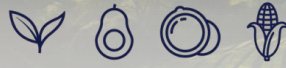


Grow and nurture agricultural businesses
and assets of the highest quality



**Global company
established 1889**

Diversified portfolio of
international agricultural
businesses across eight countries



**Large industrial scale
farming**

48,000 hectares of mature land.
Including tea, avocado, macadamia
and arable crops



**Profit and Purpose
in harmony**

Strong social and sustainability
commitment. Investing for the
long-term and creating value for
shareholders

FY25 Highlights

Revenue
£268m
(FY24: £262m)

Trading profit
£1.0m
(FY24: loss £5.5m)

EBITDA
£11.3m
FY24: £14.8m)

Loss after tax
£4.2m
FY24: loss £4.7m)

Net cash
£134m
(FY24: £125m)

Dividend
260p
(FY24: 260p)

For 12 months ended 31 December 2025 continuing operations
Please see 2025 [Annual Report](#)

Well-established agricultural operations across eight businesses

 **Tea - 34,305 ha**

 **Avocado - 1,078 ha**

 **Macadamia - 3,544 ha**

 **Arable - 4,276 ha**

 **Rubber - 1,735 ha**

 **Forestry 3,206 ha**

 **Blueberry 10 ha**

 **Cattle**


 **Branded tea**

C.C. Lawrie, Brazil - 4.4k ha

 4,276 ha

 230 ha

Kakuzi, Kenya - 3.9k ha

 1,032 ha


 928 ha

 510 ha


 10 ha

  1,255 ha

**Eastern Produce
Estates South Africa -
1.0k ha**


 1.0k ha

Goodricke Group, India - 15.8k ha

 27 tea estates


 Branded tea


**Eastern Produce
Kenya - 4.0k ha**

 3,346 ha


 726 ha

**Duncan Brothers
Bangladesh - 9.0k ha**

 16 tea estates

 1,735 ha

**Eastern Produce
Tanzania - 100 ha**

 100 ha & 300 immature

**Eastern Produce
Malawi - 8.1kha**

 5,585 ha

 1,517 ha

 995 ha

Investment Case



Established portfolio of businesses offering significant potential



High quality, inflation linked assets, ongoing maturing of young plants



Robust business platform and strong balance sheet with which to fund growth



Value Enhancement Plan to support sustainable profits and scale



Sustainable dividend with the prospect for growth over time

Capital Allocation Priorities

Ensuring the long-term sustainability of the Group for the benefit of all stakeholders

Strong balance sheet

Sustainable dividends

Investment for growth

Clear Strategic Direction

Value Enhancement Plan (VEP) - Positive results from early actions

Improve operating results

Sale of non-operating and loss-making operating assets

Operating efficiency and productivity improvements through reduced use of temp employees, improved fertiliser applications, electric shears, drone technology

More effective use of existing land and infrastructure

Reduce overall risk

Reducing exposure to tea with sale of 2 gardens in India and re-purposing of tea production to forestry in Malawi

Reducing exposure to weather risks through new irrigation pivots in Brazil

Diversifying revenue streams into new crops – citrus and blueberries

Invest for growth

Planted 100ha of avocados in Tanzania

Converted 243ha of commercial forestry to arable in Brazil

Approved development of 400 ha new citrus farm in Brazil

Approved commercialisation of blueberry operation in Kenya with ambition to grow to 82ha

Executive Directors



Oliver Capon

Chief Financial Officer



Byron Coombs

Chief Executive Officer



Graham Mclean

Director of Agriculture