

A woman with blonde hair tied back, wearing a white tank top and dark shorts, is running on a dirt path. She is wearing yellow and black running shoes. The path is surrounded by lush green vegetation, including tall grasses and trees. The sky is bright and blue with some clouds. The overall scene is bright and sunny, suggesting a clear day.

**Embedding sustainability  
in the way we do business**

**SUSTAINABILITY REPORT**

28 March 2017



## Our Purpose

Delivering better nutrition for every step of life's journey

## Our Vision

To be one of the world's top performing nutrition companies, trusted to enrich lives every day

## Our Values



**THE CUSTOMERS'  
CHAMPION**



Customer advocate  
and company  
ambassador



**PERFORMANCE  
MATTERS**



Committed  
to quality,  
safety and  
performance



**FIND A  
BETTER WAY**



## Our Behaviours

Curious, innovative  
and eager to learn



**WINNING  
TOGETHER**



Developing  
ourselves and  
collaborating with  
others



**SHOWING  
RESPECT**



Role model  
for integrity  
and valuing the  
ideas and  
contribution of others

## Our sustainability vision

Glanbia defines sustainability as responsible business generating economic, environmental and social value. Our ambition is to embed sustainability in our strategy, creating shared value for all stakeholders.

## Our sustainability strategy

To advance Glanbia's purpose and vision through an integrated, phased sustainability programme, setting clear measurable goals which will strengthen our business for the future.

## Programmes



**OUR PEOPLE**



**OUR WORLD**



**SUPPLY CHAIN**



**NUTRITION  
FOR SOCIETY**

## Sustainability Strategy

# For Glanbia, sustainability is 'responsible business' – our license to grow.

### Who we are

Glanbia is a global nutrition company, grounded in nature and science dedicated to providing better nutrition for every step of life's journey.

With total Group revenue of almost €3.7billion in 2016, over 6,200 employees and a presence in over 32 countries worldwide, Glanbia's vision is to be one of the world's top performing nutrition companies, trusted to enrich lives every day. Glanbia has evolved from an Irish dairy co-operative – a legacy and authenticity that is the foundation of our values. That heritage, and our journey to a global footprint, informs our ethos as an adaptable, progressive business focused on the long term benefit of our stakeholders.



A Global Nutrition Group  
with clear purpose, vision  
and values

Historically, Glanbia has maintained a strong position on key sustainability issues in our sector including food safety and quality, the environment, regulatory compliance and nutritional innovation. We also have a good track record of corporate giving and sponsorship, in particular, community-based fundraising and volunteering by our employees. In 2015, informed by our renewed purpose and values, we began to take a more strategic approach in defining our sustainability framework and setting key focus areas.

### Our Sustainability Strategy

**Our strategy is to advance our purpose and vision through an integrated, phased programme that creates long-term stakeholder value by generating economic, environmental and social value. Glanbia is at the early stages of formally structuring our approach to Group sustainability and as such the current programme focuses on the Group's most material sustainability issues. Our goals, while modest in Phase one are critical steps supporting our ambition to be one of the world's top performing nutrition companies, trusted to enrich lives every day.**

These goals build on the progress made by individual parts of Glanbia to date. Examples of leadership which over time will be leveraged for the Group include nutrition through lifecycle, innovation in supply chain, energy conservation and driving out waste. As Glanbia develops a Group sustainability approach, we seek to capitalise on and extend these learnings.

## Governance and Investor Engagement

### Investor engagement

Stakeholder engagement determines our approach to sustainability. This engagement takes place at many levels within the organisation. Feedback is captured on an on-going basis and helps to inform the review process, both in terms of performance and materiality. Our investors are deeply interested in our financial and non-financial performance and we appreciate their views and guidance as we refine our approach and continue to focus on critical areas of impact.

Glanbia plc has regular interaction with its institutional investors. In 2016 Glanbia management attended 16 investor conferences globally and held over 350 meetings with the investor community. In 2017 the Chairman of Remuneration Committee will meet with key institutional shareholders in Glanbia to get perspectives on the revised remuneration policy, this also occurred on the last occasion when the remuneration policy was updated in 2014.

### Sustainability reporting

Given this is our first Group-wide report, we focused on selected issues most material for our business and industry.

In determining key aspects, boundaries and measures, we examined Global Reporting Initiative (GRI) G4 guidelines, including the G4 Food Sector Supplement. We have also mapped our plans against the United Nations Sustainable Development Goals.

### Governance

Sustainability within the organisation is governed by the Group Executive who provide leadership, appraise performance and promote industry best practice. The Group Director of Sustainability, who reports to the Group Director of Human Resources & Corporate Affairs, works closely with other Group functions on all elements of the Glanbia sustainability programme.



## 2016 Sustainability highlights



### 2016 Highlights

Developed Group-wide environmental and corporate responsibility programmes, with specific, measurable goals;

Completed full-year Group environmental reporting across all operations, 2020 targets on track;

Adopted health and wellness initiatives for employees and communities as Phase one of our Nutrition for Society framework; and

Continued leadership in food safety and quality.

**“Our approach to our people, environment, supply chain and corporate responsibility is aligned with our business model and supported by our renewed purpose, vision and values”**

**Siobhán Talbot**  
Group MD



## Our People



### 2016 People highlights

Significant progress made in embedding our purpose, vision and values;

Aligned a five-year Organisation and Talent Strategy which identified four key pillars to prime Glanbia for future success through our people;

Employee Engagement Pulse Survey reported continued progress.

### Our values

Our core values 'The Customers' Champion', 'Performance Matters', 'Find a Better Way', 'Winning Together' and 'Showing Respect' describe the culture Glanbia aspires to, the beliefs we hold true and the behaviours expected of all employees.

Glanbia applies the principle of equal opportunity, valuing diversity regardless of age, gender, sexual orientation, disability, creed, ethnic origin or any other classifications protected under applicable laws.

We are committed to maintaining a work environment that is free from unlawful discrimination, bullying or harassment. We believe that by nurturing our people's talent and individuality, we can create opportunities to fulfil their potential in a way that allows us to win together.

Our processes and controls over labour and employment practices are designed to comply with relevant laws and conventions.



### Glanbia's core values

**Our core values guide how we act, make decisions and interact with all our stakeholders.**



**THE CUSTOMERS' CHAMPION**



**PERFORMANCE MATTERS**



**FIND A BETTER WAY**



**WINNING TOGETHER**



**SHOWING RESPECT**

## Our People



### Growing global employee base

#### 2016 TOTAL GROUP EMPLOYEES

**6,212** based in  
32 countries

 **↑ 3.17%**



#### Developing our current and future leaders

We are committed to building strong leaders at all levels in the Group through common purpose, focused identification and development of key talent and inspiring excellence and innovation. In 2016, a number of key initiatives were launched to foster a purpose led leadership culture throughout the Group.

#### Leading the Glanbia Way - Executive and Manager Programmes

Our leadership development programme 'Leading the Glanbia Way' was established in response to feedback from the Employee Survey in 2015. The manager's programme is built upon Glanbia's purpose, vision and values. It aims to provide people managers with a foundational set of leadership skills and insights and to offer a tangible commitment to the personal development of Glanbia's people while contributing to our leadership capability across the organisation. Over the course of 2016, 374 managers participated in Modules one, two and three.

The executive programme is aimed at enriching our values at a behavioural level across the entire leadership... This programme is complemented by a 360° feedback and executive coaching process and focuses on bringing Glanbia's critical leadership behaviours to life. To date, 90 of our most senior leaders have completed the executive programme.

#### Glanbia Management Development Programme (GMDDP)

The GMDDP works alongside leading the Glanbia Way to prepare a new generation of leaders across the Group for enhanced responsibility.

#### Business Unit Learning and Development Initiatives

In addition to the Group development programmes, there are significant learning and development initiatives undertaken within each of our Business Units.

## Our People



# 93% of employees say they are willing to work beyond what's normally expected to help Glanbia succeed

### Engaged and empowered Our Employee Pulse Survey

In 2016, we undertook an employee engagement Pulse Survey to gauge feedback on commitments and actions since the 2015 'Your Voice' survey. Every employee in the Group was given the opportunity to participate, with 3,700 responses received.

A number of the key themes identified in the 2015 survey – including communication, personal development and celebrating success – were prioritized for the Pulse Survey. A new set of questions on the embedding of our purpose, vision and values was also included, to give us an understanding of how well employees understand our Purpose, Vision and Values (PVV) and their perceptions of how they are lived across the organisation.

The overall engagement score recorded was 87%, up 5% on 2015. A solid advance on what was already a very strong score. While there remain areas for improvement, we are pleased with the progress made on this agenda over the course of the year.

Overall employee engagement score of 87%

87% of employees say they are proud to work for Glanbia

85% of employees have a good understanding of Glanbia's PVV

71% of employees think Glanbia is changing for the better



### Safety, health and wellbeing

Our primary responsibility is to provide our employees with a safe and healthy environment in which to work.

In 2016 we continued to extend and deepen the investment in H&S at all facilities. We further expanded the scope of H&S within the GRMS which is benchmarked annually against international best practice.

Our 2016 benchmarking demonstrated progressive improvement – with an overall average score of 89% achieved across the Group.



### Group Highlights

- Glanbia Performance Nutrition (GPN) continued to make progress and achieved three consecutive years with a 10% or greater decrease in Total Recordable Injury Rate (TRIR).
- Glanbia Nutritionals (GN) embarked on 'One Right Way'; a H&S programme to align all facilities under one H&S platform. Through this initiative, the majority of GN facilities are experiencing Recordable Injury Rates (RIR) and Lost Time Injury (LTI) rates lower than industry averages.

## Our World



# Strong and responsible environmental stewardship

### 2016 Highlights

Completed full-year Group reporting; Set five-year targets (2015 base year);

Reduced water consumption by 20% (2015 base year); and

Commissioned the Carbon Trust to assist with GHG strategy.



### Our approach

In 2016, we established a Group Environmental Leadership Committee comprising of the most senior operations directors and technical experts from across our Business Units. This Committee is responsible for our environmental strategy which is underpinned by our Group-wide reporting.

In establishing Group reporting, we have built a strong foundation upon which to build Glanbia's long-term sustainability. In 2016 we commenced full reporting to standard metrics\* across all Group manufacturing operations – producing regular management reports and tracking our progress against agreed Group and Business Unit targets. We have set year-on-year progressive and verifiable Group targets for water, energy and waste, with targets on carbon to follow in subsequent years. In 2016, we reduced our water consumption by 20%, ahead of target for the year, and are on track to deliver on our 2020 goals.

Our environmental management system, which measures and reports on environmental performance at all facilities, is already proving beneficial in that it has facilitated Group leadership oversight of our environmental impacts, and will help strengthen our green credentials in the marketplace. Our environmental KPIs link environmental and financial performance with clear 2020 targets.

### Continuous improvement

In 2016 we commissioned US based environmental and engineering consultants, CH2M, to review the validity of our current data analysis procedures. CH2M have confirmed that our reporting methodology is correct for 2016.

## Our World



Programmes	Our environmental vision	Intensity (2015 base year)	OUR FIVE YEAR TARGETS 2015-2020
 <b>ENERGY</b>	To ensure responsible stewardship of the environment and reduce emissions at all our facilities and corporate offices.	0.61 kwh/kg	<b>Strategy and targets to be determined in 2017</b>
 <b>WATER</b>	To improve water efficiency in our facilities and focus on the re-use of our 'polished' or 'cow' water.	4.88 lts/kg	<b>Reduction of water use – 8%</b>
 <b>WASTE</b>	Our ultimate aim is to reduce all waste being generated across the Group. In the medium-term our ambition is to divert waste away from landfill.	Waste to landfill 0.01kg/kg	<b>Zero waste to landfill where feasible</b>
<b>ENVIRONMENTAL MANAGEMENT SYSTEMS</b>	To grow without compromising resources for future generations.		<b>Adopt the ISO 14001 as a common standard at all facilities</b>



### Standard European measures and metrics adopted in 2015

All units are tracked against annual Total Milk / Solids Mass Balance and standard European measures. Our focus was “within the four walls” of Glanbia Group operations and not on farm.

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**Carbon:** Measured by tonnes of Green House Gas (fuels, electricity and renewables) emitted at our production facilities. Scope 1 (Production Fuels) and Scope 2 (Electricity)
- 
**Water:** Measured by volume of litres in and waste-water out
- 
**Waste:** Measured by tonnes to landfill, incinerated, recycled and composted

## Emissions

In the first year of Group reporting, we reviewed scope one and scope two greenhouse gas emissions from our operations – noting that the businesses with the greatest emissions are GN and Glanbia Ingredients Ireland (GII).

We are determined to play our part in reducing emissions. In 2016 we continued to demonstrate a progressive reduction by improving energy efficiency, switching to cleaner fuels and investing in renewable sources. Through our Group reporting we are now positioned to consider energy and power consumption across the Group, and to understand the level of emissions resulting from Glanbia manufacturing activities.

As we look to the future we are evaluating the predicted growth of the business and its likely impact on the main contributors to our greenhouse gas footprint. To this end, and to assure our stakeholders of our commitment, we have appointed the Carbon Trust to assist us with this exercise.

Given the proportion of greenhouse gas emissions resulting from dairy cows, we work with a range of industry bodies in the EU and US to examine best practice and practical applications for greenhouse gas reduction on farms.

### Our US approach

Hydropower accounts for most of the power used in Idaho and similar to our EU operations, our US facilities do not emit ozone reducing substances (refrigerants

are contained in closed loop systems). Our carbon footprint is a reflection of natural gas and electricity usage and we have progressively demonstrated strong leadership in GHG mitigation.

From 2009 baseline year to 2015 at our Idaho and SwC operations we have reduced our carbon footprint by 12%.



# 12%

## CARBON FOOTPRINT REDUCTION

## Water: continuous progress

Glanbia recognises that water stewardship is one of the most material aspects of our environmental strategy. Glanbia is proud of its commitment to improving the quality of the water used in our operations and the treatment of wastewater for reuse on adjacent farmland as irrigation water.

### Our Irish approach

Over the past five years 38% of the daily water used at the GII Ballyragget site has been recycled water. And approximately 76% of all water recovered from the milk processing is reused within the Belevue facility.

### Our US approach

GN, which is also responsible for operations at the SwC joint venture in New Mexico, has a clear focus on water use and wastewater treatment. This focus on water is a particularly significant barometer of our sustainability ambitions given on-going drought concerns in New Mexico and the significance of the aquifer in Idaho that gives the 'Magic Valley' life.

Since 2009, this business has reported a reduction of 25% in water use. This was achieved while at the same time expanding our operations and our product portfolio with the addition of a new plant in Blackfoot Idaho, the expansion of SwC and the changing profile of our dairy ingredients.

In addition our wastewater treatment facilities in Gooding and SwC have returned valuable moisture and nutrients to the ecosystem via farmland irrigation. Through water recovery and reduced water use, between 2010 and 2014, SwC has reduced water use by 55%.



# 55%

## REDUCTION IN WATER USE AT SWC

## Progress in waste reduction

Our focus is on reducing the amount of waste we produce at our operations with an ultimate aim of zero waste. In the medium-term our ambition is to reuse, recycle and then divert waste away from landfill and into energy recovery and to play a responsible role in protecting our natural resources. The issue of food waste must also be tackled throughout the food chain – globally one third of all food is wasted, accounting for eight percent of global emissions. All stakeholders, including industry and consumers, have a role to play in reducing food waste.

### Glanbia Performance Nutrition

In support of the Group vision, GPN has adopted a target of zero waste to landfill at all manufacturing and warehouses by December 2018. In 2016 it introduced an enhanced employee training programme, as well as a robust programme of recycling routes for key commodities. All sites have reduction plans to meet the 2018 goal.

### Our Irish approach

In 2016 GII maintained its zero waste to landfill standard and over the past two years Consumer Foods Ireland achieved a 43% reduction in landfill

waste (28% in 2015 and 15% in 2016). Agribusiness achieved its annual target of 10% landfill reduction through a combination of composting and recycling.



# 43%

## REDUCTION IN WASTE TO LANDFILL AT CONSUMER FOODS IRELAND

## Our Supply Chain



# Sustainable sourcing of raw materials

### 2016 highlights

Launched Group supplier qualification protocols;

85% of our dairy farms in Ireland are accredited to Origin Green; and

Continued focus on farm safety and animal welfare.

**Our goal is to sustainably source the raw materials we use in our products. We follow the principles of ethical business set in the Glanbia Code of Conduct and operate to the highest food quality and safety requirements.**

### Quality

During 2016, Glanbia's commitment to be a leader in Food Safety and Quality was reinforced by the formation of a Global Quality Leadership Team (QLT), charged with developing a common code of practice across the Group in line with our Purpose and Values. The QLT is comprised of the Business Unit Leaders of Quality & Food Safety and other experts across the Group, and is supported by a newly formed Advisory Board that serves as the executive governance. In 2016 we introduced Group wide standardized Quality performance reporting and external validation of the Programme by a recognized Global Expert in Food Safety. Glanbia will continue to extend the end-to-end view of Quality and Food Safety as we grow both geographically as well as in our product portfolio.

### Responsible sourcing

Glanbia has a supply chain which spans procurement of materials, packaging, and transportation and services globally. In order to effectively manage risks in the supply chain, Glanbia has in place a procurement policy to source according to responsible sourcing criteria.

Glanbia requires all its suppliers to adhere to Glanbia standards and to be compliant with laws, regulations and social customs for the countries they operate in and with all human rights, labour, H&S regulations.

### Dairy supply chain integrity

With our deep experience in agriculture, and our whole chain alignment from the cow to the consumer, we are positioned to not only manage risks, but to uniquely understand them and to exact continuous improvement at all stages in the supply chain. In both Ireland and the US, our supply chain from farm to fork opens up many partnerships. We work closely with our farmer suppliers, our business customers and our consumers.



## Glanbia contracts with milk suppliers in Ireland and the US creating long term relationships. All our milk is tested to confirm the absence of antibiotics.



### Dairy supply chain - US

In Idaho and New Mexico we align ourselves with the most efficient milk producers in the country, keeping lifecycle environmental footprints low. We work to sustain the economic vitality of the stakeholders in our value chain and endeavor to be a good neighbour. Over two thirds of the milk processed in Glanbia's Idaho facilities comes from a supply chain of dairy farms within 100 miles of Twin Falls. This local milk shed carries inherent sustainability benefits, including short shipping distances that reduce transportation times and fuel usage.

In Idaho and SwC we offer our patron milk suppliers a range of risk management tools that help them to manage volatility and the economic sustainability of their dairy operations. In addition to these pricing tools, Glanbia also partners with local businesses to offer suppliers reduced prices on farm inputs. Through our focus on animal welfare with the Farmers Assuring Responsible Management (FARM) programme, alongside our support for an Idaho Dairymen's Association initiative to develop a permanent training programme designed to enhance farm worker safety, we are committed to the very highest standards our values demand.

Ultimately, this supply chain integrity, allied to the quality standards in place is carried through to our performance nutrition business. Our supply chain integrity and our significant investment in manufacturing capabilities sets us apart as the 'go-to', trusted source of sports nutrition.



### Supply chain - Ireland

In Ireland, Glanbia is a founding member of Origin Green, the national sustainability development programme operated by the Irish Food Board, Bord Bia.

Origin Green, which operates both at farm and factory level, includes the Sustainable Dairy Assurance Scheme (SDAS), which is the first national dairy audit scheme of its kind anywhere in the world, independently auditing, recording and monitoring sustainability credentials of every dairy farm. To date 97% of our suppliers participate in the SDAS, and 85% of these are certified to Origin Green. In implementing Origin Green Glanbia, through Dairy Ireland and GIL, couples on farm sustainability with the Group's current environmental and quality programmes.



### OatSecure

Glanbia Agribusiness in Ireland has a sustainability programme focused on efficiency throughout its fully traceable and quality assured supply chain. It operates two fully accredited Universal Feed Assurance Scheme (UFAS) mills close to grain growing areas and works in partnership with its farmer suppliers and customers offering an advisory support programme to facilitate sustainable farming, advising on feed and fertiliser usage and sustainable nutrient management.

Glanbia Agribusiness is responsible for the Gluten Free OatSecure™ fully closed loop supply chain behind the Oat Pure™ range of oatmeal products marketed in the US and EU by GN. The OatSecure™ quality assurance process, which gained NSF international accreditation

in 2015, is underpinned by the fact that Agribusiness maintains responsibility for every aspect of the supply chain from seed to spoon including our own in-house drying and storage capability, with drying taking place within three days of harvest to significantly improve food safety



### Glanbia Performance System (GPS)

The application of the Glanbia Performance System (GPS), our philosophy driving world class sustainable performance through results based operations, continues to be an enabler shaping our continuous focus on sustainability and quality.

## Our Society



# Delivering better nutrition for every step of life's journey

### 2016 highlights

Launched health and wellness framework

Established key employee wellness goals

14,000 attendees at GPN's Sports Nutrition School

Health and wellness theme for all community partnerships.

Our purpose of 'delivering better nutrition for every step of life's journey' is our expression of why we exist as a company. Nutrition is at our core – and unites us all. Glanbia is at the early stages of developing a comprehensive approach to Nutrition for Society – aligning our community and social investments with our purpose, vision and values. In Phase one we are focusing on two key pillars – employee health and wellness and corporate responsibility. Our longer term ambition is to leverage our extensive market insights and nutrition expertise into a defined, broader nutrition in society programme.

### Employee wellbeing

Building on feedback from the 2015 'Your Voice Survey', employee wellbeing is a key focus area with the development of a Group framework for health and wellness.

The Glanbia Health and Wellness Framework 2016–2020 envisages:

- The provision of standardized health and wellness programmes for all Glanbia employees including:
  - Availability of health and wellness education;
  - Consistent food offerings; and
  - Onsite health and wellness facilities (where feasible).
- Glanbia is committed to prioritising the opportunity for employees to engage in Group Corporate Responsibility partnership(s) in Ireland and North America – that inspire and engage employees to volunteer and connect.

### Health and wellness – Corporate Responsibility

Building on the success of many years of Corporate Social Responsibility, in 2016 we launched a refreshed Group-wide approach to Corporate Responsibility. Commencing 2017, Glanbia Corporate Responsibility programmes will adopt a clear focus on projects in the community which actively support health and wellness.

### Changing nutrition

In support of the UN Sustainable Development Goals, Glanbia seeks to ensure health and well-being at all stages of life. Glanbia is conscious of its social responsibility as the demand for dairy and nutritional ingredients grows– driven by increased levels of affluence, as well as a growing awareness of the role of protein in nutrition.

The demand for specific dairy-based products, such as whey protein for performance nutrition and clinical products for ageing populations plays to our strength and depth of knowledge of protein and the nutritive value of dairy proteins – where cutting-edge science and food technology continues to evolve and drive innovation.

## Community Projects supported in 2016

### GPN – Sports Nutrition School

Glanbia believes in a balanced approach to achieving individual fitness and performance goals and optimising nutrition and exercise. This approach places education and training at the core of our marketing.

In 2016 over 14,000 employees, customers and consumers attended GPN's Sports Nutrition School across 120 global education sessions. The school is an industry leading programme designed to educate employees, customers and consumers on the benefits of combining good nutrition and exercise. A key event in 2016 was the first ever Asian Sports & Nutrition Summit held in Beijing with 800 attendees.



### CONSUMER FOODS IRELAND – Great Pink Run

Glanbia supported Breast Cancer Ireland's Great Pink Run through a partnership with Avonmore Slimline Milk. More than 6,000 joggers, walkers and runners, including Glanbia employees, took part in the event which was held in August in Dublin. The 2016 Great Pink Run raised in excess of €200,000 with all funds going to breast cancer research and awareness programmes nationally.



### GLANBIA PERFORMANCE NUTRITION FitMalaysia and FitIndia

During the year, GPN partnered with the Governments of India and Malaysia on two wellbeing initiatives – FitMalaysia and FitIndia. Both initiatives assisted the Governments in addressing the increasing incidence of non-communicable lifestyle diseases, including diabetes and heart disease, brought about through lack of exercise and nutrition.



Conor McGregor – UFC Lightweight Champion



Shane Prendergast – Kilkenny Hurling Captain



### GLANBIA NUTRITIONALS Charity golf

The twenty third Annual Glanbia Charity Golf Challenge raised \$163,500 this year for eight local charities in the Twin Falls community.

### SPORTS SPONSORSHIPS AND CONNECTIVITY

Glanbia has long standing partnerships with sports in Ireland and more recently in the US through a number of high profile sponsorships. These associations deliver brand essence for key brands such as Avonmore and BSN, but also inspire recreational sports enthusiasts, employees and local communities. Glanbia's association with the Kilkenny senior hurling team, the Kilkenny camogie team and the Waterford and Wexford hurlers all resonate strongly with local communities in Ireland.

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