



Mitchells & Butlers AGM 2013

Alistair Darby
Chief Executive



M&B: strong fundamentals

- High quality freehold estate
- Winning brands and formats
- Scale: at both unit and corporate levels
- Highly engaged retail teams
- Strong balance sheet with secure asset backing

Ready for transformation

Solid results during period of change



Income statement (52 weeks)

	FY 2012 52 wks £m	FY 2011 52 wks £m	
Retained Estate:			
Revenue	1,855	1,762	5.3%
Operating profit*	297	288	3.1%
Disposed operations	-	6	
Total operating profit*	297	294	1.0%
Interest*	(135)	(138)	
Profit before tax*	162	156	3.8%
Earnings per share*	29.8p	28.0p	6.4%

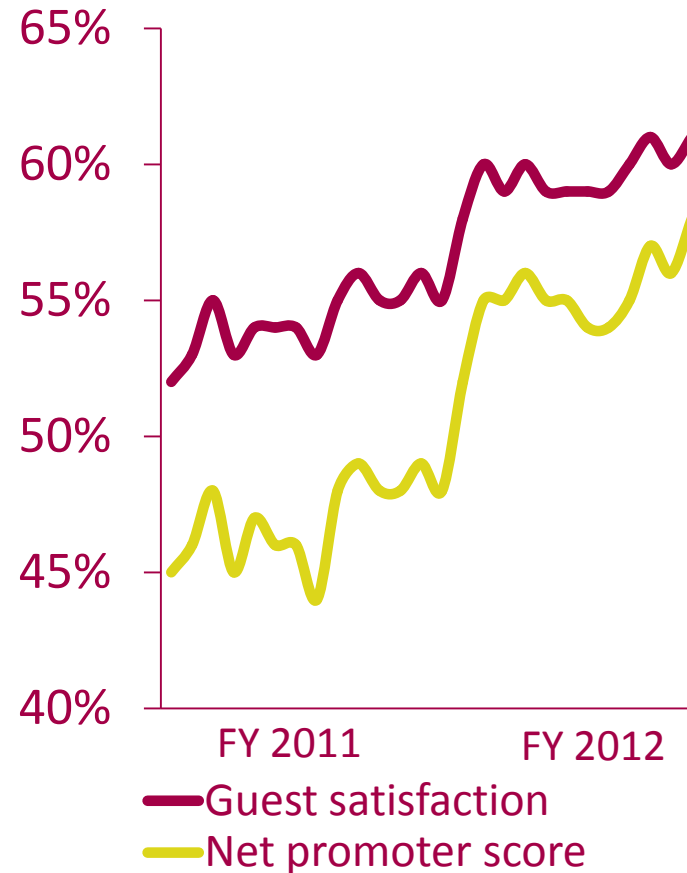
Resilient profit growth

* Stated before exceptional items and other adjustments



Improving guest satisfaction

- Increased front line labour and training
- Investment in amenity
- Improved:
 - Guest satisfaction
 - Guest recommendation
 - Employee engagement



Improved guest focus throughout the organisation

Notes: Guest satisfaction is % of guests that “strongly agree” that they were satisfied with their visit
Net promoter score is % of guests that are brand ‘promoters’ less % of guests that are brand ‘detractors’



Initial thoughts

- Passionate people
- Great pubs, bars and restaurants
- Brands guests love
- Good operational disciplines

But...

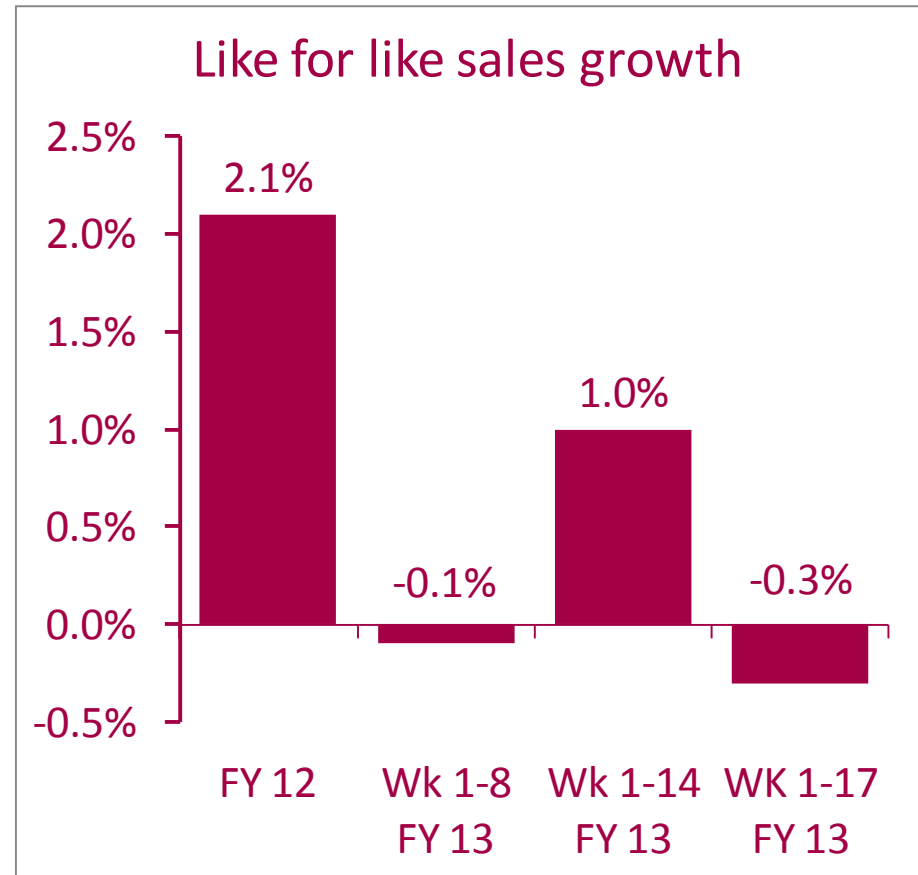
- Solid but not spectacular like-for-likes
- Inconsistent returns on capital
- Positive frustration

Significant opportunities for business growth



Recent trading and outlook

- LFL sales up 4% over the festive season
- Challenging January post holidays and snow
- No significant change to economic environment
- Operational execution is key



Focus on operational execution in a challenging market



Priorities for the year ahead

- Successful execution of established strategy
- Operational excellence: safe, efficient
- Ways of working trials
- Proactive response to cost inflation (especially food)
- Brand development
- Focus on returns on expansionary capital
- Triennial pension valuation

A unified business intent on growth



PEOPLE
LOVE TO EAT
AND DRINK
WITH
US

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