

We are the *leading manufacturer* of Fresh Prepared Food

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

**45**  
total sites

**>18,500**  
total colleagues

**£2,139.2m**  
Group reported revenue

**c.2,900**  
total products

**#1**  
Bakkavor position in UK FPF market

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

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



EXCELLENCE: Deliver superior performance through operational excellence



INTERNATIONAL: Accelerate profitable growth in the US and China



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

## UK

Leading supplier of fresh meals, pizza & bread, salads and desserts to grocery retailers with unrivalled category breadth and scale.

**c.1,500**

products

**28**

sites

**£1,783.1m**

reported revenue

**83%** of Group

**£92.7m**

adjusted operating profit

## US

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

**c.110**

products

**6**

sites

**£255.3m**

reported revenue

**12%** of Group

**£3.3m**

adjusted operating profit

## China

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

**c.1,300**

products

**11**

sites

**£100.8m**

reported revenue

**5%** of Group

**£(6.6)m**

adjusted operating loss

Our *investment* case

## 1 Strengthening our UK leadership position in Fresh Prepared Food ('FPF') to drive returns

- Clear market leader with unrivalled scale, category leadership and breadth
- Strategic customer partnerships with leading UK grocery retailers
- Deep market insight and strong innovation capabilities
- Resilient supply chain and operational excellence underpin superior performance



## 2 Capitalising on significant growth potential in US and China

- Accelerating demand for FPF, underdeveloped in the largest global food markets
- Enhancing US platform for growth with renewed focus on delivering sustainable profit
- Well-invested national footprint in China with significant headroom for growth
- Leveraging Group expertise to drive growth and enhance competitive advantage



## 3 Focusing on building a more sustainable business

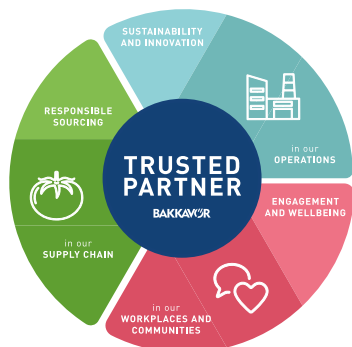
- Trusted Partner ESG strategy with three focus areas across our value chain.
- Within this our three strategic ESG priorities are: climate and net zero, food waste and environmentally sustainable sourcing
- Clear commitments in place, with good progress to date



## 4 Driving long-term value creation underpinned by strong financial position

- Robust financial performance through challenging trading environment
- Strong balance sheet and good cash generation provides flexibility to effectively deploy capital, including a progressive dividend, and deliver returns
- Track record of effectively mitigating industry-wide challenges through multiple levers

## Our *Trusted Partner* ESG strategy, priorities and progress



Climate and Net Zero	Food waste	Environmentally sustainable sourcing	Employee turnover
<b>Our progress in 2022:</b>			
18.9% decrease in Group net carbon emissions	15.8% reduction in food waste to 8.05%	Strengthened deforestation commitment, joined UK Soy Manifesto	28.1% UK employee turnover, tracking down in H2
<b>Commitments for 2023 and beyond:</b>			
Achieve Net Zero carbon emissions across our Group operations by 2040	Halve our UK food waste by 2030	100% deforestation- and conversion-free sourcing by 2025	Reduce our UK employee turnover and maintain below industry average

## Our experienced *leadership team*

See more in our 2022 ESG report [here](#)



**Mike Edwards**  
Chief Executive Officer



**Ben Waldron**  
Chief Financial Officer and Asia CEO



**Donna-Maria Lee**  
Chief People Officer



**Shona Taylor**  
Managing Director – Bakery



**Dave Selleck**  
Managing Director – Meals

The members of our Group Board can be found on our website [here](#)

### CONTACT US

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