



Greencore

Welcome to Greencore

Fact sheet

April 2022

Making every day taste

better



Making every day taste better

Where we operate

Food to Go categories

We operate 13 manufacturing units across nine locations, including eight sandwich focused units, three salad focused units and two sushi focused units.

Other convenience categories

We operate eight manufacturing units across seven locations, comprising three chilled ready meal units, two chilled soup and sauce units, one chilled quiche unit, one ambient cooking sauce and pickles unit and one Yorkshire Pudding unit.

Distribution

We have built a strong Direct to Store distribution operation comprising over 600 vehicles, five regional distribution centres and 13 transport hubs. Our distribution fleet delivers Greencore and third-party products to more than 10,500 small format stores throughout the UK every day.

Trilby Trading

Trilby Trading is a leading Irish-based importer and distributor of vegetable oils and fats.

Our customers

We supply all of the major supermarkets in the UK.

We also supply convenience and travel retailers, discounters, coffee shops, foodservice and other retailers.

Our strategy



Growth Our leadership positions in attractive and structurally growing food categories drive a strategy that combines strong organic growth potential with disciplined strategic investment.



Relevance We have an embedded customer partnership model: creating a compelling commercial offer, working together to deliver this model, and partnering with customers for the longer term.



Differentiation Our comprehensive capability set provides us with a distinctive and repeatable Greencore Way of working, to ensure we exploit the growth opportunities available to us.



The Greencore Way

Our differentiators drive our strategy

People at the Core

By embedding a safety culture, providing inspiring leadership and having engaging and effective teams, we ensure that people are at the core of our business.

Great Food

Protecting food safety, leading on taste and winning on quality are all essential to our continued success.

Excellence

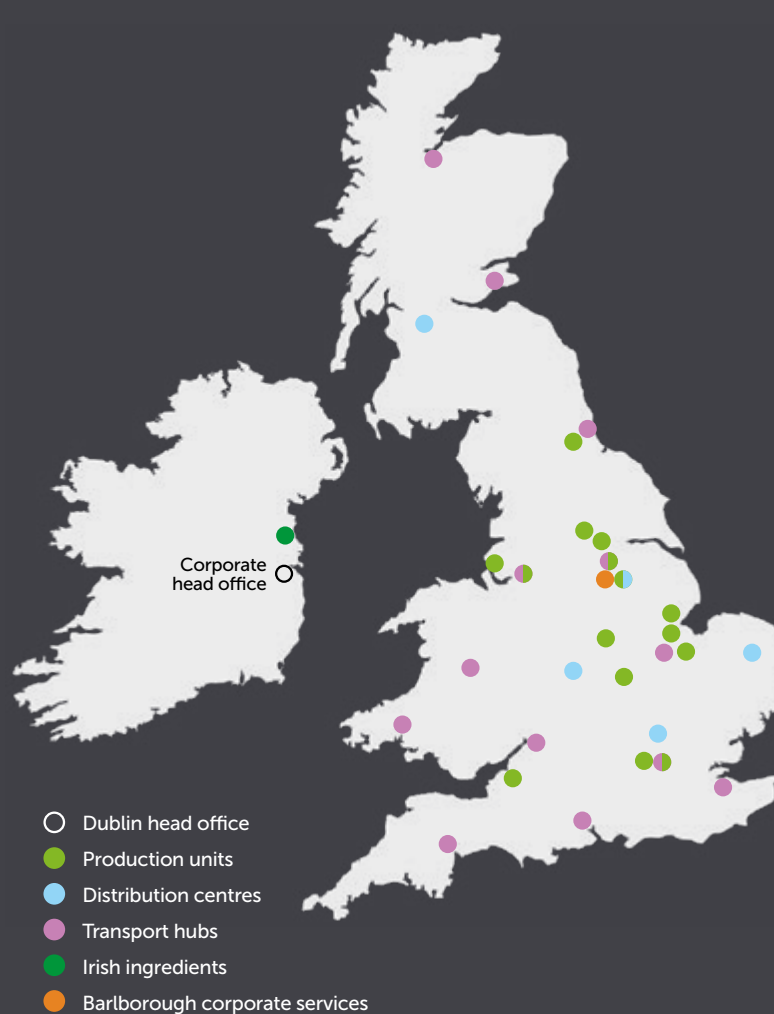
We strive for excellence in everything we do by building capability, driving efficiency and delivering value for all our stakeholders.

Sustainability

Sustainability underpins all areas of our business from Sourcing with Integrity to Making with Care and then Feeding with Pride.

Portfolio reset and control post sugar exit			Aggressive consolidation of UK convenience foods market			Rapid, acquisition-led scale up in the US			Sustained growth, cashflow and returns from UK business		
1991	2001	2006	2007	2008	2011	2012	2014	2016	2018	2019	2020
Greencore formed following the privatisation of Irish Sugar	Diversification into convenience food	Exit of the sugar business	Strong UK growth through a series of convenience food acquisitions	Entry into US convenience food with acquisition of Home Made Brand Foods	Acquisition of Uniq in UK	Acquisition of HC Shau and MarketFare Foods in US and International Cuisine in UK	More than 100 years of producing for some of the UK's best loved brands and largest retailers	Greencore acquires Peacock Foods	Sale of Greencore US, creating a refocused UK business	Greencore acquires Freshtime UK	Greencore launches corporate purpose 'Making every day taste better'

A leading manufacturer of food in the UK



Food to Go

13 production units across nine locations

- Nine sandwich-focused units
- Two salad-focused units
- Two sushi-focused units

Other convenience categories

Eight production units across seven locations in the UK

- Three chilled ready meal units
- Two chilled soup and sauce units
- One chilled quiche unit
- One ambient cooking sauce unit
- One frozen Yorkshire Pudding unit

Distribution

'Direct to Store' distribution operation comprising of five regional distribution centres, 13 transport hubs and a fleet of more than 600 vehicles that make daily deliveries to small format stores across the UK.

Trilby Trading

1 distribution location

Our Group Executive



Gary Kennedy
Executive
Chair



Emma Hynes
Chief Financial
Officer



Kevin Moore
Chief Commercial
Officer and
Deputy CEO



Clare Evans
Chief Operating
Officer



Guy Dullage
Chief People
Officer



Nigel Smith
Chief Strategy
Officer



Jolene Gacquin
Group Company
Secretary



FY21 HIGHLIGHTS

Revenue

£1,324.8m

Pro Forma Revenue Growth +6.2%



Convenience Foods UK & Ireland (continuing operations)

	FY21	FY20	Change (as reported)
Group Revenue	£1,324.8m	£1,264.7m	+4.8%
Pro Forma Revenue Growth			+6.2%
Adjusted EBITDA	£92.3m	£85.0m	+8.6%
Adjusted Operating Profit	£39.0m	£32.5m	+20.0%
Adjusted Operating Margin	2.9%	2.6%	+30 bps

Financial calendar (subject to change)

Annual General Meeting
27 January 2022

Half year financial report
24 May 2022

2022 financial year end
30 September 2022

Announcement of final result
29 November 2022

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£1.3
billion
annual turnover



Leading the
industry with
food safety



645
million
sandwiches and
other food to go
items each year



117
million
chilled prepared
meals per year



2,160
products
across 20 categories



10,500
direct to store
deliveries each day



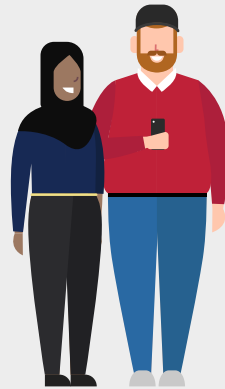
47
million
chilled soups and
sauces per year



483
million
Yorkshire puddings
per year



Leaders
in food
technology



13,000
colleagues

Greencore

Making every day taste
better

256
million
bottles of cooking
sauces, pickles and
condiments per year



The world's largest
fresh pre-packaged
sandwich
maker



Our strategy is built
on three pillars:



Growth



Relevance



Differentiation

Pioneering the
way in inclusion



30
million
quiche each year



35+
locations



140
million
salads each year



Award
winning
products