



**GREENE KING**  
BURY ST EDMUNDS

# GREENE KING 2025 – AT A GLANCE

## FINANCIAL

\* for 53 weeks ended 4 January 2026

**£217.4M**  
**Group adjusted operating profit\***  
(up 9.8% on 2024)

**£2,539.0M**  
**Group revenue\***  
(up 3.6% on 2024)

**£219.4M**  
**Total capex\***  
(up 10.1% on 2024)

## OUR PROPERTIES IN 2025

OVER  
**840**  
**Greene King pubs**

OVER  
**560**  
**Destination Brands**  
Includes *Chef & Brewer, Flaming Grill, Hungry Horse, Farmhouse Inns, Farmhouse Kitchen & Wacky Warehouse*

OVER  
**140**  
**Ventures**  
Includes *Venture Hotels, Metropolitan Pub Company, Hickory's Smokehouse & Crafted Pubs*

OVER  
**980**  
**Pub Partners**  
Includes leased, tenanted and franchised



GOAL 1  
OUTSTANDING  
CUSTOMER EXPERIENCES

## DELIVERING OUTSTANDING CUSTOMER EXPERIENCES:



**The Big Christmas Shift** – Offered 30,000 free meals to the nation's shift workers, providing an alternative Christmas Day for those who couldn't celebrate with loved ones. 10,000 of the 30,000 meals were offered exclusively to Blue Light Card members.



**Live at Your Local** – Championed grassroots musicians and celebrated the power of music in bringing people together with Greene King pubs' **Live at Your Local** summer campaign. We also held a nationwide competition to find the best grassroots talent in partnership with singer and songwriter Sam Ryder.



**32** customer delight score\* (up 23.1% on 2024)

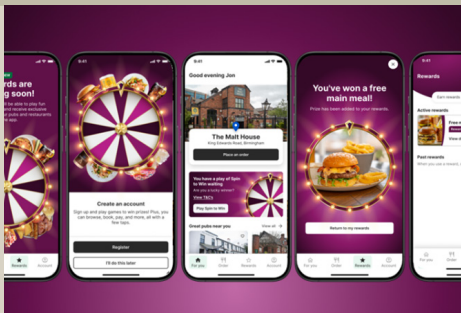
\* Customer delight scores are built from digital survey results following visits to our pubs.

GOAL 2  
WINNING  
IN OUR MARKETS

## WINNING IN OUR MARKETS:

**£10M**

**digital investment in the launch of Workday**, our HR platform, enabling team members to easily access their payroll information, book time off and more, as well as streamlining processes for line managers by providing reports and analytics to aid decision making.



**Greene King app launch** – Launched the new Greene King app with a brand-new loyalty programme, designed to enhance customer experiences with exclusive and personalised offers, discounts and rewards. A major milestone of 1m sign-ups was reached within three months of launch.



**New brewery** – In September construction started on a new £40m state-of-the-art brewery in Bury St Edmunds, which is due to be completed in 2027. The brewery will improve the sustainability of Greene King's brewing operations, future-proof our ability to brew the highest quality beer for future generations and enable us to better adapt to customers' changing tastes.



**Celebrating Christmas sales successes** – Christmas is one of our key trading periods and pub teams worked hard to deliver fantastic experiences for our customers. This resulted in our managed pubs achieving some of their best sales days on record.

**1M** sign-ups following Greene King's loyalty app launch



## LEVERAGE OUR COMMERCIAL STRENGTH:

**Launched ‘innovation pubs’ programme** to test new technology and drive operational efficiencies. A range of energy-saving products has been tested to date including intelligent dispense in the cellars to improve beer yield quality, oil-saving kitchen fryers and cordless vacuum backpacks.



**100 franchise sites** – Greene King Pub Partners’ Hive and Nest franchise concepts have continued to go from strength to strength following its first pub launch in 2021, reaching a major milestone of 100 pubs in 2025 after hitting 80 franchise sites last summer.



**Investments – The Railway on Liverpool Street** reopened in February following a £1m strategic investment, with key features including stylish décor and furniture, digital darts lanes, a new function room and a renovated outdoor space. We also expanded the pilot of our **Farmhouse Kitchen** concept with a second opening in Ossett in April, following the success of the first pilot restaurant in Worsley in 2024.



**£150M+** invested in our pubs and smokehouse restaurants including:

- **London pubs** – over £10m
- **Belhaven pubs** – almost £5m
- **Hickory’s Smokehouse** opened 10 new sites in 2025 with roll-out expected to continue across the country, targeting a total of 65 sites by the end of 2028.



## POSITIVE IMPACT FOR ALL:

**86**  
Record **employee Pride score** of 86 out of 100

**£1M**  
Raised for grassroots sports through **Proud to Pitch In** scheme

**240,000**  
Record-breaking 240,000 plastic tubs collected with **Tub2Pub** recycling scheme

**23.7%**  
Our **carbon footprint** has now decreased 23.7% against our FY19 baseline figure overall. Our 2025 carbon footprint is down 2.9% on 2024

**ZERO**  
Removed **airfreighted fresh fruit and vegetables** from 1,600 menus as part of our journey towards net zero

**100%**  
Electricity usage was fully matched with **renewable certification**

**1M**  
Since 2018 we have now diverted more than one million meals through our partnership with **Too Good to Go**



**Macmillan Cancer Support** – Greene King’s partnership with **Macmillan Cancer Support** has surpassed a fundraising total of £25m, with over £4m raised in 2025 alone to help fund Macmillan’s Support Line and its network of cancer care support professionals.

**Releasing Potential** – Since the launch of our Releasing Potential programme in 2019, we are proud to have supported over 340 prison leavers into sustainable employment.

**House of MOBO** – Greene King Pub Partners collaborated with the **MOBO Group** to open a new pub partnership, the **‘House of MOBO’**, in November. The vibrant community hub in Gipsy Hill celebrates Black culture and champions creativity with live music and community-led events in a welcoming and inclusive environment.



## AWARDS

# 100%

### Best Bar None

100% pass rate for second consecutive year

### Nick Mackenzie

recognised as *Empower's Role Model 2025*

### 2026 Apprenticeship & Training Awards

Won the *'Employer Support for Social Mobility'* award, recognising Greene King's *Releasing Potential and Supported Internships* programmes alongside its apprenticeships which provide employment opportunities for under-represented groups.



### Greene King's Employee Led Inclusion Groups

(ELIGs) – Greene Sky (women), Unity (ethnic-minority team members), Village Greene (LGBTQ+), and Ability (disability inclusion) – continue to help to shape policy, raise awareness, deliver education and influence strategic decisions across the organisation. Their impact has been recognised externally, most recently with Unity being awarded WiHTL's *Most Impactful Employee Resource Group* in 2025.



### Great Taste Awards

##1

Hazy Day Fruity IPA

##1

Abbot Reserve

##2

Abbot Ale



### Publican Awards 2026

– Greene King Pub Partners (*Best Partnership Pub Company – 501+ Sites*) and Hickory's (*Best Pub Operations Team*). This marked the second consecutive win for Hickory's Smokehouse, having been recognised as the *Best Pub Employer (501+ Employees)* in 2025.