



WELCOME

Capital Markets Day 2022

Daemmon Reeve | CEO | Friday 27th May



WHAT YOU'LL GET FROM TODAY



**A clearer understanding of our
business, what sets us apart
and how we'll keep winning**

Behind the scenes

- 01 Welcome from Daemmon Reeve
- 02 Commercial strategy overview
- 03 Manufacturing tour
- 04 Technical tour
- 05 Closing remarks and Q&A
- 06 Informal debrief at the pub

INTRODUCTIONS



Ryan Govender
CFO



Jonathan Whitworth
CPO



Wolfgang Tosch
CIO



Douglas Rash
CCO

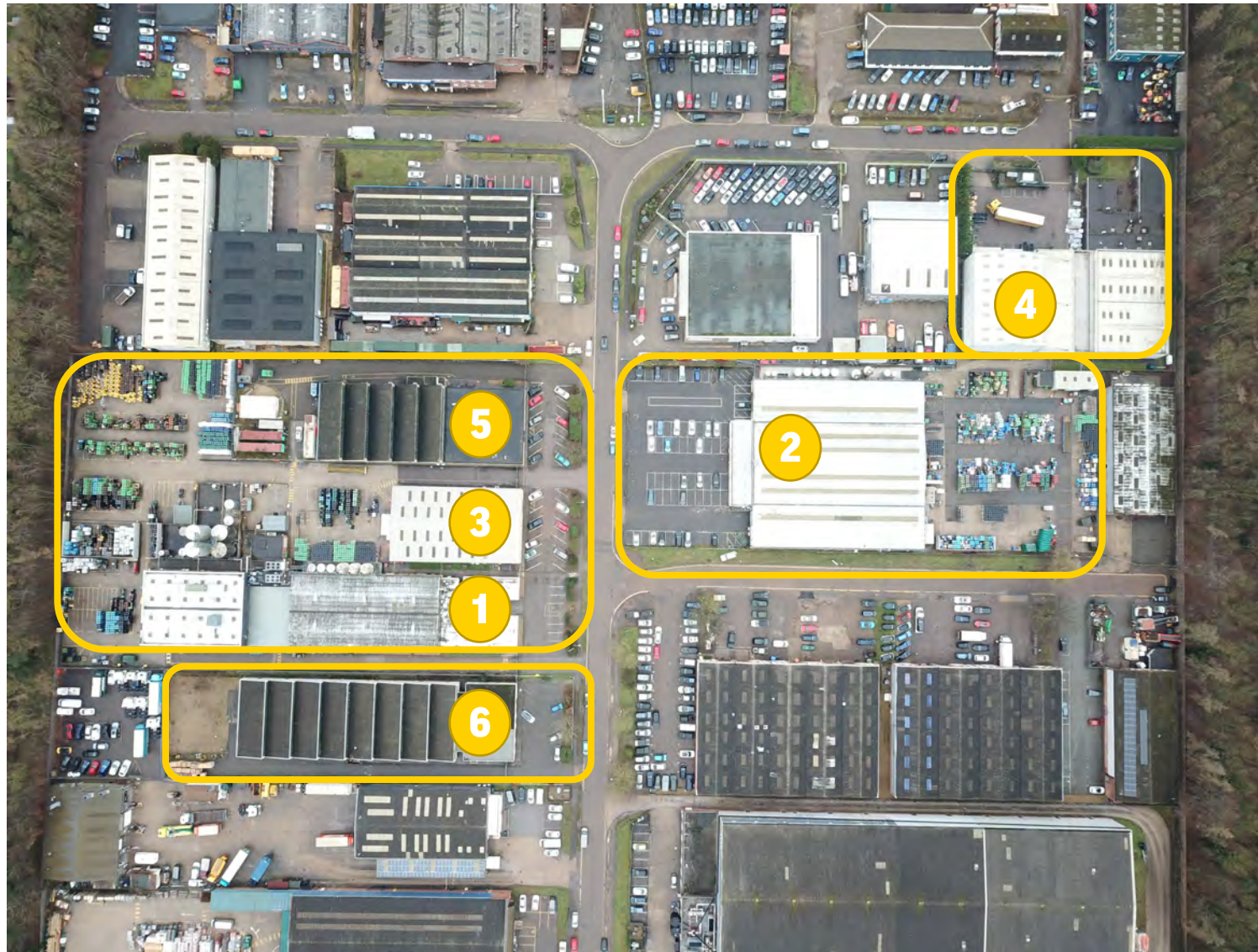


Mel Cooksey-Stott
CSCO

Where we came from

FROM ANALOGUE TO DIGITAL

TREATT'S OLD SITE



New Treatt



OUR NEW STARTING LINE

STRENGTHENED EXECUTIVE LEADERSHIP TEAM

GREATER FOCUS ON GROWING ADDRESSABLE MARKETS

EXPANDED AND IMPROVED INFRASTRUCTURE



*The next chapter in our
incredible story starts today"*

Transformational efficiencies

258

people under a single roof

7

Forklift trucks instead of 30

100%

Renewable electricity in the UK

x3

Ability to treble capacity

6

Buildings take up a fraction of
our new warehouse

10-25+ years

Average length of relationship
with top 10 customers

Where we're heading

AMBITION

Long-term sustainable growth

Increasing our relevance to global markets

By focussing ambition on increasing our relevance, and therefore our sustainable competitive advantage, we will continue to grow our business globally.



How we'll get there

STRATEGY

Deliver long-term sustainable growth by increasing our relevance to the markets we serve

EMPOWERING PEOPLE

They are at the heart of all we do, and investment here will unleash the value of our greatest asset.

EMBEDDING SUSTAINABILITY

This is the lens through which we view all business decisions.

TRANSFORMING TECHNICAL

We will treble our spend on R&D over the next five years.

DRIVING OPERATIONAL EXCELLENCE

Maximising our incredible facilities and doubling capacity

PEOPLE WITH PURPOSE




Our 'not so' secret ingredient

Championing culture

Succeeding together



OUR APPROACH TO SUSTAINABILITY

 PEOPLE	 PLANET	 PERFORMANCE
Embedded ESG into our culture	Carbon emissions verification & collation	Creating a responsible supply chain
Reviewing our Social impact	Carbon reduction strategy	Reviewing non-financial KPIs
Purpose, values & behaviour	Implementing TCFD	Governance review



TRANSFORMING TECHNICAL

Enhancing capability and empowering people

Accelerating growth through innovation

Enhancing reputation of quality

*Increasing
investment from
2% to 5%* by
2028*

* As a percentage of sales revenue

What our customers think

WHAT OUR CUSTOMERS HAVE SAID

“Can I stay forever?”

“The potential you have now
could not be clearer”

“I want the lightbulbs
from your applications lab in
my house please...”

“This place is incredible!
It must feel brilliant getting to
work here every day.”

“It suits you guys.”



**THANK YOU.
HAVE AN EXCELLENT DAY.**

Daemnon Reeve