



# Review of interim results for 24 weeks ended 29 February 2020

# Introduction

- closure of all Primark stores in March
- focus on keeping food manufacturing running
- we have the financial resources to meet the challenges ahead
- focus on cash flow
- sights set on stores reopening
- half year review with COVID-19 effects by business

# COVID-19

- all of us personally affected
- priority is the safety of employees and customers
- immensely proud of our people

# First half financial highlights – comparatives as reported

<b>Group revenue</b>	up 2%	<b>£7.6bn</b>
<b>Adjusted operating profit</b>	up 7%	<b>£682m</b>
<b>Adjusted profit before tax</b>	up 1%	<b>£636m</b>
<b>Adjusted earnings per share</b>	up 1%	<b>61.8p</b>
<b>Interim dividend per share</b>		<b>nil</b>
<b>Gross investment</b>		<b>£363m</b>
<b>Net cash (before lease liabilities)</b>		<b>£801m</b>
<b>Net debt (including lease liabilities)</b>		<b>£2.8bn</b>

Note all variances are at actual exchange rates

# First half business highlights

- encouraging first half
- Primark
  - marked upturn in Eurozone like-for-like sales performance
  - margin much better than expected
  - social media followers now 22 million
- European sugar business profitability much improved
- grocery margin and profit growth
- strong balance sheet and improved cash flow

# Income Statement – comparatives as reported

£m	2020	2019	Change
			actual fx
Revenue	7,646	7,532	+2%
Operating costs before exceptional items	(7,024)	(6,945)	
Exceptional items	(309)	(79)	
Share of joint ventures and associates	27	24	
Profits less losses on disposal of non-current assets	9	2	
 Operating profit	 349	 534	
Adjusted operating profit	682	639	+7%
Profits less losses on disposal of non-current assets	9	2	
Amortisation of non-operating intangibles	(24)	(20)	
Acquired inventory fair value adjustments	(8)	(7)	
Transaction costs	(1)	(1)	
Exceptional items	(309)	(79)	

# Income Statement – comparatives as reported

£m	2020	2019	Change
Operating profit	349	534	-35%
Loss on sale and closure of businesses	(5)	(7)	
Net interest expense	(47)	(15)	
Other financial income	1	3	
Profit before tax	298	515	-42%
Tax	(77)	(118)	
Profit after tax	221	397	
Adjusted profit before tax	636	627	+1%

## Earnings and Dividend Per Share – comparatives as reported

	2020	2019	Change
Adjusted earnings per share	61.8p	61.1p	+1%
Earnings per share	27.5p	49.2p	-44%
Dividend per share	nil	12.05p	

# Balance Sheet

£m	2020	2019
Intangible assets (including goodwill)	1,631	1,658
PP&E and other non-current assets	5,940	5,974
Right-of-use assets	3,057	-
Working capital	1,270	1,152
Biological assets (current)	96	106
Current tax	(69)	(94)
Net cash	801	386
Lease liabilities	(3,552)	-
Other net financial assets	56	33
Deferred tax	(65)	(174)
Provisions	(141)	(115)
Net pension asset	53	249
Net assets classified as held for sale	36	-
<b>Net assets</b>	<b>9,113</b>	<b>9,175</b>
Equity shareholders' funds	9,024	9,089
Non-controlling interests	89	86
	<b>9,113</b>	<b>9,175</b>

# Cash Flow

£m	2020	2019
Adjusted operating profit (before joint ventures and associates)	654	615
Depreciation* and amortisation of operating intangibles	396	277
Working capital	(286)	(289)
Provisions	(14)	(24)
Capital expenditure - Primark	(187)	(189)
- Food	(128)	(159)
Purchase of intangibles	(43)	(34)
Tax	(151)	(122)
Net interest and other income	(36)	(10)
Pension costs less contributions	3	2
Dividends received from joint ventures and associates	29	25
Repayment of lease liabilities	(115)	-
Other	19	(11)
Free cash flow (after lease liability payments)	141	81
Dividends paid (including non-controlling interests)	(275)	(264)
(Acquisitions)/disposals	(3)	(42)
Net cash flow before financing	(137)	(225)

\* Depreciation of right-of-use assets included in 2020

# IFRS 16 pro forma comparatives – H1 2019

£m	As reported	Add back rent	Deduct depreciation	Deduct lease interest	Total impact	IFRS 16 pro-forma
Food	213	22	(19)	-	3	216
Primark	426	125	(100)	-	25	451
Adjusted operating profit	639	147	(119)	-	28	667
Interest & other financial income	(12)			(39)	(39)	(51)
Adjusted profit before tax	<u>627</u>			<u>(11)</u>	<u>616</u>	
Adjusted EPS	61.1p			(1.1p)	60.0p	
Primark margin	11.7%			0.7%	12.4%	
Primark ROCE	29.4%			(13.9%)	15.5%	

# Financial Highlights – IFRS 16 comparatives

<b>Group revenue</b>	up 3% *	<b>£7.6bn</b>
<b>Adjusted operating profit</b>	up 3% *	<b>£682m</b>
<b>Adjusted profit before tax</b>	up 3%	<b>£636m</b>
<b>Adjusted earnings per share</b>	up 3%	<b>61.8p</b>
<b>Interim dividend per share</b>		<b>nil</b>
<b>Gross investment</b>		<b>£363m</b>
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\* constant currency

# Segmental Analysis – IFRS 16 comparatives

## By business

	Revenue		Profit		Margin		ROCE	
							(annualised)	
	2020 £m	2019 £m	2020 £m	2019 £m	2020 %	2019 %	2020 %	2019 %
Grocery	1,689	1,707	189	168	11.2	9.8	26.6	25.5
Sugar	803	769	12	3	1.5	0.4	1.5	0.4
Agriculture	692	665	16	15	2.3	2.3	7.8	8.0
Ingredients	742	744	62	64	8.4	8.6	14.2	15.0
Retail	3,710	3,630	441	451	11.9	12.4	15.0	15.5
Central costs	-	-	(37)	(34)	-	-	-	-
Continuing businesses	7,636	7,515	683	667	8.9	8.9	13.8	13.6
Disposed/closed businesses	10	17	(1)	-				
Total	<u>7,646</u>	<u>7,532</u>	<u>682</u>	<u>667</u>	<u>8.9</u>	<u>8.9</u>	<u>13.8</u>	<u>13.6</u>

# Segmental Analysis – IFRS 16 comparatives

## By geography

	Revenue		Profit		Margin	
	2020	2019	2020	2019	2020	2019
	£m	£m	£m	£m	%	%
United Kingdom	2,881	2,784	254	246	8.8	8.8
Europe & Africa	2,882	2,854	241	266	8.4	9.3
The Americas	804	780	122	117	15.2	15.0
Asia Pacific	1,069	1,097	66	38	6.2	3.5
Continuing businesses	7,636	7,515	683	667	8.9	8.9
Disposed/closed businesses	10	17	(1)	-		
Total	7,646	7,532	682	667	8.9	8.9

# Food businesses capital investment



# Cash liquidity

- drawdown of RCF 18 March 2020
- £1.5bn central cash available
- prudent waiver of RCF covenant test in February 2021
- CCFF eligibility confirmed 15 April 2020

# Half year business review

All comparatives IFRS 16 pro forma



# Sugar

£m		2020	2019	Change	actual fx	constant fx
<b>Revenue</b>	£m	803	769	+4%		+8%
<b>Operating profit</b>	£m	12	3			
<b>Margin</b>		1.5%	0.4%			
<b>ROCE</b>		1.5%	0.4%			

- improved pricing for European businesses
- lower beet price in Spain
- much better beet quality in China
- reduction in high margin domestic sales in South Africa
- later Illovo profit phasing with earlier arrival of rainy season
- continued efficiency improvements
- limited COVID-19 impact on overall demand, manageable supply chain disruption

## Sugar operations

- UK production 1.18m tonnes
- UK crop successfully processed overcoming delayed beet harvesting
- Newark factory last to complete UK campaign on 11 April, an EU record at 208 days
- lower crop area in northern Spain, expected to partially recover for 2021
- Illovo full year production expected to be in line with last year at 1.7m tonnes
- much improved beet quality in China

# Early onset of rainy season curtailed production at Illovo



Tanzania

# Sugar prices



- world raw sugar price fall following oil and general commodity reduction
- reverses increase of last six months
- similar level to prevailing price during EU contract negotiation period
- European demand expected to be in excess of production in the next campaign

# Grocery

		2020	2019	Change	
				actual fx	constant fx
<b>Revenue</b>	£m	1,689	1,707	-1%	0%
<b>Operating profit</b>	£m	189	168	+13%	+12%
<b>Margin</b>		11.2%	9.8%		
<b>ROCE</b>		26.6%	25.5%		

- strong profit growth of 12%
- last year included Twinings China plant closure
- ACH trading well
- continued sales growth in George Weston Foods
- reduced operating losses at Allied Bakeries

# Grocery

		2020	2019
Revenue	£m	1,689	1,707
Operating profit	£m	189	168

- Twinings
  - black and herbal teas driving growth
  - new ranges of infusions in US, UK and France
- Ovaltine
  - slow start for sales in Thailand
  - successful new products in Brazil and Switzerland
- COVID-19
  - food service switch to retail
  - supply chain working well despite difficulties



# US – wellness range extension



# Grocery

		2020	2019
Revenue	£m	1,689	1,707
Operating profit	£m	189	168

## ■ North America

- good profit growth
- Mazola brand strength
- Anthony's Goods continuing its growth trajectory
- COVID-19: sales boost, factories challenged but working well



## ■ Australia

- Tip Top sales ahead and Thins range extension
- successful back-to-school advertising campaign in Don KRC
- strong Christmas trading at Yumi's
- COVID-19: some mix change, supply chains robust



# Tip Top supply during bushfires



## Bread, chooks for exhausted furies

Coles regional manager John Appleby says he and his staff at Batemans Bay on the NSW South Coast have baked thousands of loaves of bread and cooked hundreds of chickens to feed firefighters and evacuees. It's part of the business response to the crisis.

News p4

PHOTO: MATT WALLACE

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### ■ AFR supports appeal

The Australian Financial Review is pleased to support the BCA's mobilisation of business resources to rebuild fire-ravaged lives and communities as an investment in a healthy society and a more profitable bottom line. **The AFR View p38**

# Grocery

	£m	2020	2019
Revenue		1,689	1,707
Operating profit	£m	189	168

## ■ AB World Foods

- sales growth in Blue Dragon UK and Patak's Europe & US
- acquisition of Al'Fez
- COVID-19: sales boost, Leigh factory absenteeism

## ■ Acetum

- margins ahead of last year
- sales growth in Italy, UK and France
- COVID-19: extraordinary factory resilience



# Grocery

		2020	2019
<b>Revenue</b>	£m	1,689	1,707
<b>Operating profit</b>	£m	189	168

## ■ Allied Bakeries

- lower own label bread sales
- further significant cost reductions
- operating losses significantly reduced
- COVID-19: significant sales increase, production at capacity

## ■ Silver Spoon

- improved sugar pricing
- new range for home bread making
- COVID-19: significant sales increase, production at capacity for retail sugar and flour



## Grocery

		2020	2019
<b>Revenue</b>	£m	1,689	1,707
<b>Operating profit</b>	£m	189	168

- other COVID-19: demand increase for Ryvita
- overall COVID-19 has increased Grocery profit but
  - Westmill impacted by ethnic restaurant closures
  - AB Sports Nutrition affected by cancellation of sports events and gym closures

# Ingredients

		2020	2019	Change	
				actual fx	constant fx
<b>Revenue</b>	£m	742	744	0%	+2%
<b>Operating profit</b>	£m	62	64	-3%	-2%
<b>Margin</b>		8.4%	8.6%		
<b>ROCE</b>		14.2%	15.0%		

## ■ ABF Ingredients

- lower sales at Abitec and SPI Pharma
- growth in enzymes for feed, food and technical markets
- continued investment in production capacity and capability
- COVID-19: enzyme factory at capacity

# Ingredients

		2020	2019	Change	
				actual fx	constant fx
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## ■ AB Mauri

- sales and operating profit growth
- US well ahead with both strong growth in yeast and operational efficiencies
- bakery topping sales from our new facility in Brazil ahead of expectation
- competition clearance received for joint venture with Wilmar in China
- COVID-19: increased demand from industrial bakery, remarkable order fulfilment

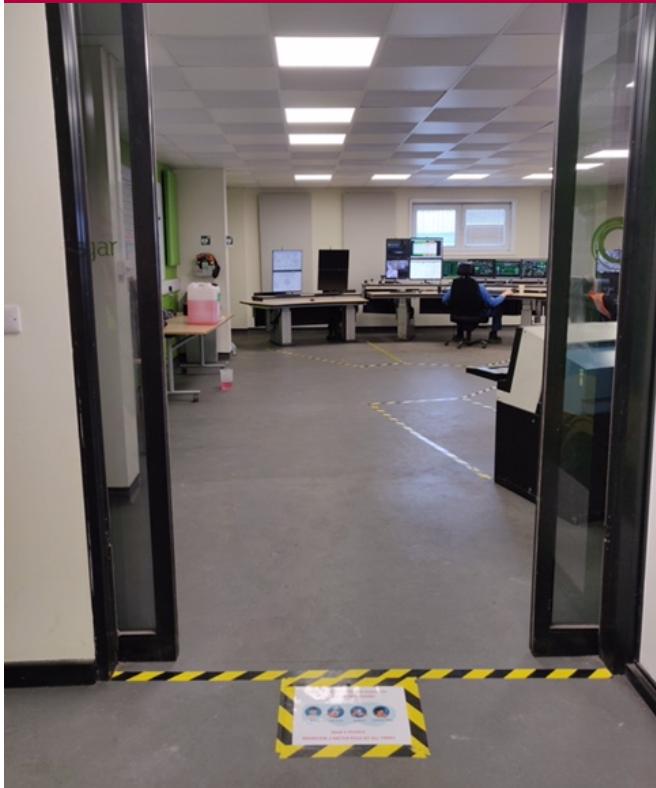
# Agriculture

		2020	2019	Change		
					actual fx	constant fx
<b>Revenue</b>	£m	692	665	+4%	+5%	
<b>Operating profit</b>	£m	16	15	+7%	+7%	
<b>Margin</b>		2.3%	2.3%			
<b>ROCE</b>		7.8%	8.0%			

- AB Vista
  - exceptionally strong enzyme sales in the Americas
  - encouraging launch of new product Signis
- Frontier sales held back by wet UK autumn
- COVID-19: vital part of UK food supply chain, brilliant biosecurity

# Keeping our workforce safe

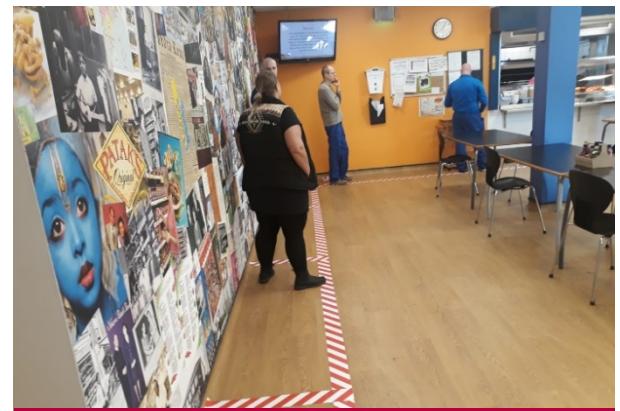
British Sugar control room segregation



Illovo Tanzania



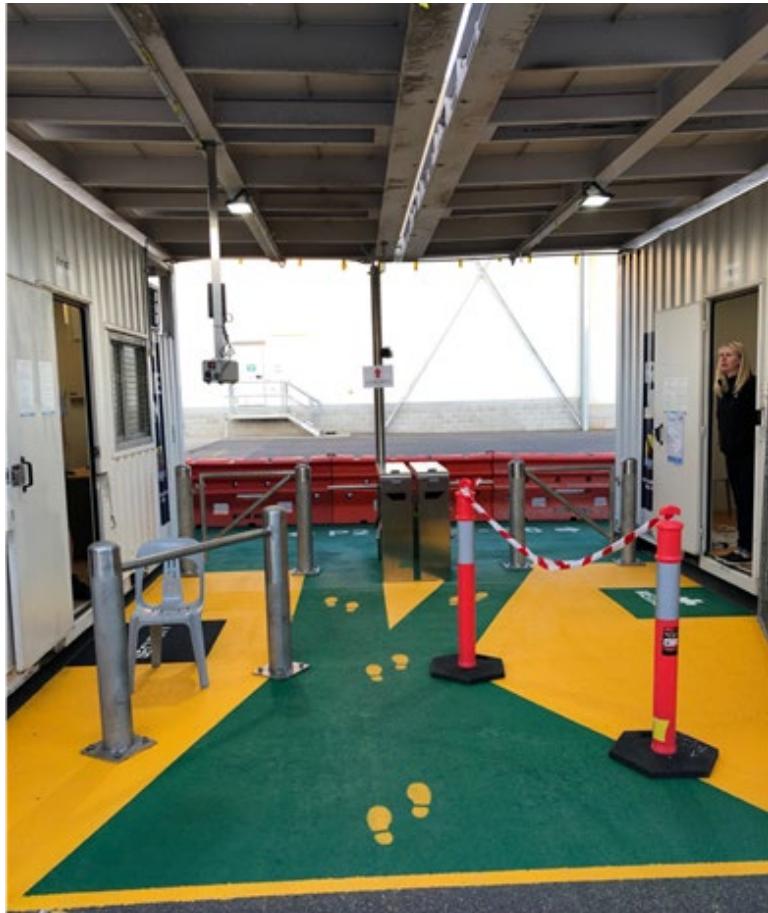
Canteen at AB World Foods, Leigh



Perspex screens between workers at Nowa Sol, Poland



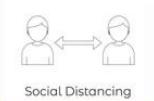
# Keeping our workforce safe



Castlemaine thermal camera system

**ตัวห่างกัน  
แต่ใจไม่ห่างไกล**

บริษัทฯ ได้กำหนดจุดพื้นที่ส่วนกลางต่างๆ ของโรงงาน  
เพื่อเว้นระยะห่างทางสังคม (social distancing)  
ลดการแพร่ระบาดของไวรัสจากคนสู่คนอย่างมีประสิทธิภาพ

<b>01</b> จุดเวลา พักเบรค ให้เลือกกัน	 Social Distancing	พอกเหลือกันนิดหน่อย ลดความเสี่ยงสัมผัสกัน ในโรงอาหารได้ดี
<b>02</b> ต่อคิวรับอาหาร แบบเว้นระยะ		ต่อคิวรับอาหารเว้นระยะ อย่างน้อย 1.2 เมตร
<b>03</b> นั่งห่างๆ อย่างห่างๆ		กินร้อน ช้อนตัวเอง พร้อมความเป็นส่วนตัว
<b>04</b> พักก่อน แบบปลดกั๊บ		ห่างกันสักพัก ลดสัมผัส covid-19

Thailand information sheet

# Supporting managers at sites



**Managing Change**

Toolkit for leaders during Covid-19

ABFI

ABPI AIAA ABITEC Only PIP SPI Pharma

## Coronavirus (COVID-19) Coping Calendar - Thoughts for this week

23 – 27 March

Monday	Tuesday	Wednesday	Thursday	Friday
23/3/2020	24/3/2020	25/3/2020	26/3/2020	27/3/2020
<b>Take 5 minutes to yourself. Just sit still and breathe. Try to stay calm and remove unnecessary distraction.</b>	<b>Get active – even if you're stuck inside. Try to keep moving. Bend Stretch</b>	<b>Enjoy the sunshine – take 5 minutes at a break to step outside and breathe fresh air (maintain social distancing)</b>	<b>'Check in' with loved ones – listen to what they are saying. Tell them you care.</b>	<b>Boost your immune system. Stay hydrated; eat healthily; keep your mind active.</b>

If you need to talk – EAP (0800 1116 387) [www.my-eap.com](http://www.my-eap.com) Login: jrwell  
[www.actionforhappiness.org](http://www.actionforhappiness.org)

Remember  
'social distancing' - 2m apart

ABFI AIAA ABITEC Only PIP SPI Pharma



**Boost your resilience**

This too shall pass.

So says an old adage. But in the midst of a challenge, do you get stuck thinking, "How am I ever going to get through this?" **Resilience** is the individual's ability to cope with stress and adversity.

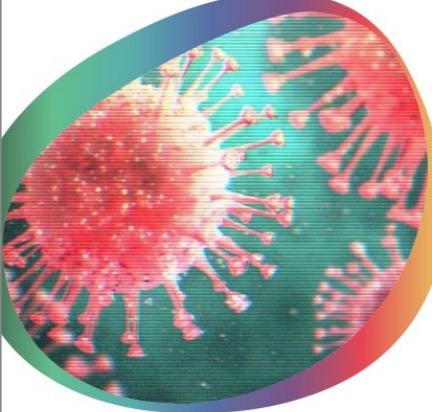
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## COVID-19 Coronavirus

Facts Behind the Virus

March 2020

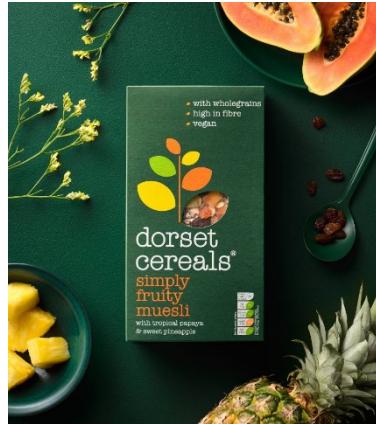


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# Supporting our community

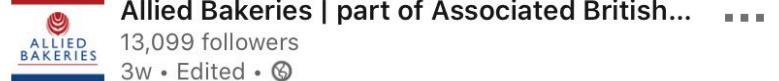
- 150,000 units donated to hospitals, emergency services, charities and food banks



# Supporting our community



Thank you so much to @kingsmillcare @Allied\_Bakeries for your thoughtful donation of bread loaves – your support will help our dedicated NHS workforce continue to care for those that need them during these unprecedented times. #ThankyouTeamMFT 🎉



We are very proud to be able to help our fantastic emergency service workers as they work round the clock to control the coronavirus pandemic. Just some of the donatio ...see more



1 2 3 235

6 Comments

# COVID-19 food summary

- most factories under intense pressure
  - huge demand during panic buying
  - demand reduced since but difficult operating environment
- factories performing well
- more people returning to work than newly absent due to sickness
- expectation for the aggregate operating result for our Sugar, Grocery, Ingredients and Agriculture businesses in the second half is unchanged

# Retail

		2020	2019	Change	actual fx	constant fx
<b>Revenue</b>	£m	3,710	3,630	+2%	+2%	+4%
<b>Operating profit*</b>	£m	441	451	-2%	-2%	-1%
<b>Margin</b>		11.9%	12.4%			
<b>ROCE</b>		15.0%	15.5%			

- 3.9% sales growth
- further value market share growth in the UK
- marked upturn in Eurozone like-for-like sales performance
- notable Germany improvement
- lower margin
  - stronger US dollar substantially mitigated by lower material prices and markdowns
- store expansion – 0.2m square feet added

\*£284m charge relating to inventory treated as an exceptional item

# Retail

- UK
  - sales up 2.7%
  - like-for-like sales 1.7% decline
  - value share growth in total clothing market
  - particularly good November and December trading
  - tough comparatives, weaker market for January and February
- US break-even operating result, like-for-like growth, Brooklyn strong trading
- Eurozone
  - sales up 5.0%
  - like-for-like sales ahead 0.2%
  - strong sales growth in France, Italy and Belgium
  - notable Germany improvement

# Germany re-cap November 2019

## Germany

- we understand the problem
  - ranges inadequately tailored to market
  - failure to communicate ranges
  - failure to correct misconceptions of supply chain ethics and sustainability
  - inadequate store standards
  - some stores too big
  
- actions
  - new managing director, strengthened team
  - local marketing campaigns underway
  - overweighting sustainable cotton
  - trialling new store configurations
  - store efficiency
  - selected store re-sizing underway

# Germany improvement



Sustainability

Primark  
Gesponsert ·

Kölle Alaaf! Top gestylt, wenn d'r Zoch  
kütt! Die Karnevals Kollektion derzeit in  
deinem Store.

Alaaf, Primark wird Jeck  
Karnevals Kollektion [Mehr ansehen](#)

Zebra-Ei  
Kinder 1  
Karnevals



Local marketing



Re-sizing - Essen



# Primark Cares



Recycled Workout



Wellness

# Shoreditch Boxpark pop up



# Licensing growth



Gaming



Netflix



Lotto

## Successful collaborations



**STACEY SOLOMON**  
UK & ROI

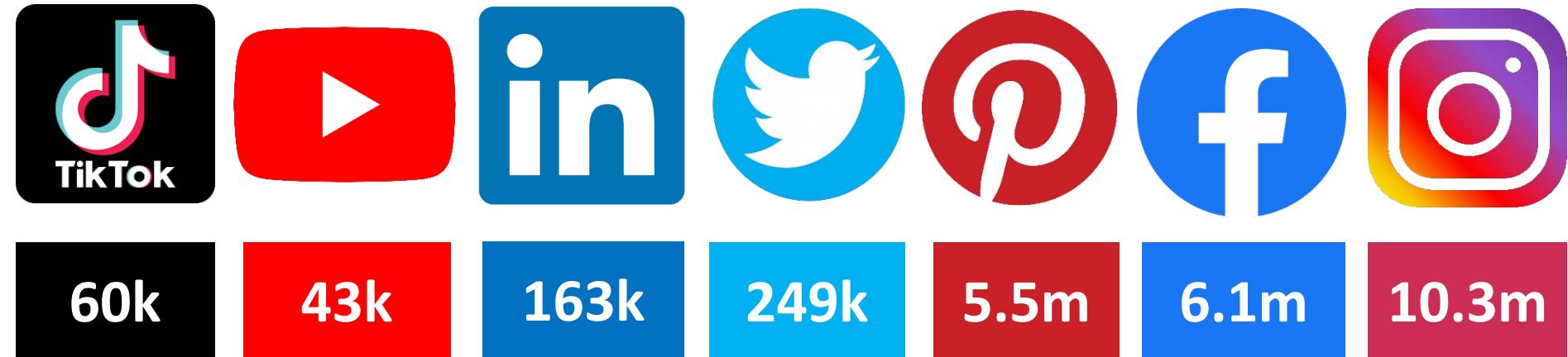


**ANDREW FITZSIMONS**  
GLOBAL



**ALICE LIVEING**  
GLOBAL

Social media – over 22 million followers – up 10% since September



## Primark selling space

	HY 20		HY 19	
	# of stores	sq ft 000	# of stores	sq ft 000
UK	189	7,474	185	7,151
Spain	47	1,908	47	1,875
Germany	31	1,829	28	1,755
Republic of Ireland	36	1,076	37	1,083
Netherlands	20	971	19	902
France	15	776	14	730
USA	9	470	9	506
Portugal	10	368	10	348
Belgium	7	372	6	292
Austria	5	242	5	242
Italy	5	257	4	203
Slovenia	1	46	0	0
	375	15,789	364	15,087

**Associated  
British Foods  
plc**



# Primark COVID-19

## Speed and scale of impact

- first half performance barely affected
- Primark stores: 12 countries closed in 12 days
- loss of sales - £650m per month
- necessity to reduce cash outflow

## Primark mitigations

- cancelled new product orders

## Primark suppliers

- clarity with suppliers
- engagement with suppliers on a one-to-one basis
- payment confirmed for stock in transit
- committed to take stock manufactured
- fund established for garment workers in more vulnerable countries
- committed to take goods in manufacture
- significant overstock - warehouses full and third party storage required
- review of stock on hand - £284m provision for lower NRV on some of the inventory
- orders for autumn/winter upon further clarity on stores reopening

## Primark mitigations

- cancelled new product orders
- mitigating actions recover some 50% of operating costs at Primark while stores closed
  - furloughed store employees in line with government job retention schemes
  - salary reductions for other retail employees and executives
  - UK government relief for business rates for coming year
  - engaged with landlords on lease agreements
  - reduced discretionary capital and operating expenditure

## Mitigating actions

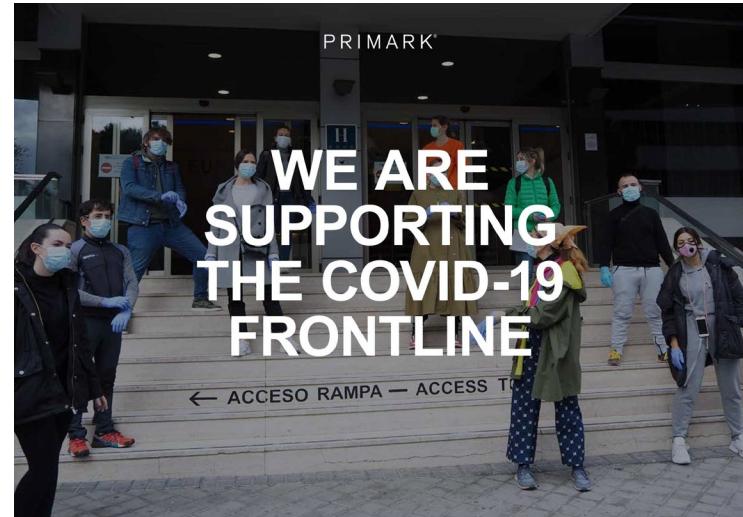
- Primark non-essential capital and discretionary operating expenditure stopped
  - cleaning
  - security
  - repairs and maintenance
  - energy
  - packaging and delivery
  - marketing
  - travel

## Primark mitigations

- cancelled new product orders
- mitigating actions recover some 50% of operating costs at Primark while stores closed
- monthly cash outflow of £100m while stores are closed

# Supporting our community

- critical worker support
  - care packages
  - product donations
  - Easter perishables
- more than 400,000 products donated



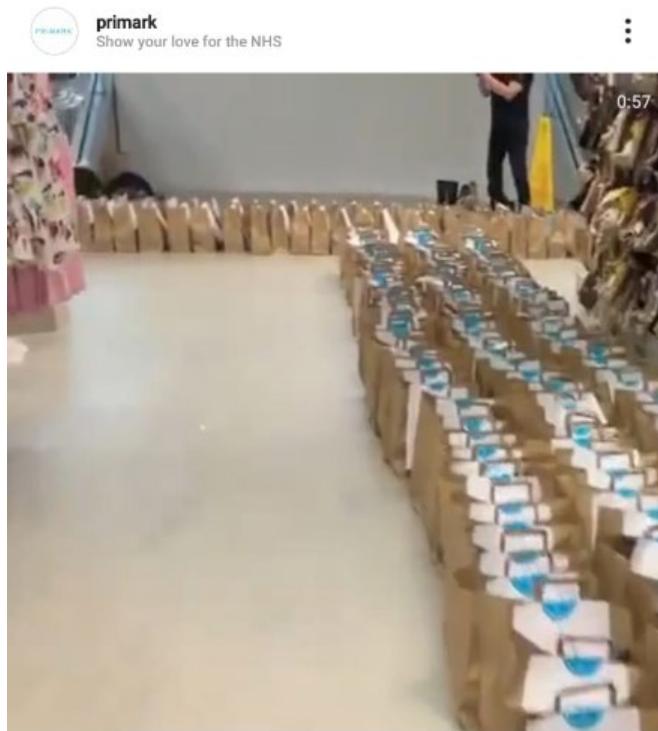
# Supporting our community – UK

- care packs containing 74,000 Primark products donated to NHS Nightingale Hospital



"Thank you to Primark for their wonderful donation, their support comes at a time when everyday items are in such high demand. NHS Nightingale staff will find these packs of great use when finishing a shift and getting ready for another one. This gesture means the world to our teams and is a great example of the generosity that has been shown to the hospital since it opened." **Matthew Trainer, Deputy CEO, NHS Nightingale**

# Supporting our community – UK



623,406 views • Liked by liah\_faye and dawnanic81

primark Here are some of our wonderful volunteers expressing their thanks by creating 1,500 care packages for staff at King's College Hospital in... [more](#)

[View all 1,870 comments](#)

dawnanic81 So proud to work for Primark ❤️ thank you to all the team who made this happen and thank you so much to all our front line workers 🙏💙🙏

olliiev 🌸🌸🌸🌸🌸🌸🌸🌸🌸🌸🌸🌸🌸

13 hours ago



# Supporting our community – UK



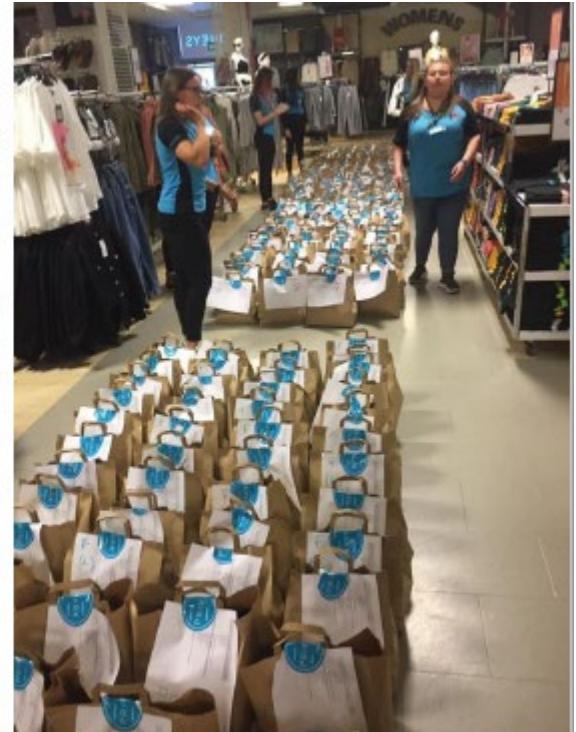
- 150 care packs (900 units) donated to patients following request



- employs 6,000 people
- 38,000 units donated
- care packs: t-shirts, socks, underwear, hairclips, elastics, pyjamas, joggers

# Supporting our community – Ireland

- contribution of essential supplies for frontline workers in HSE, across a number of hospitals nationwide
- over 40,000 units to be donated



# Supporting our community – Italy

- teams in Brescia, Verona and Florence prepared over 3,500 units for local hospitals



**Manager 271 (Florence)**

Thu - All Company

This is a special thanks from Primark to our Super heroes in the San Giuseppe Hospital in Empoli ,Toscany and now we are going ahead to prepare another donation to Azienda ospedaliera universitaria pisana in Pisa,Toscany.  
#stongertogheter #primark #cares  
#andràtuttobene



+1



**Manager 272 (Brescia)**

Thu - All Company

We are very proud to share with all of you Brescia Store's involvement in the community.  
In the name of Primark, today, we made a donation of 1000 products to the local Hospitals.

So proud of my team!



#weareprimark

+1



**Manager 273 (Verona)**

Yesterday - All Company

From Verona 273 to the Hospital "Sacro Cuore" with ❤️



+6



...

61

# Supporting our community – Germany and Netherlands



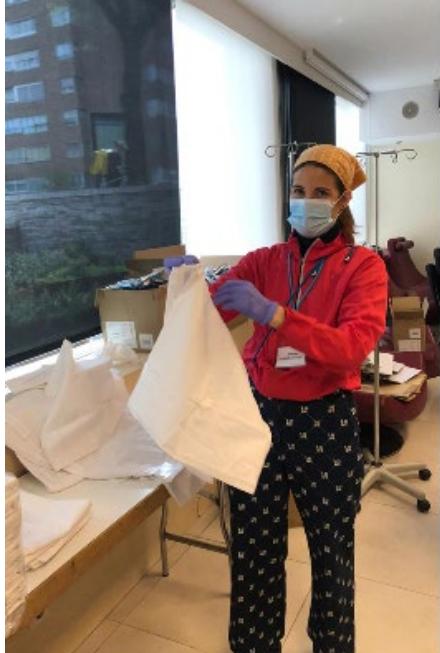
- bedding donated to a temporary hospital



- hand cream, toothbrushes and sweets to a hospital in Tilburg

# Supporting our community – Spain and Portugal

- 24,000 units donated from Torija depot to several Madrid hospitals
- 18,000 units donated for hospital use
- includes bedding and toiletries



# Primark reopening

- likely phased store reopening approach by market
  - Austria reopening expected early May
- considering post COVID-19 customer and staff distancing
- brand positioning and customer messaging
- evaluating autumn/winter demand

# Summary

- encouraging first half trading
- food businesses continuing to perform exceptionally well
- rapid action taken on Primark and expectation for a gradual restoration of sales
- strong cash position at half year end
- we have the strong balance sheet and financial resources to meet the challenges ahead



# Review of interim results for 24 weeks ended 29 February 2020

## Exchange rates

Average rates used to translate the income statement	2020	2019
US\$	1.29	1.29
euro	1.17	1.13
South African rand	18.95	18.27
Australian \$	1.89	1.80

Closing rates used to translate the balance sheet	2020	2019
US\$	1.28	1.32
euro	1.16	1.16
South African rand	20.1	18.82
Australian \$	1.98	1.87

# IFRS 16 pro forma comparatives – FY 2019

£m	As reported	Add back rent	Deduct depreciation	Deduct lease interest	Total impact	IFRS 16 pro-forma
Food	508	45	(40)	-	5	513
Primark	913	284	(228)	-	56	969
Adjusted operating profit	1,421	329	(268)	-	61	1,482
Interest & other financial income	(15)			(82)	(82)	(97)
Adjusted profit before tax	<u>1,406</u>			<u>(21)</u>	<u>1,385</u>	
Adjusted EPS	137.5p			(2.1p)	135.4p	
Primark margin	11.7%			0.7%	12.4%	
Primark ROCE	29%			(14%)	15%	

# Income Statement – IFRS 16 comparatives

£m	2020	2019	Change	
			actual fx	constant fx
Revenue	7,646	7,532	+2%	+3%
Operating costs before exceptional items	(7,024)	(6,917)		
Exceptional items	(309)	(79)		
Share of joint ventures and associates	27	24		
Profits less losses on disposal of non-current assets	9	2		
 Operating profit	 349	 562		
Adjusted operating profit	682	667	+2%	+3%
Profits less losses on disposal of non-current assets	9	2		
Amortisation of non-operating intangibles	(24)	(20)		
Acquired inventory fair value adjustments	(8)	(7)		
Transaction costs	(1)	(1)		
Exceptional items	(309)	(79)		

# Income Statement – IFRS 16 comparatives

£m	2020	2019	Change
Operating profit	349	562	-38%
Loss on sale and closure of businesses	(5)	(7)	
Net interest expense	(47)	(54)	
Other financial income	1	3	
Profit before tax	298	504	-41%
Tax	(77)	(116)	
Profit after tax	221	388	
Adjusted profit before tax	636	616	+3%

## Tax – IFRS 16 comparatives

£m	2020		2019	
Underlying charge	144	22.6%	134	21.7%
Credit on intangible amortisation	(5)		(5)	
Credit on acquired inventory fair value adjustments	(2)		(2)	
Credit on exceptional items	(60)		(12)	
Charge on transaction costs, disposal of businesses and fixed assets	-		1	
Reported charge	<u>77</u>	25.8%	<u>116</u>	23.0%

## Tax – comparatives as reported

£m	2020		2019	
Underlying charge	144	22.6%	136	21.7%
Credit on intangible amortisation	(5)		(5)	
Credit on acquired inventory fair value adjustments	(2)		(2)	
Credit on exceptional items	(60)		(12)	
Charge on transaction costs, disposal of businesses and fixed assets	-		1	
Reported charge	<u>77</u>	25.8%	<u>118</u>	22.9%

# Segmental Analysis – comparatives as reported

## By business

	Revenue		Profit		Margin		ROCE	
							(annualised)	
	2020	2019	2020	2019	2020	2019	2020	2019
	£m	£m	£m	£m	%	%	%	%
Grocery	1,689	1,707	189	167	11.2	9.8	26.6	26.5
Sugar	803	769	12	1	1.5	0.1	1.5	0.1
Agriculture	692	665	16	15	2.3	2.3	7.8	8.3
Ingredients	742	744	62	64	8.4	8.6	14.2	15.7
Retail	3,710	3,630	441	426	11.9	11.7	15.0	29.4
Central costs	-	-	(37)	(34)	-	-	-	-
Continuing businesses	7,636	7,515	683	639	8.9	8.5	13.8	19.0
Disposed businesses	10	17	(1)	-				
Total	<u>7,646</u>	<u>7,532</u>	<u>682</u>	<u>639</u>	<u>8.9</u>	<u>8.5</u>	<u>13.8</u>	<u>19.1</u>

# Segmental Analysis – comparatives as reported

## By geography

	Revenue		Profit		Margin	
	2020	2019	2020	2019	2020	2019
	£m	£m	£m	£m	%	%
United Kingdom	2,881	2,784	254	230	8.8	8.3
Europe & Africa	2,882	2,854	241	255	8.4	8.9
The Americas	804	780	122	116	15.2	14.9
Asia Pacific	1,069	1,097	66	38	6.2	3.5
Continuing businesses	7,636	7,515	683	639	8.9	8.5
Disposed/closed businesses	10	17	(1)	-		
Total	7,646	7,532	682	639	8.9	8.5

This presentation pack is directed only at investment professionals falling within article 19 of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2001 and to other persons to whom the presentation pack may lawfully be promoted.

## Notes

Adjusted operating profit is stated before the amortisation of non-operating intangibles, profits less losses on disposal of non-current assets, transaction costs, amortisation of acquired inventory fair value adjustments and exceptional items. These items, together with profits less losses on the sale and closure of businesses, are excluded from adjusted profit before tax and adjusted earnings per share. References to operating profit in the Operating Review are based on this adjusted operating profit measure.

The 2019 results have been provided on an IFRS 16 pro forma basis in addition to the results previously reported under IAS 17 in order to provide a better understanding of comparison between the 2020 results and the 2019 results. These IFRS 16 pro forma figures have been prepared using the same data and assumptions as those used for the transition adjustment.

Constant currency figures are derived by translating the 2019 results on an IFRS 16 pro forma basis at 2020 average exchange rates, except for Argentina and Venezuela where consumer price inflation has escalated to extreme levels, in which case actual exchange rates are used.