
ADDING VALUE
DRIVING GROWTH
DELIVERING RETURNS

John Moloney
Group Managing Director

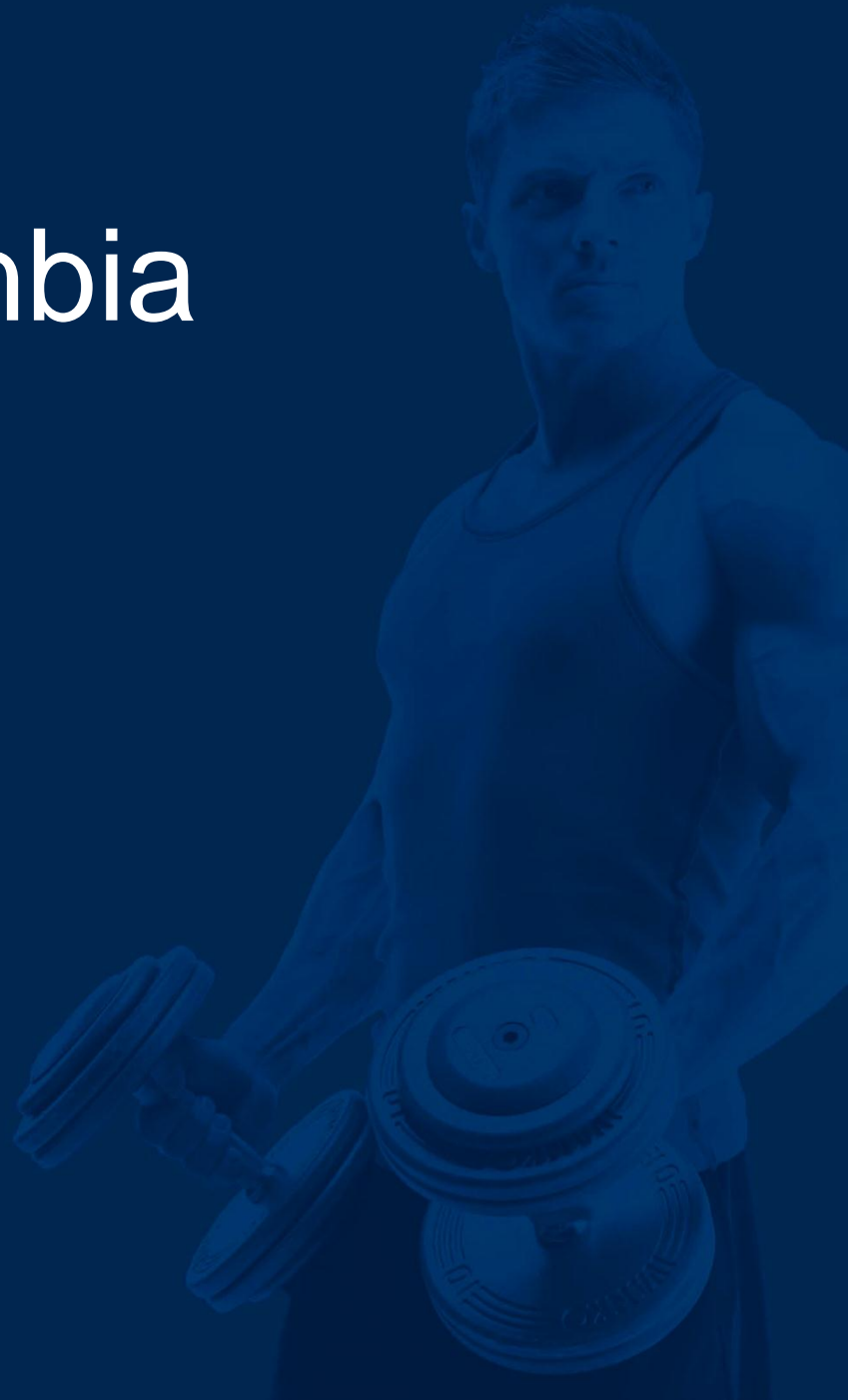


- Welcome
- Introduction by John Moloney
- Breakout sessions
 - Breakout 1
 - Breakout 2
 - Breakout 3
 - Breakout 4
- Strategy by Siobhán Talbot
- Q&A
- Refreshments

CAUTIONARY STATEMENT

This presentation contains forward-looking statements. These statements have been made by the Directors in good faith based on the information available to them up to the time of their approval of this presentation. Due to the inherent uncertainties, including both economic and business risk factors underlying such forward-looking information, actual results may differ materially from those expressed or implied by these forward-looking statements. The Directors undertake no obligation to update any forward-looking statements contained in this presentation, whether as a result of new information, future events, or otherwise.

Welcome to Glanbia



GLOBAL NUTRITIONAL SOLUTIONS & CHEESE GROUP

€3 BILLION

2012 revenue

€3 BILLION+

Market capitalisation

4,900

Employees



17 COUNTRIES
of operation

130+ EXPORT
markets

2000

NEW DIRECTION

Focus on higher margin, lower volatility, value add sectors

to 2004

RESHAPE THE PORTFOLIO

Streamlining the business
Health & wellness identified as growth focus

to 2012

STRATEGIC EXECUTION

Acquisition and strategic JVs
Geographic expansion
Building market leading positions
Investment in capabilities

to 2012

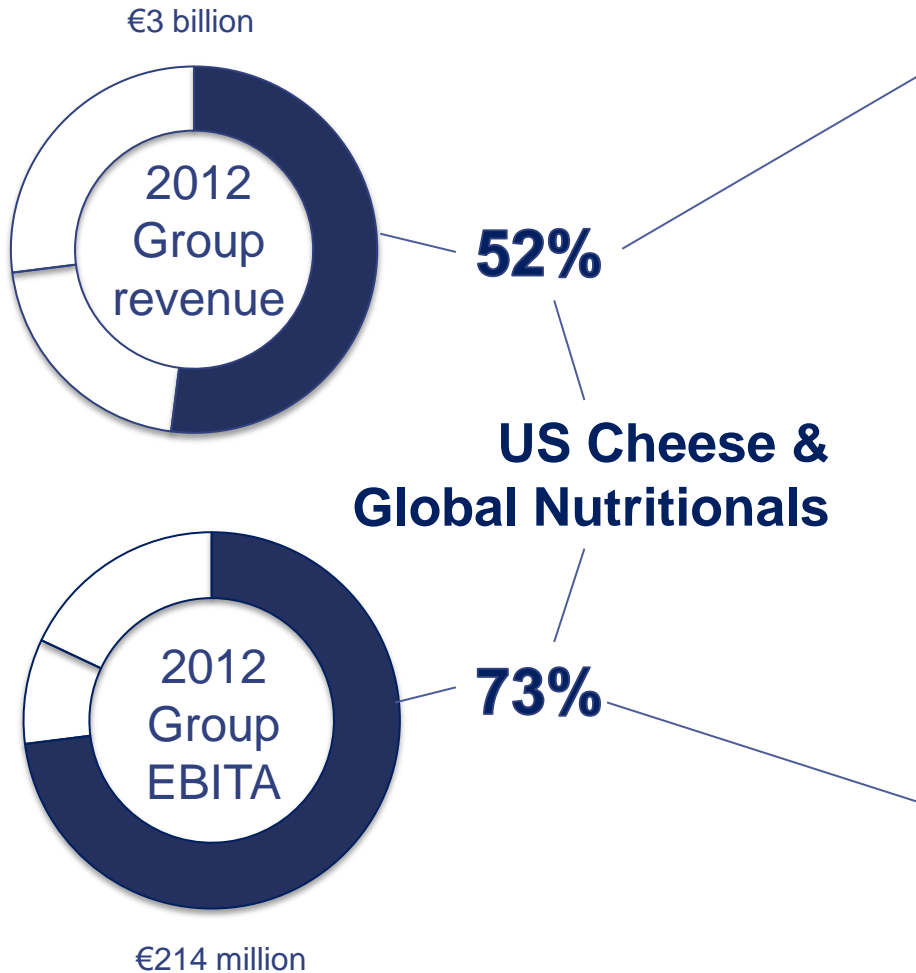
SEMINAL YEAR

Clarity on Irish dairy processing
New era in relationship with Society

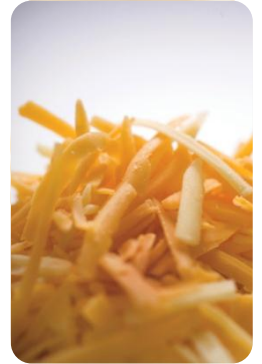
2013/2014

NEXT PHASE

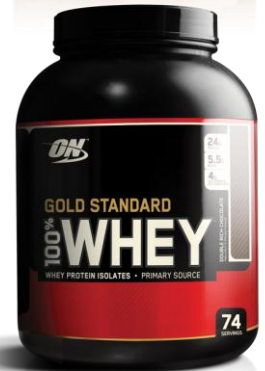
New leadership
2 growth cores



1
B2B
GLOBAL
INGREDIENTS



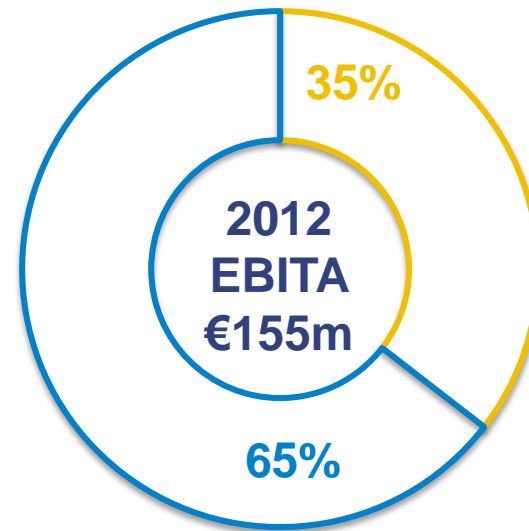
2
B2C
GLOBAL
PERFORMANCE
NUTRITION



- ✓ A billion new consumers emerging in developing regions
- ✓ Growing number of specialist nutritional consumer segments
- ✓ Aging population East and West
- ✓ Growing global middle class and converging global diet and lifestyle aspirations



ESTABLISHED SCALE BUSINESSES



2012	Revenue	EBITA margin
● Global Ingredients	€1.0 billion	10%
● Global Performance Nutrition	€0.6 billion	10%

Based on 2012 reported Revenue and EBITA for US Cheese & Global Nutritionals



#1

American style
cheddar cheese

#1

Global marketer of
whey protein

#2

Global premix
solutions provider

#1

Global sports
nutrition brand family