

McBride plc
2007-08 full year results presentation

September 2008



Summary

- » Proven strategy in difficult markets
- » Revenue up 18%, driven by acquisitions and currency
- » Profits impacted by increased input costs partially offset by mitigating actions
- » Robust performance from prior year acquisitions
- » Restructuring of existing facilities and cost base
- » Strong cash generation
- » Dividend maintained
- » Trading since year end satisfactory



Financial review



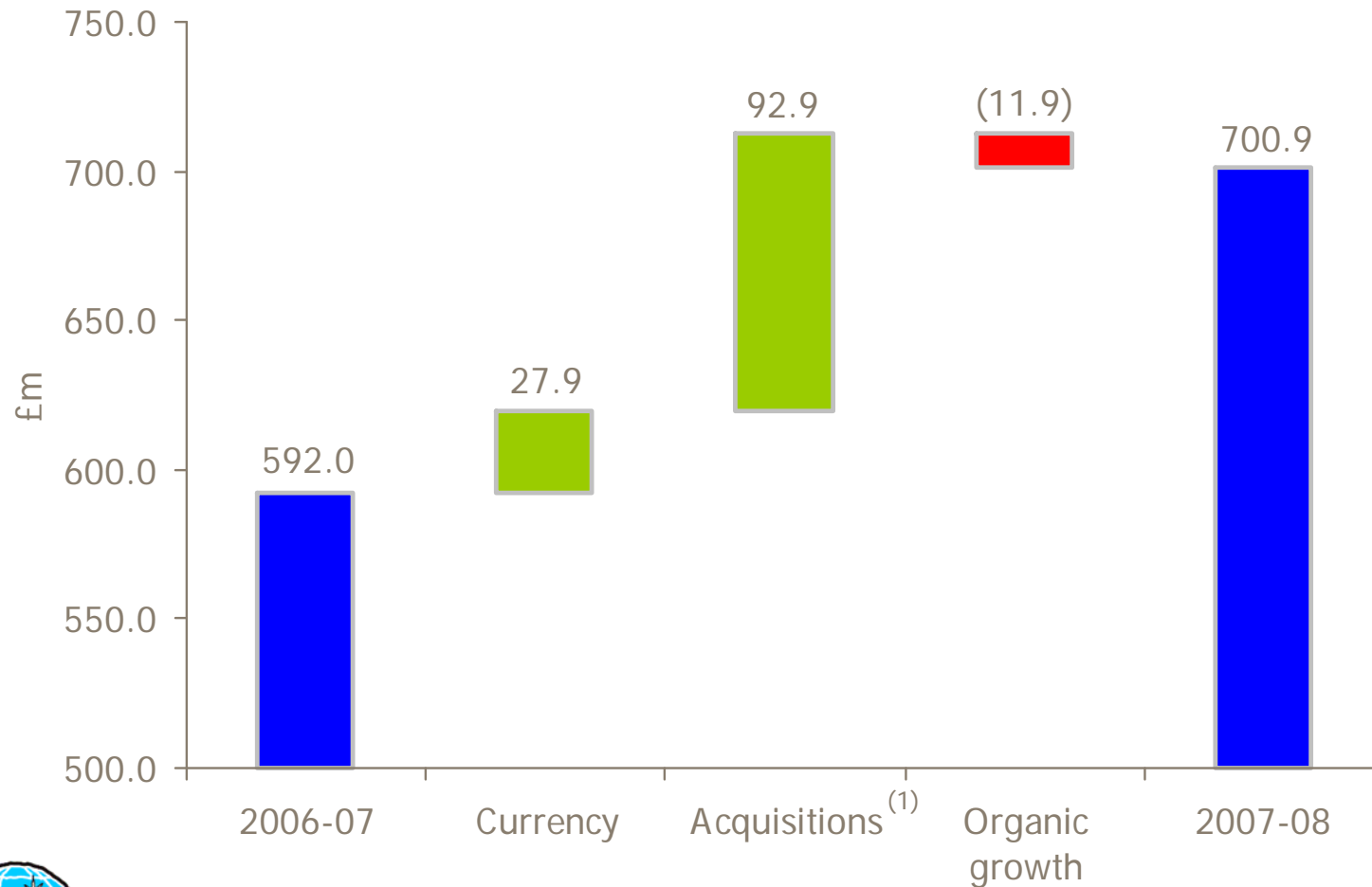
Financial headlines

	2007-08	2006-07	Y/Y
Revenue (£m)	700.9	592.0	+18%
EBITDA (£m)	48.8	51.7	-6%
EBIT (£m)	27.0	34.5	-22%
EBIT margin	3.9%	5.8%	-1.9 pts
Profit for the year (£m)	15.6	23.2	-33%
Diluted earnings per share (pence)	8.6	12.7	-32%
Dividend per share (pence)	5.6	5.6	+0%
Net cash generated from operations (£m)	49.4	49.5	-0%
Net debt (£m)	103.3	80.9	+28%

(1) All figures are before amortisation of intangible assets and exceptional items



Revenue bridge 2006-07 to 2007-08



(1) The figure for acquisitions represents incremental revenue in 2007-08 from prior year acquisitions

Income statement

	2007-08	2006-07	Y/Y
Revenue	700.9	592.0	+18%
Gross profit	230.0	199.0	+16%
Gross margin	32.8%	33.6%	-0.8 pts
Distribution costs	(47.2)	(39.7)	+19%
Administrative costs	(155.8)	(124.8)	+25%
EBIT	27.0	34.5	-22%
Net financing costs	(5.7)	(2.4)	+138%
Profit before taxation	21.3	32.1	-34%

(1) All figures are before amortisation of intangible assets and exceptional items



Regional performance

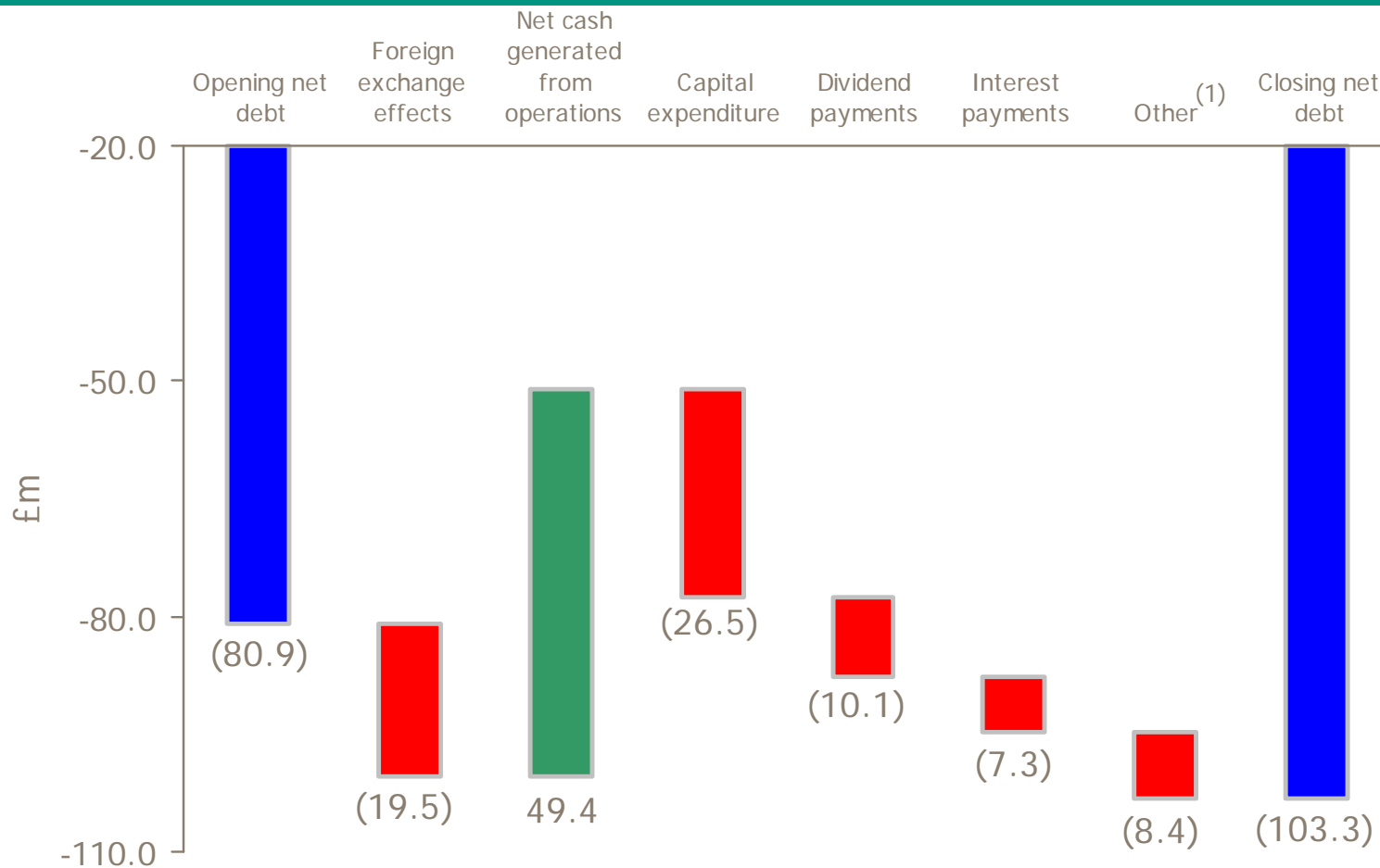
	Revenue ⁽¹⁾			Operating profit ⁽¹⁾⁽²⁾		
	2007-08	2006-07	Y/Y	2007-08	2006-07	Y/Y
	£m	£m		£m	£m	
UK	297.3	277.1	+7%	15.2	24.5	-38%
Western Continental Europe	395.4	304.2	+30%	11.4	10.4	+10%
Eastern Continental Europe	32.1	25.0	+28%	2.1	1.5	+40%
Sub-total	724.8	606.3	+20%	28.7	36.4	-21%
Intergroup/corporate	(23.9)	(14.3)	n/a	(1.7)	(1.9)	n/a
Total	700.9	592.0	+18%	27.0	34.5	-22%

(1) Revenue and operating profit by geographic origin

(2) All figures are before amortisation of intangible assets and exceptional items



Movement in net debt - June 2007 to June 2008



(1) Other includes tax payments, payments relating to exceptional items and share issues and buybacks

Business review



Agenda

- » Strategy
- » Markets
- » Divisional performances
- » Cost environment
- » Current trading and outlook
- » Conclusion



Strategy

Lead the growth of private label household and personal care products in Europe

Commercial leadership

Attractive product categories

New product development

Category development

Growth retail and geographic sectors

Operational leadership

Customer service excellence

Improve efficiency

Continuous cost management

Optimise working capital and asset base

Enabling

High performance leadership and culture

Leverage increasing scale

Develop and leverage technology platform

Complementary acquisitions



New product development

- » Key competitive advantage
- » Aligned with growth/profitable product categories
- » Focus on improving environmental performance
- » Focus on 'best value' products
- » Supporting retailer differentiation



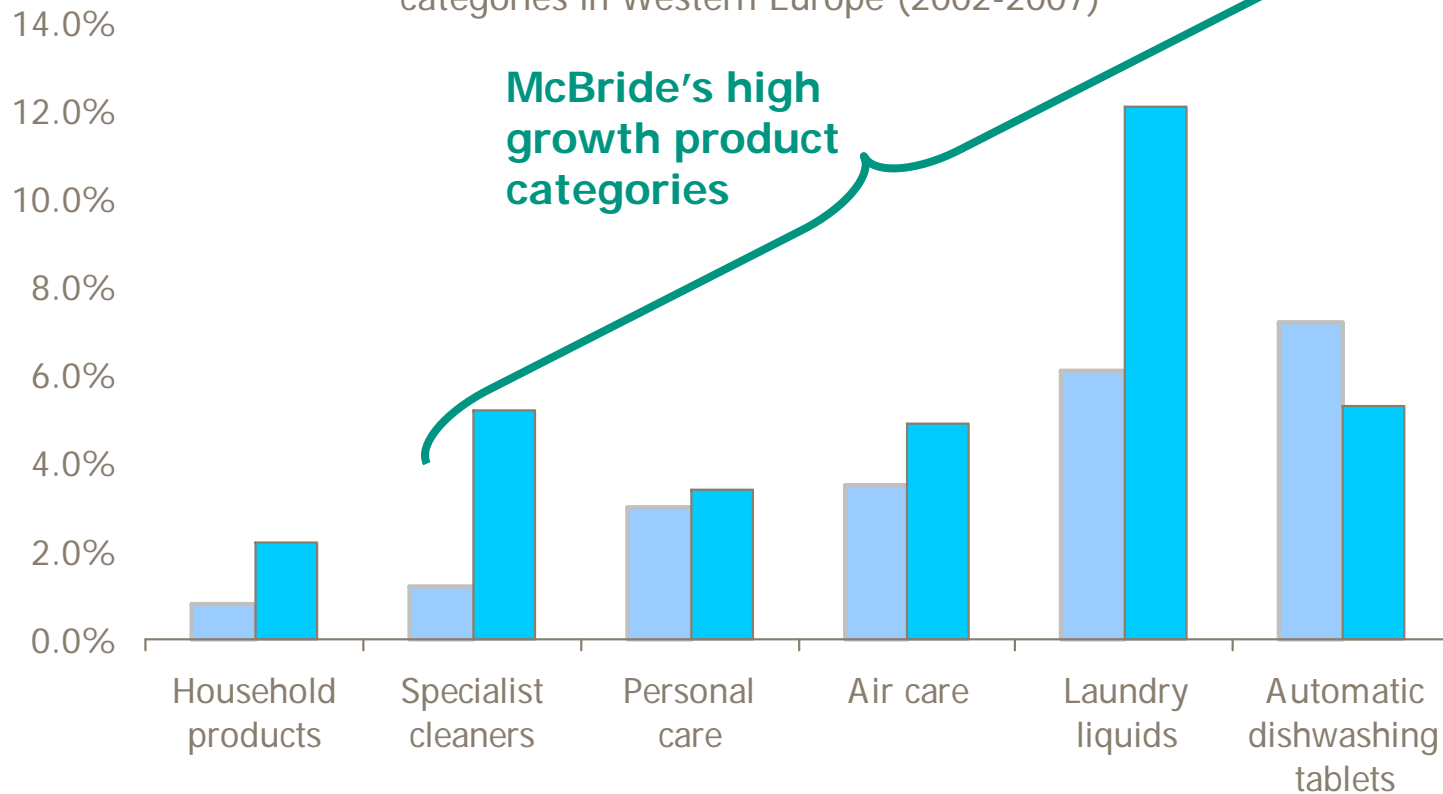
European household and personal care markets

- » McBride operates in very large and growing markets
- » Household and personal care markets in Western Europe worth £48 billion pa and growing 2% pa
- » Household and personal care markets growing rapidly in Eastern Europe (9% pa in last 5 years)
- » Higher growth in McBride's targeted product categories
- » Private label outperforming overall markets



McBride's growth product categories - attractive growth potential

Compound annual growth rates for various product categories in Western Europe (2002-2007)



■ Total market ■ Private label market

Source: Euromonitor



Recent private label environment

- » Mixed private label performance in last year primarily reflecting the effects of negotiating price increases
- » UK was weak whilst France, Italy and Spain all saw private label market share gains
- » In the UK, private label share recovery since Q1 2008
- » In Italy, private label household growing at 8% against 4% for total market
- » Strong improvement in private label share in France
- » Strong growth in Eastern Europe
- » Current economic environment supports growth



UK business review

- » UK business had a very challenging year
- » Impacted by unprecedented input cost inflation
- » Mitigating actions undertaken
- » Reported revenue up 7% with 4% organic decline
- » 4% organic growth in personal care
- » Operating profit down 38% to £15.2m
 - time lag between cost increases and raising prices
 - reduced volumes in certain household categories
- » Continued to drive efficiencies
- » New capacity in personal care



UK factory reconfiguration

- » St Helens site purchased in April 2008
- » Substantial new capacity and production environment for further growth in personal care
- » Enables consolidation of production from two recently acquired sites
- » One-off costs of approximately £2m relating mainly to redundancies and residual property lease obligations
- » £1m annual lower operating costs from eliminating duplicate overheads and logistics efficiencies
- » Further cost restructuring underway



Western Continental Europe business review

- » Difficult trading conditions reflecting significant input cost inflation
- » Mitigating actions undertaken
- » Recent acquisitions integrated and performing well
- » Reported revenue up 30% due to acquisitions (22%) and currency (8%) with flat organic revenue
- » 8% organic growth in personal care
- » Operating profit up 10% with good contribution from acquisitions offsetting lower profits in core business



Eastern Continental Europe business review

- » Buoyant markets continue across the region
- » Reported revenue up 28% with 8% organic growth or 16% in core retail sales
- » Strong growth in both household and personal care
- » Significant growth in Czech Republic and Hungary
- » Operating profit up 40%

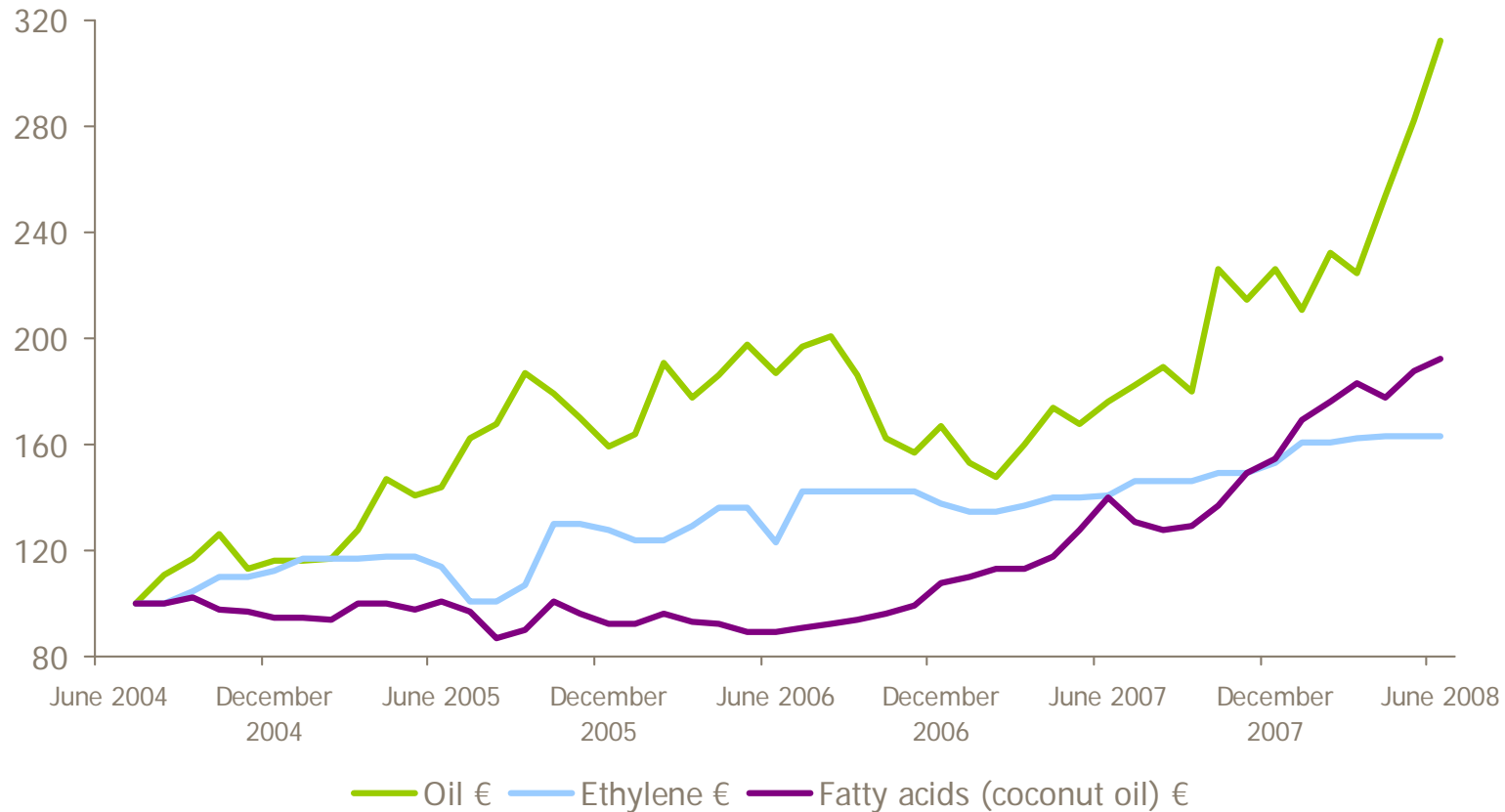


Cost environment

- » Managing input, energy and distribution costs is a core skill of the group
- » Significant and volatile increase in all these costs seen during year
- » Input cost impact across packaging, phosphates, fatty acids, polymers and surfactants
- » McBride annual spend
 - approximately £400m on raw materials and packaging
 - approximately £50m on distribution



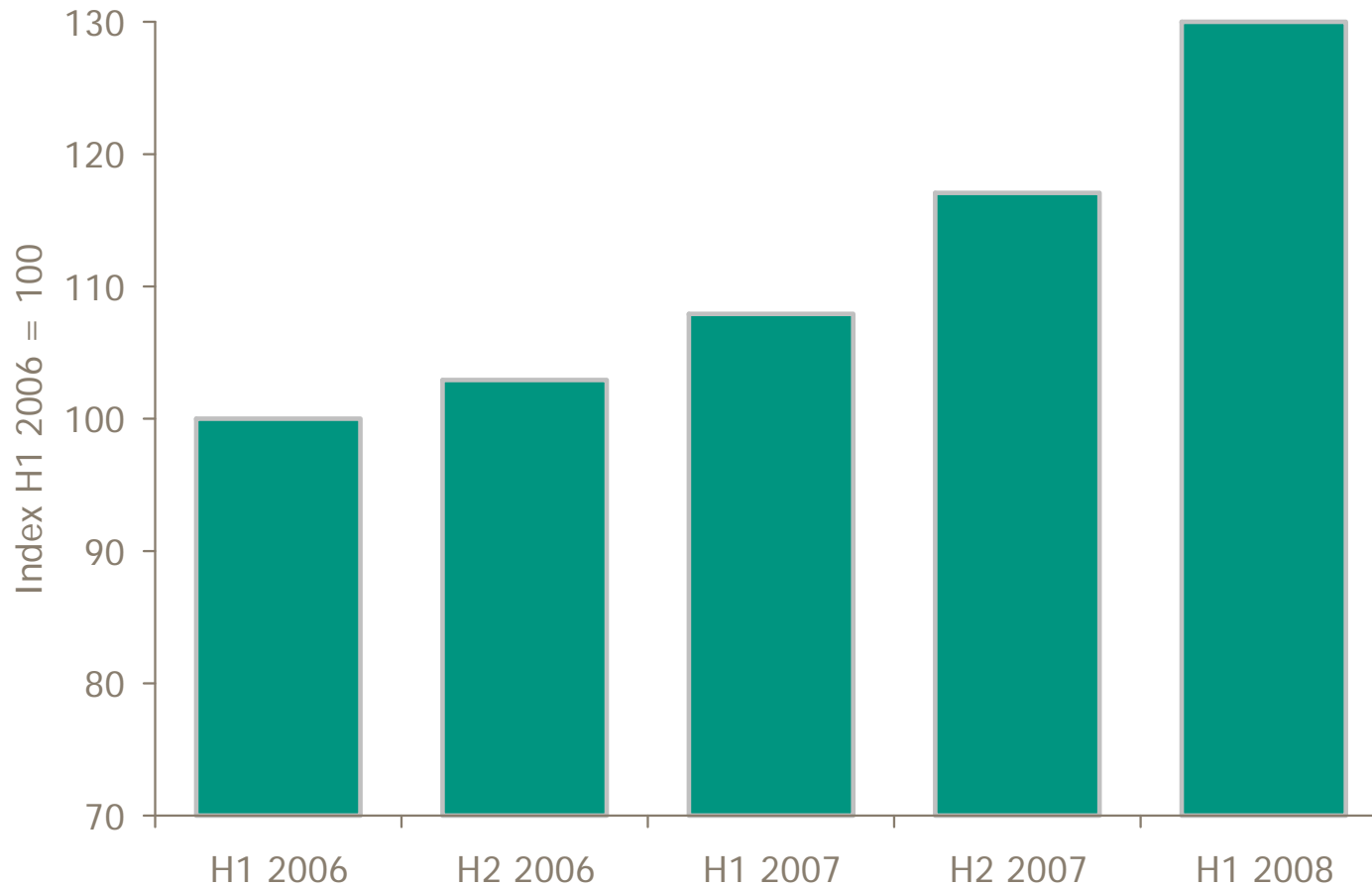
Prices of key raw materials and feedstocks (2004-2008)



ICIS market prices Jun 2004 = 100



Raw material cost index (2006 - 2008)



Note: Chart shows weighted index of average purchase cost in relevant calendar period of largest value raw materials used by McBride



Actions to address input cost environment

- » Product price increases
- » Purchasing strategies
 - buying long
 - deferring cost pressures
- » Significant value engineering
 - lightweighting packaging
 - alternative materials to petrochemicals
- » Continuing efficiency gains
 - production yields, overheads



Current trading and outlook

» Key objectives for current year

- achieve further mitigation of raw material costs as required
- step up group wide restructuring and efficiency initiatives
- drive further growth in priority categories and geographies
- continued focus on new product development

» Trading outlook

- satisfactory start to new financial year
- raw material costs remain unpredictable



Conclusion

- » Managing impact of substantial input cost inflation
- » Strength of business model clearly demonstrated
- » Existing business strategy robust
 - attractive growth product categories
 - dynamic growth regions
 - category and new product development
 - continuous efficiency improvements
 - significant market positions and scale

