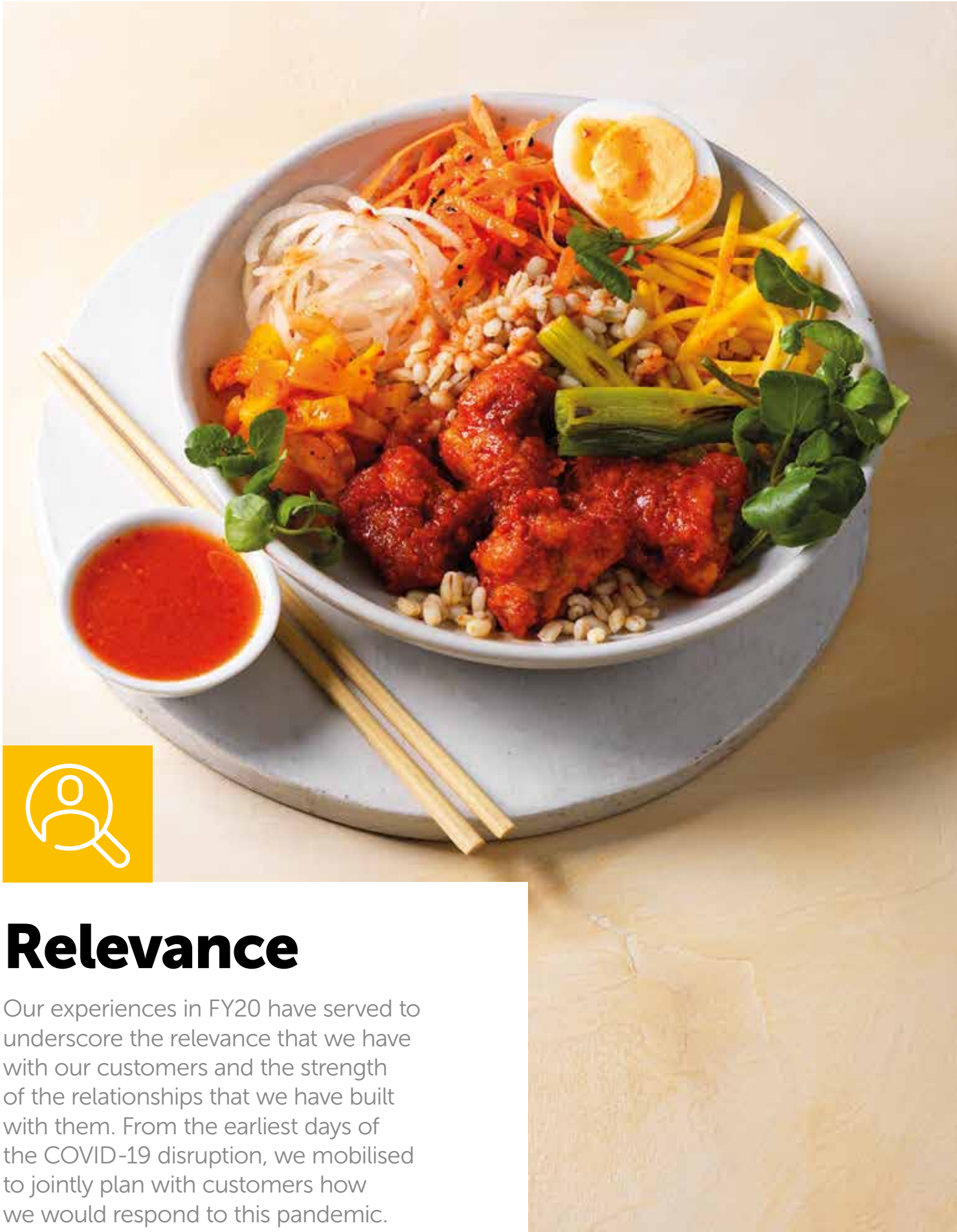


Strategy in action



Relevance

Our experiences in FY20 have served to underscore the relevance that we have with our customers and the strength of the relationships that we have built with them. From the earliest days of the COVID-19 disruption, we mobilised to jointly plan with customers how we would respond to this pandemic.

In the initial weeks of the pandemic, when faced with very different demand patterns across our business (and often with the same customer), we made plans with our customers to ramp-down production and rationalise ranges in food to go categories where demand was severely depressed in order to protect margin and manage waste while maintaining supply and availability.

Simultaneously, in some of our other convenience categories, and particularly in longer-life product areas where demand spiked, we also rationalised ranges, and standardised certain processes to maximise output and ensure continuity of supply.

Through the latter half of FY20, as demand began to progressively improve, we carefully planned with each customer how we would evolve ranges to continue to broaden consumer choice without undoing some of the value creating choices we made earlier in the pandemic. We also increased the level of joint sales planning with a number of customers as we collectively managed through a much greater level of uncertainty on demand than we would historically have faced.

Underpinning this, we expanded our proprietary research insights, leveraging a nationwide panel of consumers to provide a near real-time view of consumer behaviours to thereby guide decision-making.

We also worked very closely with customers to adapt our ways of working throughout the COVID-19 disruption. In the earliest days, we altered some of our production processes and in some cases paused production of certain products to ensure we could abide by public health guidance in relation to social distancing and protective materials. We also reinvented ways to replicate, virtually, certain customer engagements that historically would only ever take place face-to-face, notably virtual factory audits and virtual product tastings.

Throughout the disruption, we retained a very high level of service consistency, delivering 98.4% of orders on time and in full, a modest year on year increase from FY19. This is an achievement we are very proud of given the level of external disruption that we faced through the year.

Overall, our customer relationships have demonstrated remarkable resilience through FY20, and we have retained every single one of our customers and, in many cases, expanded the breadth of our relationships, despite the disruption.

Looking ahead to FY21, we will build on the resilience of our customer relationships as we progress further on to rebuild the food to go and convenience food offerings of our major partners. We will also progress further on the product and channel expansion journey that is central to our Growth pillar, in many cases through partnerships with existing customers.

We pursue a relentless focus on our customer partnerships

Overall, our customer relationships have demonstrated remarkable resilience through FY20; we have retained every single one of our customers and in many cases expanded the breadth of our relationships, despite the disruption of COVID-19.

The Advantage Report

Each year, the Advantage Group surveys retailers on their supplier base, both branded and own label, to understand the positioning of different suppliers across key performance areas (e.g. strategic alignment, customer service, supply chain).

This year, Greencore retained its position as the number one chilled convenience supplier, and ranked number one in supply chain overall. Specifically within the food to go supply base, we were ranked number one across all key performance areas.

