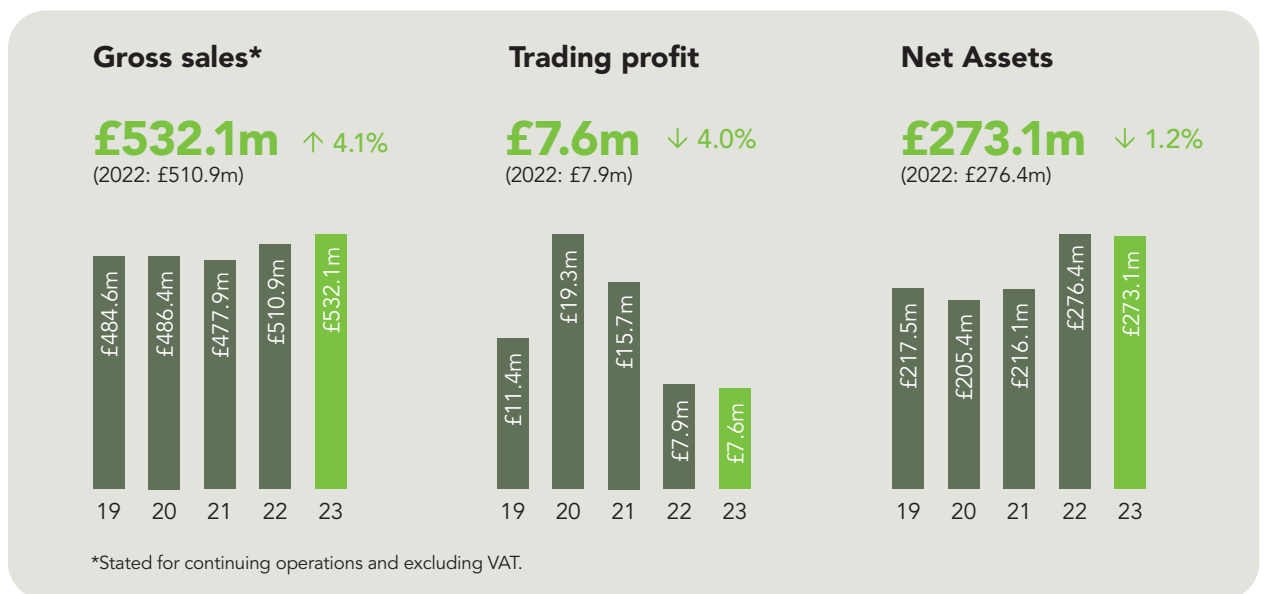


Our Family of Businesses

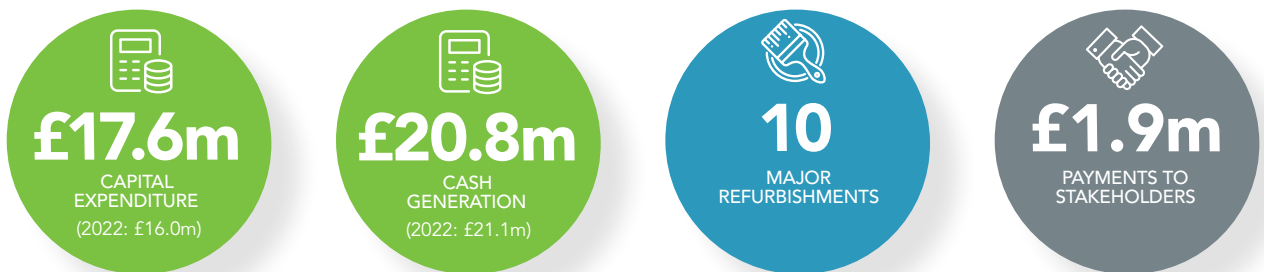


* Restated: 253 Food Stores also as at year-end.

Financial Highlights



Growing our business . . .



Membership

- We've launched our Membership mobile app which has so far been downloaded over 115,000 times.
- Our Member pricing promotions continue to drive Membership participation in our stores.
- Over the last 12 months, we have awarded £180,719 in Community Dividend Fund grants to 162 local groups and good causes.

Young People

- We've offered 61 work experience placements and provided employability support to 710 young people.
- We launched our debt-free degree programme and started our first Level 2 Funeral Apprenticeship programme.
- We helped to deliver 60,000 breakfasts to schools in need through our partnership with Magic Breakfasts.

Journey to green energy self-sufficiency

- We've completed 64 sites in our solar rollout programme.
- In funeral, we've invested in our vehicle fleet with three fully electric ambulances and 11 cars.
- In partnership with Too Good To Go, we have reduced our food waste, distributing 65,211 Magic Bags, saving 163 tonnes of carbon.