



# Welcome to Greencore

## Factsheet

November 2023



Making every day taste *better*

# Making every day taste better

## Where we operate

### Manufacturing

We operate 23 manufacturing units across 16 locations, including eight sandwich units, five chilled ready meal units, three salad units, two sushi 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 645 vehicles, three regional distribution centres and 14 transport hubs. Our distribution fleet delivers Greencore and third-party products to more than 10,400 small format stores throughout the UK every day.

## 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



**Horizon 1: Stabilise** the business organisationally, operationally and financially, to provide a platform for future development.



**Horizon 2: Rebuild** our profitability and returns, through choices on where we play, strengthening the model for how we win, and investing in foundational, enterprise-wide enablers.



**Horizon 3: Grow** the business over time, by broadening our portfolio through selective and disciplined investment.



## 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.

### Excellence

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

### Great Food

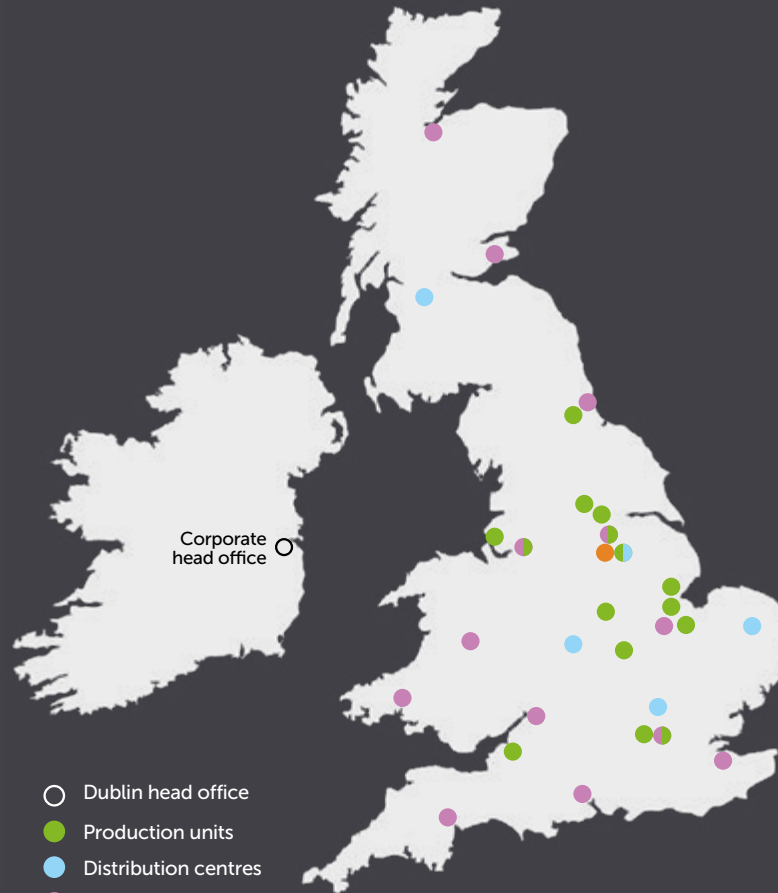
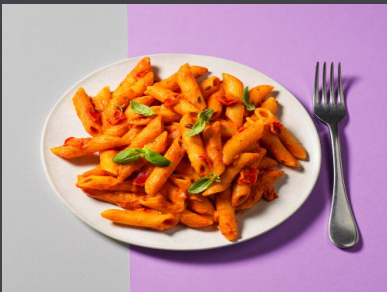
Protecting food safety, leading on taste and winning on quality are all essential to our continued success.

### 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			Food to go scale up in the UK			Sustained growth, cashflow and returns from UK business		
1991	2001	2006	2007	2008	2011	2014	2015	2018	2020	2022	2023
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	Continued focus on core convenience food offering	Acquisition of Uniq in UK	More than 100 years of producing for some of the UK's best loved brands and largest retailers	The launch of The Greencore Way	A refocused UK business	Launch of Greencore Purpose Making Every Day Taste Better	Dalton Philips appointed CEO	A reset business post COVID

# A leading manufacturer of food in the UK



- Dublin head office
- Production units
- Distribution centres
- Transport hubs
- Corporate services centre

## Manufacturing

23 manufacturing units  
across 16 locations

- Eight sandwich units
- Five chilled ready meal units
- Three salad units
- Two sushi units
- Two chilled soup and sauce units
- One chilled quiche unit
- One ambient cooking sauce and pickles unit
- One Yorkshire pudding unit

## Distribution

'Direct to Store' distribution operation comprising of three regional distribution centres, 14 transport hubs and a fleet of 645 vehicles that make daily deliveries to small format stores across the UK.



# Our Group Executive



**Dalton Philips**  
Chief Executive  
Officer



**Andy Parton**  
Chief Commercial  
Officer



**Guy Dullage**  
Chief People  
Officer



**Nigel Smith**  
Chief Strategy &  
Transformation  
Officer



**Lee Finney**  
Chief Operating  
Officer



**Damien Moynagh**  
General Counsel &  
Company Secretary



**Jonathan Solesbury**  
Interim Chief  
Financial Officer

## Convenience Foods UK & Ireland (continuing operations)

	FY23	FY22	Change (as reported)
Group Revenue	£1,913.7m	£1,739.6m	+10.0%
Pro Forma Revenue Growth			+13.5%
Group Operating Profit	£66.0m	£52.1m	+26.7%
Adjusted Operating Profit	£76.3m	£72.2m	+5.7%
Adjusted Earnings Per Share	9.3p	9.2p	+1.1%

### Financial calendar (subject to change)

**FY24 Q1 Trading Update & AGM**  
25 January 2024

**FY24 H1 Results**  
21 May 2024

**FY24 Q3 Trading Update**  
30 July 2024

**FY24 Full Year Results**  
26 November 2024



## FY23 HIGHLIGHTS

Revenue

£1,913.7m

Pro Forma Revenue Growth +13.5%



## Contact

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**£1.9**

*billion*  
annual turnover

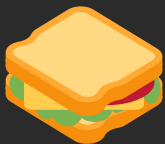


Leading the  
industry with  
food safety



**779**

*million*  
sandwiches and  
other food to go  
items each year



**132**

*million*  
chilled prepared  
meals per year



**1,600**

*products*  
across 20 categories



**10,400**

*direct to store*  
deliveries each day



**45**

*million*  
chilled soups and  
sauces per year



**439**

*million*  
Yorkshire puddings  
per year



Leaders  
in food  
technology



**13,600**

colleagues

**Greencore**

Making every day taste

*better*

**245**  
*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 horizons:



Stabilise



Rebuild



Grow

Pioneering the  
way in inclusion



**28**

*million*  
quiche each year



**155**  
*million*

salads each year



Award  
winning  
products