

Associated British Foods plc

Listing London Stock Exchange
Symbol ABF

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Factsheet



George Weston
Chief Executive



John Bason
Finance Director

Company Information

Associated British Foods is a diversified, international food, ingredients and retail group with sales of £11.1 billion and 102,000 employees in 46 countries.

The group is one of Europe's largest food companies with a wide range of successful brands and products in the food sector, and an increasingly strong presence in advanced research and technology. A significant supplier of branded and non-branded grocery products and a leading textile retailer, we have significant businesses across the world.

Message from George Weston

Associated British Foods is a balanced diversified business operating in most of the world's main food markets and is divided into five segments: Sugar, Agriculture, Retail, Grocery and Ingredients.

Our overall aim is to achieve strong, sustainable leadership positions in markets that offer potential for profitable growth. We look to achieve this through a combination of growth of existing businesses, acquisition of complementary new businesses and achievement of high levels of operating efficiency.

In the past we have disposed of businesses that do not fit this strategic focus and now continue actively to pursue acquisitions that will deliver the market presence we seek to meet our aims.

Across the group we are also constantly searching for better, more efficient and more profitable ways to manufacture food and opportunities to transfer our technology to other related sectors. Our watchwords are efficiency, quality, shareholder value and growth.

Looking ahead, the recent developments in our major businesses give a strong basis for future progress and we will continue to back our enterprises with appropriate levels of investment. The group is well placed for the long term.

Our Sectors

Sugar



Revenue: £2,134m Adjusted Operating Profit: £315m

Our UK beet sugar factories produce over one million tonnes of sugar annually. Azucarera in Spain produces around 400,000 tonnes of beet sugar and has a cane refining capacity of a further 400,000 tonnes. Our Chinese operations have a capacity to produce 850,000 tonnes from both beet and cane. Illovo, Africa's largest producer, has an annual cane sugar production of 1.6 million tonnes across six countries.

Agriculture



Revenue: £1,127m Adjusted Operating Profit: £40m

AB Agri operates at the heart of the agricultural industry. It supplies products and services to farmers, feed and food manufacturers, processors and retailers. It also buys grain from farmers and supplies crop inputs through its joint venture, Frontier Agriculture. It employs over 2,000 people in the UK and China and markets products in 55 countries worldwide.

Retail



Revenue: £3,043m Adjusted Operating Profit: £309m

Primark is a major value retail group employing 36,000 people. It operates stores in the UK, Republic of Ireland, Spain, the Netherlands, Portugal, Germany and Belgium.

Targeted at the fashion-conscious under 35s, Primark offers customers high-quality merchandise at value for money prices. Primark's range includes womenswear, lingerie, childrenswear, menswear, footwear, accessories, hosiery and homeware.

Grocery



Revenue: £3,638m Adjusted Operating Profit: £249m

ABF is a major international manufacturer of both branded and private label grocery products many of which are household names in Europe, the Americas and Australia, including Twinings, Ovaltine, Silver Spoon, Mazola, Ryvita, Kingsmill, Blue Dragon and Patak's.

Our focus in this area has been to invest in brand-leading positions whilst increasing efficiency and reducing costs.

Ingredients



Revenue: £1,123m Adjusted Operating Profit: £56m

AB Mauri operates globally in yeast and bakery ingredient production with 49 plants in 25 countries supplying plant & artisanal bakers and the foodservice and wholesale channels.

ABF Ingredients focuses on high-value ingredients for food & non-food applications. It manufactures and markets enzymes, yeast extracts, speciality proteins and lipids.

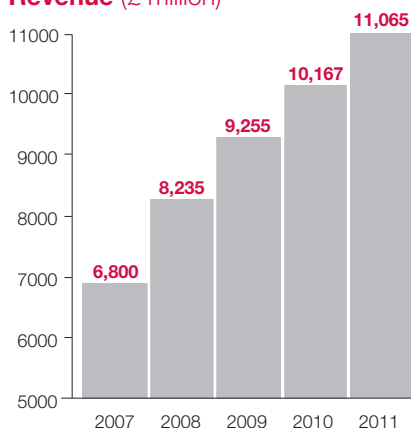
Key Financial Information

Key Figures 2011

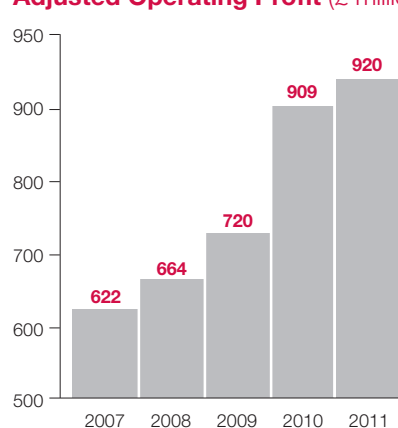
Revenue	£11.1 billion
Adjusted operating profit*	£920 million
Adjusted profit before tax**	£835 million
Dividend	24.75 pence

2007 figures are prepared under IFRS

Revenue (£ million)



Adjusted Operating Profit (£ million)



Five Year Summary

	2007	2008	2009	2010	2011
Revenue (£m)	6,800	8,235	9,255	10,167	11,065
Adjusted operating profit (£m)*	622	664	720	909	920
Ordinary dividends per share	19.5p	20.25p	21.0p	23.8p	24.75
Adjusted earnings per share**	52.9p	54.9p	57.7p	72.2p	74.0p

*before amortisation of non-operating intangibles and profits less losses on disposal of non-current assets.

**before amortisation of non-operating intangibles, profits less losses on disposal of non-current assets, and profits less losses on the sale and closure of businesses.

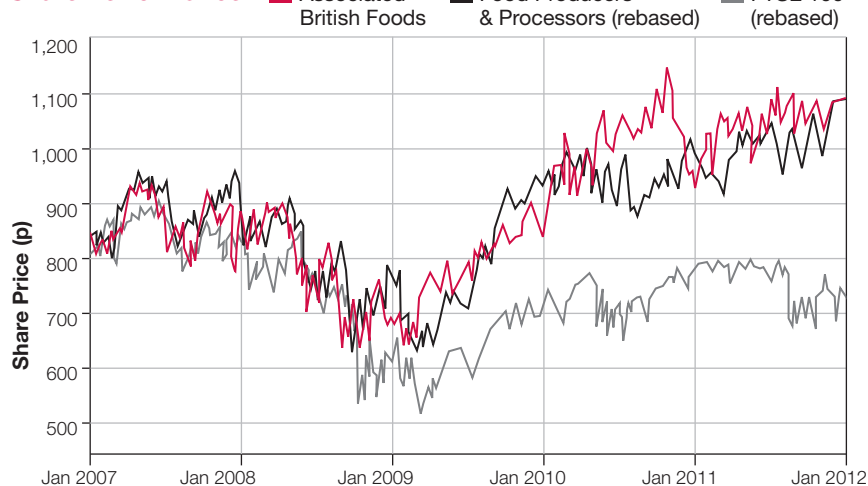
Leading Positions

- World's second largest sugar producer
- Major investor in sugar in the UK, Europe, China and Africa
- Market leader in sugar in the UK
- Major investor in China animal feed
- Leading animal feed supplier in the UK
- Largest purchaser of products from UK farmers
- World's largest seed enhancement company
- Leading global speciality tea brand
- Largest producer of malt-based hot beverages in Continental Europe, Thailand and China
- Number two Australian food business
- World's second largest yeast business
- UK's leading crispbread brand
- Leader in US corn oils
- Number one supplier of noodles to the Chinese food trade in the UK
- World leader in speciality enzymes

European Food Companies (as at 17 September 2011)

Company	Country
Nestlé	Switzerland
Unilever	Netherlands
Danone	France
Associated British Foods	UK

Share Performance



Geographical Data 2011

