Associated British Foods plc

Notice of Annual General Meeting

Friday, 4 December 2026 at 11.00 am

QEII Centre, Broad Sanctuary, Westminster, London SW1P 3EE

Please monitor the AGM 2026 page of the Company's website (www.abf.co.uk/agm) for any updates to the arrangements for the AGM described in this document.

This document is important and requires your immediate attention.

If you are in any doubt as to the action you should take, you are recommended to seek your own independent financial advice from a stockbroker, bank manager, solicitor, accountant, or other financial adviser authorised under the Financial Services and Markets Act 2000 if you are resident in the UK or, if you reside elsewhere, another appropriately authorised financial adviser.

If you have sold or otherwise transferred all of your shares in Associated British Foods plc, please send this document, together with the accompanying documents (but not the personalised Form of Proxy), as soon as possible to the purchaser or transferee, or to the stockbroker, bank or other agent through whom the sale or transfer was effected, for delivery to the purchaser or transferee.

Associated British Foods plc
(incorporated and registered in England and Wales under number 293262)

Chairman's letter

Dear Shareholder

Annual General Meeting 2026

I am writing to you regarding the 2026 Annual General Meeting ('AGM') of Associated British Foods plc (the 'Company') to be held at QEII Centre, Broad Sanctuary, Westminster, London SW1P 3EE at 11.00 am on Friday, 4 December 2026. Please see page 17 for further details, including how to get there.

We plan to hold a physical AGM which will be broadcast live on the web. Shareholders are encouraged to monitor the AGM 2026 page of the Company's website (**www.abf.co.uk/agm**) for any updates to the arrangements described in this document.

The AGM is an important event in our calendar as it provides the board of directors of the Company (the 'Board') with the opportunity to discuss the Company's performance and other important matters with you, as well as to respond to your questions. As usual, the AGM will include management presentations.

Please refer to page 16 for further details and a step-by-step guide on how to access the broadcast of the AGM via the AGM website (https://meetings.lumiconnect.com/100-773-270-944) if you are unable to attend in person. That guide also contains details as to how you can access the broadcast if you hold your shares through a nominee or custodian account. Please note that, if accessing the broadcast via the AGM website, the broadcast is provided for information purposes only and shareholders will not be able to participate in or form part of the meeting. In particular, shareholders not attending in person will not be able to vote on the day of the AGM and should appoint a proxy in advance so that their vote is counted. Further details of how to vote by proxy are provided below. As was the case for last year, no messaging or question functionality will be provided through the live broadcast, but questions can be submitted in advance of the AGM by post and by email – see details below.

Questions

If you are not intending to attend on the day but would like to ask a question, questions to the Board can be submitted in advance of the meeting by post (Attention: AGM – Company Secretary, Associated British Foods plc, Weston Centre, 10 Grosvenor Street, London, W1K 4QY) or by email (agm2026@abfoods.com). If shareholders require a response to a question prior to the proxy voting deadline, please ensure that the question is received by the Company by 6.00 pm on 20 November 2026, in which case the Company will endeavour to respond to the shareholder by 27 November 2026. Please ensure that you include your name and shareholder reference number (as shown on your Form of Proxy/Notice of Availability) and, if your question is by post, the address to which a response should be sent.

At the AGM, as well as taking any questions from physical attendees, the key themes and issues arising from questions received in advance of the meeting will be discussed. If you ask questions on the day in the room or in advance by letter or email, please note that your name will be read out and audible on the broadcast and any recording.

Business of the meeting

You will find the formal Notice of AGM on pages 4 to 6 of this document and this sets out the business to be considered at the meeting. Explanatory notes to the resolutions are provided on pages 7 to 12 of this document. If you have elected to receive information from the Company in hard copy, you will have received the Annual Report and Accounts for 2026 with this document. Shareholders who have not elected to receive hard copy documents can view or download the Annual Report and Accounts from our website at **www.abf.co.uk/ar**.

Board changes

Joana Edwards joined the Board on 5 March 2026 as our new Group Chief Financial Officer, having served as Interim Finance Director since March 2025. Joana will be standing for election by shareholders at this year's AGM, with all other directors standing for re-election.

Shareholder returns

As usual, we are seeking approval of a final dividend at the AGM. The final dividend will be 42.3p per ordinary share to be paid on 8 January 2027 to holders of ordinary shares on the register at the close of business on 11 December 2026.

During the financial year, we concluded the share buyback programme of £250m commenced on 6 November 2025. Resolution 19 would renew the current authority to enable us to conduct further share buybacks should the Board decide to carry out further buybacks.

Associated British Foods plc

Voting at the meeting or by proxy

As always, your vote is important to us. If you are not able to attend the AGM to vote on the day you can appoint a proxy:

- by completing and submitting a hard copy Form of Proxy by post and returning it to the Company's Registrar, Equiniti, Highdown House, Yeoman Way, Worthing BN99 6DA; or
- by completing the online form at **www.shareview.co.uk** using your Username/ID, date of birth and password. Once logged in, simply click "View" on the "My Investments" page, click on the link to vote then follow the on-screen instructions. To register for a Shareview Portfolio, go to **www.shareview.co.uk** and follow the instructions. Your shareholder reference number can be found on your Form of Proxy/Notice of Availability; or
- if you hold your shares in uncertificated form in CREST, you may utilise the CREST electronic proxy appointment service by using the procedures described in the CREST Manual; or
- if you are an institutional investor you may be able to appoint a proxy electronically via the Proxymity platform, a process which has been agreed by the Company and approved by the Registrar. For further information regarding Proxymity, please go to **www.proxymity.io**.

Proxy appointments should be completed as soon as possible and must be received **by 11.00 am on Wednesday 2 December 2026**. Proxies cannot be appointed after that time. Full guidance on proxy voting (which includes the ability to lodge proxies electronically) is set out in shareholder note 2 on pages 13 and 14 of this document.

Shareholders attending the meeting will be asked to vote their shares by using the 'Votenow' electronic system. Full guidance will be given on the day. In the meantime, further information on voting is provided in shareholder note 4 on page 14 of this document.

Recommendation

The Board considers that the resolutions to be put to the AGM are in the best interests of the Company and its shareholders as a whole. The directors unanimously recommend that you vote in favour of the resolutions as they intend to do so in respect of their own beneficial holdings. As at 30 October 2026 (being the latest practicable date prior to publication of this document), these amount in aggregate to 4,658,216 ordinary shares, representing approximately 0.66% of the ordinary shares currently in issue.

On behalf of the Board, I would like to thank you for your continued support.

Yours faithfully

Michael McLintock
Chairman

2 November 2026

Notice of Annual General Meeting 2026

NOTICE IS HEREBY GIVEN that the annual general meeting of Associated British Foods plc ('the Company') will be held at QEII Centre, Broad Sanctuary, Westminster, London SW1P 3EE on Friday, 4 December 2026 ('the AGM') at 11.00 am to transact the following business:

To consider and, if thought fit, pass the following resolutions, of which resolutions 1 to 17 (inclusive) will be proposed as ordinary resolutions and resolutions 18 to 20 (inclusive) will be proposed as special resolutions.

Resolution 1

Annual report and accounts

To receive the accounts and the reports of the directors and the auditor thereon for the financial year ended 12 September 2026.

Resolution 2

Directors' Remuneration Report

To approve the Directors' Remuneration Report as set out on pages 120 to 134 of the Company's annual report and accounts for the financial year ended 12 September 2026.

Resolution 3

Declaration of final dividend

To declare a final dividend of 42.3p per ordinary share to be paid on 8 January 2027 to holders of ordinary shares on the register of shareholders of the Company at the close of business on 11 December 2026.

Resolution 4

To re-elect Michael McLintock as a director.

Resolution 5

To re-elect George Weston as a director.

Resolution 6

To elect Joana Edwards as a director.

Resolution 7

To re-elect Eoin Tonge as a director.

Resolution 8

To re-elect Emma Mitchell as a director.

Resolution 9

To re-elect Graham Allan as a director.

Resolution 10

To re-elect Kumsal Bayazit Besson as a director.

Resolution 11

To re-elect Annie Murphy as a director.

Resolution 12

To re-elect Dame Heather Rabbatts as a director.

Resolution 13

To re-elect Loraine Woodhouse as a director.

Resolution 14

Reappointment of auditor

To reappoint Ernst & Young LLP as auditor of the Company (the 'Auditor') to hold office from the conclusion of the AGM until the conclusion of the next general meeting of the Company at which the accounts and reports of the directors and auditor are laid.

Resolution 15

Auditor's remuneration

To authorise the Audit Committee of the Board to determine the Auditor's remuneration.

Resolution 16

Political donations or expenditure

THAT in accordance with section 366 and section 367 of the Companies Act 2006, the Company and all companies that are its subsidiaries at any time during the period for which this resolution is effective be and are hereby authorised to:

a. make political donations to political parties or independent election candidates not exceeding £100,000 in aggregate in any financial year;

b. make political donations to political organisations other than political parties not exceeding £100,000 in aggregate in any financial year; and

c. incur political expenditure not exceeding £100,000 in aggregate in any financial year,

(as such terms are defined in the Companies Act 2006) in each case during the period beginning with the date of passing of this resolution and ending at the earlier of the conclusion of next year's annual general meeting or at close of business on 3 March 2028 provided that the aggregate expenditure under paragraphs a., b. and c. shall not exceed £100,000 in total.

Resolution 17

Directors' authority to allot shares

THAT the directors be and they are hereby generally and unconditionally authorised in accordance with section 551 of the Companies Act 2006 to exercise all of the powers of the Company to allot shares in the Company and to grant rights to subscribe for, or to convert any security into, shares in the Company ('Rights'):

a. up to an aggregate nominal amount of £13,250,000; and
b. up to a further aggregate nominal amount of £13,250,000 provided that:
   i. they are equity securities (within the meaning of section 560(1) of the Companies Act 2006); and
   ii. they are offered by way of a fully pre-emptive offer to holders of ordinary shares on the register of members at such record dates as the directors may determine where the equity securities respectively attributable to the interests of the ordinary shareholders are proportionate (as nearly as may be practicable) to the respective numbers of ordinary shares held by them on any such record dates, subject to such exclusions or other arrangements as the directors may deem necessary or expedient to deal with treasury shares, fractional entitlements or legal or practical problems arising under the laws of any overseas territory or the requirements of any regulatory body or stock exchange or by virtue of shares being represented by depositary receipts or any other matter,

provided that this authority shall expire at the conclusion of the next annual general meeting of the Company or, if earlier, on 3 March 2028, save that the Company shall be entitled to make offers or agreements before the expiry of such authority which would or might require shares to be allotted or Rights to be granted after such expiry and the directors shall be entitled to allot shares and grant Rights pursuant to any such offer or agreement as if this authority had not expired.

Resolution 18

Special Resolution:

Disapplication of pre-emption rights

THAT if resolution 17 is passed, the directors be and they are hereby authorised pursuant to section 570 and section 573 of the Companies Act 2006 to allot equity securities (within the meaning of section 560 of that Act) for cash pursuant to the authority conferred by resolution 17 and by way of a sale of treasury shares as if section 561(1) of that Act did not apply to any such allotment provided that this authority shall be limited to:

a. the allotment of equity securities or sale of treasury shares in connection with an offer of securities (but in the case of the authority granted under paragraph b. of resolution 17 by way of a fully pre-emptive offer only) in favour of the holders of ordinary shares on the register of members at such record dates as the directors may determine where the equity securities respectively attributable to the interests of the ordinary shareholders are proportionate (as nearly as may be practicable) to the respective numbers of ordinary shares held by them on any such record dates, subject to such exclusions or other arrangements as the directors may deem necessary or expedient to deal with treasury shares, fractional entitlements or legal or practical problems arising under the laws of any overseas territory or the requirements of any regulatory body or stock exchange or by virtue of ordinary shares being represented by depositary receipts or any other matter; and
b. the allotment of equity securities or sale of treasury shares (otherwise than pursuant to sub-paragraph a. of this resolution 18) to any person or persons up to an aggregate nominal amount of £2,000,000,

and shall expire upon the expiry of the general authority conferred by resolution 17, save that the Company shall be entitled to make offers or agreements before the expiry of such power which would or might require equity securities to be allotted after such expiry and the directors shall be entitled to allot equity securities pursuant to any such offer or agreement as if the power conferred hereby had not expired.

Resolution 19

Special Resolution:

Authority to purchase own shares

THAT the Company be generally and unconditionally authorised to make market purchases (within the meaning of section 693(4) of the Companies Act 2006) of ordinary shares of $5^{15}/_{22}$ pence each of the Company on such terms and in such manner as the directors may from time to time determine, provided that:

a. the maximum number of ordinary shares hereby authorised to be acquired is 70,294,719;
b. the minimum price (excluding expenses) which may be paid for any such ordinary share is $5^{15}/_{22}$ pence;
c. the maximum price (excluding expenses) which may be paid for any such ordinary share is the higher of: (i) an amount equal to 105% of the average of the middle market quotations for an ordinary share in the Company as derived from The London Stock Exchange Daily Official List for the five business days immediately preceding the day on which such share is contracted to be purchased; and (ii) the higher of the price of the last independent trade and the highest current independent bid for an ordinary share in the Company on the trading venues where the market purchases by the Company pursuant to the authority conferred by this resolution 19 will be carried out;
d. the authority hereby conferred shall expire at the end of the next annual general meeting of the Company or, if earlier, on 3 March 2028 unless previously renewed, varied or revoked by the Company in general meeting; and
e. the Company may make a contract to purchase its ordinary shares under the authority hereby conferred prior to the expiry of such authority, which contract will or may be executed wholly or partly after the expiry of such authority, and may purchase its ordinary shares in pursuance of any such contract.

Resolution 20

Special Resolution:

Notice of general meetings

THAT a general meeting, other than an annual general meeting, may be called on not less than 14 clear days' notice.

By order of the Board

Paul Lister
Company Secretary

2 November 2026

Weston Centre
10 Grosvenor Street, London W1K 4QY
Registered in England and Wales
Company No. 293262

Explanatory notes to the resolutions

Notes to resolution 1

Annual report and accounts

The Board asks shareholders to receive the reports of the directors and the auditor and the accounts for the year ended 12 September 2026.

Notes to resolution 2

Directors' Remuneration Report

Resolution 2 seeks shareholder approval for the Directors' Remuneration Report which is set out on pages 120 to 134 of the Annual Report and Accounts 2026 and which gives details of directors' remuneration paid for the year ended 12 September 2026. The Auditor has audited those parts of the Directors' Remuneration Report that are required to be audited.

This resolution is advisory in nature, meaning that payments and benefits made or promised to directors would not have to be repaid or withheld should the resolution not be passed.

The Directors' Remuneration Policy was approved by shareholders at the Company's annual general meeting in 2025 and is therefore not required to be approved at the AGM. It will be put to shareholders no later than the Company's annual general meeting in 2028.

Notes to resolution 3

Declaration of final dividend

A final dividend for the year ended 12 September 2026 of 42.3p per ordinary share is recommended by the directors and is put to shareholders for their approval. If approved, the dividend will be paid on 8 January 2027 to holders of ordinary shares on the register at the close of business on 11 December 2026, making a total dividend in respect of the year ended 12 September 2026 of 63.0p per ordinary share.

Notes to resolutions 4 to 13

Election and re-election of directors

All members of the Board who were elected last year are standing for re-election by shareholders at the AGM. Joana Edwards, who joined the Board on 5 March 2026, is standing for election for the first time.

Biographical details for the directors (together with the reasons why their contributions are, and continue to be, important to the Company's long-term sustainable success) are set out on pages 8 to 11.

Resolutions 9 to 13 relate to the re-election of Graham Allan, Kumsal Bayazit Besson, Annie Murphy, Dame Heather Rabbatts and Loraine Woodhouse respectively, who are the directors that the Board has determined are independent directors for the purposes of the UK Corporate Governance Code.

Under the UK Listing Rules, because Wittington Investments Limited ('Wittington'), and through its control of Wittington, the Garfield Weston Foundation, is a controlling shareholder of the Company (that is, it exercises or controls more than 30% of the voting rights of the Company), the election or re-election of any independent director by shareholders must be approved by a majority vote of both:

1. the shareholders of the Company; and
2. the independent shareholders of the Company (that is, the shareholders of the Company entitled to vote on the election of directors who are not controlling shareholders of the Company).

Under the UK Listing Rules certain members of the Weston family who hold shares in the Company (including two of the Company's directors, George Weston and Emma Mitchell) are treated as acting in concert with Wittington and are therefore also treated as controlling shareholders for the purposes of these voting requirements. Therefore, the votes of these individuals will also be excluded when calculating the votes of the independent shareholders.

Resolutions 9 to 13 are therefore being proposed as ordinary resolutions which all shareholders may vote on, but in addition, the Company will separately count the number of votes cast by independent shareholders in favour of the resolutions (as a proportion of the total votes of independent shareholders cast on the resolutions) to determine whether the second threshold referred to in 2. above has been met. The Company will announce the results of the resolutions on this basis as well as announcing the results of the ordinary resolutions of all shareholders.

Under the UK Listing Rules, if a resolution to elect or re-elect an independent director is not approved by a majority vote of both the shareholders as a whole and the independent shareholders of the Company at the AGM, a further resolution may be put forward to be approved by the shareholders as a whole at a meeting which must be held more than 90 days after the date of the first vote but within 120 days of the first vote. Accordingly, if any of resolutions 9 to 13 are not approved by a majority vote of the Company's independent shareholders at the AGM, the relevant director(s) will be treated as having been re-elected only for the period from the date of the AGM until the earlier of: (i) the close of any general meeting of the Company, convened for a date more than 90 days after the AGM but within 120 days of the AGM, to propose a further resolution to re-elect the director; (ii) the date which is 120 days after the AGM; and (iii) the date of any announcement by the Board that it does not intend to hold a second vote. In the event that the director's re-election is approved by a majority vote of all shareholders at a second meeting, the director will then be re-elected until the next annual general meeting.

The Company is also required to provide details of: (i) any previous or existing relationship, transaction or arrangement between an independent director and the Company, its directors, any controlling shareholder or any associate of a controlling shareholder; (ii) why the Company considers the proposed independent director will be an effective director; (iii) how the Company has determined that the proposed director is an independent director; and (iv) the process by which the Company has selected each independent director. These details are provided for the independent directors as part of their respective biographies as set out on the following pages.

The Company has received confirmation from each of the independent directors that, except as already disclosed, there is no existing or previous relationship, transaction or arrangement that the independent director has or has had with the Company, its directors, any controlling shareholder or any associate of a controlling shareholder.

Directors' biographies

Graham Allan

Independent Non-Executive Director

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.

Committee membership

- Chair of the Remuneration Committee
- Member of the Audit Committee
- Member of the Nomination Committee

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

Contribution and reasons for re-election

Graham has extensive experience in multinational food, retail and fast-moving consumer goods businesses across a range of jurisdictions, particularly from his previous roles in Dairy Farm International Holdings Limited and Yum! Restaurants International, which have activities in many of the countries in which the Company's subsidiaries operate. Graham makes an important contribution to the Board, including through his role as Chair of the Remuneration Committee and as a member of the Audit and Nomination Committees, and has committed an appropriate amount of time to the role.

Selection and independence

The independent executive search consulting firm, Spencer Stuart, was engaged in the selection of a new independent non-executive director. Following a rigorous process of interviews and assessments, the Nomination Committee recommended the appointment of Graham to the Board and the Board approved his appointment with effect from 5 September 2018.

Graham's independence was determined by reference to the relevant provisions of the UK Corporate Governance Code. The Board is satisfied that Graham is independent in character and judgement and that there are no relationships or circumstances which are likely to affect, or could appear to affect, his judgement.

Kumsal Bayazit Besson

Independent Non-Executive Director

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.

Committee membership

- Member of the Nomination Committee
- Member of the Audit Committee
- Member of the Remuneration Committee

Other appointments

- Chief Executive Officer of Elsevier

Contribution and reasons for re-election

Kumsal is a strong advocate of research and innovation and has significant experience in technology, risk management and cyber security. Kumsal makes a valuable contribution to the Board, including through her role on the Nomination, Audit and Remuneration Committees, and demonstrates commitment, including devoting an appropriate amount of time, to the role.

Selection and independence

The independent executive search consulting firm, Lygon Group, was engaged in the selection of a new independent non-executive director. Following a thorough search and identification of a number of high-quality candidates, the Nomination Committee recommended the appointment of Kumsal to the Board and the Board approved her appointment with effect from 1 December 2023.

Kumsal's independence was determined by reference to the relevant provisions of the UK Corporate Governance Code. The Board is satisfied that Kumsal is independent in character and judgement and that there are no relationships or circumstances which are likely to affect, or could appear to affect, her judgement.

Joana Edwards

Executive Director

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

Contribution and reasons for election

Joana is a highly experienced financial leader with over 30 years of international finance experience across the UK, Europe, Middle East and Africa, with particular expertise in FMCG and consumer-facing industries, including retail. She has a focus on disciplined capital allocation and shareholder value creation, combined with strong technical capability across integrated reporting, controls and financial planning. Joana's expertise has made a strong contribution to the Company and to the Group.

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.

Emma is not considered independent by the Board in view of her relationship with Wittington Investments Limited, the Company's majority shareholder. She was appointed in 2011 to represent this shareholding on the Board.

Other appointments

- Director of Wittington Investments Limited
- Director of the Weston Family Foundation

Contribution and reasons for re-election

Emma has broad insights on a range of issues of relevance to the Company's businesses from her roles as director of entities with a wide range of retail business, real estate and charitable interests. Emma's performance continues to be effective and she makes a valuable contribution to the Board, demonstrating full commitment to the role, including devoting an appropriate amount of time to the role.

Michael McLintock

Chairman

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.

Committee membership

- Chair of the Nomination Committee
- Member of the Remuneration Committee

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

Contribution and reasons for re-election

Michael has strong leadership skills, combined with an in-depth knowledge of the financial sector and proven experience of growing businesses. This combination of skills, knowledge and experience makes Michael a very effective Chairman both in terms of getting the most out of the Board and in terms of interactions with investors.

Annie Murphy

Independent Non-Executive Director

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.

Committee membership

- Member of the Nomination Committee
- Member of the Audit Committee
- Member of the Remuneration Committee

Other appointments

- Non-Executive Director of Domino's Pizza Group Plc

Contribution and reasons for re-election

Annie has extensive experience working with global brands and in consumer retail. Annie therefore makes an effective and valuable contribution to the Board, including through her role as Non-Executive Director designated for engagement with the workforce, as well as through her role on the Nomination, Audit and Remuneration Committees, and demonstrates commitment, including devoting an appropriate amount of time, to the role.

Selection and independence

The independent executive search consulting firm, Lygon Group, was engaged in the selection of a new independent non-executive director. Following a thorough search and identification of a number of high-quality candidates, the Nomination Committee recommended the appointment of Annie to the Board and the Board approved her appointment with effect from 6 September 2023.

Annie's independence was determined by reference to the relevant provisions of the UK Corporate Governance Code. The Board is satisfied that Annie is independent in character and judgement and that there are no relationships or circumstances which are likely to affect, or could appear to affect, her judgement. During the year, Annie's non-executive director's fee has been supplemented by an additional £25,000 to reflect her additional time commitment for the provision of support to the bakeries management team in respect of the acquisition and integration of Hovis Group Limited. This is not an executive or employed role, is ad hoc and is in support of the bakeries management team. We do not consider that this impacts Annie's independence.

Dame Heather Rabbatts

Independent Non-Executive Director

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.

Committee membership

- Member of the Nomination Committee
- Member of the Audit Committee
- Member of the Remuneration Committee

Other appointments

- Interim Executive Chair of M&C Saatchi plc
- Non-Executive Director of Bloomsbury Publishing Plc
- Chair of Soho Theatre

Contribution and reasons for re-election

Dame Heather has significant operational and leadership experience across a range of sectors including the local government, arts, media, entertainment and sports sectors. Dame Heather also has experience of health, safety and environmental matters through her former role on the Kier Group plc Safety, Health and Environment Committee and on social matters through her roles on a number of organisations, such as being Chair of The FA's Inclusion Advisory Board from 2014 to 2017.

Dame Heather has made an effective and valuable contribution to the Board, including through her role on the Nomination, Audit and Remuneration Committees, as well as taking up the role of Senior Independent Director in May 2023, and demonstrates commitment, including devoting an appropriate amount of time, to the role.

Selection and independence

The independent executive search consulting firm, Lygon Group, was engaged in the selection of a new independent non-executive director. Following a thorough search and identification of a number of high-quality candidates, the Nomination Committee recommended the appointment of Dame Heather to the Board and the Board approved her appointment with effect from 1 March 2021.

Dame Heather's independence was determined by reference to the relevant provisions of the UK Corporate Governance Code. The Board is satisfied that Dame Heather is independent in character and judgement and that there are no relationships or circumstances which are likely to affect, or could appear to affect, her judgement.

Relationships

From November 2009 until May 2019, Dame Heather was one of a number of non-executive directors on the board of Grosvenor Limited, a subsidiary of Grosvenor Group Limited with responsibility for overseeing all property activities of the Grosvenor Group in Great Britain and Ireland. For much of this period, the Chairman, Michael McLintock, sat on the board of Grosvenor Group Limited, a different legal entity within the same group which is a parent company of Grosvenor Limited, but at no point did they attend the same board meetings and any interactions between them were exceptionally limited. On this basis, and as confirmed above, the directors are satisfied that Dame Heather is independent in character and judgement and that there are no relationships or circumstances which are likely to affect, or could appear to affect her judgement.

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 previously held positions as the Chief Financial Officer and Chief Strategy Officer at Marks and Spencer Group Plc, Chief Financial Officer of Greencore Group plc and Managing Director of Greencore's grocery division and Chief Strategy Officer. Eoin has also previously held various different senior roles within Goldman Sachs.

Other appointments

- None

Contribution and reasons for re-election

Eoin has extensive international business experience and an in-depth knowledge of both the food and retail industries. Eoin's expertise has made a strong contribution to the Company and to the Group.

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

Contribution and reasons for re-election

George has a very detailed insight of the businesses in the Group, having himself managed several of the businesses both in the UK and Australia. George's role as Chief Executive since 2005 has seen the Group grow significantly through a combination of acquisitions and organic growth and his detailed insight into the Group's businesses means that he continues to contribute greatly to the long-term success of the Group.

Loraine Woodhouse

Independent Non-Executive Director

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.

Committee membership

- Chair of the Audit Committee
- Member of the Nomination Committee
- Member of the Remuneration Committee

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

Contribution and reasons for re-election

Loraine has extensive experience across all finance disciplines and has worked within many different sectors including retail, food and real estate, all of which are highly relevant to activities of the Group. As noted above this has included roles as Finance Director of Waitrose, Chief Financial Officer of Hobbs, Finance Director of Capital Shopping Centres Limited and Finance Director of Costa Coffee as well as her role as Chief Financial Officer of Halfords Group plc.

In her time since joining the Board in October 2024, Loraine has made an effective and valuable contribution to the Board, including through her role as Chair of the Audit Committee and as a member of the Nomination and Remuneration Committees and has demonstrated commitment, including devoting an appropriate amount of time, to the role.

Selection and independence

The independent executive search consulting firm, Lygon Group, was engaged in the selection of a new independent non-executive director. Following a thorough search and identification of a number of high-quality candidates, the Nomination Committee recommended the appointment of Loraine to the Board and the Board approved her appointment with effect from 1 October 2024. Loraine's independence was determined by reference to the relevant provisions of the UK Corporate Governance Code. The Board is satisfied that Loraine is independent in character and judgement and that there are no relationships or circumstances which are likely to affect, or could appear to affect her judgement.

Relationships

Loraine is a trustee of the Zoological Society of London (ZSL), a registered conservation charity driven by science. The Garfield Weston Foundation has made grants to ZSL. Loraine has confirmed that she is not involved in individual grant applications made by ZSL to the Foundation. Grants given by the Foundation are considered on their merits and are granted as part of the Foundation's wide range of charitable donations.

Notes to resolutions 14 and 15

Reappointment of Auditor and Auditor's remuneration

Resolution 14 proposes the reappointment of Ernst & Young LLP as the Company's auditor to hold office from the conclusion of the AGM until the conclusion of the next general meeting of the Company at which accounts and reports of the directors and auditor are laid. Resolution 15 authorises the Audit Committee of the Board to set the Auditor's remuneration.

Notes to resolution 16

Political donations and expenditure

Under the Companies Act 2006, political donations to any political parties, independent election candidates or political organisations, or the incurring of political expenditure are prohibited unless authorised by shareholders in advance. What constitutes a political donation, a political party, a political organisation, or political expenditure is not easy to determine, as the relevant provisions of the Companies Act 2006 are capable of wide interpretation.

The Company has a long-standing policy neither to make any political donations nor to incur political expenditure within the ordinary meaning of those words. We have no intention of altering this policy. However, the definitions of political donations and expenditure used in the Companies Act 2006 are very wide. As a result, 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.

Consequently, the directors have concluded that, in common with many other listed companies, it would be prudent to seek authority from shareholders to allow them to make political donations and incur political expenditure (up to £100,000 in the specified period) to ensure that the Group does not inadvertently breach the Companies Act 2006.

Notes to resolution 17

Renewal of directors' authority to allot shares

The purpose of resolution 17 is to renew the directors' authority to allot shares.

The Investment Association ('IA') guidelines on directors' authority to allot shares state that IA members will permit, and treat as routine, resolutions seeking authority to allot shares representing up to two-thirds of the Company's issued share capital, provided that any amount in excess of one-third of the Company's issued share capital should only be allotted pursuant to a fully pre-emptive offer.

In accordance with these guidelines, the Board seeks the shareholders' authority to allot shares in the capital of the Company up to a maximum nominal amount of £26,500,000, representing not more than the IA guideline limit of two-thirds of the Company's issued ordinary share capital as at 30 October 2026 (the latest practicable date prior to publication of this Notice). Of this amount, £13,250,000 (representing not more than one-third of the Company's issued ordinary share capital) can only be allotted pursuant to a fully pre-emptive offer. The authority will last until the conclusion of the next annual general meeting or, if earlier, 3 March 2028.

The directors have no present intention to exercise this authority. However, the directors consider it appropriate to maintain the flexibility that this authority provides.

As at the date of this Notice, the Company does not hold any ordinary shares in the capital of the Company in treasury.

Notes to resolution 18

Disapplication of pre-emption rights

Resolution 18, proposed as a special resolution, will give the directors authority to allot shares in the capital of the Company (pursuant to the authority granted under resolution 17) for cash without complying with the pre-emption rights in the Companies Act 2006 in certain circumstances. This disapplication authority is in line with institutional shareholder guidance, and in particular is within the limits set out in the Pre-Emption Group's Statement of Principles ('Pre-emption Principles'). The directors note that the Pre-emption Principles allow companies to seek authority to issue shares otherwise than in connection with a pre-emptive offer including an authority over up to 10% of a company's issued share capital for use on an unrestricted basis. However, at this time and, as was the case last year, the directors consider that the level of 5% in line with the Company's longstanding practice provides sufficient flexibility for the Company. In accordance with the Company's previous practice, the Company is not seeking an additional disapplication of pre-emption rights for use in connection with an acquisition or specified capital investment notwithstanding the fact that this would be permissible under the Pre-emption Principles.

The directors will keep the matter under review and will consider the developing market practice and what is in the best interests of the Company ahead of the annual general meeting to be held in 2027.

Resolution 18 will permit the directors to allot:

a. shares up to a nominal amount of £26,500,000, representing not more than two-thirds of the Company's issued ordinary share capital as at 30 October 2026 (the latest practicable date prior to publication of this Notice), on an offer to existing shareholders on a pre-emptive basis. However, unless the shares are allotted pursuant to a fully pre-emptive offer, the directors may only allot shares up to a nominal amount of £13,250,000, representing not more than one-third of the Company's issued ordinary share capital as at 30 October 2026 (the latest practicable date prior to publication of this Notice), (in each case subject to any adjustments, such as for fractional entitlements and overseas shareholders, as the directors see fit); and
b. shares up to a maximum nominal value of £2,000,000, representing approximately 5% of the issued ordinary share capital of the Company as at 30 October 2026 (the latest practicable date prior to publication of this Notice) otherwise than in connection with a pre-emptive offer to existing shareholders.

The directors confirm their intention to follow the shareholder protections contained in Part 2B of the Pre-Emption Principles. The directors have no present intention to exercise this authority, but consider it prudent to maintain the flexibility this authority affords. This authority will expire upon the expiry of the general authority in resolution 17 (that is, on the date of the next annual general meeting or, if earlier, 3 March 2028).

Notes to resolution 19

Authority to purchase own shares

Resolution 19, proposed as a special resolution, gives the Company authority to buy back its own ordinary shares in the market as permitted by the Companies Act 2006. In considering whether to use this authority, the Board will take into account factors including the financial resources of the Company, the Company's share price and future funding opportunities. It will be exercised only if the Board believes that to do so would result in an increase in earnings per share and would be in the interests of shareholders generally.

The authority limits the number of shares that could be purchased to a maximum of 70,294,719 (representing approximately 10% of the Company's issued ordinary share capital as at 30 October 2026 (the latest practicable date prior to publication of this Notice)) and sets minimum and maximum prices. It will expire at the end of the next annual general meeting of the Company or, if earlier, on 3 March 2028. Listed companies purchasing their own shares are allowed to hold them in treasury as an alternative to cancelling them. No dividends are paid on shares while they are held in treasury and no voting rights attach to treasury shares.

If resolution 19 is passed at the AGM, the Company's current intention is to cancel the shares it may purchase pursuant to the authority. However, in order to respond properly to the Company's capital requirements and prevailing market conditions, the directors will reassess at the time of any and each actual purchase whether to hold the shares in treasury or cancel them, provided it is permitted to do so.

As at 30 October 2026 (the latest practicable date prior to publication of this Notice), there were 6,059,500 options to subscribe for ordinary shares in the capital of the Company (in connection with the Company's equity-settled share-based payment plans) representing 0.86% of the Company's issued share capital. If the authority to purchase the Company's ordinary shares being sought in resolution 19 was to be exercised in full, these options would represent 0.96% of the Company's issued share capital. However, it is the Company's practice to settle awards under its share plans through existing shares rather than new issued shares.

Notes to resolution 20

Notice of general meetings

Resolution 20 is a resolution to allow the Company to hold general meetings (other than annual general meetings) on 14 days' notice.

The minimum notice period for general meetings of listed companies is 21 days. Companies may reduce this period to 14 days (other than for annual general meetings) provided that two conditions are met: (i) the company offers a facility for shareholders to vote by electronic means (which is met if the company offers a facility, accessible to all shareholders, to appoint a proxy by means of a website); and (ii) there is an annual resolution of shareholders approving the reduction of the minimum notice period from 21 days to 14 days.

The Board is therefore proposing, in common with many other listed companies, resolution 20 as a special resolution to approve 14 days as the minimum period of notice for all general meetings other than annual general meetings. The approval will be effective until the Company's next annual general meeting, when it is intended that the approval be renewed. The Board will consider on a case-by-case basis whether the use of the flexibility offered by the shorter notice period is merited, taking into account the circumstances, including whether the business of the meeting is time-sensitive and whether it is thought to be to the advantage of shareholders as a whole.

Shareholder notes

1. Shareholders entitled to attend and vote

To be entitled to attend and vote, members must be registered in the register of members of the Company at 6.30 pm on Wednesday 2 December 2026 (or, if the meeting is adjourned, at 6.30 pm on the date which is two working days prior to the adjourned meeting). Changes to entries on the register after this time shall be disregarded in determining the rights of persons to attend or vote (and the number of votes they may cast) at the meeting or adjourned meeting.

2. Voting by proxy

A member entitled to attend and vote at the meeting may appoint another person(s) (who need not be a member of the Company) to exercise all or any of their rights to attend, speak and vote at the meeting. A member can appoint more than one proxy in relation to the meeting, provided that each proxy is appointed to exercise the rights attached to different shares held by the member.

A proxy does not need to be a member and must attend the meeting to represent the member. A member's proxy could be the Chair of the meeting, another director of the Company or another person who has agreed to attend to represent the member.

The member's proxy will vote as the member instructs and must attend the meeting for the vote to be counted. Appointing a proxy does not preclude the member from attending the meeting and voting in person.

A Form of Proxy (or Notice of Availability if registered to receive shareholder communications electronically) which may be used to make this appointment and give proxy instructions is being sent to all members who appeared on the register of members at the close of business on 30 October 2026. Details of how to appoint a proxy are set out in the Notes to the Form of Proxy. If you do not have a Form of Proxy and believe that you should have one, or if you require additional forms, please contact Equiniti, Highdown House, Yeoman Way, Worthing BN99 6DA (Tel: +44(0)371 384 2282 (please use the country code if calling from outside the UK); lines open 8.30 am to 5.30 pm (UK time), Monday to Friday excluding public holidays in England & Wales). As an alternative to completing a hard copy Form of Proxy, proxies may be appointed electronically in accordance with the paragraph below.

In order to be valid, an appointment of proxy must be returned (together with any authority under which it is executed or a copy of the authority certified or in some other way approved by the directors) by one of the following methods:

- in hard copy form by post to the Company's Registrar: Equiniti, Highdown House, Yeoman Way, Worthing BN99 6DA;
- by completing via Equiniti's online portfolio service, Shareview, and logging on to their portfolio at www.shareview.co.uk and clicking on the link to vote. To register for a Shareview Portfolio, go to www.shareview.co.uk and follow the instructions. Your shareholder reference number can be found on the front of your Form of Proxy/Notice of Availability;
- in the case of CREST members, by utilising the CREST electronic proxy appointment service in accordance with the procedures set out below; or
- if you are an institutional investor you may be able to appoint a proxy electronically via the Proxymity platform, a process which has been agreed by the Company and approved by the Company's Registrar. For further information regarding Proxymity, please go to www.proxymity.io. Before you can appoint a proxy via this process you will need to have agreed to Proxymity's associated terms and conditions. It is important that you read these carefully as you will be bound by them and they will govern the electronic appointment of your proxy.

In each case, the appointment of proxy must be received by the Company's Registrar not less than 48 hours before the time of the meeting (excluding non-working days), being no later than 11.00 am on Wednesday 2 December 2026.

Please note that the Company takes all reasonable precautions to ensure no viruses are present in any electronic communications it sends out, but the Company cannot accept responsibility for loss or damage arising from the opening or use of any email or attachments from the Company and recommends that shareholders subject all messages to virus-checking procedures prior to opening.

Any electronic communication received by the Company, including the lodgement of an electronic proxy form, that is found to contain any virus will not be accepted.

To change your proxy instructions, you may return a new proxy appointment using the methods set out above.

Any change must be received by the Company's Registrar prior to the proxy deadline previously advised in this note. Where you have appointed a proxy using the hard copy Form of Proxy and would like to change the instructions using another hard copy Form of Proxy, please contact Equiniti, Highdown House, Yeoman Way, Worthing BN99 6DA (Tel: +44(0)371 384 2282 (please use the country code if calling from outside the UK); lines open 8.30 am to 5.30 pm (UK time), Monday to Friday excluding public holidays in England & Wales). Where two or more valid separate appointments of proxy are received in respect of the same share in respect of the same meeting, the one which is last received shall be treated as replacing and revoking the other or others.

CREST members who wish to appoint a proxy or proxies by utilising the CREST electronic proxy appointment service may do so by utilising the procedures described in the CREST manual on the Euroclear website (www.euroclear.com). CREST personal members or other CREST sponsored members, and those CREST members who have appointed a voting service provider(s), should refer to their CREST sponsor or voting service provider(s), who will be able to take the appropriate action on their behalf. In order for a proxy appointment made by means of CREST to be valid, the appropriate CREST message (a 'CREST Proxy Instruction') must be properly authenticated in accordance with Euroclear UK & International Limited's (EUI) specifications and must contain the information required for such instructions, as described in the CREST manual.

Regardless of whether it constitutes the appointment of a proxy or an amendment to the instruction given to a previously appointed proxy, in order to be valid, the CREST message must be transmitted so as to be received by the issuer's agent (ID number – RA19) by 11.00 am on Wednesday 2 December 2026. For this purpose, the time of receipt will be taken to be the time (as determined by the timestamp applied to the message by the CREST applications host) from which the issuer's agent is able to retrieve the message by enquiry to CREST in the manner prescribed by CREST. The Company may treat as invalid a CREST Proxy Instruction in the circumstances set out in regulation 35(5)(a) of the Uncertificated Securities Regulations 2001.

CREST members and, where applicable, their CREST sponsors or voting service providers should note that EUI does not make available special procedures in CREST for any particular messages. Normal system timings and limitations will therefore apply in relation to the input of CREST Proxy Instructions.

It is the responsibility of the CREST member concerned to take (or, if the CREST member is a CREST personal member or sponsored member or has appointed a voting service provider(s), to procure that his/her CREST sponsor or voting service provider(s) take(s)) such action as shall be necessary to ensure that a message is transmitted by means of the CREST system by any particular time. In relation to this, CREST members (and, where applicable, their CREST sponsors or voting service providers) are referred, in particular, to those sections of the CREST manual concerning practical limitations of the CREST system and timings.

3. Voting by corporate representatives

A member of the Company which is a corporation may authorise a person or persons to act as its representative(s) at the AGM. In accordance with the provisions of the Companies Act 2006, each such representative may exercise (on behalf of the corporation) the same powers as the corporation could exercise if it were an individual member of the Company, provided that the representative does not do so in relation to the same shares.

4. Voting on a poll

Voting on resolutions 1 to 20 will be conducted by way of a poll rather than a show of hands. This is a more transparent method of voting as member votes are counted according to the number of shares held. As soon as practicable following the AGM, the results of the voting at the meeting and the numbers of proxy votes cast for and against and the number of votes actively withheld in respect of each of the resolutions will be announced via a Regulatory Information Service and also placed on the Company's website.

5. Issued share capital and total voting rights

As at 30 October 2026 (being the latest practicable date prior to the publication of this Notice), the Company's issued voting share capital consists of 702,947,191 ordinary shares, carrying one vote each. Therefore, the total voting rights in the Company are 702,947,191.

6. Documents available for inspection

Copies of the directors' service contracts with the Company and the terms and conditions of the appointment of non-executive directors will be available for inspection during normal business hours (which do not include Saturdays, Sundays and public holidays) at the registered office of the Company and will be available at the place of the meeting from 15 minutes before the start of the meeting until its conclusion.

The content of this Notice, details of the total number of shares in respect of which members are entitled to exercise voting rights at the meeting, the total voting rights that members are entitled to exercise at the meeting, and, if applicable, any members' statements, members' resolutions or members' matters of business received by the Company after the date of this Notice, will be available on the Company's website **www.abf.co.uk**.

7. Members' right to ask questions

The Company must address at the meeting any question relating to the business of the meeting which is put by a member attending the meeting, but the Company will not answer questions: (i) if to do so would interfere unduly with the preparation for the meeting or involve the disclosure of confidential information; (ii) if the answer has already been given on a website in the form of an answer to a question; or (iii) if it is undesirable in the interests of the Company or the good order of the meeting that the question be answered. Please refer to page 2 which explains how to submit a question in advance of the AGM if you wish to ask a question but are unable to attend in person. Please note that questions received in advance of or during the AGM will not be answered in the circumstances noted above.

8. Audit statements

Members satisfying the thresholds in section 527 of the Companies Act 2006 can require the Company to publish a statement on its website setting out any matter relating to: (a) the audit of the Company's accounts (including the Auditor's report and the conduct of the audit) that are to be laid before the AGM; or (b) any circumstances connected with an auditor of the Company ceasing to hold office since the last AGM, that the members propose to raise at the AGM.

The Company cannot require the members requesting the publication to pay its expenses. Any statement placed on the website must also be sent to the Company's auditor no later than the time it makes its statement available on the website. The business which may be dealt with at the AGM includes any statement that the Company has been required to publish on its website.

9. Nominated persons

A copy of this Notice has been sent for information only to persons who have been nominated by a member to enjoy information rights under section 146 of the Companies Act 2006 (a 'Nominated Person'). The rights to appoint a proxy cannot be exercised by a Nominated Person; they can only be exercised by the member. However, a Nominated Person may have a right under an agreement between him/her and the member by whom the Nominated Person was nominated to be appointed as a proxy for the meeting or to have someone else so appointed. If a Nominated Person does not have such a right or does not wish to exercise it, he/she may have a right under such an agreement to give instructions to the member as to the exercise of voting rights.

10. Data processing

The Company will process personal data that shareholders provide to the Company, including the personal data of a shareholder's proxy if a proxy is provided. Personal data includes all data provided by shareholders, or on behalf of shareholders, which relates to: (1) the shareholder, including name and contact details (including address), the votes that the shareholder casts and any other personal data collected by the controller regarding the shareholder, e.g. the shareholder's reference/identification number; and (2) any person who is identified as a proxy by a shareholder, including their name and contact details (including address). The Company will also process personal data of shareholders and/or their proxy to the extent that shareholders or their proxy attend meetings held by the Company (or submit questions to such meetings) and the Company documents or makes a recording of these meetings, in which case personal data processed by the Company may include images and audio of the shareholder or their proxy which may be captured in the form of photographs, text and/or video and audio recordings. Please note that the photographs and broadcast footage may be transferred outside the European Economic Area.

Please note that if shareholders either provide the personal data of a proxy, or send a proxy to a meeting in their place, the Company requires the shareholder to communicate this privacy information to such proxy.

The Company and any third party to which it discloses the data (including the Company's registrar) may process such data for the purposes of maintaining the Company's records, meeting management, managing corporate actions, fulfilling the Company's obligations to shareholders, fulfilling the Company's legal obligations and communicating with shareholders.

The Company's lawful basis for the processing described above, for the purposes described above, is that the processing is necessary in order for the Company to: (1) fulfil its legitimate interests; and (2) comply with its legal obligations.

All of this data will be processed in accordance with the Company's privacy notice which can be accessed at: **www.abf.co.uk/privacy-notice**.

11. Shareholder information

Registrar

If you have any queries about your shareholding, please contact Equiniti.

Shareholder helpline:

+44(0)371 384 2282 (please use the country code if calling outside the UK); lines open 8.30 am to 5.30 pm (UK time), Monday to Friday, excluding public holidays in England & Wales.

Post:

Equiniti, Highdown House, Yeoman Way, Worthing BN99 6DA.

Online:

A range of shareholder information is available online at www.shareview.co.uk where shareholders can check their holdings, find practical help on updating details and register their email address to receive shareholder communications electronically.

Communicating with the Company

Shareholders are advised that the telephone numbers, website and email addresses provided in this Notice must not be used to communicate with the Company for any purposes other than those expressly stated.

Extensive information including many answers to frequently asked questions can be found online.

Scan the QR code to take you directly to

www.shareview.co.uk

How to access the broadcast of the AGM

For shareholders unable to attend the AGM in person, the Company is enabling shareholders to access a live broadcast of the AGM on the web. Please remember that, if accessing the web broadcast, you will not be able to vote or ask questions on the day of the AGM and that you should appoint a proxy in advance so that your vote is counted.

Important:
If you wish to access the broadcast of the AGM, you will need information that is included on the Notice of Availability which is unique to you.

If your investment is held on your behalf in a broker/nominee/custodian account and you wish to access the AGM broadcast, you must contact your broker/nominee/custodian in advance and request that they appoint you as a proxy or as a corporate representative so that you have the appropriate authority to access the broadcast. Without this authority you will not have the necessary details and will not be able to gain access. Once the valid appointment has been made, please contact the Company's Registrar, Equiniti, before 11.00 am on Wednesday 2 December 2026 by sending an email to:

hybrid.help@equiniti.com

or telephone +44(0)371 384 2282, (please use the country code if you are calling from outside the UK) for your unique shareholder reference number (SRN) and PIN. Telephone lines are open 8.30 am to 5.30 pm Monday to Friday (excluding public holidays in England & Wales).

Accessing the live broadcast via the AGM website

Shareholders can access a live audio and video broadcast of the AGM via the AGM website. If you wish to access the AGM using this method please go to:
https://meetings.lumiconnect.com/100-773-270-944

This website can be accessed online on a PC, laptop or internet-enabled device such as a tablet or smartphone. You will need the latest version of Edge, Chrome, Safari or Firefox. Please ensure that your browser is compatible.

Logging in

On accessing the AGM website, you may be asked to enter a Meeting ID which is:

100-773-270-944

You will then be prompted to enter your unique SRN and PIN which can be found on your Notice of Availability. Access to the meeting via the website will be available from 9.30 am on 4 December 2026. The meeting will start at 11.00 am.

Broadcast

The AGM will be broadcast in audio and video format with presentation slides. Once logged in, and at the commencement of the meeting, you will be able to view and hear the proceedings of the meeting on your device, as well as being able to see any slides or video being presented at the meeting.

Requirements

An active internet connection is required at all times in order to allow you to view the broadcast. It is the user's responsibility to ensure you remain connected for the duration of the meeting.

For further details, please see the 'User Guide to Accessing the Live Broadcast of the Associated British Foods plc AGM 2026' below.

Accessing the live broadcast by telephone

Broadcast

Shareholders who are unable to attend in person and are unable to access the web broadcast but would like to follow a live audio broadcast by telephone should contact the Company Secretariat by post (Attention: AGM – Company Secretary, Associated British Foods plc, Weston Centre, 10 Grosvenor Street, London W1K 4QY) or by email (agm2026@abfoods.com) so that arrangements can be made. Such requests will need to be received by the Company Secretariat by 27 November 2026. Please note that there will be no facility to ask questions by telephone.

User Guide to Accessing the Live Broadcast of the Associated British Foods plc AGM 2026

Meeting ID: 100-773-270-944

To login you must have your SRN and PIN as shown on the Notice of Availability

1. Navigate to: **https://meetings.lumiconnect.com** and you will be prompted to enter the Meeting ID. If a shareholder attempts to login before the meeting is live, a pop-up dialogue box will appear.
2. After entering the Meeting ID, you will be prompted to enter your unique SRN and PIN as found on your Notice of Availability.
3. When successfully authenticated, you will be taken to the Home Screen.
4. The meeting presentation will appear automatically at the side of the page if viewing through a web browser.

The AGM venue

Please monitor the AGM 2026 page of the Company's website (www.abf.co.uk/agm) for any updates.

Venue

This year's AGM will be held at:

QEII Centre, Broad Sanctuary, Westminster, London SW1P 3EE
Tel: +44 20 7798 4000
Email: info@qeiicentre.london
https://qeiicentre.london/

Timing

The AGM will start promptly at 11.00 am. Shareholder registration will be available from 9.30 am. Shareholders wishing to attend are advised to arrive at the venue in good time to register and no later than 10.30 am.

Venue arrangements and security

On arrival, you will be directed to the registration desk to register your attendance and that of any guest. Unless agreed by the Company in advance, **guests will not be permitted unless the shareholder is in need of assistance and, in this circumstance, will be limited to one guest**. Shareholders, corporate representatives and proxies may be required to provide proof of identity. Please bring your attendance card with you (attached to the Form of Proxy) as this will help us to admit you to the meeting as quickly as possible. The admission process could take longer without identification.

Investors who hold their shares in broker/nominee/custodian accounts (rather than in their own name) must contact their broker/nominee/custodian in advance and request to be appointed as a proxy or corporate representative and bring evidence of such appointment with them to the meeting if they wish to attend, speak and/or register their vote at the meeting.

Security staff will be on duty to assist shareholders. We take the safety and security of our shareholders and the security of the AGM very seriously.

As usual, we will implement a range of security measures at the AGM, based on a thorough assessment of potential risks. We strongly encourage you not to bring large bags, shopping trolleys or other luggage with you to the venue, and if you cannot avoid doing so, you will be requested to check these into the cloakroom.

We also require that everyone attending the AGM allows bags or briefcases to be searched if so requested. You will be welcome to take your smaller bag or briefcase into the meeting. Otherwise, we will politely require you to leave your property in the cloakroom.

For the safety and security of our shareholders, photography and filming other than by the AGM broadcast team will not be permitted in the meeting room. The meeting, including question and answer sessions with shareholders, as well as background shots of those present in the auditorium, will be recorded on film. These images and stills from the footage may be used in future publications online or in print. If you attend the AGM in person you may be included in images or in the recording of the meeting.

There is wheelchair access at the venue. Anyone accompanying a shareholder in need of assistance will be admitted to the AGM. A sound amplification/hearing loop will be available in the meeting room.

Please ensure that mobile phones are switched off throughout the AGM.

Travel information

Underground and rail

Nearby underground stations include St James's Park on the Circle and District lines, Westminster on the Jubilee, Circle and District lines and Victoria on the Victoria, Circle and District lines. Charing Cross, Victoria and Waterloo mainline stations are within a 20-minute walk from the venue. There are links by tube direct to Euston, Charing Cross, Waterloo and Liverpool Street mainline stations.

Annual general meeting venue location



Notes

Associated
British Foods
plc

Associated British Foods plc
Weston Centre
10 Grosvenor Street
London
W1K 4QY

Tel + 44 (0)20 7399 6500
Fax + 44 (0)20 7399 6580