



ANNUAL GENERAL MEETING

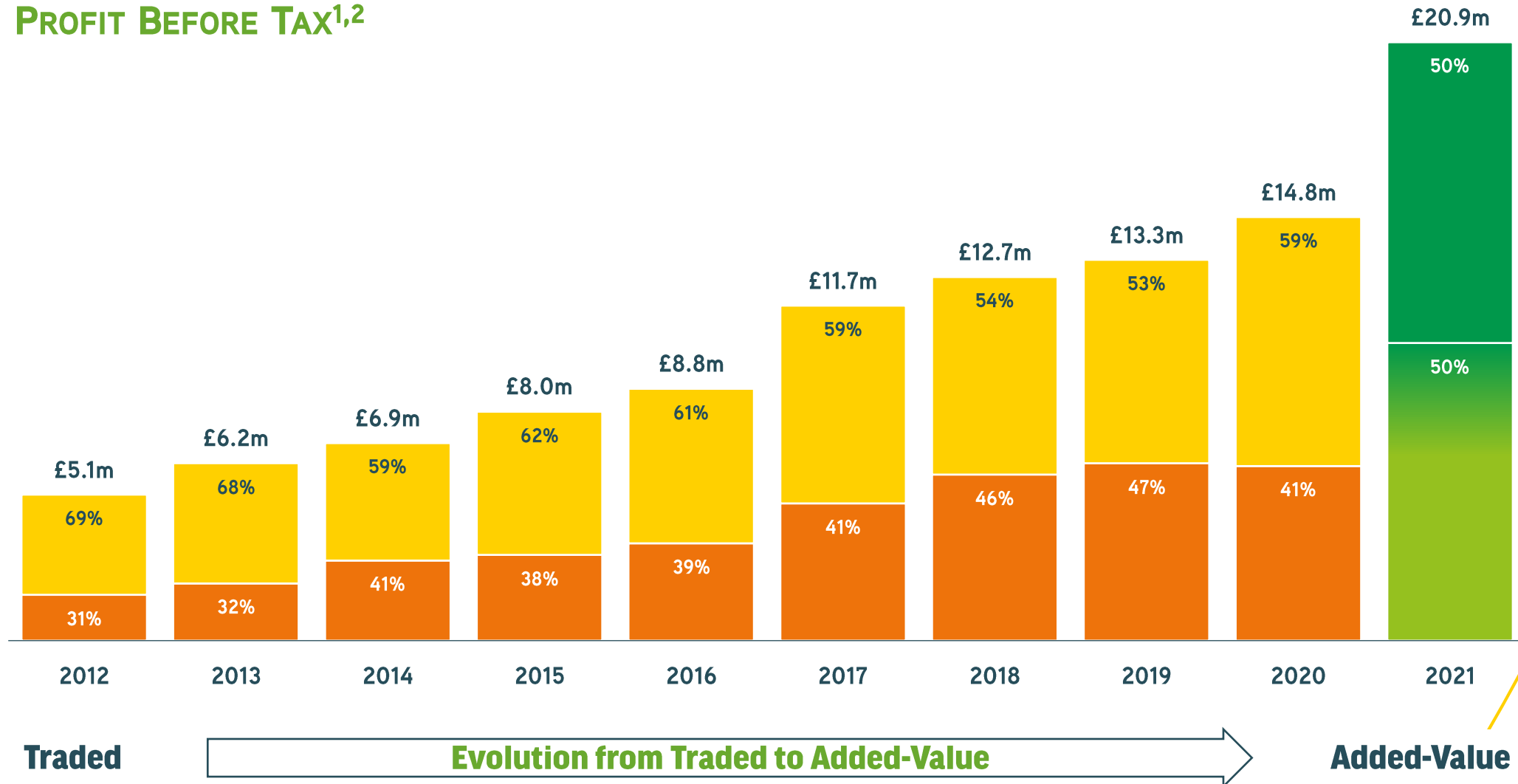
FOR THE YEAR ENDED 30 SEPTEMBER 2021

Daemmon Reeve – Chief Executive Officer



TRACK RECORD OF PBT GROWTH – 2021: +41.3%

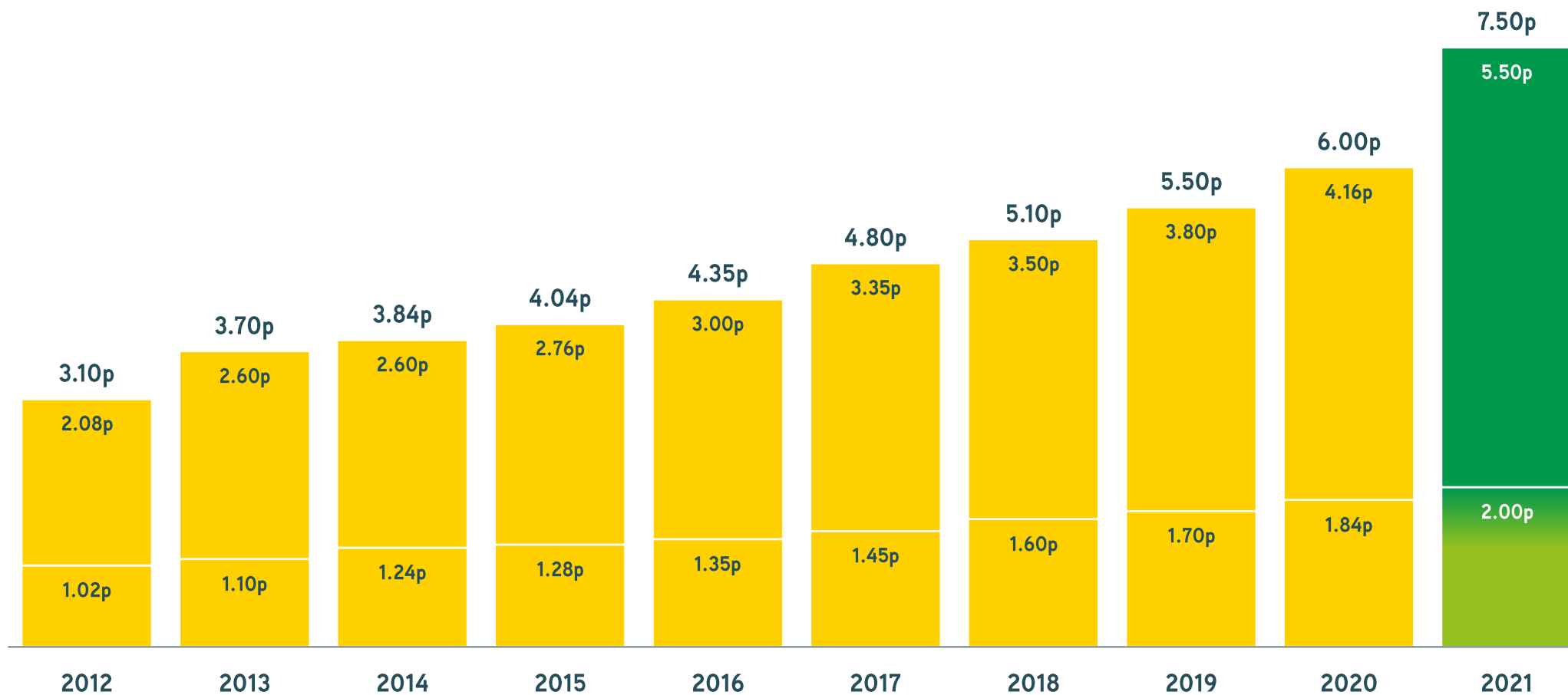
PROFIT BEFORE TAX^{1,2}



¹From continuing activities

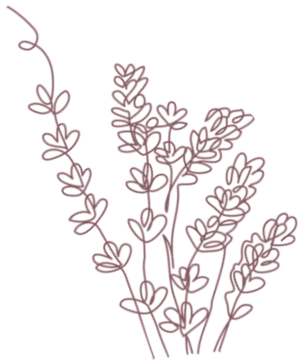
²Excluding exceptional items

DIVIDEND PER SHARE – 2021: +25.0%



BENEFITTING FROM CONSUMER TRENDS

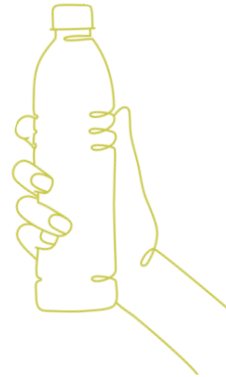
NATURAL



TRANSPARENT



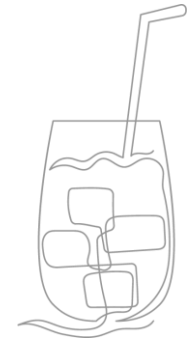
**CLEAN
LABEL**



AUTHENTIC



LOW SUGAR



BENEFITS OF THE NEW UK SITE

CAPACITY, EFFICIENCY, INNOVATION AND COLLABORATION

- Transfer complete by mid-2023
- **Capacity** – materially higher volumes possible
- **Productivity** – significant technological advances
- **Innovation** – significantly expanded R&D labs
- **Client collaboration** – customer co-creation within our labs



UK SITE RECAP OF PROGRESS



What we have done

Office Fitout
Laboratory Fitout (started)
Applications
Staff movement

What's going on now

Commissioning of production
equipment
Commissioning of Warehouse
Management System

What is left to do

Transition of the manufacturing
operation

Collaboration Area



Laboratories



Production



Client Collaboration



OUTLOOK

- **Continued** growth expected
- **Category opportunities** including coffee
- **Geographical opportunities** building in China
- **Strengthening executive team** to support growth:
 - Chief People Officer – Jonathan Whitworth
 - Chief Innovation Officer – Wolfgang Tosch
- Reversion to historic H1/H2 split
- **Confident** in the outlook



THANK YOU

ANY QUESTIONS?

