

Chairman's Statement



The Company has made substantial strategic progress over the last 12 months.

Iain Ferguson CBE
Chairman

Strong execution delivering results

This was a positive year for the Group, with strong operational and financial performance against a backdrop of continued geopolitical and economic challenges. Our results show the benefits of having a rigorous focus on near-term delivery, while continuing to invest to ensure the business remains successful well into the future.

This was Jorgen Kokke's second year as our Chief Executive and I am pleased to report that he has settled in very well and is firmly driving the implementation of our strategic priorities, resulting in excellent progress over the last 12 months.

Performance and dividend

Both divisions performed well and despite the currency headwinds we faced, the Group's adjusted operating profit excluding JVs rose 21% to £81.1m (2024: £67.0m), contributing to adjusted profit before tax ('PBT') of £74.3m (2024: £59.8m). Statutory PBT was £28.5m (2024: £5.5m). The quality of the Group's profit has further improved, with PIC generating further increases in royalty revenue and ABS reaping the rewards of the Value Acceleration Programme ('VAP'). This supported excellent cash generation and a reduction in the Group's net debt.

Our dividend policy reflects the Board's desire to balance ongoing investment in the Group with appropriate returns for shareholders. Following an unchanged interim dividend of 10.3p, the Board is recommending a final dividend of 21.7p per share, to give a total for FY25 of 32.0p (2024: 32.0p). The full year dividend is covered 2.6 times by adjusted earnings (2024: 2.0 times), in line with our target range of 2.5–3.0 times.

Strategic priorities

We continued to successfully implement all of our strategic priorities, which Jorgen describes in more detail in his review on the following pages. Receiving US regulatory approval for the PRP gene edit was a particular highlight. I have commented before that Genus is a long-cycle business and our success with the PRP, which has come after ten years of intensive effort, shows both the value and necessity of that long-term approach. The PRP is still some years from contributing to our results and the Group's focus has now shifted from the science to its commercialisation, including working with our customers to support consumer acceptance.

The PRP will undoubtedly be an important part of PIC's future. In the meantime, the division continues to maintain and increase its genetic leadership, while improving its performance in the key Chinese market, where we are working closely with our partner, BCA.

In ABS, VAP is really starting to bear fruit. Management has simplified the organisation and refocused on the customers who can really benefit from our genetics and are prepared to pay for them. This has the virtue of freeing our teams to concentrate on their most-important customers, which means we are starting to pick up additional volumes.

In addition to our strategic priorities, the business is increasingly working to leverage our multi-year investment in the Genus One ERP system. With the rollout completed in FY25, we are now focused on standardising processes, making our support functions more effective and efficient, and improving the employee experience.



Our results show the benefits of having a rigorous focus on near-term delivery, while continuing to invest to ensure the business remains successful well into the future.



Colleagues in PIC Philippines celebrating the launch of the Genus Values

Dividend (pence per share)

32.0

Growth in adjusted operating profit

21%

The Board

There were several important changes to the Board during the year. Our CFO Alison Henriksen retired after the year end, having made a significant contribution to the Group during more than five years in the role. We were delighted to appoint a high-calibre successor in Andy Russell, who joined on 1 August 2025. More information on his appointment can be found in the Nomination Committee report on page 72.

Professor Jason Chin stepped down as a Non-Executive Director at the end of May 2025, as he has taken on a significant role at a leading scientific institution. We have benefited greatly from his expertise and are pleased that he remains on our Scientific Advisory Board. We are currently recruiting a replacement for Jason and seeking an additional Non-Executive Director, to modestly expand the Board to match the increased scale and complexity of the Group.

Our people and culture

We value and invest in all our people, reflecting the critical role they play in the Group's success. On the Board's behalf, I thank everyone in Genus for their hard work and contribution to this year's performance.

There was one change to the Genus Executive Leadership Team in the year, with our Group General Counsel and Company Secretary, Dan Hartley, retiring after more than a decade in the role. Dan made a significant contribution to the Group, enhancing the Company's culture of governance and compliance. We were pleased to welcome Lucie Grant as his successor. Since the year end we have also said goodbye to Jerry Thompson, who retired after 33 years with the Group. Jerry made a substantial impact in numerous roles around the world, most recently as Regional Director of ABS EMEA.

The Board takes a keen interest in the Group's culture and the values that underpin it. Having refreshed the values in FY24, the focus this year has been on communicating and embedding them, to ensure they are reflected in everyone's day-to-day behaviours.

Looking forward

While the geopolitical situation and the global economic outlook both remain uncertain, the long-term trends in our markets remain very positive for Genus. Management's actions continue to strengthen the business and its platform for growth, giving us confidence of making further progress in the year ahead.

Iain Ferguson CBE
Chairman