

Hilton Foods is a leading international food packaging and processing company, with the aim to be “the international red meat partner of choice”

HILTON
FOODS

We create and produce high-quality packaged meat and fresh prepared food products at scale, as well as seafood and meat alternatives

FACT SHEET FY 2025

Revenue	Volume	PBT*	ROCE*	Net debt/EBITDA	EPS*	Dividend
£4.2bn	523,379t	£73.2m	20.1%	0.9x	56.0p	35.0p
+10.3%	+0.2%	-3.8%	-1.6ppt		-8.2%	+1.4%

Working in partnership to add value for retailers

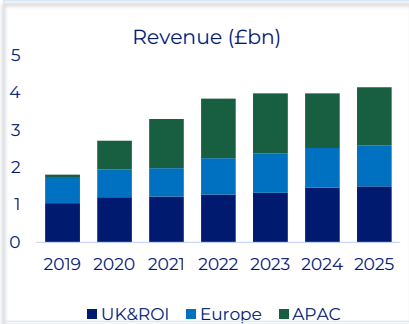


Unique strengths in core meat business

Long-term leading retailer partnerships spanning decades

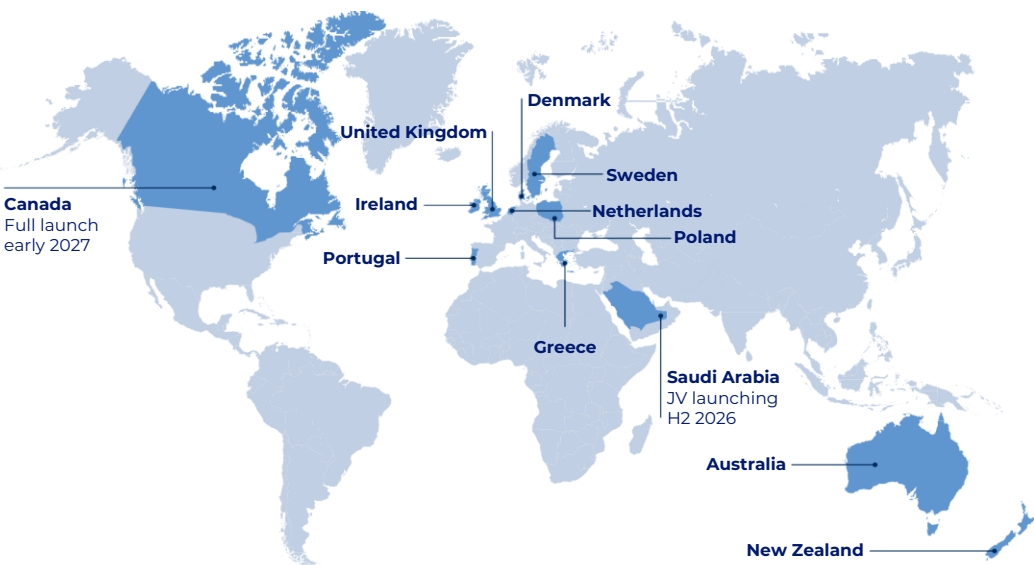
Proven international expansion model in meat and exposure to high growth fresh foods

Scalable, automated facilities producing high quality, broad product ranges



Strong core with further growth potential, to be supported by portfolio optimisation and operating model transformation

Proven international expansion model



FACILITIES IN
12
COUNTRIES

OPERATING
ACROSS
21
SITES

EMPLOYING
7,400
COLLEAGUES

SERVING
21
INTERNATIONAL
MARKETS

*From continuing operations. Adjusted for the impacts of IFRS 16 and exceptional items

Three levers to drive growth

1 Maximise the core

Reinforce leadership in retail meat
Maintain structural advantages
Drive efficiency and margin improvement

2 Enhance the mix

Optimise the portfolio
Expand into higher-growth categories
Scale value-added meat and fresh prepared foods

3 Expand geographically

Replicate partnership model internationally
Focus on under-served, higher-growth markets
Scale with anchor retail partners

Medium-term targets

Mid-single digit adjusted operating profit growth

Volume growth and margin expansion through:

- Core business improvement
- Committed capex projects
- Value add fresh food growth

Cash flow conversion~100%

- Continued good working capital management
- Cash flow focus

ROCE >20%

- Improved returns from existing assets
- Continued capital discipline

The Sustainable Protein Plan

People



95%

of our primary protein suppliers are now human rights risk assessed

Launch of



Our global health and safety strategy

82%

Of high-risk suppliers are now audited to ethical standards

Planet



36%

Reduction in scope 1 and 2 emissions



Score for Climate Change

33%

Reduction in scope 3 emissions

Product



33%

Reduction in food waste

80%

Renewable electricity

54%

Recycled content in all plastic packaging

A fundamental priority to the business and our customers

Evolution of The Sustainable Protein Plan with stretching targets

Refreshed simplified plan from 2026 under two pillars moving forwards of People and Planet, with product captured under the two pillars