



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



Products sold in
100+
countries



#2

global leader in custom
premix solutions



Optimum Nutrition

is the world's #1
sports nutrition brand



5,700
Employees

Key Messaging

Strong portfolio of consumer brands
and ingredients globally.

Serving high growth, attractive end use
consumer categories in health and wellness.

Global consumer and market insights
support growth and innovation agendas.

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

Key Financials*

Group revenue

\$3.8bn

EBITDA pre-exceptional

\$551m

Adjusted Earnings per Share

140.03c

Returned to shareholders via buyback in 2024

€102m

OCF Cash Conversion

88.0%

ROCE

12.4%

Dividend since 2015

€734m

*as of 31st of Dec 2024

Creating Three Focused Divisions with New Operating Model

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 19 countries



Global sports
nutrition brand

Source: Euromonitor

Health & Nutrition

- Premix and flavours platforms
- Serving priority end use markets
- High-growth, high margin segment
- Targeted acquisitions to expand and enhance offering



Dairy Nutrition

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



Group-Wide Transformation Programme

1

Operating Model Optimisation

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

2

Unlocking Supply Chain Efficiencies

Aims to deliver at least \$50m per annum by 2027

3

Accelerating Digital Transformation

4

Ongoing Portfolio Evaluation

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

Six reasons to invest in Glanbia

- 1 A simplified strategy, focused on Better Nutrition
- 2 Innovation supporting consumer trends through brands and ingredients
- 3 Transformation programme to drive efficiencies
- 4 Strong balance sheet, low net debt, highly cash generative
- 5 Focused sustainability strategy, fully integrated into business model
- 6 Strong culture and values, highly engaged teams

Capital Allocation Framework



Balanced approach

Investing in the business and returning capital to shareholders



Dividends

The Company has paid cumulative dividends of €734m to shareholders since 2015



M&A

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



Share buybacks

The Company has returned €484m 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

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[glanbia.com](https://www.glanbia.com)