

FACT SHEET

52 WEEKS ENDED 28 MARCH 2026

Who we are

Cranswick is a leading UK food producer with revenue of nearly £3.0 billion, producing and supplying premium food to UK grocery retailers, the food service sector and other UK and global food producers.

Producing great food is not just about taste, but about understanding and respecting where food comes from while appreciating the contribution from each complementary stage of our farm-to-fork journey. Our vertically integrated model provides end-to-end visibility and control of our business and enables us to add value at every stage.

OUR BUSINESS MODEL

FROM FARM

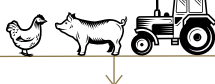
Feed milling



Genetics and breeding



Cranswick-owned British farms, Contracts with other UK farms, European meat imports

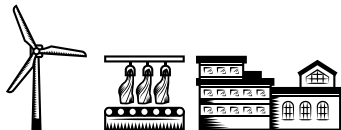


THROUGH PROCESSING

Other high-quality ingredients from sustainable and trusted suppliers



Cranswick primary processing and Added-value processing



Fresh Pork



Fresh Pork

Convenience



Cooked meats



Slow cook



Continental and Mediterranean Food

Gourmet products



Sausage



Bacon



Pastry

Poultry



Fresh Chicken



Cooked Poultry



Breaded Poultry

Pet



Pet Food

TO FORK



Food Service



Retail



Wholesale



Export

OUR STRATEGY

OUR GROWTH STRATEGY

CONSOLIDATE

Drive the core

EXPAND

Increase market share in growth categories

DIVERSIFY

Identify new opportunities

OUR GUIDING PRINCIPLES

QUALITY



VALUE



INNOVATION



PEOPLE



PUTTING THE FUTURE FIRST, EVERY DAY



OUR STRATEGIC ENABLERS

SUPPLY CHAIN



LEAN PROCESSING



ICONIC PRODUCTS



STRONG PARTNERSHIPS



OUR DIFFERENTIATORS

AGRICULTURAL ROOTS



ENTREPRENEURIAL SPIRIT



UPSCALING ARTISAN



FOCUS ON FLAVOUR



OUR OPERATIONS

>16,500
employees

23
well-invested, highly efficient production facilities across the UK

>500
farms supplying pigs and chickens

4
milling facilities producing pig and poultry feed

CONSISTENT TRACK RECORD OF VALUE-ACCRETIVE GROWTH

FY26 HIGHLIGHTS

	2026 £'m	Change
Revenue (£m)	2,982.5	+9.5%
Adjusted operating margin ¹	7.9%	+35bps
Adjusted profit before tax (£m) ¹	220.0	+11.2%
Adjusted earnings per share (p) ¹	301.7p	+10.4%
Dividend per share (p)	112.5p	+11.4%
ROCE ²	18.5%	-9bps

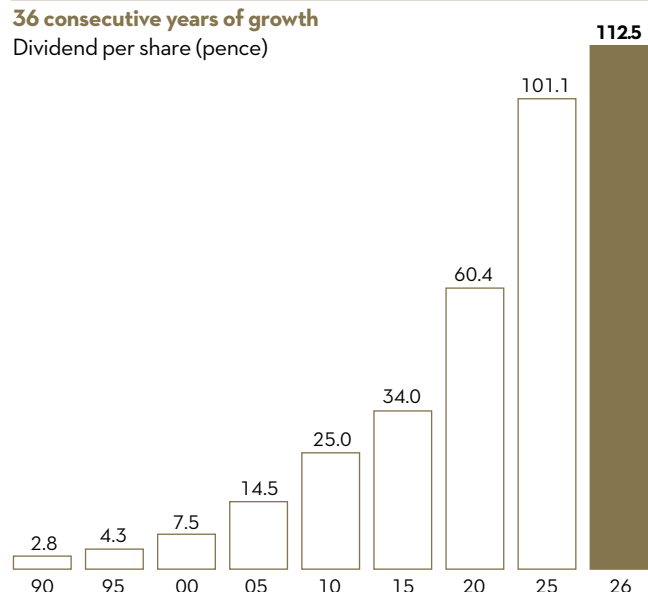
- Strong revenue growth of 9.5%:
 - UK food revenue grew 9.4% underpinned by strong volume growth of 8.3% and record Christmas trading
 - Poultry revenue up 13.9% and now represents 20.3% of reported Group revenue
 - Gourmet Products revenue increased 15.3% with a strong contribution from Blakemans
 - Pet Products revenue 29.8% ahead reflecting expansion of the Pets at Home relationship
- Free cash conversion of 120.6%, reflecting record cash generated from operations of £322.3m
- Performance across all financial measures well ahead of medium-term targets
- Strong operational performance underpinned by an unrelenting focus on quality, service and innovation

SUSTAINABLE EQUITY COMPOUNDING PROVEN GROWTH: 10 YEAR CAGR

Revenue	Adjusted profit before tax	Adjusted earnings per share	Dividend per share
+11.4%	+13.1%	+11.4%	+11.6%

36 consecutive years of growth

Dividend per share (pence)



STRONG TRACK RECORD OF CAPITAL DEPLOYMENT AND MAINTAINING ROCE

FY26 HEADLINE INVESTMENTS

£30m

expansion project at the two added-value Hull poultry sites completed



>£40m

spent on farming and feed milling to expand and strengthen our integrated supply chain



£56m

Committed investment to increase total capacity at the Eye fresh poultry facility



£27m

Worsley houmous facility fit out complete



£100m

Multi-phased Hull Fresh Pork investment progressing to plan



BALANCE SHEET FLEXIBILITY

£163m

FY26 Capex

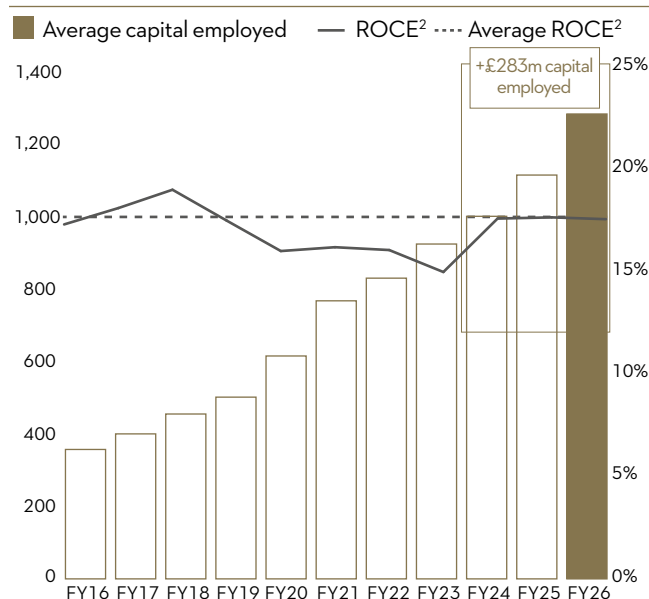
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Leverage

~50% EBITDA

Capex

LONG TERM TRACK RECORD OF MAINTAINING ROCE



1. Excludes IAS 41 movement on biological assets, acquisition related amortisation and impairment of intangible assets.

2. Adjusted operating profit divided by the sum of average opening and closing net assets, net debt, pension surplus and deferred tax.

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