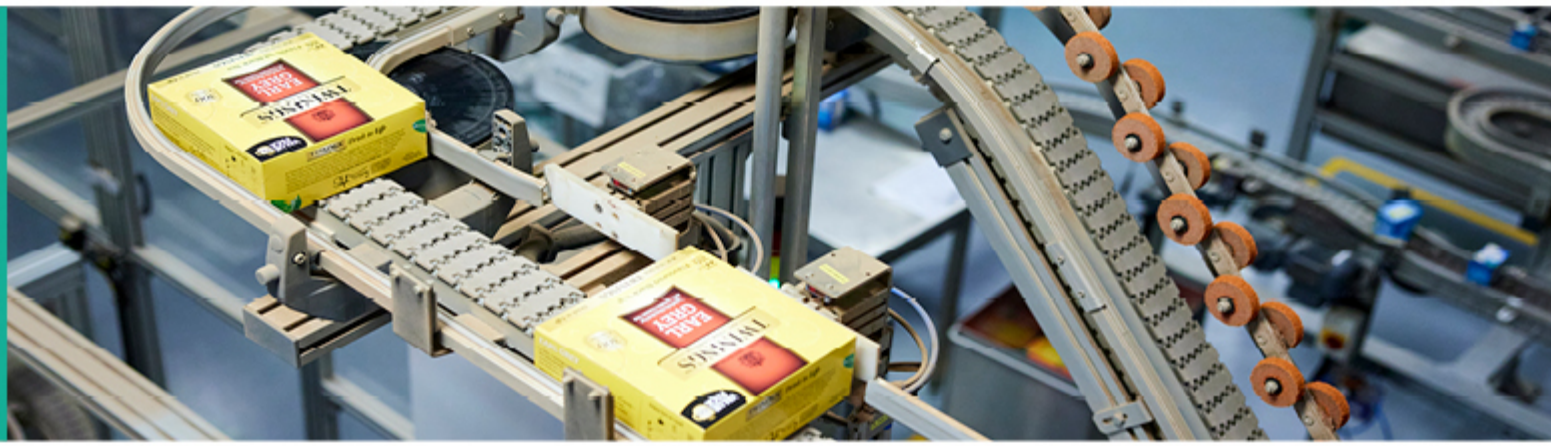
Associated British Foods plc











Annual Report 2026

Performance highlights

Group revenue
£19.6bn
(2025: £19.5bn)

Adjusted operating profit*
£1,508m
(2025: £1,734m)

Gross investment*
£1,433m
(2025: £1,244m)

Adjusted earnings per share*
156.0p
(2025: 174.9p)

Operating profit
£1,327m
(2025: £1,483m)

Profit before tax
£1,276m
(2025: £1,413m)

Adjusted profit before tax*
£1,457m
(2025: £1,696m)

Basic earnings per share
131.9p
(2025: 141.6p)

Net cash before lease liabilities*
£305m
(2025: £390m)

Net debt including lease liabilities*
£2,845m
(2025: £2,629m)

Return on average capital employed* ('ROACE')
12.7%
(2025: 15.5%)

Dividends per share
63.0p
(2025: 63.0p)

Women in the workforce
56%
(2025: 57%)

Number of employees and number of countries
140,000 / 57
(2025: 138,000 / 56)

ABF Group Scope 1 and 2 (market based)
2,079kt
(2025: 2,410kt)

Primark number of stores and selling space
508 / 20.6m sq ft
(2025: 473 / 19.5m sq ft)

* Alternative Performance Measures ('APMs') as defined on pages 216 to 220

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Primark's store at Herald Square in Manhattan, New York, USA
Tea being produced at Twinings in Swarzędz, Poland
The Ohly plant in Hamburg, Germany
Sugar cane en route from field to factory, Nakambala Estate, Zambia
Raw ingredients being added to bulk containers at Premier Nutrition's premix production site in Fradley, UK
On this page
Primark's new distribution centre in Newbridge, County Kildare, Ireland

Visit our website www.abf.co.uk for detailed information relating to our responsibility activities during 2026


AC
AD
AD
AE
AE
AF

About ABF

Our purpose is to provide safe, nutritious and affordable food, and clothing that is great value for money.

Our businesses operate in different markets, serve different customers and meet different needs, yet they are united by a common approach: building the capabilities required to grow, compete and create value over the long term.

Through disciplined investment in people, infrastructure, brands and innovation, we have developed strong businesses with leading positions in food and retail.

Operating sustainably and responsibly is integral to this approach, shaping how we manage our supply chains, support our communities and deliver long-term value for all stakeholders.

Separation of Retail and Food businesses

In April, ABF announced that its Board of Directors had decided to proceed with a demerger of Primark from its Food business, which is expected to be completed in December 2027. On completion of the demerger, ABF shareholders will hold shares in both listed entities.

Our operating businesses

Retail

Primark

An international value retailer offering clothing, beauty and homeware through a growing store network across Europe, US and the Middle East.

Revenue
£9,820m
(2025:£9,489m)

Adjusted operating profit
£1,005m
(2025:£1,126m)

Read more on page 18

Food

Grocery

A portfolio of international brands and regional food businesses with leading positions across multiple grocery categories and markets.

Revenue
£4,237m
(2025: £4,125m)

Adjusted operating profit
£427m
(2025: £478m)

Read more on page 30

Ingredients

A global ingredients business supplying yeast, bakery ingredients and specialty ingredients for food, health and nutrition and pharmaceutical markets.

Revenue
£2,105m
(2025: £2,041m)

Adjusted operating profit
£238m
(2025: £257m)

Read more on page 34

Sugar

A sugar producer operating across Africa, the UK and Spain, producing sugar from both cane and beet.

Revenue
£1,966m
(2025: £2,047m)

Adjusted operating loss
£(47)m
(2025: £(1)m)

Read more on page 38

Agriculture

An international agri-food business producing animal feed, feed ingredients and premix, alongside an integrated UK dairy business.

Revenue
£1,015m
(2025: £1,029m)

Adjusted operating profit
£19m
(2025: £18m)

Read more on page 42



Investing in future growth

"The opportunities for both Primark and AB Foods are considerable and the Board firmly believes that each will thrive as an independent entity."

Michael McLintock
Chairman

This year's results reflect a challenging operating context that has been dominated by macroeconomic headwinds, but the Group has made important strategic and operational progress in a number of areas.

Group adjusted operating profit was £1,508m, down 13% at actual exchange rates and 14% at constant currency rates on last year. Adjusted profit before tax was £1,457m, down 14% on last year, and adjusted earnings per share was 156.0p, down 11%. This primarily reflects profit reductions in Retail.

Looking at our divisions in detail, **Primark** sales grew 2% at constant currency and 4% at actual rates, driven by actions to strengthen the customer proposition as well as new stores and the rollout of our franchise model, which contributed 5% to sales growth. Like-for-like sales, however, were down 2.6% for the full year. Adjusted operating profit margin was 10.2%, in line with expectations, and adjusted operating profit was £1,005m, down 12% at constant currency exchange rates and 11% at actual currency rates. This reflects a challenging consumer environment in most of our markets and, while progress has been made in improving the customer proposition in the UK and especially womenswear, there is much more to do in Europe and the US. Looking ahead, Primark has taken important decisions to invest in future growth drivers, expanding its international franchise model and deciding to offer home delivery in Great Britain in the future.

In **Grocery**, revenue was £4.2bn, up 3% at actual rates and 2% at constant currency rates on last year. However, adjusted operating profit was below expectations at £427m, down 11% at actual exchange and constant currency rates, mainly due to a decline in the US oils category, higher cocoa costs and a step-up in technology costs in a number of businesses.

In the UK, we completed the acquisition of Hovis, which gives us the ability to create a sustainably profitable bakeries business, supported by investment in marketing and innovation.

In **Ingredients**, sales were up to £2.1bn, an increase of 3% at actual exchange rates and 2% at constant currency rates. AB Mauri, our yeast and bakery business, saw good sales growth in most markets, and our specialty ingredients portfolio, ABFI, continued to grow well overall. Increased investment and US consumer weakness for bakery ingredients, however, means adjusted operating profit was moderately below last year at £238m, 7% down at actual exchange rates and 8% at constant currency rates, which is in line with our expectations.

This has been another difficult year for **Sugar**, where the adjusted operating loss was £47m. This was driven by lower average prices compared to last year, as well as an increased level of onerous contract provisions taken this year arising from an expected small UK crop in conjunction with inadequate overhead recoveries, continued low European sugar prices and elevated natural gas costs. We are taking action to manage the cost base across the Sugar division, including through the closure of British Sugar's Cantley factory. Early indicators suggest that improved sugar prices will benefit the business in 2028.

In **Agriculture**, adjusted operating profit was broadly flat at £19m, in line with our expectations. We continue to simplify the division and focus on higher growth segments, including through the exit from UK compound feed and a more customer centric operating model and Frontier.

Investment

ABF invests for long-term growth where we are confident projects offer attractive shareholder returns. Group gross investment for the year was £1,433m, up 15% on last year. The increase was driven mainly by acquisitions of £167m, including of Hovis, Elementis, Abe's Bagels and Casa de Bolos. We have also seen the completion of multi-year projects which extend capacity, strengthen capabilities and modernise operations to drive efficiency.

Separation of Retail and Food businesses

The proposed demerger reflects the strength and maturity of two distinctive businesses that have evolved over many decades. While Retail and Food operate in different markets and serve different customers, they have been shaped by a shared approach to governance, disciplined capital allocation and responsible business practices.

These common frameworks have supported strong decision-making, long-term investment and a culture of accountability across the Group. They have helped create businesses with clear market positions, resilient operating models and the capability to succeed independently.

As separate companies, both businesses will retain these foundations while gaining greater strategic focus, oversight and accountability. The Board believes this will position each business to build on its strengths, invest behind its priorities and create long-term value for shareholders and other stakeholders.

Demerger

In April, the Board completed its in-depth review of the Group structure and concluded that a demerger of Primark from the Food business is the best way to maximise long-term returns for shareholders. The decision was reached having looked in detail at the financial, commercial, legal and organisational consequences of the demerger. The demerger is anticipated to be effective in December 2027.

A demerger will deliver a number of benefits to each business - in particular, oversight by boards that are directly aligned to their respective industry dynamics, clearer investment propositions and accountability to shareholders specifically interested in either Food or Primark. The opportunities ahead for both Primark and AB Foods are considerable and the Board firmly believes that each will thrive as an independent entity.

To ensure a smooth transition through the demerger process, I have agreed with the Board that I will continue as Chairman of ABF until the completion of the demerger.

AB Foods is how we will refer to the standalone food business post the demerger of Primark and, in anticipation of that, how we will refer to our group of food businesses going forward.

Capital structure and shareholder returns

We completed our latest £250m share buyback programme in August. Over the past four years, we have returned almost £3.9bn back to shareholders via dividends, special dividends and share buybacks. Our balance sheet, whilst strong, no longer carries what we would consider to be excess capital. The final dividend has therefore been maintained and we have decided not to undertake further share buybacks for the time being as we want the two new standalone businesses to be well capitalised with strong balance sheets.

Board

In March 2026, we announced the appointment of Joana Edwards to the Board as Group Chief Financial Officer. The Board and I were impressed by the capability and strength Joana brought to the interim position, demonstrating both the judgement and the skillset required for the role. We were delighted to welcome her to the Board.

We also announced the appointment of Eoin Tonge as the Primark Chief Executive. Eoin's understanding of the business, combined with his financial acumen and strategic clarity, give him the right breadth of qualities and experience to develop and grow Primark. Eoin remains a member of the Board of ABF.

Work is well underway to appoint a Chair of Primark, after which we will begin to look for non-executive members.

Outlook

We expect the tough operating environment to continue and remain cautious on consumer sentiment and the impact of inflation and higher energy costs. In particular, Sugar remains under pressure and Grocery will incur the costs of the Hovis integration.

Group adjusted operating profit and adjusted EPS are expected to be below this year.

In **Primark**, we expect new space growth in Europe, the US and our franchise markets to contribute around 4% to sales growth. Adjusted operating margin is expected to be approximately 10%, reflecting continued investment in like-for-like sales growth. This does not include the impact of the expected dis-synergy costs as Primark moves towards demerger readiness.

We expect **Grocery** adjusted operating profit to be broadly in line with 2026. While Hovis will be slightly dilutive to Grocery profit in 2027, it is expected to be accretive to profit in subsequent years.

In **Ingredients**, profit is expected to be broadly in line with this year due to start-up costs in our new yeast facility in India. We expect **Agriculture** to grow in 2027.

We remain cautious on the outlook for **Sugar** in 2027. We expect the operating loss to be greater and to be in the range of minus £70m to minus £170m. A number of factors could materially influence the outcome, either positively or negatively, including significantly higher gas costs, production levels in Africa, El Niño weather impacts, and currency movements, notably the Malawian kwacha.

Looking ahead, we have seen a recent turn in European sugar prices. This trend should continue, as European sugar production is estimated to be significantly lower this year and world sugar prices have risen sharply. We expect to see the benefit of higher European market prices in future years.

In a challenging year, the Group has made significant strategic and operational progress that will serve shareholders well when the operating environment starts to improve.

Michael McLintock
Chairman



A selection of grocery products from some of our businesses around the world



Turning investment into advantage

The Group made significant strategic progress in a difficult year. Although financial performance was frustrating in the year, we took significant steps to strengthen our businesses.

Last year we identified three key areas where self-help could improve performance and we continued that work this year. In Grocery, we acquired Hovis and integration is underway to establish a sustainably profitable UK bakery business. In Sugar, we continued to rationalise our footprint and will move from four to three factories in the UK, enabling us to meet customer demand more efficiently. We are now doing similar in Agriculture, where we are freeing up low-returning capital and concentrating operations on the areas with the strongest growth prospects. And in Primark, our strategy to drive like-for-likes has been successful in the UK and womenswear.

Operationally, the year was rather better. Amidst global supply chain instability, ABF demonstrated once again its resilience by consistently delivering safe, affordable and nutritious food and great value clothing to our customers. It has been harder to do our job this year, but we have done it well.

The context has been challenging. Macroeconomic volatility and external cost pressures reduced profits. Conflict in the Middle East affected the Group through higher energy, freight and other input costs, and extreme weather disrupted some of our operations and agricultural supply chains. Economic insecurity weakened consumer confidence.

Group adjusted operating profit was £1,508m, 14% lower than last year, principally driven by lower profit at Primark. Adjusted earnings per share were down 11%. EPS benefitted from share buybacks. I'm pleased to say that the dividend will be maintained, reflecting the underlying strength of the Group and the Board's confidence in the long-term prospects of the business.

I was heartened by the way we responded to our challenges.

"Amidst global supply chain instability, ABF once again demonstrated its resilience. It has been harder to do our job this year, but we have done it well."

George Weston
Chief Executive

Separation of Retail and Food businesses

The proposed demerger will create two focused businesses, each with the capability, investment capacity and strategic flexibility to accelerate its own growth agenda.

Across Retail and Food, years of disciplined investment have created strong foundations for future success. These capabilities extend beyond physical assets to include the people, expertise, technology and operational excellence that differentiate our businesses in their markets.

As independent companies, both businesses will be better positioned to allocate capital, pursue growth opportunities and respond to changing customer and consumer needs.

Retail	Food
Revenue	**Revenue**
£9.8bn	£9.3bn
Adjusted operating profit	**Adjusted operating profit**
£1,005m	£637m
Number of employees	**Number of employees**
81,358	57,713
Number of stores*	**Number of manufacturing sites**
508	178

* includes 4 franchise stores

Find out more online at abf.co.uk

Demerger

The most important strategic decision of the year was to demerge Primark from our Food business. ABF has been a brilliant parent to Primark for almost 60 years. In that period Primark has grown into a multi-market business with a powerful global brand, a successful store model, growing digital capabilities and opportunities for further international growth. It will now benefit from having its own governance. For our Food business, separation will enable greater investor understanding of the breadth and strengths of our differentiated portfolio.

We anticipate that Primark and AB Foods will both become FTSE 100 companies and expect the demerger to become effective in December 2027. There is a substantial amount of work underway among central teams and so this will be of little distraction to our businesses.

Primark

Primark has spent the year re-energising its customer proposition and improving its internal organisation. This is important both for future growth and its transition to becoming an independent business.

At last year's full-year results we set out a strategy for driving sustainable like-for-like sales growth based on improving price and price perception, product, customer engagement and digital capabilities. Fundamentally, this is about concentrating on what Primark does best. We have made good progress.

We have unapologetically focused on Primark's largest market and its biggest category: the UK and womenswear. Primark delivered like-for-like sales growth and gained share in the UK, despite a declining market. In womenswear, we have delivered strong sales by investing in better design, improved quality and new ranges, supported by more effective marketing.

Primark is reasserting its position as the leader in disruptive value. Its global 'Iconic Value' campaign reduced prices on hundreds of products while improving style and quality and initial results have been encouraging.

Marketing is becoming more focused and is supported by stronger digital capabilities, including the introduction of the app in several markets and the rollout of Click & Collect across Great Britain. Underpinning this is a clearer understanding of the Primark customer in each of its markets, enabling propositions to be tailored.

The next stage in Primark's digital strategy will be to offer home delivery in Great Britain. We now see this as an incremental profitable opportunity, following developments in the online marketplace and the growing maturity of Primark's digital capabilities. Importantly, this will complement rather than undermine our stores, which remain at the heart of the business. Primark opened its 500th store this year in Pompei, Italy – evidence of its enduring global appeal.

In Europe, we are in the process of rolling out the improvements to our proposition that are in place in the UK, but we have seen an even more challenging consumer environment. Where we have launched initiatives the response has been positive, but much remains to be done. In the US, we are making progress. We opened our flagship Manhattan store, which will accelerate increased brand awareness and is performing well. We know we must do more to localise our offer.

Elsewhere, international expansion remains a substantial opportunity. Primark's first franchise store opened in Kuwait in October last year and I saw for myself queues of more than a thousand customers. Despite the regional conflict, three stores opened as planned in Dubai in the spring, followed by, just after the end of the financial year, stores in Bahrain and Qatar. The performance of franchise stores has been positive and I look forward to the launches in Saudi Arabia and Mexico next year.

We have also concentrated on giving Primark the right leadership team. We ran an international search process for the CEO position and met a strong range of candidates, so I was pleased to be able to appoint Eoin Tonge as Chief Executive in March. As interim CEO, Eoin demonstrated the leadership, judgement and understanding of the consumer that Primark needs.

We then created the new position of Chief Commercial Officer, bringing together the principal consumer-facing functions into a single role, and Filip Ekvall joined in September, bringing extensive experience of international retail. Eoin has also appointed Lucy Slinger as Chief Financial Officer, who has considerable financial and commercial experience.

Eoin has worked hard this year to improve internal processes, efficiency of decision-making and team structures. Primark is making great progress towards being ready to become a successful standalone business.

"We remain committed to the approach that has served ABF well: investing patiently with discipline and supporting long-term performance."

Food

The food sector never stands still and this year has been no different. Science and technology are reshaping food production and consumption, while consumer preferences continue to evolve.

Our diverse food Group is well placed to navigate this changing landscape. Optionality gives us resilience and greater opportunity to participate in fast growing sectors within food. Our deliberately devolved operating model, where authority is pushed down close to the customer, gives us the agility to adapt to new trends. This is supported by strong central oversight, a network of connections across the businesses and the expertise that comes from operating across multiple parts of the food supply chain.

This year, we continued to invest in the drivers of our future growth. We expanded capacity through capital projects, accelerated category reach through targeted acquisitions, invested in technology and developed new products in response to changing consumer needs.

First, **Grocery**. The Grocery portfolio is a broad set of distinctive businesses built around strong brands and market positions where manufacturing capability, routes to market, customer relationships and category expertise give us competitive advantage. We complement established positions with earlier-stage businesses and we have a wide range of opportunities ahead.

This year, performance has been mixed but underlying progress in many of the businesses was good.

In July, we completed the acquisition of Hovis. We expect the integration of its production and distribution facilities will deliver significant synergies that will enable investment in the segments of the UK bakery category that are growing as a result of changing consumer tastes, including healthier options.

On a personal note, having started my career around bakeries, I have enjoyed visiting the Hovis sites and meeting our new colleagues. The Hovis brand is a national treasure which has not received the investment it deserves. We have the opportunity to restore it.

Twinings was affected by unusually hot weather, which reduced demand over the summer, but the business remains strong. It delivered good volume-led growth, supported by product innovation, growing demand for wellness products and success in its e-commerce channel.

Jordans Cereals showed good growth and continued to innovate in response to consumers' growing focus on nutrition. Smaller brands in niche categories also performed well, such as our Sports Nutrition business, which showed impressive double digit growth.

AB World Foods and Westmill both achieved record profits, responding to growing demand for Asian food.

Grocery profit was reduced primarily due to higher IT investments, higher cocoa costs and lower sales in US cooking oil. We will not allow short-term pressures in US oil to lead to long-term damage in this important business.

Turning to **Ingredients**, our division which brings together two international B2B platforms with distinct opportunities for growth.

AB Mauri, our global yeast and bakery ingredients business, combines large-scale yeast production with a portfolio of specialised bakery ingredients. Its scale and established routes to market provide opportunities to broaden its offering and build specialist categories within large markets.

The business grew well in most of its markets this year, though profit was hit by US consumer weakness. Good progress was made on multi-year capital projects.

ABFI brings together specialist ingredients businesses across food and beverage, health and nutrition and pharmaceuticals. We see significant potential for growth by taking proven science and technology into new applications, customers and geographies.

ABFI sales grew this year and we increased both our geographic reach and commercial capability. The acquisition of Elementis strengthens our position in the growing digestive health market, while the expansion of Ohly's Hamburg plant provides additional capacity and capability.

Results in **Sugar** were again disappointing. Higher gas prices, surplus supply and low prices in Europe, together with operational and regulatory difficulties in Africa, contributed to a loss this year and a negative outlook for next year.

We are addressing factors within our control. Our Sugar businesses are becoming fitter and more efficient. The factories in Malawi and Zambia achieved record production and in the UK and Spain we continue to improve efficiency.

The longer-term fundamentals of our Sugar businesses remain attractive. In Europe, there is strong cash generation potential, despite gentle long-term industry volume decline, and in Africa our businesses benefit from growing populations, high market shares and well-branded businesses with good routes to market.

We are well positioned, therefore, to take advantage of a market that is turning. Lower European sugar production and higher global prices should benefit us after 2027.

Like Sugar, **AB Agri** gives us direct exposure to primary food production. Our Agribusiness actually has its roots in finding markets for British Sugar's beet pulp as animal feed and today uses its expertise in animal nutrition to help make the most of co-products from food production. Agri performed in line with our expectations. We see growth potential in the business continuing to develop higher-value animal nutrition and integrated services for farmers and we are adjusting the operating footprint accordingly.

Investment

In 2026, gross investment was £1.4bn, 15% more than last year. Capital expenditure was £1.2bn and we invested £167m in acquisitions. We have passed the peak of the current investment programme in Food and many of the projects completed in the year should from now on contribute meaningfully over many years.

The Twazabuka packing facility in Zambia and the new factory in Tanzania will help our Sugar businesses serve growing demand in both markets. Ovaltine's new manufacturing facility in Lagos, its first in Africa, gives the business a stronger base from which to supply Nigeria and the wider West African market.

AB Mauri's new sourdough facility in Northampton will help meet growing demand for specialist bakery products and the recently-completed fresh yeast plant in India will help capture growth in a large market.

George Weston Foods' new bakery in Western Australia and the completed Ballarat flour mill will strengthen capacity and support growth. I'm pleased to see the business continuing to invest in modern, efficient milling capacity.

We have invested extensively in technology and operating efficiency, including enterprise resource planning systems at AB World Foods, ACH, Stratas and Twinings. Although at times expensive and painful to implement, these systems are a prerequisite for our businesses if they are to be efficient. They also allow us to more easily adopt AI tools.

Primark continued to expand and improve its estate while modernising its supply chain. It opened 37 stores and completed refits in 33. The new distribution centre in Newbridge, Republic of Ireland represents an investment of €75m to strengthen Penneys' supply chain. Primark also acquired a highly automated fulfilment centre to support the expansion of Click & Collect and the future introduction of home delivery in Great Britain, so a very significant investment indeed.

Responsible business

Our commitment to responsible business is an integral part of our approach to building sustainable, long-term value. At a time of geopolitical uncertainty, investment in resilient operations, safer workplaces, secure supply chains and the responsible use of resources is increasingly important.

During the year, we strengthened our governance of material ESG matters, made progress in reducing our Group Scope 1 and 2 market-based greenhouse gas emissions and ABF Sugar rebuilt or upgraded a significant number of homes in our African businesses.

Severe weather affected several of our businesses and supply chains during the year, reinforcing the importance of our work to strengthen resilience across our operations. We are reviewing our material climate risks and the actions being taken to manage them.

Primark has been reviewing its Sustainability Strategy, working closely with the central ABF ESG team.

Looking ahead, the demerger will not change our businesses' commitment to operating responsibly, but it may alter the relative materiality of some issues in Primark and AB Foods as standalone businesses. We are reviewing this and will have more to say on this next year.

People and leadership

In March, Joana Edwards was appointed as Group Chief Financial Officer and a full-time member of the ABF Board. As interim CFO, Joana demonstrated a clear understanding of ABF's business and operating model, rigour in the execution of her role as custodian of the Group's finances and a passion for building great teams. Her experience is invaluable.

Looking ahead

The immediate operating environment remains challenging, but we have good reasons to be confident. Across the Group, the investments and decisions made this year are strengthening our competitive positions and preparing the businesses for the future. We remain committed to the approach which has served ABF well: taking a long-term view, investing patiently with discipline and devolving responsibility to capable management teams. Notwithstanding the financial challenges of the year, both Primark and AB Foods are well positioned for the future.

George Weston
Chief Executive

Understanding our business

Our purpose is to provide safe, nutritious and affordable food, and clothing that is great value for money.

As a Group, we have a clear sense of our social purpose and we work hard to provide safe, nutritious and affordable food, and great-value clothing to millions of customers worldwide every day.

We deliver our purpose through ABF's diverse portfolio of international food, ingredients and retail businesses, which have a significant presence across Europe, the Americas, Australia, Africa and Asia. The way in which we do this is shaped by our strong culture and values, which are lived and breathed across our businesses, whether it is in how we drive our strategies, invest for growth, serve our customers or approach our sustainability priorities.

Our culture is underpinned by our high standards of integrity, recognising that acting responsibly is the only way to build and manage a business over the long term.

We believe that most people are inherently good and that with encouragement, engagement and support they will do the right thing in the right way.

Our people are key to the innovation and action that are needed to deliver our purpose. It is through the skills and capability of our people that we can make necessary and timely progress. Our employees tend to stay with us for a long time, building exciting careers that help them fulfil their goals at work, at home and in the community.

We pride ourselves on being a first-class employer, working actively to develop our people and create opportunities for progression. Our businesses thrive on the diversity of our people, so we are investing in programmes to help remove barriers to talent. We want to attract, recruit and retain the best people, ensuring they are stimulated by the jobs they do and equipped with the skills they need to succeed.

How we deliver our purpose is shaped by our culture and values

We strive to protect the dignity of everyone within and beyond our operations.

We continuously learn and incorporate better practices across everything we do, from making products to preserving the resources we rely on.



We proudly promote and protect a culture of trust, fairness and accountability that puts ethics first.

We work with others to enable knowledge and expertise to be shared across the Group.

Find out more online at abf.co.uk

Our Group strategy is to drive sustainable, long-term growth, cash generation and strong returns across our portfolio of food and retail businesses to create value for shareholders and other stakeholders.

We take a long-term, patient investment approach to create sustainable growth. We aim to build and acquire long-duration growth businesses that will create value and deliver strong returns.

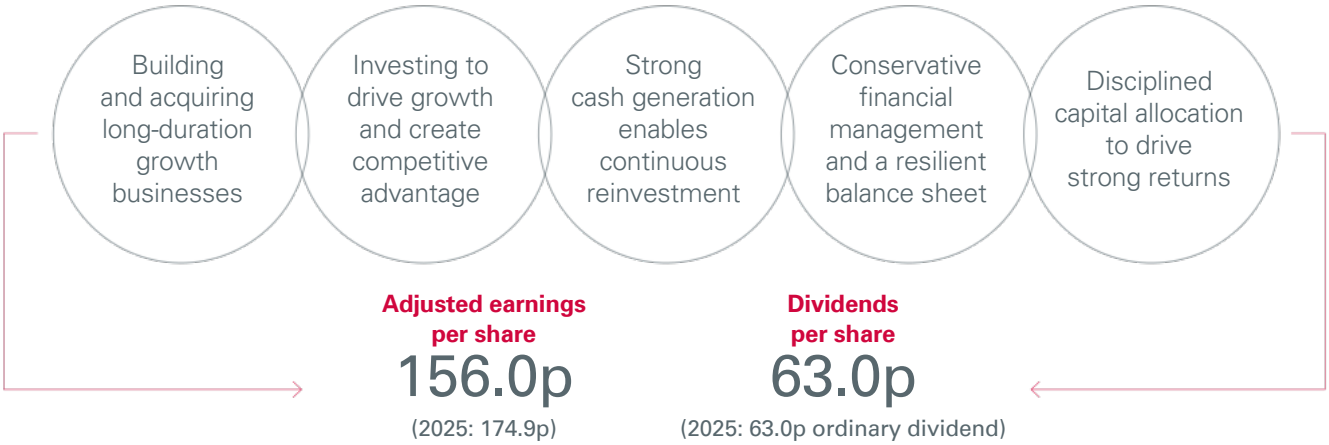
Our portfolio of clothing retail and food businesses is well positioned for long-term growth through a focus on categories and sectors with resilient market fundamentals and geographies with favourable demographics. We select opportunities where we can create a competitive advantage to build leadership or niche market positions, typically in moderate-scale categories. Our investment decisions are influenced by strategic patience and we believe our highly-diversified portfolio, across different business activities and geographies, enables discipline and creates breadth in our opportunities for growth. We have designed a devolved operational leadership model that effectively manages the breadth, mix and long-term nature of our businesses.

Our businesses are typically highly cash generative, which enables continuous reinvestment. We are investing in our well-established, growth-engine businesses to drive expansion into new markets and adjacencies, while nurturing a substantial portfolio of smaller, early-stage businesses which have the potential to be the next generation of long-duration growth drivers.

Our ability to invest is strengthened by having several mature, lower-growth businesses within the Group that continue to deliver good profitability and cash generation.

Across our portfolio, we are investing to accelerate growth through effective marketing, innovative new product development and enhanced digital and technology capabilities. This is underpinned by continuous investment to expand our manufacturing capacity and add new capabilities. We are also investing to deliver our ESG priorities based on the most material risks, opportunities and impacts to the Group. In particular, this includes decarbonisation and social factors within our supply chains. We supplement organic growth with investment in value-creating acquisitions that bring new opportunities and capabilities. We make disposals when judged to be the best route to creating shareholder value.

Our investment approach is grounded in conservative financial management and we maintain a resilient balance sheet. This ensures long-term financial stability and creates the flexibility to fund opportunities as they arise. Our disciplined approach to capital allocation, using risk-adjusted hurdle rates, drives strong returns on capital.



Learn about our strategic performance in our KPIs on pages 16 and 17

Learn about how we reward executives for strategic progress in the Remuneration Report on pages 120 to 134

Learn about the strategic risks we manage against on pages 86 to 95

We deliver our Group strategy through our individual businesses

Retail

Primark is a fast-growing, international value retailer with a differentiated customer proposition delivered through a digitally-enabled, store-led model. Our strategic priority is to strengthen and re-energise Primark's core customer proposition to drive like-for-like sales growth. It has significant white space to increase its share of consumer spend and extend its presence in existing and new markets through both own stores and franchise partnerships.

We win with customers through our strong brand, known for its disruptive value, combining unbeatable prices with quality, style and an exciting customer experience. We target a wide customer base across women's, men's and kidswear and supporting lifestyle categories such as home and beauty. We are developing clearer category strategies, having started this year with womenswear as our largest and most strategic category. We continuously evolve our ranges to meet customer needs, including through collaborations and licensing partnerships. The execution of our strategy in each market is adapted to reflect the size of the customer opportunity, the maturity of the store portfolio and local customer needs.

We aim to offer a unique store experience by finding the right spaces in the right locations and creating exciting retail destinations. We are investing in brand, marketing and digital capabilities - including our website, stock checker and, increasingly, Click & Collect and social media platforms - to strengthen customer engagement, drive footfall and support like-for-like growth. Our digital strategy is designed to deliver incremental, profitable growth while complementing our store-led model. Primark will offer home delivery in Great Britain in the future, providing the opportunity for a profitable channel for incremental growth that complements our store model. Alongside expansion through our own stores, franchise partnerships provide an asset-light and margin accretive route into new markets. We work to maintain an ethical and responsible supply chain, and we focus on driving efficiencies and cost savings across our supply chain, store portfolio and central operations. We are investing in technology to improve operational performance, drive efficiencies and support long-term growth. We target strong financial returns and cash generation.

Grocery

Our strategy is to drive sustainable growth across our large and diverse portfolio of both international brands and regionally-focused businesses. Growth will continue to be organic and through carefully selected acquisitions.

Our international brands, Twinings, Ovaltine, Patak's, Blue Dragon, Jordans and Mazzetti, have a long runway for growth. Our focus is on reaching new consumers in existing markets, expanding into new markets and broadening our offer through new product development. We are investing in effective marketing and innovation to drive category growth and build market share. We benefit from our centralised manufacturing footprint for these brands.

In our regionally-focused businesses in the United Kingdom, North America, Australia and New Zealand, our focus is on driving strong cash generation over the long term. We adopt bespoke strategies to win in local markets. This includes investing in marketing to maintain brand health and support our strong local market positions.

Ingredients

Our strategy is to drive sustainable growth in Ingredients within focused categories, including yeast, bakery ingredients, enzymes, precision extraction, health and nutrition and pharmaceutical delivery systems.

In our yeast and bakery ingredients business, AB Mauri, we are growing our portfolio of products and solutions for industrial, craft and home bakers in our well-established regions of the Americas, Europe and Asia. Our focus is on consistent delivery and innovation for new and existing customers.

This is underpinned by strong, insight-led investment in the development of new technologies and ingredients that will meet the changing needs of our customers in different local markets.

Our individual country businesses are dedicated to their local markets, backed by global expertise in bakery products, technologies and know-how. We are also expanding our portfolio of specialty yeast products and technologies for other industries, including alcoholic beverages and bioethanol.

In our specialty ingredients portfolio, ABFI, we are using science and technology to create value-added, innovative specialty ingredients to serve the food and beverage, health and nutrition and pharmaceutical industries, as well as adjacent markets such as animal feed and certain industrial segments. Our strategic focus is on niche categories where we can have a differentiated proposition using platforms such as enzymes and other industrial biotechnology, precision extraction and synthetic chemistry. As well as building on these platforms, we are broadening our geographical exposure to certain developing markets.

We will continue to grow both through acquisitions and organically, including geographical expansion, innovation and new applications.

Sugar

Our strategy is to drive sustainable long-term growth in Africa, building on our strong market positions, while delivering good returns in our European businesses over the cycle.

In our African markets, particularly Zambia, Malawi and Tanzania, growth in sugar consumption is expected to be driven by both population and economic growth. We have strong, attractive consumer brands and continue to build effective routes to market. We are investing to add production capacity in our larger growth markets such as Tanzania and Zambia. Across our markets, we will continue to expand our commercial capabilities, improve our operational effectiveness and strengthen our agricultural practices, which will help to increase cane yields. Over time, we have opportunities to expand our portfolio of co-products, such as potable alcohol and electricity. We are investing to deliver our ESG priorities, which include sustainable agricultural practices as well as social factors.

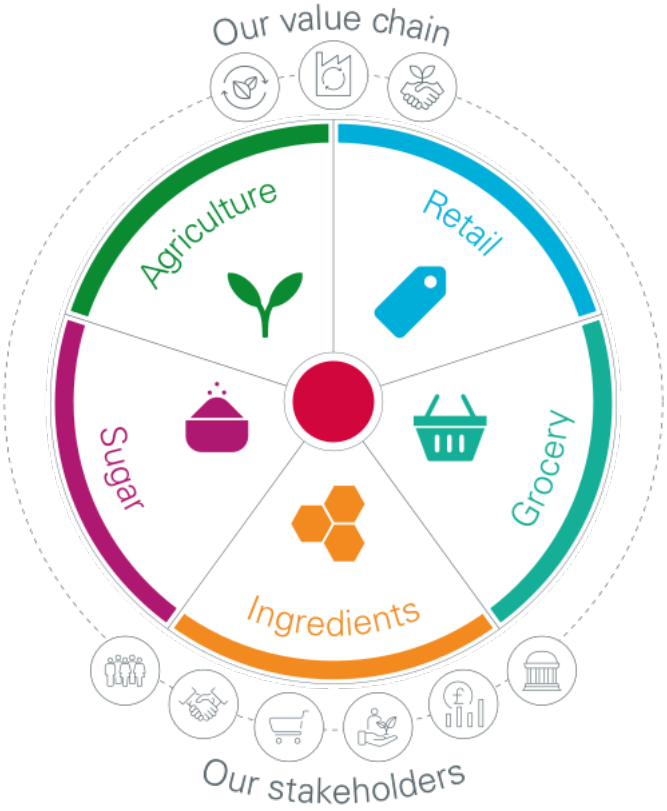
In Europe, our strategy is to deliver good profitability and cash generation through the cycle, and to that end we review and restructure businesses in our portfolio when required. Our businesses focus on long-term customer relationships, built on the high quality of our products and the security of our supply. We also see opportunities to grow our portfolio of co-products, drive continuous operational efficiencies and use data and technology to improve yields and profitability for our growers. We continue to invest in our ESG priorities, in particular our decarbonisation programme.

Agriculture

Our strategy is to build value-added agri-food businesses, growing organically and through acquisition.

We are expanding our portfolio of innovative, specialty feed ingredients, including feed enzymes and additive products, which we sell globally. We are also growing our integrated dairy business in the UK, connecting data, services and products in new ways to provide insights to help our customers improve dairy farm performance. We continue to strengthen our position as a market leader in premix and animal feed in the UK and China.

We are enabled by our devolved operating model



Devolved operational leadership

Strategic and financial objectives are set from the bottom up
Operational decisions are taken locally by the people closest to their customers and markets
ESG priorities reflect the materiality and impact for the Group and for individual businesses

Central leadership team

Fosters a strong sense of purpose, culture and values, and drives long-term thinking
Co-creates business strategy and maintains continuous dialogue on performance, risks and opportunities
Deploys capital based on a rigorous review of investment returns
Provides central support and creates a framework for Group-wide knowledge-sharing and collaboration
Provides central capability and scale in areas such as IT, treasury and procurement
Oversees business leadership, drives talent development and enables Group-wide career opportunities

Our value chain	Our stakeholders	
Supply chains	Employees	Communities and environment
Operations	Suppliers	Shareholders and investors
Products	Customers/ consumers	Governments

Our devolved operating model enables us to manage a large and diverse portfolio of businesses. We believe in setting objectives from the bottom up rather than the top down. Operational decisions are made locally, by the people closest to their customers and markets. Our model enables business leaders to be empowered and accountable, driving innovative thinking and quick decision-making.

The central leadership team fosters a clear sense of purpose, culture and values that runs through our devolved model. Business leaders are encouraged to be long-term in their thinking and in their approach to investment and value creation.

There is continuous dialogue between the centre and the businesses to co-create strategy, assess operational execution and financial performance, and to review risks and opportunities. The centre takes a rigorous and disciplined approach to deploying capital to ensure investments deliver good returns over the long term.

As well as providing a hub of central support, the centre creates a framework for knowledge-sharing and a culture of collaboration across the Group. This enables us to accelerate change and innovation in response to changing market and consumer trends. The businesses also benefit from the capability and scale at the centre in areas such as IT, cyber security, procurement, treasury, tax and legal.

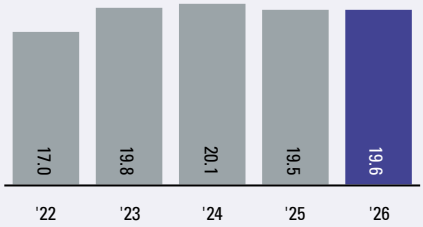
The central oversight of the business leaders and their teams focuses on the recruitment, retention and development of high-performing individuals, who are able to pursue exciting career opportunities across the Group.

Tracking our progress

We use key performance indicators ('KPIs') to measure our progress in delivering the successful implementation of our strategy and to monitor our performance.

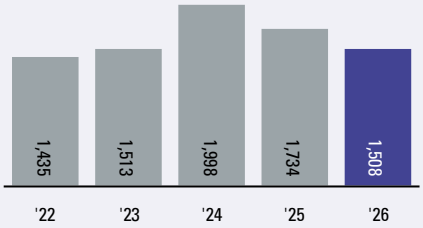
Financial indicators

Group revenue
(£bn)



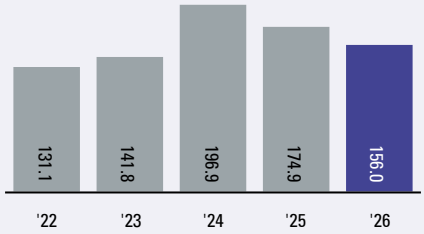
Revenue is a measure of business growth. Constant currency comparisons are also used to provide greater clarity of performance.

Adjusted operating profit*
(£m)



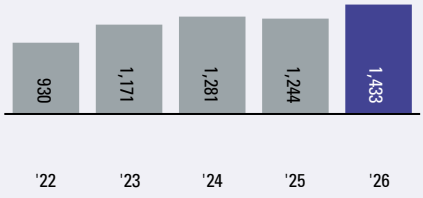
Adjusted profit and earnings measures provide a consistent indicator of performance year-on-year and are aligned with management incentive targets.

Adjusted earnings per share*
(pence)



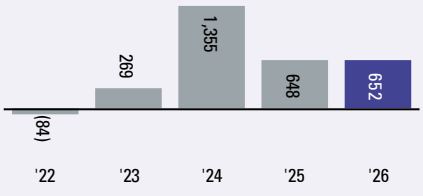
The Group's organic growth objective aims to deliver steady growth in earnings over the long term.

Gross investment*
(£m)



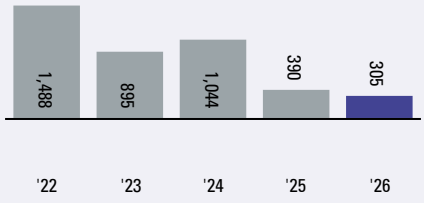
A measure of the commitment to the long-term development of the business and includes capital expenditure and acquisitions of businesses.

Free cash flow*
(£m)



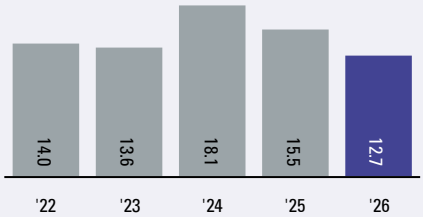
The free cash flow measure represents the cash that the Group generates from its operations after maintaining and investing in its capital assets.

Net cash before lease liabilities*
(£m)



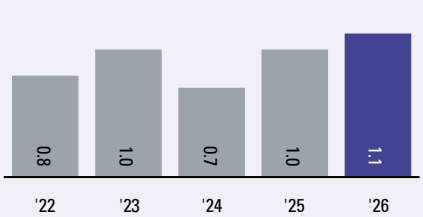
This measure monitors the Group's liquidity and capital structure and is used to calculate the Group's liquidity ratio.

Return on average capital employed*
(%)



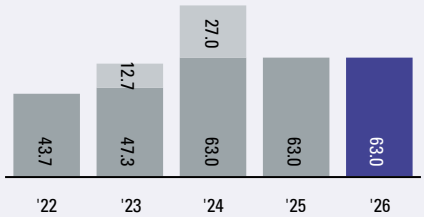
This measure monitors the level of return generated by the Group's investment in its operating assets. It is also a key part of management incentive targets.

Financial leverage*
(times (x))



This measure monitors the Group's financial strength to ensure long-term financial stability.

Dividends per share
(pence)



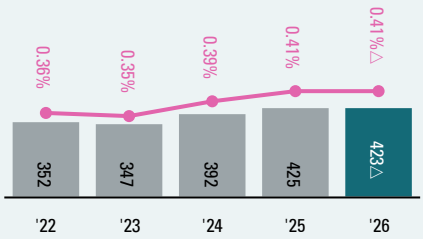
The Group's organic growth objective aims to deliver steady growth in dividends over the long term. This included the payment of special dividends of 12.7p and 27.0p in 2023 and 2024 respectively.

* APMs as defined on pages 216 to 220.

Each business develops KPIs relevant to its operations. These are monitored regularly. In the case of adjusted operating profit and return on average capital employed, we use them as metrics to incentivise our management teams.

Non-financial indicators

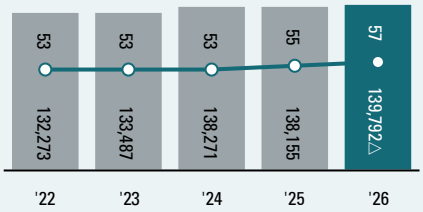
Number of Lost Time Injuries and Lost Time Injury
(%)



A measure of the Group's management of the health and safety of its employees – the number of on-site lost time injuries resulting from an accident arising out of, or in connection with, on-site work activities and the proportion of the full-time equivalent workforce experiencing a lost time injury.

Read more on page 62

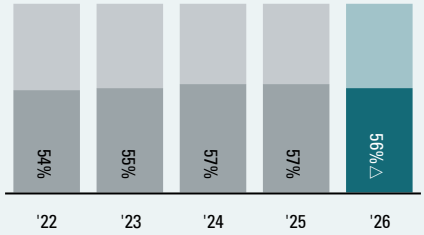
Number of employees and number of countries



Measure of the scale and diversity of our operations. Reflecting all employees in the Group with a contract of employment, whether full-time, part-time, contractor or seasonal worker and highlighting the number of countries of operation.

Read more on page 64

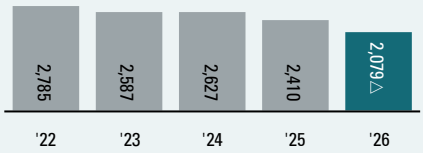
Percentage of women in workforce
(%)



The proportion of our employees that have disclosed their gender as female/woman in line with the local legislation.

Read more on page 63

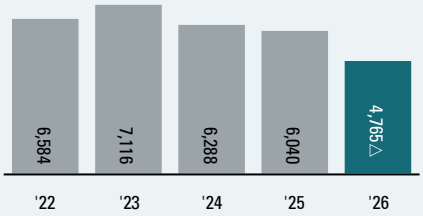
ABF Scope 1 and 2 GHG emissions
(000 tonnes of CO_2e)



The amount of ABF Group Scope 1 and 2 (market-based) greenhouse gas emissions.

Read more on page 68

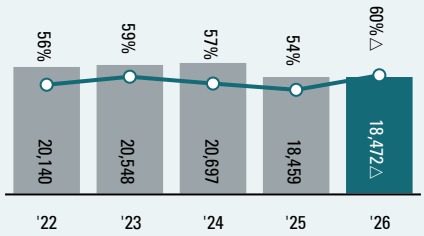
Primark Scope 1, 2 and 3 GHG emissions
(000 tonnes of CO_2e)



The amount of Primark's Scope 1, 2 (market-based) and 3 greenhouse gas emissions.

Read more on page 67

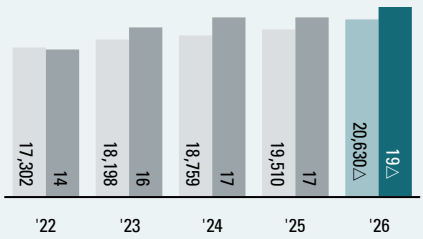
Total energy consumed and percentage from a renewable source
(GWh / %)



Total energy used and the proportion which is from renewable sources. Renewable energy is mainly generated on our sites from biogenic sources.

Read more on page 67

Primark selling space and number of countries of operation
(000 sq ft)



These two measures represent the retail space growth and breadth of Primark's presence.

Read more on page 23

Selling space Countries of operation

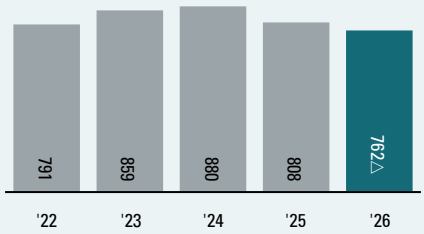
Total waste generated in own operations and percentage sent for recycling
(000 tonnes / %)



A measure of the total waste generated in our own operations and the proportion of waste sent for recycling or other beneficial use instead of being sent to landfill for disposal.

Read more on page 69

Total water abstracted in own operations
(million m^3)



This measure includes water supplied by third parties or from local water resources.

Read more on page 69

The Group data in this report on our environmental and safety KPIs covered the period 1 August to 31 July, excluding Primark selling space and number of countries of operation and employee numbers.

△ EY has provided limited independent assurance over the 2026 metrics. See page 146 for EY's assurance report.

Retail

Primark is an international value retailer with a growing presence across Europe, the US and the Middle East. The business combines leading value, fashion credibility and operational scale through 508 stores in 19 countries△*



Cocoon yarn jumper from Primark's Iconic Value campaign

Key strengths

Global disruptive leader in apparel, providing customers with an **unmatched value proposition**, combining clear price leadership with differentiated quality and exciting fashion in prime locations

Top-class product engine spanning essentials and fashion, with **end-to-end control** of innovation, design, licensing, buying and quality, underpinned by **industry-leading standards** of sustainability and ethical sourcing

Multiple levers to deliver **long-term sustainable growth** including continued investment in its value proposition, improved **product** availability, greater **digital enablement** and increasingly tailored **local execution**

Exceptional **brand strength** and proven **international expansion** strategy, providing a **scalable model for growth** across existing and new markets through both own stores and franchise partnerships

Well-invested and highly **productive store estate** underpinned by a **scaled, efficient supply chain** and lean operating model that delivers **strong and resilient margins**

Experienced and **highly capable team** with a **long-term mindset**, strong execution capability and a **uniquely Primark culture**

Strong balance sheet with **disciplined capital allocation** that is focused on **driving strong free cash flow and attractive returns**

* includes 4 franchise stores in 2 countries

Primark

Primark is a fast-growing, international value retailer with a differentiated customer proposition delivered through a digitally-enabled, store-led model. It is one of the largest and fastest-growing clothing retailers in Europe, the market leader by sales volume in the UK, and has a growing presence in the US. Primark is also expanding through franchise stores in the Middle East and Mexico.

We have 508 stores as at the end of the 2026 financial year, with 20.6 million sq ft of selling space△, across 19 countries△ and more than 81,000 colleagues. Our founder, Arthur Ryan, opened our first store in 1969 in Dublin city centre and this remains the home of our global headquarters.

Primark's strong brand is known for offering unbeatable prices and great quality essential clothing and fashion. We target a wide customer base across women's, men's and kidswear, as well as beauty, homeware and accessories. Our licensed clothing ranges are with some of the biggest names in entertainment and sport.

We aim to offer a unique store experience by finding the right spaces in the right locations and creating exciting retail destinations. We use our digital customer experience to drive engagement and increase footfall in stores. This includes our customer website, our stock-checker facility and our social media platforms. We offer a Click & Collect service from all of our British stores to give customers the convenience to order online before collecting their purchase in store.

Primark's sustainability strategy, Primark Cares, was launched in 2021 with the ambition of making fashion more affordable, more sustainable and accessible for everyone. Since then, Primark has made progress across its commitments, building on its long-standing approach to responsible sourcing and strengthening the resilience of its operations and supply chain. In 2026, Primark updated its Primark Cares strategy to reflect the evolving regulatory, technological and consumer landscape, and focused on integrating with the business' growth ambitions. The refreshed strategy focuses on the areas where Primark can have the greatest impact through its products, scale and supply chain relationships.

Going forward, Primark Cares will be centred on three priorities: circularity, strengthening supply chain resilience and supporting women across the Primark value chain. Through these priorities, Primark aims to drive growth that is both responsible and resilient, creating long-term value for customers, suppliers, colleagues and communities. Further details of the updated strategy will be published next year.

Highlights

Revenue
£9,820m
2025: £9,489m
Actual currency: up 4%
Constant currency: up 2%

Adjusted operating profit
£1,005m
2025: £1,126m
Actual currency: down 11%
Constant currency: down 12%

Adjusted operating profit margin
10.2%
2025: 11.9%

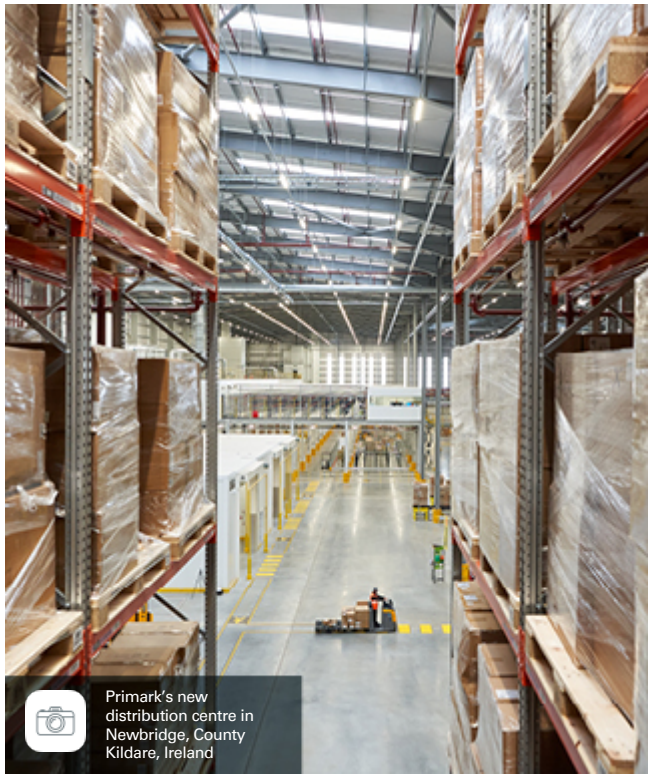
Operating profit
£1,003m
2025: £1,120m
Actual currency: down 10%

Return on average capital employed
16.8%
2025: 19.1%

Selling space
20.6m sq ft△
2025: 19.5m sq ft

Scope 1, 2 (market-based) and 3 GHG emissions
4,765△
(000 tonnes of CO_2e)
2025: 6,040 (000 tonnes of CO_2e)

Gross investment
£576m
2025: £530m



Primark's new distribution centre in Newbridge, County Kildare, Ireland

Launch of Primark's first franchise partnership and move into the GCC



Primark's international expansion reached a significant milestone this year with the launch of its first franchise partnership with Alshaya Group and entry into the Gulf Cooperation Council ('GCC') region, as well as signing a strategic partnership agreement with El Puerto de Liverpool to bring Primark to the Mexican market.

The GCC represents an attractive opportunity for expansion, with a retail market worth approximately £90bn and good existing awareness of the Primark brand among international shoppers.

Working with Alshaya Group, a leading retail franchise operator, Primark opened four stores in two markets: one in Kuwait and three in the United Arab Emirates.

The first opened at The Avenues, Kuwait, in October 2025, followed rapidly by three in the UAE: Dubai Mall, Dubai City Centre Mirdif and Mall of the Emirates.

Primark's arrival was met with excitement from customers. More than 2,000 queued for the opening of the Kuwait store, with strong demand at the subsequent openings too.

Store performance has exceeded expectations. Dubai Mall quickly became one of Primark's strongest-performing stores in terms of sales. Alongside Dubai Mall, Kuwait and Mall of the Emirates have featured among the top-performing locations in several trading periods. Across the franchise estate, key metrics of average basket value and units sold per transaction have all been higher than the Primark average.

The external backdrop to the UAE openings was challenging due to the conflict in the wider region, with mall footfall and tourism significantly down during this time. However, the knowledge and expertise of Alshaya Group was invaluable in navigating these challenges and minimising impact on supply and operations.

The franchise model is a new approach for Primark that creates the ability to open in new markets with greater speed and at scale while benefitting from the expertise and capability of established local operators. It represents a powerful additional tool for Primark as the business continues to expand.

Following this initial success, Primark has since opened stores in Bahrain and Qatar, with plans to open in the Kingdom of Saudi Arabia next year, again along with Alshaya Group, as well as progressing the new franchise agreement with El Puerto de Liverpool to open stores in Mexico.



c.£90bn
value of the GCC retail market

2,000+
customers queued for Kuwait store opening

Top: The opening of Primark's store at The Avenues, Kuwait, in October 2025
Right: Customers queuing for the opening of Primark at Dubai Mall in March 2026

Operating review

Sales summary

Market	Percentage of total sales	Like-for-like sales growth			Total sales growth		
		H1 2026	H2 2026	2026	H1 2026	H2 2026	2026
UK only	39%	+1.3 %	(0.2)%	+0.5 %	+3 %	+1 %	+2 %
UK and Ireland	45%	+1.1 %	(0.1)%	+0.5 %	+2 %	+1 %	+1 %
Continental Europe	47%	(5.6)%	(3.9)%	(4.7)%	(1)%	(1)%	(1)%
US	6%				+12 %	+14 %	+13 %
Primark Group[1]		**(2.7)%**	**(2.5)%**	**(2.6)%**	**+2 %**	**+3 %**	**+2 %**

Primark's sales grew 2%. New stores contributed 5% to growth, with good execution across our key growth markets in Europe and the US and through our franchise model in the Middle East. In a challenging consumer environment across most markets, like-for-like sales declined 2.6%. Against this backdrop, we focused on strengthening and re-energising Primark's customer proposition by lowering prices, improving value perception, enhancing our product offer and increasing investment in marketing and digital engagement. In the UK, where these actions are more advanced, we drove much-improved like-for-like sales and gained market share. In continental Europe, where consumer sentiment remained weak and we are at an earlier stage in our commercial recovery and in the development of our capabilities in brand, marketing and digital capabilities, our sales declined. While we delivered good growth from new store openings in the US, it was a difficult retail environment. Overall profit delivery was impacted by the like-for-like sales decline and related markdowns, as well as investments to deliver the improvements in the proposition. Return on average capital employed was 16.8%.

Market summary

Market	2026 percentage of Primark sales	H1 2026 sales growth	H2 2026 sales growth	2026 sales growth
UK only	39%	+3 %	+1 %	+2 %
UK and Ireland	45%	+2 %	+1 %	+1 %
Spain and Portugal	17%	— %	— %	— %
France and Italy	15%	(2)%	(2)%	(2)%
Northern Europe	12%	(5)%	(4)%	(4)%
Central and Eastern Europe	3%	+13 %	+7 %	+10 %
US	6%	+12 %	+14 %	+13 %
Primark Group[1]		**+2 %**	**+3 %**	**+2 %**

In the UK, sales increased 2%, like-for-like sales grew 0.5% and Primark increased its UK market share to 6.9%[2]. The UK clothing retail environment remained difficult in the year, reflecting cautious consumer sentiment and challenging weather patterns. Our strong relative performance reflects our improved customer proposition and our investment in marketing and digital capabilities taking effect. This includes Click & Collect, which contributed to growth and increased the effectiveness of our marketing investments in driving footfall and sales. Active management of our UK store estate also drove sales growth from store openings, relocations and extensions.

In continental Europe, sales declined 1% and like-for-like sales declined 4.7%. Similar to our actions in the UK, we strengthened our value proposition, improved our in-store execution and began to increase our digital marketing activity. We have also sharpened our focus on our target customer base. While the development of our brand, marketing and digital capabilities is less advanced than the UK, we made progress in the year, as we focus on driving more localised activations.

In Spain and Portugal, combined sales were broadly flat, with good execution of new store openings offset by weak underlying trading. Spain, our largest European market, was a priority for brand and marketing investment and more focused local activation in the year, building on our experience in the UK. In France and Italy, sales declined, reflecting very challenging market conditions and competitor intensity. We have also recently stepped up marketing investment in these markets. New store openings drove good growth in our newer markets in Central and Eastern Europe. In Northern Europe[3], the decline reflects sales weakness in Germany, which has also been a very challenging retail market.

In the US, sales grew 13%. We made good progress with new space expansion, opening 14 new stores. This included a flagship store in Manhattan, which has performed strongly since opening and supports our brand awareness. At the end of 2026, we had 47 stores in total, with an additional 5 leases signed. The US was also a difficult market environment in 2026, principally due to the effect of US tariffs on consumer sentiment, footfall and trading. We have refined our proposition, including adjustments to our category mix and increased product localisation, supported by continued brand awareness activity.

We opened our first franchise stores in the Middle East in 2026, starting with one store in Kuwait and three in Dubai. Despite the disruption in the region, all stores traded well and are ahead of our original plan.

Adjusted operating profit summary

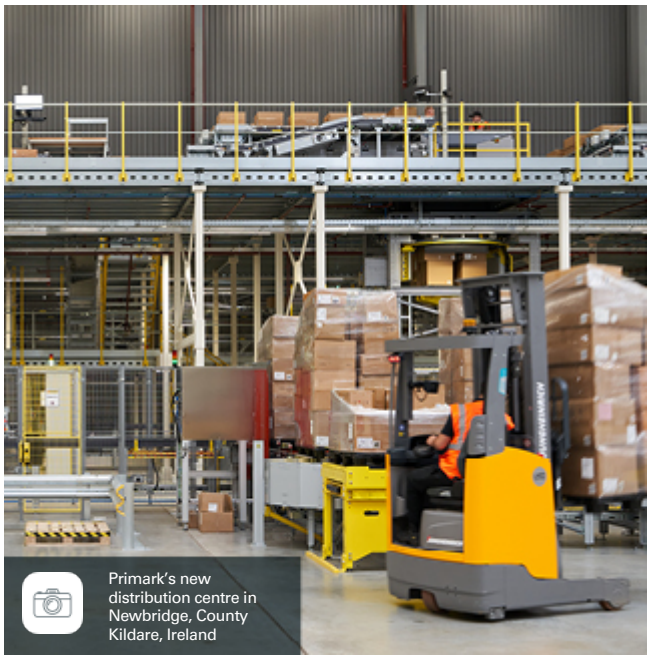
Adjusted operating profit declined 12% to £1,005m and adjusted operating profit margin was 10.2%. This was due to lower like-for-like sales and related higher markdowns and to a significant increase in investment. The investment was across price, product, marketing and digital initiatives to drive like-for-like sales growth and in technology as we build capacity and scale. Foreign exchange was a margin benefit. The cost efficiencies we delivered across our supply chain, store operations and central costs offset inflation.

1. Primark Group includes franchise revenue, which in 2026 comprised three stores in Dubai and one in Kuwait.
2. Kantar, Primark market share of the total UK clothing, footwear and accessories market including online by value, 52-week data to 13 September 2026
3. Our Northern European markets comprise Germany, the Netherlands, Belgium and Austria.

Capital expenditure summary

We invested £576m in capital projects in 2026, including new stores in Europe and the US. We opened a total of 33 owned stores in the year: three in the UK, one in Spain, two in Portugal, 14 in the US, two in Germany, five in Italy, two in Poland, one in Czechia and three in Romania. We relocated one store, extended two stores, closed two stores and right-sized three stores. On 12 September 2026, including the four new franchise stores, we were trading from 508 stores across 19△ markets, with 20.6m sq ft of selling space. △

We also made good progress with our store refurbishment programme, completing refits in 33 stores comprising 1.4m sq ft of selling space. This included the ongoing rollout of self-checkouts that are now in over 330 stores. We continued to invest in our depot network, including the acquisition of a highly-automated fulfilment facility in Sheffield, which will enable Primark to launch home delivery in Great Britain in the future. The ongoing build of a new depot in northern Italy will support growth in Europe, as well as improving stock availability and cost efficiencies. In 2026, return on average capital employed was 16.8% compared to 19.1% in 2025.



Primark's new distribution centre in Newbridge, County Kildare, Ireland

Strategic and operational summary

Our strategic priority is to re-energise Primark's core customer proposition to drive like-for-like sales growth and we made good progress in 2026. We are reasserting Primark's position as the leader in disruptive value, combining style and quality with the lowest prices in the market. In July, we invested in new, lower prices across hundreds of key lines while also improving quality, style, fit and the overall shopping experience. We launched these changes across all markets and categories through our 'Iconic Value' campaign to coincide with the arrival of our autumn/winter ranges. The initial customer response has been encouraging everywhere, with positive volume growth in key lines including nightwear, leisure and performance wear.

At the same time, we are developing more defined category strategies and tailored growth plans. We started with womenswear as our largest and most strategic category. Our strengthened product offer reflects investment in key ranges such as performance wear, the introduction of new collections such as 'By Coleen' and 'The Primark Scene', and an improved, more co-ordinated fashion offer. Womenswear delivered strong like-for-like sales growth in 2026 and outperformed other categories in all markets. We are now applying the same focus and investment to other categories, including a clear strategic plan and overhaul of our kidswear category aimed at creating a simpler, stronger offer.

To drive customer engagement, we increased investment in brand and marketing. In the UK, our first fully integrated marketing campaigns across channels delivered encouraging results, strengthened brand metrics and increased customer engagement. We also introduced initiatives such as our 'Spotlight' partnerships with local influencers in both the UK and selected European markets, and our 'Major Finds' promotions in all markets, both of which drove footfall in stores and attachment sales. Growth in these initiatives has been supported by continued investment in digital engagement. Our investments in paid media, social media and CRM increased customer engagement, with website traffic growth of 22% in 2026, and contributed to like-for-like sales. The focus is now to extend and scale these initiatives in our European markets as part of our overall plan to drive greater localisation. We have used learnings from the UK, adapted for local market relevance and customer needs, supported by ongoing investment in digital capabilities and assets.

Primark's digital strategy is to deliver incremental growth and support our strong, store-led model. Click & Collect in Great Britain was a key contributor to like-for-like sales growth, while also driving footfall and attachment sales and increasing the effectiveness of our marketing activations. The next evolution is to offer home delivery in Great Britain in the future. This will enable us to reach new customers and drive incremental growth, in the same way Click & Collect has done. The economics of home delivery have evolved over recent years, including the introduction of return policies, minimum basket sizes and delivery fees as standard, creating an opportunity for us to drive profitable growth through this channel. At the same time, our digital advancements will enable us to maximise the potential of home delivery to accelerate our digital flywheel and drive growth in our store model. In September, we acquired a highly automated depot in Sheffield in the UK, which provides the fulfilment capability and capacity to both offer home delivery and continue growing Click & Collect.

We have significant white space to increase Primark's share of consumer spend and extend our presence in existing and new markets. There is still a lot of runway to grow in our European markets. Last year saw our highest number of store openings in the US to date. We are clear on our commercial strategy in the US and we have sharpened our understanding and focus on our key target customer. We will now focus on consolidating our position and driving growth across our enlarged footprint through our new commercial plan for the near to medium term before we expand again. Alongside expansion through our own stores, our franchise partnerships are an asset-light and margin-accretive route into new markets. Since year end, we have opened stores in Bahrain and Qatar and we have a strong pipeline for the Middle East. In particular, we have expanded our partnership with Alshaya Group to include the Kingdom of Saudi Arabia and expect to open the first store in spring 2027. We also signed an agreement with El Puerto de Liverpool to open franchise stores in Mexico and we are actively exploring the first locations.

Looking ahead, our vision is to 'Build a Better Primark': a stronger, simpler and more scalable business that creates long-term value for customers and shareholders. Growth will come from our strengthened customer proposition, deeper category strategies, increased investment in brand, marketing and digital, improved availability and more locally relevant market propositions. We will continue to expand our store estate and grow through franchise partnerships. We also see a significant opportunity to develop an omnichannel operating model, starting in the UK. We are actively assessing the omnichannel opportunity in Europe. Underpinning this will be a focus on simplifying our operating model, strengthening our supply chain and using technology, automation and data to improve productivity and effectiveness at scale.

Leadership appointments

A number of leadership appointments were made in 2026 to enable Primark to deliver its long-term growth ambitions and to transition to be a standalone listed entity following the demerger of Primark from ABF in December 2027.

In March this year, we announced the appointment of Eoin Tonge as Chief Executive of Primark, having served as Interim Chief Executive. In September, this was followed by Filip Ekvall joining in the newly-created role of Chief Commercial Officer and Lucy Slinger joining as Chief Financial Officer.

New store openings in the year ended 12 September 2026:

Company stores

UK

- Epsom, The Ashley Centre
- Tunbridge Wells
- Weymouth

Spain

- Talavera

US

- Castleton, IN, Castleton Square
- Franklin, TN, CoolSprings Galleria
- Miami, FL, Dolphin Mall
- Gurnee, IL, Gurnee Mills
- New York, NY, Herald Square
- Grapevine, TX, Grapevine Mills
- Houston, TX, Katy Mills
- Bloomington, MN, Mall of America
- Hyattsville, MD, Mall at Prince George's
- Hurst, TX, North East Mall
- Arlington, TX, The Parks at Arlington
- Lawrenceville, GA, Sugarloaf Mills
- Orlando, FL, Vineland Premium Outlets
- Houston, TX, Willowbrook Mall

Germany

- Regensburg
- Rostock, Ostee Park

Italy

- Biella, Gli Orsi
- Cremona, CremonaPo
- Naples, Grande Sud
- Naples, La Cartiera
- Parma, Parma Promenade

Portugal

- Setúbal, Alegro
- Castelo Branco

Poland

- Koszalin, Forum
- Lublin, Felicity

Romania

- Craiova, Electroputere Mall
- Iași, Palas
- Sibiu, Shopping City Sibiu

Czechia

- Ostrava

Franchise stores

Kuwait

- Kuwait City, The Avenues

United Arab Emirates (UAE)

- Dubai, Mall of the Emirates
- Dubai, Mirdif City Centre
- Dubai, The Dubai Mall

Store footprint

	Year ended 12 September 2026		Year ended 13 September 2025	
	# of stores	**sq ft 000**	# of stores	sq ft 000
UK	**199**	**7,991**	197	7,907
Spain	**68**	**2,706**	67	2,692
US	**47**	**1,746**	33	1,304
France	**30**	**1,469**	30	1,469
Germany	**28**	**1,379**	27	1,380
Republic of Ireland	**38**	**1,198**	38	1,175
Italy	**24**	**1,059**	19	896
Netherlands	**19**	**903**	19	903
Portugal	**15**	**514**	13	487
Belgium	**8**	**403**	8	403
Poland	**9**	**318**	7	267
Austria	**5**	**242**	5	242
Romania	**7**	**239**	4	147
Czechia	**4**	**152**	3	119
UAE*	**3**	**131**	–	–
Kuwait*	**1**	**61**	–	–
Slovenia	**1**	**46**	1	46
Slovakia	**1**	**39**	1	39
Hungary	**1**	**34**	1	34
	508	**20,630△**	473	19,510

* Franchise stores

Driving growth in womenswear through category investment and customer engagement

Womenswear is Primark's largest category and the cornerstone of its product offer. The ranges are central to brand strength and a key performance driver, making them a priority as Primark reaffirms its great value credentials with customers.

During the year, Primark continued to strengthen its womenswear proposition through an improved product offer, a sharper focus on price and value and an increased emphasis on customer engagement.

Product innovation remained key. Primark launched and expanded successful ranges such as Primark Scene and Performance, as well as increasing its co-ordinated fashion offer, giving customers more choice and even better style. Work also continued to improve fit and sizing.

Investment in new fashion-focused partnerships with strong social and creator activation is helping to broaden Primark's reach and drive incremental sales. With the debut 'By Coleen' collection, Primark delivered strong global sales and set a new Click & Collect record, with 31% of purchases in the first two weeks of sale coming from new Click & Collect customers. Another initiative, 'Spotlight', which sees Primark partner with locally relevant influencers, launched in the UK and Ireland with fashion influencer Perrie Sian.

It delivered strong results, and significantly expanded Primark's reach, with 77% of Instagram activity and 98% of TikTok activity coming from non-followers.

To reach more customers, the year saw the launch of three integrated marketing campaigns promoting Primark's womenswear offer, designed to reach new and existing customers. These included 'In Denim We Can', for women's denim last autumn, and 'Shockingly Chic' in spring, promoting the new co-ordinated fashion offer, followed by 'The Get Away' which introduced Primark's summer collection across the UK and US and was also Primark's first fully integrated campaign in Spain.

Commercial results across these campaigns were very encouraging, resulting in an 8% year-on-year uplift in Primark's market share in women's denim, Primark's highest market share in women's denim in two years. 'Shockingly Chic' also performed strongly, particularly in the UK, Ireland, France and Italy, with sales ahead of expectations.

Following the success of these initiatives in driving like-for-like sales, Primark intends to roll them out further in other markets.

31%

of initial purchases from the debut Coleen Rooney collection came from new Click & Collect customers

8%

year-on-year increase in Primark's market share in women's denim



Coleen Rooney modelling the Tie Back Poplin Shirt from her first 'By Coleen' collection at Primark

ESG at Primark

- In 2026, Primark has been reviewing its approach to ESG. Its updated Primark Cares strategy will centre around its strengths as a business: its products, its scale and its reach across the supply chain. It will concentrate on three priorities: circularity[4], supply chain resilience, and supporting women across the Primark value chain. Primark will publish its updated strategy next year.
- Primark is committed to respecting human rights throughout its supply chain. In the 2025 calendar year, Primark conducted over 2,300 Supplier Code of Conduct audits in its supplier factories, most of which were unannounced, supporting its continued risk-based, worker-centric approach to human rights due diligence in its supply chain.
- In 2026, 81%△ of clothing units sold by Primark contained recycled or more sustainably-sourced materials (recycled polyester, recycled polyamide/nylon, recycled acrylic, recycled cotton, cotton from the Primark Cotton Project, Cotton made in Africa, Organic Cotton, viscose, modal and lyocell)[5].
- In 2026, 64% of cotton clothing unit sales contained cotton from Primark preferred sources (cotton from the Primark Cotton Project, recycled cotton, organic cotton and Cotton made in Africa)[5].
- Through its Primark Cotton Project, the business provides farmers with agronomic training in more regenerative agricultural practices. During the year, the Primark Cotton Project transitioned to CottonConnect's REEL Regenerative Standard, which provides additional independent verification of farming and ginning practices against the standard's requirements.
- Primark's Scope 3 GHG emissions, which represent 99% of its GHG footprint, decreased by 21% compared to 2025. This represents a 24% decrease against its 2019 baseline. These reductions were achieved through a decrease in supplier GHG emissions, improved availability of primary data from supplier factories and greater use of recycled or Primark preferred sources[5]. The decrease in supplier GHG emissions resulted from increased use of renewable energy, wider industry and supply chain decarbonisation initiatives, continued Primark investments in capacity building and site-specific action plans for supplier decarbonisation.

Read more about ESG initiatives at Primark on our website at www.abf.co.uk.

Progress update



The Primark Circular Product Standard

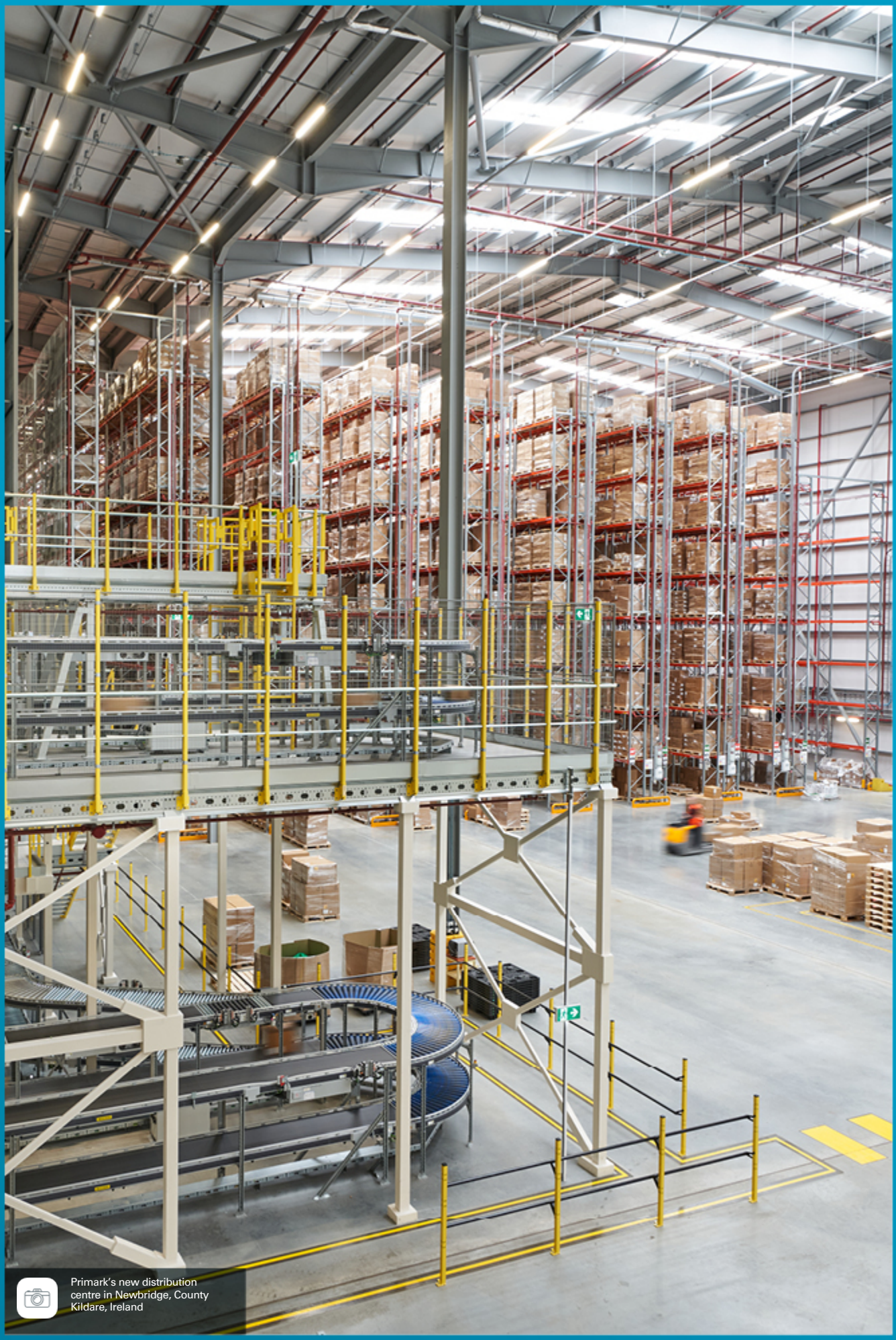
Informed by three years of learning, testing and collaboration, Primark launched its updated Circular Product Standard this year. The revised framework provides a clear and practical approach to circular design that is replicable at scale, and grounded in affordability, by designing for durability and recyclability, and with preferred materials.

As of July 2026, 6% of all Primark's clothing unit sales are circular by design, meeting the 'Foundational' criteria set out by our Circular Product Standard. Within its focus categories, 21% of all jersey and 15% of all denim clothing unit sales are now circular by design.



A cotton farmer from the Primark Cotton Project in Gujarat, India

4. For Primark, circularity means working towards a system where clothing is kept in use for longer and textiles are used again, reducing waste and reliance on virgin resources. Primark's approach is informed by the Ellen MacArthur Foundation's 'vision of a circular economy for fashion', in which products are 'used more, made to be made again, and made from safe and recycled or renewable inputs'.
5. https://corporate.primark.com/en-gb/a/news/sustainability-and-ethics-news/understanding-the-fibres-in-your-clothes



Primark's new distribution centre in Newbridge, County Kildare, Ireland

Increasing the focus on digital, including the Primark app

Primark continued to step up its investment in digital capabilities this year as part of its strategy to support long-term growth, drive customer engagement and make shopping easier.

April 2026 saw the launch of the Primark app in the UK, Primark's biggest market. The app brings the Primark experience directly to customers: shoppers can explore trends, check stock availability, save favourites, receive personalised notifications and use the store locator to plan their visits.

The app also integrates with Primark's Click & Collect service, creating a seamless shopping experience and helping drive customers to stores. Early adoption has been encouraging, with the app reaching number one in the UK App Store on three occasions since launch and accounting for 9% of Click & Collect sales within days of launch and around 15% by the year end. Stock checker usage – which is a strong purchasing signal – has also been robust, with on average 29.5% of app users in the UK using it since launch.

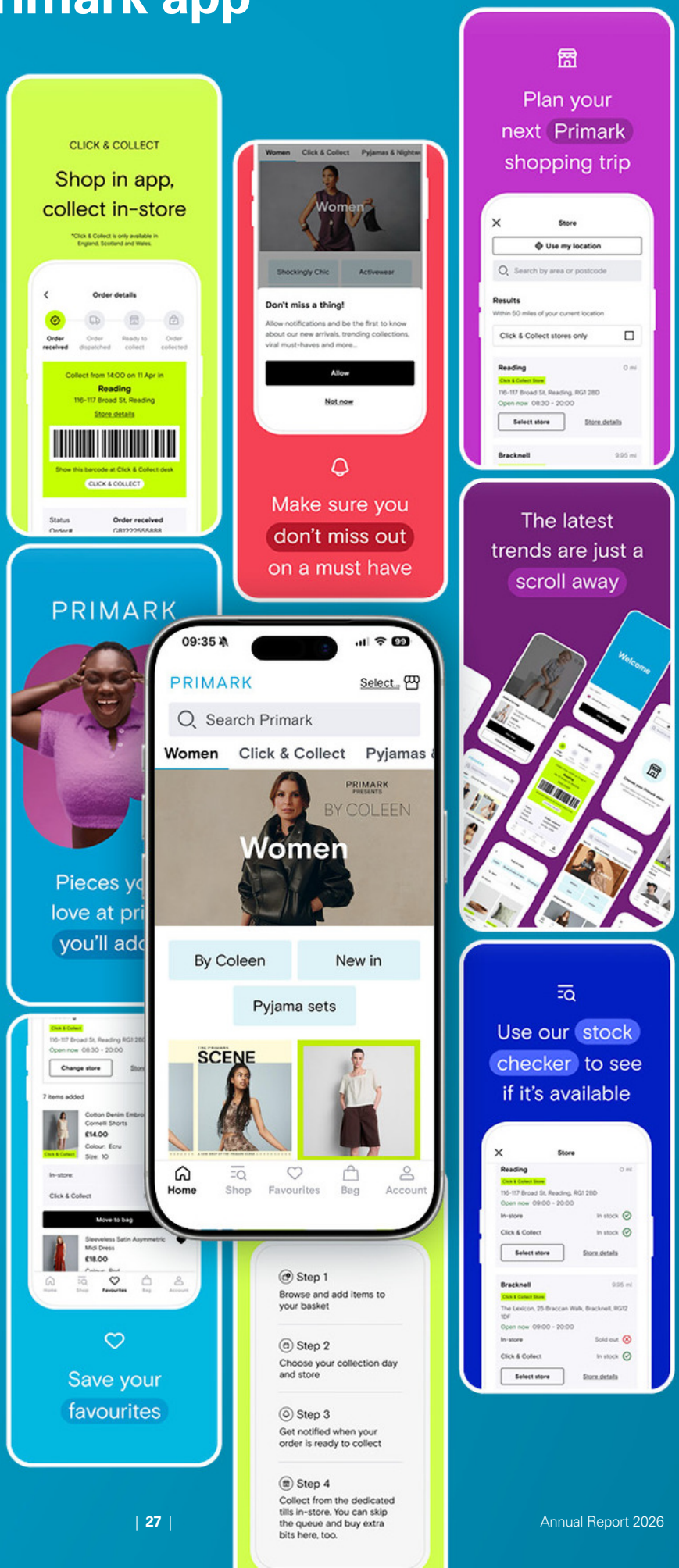
The collective power of these digital investments, which also encompass Primark's website, customer relationship tools and owned channels, is working to create a digital ecosystem that fuels growth: greater customer engagement generates richer data, which enables more personalised communications, helping to drive in-store footfall and sales.

While Primark remains a store-led retailer, its broader digital investment strategy is an important focus area. Click & Collect continues to grow strongly, with underlying Click & Collect sales per store growing by 84%year-on-year. In September, Primark announced plans to offer home delivery in Great Britain in the future, giving customers more choice in how they shop with Primark and helping Primark to reach new customers and give existing customers another convenient way to access the products they love.

84%

year-on-year increase in underlying Click & Collect sales per store

Primark's first UK customer-facing mobile app gives shoppers digital access to its Click & Collect service for the first time



Food

ABF's Food business operates across global food, ingredients and agriculture markets. Together they serve customers in 52 countries through a diversified portfolio of brands, products and services.



Grocery products from some of our businesses worldwide

Key strengths

A **differentiated, global food portfolio** constructed to operate across the food supply chain, in order to benefit from **structural trends** driving future food demand

Strong and **innovative brands** and **ingredients platforms**, targeted at sharply **defined market segments**, with a **well-invested asset base**

A focus on **long-term earnings growth** delivered through a mix of **long duration growth** and **cash generative businesses**

A **devolved and networked operating model** with central oversight supporting local decision-making by those closest to customers and markets, a formula which **attracts and retains exceptional talent**

A **strong balance sheet** and **significant cash generation** which enables **long-term, disciplined investments** to build businesses and brands

A deeply embedded **culture of sustainability** and responsible behaviour which focuses on the most material risks and opportunities for its businesses and the communities in which it operates

Our operating businesses

Grocery
See page 30

Ingredients
See page 34

Sugar
See page 38

Agriculture
See page 42

Food

Highlights

Revenue
£9,323m
2025: £9,242m
Actual currency: up 1%
Constant currency: down 1%

Adjusted operating profit
£637m
2025: £752m
Actual currency: down 15%
Constant currency: down 17%

Adjusted operating profit margin
6.8%
2025: 8.1%

Operating profit
£470m
2025: £473m
Actual currency: down 1%

Employee numbers
57,713
2025: 54,801

Gross investment
£844m
2025: £731m

Scope 1 and 2 GHG emissions (market-based)
2,033
(000 tonnes CO_2e)
2025: 2,364
(000 tonnes CO_2e)

Manufacturing sites
178
2025: 174

AB Foods is a different kind of food group, built by design: a broad portfolio of strong businesses, close to their markets, with the freedom to act and the capacity to keep investing. We operate in defined market segments throughout the food supply chain, giving us breadth, resilience and multiple sources of growth. Our businesses are united by a common purpose to help provide safe, nutritious and affordable food and support food security.

We build our portfolio deliberately and not every business plays the same role. Some deliver strong returns from leading market positions; others provide scale and cash; and some are earlier-stage businesses for future growth. We invest patiently and with discipline to build businesses with a long-term future, focusing on markets we understand and opportunities where we are confident we can win and see the potential for attractive returns.

We have significant opportunities for growth, from growing established brands into new categories, channels and markets; to scaling higher value brands and specialist ingredients; investing in emerging niches; adding capacity where demand supports it; and improving operational effectiveness.

We have built positions of strength across our portfolio, underpinned by scale, leading market shares, trusted brands, customer relationships and specialist capability. These advantages provide a strong base for growth over the long term.

Food has always been a dynamic industry and not every change can be predicted. Tastes shift, new categories emerge and technology changes how food is produced and consumed. At the same time, longer-term forces such as population growth, rising incomes and greater focus on health will shape different parts of the market in different ways. We are not built around any single trend, but we have a strong track record of finding opportunities as markets evolve. That ability comes from the way AB Foods is built, which helps the Group stay resilient, respond to new opportunities and to keep growing over time.



A small selection of our grocery products

Grocery

Grocery comprises brands which occupy leading positions in markets across the globe.

Highlights

Revenue
£4,237m
2025: £4,125m
Actual currency: up 3%
Constant currency: up 2%

Adjusted operating profit
£427m
2025: £478m
Actual currency: down 11%
Constant currency: down 11%

Adjusted operating profit margin
10.1%
2025: 11.6%

Operating profit
£383m
2025: £424m
Actual currency: down 10%

Return on average capital employed
26.0%
2025: 31.5%

Packaging
148kt
2025: 149kt

Recycled waste
85%
2025: 86%

Gross investment
£270m
2025: £226m

For a full list of our businesses and brands visit www.abf.co.uk/our-businesses/a-z-finder.

* Safety and environment data (or ESG data) is reported for companies over which the Group has control as described on page 58. Data from joint ventures, associates and other entities that the Group does not control is therefore excluded.

International brand businesses

Twinings has been blending tea since it was founded in 1706 and its premium teas and infusions are now sold in more than 120 countries. **Ovaltine** malted beverages and snacks are consumed throughout the day in countries across the globe. **Patak's** is the original spice blending expert and is recognised around the world for creating authentic Indian food that is quick and easy to prepare. **Jordans** produces delicious wholegrain breakfast cereals. **Blue Dragon** offers authentic, simple and convenient ingredients to create delicious dishes from China, Thailand, Japan and Vietnam. **Mazzetti** is our leading brand of Balsamic Vinegar of Modena.

US-focused businesses

We have some of the leading US, Mexican and Canadian cooking and baking branded products. These include **Mazola** and **Capullo** cooking oils and **Fleischmann's** yeast. In addition, **Anthony's Goods** is a leading brand of organic and natural ingredients and superfoods which are sold online in the US. We also have a 50% ownership in **Stratas Foods***, the leading US supplier of packaged oils, margarines, mayonnaise, sauces and dressings for the foodservice, food ingredients and retail markets.

UK-focused businesses

We have a broad set of food brands and businesses focused on the UK market. **Hovis** and **Kingsmill** produces a range of bakery products for the whole family. **Dorset Cereals'** award-winning muesli and granolas are renowned for the quality of the ingredients. **Ryvita** is the UK category leader in crispbreads. **Silver Spoon** and **Billington's** are our two retail sugar brands in the UK. We are also a leading supplier to the Indian, Chinese and Thai foodservice sectors with well-known brands, including **Lucky Boat** noodles.

Australia and New Zealand-focused businesses

We are one of Australia and New Zealand's largest food manufacturers. **Tip Top** is one of the most recognised brands in Australia with an extensive range of bread and baked goods. **The Artisanal Group** is a leading manufacturer and wholesaler of high-quality baked goods. Our **Don** business manufactures a variety of bacon, ham and meat products. **Yumi's** produces hommus, vegetable dips and snacks and is the leader in the Australian market.



Quality testing at Twinings' manufacturing facility in Poland

Operating review

Financial summary

Grocery sales grew 2%, primarily reflecting the consolidation of Hovis. Growth across a number of our brands was offset by lower sales of US oils. Grocery adjusted operating profit declined 11% to £427m and adjusted operating margin was 10.1%.

This was primarily due to US consumer pressures driving a decline in our US oils businesses as expected, including a lower profit contribution from our joint venture, Stratas.

We invested £270m in capital projects across Europe, Australia and Africa to support future growth. Return on average capital employed was 26.0%.

Business summary

Within our international brand businesses[6], sales growth in Twinings was driven by strong product innovation, increased investment in marketing, focused in-store execution and the expansion of e-commerce sales. We continued to build momentum across our growing portfolio of wellness teas, including the successful launch of new cold range products in Australia, leveraging our strong heritage and market position in black tea. Overall growth in Twinings was held back by lower sales in the UK and France due to the long, hot summer reducing hot tea consumption. During the year, we completed a number of capital projects to support growth in Twinings through increased capacity, efficiency and capabilities. We also completed the implementation of a new ERP system, which supports future growth but significantly increased amortisation in the year.

Ovaltine had a mixed performance by market and profitability was also impacted by higher cocoa costs and the phasing of sales in Thailand as we changed to a new distribution model. We continued to drive product innovation and increased marketing investment. The new manufacturing facility we commissioned in Nigeria will support growth in West Africa. Our other international brands performed well, with Blue Dragon, Jordans and Mazzetti all delivering strong sales growth supported by good innovation. We completed a capacity expansion project for Blue Dragon, which will support continued international growth.

Within our US-focused businesses[7], sales and profits declined in our consumer oils businesses, as expected. In Mazola, this was due to a decline in the cooking oil category and in particular, our core Hispanic consumer base reducing their expenditure. We remained the number one brand and stayed well-invested in targeted promotional and marketing activities to support Mazola's leading market share and strong brand equity. Our joint venture, Stratas, a leading supplier of oils and other products to the foodservice, ingredients and retail markets, delivered a lower contribution to operating profit, primarily due to pressures on customer expenditure leading to reduced demand for out-of-home eating and their margins were lower.

Within our UK-focused businesses[7], our sports nutrition business delivered strong double-digit sales growth and Ryvita delivered improved results following our restructuring actions last year. In July we completed the acquisition of Hovis Group Limited. We are progressing at pace with the integration of its production and distribution facilities with our bakeries business. This includes the announced closure of one of Hovis' bakeries, Forest Gate, which gave rise to £15m of exceptional charges, the majority of which were closure and restructuring costs. We expect to drive significant cost synergies to invest in marketing and innovation and create a sustainably profitable bakeries business.

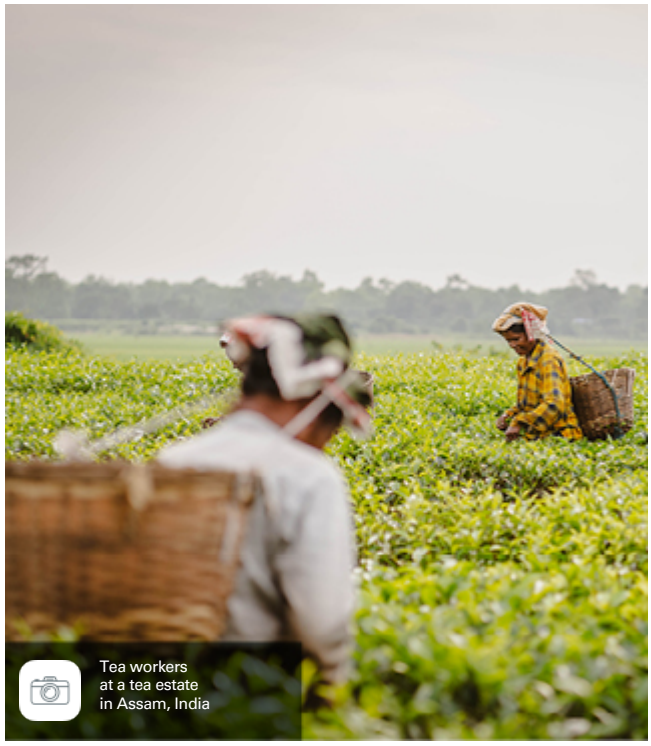
In our Australia and New Zealand-focused businesses[7], sales of Tip Top bread and Don meats were resilient, while The Artisanal Group, which sells high-quality baked goods to cafes and restaurants, was more impacted by the challenging consumer environment. In 2026, we commissioned our new bakery line in Western Australia to add capacity and increase efficiency, supporting long-term growth in a state where Tip Top is the leading supplier.

ESG at Grocery

ESG highlights

- Within the Grocery segment there are an extensive number of social and environmental programmes relevant to the individual businesses. To find out more about the progress being made across these businesses please see our website.
- In particular, Twinings Ovaltine's due diligence approach includes audit procedures and training to support the implementation of its Code of Conduct and Human Rights Policy. These include its Factory Monitoring and Improvement Programme ('FMIP'), the Twinings Community Needs Assessment ('TCNA') programme and Modern Slavery Awareness training.

Read more about ESG initiatives of our Grocery businesses on our website at www.abf.co.uk.



Tea workers at a tea estate in Assam, India

6. Our international brand businesses, which include Twinings, Ovaltine, Blue Dragon, Patak's, Jordans and Mazzetti, accounted for approximately a third of total Grocery sales.
7. Within our regionally-focused brand businesses, US-focused businesses accounted for approximately 15% of total Grocery sales, while UK-focused businesses and Australia and New Zealand-focused businesses each accounted for approximately 25% of total Grocery sales.

Ovaltine: New manufacturing facility in Nigeria supporting growth in West Africa



Ovaltine's new production facility in Lagos, Nigeria, became fully operational in April 2026. It is the business's first owned manufacturing facility in West Africa and a key enabler to achieving Ovaltine's growth ambitions in the region.

By investing in domestic infrastructure, Ovaltine is now able to service its customers more cost-effectively and four times quicker than before. As well as investing in a state-of-the-art vacuum band dryer, one of only three brands in Nigeria to have this capability, it has also invested in its people; Ovaltine now has 110 full-time employees in the country to support its operations, including a larger sales team to help drive its routes to market with its distribution partners.

The facility can deliver end-to-end powder production, from raw materials through to finished goods. This is complemented by an automated delivery system to support its four packing lines. It manufactures three different formats, available in seven sizes from single serve 18g and 30g sachets, through to multi-serve pouches and tins from 350g up to 1.2kg.

These investments mean Ovaltine, the fifth largest brand in Nigeria, is well-placed to grow its current 6% market share of the country's chocolate beverage market. The category has 95% household penetration in Nigeria, making these products a consumer staple for Nigeria's 220 million population, which is growing 2% year-on-year.

Capacity expansion has therefore been built into the facility's plans, with the ability to increase production up to 500% to meet potential demand. It was important to incorporate this expansion capability into the construction phase, as not only does Ovaltine's Lagos factory service the domestic market but it also exports finished goods to eight West African countries: Cameroon, Ghana, Guinea, Ivory Coast, Liberia, Senegal, Sierra Leone and Zambia. This export business represents 17% of the business today, with huge potential for growth.

With a good understanding of consumer needs and a winning product, serviced by this new facility and better routes to market through strategic distributor partnerships and consumer activation, Ovaltine is strongly positioned to significantly grow its West Africa market share in the coming years.



500%

potential production increase at the facility

220 million

population of Nigeria, growing 2% year-on-year

Above: The vacuum band dryer used to dry powder at Ovaltine's new manufacturing facility in Lagos, Nigeria
Top right: Ovaltine packaging used in the Nigerian market

Twinings: A 320-year-old heritage brand winning in e-commerce

As an international wellbeing drinks brand, Twinings is passionate about innovating to create teas and infusions which are enjoyed by and accessible for all. Increasingly, its approach to e-commerce is helping to make that a reality, deepening consumer relationships while accelerating sales growth.



Amazon is the largest e-commerce platform for the tea category both in the UK and the US. This year, Twinings was the number one tea brand on Amazon in the US, while in the UK it is the number one brand in the hot healthy category. In both markets, Twinings' retail sales by value have doubled in the last five years.

Twinings has achieved this through a multi-faceted consumer-driven strategy, focusing on targeted advertising and promotion with an e-commerce-first approach to both content and pack architecture.

It creates Amazon-specific static and video assets to help ensure its digital shelves deliver an exceptional consumer experience. Accurate, complete and consistent product descriptions in turn support the platform and AI search, making the right products discoverable and prominent.

The nature of the digital shelf means Twinings is able to showcase on Amazon the entire breadth of its portfolio, complementing its core range with bespoke offerings, from gift packs and advent calendars to bulk offerings. Ultimately, the right products, in the right sizes, at attractive prices, all indexed and showcased in the right way.

Twinings' market-leading positions are reflected in its consumer reviews, driving brand trust and loyalty. As Amazon's share of this category continues to grow, this represents a significant opportunity for Twinings in both markets and it is also building on this success to expand its Amazon capabilities in Australia, France, Italy, Canada and India.

#1

tea brand on Amazon in the US

Twinings' digital shelf for Amazon in the United States

Blue Dragon is turning up the heat

Blue Dragon, our international brand which helps people recreate authentic east Asian dishes at home, grew revenues (net sales value) 10% year-on-year in the UK and recorded strong, double-digit year-on-year performances across several other markets worldwide.



Founded in 1977, Blue Dragon offers an expanding range of authentic pan-Asian products and ingredients through a combination of in-house manufacture and a large network of long-standing Far Eastern suppliers.

In the US, a key strategic market, Blue Dragon grew revenues by over 30% this year and is increasing its presence in key mainstream retailers such as Walmart, Albertsons, Kroger and Publix, while it recently became the number three pan-Asian brand in Canada.

In the UK, Blue Dragon had grown its market share to more than 17% at the year end and is the largest pan-Asian ambient grocery brand. Building on strong existing customer relationships, this growth has been driven by deep category insights and a very strong pipeline of innovation, including the recent launch of the very popular Blue Dragon Chilli Crunch.

Across its ranges this year, Blue Dragon launched 15 new products with Tesco and introduced a variety of new formats to supermarkets, including a branded stir fry meal deal with Morrisons, a chilled ready meal at Tesco and frozen propositions across several retailers.

Other innovations included a new range of 'condiments with a kick' to complement Blue Dragon's leading iconic sweet chilli sauce and a range of ready-to-eat microwavable meals.

These initiatives were supported with a TV advertising campaign, as well as by a variety of social media campaigns and the use of influencers.

This focus on innovation is a key part of ABF's strategy to drive category growth and build market share in our portfolio of international brands.

+30%

growth in US revenues

A selection of ready-to-eat products sold by Blue Dragon in the UK

Ingredients

Ingredients businesses comprise yeast and bakery ingredients, as well as a portfolio of specialty value-added ingredients primarily focused on enzymes, precision extraction, health and nutrition and pharmaceutical delivery systems.

Highlights

Revenue
£2,105m
2025: £2,041m
Actual currency: up 3%
Constant currency: up 2%

Adjusted operating profit
£238m
2025: £257m
Actual currency: down 7%
Constant currency: down 8%

Adjusted operating profit margin
11.3%
2025: 12.6%

Operating profit
£226m
2025: £243m
Actual currency: down 7%

Return on average capital employed
15.0%
2025: 17.9%

Water abstracted
16 million m^3
2025: 15 million m^3

Scope 1 and 2 GHG emissions (market-based)
219
(000 tonnes of CO_2e)
2025: 221 (000 tonnes of CO_2e)

Gross investment
£245m
2025: £238m



A quality control team coordinator prepares samples for testing at Ohly's plant in Hamburg, Germany

Yeast and bakery ingredients

We have a global yeast and bakery ingredients business, AB Mauri, with well-established market positions in the Americas, Europe and Asia. We sell our products to customers in over 100 countries, operating from 55 plants across 32 countries and we have over 6,300 employees.

We work with industrial and craft bakers to develop leading yeast solutions and bakery ingredients that are right for the needs of their local markets. We have strong technological capabilities in bakery ingredients, supplying a range of products including bread improvers, dough conditioners and bakery mixes and concentrates for bread, cake and dough products. In addition to bakers' yeast, we supply specialty yeast products and associated technologies to the alcoholic beverage and bioethanol markets.

Specialty ingredients

We have a portfolio of specialty ingredients businesses, ABF Ingredients ('ABFI'), that use science and technology to create value-added, innovative ingredients to serve the food and beverage, health and nutrition and pharmaceutical industries, as well as adjacent markets such as animal feed and certain industrial segments. We use platforms such as enzymes and other industrial biotechnology, precision extraction and synthetic chemistry.

We have over 1,500 employees and serve customers in more than 70 countries from manufacturing and R&D facilities in 14 countries across Europe, the Americas and Asia Pacific.

In the food and beverage sector, we develop ingredients and solutions that support product innovation. In the health and nutrition sector, we develop ingredients that provide a health benefit in dietary supplements and functional food and beverage. In the pharmaceutical sector, we produce antacids, excipients, adjuvants and delivery systems that enter the formulation of drugs.

ABFI is comprised of AB Enzymes, Ohly, Biotexia, ABITEC Corp, SPI Pharma and PGP International.

Mauri ANZ

Mauri ANZ is an ingredient company with production and milling capacity in Australia and New Zealand. Our product portfolio includes a range of flour products, yeast and bakery ingredients, as well as animal feed mixes.

New Food Coatings

We have a 50% ownership in New Food Coatings*, one of the leading suppliers of customised breaders, batters, seasonings, sauces and functional ingredients to the food manufacturing and foodservice markets across Australia, New Zealand and south east Asia.

* Safety and environment data (or ESG data) is reported for companies over which the Group has control as described on page 58.

Operating review

Ingredients sales increased 2%, adjusted operating profit decreased by 8% and adjusted operating margin was 11.3%, primarily reflecting weakness in demand for bakery ingredients in the US market and continued investment in innovation and commercial capabilities to drive long-term growth in specialty ingredients. We invested £245m in capital projects and return on average capital employed was 15.0%.

In our yeast and bakery ingredients business, AB Mauri, profit declined. This was mainly due to our US business, where weaker consumer spending drove lower customer demand for our products. There was also subdued demand from customers who use our specialty yeast products in alcohol beverages. Most of our other markets and categories performed well as we continued to leverage our strong routes to market, broad product portfolio and good innovation in bakery ingredients. We made good progress with multi-year capital projects to drive growth in new products and markets. This includes the full production start-up of our liquid sourdough plant, which is the largest in the UK and strengthens our capability in an important and growing market segment. We made good progress with the ongoing commissioning of our fresh yeast plant in India, a high-growth market.

In our specialty ingredients businesses, ABFI, the portfolio performed well overall. In our pharmaceutical businesses, we had good growth in our antacid, excipient and vaccine-related product lines, partially offset by lower lipid sales. Our businesses in the food and beverage, and health and nutrition markets delivered good growth in yeast extracts, enzymes and extruded protein crisps. Across the portfolio, we continued to invest in R&D, commercial capabilities and strategic capital projects to drive long-term growth. During the year, we completed multi-year projects to add new capacity for our yeast extracts business in Germany and new enzyme blending capability in Finland. Our pharmaceutical business, SPI Pharma, acquired Elementis Pharma GmbH to strengthen its position in actives and expand its offering in digestive health.

In our ingredients business in Australia and New Zealand, Mauri ANZ, performance was resilient. In 2026, we completed a multi-year project to relocate our flour mill in Victoria. In line with increasing demand, this will enable us to double our production volumes.

New Food Coatings, our joint venture in Australia, New Zealand and south east Asia, specialising in seasonings, sauces and ingredients, continued to grow.



Ohly's products being scanned in the warehouse at Ohly in Hamburg, Germany

ESG at Ingredients

ESG highlights

- AB Mauri has demonstrated significant progress in effluent treatment through robust governance, enhanced transparency and a strategic focus on risk management. Since 2010, the division has invested $160m in improving its wastewater treatment facilities. Production facilities in several locations have on-site effluent treatment plants that include conventional and advanced biological processes, high pressure membranes and evaporators that can produce reusable water and useful co-products.
- In 2026, our Ingredients businesses consumed 1,404 GWh of energy, a 6% increase compared to 2025, driven by higher production volumes and a more energy-intensive product mix. While energy use increased, the Scope 1 and 2 (market-based) GHG emissions decreased by 1% compared with 2025, primarily due to increased use of renewable energy.
- In 2026, 79% of our Ingredients businesses' waste was recycled, recovered, reused or sent for another beneficial use. The businesses undertook a range of initiatives to manage waste, including recycling paper and plastics and repurposing waste streams for fertiliser and animal feed.
- AB Enzymes, the ABFI industrial biotech business, has continued developing innovative enzyme products that enable customers to reduce GHG emissions in comparison to using traditional products, with no impact on product performance. This is a key part of its customer offering and continues to be a central focus for investment and innovation.



Part of the AB Mauri effluent treatment system in Bandrima, Türkiye

Read more about ESG initiatives of our Ingredients businesses on our website at www.abf.co.uk.

Our new Australian flour mill, one of the most advanced in the world





Mauri ANZ's new approximately AUS$230m flour mill in the city of Ballarat, Victoria, is one of the largest single investments anywhere by ABF over the last decade and a significant vote of confidence in the development and long-term future of Victoria's agriculture and food industry.

The first flour was produced in August 2026 and the mill will be fully operational early in 2027. In line with increasing demand, it will enable flour production volumes to be more than doubled to 180,000 tonnes (up from 80,000 tonnes at our old mill) and the buying of Victorian grain to be increased from around 100,000 tonnes to an estimated 160,000 tonnes.

Replacing a 19th century mill in North Melbourne which has been part of our Australian business for generations, the Ballarat facility is a technological first for Australia and one of the most advanced mills in the world, engineered for safety, efficiency and product quality. It is highly automated, utilises the latest equipment and is targeting 40% less energy consumption per kilo of flour compared to the old mill.

The safety of Mauri employees has been prioritised, with improved traffic management, a more efficient layout, reduced manual handling and enhanced cleaning systems all expected to deliver improved safety outcomes.

+2x

increase in flour production volumes vs old mill

40%

less energy consumption per kilo of flour (target)

Top: Mauri ANZ's flour mill and warehouse nearing completion in Ballarat, Victoria, Australia
Right: The mill contains some of the most advanced flour processing technology in the world, including Bühler equipment and automation

Mauri's move to the historic gold mining city of Ballarat has been carried out with the support of and in partnership with the Victorian Government, including rail connections, land and planning facilitation, and transition arrangements regarding the North Melbourne mill. A key element of this partnership is the AUS$55m Ballarat Intermodal Freight Hub, a major project which will enable more freight to be moved by rail and help reduce GHG emissions, while also creating local jobs and driving economic growth in the region.

The Ballarat mill has been designed to meet increasing demand being driven by significant population growth in Melbourne, which is forecast to overtake Sydney in size by 2035. With ABF's Australian business able to make more flour than ever before, we expect to supply over 50% of Victoria's flour over the next half century and beyond.

Ohly: Transforming manufacturing to drive growth

For nearly 200 years, Ohly has been defined by continuous reinvention. That same long-term mindset is today driving one of the most significant investment programmes in the company's history: a targeted transformation of its manufacturing network to support growth, resilience and emissions' reductions for the decades ahead.

Part of ABFI, Ohly is one of the world's leading suppliers of yeast-based specialities and culinary powders. This year it opened a new state-of-the-art spray drying tower for converting liquid yeast extracts into dry powders at its Hamburg plant, where it is also constructing a highly automated, energy-efficient yeast fermentation plant. Together, these projects are reshaping the site into a world-class manufacturing platform and are expected to increase fermentation capacity by 50%, reduce its GHG emissions by 30% and strengthen operational resilience.

The Hamburg programme demonstrates how investment in reducing GHG emissions can also strengthen competitiveness: Ohly is working on reducing its environmental footprint (cutting fresh water usage by 40% and energy usage by 20%) while creating a stronger, more responsive platform for customers. The site supports Ohly's ambition to achieve its target of net zero in Scope 1 and 2 GHG emissions by 2030.

Ohly is now taking a similar approach in North America with a new production site in Eau Claire, Wisconsin. Centred on a modern spray drying facility, the investment will add 70% capacity, improve customer proximity and strengthen Ohly's US manufacturing footprint. The site has also been designed with future optionality, including potential co-location opportunities for other ABFI businesses.

Together, these investments show disciplined capital allocation in support of clear strategic priorities: growth capacity, customer service, operational resilience and reduced emissions. They strengthen Ohly's position as a trusted long-term partner for customers and provide a more future-ready manufacturing platform for ABFI.

50%

increase in fermentation capacity



A quality control manager samples for testing at the Ohly plant in Hamburg, Germany

AB Mauri: Building capability in UK sourdough

Strengthening AB Mauri UK's capability to support growing consumer demand in specialty bakery products with the largest liquid sourdough ingredients plant in the UK.

During the year, AB Mauri UK completed the full production start-up of a new liquid sourdough plant in Northampton in the UK, strengthening its capability in an important and growing segment of the bakery market. The investment builds on AB Mauri's established expertise in fermentation and bakery ingredients, including its experience in developing sourdough solutions for industrial bakery applications.

The new plant expands local manufacturing capability and supports bakery customers looking to create products with distinctive flavour, texture and target audiences. This is particularly relevant as customers continue to respond to evolving consumer preferences for premium products made with simple and recognisable ingredients.

Following the plant's start-up, customers have used this new capability to develop additional product segments. These launches demonstrate how specialist ingredient expertise, combined with in-country presence, technical know-how and close customer collaboration, can successfully bring new products to market.

This investment reinforces AB Mauri's presence in the UK sourdough market by enhancing its ability to meet customer requirements effectively through local capability, service and application expertise.



Right: A Hovis sourdough loaf baked in the UK using AB Mauri's technology

Sugar

ABF Sugar produces a range of sugar, fuels and other products from sugar cane; and sugar beet in Africa, the UK and Spain.

Highlights

Revenue
£1,966m
2025: £2,047m
Actual currency: down 4%
Constant currency: down 9%

Adjusted operating loss
£(47)m
2025: £(1)m
Actual currency: >(100)%
Constant currency: >(100)%

Adjusted operating loss margin
(2.4)%
2025: (0.1)%

Operating loss
£(146)m
2025: £(205)m
Actual currency: down 29%

Return on average capital employed
(2.3)%
2025: (0.1)%

Scope 1 and 2 GHG emissions (market-based)
1,385
(000 tonnes of CO_2e)
2025: 1,724 (000 tonnes of CO_2e)

Water abstracted
741 million m^3
2025: 787 million m^3

Gross investment
£312m
2025: £252m

This group of businesses employs 28,000 people and operates 16 plants in seven countries, with the capacity to produce approximately 4 million tonnes of sugar annually.

In Africa, we have sugar cane operations in Eswatini, Malawi, South Africa, Tanzania and Zambia. We have market-leading consumer brands in these countries, with Bwana Sukari in Tanzania, White Spoon in Zambia and Illovo in multiple markets. In certain markets we also produce co-products such as potable alcohol, furfural and electricity for local grids.

In the UK, British Sugar is the sole processor of the sugar beet crop and in Spain, Azucarera is the largest sugar producer. Our strong domestic brands include Silver Spoon in the UK and the Azucarera brand in Spain. In the UK, we produce a range of co-products including energy, animal feed, bioethanol, betaine and CO_2.

We also have a 42.5% ownership in Czarnikow Group Limited*, a global supply chain management and advisory company specialising in the food and beverage sector.

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Zambia Sugar's Whitespoon brand is the market leader in Zambia

Operating review

Sugar sales declined 9% and the segment had an adjusted operating loss of £47m due to low European sugar prices.

In the UK[8], sales and profit declined significantly in 2026 primarily due to lower average selling prices compared to 2025. This was only partially offset by lower negotiated beet prices for the 2025/26 campaign. Profitability in 2026 was also impacted by the recognition of onerous contract provisions arising from continued low European sugar prices, higher gas costs and lower overhead recoveries as a consequence of reduced yield expectations for the 2026/27 UK beet crop following prolonged hot and dry weather, partially offset by lower beet costs agreed for the 2026/27 campaign. In July, we announced our intention to reduce our footprint from four to three sites in the UK, ceasing beet processing at Cantley in 2027. This will enable us to meet existing customer demand more efficiently, supporting sustainable profitability over the long term. Our Spanish business, Azucarera, had a reduced operating loss in 2026 as a result of restructuring actions last year.

In Africa[8] , overall profit was lower. This was primarily due to weak sales and prices in South Africa and Eswatini resulting from drought and higher imports due to a delay in adjusting import tariffs. In Tanzania, rain had a significant impact on production in the first half of the year. In 2026, we commissioned our new sugar mill in Tanzania and made good progress with the ongoing ramp-up in production, which is a large and complex project.



An evaporator at British Sugar's factory in Wissington, UK

ESG at Sugar

ESG highlights

- In 2026, ABF Sugar's Scope 1 and 2 (market-based) GHG emissions decreased by 20% compared to the previous year, driven mainly by site closures. These emissions were 38% lower compared to the 2018 baseline. The reduction against baseline reflects changes in the operational footprint, ongoing improvements in production efficiency, investment in new technology and fuel switching to lower-emission energy sources.
- In 2026, 68% of total energy consumption came from renewable sources, primarily bagasse, the fibrous by-product of sugar cane crushing.
- ABF Sugar reduced water use by 6% compared to last year, with 25% of abstracted water reused before being returned to the environment. The majority of water used by ABF Sugar is for crop production at its sugar businesses in Africa, where businesses continue to invest in improved irrigation systems and initiatives to optimise water use across their estates.
- In 2026, 94% of ABF Sugar's total waste was recycled or used in another capacity. ABF Sugar's African operations used bagasse to generate up to 91% of their factories' annual energy needs.
- ABF Sugar's businesses in Africa have estates situated in rural and remote areas. They provide accommodation for many employees and their families, and each relevant business has a plan for investment. In 2026, ABF Sugar upgraded and rebuilt more than 500 houses across its African operations, building on the renovations completed in the two previous financial years.

Read more about ESG initiatives at ABF Sugar on our website at www.abf.co.uk.

Progress update



K4 expansion project at Kilombero Sugar, Tanzania

This year, K4's modern mill and automated packing facility and warehouse have successfully moved from construction into commissioning and operational ramp-up. K4 is expected to produce 60,000 tonnes of sugar from 600,000 tonnes of cane this season, supported by improved own-cane yields and an expanded area under cane managed by 10,500 growers supplying cane this year. The focus is now on increasing throughput while maintaining quality and safety.

K4 is well-positioned to meet its three objectives: to more than double annual sugar production capacity to 270,000 tonnes; to support Tanzania's ambition for sugar self-sufficiency; and to drive long-term growth.

8. Our European sugar businesses in the UK and Spain accounted for approximately 45% of total Sugar sales and our African sugar businesses accounted for approximately 55% of total Sugar sales.



Sugar cane fields on the Nakambala estate in Zambia

Long-term investment is driving resilience in Zambia

In Africa, our sugar business in Zambia has been delivering thanks to multi-year investments, operational initiatives and a strong, devolved management team.



ABF owns 75% of Zambia Sugar plc, the market-leading sugar business in Zambia and Africa's largest single-mill cane sugar factory. Investments over the past decade have increased Zambia Sugar's total factory capacity to 450,000 tonnes of unrefined sugar annually – of which refined sugar production capacity has more than doubled to around 90,000 tonnes annually – as well as generating significant efficiency improvements.

As part of our long-term commitment to African sugar, Zambia Sugar has this year been progressing the construction of its Twazabuka facility, a modern packing plant and warehousing facility set to be completed in mid-2027. At nearly £50m, this investment will increase packing operations from 36 to 52 weeks per year, unlocking additional pre-pack sales and packing capacity, generating efficiency gains, reducing logistics costs and improving flexibility to meet customer demand.

Successful initiatives by Zambia Sugar to improve agricultural performance have seen own-grown cane yields increasing from around 108 tonnes of cane per hectare in 2021 to approximately 123 tonnes this year, with specific fields achieving yields as high as 200 tonnes per hectare. These yield increases have been enabled through improved planting practices, field fallowing, use of cover crops, soil health improvement and integrated pest and disease management.

The introduction of sub-surface drainage and the ongoing conversion to more efficient irrigation systems have further supported productivity gains, while strong partnerships with external growers complement efforts to support the long-term sustainability and resilience of the overall cane supply base.

Zambia Sugar's consumer brand is Whitespoon, Zambia's leading sugar brand with average daily sales of over 500,000 packs of sugar. Zambia Sugar continues to invest in its commercial capability, marketing initiatives, routes to market and portfolio optimisation to strengthen Whitespoon's position for the long term.

Across its 7,500 employees, strong network of outgrowers, housing programme and support for local hospitals, clinics and schools, Zambia Sugar is continuing to invest in its people and communities while simultaneously increasing resilience and favourably positioning the business for growth.

90,000 tonnes

annually of refined sugar production capacity

500,000

packs of Whitespoon sugar sold on average each day

Top: Main entrance to Nakambala estate in Zambia
Bottom: An aerial view of Zambia Sugar's Nakambala factory, the biggest single-mill cane sugar factory in Africa



Agriculture

AB Agri is an international agri-food business.

Highlights

Revenue
£1,015m
2025: £1,029m
Actual currency: down 1%
Constant currency: down 2%

Adjusted operating profit
£19m
2025: £18m
Actual currency: up 6%
Constant currency: in line

Adjusted operating profit margin
1.9%
2025: 1.8%

Operating profit
£7m
2025: £11m
Actual currency: down 36%

Return on average capital employed
4.4%
2025: 4.8%

Number of employees
3,186
2025: 3,380

Gross investment
£17m
2025: £29m

We sell our products and services to farmers, feed and food manufacturers, processors and retailers in more than 100 countries. We employ more than 3,000 people globally.

We produce specialty feed ingredients for livestock, horses and pets. We develop pioneering ingredients including feed additive products, high-quality bespoke vitamin and mineral premixes and starter feeds.

Our dairy business in the UK delivers targeted insights that help create continuous improvement for dairy supply chains. We provide products and data insights to major food processors, retailers and directly to farmers, enabling them to produce high-yielding, safe and nutritious dairy products.

Frontier

We also have a 50% ownership in Frontier Agriculture*, the UK's leading provider of grain marketing and crop production services to customers in the UK. It supplies seed, crop protection products and fertiliser to farmers, as well as providing specialist agronomy advice.



Premier Nutrition's premix production site in Fradley, UK

* Safety and environment data (or ESG data) is reported for companies over which the Group has control as described on page 58. Data from joint ventures, associates and other entities that the Group does not control is therefore excluded.

Operating review

Agriculture sales declined 2% and adjusted operating profit was broadly flat at £19m.

Our specialty feed and additives businesses performed well, including good growth in Premier Nutrition in the UK; in AB Vista, our international feed additives business; and in our nutritional supplements business. We had a lower profit contribution from our joint venture, Frontier, a provider of grain marketing and crop production services, which was the result of lower commodity prices, smaller crop sizes and reduced demand for crop protection during dry spring weather. Frontier is adapting its operational footprint as part of implementing a new, more efficient, customer-centric operating model.

In 2026, we took the strategic decision to focus on our higher-growth segments and to exit our UK compound feed business. We divested two of our ten mills during 2026 and we expect to finalise the future of the remaining mills by the end of 2027. The results of this business are therefore included within 'disposed and closed' operations, not in the Agriculture segment.

ESG at Agriculture

ESG highlights

- AB Agri continues to develop its integrated dairy business, which collaborates with various stakeholders along the value chain to develop solutions aimed at reducing the environmental footprint of its customers' dairy farms, in particular reducing their GHG emissions.
- AB Agri applies its nutritional expertise to make use of food industry co-products that might otherwise go into waste streams. Examples include using the fibre-rich sugar beet pulp and grains remaining from the brewing and distilling of beer and whisky, which are incorporated into animal feed.

Read more about ESG initiatives at AB Agri on our website at www.abf.co.uk.



Dairy cow at a customer farm in Somerset, UK

AB Vista: Building on its breakthrough innovation to maintain market leadership

AB Vista, AB Agri's global feed additive business, continues to deliver pioneering products and technical services to livestock producers across the poultry, swine, ruminant and aquaculture sectors. Central to its success has been the development of phytase enzymes, which improve nutrient utilisation and reduce the environmental impact of animal production.





c.90%

adoption of phytases across monogastric species

Building on its strong legacy in the phytase market, AB Vista this year launched Quantum Force, a next-generation phytase developed through extensive research and development in collaboration with AB Enzymes. Quantum Force enhances performance and reliability, offering improved nutrient release and greater flexibility for feed formulation. It is also up to 20% more efficient than AB Vista's forerunner product Quantum Blue, enabling further cost reductions for customers and, in some cases, supporting phosphate-free diets while improving robustness under demanding feed processing conditions.

AB Vista has a long and successful track record of innovation in the phytase market, with the launch in 2012 of Quantum Blue marking a significant step-change for the industry. At the time, phytase use was limited, but the product helped demonstrate how unlocking naturally occurring phosphorus in feed could significantly improve efficiency.

Today, the phytase market is well established, with an estimated 90% adoption across monogastric species such as poultry and swine. Within this mature and highly competitive market, AB Vista has maintained its leadership position as a global top-three supplier, with around 20% share. This reflects both the continued performance of its products and the strength of its global technical expertise.

Following its initial launch in Asia, including India, early adoption of Quantum Force is now underway, with further geographic expansion planned as regulatory approvals progress. This reflects AB Vista's strategy of combining innovation with strong local market engagement.

As the business evolves, AB Vista continues to invest in scientific and technical expertise, as well as broadening its portfolio of nutrition and health solutions. However, enzymes remain a core strategic focus, underpinning both strong customer relationships and future growth for the category. Through continuous innovation and global reach, AB Vista is well positioned to sustain its leadership in a mature market while delivering tangible economic and environmental benefits to customers worldwide.



Wet chemistry analysis being carried out at AB Vista's lab in Ystrad Mynach, Wales, where Quantum Force was tested



Raw material hoppers used in the manufacture of specialist vitamin and mineral premixes at Premier Nutrition's site in Fradley, UK

Financial review



Joana Edwards
Group Chief Financial Officer

Group performance

Group revenue was £19.6bn, a decline of 1% at constant currency, primarily reflecting growth in Retail offset by lower sales in Sugar. Group adjusted operating profit was £1,508m, a decrease of 13% at actual exchange rates and 14% at constant currency, primarily reflecting lower profit in Retail. Accordingly, Group adjusted operating profit margin declined from 8.9% to 7.7%. Group operating profit was £1,327m, a decline of 11% after charging exceptional items of £113m (2025 – £188m), the majority of which were non-cash impairment charges in Sugar.

Free cash flow of £652m was £4m higher than last year.

Segmental summary

The analysis by segment is set out in the operating reviews. The segmental analysis by geography is set out in note 1 in the notes to the financial statements.

	Revenue			Adjusted operating profit		
At actual rates	**2026 £m**	2025 £m	Change %	**2026 £m**	2025 £m	Change %
Retail	**9,820**	9,489	+3.5	**1,005**	1,126	(10.7)
Grocery	**4,237**	4,125	+2.7	**427**	478	(10.7)
Ingredients	**2,105**	2,041	+3.1	**238**	257	(7.4)
Sugar	**1,966**	2,047	(4.0)	**(47)**	(1)	>(100)%
Agriculture	**1,015**	1,029	(1.4)	**19**	18	5.6
Food	**9,323**	9,242	0.9	**637**	752	(15.3)
Central				**(120)**	(110)	(9.1)
	19,143	18,731	+2.2	**1,522**	1,768	(13.9)
Businesses disposed and closed						
Sugar	**17**	141		**(5)**	(41)	
Agriculture	**422**	587		**(9)**	7	
	19,582	19,459	+0.6	**1,508**	1,734	(13.0)

Geographical summary

	Revenue		Adjusted operating profit	
	2026 £m	2025 £m	**2026 £m**	2025 £m
United Kingdom	**6,307**	6,322	**441**	598
Europe and Africa	**7,907**	7,653	**616**	645
The Americas	**2,545**	2,449	**346**	399
Asia Pacific	**2,384**	2,307	**119**	126
	19,143	18,731	**1,522**	1,768
Businesses disposed and closed	**439**	728	**(14)**	(34)
	19,582	19,459	**1,508**	1,734

Adjusted earnings per share

	2026 £m	2025 £m	Change %
Adjusted operating profit	**1,508**	1,734	(13.0)
Finance income	**38**	47	
Finance expense	**(45)**	(30)	
Lease interest expense	**(114)**	(102)	
Other financial income	**70**	47	
Adjusted profit before taxation	**1,457**	1,696	(14.1)
Taxation on adjusted profit	**(348)**	(410)	
Adjusted profit after tax	**1,109**	1,286	(13.8)
Adjusted earnings attributable to equity shareholders	**1,100**	1,266	(13.1)
Adjusted earnings per share (in pence)	**156.0p**	174.9p	(10.8)

Interest and other financial income

Finance income decreased as a result of lower cash balances and lower rates of interest earned, as most market interest rates have fallen. Finance expenses increased largely due to increased borrowings in our African sugar business and lease interest expense also increased, mainly driven by new US store openings in Primark. Total net interest expense increased £36m to £121m.

Other financial income was higher reflecting the improvement in returns on interest earned on defined benefit pension fund assets.

Given the decline in adjusted operating profit, adjusted profit before tax decreased by 14.1% to £1,457m.

Taxation

The tax charge on adjusted profit before tax was £348m, with a small reduction in the adjusted effective tax rate to 23.9% from 24.2% in 2025. This includes a benefit from the reassessment of the uncertain transfer pricing positions, partially offset by the impact of a change in the mix of profits by jurisdiction. The reduction in the adjusted effective tax rate in 2026 reflects this benefit. As this benefit is non-recurring, we expect there to be some upward pressure on the Group's effective tax rate.

Adjusted earnings per share

Adjusted earnings per share decreased 10.8% to 156.0p per share, reflecting the decrease in adjusted profit partially offset by a benefit from the reduction in the weighted average number of shares, from 724 million in 2025 to 705 million in 2026, as a result of share buybacks as well as a small benefit from the lower effective tax rate.

Basic earnings per share

	2026 £m	2025 £m	Change %
Adjusted profit before taxation	**1,457**	1,696	(14.1)
Acquired inventory fair value adjustments	**(3)**	(1)	
Amortisation of non-operating intangibles	**(40)**	(40)	
Exceptional items	**(113)**	(188)	
Profits less losses on sale and closure of businesses	**—**	(32)	
Profits less losses on disposal of non-current assets	**2**	(9)	
Transaction costs	**(27)**	(13)	
Profit before tax	**1,276**	1,413	(9.7)
Taxation	**(337)**	(368)	
Profit after tax	**939**	1,045	(10.1)
Earnings attributable to equity shareholders	**930**	1,025	(9.3)
Basic earnings per share (in pence)	**131.9p**	141.6p	(6.9)

Exceptional items

	2026 £m	2025 £m
Sugar – impairments	**85**	125
Sugar – restructuring	**9**	36
Grocery – impairments	**8**	–
Grocery – restructuring	**13**	27
Central – pension curtailment gains	**(2)**	–
	113	188

In 2026, there were exceptional charges of £113m, of which £91m related to non-cash charges including impairment and £22m related to restructuring activity that either has resulted or will result in cash costs.

In Sugar, following an operational footprint assessment, British Sugar announced the closure of its Cantley factory, resulting in exceptional impairment and write-off charges of £71m against property, plant and equipment and spare part inventory, as well as restructuring charges of £9m, which are expected to be settled in cash in 2027. Azucarera recognised further impairment charges of £14m relating to property, plant and equipment acquired as part of the Miranda site configuration.

In Grocery, following the decision to close the Hovis Bakeries Forest Gate site, the Group recognised £15m of exceptional charges, comprising a £2m impairment charge against property, plant and equipment and £13m of closure and restructuring costs. The Group also recognised additional impairment charges of £6m relating to the Ryvita production facility at Bardney following its closure in 2025.

A non-cash curtailment gain of £2m was recognised in relation to the closure of the ABF plc UK defined benefit pension fund to future accrual for 319 active members.

The prior year exceptional charge included £154m of non-cash impairment charges, comprising £129m in Sugar, of which £123m related to Azucarera and £6m to Vivergo, and £25m in Grocery, relating to Ryvita. The charge also included £34m of restructuring costs, comprising £32m in Sugar, relating to Azucarera, and £2m in Grocery, relating to Ryvita.

In 2026, there were no material or significant costs incurred on the sale and closure of businesses or disposal of non-current assets. The prior year loss on sale and closure of business of £32m mainly included closure costs for Vivergo.

Transaction costs of £27m have been incurred both in relation to our acquisition of the Hovis Group which was completed in 2026, as well as ongoing costs related to the demerger of Primark from the Food business.

Profit before tax of £1,276m was 9.7% below last year as a result of the decline in operating profit.

Total tax charge for the year of £337m included a credit of £11m (2025 – £42m) for tax relief on the amortisation of non-operating intangible assets, the amortisation of acquired inventory fair value adjustments, profits less losses on disposal of non-current assets and on disposal and closure of businesses and exceptional items. This includes an exceptional tax charge of £27m arising from the partial derecognition of deferred tax assets in Spain (£23m) and the UK (£4m) which has arisen due to the announced demerger.

Earnings attributable to equity shareholders were £930m and basic earnings per share decreased 7% to 131.9p, reflecting the decrease in operating profit, partially offset by a benefit from the reduction in the weighted average number of shares.

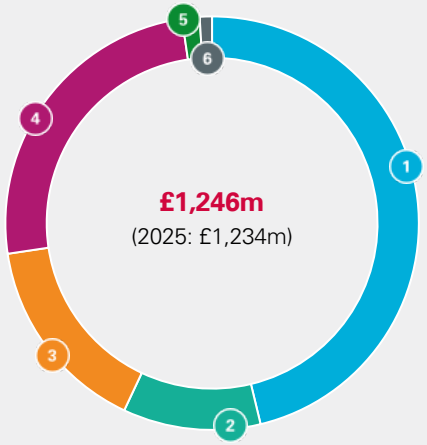
Cash flow

	2026 £m	2025 £m
Adjusted EBITDA	**2,526**	2,685
Repayment of lease liabilities net of incentives received	**(356)**	(328)
Working capital	**228**	(95)
Capital expenditure	**(1,246)**	(1,234)
Acquisition of subsidiaries	**(167)**	(4)
Sale and closure of subsidiaries	**(6)**	(4)
Net interest paid	**(124)**	(94)
Taxation	**(302)**	(298)
Share of adjusted profit after tax from joint ventures and associates	**(78)**	(106)
Dividends received from joint ventures and associates	**77**	108
Other	**100**	18
Free cash inflow	**652**	648
Share buyback	**(253)**	(603)
Dividends	**(446)**	(656)
Movement in loans and current asset investments	**30**	330
Cash outflow	**(17)**	(281)

Free cash flow was in line with last year at £652m. Lower adjusted EBITDA and higher cash outflows on the acquisitions of businesses have been offset by lower working capital, mainly due to benefit from reduced inventory in Primark.

Capital expenditure has remained at a high level in 2026 due to a number of large, multi-year capital projects within our Food business, including the completion of our new sugar mill in Tanzania. In Primark, we continued to execute our store rollout programme, invest in new technologies and increase automation in our depot network, including the Sheffield fulfilment centre which will enable the future capability of home delivery. We expect capital expenditure in 2027 to be at a similar level to 2026.

2026 capital expenditure



The spend on acquisitions in 2026 was £167m. The most significant of these were the acquisition of the Hovis Group in the UK and Abe's Bagels in Australia and New Zealand, in our Grocery segment, and the acquisitions of Elementis Pharma in Germany and Casa de Bolos in Brazil, in our Ingredients segment. In 2025, no acquisitions were made in the year and the cash outflows related to deferred consideration payments for historical acquisitions.

In Sugar, we incurred limited costs related to the closure of Vivergo and our exit of sugar operations in Rwanda. Limited non-cash impairment charges were also incurred in the Agriculture segment as a result of the strategic decision to exit their UK compound feed business. The intangible assets, property, plant and equipment, right-of-use assets and lease and deferred tax liabilities have been classified as assets and liabilities held for sale. We expect to finalise the future of the remaining mills by the end of 2027.

Cash tax was broadly in line with last year; a reduction due to lower profits was offset by a one-off benefit in 2025 from an EU state aid refund of £25m. Cash tax in 2027 is expected to be slightly lower.

The increase in other cash flows was driven by higher sales of non-current assets in 2026 and an increase in provisions compared to 2025.

Our share buybacks resulted in a cash outflow of £253m in 2026 and we completed our most recent share buyback programme of £250m in August 2026. Dividends paid of £446m reflect the 2025 final and 2026 interim dividends. Cash deposits with a term greater than 90 days were not renewed and resulted in a decrease in current asset investments.

Financing and liquidity

	2026 £m	2025 £m
Short-term loans and overdrafts	**(226)**	(258)
Long-term loans	**(479)**	(409)
Lease liabilities	**(3,150)**	(3,019)
Total debt	**(3,855)**	(3,686)
Cash at bank and in hand and cash equivalents	**1,010**	1,057
Total net debt	**(2,845)**	(2,629)
Leverage ratio	**1.1x**	1.0x

Total short and long term loans, excluding bank overdrafts, were £594m at the year end, an increase of £58m from £536m last year. Cash and cash equivalents, net of bank overdrafts, decreased by £27m to £899m. Consequently, net cash before lease liabilities decreased by £85m to £305m.

Total liquidity was £2,397m, £167m higher than last year. As set out in the Alternative Performance Measures, total liquidity comprised total available cash of £597m and qualifying committed credit facilities of £1.8bn. Total available cash was calculated from gross cash and cash equivalents of £1,010m, before the deduction of £312m of non-qualifying borrowings and £101m of estimated inaccessible cash. The qualifying facilities comprise an undrawn £1.5bn revolving credit facility maturing in June 2029 and a further £300m revolving credit facility maturing in February 2029, both of which are free from performance covenants. The additional £300m facility was entered into in February 2026 to maintain liquidity in line with internal financial policy.

Lease liabilities increased by £131m in 2026 predominantly as a result of property leases acquired as part of the Hovis Group acquisition in July.

Total net debt increased by £216m in 2026 to £2,845m at the year end. A combination of lower adjusted EBITDA and higher total net debt resulted in a leverage ratio of 1.1x at the year end, compared to 1.0x in 2025.

Pensions

The Group's defined benefit pension schemes' aggregate surplus increased by 7% to £1,705m at year end compared to £1,590m last year. The UK scheme, which accounts for around 89% of the Group's gross pension assets, was in surplus by £1,695m (2025 – £1,586m). The most recent triennial actuarial valuation of the UK scheme was carried out as of 5 April 2026 and this last valuation showed a funding surplus of £1,467m. Details of the assumptions made in the current and previous year are disclosed in note 13 of the financial statements together with the bases on which those assumptions have been made.

During 2026, the Group commenced the closure of the UK defined benefit pension scheme to future service accruals for existing active members, with affected employees transitioning to a defined contribution pension arrangement. A curtailment gain of £2m was recognised as an exceptional item in respect of those members who had formally accepted the proposed changes by the reporting date. The Group's net defined benefit surplus increased by £2m as a result. Further details are provided in note 13 of the financial statements.

The charge for the Group's defined contribution schemes in 2026 was £126m (2025 – £115m). This compared with the cash contribution to the defined benefit schemes of £1m (2025 – £7m).

As agreed with the trustees in previous years, and reconfirmed this year, as a result of the surplus in the UK scheme, the Group will continue to receive a cash flow benefit each year from the abatement of UK employer pension contributions on both the defined benefit and defined contribution schemes; the latter was approximately £47m (2025 – £44m).

Dividend and shareholder returns

Our capital allocation policy is for the Group's financial leverage, expressed as the ratio of total net debt to adjusted EBITDA, to be well under 1.5x. Financial leverage consistently below 1.0x with substantial cash balances at both half and full year ends, may indicate a surplus capital position. Surplus capital may be returned to shareholders by special dividends or share buybacks, subject to the Board's discretion.

A further £250m share buyback programme was launched in November 2025 and completed in August 2026. At the end of the financial year we had 703 million ordinary shares in issue. The weighted average number of shares for the year was 705 million (2025 – 724 million). On a cumulative basis, since the start of our buyback programmes in November 2022, the total number of shares has decreased 89 million from 792 million shares to 703 million. At the end of the financial year, our financial leverage ratio was 1.1x.

The Group continues to prioritise investment in its businesses whilst maintaining a progressive approach to shareholder returns. The Board is proposing a final dividend of 42.3p per share to be paid on 8 January 2027 to shareholders on the register on 11 December 2026. Taken with the interim dividend of 20.7p per share, the total dividend equates to 63.0p per share, which is in line with the total dividend of 63.0p per share in financial year 2025.

Demerger

As stated in our Interim results announcement, the anticipated dis-synergies are expected to be below £45m in aggregate. One-off separation and transaction costs are expected to be in the region of £75m. Ahead of the demerger, we will host separate Capital Markets Days for Primark and AB Foods. We will also host a series of shorter investor education events for AB Foods, starting with a Group spotlight, followed by sessions for each of its three reporting segments post demerger: Grocery, Ingredients and Sugar & Agribusiness. These are expected to take place between April and July 2027.

Joana Edwards
Group Chief Financial Officer

Engaging with our stakeholders

Section 172 Statement

In accordance with the requirements of section 172 of the Companies Act 2006, the directors must act in a way that they consider, in good faith, would most likely promote the success of the Company for the benefit of its members as a whole, having regard to the likely consequences of any decision in the long term and the broader interests of other stakeholders. This Statement sets out how the directors have had regard to those factors during the financial year ended 12 September 2026.

Stakeholder engagement

We engage regularly with stakeholders at Group and/or business level, depending on the particular issue.

Authority for the management of the Group's businesses is delegated to the Chief Executive for execution or for further delegation by the Chief Executive to the senior management teams of the businesses. This is to ensure the effective day-to-day running and management of the Group. The chief executive of each business within the Group has authority for that business and reports directly to the Chief Executive.

Day-to-day operational decisions are made locally by the businesses within the Group. The Board provides input from a Group perspective on the principal decisions and strategy, as appropriate, and also supports individual businesses by facilitating the sharing of best practice and know-how between the businesses.

This approach necessarily involves a high degree of delegation of communication with stakeholders to the management of the Group's businesses. Where the directors of the Company have not themselves directly engaged with stakeholders, material stakeholder issues are considered at Board level both through reports to the Board by the Chief Executive and/or Group Chief Financial Officer and also by the senior management of the Group's businesses. Senior management of the businesses are requested, when presenting to the Board on strategy and principal decisions, to ensure that the presentations cover what impact the strategy/principal decision has on the relevant stakeholders and how the views of those stakeholders have been taken into account.

In the following pages, we set out the key stakeholder groups with whom engagement is fundamental to the Group's ongoing success.

Employees

We employ approximately 140,000 people. Our people are central to our success.

Key matters

- Health, safety and wellbeing
- Diversity and inclusion
- Cost of living
- Culture
- Engagement
- Development

How the businesses engage with this stakeholder group

- Day-to-day engagement
- Email
- Town halls
- Surveys
- Health and safety programmes
- Training
- Notice boards
- Newsletters
- Intranet and website

How the Board engages and/or is kept informed and takes matters into account

- Annie Murphy, as designated Non-Executive Director for workforce engagement, met with employees from a selection of businesses to seek to ensure that the 'voice' of each workforce in the Group is heard at Board level.
- The Board receives two specific updates each year from the Non-Executive Director for workforce engagement and the Chief People and Performance Officer in respect of progress on workforce engagement and resulting actions.
- Each business division also specifically reports to the Board on workforce engagement within that division.
- The Chief Executive and Group Chief Financial Officer continue to engage with employees both at the ABF centre and at the regional businesses through town halls covering business updates and ESG topics.
- The Board receives updates on safety trends and progress against KPIs, supplemented by updates from the divisions.

See the letter from Annie Murphy on pages 105 and 106, which includes details of some of the outcomes from workforce engagement. See also the 'Our people' section on pages 61 to 65.

Suppliers

As a diversified international Group, our businesses have many complex supply chains.

Key matters

- Responsible sourcing
- Supply chain sustainability
- Payment practices
- Human and labour rights in our supply chains
- Transparency in supply chains

How the businesses engage with this stakeholder group

- Conversations (face-to-face or virtual)
- Training
- Communication sessions
- Correspondence
- Audits
- Engagement with supplier representatives and NGOs

How the Board engages and/or is kept informed and takes matters into account

- Senior management of each business division (often with the assistance of specialists from within that division) regularly report to the Board on material relationships and projects with suppliers either as part of their business updates to the Board or through reports to the Chief Executive and Group Chief Financial Officer.
- The Board reviews ESG matters in supply chains as part of the regular cycle of business reviews.

Examples of material matters or projects on which the Board was briefed include human and labour rights due diligence in respect of our supply chains, with particular focus on Primark and Twinings, and the Twinings Community Needs Assessment programme involving direct engagement with farmers in its tea and herb supply chains.

See further details on page 66 about Primark's and Twinings' human and labour rights due diligence in respect of their supply chains.

Customers/Consumers

The buyers of our safe, nutritious and affordable food, and clothing that is great value for money.

Key matters

- Healthy and safe products
- Value for money
- Availability of products
- Customer relations
- Social and environmental impact
- Store environment

How the businesses engage with this stakeholder group

- In-store signage (Primark)
- Face-to-face interactions with staff
- Customer surveys
- Websites
- Labelling
- Social media
- Customer/consumer contact lines
- Market data analysis

How the Board engages and/or is kept informed and takes matters into account

- The Board is regularly updated by each business division on its strategy, including in relation to key customers and key activities impacting customers and consumers.
- The Director of Financial Control provides the Board with an annual report on food and feed safety.
- The Chief Executive and Group Chief Financial Officer meet each business division quarterly to discuss key commercial matters.

Examples of key matters or projects on which the Board was briefed include:

- the impact of GLP-1s on consumer behaviour;
- the continued Primark store refit programme to elevate customer experience, the launch of Primark's first franchise partnership, its increased focus on digital and the proposal to expand into home delivery in the future; and
- Twinings' investment in brand renovation, both product development and packaging.

See further details on page 20 about Primark's first franchise partnership and move into the GCC and page 24 about driving growth in womenswear through category investment and customer engagement.

Communities and the environment

Supporting society and respecting the environment are two of the key ways we live our values and make a difference.

Key matters

- Climate change mitigation and adaptation
- Natural resources and circular economy
- Social impact – including employment opportunities
- Agriculture and farming practices

How the businesses engage with this stakeholder group

- Various environmental programmes
- Dealings with NGOs and other expert programmes and schemes
- Coaching and training programmes
- Community programmes and schemes

How the Board engages and/or is kept informed and takes matters into account

- Senior management of the business divisions report to the full Board on their material ESG matters as part of their business updates.
- The Board reviews risk assessments undertaken by the businesses each year which consider, among other things, climate change impacts and risks.
- The Director of Legal Services and Company Secretary and the Group Corporate Responsibility Director present to the Board (or to individual Board members) on broader corporate responsibility issues that sit beyond our direct manufacturing operations e.g. in the supply chains.
- The Board receives updates from the Chief People and Performance Officer on environmental matters in our direct manufacturing operations.
- The Board receives updates and provides views on other sustainability matters.

See pages 56 to 70 in the Responsibility section of this Annual Report. See also, more specifically, pages 36 and 41 for examples of projects which also benefit surrounding communities.

Shareholders and institutional investors

The Company has a mix of individual and institutional shareholders, including bondholders, whose views are valued.

Key matters

- Strategic updates
- Business and financial performance
- Return on investment
- ESG
- Remuneration

How the businesses engage with this stakeholder group

- Results announcements
- Press releases
- Annual General Meeting
- Annual Report
- Website
- Meetings
- Registrar

How the Board engages and/or is kept informed and takes matters into account

- Regulatory News Service (RNS) announcements keep investors updated on business and financial performance and other matters.
- The Chief Executive and/or Group Chief Financial Officer meet with investors throughout the year. The Head of Investor Relations also meets prospective and current investors, as well as analysts who write reports on the Company.
- Each year, the Chairman meets with the Company's largest institutional shareholders to discuss their views, issues or concerns.
- The annual general meeting provides an opportunity for retail shareholders to ask the Board questions.
- The Board also responds either directly or via its in-house company secretarial team to shareholder queries raised throughout the course of the year.
- At each Board meeting, the directors are briefed on meetings that have taken place with institutional shareholders and on feedback received.
- The Remuneration Committee Chair meets with investors and analysts to answer queries and respond to feedback around remuneration issues.
- All shareholders are treated equally and a Relationship Agreement is in place with the Company's controlling shareholders (see page 135).

See further details on page 103, which includes details on this year's annual general meeting.

Governments

The Group is impacted by changes in laws and public policy.

Key matters

- Climate and environment-related matters
- Tax and business rates
- Agricultural and trade policy
- Public health
- Support of businesses and workers
- Energy support schemes

How the businesses engage with this stakeholder group

- Meetings, calls and correspondence
- Responding to consultations and calls for evidence
- Providing data/insights (e.g. supply challenges)
- Participation in government schemes
- Parliamentary events
- Industry forums
- Site visits
- Attendance at conferences

How the Board engages and/or is kept informed and takes matters into account

- The Company engages with governments to contribute to, and anticipate, important changes in public policy.
- The Board takes into account the interplay between commercial decisions and government policies and aims in its investment decisions.
- Across markets, ABF aims to contribute positively and proactively to policy-making processes and prioritises having constructive relationships with relevant decision-makers.
- The Board is briefed on engagement with governments and public authorities. ABF management and senior teams have proactively engaged with governments and regulators in many of the markets in which the Group operates. This includes engaging with Ministers and officials in the UK on issues related to, for example, food security, taxation and customs policy as it impacts the retail sector, and trade policy. The Chief Executive and other senior executives also met with the UK Competition and Markets Authority in the context of the merger approval process for the acquisition of Hovis.



Hovis 'Strength Baked In' TV Advert (2026)

Principal decisions

In making decisions throughout the course of the financial year, we seek to ensure that the consequences promote the long-term success of the Company, as well as maintain our reputation for high standards of business conduct.

Demerger of the Primark and Food businesses

Which stakeholders most affected?



Shareholders and institutional investors



Employees



Customers/ Consumers



Communities and the environment

We noted in our full year results announcement on 4 November 2025 that the Board had been conducting a review of the Group structure with a view to maximising long-term value and that the outcome of the review may lead to the Board deciding to undertake a separation of the Primark and Food businesses. Following that announcement, the Board continued with an in-depth review of the Group structure.

Institutional investors were consulted and all shareholders, both institutional and retail, had the opportunity to speak to Board members and ask questions at the AGM. There was also extensive engagement with Wittington Investments, ABF's largest shareholder, who was supportive of the proposed demerger and expressed commitment to maintaining majority ownership of both the Primark and Food businesses in the event of a demerger.

The outcome of those engagements was that the Board concluded that a demerger would give a clearer investment proposition and enhanced investor understanding, alongside accountability to shareholders who are invested because of their specific interest in either the Food business or Primark.

The impact on employees was considered. Through engagement over the years the Board was aware that employees value the unique culture of their local businesses and the Group overall and the Board considered the demerger in this context. For Primark, it was considered that the demerger would allow an experienced and highly capable team with a long-term mindset and strong execution capability to thrive in a uniquely Primark culture. For the Food business, it was noted that the devolved and networked operating model, with central oversight supporting local decision-making by those closest to customers and markets, was a formula that would continue to attract and retain exceptional talent.

The Board considered the impact of the demerger on customers and concluded that the demerger would improve customer experience. It noted that the demerger will allow Primark to continue to deliver customers an unmatched value proposition, combining clear price leadership with differentiated quality and exciting fashion in prime locations, whilst the Food business would be able to continue to deliver a differentiated global food portfolio constructed across the food supply chain with strong and innovative brands and ingredients platforms, targeted at sharply defined market segments.

In considering the environment, the Board noted that the demerger would allow Primark to continue to be underpinned by industry-leading standards of sustainability and ethical sourcing, whilst the Food business would continue a deeply embedded culture of sustainability and responsible behaviour which focuses on the material risks and opportunities for its businesses and the communities in which it operates.

Outcome

Having reviewed the options thoroughly, and after considering stakeholder impact, on 21 April 2026 the Board announced its decision to proceed with a demerger of the Retail business (Primark) from the Food business concluding that a demerger was the best way to maximise long-term returns for shareholders, reflecting Primark's scale today and the opportunity for a better understanding of the Food business.

Leadership decisions

Which stakeholders most affected?





To ensure a smooth transition through the demerger, the Board asked ABF's current Chairman, Michael McLintock, to continue as Chairman of ABF until the completion of the demerger. The Board considered Michael's current tenure, as he was appointed as a Director in November 2017, but considered that stability and knowledge of both the Primark and Food businesses was important for successful delivery of the demerger and to maximise long-term shareholder value.

The Company announced the appointment of Joana Edwards as a Director and Group Chief Financial Officer on 5 March 2026, the Board having been impressed with the capability and strength that Joana brought to the interim role since March 2025. The Board noted Joana's clear understanding of ABF's business and operating model, her rigour in the execution of her role and her passion for building high-performing teams.

The Company also announced the appointment of Eoin Tonge as Chief Executive of Primark on 5 March 2026. In making this decision the Board noted the steps Eoin had taken in his interim tenure to implement a strategy to strengthen Primark's customer proposition and to deliver against Primark's long-term ambitions for value creation for shareholders. The Board considered that Eoin should remain as a Director on the Board of ABF pending the demerger.

Outcome

The outcome of the leadership decisions is a Board ready to lead on the Group's long-term growth prospects and to deliver the demerger, being an important step in the evolution of ABF.

Completion of the acquisition of Hovis Group Limited

Which stakeholders most affected?



Following receipt of unconditional merger clearance from the Competition and Markets Authority (CMA) in June 2026, it was decided to proceed with completion of the acquisition of Hovis Group Limited in order to create a sustainably profitable UK bakeries business for the long term.

There was detailed consultation with the CMA in respect of the proposed acquisition, including engagement both by Board members and by senior management of our UK bakeries business.

The integration of Hovis Group with Allied Bakeries, operating together as 'Hovis Bakeries', is expected to deliver substantial operational synergies and efficiencies across production and distribution. These benefits will drive improved profitability, strengthen the resilience of the combined business and enable investment in brands and product innovation to the benefit of our bakery customers.

Outcome

The acquisition of Hovis Group Limited completed on 8 July 2026.

Primark - investment in Click & Collect and home delivery

Which stakeholders most affected?



Primark's digital strategy is to deliver incremental growth while complementing its store-led model. In recent years, Primark has made significant progress in developing its digital capabilities, including introducing CRM, digital marketing, an app and the rollout of Click & Collect across Great Britain.

Primark advised the Board of its proposals to grow Click & Collect and, having undertaken a detailed review, a proposal to offer home delivery in Great Britain in the future. To enable this, Primark proposed the acquisition of a highly-automated fulfilment facility in Sheffield.

The Board noted Primark's digital maturity, including the success of Click & Collect, and online market developments, meaning there was now the opportunity for profitable growth through the home delivery channel. The Board also noted that this would give customers even more choice in how they shop with Primark.

Outcome

The Board approved the purchase of the fulfilment facility with a view to Primark introducing home delivery in Great Britain in the future.

Capital structure and shareholder returns

Which stakeholders most affected?



The Board considered the Company's capital allocation policy, which is for the Group's financial leverage (expressed as the ratio of total net debt including lease liabilities to adjusted EBITDA) to be well under 1.5 times. As the financial leverage was under 1.0 times, this indicated a surplus position, giving the Board the discretion to return surplus capital to shareholders by way of both a dividend and a further share buyback programme. In exercising that discretion, the Board took into account the outlook for the Group, the strength of the balance sheet and the underlying cash generation of the business. The Board considered that these shareholder returns still allowed the Group the ability to continue to prioritise investment in its businesses. In line with previous practice, the Board also considered that the share buybacks should be used if they created enhanced value for continuing shareholders.

Outcome

In November 2025, the Board approved and announced a share buyback programme of £250m as well as recommending a final dividend of 42.3p per share which was paid in January 2026. On 21 April 2026, the Board announced an interim dividend of 20.7p which was paid on 3 July 2026. The buyback programme completed in August 2026.

Acquisition of Elementis Pharma

Which stakeholders most affected?



SPI Pharma (a division of ABF Ingredients) is a global supplier of ingredients and drug delivery solutions for the pharmaceutical and dietary supplement industries.

The Board was briefed on an opportunity for SPI Pharma to purchase Elementis Pharma, a German-based supplier of digestive health active pharmaceutical ingredients.

The Board considered whether the strategic investment would drive long-term growth and shareholder value, noting that the acquisition would strengthen SPI Pharma's capabilities in pharmaceutical ingredients allowing them to build a broader product portfolio and a stronger, more robust manufacturing network. This in turn is expected to deliver long-term growth of SPI Pharma. The Board also considered the impact on customers and was briefed that it would allow SPI Pharma to better support customers with expanded offerings in digestive health and increased supply security.

Outcome

The Board endorsed the acquisition of Elementis Pharma by SPI Pharma, recognising the benefits to various stakeholders.



ESG at ABF



George Weston
Chief Executive
Associated British Foods plc

Introduction

The past year has brought geopolitical uncertainty, pressure on the costs of doing business and numerous severe weather events. In this context, well-directed investment in energy efficiency, resilient supply chains, safe workplaces, products to reduce GHG emissions and the responsible use of natural resources can all reduce risk, lower costs and strengthen our businesses for the long term. In short, our ESG activities are good not only from a social and environmental point of view but also from a shareholder perspective.

Our purpose remains clear: to provide safe, nutritious and affordable food, and good-quality clothing that is affordable. It informs how we run the Group as well as our ESG work. During a challenging financial year, our businesses have remained focused on the fundamentals and have made progress.

Strengthened governance

Our devolved operating model gives responsibility to the people who know their businesses best. Each business is accountable for understanding and managing its material ESG risks, impacts and opportunities. The centre provides the governance framework, expertise and support necessary to help them do this effectively.

This year we have strengthened governance at Group level. We are refreshing our material climate risks and the actions being taken to mitigate them. The ABF executive team is also conducting frequent reviews of material ESG matters, working with subject-matter experts. I expect this process to sharpen decision-making.

We have worked with the businesses to prepare for significant regulatory change. The EU Deforestation Regulation, for example, will require substantial additional supply chain information and due diligence for in scope businesses, and Australia has brought in new reporting standards for sustainability disclosures. Our job is to help businesses meet these new obligations accurately and efficiently.

Primark has been reviewing its approach to responsible operations. The company already has its Sustainability Strategy, developed with the close involvement of the central ABF ESG team. It has a well-established organisation of more than 100 sustainability and ethical trade specialists and therefore has a strong base from which to continue its work as an independent business.

As ever, this year there are areas where we have made good progress, areas where improvement has been insufficient and risks that require greater attention.

Carbon reduction

Our Group Scope 1 and 2 market-based greenhouse gas emissions fell by 14% during the year, driven principally by changes in the operating footprints of our Sugar and Agriculture businesses. Sustained investment in multi-year decarbonisation, energy efficiency and renewable energy programmes also contributed. Primark's Scope 3 GHG emissions also reduced by 21% compared to 2025. These reductions were achieved through a decrease in supplier GHG emissions, improved availability of primary data from supplier factories and greater use of recycled or Primark preferred sources.

Our people

Our people are central to the long-term success of the Group and we have made good progress in a number of areas this year.

In ABF Sugar's African markets, many employees and their families live in accommodation provided by the business because our estates are often located in rural and remote areas. This year, ABF Sugar upgraded or rebuilt more than 500 homes, building on the investment made over the previous two years. These improvements make a meaningful difference to living standards and reflect our commitment to the people who help build our businesses every day.

More broadly, we continue to focus on the wellbeing and mental health of our employees, although there is always more to do. Everyone who works for us, including contractors, should return home safely every day. The Group lost-time injury rate for employees was unchanged at 0.41%△ and, tragically, one△ employee and four△ contractors lost their lives working with us during the year. Our businesses have fully investigated the root causes of the fatalities and are implementing further measures to reduce risk.

Our supply chains are large and diverse and many depend on agricultural workers around the world. Their safety and wellbeing are also important. Within the framework of our Group Supplier Code of Conduct, each business develops its own approach to managing risks in its supply chains, reflecting local conditions and circumstances. The continued development of a Human Rights Due Diligence framework for the Primark Cotton Project is one example of this work.

Climate resilience

Climate resilience is an area of focus. Our businesses and supply chains depend on secure access to natural resources and are therefore exposed to disruption from extreme weather. During the year, flooding affected our Sugar business in Malawi and Primark's third party manufacturers in Bangladesh. Heatwaves reduced sugar yields in the UK and Europe. El Niño will affect markets in different ways and may disrupt the availability of wheat, sugar and cotton.

We are already doing a lot of work to make our own operations more resilient to severe weather. Our African sugar businesses are investing in irrigation, soil health and efficient use of water. Where we launch initiatives in markets, we take the learnings and roll them out more widely.

In Grocery, businesses are increasing their use of solar energy, reducing their reliance on national grids at times of peak demand. Within AB Mauri, investment in water efficiency is reducing dependence on abstraction and production of waste water. These projects strengthen operational resilience while delivering commercial and environmental returns.

Changing weather is also impacting product development. As hotter summers impact hot tea consumption in the Northern Hemisphere, for example, we are accelerating the rollout of Twinings' Cold Infusions range.

Our businesses also work with farmers to improve productivity and resilience. The Jordans Farm Partnership supports soil health and biodiversity. Allied Mills' Wheat Sustainability Supply Project promotes practices such as crop rotation, minimal tillage and precision agriculture. The Primark Cotton Project works with hundreds of thousands of farmers to improve soil quality and productivity, while British Sugar continues to work with growers and researchers on approaches that support productive soils.

We are also investing in technologies that can help reduce emissions. AB Enzymes continues to develop enzyme-based solutions that improve efficiency or replace more carbon-intensive alternatives across a range of industries, including baking, food processing and paper manufacture.

Preparing for the demerger

This forthcoming year the Group will demerge, but a commitment to responsible operations will remain in both the standalone Retail and Food businesses. The most material issues and the emphasis placed on them will naturally differ.

For the AB Foods Group, our devolved operating model will continue. Our businesses will continue to set their own ESG priorities based on what is material for them, supported from the centre. We are assessing how our material topics will look in future based on the relative importance of those issues in a Group without Primark. We expect to have more to say on this next year.

Conclusion

We aim to be transparent about our priorities, our approach and our performance. There is therefore further disclosure in this report and on our Responsibility website. Reporting is important, but it is not the objective. The objective is to deliver outcomes: safer workplaces, more resilient operations and supply chains, responsible use of natural resources and sound commercial returns. I expect these outcomes to be enduringly significant well beyond the demerger of the businesses next year.

George Weston
Chief Executive
Associated British Foods plc

Non-financial and sustainability reporting requirements

The Group data included in this Report on our environmental and safety KPIs covers the period 1 August 2025 to 31 July 2026.

The Companies Act 2006 requires the Company to disclose certain non-financial and sustainability information within the Annual Report and Accounts.

Accordingly, the disclosures required in the Company's non-financial and sustainability information statement can be found on the following pages in the Strategic Report or are incorporated into the Strategic Report by reference for these purposes:

Information on our business model (pages 12 to 15)
Information on our people (pages 17 and 61 to 65)
Information on DEI (pages 63 to 64 and 111)
Information on our Anti-Bribery and Corruption Policy (page 65)
Information on our Speak Up Policy (pages 65, 102 and 118)
Information on our approach to human rights (pages 25, 31, 65 to 66, 94 and 124)
Information on supporting communities (pages 65 to 66)
Information on our environmental management (pages 17, 44 and 67 to 70)
Information on our climate-related financial disclosures (pages 72 to 85)
Information on our principal risks and uncertainties, including how we manage and mitigate those risks (pages 86 to 95)

For the current and prior reporting years, safety and environment data is from companies over which the Group has financial control. Control is determined by reference to our accounting policies as described on page 156. Control exists where the Group has the power, directly or indirectly, to direct the activities of an entity so as to affect significantly the returns of that entity.

We engaged Ernst & Young LLP (EY) to provide independent limited assurance over the 25 ESG KPIs. These are marked with the symbol Δ in these pages 56 to 70 and on page 17. Of these assured metrics, a number are associated with climate-related risks and opportunities. The EY assurance report can be found on page 146.

Further information on these can also be found on our website. Our website provides additional information and data relating to the commitments, approach, performance and impact of ABF and our businesses. Our website also includes previous responsibility reporting, our Modern Slavery Statement and our CDP (Carbon Disclosure Project) disclosure covering climate, water and forests.

Our Group ESG governance

All our businesses operate within a clear governance framework defined by the Group. Our devolved business model gives businesses the responsibility to manage their ESG impacts, risks and opportunities within this framework and provides clear expectations for reporting into the Group where relevant and material.

The ABF Board ('the Board') has oversight and accountability for ESG across the Group, including climate-related matters. The Board holds our businesses accountable for their assessment and management of ESG impacts, risks and opportunities, which includes an annual review of material ESG matters including climate-related matters. The Chief Executive and the Group Chief Financial Officer have responsibility for assessing material ESG matters across the Group, including climate-related matters, and reporting on them to the Board.

In carrying out its duties the Board is also supported by:

- our Director of Legal Services and Company Secretary, who reports to the Chief Executive and has responsibility for material Group ESG issues and acts as the focal point for communications to the Board and shareholders on ESG matters;
- our Chief People and Performance Officer ('CPPO') who reports to the Chief Executive and has responsibility for all material Group employee matters, including safety, mental health, financial wellbeing, employee development, workforce engagement, diversity, equity and inclusion ('DEI'), as well as having the oversight of how we ensure security for our people and assets, initiatives within central procurement and material environmental risk in our operations at the Group level;
- our Group Corporate Responsibility Director who leads the Group's Corporate Responsibility Hub ('CR Hub') team which is responsible for providing guidance, support and facilitating collaboration across the businesses on ESG matters as well as for Group ESG reporting; and
- our Group Financial Controller who leads the Finance Transformation Team, which is responsible for all non-financial data used for Group reporting.

The CR Hub is a central resource available to all our businesses, which provides guidance and support on environmental and social issues. It also facilitates a network that brings together professionals across the Group working on ESG topics so that knowledge, experience and best practice can be shared.

The Finance Transformation Team, part of the Group Finance function, oversees and coordinates the collection of non-financial data used for Group reporting. The team works closely with the CR Hub to support timely and accurate reporting and coordinates finance teams across the Group's businesses to maintain robust and consistent data collection aligned with assurance requirements.

Dedicated teams covering areas such as DEI, health, safety and wellbeing, environment, carbon reporting and procurement also support across ESG matters.

The Board receives updates throughout the year on material ESG matters, including climate-related matters, from a variety of sources including senior management and internal reporting. This year these included updates on the following:

- strategic decisions taken by the businesses in addressing climate change and wider ESG issues;
- health and safety performance of our operations;
- environmental performance of our operations;
- employee development, workforce engagement and DEI;
- Task Force on Climate-related Financial Disclosures ('TCFD') requirements;
- our businesses' continued approach and development of transition plans;
- UK mandatory climate disclosures and which entities are in scope.

Since 2022, we have included strategic ESG KPIs in our short-term incentive plan ('STIP') for executive directors. We report to the Remuneration Committee on progress against these KPIs three times each year. The measures applied this year, and how we assessed progress against them, are disclosed in the Directors' Remuneration Report on page 123.

Our ESG Policy and Reporting Group is a central, cross-functional group that meets regularly and is responsible for overseeing the ESG reporting, methodology and strategy, allocating central resource, prioritising activities, and reviewing Group ESG reporting or policy as needed. It sits at the ABF Group level and includes representatives from Finance, ESG Legal, Risk, CR Hub and People and Performance, supported by subject matter experts as required.

Last year, we introduced quarterly ESG Update meetings with the Chief Executive and the Group Chief Financial Officer. These meetings are run by the Group Corporate Responsibility Director and include senior leadership members from the Finance, Legal, People and Performance and Business Performance teams. The meetings cover progress against material Group ESG topics, updates on priorities, and horizon scanning.

Responsibility within our businesses

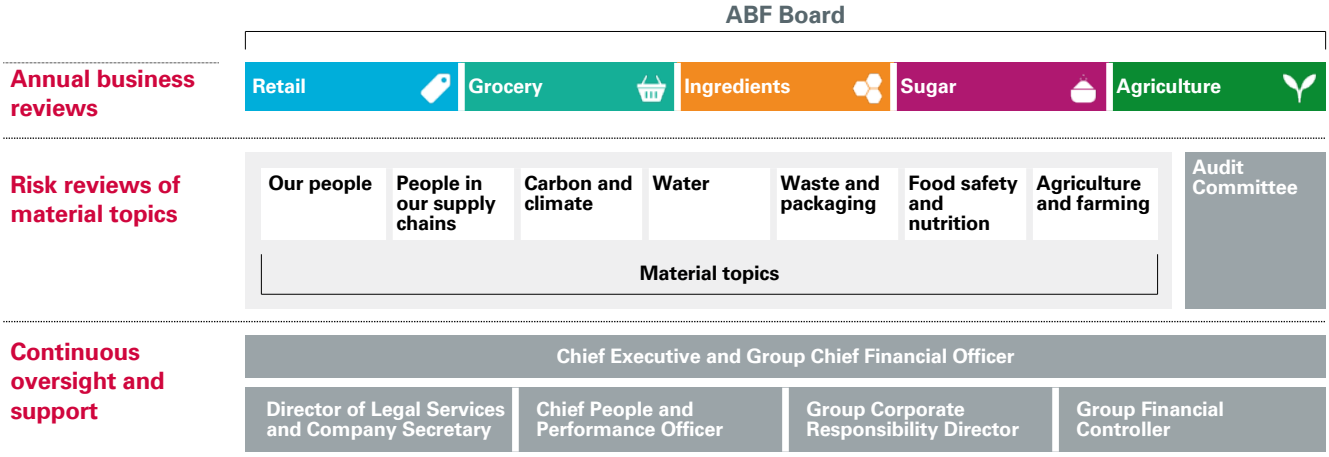
Under ABF's devolved structure, each of our businesses is required to identify and understand its material ESG impacts, risks and opportunities, and is given the responsibility as well as the independence to put in place the necessary measures and policies that it believes will effectively manage such matters.

In addition to individual business leaders, divisional chief executives are accountable for their businesses taking the appropriate action in relation to ESG risks, opportunities and impacts, including assessing, managing and mitigating the impact of climate change on their businesses.

Across most of our divisions, ESG measures are part of the personal objectives of the divisional chief executives, with appropriate KPIs in place to reflect the nature of their business. In addition, for the last three financial years, all Primark directors have had ESG measures for a significant part of their short-term incentive performance targets.

Divisional management presents quarterly to the Chief Executive and the Group Chief Financial Officer on business performance including relevant material ESG issues and, where appropriate, on significant climate-related matters. They also have other regular touch points with the Chief Executive where these matters are also discussed as needed. Additionally, the businesses periodically present material ESG matters to the Board.

Our governance framework chart



Our Group-level policies

We maintain and keep under review a series of Group-level policies and position statements for material topics. These range from Health, Safety and Wellbeing, Environment, Animal Health and Welfare, and Board Diversity (which also applies to the Group approach to DEI) to our Supplier Code of Conduct. Our Group-level policies and position statements articulate the requirements and set expectations for the actions of our businesses, employees, suppliers and partners.
It is the responsibility of the chief executive of each business to ensure that their business is compliant with relevant legislation and Group-level policies.

Our Group policies, position statements and Supplier Code of Conduct can be accessed on our website.

Materiality

In line with our devolved business model, assessing and prioritising material environmental and social impacts, risks and opportunities starts with our businesses. This process builds on their business-level assessments of overall risk and opportunities, including ESG matters.

While material topics may be different across the individual businesses, there will be some that aggregate up to being material at the Group level. We take a Group perspective to identify those topics, which includes considering where our businesses have an impact on the environment or society, what impacts us financially, and where we can have a positive impact. It also includes topics discussed through stakeholder engagement, including with investors.

Group priority

Within our Group material topics we have a number of Group priorities, which evolve as programmes come to completion or issues emerge across our businesses and their value chains. Our Group priorities remained the same as last year and are:

- human and labour rights in the Primark supply chain;
- decarbonisation at British Sugar;
- accommodation provided by our sugar businesses in Africa;
- understanding our wider Scope 3 GHG emissions across our businesses; and
- human and labour rights in the Twinings supply chain.

Our Group priorities will change as a result of the demerger. We are working to assess how our food businesses' most material issues will impact what is material at the Group level in a standalone food company and we expect to have more to say on this in 2027 and 2028.

We will continue to focus on the material topics and priorities as we go through the demerger process. What will not change is our expectation that our businesses should set their own ESG priorities based on what is material for them. In addition, the topics presented in the table opposite have been identified as material for the Group. Most are material for some or all businesses, however the degree to which each topic is material for each business varies.

Our current grouping of material topics is detailed below:

- our people;
- people in our supply chains and surrounding communities;
- carbon and climate;
- water;
- waste and packaging;
- food safety and nutrition; and
- agriculture and farming practices.

With divisions operating across the EU, we have continued to prepare for the upcoming disclosure requirements under the Corporate Sustainability Reporting Directive, including supporting businesses with their double materiality assessments where relevant.

Group-level material topics	Impacts on the business segments	Impacts in the value chain
Our people		
Health, safety and wellbeing	● ● ● ● ●	○ ● ○
Diversity, equity and inclusion	● ● ● ● ●	○ ● ○
Engagement and development	● ● ● ● ●	○ ● ○
People in our supply chains and surrounding communities		
Human and labour rights in our supply chains	● ● ● ● ●	● ○ ○
Supporting communities	○ ○ ● ● ○	● ● ○
Carbon and climate		
GHG emissions	● ● ● ● ●	● ● ●
Energy and renewables	● ● ● ● ●	● ● ○
Water		
Water use	● ● ● ● ○	● ● ○
Water treatment	● ● ● ● ○	● ● ○
Waste and packaging		
Waste and circularity	● ● ● ● ●	● ● ●
Plastic and packaging	● ● ○ ● ●	● ● ●
Food safety and nutrition		
Food safety	○ ● ● ● ●	○ ● ●
Nutrition and health	○ ● ● ● ●	○ ○ ●
Agriculture and farming practices		
Responsible agriculture	● ● ○ ● ●	● ● ○
Biodiversity and land use	● ● ● ● ●	● ● ○
Animal health and welfare	● ● ● ○ ●	● ● ●

For more detailed information relating to our activities during 2026, visit our website.

These topics span our five business segments and influence various stages of our value chain

Our business segments

- Retail
- Grocery
- Ingredients
- Sugar
- Agriculture

Our value chain

- Supply chains
- Products
- Operations

Learn more online at www.abf.co.uk

Our people

Our operations in 57 countries across the United Kingdom, Europe, Africa, the Americas and Asia Pacific employ around 140,000 people who are united by our purpose, culture and passion for delivering for our customers. Operating through a diverse portfolio of businesses, brands and ingredients platforms, we empower our people to innovate, make decisions close to customers and markets, and develop their skills and careers over the long term.

Our people are central to our success. We understand the value of good people and strong and accountable teams. We recognise our responsibility to ensure our people feel safe, respected and included. The Group promotes a unique opportunity through its global network, encouraging our businesses and people to connect and share expertise, build relationships and learn from one another. The strength of our Group is built on the expertise, commitment and entrepreneurial spirit of our people in all our businesses.

We expect our businesses to review continuously how we can ensure we are doing the best for our people. We operate responsibly and doing so helps us to keep our employees engaged and motivated. We want to ensure that the people who work in our businesses feel they are paid fairly for the jobs they do, which includes receiving compensation in full and on time. More on our fair pay approach can be found on page 128. We also provide support for financial wellbeing and examples of this are shared on our website.

Reflecting our devolved operating model, each business is responsible for the development of its people practices, ensuring adherence to our values and considering factors such as International Labour Organization ('ILO') standards and local laws and practices. We expect our businesses to have internal grievance processes in place to give workers a voice on the issues they face in the workplace, in addition to our Speak Up mechanism.

We also expect our businesses to condemn any form of harassment and bullying, including physical abuse or discipline, the threat of physical abuse, sexual or other harassment and verbal abuse or other forms of intimidation. Not only is this the right thing to do, it supports our good work principles and the mental health and wellbeing of our employees and contractors.

Health, safety and wellbeing

The health, safety and wellbeing of our people remain a fundamental priority across the Group. We are committed to ensuring that everyone who works for us, including our contractors, returns home safe every day, wherever they work in the world.

Any loss of life connected with our operations is unacceptable. As such, we are deeply saddened to report one△ fatal injury to an employee and four△ to contractors. Two of these fatalities occurred during activities on our sites being conducted by contractors: a contractor in Brazil was electrocuted; and a contractor in Malawi was killed when a fire extinguisher exploded during pressurisation by the contract engineer. Two of the fatalities resulted from road traffic accidents: an employee was struck by a vehicle while crossing the road in Zambia, and a contract delivery driver was fatally injured in a road traffic accident in the UK. Last year we described a contractor fatality in Zambia during inflation of a tyre of an agricultural vehicle, which is reported in this year's data. Following these tragic events, our priority was to ensure the families and colleagues of those who died were supported.

Comprehensive root cause investigations were undertaken to try to understand the causes of each incident and identify opportunities to prevent a recurrence. The findings and lessons learned are being shared across the Group.

Our businesses work continuously to identify and reduce risk, strengthen safety leadership and create environments where people can work safely. Our businesses take a holistic approach to health, safety and wellbeing, considering aspects such as mental, physical and financial wellbeing as well as physical safety.

All of our businesses continue to have a strong focus on contractor management and supervision. Vehicle and driver safety remains a top priority and our businesses are working with their contracted hauliers to ensure a robust focus on driver safety.

Our Group-level Health, Safety and Wellbeing Policy, which was updated this year, establishes the minimum expectations across all our businesses. These are supported by our non-negotiable safety requirements. This Policy is supplemented with additional local and business-specific policies. Responsibility for ensuring compliance with these policies sits with the chief executives of the various businesses. Each business also has a nominated director with specific accountability for health, safety and wellbeing, including mental health.

In line with the Group-level Policy, our businesses continue to focus their safety efforts in the following key areas:

- providing strong and visible safety leadership from senior management;
- identifying and managing activities with the highest risk of fatal and serious injuries;
- supporting line managers with their accountability for workplace safety with safety specialists and training;
- actively involving employees in their own health, safety and wellbeing; and
- reporting against both leading and lagging indicators and implementing continuous improvement programmes and activities, taking learnings from other businesses where relevant.

Across the Group, we have identified a set of on-site and off-site critical-to-life safety risks that receive enhanced focus and oversight:

- harm from moving vehicles, which includes driving for company business;
- falls from height and falling objects;
- machinery safeguarding;
- the storage and handling of hazardous materials;
- working in confined spaces;
- electrical and fire risks; and
- the management of contractors, who often carry out these high-risk operations.

We continue to support our businesses through resources and toolkits focused on helping colleagues to address these critical-to-life safety risks and strengthening safety leadership and culture, including the management of change and safety conversations. Additional support has been provided this year through machinery safety workshops to engineers and their immediate supervisors across our UK operations, with plans to extend the programme to other countries.

This year, we introduced a defined severity scale for Lost Time Injuries ('LTIs'), providing greater detail on the nature and impact of injuries. The majority were classed as lower severity, with employees requiring only a few days off work to recover.

The Group employee LTI rate this year is flat at 0.41%△ compared to last year.

The Group contractor LTI rate this year has decreased from 0.25% to 0.24%△.

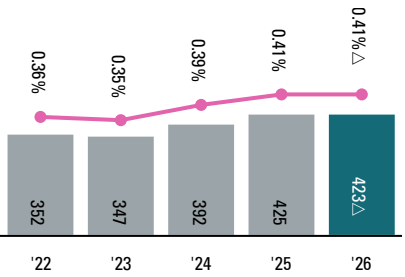
Across the food businesses the employee LTI on-site rate this year is flat at 0.39% (202 on-site LTIs compared to 212 last year) and on-site contractor LTI rate this year is flat at 0.15%. The food businesses are focused on continuing to drive initiatives to sustain the reduction in LTIs.

The Primark employee LTI rate this year is 0.44% compared with 0.42% last year (221 on site LTIs compared to 213 last year).

We are disappointed the Primark employee LTI rate has increased. Primark has carried out analysis of their incident data and has put actions in place that aim to reduce risk and address the causes of these incidents.

All of our businesses remain focused on investing in risk reduction initiatives. This year £43m was invested in reducing health and safety risks across a wide range of operational hazards.

Number of employee on-site Lost Time Injuries and Lost Time Injury rate %



Our businesses continue to focus on their governance approach, safety culture and processes to keep their people safe. This includes increasing or improving the number and quality of leading indicators, including safety observations and providing training and leadership initiatives to strengthen line manager engagement and ownership of safety.

Our health and safety networks connect expertise across the Group, enabling people to share best practices and learn from one another to strengthen safety culture and performance across our businesses.

Many of our businesses are starting to implement artificial intelligence and digital solutions to help them diagnose risk reduction opportunities, support with data analysis, carry out risk assessments, enhance safe operating procedures and training. Group-level agreements for selected technologies allow businesses to benefit from these tools.

Supporting the mental health and wellbeing of our people is central to who we are and how we perform. We continue to strengthen our capacity to adapt to change, and remain a place where people want to work by supporting a healthy and engaged workforce. Our businesses use multiple communication methods to ensure our different workforce audiences have easy access to information when they need it, including notice boards, shift briefings and virtual platforms.

We encourage a culture of open conversations with the aim of removing the stigma associated with mental health, including supporting our people to share their personal stories.

Group priority

Accommodation provided by our sugar businesses in Africa

ABF Sugar's businesses in Africa have estates situated in rural and remote areas. They provide accommodation for many employees and their families, and each relevant business has a plan for investment.

In 2024, ABF Sugar began implementing its Housing and Living Standards Programme following a review of housing and living conditions across its sugar estates in Zambia, Malawi, Eswatini, South Africa and Tanzania. The review identified priority areas for improvement and where investment was needed.

Each relevant country team has a set of minimum standards informed by the ILO Recommendation No.115 on Workers' Housing and other internationally recognised best practice.

The programme is divided into three streams of work:

- implementing action plans to address outstanding maintenance and repairs. In 2026, ABF Sugar upgraded and rebuilt more than 500 houses across its African operations, building on the renovations completed in the two previous financial years;
- ensuring all entry-level estate houses meet updated minimum standards, with completion of remedial activities and improvements expected by 2030 across more than 5,000 houses; and
- investigating future housing options, including off-estate housing and rental models, to meet the evolving needs of its workforce, while reducing long-term maintenance liabilities.

Our businesses invest in wellbeing across the Group, including programmes designed to raise awareness and provide practical assistance, resources and tools across all areas of wellbeing, including financial and mental health. These solutions work best when they take into account local contexts and the views of our colleagues. As such, employees are involved in the design and development of our workplace mental health initiatives and more information on this can be found on our website.

We support our businesses' line managers in sharing information on wellbeing support and explore any necessary adjustments to ensure employees can perform effectively throughout their careers. This includes temporary or permanent adjustments to work scheduling and workloads.

In a year where difficult decisions have had to be made about closing and restructuring businesses, our businesses have sought to ensure that employees are treated with dignity through consultation processes. They have engaged with unions and employee groups so that employees know that their views have been heard. They have worked with employee representatives to understand what support people need and have provided employee assistance plans so there is access to advice and guidance to support their wellbeing.

We continuously aim to improve our holistic approach to supporting our people with their physical, mental and financial wellbeing.

We utilise feedback from external organisations, such as CCLA Corporate Mental Health Benchmark UK 100, to benchmark our progress and reporting transparency. We were pleased that this year we were recognised as one of the companies making the most progress in this area, now ranking near the top of Tier Two of the benchmark. See our website for further detail on initiatives undertaken across our businesses.

Diversity, equity and inclusion ('DEI')

Our businesses strive to attract and develop a wide variety of talented people. This is enabled by creating opportunities for professional and personal development, and by fostering environments that enable our people to showcase and use their diverse and unique skills. Our people give us a competitive advantage and strengthen the Group's ability to deliver long-term success.

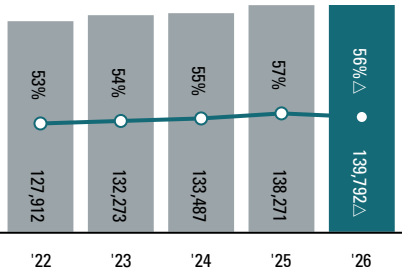
Our Board Diversity Policy sets out our groupwide approach and is complemented by local business policies, DEI teams and dedicated programmes. These policies and initiatives aim to support all employees, including women, ethnic minorities, individuals with disabilities and members of the LGBTQIA+ community, through equitable access to employment, training, career development and promotion opportunities.

We are committed both to enabling our people to perform at their best and realise their career potential, and to eliminating all forms of discrimination and bias that can harm their mental health and physical wellbeing.

Our Group Inclusion Network is made up of colleagues from across all our divisions. It shares knowledge, best practice and ideas between businesses to accelerate change. We also have around 500 DEI advocates through which we provide access to training and thought leadership from expert external partners on topics such as allyship, racial and ethnic diversity, female careers and leadership, handling difficult conversations, and neurodiversity, disability and LGBTQIA+ inclusion.

Unconscious bias training, cultural awareness programmes and a range of tools are provided to support our businesses in promoting inclusivity. These tools equip leaders and line managers with the skills needed to create inclusive cultures in their businesses and local settings.

Number of employees and percentage of women in the workforce



Our Women in ABF network, which has been running since 2011, continues to help women develop skills, broaden business awareness and build connections that support both current performance and future career opportunities across the Group. This network is open to anyone across the Group, giving access to virtual events featuring internal and external speakers, together with networking opportunities that encourage learning, collaboration and the sharing of experiences.

We prioritise attracting, developing and retaining a broad range of talent across the Group. We continue to focus on improving representation, including gender and ethnicity, by identifying and removing barriers that may discourage talented individuals from joining ABF or progressing into leadership roles.

Through our talent and development processes, we aim to create equitable access to opportunities and support a strong and diverse leadership pipeline for the future.

Overall, across the Group women make up 56%△ of our total global workforce.

We remain focused on addressing gender imbalances and are committed to a continued focus on ensuring women are represented at all levels, including those in the most senior roles.

We are pleased that women account for 42% of senior management roles across the Group, increased from 36% five years ago and showing steady progress over time. Our groupwide Executive Leadership Programme alumni also has an increasing proportion of women.

Of roles reporting to the chief executives and their direct reports our gender balance for 2026 is 27%. However, where the size of roles (in terms of scale and complexity) is considered, as opposed to reporting line only, 34% of senior roles are held by women.

Our leadership teams across the Group remain highly multicultural and ethnically diverse, with 31 nationalities reporting to the chief executive or his direct reports. Globally, 20% of these roles are held by leaders from ethnic backgrounds that would be classed as a minority based on UK definitions, up from 12% in 2023. We commit to a continued focus on ensuring those from ethnic minorities are represented in our most senior roles in the UK and globally.

We voluntarily report on our overall gender pay gap for employees in Great Britain ('GB') on our website and are pleased that this has improved, although it remains in favour of men. A significant number of our female colleagues work in retail, with 76.1% of roles in the lower pay quartile for the Group taken by women.

In the food business the pay gap remains in favour of women as we have a significant majority of male employees who work in a manufacturing environment. These employees are being compared to women who, on average, work in middle management. Each of our GB-based businesses with over 250 employees also reports on its own gender pay gap, with these reports published on their websites.

Primark has a median GB gender pay gap of 0.4% in 2026.

During the year, the UK Government confirmed its intention to introduce mandatory ethnicity and disability pay gap reporting for large employers. We have been voluntarily collecting ethnicity data from our employees in GB for a number of years and 77% of employees in GB currently disclose this (using Office for National Statistics categories). Many of our businesses will be including ethnicity pay gap reporting in their 2026 gender pay gap reports.

Research shows that where employees select 'prefer not to say' as their ethnicity election, this indicates low levels of trust in the organisation. We are pleased that only 0.5% of our employees have made this election, indicating a positive culture across our businesses.

We are continuously working to encourage more of our UK population to share their ethnicity with us. With robust data we are able to produce better action plans to ensure that all colleagues have great careers with us.

Our businesses' gender and ethnicity pay gap reports share inspirational business-level insights about the actions being taken to enable all employees to successfully grow their careers with us. We would encourage you to read these reports.

For more information on DEI see our website.

Gender metrics

	Average number of employees[1]	Men in workforce	Women in workforce	Percentage of workforce who are women	Number of senior management roles[2]	Number of men in senior management roles	Number of women in senior management roles	Percentage of senior management who are women
Retail	**81,358**	**18,928**	**62,430**	**77%**	**410**	**169**	**241**	**59%**
Grocery	18,885	12,831	6,054	32%	964	526	436	45%
Ingredients	7,946	5,784	2,162	27%	786	505	276	35%
Sugar	27,696	22,117	5,579	20%	311	209	102	33%
Agriculture	3,186	2,001	1,185	37%	436	249	185	42%
Food	**57,713**	**42,733**	**14,980**	**26%**	**2,497**	**1,489**	**999**	**40%**
Central	**721**	**426**	**295**	**41%**	**66**	**46**	**20**	**30%**
Total	**139,792** △	**62,087**	**77,705**	**56%**△	**2,973**	**1,713**	**1,260**	**42%**

Board directors are not included in the table above. As at 12 September 2026 we had six women and four men on the Board. The Board is pleased that our Board diversity has been enhanced this year with the appointment of Joana Edwards as Group Chief Financial Officer. The Board composition continues to meet the recommendations of the Parker Review and of the FTSE Women Leaders Review, as well as the targets on gender and ethnic diversity in the UK Listing Rules.

1. Full-time, part-time employees and directly employed contractors.
2. Includes directorships of subsidiary undertakings.

See our website for definitions.

Engagement and development

The engagement and development of our people are fundamental to the performance of our businesses. Our devolved operating model empowers people closest to customers, consumers and markets to make decisions, while benefiting from the breadth of expertise, experience and opportunities available across the Group. Through our networks, communities and collaborative ways of working, colleagues can build connections beyond their immediate teams, share insight, learn from others and access support from a broad range of peers and leaders.

We are committed to creating environments where people can perform at their best, develop their capabilities and build rewarding careers. By investing in leadership, functional excellence and professional development, we aim to ensure our businesses have the skills, knowledge and talent needed to respond to future opportunities and challenges.

Open communication is a core part of our culture. Across the Group, employees are encouraged to share their views in a wide variety of ways. These include conversations with managers and leaders, engagement surveys, discussion and focus groups, 90-day onboarding check-ins, exit interviews, employee networks and digital forums. The businesses work hard to have constructive working relationships with union and employee representatives. These channels help foster transparency, strengthen collaboration and ensure colleagues' perspectives help shape decisions that affect our businesses and workplaces.

Engagement surveys remain the most widely used approach with 95% of our businesses regularly conducting engagement surveys through their chosen partners including Willis Towers Watson, Culture Amp and Peakon Workday. Surveys are run over a range of frequencies across the businesses from quarterly pulse surveys to more in-depth surveys every two to three years. Of those businesses that carried out surveys in the last 12 months, 89% of their people were invited to participate with a response rate of 74%.

We consider 70% to be a strong engagement score. As the exact definition of engagement measures varies by survey provider, we monitor the percentage of our businesses scoring above 70% against each area. The levels of achievement of scores above 70% of the businesses conducting surveys this year are:

- 79% on the main measure of engagement;
- 85% on the main measure of inclusion; and
- 96% on the main measures of wellbeing.

The businesses are continuing to expand the reach of their surveys to all colleagues through use of technology, while recognising legal and cultural challenges in some markets. We are particularly pleased that in 2026 Illovo Sugar Malawi successfully completed an engagement survey with over 7,000 employees across the business, including those that have previously been difficult to reach, such as colleagues working in operations and agriculture. This identified opportunities to better support employees through clearer articulation of career pathways, increased provision of improved resources and facilities at a site level. We look forward to seeing progress in Malawi as a result of its targeted 30, 60 and 90-day action plans.

Throughout our businesses, there is a strong focus on taking action as a result of the feedback from engagement surveys and other activities. Actions this year have ranged from improving collaboration, strengthening leadership capability, training and transparency, introducing focus groups for employee feedback and promoting greater learning opportunities. Some specific examples include:

- ABFI has launched the Lead to Grow leadership framework and strengthened communication through quarterly updates, Q&A opportunities and a divisional leadership conference.
- AB Mauri has improved communication on its business priorities and key decisions in Italy and introduced clearer career development discussions, particularly for people early in their careers.
- Allied Bakeries, which has now been brought together with the Hovis Group as Hovis Bakeries, introduced Simplyhealth, invested in new vehicles, improved canteen facilities and continued its annual first-line manager and high-potential development programmes.

- Grocery Group businesses have introduced actions including annual performance reviews for operatives at Sports Nutrition, enhanced working conditions at Westmill's Enfield site and practical wellbeing support at Jordans.
- George Weston Foods has launched an emerging leaders programme at Mauri ANZ and introduced career and talent pathways at The Artisanal Group.
- Primark has expanded culture activities, launched Above & Beyond recognition through ZING (Primark's internal colleague app, used to connect and engage colleagues and support internal communications) and begun rolling out updated colleague uniforms.
- Twinings Ovaltine has introduced development pathways, 360-degree feedback, recognition moments, social committees, AI sessions to reduce administrative work, and clearer approaches to decision making and escalation.

In her role as designated Non-Executive Director for workforce engagement, Annie Murphy leads activities that provide assurance to the Board that our businesses maintain cultures of openness, where employees can share their views and have their voices heard and acted upon. All non-executive directors on the Board have committed to participating in engagement sessions with colleagues across the Group. More information on the activities of the Board in relation to workforce engagement is provided on page 105.

Our businesses support individuals to develop their skills and strengths through a range of learning, development, mentoring and career opportunities. This enables colleagues to thrive in their current roles while benefiting from the scale, diversity and connectivity of the wider Group.

Our businesses encourage employee involvement in their performance, with many offering incentives to employees based on the performance of the business where they work.

We have multiple development programmes across the Group, with groupwide executive leadership, induction and functional excellence programmes for senior leaders, while the businesses focus on development interventions for cohorts within their businesses. In addition, the Group works with a range of partners to provide bespoke development initiatives, including coaching and mentoring for leaders and potential successors. All of these initiatives continue to strengthen capability, build leadership pipelines and support long-term career growth across our organisation.

For details on these, see our website.

Speak Up

We are committed to always acting with integrity. We proudly promote and protect a culture of trust, fairness and accountability.

Our Speak Up Policy empowers our people to raise a grievance or tell us whenever they encounter anything inappropriate, improper, dishonest, illegal or dangerous, including fraud, and ensures that their concerns will be handled confidentially and professionally. Speak Up includes both a telephone line and a web reporting platform, managed by an independent provider.

We encourage all individuals working for the Group in any of our businesses, in any country and in any capacity, to use Speak Up, including employees at all levels, directors, officers, part-time and fixed-term workers, casual and agency workers, seconded workers and volunteers.

Speak Up also enables issues to be raised by third parties that are, will be, or have been associated with our Group.

In the year to 30 June 2026, 434 notifications were received, of which:

- 23% were resolved, with outcomes ranging from reviews of processes and support for individual employees to, where necessary, disciplinary procedures being followed;
- 64% were investigated as appropriate and required no action; and
- 13% remain under investigation.

A copy of the ABF Speak Up Policy is available on our website.

Anti-Bribery and Corruption Policy

Our approach to governance is to respect not simply the letter, but also the spirit, of our Anti-Bribery and Corruption Policy and always act with integrity. All of our businesses are responsible for their compliance with our policies and procedures. To ensure effective implementation, each business has its own designated Anti-Bribery and Corruption Officer, and we have monitoring systems in place at various levels within the Group, including global risk assessments. In addition, all relevant employees are required to complete an e-learning course on the subject when they join the Group and at regular intervals thereafter, and those who work in higher-risk roles are required to attend regular face-to-face training.

Our approach to the recently introduced failure to prevent fraud offence in the UK has involved conducting ongoing risk assessments across the Group and building on our existing Anti-Bribery and Corruption Policy and processes, including the Anti-Bribery and Corruption training and due diligence processes.

A copy of the policy is available on our website.

People in our supply chains and surrounding communities

Group approach to human and labour rights

Our businesses work with a diverse range of suppliers from large businesses to smallholder farmers.

Our Group Supplier Code of Conduct is an essential requirement of the responsible business conduct of our businesses. This Code is based on the core conventions of the International Labour Organization and on the Base Code of the Ethical Trading Initiative.

In their application of the Group Supplier Code of Conduct, many of our businesses continue to develop and improve human rights due diligence processes. Some of them are guided by the United Nations Guiding Principles on Business and Human Rights ('UNGPs'), the Organisation for Economic Co-operation and Development ('OECD') Due Diligence Guidance for Responsible Business Conduct, and the ILO Decent Work Agenda.

Our devolved business model requires each of our businesses to adopt approaches based on their specific supply chains and the nature of their supplier relationships. Assessing where potential negative human rights risks and impacts might exist, combined with supply chain mapping, helps some of our businesses identify, monitor and, where applicable, manage risks and impacts related to workers and communities in the supply chain.

Group priority

Human and labour rights in the Primark supply chain

Primark does not own any factories. Given the scale and complexity of Primark's supply chain, human rights are material for the Group, making robust due diligence practices essential. Primark's Ethical Trade and Environmental Sustainability ('ETES') programme is one of the key elements of how human rights due diligence is implemented in its product supply chains. Through this programme, Primark conducted over 2,300 Supplier Code of Conduct audits in its suppliers' factories over the calendar year 2025. Primark carries the full cost of these audits, which include rigorous checks for human rights issues against the requirements of the Primark Supplier Code of Conduct, based on first-hand assessment of the working environment, reviews of relevant documentation and confidential worker interviews. At the end of each audit, supplier factories are issued with a time-bound corrective action plan that outlines any areas for improvement. Primark uses these audits in the approval process for all new tier one factories[1]. Any potential new factories are audited and only if the outcome of the audit is satisfactory can any orders be placed.

Primark's ETES team has over 130 people predominantly based in 10 of its key sourcing markets. The work of the team ranges from risk assessment to supporting suppliers and their factories in implementing the Primark Supplier Code of Conduct. Where inherent risks and more systemic issues are identified, Primark works with suppliers and their factories, as well as with partners and other brands, to support suppliers to address these issues through longer-term solutions and projects.

For more information on human and labour rights in Primark's supply chain see our website.

Group priority

Human and labour rights in the Twinings supply chain

Twinings sources approximately 13,500 tonnes of tea and more than 70 species of herbs and spices annually. It does not own any tea or herb estates, farms or gardens. Twinings' due diligence approach includes audit procedures, monitoring and training to support the implementation of its Code of Conduct and Human Rights Policy. These include its Factory Monitoring and Improvement Programme ('FMIP') and the Twinings Community Needs Assessment ('TCNA') programme.

FMIP is the due diligence approach for assessing and managing human rights and worker safety across Twinings' own operations, tier one suppliers and selected tier two suppliers[2]. Each site in scope of FMIP is risk-assessed, and all supplier sites identified as high risk require an audit. All audits are semi-announced, where suppliers are given a two-week window for an audit to be conducted by independent third parties. Twinings uses the Supplier Ethical Data Exchange (Sedex) online platform where appropriate, to inform its supply chain assessment process.

Twinings purchases the tea used to make its blends only from Rainforest Alliance certified gardens and estates, who may also source leaf from certified smallholders. To better understand the issues in its tea and herbs supply chains it complements third-party certification with its own TCNA programme across tea gardens, estates, and smallholders, as well as key herbs on a risk-basis. Twinings' TCNA framework takes a holistic approach to assessing human rights risks and community needs in its supply chain. These assessments are carried out by Twinings' Social Impact and Sustainability teams, based in its key sourcing countries. They focus on hearing directly from workers, farmers, smallholders and community members through focus group discussions, interviews, surveys and observations. This provides insight into the challenges and aspirations of these communities and helps identify areas for improvement.

For more information on human and labour rights in Twinings' supply chain see our website.

1. Primark tier one: factories manufacturing finished goods.
2. Twinings tier one supplier sites include third-party manufacturers, warehouses, packaging, raw material processors, promotional items and construction services and its tier two includes branded packaging suppliers of third-party manufacturers.

Group priority

British Sugar decarbonising its operations

British Sugar, the largest contributor to the Group's Scope 1 GHG emissions at 41%, has made significant investment across its sites to reduce GHG emissions. From its 2018 baseline year through to 2026, British Sugar has invested approximately £138m in various initiatives across its sites, contributing to a 35% reduction of Scope 1 GHG emissions and a cumulative reduction of above 166kt of CO_2e.

At its Bury St Edmunds site new evaporators commissioned in 2025 completed their first full sugar beet campaign in 2026, delivering improved energy efficiency.

At Newark, focus remains on improving reliability through ongoing investment into energy efficiency, steam usage and optimising existing systems.

At Wissington, construction of a new steam drying plant was completed in 2026. The £43m project replaces existing gas-fired animal feed dryers with a steam drying process using steam generated by the site's Combined Heat and Power ('CHP') plant. Once operational, the project is expected to deliver a substantial reduction in Scope 1 GHG emissions while further improving energy efficiency.

Looking ahead, British Sugar plans to continue its decarbonisation strategy through further efficiency improvements while exploring alternative fuels and low-carbon technologies.

Group priority

Scope 3 GHG emissions

Understanding our Group GHG emissions is an important step towards achieving our ambition to meet net zero by 2050. At a Group level, we continue to support the divisions in the process of calculating their material Scope 3 GHG emissions, which enables us to identify where to focus our priorities and provides our businesses the visibility required to prioritise where they implement reduction activities. Primark has published its Scope 3 GHG emissions from across its value chains and most of the other divisions are in the process of calculating them.

This year, Primark reported 4,720kt of CO_2e for its Scope 3 emissions, which is a 21% decrease compared with 2025. This represents a 24% decrease versus 2019 baseline. These reductions were achieved through a decrease in supplier GHG emissions, improved availability of primary data from supplier factories and greater use of recycled or Primark preferred sources[1].The decrease in supplier GHG emissions resulted from increased use of renewable energy, wider industry and supply chain decarbonisation initiatives, continued Primark investments in capacity building and site-specific action plans for supplier decarbonisation.

For more information on this topic see our website.

Carbon and climate

As a Group, we have an ambition to achieve net zero by 2050 or sooner. Beyond that broad ambition, we do not set groupwide climate-related transition plans or commitments. In line with our devolved business model, our businesses set plans and commitments appropriate to their operations and supply chains. Several of our businesses have set their own GHG emission reduction commitments.

ABF Sugar, Primark and Twinings Ovaltine each have specific public commitments for reducing their GHG emissions. The reduction targets for these businesses have been validated by the Science Based Targets initiative (SBTi), ensuring they align with the latest climate science. ABF Sugar, Primark and Twinings Ovaltine have published transition plans detailing their strategies for achieving these goals. Achieving our ambition of net zero across the Group will depend on a number of factors that are beyond our control. However, we will aim to deliver on this objective in our businesses while balancing environmental and financial impacts.

As climate-related disclosure expectations continue to evolve, our businesses are also preparing to meet emerging regulatory requirements alongside our Group-level TCFD statement.

Energy and renewables

We remain focused on energy efficiency and transitioning to renewable energy where viable. This year our businesses consumed 18,472△ gigawatt hours (GWh) of energy in our operations, broadly in line with the prior year.

Of this total energy, 60%△ was derived from renewable sources, predominantly biomass fuels from by-products generated from production processes, representing an increase of 11% compared to last year. Of the renewable energy we generated, 85% came from bagasse, the plant-based fibre that remains after the extraction of juice from the crushed stalks of sugar cane. Some renewable energy was also derived from the anaerobic digestion of a range of waste materials.

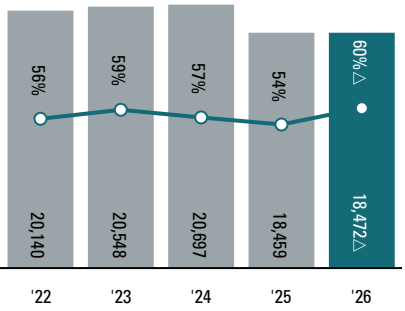
This year 42% of the electricity purchased came from renewable sources, up from 37% last year, with the majority coming from the UK and European renewable energy markets. Some of our businesses also generate and use renewable electricity from site-based solar panels.

Several of our businesses export surplus energy back into national grids. During 2026, 852△GWh of energy generated by our sites was exported, an increase of 7% compared to last year, with ABF Sugar contributing 94%.

For more examples of energy efficiency actions, see our website.

1. https://corporate.primark.com/en-gb/a/news/sustainability-and-ethics-news/understanding-the-fibres-in-your-clothes

Total energy consumed in own operations and percentage from a renewable source
(GWh)



Scope 1 and 2 GHG emissions

Our Scope 1 and 2 (market-based) GHG emissions decreased by 14% this year, from 2,410kt to 2,079kt△ of CO_2e.

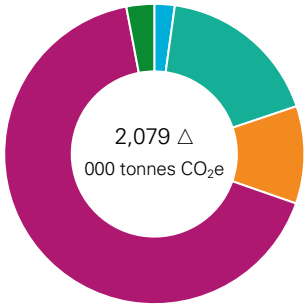
Our Sugar segment is the most significant contributor of Scope 1 and 2 (market-based) GHG emissions within the Group, at 67%. As a result, decreasing the carbon emissions from our Sugar businesses continues to be a priority for the Group.

In 2026, ABF Sugar's Scope 1 and 2 (market-based) GHG emissions decreased by 20% compared to the previous year, driven mainly by site closures. These emissions were 38% lower compared to the 2018 baseline. The reduction against baseline reflects changes in the operational footprint, ongoing improvements in production efficiency, investment in new technology and fuel switching to lower-emission energy sources.

Our Agriculture, Retail and Ingredients segments have also reduced their Scope 1 and 2 (market-based) GHG emissions compared with last year, by 12%, 2% and 1% respectively. These reductions were driven by energy efficiency projects and increased use of renewable energy in all those segments, as well as lower production volumes in the UK in Agriculture.

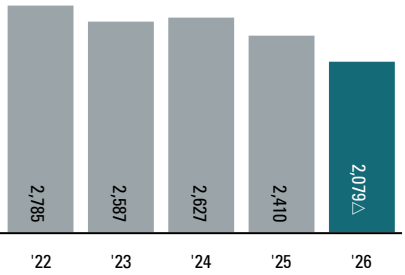
For more information on this topic see our website.

Scope 1 and 2 (market-based) GHG emissions by segment
(000 tonnes CO_2e, % of Group total)



Retail	46	(2 %)
Grocery	367	(18 %)
Ingredients	219	(11 %)
Sugar	1,385	(67 %)
Agriculture	62	(3 %)

Scope 1 and 2 (market-based) GHG emissions
(000 tonnes CO_2e)



Streamlined energy and carbon reporting

	2025			2026		
	UK only	Non-UK	Total	**UK only**	**Non-UK**	**Total**
Scope 1: 000 tonnes of CO_2e	1,030	861	1,891	**788**	**846**	**△1,634**
Scope 2 location-based method: 000 tonnes of CO_2e	153	438	591	**63**	**438**	**△501**
Scope 2 market-based method: 000 tonnes of CO_2e	180	339	519	**83**	**362**	**△445**
Total Scopes 1 and 2 location-based method: 000 tonnes of CO_2e	1,183	1,299	2,482	**851**	**1,284**	**2,135**
Total Scopes 1 and 2 market-based method: 000 tonnes of CO_2e	1,210	1,200	2,410	**871**	**1,208**	**△2,079**
Scope 3 – Primark's Scope 3 emissions: 000 tonnes of CO_2e	0	5,993	5,993	**0**	**4,720**	**4,720**
Biogenic carbon emissions: 000 tonnes of CO_2e	131	3,307	3,438	**120**	**3,633**	**△3,753**
Intensity ratio: Scopes 1 and 2 emissions per £1m revenue Scopes 1 and 2 location-based method: tonnes CO_2e/£1m			133			**112**
Energy consumed: GWh	5,160	13,299	18,459	**4,174**	**14,298**	**△18,472**

We calculate and disclose our Scope 1 and 2 GHG emissions based on the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard Revised Edition. We use carbon emission factors published by the UK Government in July 2025, other internationally recognised sources and bespoke factors based on measurements and calculations at selected locations. Scope 2 market-based GHG emissions have been calculated in accordance with the GHG Protocol Scope 2 Guidance on procured renewable energy. Our energy consumption is calculated using country-specific conversion factors from physical quantities to kWh to provide an accurate representation of our energy consumption.

The Group data in this report on our environmental and safety KPIs covers the period, 1 August 2025 to 31 July 2026, except for Primark selling space, number of countries of operation and employee numbers, which are disclosed in respect of the financial year.

This is different from the period in respect of which the Directors' Report is prepared. Where indicated the information for this period is externally assured and allows for like-for-like comparison with previous years.

Water

Water is an essential input for clothing and food production. Our businesses aim to reduce the amount of water they abstract for their operations, reuse water as much as possible and return treated waste water to nature after ensuring it meets or exceeds local and national water regulations and standards. In line with our devolved business model, our businesses set and manage appropriate plans and commitments to achieve these aims.

This year, businesses across the Group collectively abstracted 762 million m^3△ of water for use in their own operations, a 6% decrease compared with last year. The reduction primarily reflects lower water abstraction across some of our sugar businesses in Africa driven by earlier seasonal rainfall and higher rainfall levels than in the prior year.

Our African sugar businesses accounted for 97% of this total abstraction, with the majority of the water used for sugar cane irrigation. Those businesses are working to reduce their water footprint, with innovative irrigation projects underway.

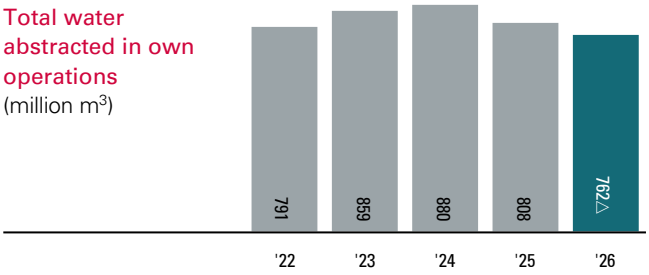
Of the water used by our businesses, 97% comes from surface water, such as rivers, lakes and reservoirs. The remaining water comes from groundwater and third-party sources.

This year, across the Group, 24% of the water abstracted in our own operations was reused before being returned to the environment. Reusing water is a more cost and resource efficient way of managing water. Our sites reuse the water for irrigation, land spreading, process reuse where feasible, cleaning vehicles and machinery, and horticultural purposes. The businesses, in particular AB Mauri and ABF Sugar, are assessing new ways of reusing water within their manufacturing sites, aiming to reduce the amount of water abstracted and enhance operational efficiency.

Water is used throughout the supply chains across our businesses, and efficient water use in agriculture has become increasingly crucial, especially under changing climate conditions. Some of our businesses incorporate water management strategies in the farm management standards they use to address this challenge.

For more information on this topic see our website.

Total water abstracted in own operations
(million m^3)



Waste and packaging

Waste and circularity

We have a long history of finding ways to make more from less and maximise the use of by-products and co-products from our operations. We believe that waste materials are simply products for which we have not yet found a use. With that in mind, our businesses continue to implement practices to reuse, recycle or reduce all sources of waste, including food, feed, plastic and textile.

Our businesses produce many commercially viable products from sources potentially considered waste. For example, several of our businesses have become major suppliers of raw materials for animal feed, using by-products from their operations that might otherwise have limited value. Some businesses are also suppliers of raffinate and betaine for use in the petrochemical and pharmaceutical sectors. Several of our businesses use by-products to generate renewable electricity or heat. Additionally, some businesses divert low-value waste from landfill for use as a soil improver or repurpose it as an ingredient in organic fertiliser.

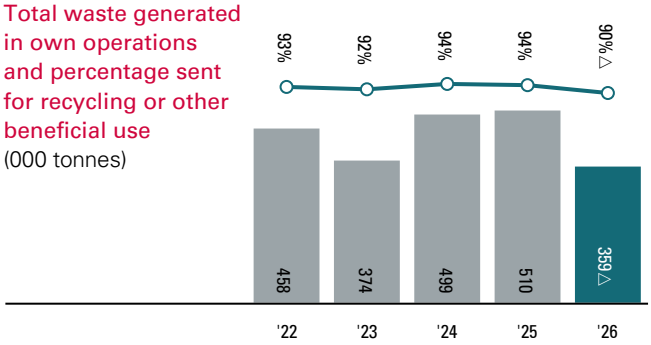
Our food and ingredients businesses aim to avoid products going to waste by first looking at where waste can be avoided in the manufacturing process, and donating surpluses to food banks, community groups and charities. Where appropriate, food waste is used as animal feed and in energy generation.

Across the Group, we generated 359ktΔ of waste in 2026 which is a 30% decrease compared with the 510kt generated in 2025. The reduction was primarily driven by the reduction of the beet manufacturing footprint at ABF Sugar's operations in Spain.

Of the total waste generated by the Group, 90%Δ was recycled or repurposed for other beneficial uses.

For more information on this topic see our website.

Total waste generated in own operations and percentage sent for recycling or other beneficial use
(000 tonnes)



Plastic and packaging

As a leading provider of food, ingredients and clothing, packaging contributes significantly to our groupwide environmental footprint. Paper is the main packaging material used across the Group, followed by plastic and glass. Our businesses also use wood, steel, aluminium and a number of other materials.

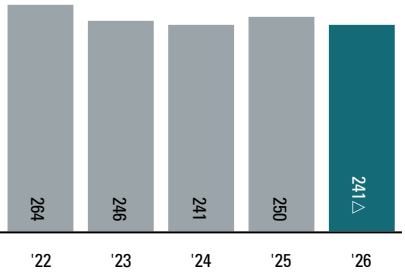
Though we fully recognise the harmful effects of plastic waste on ecosystems, plastic currently plays a vital role in both ensuring the safety and quality of products and reducing food waste by extending the shelf life of food. The challenge for our businesses is to find solutions that balance the needs of our customers and our focus on reducing the impact of plastics on ecosystems. Where viable, our businesses are doing this by removing unnecessary packaging, switching to more easily recyclable types of plastic, increasing the use of recycled content in the plastics we use and improving recyclability through product design processes.

In 2026, our businesses used 241kt△ of packaging compared with 250kt used in 2025, representing a 3% decrease. The reduction was driven by lower production volumes and a higher proportion of bulk production within Agriculture, as well as packaging reduction initiatives implemented across all segments.

Across the Group, our businesses are striving to improve packaging innovation and design. In the UK businesses completed the Recyclability Assessment Methodology ('RAM') required under the UK's Extended Producer Responsibility for Packaging regulations and are using the results to identify opportunities for further packaging improvements. Our businesses are complying with and preparing for evolving regulatory requirements including the EU Packaging and Packaging Waste Regulation ('PPWR'). George Weston Foods is a signatory to the Australian Packaging Covenant Organisation ('APCO'), a non-profit organisation established under Australian regulation to reduce packaging waste and improve recycling methods.

For more information on this topic see our website.

Quantity of packaging used in own operations
(000 tonnes)



Food safety and nutrition

Our businesses are united by our purpose to provide safe, nutritious and affordable food. Our food and drink businesses operate quality management systems based on the WHO Codex Alimentarius Hazard Analysis Critical Control Point ('HACCP') principles and the Global Food Safety Initiative ('GFSI') range of standards, with most retailer-facing businesses required to seek formal GFSI certification, typically via unannounced audit schemes. Additionally, each division, as a minimum, sets and monitors a range of KPIs for each of its sites, including in relation to recalls and withdrawals, incidents and complaints.

Relevant businesses take nutritional factors into account across their product portfolio. Many of our food products already support healthier choices, from high-fibre breakfast cereals, wholemeal bread and crispbreads to specialist sports nutrition products. Product reformulation can help to gradually shift consumer tastes towards foods that support better long-term nutrition, and our food businesses actively review their portfolios with this in mind.

For more information on this topic see our website.

Agriculture and farming practices

Across the Group, our food and retail businesses depend on agricultural systems for the majority of the raw materials and ingredients required to make our products. We recognise the importance of managing those agricultural systems responsibly if we are to meet a growing population's need for safe, nutritious and affordable food and clothing that is great value for money.

We also recognise the interconnectivity between agriculture and climate change, and how efforts to address the risks, opportunities and impacts related to climate change, land use, biodiversity, water, soil health and waste all have an impact on agriculture. Our businesses support a wide range of interventions at the agricultural level, with a focus on more responsible farm management practices. They are also addressing the most material impacts, risks and opportunities, often with a focus on soil as we recognise this provides the foundation for agricultural productivity and resilience. This includes a number of activities, including certified organic production, engagement with smallholder growers and adoption of farm management systems focused on driving more sustainable farm productivity and exploring new technologies and approaches.

We have a strong association with the UK agricultural sector, and some of our food businesses are working closely with UK farmers to support more regenerative farming practices for cereals such as wheat, oats and sugar beet. Globally, our businesses purchase a range of commodities such as cotton, sugar cane, tea and cereals, and a number of our businesses are working directly with farmers to identify opportunities within the supply chain to protect and enhance biodiversity and ecosystems.

Most of our businesses continuously consider and implement activities, voluntary commitments and internationally recognised management systems that can guide and assist efforts to reduce their environmental and social impacts and risks, including risk of deforestation.

This encompasses our approach to the environment in line with the following requirements as a minimum:

- Group Environment Policy;
- Group Animal Health and Welfare Position Statement; and
- Group Supplier Code of Conduct.

In preparation for the EU Deforestation Regulation ('EUDR'), our businesses have been working to identify products in scope of the regulation and to have in place relevant policies, controls, procedures and systems. This has been supported by guidance and tools to support understanding and effective EUDR due diligence.

For more information on this topic see our website.



Tractor on a Jordans Farm Partnership farm in Hampshire, UK

Climate-related Financial Disclosures ('TCFD')

Our businesses are actively working towards our 2015 Paris Agreement-aligned ambition to limit the rise in global temperatures to well below 2°C above pre-industrial levels, and to continue initiatives to limit the temperature increase even further to 1.5°C.

We have provided climate-related disclosures in line with the requirements under section 414CB(2A) of the Companies Act 2006 and consistent with the TCFD recommendations and recommended disclosures.

Our devolved model continues to enable businesses to run autonomously and establish and pursue their own actions and commitments. Our businesses evaluate their material risks and focus on those that they consider to be relevant, practical and most advantageous for their operations and the communities they serve. Therefore, key metrics and targets that are used by each business, including to manage climate-related risks and opportunities, are specific to those identified risks. These are described in further detail across pages 74 to 78 and in the transition plans for ABF Sugar, Primark and Twinings Ovaltine on pages 79 to 85.

During the year we began the process of updating our climate scenario analysis. We will provide updated disclosures once the work has been complete. The climate-related risks initially identified were confirmed as relevant in our 2024 risk refresh process. We have performed management reviews annually to confirm that these remain relevant in the current year whilst we undertake our updated scenario analysis. Our businesses are progressing actions to deliver on their respective commitments. These are shown in business specific transition plans.

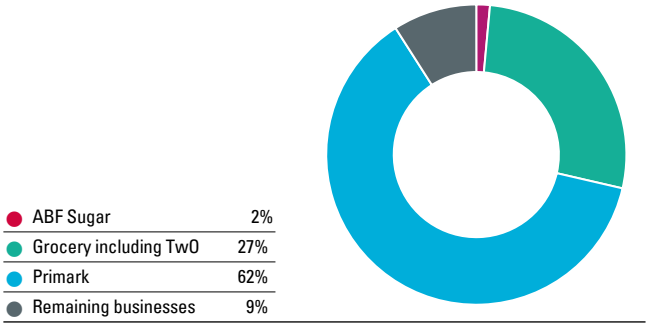
Our businesses that have validated and approved Science Based Target initiatives (SBTi) targets are working towards these commitments and further details can be found in their respective transition plans. For businesses that do not have SBTi-validated targets, a number have identified alternative emissions reduction commitments and for others work is underway to establish targets aligned with their decarbonisation strategies.

As a result of the demerger, our Group materiality levels will change. We are undertaking analysis on what this will mean for our Group risk register and will report further details on this at the appropriate time.

Consistent with prior years, we continue to evaluate our material businesses as those that make significant contribution to adjusted operating profit or our GHG emissions. Our material businesses continue to be ABF Sugar, Primark and Twinings Ovaltine, with Primark being the largest contributor to Scope 3.

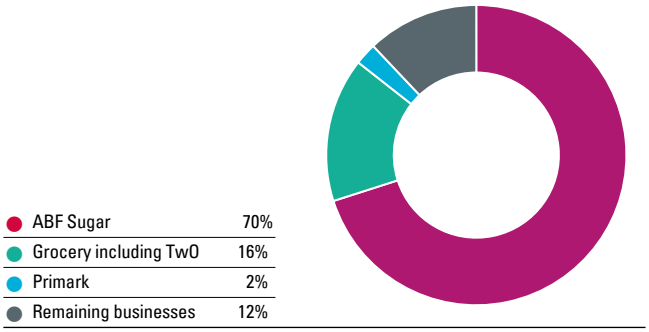
For further details on adjusted operating profit, please refer to page 3. For additional details on GHG emissions please refer to page 68.

3-year average adjusted operating profit (2024 to 2026)



ABF Sugar	2%
Grocery including TwO	27%
Primark	62%
Remaining businesses	9%

3-year average scope 1 and 2 emissions (market-based) (2024 to 2026)



ABF Sugar	70%
Grocery including TwO	16%
Primark	2%
Remaining businesses	12%

TCFD disclosure index

This table sets out where our climate-related disclosures consistent with the TCFD recommended disclosures can be found across this report.

TCFD Pillar	TCFD recommended disclosures	Reference
Governance	A) Describe the Board's oversight of climate-related risks and opportunities.	page 58
	B) Describe management's role in assessing and managing climate-related risks and opportunities.	pages 58 to 59
Strategy	A) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	pages 75 to 78
	B) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.	pages 75 to 78
	C) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including 2°C or lower scenario.	page 74
Risk Management	A) Describe the organisation's process for identifying and assessing climate risk.	pages 73 to 74
	B) Describe the organisation's processes for managing climate-related risks.	pages 73 to 74
	C) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management.	pages 73 to 74
Metrics and Targets	A) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	pages 75 to 85
	B) Disclose scope 1, 2 and, if appropriate, scope 3 greenhouse gas emissions and the related risks.	page 68
	C) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	pages 75 to 85
	Relevance of scope 3 emissions	page 67

Governance

The Board and its committees continue to consider climate-related matters when making major decisions, including when considering strategy, business plans and reviewing budgets and capital expenditure. The Board's approach to overseeing climate-related matters continues to evolve, with transition planning remaining a strategic priority. The ABF Sugar, Primark and Twinings Ovaltine transition plans have continued to evolve to reflect business activity in place to reach their climate commitments.

The Board possesses sufficient competencies to lead the Group in responding to climate-related risks and opportunities. Please refer to pages 100 to 101 for details of the Board.

Risk management

Identifying, assessing and managing climate-related risks and opportunities

Climate-related risks and opportunities continue to be integrated within our overall risk and management framework. Annually, our divisions continue to collate and review business level risks and opportunities to provide a divisional-level view. At Group level, we take the business and divisional results and aggregate material ESG topics and risks and incorporate a Group perspective. Existing and emerging regulatory requirements continue to be considered in this process

Our workstream to update scenario analysis is advancing. The results of this will be available in future years to provide enhanced disclosures. We have performed management reviews this year which have confirmed that the risks previously identified in prior years remain appropriate.

We have taken the risks identified in prior years, existing scenario analyses, any changes in the current year and considered this in light of this year's management reviews. We have determined that in aggregate, there continues to be no material climate-related risks at a Group level. We monitor this position throughout the year through various updates presented to our Chief Executive.

Where identified risks and opportunities are not material for Group, the businesses continue to incorporate these into their risk registers and their wider ESG strategies.

While not a material risk to the Group, the potential impact of heat stress on workers is an issue some of our businesses have been addressing in relation to both manufacturing and agricultural workers. Last year we worked with our businesses to increase awareness of the issue of heat stress and its potential mitigating activities.

The Food business and retail demerger will result in a change to Group materiality levels. We will update our disclosures for food and retail separately once the demerger has been completed.

Climate risks and opportunities

Output from the risks and opportunities assessment process		Primark	Sugar**	Twinings Ovaltine	Cross-divisional
Climate impact on the Group's key agricultural crops	Physical risks	Cotton yields*	Sugar yields (UK, Eswatini, Malawi, South Africa, Tanzania and Zambia)	Tea yields (Argentina, China, India, Indonesia, Kenya and Sri Lanka)	Wheat yields (Australia and UK) Corn yields (US)
Impact of flooding on the Group's end-to-end supply chain including operations	Physical risks	Coastal and river flood risks: third-party manufacturers (Bangladesh and China) and Primark stores and warehouses	River flood risk (Malawi)		Coastal and river flood risks: key Group manufacturing sites
Resilience of workers to mitigate or adapt to climate change	Physical risks	Heat stress impact on farmers and workers	Heat stress impact on farmers and workers	Heat stress impact on farmers and workers	Heat stress impact on farmers and workers
Transition risks as the world reduces its reliance on carbon	Transition risks	Carbon pricing mechanisms	Carbon pricing mechanisms		
Carbon enablement: providing solutions to reduce carbon	Opportunities		Biofuels and renewable energy		Enzymes, animal feeds, ingredients and on-farm carbon measurement
Efficiency	Opportunities		Fuel substitution, energy efficiency, process optimisation and increased contribution from by-products		

* The focus of the cotton yield analysis was on the Primark Cotton Project locations in India and Pakistan.

** Sugar yields risk in Malawi, South Africa, Tanzania and Zambia are analysed in further detail below, reflecting their comparatively greater impact. The river flood risk in Malawi is not explored further, as it is assessed as less significant than the risks selected for detailed analysis.

Scenario analysis and strategic decisions

We performed detailed scenario analysis[1] in 2022 and a risk refresh review in 2024 which confirmed that the risks and scenarios remain appropriate.

The management review performed this year identified that a refreshed scenario analysis is required in the coming years. We have partnered with an external provider and the work is underway. We will provide updated disclosures once the work has been complete.

Our businesses continue to tackle risks and embrace opportunities. They prioritise these by understanding what will have the largest impact in the community they serve. These actions will continue to evolve as the businesses respond to climate risks adaptation and mitigation.

Whilst climate-related impacts are currently affecting certain businesses and geographies, management's assessment is that these do not currently constitute a material risk at Group level due to diversification across sectors, geographies and products.

Based on the continued relevance of our existing scenario analysis, the Group's climate-related risks and opportunities identified, and the ongoing actions taken by our businesses to manage and mitigate climate-related risks, we consider our business to remain resilient to climate-related risks and opportunities.

We recognise the extreme weather patterns in Europe and the UK this year. This will have an impact on our future crop cycles, however we believe the impact will not fall outside the range of our scenario analysis.

Financial planning

We have considered the influence of climate-related factors on our financial statements. We continue to embed climate-related factors in areas such as going concern, impairment assessments and decisions regarding capital expenditure and acquisitions. Please refer to page 156 for further details.

Our businesses continue to develop and refine plans that set out the strategic actions intended to achieve their carbon reduction ambitions and, where applicable, targets. These plans prioritise areas expected to have the most material impact and are embedded within budgets and long-term planning processes. Individual investments associated with these plans are not disclosed separately as they form part of the broader business and capital plans and would not provide meaningful information for investors.

1. Transition scenarios (IEA): <2°C: Net Zero Emissions by 2050 scenario (1.5°C) and Sustainable Development Scenario, 2-3°C: Stated Policies Scenario. Physical scenarios (IPCC): <2°C: RCP2.6, 2-3°C: RCP4.5, 4°C: RCP8.5.

Impact assessment

Risks and opportunities have been considered over the following time horizons:

	Years	Rationale
Short term	2030	Some of our material businesses; ABF Sugar, Primark and Twinings Ovaltine, have set 2030 emission commitments which are supported by emission reduction plans.
Medium term	2035	Transition impacts are uncertain due to lack of visibility of future policy and legislation and global market trends.
Long term	2050	2050 is consistent with many national and industry targets. Primark is aligned with the UNFCCC Fashion Industry Charter goal of net zero emissions across all three scopes by 2050.

When assessing our mitigating factors, we have considered several factors:

1. Greater reliance is placed on actions already underway and where we have seen evidence of the success and impacts of those actions, for example, the benefits seen by smallholder farmers in the Primark Cotton Project or efficiency improvements to reduce steam demand.
2. Physical risks from a changing climate that are already present, growing and being managed by our businesses. In many cases, risks may worsen but there is time to adapt their impacts.

Impact assessment	Description
Low	Projected impacts from scenario analysis are positive or not significant.
Medium	Impacts judged not to be significant once mitigating actions are considered.
High	Impacts judged to be significant even after mitigating actions have been considered.

Climate models still have several fixed assumptions and there is some uncertainty around the impacts of climate change and how governments will respond.

Some of the below metrics have been subject to limited assurance by Ernst & Young LLP. These are marked with △.

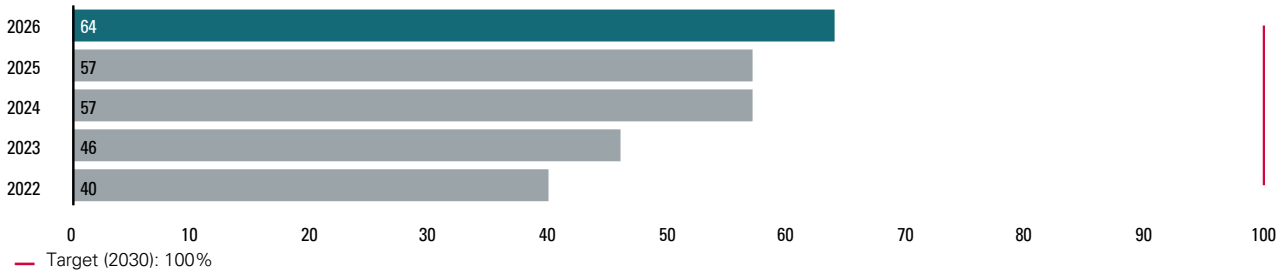
Results of the climate-related risks and opportunities assessment

All physical and transition risks and opportunities identified in the table on page 74 remain relevant, so we have set out below the risks we believe have the potential to be the most financially significant and/or of the most interest to stakeholders.

Climate impact on cotton yields

2026 update

% of our Primark clothes containing Primark preferred cotton sources (%)[2]



2022 assessment

Low — 2030

Medium — 2050

Scenarios assessed

2022	RCP2.6 and RCP8.5
2026	No update required

Assessment

2030
Under RCP 8.5 the effects of climate risks such as extreme temperatures, heavy rainfall and timing/duration of monsoon season range from virtually no impact to a reduction of approximately 4%.

2050
Outcomes project a negative impact on yield of 14% under RCP 8.5 and 4% RCP 2.6 before mitigating activities.

Mitigation

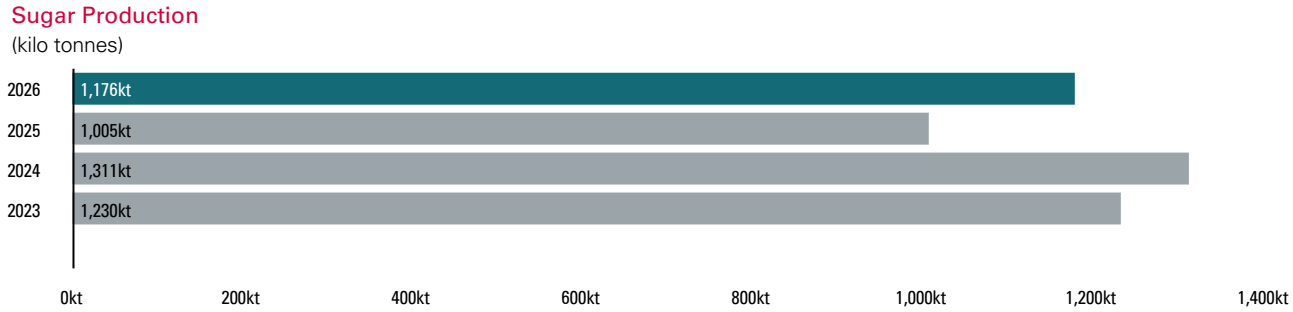
More regenerative agricultural practices. To date Primark has trained over 300,000 farmers in the Primark Cotton Project ("PCP"), achieving its target to train 275,000 in 2023. Primark has worked with CottonConnect to further develop the programme under the REEL Regenerative Standard. This Standard defines a system of farming practices designed to promote a more sustainable farming approach that can contribute to resilience against climate change, diversified income streams and improved farmers' livelihoods.

Diversification. Primark has developed a geographically diversified sourcing footprint for grown cotton, thanks to direct partnerships with cotton schemes such as Cotton made in Africa ('CmiA') as well as through the PCP. Primark is also leveraging recycled cotton, in partnership with Recover, to increase the use of recycled materials in its India, Pakistan and Bangladesh supply chains.

2. The preferred cotton sources currently used by Primark are the Primark Cotton Project, Recycled Cotton, Organic Cotton and the Cotton made in Africa Standard. Primark may identify other preferred cotton sources in the future.

Impact of climate on sugar yields (Malawi, South Africa, Tanzania and Zambia)

2026 update



Target: No defined target. We track the impact of the risk using this metric

2022 assessment	Assessment	Mitigation
Low 2030 Medium 2050 Scenarios assessed 2022 RCP2.6 and RCP8.5 2026 No update required	**2030** Under the USDAs EPIC crop model, the outcomes indicated a range from no change in yields to a decline of 10%. **2050** The outcomes using the same model indicate a 5% gain to a 29% decline in yields.	Our sugar businesses in Africa already experience and manage significant climate variability and their responses to weather events are well developed. The businesses are focusing on improving irrigation efficiency and overall farming methods to mitigate the risk of drought, including investing in drip irrigation and river defences to reduce storm damage to their operations. Irrigation efficiency projects have been implemented in Eswatini, Malawi, Tanzania and Zambia. This year each sugar business has developed a drainage master plan. These plans aim to increase effective water stewardship and drive effective mitigation actions that are relevant to each business.

Impact of climate on tea yields

2026 update

Since the impact of climate change on tea yields is assessed as low, no metrics are disclosed. We will continue to monitor this risk and will develop a metric at such a time where the risk could be material.

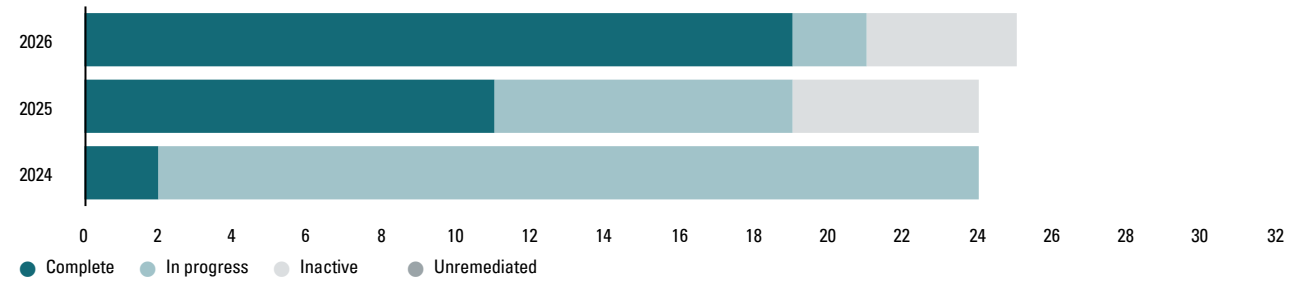
2022 assessment	Assessment	Mitigation
Low 2030 Low 2050 Scenarios assessed 2022 RCP2.6 and RCP8.5 2026 No update required	**2030 and 2050** The outcomes show a positive impact on tea yields. However, the crop model has limited representation of acute weather events such as extreme temperatures, heavy rainfall and droughts.	Twinings' sourcing capability coupled with its blending capability enables the business to manage localised yield issues. It has a well-grounded experience in understanding volatility in regional tea yields as a result of weather events and by extension the world's tea-growing regions. With this, Twinings can respond to extreme weather events by sourcing tea products from multiple locations to continue to produce tea to its set standards. Where this is not an option for single origin blends, the impact would not be material to the business.

Impact of flood risk on Primark's significant third-party manufacturers with significant flood risk and all container freight stations ('CFS')

2026 update

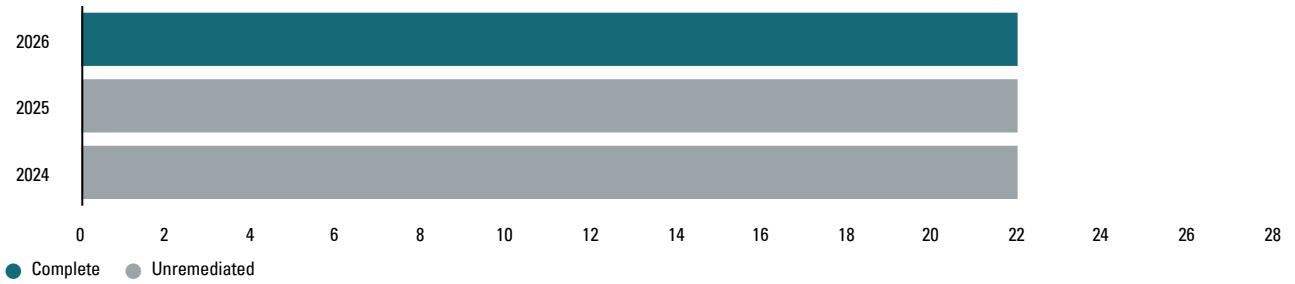
Number of Primark supplier factories subject to high flooding risk

Bangladesh

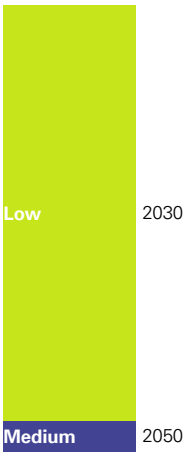


Target: No defined target. We use this metric to track the risk. Additionally, this assessment has been undertaken by Primark and relates only to its relevant supply chain.

China



2022 assessment



Scenarios assessed

2022 Bangladesh	RCP2.6 and RCP8.5
2022 China	RCP8.5
2026	No update required

Assessment

Bangladesh 2030 and 2050

Bangladesh is exposed to both coastal and river flooding. The flood risk outcomes through to 2030 are minimal, but by 2050 there is an expected increase.

China 2030 and 2050

Coastal flooding is projected at 1% in 2030 and less than 2% in 2050. River flooding is projected at less than 5% for 2030 and 2050. Primark has a large geographical spread of supplier factories and CFS which would require a large number of rivers and coastlines to flood simultaneously for there to be a material impact.

Mitigation

Primark's strategy for its product sourcing has been developed to support a balanced sourcing footprint across multiple geographies with a focus on Primark's top five product categories. This fosters risk diversification and is expected to mitigate impact from disruptions to sourcing.

Based on the results of the previous scenario analysis performed in 2021, the Primark Structural Integrity Programme ('SIP') was engaged to assist with flood-risk management efforts in Bangladesh and China. This included an assessment of sites at a high risk of flooding and support with the implementation of mitigation actions

Please see above charts for updates on the Structural Integrity Programme flood pilot. In addition to the sites shown above, all CFS have had CAPs issued and remediated In addition to the above supplier factories, Primark has one additional CFS site remediated in Bangladesh and five in China.

Impact of carbon pricing mechanisms on ABF Sugar[1]

2026 update

Please refer to the ABF Sugar transition plan

2022 assessment	Assessment	Mitigation
Medium 2030 Scenarios assessed 2022: 2022 International Energy Agency's Net Zero Emissions by 2025 scenario, Sustainable Development Scenario and Stated Policies Scenario Assessment 2026: No update required	**2030** Incremental impact ranges from £nil to £48m in 2030. ABF Sugar has developed a plan to reduce Scope 1 and 2 emissions to achieve their SBTi target, achieved through a series of fuel substitution and energy efficiency programmes that are generally expected to have a return on investment above 15%. Beyond 2030, while some technologies exist, they are not yet commercially viable. A lack of visibility of future policy and legislation beyond 2030 also limits the ability to make further assessment.	Please refer to the ABF Sugar transition plan on pages 79 to 81. The plan focuses on fuel switching from coal, solar electricity and tactical electrification and new sugar process technology. The plan does not assume the purchase of carbon offsets.

Impact of carbon pricing mechanisms on Primark

2026 update

Please refer to the Primark transition plan

2022 assessment	Assessment	Mitigation
Medium 2030 Scenarios assessed 2022: 2022 International Energy Agency's Net Zero Emissions by 2025 scenario, Sustainable Development Scenario and Stated Policies Scenario Assessment 2026: No update required	Incremental impact ranges from £55m to £155m in 2030, driven by hypothetical carbon taxes on Scope 3 upstream emissions. Scope 1 and 2 make up less than 2% of Primark's total emissions. Primark's decarbonisation programme is managed as an integral part of the Primark Cares strategy with a roadmap to reduce absolute emissions by 50% by 2030 and mitigate potential exposure to increased carbon taxation.	Please refer to Primark's transition plan ('Plan') on pages 81 to 83 . The Plan focuses on reducing Primark's carbon footprint in emissions hotspot areas such as raw material extraction and product manufacturing in its key sourcing countries. The Plan does not assume the purchase of carbon offsets.

1. Impact of carbon pricing mechanisms have been assessed to 2030. Modelling beyond 2030 is subjective and we recognise that required innovation solutions do not yet exist.

Transition plans

ABF Sugar

ABF Sugar's decarbonisation strategy continues to be underpinned by its SBTi-validated targets, which have been designed to support the articulation of progress in reducing Scope 1, 2 and 3 emissions as well as other elements disclosed in this transition plan.

Governance

The ABF Sugar Chief Executive and business unit managing directors continue to have oversight and overall responsibility for overseeing climate-related risk, opportunities, overall strategy and transition plans. Managing directors of each business are accountable for setting strategies and action plans based on their business's material risks, regulatory requirements and customer expectations. This includes assessing and managing material ESG matters across the business, including climate-related risks and opportunities, which includes at a minimum an annual review.

ABF Sugar management supports the Chief Executive and business unit managing director through the following:

- the Finance Director and Financial Controller who assist ABF Sugar in determining the potential financial impact of ESG matters, including climate-related issues;
- the ESG Director who leads the decarbonisation strategy and ensures the sustainability strategy aligns with the company's strategy, mission and vision;
- the ESG Forum who monitors business performance on all ESG matters including climate change and GHG emissions reduction targets; and
- the ABF Sugar Results Delivery Office ('RDO') supports project management, change management and strategy execution expertise to all ESG areas to ensure plans will be delivered and savings captured.

Strategic ESG including climate change KPIs, continue to be included in incentive plans for directors.

Risk management

Consistent with prior years, the annual risk process includes identifying and assessing climate-related risks and opportunities. Climate-related risks and opportunities are collated and reviewed both at an overall division and site level. Any newly identified risks or opportunities will be added to the risk register where it is determined to have a material impact. The results of this are presented to ABF annually at a minimum. All material climate-related risks and opportunities are fully integrated within the risk management framework.

Once integrated into the risk register, each business within ABF Sugar develops action plans as a response. All plans and projects have passed through a well-established governance process that examines each performance improvement proposal against internal rate of return criteria and ESG and climate factors. These plans are approved by the ABF Sugar Chief Executive and business unit managing directors.

Strategy, metrics and targets

GHG emissions baseline and targets

ABF Sugar has SBTi-validated targets which are aimed at supporting its transition to a lower-carbon economy. The SBTi has classified ABF Sugar's Scope 1 and 2 target ambition as in line with a 1.5 degree trajectory.

ABF Sugar has a defined path to achieve these targets; however, this will evolve as and when uncertainties become clear, new technology becomes available or there are changes to the political and regulatory global landscape.

ABF Sugar's baseline GHG emissions (2018)
(000 tonnes of CO_2e, % of total emissions)

Total Scope 1 and 2	2,226
Scope 1 and 2 (location-based)	100%

To seek to achieve its public commitments, ABF Sugar is focusing its efforts on decarbonisation levers. These levers are aligned with business strategy and where ABF Sugar believes it can make the most meaningful difference. These levers focus on the most material emission sources for ABF Sugar. To reflect this we have evolved the disclosure from a list of projects to a lever based framework which is consistent with other businesses. ABF Sugar does not intend to utilise carbon offsets in its decarbonisation strategy.

Efficiency improvements: Steam has been a core utility in sugar manufacturing, used for evaporation, crystallisation and drying, making it one of the largest drivers of on-site energy demand. Improving process efficiency to reduce steam demand offers a targeted way to lower both energy consumption and emissions intensity across production.

Fuel switch: Fuel switching targets the energy source used to generate steam and power, replacing high-carbon fossil fuels with lower-carbon or renewable alternatives such as biomass, biogas or electrification. Given that fuel combustion is a primary source of direct emissions in ABF Sugar's manufacturing process, the choice of fuel has a significant impact on overall carbon intensity. Transitioning to cleaner fuels therefore provides a direct pathway to materially reduce emissions while maintaining the energy required for core production processes.

Migration to lower emission practices: Migration to practices such as green cane harvesting targets a major source of emissions in the supply chain by eliminating the pre-harvest burning of cane. Burning releases significant GHG and particulates, whereas green harvesting avoids these emissions while retaining crop residues that can enhance soil health and carbon retention. Transitioning to this approach offers a meaningful reduction in overall emissions intensity without changing production volumes.

Soil health improvement: improving soil health can materially reduce reliance on synthetic fertilisers by enhancing nutrient availability, water retention and overall soil productivity. The production and application of these fertilisers are emission-intensive, therefore lowering their use directly reduces the carbon footprint associated with cultivation. Strengthening soil-management practices as a result supports both emissions reduction and longer-term agricultural resilience.

Capital investment

In 2026 ABF Sugar spent approximately £206m on 457 approved projects. To date 16 of these projects have contributed a saving of 48 $ktCO_2e$. For its decarbonisation plan, ABF Sugar is planning to spend 43% of its planned capital expenditure to support its climate change strategy and ESG initiatives

Progress to target

ABF Sugar has seen movement in its Scope 1 and 2 (market-based) emissions from its 2018 baseline year; Shown as:

- British Sugar: reduction 36%;
- Sugar businesses in Africa: reduction 0.07%; and
- Azucarera: reduction 38%.

Vivergo ceased production of bioethanol and animal feed by 31 August 2025. The decision to close followed extensive discussions with the Government to find a regulatory and financial solution that would enable Vivergo to operate on a profitable and sustainable basis. We have considered whether this closure requires a restatement of baseline and prior years. Having considered the ABF scope and restatement policy and the GHG Protocol, we will not restate our baseline or prior year emissions as whilst operations have ceased, we still retain control of the site.

Heat stress

Heat stress is an emerging risk within the business. Over several years, ABF Sugar has been implementing initiatives to mitigate the impact of heat stress on workers. Some initiatives that have been implemented include: monitoring heat exposure and stopping work when conditions become unsafe, improving workplace conditions such as increasing air movement and ventilation, changing work practices to reduce heat stress; hydration programmes; acclimatisation and medical surveillance, mandatory work-rest schedules; providing agricultural operations shaded rest areas, heat alert programmes and training awareness.

	KPI	Base Year (2018)*	2018 to 2024*	Previous Year*	Current Year*	Current Year vs Baseline*	Methodology
Decarbonisation levers							We have developed detailed reporting guidance in line with the GHG Protocol, covering estimations, calculation methodologies and assumptions. Annual emission calculations are in scope of EY limited assurance.
Efficiency improvements	Scope 1 and 2 emissions (market-based)**	—		35	2	0.1 %	
Fuel switch	Scope 1 and 2 emissions (market-based)**	—		11	8	0.4 %	
Migration to lower emission practices	Scope 1 and 2 emissions (market-based)**	—		4	4	0.2 %	
Soil health improvement	Scope 1 and 2 emissions (market-based)**	—		3	2	0.1 %	
Other projects, production variances and factory efficiencies	Scope 1 and 2 emissions (market-based)**	—	338	111	323	14.5 %	
Annual lever movement			338	164	339	**15.2 %**	
Movement (year vs baseline)			**338**	**502**	**841**	**37.8 %**	
Total value chain emissions (Scope 1 and 2 market-based)		**2,226**	**1,888**	**1,724**	**1,385**		

* 000 tonnes of CO_2e'

** Scope 2 figures for 2019 to 2022 represent location-based emissions. For the purpose of reporting against targets, ABF Sugar has been tracking Scope 2 (market-based) since 2023.

Assumptions, uncertainties and challenges

Capital availability: Availability of sufficient capital to fund process upgrades, fuel switching and changes in agricultural practices underpins the transition to a lower-carbon economy. Limited or delayed access to financing could constrain the pace and scale of implementation and delivery timelines.

Infrastructure availability: The availability of required infrastructure such as specialised machinery, upgraded facilities and field availability deployable at the necessary scale is a key assumption in delivering the transition to a lower-carbon economy. Constraints in this could slow implementation or increase costs.

Government regulation: ABF Sugar recognises the evolving complexity of regulatory environments at national, regional and global levels. Dedicated teams across the organisation continuously monitor these developments to ensure relevant changes and their potential impacts are incorporated into the transition plan as appropriate.

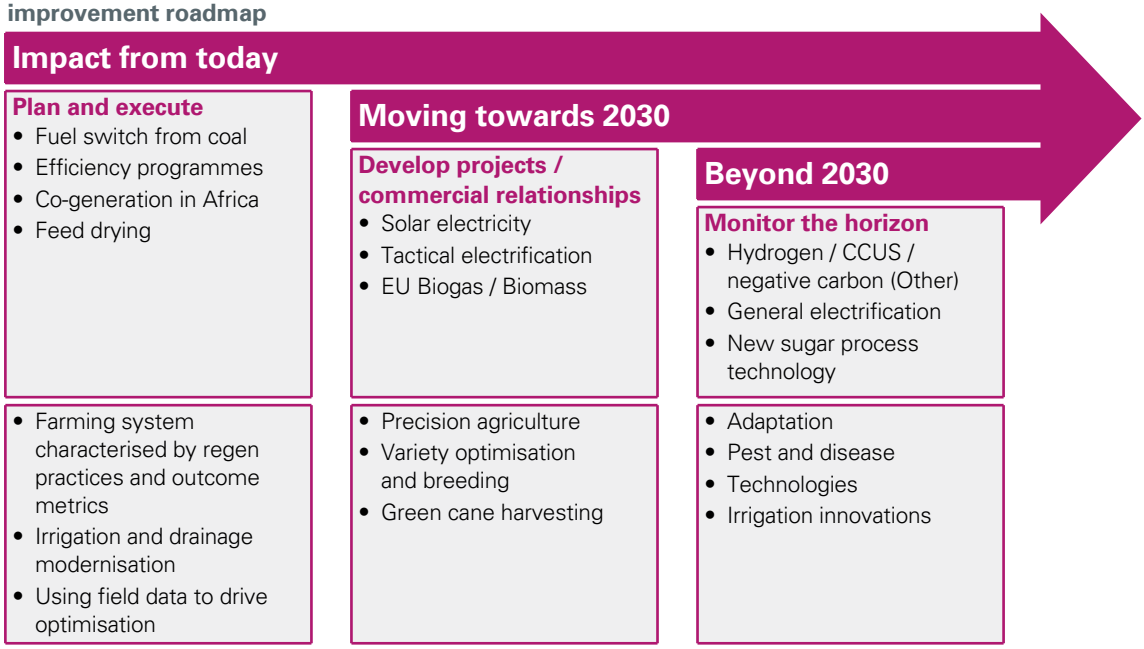
Innovation gap: ABF Sugar's current transition plan targets areas where meaningful difference can be made. However, ABF Sugar continues to explore decarbonisation potential in other levers. A number of these are hindered by gaps in technology.

Emission reduction plan

Per the following roadmap, ABF Sugar has a strong pipeline of accretive GHG decarbonisation priorities. This list highlights areas of focus by the business.

- British Sugar: energy efficiency, steam reduction, coal elimination and alternate pulp drying technologies;
- sugar businesses in South Africa: energy efficiency and farming systems; and
- Illovo Sugar South Africa: coal elimination, efficiency programmes, farming systems, irrigation and drainage, fuel switching and new sugar processes.

ABF Sugar GHG improvement roadmap



Primark

Primark's decarbonisation strategy, as well as other elements presented in this Plan, continue to support progress against Primark's public decarbonisation commitments including its near-term emissions reduction targets validated by the SBTi. The content presented in this Plan refers to FY26. Over the past 12 months, Primark has been undertaking a review of its ESG strategy to align with evolving regulations and changing customer expectations. More information is available on Primark's website.

Governance

The Primark Chief Executive continues to have oversight and overall responsibility for Primark's climate-related risks and opportunities, as well as Primark's decarbonisation commitments and the broader strategy, Primark Cares.

Primark management and the dedicated forums below supported Primark's Chief Executive over the course of the year:

- the Finance Director, who chairs the Risk Forum, which reviews all business risks, including ESG risks where relevant, and escalates to Primark's Leadership Team as required;
- the Director of Primark Cares, who is responsible for embedding the Primark Cares strategy into the core business model;
- Primark Cares Executive Steering Committee, which reviews the progress of the Primark Cares commitments, in addition to risks and opportunities related to the strategy delivery;
- Policy and Compliance Committee, which reviews policy proposals, tracks delivery of compliance programmes and escalates issues to the Risk Forum;
- Primark Cares Working Group, which is responsible for the day-to-day delivery of the Primark Cares commitments; and

Regulatory, Policy and Public Affairs Working Group, which monitors policy and regulatory developments and compliance trends, providing early visibility of upcoming obligations that may affect Primark's operations or strategy and priorities and coordinates Primark's policy and public affairs activity.

Effective since 2024, ESG-associated performance incentives have been extended to Primark directors and wider senior leadership. A portion of the overall remuneration package obtainable is tied to ESG performance, including climate. This remuneration is payable in deferred ABF shares.

Risk management

Over the course of 2025 and 2026, Primark has been working on the integration of climate-related risks into its overall Enterprise Risk Management ('ERM') framework through a cross-functional, multi-stakeholder process that involves representatives of Primark's Leadership Team and wider senior leadership from key areas of the business, as well as the ABF Group. Activities covered:

- working on a refreshed scenario analysis to assess climate risks across Primark's upstream value chain and own operations identifying material risks in the relevant time horizons; and
- for material risks, initiating a review of risk owners and risk controls to ultimately feed into Primark's risk management process.

Strategy, metrics and targets

Under its Primark Cares sustainability strategy published in 2021, Primark has set a number of public commitments up to 2030. These are aimed at enabling its ambition to become a more sustainable and circular business, which ultimately supports the collective transition to a low-carbon economy. Therefore, Primark's Plan aligns to the Primark Cares Strategy in the medium term. This Plan refers to Primark Cares commitments that were active through the course of 2026.

GHG emissions baseline and targets

Under Primark Cares, the business has set a public commitment to halve carbon emissions across its value chain by 2030 from a 2019 baseline year. Within the same timeframe, Primark set Science-Based Targets committing to reduce absolute Scope 1 and 2 GHG emissions by 50% and also reduce absolute Scope 3 GHG emissions from purchased goods and services by 50%.

In addition to the above targets, Primark has pledged to achieve net zero emissions no later than 2050 under the UNFCCC Fashion Industry Charter for Climate-Action ('FICCA'). This commitment remains unchanged. Primark is continuing to work to define a plan to reach this long-term goal, taking into account uncertainties beyond 2030 in technology development and innovation, as well as the political and regulatory global landscape. Primark does not intend to utilise carbon offsets to achieve its existing decarbonisation targets.

Primark's baseline GHG emissions (2019) (tCO_2e, % of total emissions)

Total Scope 1, 2 and 3	6.41m
Scope 1 and 2 (location-based)	2.5%
Scope 3	97.5%
Comprised of:	
Purchased goods and services	76.4%
Capital goods	2.0%
Fuel and energy-related activities	0.6%
Upstream transportation	8.1%
Waste generated in operations	0.1%
Business travel	0.2%
Use of sold products	12.1%
End-of-life treatment of sold products	0.6%

Critical path to 2030

Primark's critical path to achieve its 2030 decarbonisation commitments has remained unchanged. The path continues to leverage a series of combined decarbonisation levers to achieve critical reductions in Primark's emissions, focusing on the most material sources of Scope 3 emissions as described below.

Scope 3 emissions

Supply chain energy procurement and consumption: product manufacturing and related energy consumption represents the biggest contributor to Primark's emissions. However, similar to other clothing retailers, the business does not own any of the factories in its supply chain. To tackle emissions from this source, Primark plans to leverage minimum environmental performance requirements for suppliers and further develop its country-specific programmes. These aim to support key suppliers and factories in improving their energy efficiency performance and transition to renewable energy, for example through on-site energy audits.

Raw materials: the cultivation and extraction of raw materials used in Primark products is the second key contributor to Primark's emissions in the supply chain. Under its sustainability strategy published in 2021, the business has pledged:

- to use more regenerative farming practices through Primark Cotton Project by 2030; and
- that all its clothes will be made from recycled or more sustainably sourced materials by 2030, including cotton from the Primark Cotton Project.[1]

The achievement of the targets above is expected to contribute to the decarbonisation of Primark's material mix.

Distribution mode optimisation and fuel switching: emissions related to transporting goods from suppliers to Primark depots, and from depots to Primark stores, represent the third key contributor to Primark's baseline emissions in the supply chain. Primark already ships most of its products by sea freight, which has a lower environmental impact than air transport. Primark has launched a partnership with its shipping partner Maersk to use more sustainable fuel alternatives, such as Maersk's Eco Delivery Ocean biofuel, instead of fossil fuel, when shipping Primark products. The biofuel must be certified by a third party to verify that the stated GHG emissions savings are accurate. Once certified, it is blended with conventional fuel and used on Maersk shipping vessels.

Scope 1 and 2 emissions

Primark's own energy procurement and consumption: emissions from running Primark stores, offices and distribution centres, as well as the corporate fleet, continue to represent a small fraction of Primark's emissions but is also where Primark has the most direct influence and can impact change. Initiatives in this area will continue to focus on energy efficiency improvements, like LED fitting of Primark stores, and scaling low-carbon energy[3] procurement. Under the UNFCCC FICCA, Primark is committed to secure 100% of electricity from renewable sources with minimal other environmental or social impacts, for owned and operated (Scope 2) emissions by 2030. The business plans to reach this goal in line with RE100[4] and GHG Protocol guidelines.

Capital investment

Primark's funding model for the Plan includes various elements:

1. capital expenditure is allocated to improve the energy efficiency of Primark's assets;
2. a price premium is paid to procure lower impact goods and services such as raw materials to use in Primark products, renewable energy for stores and lower impact transport fuel; and
3. funding enabling activities, like energy audits at supplier factories to support reduction in energy consumption.

In the current year, Primark spent approximately £6.1m on key decarbonisation initiatives, such as improving the energy efficiency of its stores and procuring lower impact transport fuel.

Progress to date

This year, the business saw a 26% reduction in total emissions (market-based) compared to the base year and a 21% reduction compared to the previous year. Please refer to pages 67 to 68 of this report for a detailed commentary.

1. Primark defines more sustainably sourced materials as described in its Primark Preferred Fibres list available at this link.
2. As referenced in the TCFD Guidance on Metrics, Targets and Transition Plans.
3. Low-carbon refers to lower carbon dioxide (CO_2) emissions than conventional energy sources. There are four main types of low-carbon energy: wind, solar, hydro or nuclear.
4. RE100 is the global corporate renewable energy initiative bringing together hundreds of large and ambitious businesses committed to using 100% renewable electricity.

Target: halve carbon emissions across our value chain by 2030 from a 2019 base year

	KPI	Base Year*	Previous Year*	Current Year*	Current Year vs Baseline	Methodology
Decarbonisation levers		5.2	5.0	3.8	(27)%	Primark has developed detailed reporting guidance in line with the GHG Protocol, covering estimations, calculation methodologies and assumptions. Annual emission calculations are in scope of EY limited assurance.
Supply chain energy procurement and consumption	Scope 3 emissions from purchased goods and services – Tier 1, 2, 3	3.6	3.4	2.3	(36)%	
Raw materials	Scope 3 emissions from purchased goods and services – Tier 4	0.9	1.2	1.1	21 %	
Distribution mode optimisation and fuel switching	Scope 3 emissions from upstream transportation	0.5	0.3	0.3	(47)%	
Primark's energy procurement and consumption	Scope 1 and 2 emissions (market-based)**	0.2	0.05	0.05	(72)%	
Other Scope 3 categories		1.2	1.1	1.1	(16)%	
Total value chain emissions (Scope 1, 2 and 3 market-based)**		**6.4**	**6.0**	**4.8**	**(26)%**	

* mil tonnes of CO_2e.

** Scope 2 figures for 2019 to 2022 represent location-based emissions. For the purpose of reporting against targets, Primark has been tracking Scope 2 (market-based) since 2023.

Assumptions, uncertainties and challenges

- **Data availability:** as mentioned, the majority of Primark's emissions occur in our wider value chain. Sourcing and collating data on these impacts is evolving as the business progresses its decarbonisation programme and improves data around product traceability. Primark is increasing the amount of data sourced from suppliers, which is incorporated into the Scope 3 calculation, but it still also relies on industry average data for many of the impacts assessed as part of this calculation. These data limitations should be considered when reading and interpreting the results and critical path presented above.
- **Supply chain management:** Primark's supply chain is global and complex, and this can affect the success rate and scaling potential of Primark's decarbonisation programme. The business is working to rationalise its supplier base while also tackling supply chain emissions, which might result in progress variability in the immediate term but ultimately will enable more effective deployment of projects and programmes in the medium term.
- **Regulatory landscape:** Primark is aware of the ever-changing complexity of the national, regional and global regulatory landscapes in which it operates. Dedicated personnel across the business, centrally and regionally, monitor the regulatory landscape to incorporate any relevant developments and their impacts into the Plan as and when needed.
- **Innovation gap:** in addition to the decarbonisation levers currently included in this Plan, Primark continues to explore the decarbonisation potential of other initiatives under the Primark Cares strategy, including circular design and extending the durability of our clothes. Moreover, Primark recognises that innovations will be needed to meet its decarbonisation targets, and Primark acknowledges it has a role to play to support the development of these from pilot to scale.

Heat stress

As part of Primark's SIP, a heat stress pilot study was conducted in a supplier factory in Cambodia. The pilot has now been completed, with the factory implementing a number of initiatives arising from the programme. Primark has also developed guidance notes to inform and support the wider supply chain in addressing heat-stress risks.

Emission reduction plan

Building on the work implemented to date, below are the areas of focus that Primark will explore to progress against its public decarbonisation commitments up to 2030 and beyond

Impact from today

- Developed frameworks, processes and targets for decarbonisation
- Identified emissions hotspots and built path to scale through enhanced piloting
- Improved emissions data quality and granularity

Moving towards 2030

- Implement initiatives at scale - decarbonisation levers

Beyond 2030

- Electrification of energy systems across own operations and supplier base
- Technology and process innovation for fibres and textile manufacturing
- High integrity carbon removals to support 2050 net zero target

Twinings Ovaltine

Twinings Ovaltine's decarbonisation strategy continues to be underpinned by its SBTi-validated targets. These have been designed to drive progress in reducing Scope 1, 2 and 3 emissions.

Governance

The Twinings Ovaltine Chief Executive and Chief Financial Officer continue to have oversight and overall responsibility for climate-related risks, opportunities, overall strategy and transition plans. This includes assessing and managing material ESG matters across the business, including climate-related risks and opportunities.

The Chief Executive and Chief Financial Officer are supported by senior leadership and various committees:

- International Supply Chain Director and Chief Brand Officer support effective management of risks and opportunities.
- ESG Governance Committee oversees ESG risk and strategy implementation.
- Environmental Due Diligence Steering committee identifies, assesses and manages ESG risks and opportunities.

Implementation is the responsibility of the Environmental Due Diligence Steering Committee, a cross-functional project management team that includes business leaders representing the five main contributors to Twinings Ovaltine's carbon emissions; its manufacturing facilities, packaging, logistics, tea, herbs and raw materials and ingredients for Ovaltine.

Individuals responsible for delivering the ESG strategy are incentivised through their annual personal objectives and contributions.

Risk Management

Consistent with prior years, the annual risk process includes identifying and assessing climate-related risks and opportunities. ESG-related risks and opportunities are identified, assessed and monitored through Twinings Ovaltine's established risk management framework and dedicated ESG governance processes. Information used in risk management meetings includes outputs from the formal risk register and quarterly risk reviews, findings from horizon scanning, salient risk and double materiality assessments, third-party research and regulatory intelligence, supplier and ethical trade insights and internal subject-matter expertise across functions such as procurement, sustainability and finance.

ESG and climate-related risks are formally reassessed at least quarterly, with updates to risk severity, mitigating actions and controls reflected in the risk register. Emerging or changing ESG risks are escalated through the Environmental Due Diligence Steering Committee and reviewed at quarterly ESG Governance meetings attended by senior leadership, ensuring appropriate governance oversight and challenge. Financially material risks, including climate-related regulatory and transition risks, are refreshed regularly and embedded into strategic planning and decision-making.

Strategy, metrics and targets

GHG emissions baseline and targets

Addressing climate change is a key pillar of Twinings Ovaltine's ESG strategy. The SBTi has approved and independently validated Twinings Ovaltine's near and long-term science-based emissions targets and the businesses' commitment to achieve net zero across its value chain by 2050. It has also validated the near-term commitment to an absolute reduction in their Scope 1 and 2 emissions of 42% by 2030.

Twinings Ovaltine baseline GHG emissions (2020) (tCO_2e, % of total emissions)

Total Scope 1 and 2	49,279
Scope 1 and 2 (location-based)	100%

To achieve its Scope 1 and 2 commitment, Twinings Ovaltine has categorised its plans and projects into three focus areas of energy efficiency/ energy reduction, renewable energy and fuel switch. Twinings Ovaltine does not intend to use carbon offsets.

Efficiency improvements in manufacturing and facilities focus on optimising production processes to reduce energy consumption, steam usage, machinery efficiency, material waste and associated emissions without compromising output or quality.

Renewable energy serves as a key lever by shifting energy supply to renewable sources. Twinings Ovaltine is targeting this through Power Purchase Agreements ('PPAs') to secure renewable energy, on-site photovoltaic panels to generate clean energy and tri-generation systems to efficiently produce electricity, heating and cooling from a single fuel source.

Fuel switch targets the energy source used to generate steam and power, replacing high-carbon fossil fuels with lower-carbon or renewable alternatives.

Capital investment

In 2026, Twinings Ovaltine spent approximately £2.5m on projects supporting its transition to a lower-carbon economy. It is planning to spend £5.1m of total capital expenditure between 2027 and 2030 on similar initiatives.

Progress to target

Twinings Ovaltine's Scope 1 and 2 emissions represent 2% of total Group emissions. Since its baseline financial year 2020, Twinings Ovaltine has implemented projects to achieve 20% reduction, 48% of its 2030 target. Twinings Ovaltine is on track to meet its carbon reduction targets.

Heat stress

In 2026, Twinings Ovaltine engaged in an assessment of the impact of heat stress on own operations. This included sites across the United Kingdom, Australia, India, China, Switzerland, USA, Poland, Thailand and Nigeria. The results of this assessment indicated that whilst not material at this stage, heat stress is an emerging risk. Twinings Ovaltine will use these results as a basis to mitigate areas in the business where heat stress could have the largest impact.

	KPI	Base year (2020)	2020 to 2024*	Previous Year (2025)*	Current Year*	Current Year vs Baseline	Methodology
Decarbonisation levers							We have developed detailed reporting guidance in line with the GHG Protocol, covering estimations, calculation methodologies and assumptions. Annual emission calculations are in scope of EY limited assurance.
Energy reduction	Scope 1 and 2 emissions			325	1,141		
Renewable energy	Scope 1 and 2 emissions		1,532	1,348	16		
Energy switch	Scope 1 and 2 emissions		3,921	31			
Others**	Scope 1 and 2 emissions		57	(372)	(1,138)		
Savings implemented to 2023	Scope 1 and 2 emissions		2,523				
Total value chain emissions (Scope 1 and 2 market-based) excluding Nigeria		**49,279**	**41,246**	**39,914**	**39,895**	**19 %**	
Emissions as a % of base year			**84 %**	**81 %**	**81 %**		
Nigeria factory					1,798		
Total value chain emissions (Scope 1 and 2 market-based)		**49,279**	**41,246**	**39,914**	**41,694**		

* Expressed in tCO_2e.

** The slight increase in the other lever is predominately because of increased natural gas usage across two main manufacturing sites as a result of much colder than usual winter and also the continued implementation of a new SAP system, which meant production was continuous this year, with no scheduled shutdown period.

Assumptions, uncertainties and challenges

Availability and price of renewable fuel and energy due to political landscape

The long-term affordability of renewable electricity, biomass, or green hydrogen is highly dependent on market dynamics, technology maturity, and the evolution of carbon pricing, all of which can be influenced by shifting policy and geopolitical factors.

In addition, the availability and reliability of these energy sources - particularly emerging fuels and supporting infrastructure - may be constrained in the short to medium term, creating potential risks to operational continuity and cost competitiveness as the political and regulatory landscape continues to evolve.

Government regulation: Twinings Ovaltine recognises the evolving complexity of regulatory environments at national, regional and global levels. Dedicated teams across the organisation continuously monitor these developments to ensure relevant changes and their potential impacts are incorporated into the transition plan as appropriate.

Emissions reduction plan

Looking forward there are several projects that Twinings Ovaltine has in the pipeline as shown in the figure below.

Impact from today

Completed or in implementation

- Renewable energy sourcing: photovoltaic panels installation and purchase renewably generated energy
- Energy reduction: tri-generation system, energy and building management systems and air compressor and boiler improvements
- Energy shift: manufacturing improvements

Moving towards 2030

Planning and scoping

- Renewable energy sourcing: photovoltaic panel further phases and purchase renewably generated energy
- Energy reduction: heat recovery and energy management systems

Beyond 2030

New technology

- Renewable energy sourcing
- Energy reduction: manufacturing technologies

Managing our risks

Our approach to risk management

The delivery of our strategic objectives, sustainable growth and long-term shareholder value is dependent on effective risk management. The diversified nature of our operations, geographical reach, physical and technological assets and currencies are important factors in mitigating the risk of us missing our strategic goals.

As with any business, risks and uncertainties are inherent in our business activities and these risks may have a financial, operational, environmental and reputational impact. It is through a structured approach to risk management that we are able to mitigate and manage risks and embrace opportunities when they arise.

The Board is accountable for effective risk management, for agreeing the principal, including emerging, risks facing the Group and ensuring that these are successfully managed. The Board undertakes a robust annual assessment of the principal and emerging risks that would threaten the business model, future performance, solvency or liquidity. The Board also monitors the Group's exposure to risks as part of the business performance reviews conducted at each Board meeting, providing the Board with an opportunity to discuss risk mitigation actions with divisional senior management.

Our decentralised business model empowers the management of our businesses to identify, evaluate and manage the risks they face to ensure each business's compliance with relevant legislation, our business principles and Group policies. Their risk assessments are wide-ranging and consider operational, environmental, including climate change, and other external risks, in the context of the overall materiality, key controls and relevance to the markets in which they operate. The divisional chief executives individually present their division's consolidated risks to the Director of Financial Control and the Group Chief Financial Officer on an annual basis, who review and challenge them.

Emerging risks are identified and considered at both a Group and business unit level, as part of the overall risk management process. They are identified through a variety of horizon-scanning methods including: geopolitical insights; ongoing assessments of competitor activity and market factors; workshops and management meetings focused on risk identification; analysis of existing risks using industry knowledge and experience to understand how these risks may affect us in the future; and representation and participation in key industry associations.

Group functional heads including Legal, Treasury, Tax, IT, Pensions, HR, Procurement and Insurance also assess the key risks in their functional area, together with the controls that are in place or planned to mitigate them. The Director of Financial Control takes these perspectives and combines them with the business risk assessments to create a consolidated view of the Group's risk profile. A summary of these risk assessments is then shared and discussed with the Group Chief Financial Officer and Chief Executive at least annually.

The Director of Financial Control holds meetings with each of the non-executive directors seeking their feedback on the reviews performed and discussing the key risks and mitigating activities identified through the risk assessment exercise. Once all non-executive directors have been consulted, a Board report is prepared summarising the full process and providing an assessment of the status of risk management across the Group. The key risks, mitigating controls and relevant policies are then summarised and the Board confirms the Group's principal and emerging risks. These are the risks which could prevent ABF from delivering our strategic objectives.

This report also details when formal updates relating to the key risks will be provided to the Board.

Key areas of focus this year

Effective risk management processes and internal controls

We continued to seek improvements in our risk management processes to ensure the quality and integrity of information and the ability to respond swiftly to direct risks. During the year, the Audit Committee on behalf of the Board conducted reviews on the effectiveness of the Group's risk management processes and internal controls in accordance with the applicable requirements of the UK Corporate Governance Code. The Audit Committee have also been provided with regular updates on the progress of the programme for meeting the requirements of provision 29 of the 2024 UK Corporate Governance Code, which is nearing completion.

Our approach to risk management and systems of internal control is in line with the requirements of the Code.

The Board is satisfied that internal controls were properly maintained, and that principal and emerging risks are being appropriately identified and managed.

Business transformation

Following a comprehensive strategic review during the year, the Board concluded that separating Primark from the rest of the Group would enhance long-term shareholder value by enabling both businesses to pursue focused strategies and align management incentives more closely with their distinct operating models.

By its very nature, any demerger has inherent risks, which include dis-synergies arising from the loss of scale and purchasing leverage, and distracting management from business as usual.

The Group has established a comprehensive demerger programme with strong management disciplines that focuses on organisational structure and design, team development and retention, data management, reporting and retention, risk mitigation and strong project management. There is close oversight from both Executives and the Board.

Consumer behaviour

Consumer confidence remains low in a number of key markets, driven by pressures on consumer spending, particularly for those on lower incomes, and an increasing focus on health and nutrition.

Across a number of our markets, widespread accessibility to GLP-1 medications like Ozempic and Wegovy, together with government health initiatives, are having a multifaceted impact on consumer behaviour in the food and beverage sectors and are presenting both risks and opportunities to the Group.

All of our businesses continue to develop strategies considering the potential changes in both end consumer and our customer behaviours and demands, the implications for the business and where investment or changes to business models may be appropriate. New product development and formulation continue to be central to the success of the Group.

Cyber security

The cyber security risk landscape has continued to evolve with threats being ever more sophisticated, organised and aggressive, and the rapid development of artificial intelligence models has

the potential to increase the scale, speed and sophistication of cyber threats faced by businesses.

A successful cyber-attack due to malicious activity by an internal or external threat actor could result in data loss, operational disruption, non-compliance with regulations and/or loss of customer confidence.

Artificial intelligence and emerging technologies

The Group is expanding its use of AI-enabled tools while assessing their potential benefits and associated risks. To ensure that the appropriate benefits are achieved, there is a requirement for effective governance and oversight to minimise the risk of inappropriate use, development or deployment of AI and to maintain compliance with evolving regulatory frameworks.

A failure to do this could result in flawed business decisions, breaches of intellectual property, unauthorised disclosure of confidential information and cybersecurity vulnerabilities. Given the Group's global footprint and extensive data flows, the use of AI also increases the importance of maintaining robust controls over data quality, privacy, security and ethical standards. Failures in these areas could lead to financial loss, operational disruption, legal liability, regulatory sanctions and reputational damage.

To mitigate these risks, the Group continues to evolve its AI governance framework, including policies and standards governing the responsible use of AI technologies. The Group seeks to balance the opportunities offered by AI with appropriate safeguards to ensure that its adoption supports long-term value creation while maintaining the trust of customers, employees, suppliers, investors and other stakeholders.

Cost pressures

Global macroeconomic conditions continue to be impacted by ongoing geopolitical instability, uncertain tariff regimes, extreme weather events, higher levels of inflation, higher employment-related costs and significant fluctuations in commodity prices. This is resulting in increased costs across our businesses.

Our teams continue to be innovative in looking for cost-saving initiatives and efficiencies through greater centralisation, outsourcing, reduced waste and an enhanced focus on procurement and sourcing disciplines.

Regulatory changes

Our businesses continue to face a large number of regulatory changes with ever-increasing complexity and variations in requirements across the markets in which we operate. The extent of change continues to have an impact on the capacity of management at a time when they are dealing with the ongoing challenges resulting from economic uncertainty, alongside the day-to-day growth of our businesses.

These regulations, and the associated extensive and diverse reporting requirements including those relating to environmental, social, product compliance, food and feed safety, workplace health and safety, all have cost and resource implications.

There are significant data demands to define, obtain, prepare, collate and report to meet the demands of the various authorities.

Commodity price volatility

Changes in commodity and energy prices can have a material impact on the Group's operating results, asset values and cash flows.

ABF Sugar is exposed to European market prices in several geographies. This risk is exacerbated in the UK and European markets where beet prices are agreed ahead of the sugar that is produced.

Our management closely monitor positions and exposures and have established appropriate hedging protocols and strategies.

2024 UK Corporate Governance Code

The 2024 UK Corporate Governance Code applies to the Group for first time this financial year, except for provision 29 which will apply from financial year 2027 and require the Board to make a declaration on the effectiveness of the Group's material controls as at the balance sheet date in the Annual Report.

The formal programme to ensure that we meet the requirements of provision 29 is nearing completion and has included formalising both Group and divisional management's reporting on the effectiveness of the key controls designed to mitigate the impact of material risks. We consider that these measures will enable us to make the disclosures required by provision 29.

Risk appetite

Our approach to risk management gives the authority to our business leaders to make decisions that enable them to carry out our strategy of delivering long-term value for our shareholders and other stakeholders as detailed on pages 12 to 15. They achieve this by identifying and managing their risks within acceptable levels through our devolved operating model and our people, culture and values. These principles underline how we manage the Group within the Board's risk appetite.

Divisional risks and their impact on business performance are reported during the year and are considered as part of the monthly and quarterly management review process.

Our principal risks and uncertainties

The directors have carried out a robust assessment of the principal risks facing the Group, including emerging risks, that would threaten our business model, future performance, solvency or liquidity.

The Group is exposed to a variety of other risks related to areas such as human resources, community relations and competition. These are managed as part of the risk process and a number of these are referred to in the Responsibility section at pages 56 to 70 and on our website at www.abf.co.uk/responsibility.

Outlined below are the Group's principal risks and uncertainties which we believe are likely to have the greatest current or near-term impact on our strategic and operational plans and reputation, and the key mitigating activities in place to address them. These are the principal risks of the Group as a whole and are not in any order of priority.

Our risks are grouped into external risks, which may occur in the markets or environment in which we operate, and operational risks, which are related to internal activity linked to our business operations and internal controls.

The 'Changes since 2025' describe our experience and activity over the last year.

Key: Risk trending

- Increasing risk
- Unchanged risk
- Decreasing risk

Stakeholders impacted by the risk

- Customers
- Investors and shareholders
- Employees
- Suppliers
- Communities
- Governments

External risks

The geostrategic context

Context and potential impact

The Group operates in 57 countries with sales and supply chains in many more. Geopolitical tensions continue to be a factor in a number of countries in which our businesses or those in their supply chain operate.

We are therefore exposed to: global market forces; fluctuations in national economies; international conflicts; societal unrest; unstable tariff regimes; and evolving and increasingly complex trade regulations legislation. Failure to recognise and respond appropriately could directly impact the profitability of our operations.

Geopolitical uncertainty remains high given the ongoing war in Ukraine, conflicts in both Iran and the wider Middle East, pockets of societal volatility in southeast Asia, together with underlying economic challenges resulting in uncertainty around tariffs and taxation.

Specific current risks include:

- Primark's complex supply chain, which is dependent on supplies from countries including China, Bangladesh and India;
- a number of ABF Sugar's African operations are key drivers of GDP in the countries in which they operate and are therefore politically sensitive; and
- diverse regulatory reporting requirements, including those relating to environmental, social, product compliance, food and feed safety, workplace health and safety, all have cost and resource implications.

Mitigation

Our approach to risk management considers potential short-term market volatility and evaluates longer-term socio-economic and political scenarios.

By their nature, socio-political events are largely unpredictable. Nonetheless, our businesses have detailed contingency plans which include site-level emergency responses and improved security for employees.

In the event of a major geopolitical event that disrupts Primark's supply chain, in the short term the risk would be partially mitigated as we have several weeks of stock in warehouses and relatively long lead times, whilst alternative sourcing strategies are implemented.

Our management teams continue to monitor where products and raw materials are sourced from and to work closely with suppliers to secure raw materials, maintain production and provide a reliable supply to their customers.

We engage with governments, local regulators and community organisations to contribute to, and anticipate, important changes in public policy. We conduct rigorous checks when entering or commencing business activities in new markets.

The Group's financial control framework and Board-adopted tax and treasury policies require all businesses to comply fully with relevant local laws.

Provision is made for known issues based on management's interpretation of country-specific tax law, EU cases and investigations on tax rulings and their likely outcomes.

Changes since 2025

The past year has seen significant volatility in the Group's supply chain, with the US's war with Iran causing a significant increase in energy prices earlier this year. The unstable and unpredictable nature of the conflict presents longer-term risks regarding the availability of oil and fertiliser. This could have an impact on the cost and availability of raw materials and key commodities. Our procurement teams continue to work closely with suppliers to maintain the effective operation of our supply chains.

The continuing war in Ukraine presents a further risk of volatility in energy prices and of further supply chain disruption.

We continue to be mindful of the cultural sensitivities in the environments in which we operate, and we have continued to invest in developing and maintaining appropriate relationships with governments.

The global economic landscape remains challenging, with many countries in which we operate at risk of low growth, recession or stagflation, including China, Nigeria and western Europe. Household budgets have continued to face real pressures and consumer confidence remains low in a number of key markets.

High inflation continues to be a particular challenge for our yeast and bakery ingredients businesses based in Argentina and Türkiye.

We monitor the situation on an ongoing basis and there have been no major impacts for our businesses.

Fluctuations in commodity and energy prices



Context and potential impact

Changes in commodity and energy prices can have a material impact on the Group's operating results, asset values and cash flows.

Mitigation

The Group purchases a wide range of commodities in the ordinary course of business. We constantly monitor the markets in which we operate and manage certain of these exposures with exchange-traded contracts and hedging instruments.

The commercial implications of commodity price movements are continuously assessed and, where appropriate, are reflected in the pricing of our products.

Changes since 2025

Energy prices have been higher than last year with increased volatility in the financial year, primarily as a result of conflict in the Middle East.

European sugar prices remained at lower levels which has continued to impact our European sugar businesses.

Our businesses managed commodity price risk within existing risk management frameworks and, where appropriate, through pricing actions.

Movement in exchange rates



Context and potential impact

Associated British Foods plc is a multinational Group with operations and transactions in many currencies. Changes in exchange rates give rise to transactional exposures within the businesses and to translation exposures when the assets, liabilities and results of overseas entities are translated into sterling upon consolidation.

Mitigation

Our businesses constantly review their currency exposures and their hedging instruments and ensure appropriate actions are taken to manage the impact of currency movements. Board-approved policies require businesses to hedge transactional currency exposures and committed long-term supply or purchase contracts which are denominated in a foreign currency, using foreign exchange forward contracts. Cash balances and borrowings are largely maintained in the functional currency of the local operations.

Changes since 2025

On average, sterling has weakened against a number of our trading currencies this year, resulting in an operating profit on translation of £20m.

Low availability of foreign currency in Malawi resulted in a non-functional currency loss of £22m.

External risks

Health and nutrition



Context and potential impact

Failure to adapt to changing consumer health choices or to address nutrition concerns in the formulation of our products, related to consumer preferences or government public health policies, could result in a loss of consumer base and impact business performance.

All of our businesses continue to develop strategies considering the potential changes in both end consumer and our customer behaviours and demands, the implications for the business and where investment or changes to business models may be appropriate. New product development and formulation continue to be central to the success of the Group.

Mitigation

All of our food businesses are responsible for managing their product portfolio. Consumer preferences, regulation and market trends are monitored continually. Recipes are regularly reviewed and, where technically feasible, are considered for reformulation to improve their overall nutritional value.

Our businesses always take nutritional factors into account when developing their product ranges. To support this approach, many of our consumer-branded grocery businesses have adopted nutrition policies which set out the businesses' principles of: transparency about nutritional properties of products; consumer choice through product development and reformulation; responsible product development; and advertising.

Our businesses also operate a formal process to ensure that any health claims across their brands are subject to in-house legal review to confirm that they meet necessary legal requirements and are responsibly communicated.

All of our grocery products are labelled with nutritional information, including in many cases front of pack nutrition labelling on our branded grocery products.

We actively consider consumer health in the context of brand development and acquisition activity.

We invest in research with experts to improve our understanding of the science and societal trends.

Changes since 2025

There appears to have been an acceleration in the wider marketplace in the degree of focus on the health and nutrition of individuals.

The increasing accessibility to GLP-1 medications like Ozempic and Wegovy, together with government health initiatives, are having a significant and multifaceted impact on consumer behaviour, particularly in the food and beverage sector, presenting both risks and opportunities to the Group.

Our sugar and grocery businesses have continued to focus on health and nutrition during the year.

This year, new product development continued to focus on delivering non-high fat, salt or sugar (HFSS) and fibre-rich products. For example: Kingsmill launched Mighty White Protein Bread, a white bread delivering 15g of protein in two slices and providing a source of fibre; Allinson's added a new Seeded Sourdough loaf to their range, providing a source of fibre for consumers who enjoy authentic sourdough bread; and, in Australia, Tip Top The One Digestive Health has been developed to help Australians boost their daily fibre intake, while still delivering the soft texture and delicious taste of white bread.

Operational risks

Breaches of IT and cyber security



Context and potential impact

The cyber security risk landscape continues to evolve, with increasingly sophisticated, organised and persistent threat activity. The rapid development of artificial intelligence models has the potential to increase the scale, speed and sophistication of cyber threats faced by businesses.

A successful cyber-attack due to malicious activity by an internal or external threat actor could result in data loss, operational disruption, non-compliance with regulations and/or loss of customer confidence.

This increasing risk requires continual improvement activities by our cyber security teams to manage our ongoing risk exposure as well as our executive, technology and operations teams to ensure business resilience and continuity.

Mitigation

Cyber risk remains subject to senior executive and Board-level oversight, supporting the Group's focus on operational resilience and evolving regulatory expectations.

Our overarching cyber security culture is set by the Group and cascaded through the organisation. During the year, we mobilised a multi-year cyber transformation programme to strengthen governance, resilience and control effectiveness across the Group.

We remain vigilant with an ongoing programme of investment in controls, technology and people to enhance the longevity of our IT environments. This ongoing investment includes the control and protection of the IT and manufacturing environments.

Our cyber security teams continuously monitor our threat landscape and the effectiveness of our controls, developing both broad and focused implementation plans to ensure we have controls appropriate to the level of risk of our businesses. In addition, they implement and monitor security tools to ensure effective and efficient security operations.

We continue to improve our security culture through user awareness training programmes including phishing simulations. This reduces the likelihood of our workforce falling victim to such attacks. Additionally, we work with independent third-party security specialists who provide periodic penetration tests.

We have established Group IT security policies, technologies and processes, all of which are subject to regular internal audit.

Changes since 2025

The Group has continued to strengthen its cyber resilience in response to an evolving external threat environment.

We have mobilised a multi-year cyber transformation programme, with an initial focus on improving foundational controls, security hygiene and resilience across the Group.

This has included investment in enhanced monitoring and response capability, and clearer measures to assess the effectiveness of cyber controls across our businesses.

We have also progressed work to improve cyber resilience across both our IT and operational technology estates, including further development of our cyber security controls framework for manufacturing sites.

Senior cyber leadership capability has been strengthened to support the transformation and ensure the Group has the right capability to manage cyber risk.

These activities are supported by senior governance and are designed to provide a consistent, risk-based approach to improving cyber capability and resilience across the Group.

Operational risks

The impact of climate change and natural disasters on our operations and supply chain



Context and potential impact

Our businesses and their supply chains rely on a secure supply of finite natural resources, some of which are vulnerable to external factors such as natural disasters and climate change.

Climate change continues to represent a material risk throughout our supply chains and poses challenges to some of our businesses. In addition, the 'super' El Niño weather event that is currently developing in the Pacific is likely to result in extremes of weather including both floods and droughts and higher than average temperatures.

Most of our businesses rely on agricultural crops with complex supply chains. Both El Niño and long-term climate change are likely to impact agricultural crops, while extreme weather events have the potential to cause disruption to supply chains and operations.

Heat stress and flooding caused by extreme climate events would impact both employees and supply chain workers.

The diversified and devolved nature of the Group means that the relevant mitigation or adaptation strategies are considered and implemented by the individual businesses.

Mitigation

Determining the potential medium- to long-term impact of climate risks and opportunities is challenging as the impacts of climate change are uncertain.

Where appropriate, our businesses work with third-party experts to understand division and location-specific climate-related risks and opportunities. Where risks are considered to be significant, these are incorporated into the relevant business risk registers and mitigating controls and processes identified.

For example, ABF Sugar's businesses are investing in more sustainable agriculture approaches and trialling more regenerative practices. Initiatives are being carried out on their African estates and across the wider supply chain of the other ABF Sugar businesses. ABF Sugar businesses co-fund research institutions and partnership organisations with its growers, including: the Research Association for Sugar Beet Crop Improvement and Agroteo in Spain; the South African Sugarcane Research Institute; and the British Beet Research Organisation. These engagements aim to enhance crop resilience and productivity while reducing negative environmental impacts, and aim to help strengthen the links between individual farmers and field technicians to enhance the resilience and productivity of crops.

A climate-related scenario analysis identified the material risks for the Group, and actions to mitigate these are overseen by the relevant businesses. Further information and updates on our material Group climate-related risk is provided in the TCFD report on pages 79 to 85, which also outlines the transition plans for ABF Sugar, Primark and Twinings Ovaltine, which are our most significant contributors to Scope 1 and 2 GHG emissions and adjusted operating profit.

Changes since 2025

Our review of the current risks of climate change and natural disasters and opportunities, including the potential impact of El Niño, has determined that the scenario analysis delivered as part of our Group TCFD reporting remains appropriate.

The 'super' El Niño could have a medium-term impact on the supply chain and costs, particularly of wheat, sugar and cotton.

Our businesses continue to implement specific actions, which aim to assess and mitigate the impact of climate change and natural disasters on our businesses.

Heat stress remains an emerging risk across the Group. We continue to work with our divisions to understand where this is most prevalent across our businesses for workers, in both agricultural and manufacturing sites and in their supply chains.

For details on the scenario analysis, transition plans, and our risk management and materiality assessment approach, refer to the TCFD section on pages 72 to 85 and our website at www.abf.co.uk/responsibility.

Workplace health and safety



Context and potential impact

Our operations have the potential for loss of life or ill health to employees and contractors, both on-site and off-site, if the hazards and associated risks are not fully controlled.

Mitigation

The safety, health and wellbeing of our employees and contractors continues to be one of our main priorities. The chief executives of each business, who lead by example, are accountable for the performance of their business.

Our Health, Safety and Wellbeing Policy, refreshed in March 2026, makes it very clear that we require the businesses to continuously improve and to make sure that the hazards and risks of our activities are understood and that appropriate controls to look after our people are in place. This includes clear requirements that are focussed on processes that are critical to life.

On an annual basis, we engage independent external auditors to review a sample of our sites to support a culture of continuous improvement of risk management processes.

Best practice guidance and toolkits are shared across the businesses, co-ordinated from the ABF centre, to supplement the delivery of their own programmes. These address critical risks of moving vehicle interactions, falls of people and materials from height, machinery safety, confined spaces, electrical safety and management of contractors, as well as addressing the more common, but less severe, injuries from manual handling and from slips and trips. Additional resources have also been developed to support with the management of change and effective engagement toolkits.

Changes since 2025

Businesses have continued to treat health and safety as the key priority and have delivered numerous improvements during the year.

The safety performance of the Group is reported on our website at www.abf.co.uk/responsibility.

Any loss of life connected with our operations is unacceptable and we expect all colleagues and contractors to return home after work safe every day. As such, we are deeply saddened to report one△ fatal injury to an employee and four△ to contractors. Two of these fatalities occurred during activities on our sites being conducted by contractors: a contractor in Brazil was electrocuted; and a contractor in Malawi was killed when a fire extinguisher exploded during pressurisation by the contract engineer. Two of the fatalities resulted from road traffic incidents: an employee was struck by a vehicle whilst crossing a road in Zambia, and a contract delivery driver was fatally injured in a road traffic accident in the UK, with the precise cause unknown. Last year we reported a contractor fatality in Zambia during inflation of a tyre of an agricultural vehicle, which is reported in this year's data.

Following these tragic events, our priority was to ensure the families and colleagues of those who died were supported. Comprehensive root cause investigations were undertaken to understand the causes of each incident and identify opportunities to prevent a recurrence. The findings and lessons learned are being shared across the Group.

All of our businesses have a strong focus on contractor management and supervision. Vehicle and driver safety remains a top priority and our businesses are working with their contracted hauliers to ensure a robust focus on driver safety.

This year, we invested £43m in reducing health and safety risks across a wide range of operational hazards. This includes capital investment projects linked to mitigating safety risks in areas including transport, fire and explosion, machinery and fall from height risk reduction, investment in behavioural safety and culture development programmes.

Product safety and quality



Context and potential impact

As a leading food manufacturer and retailer, it is vital that we manage the safety and quality of our products throughout the supply chain.

Mitigation

Product safety is put before economic considerations.

We operate strict food safety and traceability policies within an organisational culture of hygiene and product safety to ensure consistently high standards in our operations and in the sourcing and handling of raw materials and garments.

Food quality and safety audits are conducted across all our manufacturing sites, by independent third parties and customers, and a due diligence programme is in place to ensure the safety of our retail products.

Our sites comply with international food safety and quality management standards and our businesses conduct regular mock product incident exercises.

All businesses set clear expectations of suppliers, with relevant third-party certification or other assessment a condition of doing business. Product testing and trials are undertaken as required and where bespoke raw materials are purchased, the businesses will work closely with the supplier to ensure quality parameters are suitably specified and understood.

All Primark's products are tested to, and must meet, stringent product safety specifications in line with, and in some instances above, legal requirements.

Primark continues to drive and improve product performance for quality and compliance purposes through its product approval processes, in-country inspections centres and management of its supply base.

Changes since 2025

We had no major product recalls during the year. There have been a very small number of product recalls that have been managed and monitored as part of our normal course of business.

Businesses have continued to define and refine KPIs in this area.

Operational risks

Our supply chain and ethical business practices



Context and potential impact

The Group is global and highly diversified and our businesses have complex supply chains, most of which depend on agriculture and manufacturing.

The most critical risks in our businesses' supply chains are:

- the transparency of the source of raw materials, manufacturing locations and working conditions;
- the inherent vulnerability of workers; and
- maintaining consistency of approach to human rights due diligence and taking steps as appropriate to identify, prevent and mitigate negative social impacts that may arise.

Mitigation

The processes implemented by our businesses to manage supply chain due diligence are key to identifying, preventing and mitigating human rights impacts as appropriate. This due diligence requires our businesses to understand the issues specific to the workers within their respective supply chains and, where appropriate, communities that are impacted by the activities in our value chain. In line with our Group Supplier Code of Conduct, our businesses prohibit all forms of modern slavery, including forced labour and human trafficking.

We continue to report, as required, under relevant regulations, including the UK Modern Slavery Act, the Australian Modern Slavery Act and the Canadian Forced Labour and Child Labour Act. For more information, see our Group Modern Slavery Statement 2026 which is published on our website.

The Group Supplier Code of Conduct sets out essential requirements of responsible business conduct from the perspective of supply chain labour standards as well as good business practice and environmental management. All Group businesses are required to apply this Code in their dealings with suppliers. The Code is based on the work of the United Nations International Labour Organization ('ILO') as well as the UK Ethical Trading Initiative's Base Code. Online training modules are made available to facilitate internal awareness across the Group.

Primark is a member of the Ethical Trading Initiative and is recognised for its Ethical Trade and Environmental Sustainability programme. Primark has a well-established Ethical Trade auditing and monitoring programme, which is key for identifying risks within the supply chain and for ensuring that mitigating actions are taken where necessary. Primark's approach to due diligence is explained in its Supply Chain Human Rights Policy which is available at corporate.primark.com/en-gb/policies-and-reports/policies.

Several of our businesses, including a number within UK Grocery, ABF Ingredients and George Weston Foods, monitor their supply chains and engage suppliers using the Sedex (Supplier Ethical Data Exchange) online database.

Twinings recognises the challenges within its tea and herb supply chain and the importance of working closely with its suppliers. Twinings uses a proprietary approach to risk assessment, developed in consultation with expert external stakeholders, which in addition to labour rights covers housing, water and sanitation, health and nutrition, land, gender and children's rights, farming practices and more.

Some of our businesses, including Primark and Twinings, publish global sourcing maps and provide information about their processes, progress and challenges through corporate reports, websites, stakeholder engagement activities and submissions to benchmarks. For more information on human and labour rights in our supply chains see our website (www.abf.co.uk/responsibility).

Changes since 2025

The most significant changes in the year relate to new and emerging regulations which focus on reporting of due diligence activity and supply chain governance. This has prompted businesses to further review their current governance and supply chain due diligence processes as well as key reporting metrics.

Following the publication of the UK Sustainability Reporting Standards (UK SRS) and the FCA's related reporting requirements, we are assessing the implications for the Group and our future sustainability reporting.

Some of our businesses will be required to report under the EU Corporate Sustainability Reporting Directive ('CSRD') from 2027. These businesses have initiated double materiality assessments ('DMA'), which include detailed value chain mapping, to identify material sustainability matters and reporting metrics.

The EU's Deforestation Regulation also contains due diligence requirements around labour standards, for those commodities concerned. Several of our businesses are in scope of this Regulation and are taking the required action.

The ESG Policy and Reporting Group oversees the activities to prepare for upcoming material ESG regulations and emerging risks, including requirements for publishing mandatory ESG information.

Our use of natural resources and managing our environmental impact



Context and potential impact

Our businesses are reliant on the use of a large range of natural resources to deliver their products. Our material environmental impacts come from:

- fuel and energy use;
- agricultural operations giving rise to GHG emissions;
- use of land related to agricultural operations;
- the abstraction and management of water and wastewater especially in water-stressed areas; and
- waste which cannot be reused or recycled, including single-use plastics.

Our businesses recognise that a failure to manage these impacts could pose a risk to the environment and potentially create risks to their licences to operate and result in additional costs.

Our businesses continue to set relevant KPIs to manage and measure the outcome of their efforts to reduce their environmental impact. We also continue to strengthen our existing data management processes to facilitate the reporting of robust data at a Group level. There continues to be increased regulatory scrutiny and ESG reporting requirements that our businesses must meet in many countries where they operate. Across the Group, we are committed to remaining compliant with these requirements.

Mitigation

We recognise our role in supporting the transition to a low-carbon economy and we have a Group-wide ambition to reach net zero carbon emissions by 2050 in line with the 2015 Paris Climate Agreement. In line with our devolved business model, our businesses set plans and commitments appropriate to their operations and supply chains. The GHG reduction targets set by ABF Sugar, Primark, Twinings Ovaltine and AB World Foods have been validated by the Science Based Targets initiative ('SBTi').

Our businesses are targeting reductions in GHG Scope 1 and 2 emissions through carbon reduction and transition plans, which include both energy efficiency measures and growing the use of renewable energy. British Sugar, which is our most material business for Scope 1 GHG emissions, has a number of projects that focus on factory energy efficiency, steam reduction, coal elimination and reduction of energy use for pulp drying.

Our businesses continuously seek ways to improve the efficiency of both their operations and supply chains by using technologies and techniques to reduce their use of natural resources. Areas of focus include packaging and food waste.

At the agricultural and farm level, our businesses support a wide range of environmental interventions. These span many farm management models, including certified organic production, standards to promote biodiversity, engagement with smallholder farmers in developing markets, and adoption of farm management systems built on the principles of more sustainable and regenerative farm management practices.

Water is an essential input for clothing and food production. It is a valuable resource and our businesses aim to reduce the amount of water they abstract for their own operations. In addition, they reuse process water as much as possible and treat wastewater, ensuring it meets or exceeds local and national water standards.

For example, AB Mauri has built significant in-house capability in water use and wastewater management to assess water risks at each of its sites and to ensure that any water returned to the environment meets regulations and is managed as safely as possible.

ABF Sugar continues to prioritise efficient water management. This includes improving the accuracy of water measurement and investing in smarter irrigation systems.

Examples of how some of our businesses work with their supply chain to encourage responsible use of natural resources are the Primark Cotton Project ('PCP') and Jordans Farm Partnership.

As part of the PCP, farmers are trained in methods aimed at increasing cotton yields and reducing inputs including water use, chemical pesticide and fertiliser use, whilst the Jordans Farm Partnership supports oat farmers to meet the LEAF Marque Standard for their farming practices. The LEAF Marque is a global assurance system that recognises more sustainable practices related to soil management, water management and crop health.

Changes since 2025

The environmental performance of the Group and its businesses is reported on the ABF website at www.abf.co.uk/responsibility and in our CDP submission. For details on transition plans and our risk management and materiality assessment approach, refer to the 2026 TCFD report and the ABF website.

There are new and emerging regulations that will require additional levels of reporting, data gathering, and supplier due diligence regarding our impact on the environment. For example, a number of our businesses are in scope for the EU Deforestation Regulation ('EUDR'). Those with products in scope of this regulation are working to address the requirements, including by working with external bodies, suppliers and customers.

Going concern and viability statement

Going concern

After making enquiries, the Board has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the consolidated financial statements. The forecast for the going concern assessment period to 4 March 2028 has been reviewed in light of the latest trading performance and is the best estimate of cash flow in the period.

The demerger of Primark is expected to complete during this assessment period. However, the structure, terms and timing of the proposed demerger remain within the Group's control. The demerger would not proceed on terms that the Board considered would leave either the Food business or Primark without adequate resources to continue in operational existence following completion.

As part of the going concern assessment, the directors have therefore considered two scenarios: firstly the Group post a demerger of Primark and secondly, the Group being maintained in its current composition if the demerger does not complete as planned during the assessment period. In the demerger scenario, assumptions have been made around how cash and debt would be split between the Food and Primark businesses. It has also been assumed that the Group would no longer be impacted by Primark cash flows from December 2027.

The Board's treasury policies are in place to maintain a strong capital base and manage the Group's balance sheet and liquidity to ensure long-term financial stability. These policies are the basis for investor, creditor and market confidence and enable the successful development of the business. The financial leverage policy requires that, in the ordinary course of business, the Board prefers to see the Group's ratio of total net debt including lease liabilities to adjusted EBITDA to be well under 1.5x. At the end of this financial year, the financial leverage ratio was 1.1x. At the end of the financial year, the Group had total cash and cash equivalents of £1.0bn and undrawn committed facilities of £1.8bn, which includes an undrawn £1.5bn RCF that matures in June 2029 and an additional RCF taken out in February 2026 that matures in February 2029, both of which are free from performance covenants and expected to be extended as required. In the demerger scenario, the going concern assessment reflects the anticipated post-demerger liquidity and financing arrangements for the Food business based on the information available at the date of the assessment.

In reviewing the cash flow forecast for the period, the directors reviewed the trading for both Primark and the Food business in light of the experience gained from events of the last three years of trading and emerging trading patterns as well as considering potential significant acquisitions. The directors have a thorough understanding of the risks, sensitivities and judgements included in these elements of the cash flow forecast. Separate base case forecasts were considered for the Food business following completion of the demerger, and for the Group in its current composition. The post-demerger forecast reflects the Food business's expected trading performance, cash flows, liquidity and financing arrangements, together with the effects of separation and its standalone operating arrangements.

As a downside scenario, the directors considered a situation in which inflationary costs are not fully recovered through pricing, there are high levels of volatility in the sugar market without price adjustments, there is an adverse movement to the cash conversion cycle within the Group and severe IT outages occur leading to a period of non-operation. This downside scenario was modelled without taking any mitigating actions within the Group's control. The downside scenario was applied both to the Food business following completion of the demerger, and to the Group in its current composition. Under this downside scenario, both the Food business post-demerger and the Group in its current composition had sufficient forecast liquidity throughout the period.

In addition, the directors also considered the circumstances which would be needed to exhaust the Group's total liquidity over the assessment period – a reverse stress test. As the demerger is anticipated to take place towards the end of the assessment period, we have prepared the reverse test calculation based on the current Group structure. This indicates that, on top of the downside scenario outlined above, annual profit before tax would need to decline by a further 33% without any price increases or other mitigating actions being taken before total liquidity is exhausted. The likelihood of these circumstances is considered remote for two reasons. Firstly, over such a period, management could take substantial mitigating actions, such as reviewing pricing, taking cost-cutting measures and reducing capital investment. Secondly, the Group has significant business and asset diversification and would be able to, if it were necessary, dispose of assets and/or businesses to raise considerable levels of funds.

Viability statement

The Board has determined that the most appropriate period over which to assess the Company's viability, in accordance with the 2024 UK Corporate Governance Code, is three years. Each business sets a strategic planning time horizon appropriate to its activities which typically cover a three-to-five year period. The directors also considered the diverse nature of the Group's activities and the degree to which the businesses change and evolve in the relatively short term. The directors considered the Group's profitability, cash flows and key financial ratios over this period and the potential impact that the principal risks and uncertainties set out on pages 86 to 95 could have on future performance, solvency or liquidity of the Group and its resilience to threats to its viability posed by severe but plausible scenarios. Building on the analysis performed as part of the going concern review, including the consideration of the demerger of Primark, sensitivity analysis was applied to these metrics and the projected cash flows were stress tested against a range of scenarios.

The directors considered the level of performance that would cause the Group to exhaust its available liquidity, the financial implications of making any strategic acquisitions, as well as a variety of additional potentially adverse factors such as long-term reputational damage, macroeconomic influences such as fluctuations in commodity markets and climate-related business risks. The impact of potential mitigating actions under the Group's control were also considered in this analysis. The Group is highly diversified, operating in 57 countries in different markets, sectors, customer groups, geographies and products. While the principal risks considered all have the potential to affect future performance, none of them are considered individually or collectively to threaten the viability of the Company for the period of the assessment. The Group has a track record of delivering strong cash flows. This has been more than sufficient to meet not only our ongoing financing obligations but also to fund the Group's expansionary capital investment.

The Board's treasury policies are in place to maintain a strong capital base and manage the Group's balance sheet and liquidity to ensure long-term financial stability. These policies are the basis for investor, creditor and market confidence and enable the successful development of the business. The financial leverage policy requires that, in the ordinary course of business, the Board prefers to see the Group's ratio of total net debt including lease liabilities to adjusted EBITDA to be well under 1.5x.

At the end of this financial year, the financial leverage ratio was 1.1x. In addition, the Group requires a certain level of total liquidity at all times. At the end of the financial year, the Group had total cash, and cash equivalents of £1.0bn and undrawn committed facilities of £1.8bn, which includes an undrawn £1.5bn RCF that matures in June 2029 and an additional RCF taken out in February 2026 that matures in February 2029, both of which are free from performance covenants and are expected to be extended as required. In the demerger scenario, the going concern assessment reflects the anticipated post-demerger liquidity and financing arrangements for the Food business based on the information available at the date of the assessment. In April 2026, S&P Global Ratings reaffirmed their assignment to the Group of an 'A' grade long-term issuer credit rating, though revised the outlook to negative from stable as a result of the intent to demerge Primark. The Group's access to a diverse funding base is supported by the existing £400m public bond due in 2034. Even in a worst-case scenario, with risks modelled to materialise simultaneously and for a sustained period, the possibility of the Group having insufficient resources to meet its financial obligations is considered remote. Based on this assessment, the directors confirm that they have a reasonable expectation that the Company will be able to continue in operation and meet its liabilities as they fall due over the three-year period to 15 September 2029.

In assessing viability, the directors considered both completion of the proposed demerger of Primark during the assessment period and the Group continuing in its current composition. In the demerger scenario, the assessment reflects the cash flows and financing requirements of the continuing Food group following separation, including assumptions regarding the allocation of cash and debt, separation costs and standalone operating arrangements. It also assumes that appropriate financing facilities will be available throughout the assessment period, including the refinancing or replacement of facilities maturing during that period. The directors assessed the resilience of both scenarios to severe but plausible downsides, taking account of mitigating actions within management's control.

The Strategic Report was approved by the Board and signed on its behalf

Michael McLintock
Chairman

George Weston
Chief Executive

Joana Edwards
Group Chief Financial Officer

Chairman's introduction



Michael McLintock
Chairman

Dear fellow shareholders

I am pleased to present the Associated British Foods plc Corporate Governance Report for the year ended 12 September 2026.

This report explains how the Board is structured, the roles and responsibilities held by its members and the work carried out by the Board and its Committees. It also outlines the governance framework we rely on to maintain strong corporate governance and to ensure the Group has the resources it needs to pursue its key objectives and track its progress against them.

As announced on 21 April 2026, following an in-depth review of the Group structure, the Board decided to proceed with the demerger of Primark from the Food business. We believe both businesses will be better placed to pursue their ambitions independently, in particular with oversight by boards that are directly aligned to their respective industry dynamics, clearer investment propositions and accountability to shareholders specifically interested in either the Food business or Primark. We are targeting completion in December 2027. To ensure a smooth transition through the demerger process, the Board has asked me to continue as Chairman until the completion of the demerger. Pending completion of the process, the Company will continue to operate in line with its current strategy and business model.

Our purpose in the meantime remains unchanged: to provide safe, nutritious and affordable food, and clothing that is great value for money. Rather than centralise control, the Board deliberately entrusts the executive teams leading our five divisions with substantial autonomy. Those teams are best placed to respond decisively to the particular demands of their markets and geographies, so that is where we locate day-to-day decision-making – underpinned throughout by Board oversight and by the collective resources and expertise of the wider Group. This devolved approach remains, in our view, one of ABF's defining strengths and the most effective way to deliver the Group's sustained long-term success.

Our Board places great importance on building open dialogue with shareholders, employees and our wider stakeholder community, ensuring that a broad range of views informs the decisions we make. This engagement is reflected in our Section 172 Statement on pages 50 to 55 and through the Responsibility section on pages 56 to 70.

Further detail can be found in the Responsibility section of our website at: www.abf.co.uk/responsibility.

The Board remains well informed about, and actively engaged with, each of the individual businesses. This has been achieved through regular updates from the executive directors, annual presentations by the senior management of each business and directors' visits to the businesses themselves. These channels allow the Board to offer effective guidance and provide constructive challenge to management.

At the end of March 2025, Joana Edwards was appointed as the interim Finance Director of the Company and Eoin Tonge became the interim Chief Executive of Primark. On 5 March 2026, we were delighted to announce that both interim appointments were made permanent, with Joana becoming Group Chief Financial Officer and a statutory director of the Company and Eoin becoming the Chief Executive of Primark, as well as remaining as a statutory director of the Company. References to the Group Chief Financial Officer in this Corporate Governance Report therefore refer to Joana for the entire period, including during her role as interim Finance Director.

Our four values of respecting everyone's dignity, acting with integrity, progressing through collaboration and delivering with rigour continue to underpin our culture. We monitor and assess the culture of the Group in various ways, reflecting its devolved nature. Annie Murphy has continued her role as our designated Non-Executive Director for workforce engagement and an update on Annie's activities during the year is provided in her letter on pages 105 and 106. Alongside Annie's activities, culture is monitored through director and senior executive visits to sites, business divisions' updates to the Board (including on workforce engagement), input from our Speak Up programme and the annual talent review and update to the Board from the Chief People and Performance Officer.

We continue to meet the commitments and aspirations around Board composition as set out in our Board Diversity Policy. Details on gender and ethnic diversity both at Board level and at senior executive level are set out in further detail in the Nomination Committee Report.

We will again hold a physical AGM in December 2026 and all directors will be standing for election or re-election. The AGM will be held at QEII Centre, Broad Sanctuary, Westminster, London SW1P 3EE. As has been the case for the last few years, we will also continue to stream the event online for those shareholders who are not able to attend in person. Please note, however, that you will not be able to vote or ask questions on the day if you do not attend in person, so please vote in advance by proxy and submit any questions in advance if you cannot attend. Details on how to do so are provided in the Notice of AGM 2026. We look forward to seeing as many of you as possible on the day.

Michael McLintock
Chairman

Compliance with the UK Corporate Governance Code

As a company listed on the Equity Shares Commercial Companies category in the UK, the Company is reporting in accordance with the 2024 UK Corporate Governance Code ('2024 Code'). The 2024 Code sets out standards of good practice in relation to: (i) board leadership and company purpose; (ii) division of responsibilities; (iii) board composition, succession and evaluation; (iv) audit, risk and internal control; and (v) remuneration. The 2024 Code is published by the UK Financial Reporting Council ('FRC') and a copy is available from the FRC website: www.frc.org.uk.

The Board considers that the Company has, throughout the year ended 12 September 2026, applied the principles and complied with all the provisions of the 2024 Code that are applicable to the reporting period. Provision 29 of the 2024 Code applies only from financial years beginning on or after 1 January 2026. Accordingly, for the year ended 12 September 2026, the Company has complied with provision 29 of the 2018 UK Corporate Governance Code, and will first be required to report against provision 29 of the 2024 Code in its 2027 Annual Report.

The Company's disclosures on its application of the principles of the 2024 Code can be found on the following pages:

Board leadership and company purpose
See pages 102 to 106

Chairman's introduction
See page 98

Leadership, values, culture and purpose
See pages 12 to 17; 56 to 70; 102 to 106

Strategy
See pages 12 to 17; 102 to 103

Stakeholder and shareholder engagement
See pages 50 to 55; 61 to 65; 102 to 106

Division of responsibilities
See pages 107 to 108

Commitment, development and information flow
See pages 107 to 108

Composition, succession and evaluation
See pages 107 to 109

Board performance review
See page 109

Nomination Committee Report
See pages 110 to 112

Audit, risk and internal control
See pages 113 to 119

Risks, viability and going concern
See pages 86 to 97

Audit Committee Report
See pages 113 to 119

Remuneration
Directors' Remuneration Report
See pages 120 to 134

Board of Directors

Michael McLintock
Chairman

N R



Michael was appointed a director in November 2017 and Chairman in April 2018. He was formerly Chief Executive of M&G, retiring in 2016, having joined the company in 1992 and been appointed Chief Executive in 1997. In 1999 he oversaw the sale of M&G to Prudential plc where he served as an Executive Director from 2000 until 2016. Previously he held roles in investment management at Morgan Grenfell and in corporate finance at Morgan Grenfell and Barings. Following the Board's 21 April 2026 decision to proceed with the demerger of Primark, it is intended that Michael continue as Chairman of ABF until the completion of the demerger to ensure a smooth transition through the demerger process.

Other appointments:
- Non-Executive Director of Caledonia Investments plc
- Trustee of the Grosvenor Estate
- Non-Executive Chairman of Grosvenor Group Limited
- Member of the advisory board of Bestport Private Equity Limited
- Member of the Takeover Appeal Board
- Chair of Investment Committee, St. John's College, Oxford

George Weston
Chief Executive



George was appointed to the Board in April 1999 and took up his current appointment as Chief Executive in April 2005. In his former roles at Associated British Foods, he was Managing Director of Westmill Foods, Allied Bakeries and George Weston Foods Limited (Australia).

Other appointments:
- Non-Executive Director of Wittington Investments Limited
- Trustee of the Garfield Weston Foundation
- Trustee of the British Museum

Key to Board Committees

- N Nomination Committee
- A Audit Committee
- R Remuneration Committee
- Red indicates Committee Chair

Joana Edwards
Group Chief Financial Officer



Joana was appointed as a director and Group Chief Financial Officer on 5 March 2026. Joana served as Group Interim Finance Director from 31 March 2025. Prior to that Joana was Group Financial Controller, having joined the Group in 2020. Before joining ABF, Joana was Group Financial Controller at L'Oréal, having previously held a number of senior Finance Director roles across that Group's regions and business units.

Other appointments:
- None

Eoin Tonge
Primark Chief Executive



Eoin was appointed a director in February 2023. He was appointed Primark Chief Executive on 5 March 2026, having previously served as Interim Primark Chief Executive and before that as ABF Group Finance Director. He was previously at Marks and Spencer Group plc, where he was Chief Financial Officer and Chief Strategy Officer. Prior to that, Eoin held senior positions at Greencore Group plc, including Chief Financial Officer, Managing Director of Greencore's grocery division, and Chief Strategy Officer.

Other appointments:
- None

Dame Heather Rabbatts
Senior Independent Director

N A R



Dame Heather was appointed a director on 1 March 2021 and has been Senior Independent Director since 1 May 2023. Heather has held a number of executive and non-executive roles including in local government, infrastructure, media and sports. She has previously been a Non-Executive Director of Grosvenor Britain & Ireland, a Non-Executive Director of Kier Group plc and was the first woman on the Board of the Football Association in over 150 years. She continues to work in film and sports.

Other appointments:
- Interim Executive Chair of M&C Saatchi plc
- Non-Executive Director of Bloomsbury Publishing plc
- Chair of Soho Theatre

Emma Mitchell
Non-Executive Director



Emma was appointed a director in December 2011. She was educated at Stanford University and has an MBA from INSEAD. She has served as a director/trustee on a number of non-profit and Foundation boards in the UK and Canada.

Other appointments:
- Director of Wittington Investments Limited
- Director of the Weston Family Foundation

Graham Allan
Independent Non-Executive Director
N A R



Graham was appointed a director in September 2018 and became Chair of the Remuneration Committee in May 2023. Graham was formerly the Group Chief Executive of Dairy Farm International Holdings Limited, a pan-Asian retailer. Prior to joining Dairy Farm, he was President and Chief Executive Officer at Yum! Restaurants International. Graham has previously held various senior positions in multinational food and beverage companies with operations across the globe and has lived and worked in Australia, Asia, the US and Europe.

Other appointments:
- Senior Independent Director of Intertek Group Plc
- Senior Independent Director of InterContinental Hotels Group PLC
- Non-Executive Director of Americana Restaurants International PLC
- Director of IKANO Pte Ltd
- Director of Nando's Group Holdings Limited
- Director of William Grant & Sons Holdings Limited

Kumsal Bayazit Besson
Independent Non-Executive Director
N A R



Kumsal was appointed a director on 1 December 2023. Kumsal is currently Chief Executive Officer of Elsevier, a global leader in advanced information and decision support for science and healthcare. Since 2004, Kumsal has held multiple management positions at RELX, parent company of Elsevier, including as Chief Strategy Officer, President of Reed Exhibitions and as Chair of the RELX Technology Forum, responsible for use of AI technology, risk management and cyber security across the RELX Group. Prior to joining RELX, Kumsal spent several years at Bain & Company in its New York, Los Angeles, Johannesburg and Sydney offices.

Other appointments:
- Chief Executive Officer of Elsevier

Annie Murphy
Independent Non-Executive Director
N A R



Annie was appointed a director in September 2023. Annie has held senior roles at fast-moving consumer goods and retail companies including PepsiCo and Procter & Gamble and, most recently, as SVP, Global Chief Commercial Officer – Brands and International at Walgreens Boots Alliance until January 2023.

Other appointments:
- Non-Executive Director of Domino's Pizza Group Plc

Loraine Woodhouse
Independent Non-Executive Director
N A R



Loraine was appointed a director on 1 October 2024 and became Chair of the Audit Committee on 24 April 2025. Loraine was formerly Finance Director of Waitrose, Chief Financial Officer of Hobbs, Finance Director of Capital Shopping Centres Limited and Finance Director of Costa Coffee. Loraine was also previously Chief Financial Officer of Halfords Group plc and a Non-Executive Director of The Restaurant Group plc and of Bristol Water plc.

Other appointments:
- Senior Independent Director of The British Land Company plc
- Non-Executive Director of Pennon Group plc
- Trustee of the Zoological Society of London

Board leadership and company purpose

The Board

The Board is collectively responsible to the Company's shareholders for the direction and oversight of the Company to ensure its long-term success. The Board met regularly throughout the year to approve the Group's strategic objectives, to lead the Group within a framework of effective controls which enable risk to be assessed and managed, and to ensure that sufficient resources are available to meet the objectives set.

There are a number of matters which are specifically reserved for the Board's approval. These are set out in a clearly defined schedule which is available to view on the corporate governance section of the Company's website: www.abf.co.uk.

Certain specific responsibilities are delegated to the Board Committees, being the Nomination, Audit and Remuneration Committees, which operate within clearly defined terms of reference and report regularly to the Board. Membership of these Committees is reviewed annually. Minutes of Committee meetings are made available to all directors on a timely basis. For further details, please see the reports of each of these Committees below.

Purpose, business model and strategy

The purpose of the Company is to provide safe, nutritious and affordable food, and clothing that is great value for money. A description of the Company's strategy to drive sustainable, long-term growth, cash generation and strong returns to create value for shareholders and other stakeholders in support of this purpose is set out in the Group business model and strategy section on pages 12 to 15. Our 'Managing our risks' section starting on page 86 provides details on how opportunities and risks to the future of the business have been considered.

Culture and values

At their simplest, our culture and our values (respecting everyone's dignity, acting with integrity, progressing through collaboration, and delivering with rigour) centre around doing the right thing. Our devolved decision-making model empowers the people closest to the markets to make the right judgements to mitigate risks and to find opportunities, but importantly with encouragement, engagement and support from the centre. That support can take the form of resources and expertise or it can be provided through challenge. We believe the route to enduring value creation lies in our focus on building objectives from the bottom up rather than from the top down.

Culture is monitored by the Board through a number of different approaches. Annie Murphy's work on workforce engagement, with the support of the Chief People and Performance Officer, continues to provide feedback to the Board on the processes in place within the businesses to ensure two-way communication and to test for positive cultures. Annie's letter on pages 105 and 106 sets out further detail on how Annie, with support from the rest of the Board, has engaged with the businesses during this financial year and the overarching themes of such engagement. This direct engagement is supported by business presentations from senior management of each business division to the Board (which include information on safety performance and health and wellbeing initiatives, as well as the individual businesses' workforce engagement initiatives, including results and outcomes).

It is essential that the businesses not only engage with and assess culture within their workforce, but that they also respond and take action. Some of the initiatives that our businesses have taken arising from people surveys and other listening and engagement interactions, including examples of how we reward and invest in our workforce, are set out in Annie's letter on pages 105 and 106.

In addition, other directors have carried out a range of visits and other engagement events, further details of which can be found on page 108.

Whistleblowing

The Group's Speak Up Policy contains arrangements for an independent external service provider to receive, in confidence (where legally permitted), reports of any inappropriate, improper, dishonest, illegal or dangerous behaviour for reporting to the Audit Committee as appropriate. The Audit Committee reviews reports and the actions arising from internal audit in response to these reports.

The Audit Committee reports to the full Board on (or all Board members attend the relevant parts of the Audit Committee meeting to obtain details of) the analysis of reported allegations, which is compiled by the Director of Financial Control. Arrangements are in place for proportionate and independent investigations of allegations and for follow-up action.

Further details of the Speak Up Policy and processes in place, as well as information on the status of notifications received in the year to 30 June 2026, are provided on page 65.

Conflicts of interest procedure

The Company has procedures in place to deal with the situation where a director has a conflict of interest. As part of this process, the Board:

- considers each conflict situation separately on its particular facts;
- considers the conflict situation in conjunction with the rest of the conflicted director's duties under the Companies Act 2006;
- keeps records and Board minutes as to authorisations granted by directors and the scope of any approvals given; and
- regularly reviews conflict authorisation.

Engagement with stakeholders

Our scale, employing approximately 140,000 people and with operations in 57 countries across the world, means that our activities matter to, or have an impact on, many people. As a result, the Company engages regularly with its stakeholders at Group and/or business level, depending on the particular issue.

At a Group level we engage with a variety of stakeholder groups including shareholders, governments, media and investors through a range of methods. As part of daily business activities and through structured processes, our businesses routinely engage with customers, suppliers, regulators and industry bodies.

More detail about our approach to stakeholder engagement and specific activities this year can be found on pages 50 to 55 (which contains our Section 172 Statement on engaging with our stakeholders), pages 56 to 70 (on responsibility) and in the letter on pages 105 and 106 from Annie Murphy, our designated Non-Executive Director for workforce engagement.

We have a dedicated in-house team to manage communications with our shareholders, making sure we respond directly, as appropriate, to any matters regarding their shareholdings. We also have a dedicated team at Equiniti Limited (our share registrar), which looks after their needs. To improve security and efficiency of communications and to reduce the amount of paper we use, we seek to use e-communications to communicate with shareholders wherever possible and encourage shareholders to switch to e-communications in order to reduce our paper usage further. We encourage the direct payment of dividends into bank or building society accounts.

We also engage with shareholders, both institutional investors and individual shareholders, in a number of other ways:

Meetings with institutional shareholders

The Chairman meets with the Company's largest institutional shareholders to hear their views and discuss any issues or concerns. During the year, the Chairman held meetings with a number of institutional shareholders (either in person or virtually) and discussed a range of topics including the Company's strategy and approach to corporate governance, Board composition, the proposed demerger of the Primark and Food businesses, ESG and remuneration-related matters. The Remuneration Committee Chair also meets with investors and analysts to answer queries and respond to feedback around remuneration issues.

On the day of the announcement of the interim and final results, and on the day of our January, July and September trading updates, the Company's largest shareholders, together with financial analysts, are invited to a presentation with a question and answer session by the Chief Executive and Group Chief Financial Officer, with webcast presentations of the results available for all shareholders through the Company's website. Following the results, the Chief Executive, Group Chief Financial Officer and/or Head of Investor Relations hold one-to-one and group meetings (virtually where necessary) with institutional shareholders and potential investors. These views are then reported back to the Board as a whole at the following Board meeting to ensure that the Board is aware of any issues that the Company's largest shareholders are concerned about.

During the year, the Board has maintained an active programme of engagement with institutional investors, including engagement by the Chief Executive and/or Group Chief Financial Officer, the purpose of which is both to develop shareholders' understanding of the Company's strategy, operations and performance and to provide the Board with an awareness of the views of significant shareholders. At each Board meeting, the directors are briefed on shareholder meetings that have taken place and on feedback received, including any significant concerns raised.

AGM

All shareholders are invited to attend the AGM in person, and have access to our website and the choice to receive electronic communications.

The AGM provides an opportunity for the directors to engage with shareholders, answer their questions and to meet them informally. The AGM will be held on Friday, 4 December 2026 at 11.00 am at the QEII Centre, Broad Sanctuary, Westminster, London SW1P 3EE. It is planned that shareholders will be able to attend in person. There will also be the possibility for registered shareholders to follow proceedings through a livestream on the AGM website. We encourage all shareholders not attending in person on the day to vote by proxy in advance of the meeting on all resolutions put forward, as shareholders will not be able to vote on the day if they are not attending in person. Shareholders will also have the opportunity to put their questions to the Board either at the meeting (if attending in person) or in advance of the meeting. Further details are included in the Notice of AGM and documentation accompanying the proxy form. All votes are taken by a poll. In 2025, voting levels at the AGM were over 85% of the Company's issued share capital.

Annual Report

We publish a full Annual Report and Accounts each year, which contains a Strategic Report, responsibility section, corporate governance section and financial statements. The Annual Report is available in paper format for those who request it and on our website: www.abf.co.uk.

Responsibility/ESG

The Director of Legal Services and Company Secretary acts as a focal point for communications on matters of corporate responsibility. During the year, the Company responded to requests for meetings, telephone meetings and written information from both existing and potential shareholders and research bodies on a broad range of environmental, social and governance risk matters, including matters related to climate change, water and greenhouse gas risk management, supply chain management, sustainable agriculture, human rights, employee welfare, gender balance and human capital development. The Director of Legal Services and Company Secretary and the Group Corporate Responsibility Director regularly meet with investors, potential investors and other stakeholders to discuss corporate responsibility matters.

Our ESG activities are illustrated throughout this Annual Report, including through the various case studies, through our Section 172 Statement on pages 50 to 55 and through the Responsibility section on pages 56 to 70. This is supplemented by the Responsibility section of our website at: www.abf.co.uk/responsibility.

Website (www.abf.co.uk)

Our website is regularly updated and contains a comprehensive range of information on our Company. There is a section dedicated to investors which includes our investor calendar, financial results, presentations, press releases and contact details. The area dedicated to individual shareholders is an essential communication method. It includes information on shareholder news, administrative services and contact information.

The work of the Board during the year

During the financial year, key activities of the Board included:

Strategy	• conducting regular strategy update sessions with the divisions in Board meetings; • reviewing and approving the demerger of Primark from the Food business; and • ongoing Board oversight of the workstreams required to successfully deliver the demerger.
Acquisitions/ disposals/projects	• receiving updates on various large technology projects; • receiving regular updates on and considering/approving proposed acquisitions and disposals, including the acquisitions of Elementis Pharma, Casa de Bolos and Abe's Bagels and the divestment of compound feed mills in the UK; • deciding to proceed with and overseeing the completion of the acquisition of Hovis Group Limited, following receipt of regulatory approval; • considering the intended reduction of British Sugar's footprint in the UK from four to three sites, with the proposed ceasing of beet processing at Cantley in 2027; • approving the acquisition of the Sheffield distribution centre for Primark, a key part of Primark's proposed home delivery rollout; and • considering and approving capital investment including the Ohly spray dryer in Wisconsin, USA.
Financial and operational performance	• receiving regular reports from the Chief Executive and Group Chief Financial Officer; • receiving, on a rolling basis, senior management presentations from Group business segments; • considering the Group budget for the 2027 financial year; • approving the Company's trading updates, full year results and interim results; • deciding to recommend payment of a 2025 final dividend (paid in January 2026) and deciding to pay an interim dividend in July 2026; • deciding to approve a further £250m share buyback in November 2025; • approving the closure of the defined benefit pension scheme to future accruals for existing active members; and • approving banking mandate updates and various other treasury-related matters.
Governance and risk	• reviewing the material financial and non-financial risks facing the Group's businesses; • participation in, as well as subsequent review and discussion of recommendations from, the internal Board performance review; • receiving reports from the Board Committee Chairs as appropriate; • confirming directors' independence and conflicts of interest; • reviewing and approving gender pay gap reporting and the Modern Slavery Statement; and • undertaking appropriate preparations for the holding of the AGM and, subsequently, discussing any issues arising from the AGM.
Corporate responsibility	• continuing to support the enhanced activity on ESG matters; • receiving regular management reports from the businesses, including on ESG matters as well as annual presentations on health and safety and on environmental issues; and • receiving briefings on non-financial reporting, including in relation to climate-related financial disclosures and the EU Corporate Sustainability Reporting Directive.
Investor relations and other stakeholder engagement	• one or more of the Chairman, Chair of the Remuneration Committee, Chief Executive and Group Chief Financial Officer attending meetings with institutional investors to hear their views; and • receiving reports on investor relations activities and regular feedback on directors' meetings held with institutional investors.
People	• approving the appointment of Eoin Tonge as Chief Executive of Primark and the appointment of Joana Edwards as a Director and Group Chief Financial Officer of the Company; • Annie Murphy, in her role as designated Non-Executive Director for workforce engagement, reviewing the work of the businesses to ensure that the voice of the workforce is heard and acted upon – see further details on pages 105 and 106; • receiving updates from senior management of the businesses on how they have engaged with their workforces and the outcomes of such engagement; and • receiving and considering presentations on succession planning and talent management from the Chief People and Performance Officer.

Designated Non-Executive Director for workforce engagement



Annie Murphy
Independent Non-Executive Director

Our Group's strength lies in our businesses and our people. We continue to encourage open dialogue, listening carefully to our people's voices and considering those views in the shaping of our decisions. The decentralised nature of the Group means that local leadership, local cultures and local accountability remain central to our approach. While our businesses operate in different markets and contexts, our divisional chief executives continue to play a critical role in embedding the Group's overarching culture and values in the way their businesses operate.

The Board's focus is on ensuring that mechanisms are in place for two-way dialogue with the workforce across our businesses. We engage directly during visits and focused conversations with groups of colleagues to explore areas of culture and engagement, ensuring the workforce voice is brought into the boardroom. We have embedded a broad and participative approach, which has widened the range of perspectives brought into Board discussions and reinforced the value we place on direct, authentic dialogue with employees at all levels.

The Board's approach to workforce engagement has continued to be supported by a range of formal and informal mechanisms. These include detailed discussions on workforce engagement at Board meetings, workforce engagement content in divisional chief executive presentations to the Board, an annual Board session covering talent, succession and inclusion, and regular discussions between the Chief Executive, Chief People and Performance Officer, divisional leaders and People and Performance Directors. The Board also reviews engagement data from across the Group annually to understand progress and discuss any specific issues. Further detail on the Group's approach to engagement is in the Engagement and development section of the Our people section of this report on page 64.

I have had discussions with divisional chief executives and People and Performance Directors to test progress, identify emerging risks and understand how employee feedback is translating into action. These open and constructive conversations this year confirmed that safety remains a sustained leadership priority.

They also highlighted the pressure that the economic and performance environment is placing on leaders and teams, while providing assurance that no material concerns had emerged about the resilience or mental health of our people.

During the year, I and/or other non-executive directors also spent additional time with the Group People and Performance Directors as a collective, continuing the rhythm of sharing workforce engagement themes, Board expectations and examples of good practice across the Group. This ongoing dialogue helps ensure that workforce perspectives are not considered through visits alone, but form part of the broader leadership conversation on culture, change, performance and inclusion.

I, together with other members of the Board, have engaged with teams across a range of businesses and locations including:

- visits to ABF Sugar businesses in Africa, including operations in Zambia and Eswatini;
- engagement with colleagues at Tip Top's Melbourne bakery in Australia, focusing on culture, safety, communication and career development;
- listening sessions with employees at Westmill Trafford in the UK, covering leadership, training, safety, recognition and wellbeing;
- discussions with finance and supply chain colleagues at Wander, our Ovaltine business in Switzerland, exploring the impact of the Optimus transformation programme and wider engagement themes;
- a review of colleague engagement within Primark, including discussion of employee feedback and organisational change; and
- listening groups and site engagement activities at British Sugar, providing insight into employee perspectives on business performance, safety, communication and change.

The visits and discussions provided valuable insight into how our people are experiencing the business in a period of significant change. While each business faces different circumstances, several common themes emerged:

- safety remains a priority – strong safety cultures were evident across the Group, alongside a continued focus on learning and improvement;
- pride in local businesses and culture – colleagues consistently expressed pride in their brands, products and teams. This pride remains a powerful source of commitment and engagement across the Group;
- leadership and openness – employees value visible, approachable leaders and the opportunity to have open conversations, including the sharing of difficult or uncomfortable truths when challenges arise;
- resilience and wellbeing through change – colleagues continue to navigate business transformation, technology programmes and challenging market conditions with commitment and adaptability, highlighting the importance of supporting wellbeing as well as performance; and
- networks, learning and collaboration across ABF – colleagues value opportunities to learn from others, build networks and share expertise across businesses. Cross-divisional collaboration continues to be an important source of capability building, innovation and career development across the Group.

The discussions also reinforced the strength of the ABF culture that connects our diverse businesses. Colleagues spoke positively about opportunities to build relationships beyond their immediate teams, learn from peers across the Group and contribute to wider initiatives. The role of our People and Performance leaders in safeguarding and nurturing that culture remains particularly important as our businesses continue to evolve.

The Board's most significant strategic decision during the year was the review of the future shape of the Group, initiated in November 2025 and culminating in the decision to demerge Primark in April 2026. Workforce engagement activities provided important context for Board discussions, helping us understand how colleagues were experiencing change, the strength of local cultures and leadership, and the resilience of our businesses. Across the Group, employees demonstrate a strong commitment to their teams, customers and business goals, despite a challenging external environment and significant organisational change. As the Group moves into its next phase, maintaining that resilience, together with clear communication, strong leadership and continued investment in capability, will be critical to supporting our people through the transition and positioning both organisations for future success.

Discussions across a number of businesses also highlighted the importance of recognising contribution and ensuring reward arrangements are perceived as fair, reinforcing our culture of doing the right thing for our people.

The Board and I continue to see evidence of businesses acting on feedback gathered through surveys, listening groups and other engagement activities. Specific examples are included on page 64 in the Engagement and development section of the Our people section of this report.

I am pleased with the continued focus on workforce engagement across the Group. The breadth of conversations this year has provided the Board with valuable insight into the experiences of our people and the issues most relevant to them.

Looking ahead, the Board, Executive and business leaders remain focused on sustaining strong engagement as the Group progresses through the demerger and both organisations pursue their future strategies. We expect leaders to continue creating environments where people can raise ideas, concerns and opinions openly, while ensuring they have the skills, support and opportunities needed to succeed.

The Board and I remain committed to ensuring our people's voices are heard and that these insights continue to inform Board discussions on culture, performance, risk and opportunity across the Group.

Annie Murphy
Independent Non-Executive Director

Division of responsibilities

Board composition

At the date of this Annual Report, the Board comprises the following directors:

Chairman

Michael McLintock

Executive Directors

George Weston (Chief Executive)
Joana Edwards (Group Chief Financial Officer)
Eoin Tonge (Primark Chief Executive)

Non-Executive Directors

Dame Heather Rabbatts (Senior Independent Director)
Emma Mitchell
Graham Allan
Kumsal Bayazit Besson
Annie Murphy
Loraine Woodhouse

Joana Edwards was appointed to the Board with effect from 5 March 2026.

Biographical and related information about the directors as at the date of this Annual Report are set out on pages 100 and 101.

We consider the size of the Board to be large enough to ensure diversity and an appropriate variety of skills whilst still being small enough to ensure a good quality of debate. This view was supported by the internal Board performance review in 2026, further details of which are set out on page 109.

Chairman and Chief Executive

The roles of the Chairman and the Chief Executive are separately held and the division of their responsibilities is clearly established, set out in writing and agreed by the Board to ensure that no one has unfettered powers of decision. Copies are available on request.

The Chairman is responsible for the operation and leadership of the Board, ensuring its effectiveness and setting its agenda. The Chairman works with the Company Secretary to set the agenda for Board meetings. The Chairman promotes a culture of openness and debate, which has been a key factor behind seeking to keep the size of the Board relatively small, and facilitates constructive Board relations and contributions from all non-executive directors, as well as ensuring that directors receive accurate, timely and clear information. The Chairman was independent on appointment.

The Chief Executive is responsible for leading and managing the Group's business within a set of authorities delegated by the Board and for the implementation of Board strategy and policy. Authority for the operational management of the Group's business has been delegated to the Chief Executive for execution or for further delegation by him for the effective day-to-day running and management of the Group. The chief executive of each business within the Group has authority for that business and reports directly to the Chief Executive.

Senior Independent Director

The purpose of this role is to act as a sounding board for the Chairman and to serve as an intermediary for other directors where necessary. The Senior Independent Director is also available to shareholders should a need arise to convey concerns to the Board which they have been unable to convey through the Chairman or through the executive directors. The role of the Senior Independent Director is set out in writing and a copy is available on request.

The Senior Independent Director leads the non-executive directors' appraisal of the Chairman's performance. The Senior Independent Director meets with the other non-executive directors as necessary.

The non-executive directors

The non-executive directors, in addition to their responsibilities for strategy and business results, play a key role in providing a solid foundation for good corporate governance and ensure that no individual or group dominates the Board's decision-making. They each occupy, or have occupied, senior positions in industry which, taken together, cover a broad range of industries and jurisdictions, bringing valuable external perspectives to the Board's deliberations through their experience and insight from different sectors and geographies. This enables them to contribute significantly to Board decision-making by providing constructive challenge and holding to account both management and individual executive directors against agreed performance objectives. The Board is of a sufficiently small size to be conducive to open and candid discussions. The formal letters of appointment of non-executive directors are available for inspection at the Company's registered office.

Board Committees

The written terms of reference for the Nomination, Audit and Remuneration Committees are available on the Company's website, www.abf.co.uk, and hard copies are available on request. Further details on the work of each of the Committees are included later in this Corporate Governance Report.

Board independence

Emma Mitchell is not considered by the Board to be independent in view of her relationship with Wittington Investments Limited, the Company's majority shareholder. Emma was appointed in December 2011 to represent this shareholding on the Board. The Board considers that the other non-executive directors are independent in character and judgement and that they are each free from any business or other relationships which would materially interfere with the exercise of their independent judgement. Further details of their independence are included in the Notice of AGM. At least half the Board, excluding the Chairman, are independent non-executive directors.

Commitment

The letters of appointment for the Chairman and the non-executive directors set out the expected time commitment required of them and are available for inspection by any person during normal business hours at the Company's registered office and at the AGM. Other significant commitments of the Chairman and non-executive directors are disclosed prior to appointment and subsequent appointments require prior approval.

During the financial year, Michael McLintock was appointed as an Independent Non-Executive Director of Caledonia Investments plc, Annie Murphy became an Independent Non-Executive Director of Domino's Pizza Group plc and Dame Heather Rabbatts became Interim Executive Chair of M&C Saatchi plc, where she had previously been the Non-Executive Chair. These appointments and change of role respectively are not considered to impact Michael's, Annie's or Dame Heather's ability to discharge their responsibilities to the Company. Annie Murphy has taken on an additional time commitment to the Company through the provision of support to the Bakeries management team in respect of the acquisition and integration of Hovis Group Limited. See further detail on page 132.

The Company does not have a specific policy on the number of external appointments that executive directors and non-executive directors can have. Before appointing a director or approving a director to take on additional significant appointments, the Board and the Chair will consider the relevant director's external commitments and will want to ensure that they can continue to make a good and engaged contribution to the Company. This assessment on a case-by-case basis is considered to be better than adopting a specific policy.

Board meetings

The Board held nine meetings during the financial year. Periodically, Board meetings are held away from the ABF centre in London.

The attendance of the directors at Board and Committee meetings during the year is shown in the table below. If a director is unable to participate in a meeting either in person or remotely, the Chairman will solicit their views on key items of business in advance of the relevant meeting and share these with the meeting so that they are able to contribute to the debate.

Senior executives below Board level are invited, when appropriate, to attend Board meetings and to make presentations on the results and strategies of their business units. Papers for Board and Committee meetings are generally provided to directors a week in advance of the meetings.

Information flow

The Company Secretary manages the provision of information to the Board at appropriate times in consultation with the Chairman and Chief Executive and ensures that the Board has the policies, processes, time and resources it needs in order to function effectively and efficiently. This includes the provision of corporate governance updates to all Board members in the Board pack for each meeting. In addition to formal meetings, the Chairman and Chief Executive maintain regular contact with all directors. The Chairman holds informal meetings or calls with non-executive directors, without any of the executives being present, to discuss issues affecting the Group, as appropriate. All directors have access to the Company Secretary, who is responsible for advising the Board on all governance matters.

Board induction

The Company provides all non-executive directors with a tailored and thorough programme of induction, which is facilitated by the Chairman and the Company Secretary and which takes account of prior experience and business perspectives of the relevant director and the Committees on which he or she serves. This typically includes training, as well as site visits and meetings with management to get to know the businesses better.

Joana Edwards was already familiar with the Group as a result of her previous roles as Group Financial Controller and Interim Finance Director but received training tailored to reflect that this was Joana's first appointment as a director of a listed entity.

Training, development and engagement

The Chairman has overall responsibility for ensuring that the directors receive suitable training to enable them to carry out their duties and is supported in this by the Company Secretary. Directors are also encouraged personally to identify any additional training requirements that would assist them in carrying out their role. Training is provided in briefing papers, such as the regular update from the Company Secretary as part of the Board pack ahead of each meeting covering developments in legal, regulatory and governance matters, and by way of presentations and meetings with senior executives or other external sources.

The Chief Executive and Group Chief Financial Officer encourage other Board members to visit operations either with them, with other directors, or on their own. For example, Annie Murphy and the Chairman visited Acetum in Italy in October 2025, Dame Heather Rabbatts visited ABF Sugar's businesses in Eswatini and Zambia in November 2025, Graham Allan visited Tip Top's Melbourne bakery in December 2025 and Loraine Woodhouse visited Wander in Switzerland in March 2026 and attended the opening of Primark's 500th store in Pompei in September 2026. Annie Murphy visited Westmill's Trafford site in February 2026, as well as Primark in Dublin and British Sugar's Wissington site in July 2026. The Board meeting in May 2026 was held at Primark's head office in Dublin, giving the non-executive directors the opportunity to meet with senior leaders and staff there.

For further details of connections from a workforce engagement perspective by Annie Murphy and other directors with a variety of businesses across the Group, please see pages 105 to 106.

Attendance of statutory directors at Board and Committee meetings

	Board	Audit Committee	Nomination Committee	Remuneration Committee
Michael McLintock	9/9	-	3/3	6/6
George Weston	9/9	-	-	-
Joana Edwards	5/5	-	-	-
Eoin Tonge	9/9	-	-	-
Dame Heather Rabbatts	9/9	4/4	3/3	6/6
Emma Mitchell	9/9	-	-	-
Graham Allan	9/9	4/4	3/3	6/6
Kumsal Bayazit Besson	9/9	4/4	3/3	6/6
Annie Murphy	9/9	4/4	3/3	6/6
Loraine Woodhouse	9/9	4/4	3/3	6/6

Joana Edwards has attended all nine Board meetings during the financial year, the first four as Interim Finance Director and the last five in her capacity as a statutory director, following her appointment as Group Chief Financial Officer on 5 March 2026. Only those that Joana has attended in her capacity as a statutory director are shown in the table above.

Composition, succession and evaluation

Board composition and succession

Details of the composition of the Board are on page 107. There is a formal and transparent procedure for the appointment of new directors to the Board. Details are available in the Nomination Committee Report on pages 110 to 112, which also provides details of the Committee's activities, details of Board and senior management succession plans and diversity.

Election/re-election of directors

In accordance with the provisions of the 2024 Code, at the 2026 AGM to be held in December, all directors currently in office will be proposed for election/re-election.

Board performance review

2025 Board performance review

An internal Board performance review was carried out in July and August 2025 and a summary of the recommended actions arising from the 2025 Board review and their outcomes are set out below:

Recommended actions from 2025 review	Outcome
Continue the focus on post-acquisition and transaction reviews to identify good practice and lessons learnt, including increased monitoring of return on investment.	More formal post-investment reviews have been taking place as part of Audit Committee meetings.
Provide access for Board members to business presentations in advance of the divisional deep-dive reviews to aid discussions at Board meetings.	Where business presentations are available in advance of the meeting, they are added to the Board portal in advance of the meeting.
An increased focus on the competitive landscapes in which the businesses operate.	There has been increased focus on competitive landscapes in business presentations to the Board.

2026 internal Board performance review

An internal Board performance review was carried out in July and August 2026. The objective of the review was to assess all aspects of the effectiveness of the Board, its Committees, the Chairman and the individual directors, also measuring progress against recommendations from the previous Board performance review.

The Board performance review was carried out at the request of the Chairman by the Director of Corporate Governance.

How the Board performance review was conducted

The main strands of work were as follows:

- each Board member was requested to complete a questionnaire and provide comments in response to a range of questions and observations relating to the Board. Each respondent was also given the opportunity to have a follow-up meeting with the Chairman to discuss any particular issues; and
- a report was prepared including overall observations and highlighting key recommendations for consideration.

The report was then included in the Board pack for the Board meeting in September 2026 and discussed by the Board at that meeting. The headline outcomes of the review were that the Board has an appropriate balance of skills, experience and diversity to support the development and delivery of the Group's strategy, whilst overseeing the proposed demerger of Primark and assessing the challenges and opportunities facing the Group. The Board and its Committees were viewed as effective and well-functioning, providing robust oversight of the Company and its governance framework. The evaluation highlighted a strong, collegiate Board culture, underpinned by clear leadership from the Chairman and Chief Executive. The Board was considered to operate cohesively, with constructive challenge from the non-executive directors and effective access to management.

Key recommendations and actions from the 2026 internal Board performance review are:

- greater focus on strategic risks and opportunities in divisional presentations, particularly those of the smaller food businesses;
- sharpening of the materials presented to the Board members ahead of Board meetings, making them tighter, more analytical and shorter where possible; and
- supplementing the already strong director induction process with more attention to cyber governance, AI and other available technologies and how these can support the directors in their duties.

The outcome of the Board performance review will not have any impact on Board composition.

The Board (apart from the Chairman) also reviewed the performance of the Chairman during the year. This review concluded that the Chairman inspires and creates a collegial and constructive atmosphere around the Board table, ensuring that members can fully participate, bringing the best of themselves to the discussions, which supports the long-term success of the Company.

Nomination Committee Report

Michael McLintock
Nomination Committee Chair



Members

At the date of this report, the following are members of the Nomination Committee:

- Michael McLintock (Chair)
- Graham Allan
- Kumsal Bayazit Besson
- Annie Murphy
- Dame Heather Rabbatts
- Loraine Woodhouse

Meetings

The Committee met three times during the year under review.

Primary responsibilities

In accordance with its terms of reference, the Nomination Committee's primary responsibilities include:

- leading the process for Board appointments (both executive and non-executive) and making recommendations to the Board;
- reviewing regularly the Board structure, size and composition (including skills, knowledge, experience and diversity) and recommending any necessary or desirable changes;
- ensuring effective succession plans are in place for the Board and senior management and overseeing the development of a diverse pipeline for orderly succession; and
- making recommendations to the Board on the Board's policy on boardroom diversity and inclusion, its objectives and linkage to strategy, how it has been implemented and progress on achieving its objectives.

Governance

The Nomination Committee comprises a minimum of three members at any time, a majority of whom are independent non-executive directors. A quorum consists of two members, being either two independent non-executive directors or one independent non-executive director and the Chairman. The Chairman and all of the independent non-executive directors are members of the Nomination Committee.

Only members of the Nomination Committee have the right to attend Nomination Committee meetings. Other individuals such as the Chief Executive, the Group Chief Financial Officer, members of senior management, the Chief People and Performance Officer and external advisers may be invited to attend meetings as and when appropriate.

The Nomination Committee may take outside legal or other professional advice on any matters covered by its terms of reference at the Company's expense but within any budgetary constraints imposed by the Board.

The Nomination Committee Chair reports the outcome of meetings to the Board to the extent that any Board members are not in attendance at the relevant meeting. The terms of reference of the Nomination Committee are available on the Corporate Governance section of the Company's website: www.abf.co.uk.

Committee activities during the year

Board appointments process

The process for making new appointments is led by the Chairman, ensuring that there is a formal, rigorous and transparent procedure in place. External, independent consultants are engaged to conduct a search for potential candidates, who are considered on the basis of their skills, experience and fit with the existing members of the Board. Due regard is also given to promoting diversity in line with the objectives of our Board Diversity Policy. The Nomination Committee has procedures for appointing directors and these are set out in its terms of reference.

During the year, Joana Edwards was appointed as a Director and Group Chief Financial Officer in March 2026, following her role as the interim Finance Director since March 2025. The Board was impressed with the capability and strength that Joana brought to the interim role, noting Joana's clear understanding of ABF's business and operating model, her rigour in the execution of her role and her passion for building high-performing teams. Having demonstrated both the judgement and skillset required for the role, the Nomination Committee recommended the appointment of Joana as a director and the Board was delighted to welcome her as a member of the Board with effect from 5 March 2026.

The Chief Executive led a thorough search process, with appropriate support, which included both external and internal candidates, to find a new Primark CEO. Eoin Tonge, acting Primark CEO, was part of that process. The Nomination Committee was kept informed throughout the process. The Board approved Eoin Tonge as the new CEO of Primark with effect from 5 March 2026 and it was confirmed that Eoin would remain on the Board of the Company.

The Committee, led by the Senior Independent Director, considered my current tenure, given my appointment as a Director in November 2017, and considered that stability and knowledge of both the Primark and Food businesses was important for the successful delivery of the demerger and to maximise long-term shareholder value. To ensure a smooth transition through the demerger, the Board asked me to continue as Chairman of ABF until the completion of the demerger.

Election and re-election of directors

The Nomination Committee members considered the composition of the Board and the time needed to fulfil the roles of Chairman, Senior Independent Director and Non-Executive Director. They also considered the election and re-election of directors prior to their recommended approval by shareholders at the AGM.

Succession planning

The Board continues to emphasise generalist skills in Board recruitment as well as continuing to factor in all forms of diversity, including gender and ethnic diversity.

A detailed review of succession planning in respect of senior management was presented to the full Board by the Chief People and Performance Officer at the Board meeting as part of the ABF Group Talent update in June 2026.

This review included consideration of senior leadership succession, the demerger impact on talent and organisation, succession planning and pipeline development, purposeful networks and integrating technology development within the business.

There continues to be a focus on options for succession among under-represented groups in the workforce and development initiatives to support diverse talent across the Group (e.g. the Executive Leadership Programme; the Senior Executive Induction Programme; the Finance Excellence Programme ('Finex'); the Business Acumen Programme; and the Early Careers Network). There also continue to be strong inclusion and diversity networks throughout the Group (e.g. Women in ABF and the Group DEI Network), further details of which are provided on page 63.

Performance review

The performance of the Nomination Committee was considered as part of the internal Board performance review. The overall view was that it was effective in its operation.

Diversity and inclusion

We believe that we should be a Group with an inclusive culture, where anyone with ambition and talent can have a great career, regardless of their age, gender, ethnicity, sexual orientation, disability, educational and socio-economic background, cognitive and personal strengths or any of the other qualities that make people unique. This applies as much to the Board and its Committees as it does to the Group as a whole.

In October 2025, the Board approved a Board Diversity Policy which reflects the Group's principles as outlined above. This Board Diversity Policy is reviewed annually and is available at: www.abf.co.uk/about-us/corporate-governance/policies.

The objectives under our Board Diversity Policy include:

- continuing to engage executive search firms who have signed up to the Voluntary Code of Conduct for Executive Search Firms for best practice on gender and ethnic diversity;
- committing to maintain at least 40% female directors on the Board and at least one person from an ethnic minority background on the Board;
- committing to maintain at least one woman in the Chair, Chief Executive, Finance Director or Senior Independent Director role;
- with a view to attracting non-executive directors from more diverse socio-economic backgrounds, requiring the shareholding expectation for non-executive directors to be 'a meaningful level of shareholding'; and
- overseeing the development of a diverse pipeline for orderly succession of appointments to both the Board and to senior management, so as to maintain an appropriate balance of skills and experience, taking into account the challenges and opportunities facing the Group. This includes continuing to receive detailed annual updates on succession planning and talent management from the Chief People and Performance Officer in recognition of their importance in supporting the Group's strategy.

In terms of how the Board Diversity Policy has been implemented in practice, with six out of the ten members of the Board now being women, the Board has exceeded its commitment as set out in the Board Diversity Policy to have at least 40% female representation on the Board, as recommended by the FTSE Women Leaders Review. The Board also continues to meet its commitment to have at least one person from an ethnic minority background as a director, in line with the recommendations of the Parker Review. The Board has exceeded the requirement to have a woman in one of the Chair, Chief Executive, Chief Financial Officer or Senior Independent Director roles, with Dame Heather Rabbatts having taken up the position of Senior Independent Director in May 2023 and Joana Edwards having taken up the position of Group Chief Financial Officer in March 2026.

The Board also reviews progress on diversity and inclusion with the divisions as part of their business updates and with the Chief People and Performance Officer as an element of the talent and succession planning reviews. Details of other initiatives across the Group to promote diversity are provided on pages 63 to 64, as is information on the gender balance of senior managers and direct reports.

On the next page we also publish a director skill sets matrix which seeks to provide a snapshot of the diversity of skills of the Board, as well as gender and ethnicity representation at Board and executive management levels.

Michael McLintock
Nomination Committee Chair

Director skill sets

	Food/ Retail	Financial / Audit/ Risk	Legal/ Public Policy	Senior Executive	Cybersecurity / IT	Comms/ Marketing/ Customer Service	Environmental/ Social	International markets	Technical/ Engineering	Health and Safety	Manufacturing/ Supply chain
Michael McLintock		●	●	●		●					
George Weston	●		●	●			●	●	●	●	●
Joana Edwards	●	●		●	●	●	●	●		●	●
Eoin Tonge	●	●		●	●	●	●	●		●	●
Dame Heather Rabbatts		●	●	●		●	●	●		●	
Emma Mitchell	●						●	●			
Graham Allan	●	●	●	●	●	●	●	●		●	●
Kumsal Bayazit Besson		●	●	●	●	●	●	●	●	●	
Annie Murphy	●			●		●	●	●			●
Loraine Woodhouse	●	●		●		●	●				●

Board and executive management gender and ethnicity metrics

As at 12 September 2026, the Company had met the three UK Listing Rules targets for gender and ethnic Board diversity. This remains the case as at the date of this Annual Report.

The following metrics set out the range of gender and ethnicity as they relate to our Board and executive management as at 12 September 2026. The percentage of Board members that are women has increased from 56% at the end of the previous financial year to 60% following the appointment of Joana Edwards to the Board. In the absence of an Executive Committee, by 'executive management' we refer to the most senior level of managers reporting to the Chief Executive, including the Company Secretary but excluding administrative and support staff, in accordance with the definition in the UK Listing Rules. The process by which diversity data was collected was, where permitted by relevant laws, to contact relevant individuals and ask them how they identified using the categorisations set out in the UK Listing Rules. Where we already held gender or ethnicity data for executives, with consents in place to use it for reporting on an anonymous basis, we used that data.

Gender representation at Board and executive management level (at 12 September 2026)

	Number of Board members	% of the Board	Number of senior Board positions (CEO, CFO, SID, Chair)	Number in executive management	% of executive management
Men	4	40%	2	12	80.0%
Women	6	60%	2	3	20.0%
Not specified/prefer not to say	–	–	–	–	–

Ethnicity representation at Board and executive management level (at 12 September 2026)

	Number of Board members	% of the Board	Number of senior Board positions (CEO, CFO, SID, Chair)	Number in executive management	% of executive management
White British or other White (incl. minority white groups)	8	80%	3	11	73.3%
Mixed Multiple Ethnic Groups	1	10%	1	–	–
Asian/Asian British	–	–	–	1	6.7%
Black/African/Caribbean/Black British	–	–	–	–	–
Other ethnic group	1	10%	–	1	6.7%
Not specified/prefer not to say*	–	–	–	2	13.3%

* This includes, as permitted by UKLR 6.6.13R, those people in respect of whom data protection laws in the relevant jurisdiction (e.g. France) prevent the collection or publication of some or all of the personal data required to be disclosed.

Audit Committee Report

Loraine Woodhouse
Audit Committee Chair



Members

At the date of this report, the members and Chair of the Audit Committee are as follows:

- Loraine Woodhouse (Chair)
- Graham Allan
- Kumsal Bayazit Besson
- Annie Murphy
- Dame Heather Rabbatts

All members served on the Committee throughout the year.

Meetings

The Committee met four times in the year under review. The Committee's agenda is linked to events in the Group's financial calendar.

Primary responsibilities

In accordance with its terms of reference updated in October 2025, the Audit Committee's primary responsibilities include:

Financial reporting

- monitoring the integrity of the Group's financial statements and any formal announcements relating to the Company's performance; in particular, reviewing significant financial reporting issues and judgements contained in them before their submission to the Board;
- informing the Board of the outcome of the Group's external audit and explaining how it contributed to the integrity of financial reporting;
- reviewing and challenging, where necessary, the consistency of, and changes to, accounting, tax and treasury policies; whether the Group has correctly followed accounting policies and made appropriate estimates and judgements; the clarity and completeness of disclosure; significant adjustments resulting from the audit; and compliance with accounting standards;

Narrative reporting

- reviewing the content of the Annual Report and advising the Board on whether, taken as a whole, it is fair, balanced and understandable and provides the information necessary for shareholders to assess the Company's position and performance, business model and strategy;
- assisting in relation to the Board's robust assessment of the principal and emerging risks facing the Company (including cyber, environmental and climate risks); how these are being identified, managed and mitigated; and, in accordance with provision 31 of the 2024 Code relating to the viability statement, the prospects of the Company for the purposes of disclosures required in the Annual Report;
- reviewing and approving statements to be included in the Annual Report concerning the going concern statement and viability statement;

Assessment of control effectiveness

- reviewing the effectiveness of the Group's internal financial controls and internal control and risk management systems (including the systems to identify, manage and monitor financial and non-financial risks);

Whistleblowing and fraud

- reviewing and reporting to the Board on the Group's arrangements for its employees and contractors to raise concerns, in confidence, about possible improprieties in financial reporting, financial and management accounting, or any other matters. The objective is to ensure that arrangements are in place for the proportionate and independent investigation of such matters and appropriate follow-up action;
- reviewing the Group's policies, procedures and controls for preventing and detecting fraud, preventing bribery, identifying money laundering, and ensuring compliance with legal and regulatory requirements;

Internal audit

- monitoring, reviewing and assessing the effectiveness and independence of the Group's internal audit function in the context of the Group's overall risk management system;
- considering and approving the remit of the internal audit function, ensuring it has adequate resources and appropriate access to information to enable it to perform its function effectively; and

External audit

- overseeing the relationship with the Group's external auditor, including considering when the external audit contract should be put out to tender (adhering to any legal requirements for tendering or rotation), reviewing and monitoring the external auditor's independence and objectivity, agreeing the scope of their work and fees paid to them for audit, assessing the effectiveness of the audit process, and agreeing the policy in relation to the provision of non-audit services and approving those services where appropriate.

Governance

The Audit Committee comprises a minimum of three members, all of whom are independent non-executive directors of the Company. Two members constitute a quorum.

The Committee Chair fulfilled the requirement that there must be at least one member with recent and relevant financial experience and competence in accounting or auditing (or both) during the year. In addition, the Committee as a whole has competence relevant to the sectors in which the Group operates. All Committee members are expected to be financially literate and to have an understanding of the following areas:

- the principles of, and developments in, financial reporting including the applicable accounting standards;
- key aspects of the Company's operations including corporate policies and the Group's internal control environment;
- matters which may influence the presentation of accounts and key figures;
- the principles of, and developments in, company law and other relevant corporate legislation;
- the role of internal and external auditing and risk management;
- sustainability reporting; and
- the regulatory framework for the Group's businesses.

The Committee invites the other non-executive directors, Chief Executive, Group Chief Financial Officer, Group Financial Controller, Director of Financial Control and senior representatives of the external auditor to attend its meetings in full, although it reserves the right to request any of these individuals to withdraw. Other senior managers are invited to present such reports as are required for the Committee to discharge its duties.

During the year, the Committee held meetings with the external auditor without any executive members of the Board being present.

The Committee has unrestricted access to Company documents and information, as well as to employees of the Company and the external auditor.

The Committee may take independent professional advice on any matters covered by its terms of reference at the Company's expense.

The Committee Chair reports the outcome of meetings to the Board (to the extent that any Board members were not in attendance at the relevant meeting).

The performance of the Audit Committee was considered as part of the 2026 internal Board performance review carried out during the financial year. This found that the Committee continued to discharge its responsibilities effectively, with focus being on the right topics, and noted that the transition to a new Chair had worked well.

The terms of reference of the Audit Committee can be viewed on the Investors section of the Company's website: www.abf.co.uk.

The Committee advises the Board to enable it to meet its responsibilities under audit, risk and internal control.

Board responsibilities on audit, risk and internal control

The Board recognises that its responsibility to present a fair, balanced and understandable assessment extends to interim and other price-sensitive public reports, reports to regulators, and information required to be presented by statutory requests.

The directors confirm that they consider that the Annual Report and financial statements, taken as a whole, are fair, balanced and understandable and provide the information necessary for shareholders to assess the Company's position, performance, business model and strategy. The Company produced a paper in this respect, prepared by the Group Financial Controller, containing an assessment of the Annual Report and financial statements, including a summary by division of performance issues in the year and one-off items. This paper was presented to the Audit Committee.

Risk management and internal control

The Board acknowledges its overall responsibility for monitoring the Group's risk management and internal control systems to facilitate the identification, assessment and management of risk and the protection of shareholders' investments and the Group's assets.

The directors confirm that there is a process for identifying, evaluating and managing the risks faced by the Group and the operational effectiveness of the related controls, which has been in place for the year under review and up to the date of approval of the Annual Report. The directors also confirm that they have regularly monitored the effectiveness of the risk management and internal control systems (which cover all material controls including financial, operational and compliance controls) utilising the review process set out below.

Standards

There are guidelines on the minimum groupwide requirements for health and safety and environmental standards. There are also guidelines on the minimum level of internal control that each of the divisions should exercise over specified processes. Each business has developed and documented policies and procedures to comply with the minimum control standards established, including procedures for monitoring compliance and taking corrective action. In order to assess the effectiveness of the Group's internal controls, the board of each business is required to confirm twice yearly that it has complied with these policies and procedures.

High-level controls

All businesses prepare annual operating plans and budgets which are updated regularly. Performance against budget is monitored at business unit level and centrally, with variances being reported promptly. The cash position at Group and business level is monitored constantly and variances from expected levels are investigated thoroughly. Clearly defined guidelines have been established for capital expenditure and investment decisions. These include the preparation of budgets, appraisal and review procedures and delegated authority levels.

Financial reporting
Detailed management accounts are prepared every four weeks, consolidated in a single system and reviewed by senior management and the Board.

They include a comprehensive set of financial reports and KPIs covering commercial and operational issues. Performance against budgets and forecasts is discussed regularly at Board meetings and at meetings between operational and Group management. The adequacy and suitability of KPIs are reviewed regularly. All chief executives and finance directors of the Group's operations are asked to sign an annual confirmation that their business has complied with the Group Accounting Manual in the preparation of consolidated financial statements and specifically to confirm the adequacy and accuracy of accounting provisions.

Internal audit
The Group's internal audit activities are co-ordinated centrally by the Director of Financial Control, who is accountable to the Audit Committee.

Our internal audit team adopts a risk-based approach to develop and deliver a balanced internal audit plan that provides assurance over our businesses' key risks and related controls. Where issues are identified, action plans to make any necessary control improvements are agreed with business leaders.

All Group businesses are required to comply with the Group's Financial Control Framework which sets out minimum control standards. Our internal audit plans are designed to include coverage of financial controls to provide assurance over how our businesses meet the requirements of the Financial Control Framework.

Assessment of principal and emerging risks
The directors confirm that, during the year, the Board has carried out a robust assessment of the principal and emerging risks facing the Group, including those that could threaten its business model, future performance, and solvency or liquidity. A description of these principal and emerging risks and how they are being managed and mitigated is set out on pages 86 to 95.

Annual review of the effectiveness of the systems of risk management and internal control
During the year, the Committee, on behalf of the Board, reviewed the effectiveness of the Group's systems of risk management and internal control processes embracing all material controls, including financial, operational and compliance controls, in accordance with provision 29 of the 2018 UK Corporate Governance Code, which continues to apply to the Group for the financial year to 12 September 2026. The review included:

- the annual risk management review, a comprehensive process identifying the key external and operational risks facing the Group and the controls and activities in place to mitigate them, the findings of which are discussed with each member of the Board individually (refer to the risk management section on pages 86 to 95 for details of the process undertaken); and
- the annual assessment of internal control which, following consideration by the Audit Committee, provided assurance to the Board around the control environment and processes in place around the Group, specifically those relating to internal financial control.

The Board evaluated the effectiveness of management's processes for monitoring and reviewing risk management and internal control. No significant deficiencies were identified by the review and the Board is satisfied that, where areas of improvement were identified, processes continue to be in place to ensure that remedial action is taken and progress monitored.

The Board confirmed that it was satisfied with the outcome of the review of the effectiveness of the systems and processes. See page 87 regarding our preparations for reporting under provision 29 of the 2024 Code. The formal programme to ensure that we meet the requirements of provision 29 of the 2024 Code is nearing completion and has included formalising both Group and divisional management's reporting on the effectiveness of the key controls designed to mitigate the impact of material risks. We consider that these measures will enable us to make the disclosures required by provision 29 of the 2024 Code.

Going concern and viability
The 2024 Code requires the directors to assess and report on the prospects of the Group over a longer period. This longer-term viability statement and statement of going concern is set out on pages 96 and 97.

Audit Committee activities during the year
In order to fulfil its terms of reference, the Audit Committee receives and reviews presentations and reports from the Group's senior management, consulting as necessary with the external auditor.

Monitoring the integrity of reported financial information
Ensuring the integrity of the financial statements and associated announcements is a fundamental responsibility of the Audit Committee.

During the year it formally reviewed the Group's interim and annual reports.

These reviews considered:

- the description of performance in the Annual Report to ensure it was fair, balanced and understandable;
- the accounting principles, policies and practices adopted in the Group's financial statements, any proposed changes to them, and the adequacy of their disclosure;
- important accounting issues or areas of complexity, the actions, estimates and judgements of management in relation to financial reporting and, in particular, the assumptions underlying the going concern and viability statements;
- any significant adjustments arising from the audit; and
- the Assessment of Controls Effectiveness ('ACE') programme, which assesses key controls over material risks and identifies actions to strengthen the control environment.

The Audit Committee also considered:

- reporting in line with the Task Force on Climate-related Financial Disclosures ('TCFD') and the Companies Act 2006 climate-related disclosure requirements;
- tax contingencies, compliance with statutory tax obligations and the Group's tax policy;
- the Group's treasury policy;
- the Group's strategy in relation to technology investment and cybersecurity;
- post-investment reviews of significant investments/ acquisitions to identify good practice and lessons learnt; and
- the proposed demerger of Primark from the Group, including the impacts on the accounting treatment of the demerger transaction itself, potential deferred tax charges and finance workstreams, including the appointment of EY as reporting accountant to carry out the Financial Position and Prospects Procedures ('FPPP') and working capital work.

Significant accounting issues considered by the Audit Committee in relation to the Group's financial statements

A key responsibility of the Committee is to consider the significant areas of complexity, management judgement and estimation that have been applied in the preparation of the financial statements.

The Committee has, with support from Ernst & Young LLP ('EY') as external auditor, reviewed the suitability of the accounting policies which have been adopted and whether management has made appropriate estimates and judgements.

Set out below are the significant areas of accounting judgement or management estimation and a description of how the Committee concluded that such judgements and estimates were appropriate. These are divided between those that could have a material impact on the financial statements and those that are less likely to have a material impact but nevertheless, by their nature, required a degree of estimation.

In the course of its work, the Committee has invited challenge from EY and has also made sure that it understands where EY has challenged management.

Areas of significant accounting judgement and estimation material to the Group financial statements	Audit Committee assurance
Impairment of goodwill, intangibles, property, plant and equipment, investment properties and right-of-use assets Assessment for impairment involves comparing the book value of an asset or CGU with its recoverable amount, being the higher of value in use and fair value less costs of disposal. Value in use is determined with reference to projected future cash flows discounted at an appropriate rate. Both the cash flows and the discount rate involve a significant degree of estimation uncertainty.	The Committee considered the reasonableness of cash flow projections which were based on the most recent budget approved by the Board and reflected management's expectations of sales growth, operating costs and margins based on past experience and external sources of information. The Committee focused on British Sugar, the sugar businesses in Africa and AB Agri. The Committee reviewed and challenged the key assumptions made in deriving these projections. Long-term growth rates for periods not covered by the annual budget were challenged to ensure that they were appropriate for the products, industries and countries in which the relevant cash-generating units operate. The Committee was satisfied that the discount rate assumptions appropriately reflected current market assessments of the time value of money and the risks associated with the particular assets. The Committee also reviewed and challenged the key assumptions made where recoverable amount was determined on the basis of fair value less costs of disposal. Details of the impairment assessment of goodwill balances were appropriately recognised and disclosed as detailed in notes 8 and 9.
Viability statement and going concern The Board considered future performance and cash flows in its going concern assessment, through to March 2028, and its viability statement over the next three years. Management has undertaken a detailed financial modelling exercise that has considered the impact on profit, cash and working capital of a number of potential scenarios. The demerger of Primark is anticipated to complete during the assessment period, and therefore the demerger has been reflected in the scenarios considered.	The Committee has reviewed and challenged the scenarios considered by management, including those reflecting the anticipated demerger of Primark during the assessment period, and concluded that these, and the stress-testing scenarios and assumptions, were appropriate and adequate. The Committee has reviewed the detailed cash flow forecasts, which incorporate the mitigating actions proposed by management. The Committee also reviewed and challenged the reverse stress test assumptions to confirm the viability of the Group. The Committee has been kept informed of the impacts of commodity and energy price pressures on the Group, in particular in Sugar, and the impact of tariff changes, as well as accounting matters, going concern and viability considerations. The Committee has satisfied itself that management has adequately identified and considered all potentially significant accounting and disclosure matters.

Areas of significant accounting judgement and estimation material to the Group financial statements	Audit Committee assurance
Post-retirement benefits Valuation of the Group's pension schemes and post-retirement medical benefit schemes require various subjective judgements to be made including mortality assumptions, discount rates, general and salary inflation, and the rate of increase for pensions in payment and those in deferment.	Actuarial valuations of the Group's pension scheme obligations are undertaken every three years in the UK by an independent qualified actuary who also provides advice to management on the assumptions to be used in preparing the accounting valuations each year. Actuarial valuations in other jurisdictions are performed as required. Details of the assumptions made in the current and previous year are disclosed in note 13 of the financial statements together with the basis on which those assumptions have been made. The Committee reviewed the assumptions by comparison with externally derived data and also considered the adequacy of disclosures in respect of the sensitivity of the surplus to changes in these key assumptions. The Committee also reviewed the accounting treatment and disclosures relating to the closure of the UK defined benefit scheme to future service accrual for existing active members and the resulting curtailment gain recognised during the period. The Committee was satisfied that the accounting treatment and disclosures were appropriate.

Other accounting areas requiring management judgement or estimation	Audit Committee assurance
Taxation Current and deferred tax recognised in the financial statements is dependent on subjective judgements as to the outcome of decisions by tax authorities in various jurisdictions around the world and the ability of the Group to use tax losses within the time limits imposed by various tax authorities.	The Committee reviews the Group's tax policy and principles for managing tax risks annually. The Committee reviewed and challenged the tax liabilities recorded, the contingent liabilities and the deferred tax assets disclosed at the balance sheet date and management confirmed that any liabilities recorded or disclosed represent their best estimate of the financial exposure faced by the Group. The Committee discussed with both management and the external auditor the key judgements which had been made. The Committee was satisfied that the judgements were reasonable and that, accordingly, the amounts recorded were appropriate.

Misstatements

Management reported to the Committee that they were not aware of any material or immaterial misstatements made intentionally to achieve a particular presentation. The external auditor reported to the Committee the misstatements that they had found in the course of their work. After due consideration, the Committee concurred with management that these misstatements were not material and that no adjustments were required.

Internal financial control and risk management

The Committee is required to assist the Board to fulfil its responsibilities relating to the adequacy and effectiveness of the control environment, controls over financial reporting and the Group's compliance with the 2024 Code. To fulfil these duties, the Committee (or the Board as a whole) reviewed:

- the external auditors' summary of management letters and their Audit Committee reports, including their assessment of each division's control environment and people;
- internal audit findings on key audit areas and any significant deficiencies in the financial control environment;
- reports on the systems of internal financial control and risk management, including the preparatory work for additional control reviews under the Group's ACE programme;
- as part of internal audit reports, a high-level assessment of the adequacy of business continuity plans in place in the Group's businesses;
- reports on fraud perpetrated against the Group;
- the Group's approach to anti-bribery, corruption and whistleblowing; and
- the Group's approach to IT and cybersecurity.

Internal audit

The Group's businesses employ internal auditors (both employees and resources provided by major accounting firms other than the firm involved in the audit of the Group) with skills and experience relevant to the operation of each business. All of the internal audit activities are co-ordinated centrally by the Director of Financial Control, who is accountable to the Audit Committee.

The Audit Committee is required to assist the Board in fulfilling its responsibilities for ensuring the capability of the internal audit function and the adequacy of its resourcing and plans.

The Audit Committee receives regular reports on the results of internal audit's work and monitors the status of recommendations arising. The Committee reviews annually the adequacy, qualifications and experience of the Group's internal audit resources and the nature and scope of internal audit activity in the overall context of the Group's risk management system.

To fulfil its duties, the Committee reviewed:

- internal audit's reporting lines and access to the Committee and all members of the Board;
- internal audit's plans and its achievement of the planned activity;
- the results of key audits and other significant findings, the adequacy of management's response and the timeliness of their resolution; and
- changes in internal audit personnel to ensure appropriate resourcing, skills and experience are put in place.

The Group's Director of Financial Control meets with the Chair of the Audit Committee as appropriate but at least quarterly, without the presence of executive management, and has direct access to the Chairman of the Board.

Whistleblowing and fraud

The Whistleblowing Policy 'Speak Up' is designed to protect ABF's culture of fairness, trust, accountability and respect, encouraging effective and honest communication at all levels. In addition, an independent external service provider receives, in confidence, complaints on accounting, risk issues, internal controls, auditing issues and related matters which are reported to the Audit Committee each quarter as appropriate. Further details on the Policy can be found on page 102. The Committee reviewed reports from internal audit and the actions arising therefrom and reported this to the Board (to the extent any Board member was not in attendance at the relevant meeting).

The Group's Anti-fraud Policy is available to all employees via the ABF intranet and website. Any suspicion of fraud should be reported immediately and will be investigated vigorously. The Audit Committee reviews any reported instances of fraud and the action taken by management both to pursue the perpetrators and to prevent reoccurrences.

External audit

Auditor independence

The Audit Committee is responsible for the development, implementation and monitoring of policies and procedures on the use of the external auditor for non-audit services, in accordance with professional and regulatory requirements. These policies are kept under review to meet the objective of ensuring that the Group benefits in a cost-effective manner from the cumulative knowledge and experience of its auditor, whilst also ensuring that the auditor maintains the necessary degree of independence and objectivity. The Committee's policy on the use of the external auditor to provide non-audit services is in accordance with applicable laws and takes into account the FRC's Revised Ethical Standard for Auditors. Any non-audit work to be undertaken by the auditor requires authorisation by the Group Chief Financial Officer, and above a certain threshold, the Audit Committee, prior to its commencement.

The Committee also ensures that fees incurred, or to be incurred, for non-audit services, both individually and in aggregate, do not exceed any limits in applicable law and take into account the relevant ethical guidance for auditors.

The Committee is required to approve the use of the external auditor to provide corporate responsibility and other assurance services and will consider other services, provided they can be undertaken without jeopardising auditor independence. This was the case with the Financial Position and Prospects Procedures ('FPPP'), working capital report and comfort letter engagement in connection with the proposed separation and the pre-approved sustainability/Scope 3 assurance work.
The aggregate expenditure with the Group auditor is reviewed by the Audit Committee. No other individually significant non-audit assignments that would require disclosure were undertaken in the financial year.

The Company has a policy that any partners, directors or senior managers hired directly from the external auditor must be pre-approved by the Chief People and Performance Officer, and the Group Chief Financial Officer or Group Financial Controller, with the Chair of the Audit Committee being consulted as appropriate.

The Audit Committee has formally reviewed the independence of the external auditor.

EY has reported to the Committee confirming that it believes it remained independent throughout the year, within the meaning of the regulations on this matter and in accordance with its professional standards.

To fulfil its responsibility to ensure the independence of the external auditor, the Audit Committee reviewed:

- a report from the external auditor describing arrangements to identify, report and manage any conflicts of interest, and policies and procedures for maintaining independence and monitoring compliance with relevant requirements; and
- the extent of non-audit services provided by the external auditor.

The total fees payable to EY for the 52 weeks ended 12 September 2026 were £13.0m, of which £2.1m related to non-audit work. Further details are provided in note 2 to the financial statements. The non-audit total for the year includes the FPPP engagement in connection with the proposed separation and pre-approved sustainability/Scope 3 assurance work; the Committee confirmed that non-audit fees remained within policy and the applicable cap.

Auditor effectiveness

The Committee assessed the effectiveness of the external audit process and concluded that it had been effective and that EY had provided appropriate expertise and resources and acted with independence and objectivity. To assess the effectiveness of the external auditor, the Committee reviewed:

- the external auditor's fulfilment of the agreed audit plan and variations from it (including changes in perceived audit risks and the work undertaken by the external auditors to address those risks);
- reports highlighting the major issues that arose during the course of the audit;
- feedback from the businesses via questionnaires evaluating the conduct and performance of each assigned audit team (including in respect of their planning, challenge and interaction with the business); and
- a report on EY, as a firm, from the Audit Quality Review Team ('AQRT') of the FRC and the discussions with EY on the contents of its most recent report.

There is regular open communication between EY and the Audit Committee, as well as between EY and the businesses' senior management. The Audit Committee holds private meetings with the external auditor after each Committee meeting to review key issues within their sphere of interest and responsibility and to satisfy itself that the audit is of a sufficiently high standard.

To fulfil its responsibility for oversight of the external audit process, the Audit Committee reviewed:

- the terms, areas of responsibility, associated duties and scope of the audit as set out in the external auditor's engagement letter;
- the overall work plan and fee proposal;
- the major issues that arose during the course of the audit and their resolution;
- key accounting and audit judgements;
- the level of errors identified during the audit; and
- the content of and any recommendations made by the external auditor in their management letters and the adequacy of management's response.

Auditor appointment for 2027

The Audit Committee reviews annually the appointment of the auditor, taking into account the auditor's effectiveness and independence, and makes a recommendation to the Board accordingly.

The Company's current external auditor, EY, was first appointed at the Annual General Meeting in December 2015, with effect from 2016, following the conclusion of a competitive tender process. In accordance with The Statutory Audit Services for Large Companies Market Investigation (Mandatory Use of Competitive Tender Processes and Audit Committee Responsibilities) Order 2014, the Company was required to conduct a competitive audit tender in respect of the audit for the financial year 2026 and onwards. The Audit Committee undertook a competitive audit tender in 2024. As reported in our Annual Report for the period ended 14 September 2024, the Audit Committee recommended to the Board that EY be reappointed as the Company's external auditor for 2026. The Board accepted such recommendation.

The Audit Committee has considered and is satisfied with the auditor's effectiveness and independence and has recommended to the Board that EY be reappointed as the Company's external auditor for 2027. The Board has accepted that recommendation. Accordingly, shareholder approval will be sought to confirm the reappointment of EY as auditor of the Company at the AGM on 4 December 2026.

Compliance with the Competition and Markets Authority Order

The Company confirms that, during the period under review, it has complied with the provisions of The Statutory Audit Services for Large Companies Market Investigation (Mandatory Use of Competitive Tender Processes and Audit Committee Responsibilities) Order 2014.

Minimum Standard

The FRC's 'Audit Committees and the External Audit: Minimum Standard' (the 'Minimum Standard') was published in May 2023. This Audit Committee Report sets out how the Minimum Standard has been applied during the period under review.

Loraine Woodhouse
Audit Committee Chair

Annual statement by the Remuneration Committee Chair

Graham Allan
Remuneration Committee Chair



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The Annual Remuneration Report is subject to an advisory vote at the 2026 AGM.

Dear shareholders

On behalf of the Remuneration Committee (the 'Committee'), I am pleased to present the Directors' Remuneration Report for the year to 12 September 2026. This letter provides an overview of key decisions taken by the Committee during the year.

We were pleased to receive strong backing for the 2025 Remuneration Policy review with a 98.57% positive vote.

Thank you for your ongoing support.

2026 reward outcomes

In 2026, the Group reported reduced profits in an environment of significant operating headwinds, while taking steps to re-position our portfolio for the future.

Earlier in the year we announced the demerger of the Company's Retail business from its Food business and work is progressing well with the separation planning. Similarly, the integration of Hovis into our bakeries business is proceeding at pace.

Primark faced a challenging consumer environment in most markets during the year. While progress has been made in improving the customer proposition, there is much more to do in Europe and the US. Top line growth was 2%, exceeding that of last year, but like-for-like sales fell 2.6%.

Across the food businesses results were mixed during the year. Prolonged hot and dry weather and drought conditions impacted Sugar businesses in the UK, Spain and Africa, as well as Twinings in both the UK and Europe. The Grocery and Ingredients businesses generated top line growth, but experienced pressures in demand for some key product categories and faced higher costs. Agriculture was broadly flat year on year and work is ongoing to refocus this portfolio on higher growth segments.

The Group achieved strong gains against its ESG priorities. Notable advances included the investment in housing improvements at sugar businesses in Africa, the continuing decarbonisation of British Sugar's operations, increased use of renewable energy, and, within Primark, a 21% reduction in Scope 3 GHG emissions. Water extraction for our operations was reduced by 6%, waste cut by 30% and packaging shaved by 3% across the Group.

Sadly, despite intense focus on health and safety, one△ of our employees in Zambia died this year in a traffic accident and three contractors died in accidents at or close to our sites. As is our normal course of action, the Committee reviewed the details regarding the circumstances of each fatality and the actions that had been put in place to mitigate risks. A further fatality in August 2025, which is reported this year, was considered by the Committee in 2025's remuneration decisions.

Short Term Incentive Plan ('STIP') 2026

Financial measures determined 85% of this year's STIP outcome.

For the Chief Executive and Group Chief Financial Officer the financial component of the bonus comprised of adjusted operating profit (75%) and working capital, as measured by cash conversion cycle days (10%) based on ABF performance.

For the Chief Executive of Primark, the financial component of his bonus was based 30% on ABF performance and 70% on Primark performance. The Primark element comprised of adjusted operating profit with a Return on Average Capital Employed ('ROACE') modifier that can reduce the operating profit outcome by up to 20%.

The performance thresholds for the ABF financial measures and the Primark profit measure were not met and there will be no payout on these measures. Primark's ROACE was above the range maximum but as this is a modifier to the profit outcome, there will be no payout on the financial element.

For the three executive directors the remaining 15% of the STIP was based on strategic KPIs, currently all related to our most material ESG priorities across the Group, including the increased focus on health and safety. Overall performance on these measures was strong. However, the Committee reduced the ESG scorecard outcome by two points as a result of fatalities in the year resulting in a payout of 12% on this STIP component. A table setting out more detail is on page 124.

Combining the financial and ESG measures, the overall outcome for the 2026 STIP was 12% of maximum for the Chief Executive and Group Chief Financial Officer, and 12% for the Chief Executive of Primark.

Restricted Share Plan ('RSP') 2023-26

The Committee undertook a qualitative and quantitative assessment of performance over the performance period, taking a holistic view with consideration of multiple indicators to determine achievement of the underpins.

The Committee concluded that the underpins had been met, and awards will vest. Details of performance against the underpins are set out on page 126.

Overall performance outcomes

The Committee reviewed the STIP and RSP outcomes in the wider context of the experience of the Group, its employees, its shareholders and its other stakeholders. Overall, we considered that the incentive outcomes fairly represented the performance achieved and that no further discretionary adjustments were warranted.

Remuneration for Joana Edwards

Joana Edwards was permanently appointed ABF Group Chief Financial Officer on 5 March 2026, with a starting salary of £610,000. In setting the remuneration for this role, the Committee was mindful both of market practice and of the decision to demerge Primark noting the impact that this would have on the size of the business.

Joana will be eligible for a STIP award of up to 180% of salary (of which 50% of salary is allocated in shares) and an RSP award of 150% of salary. Her cash STIP this year is calculated pro rata based on the time in her previous and current roles.

Joana was granted additional share allocations during the year to reflect the increase in her salary and incentive potential following her promotion.

Remuneration for Eoin Tonge

Eoin Tonge was permanently appointed Chief Executive of Primark on 5 March 2026 on a salary of £1,000,000. His cash STIP this year is calculated pro rata based on the time in his previous and current roles.

Eoin was granted additional share allocations during the year to reflect the increase in his salary following his appointment. His incentive opportunities as a percentage of salary remained unchanged.

Remuneration decisions for 2027

Salary and fees

Average UK salary increases for the Food business in December 2026 will be around 3.1% with increases for business leadership teams typically around 3%.

Average UK salary increases in Primark this year are expected to be around 4.0%. This is primarily driven by the increase store assistants are likely to receive in line with increases to the national living wage. The average salary increase for Primark leaders in the UK this December will be 2.5%.

In this context, the Committee has determined that, for 2027, the Chief Executive and Group Chief Financial Officer will receive salary increases of 3%, in line with their centre colleagues and leaders in the Food business, and the Chief Executive of Primark will receive a salary increase of 2.5% in line with his senior colleagues.

STIP 2027

The STIP approach for 2027 will remain in line with the approach adopted in 2026 for the Chief Executive and Group Chief Financial Officer of ABF. For the Chief Executive of Primark, the financial portion of his STIP will be 30% based on ABF performance and 70% based on Primark performance against a selection of key financial measures as set out on page 127. The strategic KPIs for all will focus on delivery of the demerger and our ESG priorities.

Restricted Share Plan ('RSP') 2026-29

We will continue to grant RSP awards to all executive directors. The grant will be made at 200% of salary for the Chief Executives of ABF and Primark and at 150% of salary for the Group Chief Financial Officer.

The underpins for the Awards to the Chief Executive and Group Chief Financial Officer will be the same as those for the 2025-28 award. For the Chief Executive of Primark, the Committee resolved to align the RSP underpins to Primark performance. These underpins are set out on page 127.

Consideration of wider workforce and remuneration approaches

The Committee is mindful of reward practices across the Group when setting and implementing its approach to executive remuneration. Summary details of our fair pay principles and the approach to reward across the Group are provided on page 128.

As a diversified and geographically dispersed group, consideration of wider workforce compensation requires attention to a broad range of employee groups. During the year the Committee was provided with an overview of wider employee reward matters including an update on developments such as EU pay transparency and gender and ethnicity pay reporting.

In the year ahead, the Committee will continue to ensure that the Group's remuneration framework supports the delivery of our long-term strategy and remains aligned with shareholder expectations, evolving governance requirements and wider workforce reward practices. An area of particular focus will be the approach to incentives following the demerger of the Food business and the Retail business. We will, of course, engage with shareholders on any proposals for change from our current approach.

2026 AGM

As in previous years, the Committee has maintained its approach of aligning remuneration with business performance, wider employee pay and taking into consideration the experience of a wide range of stakeholders. I hope you will feel able to support our 2026 Directors' Remuneration Report at the 2026 AGM.

Graham Allan
Remuneration Committee Chair

Remuneration summary

Remuneration principles

Our remuneration approach needs to support the attraction and retention of top executive talent and promote the strategic and financial performance of the business. In particular, we believe that pay should be:

Fair
Total remuneration should fairly reflect the performance delivered by executives. Where appropriate, this may include the application of discretion to ensure remuneration outcomes are aligned to performance that creates value for shareholders and other stakeholders.

Aligned
The portfolio we operate is diverse and complex. We aim to align remuneration and business objectives and to use performance measures which provide a clear line of sight for executives.

Clear and simple
We believe that executive remuneration should be clear and simple for participants to understand. The best way to achieve this is through close alignment with business performance.

Time horizons for STIP and RSP awards

	2027	2028	2029	2030	2031
STIP cash	One-year performance				
STIP shares	One-year performance	Two-year deferral period Vest at end of year three			
RSP	Three year performance period – underpins apply Vest at end of year three			Two-year holding period	

The Committee may exercise its discretion to apply malus and/or clawback of incentives within the timeframes specified below if it determines that any of the following apply:

- any financial information (whether or not audited) has been materially misstated for any financial period commencing on or after the start of the financial year prior to that in which the award was granted;
- the outcome of a performance condition has been miscalculated or assessed based on incorrect information;
- corporate failure of the Company;
- the participant has acted in a manner at any time prior to the vesting of an award, including prior to grant, which, in the opinion of the Committee, has resulted or is likely to result in material reputational damage to any Group company;
- the participant is found to have committed at any time prior to vesting, including prior to grant, an act or omission which justifies, or in the opinion of the Committee would have justified, summary dismissal;
- the participant has participated in or was responsible for conduct which resulted in significant losses to a Group company; and
- a Group company or business unit has suffered a material failure of risk management (which may include, but is not limited to, a serious health and safety event).

Malus and clawback timeframes:

- RSP, from grant date to the second anniversary of vesting; and
- STIP, from the award date to the second anniversary of the date when the performance outcome was determined.

These timeframes are considered best suited to the Company as they strike a balance between giving certainty to participants and allowing sufficient time for any of the above circumstances to come to light and for the Committee to take such action as it considers appropriate.

Malus and clawback were not applied in the year to 12 September 2026.

Annual Remuneration Report

Single total figure of remuneration for the executive directors (audited)

		George Weston		Eoin Tonge[1]		Joana Edwards[2]
		2026 £'000	2025 £'000	**2026 £'000**	2025 £'000	**2026 £'000**
Fixed pay	Salary	**1,278**	1,240	**977**	849	**324**
	Benefits	**19**	18	**104**	27	**11**
	Pension	**–**	–	**98**	85	**32**
Variable pay	STIP cash	**232**	580	**177**	397	**49**
	STIP deferred shares	**73**	185	**56**	116	**34**
	RSP	**1,364**	1,602	**854**	1,254	**51**
	Other	**–**	–	**–**	884	**–**
Single total figure		**2,966**	3,625	**2,266**	3,612	**501**

1. The STIP values for Eoin Tonge are calculated pro rata based on the time he spent in the current role and in his previous role. The RSP value reflects the award made to him in a previous role.
2. Joana Edwards was appointed as Group Chief Financial Officer on 5 March 2026. Her fixed pay elements and STIP cash value relate to the period from that date. The STIP deferred shares value is the total award for the year calculated pro rata based on the time she spent in the current role and in her previous role and the RSP value reflects the award made to her in her previous role.

Notes to single total figure of remuneration for the executive directors

Benefits

The value of benefits for George Weston comprised £15,656 taken in cash and £2,890 taken as a benefit-in-kind. The value of benefits for Eoin Tonge comprised £22,178 taken in cash and £81,722 taken as a benefit-in-kind primarily comprised of costs of travel and accommodation and grossed up tax associated with his role being based in Dublin. The value of benefits for Joana Edwards comprised £7,796 taken in cash and £2,875 taken as a benefit-in-kind.

Pension

George Weston opted out of the Employer Funded Retirement Benefit Scheme ('EFRBS') on 31 December 2023. Until that date he had an overall benefit promise of 1/45th of final pensionable pay for each year of pensionable service up to 5 April 2016 and 1/50th of final pensionable pay for each year of pensionable service thereafter, subject to a maximum of 2/3rds of final pensionable pay (basic salary during the last 12 months before retirement, plus if applicable, the average of the last three years' fluctuating earnings). He opted out of the Associated British Foods Pension Scheme on 5 April 2006 and has a deferred benefit in that scheme; the balance of the promise was provided under the EFRBS. His pension benefits are payable from age 65. No alternative defined benefit arrangements are available to any member who chooses to take their benefits early. His accrued pension at 12 September 2026 was £807,819 per annum. From the date on which George Weston opted out of the EFRBS there have been no accruals of pension entitlement, and so there have been no benefits from participating in pension schemes to report in the single figure table.

Up until 31 July 2026 Joana Edwards received an employer contribution of 10% of salary towards her pension to match her 10% employee contribution. From 1 August 2026 the employer contribution of 10% of salary continued, whereas the employee contribution of 10% of salary was in respect of a salary sacrifice arrangement which reduced her salary by 10%. The amount shown under the pension section in the single figure table is the net employer contribution.

Eoin Tonge received a cash allowance of 10% of salary in lieu of pension, which is reported under the pensions section in the single figure table.

STIP 2026

These tables detail the financial and ESG performance ranges and calculated outcomes for STIP 2026.

Achievement against strategic KPIs

This year our STIP strategic KPIs were all related to our material ESG priorities, each of which is demanding. Against the scorecard of measures, and taking into account performance on ESG in the round, including a discretionary reduction detailed in the table below, the overall score achieved was 24/30, equivalent to 12% of the maximum 15% of STIP based on ESG outcomes.

	Score	Commentary and performance outcome
Quality and effectiveness of ESG reporting	3/3	• Non-financial reporting and control environments have been strengthened through enhanced data governance, formal review processes and improved analytical oversight, supporting the quality and consistency of disclosures across the Group. • Reporting capabilities and tools provide greater transparency, traceability and insight into non-financial data, supporting robust decision-making and increasing confidence in externally reported metrics.
Primark sustainability	4.5/6	• Primark conducted over 2,300 Supplier Code of Conduct audits in its suppliers' factories over the calendar year 2025 supporting its risk-based, worker-centric approach to human rights due diligence in its supply chain. • In 2026, 81%△ of clothing units sold by Primark contained recycled or more sustainably sourced materials. • During the year the Primark Cotton Project transitioned to a new standard which provides additional independent verification of farming and ginning practices. • Primark is reviewing its Primark Cares strategy for launch next year. It will centre on its core strengths: its products, its scale and its reach across the supply chain. It will feature three priorities: circularity, supply chain resilience, and supporting women throughout the Primark value chain. • More information on Primark's ESG priorities can be found on pages 25 and 67.
People and community	2.5/3	• Over 500 houses were completed in the year across Sugar's Africa estates. Significant progress continues towards our 2030 targets detailed on page 62.
Carbon and climate	6/6	• Excellent progress has been made in Sugar this year, with the Wissington steam drying project on track and Eswatini co-generation ahead of schedule. • Sugar has reduced its Scope 1 and 2 GHG emissions by 20% this year, and Primark has reduced its Scope 3 GHG emissions by 21% as outlined on page 67. • Additionally, 42% of electricity bought in this year was from renewable sources (up from 37% in 2025).
Twinings human rights	5/6	• Twinings has strengthened the capability of its ESG team this year. • The strategy to strengthen human rights risk management is in place with 100% of estates covered by the Twinings Community Needs Assessment and increased audit frequency.
Health and safety	3/6	• Health and safety was up-weighted as an incentive measure this year and all businesses have reviewed their delivery of non-negotiables in this area with action plans identified and in process. • All businesses have behavioural safety programmes in place and a focus on engineering out risk wherever possible. • There has been increased focus on contractor management this year and all businesses have contractor management programmes in place. • We are deeply saddened by the fatalities that occurred this year. In light of these and despite impressive progress elsewhere, the Committee reduced the score for Health and safety by 2 points from 5/6 to 3/6.

Achievement against financial targets and overall STIP outcome

The financial element for George Weston and Joana Edwards was determined based on ABF financial performance. The financial element for Eoin Tonge was determined based on the performance of ABF (30%) and Primark (70%). Primark financial measures this year were adjusted operating profit and a multiplier of between 80-100% of the adjusted operating profit outcome based on ROACE.

George Weston and Joana Edwards	Threshold	Target	Maximum	2026 STIP outcome
Adjusted operating profit £m	1,631.77	1,764.08	1,896.39	1,508.38
STIP based on adjusted operating profit (as % of max STIP)	0 %	37.5 %	75 %	0 %
Cash conversion cycle days	85.74	80.13	74.52	85.77
STIP based on Cash conversion cycle days (as % of max STIP)	0 %	5.0 %	10 %	0 %
ESG outcome (as % of max STIP)	0 %	7.5 %	15 %	12 %
Total STIP (as % of max)	**0 %**	**50 %**	**100 %**	**12 %**

Eoin Tonge	Threshold	Target	Maximum	2026 STIP outcome
ABF				
Adjusted operating profit £m	1,631.77	1,764.08	1,896.39	1,508.38
STIP based on adjusted operating profit (as % of max STIP)	0 %	11.25 %	22.5 %	0 %
Cash conversion cycle days	85.74	80.13	74.52	85.77
STIP based on Cash conversion cycle days (as % of max STIP)	0 %	1.5 %	3 %	0 %
ESG outcome (as % of max STIP)	0 %	7.5 %	15 %	12 %
Primark				
Adjusted operating profit £m	1,110.00	1,162.00	1,240.00	1,005.00
STIP based on adjusted operating profit (as % of max STIP)	0 %	29.75 %	59.5 %	0 %
ROACE	10 %	11 %	12 %	16.79 %
ROACE modifier to profit outcome	80 %	90 %	100 %	100 %
Total STIP (as % of max)	**0 %**	**50 %**	**100 %**	**12 %**

Overall achievement

The overall outcome for the STIP cash element is shown for each executive director below.

	Salary	Performance outcome as % of maximum	Max STIP as % of salary	STIP
George Weston	£1,289,500	12 %	150 %	**£232,110**
Eoin Tonge	£1,000,000	12 %	150 %	**£177,404**
Joana Edwards	£610,000	12 %	130 %	**£49,410**

Eoin Tonge's STIP cash bonus was calculated pro rata based on the time he spent in the current role and his previous role. For Joana Edwards the STIP cash bonus relates to the period from which she was appointed Group Chief Financial Officer. The 2025-28 STIP shares element was subject to the same performance conditions as the cash element. As a result, 12% of the shares that were allocated at the beginning of the performance period to George Weston and Joana Edwards, and 12% of the shares that were allocated at the beginning of the performance period to Eoin Tonge, will vest in 2028 subject to a two-year service condition. The remaining allocated shares have now lapsed. The number of shares vesting is shown on page 130.

STIP amounts included in the single total figure table

The figures shown in the single total figure table comprise the annual cash bonus, which is paid in December in respect of the preceding financial year, and the value of deferred share awards earned for performance in the 2025/26 financial year, calculated based on the average mid-market closing price over the last quarter of the financial year of £20.0658. These shares are subject to a two-year deferral period. None of this value was attributable to share price appreciation as the share price has decreased in the period.

RSP 2023-26

The 2023-26 RSP had the following underpins and a commentary is provided in relation to each.

- ROACE above the weighted average cost of capital – The Group three-year average ROACE was well ahead of the Company's calculated average cost of capital.
- Dividend payments maintained – We maintained dividends and we also paid special dividends over the period, as well as returning significant value to investors through share buyback programmes.
- Satisfactory governance performance and ESG performance – The Committee determined that governance and ESG performance over the period has been strong.
- Right actions taken to strengthen ABF's competitive advantages and position the Company for long-term sustainable growth – Management has focused on investing in our businesses and addressing challenging issues head on. Earlier in this financial year the decision was made to separate the Food business from the Retail business and this is on track for completion in December 2027. Additionally, to strengthen our bakeries business, we acquired Hovis and the integration is well underway.

In light of the above, the Committee determined that the 2023-26 RSP underpins had been met and the full award should vest.

The numbers in the single total figure table reflect that George Weston will receive 61,293 shares, Eoin Tonge will receive 38,374 shares and Joana Edwards will receive 2,312 shares in respect of their 2023-26 RSP awards. As required by UK regulations, the vesting value has been estimated using the mid-market closing price over the last quarter of 2026 of £20.0658. Vesting will be on 23 November 2026 and a figure recalculated for the share price on that date will be presented in the 2027 Annual Report. The values shown in the table also include an amount of cash dividend equivalent payments that will be made in respect of the shares vesting. The amount included for George Weston is £134,538, for Eoin Tonge is £84,231 and for Joana Edwards is £5,075. None of this value was attributable to share price appreciation as the share price has decreased in the period. The values shown in the table for Joana Edwards reflect the value of the full number of shares which vested and have not been pro-rated to reflect that Joana was only a director for part of the three-year performance period following her appointment as Group Chief Financial Officer on 5 March 2026.

RSP 2022-25

In respect of 2025 RSP values, as required by UK regulations, the vesting value reported last year has been updated to be based on the share price on vesting of £21.03. This has led to a reduction in the value of the RSP and the single total figure for George Weston and Eoin Tonge.

Other remuneration

The numbers in the single total figure table for 2025 reflect buyout awards made to Eoin Tonge related to his recruitment, as disclosed on page 105 of the 2023 Annual Report. For the 7,068 shares he received on 17 November 2025, the value of these shares was estimated using the mid-market closing price over the last quarter of 2025 of £21.57. On the actual vesting date, the closing share price was £21.03 and the value in the table has been updated to reflect this. There are no dividend equivalent payments in respect of these shares.

Implementation of Remuneration Policy in 2026/27

The below table summarises the Remuneration Policy for the executive directors, approved by shareholders in 2025 and how we intend to implement it in 2026/27.

<table>
<tr><th></th><th>Implementation in 2026/27</th></tr>
<tr><td>Base salary</td><td>
<table>
<tr><th></th><th>Increase</th><th>Salary from 1 December 2026</th></tr>
<tr><td>George Weston</td><td>3 %</td><td>£1,328,000</td></tr>
<tr><td>Eoin Tonge</td><td>2.5 %</td><td>£1,025,000</td></tr>
<tr><td>Joana Edwards</td><td>3 %</td><td>£628,000</td></tr>
</table>
</td></tr>
<tr><td>Pension and Benefits</td><td>George Weston opted out of the Employer Funded Retirement Benefit Scheme ('EFRBS') on 31 December 2023 and became a deferred member of this scheme. He does not receive a cash allowance in lieu of pension contributions.

Eoin Tonge receives a cash allowance of 10% of salary in lieu of a pension contribution.

Joana Edwards is a member of the defined contribution section of the pension and her contributions through salary sacrifice are matched by the company up to a maximum of 10% of salary.</td></tr>
<tr><td>Short-Term Incentive Plan ('STIP')</td><td>The maximum STIP award for George Weston and Eoin Tonge is 200% of salary and for Joana Edwards is 180% of salary. Up to 50% of salary is delivered in STIP shares for all of the executive directors.

The performance measures for George Weston and Joana Edwards remain adjusted operating profit, Cash Conversion Cycle days and strategic KPIs. In 2027, the strategic KPIs will focus on the demerger of Primark as well as on ESG measures.

Eoin Tonge's STIP is based on ABF adjusted operating profit and Cash Conversion Cycle days, Primark key financial measures, which now include net sales and like-for-like sales targets alongside adjusted operating profit, and on the same KPIs as the Chief Executive and Group Chief Financial Officer.

STIP share awards will be granted in November 2026 and will lapse at the end of the financial year to the extent that performance conditions have not been met. The balance of the shares will remain conditional and be deferred for a further two years. Malus and/or clawback provisions apply to STIP awards as outlined in the Remuneration Summary on page 122.</td></tr>
<tr><td>Restricted Share Plan ('RSP')</td><td>Restricted share awards will be granted in November 2026.

Awards for George Weston and Joana Edwards will be 200% and 150% of salary respectively. At the Committee's discretion, vesting may be reduced if the underpins are not met. The underpins are the same as for 2025-28 awards and are as follows:

• ROACE above the weighted average cost of capital;
• dividend payments maintained;
• consideration of whether the right actions have been taken to strengthen the Group's competitive position for long-term sustainable growth; and
• satisfactory governance performance including no ESG issues that result in material reputational damage (as determined by the Board).

Awards for Eoin Tonge will be 200% of salary. At the Committee's discretion, vesting may be reduced if the following Primark underpins are not met:

• ROACE above the weighted average cost of capital;
• embedding of the Primark organisation and operating model post demerger with the right calibre of leaders, leadership of the executive team and ways of working between Dublin and the countries where Primark operates;
• the right actions are taken to strengthen Primark's competitive advantages on demerger and to position the company for long-term sustainable growth. Performance will be assessed in the round. The underpin will be deemed to not be met in the event there is an identified and agreed specific management failure; and
• good governance performance including no ESG issues that result in material reputational damage (as determined by the Board).

Malus and/or clawback provisions apply to RSP awards as outlined in the Remuneration Summary on page 122.</td></tr>
<tr><td>NED fees</td><td>Fees for Chair will remain at the same level. NED fees will increase by 3% in line with the broader UK workforce as shown on page 132.</td></tr>
</table>

Directors' pay in the context of the Group's wider pay practices

Fair pay

Associated British Foods is a diversified business that currently operates in 57 countries and employs 140,000 people working across five business segments. Our people are central to our business and we pride ourselves on being a first-class employer. The Group is geographically dispersed and is therefore subject to very different pay market conditions. As a result, it is difficult to make sensible comparisons with all employees across the Group.

The Committee is mindful of our reward practices across the Group when setting and implementing the Remuneration Policy for the Executive Directors. The structure and principles of short-term incentives further down the organisation are consistent with the approach for executive directors. The Committee is provided with data on the remuneration structure for two tiers of senior management below the executive directors and uses this information to calibrate consistency of approach. In addition, the Committee approves all share-based long term incentive plan ('LTIP') awards across the Group and has oversight of all cash-based LTIP awards.

As a widely respected international business, we operate responsibly and are keen to ensure our people are paid fairly. We support the work of governments to ensure that minimum wages are sufficient to allow employees to have an acceptable standard of living. ABF's businesses, each of which is responsible for setting and managing its own remuneration approach, operate in line with the guidelines below and in compliance with all local laws.

Fair pay should be…

Appropriate	Free from discrimination	Intuitive	Explainable	Market competitive
For the employee's role, experience and skills. Fixed pay will meet/exceed legal minimum and appropriate industry standards (e.g. collective agreements)	Pay should not be impacted by an individual's age, gender, sexual orientation, ethnicity or other characteristics	Employees should always receive compensation regularly, in full and on time	The business should be able to explain how pay has been calculated so that it is easy to understand	Local market conditions (industry, location, cost of living) should be considered when setting pay levels

Pay elements

The Committee has regard to workforce remuneration and related policies across the Group and has sought to ensure alignment of incentives and reward with the Company's culture when determining the Remuneration Policy for directors, as summarised below.

	Below the Board	Executive directors
Salary	Salary increase budgets are determined by each business taking into account country-specific conditions such as inflation. Individual salary increases are set by line managers based on factors such as development in role and local market practice. Salaries are benchmarked to ensure that we can recruit and retain talented people. We review the ratio of the Chief Executive's pay to our UK employees on the following page.	Salary increases as a percentage of salary are normally aligned with, or lower than, those of the wider workforce. The principles applied when setting salaries are consistent with those for the wider workforce.
STIP and LTIP	The incentives approach varies by division, consistent with a line of sight approach. There is a common governance framework, with central oversight, to ensure risks are mitigated and cultural considerations are appropriately taken into account. Key performance measures of adjusted operating profit, cash conversion cycle days, ESG targets and personal performance are commonly used. As employees are promoted, their bonus opportunities increase.	The STIP for executive directors is paid in cash and shares and is primarily based on financial performance. 15% of the STIP is based on strategic KPIs. Executive directors participate in the RSP, which vests provided performance underpins are met.
Benefits	In the Company's decentralised model, we expect each business to ensure that core benefits, including pensions, provided to employees in each country remain appropriate and market competitive locally. Employees are able to request reasonable adjustments to their working conditions in line with local legislation for any reason, including physical and mental health conditions. Line managers support employees with this, for example through workload adjustments and flexible working.	Executive directors are eligible for benefits available to the wider head office workforce, including participating in the ABF Sharesave.

CEO pay ratio

Year	Methodology used	Lower quartile	Median	Upper quartile
2026	Option B	104:1	98:1	80:1
2025	Option B	137:1	126:1	104:1
2024	Option B	236:1	218:1	184:1
2023	Option B	196:1	166:1	131:1
2022	Option B	114:1	104:1	85:1
2021	Option B	171:1	155:1	115:1
2020	Option B	79:1	70:1	48:1
2019	Option B	253:1	238:1	169:1

We have chosen to use Option B of the available methodologies to calculate our CEO pay ratio. Given the complexity of our Group, this approach enables use of existing gender pay data for Great Britain ('GB') as a foundation for our calculations. We determined the hourly rates at each quartile of our 5 April 2026 gender pay data, then calculated the average annual salary and total remuneration for each quartile as each point represents multiple individuals. We pro-rated the data for part-time individuals to reflect full-time equivalent remuneration and excluded leavers from the calculation.

The reduction in the pay ratio primarily reflects the lower incentive outcomes this year for the Chief Executive. We are pleased that the remuneration levels for our GB-based employees have increased by 3.8% year-on-year at the median in 2026, having increased by 4.9% in 2025 and 12.4% in 2024.

Whilst based on data for GB only, this year's pay ratio reflects the relationship between the Chief Executive's pay and the experience of UK employees as a whole. Many of our early career employees are in Primark and this affects the data; those in the food businesses are typically later in their careers with higher levels of remuneration in line with their skills and experience.

Current year	Lower quartile	Median	Upper quartile
Salary for GB-based employees	£26,390	£27,684	£31,466
Single figure of total remuneration for GB-based employees	£28,467	£30,175	£36,902

Executive directors' shareholding and scheme interests

Scheme interests (audited information)

The table below details the conditional share interests held by the executive directors as at 12 September 2026.

RSP awards

RSP awards are expected to vest in full, subject to meeting performance underpins. A further two-year post-vesting holding period applies to net of tax vested shares for RSP awards.

			Maximum award			Shares vesting		
	Scheme	Award date	% of salary	Face value at grant £'000	Market price at grant[1]	End of performance period	Maximum	Release date
George Weston	RSP[2]	23/11/2023	125 %	1,447	2,361.6p	12/09/2026	61,293	23/11/2026
		22/11/2024	125 %	1,513	2,173.2p	18/09/2027	69,598	22/11/2027
		08/12/2025	200 %	2,579	2,124.4p	16/09/2028	121,399	21/11/2028
Eoin Tonge[3]	RSP[2]	23/11/2023	125 %	906	2,361.6p	12/09/2026	38,374	23/11/2026
		22/11/2024	125 %	947	2,173.2p	18/09/2027	43,571	22/11/2027
		08/12/2025	200 %	1,940	2,124.4p	16/09/2028	91,320	21/11/2028
		21/05/2026		50	2,124.4p	16/09/2028	2,354	21/11/2028
Joana Edwards[3]	RSP[2]	23/11/2023	20 %	55	2,361.6p	12/09/2026	2,312	23/11/2026
		22/11/2024	20 %	58	2,173.2p	18/09/2027	2,663	22/11/2027
		08/12/2025	87.5 %	438	2,124.4p	16/09/2028	20,594	21/11/2028
		21/05/2026	65 %	398	2,124.4p	16/09/2028	18,731	21/11/2028

1. The price used to determine the number of shares allocated under the RSP is the average closing price on the five trading days immediately preceding the main allocation in November/December each year.
2. The performance underpins that apply to these RSP allocations are the same as those set out for RSP 2026-29 on page 127.
3. Top up awards were made to Eoin Tonge and Joana Edwards in May 2026 following their role changes to reflect the increase in salaries and, for Joana Edwards, eligibility at this time. The allocation price used is the same as the annual grants made in December 2025.

STIP – shares

The number of deferred STIP shares released is determined based on the achievement of the STIP performance conditions for the financial year in which the grant was made. The shares are then released after a further two-year service condition is met.

			Maximum award					Deferred awards		
	Scheme	Award date	% of salary	Face value at grant £'000	Market price at grant[1]	End of performance period	Maximum shares	Shares lapsed for performance	Shares subject to service condition	Release date
George Weston	Deferred awards	23/11/2023	50 %	579	2,361.6p	14/09/2024	24,517	3,523	20,994	23/11/2026
		22/11/2024	50 %	605	2,173.2p	13/09/2025	27,839	19,245	8,594	22/11/2027
		08/12/2025	50 %	645	2,124.4p	12/09/2026	30,350	26,708	3,642	21/11/2028
Eoin Tonge[2]	Deferred awards	23/11/2023	50 %	363	2,361.6p	14/09/2024	15,350	2,206	13,144	23/11/2026
		22/11/2024	50 %	379	2,173.2p	13/09/2025	17,428	12,048	5,380	22/11/2027
		08/12/2025	50 %	485	2,124.4p	12/09/2026	22,830	20,090	2,740	21/11/2028
		21/05/2026		12	2,124.4p	12/09/2026	588	517	71	21/11/2028
Joana Edwards[2]	Deferred awards	23/11/2023	50 %	137	2,361.6p	14/09/2024	5,780	831	4,949	23/11/2026
		22/11/2024	50 %	145	2,173.2p	13/09/2025	6,658	4,603	2,055	22/11/2027
		08/12/2025	50 %	250	2,124.4p	12/09/2026	11,768	10,356	1,412	21/11/2028
		21/05/2026		46	2,124.4p	12/09/2026	2,157	1,898	259	21/11/2028

1. The share price used for determining the number of shares in an allocation is the average closing price on the five trading days immediately preceding the main annual award date.
2. Top up awards were made to Eoin Tonge and Joana Edwards in May 2026 following their role changes to reflect the increase in salaries at this time. The allocation price used is the same as the annual grants made in December 2025.

ABF Sharesave

The ABF Sharesave plan was launched in 2025, providing employees the opportunity to save from their salary with an option to buy shares at a discounted price after three years. Participants have six months following the end of the saving period to exercise those options. Joana Edwards was granted options under this plan in June 2025 which mature in August 2028.

	Scheme	Award date	Shares under option	Option Price	Maturity Date
Joana Edwards	ABF Sharesave	26/06/2025	555	16.51	01/08/2028

Executive directors' shareholding requirements (audited information)

The interests below at 12 September 2026 remained the same at 2 November 2026.

	Holding requirement	Beneficial	Beneficial as % of salary[1]	RSP awards subject to underpins	Unvested deferred STIP	**Total 12 September 2026**	Total 13 September 2025
George Weston[2]							
Wittington Investments Limited, ordinary shares of 50p	N/A	15,181	N/A	N/A	N/A	**15,181**	15,181
Associated British Foods plc, ordinary shares of 5 $^{15}/_{22}$p	300% of salary	3,948,799	5,645 %	252,290	33,230	**4,234,319**	4,152,938
Eoin Tonge							
Associated British Foods plc, ordinary shares of 5 $^{15}/_{22}$p	300% of salary	147,612	272 %	175,619	21,335	**344,566**	292,586
Joana Edwards							
Associated British Foods plc, ordinary shares of 5 $^{15}/_{22}$p	300% of salary	6,178	19 %	44,300	8,675	**59,153**	N/A

1. Calculated using share price as at close of business on 11 September 2026 of 1,843.50p and rate of base salary as at 12 September 2026.
2. George Weston is a director of Wittington Investments Limited which, together with its subsidiary Howard Investments Limited, held 421,243,985 ordinary shares in Associated British Foods plc as at 12 September 2026.

Directors' service contracts/letters of appointment

	Date of appointment	Date of current contract/letter of appointment	Notice from Company	Notice from individual	Unexpired period of service contract
Executive directors					
George Weston	19/04/1999	01/06/2005	12 months	12 months	Rolling contract
Eoin Tonge	06/02/2023	04/03/2026	12 months	12 months	Rolling contract
Joana Edwards	05/03/2026	04/03/2026	12 months	12 months	Rolling contract
Non-executive directors					
Michael McLintock	01/11/2017	11/04/2018	6 months	6 months	Letter of appointment
Emma Mitchell	09/12/2011	09/12/2011	6 months	6 months	Letter of appointment
Graham Allan	05/09/2018	05/09/2018	6 months	6 months	Letter of appointment
Heather Rabbatts	01/03/2021	16/02/2021	6 months	6 months	Letter of appointment
Annie Murphy	06/09/2023	31/05/2023	6 months	6 months	Letter of appointment
Kumsal Bayazit Besson	01/12/2023	21/08/2023	6 months	6 months	Letter of appointment
Loraine Woodhouse	01/10/2024	04/09/2024	6 months	6 months	Letter of appointment

Copies of service contracts are available for inspection at the Company's head office.

Payments to past directors and payments for loss of office (audited information)

No such payments were made in the year.

Executive directors serving as non-executive directors

To encourage self-development and external insight, the Committee has determined that, with the consent of both the Chairman and the Chief Executive, executive directors may serve as non-executive directors of other companies in an individual capacity, retaining any fees earned. No individual currently holds such other roles.

Non-executive directors' remuneration (audited information)

	Fees		Fixed pay		Variable pay		Single total figure of remuneration	
	2026 £'000	2025 £'000	**2026 £'000**	2025 £'000	**2026 £'000**	2025 £'000	**2026 £'000**	2025 £'000
Michael McLintock	**494**	472	**494**	472	**–**	–	**494**	472
Emma Mitchell	**88**	85	**88**	85	**–**	–	**88**	85
Graham Allan	**116**	111	**116**	111	**–**	–	**116**	111
Heather Rabbatts	**114**	109	**114**	109	**–**	–	**114**	109
Annie Murphy[1]	**124**	94	**124**	94	**–**	–	**124**	94
Kumsal Bayazit Besson	**88**	85	**88**	85	**–**	–	**88**	85
Loraine Woodhouse	**116**	92	**116**	92	**–**	–	**116**	92

1. Annie Murphy has taken on additional responsibility providing support to the Allied Bakeries management team in respect of the integration of Hovis Group Limited. An additional fee of £25,000 per annum will be paid effective from 1 April 2026 for a duration of 12 months.

Non-executive directors' remuneration

Non-executive directors' fees were reviewed during 2026 and it was determined that fees will be increased by 3% in line with salary increase rates for centre employees and leaders in the Food business. The Chairman's fee was not increased. The table below sets out the fee structure.

	Fees effective 1 December 2026	Fees effective 1 December 2025
Chairman	£500,000	£500,000
Additional fee for Senior Independent Director responsibilities	£27,050	£26,250
Additional fee for Committee Chair (Audit/Remuneration only)	£29,200	£28,350
Additional fee for responsibility for workforce engagement	£25,750	£25,000
Director	£91,950	£89,250

Non-executive directors' shareholdings and share interests (audited information)

The following shareholdings are ordinary shares of Associated British Foods plc unless stated otherwise. The interests remained the same at 2 November 2026.

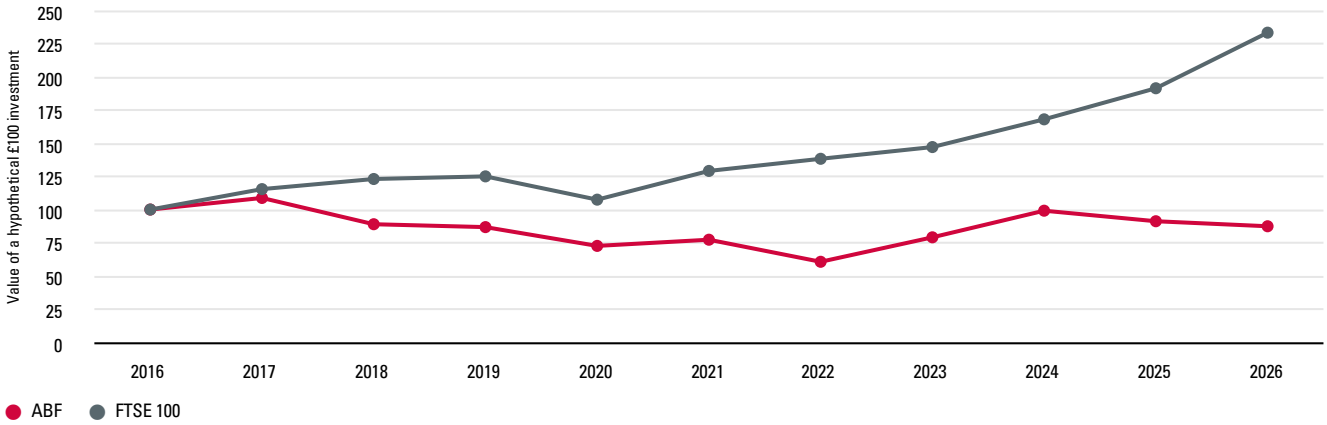
	Total 12 September 2026	Total 13 September 2025	2026 Total holding as % of annual fee[1]
Michael McLintock	**24,000**	24,000	90 %
Emma Mitchell[2]			
Wittington Investments Limited, ordinary shares of 50p	**1,011**	1,011	
Associated British Foods plc, ordinary shares of $5^{15}/_{22}$p	**511,234**	511,234	10,698 %
Graham Allan	**10,000**	10,000	159 %
Heather Rabbatts	**395**	395	6 %
Annie Murphy	**1,830**	1,830	27 %
Kumsal Bayazit Besson	**2,930**	2,930	61 %
Loraine Woodhouse	**5,238**	4,164	83 %

1. Calculated using share price as at close of business on 11 September 2026 of 1,843.50p.
2. Emma Mitchell is a director of Wittington Investments Limited which, together with its subsidiary, Howard Investments Limited, held 421,243,985 ordinary shares in Associated British Foods plc as at 12 September 2026.

Total shareholder return ('TSR') performance and Chief Executive's pay

The performance graph below illustrates the performance of the Company over the 10 years from September 2016 to September 2026 in terms of total shareholder return compared with that of the companies comprising the FTSE 100 index. This index has been selected because it represents a cross-section of leading UK companies and ABF is a part of the index.

In addition, the table below the graph provides a summary of the total remuneration of the Chief Executive over the last 10 years.



Source: DataStream Return Index

	2017	2018	2019	2020	2021	2022	2023	2024	2025[1]	**2026**
Single total figure remuneration (£'000)	4,849	3,843	4,204	1,138	3,329	2,286	4,316	6,053	3,625	**2,966**
Annual variable element – STIP (% of maximum)	97.47%	50.34%	73.37%	0%	52.50%	51.09%	67.17%	85.63%	30.87%	**12 %**
Long-term variable element – LTIP (% of maximum)[2]	51.02%	100.00%	57.13%	0%	40.00%	0%	58.46%	96.75%	N/A	**N/A**
Long-term variable element – RSP (% of maximum)[3]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100 %	**100 %**

1. The 2025 single total figure is lower than the value shown in last year's report due to the update in the valuation of the RSP award as explained on page 126
2. The LTIP was a performance based scheme with vesting subject to the achievement of performance targets.
3. The RSP is awarded at a level that is 50% of the maximum award that would be made under a performance share plan. Awards vest subject to underpins. In 2026, these underpins were met.

Relative importance of spend on pay

A year-on-year comparison of the relative importance of pay with significant distributions to shareholders and taxes paid is shown below. Taxes paid represents part of our societal contribution, alongside the activities detailed in our Responsibility Report.

	2026 £m	2025 £m	Change %
Pay spend for Group	**3,778**	3,541	7
Dividends relating to period *	**441**	449	(2)
Taxes paid	**302**	298	1

* 2025 dividends of £451m was based on the estimated dividend payable, and on payment was confirmed at £449m

Shareholder voting

We were pleased last year with the level of support we received for both our new remuneration policy and our remuneration report as shown below.

Resolution	Date of AGM	Votes for	Votes against	Votes withheld
Directors' Remuneration Policy 2025	December 2025	98.57%	1.43%	948,851
Directors' Remuneration Report 2025	December 2025	99.85%	0.15%	949,406

Members of the Remuneration Committee

In the financial year and as at the date of this report, members and Chair of the Committee were:

	Role on Committee	Independence	Year of appointment	Meetings attended
Michael McLintock	Member	Chairman	2017	6/6
Graham Allan	Chair	Independent Director	2018	6/6
Heather Rabbatts	Member	Senior Independent Director	2021	6/6
Annie Murphy	Member	Independent Director	2023	6/6
Kumsal Bayazit Besson	Member	Independent Director	2023	6/6
Loraine Woodhouse	Member	Independent Director	2024	6/6

The Chairman was considered independent on appointment and, as such, is a member of the Committee. George Weston (Chief Executive), Sue Whalley (Chief People and Performance Officer) and Julie Withnall (Group Director of Reward) attend the meetings of the Committee. No individual is present when their own remuneration is considered.

Role of the Committee

The Committee is responsible to the Board for determining:

- the Remuneration Policy for the executive directors and Chairman, considering internal and external trends on remuneration;
- the overall policy for remuneration of the Chief Executive's direct reports;
- the design and monitoring of the operation of any Company share plans;
- stretching performance targets for executive directors to encourage enhanced performance;
- an approach that fairly and responsibly rewards contribution to the Company's long-term success; and
- the specific terms and conditions of employment of each executive director, ensuring that contractual terms and payments made on termination are fair to the individual and Company, that failure is not rewarded and loss is mitigated.

The Committee's remit is set out in detail in its terms of reference, which are reviewed regularly to ensure that they are compliant with the latest corporate governance requirements and were most recently updated in July 2025. They are available from the corporate governance section of our website at www.abf.co.uk.

Remuneration Committee advisers and fees

Following a competitive tender the Committee appointed Deloitte LLP ('Deloitte') in March 2020 to provide independent advice to the Committee. Deloitte are members of the Remuneration Consultants Group and adhere to its Code of Conduct in relation to executive remuneration consulting. The Committee is satisfied that the advice it received in the year was objective and independent and that Deloitte did not have any connections with the Company or any individual directors which may impair their independence. This advice included regular independent meetings with the Committee Chair during the year. During the year, other services that Deloitte provided to the Company were corporate and employment tax advice, global mobility advice, advice related to transactions, risk and controls-related advisory work and technology and transformation services. The fees paid to Deloitte for Committee assistance over the past financial year totalled £85,475.

Herbert Smith Freehills Kramer LLP provide the Committee with legal advice on matters within its remit.

Compliance

Where information in this report has been audited by Ernst & Young LLP, it has been clearly indicated. The report has been prepared in line with the requirements of The Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 (as amended), the recommendations of the UK Corporate Governance Code (January 2024), as applicable, and the requirements of the UK Listing Rules.

The Directors' Remuneration Report was approved by the Board and signed on its behalf by

Paul Lister
Company Secretary

2 November 2026

Directors' Report

The directors of Associated British Foods plc present their report for the 52 weeks ended 12 September 2026, in accordance with section 415 of the Companies Act 2006. The Financial Conduct Authority's Disclosure Guidance and Transparency Rules and UK Listing Rules also require the Company to make certain disclosures, some of which have been included in other appropriate sections of the Annual Report and Accounts.

The information set out on page 138 and the following cross-referenced material, which would otherwise be required to be disclosed in this Directors' Report, is incorporated into this Directors' Report:

- likely future developments in the Group's business (pages 1 to 49);
- greenhouse gas emissions and energy consumption (pages 67 to 68);
- the Board of Directors (pages 100 and 101); and
- the Corporate Governance Statement (pages 98 to 134).

Results and dividends

The consolidated income statement is on page 149. Profit for the financial year attributable to equity shareholders amounted to £930m.

The directors recommend a final dividend of 42.3p per ordinary share to be paid, subject to shareholder approval, on 8 January 2027. Together with the interim dividend of 20.7p per share paid on 3 July 2026, this amounts to 63.0p for the year. See page 172 for the note on dividends.

Directors

The names of the persons who were directors of the Company during the financial year and as at 2 November 2026 appear on page 107.

Appointment of directors

The Articles give directors the power to appoint and replace directors. Under the terms of reference of the Nomination Committee, any appointment must be recommended by the Nomination Committee for approval by the Board. A person who is not recommended by the directors may only be appointed as a director where details of that director have been provided at least seven and not more than 35 days prior to the relevant meeting by at least two members of the Company.

The Articles require all directors to retire and seek re-election at each AGM in line with the 2024 Code.

Details of unexpired terms of directors' service contracts are set out in the Directors' Remuneration Report on page 131.

Power of directors

The directors are responsible for managing the business of the Company and may exercise all the powers of the Company subject to the provisions of relevant statutes, to any directions given by special resolution and to the Articles. The Articles, for example, contain specific provisions and restrictions concerning the Company's power to borrow money. Powers relating to the issuing of shares are also included in the Articles and such authorities are renewed by shareholders at the AGM each year.

Directors' indemnities and insurance

The directors of a subsidiary company that acts as trustee of a pension scheme benefitted from a qualifying pension scheme indemnity provision during the financial year and at the date of this report.

The Company has in place appropriate directors' and officers' liability insurance cover in respect of legal action against its executive and non-executive directors, amongst others.

Directors' share interests

Details regarding the share interests of the directors (and their persons closely associated) in the share capital of the Company, including any interests under the Restricted Share Plan, LTIP and any deferred awards, are set out in the Directors' Remuneration Report on pages 129 to 130 and 132.

Disclosures required under UK Listing Rule 6.6.1R

The following table is included to meet the requirements of UK Listing Rule 6.6.1R. The information required to be disclosed by UK Listing Rule 6.6.1R, where applicable to the Company, can be located in the Annual Report at the references set out below.

Information required	Location in Annual Report
(1) Amount of interest capitalised by the Group	Note 4 on page 170
(3) Long term incentive scheme	See page 129
(5) Director waiver of future emoluments	See page 132
(11) Shareholder waiver of dividends	Note 25 on page 192
(12) Shareholder waiver of future dividends	Note 25 on page 192
(13) Board statement on carrying on business independently from controlling shareholders	Directors' Report on page 135

Paragraphs (2), (4), (6), (7), (8), (9) and (10) of UK Listing Rule 6.6.1R are not applicable.

Relationship with controlling shareholders

Any person who exercises or controls, on their own or together with any person with whom they are acting in concert, 30% or more of the votes able to be cast at general meetings of a company is known as a 'controlling shareholder' under the UK Listing Rules.

Wittington Investments Limited ('Wittington') and, through their control of Wittington, the trustees of the Garfield Weston Foundation (the 'Foundation') are controlling shareholders of the Company. Certain other individuals, including certain members of the Weston family who hold shares in the Company (and including two of the Company's directors, George Weston and Emma Mitchell) are, under the UK Listing Rules, treated as acting in concert with Wittington and the trustees of the Foundation and are therefore also treated as controlling shareholders of the Company. Wittington, the trustees of the Foundation and these individuals together comprise the controlling shareholders of the Company and, as at 12 September 2026, had a combined interest in approximately 63.9% of the Company's voting rights.

On 14 November 2014 the Company entered into a relationship agreement with Wittington and the trustees of the Foundation (the 'Relationship Agreement') as required by the then provisions of the UK Listing Rules. The Relationship Agreement remains in force and contains certain independence-related undertakings from the controlling shareholders.

The Board confirms that, as required by UK Listing Rule 6.6.1(13)R, the Company is able to carry on the business it

carries on as its main activity independently from its controlling shareholders at all times.

Major interests in shares

During the period under review, and up until 1 November 2026, the Company received the following formal notifications under the Disclosure Guidance and Transparency Rules of material interests in its shares:

Shareholder	Number of ordinary shares	% of issued share capital	Date of notification of interest
Wittington Investments Limited	421,243,985	59.08 %	5 January 2026
Artisan Partners Limited Partnership	35,254,993	5.01 %	6 July 2026

Further details of the Company's controlling shareholders for the purpose of the UK Listing Rules who, as at 12 September 2026, had a combined interest in approximately 63.9% of the voting rights, are set out above.

Share capital

Details of the Company's share capital and the rights attached to the Company's shares are set out in note 23 on page 190. The Company has one class of share capital: ordinary shares of 5 $^{15}/_{22}$p. The rights and obligations attaching to these shares are governed by English law and the Articles.

No shareholder holds securities carrying special rights with regard to the control of the Company. There are no restrictions on voting rights.

There are no restrictions on the holding or transfer of the ordinary shares other than the standard restrictions for an English incorporated company.

Authority to issue shares

At the last AGM, held on 5 December 2025, authority was given to the directors to allot shares in the Company up to an aggregate nominal amount equivalent to two thirds of the shares in issue (of which one third must be offered by way of rights issue). This authority expires on the date of this year's AGM to be held on 4 December 2026. No such shares have been issued. The directors propose to renew this authority at the 2026 AGM for the forthcoming year.

A further special resolution passed at the 2025 AGM granted authority to the directors to allot equity securities in the Company for cash, without regard to the pre-emption provisions of the Companies Act 2006 in certain circumstances. This authority also expires on the date of the 2026 AGM and the directors will seek to renew this authority for the forthcoming year.

Authority to purchase own shares

The Companies Act 2006 empowers the Company to purchase its own shares subject to the necessary shareholder approval. At the last AGM, authority was given to the directors to allow the Company to purchase its own shares. This authority expires on the date of this year's AGM. The directors propose to renew this authority at the 2026 AGM for the forthcoming year.

During the financial year, the Company continued to buy back shares under its announced share buyback programmes in order to reduce the capital of the Company. In the financial year, the Company purchased a total of 12,916,676 of its ordinary shares of 5 $^{15}/_{22}$p (being approximately 1.8% of called-up share capital) for a total consideration of approximately £249,999,967. All such shares were subsequently cancelled. Further details of the Company's share capital are set out on page 190.

Amendment to Articles

Any amendments to the Articles may be made in accordance with the provisions of the Companies Act 2006 by way of special resolution of the shareholders.

Significant agreements – change of control

The Group has contractual arrangements with many parties including directors, employees, customers, suppliers and banking groups. The following arrangements are considered to be significant in terms of their potential impact on the business of the Group as a whole and could alter or terminate on a change of control of the Company:

- the Group has a number of borrowing facilities provided by various banking groups. These facility agreements generally include change of control provisions which, in the event of a change of control of the Company, could result in their renegotiation or withdrawal. The most significant of these is a £1.5bn syndicated loan facility dated 9 June 2022, maturing in June 2029, and a £300m loan facility dated 24 February 2026, maturing in February 2029, both of which were undrawn at the year end. In the event of a change in control of the Company, the lenders may request cancellation of the commitment and repayment of any outstanding amounts; and
- on 16 February 2022, the Company issued £400m 2.5% Notes due 16 June 2034 ('the Notes' or 'the 2034 public bond'). In the event of a change of control of the Company, in certain circumstances set out in the Terms and Conditions of the Notes as set out in the Prospectus dated 14 February 2022 (which is available on the Company's website at www.abf.co.uk), Noteholders/bondholders shall have the option to require the Company to redeem or repay the Notes at their principal amount together with interest accrued to (but excluding) the date of redemption or purchase.

There are no agreements between the Company and its directors or employees providing for compensation for loss of office or employment that occurs as a result of a takeover bid.

Political donations

During the year, the Group did not make any political donations or incur any political expenditure (within the ordinary meaning of those words) in the UK. However, under the wider definition of those terms in Part 14 of the Companies Act 2006, they may cover activities which are an accepted part of engaging with stakeholders to ensure that issues and concerns affecting our operations are considered, but which would not ordinarily be considered as political donations or political expenditure. In this context, the Company and subsidiaries of the Company paid costs totalling approximately £29,730 which could potentially fall within that wider definition, predominantly relating to attending the 2026 Labour Party Conference and the 2026 Conservative Party Conference, as well as paying for a Labour East event on 'The Future of British Farming' and an upcoming all-parties event at Parliament to launch our Food Security Report. The Group did not make any contributions to non-UK political parties during the year.

Charitable donations

Companies within the Group contribute significant sums to charities of their choice. In addition, the dividends paid by the Company to its shareholders are the principal source of funding of the Garfield Weston Foundation. The Foundation is one of the UK's leading grant-making charitable institutions.

Financial risk management

Details of the Group's use of financial instruments, together with information on our risk management objectives and policies, including the policy for hedging each major type of forecasted transaction for which hedge accounting is used, and our exposure to price, credit, liquidity, cash flow and interest rate risks, can be found in note 27 starting on page 194.

Research and development

Innovative use of existing and emerging technologies will continue to be crucial to the successful development of new products and processes for the Group.

The Company has a technical centre in the UK at the Allied Technical Centre. R&D facilities also exist across the Group, including at: ACH Food Companies in the US; AB Mauri in Australia and the Netherlands (including the Global Technology Centre); AB Enzymes in Germany; and our Roal pilot plant in Rajamäki, Finland. These centres support the technical resources of the trading divisions in the search for new technology and in monitoring and maintaining high standards of quality and food safety.

The Company also acquired National Milk Records plc in 2023 which invests in an innovative range of milk quality, herd health and genomic testing services, generating data and building robust insights that empower farmers to make informed decisions on cow productivity.

Branches

The Company, through various subsidiaries, has established branches in a number of different countries in which the Group operates.

Disclosure of information to auditor

Each of the directors who held office at the date of approval of this Directors' Report confirms that:

- so far as each director is aware, there is no relevant audit information of which the Company's auditor is unaware; and
- each director has taken all the steps that they ought to have taken as a director to make themself aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

For these purposes, relevant audit information means information needed by the Company's auditor in connection with the preparation of its report on pages 139 to 145.

Auditor

Resolutions for the reappointment of Ernst & Young LLP as auditor of the Company and to authorise the Audit Committee to determine its remuneration are to be proposed at the forthcoming AGM.

Annual general meeting

The AGM will be held on 4 December 2026 at 11.00 am. Details of the resolutions to be proposed are set out in a separate Notice of AGM which accompanies this report for shareholders receiving hard copy documents and which is available at www.abf.co.uk for those who elected to receive documents electronically. All resolutions for which notice has been given will be decided on a poll.

The Directors' Report was approved by the Board and signed on its behalf by

Paul Lister
Company Secretary

2 November 2026

Associated British Foods plc
Registered office:
Weston Centre
10 Grosvenor Street
London W1K 4QY

Company No. 293262

Statement of directors' responsibilities

Statement of directors' responsibilities in respect of the Annual Report and the financial statements

The directors are responsible for preparing the Annual Report and the Group and parent company financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare Group and parent company financial statements for each financial year. Under that law they are required to prepare the Group financial statements in accordance with Adopted IFRS and have elected to prepare the parent company financial statements in accordance with UK Accounting Standards, including FRS 101.

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and parent company and of their profit or loss for that period.

In preparing each of the Group and parent company financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- for the Group financial statements, state whether they have been prepared in accordance with Adopted IFRS;
- for the parent company financial statements, state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the parent company financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and the parent company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the parent company's transactions and disclose with reasonable accuracy at any time the financial position of the parent company and enable them to ensure that its financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Group and to prevent and detect fraud and other irregularities.

Under applicable law and regulations, the directors are also responsible for preparing a Strategic Report, Directors' Report, Directors' Remuneration Report and Corporate Governance Statement that complies with that law and those regulations. The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Responsibility statement of the directors in respect of the Annual Report

We confirm that to the best of our knowledge:

- the financial statements, prepared in accordance with the applicable set of accounting standards, give a true and fair view of the assets, liabilities, financial position and profit or loss of the Company and the undertakings included in the consolidation taken as a whole; and
- the Strategic Report includes a fair review of the development and performance of the business and the position of the Company and the undertakings included in the consolidation taken as a whole, together with a description of the principal risks and uncertainties that they face.

We consider the Annual Report and financial statements, taken as a whole, are fair, balanced and understandable and provide the information necessary for shareholders to assess the Company's position and performance, business model and strategy.

On behalf of the Board

Michael McLintock
Chairman

George Weston
Chief Executive

2 November 2026

Independent Auditor's report to the members of Associated British Foods plc

Opinion

In our opinion:

- Associated British Foods plc's Group financial statements and parent company financial statements (the "financial statements") give a true and fair view of the state of the Group's and of the parent company's affairs as at 12 September 2026 and of the Group's profit for the 52 weeks then ended;
- the Group financial statements have been properly prepared in accordance with UK adopted International Accounting Standards;
- the parent company financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of Associated British Foods plc (the 'parent company') and its subsidiaries (the 'Group') for the 52 weeks ended 12 September 2026 which comprise:

Group	Parent company
Consolidated balance sheet as at 12 September 2026	Balance sheet as at 12 September 2026
Consolidated income statement for the 52 weeks then ended	Statement of changes in equity for the 52 weeks then ended
Consolidated statement of comprehensive income for the 52 weeks then ended	Related notes 1 to 12 to the financial statements including material accounting policy information
Consolidated statement of changes in equity for the 52 weeks then ended	
Consolidated statement of cash flows for the 52 weeks then ended	
Related notes 1 to 31 to the financial statements, including material accounting policy information	

The financial reporting framework that has been applied in the preparation of the Group financial statements is applicable law and UK adopted International Accounting Standards. The financial reporting framework that has been applied in the preparation of the parent company financial statements is applicable law and United Kingdom Accounting Standards, including FRS 101 "Reduced Disclosure Framework" (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group and parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard as applied to listed public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

The non-audit services prohibited by the FRC's Ethical Standard were not provided to the Group or the parent company and we remain independent of the Group and the parent company in conducting the audit.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Our evaluation of the directors' assessment of the Group and parent company's ability to continue to adopt the going concern basis of accounting included:

- understanding the process undertaken by management to evaluate the economic impacts of the principal risks on the Group and to reflect these in the Group's forecasts for the going concern period until 4 March 2028;
- assessing the reasonableness of forecasts underpinning the going concern assessment which are based on the Board-approved budget;
- analysing the historical accuracy of forecasting by comparing management's forecasts to actual results. We update this through the post-balance sheet period and perform enquiries to the date of this report to determine whether forecast cash flows are reliable based on past experience;
- considering whether the Group's forecasts in the going concern assessment were consistent with other forecasts used by the Group in its accounting estimates, including impairment;
- confirming the opening cash and cash equivalents to the financial statements and the Group's facilities to the agreements and third party confirmations and agreeing the terms of the facilities to the underlying contracts;
- considering the downside scenario identified by management in their assessment on page 96, assessing whether there are any other scenarios which should be considered, and assessing whether the quantum of the impact of the downside scenario in the going concern period was sufficiently severe whilst remaining plausible;
- testing the clerical accuracy of the model used to prepare the Group's going concern assessment;
- performing a reverse stress test to establish the decrease in liquidity that would lead to overall liquidity being exhausted and considering whether this scenario was plausible;
- assessing the appropriateness of the Group's disclosure concerning the going concern basis of preparation; and
- assessing management's approach to the proposed Primark demerger, including its assumptions regarding the financing of the Group, and understanding how the assumptions for the Food business were determined.

The audit procedures performed to address this risk were performed by the Group audit team.

We observed the significant liquidity that the Group has at its disposal that can be utilised if the modelled downside was to materialise. The Group has the facilities disclosed in note 27 which includes details of the maturities of those facilities.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and parent company's ability to continue as a going concern for a period to 4 March 2028.

In relation to the Group and parent company's reporting on how they have applied the UK Corporate Governance Code, we have nothing material to add or draw attention to in relation to the directors' statement in the financial statements about whether

the directors considered it appropriate to adopt the going concern basis of accounting.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Group's ability to continue as a going concern.

Overview of our audit approach

Audit scope	• We performed an audit of the complete financial information of 111 components, audit procedures on specific balances for a further 14 components and specified audit procedures to obtain evidence for one or more relevant assertions on 15 components.
Key audit matters	• Assessment of the carrying value of goodwill, other intangible assets, property, plant and equipment, investment properties and right-of-use assets. • Revenue recognition, including the risk of management override.
Materiality	• We used an overall Group materiality of £72m which represents 5% of adjusted profit before taxation.

An overview of the scope of the parent company and Group audits

We have followed a risk-based approach when developing our audit approach to obtain sufficient and appropriate audit evidence on which to base our audit opinion. We performed risk assessment procedures, with input from our component auditors, to identify and assess risks of material misstatement of the Group financial statements and identified significant accounts and disclosures. When identifying components at which audit work needed to be performed to respond to the identified risks of material misstatement of the Group financial statements, we considered our understanding of the Group and its business environment, the potential impact of climate change, the applicable financial framework, the Group's system of internal control at the entity level, the existence of centralised processes, applications and any relevant internal audit results.

We identified 20 components as individually relevant to the Group due to relevant events and conditions underlying the identified risks of material misstatement of the Group financial statements being associated with the reporting components, this includes significant risks or areas of higher assessed risk of material misstatement of the Group financial statements being associated with the components relative to the Group.

For those individually relevant components, we identified the significant accounts where audit work needed to be performed at these components by applying professional judgement, having considered the Group significant accounts on which centralised procedures will be performed, the reasons for identifying the financial reporting component as an individually relevant component and the size of the component's account balance relative to the Group significant financial statement account balance.

We then considered whether the remaining Group significant account balances not yet subject to audit procedures, in aggregate, could give rise to a risk of material misstatement of the Group financial statements. We selected 120 components of the Group to include in our audit scope to address these risks.

Having identified the components for which work will be performed, we determined the scope to assign to each component.

Of the 140 components selected, we designed and performed audit procedures on the entire financial information of 111 components ("full scope components"). For 14 components we designed and performed audit procedures on specific significant financial statement account balances or disclosures of the financial information of the component ("specific scope components"). For the remaining 15 components, we performed specified audit procedures to obtain evidence for one or more relevant assertions. Our scoping to address the risk of material misstatement for each key audit matter is set out in the Key audit matters section of our report.

Involvement with component teams

In establishing our overall approach to the Group audit, we determined the type of work that needed to be undertaken at each of the components by us, as the Group audit engagement team, or by component auditors operating under our instruction.

The Group audit team continued to follow a programme of planned visits that has been designed to ensure that the Senior Statutory Auditor completed a combination of physical visits to component teams and alternative oversight procedures, including video meetings and live reviews of our local audit teams' working papers based on the risk and size of our components. During the current year's audit cycle, visits were undertaken by the Senior Statutory Auditor to the component teams in Ireland, United Kingdom and Zambia. Other senior members of the Group audit team visited component teams in Argentina, Brazil, United States, Poland, Eswatini and Spain. These visits involved discussing and directing the audit approach of the component audit teams. We utilised our global audit software to review key working papers, oversee the work performed in response to the risk areas including asset impairment and revenue recognition and to assess the significant audit findings. The Group audit team interacted regularly with the component teams where appropriate during various stages of the audit, reviewed relevant working papers and were responsible for the scope and direction of the audit process. Where relevant, the section on key audit matters details the level of involvement we had with component auditors to enable us to determine that sufficient audit evidence had been obtained as a basis for our opinion on the Group as a whole.

This, together with the additional procedures performed at Group level, gave us appropriate evidence for our opinion on the Group financial statements.

Climate change

Stakeholders are increasingly interested in how climate change will impact Associated British Foods plc. The Group has determined that the most significant future impacts from climate change on its operations will be from the impact on key agricultural crops, the impact of flooding on end to end supply chain including operations, resilience of workers to mitigate/adapt to climate change and transition risks as the world reduces its reliance on carbon. These are explained on pages 72 to 85 in the Task Force on Climate Related Financial Disclosures on pages 86 to 95 in the principal risks and uncertainties. The Group does not set group-wide climate-related commitments, in line with its devolved business model, rather the separate businesses set plans and commitments appropriate to their operations and supply chains. The Group has explained its climate commitments on pages 79 to 85 for ABF Sugar, Primark and Twinings Ovaltine. All of these disclosures form part of the "Other information", rather than the audited financial statements. Our procedures on these unaudited disclosures

therefore consisted solely of considering whether they are materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appear to be materially misstated, in line with our responsibilities on "Other information".

In planning and performing our audit, we assessed the potential impacts of climate change on the Group's business and any consequential material impact on its financial statements.

The Group has explained in its Material accounting policies (Climate change) how it has reflected the impact of climate change in its financial statements, including how this aligns with its commitment to the aspirations of the Paris Agreement to achieve net zero emissions by 2050. Significant judgements and estimates relating to climate change are included on page 156. These disclosures also explain where governmental and societal responses to climate change risks are still developing, and where the degree of certainty of these changes means that they cannot be taken into account when determining asset and liability valuations under the requirements of UK adopted International Accounting Standards.

Our audit effort in considering the impact of climate change on the financial statements was focused on evaluating management's assessment of the impact of climate risk, physical and transition, its climate commitments, the effects of material climate risks disclosed on pages 92 and 95 and whether these have been appropriately reflected in asset values where these are impacted by future cash flows and associated sensitivity disclosures (see note 8). As part of this evaluation, we performed our own risk assessment, supported by our climate change internal specialists, to determine the risks of material misstatement in the financial statements from climate change which needed to be considered in our audit.

We also challenged the directors' considerations of climate change risks in their assessment of going concern and viability and associated disclosures. Where considerations of climate change were relevant to our assessment of going concern, these are described above.

Based on our work, whilst we have not identified the impact of climate change on the financial statements to be a standalone key audit matter, we have considered the impact on the following key audit matter: Assessment of the carrying value of goodwill, other intangible assets, property, plant and equipment, investment properties and right-of-use assets key audit matters. Details of the impact, our procedures and findings are included in our explanation of the key audit matters below.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified. These matters included those which had the greatest effect on: the overall audit strategy; the allocation of resources in the audit; and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in our opinion thereon, and we do not provide a separate opinion on these matters.

Risk	Our response to the risk	Key observations communicated to the Audit Committee
Assessment of the carrying value of goodwill, other intangible assets, property, plant and equipment, investment properties and right-of-use assets (2026 – £11,630m; 2025 – £10,831m) The Group had significant carrying amounts of goodwill, other intangible assets, property, plant and equipment, investment properties and right-of-use assets. The impairment assessments covered all cash-generating units or Groups of cash-generating units ('CGUs') with goodwill and/or indicators of impairment. Our audit effort was focused on those businesses where we considered there to be a greater risk of impairment, in particular British Sugar (carrying value £622m), sugar business in Africa (carrying value £1,173m) and AB Agri (carrying value £402m).	We understood the methodology applied by management in performing its impairment assessments and assessed its consistency with IAS 36. We walked through the relevant controls but did not test their operating effectiveness. For CGUs with indicators of impairment or lower levels of headroom, including British Sugar, sugar business in Africa and AB Agri, we performed detailed testing to critically assess and corroborate the key inputs to the impairment assessments, including: • evaluating the composition of the CGUs and groups of CGUs, and the appropriateness of the basis used to determine recoverable amount; • testing the clerical accuracy and integrity of the impairment models and reconciling the carrying values to the year-end trial balance; • challenging forecast cash flows and key assumptions against approved budgets, historical performance and relevant external market data; • assessing long-term growth rates against independently obtained economic and industry forecasts;	We concluded that management's impairment assessments for British Sugar, sugar business in Africa and AB Agri were supportable based on the audit evidence obtained. We further concluded that no additional impairment was required for British Sugar at year end, beyond that recognised during the year.

Risk	Our response to the risk	Key observations communicated to the Audit Committee
British Sugar British Sugar experienced challenging trading conditions in FY26, driven by sustained lower sugar prices and higher energy-related input costs. Continued low sugar prices in the European market, together with limited short-term pricing flexibility and surplus sugar stocks in the UK market, reduced profitability and placed pressure on the headroom in the impairment assessment. In July 2026, the Group announced the planned closure of British Sugar's Cantley site and recorded an impairment charge of £71m. Sugar business in Africa The recoverability of ABF Sugar's significant recent and continuing capital investments in Africa is dependent on achieving increased production volumes and profitability. Its operations are also exposed to increasingly frequent and severe weather-related events, including drought and flooding, which could adversely affect agricultural yields, production volumes, operating margins and forecast cash flows. AB Agri The loss of a key customer contract resulted in a significant reduction in profitability and deterioration in trading performance. Management's impairment assessment utilised a combination of EBITDA multiples, asset-based valuations and discounted cash flow models across the AB Agri business, increasing the complexity and judgement involved in determining the recoverable amount. There was a risk that these CGUs or groups of CGUs would not achieve the anticipated business performance necessary to support their carrying values, or that the estimated fair value less costs to sell would not support the carrying value of the underlying assets. This could have resulted in an impairment charge not being recognised by management. Significant estimation was required in forecasting future cash flows, determining appropriate discount rates and, where applicable, determining the fair value less costs to sell of each CGU or group of CGUs. This risk existed in the prior year, albeit on different CGUs or groups of CGUs. Our audit effort focused on those businesses where we believed there was a greater risk of impairment. Refer to the Audit Committee Report (page 116); accounting policies (pages 159 to 160); accounting estimates and judgements (page 162); and notes 8, 9, 10 and 11 to the consolidated financial statements (pages 173 to 179).	• with support from our internal valuation specialists, independently developing a range of discount rates and comparing these against management's rates in the impairment models; • considering contrary audit evidence, including the potential impact of climate-related risks; and • performing independent sensitivity analyses to assess the effect of reasonably possible changes in key assumptions and determining whether sufficient headroom remained. In addition: • for British Sugar, with support from our valuations specialists, we independently assessed the forecast sugar and energy prices used in the cash flow projections; • for the sugar business in Africa, we performed sensitivity analysis to evaluate the effect of adverse climate-related events and other reasonably possible changes on the impairment assessment; and • for AB Agri, we assessed the appropriateness of the fair value less costs of disposal approach and the valuation methodology applied to each underlying business. This included challenging maintainable EBITDA and market multiples (with support from our valuations specialists), and assessing estimated sale prices for mill assets and working capital against comparable transactions. We assessed the related financial statement disclosures against IAS 1 and IAS 36, including the basis of recoverable amount, key assumptions and the adequacy of sensitivity disclosures where a reasonably possible change in a key assumption could result in impairment.	We concluded that the related disclosures were appropriate, including sensitivity disclosures for British Sugar and the sugar business in Africa. No sensitivity disclosure was required for AB Agri as the impairment assessment was not sensitive to reasonably possible changes in the key assumptions.

Risk	Our response to the risk	Key observations communicated to the Audit Committee
Revenue recognition, including the risk of management override £19,582m (2025 – £19,459m) Given the challenging trading conditions in the year, there continues to be pressure to meet expectations and targets. Management's reward and incentive schemes, based on achieving profit targets, also create an inherent incentive for management to manipulate revenue. The majority of the Group's sales arrangements are generally straightforward, being on a point of sale basis and requiring little judgement to be exercised. However, in Grocery, accruing for the level of trade promotions and rebates to be applied to its sales to customers adds a level of estimation to revenue recognition. Approximately 3% (2025 – 3%) of the Group's gross revenue is deducted through such arrangements. There is a risk that management may override controls intentionally to misstate revenue transactions, either through the judgements made in estimating rebates in Grocery or by recording fictitious revenue transactions across the business. This risk existed in the prior year as well. Refer to the accounting policies (page 157) and note 1 to the consolidated financial statements (pages 163 to 167).	We understood the revenue recognition policies and how they are applied, including the relevant controls. We did not test the operating effectiveness of these controls. We discussed key contractual arrangements with management and obtained relevant documentation, including in respect of trade promotions and rebate arrangements. Where rebate arrangements existed, on a sample basis, we obtained third-party confirmations or performed appropriate alternative procedures, including reviewing contracts and recalculating rebates. We also performed hindsight analysis over changes to prior period rebate estimates to challenge the assumptions made, including assessing the estimates for evidence of management bias. For several businesses, including Primark, as part of our overall revenue recognition testing, we used data analysis tools on revenue transactions in the period to test the correlation of revenue to cash and sample tested to cash receipts to verify the occurrence of revenue. For those in-scope businesses where we did not use data analysis tools we performed alternative procedures over revenue recognition such as detailed transaction testing to invoices and cash receipts. This provided us with assurance over £17.2bn (88%) (2025 – £16.9bn (87%)) of revenue recognised by the Group. We performed other audit procedures specifically designed to address the risk of management override of controls in addition to the correlation testing including journal entry testing, applying particular focus to manual journals. The audit procedures performed to address this risk were performed by component teams. We held regular discussions with component teams throughout the audit to direct their work. We reviewed component team deliverables and, where a component's revenue or rebates were more significant, additional key working papers.	Based on the procedures performed, including those in respect of trade promotions and rebates in Grocery, we did not identify any evidence of management override or material misstatement in the revenue recognised in the period.

Our application of materiality

We apply the concept of materiality in planning and performing the audit, in evaluating the effect of identified misstatements on the audit and in forming our audit opinion.

Materiality

The magnitude of an omission or misstatement that, individually or in the aggregate, could reasonably be expected to influence the economic decisions of the users of the financial statements.

Materiality provides a basis for determining the nature and extent of our audit procedures.

We determined materiality for the Group to be £72m (2025 – £85m), which is 5% (2025 – 5%) of adjusted profit before taxation. We believe that adjusted profit before taxation provides us with the most relevant performance measure to the stakeholders of the entity and therefore have determined Group materiality based on this number.

We determined materiality for the parent company to be £85m (2025 – £63m), which is 2% (2025 – 2%) of equity.

Performance materiality

The application of materiality at the individual account or balance level. It is set at an amount to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality.

On the basis of our risk assessments, together with our assessment of the Group's overall control environment, our judgement was that performance materiality was 75% (2025 – 75%) of our planning materiality, namely £54m (2025 – £64m). We have set performance materiality at this percentage given our strong understanding of the Group, the predictable nature of identified misstatements, and the absence of factors suggesting an increased risk of material undetected misstatement. Audit work was undertaken at component locations for the purpose of responding to the assessed risks of material misstatement of the Group financial statements. The performance materiality set for each component is based on the relative scale and risk of the component to the Group as a whole and our assessment of the risk of misstatement at that component. In the current year, the range of performance materiality allocated to components was £5m to £53m (2025 – £4m to £64m).

Reporting threshold

An amount below which identified misstatements are considered as being clearly trivial.

We agreed with the Audit Committee that we would report to them all uncorrected audit differences in excess of £1m (2025 – £1m), as well as differences below that threshold that, in our view, warranted reporting on qualitative grounds.

We evaluate any uncorrected misstatements against both the quantitative measures of materiality discussed above and in light of other relevant qualitative considerations in forming our opinion.

Other information

The other information comprises the information included in the Annual Report set out on pages 1 to 138, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the Annual Report.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, the part of the Directors' Remuneration Report to be audited has been properly prepared in accordance with the Companies Act 2006.

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the Group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements and the part of the Directors' Remuneration Report to be audited are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Corporate Governance Statement

We have reviewed the directors' statement in relation to going concern, longer-term viability and that part of the Corporate Governance Statement relating to the Group and company's compliance with the provisions of the UK Corporate Governance Code specified for our review by the UK Listing Rules.

Based on the work undertaken as part of our audit, we have concluded that each of the following elements of the Corporate Governance Statement is materially consistent with the financial statements or our knowledge obtained during the audit:

- directors' statement with regards to the appropriateness of adopting the going concern basis of accounting and any material uncertainties identified set out on page 96;
- directors' explanation as to their assessment of the company's prospects, the period this assessment covers and why the period is appropriate set out on page 96;
- directors' statement on whether they have a reasonable expectation that the Group will be able to continue in operation and meets its liabilities set out on page 96;
- directors' statement on fair, balanced and understandable set out on page 138;
- Board's confirmation that it has carried out a robust assessment of the emerging and principal risks set out on page 115;
- the section of the Annual Report that describes the review of effectiveness of risk management and internal control systems set out on page 114; and
- the section describing the work of the Audit Committee set out on pages 113 to 119.

Responsibilities of directors

As explained more fully in the Directors' Responsibilities Statement set out on page 138, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Group and parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the company and management. Our approach was as follows:

- we obtained an understanding of the legal and regulatory frameworks that are applicable to the Group and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (UK adopted International Accounting Standards, United Kingdom Generally Accepted Accounting Practice, the Companies Act 2006 and the UK Corporate Governance Code) and the relevant tax laws and regulations in the jurisdictions in which the Group operates. In addition, we concluded that there are certain significant laws and regulations which may have an effect on the determination of the amounts and disclosures in the financial statements being the UK Listing Rules of the UK Listing Authority, and those laws and regulations relating to health and safety, employee matters, food standards and food safety.
- we understood how the Group is complying with those frameworks by observing the oversight of those charged with governance, the culture of honesty and ethical behaviour and whether a strong emphasis is placed on fraud prevention, which may reduce opportunities for fraud to take place, and fraud deterrence, which could persuade individuals not to commit fraud because of the likelihood of detection and punishment.
- we assessed the susceptibility of the Group's financial statements to material misstatement, including how fraud might occur by meeting with management from various parts of the business to understand where it considered there was susceptibility to fraud. We also considered performance targets and their influence on efforts made by management to manage earnings or influence the perceptions of analysts. We considered the programmes and controls that the Group has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those programmes and controls.
- based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved: journal entry testing, with a focus on manual consolidation journals and journals indicating large or unusual transactions based on our understanding of the business; enquiries of legal counsel, Group management, internal audit, divisional management and all full and specific scope management; and focused testing, as referred to in the key audit matters section above.
- where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included testing manual journals and testing the authorisation of certain significant supplier contracts and payments related to capitalisation of assets, and were designed to provide reasonable assurance that the financial statements were free from material fraud or error.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Other matters we are required to address

- Following the recommendation from the Audit Committee, we were appointed by the company on 4 December 2015 to audit the financial statements for the 52 weeks ended 17 September 2016 and subsequent financial periods. The period of total uninterrupted engagement including previous renewals and reappointments is 11 years, covering the 52 weeks ended 17 September 2016 until the 52 weeks ended 12 September 2026.
- The audit opinion is consistent with the additional report to the Audit Committee.

Use of our report

This report is made solely to the parent company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the parent company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent company and the parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Kevin Harkin (Senior statutory auditor)
for and on behalf of Ernst & Young LLP,
Statutory Auditor

Reading

3 November 2026

Independent Limited Assurance Report to the Directors of Associated British Foods plc

Ernst & Young LLP ('EY') was engaged by Associated British Foods plc ('the Company') to perform a limited assurance engagement in accordance with International Standard on Assurance Engagements ('ISAE') 3000 (Revised) to report on the Company's selected non-financial indicators as listed below in Table 1 (the 'Subject Matter') for the year ended 31 July 2026 (or for the 52 weeks ended 12 September 2026 for metrics marked with an asterisk) presented in the Associated British Foods plc 2026 Annual Report and in the 2026 Data subsection of the Responsibility section of the Company's website (together the 'Reports'). In preparing the Subject Matter, the Company applied the 'Methodologies' and 'Scope of reporting' as set out in the 2026 Data subsection of the Responsibility section of the Company's website (the 'Criteria').

The Subject Matter is marked up with a △ symbol within the Reports. Other than as described in the preceding paragraph we did not perform assurance procedures on any other information included in the Reports, and accordingly, we do not express an opinion or conclusion on any information, other than the sustainability metrics marked with a △ symbol.

Table 1. List of selected non-financial indicators

Topic	Indicator name
Associated British Foods plc – Group	
Health and Safety (H&S)	• Number of work-related fatalities to employees • Number of work-related fatalities to independent contractors as a result of Associated British Foods' work activities • Number of Lost Time Injuries (LTIs) to employees on-site • Number of LTIs to contractors on-site • LTIs rate (%) to employees on-site • LTIs rate (%) to contractors on-site

Environment	• Total energy consumed (GWh)
	• Percentage of renewable energy (%)
	• Total energy exported (GWh)
	• Biogenic carbon emissions (tCO_2e)
	• Greenhouse gas emissions (tCO_2e) consisting of:
	  • Scope 1
	  • Scope 2 location-based
	  • Scope 2 market-based
	• Total Scope 1 and Scope 2 (market-based) greenhouse gas emissions (tCO_2e)
	• Total waste generated (tonnes)
	• Percentage of waste generated sent for recycling or other beneficial use (%)
	• Quantity of packaging used for the containment, protection, handling, delivery and presentation of goods (tonnes)
	• Total water abstracted (m^3)
	• Water reused or recycled (m^3)

People	• Number of employees* • Percentage of women in workforce (%)*
Business segment specific – Primark	
Environment	• Greenhouse gas emissions (Scopes 1, 2 market-based and 3) (tCO_2e) • Percentage of our clothing unit sales containing recycled or more sustainably sourced materials (%) • Selling space (sq ft)* • Number of countries of operation*

Conclusion

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Subject Matter is not prepared, in all material respects, in accordance with the Criteria.

Basis for our conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information, as promulgated by the International Auditing and Assurance Standards Board (IAASB) and the terms of our engagement letter dated 8 June 2026 and subsequently amended on 28 October 2026 as agreed with Associated British Foods plc.

In performing this engagement, we have applied International Standard on Quality Management ('ISQM') 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements*, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have maintained our independence and other ethical requirements of the Institute of Chartered Accountants of England and Wales ('ICAEW') Code of Ethics (which includes the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants ('IESBA')). We are the independent auditor of the Company and therefore we will also comply with the independence requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard as applied to listed public interest entities.

Responsibilities of the Company

The Subject Matter needs to be read and understood together with the Criteria. The directors of the Company are solely responsible for:

- the selection of the Subject Matter to be assured;
- selecting suitable Criteria against which the Subject Matter is to be evaluated and ensuring the Criteria is relevant and appropriate;
- preparing and presenting the Subject Matter in accordance with the Criteria; and
- designing and implementing internal controls and other processes they determine is necessary to enable the Subject Matter to be free from material misstatement, whether due to fraud or error.

Responsibilities of Ernst & Young LLP

It is our responsibility to:

- plan and perform the engagement to obtain limited assurance in respect of whether the Subject Matter has not been prepared in all material respects in accordance with the Criteria;
- form an independent conclusion on the basis of the work performed and evidence obtained; and
- report our conclusion to the directors of the Company.

Our approach

We conducted our engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information and ISAE 3410, Assurance Engagements on Greenhouse Gas Statements, as promulgated by the International Auditing and Assurance Standards Board (IAASB).

Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information, and applying analytical and other appropriate procedures.

Because a limited assurance engagement can cover a range of assurance, the detail of the procedures we have performed is included below, so that our conclusion can be understood in the context of the nature, timing and extent of procedures we performed.

- engaged with selected members of the Company's leadership and senior management to discuss the governance structures around the preparation of the Subject Matter;
- made enquiries and performed walkthroughs with key data owners within each division, and the central team, to understand the processes to capture, collate, aggregate, validate and source the data required to generate the Subject Matter as it relates to the Company's consolidated figures;
- performed analytical procedures over the quantitative elements of the Subject Matter, including consideration of trends, to identify potential anomalies within the Subject Matter and obtain management explanations for any significant differences identified;
- analysed each division's contribution to the Company's consolidated figures to identify material risk areas and designed analytical or substantive procedures responsive to these risks, consistent with the established Criteria;
- where deemed necessary tested, on a sample basis, underlying source information to check the accuracy of the Subject Matter;
- recalculated the group-level computations to assess the accuracy of data aggregation and consolidation for reporting purposes; and
- read the other information in the Associated British Foods plc Annual Report 2026 to identify any material inconsistencies between the other information and the Subject Matter.

We also performed such other procedures as we considered necessary in the circumstances.

Inherent limitations

Non-financial information is subject to more inherent limitations than financial information, given the characteristics of the underlying subject matter. Because there is not yet a large body of established practice upon which to base measurement and evaluation techniques, the methods used for measuring or evaluating non-financial information, including the precision of different techniques, can differ, yet be equally acceptable. This may affect the comparability between entities and over time.

Our conclusion is based on historical information and the projection of any information or conclusions in the attached report to any future periods would be inappropriate.

The greenhouse gases ('GHG') quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. Additionally, GHG procedures are subject to estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

Use of our report

This report is produced in accordance with the terms of our engagement letter dated 8 June 2026, and subsequently amended on 28 October 2026, solely for the purpose of reporting to the directors of the Company in connection with the Subject Matter for the year ended 31 July 2026 (or for the 52 weeks ended 12 September 2026 for metrics marked with an asterisk in Table 1 on page 146).

Those terms permit disclosure on the Company's website, solely for the purpose of the Company showing that it has obtained an independent assurance report in connection with the Subject Matter.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's directors as a body, for our work, for this report or for the conclusions we have formed. This engagement is separate to, and distinct from, our appointment as the auditor to the Company.

Ernst & Young LLP

Reading

3 November 2026

Consolidated income statement

for the 52 weeks ended 12 September 2026

Continuing operations	Note	2026 £m	2025 £m
Revenue	1	**19,582**	19,459
Operating costs before exceptional items	2	**(18,218)**	(17,882)
Exceptional items	2	**(113)**	(188)
		1,251	1,389
Share of profit after tax from joint ventures and associates	12	**74**	103
Profits less losses on disposal of non-current assets		**2**	(9)
Operating profit		**1,327**	1,483
Adjusted operating profit	1	**1,508**	1,734
Profits less losses on disposal of non-current assets		**2**	(9)
Amortisation of non-operating intangibles	8	**(40)**	(40)
Acquired inventory fair value adjustments	2	**(3)**	(1)
Transaction costs	2	**(27)**	(13)
Exceptional items	2	**(113)**	(188)
Profits less losses on sale and closure of businesses	24	**—**	(32)
Profit before interest		**1,327**	1,451
Finance income	4	**38**	47
Finance expense	4	**(159)**	(132)
Other financial income	4	**70**	47
Profit before taxation		**1,276**	1,413
Adjusted profit before taxation		**1,457**	1,696
Profits less losses on disposal of non-current assets		**2**	(9)
Amortisation of non-operating intangibles	8	**(40)**	(40)
Acquired inventory fair value adjustments	2	**(3)**	(1)
Transaction costs	2	**(27)**	(13)
Exceptional items	2	**(113)**	(188)
Profits less losses on sale and closure of businesses	24	**—**	(32)
Taxation – UK (excluding tax on exceptional items)		**(27)**	(77)
– UK (on exceptional items)		**19**	9
– Overseas (excluding tax on exceptional items)		**(307)**	(308)
– Overseas (on exceptional items)		**(22)**	8
	5	**(337)**	(368)
Profit for the period		**939**	1,045
Attributable to			
Equity shareholders		**930**	1,025
Non-controlling interests		**9**	20
Profit for the period		**939**	1,045
Basic and diluted earnings per ordinary share (pence)	7	**131.9**	141.6
Dividends per share paid and proposed for the period (pence)	6	**63.0**	63.0

Consolidated statement of comprehensive income

for the 52 weeks ended 12 September 2026

	Note	2026 £m	2025 £m
Profit for the period recognised in the income statement		**939**	1,045
Other comprehensive income			
Remeasurements of defined benefit schemes	13	**101**	155
Deferred tax associated with defined benefit schemes		**(25)**	(37)
Items that will not be reclassified to profit or loss		**76**	118
Effect of movements in foreign exchange		**111**	(29)
Net (loss)/gain on hedge of net investment in foreign subsidiaries		**(4)**	1
Net (loss)/gain on other investments held at fair value through other comprehensive income		**(1)**	2
Deferred tax on foreign exchange movements		**(1)**	1
Current tax on foreign exchange movements		**—**	(1)
Movement in cash flow hedging position		**69**	(96)
Deferred tax on cash flow hedging position movements		**(28)**	11
Share of other comprehensive loss of joint ventures and associates		**(1)**	(10)
Effect of hyperinflationary economies		**58**	100
Items that are or may be subsequently reclassified to profit or loss		**203**	(21)
Other comprehensive income for the period		**279**	97
Total comprehensive income for the period		**1,218**	1,142
Attributable to			
Equity shareholders		**1,192**	1,099
Non-controlling interests		**26**	43
Total comprehensive income for the period		**1,218**	1,142

Consolidated balance sheet

at 12 September 2026

	Note	2026 £m	2025 £m
Non-current assets			
Intangible assets	8	**1,955**	1,892
Property, plant and equipment	9	**7,167**	6,589
Investment properties	10	**88**	96
Right-of-use assets	11	**2,363**	2,219
Investments in joint ventures	12	**259**	270
Investments in associates	12	**140**	100
Employee benefits assets	13	**1,777**	1,659
Deferred tax assets	14	**204**	230
Other receivables	27	**35**	35
Total non-current assets		**13,988**	13,090
Current assets			
Assets classified as held for sale	16	**57**	35
Inventories	17	**3,053**	3,169
Biological assets	18	**134**	120
Trade and other receivables	15	**1,864**	1,692
Derivative assets	27	**94**	23
Income tax		**66**	105
Cash and cash equivalents	19	**1,010**	1,057
Total current assets		**6,278**	6,201
Total assets		**20,266**	19,291
Current liabilities			
Liabilities classified as held for sale	16	**(3)**	–
Lease liabilities	11	**(360)**	(293)
Loans and overdrafts	20	**(226)**	(258)
Trade and other payables	21	**(3,320)**	(3,068)
Derivative liabilities	27	**(68)**	(158)
Income tax		**(103)**	(167)
Provisions	22	**(106)**	(91)
Total current liabilities		**(4,186)**	(4,035)
Non-current liabilities			
Lease liabilities	11	**(2,788)**	(2,726)
Loans	20	**(479)**	(409)
Provisions	22	**(85)**	(70)
Income tax		**(9)**	(15)
Deferred tax liabilities	14	**(877)**	(781)
Employee benefits liabilities	13	**(72)**	(69)
Total non-current liabilities		**(4,310)**	(4,070)
Total liabilities		**(8,496)**	(8,105)
Net assets		**11,770**	11,186
Equity			
Issued capital	23	**40**	40
Other reserves	23	**180**	181
Translation reserve	23	**(356)**	(444)
Hedging reserve	23	**15**	(96)
Retained earnings		**11,728**	11,378
Total equity attributable to equity shareholders		**11,607**	11,059
Non-controlling interests		**163**	127
Total equity		**11,770**	11,186

The financial statements on pages 149 to 220 were approved by the Board of Directors on 2 November 2026 and were signed on its behalf by:

Michael McLintock
Chairman

Joana Edwards
Group Chief Financial Officer

Consolidated cash flow statement

for the 52 weeks ended 12 September 2026

	Note	2026 £m	2025 £m
Cash flow from operating activities			
Profit before taxation		**1,276**	1,413
Profits less losses on disposal of non-current assets		**(2)**	9
Profits less losses on sale and closure of businesses		**—**	32
Transaction costs	2	**27**	13
Finance income	4	**(38)**	(47)
Finance expense	4	**159**	132
Other financial income	4	**(70)**	(47)
Share of profit after tax from joint ventures and associates	12	**(74)**	(103)
Amortisation	8	**97**	95
Depreciation and impairment (including of right-of-use assets)		**957**	893
Exceptional items	2	**113**	188
Acquired inventory fair value adjustments		**3**	1
Effect of hyperinflationary economies		**21**	19
Net change in the fair value of current biological assets		**(3)**	(26)
Share-based payment expense	25	**18**	18
Pension costs less contributions		**76**	65
Decrease/(increase) in inventories		**161**	(223)
Increase in receivables		**(47)**	(13)
Increase in payables		**114**	141
Purchases less sales of current biological assets		**—**	1
Decrease in provisions		**(3)**	(32)
Cash generated from operations		**2,785**	2,529
Income taxes paid		**(302)**	(298)
Net cash generated from operating activities		**2,483**	2,231
Dividends received from joint ventures and associates	12	**77**	108
Purchase of property, plant and equipment and investment properties		**(1,162)**	(1,099)
Purchase of intangibles		**(84)**	(135)
Lease incentives received		**—**	23
Sale of property, plant and equipment and investment properties		**36**	13
Decrease in current asset investments	26	**—**	334
Purchase of subsidiaries (net of cash acquired)	24	**(167)**	(4)
Sale of subsidiaries		**(6)**	(4)
Purchase of other investments		**(20)**	(6)
Interest received		**38**	49
Net cash used in investing activities		**(1,288)**	(721)
Dividends paid to non-controlling interests		**(5)**	(8)
Dividends paid to equity shareholders	6	**(446)**	(656)
Interest paid	26	**(162)**	(143)
Repayment of lease liabilities	26	**(400)**	(351)
Lease incentives received		**44**	—
(Decrease)/increase in short-term loans	26	**(10)**	2
Increase/(decrease) in long-term loans	26	**40**	(6)
Share buyback		**(253)**	(603)
Purchase of own shares held		**(20)**	(26)
Net cash used in financing activities		**(1,212)**	(1,791)
Net decrease in cash and cash equivalents	26	**(17)**	(281)
Cash and cash equivalents at the beginning of the period		**926**	1,235
Effect of movements in foreign exchange		**(10)**	(28)
Cash and cash equivalents at the end of the period	26	**899**	926

Consolidated statement of changes in equity

for the 52 weeks ended 12 September 2026

	Note	Attributable to equity shareholders							
		Issued capital	Other reserves	Translation reserve	Hedging reserve	Retained earnings	Total	Non-controlling interests	Total equity
		£m	£m	£m	£m	£m	£m	£m	£m
Balance as at 14 September 2024		42	177	(383)	(45)	11,395	11,186	92	11,278
Total comprehensive income									
Profit for period recognised in income statement		–	–	–	–	1,025	1,025	20	1,045
Remeasurements of defined benefit schemes		–	–	–	–	155	155	–	155
Deferred tax associated with defined benefit schemes		–	–	–	–	(37)	(37)	–	(37)
Items that will not be reclassified to profit or loss		–	–	–	–	118	118	–	118
Effect of movements in foreign exchange		–	–	(52)	–	–	(52)	23	(29)
Net gain on hedge of net investment in foreign subsidiaries		–	–	1	–	–	1	–	1
Net gain on other investments held at fair value through OCI		–	2	–	–	–	2	–	2
Deferred tax on foreign exchange movements		–	–	1	–	–	1	–	1
Current tax on foreign exchange movements		–	–	(1)	–	–	(1)	–	(1)
Movement in cash flow hedging position		–	–	–	(96)	–	(96)	–	(96)
Deferred tax on cash flow hedging position movements		–	–	–	11	–	11	–	11
Share of other comprehensive loss of joint ventures and associates		–	–	(10)	–	–	(10)	–	(10)
Effect of hyperinflationary economies		–	–	–	–	100	100	–	100
Items that are or may be subsequently reclassified to profit or loss		–	2	(61)	(85)	100	(44)	23	(21)
Other comprehensive income		–	2	(61)	(85)	218	74	23	97
Total comprehensive income		–	2	(61)	(85)	1,243	1,099	43	1,142
Inventory cash flow hedge movements									
Amounts transferred to cost of inventory		–	–	–	34	–	34	–	34
Total inventory cash flow hedge movements		–	–	–	34	–	34	–	34
Transactions with owners									
Dividends paid to equity shareholders		–	–	–	–	(656)	(656)	–	(656)
Net movement in own shares held		–	–	–	–	(8)	(8)	–	(8)
Share buyback		(2)	2	–	–	(597)	(597)	–	(597)
Current tax associated with share-based payments		–	–	–	–	1	1	–	1
Dividends paid to non-controlling interests		–	–	–	–	–	–	(8)	(8)
Total transactions with owners		(2)	2	–	–	(1,260)	(1,260)	(8)	(1,268)
Balance as at 13 September 2025		40	181	(444)	(96)	11,378	11,059	127	11,186

Consolidated statement of changes in equity

for the 52 weeks ended 12 September 2026

	Note	Attributable to equity shareholders							
		Issued capital	Other reserves	Translation reserve	Hedging reserve	Retained earnings	Total	Non-controlling interests	Total equity
		£m	£m	£m	£m	£m	£m	£m	£m
Balance as at 13 September 2025		40	181	(444)	(96)	11,378	11,059	127	11,186
Total comprehensive income									
Profit for period recognised in income statement		–	–	–	–	930	930	9	939
Remeasurements of defined benefit schemes	13	–	–	–	–	101	101	–	101
Deferred tax associated with defined benefit schemes		–	–	–	–	(25)	(25)	–	(25)
Items that will not be reclassified to profit or loss		–	–	–	–	76	76	–	76
Effect of movements in foreign exchange		–	–	94	–	–	94	17	111
Net loss on hedge of net investment in foreign subsidiaries		–	–	(4)	–	–	(4)	–	(4)
Net loss on other investments held at fair value through OCI		–	(1)	–	–	–	(1)	–	(1)
Deferred tax on foreign exchange movements		–	–	(1)	–	–	(1)	–	(1)
Movement in cash flow hedging position		–	–	–	69	–	69	–	69
Deferred tax on cash flow hedging position movements		–	–	–	(28)	–	(28)	–	(28)
Share of other comprehensive loss of joint ventures and associates		–	–	(1)	–	–	(1)	–	(1)
Effect of hyperinflationary economies		–	–	–	–	58	58	–	58
Items that are or may be subsequently reclassified to profit or loss		–	(1)	88	41	58	186	17	203
Other comprehensive income		–	(1)	88	41	134	262	17	279
Total comprehensive income		–	(1)	88	41	1,064	1,192	26	1,218
Inventory cash flow hedge movements									
Amounts transferred to cost of inventory		–	–	–	70	–	70	–	70
Total inventory cash flow hedge movements		–	–	–	70	–	70	–	70
Transactions with owners									
Dividends paid to equity shareholders	6	–	–	–	–	(446)	(446)	–	(446)
Net movement in own shares held		–	–	–	–	(2)	(2)	–	(2)
Share buyback		–	–	–	–	(253)	(253)	–	(253)
Deferred tax associated with share-based payments		–	–	–	–	1	1	–	1
Current tax associated with share-based payments		–	–	–	–	1	1	–	1
Dividends paid to non-controlling interests		–	–	–	–	–	–	(5)	(5)
Changes in ownership of subsidiaries		–	–	–	–	(15)	(15)	15	–
Total transactions with owners		–	–	–	–	(714)	(714)	10	(704)
Balance as at 12 September 2026		40	180	(356)	15	11,728	11,607	163	11,770

Material accounting policies

for the 52 weeks ended 12 September 2026

Associated British Foods plc (the 'Company') is domiciled in the United Kingdom. The consolidated financial statements for the 52 weeks ended 12 September 2026 comprise those of the Company, its subsidiaries and its interest in joint ventures and associates (the 'Group').

The directors approved the consolidated financial statements on 2 November 2026. The directors prepared and approved the consolidated financial statements in accordance with UK-adopted international accounting standards ('Adopted IFRS') and with the requirements of the Companies Act 2006 as applicable to companies reporting under those standards.

The Company has elected to prepare the parent company financial statements under FRS 101. These are presented on pages 221 to 227.

Basis of preparation

The Group presents its consolidated financial statements in sterling, rounded to the nearest million, prepared on the historical cost basis except that current biological assets and certain financial instruments are stated at fair value, and assets classified as held for sale are stated at the lower of carrying amount and fair value less costs to sell.

The preparation of financial statements under Adopted IFRS requires management to make judgements, estimates and assumptions about the reported amounts of assets and liabilities, income and expenses and the disclosure of contingent assets and liabilities. The estimates and associated assumptions are based on experience. Actual results may differ from these estimates.

Judgements made by management in the application of Adopted IFRS that have a significant effect on the financial statements, and estimates with a significant risk of material adjustment next year, are discussed in the Significant accounting estimates and Other areas of judgement and accounting estimates sections detailed on page 162.

The estimates and underlying assumptions are reviewed regularly. Revisions to accounting estimates are recognised prospectively from when the estimates are revised.

The accounting policies set out below apply to all periods presented, except where stated otherwise.

Details of accounting standards which came into force in the year are set out at the end of this note.

The Group's consolidated financial statements are prepared to the Saturday nearest to 15 September. Accordingly, they have been prepared for the 52 weeks ended 12 September 2026 (2025 – 52 weeks ended 13 September 2025).

To avoid delay in the preparation of the consolidated financial statements, the results of certain subsidiaries, joint ventures and associates are included to 31 August each year.

Adjustments have been made where appropriate for significant transactions or events occurring between 31 August and 12 September 2026.

The Group's business activities, together with factors likely to affect its future development, performance and position, are set out in the Strategic Report on pages 1 to 97. The financial position of the Group, its cash flows, liquidity position and borrowing facilities are described in the Financial review on pages 46 to 49.

In addition, the principal risks and uncertainties on pages 86 to 95 and note 27 on pages 194 to 205 provide details of the Group's policy on managing its financial and commodity risks.

Going concern

After making enquiries, the Board has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the consolidated financial statements.

The forecast for the going concern assessment period to 4 March 2028 has been reviewed in light of the latest trading performance and is the best estimate of cash flow in the period.

The demerger of Primark is expected to complete during this assessment period. However, the structure, terms and timing of the proposed demerger remain within the Group's control. The demerger would not proceed on terms that the Board considered would leave either the Food business or Primark without adequate resources to continue in operational existence following completion.

As part of the going concern assessment, the directors have therefore considered two scenarios: firstly the Group post a demerger of Primark and secondly, the Group being maintained in its current composition if the demerger does not complete as planned during the assessment period. In the demerger scenario, assumptions have been made around how cash and debt would be split between the Food and Primark businesses. It has also been assumed that the Group would no longer be impacted by Primark cash flows from December 2027.

The Board's treasury policies are in place to maintain a strong capital base and manage the Group's balance sheet and liquidity to ensure long-term financial stability. These policies are the basis for investor, creditor and market confidence and enable the successful development of the business. The financial leverage policy requires that, in the ordinary course of business, the Board prefers to see the Group's ratio of total net debt including lease liabilities to adjusted EBITDA to be well under 1.5x. At the end of this financial year, the financial leverage ratio was 1.1x. At the end of the financial year, the Group had total cash and cash equivalents of £1.0bn and undrawn committed facilities of £1.8bn, which includes an undrawn £1.5bn RCF that matures in June 2029 and an additional RCF taken out in February 2026 that matures in February 2029, both of which are free from performance covenants and expected to be extended as required. In the demerger scenario, the going concern assessment reflects the anticipated post-demerger liquidity and financing arrangements for the Food business based on the information available at the date of the assessment.

In reviewing the cash flow forecast for the period, the directors reviewed the trading for both Primark and the Food business in light of the experience gained from events of the last three years of trading and emerging trading patterns as well as considering potential significant acquisitions. The directors have a thorough understanding of the risks, sensitivities and judgements included in these elements of the cash flow forecast. Separate base case forecasts were considered for the Food business following completion of the demerger, and for the Group in its current composition. The post-demerger forecast reflects the Food business's expected trading performance, cash flows, liquidity and financing arrangements, together with the effects of separation and its standalone operating arrangements.

As a downside scenario, the directors considered a situation in which inflationary costs are not fully recovered through pricing, there are high levels of volatility in the sugar market without

Material accounting policies

for the 52 weeks ended 12 September 2026

price adjustments, there is an adverse movement to the cash conversion cycle within the Group and severe IT outages occur leading to a period of non-operation. This downside scenario was modelled without taking any mitigating actions within the Group's control. The downside scenario was applied both to the Food business following completion of the demerger, and to the Group in its current composition. Under this downside scenario, both the Food business post-demerger and the Group in its current composition had sufficient forecast liquidity throughout the period.

In addition, the directors also considered the circumstances which would be needed to exhaust the Group's total liquidity over the assessment period – a reverse stress test. As the demerger is anticipated to take place towards the end of the assessment period, we have prepared the reverse test calculation based on the current Group structure. This indicates that, on top of the downside scenario outlined above, annual profit before tax would need to decline by a further 33% without any price increases or other mitigating actions being taken before total liquidity is exhausted. The likelihood of these circumstances is considered remote for two reasons. Firstly, over such a period, management could take substantial mitigating actions, such as reviewing pricing, taking cost-cutting measures and reducing capital investment. Secondly, the Group has significant business and asset diversification and would be able to, if it were necessary, dispose of assets and/or businesses to raise considerable levels of funds.

Climate change

In preparing the consolidated financial statements, management has considered the impact of climate change, particularly in the context of the TCFD disclosures set out on pages 72 to 85 and the Group's sustainability targets. These considerations did not have a material impact on the financial reporting judgements and estimates, consistent with the assessment that climate change is not expected to have a significant impact on the Group's going concern assessment to 4 March 2028, nor the viability of the Group over the next three years.

Management has considered the impact of climate change on a number of key estimates within the financial statements, including the estimates of future cash flows used in impairment assessments of the carrying value of goodwill and other non-current assets. The assessment with respect to the impact of climate change will be kept under review by management, as the future impacts depend on factors outside of the Group's control, which are not all currently known.

Basis of consolidation

These consolidated financial statements include the results of the Company and its subsidiaries from the date that control commences to the date that control ceases.

They also include the Group's share of the after-tax results, other comprehensive income and net assets of its joint ventures and associates on an equity-accounted basis from the point at which joint control or significant influence respectively commences, to the date that it ceases.

Subsidiaries are entities controlled by the Company. Control exists when the Company has the power, directly or indirectly, to direct the activities of an entity so as to affect significantly the returns of that entity.

Changes in the Group's ownership interest in a subsidiary that do not result in a loss of control are accounted for within equity.

All the Group's joint arrangements are joint ventures, which are entities over whose activities the Group has joint control, typically established by contractual agreement and requiring the venturers' unanimous consent for strategic, financial and operating decisions.

Associates are those entities in which the Group has significant influence, being the power to participate in the financial and operating policy decisions of the entity, but which does not amount to control or joint control.

Where the Group's share of losses exceeds its interest in a joint venture or associate, the carrying amount is reduced to zero and recognition of further losses is discontinued except to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of an investee.

Control, joint control and significant influence are generally assessed by reference to equity shareholdings and voting rights.

Business combinations

On acquisition of a business, the Group attributes fair values to the identifiable assets, liabilities and contingent liabilities acquired, reflecting conditions at the date control is acquired. These include aligning accounting policies with those of the Group.

The Group finalises provisional fair values within 12 months of the acquisition date and, where significant, reflects them by restatement of the comparative period in which the acquisition occurred.

The Group measures non-controlling interests at the proportionate share of the net identifiable assets acquired.

The Group remeasures existing equity interests in the acquiree to fair value at acquisition date, with any resulting gain or loss taken to the income statement.

Goodwill arising on acquisition of a business is the excess of the remeasured carrying amount of any existing equity interest plus the fair value of consideration payable for the additional stake over the fair value of the share of net identifiable assets and liabilities acquired (including separately identified intangible assets), net of non-controlling interests. Total consideration does not include transaction costs, which the Group expenses as incurred.

The Group measures contingent consideration at fair value at the date of acquisition, classified as a liability or equity (usually as a liability).

Other than for the finalisation of provisional fair values, the Group accounts for changes in contingent consideration classified as a liability in the income statement.

Revenue

Revenue represents the value of sales made to customers after deduction of discounts, sales taxes and a provision for returns. Discounts include sales rebates, price discounts, customer incentives, some promotional activities and similar items. Revenue does not include sales between Group companies.

The Group recognises revenue when performance obligations are satisfied, goods are delivered to customers and control of goods is transferred to the buyer.

In the food businesses, the Group generally recognises revenue from the sale of goods on dispatch or delivery to customers, dependent on shipping terms, and provides for discounts and returns as a reduction to revenue when sales are recorded, based on management's best estimate of the amount required to meet claims by customers, taking into account contractual and legal obligations, historical trends and past experience.

In the Retail business, the Group generally recognises revenue from the sale of goods when a customer purchases goods and provides for returns as a reduction to revenue when sales are recorded, based on management's best estimate of the amount required to meet claims by customers, taking into account historical trends and past experience.

Borrowing costs

The Group accounts for borrowing costs using the effective interest method. The Group capitalises general and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying items of property, plant and equipment as part of their cost.

Foreign currencies

Individual Group companies record transactions in foreign currencies at the exchange rate at the date of the transaction, and translate monetary assets and liabilities in foreign currencies at the exchange rate at the balance sheet date, with any resulting differences taken to the income statement, unless designated in a hedging relationship, in which case hedge accounting applies.

On consolidation, the Group translates the assets and liabilities of operations denominated in foreign currencies into sterling at the exchange rate at the balance sheet date and the income statements of those operations into sterling at average exchange rates.

The Group records differences arising from the retranslation of opening net assets of Group companies, together with differences arising from the restatement of the net results of Group companies from average exchange rates to those at the balance sheet date, in the translation reserve in equity.

Pensions and other post-employment benefits

The Group's pension and other post-employment benefit arrangements comprise defined benefit plans, defined contribution plans and other unfunded post-employment plans.

For defined benefit plans, the income statement charge comprises the cost of benefits earned by members and benefit improvements granted to members during the year, as well as net interest income/expense calculated by applying the liability discount rate to the opening net pension asset or liability.

The Group records the difference between the market value of scheme assets and the present value of scheme liabilities on a scheme-by-scheme basis as net pension assets (to the extent recoverable) or liabilities.

The Group recognises remeasurements and movements in irrecoverable surpluses in other comprehensive income.

Changes in the present value of the net defined benefit liability or asset resulting from plan amendments or curtailments are recognised immediately in profit or loss as past service costs.

The Group charges contributions payable in respect of defined contribution plans to operating profit as incurred.

The Group accounts for other unfunded post-employment plans in the same way as defined benefit plans.

Share-based payments

The Group recognises the fair value of share awards at grant date as an employee expense with a corresponding increase in equity, spread over the period during which employees become unconditionally entitled to the shares.

The Group adjusts the amount recognised to reflect expected and actual levels of vesting except where the failure to vest is as a result of not meeting a market condition.

Income tax

Income tax on profit or loss comprises current and deferred tax. The Group recognises income tax in the income statement except to the extent that it relates to items taken directly to equity.

Current tax is the tax expected to be payable on taxable income, using tax rates enacted or substantively enacted, together with any adjustment to tax payable in respect of prior periods.

The Group recognises deferred tax using the balance sheet liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for tax purposes.

The Group does not provide for the following temporary differences: initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences; and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future.

The Group bases the amount of deferred tax provided on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the balance sheet date.

The Group recognises deferred tax assets only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised.

The Group offsets deferred tax assets and liabilities if, and only if, it has a legally enforceable right to set off current tax assets and liabilities and the deferred tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Material accounting policies

for the 52 weeks ended 12 September 2026

As required by IAS 12, the Group has applied the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes.

The Group recognises income tax arising from dividend distributions at the same time as the liability to pay the related dividend.

Financial assets and liabilities

The Group recognises financial assets and liabilities when it becomes a party to the contractual provision of the relevant financial instrument.

Trade and other receivables

The Group records trade and other receivables initially at fair value and subsequently at amortised cost. This generally results in recognition at nominal value less an expected credit loss provision, which is recognised based on management's expectation of losses without regard to whether or not a specific impairment trigger has occurred.

Other equity investments

Other equity investments comprise minority shareholdings in private companies.

The Group records other equity investments initially at fair value, including directly attributable transaction costs, and subsequently at fair value through other comprehensive income.

On disposal of other equity investments, the cumulative gain or loss previously recognised in other comprehensive income is included directly in retained earnings, without recycling it to the income statement.

Bank and other borrowings

The Group records bank and other borrowings initially at fair value, which equals the proceeds received, net of direct issue costs, and subsequently at amortised cost. The Group accounts for finance charges, including premiums payable on settlement or redemption and direct issue costs, using the effective interest rate method.

Trade payables

The Group records trade payables initially at fair value and subsequently at amortised cost.

Cash, cash equivalents and current asset investments

Cash and cash equivalents comprise bank and cash balances, deposits and short-term investments with original maturities of three months or less.

Cash in transit largely comprises amounts receivable on credit cards where the transaction has been authorised, but the funds have yet to clear the bank. These balances are considered to be highly liquid, with minimal risk of default, and are typically received in less than three days.

Current asset investments comprise bank deposits and short-term investments with maturities of between three and six months.

For the purposes of the cash flow statement, the Group includes bank overdrafts that are repayable on demand and form an integral part of the Group's cash management as a component of cash and cash equivalents.

Derivative financial instruments and hedging

The Group primarily uses derivatives to manage economic exposure to financial and commodity risks. The principal instruments used are foreign exchange, interest rate and commodity contracts, futures, swaps and options. The Group does not use derivatives for speculative purposes.

The Group recognises derivatives at fair value based on market prices or rates, or calculated using discounted cash flow or option pricing models.

The Group recognises changes in the fair value of derivatives in the income statement unless the derivative is designated in a hedging relationship, when recognition of the change in fair value depends on the nature of the item being hedged.

The purpose of hedge accounting is to mitigate the impact on the Group of changes in foreign exchange or interest rates and commodity prices.

At the inception of each hedging relationship, the Group documents the hedging instrument, the hedged item, the risk management objectives and strategy for undertaking the hedge, and assesses hedge effectiveness.

During the life of each hedging relationship, the Group performs testing to demonstrate that the hedge remains effective.

For derivatives hedging future cash flows, the Group recognises the change in fair value through other comprehensive income in either the cost of hedging reserve (for the element of the change in fair value relating to the currency spread) or in the hedging reserve (for the remaining change in fair value). Any ineffective portion is recognised immediately in the income statement.

When the future cash flow results in the recognition of a non-financial asset or liability, then at the time that asset or liability is recognised, the Group includes the associated gains and losses previously recognised in the hedging reserve in the initial measurement of that asset or liability.

When the future cash flow does not result in the recognition of a non-financial asset or liability, the Group includes the associated gains and losses previously recognised in the hedging reserve in the income statement in the same period in which the hedged item affects profit or loss.

Hedges of the Group's net investment in foreign operations principally comprise borrowings in the currency of the investment's net assets.

For derivative or non-derivative financial instruments used as hedges of the Group's net investment in foreign operations, the Group recognises the change in fair value through other comprehensive income in the translation reserve. Any ineffective portion is recognised immediately in the income statement.

The Group discontinues hedge accounting when a hedging instrument expires or is sold, terminated, exercised, or no longer qualifies for hedge accounting. At that time, the Group retains the cumulative associated gain or loss recognised in the hedging reserve until the forecast transaction occurs. Gains or losses on hedging instruments relating to an underlying exposure that no longer exists are taken to the income statement.

The Group economically hedges foreign currency exposure on recognised monetary assets and liabilities but does not normally seek hedge accounting. The Group records any derivatives held to hedge this exposure at fair value through profit and loss.

Intangible assets other than goodwill

Non-operating intangible assets are generally intangible assets that arise on business combinations and typically include technology, brands, customer relationships and grower agreements. The Group acquires operating intangible assets in the ordinary course of business, typically including computer software and emissions trading licences.

The Group records intangible assets other than goodwill at cost less accumulated amortisation and impairment charges.

Amortisation is charged to the income statement on a straight-line basis over the estimated useful lives of intangible assets from the date they are available for use. Estimated useful lives are generally deemed to be no longer than:

- Technology and brands – up to 15 years
- Customer relationships – up to 10 years
- Grower agreements – up to 10 years
- Operating intangibles – up to 10 years

Goodwill

Goodwill is defined under 'Business combinations' on page 156. Certain commercial assets associated with the acquisition of a business are not capable of being recognised in the acquisition balance sheet. In such circumstances, goodwill is recognised, which may include, but is not necessarily limited to, workforce assets and the benefits of expected future synergies.

Goodwill is subject to an annual impairment review.

Research and development

The Group expenses research and development expenditure as incurred, unless development expenditure relates to products or processes which are technically and commercially feasible, in which case it is capitalised. The Group records capitalised development expenditure at cost less accumulated amortisation and impairment charges.

Impairment

The Group reviews the carrying amount of intangible assets and property, plant and equipment at each balance sheet date to determine whether there is any indication of impairment. If any such indication exists, the Group estimates the asset's recoverable amount. For goodwill and intangibles without a finite life, the Group does this at least annually.

The Group recognises an impairment charge in the income statement whenever the carrying amount of an asset or CGU exceeds its recoverable amount.

The Group allocates impairment charges recognised in respect of CGUs first to reduce the carrying amount of any goodwill allocated to that CGU and then to reduce the carrying amount of the other assets in the CGU on a pro rata basis.

Calculation of recoverable amount

The recoverable amount of assets or CGUs is the greater of fair value less costs to sell and value in use. In assessing value in use, the Group discounts estimated future cash flows to present value using a pre-tax discount rate reflective of current market assessments of the time value of money and the risks specific to the asset.

For an asset that does not generate largely independent cash inflows, the Group determines recoverable amount for the CGU to which the asset belongs.

Reversals of impairment

The Group does not subsequently reverse impairments of goodwill. For other assets, the Group may reverse an impairment charge if there has been a change in the estimates used to determine the recoverable amount, but only to the extent that the new carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment charge had previously been recognised.

Property, plant and equipment

The Group records property, plant and equipment at cost less accumulated depreciation and impairment charges.

The Group charges depreciation to the income statement on a straight-line basis over the estimated useful economic life of each item sufficient to reduce it to its estimated residual value. Land is not depreciated. Estimated useful economic lives are generally deemed to be no longer than:

Freehold buildings	up to 66 years
Plant and equipment, fixtures and fittings	
• sugar factories	up to 60 years
• yeast plants, mills and bakeries	up to 20 years
• other operations	up to 12 years
Vehicles	up to 15 years
Sugar cane roots	up to 10 years

Investment properties

The Group records investment properties at cost less accumulated depreciation and impairment charges.

The Group charges depreciation to the income statement on a straight-line basis over the estimated useful economic life of each property sufficient to reduce it to its estimated residual value. Land is not depreciated. Estimated useful economic lives are generally deemed to be no longer than:

Freehold buildings	up to 66 years
Leasehold buildings	term of lease

Leases

A lease is an agreement whereby the lessor conveys to the lessee, in return for a payment or a series of payments, the right to use a specific asset for an agreed period. The Group recognises assets and liabilities arising from a lease at the commencement date of the lease, which is the date the underlying asset is available for use.

Lessee accounting

Right-of-use assets

The Group initially records right-of-use assets at an amount equal to the present value of the lease payments plus initial direct costs incurred and any lease payments made at or before the commencement date less any lease incentives received. They are subsequently measured at cost less any accumulated depreciation and impairment losses, and adjusted for subsequent remeasurement of lease liabilities.

The Group charges depreciation to the income statement on a straight-line basis over the shorter of the estimated useful life and the lease term.

Material accounting policies

for the 52 weeks ended 12 September 2026

Lease liabilities

The Group records lease liabilities at the commencement date of the lease at the present value of lease payments to be made over the lease term, discounted using the incremental borrowing rate at the commencement date of the lease if the interest rate implicit in the lease is not readily determinable.

Lease payments include fixed payments, including in-substance fixed payments and variable lease payments that depend on an index or a rate, less any lease incentives receivable.

Variable lease payments that do not depend on an index or a rate are recognised as an expense in the period in which the event or condition that triggers the payment occurs.

Lease payments are allocated between principal and finance expense. The finance expense is charged to the income statement over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The carrying amount of lease liabilities is remeasured when there is a change in future lease payments due to a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment of whether to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option.

It also applies the low-value asset recognition exemption to groups of underlying leases considered uniformly low-value. The Group expenses lease payments on short-term leases and leases of low-value assets in the income statement as incurred.

Lessor accounting

The Group classifies leases based on whether or not the risks and rewards incidental to ownership of the leased asset remain with the lessor (in the case of an operating lease) or are substantially transferred to the lessee (in the case of a finance lease). If the Group subleases a right-of-use asset, this assessment is based on the head lease asset. Where such a sublease is considered a finance lease, a portion of the right-of-use asset is derecognised based on the ratio of sublease income to head lease payments. A receivable is recognised representing the net investment in the lease. Rental payments received are allocated between the net investment in the lease and finance income over the lease term. Where a sublease is an operating lease, income is recognised on a straight-line basis over the lease term.

Current biological assets

The Group records current biological assets at fair value less costs to sell.

The basis of valuation for growing cane is estimated sucrose content valued at estimated sucrose price for the following season, less estimated costs for harvesting and transport.

When harvested, the Group transfers growing cane to inventory at fair value less costs to sell.

Inventories

The Group records food inventories at the lower of cost and net realisable value. Cost includes raw materials, direct labour and expenses and an appropriate proportion of production and other overheads, calculated on a first-in first-out basis.

The Group records retail inventories at the lower of cost and net realisable value using the retail method, calculated on the basis of selling price less appropriate trading margin. All retail inventories are finished goods.

On acquisition of a business, the Group records inventories at fair value. Subsequently, the Group charges the book value of the inventories to adjusted operating profit as they are sold or used. Any significant fair value uplift is charged below adjusted operating profit as the inventories are sold or used.

Grants

The Group recognises grants only when there is reasonable assurance that the Group will comply with the conditions attached and that the grants will be received. Grants receivable as compensation for expenses already incurred are recognised in profit or loss in the period in which they become receivable.

Hyperinflation

The Argentinian economy was designated hyperinflationary from 1 July 2018. The Turkish economy was designated hyperinflationary from 1 July 2022. The Malawian economy was designated as hyperinflationary from 31 December 2024.

The Group has applied IAS 29 *Financial Reporting in Hyperinflationary Economies* to its Argentinian operations from the beginning of the 2019 financial year, its Turkish operations from the beginning of the 2022 financial year and its Malawian operations from the beginning of the current financial year. IAS 29 requires that hyperinflationary adjustments are reflected from the start of the reporting period in which it is applied.

The adjustments required by IAS 29 are set out below:

- adjustment of historical cost non-monetary assets and liabilities from their date of initial recognition to the balance sheet date to reflect the changes in purchasing power of the currency caused by inflation, according to the official indices for Argentina published by the Federación Argentina de Consejos Profesionales de Ciencias Económicas ('FACPCE'); Türkiye as published by Turkish Statistical Institute ('TUIK'); and Malawi as published by the Malawian National Statistical Office ('CPI');
- adjustment of the components of the income statement and cash flow statement for the inflation index since their generation, with a balancing entry in the income statement and a reconciling item in the cash flow statement, respectively;
- adjustment of the income statement to reflect the impact of inflation on holding monetary assets and liabilities in local currency;
- the financial statements of the Group's Argentinian, Turkish and Malawian operations have been translated into sterling at the closing exchange rate at 12 September 2026 (ARS 2045.45:£1; TRL 65.75:£1; MWK 2344.25:£1); and
- the cumulative impact corresponding to previous years has been reflected in other comprehensive income in the year.

In Argentina, the FACPCE index was 9193.2441 at 31 August 2025 and 12276.766 at 31 August 2026. The inflation index for the year is therefore 1.335.

In Türkiye, the TUIK index was 32.95 at 31 August 2025 and 31.51 at 31 August 2026. The inflation index for the year is therefore 0.956.

In Malawi, the CPI index was 247.5 at 31 August 2025 and 297.1 at 31 August 2026. The inflation index for the year is therefore 1.200.

The Venezuelan economy has been designated hyperinflationary for a number of years, but the impact on the Group's results remains immaterial.

New accounting standards

The Group adopted the following accounting standards and amendments during the year with no significant impact:

- Lack of exchangeability (Amendments to IAS 21)

The Group is assessing the impact of the following standards, interpretations and amendments that are not yet effective.

Where already endorsed by the UK Endorsement Board ('UKEB'), these changes will be adopted on the effective dates noted. Where not yet endorsed by the UKEB, the adoption date is less certain:

- Annual Improvements to IFRS Accounting Standards – Volume 11 effective 2027 financial year
- Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7), effective 2027 financial year
- Contracts referencing Nature-dependent Electricity (amendment to IFRS 9 and IFRS 7), effective 2027 financial year
- IFRS 18 *Presentation and Disclosures in Financial Statements*, effective 2028 financial year
- IFRS 19 *Subsidiaries without Public Accountability: Disclosure*, effective 2028 financial year - new standard and published amendments
- Translation to a Hyperinflationary Presentation Currency (Amendments to IAS 21), effective 2028 financial year
- Amendments to the Fair Value Option for Investments in Associates and Joint Venture (Amendments to IAS 28), effective 2028 financial year

Accounting estimates and judgements

for the 52 weeks ended 12 September 2026

Significant accounting estimates

The preparation of the Group's consolidated financial statements includes the use of estimates and assumptions. Although the estimates used are based on management's best information about current circumstances and future events and actions, actual results may differ from those estimates.

The accounting estimates with a significant risk of a material change to the carrying value of assets and liabilities within the next year are set out below.

Impairment of non-current assets

Assessment for impairment of non-current assets involves comparing the book value of an asset or CGU with its recoverable amount (the higher of value in use and fair value less costs to sell). Value in use is determined with reference to projected future cash flows discounted at an appropriate rate. Both the cash flows and the discount rate involve a significant degree of estimation uncertainty. Further details are included in notes 8 and 9.

Post-retirement benefits

The Group's defined benefit pension schemes and similar arrangements are accounted for in accordance with IAS 19 *Employee Benefits*. The accounting valuations, assessed using assumptions determined with independent actuarial advice, resulted in a significant net surplus as at 12 September 2026, principally relating to the UK defined benefit scheme, which is separately disclosed.

The net surplus is highly sensitive to the market value of scheme assets, to discount rates used in assessing liabilities, to actuarial assumptions (including price inflation, rates of pension and salary increases, mortality and other demographic assumptions) and to the level of contributions.

Further details are included in note 13, including associated sensitivities.

Other areas of judgement and accounting estimates

The consolidated financial statements include other areas of judgement and accounting estimates. While these areas do not meet the definition of significant accounting estimates or critical accounting judgements, the recognition and measurement of certain material assets and liabilities are based on assumptions and/or are subject to longer-term uncertainties. The other areas of judgement and accounting estimates are set out below.

Biological assets

In valuing growing cane, estimating sucrose content requires management to assess expected cane and sucrose yields for the following season considering weather conditions and harvesting programmes. Estimating sucrose price requires management to assess into which markets the forthcoming crop will be sold, and to assess domestic and export prices, as well as related foreign currency exchange rates. The carrying value of growing cane and associated sensitivities are disclosed in note 18.

Income tax

The Group is exposed to a range of uncertain tax positions.

It provides for open tax matters, where it believes it is probable that payments will be required, including those for routine tax audits, which are by nature complex and may take a number of years to resolve. Uncertainty is driven by the resolution of the issue and estimation process in arriving at the amount. The Group has recognised potential corporate tax liabilities for a number of uncertain tax positions, none of which are individually material. The provision for these uncertain tax positions is £59m (2025 – £81m). The reduction in the year reflects a reassessment of the level of uncertainty associated with our Advanced Pricing Agreements. The majority of the provisions relate to transfer pricing risks across a number of jurisdictions in which the Group has operations. Transfer pricing is a complex area with resolution of matters taking many years. Given the underlying nature of these risks, the timing of when they will resolve is uncertain.

The Group has applied IFRIC 23 *Uncertainty over Income Tax Treatments* to measure uncertain tax positions. The Group calculates each provision using management's best estimate of the position based on interpretation of tax law in each jurisdiction and ongoing monitoring of tax cases and rulings. The Group believes it has adequate provision for these matters. Final conclusion of each matter may result in an outcome different to any amounts provided, but the Group has concluded that this is unlikely to have a material impact.

The recovery of deferred tax assets is dependent on the generation of sufficient future taxable profits. The Group recognises deferred tax assets to the extent that it is considered probable that sufficient taxable profits will be available in the future. This involves estimation uncertainty, but not to a significant degree. When considering sources of future taxable profit, the Group firstly considers existing deferred tax liabilities. However, the majority of deferred tax assets are recognised based on future profit forecasts, including the deferred tax assets in the Group's most material jurisdictions of the United States, Australia, Tanzania, Germany and Spain. When relying on profit forecasts, the assessment of whether to recognise deferred tax assets is based on the following year's budget and expectations of the future performance of individual businesses (or groups of businesses in the case of national tax groups). Deferred tax assets recognised in Spain and Tanzania are supported by forecasts of future taxable profits following losses incurred in the current year. Whilst these forecasts are inherently judgemental and subject to estimation uncertainty, management considers them to be achievable and continues to recognise the related deferred tax assets.

Expectations of future performance are based on forecasts consistent with those used for impairment assessments where possible. Forecasts for impairment assessments are discounted, but this is not permitted for recognition of deferred tax assets. Deferred tax assets are reduced when it is no longer considered probable that the related tax benefit will be realised.

Further details of deferred tax assets are included in note 14.

Notes forming part of the financial statements

for the 52 weeks ended 12 September 2026

1. Operating segments

The Group has five operating segments, as described below. These are the Group's operating divisions, based on the management and internal reporting structure, which combine businesses with common characteristics, primarily in respect of the type of products offered by each business, but also the production processes involved and the manner of the distribution and sale of goods. The Board is the chief operating decision-maker.

Inter-segment pricing is determined on an arm's length basis. The segment measure of profit or loss is adjusted operating profit, as shown on the face of the consolidated income statement. Segment assets comprise all non-current assets except employee benefits assets, income tax assets and deferred tax assets and all current assets except cash and cash equivalents, current asset investments and income tax assets. Segment liabilities comprise trade and other payables, derivative liabilities, provisions and lease liabilities.

Segment profit or loss, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly corporate assets and expenses, cash, borrowings, employee benefits balances and current and deferred tax balances.

Segment non-current asset additions are the total cost incurred during the period to acquire segment assets that are expected to be used for more than one year, comprising property, plant and equipment, investment properties, right-of-use assets, operating intangibles and biological assets.

Businesses that are closed or disposed in the year are shown separately and comparatives are re-presented. The Group comprises the following operating segments:

Retail

Buying and merchandising value clothing and accessories through the Primark and Penneys retail chains.

Grocery

The manufacture of grocery products, including hot beverages, sugar, vegetable oils, balsamic vinegars, bread and baked goods, cereals, international foods and meat products, which are sold to retail, wholesale and foodservice businesses.

Ingredients

The manufacture of yeast and bakery ingredients as well as specialty ingredients focused on enzymes, precision extraction, health and nutrition and pharmaceutical delivery systems.

Sugar

The growing and processing of sugar beet and sugar cane for production of a range of sugar and other products in Africa, the UK and Spain.

Agriculture

The manufacture of specialty feed ingredients, premix and compound animal feed, as well as the provision of other products and services for the agriculture sector.

The Food subtotal presented comprises Grocery, Ingredients, Sugar and Agriculture. This subtotal does not represent a separate operating or reportable segment and is provided to illustrate the composition of the Group following the proposed demerger.

Notes forming part of the financial statements

for the 52 weeks ended 12 September 2026

Geographical information

In addition to the required disclosure for operating segments, disclosure is also given of certain geographical information about the Group's operations, based on the geographical groupings: United Kingdom; Europe and Africa; The Americas; and Asia Pacific.

Revenues are shown by reference to the geographical location of customers. Profits are shown by reference to the geographical location of the businesses. Segment assets are based on the geographical location of the assets.

	Revenue		Adjusted operating profit	
	2026	2025	**2026**	2025
	£m	£m	**£m**	£m
Operating segments				
Retail	**9,820**	9,489	**1,005**	1,126
Grocery	**4,237**	4,125	**427**	478
Ingredients	**2,105**	2,041	**238**	257
Sugar	**1,966**	2,047	**(47)**	(1)
Agriculture	**1,015**	1,029	**19**	18
Food	**9,323**	9,242	**637**	752
Central			**(120)**	(110)
	19,143	18,731	**1,522**	1,768
Businesses disposed and closed				
Sugar	**17**	141	**(5)**	(41)
Agriculture	**422**	587	**(9)**	7
	19,582	19,459	**1,508**	1,734
Geographical information				
United Kingdom	**6,307**	6,322	**441**	598
Europe and Africa	**7,907**	7,653	**616**	645
The Americas	**2,545**	2,449	**346**	399
Asia Pacific	**2,384**	2,307	**119**	126
	19,143	18,731	**1,522**	1,768
Businesses disposed and closed				
United Kingdom	**430**	660	**(12)**	(30)
Europe and Africa	**9**	63	**(1)**	(2)
The Americas	**–**	1	**–**	–
Asia Pacific	**–**	4	**(1)**	(2)
	19,582	19,459	**1,508**	1,734

1. Operating segments *continued*

2026

		Food						
	Retail	Grocery	Ingredients	Sugar	Agriculture	Food	Central	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Revenue from continuing businesses	9,820	4,263	2,291	2,030	1,050	9,634	(311)	19,143
Internal revenue	–	(26)	(186)	(64)	(35)	(311)	311	–
External revenue from continuing businesses	9,820	4,237	2,105	1,966	1,015	9,323	–	19,143
Businesses disposed and closed	–	–	–	17	422	439	–	439
Revenue from external customers	9,820	4,237	2,105	1,983	1,437	9,762	–	19,582
Operating profit/(loss)	1,003	383	226	(146)	7	470	(146)	1,327
Adjusted operating profit/(loss) before joint ventures and associates and businesses disposed and closed	1,005	381	204	(51)	25	559	(120)	1,444
Share of adjusted profit after tax from joint ventures and associates	–	46	34	4	(6)	78	–	78
Businesses disposed and closed	–	–	–	(5)	(9)	(14)	–	(14)
Adjusted operating profit/(loss)	1,005	427	238	(52)	10	623	(120)	1,508
Finance income							38	38
Finance expense	(106)	(1)	(3)	(2)	–	(6)	(47)	(159)
Other financial income							70	70
Adjusted profit/(loss) before taxation	899	426	235	(54)	10	617	(59)	1,457
Profits less losses on disposal of non-current assets	(2)	–	–	–	6	6	(2)	2
Amortisation of non-operating intangibles	–	(20)	(11)	–	(9)	(40)	–	(40)
Acquired inventory fair value adjustments	–	(3)	–	–	–	(3)	–	(3)
Transaction costs	–	–	(1)	–	–	(1)	(26)	(27)
Exceptional items	–	(21)	–	(94)	–	(115)	2	(113)
Profits less losses on sale and closure of businesses	–	–	2	1	(3)	–	–	–
Profit/(loss) before taxation	897	382	225	(147)	4	464	(85)	1,276
Taxation							(337)	(337)
Profit/(loss) for the period	**897**	**382**	**225**	**(147)**	**4**	**464**	**(422)**	**939**
Segment assets (excluding joint ventures and associates)	7,594	3,265	2,450	2,795	579	9,089	127	16,810
Investments in joint ventures and associates	–	69	128	55	147	399	–	399
Segment assets	**7,594**	**3,334**	**2,578**	**2,850**	**726**	**9,488**	**127**	**17,209**
Cash and cash equivalents							1,010	1,010
Income tax							66	66
Deferred tax assets							204	204
Employee benefits assets							1,777	1,777
Segment liabilities	**(4,331)**	**(1,063)**	**(446)**	**(630)**	**(174)**	**(2,313)**	**(86)**	**(6,730)**
Loans and overdrafts							(705)	(705)
Income tax							(112)	(112)
Deferred tax liabilities							(877)	(877)
Employee benefits liabilities							(72)	(72)
Net assets	**3,263**	**2,271**	**2,132**	**2,220**	**552**	**7,175**	**1,332**	**11,770**
Non-current asset additions	730	138	207	335	27	707	34	1,471
Depreciation and non-cash lease adjustments	(656)	(103)	(81)	(88)	(22)	(294)	(7)	(957)
Amortisation	(35)	(33)	(12)	(5)	(12)	(62)	–	(97)

Notes forming part of the financial statements

for the 52 weeks ended 12 September 2026

1. Operating segments *continued*

2025

		Food						
	Retail	Grocery	Ingredients	Sugar	Agriculture	Food	Central	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Revenue from continuing businesses	9,489	4,147	2,224	2,118	1,075	9,564	(322)	18,731
Internal revenue	–	(22)	(183)	(71)	(46)	(322)	322	—
External revenue from external customers	9,489	4,125	2,041	2,047	1,029	9,242	–	18,731
Businesses disposed and closed	–	–	–	141	587	728	–	728
Revenue from external customers	9,489	4,125	2,041	2,188	1,616	9,970	–	19,459
Operating profit/(loss)	1,120	424	243	(205)	11	473	(110)	1,483
Adjusted operating profit/(loss) before joint ventures and associates	1,126	409	226	(7)	18	646	(110)	1,662
Share of adjusted profit after tax from joint ventures and associates	–	69	31	6	–	106	–	106
Businesses disposed and closed	–	–	–	(41)	7	(34)	–	(34)
Adjusted operating profit/(loss)	1,126	478	257	(42)	25	718	(110)	1,734
Finance income							47	47
Finance expense	(95)	(2)	(2)	(2)	–	(6)	(31)	(132)
Other financial income							47	47
Adjusted profit/(loss) before taxation	1,031	476	255	(44)	25	712	(47)	1,696
Profits less losses on disposal of non-current assets	(6)	2	–	–	(5)	(3)	–	(9)
Amortisation of non-operating intangibles	–	(19)	(12)	–	(9)	(40)	–	(40)
Acquired inventory fair value adjustments	–	(1)	–	–	–	(1)	–	(1)
Transaction costs	–	(9)	(2)	(2)	–	(13)	–	(13)
Exceptional items	–	(27)	–	(161)	–	(188)	–	(188)
Profits less losses on sale and closure of businesses	–	–	9	(41)	–	(32)	–	(32)
Profit/(loss) before taxation	1,025	422	250	(248)	11	435	(47)	1,413
Taxation							(368)	(368)
Profit/(loss) for the period	1,025	422	250	(248)	11	435	(415)	1,045
Segment assets (excluding joint ventures and associates)	7,629	2,904	2,207	2,431	622	8,164	77	15,870
Investments in joint ventures and associates	–	41	121	54	154	370	–	370
Segment assets	7,629	2,945	2,328	2,485	776	8,534	77	16,240
Cash and cash equivalents							1,057	1,057
Income tax							105	105
Deferred tax assets							230	230
Employee benefits assets							1,659	1,659
Segment liabilities	(4,420)	(732)	(407)	(469)	(189)	(1,797)	(189)	(6,406)
Loans and overdrafts							(667)	(667)
Income tax							(182)	(182)
Deferred tax liabilities							(781)	(781)
Employee benefits liabilities							(69)	(69)
Net assets	3,209	2,213	1,921	2,016	587	6,737	1,240	11,186
Non-current asset additions	620	248	200	334	36	818	24	1,462
Depreciation and non-cash lease adjustments	(614)	(100)	(74)	(74)	(25)	(273)	(6)	(893)
Amortisation	(41)	(25)	(13)	(4)	(12)	(54)	–	(95)

1. Operating segments *continued*

2026

	United Kingdom £m	Europe and Africa £m	The Americas £m	Asia Pacific £m	Total £m
Revenue from external customers	**6,737**	**7,916**	**2,545**	**2,384**	**19,582**
Segment assets	**5,799**	**7,469**	**1,916**	**2,025**	**17,209**
Non-current asset additions	**452**	**646**	**221**	**152**	**1,471**
Depreciation (including right-of-use assets)	**(307)**	**(453)**	**(135)**	**(62)**	**(957)**
Amortisation	**(21)**	**(63)**	**(7)**	**(6)**	**(97)**
Acquired inventory fair value adjustments	**(1)**	**(1)**	**–**	**(1)**	**(3)**
Transaction costs	**(17)**	**(8)**	**(1)**	**(1)**	**(27)**
Exceptional items	**(99)**	**(14)**	**–**	**–**	**(113)**

2025

	United Kingdom £m	Europe and Africa £m	The Americas £m	Asia Pacific £m	Total £m
Revenue from external customers	6,982	7,716	2,450	2,311	19,459
Segment assets	5,572	7,113	1,751	1,804	16,240
Non-current asset additions	383	668	211	200	1,462
Depreciation (including right-of-use assets)	(306)	(427)	(105)	(55)	(893)
Amortisation	(18)	(67)	(5)	(5)	(95)
Acquired inventory fair value adjustments	–	(1)	–	–	(1)
Transaction costs	(11)	–	(1)	(1)	(13)
Exceptional items	(33)	(155)	–	–	(188)

The Group's operations in the following countries met the criteria for separate disclosure:

	Revenue		Non-current assets	
	2026 £m	2025 £m	**2026 £m**	2025 £m
Australia	**1,463**	1,414	**849**	690
Spain	**1,805**	1,846	**667**	643
United States	**1,700**	1,694	**1,110**	980

Notes forming part of the financial statements

for the 52 weeks ended 12 September 2026

2. Operating costs

	Note	2026 £m	2025 £m
Operating costs			
Cost of sales (including amortisation of intangibles)		**14,913**	14,804
Distribution costs		**1,797**	1,682
Administration expenses		**1,508**	1,396
Exceptional items		**113**	188
		18,331	18,070
Operating costs are stated after charging/(crediting):			
Employee benefits expense	3	**3,778**	3,541
Amortisation of non-operating intangibles	8	**36**	37
Amortisation of operating intangibles	8	**61**	58
Acquired inventory fair value adjustments		**3**	1
Depreciation and impairment of property, plant and equipment and investment properties	9,10	**624**	588
Depreciation and impairment of right-of-use assets and non-cash lease adjustments	11	**333**	305
Transaction costs		**27**	13
Effect of hyperinflationary economies		**21**	19
Other operating income		**(44)**	(31)
Research and development expenditure		**58**	49
Fair value gains on financial assets and liabilities held for trading		**(10)**	(15)
Fair value losses on financial assets and liabilities held for trading		**8**	13
Foreign exchange gains on operating activities		**(26)**	(33)
Foreign exchange losses on operating activities		**32**	34

Amortisation of non-operating intangibles of £40m (2025 – £40m), shown as an adjusting item in the income statement, includes £4m (2025 – £3m) incurred by joint ventures, in addition to the amounts shown above.

Exceptional items

2026

In 2026, there were exceptional charges of £113m, of which £91m related to non-cash charges including impairment and £22m related to restructuring activity that either has resulted or will result in cash costs.

In Sugar, following an operational footprint assessment, British Sugar announced the closure of its Cantley factory, resulting in exceptional impairment and write-off charges of £71m against property, plant and equipment and spare part inventory, as well as restructuring charges of £9m, which are expected to be settled in cash in 2027. Azucarera recognised further impairment charges of £14m relating to property, plant and equipment acquired as part of the Miranda site configuration.

In Grocery, following the decision to close the Hovis Bakeries Forest Gate site, the Group recognised £15m of exceptional charges, comprising a £2m impairment charge against property, plant and equipment and £13m of closure and restructuring costs. The Group also recognised additional impairment charges of £6m relating to the Ryvita production facility at Bardney following its closure in 2025.

A non-cash curtailment gain of £2m was recognised in relation to the closure of the ABF plc UK defined benefit pension fund to future accrual for 319 active members. Refer to note 13 for further details.

2025

In 2025, the exceptional charge of £188m comprised £154m of non-cash impairment charges and £34m of restructuring costs.

In Sugar, this included £155m relating to Azucarera, our Spanish sugar business, comprising £119m of non-cash impairment charges arising from poorer trading performance and £36m of impairment and restructuring charges relating to the La Baneza factory closure and Miranda site reconfiguration, of which £32m were cash costs, together with £6m of non-cash impairment charges relating to Vivergo.

In Grocery, the Group recognised £27m of charges relating to the closure of the Ryvita production facility at Bardney, comprising a £25m non-cash impairment charge and £2m of closure costs.

2. Operating costs *continued*

Auditor's remuneration	2026 £m	2025 £m
Fees payable to the Company's auditor and its associates in respect of the audit		
Group audit of these financial statements	**1.8**	1.8
Audit of the Company's subsidiaries' financial statements	**9.1**	9.2
Total audit remuneration	**10.9**	11.0
Fees payable to the Company's auditor and its associates in respect of non-audit services		
Audit-related assurance services	**0.5**	0.4
All other services	**1.6**	0.7
Total non-audit remuneration	**2.1**	1.1

3. Employees

	2026	2025
Average number of employees		
United Kingdom	**45,258**	44,202
Europe and Africa	**74,474**	74,373
The Americas	**8,856**	8,417
Asia Pacific	**11,204**	11,163
	139,792	138,155

	Note	2026 £m	2025 £m
Employee benefits expense			
Wages and salaries		**3,120**	2,946
Social security contributions		**482**	431
Contributions to defined contribution schemes	13	**126**	115
Charge for defined benefit schemes	13	**32**	31
Equity-settled share-based payment schemes	25	**18**	18
		3,778	3,541

Details of directors' remuneration, share incentives and pension entitlements are shown in the Remuneration Report on pages 120 to 134.

Notes forming part of the financial statements

for the 52 weeks ended 12 September 2026

4. Interest and other financial income

	Note	2026 £m	2025 £m
Finance income			
Cash, cash equivalents and current asset investments		**38**	47
		38	47
Finance expense			
Bank loans and overdrafts		**(27)**	(14)
All other borrowings		**(14)**	(13)
Lease liabilities	11	**(115)**	(102)
Other payables		**(3)**	(3)
	26	**(159)**	(132)
Other financial income			
Interest income on employee benefit scheme assets	13	**222**	191
Interest charge on employee benefit scheme liabilities	13	**(130)**	(122)
Interest charge on irrecoverable surplus	13	**(1)**	(2)
Net financial income from employee benefit schemes		**91**	67
Net foreign exchange losses on financing activities		**(21)**	(20)
Total other financial income		**70**	47

Finance expense on bank loans and overdrafts is net of interest capitalised of £10m (2025 – £11m) of which £6m (2025 – £9m) relates to interest on general borrowings with the remainder relating to specific borrowings.

5. Income tax expense

	2026 £m	2025 £m
Current tax expense		
UK – corporation tax at 25% (2025 – 25%)	**21**	36
Overseas – corporation tax	**288**	318
UK – (over)/under provided in prior periods	**(37)**	5
Overseas – over provided in prior periods	**(1)**	(16)
	271	343
Deferred tax expense		
UK – deferred tax	**15**	30
Overseas – deferred tax	**35**	(6)
UK – (over)/under provided in prior periods	**9**	(3)
Overseas – under provided in prior periods	**7**	4
	66	25
Total income tax expense in the income statement	**337**	368
Reconciliation of effective tax rate		
Profit before taxation	**1,276**	1,413
Less share of profit after taxation from joint ventures and associates	**(74)**	(103)
Profit before taxation excluding share of profit after taxation from joint ventures and associates	**1,202**	1,310
Nominal tax charge at UK corporation tax rate of 25% (2025 – 25%)	**300**	327
Effect of higher and lower tax rates on overseas earnings	**(58)**	(72)
Effect of changes in tax rates on the income statement	**2**	(2)
Expenses not deductible for tax purposes	**76**	95
Disposal of assets covered by tax exemptions or unrecognised capital losses	**(1)**	(1)
Deferred tax not recognised	**40**	31
Adjustments in respect of prior periods	**(22)**	(10)
Total income tax expense in the income statement	**337**	368
Other comprehensive income or equity		
Deferred tax associated with defined benefit schemes	**25**	37
Deferred tax associated with share-based payments	**(1)**	–
Current tax associated with share-based payments	**(1)**	(1)
Deferred tax associated with movements in cash flow hedging position	**28**	(11)
Deferred tax associated with movements in foreign exchange	**1**	(1)
Current tax associated with movements in foreign exchange	**–**	1
	52	25

Pillar Two legislation applies in certain jurisdictions in which the Group operates, including the UK. The current tax expense for the year in respect of Pillar Two is £9m (2025 – £15m).

We recognise the importance of complying fully with all applicable tax laws as well as paying and collecting the right amount of tax in every country in which the Group operates. Our tax strategy, approved by the Board, is based on seven tax principles that are embedded in the financial and non-financial processes and controls of the Group. This tax strategy is available in the policies section of the Group's website.

Further disclosure in respect of deferred taxation balances is provided in note 14.

Notes forming part of the financial statements

for the 52 weeks ended 12 September 2026

6. Dividends

	2026 pence per share	2025 pence per share	**2026 £m**	2025 £m
2024 final and special	**—**	69.3	**–**	508
2025 interim	**—**	20.7	**–**	148
2025 final	**42.3**	—	**301**	–
2026 interim	**20.7**	—	**145**	–
	63.0	90.0	**446**	656

The 2026 interim dividend was declared on 21 April 2026 and paid on 3 July 2026.

The Board has proposed a final dividend of 42.3p per share at a cost of £296m. The 2026 final dividend will be paid on 8 January 2027 to shareholders on the register on 11 December 2026.

Dividends relating to the period were 63.0p per share totalling £441m (2025 – 63.0p per share totalling £449m).

7. Earnings per share

The calculation of basic earnings per share at 12 September 2026 was based on the net profit attributable to equity shareholders of £930m (2025 – £1,025m) and a weighted average number of shares outstanding during the year of 705 million (2025 – 724 million).

The calculation of the weighted average number of shares excludes the shares held by the Employee Share Ownership Plan Trust on which dividends are being waived. The weighted average number of shares has reduced as a result of our share buyback programmes. In the year, we repurchased 12.9 million shares which were then cancelled.

Adjusted earnings per ordinary share, which excludes the impact of losses less profits on disposal of non-current assets and the sale and closure of businesses, acquired inventory fair value adjustments, transaction costs, amortisation of non-operating intangibles, exceptional items and any associated tax credits, is shown to provide clarity on the underlying performance of the Group.

Amortisation of non-operating intangibles of £40m (2025 – £40m), shown as an adjusting item in the income statement, includes £4m (2025 – £3m) incurred by joint ventures.

The diluted earnings per share calculation takes into account the dilutive effect of share incentives. The diluted, weighted average number of shares is 705 million (2025 – 724 million). There is no material difference between basic and diluted earnings.

	2026 £m	2025 £m
Adjusted profit for the period	**1,100**	1,266
Disposal of non-current assets	**2**	(9)
Sale and closure of businesses	**—**	(32)
Acquired inventory fair value adjustments	**(3)**	(1)
Transaction costs	**(27)**	(13)
Exceptional items	**(113)**	(188)
Tax effect on above adjustments and exceptional tax	**—**	31
Amortisation of non-operating intangibles	**(40)**	(40)
Tax credit on non-operating intangibles amortisation	**11**	11
Profit for the period attributable to equity shareholders	**930**	1,025

	2026 pence per share	2025 pence per share
Adjusted earnings per share	**156.0**	174.9
Disposal of non-current assets	**0.3**	(1.2)
Sale and closure of businesses	**—**	(4.4)
Acquired inventory fair value adjustments	**(0.4)**	(0.1)
Transaction costs	**(3.8)**	(1.8)
Exceptional items	**(16.0)**	(26.0)
Tax effect on above adjustments and exceptional tax	**—**	4.3
Amortisation of non-operating intangibles	**(5.7)**	(5.5)
Tax credit on non-operating intangibles amortisation	**1.5**	1.4
Earnings per ordinary share	**131.9**	141.6

8. Intangible assets

	Non-operating						Operating	
	Goodwill £m	Technology £m	Brands £m	Customer relationships £m	Grower agreements £m	Other £m	Technology and emissions allowances £m	Total £m
Cost								
At 14 September 2024	1,419	264	502	282	95	–	800	3,362
Acquisitions – externally purchased	–	–	–	–	–	–	140	140
Acquired through business combinations	(7)	–	(4)	8	–	4	1	2
Businesses disposed	–	–	–	–	–	–	(1)	(1)
Other disposals	–	–	–	–	–	–	(47)	(47)
Effect of hyperinflationary economies	3	–	–	–	–	–	–	3
Effect of movements in foreign exchange	(12)	(1)	(4)	1	(1)	–	4	(13)
At 13 September 2025	1,403	263	494	291	94	4	897	3,446
Acquisitions – externally purchased	–	–	–	–	–	–	91	91
Acquired through business combinations	41	–	46	3	–	11	2	103
Other disposals	–	–	–	–	–	–	(52)	(52)
Transfer to assets classified as held for sale	(12)	–	–	–	–	–	–	(12)
Effect of hyperinflationary economies	3	–	–	–	–	–	–	3
Effect of movement in foreign exchange	24	3	3	1	7	–	6	44
At 12 September 2026	**1,459**	**266**	**543**	**295**	**101**	**15**	**944**	**3,623**
Amortisation and impairment								
At 14 September 2024	108	217	420	225	95	–	401	1,466
Amortisation for the year	–	10	12	15	–	–	58	95
Businesses disposed	–	–	–	–	–	–	(1)	(1)
Other disposals	–	–	–	–	–	–	(1)	(1)
Impairment	–	–	–	–	–	–	2	2
Effect of movements in foreign exchange	(2)	(2)	(2)	1	(1)	–	(1)	(7)
At 13 September 2025	106	225	430	241	94	–	458	1,554
Amortisation for the year	–	9	12	15	–	–	61	97
Other disposals	–	–	–	–	–	–	(8)	(8)
Impairment	–	–	–	–	–	–	1	1
Effect of movement in foreign exchange	5	3	3	1	7	–	5	24
At 12 September 2026	**111**	**237**	**445**	**257**	**101**	**–**	**517**	**1,668**
Net book value								
At 14 September 2024	1,311	47	82	57	–	–	399	1,896
At 13 September 2025	1,297	38	64	50	–	4	439	1,892
At 12 September 2026	**1,348**	**29**	**98**	**38**	**–**	**15**	**427**	**1,955**

In addition to the amounts disclosed above, there are £12m (2025 – £nil) intangible assets classified as assets held for sale (see note 16).

In the Agriculture ABN business, an impairment charge of £1m was recognised against intangible assets on the planned disposal of the monogastric feed business.

Amortisation of non-operating intangibles of £40m (2025 – £40m) shown as an adjusting item in the income statement includes £4m (2025 – £3m) incurred by joint ventures in addition to the amounts shown above.

Notes forming part of the financial statements

for the 52 weeks ended 12 September 2026

8. Intangible assets *continued*

Impairment

As at 12 September 2026, the consolidated balance sheet included goodwill of £1,348m (2025 – £1,297m). Goodwill is allocated to the Group's CGUs or group of CGUs, that are expected to benefit from the synergies of the business combination that gave rise to the goodwill, as follows:

CGUs or group of CGUs	Primary reporting segment	**2026 Discount rates %**	2025 Discount rates %	**2026 £m**	2025 £m
Acetum	Grocery	**12.5%**	14.3%	**91**	91
ACH	Grocery	**13.9%**	13.7%	**177**	177
AB Mauri	Ingredients	**13.1%**	15.4%	**309**	290
Twinings Ovaltine	Grocery	**13.9%**	14.5%	**119**	119
African sugar business	Sugar	**20.7%**	22.1%	**96**	89
AB World Foods	Grocery	**13.9%**	14.5%	**84**	84
George Weston Foods	Grocery	**12.9%**	12.9%	**114**	99
Other (not individually significant)	Various	**Various**	Various	**358**	348
				1,348	1,297

A CGU, or group of CGUs, to which goodwill has been allocated must be assessed for impairment annually, or more frequently if events or circumstances indicate that the carrying amount may not be recoverable. There has been no change in CGUs or group of CGUs from the prior year.

The carrying value of goodwill is generally assessed by reference to its value in use reflecting the projected cash flows of each of the CGUs or group of CGUs. These projections are based on the most recent budget, which has been approved by the Board and reflects management's expectations of sales growth, operating costs and margin, based on past experience and external sources of information. Cash flow projections based on management's most recent budget cover a period of five years.

Long-term growth rates used to extrapolate cash flow projections beyond the initial five-year period reflect the growth rate for the products, industries and countries in which the relevant CGU, or group of CGUs, operates.

The long-term growth rates beyond the initial budgeted cash flows applied in the value in use calculations for goodwill allocated to significant CGUs, or group of CGUs, were 2% (2025 – 2%), except for our African sugar business where a rate of 6% (2025 – 6%) was applied.

The key assumptions in the most recent annual budget on which the cash flow projections are based relate to growth rates and expected changes in volumes, selling prices and direct costs.

The cash flow projections have been discounted using a pre-tax weighted average cost of capital for each business, adjusted for country, industry and market risk. Inflation assumptions used to calculate discount rates are aligned with those used in the cash flow projections. The discount rates used were between 12.5% and 20.7% (2025 – between 12.2% and 22.1%).

Where the fair value less costs of disposal is higher than value in use, this methodology has been used to determine the recoverable amount. This method uses inputs that are unobservable, using the best information available in the circumstances for valuing the CGU or group of CGUs, and therefore falls into the level 3 category of fair value measurement.

Sensitivity to changes in key assumptions

Impairment testing is dependent on management's estimates and judgements, particularly as they relate to the forecasting of future cash flows, the discount rates selected and expected long-term growth rates. For each of the Group's significant CGUs or group of CGUs, recoverable amount exceeded the relevant carrying value and, in all but one, there were no reasonably possible changes to key assumptions that would result in an impairment loss.

Management performed a detailed impairment review of our African sugar business, and concluded that no impairment was required on the basis that headroom was £425m on a group of CGUs with a carrying value of £1,172m. Whilst the recoverable amount is not sensitive to movements in individual key assumptions, in light of challenges resulting from drought, other extreme weather events, lower average sugar prices and higher imports faced by Sugar, management has identified that a reasonably possible change in multiple key assumptions could cause the carrying amount to exceed the recoverable amount. In particular, there are uncertainties with respect to climate change and significant weather events are becoming more commonplace, as well as the realisation of operational improvements arising from recent capital improvements, such that it is reasonably possible that these events may lead to a decline in forecast operating profit which, combined with a change in one or more key assumptions, might result in an impairment loss.

As an illustration of the sensitivity of the valuation to the assumptions underlying the impairment assessment, the discount rate would need to increase by 3.3 percentage points, with all other assumptions unchanged, for the recoverable amount to equal the carrying amount.

9. Property, plant and equipment

	Note	Land and buildings £m	Plant and machinery £m	Fixtures and fittings £m	Assets under construction £m	Sugar cane roots £m	Total £m
Cost							
At 14 September 2024		2,680	4,656	5,337	754	96	13,523
Acquisitions – externally purchased		60	76	331	642	19	1,128
Interest capitalised		–	–	–	11	–	11
Transfer to investment properties	10	(11)	–	–	–	–	(11)
Other disposals		(3)	(68)	(29)	–	(5)	(105)
Disposal of subsidiaries		(7)	(32)	(1)	–	–	(40)
Transfer from assets under construction		19	252	69	(340)	–	–
Transfer to assets classified as held for sale		–	(99)	–	–	–	(99)
Effect of movement in hyperinflation		–	369	2	–	9	380
Effect of movement in foreign exchange		4	(59)	54	12	1	12
At 13 September 2025		2,742	5,095	5,763	1,079	120	14,799
Acquisitions – externally purchased		44	113	465	508	22	1,152
Acquired through business combinations		6	60	1	2	–	69
Interest capitalised		–	–	–	10	–	10
Transfer to investment properties	10	(2)	–	–	–	–	(2)
Other disposals		(5)	(123)	(39)	–	(7)	(174)
Transfer from assets under construction		156	391	90	(637)	–	–
Transfer to assets classified as held for sale		(14)	(77)	(1)	–	–	(92)
Effect of movement in hyperinflation		–	61	2	–	5	68
Effect of movement in foreign exchange		34	86	(26)	8	7	109
At 12 September 2026		**2,961**	**5,606**	**6,255**	**970**	**147**	**15,939**
Depreciation and impairment							
At 14 September 2024		830	3,290	3,252	–	53	7,425
Depreciation for the year		49	183	346	–	8	586
Transfer of investment properties	10	(2)	–	–	–	–	(2)
Impairment		42	109	2	–	–	153
Impairment reversal		–	(3)	–	–	–	(3)
Other disposals		(2)	(64)	(29)	–	(6)	(101)
Disposal of subsidiaries		(7)	(32)	(1)	–	–	(40)
Transfer to assets classified as held for sale		–	(75)	–	–	–	(75)
Effect of movement in hyperinflation		–	278	1	–	–	279
Effect of movement in foreign exchange		3	(51)	36	–	–	(12)
At 13 September 2025		913	3,635	3,607	–	55	8,210
Depreciation for the year		52	191	364	–	11	618
Transfer of investment properties	10	(1)	–	–	–	–	(1)
Impairment		14	71	11	–	–	96
Other disposals		(3)	(121)	(39)	–	(5)	(168)
Transfer to assets classified as held for sale		(8)	(62)	(1)	–	–	(71)
Effect of movement in hyperinflation		–	27	1	–	–	28
Effect of movement in foreign exchange		7	66	(16)	–	3	60
At 12 September 2026		**974**	**3,807**	**3,927**	**–**	**64**	**8,772**
Net book value							
At 14 September 2024		1,850	1,366	2,085	754	43	6,098
At 13 September 2025		1,829	1,460	2,156	1,079	65	6,589
At 12 September 2026		**1,987**	**1,799**	**2,328**	**970**	**83**	**7,167**

	2026 £m	2025 £m
Capital expenditure commitments – contracted but not provided for	**361**	511

Notes forming part of the financial statements

for the 52 weeks ended 12 September 2026

9. Property, plant and equipment *continued*

In addition to the amounts disclosed, there are £29m (2025 – £24m) property, plant and equipment assets classified as assets held for sale (see note 16).

Impairment

The methodology used to assess property, plant and equipment for impairment is the same as that described for impairment assessments of goodwill. See note 8 for further details.

In Sugar, following an operational footprint assessment, British Sugar announced the closure of its Cantley factory, resulting in an impairment charge of £68m against property, plant and equipment. Azucarera recognised further impairment charges of £14m (2025 - £117m) relating to property, plant and equipment acquired as part of the Miranda site configuration such that all property, plant and equipment, with the exception of land, continues to be fully impaired.

Grocery recognised a further impairment charge of £6m (2025 - £25m) against property, plant and equipment classified as held for sale in 2025, relating to the Ryvita production facility at Bardney following its closure in the prior year and Hovis Bakeries recognised an impairment charge of £2m against property, plant and equipment following the decision to close the Forest Gate site.

In Primark, an impairment charge of £4m was recognised against fixtures and fittings.

In the Agriculture ABN business, an impairment charge of £2m was recognised against property, plant and equipment on the planned disposal of the monogastric feed business.

Sensitivity to changes in key assumptions

In British Sugar, our detailed impairment review concluded that no impairment was required on the basis that headroom was £189m on a group of CGUs with a carrying value of £622m. Although changes in individual key assumptions detailed in note 8 are not expected to result in an impairment, a combination of changes in those key assumptions, including volatility in gas, sugar and beet prices, might cause the carrying amount to exceed the recoverable amount.

As an illustration of the sensitivity of the valuation to the assumptions underlying the impairment assessment, the discount rate would need to increase from 10.7% to 12.4%, with all other assumptions unchanged, for the recoverable amount to equal the carrying amount.

10. Investment properties

Reconciliation of carrying amount

	Note	Total £m
Cost		
At 14 September 2024		148
Acquisitions – externally purchased		5
Disposals		(6)
Transfer from property, plant and equipment	9	11
Transfer to assets classified as held for sale	16	(11)
Effect of movement in foreign exchange		(2)
At 13 September 2025		145
Acquisitions – externally purchased		6
Disposals		(25)
Transfer from property, plant and equipment	9	2
Transfer to assets classified as held for sale	16	(10)
Effect of movement in foreign exchange		4
At 12 September 2026		**122**
Depreciation and impairment		
At 14 September 2024		43
Depreciation for the year		2
Disposals		(2)
Impairment		8
Transfer from property, plant and equipment	9	2
Transfer to assets classified as held for sale	16	(3)
Effect of movement in foreign exchange		(1)
At 13 September 2025		49
Depreciation for the year		2
Disposals		(15)
Transfer from property, plant and equipment	9	1
Transfer to assets classified as held for sale	16	(4)
Effect of movement in foreign exchange		1
At 12 September 2026		**34**
Net book value		
At 14 September 2024		105
At 13 September 2025		96
At 12 September 2026		**88**

In addition to the amounts disclosed above, there are £12m (2025 – £8m) investment properties classified as assets held for sale (see note 16).

Based on external market data and using a market-based approach with level 3 inputs, the directors consider the fair value of investment property to be £165m (2025 – £164m).

Notes forming part of the financial statements

for the 52 weeks ended 12 September 2026

11. Leases

Most of the Group's right-of-use assets are associated with our leased property portfolio in the Retail segment.

Right-of-use assets

	Land and buildings £m	Plant and machinery £m	Fixtures and fittings £m	Total £m
Cost				
At 14 September 2024	3,795	101	2	3,898
Additions	160	18	–	178
Lease incentives	(28)	–	–	(28)
Other disposals	(3)	(2)	–	(5)
Lease reassessments and indexations	90	10	–	100
Effect of movement in foreign exchange	36	4	–	40
At 13 September 2025	4,050	131	2	4,183
Additions	184	28	–	212
Lease incentives	(46)	–	–	(46)
Acquired through business combinations	78	14	–	92
Other disposals	(1)	(2)	–	(3)
Lease reassessments and indexations	214	10	–	224
Transfer to assets classified as held for sale	(3)	–	–	(3)
Effect of movement in foreign exchange	(10)	4	–	(6)
At 12 September 2026	**4,466**	**185**	**2**	**4,653**

	Land and buildings £m	Plant and machinery £m	Fixtures and fittings £m	Total £m
Depreciation and impairment				
At 14 September 2024	1,572	71	–	1,643
Depreciation for the year	284	21	–	305
Other disposals	(3)	(2)	–	(5)
Effect of movement in foreign exchange	21	—	–	21
At 13 September 2025	1,874	90	–	1,964
Depreciation for the year	302	25	–	327
Impairment	6	–	–	6
Other disposals	(1)	(2)	–	(3)
Transfer to assets classified as held for sale	(1)	–	–	(1)
Effect of movement in foreign exchange	(5)	2	–	(3)
At 12 September 2026	**2,175**	**115**	**–**	**2,290**

Net book value				
At 14 September 2024	2,223	30	2	2,255
At 13 September 2025	2,176	41	2	2,219
At 12 September 2026	**2,291**	**70**	**2**	**2,363**

In addition to the amounts disclosed above, there are £2m (2025 – £nil) of right-of-use assets classified as assets held for sale (see note 16).

Impairment

The methodology used to assess right-of-use assets for impairment is the same as that described for impairment assessments of goodwill. See note 8 for further details. In the year, there was a £6m (2025 – £nil) impairment of right-of-use assets related to Primark.

11. Leases *continued*

Lease liabilities

	Land and buildings £m	Plant and machinery £m	Fixtures and fittings £m	Total £m
Cost				
At 14 September 2024	3,052	34	1	3,087
Additions	162	18	–	180
Interest expense relating to lease liabilities	99	3	–	102
Repayment of lease liabilities	(432)	(24)	–	(456)
Lease reassessments and indexations	91	10	–	101
Effect of movement in foreign exchange	24	—	–	24
At 13 September 2025	2,996	41	1	3,038
Additions	197	28	–	225
Interest expense relating to lease liabilities	112	3	–	115
Repayment of lease liabilities	(482)	(27)	–	(509)
Acquisition of businesses	77	15	–	92
Lease reassessments and indexations	212	9	–	221
Transfer to assets classified as held for sale	(2)	–	–	(2)
Effect of movement in foreign exchange	(9)	1	–	(8)
At 12 September 2026	**3,101**	**70**	**1**	**3,172**

In addition to the amounts disclosed above, there are £2m (2025 – £nil) of lease liabilities classified as liabilities held for sale (see note 16).

	2026 £m	2025 £m
Current	**384**	312
Non-current	**2,788**	2,726
	3,172	3,038

Lease liabilities comprise capital payable of £3,148m (2025 – £3,019m) and interest payable of £24m (2025 – £19m). The interest payable is all current and disclosed within trade and other payables. Repayments comprise capital of £400m (2025 – £351m) and interest of £109m (2025 – £105m).

Other information relating to leases

The Group had the following expense relating to short-term leases and low-value leases:

	2026 £m	2025 £m
Land and buildings	**–**	1
Plant and machinery	**2**	2
Fixtures and fittings	**1**	–
	3	3

Cash outflows of £2m (2025 – £nil) that do not form part of the lease liability, as they relate to leases to which the Group is committed but which have not yet commenced, are expected to be made in the next 12 months.

Rental receipts of £1m (2025 – £1m) were recognised relating to operating leases. The total of future minimum rental receipts expected to be received is £39m (2025 – £46m). £7m (2025 – £14m) is due to be received in respect of sub-leasing right-of-use assets.

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for the 52 weeks ended 12 September 2026

12. Investments in joint ventures and associates

	Joint ventures £m	Associates £m
At 14 September 2024	286	95
Acquisitions	4	–
Profit for the period	80	23
Dividends received	(94)	(14)
Other reserves movements	(3)	–
Effect of movement in foreign exchange	(3)	(4)
At 13 September 2025	270	100
Transfer from financial assets	–	34
Profit for the period	50	24
Dividends received	(63)	(14)
Other reserves movements	–	(7)
Effect of movement in foreign exchange	2	3
At 12 September 2026	**259**	**140**

Details of joint ventures and associates are listed in note 30.

Included in the consolidated financial statements are the following items that represent the Group's share of the assets, liabilities and profits of joint ventures and associates:

	Joint ventures		Associates	
	2026 £m	2025 £m	**2026 £m**	2025 £m
Non-current assets	**257**	231	**79**	46
Current assets	**507**	525	**550**	437
Current liabilities	**(418)**	(412)	**(491)**	(383)
Non-current liabilities	**(107)**	(93)	**(26)**	(1)
Goodwill	**21**	21	**28**	1
Non-controlling interest	**(1)**	(2)	**–**	–
Net assets	**259**	270	**140**	100
Revenue	**1,816**	1,795	**1,882**	2,037
Profit for the period	**50**	80	**24**	23

13. Employee entitlements

The Group operates a number of defined benefit and defined contribution retirement benefit schemes in the UK and overseas.

The defined benefit schemes expose the Group to a variety of actuarial risks including demographic assumptions such as mortality and financial assumptions such as discount rate, inflation risk and market (investment) risk. The Group is not exposed to any unusual, entity-specific or scheme-specific risks. All schemes comply with local legislative requirements.

UK defined benefit scheme

The Group's principal UK defined benefit scheme is the Associated British Foods Pension Scheme (the 'Scheme'), which is a funded final salary scheme that is closed to new members. Defined contribution arrangements are in place for other employees. The Scheme represents 89% (2025 – 89%) of the Group's defined benefit scheme assets and 84% (2025 – 84%) of defined benefit scheme liabilities. The Scheme is governed by a Trustee Board which is independent of the Group and which agrees a schedule of contributions with the Company each time a formal funding valuation is performed.

The most recent triennial funding valuation of the Scheme was carried out as at 5 April 2026, using the current unit method, and revealed a surplus of £1,467m. The market value of the Scheme assets was £3,616m, representing 168% of members' accrued benefits after allowing for expected future salary increases.

The Scheme's assets are managed using a risk-controlled investment strategy, which includes a liability-driven investment policy that seeks to match, where appropriate, the profile of the liabilities. This includes the use of derivative instruments to hedge inflation, interest and foreign exchange risks. The Scheme utilises both market and solvency triggers to develop the level of hedges in place. To date, the Scheme is fully hedged for 95% of inflation sensitivity and 95% of interest rate risk. It is intended to hedge 95% of total exposure.

13. Employee entitlements *continued*

The Scheme is forbidden by the trust deed from holding direct investments in the equity of the Company, although it is possible that the Scheme may hold indirect interests through investments in some equity funds.

Overseas defined benefit schemes

The Group also operates defined benefit retirement schemes in a number of overseas businesses, which are primarily funded final salary schemes, as well as a small number of unfunded post-retirement medical benefit schemes, which are accounted for in the same way as defined benefit retirement schemes.

Defined contribution schemes

The Group operates a number of defined contribution schemes for which the charge was £62m in the UK and £64m overseas, totalling £126m (2025 – UK £58m, overseas £57m, totalling £115m).

Actuarial assumptions

The principal actuarial assumptions for the Group's defined benefit schemes at the year end were:

	2026 UK %	**2026 Overseas %**	2025 UK %	2025 Overseas %
Discount rate	**6.5**	**2.9 - 13.9**	4.9	1.9 - 15.2
Inflation	**2.75 - 3.15**	**0 - 31.5**	2.5 - 3	0 - 33.5
Rate of increase in salaries	**3.3**	**0 - 35.6**	3.0	0 - 45
Rate of increase for pensions in payment	**2 - 3**	**0 - 5.6**	1.9 - 2.9	0 - 9.5
Rate of increase for pensions in deferment (where provided)	**2.5 - 2.75**	**0 - 3**	2.5	0 - 4.1

Discount rates are determined by reference to market yields at the balance sheet date on high-quality corporate bonds consistent with the estimated term of the obligations. This has been done in conjunction with independent actuaries in each jurisdiction.

The UK inflation assumption includes assumptions on both the Retail Price Index and Consumer Price Index measures of inflation on the basis that the gap between the two measures is expected to remain stable in the long term.

The mortality assumptions used to value the UK defined benefit schemes in 2026 are derived from the S4 mortality tables with improvements in line with the 2025 projection model prepared by the Continuous Mortality Investigation of the UK actuarial profession (2025 – S3 mortality tables with improvements in line with the 2024 projection model), with a 0-year rating movement for males and females (2025 – 0-year rating movement for males and females), both with a long-term trend of 1.75% (2025 – 1.75%). These mortality assumptions take account of experience to date and assumptions for further improvements in life expectancy of scheme members. Examples of the resulting life expectancies in the UK defined benefit schemes are as follows:

	2026		2025	
Life expectancy from age 65 (in years)	**Male**	**Female**	Male	Female
Member aged 65 in 2026 (2025)	**22.4**	**24.7**	22.0	24.3
Member aged 65 in 2046 (2045)	**24.0**	**26.8**	23.9	26.3

An allowance has been made for cash commutation in line with emerging scheme experience. Other demographic assumptions for the UK defined benefit schemes are set having regard to the latest trends in scheme experience and other relevant data.

The assumptions are reviewed and updated as necessary as part of the periodic funding valuation of the schemes.

For the overseas schemes, regionally appropriate assumptions for mortality, financial and demographic factors have been used.

A sensitivity analysis on the principal assumptions used to measure UK defined benefit scheme liabilities at 12 September 2026 is:

	Change in assumption	Impact on scheme liabilities
Discount rate	increase/decrease by 0.1%	increase by 1.2%/decrease by 0.8%
Inflation	increase/decrease by 0.1%	increase by 0.7%/decrease by 0.6%
Rate of real increase in salaries	increase/decrease by 0.1%	increase by 0.2%/decrease by 0.1%
Rate of mortality	members assumed to live one year longer/less	increase/decrease by 2.9%

A sensitivity to the rate of increase in pensions in payment and pensions in deferment is represented by the inflation sensitivity, as all pensions increases and deferred revaluations are linked to inflation.

The sensitivity analysis above has been determined based on reasonably possible changes in the respective assumptions occurring at the end of the period and may not be representative of the actual change. It is based on a change in the specific assumption while holding all other assumptions constant. When calculating the sensitivities, the same method used to calculate scheme liabilities recognised in the balance sheet has been applied. The method and assumptions used in preparing the sensitivity analysis have not changed since the prior year.

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13. Employee entitlements *continued*

Balance sheet

	2026			2025		
	UK	**Overseas**	**Total**	UK	Overseas	Total
	£m	**£m**	**£m**	£m	£m	£m
Equities	**851**	**119**	**970**	733	159	892
Government bonds	**302**	**175**	**477**	378	135	513
Corporate and other bonds	**1,563**	**77**	**1,640**	1,198	68	1,266
Property	**33**	**45**	**78**	70	40	110
Cash and other assets	**857**	**18**	**875**	1,222	35	1,257
Scheme assets	**3,606**	**434**	**4,040**	3,601	437	4,038
Scheme liabilities	**(1,930)**	**(367)**	**(2,297)**	(2,034)	(376)	(2,410)
Aggregate net surplus *	**1,676**	**67**	**1,743**	1,567	61	1,628
Irrecoverable surplus	**–**	**(38)**	**(38)**	–	(38)	(38)
Net pension asset	**1,676**	**29**	**1,705**	1,567	23	1,590
Analysed as						
Schemes in surplus	**1,695**	**82**	**1,777**	1,586	73	1,659
Schemes in deficit	**(19)**	**(53)**	**(72)**	(19)	(50)	(69)
	1,676	**29**	**1,705**	1,567	23	1,590
Unfunded liability included in the present value of scheme liabilities above	**(19)**	**(34)**	**(53)**	(19)	(35)	(54)

* The surpluses in the plans are only recoverable to the extent that the Group can benefit from either refunds formally agreed or from future contribution reductions.

UK defined benefit scheme

Scheme assets include £169m (2025 – £83m) of derivative instruments within cash and other assets.

Corporate and other bonds assets of £1,563m (2025 – £1,198m) include £80m (2025 – £258m) of assets whose valuation is not derived from quoted market prices. The valuation for all other equity assets, government bonds and corporate and other bonds is derived from quoted market prices. The carrying value of UK property assets is based on a 30 June market valuation, adjusted for purchases, disposals and price indexation between the valuation and the balance sheet date. Cash and other assets includes £547m (2025 – £492m) of assets whose valuation is not derived from quoted market prices.

For financial reporting in the Group's financial statements, liabilities are assessed by actuaries using the projected unit method.

The accounting value is different from the result obtained using the funding basis, mainly due to different assumptions used to project scheme liabilities.

The defined benefit scheme liabilities comprise 15% (2025 – 20%) in respect of active participants, 19% (2025 – 21%) for deferred participants and 66% (2025 – 59%) for pensioners.

The weighted average duration of the defined benefit scheme liabilities at the end of the year is 11 years for both UK and overseas schemes (2025 – 11 years for both UK and overseas schemes).

The Group recognises the accounting surplus as it has the ability to use the surplus to meet employer contributions to the Scheme, covering both the defined benefit and defined contribution sections. This has been agreed with the independent Trustee Board for the new financial year. See the Cash flow section within this note for further details.

13. Employee entitlements *continued*

Income statement

The charge to the income statement for employee benefit schemes comprises:

	Note	2026 £m	2025 £m
Charged to operating profit:			
Defined benefit schemes			
• Current service cost	3	**(33)**	(31)
• Past service cost	3	**1**	–
Defined contribution schemes	3	**(126)**	(115)
Total operating cost		**(158)**	(146)
Reported in other financial income:			
Net interest income on the net pension asset		**92**	69
Interest charge on irrecoverable surplus		**(1)**	(2)
Net financial income from employee benefit schemes	4	**91**	67
Net impact on profit before tax		**(67)**	(79)

During the period, the Company formally decided to close the Scheme to future service accrual of defined benefits for active members with effect from 30 September, subject to any required consents. Going forward, pension provision for the affected members will be through the defined contribution section of the Scheme. As such, a partial curtailment is recognised during the period (excluding members for whom required consents were received after year end) and the Group's net defined benefit surplus increased by £2m (2025 – £nil). A corresponding curtailment gain of £2m (2025 – £nil) was recognised as a past service credit in profit and loss as an exceptional item during the period.

Cash flow

Group cash flow in respect of employee benefits schemes comprises contributions paid to funded schemes of £1m (2025 – £7m) and benefits paid in respect of unfunded schemes of £2m (2025 – £2m). Contributions to funded defined benefit schemes are subject to periodic review. Contributions to defined contribution schemes amounted to £79m (2025 – £72m).

Total contributions to funded schemes and benefit payments by the Group in respect of unfunded schemes in 2027 are currently expected to be approximately £nil in the UK and £5m overseas, totalling £5m (2025 – UK £nil, overseas £5m, totalling £5m).

As part of the triennial funding valuation of the UK Scheme as at 5 April 2026, which was finalised with the independent Trustee Board in September 2026, the Company agreed an abatement of all UK employer contributions to the UK Scheme, covering both the defined benefit and defined contribution sections from the start of the 2024 financial year, since when the employer contributions have been met from the surplus in the Scheme. This is subject to a solvency check, assessed annually by the Scheme Actuary.

Other comprehensive income

Remeasurements of the net pension asset recognised in other comprehensive income are as follows:

	2026 £m	2025 £m
Return on scheme assets excluding amounts included in net interest in the income statement	**(8)**	(137)
Actuarial gains arising from changes in financial assumptions	**92**	313
Actuarial gains/(losses) arising from changes in demographic assumptions	**56**	(3)
Experience losses on scheme liabilities	**(40)**	(19)
Change in unrecognised surplus	**1**	1
Remeasurements of the net pension asset	**101**	155

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13. Employee entitlements *continued*

Reconciliation of change in assets and liabilities

	2026 Assets £m	2025 Assets £m	**2026 Liabilities £m**	2025 Liabilities £m	**2026 Net £m**	2025 Net £m
At the beginning of the year	**4,038**	4,167	**(2,410)**	(2,697)	**1,628**	1,470
Current service cost	**–**	–	**(33)**	(31)	**(33)**	(31)
Employee contributions	**5**	6	**(5)**	(6)	**–**	–
Employer contributions	**1**	7	**–**	–	**1**	7
Abatement of employer contributions to defined contribution schemes	**(47)**	(44)	**–**	–	**(47)**	(44)
Benefit payments	**(171)**	(160)	**173**	162	**2**	2
Past service cost	**–**	–	**1**	–	**1**	–
Interest income/(expense)	**222**	191	**(130)**	(122)	**92**	69
Return on scheme assets less interest income	**(8)**	(137)	**–**	–	**(8)**	(137)
Actuarial gains arising from changes in financial assumptions	**–**	–	**92**	313	**92**	313
Actuarial gains/(losses) arising from changes in demographic assumptions	**–**	–	**56**	(3)	**56**	(3)
Experience losses on scheme liabilities	**–**	–	**(40)**	(19)	**(40)**	(19)
Effect of movements in foreign exchange	**—**	8	**(1)**	(7)	**(1)**	1
At the end of the year	**4,040**	4,038	**(2,297)**	(2,410)	**1,743**	1,628

Reconciliation of change in irrecoverable surplus

	Note	**2026 £m**	2025 £m
At the beginning of the year		**(38)**	(38)
Change recognised in other comprehensive income		**1**	1
Interest charge on irrecoverable surplus	4	**(1)**	(2)
Effect of movements in foreign exchange		**–**	1
At the end of the year		**(38)**	(38)

14. Deferred tax assets and liabilities

	Property, plant and equipment	Intangible assets	Employee benefits	Financial assets and liabilities	Provisions and other temporary differences	Leases	Tax value of carry-forward losses	Total
	£m	£m	£m	£m	£m	£m	£m	£m
At 14 September 2024	294	109	346	(13)	(109)	(107)	(61)	459
Amount charged/(credited) to the income statement	27	4	–	–	10	18	(32)	27
Amount charged/(credited) to other comprehensive income or to equity	–	–	37	(11)	(1)	–	–	25
Acquired through business combinations	4	2	–	–	(1)	–	–	5
Effect of changes in tax rates on the income statement	(2)	(1)	–	–	–	1	–	(2)
Effect of hyperinflationary economies taken to other comprehensive income	24	–	–	–	3	1	–	28
Effect of hyperinflationary economies taken to operating profit	10	–	–	–	4	–	–	14
Effect of movement in foreign exchange	(6)	(1)	–	–	2	—	—	(5)
At 13 September 2025	351	113	383	(24)	(92)	(87)	(93)	551
Amount charged/(credited) to the income statement	**34**	**(8)**	**6**	**–**	**17**	**12**	**3**	**64**
Amount charged to other comprehensive income or to equity	**–**	**–**	**24**	**28**	**1**	**–**	**–**	**53**
Acquired through business combinations	**5**	**17**	**–**	**–**	**(4)**	**4**	**(29)**	**(7)**
Effect of changes in tax rates on the income statement	**1**	**–**	**–**	**–**	**1**	**–**	**–**	**2**
Effect of hyperinflationary economies taken to operating profit	**8**	**–**	**–**	**–**	**1**	**–**	**–**	**9**
Transfer to liabilities held for sale	**(1)**	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**
Effect of movement in foreign exchange	**2**	**3**	**–**	**–**	**(2)**	**–**	**(1)**	**2**
At 12 September 2026	**400**	**125**	**413**	**4**	**(78)**	**(71)**	**(120)**	**673**

Provisions and other temporary differences include provisions of £(119)m (2025 – £(121)m), biological assets of £62m (2025 – £49m), tax credits of £(9)m (2025 – £(12)m) and other temporary differences of £(12)m (2025 – £(8)m).

Certain deferred tax assets and liabilities have been offset in the table above. The following is the analysis of the deferred tax balances (after offset) for financial reporting purposes:

	2026	2025
	£m	£m
Deferred tax assets	**(204)**	(230)
Deferred tax liabilities	**877**	781
	673	551

In addition to the amounts disclosed above, there are £1m (2025 – £nil) of deferred tax liabilities classified as liabilities held for sale (see note 16).

Deferred tax assets have not been recognised in respect of tax losses of £466m (2025 – £344m). Of these tax losses, £141m (2025 – £159m) will expire at various dates between 2026 and 2031 (2025: 2025 and 2030). Tax losses not recognised include capital losses in Ireland and Australia of £16m and £104m respectively (2025 – £16m and £96m). Deferred tax assets have also not been recognised in respect of other temporary differences of £287m (2025 – £284m). There is a £23m deferred tax charge in the period relating to the derecognition of deferred tax assets in Azucarera. When assessing the recoverability of the deferred tax assets in Azucarera, the probability of future taxable profits has been assessed, including the future taxable profits available within the consolidated Spanish tax group of which Azucarera is a part. Following the announced demerger of the Group's Retail business from its Food business, our Primark Spain business will no longer be part of the consolidated Spanish tax group and this has, accordingly, reduced the forecast taxable profits available to support the recognition of our deferred tax assets in Azucarera, resulting in a deferred tax charge. Deferred tax assets have not been recognised in respect of tax losses of £60m (2025 – £24m) and temporary differences of £124m (2025 – £100m) relating to property, plant and equipment and provisions. These amounts are included in the disclosure of the amounts not recognised above.

These deferred tax assets have not been recognised on the basis that their future economic benefit is uncertain.

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In addition, the Group's overseas subsidiaries have net unremitted earnings of £2,982m (2025 – £2,972m), resulting in taxable temporary differences of £1,546m (2025 – £1,426m). No deferred tax liability has been provided in respect of these differences since the timing of the reversals can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

15. Trade and other receivables

	Note	2026 £m	2025 £m
Non-current – other receivables			
Loans and receivables	27	**15**	–
Other equity investments	27	**20**	35
		35	35
Current – trade and other receivables			
Trade receivables	27	**1,276**	1,206
Other receivables		**289**	239
Accrued income		**32**	32
	27	**1,597**	1,477
Prepayments and other non-financial receivables		**267**	215
		1,864	1,692

The directors consider that the carrying amount of receivables approximates fair value. For details of credit risk exposure on trade and other receivables, see note 27.

16. Assets and liabilities classified as held for sale

	2026 £m	2025 £m
Assets classified as held for sale		
Intangible assets	**12**	–
Property, plant and equipment	**29**	24
Investment properties	**12**	8
Right-of-use assets	**2**	–
Inventories	**2**	3
	57	35
Liabilities classified as held for sale		
Lease liabilities	**(2)**	–
Deferred tax liabilities	**(1)**	–
	(3)	–
	54	35

In the current year, assets and liabilities classified as held for sale in the Agriculture division includes £30m of intangible assets, property, plant and equipment, right-of-use assets and lease and deferred tax liabilities that relate to the division's exit from the monogastric feed business. Property, plant and equipment of £6m relates to the disposal of the anaerobic digestion plant also in the Agriculture division – see note 9 for further details of impairment losses recognised in respect of these assets.

In Grocery, investment properties held for sale of £12m relate to non-operating properties in Australia, including £6m of which was held for sale in the prior year, that will be sold in 2027.

Inventories and property, plant and equipment of £6m relate to a business in AB Mauri China in the Ingredients division, that was held for sale in the prior year and continues to be classified as held for sale in the current year. Although completion of the sale has been delayed beyond one year due to regulatory requirements beyond the Group's control, an agreement has been signed and the sale is expected to complete early in the next financial year.

In the prior year, other assets held for sale include property, plant and equipment primarily related to £19m of assets that were sold or subsequently written off as part of the closure of the Ryvita production facility at Bardney.

17. Inventories

	2026 £m	2025 £m
Raw materials and consumables	**592**	496
Work in progress	**93**	100
Finished goods and goods held for resale	**2,368**	2,573
	3,053	3,169
Write-down of inventories	**(128)**	(159)
Amount of inventories recognised as an expense	**11,612**	11,682

In addition to the amounts disclosed above, there are £2m (2025 – £3m) of inventories classified as assets held for sale (see note 16).

18. Biological assets

	Growing cane £m	Livestock £m	Total £m
At 14 September 2024	84	10	94
Transferred to inventory	(113)	(10)	(123)
Purchases	–	6	6
Other disposals	–	(7)	(7)
Changes in fair value	140	9	149
Effect of movements in foreign exchange	1	–	1
At 13 September 2025	112	8	120
Transferred to inventory	(102)	(12)	(114)
Purchases	–	5	5
Other disposals	–	(5)	(5)
Changes in fair value	106	11	117
Effect of movements in foreign exchange	10	1	11
At 12 September 2026	**126**	**8**	**134**

Growing cane

The fair value of growing cane is determined using inputs that are unobservable, based on the best information available in the circumstances for valuing the growing cane and therefore falls into the level 3 category of fair value measurement. The following assumptions were used in the determination of the estimated sucrose tonnage at 12 September 2026:

	South Africa	Malawi	Zambia	Eswatini	Tanzania
Expected areas to harvest (hectares)	**6,515**	**18,190**	**13,064**	**10,173**	**9,401**
Estimated yield (tonnes cane/hectare)	**52.1**	**100.5**	**125.1**	**95.5**	**64.6**
Average maturity of growing cane	**41.9 %**	**68.1 %**	**65.7 %**	**67.7 %**	**46.2 %**

The following assumptions were used in the determination of the estimated sucrose tonnage at 13 September 2025:

	South Africa	Malawi	Zambia	Eswatini	Tanzania
Expected areas to harvest (hectares)	6,433	17,575	15,283	10,484	9,366
Estimated yield (tonnes cane/hectare)	61.9	100.1	118.8	97.6	78.9
Average maturity of growing cane	45.6 %	68.1 %	65.7 %	67.7 %	46.2 %

A 1% change in the unobservable inputs could increase or decrease the fair value of growing cane as follows:

	2026		2025	
	+1% £m	**(1)% £m**	+1% £m	(1)% £m
Estimated sucrose content	**1.3**	**(1.3)**	1.5	(1.5)
Estimated sucrose price	**1.6**	**(1.6)**	1.9	(1.9)

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19. Cash, cash equivalents and current asset investments

	Note	2026 £m	2025 £m
Cash and cash equivalents			
Cash at bank and in hand		**298**	464
Cash equivalents		**712**	593
Cash and cash equivalents in the balance sheet	26, 27	**1,010**	1,057
Reconciliation to the cash flow statement			
Bank overdrafts	20, 26	**(111)**	(131)
Cash and cash equivalents in the cash flow statement		**899**	926

Cash at bank and in hand generally earns interest at rates based on the applicable daily bank deposit rate.

Cash equivalents generally comprise bank deposits placed for periods of up to three months and money market funds which earn interest at a short-term deposit rate.

The carrying amount of cash, cash equivalents and current asset investments approximates fair value.

20. Loans and overdrafts

	Note	2026 £m	2025 £m
Current loans and overdrafts			
Secured loans		**55**	65
Unsecured loans and overdrafts		**171**	193
	26	**226**	258
Non-current loans			
Unsecured loans	26	**479**	409
		479	409
	27	**705**	667

	Note	2026 £m	2025 £m
Secured loans			
• Other floating rates		**55**	65
Unsecured loans and overdrafts			
• Bank overdrafts	19	**111**	131
• GBP floating rate		**–**	27
• GBP fixed rate		**393**	393
• USD floating rate		**8**	10
• USD fixed rate		**27**	–
• ZAR floating rate		**50**	–
• Other floating rates		**40**	39
• Other fixed rates		**21**	2
	27	**705**	667

Secured loans comprise amounts borrowed from commercial banks and are secured by charges over the assets of subsidiaries. The GBP fixed rate loan represents the 2034 public bond. Bank overdrafts generally bear interest at floating rates.

21. Trade and other payables

	2026 £m	2025 £m
Current – trade and other payables		
Trade payables	**1,339**	1,185
Accruals	**1,389**	1,352
	2,728	2,537
Deferred income and other non-financial payables	**592**	531
	3,320	3,068

The carrying amount of payables approximates fair value.

In a small number of businesses, the Group utilises supplier financing arrangements to enable participating suppliers, at each supplier's sole discretion, to sell any or all amounts due from the Group to a third-party bank earlier than the invoice due date, at better financing rates than the supplier alone could achieve. Payment terms for suppliers are identical, irrespective of whether they choose to participate. Contractual terms and invoice due dates are unchanged and the Group considers amounts owed to the third-party bank as akin to amounts owed to the supplier. Such amounts are therefore included within trade payables and associated cash flows are included within operating cash flows, as they continue to be part of the Group's normal operating cycle.

At year end, the carrying amount of financial liabilities that are part of a supplier financing arrangement was £144m (2025 – £125m and 2024 - £90m) of which £97m (2025 - £63m) has been paid to suppliers by the third-party bank. The range of payment due dates for trade payables that are part of supplier financing arrangements is 30 days to 120 days. The range of payment due dates for comparable trade payables that are not part of supplier financing arrangements is also 30 days to 120 days.

22. Provisions

	Restructuring £m	Onerous contracts £m	Deferred consideration £m	Other £m	Total £m
At 13 September 2025	52	1	6	102	161
Created	34	33	5	23	95
Utilised	(25)	(1)	(1)	(22)	(49)
Released	(7)	–	(2)	(11)	(20)
Effect of movements in foreign exchange	–	–	–	4	4
At 12 September 2026	**54**	**33**	**8**	**96**	**191**
Current	37	33	4	32	106
Non-current	17	–	4	64	85
	54	**33**	**8**	**96**	**191**

Financial liabilities within provisions comprised deferred consideration in both years (see note 27).

Restructuring

Restructuring provisions include business restructure costs, including redundancy, associated with the Group's announced reorganisation plans. Provisions raised this year include the closures of the Cantley site in the British Sugar business for £9m and the Hovis Bakeries Forest Gate site for £13m - see note 2 for further details. Other restructuring provisions raised include costs of restructure in Retail which are largely expected to be utilised in the next financial year.

Onerous contracts

Onerous contract provisions related to projected losses to be incurred on fixed-price agreements within the British Sugar business. These losses have arisen due to continued low prices in the European market whilst rising gas prices have increased production costs.

Deferred consideration

Deferred consideration comprises estimates of amounts due to the previous owners of businesses acquired by the Group which are often linked to performance or other conditions.

Other

Other provisions mainly comprise litigation claims and warranty claims arising from the sale and closure of businesses. The extent and timing of the utilisation of these provisions is more uncertain given the nature of the claims and the period of the warranties. Provisions raised this year include dilapidation provisions in Hovis Bakeries and other Grocery businesses as well as in Central.

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23. Share capital and reserves

Share capital

At 12 September 2026, the Company's issued and fully paid share capital comprised 702,947,191 ordinary shares of 5 $^{15}/_{22}$p each carrying one vote per share (2025 – 715,863,867). Total nominal value was £40m (2025 – £40m). The Company repurchased and cancelled 12,916,676 shares during the year at a cost of £253m (2025 – 28,439,940 shares at a cost of £603m).

Other reserves

£173m of other reserves arose from the cancellation of the share premium account by the Company in 1993. £2m arose in 2010 following redemption of two million £1 deferred shares at par. £5m has arisen since 2023 following the purchase and subsequent cancellation of shares (2025 – £4m).

The remaining £(1)m comprises a £(1)m unrealised loss on investments held at fair value through other comprehensive income, net of £nil deferred tax (2025 – £4m, £5m and £1m, respectively).

Translation reserve

The translation reserve comprises all foreign exchange differences arising from the translation of the financial statements of foreign operations, as well as from the translation of liabilities that hedge the Group's net investment in foreign subsidiaries.

Hedging reserve

The hedging reserve comprises all changes in the value of derivatives to the extent that they are related to effective cash flow hedges, net of amounts recycled from the hedging reserve on occurrence of the hedged transaction or when the hedged transaction is no longer expected to occur.

24. Acquisitions, disposals and closures

Acquisitions

2026

No material or significant businesses were acquired in the first half of the year.

In the second half, Grocery acquired Abe's Bagels, the market-leading producer of bagels in Australia and New Zealand. Also in the second half, Ingredients acquired Elementis Pharma, a German pharmaceutical manufacturing business, to strengthen its existing capabilities in pharmaceutical ingredients and Casa de Bolos, a major Brazilian homemade cake franchise network, deepening its footprint in Brazil's consumer market.

In July 2026, Grocery completed the acquisition of the Hovis Group, with the aim of creating a sustainably profitable UK bakeries business. Total enterprise value of £75m, as well as adjustments to reflect actual cash, debt and working capital amounts at completion giving total cash paid on completion of £107m.

	Recognised values on acquisition		
	Hovis Group £m	Other £m	Total £m
Net assets			
Intangible assets	34	28	62
Property, plant and equipment and right-of-use assets	152	9	161
Working capital	(4)	2	(2)
Cash	6	3	9
Lease liabilities	(89)	(3)	(92)
Provisions	(9)	–	(9)
Taxation	16	(9)	7
Net identifiable assets and liabilities	106	30	136
Goodwill	1	40	41
Total consideration	107	70	177

24. Acquisitions, disposals and closures *continued*

	Recognised values on acquisition £m
Satisfied by	
Cash consideration	175
Purchase price adjustment	(3)
Deferred consideration	5
	177

Net cash	
Cash consideration	175
Cash and cash equivalents acquired	(9)
	166

Cash flow on acquisition of subsidiaries and associates of £167m comprised £166m cash consideration and £1m of deferred consideration relating to previous acquisitions.

As a number of acquisitions completed shortly prior to the end of the reporting period, the acquisition-date fair values of the assets and liabilities acquired are recognised on a provisional basis in accordance with IFRS 3. As we gain further understanding of the acquired net assets, the fair values of net assets, including goodwill, may be subsequently adjusted.

Had the acquisitions occurred on 14 September 2025, the revenue and profit before tax of the Group would have been £20,031m and £1,248m, respectively.

2025

No material or significant businesses were acquired in the year.

Disposals and closures

2026

Following the closure of our Vivergo bioethanol plant in the prior year, further cash outflows of £6m relating to termination and redundancy costs previously recognised were incurred during the year, while £2m of closure provisions previously raised were released as these were no longer required.

In the second half of the year, a decision was taken to close the Sugar operations in Rwanda, resulting in £1m of closure costs relating to asset write-offs and redundancies. Also in the second half of the year, the sale of Harbin land rights in our Ingredients business resulted in a profit of £2m and in the Agriculture ABN business, impairment charges were recognised against intangible assets of £1m and £2m against property, plant and equipment as part of the planned disposal of the monogastric feed business.

2025

No material or significant businesses were disposed of or closed in the first half of the year.

In the second half, Sugar disposed of the previously moth-balled sugar operations in Mozambique resulting in a loss of £7m. The overall loss on disposal was £12m which includes foreign exchange losses of £5m that have been recycled to the income statement on disposal.

Also in the second half, in Ingredients, AB Mauri completed the sale of its 90% equity interest in AB Mauri Shanghai resulting in a profit on disposal of £7m.

In August 2025, the Group announced the closure of our Vivergo bioethanol plant. This resulted in plant write-downs of £6m and closure costs of £24m related to contract termination, redundancy and demolition costs.

Notes forming part of the financial statements

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25. Share-based payments

The annual charge in the income statement for equity-settled share-based payments schemes was £18m (2025 – £18m). The Group had the following principal equity-settled share-based payment plans in operation during the period:

Associated British Foods plc 2025 Long-term Incentive Plan ('the 2025 LTIP')

The 2025 LTIP was approved and adopted by the Company at the AGM held on 5 December 2025. It takes the form of conditional allocations of shares which are released if, and to the extent that, performance targets are satisfied, typically over a three-year vesting period.

Associated British Foods plc 2025 Short-term Incentive Plan ('the 2025 STIP')

The 2025 STIP was approved and adopted by the Board on 9 September 2025. It takes the form of conditional allocations of shares which are released at the end of a three-year vesting period if, and to the extent that, performance targets are satisfied, over a one-year performance period.

Associated British Foods plc Restricted Share Plan ('the 2025 RSP')

The 2025 RSP was approved and adopted by the Company at the AGM held on 5 December 2025. It takes the form of conditional allocations of shares which are released subject to remaining in service and performance underpins, typically over a three-year vesting period.

Further information regarding the operation of the STIP and RSP can be found in the Remuneration Report on pages 120 to 134.

Total conditional allocations under the Group's equity-settled share-based payment plans are as follows:

	Balance outstanding at the beginning of the period	Granted/awarded	Vested	Expired/lapsed	Balance outstanding at the end of the period
2026	**5,838,695**	**2,677,098**	**(1,479,466)**	**(976,827)**	**6,059,500**
2025	6,523,541	2,703,465	(1,596,177)	(1,792,134)	5,838,695

Employee Share Ownership Plan Trust

Shares subject to allocation under the Group's equity-settled share-based payment plans are held in a separate Employee Share Ownership Plan Trust funded by the Company. Voting rights attached to shares held by the Trust are exercisable by the trustee, who is entitled to consider any recommendation made by a committee of the Company. At 12 September 2026 the Trust held 3,389,919 (2025 – 3,949,894) ordinary shares of the Company. The market value of these shares at the year end was £62m (2025 – £78m). The Trust has waived its right to dividends. Movements in the year were a release of 1,479,466 shares and the purchase of 919,491 shares (2025 – release of 1,596,177 shares and the purchase of 1,264,579 shares).

Fair values

The weighted average fair value of conditional grants made was determined by taking the market price of the shares at the time of grant and discounting for the fact that dividends are not paid during the vesting period. The weighted average fair value of the conditional shares allocated during the year was 1,976p (2025 – 2,021p) and the weighted average share price was 2,124p (2025 – 2,173p). The dividend yield used was 2.5% (2025 – 2.5%).

26. Analysis of net debt

	Note	At 13 September 2025 £m	Cash flow £m	Acquisition and disposals £m	New leases, non-cash items and transfers £m	Exchange adjustments £m	**At 12 September 2026 £m**
Short-term loans		(127)	10	–	–	2	**(115)**
Long-term loans	20	(409)	(40)	–	–	(30)	**(479)**
Lease liabilities	11	(3,019)	400	(92)	(446)	7	**(3,150)**
Total liabilities from financing activities		(3,555)	370	(92)	(446)	(21)	**(3,744)**
Cash at bank and in hand, cash equivalents and overdrafts		926	(17)	–	–	(10)	**899**
Net debt including lease liabilities		(2,629)	353	(92)	(446)	(31)	**(2,845)**
Add back: lease liabilities		3,019					**3,150**
Net cash before lease liabilities		390					**305**

	Note	At 14 September 2024 £m	Cash flow £m	Acquisition and disposals £m	New leases, non-cash items and transfers £m	Exchange adjustments £m	At 13 September 2025 £m
Short-term loans		(71)	(2)	—	(53)	(1)	(127)
Long-term loans	20	(454)	6	–	53	(14)	(409)
Lease liabilities	11	(3,065)	351	—	(281)	(24)	(3,019)
Total liabilities from financing activities		(3,590)	355	–	(281)	(39)	(3,555)
Cash at bank and in hand, cash equivalents and overdrafts		1,235	(281)	–	–	(28)	926
Current asset investments		334	(334)	–	–	–	–
Net debt including lease liabilities		(2,021)	(260)	–	(281)	(67)	(2,629)
Add back: lease liabilities		3,065					3,019
Net cash before lease liabilities		1,044					390

Reconciliation of cash and short-term debt to balance sheet	Note	**2026 £m**	2025 £m
Cash and cash equivalents	19	**1,010**	1,057
Overdrafts		**(111)**	(131)
Cash at bank and in hand, cash equivalents and overdrafts		**899**	926
Current loans and overdrafts	20	**(226)**	(258)
Add back: overdrafts		**111**	131
Short-term loans		**(115)**	(127)

Roll forward of the liabilities associated with interest paid	Note	**2026 £m**	2025 £m
Opening balance		**(25)**	(25)
Interest expense	4	**(159)**	(132)
Interest paid		**162**	143
Interest capitalised	4	**(10)**	(11)
Closing balance		**(32)**	(25)

Notes forming part of the financial statements

for the 52 weeks ended 12 September 2026

27. Financial instruments

a) Carrying amount and fair values of financial assets and liabilities

	2026 £m	2025 £m
Financial assets		
Financial assets at amortised cost		
Cash and cash equivalents	**1,010**	1,057
Trade and other receivables	**1,597**	1,477
Loans and receivables	**15**	–
At fair value through other comprehensive income		
Other equity investments	**20**	35
At fair value through profit or loss		
Derivative assets not designated in a cash flow hedging relationship:		
• currency derivatives	**20**	7
Designated cash flow hedging relationships		
Derivative assets designated and effective as cash flow hedging instruments:		
• currency derivatives	**25**	10
• commodity derivatives	**49**	6
Total financial assets	**2,736**	2,592
Financial liabilities		
Financial liabilities at amortised cost		
Trade and other payables	**(2,728)**	(2,537)
Secured loans	**(55)**	(65)
Unsecured loans and overdrafts*	**(650)**	(602)
Lease liabilities	**(3,148)**	(3,019)
Deferred consideration	**(8)**	(6)
At fair value through profit and loss		
Derivative liabilities not designated in a cash flow hedging relationship:		
• currency derivatives	**(18)**	(20)
Designated cash flow hedging relationships		
Derivative liabilities designated and effective as cash flow hedging instruments:		
• currency derivatives	**(20)**	(122)
• commodity derivatives	**(30)**	(16)
Total financial liabilities	**(6,657)**	(6,387)
Net financial liabilities	**(3,921)**	(3,795)

* Unsecured loans and overdrafts include the 2034 public bond whose carrying value of £393m (2025 – £393m) differs to its fair value of £336m (2025 – £399m). Fair value has been derived using the observable market price for the bond which is a level 1 fair value measure in the fair value hierarchy as set out below. Except for the 2034 public bond, the fair value of all other financial assets and liabilities approximates their carrying value.

27. Financial instruments *continued*

Valuation of financial instruments carried at fair value

Financial instruments carried at fair value on the balance sheet comprise derivatives and other equity investments. The Group classifies these financial instruments using a fair value hierarchy that reflects the relative significance of both objective evidence and subjective judgements on the inputs used in making the fair value measurements:

- Level 1: financial instruments are valued using observable inputs that reflect unadjusted quoted market prices in an active market for identical instruments. An example of an item in this category is a widely traded equity instrument with a normal quoted market price.
- Level 2: financial instruments are valued using techniques based on observable inputs, either directly (i.e. market prices and rates) or indirectly (i.e. derived from market prices and rates). An example of an item in this category is a currency derivative, where forward exchange rates and yield curve data, which are observable in the market, are used to derive fair value.
- Level 3: financial instruments are valued using techniques involving significant unobservable inputs.

b) Derivatives

All derivatives are classified as current on the face of the balance sheet. The table below analyses the carrying amount of derivatives and their contractual/notional amounts, together with an analysis of derivatives by the level in the fair value hierarchy into which their fair value measurement method is categorised.

	2026				2025			
	Contractual /notional amounts £m	**Level 1 £m**	**Level 2 £m**	**Total £m**	Contractual/ notional amounts £m	Level 1 £m	Level 2 £m	Total £m
Financial assets								
Currency derivatives	**3,859**	**–**	**45**	**45**	1,048	–	17	17
Commodity derivatives	**207**	**4**	**45**	**49**	125	1	5	6
	4,066	**4**	**90**	**94**	1,173	1	22	23
Financial liabilities								
Currency derivatives	**3,140**	**–**	**(38)**	**(38)**	3,787	–	(142)	(142)
Commodity derivatives	**150**	**–**	**(30)**	**(30)**	171	1	(17)	(16)
	3,290	**–**	**(68)**	**(68)**	3,958	1	(159)	(158)

Notes forming part of the financial statements

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27. Financial instruments *continued*

c) Cash flow hedging reserve

The following table identifies the movements in the cash flow hedging reserve during the year and the periods in which the cash flows are expected to occur. The periods in which the cash flows are expected to impact profit or loss are materially the same.

	2026			2025			
	Currency derivatives £m	**Commodity derivatives £m**	**Total £m**	Currency derivatives £m	Interest rate derivatives £m	Commodity derivatives £m	Total £m
Opening balance	**87**	**9**	**96**	44	(1)	2	45
(Gains)/losses recognised in the hedging reserve	**(39)**	**(26)**	**(65)**	78	1	(41)	38
Amount removed from the hedging reserve and included in the income statement:							
• revenue	**3**	**7**	**10**	6	–	3	9
• cost of sales	**–**	**(14)**	**(14)**	–	–	49	49
Amounts removed from the hedging reserve and included in a non-financial asset:							
• inventory	**(77)**	**7**	**(70)**	(32)	–	(2)	(34)
Deferred tax	**21**	**7**	**28**	(9)	–	(2)	(11)
Closing balance	**(5)**	**(10)**	**(15)**	87	–	9	96
Cash flows are expected to occur:							
• within six months	**(3)**	**(17)**	**(20)**	48	–	9	57
• between six months and one year	**(2)**	**4**	**2**	37	–	–	37
• between one and two years	**–**	**3**	**3**	2	–	–	2
	(5)	**(10)**	**(15)**	87	–	9	96

The closing balance of £(15)m (2025 – £96m) and net movement in the year of (£111m) (2025 – £51m) are all attributable to equity shareholders.

The balance remaining in the commodity cash flow hedge reserve from hedging relationships for which hedge accounting is no longer applied is £2m (2025 – £1m).

The balance in the cost of hedging reserve was not significant at 12 September 2026 or 13 September 2025.

d) Financial risk identification and management

The Group is exposed to the following financial risks from the use of financial instruments:

- market risk;
- credit risk; and
- liquidity risk.

The Group's financial risk management process seeks to enable the early identification, evaluation and effective management of key risks facing the business. Risk management policies and governance committees have been established and are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its policies and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group sources and sells products and manufactures goods in many locations around the world. These operations expose the Group to potentially significant price volatility in the financial and commodity markets. Risk management teams have been established to manage this exposure by entering into a range of products, including physical and financial forward contracts, futures, swaps and, where appropriate, options. These teams work closely with Group Treasury and report regularly to executive management.

27. Financial instruments *continued*

Treasury activities and commodity hedging are conducted within a clearly defined framework of Board-approved policies and guidelines to manage the Group's financial and commodity risks. Group Treasury works closely with the Group's commercial and procurement teams to manage commodity risks. Group Treasury policy seeks to ensure that adequate financial resources are available at all times for the management and development of the Group's businesses, whilst effectively managing its market risk and credit risk. The Group's risk management policy explicitly forbids the use of financial or commodity derivatives for speculative purposes.

e) Foreign currency translation

The Group presents its financial statements in sterling. As a result of its worldwide operations, the Group is exposed to foreign currency translation risk where overseas operations have a functional currency other than sterling. Changes in foreign currency exchange rates impact the translation into sterling of both the income statement and net assets of these foreign operations.

The Group typically finances its operations using own funds generated in the functional currency of its operations and, where appropriate, by borrowing locally in the same functional currency. This reduces net asset values reported in functional currencies other than sterling, thereby reducing the economic exposure to fluctuations in foreign currency exchange rates on translation.

Where the Group is exposed to foreign currency translation risk arising from foreign operations, it may use foreign currency borrowings or financial derivatives to hedge this exposure and, where appropriate designate such hedging relationships as net investment hedges.

The Group does not actively hedge the translation impact of foreign exchange rate movements on the income statement (other than via the partial economic hedge arising from the servicing costs on non-sterling borrowings).

The Group designates certain of its intercompany loan arrangements as quasi-equity for the purposes of IAS 21. The effect of the designation is that any foreign exchange movements arising within the borrowing entity and/or the lending entity are accounted for directly within other comprehensive income on consolidation.

A net foreign exchange gain of £4m (2025 – loss of £1m) on retranslation of these loans has been taken to the translation reserve on consolidation, all of which was attributable to equity shareholders.

f) Market risk

Market risk is the risk of movements in the fair value of future cash flows of a financial instrument or forecast transaction as underlying market prices change. The Group is exposed to changes in the market price of commodities, interest rates and foreign exchange rates. These risks are known as 'transaction' (or recognised) exposures and 'economic' (or forecast) exposures.

(i) Commodity price risk

Commodity price risk arises from the procurement of raw materials and sale of finished goods linked to market indices and the consequent exposure to changes in market prices.

The Group purchases a wide range of commodities in the ordinary course of business and has some sales contracts which are linked to financial market indices. Exposure to changes in the market price of certain of these commodities including sugar raws, energy, cereals, edible oils, soya beans, tea, lean hog, cocoa and rice is managed through the use of forward physical contracts and hedging instruments, including futures, swaps and options primarily to convert floating prices to fixed prices. The use of such contracts to hedge commodity exposures is governed by the Group's risk management policies and is continually monitored by Group Treasury. Commodity derivatives also provide a way to meet customers' pricing requirements whilst achieving a price structure consistent with the Group's overall pricing strategy.

Some of the Group's commodity forward contracts are classified as 'own use' contracts, since they are entered into, and continue to be held, for the purposes of the Group's ordinary operations. In this instance the Group takes physical delivery of the commodity concerned. Own use contracts do not require accounting entries until the commodity purchase actually crystallises. Where possible, other commodity derivatives are accounted for as cash flow hedges (typically with a one-to-one hedge ratio), but there are some commodity derivatives for which the strict requirements of hedge accounting cannot be satisfied. Such commodity derivatives are used only where the business believes they provide an economic hedge of an underlying exposure. These instruments are classified as held for trading and are marked to market through the income statement.

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27. Financial instruments *continued*

The majority of the Group's forward physical contracts and commodity derivatives have maturities of less than one year.

The Group's sensitivities in respect of commodity derivatives for a +/- 20% movement in underlying commodity prices are £15m (2025 – £24m) and £(12)m (2025 – £(22)m), respectively.

(ii) Interest rate risk

Interest rate risk comprises two primary elements:

- interest price risk results from financial instruments bearing fixed interest rates. Changes in floating interest rates therefore affect the fair value of these financial instruments; and
- interest cash flow risk results from financial instruments bearing floating rates. Changes in floating interest rates affect cash flows on interest receivable or payable.

The Group's policy is to manage its mix of fixed and floating rate debt, cash and investments so that a significant change in interest rates does not have a material negative impact on the Group's cash flows.

At 12 September 2026, £441m (63%) (2025 – £395m and 59%) of total debt was subject to fixed rates of interest, the majority of which is the 2034 public bond. Floating rate debt comprises other bank borrowings bearing interest rates for various time periods up to 12 months, by reference to the relevant market rate for the currency and location of the borrowing.

The Group's cash, cash equivalents and current asset investments are subject to floating rates of interest, fixed for periods up to six months by reference to the relevant market rate for the currency of the cash placing or investment.

(iii) Foreign currency risk

The Group conducts business worldwide and consequently in many foreign currencies. As a result, it is exposed to movements in foreign currency exchange rates which affect the Group's transaction costs. The Group also publishes its financial statements in sterling and is therefore exposed to movements in foreign exchange rates on the translation of the results and underlying net assets of its foreign operations into sterling.

Translation risk is discussed in section e) of this note.

Transaction (recognised) risk

Currency transaction exposure occurs where a business makes sales and purchases in a currency other than its functional currency, or where the functional currency value of the sale or purchase is linked to a currency other than its functional currency. It also arises where monetary assets and liabilities of a business are not denominated in its functional currency, and where dividends or surplus funds are remitted from overseas. The Group's policy is to match transaction exposures wherever possible, and to hedge actual exposures and firm commitments as soon as they occur by using forward foreign currency contracts.

The Group uses derivatives (principally forward foreign currency contracts) to hedge its exposure to movements in exchange rates on its foreign currency trade receivables and payables. The Group does not seek formal fair value hedge accounting for such transaction hedges. Instead, such derivatives are classified as held for trading and marked to market through the income statement. This offsets the income statement impact of the retranslation of the foreign currency trade receivables and payables.

Economic (forecast) risk

The Group principally uses forward foreign currency contracts to hedge its exposure to movements in exchange rates on its highly probable forecast foreign currency sales and purchases. The Group does not formally define the proportion of highly probable forecast sales and purchases to hedge, but agrees an appropriate percentage on an individual basis with each business by reference to the underlying commercial model of the business, the Group's risk management policies and prevailing market conditions. The Group designates currency derivatives used to hedge its highly probable forecast transactions as cash flow hedges. Under IFRS 9, the spot component is designated in the hedging relationship and forward points and currency basis are excluded and recognised in other comprehensive income – cost of hedging. The cost of hedging value during the period and at the balance sheet date was not material. The economic relationship is based on critical terms and a one-to-one hedge ratio. To the extent that cash flow hedges are effective, gains and losses are deferred in equity until the forecast transaction occurs, at which point the gains and losses are recycled either to the income statement or to the non-financial asset acquired.

The majority of the Group's currency derivatives have original maturities of less than one year.

The Group's most significant currency transaction exposures are:

- sourcing for Primark – costs are denominated in a number of currencies, predominantly US dollars, euros and sterling; and
- sugar sales in British Sugar to movements in the sterling/euro exchange rate.

Elsewhere, a number of businesses make sales and purchases of a variety of raw materials in foreign currencies (primarily US dollars and euros), giving rise to transaction exposures. In all other material respects, businesses tend to operate in their functional currencies.

27. Financial instruments *continued*

The table below illustrates the effects of hedge accounting on the consolidated balance sheet and consolidated income statement, disclosing the details of the associated hedging instrument and hedged item by risk category and each type of hedge.

	2026					
	Contract notional £m	**Carrying amount assets/ (liabilities) £m**	**Furthest maturity date**	**Hedge ratio %**	**Change in fair value of hedging instrument used to determine hedge ineffectiveness £m**	**Change in fair value of hedged item used to determine hedge effectiveness £m**
Current						
Designated cash flow hedging relationships						
• currency derivatives	**3,143**	**5**	**Sep-27**	**100%**	**(6)**	**6**
• commodity derivatives	**311**	**22**	**Sep-27**	**100%**	**20**	**(20)**
Designated net investment hedging relationships						
• currency derivatives	**419**	**–**	**Jan-27**	**100%**	**–**	**–**
Non-current						
Designated cash flow hedging relationships						
• currency derivatives	**516**	**–**	**Sep-28**	**100%**	**(2)**	**2**
• commodity derivatives	**46**	**(3)**	**Sep-28**	**100%**	**(3)**	**3**

	2025					
	Contract notional £m	Carrying amount assets/ (liabilities) £m	Furthest maturity date	Hedge ratio %	Change in fair value of hedging instrument used to determine hedge ineffectiveness £m	Change in fair value of hedged item used to determine hedge effectiveness £m
Current						
Designated cash flow hedging relationships						
• currency derivatives	3,520	(109)	Sep-26	100%	(125)	125
• commodity derivatives	294	(10)	Sep-26	100%	(11)	11
Non-current						
Designated cash flow hedging relationships						
• currency derivatives	1	(3)	Aug-27	100%	5	(5)

Hedging relationships are typically based on a one-to-one hedge ratio. The economic relationship between the hedged item and the hedging instrument is analysed on an ongoing basis. Sources of possible ineffectiveness include changes in forecast transactions as a result of timing or value or, in certain cases, different indices linked to the hedged item and the hedging instrument. At 12 September 2026, £3,659m of forward foreign currency contracts designated as cash flow hedges were outstanding (2025 – £3,521m), largely in relation to purchases of US dollars (£2,983m) and sales of euro (£267m) with a mix of other currency hedges with varying maturities up to September 2028. Weighted average hedge rates for these contracts are GBPUSD: 1.35, EURUSD: 1.18 and GBPEUR: 1.09. Commodity derivatives designated as cash flow hedges related to a range of underlying hedged items, with varying maturities up to September 2028.

Notes forming part of the financial statements

for the 52 weeks ended 12 September 2026

27. Financial instruments *continued*

The analysis of the Group's foreign currency exposure to financial assets and liabilities by currency of denomination is as follows:

	2026				
	Sterling £m	**US dollar £m**	**Euro £m**	**Other £m**	**Total £m**
Financial assets					
Cash and cash equivalents	**2**	**223**	**12**	**22**	**259**
Trade and other receivables	**1**	**49**	**20**	**23**	**93**
	3	**272**	**32**	**45**	**352**
Financial liabilities					
Trade and other payables	**(1)**	**(26)**	**(31)**	**(12)**	**(70)**
Unsecured loans and overdrafts	**–**	**(1)**	**–**	**–**	**(1)**
	(1)	**(27)**	**(31)**	**(12)**	**(71)**
Currency derivatives					
Gross amounts receivable	**101**	**3,623**	**1,260**	**517**	**5,501**
Gross amounts payable	**(2)**	**(382)**	**(929)**	**(185)**	**(1,498)**
	99	**3,241**	**331**	**332**	**4,003**
	101	**3,486**	**332**	**365**	**4,284**

	2025				
	Sterling £m	US dollar £m	Euro £m	Other £m	Total £m
Financial assets					
Cash and cash equivalents	1	411	19	23	454
Trade and other receivables	–	39	22	12	73
	1	450	41	35	527
Financial liabilities					
Trade and other payables	(24)	(351)	(36)	(8)	(419)
Unsecured loans and overdrafts	–	–	–	(1)	(1)
	(24)	(351)	(36)	(9)	(420)
Currency derivatives					
Gross amounts receivable	88	3,412	223	429	4,152
Gross amounts payable	(10)	(167)	(296)	(208)	(681)
	78	3,245	(73)	221	3,471
	55	3,344	(68)	247	3,578

	Average rate		Closing rate	
	2026	2025	**2026**	2025
US dollar	**1.34**	1.31	**1.35**	1.36
Euro	**1.15**	1.18	**1.17**	1.16

Sensitivity analysis – translation impact of non-functional assets and liabilities

The following sensitivity analysis illustrates the impact that a 10% strengthening of the Group's transactional currencies against local functional currencies would have had on profit and equity. The analysis covers currency translation exposures at year end on businesses' financial assets and liabilities that are not denominated in the functional currencies of those businesses. A similar but opposite impact would be felt on both profit and equity if the Group's main operating currencies weakened against local functional currencies by a similar amount.

The exposure to foreign exchange gains and losses on translating the financial statements of subsidiaries into sterling is not included in this sensitivity analysis, as there is no impact on the income statement, and the gains and losses are recorded directly in the translation reserve in equity (see sensitivity analysis later in this section). This sensitivity is presented before taxation and non-controlling interests.

27. Financial instruments *continued*

10% strengthening of non-functional currencies	2026 Impact on profit for the period £m	2026 Impact on total equity £m	2025 Impact on profit for the period £m	2025 Impact on total equity £m
Sterling	**3**	**11**	1	8
US dollar	**64**	**381**	83	390
Euro	**91**	**110**	13	(13)
Other	**29**	**40**	26	31

Sensitivity analysis – translation of foreign operations' profit before tax

A second sensitivity analysis calculates the impact on the Group's profit before tax if the average rates used to translate the results of the Group's foreign operations into sterling were adjusted to show a 10% strengthening of sterling. A similar but opposite impact would be felt on profit before tax if sterling weakened against the other currencies by a similar amount.

10% strengthening of sterling against	2026 Impact on profit for the period £m	2025 Impact on profit for the period £m
US dollar	**(33)**	(28)
Euro	**(21)**	(20)
Other	**(30)**	(27)

g) Credit risk

Credit risk is the risk that counterparties to financial transactions cannot perform according to the terms of the contract. The Group's businesses are principally exposed to counterparty credit risk when dealing with their customers, suppliers and from financial institutions.

The immediate credit exposure of financial derivatives is represented by those financial derivatives that have a net positive fair value by counterparty at 12 September 2026. The Group considers its maximum exposure to credit risk to be:

	Note	2026 £m	2025 £m
Cash and cash equivalents	19	**1,010**	1,057
Trade and other receivables	15	**1,597**	1,477
Loans and receivables	15	**15**	–
Other equity investments	15	**20**	35
Derivative assets at fair value through profit and loss		**20**	7
Derivative assets in designated cash flow hedging relationships		**74**	16
		2,736	2,592

The Group uses changes in credit ratings and other metrics to identify significant changes to the financial profile of its counterparties.

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for the 52 weeks ended 12 September 2026

27. Financial instruments *continued*

Counterparty risk profile and management

The table below analyses the Group's current asset investments, cash equivalents and derivative assets by credit exposure:

2026

Long-term issuer rating	Cash equivalents £m	Derivatives: Currency derivatives £m	Derivatives: Commodities £m	Total £m
AAA	**306**	**–**	**–**	**306**
AA	**12**	**1**	**2**	**15**
A	**254**	**42**	**45**	**341**
BBB	**5**	**–**	**–**	**5**
BB	**20**	**1**	**–**	**21**
Not rated	**115**	**1**	**2**	**118**
Total	**712**	**45**	**49**	**806**

2025

Long-term issuer rating	Cash equivalents £m	Derivatives: Currency derivatives £m	Derivatives: Commodities £m	Total £m
AAA	389	–	–	389
AA	–	1	–	1
A	136	15	6	157
BBB	3	–	–	3
BB	10	1	–	11
Not rated	55	–	–	55
Total	593	17	6	616

Cash of £298m (2025 – £464m) has been excluded from this analysis as the balances are available on demand. The significant majority of cash balances and short-term deposits are held with strong investment-grade banks or financial institutions.

Trade and other receivables

Significant concentrations of credit risk are very limited as a result of the Group's large and diverse customer base. The Group has an established credit policy applied by each business under which the credit status of each new customer is reviewed before credit is advanced. This includes external credit evaluations where possible and in some cases bank references. Credit limits are established for all significant or high-risk customers, which represent the maximum amount permitted to be outstanding without requiring additional approval from the appropriate level of management. Outstanding debts are continually monitored by each business. Credit limits are reviewed on a regular basis, and at least annually. Customers that fail to meet the Group's benchmark creditworthiness may only transact on a prepayment basis. Aggregate exposures are monitored at Group level.

Many customers have been transacting with the Group for many years and the incidence of bad debts has been low. Where appropriate, goods are sold subject to retention of title so that, in the event of non-payment, the Group may have a secured claim. The Group does not typically require collateral in respect of trade and other receivables.

The Group provides for impairment of financial assets including trade and other receivables based on known events, and makes a collective provision for losses yet to be identified, based on historical data. The majority of the provision comprises specific amounts.

To measure expected credit losses, gross trade receivables are assessed regularly by each business locally with reference to considerations such as the current status of the relationship with the customer, the geographical location of each customer and days past due (where applicable).

Expected losses are determined based on the historical experience of write-offs compared to the level of trade receivables. These historical loss expectations are adjusted for current and forward-looking information where it is identified to be significant. The Group considers factors such as national economic outlooks and bankruptcy rates of the countries in which its goods are sold to be the most relevant factors. Where the impact of these is assessed as significant, the historical loss expectations are amended accordingly.

The Group considers credit risk to have significantly increased for debts aged 180 days or over and expects these debts to be provided for in full. Where the Group holds insurance or has a legal right of offset with debtors who are also creditors, the loss expectation is applied only to the extent of the uninsured or net exposure.

27. Financial instruments *continued*

Trade receivables are written off when there is no reasonable expectation of recovery, indicators of which may include the failure of the debtor to engage in a payment plan and failure to make contractual payments within 180 days past due.

The maximum exposure to credit risk for trade and other receivables at the reporting date by geographic region of origin was:

	2026 £m	2025 £m
UK	**550**	517
Europe and Africa	**453**	393
The Americas	**241**	235
Asia Pacific	**353**	332
	1,597	1,477

Trade receivables can be analysed as follows:

	2026 £m	2025 £m
Not overdue	**1,117**	1,021
Up to one month past due	**110**	147
Between one and two months past due	**21**	22
Between two and three months past due	**14**	9
More than three months past due	**43**	34
Expected loss provision	**(29)**	(27)
	1,276	1,206

Trade receivables are stated net of the following expected loss provision:

	2026 £m	2025 £m
Opening balance	**27**	27
Increase charged to the income statement	**9**	7
Amounts released	**(3)**	(4)
Amounts written off	**(4)**	(3)
Closing balance	**29**	27

No trade receivables were written off directly to the income statement in either year.

The geographical and business line complexity of the Group, combined with the fact that expected credit loss assessments are all performed locally, means that it is not practicable to present further analysis of expected credit losses.

In relation to other receivables not forming part of trade receivables, a similar approach has been taken to assess expected credit losses. No significant expected credit loss has been identified.

Cash and cash equivalents

Policies including choice of bank, opening of bank accounts and repatriation of funds must be agreed with Group Treasury. The Group has not recorded impairments against cash or cash equivalents, nor have any recoverability issues been identified with such balances.

h) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting its obligations as they fall due. Group Treasury is responsible for monitoring and managing Group liquidity and ensures that the Group always has access to sufficient cash balances and headroom on committed credit facilities to meet unforeseen circumstances. The Group also has access to uncommitted credit facilities which provide short-term funding flexibility.

Liquidity availability headroom is monitored via the use of detailed cash flow forecasts prepared by each business, which are reviewed at least quarterly, or more often, as required. Actual results are compared to budget and forecast each period, and variances are investigated and explained. Particular focus is given to management of working capital.

Notes forming part of the financial statements

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27. Financial instruments *continued*

The Group's treasury policies are in place to maintain a strong capital base and manage the Group's balance sheet to ensure long-term financial stability. This includes maintaining access to significant total liquidity comprised of both cash and undrawn committed credit facilities. These policies are the basis for investor, creditor and market confidence and enable the successful development of the business.

Details of the Group's borrowing facilities are given in section i) of this note.

The following table analyses the contractual undiscounted cash flows relating to financial liabilities at the balance sheet date and compares them to carrying amounts:

		2026						
	Note	Due within 6 months £m	Due between 6 months and 1 year £m	Due between 1 and 2 years £m	Due between 2 and 5 years £m	Due after 5 years £m	Contracted amount £m	Carrying amount £m
Non-derivative financial liabilities								
Trade and other payables	21	**(2,624)**	**(81)**	**–**	**–**	**–**	**(2,705)**	**(2,728)**
Secured loans	20	**(55)**	**–**	**–**	**–**	**–**	**(55)**	**(55)**
Unsecured loans and overdrafts	20	**(142)**	**(28)**	**(85)**	**(43)**	**(438)**	**(736)**	**(650)**
Lease liabilities	11	**(302)**	**(251)**	**(501)**	**(1,226)**	**(1,892)**	**(4,172)**	**(3,148)**
Deferred consideration	22	**(1)**	**(3)**	**(2)**	**(1)**	**(1)**	**(8)**	**(8)**
Derivative financial liabilities								
• Currency derivatives (net payments)		**(26)**	**(6)**	**–**	**–**	**–**	**(32)**	**(38)**
• Commodity derivatives (net payments)		**(15)**	**(3)**	**(3)**	**–**	**–**	**(21)**	**(30)**
Total financial liabilities		**(3,165)**	**(372)**	**(591)**	**(1,270)**	**(2,331)**	**(7,729)**	**(6,657)**

		2025						
	Note	Due within 6 months £m	Due between 6 months and 1 year £m	Due between 1 and 2 years £m	Due between 2 and 5 years £m	Due after 5 years £m	Contracted amount £m	Carrying amount £m
Non-derivative financial liabilities								
Trade and other payables	21	(2,494)	(43)	–	–	–	(2,537)	(2,537)
Secured loans	20	(65)	–	–	–	–	(65)	(65)
Unsecured loans and overdrafts	20	(173)	(19)	(36)	(30)	(440)	(698)	(602)
Lease liabilities	11	(240)	(242)	(475)	(1,222)	(1,962)	(4,141)	(3,019)
Deferred consideration	22	(1)	(4)	–	–	(1)	(6)	(6)
Derivative financial liabilities								
• Currency derivatives (net payments)		(81)	(41)	(2)	–	–	(124)	(142)
• Commodity derivatives (net payments)		(17)	(1)	–	–	–	(18)	(16)
Total financial liabilities		(3,071)	(350)	(513)	(1,252)	(2,403)	(7,589)	(6,387)

The above tables do not include forecast data for liabilities which may be incurred in the future but which were not contracted at 12 September 2026.

The principal reasons for differences between carrying values and contractual undiscounted cash flows are coupon payments on the fixed rate debt to which the Group is already committed, future interest payments on the Group's lease liabilities and cash flows on derivative financial instruments which are not aligned with their fair value.

27. Financial instruments *continued*

i) Borrowing facilities

The Group has substantial borrowing facilities available to it totalling £2,392m (2025 – £2,047m). The undrawn committed facilities at 12 September 2026 amounted to £1,848m (2025 – £1,545m). Uncommitted facilities at 12 September 2026 totalled £4,802m (2025 – £382m) of which £4,641m (2025 – £217m) was undrawn.

In addition to the above facilities there are also £268m (2025 – £239m) of undrawn and available credit lines for the purposes of issuing letters of credit and guarantees in the normal course of business.

The Group has issued a public bond of £400m due in 2034. Included are deferred financing costs totalling £9m which have been capitalised against the bond and are to be amortised over its term. The carrying value of deferred financing costs is £7m (2025 – £7m).

Uncommitted bank borrowing facilities are normally reaffirmed by the banks annually, although they can be withdrawn at any time. Refer to note 9 for details of the Group's capital commitments and to note 28 for a summary of the Group's guarantees.

The terms of a bank loan with a carrying value of £55m require the Group to comply with certain financial covenants related to the ratio of net debt to EBITDA at each annual and interim reporting date. Due to construction delays in completion of the asset to which the loan relates, the Group has agreed, subsequent to the balance sheet date, a waiver for performance covenant tests up to and including February 2028.

An assessment of the Group's current liquidity position is given in the Financial Review on page 49.

j) Capital management

The capital structure of the Group is presented in the consolidated balance sheet. For the purpose of the Group's capital management, capital includes issued capital and all other reserves attributable to equity shareholders, totalling £11,607m (2025 – £11,059m).

The consolidated statement of changes in equity provides details on equity and note 20 provides details of loans and overdrafts. Short and medium-term funding requirements are provided by a variety of loan and overdraft facilities, both committed and uncommitted, with a range of counterparties and maturities. Longer-term debt funding is sourced from the 2034 public bond and committed revolving credit facilities.

The Board's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to enable successful future development of the business. The financial leverage policy is that, in the ordinary course of business, the Board prefers to see the Group's ratio of total net debt including lease liabilities to adjusted EBITDA to be well under 1.5x whilst financial leverage consistently below 1.0x may indicate a surplus capital position. The Board monitors return on capital by division and determines the overall level of dividends payable to shareholders. Surplus capital may be returned to shareholders by special dividends or share buybacks, subject to the Board's discretion.

There were no changes to the Group's approach to capital management during the year. Neither the Company nor any of its subsidiaries is subject to externally-imposed capital requirements.

28. Contingencies

Litigation and other proceedings against the Group are not considered material in the context of these financial statements.

At 12 September 2026, Group companies have provided guarantees in the ordinary course of business amounting to £1,755m (2025 – £1,558m).

In 2021, a Thai court ruled in favour of the Group's Ovaltine business in Thailand in a legal action it brought against one of its suppliers in respect of a contractual dispute. The court concluded that between 2009 and 2019 the supplier had overcharged Ovaltine Thailand and should pay compensation of 2.2 billion Thai baht (£49m; 2025 – £50m). The relevant contractual relationship between the Group and its supplier terminated at the end of 2019. The supplier appealed the judgement, which was overturned in October 2023. Ovaltine Thailand filed an objection to the appeal in May 2024, which has been accepted and is now being reviewed by the Supreme Court in Thailand. The Group has not yet recorded an asset in respect of this matter.

29. Related parties

The Group has a controlling shareholder relationship with its parent company, Wittington Investments Limited, with the trustees of the Garfield Weston Foundation and with certain other individuals who hold shares in the Company. Further details of the controlling shareholder relationship are included in note 30. The Group has a related party relationship with its associates and joint ventures (see note 30) and with its directors. In the course of normal operations, related party transactions entered into by the Group have been contracted on an arm's length basis.

Details of the directors are given on pages 100 and 101. Their interests in the Company, including family interests, are given on pages 130 and 132. Key management personnel are considered to be the directors. Their remuneration is disclosed in the Directors' Remuneration Report on pages 120 to 134.

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29. Related parties *continued*

Material transactions and year end balances with related parties were as follows:

	Sub note	2026 £'000	2025 £'000
Charges to Wittington Investments Limited in respect of services provided by the Company and its subsidiary undertakings		**1,465**	1,565
Sales to fellow subsidiary undertakings on normal trading terms	1	**9**	17
Sales to companies with common key management personnel on normal trading terms	2	**12,757**	13,309
Amounts due from companies with common key management personnel	2	**42**	795
Sales to joint ventures on normal trading terms		**16,773**	15,876
Sales to associates on normal trading terms		**60,941**	89,881
Purchases from joint ventures on normal trading terms		**299,865**	394,159
Purchases from associates on normal trading terms		**21,395**	36,906
Amounts due from joint ventures		**4,257**	1,790
Amounts due from associates		**5,877**	6,924
Amounts due to joint ventures		**21,991**	26,161
Amounts due to associates		**457**	720
Capital commitments from joint ventures		**—**	49

1. The fellow subsidiary undertaking is Fortnum and Mason plc.
2. The company with common key management personnel is the George Weston Limited group, in Canada.

30. Group entities

Control of the Group

The Garfield Weston Foundation is an English charitable trust established in 1958 by the late W. Garfield Weston. The Foundation has no direct interest in the Company, but at 12 September 2026 was the beneficial owner of 683,073 shares (2025 – 683,073 shares) in Wittington representing 79.2% (2025 – 79.2%) of that company's issued share capital and the Foundation is therefore the Company's ultimate controlling party. At 12 September 2026, the trustees of the Foundation comprised nine grandchildren of the late W. Garfield Weston of whom five are children of the late Garry H. Weston.

The largest and smallest group in which the results of the Company are consolidated is that headed by Wittington, the accounts of which are available at Companies House, Crown Way, Cardiff CF14 3UZ. It is the ultimate holding company, is incorporated in Great Britain and is registered in England.

At 12 September 2026, Wittington, together with its subsidiary Howard Investments Limited, held 421,243,985 ordinary shares (2025 – 421,243,985) representing in aggregate 59.9% (2025 – 58.8%) of the total issued ordinary share capital of the Company.

Wittington and, through their control of Wittington, the trustees of the Foundation, are controlling shareholders of the Company. Certain other individuals, including certain members of the Weston family who hold shares in the Company (and including two of the Company's directors, George Weston and Emma Mitchell) are, under the UK Listing Rules, treated as acting in concert with Wittington and the trustees of the Foundation and are therefore also treated as controlling shareholders of the Company. Wittington, the trustees of the Foundation and these individuals together comprise the controlling shareholders of the Company and, at 12 September 2026, have a combined interest in approximately 63.9% (2025 – 62.8%) of the Company's voting rights. Information on the relationship agreement between the Company and its controlling shareholders is set out on page 135 of the Directors' Report.

Subsidiary undertakings

A list of the Group's subsidiaries at 12 September 2026 is given below. The entire share capital of subsidiaries is held within the Group except where ownership percentages are shown. These percentages give the Group's ultimate interest and therefore allow for situations where subsidiaries are owned by partly owned intermediate subsidiaries. Where subsidiaries have different classes of shares, this is largely for historical reasons and the effective percentage holdings given represent both the Group's voting rights and equity holding. Shares in ABF Investments plc and ABF Investments (No. 2) Limited are held directly by Associated British Foods plc. All other holdings in subsidiaries are owned by members of the Associated British Foods plc group. All subsidiaries are consolidated in the Group's financial statements.

30. Group entities *continued*

Subsidiary undertakings	% effective holding if not 100%
United Kingdom	
England and Wales	
Weston Centre, 10 Grosvenor Street, London, W1K 4QY	
A.B. Exploration Limited	
A.B.F.Holdings Limited	
A.B.F. Nominees Limited	
A.B.F. Properties Limited	
AB Agri Limited	
AB Foods Australia Limited	
AB Mauri (UK) Limited	
AB Mauri China Limited	
AB Sugar China Holdings Limited	
AB World Foods (Holdings) Limited	
AB World Foods Limited	
ABF (No.1) Limited	
ABF (No.2) Limited	
ABF (No.3) Limited	
ABF BRL Finance Ltd	
ABF Europe Finance Limited	
ABF European Holdings Limited	
ABF Finance Limited	
ABF Food Tech Investments Limited	
ABF Funding	
ABF Grain Products Limited	
ABF Green Park Limited	
ABF Grocery Limited	
ABF HK Finance Limited	
ABF Ingredients Limited	
ABF Investments (No.2) Limited	
ABF Investments plc	
ABF Japan Limited	
ABF MXN Finance Limited	
ABF Overseas Limited	
ABF PM Limited	
ABF TZS Finance Limited	
ABF UK Finance Limited	
ABF ZMW Finance Limited	
ABN (Overseas) Limited	
ABNA Feed Company Limited	
ABNA Limited	
Acetum (UK) Limited	
AD Sherburn Limited	
Agrilines Limited	
Allied Bakeries Limited	
Allied Grain (Scotland) Limited	
Allied Grain (South) Limited	
Allied Grain (Southern) Limited	
Allied Grain Limited	
Allied Mills (No.1) Limited	
Allied Mills Limited	
Allinson Limited	
Associated British Foods Pension Trustees Limited	
Atrium 100 Properties Limited	
Atrium 100 Stores Holdings Limited	
Atrium 100 Stores Limited	
B.E. International Foods Limited	
Banbury Agriculture Limited	
British Sugar (Overseas) Limited	
British Sugar plc	
BSO (China) Limited	
Capsicana Ltd	
Cereform Limited	
Dairy Consulting Limited	
Dorset Cereals Limited	
Eastbow Securities Limited	
Elsenham Quality Foods Limited	
Fishers Feeds Limited	
Fishers Seeds & Grain Limited	
Food Investments Limited	
G. Costa (Holdings) Limited	
G.Costa and Company Limited	
Germain's (U.K.) Limited	
Greencoat Farm Limited	
Greencoat Limited	
H 5 Limited	
Hovis Group Ltd	
Hovis Holdings Limited	
Hovis Investments Ltd	
Hovis Limited	
Illovo Sugar Africa Holdings Limited	
John K. King & Sons Limited	
Kingsgate Food Ingredients Limited	
KO2 Limited	
LeafTC Limited	
Mauri Products Limited	
Mountsfield Park Finance Limited	
National Livestock Records Limited	
National Milk Records Limited	
National Milk Records Trustee Company Limited	
Natural Vetcare Limited	
Nordic Star Ltd	
Nutrition Trading (International) Limited	
Patak (Spices) Limited	
Patak Food Limited	
Patak's Breads Limited	
Patak's Foods 2008 Limited	
Premier Nutrition Products Limited	
Pride Oils Public Limited Company	
Primark Austria Limited	
Primark Limited (previously Primark U.K. Limited)	
Primark Mode Limited	
Primark Stores Limited	
Primark US Holdings Limited	
Primary Diets Limited	
Proper Nutty Limited	
R. Twining and Company Limited	
Rank Hovis Milling Limited	
Reflex Nutrition Limited	
Roses Nutrition Ltd	
Seedcote Systems Limited	

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30. Group entities *continued*

Subsidiary undertakings	% effective holding if not 100%
Shep-Fair Products Limited	
Spectrum Aviation Limited	
Speedibake Limited	
Sunblest Bakeries Limited	
The Billington Food Group Limited	
The Jordans & Ryvita Company Limited	
The Silver Spoon Company Limited	
Tip Top Bakeries Limited	
Trident Feeds Limited	
Twining Crosfield & Co Limited	
Vivergo Fuels Limited	
W. Jordan & Son (Silo) Limited	
W.Jordan (Cereals) Limited	
Wereham Gravel Company Limited (The)	
Westmill Foods Limited	
Weston Biscuit Company Limited (The)	
Weston Foods Limited	
Weston Research Laboratories Limited	
Worldwing Investments Limited	
Bright Street, Leigh, WN7 5QH	
Romix Foods Limited	
Northern Ireland	
1 College Place North, Belfast, BT1 6BG	
James Neill, Limited	
Unit 4, 211 Castle Road, Randalstown, Co. Antrim, BT41 2EB	
Jordan Bros. (N.I.) Limited	
Nutrition Services (International) Limited	
Vistavet Limited	
Scotland	
180 Glentanar Road, Glasgow, G22 7UP	
ABN (Scotland) Limited	
32 Kelvin Avenue, Hillington Park, Glasgow, G52 4LT	
National Milk Laboratories Limited	
Miller Samuel LLP, RWF House, 5 Renfield Street, Glasgow, G2 5EZ	
Korway Foods Limited	
Korway Holdings Limited	
Patak's Chilled Foods Limited	
Patak's Frozen Foods Limited	
Argentina	
Mariscal Antonio José de Sucre 632, 2nd Floor, 1428 Buenos Aires, Argentina	
AB Mauri Hispanoamérica S.A.	
Compañía Argentina De Levaduras S.A.I.C.	
Australia	
Building A, Level 2, 11 Talavera Road, North Ryde, NSW 2113, Australia	
AB Mauri Overseas Holdings Limited	
AB Mauri Pakistan Pty Limited	
AB Mauri ROW Holdings Pty Limited	
AB Mauri South America Pty Limited	
AB Mauri South West Asia Pty Limited	
AB Mauri Technology & Development Pty Limited	
AB Mauri Technology Pty Limited	
AB World Foods Pty Ltd	
Anzchem Pty Limited	
Artisanal Finance Pty Ltd	
Artisanal Holdings Pty Ltd	
Artisanal Operations Pty Ltd	
AusPac Ingredients Pty Ltd	
Brasserie Bread Operations Pty Ltd	
CCD Animal Health Pty Ltd	
Food Investments Pty. Limited	
George Weston Foods (Victoria) Pty Ltd	
George Weston Foods Limited	
GWF Victoria Farm Properties Pty Ltd	
GWF Victoria Holdings Pty Ltd	
GWF Victoria Manufacturing Properties Pty Ltd	
Indonesian Yeast Company Pty Limited	
Mauri Fermentation Brazil Pty Limited	
Mauri Fermentation Chile Pty Limited	
Mauri Fermentation China Pty Limited	
Mauri Fermentation India Pty Limited	
Mauri Fermentation Indonesia Pty Limited	
Mauri Fermentation Malaysia Pty. Limited	
Mauri Fermentation Philippines Pty Limited	
Mauri Fermentation Vietnam Pty Limited	
Mauri Yeast Australia Pty. Limited	
N&C Enterprises Pty. Ltd	
Noisette Bakery Pty Ltd	
Noisette Bakery Unit Trust	
Noisette Retail Pty Ltd	
Serrol Ingredients Pty Limited	
The Jordans and Ryvita Company Australia Pty Ltd	
Yumi's Quality Foods Pty Ltd	
35-37 South Corporate Avenue, Rowville, VIC 3178, Australia	
AB Food & Beverages Australia Pty Limited	
Suite 4, Level 19, 695 Collins Street, Docklands, VIC 3008, Australia	
ABF Wynyard Park Limited Partnership	
Austria	
Annagasse 6/3. OG, 1010 Vienna, Austria	
Primark Austria Ltd & Co KG	
Krottenbachstrasse 82-88/Stg 1/Top 5, 1190 Vienna, Austria	
Nutrilabs GmbH	
Bangladesh	
House -153/2, Road-2/2, Block-A, Section-12, Mirpur, Dhaka 1208, Bangladesh	
Twinings Ovaltine Bangladesh Limited	
Belgium	
Chaussée de La Hulpe 177/20, 1170 Brussels, Belgium	
Primark SA	
Industriepark 2d, 9820 Merelbeke, Belgium	
AB Mauri Belgium NV	
Brazil	
Alameda Madeira 328, 20th Floor, Room 2005, Alphaville - Barueri, Sao Paulo, 06454-010, Brazil	
AB Enzimas Brasil Comercial Ltda.	
Avenida Dra. Ruth Cardoso, no. 7.221, 11th Floor, Room 1.101 (parte), Condomínio Edifício Birmann 21, Pinheiros, City of São Paulo, State of São Paulo, CEP 05425-902, Brazil	

30. Group entities *continued*

Subsidiary undertakings	% effective holding if not 100%
AB Vista Brasil Comércio De Alimentação Animal Ltda.	
Avenida Tietê, L-233, Barranca do Rio Tietê, City of Pederneiras, State of São Paulo, CEP 17.280-000, Brazil	
AB Mauri Brasil Ltda.	
Rua Amazonas, No. 872, Jardim da Várzea, City of Santana de Parnaíba, State of São Paulo, 06530-085, Brazil	
Casa de Bolos Distribuidora Ltda.	
Casa de Bolos Franquia Ltda.	
Casa de Bolos Holding Operacional Ltda.	
Casa de Bolos Serviços e Comércio Ltda.	
Canada	
McCarthy Tetrault LLP, Box 48, Suite 5300, TD Bank Tower, Toronto, ON M5K 1E6, Canada	
AB Mauri (Canada) Limited	
Chile	
Miraflores Street No. 222, 28th Floor, Santiago, Chile	
Calsa Chile Inversiones Limitada	
China	
1 Industrial North Street, Zhangjiakou City, Zhangbei County, Hebei Province, China	
Hebei Mauri Food Co., Ltd.	
14 Juhai Road, Jinghai Development Zone, Tianjin, China	
ABNA (Tianjin) Feed Co., Ltd.	
145 Xincheng Road, Tengao Economic Development Zone, Anshan, Liaoning 114225, China	
ABNA Feed (Liaoning) Co., Ltd.	
17 Xiangyang Street, Tu Township, Chayouqianqi, Inner Mongolia, China	
Botian Sugar Industry (Chayou Qianqi) Co., Ltd.	
8 Lancun Road, Economic and Technical Development Zone, Minhang, Shanghai 200245, China	
Shanghai AB Food & Beverages Co., Ltd.	
Chuangxin Road, Tonggu Industry Zone, Sandu Town, Tonggu County, Jiangxi Province, China	
AB Agri Pumeixin Tech (Jiangxi) Co., Ltd.	
No. 1 Tongcheng Street, A Cheng District, Harbin, Heilongjiang Province, China	
AB (Harbin) Food Ingredients Co., Ltd.	
No. 126 Lushan Road, Economic Development Zone, Rudong County, Jiangsu Province, China	
AB Agri Animal Nutrition (Nantong) Co., Ltd.	
No. 128 Lushan Road, Economic Development Zone, Rudong County, Jiangsu Province, China	
AB Agri Tech (Jiangsu) Co., Ltd.	
No. 16 Qiuyuan Road, Economic Development Zone, Gaochun District, Nanjing, China	
AB Agri Pumeixin Tech (Jiangsu) Co., Ltd.	
No. 2, Xiwang Avenue, Suiping Industrial Concentration Zone, Zhumadian, Henan Province, China	
AB Agri Animal Nutrition Technology (Henan) Co., Ltd.	
No. 28, South Shunjin Road, Yintai District, Tongchuan, Shaanxi Province, China	
AB Agri Animal Nutrition (Shaanxi) Co., Ltd.	
No. 68-1, Shuanglong Road, Fushan District, Yantai City, Shandong Province, China	
Yantai Mauri Yeast Co., Ltd.	92%
Room 1110, No. 368, Changjiang Road, Nangang Concentrated District, Economic Development Zone, Harbin, China	
Botian Sugar Industry Co., Ltd.	
Room 2401, No. 2461, 24th Floor, No. 77 Jianguo Road, Chaoyang District, Beijing, China	
AB Mauri (Beijing) Food Sales and Marketing Company Limited	
Room 2802, Tower 2, Raffles City Changning, No. 1189 Changning Road, Changning District, Shanghai 200051, China	
AB Enzymes Trading (Shanghai) Co., Ltd.	
Room 2906, Tower 2, Raffles City Changning, No. 1189 Changning Road, Changning District, Shanghai 200051, China	
Associated British Foods Holdings (China) Co., Ltd.	
Shu Shan Modern Industrial Zone of Shou County, Huainan City, Anhui Province, China	
ABNA Feed (Anhui) Co., Ltd.	
Unit 03, 28th Floor (actual 24th) of Qiantan Xinde Center, No. 18, Lane 666, Haiyang West Road, China (Shanghai) Pilot Free Trade Zone, China	
ABNA Management (Shanghai) Co., Ltd.	
ABNA Trading (Shanghai) Co., Ltd.	
Colombia	
Carrera 35 No. 34A – 64, Palmira, Valle del Cauca, Colombia	
Fleischmann Foods S.A.	
Czech Republic	
Nádražní 523, 349 01 Stříbro, Czech Republic	
Bodit Tachov s.r.o.	
Národní 138/10, Nové Město, Prague 1, 110 00, Czech Republic	
Primark Prodejny s.r.o.	
Denmark	
Skjernvej 42, Trøstrup, 6920 Videbæk, Denmark	
AB Neo A/S	
Cowconnect ApS	
Ecuador	
Medardo Ángel Silva 13 y Panamá, Manzana 12, El Recreo, Eloy Alfaro, Durán, Guayas, Ecuador	
ABCALSA S.A.	
Eswatini	
Ubombo Sugar Limited, Old Main Road, Big Bend, Eswatini	
Bar Circle Ranch Limited	60%
Illovo Swaziland Limited	60%
Moyeni Ranch Limited	60%
Ubombo Sugar Limited	60%
Finland	
Koskelontie 19 B, Espoo, FI-02920, Finland	
AB Vista Finland Oy	
Alimetrics Research Oy	
Tykkimäentie 15b (PO Box 57), Rajamäki, FI-05201, Finland	
AB Enzymes Finland Oy	
France	
2 Rue des Moulins, 75001 Paris, France	
ABFI France SAS	
25 Rue Anatole France, 92300 Levallois-Perret, France	
Twinings & Co SAS	
40/42, Avenue Georges Pompidou, 69003 Lyon, France	
AB Mauri France SAS	
845 Chemin du Vallon du Maire, 13240 Septemes les Vallons, France	

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30. Group entities *continued*

Subsidiary undertakings	% effective holding if not 100%
SPI Pharma SAS	
Centre Commercial Régional Créteil Soleil, Niveau 3, 101 Avenue du Général de Gaulle, 94000 Créteil, France	
Primark France SAS	
ZAE Via Europa, 3 Rue d'Athènes, 34350 Vendres, France	
Fytexia SAS	
Germany	
Bredeneyer Str. 2b, 45133, Essen, Germany	
Primark Handel Ltd. & Co. KG	
Feldbergstr. 78, 64293, Darmstadt, Germany	
AB Enzymes GmbH	
Giulinistr. 2, 67065 Ludwigshafen, Germany	
Elementis Pharma GmbH	
Kennedyplatz 2, 45127, Essen, Germany	
Primark Mode Ltd. & Co. KG	
Primark Property GmbH	
Marie-Kahle-Allee 2, D-53113, Bonn, Germany	
Westmill Foods Europe GmbH	
Schauenburgerstr. 116, 24118, Kiel, Germany	
IFCN GmbH	
Wandsbeker Zollstrasse 59, 22041, Hamburg, Germany	
ABF Deutschland Holdings GmbH	
Ohly GmbH	
Ohly Grundbesitz GmbH	
Rheinische Presshefe- und Spritwerke GmbH	
Vital Solutions GmbH	
Westendstrasse 28, 60325, Frankfurt am Main, Germany	
Wander GmbH	
Greece	
28, Dimitriou Soutsou Str, Athens, GR 115 21, Greece	
PSH Teal Single Member S.A.	
Guernsey	
Dorey Court, Admiral Park, St. Peter Port, GY1 2HT, Guernsey	
Shamrock Guernsey Limited	
Talisman Guernsey Limited	
Hong Kong	
Room 1919, 19/F, Lee Garden One, 33 Hysan Avenue, Causeway Bay, Hong Kong	
Associated British Foods Asia Pacific Holdings Limited	
Hungary	
Károlyi utca 12. 3. em., Budapest, 1053, Hungary	
Primark Üzletek Korlátolt Felelősségű Társaság (Primark Üzletek Kft.)	
India	
First Floor, Regent Sunny Side, 80 Ft Road, 8th Block, Koramangala, Bengaluru, Karnataka, 560030, India	
SPI Specialties Pharma Private Limited	
G3/41, New Budge Budge Trunk Road, Old Dakghar, Kolkata, West Bengal, 700141, India	
Twinings Private Limited	
Worldmark 1, Tower 1, 5th floor, Maidawas Village Road, Sector-65, Gurugram, Haryana, Gurgaon, Sadar Bazar, Gurgaon, Haryana, 122001, India	
AB Mauri India Private Limited	
Indonesia	
GoWork Pacific Place - Pacific Place Mall 1st Floor, SCBD Jl., Jenderal Sudirman Kav. No. 52-53 Level 1, Unit 78, 79, 80, Senayan, Kec. Kby. Baru, Kota Jakarta Selatan, Daerah Khusus Ibukota, Jakarta 12190, Indonesia	
PT ABFood Beverage Nusantara	
Wisma GKBI Lt.39, Suite 3901, No. 28 Jl. Jend, Sudirman, Jakarta, Indonesia	
PT AB Food & Beverages Indonesia (in liquidation)	
Ireland	
1 Stokes Place, St. Stephen's Green, Dublin 2, Ireland	
Allied Mills Ireland Limited	
13 Classon House, Dundrum Business Park, Dundrum, Dublin 14, D14 W9Y3, Ireland	
Nutritional Advanced Formulas (Ireland) Limited	
47 Mary Street, Dublin 1, Ireland	
Abdale Finance Limited	
Primark Holdings Unlimited Company	
Primark Pension Trustees Limited	
Arthur Ryan House, 22-24 Parnell Street, Dublin 1, Ireland	
Primark Austria Limited	
Primark Handel Limited	
Primark Limited	
Primark Mode Limited	
Unit 5, Hebron House, Macdonagh Junction, Kilkenny, R95 T91Y, Ireland	
Intellync Technology Limited	
Italy	
Via Della Palla 2, 20123, Milan, Italy	
Primark Italy S.r.l.	
Via Gran Sasso, 33, Corbetta, 20011, Milan, Italy	
B Natural S.r.l.	
Via Milano 42, 27045, Casteggio (Pavia), Italy	
AB Mauri Italy S.p.A. Società Benefit	
ABF Italy Holdings S.r.l.	
Via Nicola Piccinni 2, 20131, Milan, Italy	
Twinings & Co Italia S.r.l.	
Via Rizzotto 46, 41126, Modena (MO), Italy	
AB Mauri Bakery Products S.r.l. (previously Mapo s.r.l.)	
Via Rizzotto 46, 41126, Modena (MO), Italy	
Acetaia Fini Modena S.r.l.	
Via Sandro Pertini 440, 41032, Cavezzo (MO), Italy	
Acetum S.p.A. Società Benefit	
Viale Monte Nero, 84, 20135, Milan, Italy	
AB Agri Italy S.r.l.	
Japan	
36F Atago Green Hills Mori Tower, 2-5-1 Atago, Minato-ku, Tokyo 105-6236, Japan	
Twinings Japan Co Ltd	50%
Nihombashi 3 Chome Square, 11th Floor, 3-9-1 Nihonbashi, Chuoku, Tokyo, Japan	
ABF Ingredients Japan G.K.	
Malawi	
Illovo House, Churchill Road, Limbe, Malawi	
Dwangwa Sugar Corporation Limited	76%
Illovo Sugar (Malawi) Plc	76%
Malawi Sugar Limited	

30. Group entities *continued*

Subsidiary undertakings	% effective holding if not 100%
Malaysia	
Unit 30-01, Level 30, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, 59200 Jalan Kerinchi, Kuala Lumpur, Malaysia	
AB Mauri Malaysia Sdn. Bhd.	52%
Malta	
171 Old Bakery Street, Valletta, VLT 1455, Malta	
Relax Limited	70%
Mauritius	
10th Floor, Standard Chartered Tower, 19 Cybercity, Ebene, Mauritius	
Illovo Group Financing Services	
Illovo Group Holdings Limited	
Illovo Group Marketing Services Limited	
Kilombero Holdings Limited	
Sucoma Holdings Limited	
Mexico	
Avenida Javier Barros Sierra 495, Piso 7, Oficina 07-102, Col. Santa Fe, Alvaro Obregón, Mexico City, 01219, Mexico	
ACH Foods Mexico, S. de R.L. de C.V.	
Paseo de la Reforma 1015, Piso 6, Suite/Oficina 06W123, Colonia Lomas de Santa Fe, Delegación Cuajimalpa de Morelos, Mexico City, 05348, Mexico	
AB CALSA, S.A. de C.V.	
Netherlands	
Blaak 555, 3011GB, Rotterdam, Netherlands	
AB Vista Europe B.V.	
Dinxperlosestraatweg 122, 7122 JS, Aalten, Netherlands	
Germains Seed Technology B.V.	
Laarderhoogtweg 25, 1101 EB, Amsterdam, Netherlands	
Westmill Foods Europe B.V.	
Mijlweg 77, 3316 BE, Dordrecht, Netherlands	
AB Mauri Netherlands B.V.	
AB Mauri Netherlands European Holdings B.V.	
Foods International Holding B.V.	
Oude Kerkstraat 55, 4878 AK, Etten-Leur, Netherlands	
Mauri Technology B.V.	
Van Oldenbarneveltplaats 36, 3012 AH, Rotterdam, Netherlands	
Primark Fashion B.V.	
Primark Netherlands B.V.	
Primark Stil B.V.	
New Zealand	
57 Forge Road, Silverdale 0932, New Zealand	
Dad's Pies Limited	
Building 6, Level 2, Central Business Park, Ellerslie, Auckland 1051, New Zealand	
Abe's Bagels Limited	
Allied Foods (NZ) Limited	
AusPac Ingredients NZ Limited	
George Weston Foods (NZ) Limited	
Nigeria	
3/7 Metal Box Road, Ogba Ikeja, Lagos, Nigeria	
Twinings Ovaltine Nigeria Limited	
Pakistan	
21 KM Ferozepur Road, 2 KM Hadyara Drain, Lahore, Pakistan	
AB Mauri Pakistan (Private) Limited	60%

Subsidiary undertakings	% effective holding if not 100%
Peru	
Av. Republica de Argentina No. 1227, Z.I. La Chalaca, Callao, Peru	
Calsa Perú S.A.C.	
Philippines	
1201-1202 Prime Land Building, Market Street, Madrigal Business Park, Ayala Alabang, Muntinlupa, 1770, Philippines	
AB Mauri Philippines, Inc.	
86 E Rodriguez Jr. Ave., Ugong Norte, QC, 1604, Pasig City, Metro Manila, Philippines	
AB Food & Beverages Philippines, Inc.	99%
Poland	
Przemysłowa 2, 67-100 Nowa Sól, Lubuskie, Poland	
AB Foods Polska Spółka z ograniczoną odpowiedzialnością (AB Foods Polska Sp. z o.o.)	
Towarowa 28, 00-839 Warsaw, Poland	
Primark Sklepy Spółka z ograniczoną odpowiedzialnością (Primark Sklepy Sp. z o.o.)	
ul. Główna 3A, Bruszczewo, 64-030, Śmigiel, Poland	
AB Neo Polska Spółka z ograniczoną odpowiedzialnością (AB Neo Polska Sp. z o.o.)	
ul. Rabowicka 29/31, 62-020, Swarzędz – Jasin, Poland	
R. Twining and Company Spółka z ograniczoną odpowiedzialnością (R. Twining and Company Sp. z o.o.)	
Portugal	
Avenida Salvador Allende, No. 99, Oeiras, Julião da Barra, Paço de Arcos e Caxias, 2770-157, Paço de Arcos, Portugal	
AB Mauri Portugal, S.A.	96%
Rua Castilho 50, 1250-071, Lisbon, Portugal	
Lojas Primark Portugal - Exploração, Gestão e Administração de Espaços Comerçiais S.A.	
Romania	
District 1, 165 Calea Floreasca, One Tower, 12th Floor, Bucharest, 014459, Romania	
Primark Magazine S.R.L.	
Rwanda	
2nd Floor, CHIC Building, Kigali, Rwanda	
Illovo Sugar (Kigali) Limited	
Singapore	
9 Raffles Place, #26-01 Republic Plaza, 048619, Singapore	
AB Mauri Investments (Asia) Pte Ltd	
63 Chulia Street, OCBC Centre East, #15-01, 049514, Singapore	
AB Vista Asia Pte. Limited	
Slovakia	
Pribinova 34, Bratislava - mestska cast Stare Mesto, 811 09, Slovakia	
Primark Slovakia s.r.o.	
Slovenia	
Bleiweisova cesta 30, Ljubljana, 1000, Slovenia	
Primark Trgovine, trgovsko podjetje, d.o.o.	
South Africa	
1 Nokwe Avenue, Ridgeside, Umhlanga Rocks, Kwazulu Natal, 4320, South Africa	
ABF Sugar Proprietary Limited	
CGS Investments (Pty) Limited	

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30. Group entities *continued*

Subsidiary undertakings	% effective holding if not 100%
East African Supply (Pty) Limited	
Glendale Sugar (Pty) Ltd	
Illovo Sugar (South Africa) Proprietary Limited	
Illprop (Pty) Limited	
Lacsa (Pty) Limited	70%
Reynolds Brothers (Pty) Ltd	
S.A. Sugar Distributors (Pty) Limited	
Spain	
8, 2, Calle Via Servicio I, 2, 19190 Torija, Guadalajara, Spain	
Primark Logística, S.L.U. Sociedad Unipersonal	
Avienda Virgen de Montserrat 44, Castelloli, 08719 Barcelona, Spain	
Germains Seed Technology, S.A.	
Calle Cardenal Marcelo Spínola, 42, 28016 Madrid, Spain	
AB Azucarera Iberia, S.L. Sociedad Unipersonal	
AB Vista Iberia, S.L.	
Calle Comunidad de Murcia, Parcela LIE-1-03, Plataforma Logística de Fraga, 22520 Fraga, Huesca, Spain	
Alternative Swine Nutrition, S.L.	
Calle Escoles Pies 49, Planta Baja, 08017 Barcelona, Spain	
DR Healthcare España, S.L.U.	
Calle Escultor Coomonte No. 2, Entreplanta, Benavente, Zamora, Spain	
Agroteo S.A.	53%
Calle Levadura, 5, Villarrubia, 14710 Córdoba, Spain	
AB Mauri Food, S.A	
ABF Iberia Holding S.L.	
Gran Vía 32, 5a Planta, 28013 Madrid, Spain	
Primark Tiendas, S.L.U.	
Plaza Pablo Ruiz Picasso S/N, Torre Picasso, Planta 37, Madrid, Spain	
Illovo Sugar España, S.L.	
Sri Lanka	
124 Templers Road, Mount Lavinia, Sri Lanka	
AB Mauri Lanka (Private) Limited	
Sweden	
Scheeles väg 5, 171 65, Solna, Sweden	
Larodan AB	
Switzerland	
Fabrikstrasse 10, CH-3176, Neuenegg, Switzerland	
Wander AG	
Taiwan	
3F-1, No. 161, Sec 4, Nanking E Rd, Taipei City 104, Taiwan	
AB Food and Beverages Taiwan, Inc.	
Tanzania	
Msolwa Mill Office, Kidatu, Morogoro, Tanzania	
Illovo Distillers (Tanzania) Limited	
Illovo Tanzania Limited	
Kilombero Sugar Company Limited	75%
Thailand	
1 Empire Tower, 24th Floor, Unit 2412-2413, South Sathorn Road, Yannawa, Sathorn, Bangkok, 10120, Thailand	
AB World Foods Asia Ltd.	
11th Floor, 2535 Sukhumvit Road, Kwaeng Bangchak, Khet Prakhanong, Bangkok, 10260, Thailand	
AB Food & Beverages (Thailand) Ltd.	
ABF Holdings (Thailand) Ltd.	
Türkiye	
Aksakal Mahallesi, Kavakpınarı, Küme Evleri No. 27, Bandirma/ Balikesir, 10245, Türkiye	
Mauri Maya Sanayi A.S.	
United Arab Emirates	
Office No. LB180M02, Jebel Ali 17620, Dubai, United Arab Emirates	
AB Mauri Middle East FZE	
United States of America	
158 River Road, Unit A, Clifton, NJ 07014, United States	
Modena Fine Foods, Inc.	
158 River Road, Unit B, Clifton, NJ 07014, United States	
Balsamic Express LLC	
208 S. LaSalle Street, Suite 814, Chicago, IL 60604, United States	
Omega Yeast Labs, LLC	
251 Little Falls Drive, Wilmington, DE 19808, United States	
Fytexia Corp.	
C T Corporation System, 155 Federal Street, Suite 700, Boston, MA 02110, United States	
Primark GCM LLC	
C T Corporation System, 330 N. Brand Blvd., Glendale, CA 91203, United States	
Pennypacker, LLC	
CT Corporation System, 818 West Seventh Street, Suite 930, Los Angeles CA 90017, United States	
AB Mauri Food Inc.	
The Corporation Trust Company, Corporation Trust Center, 1209 Orange Street, Wilmington, DE 19801, United States	
AB Agri US, Inc.	
AB Enzymes, Inc.	
AB Vista, Inc.	
AB World Foods US, Inc.	
ABF Ingredients North America, Inc.	
ABF North America Corp.	
ABF North America Holdings, Inc.	
Abitec Corporation	
ACH Capital Ventures, Inc.	
ACH Food Companies, Inc.	
ACH Jupiter LLC	
BakeGood, LLC	
Germains Seed Technology, Inc.	
PGP International, Inc.	
Primark US Corp.	
Prosecco Source, LLC	
SPI Pharma, Inc.	
SPI Polyols, LLC	
Twinings North America, Inc.	
Uruguay	
Carlos Antonio Lopez 7547, Montevideo, Uruguay	
Levadura Uruguaya S.A.	

30. Group entities *continued*

Subsidiary undertakings	% effective holding if not 100%
Venezuela	
Oficinas Once 3 (11-3) y Once 4 (11-4), Torre Mayupan, Av. Principal San Luis, Urbanización San Luis, Caracas, Venezuela	
Alimentos Fleischmann, C.A.	
Compañía de Alimentos Latinoamericana de Venezuela (CALSA) S.A.	
Vietnam	
La Nga Commune, Dinh Quan District, Dong Nai Province, Vietnam	
AB Mauri Vietnam Limited	66%
Viettel Tower, Floor 6A2, 285 Cach Mang Thang Tam Str., Ward 12, District 10, HCMC, Vietnam	
AB Agri Vietnam Company Limited	

Subsidiary undertakings	% effective holding if not 100%
Zambia	
Nakambala Estates, Plot No. 118a, Lubombo Road, Off Great North Road, Zambia	
Illovo Sugar (Zambia) Limited	
Nanga Farms Limited	75%
Zambia Sugar plc	75%

Joint ventures

A list of the Group's joint ventures as at 12 September 2026 is given below. All joint ventures are included in the Group's financial statements using the equity method of accounting.

Joint ventures	% holding
United Kingdom	
England and Wales	
Weston Centre, 10 Grosvenor Street, London, W1K 4QY	
Boothmans (Agriculture) Limited	50%
Forward Agronomy Limited	50%
Frontier Agriculture Limited	50%
G F P (Agriculture) Limited	50%
GH Grain (No.2) Limited	50%
GH Grain Limited	50%
Grain Harvesters Limited	50%
Intracrop Limited	50%
Nomix Limited	50%
North Wold Agronomy Limited	50%
Phoenix Agronomy Limited	50%
SOYL Limited	50%
The Agronomy Partnership Limited	50%
23 London Road, Downham Market, Norfolk, PE38 9BJ	
Boston Seeds (No.2) Limited	50%
Farm Seeds Limited	50%
Berth 36, Test Road, Eastern Docks, Southampton, Hampshire, SO14 3GG	
Southampton Grain Terminal Limited	50%
Manor Road, Kirton, Boston, PE20 1PH	
Boston Seeds Limited	50%
Northants Apc, Rushton Road, Kettering, NN14 1FL	
Navara Oat Milling Limited	38%
Platinum Building Cowley Road, St John's Innovation Park, Cambridge, CB4 0DS	
Yagro Ltd	50%
Riverside, Wissington Road, Nayland, Colchester, Essex, CO6 4LT	
Anglia Grain Holdings Limited	50%
Anglia Grain Services Limited	50%
Unit 8, Burnside Business Park, Burnside Road, Market Drayton, TF9 3UX	
B.C.W. (Agriculture) Limited	50%
Witham St Hughs, Lincoln, LN6 9TN	
Nomix Enviro Limited	50%

Joint ventures	% holding
Scotland	
Kingseat, Newmacher, Aberdeenshire, AB21 0UE	
Euroagkem Limited	50%
Lothian Crop Specialists Limited	50%
Australia	
Building A, Level 2, 11 Talavera Road, North Ryde, NSW 2113, Australia	
Fortnum & Masons Pty Limited	33%
Chile	
Ave. Balmaceda 3500, Valdivia, Chile	
Levaduras Collico S.A.	50%
China	
1 East Ren Min Road, Regiment 66, Cocodala, Xinjiang, China	
AB Mauri Yihai Kerry (Cocodala) Food Co., Ltd.	50%
1828 Tiejueshan Road, Huangdao District, Qingdao, Shandong Province, China	
Qingdao Xinghua Cereal Oil and Foodstuff Co., Ltd.	25%
10 Tonggang Road, Quangang Area, Quanzhou, Fujian Province, China	
AB Mauri Yihai Kerry (Quanzhou) Yeast Technology Co., Ltd.	50%
Intersection of Jiaotong Avenue and Zhoushan Road, Gang District, Zhoukou, Henan Province, China	
AB Mauri Yihai Kerry (Zhoukou) Yeast Technology Co., Ltd.	50%
Room 607, 6th Floor, 1379, Bocheng Road, Pudong New District, Shanghai, China	
AB Mauri Yihai Kerry Investment Company Limited	50%
Room 608, 6th Floor, 1379, Bocheng Road, Pudong New District, Shanghai, China	
AB Mauri Yihai Kerry Food Marketing (Shanghai) Co., Ltd.	50%
Ta Ha Comprehensive Industrial Park, Fuyu County Economic Development Area, Qiqihar, Heilongjiang Province, China	
AB Mauri Yihai Kerry (Fu Yu) Yeast Technology Co., Ltd.	50%
Xinsha Industrial Zone, Machong Town, Dongguan, Guangdong Province, China	
AB Mauri Yihai Kerry (Dongguan) Food Co., Ltd.	50%
France	
59, Chemin du Moulin, 695701 Carron, Dardilly, France	
Synchronis	50%

Notes forming part of the financial statements

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30. Group entities *continued*

Joint ventures	% holding
Germany	
Brede 4, 59368, Werne, Germany	
UNIFERM FI GmbH	50%
UNIFERM GmbH & Co. KG	50%
UNIFERM Verwaltungs GmbH	50%
Brede 8, 59368, Werne, Germany	
UNILOG GmbH	50%
Ireland	
Rathcore Golf & Country Club, Rathcore, Co. Meath, A83 KP98, Ireland	
Independent Milk Laboratories Limited	50%
Netherlands	
Kabelweg 57, 1014 BA, Amsterdam, Netherlands	
Frontier Agriculture (Europe) B.V.	50%

Joint ventures	% holding
Poland	
ul. Wybieg 5/9, 61-315 Poznan, Poland	
UNIFERM FI GmbH Spółka komandytowa (UNIFERM FI GmbH s.k.)	50%
Spain	
Calle Raimundo Fernández, Villaverde 28, Madrid, Spain	
Compañía de Melazas, S.A. (in liquidation)	50%
United States of America	
Corporation Service Company, Princeton South Corporate Center, 100 Charles Ewing Bldg, Suite 160, Ewing NJ 08628, United States	
Oasis Trading Company, LLC	50%
The Corporation Trust Company, Corporation Trust Center, 1209 Orange Street, Wilmington, DE 19801, United States	
Stratas Foods LLC	50%
Stratas Receivables I LLC	50%

Associates

A list of the Group's associates as at 12 September 2026 is given below. All associates are included in the Group's financial statements using the equity method of accounting.

Associates	% holding
United Kingdom	
England and Wales	
Pacioli House, 9 Brookfield Duncan Close, Moulton Park Industrial Estate, Northampton, NN3 6WL	
Bakers Basco Limited	33%
4th Floor, 2 More London Place, London, SE1 2AP	
C. Czarnikow Limited	43%
C. Czarnikow Sugar Futures Limited	43%
C. Czarnikow Sugar Limited	43%
Czarnikow Group Limited	43%
Sugarworld Limited	43%
The Cook Kitchen, Eurolink Way, Sittingbourne, Kent, ME10 3HH	
Cook Trading Limited	29%
Australia	
283 Flagstaff Rd, Murray Bridge, SA 5253, Australia	
Big River Pork Pty Ltd	20%
Murray Bridge Bacon Pty Ltd	20%
32 Davis Road, Wetherill Park, Sydney, NSW 2164, Australia	
New Food Coatings Pty Ltd	50%
Bahrain	
Suite No. 1959 Diplomatic Commercial Office, Tower B, Building No. 1565, Road 1722, Diplomatic Area/Manama 317, Bahrain	
Czarnikow Supply Chain Sales for Food & Beverage Ingredients Bahrain W.L.L.	43%
Brazil	
Avenida Presidente Juscelino Kubitschek, 2041, Floor 11, Vila Olímpia, São Paulo/SP, CEP 04.543-011, Brazil	
Cz Energy Comercializadora De Etanol S.A.	21%
Czarnikow Brasil Ltda.	43%
China	
Rm 1105-1106 , 181 Yanjiang West Road, Yuexiu, Guangzhou, Guangdong, 510120, China	
C. Czarnikow Sugar (Guangzhou) Company Ltd.	43%
Colombia	
CL 7, Sur 42, 70 Ed Forum, OF 2101, SEC, El Poblado, Colombia	
Czarnikow Colombia S.A.S.	43%

Associates	% holding
India	
House No. 1-8-373/A, Chiran Fort Lane, Begumpet, Hyderabad, 500003, India	
C. Czarnikow Sugar (India) Private Limited	43%
Indonesia	
Komplex Puri Mutiara Blok A21-22, JL. Griya Utama, Sunter Agung, Jakarta, 14350, Indonesia	
P.T. Jaya Fermex	49%
PT Indo Fermex	49%
PT Sama Indah	49%
Israel	
26, Harokmim St., Holon Azireli Center Building B, Israel	
Sucarim (C.I.S.T.) Ltd	43%
Italy	
Via Borgogna, 2-20122, Milan, Italy	
Czarnikow Italia S.r.l.	43%
Kenya	
I & M Bank House, Second Ngong Avenue, P.O. Box 10517, Nairobi 00100, Kenya	
Czarnikow East Africa Limited	43%
Malaysia	
Menara Symphony, No.5 Jalan Prof, Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor, Malaysia	
Czarnikow Malaysia SDN. BHD.	43%
Mauritius	
ER House, Vivéa Business Park, Moka, Mauritius	
Sukpak Ltd	30%
Mexico	
Jaime Balmes #8 Loc. 3-A , Los Morales Polanco, Mexico City, 11510, Mexico	
C. Czarnikow Sugar (Mexico), S.A. de C.V.	43%
New Zealand	
27D Smales Road, East Tamaki, Auckland, 2013, New Zealand	
New Food Coatings (New Zealand) Limited	50%
AWS Legal Queenstown, Level 2, The Forge, 20 Athol Street, Queenstown, 9300, New Zealand	
Czarnikow New Zealand Limited	43%

30. Group entities *continued*

Associates	% holding
Panama	
BICSA Financial Center, Avenida Balboa y Calle Aquilino de la Guardia, Piso 52, Oficina 52-10, Panama	
Czarnikow Panama, S.A.	43%
Philippines	
5F Don Jacinto Building, Dela Rosa cor. Salcedo Streets, Legaspi Village, Makati City, 1229, Philippines	
CZ Philippines, Inc.	43%
Unit A, 103 Excellence Avenue, Carmelray Industrial Park 1, Canlubang, Calamba, Laguna, Philippines	
New Food Coatings (Philippines) Inc.	50%
Singapore	
3 Phillip Street, #14-01 Royal Group Building, 048693, Singapore	
C. Czarnikow Sugar Pte. Limited	43%
South Africa	
7 Bishops Court, 10 Delamore Road, Hillcrest, Kwa-zulu Natal, 3610, South Africa	
Czarnikow South Africa (Pty) Ltd	43%
Tanzania	
9th Floor, Block number 1, 1008, Ohio, Ilala, Dar Es Salaam, 12101, Tanzania	
Czarnikow Tanzania Limited	43%
Msolwa Mill Office, Kidatu, Morogoro, Tanzania	
Kilombero Sugar Distributors Limited	20%

Associates	% holding
Thailand	
1203, 12th Floor, Metropolis Building, 725 Sukhumvit Road, North Klongton, Wattana, Bangkok, 10110, Thailand	
Czarnikow (Thailand) Limited	43%
909 Moo 15, Teparak Road, Tambol Bangsaothong, King Amphur Bangsaothong, Samutprakarn, Thailand	
Newly Weds Foods (Thailand) Ltd	50%
Uganda	
Coral Criscent, Kololo IV, Central Division, Kampala, Central, Uganda	
Czarnikow Uganda Limited	43%
United States of America	
1450 Brickwell Ave, Ste 1580, Miami, FL 33131, United States	
Czarnikow Futures Inc.	43%
333 SE 2nd Avenue, Suite 2860, Miami, FL 33131, United States	
C. Czarnikow Sugar Inc.	43%
Vietnam	
14th Floor, Tower 1, Saigon Center Building, 65 Le Loi, Ben Nghe Ward, District 1, Ho Chi Minh City, Vietnam	
Czarnikow (Vietnam) Limited	43%

In accordance with section 479A of the Companies Act 2006 (the 'Act'), and subject to compliance with the requirements of that section including the provision of a statutory guarantee from Associated British Foods plc, the following subsidiaries are exempt from the requirements of the Act relating to the audit of individual accounts in respect of the financial year ended 12 September 2026:

Company name	Company number
A.B. Exploration Limited	00487323
AB Mauri China Limited	12109070
AB Sugar China Holdings Limited	09468366
AB World Foods (Holdings) Limited	06300517
ABF (No.1) Limited	04668120
ABF (No.2) Limited	03369799
ABF (No.3) Limited	00155305
ABF BRL Finance Ltd	11001902
ABF Finance Limited	04659735
ABF Food Tech Investments Limited	00172141
ABF Funding	05380813
ABF HK Finance Limited	07761084
ABF Japan Limited	00492278
ABF PM Limited	00486887
A.B.F. Properties Limited	00683361

Company name	Company number
ABF TZS Finance Limited	12997636
ABF UK Finance Limited	07267422
ABF ZMW Finance Limited	13485724
ABN (Overseas) Limited	00145374
Atrium 100 Properties Limited	04502487
Atrium 100 Stores Holdings Limited	04660969
Atrium 100 Stores Limited	05007953
British Sugar (Overseas) Limited	02400085
BSO (China) Limited	03799608
G. Costa (Holdings) Limited	03679738
Mountsfield Park Finance Limited	07882348
Primark Austria Limited	07770764
Primark Operations Limited (formerly Primark US Holdings Limited)	05659249
Twining Crosfield & Co Limited	00144900
Worldwing Investments Limited	02778854

Notes forming part of the financial statements

for the 52 weeks ended 12 September 2026

31. Alternative performance measures

In reporting financial information, the Board uses various APMs which it believes provide useful additional information for understanding the financial performance and financial health of the Group. These APMs should be considered in addition to IFRS measures and are not intended to be a substitute for them. Since IFRS does not define APMs, they may not be directly comparable to similar measures used by other companies.

The Board also uses APMs to improve the comparability of information between reporting periods and geographical units (such as like-for-like sales) by adjusting for non-recurring or uncontrollable factors which affect IFRS measures, to aid users in understanding the Group's performance.

Consequently, the Board and management use APMs for performance analysis, planning, reporting and incentive-setting.

APM	Closest equivalent IFRS measure	Definition/purpose	Reconciliation/calculation
Like-for-like sales	No direct equivalent	The like-for-like sales metric enables measurement of the performance of our retail stores on a comparable year-on-year basis. This measure represents the change in sales at constant currency in our retail stores adjusted for new stores, closures and relocations. Refits, extensions and downsizes are also adjusted for if a store's retail square footage changes by 10% or more. For each change described above, a store's sales are excluded from like-for-like sales for one year. No adjustments are made for disruption during refits, extensions or downsizes if a store's retail square footage changes by less than 10%, for cannibalisation by new stores, or for the timing of national or bank holidays. It is measured against comparable trading days in each year.	Consistent with the definition given.
Adjusted operating profit/(loss)	Operating profit/(loss)	Adjusted operating profit/(loss) is stated before amortisation of non-operating intangibles, transaction costs, amortisation of fair value adjustments made to acquired inventory, profits less losses on disposal of non-current assets and exceptional items. Items defined above which arise in the Group's joint ventures and associates are also treated as adjusting items for the purposes of Adjusted operating profit.	A reconciliation of this measure is provided on the face of the consolidated income statement and by operating segment in note 1 of the financial statements.
Adjusted operating profit/(loss) margin	No direct equivalent	Adjusted operating profit/(loss) margin is Adjusted operating profit/(loss) as a percentage of external revenue from continuing businesses.	See note A.
Adjusted profit before tax	Profit before tax	Adjusted profit before tax is stated before amortisation of non-operating intangibles, transaction costs, amortisation of fair value adjustments made to acquired inventory, profits less losses on disposal of non-current assets, profits less losses on sale and closure of businesses and exceptional items. Items defined above which arise in the Group's joint ventures and associates are also treated as adjusting items for the purposes of Adjusted profit before tax.	A reconciliation of this measure is provided on the face of the consolidated income statement and by operating segment in note 1 of the financial statements.
Adjusted earnings and Adjusted earnings per share	Earnings and earnings per share	Adjusted earnings and Adjusted earnings per share are stated before amortisation of non-operating intangibles, transaction costs, amortisation of fair value adjustments made to acquired inventory, profits less losses on disposal of non-current assets, profits less losses on sale and closure of businesses and exceptional items, together with the related tax effect. Items defined above which arise in the Group's joint ventures and associates are also treated as adjusting items for the purposes of Adjusted earnings and Adjusted earnings per share.	Reconciliations of these measures are provided in note 7 of the financial statements.
Exceptional items	No direct equivalent	Exceptional items are items of income and expenditure which are significant and unusual in nature and are considered of such significance that they require separate disclosure on the face of the income statement.	Exceptional items are included on the face of the consolidated income statement with further detail provided in note 2 of the financial statements.

31. Alternative performance measures *continued*

APM	Closest equivalent IFRS measure	Definition/purpose	Reconciliation/calculation
Constant currency	Revenue and Adjusted operating profit (non-IFRS) measure	Constant currency measures are derived by translating the relevant prior year figures at current year average exchange rates, except for countries that are considered hyperinflationary, refer to 'Material Accounting policies'. There are currently four countries where the Group has operations in this position – Argentina, Malawi, Türkiye and Venezuela.	See note B.
Effective tax rate	No direct equivalent	This measure is the tax charge for the year expressed as a percentage of profit before tax.	Whilst the Effective tax rate is not disclosed in the financial statements, a reconciliation of the tax charge on profit before tax at the UK corporation tax rate to the actual tax charge is provided in note 5 of the financial statements.
Adjusted effective tax rate	No direct equivalent	This measure is the tax charge for the year excluding tax on adjusting items expressed as a percentage of Adjusted profit before tax.	The tax impact of reconciling items between profit before tax and Adjusted profit before tax is shown in note 7 of the financial statements.
Dividend cover	No direct equivalent	Dividend cover is the ratio of Adjusted earnings per share to ordinary dividends per share relating to the year.	See note C.
Capital expenditure	No direct equivalent	Capital expenditure is a measure of investment in non-current assets in existing businesses. It comprises cash outflows from the purchase of property, plant and equipment and intangibles.	See note D.
Gross investment	No direct equivalent	Gross investment is a measure of investment in non-current assets in existing businesses and acquisition of interests in new businesses. It comprises capital expenditure, purchase of intangibles, cash outflows from the acquisition of subsidiaries, joint ventures and associates, additional shares in subsidiary undertakings purchased from non-controlling interests and other investments.	See note E.
Net cash/debt before lease liabilities	No direct equivalent	This measure comprises cash, cash equivalents and overdrafts, current asset investments and loans.	A reconciliation of this measure is shown in note 26 of the financial statements.
Net cash/debt including lease liabilities	No direct equivalent	This measure comprises cash, cash equivalents and overdrafts, current asset investments, loans and lease liabilities.	A reconciliation of this measure is shown in note 26 of the financial statements.
Adjusted EBITDA	Adjusted operating profit (non-IFRS) measure	Adjusted EBITDA is stated before depreciation, amortisation and impairments charged to Adjusted operating profit.	See note F.
Financial leverage ratio	No direct equivalent	Financial leverage is the ratio of net cash/debt including lease liabilities to Adjusted EBITDA.	See note F.

Notes forming part of the financial statements

for the 52 weeks ended 12 September 2026

31. Alternative performance measures *continued*

APM	Closest equivalent IFRS measure	Definition/purpose	Reconciliation/calculation
Free cash flow	No direct equivalent	This measure represents the cash that the Group generates from its operations after maintaining and investing in its capital assets. All the items below Adjusted EBITDA can be found on the face of the cash flow statement or derived directly from it. Working capital comprises the movements in inventories, receivables and payables within net cash generated from operating activities. Net interest paid is the sum of interest received within net cash used in investing activities and interest paid within net cash used in financing activities. Share of adjusted profit after tax from joint ventures and associates is the amount on the face of the cash flow statement, plus the £4m (2025 – £3m) non-operating intangible amortisation which is not included in Adjusted EBITDA. Other includes all other items from net cash generated from operating activities and net cash used in investing activities except for the purchase and sale of subsidiaries, joint ventures and associates, plus dividends paid to non-controlling interests and the movement from changes in own shares held.	See note G.
Total liquidity	No direct equivalent	Total liquidity comprises cash, cash equivalents and current asset investments, less non-qualifying borrowings and an estimate of inaccessible cash, plus the qualifying credit facilities. Cash, cash equivalents and current asset investments are set out in note 19. Current loans and overdrafts are set out in note 20. Non-qualifying borrowings are current loans and overdrafts and any non-current borrowings that are uncommitted or that contain covenants that could be breached in a severe downside scenario. Inaccessible cash is generally located in jurisdictions where there is limited access to foreign currency or where there are exchange controls. It is estimated at 10% of cash and cash equivalents. Qualifying credit facilities have a maturity of more than 18 months, are committed and either contain no performance covenants, or where they do, they are assessed as highly unlikely to be breached even in a severe downside scenario. At 12 September 2026, this comprised the RCF.	See note H.
(Average) capital employed	No direct equivalent	Capital employed is derived from the management balance sheet and does not reconcile directly to the statutory balance sheet. All elements are calculated in accordance with Adopted IFRS. Average capital employed for each segment and for the Group is calculated by averaging capital employed for each period of the year based on the reporting calendar of each business.	Consistent with the definition given.
Return on (average) capital employed	No direct equivalent	This measure expresses Adjusted operating profit as a percentage of Average capital employed.	Consistent with the definition given.
(Average) working capital	No direct equivalent	Working capital is derived from the management balance sheet and does not reconcile directly to the statutory balance sheet. All elements are calculated in accordance with Adopted IFRS. Average working capital for each segment and for the Group is calculated by averaging working capital for each period of the year based on the reporting calendar of each business.	Consistent with the definition given.
(Average) working capital as a percentage of revenue	No direct equivalent	This measure expresses (Average) working capital as a percentage of revenue.	Consistent with the definition given.

31. Alternative performance measures *continued*

Note A

		Food					
	Retail £m	Grocery £m	Ingredients £m	Sugar £m	Agriculture £m	Central, disposed and closed businesses £m	Total £m
2026							
External revenue from continuing businesses	**9,820**	**4,237**	**2,105**	**1,966**	**1,015**	**439**	**19,582**
Adjusted operating profit/(loss)	**1,005**	**427**	**238**	**(47)**	**19**	**(134)**	**1,508**
Adjusted operating margin %	**10.2 %**	**10.1 %**	**11.3 %**	**(2.4)%**	**1.9 %**		**7.7 %**
2025							
External revenue from continuing businesses	9,489	4,125	2,041	2,047	1,029	728	19,459
Adjusted operating profit/(loss)	1,126	478	257	(1)	18	(144)	1,734
Adjusted operating margin %	11.9 %	11.6 %	12.6 %	(0.1)%	1.8 %		8.9 %

Note B

		Food					
	Retail £m	Grocery £m	Ingredients £m	Sugar £m	Agriculture £m	Central, disposed and closed businesses £m	Total £m
2026							
External revenue from continuing businesses at actual rates	**9,820**	**4,237**	**2,105**	**1,966**	**1,015**	**439**	**19,582**
2025							
External revenue from continuing businesses at actual rates	9,489	4,125	2,041	2,047	1,029	728	19,459
Impact of foreign exchange	127	43	21	107	4	(1)	301
External revenue from continuing businesses at constant currency	9,616	4,168	2,062	2,154	1,033	727	19,760
% change at constant currency	+2 %	+2 %	+2 %	(9)%	(2)%		(1)%

		Food					
	Retail £m	Grocery £m	Ingredients £m	Sugar £m	Agriculture £m	Central, disposed and closed businesses £m	Total £m
2026							
Adjusted operating profit/(loss) at actual rates	**1,005**	**427**	**238**	**(47)**	**19**	**(134)**	**1,508**
2025							
Adjusted operating profit/(loss) at actual rates	1,126	478	257	(1)	18	(144)	1,734
Impact of foreign exchange	10	1	2	14	1	–	28
Adjusted operating profit at constant currency	1,136	479	259	13	19	(144)	1,762
% change at constant currency	(12)%	(11)%	(8)%	(462)%	in line		(14)%

Note C

	2026	2025
Adjusted earnings per share (in pence)	**156.0**	174.9
Dividend relating to the period (in pence)	**63.0**	63.0
Dividend cover	**2.5**	2.8

Notes forming part of the financial statements

for the 52 weeks ended 12 September 2026

31. Alternative performance measures *continued*

Note D

From the cash flow statement	2026 £m	2025 £m
Purchase of property, plant and equipment	**1,162**	1,099
Purchase of intangibles	**84**	135
Capital expenditure	**1,246**	1,234

Note E

From the cash flow statement	2026 £m	2025 £m
Purchase of property, plant and equipment and investment properties	**1,162**	1,099
Purchase of intangibles	**84**	135
Acquisition of subsidiaries	**167**	4
Purchase of other investments	**20**	6
Gross investment	**1,433**	1,244

Note F

	2026 £m	2025 £m
Adjusted operating profit	**1,508**	1,734
Charged to adjusted operating profit:		
Depreciation of property, plant and equipment and investment properties	**624**	588
Amortisation of operating intangibles	**61**	58
Depreciation of right-of-use assets and non-cash lease adjustments	**333**	305
Adjusted EBITDA	**2,526**	2,685
Net debt including lease liabilities	**(2,845)**	(2,629)
Financial leverage ratio	**1.1x**	1.0x

Note G

	2026 £m	2025 £m
Adjusted EBITDA (see note F)	**2,526**	2,685
Repayment of lease liabilities net of incentives received	**(356)**	(328)
Working capital	**228**	(95)
Capital expenditure (see note D)	**(1,246)**	(1,234)
Purchase of subsidiaries	**(167)**	(4)
Sale and closure of subsidiaries	**(6)**	(4)
Net interest paid	**(124)**	(94)
Income taxes paid	**(302)**	(298)
Share of adjusted profit after tax from joint ventures and associates	**(78)**	(106)
Dividends received from joint ventures and associates	**77**	108
Other	**100**	18
Free cash flow	**652**	648

Note H

	2026 £m	2025 £m
Cash and cash equivalents	**1,010**	1,057
Current loans and overdrafts	**(226)**	(258)
Non-qualifying non-current borrowings*	**(86)**	(16)
Estimated inaccessible cash	**(101)**	(53)
Qualifying credit facilities	**1,800**	1,500
Total liquidity	**2,397**	2,230

* At 12 September 2026, non-current borrowings on the face of the balance sheet included the £400m public bond due in 2034 (carrying value £393m) as qualifying borrowings.

Company balance sheet

at 12 September 2026

	Note	2026 £m	2025 £m
Fixed assets			
Tangible assets	1	**11**	3
Intangible assets	2	**2**	–
Right-of-use assets	3	**35**	17
Investments in subsidiaries	4	**3,155**	3,146
		3,203	3,166
Current assets			
Debtors			
• due within one year	5	**4,469**	3,674
• due after one year	5	**36**	355
Employee benefits assets – due after one year	6	**1,695**	1,586
Derivative assets		**14**	2
Cash and cash equivalents		**518**	571
		6,732	6,188
Creditors: amounts falling due within one year			
Bank loans and overdrafts – unsecured		**–**	(1)
Other creditors	8	**(3,189)**	(4,933)
Derivative liabilities		**(14)**	(1)
		(3,203)	(4,935)
Net current assets		**3,529**	1,253
Total assets less current liabilities		**6,732**	4,419
Creditors: amounts falling due after one year			
Unsecured loans	12	**(396)**	(395)
Lease liabilities	3	**(40)**	(17)
Amounts owed to subsidiaries		**(140)**	(462)
Corporation tax creditor		**–**	(1)
Provisions for liabilities			
• Employee benefits liabilities	6	**(19)**	(19)
• Deferred tax liabilities	7	**(389)**	(367)
Total creditors: amounts falling due after one year		**(984)**	(1,261)
Net assets		**5,748**	3,158
Capital and reserves			
Issued capital	9	**40**	40
Capital redemption reserve	9	**7**	7
Hedging reserve	9	**1**	1
Profit and loss reserve		**5,700**	3,110
Equity shareholders' funds		**5,748**	3,158

The Company's profit for the 52 weeks ended 12 September 2026 was £3,221m (52 weeks ended 13 September 2025 – £386m).

The financial statements on pages 221 to 227 were approved by the Board of Directors on 2 November 2026 and were signed on its behalf by:

Michael McLintock
Chairman

Joana Edwards
Group Chief Financial Officer

Company statement of changes in equity

for the 52 weeks ended 12 September 2026

	Share capital £m	Capital redemption reserve £m	Hedging reserve £m	Profit and loss reserve £m	Total £m
Balance as at 14 September 2024	42	5	2	3,881	3,930
Total comprehensive income					
Profit for period recognised in the income statement	–	–	–	386	386
Remeasurement of defined benefit schemes	–	–	–	137	137
Deferred tax associated with defined benefit schemes	–	–	–	(34)	(34)
Items that will not be reclassified to profit or loss	–	–	–	103	103
Movements in cash flow hedging position	–	–	(1)	–	(1)
Items that are or may be subsequently reclassified to profit or loss	–	–	(1)	–	(1)
Other comprehensive income	–	–	(1)	103	102
Total comprehensive income	–	–	(1)	489	488
Transactions with owners					
Dividends paid to equity shareholders	–	–	–	(656)	(656)
Net movement in own shares held	–	–	–	(8)	(8)
Current tax associated with share-based payments	–	–	–	2	2
Deferred tax associated with share-based payments	–	–	–	(1)	(1)
Share buyback	(2)	2	–	(597)	(597)
Total transactions with owners	(2)	2	–	(1,260)	(1,260)
Balance as at 13 September 2025	40	7	1	3,110	3,158
Total comprehensive income					
Profit for period recognised in the income statement	**–**	**–**	**–**	**3,221**	**3,221**
Remeasurement of defined benefit schemes	**–**	**–**	**–**	**89**	**89**
Deferred tax associated with defined benefit schemes	**–**	**–**	**–**	**(22)**	**(22)**
Items that will not be reclassified to profit or loss	**–**	**–**	**–**	**67**	**67**
Other comprehensive income	**–**	**–**	**–**	**67**	**67**
Total comprehensive income	**–**	**–**	**–**	**3,288**	**3,288**
Transactions with owners					
Dividends paid to equity shareholders	**–**	**–**	**–**	**(446)**	**(446)**
Net movement in own shares held	**–**	**–**	**–**	**(2)**	**(2)**
Current tax associated with share-based payments	**–**	**–**	**–**	**1**	**1**
Deferred tax associated with share-based payments	**–**	**–**	**–**	**2**	**2**
Share buyback	**–**	**–**	**–**	**(253)**	**(253)**
Total transactions with owners	**–**	**–**	**–**	**(698)**	**(698)**
Balance as at 12 September 2026	**40**	**7**	**1**	**5,700**	**5,748**

Accounting policies

for the 52 weeks ended 12 September 2026

Basis of preparation

The Company presents its financial statements in sterling, rounded to the nearest million, prepared on the historical cost basis, except that derivative financial instruments are stated at fair value and in accordance with FRS 101 and the Companies Act 2006. As permitted by FRS 101, the Company takes advantage of the disclosure exemptions available in relation to share-based payments, financial instruments, capital management, presentation of comparative information in respect of certain assets, presentation of a cash flow statement, standards not yet effective, impairment of assets and certain related party transactions. Where required, equivalent disclosures are given in the consolidated financial statements. As permitted by section 408(4) of the Companies Act 2006, a separate income statement and statement of comprehensive income for the Company are not included in these financial statements. The principal accounting policies adopted are described below. They have all been applied consistently to all years presented.

Investments in subsidiaries

Investments in subsidiaries are stated at cost less any provision for impairment.

Impairment

The Company reviews the carrying amount of investments in subsidiaries and other assets at each balance sheet date to determine whether there is any indication of impairment. If any such indication exists, the Company estimates the asset's recoverable amount. The Company recognises an impairment charge in the income statement whenever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount of assets is the greater of their fair value less costs to sell and their value in use. In assessing value in use, the Company discounts estimated future cash flows to present value using a pre-tax discount rate reflective of current market assessments of the time value of money and the risks specific to the asset. The Company may reverse an impairment charge if there has been a change in the estimates used to determine the recoverable amount, but only to the extent that the new carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment charge had previously been recognised.

Financial assets and liabilities

The Company recognises financial assets and financial liabilities, except for derivatives, initially at fair value and subsequently at amortised cost.

Derivatives

The Company uses derivatives to manage its economic exposure to financial risks. The principal instruments used are foreign exchange contracts and swaps and interest rate swaps. The Company recognises derivatives at fair value based on market prices or rates, or calculated using discounted cash flow or option pricing models. The Company recognises changes in the value of derivatives in the income statement unless the derivative is designated in a hedging relationship, when recognition of any change in fair value depends on the nature of the item being hedged.

Pensions

The Company operates one defined contribution and two defined benefit pension schemes. The Company is the principal employer of the Associated British Foods Pension Scheme, which is a funded final salary scheme that is closed to new members, as well as a small unfunded final salary scheme. The accounting policy for pensions is the same as for the Group, which is set out on page 157.

Income tax

The accounting policy for income tax is the same as for the Group, which is set out on page 157.

Share-based payments

The Company recognises the fair value of share awards at grant date as an employee expense with a corresponding increase in equity spread over the period during which employees become unconditionally entitled to the shares.

The Company adjusts the amount recognised to reflect expected and actual levels of vesting except where the failure to vest is as a result of not meeting a market condition. Where the Company grants allocations of shares to employees of its subsidiaries, these are accounted for on the same basis as allocations to employees of the Company, except that the fair value is recognised as an increase to investment in subsidiaries with a corresponding increase in equity.

Cash, cash equivalents and current asset investments

Cash and cash equivalents comprise bank and cash balances, deposits and short-term investments with original maturities of three months or less. Current asset investments comprise bank deposits and short-term investments with maturities of between three and six months.

Leases

The accounting policy for leases is the same as for the Group, which is set out on page 159.

Significant accounting estimates

The preparation of the Company's financial statements includes the use of estimates and assumptions. Although the estimates used are based on management's best information about current circumstances and future events and actions, actual results may differ from those estimates. The accounting estimates with a significant risk of a material change to the carrying value of assets and liabilities are consistent with those set out in Accounting estimates and judgements in the consolidated financial statements on page 162.

Other areas of judgement and accounting estimates

The Company's financial statements include other areas of judgement and accounting estimates. While these areas do not meet the definition of significant accounting estimates or critical accounting judgements, the recognition and measurement of certain material assets and liabilities are based on assumptions and/or are subject to longer-term uncertainties.

New accounting standards

The Company adopted the following accounting standards and amendments during the year with no significant impact:

- Lack of exchangeability (Amendments to IAS 21).

Notes to the Company financial statements

for the 52 weeks ended 12 September 2026

1. Tangible assets

	2026 £m	2025 £m
Cost		
At beginning of year	**4**	–
Additions in the year	**8**	4
At end of year	**12**	4
Depreciation		
At beginning of year	**1**	–
Depreciation charge for the year	**—**	1
At end of year	**1**	1
Net book value		
At beginning of year	**3**	–
At end of year	**11**	3

2. Intangible assets

Operating intangibles

	2026 £m	2025 £m
Cost		
At beginning and end of year	**9**	9
Additions in the year	**2**	–
At end of year	**11**	9
Amortisation		
At beginning of year	**9**	9
At end of year	**9**	9
Net book value		
At end of year	**2**	–

3. Leases

Right-of-use assets

	2026 £m	2025 £m
Cost		
At beginning of year	**35**	18
Additions in the year	**22**	17
At end of year	**57**	35
Depreciation		
At beginning of year	**18**	15
Depreciation charge for the year	**4**	3
At end of year	**22**	18
Net book value		
At beginning of year	**17**	3
At end of year	**35**	17

Lease liabilities

	2026 £m	2025 £m
Cost		
At beginning of year	**17**	3
Additions in the year	**21**	17
Interest charge	**2**	–
Repayment of lease liabilities	**—**	(3)
At end of year	**40**	17
Non-current	**40**	17
	40	17

Leases relate to land and buildings.

4. Investment in subsidiaries

	2026 £m	2025 £m
At beginning of year	**3,146**	3,137
Additions	**9**	9
At end of year	**3,155**	3,146

Additions in the year comprise £9m relating to the grant of shares under equity-settled share-based payment plans to employees of the Company's subsidiaries (2025 – £9m).

5. Debtors

	2026 £m	2025 £m
Amounts falling due within one year		
Amounts owed by subsidiaries	**4,430**	3,588
Other debtors	**25**	25
Corporation tax recoverable	**14**	61
	4,469	3,674
Amounts falling due after one year		
Amounts owed by subsidiaries	**36**	355

6. Employee entitlements

	2026 Assets £m	2025 Assets £m	2026 Liabilities £m	2025 Liabilities £m	2026 Net £m	2025 Net £m
Reconciliation of change in assets and liabilities						
At the beginning of the year	**3,600**	3,736	**(2,033)**	(2,306)	**1,567**	1,430
Current service cost	**–**	–	**(15)**	(16)	**(15)**	(16)
Employee contributions	**3**	4	**(3)**	(4)	**–**	–
Abatement of employer contributions to defined contribution schemes	**(47)**	(44)	**–**	–	**(47)**	(44)
Benefit payments	**(151)**	(141)	**140**	133	**(11)**	(8)
Interest income/(expense)	**206**	175	**(116)**	(107)	**90**	68
Curtailment gains	**–**	–	**2**	–	**2**	–
Return on scheme assets less interest income	**(5)**	(130)	**–**	–	**(5)**	(130)
Actuarial gains arising from changes in financial assumptions	**–**	–	**72**	292	**72**	292
Actuarial gains/(losses) arising from changes in demographic assumptions	**–**	–	**56**	(5)	**56**	(5)
Experience losses on scheme liabilities	**–**	–	**(33)**	(20)	**(33)**	(20)
At end of year	**3,606**	3,600	**(1,930)**	(2,033)	**1,676**	1,567

The net pension asset of £1,676m (2025 – £1,567m) comprises a funded scheme with a surplus of £1,695m (2025 – £1,586m) and an unfunded scheme with a deficit of £19m (2025 – £19m).

Further details of the Associated British Foods Pension Scheme are contained in note 13 of the consolidated financial statements.

Notes to the Company financial statements

for the 52 weeks ended 12 September 2026

7. Deferred tax assets and liabilities

	Employee benefits	Share-based payments	Other	Total
	£m	£m	£m	£m
At 14 September 2024	(358)	8	7	(343)
Amount credited to the income statement	–	–	11	11
Amount charged to equity	(34)	(1)	–	(35)
At 13 September 2025	(392)	7	18	(367)
Amount (charged)/credited to the income statement	(5)	(3)	6	(2)
Amount (charged)/credited to equity	(22)	2	–	(20)
At 12 September 2026	**(419)**	**6**	**24**	**(389)**

8. Other creditors

	2026	2025
	£m	£m
Amounts falling due within one year		
Accruals and deferred income	**75**	94
Amounts owed to subsidiaries	**3,114**	4,839
	3,189	4,933

9. Capital and reserves

Share capital

At 12 September 2026, the Company's issued and fully paid share capital comprised 702,947,191 ordinary shares of 5 $^{15}/_{22}$p each carrying one vote per share (2025 – 715,863,867). Total nominal value was £40m (2025 – £40m). The Company repurchased and cancelled 12,916,676 shares during the year at a cost of £253m (2025 – 28,439,940 shares at a cost of £603m).

Capital redemption reserve

£2m arose in 2010 as a transfer to capital redemption reserve following redemption of two million £1 deferred shares at par. £5m has arisen since 2023 following the purchase and subsequent cancellation of shares (2025 – £4m). The capital redemption reserve is regarded as non-distributable.

Dividends

Details of dividends paid and proposed are provided in note 6 to the consolidated financial statements.

Share-based payments

Details of the Company's equity-settled share-based payment plans are provided in note 25 to the consolidated financial statements.

Hedging reserve

The hedging reserve comprises all changes in the value of derivatives to the extent that they are effective cash flow hedges, net of amounts recycled from the hedging reserve on occurrence of the hedged transaction or when the hedged transaction is no longer expected to occur.

10. Contingent liabilities

Where the Company enters into financial guarantee contracts to guarantee the indebtedness of other companies within the Group, these contracts are accounted for as financial liabilities and initially measured at fair value. Amounts recognised in respect of these contracts are immaterial.

At year end, the Company had provided £509m of guarantees in the ordinary course of business (2025 – £484m).

11. Related parties

The Company has a controlling shareholder relationship with its parent company, Wittington Investments Limited, with the trustees of the Garfield Weston Foundation and with certain other individuals who hold shares in the Company. Further details of the controlling shareholder relationship are included in note 29 to the consolidated financial statements. The Company has a related party relationship with its subsidiaries, associates and joint ventures and directors. In the course of normal operations, related party transactions entered into by the Company have been contracted on an arm's length basis.

Material transactions and year end balances with related parties (excluding wholly owned subsidiaries) were as follows:

	Sub note	**2026 £'000**	2025 £'000
Charges to Wittington Investments Limited in respect of services provided by the Company		**1,465**	1,565
Interest income earned from non-wholly owned subsidiaries	1	**1,227**	1,150
Amounts due from non-wholly owned subsidiaries	1	**16,937**	15,583

1. Details of the Company's subsidiaries are set out in note 30 of the consolidated financial statements.

12. Other information

Unsecured loans

Notes 20 and 27 to the consolidated financial statements of the Group provide details of the unsecured loans which relate to the 2034 public bond.

Emoluments of directors

The remuneration of the directors of the Company is shown in the Remuneration Report for the Group on pages 120 to 134.

Employees

The Company had an average of 315 employees (2025 – 309). Remuneration was £45m (2025 – £44m).

Audit fees

Note 2 to the consolidated financial statements of the Group provides details of the remuneration of the Company's auditors.

Progress report

Saturday nearest to 15 September

	2022 £m	2023 £m	2024 £m	2025 £m	**2026 £m**
Revenue	16,997	19,750	20,073	19,459	**19,582**
Adjusted operating profit	1,435	1,513	1,998	1,734	**1,508**
Exceptional items	(206)	(109)	(35)	(188)	**(113)**
Transaction costs	(6)	(5)	(5)	(13)	**(27)**
Amortisation of non-operating intangibles	(47)	(41)	(40)	(40)	**(40)**
Acquired inventory fair value adjustments	(5)	(3)	(2)	(1)	**(3)**
Profits less losses on disposal of non-current assets	7	28	16	(9)	**2**
Losses less profits on sale and closure of businesses	(23)	(3)	26	(32)	**—**
Finance income	19	48	71	47	**38**
Finance expense	(111)	(128)	(135)	(132)	**(159)**
Other financial income	13	40	23	47	**70**
Profit before taxation	1,076	1,340	1,917	1,413	**1,276**
Taxation	(356)	(272)	(437)	(368)	**(337)**
Profit for the period	720	1,068	1,480	1,045	**939**
Basic and diluted earnings per ordinary share (pence)	88.6	134.2	193.7	141.6	**131.9**
Adjusted earnings per share (pence)	131.1	141.8	196.9	174.9	**156.0**
Dividends per share (pence)	43.70	47.3	63.0	63.0	**63.0**

Glossary

Adopted IFRS	UK-adopted international accounting standards
AGM	Annual General Meeting
APM	Alternative Performance Measure
the Board	the board of Associated British Foods plc
CDP	Carbon Disclosure Project
CGU	cash-generating unit
the Company	Associated British Foods plc
CPI	Consumer Price Index (UK)
ESG	Environmental, Social and Governance
ESOP	Employee Share Ownership Plan
FCA	Financial Conduct Authority
FRC	Financial Reporting Council
FRS 101	Financial Reporting Standard 101 Reduced Disclosure Framework
GHG	Greenhouse gas emissions
GMP	Guaranteed Minimum Pension
the Group	Associated British Foods plc, its subsidiaries and its interests in joint ventures and associates
HSE	Health, Safety and Environment
IFRIC	International Financial Reporting Interpretations Committee
IFRS	International Financial Reporting Standard(s)
LTIP	Long-term incentive plan
Net finance expense	the sum of finance income, finance expense and other financial income/expense on the face of the consolidated income statement
RCF	Revolving Credit Facility
ROI	Return on investment
RSP	Restricted Share Plan
SBTi	the Science Based Targets initiative
STIP	Short-term incentive plan
TCFD	The Task Force on Climate-related Financial Disclosures
UKEB	UK Endorsement Board
UK MCD	UK Mandatory Climate Disclosures

References in this publication to 'Associated British Foods', 'ABF', 'ABF Group', 'we', 'us' and 'our' when denoting opinion refer to Associated British Foods plc and when denoting business activity refer to Associated British Foods plc and its subsidiaries, collectively or individually as the cases may be, as well as in some circumstances those who work for them. When denoting business activity these collective expressions are used for ease of reference only and do not imply any other relationship between Associated British Foods plc and its subsidiaries. The companies in which Associated British Foods plc directly and indirectly has an interest are separate and distinct legal entities.

Company directory

Associated British Foods plc

Registered office

Weston Centre
10 Grosvenor Street
London W1K 4QY

Company registered in
England and Wales,
number 293262

Company Secretary

Paul Lister

Registrar

Equiniti
Highdown House
Yeoman Way, Worthing
West Sussex BN99 6DA
United Kingdom

Auditor

Ernst & Young LLP
Chartered Accountants

Brokers

UBS AG London Branch
5 Broadgate
London EC2M 2QS

Barclays Bank PLC
5 The North Colonnade
Canary Wharf
London E14 4BB

Timetable

Annual General Meeting
4 December 2026

Interim results to be announced
20 April 2027

Website

www.abf.co.uk

Warning about share fraud

From time to time, companies, their subsidiary companies and shareholders can be the subject of investment scams. The perpetrators obtain lists of shareholders or subsidiaries and make unsolicited phone calls or correspondence concerning investment matters.

They may offer to sell worthless or high-risk shares and may offer to buy your current shareholdings at an unrealistic price. They will often also inform you of untrue scenarios to make you think that you need to sell your shares or to justify an offer that seems too good to be true. These operations are commonly known as 'boiler rooms'.

Shareholders are advised to be very wary of any offers of unsolicited advice, discounted shares, premium prices for shares they own or unsolicited investment opportunities. If you receive any such unsolicited calls, correspondence or investment advice:

- ensure you get the correct name of the person and firm;
- check that the firm is on the Financial Conduct Authority ('FCA') Register to ensure they are authorised at register.fca.org.uk/;
- use the details on the FCA Register to contact the firm;
- call the FCA Consumer Helpline (0800 111 6768) if there are no contact details in the Register or you are told they are out of date; and
- if you feel uncomfortable with the call or the calls persist, simply hang up.

Forward-looking statements

Certain statements included in this report may constitute 'forward-looking statements'. Forward-looking statements are all statements that do not relate to historical facts and events, and include statements concerning the Company's plans, objectives, goals, financial condition, strategies and future operations and performance and the assumptions underlying these forward-looking statements. The Company often, but not always, uses the words 'may', 'will', 'could', 'believes', 'assumes', 'intends', 'estimates', 'expects', 'plans', 'seeks', 'approximately', 'aims', 'projects', 'anticipates' or similar expressions, or the negative thereof, to generally identify forward-looking statements. Forward-looking statements may be set forth in a number of places in this report. The Company has based these forward-looking statements on the current view with respect to future events and financial performance. These views involve uncertainties and are subject to certain risks, the occurrence of which could cause actual results to differ materially from those predicted in the forward-looking statements contained in this report and from past results, performance or achievements. Although the Company believes that the estimates and the projections reflected in its forward-looking statements are reasonable, if one or more of the risks or uncertainties materialise or occur, including those which the Company has identified in its report, or if any of the Company's underlying assumptions prove to be incomplete or incorrect, the Company's actual results of operations may vary from those expected, estimated or projected. These forward-looking statements are made only as at the date of this report. Except to the extent required by law, the Company is not obliged to, and does not intend to, update or revise any forward-looking statements made in this report whether as a result of new information, future events or otherwise. All subsequent written or oral forward-looking statements attributable to the Company, or persons acting on the Company's behalf, are expressly qualified in their entirety by the cautionary statements contained throughout this report. As a result of these risks, uncertainties and assumptions, readers should not place undue reliance on these forward-looking statements and persons needing advice should consult an independent financial adviser. This report does not constitute an invitation to underwrite, subscribe for or otherwise acquire or dispose of any shares or other securities in the Company. No statement in this report is intended to be, nor should be construed as, a profit forecast or a profit estimate.