

ESG Data

Group

Health, safety and wellbeing – Group

Work-related fatalities (n.)*

	2021	2022	2023	2024	2025
Employees	2	1	2	1	–Δ
Contractors	–	3	1	5	2Δ

* 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 year data.

Lost Time Injuries – on-site (n./%)*

	2021	2022	2023	2024	2025
Employees	346	352	347	392	425Δ
Employee rate	0.39 %	0.36 %	0.35 %	0.39 %	0.41 %Δ
Contractors	42	41	74	89	72Δ
Contractor rate	0.18 %	0.14 %	0.32 %	0.34 %	0.25 %Δ

* 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.

Lost time injuries – on-site by location (n.) *

	2021	2022	2023	2024	2025
LTIs onsite employees					
United Kingdom	79	84	93	117	103
Europe and Africa	174	176	162	164	210
The Americas	10	12	11	27	40
Asia Pacific	83	80	81	84	72
Total	346	352	347	392	425Δ
LTIs onsite contractors					
United Kingdom	15	13	20	16	11
Europe and Africa	18	24	46	64	53
The Americas	1	1	5	2	2
Asia Pacific	8	3	3	7	6
Total	42	41	74	89	72Δ
LTIs onsite Total					
United Kingdom	94	97	113	133	114
Europe and Africa	192	200	208	228	263
The Americas	11	13	16	29	42
Asia Pacific	91	83	84	91	78
Total	388	393	421	481	497

* 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.

Lost time injuries – on-site by segment (n./%)*

	2021	2022	2023	2024	2025
Retail					
Employees	180	183	161	192	213
Employee rate	0.50 %	0.40 %	0.34 %	0.37 %	0.42 %
Contractors	13	20	36	39	32
Contractor rate	0.57 %	0.65 %	1.16 %	1.21 %	0.93 %
Grocery					
Employees	109	106	121	119	106
Employee rate	0.79 %	0.81 %	0.93 %	0.89 %	0.79 %
Contractors	11	6	3	13	4
Contractor rate	0.17 %	0.24 %	0.12 %	0.43 %	0.20 %
Ingredients					
Employees	11	8	7	15	24
Employee rate	0.19 %	0.13 %	0.12 %	0.26 %	0.39 %
Contractors	2	3	8	4	5
Contractor rate	0.11 %	0.15 %	0.40 %	0.20 %	0.25 %
Sugar					
Employees	39	44	45	57	66
Employee rate	0.13 %	0.14 %	0.16 %	0.21 %	0.21 %
Contractors	14	10	24	33	30
Contractor rate	0.11 %	0.05 %	0.16 %	0.19 %	0.14 %
Agriculture					
Employees	7	11	13	9	16
Employee rate	0.29 %	0.42 %	0.50 %	0.28 %	0.51 %
Contractors	2	2	3	0	1
Contractor rate	0.87 %	0.99 %	1.53 %	— %	0.16 %

* 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.

Factories and retail operations with zero employee on-site LTIs (%)*

	2021	2022	2023	2024	2025
Group	66 %	67 %	69 %	67 %	58 %

* 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.

Factories and retail operations with zero employee on-site LTIs – by segment %*

	2021	2022	2023	2024	2025
Retail	71 %	72 %	73 %	71 %	71 %
Grocery	42 %	45 %	45 %	43 %	46 %
Ingredients	78 %	83 %	89 %	80 %	78 %
Sugar	36 %	31 %	31 %	10 %	32 %
Agriculture	79 %	66 %	67 %	76 %	65 %

* 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.

Methodologies

Health, safety and wellbeing

Employee: A person working directly for, and paid directly by, the business. Full-time employees include all people with a contract of employment to work the hours of a standard working week. Part-time employees include all people with a contract of employment to work for fewer hours than the standard working week.

Contractor: An independent person who works for the business and is under our control but who is employed by another company or is self-employed. A contractor or seasonal worker does not work regularly or permanently for the business. They work only as and when required. Typically, a contractor or seasonal worker will have a period of work specified in their contract, and an end date will usually be specified. As the nature of contract work varies across our businesses – for example from contract cleaning, security and catering staff to seasonal agricultural staff – our businesses are responsible for applying the Group's definition of a contractor to their workforce. With each year of monitoring contractor safety, we see improvements in how this definition is applied with greater consistency from year to year and across the businesses.

Fatal injury: We report the death of an employee, contractor or seasonal worker as a result of work activities with the business. This includes activities in our operations, under our direct control and for people who are our responsibility, be they an employee, contractor or seasonal worker. It also includes employees and contractors travelling for work purposes (for example, engineers visiting factory sites or travelling to attend a training course). Deaths that occur during an individual's commute to or from work are not included unless the national legislation stipulates this as a work-related fatality. Deaths from natural causes, such as heart attacks and deaths from non-work activities, are not included.

Safety data: For Group safety data, we include Associated British Foods plc central employees based in our head offices as part of our total headcount.

Lost Time Injury (LTI): An injury that arises out of, or in connection with, work activities, which occurred on-site and results in the injured employee or contractor being absent from work for at least one day or one shift within 12 months of the accident. When we report the percentage of sites without an LTI during the year, we include the number of factories providing employee numbers and production figures and, in the case of Primark, the number of stores and distribution centres.

Lost Time Injury (LTI) rate: The LTI rate is the percentage of employees (full-time equivalent) or contractors having an LTI during the year.

Diversity, equity and inclusion – Group

Location of employees

	Number of employees
United Kingdom	44,202
Europe	49,445
The Americas	8,417
Asia Pacific	10,559
Africa	25,532
Total	138,155

Gender metrics (n./%)

	Total employees*	Men in workforce	Women in workforce	% of workforce who are women	Number of senior management roles**	Number of men in senior management roles	Number of women in senior management roles	% of senior management who are women
Retail	82,676	18,947	63,728	77 %	270	143	127	47 %
Grocery	15,905	10,081	5,818	37 %	854	486	368	43 %
Ingredients	7,592	5,450	2,102	28 %	738	493	245	33 %
Sugar	27,924	22,257	5,666	20 %	290	193	97	33 %
Agriculture	3,380	2,141	1,228	36 %	453	270	183	40 %
Central	678	399	279	41 %	80	56	24	30 %
Total	138,155Δ	59,334	78,821	57 %Δ	2,685	1,641	1,044	39 %

* Full-time, part-time and seasonal/contractors.

** Includes directorships of subsidiary undertakings.

Gender pay gap

Gender pay gap reporting – Group businesses in GB as a whole (%)

	2022	2023	2024	2025
Women's mean hourly pay rate is below that of men by	31.6%	28.2%	25.6%	25.4 %
Women's median hourly pay rate is below that of men by	22.6%	18.9%	15.2%	17.8 %
Women's mean bonus pay rate is below that of men by	34.1%	27.0%	41.6%	33.7 %
Women's median bonus pay rate is above that of men by	25.9%	21.8%	57.4%	68.8 %
Percentage of men who receive a bonus	26.5%	26.6%	23.9%	26.6 %
Percentage of women who received a bonus	7.2%	7.9%	8.5%	9.2 %

Proportion of men and women in each pay quartile – Group businesses in GB as a whole %

	2022		2023		2024		2025	
	Male	Female	Male	Female	Male	Female	Male	Female
Upper	68.9%	31.1 %	64.5%	35.5%	64.5%	35.5%	63.5 %	36.5 %
Upper middle	42.7%	57.3%	42.9%	57.1%	41.8%	58.2%	46.4 %	53.6 %
Lower middle	19.6%	80.4%	23.5%	76.5%	25.5%	74.5%	25.0 %	75.0 %
Lower	24.1%	75.9%	22.8%	77.2%	24.6%	75.4%	23.5 %	76.5 %

Gender pay gap – Group businesses in GB without Primark (%)

	2022	2023	2024	2025
Mean pay gap (women higher than men)	4.0%	3.6%	4.6%	4.3 %
Median pay gap (women higher than men)	9.0%	10.2%	7.3%	7.3 %
Mean bonus gap (women lower than men)	34.0%	24.1%	43.3%	34.8 %
Median bonus gap (women higher than men)	30.0%	29.8%	29.9%	13.7 %
% of men received bonus	48.0%	50.8%	46.4%	49.1 %
% of women received bonus	61.3%	66.5%	65.8%	62.9 %

Proportion of men and women in each pay quartile – Group businesses in GB without Primark (%)

	2022		2023		2024		2025	
	Male	Female	Male	Female	Male	Female	Male	Female
Upper	68.5%	31.5%	68.0%	32.0%	65.6%	34.4%	64.6 %	35.4 %
Upper middle	72.6%	27.4%	71.0%	29.0%	72.1%	27.9%	72.3 %	27.7 %
Lower middle	80.4%	19.6%	79.0%	21.0%	76.7%	23.3%	75.9 %	24.1 %
Lower	72.1%	27.9%	71.3%	28.7%	70.5%	29.5%	69.1 %	30.9 %

Methodologies

Employee: a person working directly for, and paid directly by, the business. Full-time employees include all people with a contract of employment to work the hours of a standard working week. Part-time employees include all people with a contract of employment to work for fewer hours than the standard working week.

Women: within local legislation these are those that are defined, or define themselves, as female or women.

Men: within local legislation these are those that are defined, or define themselves, as male or men, or those that are defined, or define themselves as non-binary/other gender or the individuals prefer not to say. This also includes where there is a legislative requirement not to hold such classification of employees.

Other: within local legislation there are those that are defined, or define themselves as non-binary/other gender or the individuals prefer not to say. Also includes where there is a legislative requirement not to hold such classification of employees.

Average number of men and women in the workforce: the average number of men and women employed for the financial year is calculated on the same basis as the average number of employees as a whole, as set out above.

Average number of men and women in management roles: the average number of men and women in management roles employed for the financial year is calculated on the same basis as the average number of employees as a whole, as set out above. A management role is defined as a role that has one or more direct reports and where the individual has management responsibilities.

Senior management role: a role which has one or more direct reports and in which the individual has management responsibilities, as well as within a minimum reporting line of the Group or divisional chief executives.

Gender pay gap

Consistent with previous years, we have chosen to report voluntarily on the gender pay gap that relates to our employee population in Great Britain (GB) as of 5 April 2025. However, more than half of our workforce is employed outside GB and therefore not included in this gender pay analysis. Consistent with last year we have presented data for the Group businesses in GB as a whole and for the Group businesses in GB without Primark.

GHG emissions – Group

GHG emissions – Scopes 1 and 2 (market-based) (000 tonnes CO₂e)*

	2021	2022	2023	2024	2025
ABF	2,779	2,785	2,587	2,627	2,410Δ

* 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.

GHG emissions – Scopes 1 and 2 (market-based) (000 tonnes CO₂e)*

	2021	2022	2023	2024	2025
Retail	157	132	97	77	47
Grocery	484	423	404	385	349
Ingredients	368	358	258	210	221
Sugar	1,692	1,803	1,748	1,888	1,724
Agriculture	78	69	80	68	71

* 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.

GHG emissions – by Scope (000 tonnes CO₂e)*

	2021	2022	2023	2024	2025
Scope 1: Combustion of fuel and operation of machinery	2,005	2,072	1,896	1,989	1,828
Scope 1: Generation and use of renewables	80	72	76	72	63
Total Scope 1	2,085	2,144	1,973	2,061	1,891△
Scope 2: Location-based	634	635	628	612	591△
Scope 2: Market-based	694	641	614	567	519△
Biogenic emissions	4,145	3,815	4,186	4,045	3,438△

* 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.

GHG emissions – by segment (000 tonnes CO₂e)*

	2021	2022	2023	2024	2025
Retail					
Scope 1	20	21	21	23	18
Scope 2 (market-based)	137	111	76	54	28
Scope 3	4,606	6,452	7,019	6,211	5,993
Biogenic emissions	–	–	–	–	–
Grocery					
Scope 1	271	231	203	195	157
Scope 2 (market-based)	214	192	201	190	192
Biogenic emissions	7	8	24	14	13
Ingredients					
Scope 1	175	173	151	135	142
Scope 2 (market-based)	192	185	107	74	79
Biogenic emissions	264	270	253	239	247
Sugar					
Scope 1	1,581	1,683	1,550	1,669	1,538
Scope 2 (market-based)	111	120	199	219	186
Biogenic emissions	3,875	3,537	3,908	3,793	3,179
Agriculture					
Scope 1	38	36	48	38	36
Scope 2 (market-based)	40	33	32	30	34
Biogenic emissions	–	–	–	–	–

* 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.

GHG emissions intensity against revenue – Scopes 1 and 2 (location-based) (000 tonnes CO₂e per £m)*

	2021	2022	2023	2024	2025
CO ₂ e/Revenue	196	163	132	135	128

* 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.

Methodologies

Reporting our GHG emissions

We follow the GHG Protocol Corporate Accounting and Reporting Standard using a financial control approach. We report our GHG emissions in kilotonnes of carbon dioxide equivalent (ktCO₂e).

We have developed detailed reporting guidance including estimation and calculation methodologies and assumptions based on the GHG Protocol. This reporting guidance is issued to the businesses each year. Emissions have been calculated using carbon conversion factors published by the UK Government in June 2023, other internationally recognised sources and bespoke factors based on laboratory calculations at selected locations.

Under the GHG Protocol, GHG emissions are categorized into three scopes, as outlined below. For transparency and to provide a holistic view of our carbon footprint, we also report our biogenic carbon dioxide emissions, which originate from biological sources as plant-based materials and are part of the natural carbon-cycle. Within our operations, biogenic carbon emissions are primarily from the combustion or fermentation of biomass / biofuels on our sites.

Scope 1 emissions are direct emissions from our own operations and include those from:

- the use of non-renewable fuels such as natural gas and coal in boilers and dryers, as well as fugitive emissions;
- our manufacturing processes such as the fermentation process to make bioethanol, bread baking, the management of on-site wastewater and from electrical equipment;

- directly controlled agricultural activities including growing sugar beet and sugarcane, other crop production and CO2 emitted from horticulture; and
- owned transport.

Scope 2 emissions are from purchased electricity, heat or steam used on our sites. Scope 2 emissions are reported on both a location and market-based approach in line with the GHG Protocol Scope 2 Guidance. Scope 2 location-based emissions reflect the average emissions intensity of grids from which our energy consumption occurs. Scope 2 market-based emissions are calculated using the emissions from the electricity that our businesses have purchased. Purchased renewable electricity, which is supported by appropriate evidence from the energy provider (i.e. renewable energy certificates, Guarantees of Origin or similar), and that meets the 'quality criteria' outlined in the GHG Protocol Scope 2 Guidance, is converted to CO2e by applying supplier-specific emission factors. Where supplier-provided emission factors are not available, we have applied the specific residual mix factor. Where the residual mix factor is not available, we revert to the location-based grid average emission factor.

We have reported Scope 2 GHG emissions on a market-based basis since 2021. Unless otherwise stated, Scope 2 GHG emissions are therefore market-based. For reporting against targets with baselines set before 2021, those baselines are location-based, which are generally more conservative as they reflect average grid emission factors. Comparisons therefore reflect location-based baseline data versus market-based current data.

Primark's Scope 3 GHG emissions

Primark completed a Scope 3 inventory for 2024, which was assured by EY. Only the following categories are included in Primark's Scope 3 emissions data as per the screening process. Unless otherwise stated, the UK Government's GHG Conversion Factors for Company Reporting (DEFRA) 2024 factors were applied.

- Category 1 – Purchased goods and services. Emissions factors derived from supplier primary data (captured from the Higg FEM) were used alongside DEFRA 2012, 2014, and 2024 along with Sphera MLC DB 2023.2 and NAICS-6 SupplyChainGHGEF and supplemented by custom emission factors based on averages for the type of activity (derived from The Higg Materials Sustainability Index version 3.8);
- Category 2 – Capital goods (NAICS-6 SupplyChainGHGEF).
- Category 3 – Fuel and energy-related activities (DEFRA 2020 and 2024, Sphera MLC DB 2023.2 and Sphera Solutions GmbH 2019).
- Category 4 – Upstream transportation and distribution. Emissions from Primark's upstream transportation and distribution activities include the well-to-tank lifecycle emissions (DEFRA 2023 and 2024 and Clean Cargo 2023).
- Category 5 – Waste generated in operations (DEFRA 2024 and Sphera MLC DB 2023.2).
- Category 6 – Business travel (DEFRA 2024).
- Category 7 – Employee commuting (DEFRA 2024 and Sphera MLC DB 2023.2).
- Category 11 – Use of sold products (DEFRA 2020 and ECOSI 2018).
- Category 12 – End-of-life treatment of sold products (DEFRA 2020 and 2024, Sphera MLC DB 2023.2 and WRAP 2012).
- Category 13 – Downstream leased assets (DEFRA 2024 and UK Government Non-domestic need data framework 2022).

Energy and renewables – Group

Energy use (GWh)*

	2021	2022	2023	2024	2025
ABF	20,808	20,140	20,548	20,697	18,459△

* 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.

Renewable energy (GWh/%)*

	2021	2022	2023	2024	2025
ABF	11,854	11,296	12,223	11,712	9,955
Percentage of total energy	57 %	56 %	59 %	57 %	54 %△

* 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.

Total energy use by segment (GWh)*

	2021	2022	2023	2024	2025
Retail	461	541	524	492	488
Grocery	1,464	1,310	1,266	1,235	1,109
Ingredients	1,486	1,492	1,336	1,238	1,327
Sugar	17,173	16,587	17,224	17,534	15,340
Agriculture	223	211	199	198	194

* 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 use by source (GWh/%)

	2025	% of total
Electricity – non-renewable source	1,031	6 %
Imported steam	476	3 %
Natural Gas	6,055	33 %
Liquid Fuels	252	1 %
Solid fuels	691	4 %
Renewables	9,955	54 %△

Total energy exported by segment (GWh)*

	2021	2022	2023	2024	2025
Retail	–	–	–	–	–
Grocery	–	0.1	0.1	0.2	0.3
Ingredients	7	16	17	2	1
Sugar	855	862	850	850	757
Agriculture	47	50	42	35	37
ABF Group	910	929	909	887	795

* 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.

Methodologies

Energy used: Energy data is reported in line with our greenhouse gas (GHG) reporting scope. The total energy used includes energy from electricity, natural gas, gas oil, coal, diesel, coke, anthracite, petrol, kerosene, heavy fuel oil, liquefied petroleum gas (LPG), imported steam and renewable sources. The total is displayed as gigawatt hours (GWh) with a split between energy consumed from non-renewable and renewable sources. Energy consumption is calculated using country-specific conversion factors from physical quantities to kWh to provide an accurate representation of our energy consumption.

Energy used from renewable sources: This includes energy that is generated on-site from renewable fuels which includes bagasse and its residue, biogas and wood; energy generated from non-fuel renewable sources on-site including solar and purchased electricity and steam supported by evidence of renewable source. The total is displayed as gigawatt hours (GWh). From 2022, we include purchased electricity and steam from a renewable source in the total figure. The emissions from our on-site generated energy from renewable sources are captured in our Scope 1 GHG emissions.

Energy exported: The total energy exported includes electricity and biogas generated on our sites and is usually sold to the national distribution network or grid, sold to tenants or sold directly to another organisation.

Exported electricity is generated in the main from bagasse, the renewable plant-based fibrous residue that remains after the extraction of juice from the crushed stalks of sugarcane. Biogas is generated from on-site wastewater treatment or anaerobic digestion of waste.

Water use – Group

Total water abstracted (million m³)*

	2021	2022	2023	2024	2025
ABF	858	791	859	880	808△

* 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 abstracted by segment (million m³)*

	2021	2022	2023	2024	2025
Retail	0	0	0	1	1
Grocery	5	5	4	5	5
Ingredients	19	19	17	16	15
Sugar	834	767	837	859	787
Agriculture	0	0	0	0	0

* 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 reused (million m³/%)*

	2021	2022	2023	2024	2025
ABF	220	204	215	215	200△
Percentage of total	26 %	26 %	25 %	24 %	25 %

* 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 abstracted by source (million m³/%)*

	2025	% of total
Surface	783	97 %
Groundwater	15	2 %
Municipal and other	10	1 %

* 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.

Methodologies

Water abstracted: We measure in cubic metres (m³) the total quantity of water abstracted, which has either been supplied by third parties or abstracted from local water sources. This includes the total quantity of water used for agricultural or horticultural purposes on our owned land, used in our factories or stores and distributed to employees, tenants and worker accommodation, and once-through cooling water used as a heat conductor to cool equipment in our factories. The same amount of water abstracted for cooling water is returned to the watercourse. We exclude rainwater and separately measure recycled or reused treated wastewater used on our land or in our sites.

Wastewater: We measure in cubic metres (m³) the total amount of wastewater leaving our sites for final disposal via the sewerage system or a receiving watercourse. This includes wastewater from factories, offices, warehouses, worker accommodation and other sites where we have responsibility. Where meter readings from discharge points or supplier invoices are not available for wastewater quantities, estimations are provided based on the volume of water taken into the site and used in the operational processes, including the abstraction of water from certain raw materials such as sugar beet.

Recycled or reused water: We measure water reused for a beneficial purpose and therefore is initially diverted from a receiving watercourse. Where possible, our sites reuse water within their operations or off-site before it returns to the watercourse. Examples of water reuse include dust control, crop irrigation and land-spreading, cleaning on-site machinery and horticultural purposes.

Waste and circularity – Group

Total waste generated (000 tonnes)*

	2021	2022	2023	2024	2025
ABF	424	458	374	499	510 Δ

* 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.

Waste generated by segment (000 tonnes)*

	2021	2022	2023	2024	2025
Retail	57	77	85	86	91
Grocery	96	83	85	94	91
Ingredients	84	101	69	31	41
Sugar	180	192	130	282	279
Agriculture	7	6	5	6	8

* 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.

Waste recycled – Group total (000 tonnes/%)*

	2021	2022	2023	2024	2025
ABF	372	425	343	470	477
Percentage of total	84 %	79 %	84 %	83 %	87 Δ

* 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.

Waste recycled by segment (000 tonnes)*

	2021	2022	2023	2024	2025
Retail	54	73	81	82	84
Grocery	83	70	70	81	78
Ingredients	56	92	61	23	33
Sugar	173	185	126	279	274
Agriculture	7	5	5	5	7

* 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.

Waste sent to landfill (000 tonnes/%)*

	2021	2022	2023	2024	2025
ABF	52	33	31	30	33
Percentage of total	12 %	7 %	8 %	6 %	6 %

* 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.

Waste sent to landfill by segment (000 tonnes)*

	2021	2022	2023	2024	2025
Retail	2	3	3	4	6
Grocery	13	13	15	13	13
Ingredients	28	9	9	8	8
Sugar	7	7	3	3	5
Agriculture	1	1	0	1	1

* 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.

Methodologies

Recycled, recovered or reused waste: A substance or material that has no further use in our relevant operation and so is sent off-site for use, for recycling or for recovery. These processes extract maximum value from the material. Where we state a material has been recycled in our reporting, this means it has been either recycled, recovered, reused or sent for another beneficial use. Recovery could include the material being cleaned, repaired or refurbished so that it can be used by others. Recycling could include the material being turned into a new substance or product.

Waste: A substance or material that has no further use in our main processes and requires management to discard or treat prior to final disposal. We report hazardous and non-hazardous waste material, which is sent to landfill or for treatment prior to final disposal. Where waste data is unavailable (for example, at sites where our businesses are not directly responsible for waste disposal) data are estimated based on similar locations and knowledge of operations during the year. For example, the waste generated by our Retail operations is often managed by third parties such as shopping centre waste management companies. Waste materials may not always be accurately quantified and assigned to specific businesses in the shopping centre. In these cases, our Retail division estimates the data based on a methodology, reviewed during the independent assurance process, and works with waste contractors to have oversight of the waste treatment across its supply chain.

Plastic and packaging – Group

Packaging used (000 tonnes)*

	2021	2022	2023	2024	2025
ABF	229	264	246	241	250Δ

* 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.

Packaging used by segment (000 tonnes)*

	2021	2022	2023	2024	2025
Retail	41	54	57	55	50
Grocery	147	158	142	142	149
Ingredients	23	27	27	27	28
Sugar	13	21	15	11	15
Agriculture	4	4	5	6	7

* 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.

Methodologies

Packaging: Material used for the containment, protection, handling, delivery and presentation of our products. We collect packaging data for different types of materials including glass, paper, plastic and aluminium. Included in our packaging weights are items such as labels, plastic wrap, cardboard boxes, plastic containers and lids for bottles. Waste packaging, packaging on materials purchased by sites and packaging used for internal transfers are excluded.

Tonnes of product: includes all products which are deliberately created to satisfy a known market need. Included are co-products and by-products which are materials or substances arising from a production process in addition to the main product streams. Co- and by-products may not always be sold depending on the local market needs. This KPI includes the weight of products, co- and by-products sent to co-packers for packing as well as materials which are sold, not sold or with no financial transaction and are donated. The weight of packaging is not included. Tonnes of product is used as a denominator in intensity measures, for example tonne of CO₂e per tonne of product or amount of abstracted water per tonne of product.

Health, safety and wellbeing – Retail

Work-related fatalities (n.)

	2021	2022	2023	2024	2025
Employees	–	–	–	–	–
Contractors	–	1	–	–	1

Lost Time Injuries – on-site (n./%)

	2021	2022	2023	2024	2025
Employees	180	183	161	192	213
Employee rate	0.50 %	0.40 %	0.34 %	0.37 %	0.42 %
Contractors	13	20	36	39	32
Contractor rate	0.57 %	0.65 %	1.16 %	1.21 %	0.93 %

Factories and retail operations with zero employee on-site LTIs (%)

	2021	2022	2023	2024	2025
Retail	71 %	72 %	73 %	71 %	71 %

Diversity, equity and inclusion – Retail

Gender metrics (n./%)

	n.	%
Total employees*	82,676	100 %
Men in workforce	18,947	23 %
Women in workforce	63,728	77 %
Number of senior management roles**	270	100 %
Number of men in senior management roles	143	53 %
Number of women in senior management roles	127	47 %

* Full-time, part-time and seasonal/contractors.

** Includes directorships of subsidiary undertakings.

GHG emissions – Retail

GHG emissions – Scopes 1 and 2 (market-based) (000 tonnes CO₂e)

	2021	2022	2023	2024	2025
Retail	157	132	97	77	47

GHG emissions – by Scope (000 tonnes CO₂e)

	2021	2022	2023	2024	2025
Scope 1: Combustion of fuel and operation of machinery	20	21	21	23	18
Scope 1: Generation and use of renewables	–	–	–	–	–
Total Scope 1	20	21	21	23	18
Scope 2: Location-based	99	103	99	85	87
Scope 2: Market-based	137	111	76	54	28
Biogenic emissions	–	–	–	–	–

GHG emissions – Scope 3 by category (000's tonnes CO₂e)

	2024	2025
Category 1 – Purchased goods and services	5,138	4,881
Category 2 – Capital goods	115	101
Category 3 – Fuel and energy-related activities	20	21
Category 4 – Upstream transportation and distribution	289	310
Category 5 – Waste generated in operations	4	7
Category 6 – Business travel	9	5
Category 7 – Employee commuting	3	5
Category 9 – Downstream transportation and distribution	–	–
Category 10 – Processing of sold products	–	–
Category 11 – Use of sold products	576	607
Category 12 – End-of-life treatment of sold products	35	36
Category 13 – Downstream leased assets	21	18
Total Scope 3	6,211	5,993Δ

Energy and renewables – Retail

Total energy use (GWh)

	2021	2022	2023	2024	2025
Retail	461	541	524	492	488

Renewable energy (GWh/%)

	2021	2022	2023	2024	2025
Retail	–	103	301	246	280
Percentage of total energy	– %	19 %	58 %	50 %	57 %

Energy use by source (GWh/%)

	2025	% of total
Electricity – non-renewable source	91	19 %
Imported steam	20	4 %
Natural Gas	91	19 %
Liquid Fuels	6	1 %
Solid fuels	–	– %
Renewables	280	57 %

Total energy exported (GWh)

	2021	2022	2023	2024	2025
Retail	–	–	–	–	–

Water use – Retail

Total water abstracted (million m³)

	2021	2022	2023	2024	2025
Retail	–	–	–	1	1

Water reused (million m³/%)

	2021	2022	2023	2024	2025
Retail	–	–	–	–	–
Percentage of total	– %	– %	– %	– %	– %

Water abstracted by source (million m³/%)

	2025	% of total
Surface	–	– %
Groundwater	–	– %
Municipal and other	1	100 %

Waste and circularity – Retail

Total waste generated (000 tonnes)

	2021	2022	2023	2024	2025
Retail	57	77	85	86	91

Waste recycled (000 tonnes/%)

	2021	2022	2023	2024	2025
Retail	54	73	81	82	84
Percentage of total	96 %	95 %	96 %	95 %	93 %

Waste sent to landfill (000 tonnes/%)

	2021	2022	2023	2024	2025
Retail	2	3	3	4	6
Percentage of total	4 %	5 %	4 %	5 %	7 %

Plastic and packaging – Retail

Packaging used by segment (000 tonnes)

	2021	2022	2023	2024	2025
Retail	41	54	57	55	50

Health, safety and wellbeing – Grocery

Work-related fatalities (n.)

	2021	2022	2023	2024	2025
Employees	–	–	1	–	–
Contractors	–	1	–	–	–

Lost Time Injuries – on-site (n./%)

	2021	2022	2023	2024	2025
Employees	109	106	121	119	106
Employee rate	0.79 %	0.81 %	0.93 %	0.89 %	0.79 %
Contractors	11	6	3	13	4
Contractor rate	0.17 %	0.24 %	0.12 %	0.43 %	0.20 %

Factories and retail operations with zero employee on-site LTIs (%)

	2021	2022	2023	2024	2025
Grocery	42 %	45 %	45 %	43 %	46 %

Diversity, equity and inclusion – Grocery

Gender metrics (n./%)

	n.	%
Total employees*	15,905	100 %
Men in workforce	10,081	63 %
Women in workforce	5,818	37 %
Number of senior management roles**	854	100 %
Number of men in senior management roles	486	57 %
Number of women in senior management roles	368	43 %

* Full-time, part-time and seasonal/contractors.

** Includes directorships of subsidiary undertakings.

GHG emissions – Grocery

GHG emissions – Scopes 1 and 2 (market-based) (000 tonnes CO₂e)

	2021	2022	2023	2024	2025
Grocery	484	423	404	385	349

GHG emissions – by Scope (000 tonnes CO₂e)

	2021	2022	2023	2024	2025
Scope 1: Combustion of fuel and operation of machinery	271	231	203	195	157
Scope 1: Generation and use of renewables	–	–	–	–	–
Total Scope 1	271	231	203	195	157
Scope 2: Location-based	185	181	176	174	169
Scope 2: Market-based	214	192	201	190	192
Biogenic emissions	7	8	24	14	13

Energy and renewables – Grocery

Total energy use (GWh)

	2021	2022	2023	2024	2025
Grocery	1,464	1,310	1,266	1,235	1,109

Renewable energy (GWh/%)

	2021	2022	2023	2024	2025
Grocery	1	85	51	67	56
Percentage of total energy	– %	6 %	4 %	5 %	5 %

Energy use by source (GWh/%)

	2025	% of total
Electricity – non-renewable source	348	31 %
Imported steam	6	1 %
Natural Gas	632	57 %
Liquid Fuels	69	6 %
Solid fuels	–	– %
Renewables	56	5 %

Total energy exported (GWh)

	2021	2022	2023	2024	2025
Grocery	–	–	–	–	–

Water use – Grocery

Total water abstracted (million m³)

	2021	2022	2023	2024	2025
Grocery	5	5	4	5	5

Water reused (million m³/%)

	2021	2022	2023	2024	2025
Grocery	–	–	–	–	–
Percentage of total	3 %	4 %	4 %	4 %	5 %

Water abstracted by source (million m³/%)

	2025	% of total
Surface	1	20 %
Groundwater	0	– %
Municipal and other	4	80 %

Waste and circularity – Grocery

Waste generated (000 tonnes)

	2021	2022	2023	2024	2025
Grocery	96	83	85	94	91

Waste recycled (000 tonnes/%)

	2021	2022	2023	2024	2025
Grocery	83	70	70	81	78
Percentage of total	86 %	84 %	82 %	86 %	86 %

Waste sent to landfill (000 tonnes/%)

	2021	2022	2023	2024	2025
Grocery	13	13	15	13	13
Percentage of total	14 %	16 %	18 %	14 %	14 %

Plastic and packaging – Grocery

Packaging used by segment (000 tonnes)

	2021	2022	2023	2024	2025
Grocery	147	158	142	142	149

Health, safety and wellbeing – Ingredients

Work-related fatalities (n.)

	2021	2022	2023	2024	2025
Employees	–	–	–	–	–
Contractors	–	1	–	1	–

Lost Time Injuries – on-site (n./%)

	2021	2022	2023	2024	2025
Employees	11	8	7	15	24
Employee rate	0.19 %	0.13 %	0.12 %	0.26 %	0.39 %
Contractors	2	3	8	4	5
Contractor rate	0.11 %	0.15 %	0.40 %	0.20 %	0.25 %

Factories and retail operations with zero employee on-site LTIs (%)

	200	2021	2022	2023	2024	2025
Ingredients		78 %	83 %	89 %	80 %	78 %

Diversity, equity and inclusion – Ingredients

Gender metrics (n./%)

	n.	%
Total employees*	7,592	100 %
Men in workforce	5,450	72 %
Women in workforce	2,102	28 %
Number of senior management roles**	738	100 %
Number of men in senior management roles	493	67 %
Number of women in senior management roles	245	33 %

* Full-time, part-time and seasonal/contractors.

** Includes directorships of subsidiary undertakings.

GHG emissions – Ingredients

GHG emissions – Scopes 1 and 2 (market-based) (000 tonnes CO₂e)

	2021	2022	2023	2024	2025
Ingredients	368	358	258	210	221

GHG emissions – by Scope (000 tonnes CO₂e)

	2021	2022	2023	2024	2025
Scope 1: Combustion of fuel and operation of machinery	175	173	151	135	142
Scope 1: Generation and use of renewables	–	–	–	–	–
Total Scope 1	175	173	151	135	142
Scope 2: Location-based	212	209	141	122	136
Scope 2: Market-based	192	185	107	74	79
Biogenic emissions	264	270	253	239	247

Energy and renewables – Ingredients

Total energy use (GWh)

	2021	2022	2023	2024	2025
Ingredients	1,486	1,492	1,336	1,238	1,327

Renewable energy (GWh/%)

	2021	2022	2023	2024	2025
Ingredients	96	286	309	272	355
Percentage of total energy	6 %	19 %	23 %	22 %	27 %

Energy use by source (GWh/%)

	2025	% of total
Electricity – non-renewable source	170	13 %
Imported steam	72	5 %
Natural Gas	629	47 %
Liquid Fuels	101	8 %
Solid fuels	–	– %
Renewables	355	27 %

Total energy exported (GWh)

	2021	2022	2023	2024	2025
Ingredients	7	16	17	2	1

Water use – Ingredients

Total water abstracted (million m³)

	2021	2022	2023	2024	2025
Ingredients	19	19	17	16	15

Water reused (million m³/%)

	2021	2022	2023	2024	2025
Ingredients	1	1	–	–	–
Percentage of total	3 %	3 %	2 %	3 %	2 %

Water abstracted by source (million m³/%)

	2025	% of total
Surface	1	7 %
Groundwater	11	73 %
Municipal and other	3	20 %

Waste and circularity – Ingredients

Total waste generated (000 tonnes)

	2021	2022	2023	2024	2025
Ingredients	84	101	69	31	41

Waste recycled (000 tonnes/%)

	2021	2022	2023	2024	2025
Ingredients	56	92	61	23	33
Percentage of total	66 %	91 %	88 %	75 %	80 %

Waste sent to landfill (000 tonnes/%)

	2021	2022	2023	2024	2025
Ingredients	28	9	9	8	8
Percentage of total	34 %	9 %	12 %	25 %	20 %

Plastic and packaging – Ingredients

Packaging used by segment (000 tonnes)

	2021	2022	2023	2024	2025
Ingredients	23	27	27	27	28

Health, safety and wellbeing – Sugar

Work-related fatalities (n.)*

	2021	2022	2023	2024	2025
Employees	2	1	1	1	–
Contractors	–	–	1	4	1

* In 2025, we reported one contractor fatality in the year to 31st July and a further fatal incident in August 2025, which will be reported in next year data.

Lost Time Injuries – on-site (n./%)*

	2021	2022	2023	2024	2025
Employees	39	44	45	57	66
Employee rate	0.13 %	0.14 %	0.16 %	0.21 %	0.21 %
Contractors	14	10	24	33	30
Contractor rate	0.11 %	0.05 %	0.16 %	0.19 %	0.14 %

* 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.

Factories and retail operations with zero employee on-site LTIs (%)*

	2021	2022	2023	2024	2025
Sugar	36 %	31 %	31 %	10 %	32 %

* 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.

Diversity, equity and inclusion – Sugar

Gender metrics (n./%)

	n.	%
Total employees*	27,924	100 %
Men in workforce	22,257	80 %
Women in workforce	5,666	20 %
Number of senior management roles**	290	100 %
Number of men in senior management roles	193	67 %
Number of women in senior management roles	97	33 %

* Full-time, part-time and seasonal/contractors.

** Includes directorships of subsidiary undertakings.

GHG emissions – Sugar

GHG emissions – Scopes 1 and 2 (market-based) (000 tonnes CO₂e)*

	2021	2022	2023	2024	2025
Sugar	1,692	1,803	1,748	1,888	1,724

* 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.

GHG emissions – by Scope (000's tonnes CO₂e)*

	2021	2022	2023	2024	2025
Scope 1: Combustion of fuel and operation of machinery	1,501	1,611	1,474	1,597	1,475
Scope 1: Generation and use of renewables	80	72	76	72	63
Total Scope 1	1,581	1,683	1,550	1,669	1,538
Scope 2: Location-based	107	115	190	208	177
Scope 2: Market-based	111	120	199	219	186
Biogenic emissions	3,875	3,537	3,908	3,793	3,179

* 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 – Sugar

Total energy use (GWh)*

	2021	2022	2023	2024	2025
Sugar	17,173	16,587	17,224	17,534	15,340

* 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.

Renewable energy (GWh/%)*

	2021	2022	2023	2024	2025
Sugar	11,744	10,798	11,550	11,108	9,252
Percentage of total	68 %	65 %	67 %	63 %	60 %

* 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 use by source (GWh/%)

	2025	% of total
Electricity – non-renewable source	353	2 %
Imported steam	366	2 %
Natural Gas	4,623	30 %
Liquid Fuels	54	– %
Solid fuels	691	5 %
Renewables	9,252	60 %

Total energy exported (GWh)*

	2021	2022	2023	2024	2025
Sugar	855	862	850	850	757

* 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 use – Sugar

Total water abstracted (million m³)*

	2021	2022	2023	2024	2025
Sugar	834	767	837	859	787

* 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 reused (million m³/%)*

	2021	2022	2023	2024	2025
Sugar	219	203	214	215	200
Percentage of total	26 %	27 %	26 %	25 %	25 %

* 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 abstracted by source (million m³/%)

	2025	% of total
Surface	780	99 %
Groundwater	4	1 %
Municipal and other	3	– %

Waste and circularity – Sugar

Total waste generated (000 tonnes)*

	2021	2022	2023	2024	2025
Sugar	180	192	130	282	279

* 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.

Waste recycled (000 tonnes/%)*

	2021	2022	2023	2024	2025
Sugar	173	185	126	279	274
Percentage of total	96 %	96 %	97 %	99 %	98 %

* 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.

Waste sent to landfill (000 tonnes/%)*

	2021	2022	2023	2024	2025
Sugar	7	7	3	3	5
Percentage of total	4 %	4 %	3 %	1 %	2 %

* 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 – Sugar

Packaging used by segment (000 tonnes)*

	2021	2022	2023	2024	2025
Sugar	13	21	15	11	15

* 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.

Health, safety and wellbeing – Agriculture

Work-related fatalities (n.)

	2021	2022	2023	2024	2025
Employees	–	–	–	–	–
Contractors	–	–	–	–	–

Lost Time Injuries – on-site (n./%)

	2021	2022	2023	2024	2025
Employees	7	11	13	9	16
Employee rate	0.29 %	0.42 %	0.50 %	0.28 %	0.51 %
Contractors	2	2	3	–	1
Contractor rate	0.87 %	0.99 %	1.53 %	— %	0.16 %

Factories and retail operations with zero employee on-site LTIs (%)

	2021	2022	2023	2024	2025
Agriculture	79 %	66 %	67 %	76 %	65 %

Diversity, equity and inclusion – Agriculture

Gender metrics (n./%)

	n.	%
Total employees*	3,380	100 %
Men in workforce	2,141	63 %
Women in workforce	1,228	36 %
Number of senior management roles**	453	100 %
Number of men in senior management roles	270	60 %
Number of women in senior management roles	183	40 %

* Full-time, part-time and seasonal/contractors.

** Includes directorships of subsidiary undertakings.

GHG emissions – Agriculture

GHG emissions – Scopes 1 and 2 (market-based) by segment (000 tonnes CO₂e)

	2021	2022	2023	2024	2025
Agriculture	78	69	80	68	71

GHG emissions – by Scope (000 tonnes CO₂e)

	2021	2022	2023	2024	2025
Scope 1: Combustion of fuel and operation of machinery	38	36	48	38	36
Scope 1: Generation and use of renewables	–	–	–	–	–
Total Scope 1	38	36	48	38	36
Scope 2: Location-based	30	27	21	22	22
Scope 2: Market-based	40	33	32	30	34
Biogenic emissions	–	–	–	–	–

Energy and renewables – Agriculture

Total energy use (GWh)

	2021	2022	2023	2024	2025
Agriculture	223	211	199	198	194

Renewable energy (GWh/%)

	2021	2022	2023	2024	2025
Agriculture	13	25	12	18	11
Percentage of total energy	6 %	12 %	6 %	9 %	6 %

Energy use by source (GWh/%)

	2025	% of total
Electricity – non-renewable source	69	35 %
Imported steam	13	7 %
Natural Gas	80	41 %
Liquid Fuels	22	11 %
Solid fuels	–	– %
Renewables	11	6 %

Total energy exported (GWh)

	2021	2022	2023	2024	2025
Agriculture	47	50	42	35	37

Water use – Agriculture

Total water abstracted (million m³)

	2021	2022	2023	2024	2025
Agriculture	0.3	0.2	0.3	0.2	0.2

Water reused (million m³/%)*

	2021	2022	2023	2024	2025
Agriculture	–	–	–	–	–
Percentage of total	– %	– %	– %	1 %	1 %

Water abstracted by source (million m³/%)

	2025	% of total
Surface	–	– %
Groundwater	–	– %
Municipal and other	0	– %

Waste and circularity – Agriculture

Total waste generated (000 tonnes)

	2021	2022	2023	2024	2025
Agriculture	7	6	5	6	8

Waste recycled (000 tonnes/%)

	2021	2022	2023	2024	2025
Agriculture	7	5	5	5	7
Percentage of total	89 %	89 %	91 %	87 %	92 %

Waste sent to landfill (000 tonnes/%)

	2021	2022	2023	2024	2025
Agriculture	1	1	–	1	1
Percentage of total	11 %	11 %	9 %	13 %	8 %

Plastic and packaging – Agriculture

Packaging used by segment (000 tonnes)

	2021	2022	2023	2024	2025
Agriculture	4	4	5	6	7

Scope of reporting

The Group data in the report on our environmental and safety KPIs (including calculation of ratios and rates) covered the period 1 August to 31 July. This excludes Primark selling space, numbers of countries of operation and employee numbers.

Associated British Foods plc has five business segments: Retail, Grocery, Ingredients, Sugar and Agriculture. Across these segments, we have a total of 740 production sites, warehouses, distribution centres, offices or retail stores which have collated their relevant environment and safety data for this reporting period. Primark's stores, offices and distribution centres account for 466 reporting sites. Where relevant, the data also includes Primark sites which closed during the reporting year along with some new locations that are preparing to open.

Any new site or business acquired part-way through a reporting year is not required to provide its annual safety or environment data to Associated British Foods in that year. Inclusion in subsequent years reporting is assessed on a case-by-case basis, dependent on their material contribution to Group performance and establishment of accurate measurement processes and systems.

For the current and prior reporting years, safety and environment data is from companies over which the Group has financial control. Control is determined with reference to the financial control tests. Control exists where the Group has the power to unilaterally, directly or indirectly, direct the activities of an entity as to affect significantly the returns of the entity. This represents a change over previous years reporting and the comparative numbers have been restated accordingly.

Across the Group, we use a number of key performance indicators to measure our safety and environmental performance. To ensure these are applied consistently, we apply standard definitions. These definitions are included in our detailed reporting guidance distributed to all businesses, including the methodologies we use for our greenhouse gas (GHG) emissions reporting.

Due to rounding, business segment numbers presented throughout our Responsibility disclosures may not add to precisely the Group totals reported. Our reported KPIs on employee and gender metrics are average numbers of men and women employed for the financial year.

The basis of reporting information for the Primark metrics listed below can be found on the Primark website:

- percentage of Primark's clothes containing cotton that is organic, recycled and/or sourced from the Primark Cotton Project;
- percentage of Primark's clothing unit sales containing recycled or more sustainably sourced materials; and
- number of farmers trained in the Primark Cotton Project.

Assurance

Ernst & Young (EY) has provided independent limited assurance over 26 environment, people and safety key performance indicators (KPIs). These KPIs are highlighted in this update with the symbol Δ. The data in this report on our environmental and safety KPIs covered the period 1 August to 31 July, excluding employee numbers. EY conducted its engagement in accordance with the International Federation of Accountants' International Standard on Assurance Engagements Other than Audits or Reviews of Historical Financial Information – known as ISAE 3000 (Revised).

How we assess our safety and environmental performance

Safety and environment data is entered by each site into a Group-managed data system. All data is reviewed at the individual business level, by a senior environmental, safety, operational or financial representative, or a cross-functional team representing these roles, with a finance representative approving final data.

Our Health, Safety and Environment (HSE) Team conducts an annual verification process, supported by an independent team of data analysts, and we commission independent external assurance to ensure Group's HSE data is complete, accurate and aligned with our Group reporting guidance.

Throughout the year, we collaborate with all our businesses to help them with continuous improvement in data accuracy and to meet recognised reporting standards. This work includes regular training, distribution of materials and consultation if changes are made to data requirements or the reporting system.

All the data we report is based on the best possible systems and methodologies currently available to us and, where applicable, aligned with internationally or nationally recognised standards. Where possible, we use accurate data from sources such as invoices, meter readings and weight measurements. These are also subject to continuous improvement.

We report our Group-level and business segment data for the past five years to provide a good overview of our short- to medium-term performance and identify segment-level contribution to Group data.

Assurance statement

Independent Limited Assurance Report to the Directors of Associated British Foods plc

Ernst & Young LLP ('EY') was engaged by Associated British Foods plc ('the Company') to perform a limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) to report on the Company's selected non-financial indicators as listed below in Table 1 (the 'Subject Matter') for the year ended 31 July 2025 (or for the 52 weeks ended 13 September 2025 for metrics marked with an asterisk) presented in the Company's 2025 Annual Report and in the 2025 Data subsection of the Responsibility section of the Associated British Foods plc website (together the 'Reports'). In preparing the Subject Matter, the Company applied the 'Methodologies' and 'Scope of reporting' as set out in the 2025 Data subsection of the Responsibility section of the Associated British Foods plc website (the 'Criteria').

The Subject Matter is marked up with a Δ symbol within the Reports. Other than as described in the preceding paragraph we did not perform assurance procedures on any other information included in the Reports, and accordingly, we do not express an opinion or conclusion on any information, other than the sustainability metrics marked with a Δ symbol.

Table 1. List of selected non-financial indicators

Topic	Indicator name
Associated British Foods plc – Group	
Health and Safety (H&S)	• Number of work-related deaths to employees • Number of work-related deaths to independent contractors as a result of Associated British Foods' work activities • Number of Lost Time Injuries (LTIs) to employees on-site • Number of LTIs to contractors on-site • LTIs rate (%) to employees on-site • LTIs rate (%) to contractors on-site
Environment	• Total energy consumed (GWh) • Percentage of renewable energy (%) • Total energy exported (GWh) • Biogenic carbon emissions (tCO₂e) • Greenhouse gas emissions (tCO₂e) consisting of • Scope 1 • Scope 2 location-based • Scope 2 market-based • Total Scope 1 and Scope 2 (market-based) greenhouse gas emissions (tCO₂e) • Total waste generated (tonnes) • Percentage of waste generated sent for recycling or other beneficial use (%) • Quantity of packaging used for the containment, protection, handling, delivery and presentation of goods (tonnes) • Total water abstracted (m³) • Water reused or recycled (m³)
People	• Number of employees* • Percentage of women in workforce (%)*
Business segment specific – Primark	
Environment	• Greenhouse gas emissions (Scopes 1, 2 market-based and 3) (tCO₂e) • Percentage of our clothing unit sales containing recycled or more sustainably sourced materials (%) • Number of farmers trained in the Primark Cotton Project • Selling space (sq. ft)* • Number of countries of operation*

Conclusion

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Subject Matter is not prepared, in all material respects, in accordance with the Criteria.

Basis for our conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information, as promulgated by the International Auditing and Assurance Standards Board (IAASB) and the terms of our engagement letter dated 14 May 2025 as agreed with Associated British Foods plc.

In performing this engagement, we have applied International Standard on Quality Management ('ISQM') 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements*, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have maintained our independence and other ethical requirements of the Institute of Chartered Accountants of England and Wales ('ICAEW') Code of Ethics (which includes the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants ('IESBA')). We are the independent auditor of the Company and therefore we will also comply with the independence requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard as applied to listed public interest entities.

Responsibilities of the Company

The Subject Matter needs to be read and understood together with the Criteria. The directors of the Company are solely responsible for:

- the selection of the Subject Matter to be assured;
- selecting suitable Criteria against which the Subject Matter is to be evaluated and ensuring the Criteria is relevant and appropriate;
- preparing and presenting the Subject Matter in accordance with the Criteria; and
- designing and implementing internal controls and other processes they determine is necessary, to enable the Subject Matter to be free from material misstatement, whether due to fraud or error.

Responsibilities of Ernst & Young LLP

It is our responsibility to:

- plan and perform the engagement to obtain limited assurance in respect of whether the Subject Matter has not been prepared in all material respects in accordance with the Criteria;
- form an independent conclusion on the basis of the work performed and evidence obtained; and
- report our conclusion to the directors of the Company.

Our approach

We conducted our engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information and ISAE 3410, Assurance Engagements on Greenhouse Gas Statements, as promulgated by the International Auditing and Assurance Standards Board (IAASB).

Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information and applying analytical and other appropriate procedures.

Because a limited assurance engagement can cover a range of assurance, the detail of the procedures we have performed is included below, so that our conclusion can be understood in the context of the nature, timing and extent of procedures we performed.

- Engaged with selected members of the Group's leadership and senior management to discuss the governance structures around the preparation of the Subject Matter.
- Made inquiries and performed walkthroughs with key data owners within each division, and the central team, to understand the processes to capture, collate, aggregate, validate and source the data required to generate the Subject Matter as it relates to the Group's consolidated figures.
- Performed analytical procedures over the quantitative elements of the Subject Matter, including consideration of trends, to identify potential anomalies within the Subject Matter and obtain management explanations for any significant differences we identified.
- Analysed each division's contribution to the Group's consolidated figures to identify material risk areas and designed analytical or substantive procedures responsive to these risks, consistent with the established Criteria.
- Where deemed necessary tested, on a sample basis, underlying source information to check the accuracy of the Subject Matter.
- Recalculated the group-level computations to assess the accuracy of data aggregation and consolidation for reporting purposes.
- Read the other information in Associated British Foods plc Annual Report 2025 to identify any material inconsistencies between the other information and the Subject Matter.

We also performed such other procedures as we considered necessary in the circumstances.

Inherent limitations

Non-financial information is subject to more inherent limitations than financial information, given the characteristics of the underlying Subject Matter. Because there is not yet a large body of established practice upon which to base measurement and evaluation techniques, the methods used for measuring or evaluating non-financial information, including the precision of different techniques, can differ, yet be equally acceptable. This may affect the comparability between entities, and over time.

Our conclusion is based on historical information and the projection of any information or conclusions in the attached report to any future periods would be inappropriate.

The greenhouse gasses (GHG) quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. Additionally, GHG procedures are subject to estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

Use of our report

This report is produced in accordance with the terms of our engagement letter dated 14 May 2025, solely for the purpose of reporting to the directors of Associated British Foods plc in connection with the Subject Matter for the period ended for the year ended 31 July 2025 (or for the 52 weeks ended 13 September 2025 for metrics marked with an asterisk in Table 1 above).

Those terms permit disclosure on Associated British Foods plc website, solely for the purpose of Associated British Foods plc showing that it has obtained an independent assurance report in connection with the Subject Matter.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's directors as a body, for our work, for this report, or for the conclusions we have formed. This engagement is separate to, and distinct from, our appointment as the auditor to the Company.

Ernst & Young LLP
Birmingham

4 November 2025