



Mitchells & Butlers

We're a leading operator of managed restaurants, pubs and bars in the UK, providing a wide choice of eating and drinking-out experiences through our well known brands and delivering great service, quality and value for money to our guests.

Financial performance

Revenue
FY2017*

£2,180m **£2,086m**

FY2016

Adjusted operating profit
FY2017*

£314m **£318m**

FY2016

Operating margin
FY2017*

14.4% **15.2%**

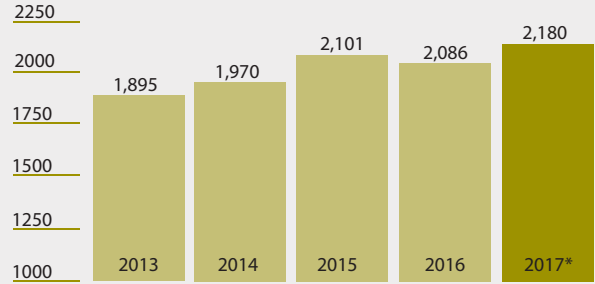
FY2016

Adjusted earnings per share
FY2017*

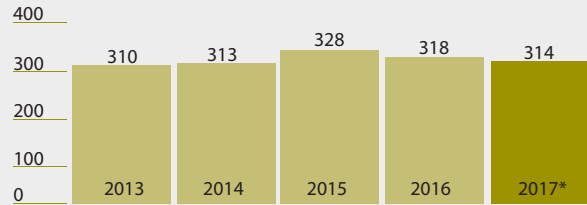
34.9p **34.9p**

FY2016

Adjusted items are stated before exceptional items and other adjustments.
*FY2017 was a 53 week year



Turnover £m



Adjusted Operating Profit £m

* FY 2017 was a 53 week year

Key facts

- Around three quarters of our sales are food-related
- On average, our restaurants and pubs take **£24k each week**, one of the highest levels in the industry, and have strong operating margins
- We trade in the eating and drinking out market, worth **£80bn in the UK**
- We are one of the largest players with **less than 3%** of industry revenues

Our strategy

➤ We have a clear operational strategy built around 3 strategic priorities:

- 1 Building a balanced business**
- 2 Instilling a commercial culture**
- 3 Driving an innovation agenda**