

Leading manufacturer of Fresh Prepared Food



Our *vision*:

To lead the way in bringing great-tasting, Fresh Prepared Food ("FPF") to people across our markets.

Our *purpose*:

To delight our customers and consumers through the fresh, convenient and innovative food that we proudly create every day.

Our *culture*:

To empower and support all our stakeholders by living our values.



Respect and trust each other



Keep the customer at the heart of what we do



Get it right, keep it right



Be proud of what we do

Our *strategy*:

To deliver profitable and sustainable growth.



UK: Drive returns by leveraging our UK number one market position



INTERNATIONAL: Accelerate profitable growth in the US and China



EXCELLENCE: Deliver superior performance through operational excellence



TRUST: Be a trusted partner for our people, customers, suppliers and communities

Our *business overview*:

Our deep understanding of consumers' changing needs enables us to create innovative products for our customers around the world.

45

total sites

>1,300

total suppliers

>18,500

total colleagues

c.2,900

total products

£2,139.2m

Group reported revenue

#1

Bakkavor position in UK FPF market

Our *UK division*:

Leading supplier to grocery retailers with category breadth and unrivalled scale.

c.1,500

products across meals, pizza and bread, salads and desserts

28

sites: 22 factories, 1 head office, 4 distribution centres, 1 growing unit

£1,783.1m

reported revenue

83%

of Group reported revenue

£92.7m

adjusted operating profit

£54.6m¹

operating profit



READ MORE on [pg 36](#).

Our *US division*:

National provider of fresh meals to grocery retailers and direct-to-consumer customers.

c.110

products across fresh meals, dips, artisan bread, soups, sauces and burritos

6

sites: 5 factories, 1 head office

£255.3m

reported revenue

12%

of Group reported revenue

£3.3m

adjusted operating profit

£(0.5)m¹

operating loss



READ MORE on [pg 38](#).

Our *China division*:

Supplies foodservice and retail customers nationally with value-added fresh products.

c.1,300

products across fresh cut salads, food to go salads and sandwiches, bakery, meals, soups and sauces

11

sites: 9 factories, 1 head office, 1 farm

£100.8m

reported revenue

5%

of Group reported revenue

£(6.6)m

adjusted operating loss

£(16.3)m¹

operating loss



READ MORE on [pg 39](#).

¹ Operating profit is after exceptional and adjusting items. Group operating profit was £37.8m.