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Primark Stores Limited

Annual report and financial statements for the period of
52 weeks ended 14 September 2024

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COMPANY INFORMATION

DIRECTORS	Mr. E. P. Tonge Ms. K. L. Rodgers Mr. J. E. Rolls
SECRETARY	Mr. R. G. Cahill
REGISTERED OFFICE	Weston Centre, 10 Grosvenor Street, London, W1K 4QY.
REGISTERED NUMBER	453448
BANKERS	Lloyds TSB Bank plc, PO Box 72, Balley Drive, Gillingham Business Park, Kent, MES 0LS. Royal Bank of Scotland, Ulster Bank Group Centre, George's Quay, Dublin 2, Ireland. Santander UK plc, 2 Triton Square, Regent's Place, London, NW1 3AN.
AUDITOR	Ernst & Young, Harcourt Centre, Harcourt Street, Dublin 2, Ireland.

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STRATEGIC REPORT
for the period of 52 weeks ended 14 September 2024

PRINCIPAL ACTIVITIES

The principal activity of Primark Stores Limited ("the Company") is the operation of retail outlets in the United Kingdom under the Primark name. The directors intend to continue to develop these activities for the foreseeable future.

BUSINESS MODEL

Primark is a fast-growing, international value retailer with a differentiated customer proposition delivered through a digitally-enabled, store-led model. It has significant white space to continuously expand its store footprint. It is the market leader by sales volume in the UK.

Primark wins with customers through our strong brand, known for unbeatable prices and great quality essential clothing and fashion. Primark targets a wide customer base across women's, men's and kidswear and builds strong positions in categories such as home and beauty. Primark continuously evolves the ranges to meet customer needs, including through collaborations and licensing partnerships. The execution of strategy is adapted to reflect the size of the white space opportunity, the maturity of the store portfolio and local customer needs.

Primark aims to offer a unique store experience by finding the right spaces in the right locations and creating exciting retail destinations. Primark also uses effective digital customer engagement as a key driver of footfall, including our website, stock checker and increasingly Click & Collect, and social media platforms.

Primark works to maintain an ethical and responsible supply chain and focuses on driving efficiencies and cost savings across supply chain, store portfolio and central operations through our Primark Cares strategy. The Primark Cares strategy encompasses nine ambitious commitments across three pillars of Product, Planet and People through to 2030. These commitments are supported by the development of suitable metrics and gathering data necessary to set baselines against which we can measure and report our progress. We aim to provide transparent information on our progress against the commitments we published. Information regarding our third-year progress is contained in the 2023/2024 Primark Sustainability and Ethics Progress Report which can be found here: https://corporate.primark.com/en-ie/primark-cares/sustainability-report.

Primark focuses on driving efficiencies and cost savings across our supply chain, store portfolio and central operations. We target strong financial returns and cash generation.

BUSINESS REVIEW

In the 52 weeks ended 14 September 2024:

- turnover was £3,906.7 million (2023: £3,851.0 million);
- profit on ordinary activities before taxation was £149.5 million (2023: £141.2 million); and
- net equity was £997.4 million (2023: £1,389.4 million).

Primark Group's sales grew 6% in the year. This reflects a strong performance across key growth markets in which the Primark group operates including the largest market, UK. Trading in the UK was

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STRATEGIC REPORT
for the period of 52 weeks ended 14 September 2024 (continued)

BUSINESS REVIEW (continued)

Strong, continuing the trend from the prior year. Like-for-like sales growth of 1% helped in particular by the strong footfall and our Click & Collect offering. This sales performance was achieved despite unhelpful weather impacts in the third and fourth quarters which resulted in slightly lower footfall in contrast to the first half of the year when footfall was significantly higher. The Company maintained its market share in the UK at 6.7%.

2024 marked 50 years of Primark on the great British high street. The UK is Primark's biggest market, with 194 stores and over 33,000 retail colleagues. This year Primark invested £100 million in its UK store estate covering new stores, relocated stores and refits. The Company continued to expand and optimise its store portfolio with the opening of new stores in Bury St. Edmunds and Teesside, increasing our retail selling space by 0.1 million sq. ft. during the period to 7.8 million sq. ft. Click & Collect service is now in 57 stores in the UK and we expect this to be available in all stores in Great Britain by the end of 2025.

The Company continues to benefit significantly from access to Primark Limited in Ireland and its Leadership Team, including the business format they developed and run, and access to the intellectual property, know-how and services they provide. The Company will continue its current activities in future periods.

SECTION 172 STATEMENT

The directors are required to act in a way which they consider, in good faith, is most likely to promote the success of the Company for the benefit of its members as a whole and, in doing so, have regard (amongst other matters) to the matters set out in section 172(1)(a) to (f) of the Companies Act 2006.

The Company is a subsidiary of Associated British Foods (ABF) plc and, as such, the Company has adopted and directors have due regard to applicable group policies and procedures which impact on the Company's stakeholders. Please also see the Associated British Foods plc Section 172 Statement on pages 48 to 53 of the Associated British Foods plc Annual Report 2024.

STAKEHOLDERS AND ENGAGEMENT

As part of the identification of key stakeholders, the directors have identified the following stakeholder groups with whom engagement is fundamental to the Company's ongoing success:

- Employees
- Suppliers
- Customers
- Communities, Environment and Sustainability
- Governments
- Other group companies, and, in particular, Primark Limited and Associated British Foods plc.

The Finance Director of Associated British Foods plc, which heads the group of companies of which the Company forms a part, sits on the board of the Company and has regular engagement with the CEO and CFO of Primark Limited in Ireland on all issues relating to the UK stores operated by the Company.

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STRATEGIC REPORT
for the period of 52 weeks ended 14 September 2024 (continued)

SECTION 172 STATEMENT (continued)

EMPLOYEES

The Company employs more than 33,000 people (2023: more than 32,000). Our people are central to the Company's success and employee engagement is crucial to embedding our Company culture and values, and to helping our people see how their efforts contribute to their Company's strategic objectives.

During the reporting period, Primark ran a number of initiatives to help employees stay connected and motivated, including regular engagement surveys, leadership updates, regular internal communications (such as emails, intranet, or magazines), Health & Safety programmes and training. Tablets were introduced in store to allow better connectivity and information for colleagues on the sales floor.

Primark live streams 'Primark Live'/town hall sessions to area managers and above giving them the opportunity to hear directly from the CEO of Primark Limited in Ireland (which develops the business format) and the wider Primark Leadership Team about business strategy. The directors review the outcome of these communications/events regularly to focus resources on the areas where improvement would derive the most benefit for our people.

Primark Pantry continued across all stores in the year, with food provisions available so that all store colleagues may benefit from a nutritious meal whilst at work. Additionally, Primark further enhanced the employee discount for all colleagues to help with the cost of living crisis.

Body worn cameras were made available to duty management and security in all stores to ensure that colleagues felt safer whilst at work.

SUPPLIERS

Our Supplier Code of Conduct, which applies to all companies in the Associated British Foods group, and which can be found on the Associated British Foods website, sets out our values and standards on how we work and engage with our suppliers on ethical, environmental and other relevant matters including on key issues such as payment practices, responsible sourcing, supply chain sustainability and human rights and modern slavery.

The Company purchases products from suppliers for resale at its retail stores. As well as product suppliers being important stakeholders, the Company operates its retail stores from a mix of freehold and leasehold properties. Where the property is leasehold, landlords are an important stakeholder.

Primark takes very seriously its ongoing contribution to the United Nations 2030 Agenda for Sustainable Development, established in its framework of Sustainable Development Goals (SDGs). Primark's approach to respecting and promoting human rights in our supply chain is a key part of this contribution. In March 2022, we published our Supply Chain Human Rights Policy which sets out how we bring this contribution to life. The aim of the policy is to promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

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STRATEGIC REPORT
for the period of 52 weeks ended 14 September 2024 (continued)

SECTION 172 STATEMENT (Continued)

SUPPLIERS (continued)
As a minimum, we respect national law in the places where our products are made. In certain circumstances we believe that we should aim to go beyond legal minimum requirements, recognising that states may not always fulfil their duty to protect individual workers' rights. Therefore, we draw on international frameworks to guide our approach further.

We are committed to enact the United Nations (UN) Guiding Principles on Business and Human Rights, and in doing so, we are guided in particular by the OECD Guidelines for Multinational Enterprises, the Universal Declaration of Human Rights and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work. It is the combination of these instruments that guides our work.

CUSTOMERS
As well as providing products that are great value for money, the physical health and safety of customers is of paramount importance to the Company. The Company engages with its customers through customer surveys, social media and through customer information lines, ensuring their feedback is properly considered.

Primark has implemented a number of initiatives during the year in response to the customers surveys. Self-check-outs continue to rollout, and we have 44 stores live with a further 43 by May 2025. Customer adoption demonstrates that they are finding them quick and easy to use.

Click & Collect is now in 57 stores and will be in over 100 stores by Christmas 2024. We expect this to be available in all stores in Great Britain by the end of 2025. The stock checker facility online allows customers to view availability of product in their local stores.

New services and product offers have been rolled out to more stores such as "pre- loved" clothing, rotating offers in our cafes such as Shrek, the Lion King, Hello Kitty themes, more beauty services and Fuji film ensuring our customers have an excellent range of options in store.

COMMUNITIES, ENVIRONMENT AND SUSTAINABILITY
Supporting society and respecting the environment are two of the key ways we live our values and make a difference. The Company is committed to seeking sustainable solutions to environmental challenges and adapting our operations to respond to changes in the natural environment.

The Primark Cares strategy encompasses nine ambitious commitments across three pillars of Product, Planet and People through to 2030. These commitments are supported by the development of suitable metrics and gathering data necessary to set baselines against which we can measure and report our progress. We aim to provide transparent information on our progress against the commitments we published.

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STRATEGIC REPORT
for the period of 52 weeks ended 14 September 2024 (continued)

SECTION 172 STATEMENT (continued)

COMMUNITIES, ENVIRONMENT AND SUSTAINABILITY (continued)
Information regarding our third-year progress is contained in the 2023/2024 Primark Sustainability and Ethics Progress Report. This report covers activities and initiatives across the three strategic pillars, including our supply chain. Some of our highlights this year include:

Primark's carbon programme focuses on managing climate-related risks. It aims to further embed analysis of climate-related risks and management to support the operational continuity and better inform its climate strategy. This year, Primark achieved a decrease in carbon emissions across Scopes 1, 2 (market-based) and 3 compared to last year (2022/23) of 11.6%. From a 2018/19 baseline, this is a total decrease of 1.9%.

Primark has been focused on improving durability and launched a Durability Framework with an aspirational level of 45 washes, designed to encourage longer-lasting clothing across the fashion industry. 66% of our clothing tested across socks, denim and jersey has passed the aspirational level since January 2024.

GOVERNMENTS
The Company can be impacted by changes in laws and public policy including issues such as tax and business rates, climate and environmental-related matters and support of businesses and workers. To mitigate the Company's exposure to such risks, the directors engage with government authorities either directly, or through being part of the broader Associated British Foods group, to contribute to, and anticipate, important changes in public policy.

OTHER GROUP COMPANIES, AND, IN PARTICULAR, PRIMARK LIMITED AND ASSOCIATED BRITISH FOODS PLC
The Company benefits significantly from access to Primark Limited and its Leadership Team in Ireland, including the business format they developed and run, and the access to the intellectual property, know-how and services they provide. The Company forms part of the broader group of companies headed by Associated British Foods plc. Group companies can provide financial and other support to the Company and the sharing of best practice and know-how between the businesses within the broader group is actively encouraged.

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STRATEGIC REPORT
for the period of 52 weeks ended 14 September 2024 (continued)

SECTION 172 STATEMENT (continued)

PRINCIPAL DECISIONS

Below are some examples of the principal decisions taken during the year, how the directors considered stakeholder views/interests and how such consideration impacted on decision-making.

Digital

Primark continues to build and invest in transforming its digital capability. Since launching the new UK website, we have seen a positive customer reaction and strong traffic uplift in the UK. Usage of the stock checker facility ranged broadly between 15%-20% of website sessions.

We are also putting more focus on increasing traffic growth to www.primark.com through organic search, customer relationship management, and selected performance marketing trials and, overall, working in closer alignment with our already strong social media engagement.

We believe our digital platform is already beginning to support good uplifts in footfall and that it is contributing to store like-for-like sales across our markets.

After trialling Click & Collect across 57 stores across women's and kidswear, in April 2024 we announced plans to roll out our Click & Collect service to all stores across Great Britain by the end of 2025.

Dividend

During the financial year, the directors considered and approved the payment of a £450m dividend, having not paid a dividend for several years.

NON-FINANCIAL AND SUSTAINABILITY INFORMATION STATEMENT

UK MANDATORY CLIMATE DISCLOSURES

The Company is not required to make mandatory climate disclosures under The Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022. It qualifies for the exemption in section 414CA of the Companies Act 2006 as it is a subsidiary of Associated British Foods plc, which makes climate-related financial disclosures in line with the Task Force on Climate-related Financial Disclosures ('TCFD') that include the Company. Associated British Foods plc's TCFD disclosures can be found on pages 66 to 77 of its annual report and accounts.

KEY PERFORMANCE INDICATORS

Primark management monitors a range of key performance indicators against budgets, forecasts and prior periods. These performance indicators include:

Sales volumes and values

Sales were robust during the period. We continue to benefit from the relevance great-value clothing and the expansion of our products and category offerings, including through collaboration and licensing partnerships. This year's growth reflects investment in recent years to enhance our unique store experience and to increase our use of effective digital customer engagement.

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STRATEGIC REPORT
for the period of 52 weeks ended 14 September 2024 (continued)

SECTION 172 STATEMENT (continued)

KEY PERFORMANCE INDICATORS (continued)

Gross profit margin
Gross profit margin as presented in the Income Statement increased from 18.2% to 22.0% which was largely due to lower material costs and reduced realised freight costs, as well as the annualisation of prior year price increases. These benefits were partially offset by labour costs.

ALTERNATIVE PERFORMANCE MEASURES
In reporting the financial information, Primark management uses like-for-like sales as an alternative performance measure ("APM") which provide useful additional information for understanding the financial performance and financial health of the Company. This APM should be considered in addition to key performance indicators and is not intended to be a substitute for them. This may not be directly comparable to similar measures used by other companies.

In reporting the financial information, Primark management uses like-for-like sales as an alternative performance measure ("APM") which provide useful additional information for understanding the financial performance and financial health of the Company. This APM should be considered in addition to key performance indicators and is not intended to be a substitute for them. This may not be directly comparable to similar measures used by other companies.

Primark management uses like-for-like sales to improve comparability of information between reporting periods by adjusting for non-recurring or uncontrollable factors which affect key performance indicators, to aid in understanding the Company's performance.

The like-for-like sales metric enables measurement of the performance of our retail stores on a comparable year-on-year basis.

This measure represents the change in sales at constant currency in our retail stores adjusted for new stores, closures, and relocations. Refits, extensions and downsizes are also adjusted for if a store's retail square footage changes by 10% or more. For each change described above, a store's sales are excluded from like-for-like sales for one year.

No adjustments are made for disruption during refits, extensions or downsizes if a store's retail square footage changes by less than 10%, for cannibalisation by new stores, or for the timing of national or bank holidays. It is measured against comparable trading days in each year.

STRATEGIC REPORT
for the period of 52 weeks ended 14 September 2024 (continued)

RESULTS AND DIVIDENDS

The Income Statement for the period of 52 weeks ended 14 September 2024 and the Balance Sheet at that date are set out on pages 24 and 27, respectively.

Profit on ordinary activities before taxation amounted to £149.5 million (2023: £141.2 million). The profit for the period after taxation is £90.8 million (2023: £107.0 million) which is available for distribution.

Dividends declared during the period amounted to £450 million (2023: £nil).

PRINCIPAL RISKS AND UNCERTAINTIES

The directors consider the principal risks and uncertainties facing the Company (which are typical of those facing the retail sector) are:

- changes in consumer spending patterns, including in relation to environmental sustainability;
- margin reduction and/or currency exposure;
- increases in raw material costs, commodity, and energy prices;
- retaining key employees and succession planning;
- socio-political uncertainty;
- health and safety;
- product compliance and quality;
- breaches of I.T, and information security;
- use of natural resources and managing our environmental impact;
- supply chain and ethical business practices; and
- reduced customer spending due to high inflation, increased interest rates and general economic uncertainty.

A full description of the principal risks and uncertainties applicable to the Associated British Foods plc group, of which this Company is a wholly-owned subsidiary, are disclosed on pages 78 to 86 of the ABF 2024 Annual Report, which is available at www.abf.co.uk.

As with any business, risks and uncertainties are inherent in our business activities and these risks may have a financial, operational, environmental and reputational impact. It is through a structured approach to risk management that we are able to mitigate and manage risks and embrace opportunities when they arise. A robust annual assessment of the principal risks that would threaten the business model, future performance, solvency or liquidity is undertaken. A continuous monitoring of risk exposure is part of the business performance reviews.

The Company has received a letter of support from its immediate parent company, ABF Investments (No.2) Limited, indicating that it will receive the financial and other support necessary for the Company to trade and meet its liabilities as and when they become due for a period of twelve months from the date of signing of these financial statements.

After making enquiries and considering the support available from the immediate parent company described above, the directors have a reasonable expectation that the Company has adequate resources to continue in operation for 12 months from the date of signing of these financial statements.

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STRATEGIC REPORT
for the period of 52 weeks ended 14 September 2024 (continued)

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

These considerations included the ABF group's directors' assessment of going concern (set out in the ABF Annual Report and Accounts dated 5 November 2024 and available at www.abf.co.uk), which included the significant levels of cash and undrawn committed long-term facilities available to the group and the ABF group's directors' stress testing of cash flow forecasts through to 28 February 2026, and an assessment of any developments since that date that would adversely affect that conclusion. Accordingly, the financial statements have been prepared on the going concern basis.

FINANCIAL RISK MANAGEMENT

The directors consider the Company's financial risk profile to be low. Liquidity, cash flow and credit risks are usually low due to the cash-based nature of the business and the strong cash flows generated.

The Company's financial risk management process seeks to enable the early identification, evaluation and effective management of key risks facing the business. Risk management policies and governance committees have been established and are reviewed regularly to reflect changes in market conditions and the Company's activities. The Company, through its policies and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

These operations expose the Company to potentially significant price volatility in the financial and commodity markets. Risk management teams have been established to manage this exposure by entering into a range of products, including physical and financial forward contracts and swaps. These teams work closely with Primark Treasury and report regularly to executive management.

Treasury activities and commodity hedging are conducted within a clearly defined framework of policies and guidelines to manage the Company's financial and commodity risks. Primark Treasury works closely with the Company's commercial and procurement teams to manage commodity risks. Primark's Treasury Policy seeks to ensure that adequate financial resources are available at all times for the management and development of the Company's businesses, whilst effectively managing its market risk and credit risk. The Company's risk management policy explicitly forbids the use of financial or commodity derivatives for speculative purposes.

Other financial risks include price risk - as a value retailer, Primark constantly monitors developments in market pricing and responds accordingly.

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STRATEGIC REPORT
for the period of 52 weeks ended 14 September 2024 (continued)

FUTURE DEVELOPMENTS

New locations

The Company plans to open 5 new locations in the year and roll-out an extensive refit programme across its existing estate in the next year.

On behalf of the board

DocuSigned by:
Jon Rolls
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J. E. Rolls
Director

Date: 20 December 2024

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DIRECTORS' REPORT
for the period of 52 weeks ended 14 September 2024

The directors present their report together with the audited financial statements of Primark Stores Limited for the period of 52 weeks ended 14 September 2024. Included in the Strategic Report are the following areas which would otherwise have been disclosed in the Directors' Report:

- Principal Risks and Uncertainties
- Financial Risk Management
- Future Developments

DIRECTORS, SECRETARY AND THEIR INTERESTS

The directors and secretary who held office during the period and subsequent to the period end are as follows:

Directors:
- Mr. J. E. Rolls
- Ms. K. L. Rodgers
- Mr E. P. Tonge

Secretary:
- Mr. R. G. Cahill

In accordance with the Articles of Association, the directors are not required to retire by rotation.

The directors and secretary who held office on 14 September 2024 had no beneficial interest in the share capital of the Company during the financial period.

No director or secretary had at any time during the period any material interest in a contract with the Company, other than service contracts.

CORPORATE GOVERNANCE

The Company is part of the Associated British Foods plc group of companies. As a company listed on the Equity Shares Commercial Companies category in the UK, Associated British Foods plc, is subject to the UK Corporate Governance Code 2018 (the "Governance Code").

As a member of the Associated British Foods plc group of companies, the Company has adopted and the directors have due regard to group-wide governance policies and procedures and best practice.

As the Company itself is not a listed company, it does not consider it appropriate to adopt the Governance Code itself, though in practice it is influenced by group-wide governance arrangements in place in order for Associated British Foods plc to meet its obligations under the Governance Code and other governance rules and requirements.

The Company is also mindful of the Wates Corporate Governance Principles for Large Private Companies but does not consider it appropriate to adopt those Principles given its status as a member

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DIRECTORS' REPORT
for the period of 52 weeks ended 14 September 2024 (continued)

CORPORATE GOVERNANCE (continued)

of the Associated British Foods plc group of companies. Instead, the Company's corporate governance framework is generally based on that of Associated British Foods plc.

Purpose and leadership

The purpose of the Company is to operate the Primark retail stores in the UK so as to be able to provide clothing to customers that is great value for money, in line with the relevant part of the purpose of the broader Associated British Foods plc group. Primark's business model is based on doing things better, allowing it to keep prices low and offer the best value on the high street. Further information can be found on pages 14 to 21 of the Associated British Foods plc Annual Report and Accounts 2024.

Culture and values

In delivering our vision of making high-quality, affordable fashion available to everyone, we share the Associated British Foods plc group values: respecting everyone's dignity; acting with integrity; progressing through collaboration; and delivering with rigour. We live and breathe our values through the work we do every day, from investing in the health and safety of our colleagues and customers, promoting diversity and respecting human rights.

Organisation structure changes

During the year, Associated British Foods plc, the smallest group in which the Company is consolidated, undertook an internal review of their organisational structure from a legal and operational perspective to better align the structure of the group with how the businesses operate This review culminated in the change of the Company's immediate parent entity to ABF Investments (No. 2) Limited.

Board composition

The board of the Company currently comprises the current Finance Director of Associated British Foods plc, the Primark Group Director for Planning and Space and the Primark UK Retail Director. This is considered appropriate as the Company is part of the Associated British Foods plc group of companies.

The composition of the board enables effective decision-making and ensures a range of views and retail experience can be taken into account in making decisions, as well as the know-how of the broader Associated British Foods plc group. The business format of the Company is developed and run by Primark Limited in Ireland, together with that company's Leadership Team, and Primark Stores Limited has access to the intellectual property, know-how and services which Primark Limited provides.

Director responsibilities - policies and procedures

The directors meet at least twice a year and more frequently as and when required. The members of the Leadership Team of Primark Limited also regularly report into the Finance Director of Associated British Foods plc, who also sits on the board of the Company; this serves as an additional source of information and allows for the identification of opportunities and risks from experiences of the broader Primark businesses across different markets. The Company is heavily reliant on the business format developed by and services provided by the Company's sister company, Primark Limited, and the input of its Leadership Team.

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DIRECTORS' REPORT
for the period of 52 weeks ended 14 September 2024 (continued)

OPPORTUNITY AND RISK

The business format developed by Primark Limited and its Leadership Team, and the services provided by them, are a key source for the Company in terms of the creation and preservation of value over the long term. For oversight and management of risk, the Company has adopted the relevant group-wide policies. Key policies, such as minimum standards on whistleblowing, competition law and anti-bribery and corruption, are set centrally, as are financial controls. Support in respect of these areas is provided by group central functions such as legal, finance and internal audit.

ENGAGEMENT WITH EMPLOYEES

Please see the section 172 statement related to 'employees' on page 6 for details of how the directors have engaged with employees in the UK, have had regard to employee interests and the effect of that regard on the Company's principal decisions.

ENGAGEMENT WITH SUPPLIERS, CUSTOMERS, AND OTHERS IN A BUSINESS RELATIONSHIP WITH THE COMPANY.

Please see the section 172 statement related to 'suppliers', 'customers', 'communities, environment and sustainability', 'governments' and 'other group companies, and, in particular, Primark Limited and Associated British Foods plc' for details on pages 6 to 8 of how the directors have had regard to the need to foster the Company's business relationships with suppliers, customers and others, and the effect of that regard including on the principal decisions taken by the Company.

EMPLOYMENT POLICIES

The Company is committed to offering equal opportunities in recruitment, training, career development and promotion to all people, including those with disabilities, having regard for their particular aptitudes and abilities. As a matter of policy, full and fair consideration is given to applicants with disabilities and every effort is made to give employees who become disabled whilst employed by the Company an opportunity for retraining and for continuation in employment. It is Company policy that the training, career development and promotion of disabled persons should, as far as possible, be the same as that of other employees.

The Company is committed to the further development of employee communication and consultation ensuring at all times that employees are informed of developments affecting the Company.

HEALTH AND SAFETY

The Company keeps its safety, health and environmental performance and levels of legal compliance under regular review and ensures that its risk management controls are appropriate and effective.

DIRECTORS' INDEMNITIES

The directors have benefited from the Associated British Foods plc group's Directors and Officers Insurance policy.

POLITICAL DONATIONS

The Company made no political donations during the period (2023: £nil).

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DIRECTORS' REPORT
for the period of 52 weeks ended 14 September 2024 (continued)

ENERGY USAGE

The Company's Streamline Energy and Carbon Reporting information is included in the consolidated accounts of its parent, Associated British Foods plc. For further information please refer to the disclosures made in the Associated British Foods plc annual report for the period ended 14 September 2024.

PARENT UNDERTAKING

The immediate holding company is ABF Investments (No.2) Limited, a company registered in England and Wales. This changed during the year as part of an organisational structure change. The immediate holding company prior to this restructure was ABF Investments plc.

The ultimate parent company is Wittington Investments Limited, which is incorporated in the United Kingdom and registered in England and Wales.

The largest group of undertakings for which group accounts are drawn up (within which the results of the Company are consolidated) and of which the Company is a member is headed by Wittington Investments Limited. The smallest such group of undertakings is headed by Associated British Foods plc, which is incorporated in the United Kingdom and registered in England and Wales.

The consolidated accounts of these groups are available to the public and may be obtained from Weston Centre, 10 Grosvenor Street, London, W1K 4QY, which is the registered office of each of Wittington Investments Limited and Associated British Foods plc. The consolidated accounts of Associated British Foods plc are also available for download on the group's website at www.abf.co.uk.

DISCLOSURE OF INFORMATION TO THE AUDITOR

The directors who were members of the board at the time of approving the Directors' Report are listed on page 3. Having made enquiries of fellow directors and of the Company's auditors, each of these directors confirm that:

- to the best of each director's knowledge and belief, there is no information (that is, information needed by the Company's auditor in connection with preparing their report) of which the Company's auditor is unaware; and
- each director has taken all the steps a director might reasonably be expected to have taken to be aware of relevant audit information and to establish that the Company's auditor is aware of that information.

GOING CONCERN

The smallest group in which the results of the Company are consolidated is that headed by Associated British Foods plc, which confirmed in the ABF Annual Report dated 5 November 2024, that its directors have a reasonable expectation that the Associated British Foods plc group has adequate resources to continue in operational existence for the foreseeable future.

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DIRECTORS' REPORT
for the period of 52 weeks ended 14 September 2024 (continued)

GOING CONCERN (continued)

The Company has received a letter of support from its immediate parent company, ABF Investments (No. 2) Limited, indicating that it will receive the financial and other support necessary for the Company to trade and meet its liabilities as and when they become due for a period of twelve months from the date of signing of these financial statements.

After making enquiries and considering the support available from the immediate parent company described above, the directors have a reasonable expectation that the Company has adequate resources to continue in operation for 12 months from the date of signing of these financial statements. These considerations included the ABF group's directors' assessment of going concern (set out in the ABF Annual Report and Accounts dated 5 November 2024 and available at www.abf.co.uk), which included the significant levels of cash and undrawn committed long-term facilities available to the group and the ABF group's directors' stress testing of cash flow forecasts through to 28 February 2026, and an assessment of any developments since that date that would adversely affect that conclusion. Accordingly, the financial statements have been prepared on the going concern basis.

AUDITOR

Pursuant to section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and Ernst & Young, Chartered Accountants will therefore continue in office.

On behalf of the board

DocuSigned by:
Jon Rolls
E41A6158AD1447F...

Mr. J. E. Rolls

Director

Date: 20 December 2024

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DIRECTORS' RESPONSIBILITIES STATEMENT
for the period of 52 weeks ended 14 September 2024

The directors are responsible for preparing the Strategic Report, the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards including FRS 101 *Reduced Disclosure Framework* (United Kingdom Generally Accepted Accounting Practice).

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. The directors are responsible for safeguarding the assets of the Company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

On behalf of the board

DocuSigned by:
Jon Rolls
E41A6158AD1447F...

Mr. J. E. Rolls
Director

Date: 20 December 2024

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PRIMARK STORES LIMITED

Opinion

We have audited the financial statements of Primark Stores Limited (the Company) for the period of 52 weeks ended 14 September 2024 which comprise the Income Statement, the Statement of Other Comprehensive Income, the Statement of Changes in Equity, the Balance Sheet and the related notes 1 to 25, including material accounting policy information. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 101 "Reduced Disclosure Framework (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the Company's affairs as at 14 September 2024 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard as applied to other entities of public interest, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the directors' assessment of the Company's ability to continue to adopt the going concern basis of accounting included:

- In conjunction with our walkthrough of the Company's financial close process, we confirmed our understanding of the management's going concern assessment process and engaged with management to ensure the risk factors we identified were considered in their assessment.
- We obtained management's going concern assessment and noted that the Company's assessment is based on the availability of the support available from ABF Investments (No. 2) Limited, its intermediate parent company, for a period of 12 months from the date of approval of the 14 September 2024 statutory financial statements, who in turn obtained a letter of support from its parent Associated British Foods plc ("ABF plc"). Management's considerations included the ABF plc's group's directors' assessment of going concern (set out in the Annual Report of ABF plc dated 5 November 2024 and available at www.abf.co.uk), which included the significant levels of cash and undrawn committed long-term facilities available to the ABF group and the ABF group's directors' stress testing of cash flow forecasts through to 28 February 2026.

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Conclusions relating to going concern (continued)

- We validated ABF plc's ability to provide such support by reviewing its audited financial statements included in its 2024 Annual Report noting that it has sufficient level of cash and has undrawn committed long-term facilities available to the ABF group. The directors of ABF plc prepared a cash flow forecast for their going concern assessment up to 28 February 2026 and performed a reverse stress testing to assess any unexpected changes to the liquidity of the ABF group.
- We reviewed the conclusions related to going concern in ABF plc's independent auditor's report and performed inquiries with the ABF plc group audit team to corroborate their conclusions. The auditors of ABF plc issued an unqualified audit report on ABF plc's financial statements for the period ended 14 September 2024.
- We read the Company's going concern disclosures included in the Financial Statements in order to assess that the disclosures were appropriate and in conformity with the reporting standards.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Company's ability to continue as a going concern.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

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Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 19, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Company and determined that the most significant are those that relate to the reporting framework (United Kingdom Generally Accepted Accounting Practice) and the Companies Act 2006) and the relevant direct and indirect tax compliance regulations in the United Kingdom. In addition, the Company has to comply with laws and regulations relating to its domestic operations, including health and safety, employees, data protection and anti-bribery and corruption.
- We understood how the Company is complying with those frameworks by making enquiries of management to understand how the Company maintains and communicates its policies and procedures in these areas and corroborated this by reviewing supporting documentation. We also reviewed correspondence with relevant authorities where determined necessary.
- We assessed the susceptibility of the Company's financial statements to material misstatement, including how fraud might occur by considering the risk of management override in respect of inventory valuation and in addition by assuming a fraud risk for revenue recognition as well. We tested the inventory valuation, and the provisions recorded to reduce the valuation of inventory. We incorporated data analytics techniques into our testing of manual journal entries, including segregation of duties into our testing of revenue recognition.
- Based on this understanding we designed our audit procedures to identify noncompliance with such laws and regulations. Our procedures included inquiry and review of management's policies and procedures that have been established to prevent non-compliance with such laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Marie Treacy

Marie Treacy (Senior statutory auditor)
for and on behalf of Ernst & Young, Statutory Auditor

Dublin
Date: 20 December 2024

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INCOME STATEMENT
for the period of 52 weeks ended 14 September 2024

	Note	*Period ended 14 September 2024* £'000	*Period ended 16 September 2023* £'000
Turnover - continuing operations	3	3,906,702	3,851,018
Cost of sales		(3,046,412)	(3,151,083)
Gross profit		860,290	699,935
Distribution costs		(84,334)	(88,750)
Administrative expenses		(595,575)	(428,186)
Other operating income		2,446	2,692
Operating profit - continuing operations	4	182,827	185,691
Interest income and similar credits		6,166	1,528
Interest payable and similar charges	5	(39,499)	(46,041)
Profit on ordinary activities before taxation		149,494	141,178
Tax on profit on ordinary activities	7	(58,692)	(34,187)
Profit for the financial period		90,802	106,991

The notes on pages 28 to 52 form an integral part of these financial statements.

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STATEMENT OF OTHER COMPREHENSIVE INCOME
for the period of 52 weeks ended 14 September 2024

	Note	*Period ended 14 September 2024* £'000	*Period ended 16 September 2023* £'000
Profit for the financial period		90,802	106,991
Other comprehensive income			
Items that are or may be subsequently reclassified to profit or loss:			
Net loss on hedging instruments		(56,392)	(55,197)
Tax credit on items relating to components of other comprehensive loss	15	12,908	3,650
Other comprehensive loss for the period		(43,484)	(51,547)
Total comprehensive income for the period		47,318	55,444

The notes on pages 28 to 52 form an integral part of these financial statements.

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STATEMENT OF CHANGES IN EQUITY
for the period of 52 weeks ended 14 September 2024

	Called-up share capital	Share based payment reserve	Cash flow hedge reserve	Profit and loss account	Shareholders' funds
	£'000	£'000	£'000	£'000	£'000
At 17 September 2022	50,000	10,575	26,944	1,209,021	1,296,540
Profit for the financial period	—	—	—	106,991	106,991
Other comprehensive loss for the period	—	—	(55,197)	—	(55,197)
Deferred tax on movements in other comprehensive income	—	—	3,650	—	3,650
Total comprehensive income/(loss) for the period	—	—	(51,547)	106,991	55,444
Inventory cash flow hedge movement					
Amounts transferred to cost of inventory	—	—	36,139	—	36,139
Total inventory cash flow hedge movements	—	—	36,139	—	36,139
Transactions with owners					
Share based payment transactions	—	1,302	—	—	1,302
Total transactions with owners	—	1,302	—	—	1,302
Balance as at 16 September 2023	50,000	11,877	11,536	1,316,012	1,389,425
Profit for the financial period	—	—	—	90,802	90,802
Other comprehensive loss for the period	—	—	(56,392)	—	(56,392)
Deferred tax on movements in other comprehensive income	—	—	12,908	—	12,908
Total comprehensive income/(loss) for the period	—	—	(43,484)	90,802	47,318
Inventory cash flow hedge movement					
Amounts transferred to the cost of inventory	—	—	4,758	—	4,758
Total inventory cash flow hedge movements	—	—	4,758	—	4,758
Transactions with owners					
Share based payment transactions	—	5,859	—	—	5,859
Equity dividends paid (note 18)	—	—	—	(450,000)	(450,000)
Total transactions with owners	—	5,859	—	(450,000)	(444,141)
Balance as at 14 September 2024	50,000	17,736	(27,190)	956,814	997,360

The notes on pages 28 to 52 form an integral part of these financial statements.

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BALANCE SHEET
for the period of 52 weeks ended 14 September 2024

	Note	*At 14 September 2024* £'000	*At 16 September 2023* £'000
FIXED ASSETS			
Tangible assets	8	1,385,187	1,363,987
Right-of-use assets	9	819,720	886,500
Investment properties	10	20,916	-
		2,225,823	2,250,487
CURRENT ASSETS			
Stock	11	598,197	722,443
Debtors	12	38,742	61,867
Cash at bank and in hand		42,583	37,694
		679,522	822,004
CREDITORS (amounts falling due within one year)	13	(899,041)	(629,682)
NET CURRENT (LIABILITIES)/ASSETS		(219,519)	192,322
TOTAL ASSETS LESS CURRENT LIABILITIES		2,006,304	2,442,809
CREDITORS (amounts falling due after more than one year)	14	(1,006,700)	(1,051,945)
Provisions for liabilities and charges		(2,244)	(1,439)
NET ASSETS		997,360	1,389,425
CAPITAL AND RESERVES			
Called-up share capital	16	50,000	50,000
Share-based payment reserve		17,736	11,877
Cash flow hedge reserve	17	(27,190)	11,536
Profit and loss account		956,814	1,316,012
SHAREHOLDER'S FUNDS - EQUITY		997,360	1,389,425

.The notes on pages 28 to 52 form an integral part of these financial statements.

On behalf of the Board of Directors:

J. E. Rolls
Director
DocuSigned by:
Jon Rolls
E41A6158AD1447F...
Date: 20 December 2024

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

1. CORPORATE INFORMATION

The Company is a private limited company incorporated and domiciled in England and Wales. The principal activity of Primark Stores Limited ("the Company") is the operation of retail outlets in the United Kingdom under the Primark name. The immediate holding company is ABF Investments (No.2) Limited, a company registered in England and Wales. The ultimate parent company is Wittington Investments Limited, which is incorporated in the United Kingdom and registered in England and Wales. The financial statements of Primark Limited for the period of 52 weeks ended 14 September 2024 were authorised for issue by the board of directors on 20 December 2024.

2. MATERIAL ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Company's financial statements.

(a) Accounting period

It is the policy of the Company to make up its financial statements to the Saturday nearest to 15 September. Accordingly, these financial statements have been prepared for the 52-week period ended 14 September 2024.

(b) Basis of preparation and statement of compliance

The financial statements have been prepared in accordance with FRS 101 Reduced Disclosure Framework which involves the application of International Financial Reporting Standards (IFRS) with a reduced level of disclosure.

The Company's financial statements are presented in Pound sterling (£), which is also the Company's functional currency, all values are rounded to the nearest thousand pounds and have been prepared on a historic cost basis unless otherwise indicated. The accounting policies which follow set out those policies which apply in preparing the financial statements for the period ended 14 September 2024.

As set out in note 22, the smallest group in which the results of the Company are consolidated is that headed by Associated British Foods plc, which stated in the Annual Report and Accounts dated 5 November 2024 that its directors have a reasonable expectation that the Associated British Foods plc group has adequate resources to continue in operational existence for the foreseeable future.

The Company has received a letter of support from its immediate parent company, ABF Investments (No.2) Limited, indicating that it will receive the financial and other support necessary for the Company to trade and meet its liabilities as and when they become due for a period of 12 months from the date of signing of these financial statements.

After making enquiries and considering the support available from the immediate parent company described above, the directors have a reasonable expectation that the Company has

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

2. MATERIAL ACCOUNTING POLICIES (continued)

(b) Basis of preparation and statement of compliance (continued)

adequate resources to continue in operation for 12 months from the date of signing of these financial statements. These considerations included the Associated British Foods plc group's directors' assessment of going concern (set out in the ABF Annual Report and Accounts dated 5 November 2024 and available at www.abf.co.uk), which included the significant levels of cash and undrawn committed long-term facilities available to the ABF group and the ABF group's directors' stress testing of cash flow forecasts through to 28 February 2026, and an assessment of any developments since that date that would adversely affect that conclusion. Accordingly, the financial statements have been prepared on the going concern basis.

(c) Judgements and key sources of estimation uncertainty

In applying the accounting policies management has made estimates in a number of areas and the actual outcome may differ from those calculated. Key sources of judgement and estimation uncertainty at the balance sheet date, with the potential for material adjustment to the carrying value of assets and liabilities within the next financial period, are set out below.

Leases:
Judgement is required in determining the term of each lease, the discount rate used to value the lease liabilities and right-of-use assets disclosed and in identifying lease arrangements under the scope of IFRS 16.

Impairment of non-financial assets:
The Company assesses its non-financial assets for indicators of impairment in line with IAS 36 Impairment of Assets at each statutory reporting period. The carrying amounts of non-financial assets are reviewed at each balance sheet date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

Stock valuation:
The Company uses the retail method for stock valuation. The cost of inventory is determined by reducing the sales value of the inventory by its percentage gross margin. The percentage used takes into consideration inventory that has been marked down to below its original selling price. An average percentage margin for each retail department is used with inherent estimation required in relation to determining the mix of stock purchases which remain on hand at period end.

Taxation
The Company establishes provisions based on reasonable estimates, for possible consequences of audits by the tax authorities. The amount of such provisions is based on various factors, such as interpretations of tax regulations by the Company and the responsible tax authority. Management estimation is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits.

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

2. MATERIAL ACCOUNTING POLICIES (continued)

d) New accounting standards

The Company adopted the following accounting standards and amendments during the year:

- International Tax Reform – Pillar Two Model Rules (Amendments to IAS 12)
- Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12)
- Definition of Accounting Estimates (Amendments to IAS 8)
- Disclosure of Accounting policies (Amendments to IAS 1 and IFRS Practice Statement 2)
- Amendments to IFRS 17 Insurance Contracts, Amendments to IFRS 17, Initial Adoption of IFRS 17 and IFRS 9 – Comparative Information

In line with the adoption of disclosure of accounting policies (Amendments to IAS 1 and IFRS Practice Statement 2) the Company has disclosed only material accounting policies. The Company has also provided required disclosures arising from the adoption of IAS 12 International Tax Reform - Pillar Two Model Rules (Amendments to IAS 12). Except as stated above, there were no further impacts for the Company upon the adoption of the new standards and amendments.

(e) Disclosure exemptions

The Company is a qualifying company as defined in FRS 101. Its financial statements are included in the financial statements of Associated British Foods plc which are prepared in accordance with International Financial Reporting Standards as adopted by the EU (EU adopted IFRS) and can be obtained from www.abf.co.uk. The Company avails of the following FRS 101 disclosure exemptions:

- requirements of IAS 7 *Statement of Cash Flows;*
- requirements of paragraphs 30 and 31 of IAS 8 *Accounting Policies, Changes in Accounting Estimates and Errors*;
- requirements of paragraphs 10(d), 10(f), 16, 38A to 38D, 40A to 40D, 111 and 134 to 136 of IAS 1 *Presentation of Financial Statements*; and
- requirements of paragraph 17 of IAS 24 *Related Party Disclosures.*
- paragraph 18A of IAS 24, '*Related party disclosures*' (key management compensation)

The Company has taken advantage of the exemption under paragraph 8(k) of FRS 101 not to disclose transactions with fellow wholly owned subsidiaries. As the consolidated financial statements of the parent, Associated British Foods plc, include the equivalent disclosures, the Company has also taken exemption under FRS 101 available in respect of the following disclosures:

- requirements of the paragraph 45(b) and 46 to 52 of IFRS 2 *Share Based Payments* in respect of group settled share based payments;
- requirement of IFRS 7 *Financial Instruments: Disclosures*;
- requirement of paragraph 91 to 99 IFRS 13 *Fair Value Measurement*; *and* the requirement in paragraph 38 of *IAS 1 Presentation of Financial Statements* to present comparative information in respect of:
  - (i) paragraph 79(a)(iv) of IAS 1;
  - (ii) paragraph 73 (e) of IAS 16 *Property, Plant and Equipment*;
  - (iii) paragraph 118(e) of IAS 38 *Intangible Assets.*

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

2. MATERIAL ACCOUNTING POLICIES (continued)

(e) Disclosure exemptions (continued)

- the requirements of the second sentence or paragraph 110 and paragraphs 113(a), 114, 115, 118, 119(a) to (c), 120 to 127 and 129 of IFRS 15 *Revenue from Contracts with Customers*;
- the requirements of paragraphs 130(f)(ii), 130(f)(iii), 134(d) to 134(f) and 135(c) to 135(e) of IAS 36 *Impairment of Assets*;
- the requirements of paragraph 52, the second sentence of paragraph 89, and paragraphs 90, 91 and 93 of IFRS 16 *Leases*
- The requirements of paragraphs 88C and 88D of IAS 12 *Income Taxes*.

(f) Turnover

The Company recognises revenue when performance obligations are satisfied, goods are delivered to customers and control of goods is transferred to the buyer.

The Company generally recognises revenue from the sale of goods when a customer purchases goods and provides for returns as a reduction to revenue when sales are recorded, based on management's best estimate of the amount required to meet claims by customers, taking into account historical trends and past experience.

(g) Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation and impairment charges. No depreciation is provided on freehold land. The charge for depreciation is calculated to write down the cost of other tangible fixed assets to their estimated residual values by equal annual instalments over their expected useful lives. Leasehold properties are written off over the shorter of the lease term and their useful lives.

The anticipated useful life of other tangible fixed assets is generally deemed to be no longer than:

Freehold property	40 - 66 years
Leasehold property shorter of useful lives of	10 - 20 years or lease term
Fixtures and fittings	10 - 20 years
Computers (included in fixtures and fittings)	5 years

An item of tangible fixed assets is de-recognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on de-recognition of an asset is included in the income statement in the period of de-recognition, as part of operating profit if it relates to operating activities.

Assets under construction relate to new stores or store improvement additions not yet in use. These assets are segregated from their asset classes for greater understandability of net asset additions. Depreciation commences when assets are commissioned for use.

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

2. MATERIAL ACCOUNTING POLICIES (continued)

(g) Tangible fixed assets and depreciation (continued)

The carrying amounts of tangible fixed assets are reviewed at each balance sheet date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. An impairment charge is recognised in the income statement whenever the carrying amount of an asset exceeds its recoverable amount.

(h) Leases

Right-of-use assets

Right-of-use assets are recognised at the commencement date of the lease, which is the date the underlying asset is available for use. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for subsequent remeasurement of lease liabilities.

The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the estimated useful life and the lease term. Right-of-use assets are subject to impairment. Right-of-use assets are subsequently measured at cost less accumulated depreciation and any impairment losses, adjusted for any remeasurement of the lease liability.

Lease liabilities

Lease liabilities are recognised at the commencement date of the lease and are measured at the present value of lease payments to be made over the lease term, discounted using the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable.

Lease payments include fixed payments, including in-substance fixed payments, and variable lease payments that depend on an index or a rate, less any lease incentives receivable.

Variable lease payments that do not depend on an index or a rate are recognised as an expense in the period in which the event or condition that triggers the payment occurs.

After the commencement date of the lease, the lease liability is subsequently measured at amortised cost using the effective interest rate method. The carrying amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made.

In addition, the carrying amount of lease liabilities is remeasured when there is a change in future lease payments due to a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to purchase the underlying asset.

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

2. MATERIAL ACCOUNTING POLICIES (continued)

(h) Leases (continued)

Short-term leases and leases of low-value assets

The Company applies the short-term lease recognition exemption to those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. It also applies the low-value asset recognition exemption to groups of underlying leases that are considered uniformly low value.

Lease payments on short-term leases and leases of low-value assets are expensed to the income statement.

Lessor accounting

Where the Company subleases assets, the sublease classification is assessed with reference to the head lease right-of-use asset. This assessment considers, among other factors, whether the sublease represents the majority of the remaining life of the head lease.

The ratio of rental income to head lease rental payments is used to determine how much of the right-of-use asset should be derecognised. This assessment takes into consideration whether the sublet/head lease are above/below market rate.

Amounts due from lessees under finance leases are recorded as a receivable at an amount equal to the net investment in the lease. This is initially calculated and recognised using the incremental borrowing rate at the recognition date. Any difference between the derecognised right-of-use asset and the newly recognised amounts due for lessees under finance leases is recognised in the income statement. The Company recognises finance income over the lease term, reflecting a constant periodic rate of return on the net investment in the lease. Operating lease income is recognised as earned on a straight-line basis over the lease term.

(i) Stocks

Stocks are valued at the lower of cost and net realisable value using the retail method, calculated on the basis of selling price less appropriate trading margin. Net realisable value is the estimated selling price less all related selling, distribution, and marketing costs. All retail inventories are finished goods.

(j) Taxation

Income tax on profit or loss for the period comprises current and deferred tax. The Company recognises income tax in the income statement except to the extent that it relates to items taken directly to equity.

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

2. MATERIAL ACCOUNTING POLICIES (continued)

(j) Taxation (continued)

Income tax on profit or loss for the period comprises current and deferred tax. The Company recognises income tax in the income statement except to the extent that it relates to items taken directly to equity.

Current tax is the tax expected to be payable on taxable income for the year, using tax rates enacted or substantively enacted during the period, together with any adjustment to tax payable in respect of prior periods.

The Company provides for deferred tax using the balance sheet liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for tax purposes.

The Company does not provide for the following temporary differences: initial recognition of goodwill; initial recognition of assets or liabilities affecting neither accounting nor taxable profit other than those acquired in a business combination; and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future.

The Company bases the amount of deferred tax provided on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the balance sheet date. The Company recognises deferred tax assets only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax is measured on a non-discounted basis.

The Company offsets deferred tax assets and liabilities if, and only if, it has a legally enforceable right to set off current tax assets and liabilities and the deferred tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

(k) Foreign currencies

Transactions denominated in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date and the gains or losses on translation are included in the Income Statement.

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

2. MATERIAL ACCOUNTING POLICIES (continued)

(l) Derivative financial instruments

Derivatives are used to manage the Company's exposure to financial risks. The principal instruments used are foreign exchange contracts, futures, or options (the 'hedging instrument'). The Company does not use derivatives for speculative purposes.

Derivatives are recognised in the balance sheet at fair value, based on market prices or rates, or calculated using either discounted cash flow or option pricing models. Changes in the value of derivatives are recognised in the Income Statement unless qualify they qualify for hedge accounting, where recognition of any change in fair value depends on the nature of item being hedged.

The purpose of hedge accounting is to mitigate the impact on the Company's Income Statement of changes in foreign exchange, by matching the impact of the hedged risk and hedging instrument in the Income Statement.

Changes in the value of derivatives used as hedges of future cash flows are recognised through other comprehensive income in the hedging reserve. When the future cash flow results in the recognition of a non-financial asset or liability, then at the time the asset or liability is recognised, the related gains and losses previously recognised in the hedging reserve are included in the initial measurement of that asset or liability.

For hedges that do not result in the recognition of an asset or a liability, amounts recorded in the hedging reserve are recognised in the Income Statement in the same period in which the hedged item affects profit or loss.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, exercised, or no longer qualifies for hedge accounting. At that time, any cumulative gain or loss on the hedging instrument recognised in the hedging reserve is retained in the hedging reserve until the forecast transaction occurs. Gains or losses on hedging instruments relating to an underlying exposure that no longer exists are taken to the Income Statement. The Company economically hedges foreign currency exposure on recognised monetary assets and liabilities but does not normally seek hedge accounting. Any derivatives that the Company holds to hedge this exposure are classified as 'fair value through profit and loss' within derivative assets and liabilities. Changes in the fair value of such derivatives and the foreign exchange gains and losses arising on the related monetary items are recognised within operating profit.

(m) Cash

Cash in the balance sheet comprise cash at bank and in hand.

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

2. MATERIAL ACCOUNTING POLICIES (continued)

(n) Financial instruments

(i) Financial assets

Initial recognition and subsequent measurement
The Company assesses which business models apply to each category of its financial assets and classifies them into the three categories defined by IFRS 9: amortised cost, fair value through other comprehensive income (FVOCI) and fair value through profit or loss (FVPL).

The financial assets recognised by the Company includes cash and cash equivalents, other receivables, intercompany receivables and derivative financial instruments. The Company holds financial assets at fair value through other comprehensive income.

Subsequent measurement
The subsequent measurement of financial assets depends on their classification as follows:

Financial assets at amortised cost
The Company measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognised in the Income Statement when the asset is derecognised, modified or impaired.

Financial assets at amortised cost includes amounts due from fellow group undertakings.

Financial assets at fair value through profit or loss:
Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Financial assets at fair value through profit or loss are carried in the balance sheet at fair value with net changes in fair value recognised in the Income Statement.

NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

2. MATERIAL ACCOUNTING POLICIES (continued)

(n) Financial instruments (continued)

(i) Financial assets (continued)

Derecognition
A financial asset is primarily derecognised when:

- The rights to receive cash flows from the asset have expired, or
- The Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement and either (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

Impairment
The Company holds other debtors and intercompany debtors which are subject to impairment under IFRS 9's expected credit loss model. The Company revised its impairment methodology under IFRS 9 for each of these classes of assets. The Company applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected credit loss allowance for all debtors.

(ii) Financial liabilities

Initial recognition and measurement
Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Company's financial liabilities mainly comprise trade and other payables, amounts due to fellow group undertakings and derivative financial instruments.

Subsequent measurement
The measurement of financial liabilities depends on their classification, as described below:

Financial liabilities at fair value through profit or loss
Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Company that are not designated as hedging instruments in hedge

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

2. MATERIAL ACCOUNTING POLICIES (continued)

(n) Financial instruments (continued)

(ii) Financial liabilities (continued)

relationships as defined by IFRS 9. Gains or losses on liabilities held for trading are recognised in the Income Statement. Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in IFRS 9 are satisfied.

Loans and borrowings
After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in the Income Statement when the liabilities are derecognised as well as through the EIR amortisation process.

Derecognition
A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the Income Statement.

(o) Investment properties
Investment properties are recorded at cost less accumulated depreciation and impairment charges. Depreciation is charged to the income statement on a straight-line basis over the estimated useful economic life of each property sufficient to reduce it to its estimated residual value. Land is not depreciated. Estimated useful economic lives are generally deemed to be no longer than:

Freehold buildings	Up to 66
Leasehold buildings	Term of lease

The book value of investment properties was not previously material and was included in property, plant and equipment. In the current year, the Company has decided to disclose investment properties separately on the face of the balance sheet.

3. TURNOVER

Turnover comprises the invoiced value of goods supplied by the Company exclusive of value added tax and arises wholly within the UK.

NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

4. STATUTORY AND OTHER INFORMATION

Operating profit is stated after charging/(crediting):	*Period ended 14 September 2024* *£'000*	*Period ended 16 September 2023* *£'000*
Depreciation:		
– owned assets	109,878	103,425
– right of use assets	76,923	75,841
– investment properties	1,033	-
Auditor's remuneration (including expenses)	175	174
Directors' remuneration	1,109	682

During the financial year directors' remuneration in respect of qualifying services comprised fixed and variable amounts of £1.1 million (2023: £0.623 million) and long-term incentive plan of NIL (2023: £0.059 million).

The aggregate of emoluments and amounts receivable under long term incentive schemes of the highest paid director was NIL (2023: £0.54 million). During the period, the highest paid director did not receive any shares under a long-term incentive scheme.

5. INTEREST PAYABLE AND SIMILAR CHARGES

	Period ended 14 September 2024 *£'000*	*Period ended 16 September 2023* *£'000*
Interest payable on amounts owed to group	-	7,453
Interest expense on lease liabilities	39,499	38,588
	39,499	46,041

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

6. STAFF NUMBERS AND COSTS

The average weekly number of employees during the period:

	Period ended 14 September 2024	*Period ended 16 September 2023*
	Number	*Number*
Full time	6,467	7,061
Part time	27,080	25,023
Contractors	341	407
	33,888	32,491
	£'000	*£'000*
Wages and salaries	523,471	476,244
Social welfare costs	36,767	31,955
Pensions costs	23,050	21,893
Share based payment expense	5,859	1,302
	589,147	531,394

The average weekly number of employees including directors by category was as follows:

	Period ended 14 September 2024	*Period ended 16 September 2023*
	Number	*Number*
Retail assistants	29,533	28,420
Retail managers	2,863	2,947
Central	1,492	1,124
	33,888	32,491

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024 (continued)

7. TAX ON PROFIT ON ORDINARY ACTIVITIES

	Period ended 14 September 2024	*Period ended 16 September 2023*
	£'000	*£'000*
Current tax		
Corporation tax on income for the financial period	56,406	39,131
Adjustments in respect of prior periods	(1,298)	(40,938)
Total current tax	55,108	(1,807)
Deferred tax		
Origination/reversal of timing differences	10,801	6,436
Effect of change in tax rate	-	(749)
Adjustment in respect of prior periods	(7,217)	30,307
Total deferred tax charge (note 15)	3,584	35,994
Taxation on profit on ordinary activities	58,692	34,187

	Period ended 14 September 2024	*Period ended 16 September 2023*
	£'000	*£'000*
Profit on ordinary activities before taxation	149,494	141,178
Current tax at effective rate of 25% (2023: 21.762%)	37,374	30,723
Effects of:		
Rate change	-	(749)
Expenses not deductible	29,833	14,844
Adjustments in respect of previous periods	(8,515)	(10,631)
Total tax charge for period	58,692	34,187

Factors that may affect future tax rate of the Company
The UK corporation tax rate of 19% increased to 25% from 1 April 2023.

As required by IAS 12, the Company has applied the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes.

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

8. TANGIBLE FIXED ASSETS

	Freehold land	Freehold buildings	Leasehold property	Fixture & fittings	Asset under construction	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Cost						
At 16 September 2023	185,678	472,109	269,717	1,699,955	66,021	2,693,480
Reclassification to investment property (note 10)	-	(11,905)	-	-	-	(11,905)
Additions	-	9,117	-	124,010	9,661	142,788
Transfer	-	-	-	72,565	(72,565)	-
Disposals	-	-	-	(15,479)	-	(15,479)
At 14 September 2024	185,678	469,321	269,717	1,881,051	3,117	2,808,884
Depreciation						
At 16 September 2023	-	144,219	72,126	1,113,148	-	1,329,493
Reclassification to investment property (note 10)	-	(195)	-	-	-	(195)
Charge for the period	-	8,302	4,890	96,686	-	109,878
Disposals	-	-	-	(15,479)	-	(15,479)
At 14 September 2024	-	152,326	77,016	1,194,355	-	1,423,697
Net book value						
At 14 September 2024	185,678	316,995	192,701	686,696	3,117	1,385,187
At 16 September 2023	185,678	327,890	197,591	586,807	66,021	1,363,987

NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

9. LEASES

Right of use asset:

	Period ended 14 September 2024 Land and buildings £'000	*Period ended 16 September 2023 Land and buildings £'000*
Cost:		
Opening balance at the start of the period	1,208,246	1,180,855
Reclassification to investment property (note 10)	(11,236)	-
New leases in the period	19,411	18,376
Lease incentives	(3,025)	(1,875)
Lease remeasurements	3,996	10,890
Cost at the end of the period	1,217,392	1,208,246
Depreciation:		
Opening balance at the start of the year	321,746	245,905
Reclassification to investment property (note 10)	(997)	-
Depreciation charge for the period	76,923	75,841
Depreciation at the end of the period	397,672	321,746
Net book value	819,720	886,500

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

9. LEASES (continued)

Lease liabilities:

	Period ended 14 September 2024	*Period ended 16 September 2023*
	Land & buildings £'000	*Land & buildings £'000*
Opening balance at the start of the period	1,131,974	1,181,618
New leases in the year	19,411	18,376
Interest charge	39,499	38,588
Lease payments	(127,245)	(117,498)
Lease remeasurements	3,996	10,890
Closing balance at the end of the period	1,067,635	1,131,974

	£'000	£'000
Current (note 13)	90,146	118,564
Non-current (note 14)	977,489	1,013,410
	1,067,635	1,131,974

Lease liabilities comprise of £1.06 billion capital payable (2023: £1.12 billion) and £10.4 million interest payable (2023: £11 million). The interest payable is all current and disclosed within trade and other trade payables. Repayments comprise £87.4 million capital (2023: £81.1 million) and £39.4 million interest (2023: £36.4 million).

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

9. LEASES (continued)

Lease liabilities (continued)

The contractual undiscounted future cash flows of the lease liabilities are:

	Period ended 14 September 2024 Land & Buildings £'000	*Period ended 16 September 2023 Land & Buildings £'000*
Due within 1 year	124,310	118,564
Due within 1 to 2 years	131,185	117,176
Due within 2 to 5 years	338,967	325,171
Due after 5 years	951,662	1,010,070
	1,546,124	1,570,981
Less: imputed interest	(478,489)	(439,007)
Net lease liabilities	1,067,635	1,131,974

The Company does not have any leases classed as low value or have a duration of less than one year in length. The Company is due to receive £1.1m (2023: £1.6m) in respect of sub-leasing right-of-use assets.

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

10. INVESTMENT PROPERTIES

	Period ended 14 September 2024 Investment property £'000
Cost	
At 16 September 2023	-
Reclassification from property, plant, and equipment, net (note 8)	11,710
Reclassification from leases, net (note 9)	10,239
At 14 September 2024	21,949
Depreciation	
At 16 September 2023	-
Depreciation for the year	1,033
At 14 September 2024	1,033
Net book value at 14 September 2024	20,916

The Company performed an analysis in the current year to determine the value to be classified to investment properties. This resulted in the reclassification of property, plant & equipment and right of use assets to investment properties at 14 September 2024. Comparative amounts have not been reclassified as these are not considered to be material.

The Company applies the cost model in respect of investment properties. Rental income derived from investment properties amounted to £1.9m in 2024.

The Company's investment properties consist of land and buildings and right of use assets. The Company has no restrictions on the realisability of investment properties other than right of use assets that can only be realised in line with the contractual terms of the lease agreements. The Company has no other contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancements.

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

11. STOCKS

	Period ended 14 September 2024 £'000	*Period ended 16 September 2023 £'000*
Goods for resale	598,197	722,443

The replacement cost of stocks does not differ significantly from the amounts shown in the balance sheet.

Cost of sales include inventories amounting £2,095 million (2023: £2,267 million) recognised as expense during the period.

12. DEBTORS

	Period ended 14 September 2024 £'000	*Period ended 16 September 2023 £'000*
Prepayments and sundry receivables	38,103	45,058
Derivative assets	274	16,809
Amounts owed by group undertaking	365	-
	38,742	61,867

Prepayments and sundry receivables are made up of prepayments of £13.1 million (2023: £13.8 million), lease prepayments of £13.2 million (2023: £16.0 million), and sundry receivables of £11.7 million (2023: £15.2 million).

Amounts owed by group companies are not interest bearing and are receivable on demand.

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

13. CREDITORS (amounts falling due within one year)

	Period ended 14 September 2024	*Period ended 16 September 2023*
	£'000	*£'000*
Bank loans and overdrafts	32	239
Lease liabilities (note 9)	90,146	118,564
Trade creditors	424,950	171,597
Amounts owed to group undertakings	-	89,188
Accruals and deferred income	156,743	147,310
Corporation tax	74,550	4,250
Capital creditors	18,631	12,055
VAT payable	88,178	78,392
PAYE/PRSI	4,711	6,841
Derivative liabilities	41,100	1,246
	899,041	629,682

Accruals and deferred income are made up of accruals of £80.2 million (2023: £71.9 million), payroll related accruals of £61.0 million (2023: £48.7 million), gift card accruals of £15.2 million (2023: £18.8 million) and deferred income of £0.3 million (2023: £0.25 million).

The Company utilises supplier financing arrangements to enable participating suppliers, at each supplier's sole discretion, to sell any or all amounts due from the Company to a third-party bank earlier than the invoice due date, at better financing rates than the supplier alone could achieve Payment terms for suppliers are identical, irrespective of whether they choose to participate. The Company receives no benefit from these arrangements.

Contractual terms and invoice due dates are unchanged, and the Company considers amounts owed to the third-party bank as akin to amounts owed to the supplier. Such amounts are therefore included within trade payables and associated cash flows are included within operating cash flows, as they continue to be part of the Company's normal operating cycle.

At year-end, the value of invoices sold by suppliers under supply chain financing arrangement was £34.1 million (2023: £37.0 million).

In 2023, amounts owed to group undertakings are repayable on demand and were repaid during the year. Interest is payable on this amount at 3.64% per annum.

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NOTES TO THE FINANCIAL STATEMENTS
for the period of 52 weeks ended 14 September 2024

14. CREDITORS (amounts falling due after more than one year)

	Period ended 14 September 2024	*Period ended 16 September 2023*
	£'000	*£'000*
Deferred tax (note 15)	29,211	38,535
Lease liabilities (note 9)	977,489	1,013,410
	1,006,700	1,051,945

15. DEFERRED TAXATION

The deferred tax included on the Balance Sheet is as follows:

	Period ended 14 September 2024	*Period ended 16 September 2023*
	£'000	*£'000*
Accelerated capital allowances	(19,036)	(9,648)
Deferred tax on hedging	9,063	(3,842)
Other short-term timing differences	(11,812)	(19,996)
Rolled-over gains	(26,574)	(25,175)
IFRS 16 timing differences	19,148	20,126
	(29,211)	(38,535)

Presented as:	*Period ended 14 September 2024*	*Period ended 16 September 2023*
	£'000	*£'000*
Net deferred tax liability	(29,211)	(38,535)
Movement in deferred tax liability:		
Balance at the beginning of the period	(38,535)	(6,191)
Charge to Income Statement	(3,584)	(35,994)
Credit to Other Comprehensive Income	12,908	3,650
Balance at the end of the period	(29,211)	(38,535)

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NOTES TO THE FINANCIAL STATEMENTS
17 September 2022 (Continued)

16. CALLED-UP SHARE CAPITAL

	Period ended 14 September 2024 £'000	*Period ended 16 September 2023 £'000*
Allotted, called up and fully paid:		
50 million (2023: 50 million) ordinary shares of £1 each	50,000	50,000

17. CASH FLOW HEDGING RESERVE

The hedging reserve comprises all changes in the value of derivatives to the extent that they are effective cash flow hedges, net of amounts recycled from the hedging reserve on occurrence of the hedged transaction or when the hedged transaction is no longer expected to occur.

18. DIVIDEND

	14 September 2024 €000	*16 September 2023 €000*
Equity dividends of £9.00 per issued share (2023: £nil per issued share)	450,000	-

19. PENSION INFORMATION

The Company is a member of the Associated British Foods Pension Scheme providing benefits based on final pensionable pay. As Associated British Foods plc is the sponsoring employer and has legal responsibility for the defined benefit pension scheme, FRS 101 requires the sponsoring employer to account for the defined benefit pension scheme in their financial statements as a defined benefit pension scheme in full and hence contributions made by the Company are accounted for as if it were a defined contribution scheme.

The cost recognised within the Income Statement for the year is based on the contributions payable to the scheme this year.

The most recent triennial actuarial valuation of the UK scheme was carried out as of 5 April 2023. This last valuation showed a funding surplus of £1,013m. This is a clear improvement on the previous valuation undertaken at 5 April 2020, which showed a deficit of £302m. As agreed with the trustees last year and reconfirmed this year, as a result of this significant increase in the surplus in the UK scheme, the Group will continue to receive a cash flow benefit per year from the abatement of UK employer pension contributions on both the defined benefit and defined contribution schemes, the latter approximately £35m.

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19. PENSION INFORMATION (continued)

Full IAS 19 disclosures can be found within the financial statements of Associated British Foods plc, which may be obtained from Associated British Foods plc, Weston Centre, 10 Grosvenor Street, London, W1K 4QY. The consolidated financial statements of Associated British Foods plc are also available for download on the group's website at www.abf.co.uk.

On 30 September 2002 the scheme was closed to new members and a defined contribution arrangement was put in place for other employees. For the defined contribution scheme, the pension costs are the contributions payable.

The combined contribution to the defined benefit and defined contribution sections of the Associated British Foods Pension Scheme by Primark Stores Limited for the period was £23.1 million (2023: £21.9 million).

20. CONTINGENCIES

The Company is routinely involved in claims and legal actions which arise in the normal course of business. Based on information currently available to the Company and legal advice, the directors do not believe such litigation individually or in aggregate would have a material adverse effect on the financial statements of the Company.

21. COMMITMENTS

	Period ended 14 September 2024	*Period ended 16 September 2023*
	£'000	£'000
(i) Capital		
Authorised and contracted for	33,778	74,289

(ii) Other commitments:
Forward contracts for various foreign currencies with a value of £989.3 million at agreement dates (2023: £816.3 million) were open at period end.

22. PARENT UNDERTAKING

From 30 January 2024, the immediate holding company is ABF Investments (No. 2) Limited, a company registered in England and Wales. The ultimate parent company is Wittington Investments Limited, which is incorporated in the United Kingdom and registered in England and Wales. Prior to this date, the immediate holding company was ABF Investments plc.

The largest group of undertakings for which group accounts are drawn up (within which the results of the Company are consolidated) and of which the Company is a member is headed by Wittington Investments Limited. The smallest such group of undertakings is headed by

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22. PARENT UNDERTAKING (continued)

Associated British Foods plc, which is incorporated in the United Kingdom and registered in England and Wales.

The consolidated accounts of these groups are available to the public and may be obtained from Weston Centre, 10 Grosvenor Street, London, W1K 4QY, which is the registered office of each of Wittington Investments Limited and Associated British Foods plc. The consolidated accounts of Associated British Foods plc are also available for download on the group's website at www.abf.co.uk.

24. POST BALANCE SHEET EVENTS

There have been no significant events affecting the Company since the year end requiring adjustment to or disclosure in the financial statements

25. APPROVAL OF FINANCIAL STATEMENTS

These financial statements were approved and authorised for issue by the directors on 20 December 2024.