

## Cost Effectiveness

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# Better.. efficiency all round

In a competitive market, cost effectiveness is essential to success. We maintain strict cost controls without compromising quality, streamlining our processes from sourcing to delivery. Our Group-wide review and standardisation of bakery processes has led to improvements in quality, efficiency and reduction of waste.

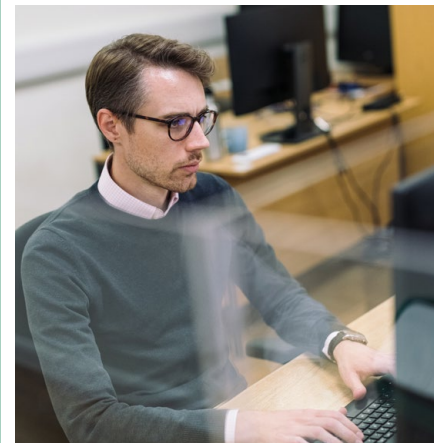


## BUYING...

Our centralised buying process focuses on high-quality and cost-effective ingredients,

Location: Group

as well as efficiency of scale in how we procure indirect items such as personal protective equipment.



## INVESTING...

We focus our capital investment on capability and cost reduction.

Location: Group

We aim for achieving lowest-cost-producer status in areas where we have a niche strength such as artisan breads or sharing cake.

# 25%

reduction in waste year-on-year  
at one of our bakeries driven by our  
Operating Brilliance Programme



**PRODUCING...**

We consistently monitor the cost-effectiveness of our manufacturing assets, with improvements

📍 **Location:** East Kilbride & Poland

this year in our automated single-serve cake bar packing, and modern travelling ovens improving capacity and efficiency at our gluten-free bakery in Poland.

We have developed and implemented an asset care programme supported by a Group led engineering team of experts to optimise the performance of our production assets.

**10%**

**reduction in complaints** with Fletchers business achieving 27% reduction year-on-year as Operating Excellence has led to improvements in quality.

