



# Annual General Meeting

25 November 2021



Prescriptive Solutions,  
Sustainable Production

## Forward-looking statements

This presentation contains forward-looking statements. These statements have been made by the Directors in good faith based on the information available to them up to the time of the preparation of this presentation. Due to the inherent uncertainties, including both economic and business risk factors underlying such forward-looking information, actual results may differ materially from those expressed or implied by these forward-looking statements.

The Directors undertake no obligation to update any forward-looking statements contained in this presentation, whether as a result of new information, future events or otherwise.



# Stronger performance across all three segments

## Solid Earnings Recovery in FY21

Growth across all key financial metrics:

> **€61.0m**  
38.3% increase  
in Operating Profit

> **3.7%**  
90bps increase  
in Operating Margin

> **€14.4m**  
Net Bank Debt (2020: €53.2m)

> **11.0 cent**  
Total dividend (37.3% payout)

## Operational Priorities Progressing

- > Substantial recovery in Ireland/UK
- > Continued underlying growth in CE and LATAM
- > Margin improvement initiatives delivering



## Strategic Evolution



### M&A

- Green-tech acquisition
- Belgian fertiliser divestment



### Strategic Capital Investment

- Controlled release fertiliser plant in Brazil
- D365 ERP investment



### Embedding Sustainability

- Nurturing Growth – inaugural sustainability report
- Fertile Future – fertiliser sustainability manifesto
- Improving ESG ratings



### Strategic Alignment

- Integration of UK turf amenity businesses
- Romanian merger completed
- 44% growth of in-house products in Europe

# Tailored offering supporting a more sustainable future



## > Crop Nutrition

- > Developing sustainable products and solutions for growers, including prescription nutrient blends.
- > Production of higher margin proprietary value add products.
- > Expansion of in-house (Foliq & Fortgreen) portfolio across Europe.



## > Agri-Services

- > Priority #1 – Championing our customers’ needs.
- > Trusted advisors– identifying proven technologies that deliver practical benefits on-farm.
- > Increasing farm productivity and enhancing the environment.



## > Amenity Solutions

- > Addressing a growing interest in social and health benefits related to green spaces.
- > Early adopter –pioneering value-add technologies.
- > One-stop shop serving multiple end markets.



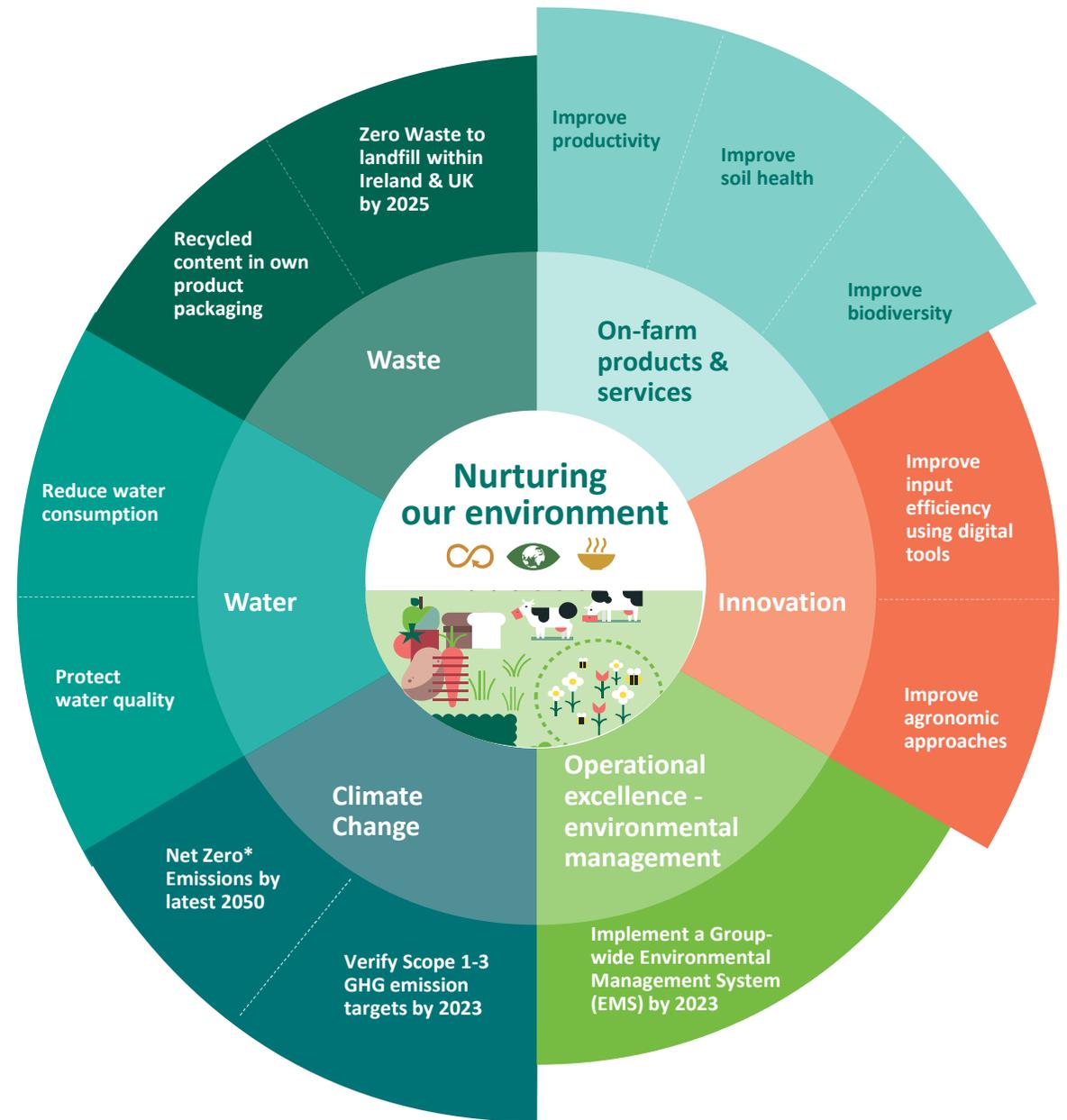
## > Digital Agronomy

- > Providing access to enhanced agronomic advice and expertise.
- > Developing climate-smart products that facilitate sustainable practices.
- > Simplifying user engagement to deliver in-house and on-farm efficiencies.



# Nurturing our environment

Our 2030 Framework for action



\* Net-zero emissions are reached when anthropogenic (i.e. human-caused) emissions of greenhouse gases to the atmosphere are balanced by anthropogenic removals over a specified period



# Nurturing Growth



## Nurturing our society

Our 2030 Framework for action

FOCUS AREAS

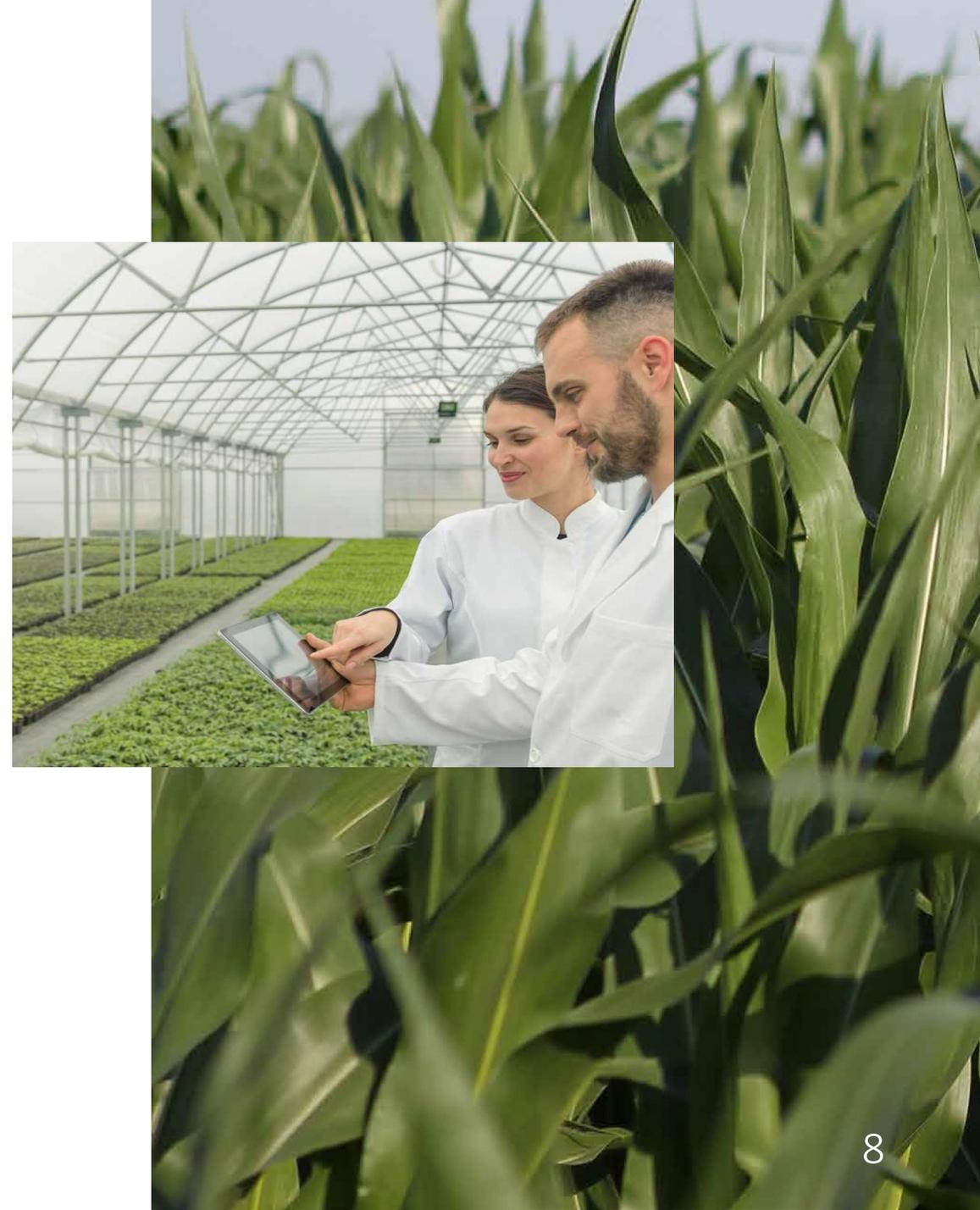


# Summary & Outlook



# Summary & Outlook

- **FY21 was an improved year for the Group:**
  - › Solid earnings recovery
  - › Strong cash generation
  - › Strengthened balance sheet & completed bank refinancing
- **Dividend reinstated at a strong 37% payout**
- **Strong start to FY22 driven by favourable planting levels and on-farm sentiment, an absence of on-farm stock challenges, and pass through of global fertiliser and feed price inflation**
- **Proactively managing global supply chain challenges, despite minimal disruption to date**
- **We are confident of further recovery in earnings in FY22 and beyond which will allow us to increase shareholder returns while continuing disciplined capital deployment**



A herd of cows of various colors (black, white, brown) is grazing in a lush green field on a hillside. The sky is overcast with soft, diffused light. The cows are scattered across the slope, some standing and some grazing. The foreground is dominated by tall, vibrant green grass.

**Thank you**