

Responsibility

Our purpose is to provide safe, nutritious and affordable food, and good quality clothing that is great value for money. We live and breathe our values through the work we do every day. They guide our behaviour and help us deliver long-term benefits for our people, suppliers, communities, customers and the environment.



“As a business we have a clear sense of our social purpose. We work hard to provide safe, nutritious and affordable food and good quality, affordable clothing to millions of customers worldwide every day. Only if we do these things well should we make a profit.”

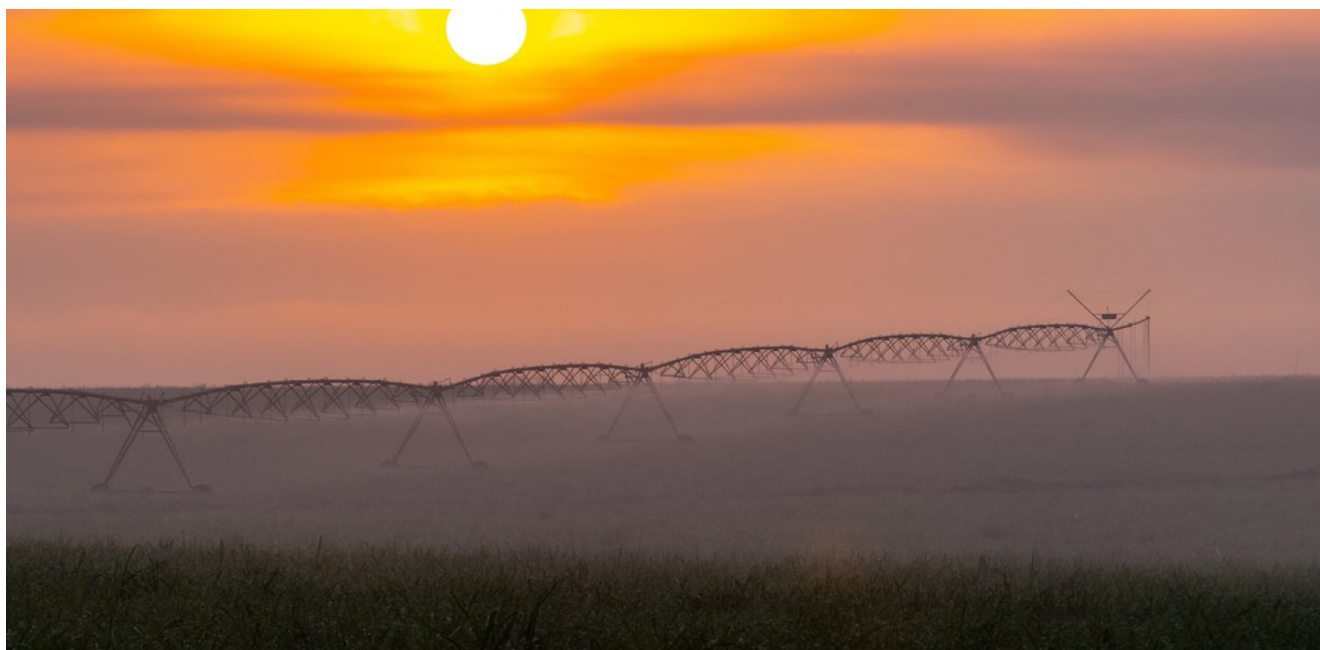
George Weston
Chief Executive

Our approach

Our environmental, social and governance (ESG) agenda is shaped by our values and the leaders within each of our businesses. Environmental and social challenges differ by business and geography, and local knowledge is vital to setting and implementing meaningful programmes and delivering for stakeholders. As such, our reporting reflects the diversity of our five business segments – Retail, Grocery, Ingredients, Sugar and Agriculture.

Our Group ESG governance

All our businesses operate within a clear governance framework defined by the Group. Our devolved business model gives our businesses autonomy to assess and manage their own ESG impacts, risks and opportunities within this framework.



We adapt our governance process as required to cover all relevant ESG issues, including climate-related matters.

The ABF Board (the Board) has oversight and overall responsibility 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. The Chief Executive and Finance Director have responsibility for assessing and managing material ESG matters across the Group, including climate-related matters, and reporting this 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 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 programmes across our own operations, how we ensure security for our people and assets, and initiatives within central procurement in our supply chains;
- our Group Corporate Responsibility Director who leads the Group's Corporate Responsibility Hub team which is responsible for providing guidance and support to 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 Finance Transformation team, which is part of the Group Finance team, oversees and collates all non-financial data used for Group reporting, collaborating closely with the CR Hub to ensure timely and accurate reporting. It coordinates with other finance teams within the businesses across the Group to ensure robust and consistent data collection aligned with assurance requirements. Additionally, dedicated teams covering specific areas such as DEI, health, safety, environment and procurement ensure the businesses have a comprehensive level of support across ESG matters.



A sugar cane irrigation system at the Ubombo estate, Eswatini

The Board receives regular updates each year on material ESG matters, including climate-related matters from a variety of sources including senior management and internal reporting. In 2025 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; and
- the EU Corporate Sustainability Reporting Directive ('CSRD') and implications of the EU's package of proposals to simplify sustainability rules (the EU Omnibus), including a summary of work conducted by a number of our businesses on their double materiality assessments.

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 in 2025, and how we assessed progress against them, are disclosed in the Directors' Remuneration Report on our Annual Report.

Our ESG Policy and Reporting Group is a central, cross-functional group that meets regularly and is responsible for overseeing the ESG reporting 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 (SMEs) as required.

In 2025, we have further strengthened our governance of ESG matters through introducing quarterly ESG Update Meetings with the Chief Executive and Finance Director. 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 monitoring progress against material Group ESG topics, receiving regular updates on priorities, and horizon scanning, as well as providing a route for escalation where required on any material topics.

Responsibility within our businesses

Under ABF's devolved structure, each of our businesses is required to 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 two 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 Finance Director 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

ABF Board

Annual business reviews



Risk reviews of material topics



Continuous oversight and support



Management of risks and opportunities

The identification, assessment and management of ESG risks and opportunities resides within the business where the risk or opportunity sits. This is the same process for all other business risks. Annually, risks are collated and reviewed at individual business and divisional level and then reviewed also at Group level. Where risks or opportunities are not deemed material for the Group, the businesses incorporate these into their risk registers and their wider ESG strategies as appropriate.

The Board is accountable for overall risk management, which includes agreeing the principal risks facing the Group, both existing and emerging, and ensuring these are effectively managed by the businesses. Further details on risk management can be found in our Annual Report.

We recognise that climate change presents a material risk throughout our businesses' operations and supply chains, resulting in challenges as well as opportunities for our businesses. While each business is responsible for identifying and managing its climate risks, we also undertake certain risk assessments at Group level, which include climate risk. Individual businesses may also include climate-related matters in their regular updates to the Board. Divisional chief executives are responsible for managing and mitigating the impacts of climate change on their divisions.

Our Task Force on Climate-related Financial Disclosures (TCFD) reporting is overseen by a cross-functional steering committee, which briefs the Board and the Audit Committee. As part of the 2025 disclosure, we have included a summary of the transition plans for the Primark, ABF Sugar and Twinings Ovaltine businesses, our most significant contributors to Scope 1 and 2 GHG emissions and adjusted operating profit. For more information on our TCFD reporting, see our Annual Report.

Our Group-level policies

We maintain and keep under review a series of Group-level policies and position statements. Ranging 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 policies and position statements articulate the Group's 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 policies.

Our Group policies, position statements and Supplier Code of Conduct can be accessed online.

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 online.

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 2025, 434 notifications were received, of which:

- 19% were resolved, with outcomes ranging from reviews of processes and support for individual employees to, where necessary, disciplinary procedures being followed;
- 55% were investigated as appropriate and required no action; and
- 26% remain under investigation.

A copy of the ABF Speak Up Policy is available online.

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.



At Group level, we aggregate the material ESG topics and risks identified by our businesses and incorporate a Group perspective. This includes considering topics discussed through stakeholder engagement, including with investors.

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. For example, last year, waste water treatment at AB Mauri was a Group priority, however with the investment and programme of work now close to completion, it is no longer a Group priority. Our Group priorities are:

- human and labour rights in the Primark supply chain;
- decarbonisation at British Sugar;
- employee accommodation and living standards at 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.

We will continue to focus on these Group priorities and expect our individual businesses to set their own additional priorities as they see fit.

There will always be a need for the Group and our businesses to be responsive to new and emerging priorities that may occur at any time.

In addition, the topics presented in the table 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.

As part of our ongoing review of material topics at Group level, we will update the consolidation of topics as necessary. 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.



British Sugar engineers with the boilers for the animal feed dryers at its factory in Wisington, UK






Double materiality and CSRD

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

The EU Omnibus has had an impact in terms of the timing and potentially the content of the CSRD reporting requirements. We have spent time working through the implications of the recent EU Omnibus proposal and this has been taken into account in our approach to meeting the requirements of the Directive.

Our material topics







Our business segments

 Retail
  Grocery
  Ingredients
  Sugar
  Agriculture





Our value chain

 Supply chains
  Operations
  Products





Our People

Group-level material topics	Impacts on the business segments	Impacts in the value chain	Why it is material
Health, safety and wellbeing			Our businesses' priority is to safeguard the wellbeing, health and safety of employees, contractors and visitors to sites.
Diversity, equity and inclusion			Fostering inclusive cultures and providing tailored support makes the most of all employees' unique backgrounds and characteristics.
Engagement and development			We support our people to develop skills and capabilities through training, and we create opportunities for professional and personal development.





People in our supply chain and surrounding communities

Group-level material topics	Impacts on the business segments	Impacts in the value chain	Why it is material
Human and labour rights in our supply chains			The risk of human rights and labour issues occurring across our businesses' supply chains.
Supporting communities			Contributing to the development of the communities in which our businesses work protects our licence to operate, supports job creation and builds public trust.

Carbon and climate

Group-level material topics	Impacts on the business segments	Impacts in the value chain	Why it is material
GHG emissions			Our businesses and supply chains operate in many areas subject to climate risks and opportunities as we transition to a lower carbon world. Our success depends on managing and mitigating these risks and making the most of the opportunities. We need to cut greenhouse gas (GHG) emissions and build resilience to secure a net zero future.
Energy and renewables			Efficient energy use and switching to renewables in our businesses' operations and supply chains are vital to reducing emissions and costs and increasing energy security.

Water

Group-level material topics	Impacts on the business segments	Impacts in the value chain	Why it is material
Water use			Our suppliers and our operations use water, and the communities and environment around them need it too. We recognise water as a very valuable, shared resource that is becoming increasingly scarce in some parts of the world.
Water treatment			Water treatment is essential for our businesses to minimise environmental impact, ensure legal compliance, and manage water risks at their production sites. It also enables some sites to reuse water and recover valuable co-products.

Waste and packaging

Group-level material topics	Impacts on the business segments	Impacts in the value chain	Why it is material
Waste and circularity			A shift towards a more circular economy, focusing on waste reduction and sustainable material use, presents significant opportunities and urgent challenges for our businesses.
Plastic and packaging			Packaging has an important role to play in ensuring the safety and quality of food products. Less plastic and using plastic which contains more recycled materials and is recyclable contributes to reducing waste and moving towards circularity.

Food safety and nutrition

Group-level material topics	Impacts on the business segments	Impacts in the value chain	Why it is material
Nutrition and health			Governments and consumers are increasingly focused on healthier lifestyles. We want to support consumers' preferences and governments to achieve their wider health and wellbeing goals.
Food safety			As a leading food manufacturer and retailer, it is vital that we manage the safety and quality of our products throughout our operations and value chain.

Agriculture and farming practices

Group-level material topics	Impacts on the business segments	Impacts in the value chain	Why it is material
Responsible agriculture			Our businesses depend upon agricultural systems for most of the raw materials we use in our products.
Biodiversity and land use			Our products are made from agricultural commodities, which are dependent on biodiversity and healthy natural ecosystems.
Animal health and welfare			A number of our businesses have direct involvement with animals. Several also purchase ingredients derived from animals and some sell products into the livestock industry.

Our impact on the Sustainable Development Goals

We understand the potential to contribute towards certain Sustainable Development Goals (SDGs) through the ESG programmes of some of our businesses.



SDG 2: Zero Hunger

Several businesses donate surplus products to food banks and other organisations that support vulnerable people in need. Some of them are involved in initiatives that aim to increase the yields and incomes of smallholder farmers or improve their resilience to the impacts of climate change.



SDG 3: Good Health and Wellbeing

A number of our businesses implement initiatives that aim to improve the physical and emotional health and wellbeing of their people and some, for example our sugar businesses in Africa, provide a wide range of healthcare benefits for their workforce and their families such as health clinics and vaccination programmes.



SDG 9: Industry, Innovation and Infrastructure

Across the Group, our businesses continue to invest in upgrading facilities and systems with the aim of improving the efficiency of their manufacturing and agriculture operations. These range from the irrigation technology used on our sugar estates to energy reduction programmes at our production sites.



SDG 10: Reduced Inequalities

Several programmes across our Group are designed to promote inclusion, including initiatives to empower women and people with disabilities. For example, Primark has worked with ILGA World to promote LGBTQIA+ rights and has amended its recruitment process to remove barriers to candidates with a disability.



SDG 5: Gender Equality

Across our businesses' operations and their supply chains there are many initiatives aimed at supporting the development of women. For example, Illovo Sugar Malawi's Illovo Women in Leadership Forum, which aims to help businesses attract and retain female employees.



SDG 6: Clean Water

By assessing water scarcity risks at a site level and building partnerships in water-stressed areas, our businesses seek to improve water quality and water management by reducing pollution, treating waste water and reusing or recycling more water in their operations.



SDG 13: Climate Action

There are many projects that seek to mitigate our businesses' contribution to climate change and assess and improve their capacity for adaptation. These include process developments that aim to reduce GHG emissions through a mix of energy efficiency, lower-carbon fuels and renewable energy.



SDG 7: Affordable and Clean Energy

Many of our businesses seek to improve energy efficiency through energy management systems and several businesses self-generate or procure renewable energy for their operations. In some of our businesses renewable energy is generated on site from biogenic sources.



SDG 15: Life on Land

Many projects aim to protect the ecosystems surrounding our businesses' operations and supply chains, and minimise deforestation associated with the sourcing of key commodities such as palm oil and soya. With urgent action needed to reduce habitat and biodiversity loss, we support nature and wildlife habitat projects that seek to protect and restore nature reserves surrounding our businesses' operations and within their supply chains.



SDG 8: Decent Work and Economic Growth

Our businesses offer programmes to encourage inclusive working practices, fulfilling employment and fair rewards within our businesses and their supply chains. All of our businesses are expected to follow the Group Supplier Code of Conduct and have initiatives in place that seek to promote labour rights and maintain safe working conditions.

Stakeholder engagement

At business and Group level, we engage directly with many different stakeholder groups, including our shareholders, customers, consumers, employees, suppliers, workers in the supply chain, communities, NGOs, industry and trade associations, trade unions, institutional investors and governments.

We believe that ongoing dialogue with stakeholders across the Group's businesses is fundamental to our success. ESG is a part of our conversation with different stakeholder groups, and we consider their views and priorities in our materiality assessments.

Read more about stakeholder engagement and decision-making in our Annual Report.

Our key stakeholders

1. Employees
2. Suppliers and workers in supply chains
3. Customers and consumers
4. Communities and the environment
5. Shareholders and institutional investors
6. Governments

Stakeholder	Why our businesses engage	Key matters	How the businesses engage with this stakeholder group
Employees	We employ approximately 138,000 people. Our people are central to our success.	<ul style="list-style-type: none"> • Health, safety and wellbeing • Diversity, equity and inclusion • Cost of living • Culture • Engagement • Development 	<ul style="list-style-type: none"> • Day-to-day engagement • Email • Town halls • Surveys • Health and safety programmes • Training • Notice boards • Newsletters • Intranet and website
Suppliers and workers in supply chains	As a diversified international Group, our businesses have many complex supply chains.	<ul style="list-style-type: none"> • Responsible sourcing • Supply chain sustainability • Payment practices • Human and labour rights in our supply chains • Transparency in supply chains 	<ul style="list-style-type: none"> • Conversations (face-to-face or virtual) • Training • Communication sessions • Correspondence • Audits • Engagement with supplier representatives and NGOs
Customers and consumers	The buyers of our safe, nutritious and affordable food, and clothing that is great value for money.	<ul style="list-style-type: none"> • Healthy and safe products • Value for money • Availability of products • Customer relations • Social and environmental impact • Store environment 	<ul style="list-style-type: none"> • In-store signage (Primark) • Face-to-face interactions with staff • Customer surveys • Websites • Labelling • Social media • Customer/consumer contact lines • Market data analysis
Communities and the environment	Supporting society and respecting the environment are two of the key ways we live our values and make a difference.	<ul style="list-style-type: none"> • Climate change mitigation and adaptation • Natural resources and circular economy • Social impact – including employment opportunities • Agriculture and farming practices 	<ul style="list-style-type: none"> • Various environmental programmes • Dealings with NGOs and other expert programmes and schemes • Coaching and training programmes • Community programmes and schemes
Shareholders and institutional investors	The Company has a mix of individual and institutional shareholders, including bondholders, whose views are valued.	<ul style="list-style-type: none"> • Strategic updates • Business and financial performance • Return on investment • ESG • Remuneration 	<ul style="list-style-type: none"> • Results announcements • Press releases • Annual general meeting • Annual Report • Website • Meetings • Registrar
Governments	The Group is impacted by changes in laws and public policy.	<ul style="list-style-type: none"> • Climate and environment-related matters • Tax and business rates • Agricultural and trade policy • Public health • Support of businesses and workers • Energy support schemes 	<ul style="list-style-type: none"> • 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

Our material topics

Our people

The people across our businesses are united by our purpose, culture and passion for delivering for our customers. We empower them to innovate and support them to grow and develop.

People in our supply chains and surrounding communities

Our Group Supplier Code of Conduct is the foundation of our businesses' work with respect to working conditions and labour standards in their supply chains.

Carbon and climate

We are focusing on taking action today, in line with our ambition of achieving net zero by 2050 or sooner.

Water

Our businesses work to reduce water consumption, maximise reuse, and return treated water safely to the environment.

Waste and packaging

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.

Food safety and nutrition

Our businesses are united by our purpose to provide safe, nutritious and affordable food.

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.

Our people

The people across our businesses are united by our purpose, culture and passion for delivering for our customers. We empower them to innovate and support them to grow and develop.



We employ more than 138,000 people and have operations in 56 countries across the United Kingdom, Europe, Africa, the Americas and Asia Pacific.

Health, safety and wellbeing

Our businesses prioritise safeguarding our people when they are working or travelling for business, including contractors and visitors to our sites. We have processes and programmes in place and strive to foster cultures to ensure their safety and wellbeing at all times. Our businesses take a holistic approach to safety and wellbeing, considering aspects such as mental, physical and financial wellbeing as well as physical safety.

Loss of life in any of the operations across the Group is unacceptable and we expect all colleagues and contractors to return home after work as well as when they arrived. As such, we are deeply saddened to report three fatal injuries to contractors¹. Two of the incidents involved contract delivery drivers, who both tragically lost their lives in road traffic accidents, one in Tanzania and the other in Spain. The third death occurred in Zambia in August 2025 where a contractor was fatally injured when he was inflating the tyre of an agricultural vehicle.

Following these tragic events, our priority was to ensure the families and colleagues of those who died were supported. A thorough root cause investigation was conducted by the relevant businesses, and the learnings shared with all our operations.

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

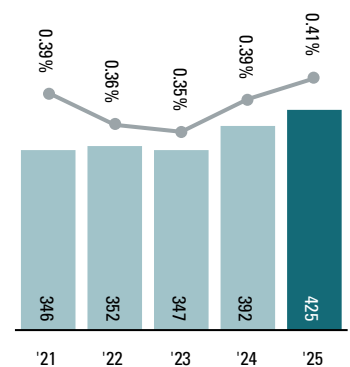
All of our businesses must comply with our Group Health, Safety and Wellbeing Policy. They supplement this with additional local and business-specific policies. Responsibility for ensuring compliance with these policies sits with the chief executives of the various businesses. Each business also has a nominated director with specific accountability for health, safety, and wellbeing, including mental health.

1. In 2025, we reported two contractor fatalities in the year to 31 July and a further fatal incident in August 2025, which will be reported in next years data.



A senior engineer at Allied Mills, Manchester, UK

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



* Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations.

In line with the Group Policy, our businesses focus their safety efforts in five 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 all 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 the following key on-site and off-site critical-to-life safety risks:

- 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 risks; and
- the management of contractors, who often carry out these high risk operations.

To support our businesses, we are developing resources and toolkits focused on helping them to address these critical-to-life safety risks.

The on-site employee Lost Time Injury ('LTI') rate in 2025 is 0.41% compared with 0.39% last year. LTIs cover a broad range of situations and the majority result in a low number of days lost. On average 5% fewer days were lost this year per injury. The businesses are focused on driving initiatives to reduce the LTIs while encouraging a culture of reporting. The on-site contractor LTI rate in 2025 has decreased from 0.34% to 0.25%.

We are disappointed the employee LTI rate has increased, and all of our businesses have put actions in place to reduce risk and address the causes of these incidents. Our businesses remain focused on leading indicators and on investing in risk reduction initiatives. In 2025 £48m was invested in reducing health and safety risks across a wide range of operational hazards.

The businesses continue to focus on their safety culture, governance approach and processes to keep their people safe, especially those related to managing critical-to-life activities. This includes increasing or improving the number and quality of safety observations, with additional focus on line manager training and leadership initiatives to increase their involvement and direct ownership of safety. All the businesses have improved their reporting of near misses and have placed increasing focus on reporting and investigating significant events linked to their critical risks. The learnings from any significant incidents are shared across the divisions by Group.

Many of our businesses are now starting to explore how artificial intelligence can assist them to identify risks to reduce accidents and improve efficiencies in their risk management systems.

See our Data page for more details on our health and safety data.

Wellbeing

The mental health and wellbeing of our people is central to who we are and how we perform. By supporting a healthy and engaged workforce, we strengthen our capacity to deliver sustainable results, adapt to change, and remain a place where people want to work. We encourage a culture of open conversations with the aim of removing the stigma associated with mental health, including supporting employees to share their personal stories. We continue to invest in support across the Group, including programmes designed to raise awareness and provide practical assistance, resources and tools across all areas of wellbeing, including mental and financial. Our businesses use multiple communication methods to ensure our different workforce audiences have easy access when they need it, including notice boards, shift briefings and virtual platforms.

The line managers in many of our businesses share information on wellbeing support and explore any necessary adjustments to ensure our employees can perform effectively throughout their careers with us. This includes temporary or permanent adjustments to work scheduling and workloads.

We aim to continuously 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 continue to provide financial and mental wellbeing tools and resources, easy access to employee assistance programmes and information across a range of topics to support our people internationally. We also invest in training and resources for our line managers, recognising the pivotal role they play in the wellbeing of our employees at key lifecycle moments of on-boarding, career development conversations, performance reviews return to work discussions and stress risk assessments.

Many of our businesses also have formal wellbeing activities in place for their people, like AB Mauri's 'Thrive' health and wellbeing programme, AB Agri's employee networks and Primark's 'Spark' wellbeing programme.

Diversity, equity and inclusion (DEI)

Engaging diverse talent is a competitive advantage for us and strengthens the Group's ability to deliver long-term success. Our businesses work hard to ensure we attract and develop diverse talent and establish meaningful connections with the varied communities we serve.

Our Board Diversity Policy sets out our groupwide approach and is complemented by local business policies, DEI teams and dedicated programmes. These 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 discrimination and bias that can harm their mental health and physical wellbeing.

Our Group Inclusion Network, made up of colleagues from across all our segments, accelerates change by sharing knowledge, best practice and ideas. We have almost 480 DEI advocates across the Group, and provide access to training and thought leadership from expert external partners across culture and inclusion topics, incorporating allyship, handling difficult conversations, neurodiversity inclusion, racial and ethnic diversity, female careers and leadership, disability inclusion and LGBTQIA+ inclusion.

All our businesses have access to materials and training they can use to raise awareness of unconscious bias and create more inclusive cultures. The materials are provided in eight of our key business languages and we have over 100 trained facilitators across the Group.

A significant number of our businesses use the Develop Diverse platform to support the consistent use of inclusive language on business policies, job adverts, job descriptions and interview questions. The insights around the importance of inclusive language have also been adopted in line manager training, such as Primark's Hiring Inclusively programme. We continue to raise awareness and educate our people, advocates and leaders on the evolving field of diversity, equity and inclusion. We partner with external experts to provide robust and thorough materials on a range of topics that include disability inclusion, female careers and leadership, racial and ethnic diversity, neurodiversity inclusion and LGBTQIA+ inclusion.

We utilise our dedicated internal website to connect everyone across the Group with our DEI and wellbeing corporate partners, easy to use resources, training materials and internal case studies highlighting great practice and learnings including British Sugar's 'conscious inclusion' e-learning module, and Twinings' health and wellbeing agenda. We foster active communities of advocates and leaders who are driving their local plans and identifying where synergies could be helpful. Over recent years our most active communities have been Menopause & Menstruation, Disability & Neurodiversity, and Wellbeing, including a network for those leading Mental Health First Aid (MHFA) groups in our businesses.

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

Our 'Women in ABF' network, which has been running for 15 years, has helped women develop skills and business awareness, and build connections that enhance their current performance and future careers prospects. Women across the Group have access to virtual events featuring both internal and external speakers as well as valuable networking opportunities.

We prioritise attracting and developing a broader range of talent, maintaining our focus on gender and ethnicity imbalances through identifying and removing barriers that could discourage talent from being attracted to or joining ABF, or from advancing to leadership positions.

Overall, the gender balance of the Group is that women make up 57% 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 our talent pipeline for senior roles is now more gender balanced. Women account for 39% of senior management roles across the Group, and we have an increasing proportion of women among our groupwide Executive Leadership Programme alumni.

At the most senior levels, which covers those reporting to the divisional chief executives and group functional directors, our gender balance as reported to FTSE Women Leaders for 2025 is 27%. This is disappointing as we have focused significant effort on our talent pipeline as outlined above. This percentage in part reflects internal restructuring of leadership teams to align to strategic priorities. It also illustrates that this way of measuring the seniority of women in the organisation is an inflexible tool for a portfolio of diversely-sized businesses, as part of the change in score this year reflects women taking on larger roles that happen to be at the next reporting level in some of our larger businesses. Where the size of roles (in terms of scale and complexity) is considered, as opposed to reporting line only, over 30% of senior roles are held by women.

Our leadership teams across the Group remain highly multicultural and ethnically diverse, with 29 nationalities reporting to the divisional chief executives and group functional directors. Globally, 18% of these roles are held by leaders from minority ethnic backgrounds 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.

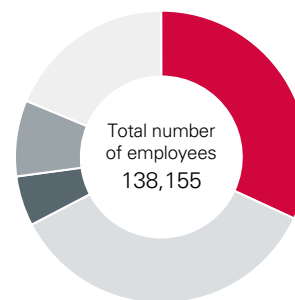
We prioritise attracting and developing a broader range of talent, maintaining our focus on gender and ethnicity imbalances through identifying and removing barriers that could discourage talent from joining ABF or from advancing to leadership positions.

We voluntarily report on our overall gender pay gap for employees in Great Britain (GB) on page 134 of our Annual Report. Each of our GB-based businesses with over 250 employees also reports on their own gender pay gap, with these reports published on their websites.

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

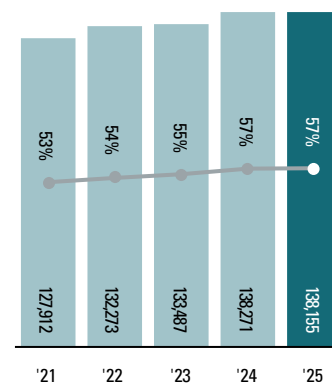
Following AB Agri UK's successful start in reporting UK ethnicity pay gap last year, they are joined this year by Twinings Ovaltine, and we anticipate more of our UK businesses reporting in the coming years.

Location of employees – 2025 (number, %)



United Kingdom	44,202	32 %
Europe	49,445	36 %
The Americas	8,417	6 %
Asia Pacific	10,559	8 %
Africa	25,532	18 %

Number of employees and percentage of women in workforce



Engagement and development

The engagement and development of our people is fundamental to the performance and long-term sustainability of our businesses. A highly-engaged workforce drives productivity, innovation and operational excellence, while robust and relevant development programmes help to ensure we have the talent and capabilities to meet future challenges. By investing in our people, we aim to grow a culture of continuous improvement that fuels stronger financial outcomes, enhanced customer satisfaction and a competitive edge.

We prioritise open communication across all our businesses, providing multiple channels for employees to share their views and engage in meaningful two-way dialogue. In addition to direct conversations with managers and leaders, we use engagement surveys, discussion groups and digital forums to encourage feedback and foster transparency.

In her role as designated Independent Non-Executive Director for workforce engagement, Annie Murphy leads activities that provide assurance to the Board that our businesses have cultures of openness, where our people can share their views and have their voices heard and acted upon. All non-executive directors on the Board have now committed to participating in engagement sessions with colleagues across the Group. Read more about workforce engagement, including how employees are consulted so that their views are taken into account in decisions likely to affect their interests, on pages 99 and 100 of our Annual Report.

We are focused on attracting and nurturing talent, and creating opportunities for professional and personal growth. Our businesses support their people to leverage their unique skills and diverse abilities through a range of development opportunities. This equips our people to thrive in their current roles and progress their careers within their business or across the 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.

Engagement

Our businesses engage with their people in a variety of ways to ensure employees across the Group can share their views and opinions openly, and know businesses will listen and act on their suggestions. Mechanisms include engagement surveys, social platforms like Zing in Primark, listening groups, town hall events and local events. At present, over 96% of our businesses are using engagement surveys provided by experts in the field including Willis Towers Watson, Mercer, Peakon Workday and Great Place to Work. The small proportion of businesses not utilising engagement surveys include some newly acquired businesses.

The frequency of engagement surveys varies from business to business and region to region. 96% of those using engagement surveys ran one in the last financial year, inviting 89% of their people to participate, with an 81% response rate. Across the Group all of our businesses are focused on increasing the proportion of their people they invite to participate in engagement surveys. A great example of a mechanism used to increase participation included the use of QR codes so more of our factory, field or retail employees could join in despite not having laptops or desk-based computers.

Themes and action plans from the feedback are identified and developed at a local level. However, we see strong, positive themes emerging for the Group overall, such as pride in the organisation, inspirational leadership, the quality of supportive line management, opportunity for learning and growth, flexible and inclusive environments, focus on colleague wellbeing and safety, and the benefits of autonomy and accountability in our business model.

Development

We are focused on attracting and nurturing talent, and creating opportunities for professional and personal growth. Our businesses support their people to leverage their unique skills and diverse abilities through a range of development opportunities. This equips our people to thrive in their current roles and progress their careers within their business or across the Group.

We have multiple development programmes across the Group, with groupwide executive leadership 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.

Across our businesses, Primark's Early Careers programme is creating a talent pipeline for the future, our sugar businesses in Africa have executive development courses created in partnership with Toyota Wessels Institute for Manufacturing Studies, and AB Mauri has a Global Technology Centre to deliver technical bakery training. The Group provides an Executive Leadership Programme for those in senior roles, and functional development programmes to support Finance excellence and enhanced business acumen within our People and Performance community. We run an induction programme for new colleagues in senior roles across the Group to enable them to form networks and understand the purpose, culture and values of the Group and how we operate at our best.

Our groupwide Career Conversations site gives people in all our businesses access to advice, guidance, resources and templates to plan their careers, as well as job adverts for opportunities across the Group.

People in our supply chains and surrounding communities

Our Group Supplier Code of Conduct is the foundation of our businesses' work with respect to working conditions and labour standards in their supply chains.



Human and labour rights in our supply chains

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 ('ILO') and on the Base Code of the Ethical Trading Initiative.

Human rights due diligence across our Group

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 tailored 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 people and communities in the supply chain.

Risk management and monitoring

Our businesses use a number of data platforms to help assess and monitor potential human rights risks including the Verisk Maplecroft's risk assessment tool, which provides country risk data for 150 commodities, and the Sedex (Supplier Ethical Data Exchange) online database. In some of our businesses, risk monitoring is conducted through audits carried out by internal teams or third parties. Some businesses also engage workers and their representatives directly outside of the audit process to understand what issues they face.



A rice farmer growing Hom Mali rice for Westmill using the Sustainable Rice Platform Standard, Thailand

For example, Primark's Ethical Trade and Environmental Sustainability ('ETES') programme is one of the key elements for how human rights due diligence is implemented in its product supply chains. Through this programme, Primark conducted over 2,400 social audits in its suppliers' factories over the calendar year 2024. 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 factories¹. Any potential new factories are audited and only if the outcome of the audit is satisfactory can any orders be placed.

Governance and policies

The chief executives and senior leaders of each business are accountable for managing risks related to human and labour rights in their businesses' supply chains.

The Group Supplier Code of Conduct underpins any relevant policies that our businesses may choose to follow. Twinings Ovaltine and Primark have also developed their own human rights policies and, in 2025, ABF Sugar launched its own too.

Grievance mechanisms and remedy

Our businesses seek to use the leverage they have with their suppliers to cease, prevent or mitigate the risk of negative human rights impacts on workers in their supply chains, where appropriate. Some of our businesses have or are developing grievance mechanisms to give workers a voice on the issues they face in the workplace. Primark has multiple approaches to achieving effective grievance mechanisms. As a result, in Bangladesh, India, Türkiye and Pakistan, workers' grievances are routed to specific grievance mechanisms run by local implementation partners such as non-governmental organisations (NGOs) or unions. For example, the Amader Kotha Helpline in Bangladesh provides workers in supplier factories with a confidential and accessible means to raise concerns. Where issues are raised through grievance mechanisms linked to our businesses, they will endeavour to follow up and investigate accordingly, with the interests of those affected front of mind.

Stakeholder consultation and transparency

Different stakeholders including NGOs, trade unions, governments, other businesses (subject to relevant competition and anti-trust laws) and industry bodies such as AIM-Progress, provide inputs into the approach adopted by some of our businesses on human rights due diligence. They work with these organisations due to their expert knowledge and we acknowledge the value that their contribution brings.

Transparency about who and where our businesses source from is essential to their understanding of human rights risks and, where necessary, enables collaboration to resolve issues both locally and across our industry.

Twinings and Primark both publish sourcing maps to help their customers understand their supply chains better.

1. Tier one: factories manufacturing finished goods.

Supporting communities

Alongside our work to respect human and labour rights, some of our businesses aim to positively contribute to the communities in which they operate. For instance, our sugar businesses in Africa recognise that their sugar estates are a key part of the communities where they operate. This is reflected in their activities to support those communities, such as providing clinics, schools and local services to support their workforce, and in some cases their communities and surrounding neighbours. In 2025, our sugar businesses in Africa continued to invest in several community support projects across their operational areas. These initiatives focus on providing access to potable water, offering natural disaster relief, improving healthcare, advancing education and developing infrastructure.

Carbon and climate

We are focusing on taking action today, in line with our ambition of achieving net zero by 2050 or sooner.



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 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.

Grocery Group UK businesses are signatories to the UK Food and Drink Pact, which outlines an ambitious set of industry-wide targets aligned to the 1.5°C pathway and a commitment to achieve net zero emissions by 2050. These businesses have committed to reduce emissions by 50% across Scope 1, 2, and 3 by 2030 against a 2015 baseline, in line with the UK Food and Drink Pact commitment. In 2025, AB World Foods, also part of Grocery Group, committed to near-term, business-wide emission reductions to 2031 through the Science Based Target Initiative (SBTi), aligned to the 1.5°C pathway.

As climate-related disclosure expectations continue to evolve, our businesses are also preparing to meet emerging regulatory requirements alongside our Group-level TCFD statement. This includes mandatory reporting under Australia's new Climate-Related Financial Disclosure regime, which came into effect on 1 January 2025.

Achieving net zero across the Group will depend on a number of factors that are beyond our control, however, we will do our utmost to deliver on this objective.

Our businesses are addressing the challenge of climate change in four ways:

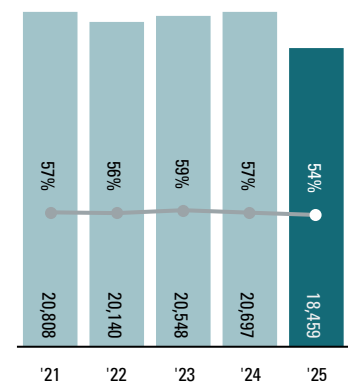
1. improving their understanding and responses to climate-related risks and opportunities;
2. reducing their own GHG emissions (Scope 1 and 2);
3. supporting their suppliers and partners to reduce their GHG emissions (Scope 3); and
4. providing products that help others reduce their GHG emissions.

We regularly review our methodologies for assessing our carbon footprint, including calculations and estimations where relevant. To ensure we align with the latest protocols, we use the best data available and continually work to improve the accuracy of our reporting.



A British Sugar engineer inspecting an evaporator at our factory in Wissingington, UK

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



* Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations.

Energy and renewables

We remain focused on energy efficiency and transitioning to renewable energy where viable. In 2025 our businesses consumed 18,459 gigawatt hours (GWh) of energy in our operations, which is an 11% decrease compared with last year, largely due to lower production volumes in Sugar and increased efficiencies in our factories.

Of this total energy, 54% was derived from renewable sources, predominantly biomass fuels from by-products generated from production processes. Of the renewable energy we generate, 84% comes from bagasse, the plant-based fibre that remains after the extraction of juice from the crushed stalks of sugar cane. Some renewable energy is also derived from the anaerobic digestion of a range of waste materials.

In 2025 37% of the electricity we bought came from renewable sources, up from 31% 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 2025, 795 GWh of energy generated by our sites was exported, with ABF Sugar contributing 95%.

Scope 1 and 2 GHG emissions

Our Scope 1 and 2 (market-based) GHG emissions decreased by 8% this year, from 2,627kt to 2,410kt of CO₂e. Our Sugar segment is the most significant contributor of Scope 1 and 2 (market-based) GHG emissions within the Group, at 72%. As a result, decreasing the carbon emissions from our Sugar businesses continues to be a priority for the Group.

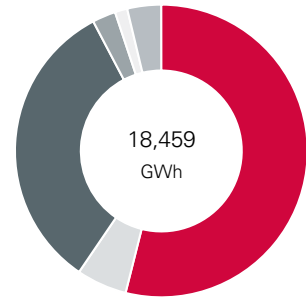
In 2025, Sugar's Scope 1 and 2 (market-based) GHG emissions decreased by 9% compared to the previous year and by 23% against their 2018 baseline by continuously improving how efficiently it produces sugar, investing in new technology, innovating to use less energy and fuel-switching to lower-emission sources.

British Sugar, the largest contributor to the Group's Scope 1 GHG emissions at 715kt CO₂e and 38% of Group, has made significant investment across its sites to reduce GHG emissions. From its 2018 baseline year through to 2025, British Sugar has invested approximately £134m in various initiatives, resulting in a cumulative reduction of above 160 kt of CO₂e. Key initiatives include the energy reduction scheme at its Wissington site, which reduced its annual steam usage by 25%, the recent installation of the Cantley site's new combined heat and power (CHP) plant, and ongoing improvements in pulp pressing processes across multiple sites. Additionally, British Sugar is improving factory performance and efficiency by upgrading heaters, evaporators and dryers to save energy and reduce coal and gas consumption. In 2025, British Sugar eliminated coal usage in its CHP plants and animal feed combustion operations through fuel switching investments. These efforts have contributed substantially to reducing Scope 1 emissions.

Looking ahead, British Sugar plans to continue its decarbonisation strategy through projects which include a new diffusion heating configuration and evaporator station optimisation at Newark, an animal feed steam drying plant at Wissington and resin separation plant improvements.

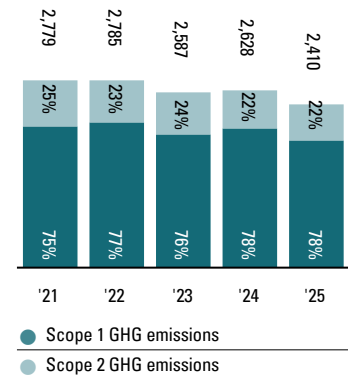
Our Retail and Grocery segments have also reduced their Scope 1 and 2 (market-based) emissions compared with last year, by 39% and 9% respectively. These reductions were driven by reduced energy consumption and increased use of renewable energy sources.

Energy use by source – 2025
(GWh, % of total)

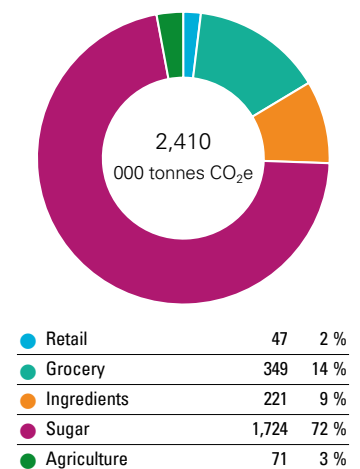


Renewables	9,955	54 %
Electricity – non-renewable source	1,031	6 %
Natural Gas	6,055	33 %
Imported steam	476	3 %
Liquid Fuels	252	1 %
Solid fuels	691	4 %

Scopes 1 and 2 (market-based) GHG emissions*
(000 tonnes CO₂e, % of total)



Scopes 1 and 2 (market-based) GHG emissions by segment – 2025*
(000 tonnes CO₂e, % of Group total)



* Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations.

Scope 3 GHG emissions

Understanding our Group GHG emissions will be an important step towards achieving our ambition to meet net zero by 2050. At a Group level, we are supporting the divisions in the process of calculating their material Scope 3 GHG emissions, which will help us identify where to focus our priorities. Most of our divisions have either published or are in the process of calculating their Scope 3 GHG emissions from across their value chains.

Primark first completed this process in 2021 and in 2025 reported 5,993kt of CO₂e for its Scope 3 emissions, which is a 3% decrease compared with 2024. This represents a 4% decrease against its 2019 baseline. These reductions were achieved through investments in its Environmental Sustainability team, in supplier factory efficiency programmes aimed at supporting GHG emission reductions through targeted training, upskilling, and energy-saving projects and the increased use of primary data. Primark also supports suppliers in switching to renewable energy and requires its key suppliers to set their own carbon reduction targets.

See our data page for more details on our Scope 3 emissions.

Products that help others reduce their GHG emissions

Our businesses provide some products and services that have the potential to assist others in reducing their carbon emissions, often referred to as carbon enablement. This is a key focus for investment and innovation. In particular, ABF Sugar, AB Enzymes and AB Agri help to facilitate the potential reduction of other businesses' emissions.

Water

Our businesses work to reduce water consumption, maximise reuse, and return treated water safely to the environment.



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.

In 2025, businesses across the Group collectively abstracted 808 million m³ of water for use in their own operations, an 8% decrease compared with last year, due to lower production volumes in Sugar as well as water efficiency efforts across several businesses. Our African sugar businesses accounted for 97% of this total, with the majority of the water used for sugar cane irrigation. Those businesses are actively working to reduce their water footprint, with innovative irrigation pilot projects underway.

Water is used carefully and extensively throughout the sugar manufacturing operation, from the processing stage where the sugar is extracted and refined, to generating steam in the boilers, through to cleaning of equipment. A significant portion of the water abstracted across our businesses is used for crop irrigation by the sugar cane sites in our African operations. Those businesses are working to reduce their water footprint, with innovative irrigation pilot 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 ground water and third party sources.

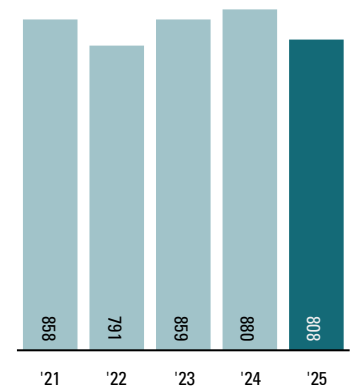
In 2025, across the Group, 25% of the water abstracted was reused before being returned to the environment, up from 24% in the previous year. This is both a more cost and resource efficient way of managing water. Our sites reuse the water for irrigation, land spreading, cleaning vehicles and machinery, 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.

To identify and manage potential risks to our operations in areas facing water scarcity, we carried out a high-level water risk assessment in 2024 for our Group operations using internationally recognised methodologies to identify sites operating in water-stressed areas. We provide a more detailed picture of water-stress risk in our CDP submission.



Solar irrigation project, Azucarera, Spain

Total water abstracted in own operations* (million m³)



* Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations.

Water treatment

Our businesses' sites return as much water as possible to the environment by treating the waste water on-site or by using external treatment plants.

Water treatment is a key topic for AB Mauri. Since 2010, the business has invested \$150m in wastewater treatment. Many of its production facilities have complex on-site effluent treatment plants that include biological processes, evaporators and reverse osmosis membrane systems that can produce reusable water and useful co-products. The selection of technologies addresses the local aquatic sensitivities and water quality objectives. At a minimum, sites design their treatment systems to comply with any applicable permits and to not disrupt any downstream municipal processes.

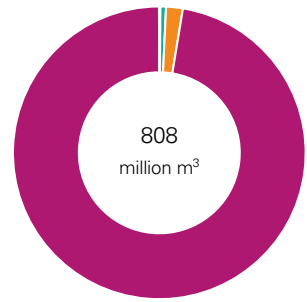
Water in our businesses' supply chains

Water is an essential input for clothing and food production. It is used throughout the value chains across our businesses, in our operations, by independent farmers and in suppliers' facilities. Ensuring efficient water use in agriculture has become increasingly crucial, especially under changing climate conditions.

Some of the farm management standards supported by our businesses incorporate water management strategies which aim to address this challenge. For instance, Westmill aims to promote the standards of the Sustainable Rice Platform (SRP) Standard, the Primark Cotton Project trains farmers to reduce water use, and ABF Sugar, through the use of the SAI Platform FSA 3.0 tool, works closely with its growers to enhance water efficiency.

Primark's approach to water stewardship aims to enhance water management practices, reduce product water footprints, and mitigate adverse effects on hydrological systems, ecosystems and human health. The approach includes mapping basin-level risks and evaluating operational water dependencies to identify suppliers and basins most vulnerable to water-related challenges.

Total water abstracted in own operations by segment – 2025
(million m³, % of Group total)



● Retail	1	0.1 %
● Grocery	5	0.6 %
● Ingredients	15	1.9 %
● Sugar	787	97.4 %
● Agriculture	0.2	0.0 %



Wastewater treatment at AB Mauri Maya's yeast plant in Bandırma, Türkiye

Waste and packaging

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.



Waste and circularity

We believe that waste materials are simply products for which we have not yet found a use. With that in mind, our businesses are implementing 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, an important feedstock source for many different sectors, and are suppliers of raffinose and betaine for use in the petrochemical and pharmaceutical sectors. Additionally, several of our businesses divert low-value waste from landfill for use as a soil improver. For example, filter cake residue is used as a soil improver in the sugar cane fields at Nakambala, Zambia.

Our food and ingredients businesses aim to avoid products going to waste by donating surpluses to food banks, community groups and charities. Where applicable, food waste is used as animal feed or in energy generation.

Across the Group, we generated 510kt of waste in 2025 which is a 2% increase compared with the 499kt tonnes generated in 2024. The majority of this waste was recycled or reused, with the increase mainly linked to temporary operational inefficiencies in AB Agri, which have now been addressed.

Of the total waste generated by the Group, 94% was recycled or repurposed for other beneficial uses. Within our sugar businesses, 98% of total waste is recycled or sent for other beneficial use. Across our businesses, 53 sites sent no waste to landfill and an additional 21 sites recycled or sent for reuse more than 95% of their waste. See our data page for more details on our waste data.

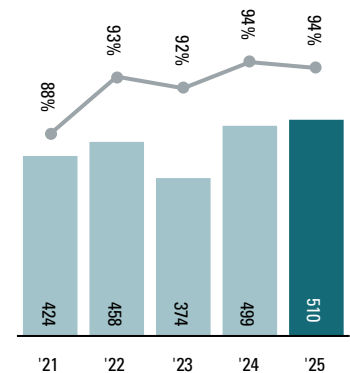
Some businesses use on-site anaerobic digesters to generate biogas from waste water. Several sites generate and use biogas as a renewable fuel source. Our sugar businesses in Africa use bagasse, the dry fibrous material that remains after crushing sugar cane, as a feedstock to meet up to 83% of their annual power requirements.

Primark has worked with the Ellen MacArthur Foundation since 2018 and sits on its Advisory Board for Fashion. In 2024, Primark joined the Foundation's The Fashion ReModel to help the industry unlock the barriers to scaling circular business models.



Pressed sugar beet pulp, which is a by-product from sugar production, and dried animal feed, which British Sugar manufactures from the pulp, Wissington, UK

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



* Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations.

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 and increasing the use of recycled content in the plastics we use.

Our businesses also demonstrate their commitment to tackling plastic and packaging challenges by being involved with and supporting a number of collaborative industry pacts and programmes, including the WRAP UK Plastics Pact and the Soft Plastic Recycling Scheme in New Zealand.

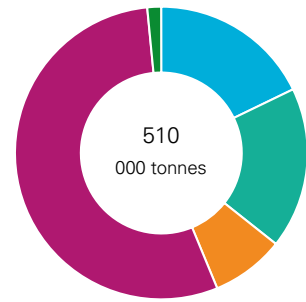
In 2025, our businesses used 250kt of packaging compared with 241kt used in 2024, representing a 4% increase, primarily driven by higher usage in our sugar businesses to meet customer demands, including a shift from bulk formats to smaller pack sizes.

In the UK, our businesses have been investing in the collection, verification and reporting of additional packaging data to facilitate compliance with the requirements of the Recyclability Assessment Methodology under the UK's Extended Producer Responsibility for Packaging regulations.

Our food businesses are striving to reduce packaging, improve recyclability and replace plastic with alternative materials such as cardboard. For example, in calendar year 2024, 88% of Grocery Group's packaging materials were either fully recyclable in the UK or recyclable where recycling facilities exist. Twinings has removed plastic wrap from around 75% of its cartons and ensured all tea bags produced at its main manufacturing sites in Andover, UK and Swarzędz, Poland are made with plant-based, industrially compostable tea paper. Tip Top has also moved to 100% recycled cardboard cartons across all retail and food service products, eliminating around 500 tonnes of virgin cardboard each year. As one of its main sources of non-clothing waste, product packaging is a priority focus area for Primark and the business has established a dedicated packaging team to drive innovation. See our data page for more details on plastic and packaging.

Total waste generated by segment – 2025*

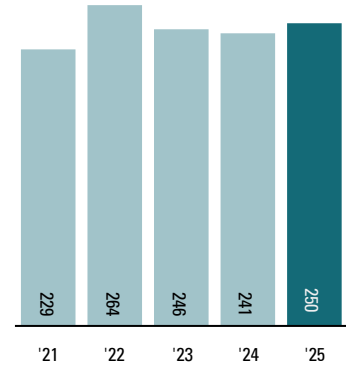
(000 tonnes, % of Group total)



Retail	91	18%
Grocery	91	18%
Ingredients	41	8%
Sugar	279	55%
Agriculture	8	2%

Quantity of packaging used*

(000 tonnes)



* Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations.

Food safety and nutrition

Our businesses are united by our purpose to provide safe, nutritious and affordable food.



Food safety

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.

These KPIs are reported to the Board on an annual basis, and any themes identified are relayed to the cross-business Product Risk Reduction Group for review and resolution. To help navigate the ever-changing legal landscape pertinent to food law, all divisions have access to a food law specialist within the Group legal team.

Each division employs staff to assure the safety, quality, legality, integrity and authenticity (Vulnerability Assessment and Critical Control Points) of both raw materials and finished products. Raw material approval format is dependent on the risk posed but will typically comprise vendor assessment by audit or questionnaire, supplier certification review and product testing.

At site level, HACCP outcomes and Good Manufacturing Practice determine the scope of quality assurance and quality control regimes. To continually improve site practices, structured food safety and quality culture programmes are in place. Threat Assessment and Critical Control Points protocols covering supply chains and site activities to counter malicious intent are also in place. All of the above regimes are subject to ongoing verification and validation activities.



Quality assurance inspection,
Allied Mills, Manchester, UK

Nutrition

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.

Making Sense of Sugar is ABF Sugar’s global platform for providing access to information based on science, helping to find collaborative solutions to health challenges as part of its commitment to thriving and healthy communities. In the UK, it draws from the UK Government’s Eatwell Guide to aid consumer understanding. Guidance includes practical suggestions for estimating portion sizes that are easy to follow at home and examples of alternative healthy options to reduce consumption.

We have a Group policy laying out our approach to genetically modified (GM) ingredients, including compliance with local regulations on their use and the labelling of GM ingredients. Seven separate ABF brands, including Ryvita, Jordans Cereals and Kingsmill, are among 24 brands that have signed up to the UK Food and Drink Federation’s Action on Fibre pledge, to increase fibre consumption in the UK. The UK businesses of our Grocery Group are members of the British Nutrition Foundation.

In Australia and New Zealand, George Weston Foods actively participates in the Health Star Rating system, a voluntary front-of-pack labelling system that helps consumers to make informed choices about the healthiness of products. Yumi’s displays the Health Star Rating across its entire range, making it easier for consumers to understand its nutritional values. All Tip Top retail products in Australia have a Health Star Rating, with 95% achieving a Health Star Rating of 3.5 or higher.



An application development technologist inspects bread rolls at the AB Enzymes baking lab, Singapore

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, water, soil health and waste all have an impact on agriculture. Our businesses support a wide range of interventions at the agricultural and farm level, with a focus on more sustainable farm management practices and addressing the most material impacts, risks and opportunities. 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.

We have a strong association with the UK agricultural sector, and our food businesses are working closely with UK farmers to support more regenerative farming practices for cereals such as wheat and oats. We are a significant purchaser of cotton, sugar beet, 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.

Our businesses are expected to 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.

This encompasses our responsible 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.



A Jordans Farm Partnership farm
in Hampshire, UK

Responsible agriculture, biodiversity and land use

Our businesses support a wide range of agricultural, farm-level social and environmental interventions. These involve a number of farm management models, including standards to promote wildlife biodiversity, engagement with smallholder growers in developing markets, certified organic production, and adoption of farm management systems built on driving more sustainable farm productivity.

A number of the farm management standards supported by our businesses align with the core principles of Integrated Farm Management. These principles incorporate a range of management practices across a number of designated criteria, from the safe handling of agrochemicals and improving soil structure, to water management practices and pollution control. The objective of these is to shape management practices to promote systemic commercial, social and environmental resilience for the long term.

ABF Sugar promotes more sustainable farming practices across both sugar beet and sugar cane production, implementing more regenerative agriculture approaches in some of its operations. It works with growers across its agricultural supply chains to support access to the necessary expertise for successful sugar cultivation, increasing the resilience of its value chain.

Some of our Grocery businesses source cereals, including wheat, oats and rye, from UK farmers. All the UK wheat sourced by Allied Mills is Red Tractor or TASC (Trade Assurance Scheme for Combinable Crops) assured. Through its partnership with Frontier Agriculture, an ABF joint venture, Allied Mills has delivered a five-year wheat sustainability project with farmers in the south-east of England aimed at improving soil health, supporting biodiversity and reducing GHG emissions through the adoption of more regenerative farming practices. Jordans Cereals sources some of its grains through the Jordans Farm Partnership, which offers farmers a premium for their produce in exchange for their commitment to more sustainable land management practices. Another Grocery business, Westmill, a leading supplier of food products to the Indian, Chinese and Thai foodservice sectors within the UK, aims to promote the standards of the Sustainable Rice Platform, a multi-stakeholder partnership set up by the United Nations Environment Programme, of which Westmill is a founding member. The UN Sustainable Rice Platform Standard, for example, requires alternate wet and dry farm management techniques to reduce water use and GHG emissions in the rice sector.

Primark launched its Primark Cotton Project in 2013 which aims to equip smallholder farmers with essential knowledge and skills to drive the adoption of more sustainable agriculture practices. These practices are intended to reduce the environmental impacts of growing cotton, lower input costs by replacing chemical pesticides with biological alternatives, which results in increased yields and improved farmer profits. In 2025, 57% of the cotton clothing units sold contained cotton that was organic, recycled or sourced from the Primark Cotton Project.

Some of our businesses support the responsible use of precision science and technology to maximise efficiency, reduce GHG emissions and limit biodiversity losses while maintaining commercially productive agricultural outputs. For example, British Sugar is piloting AI and high-resolution camera technology to treat individual plants with pinpoint accuracy and reduce the use of herbicides. To further enhance on-farm biodiversity, it is also piloting pollinator sensors that deliver real-time data to guide spraying decisions and identify opportunities to strengthen pollinator habitats.

To address commodity-specific environmental risks, for example in the supply chains for tea, soy and palm oil, several of our businesses use third-party certifications. Certifications from organisations such as the Rainforest Alliance, Fairtrade and the Roundtable for Sustainable Palm Oil (RSPO) support responsible sourcing practices and help reduce potential impacts on biodiversity and forests.

Products and services for efficient farm management

Some of our businesses supply a range of products and services to the agricultural sector that facilitate efficient farm management and more regenerative approaches, such as cover cropping to improve soil structure and water retention. AB Agri is the UK's largest supplier of animal feed and nutrition products to the dairy, poultry and pig sectors, providing a range of technology and consultancy services to promote efficiency.

Supporting customers in achieving more sustainable farm ecosystems has become an essential part of AB Agri's service offering. Its 'Farm Footprints' on-farm carbon footprint assessment service, launched in 2007, helps major international food producers to measure their supply chain emissions. Additionally, AB Agri's dairy consultancy business, Kite Consulting, provides practical guidance on emissions reduction and nutrient conservation to individual farm operations.

Supporting customers in achieving more sustainable farm ecosystems has become an essential part of AB Agri's service offering. Its 'Farm Footprints' on-farm carbon footprint assessment service, launched in 2007, helps major international food producers to measure their supply chain emissions. Additionally, AB Agri's dairy consultancy business, Kite Consulting, provides practical guidance on emissions reduction and nutrient conservation to individual farm operations.

Deforestation

Some of our businesses source commodities that are linked with potential risks related to deforestation and biodiversity loss, such as palm oil. ABF has been a member of the RSPO since 2010. We are committed to increasing our use of sustainably sourced palm oil and for 100% of our palm-related ingredients to be sourced through one of the RSPO's four recognised supply chain models. In calendar year 2024, 10% of the palm-related ingredients sourced by our businesses was certified through segregated RSPO supply chains, while 17% was certified through mass balance RSPO supply chains. The remaining 73% of palm-related ingredients sourced across the Group were covered by RSPO book and claim credits.

AB Agri has committed that all palm oil and soya usage, including derivatives, will be certificated supporting zero deforestation responsible sourcing schemes by the end of 2025 across all geographies, except China, which will be certificated by 2028. Although significant progress has been made by its China business, which sells all its products to the local market, AB Agri acknowledges that the Chinese market presents greater challenges particularly for soya.

In calendar year 2024, 100% palm oil and derivatives were certificated, supporting more sustainable production, using a combination of RSPO book and claim credits and mass balance. As of October 2025, 94% of the soya products AB Agri purchased globally, excluding China, were certificated to schemes meeting the European Feed Manufacturers' Federation (FEFAC) benchmark for responsibly sourced soya, and the plan is to achieve 100% before the end of 2025. Including China, this figure was 83%. AB Agri is an active member of the FEFAC Sustainability Committee, the Agricultural Industries Confederation Sustainability Committee and the UK Roundtable on Sustainable Soy, all of which are working on supply chain solutions to achieve more sustainable supply.

Primark's policy for responsible sourcing of wood and wood-derived products supports its efforts to reduce the risk of deforestation across the supply chain, both for goods for resale, such as wood homeware products, and goods not for resale such as packaging and paper.

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

Animal health and welfare

At ABF, we believe in the importance of maintaining appropriate animal health and welfare standards, and the Group Animal Health and Welfare Position Statement sets out how we expect our businesses to approach this issue. Within the Group, only AB Agri and DON have direct involvement with the farming of animals. Where the farming of animals is or may become relevant to any of our businesses, or when any of them conduct animal feed trials¹, we expect their approach to be governed by policies or procedures which are guided by internationally recognised standards such as the Five Domains Model of animal welfare assessment. Many of our businesses purchase ingredients derived from animals, such as eggs and dairy products, or materials derived from animals, such as leather and wool. We expect our businesses to develop their own appropriate animal health and welfare sourcing standards and requirements in relation to the ingredients and materials they source, and to require their suppliers and representatives to comply with those standards and requirements. For more information, find our Animal Health and Welfare Position Statement [here](#).

The small number of our businesses that purchase eggs are either already sourcing from cage-free hens or have a cage-free commitment in progress. Learn more about our commitment on cage-free eggs.

1. Animal feed trials refers to nutritional evaluation trials with animals, based on what an animal would be expected to experience either in its natural environment or in a typical domestic or farmed situation.

Our commitment on cage-free eggs

A small number of our businesses purchase eggs. We have a Group commitment that by the end of 2025 all eggs purchased by our businesses will be cage-free, with the exception of AB Mauri targeting 100% cage-free egg sourcing across the Americas by 2030.

We have seen progress this year in some regions and our businesses continue to work with suppliers, customers, and industry partners to advance cage-free sourcing.

The overall proportion of cage-free eggs purchased within the Group remained flat at 26% compared to 2024, with progress in some regions offset by a more static picture in Latin America, where cage-free sourcing is less advanced. We have seen progress this year in some regions and our businesses continue to work with suppliers, customers, and industry partners to advance cage-free sourcing. We remain committed to publishing annual updates to track progress and ensure transparency for stakeholders. All data quoted relates to the regions where we purchased eggs in the reporting period 1 September 2024 to 31 August 2025.

Europe Region

In the UK and Ireland, 56% of eggs purchased by weight were cage-free in 2025, up from 44% in 2024. Several businesses, including British Sugar and Westmill Foods, sourced 100% cage-free eggs during the year, while others have transitioned or aim to transition by the end of the calendar year 2025, meaning in some cases that they will not be captured in the data until our reporting next year. Our Grocery businesses in this region have reached cage-free status for all own-branded products. The balance of egg sourcing relates to licensed products for customer brands, where sourcing decisions are externally controlled. These businesses are engaging with their customers to support transition efforts, but the reality is that our ability to leverage change here is limited, and some customers have their own targets with longer timelines. In the rest of Europe, all egg-purchasing businesses have already achieved 100% cage-free sourcing.

Asia Pacific Region

In Australia and New Zealand, 50% of eggs purchased by weight were cage-free in 2025, up from 42% in 2024. Our businesses continued to progress toward the cage free commitment, with Mauri ANZ sourcing 100% cage-free eggs during 2025. Other businesses plan to complete the transition by the end of the calendar year 2025 and this progress will therefore be reported in our 2026 financial year disclosures. However, due to market challenges, including avian flu risks and supply constraints, some businesses are now targeting full conversion by the end of 2026.

Americas Region

In 2025, cage-free eggs represented 22% of purchases by weight in Latin America and 0% in US. AB Mauri, a significant purchaser in the region, targets 100% cage-free sourcing across the Americas by 2030. In Brazil, where the cage-free industry is less developed, AB Mauri is targeting 50% cage-free sourcing by 2028 and 100% by 2030. We recognise that unforeseen events, such as avian flu outbreaks, may impact progress toward these long-term goals.