Creating Value. Delivering Growth.

Our ambition

To deliver better nutrition for every step of life's journey.

Glanbia has evolved and grown over the past decade. Today, we are a better nutrition company, the home of consumer brands and ingredients that nourish millions around the world. The choices we do – and don't – make, are guided by our purpose. Everything we do reflects our respect for each other and the earth.

Each day, we set our sights on better. With ceaseless curiosity, our experts meet the needs of our partners and consumers, using insight and science-led innovation to create high-quality nutrition and more sustainable ways of doing business. As a team, we stay ahead of the curve by asking the right questions. What we're made of makes more possible.

Having achieved all our 2018-2022 financial metric targets, we have defined a clear set of strategic priorities to help us achieve our 2025 ambitions: lead and grow the core; optimise the business; disciplined financial management. To support these priorities and harness Glanbia's global growth potential, we will continue to develop our key enablers, our world-class strategic capabilities and our strong assets.

See our Business Model on pages 12-13

Our strategy

Key enablers

Growing end markets: Our markets have evolved and as a Group we are evolving with them, understanding and staying close to our consumers and customers.

See pages 10-11

Culture and talent: Glanbia culture and extraordinary talent are key sources of competitive advantage for the Group. Our heritage is rooted in the vision of extraordinary people delivering better nutrition and better livelihoods for the communities around them.

See pages 21-23

Sustainable operations: We seek to maintain a strong position on key sustainability issues in our sector including food safety and quality, diversity, equity and inclusion and in particular our environmental commitments. We have signed up to the Science-Based Targets initiative ("SBTi") and are very clear on our roadmap across Scope 1 and 2 emissions.

See our Business Model on pages 12-13

Ambition 2023-2025

Business Unit Metrics*

Revenue	5-7%	GPN avg. revenue growth
Revenue	3-5%	NS avg. volume growth
EBITA Margin %	12%+	GPN avg. EBITA margin
EBITA Margin %	12%+	NS avg. EBITA margin

Delivering sustainable value creation

Group Metrics**

Adj. EPS	5-10%	Avg. Adj. EPS growth %
OCF %	+80%	Avg. OCF conversion %
ROCE	10-13%	Avg. ROCE

*Organic growth ** Organic & M&A growth

Strategic priority #1

Lead and grow the core

Our core brands and nutritional ingredients hold market-leading positions in categories that are driven by strong underlying health and wellness trends.

Our refreshed strategy

- **Capture Global potential of $1bn Optimum Nutrition ("ON") brand;**
- **Build North America's branded lifestyle nutrition platform;**
- **Build on core strength in GN NS custom premix solutions;**
- **Scale NS extensive capability in protein; and**
- **Focus on earnings and cash potential of US cheese/JV operations.**

2022 Progress

- Like-for-like ("LFL") GPN branded growth of 14.6% constant currency with strong growth in all regions;
- Solidified ON's position as the world's #1 sports nutrition brand, ON delivered US consumption growth* of 30.8%;
- LFL NS revenue growth of 12.6%;
- Ensured NS resiliently played into market trending categories driven by strong demand for functional and nutritional ingredients; and
- Continued to build compelling capabilities and innovative solutions that are attractive to NS' customers.

Looking ahead to 2023

- Fully cement ON's #1 global position across the sports nutrition industry;
- Capture further growth of GPN lifestyle brands in key growing markets and leverage refresh of SlimFast brand in the US;
- Maintain NS' momentum in healthy snacking and ingredients solutions; and
- Continue to build out NS' business through enhanced capabilities, innovative technologies and bolt-on acquisitions.

* US consumption growth is measured in North American channels and includes Online, FDMC (Food, Drug, Mass, Club) and Specialty channels. Data compiled from published external sources and Glanbia estimates for the 52-week period to 1 January 2023.

STRATEGY IN ACTION

GPN Transformation programme

With strong delivery against both growth and margin enhancement initiatives throughout 2020 and 2021, the GPN transformation programme continued to deliver in 2022, further enhancing margins and delivering increased growth rates for our brands. The programme has now matured, becoming embedded across the business as our execution engine. The capabilities of our teams have been enhanced with team members now applying the core programme concept – ideate, plan, execute – to all initiatives, whether focused on driving demand or increasing efficiencies. The benefits of the transformation programme are expected to be felt across the business for many years to come.

KPIs

Basic EPS – continuing operations

72.67c

+23.5% constant currency

GPN Revenue

€1.6bn

+13.9% constant currency

GN Revenue

€4.0bn

+24.3% constant currency

Key 2023 Risks

- Macroeconomic headwinds impacting demand;
- Competitor promotional activity or unexpected product innovation; and
- A rapid change in consumer behaviour or preferences.

For more information about risk, see pages 67–77

Link to Remuneration

- Adjusted earnings per share is a performance target in both annual incentive and LTIP for Executive Directors;
- Business segment EBITA forms part of the annual incentive and LTIP for the CEOs of GPN and GN;
- GPN LFL branded revenue growth and margin forms part of the annual incentive of the CEO of GPN; and
- NS LFL revenue growth and margin forms part of the annual incentive of the CEO of GN.

For more information about remuneration, see pages 120-140

Strategic priority #2

Optimise our business

Improving the operational, commercial, sustainability and financial performance of our business to maximise long-term value and deliver superior returns.

Our refreshed strategy:

- **Science-led innovation**
- **Refine business and operating model**
- **Optimise opportunities for margin expansion**
- **Digitise our ecosystem**

2022 Progress

- Completed GPN's transformation programme driving top line and margin momentum ahead of target;
- Launched new innovation in GPN for ON energy and plant products;
- Invested in new technologies and capabilities in NS;
- Despite significant inflation delivered 2022 margins in both GPN and NS at or close to prior year levels;
- Committed to our science-based carbon emissions targets and enhanced our global DE&I focus; and
- Developed our HR transformation programme.

Looking ahead to 2023

- Continue to refine Group and Business Unit operating models and pursue efficiencies;
- Focus on digitally enabled ongoing talent development and engagement strategies;
- Embed our ESG strategy across the business; and
- Optimise Group-wide support functions to align with our growth agenda.

STRATEGY IN ACTION

Establishing new R&D capabilities

In NS we have a strong culture of innovation. Our 15 innovation and collaboration centres match our customers' brand ambitions, providing the resources, knowledge, and expertise to solve their product challenges through co-innovation. Most recently, we have built a new innovation centre in Singapore. We are also establishing new R&D capabilities in Japan. These new innovation hubs further link us with customers in the Asia Pacific region. In Europe, we expanded our lab in Ireland to support our growing business on the Continent and in North America, we have expanded our facilities in Twin Falls. We can develop deeper extrusion, confectionary and flavour applications. Whatever our customers' ambition, we are there to partner with them on their journey and to solve the challenges in bringing their products to life.

KPIs

Basic EPS – continuing operations

72.67c

+23.5% constant currency

Employee Engagement Score

71 points

+1 point

Increase in point score for employees who said they were happy working at Glanbia.

Carbon Emission reduction

8.6%

Scope 1 & 2 GHG emissions reduction versus 2021.

ROCE – continuing operations

11.1%

+110bps

Key Risks

- A failure to attract, develop, engage and retain key talent;
- Adverse cyber security events resulting in significant operational impacts; and
- Climate or pandemic-related events impacting supply chains.

For more information about risk, see pages 67–77

Link to Remuneration

- Adjusted earnings per share is a performance target in both annual incentive and LTIP for Executive Directors;
- Margin progression is included in the STIP for the Executive Team;
- Development of talent is a personal objective of Executive Directors and the Operating Executive; and
- STIP and LTIP incentives for the Executive Team and Senior Leadership Teams both include measurable metrics aligned to our strategic road map to deliver on our ESG targets.

For more information about remuneration, see pages 120–140

Strategic priority #3

Disciplined financial management

Optimising our business for maximum long-term value through the disciplined and focused allocation and reallocation of capital.

Our refreshed strategy:

- **Focus on cash generation**
- **Disciplined cash management**
- **Accretive M&A**
- **Balance between investment and return of capital to shareholders**

2022 Progress

- Delivered strong cash generation with 85.7% operating cash conversion;
- Net debt: adjusted EBITDA 1.12 (2021: 1.71) and adjusted EBIT: adjusted net finance cost 17.0 (2021: 15.1);
- Refinanced €0.9 billion of near term debt, extending the duration of Group financing facilities to 5.8 years;
- Completed detailed strategic review of existing business and portfolio options;
- Completed divestment of Glanbia Ireland and an acquisition in NS; and
- Continued growth in dividend (+10%) and €173.5m returned via share buyback programmes.

Looking ahead to 2023

- Continue progressive capital allocation strategy through mechanisms such as dividends and share buyback programmes;
- Transition to a US$ presentation currency for reporting, better representing core Group markets;
- Complete divestment of our Glanbia Cheese EU and UK joint ventures
- Pursue other margin accretive strategic M&A opportunities, to complement the current portfolio; and
- Progress programme to optimise Group-wide functions supporting our growth agenda.

STRATEGY IN ACTION

Strategic review of our portfolio

A disciplined approach to M&A is at the core of our strategy as we pursue opportunities to strengthen our growth platforms as a brand owner and ingredient solutions provider. In May, 2022 we announced the acquisition of Sterling Technology, a US-based manufacturer of dairy bioactive solutions derived from bovine colostrum, for €54.5 million plus deferred consideration. This acquisition represents an attractive addition to the GN portfolio expanding our offering in immunity solutions. We continuously review our existing operations to ensure alignment with Glanbia's long term strategy and explore opportunities to release capital. As part of our on going focus on optimising our portfolio, we have decided to dispose of our stake in our UK and EU cheese joint ventures to our partner Leprino Foods Company. The proceeds of the sale will be used to drive further growth in our core business and return capital to shareholders.

KPIs

OCF conversion

85.7%

2021: 100.2%

ROCE – continuing operations

11.1%

2021: 10.0%

Net Debt

€459.4m

2021: €602.7m

Key 2023 Risks

- Ineffective due diligence, transaction completion or business integration.
- Failing to obtain accurate and relevant market intelligence.

For more information about risk, see pages 67–77

Link to Remuneration

- OCF conversion is a performance target in the annual incentive for Executive Directors and Operating Executive; and
- ROCE is a performance target in the LTIP for Executive Directors and the Operating Executive.

For more information about remuneration, see pages 120–140

Key performance indicators

Revenue

€5.6bn (2021: €4.2bn)

+21.2% constant currency
+34.4% reported currency

Strategic relevance

Revenue growth is a key indicator of how the Group is succeeding in developing through investment in organic growth and the ongoing acquisition programme.

In addition, there are a number of key components of Group revenue (price, volume and acquisition) which are actively monitored to provide greater insight into performance.

Performance

In 2022, revenue was €5.6 billion (2021: €4.2 billion), an increase of 34.4% on a reported basis and up 21.2% constant currency (cc) on 2021. Revenue growth was driven by positive pricing of 19.7% in response to inflationary pressures, volume growth of 0.5% and a further contribution from acquisitions of 1.0%.

Revenue volume growth[1]

+0.5% (2021: +16.1%)

GPN -2.1% (2021: +13.6%)

Like-for-like branded revenue volume growth

NS -3.5% (2021: +13.6%)

Like-for-like revenue volume growth

Strategic relevance

Revenue volume growth is an important metric for the Group as it represents the underlying growth in sales to customers excluding any impact of price. Volume is further broken down by the Business Units to understand the brand growth within GPN and the components of volume growth in NS within GN.

Performance

Overall volumes increased by 0.5% in the year. LFL branded volumes in GPN declined by 2.1% and volume declined by 3.5% in NS, offset by volume growth of 4.3% in the US Cheese business within the GN segment. Volume declines in GPN and NS were in the context of significant pricing adjustments in mitigation of record input cost inflation, with US Cheese volumes benefiting from the full year impact of the new Michigan cheese facility, commissioned in 2021.

EBITA[2]

€347.1m (2021: €270.6m)

+13.5% constant currency
+28.3% reported currency

Strategic relevance

Earnings Before Interest, Tax and Amortisation ("EBITA"), pre-exceptional items, is the key performance measure for the wholly-owned segments of the Group. The exclusion of amortisation aids comparability between our segments.

EBITA margin is a key metric to ensure that growth is being driven in a responsible manner by maintaining margins within an acceptable range. The strategy for the Group is to focus on higher growth, higher margin products within GPN and GN.

Performance

EBITA was €347.1 million in 2022, an increase of 28.3% reported and up 13.5% cc. GPN's EBITA increased by 10.5% cc versus 2021, while EBITA margins were up 10bps to 11.2%. GN achieved EBITA growth of 16.9% (cc) with EBITA margins down 20bps versus 2021 to 4.1%, comprising EBITA margins in Nutritional Solutions of 11.4% (2021: 11.5%) and US Cheese of 1.3% (2021: 1.2%).

Profit after Tax

€256.8m (2021: €167.4m)

Continuing operations €199.6m
Discontinued operations €57.2m

Strategic relevance

Profit after tax is the measure of the profit generated by the Group for the year, post tax and post exceptional items.

Performance

Profit after tax for 2022 was €256.8 million (2021: €167.4 million), an increase of €89.4 million on prior year. This comprises the profit generated from continuing operations of €199.6 million and discontinued operations of €57.2 million, with discontinued operations representing the exceptional gain on the divestment of the Group's interest in Glanbia Ireland.

Basic Earnings Per Share – continuing operations

72.67c (2021: 48.47c)

23.5% constant currency
49.9% reported currency

Strategic relevance

Basic Earnings Per Share ("EPS") is an important IFRS reporting metric and relates to EPS of the Group post tax and post exceptional items.

Performance

Basic EPS – continuing operations was 72.67 cent, an increase of 49.9% on a reported basis and an increase of 23.5% cc, driven by increased profitability across the Group. Discontinued operations, which includes the gain on disposal of Glanbia Ireland, have been excluded on the basis that they are now less relevant as a benchmark for the ongoing business of the Group.

1. Performance condition of Glanbia's Annual Incentive Scheme.
2 Both EBITA and OCF are presented on a pre-exceptional basis.

Adjusted Earnings Per Share – continuing operations[1,3]

104.02c (2021: 77.84c)

+17.6% constant currency
+33.6% reported currency

Strategic relevance
Adjusted EPS is an important measure of the profitability of the Group as it represents the underlying profit per equity share in issue.

Performance
Adjusted EPS (continuing operations) increased 33.6% to 104.02 cent, representing a cc increase of 17.6%, due to continued growth in profitability of the wholly owned business, net of reduced profitability in joint ventures. Positive pricing in response to inflationary pressures and the ongoing benefit from transformation initiatives contributed to this record performance for the Group.

Return on Capital Employed – continuing operations[3]

11.1% (2021: 10.0%)

Strategic relevance
Return on Capital Employed ("ROCE") measures the efficiency of the Group's organic and acquisition investment programme as well as the utilisation of its assets.

Performance
ROCE from continuing operations increased by 110 basis points to 11.1% (2021: 10.0%). This increase was primarily due to the continued growth in profitability from the successful execution of strategy with pricing and efficiency improvements to mitigate against input cost inflation.

OCF conversion[1,2]

85.7% (2021: 100.2%)

Strategic relevance
Operating Cash Flow ("OCF") measures the cash generated from operations before interest and tax payments and before strategic capital expenditure. OCF conversion is OCF as a percentage of earnings before interest, tax, depreciation and amortisation ("EBITDA") and is a measure of the ability of the Group to convert trading profits to cash, which is then available for strategic investments and dividend payments.

Performance
OCF conversion was 85.7% in 2022 (2021: 100.2%) compared to a target of 80%. The OCF conversion rate remains very strong and ahead of target. OCF conversion has reduced since prior year due to increased investment in working capital as a result of higher pricing in receivables and inventory, and restoration of inventory buffer levels to ensure sufficient supplies of key raw materials.

Carbon emissions[4]

NFM

-8.6%

Objective
Decarbonise our operations and dairy supply in line with the SBTi commitment and future-proof our organisation and our value chain.

Strategic relevance
Climate change is impacting all of society. At Glanbia we are committed to doing our part by focusing on our most material areas. Our Pure Food + Pure Planet strategy prioritises energy efficiency and renewable electricity procurement for our operations.

Performance
In 2022 we reduced Scope 1 and 2 greenhouse gas ("GHG") emissions in our operations by 8.6% from the previous reporting year (2021). Glanbia updated its ambition to a SBTi validated target aligned with 1.5 degrees Celsius climate scenario. The Board approved the Group's new decarbonisation plan for a 50% reduction in operational GHG emissions by 2030 from a 2018 base.

Health and safety[5]

NFM

35%

Improved Lost Time Case Rate ("LTC")

Objective
Maintain the highest possible global safety standards using sites with no LTC as a key benchmark.

Strategic relevance
The health and safety of our employees is inherent in our Glanbia values and is reflected in our organisational goal of 'Zero Harm'. Proportion of sites meeting at least industry standard safety performance, based on NAIC ("North American Industry Codes") benchmark, and reduced severity of injuries, by progression of the Lost Time Incident Rate ("LTIR") are established global measures of safety performance. Glanbia aspires to zero LTC and all sites maintaining a minimum of industry benchmark performance for lost time injuries.

Performance
Overall, 35% improvement in the LTC rate in 2022, led by a strong performance in GN (50% improvement in overall injury rate). Group LTIR was 0.45 / 200,000 hours, well below our NAIC food industry benchmark of 1.20 (2021: 0.69). 44% of operational sites were without an LTC case recorded for a year or longer, 83% are better than the NAIC industry LTC injury rate for their peers. Sites below the NAIC performance standard maintain robust improvement plans supported and monitored by leadership.

Employee engagement score

NFM

71

Objective
Measure and understand how well our employees believe we are doing in living our values.

Strategic relevance
Employee engagement is a key enabler of performance. At Glanbia we acknowledge that people who are positively engaged, motivated and supported perform to the best of their ability, find a greater sense of meaning in what they do and contribute positively to Glanbia's success.

Performance
In the 2022 'Your Voice' survey, overall engagement was up 1 point with scores increasing across all business units on our key focus areas of wellbeing and communication. While there is opportunity to further improve our wellbeing programmes, employees expressed particular appreciation for the flexible, hybrid working options available to them.

NFM Non-financial metric

3. Performance condition of Glanbia's Long-Term Incentive Plan.
4. GHG emissions reduction in Scope 1 and 2 in comparison to prior year result (2021). Refer to page 57 for operational control GHG emissions breakdown by Scope and performance since 2018 base year.
5. Results relate to sites under Glanbia's operational control. Includes Group's wholly-owned operations and MWC-Southwest Holdings LLC joint venture operations.