Preliminary results for 53 weeks ended 3 April 2021

19 May 2021

SINCE 1889

Sharwood's®

Alex Whitehouse

Chief Executive Officer

HEADLINE FULL YEAR RESULTS

Exceptionally strong year of trading driving substantial debt reduction

10.3%	+13.6%	£148m	£115m	↓£94m
+4.0%	+7.0%	+12%	+23%	1.9x
FY & Q4 Revenue growth[1]	FY & Q4 branded Revenue growth[1]	FY Trading profit[1]	FY Adjusted PBT	Net debt[2] reduction & Net debt[2]/EBITDA

Dividend reinstated after thirteen years

1 – Stated on a 52 week comparable basis; 2 – Net debt stated on pre-IFRS 16 basis, compared to prior year

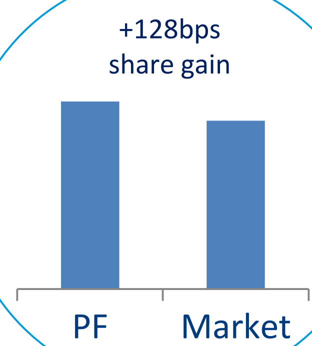
STRONGLY POSITIONED WITH OUR BRANDED GROWTH MODEL

Market share and household penetration gains, exceptional online growth

Grocery
+32bps

Sweet Treats
+113bps

1 Market share growth[1]



2 Online growth +104%[2]

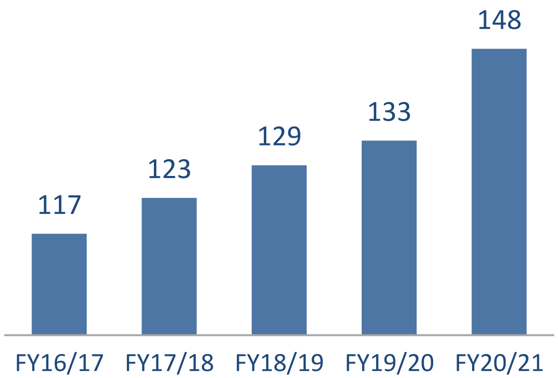
4,500,000

3 New households[3]

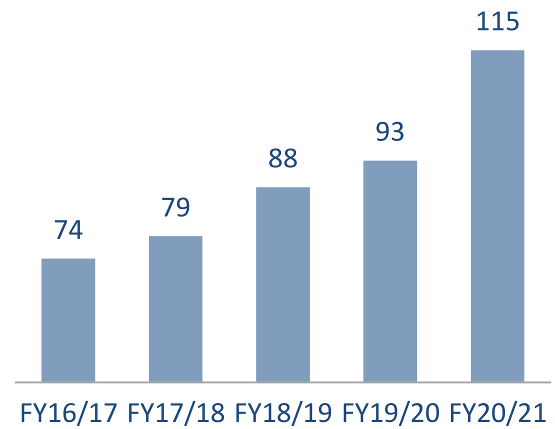
1 – IRI, 52 weeks 27 March 2021; 2 – Kantar Worldpanel; 3 – Kantar Worldpanel PF categories, vs prior year, based on Group's top 8 brands

DEMONSTRABLE TRACK RECORD OVER THE LAST 4 YEARS

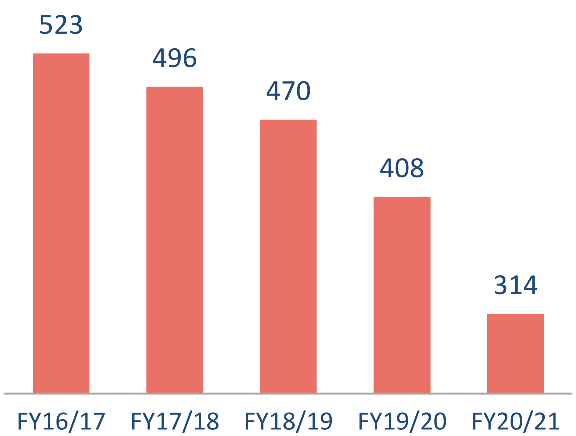
Trading profit (£m)[1]



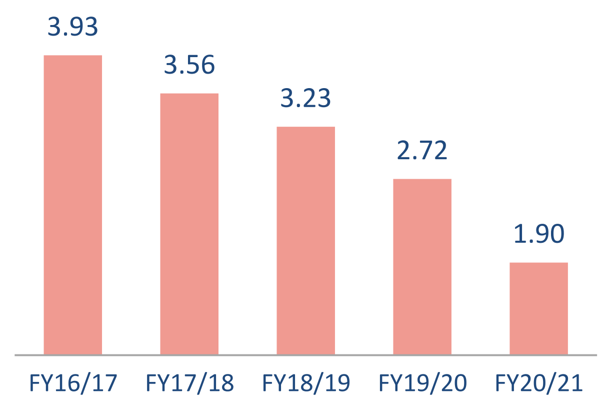
Adjusted PBT (£m)[1]



Net debt (£m)[2]



Net debt/EBITDA[2]



1 – Stated on a 52 week comparable basis; 2 – Net debt stated on pre-IFRS 16 basis

Duncan Leggett
Chief Financial Officer

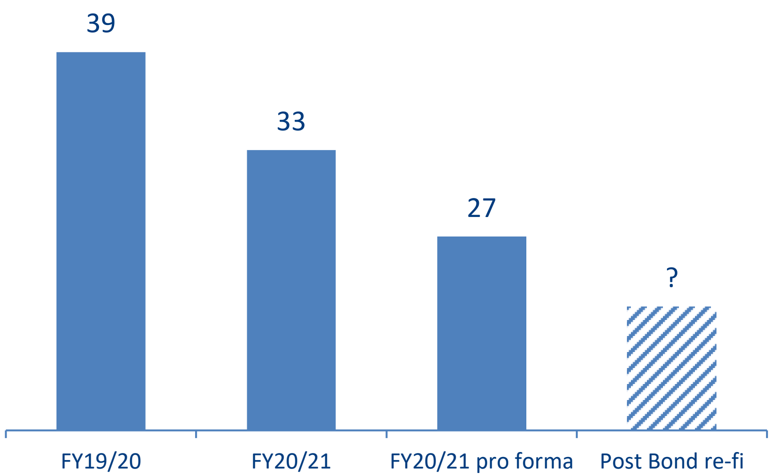
Mr Kipling
EXCEEDINGLY GOOD CAKES

FINANCIAL PROGRESS IN FY20/21

Lower interest costs, pensions agreement, reduced leverage and proposed dividend

PREMIER FOODS

1 Substantial interest cost reduction



- Progressive net regular interest reduction since FY19/20
- FY20/21 pro forma for FY effect of FRN redemptions
- FY21/22 confirmed following bond issuance pricing

2 Transformative pensions agreement

Utilises strength of RHM scheme & successful investment strategy + RHM scheme in healthy surplus and moving closer to buyout → On buyout, prospective RHM surplus would transfer to fund deficits in PF schemes → Creates greater funding certainty for Premier Foods scheme members

↓

Expected significant reduction in future pension deficit contributions

3 Reduced leverage

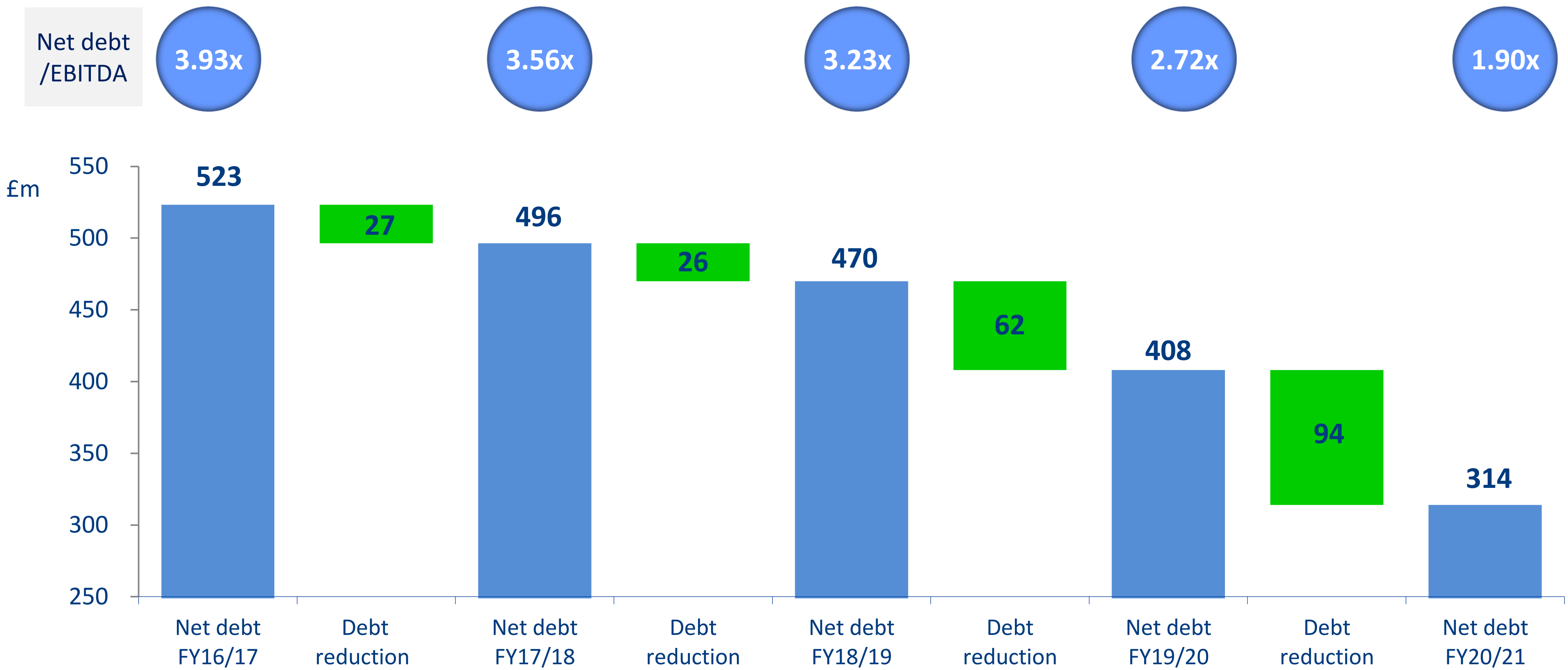
Net debt /EBITDA 1.9x

4 Proposed dividend

DPS 1.0p

FULL YEAR NET DEBT PROGRESSION SINCE FY16/17

Accelerating debt reduction

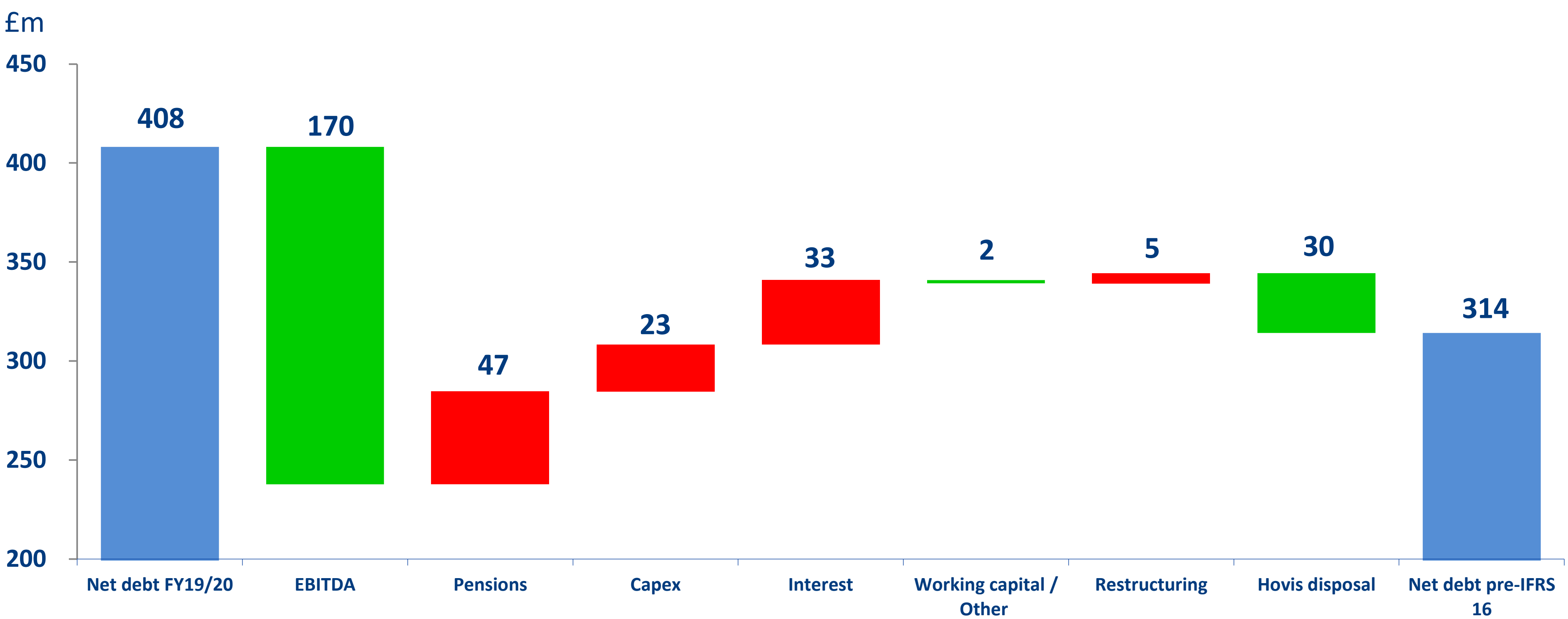


- Significant acceleration in Net debt reduction over last 12 months
- Leverage reduced by 0.8x during FY20/21 to 1.9x at year end
- Cash interest declining as average debt levels fall
- Net debt/EBITDA target approximately 1.5x in medium term

FY19/20 and FY20/21 Net debt and Net debt/EBITDA stated on pre-IFRS 16 basis

NET DEBT REDUCTION OF £94m

Lowest ever recorded Net debt/EBITDA of 1.9x



- Completed redemptions of £190m Floating Rate Notes driving interest cost saving of c.£10m per annum
- Hovis joint venture proceeds of £37m completed in November 2020; pension schemes received £7m
- Capex in line with expectations
- Reported Net debt (post IFRS 16 leases) reduced from £429m to £332m

EBITDA is adjusted EBITDA, working capital/other also includes share based payments, proceeds from share issues and debt issuance costs amortisation

REFINANCING ANNOUNCED TODAY

New RCF bank facility of £175m and proposed issue of new £300m bond

Extends tenor of facilities, supportive and refreshed bank group and expectation of substantially reduced future interest costs

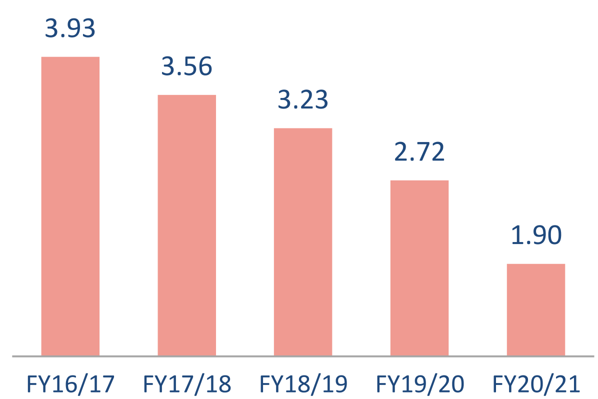
Revolving Credit Facility	Senior Secured Fixed Rate Notes
1 New £175m facility with refreshed bank group	1 Proposed issuance of £300m Fixed Rate Notes
2 Maturity extended to 2024 + 2 extension options	2 5 year tenor, 2 year non-call period
3 Margin structure broadly unchanged	3 To replace existing £300m Fixed Rate Notes and £20m outstanding Floating Rate Notes
4 Revised covenants & documentation	4 Coupon to conclude on pricing

DIVIDEND REINSTATED FOR FIRST TIME IN 13 YEARS

Final dividend proposed of 1.0 pence per share

1. A final dividend of 1.0p is proposed in respect of FY20/21
2. First dividend paid to shareholders since July 2008
3. With leverage now significantly reduced, the Board is proposing to re-instate a dividend
4. Expectation the payout ratio to progress from this base
5. Dividend matching arrangement with Group's pension schemes negotiated more favourably as part of segregated merger

Net debt/EBITDA



HEADLINE GROUP RESULTS - 52 vs 53 WEEK REPORTING

Adjusted PBT growth of +23.5% and adjusted eps up +22.8% on 52 week basis

£m	FY20/21 53 week	FY20/21 52 week	FY19/20 52 week	Change %	Q4 Change % 13 week
Branded revenue	**813**	**802**	**706**	**+13.6%**	**+7.0%**
Non-branded revenue	134	133	141	(6.3%)	(15.8%)
Total revenue	**947**	**934**	**847**	**+10.3%**	**+4.0%**
Divisional contribution	**198**	**195**	**172**	**+13.4%**	
Group & corporate costs	(47)	(47)	(39)	(18.6%)	
Trading profit	**151**	**148**	**133**	**+11.9%**	
Trading profit %	*16.0%*	*15.9%*	*15.7%*	*+0.2ppt*	
EBITDA	**170**	**167**	**153**	**+9.3%**	
EBITDA %	*18.0%*	*17.8%*	*18.0%*	*(0.2ppt)*	
Net regular interest	(33)	(33)	(39)	+15.9%	
Adjusted PBT	**118**	**115**	**94**	+23.5%	
Adjusted eps (pence)	**11.2p**	**11.0p**	**8.9p**	+22.8%	

- Exceptional year with Branded revenue up +13.6% flowing through to +11.9% increase in Trading profit
- Adjusted PBT and eps +23.5% and +22.8% higher respectively reflecting Trading profit growth and lower interest costs

GROCERY

Exceptional branded revenue growth through the year

£m	FY20/21 53 week	FY20/21 52 week	FY19/20 52 week	Change (%)	Q4 Change 13 week
Branded sales	**610**	**602**	**515**	**+16.9%**	**+6.8%**
Non-branded sales	93	91	97	(5.3%)	(15.3%)
Total sales	**703**	**693**	**612**	**+13.4%**	**+3.6%**
Divisional contribution	**175**	**173**	**148**	**+16.4%**	
Divisional contribution %	*24.9%*	*24.9%*	*24.2%*	*+0.7ppt*	

- Sales growth for all major brands in the year due to covid benefits and branded growth model
- Market share gains delivered across Grocery categories
- Non-branded revenue lower as stronger retail own label volumes offset by pandemic related declines at Knighton Foods and Charnwood
- International revenue grew +23%[1] reflecting Covid benefits while early signs of new strategy come through
- Divisional contribution:
  - Volume uplifts delivered strong mix and operational leverage benefits, more than offsetting additional pandemic incremental costs and translating into DC absolute and margin progression
  - Consumer marketing investment in Ambrosia, Batchelors, Bisto and Sharwood's
  - New international strategy delivering revenue and contribution growth

1 – At constant currency rates

SWEET TREATS

Excellent branded revenue growth, +4.7% in a category which declined (2%)

£m	FY20/21 53 week	FY20/21 52 week	FY19/20 52 week	Change (%)	Q4 Change 13 week
Branded revenue	**203**	**200**	**191**	**+4.7%**	**+7.7%**
Non-branded revenue	41	41	45	(8.4%)	(18.4%)
Total revenue	**244**	**241**	**236**	**+2.2%**	**+5.4%**
Divisional contribution	**23**	**22**	**24**	**(5.5%)**	
Divisional contribution %	*9.5%*	*9.3%*	*10.1%*	*(0.8ppt)*	

- Mr Kipling delivered strong growth from core ranges, low sugar variants such as 30% less sugar Angel and Lemon slices and new products such as premium Signature Deluxe Whirls, Orange Fancies and Carrot cake slices
- Cadbury cake sales increased due to growth on Mini Rolls and Crunchie & Fudge Cake Bars NPD
- Overall market lower reflecting reduced ‘group celebration/occasion’ cake volumes during pandemic
- Non-branded sales declined due to cake contract exits
- Divisional contribution (5.5%) lower due to:
    - Increased consumer marketing investment for Mr Kipling
    - Additional costs incurred at Sweet Treats manufacturing sites to ensure colleague health & safety maintained during pandemic

STRONG STATUTORY & HEADLINE METRICS IN THE YEAR

Profit before tax up + £69m or +129%

Operating profit	Statutory PBT	Basic EPS	Adjusted PBT	Adjusted EPS
£153m	£123m	12.5p	£115m	11.0p
+£57m	+£69m	+7.0p	+23.5%	+22.8%

- Statutory PBT and eps ahead of adjusted measures reflecting profit on disposal of Hovis investment
- Tax rate of 19% applied

COMBINED PENSION SCHEMES – SURPLUS OF £540m

Reduction in surplus due to discount rate assumption and lower RHM assets

IAS19 Accounting valuation (£m)	3 April 2021			28 March 2020			30 March 2019		
	RHM	Premier Foods	Combined	RHM	Premier Foods	Combined	RHM	Premier Foods	Combined
Assets	4,459	793	5,252	4,745	775	5,520	4,334	707	5,041
Liabilities	(3,537)	(1,175)	(4,712)	(3,240)	(1,050)	(4,290)	(3,496)	(1,172)	(4,668)
Surplus/(Deficit)	**922**	**(383)**	**540**	**1,505**	**(275)**	**1,230**	**838**	**(465)**	**373**
Discount rate	2.00%			2.50%			2.45%		

- Position at end March 2020 an outlier; 2021 combined surplus similar to Half year position
- Liabilities increased by £422m reflecting discount rate reduction of 50bps and higher inflation rate assumption
- Assets lower in RHM scheme following an increase in gilt yields, which reduces the asset value of hedges in place
- Accounting pensions valuation doesn't directly drive deficit cash contributions
- Current NPV of pension deficit contribution schedule remains at £300-320m

CAPITAL ALLOCATION PRINCIPLES

PREMIER FOODS

Context		A cash generative business with leading sector margins
1	Margins & PBT	• Maintenance of Trading profit margins with progressive investment in consumer marketing • Trading profit and adjusted PBT of equal importance in monitoring future progress
2	Capex	• Accelerated capital investment behind infrastructure and to drive growth and cost reduction
3	Dividends	• Dividend to recommence; targeting progression from 1.0p base
4	M&A	• Explore targeted bolt-on acquisitions in the UK and selected international markets
5	Leverage	• Target of c.1.5x Net debt/EBITDA over medium term

Sharwood's SINCE 1889

Alex Whitehouse
Chief Executive Officer

Agenda:

1. Response to Covid
2. Progress vs strategy FY20/21
3. Plans for FY21/22
4. ESG & Healthier choices
5. Summary & outlook

OUR APPROACH TO COVID-19

Health & wellbeing of colleagues has been paramount as we helped feed the nation

Our 3 key priorities

1 Protecting colleagues health and wellbeing

- Early implementation of additional, enhanced hygiene protocols
- Social distancing measures implemented per Government and WHO guidelines

Health & wellbeing a top priority

Commenced measures Feb '20

Enhanced hygiene protocols

"Test & Trace"

PF 'Test & Trace'

2 To ensure continuity of food supply during a critical period

- Manufacturing and logistics operations remained fully operational
- Impressive performance from all operations colleagues during a very challenging time

3 Protecting and preparing the business for next steps post Covid-19

- Continued to focus on core branded growth model strategy throughout
- Increasing support for our brands through advertising investment
- Product innovation plans continued, aligned to key consumer trends

Continue to employ a cautious approach; no immediate plans to relax measures

OUR BRANDED GROWTH MODEL STRATEGY IS DELIVERING

A combination of agility, pace and scale

Sustainable & profitable revenue growth

- Leading brand positions
- Insight driven innovation
- Sustained marketing investment
- Collaborative retail partnerships
- International markets expansion

Cost control & efficiency

- Lean SG&A cost base
- Operational Excellence
- Capital projects
- Agility, pace & energy

Cash generation

- Disciplined working capital management
- Tight focus on Capex
- Options for cash deployment in short and medium term

THE BRANDED GROWTH MODEL

Underpins business growth and cash generation

1 Leading brand positions

- Our brands are leaders in their categories
- High household penetration

2 Insight driven new products

- Launch new product development linked to key consumer trends
- Major focus on health & nutrition

3 Sustained marketing investment

- Marketing and advertising to build brands, maintain awareness and keep them contemporary
- Create emotional connections through media

4 Retailer partnerships

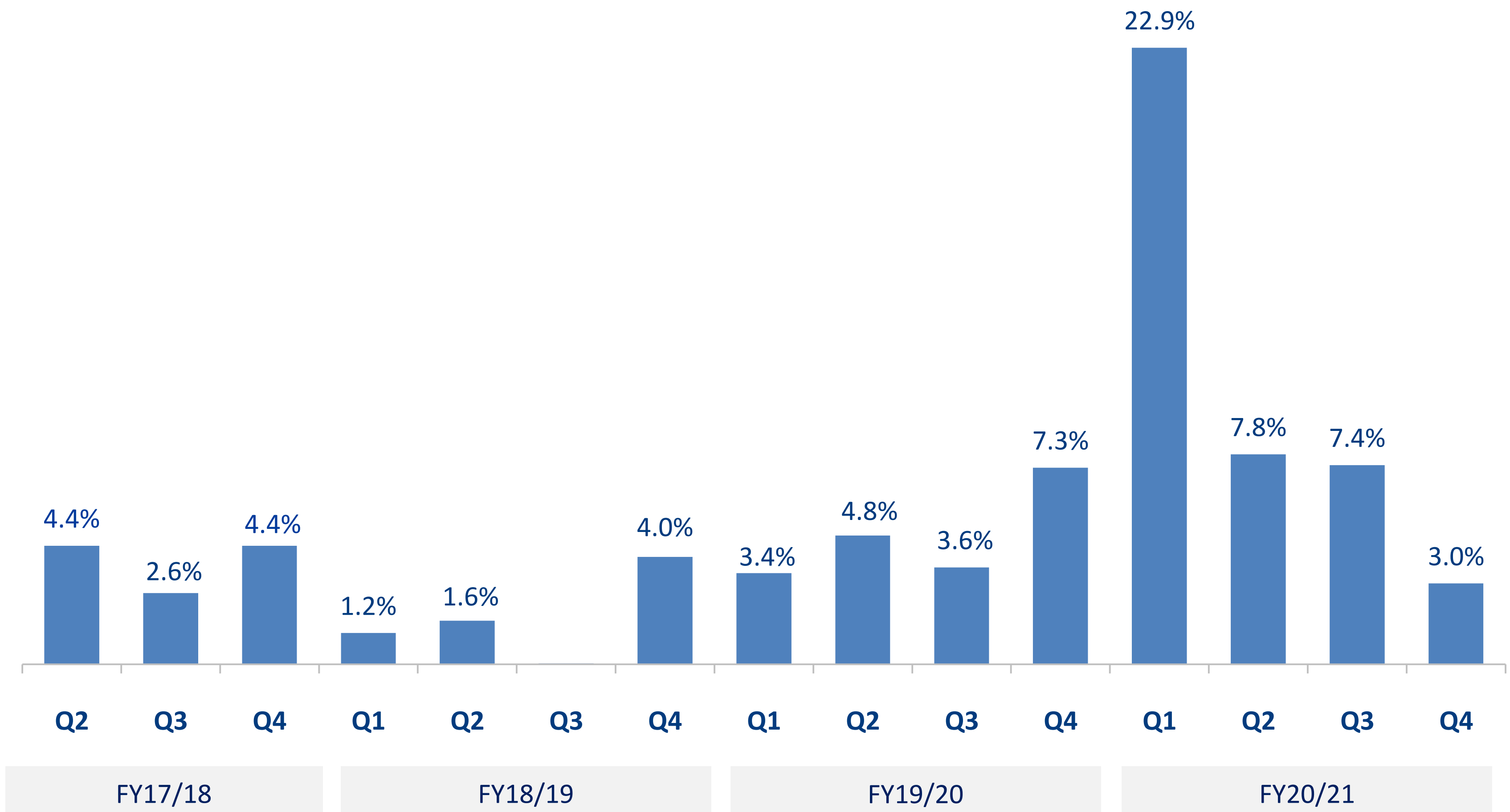
- Focused on driving mutual category growth
- Deliver outstanding instore execution

UK REVENUE PERFORMANCE

Established track record of delivering sustainable, profitable revenue growth

Quarterly UK revenue growth

% movement year on year



Note: Knighton Foods included from FY19/20 Q3, following re-integration

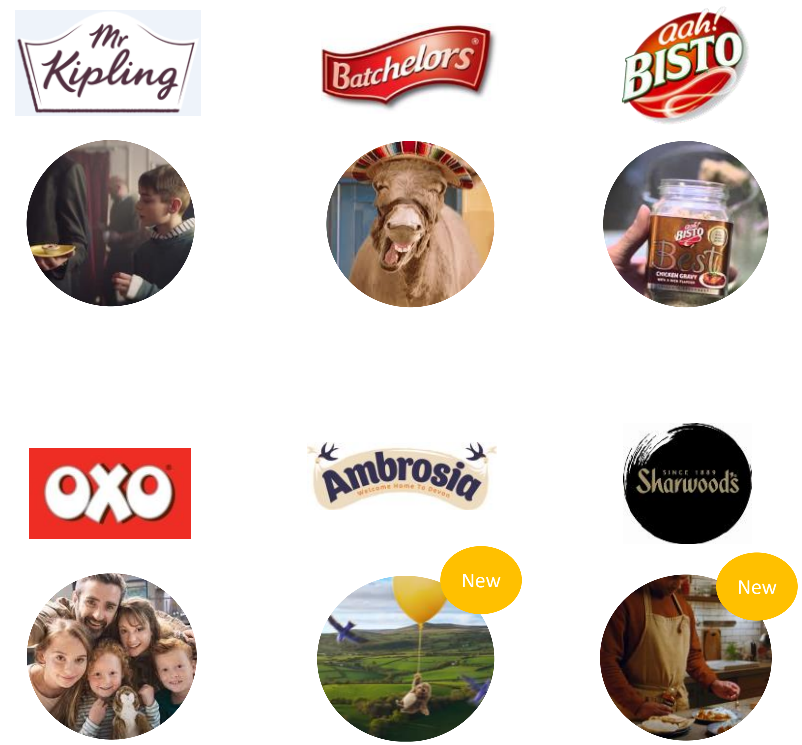
REVENUE FROM NEW PRODUCTS AHEAD OF LAST YEAR

Extensive TV advertising across six major brands

New product ranges including better for you Sharwood's

Another year of increased revenue from new products

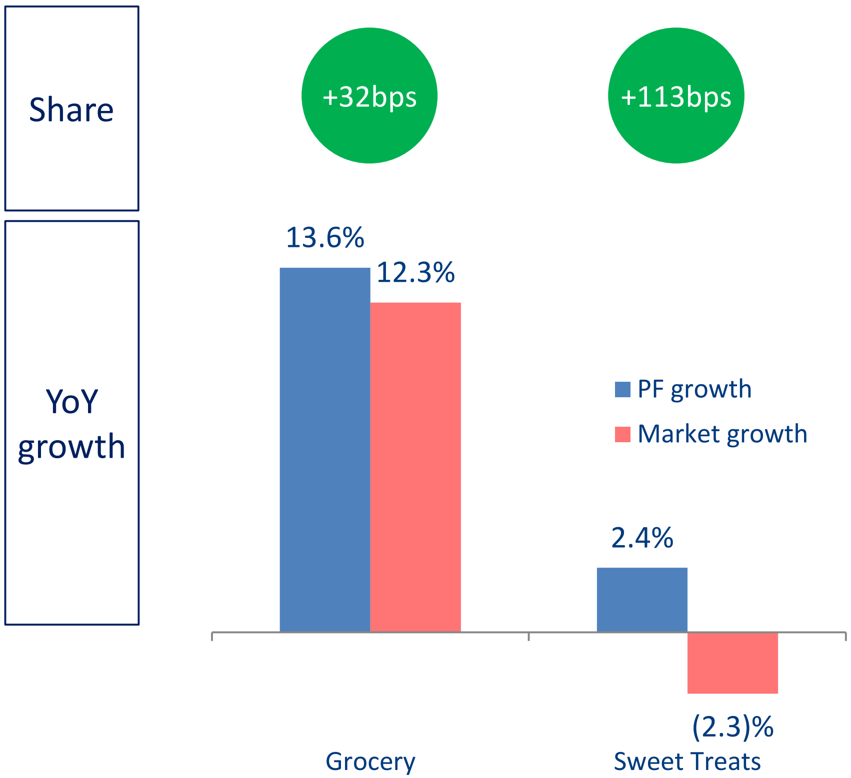
6 key brands supported with TV advertising



GROWING AHEAD OF THE MARKET + MORE HOUSEHOLDS

Reflect leading market positions, product innovation and investment

Markets/categories



New households gained in year

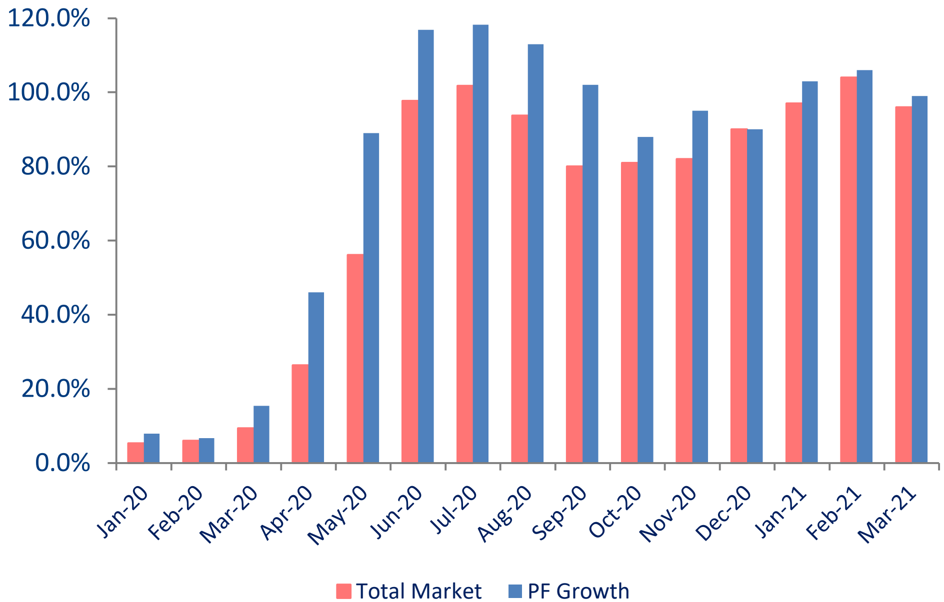
- OXO: +1.2million
- Aah! Bisto: +1.1million
- Sharwood's: +1.1million
- Paxo: +1.0million
- Ambrosia: +0.7million

Sources: IRI 52 w/e 27 March 2021, Kantar Worldpanel, 52 w/e 21 March 2021

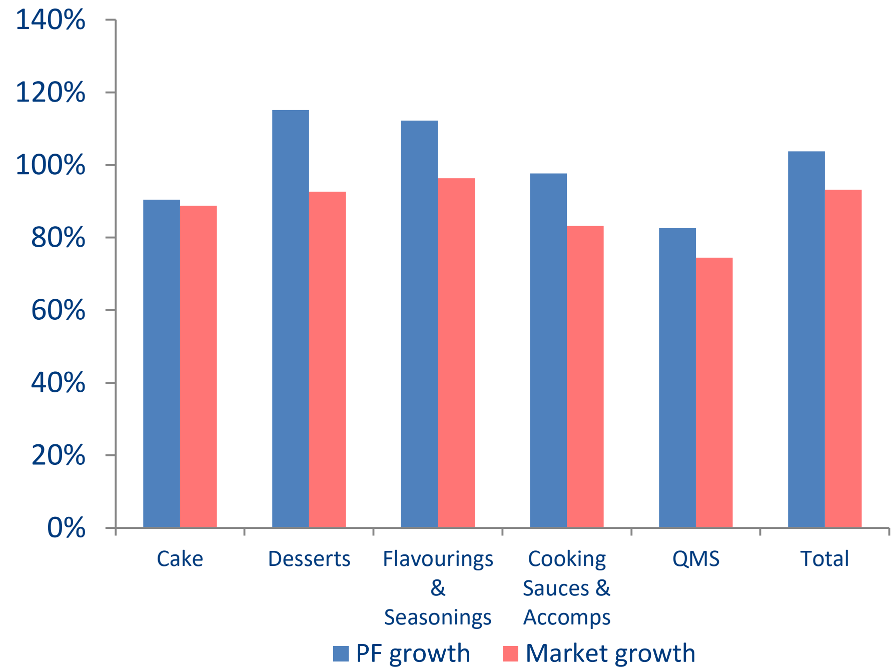
EXCEPTIONALLY HIGH ONLINE GROWTH

Consistently grown faster than the channel in all categories

Online growth vs market



Online growth x category

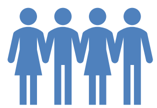
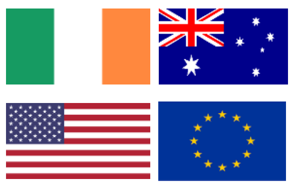


- Online growth +104%, taking 128bps of share
- eCommerce/online strategy a focus for the last three years, increasing resource in this growth channel
- Brands are promoted and displayed using techniques pertinent to online

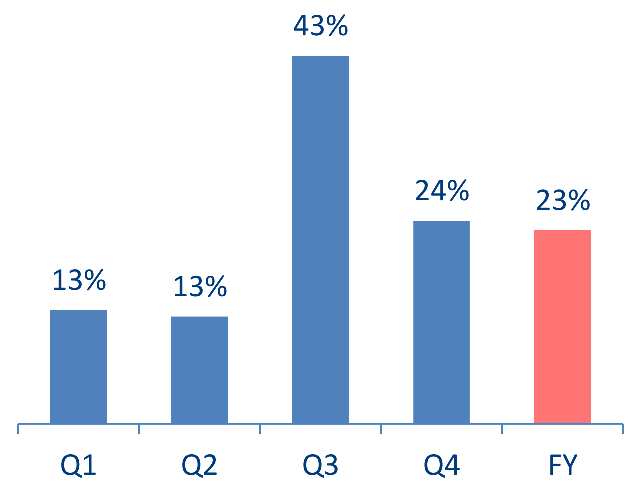
Source: Major retailers, 52 w/e 21 March 2021, year on year growth

NEW INTERNATIONAL STRATEGY DELIVERING CONSISTENT GROWTH

Revenue up +23%[1] with double digit growth in each quarter

FY20/21 progress vs strategy		
1 New leadership structure		Implemented change from functional to country leadership
2 Market focus		Small teams now in place in selected markets with local expertise
3 Execution obsession		Applying branded growth model, and adapted to local market dynamics
4 Optimised route to market		Several key changes, e.g. appointed Weston Foods in USA to distribute Mr Kipling cake

FY20/21 quarterly revenue growth profile



- Strong double-digit growth in each quarter
- Underpinned by progress against revised strategy

1 – At constant currency rates

APPLICATION OF BRANDED GROWTH MODEL OVERSEAS

Replicating the successful sustainable UK model in Ireland and Australia

Ireland

Consumer marketing

New product launches

1. Replicating UK branded growth model
2. Mr Kipling advertising in H1 and H2, also launched premium Signature range; FY sales up +17%
3. Advertising extended to Bisto in Q4; FY sales up +42%
4. New product launches in new categories through Soba Noodles and baking mixes

Australia

Consumer marketing

New product launches

1. FY21 revenue growth strong in Sharwood's; leadership in branded cake
2. Sharwood's new product launches including low fat cooking sauces helped sales grow 39%
3. Mr Kipling leadership of branded cake & advertised with TV for first time in Q4

FY21/22 NEW PRODUCT DEVELOPMENT & BRAND INVESTMENT

Strong pipeline of new products across the portfolio & further TV advertising

PREMIER FOODS

New product launches

Cooking sauces

Better for you options

Bisto

Nissin Soba

Cape Herb & Spice

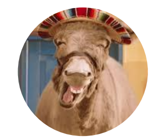
Ambrosia

Mr Kipling

Brand investment

Mr Kipling — New advert for FY21/22

Batchelors



aah! Bisto — New advert for FY21/22

OXO

Ambrosia

Sharwood's

ACCELERATION OF BRANDED GROWTH MODEL ROLLOUT OVERSEAS

New product launches in Australia, USA, Canada and Europe

New product launches

- Mr Kipling to launch in US through Weston Foods agreement and rollout in Canada
- Low fat cooking sauces launch in USA, Canada, Ireland and Australia
- Sharwood’s Rice Pots in Europe and Australia
- Healthier product ranges in Ireland
- TV advertising for Mr Kipling and Bisto in Ireland

HEALTHIER FOR YOU CHOICES ARE CORE TO INNOVATION AGENDA

Supported by three key strategies

1 — Enhance nutrition profile of existing core range

- Targeting reduction in salt, sugar and calories
- Stealth reduction across categories
- So far, removed over 1,100 tonnes of sugar across our cake and dessert categories, exceeding 1,000 tonnes target

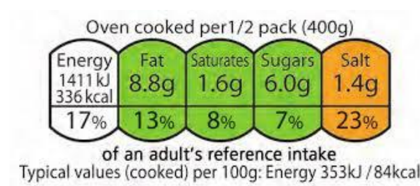
2 — Extend our range of healthier options

- By 2025, every core range will include at least one better-for-you option; now up to 84% at end of FY20/21
- From 2019, we have introduced at least one new range each year that enables consumers to improve their diet

3 — Educate consumers and colleagues on choices

- Use clear and transparent labelling across the portfolio to help consumers make informed decisions
- Extended Healthy Eating in the Workplace programme across all sites in the year

Alignment to UN SDGs



OUR ESG STRATEGY

Five pillars which stretch across our business

Encourage healthier choices	• Enhance nutrition profile of existing range • Extend our range of healthier foods • Educate consumers & colleagues on healthier choices
Realise people's potential	• Attract talent & developing skills • Inclusion and diversity • Caring for our people
Support our communities	• Corporate charity partner, Together for short lives • Supporting our industry, Grocery Aid • Support local charities
Drive ethical sourcing	• Sustainable raw materials • Drive high ethical and compliance standards across supply chain
Reduce our environmental footprint	• Climate action • Food waste reduction • Packaging recyclability

Appointed new ESG role to Executive Leadership Team, reporting to CEO

ESG

Healthier choices

- 17 new better for you ranges this year
- 84% of ranges have a better for you option
- 1,102 tonnes of sugar removed since 2015

Realise people's potential

1. Top 100 apprenticeship employer for 4th year
2. 550 leaders and managers undertaken I&D programme
3. Best in class safety record: Accident rate (0.02 RIDDORs) at operational sites is 26 times better than industry average

Drive ethical sourcing

CERTIFIED SUSTAINABLE PALM OIL™ RSPO

100% certified sustainable palm oil

RTRS

100% certified (direct) soya, up from 89% in PY

BBFAW Business Benchmark on Farm Animal Welfare

BBFAW Tier 2 for 2nd year plus higher score

ESG

Supporting our communities

550,000

550,000 meals[1] donated to those in need via Fareshare during Covid pandemic

£70,000

Raised £70,000 so far for our corporate charity, Together for Short Lives

3rd year running Gold level supporter for Grocery Aid

Reducing our environmental footprint

1 Climate action

- Reduced CO_2 emissions by 5.8% last year and by 43% since 2008[2]
- Maintain zero waste to landfill record
- Water usage reduced by 58% compared to 2007

2 Food waste

- Zero food waste to landfill
- 11% reduction in food waste per tonne compared to prior year

3 Packaging

- Founding member of UK Plastics Pact
- Only 12% of our packaging is plastics
- 70% of our plastics is recyclable (from 63%)
- Removed 400 tonnes of non-recyclable plastic packaging this year
- 94% of packaging by weight is recyclable

1 – Equivalent meals based on tonnes donated; 2 - Like for like basis, re-stated for site disposals

THE BUSINESS IS NOW IN A MATERIALLY STRONGER POSITION

PREMIER FOODS

Operational	Financial
1 Exceptionally strong year for business	1 Trading profit +12%, adjusted PBT +24%
2 Focus has been on ensuring colleague safety, keeping operations running and the nation fed	2 et debt/EBITDA of 1.9x, lowest ever leverage, including benefits of £30m net Hovis proceeds
3 Continued to drive branded growth model, outperforming the market	3 Redemption of £190m Floating Rate Notes saving c.£10m per annum
4 Growing faster than high growth online channel and increased sales from NPD	4 Dividend reinstated after thirteen years
5 Expanded consumer base buying into our brands	5 RCF extended to 2024+, including new banks; launched issuance of new fixed rate bond

FURTHER ROLLOUT OF BRAND BUILDING STRATEGY

Capturing category and overseas opportunities based on established foundations

Phase 1
Branded growth model & deleveraging

- **Sustainable & profitable revenue growth**
- **Cost control & efficiency**
- **Cash generation**

Branded growth model delivered leverage below 2.0x

Phase 2
Business expansion

Applying brand building & growth capabilities

1. **UK category expansion**
   - Applying the branded growth model across additional categories
2. **Overseas expansion**
   - Build robust overseas businesses with critical mass
3. **Bolt-on acquisitions**
   - UK: expand category presence
   - Overseas: to build critical mass

WELL POSITIONED FOR THE YEAR AHEAD

Strategic & Operational Outlook

Continued employment of Branded Growth Model

Household Penetration ↑ millions

Many more households purchased our brands during past year

91% of consumers intend to cook the same, or more

Strong NPD pipeline and six major brands on TV

Quarter 1 seen continued restrictions

International to continue strong progress

Covid costs set to reduce in FY21/22

FY21/22 OUTLOOK

1. FY21/22 Revenue growth to be measured on two year growth rate; strong prior year comparatives
2. Confident in profit expectations for FY21/22
   Adjusted PBT expected to benefit from lower financing costs
3. FY21/22 interest costs substantially lower than two years ago
4. Net debt of 1.5x in medium term
5. Progressive dividend policy, commencing with final dividend of 1.0p for FY20/21
6. Application of established branded growth model to expansion strategy encompassing:
   (i) new categories in the UK, (ii) overseas markets and (iii) bolt-on acquisitions

PREMIER FOODS

Q&A

Appendix

CAUTIONARY STATEMENT

This presentation may contain "forward-looking statements" that are based on estimates and assumptions and are subject to risks and uncertainties. Forward-looking statements are all statements other than statements of historical fact or statements in the present tense, and can be identified by words such as "targets", "aims", "aspires", "assumes", "believes", "estimates", "anticipates", "expects", "intends", "hopes", "may", "would", "should", "could", "will", "plans", "predicts" and "potential", as well as the negatives of these terms and other words of similar meaning. Any forward-looking statements in this presentation are made based upon Premier Foods' estimates, expectations and beliefs concerning future events affecting the Group and subject to a number of known and unknown risks and uncertainties. Such forward-looking statements are based on numerous assumptions regarding the Premier Foods Group's present and future business strategies and the environment in which it will operate, which may prove not to be accurate. Premier Foods cautions that these forward-looking statements are not guarantees and that actual results could differ materially from those expressed or implied in these forward-looking statements. Undue reliance should, therefore, not be placed on such forward-looking statements. Any forward-looking statements contained in this presentation apply only as at the date of this presentation and are not intended to give any assurance as to future results. Premier Foods will update this presentation as required by applicable law, including the Prospectus Rules, the Listing Rules, the Disclosure and Transparency Rules, London Stock Exchange and any other applicable law or regulations, but otherwise expressly disclaims any obligation or undertaking to update or revise any forward-looking statement, whether as a result of new information, future developments or otherwise.

Please note that any disclosures or statements referring to pro forma results provided in this presentation have not been subject to audit or review by the Company's auditors. Any securities referred to herein have not been and will not be registered under the U.S. Securities Act of 1933 and may not be offered or sold within the United States absent registration or an applicable exemption from registration requirements. There will be no offering of the Securities in the United States.

DEFINITIONS

- The period 'FY20/21' refers to the 52 weeks ended 27 March 2021, unless where otherwise stated. The period 'FY19/20' refers to the 52 weeks ended 28 March 2020.
- The period 'Q4' refers to the thirteen weeks ended 27 March 2021, unless where otherwise stated and the comparative period the thirteen weeks ended 28 March 2020.
- Trading profit is defined as Profit/(loss) before tax before net finance costs, amortisation of intangible assets, non-trading items (items requiring separate disclosure by virtue of their nature in order that users of the financial statements obtain a clear and consistent view of the Group's underlying trading performance), fair value movements on foreign exchange and other derivative contracts and net interest on pensions and administration expenses and past service costs.
- Adjusted profit before tax is defined as Trading profit less net regular interest. Net regular interest is defined as net finance cost after excluding write-off of financing costs, other finance income and other interest payable. Adjusted earnings per share is defined as Adjusted profit before tax less a notional tax charge of 19.0% divided by the weighted average of the number of shares of 851.3 million (52 weeks ended 28 March 2020: 846.6 million).

STRONG BRAND EQUITY

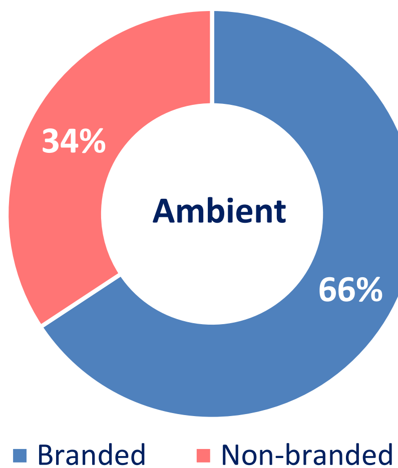
Strong market shares and high household penetration

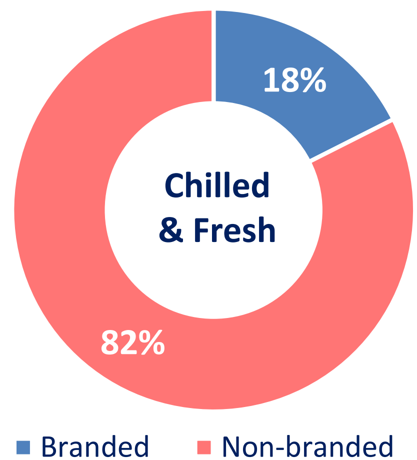
Categories	Brands	Position	Share	Penetration
Flavourings & Seasonings		1	44%	73%
Quick Meals, Snacks & Soups		1	33%	45%
Ambient Desserts		1	37%	59%
Cooking Sauces & Accompaniments		1	16%	54%
Ambient Cakes		1	25%	65%

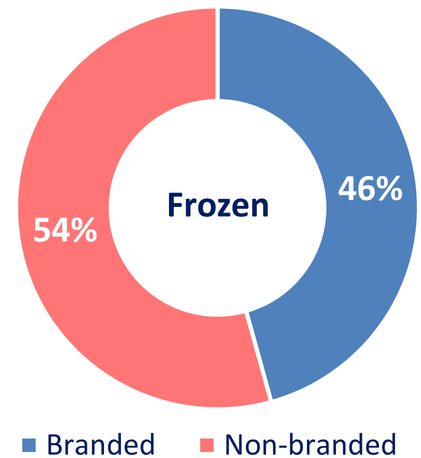
Sources: Category position & market share: IRI 52 w/e 27 March 2021; Penetration: Kantar Worldpanel 52 w/e 21 March 2021

UK GROCERY MARKET

Ambient grocery shows lowest prevalence of retailer brand in UK grocery







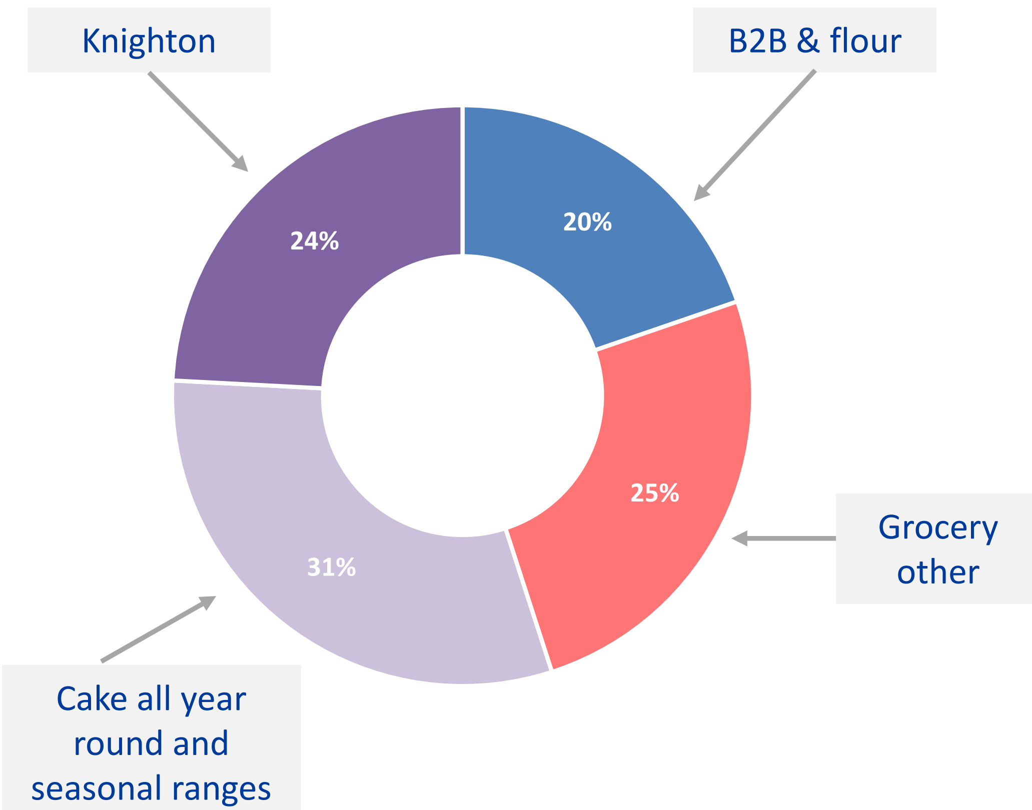
Market size	£37bn	£52bn	£7bn

	Flavourings & Seasonings	QMS	Cooking Sauces	Ambient Desserts	Ambient Cake
Market size	£472m	£411m	£1,034m	£345m	£990m
PF share	44.1%	33.0%	15.5%	37.0%	24.5%
Own label share	12.9%	5.7%	26.1%	20.3%	48.1%

Sources: Kantar Worldpanel, 52 weeks ended 21 March 2021, IRI 52 weeks ended 27 March 2021

NON-BRANDED PLAYS AN IMPORTANT AND SUPPORTIVE ROLE IN OUR BUSINESS

Non-branded revenue by type



Key principles & criteria

- Application of a Capex light approach
- To play an important & incremental role
- Assists in supporting Manufacturing overhead recoveries
- Strict financial hurdles apply for new business

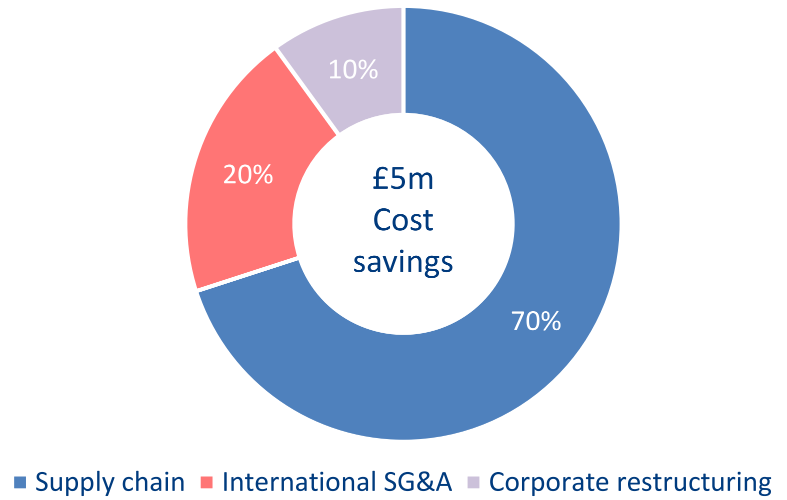
FY20/21 commentary

- FY20/21 Non-branded revenue declined (6.3%):
- Sweet Treats (5.3%) decrease due to contract exits and lower discounter volumes
- Grocery (5.4%) due to B2B volumes lower at Knighton Foods and Charnwood, partly offset by increased retailer own label volumes

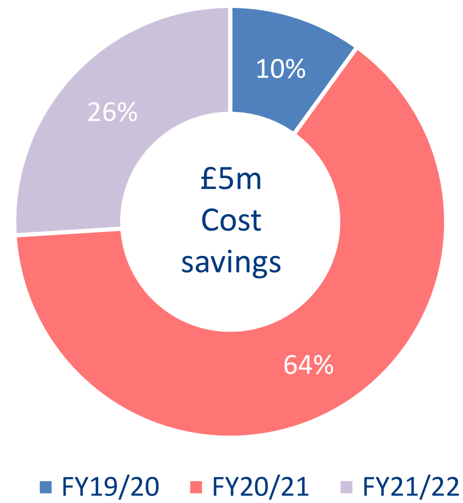
COST SAVINGS PROGRAMME ON TRACK TO BEAT TARGET

Target of £5m additional cost savings by FY21/22 for brand re-investment

Savings by type



Savings by year



Supply Chain Excellence

Logistics

Planning

Engineering

OPERATING PROFIT INCREASED 60%

Trading profit growth and Hovis investment disposal

£m – 53 weeks basis	FY20/21	FY19/20	Change
Trading profit	**151**	**133**	**18**
Amortisation of intangible assets	(31)	(30)	(1)
Foreign exchange fair value movements	(2)	2	(4)
Reversal of impairment loss of Loan receivable	16	-	16
Profit on disposal of investment in associate	17	-	17
Net interest on pension and administration costs	10	(5)	15
Non-trading items	(8)	(5)	(3)
Operating profit	**153**	**95**	**58**

- Amortisation of intangible assets slightly lower than prior year
- Revaluation of £16m due to Hovis loan note previously written off, and £17m profit on disposal following sale of Hovis investment
- Non-trading items in current year £8m due to strategic review costs, Knighton integration and past pension service costs due to high court ruling on precedent setting case
- Net interest on pensions due to opening combined pensions surplus and benefit from winding up lump sum exercise

INTEREST & TAXATION

PREMIER FOODS

Interest

£m	FY20/21 53 week basis	FY20/21 52 week basis	FY19/20
Senior secured notes interest	26	26	31
Bank debt interest	4	4	5
	30	**30**	**36**
Amortisation of debt issuance costs	3	3	3
Net regular interest	**33**	**33**	**39**

Taxation

- Tax charge of £17m in FY20/21, due to movements in deferred tax
- Notional corporation tax 19.0% in FY20/21
- Low-mid single digit £m cash tax payable in medium-term due to tax legislation changes on brought forward losses and lower relief due to expected lower pension deficit contributions

ADJUSTED EARNINGS PER SHARE GROWTH +22.8%

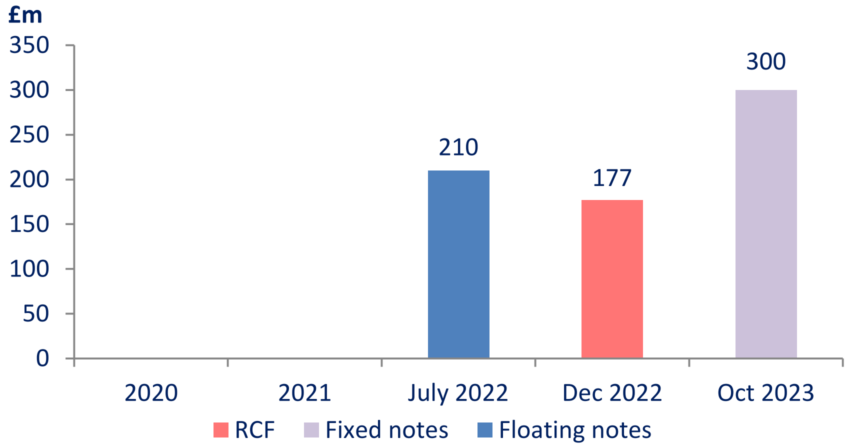
£m	FY20/21	FY19/20	Change (%)
Trading profit	**148**	**133**	**+11.9%**
Net regular interest	(33)	(39)	+15.9%
Adjusted PBT	**115**	**94**	**+23.5%**
Notional tax @ 19%	(22)	(18)	(23.5%)
Adjusted earnings	**93**	**76**	**+23.5%**
Weighted average shares in issue (million)	851.3	846.6	+0.6%
Adjusted earnings per share (pence)	**11.0p**	**8.9p**	**+22.8%**

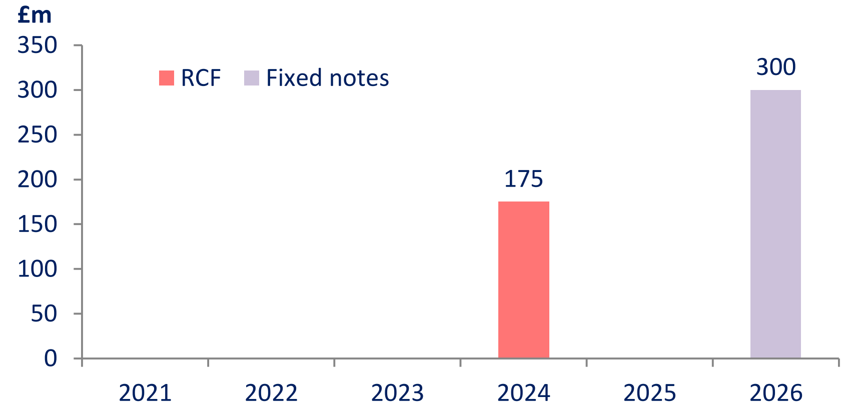
- Net regular interest lower reflecting lower average levels of Net debt
- Adjusted PBT +23.5% due to Trading profit growth and lower interest costs

CAPITAL STRUCTURE OVERVIEW

Fixed Rate Notes pricing subject to execution

Year ago	Pro forma[1]





RCF % Margin	2.75% + 3M L
Annualised interest	£39m
S&P and Moody's	B/Stable and B2/Negative

RCF % Margin	Ratchet grid broadly in line with previous
Annualised interest	Below £30m[2]
S&P and Moody's	B+/Positive and B1/Stable

1 – Subject to Fixed notes pricing and execution; RCF has two 1yr extension options beyond 2024; 2 – Reflects full year effect of FRN redemptions in FY20/21

PENSIONS – COMBINED SCHEMES

£m	3 April 2021	28 March 2020
Assets	5,252	5,520
Liabilities	(4,712)	(4,290)
Surplus	**540**	**1,230**
Surplus net of deferred tax @ 19.0%	**437**	**997**

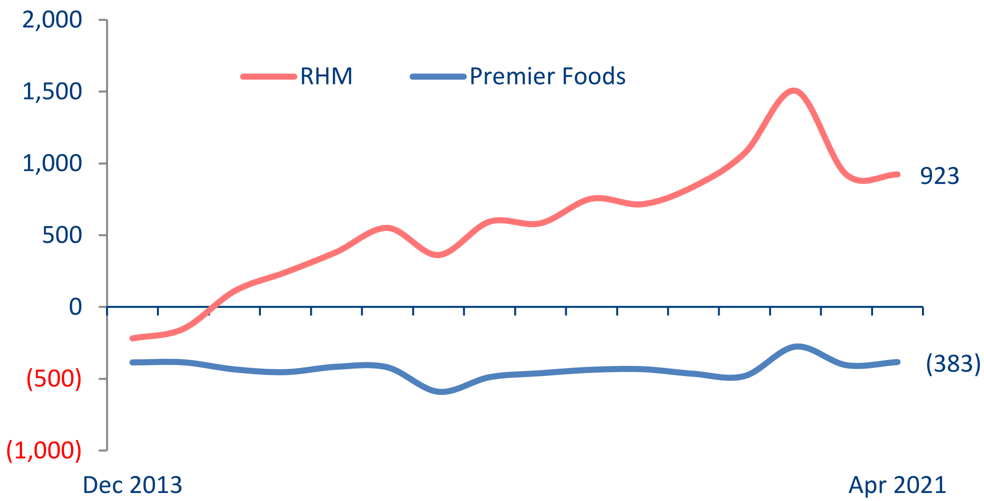
Key IAS 19 assumptions	3 April 2021	28 March 2020
Discount rate	2.00%	2.50%
Inflation rate (RPI/CPI)	3.25%%/2.80%	2.65%/1.65%

Scheme Assets (£m)	3 April 2021	28 March 2020
Equities	15	12
Government bonds	1,625	1,803
Corporate bonds	1	25
Property	468	445
Absolute return products	1,112	1,198
Cash	80	32
Infrastructure funds	322	310
Swaps	485	487
Private equity	241	510
LDI	191	268
Other	712	430
Total	**5,252**	**5,520**

COMBINED PENSION SCHEMES

Accounting combined surplus £540m; Triennial combined valuation £214m

Accounting Valuation trend (£m)



Actuarial Triennial Valuation (£m)

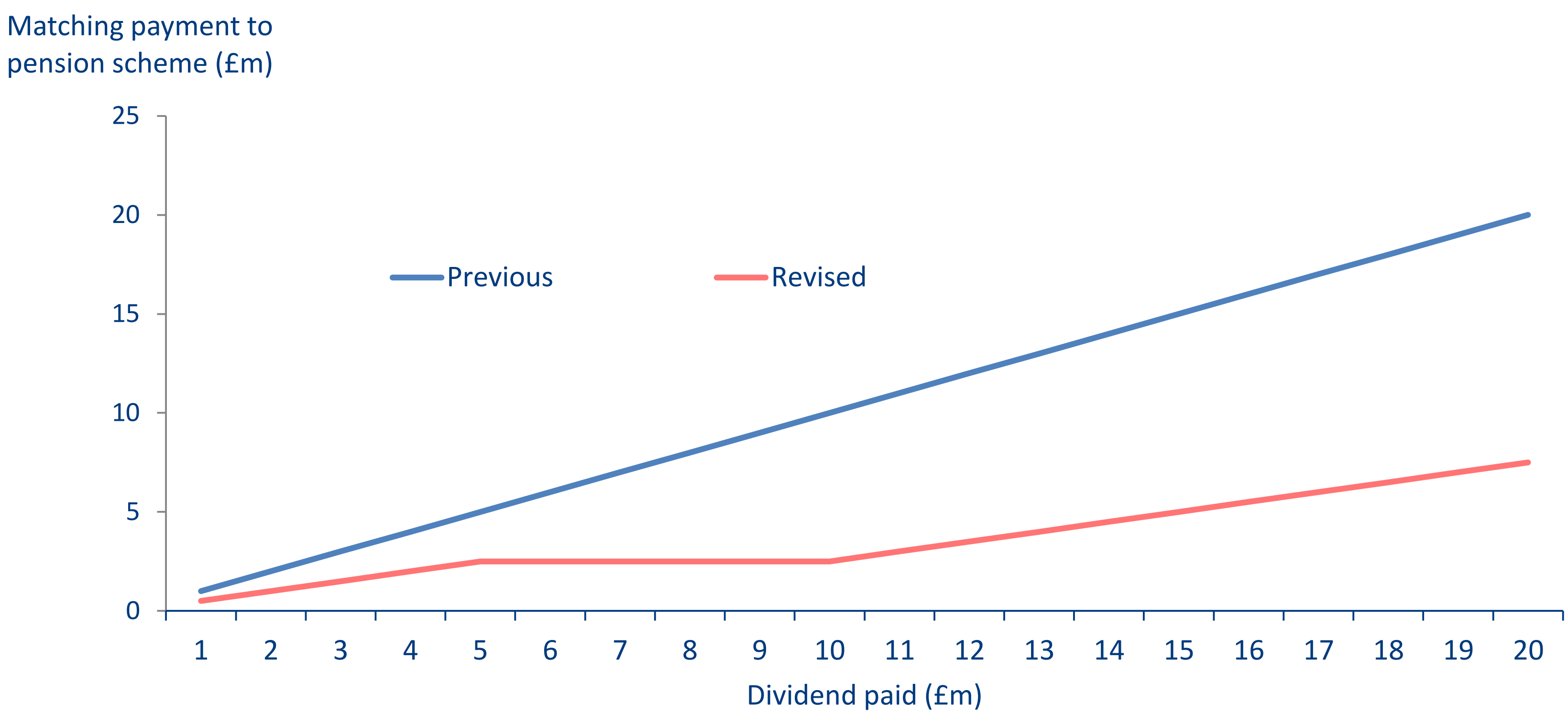
Surplus/(Deficit)	2019	2016	2013
RHM	338	135	(504)
Premier Foods	(552)	(551)	(538)
Ireland	0	0	(20)
Total schemes	(214)	(416)	(1,062)

- Over the medium term on an IAS19 basis, RHM schemes surplus has continued to increase while Premier Foods schemes deficit broadly stable until reduction in March 2020

- Strong performance in RHM portfolio benefitting from a successful hedging strategy and investment performance
- All valuations above except 2019 RHM valuation are based on liabilities assumption of Gilts +1.0%
- RHM 2019 valuation based on Gilts +0.5%

DIVIDEND MATCHING ARRANGEMENT

Reduced payments to pension schemes compared to previous 1:1 plan



- Up to £5m of cash dividend - for every £1 paid as dividend, a further 50 pence is payable to the PF Schemes
- Between £5m and £10m of cash dividend – 100% received by shareholders
- Above £10m - for every £1 paid as dividend, a further 50 pence is payable to the PF Schemes

FY21/22 GUIDANCE

FY21/22 guidance	£m
Working capital	Slightly negative
Depreciation	c.£20m
Capital expenditure	£25-30m
Interest – cash	Lower than £30m
Interest – P&L	Lower than £30m
Tax – cash	Nil
Tax – notional P&L rate	19.0%
Pension deficit contributions	£38m
Pension administrative & PPF levy cash costs	£4-6m
Cash restructuring costs	c.£5m
Re-financing costs	c.£12m
Dividend (includes pension match)	c.£11m

- Low single digit £m cash tax payable medium-term due to tax legislation changes on brought forward losses and lower relief due to expected lower pension deficit contributions
- Interest to be confirmed following bond issuance and pricing
- Dividend payment includes matching component to pension schemes

SUMMARISED BALANCE SHEET

PREMIER FOODS

£m	3 April 2021	28 March 2020
Property, plant & equipment	192	194
Intangibles / Goodwill	963	987
Deferred tax asset	29	-
Retirement benefit assets	935	1,512
Non-current Assets	**2,119**	**2,693**
Working Capital - Stock	69	68
- Debtors	83	89
- Creditors	(250)	(250)
Total Working Capital	**(98)**	**(93)**
Net debt		
Gross borrowings	(336)	(607)
Cash	4	178
Total Net debt	**(332)**	**(429)**
Retirement benefit obligations	(395)	(282)
Other net liabilities	(110)	(209)
Net Assets	**1,184**	**1,680**
Share capital & premium	86	1,494
Reserves	1,098	186
Total equity	**1,184**	**1,680**