



Delivering Better Nutrition

Glanbia at a Glance



A Better Nutrition company

Clear purpose & values



Three divisions

1. Performance Nutrition
2. Health & Nutrition
3. Dairy Nutrition



120+

Markets for our brands and ingredients



#2

global leader in custom premix solutions



Optimum Nutrition

is the world's #1 sports nutrition brand



5,800

Employees

Key Messaging

High-growth categories with great brands and ingredients driven by consumer megatrends.

Sharpened and focused operating model and portfolio to capture the growth.

Our people, portfolio, and firepower will drive strong shareholder returns

Very strong balance sheet, low debt and highly cash generative.

Key Financials*

Group revenue

\$3.9bn

OCF Cash Conversion

91%

EBITDA pre-exceptional

\$499m

ROCE

11.3%

Adjusted Earnings per Share

134.93c

Dividend since 2015

€759.9m

Returned to shareholders via buyback in 2025

€197m

*as of 3 January 2026

A Better Nutrition portfolio for growth

New operating model designed to simplify structure and provide enhanced visibility to the different margin and growth profiles of each division

Performance Nutrition



In the world

In 21 countries



Global sports nutrition brand



Source: Euromonitor

Health & Nutrition

- Premix and flavours platforms
- Serving priority end use markets
- Global leader in custom premix solutions. Growing natural and organic flavours partner to regional and emerging brands



Dairy Nutrition

- Scale dairy and protein solutions platform
- Optimised profit and returns
- Commercial and operational Joint Venture partner



Group-Wide Transformation Programme

1

**Simplified
Operating
Model**

Transformation programme to **drive efficiencies** across the Group and **support the next phase of growth**

2

**Delivering
Supply Chain
Efficiencies**

Aims to deliver at least \$60m saving per annum by 2027

3

**Accelerating
Digital
Transformation**

Focused on long-term growth with a **leading portfolio** of **Better Nutrition** brands and ingredients in **growing categories**

4

**Optimising
Our
Portfolio**

Six reasons to invest in Glanbia

- 1** Complementary brands and ingredients with leading market positions
- 2** Innovation driven by powerful consumer trends and growing categories
- 3** Sharpened operating model to deliver strong revenue and EBITDA growth
- 4** Strong balance sheet and disciplined capital allocation
- 5** Sustainable operations
- 6** Strong culture and values

Capital Allocation Framework



Strategic capex

Investment in strategic projects and capabilities across the Group



Dividends

Progressive dividend policy, targeting a payout ratio of 30%-40%.



M&A

Focus on margin accretive strategic M&A opportunities to complement the current portfolio



Share buybacks

The Company has returned €681m to shareholders via share buyback programmes since 2020

Leadership Team



**Hugh
McGuire**

Chief Executive Officer



**Mark
Garvey**

Chief Financial Officer



**Liam
Hennigan**

Group Company Secretary
& Head of Investor Relations



**Martha
Kavanagh**

Director of Corporate Affairs

Enquiries

Martha Kavanagh
+353 56 777 2200
mkavanagh@glanbia.com