

Welcome to Greencore

Fact sheet



A leading international manufacturer of convenience food in the UK & the 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*.



Our history





The world's
largest
sandwich
maker

Our convenience foods businesses

Food to Go

A world-class manufacturer of food on the move products including pre-packed sandwiches, wraps, prepared salads and sushi for many of the UK's major retailers. UK sites in **Atherstone, Crosby, London (2), Manton Wood, Northampton and Spalding.**



Grocery

Produces own label ambient cooking sauces, table sauces, pickles and Yorkshire puddings as well as cakes and desserts for most of the major retailers in the UK. Sites in **Evercreech, Hull, Leeds and Selby.**



Prepared Meals

Produces chilled ready meals, chilled sauces, chilled soup and quiches for the major retailers in the UK. Sites in **Bristol, Consett, Kiveton, Warrington and Wisbech.**



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

Group Executive Board



Patrick Coveney
CEO
Greencore Group



Nigel Blakey
MD
Greencore Grocery



Peter Haden
CDO
Greencore Group



Kevin Moore
MD
Greencore Food to Go



Chris Kirke
CEO
Greencore USA



Clare Rees
MD
Greencore Prepared Meals



Phil Taylor
HR Director
Greencore Group



Eoin Tonge
CFO
Greencore Group

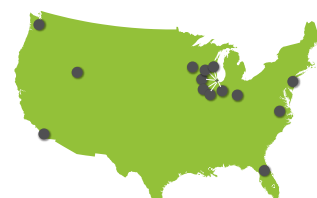
2016 highlights



Revenue of £1,481.9m up 10.6%, 5.9% on a like-for-like basis



Investment in current sites and further capacity.
The acquisition of The Sandwich Factory.
Direct to Store network development.



New chilled manufacturing facility and development centre in Seattle.
Acquisition of Peacock Foods.



Financial summary

- References to like for like ("LFL") revenue growth exclude revenue from The Sandwich Factory which was acquired in July 2016, the effect of the 53rd week in FY16, and are expressed in constant currency
- EBITDA, operating profit and operating margin are stated before exceptional items and acquisition related amortisation
- Adjusted PBT and adjusted earnings measures are stated before exceptional items, pension finance items, acquisition related amortisation, FX on inter-company and certain external balances and the movement in the fair value of all derivative financial instruments and related debt adjustments
- Net debt / EBITDA leverage as measured under financing agreements

	FY16	versus FY15
Revenue ¹	£1,481.9m	+10.6%, +5.9% LFL
Convenience Foods revenue	£1,435.2m	+6.6% LFL
Operating profit ²	£102.0m	+11.2%
Operating margin ²	6.9%	+10 bps
Adjusted PBT ³	£85.9m	+10.1%
Adjusted earnings per share ³	19.5p	+8.3%
Leverage ⁴	2.4x	0.4 turn
ROIC	13.8%	-30 bps

Financial calendar

Tuesday, January 31
AGM & release of Q1 IMS

Friday, March 24
Half Year end

Tuesday, May 23
Interim Results announcement

Tuesday, July 25
Release of Q3 IMS

Friday, September 29
Full Year end

Tuesday, November 28
Annual Report and Results

Media queries

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More information

www.greencore.com
Twitter: [@GreencoreGroup](https://twitter.com/GreencoreGroup)



The world's largest sandwich maker



16,000 employees globally

£2.3 BN
proforma Group revenue



30 manufacturing sites in UK, US and Ireland



40m quiches per year



140 MILLION
supermarket own-label ready meals per year

Leading the industry with food safety



220m bottles of cooking sauces, pickles and condiments per year

greencore group



Expanding rapidly in the US



A FTSE 250 company

Award winning products



Constantly innovating and improving our ranges



105m cakes and desserts per year



Leaders in food technology

2.2m Christmas cakes per year



45,000

direct to store UK deliveries each week

4,000

products

across 20 categories



1.5 BN sandwiches and other food to go products