

Welcome to Greencore

Fact sheet





A leading international manufacturer of convenience food in the UK & US

Greencore at a glance



Our vision & strategy

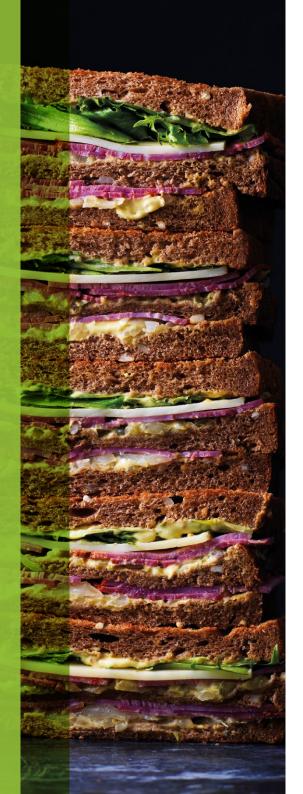
Our vision is to be a fast-growing, international convenience food leader

Our strategy

- Deepen food to go leadership
- To have market leading positions in complementary convenience food categories
- Build distinctive, enduring customer partnerships
- Win in the UK and US markets now and other geographies in the years ahead

We operate with a set of core principles that enable us to deliver our vision and strategy. We call this *The Greencore Way.*

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|--|--|-------------------------------|--|---|------------------------------|--|--|---|---|
| 1991 | 2001 | 2006 | 2007 | 2008 | 2011 | 2012 | 2014 | 2015 | 2016 |
| 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 UKs best loved brands and largest retailers | Opening of Greencore's first greenfield development in Rhode Island | Greencore acquires Peacock Foods |



The world's largest sandwich maker

Our convenience foods businesses

Food to Go

A world-class manufacturer of food on the move products including prepacked sandwiches, wraps, prepared salads and sushi for many of the UK's major retailers. UK sites in Atherstone, Bow, Crosby, Heathrow, Manton Wood, Northampton, Park Royal and Spalding.





Convenience Foods

Produces chilled ready meals, chilled

sauces, chilled soup and quiches as

well as own label ambient cooking

sauces, table sauces, pickles and

Yorkshire puddings for the major

Consett, Evercreech, Kiveton,

Leeds, Selby, Warrington and

retailers in the UK. Sites in Bristol,

USA

Entered the US market in 2008. We now produce sandwiches and food to go products for convenience stores and food service outlets across the US which provide us with nationwide coverage. Fourteen manufacturing facilities in California, Florida, Illinois, Minnesota, Ohio, Rhode Island, Utah, Virginia and Washington.



Ingredients and property

Trilby Trading

A leading importer and distributor of oil and fats for food processing

Premier and United Molasses

Leading importers and distributors of molasses for animal feed and industrial use in Ireland

Property

Management of the Group surplus property assets

Our Leadership Team



Patrick Covenev

CEO

Group

Greencore



COO

Group

Greencore



MD

Greencore

Food to Go



Clare Rees Greencore Convenience Foods

MD



Phil Taylor CPO Greencore Group





CFO

Group

Greencore



Delivering our strategy and living our principles

Our vision is to be a fast-growing, international convenience food leader

Financial summary

- 1 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 APM's along with their definitions are provided in the Appendix
- 2 Earnings per share and Dividend per share figures for FY16 have been restated to reflect the impact of the bonus element of the rights issue and are set out in the Appendix

| | FY17 | versus FY16 |
|----------------------------|-----------|----------------------------|
| Group Revenue | £2,319.7m | +56.5% (pro forma +9.4% |
| Adjusted Operating Profit | 140.1 | +37.4% |
| Adjusted Operating Margin | 6.0% | -90bps |
| Exceptional Items | (78.2) | - |
| Adjusted Profit Before Tax | 116.7 | +35.9% |
| Adjusted EPS (pence) | 15.4 | -3.8% |
| Basic EPS (pence) | 1.9 | -80.0% |
| Proposed DPS (pence) | 5.47 | - |

Financial calendar

30 January 2018 Q1 Trading Update Annual General Meeting

22 May 2018 FY18 Interim Results

24 July 2018 Q3 Trading Update

27 November 2018 FY18 Full Year Results



Media queries

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More information

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