

## Strategy and Objectives

Our Purpose, Strategy and Operating Principles provide a vision and framework for strategic governance, creating value, sharing best practice and working effectively as a Group.

## Our Purpose

Baking  
brilliance  
makes every  
day special.

## Our Vision

To be  
the leading  
speciality  
bakery group.

Our Strategic Pillars help us create sustainable value for our shareholders, customers and other stakeholders.

## Excellence

We invest in our people and our operating sites to form a strong foundation to underpin our strategy. We create innovative high-quality bakery products that anticipate key market trends and ensure that customer and consumer needs are at the heart of our decision making.

## Growth

Our Group seeks to drive growth both organically and through acquisition, targeting both the retail grocery and out-of-home channels in the UK and Europe. We have developed a strong licensed brand portfolio to complement our core retailer brand relationships.

## Responsibility

Our commitment to building a sustainable operating model is built on a holistic framework that puts our people's development, engagement and health and wellbeing at the heart of our business. We strive to continually reduce our impact on the planet by investing in technology, expertise and driving shared ownership across our growth partners.

## Our Operating Principles

To achieve baking brilliance, we have to constantly raise standards and work effectively as a Group. The Finsbury Operating Principles are a set of practical commitments and guidelines for how we run our business, and which bring our strategy to life in our day-to-day work.

Increasingly all stakeholders in our business are looking to understand our Environmental, Social and Governance (ESG) credentials. The Operating Principles by their nature incorporate our ESG commitment. The pages dedicated to expanding on our Business Model together with the case studies give good examples in support of our strategy into action. Appropriate KPIs are in place to measure our progress (some of the key metrics are given on pages 34 to 35).



### Operating Excellence

We continually invest in our bakeries to improve our efficiency and customer satisfaction.

### Cost Effectiveness

We maintain strict cost controls without compromising quality, streamlining our processes from sourcing to delivery.

### Growth with Our Partners

Through long-term relationships with our customers and suppliers, and an understanding of their needs, we can all enjoy profitable growth.

### Quality and Innovations

Our innovative, high-quality bakery products reflect changing customer needs and anticipate key market trends.

### Sustainable Approach

We optimise our use of resources and focus on reducing waste throughout our supply chain and in our bakeries.

### People Who Care

We invest in our people, who take personal pride in their contribution to our success, and are strong advocates of our business and products.