | - | 2,000,000 |
| Weighted average exercise price | | | \$0.30 | | | | | |

There were 1,000,000 options exercisable at the end of the financial year: The weighted average share price during the financial year was \$0.187.

The weighted average remaining contractual life of options outstanding at the end of the financial year was 1.97 years.

(d) Whitfield Share Option

On 11 August 2016, Whitfield Investments Pty Ltd, a company associated with John Diddams, a Director of the Company, was granted an option over 400 ordinary shares at an exercise price of \$100 each, subject to certain vesting conditions, including the Company listing on ASX before 30 September 2017 and John Diddams remaining as a Director of the Company for the vesting periods. The options were restructured after the Company undertook 7500:1 share split on 11 November 2016, resulting in a option over 3,000,000 ordinary shares with a corresponding reduction in the exercise price. At the date of the report, there were 562,500 options on issue, after exercise of a further 562,500 prior to the year end.

Set out below are summaries of options granted under the plan:

| 2018 | Grant Date | Expiry Date | Exercise Price | Balance at start of the year | Granted | Exercised | Expired/ forfeited/ other | Balance at the end of the year |
|---------------------------------|------------|-------------|----------------|------------------------------|---------|-----------|---------------------------|--------------------------------|
| | 11/08/2016 | 14/10/2019 | \$0.01393 | 1,125,000 | - | (562,500) | - | 562,500 |
| Weighted average exercise price | | | \$0.01393 | | | | | |

There were no options exercisable at the end of the financial year:

The weighted average share price during the financial year was \$0.187.

The weighted average remaining contractual life of options outstanding at the end of the financial year was 2.11 years.

For the options granted during the current financial year, the valuation model inputs used to determine the fair value at the grant date, are as follows:

| Grant Date | Expiry Date | Share price at grant date | Exercise price | Expected volatility | Dividend yield | Risk-free interest rate | Fair value at grant date |
|------------|-------------|---------------------------|----------------|---------------------|----------------|-------------------------|--------------------------|
| 11/08/2016 | 14/10/2019 | \$0.0856 | \$0.0133 | 50.00% | 0.00% | 1.38% | \$0.0730 |

NOTE 27: EVENTS AFTER THE REPORTING PERIOD

The Directors are not aware of any significant events since the end of the reporting period.

NOTE 28: RELATED PARTY TRANSACTIONS

Related Parties

(a) The Group's main related parties are as follows:

i. Entities exercising control over the Group:

The ultimate parent entity that exercises control over the Group is Oliver's Real Food Ltd, which is incorporated in Australia.

ii. Key Management Personnel:

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any Director (whether executive or otherwise) of that entity are considered key management personnel.

iii. Entities subject to significant influence by the Group:

An entity that has the power to participate in the financial and operating policy decisions of an entity, but does not have control over those policies, is an entity that holds significant influence. Significant influence may be gained by share ownership, statute or agreement.

iv. Other Related Parties

Other related parties include entities controlled by the ultimate parent entity and entities over which key management personnel have joint control.

- Jason Gunn was the Chief Executive Officer of the company and resigned on 26 May 2018. Amanda Gunn (nee Robson), the Project Director, is the wife of Jason Gunn. Amanda resigned on 29 May 2018.
- Taonga Nui Holdings Limited is a company incorporated in New Zealand of which both Jason Gunn and Katherine Hatzis hold equity.
- Gunn-arr Pty Limited is a company incorporated in Australia of which Jason Gunn holds equity.

(b) Transactions with related parties:

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

The following transactions occurred with related parties:

| | Consolidated Group | |
|---|--------------------|---------|
| | 2018 | 2017 |
| | \$ | \$ |
| Associates | | |
| Royalty payment to Taonga Nui Holdings Limited | - | 201,243 |
| Consulting fees paid to Taonga Nui Holdings Limited | - | 337,424 |
| Salary and Superannuation paid to Amanda Gunn | 180,000 | - |

NOTE 28: RELATED PARTY TRANSACTIONS (CONTINUED)

(c) Amounts outstanding from related parties

| | 2018 | Consolidated Group 2017 |
|------------------------------------|-------|----------------------------|
| | \$ | \$ |
| Trade and Other Receivables | | |
| Taonga Nui Holdings Limited | - | 24,278 |
| Jason Gunn | 2,500 | - |

NOTE 29: FINANCIAL RISK MANAGEMENT

The Group's financial instruments consist mainly of deposits with banks, accounts receivable and payable, loans to and from subsidiaries and leases.

The totals for each category of financial instruments, measured in accordance with AASB 139: *Financial Instruments: Recognition and Measurement* as detailed in the accounting policies to these financial statements, are as follows:

| | Note | 2017 | Consolidated Group 2017 |
|---|------|------------------|----------------------------|
| | | \$ | \$ |
| Financial Assets | | | |
| Cash and cash equivalents | 9 | 2,858,960 | 6,344,096 |
| Loans and receivables | 10 | 659,714 | 1,273,212 |
| Total Financial Assets | | 3,518,674 | 7,617,308 |
| Financial Liabilities | | | |
| Financial liabilities at amortised cost | | | |
| Trade and other payables | 16 | 3,128,895 | 2,233,286 |
| Borrowings | 17 | 2,075,872 | 362,599 |
| Total Financial Liabilities | | 5,204,767 | 2,595,885 |

Financial Risk Management Policies

The Group's activities expose it to a variety of financial risks: market risk (including foreign currency risk, price risk and interest rate risk), credit risk and liquidity risk. The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the consolidated entity.

Risk management is carried out by senior finance executives ('finance') under policies approved by the Board of Directors ('the Board'). These policies include identification and analysis of the risk exposure of the consolidated entity and appropriate procedures, controls and risk limits. Finance identifies and evaluates financial risks within the consolidated entity's operating units. Finance reports to the Board on a monthly basis.

NOTE 29: FINANCIAL RISK MANAGEMENT (CONTINUED)

Specific Financial Risk Exposures and Management

The main risks the Group is exposed to through its financial instruments are credit risk, liquidity risk and market risk consisting of interest rate risk, foreign currency risk and other price risk (commodity and equity price risk). There have been no substantive changes in the types of risks the Group is exposed to, how these risks arise, or the Board's objectives, policies and processes for managing or measuring the risks from the previous period.

(a). Credit risk

Exposure to credit risk relating to financial assets arises from the potential non-performance by counterparties of contract obligations that could lead to a financial loss to the Group.

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the consolidated entity. The consolidated entity has a strict code of credit, including obtaining agency credit information, confirming references and setting appropriate credit limits. The consolidated entity obtains guarantees where appropriate to mitigate credit risk. The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the statement of financial position and notes to the financial statements. The consolidated entity does not hold any collateral.

(b). Liquidity risk

Liquidity risk arises from the possibility that the Group might encounter difficulty in settling its debts or otherwise meeting its obligations related to financial liabilities. Vigilant liquidity risk management requires the consolidated entity to maintain sufficient liquid assets (mainly cash and cash equivalents) and available borrowing facilities to be able to pay debts as and when they become due and payable.

The table below reflects an undiscounted contractual maturity analysis for financial liabilities.

Cash flows realised from financial assets reflect management's expectation as to the timing of realisation. Actual timing may therefore differ from that disclosed. The timing of cash flows presented in the table to settle financial liabilities reflect the earliest contractual settlement dates and do not reflect management's expectations that banking facilities will be rolled forward.

Financial liability and financial asset maturity analysis

| Consolidated Group | Within 1 Year | | 1 to 5 years | | Over 5 years | | Total | |
|--|------------------|------------------|------------------|----------------|--------------|----------|------------------|------------------|
| | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Financial liabilities due for payment | | | | | | | | |
| Bank overdrafts and loans | - | - | 1,390,000 | | | | 1,390,000 | - |
| Trade and other payables | 3,128,895 | 2,233,286 | - | - | - | - | 3,128,895 | 2,233,286 |
| Amounts payable to related parties | 200,000 | 205,500 | - | - | - | - | 200,000 | 205,500 |
| Finance lease liabilities | 174,313 | 47,223 | 311,559 | 109,876 | - | - | 485,872 | 157,100 |
| Total expected outflows | 3,503,208 | 2,486,009 | 1,701,559 | 109,876 | - | - | 5,204,767 | 2,595,886 |

NOTE 29: FINANCIAL RISK MANAGEMENT (CONTINUED)

| Consolidated Group | Within 1 Year | | 1 to 5 years | | Over 5 years | | | Total |
|--|------------------|------------------|--------------------|------------------|--------------|------|--------------------|------------------|
| | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Financial Assets – cash flows realisable | | | | | | | | |
| Cash and cash equivalents | 2,858,960 | 6,344,096 | - | - | - | - | 2,858,960 | 6,344,096 |
| Trade, term and loans receivables | 659,714 | 1,273,212 | - | - | - | - | 659,714 | 1,273,212 |
| Total anticipated inflows | 3,518,674 | 7,617,308 | - | - | - | - | 3,518,674 | 7,617,308 |
| Net (outflow) / inflow on financial instruments | 15,466 | 5,131,299 | (1,701,559) | (109,876) | - | - | (1,686,093) | 5,021,422 |

(c). Market Risk
i. Interest rate risk

Exposure to interest rate risk arises on financial assets and financial liabilities recognised at the end of the reporting period whereby a future change in interest rates will affect future cash flows or the fair value of fixed rate financial instruments. The Group is also exposed to earnings volatility on floating rate instruments. The financial instruments that primarily expose the Group to interest rate risk are borrowings, and cash and cash equivalents.

The consolidated entity's main interest rate risk arises from long-term borrowings. Borrowings obtained at variable rates expose the consolidated entity to interest rate risk. Borrowings obtained at fixed rates expose the consolidated entity to fair value risk. The policy is to maintain approximately 60% of current borrowings at fixed rates using interest rate swaps to achieve this when necessary.

The following sensitivity analysis shows the impact that a reasonable possible change in interest rates would have on Group profit after tax and equity. The impact is determined by assessing the effect that such a reasonable possible change in interest rates would have had on the interest income/(expense) and the impact on financial instrument fair values.

If interest rates had moved by 100 basis points and with all other variables held constant, profit after tax and equity would be affected as follows:

| | Impact on profit after tax | |
|---|----------------------------|------|
| | 2018 | 2017 |
| | \$ | \$ |
| Interest rates – increase by 100 basis points | (9,730) | - |
| Interest rates – decrease by 100 basis points | 9,730 | - |

ii. Foreign currency risk

Exposure to foreign currency risk may result in the fair value or future cash flows of a financial instrument fluctuating due to movement in foreign exchange rates of currencies in which the Group holds financial instruments which are other than the AUD functional currency of the Group.

The consolidated entity is not exposed to any significant foreign currency risk.

iii. Other price risk

Other price risk relates to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices largely due to demand and supply factors (other than those arising from interest rate risk or foreign currency risk) for commodities.

The consolidated entity is not exposed to any significant price risk.

NOTE 29: FINANCIAL RISK MANAGEMENT (CONTINUED)

Fair Values

Fair value estimation

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

NOTE 30: RESERVES

Option Reserve

The option reserve arises on the grant of share options to Directors and executives in accordance with the provisions of Oliver's Employee Incentive Plan. Amounts are transferred out of the reserve and into issued share capital when the options are vested. Further information about the share-based payments to employees is set out in Note 26.

NOTE 31: EQUITY - NON-CONTROLLING INTEREST

| | 2018 | 2017 |
|-------------------|------|---------|
| | \$ | \$ |
| Issued capital | - | 200 |
| Reserve | - | - |
| Retained earnings | - | 163,916 |
| | - | 164,116 |

Non-controlling interests have a 0% (2017: 25.0%) equity holding in Delicious and Nutritious Food Co Pty Ltd

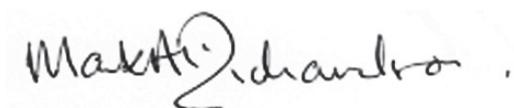
OLIVER'S REAL FOOD LTD AND CONTROLLED ENTITIES DIRECTORS' DECLARATION

The Directors of the company declare that, in the opinion of the Directors:

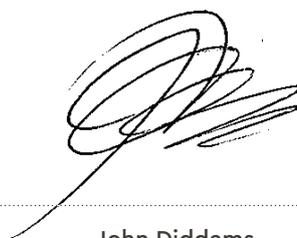
- (a) The attached financial statements and notes thereto are in accordance with the Corporations Act 2001; and
 - (i) give a true and fair view of the financial position and performance of the consolidated entity; and
 - (ii) comply with Australian Accounting Standards, including the Interpretations and Corporations Regulations 2001;
- (b) the financial statements and notes thereto also comply with International Financial Reporting Standards, as disclosed in Note 1;
- (c) the Directors have been given the declarations required by S.295A of the Corporations Act 2001; and
- (d) there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the Directors made pursuant to S.295(5) of the Corporations Act 2001.

On behalf of the Directors:



Mark Richardson
Chairman



John Diddams
Non-executive Director

Dated: 19 September 2018

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INDEPENDENT AUDITOR'S REPORT To the Members of Oliver's Real Food Limited

Opinion

We have audited the financial report of Oliver's Real Food Limited (the Company) and its subsidiaries (the Group), which comprises the consolidated statement of financial position as at 30 June 2018, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion the accompanying financial report of the Group is in accordance with the Corporations Act 2001, including:

- i) giving a true and fair view of the Group's financial position as at 30 June 2018 and of its financial performance for the year then ended; and
- ii) complying with Australian Accounting Standards and the Corporations Regulations 2001.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the Corporations Act 2001 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the Corporations Act 2001, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report of the current period. These matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

THE POWER OF BEING UNDERSTOOD AUDIT | TAX | CONSULTING

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| Key Audit Matter | How our audit addressed this matter |
|--|---|
| <p>Business combinations Refer to Notes 12 and 14 in the financial statements</p> | |
| <p>The group has undertaken several business combinations related to the acquisition of retail stores during the year. These are considered to be a key audit matter due to the size of the transaction, the complexity of applying AASB 3 <i>Business Combinations</i>, and the exercise of management judgment involved.</p> <p>As a result of the business combinations, \$2,601,918 of additional goodwill has been recognised during the year. As permitted by AASB 3, and detailed in Notes 12 and 14, several business combinations were previously accounted for provisionally, with the final acquisition accounting to be determined in the current year.</p> <p>The business combinations involved significant judgments. These included the determination of the fair value of consideration paid, and the assets and liabilities acquired, and the identification of any separately identifiable intangible assets.</p> | <p>Our audit procedures in relation to the acquisitions were as follows:</p> <ul style="list-style-type: none"> • we have obtained the relevant purchase agreements, and have ensured that the acquisitions have been accounted for in accordance with the requirements of AASB 3 <i>Business Combinations</i>; • where management has relied on external experts to determine the fair value of assets and liabilities acquired, we have assessed their competency and objectivity, and the appropriateness of the valuation methodology and assumptions used; • assessing management's determination of the fair value of consideration paid; and • assessing the appropriateness of the Group's disclosures in respect of the acquisitions. |
| <p>Impairment of goodwill and intangible assets Refer to Note 14 in the financial statements</p> | |
| <p>The Group has goodwill of \$4.7m as a result of its various acquisitions. Goodwill is not amortised, and is subject to an annual impairment test, which is based on a discounted cash flow model.</p> <p>The Group's assessment of impairment of goodwill and intangible assets is considered to be a key audit matter as a result of the significant judgment involved in performing the impairment test. These included:</p> <ul style="list-style-type: none"> • the identification of the group's cash generating units ("CGUs"), and the allocation of goodwill between them; • estimates concerning the forecast future cash flows associated with the CGUs to which the goodwill is allocated; and • determining the appropriate discount rates and the growth rate of revenue and costs to be applied in determining the recoverable amount for each CGU. | <p>Our audit procedures in relation to management's impairment assessment included:</p> <ul style="list-style-type: none"> • assessing management's identification of CGUs, and its allocation of the goodwill between them, based on the nature of the Group's business and the manner in which results are monitored and reported; • assessing the valuation methodology used, and the mechanics of the impairment model prepared by management; • challenging the key assumptions used by management in the impairment models including the cash flow projections for revenue and expenses, and growth rates, our understanding of the business; and • we have also assessed the adequacy of the disclosures included within the financial statements for impairment testing, including the assumptions to which the outcome of the impairment test is most sensitive, being those that have the most significant effect on the determination of the recoverable amount of goodwill. |

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2018, but does not include the financial report and the auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Corporations Act 2001 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/auditors_responsibilities/ar2.pdf. This description forms part of our auditor's report.

Report on the Remuneration Report*Opinion on the Remuneration Report*

We have audited the Remuneration Report included in pages 22 to 33 of the directors' report for the year ended 30 June 2018.

In our opinion, the Remuneration Report of Oliver's Real Food Limited, for the year ended 30 June 2018, complies with section 300A of the Corporations Act 2001.



Responsibilities

The directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with section 300A of the Corporations Act 2001. Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with Australian Auditing Standards.

A handwritten signature in black ink that reads 'D Talbot'.

David Talbot
Partner

RSM Australia Partners
Sydney 19 September 2018

ADDITIONAL SHAREHOLDER INFORMATION

Additional information required by the Australian Securities Exchange (ASX) and not shown elsewhere in this report is as follows. The information is current at 17 August 2018.

Substantial Shareholders as advised to the ASX

| Name | Number of Shares | Current Interest % |
|---|------------------|--------------------|
| Hauraki Trustee Company Limited ATF Hauraki Trust | 45,262,500 | 21.40 |
| Butof Holdings Pty Ltd | 23,987,500 | 11.34 |
| IOOF Holdings Ltd | 16,162,723 | 7.554 |

Distribution of Shareholders

There are 2,102 holders of 213,960,081 ordinary shares. There are no other classes of equity securities on issue.

| Holdings Ranges | Holders | Total Units | % |
|-----------------------|--------------|--------------------|---------------|
| 1-1,000 | 25 | 7,788 | 0.004 |
| 1,001-5,000 | 430 | 1,456,618 | 0.681 |
| 5,001-10,000 | 351 | 2,742,123 | 1.282 |
| 10,001-100,000 | 1,120 | 35,198,470 | 16.451 |
| 100,001-9,999,999,999 | 176 | 174,555,082 | 81.583 |
| Totals | 2,102 | 213,960,081 | 100.00 |

There are 342 shareholders (919,123 shares) holding less than a marketable parcel (11.5c).

Top Twenty Shareholders

| Name | Number of Shares | Current Interest % |
|---|--------------------|--------------------|
| Hauraki Trust Company Limited | 43,387,500 | 20.278 |
| Butof Holdings Pty Ltd | 23,362,500 | 10.919 |
| National Nominees Limited | 13,837,680 | 6.467 |
| BNP Paribas Noms Pty Ltd <DRP> | 12,132,545 | 5.670 |
| Citicorp Nominees Pty Limited | 5,615,499 | 2.625 |
| Truebell Capital Pty Ltd <Truebell Investment Fund> | 4,762,869 | 2.226 |
| OAH Holdings Pty Ltd | 3,316,994 | 1.550 |
| Kator Pty Ltd | 3,124,995 | 1.461% |
| Safari Capital Pty Ltd | 3,029,079 | 1.416% |
| Taonga Nui Holdings NZ Limited | 2,500,000 | 1.168% |
| Whitfield Investments Pty Ltd | 2,437,500 | 1.139% |
| JJA91535 Superannuation Fund Pty Limited <JJA91535 Super Fund A/C> | 2,145,000 | 1.003% |
| Mr Graham Andrew Darroch | 2,070,000 | 0.967% |
| Budleaf Pty Ltd <Budleaf Super Fund A/C> | 2,000,000 | 0.935% |
| Pounamu Capital Pty Limited | 1,562,499 | 0.730% |
| Gabriella Nominees Pty Ltd <Errol Wilfred Levitt A/C> | 1,400,000 | 0.654% |
| Patagorang Pty Ltd <Roger Allen Super Fund A/C> | 1,249,999 | 0.584% |
| Boucaut Enterprises Pty Ltd | 1,249,998 | 0.584% |
| Marko Polo Pty Ltd <Himalayan A/C> | 1,233,333 | 0.576% |
| Mr Mark Kelly & Ms Terese Annette Kelly <Kel's Super Duper S/F A/C> | 1,127,065 | 0.527% |
| Total Securities of Top 20 Holdings | 131,545,055 | 61.481% |
| Total of Securities | 213,960,081 | |

On-Market Buy Back

There is no current on-market buy back.

Voting Rights

The voting rights attached to ordinary shares are set out below:

On a show of hands every member present at a meeting in person or by proxy shall have one vote and upon a poll each fully paid share shall have one vote.

There are no other classes of equity securities.

Unquoted equity securities

Oliver's has 6,312,500 unquoted options on issue to 17 holders. All of these options were issued pursuant to the Oliver's Equity Incentive Plan except for those listed below.

| Option Holder | Number of Options |
|-------------------------------|-------------------|
| Veritas Securities Limited | 2,000,000 |
| Whitfield Investments Pty Ltd | 562,500 |

Securities subject to Escrow and Restricted Securities

| Period escrow/restriction ends | Number of securities subject to escrow/restriction |
|---|--|
| Escrowed Securities | |
| Voluntary escrow until release of FY18 financial statements | 2,033,333 Shares |
| Restricted Securities | |
| 24 months from quotation (release date – 21 June 2019) (562,500 of these shares are under voluntary escrow from 21 June to 28 June 2018) | 71,687,500 Shares |
| 24 months from quotation | 4,812,500 Options |

Use of Cash and Assets

Oliver's has used the cash and assets in a form readily convertible to cash at the time of admission to the ASX in a way consistent with its business objectives as stated in its Prospectus.

Stock Exchange Listing

Oliver's securities are only listed on the ASX.

Corporate Governance Statement

The Board plays a key role in overseeing the policies, performance and strategies of Oliver's Real Food Limited and its subsidiaries (**Oliver's** or the **Group** or the **Company**). It is accountable to Oliver's Shareholders as a whole and must act in the best interests of Oliver's. The Board monitors the operational and financial position and performance of the Company and oversees its business strategy, including approving the strategic objectives, plans and budgets of Oliver's. The Board is committed to maximising performance, generating appropriate levels of Shareholder value and financial return, and sustaining the growth and success of Oliver's. In conducting Oliver's business in line with these objectives, the Board seeks to ensure that Oliver's is properly managed to protect and enhance Shareholder interests and that Oliver's, its Directors, officers and personnel operate in an appropriate environment of corporate governance.

The Board has created a framework for managing Oliver's, including adopting relevant internal controls, risk management processes and corporate governance policies and practices, which it believes are appropriate for Oliver's business, and which are designed to promote the responsible management and conduct of Oliver's. The Board sets the cultural and ethical tone.

The main policies and practices adopted by Oliver's are summarised in this Corporate Governance Statement (**Statement**).

Each of the charters and policies referred to in this Statement are available on Oliver's website at <http://www.investor.oliversrealfood.com.au/>.

Oliver's was admitted to the Official List of ASX Limited on 21 June 2017 and this Statement details the corporate governance policies practices in place on listing and any developments since that time.

This Statement reports against the 3rd edition of the ASX Corporate Governance Council's Principles and Recommendations (**ASX Principles**) and the practices detailed in this Corporate Governance Statement are current as at 15 September 2017. It has been approved by the Board and is available on Oliver's website at <http://www.investor.oliversrealfood.com.au/>.

CORPORATE DIRECTORY

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| DIRECTORS | <p>Mr Mark Richardson Chairman and Independent Non-Executive Director</p> <p>Ms Katherine Hatzis Non-executive Director</p> <p>Mr John Diddams Independent Non-executive Director</p> <p>Mr Peter Rodwell Independent Non-executive Director</p> |
| COMPANY SECRETARY | Ms Emma Lawler |
| REGISTERED OFFICE AND PRINCIPAL PLACE OF BUSINESS | <p>10 Amsterdam Circuit Wyong NSW 2259 Australia (02) 4353 8055 www.investor.oliversrealfood.com.au</p> |
| SHARE REGISTRY | <p>Boardroom Pty Limited Level 12, 275 George Street, Sydney NSW 2000 1300 737 760 (in Australia) www.boardroomlimited.com.au</p> |
| SOLICITORS | <p>Breene and Breene Level 12, 111 Elizabeth Street, Sydney NSW 2000</p> <p>Norton Rose Fulbright Level 18, 225 George Street, Sydney NSW 2000</p> <p>Mills Oakley Level 12, 400 George Street Sydney, New South Wales 2000</p> |
| AUDITORS | RSM Australia Partners Level 13, 60 Castlereagh Street, Sydney NSW 2000 |
| BANKERS | <p>Commonwealth Bank of Australia Level 19, 111 Pacific Highway, North Sydney NSW 2060</p> <p>National Australia Bank Level 13, Tower B, 799 Pacific Highway, Chatswood NSW 2067</p> |
| STOCK EXCHANGE LISTING CODE | Oliver's Real Food Limited (ASX: OLI) |
| WEBSITE | <p>www.oliversrealfood.com.au</p> <p>www.investor.oliversrealfood.com.au</p> |

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