

Connecting essential suppliers with their customers

Factsheet 2025

nwf group

About us

At NWF Group we deliver what really matters.

We connect essential suppliers with their customers, making sure what's vital gets to where it's needed most.

The role we play

We operate in the real economy — delivering vital goods that people and communities rely on every day.

Our role is practical, visible and needed – from feeding livestock to fuelling homes and moving food nationwide.



Livestock are fed effectively.



Consumers buy and enjoy everyday food.



Homes stay warm and vehicles stay running with the fuel we supply.

Our businesses

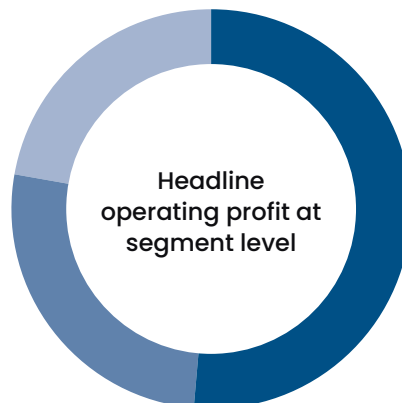
We operate under three businesses that trade under different brands: Fuels (NWF Fuels Limited), Food (Bouhey Distribution Limited) and Feeds (NWF Agriculture Limited and New Breed (UK) Limited).

Feeds
£3.6m

Food
£4.3m

Fuels
£8.4m

Headline operating profit at segment level



Our strategy

The Group's strategy aims to deliver long-term sustainable value for stakeholders.

Operational efficiency

Continuous focus on high service levels combined with a low cost to serve.

Growth investment

Using our financial strength to drive organic growth.

Making every
connection
count

Commercial effectiveness

Selling as well as possible through understanding our customers' needs.

Targeted acquisitions

Strategic M&A in existing and adjacent markets.

Refining our approach to ESG

Our ESG strategy was launched in 2020 after conducting a materiality assessment that looked at defining what mattered most to our stakeholders, both internally and externally. This has been updated during the year. As outlined below, there are a number of material issues

that have been defined against each pillar; these are our top priorities across the Group and where we feel we can have the greatest impact.

We've had continued strong engagement with the strategy and we have been strengthening our approach to effectively deliver results against our targets. Key to this has been building a strong governance mechanism.

ESG strategic priorities



Invest
in our
people



Create
a culture
of safety



Build
strong
partnerships



Respect
the
environment

Headline performance

Revenue

£903.1m

-5.0%

25 903.1

24 950.6

Headline operating profit¹

£16.3m

+14.8%

25 16.3

24 14.2

Headline profit before tax¹

£13.2m

+5.6%

25 13.2

24 12.5

Headline EBITDA¹

£22.2m

+14.4%

25 22.2

24 19.4

Net cash/(debt)²

£6.3m

-37.0%

25 6.3

24 10.0

Dividend per share

8.4p

+3.7%

25 8.4

24 8.1

¹ Headline operating profit excludes exceptional items and amortisation of acquired intangibles. Headline profit before taxation excludes exceptional items, amortisation of acquired intangibles and the net finance cost in respect of the Group's defined benefit pension scheme. Headline EBITDA excludes exceptional items and amortisation of acquired intangibles.

² Net cash/(debt) excluding IFRS 16 lease liabilities.