



PN International CAPITAL MARKETS DAY

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PN INTERNATIONAL DEMONSTRATING STRONG GROWTH



>\$600m

2025 net revenue¹



+12% CAGR

3-year net revenue CAGR from 2022¹



725 Employees

In-market talent in 20+ locations



**#1 Sports Nutrition
company²**

in the world

FY2025 PN International revenue¹

Other
Portfolio
Brands
(13%)



Optimum
Nutrition
(87%)



5 brands



15 markets

Scale presence in 15 markets and sold in over 90 international markets



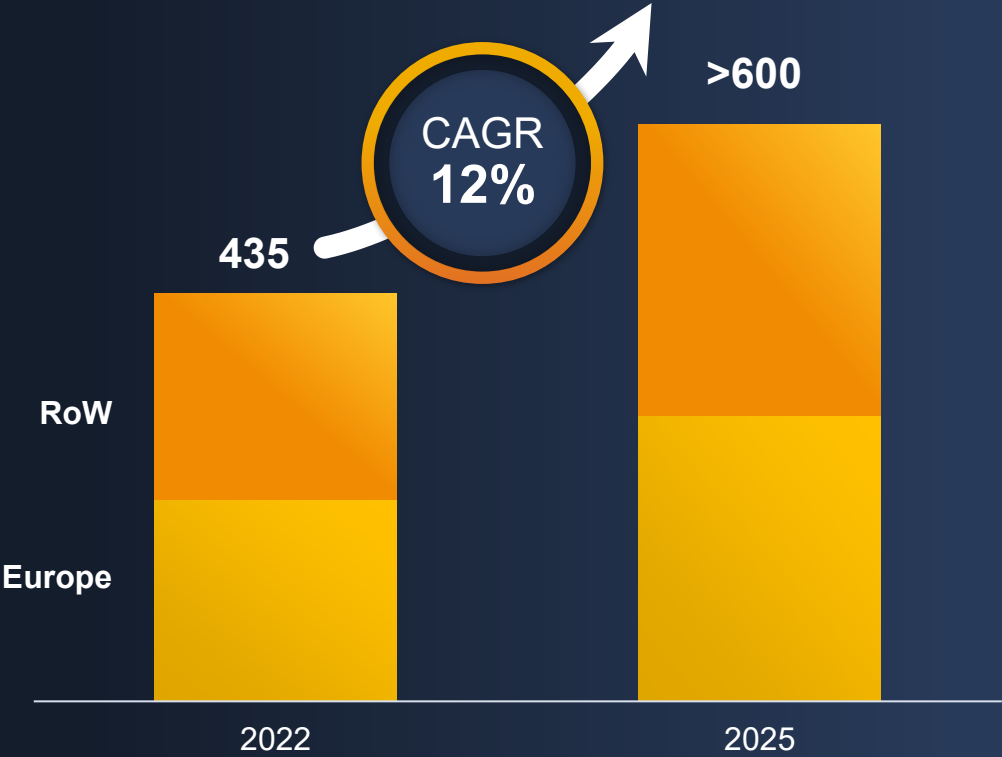
Global Supply Chain

Local Powder manufacturing in UK, China & India

LEADING POSITION IN INTERNATIONAL MARKETS

Balanced geographic split and strong growth across regions

Performance Nutrition revenue by region³



Top 3 Sports Nutrition Brand in 41 out of 70 International markets¹

	Market Size ²	3-Yr CAGR ²	ON 3-yr CAGR ³
	\$0.8bn	+9%	+10%
	\$0.5bn	+23%	+15%
	\$1.8bn	+11%	+18%
	\$0.9bn	+9%	+47%

1. Euromonitor 2025 Latest Estimate
2. Euromonitor, Sports Nutrition Market Size 2025 (fixed exchange rates); 2022-2025 CAGR
3. FY 2025 estimates

WE CONTINUE TO EMBED OUR PROVEN, REPEATABLE GROWTH MODEL ACROSS INTERNATIONAL MARKETS

Establish

BUILD OPTIMUM
NUTRITION BRAND

\$0 - \$10M¹

BRAND: Digital Marketing & Advocacy

CHANNEL: eCommerce & Specialty

PORTFOLIO: Core Powders (GSW & Creatine)



Build

CHANNEL
EXPANSION

\$10 - \$50M¹

BRAND: + Creative Excellence

CHANNEL: + Strategic Distribution Partnerships

PORTFOLIO: + Broader Powders



Priority Markets

COMPLEMENTARY
PORTFOLIO

>\$50M¹

BRAND: + Category Leadership, + Innovation

CHANNEL: + FDMC Expansion, + RGM Excellence

PORTFOLIO: + Complementary Brands & Formats

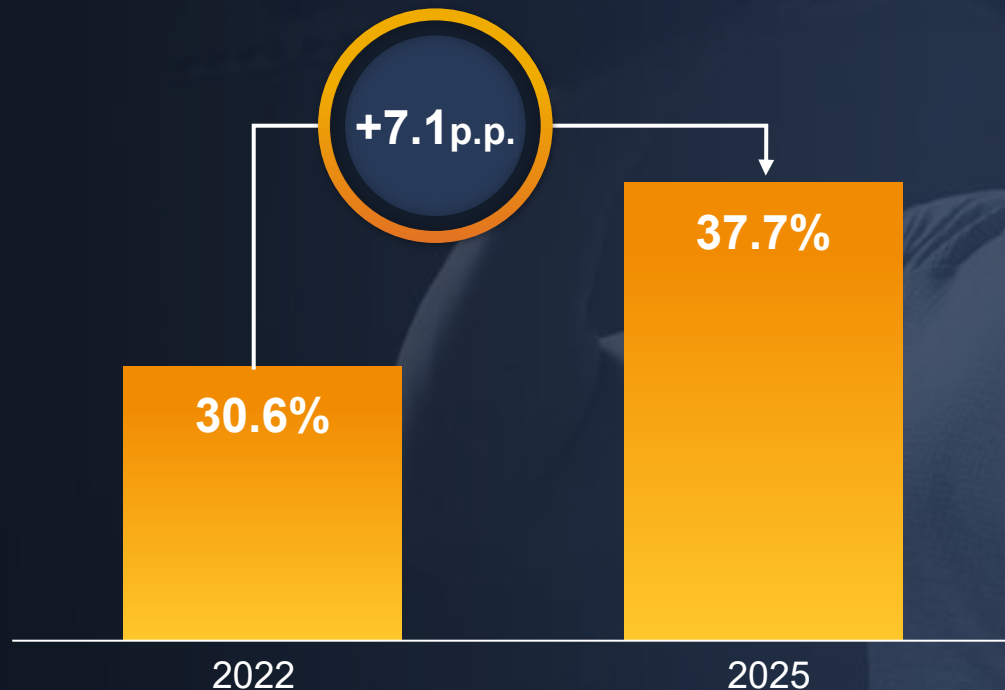


IN MEASURED CHANNELS (25% OF UK SALES) OUR PROTEIN POWDER SHARE HAS INCREASED SIGNIFICANTLY



Strong market share growth¹

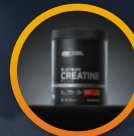
Optimum Nutrition Protein Powder Share (%)
Protein Powder



Strong ON brand performance in measured channels



#1 Protein Powders brand in the UK¹



#1 Creatine Supplements brand in the UK¹



Distribution points increased **+10%** in the L52W versus prior year²

Omnichannel presence



DRIVING GROWTH THROUGH BRILLIANT BRAND BUILDING

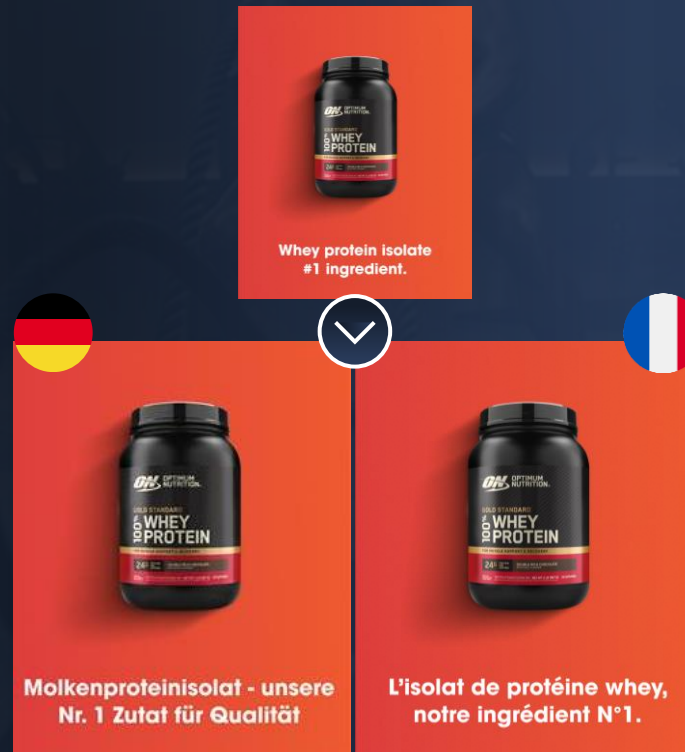


Inspiring Creative



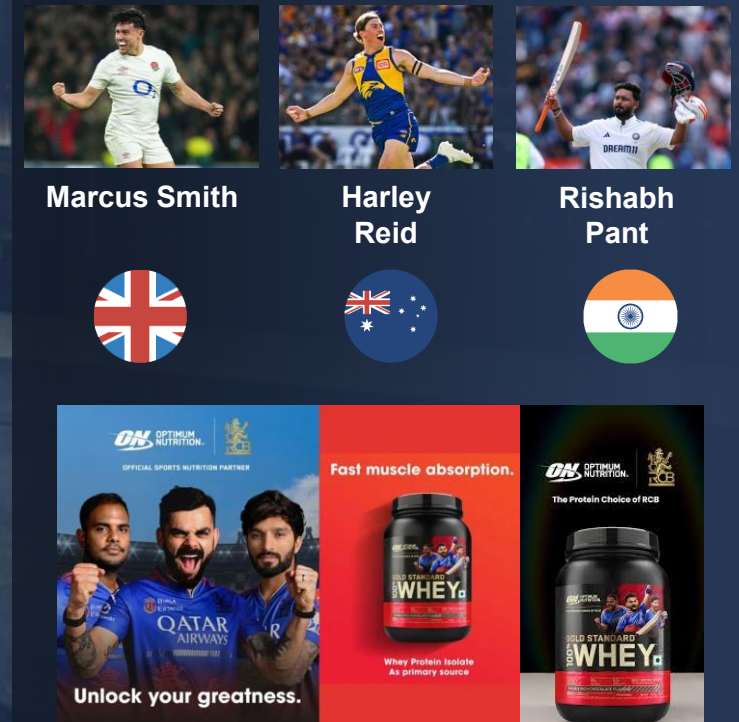
Local market execution of global campaigns

Product Edge



Premium localised assets to showcase product superiority

Elite Athlete Advocacy



Continued evolution and activation of our international icons

DRIVING GROWTH THROUGH COMPLEMENTARY INNOVATION

CREATINE

Flavoured Creatine



Continued expansion of the market-leading Creatine range



HYDRATION

Electrolytes



Establishing Optimum Nutrition as a player in the growing Hydration category



CLEAR

Whey + Collagen



Broader expansion of Clear Whey range designed to appeal to a wider range of consumers



RTD

High Protein Shakes



Targeting the on-the-go consumption occasion with a portfolio of RTD beverages



ISOPURE

Collagen, Protein Powder



UK launch of Isopure targeting the lifestyle consumer



DRIVING CATEGORY LEADERSHIP AND EXPANDING OUR CONSUMER BASE

DRIVING GROWTH THROUGH OMNICHANNEL EXECUTION



Marketplaces & D2C

Maximise presence to reach & recruit new consumers



#1 Protein Powder on Amazon in the UK & Australia¹

Social Commerce

Win in social commerce and own the shopper experience from discovery to purchase



+88% YoY increase in revenue on **TikTok Shop** in China

Quick Commerce

Lead in channels of the future



+124% YoY increase in revenue in the **Quick Commerce** channel in India

FDMC

Expand distribution in key food, drug & mass and convenience channels



Significant distribution expansion across markets

ON RTD now in **Tesco & Co-op** meal deal (UK)

PN INTERNATIONAL – KEY TAKEAWAYS

- 1** **Track record of strong growth** momentum across international regions
- 2** **Mainstreaming of protein consumption** driving consumer penetration with continued scope for growth
- 3** **Continued global strength of Optimum Nutrition** brand and local activation
- 4** **Unmatched global footprint** and scale with local production in key markets
- 5** **Talented in-market teams** of highly engaged brand and business builders with sustained investment in brand building

