



ANNUAL REPORT & ACCOUNTS 2023

Tirlán
Co-operative
Society Limited



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Please find a copy of our full financial statements on www.tirlan.com/reports

If you would like a printed copy of our full financial statements please email: hello@tirlan.com

or write to Company Secretary,
Tirlán, Abbey Quarter, Kilkenny, R95 DXR1.

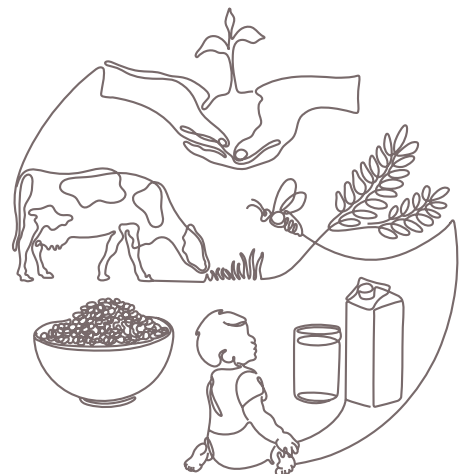
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OUR STORY

For us, it all begins with care: caring about our farmers and customers, caring about more innovative use of breakthrough technologies, caring enough to set the highest standards for dairy and grain production. We have built a world-class nutrition business from our network of over 4,500 family farms, their grass-fed herds and premium grains, delivering the results of their tireless work to tables across the world every day.



Pictured on the front cover are (top right) Tirlán Milk Supplier Amanda Mooney and her daughter Jane on their farm in Ashford, Co. Wicklow, (centre) a Tirlán milk tanker highlighting our economic impact pictured on-farm in Ballyragget, Co. Kilkenny and (bottom right) grain supplier James Ashmore, Sandra O'Dwyer and their daughter Ada on their farm in Ballitore, Co. Kildare.

OUR HIGHLIGHTS IN 2023

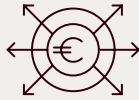
4,198

Member dairy farmers



€2.5BN

Revenue for 2023



3.1BN

Litre milk pool



666

Member grain farmers



€50.5M

Total share interest (dividend) paid to Members over the past decade.



97

Number of countries where Tirlán products are sold



2,300

Employees



27.1%

Rise in Co-op dividend payment since 2020



52

Agri retail branches



11

Processing plants



€1.3BN

Value of investment in Glanbia plc shares*



*Value of shares as 5th April 2024.

€1.3BN

Total Co-op equity value



6.3%

Reduction in carbon footprint on-farm since 2018



TIRLÁN AT A GLANCE

Tirlán is a farmer-owned, world-class food and nutrition business. We operate across three categories: Agribusiness, Consumer, and Ingredients through which we deliver a diverse portfolio of agricultural brands, leading consumer products and quality ingredients. As a vibrant, ambitious and innovative business, we have a strong track record of success in global markets and are committed to being at the forefront of sustainable dairy and grains, today and into the future.

OUR BUSINESS CATEGORIES




AGRIBUSINESS

Tirlán Agribusiness is proud to be the largest supplier of inputs to the Irish farming sector, with 52 dedicated retail outlets serving our farmers and local communities.

Working closely with our farm families, our team of technical advisors supports efficient, profitable and sustainable farmer Members to provide high-quality innovative products and ingredients to our customers globally.

At GAIN Animal Nutrition, our feeds are specially designed to provide complete nutrition for dairy, beef, sheep and calf nutrition. We offer a wide-range of pet food products, and our equine range feeds many of the world's top racehorses.

 Agribusiness category
page 34


OUR KEY BRANDS





CONSUMER


Our consumer products have been enjoyed in Irish homes for over half a century. We believe that only the best quality and distinct fresh taste are good enough for our customers. Built on a long heritage of family farming, our range of products has made us leaders in the marketplace by delivering award-winning brands such as Avonmore. Our fortified milks offer a wealth of nutritional benefits for everyone. Our product range also includes cheese, protein milks, butter, cream and a range of chilled soups. Determined that our naturally tasty dairy should be enjoyed all over the world, our UHT milk and cream are the perfect solution for the international marketplace.

 Consumer category
page 36



INGREDIENTS

We supply a range of innovative dairy and plant-based ingredients from highly specialised whey proteins to functional oat flours for use in a range of applications, including lifestyle nutrition, clinical nutrition and functional foods. We have proven capabilities when it comes to delivering uncompromising quality and traceability at every step along our supply chain. Our long heritage of family farming results in only the best-quality grass-fed dairy and grains being selected for our wide range of tailored ingredients and solutions.

 Ingredients category
page 38



A photograph of an elderly woman with short, light-colored hair and glasses, wearing a bright pink zip-up hoodie over a white collared shirt. She is looking down at something in her hands, possibly a small plant or a product. The background is an outdoor market stall with various items on display, including what looks like a stack of brown bowls or pots. The lighting is bright, suggesting an outdoor setting.

ENHANCING THE CUSTOMER EXPERIENCE

Tirlán began an €11 million plus phase 1 investment programme to transform the entire 52 local branch network in January 2023. The successful rollout throughout the year has seen a significant investment in upgrading its network of stores across 12 counties. Retail stores have been rebranded to 'Tirlán FarmLife', while branches with an added garden centre and broader retail offering are operating under the name 'Tirlán CountryLife'. The branch improvements are a further sign of Tirlán's commitment to serving the evolving needs of its loyal customers in rural communities into the future.



Tirlán CountryLife customer Agnes McHale pictured with Head Horticulturist Fergal Joy in the Bunclody, Co Wexford branch

CHAIRPERSON'S STATEMENT



DELIVERING FOR MEMBERS IN A TOUGH YEAR

Average milk price paid
44CPL
(inc. /VAT)

**€205/
TONNE**

for green feed
barley

Trading
Bonus
€5.8M

After the highs of 2022, the year 2023 was the polar opposite, with significant challenges. Lower market returns, stubbornly high input costs and challenging weather all combined to make it a difficult year for our farmers.

Our Co-op remains committed to delivering the best possible price for milk and grain, as well as industry-leading supports for our farmers. Our grain growers had a particularly tough year, with weather and price all presenting challenges. We again paid the market leading price for grain, but at a 34% lower price level than a year earlier.

Sustainability

2023 was also a year of significant regulatory change for our farmers, with the confirmation in early September that the nitrates limit for many parts of the country would be reduced from 250 kgs to 220 kgs of organic nitrogen per hectare from 1 January 2024. Up to 30% of Tirlán milk suppliers are affected by this policy change.

Tirlán is continuing to invest significant resources to assist farmers in addressing water quality challenges in order to maintain our social licence and maximise Ireland's chances of retaining the derogation beyond 1 January 2026.

It was also the year when the broader Environmental, Social and Governance (ESG) topic increasingly came to the fore. As set out on page 45, we are continuing to deliver in this area under the leadership of Dr. Lisa Koep and the ESG team. We believe that our credentials are strong and we will continue to focus on science and technology to ensure optimum performance.

It was notable that in 2023 we were awarded the Bord Bia Origin Green Gold Standard for the fourth year in a row. This recognises Tirlán's excellence as part of Ireland's pioneering food and drink sustainability programme. Tirlán was just one of 26 of Ireland's leading food businesses to receive the inaugural Gold Status Membership in 2020 and is among a select group to again achieve Gold Membership status for 2023.

Milk and grain price relativity

The price paid by Tirlán to our farmers for their high quality milk and grain is a key metric for our Co-op. We have consistently stated that our objective is to pay the "best possible price" to suppliers of both products. After the record highs reached in 2022, dairy market returns began to fall in October 2022 and this had to be reflected in lower farm gate milk prices, with reductions commencing in January 2023. The average price paid for milk in 2023 was 44 cent per litre.

Commitment to grain

Tirlán is the largest buyer and user of Irish grains, with a green grain intake of over 190,000 tonnes in 2023. In setting prices for harvest, the Board sought to recognise the commitment of growers to delivering quality grain in a challenging year. Our pricing was set at a higher price point than what was being reflected in the markets.

In further recognition of the difficult year that growers experienced, the 2023 Trading Bonus of €10/t for Members was extended to apply to all grain supplied, including from non-Co-op

members. This was subject to minimum tillage input purchase criteria.

For Harvest 2023, Tirlán paid growers almost €3 million in additional bonuses specifically for premium grains. The grain and ingredients teams have focused strongly on value-added premium crops, with premiums paid over and above the feed price to farmers for the 2023 harvest. This was worth on average an additional €47/t on premium grain volumes, or €16/t on all green grain volumes.

As a business, we have continued to focus on and invest in expanding our premium grains portfolio, with a doubling of the area of gluten-free oats in 2023, resulting in an increase of almost 5,000 tonnes in crop intake.

We continue to bring value to our premium grains portfolio through our Innovation Centre, with a new Avonmore Oats Drink launched in 2023 and further ingredient solutions developed across the plant-based category.

Agri branch investment

Over the course of 2023 we were pleased to host events in our Athboy, Bunclody, Castlecomer, Clonmel and Clonroche agri branches to mark the completion of major enhancement projects. This work is part of our overall €11 million plus investment programme to develop and upgrade our entire 52-strong local branch network.

Our branches are the heartbeat of many local communities; this investment demonstrates our Co-op's commitment to developing a modern network of stores that service the evolving needs of farmers and the communities we serve.

Co-op share clinics

In 2023 our agri-branches hosted a series of "pop-up" clinics where Co-op Shares Office staff were available to meet Co-op Members to discuss shareholding queries in person. Due to

the hugely positive response, we will continue to run this series throughout 2024 across the full Tirlán catchment area.

We also hosted a well-attended webinar where we communicated the merits of joint shareholding. I would encourage shareholders to consider whether it is appropriate to enter a joint shareholding with a partner or spouse that is involved in the farming business.

Transferring shares to the next generation of farmers should also be considered in many farm households. It is important that the next generation is actively involved so that the Co-op structures that have served us so well are preserved for the future.

Financial supports to Members during 2023

The 2023 Trading Bonus Scheme was paid in December 2023 (green grain suppliers) and early 2024 based on the level of trade of milk and grain suppliers. In addition, beef, sheep, and pig farmer customers that are Tirlán Co-op Members qualified for a Feed Bonus on tonnes purchased. A total of €4.7 million was paid, comprising €3.1 million to milk suppliers, €1.3 million to grain growers and €0.3 million relating to feed. A further €1.1 million will be paid to grain growers during summer 2024 on completion of dried grain deliveries from the 2023 harvest. All payments to Co-op Members were funded through core business operations.

Trading bonus scheme

The Board has announced the launch of a 2024 Trading Bonus Scheme that will continue to reward farmer Members of the Co-op for purchases made from Tirlán and its subsidiaries. The terms of the Scheme are largely unchanged from the 2023 Scheme. For milk suppliers, a Trading Bonus of 0.25cpl will be paid on all milk supplied by Members that spend over 8cpl on input purchases with Tirlán in 2024. Trade values for Protected Urea for the 2024 Scheme will be given double the value. For grain growers, a Trading Bonus of up to €10 per tonne of grain supplied

is available for 2024 and a €10 per tonne trading bonus is also available for beef, dairy and sheep non-milk suppliers.

AGM

At the forthcoming Annual General Meeting (AGM) of the Society which will take place on 9 May 2024, the Board is proposing that Members approve a share interest payment of 20.96 cent per share, (totalling €7.1 million) payable to Members on the share register at that date. This is an increase of 10% on the previous year's payment.

The Co-op continued to pursue a progressive dividend policy during 2023. At the AGM held on 24 May 2023, Members approved payment of Share Interest ("Dividend") of 19.06 cent per share, totalling €6.5 million, which was available to all Members on the share register at that date. The Co-op Board's dividend policy reflects its commitment to delivering a fair return to all shareholders. Total share interest of €0.96 per share has been paid in the five-year period up to and including 2023.

Representative structure changes

A highlight of 2023 was the approval by Members of a series of proposals to modernise the Co-op's governance structures and increase diversity across Tirlán's committees, Council and Board, with a more gender-balanced and younger representation.

At the Special General Meeting (SGM) in Lyrath Hotel, Kilkenny, on 11 October 2023, we received a hugely positive shareholder response to the recommendations from a sub-committee of the Board.

Shareholder approval for this set of progressive proposals marks a major step towards positioning the Co-op for the future. The world has changed significantly since the last review of our representative structure was undertaken over two decades ago.

The changes to the composition of the representative structure, youth groups and investment in education through the Tirlán Governance Academy will all help to further strengthen and ensure the vibrancy of our Co-op. I'd like to thank all

CHAIRPERSON'S STATEMENT

CONTINUED



The Avonmore Professional range has now launched across the South East Asia region. A core focus of the brand is selling into the growing food service category including leading hotel, restaurant and bakery chains. Technical Sales Manager Ludovic Chesnay is pictured in Vietnam alongside Tirlán's national distributor at one of a series of demonstrations of Avonmore Professional products.

of our shareholders for their support for the proposals and the sub-committee who carried out such a comprehensive review.

The proposed changes were presented by a sub-committee of the Tirlán board, chaired by Vice-Chairperson Brendan Hayes, who highlighted the support and excellent engagement that the group had received from so many farmer shareholders during the detailed rounds of consultation as the proposed changes were developed.

We believe these changes will ensure our Co-op is equipped to continue to deliver for our members. We recognise that in line with agriculture in general in both Ireland and internationally, we face challenges around diversity of age and gender. These new proposals will help us to encourage greater participation over the coming years.

We have also agreed that a review of Board composition will commence shortly, with proposals to be put to Co-op Members for consideration by the end of this year.

Glanbia plc

Tirlán has a significant portfolio of investments as summarised on page 29 of this Report. The most valuable investment is our 28.6%* shareholding in Glanbia plc which was valued at €1,346.1 million on 5th April 2024.

At the end of 2023, Siobhán Talbot stepped down as Group Managing Director of Glanbia plc after 10 successful years. She played a key role during a period when the organisation has evolved, grown and strengthened. I wish to thank Siobhán for her outstanding contribution.

We look forward to maintaining our excellent relationship with Glanbia plc and wish newly appointed Chief Executive Officer Hugh Maguire well in the role.

Over the course of our evolution as an organisation since 2012, we have spun out 48.6 million Glanbia plc shares to Tirlán Co-op members, with a current value of €865.7 million (based on a Glanbia plc share price of €17.82 on 5th April 2024). In addition, we have paid a total of €86.9 million in share interest (dividends).

Kilkenny Cheese

Our new cheese processing facility at Belview in South Kilkenny has commenced milk intake as part of the plant commissioning and the team is focused on getting the plant into full continental cheese production for the season.

This joint venture between Tirlán and international Dutch dairy firm, Royal A-ware, is the largest single dairy processing investment in the history of the State and is a huge addition to our existing dairy processing campus at Belview.

Nurture Fund

In September we were pleased to announce the commitment of €10 million towards the development of the Tirlán Nurture Fund, an investment platform aimed at identifying and scaling innovative agrifood-tech solutions.

The Tirlán Nurture Fund will target early-stage innovative and sustainable technology investments over the coming years. Investments will seek to identify solutions that contribute to increased efficiency and drive sustainability along the supply chain, with the aim of benefitting our farmer suppliers, and the wider community.

It is intended that the Fund will make both direct and indirect investments into proven technologies seeking commercial scale, and established companies seeking to scale into new markets.

Innovation

As highlighted throughout this report, our Agribusiness, Consumer and Ingredients categories continue to invest in innovation and bring new products to the Irish and international marketplace. We are proud of our state-of-the-art Innovation Centre in Ballyragget and have a highly capable team focused on delivering value added products.



LEADERSHIP TRANSITION

On 19 January 2024, the Board was pleased to announce a pivotal transition in executive leadership at Tirlán Co-operative Society Limited. After an illustrious 40-year career, our esteemed Chief Executive Officer (CEO), Jim Bergin, will retire on July 31, 2024. I wish to express our deepest appreciation to Jim for his outstanding contribution, particularly in establishing Tirlán as a 100% farmer-owned Co-op.

We were delighted to simultaneously announce the appointment of Seán Molloy as the CEO designate. Sean is our current Chief Ingredients and

Agribusiness Officer with 18 years of exemplary leadership. He will officially assume the role on August 1, 2024, ensuring a seamless transition. The appointment followed a comprehensive recruitment process initiated in June 2023, overseen by Tirlán's Nominations and Governance Committee in collaboration with a global Executive Search Firm.

Jim's tenure has been marked by authentic leadership and effective advocacy for Irish farmers. Under his guidance, Tirlán achieved significant milestones, including a substantial €600 million investment in milk processing facilities, resulting in annual milk and grain payments of €1.2bn and supporting 19,000 jobs in the rural economy.

Sean's track record includes playing a pivotal role in Tirlán's transformation, leading innovation projects, and cultivating strategic relationships with international customers.

This CEO transition is well-timed, given the company's robust financial position and exceptional leadership team. I have utmost confidence in Seán's ability to guide Tirlán forward, backed by his excellent knowledge of the agricultural sector and a history of successful collaboration with colleagues and international customers.

Board retirements

At our forthcoming Society AGM, Pat Murphy and Paddy Whyte will retire from the Board. I would like to thank Pat and Paddy for their commitment and contribution since they were appointed to the Board. James O'Brien from the North Kilkenny region and James Finn from the Corporate Members will join the Board following the AGM.

Conclusion

We remain highly ambitious for the future growth and development of Tirlán and will continue to focus on adding

value to farm outputs in order to deliver on our key objective, which is to pay the best possible price for our farmers' milk and grain.

This report provides a summary of our key activities in 2023 and provides you, our Members, with an insight into the business that you own. We have a very strong and exciting business, with excellent products and a highly capable team. Our Board and management team are highly committed to driving future growth on behalf of our farmer members.

I would like to thank our Members for their support during the year and look forward to the future of Tirlán with confidence.

John G. Murphy
Chairperson

A YEAR IN REVIEW

Tirlán begins €11 million branch investment



Study shows Tirlán drives €5.5 billion of economic activity



Tirlán unveils new Unearth your Future Graduate Programme



JAN

FEB

MAR

APR

MAY

JUN

Tirlán Quality Grain Award Winners



Avonmore Oat Drink creates new opportunities for Tirlán's growers



Tirlán opens new collaboration hub in heart of Kilkenny City





Tirlán wins eight medals at prestigious International Cheese & Dairy Awards

Avonmore owner Tirlán re-affirms their commitment to Kilkenny GAA



Tirlán & Baileys Sustainable Farming Academy 2023 graduation

JUL

AUG

SEP

OCT

NOV

DEC



2023 Baileys' cow wins All-Ireland dairy contest sponsored by Diageo & Tirlán

Tirlán shareholders back changes to governance structure



Tirlán celebrates as the first large company to achieve Origin Green Gold Membership – 4 in a row

CHIEF EXECUTIVE OFFICER'S REPORT



A ROBUST PERFORMANCE IN A CHALLENGING YEAR

**666
GRAIN
&
4,198
MILK**

family farms
supplying Tirlán

**422,107
TONNES**

of ingredients
sold

**OVER
€600M**

invested in
facilities since
2012

Dear Member

In my last letter as your Co-op's CEO, I would like to begin by saying it has been my great privilege to play a leadership role in what has been 'my local Co-op' for the past 40 years.

I have experienced many highlights in my career but there is none that I am more proud of than the legacy that is the Tirlán organisation of today. I commenced my career in a Co-op, transitioned to a plc for 34 years and progressed to a Co-op again in 2021. Today Tirlán stands proud as a vibrant €2.5bn organisation, employing 2,300 staff across the globe and working hard to deliver for its 4,500 farm family members every day.

A career of this duration brings with it many ups and downs and 2023 was again, a challenging year for our farmer Members, shaped by external circumstances outside our control.

Collectively, our farmer Members, colleagues, customers and farming communities demonstrated incredible resilience, and yet again displayed the values that underpin our Co-operative spirit.

Pay the best possible milk and grain price

Our overarching ambition as a Co-op is to fulfil our commitments to our farmer Members and pay the best possible milk and grain price. We were acutely aware of higher farm input costs and the impact of challenging weather as we strove to support milk price. Significant price supports over, and above market returns were provided to assist farmers early in the year and across the high volume, peak months as the commodity markets dipped.

We also supported our grain suppliers during one of the most challenging harvests in recent memory paying the highest grain price in the country.

In the autumn of 2023, a feed support scheme was provided to help alleviate the costs of weather-related housing. In addition, new premium payments were approved by our Board to recognise the importance and the additional costs associated with providing a high-quality all year-round milk supply.

An average milk price of 43.72 cent per litre was delivered in 2023. In addition to providing significant support to our suppliers, we maintained our financial discipline and delivered a profit proportionate to the previous year.

Milk supply was back 2.8% on the previous year, a reflection of the poor weather, input costs, policy uncertainty, and labour challenges. As the largest buyer and user of Irish grains, our commitment to our growers and to innovation in the category is clear. We delivered a price above what the marketplace was returning, with almost €3 million in additional premium value-added grain bonuses.

At the same time, we continued to make good progress towards delivering on our strategy. I was delighted to see the commencement of commissioning of our Kilkenny Cheese manufacturing facility. This joint venture partnership with our Dutch partners Royal A-ware will establish new routes to markets for continental cheese and significantly enhance our global presence with new product lines.

Tirlán's 2023 financial performance

The organisation's overall performance in a turbulent year reflects the underlying strengths of our well-invested and resilient business. Our business is well-positioned, and the fundamentals remain strong as outlined in more detail by our Chief Financial Officer, Michael Horan, on pages 24-27. In 2023, the Group delivered revenue of €2.54 billion, compared to €3.06 billion in 2022. This was primarily driven by flat volumes overall with a 17% decrease in market returns. The business remains in excellent shape and thanks to our continued focus on financial discipline, our year end net debt in our core business was €155 million down from €234 million in prior year – the lowest level since 2014.

Overall, the **Agribusiness category** had a challenging year with turnover of €543 million down 16% compared to 2022.

Agribusiness delivered a significant investment in our branch retail network, with the new retail experience and expanded ranges delivering an uplift for our Tirlán FarmLife and Tirlán CountryLife stores. In addition, GAIN Animal Nutrition has continued to increase market share with exports to 20 countries and a significant targeted uplift in sales of our pet range. Cost inflation and supply chain dynamics remained challenging and all efforts were made to ensure products were delivered at a competitive price.

The breadth and depth of our **Consumer branded portfolio** has continued to increase, with the addition of strategically important global brands including our Avonmore Oat Drink and Truly Oat Drink. The category delivered turnover of €380 million showing growth of 4%. Price increases were secured for most of our branded range in a high-cost operating environment. We also relocated and downsized to our new collaboration hub in Citywest Dublin which has proven a significant enabler for team collaboration and innovation.

The **Ingredients category** delivered revenues of €1.6 billion which was a decline of 21%, with volumes flat overall, but price down 24%. Demand for dairy commodities softened considerably in 2023. In turn we focused on maximising the value in our ingredients, bringing new products to market, driving further collaboration with customers and reinforcing our environmental and sustainability credentials.

We brought our extensive experience in the Sports and Lifestyle Nutrition sector as a premium supply partner to fruition with the launch of Tirlán's business-to-business (B2B) Whey Protein Isolate (WPI) brand, Promiko.

Well-invested assets

Throughout our organisation from our supply chain to operations we remained focused on cost efficiencies and ensuring that we continued to run a lean operation to rigorously high standards.

Our Co-op is financially strong and has a significant portfolio of well-invested assets, with a network of 11 high-tech dairy and grain processing facilities, a new JV operation, and a series of investments including our 28.62%* shareholding in Glanbia which was valued at €1.3 billion on 5th April 2024.

As part of our long-term ambition to grow strategically, we launched our Tirlán Nurture Fund, a €10 million investment platform targeting and scaling innovative agrifood-tech solutions. We remain committed to evolving our business through appropriate investments that align with our 'Nourishing Ambition' five-year strategy.

Our sustainability milestones

Tirlán's purpose is to 'nourish lives in balance with nature' and we continue to focus our efforts on being a force for good within our communities, living up to our responsibilities and underpinning our social license to operate.

The stand-out issue for our farmer suppliers in 2023 was water quality and the nitrates derogation.

We have analysed the recent changes to the nitrates policy which introduced a new lower organic nitrogen threshold for around a third of Tirlán's milk suppliers.

We know that together as a farming community we can achieve more and it is key that the sector works together to ensure we protect high quality waterways for our communities and to maximise Ireland's chances of retaining the derogation. The retention of the country's nitrates derogation is crucially important for the viability of our grass-based family farming dairy model.

Tirlán's focus as we progress through 2024 is on ensuring water quality is protected and enhanced within our river catchments. There is a very short window for action. It requires a sector wide approach for maximum results that must be both catchment-centric and farmer-centric.

We are taking positive action to put resources on the ground. We have approved the appointment of additional advisory resources to support farmers and are collaborating with Teagasc and the Local Authority Waters Programme (LAWPRO) on specific rivers to ensure that a full and accurate root cause analysis is completed in addition to supporting best practice activities on-farm.

Our commitment to our sustainability targets is further reflected in the progress we are making towards delivering on our net zero carbon emissions targets outlined in our 'Living Proof' strategy and our commitments under the Science-based Target Initiative (SBTi).

We marked many milestones in this regard throughout the year with the launch of our flagship low carbon operating retail branch in Castlecomer, our first graduates from our Sustainable Farming Academy and a significant uptake of our on-farm FarmGen solar programme.

* shareholding as at 5th April 2024

CHIEF EXECUTIVE OFFICER'S REPORT CONTINUED



The high-tech Kilkenny Cheese facility at Belview, South Kilkenny is currently being commissioned. It will be one of Europe's most efficient and sustainable continental cheese production facilities. It follows a large-scale build and installation process involving over 500 people on site and over 900,000 hours worked. Once complete, it will employ around 80 people full-time and produce over 50,000 tonnes of continental cheese a year, including Edam, Gouda and Emmental cheese varieties. The whey stream will return to Tirlán for processing. The highly-efficient facility allows our organisation to bring all processing of our milk pool in-house and affords the flexibility to optimise product mix around the products delivering the highest market returns.

Our focus on the circular economy and sustainable packaging saw the introduction of bio-based plastics for UHT cartons, delivering significant fossil-based plastic savings. Our planned investment in renewable energy in our facilities received a boost with planning approval for a 13ha solar development at Ballyragget, Co Kilkenny.

As a business we will strive to deliver on our ambitious sustainability commitments, and we know our farmer Members will too.

Results of our farmer census

The farming sector has always stepped up to new challenges. Strength and adaptability were two clear farmer traits reflected in our latest farmer census. It showed the rapid pace at which farmers are adopting new technologies in order to enhance their environment in which they operate.

The comprehensive census showed that nine in 10 of Tirlán milk suppliers are now using Low Emission Slurry Spreading (LESS); almost 70% are now using Protected Urea for at least part of their fertiliser requirements.

Our Sustainable Action Payment has been strongly supported by our farm suppliers, with the delivery of tangible actions to reduce on-farm emissions. (See pages 42-53 for more detail)

Family farms must continue to be supported on the journey and we will continue to advocate and showcase the work our dedicated farm family milk and grain suppliers are doing as they strive to farm in balance with nature.

Calf welfare remains a priority for the organisation. Throughout 2023, Tirlán worked with a team across the dairy and beef sector to set out a practical pathway for better calf-to-beef production to ensure a sustainable production model.

Our census also reflects a high rate of adoption of sexed semen; progress on breeding and genomics. We know that our suppliers are committed to delivering farm animal welfare standards that meet the highest international requirements. (See pages 16 and 17 for more detail)

Greater diversity within our representative structure

At the heart of our Co-operative lies our family farm suppliers and our 2,300 strong workforce. We are committed to evolving our organisation to become more diverse and inclusive across all of our communities. We know that with more diversity comes greater innovation, better decision-making, higher performance and better business outcomes.

We are proud of the significant step taken in 2023 when our shareholders delivered resounding support for a series of progressive rule changes at our Special General Meeting to herald change to our representative structure.

2024 will see further change. Tirlán has many more steps to take but there is strong support for such change as we evolve our governance structure to better reflect the world in which we live.

As an organisation, we are passionate about creating an open culture that enables our people to thrive and our new Abbey Quarter collaboration hub



has proven an asset to our organisation. Our strong retention of staff is a hallmark of our longstanding commitment to invest in our worldclass workforce. (See page 30-33 for more detail)

We are also immensely proud of our people with their efforts to fundraise for the community, in which we operate, with over €116,000 raised directly by our people in 2023.

On a wider scale, the positive economic impact of our Tirlán on the rural economy is evident. It is important that this impact is recognised and maintained for our rural communities. In May, we unveiled an Economic Impact Study by independent consultants EY, showing that our Co-operative and our farm families generated total economic activity of €5.5 billion in 2022 and supported over 19,200 direct and indirect jobs.

Handing over the reins

One of the few constants in my 40-year career has been the wonderful and talented people I have had the privilege to work with, many of whom have become life-long friends. From old hands to new hires, I'd like to acknowledge the dedication and passion of all our employees, business suppliers, contractors, and farmer suppliers. Thank you. It is your hard work and commitment that makes Tirlán the world-class Co-op that it is today.

I would also like to wish my colleague Seán Molloy every success as he takes the helm later in 2024 and I look forward to working with him on the transition over the coming months. I know how passionate and committed he is to Tirlán and our farm families, and I have no doubt he will drive the Co-op forward with the support of a great team.

We have a robust, resilient and dynamic business that is well-invested and well-positioned to deliver for our farm families, our people and our communities. I wish you all the best of luck as Tirlán continues to evolve and grow.

Jim Bergin
Chief Executive Officer

A FARMER'S VIEW

DENIS AND SEÁN DALY

Father and son team, Denis and Seán Daly, have been members of the Twenty20 Beef Club since it first started in 2019. They say the peace of mind the dairy calf-to-beef scheme offers, coupled with the technical expertise and 24/7 support available on everything from silage quality to finishing weights, makes it a very attractive scheme for them as they milk 120 cows on the family farm in Timahoe, Co Laois.

"We always kept all of our stock," Denis Daly said. "The factories were giving us a bit of grief before we joined. One day they'd be looking for heifers, another day they'd want bullocks. Next thing they'd be on the phone telling you they wanted you to hold on for another week. We were getting out of it altogether until we found out about the Club. You can't buy the peace of mind the Twenty20 Club offers, particularly in February/March time when you're selling stock and you're in the middle of calving.

"Everything is planned now, and we've support all along the way. Kieran Bowe from Tirlán looks at what we have in terms of silage and meal, advises on anything additional we need to buy in, the mix and what should be fed. He even looks after the paperwork for the Club for us.

"Kepak come out, have a look at what we have. They pick the cattle, tell us the base price, explain what bonuses we will get and give us a date that the cattle are going. It really is as simple as that.

"Like any scheme there were a few issues at the start. But they have modified the weights, extended the bonuses and have changed what is included so they will also now take fat cattle and you can make up a load with these cows, heifers and bullocks if there is room."

Animal welfare is paramount on the Daly farm and the third-generation farming duo take great pride in their young stock, as well as their high-yielding predominantly British Friesian herd.

"While some farmers might be disappointed with a bull calf, every birth on this farm is seen as an animal with the potential to leave this yard in about two years with an average price of between €1,400 and €2,000. They're reared here. There is no stress on them. We make sure they have the best in terms of feed, support and animal health and welfare."

OUR 2023 MILK SUPPLIER CENSUS RESULTS

In 2023 we carried out a detailed milk supply census. Thank you to all our suppliers for completing the census. It is an invaluable source of information as we plan for the future direction of our Co-op.

Overall the results of the census demonstrated a huge level of resilience amongst the farming community. Despite the many on-farm challenges, milk suppliers were generally very optimistic for the future. Labour shortages, land availability and increasing environmental regulations were the main barriers to growth highlighted by Tirlán milk suppliers.

ON-FARM



52

years old average age of our farmers



232

average acres farmed



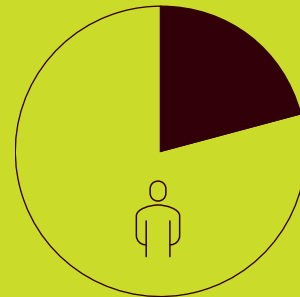
123

average cow numbers on Tirlán farms

LABOUR

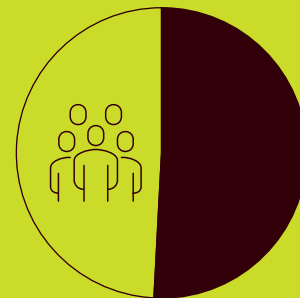
21%

of our farmers work on their own



51%

see obtaining future labour as an issue



INVESTMENT



1 IN 3

intend to invest in milking facilities into the future



€425M

approximate total figure that Tirlán farmers intend to invest in on-farm infrastructure

ENVIRONMENT

68%

use protected urea

9 OUT OF 10

farmers intend to reduce chemical nitrogen in future

89%

use low emission slurry spreading

52%

say they will invest in solar panels over the next 5 years



GENETICS

23%

would consider contracting out replacement heifers in future

66%

intend to use Dairy Beef Index (BDI) in future



FUTURE LIMITATIONS ON MILK PRODUCTION



74%

environmental issues



38%

buildings



71%

land availability



31%

succession



55%

labour shortage

OPERATIONAL EXCELLENCE

Effective cost management is critical in any business to ensure it remains competitive. There is a focus on optimising operational efficiency in manufacturing throughout all of the Tirlán network of facilities. Tirlán operates a 'COVI' efficiency programme, which stands for 'Cost Out, Value In'. The focus of the programme is to encourage all of our people to constantly look for ways to improve efficiency, performance, add value and eliminate waste in all its forms. Successfully doing so drives cost out, or value into our business by bringing step changes to life. We achieve this via progressive management practices and the use of our Lean principles, which provide us with a platform to identify further opportunities for optimisation within our processes. COVI has evolved over time to become an embedded programme that goes to the heart of Tirlán's continuous improvement culture.



STRATEGY AND PERFORMANCE

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Pratap Patil, Operations Associate and right, Brendan Massey, Process Manager Whey are pictured carrying out daily quality and operational inspections on the Lactose Crystallisation tanks and equipment in the facility in Ballyragget, Co. Kilkenny.

CONNECTING OUR PURPOSE AND STRATEGY

Overarching Ambition



Joe Taneyhill
Director of Strategy

Tirlán's ambition is to create a global community celebrating wholesome nutrition from the land where we live and love. We will deliver this through our strong business model and a clear set of strategic priorities. These five strategic priorities leverage our expertise and put our responsibilities to all our stakeholders front and centre of the organisation.

Through our Nourishing Ambition five-year strategic plan, we want to deliver a positive impact for all our members, customers, employees, and for the communities in which we operate.

Paying the best possible milk and grain price to our Members is at the heart of our ambition.

PAY THE BEST POSSIBLE MILK AND GRAIN PRICE TO OUR MEMBERS

Tirlán's core strategic priorities



ENHANCING THE CUSTOMER EXPERIENCE TO ADD VALUE



EMBEDDING A CULTURE OF OPERATING EFFICIENCY



SUSTAINING OUR WORLD THROUGH 'LIVING PROOF'



CREATING AN ORGANISATION WHERE OUR PEOPLE CAN FLOURISH



BUILDING THE CO-OP OF THE FUTURE

OUR VALUES

Our Values, along with our vision and purpose, guide us along every step. They form the foundations of who we are and what we do. They are the principles that inform the culture of our organisation and how we do business.

OUR VISION

TO CREATE A GLOBAL COMMUNITY CELEBRATING WHOLESOME NUTRITION FROM THE LAND WE LIVE AND LOVE



From the land we farm to the customers we serve, we value life in perfect balance. Our work is done in harmony with nature and builds on our rich legacy of excellence in food production, and reputation of providing world-class nutrition.

OUR PURPOSE

NOURISHING LIVES IN BALANCE WITH NATURE



As a farmer-owned Co-operative, we are deeply invested in our communities and family farms that provide our high-class produce. The passion and dedication of our people has helped to make our award-winning brands and tailored ingredient solutions stand out in the international marketplace.

How this enables us to grow

Tirlán grows and thrives by working closely with its customers and consumers and meeting their product and ingredient needs. From our local branch stores to our global sales teams, we use data, digital tools and customer relationships to support the growth of their business. We also invest in innovation marketing to build vibrant brands and new solutions that resonate with our consumers.

We are constantly striving for excellence across our supply chain by finding ways to improve all components, sites and activities. Our agile supply chain and operational capabilities, enable us to deliver sustainable, long-term value for our farmer Members.

We are focussed on preserving the resources upon which our business and our farming communities depend. By working towards our sustainability goals, we are doing the right thing by contributing to a better society and a healthier planet. We believe we are also making ourselves a better, more competitive business, and one that is more resilient for the long term.

Our talented and diverse workforce, together with our inclusive culture, continue to be a competitive advantage for our business, enabling us to perform at our best. We work hard so we can be proud of what we do, and this pride is a source of energy that fuels our performance.

In 2023 Tirlán Co-op commenced the task of modernising its governance structure including the unanimous vote by the Co-op shareholders to enhance the governance structures of our Advisory Committees, Council and Board.

Strategy in action

We know our customers' needs are changing. We focus on continuously innovating and delivering what our customers need to grow their business.

 See pages 4 and 5

Optimising operational efficiency in manufacturing is crucial for Tirlán to stay competitive. COVI stands for Cost Out, Value In. A key objective of COVI is to constantly look for ways to improve efficiency and remove waste in all its forms, driving cost out or value into our business by bringing step changes to life.

 See pages 18 and 19

We are working to preserve water quality, accelerate to a low-carbon world and become sustainable by design – helping to create a better future for the communities in which we operate.

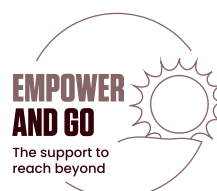
 See pages 42 and 43

Our talent strategy is to empower our people with the developmental experiences to facilitate their growth and successful careers at Tirlán.

 See page 30 and 31

Our new governance structure will promote youth, gender, and diversity and ensure our Co-op remains strong and vibrant into the future.

 See pages 52 and 53



OUR BUSINESS MODEL

OUR INPUTS

Our farmer supplier members

We are proudly supplied by in excess of 4,500 dairy and grain family farms from across Ireland. Our Co-operative structure means we have longstanding and loyal relationships with our farmer suppliers - many of whom have been supplying our Co-op for generations.

Our processing, manufacturing and logistics assets

We have world-class dairy and grain processing facilities which allow us to sustainably source, process, package and deliver our consumer and agri brands and ingredients solutions.

Our customer relationships

We have strong and deep relationships with our long-term global customers. These relationships are built on trust and our track record of delivery.

Our talented employees

Our success is dependent on the passion, engagement and focus of our talented people. We have a strong, loyal workforce with long service and specific industry insights.

Our innovation and technical know how

Innovation is in our culture. Our teams of technologists promote efficient, profitable and sustainable food production.

Our financial discipline

Our business activities require strong financial discipline, and we seek to allocate capital effectively and to where we will see the best return on investment.

Our community relationships

From farm to fork we establish strong trusted relationships with all our stakeholders. From our wider farming communities to industry representatives, all are essential for the success of our business.

HOW WE CREATE VALUE



1. WORKING WITH OUR SUPPLIERS

We are a key supplier of inputs to many of our farmer suppliers. In turn our Co-operative structure gives us access to a supply of high-quality, sustainable and traceable milk and grains which is a key differentiator for global customers. We collect over three billion litres of milk from our family farms and are supplied with over 260kt of grain.

4. DELIVERING FOR OUR CUSTOMERS AND CONSUMERS

Our brands and ingredients help our customers win in the marketplace. Through our insights and execution, we work closely with our customers to help them grow their businesses. When our customers grow, we grow too. Our end-to-end integration system and closed loop production processes help to differentiate us from our competitors. Coupled with this is our strong track record of developing innovative products and ingredients to meet consumers ever-evolving needs and tastes.



Our business model describes the essence of what we do, and how as a Co-operative we create value for our farmer Members, and all our stakeholders.



2. MOVING ALONG THE VALUE CHAIN

We add value by turning our pool of raw materials into value-added brands and ingredients. We leverage our collaborative long-term partnerships, customer-focused innovation, insights and R&D to deliver higher-margin brands and product solutions.

3. OPERATIONAL AND FINANCIAL EFFICIENCY

We operate 11 production sites across Ireland, generating 390kt of premium ingredients, up to 500kt of feed and over 500 million litres of liquid products in Ireland. We foster a culture of safety, efficiency and continuous improvement throughout all our facilities. We have a strong and liquid balance sheet, ambitious categories, and a clear set of investment priorities that will enable us to strategically invest in further growth areas as the opportunities arise.



OUR CONTRIBUTION TO THE WORLD AROUND US



Family farm members

We support our farmers and their families through the delivery of the best possible milk and grain prices. We work with our farmer suppliers to procure high-quality raw materials with environmental sustainability in mind.

€1.2BN

paid to farm families for the milk and grain they supplied



Employees

We want our people to be the best they can be. We empower them to thrive and offer a diverse and inclusive workplace with excellent opportunities for development and progression.

2,300
employees



Customers

We are the trusted business partner of choice to companies all around the world.

97

number of countries in which we sell our products



Communities

We help build thriving communities by investing in the communities where we live, work, source and sell.

€116,000

raised for worthy causes by Tirlán employees



Environment

We are conscious of the impact our organisation has on our planet. We have set ambitious sustainability targets for ourselves and consciously support our farmers in achieving their sustainability goals.

6.3%

reduction in carbon footprint on farm since 2018



GROWING EVERY LAYER OF OUR BUSINESS

Michael Horan
Chief Finance & Secretariat Officer

At a glance

Total turnover

€2.5BN

Average milk price paid

44 CPL

Core net debt

€155M

Total equity value

€1.3BN

Introduction

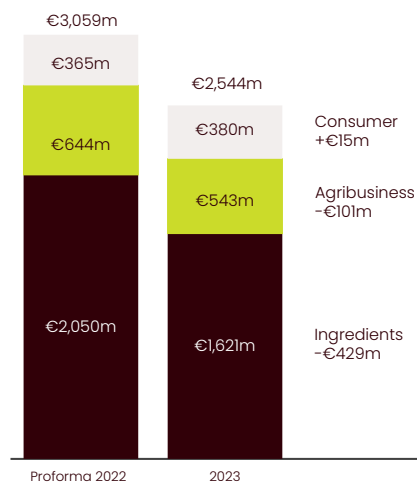
2023 has been a challenging year on farm and for the business. Our farmer suppliers have faced poor weather conditions throughout much of the year along with stubbornly high input costs, especially in the first half. Your Co-op has supported its Members through the year, paying above market prices throughout the peak production period. We also supported our grain suppliers during one of the most challenging harvests in recent memory, paying the highest grain price in the country. In addition, we supported our Members by ensuring supply of key inputs at the best market prices available and offered a significant feed promotion in the final quarter recognising the challenging weather faced by suppliers. The business delivered

this for our Members while navigating significant challenges in the year with unprecedented falls in dairy markets, volatile commodity markets, rising interest rates and inflation running at the highest levels in two decades. The Co-op ended the year in excellent financial health having delivered on our promise to maintain strict financial disciplines. Year end net debt in our core business was €155m, down from €234m in prior year. This is the lowest debt levels in over a decade during which there has been significant investment in dairy processing expansion. Our Co-op continues to be well within all our banking covenants. This continued financial discipline positions us well going forward to meet both future challenges and capitalise on opportunities and at the same time support our Members as we did in 2023.

Operating Entities Review

	2023 €m	2022 €m	Change €m	Change %
Revenue	2,543.7	3,059.0	(515.3)	-17%
Operating profit	68.3	71.9	(3.6)	-5%
Net finance costs	(21.4)	(12.9)	(8.5)	-66%
Share of results of Joint Ventures & Associate	0.5	(2.1)	2.6	124%
Exceptional items	1.9	(4.7)	6.6	140%
Profit before taxation	49.3	52.2	(2.9)	-6%
Income taxes	(7.0)	(7.6)	0.6	8%
Profit after taxation	42.3	44.6	(2.3)	-5%

Revenue



Revenue

In 2023, the Group delivered revenue of €2.54 billion, compared to €3.06 billion in 2022. This was primarily driven by flat volumes overall with a 17% decrease in market returns.

The **Agribusiness Category** had turnover of €543 million in 2023, down 16% on 2022, comprising an almost even split between price and volume. 2023 was a challenging year for Agri business. Cost inflation in 2022 started to decline in 2023 however at a slow rate. Significant supply challenges at the beginning of the year required careful management to ensure the business was not over exposed to risk while ensuring critical supply of feed and fertiliser to our Members. 2023 harvest was particularly challenging for our Members with poor weather throughout the season. This resulted in a reduced harvest versus an unusually good 2022. Our Co-op supported its Members paying €205 per tonne for green barley, significantly ahead of our competitors. A total of €63 million was paid to our grain suppliers.

The **Consumer Category** delivered turnover of €380 million showing growth of 4%. During 2022, the Consumer category was successfully restructured which set the business on a solid platform in 2023. The Domestic business performed well in what is an extremely competitive market, retaining market share. Our award-winning consumer brands such as Avonmore, Kilmeaden and Wexford have continued to be household staples. In addition, the business added to our portfolio with innovations including Avonmore Oat Drink. The business continued to focus on International growth, expanding our offering in Asia in particular and continuing to grow our Truly Grass Fed volumes in North America.

The **Ingredients Category** delivered revenues of €1.6 billion which was a decline of 21%, with volumes flat overall, but price down 24%. Demand for dairy commodities softened considerably in 2023, as a result of geopolitical uncertainty, high inflation dampening consumer demand and slow growth in Asia. Supply remained strong globally with only a contraction in supply manifesting in the final quarter which helped to raise markets. The Group's continual evolution from a commodity seller to a value-add provider of solutions is developing strongly. The strength of the organisation is reflected in the cross-functional collaboration around the development of our functional cheese solutions, with the extension of our CheddMax range. We also launched our new B2B whey protein brand Promilko partnering with our Sports Nutrition customers.

Operating profit fell to €68.3m in the year as a result of compression of margins caused by falling commodity markets and continued cost pressure on overheads with inflation across most cost categories. From an operational perspective, milk volumes were down by 2.8% in the year. In 2023, Tirlán's milk

intake was 3.06 billion litres and €1.3 billion was paid to farmers for milk. The Tirlán milk price was on average circa. 44cpl (including VAT) in 2023.

Finance costs – Finance costs increased to €21.4m in the year. The increase arose despite a lower average debt in the period as a result of rising interest rates. The core business is strongly focused on debt management which has resulted in tight management of working capital. By year end 2023, debt levels have returned to levels similar to before the significant expansion of processing capacity to facilitate our Members expansion.

Share of results of JV & Associates – The performance of joint ventures and associates improved in the period. The prior year result was impacted by the closure of the Corman Miloko site which resulted in significant losses.

Exceptional income in 2023 relates to the income contributed by suppliers to the previously announced retirement scheme. The costs for these retirement scheme were expensed previously.

Income taxes – while income taxes decreased in the period this is broadly in line with the profits with the effective tax rate rising very slightly period on period.

Profit after tax – decreased in 2023 as a result of lower revenue in the period due to weaker dairy markets.

FINANCIAL REVIEW

CONTINUED

Operating Entities Cash Flow

	2023 €m	2022 €m	Change €m	Change %
EBITDA	117.7	116.3	1.4	1%
Working Capital	69.1	(68.7)	137.8	201%
Business Sustaining Capex	(28.5)	(28.8)	0.3	1%
Operating Cashflow	158.3	18.8	139.5	742%
Interest & Tax	(20.2)	(11.5)	(8.7)	-76%
Dividends Received	-	0.3	(0.3)	-100%
IFRS 16 Lease Payments	(11.1)	(7.0)	(4.1)	-59%
Other	(19.7)	27.1	(46.8)	-173%
Free Cashflow	107.3	27.7	79.6	287%
Strategic Capex	(19.0)	(38.2)	19.2	50%
Exceptional items	(2.6)	3.3	(5.9)	-179%
Loans to Joint Ventures	(2.5)	-	(2.5)	-100%
Investments / Acquisitions / Disposals	(5.0)	(21.0)	16.0	76%
Net Cashflow	78.2	(28.2)	106.4	377%
Opening Net Debt	(233.6)	(206.2)	(27.4)	-13%
Exchange differences	-	0.8	(0.8)	-100%
Closing Net Debt	(155.4)	(233.6)	78.2	33%

Operating cashflow – increased during the period due to lower working capital as a result of significant reduction in inventory and debtors as a result of falling commodity markets and strong focus on working capital optimisation to limit interest costs.

Interest & tax – outflows have increased in the period, mainly due to increased interest costs driven by rising interest rates.

Other movements – These relate mainly to movements in the cashflow hedge reserve and defined benefit pension movements

Net debt – overall net debt decreased to €155m in the period due mainly to decreased working capital. The Group continued its strategic investments but reduced investment levels required in 2023. 2022 saw significant strategic investment with a new R&D facility, collaboration hub and investments in Kilkenny Cheese Limited. The Group has ample headroom under its revolving credit facilities which were renewed during 2023 on favourable terms for a further three years.

Tirlán Co-op Summary Profit & Loss

	2023 €m	2022 €m	Change €m	Change %
Dividend Income – Glanbia Plc	25.3	26.7	(1.4)	-5%
Representative Structure Fees & Expenses	(1.1)	(1.8)	0.7	39%
Administration Costs	(4.7)	(5.3)	0.6	11%
Operating Profit	19.5	19.6	(0.1)	-1%
Finance Interest	(12.3)	(10.7)	(1.6)	-15%
Exceptional Items	-	55.9	(55.9)	-100%
Profit before Tax	7.2	64.8	(57.6)	-89%

The **operating profit** is broadly in line with the prior year. Slightly lower dividend income from Glanbia Plc as a result of lower shareholding following the spin out of Glanbia plc shares to members in September 2022. Costs are slightly reduced year on year.

Finance interest increased in the year due to the change in the fair value of the €250m Exchangeable Bond issued in January 2022, which matures in January 2027. Underlying interest cost is in line with the prior year as the bond is at a fixed interest rate of 1.875% per annum.

Exceptional items related in the prior year to the profit on disposal arising from the sale of Glanbia plc, shares offset by costs arising from the transaction to fully acquire Glanbia Ireland from Glanbia plc and costs arising on the issuance of the bond and sale of Glanbia plc shares which were used to finance the transaction.



A FARMER'S VIEW

BERNARD AND DANIEL O'REILLY

Father and son team, Bernard and Daniel O'Reilly, milk 170 cows and rear 100 calves for replacements and beef on the 115ha owned & leased family farm at Ballinlough, Kells, Co Meath.

Daniel works in partnership with Bernard who also works off farm, tending to his other business interests which include a pub, a shop and a telecoms enterprise.

"Our milk solids are around 520kgs, our yields are about 6,750L. We have a policy of only serving a cow over 600kgs milk solids to Friesian AI. Feed to yield and collars for health / breeding have been installed in the last two years. We keep the cubicles and the cows as clean as possible and last year we had them out to grass for 290 days.

"We grow 16 acres of maize for feed and find this helps with milk solids and is a good buffer feed in the springtime. We put a massive focus on grass and use protected urea in the summer, straight urea in the spring.

"We started grass measuring four years ago and it has had a huge impact. We're now getting shy of 16 tonnes per hectare, up from 12 three or four years ago. We recently joined the Twenty20 Beef Club. The plan for the future now is to reseed more, grow more red clover. We had 23 acres of it last year, we cut it five times and all we had to add was slurry, a bag of P and a bag of K."

Bernard and Daniel have broached the succession conversation - an important one to have. "The future for farming and for Tirlán is bright, providing derogation is not lost completely. I know young people will answer the Co-op's call to get more involved."

Tirlán Co-op Cashflow

	2023 €m	2022 €m	Change €m	Change %
Dividend Income - Glanbia Plc	25.3	26.2	(0.9)	-3%
Ordinary Share Interest	(6.1)	(6.2)	0.1	2%
Patronage Supports/Distributions	(28.6)	(8.6)	(20.0)	-233%
Administration & Other	(6.1)	(4.0)	(2.1)	-53%
Interest Expense	(2.6)	(1.2)	(1.4)	-117%
Funds from Co-op shares issued	0.2	0.1	0.1	100%
Loans Repaid by/(Issued to) Tirlán Limited	18.0	(7.5)	25.5	340%
Operations Cashflows	0.1	(1.2)	1.3	108%
Purchase of 40% of Glanbia Ireland	-	(307.0)	307.0	100%
Bond Receipt	-	250.0	(250.0)	-100%
Sale of Glanbia Plc shares (net proceeds)	-	69.9	(69.9)	-100%
Cashflows related to purchase of 40% of Glanbia Ireland	1.0	(9.1)	10.1	111%
Transaction Cashflow	1.0	3.8	(2.8)	-74%
Net Cashflow	1.1	2.6	(1.5)	-58%
Opening Cash	2.9	0.3	2.6	867%
Closing Cash	4.0	2.9	1.1	38%

Dividend income - The Co-op continued to receive considerable dividend income from Glanbia plc. The reduction from the prior year is a result of lower shareholding held by the Co-op following the spin out of Glanbia plc shares to members in 2022.

Share interest payments - The Group continued to pay an ordinary dividend to its Members during 2023. At the AGM held on 24 May 2023, Members approved payment of Share Interest ("Dividend") of 19.058 cent per share, totalling €6.5 million. This represents a 10% increase in the share interest per share.

Patronage - There was a significant increase in rebate and patronage payments to members during the year. Due to falling dairy markets combined with continued high on farm costs, the Board utilised support funds available to support our Members.

Other significant cashflow movements - During the year Tirlán Limited repaid a significant amount of the intercompany loan made available by the Co-op which resulted in an inflow of €18 million. Interest paid also increased as the Bond was for a full 12 months in 2023 versus 11 months for 2022.

AGM & share interest payment

Tirlán Co-op AGM will take place on 9 May at the Lyrath Hotel, Kilkenny. The Board is proposing that members approve a Share Interest payment of 20.96 cent per share, (totalling €7.1 million) payable to Members on the Share Register at that date.

Michael Horan

Chief Finance and Secretariat Officer



Frank Tobin
Chief Investment Officer

INVESTING FOR OUR MEMBERS' FUTURE

At Tirlán, we envision a future where our ambition propels us to explore and thrive in new sectors, geographies, and markets while all the time aligned with our overarching vision and purpose and guided by positive long-term growth trends.

Fuelled by a robust and liquid balance sheet, along with a clearly defined set of investment priorities and M&A capabilities, we are committed to investing in continuous growth and development.

Our strategic approach integrates market knowledge with careful capital allocation, ensuring that investment opportunities are strategically assessed and seized as they emerge, driving us towards our goal of becoming a leading European dairy Co-operative.

Global investment Strategy Development 2023

During 2023, Tirlán's Executive Leadership Team, Investment Team, and Board Members defined the parameters of the Tirlán's investment function. Through a consultation process we established a unified strategic vision for our Investment Function. This involved careful consideration of structure, governance, and operating model to ensure alignment with industry best practice.

The resulting investment strategy outlines core areas of focus, such as the goal, nature, investment approach, and management of the Investments. The work also presents options for structure, operating model, and governance, addressing regulatory, legal, and tax considerations. It defines the roles of the Board, Executive Leadership Team, Investment Team, and Strategy Subcommittee, along with governance functions. The strategy includes investment criteria as guidelines for future decisions, covering objectives, focus, limits, and execution methods.

1. Ultimate authority rests with the **Board**. It reviews and approves the Investment Strategy document and any approval for acquisition.
2. The **Strategy Subcommittee** provides consultative advice and ensures that targets have been appropriately vetted before going to the Board for approval.
3. The **ELT** will act as the Investment Committee. It oversees the Investment Team, assesses individual proposals against agreed criteria, and decides whether an investment should be advanced.
4. The **Investment Team** will source deals, screen opportunities, perform due diligence, execute transactions, manage investments and prepare reports.



Tirlán Nurture Fund

In September Tirlán committed €10 million to fund and scale early-stage agri-food technologies focused on nutrition and sustainability. The investment platform is called Tirlán Nurture Fund.

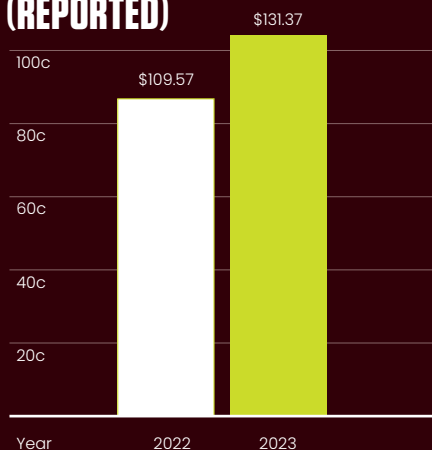
The Fund will make both direct and indirect investments into proven technologies seeking commercial scale, and established companies seeking to scale into new markets.

Investments will seek to identify solutions that contribute to increased efficiency and drive sustainability along the supply chain, with the aim of benefitting Tirlán, Tirlán’s farmer suppliers, and the wider community with first investment on track to take place in the first half of 2024.

Our current investment portfolio

1. Glanbia plc
2. Ornua Co-operative Limited
3. Malting Company of Ireland Limited
4. South Eastern Cattle Breeding Society Limited
5. South East Port Services Limited
6. Grassland Fertilizers (Kilkenny) Limited
7. Kilkenny Cheese Holdings Limited
8. Co-operative Animal Health Limited
9. D. Walsh & Sons Limited
10. Corman Miloko Ireland Limited

GLANBIA PLC - ADJUSTED EPS (REPORTED)



Glanbia plc – delivering double digit growth in 2023

Tirlán’s main investment to date is its 28.62%* shareholding in Glanbia plc which saw a strong performance in 2023. While 2023 was again a year of broad uncertainty with major economies facing the challenge of inflation, cost-of-living pressures and geopolitical uncertainty, Glanbia plc responded to this operating environment with agility and resilience with the business delivering double-digit earnings growth.

Profit, cash and return on capital employed (“ROCE”) all grew in 2023. Pre-exceptional Group EBITA increased by 16.4%, constant currency, to \$424.0 million (+15.9% reported). ROCE, a key metric for Glanbia plc, was 12.2% and its

strong Operating Cash Flow conversion continued at 90.4%.

During the year, Glanbia plc also continued to evolve its portfolio with the disposal of its interest in Glanbia Cheese UK and EU joint ventures and the acquisition of a bioactive ingredient business within the Glanbia Nutritionals portfolio.

The growth of the healthy nutrition industry and the growing desire amongst all demographics for a more active lifestyle are long-term, sectoral trends on which Glanbia plc continues to focus. The Company believes that its continued investment in its brands and ingredients, coupled with its deep understanding of its consumers and customers, positions it well for long-term sustainable growth.

GLANBIA PLC - 3 YEAR SHARE PRICE TREND 2021 - 2023



* shareholding as at 5th April 2024



AN ORGANISATION WHERE OUR PEOPLE CAN FLOURISH

At Tirlán, our people are highly committed to delivering for all our stakeholders and have a track record of delivery through uncertain and challenging times. Our leaders work hard to drive innovation and adapt our strategies to an ever evolving business landscape. To continue to grow and develop every layer of our business, we need a continuous flow of effective leaders at all levels. Our Leadership group plays a pivotal role in shaping the organisation's direction, driving innovation and adapting our strategies in an ever evolving business landscape in order to deliver value to its members and customers, positioning Tirlán for long term success and sustainability.



COLLABORATE FOR SUCCESS

INNOVATION

PURPOSE

Tirlán LEADERSHIP SUMMIT
Inspire Engage Create

TIRLÁN PEOPLE



DEVELOPING OUR CULTURE

Mick O'Leary
Chief People, D&I & Org
Development Officer

At a glance

2,300

employees

95%

of permanent employees have completed on-line Fostering Inclusion Training

38%

Female Representation across permanent salaried employees

We are fortunate to have a talented team of over 2,300 people who share our commitment to serving our communities and our customers. Our Purpose, Vision and Values set our direction, guide all that we do and set the standards for our own unique organisational culture. Our values set the tone for our culture and act as guardrails for our day to day decisions. Throughout 2023, we made some great progress embedding our values into our culture.

Celebrating Individuality – Our differences make us stronger

We are committed to developing a more inclusive culture where each individual can bring their true self to work everyday. We recognise that diversity of thought and experience spurs growth and innovation and is essential in creating an inclusive culture and a sustainable business. In recognition of the critical role they play in creating an inclusive culture, our Executive Leadership Team and Tirlán Board Members engaged in the Diversity, Equity and Inclusion (DEI) training agenda to further

enhance their knowledge and gain insights into their role in developing the Co-op of the future. Our journey towards a more inclusive workplace was further enhanced through delivery of online 'Fostering Inclusion' training which saw over 95% of our permanent employees taking part.

In 2022 we set a target to achieve balanced gender representation across our permanent salaried population by 2030. We achieved our 2023 target of 38%, representing an increase of 76 female employees in this group. We will continue this focus in 2024 through the development of our Employee Value Proposition and promotion of Tirlán as a progressive work environment.

Throughout the year, we took time to celebrate our diversity and to listen and learn to different perspectives. We welcomed Adam Harris, CEO of ASIAm (Ireland's National Autism Charity), we celebrated National Pride Month, International Women's Day, International Men's Day and Mental Health Awareness Week.

Empower and Go – The support to reach beyond

We started our coaching journey over three years ago. By shifting to a coaching culture, we can better empower our people to realise and expand their potential and build fulfilling careers. We continued to strengthen this culture in 2023, extending the reach of our programmes to a broader community. We welcomed 115 new participants to our 'Introduction to Coaching' programme and an additional 47 people completed our 'Coaching Leaders' programme.

CASE STUDY

UNEARTH YOUR FUTURE

Unearth your Future is Tirlán's new graduate programme. This programme is aligned with the organisation's coaching approach, embedding graduates in our cooperative ethos, and ensuring a cutting-edge experience for graduates. Our graduates get real-life experience in a variety of areas, gaining an understanding of our brands and who we are, and learning about sustainability, innovation and our cooperative ethos. The graduates also get exposure to senior leadership, mentorship and coaching along the way. The program was hugely successful and in September 2023, 29 of the brightest and best engineering, science, finance, IT and business graduates commenced with Tirlán.



EMPLOYEE SPOTLIGHT



AILISH BYRNE DIRECTOR OF AGRIBUSINESS

The Tirlán Agribusiness is the largest supplier of inputs to the farming sector in Ireland and I was delighted to take up the role of Director of Agribusiness in March 2023. Leveraging my experience from previous roles in Ulster Bank and Teagasc and with a PhD in agriculture, my role in Tirlán is to drive the development of the agri business category, ensuring it is 'best in class'. As a farmer-owned, community centred Co-operative Tirlán is very committed to playing our part and showcasing best practice in this sector. Working closely with our farmers, the Tirlán Agribusiness team promotes efficient, profitable and sustainable farms. We are engaging with all our Members with the aim of reintegrating all our Members back into our Co-op. We remain very ambitious to grow, innovate and deliver for our Members.



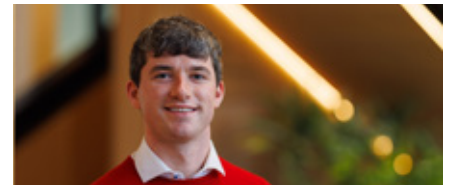
CLAIRE CLANCY PROCESS EXCELLENCE

With 3 billion litres of milk a year to be processed, Tirlán needs to be both effective and efficient in how we process our milk. I am a member of the Process Excellence Team and we work to ensure we are constantly improving our processing and our ways of working. This can range from improvement of existing processes, supporting sites with the integration of new processes & technologies and coordinating cross-functional problem solving activities to resolve complex problems. Improvements are also achieved through collaboration with sites and functional teams and using Tirlán's lean six sigma knowledge and tools. We are always looking to reduce waste, improve, optimise and innovate in our processes, while also building a continuous improvement mindset across the business. No one day is the same and I am constantly learning and adapting to an ever changing environment. The reward is seeing the impact of the improvements and knowing we have helped to enable it.



ALLAN HANSEN HEAD OF CONSUMER INTERNATIONAL

The global dairy category is valued at €900bn today and is expected to grow by 6% year on year towards 2030. As a dairy provider already well established on the global scene, this provides an immense and exciting opportunity for Tirlán. This is one of the many reasons I joined Tirlán in November last year. Originally from Denmark, today I am based in Manila where I lead our Consumer International teams from around the world, covering China, South East Asia, continental Europe, the Middle East and America. We work very closely with our customers and distribution partners to continuously expand the awareness and availability of our product solutions and brands and grow our business in this global market. We build dedicated chef-led-foodservice networks for our Avonmore Professional customers and in retail, we drive our brands such as "Truly Grass Fed" and "Avonmore" through selected distribution partners and in-store and online marketing activities. This helps us to reach millions of consumers looking for sustainable and quality dairy products.



PADRAIG NUGENT AGRIBUSINESS ASSOCIATE

Growing up on a dairy farm in Co. Waterford, milking 85 cows, it was all hands on deck and this is where my passion for the dairy industry began. In September 2023, after graduating from UCC with a degree in Agricultural Science, I was delighted to join the Tirlán Graduate Programme as an Agribusiness Associate. I really enjoy this role which is very diverse and involves regular farm visits, providing technical advice and support, some sales, working on specialist projects and lots more. I work with and meet very interesting people and everyone I interact with is really approachable, encouraging and supportive. There is a genuine opportunity to learn and develop and the graduate events also allows for great connection inside and outside of work. Looking to the future, I want to stay rooted in the progress and development of the Irish grassfed, sustainable dairy industry and would hope to be part of the future growth trajectory of Tirlán.

One of the seven principles of our coaching programme relates to caring about people's wellbeing and growth. We continued to prioritise our employees' wellbeing hosting many initiatives including physical challenges, fundraising, education and employee support. We continued to listen to our employee's voice in the annual Engagement Survey and in our 'Through Your Lens' initiative, we saw over 100 employees volunteering to participate in discussions with our Executive Leadership Team, providing them with unique and valuable insights into what makes a greater employee experience.

Adapt to Grow – It's our nature to evolve

Our commitment to a growth mindset is embedded in Tirlán's new leading-edge graduate programme 'Unearth your Future' which we launched in 2023 (see case study on page 32). This mindset continues in our Emerging Leader programme which accelerates the development and growth of high potential employees who embrace our values and our coaching behaviours. Over 35 participants have completed this programme and 2024 will see the launch of our new leadership academy specifically designed to support the development of Tirlán leaders at all levels.

Our e-learning offerings and our 'Thrive, Lead and Keynote' provide a range of business relevant courses to those wishing to expand their capability, confidence and effectiveness.

Collaborate for Success – we only win as one team

We know we are better together and through company-wide recognition, storytelling and showcase events we continued to spotlight and celebrate how collaboration can deliver better outcomes for the business. In November, our Excellence Showcase Awards featured projects and initiatives from across the business which have delivered significant outcomes for our business and which closely align to our values.

CATEGORY REVIEW – AGRIBUSINESS



Seán Molloy
Chief Agri and Ingredients Officer
Tirlán CEO designate

At a glance

Revenue

€543M

Feed sold

485KT

Grain intake

263KT

No. of branches

52

Tirlán Agribusiness is the largest buyer and user of Irish grains. It is also the largest supplier of inputs to the Irish farming sector, with 52 dedicated retail outlets serving local farmers and communities. GAIN Animal Nutrition has evolved into a thriving complete nutrition solution that is now exported to 20 countries.

2023 performance

The Agribusiness Category had a challenging year with turnover of €543 million in 2023, down 16% on 2022, comprising an almost even split between price and volume. Cost inflation in 2022 started to decline in 2023 however at a slow rate. Significant supply challenges at the beginning of the year required careful management to ensure the business was not over exposed to risk while ensuring critical supply of feed and fertiliser to our members.

Strategy for growth

The Tirlán Agribusiness growth strategy continues to be guided by our Co-op culture and our company purpose. Working closely with our farmer customers and in balance with nature, we drive on-farm efficiencies, productivity and profitability. We ensure sustainable business practices remain to the fore, by providing access to best in class technical support and a wide range of quality, competitively priced farm inputs. The combination of an extensive branch network, our award-winning online channel and our highly experienced field sales staff help us achieve this. The Agribusiness category continues to seek opportunities for business growth in the expanding lifestyle markets, including in the areas of horticulture, pet and equine.

Key strategic successes in 2023

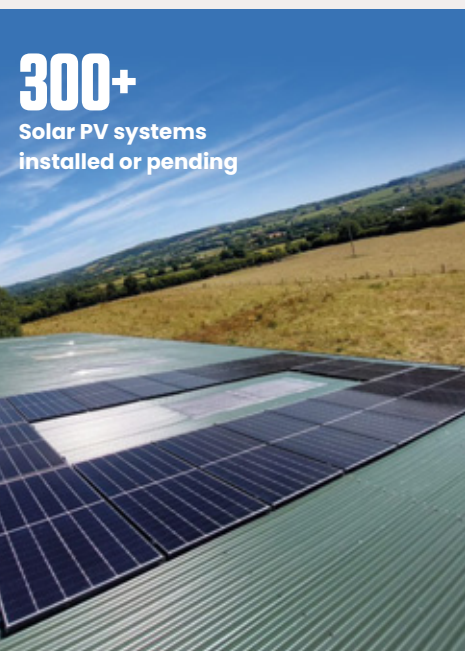
- Tirlán expanded on-farm Solar PV programme. To date over 300+ farmers have solar PV systems installed or pending.
- Tirlán continues to roll out a €11 million project to upgrade and develop its branch network.
- Our Castlecomer store became the first of Tirlán's 52 stores to adopt a low carbon model as part of wider 'Living Proof' sustainability strategy.
- The Twenty20 Beef Club continues to grow with farmers achieving above the market price of between €100 to €200 per head of cattle.
- Tirlán paid a headline price for green feed barley of €205 per tonne and €215 per tonne for green feed wheat.
- Participation in Tirlán dairy Sustainability Action Payment programme by our farm families continues to support enhanced on-farm economic and environmental performance.
- Tirlán remains committed to supporting our farm family suppliers to build their sustainability knowledge and improve their farm profitability through the Living Proof Future Farm programme partnership with Teagasc and Sustainable Farming Academy partnership with Bailey Irish Cream Liqueur.

TIRLÁN EXPANDS ON-FARM SOLAR PV PROGRAMME

Tirlán continues to lead the way on the sustainability agenda and in 2023 further expanded its renewable energy solutions programme FarmGen (Farm Generated Renewal Energy) across the Irish farming community.

Our new partnership truly embodies Tirlán's value of 'Collaboration for Success' - bringing together two of the leading farmer-owned Co-operatives: Tirlán and Dairygold, to align collectively behind a shared purpose - to cut on-farm emissions and help farm families operate more sustainably.

FarmGen is a bespoke renewable solar energy solution that can help farmers grow their business while improving energy efficiency on farms and reducing running costs. The solar-powered bundle is available through the programme's experienced technical partner, PV Generation. They will supply and install state-of-the-art solar PV systems along with smart monitoring. As part of this solution, FarmGen will manage the Government's TAMS and SEAI grant application processes. Tirlán milk suppliers can avail of 100% flexible and competitively-priced financing for the FarmGen installation on their farms.



TWENTY20 BEEF PROGRAMME

The Twenty20 Beef Club, is a pioneering and award-winning fully integrated calf-to-beef programme between Tirlán, Kepak Group and their respective farmer suppliers. The fully traceable input supply chain underpins the programme (closed-loop) and supports the establishment of industry-leading marketing claims.

This innovative programme continues to go from strength to strength and in 2023 unveiled a new and enhanced pricing structure with increased club premium and breed bonus payments for new and existing members. As part of this new structure, the weight bands for eligible cattle have been significantly

widened to offer more farmers the opportunity to take part in the sustainable programme that offers Club Members access to valuable market outlets.

Through membership of the Twenty20 Beef Club, farmers are now achieving bonuses above the market price of between €100 to €200 per head, in addition to improved margins linked to the Club's technical support programme.



A FARMER'S VIEW

JAMES ASHMORE

Award-winning gluten-free oats grower James Ashmore says Tirlán's world-leading closed loop supply chain system is a quality assurance for consumers and means producers don't have to worry about sourcing seed, harvesting, transport and more.

"It's a great system and works for both consumers and producers," the Ballitore, Co Kildare farmer said. "Consumers don't have to worry about provenance or quality, we don't have to organise seed, machinery or transport of the crop at what is an exceptionally busy time of year."

"2023 was a very difficult year for grain harvesting. The weather was a constant battle. Gluten-free oats are a premium crop and we're paid a premium price for it. We grew 20 acres in 2023. The yield wasn't too bad, but it was just a case of trying to get it cut and get the straw out. My plans for 2024 and beyond depends very much on my rotation. Twenty acres is about the lowest I'll go, I may go up to 30."

Winning the 2022 Tirlán Quality Oats Grower of the Year award, as well as the Guinness Sustainable Barley Award was a boost and a sign that the second-generation grower is doing things well. "I changed a few things over the past few years and they have worked well for me. I've changed to direct drilling; I've concentrated more on nutrition rather than prescription – I've been looking after my soil health."

James farms approximately 250 acres, some of it leased, under the watchful eye of his semi-retired father, Don. As well as leading the way on gluten-free oats, the Ashmore family also grows winter barley for Diageo, feed wheat rye, peas as well as spring barley for feed for their cattle over the winter months.

CHALLENGING YEAR FOR TILLAGE FARMERS

2023 was a challenging year for grain farmers with both weather and the high-cost operating environment creating challenges across the growing season. While there were some disappointing results on individual farms, overall, many growers' yields and quality were in line with five-year averages. Tirlán continued to focus and invest in expanding its premium grains portfolio, with a doubling of the area of gluten-free oats in 2023, resulting in

an increase of almost 5,000 tonnes in crop intake. Recognising the commitment of growers to delivering quality grain in a challenging year, Tirlán paid a headline price for green feed barley of €205 per tonne and €215 per tonne for green feed wheat. As a business, we are committed to evolving the portfolio and developing opportunities for premium grains to deliver additional value for growers.

CONNECTING WITH FARMERS AND CUSTOMERS

Digital media continues to be a powerful tool for our businesses to promote our products and connect with our farmers and customers. In 2023 we continued to create compelling content and engage with our followers across all our social media platforms. This real-time interaction with our farmers allows us to address customer concerns, provide support, and gather valuable feedback.

2023 Digital Media Highlights

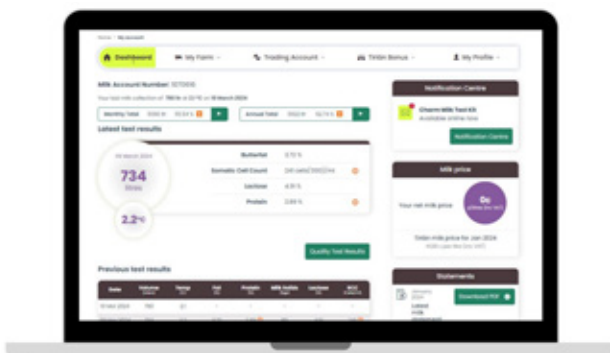
192
Technical and Commercial videos created

886.6K
YouTube Video video views (+22%)

28,733
Agri Social Followers (+9%)

262
Social posts

32.6K
Agri email subscribers



CATEGORY REVIEW – CONSUMER



Jim O'Neill
Chief Operating & Consumer Officer

At a glance

Revenue

€380M

International business volume litres & kgs

20M

Domestic volume litres

237M

Countries sold to

36

The Tirlán consumer category sells a wide range of products to the Irish and International markets across retail and foodservice. Our products include value-added liquid milks, cheese, protein milks, butter, creams, UHT milks and creams and a range of chilled soup products. We continually invest and deliver in the development of new dairy and plant-based nutrition and lifestyle products, offering an evolving portfolio in response to the changing needs of our customers. This year we added oat drinks to both our domestic and international portfolios.

2023 performance

In 2023, the Consumer category delivered a strong performance with a turnover of €380 million showing growth of 4%. During 2022, the Consumer category was successfully restructured which set the business on a solid platform for 2023. The domestic business performed well in what is an extremely competitive market. Our award-winning consumer brands such as Avonmore, Kilmeaden and Wexford continued to be household staples. In addition, the business added to our portfolio with innovations including Avonmore Oat Drink. The business continued to focus on international growth expanding our offering in Asia and grow its Truly Grass Fed (TGF) volumes in North America.

Our growth strategy

We continue to drive product innovation and in response to consumer demand for products in the plant-based space, Avonmore launched an Oat drink product, made from Irish oats, in both domestic and international markets.

The global oat drink market is a large and growing market, projected to grow to USD \$6.2 Billion by 2030. The recent launch of the Avonmore Barista Oat Drink in China is aimed at boosting Avonmore's international presence as a market leader in the key breakfast, tea and coffee market.

In Ireland, Avonmore's protein brand appeals to the fast growing 'Generation Fit' consumer trend, where consumers are demanding diverse high-quality protein offerings in convenient formats. In the US the TGF brand appeals to the conscious consumer looking for natural, ethical brands that deliver on quality and taste. These grass-fed products combine great tasting dairy with natural credentials consumers can trust.

The global UHT (Ultra-Heat Treated) cream market also continues to grow, and we are ambitious to capture further market share in this sector as well as expanding our overall foodservice portfolio.

Our ambition for 2024

- Continue to build on our strong position in Ireland by investing in our brands, nurturing strong customer relationships and optimising our profitability.
- Grow our foodservice business in Asia, the Middle East and Europe through regional expansion and evolving our product portfolio.
- Growing our retail business in North America through ongoing distribution gain with Truly Grass Fed as well as accessing alternate market opportunities via secondary brands both in the US and further afield within the region.
- Innovating into new categories and channels to deliver wholly incremental and profitable opportunities to the business across four platforms: targeted health and nutrition, new plant-based opportunities, taste and sensory and foodservice.

Key strategic success in 2023

2023 saw our consumer business go from strength to strength, delivering new product innovations, attracting new customers and expanding our global footprint.

- Avonmore Professional officially launched in three new markets in South East Asia - Malaysia, Thailand & Philippines. In addition, the brand also expanded into India during the year and Avonmore Professional is now available in over 30 countries globally.
- Avonmore Professional China launched a customised demonstration serving to key account clients in 2023 resulting in prominent bakery clients starting to use Avonmore Professional cream.
- Avonmore Professional Vietnam continued to build its sales team focusing on the bakery and professional chefs' sectors.
- We had significant brand expansion through Kilmeaden cheese internationally which is now available in over 500 retail stores in the Nordic region.
- Publix, the second largest grocer in the US with 2,500 stores, added Truly Grass Fed spreadable butter to their set. Truly Grass Fed went live on Amazon Fresh in August 2023.
- In home markets, we further bedded in our success with automation reflected in the growth of the MyMilkman.ie retail portal, with one in five litres of our branded milk consumed in homes delivered via our doorstep channel.

PLANT-BASED AVONMORE OAT DRINK LAUNCH

Avonmore entered the plant-based drinks sector this year with the launch of Avonmore Oat Drink made from quality Irish oats grown on family farms across the east and south east area.

Avonmore is one of Ireland's most trusted dairy brands for over 50 years and the launch of Avonmore Oat Drink offers even greater choice to its retail customers and consumers, as well as enhanced premium crop opportunities for 1,053 Irish growers, many of whom have been supplying grain for generations.

The plant-based offering is a source of fibre, is fortified with calcium and is available in Original and Barista options. Both are dairy free, lactose free and vegan friendly, low in fat with no added sugar. The oats used in the range are fully traceable to oat farms operated by Tirlán's quality oats growers.



The launch in Ireland was supported with outdoor, social, digital and influencer advertising as well as sampling directly to consumers. Avonmore Oat drink was successfully rolled out to China and launched at the biggest coffee festival in Shanghai in

October 2023. This is a key addition to strengthening our foodservice portfolio in the beverage channel.

Truly Gluten Free Oat drink was launched in retail in the US in January 2024.



GROWING ON THE DOORSTEP WITH MYMILKMAN.IE

There was strong growth in the online mymilkman platform during 2023, with a net 6% increase in the number of mymilkman accounts by year end, and an 11% increase in the number of consumers paying by card. This growth was enabled by an upgrade to our mymilkman territory planning tools. A new mymilkman digital brand campaign – which focused on the pain points (“ugh moments”) of running out of milk, along with a targeted influencer campaign – was also rolled out during the year.

A key result of these initiatives was a +22% increase in new customers. Sign-ups to the website and app alone increased by 33%. By broadening the range of products available to include plant-based products such as Avonmore Oat Milk, as well as exclusive ‘doorstep -only’ Avonmore milk products – the size of the average consumer purchase basket also increased.

CATEGORY REVIEW – INGREDIENTS



Seán Molloy

Chief Agri and Ingredients Officer
Tirlán CEO designate

At a glance

Revenue

€1.6BN

Country sales

89

Milk processed
litres

3.0BN

Ingredients sold

422KT

Tirlán is the ingredients solutions partner to some of the world's largest food and nutrition companies. We process three billion litres of milk annually into a range of solutions and ingredients for export to global markets. We supply nutritional and functional ingredients to key market segments, including mainstream food and beverage, sports nutrition, and clinical and infant nutrition.

2023 performance

Demand for dairy commodities softened considerably in 2023. A slowdown in Asia, geopolitical uncertainty and high inflation dampened consumer demand. The Ingredients Category delivered revenues of €1.6 billion, which was a decline of 21%, with volumes flat overall, but price down 24%. Tirlán's continual evolution from a commodity seller to a value-add provider of solutions continues to develop strongly.

At Tirlán Ingredients, tracing the ingredients we create is not a new phenomenon, we developed a trusted structure of traceability in our grass-based farming system and high-quality processing. Today we are taking this approach further and innovating at all steps of our value chain, from farm to fork. In 2023 we focused on driving our sustainability plans, maximising the value in our ingredients, bringing new products to market and collaborating with customers. These focus areas are all driving our Innovation agenda.

Strategy for growth

Farm to Fork is a term which has been embraced by industry and consumers worldwide. It is seen as an approach that supports improvements to lifestyle, health and the environment. At a consumer level, people are increasingly paying attention to the environment, to health and to ethical issues in relation to food and beverages and the farm to fork approach enables healthier and more sustainable choices to be made. This, combined with an increasing demand for functional and nutritional foods and beverages that are high in fibre and protein, or fortified with dairy ingredients, provide high growth market segments for our business.

Our strategy remains consistent: to maximise the value of our dairy pool by moving up the ingredient value chain, expanding our global reach and meeting customers' market needs. We will continue to grow by diversifying our ingredients and applications range and providing ingredient solutions for our customers to help them stay ahead of their competitors in the marketplace.

LAUNCHING IN THE SPORTS NUTRITION CATEGORY

In 2023 Tirlán leveraged its significant expertise in whey protein to launch a bespoke B2B brand, Promiko in the sports nutrition market. The sports and lifestyle nutrition category is growing hugely and as a premium ingredients' supplier to some of the world's biggest brands, we are well placed to grow within this category with our value-add proteins. Promiko is a Whey Protein Isolate (WPI). WPI is the purest form of protein powder and our cross flow microfiltration process creates a pure WPI. We launched Promiko at the Vitafoods tradeshow which is the premier showcase for Health and Wellness. We drove a strong marketing campaign including a webinar and digital marketing activities. Promiko is sought after by customers and brands with many of our customers proudly promoting the Promiko brand on their product labels



Key strategic success

- 2023 was a significant year as we took our first steps as Tirlán into the Sports Nutrition category with the launch of our B2B brand, Promiko.
- We partnered with a new customer in Europe to innovate and launch a new CheddMax functional cheese from our Wexford plant.
- We partnered with a branded retail customer to develop a new high protein functional cheese which they plan to launch under their own brand name.
- In 2023, we saw the first Sustainable Farming Academy class graduate with their Diploma in Environment, Sustainability and Climate from University College Cork.
- Tirlán has the ambition to develop an internationally renowned on-farm environmental programme, Tirlán Accelerator Programme (TAP), which will significantly benefit elements of our Living Proof strategy for both the customers and suppliers who sign up to it.

CREATING NEW CUSTOMER SOLUTIONS WITH CHEDDMAX

Tirlán Ingredients manufactures 100,000 tonnes of cheese annually and exports cheese to over 30 countries worldwide. In 2023 CheddMax had a very strong year as more global customers looked to partner with us to co-create new solutions. These initiatives enable us to add more value to our cheese.

CheddMax is a range of highly functional, natural cheese solutions used by customers to create processed cheese solutions such as individually wrapped slices, sliced cheese, pizza cheese, spreadable cheese and snacking cheese. It is cost efficient for processed cheese manufacturers as it delivers consistent yield, texture and visual benefits to suit a wide range of applications. Tirlán works with



Pictured is Marian O'Dwyer, Senior Technologist, creating applications in our Research & Innovation Centre.



customers to tailor make a CheddMax solution that will meet their specific needs.

For example, in 2023, we partnered with a new customer in Europe to innovate and launch a new CheddMax functional cheese from our Wexford plant. The

customer is a large cheese formater who supplies the European foodservice industry. Furthermore, in Asia Pacific (ASPAC) we partnered with a branded retail customer to develop a new high protein functional cheese which they plan to launch under their own brand name.

CREATING A SUPERIOR CUSTOMER EXPERIENCE

At Tirlán Ingredients, we constantly strive to meet and exceed our customers' needs. In the competitive ingredients market, we consistently supply high quality products to our customers and find new and innovative ways to add value. We leverage all the assets we have, to create a superior customer experience whether this is visiting one of our farms, working with us at our Innovation Centre in Ballyragget, or visiting one of our world-class plants. Our customer experience facility at Abbey Quarter, Kilkenny enables our customers to immerse themselves in a journey through our heritage and our future aspirations for their product needs. This facility



Customer Experience Space at Abbey Quarter, Kilkenny.

brings our farms and plants to life and showcases our best-in-class products.

The experiential kitchen within the space enables us to demonstrate new and innovative products, ingredients, and

concepts for both the dairy and plant based categories. This space also complements our capabilities at our Innovation Centre in Ballyragget.

INNOVATION



Dr. Michelle Collins
Director of R&D

At a glance

Investment in R&D
in 2023

€7.6M

Number of R&D
employees

56

INNOVATION AT OUR CORE

At Tirlán, we have a well-established heritage of innovation. We have always harnessed the natural goodness of our quality ingredients through constant science-based innovation.

This innovative mind-set together with our collaborative approach and respect for our environment has enabled us to 'adapt and grow' as our sector underwent significant transformation change and challenges over the last number of decades.

Change is constant and as a cornerstone of the global food market, we know our sector will continue to face shifts and challenges into the future. We also know our customers will continue to push us to new ways of thinking, to create more innovative solutions as they demand new, healthier products while safeguarding our finite resources.

Today, we innovate with a clear purpose "to nourish the world, while safeguarding our environment for future generations". To achieve this, we must continue to embed and accelerate our innovation culture across our entire business.

In 2023, we held a leadership summit where 80 of Tirlán's leadership team came together to hear from industry and internal experts on innovation best practice, organisational case studies on innovation excellence, and how to manage and drive innovative teams. This leadership group is now tasked with sharing the learnings and insights from the summit and ensuring all 2,300 Tirlán employees understand their responsibility to lead and support innovation in our business.

AVONMORE SUPER MILK EMPHASISING THE IMPORTANT MESSAGE THAT 90% OF US NEED MORE VITAMIN D*

Ireland's northerly latitude results in less sunshine, which means that we don't naturally get enough vitamin D, particularly during the winter months. Vitamin D helps us absorb calcium, which is important for maintaining bone and muscle health and also helps support our immune systems too. However, according to a recent FSAI report (February 2023), 94% of children, 94% of teenagers and 90% of adults have inadequate intakes of Vitamin D. Avonmore Super Milk is formulated considering the nutrient requirements of the Irish population and is therefore enriched with Vitamin D, which not only supports our bone health, but our immune system too.

Tirlán has committed to innovative research, collaborating with research partners such as St James's Mercer Institute (MISA) to highlight the role of Vitamin D deficiency in Ireland. Recent findings from MISA found that nearly 1 in 6 adults are deficient in vitamin D year-round, rising to 1 in 4 in winter**.

Avonmore Super Milk is one of the top performing brands within the domestic Consumer portfolio – and the no 1 brand within the Avonmore Value Added Milk range – selling approximately 800,000 litres every week. In 2023, Avonmore Super Milk introduced its new advertising campaign, promoting the importance of Vitamin D in supporting good health. The campaign focuses on the message that 90% of us need more Vitamin D*.



* (2023 FSAI Report (Vitamin D - Scientific recommendations for 5-65 year olds living in Ireland) published in February 2023).

** Scully H, et al (2020). Nutrients, 12(9), 2663.

QUALITY AND COMPLIANCE



Larry McDonald
Director of Quality & Compliance

FIRST HEALTH & SAFETY
ALWAYS FOOD SAFETY
EVERY DAY COMPLIANCE



by our experienced Tirlán production and quality personnel, who daily monitor and evaluate our products to ensure we continue to deliver to the highest product standards to our customers. All our manufacturing sites hold independently verified food safety certifications, all recognised by the Global Food Safety Initiative (GFSI). Our feed mills also hold feed safety certifications to the Universal Feed Assurance Scheme (UFAS) and BETA NOPS certification. In addition to operating to these certifications, the Tirlán quality, food and feed safety and regulatory strategy goes beyond those standards to ensure ongoing development, horizon scanning and preparedness for regulatory changes.

Looking forward

Our focus remains on further leveraging and developing our people and culture by engaging everybody's commitment to our principle of **Health & Safety FIRST, Food Safety ALWAYS, Compliance EVERYDAY**. We will build further on our health and safety culture and continue to build on our environmental compliance programmes. We will safeguard the regulatory compliance and food and feed safety status of all our products. We will strategically consider how we balance food safety criteria with developing sustainability initiatives, and balancing science with consumer needs in this rapidly changing area. Compliance by design is a core principle centred on supporting our new product innovation to deliver wholesome nutrition and product excellence that exceeds our customers' expectations using our sustainable dairy and grain ingredients.

In 2023, Tirlán continued to achieve world class health and safety standards with our total recordable incident rate performance. We maintained our third-party certifications across health and safety, environmental compliance, food and feed safety and product quality. In addition to those achievements and the independent acknowledgment of our systems, the quality & compliance team continue to develop and leverage the ability of our people to deliver our business KPIs and strategic goals for 2023.

Health and Safety & Environmental Compliance

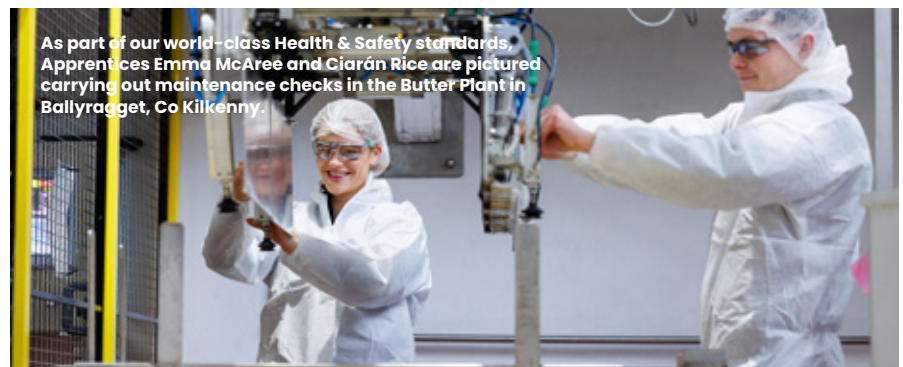
In 2023, our health and safety-first programme continued to deliver world class performance (Zero Harm) across Lost Time Incidence Rate (LTIR) and Total Recordable Incident Rate (TRIR). We have achieved a 25% improvement in our LTA rate in 2023 and our overall LTIR was further improved by 31%. This world class benchmarked (North American industry codes benchmark) result is something everyone in Tirlán can be very proud of and continue to build upon during 2024. A sincere thank you and appreciation to all our Tirlán employees and contractors who are committed to our H&S programme.

Our production sites maintained environmental compliance certification to the globally recognised ISO14001 Environmental Management System with our Ingredient and Agri Mill production sites also certified to the globally recognised ISO50001 Energy Management System in 2023. During 2023, we also further developed our environmental management systems including the issuance of our Tirlán Processing Environmental and Energy Policy.

Food Safety and Quality

In Tirlán, we are committed to providing our customers with the highest quality ingredients and products. We have invested significantly across our food and feed manufacturing facilities and our laboratory network to ensure the appropriate food and feed safety controls and analytical capabilities are in place. We continue to build strong and secure raw material supplier partnerships, which enhances the trust our customers place in us to protect their business and the end consumers.

Tirlán is committed to investing in and empowering all our employees to uphold and champion our high food and feed safety and quality standards every day. Our operations are supported



As part of our world-class Health & Safety standards, Apprentices Emma McAree and Ciarán Rice are pictured carrying out maintenance checks in the Butter Plant in Ballyragget, Co Kilkenny.



SUSTAINING OUR WORLD THROUGH LIVING PROOF

Future Farm Programme

The Future Farm programme, a joint initiative between Tirlán and the national farm advisory service Teagasc, seeks to harness advancements in technology and farm practices to support farmers in making changes for a profitable and more sustainable future.

Our network of 11 family farms across the catchment area demonstrate best practice in delivering economic and environmental improvements on farm. This is a key part of our Living Proof sustainability strategy, with a focus on providing insights and learnings to help drive change programmes on-farm. It has a strong emphasis on soil nutrient management, efficient water use, utilising high yields of quality grass, effective nitrogen usage and the Economic Breeding Index (EBI) to help boost productivity.



Pictured are (L to R) Future Farm participant Tom Murphy on his farm in Inistioge, Co. Kilkenny; Teagasc-Tirlán Future Farm Programme Co-ordinator Sandra Hayes and Tirlán's Farm Sustainability Development Advisor TJ Phelan

SUSTAINABLE BUSINESS REPORT



Dr. Lisa Koep
Chief ESG Officer

DELIVERING A BRIGHTER FUTURE

At Tirlán we recognise the importance of sustaining livelihoods for generations to come, and continue to build on our ambition of being a leading sustainable and responsible farmer-owned Co-op. Sustainability is embedded and central to all aspects of our business. In 2021 we formally launched our overarching sustainability strategy “Living Proof” under which we have been pursuing a set of ambitious sustainability targets underpinned by a clear strategy.

In order to meet our targets, we work collaboratively with our farmers, customers and partners to deliver more innovative solutions for sustainable and nutritional dairy and grain products, crucial in feeding the growing global population.

To help us on this journey towards transformative change, we rely on a multitude of individual activities driven by our Tirlán experts who collaborate cross functionally on sustainability projects as part of the Tirlán Sustainability Hub, as well as part of our many partnerships to accelerate our actions and more importantly impact inside and outside our organisation. Strong governance means our Environmental Social Governance (ESG) Board Committee challenges Tirlán’s senior management, the ESG team, as well as the members of the Sustainability Hub team with regards to our sustainability programme.

In 2023 we focused our efforts on embedding an ESG mindset across the entire Tirlán organisation to ensure ESG features in all decision making, from investments to capital expenditure projects as well as everyday business processes. Over the past year, we made great progress on our ESG agenda, including obtaining the Bord Bia Origin Green Gold award for a fourth year in a row and the Ecovadis Silver Medal. We marked the graduation of our first cohort of farmers participating in the Sustainable Farm Academy, saw the blueprint development and launch our first low carbon store, and the uptake and expansion of our award winning FarmGen solar offering to decarbonise farm emissions.

Nonetheless climate change, water quality and biodiversity loss require our full focus and a joined-up, whole of sector approach with impactful action in the coming year. We are fully committed and will continue to invest in delivering our Living Proof strategy, to address these sustainability challenges.

2023 ACHIEVEMENTS:

6.3% reduction
in carbon footprint on-farm since 2018



22% of suppliers
using protected urea



22% reduction
in food waste since 2020 for our
consumer-facing food brands



13% reduction
in plastic usage in consumer-facing
products



>€116K
directly fundraised for charity by
employees



25% reduction
In the number of Lost Time on 2022 figure



2023 AWARDS:

Tirlán earned
**Origin Green Gold
Member Status**
for the fourth year in-a-row



Carbon Disclosures
completed for 5 years in a row



Processing sites accredited to
energy management standard
ISO 50001



All Tirlán environmental management
systems meet **ISO 14001**
standards



Tirlán earned
Silver Medal status
in the customer Ecovadis
scorecard again in 2023



Tirlán is signed up to meeting
ambitious externally validated
Science Based Targets



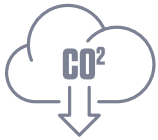
DELIVERING ON OUR LIVING PROOF SUSTAINABILITY STRATEGY



	Living Proof Target	2023 Update
 <p>CARBON REDUCTION</p>	Net zero ambition	Living Proof projects are progressing our roadmap towards Net Zero 2050 Ambition
	Sign up to SBTi (Science Based Targets Initiative)	Working with Carbon Trust to develop our targets as the new Tirlán entity
	Reduce 30% absolute CO ₂ from Tirlán processing sites by 2030 based on a 2018 baseline	>10 projects delivered over 5,000 tonnes of carbon reductions in 2023
	Reduce scope 3 emissions associated with milk GHG (Greenhouse Gas) intensity by 30% based on a 2018 baseline	On-farm carbon footprint reduced by 6.3% to 0.89 kg CO ₂ /kg fat and protein corrected milk (FPCM) based on the 2018 baseline
 <p>REGENERATIVE AGRICULTURE</p>	100% of suppliers will have a nutrient management plan for their farms by the end of 2025	On track for delivery
	100% of milk suppliers in priority areas for action having water quality plans in place by 2025	On track for delivery. Over 600 water quality plans completed
	100% suppliers will be audited to a greener world Animal Welfare Approved (AWA) Standard by 2025	Continuing focus on completing audits to AWA standard for 100% of our milk suppliers by 2025
	450,000 native trees and hedgerows supplied as part of Operation Biodiversity by 2025	>360k trees and hedges supplied through Tirlán branches since 2020
 <p>CIRCULAR ECONOMY</p>	50% reduction in food waste by 2030 for our consumer-facing food brands	22% reduction achieved from baseline year 2020
	Maintain zero waste to landfill	Maintained at zero
	15% reduction in plastic usage by 2025 & 25% by 2030 (Living Proof/Origin Green 2018 Baseline) for our consumer brands	13% reduction achieved
	100% of consumer-facing packaging compatible with the circular economy by 2025	88% achieved
 <p>NATURAL NUTRITION</p>	Annually maintain a balance 90:10 between nourishing products and indulgent products for consumers	95:5 achieved
	100% of inputs for food to be responsibly sourced by 2030	26% of palm oil certified segregated and glidepath in development for other relevant raw materials
 <p>GROWING TOGETHER</p>	50/50 male to female in leadership pipeline by 2030	38% achieved
	Engage with and support sustainable sporting, cultural and community projects for the benefit of all.	>€116k directly fundraised for charity by employees

SUSTAINABLE BUSINESS REPORT

CONTINUED



CARBON REDUCTION



In 2021 we launched our ambition to reach Net Zero carbon emissions by 2050. As part of our Living Proof strategy, we signed up to the Science Based Targets Initiative (SBTi) and we have 2030 targets in place for Scope 1, 2 and 3 emissions.

Tirlán is signed up to reducing our absolute Scope 1 and 2 carbon emissions from manufacturing sites.

A number of projects across the operations facilities and process are contributing to our 30% carbon reduction target by 2030, with new renewable energy initiatives, retail store efficiencies and key carbon reduction projects focusing on:

- Maximising energy efficiency by minimising waste, increasing heat recovery & improving insulation.
- Electrification of heat.
- Developing renewable energy alternatives.

Upgrading our processing driers

Nitro 3 spray drier at Ballyragget was refurbished in 2023. As part of the upgrade the air heating section was replaced, and additional waste heat was recovered from an evaporator cooling tower circuit. The heat recovered is approx. 800kWh – a carbon reduction benefit of 450 tons per annum.

Our 2023 Scope 3 on-farm emissions have continued to make progress with continuous reductions on a yearly basis.

The Tirlán carbon footprint on farm stands at 0.89kg of CO₂e to produce 1kg of fat and protein corrected milk (FPCM). This figure is lower than the three-year average figure for Ireland that stands at 0.91kg CO₂e FPCM.

The Tirlán figure represents a 14.4% reduction since on-farm audits commenced in 2014 and 6.3%* reduction versus baseline of 0.95kg CO₂e per kg FPCM in 2018.

Supplier and farmer Members have continued to take action on their farms, as shown through the strong uptake and positive response to the Tirlán Sustainability Action Payment.

*Adjusted to reflect recent emission factor; new baseline year of 2018



The first ever Sustainability Award at the 2023 Tirlán Quality Grain Awards went to J&C Sheridan Ltd. from Kilberry, Navan, County Meath. Pictured (L to R) were Tirlán Chairperson John Murphy; Tirlán Chief ESG Officer Lisa Koep; Award Winner Mark Sheridan; Martin Heydon TD, Minister of State with responsibility for Research and Development, Farm Safety and New Market Development; Award Winner Michael Sheridan and Seán Molloy CEO Designate. The Sheridan farm had three crops in the Top 5 of the lowest carbon footprint results in the LCA study.

Grain Carbon Footprinting

Tirlán, in conjunction with Teagasc, invested in developing a new Life Cycle Assessment (LCA) model which was used to complete Ireland's first carbon footprint analysis of commercially-grown Irish cereals. The new research from Teagasc on the Tirlán grain pool showed that Irish grain has one of the lowest carbon footprints in the world.

Accounting for straw incorporation, the study showed the net carbon footprint could be close to net zero. The study found the carbon footprint of Irish grain is very low compared to grains from other grain producing regions in Europe and North America. The data showed the gross carbon footprint of Tirlán oats was low at 207 kg CO₂ equivalent/t product, or 232 kg CO₂ equivalent/t product, when adjusted to allow for drying.

Teagasc carried out the research and data collection of individual growers, with the assistance of the Tirlán agronomy team, using information from 48 Tirlán grain suppliers, covering 11,500ha of land in what was an above average year for yields in 2022.

The payment is based on scientific recommendations from Teagasc Marginal Abatement Cost (MACC) curve for decarbonisation in line with the sectoral carbon emissions targets for Irish agriculture. The payment supports the reduction of on-farm emissions with the majority of suppliers now utilising this fund. In 2024 we will continue to support our Sustainability Action Payment annual programme.

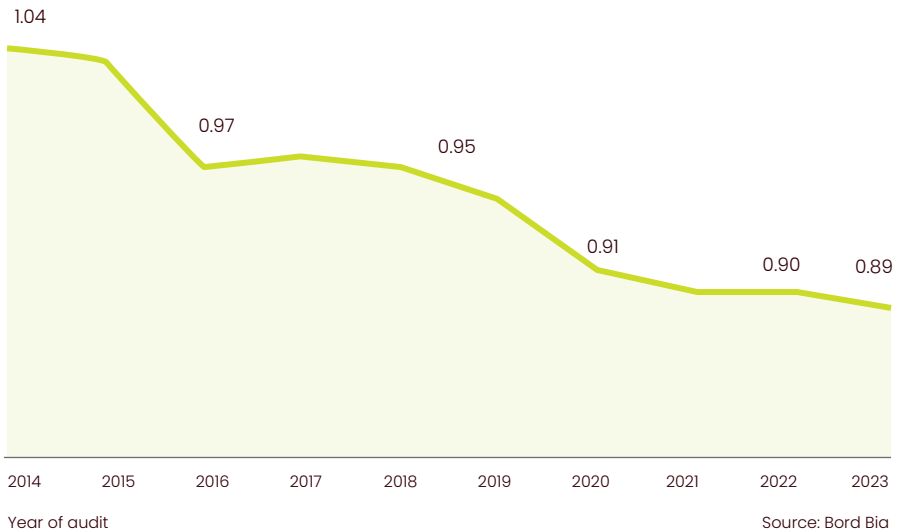
0.89 kg CO₂e to produce 1kg of FPCM

For a sixth consecutive year, accredited data collected by Bord Bia as part of the Sustainability Dairy Assurance Scheme (SDAS), shows Tirlán suppliers have reduced on-farm emissions.

This carbon figure is calculated as part of the Bord Bia Sustainable Dairy Assurance Scheme.

Progress on reducing Greenhouse Gases (GHG) on-farm

Milk supplier average carbon footprint (kg CO₂e/kg FPCM)



Fuel efficient trucks

8% reduction in miles per gallon for the milk collection fleet in 2023 vs. 2022, was achieved through:

- hauliers investing in more fuel-efficient trucks.
- network optimisation to reduce hours and km driven.

Renewable energy in operations

Planning permission has been granted for a 13ha ground-mounted solar farm for the production facility at Ballyragget, Co. Kilkenny. The solar farm will have capacity to provide 7.6GWh of clean renewable electrical energy for the

site. This will ensure up to 38% of the site's import electricity requirements will come from on-site renewables. It will also reduce off-site carbon emissions by approx. 2,700t per annum. The project is currently at detailed design stage.

Construction is expected to commence later this year, subject to the necessary approvals.

SUSTAINABLE BUSINESS REPORT

CONTINUED



REGENERATIVE AGRICULTURE



At Tirlán, our focus on regenerative agriculture is continuing to build on the work that our suppliers and growers do daily. It is taking care of the land through various activities that improve soil health, benefit the environment and align with our carbon reduction work. Due to its importance, we prioritised water quality in 2023 and our water quality Agricultural Sustainability Support and Advisory Programme (ASSAP) has now delivered over 600 water quality improvement plans for farmers in high priority catchment areas to assist in delivering best practice. Our

water quality advisory will continue to be a focus area for us in 2024.

A Greener World animal welfare certification continues to show the world the high levels of welfare that Tirlán suppliers adhere to and is a crucial certification for our successful Truly Grass Fed (TGF) international brand. This certification, coupled with the best nutrition delivered via the Tirlán Gain Momentum programme ensure suppliers are continually equipped with best practice advice in animal care.

Sustainability Action Payment: Top 5 Actions on-farm in 2023

1. Spreading slurry using low emissions slurry spreading equipment
2. Herd Disease Screening
3. Improving Herd EBI
4. Fencing off watercourses
5. Milk recording

The annual Sustainability Action Payment assists milk suppliers to continue to enhance the economic and environmental sustainability of their family farms. Dairy suppliers can receive 0.5 cpl (including VAT), associated with specific sustainability actions on farm.



Boosting Biodiversity

There has been strong uptake of the Operation Biodiversity programme which aims to deliver 450,000 trees and hedging plants by 2025. The programme, backed by expert horticulture advice and low-cost plants delivered through our Tirlán FarmLife and CountryLife branches, has seen over 360,000 plants supplied since 2021.



Protected Urea

The use of protected urea instead of other fertilisers such as CAN or straight urea has been identified as an impactful on-farm action to address climate change. Sales of protected urea have significantly increased to now account for over 15% of overall fertiliser volumes retailed. Work is underway to support farm families in switching to use protected urea in 2024. To help incentivise the switch, using protected urea now counts as two of the seven actions under the Sustainability Action Payment. In addition, every €1 spent on protected urea counts as €2 towards calculation of the Trading Bonus for milk and grain supplies.

Dairy Sustainability Framework

We are active members of the Sustainable Agriculture Initiative (SAI) Dairy Working Group, which is a collaborative network of global dairy companies who operate across the dairy value chain, working towards sector transformation initiatives. As part of our engagement with SAI, we also report through the Sustainable Dairy Partnership (SDP), which is a reporting framework aiming to streamline sustainability data reporting and sharing between processors and buyers in the dairy sector. We are committed to championing and actioning the 11 sustainability indicators of the Dairy Sustainability Framework (DSF).





CASE STUDY

AMANDA MOONEY GRADUATE OF SUSTAINABLE FARMING ACADEMY

Tirlán Council Member, Sustainable Farming Academy graduate and dairy farmer from Co. Wicklow, Amanda Mooney says signing up for the practical and pragmatic year-long programme run in conjunction with University College Cork and our key ingredients customers, Baileys Irish Cream Liqueur was one of the best decisions she's ever made.

"Genuinely, this was one of the best things I've done for myself in a long, long time. We were doing lots of things on farm already to make it more sustainable. We have always been milk recording and have been using sexed semen for the past eight years. We use LESS equipment and protected urea.

"We were putting in solar panels around the time we started the programme for financial reasons. But when they were installed, what really interested me was the carbon savings more than the money savings. That showed how the Academy was really rubbing off on all aspects of the way we think and farm."

Amanda farms at the foothills of the Wicklow Mountains with her husband, John, and son, Tony. Their daughter, Jane, is currently studying dairy business and is on work experience in New Zealand and plans to return and work on the farm when she completes her studies. Amanda is proud of what they and other farmers are doing to work with nature. "I'm really tired of the flogging our industry is getting and I'm delighted with the advocacy work people like Jim Bergin are doing to set the record straight. We need more of this. Ireland is one of the best countries in the world to grow grass in a sustainable way for the production of milk and beef.

"The misinformation out there annoys me to such a point that I'm prepared to move out of my comfort zone, put myself out there and advocate. I'm proud of the work we're doing in Tirlán. The fact we're now 100% farmer-owned has shifted the focus onto working on behalf of farmers, for farmers. The recent Fresh Milk supports approved are a clear demonstration of this."



**Meet the Sustainable Farming
Academy Class of 2023**



**CIRCULAR
ECONOMY**



The Tirlán approach to circular economy focuses on the recyclability of packaging, reducing fossil-based plastic usage, minimising food waste and ensuring all resources and by-products are fully utilised to bring additional value. Tirlán has a rich ecosystem of external partners including research collaborations, industry, customer and supplier partnerships. To meet our packaging targets, insights from suppliers, material recovery recycling facilities and REPAK are utilised to support us in taking action to increase the circularity of our consumer-facing food packaging and reduce plastic use. Our tethered cap solutions reduce plastic waste and help improve the success and ease of recycling plastics.

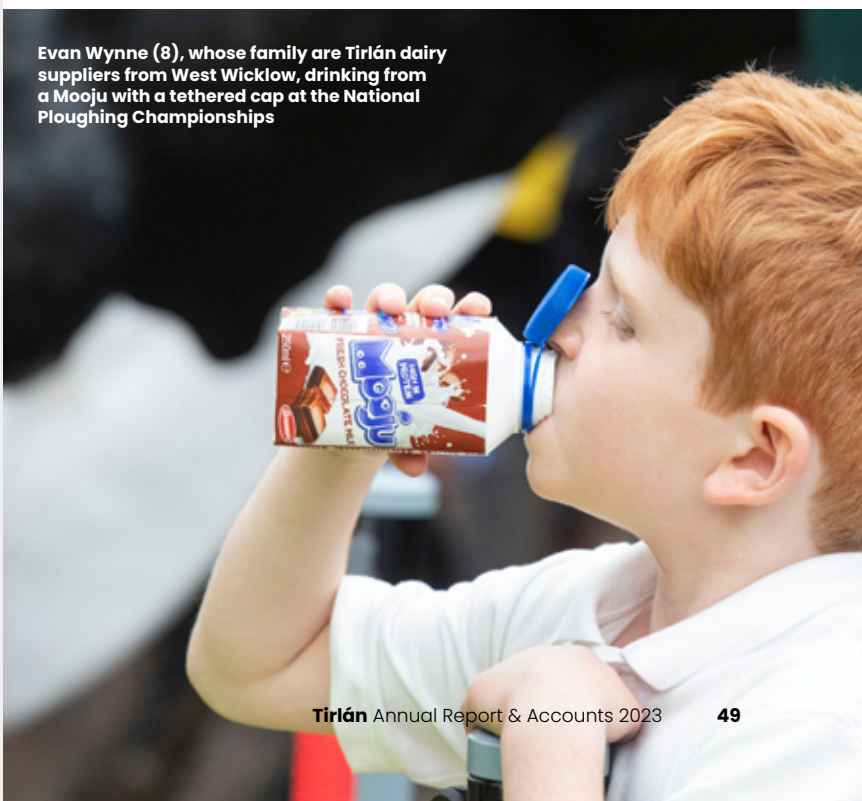
Successes in many plastic reduction projects have had a positive impact on progress towards our target of reducing plastic packaging on consumer-facing products by 15% by 2025. To date we have reduced our plastic usage by 13% from 2018 base line year. Projects are well underway to support delivery of our 2024 targeted plastic reduction and include light-weighting of milk jugs and redesign associated with introduction of tethered caps.

Key projects:

- Moving to Tethered caps on our Tetra top cartons has **reduced our plastic tonnage by 13 tonnes p.a.**
- Choosing a new cap for Elopak cartons has **reduced plastic use by 4.5 tonnes p.a.**
- Introducing bio-based plastics for our UHT cartons and caps which are Bonsucro sugar cane mills certified, will **reduce our fossil-based plastic by 60 tonnes p.a.**

The demand planner system to reduce food losses across the business has continued to yield results with a food waste reduction of 20% from the baseline year of 2020.

Evan Wynne (8), whose family are Tirlán dairy suppliers from West Wicklow, drinking from a Mooju with a tethered cap at the National Ploughing Championships



SUSTAINABLE BUSINESS REPORT

CONTINUED



NATURAL NUTRITION



Natural nutrition is Tirlán’s commitment to responsibly producing nutritious products by leveraging our natural supply credentials. The Tirlán Nutrition Framework details how to achieve our natural nutrition commitment and provides a structure to track performance and progress of our Living Proof natural nutrition target, which is to annually maintain a balance (90:10) between nourishing and indulgent products for customers.

We consider nourishing foods are part of dietary guidelines with differing recommendations on consumption, whereas indulgent foods are those whose consumption should be limited. Tirlán envisions providing our consumers with choice and the knowledge to make informed nutritional decisions. As of September 2023, this balance was at 95:5.

Our Nutrition Framework

INNOVATION

Describes the nutritional considerations for dairy, plant based and hybrid innovations as well as the nutritional profiling tool adopted to ascertain the nutritional integrity of these innovations.

GOVERNANCE

Outlines the process followed to track and report performance of the Natural Nutrition Targets.

RESEARCH

Demonstrates the continued investment in our science and health research programme developing substantiation for our products and ingredients.

EDUCATION

Contains material that is used to promote the role of nutrition in our products, ingredients and applications for health and wellbeing.

Avonmore Oat Drink Original and Barista offer additional choice as a plant-based beverage to consumers within the Avonmore range. Avonmore Oat Drink Original is a source of fibre and additionally fortified with calcium to similar levels of dairy milk. One 200ml glass contains 240mg of calcium.





GROWING TOGETHER



Tirlán's Melanie Mynhardt, Michelle Keating, Jane Maher and Anahi Corral taking part in the Two Peaks hike

Tirlán believes in giving back to our communities. Through our network of supplier shareholders, employees and facilities, we are strongly embedded across the south-east, midlands and north-east.

Together, we made a significant difference in 2023. We delivered for charitable, sporting and community organisations at national and regional level through both direct corporate donations and the supply of product.

Internal sustainability culture is also a key strategic project for Tirlán as we supported our employees in understanding and embracing sustainable change at home and in work through educational programmes

and events. As Tirlán continues to focus on becoming a more diverse and inclusive company, great progress was made towards the education of employees to deliver on our Diversity, Equity and Inclusion (DEI) targets. Through a year long programme of training and events we engaged in meaningful conversations and education opportunities, learning from the real-life experience of under-represented groups from a variety of backgrounds including neurodiversity, hidden and physical disabilities, LGBTQ+ etc. We also continued to maintain our focus on employee wellbeing with specific initiatives to support our people's physical and mental health. (See page 32 - 33 for more details)

Fundraising Together

Tirlán employees directly fundraised over €116,000 for three worthy causes in our community - the Jack and Jill Children's Foundation, the Father McGrath Centre in Kilkenny and Amber Women's Refuge - through the Tour de Tirlán cycle and the Two Peaks charity climb. A fundraising committee, including employees, chose the charities with Jack and Jill Children's Foundation as the lead partner charity for 2023 receiving over €72,000 towards their care services. Tirlán has formed a new multi-year partnership with national mental health support charity Aware.



Tirlán's Jim O'Neill, Carol Power, Richie Rudkins and Kieran Fitzgerald at the start of the Tour de Tirlán charity fundraising cycle.



BUILDING THE CO-OP OF THE FUTURE

In 2023, Tirlán reviewed its representative structure to ensure it is appropriate for the modern and dynamic “Co-op of the future” that it aspires to be. In October 2023, Tirlán shareholders voted overwhelmingly in favour of a series of proposals to enhance the Co-op’s governance structures and facilitate increased diversity. The series of progressive rule changes will empower the representative structure to operate to international best practice, with more gender-balance and younger representation. The changes to the composition of the representative structure, youth groups and investment in education through the Tirlán Governance Academy will all help to further strengthen the Co-op and encourage greater participation over the coming years.



Pictured (L to R) following the Special General Meeting (SGM) in Lyrath Estate Hotel, Kilkenny on October 11th, 2023 are Tirlán Vice-Chairperson Brendan Hayes; Member Relations Manager, Anna Daly; Chairperson, John Murphy; Shareholder, Breda Keane, and CEO Jim Bergin.

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CHAIRPERSON'S INTRODUCTION



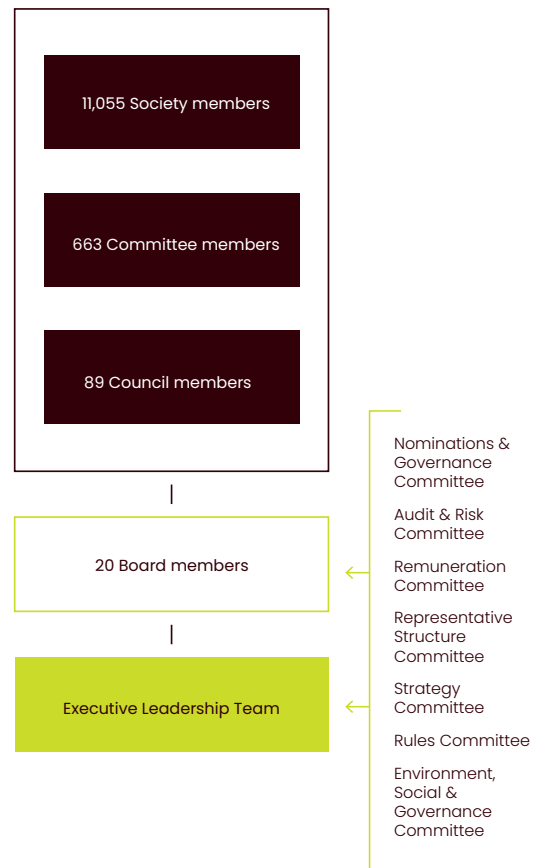
John G. Murphy
Chairperson

The Board of your Society recognises that the values, behaviours and integrity that shape our culture and corporate governance are the foundation of long-term success. The Board is committed to high standards of corporate governance to maintain the trust of Members and all stakeholders. The Society expects all its directors and employees to act with honesty, integrity and fairness. The Society will strive to act in accordance with the laws and customs of the countries in which it operates, adopt proper standards of business practice and procedure, and operate with integrity.

Board of Directors

The Board is comprised of 20 individuals who bring a diverse range of experience. Fourteen directors are appointed from the Society's member representative structure, in addition to which there are four executive directors and two independent non-executive directors.

TIRLÁN CO-OPERATIVE STRUCTURE



BOARD OF DIRECTORS



John G. Murphy

Chairperson

John is a director since 29 June 2010 and was appointed Chairperson of the Society on 8 October 2020.

Skills and experience: John has completed a Diploma in Corporate Direction from University College Cork. He is a former Vice Chairman of the National Dairy Council Board. John farms at Ballinacoola, Craanford, Gorey, Co. Wexford.

External Appointments: John is a non-executive director of Glanbia plc and is a member of the Ornua Advisory Council.



Brendan Hayes

Vice Chairperson

Brendan is a director since 2014 and was appointed Vice Chairperson on 8 October 2020.

Skills and experience: Brendan completed a Diploma in Corporate Direction from University College Cork. He farms at Ballyquinn, Carrick on Suir, Co. Waterford.

External Appointments: Brendan is a non-executive director of Glanbia plc and is Chairman of Co-operative Animal Health Limited.



Patrick Murphy

Vice Chairperson

Patrick is a director since 2011 and was appointed Vice Chair on 1 June 2018. He also served two years as Vice Chair from 2015 to 2017.

Skills and experience: Patrick farms at Smithstown, Maddoxtown, Co. Kilkenny.

External appointments: Patrick is Chairman of Farmer Business Developments plc and a non-executive director of Glanbia plc and FBD Holdings plc.



Jim Bergin

Chief Executive Officer and Executive Director

Board tenure: Jim is a director of Tirlán Limited (previously known as Glanbia Ireland) since 2012 and was appointed as a director of the Society on 4 April 2022.

Skills and experience: Jim worked with the Glanbia Group since 1984 and held numerous senior management positions across the business including CEO of Glanbia Ireland. Jim is the former Chairman of the Irish Dairy Industry Association. He graduated from University College Cork with a Bachelor of Commerce degree and holds an MSc. from UCD Smurfit Business School, Dublin.

External appointments: Director of the South East Technological University, Ireland.



Michael Horan

Chief Finance Officer and Secretariat Officer

Board tenure: Michael is a director of Tirlán Limited (previously known as Glanbia Ireland) since 2012 and was appointed as a director of the Society on 4 April 2022.

Skills and experience: Michael worked with the Glanbia Group since 1998. He held a number of senior management positions including Group Secretary of Glanbia plc from 2005 to 2022, Group Financial Controller and Financial Controller of the Fresh Pork business in Ireland. Michael previously worked with Almarai Company in Saudi Arabia and BDO Simpson Xavier. Michael graduated from the National University of Ireland, Galway with a Bachelor of Commerce degree and is a fellow of Chartered Accountants Ireland.



Seán Molloy

Chief Ingredients & Agri Officer and CEO Designate

Board tenure: Seán is a director of Tirlán Limited (previously known as Glanbia Ireland) since 2012 and was appointed as a director of the Society on 4 April 2022.

Skills and experience: Seán worked with the Glanbia Group since 2007. He held a number of senior management positions in Glanbia Ireland including Director of Strategy where he was responsible for strategy and commercial execution in both the Ingredients and Agribusiness categories. Seán has previously worked as a strategy consultant with PricewaterhouseCoopers (PwC). Seán graduated from University College Dublin in 1994 with a degree in Agricultural Science.

BOARD OF DIRECTORS CONTINUED



Frank Tobin

Chief Investment Officer and Executive Director

Board tenure: Frank is a director of Tirlán Limited (previously known as Glanbia Ireland) since 2017 and was appointed as a director of the Society on 4 April 2022.

Skills and experience: Frank has worked with the Glanbia Group since 1980, where he held a number of senior finance and operations roles across Ingredients, Agri, Meats (UK & Ireland), Consumer Foods (COO) and as Chief Finance Officer of Glanbia Ireland. Frank has served as a board member of the National Milk Agency, National Dairy Council, National Dairy Association and is currently a board member of the Malting Company of Ireland. Frank studied accountancy at Waterford Institute of Technology and holds an MBA from the UCD Smurfit Business School, Dublin.



Paul Haran

Independent Non-Executive Director

Board tenure: Paul is a director of Tirlán Limited (previously known as Glanbia Ireland) since 2012 and was appointed as a director of the Society on 17 June 2022.

Skills and experience: Paul served as non-executive Director of Glanbia plc from 2005 and retired from the board in 2019. Paul is a former director of Bank of Ireland, the Road Safety Authority, the Mater Private Hospital, the Institute of Public Administration and the Qualifications Authority of Ireland. He retired at the end of 2004 as Secretary General of the Department of Enterprise Trade and Employment after a public sector career of almost 30 years.

External appointments: Paul is Chairman of Edward Dillon & Co, Ireland's largest importer of premium spirits and wines. He is also a director of National Broadband Ireland and is Chairman of Golf Ireland.



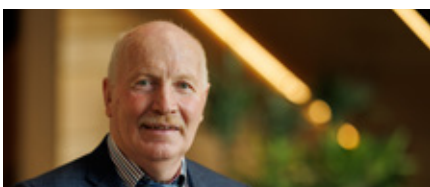
Janet McCollum

Independent Non-Executive Director

Board tenure: Janet is a director of Tirlán Limited (previously known as Glanbia Ireland) since 2012 and was appointed as a director of the Society on 4 April 2022.

Skills and experience: Janet is the former Chief Executive Officer of Moy Park and holds extensive experience in the agricultural industry. Janet spent 25 years with Moy Park. She was appointed to the executive board as Finance Director in 2002 and held the role of CEO from 2014 to 2018. Janet graduated from the University of Aston in Birmingham with a degree in Business Administration & French.

External appointments: Janet is a non-executive director of Foyle Foods Group, a non-executive director of W&R Barnett and a Trustee of The Royal Countryside Fund.



Robert Barron

Director

Robert was appointed as a director of the Society on 8 October 2020. Robert farms at Battlestown, Ramsgrange, New Ross, Co. Wexford.



William Carroll

Director

William was appointed as a director of the Society on 31 May 2019. William completed the Diploma in Corporate Direction from University College Cork in January 2024. William farms at Mile Tree, Clonmel, Co. Tipperary.



Larry Hannon

Director

Larry was appointed a director of the Society on 27 May 2022. Larry completed the Diploma in Corporate Direction, and the Diploma in Environment, Sustainability and Climate from University College Cork in January 2024. He farms at Ballytore, Athy, Co. Kildare.

External appointments: Larry is a Vice Chair of the National Dairy Council and a board member of the National Milk Agency.



Daniel Lynch

Director

Dan was appointed as a director of the Society on 26 May 2023. Dan completed the Diploma in Corporate Direction from University College Cork in January 2024. He farms at Condonstown, Watergrasshill, Co. Cork.



Eamonn McEntegart

Director

Eamonn was appointed as a director of the Society on 2 June 2017. Eamonn completed the Diploma in Corporate Direction from University College Cork in 2023. He farms at Castlering, Knockbridge, Dundalk, Co. Louth.



John Murphy

Director

John was appointed as a director of the Society on 2 June 2017. John farms at High Down Hill, Newcastle, Co. Dublin.



Gerard O'Brien

Director

Gerard was appointed as a director of the Society on 1 June 2018. Gerard completed the Diploma in Corporate Direction from University College Cork in January 2024. Gerard farms at Camphire, Cappoquin, Co. Waterford.



Denis O'Sullivan

Director

Denis was appointed as a director of the Society on 8 October 2020. Denis farms at Fairlands, Garlow Cross, Navan, Co. Meath.



Tom Phelan

Director

Tom was appointed as a director of the Society on 4 June 2021. Tom farms at Pike of Rushall, Portlaoise, Co. Laois.



John Regan

Director

John was appointed as a director of the Society on 8 October 2020. John completed the Diploma in Corporate Direction from University College Cork in January 2024. John farms at Chatsworth, Clogh, Castlecomer, Co Kilkenny.



Patrick Whyte

Director

Patrick was appointed as a director of the Society on 2 June 2017. Patrick farms at Ballystanley, Roscrea, Co. Tipperary.



Gordon Murphy

Group Secretary

Skills and experience:

Gordon has been Company Secretary of Glanbia Ireland (now known as Tirlán Limited) since 2017 and was appointed as Group Secretary of the Society on 4 April 2022. Gordon joined Glanbia Ireland in 2013 and has held the positions of Group Financial Controller and Company Secretary. Gordon previously worked in financial roles in major industrial and retail organisations of scale, including RPS Group, Bord na Móna, Kingspan Group and Tesco. Gordon is a Fellow of the Institute of Chartered Accountants Ireland.

EXECUTIVE LEADERSHIP TEAM



Tirlán's Executive Leadership Team (L to R) Jim O'Neill, Michael O'Leary, Sean Molloy, Michael Horan, Jim Bergin, Dr. Lisa Koep, Frank Tobin, Joe Taneyhill.

Jim Bergin

see biography on page 55

Michael Horan

see biography on page 55

Seán Molloy

see biography on page 55

Frank Tobin

see biography on page 56



Jim O'Neill

Chief Operating & Consumer Officer

Skills and experience: Jim worked in the Glanbia Group since 2007 where he held the role of Chief Operations and Supply Chain Officer, having worked across a number of senior management roles including supply chain, quality and compliance, innovation/R&D, manufacturing and operations. Prior to this, Jim worked in a number of senior operational roles with Henkel Ireland. Jim graduated from University College Dublin with a Bachelor of Chemical Engineering and holds an MBA from the UCD Smurfit Business School, Dublin. Jim is on the Board of Kilkenny Cheese.



Dr. Lisa Koep

Chief ESG Officer

Skills and experience: Prior to joining Tirlán in 2022, Lisa worked in a range of senior retail sector roles, most recently as the Head of Corporate Social Responsibility/Sustainability for Lidl in Germany. Lisa also worked as a researcher and lecturer in sustainability at Technological University Dublin and the Technische Universität Dresden. Lisa graduated from Trinity College with a Bachelor in Economics & Geography and holds a Masters in Public Relations as well as a PhD in CSR/CSR Communication from Dublin Technological University (formerly Dublin Institute of Technology).



Michael O'Leary

Chief People, D&I & Org Development Officer

Skills and Experience: Michael worked in the Glanbia Group since 1997. He held a number of senior human resource roles across the Group including Chief Human Resource and Organisation Design Officer with Glanbia Ireland. Michael graduated with a Bachelor of Business Studies majoring in Human Resources from University of Limerick.



Joe Taneyhill

Strategy Director

Skills and Experience: Joe has worked with the Glanbia Group since 2007. He previously worked in Strategy & Development across the company's Consumer Foods business before being appointed Development Director at Glanbia Ireland in 2018. Joe who has dual citizenship in America and Ireland previously worked at JPMorgan in Corporate and Investment Banking in the US. He is a graduate of Fairfield University, holds an MBA from London Business School and has been a CFA charterholder.

BOARD COMMITTEES

The Board established a Committee structure to assist it in the discharge of its responsibilities in compliance with the highest standards of corporate governance. The Committees and their membership are detailed below. All Committees of the Board have written terms of reference, which are reviewed regularly, dealing with their role and authority delegated by the Board. Each Committee reviews its own performance on a regular basis to ensure it is operating at maximum effectiveness and recommends any changes it considers necessary to the Board for approval.

Nominations & Governance Committee

Members of the Nominations & Governance Committee are appointed by the Board, in consultation with the Chairperson of the Committee. This Committee currently comprises the Society Chairperson and four other non-executive directors. **The Committee is chaired by Mr. John G. Murphy.** The Chief Executive Officer and the Chief Financial & Secretariat Officer attend meetings of the Committee, and the Group Secretary acts as Secretary to the Committee.

The role of the Committee is primarily focused on the process of:

- the nomination of executive directors;
- the nomination of directors to any Board committees;
- the nomination of representatives to the Grain Advisory Group;
- the nomination of directors to the boards of any joint ventures, associates or any company in which the Group maintains an investment; and
- the nomination of any directors or appointees to the board, advisory council or similar committee of any representative body, organisation, agency where the Group has been requested to put forward a nominee.

With respect to the nomination of executive directors to the Board, the Committee is responsible for identifying and nominating candidates to fill such roles as and when they arise, for the approval of the Board and makes recommendations to the Board concerning formulating plans for succession.

The Committee also makes recommendations to the Board in relation to the membership of any Board committees and in relation to the Grain Advisory Group, for the approval of the Board.

In relation to the nomination of directors to boards of any company in which the Group maintains an investment or the nomination of any non-executive directors or appointees to the board, advisory council or similar committee of any representative body, organisation, agency where the Society has been requested to put forward a nominee, the Committee:

- is responsible for identifying and nominating candidates to fill such roles as and when they arise, for the approval of the Board;
- considers candidates on merit and against objective criteria, taking care that appointees have the requisite skills for the position, and time available to devote to the position;
- makes recommendations to the Board on any matters relating to the continuation in office of any nominated person at any time including the suspension or termination of service of a nominated person;
- takes into account any pre-existing legacy arrangements relevant to the Society representative structure.

The Nominations & Governance Committee meets as necessary and, in any case, at least once a year. During 2023, this Committee met 12 times, with all Committee members present for every meeting. The Chairperson ensures that any new Directors are provided with a full induction on joining the Board.

BOARD COMMITTEES

CONTINUED

Audit & Risk Committee

Members of the Audit & Risk Committee are appointed by the Board, on the recommendation of the Nominations & Governance Committee. **The Committee is chaired by Mr. Paul Haran.** The Audit & Risk Committee is comprised of at least three members, each of whom shall be a non-executive director, and at least one of whom shall have recent and relevant financial experience.

The Board appoints the Committee Chairperson, who must be an independent non-executive director. The Chief Executive Officer and the Chief Financial & Secretariat Officer attend meetings of the Committee, and the Group Secretary acts as Secretary to the Committee. The external auditors are always invited to attend meetings of the Audit & Risk Committee except when any matter concerning the external auditors (e.g. performance, independence and value provided) is being considered. The external auditors may attend Board meetings at the request of the Chairperson of the Committee.

The key activities of the Audit & Risk Committee are:

- to monitor the integrity of the financial statements of the company, including its annual report, reviewing significant financial reporting issues and judgements that they contain, and reviews any financial information contained in certain other documents which may be made public;
- to assist the Board in meeting its obligations relating to financial reporting, risk management and overall Corporate Governance;
- to review the company's arrangements for its employees to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters, reviews the Society's procedures for fraud prevention and detection, and ensures that these arrangements allow proportionate and independent investigation of such matters and appropriate follow-up action;
- to monitor and review the effectiveness of the internal control framework and the Society's internal audit function in the context of the Society's overall risk management system;
- to consider and make recommendations to the Board, to be put to shareholders for approval at the AGM, in relation to the appointment, reappointment and removal of the company's external auditor, oversees the selection process for new auditors and if an auditor resigns the Committee shall investigate the issues leading to this and decide whether any action is required;
- to oversee the relationship with the external auditors.

Under its Terms of Reference, the Audit & Risk Committee meets a minimum of four times throughout the year. During 2023, this Committee met five times, with full attendance at each Committee meeting except for two meetings where five out of the six members were present.

Remuneration Committee

Members of the Remuneration Committee are appointed by the Board, on the recommendation of the Nominations & Governance Committee. **The Committee is chaired by Ms. Janet McCollum.** The Committee shall be made up of at least five members, at least two of whom shall be independent non-executive directors. The Board appoints the Committee Chairperson, who must be an independent non-executive director. The Chief Executive Officer and the Chief Financial & Secretariat Officer attend meetings, and the Group Secretary acts as Secretary to the Committee. The Chief People, D&I and Organisational Development Officer also attends all meeting of the Committee. The executives recuse themselves from meetings at which individual remuneration and performance metrics are discussed which involves these individuals.

The key activities of the Remuneration Committee are:

- to determine and agree with the Board the framework or broad policy for the remuneration of the Group's Chief Executive Officer, and his / her direct reports;
- In determining the remuneration policy, the Committee takes into account all factors which it deems necessary, including relevant legal and regulatory requirements. The objective of the remuneration policy is to ensure that members of the Executive Leadership Team of the Group are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of the Group;
- to review the remuneration policy in respect of any performance related pay schemes operated by the Group;
- to review the design of, and determine targets for, all incentive plans relating to the Group's Chief Executive Officer, and his / her direct reports; and
- to establish the selection criteria, selecting, appointing and setting the Terms of Reference for any remuneration consultants who advise the Remuneration Committee and for obtaining reliable, up-to-date information about remuneration in other companies.

The remuneration of non-executive directors is a matter for the Chairperson and the non-conflicted members of the Committee.

Under its Terms of Reference, the Remuneration Committee meets a minimum of twice each year. During 2023, this Committee met three times, with all Committee members present for every meeting.

Representative Structure Committee

Members of the Representative Structure Committee are appointed by the Board, on the recommendation of the Nominations & Governance Committee. **The Committee is chaired by Mr. Brendan Hayes.** The Chief Executive Officer and the Chief Financial & Secretariat Officer attend meetings, and the Group Secretary acts as Secretary to the Committee.

The remit of the Committee is:

- to ensure representation is relevant and fit for purpose for the Society and its members in the future;
- to ensure the representative structure is vibrant and contributing positively to the wellbeing and future direction of the Society;
- to review the Representative Structure size and composition (including skills, knowledge, experience and diversity);
- to consider succession planning for the Council and the farmer representatives on the Board, and the required skills and expertise of such appointees;
- to consider how to attract the best calibre and most diverse member representation (including diversity of thought and gender);
- to consider the agenda and frequency of Area and Regional Committees;
- to consider how technology can be deployed to enhance participation and member engagement.

During 2023, the Representative Structure Committee made recommendations to the Board on:

- the future size, shape and composition of the Representative Structure;
- the criteria and process for appointment to the Representative Structure, including tenure of appointment;
- training and development plans to attract and retain high calibre and diverse participation through the establishment of the Tirlán Governance Academy;
- the establishment of a Grain Advisory Group.

The Board approved the proposals, and the relevant Society Rule changes were proposed at a Special General Meeting in October 2023, which were overwhelmingly supported by members.

During 2023, this Committee met four times, with all Committee members present for every meeting.

Strategy Committee

Members of the Strategy Committee are appointed by the Board, on the recommendation of the Nominations & Governance Committee. The Committee is chaired by **Mr. John G. Murphy.** The Committee is comprised of at least five members, and is chaired by the Society Chairperson. The Chief Executive and the Chief Financial & Secretariat Officer and the Director of Strategy and Development attend meetings of the Committee, and the Group Secretary acts as Secretary to the Committee.

The Strategy Committee's focus is on the following areas:

- the Group's business environment including regulations, emerging trends and food, nutrition, plant and dairy / agriculture markets generally;
- geographical expansion, market positioning, market success requirements, commercial development, brand investment, milk supply, raw materials, supply chain and operations planning, quality, and innovation management;
- new strategic initiatives, alliances, acquisitions, divestments, and other strategic opportunities including the Society's investment portfolio generally.

The duties of the Strategy Committee are:

- to consider and make recommendations to the Board concerning the strategy to be adopted;
- to consider the resources required to implement the Society's Strategy and any allocation of such resources, including any relevant trade-offs;
- to consider and make recommendations to the Board on the Society's Strategic Financial Plan, including funding;
- to review the performance of the Group in meeting its strategic objectives;
- to review material investment proposals and make recommendations to the Board;
- to assess the post investment review of prior investments.

During 2023, this Committee met seven times, with all Committee members present for every meeting.

BOARD COMMITTEES

CONTINUED

Rules Committee

Members of the Rules Committee are appointed by the Board, on the recommendation of the Nominations & Governance Committee and comprised of at least five directors. The Committee is chaired by **Mr. Pat Murphy** who was appointed by the Board. The Chief Executive Officer and the Chief Financial & Secretariat Officer attend meetings, and the Group Secretary acts as Secretary to the Committee.

The role of the Rules Committee is:

- to review the Rules of the Society on a periodic basis to ensure they are consistent in their application and aligned to the Society's strategic objectives;
- to advise and make recommendations to the Board of the Society with regard to any alterations or amendments required to the Rules; and
- to make recommendations on policy matters to the Board of the Society in relation to the implementation of the Rules.

During 2023, this Committee met once, with all Committee members present. This meeting focused on the Rule changes being proposed to the Special General Meeting which took place in October 2023, and eligibility criteria for invitations to become a member of the Society.

Environment, Social & Governance ("ESG") Committee

Members of the ESG Committee are appointed by the Board, on the recommendation of the Nominations & Governance Committee and comprised of at least three directors. The Committee is chaired by **Mr. Pat Murphy**. In addition all four executive directors attend ESG Committee meetings, and the Group Secretary acts as Secretary to the Committee.

The remit of the ESG Committee shall include, but not be limited to, the following:

- to monitor and review current and emerging ESG trends, relevant international standards and legislative requirements and identify how these are likely to impact on the strategy, operations, and reputation of the Group; and determine whether and how these are incorporated into or reflected in the Society's ESG policies and objectives;
- to ensure that the Society has an ESG Strategy in place;
- in conjunction with the Chief Executive Officer, to assess the effectiveness of the Society's policies, programmes, practices and systems for (a) identifying, managing and mitigating or eliminating ESG risks in connection with the Society's operations and corporate activity; and (b) ensuring compliance with relevant legal and regulatory requirements and industry standards and guidelines applicable to ESG matters;
- to review and approve the Group's metrics for target setting and tracking performance in the areas of: diversity, equity and inclusion, environmental / climate change, natural nutrition, responsible sourcing and community support;
- to review the quality and integrity of internal and external reporting of ESG matters and performance to ensure that the Society provides appropriate information, complies with reporting obligations and meets international reporting standards and is transparent regarding its ESG related policies with the investment community;
- to review the annual ESG & sustainability report and recommend approval to the Board;
- to support and provide guidance to management in developing and updating policies and procedures with respect to environment and social responsibility and governance;
- to monitor any current, pending or threatened legal actions with respect to environment and social responsibility and governance;
- to review the results of any reviews or independent audits of the Society's ESG performance, review any ESG strategies and action plans developed by management in response to issues raised; and make recommendations to the Board on any of the matters listed above that the Committee considers appropriate;
- to consider the impact of the Tirlán's operations on its key stakeholders.

COUNCIL MEMBERSHIP AND STRUCTURE

The Society has 89 Council Members across 11 regions and 39 Area and Regional Committees with up to 663 Members participating. Individuals on these Area and Regional Committees are elected directly by Society Members.

This structure acts as a mechanism for communication between Members and the Board and the Executive Leadership Team of the Society. The Committees also facilitate two-way communication within the representative structure and provide a training forum for potential Council and Board Members.

Over the following four pages you will find details of our Council and Regional Committees members.



TIRLÁN CO-OPERATIVE COUNCIL MEMBERS



1. Barrowvale:

(L to R): John Ryan, Seamus O'Shea, Eddie O'Mahony, Donal Kavanagh, Larry Hannon, Michael Dunne and Bernard Dunne.



2. North Kilkenny

(L to R): Michael O'Carroll, Vincent Cunningham, Martin J. Healy, John Regan and James Mulhall.
Missing from photo are Willie Costigan and John Robinson.



3. South Kilkenny

(L to R): Joseph Malone, John J. Murphy, Jimmy Walsh, P.J. Malone, Gerard Doherty, James O'Brien and Patrick Murphy.



4. East Waterford

(L to R): Jonathan Tighe, James Mulligan, Brendan Hayes, Niall Moore and John P Nugent.
Missing from photo is Roger Shanahan.



5. South Tipperary

(L to R): Noel Butler, Denis Corcoran, James Fogarty, Bill Carroll, David Kennedy, Paul Flaherty.



6. Donaghmore / Monasterevin

(L to R): Brian Rohan, Hugh Murphy, Alan Stephenson, Shane O'Loughlin, Thomas Phelan, John Murphy, Patrick McWey, Laurence Flood and Aaron Pearson.



7. Castlelyons

(L to R): Shane Fitzgerald, Jerome Buttimer, Larry Kearney, Daniel Lynch, Kevin Moloney, John Leamy and Seamus Fleming.



8. Corporates

(L to R): James Power, James Finn, Patrick Whyte, William Maher, Denis Brereton, Patrick K. O'Dwyer, John Russell.



9. North Wexford / East Wicklow

(L to R): Glenn Chapman, Thomas Short, Chris Fox, Amanda Mooney, John G. Murphy, Roger Boyd, Michael Gahan and John Joseph O'Shaughnessy.



10. Northern

(L to R): Joe Maxwell, Denis O'Sullivan, Gerard Brady, Patrick Tuite, Diarmuid Lally, Brendan Smith, Eamonn McEnteggart, Stephen Finnegan, John Edward Murphy and Aidan Brogan. *Missing from photo is Padraig O'Scanail.*



11. South Wexford

(L to R): Rory Hammel, David O'Dwyer, Robert Barron, Seán Windsor, Nicholas Roberts and Padraig Barron.

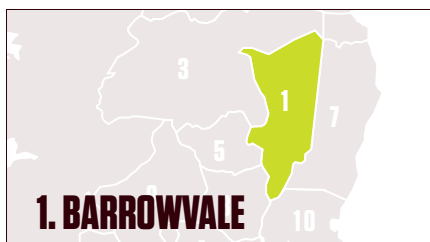


12. West Waterford

(L to R): Michael M. Keane, Vincent McCarthy, Peter Kiely, Gerard O'Brien, John Byrne, Sean Osborne and Joe Harty.

TIRLÁN REGIONAL COMMITTEE MEMBERS

AT 31 DECEMBER 2023



Trevor Atkinson	James Kealy
William Barrett	Brendan Kehoe
Gavin Behan	Declan Leigh
Philip Donohue	Cathal Moran (RIP)
Martin Doyle	Liam Murphy
Barry Drea	Con O'Kelly
John Kieran Duffy	Eddie O'Mahoney
Bernard Dunne	Seamus Joseph O'Shea
Michael Dunne	John Gerard Ryan
John Flood	Sylvester Ryan
Brendan Gorman	Trevor Tutty
Laurence Hannon	Liam Walsh
Niall Hosey	Richard Whelan
Alan Hughes	
Donal Kavanagh	
Eamonn Kealy	



Patsy Ahern	Laurence Kearney
John Barry	Tim Kearney
John Joe Barry	Kevin Garrett Moloney
Jerome Buttimer	David Joseph Murphy
Neilus Cashman	James Murphy
David Fitzgerald	John Leamy
Shane Fitzgerald	Daniel Lynch
Seamus Fleming	Declan O'Flynn
Patricia Fouhy-Barry	James O'Keeffe
Sean Healy	Martin O'Riordan
Patrick Hegarty	Seamus Roche
Thomas Hegarty	
Donal Howard	
George Patrick Howard	



Aidan Byrne	Patrick McWey
Noreen Callanan	Sean Miller
Edward Cummins	Noel Moriarty
Thomas Creagh	Hugh Murphy
Martin Davin	John Murphy
Paul Ennis	Matthew O'Byrne
Timothy Fitzgerald	Shane O'Loughlin
Patrick Fitzpatrick	John Joe O'Rourke
Laurence Flood	Joseph Parlon (RIP)
Timothy Garry	Aaron Pearson
Bernard Ging	Thomas Phelan
Thomas Horan	Mark Rochford
Paul Hyland	Brian Rohan
Patrick Keegan	Trevor Stanley
Albert Lalor	Alan Stephenson
Mel Martin	
Michael McEvoy	



Roger Benedict Callanan	Gerald Murphy
Kevin Connolly	Walter Anthony Murphy
Laurence Curran	John Paul Nugent
James Cusack	John G O'Connell
Philip Cusack	John O'Donnell
Michael Fitzpatrick	Edward Power
Michael Foran	James Power
Thomas Galvin	John Phelan
Patrick Richard Gough	Paul Power
Michael Gerard Hahessy	Seamus Power
Thomas Hahessy	James Anthony Quigley
Mervyn Hanley	Roger Shanahan
Brendan Hayes	John Paul Skehan
Mike Hayes	Jonathan Tighe
Pat Keane	Chris Walsh
John Mackey Jnr	David Walsh
Richard Mahony	James Walsh
Niall Moore	
James Mulligan	



Laurence Martin Bergin	James Mulhall
Thomas William Cooke	Michael O'Carroll
Willie Costigan	John Regan
Vincent Cunningham	John Robinson
Nicholas Deevy	Brian Roche
Michael John Delaney	Michael Rowe
John Gerard Dowling	James Declan Ryan
Thomas Gaffney	Martin Treacy
Martin Joseph Healy	James Walsh
Thomas Gavan Kearney	Patrick Walsh
Patrick Maher	Padraig Walshe



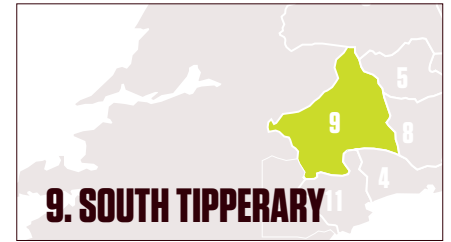
Gerard Brady	Diarmuid Lally
Aidan Brogan	Joseph Maxwell
Declan Carroll	Fintan McCabe
John Clinton	Michael McCaughey
Seamus Commons	Eamonn McEnteggart
Seamus Donohoe	Peter Mongey
Willie Eivers	Paul Morrin
Denis Fagan	Declan Mullen
Stephen Finnegan	John Edward Murphy
Gordon Foster	Patrick John Nangle
Andrew Gerraghty	Michael O'Flaherty
Stanley Gibney	Pádraig Ó'Scanail
Jim Gilsenan	Denis O'Sullivan
Kevin Gilsenan	Andrew Revington
Malachy Hickey	Andrew Rogers
Gerard Hoey	Brendan Smith
Peter Holton	Patrick Tuite
Enda Horgan	Vincent Ward Junior
George Jordan	
James Kelly	



Stephen Arthur	Gerard Lyons
Roger Boyd	Amanda Mooney
Aidan Byrne	Martin Morris
Glenn Chapman	John Murphy
Nicholas Darcy	John O'Hagan
Chris Fox	Shane O'Loughlin
Michael Gahan	John Joseph O'Shaughnessy
Vincent Gahan	Alan Poole
Kevin Healy	Thomas Short
Christopher Hill	
Peter Hill	



Michael D Aylward	Patrick John Malone
Patrick John Byrne	Thomas Mullins
Bill Carroll	John J Murphy
Andrew Connolly	Patrick Murphy
Thomas Corcoran	James O'Brien
Bryan Daniels	Philip O'Brien
Gerard Doherty	Eamonn Phelan
Patrick Doherty	Michael Phelan
William Fitzgerald	Paul Purcell
James Fitzpatrick	John Ryan
Patrick Hearne	Allen Smyth
Patrick Hogan	Liam Vereker
Patrick Holden	Michael Gerard Walsh
Patrick Joseph Irish	Padraig Walsh
Peter Kirwan	Seamus Walsh
Thomas Landy	Jimmy Walsh
Joseph Malone	



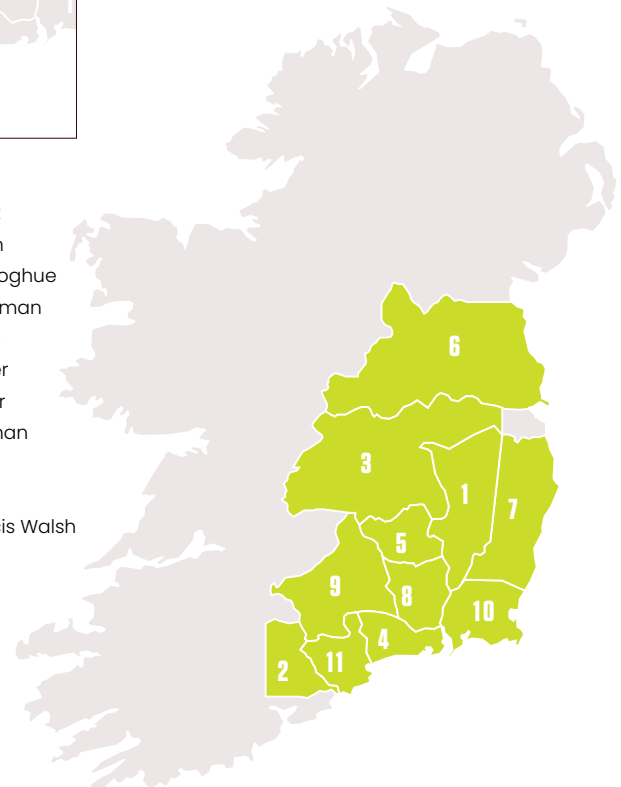
Daniel Butler	Dean Madden
Noel Butler	Michael Moclair
William Carroll	Adrian Morrissey
Denis Corcoran	Catherine O'Byrne-Casey
Michael Croke	Richard O'Connell
Peter Delaney	James Francis Prendergast
Patrick Feehan	John P Ryan
Paul Flaherty	Bernard Sheehy
James Fogarty	George Leahy (RIP)
Eamonn Hall	
Brendan Hickey	
Michael Joseph Horan	
David Kennedy	



Frank Barron	Michael Murphy
Padraig Barron	Tomas Murphy
Robert Barron	Walter O'Brien Junior
Brian Kevin Barnwell	Aidan O'Connor
Michael Corcoran	David O'Dwyer
John Cullen	Declan O'Hanlon
Frank Curtis	Joseph A O'Neill
Henry Dunne	Martin Power
John F Fitzgerald	Thomas Quinn
David French	Nicholas James Roberts
William Gleeson	John Stafford
Rory Hammell	Sean Windsor
Patrick Larkin	
Edward Lyng	
Anthony Murphy	



John Byrne	John McKeon
Patrick Cooney	Shane Nugent
Hugh Collender	Gerard O'Brien
Gavin Dower	William O'Donoghue
Patrick Drohan	Michael O'Gorman
Robert Fennell	Sean Osborne
Liam Fenton	Edmond Power
John Flynn	Thomas Power
Joseph Harty	Morgan Sheehan
Patrick Joseph Hickey	Kieran Veale
John Anthony Keane	Patrick Walsh
Michael Martin Keane	Thomas Francis Walsh
John Patrick Keating	
Peter Kiely	
Vincent McCarthy	







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Pictured at our state-of-the-art facility at Belview were Dr Lisa Koep, Chief ESG Officer; Sean Molloy, Chief Ingredients & Agri Officer and CEO Designate; John Murphy, Chairman, and Jim Bergin, CEO.

TIRLÁN CO-OP SUMMARY PROFIT & LOSS

	2023 €m	2022 €m
Dividend Income - Glanbia Plc	25.3	26.7
Representative Structure Fees & Expenses	(1.1)	(1.8)
Administration Costs	(4.7)	(5.3)
Operating Profit	19.5	19.6
Finance Interest	(12.3)	(10.7)
Exceptional Items	-	55.9
Profit before Tax	7.2	64.8
Tax	-	-
Profit after Tax	7.2	64.8
Appropriations from reserves		
Farm inputs / milk / grain patronage and supports	(29.3)	(0.4)
Ordinary share interest (dividend)	(6.5)	(6.5)
Spin-out of Glanbia plc shares	-	(20.1)
Total appropriations	(35.8)	(27.0)
Net (loss)/gain for the year after appropriations	(28.6)	37.8

TIRLÁN CO-OP BALANCE SHEET

	2023 €m	2022 €m
Fixed & Intangible Assets	0.4	0.6
Investments (at cost)	512.1	512.1
Bank	4.0	2.9
Working Capital	(13.7)	(11.9)
Loans to Tirlán Limited	32.8	50.8
Bond (incl. costs to be amortised)	(263.8)	(254.2)
Pension	0.1	-
Net Assets	271.9	300.3
Share Capital	34.0	34.0
Share Premium	9.2	9.0
Reserves	20.8	20.8
Retained Earnings	207.9	236.5
Equity	271.9	300.3

TIRLÁN CO-OP CASHFLOW

	2023 €m	2022 €m
Dividend Income - Glanbia Plc	25.3	26.2
Ordinary Share Interest	(6.1)	(6.2)
Patronage Supports/Distributions	(28.6)	(8.6)
Administration & Other	(6.1)	(4.0)
Interest Expense	(2.6)	(1.2)
Funds from Co-op shares issued	0.2	0.1
Loans Repaid by/ (Issued to) Tirlán Limited	18.0	(7.5)
Operations Cashflows	0.1	(1.2)
Purchase of 40% of Glanbia Ireland	-	(307.0)
Bond Receipt	-	250.0
Sale of Glanbia Plc shares (net proceeds)	-	69.9
Cashflows related to purchase of 40% of Glanbia Ireland	1.0	(9.1)
Transaction Cashflow	1.0	3.8
Net Cashflow	1.1	2.6
Opening Cash	2.9	0.3
Closing Cash	4.0	2.9

OPERATING GROUP PROFIT & LOSS ACCOUNT

	2023 €m	pro forma 2022 €m
Revenue	2,543.7	3,059.0
Cost of sales	(2,272.5)	(2,781.7)
Gross profit	271.2	277.3
Distribution costs	(118.2)	(135.7)
Administration expenses	(84.7)	(69.7)
Operating profit	68.3	71.9
Finance income	0.2	0.1
Finance costs	(21.6)	(13.0)
Share of result of Joint Ventures	1.1	(2.2)
Share of result of Associate	(0.6)	0.1
Exceptional items	1.9	(4.7)
Profit before taxation	49.3	52.2
Income taxes	(7.0)	(7.6)
Profit after taxation	42.3	44.6

OPERATING GROUP BALANCE SHEET

	2023 30-Dec-23	2022 31-Dec-22
ASSETS		
Non – current assets		
Property, plant and equipment	674.5	677.3
Right-of-use assets	39.9	36.6
Intangible assets	28.0	22.1
Financial assets	3.7	4.5
Investment in joint ventures	43.1	36.3
Investment in associates	1.5	2.1
Derivative financial instruments	–	11.3
Deferred tax asset	5.1	5.1
Non current debtors	4.4	1.9
Retirement benefit asset	25.6	13.3
Total non – current assets	825.8	810.5
Current assets		
Inventories	251.8	409.1
Trade and other receivables	214.5	297.3
Derivative financial instruments	7.3	1.8
Cash and cash equivalents	144.8	105.9
Total current assets	618.4	814.1
Total assets	1,444.2	1,624.6
EQUITY		
Called up share capital presented as equity	2.9	2.9
Share premium	500.9	500.9
Other reserves	(97.1)	(90.3)
Retained earnings	190.4	150.1
	597.1	563.6
Non controlling interest	17.2	15.9
Total equity	614.3	579.5
LIABILITIES		
Non – current liabilities		
Financial liabilities	224.2	271.2
Trade and other payables	7.0	19.2
Lease Liabilities	34.1	29.4
Deferred tax liabilities	48.6	45.9
Provisions	4.7	9.6
Deferred consideration	–	5.5
Derivative financial instruments	1.3	0.8
Capital grants	30.6	30.2
Total non – current liabilities	350.5	411.8
Current liabilities		
Trade and other payables	383.3	551.0
Provisions	4.2	4.6
Financial liabilities	76.0	68.3
Lease Liabilities	6.4	6.7
Deferred consideration	6.0	0.2
Derivative financial instruments	1.4	0.7
Capital grants	2.1	1.8
Total current liabilities	479.4	633.3
Total liabilities	829.9	1,045.1
Total equity and liabilities	1,444.2	1,624.6

OPERATING GROUP CASHFLOW

	2023 €'m	Pro forma 2022 €'m
EBITDA	117.7	116.3
Working Capital	69.1	(68.7)
Business Sustaining Capex	(28.5)	(28.8)
Operating Cashflow	158.3	18.8
Interest & Tax	(20.2)	(11.5)
Dividends Received	-	0.3
IFRS 16 Lease Payments	(11.1)	(7.0)
Other	(19.7)	27.1
Free Cashflow	107.3	27.7
Strategic Capex	(19.0)	(38.2)
Exceptional Items	(2.6)	3.3
Loans to Joint Ventures	(2.5)	-
Investments / Acquisitions / Disposals	(5.0)	(21.0)
Net Cashflow	78.2	(28.2)
Opening Net Debt	(233.6)	(206.2)
Exchange translation adjustment & other	-	0.8
Closing Net Debt	(155.4)	(233.6)

**CONSOLIDATED
GROUP PROFIT
& LOSS
FOR THE FINANCIAL
YEAR ENDED
30 DECEMBER 2023**

	2023 €'m	2022 €'m
Revenue	2,543.7	2,478.0
Cost of sales	(2,272.4)	(2,340.9)
Gross profit	271.3	137.1
Distribution costs	(118.1)	(109.0)
Administration expenses	(95.2)	(62.0)
Net impairment losses on financial assets	(0.6)	(0.1)
Other income	-	0.2
Operating profit/(loss)	57.4	(33.8)
Finance income	0.2	0.4
Finance costs	(33.9)	(21.3)
Share of profit of joint ventures	1.1	11.4
Share of profit of associates	77.1	72.2
Exceptional items	13.8	(164.6)
Profit/(loss) before taxation	115.7	(135.7)
Income taxes	(4.9)	3.9
Profit/(loss) for the financial year	110.8	(131.8)
Attributable to :		
Equity holders of the Society	108.8	(134.1)
Non-controlling interests	2.0	2.3
	110.8	(131.8)

All amounts relate to continuing operations.

CONSOLIDATED GROUP BALANCE SHEET

	30 Dec 2023 €'m	31 Dec 2022 €'m
ASSETS		
Non-current assets		
Property, plant and equipment	746.8	753.2
Right-of-use assets	39.9	36.6
Intangible assets	40.9	36.2
Financial assets	3.6	4.5
Investment in joint ventures	43.2	36.3
Investment in associates	828.1	809.3
Derivative financial instruments	-	11.3
Trade and other receivables	5.7	3.6
Deferred tax asset	5.0	5.4
Retirement benefit assets	25.7	13.4
Total non-current assets	1,738.9	1,709.8
Current assets		
Inventories	251.8	409.1
Trade and other receivables	214.3	298.7
Derivative financial instruments	7.4	1.8
Cash and cash equivalents	148.8	108.8
Total current assets	622.3	818.4
Total assets	2,361.2	2,528.2
EQUITY		
Called up share capital	34.0	34.0
Share premium	9.2	9.0
Other reserves	(81.3)	(27.0)
Retained earnings	1,297.5	1,222.0
	1,259.4	1,238.0
Non-controlling interest	17.2	15.9
Total equity	1,276.6	1,253.9
LIABILITIES		
Non-current liabilities		
Other payables	7.0	19.2
Lease liabilities	34.1	29.4
Borrowings	461.4	478.9
Derivative financial instruments	28.6	19.2
Deferred tax liabilities	57.5	56.9
Deferred consideration	-	5.5
Provisions	4.7	9.6
Capital grants	30.6	30.2
Total non-current liabilities	623.9	648.9
Current liabilities		
Trade and other payables	398.2	565.8
Lease liabilities	6.4	6.7
Borrowings	42.5	45.6
Derivative financial instruments	1.3	0.7
Deferred consideration	6.0	0.2
Provisions	4.2	4.6
Capital grants	2.1	1.8
Total current liabilities	460.7	625.4
Total liabilities	1,084.6	1,274.3
Total equity and liabilities	2,361.2	2,528.2

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