

## Our performance

### Financial

#### Group statutory results<sup>1</sup>

##### Revenue

2023	£1,751m
2022	£1,375m
2021	£1,211m

**£1,751m**

##### Profit before tax

2023	£152m
2022	£42m
2021	£90m

**£152m**

##### Diluted earnings per share

2023	30.8p
2022	5.5p
2021	19.1p

**30.8p**

##### Net debt<sup>4</sup>

2023	£238m
2022	£626m
2021	£417m

**£238m**

#### Alternative performance measures<sup>2</sup>

##### Adjusted EBITDA<sup>3</sup>

2023	£320m
2022	£233m

**£320m**

##### Adjusted diluted earnings per share

2023	49.3p
2022	39.5p

**49.3p**

##### Return on capital employed

2023	17.5%
2022	16.5%

**17.5%**

##### Free cash flow

2023	£119m
2022	£72m

**£119m**

1 Continuing operations.

2 Adjusted EBITDA, adjusted diluted earnings per share, return on capital employed (ROCE) and free cash flow are non-GAAP measures. Changes in adjusted performance metrics are in constant currency and for continuing operations (for definitions, see Notes 1 and 4). Comparatives for adjusted performance are pro-forma financial information (see Useful information).

3 Earnings before interest, tax, depreciation and amortisation.

4 Net debt is not itself defined by IFRS. It comprises line items that are IFRS-defined terms. See Note 28.

### Environmental, social and governance

#### Environmental

**6%**

reduction in Scope 1 and 2 absolute greenhouse gas emissions<sup>5</sup>

**13%**

reduction in Scope 3 absolute greenhouse gas emissions<sup>5</sup>

**2%**

reduction in water use intensity<sup>5</sup>

**92%**

waste beneficially used<sup>6</sup>

**439,000**

acres of sustainable corn supported<sup>6</sup>

#### Social

**6.0m**

tonnes of sugar removed from diets through low-/no-calorie sweeteners and fibres<sup>7</sup>

**3.6m**

meals donated through food banks and other charitable partners<sup>7</sup>

**44%**

women in leadership and management roles<sup>8</sup>

#### Governance

**45%**

Board of Directors are women<sup>8</sup>

**56%**

Executive Committee are women<sup>8</sup>

5 From baseline of year ended 31 December 2019, continuing operations.

6 In the year ended 31 December 2022, continuing operations.

7 From baseline of 31 March 2020.

8 At 31 March 2023.