

## Our Business

# We have continued to serve a diverse mix of customers...

Our business is split into UK bakery and Overseas. The UK bakery manufactures and sells bakery products to the UK's multiple grocers and foodservice customers. The split of manufacturing, products and customers is shown below.

## Manufacturing

Finsbury Food Group includes eight manufacturing facilities and bakery companies and one distribution company.

### Fletchers Bakeries

Sheffield

### Johnstone's Foodservice

East Kilbride

### Kara Foodservice

Manchester

### Lightbody of Hamilton

Hamilton

### Memory Lane Cakes

Cardiff

### Nicholas & Harris

Salisbury

### Ultrapharm UK

Pontypool

### Ultrapharm Poland

Rybarzowice and Żywiec, Poland

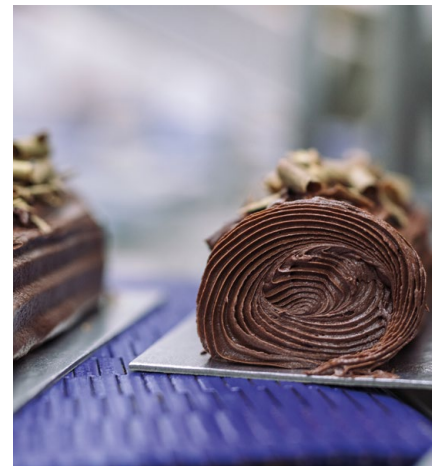
### Lightbody Europe (Distribution Company)

Rennes, France

## Our Customers

Our UK bakery segment supply supermarkets, discounters and convenience stores within the retail sector and hotels, pubs, restaurants, high street chains, fast food outlets and contract caterers within the UK foodservice sector.

Our overseas businesses have a meaningful presence in the retail sector in France as well as Belgium and Holland. The recent acquisition of Ultrapharm has given us additional markets of Scandinavia, Italy and, to a lesser extent, Germany, Austria and Switzerland.



# ...building strong brand relationships within retail sectors.

## Our Products

We make a wide range of Cake and Bread products to serve the UK retail and foodservice markets. Our Cake products are retailer own label and licensed brands, our Bread products are retailer/wholesaler own label with our Kara foodservice brand representing a significant proportion of our total foodservice business.

### Bread, Morning Goods and Cakes

- Speciality breads
- Buns and rolls
- Celebration cakes
- Sharing cakes
- Snacking cakes
- Gluten Free Bread, Morning Goods and Cakes

### Kara Foodservice

Kara is our own foodservice brand. The range covers an ever-growing portfolio of sweet and savoury baked goods, including floured baps, artisan breads, brioche buns and single serve cakes focusing on the latest consumer trends.

### Licensed Brands

We have a long-standing relationship with many licensed brands, manufacturing quality bread and cakes for some of the biggest names in the market.

### Thorntons

We are now in our 21st year with Thorntons on our cake partnership. This brand partnership has allowed Finsbury to bring a premium feel to the category through

Celebration, Sharing, Snacking, Food to Go and Seasonal cake formats. Thorntons is the 5th biggest brand within the Cake category and the biggest single brand in celebration cake overall.

### Mary Berry

We continue to work closely with Mary on NPD particularly with our sharing and celebration range of cakes. The Mary Berry range of cakes has now established itself as a core range of products at retailers.

### Mars

The Mars cake range is now well established within the celebration cake category and this year has seen a broad level of new product launches across the key Mars brands of Galaxy, M&M, Maltesers and Milky Way. The important aspect of the Mars product range is each product is true to each respective brand in terms of flavour and profile, which is the main driver of success as consumers' expectations have been met. The Mars celebration cake range (comprising a number of recognisable brands) is now the largest branded range within the cake category.

### BOSH!

We have joined forces with the BOSH! brand and created a number of delicious plant-based, vegan-friendly ranges of sharing, celebration and Food to Go cake products. The driving forces behind the BOSH! brand are friends Henry Firth and Ian Theasby who have become the voice of vegan cooking. They have launched an online vegan channel watched by an audience of millions across the UK and Worldwide and have written multiple top 10 bestselling vegan cook books. Most recently they have a vegan cookery show on Sunday mornings on ITV. The brand is now on target to be the biggest vegan-based brand within the cake category.

### Baileys

The Baileys brand has been a fantastic experiential brand for the business this year which was born out of the "boozy cake" trend within the market. The range is a core celebration Freak Shake cake and a Christmas range of a Baileys yule log and cupcakes. The Baileys product range is now an integral brand for our business.

### Character Licensed Portfolio

Finsbury has a broad portfolio of character based licensed brands that meet a broad age demographic and consumer occasions. We work with some of the biggest character licensed brands in the world. Our ever-evolving portfolio is vital in meeting consumer trends and expectations.

Across the year we have continued to strengthen our core evergreen product range, by keeping our product offering fresh and innovative from pre-school through to teen/adult. This has also been further supported by the expansion of our core range of licenses, through our Disney and Warner Bros. partnership in the form of Frozen 2, Princesses, Cars and Harry Potter respectively. Also further supported with the introduction of new licenses partnerships through Mario Bros., Hey Duggee and Nerf. We are also proud to say that our core range of licensed birthday cakes are now Nut Free and clearly marked on the pack.

### Vogel's

Alfred Vogel was a pioneering Swiss nutritionist who used natural ingredients. Vogel's loaves are baked without added sugar, emulsifiers, enzymes, or artificial preservatives or flavourings, and are bursting with seeds and grains.

### Village Bakery

The range of organic fresh rye bread brands for those looking to avoid wheat. All made with no added yeast, emulsifiers or enzymes.

### Cranks

Wholesome, simple, nutritious bread baked with organic stoneground wholemeal flour and fermented for longer, made without any additives such as emulsifiers and enzymes.