

# Swallowfield plc

## 28<sup>th</sup> AGM

# 13th November 2014

**This presentation contains strategic targets which, for the avoidance of doubt are not intended to be forecasts.**

**Brendan Hynes**

Chairman

**“Welcoming Address  
and Opening Remarks”**

- Fire exits are situated behind you and to your left. If the alarm sounds please leave by the nearest exit - the assembly point is at the front car park.
- Please ensure mobile phones are switched off.
- Questions will be taken after the presentations.
- Buffet lunch will be served the end of the meeting.
- There will an opportunity for a factory tour after lunch. More details at the end of the meeting.
- “Goodie” bags will be handed out at Reception, by the car park, as you leave.

# Order for the Day

- Voting on the proposed resolutions
- Shareholder presentation
- Questions from the floor

# Resolution 1

To receive and adopt the annual statement of accounts and the reports of the directors and auditors for the year ended 30 June 2014

# Resolution 2

To re-elect E J Beale as a  
director

# Resolution 3

To authorise the directors to determine the auditors' remuneration

# Resolution 4

To re-appoint Grant Thornton UK LLP  
as auditors to hold office until the  
conclusion of the next Annual  
General Meeting of the Company



# Resolution 5

To authorise the directors to  
allot equity securities

# Resolution 6

As a Special Resolution, to authorise the Company to purchase its own shares



# AGM

## November 2014

Chief Exec: Chris How  
Group FD: Mark Warren  
Group Sales & Marketing Director: Jane Fletcher

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# Where are we ?

2012/13: Sales decline and losses

July 2013: New CEO, Chairman

2013/14: Stabilisation and Re-Focus

Feb 2014: New Strategy outlined

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Sept 2014: Return to profitability  
Strategy starting to deliver

Near Term: Return to historical performance norms

Mid Term: Exceed historical performance norms

# Strategy:

Our business strategy has been developed on two complimentary platforms

‘Creating for Tomorrow’

4 strategic pillars that will help us create a stronger business in the mid and long term

‘Delivering for Today’

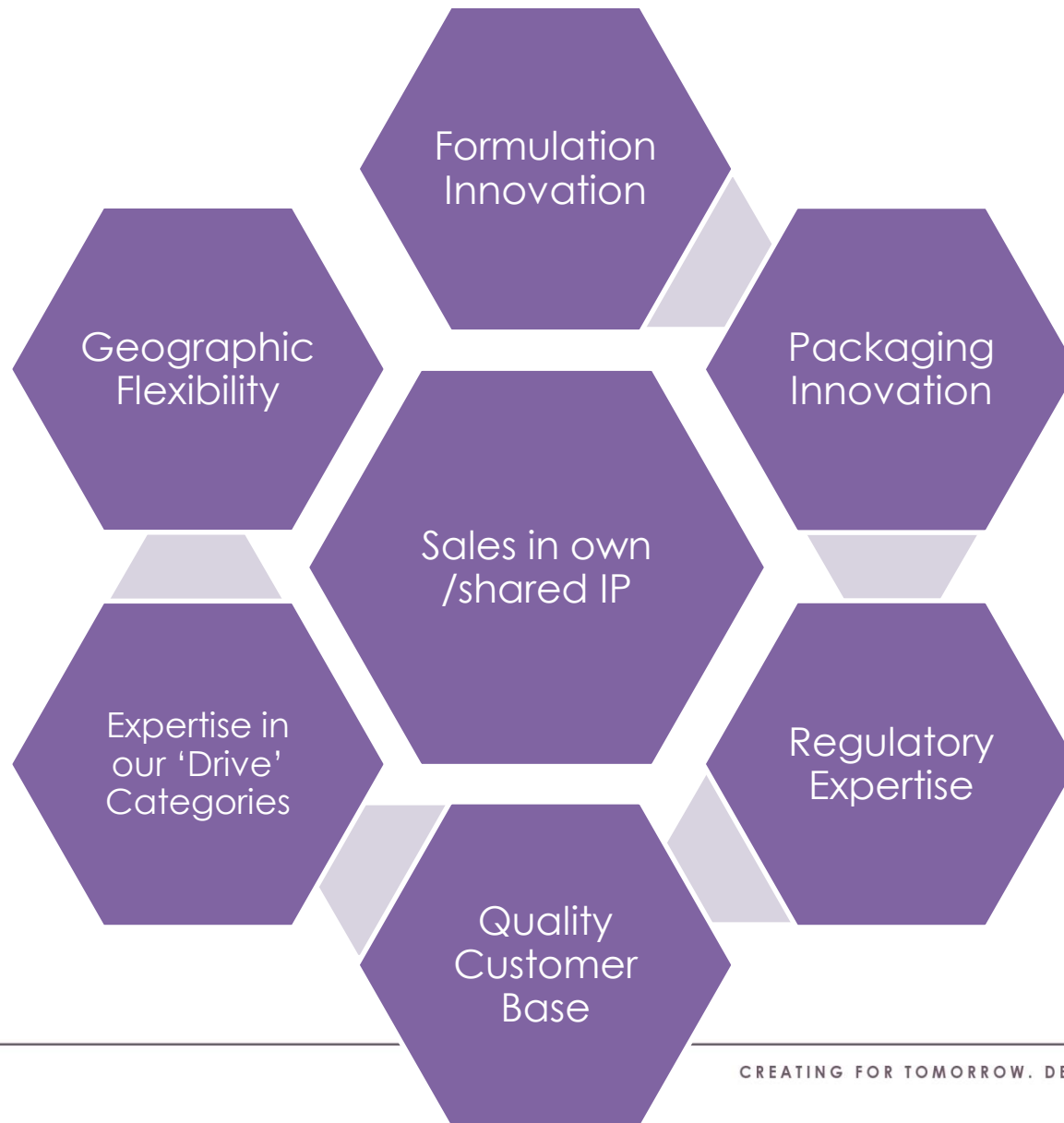
10 operational focus areas that we will drive in order to deliver our more immediate (i.e. current fiscal) performance e.g.. pricing, cost, quality, service, cash etc.

‘Creating for  
Tomorrow’

4 Strategic Pillars

1. Product Category Prioritisation
2. New Product Development  
(incl. our own brands)
- 3. Cost Base Optimisation
- 4. Emerging new Category

# What makes us competitive ?





# Our Customers

GROCERY  
RETAIL 11%

PRESTIGE 17%

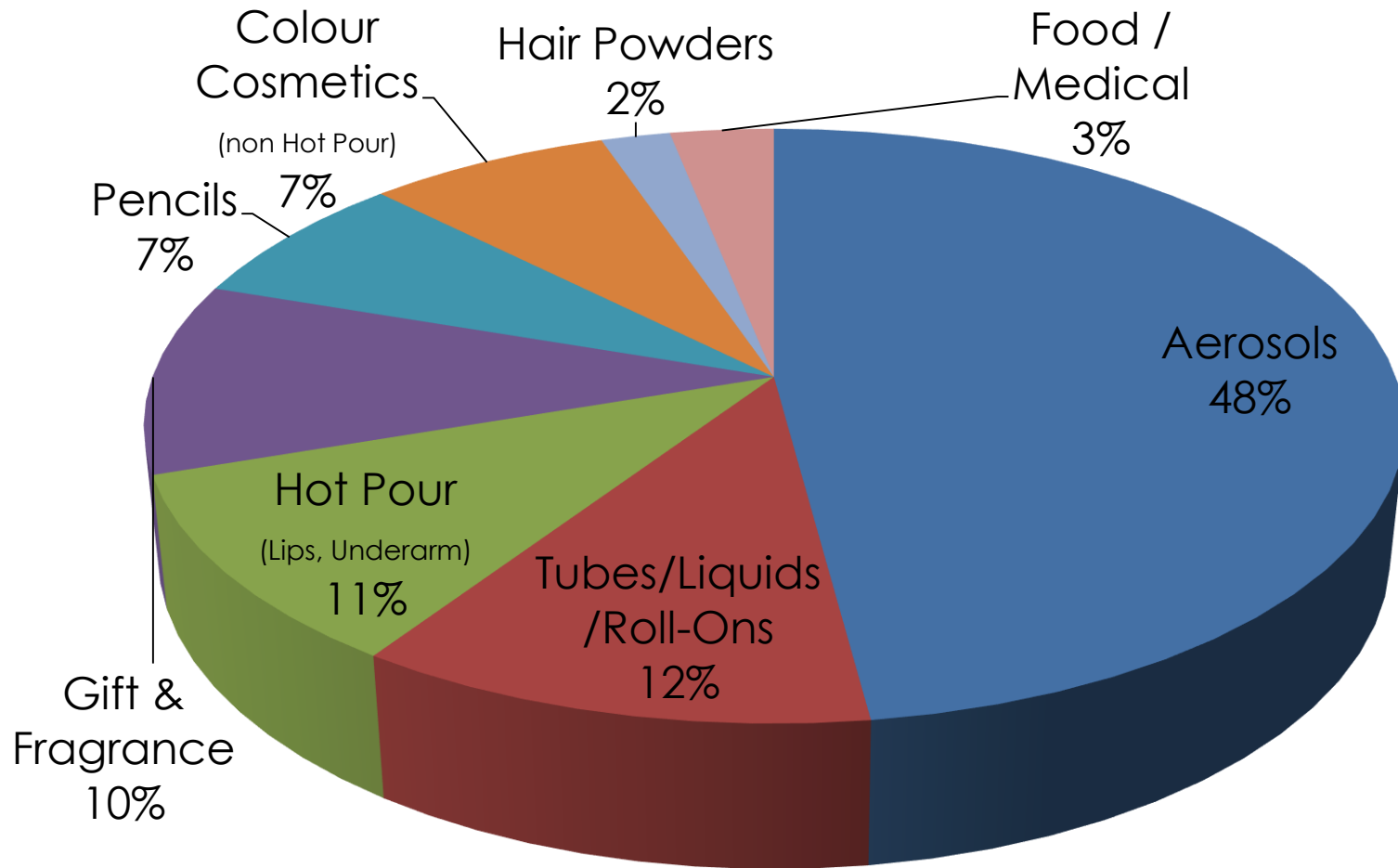
MASS BRANDS 38%

BEAUTY AND FASHION  
RETAIL  
34%



CREATING FOR TOMORROW. DELIVERING FOR TODAY.

# Sales by Product Type



# Market 'Tailwinds'

- Some recovery in consumer spending esp. prestige brands
- Input prices in calm waters
- Supply chain shift from price to quality (post horsemeat)
- Brand owners want to concentrate on brand building not manufacturing
- 'Re-shoring'

# Market 'Headwinds'

- Stronger pound vs Euro (some -ve impact but natural hedge)
- UK Supermarket environment
- Intense price and promotion activity for some mass brands creates downward price pressure
- Need to manage net debt ahead of likely interest rate rises

# FY2014 Summary

- A year of stabilisation and re-focus
- Return to profitability
- Reduction in net debt
- Strong growth in contribution margin
- New strategy now in place and starting to deliver

# QUESTIONS?

# Factory Tour Information

- All mobile phones, watches, cigarette lighters, jewellery must be removed before entry into the factory.
- Secure envelopes will be available for storage of valuables.
- Personal protective equipment must be worn at the times indicated by your guide.
- No open-toed shoes permitted in factory

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