



TSXV: MYLK
OTCQB: MYLKF
FRA: J94

OVERVIEW PRESENTATION
Q1 2023

THE WORLD'S MOST
NUTRITIOUS AND
PLANET-FRIENDLY
PLANT-BASED
FOOD &
BEVERAGES



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RIGHT

TIME, PLACE,
PRODUCTS, AND
POSITIONING.

WE HAVE HIT TRENDS SQUARELY IN THE
LARGEST, FASTEST GROWING SEGMENTS
OF PLANT-BASED FOOD GLOBALLY.

OUR TIMING COULDN'T BE BETTER.

WHAT WE HAVE
**SUCCESSFULLY
DEVELOPED:**

- Proven Market (and market drivers)
- Proven Products
- Proven Operations
- Proven Marketing
- Proven Distribution

WHAT WE'RE
DOING NEXT: SCALING

WE HAVE SET UP THE GAME BOARD. NOW **WE PLAY.**
AND OUR SHAREHOLDERS WIN.





BREAKTHROUGH
PLANT-BASED FOOD
AND **BEVERAGE COMPANY**
FOCUSED ON PRODUCING
THE **WORLD'S MOST**
NUTRITIOUS AND
PLANET-FRIENDLY
PRODUCTS

Proven Execution. Base Business Built. **Rapid Scaling Ahead.**

Four Fast Growing Food and Beverage Brands



Established and Scaling with Major Retailers, Distributors, and Foodservice Operators

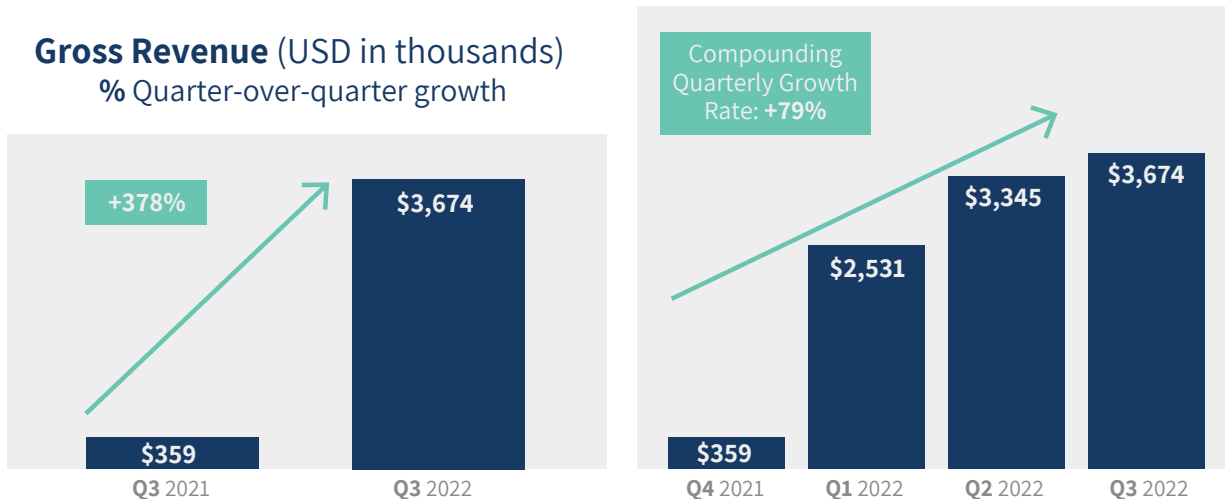
Products Currently In 10,000+ Grocery Doors And 60,000+ Total Distribution Points



Multiple Successive Quarters of Record Growth in 2022 (Q1 through Q3 = \$9.5M)
By April 2022, had Exceeded FY 2021 Revenue



EXECUTING ON BUSINESS PLAN: STRONG REVENUE GROWTH AND MOMENTUM



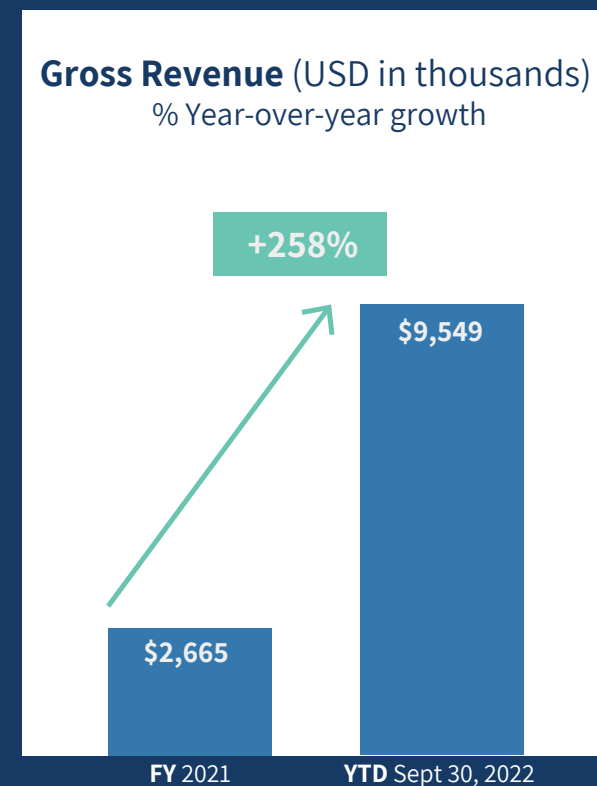
Skyrocketing growth in 2022, with **three consecutive quarters of record gross revenue**:

- Q1 2022: \$2.5M gross revenue (600%+ over Q4 2021)
- Q2 2022: \$3.3M gross revenue (32%+ over Q1 2022)
- Q3 2022: \$3.7M gross revenue (10%+ over Q2 2022)

Total FY 2022 revenue YTD (Q1-Q3) = \$9.5M

By April 2022, YTD revenue had exceeded revenue for all of FY 2022

FY 2022 revenue is on path to quadruple FY 2021 revenue

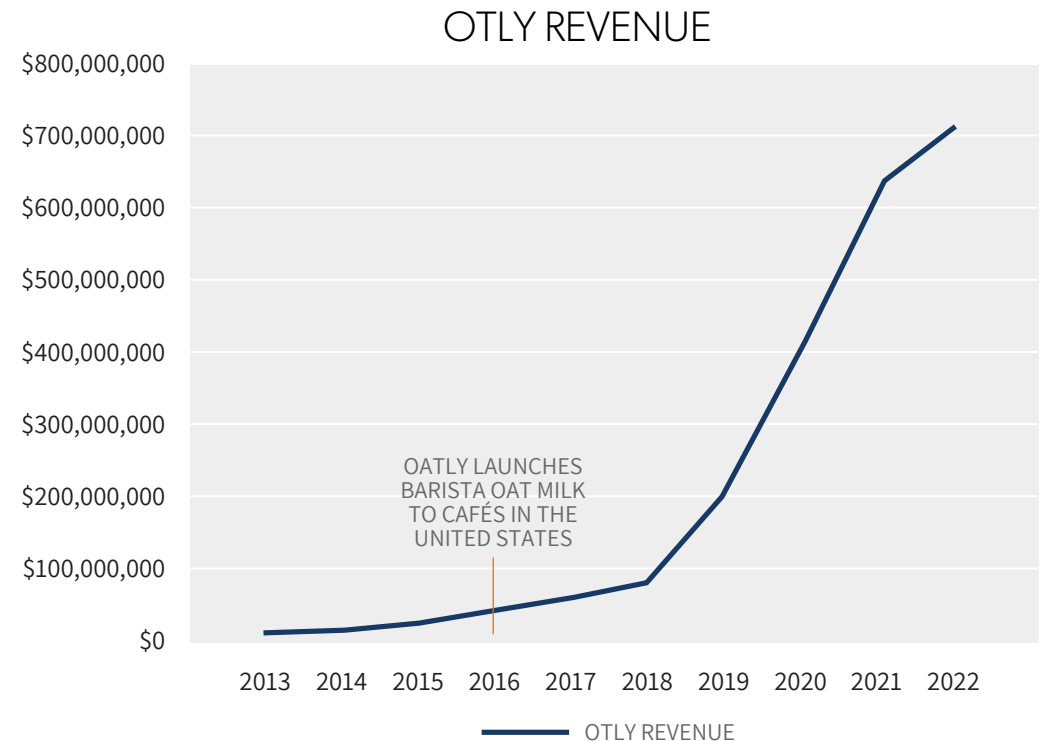


WE ARE HEADED IN THE SAME GROWTH DIRECTION OATLY DID: **HOCKEY STICK AHEAD**

We are at a key inflection point, on the cusp of consumer, retail, and distribution adoption, where real growth escalates.

Here's OTLY revenue growth over the past 10 years; We see a similar trajectory ahead for MYLK

| OATLY (OTLY) | 10 Year Growth Chart |
|--------------|----------------------|
| 2013 | \$ 22,311,900 |
| 2014 | \$ 26,860,100 |
| 2015 | \$ 36,336,800 |
| 2016 | \$ 47,544,400 |
| 2017 | \$ 63,607,700 |
| 2018 | \$ 87,429,000 |
| 2019 | \$ 200,000,000 |
| 2020 | \$ 420,000,000 |
| 2021 | \$ 640,000,000 |
| 2022 | \$ 710,000,000 |





CAPITALIZATION

Ticker

TSXV: MYLK
OTCQB: MYLKF
FRA: J94

Total Share Count

116,012,150

Total Share Count Includes:

Subordinate Voting Shares

68,922,368

52-week Range C\$0.39-C\$1.23

Multiple Voting Shares*

43,046,600

(on a fully converted basis)

Convertible Debt

4,043,182

C\$2,223,750 principal converts into units at C\$0.55/unit

Maturity date: October 20, 2025

Market Capitalization

(based on Total Share Count above)

C\$58,006,075

USD\$42,924,496

Warrants, Options, RSUs**

35,940,842

Share price and USD:CAD FX is as at January 11, 2023

*Multiple Voting Shares refer to restricted shares received by pre-IPO US-based investors, which have a 10:1 concentration. Share Count includes Multiple Voting Shares on a fully converted basis.

**Detailed breakdown of Warrants, Options, and RSUs available upon request.

For more information, please consult the Company's prospectus.



COMPETITIVE ANALYSIS – ROOM TO ACHIEVE HIGHER MULTIPLES AHEAD

Typical businesses in the CPG space receive multiples of **4-7x revenue**. We aren't there yet, but we have what it takes to achieve these:

What drives larger CPG multiples – **AND WHAT WE HAVE:**

- **Fast-growth** – *DOUBLE + TRIPLE YOY GROWTH*
- **Products established and scaling** with consumers, retailers, distributors – *10K+ RETAIL DOORS, 60K DISTRIBUTION POINTS, DISTRIBUTOR NETWORK SETUP*
- **Category disruptors**, first-mover with breakthrough innovation – *MULTIPLE DISRUPTORS, MULTIPLE CATEGORIES*
- **Category unicorns** – uniquely and meaningfully differentiated products – *MULTIPLE UNICORNS*
- **Large categories**, aligned with key global food trend drivers (nutritious, sustainable, plant-based) – *LARGEST & FASTEST GROWING IN FOOD WORLDWIDE*
- **Unique formulations** and ingredient tech – *MOAT FROM MULTI-YEAR DEVELOPMENT + 7-FIG INVESTMENT*
- **Sizeable global markets** – *PLANT-MILK ALONE IS PROJECTED TO BE \$95B - \$115B GLOBALLY BY 2030*
- **Meaningful growth in distribution, velocity**, scaling, and sales lift – *DISTRIBUTION IS IN PLACE, NOW WE'RE DRIVING VELOCITY*
- Structured as a **platform which can integrate multiple synergistic brands and scale them faster**, with shared overhead + resources
– *EFFECTIVELY, A MINI-CPG COMPANY – WE'RE THE NEXT KRAFT, GENERAL MILLS, CONAGRA, HAIN CELESTIAL.*

We have a strategic plan to achieve these appropriate 4-7x revenue multiples, including:

- Stronger focus on trajectory and growth path ahead in communications
- Attract larger market cap players to our story
- Continue to hit achievements and milestones
- Build retail audience

As we achieve this communication, given what we have, we expect a positive related impact on share price.





PLANT-BASED FOOD MARKET: **RISE OF THE FLEXITARIAN**

We Spotted the Trend in 2016: **THE RISE OF THE FLEXITARIAN**

Which Simply
Means:

More people are consciously choosing to eat more plant-based protein in their diets.

They're **not** abandoning animal proteins.

They're making swaps and eating more plant-based when plant-based options:

1. Taste good
2. Are convenient
3. Are affordable

They're choosing more plant-based due to:

1. Nutrition concerns: plant-based is better for me and my diet
2. Health & Wellness concerns: allergies, intolerances, inflammation
3. Earth concerns: 'plant-based is more sustainable'

**MORE THAN 50% OF THE PLANET NOW IDENTIFIES AS 'FLEXITARIAN'.
AND THAT NUMBER IS GROWING.**



WHAT ARE THE **BIGGEST CATEGORIES IN PLANT-BASED** (AND WHY?)



PLANT-BASED MILK

- Pantry staple
- 75% of planet is intolerant of dairy
- Used in cooking
- Unsweetened plant milk – opens whole new segment/category that didn't exist with dairy milk, that has zero cholesterol and zero sugar



GRAINS

- Pantry staple
- Easy to prepare and integrate with meals
- Trade off from animal proteins means more nutrition from plants required to supplement (more protein, more fiber, low GI index, low carb)



SNACKS

- Pantry staple
- Snacking is larger part of 'on the go' diet, especially for GenZ + Millennials
- Snacking needs to equal FOOD, not junk food
- Trade off from animal proteins means more nutrition from plants required to supplement (more protein, more fiber)

THERE ARE
MASSIVE
UNTAPPED
OPPORTUNITIES
IN PLANT-BASED

WE TOOK A HARD
LOOK AT PLANT-
BASED MILK AND
FOUND **A GIANT
GAPING HOLE**

Most plant milks have little nutrition

Almond milk = <1g of incomplete protein; it's basically almond water

Many don't perform well in coffee:

Almond milk doesn't froth, foam, or steam well. Soy milk overwhelms taste of coffee.

Biggest Grocery segment is Unsweetened

But most oat milks don't perform well there (enzymatic process creates sugar, much as enzymatically processing corn creates high fructose corn syrup)

Many Plant Milks are not very sustainable

Almond milk farming takes a lot of water, and kills a lot of bees

SO WE
SAID:

What if we could Develop a Plant Milk that is **as Nutritious as Dairy Milk, Performs like a Dream** in Coffee, Has a **Great Unsweetened, Uses 95% Less Water** than Almond, And is **Super Delicious**:

And **WE DID.**



INTRODUCING **HOPE AND SESAME®** SESAMEMILK

It took us 5 years of development and a 7 figure investment, **but we got there.**

SESAMEMILK IS **NUTRITIOUS**

8g of COMPLETE protein
(all 9 essential amino acids,
equivalent to animal protein)

Good source of Vitamin D
and Calcium

SESAMEMILK IS **SUSTAINABLE**

Uses 95% less water than
almond milk and 75% less
than oat milk

Doesn't require bees for
pollination

Sesame thrives in arid
climates with little rain and
is naturally pest resistant

SESAMEMILK **PERFORMS LIKE DAIRY MILK**

We've received numerous
awards from CoffeeFest
Specialty Coffee Association,
World Plant-Based Expo,
GAMA, and Good
Housekeeping for
performance of sesamemilk in
barista applications

SESAMEMILK IS **DELICIOUS**

Try it and see!

(we've also won awards for
taste)

And thus far, we're the only ones to have successfully commercialized Sesamemilk. Worldwide.



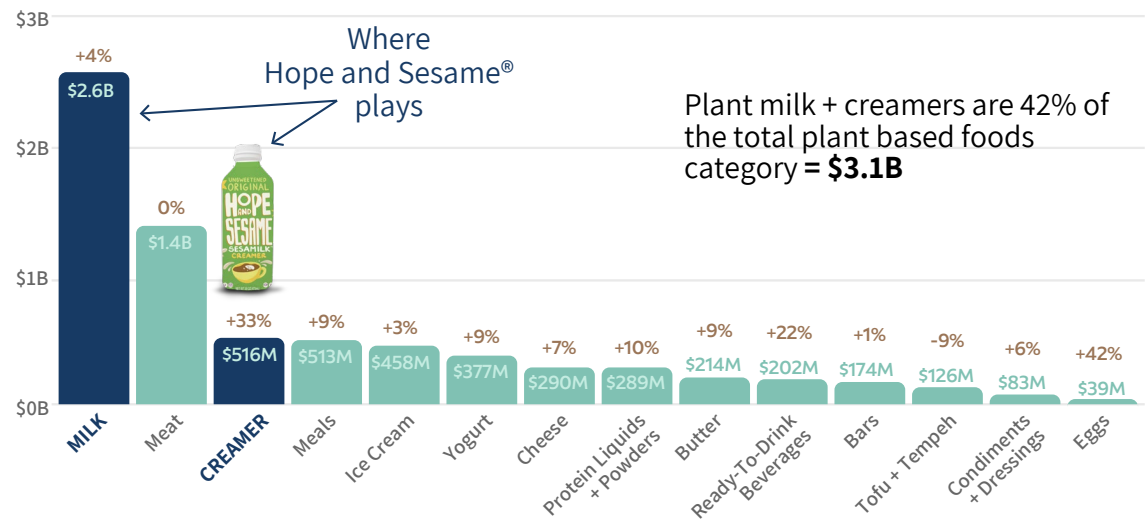
PLANT MILK ADDRESSABLE MARKET:

Plant Milk is BY FAR the Biggest Segment in Plant-Based Food & Beverages

GROCERY

TOTAL U.S. PLANT-BASED FOOD SALES + GROWTH BY CATEGORY IN 2021

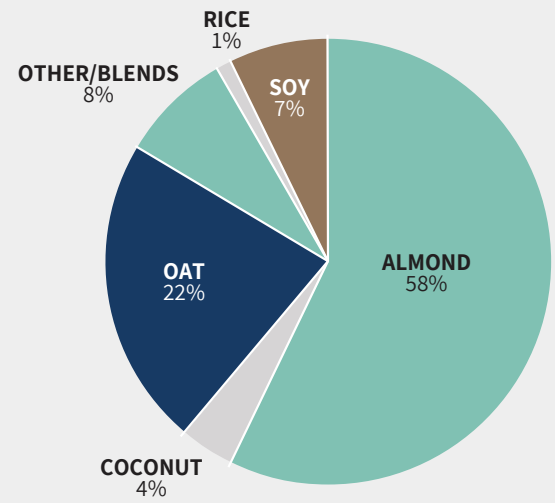
(Grocery retail only/does not include Foodservice)



Plant milk + creamers are 42% of the total plant based foods category = **\$3.1B**

US PLANT MILK GROCERY CATEGORY SEGMENTATION

At 58% of the category or \$1.8B, almond milk alone is comparable larger than ALL of plant based meat.



CAFÉS (FOODSERVICE)

CAFÉ Channel (FOODSERVICE) Market Size – US only

- ~65,000 coffee shops + cafés
- ½ independents, ½ chains
- Ave = 5,000 lattes/week, 8oz/latte
- Usage at independents: 50% plant milk
- Usage at chains: 25% plant milk



At \$2/liter, plant milk in US café is a **\$3B market**

1% market penetration = \$30 million

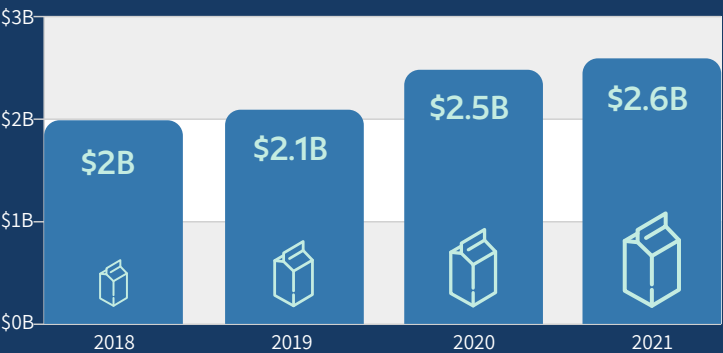
PLANT-BASED MILK GROWTH IS **CONTINUING TO SKYROCKET**

43% of households in the US now purchase plant milk.

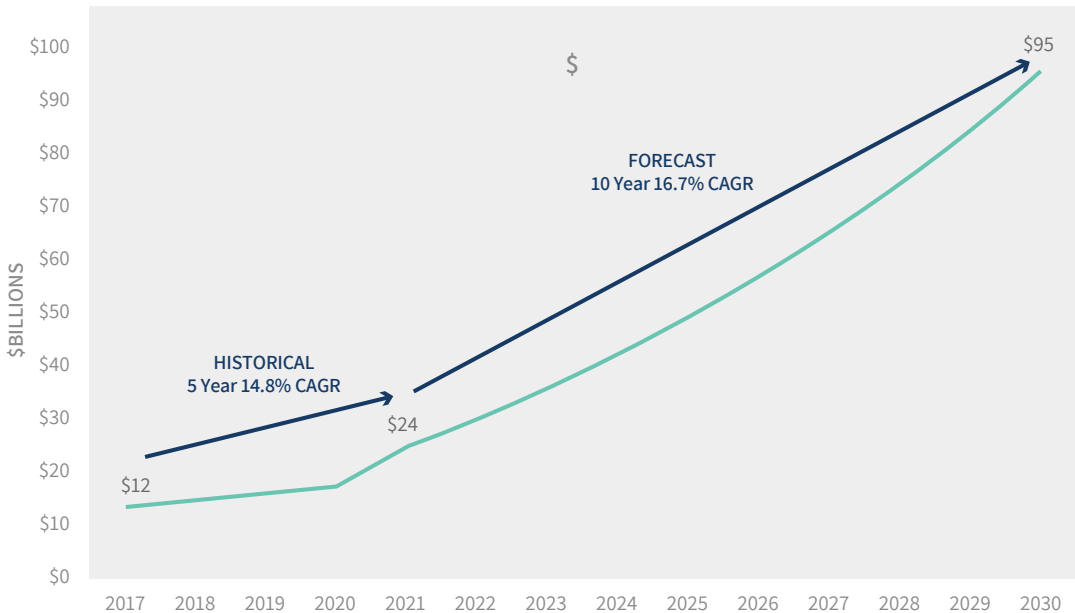
Outside of North America, plant milk consumption is growing even faster.

PLANT-BASED MILK SHOWS STEADY GROWTH

TOTAL U.S. PLANT-BASED MILK DOLLAR SALES, LAST 4 YEARS



The Global Plant-Based Milk market DOUBLED in 5 years and is projected to QUADRUPLE over a decade (\$24B-\$95B)



HOPE AND SESAME® SESAMEMILK: RECENT AWARDS + PRESS

INDUSTRY + CONSUMER AWARDS



WINNER
BEST NOVEL
COFFEE CREAMER
Hope and Sesame®
Barista Blend



WINNER
BEST NEW
HOSPITALITY PRODUCT
Hope and Sesame®
Barista Blend



WINNER
BEST NEW
PRODUCT
Hope and Sesame®
Chocolate Hazelnut



WINNER
BEST PRODUCT
Hope and Sesame®
Barista Blend



WINNER
BEST NEW PRODUCT
Hope and Sesame®
Chocolate Hazelnut



WINNER
BEST PLANT-BASED
BEVERAGE
Hope and Sesame®
Barista Blend



WINNER
BEST MILK
ALTERNATIVE
Hope and Sesame®
Sesame Beverage



WINNER
BEST PLANT-BASED
SUSTAINABILITY
Hope and Sesame®
Sesame Beverage

NOVEMBER 25



Fox News' Fox & Friends Morning Show Features Planting Hope's Hope and Sesame® Sesamemilk and RightRice® on Thanksgiving Meal Segment

OCTOBER 19

Forbes

Why The Tiny But Mighty Sesame Seed Is The New Superfood

JULY 19

SFGATE

Sesame Milk Review: An Udder-free Milk That Is Utterly Delicious

JUNE 29

CR Consumer Reports

Alcohol-free Cocktails, Sesame Milk, And 4 Other Food Trends To Look For

JUNE 25



Hope And Sesame® Sesamemilk Named As Top 2022 Fancy Food Show Trend By Chef George Durand On Good Morning America

JUNE 16

The Washington Post

6 Food Trends To Watch For In 2022 And Beyond

2022

PLANT-BASED, PLANET-FRIENDLY FOOD & BEVERAGE BRANDS

PLANT-BASED MILK

HOPE AND SESAME
Sesamemilk



The world's first commercialized sesamemilk

Plant-milk Superfecta: sustainable, delicious, performs, nutritious

- Uses 95% less water than almond milk
- 8x the protein in almond milk
- Nutritionally comparable to dairy
- Barista edition optimized to perform in café applications

TAKING ON: Almond Milk

In US Grocery: Unsweetened (\$1.6B+)

In US Foodservice: Cafés/Barista (\$2B+)

Almond milk retail sales \$ in Grocery = entire category of Plant-based Meat retail sales \$

GRAINS & LEGUMES

RightRice
Veggie Rice



Rice – Made from Veggies!

- Performs like white rice, made of 90% veggies: rice + beans in a single grain
- 3x protein in white rice, 40% fewer carbs, low GI
- Cooks in 10 mins

TAKING ON: White Rice, Cauliflower Rice, Quinoa

Big Opportunities:

- Foodservice (CAVA)
- Grocery (7000+ doors)
- Product launched 2019
- Acquired Jan 2022
- Breakthrough innovation, wide moat

SNACKS

MOZAICS
Real Veggie Chips



Popped veggie chip, #1 ingredient = real veggies you can SEE.

- 'Guilt-free' popped chip, low calorie
- Real veggies = real protein, fiber, nutrition
- Eats like a tasty salty snack

TAKING ON: Veggie 'chips' and 'straws', effectively 'colored French fries'

Taking off in Grocery (\$300M category), scaling in foodservice & ecommerce

SNACKS

veggicopia
Veggie Snacks



'On the Go' Veggie Snacks

- Dip cups – breakthrough ingredient tech: 24-month shelf life, delicious taste, no refrigeration required
- Snack olives – single-serving packs of brine-free Greek olives

TAKING ON: Refrigerated dip cups (~30 days shelf life, high shrink, eco-footprint)

Big Opportunities:

- Foodservice
- Grocery (expansion of dip cup technology)

All of our products are Certified Plant Based, NON-GMO, Kosher, & Gluten-Free



WELL-ESTABLISHED OMNICHANNEL DISTRIBUTION PLATFORM

More than 10,000 grocery retail doors and more than 60,000 Total Distribution Points (TDP) across the US + Canada

Total Distribution Points = # of Retail Doors x # of SKUs

GROCERY RETAILERS



FOODSERVICE



E-RETAILERS



WHOLESALE/DISTRIBUTORS



E-WHOLESALE



SPECIALTY



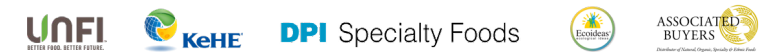
CONVENTIONAL



NATURAL



WHOLESALE/DISTRIBUTORS



FOODSERVICE



E-COMMERCE



RightRice

RightRice

HOPE AND SESAME

MOZAICS

RightRice

GROWTH STRATEGY AHEAD: **OUR KEY CHANNEL TO DRIVE PROFITABILITY IS FOODSERVICE**

We've mapped out a path to double gross revenues of the business each year, **2023-2025**.

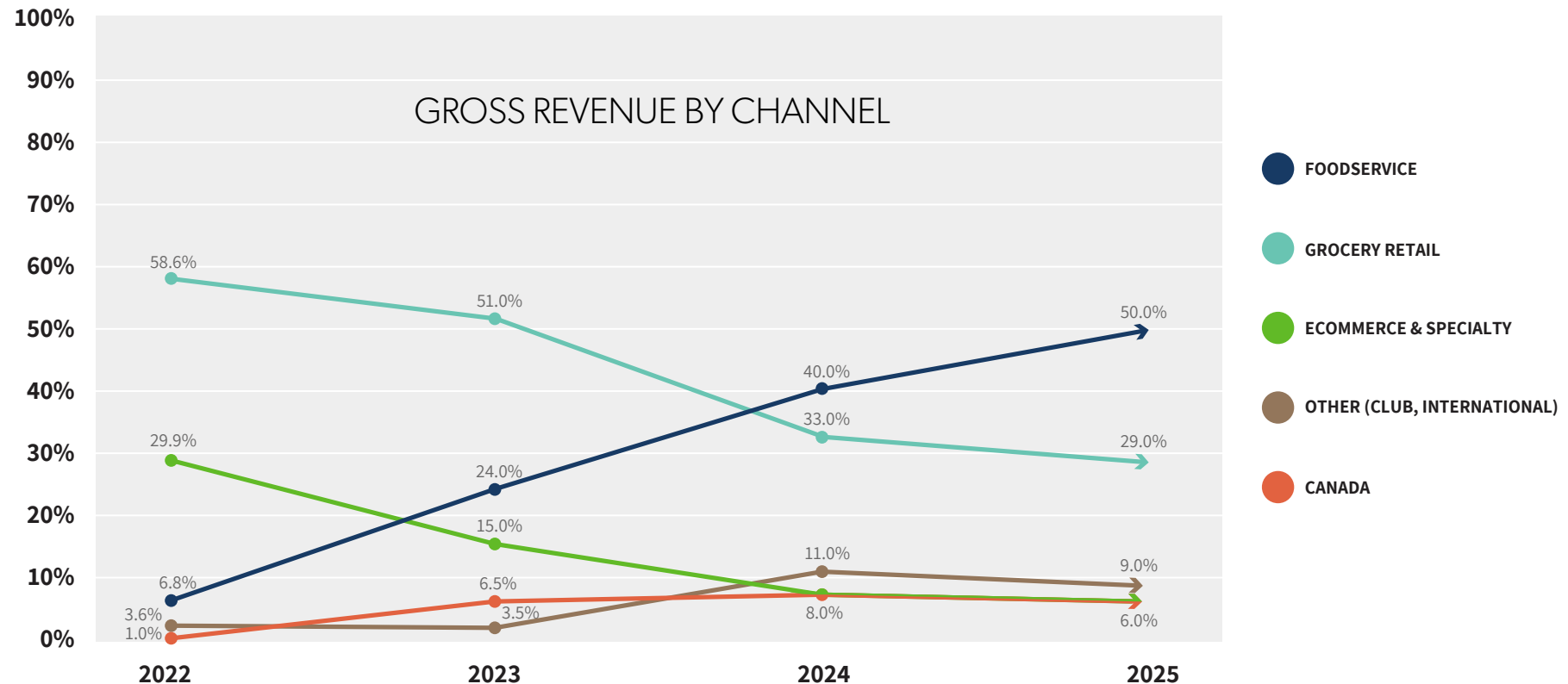
We plan to turn the corner on EBITDA profitability in mid-2024. Our channel strategy helps to drive this.

In 2022, we have **invested in retail grocery placement** (10,000 doors + 60,000 TDP), and laid the distribution pipeline to scale rapidly in foodservice.

Foodservice = cafés (barista), managed foodservice (colleges/businesses), QSR/fast-casual restaurants, grab + go. All of our products have 'branded' opportunities in foodservice.

Foodservice: no slotting and promotion investment costs, immediately profitable.
As we scale further into foodservice, we increase profitability while also driving consumer trial and brand recognition.

GROWTH STRATEGY AHEAD: **OUR KEY CHANNEL TO DRIVE PROFITABILITY IS FOODSERVICE**



KEY ACCOMPLISHMENTS + BUSINESS DRIVERS AHEAD

WHAT WE ACHIEVED IN 2022

Expanded: Grocery Retail distribution to 10k retail doors, 60k+ Total Distribution Points
Launched: Hope and Sesame® Sesamemilks + Barista Blend (shelf-stable + refrigerated)
Launched: Top products in Canadian packaging to Grocery Retail
Acquisition: RightRice® Veggie Rice
Built Out: Foodservice distribution infrastructure

2023 KEY BUSINESS DRIVERS

Launch: DOT Foods (redistributor) - All products - linchpin to scale Foodservice
Increase Velocity: Grocery Retail, existing 10K doors (via consumer marketing)
Initiate: Club business (i.e. Costco)
Focused Key Market Development: Hope and Sesame® Barista Blend (including NYC, LA)
Scale: Plant Milk, Grains in Foodservice

2024 KEY BUSINESS DRIVERS

Add: +5k Hope and Sesame® Barista Blend Café locations (7% of US market)
Add: +2k RightRice® dining locations (Quick Service/Fast-Casual chains)
Secure Placement: Hope and Sesame® Refrigerated in +1.1k new Grocery Retail doors
Increase Velocity: Canadian Grocery Retail doors
Launch: RightRice® Ready-to-Eat product line (retort/90-second microwave)

2025 KEY BUSINESS DRIVERS

Test: National Quick Service restaurant chain(s) - RightRice®
Test: National Café chains - Hope and Sesame® Barista Blend
Increase Velocity & Distribution: Hope and Sesame® Refrigerated - Grocery Retail
Scale: RightRice® Ready-to-Eat, Grocery Retail distribution + velocity
Acquisition: Aligned Plant-Based CPG brand (size: \$5M-\$10M revenue run mate)

UNIQUELY EXPERIENCED MANAGEMENT TEAM WITH YEARS OF EXPERIENCE SCALING FOOD & BEVERAGE BRANDS

C-Suite and **BOD** has minimum 20 year+ Careers in Consumer Products
Management Team Director Level+ has Median 15 Years



Julia Stamberger

Chief Executive Officer, Co-Founder,
Chair of the Board, Director



Susan Walters-Flood

Chief Operating Officer



Kohmela Grier

Chief Financial Officer



Mara Ebert

Chief Sales Officer



Sandra Linn

Lead Director, Chair of Governance,
Nomination, Compensation Committee



Kay Wong-Alafriz

Director, Chair of Audit
Committee



Shelley Diamond

Director



Amanda Helming

Director





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