

# STRATEGIC ADVANTAGE

We have a long history of sustained profitable growth. Group strategy will continue to be achieved through the commitment and expertise of our people.

<b>Technology Leader</b> 	<b>Market Leader</b> 	<b>Proven Success</b> 
<ul style="list-style-type: none"> <li>Unrivalled technology portfolio</li> <li>Deep science and research expertise aligned to global network of partners</li> <li>Unparalleled breadth of product process expertise</li> <li>Unique expertise on technology integration for solution delivery</li> <li>Industry-leading application &amp; culinary expertise</li> <li>Best-in-industry infrastructure of global and local technology &amp; application centres</li> </ul>	<ul style="list-style-type: none"> <li>Global Leader in Taste &amp; Nutrition to Food &amp; Beverage Industry</li> <li>Largest Taste &amp; Nutrition business in Developing Markets</li> <li>Global Leader in Taste &amp; Nutrition solutions into Meat/ Meat Alternative market</li> <li>Global Leader in Clean Label solutions (in particular natural preservation &amp; natural taste)</li> <li>In 5 of the world's top 10 blockbuster drugs</li> <li>Leader in our chilled foods' categories in UK and Ireland</li> </ul>	<ul style="list-style-type: none"> <li>32 years of consistent results since 1986</li> <li>10% CAGR for revenue</li> <li>14% CAGR for trading profit</li> <li>13% CAGR for adjusted EPS</li> <li>16% CAGR on share price</li> <li>17% CAGR on dividend per share</li> </ul>
<b>Growth Potential</b> 	<b>People</b> 	<b>Sustainable</b> 
<ul style="list-style-type: none"> <li>Industry-leading business model</li> <li>Unique Taste &amp; Nutrition positioning with long runway of technology deployment opportunities</li> <li>Winning across all customer segments and channels</li> <li>Further strong growth potential in developing markets</li> <li>Extensive global footprint platform to meet local needs</li> <li>Proven consolidator</li> </ul>	<ul style="list-style-type: none"> <li>Proven leadership and management capability</li> <li>Ambitious, results-driven and collaborative culture</li> <li>Investment in leadership, professional and technical capabilities for the future</li> <li>Opportunities for personal growth and career fulfilment</li> <li>Global mobility programme</li> <li>Diverse and inclusive teams</li> <li>Reward &amp; recognition focus</li> </ul>	<ul style="list-style-type: none"> <li>Natural, community based heritage</li> <li>Investing for a sustainable future</li> <li>Strong delivery against targets</li> <li>Milestones linked to performance management</li> <li>Innovative health &amp; wellbeing programmes supporting communities globally</li> </ul>

CAGR = Compound Annual Growth Rate.