

J Sainsbury plc

Sainsbury's is a trusted, well-loved brand that has been providing customers with great value, high quality food for over 150 years.

We're the second biggest grocer in the UK with around 70 per cent of the UK shopping with Sainsbury's over the last year. Our 141,000 colleagues work hard every day to provide our growing customer base with superior service across all of our complementary brands.

Food is firmly at the heart of Sainsbury's. We consistently deliver outstanding value, unbeatable quality food and great service and we are committed to growing volumes ahead of the market. Whether they're shopping at our supermarkets, convenience stores or groceries online offering, we ensure that customers are able to access great value, high quality products in a way that suits them.

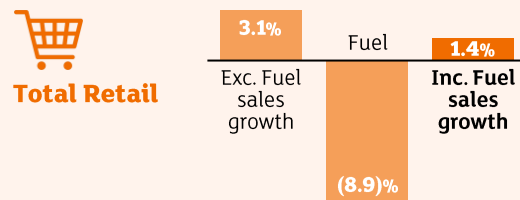
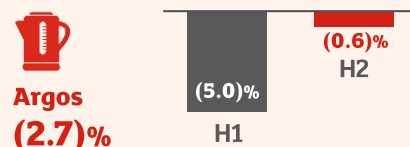
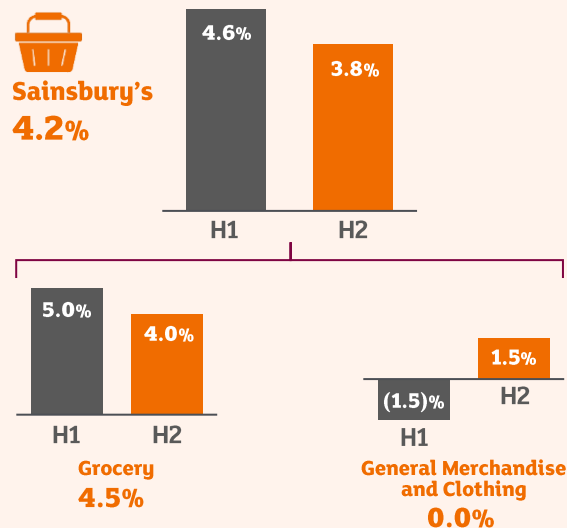
Alongside our food offer, we are one of the largest General Merchandise and Clothing retailers in the UK, with our brands Argos, Tu and Habitat delivering a wide range of complementary products and services to customers.

Through our Nectar business, we have built a world-leading loyalty platform and market-leading retail media capabilities



FY 24/25 Sales

Sales performance by category



LfL sales growth

3.2% Exc fuel
1.5% Inc fuel

Sales performance on an inc. VAT basis

FY 24/25 Financial Performance

Headline figures

£31,555m ↑3.1%
Underlying Retail sales (exc fuel)

£242m ↑ from £137m
Statutory profit after tax

£1,036m ↑7.2%
Retail underlying operating profit

23.1p ↑4.5%
Underlying basic earnings per share

Group performance

£1,066m ↑£7.1%
Total underlying operating profit

£531m ↓ from £639m
Retail free cash flow

£30m ↑3.4%
Financial Services operating profit

2.6x flat YoY
Net debt/underlying EBITDA

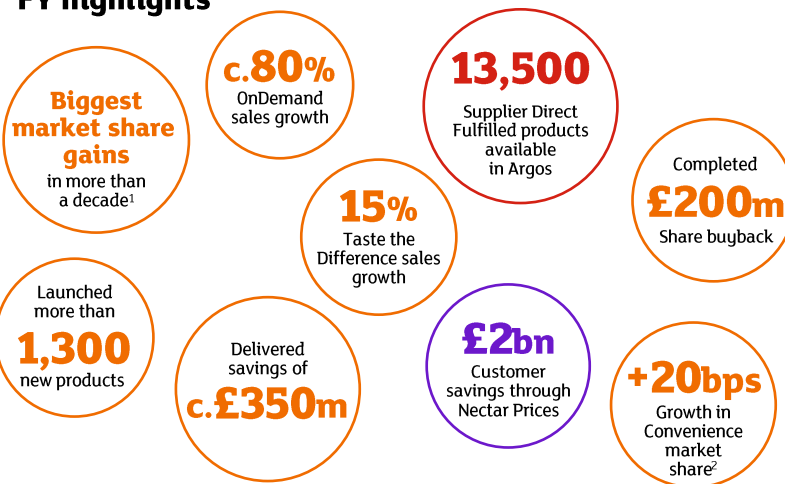
£761m ↑8.6%
Underlying profit before tax

£(264)m increase of £64m YoY
Net debt excluding lease liabilities

13.6p ↑3.8%
Total dividend per share

£(5,758)m increase of £204m YoY
Net debt including lease liabilities

FY highlights



Next level Sainsbury's strategy

Purpose and strategic outcomes

We make
**good food joyful,
accessible
and affordable**
for everyone,
every day



Our commitments

Food volume growth ahead of the market	
Customer satisfaction higher 26/27 vs 23/24	
Colleague engagement higher 26/27 vs 23/24	
Deliver our Plan for Better commitments	

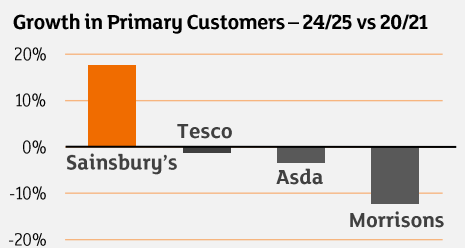
Deliver profit leverage from sales growth	
£1bn cost savings over three years to 26/27	
£1.6bn+ retail free cash flow over three years to 26/27	
Higher return on capital employed	

What we've delivered in 2024/25

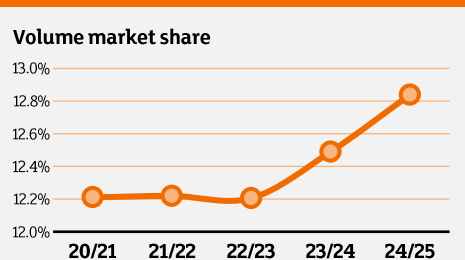
More and more customers are choosing Sainsbury's for their main food shop

Strong performance in year one of our Next Level strategy

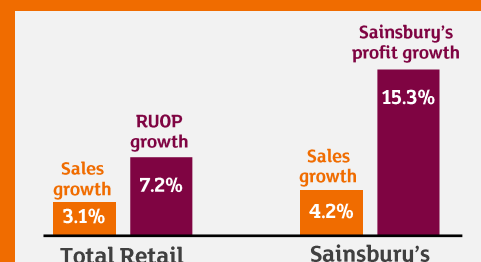
Significant growth in Primary Customers¹



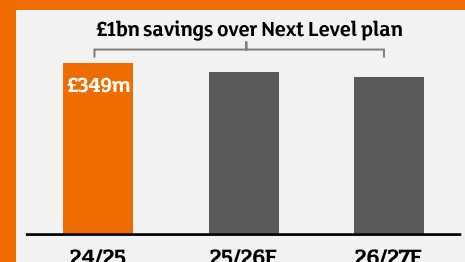
Biggest market share gains in over a decade¹



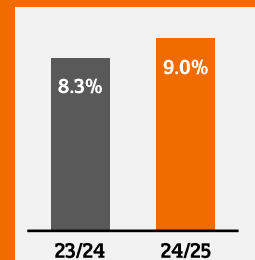
Delivering Profit Leverage



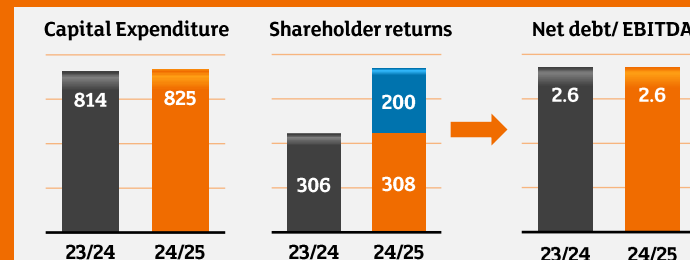
On track with cost savings ambitions



ROCE improvement



Investing in growth and efficiency, delivering higher shareholder returns and maintaining leverage



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¹ Kantar Panel, Grocery universe, Grocery volume market share gains YoY – from FY13/14 to FY 24/25, 52 weeks to 2 March 2025

² Nielsen EPOS, Convenience value market share change YoY (% pts). 52 weeks to 1 March 2025

³ Kantar Panel, Total FMCG (excl. Kiosk and Tobacco), Primary shopper number growth FY24/25 vs FY20/21, 52 weeks to 23 February 2025 vs 52 weeks to 28 February 2021