



FINAL RESULTS

For the Year Ended 30 September 2024

DAVID SHANNON
Chief Executive Officer

RYAN GOVENDER
Chief Financial Officer

Making the world taste better. **For good**

CEO - FIRST IMPRESSIONS

WHAT ATTRACTED ME TO TREATT:



**Leading
Industry
reputation**



**Innovation &
technology**



**Well invested
business**



**Inclusive
culture**



**Sustainability
driving value**



TASTE

2024 REVIEW



2024: STRONG PERFORMANCE

REVENUE growth of 6% (H2 growth of 14%)

PROFIT growth of 13%

BEVERAGE MARKET RESILIENT despite industry destocking in Q1

INNOVATION driving new business wins in Premium and China

STRONG CASH generation

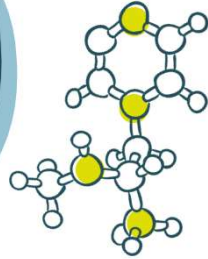


2024: WINNING WITH INNOVATION

HERITAGE

Cost competitive natural
Citrus alternatives

Expanding our reach in
Synthetic Aroma



NEW MARKETS

Investment in
China Innovation facility

Launching new
value-added TreattZest

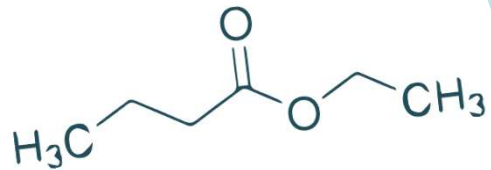
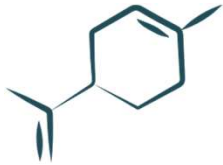


PREMIUM

Multiple innovation launches
in ice-tea

Brix Boosters that improve
sweetness perception

Pilot Plant to triple trials



Making the world taste better. For good



2024 FINANCIAL REVIEW

Year Ended 30 September	2024 £'m	2023 £'m	Change
Revenue	153.1	147.4	3.8%
Gross profit	44.5	44.8	(0.8%)
Gross profit margin	29.1%	30.4%	
Administrative expenses ⁽¹⁾	(24.6)	(26.5)	7.1%
Adjusted Operating profit ⁽¹⁾	19.9	18.3	8.4%
Adjusted Operating profit margin ⁽¹⁾	13.0%	12.4%	
Net finance costs	(0.8)	(1.0)	
Adjusted profit before tax ⁽¹⁾	19.1	17.3	10.1%
Exceptional items	(0.6)	(3.8)	
Profit before taxation	18.5	13.5	36.3%
Taxation	(4.1)	(2.6)	
Profit for the year	14.4	10.9	31.6%
Adjusted profit for the year ⁽¹⁾	15.0	13.9	7.1%
Adjusted EBITDA ⁽¹⁾	24.9	23.0	8.0%
Adjusted earnings per share ⁽¹⁾	24.47p	22.94p	6.7%

KEY POINTS

REVENUE growth of 6% (constant currency), despite destocking in H1, we achieved record H2 revenue

GROSS MARGIN within expected range, focus on maintaining cash margin in high commodity markets

RECORD EBITDA with growth of 8%

ADJUSTED PROFIT¹ growth +13% (constant currency) with strong cost disciplines

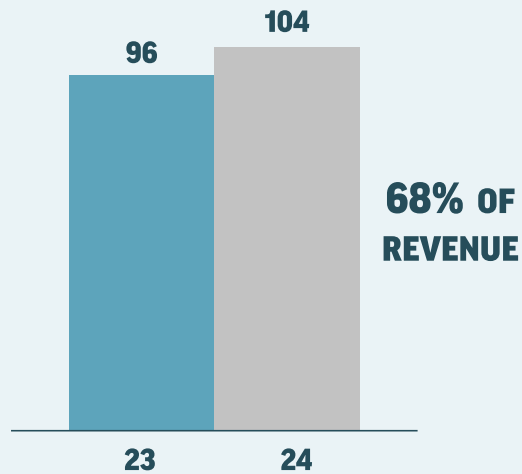
FINAL DIVIDEND +6.4% to 5.81p

¹ excluding exceptional items

SALES PERFORMANCE

GROUP REVENUE (£M)

HERITAGE



Heritage growth driven by recovery of Synthetic Aroma and Citrus growth with strategic accounts



CITRUS

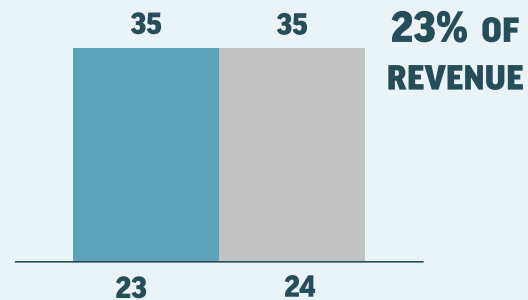


HERBS, SPICES
& FLORALS



SYNTHETIC
AROMA

PREMIUM



Premium in line (+3% in constant currency). Higher tea volumes offset by lower demand in Fruit & Veg



HEALTH &
WELLNESS

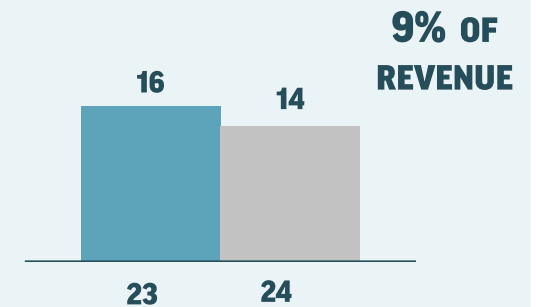


TEA



FRUIT &
VEGETABLES

NEW



New Markets decline led by lower Coffee volumes partially offset with exciting China growth



TREATTZEST™



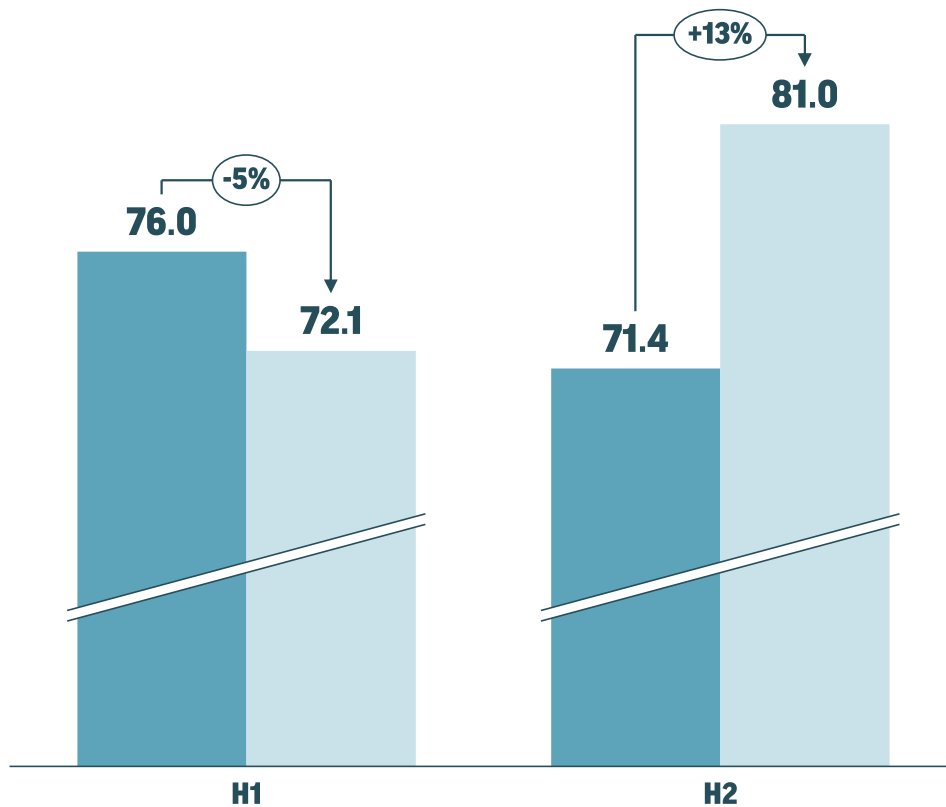
CHINA



COFFEE

RECORD H2 SALES AND PROFIT

GROUP REVENUE (£M)



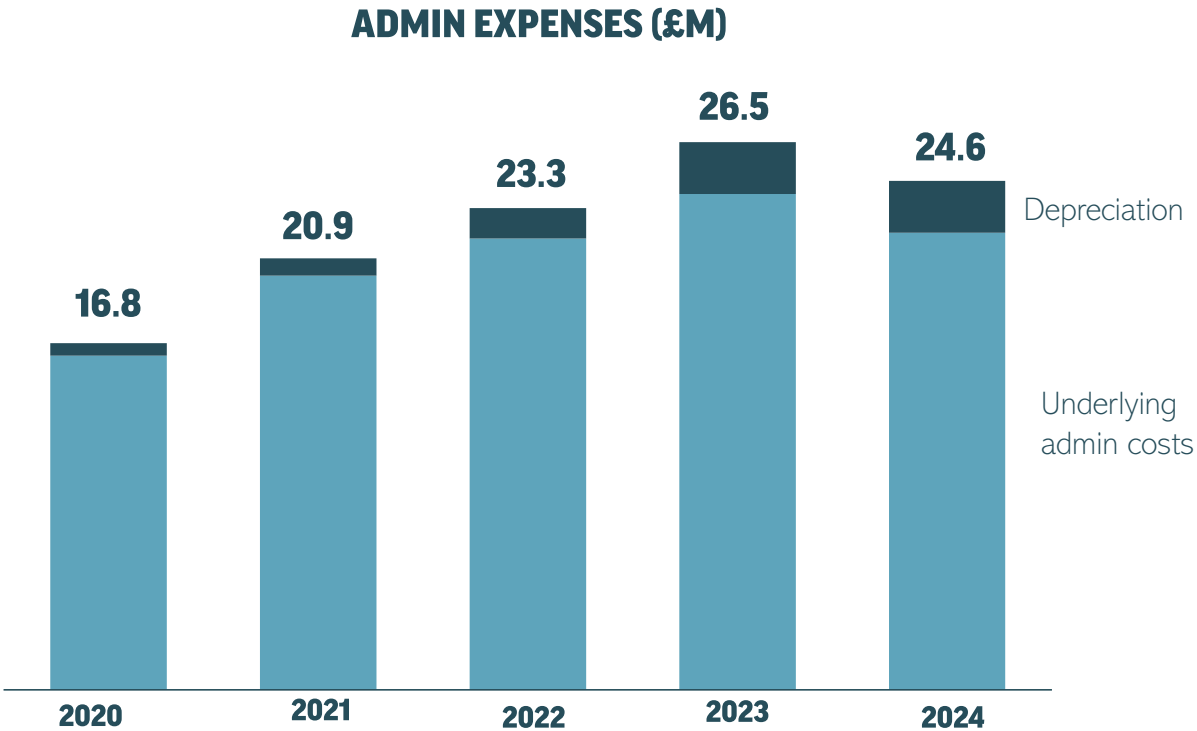
H1: Clear signs of recovery in Q2 with some residual destocking in Q1

H2 FOCUS

- Order book execution
- Normalised spot order pattern
- Conversion of new business pipeline



ADMINISTRATIVE EXPENSES WELL CONTROLLED

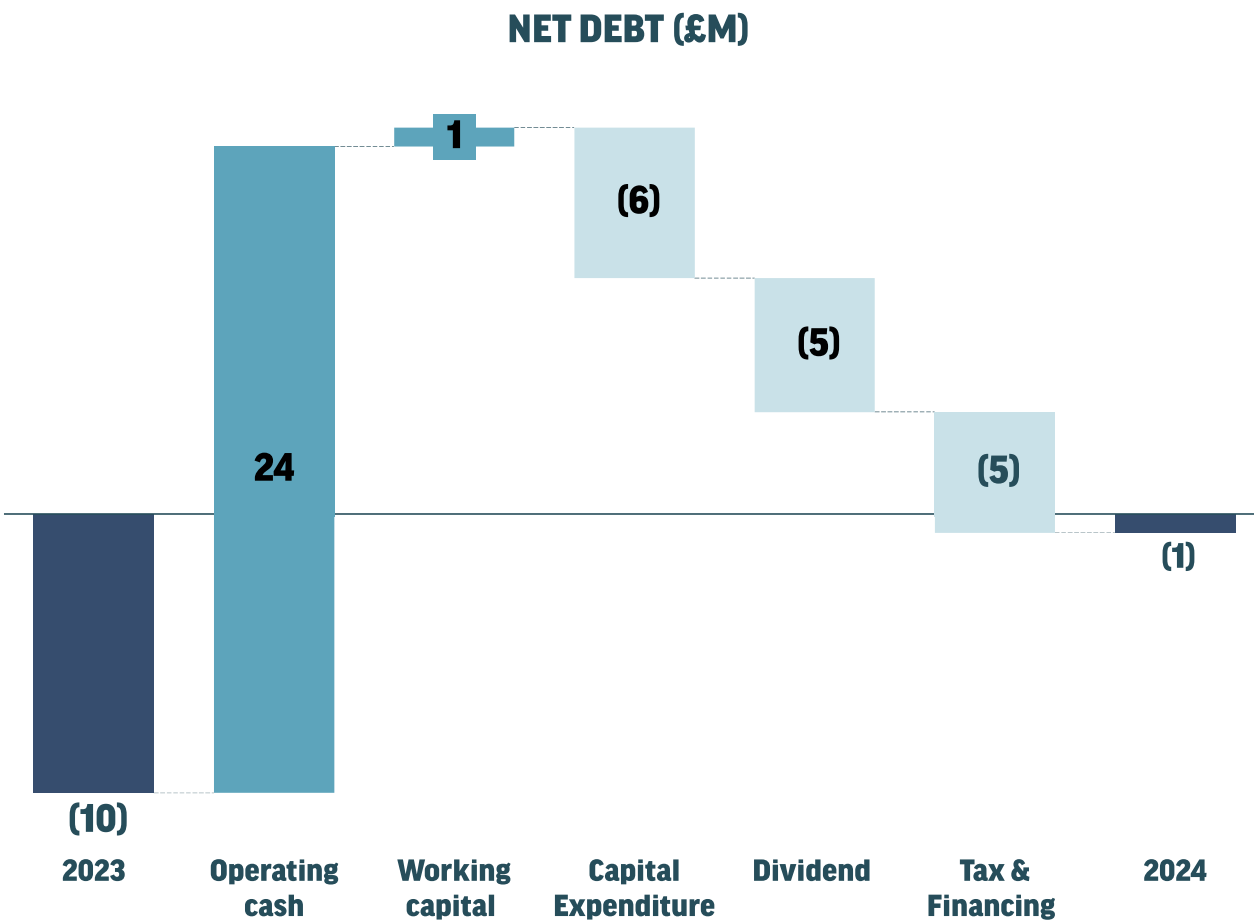


HEADCOUNT investment in Sales team with strategic hires in Europe and USA

SALES team hires bring 125 years of industry experience

SELF-HELP measures offset high inflationary costs

IMPRESSIVE CASH GENERATION



OPERATING CASH performance strong over the last two years

WORKING CAPITAL well managed despite high raw material prices

NORMALISED CAPITAL investments with focus on innovation and fast returning projects



2025 OUTLOOK – CONTINUE GROWTH MOMENTUM



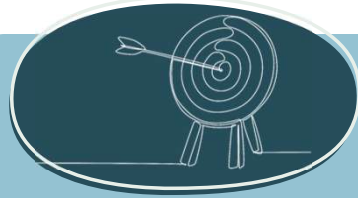
SALES

Expand our reach, new geographies

Broaden into high value markets

Differentiated service model

SALES GROWTH
5 – 7%



GROSS MARGIN

Growth in Premium segment

Strategic sourcing to secure Citrus supply

Operational efficiencies

GROSS MARGIN
28 – 30%



NET MARGIN

Sales, marketing and innovation activities

Costs appropriately scaled to drive growth

Medium term net operating margin target 15%

NET OPERATING MARGIN
13 – 14%



BALANCE SHEET

Normalised capex, focus on innovation capex

Strategic inventory with key customers

Medium term ROACE target 15-20%

NET CASH
£3 – 5M

GUIDANCE

EVOLVED STRATEGY



WHAT TREATT IS GREAT AT



**Operating in
growth markets**



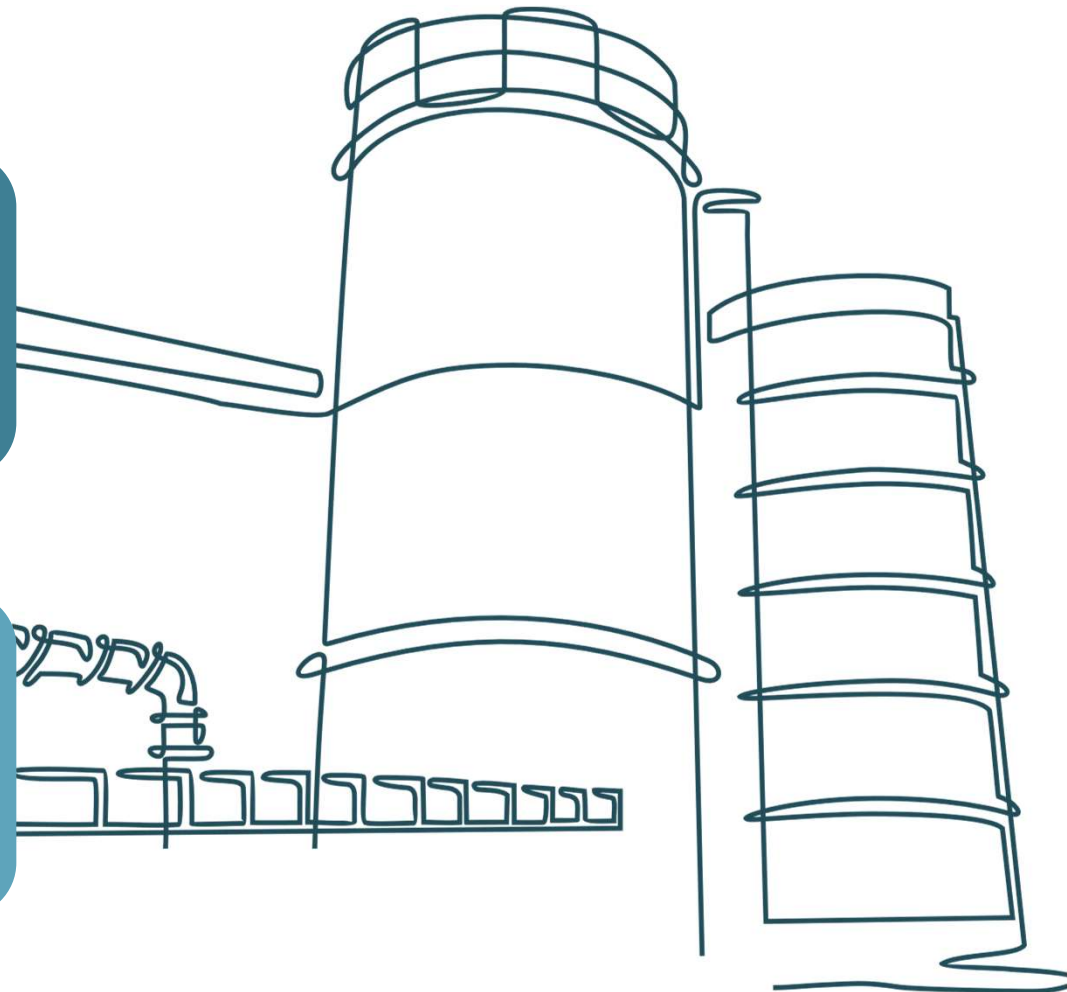
**Innovation
driven with
leadership in
Quality**



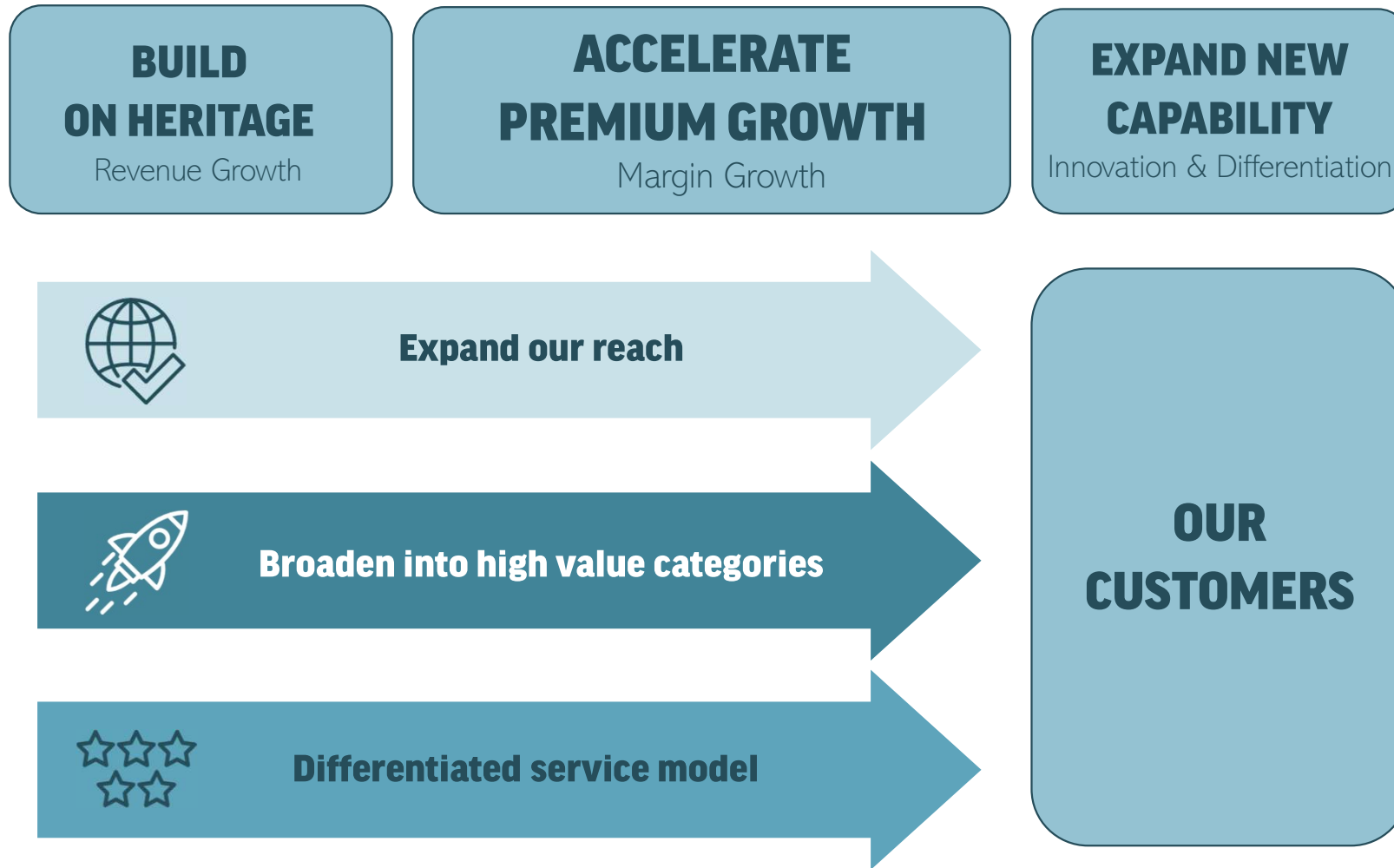
**Underpinned
with great people
and a strong culture**



**Fully invested
with capacity**



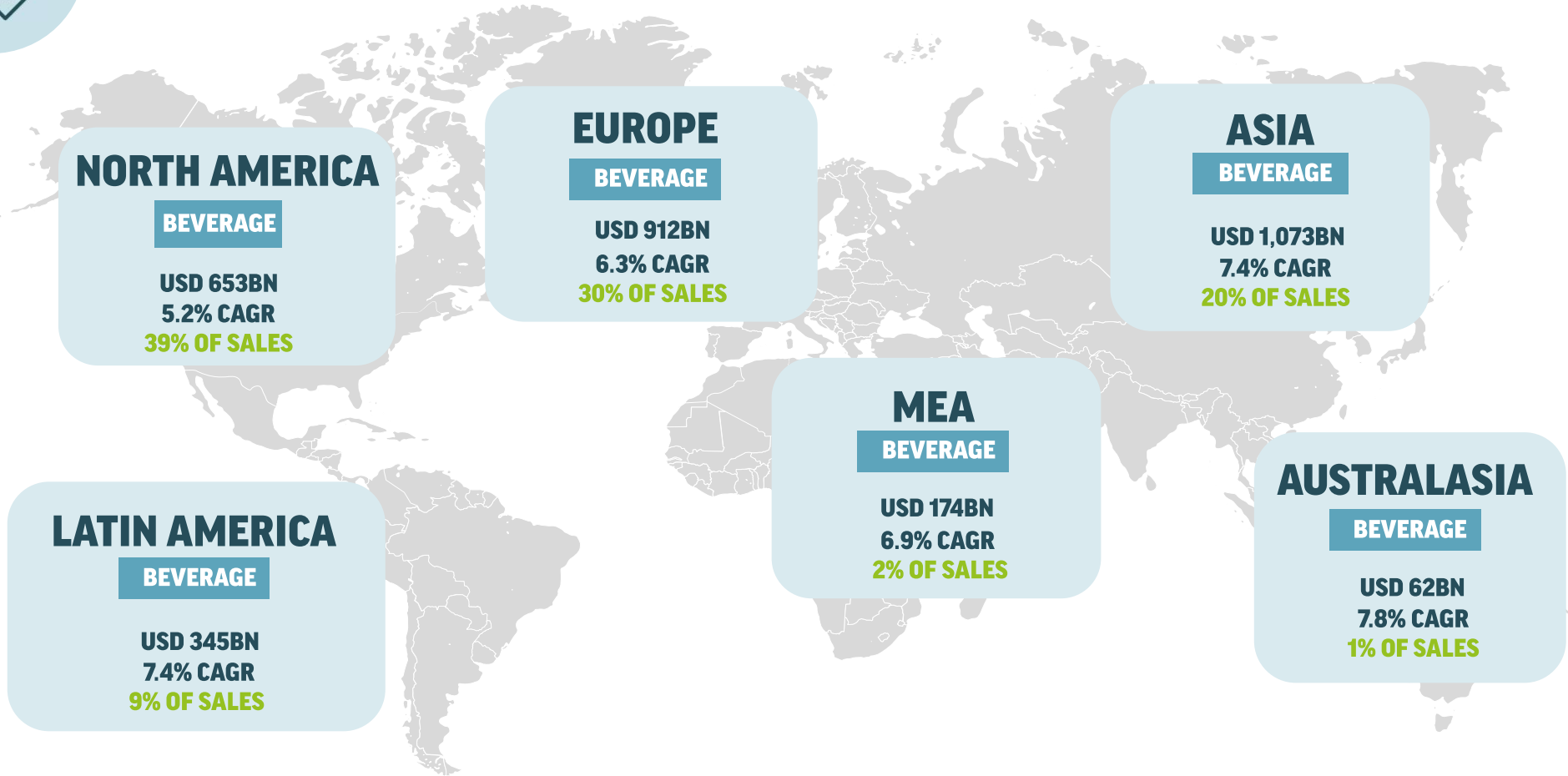
EXPAND MARGINS THROUGH LASER FOCUS ON PREMIUM



Making the world taste better. For good



EXPAND OUR REACH





BROADEN INTO HIGH VALUE CATEGORIES



MARKET SIZE
\$48BN

Juice
1.3% CAGR



MARKET SIZE
\$392BN

Carbonates
3.9% CAGR



MARKET SIZE
\$48BN

RTD Alcohol
14.9% CAGR



MARKET SIZE
\$3BN

Sports Drinks
33.6% CAGR



MARKET SIZE
\$9BN

Energy Drinks
8.5% CAGR



MARKET SIZE
\$14BN

RTD Coffee
10.4% CAGR



MARKET SIZE
\$2BN

Flavoured Water
6.3% CAGR



MARKET SIZE
\$3BN

Enhanced Water
15.3% CAGR

Mainstream price segment

Premium price segment



DIFFERENTIATED SERVICE MODEL



SPEED



PARTNERSHIPS



LOCALISED INNOVATION



CUSTOMER INTIMACY

STRONG PERFORMANCE, POISED TO ACCELERATE GROWTH

SUCCESSFUL 2024

- +4% sales growth, +10% profit growth
- New management team and structure in place
- Available capacity in Europe and USA
- Strong skillset and knowledge base

EVOLVING STRATEGY

- Truly globalise by expanding reach
- Broaden our product positioning
- Focus on our agility in offering best in class customer experience
- Embedding Sustainability for value creation

LONGER TERM STRATEGIC GROWTH AMBITIONS

EVOLVED STRATEGY TO ENABLE SUSTAINABLE MID SINGLE DIGIT REVENUE & HIGH SINGLE DIGIT PROFIT GROWTH



Q&A

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Where information is provided regarding past share price, past dividends and past earnings per share, past performance cannot be relied upon as a guide to future performance.



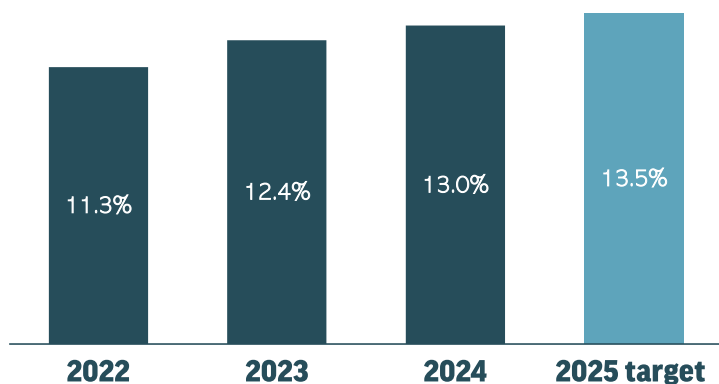
A photograph of three people in a modern office setting. Two men and one woman are seated around a small white table. The woman in the center is looking at a laptop on the table. The man on the left is looking towards her, and the man on the right is also looking towards her. The background features a wall with four colorful posters: 'CITRUS' (orange), 'TEA' (green), 'FRUIT & VEGETABLE' (pink), and a purple one. There are large green plants in the foreground and background. The word 'APPENDIX' is overlaid in large white letters in the center of the image.

APPENDIX



MEDIUM TERM FINANCIAL METRICS

NET OPERATING MARGIN¹



NET OPERATING MARGIN

Growth driven by sales increase, margin focus and operational efficiencies

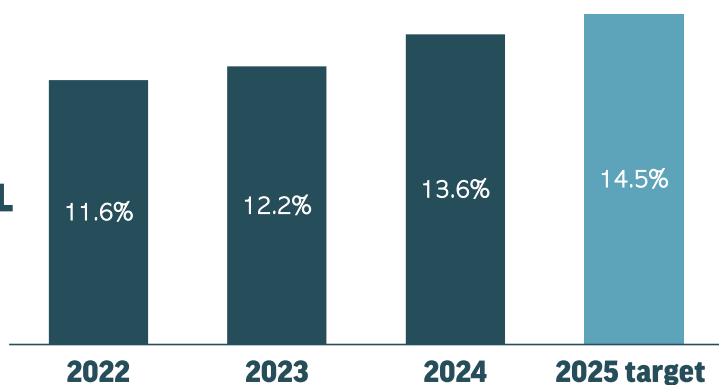
Medium term target: 15%

RETURN ON CAPITAL EMPLOYED

Capital base fully invested, growth to follow

Medium term range: 15-20%

RETURN ON AVERAGE CAPITAL EMPLOYED¹



¹ From continuing activities

FINANCIAL HIGHLIGHTS

REVENUE

£153.1m

+4%

GROSS MARGIN

29.1%

-130BPS

PROFIT BEFORE TAX & EXCEPTIONALS¹

£19.1m

+10.1%

EARNINGS PER SHARE¹

24.47p

+6.7%

DIVIDEND

8.41p

+5%



¹ Excluding exceptional items and in the case of earnings per share the related tax effect

2024 SUSTAINABILITY IMPACT



PEOPLE

57% of Business Leadership Team are women

63% of permanent group employees are shareholders

GLOBAL ED&I programme that empowers and supports



PLANET

SBTi ALIGNED NET ZERO TARGET 42% reduction in scope 1 & 2 by 2030

NEW Solar installation commenced in the UK

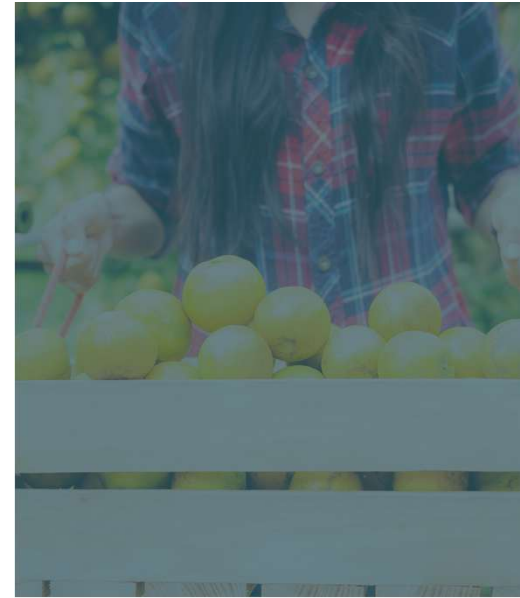
New **WATER REDUCTION TARGET FOR** us process cleaning



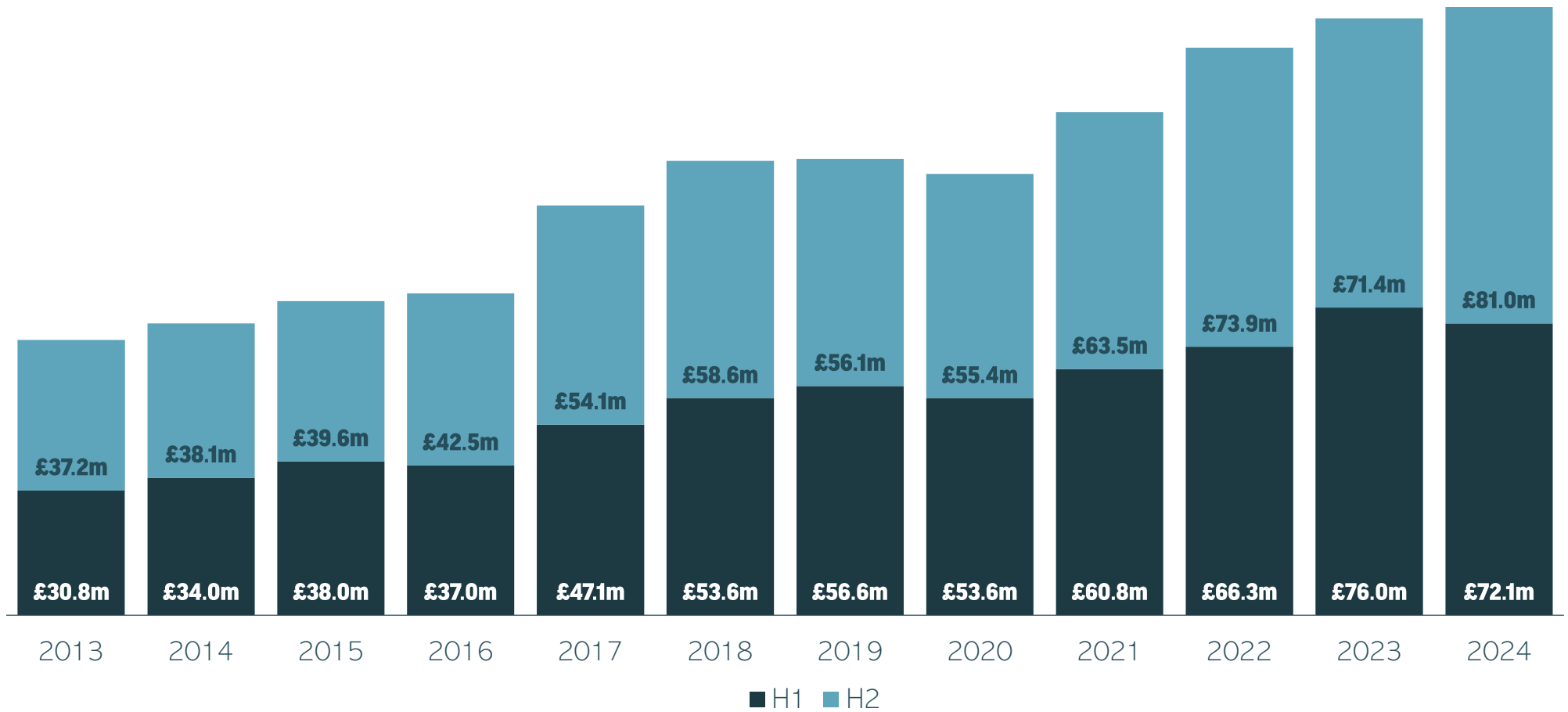
PERFORMANCE

10% Executive Director and management team bonus scheme subject to ESG related non-financial objectives

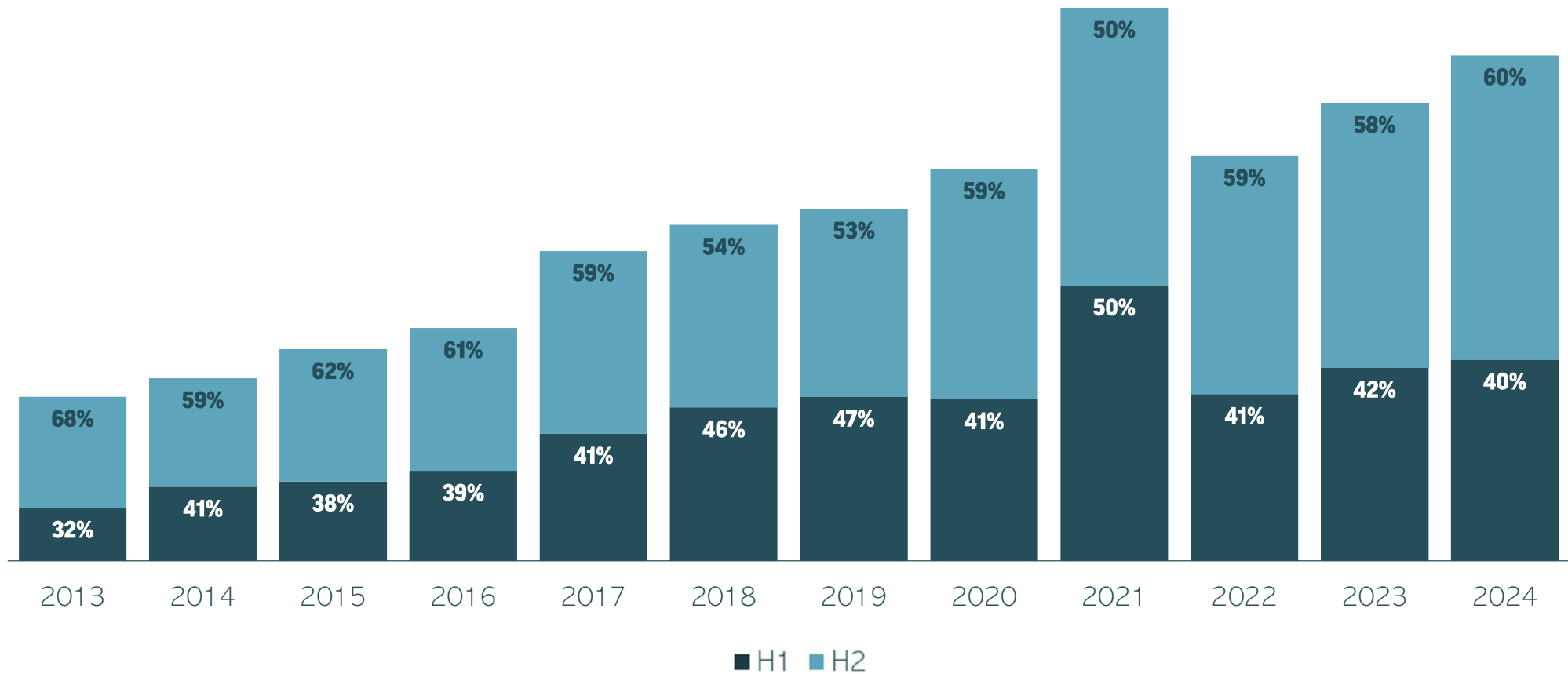
NEW Sustainable sourcing targets disclosed



REVENUE PROGRESSION



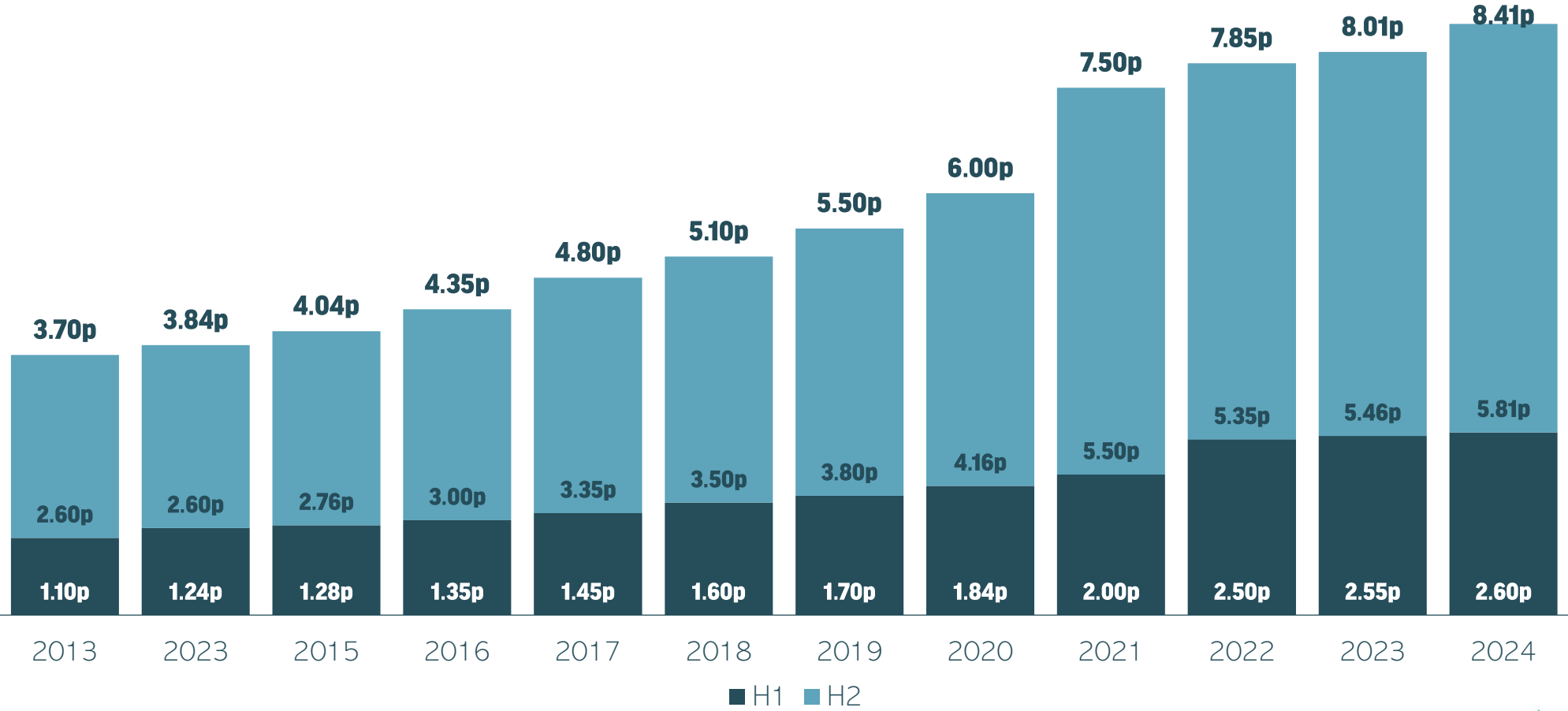
PROFIT BEFORE TAX⁽¹⁾ PROGRESSION



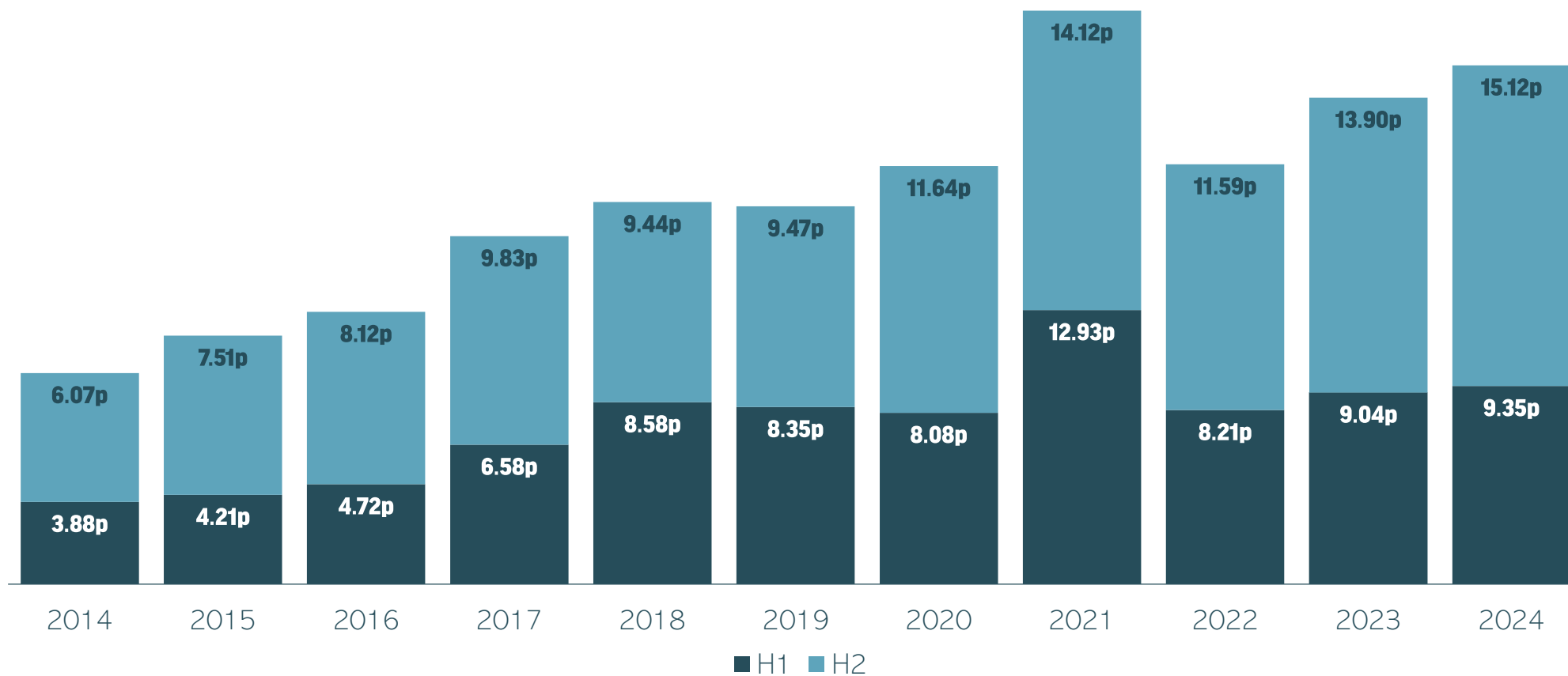
¹ Excluding exceptional items

² Treatt compiled consensus of four analyst forecasts for FY22 profit before tax and exceptional items

DIVIDEND PER SHARE 2024: +5%

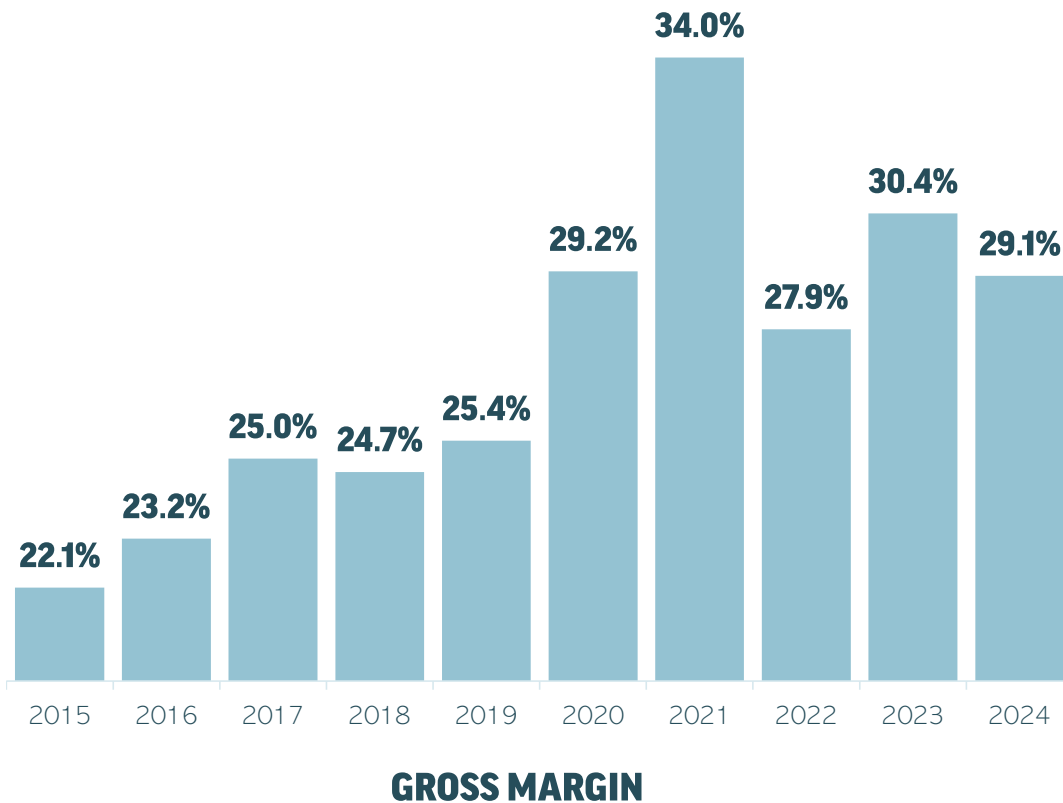


ADJUSTED EARNINGS PER SHARE⁽¹⁾



¹ 2018 – 2020 EPS is shown from continuing activities

GROSS MARGIN WITHIN RANGE



2024 GROSS MARGIN WITHIN RANGE:

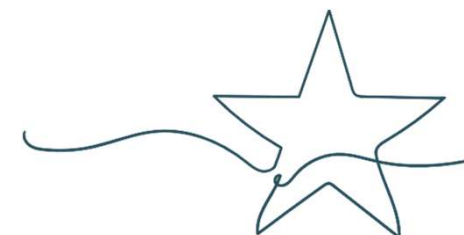
GROWTH in low margin Heritage dilutive to margins.
Focus on maintaining cash margins.

SELLING PRICE INCREASE to mitigate raw material inflation

OPERATIONAL EFFICIENCIES to drive lower cost base and increase margin

2024 BALANCE SHEET

	As at 30 September 2024	As at 30 September 2023
Fixed assets	£72.7m	£74.8m
Inventories	£51.9m	£62.4m
Receivables	£39.1m	£33.0m
Payables	(£20.7m)	(£20.7m)
Working capital	£70.3m	£74.7m
Taxation	(£5.9m)	(£5.3m)
Net (debt)/cash	(£0.7m)	(£10.4m)
Pension asset	£5.6m	£3.7m
Other net (liabilities)/assets	(-)	(£0.3m)
Shareholder funds	£142.0m	£137.2m



KEY POINTS

WORKING CAPITAL reduces by £4.4m driven by strong disciplines

NET DEBT reduced by £9.7m with strong cash generation in the year

SHAREHOLDER FUNDS grew in the year by £4.7m, with net assets per share increasing by 3%

2024 CASH FLOW

Year ended 30 September	2024 £'m	2023 £'m
Operating cash flow	24.2	20.2
Decrease in inventories	7.2	2.5
Decrease/(Increase) in receivables	(7.7)	3.0
(Decrease) in payables	(1.1)	(2.1)
Cash used in/(generated from) operations	24.8	23.6
Taxation received/(paid)	(3.7)	(2.2)
Net cash from operating activities	21.1	21.4
Net Purchase of property, plant & equipment	(5.4)	(5.5)
Purchase of intangible assets	(0.2)	(0.2)
Proceeds of property sales	-	1.6
Free cash outflow	15.5	17.3
Dividends paid	(4.9)	(4.8)
Issue of share capital	-	-
Other financing activities	(0.9)	(0.8)
FX	-	0.3
Movement in net (debt)/cash	9.7	12.0
Net (debt)/cash at start of period	(10.4)	(22.4)
Net (debt)/cash at end of period	(0.7)	(10.4)

KEY POINTS

WORKING CAPITAL inflow driven by inventory management; partially offset by reduction in receivables with normalised sales phasing

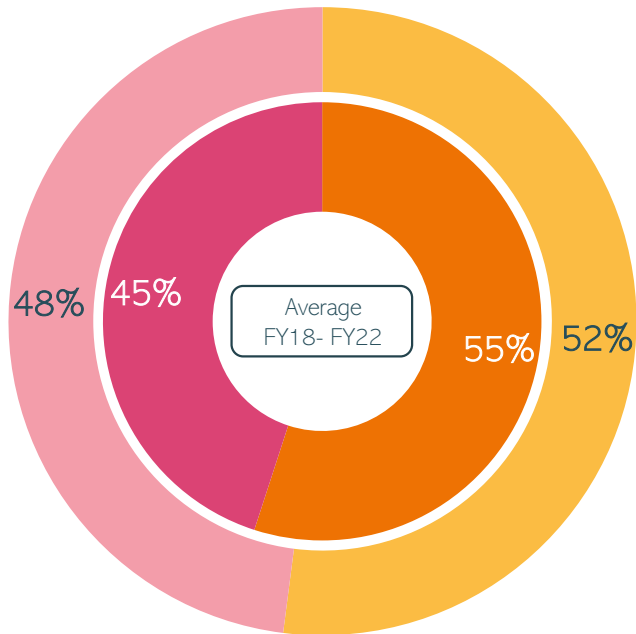
CAPEX returning to normal levels of investment with focus on fast-returning capital projects

NET DEBT significant reduction and is inclusive of lease liabilities of £0.4m (2023: £0.5m)

REVENUE ANALYSIS

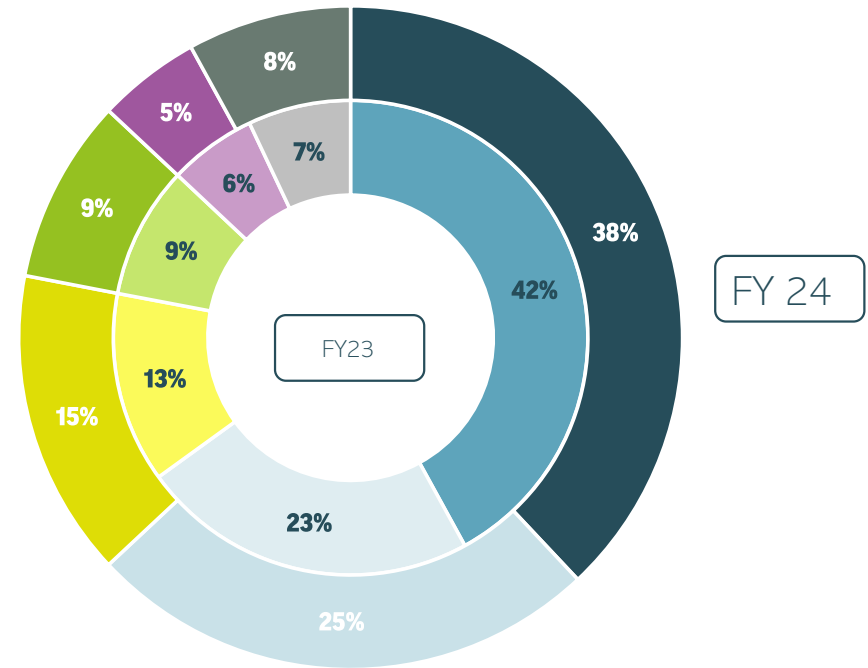
ROUTES TO MARKET

Direct to Brand Owners Flavour Houses



FY 23

MAJOR TERRITORIES¹



FY 24

United States Europe Rest of World
The Americas United Kingdom China

¹ From continuing activities

The Americas (excluding the US) (17 countries) / Rest of the World (35 countries)

