

CRANSWICK PLC IS A LEADING AND INNOVATIVE BRITISH SUPPLIER OF PREMIUM, FRESH AND ADDED VALUE FOOD PRODUCTS WITH ANNUAL REVENUES APPROACHING £1.5 BILLION. WE EMPLOY OVER 10,300 PEOPLE ACROSS 15 UK MANUFACTURING FACILITIES.

Our core market is the United Kingdom where we provide a range of high quality, predominantly fresh food including Fresh Pork, Poultry, Convenience and Gourmet Products.

**HIGHLIGHTS**

	FY19	FY18	Change (as reported)	Change (like-for-like)
Revenue (£m)	<b>1,437.1</b>	1,464.5	-1.9%	-0.2% <sup>1</sup>
Adjusted profit before tax (£m)	<b>92.0</b>	92.4	-0.4%	+2.0% <sup>1</sup>
Adjusted earnings per share (p)	<b>144.3</b>	145.0	-0.5%	+1.9% <sup>1</sup>
Dividend per share (p)	<b>55.9</b>	53.7	+4.1%	+4.1%
Free cash flow (£m)	<b>87.3</b>	111.7	-21.8%	-21.8%
Net funds/(debt) (£m)	<b>6.3</b>	20.6	-£14.3m	-£14.3m

**10 YEAR RECORD** Compound annual growth rates to 31 March 2019.

**+9.0%**<sub>opa</sub>

REVENUE

**+10.2%**<sub>opa</sub>

ADJUSTED PROFIT BEFORE TAX

**+10.4%**<sub>opa</sub>

ADJUSTED EARNINGS PER SHARE

**+9.9%**<sub>opa</sub>

DIVIDEND PER SHARE

**VERTICAL INTEGRATION: FARM TO FORK**

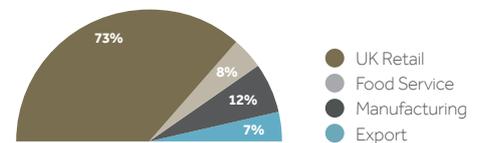
**OUR KEY CUSTOMERS**

OVER 70 PER CENT OF OUR REVENUE IS GENERATED FROM OUR RETAIL CUSTOMERS, PRIMARILY THROUGH THEIR OWN-LABEL PRODUCTS AND PARTICULARLY IN THEIR PREMIUM AND SUPER-PREMIUM TIERS.

We have a broad retail customer base selling our products into each of the top four UK multiple grocers as well as the growing premium grocery and discounter channels. We have a strong presence in the 'food-to-go' sector and we have a clear, targeted strategy to build long-term relationships in this fast developing market. Food service continues to be a growth sector for us, with many of our products now listed by UK hotel, pub and other food service outlet chains. We also have a rapidly growing export business with Far Eastern markets being particularly important.

**REVENUE BY CUSTOMER TYPE**  
% OF GROUP REVENUE

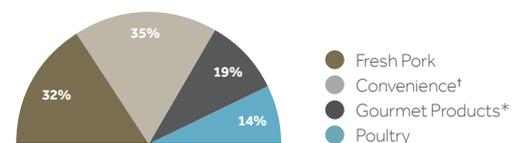
**£1,437.1m**


**OUR PRODUCTS & LOCATIONS**

We have grown organically and through targeted acquisitions. We now operate from fifteen well invested, highly efficient production facilities across the UK, with a workforce of over 10,300 people.

**REVENUE BY PRODUCT CATEGORY**  
% OF GROUP REVENUE

**£1,437.1m**



- 1 Gourmet Pastry
- 2 3 Fresh Pork
- 4 Cooked Meats
- 5 Gourmet Sausages & Burgers
- 6 Premium Cooked Poultry
- 7 Traditional Bacon and Gammon
- 8 9 Continental Products
- 10 Cooked Meats
- 11 Fresh Pork & Sausages
- 12 Feed Milling
- 13 Fresh Chicken
- 14 Cooked Meats
- 15 Fresh Pork
- New poultry facility at Eye
- Agriculture

15 BALLYMENA

1 MALTON  
2 3 4 5 6 HULL  
7 SHERBURN  
8 BURY  
9 MANCHESTER  
10 BARNSELY

11 12 NORFOLK  
● EYE  
13 SUFFOLK  
14 MILTON KEYNES

† Cooked Meats, Continental Products and Ingredients.  
\* Pastry, Sausages and Burgers, Bacon and Gammon.



<sup>1</sup> Like-for-like excludes 53rd week of trading in prior year.

## A STRATEGY FOR LONG-TERM GROWTH

### DRIVING THE CORE

#### *Consolidation of existing market positions*

We have invested a record £79 million across our asset base during the year to support long-term growth, introduce new capabilities and drive further operating efficiency gains. This expenditure ensures that our facilities remain some of the most efficient and safe in the UK food manufacturing sector and this, along with continued investment in our vertically integrated supply chains, underpins our core category growth strategy and supports the development of sustainable long-term contracts with our key customers.

### EXPANDING OUR OFFER

#### *Developing new products and channels*

We have diversified our product range and customer base in recent years by entering the fast growing premium fresh and cooked poultry market. Poultry continues to dominate the market as consumers consider it to be healthy and versatile and this represents a key growth area for us. Our fully integrated supply chain from feed mill, to hatchery, through our own farms and processing facilities to our customers offers a clear point of difference. We are creating tasty meal kits for today's health conscious consumer and we have expanded our range of products for the rapidly developing 'Ready to Cook' and convenience market. We continue to invest in the popular 'Slow Cook' and 'Sous Vide' cooking technologies across our Convenience business.

### SEEKING NEW OPPORTUNITIES

#### *Growing our international operations and customer base*

We continue to make further progression in developing our export trade with like-for-like Far East volumes up 16 per cent. China, the world's largest pork producer and consumer, remains our most important market, but we have developed strong relationships with customers in countries such as Japan, Taiwan and Canada. We now supply to over 30 countries worldwide.

## OUR STRATEGIC PILLARS

Our long-term growth strategy is underpinned by three strategic pillars:



### HIGH QUALITY PRODUCTS

We produce high quality food, safely, in technically and legally compliant facilities.



### OPERATING EXCELLENCE

Continued investment ensures that our factories are some of the most efficient food production facilities in the UK.



### SUSTAINABILITY

We invest heavily to secure our supply chains and provide career opportunities to our employees, and these investments provide confidence that we have a long-term sustainable business.

## OUR MARKETS

The UK food market is continuously evolving. Our diverse product portfolio, wide ranging customer base and excellent product innovation skills ensure we are able to respond to these changes and deliver great tasting, high quality products, with integrity, to meet our customers' needs.

### RETAIL, CONVENIENCE AND ONLINE

We continue to focus on the super-premium and premium products within our range to meet the needs of consumers. We are seeing four key drivers that are underpinning our business strategy and growth proposition: healthy eating, premium products, convenience and sustainability. Consumers are also looking for inspiration from added value ranges. Investment in our UK pig herd and our purpose built, chicken processing facility in Eye Suffolk, further secure our supply chain for both pork and chicken, enabling us to sustain long-term agreements with our key customers.

### EATING OUT OF HOME

Investment in our poultry business has extended our coverage within the expanding 'food to go' sector. Our dedicated team of development chefs continue to develop innovative product solutions, including 'Slow Cook' and 'Sous Vide'. We also have a growing range of healthy eating products within our categories.

### EXPORT

There continues to be a supply/demand imbalance across global markets, with China consuming over half of all pig meat produced worldwide. The outbreak of African Swine Fever in the Chinese herd has further increased demand with pork supply expected to tighten for the medium term. Our dedicated China business manager continues to develop direct relationships to grow our Far East exports.



For more information on our markets download the Annual Report at [www.cranswick.plc.uk/investors/report-accounts](http://www.cranswick.plc.uk/investors/report-accounts)

## BOARD OF DIRECTORS

**Martin Davey** Chairman

**Adam Couch** Chief Executive

**Mark Bottomley** Finance Director

**Jim Brisby** Commercial Director

**Mark Reckitt** Non-Executive Director

**Kate Allum** Non-Executive Director

**Pam Powell** Non-Executive Director

**Tim Smith** Non-Executive Director



For more information on the Board of Directors go to [www.cranswick.plc.uk/corporate-governance/board-directors](http://www.cranswick.plc.uk/corporate-governance/board-directors)

## CONTACT US

### CRANSWICK PLC

Crane Court, Hesslewood Country Office Park, Ferriby Road, Hessle, East Yorkshire, HU13 0PA Tel: 01482 275000 [www.cranswick.plc.uk](http://www.cranswick.plc.uk)

### PUBLIC RELATIONS ADVISERS

Powerscourt – Nick Dibden/Lisa Kavanagh Tel: 020 7250 1446

Email: [cranswick@powerscourt-group.com](mailto:cranswick@powerscourt-group.com)

