PRELIMINARY RESULTS FOR 52 WEEKS ENDED 1 APRIL 2023

18 MAY 2023

PREMIER FOODS

enriching life THROUGH FOOD

ALEX WHITEHOUSE
CEO

Another strong year – and we achieved £1bn sales

Revenue	Grocery market share	Trading profit[1]	Trading profit margin[1]
£1,006m +11.8%	**+64bps**	**£158m** +11.5%	**15.7%** In line with prior year

Adjusted PBT[1]	Net debt/EBITDA	Dividend	Pensions
£137m +13.0%	**1.5x** 0.2x lower	**+20%** Ahead of earnings growth	**50% ⬇ to £125m** NPV of contributions vs prior year

1 – Stated after software amortisation; all percentages compared to prior year unless otherwise stated

With strategic progress across the board

PREMIER FOODS

1 Grow the UK core

+5.3%[1]

3yr average UK Branded revenue growth

2 Infrastructure investment

Investing in automation & efficiency

3 Category expansion

+33%

Revenue increased 33%

4 International

+10%[1,2]

International revenue growth

5 Inorganic opportunities

The Spice Tailor sales up 25%[3]

Delivering on our ESG strategy

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1 – Excludes The Spice Tailor; 2 - At constant currency rates; 3 – Pro forma 12 month basis

DUNCAN LEGGETT
CFO

PAXO

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Group headlines – strong revenue and profit growth with margins maintained

£m	FY22/23	Change vs PY	Comments
Branded revenue	**844**	**9.1%**	Broad based growth, accelerated in H2
Non-branded revenue	162	28.3%	Combination of new contracts and price increases on existing contracts
Total revenue	**1,006**	**11.8%**	
Gross margin %	*35.6%*	*(0.7ppts)*	Mix impact of stronger non-branded revenue growth
Divisional contribution	**216**	**11.7%**	
Group & corporate costs & other income	(58)	(12.0%)	Wage & salary inflation, non-management bonus, prior year one-off and other income
Trading profit	**158**	**11.5%**	
Trading profit %	*15.7%*	*0.0ppt*	
Net regular interest	(20.3)	(0.5)	Slightly higher due to increased SONIA rate
Adjusted profit before tax	**137**	**13.0%**	
Adjusted earnings per share (pence)	**12.9p**	**12.7%**	

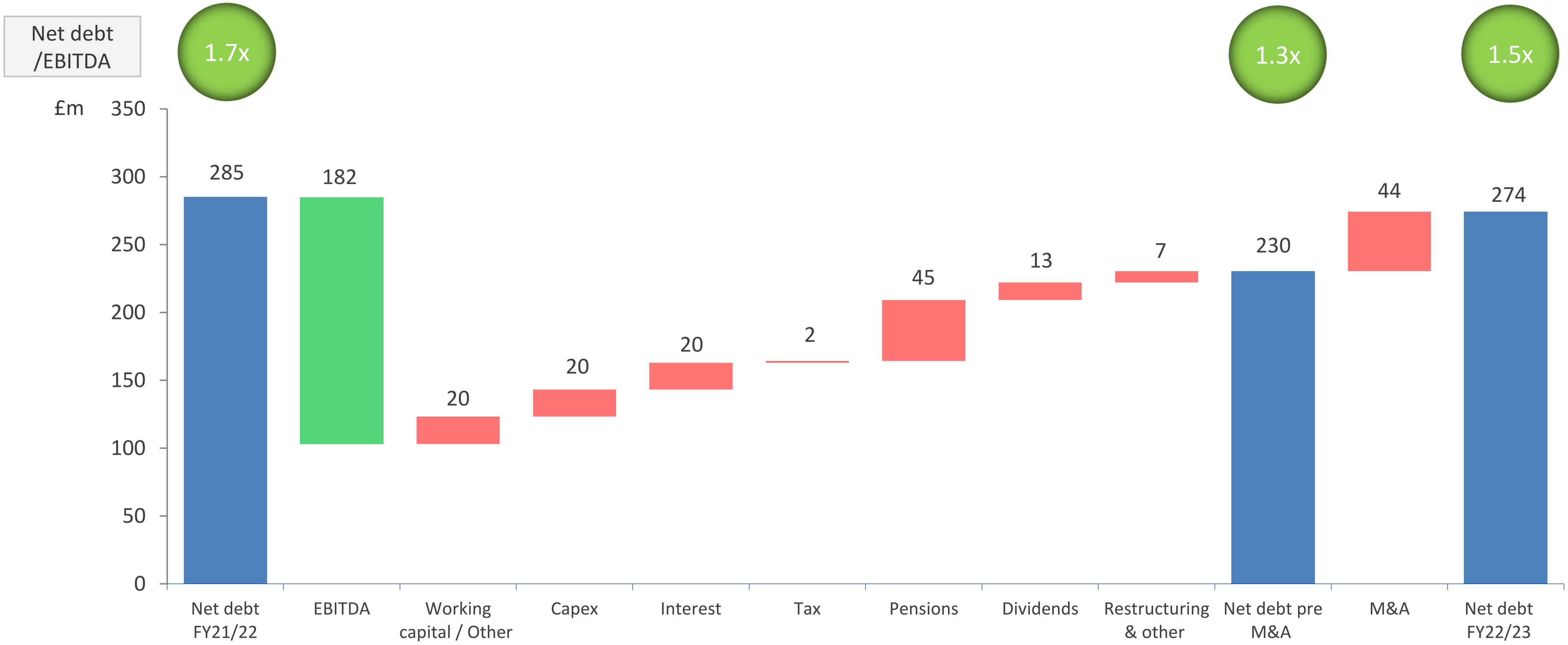
Includes The Spice Tailor; Trading profit, Adjusted profit before tax and adjusted eps are stated after amortisation of software

Grocery performance driving profit growth

£m	FY22/23	Change vs PY	Comments
Grocery			
Branded revenue	**635**	**13.4%**	All major brands in growth; Batchelors and Nissin a particularly good year
Non-branded revenue	112	27.3%	Pricing benefits on existing contracts and recovery in out of home
Total revenue	**747**	**15.3%**	
Divisional contribution	**189**	**18.1%**	Strong trading in addition to supply chain efficiency benefits
Divisional contribution %	*25.3%*	*0.6ppts*	
Sweet Treats			
Branded revenue	**209**	**(2.4%)**	Mr Kipling growth offset by lower Cadbury cake. Q4 displayed an improving trend
Non-branded revenue	51	30.5%	Pies & Tarts contract wins and price increases
Total revenue	**260**	**2.7%**	
Divisional contribution	**27**	**(19.2%)**	Impacted by unscheduled Cadbury cake plant maintenance in quarter 3
Divisional contribution %	*10.4%*	*(2.8ppts)*	

Grocery results stated including The Spice Tailor; reconciliation in appendices

Leverage target of 1.5x met, and after The Spice Tailor acquisition



- Working capital outflow due to higher value of stock holding reflecting input cost inflation
- Lower capex than expected due to phasing of expenditure/projects
- Restructuring & other includes M&A fees
- The Spice Tailor acquisition of £44m completed in H1

Net debt is stated on a post-IFRS 16 basis

A reminder of our financial strength

Leverage

1.5x
In line with target

- Strong underlying cash generation
- Unutilised revolving credit facility with substantial covenant headroom

Substantially fixed interest cost

Instrument	Bond	RCF
Quantum	£330m	£175m
Coupon/margin	3.5%	2.5% + SONIA
Tenor	October 2026	May 2025 +1

- Net cash balance of £63m at year end
- Full year Net debt of £274m after The Spice Tailor acquisition
- Cash interest ongoing c.£20m per annum

Commodities & forex

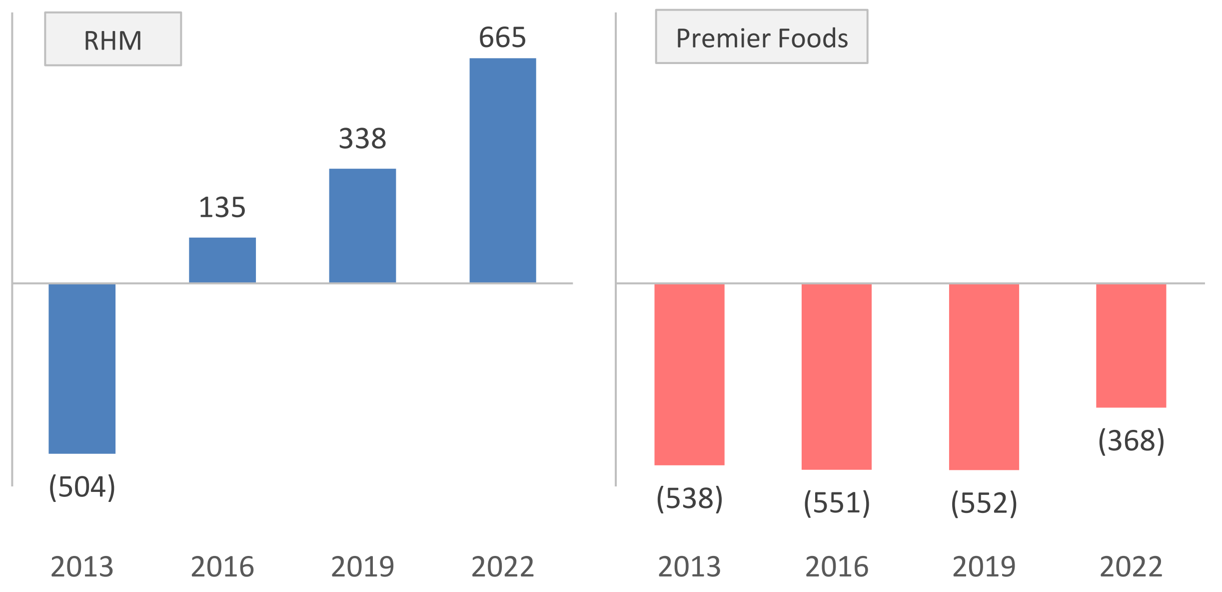
- Broad based spend on commodities
- Forward contracts and hedging used where markets exist
- Neutral position re: US Dollar exposure
- Approximately €50m net purchases

Pensions merger now delivering deficit contribution reductions

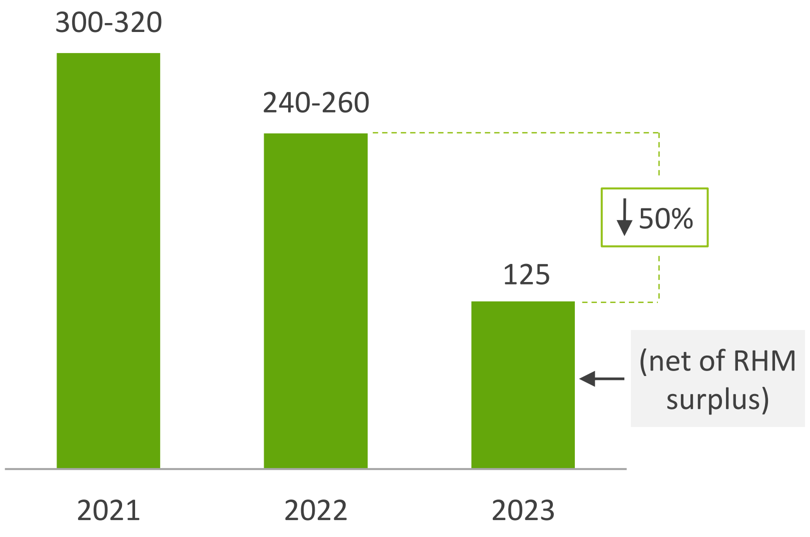
Headlines

1. NPV of deficit contributions reduced to £125m (net of RHM surplus)
2. Cash costs reduced by c.£6m per annum from FY23/24
3. Now targeting full resolution

Actuarial Triennial Valuation progression (£m)



NPV of deficit contribution schedule (£m)



- Performance in RHM portfolio benefitting from a successful hedging strategy and investment performance and now being applied to PF section
- c.60% reduction in NPV of pension contributions since merger
- RHM section now c.£100m surplus on buyout valuation (as at 31/03/2022)

Knighton site closure

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1 Knighton overview

- Manufactures powdered beverages and similar products
- Approximately 300 colleagues affected
- Some production will be transferred to the Group's Ashford & Carlton sites
- Higher than Group average GHG scope 1 & 2 emissions

2 Rationale

Aah! BISTO
Mr Kipling
Batchelors
Sharwood's
Ambrosia

- Group strategy focused on delivering branded growth
- Knighton volume principally non-branded business to business
- Under-utilised site

3 Impact

+260bps

- Group branded mix increases by c.260bps to 86.5%[1]

- Absolute and % margin accretive

- Exiting c.£31m Non-branded revenue
- Approximately £15m cash exceptional costs in FY23/24
- Will report FY23/24 revenue ex-Knighton

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1 – pro forma on FY22/23 sales

Guidance

FY23/24 guidance	£m
Working capital	Outflow
Depreciation (including software amortisation)	c.£25m
Amortisation of brands and intangibles	c.£20m
Capital expenditure	c.£35m
Restructuring	c.£15m
Interest – cash	c.£20m
Interest – P&L	c.£22m
Tax – cash	Low single digit £m’s
Tax – notional P&L rate	25.0%
Pension deficit contributions	£33m
Pension administrative & PPF levy cash costs	c.£6m
FY22/23 cash dividend (including pension match)	c.£16m

- Working capital investment reflects higher value of stock holding
- Low single digit £m cash tax payable from FY23/24 due to tax legislation changes on brought forward losses
- Capital investment includes transfer of kit from Knighton to Ashford & Carlton
- Issued share count for future years per earnings per share notes to the financial statements
- Dividend payable on final basis only; match element to pension scheme c.£4m in FY23/24

Capital allocation principles

Context	A cash generative business with leading sector margins and increasing marketing investment	
	Principles	Change over time
Pensions	• Current contributions expected to reduce over time as RHM scheme creates further surplus on buyout valuation	↓
Capex	• Accelerated capital investment behind infrastructure to drive growth and facilitate cost reduction	↑
M&A	• Exploring further targeted acquisitions in the UK and selected international markets, retaining financial discipline	↑
Dividend	• Progress dividend paid on full year basis	↑
Leverage	Target of c.1.5x Net debt/EBITDA; M&A may increase leverage in short-term	

ALEX WHITEHOUSE
CEO

THE SPICE TAILOR BY ANJUM ANAND

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Our strategy and purpose

1. **Continue to grow the UK core**

A solid and growing UK business provides the foundation for broader expansion

2. **Supply chain investment**

Invest in operational infrastructure behind NPD and to drive efficiencies, fueling brand investment

3. **Expand UK into new categories**

Leverage proven branded growth model in new categories

4. **Build International businesses with critical mass**

Build sustainable business units overseas applying and tailoring brand building model

5. **Inorganic opportunities**

Utilise brand building expertise across a wider portfolio to accelerate value creation

Guided by our purpose, 'Enriching Life Through Food', together with our ESG strategy

Continued good progress in each pillar of our Enriching Life Plan

PRODUCT

- Sales of plant based products increased 34%
- New **Plantastic** product launches include Millionaire Flapjacks, Protein Pots and Creamy Pasta Sauces

96%

- **Currently 96%** of packaging is recyclable
- Target for 100% of packaging to be reusable, recyclable or compostable by 2025

PLANET

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

- Our GHG emissions targets have now been validated by the SBTi coalition

FRESH TAKE ON FOOD WASTE

- Reduced food waste by 11% in FY22/23
- Launched new website to help raise awareness of food waste issues

PEOPLE

FareShare fighting hunger, tackling food waste

- New corporate charity partnership with **FareShare**
- Successful **'Win a Dinner, Give a Dinner'** campaign, partnering FareShare & Tesco

47%
Female managers

- Now 47% of our management colleagues are female

RATINGS

FTSE4Good

SUSTAINALYTICS a Morningstar company RATED

CDP

SASB SUSTAINABILITY ACCOUNTING STANDARDS BOARD

- **FTSE4Good** reaffirmed status for another year
- Improved **Sustainalytics** rating: reduced from 29 to 25 vs 2021
- Increased **Carbon Disclosure Project** score
- Aligned to **SASB** reporting requirements for first time

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Our branded growth model is at the core of what we do

1 Leading brand positions

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

2 Insight driven new products

- Launch new products 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

Our branded growth model at work

Insight driven new products

Health & Nutrition

- A major focus of innovation strategy is to deliver **healthy options** for consumers, such as **Mr Kipling** Deliciously Good, **Plantastic** cooking sauces

Convenience

- **Convenient**, affordable and tasty meal solutions include **Batchelors** Chef's Specials and **Oxo** Stock Pots

Indulgence

- **Indulgent** options continue to play an important role, like **Mr Kipling** Brownie Bites and **Plantastic** Millionaire Flapjacks

Brand investment

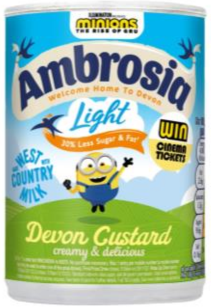
1 TV & digital support for major brands

2 Digital & TV for cross brand 'Best Restaurant in Town'

1

Instore execution and partnerships driving growth

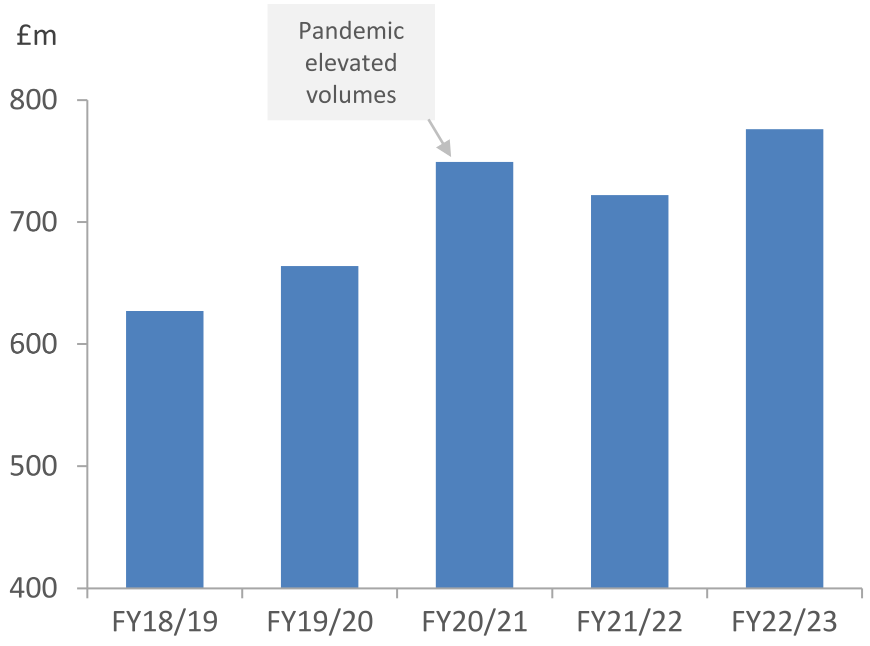
Ambrosia and Angel Delight: Minions instore activity tie-up



Batchelors: DC Warner Brothers pack promotions

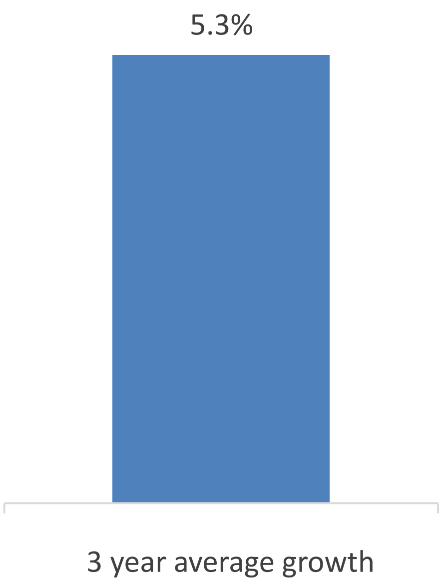
Consistent delivery of branded revenue growth in the UK

UK Branded Revenue progression



- Consistent branded revenue progression over last 4 years driven by success of growth model
- Now exceeded the FY20/21 peak, which was partly due to elevated volumes during early phase of pandemic

UK Branded Revenue 3yr CAGR[1]



1 – Excludes The Spice Tailor

Macro environment and a well-placed portfolio

External environment

Comfortable ↓
Managing ↑
Struggling ↑

- Inflationary backdrop
- Changes in consumer spending patterns
- Elevated in home eating occasions

Well-positioned /resilient

Ambrosia
aah! BISTO
Batchelors
Mr Kipling
Sharwood's

- Strong and resilient brands
- Affordable product ranges
- Cross-brand investment highlighting great value meal ideas

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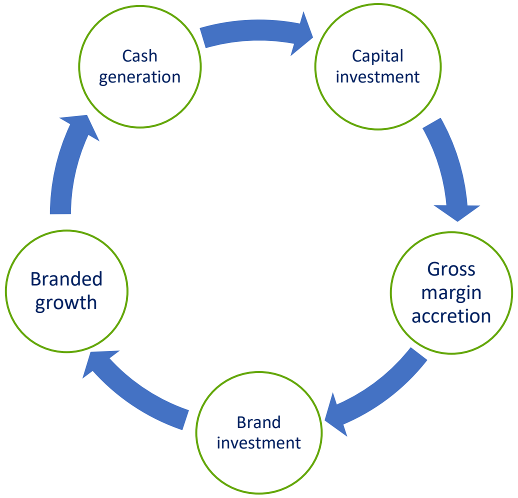
Investing in our infrastructure to drive growth and efficiency

Capex fuels branded growth



3-4yrs Project paybacks

Capex increase in FY23/24

Investment examples

Stoke

- Triple head depositor on slices line delivers increased line efficiency
- Improves quality and reduces waste

- Auto case packer at end of packing line at Stoke cake manufacturing site
- Enhances efficiency and lowers labour costs

Carlton

- Mr Kipling French Fancies auto palletiser
- Reduces labour requirements and manual handling and increases efficiency

Sales from new categories sales up 33%, driven by Ambrosia Porridge

Four key tests in market

- Leveraging strong brand equities
- Launching into new categories
- Incremental revenue streams

Ambrosia Porridge

Ready to eat, superior quality & convenience

Targets growing 'on the go' market

Sainsbury's
ASDA
Morrisons

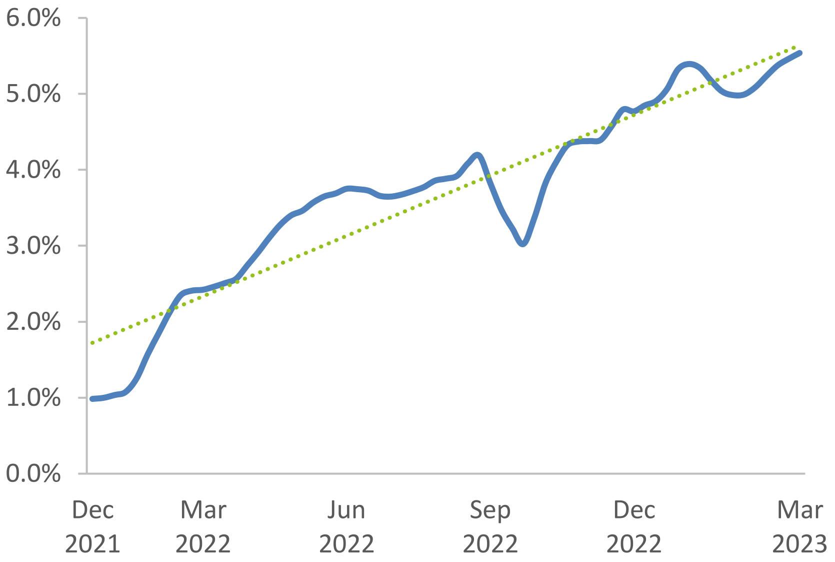
Listed in most major retailers

4.5/5.0
"Delicious porridge, perfect on the go. Lovely creamy Texture"

Very positive consumer reviews

- High consumer repeat rate levels

Market share progress



- Reached 5.6% value share of £40m porridge pots market in April 2023 and up to 12% where listed
- Porridge pots market grew 19% year on year

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Market share: IRI, data to 1 April 2023

International sales increased 10%[1]

Now rolling out Mr Kipling in USA following successful trial

Australia

- Delivered record market share of cake during FY22/23
- Now market leader in Indian cooking sauces with Sharwood's and The Spice Tailor

Ireland

- Broad based growth
- Sales of Soba noodles more than doubled

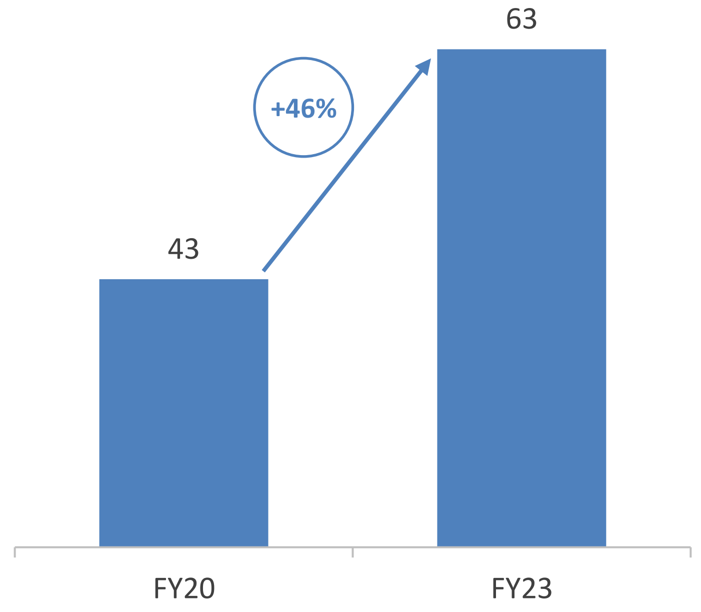
USA

- **Mr Kipling** rate of sale in upper two quartiles during test phase
- Now expanding distribution beyond Target test stores

Canada

- Sales up +125% following listing of 30 new Sharwood's SKUs in Walmart
- Strong growth of Mr Kipling

International sales FY23 vs FY20

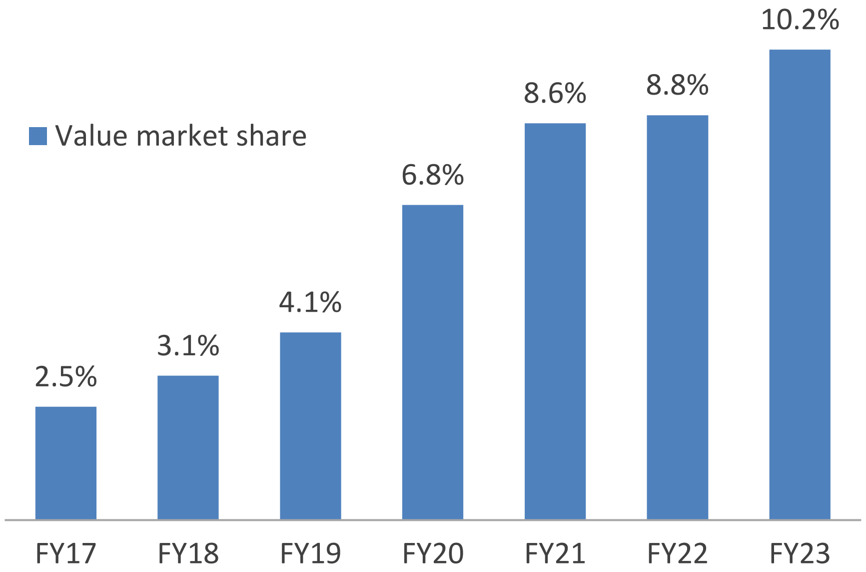


FY23 includes The Spice Tailor

1 – FY22/23 at constant currency and excludes The Spice Tailor

Mr Kipling delivered record market share in Australia

Australia Mr Kipling
Market share progression



Branded growth model at work

- Lemon Bakewell Tarts received very strong consumer response in first year
- Impactful instore execution driving revenue growth
- Market size c.AUS$300m; opportunity to replicate this success in US$5bn+ market

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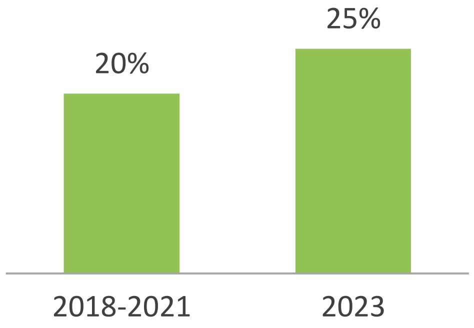
Driving growth of The Spice Tailor post acquisition

Why is The Spice Tailor a great fit?

1. Branded business
2. High growth profile
3. Strong innovation potential
4. Commercial opportunity/leverage
5. Complementary category
6. International opportunity

Accelerating revenue growth[1]



Increasing SKU distribution

TESCO
Morrisons
DUNNES STORES
Musgrave
Walmart Canada

Leveraging cross-brand instore activity

New product innovation

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1 – 2018-2021: 31 March 2018 – 31 March 2021 (pre-acquisition), 2023: pro-forma year to 1 April 2023

Exciting plans for FY23/24

1 UK branded core

- Strong innovation pipeline and increased brand investment

2 Infrastructure investment

c.£35m
FY23/24
capex spend

- Project paybacks as low as 3 years
- 5 further auto palletisers currently on order

3 New categories

- Expanding distribution of Ambrosia Porridge to further retailers
- Adding new flavours to existing range

- Extend retailer listings of Ice-cream
- **Oxo** Marinades & Rubs and **Cape Herb & Spice** expanding distribution

4 International

- Increasing Mr Kipling distribution in **US** following test in Target
- TV advertising and product range expansion in **Australia**

- Driving growth of Sharwood's and The Spice Tailor in key focus markets

We look forward to further strategic progress this year

Outlook	
	1 — We enter the year with positive momentum
	2 — We've made a good start to Quarter 1
	3 — We have strong plans in place to deliver on each of our strategic pillars
	4 — The first cash benefits of pensions merger are now being realised
	5 — We expect to make further progress this year with expectations unchanged

Q&A

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APPENDIX

Mr Kipling

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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.

Definitions

PREMIER FOODS

- The period ‘FY22/23’ refers to the 52 weeks ended 1 April 2023, unless where otherwise stated. The period ‘FY21/22’ refers to the 52 weeks ended 2 April 2022, unless otherwise stated.
- Trading profit is defined as Profit/(loss) before tax before net finance costs, amortisation of brand 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, early redemption fees, 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 861.2 million (52 weeks ended 2 April 2022: 858.8 million).

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Why invest in Premier Foods?

1 Portfolio of category leading brands

- Market leaders in the UK in our five main categories
- 91% of UK households buy our brands
- Strong positions in Australia & Ireland

2 Proven branded growth model

- Strong track record of delivering branded revenue growth applying brand investment, innovation and retailer partnerships

5.3%
3yr UK branded growth[1]

3 Strong margin profile

- Sector leading margins comparable with large-cap peers
- Branded growth model strategy delivers consistent value creation

18.1%
FY22/23 EBITDA margin

4 Continued supply chain investment

- Pipeline of further automation projects
- Expect to steadily build capital investment over medium term

5 Highly cash generative

- Net debt/EBITDA target of 1.5x
- Fixed rate October 2026 bonds coupon @ 3.5%
- Strong FCF conversion

1.5x
In line with target

6 Pension obligations solution

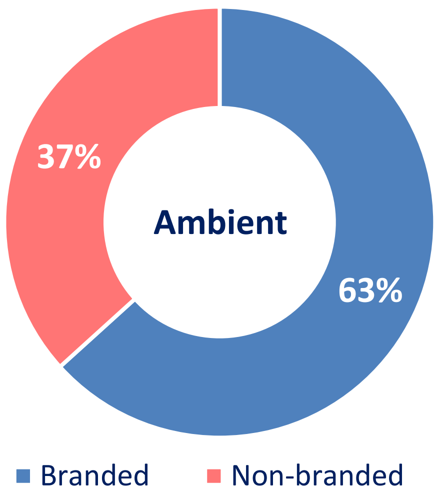
- Segregated merger of schemes under one Trust paves way for resolution
- Revised investment strategy delivering results

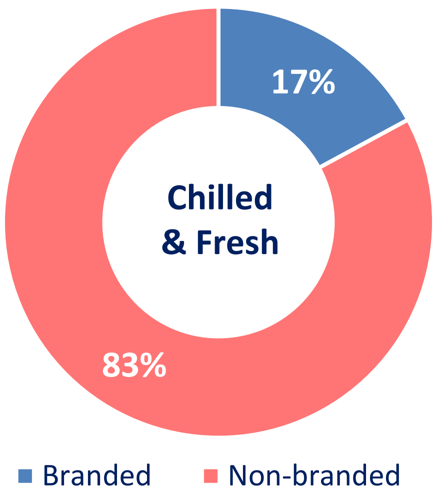
✓
On track for resolution in medium-term

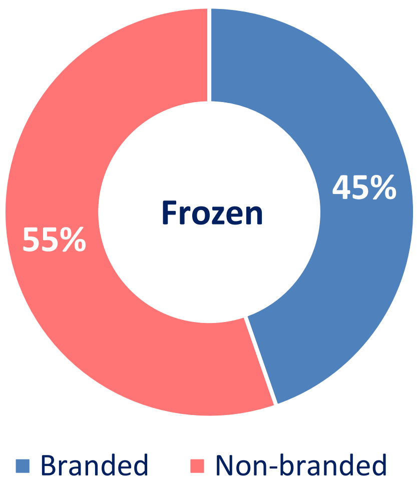
We are guided by our purpose, 'Enriching Life Through Food', together with our ESG strategy

1 – Excludes The Spice Tailor

UK Grocery market







Market size	£38bn	£53bn	£8bn

Premier Foods categories	Flavourings & Seasonings	QMS	Cooking Sauces	Ambient Desserts	Ambient Cake
Market size	£435m	£478m	£1,068m	£314m	£1,331m
PF share	44%	36%	15%	39%	19%
Own label share	17%	6%	29%	21%	58%

Sources: Market sectors: Kantar Worldpanel 52 w/e 19 March 2023, Category position & market share: IRI 52 w/e 1 April 2023

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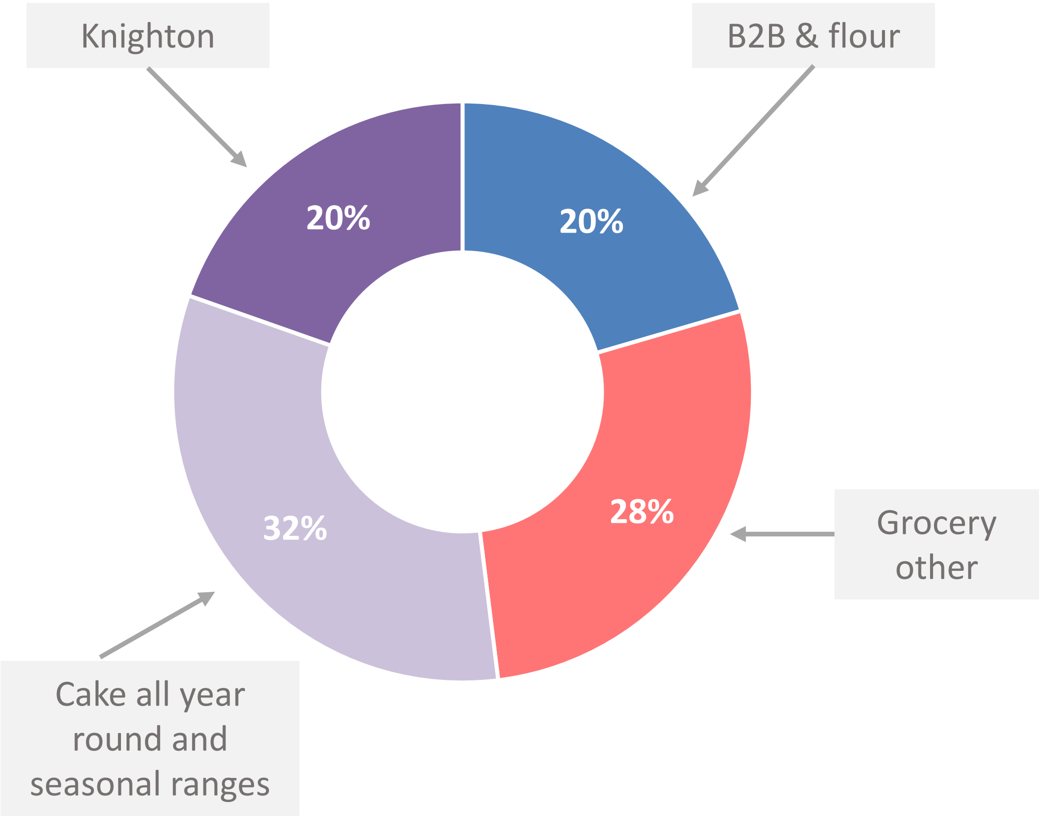
Non-branded

Non-branded revenue by type



Key principles & criteria

- Retention of branded IP
- Application of a Capex light approach
- Strict financial hurdles apply for new business
- Assists in supporting Manufacturing overhead recoveries

FY22/23 commentary

- FY22/23 Non-branded revenue increase 28.3% vs PY
- Grocery +27.3% as B2B volumes from Knighton recover and pricing benefits
- Sweet Treats +30.5% due to contract wins in pies and tarts and pricing benefits

Full year sales

£m		Including The Spice Tailor		Excluding The Spice Tailor	
		FY22/23	Change vs 1 year ago	FY22/23	Change vs 1 year ago
Grocery	Branded revenue	635	13.4%	625	11.6%
	Non-branded revenue	112	27.3%	112	27.3%
	Total revenue	747	15.3%	737	13.8%
Sweet Treats	Branded revenue	209	(2.4%)	209	(2.4%)
	Non-branded revenue	51	30.5%	51	30.5%
	Total revenue	260	2.7%	260	2.7%
Group	Branded revenue	844	9.1%	834	7.8%
	Non-branded revenue	162	28.3%	162	28.3%
	Total revenue	1,006	11.8%	996	10.6%

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Quarter 4 sales

£m		Including The Spice Tailor		Excluding The Spice Tailor	
		FY22/23	Change vs 1 year ago	FY22/23	Change vs 1 year ago
Grocery	Branded revenue	176	22.7%	172	19.2%
	Non-branded revenue	31	37.6%	31	37.6%
	Total revenue	207	24.7%	203	21.7%
Sweet Treats	Branded revenue	54	(1.8%)	54	(1.8%)
	Non-branded revenue	7	63.9%	7	63.9%
	Total revenue	61	2.9%	61	2.9%
Group	Branded revenue	231	15.9%	226	13.4%
	Non-branded revenue	38	41.6%	38	41.8%
	Total revenue	269	18.9%	264	16.7%

FY22/23 Revenue excluding Knighton

£m	Q1	Q2	Q3	Q4	FY
Group sales (including The Spice Tailor)	197.0	222.9	318.0	268.5	1,006.4
Knighton	(6.2)	(7.2)	(9.8)	(7.6)	(30.8)
Group sales (including The Spice Tailor, excluding Knighton)	**190.8**	**215.7**	**308.2**	**260.9**	**975.6**

- In FY23/24, the Group will report underlying revenue excluding Knighton
- These Knighton revenues will be managed for exit from the Group during the course of FY23/24
- All of these revenues have previously been reported in Grocery – Non-branded

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Trading profit and Adjusted eps growth

£m	FY22/23	FY21/22
Trading profit – old definition	162	148
Software amortisation	(5)	(7)
Trading profit – new definition	**158**	**141**
Net regular interest	(20)	(20)
Adjusted PBT	**137**	**121**
Tax	(26)	(23)
Adjusted earnings	**111**	**98**
Weighted average shares in issue (million)	861.2	858.8
Adjusted earnings per share (pence)	**12.9p**	**11.5p**

Trading profit is stated after amortisation of software and including The Spice Tailor

Interest and taxation

Interest

£m	FY22/23	FY21/22	Change
Senior secured notes interest	12	13	1
Bank debt interest	6	5	(1)
	18	**18**	**-**
Amortisation of debt issuance costs	2	2	-
Net regular interest	**20**	**20**	**-**

Taxation

- Tax charge of £21m, due to operating activities charge and impact on tax rate changes
- Notional corporation tax rate of 19.0% rises to 25% in FY23/24
- £1.5m cash tax paid in FY22/23
- Deferred tax asset of £55m due to brought forward losses

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Combined Pensions Schemes – combined surplus of £766m

IAS19 Accounting valuation (£m)	1 April 2023			2 April 2022		
	RHM	Premier Foods	Combined	RHM	Premier Foods	Combined
Assets	3,240	553	3,793	4,274	826	5,100
Liabilities	(2,292)	(735)	(3,027)	(3,135)	(1,020)	(4,155)
Surplus/(Deficit)	**948**	**(183)**	**766**	**1,139**	**(194)**	**945**
Discount rate		4.80%			2.75%	

- Liabilities reduced by £1,128m due to discount rate increase from 2.75% to 4.8%
- Asset values c.26% lower at £3,793m as liability driven investments and credit investments have fallen
- Accounting pensions valuation doesn't directly drive deficit cash contributions
- NPV of pension deficit contribution schedule reduced from £240-260m to c.£125m

Summarised Balance sheet

£m	1 April 2023	2 April 2022
Property, plant & equipment	186	191
Intangibles / Goodwill	975	940
Deferred tax asset	22	23
Retirement benefit assets	960	1,149
Non-current Assets	**2,143**	**2,303**
Working Capital - Stock	94	78
- Debtors	103	97
- Creditors	(255)	(254)
Total Working Capital	**(58)**	**(79)**
Net debt		
Gross borrowings	(337)	(339)
Cash	63	54
Total Net debt	**(274)**	**(285)**
Retirement benefit obligations	(195)	(204)
Other net liabilities	(210)	(228)
Net Assets	**1,406**	**1,507**
Share capital & premium	89	88
Reserves	1,317	1,419
Total equity	**1,406**	**1,507**