

OUR DIVERSE BUSINESSES



01

GROCERY

GLOBAL GROWTH FOR OUR BRANDS

Revenue
£3,420m 2017: £3,381m

Adjusted operating profit
£335m 2017: £303m

International

Twinings and Ovaltine are our global hot beverage brands. Mazzetti is a leading balsamic vinegar brand.

Europe

Silver Spoon and Billington's sugars, Jordans and Dorset cereals, Ryvita, Kingsmill, Patak's and Blue Dragon.

The Americas

In the US, Mazola is the leader in corn oil and we sell a range of baking brands through retail and foodservice channels. Capullo is a premium canola oil in Mexico.

Australia

Ham, bacon and smallgoods under the Don and KRC brands. Tip Top Bakeries produce a range of well-known breads and baked goods.



02

SUGAR

CHANGE IN THE EU SUGAR REGIME

Revenue
£1,730m 2017: £2,034m

Adjusted operating profit
£123m 2017: £249m

Europe

Our UK beet sugar factories typically produce well over 1 million tonnes of sugar annually. Azucarera in Spain produces over 400,000 tonnes of beet sugar each year and has a cane refining capacity of a further 400,000 tonnes.

Southern Africa

Illovo is Africa's largest sugar producer with agricultural and production facilities in six countries. Typical annual sugar production is 1.7 million tonnes.

China

We operate two beet sugar factories in the north east of the country, with annual sugar production capacity of over 180,000 tonnes.

03

AGRICULTURE

REVENUE
WELL AHEAD

Revenue
£1,350m 2017: £1,191m

Adjusted operating profit
£59m 2017: £50m

AB Agri operates at the heart of the agricultural industry. Its unique breadth and experience enable it to add value all along the food, drink and biofuel industry supply chains.

AB Agri supplies products and services to farmers, feed and food manufacturers, processors and retailers. It also buys grain from farmers and supplies crop inputs through its joint venture arable operation, Frontier Agriculture.

The business employs 2,400 people around the world and markets products in more than 65 countries.

04

INGREDIENTS

SUBSTANTIAL
PROFIT GROWTH,
INTERNATIONALLY

Revenue
£1,467m 2017: £1,492m

Adjusted operating profit
£143m 2017: £126m

Yeast and bakery ingredients

AB Mauri operates globally in yeast and bakery ingredients production with 52 plants in 25 countries supplying plant and artisanal bakers and the foodservice and wholesale channels. It is a technology leader in bread improvers, dough conditioners and bakery mixes.

Speciality ingredients

ABF Ingredients focuses on high-value ingredients for food and non-food applications. It manufactures and markets enzymes, lipids, yeast extracts and cereal specialities worldwide with manufacturing facilities in Europe and the US.

05

RETAIL

EXPANSION
CONTINUES APACE

Revenue
£7,477m 2017: £7,053m

Adjusted operating profit
£843m 2017: £735m

Primark

Primark is a major retail group employing 75,000 people. It operates stores in the UK, Republic of Ireland, Spain, Portugal, Germany, the Netherlands, Belgium, Austria, France, Italy and the US.

It offers customers quality, up-to-the-minute fashion at value-for-money prices.

Buying and merchandising teams in Dublin (Republic of Ireland) and Reading (UK) travel internationally to source and buy fashion items that best reflect each season's key fashion trends. Primark's range includes womenswear, lingerie, childrenswear, menswear, footwear, accessories, hosiery, beauty and homeware.