

**OWNED BY YOU. RIGHT BY YOU.**

**2025.**

**A resilient performance through an atypical year.**

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# TODAY

Our 2025 headlines and context

Group financials for 2025

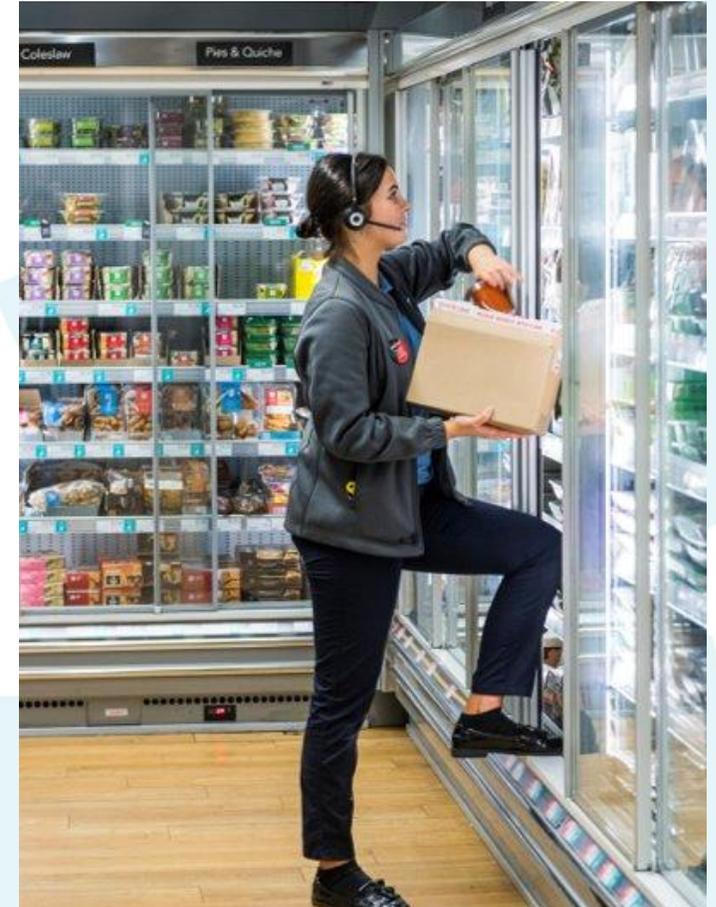
Performance across the portfolio

Profitability, cashflow and balance sheet

Outlook and Q&A

# HEADLINES

- A **challenging and atypical year**, shaped by a **sophisticated cyber attack**, navigated with a **strong balance sheet**
- Market **share regained** post cyber across main businesses
- **External pressures evident** - changing shopper behaviour and layered cost headwinds, including significant new taxes
- **Life Services growth, Quick Comm success** and **Wholesale reset** show where we're moving ahead as a portfolio
- **Considered investment** for the future in technology and stores
- Financial **discipline against rising costs**



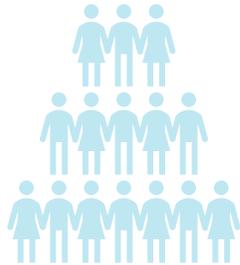
# RECOVERY AND CO-OP MEMBERSHIP STRENGTH

FY25 numbers throughout this deck are **unaudited**



## Strong Liquidity & Headroom

**£0.5bn** liquidity



## Membership growth

Active membership  
**+17%** to **7.2m**

**1.7m** new members  
joined



## Member engagement

AGM voting **+22%**



## Future ambition

**10 million** members  
by 2030

# HEADLINE FINANCIALS

FY25 numbers throughout this deck are **unaudited**

## Cyber Impact

Revenue: **(£285m)**

Margin: **(£86m)**

Profit/Cash: **(£107m)**

## Group Revenue

**£11.0bn**

(2.3%) vs LY

Excl. cyber: £11.3bn

**+0.3% vs LY**

## Underlying Op Profit / (Loss)

**(£35m)**

(£166m) vs LY

Excl. cyber: £51m

**(£80m) vs LY**

## Underlying EBITDA

**£327m**

(£154m) vs LY

Excl. cyber: £413m

**(£68m) vs LY**

## Profit / (Loss) Before Tax

**(£43m)**

(£204m) vs LY

Excl. cyber: £64m

**(£97m) vs LY**

## Cash Generated from Ops

**£243m**

(£213m) vs LY

Excl. cyber: £349m

**(£106m) vs LY**

# SOPHISTICATED CYBER ATTACK

FY25 numbers throughout this deck are **unaudited**

Q2



Q3



Q4



Food Sales vLY  
Market Sales vLY

April 25 -19%

October 25

**Direct** Trading Impact (Underlying) - Revenue £285m, Margin £86m

**Direct** One-Off Costs (Non-Underlying) - Operating Costs £21m

**Direct** Impact - Profitability & Cash £107m

# **GROUP FINANCIALS**

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# GROUP PERFORMANCE

FY25 numbers throughout this deck are **unaudited**

	2025	2024	YoY (£ / %)	Ex Cyber YoY (£ / %)
<b>Group Revenue</b>	<b>11,025</b>	<b>11,279</b>	(2.3%)	0.3%
<b>Group Gross Margin</b>	2,780	2,860	(2.8%)	0.2%
<i>% of Group revenue ex FRTS*</i>	30.7%	31.1%	(0.4%pt)	(0.2%pt)
<b>Group Operating Costs</b>	(2,815)	(2,729)	(3.2%)	(3.2%)
<i>% of Group revenue ex FRTS*</i>	(31.1%)	(29.7%)	(1.4%pt)	(1.4%pt)
<b>Underlying operating (loss) / profit</b>	<b>(35)</b>	<b>131</b>	<b>(166)</b>	<b>(80)</b>
<b>Underlying (loss) / profit before tax</b>	<b>(126)</b>	<b>45</b>	<b>(171)</b>	<b>(85)</b>
<b>Group Net Debt (excl. leases)</b>	<b>(317)</b>	<b>(55)</b>	<b>(262)</b>	<b>(155)</b>
Net cash from operating activities	243	456	(213)	(106)
Capital	(318)	(273)	(45)	(45)
Return on Capital Employed	(1.2%)	4.7%	(5.9%pt)	(3.0%pt)

## Headlines

- Revenue ex cyber broadly flat in difficult market conditions. Market share regained post cyber.
- Margin rate broadly flat with investments offset by initiatives & mix.
- Financial discipline against rising costs - absolute increase held to c3% despite layered cost headwinds, including significant new taxes of c£50m.
- Considered investment for the future in technology and stores.
- Entered the year with net debt down >90% since FY21. Liquidity headroom enabled navigation of cyber with our own cash.
- Q4 temporary working capital drag, unwinding in H1 2026.

# REVENUE YEAR ON YEAR – UNDERLYING EX CYBER

FY25 numbers throughout this deck are **unaudited**

Revenue grew 0.3% excluding the cyber attack. Within that, we see structural shifts in tobacco buying and our strength as a portfolio. Market share regained post cyber.

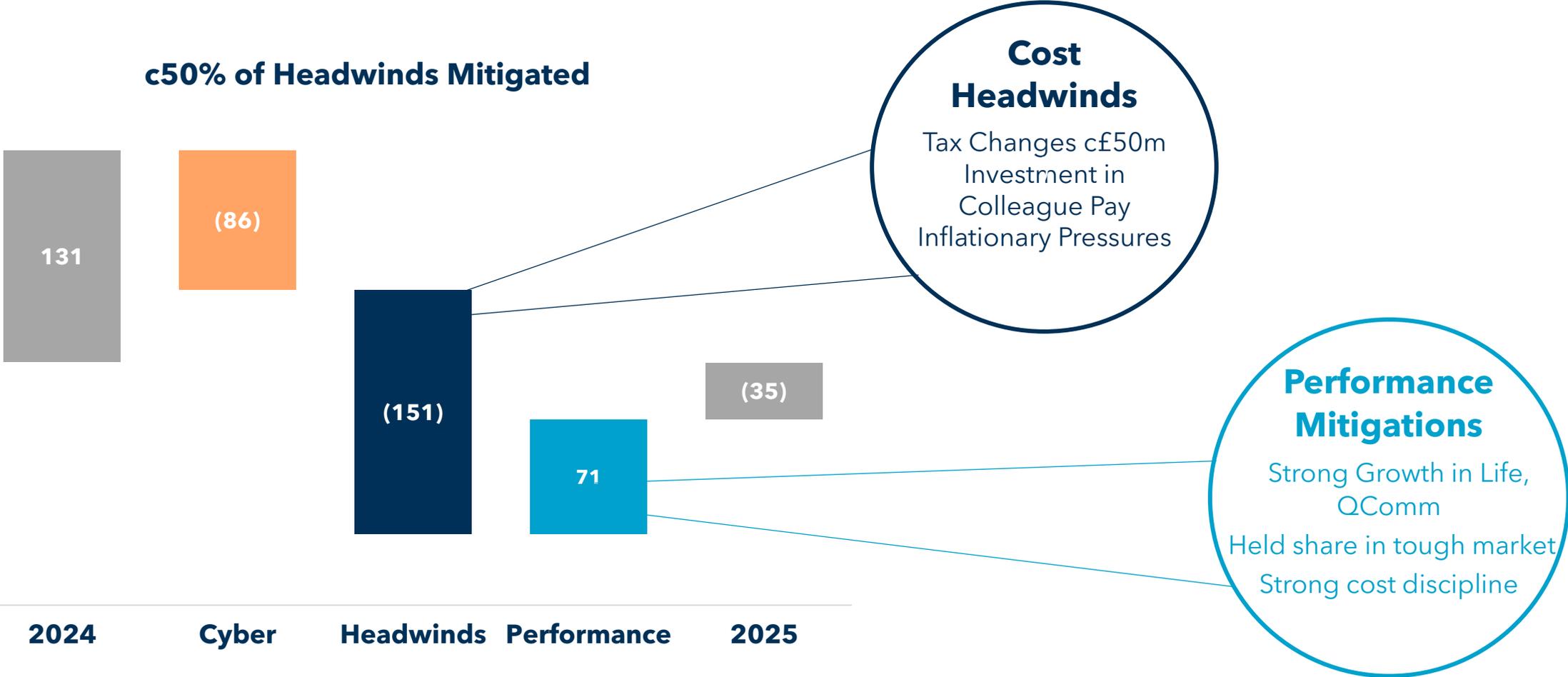
<b>Group Revenue vs 2024</b> excluding cyber	<b>+0.3%</b>	<b>Food</b>	1.0%	<b>Non-tobacco</b>	2.2%
		<b>B2B</b>	(2.1%)	<b>Tobacco</b>	(6.4%)
		<b>Life</b>	6.9%	<b>Non-tobacco</b>	(0.1%)
				<b>Tobacco</b>	(10.1%)



# UNDERLYING OPERATING PROFIT

FY25 numbers throughout this deck are **unaudited**

**c50% of Headwinds Mitigated**



# **PORTFOLIO FINANCIALS**

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# PORTFOLIO METRICS

FY25 numbers throughout this deck are **unaudited**



## GROUP

<b>Revenue</b>	<b>UOP</b>
<b>£11.0bn</b>	<b>(£35m)</b>
(2.3%) vs LY	(£166m) vs LY
+0.3% Excl. cyber	(£80m) Excl. cyber

**Underlying EBITDA Margin 4%\***



## FOOD RETAIL

<b>Revenue</b>	<b>UOP</b>
<b>£7.3bn</b>	<b>£34m</b>
(2.0%) vs LY	(£167m) vs LY
1.0% Excl. cyber	(£91m) Excl. cyber

**Underlying EBITDA Margin 5%**



## B2B

<b>Revenue</b>	<b>UOP</b>
<b>£3.4bn</b>	<b>(£14m)</b>
(3.6%) vs LY	(£13m) vs LY
(2.1%) Excl. cyber	(£14m) Excl. cyber

**Underlying EBITDA Margin (1%)\***



## LIFE SERVICES

<b>Revenue</b>	<b>UOP</b>
<b>£0.4bn</b>	<b>£41m</b>
+4.2% vs LY	Flat vs LY
+6.9% Excl. cyber	+£10m Excl. cyber

**Underlying EBITDA Margin 18%**

## Group Portfolio offers

- **Scale** - 4<sup>th</sup> largest grocery buying group in UK, with own brand reach to 8000 locations
- **Diversification of product** offer for our customers and >7m members
- **Diversification of earnings** cycles
- **Range** of capital intensities and growth opportunities

# PORTFOLIO METRICS

FY25 numbers throughout this deck are **unaudited**



## FOOD RETAIL

**Revenue**  
**£7.3bn**  
 (2.0%) vs LY  
 1.0% Excl. cyber

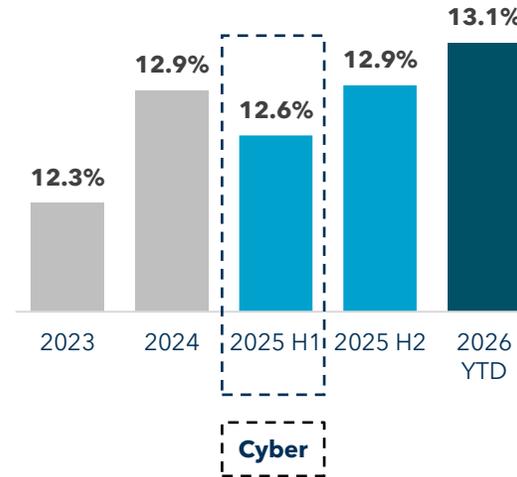
**UOP**  
**£34m**  
 (£167m) vs LY  
 (£91m) Excl. cyber

**Underlying EBITDA Margin 5%**

- 40% of baskets include an **Aldi Price Match** item, +4% volume for APM products
- **Quick commerce** grew 15% during the year
- Online expanded into 279 additional stores
- **51 new stores** opened in **Q4** through new sites, refits and refurbishments
- **Efficiency** initiatives; electronic shelf edge labels
- **Group Commercial & Logistics** division created, centralising buying across c.8,000 stores

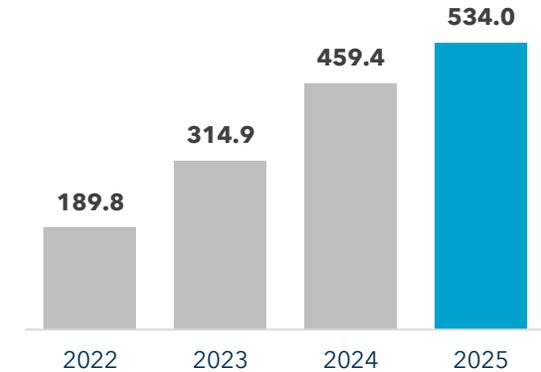
## Market Performance

Co-op Value Market Share (%)



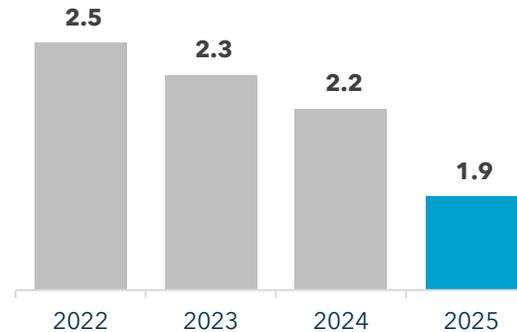
## Increasing Accessibility

Q-Comm Revenue Over Time (£m)

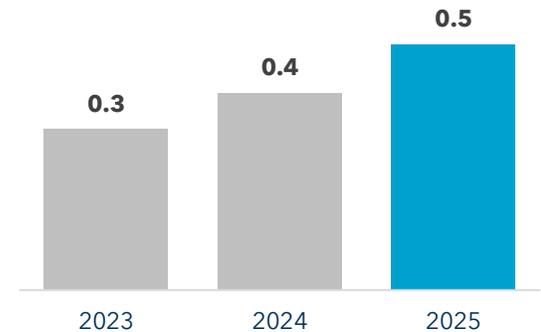


## Category & Mission Mix Shift

Tobacco Avg Weekly Units Over Time (m)



LTMD Avg Weekly Units Over Time (m)



# PORTFOLIO METRICS

FY25 numbers throughout this deck are **unaudited**



## B2B

Revenue  
**£3.4bn**

(3.6%) vs LY  
(2.1%) Excl. cyber

UOP  
**(£14m)**

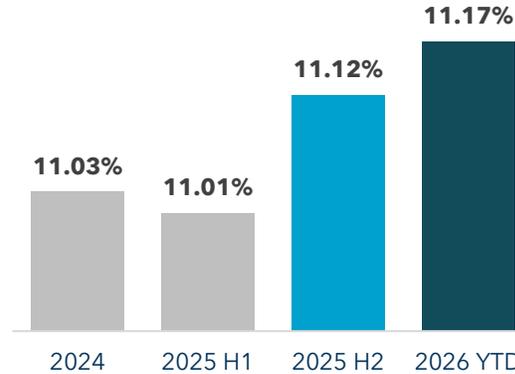
(£13m) vs LY  
(£14m) Excl. cyber

**Underlying EBITDA Margin (1%)**

- Nisa Retail Limited repositioned as **Co-op Wholesale**
- **Secured & renewed** several significant partner agreements in 2025, with strong pipeline for 2026.
- **Franchise** revenue £91m, up 23%, with network expanded to 65 stores (11 new)
- Federal Retail Trading Services revenue £2bn, down 5.4%. Consolidation in the sector likely

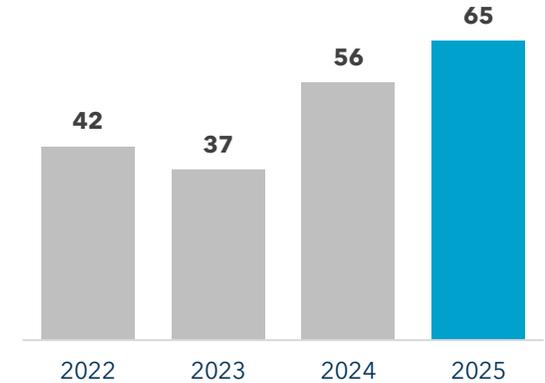
## Wholesale

Co Op Wholesale Volume Market Share (%)

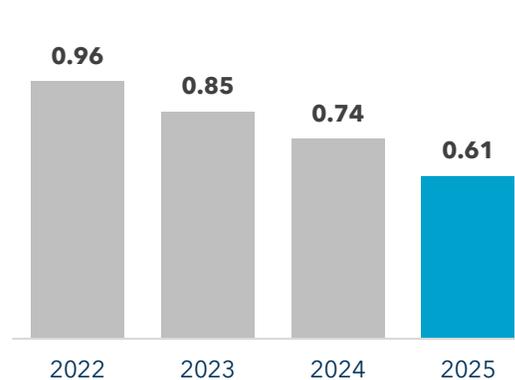


## Franchise

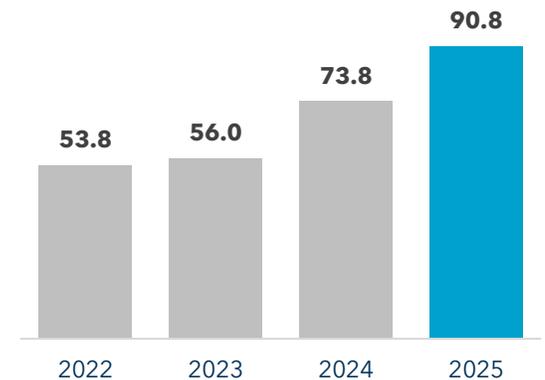
Franchise Store Count Over Time



Tobacco Avg Weekly Units Over Time (m)



Franchise Revenue Over Time (£m)



# PORTFOLIO METRICS

FY25 numbers throughout this deck are **unaudited**



## LIFE SERVICES

Revenue  
**£0.4bn**

+4.2% vs LY  
+6.9% Excl. cyber

UOP  
**£41m**

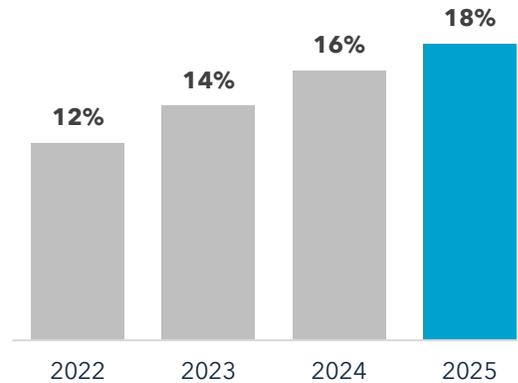
Flat vs LY  
+£10m Excl. cyber

**Underlying EBITDA Margin 18%**

- Customer focused **Funeralcare marketing campaign**
- Market **share increased** in at-need and pre-need funeral plan sales
- Higher volumes in probate and estate planning in **Legal Services**, with **AI being trialled** to enable throughput
- +17% growth in volume of Insurance policies

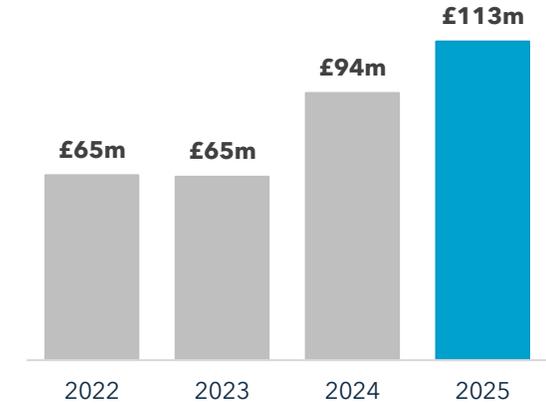
## Funeralcare

Direct Cremations Over Time



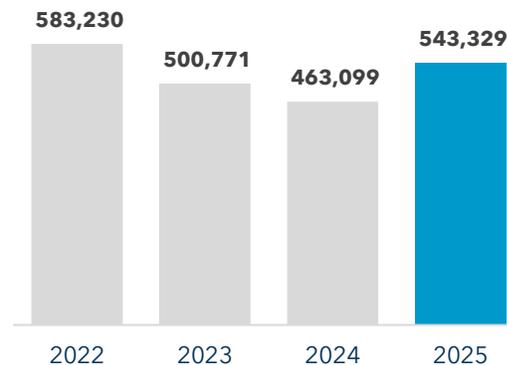
## Funeral plans

Growing value of funeral plan sales



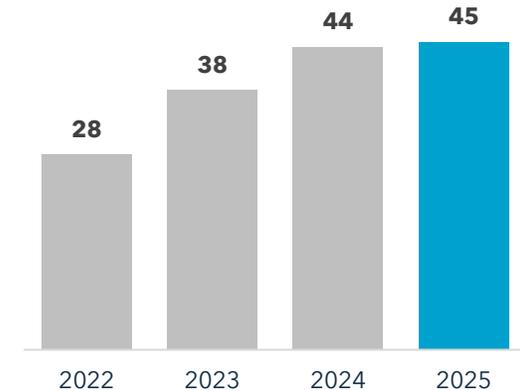
## Insurance

Policy sales



## Legal

Case opening grown for 4th year (k)



# **PBT, CASHFLOW, DEBT & BALANCE SHEET**

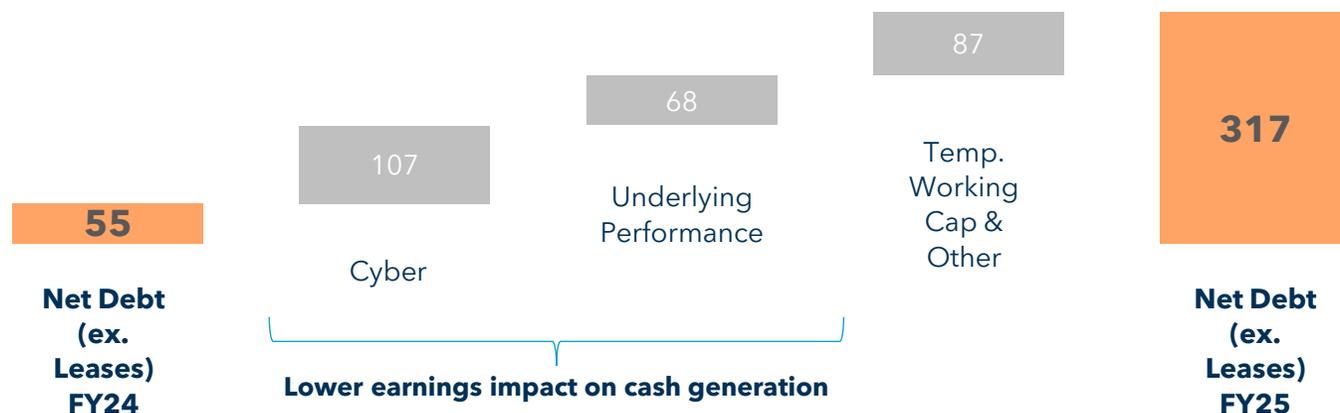
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# CASHFLOW & NET DEBT EX LEASES

FY25 numbers throughout this deck are **unaudited**

Cash Generation £m				Ex. Cyber
	2025	2024	YoY	YoY (£)
Underlying EBITDA	327	481	(154)	(68)
Working Capital	(114)	(67)	(47)	(47)
Other incl. Retirement benefit obligations	30	42	12	9
<b>Net cash inflow from op. activities</b>	<b>243</b>	<b>456</b>	<b>(213)</b>	<b>(106)</b>
Capex	(318)	(273)	(45)	(45)
Lease payments - principal and interest	(194)	(183)	(11)	(11)
Disposal proceeds	22	34	(12)	(12)
Other	(15)	(5)	(10)	(10)
<b>Net cash generation</b>	<b>(262)</b>	<b>29</b>	<b>(291)</b>	<b>(184)</b>

## Net Debt ex Leases bridge (£m)



- Financial principle of earn and re-invest impacted by **atypical year**
- Entered the year with **balance sheet intentionally strong**, Cyber managed as a one-off impact utilising headroom
- Underlying **softening in cash earnings in H2** whilst capital delivered as planned for future benefit
- Cyber remediation activity and SAP implementation necessitated slower back-office processing in Q4 - **temporary working capital drag unwinding in H1 2026**

# CAPITAL EXPENDITURE

FY25 numbers throughout this deck are **unaudited**

**£27m**

Other Investments

*Investments across our Fleet and Logistics Network as well as our B2B channels*

**£53m**

Modernising our core operations

*Including new Finance system implementation and wider Tech investments*

**£182m**

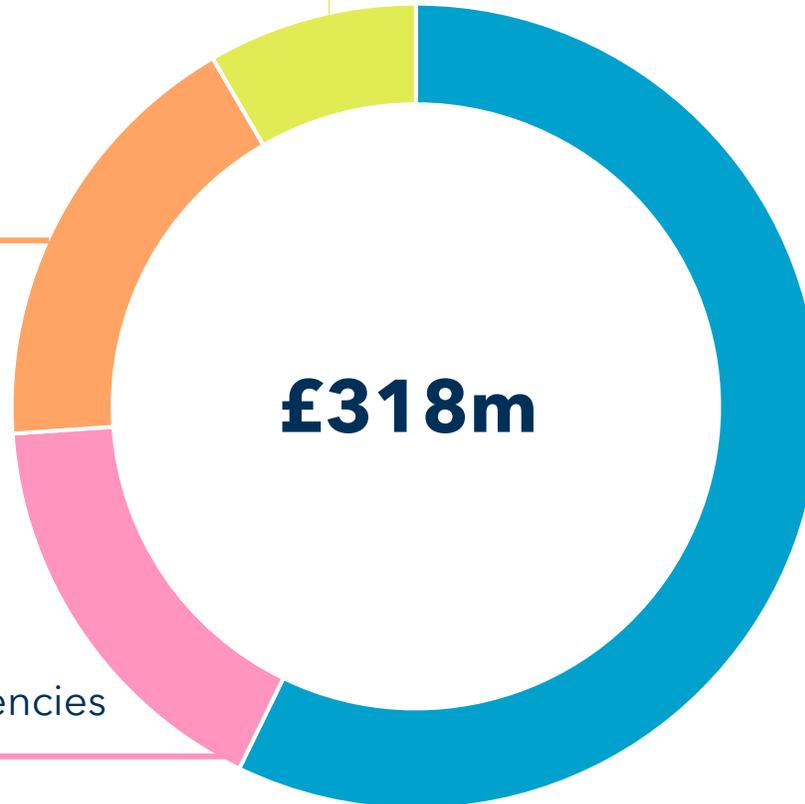
Investment in our Estate

*We touched 5% of food estate across Refits, New Stores, Relocations and other property investments*

**£56m**

Investing in customer facing efficiencies

*Including Electronic Shelf Edge Labels, renewable energy, hybrid tills and other operational efficiencies*



## Our Food Fascia Estate

	Store Count Y/E 2025	YoY %	Refits & New Stores
Food Retail	2,338	(0%)	5%
Franchise	65	16%	17%
<b>Total Fascia</b>	<b>2,403</b>	<b>0%</b>	<b>5%</b>

# DEBT, SOURCES, MATURITIES AND LIQUIDITY

FY25 numbers throughout this deck are **unaudited**

GROSS DEBT AVAILABLE £M		1,168	1,166	1,107	862	750
Drawn Debt	DEBT SOURCES	£400m 2024 RCF	£400m 2024 RCF	£443m 2024 RCF	£400m 2029 RCF	£400m 2029 RCF
		£350m 2026 Bond	£350m 2026 Bond	£350m 2026 Bond	£350m 2026 Bond	£350m 2026 Bond
		£118m 2025 Notes	£116m 2025 Notes	£114m 2025 Notes	£112m 2025 Notes	
		£300m 2024 Bond	£300m 2024 Bond	£200m 2024 Bond		
		2021	2022	2023	2024	2025
	DRAWN DEBT NET OF CASH					
<b>Net Debt (excl. Leases) £m</b>		<b>(920)</b>	<b>(333)</b>	<b>(82)</b>	<b>(55)</b>	<b>(317)</b>
<b>Liquidity Headroom £m</b>		262	847	1,038	820	441
<b>Core Debt Interest Cost £m</b>		56	56	56	45	32
<b>Headline Leverage Ratio</b>		4.8x	3.4x	2.8x	2.6x	3.3x

- Gross Debt **significant deleverage**
- Cash headroom built up, enabling confident **response to cyber from own funds**
- **Headroom** across cash and RCF will be maintained for risk management and strategic opportunities
- **Interest cost** and average rate improved – controlling what we can control
- **Temporary working capital drag** in Q4 unwinding in H1 2026, RCF now undrawn and liquidity £0.5bn
- **Leverage ratio** ex Cyber 3.3

ex cyber

# BALANCE SHEET

FY25 numbers throughout this deck are **unaudited**

## Strong Balance Sheet with £2.1bn of Net Assets

### Balance Sheet (£bn)

	2025	2024	YoY
<b>Trading Group Net Assets</b>	<b>1.8</b>	<b>1.9</b>	<b>(0.0)</b>
Pension Fund Surplus	0.3	0.3	(0.1)
<b>Net Assets</b>	<b>2.1</b>	<b>2.2</b>	<b>(0.1)</b>



# OUTLOOK

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# OUTLOOK

## Trading environment

Remains challenging across the sector



## Business focus

Recovery, operational discipline, and sustainable long-term growth



## Strategy

Accessibility, Value, Difference



# SUMMARY

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# SUMMARY

- A challenging and atypical year, managed from strength
- Cyber attack navigated with a strong balance sheet, market share regained
- Changing consumer behaviour across the portfolio, pivots underway
- A resilient response supported by portfolio effect and membership depth
- Considered investment for the future in technology and stores
- Financial discipline against rising costs

