

We are one of the **UK's largest food producers**, supplying a range of retailers, wholesale, convenience and foodservice customers

89%

of UK households buy one or more of our products each year

90%

of our total revenue in H1 2025/26 came from branded products

>4,000

colleagues across

13 locations in the UK

THE HOME OF FAMOUS BRANDS INCLUDING...



OUR BRANDED GROWTH MODEL IS AT THE HEART OF WHAT WE DO

Leading brand positions

Our products are market leaders in the UK in our five main categories



Insight driven new products

Our innovation is based on five consumer trends: health and nutrition; convenience; snacking and on-the-go; indulgence; packaging sustainability



Sustained marketing investment

We use TV and digital advertising to create emotional connections with consumers



Retailer partnerships

We deliver outstanding in-store execution through our strong retailer relationships to drive category growth



OUR STRATEGY FOR GROWTH



Continue to grow the UK core

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



Supply chain investment

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



Expand UK into new categories

We leverage the strength of our brands to launch into new adjacent product categories



Build International businesses with critical mass

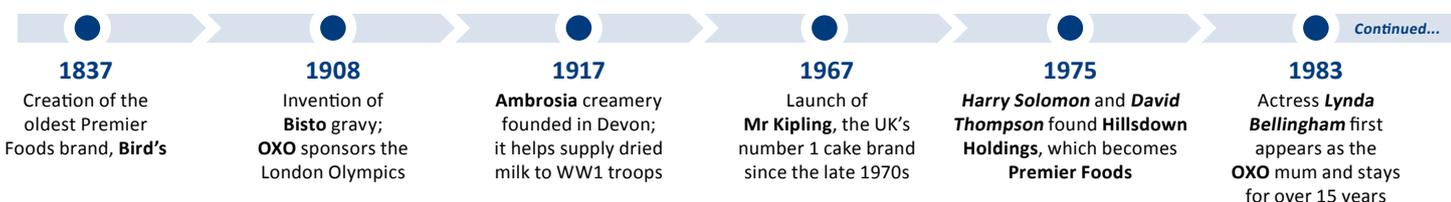
We're building sustainable overseas businesses via our brand building expertise



Inorganic opportunities

We will acquire brands where we believe we can drive significant value through leveraging our Branded Growth Model

PREMIER FOODS TIMELINE - OUR HIGHLIGHTS



Financial highlights for Full Year 2024/25

SALES	TRADING PROFIT	ADJUSTED EPS
£1,148m	£188m	14.5p
+3.5%	+6.0%	+7.3%

Financial highlights for Half Year 2025/26

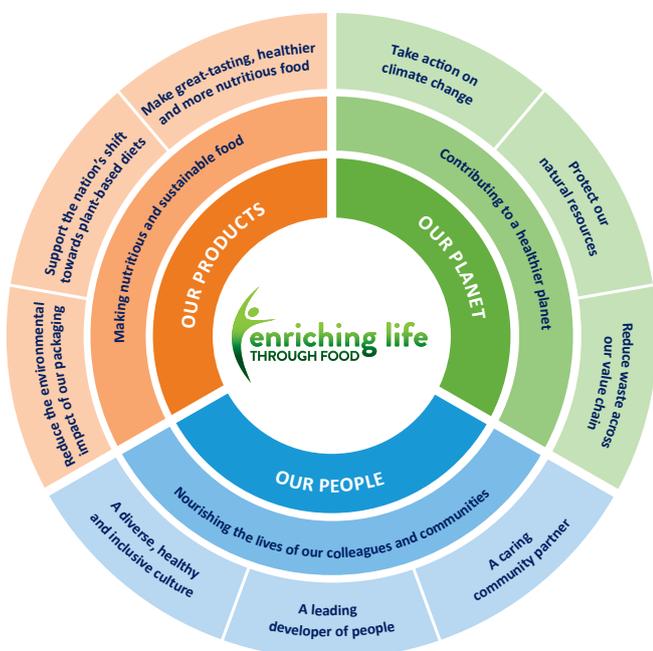
SALES	TRADING PROFIT	UNDERLYING TRADING PROFIT	ADJUSTED EPS
£502m	£71m	+c.7%, offset by recognition of full year packaging levy in H1	5.4p
+0.7%	+0.4%		+1.1%

OUR INVESTMENT CASE

- **Portfolio of category leading brands.** We're market leaders in five categories: cooking sauces and accompaniments; flavourings and seasonings; quick meals, snacks and soups; ambient cakes; ambient desserts.
- **Proven branded growth model** allows us to deliver consistent branded revenue growth in our UK core business and also across other areas of our strategy.
- **Strong margin profile.** We have margins comparable with other multi-national consumer goods businesses.
- **Supply chain investment.** We invest in operational infrastructure behind NPD and to drive efficiencies, fueling brand investment.
- **Highly cash generative**, which helps us reinvest back into the business.
- **Pension obligations solution.** The segregated merger of schemes under one Trust paves the way for full resolution.

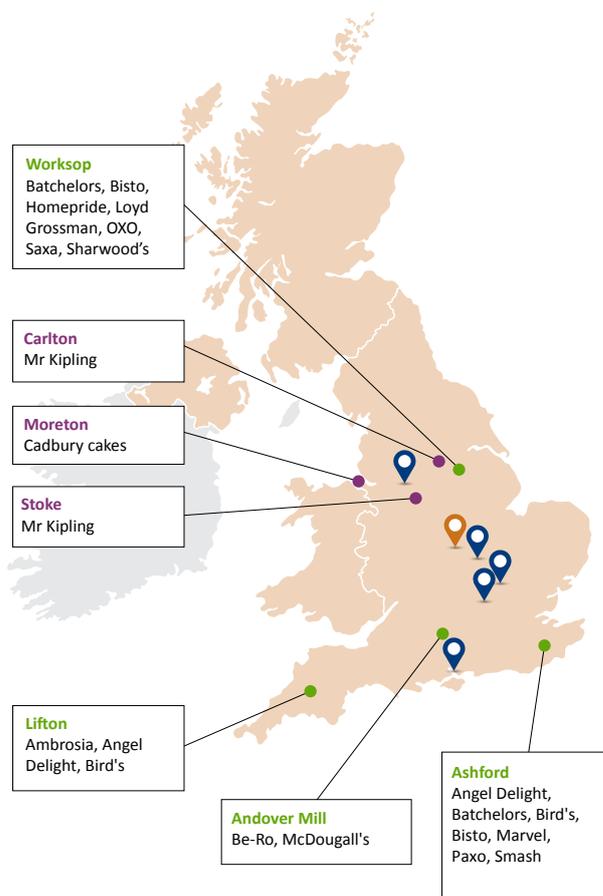
OUR ENRICHING LIFE PLAN

We believe we have a responsibility and an opportunity to create more nutritious, sustainable food for our consumers; contribute towards a healthier planet; and help to enrich the lives of our colleagues and communities.



OUR SITES

- Distribution centre
- Central & corporate services
- Grocery factories
- Sweet Treats factories



PREMIER FOODS TIMELINE - OUR HIGHLIGHTS

