

Our Strategic Advantage

We are **market leaders** with a strong track record of **proven success** and significant **growth potential**. Our leading business model is powered by **our people** and our **leading technology** capability, underpinned by our culture, with **sustainability** at the heart of everything we do.

MARKET LEADERSHIP

Global leader across Taste *and* Nutrition

Global leader in developing markets with strong track record of growth

Global leader in Taste & Nutrition solutions for both Meat and Meat Alternative markets

Global leader in Clean Label solutions

In 5 of the top 10 blockbuster drugs

Leader in our chilled foods categories in UK and Ireland

PROVEN SUCCESS

9% CAGR for revenue

13% CAGR for trading profit

12% CAGR for adjusted EPS

16% CAGR on share price

17% CAGR on dividend per share

25% absolute carbon reduction (2010-2020)

CAGR = Compound Annual Growth Rate since 1986

GROWTH POTENTIAL

Industry-leading business model

Unique integrated Taste & Nutrition solution capability to meet evolving market needs

Winning across all customer segments and channels

Further strong growth potential in developing markets

Extensive global footprint platform to meet local needs

Proven consolidator

PEOPLE

Proven leadership and management capability

Purpose-driven inclusive culture

Investment in future focused leadership, professional and technical capabilities

Opportunities for personal growth and career fulfilment

Globally diverse, mobile and engaged workforce

Reward and recognition focus

TECHNOLOGY LEADERSHIP

Leading technology portfolio with global leadership in integrated technologies

Industry-leading application and culinary expertise for solutions delivery

Unparalleled breadth of integrated manufacturing process capabilities

Industry-leading infrastructure of global and local technology and application centres

Deep research and innovation programme that leverages global network of research and technology partners

SUSTAINABLE

Core to our purpose, vision and business model

Leading portfolio of positive and balanced nutrition solutions

Innovation strategies focused on the industry's biggest challenges

Consistent delivery against sustainability targets

Milestones linked to performance management