



## THE MARKET

Australians have grown up with Arnett's over the past 150 years. For most, Arnett's is more than a food company – it's a piece of Australia's history and a national icon. Arnett's portfolio of brands includes household names like Tim Tam, Shapes, Iced VoVo, SAO, Vita-Weat, Salada and Tiny Teddy.

Arnett's exports continue to grow, with the Australian-made biscuits now being shipped to more than 40 countries around the world including Japan, the USA, Canada, United Kingdom, Indonesia, Tahiti and New Zealand.



## ACHIEVEMENTS

Arnett's is one of the largest food companies in the Asia Pacific region. The company's ongoing growth is supported by KKR's investment in the business and the iconic brands. It is Arnett's goal to be the best food company in the region, making everyday moments a little more delicious.

Over the past decade, Arnett's has spent more than \$3 billion purchasing raw ingredients and services from local farmers and businesses, fuelling the economy of rural and regional Australia.

Since 1997, Arnett's has invested more than \$400 million in our Australian biscuit facilities, including \$40m in a fully automated biscuit packing line at our Virginia Bakery, which is one of the largest robotic installations of its type in the world.

More than 50,000 Australians have worked with Arnett's during the past century. Today, Arnett's employs around 2,400 Australians across all States

and Territories. The company also employs several thousand people across the Asia Pacific region, in countries such as New Zealand, Indonesia, Malaysia, Singapore and Japan.

## HISTORY

Arnett's can trace its heritage back 172 years to the arrival of a Scottish baker William Arnett who set up shop in the Maitland area before relocating to Hunter Street in Newcastle.

From humble beginnings in 1865 a small bakery opened on Hunter St in Newcastle, NSW, north of Sydney. The bakery supplied bread, pies and biscuits to the local people and to the crews of the many ships that docked at the port to load coal.

By 1874 Mr Arnett had opened his first factory, marketing his robust Ships Biscuits to long haul sea voyagers. The development of the Milk Arrowroot biscuit in 1882 saw Arnett's crack the Sydney market and the company became a national brand.

The company's portfolio includes the likes of Tim Tams (first baked in 1963), Shapes and the grab-bag Classic Assorted. From there rose a company whose name is now synonymous with Australia's favourite biscuits.

## RECENT DEVELOPMENTS

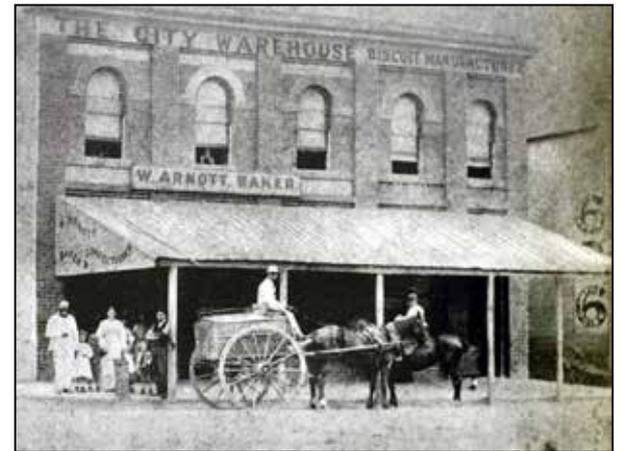
At Arnett's rewarding exceptional performance is a core part of the company's culture. The formal recognition programs including the You Make A Difference (MAD) Awards and the Greatest Awards are designed to recognise achievements and performance that goes beyond recognition for all employees.

Imagine working for a company that knows its people are the key to its success. A company in which creating stimulating work experiences is just as important as achieving extraordinary results.

The company celebrates the diversity which enriches the global culture and fuels the company's growth.

Arnett's have local teams with global connections, and is in the business of inspired invention. What sets the company apart is the autonomy, Arnett's have innovation and creation when bringing the products to life - Create it. Own it. Make it happen!

Arnett's formed a strategic alliance with Campbell's in the



1970 to battle other big US food conglomerates, such as Nabisco, which were taking a sizable bite out of the market. Campbell's took full control in 1997 after tough economic conditions and an extortion plot undermined the company.

The sale to KKR was flagged in 2018 as part of Campbell's plan to sell its entire international operations of which Arnett's is the single biggest money spinner, accounting for around three-quarters of Campbell's \$1.4 billion in offshore sales.

KKR is not known as a long-term holder of assets, which could see Arnett's return again to Australian hands down the track in much the same way Vegemite was extracted from Mondelez by Bega Cheese two years ago.

Arnett's has invested more than \$400 million in their Australian biscuit facilities, including \$40m in a fully automated biscuit packing line at the Virginia Bakery in Queensland, which is one of the largest robotic installations of its type in the world.

## PROMOTION

Arnett's Marketing team is made up of talented professionals who are truly passionate about our iconic brands and what they mean to the consumers. They are innovators, creators, orchestrators and





communicators. Employees have the opportunity to work across the full marketing mix including new innovation, high profile creative partners and with brands that are market leaders across all the categories.

The Arnott's Foundation is the charitable arm of Arnott's Biscuits Ltd. The foundation believes Australia's future is in the families. Working together, the company aims to create positive environments that allow families to build, maintain and enjoy a better quality of life.

Millions of Australians have grown up with our products and for them, like us, Arnott's is more than a food company – it is part of our history.



Our goal was to make a positive contribution to the families and community that have supported us over the years. The Arnott's Foundation is a result of this vision and commitment.

One of the benefits working for Campbell Arnott's is the opportunity to personally get involved with the community. Whether it is assisting Foodbank pack Christmas hampers for the hungry, helping Fairy Sparkle bring happiness to sick children in hospital or getting involved with the annual trivia night that raises funds for Camp Quality; the opportunities to make a difference are endless.

Through the Foundation, Arnott's supports



projects including Camp Quality, Driver Reviver, Food Bank and Fairy Sparkle.

**BRAND VALUES**

Arnott's is Australia's leading maker of biscuits, they are experts in this simple but versatile snack and the company has perfected products to tantalise the country's taste buds, there is

no substitute. Australians have grown up with Arnott's over the past 150 years. Arnott's is more than a food company – it's a piece of Australia's history and a national icon. It is Arnott's goal to be the best food company in the region, making everyday moments a little more delicious.

Arnott's produce a wide variety of the highest quality products, all of which contribute to physical wellbeing and add to the enjoyment of eating. The company labels all products in a way that is clear, consistent, and committed to providing the consumer with the most accurate information to aid decision making.

As part of Arnott's promise to consumers, the company has committed to the Nutrition Principles.

- A balanced lifestyle incorporating diet and exercise is key to overall wellbeing.
- Food is important for both emotional wellbeing and physical health.
- Eating a wide variety of foods from all the food groups is important for achieving dietary balance.
- All foods and snacks can fit in a balanced diet. As is widely recognised

by the dietetics community, there are no good and bad foods, just good and bad diets.

- Food labels may help consumers make more informed decisions about the role of products in their diet.

- Consumer education about the overall role our products play in the diet, and appropriate portion sizes, is key to achieving dietary balance.

These Nutrition Principles are the baseline from which the Arnott's plan all of the research and development, manufacturing, packaging and advertising.

The company ensures all products are in appropriate portion sizes in line with Australian Government Regulations and the 'Australian Guide to Healthy Eating'. The company makes sure all products are always marketed to children responsibly through their commitment to the AFGC Responsible Marketing to Children Initiative. Arnott's engage and educate customers on how to achieve a healthy balanced lifestyle.



**THE PRODUCT**

Using locally sourced ingredients, the company proudly manufacture products at four world-class manufacturing facilities right here in Australia.

Arnott's have the most sophisticated Supply Chain Project Management, Procurement, Quality, Engineering, Supply and Demand Planning, Manufacturing, Safety, Logistics, Sustainability and Continuous Improvement. Arnott's employees work end to end from sourcing quality ingredients, through planning and production, to finally, sharing Arnott's products with the world.

Arnott's biscuits, crackers and snacks have something for all tastes. The company produces Sweet biscuits, chocolate biscuits, savoury biscuits, chocolate blocks and bars, crackers, crispbread and fruit varieties, they have all consumers tastes covered.



**THINGS YOU DIDN'T KNOW ABOUT ARNOTT'S**

- Every year, Arnott's spends around \$250 million on produce, products and services from Australian farmers and suppliers.
- 85,000 tonnes of flour and grains from areas including the Darling Downs, Moree, Riverina and South Australia.
- 24,000 tonnes of sugar from Queensland and Northern NSW.
- 2,000 tonnes of dairy products from Victoria, Tasmania and New Zealand.
- 5,000 tonnes of canola oil sourced from canola crops from Western/Southern NSW and Northern Victoria.
- Over 670 million Tim Tams are made every year.