

“A five minute intro...”

Our vision

To become the best fresh prepared food and produce company wherever we operate.

We shall achieve this by excelling in service, quality, value and innovation to the delight of our customers.

We will grow in any geographical market where customer partnership and consumer demand can be developed.

Our achievements in 2002

+15%
sales growth

£47m
capital expenditure

We launched nearly
600 products

+10%
dividend growth

+10%
earnings per share

Our business streams

	Sales £m	Growth %
UK fresh prepared foods	582	+8.5
Continental European fresh prepared foods	48	+26
Whole head produce	128	+51

The Geest Board

Executive Directors

Gareth Voyle (43)	Chief Executive Officer
Mark Pullen (52)	Group Finance Director
Jane Scriven (43)	Managing Director, Continental Europe and Foodservice

Independent non-executive Directors

Sir John Banham (62)	Chairman
Bob Davies (54)	
Raymond Destin (62)	
David Wallis (55)	

For biographies please turn to page 30.

Our business activity – the last 15 years

Year	Acquisitions/major developments
1988	Katie's Kitchen, Ready meals factory opened
1989	Bourne Salads
1990	The Pasta Company
1991	Kent Salads
1993	Caledonian Foods, The Bakery opened, New pasta factory opened, Soups and sauces factory opened, Dips and dressings factory opened
1994	Abbeyvale Foods
1995	Spring Valley Foods opened (South Africa)
1996	Delicatessen factory opened
1997	Vaco Geel (Belgium) New Bourne Salads factory opened, Saxon Valley Foods opened, Geest Tilbrook opened
1998	Bourne Stir Fry opened
1999	Vaco Herselt opened, Cinquième Saison, The Fresh Snack Company opened, Lincs Cuisine (Sutton Bridge) opened, Yorkshire Fresh Salads opened
2000	Alresford Salads, Isleport Foods, Wingland Foods opened, Vaco Olen opened
2001	Mariner Foods, Normanby Foods opened, Tilmanstone Salads opened
2002	SBLP (France)
2003	Crudi (France and Spain)

Shareholder calendar 2003

Preliminary results	13 March 2003
Annual General Meeting	22 May 2003
Close period	11 July to 10 Sept 2003 (inclusive)
Interim results	11 Sept 2003
Dividend dates	
2002 Final record date	30 May 2003
Final payment date	30 June 2003
2003 Interim record date	28 Nov 2003
Interim payment date	31 Dec 2003

...to the world of Geest.”

What we do.

We produce and market fresh prepared foods and market fresh produce.

What we mean by fresh.

Products which have a short shelf-life and need to be kept refrigerated.

Our products.

We make products, developed specifically for our customers – food retailers and foodservice providers. As such, we make and market products for some of the largest brands in Europe.

The number of products we make.

We are never quite sure. Our portfolio changes constantly as we innovate and improve our ranges. We have at any one time around 2,000 products. We launched nearly 600 new products in 2002, for example.

Where we prepare them.

We have around 30 business units and over 30 manufacturing facilities. The majority of sites are in the UK with overseas sites in Belgium, France, Spain and South Africa.

Where our main facilities are located.

See the adjacent map, or look on our website www.geest.co.uk

Ready meals



Leafy salads



Convenience



Prepared vegetables



Prepared fruit



Stir fry



Desserts





Fresh prepared foods market forecast 2002-2006

£ billions



It is predicted that the UK fresh prepared foods market will grow by **40%** over the next four years.

Source: Geest estimates

Product area	Business unit/facility	Map no.
Ready meals	Lincs. Cuisine (Spalding)	1
	Lincs. Cuisine (Sutton Bridge)	3
	Saxon Valley	12
	Geest Tilbrook	11
	Mariner Foods	9
	Vaco	24
	Caledonian Produce	13
Leafy salads	Alresford Salads	16
	Bourne Salads	2
	Tilmanstone Salads	6
	Yorkshire Fresh Salads	14
	Wingland Foods	3
	Cinquième Saison	21, 22, 23
Convenience salads	Crudi	25, 26
	Spalding Salads	1
Pizza	Lincolnshire Salads	1
	Delicatessen	1
	Wingland Foods	3
	Katie's Kitchen	10
Pasta	The Fresh Snack Company	5
	Vaco Olen	24
	The Pasta Company	7
Foodservice	Normanby Foods	8

Product area	Business unit/facility	Map no.
Soups	Lincs. Cuisine (Spalding)	1
	Saxon Valley	12
	Mariner Foods	9
	Vaco Olen	24
Sauces	Lincs. Cuisine (Spalding)	1
	Mariner Foods	9
Bread	The Bakery	7
Prepared vegetables	Caledonian Produce	13
Prepared fruit	Spring Valley Foods	20
	Crudi	25
Stir fry	Bourne Stir Fry	2
Desserts	Isleport Foods	15
	Dips and dressings	Dips and dressings
Retail flowers	Vaco Herselt	24
	Geest Flowers (Multiples)	1
	Fresh Menu Solutions @ Geest	1
Whole head produce	English Village Salads	14
	Geest QV (Joint venture)	4
	Geest Flowers (Wholesale)	17, 18, 19