RESULTS

For the half year ended 27 March 2020

greencore group plc

DISCLAIMER — FORWARD LOOKING STATEMENTS

greencore group plc

Certain statements made in this document are forward-looking. These represent expectations for the Group's business, and involve known and unknown risks and uncertainties, many of which are beyond the Group's control. The Group has based these forward-looking statements on current expectations and projections about future events. These forward-looking statements may generally, but not always, be identified by the use of words such as 'will', 'aims', 'anticipates', 'continue', 'could', 'should', 'expects', 'is expected to', 'may', 'estimates', 'believes', 'intends', 'projects', 'targets', or the negative thereof, or similar expressions.

By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that may or may not occur in the future and reflect the Group's current expectations and assumptions as to such future events and circumstances that may not prove accurate. A number of material factors could cause actual results and developments to differ materially from those expressed or implied by forward-looking statements. You should not place undue reliance on any forward-looking statements. These forward-looking statements are made as of the date of this announcement. The Group expressly disclaims any obligation to publicly update or review these forward-looking statements other than as required by law.

TODAY'S AGENDA

Introduction	Gary Kennedy
COVID-19 Update	Patrick Coveney
Financial Review	Emma Hynes
Building Back for Better	Patrick Coveney
Q&A	

Note: The Group uses Alternative Performance Measures ('APMs') which are non-IFRS measures to monitor the performance of its operations and of the Group as a whole. These APMs along with their definitions are provided in Appendix 1. The implementation of IFRS16 Leases has been adopted by the Group in its Interim Financial Report, with no restatement of comparative information. Further detail on this can be found in Appendix 1.

INTRODUCTION

Gary Kennedy

Thank You

to our food heroes

#feedingthenation

greencore group

COVID-19 UPDATE

Patrick Coveney

KEY HIGHLIGHTS

- H1 profitability and cashflow in line with plan until mid March
- Comprehensive and rapid response to COVID-19
- Conserving balance sheet strength; while building liquidity
- Planning with customers to build back our business

DECISIVE, CLEAR AND RAPID RESPONSE TO COVID-19

greencore group plc

1 KEEPING OUR PEOPLE SAFE

2 FEEDING THE UK

3 PROTECTING OUR BUSINESS

① KEEPING OUR PEOPLE SAFE

COMPREHENSIVE SET OF ACTIONS TO SUPPORT SAFETY

INDUSTRY CONTEXT

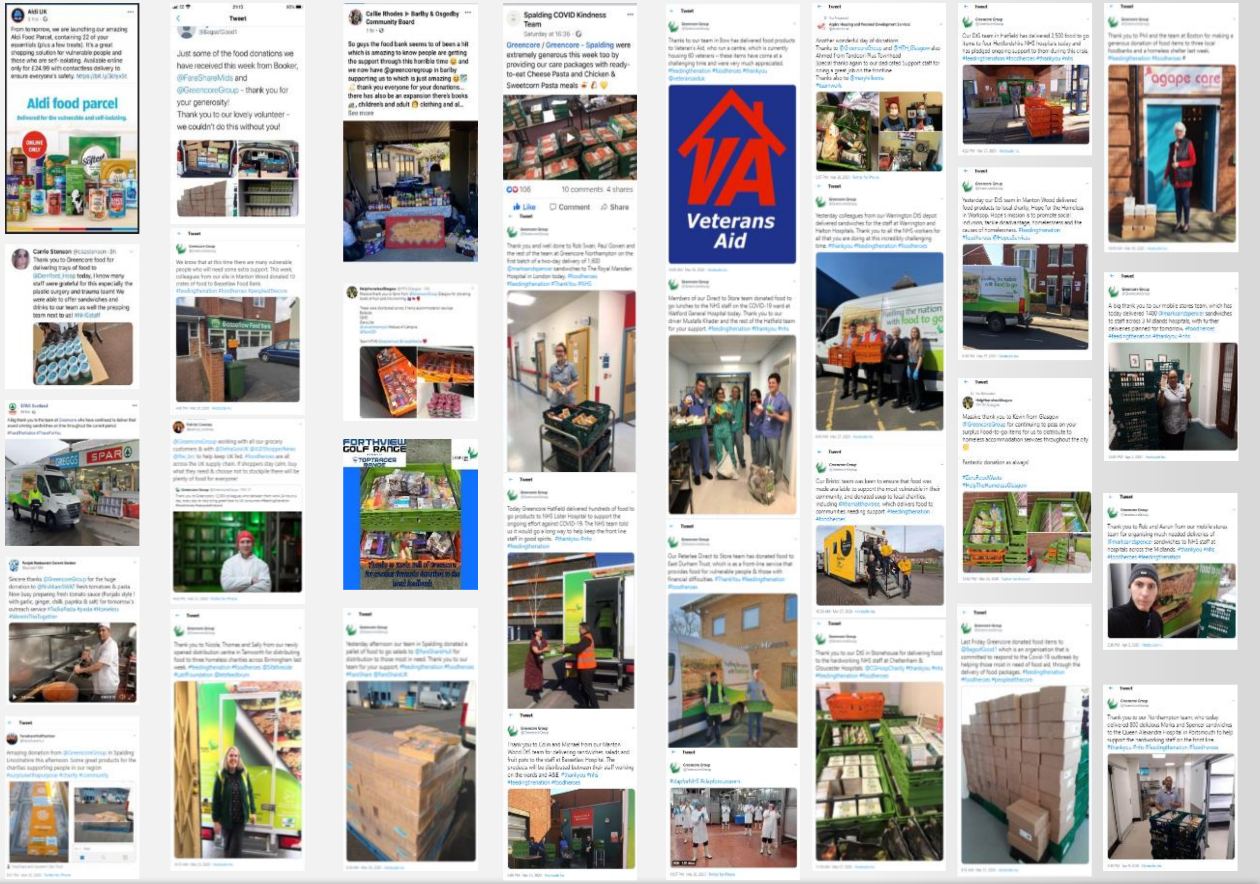
- Sustaining food supply is critical component of UK's COVID-19 response
- Food manufacturing designated as 'key workers'
- Greencore engaging widely with peers and Government agencies to shape effective safety policy and social distancing responses

② FEEDING THE UK

INTENSIVE ONGOING CUSTOMER ENGAGEMENT…

- Moved immediately to simplify product ranges to match consumer demand (and where needed enhance capacity)
- Maintained supply chain integrity and customer service
- Reinforced joint initiatives on waste, availability and format
- Sharing emerging consumer, shopper and channel insights

… AND COMMUNITY SUPPORT INITIATIVES



③ PROTECTING OUR BUSINESS…

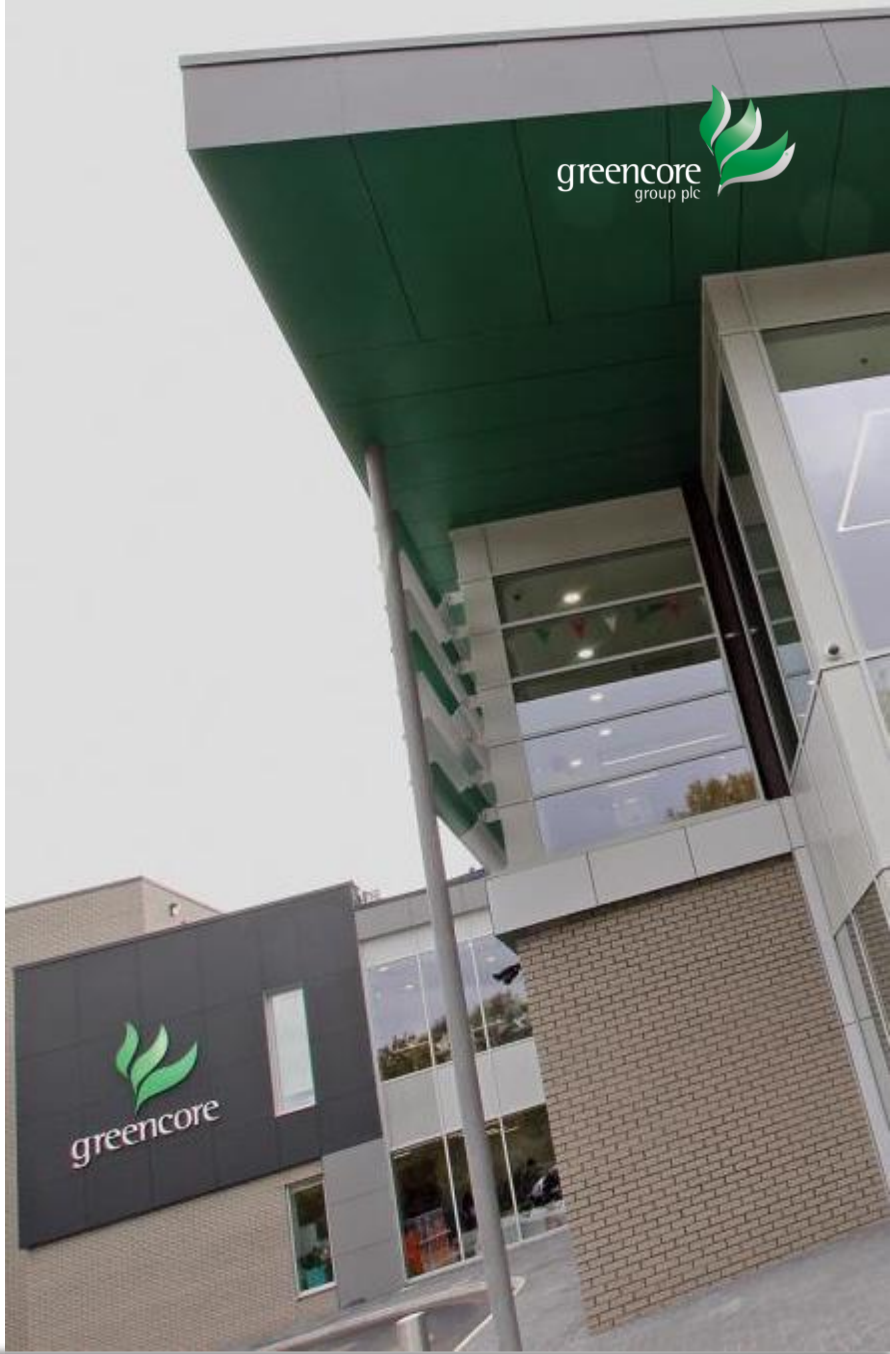
REVENUE PERFORMANCE SINCE PERIOD END

- Marked impact on demand in first 6 weeks of H2
- Lockdown demand patterns stabilising and improving into May
- Food to go categories
  - Weekly demand declines of up to 70% on prior year
  - Currently less than 60% below prior year and on improving trajectory
- Other convenience categories
  - Sustained growth but varied product mix
  - Currently about 5% above prior year

Group revenue now approximately 60% of prior year levels*

* On a pro forma basis

③ …PROTECTING OUR BUSINESS



MEASURES TO DEFEND PROFITABILITY

- Tightened food to go production network and shift profile
- Furloughing of colleagues
- Eliminated non-essential overheads and operating costs
- Temporary fee and salary reductions for Board, Executive Directors, and wider senior teams

Impact from full suite of mitigating actions now returning Group to modestly positive EBITDA

PLANNING FOR BUILD BACK

BUSINESS STRONGLY POSITIONED

- Reset organisation to prosper in an uncertain food landscape
- Capability, resources, flexibility and leadership to meet different shapes of recovery
- Working collaboratively with customers and suppliers on all elements of build back programme

FINANCIAL REVIEW

Emma Hynes

H1 20 SUMMARY

£m unless otherwise stated	H1 20	H1 19	Change
Group Revenue	712.7	701.4	+1.6%
Pro Forma Revenue Growth (%)			*+0.1%*
Adjusted EBITDA	63.8	62.5	+2.1%
Adjusted Operating Profit	38.3	44.7	-14.3%
Adjusted Operating Margin (%)	5.4%	6.4%	-100 bps
Adjusted EPS (pence)	5.8	6.4	-9.4%
Basic EPS (pence)	5.3	10.5	-49.5%
Interim DPS (pence)	-	2.45	
Free Cash Flow	2.6	(19.4)	+£22.0m
Net Debt	374.4	284.1	
Net Debt (ex lease liabilities)	311.1	284.1	
ROIC %	12.3%	14.6%	-230 bps

HIGHLIGHTS

- Broadly in line with plan until mid March
- Revenue and profitability negatively impacted by outbreak of COVID-19, especially in food to go categories
- Freshtime performed well
- Stable underlying cashflow trends
- Net Debt:EBITDA at 2.1x*
- IFRS16 adopted in H1 20

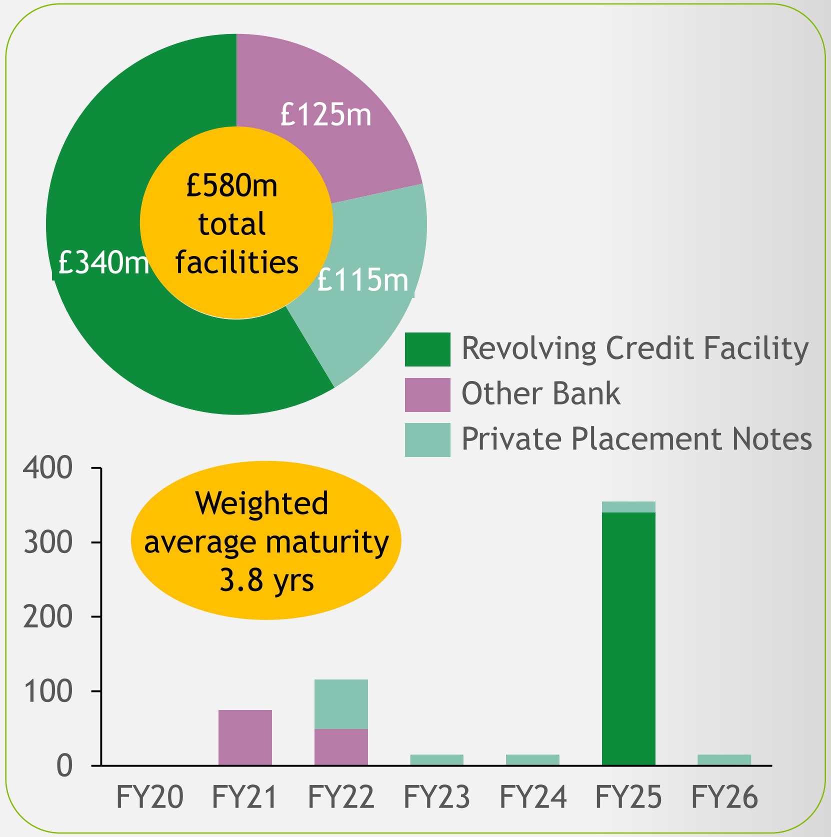
* As per financing agreements

STRONG LIQUIDITY POSITION

CONSERVING BALANCE SHEET STRENGTH

- Cash and undrawn committed bank facilities of £267.5m at 27 March 2020, including a newly agreed £75m committed debt facility maturing in March 2021
- Secured agreements with bank lenders to waive Net Debt:EBITDA covenant condition for September 2020 and March 2021 test periods
- In advanced stages of discussions with Private Placement holders in respect of a waiver of the September 2020 and March 2021 leverage covenants
- Confirms that it has received eligibility, in principle, to access funding under the CCFF

DEBT COMPOSITION AND MATURITY PROFILE



RELENTLESS FOCUS ON CASHFLOW MANAGEMENT

OUR MITIGATING ACTIONS

- Deferred non-essential capital expenditure
- No interim FY20 dividend payment and today announcing that we will not proceed with payments for FY 20 and H1 21
- Closely managing working capital
- Engaging to defer cash pension contributions

PERFORMANCE SINCE PERIOD END

- Successfully managed period of rapid adjustment in April
- Current trajectory of improving revenue and EBITDA
- Modelling a range of scenarios for different shapes of recovery
- Liquidity and resources more than sufficient

BUILDING BACK FOR BETTER

Patrick Coveney

WHERE WE SIT TODAY

- Reset business now returning to modestly positive EBITDA levels
- Flexibility and insight to adjust network and cost base rapidly in dynamic environment
- Customer relevance enhanced, with joint build back plans in place
- Liquidity, resources and leadership in place for lockdown and build back scenarios

THE CHANGING FOOD LANDSCAPE

Food shoppers

- Shift from basket to trolley shopping
- Reduced 'on the go' shopping occasions (penetration drop from 45% to 15%)
- Sandwich consumption remains strong; emerging dissatisfaction with homemade solutions
- Strong demand for digital and low touch solutions

UK grocers

- Marked increase in trust for grocery sector
- Significantly elevated overall grocery volumes (+c.11%)
- Foodservice competition largely closed
- Drive to simplify operations and restore mix to mitigate new costs

Wider food industry

- Prioritising colleague safety
- Scale and breadth of portfolio influencing performance
- Decisive actions and balance sheet strength essential for survival

Source: OBR, Greencore OnePulse; Kantar, Deloitte

LONGER TERM IMPACTS; SOME NEW AND SOME ENDURING

- Changing meaning of **'on the go'**
- Increased **importance of value**
- Elevation of **hygiene** alongside health & wellness
- Higher penetration of **digital and low contact** channels
- Reassessment of the value of **frontline colleagues**
- Recognition for **Purposeful & sustainable** organisations

the greencore way

STRATEGY REMAINS RELEVANT IN NEW CONTEXT

GROWTH

- Primed to capitalise on return to growth in food to go
- Executing category and channel diversification
- Proactive stance to capture opportunities in time of uncertainty

RELEVANCE

- Continuing investment in distribution
- Leveraging diverse convenience portfolio
- Working closer than ever with customers through COVID-19 response

DIFFERENTIATION

- Unlocking value through Manufacturing, Engineering and Purchasing Excellence
- Accelerating sustainability agenda
- Strengthening Board, senior organization and culture

WELL POSITIONED TO ‘BUILD BACK FOR BETTER’

Reset business now returning to modestly positive EBITDA levels

Flexibility and insight to adjust network and cost base rapidly in dynamic environment

Customer relevance enhanced, with joint build back plans in place

Liquidity, resources and leadership in place for lockdown and build back scenarios

- Reduce complexity in our model as we rebuild
- Optimise production and capacity to deliver long-term social distancing
- Maximise product and channel expansion opportunities
- Manage liquidity whilst enabling disciplined strategic investment
- Embed Purpose and resilience in everything we do

KEY HIGHLIGHTS

- H1 profitability and cashflow in line with plan until mid March
- Comprehensive and rapid response to COVID-19
- Conserving balance sheet strength; while building liquidity
- Planning with customers to build back our business

Q&A

APPENDIX 1

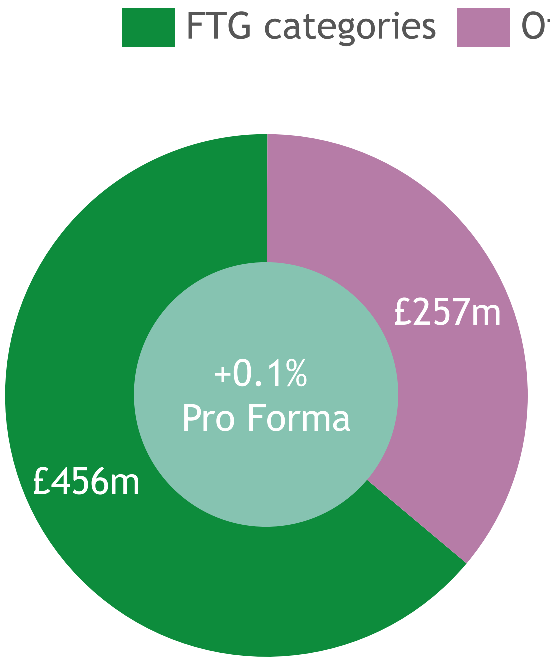
SUPPLEMENTARY FINANCIALS

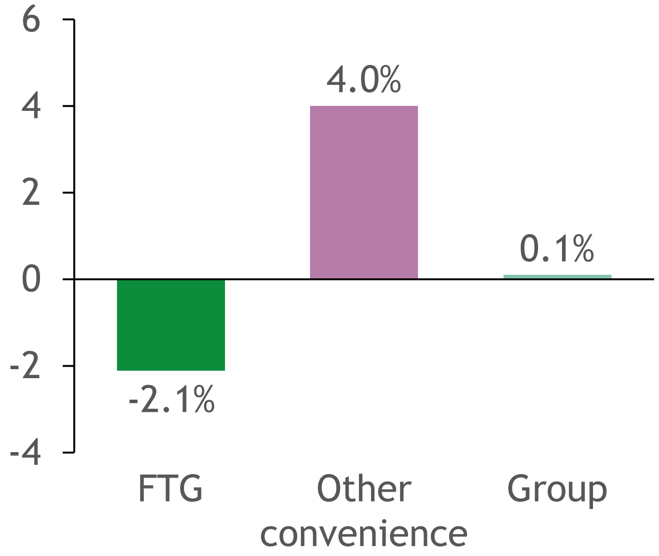
H1 20 P&L SUMMARY

£m unless otherwise stated	H1 20	H1 19	Change
Group Revenue	712.7	701.4	+1.6%
Pro Forma Revenue Growth (%)			*+0.1%*
Adjusted Operating Profit	38.3	44.7	-14.3%
Adjusted Operating Margin (%)	5.4%	6.4%	-100 bps
Group Operating Profit	35.6	41.3	-13.8%
Adjusted Profit Before Tax	31.1	37.7	-17.5%
Group Profit Before Taxation	27.3	5.7	+378.9%
Adjusted EPS (pence)	5.8	6.4	-9.4%
Basic EPS (pence)	5.3	10.5	-49.5%
Interim DPS (pence)	-	2.45	nm

PRO FORMA REVENUE

Pro Forma Revenue Growth composition



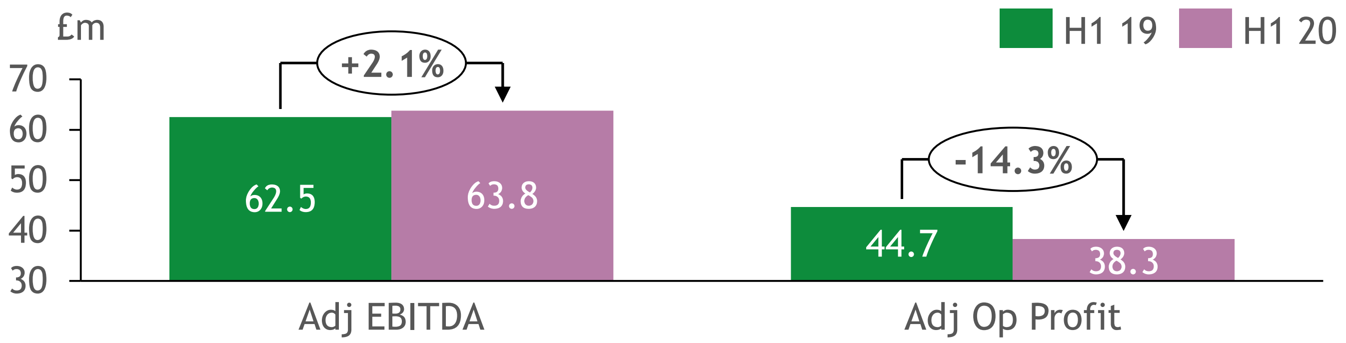


H1 20 PERFORMANCE

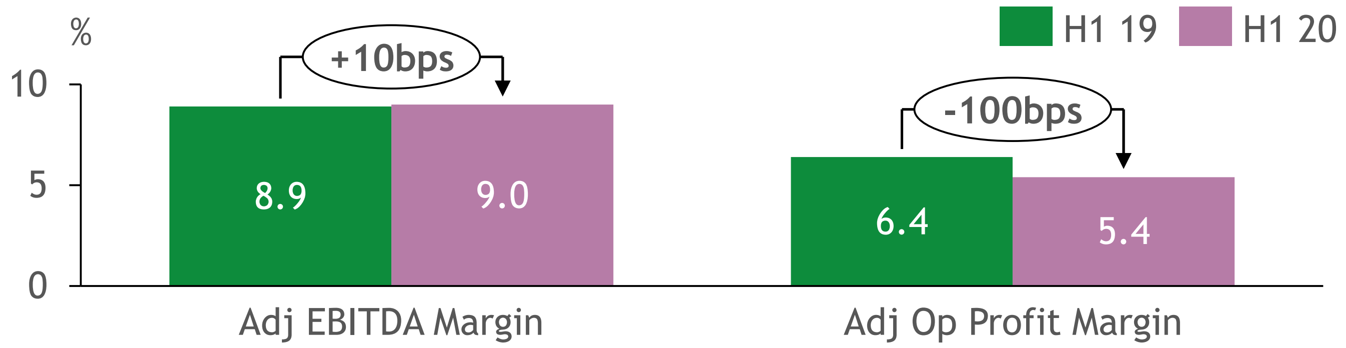
- Pro forma revenue +0.1%
- 2.1% pro forma decline in food to go categories
  - COVID-19 effect at end of period
- Freshtime performed well
- 4.0% pro forma growth in other convenience categories

PROFIT PERFORMANCE

Profit performance



Margin performance



H1 20 PERFORMANCE

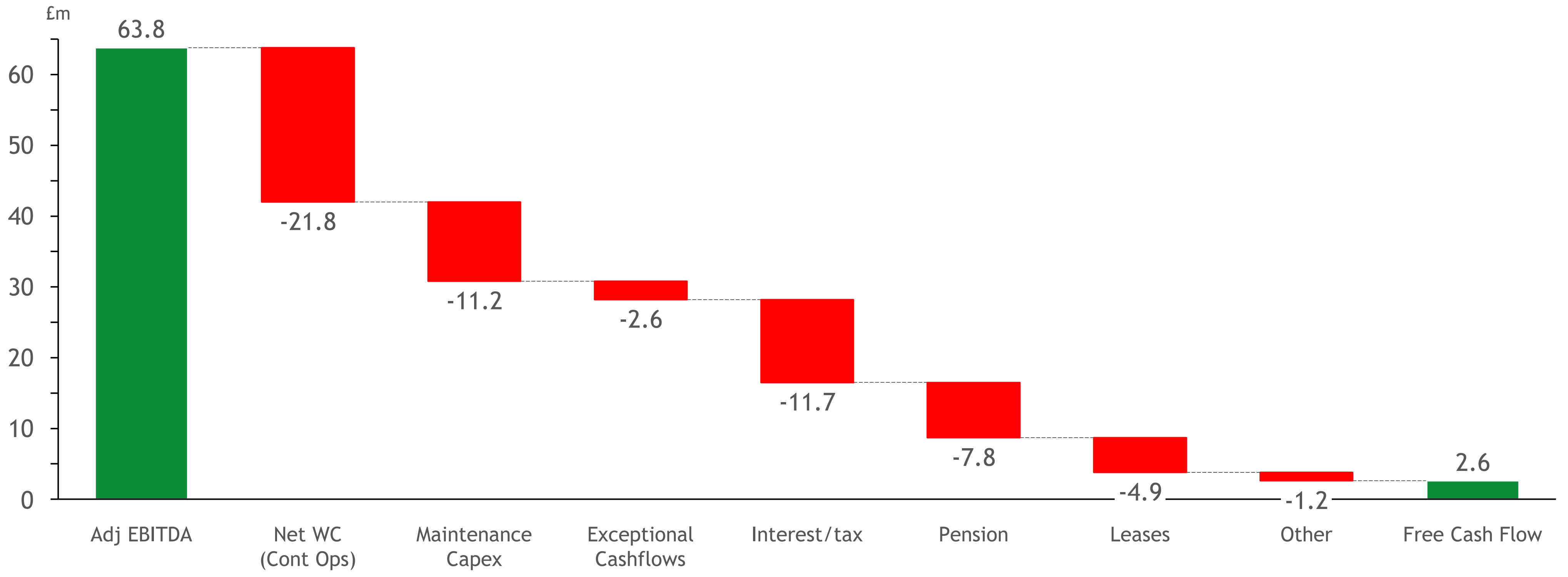
- Reduced profits in food to go categories, as deteriorating performance in the second half of March occurred before any mitigating measures applied
- The performance in food to go categories benefitted from the addition of Freshtime
- Improvement in other convenience categories
- Inflation broadly as anticipated
- IFRS16 impacts in H1 20 of £6.3m (Adjusted EBITDA) and £0.3m (Adjusted Operating Profit)

H1 20 P&L: OTHER FINANCIAL ITEMS

£m	H1 20	H1 19
Net interest payable (before exceptional items)	(8.7)	(10.8)
Tax (before exceptional items)	(3.5)	(5.4)
Discontinued operations (before exceptional items)	-	8.9
Group exceptional items (after tax)	0.4	28.8

Pence per share	H1 20	H1 19
Adjusted EPS	5.8	6.4
Basic EPS	5.3	10.5
DPS	-	2.45

FREE CASH FLOW

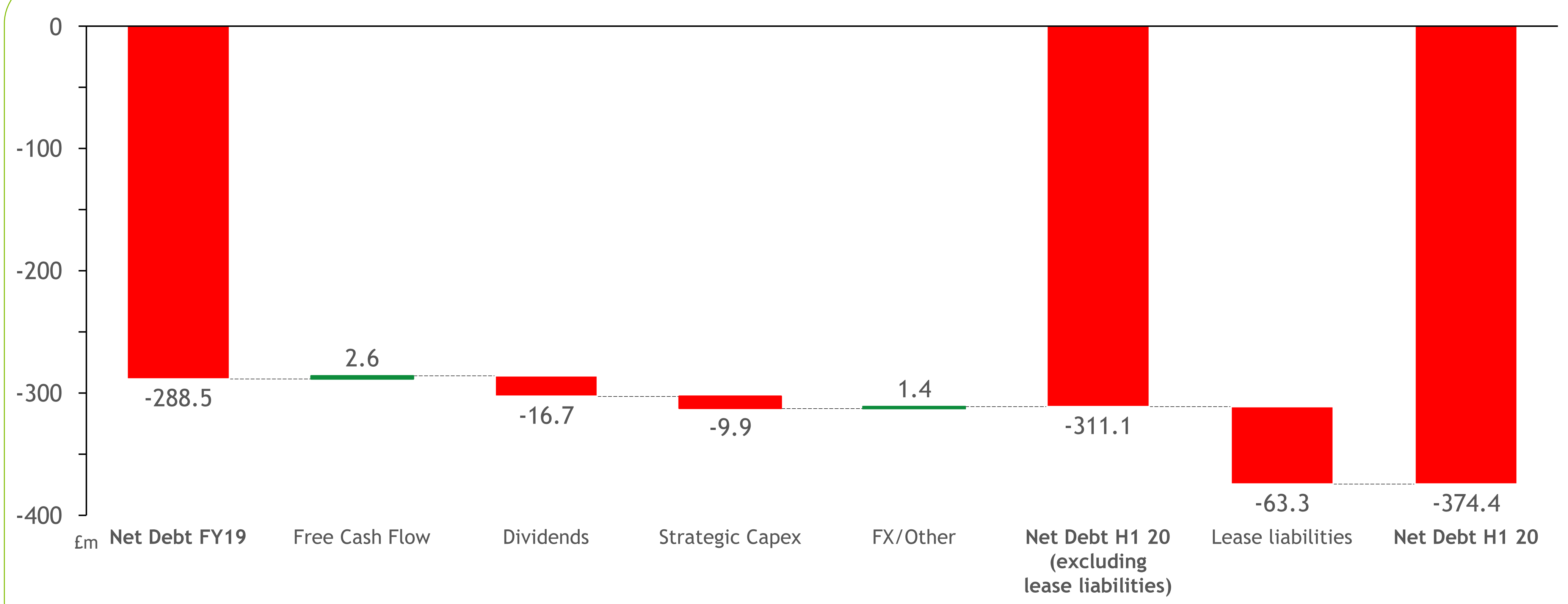


H1 20 BALANCE SHEET HIGHLIGHTS

£m	H1 20	H1 19
Net Debt	374.4	284.1
Net Debt (excluding lease liabilities)	311.1	284.1
Net Debt:EBITDA (x)[1]	2.1	1.9
Pension deficit (net of deferred tax)	39.2	79.9
Average Invested Capital	695.9	628.2
ROIC (%)	12.3	14.6

[1] as measured under financing agreements

NET DEBT


0
-100
-200
-300
-400
£m
-288.5
2.6
-16.7
-9.9
1.4
-311.1
-63.3
-374.4
Net Debt FY19
Free Cash Flow
Dividends
Strategic Capex
FX/Other
Net Debt H1 20 (excluding lease liabilities)
Lease liabilities
Net Debt H1 20

IFRS16

Measure	
Adjusted EBITDA (£m)	+6.3
Adjusted Operating Profit (£m)	+0.3
Adjusted Profit Before Tax (£m)	-0.2
Adjusted EPS (pence)	Immaterial
Free Cash Flow (£m)	-
Net Debt (£m)	+63.3
ROIC (%)	-50 bps

- On 28 September 2019 the Group adopted IFRS 16 *Leases*, the new accounting standard for leases.
- Group used the modified retrospective approach, which does not require the restatement of comparative periods.
- The changes impacted profit for the financial year by replacing operating lease costs with a depreciation and interest charge.
- Net assets are impacted by an uplift in the right-of-use assets offset by the lease obligations and after adjusting for the tax effect of the transition.

DEFINITIONS OF APMS

The Group uses the following Alternative Performance Measures ('APMs') which are non-IFRS measures to monitor the performance of its operations and of the Group as a whole

PRO FORMA REVENUE GROWTH

Pro Forma Revenue Growth adjusts reported revenue to reflect the ownership of Freshtime for the full period in FY19 and excludes the impact of revenue from the exit of longer life ready meals manufacturing at the Kiveton facility in H1 19. It also presents the numbers on a constant currency basis.

ADJUSTED EBITDA, ADJUSTED OPERATING PROFIT & ADJUSTED OPERATING MARGIN

The Group calculates Adjusted Operating Profit as operating profit before amortisation of acquisition related intangibles and exceptional charges. Adjusted EBITDA is calculated as Adjusted Operating Profit plus depreciation and amortisation of intangible assets. Adjusted Operating Margin is calculated as Adjusted Operating Profit divided by reported revenue.

ADJUSTED PROFIT BEFORE TAX

The Group calculates Adjusted PBT as profit before taxation, excluding tax on share of profit of associates and before exceptional items, pension finance items, amortisation of acquisition related intangibles, FX on inter-company and certain external balances and the movement on the fair value of all derivative financial instruments and related debt adjustments.

ADJUSTED EARNINGS AND ADJUSTED EARNINGS PER SHARE ('EPS')

Adjusted Earnings is calculated as Profit attributable to equity holders (as shown on the Group's Income Statement) adjusted to exclude exceptional items (net of tax), the effect of foreign exchange (FX) on inter-company and external balances where hedge accounting is not applied, the movement in the fair value of all derivative financial instruments and related debt adjustments, the amortisation of acquisition related intangible assets (net of tax) and the interest expense relating to legacy defined benefit pension liabilities (net of tax).

Adjusted EPS is calculated by dividing Adjusted Earnings by the weighted average number of Ordinary Shares in issue during the year, excluding Ordinary Shares purchased by Greencore and held in trust in respect of the Annual Bonus Plan and the Performance Share Plan. Adjusted EPS described as an APM here is Adjusted Basic EPS.

DEFINITIONS OF APMS (CONTINUED)

CAPITAL EXPENDITURE

The Group defines Maintenance Capital Expenditure as the expenditure required for the purpose of sustaining the operating capacity and asset base of the Group, and to comply with applicable laws and regulations. It includes continuous improvement projects of less than £1m that will generate additional returns for the Group.

The Group defines Strategic Capital Expenditure as the expenditure required for the purpose of facilitating growth and developing and enhancing relationships with existing and new customers. It includes continuous improvement projects of greater than £1m that will generate additional returns for the Group. Strategic Capital Expenditure is generally expansionary expenditure creating additional capacity beyond what is necessary to maintain the Group's current competitive position and enables the Group to service new customers and/or contracts or to enter into new categories and/or new manufacturing competencies.

FREE CASH FLOW AND FREE CASH FLOW CONVERSION

The Group calculates the Free Cash Flow as the net cash inflow/outflow from operating and investing activities before Strategic Capital Expenditure, acquisition and disposal of undertakings and adjusting for lease payments and dividends paid to non-controlling interests.

Free Cash Flow Conversion is measured and reported on an annual basis at year end.

NET DEBT AND NET DEBT EXCLUDING LEASE LIABILITIES

Net Debt is used by the Group to measure overall cash generation of the Group and to identify cash available to reduce borrowings. Net Debt comprises current and non-current borrowings less net cash and cash equivalents.

Net Debt excluding Lease Liabilities is a measure used by the Group to measure Net Debt excluding the impact of IFRS 16 Leases. Net Debt excluding Lease Liabilities is used for the purpose of calculating leverage under the Groups financing agreements.

RETURN ON INVESTED CAPITAL ('ROIC')

The Group calculates ROIC as Net Adjusted Operating Profit After Tax ('NOPAT') divided by average Invested Capital for continuing operations. NOPAT is calculated as Adjusted Operating Profit plus share of profit of associates before tax, less tax at the effective rate in the Income Statement.

Invested Capital is calculated as net assets (total assets less total liabilities) excluding Net Debt and the carrying value of derivatives not designated as fair value hedges, it also excludes retirement benefit obligations (net of deferred tax assets). Average Invested Capital is calculated by adding together the invested capital from the opening and closing balance sheet and dividing by two.

APPENDIX 2

ABOUT GREENCORE

OUR STRATEGY
WINNING IN UK CONVENIENCE FOOD

GROWTH
Drive growth in expanding food to go market

RELEVANCE
Deepen customer relevance

DIFFERENTIATION
Adopt a distinctive and repeatable Greencore Way of working

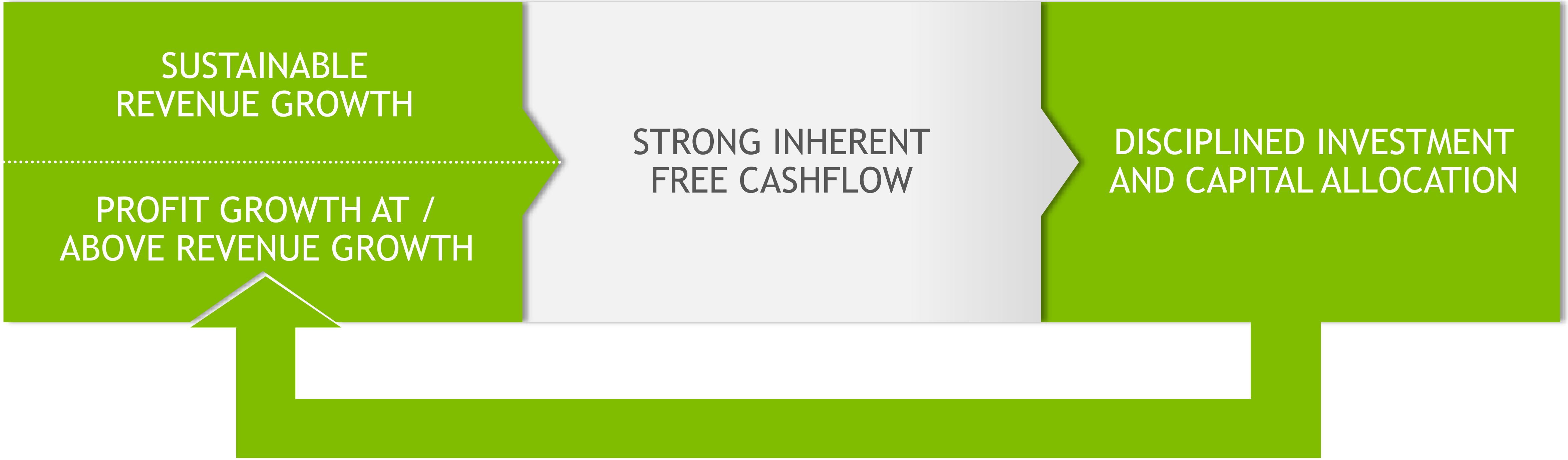
GREAT FOOD

PEOPLE AT THE CORE

GREENCORE EXCELLENCE

SUSTAINABLE BUSINESS

DRIVING LONG-TERM VALUE CREATION



IR CONTACTS & CALENDAR

Jack Gorman

Head of Investor Relations

investor.relations@greencore.com

+353 1 605 1000

Q3 Trading Update	28 July 2020
FY20 Period End	25 September 2020
FY20 Results	24 November 2020