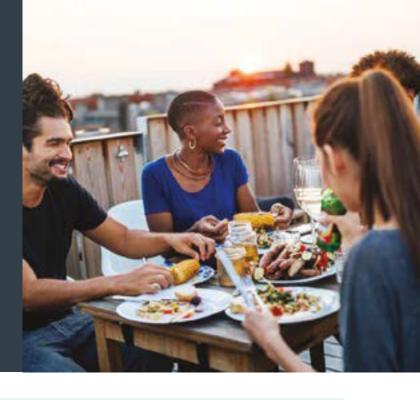
leading manufacturer of Fresh Prepared Food



Our vision:

To lead the way in bringing greattasting, 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.

total sites

total products

Group reported revenue

Bakkavor position in UK FPF market

Our UK division:

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

products across meals, pizza and bread, salads and desserts

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

of Group reported revenue

adjusted operating profit

operating profit



Our US division:

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

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

sites: 5 factories. 1 head office

reported revenue

of Group reported revenue

adjusted operating profit

operating loss



Our China division:

Supplies foodservice and retail customers nationally with valueadded fresh products.

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

sites: 9 factories. 1 head office, 1 farm

reported revenue

5%

of Group reported revenue

adjusted operating loss

operating loss



 $^{1\}quad \hbox{Operating profit is after exceptional and adjusting items. Group operating profit was £37.8m.}$