

BUILDING MOMENTUM TOGETHER

Our half-year results for 2026

OWNED BY YOU.
RIGHT BY YOU.

How we performed in the first half of 2026

**Moni Mannings OBE,
Interim Chair of Co-op Group**

To our member owners,

Having been part of our Co-op since 2024, it is a privilege to step in to the role of Interim Chair at such an important time – and to update you on how we performed in the first half of 2026.

We entered the year knowing there was significant work ahead. As you know, in 2025, we handled a devastating cyber attack on top of market challenges. Those challenges are continuing; across all our businesses, costs and competition are high, while customer behaviour is changing.

With that in mind, the Board has a number of priorities for 2026. We must run our Co-op more efficiently, not by bluntly removing costs but by looking deeply and holistically at how we spend our members' money. We need to think customer-and-member-first and pursue growth strategically where it makes sense for our Co-op and members.

We invested in these priorities in the first half of the year, delivering sales growth and market share increases. These investments also contributed to the underlying operating loss we're reporting for the period, with cost headwinds of £78m.

Writing to you in the second half of the year, we're seeing even more transactions, bigger baskets and continued tight cost control. Overall, we expect to demonstrate a stronger performance in the second half of the year than the first.

Looking ahead further still, there is so much to be excited about. Across our portfolio, our Life Services business has continued to grow strongly, alongside 'quick commerce' online shopping. Southern Co-op's operations are now a subsidiary of our Group, with its integration subject to approval by the Competition and Markets Authority. To the 300,000 new members joining us: welcome! Together, we'll build a co-operative society with greater scale and impact for you, the people who own it.

These things make me confident that our reset is doing its job. Our goal is to become stronger before we're bigger, using 2026 to establish the firm foundations we'll need to grow in the years (and decades) ahead.

Thank you to our members for your continued support, and to our colleague members for all you're doing to push our Co-op on.

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Delivering as a business

Co-op Group revenue: **£5.6bn, up 2%**

Our food channels

Food Stores

Quick Commerce

Franchise Stores

Wholesale

Co-op Partners

£3.7bn
Here, we've invested to drive trade and have grown our online shopping 'quick commerce'.

£683m
We're delivering to plan here and growing our franchise business.

£1bn
Our sales to other cooperatives increased.

Life Services

Funeralcare

Legal Services

Insurance

£227m
We've grown sales, market share and profitability in this area whilst supporting members through life.

Overall, we made an **underlying operating loss** of £45m. Our colleagues are working brilliantly to counter our rising costs, and we expect the second half to be stronger than the first.

Delivering for members

7.5m active members
increased 11% versus the first half of 2025.

52% increase
in members voting to shape our business at our Annual General Meeting.

300,000 members
from Southern Co-op joining us as of the second half, overwhelmingly approved by Southern members with 97% who voted in favour.

BARNARDO'S

£7.5m raised
for Barnardo's by members, customers, colleagues and partners since 2023.

Academies Trust

38 Co-op Academies
with more schools joining the Trust this year.

What's next?

We're not owned by a select few: we're owned by you. We want you to get involved in our business and have your say on what matters to you and your community. To do that:

- Join our online event on 26 September 2026.
- Visit our ownership hub.
- If you're not already, become a member.