

Our business model

Making every day taste *better*

What we need

People

c.12,200

Ingredients

c.3,000

Production units

21

Distribution fleet

500+

Invested capital

c.£750m

What makes us different

 People at the Core

 Sustainability

 Great Food

 Excellence

See **Strategy in action** on **page 26**

Managing our risks

People

Operational

Strategic

Commercial

Financial

See **Principal risks** on **page 59**

Sourcing with Integrity

We are committed to ensuring that the raw materials we use in the products we supply to our customers are sourced sustainably and responsibly.

Our central purchasing team sources from over 2,500 different suppliers and we source the majority of our raw materials from suppliers based in the UK. In many cases, we have long term strategic partnerships in place to help build and support effective, sustainable and transparent supply chains. Approximately one half of Greencore’s total purchasing spend is on ingredients, with the remainder being spent on packaging and other items.

Number of suppliers we source from

2,500+

Percentage of our direct and key indirect suppliers connected with Sedex

98%

See **Sustainability** section on **page 38**



Our contribution

Shareholders

Creating sustainable value through disciplined capital allocation.

See **Operating & Financial Review** on **page 50**

Customers

Providing best-in-class customer outcomes and satisfaction.

See **Relevance** on **page 30**

Making with Care

Great Food is at the heart of what we do and we are proud to have industry-leading food safety and technical standards.

Our Excellence programmes provide an efficient and consistent approach to our processes, allowing us to take a coordinated approach on food waste and manufacturing resource efficiency whilst ensuring that our local communities thrive.

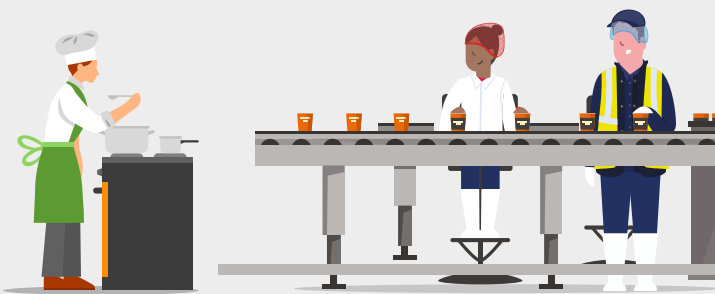
We have a network of 16 locations across the UK, many of which have multiple highly efficient production units – each specialising within specific product categories. We also leverage our expertise in food manufacturing by focusing on processes that are people intensive and that are in high-care environments suitable to provide 'ready to eat' products.

Internal and external audits across all sites during the year

31,000+

Percentage of manufacturing units that achieved BRC AA+ or A+ grades

100%



Feeding with Pride

We design products with taste, freshness, sustainability, health and affordability at front of mind, and strive to package and distribute these as efficiently and responsibly as possible.

We manufacture approximately 1,750 different products across a range of product categories including sandwiches, salads, sushi, chilled snacking, chilled ready meals, chilled soups and sauces, chilled quiche, ambient sauces and pickles, and frozen Yorkshire Puddings. We supply all of the major supermarkets in the UK and many other retail channels including convenience and travel retail outlets, discounters, coffee shops, foodservice and other retailers.

We utilise different routes to market, through our chilled distribution network to our customers' distribution centres and through our dedicated fleet of over 500 Direct to Store vehicles.

Number of different products produced by Greencore in total

c.1,750

Number of daily deliveries by our Direct to Store vehicles

10,000+



Suppliers

Enabling collaboration for all parties to achieve goals and drive growth.

See **Sustainability** on **page 38**

Consumers

Addressing key demand drivers through innovation and Great Food.

See **Market Trends** on **page 14**

Colleagues

Investing in career development and shaping career opportunities that engage and reward.

See **People at the Core** on **page 33**

Community

Creating stronger and healthier communities through education and food focused engagement.

See **Sustainability** on **page 38**