Sainsbury's

Interim Results
2026/27



Sainsbury's

Investing in the strength of our proposition



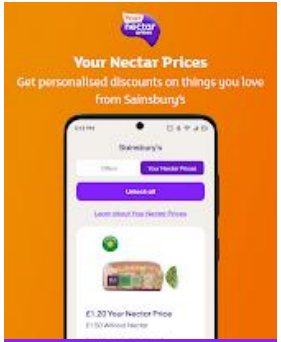
Consistently strong value



Excellent availability and service



Market leading quality and innovation



Personalised Nectar value deepening loyalty



Technology driving productivity



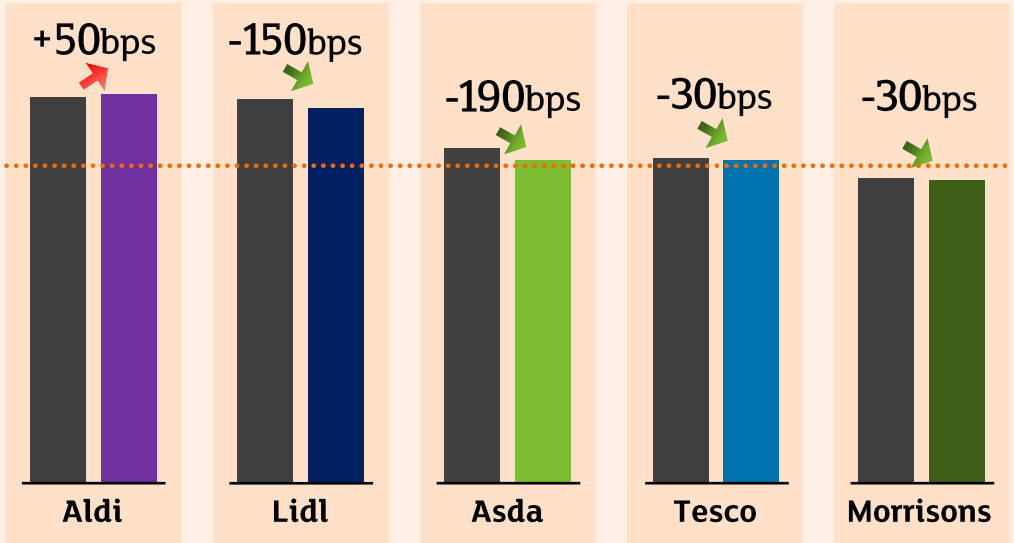
Investing in resilience and structural cost reduction

Sainsbury's

Strong value position

Value Index

February 2026 vs September 2026[1]





1. Value Reality, February 2026 vs September 2026; Acuity, internal modelling

Sainsbury's

Market-leading innovation building on quality advantage

2,000+
New and improved products this year

700+
Taste the Difference and Discovery products

750+
Products in the Full on Fibre range



Sainsbury's

Growing food space

New store openings
in key locations



Selective investment
in existing stores



Space rebalance
from GM to Food



Expanding
our Fresh Food range



Sainsbury's

Market leading supplier partnerships

Pioneering
cost of production models

Sharing the risk
when times are tough

Greater certainty
on price and profit

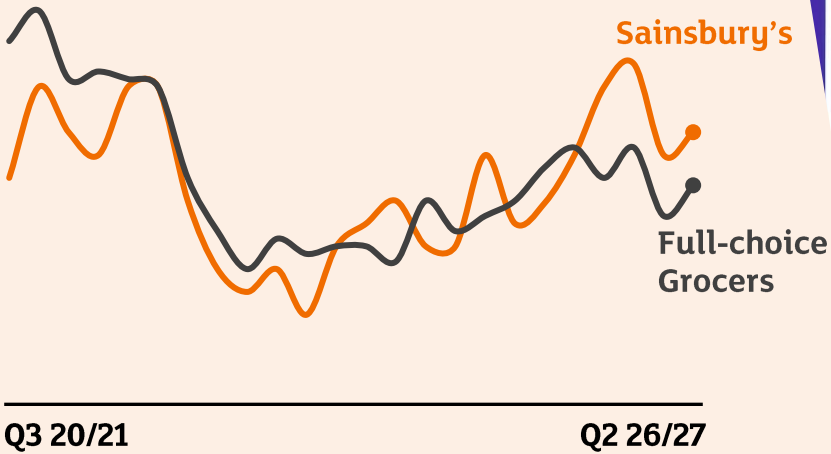
Securing quality & availability for customers



Sainsbury's

Trusted for value

Value for money
customer satisfaction[1]



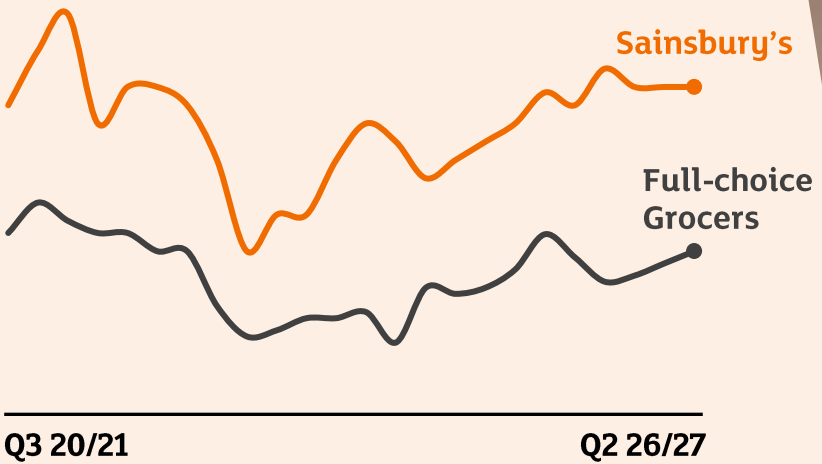


1. CSAT Supermarket Competitor Benchmarking data – Value for money spent versus average of Asda, Morrisons and Tesco

Sainsbury's

Outstanding quality sets us apart

Quality
customer satisfaction[1]





1. CSAT Supermarket Competitor Benchmarking data – Quality of items versus average of Asda, Morrisons and Tesco

Sainsbury's

Bringing more choice to more customers

c.1,500
new products per store[1]

+5%
Meat, Fish & Poultry space[2]

Overall customer satisfaction[3] ↑

Volume outperformance[4] ↑

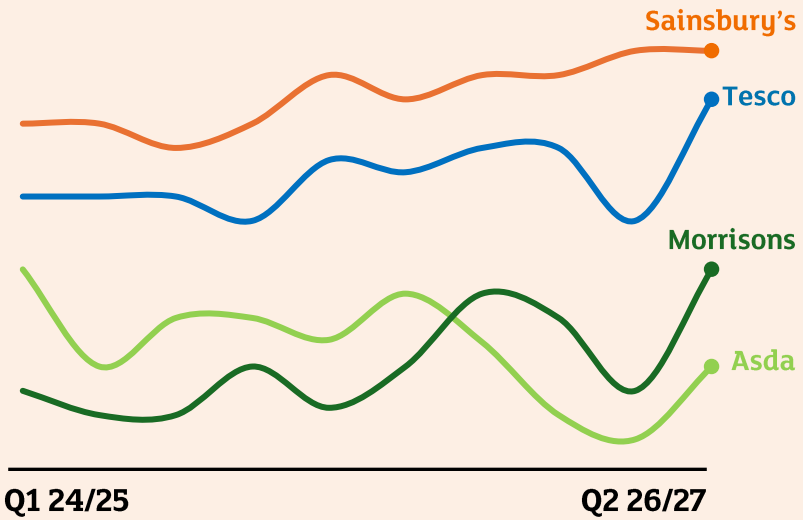


1. In supermarkets that received the most significant investment
2. In supermarkets following our fresh range reset
3. Lettuce Know. Customer satisfaction scores. Overall satisfaction - invested vs non-invested estate P1-P7 2026/2027 YoY
4. Overall invested supermarkets performance vs the rest of the estate

Sainsbury's

Consistent leader on customer satisfaction

Overall customer satisfaction[1]



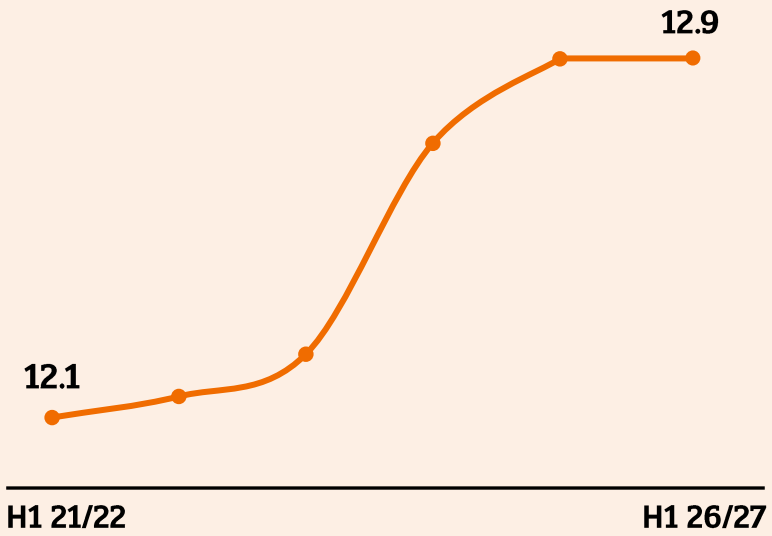


1. CSAT Supermarket Competitor Benchmarking data – Overall Supermarket Satisfaction. Note: Q1 2025/26 = P2 – P4 data as P1 data unavailable

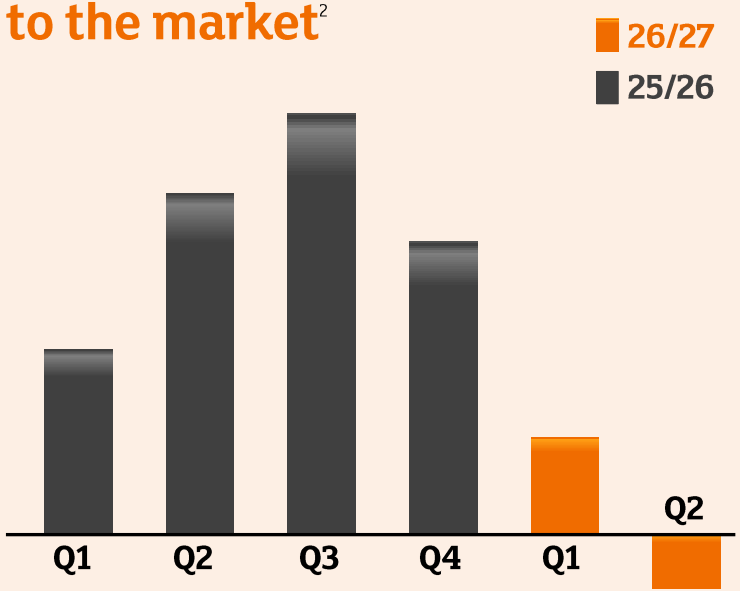
Sainsbury's

Long term outperformance

Volume market share[1]



Growth differential to the market[2]



1. Worldpanel by Numerator Panel, Total Fresh & Grocery exc. Kiosk & Tobacco, Sainsbury's Packs Market share, H1 2021/22 to H1 2026/27, 28 weeks to 13 September 2026
2. NielsenIQ EPOS, Total FMCG excl. Kiosk & Tobacco & GM, Sainsbury's units YoY growth differential versus Grocery Mults excl Sainsbury's, 28 weeks to 12 September 2026

Sainsbury's

Delivering our Winning Combination



Consistently strong value position



Investment in SmartShop, Groceries Online and On Demand



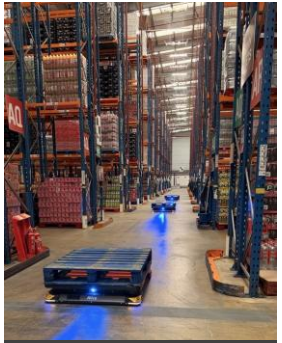
Best ever Christmas ranges



Strong Nectar engagement



Enhancing instore technology



Structural cost savings and higher productivity

Financial highlights

Bláthnaid Bergin
Chief Financial Officer



Sainsbury's

Our financial framework

01



Food volume growth

+

SG&A/sales reduction

+

Measured reinvestment in the customer proposition

=

Profit leverage from sales growth

02



Robust profitability

+

Disciplined capital investment

=

Strong sustained cash flows
and
higher return on capital

03



Strong sustained cash flows

+

Focused capital allocation

=

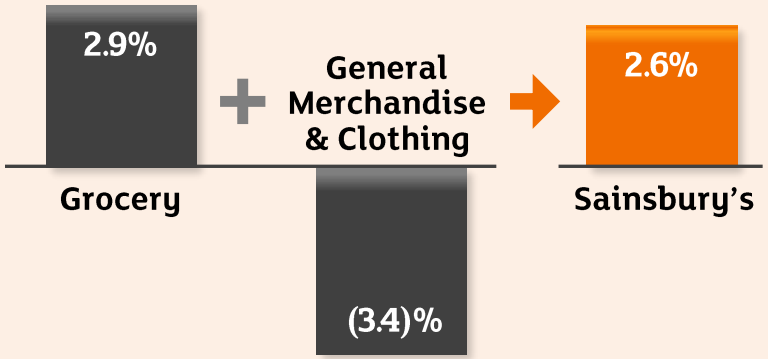
Enhanced shareholder returns

Sainsbury's

Total continuing sales growth

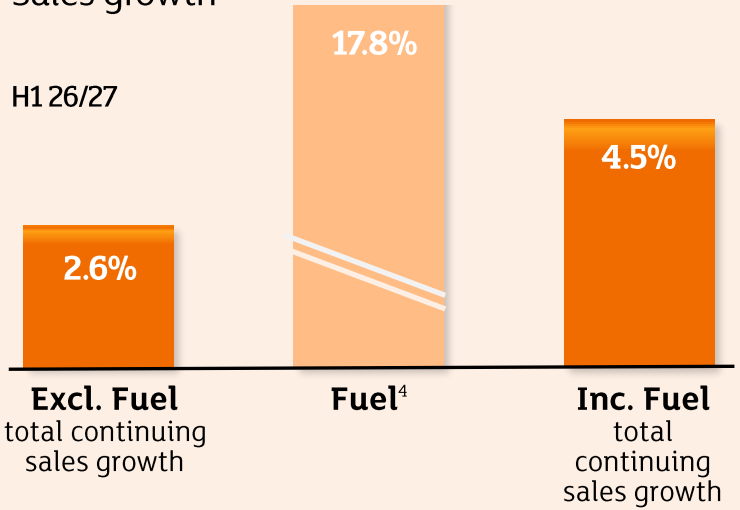
Sainsbury's
Sales growth[1,2,3]

H1 26/27



Total Continuing
Sales growth[2,3]

H1 26/27

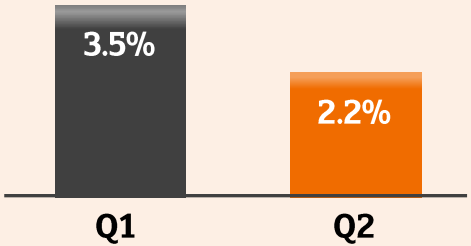


1. Excl. Fuel
2. Comparatives have been restated to reclassify Argos operations as a discontinued operation
3. Total sales in prior periods as previously presented plus commission on Financial Services
4. Fuel sales represent sales of fuel from our Petrol Filling Stations (PFS) and sales from our Ultra Rapid Electric Vehicle charging business, Smart Charge

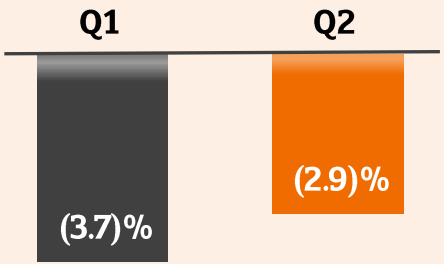
Sainsbury's

Total continuing sales growth by quarter

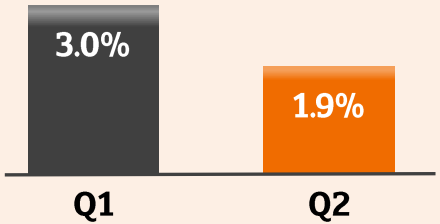
Grocery[1]



General Merchandise and Clothing[1]



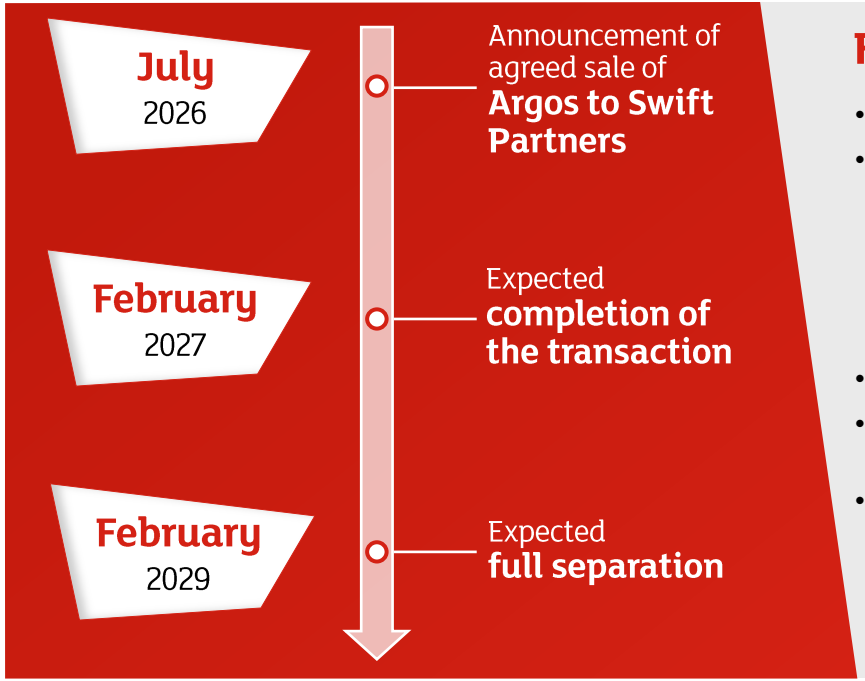
Sainsbury's[1,2]



1. Total sales in prior periods as previously presented plus commission on Financial Services
2. Excl. Fuel

Sainsbury's

Agreed sale of Argos to Swift Partners



Financial implications

- Argos now reported within non-underlying discontinued operations
- Cash proceeds of at least £120 million, expected to be offset by separation costs over the three year post completion
  - **At least £70 million to be received upon completion** (expected to be February 2027)
  - **Deferred consideration of £50 million to be received over the following three years**
- Non-cash impairment of around £350 million
- Lease adjusted net debt to reduce by around £250 million, primarily reflecting reduced liabilities
- Neutral impact on underlying operating profit, low single-digit underlying EPS accretion
  - **Income from commercial agreements with Swift Partners and reduced lease interest expenses expected to exceed dis-synergies and lost operating profit contribution from Argos**

Sainsbury's

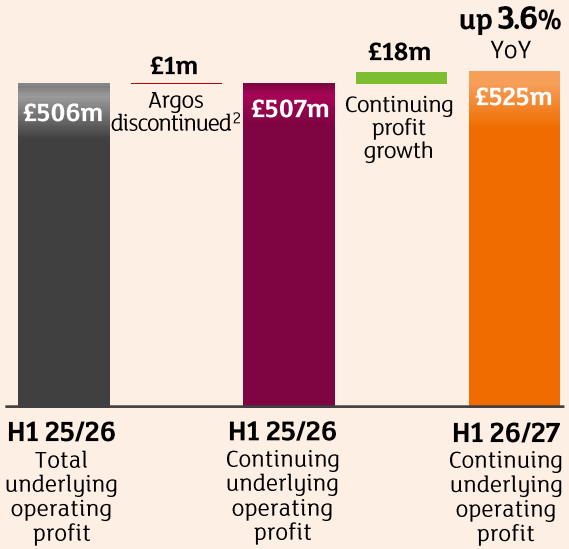
Argos discontinued operations pre-tax results

£m	H1 2026/27	H1 2025/26
Operating loss	(8)	(1)
Loss on disposal:	-	-
- Loss on classification as held for sale	(215)	-
- Separation costs	(102)	-
Restructuring and impairment costs	(37)	(4)
Net finance costs	(7)	(8)
Items excluded from underlying results – discontinuing operations	**(369)**	**(13)**

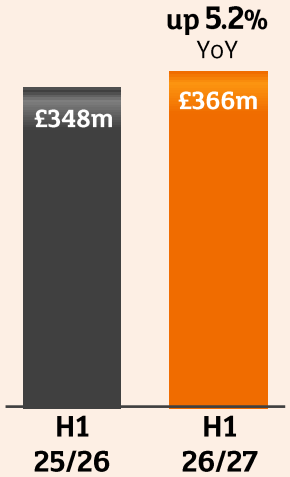
Sainsbury's

Continuing operations underlying profit

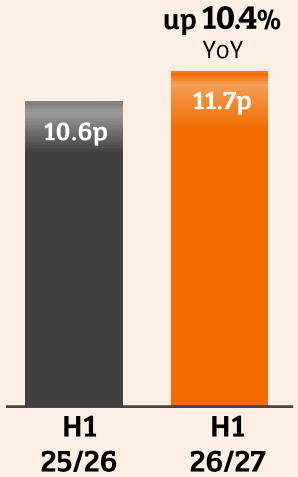
H1 continuing underlying operating profit[1]



UPBT YoY movement[1]



Continuing underlying EPS[1,3]



2026/27 Guidance

- We expect an underlying tax rate of **around 29 per cent**
- We expect underlying net finance costs to be **between £300 and £310 million** in 2026/27
- We expect an underlying depreciation and amortisation charge of **around £1.1 billion**

1. Comparatives have been restated to reclassify Argos operations as a discontinued operation
2. Including perimeter adjustments
3. The comparative period has been restated to reflect the deferred tax impact of an increased proportion of assets qualifying for tax allowances

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Items excluded from continuing underlying pre-tax results

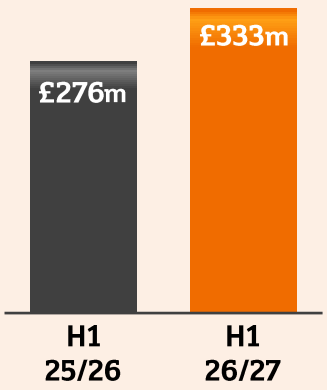
£m	H1 2026/27	H1 2025/26[1]
Retail restructuring programmes	8	(59)
Impairment of non-financial assets	-	(1)
IAS 19 pension income	9	16
Divestment costs	(87)	(2)
Other	10	(18)
Items excluded from underlying results – continuing operations	**(60)**	**(64)**

1. Comparatives have been restated to reclassify Argos operations as a discontinued operation

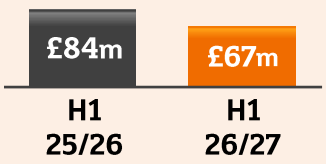
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Cash flow metrics

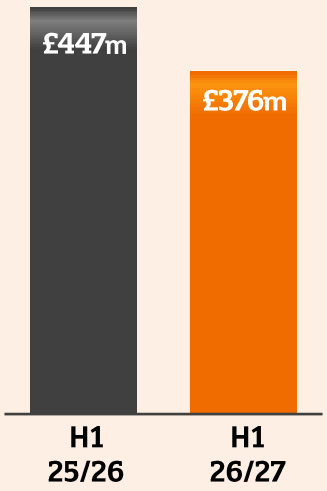
Free Cash Flow[1,2]



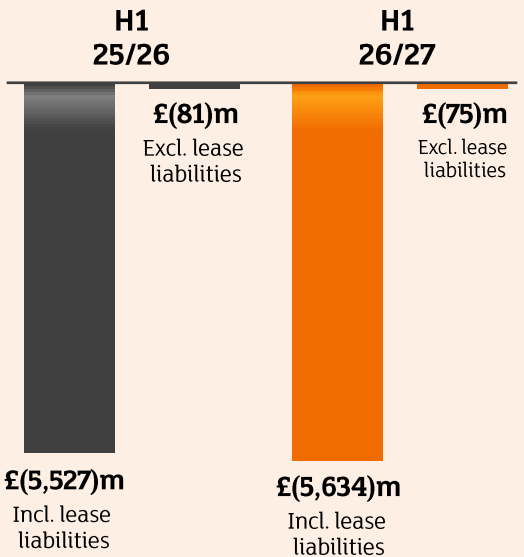
Underlying Working Capital movement[1,2]



Capital expenditure[1]



Net debt[3]



1. Comparatives have been restated to reclassify Argos operations as a discontinued operation
2. Prior period comparatives exclude Financial Services as it is recorded on a Retail basis
3. Net debt 2025/26 as previously reported. From the beginning of 2026/27 net debt has been restated to include Financial Services, following substantive completion of the exit from core banking operations and change in the business model

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Net debt and free cash flow

£m	H1 2026/27	H1 2025/26[1]
Adjusted net cash from operating activities	**931**	**928**
of which working capital movements	*67*	*84*
of which pension cash contributions	*(14)*	*(13)*
Capital expenditure	(376)	(447)
Disposal proceeds, Interest income	19	13
Lease repayments[2]	(241)	(218)
Free cash flow[3]	**333**	**276**
Dividends paid on ordinary shares	(213)	(223)
Share buyback[4]	(200)	(158)
Dividend received from Sainsbury's Bank	-	300
Divestment costs	(41)	(50)
Discontinued operations	(72)	34
Other[5]	(28)	52
Movement in net debt[6]	**(221)**	**231**
Opening Retail net debt as previously reported	(5,743)	
Opening balance adjustment	330	
Opening net debt[6]	**(5,413)**	**(5,758)**
Closing net debt[6]	**(5,634)**	**(5,527)**
of which **Lease liabilities**	**(5,559)**	**(5,446)**
of which **Net debt exc. lease liabilities**[6]	**(75)**	**(81)**

2026/27 Guidance

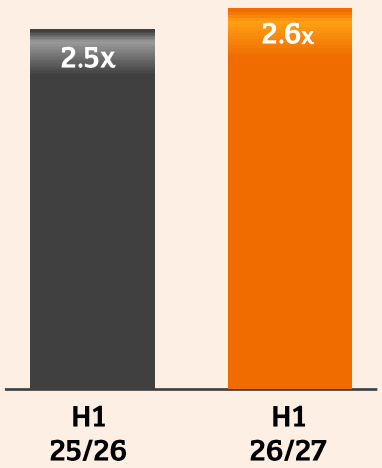
- We expect to deliver more than **£500 million** of free cash flow in 2026/27, in line with our commitment to generate at least £1.6 billion of Retail free cash flow over the three years to 2026/27
- We expect continuing cash capital expenditure of between **£750 million and £800 million** in 2026/27

1. Comparatives have been restated to reclassify Argos operations as a discontinued operation
2. Includes initial direct costs on right-of-use assets
3. Prior period comparatives exclude Financial Services as it is recorded on a Retail basis
4. Includes directly attributable costs on the purchase of own shares for cancellation
5. Includes the net movement in lease liabilities, reflecting non-cash additions and modifications offset by payments made. Also includes cash impact of share purchases (excluding share buyback) and proceeds from issuance of shares
6. Net debt definition excludes derivatives not linked to borrowings. Net debt 2025/26 as previously reported. From the beginning of 2026/27 net debt has been restated to include Financial Services, following substantive completion of the exit from core banking operations and change in the business model

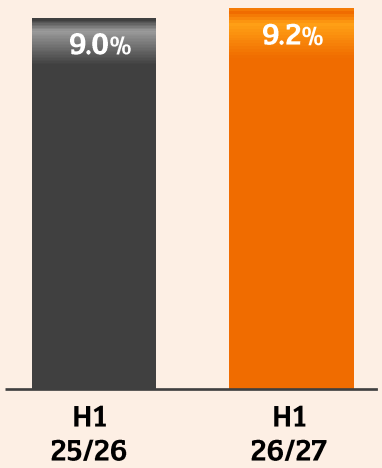
Sainsbury's

Balance sheet metrics

Net debt / Underlying EBITDA[1,2]



Return on capital employed[3]



2026/27 Guidance

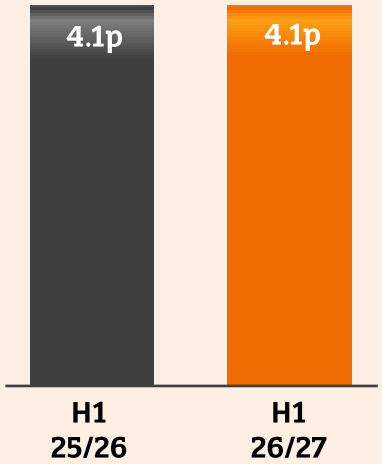
- We continue to target leverage of net debt to EBITDA **of 3.0x to 2.4x**

1. Net debt and underlying EBITDA H1 2025/26 as previously reported. From the beginning of 2026/27 net debt has been restated to include Financial Services, following substantive completion of the exit from core banking operations and change in the business model. Underlying EBITDA for 52 weeks to 12 September 2026 reflects the continuing business
2. 2026/27 net debt including lease liabilities of £5,634 million divided by underlying EBITDA of £2,129 million based on a 52 week rolling basis
3. Comparatives are as originally reported. Return is defined as a 52 week rolling underlying profit before interest and tax. Capital employed is defined as net assets excluding the pension surplus and net debt. The average is calculated on a 14 point basis, on an inclusive of discontinued operations basis

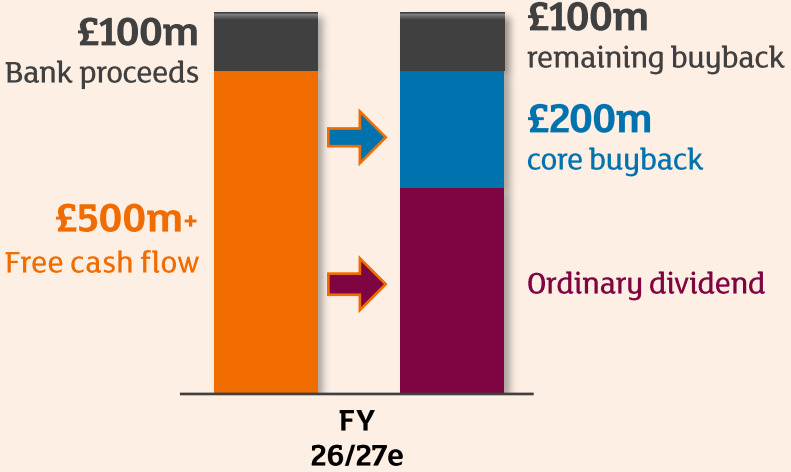
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Shareholder returns

Interim Dividend per Share



Shareholder Returns 26/27



2026/27
Guidance

- We have completed £200 million of the previously announced £300 million share buyback, with the remaining £100 million to be completed in the second half

Sainsbury's

Summary

What we've delivered
in H1 26/27

- **Underlying operating profit growth** in a more competitive grocery market
- **Free cash flow generation** in line with expectations
- **Enhanced cash returns to shareholders** £200 million buyback completed in H1
- **Agreed sale of Argos to Swift Partners**

Looking ahead

- Sustaining our strong competitive position
- Underlying operating profit of between **£1,025 million** and **£1,065 million**
- More than **£500 million free cash flow**
- Shareholder returns:
- **£100 million** remaining share buyback in H2

Delivering Next Level Sainsbury's

Simon Roberts
Chief Executive



Next Level Sainsbury's

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

First choice for food

Attract many more people to choose Sainsbury's as the place they come to for good food
and play a leading role in creating a sustainable food system in the UK

Loyalty everyone loves

Build a world-leading loyalty platform
- more personalised, joyful, rewarding and transparent – for everyone

More Argos, more often

Unleash and transform Argos around the three things that have always made it brilliant
- curated range, famously convenient experience and great value – so more customers buy more complete baskets more often

Save and invest to win

Save £1 billion and invest in transforming our capabilities
- taking another big leap forward in efficiency, productivity and customer focus, continuing to build a platform for growth

First choice for food

Attract many more people to choose Sainsbury's as the place they come to for good food – and play a leading role in creating a sustainable food system in the UK



First choice for food

- **More food** choice for **more customers**
- **Consistent value,** every day
- The **leader in freshness,** availability and innovation
- A **complementary range** of relevant products and services
- A **more resilient UK food system**

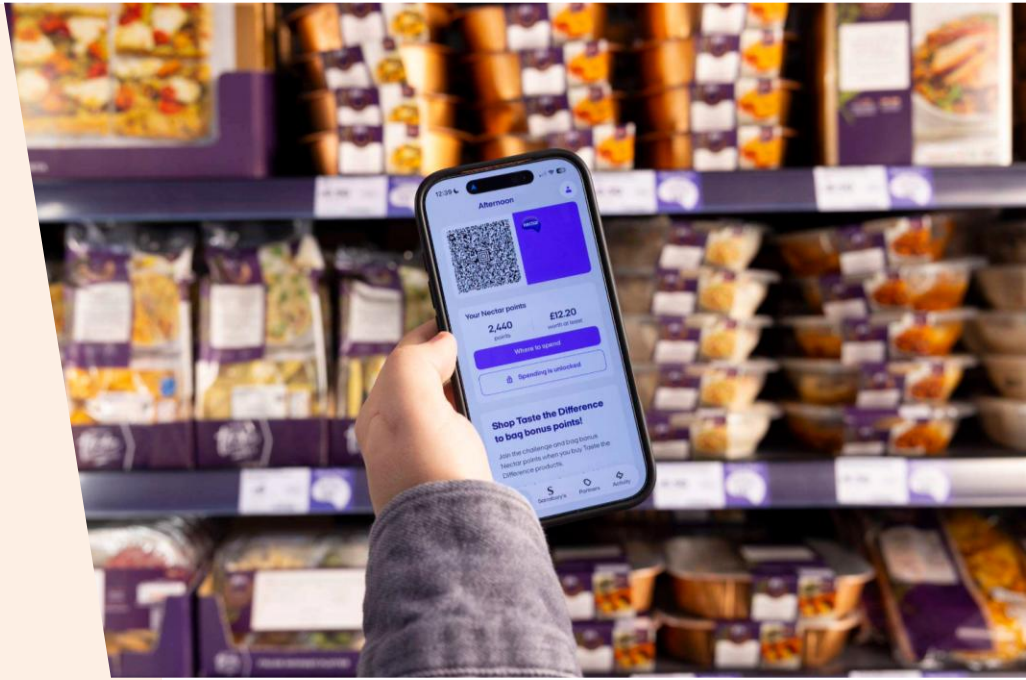
Unique value combination

First choice for food

11,000 products
every week

350 million
personalised offers
each week

Biggest
Aldi price match
in the market[1]



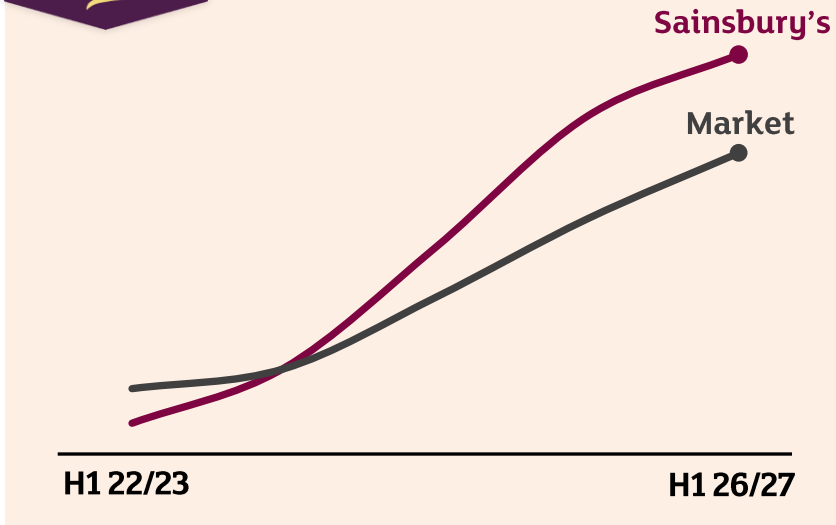
1. Based on average number of products included in Aldi Price Match over the first half

Taste the Difference...distinct quality advantage

First choice for food

Sainsbury's taste THE DIFFERENCE

Highest ever participation[1]...





1. Worldpanel by Numerator Panel, Total Fresh & Grocery exc. Kiosk & Tobacco, Premium OL share of packs in market excluding M&S , H1 2022/23 to H1 2026/27, 28 weeks to 13 September 2026

TTD Discovery...expanding quality lead

First choice for food

25% contribution
to **Taste the Difference** growth

Doubled Discovery
meat, fish and poultry **sales**[1]

Growing to over
200 products

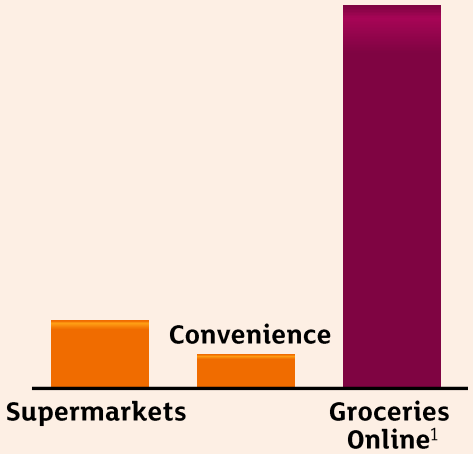


1. Taste the Difference Discovery sales P7 2026/27 v P13 2025/26

Every channel delivering growth

First choice for food

Channel sales growth



+27%
OnDemand sales growth

95%
of stores offering OnDemand



1. Groceries Online includes sales through Sainsburys.co.uk and sales through OnDemand channels serviced by supermarket and convenience locations

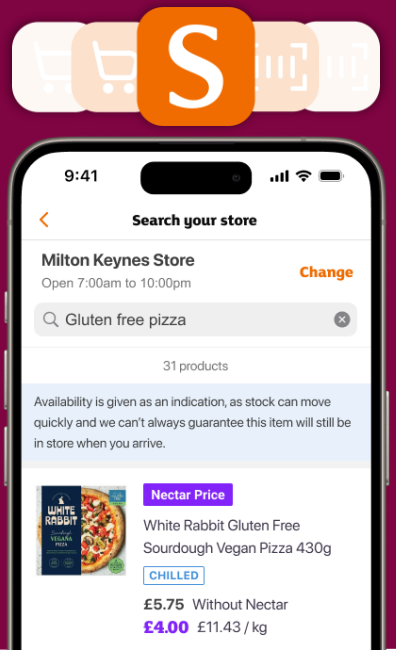
Digital innovation improving customer experience

First choice for food

One integrated app
with new features introduced to improve shopping experience

AI-driven SmartLists
Simpler to plan meals and manage budget

Search your store
Find products both online and in store with ease





Tu Clothing outperforming the market

+5ppts
style perception[1]

+2%
improvement in availability

+8%
best-ever Back to School sales

97%
stock accuracy, driven by RFID[2]



1. YouGov Brand Tracking, Style, H1 2026/27 vs H1 2025/26
2. Radio-frequency identification

Loyalty everyone loves



Build a world-leading loyalty platform – more personalised, joyful, rewarding and transparent – for everyone

Loyalty everyone loves

- **Personalised, rewarding** and **integrated** loyalty
- Joy and **connection beyond transactions**
- **World-leading** Nectar360 capabilities
- Strong **coalition of** partners
- **Always transparent** use of data

Taking Nectar to the Next Level

Loyalty everyone loves

nectar

NECTAR 360

Reward customers with points and £

Algorithms and AI improving customer proposition

A winning coalition

Insight that enables deeper customer understanding

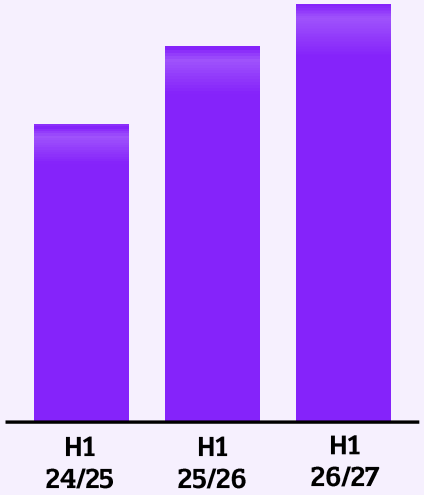
Targeting capabilities to enhance customer relevance

Retail media to connect customers with their favourite brands

Driving digital engagement

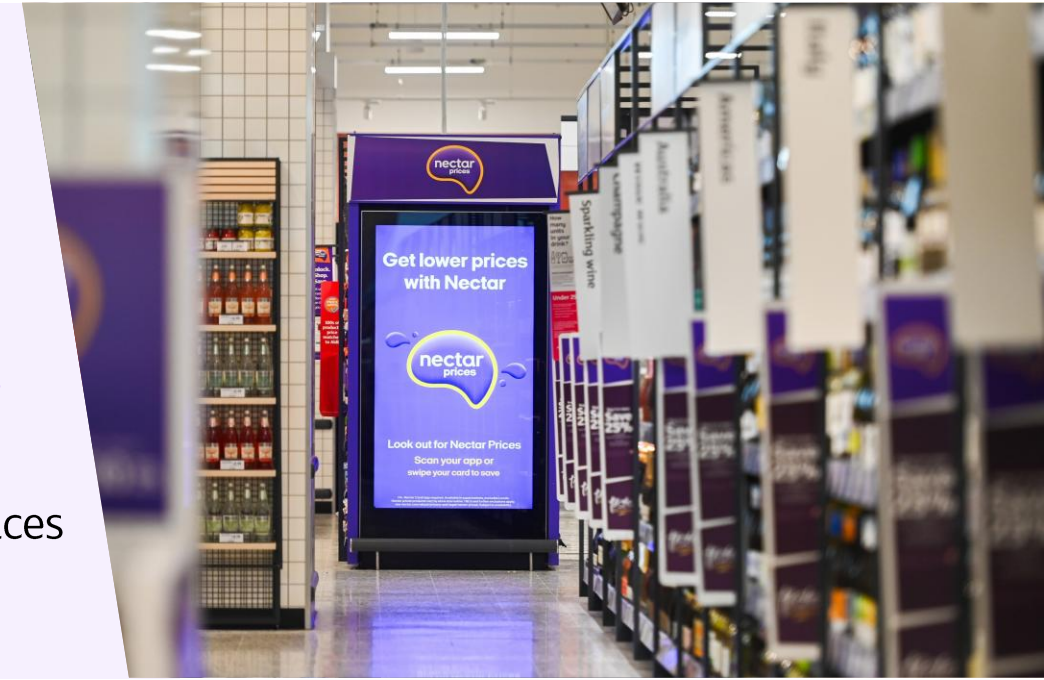
Loyalty everyone loves

Nectar participation
continues to grow



+9%
Digital Nectar users[1]

+17%
Your Nectar Prices customers[2]



1. 8-week digital active Nectar users – week 28 2026/27 vs 2025/26
2. Your Nectar Prices customers P7 2026/27 vs 2025/26

Personalised recommendations

Loyalty everyone loves

Strong results
from Nectar digital campaigns[1]

Over 71,000
more **healthy purchases**

Over 220,000
more **Taste the Difference purchases**



1. Nectar Healthy Choices and Taste the Difference campaigns – 3-week duration

Leading the way in UK Retail Media

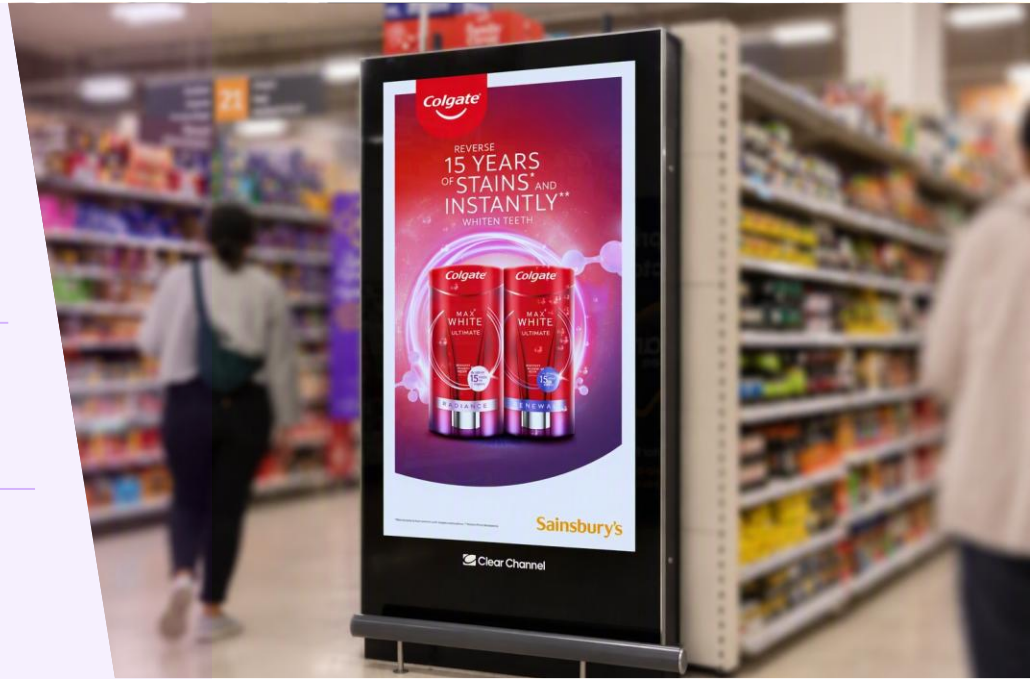
Loyalty everyone loves

Pollen: 600+ successful campaigns
transforming how we grow brands

UK's First
IAB accredited retail media network[1]

c.5,000
digital screens by year-end 26/27

On track
£100m incremental retail media profit over 3 years

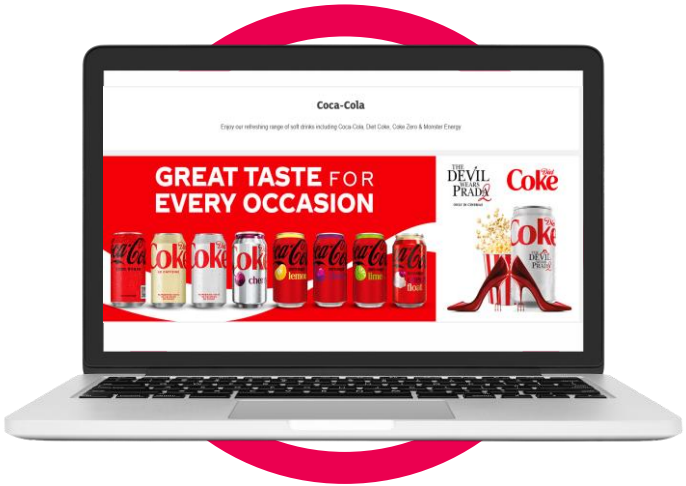


1. IAB Europe is the European-level association for the digital marketing and advertising ecosystem. The Retail Media Certification Programme is designed to bring greater clarity and consistency to how Retail Media is measured and reported

Pollen delivering best in class omnichannel campaigns

Loyalty everyone loves

Onsite - Sainsburys.co.uk



Instore Activation



Offsite Media



8 million

Customers reached[1]

3.7x

Incremental return on ad spend[1]

1. From measured channels activated through Nectar360 Pollen

More Argos, more often

Unleash and transform Argos around the three things that have always made it brilliant – curated range, famously convenient experience and great value – so more customers buy more complete baskets more often



More Argos, more often

- Famous for **convenience**
- Inspiring **choice**, always great **value**
- **Supercharged digital** capabilities
- **Accessible and relevant credit**, care and services
- **Smarter, simpler** service and stock flow

Securing a stronger future for Argos

More Argos, more often

Investment in people, stores and technology

Encouraging Marketplace launch

Strong new customer take up of new credit proposition

Profits and cost savings on track



Save and invest to win

Save £1 billion and invest in transforming our capabilities – taking another big leap forward in efficiency, productivity and customer focus, continuing to build a platform for growth



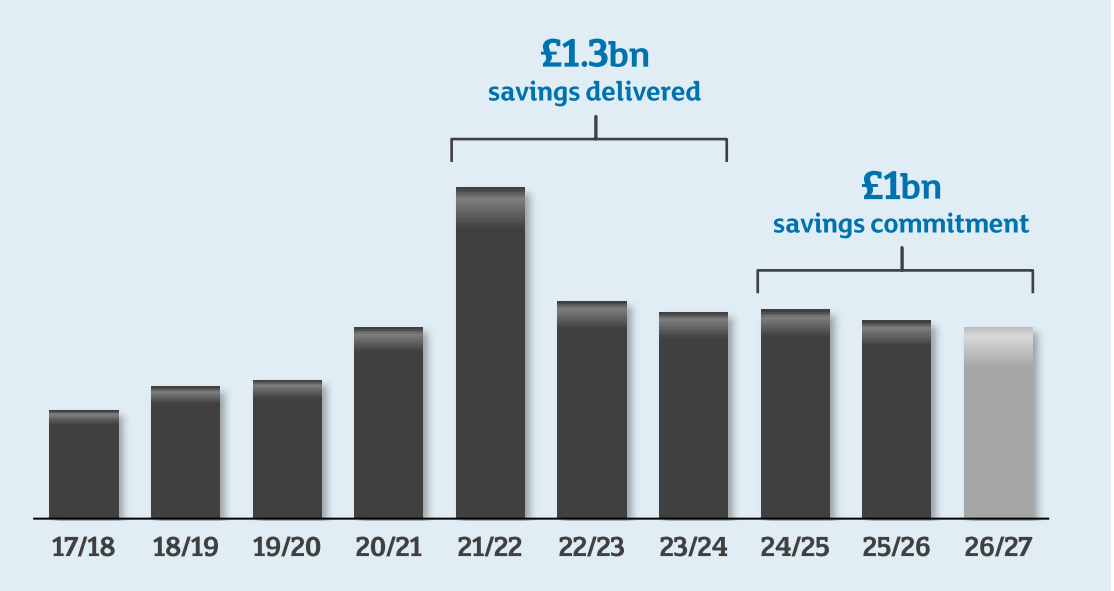
Save and invest to win

- **£1 billion** of structural **cost reduction**
- **Well-invested technology platform** protecting, competing and **unlocking the next level**
- **Simplified, automated**, more process-led business
- **Right-sized organisation**, set up to win

Strong operating cost savings

Save and invest to win

On track to deliver
£1bn
cost savings:



Technology & AI driving productivity

Save and invest to win

Facial recognition technology
improving colleague safety

Self checkout analytics
improving loss prevention

SmartShop handsets +20%
now in all supermarkets

Optimised reductions
reducing waste, improving efficiency



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[1]

1. Return is defined as a 52 week rolling underlying profit before interest and tax. Capital employed is defined as group net assets excluding the pension surplus and net debt. The average is calculated on a 14 point basis, on an inclusive of discontinued operations basis

Balanced choices delivering for all stakeholders

Trusted **value** position

Leading on **quality** and **innovation**

Market-leading loyalty platform

Investing in technology and efficiency

Delivering for shareholders



Appendices



Sainsbury's

Continuing operations guidance for 2026/27

Profit

- We expect to deliver underlying operating profit from continuing operations of between £1,025 million and £1,065 million

Finance costs

- We expect underlying net finance costs in 2026/27 to be between £300 million and £310 million

Space

- Subject to final planning consent, in total for 2026/27, we expect to open around ten supermarkets and around 25 convenience stores
- We expect a net space growth impact on sales of around 0.5 per cent in 2026/27

Depreciation and amortisation

- In 2026/27, we expect an underlying depreciation and amortisation charge of around £1.1 billion

Items excluded from underlying results

- Total cash costs for the three-year Next Level Sainsbury's restructuring programme expected to be around £150 million

Tax rate

- We expect an underlying tax rate in 2026/27 of around 29 per cent

Capital allocation

- We have completed £200 million of the previously announced £300 million share buyback, with the remaining £100 million to be completed in the second half

Capital expenditure

- We expect continuing cash capital expenditure of between £750 million and £800 million in 2026/27

Free cash flow

- We expect to deliver free cash flow of more than £500 million, in line with our commitment to generate at least £1.6 billion of Retail free cash flow over the three years to 2026/27

Net Debt

- We continue to target leverage of 3.0x - 2.4x to deliver a solid investment grade balance sheet.

Pension

- For 2026/27, the total defined benefit pension scheme contributions are expected to be around £27 million

Sainsbury's

Capital allocation framework: long-term value creation

1	**Invest in the business to support our strategy**	FY25-FY27: £800-£850m capex per annum, Retail free cash flow £1.6bn+
2	**A solid investment grade balance sheet**	Target leverage of 3.0x-2.4x net debt/EBITDA
3	**Deliver strong dividends for shareholders**	Progressive dividend policy
4	**Selectively invest in projects to grow or strengthen the business**	Strategic opportunities such as lease buy-ins & EV-charging
5	**Return surplus cash to shareholders**	Share buyback of £300m in FY26/27, to be reviewed annually

Sainsbury's

Sales growth by quarter[1,2]

	2025/26				2026/27			
Like-for-like sales performance (%)	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**H1**	
Like-for-like sales (exc. fuel)	4.8%	5.1%	4.4%	3.7%	2.3%	1.2%	1.9%	
Like-for-like sales (inc. fuel)	2.0%	3.3%	3.7%	1.9%	4.2%	3.4%	3.9%	
Total sales performance (%)	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**H1**	
Sainsbury's	5.0%	5.6%	4.9%	4.5%	3.0%	1.9%	2.6%	
Grocery	*5.1%*	*5.9%*	*5.4%*	*4.7%*	*3.5%*	*2.2%*	*2.9%*	
GM (Sainsbury's) + Clothing	*4.4%*	*2.0%*	*(1.1)%*	*1.5%*	*(3.7)%*	*(2.9)%*	*(3.4)%*	
Total Continuing (exc. fuel)	**5.0%**	**5.6%**	**4.9%**	**4.5%**	**3.0%**	**1.9%**	**2.6%**	
Fuel[3]	(13.6)%	(7.8)%	(1.2)%	(10.1)%	17.5%	18.2%	17.8%	
Total Continuing (inc. fuel)	**2.3%**	**3.7%**	**4.2%**	**2.5%**	**4.8%**	**3.9%**	**4.5%**	
Argos – Discontinued[1]	*4.2%*	*0.3%*	*(0.9)%*	*0.7%*	*(1.1)%*	*(2.7)%*	*(1.8)%*	
Total sales performance (£m)	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**H1**	**H1 2026/27 Proportion**
Sainsbury's	7,804	5,807	8,437	3,856	8,041	5,918	13,959	85.9%
Grocery	*7,349*	*5,458*	*7,830*	*3,647*	*7,603*	*5,579*	*13,182*	*81.2%*
GM (Sainsbury's) + Clothing	*455*	*349*	*607*	*209*	*438*	*339*	*777*	*4.8%*
Total Continuing (exc. fuel)	**7,804**	**5,807**	**8,437**	**3,856**	**8,041**	**5,918**	**13,959**	**85.9%**
Fuel[3]	1,115	824	1,103	517	1,310	974	2,284	14.1%
Total Continuing (inc. fuel)	**8,919**	**6,631**	**9,540**	**4,373**	**9,351**	**6,892**	**16,243**	**100%**
Argos – Discontinued[1]	*1,122*	*863*	*1,597*	*552*	*1,110*	*840*	*1,950*	*-*

1. Comparatives have been restated to present Argos operations as a discontinued operation
2. Total sales in prior periods as previously presented plus commission on Financial Services
3. Fuel sales represent sales of fuel from our Petrol Filling Stations (PFS) and sales from our Ultra Rapid Electric Vehicle charging business, Smart Charge

Sainsbury's

Continuing sales performance by channel

Total sales performance by channel	H1 2026/27 %	H1 2025/26[1] %
Supermarkets	**1.6**	3.4
Groceries Online (inc. OnDemand)[2]	**9.0**	13.4
Convenience	**0.8**	2.7

1. Comparatives have been restated to present Argos operations as a discontinued operation
2. Groceries Online includes sales through Sainsburys.co.uk and sales through OnDemand channels serviced by supermarket and convenience locations

Sainsbury's

Continuing underlying operating profit

As of 12 September 2026

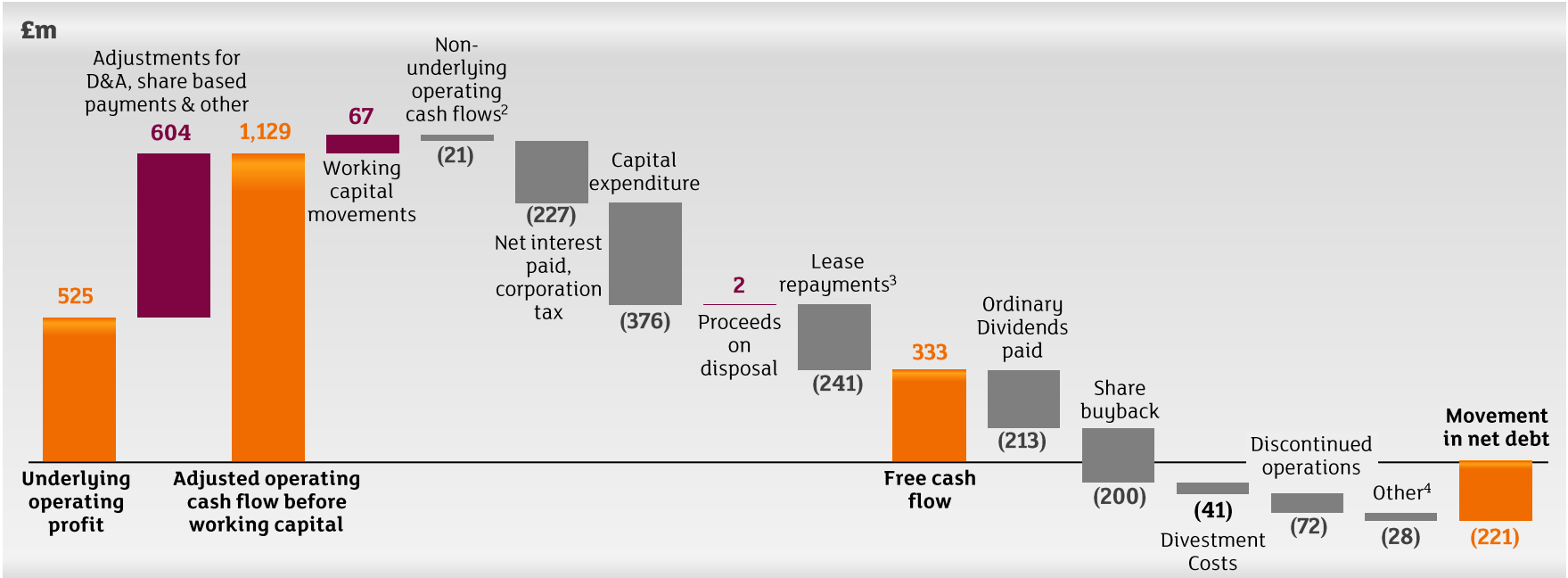
	H1 2026/27	H1 2025/26[1]	Change
Underlying sales (exc. VAT, inc fuel)[2] £m	**16,243**	15,596	4.1%
Underlying EBITDA[3] £m	**1,115**	1,085	2.8%
Underlying EBITDA margin[4] %	**6.86**	6.96	(10)bps
Underlying operating profit[5] £m	**525**	507	3.6%
Underlying operating margin[6] %	**3.23**	3.25	(2)bps

1. Comparatives have been restated to reclassify Argos operations as a discontinued operation
2. Total sales in prior periods as previously presented plus commission on Financial Services
3. Underlying operating profit before underlying depreciation and amortisation of £590 million (H1 2025/26: £578 million)
4. Underlying EBITDA divided by sales excluding VAT, including fuel
5. Profit before interest and tax excluding non-underlying items
6. Underlying operating profit divided by underlying sales excluding VAT, including fuel

Sainsbury's

Cash flow and net debt[1]

H1 26/27 Cash Flow



1. Net debt definition excludes derivatives not linked to borrowings. Net debt 2025/26 as previously reported. From the beginning of 2026/27 net debt has been restated to include Financial Services, following substantive completion of the exit from core banking operations and change in the business mode
2. Includes pension cash contributions
3. Includes initial direct costs on right-of-use assets. Lease interest paid included in "net interest paid, corporation tax" bar
4. Includes the net movement in lease liabilities, reflecting non-cash additions and modifications offset by payments made. Also includes cash impact of share purchases (excluding share buyback) and proceeds from issuance of shares

Sainsbury's

Financial metrics

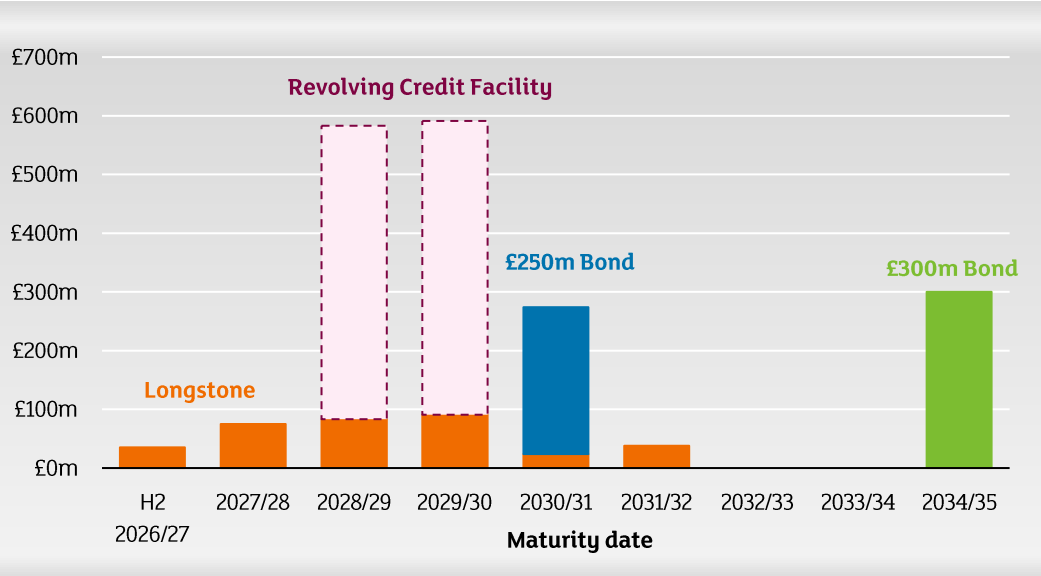
As of 12 September 2026

	H1 2026/27	H1 2025/26
Return on capital employed[1]	**9.2%**	9.0%
Net debt to EBITDA[2,3]	**2.6x**	2.5x
Fixed charge cover[4]	**2.8x**	2.8x
Underlying tax rate[5]	**29.0%**	29.9%

1. Comparatives are as originally reported. Return is defined as a 52 week rolling underlying profit before interest and tax. Capital employed is defined as net assets excluding the pension surplus and net debt. The average is calculated on a 14 point basis, on an inclusive of discontinued operations basis
2. Net debt and underlying EBITDA H1 2025/26 as previously reported. From the beginning of 2026/27 net debt has been restated to include Financial Services, following substantive completion of the exit from core banking operations and change in the business model. Underlying EBITDA for 52 weeks to 12 September 2026 reflects the continuing business
3. 2026/27 net debt including lease liabilities of £5,634 million divided by underlying EBITDA of £2,129 million based on a 52 week rolling basis
4. Comparatives are as originally reported. The period ended 12 September 2026 is based on continuing operations
5. Comparative period has been restated to reflect the deferred tax impact of an increased proportion of assets qualifying for tax allowances and present Argos operations as a discontinued operation

Debt and liquidity

Borrowing Facility Maturities[1]



Investment Grade credit ratings with Moody's (Baa3 stable) and Standard & Poor's (BBB stable) maintained

£5bn Euro Medium Term Note programme established in January 2025, with 2 outstanding bonds

Longstone fully amortises by April 2031

Undrawn £1bn committed Revolving Credit Facility with maturities spread over 2028 and 2029. This is supplemented by £270m of uncommitted borrowing facilities

Supportive banking group comprising 11 international and domestic banks

1. Excludes £120 million Sainsbury's Bank Bond. This has a final maturity of 2033 with a call date between September 2027 and March 2028.

Sainsbury's

Sainsbury's sales area and store numbers

As at 12 September 2026

Supermarkets

	Area ('000 sq ft)	Number
Opening figures 25/26	21,139	609
New stores	62	2
Closures	-	-
Reclassifications	31	-
Closing figures H1 26/27	**21,232**	**611**

Convenience

	Area ('000 sq ft)	Number
Opening figures 25/26	2,120	885
New stores	31	14
Closures	-	-
Reclassifications	(2)	-
Closing figures H1 26/27	**2,149**	**899**

Total

	Area ('000 sq ft)	Number
Opening figures 25/26	23,259	1,494
New stores	93	16
Closures	-	-
Reclassifications	29	-
Closing figures H1 26/27	**23,381**	**1,510**

Sainsbury's

Sainsbury's store estate

As at 12 September 2026

Number of stores

Sq ft sales area	Under 10,000	10,000 to 20,000	20,000 to 40,000	40,000 to 60,000	Over 60,000	Total
Convenience	899	-	-	-	-	**899**
Supermarkets	45	122	191	189	64	**611**
Total stores	**944**	**122**	**191**	**189**	**64**	**1,510**

Space by store size ('000 sq ft)

Sq ft sales area	Under 10,000	10,000 to 20,000	20,000 to 40,000	40,000 to 60,000	Over 60,000	Total
Convenience	2,149	-	-	-	-	**2,149**
Supermarkets	355	1,834	5,515	9,177	4,353	**21,232**
Total stores[1]	**2,503**	**1,834**	**5,515**	**9,177**	**4,353**	**23,381**

1. Total stores space may differ from the sum of Convenience and Supermarkets space due to rounding to the nearest thousand square feet

Sainsbury's

Sainsbury's store openings and closures

H1 2026/27

Supermarket

New stores

Sutton Coldfield

Dumfries

Convenience

New stores

Brighton University Local

Lond Bridge St Thomas Street Local

Bermondsey Southwark Park Rd Local

Kingston Station Local

Sutton Station Local

Luton Airport Local

Glasgow Pitt Street Local

Camden Parkway Local

Westminster William IV Street Local

Hyde Stockport Road Local

Manchester Airport Local

Ryhope South Willow Farm Local

Wirral Waters Duke Street Local

White City Fountain Park Way Local

Plc Board



Martin Scicluna
Chair



Simon Roberts
Chief Executive



Bláthnaid Bergin
Chief Financial Officer



Jo Bertram
Non-Executive Director



Katie Bickerstaffe
Non-Executive Director



Steve Hare
Non-Executive Director



Jo Harlow
Non-Executive Director



Adrian Hennah
Senior Independent Director



Tanuj Kapilashrami
Non-Executive Director



Keith Weed CBE
Non-Executive Director



Nick Grant
General Counsel and Company Secretary

Sainsbury's

Plc Board

Martin Scicluna
Chair

Date of Appointment:
November 2018 (Chair from March 2019)

Committee members:
- Corporate Responsibility and Sustainability Committee
- Nomination and Governance Committee (Chair)

Key competencies:
Martin brings a wealth of experience from over 30 years' service as an executive and non-executive board director at a wide range of companies. Martin has extensive experience as a Chair. He brings valuable knowledge and skills in developing strategy and evaluating business opportunities, along with understanding of the financial services sector and how it operates. As Chair, Martin has a deep understanding of governance and what is needed to lead an effective Board.

External appointment:
None

Previous roles:
- Chairman, RSA Insurance Group plc
- Chairman, Great Portland Estates plc
- Senior Independent Director and Chair of the Audit Committee, Worldpay Inc.
- Non-Executive Director and Chair of the Audit Committee, Lloyds Banking Group plc
- Chairman, Deloitte LLP
- Partner, Deloitte LLP

Tenure:
7-9 years

Simon Roberts
Chief Executive

Date of Appointment:
June 2020

Committee members:
Corporate Responsibility and Sustainability Committee

Key competencies:
Simon has over 35 years' retail sector experience, having started his career on the shop floor. Since joining Sainsbury's in 2017 as Retail & Operations Director, Simon has championed a people-first, purpose-driven approach, placing colleagues, customers, and communities at the heart of the business. A passionate advocate for UK farmers and suppliers, Simon is focused on creating long term partnerships with the people who make our food. Under Simon's leadership, Sainsbury's has also doubled down on its commitment to tackling food poverty through impactful partnerships with charities including Comic Relief and Fareshare.

External appointment:
- President of IGD
- Member of the Government's Food Strategy Advisory Board
- Member of the Government's Retail Sector Council
- Advisory Board Member of Diversity in Retail

Previous roles:
- Executive Vice President, Walgreens Boots Alliance
- President, Boots UK and Ireland
- Chair, Institute of Customer Service

Tenure:
4-6 years

Bláthnaid Bergin
Chief Financial Officer

Date of Appointment:
March 2023

Key competencies:
Bláthnaid is a highly respected leader with a strong record of financial leadership. Over the last seven years at Sainsbury's, she has supported the development and delivery of our strategy. Bláthnaid has extensive international and finance experience gained during previous and current executive and non-executive positions.

External appointment:
Non-Executive Director of Haleon plc

Previous roles:
- Senior finance leadership roles, Aviva and RSA
- Senior finance roles, GE (working across Europe, Asia and Australia)
- Non-Executive Director, Chair of the Audit Committee and Senior Independent Director of Artemis Alpha Investment Trust

Tenure:
0-3 years

Sainsbury's

Plc Board

Jo Bertram
Non-Executive Director

Date of Appointment:
July 2022

Committee members:
- Corporate Responsibility and Sustainability Committee
- Nomination and Governance Committee

Key competencies:
Jo is an experienced strategic business leader with a track record of leading complex businesses through transformation and change. Jo's experience leading technology and consumer-facing businesses brings valuable perspective as Sainsbury's continues to use digital solutions and technology to make shopping easier and more convenient for customers.

Previous roles:
- CEO, O2 Business
- Managing Director, Business & Wholesale, Virgin Media O2
- Senior leadership roles, O2
- Regional General Manager, Northern Europe, Uber
- Various roles at McKinsey & Company and Accenture

Tenure:
4-6 years

Katie Bickerstaffe
Non-Executive Director

Date of Appointment:
July 2025

Committee members:
- Corporate Responsibility and Sustainability Committee
- Nomination and Governance Committee

Key competencies:
Katie is a highly regarded retail and consumer business leader, bringing strong perspectives on digital business models and transformation programmes. Katie's strong perspectives on digital transformation will greatly contribute to our strategic direction.

External appointment:
- Non-Executive Director of Aberdeen Group plc
- Non-Executive Director of Barratt Redrow plc
- Non-Executive Director and Senior Independent Director of Diploma plc

Previous roles:
- Co-CEO of M&S
- Executive Chair and CEO Designate at SSE
- CEO, UK & Ireland at Dixons Carphone
- Various senior roles at Somerfield Stores group, Dyson, PepsiCo and Unilever

Tenure:
1-3 years

Steve Hare
Non-Executive Director

Date of Appointment:
July 2025

Committee members:
- Audit Committee
- Nomination and Governance Committee

Key competencies:
Steve is a very experienced leader of digital and tech businesses. Steve built over 10 years' experience leading the finance function for three listed UK companies, Steve qualified as a chartered accountant in 1985 with Ernst & Whinney, now part of EY, and holds a bachelor of commerce degree from Liverpool University. Steve's expertise in leading tech businesses will greatly contribute to our strategic direction.

External appointment:
CEO of Sage Group plc

Previous roles:
- Operating Partner and Co Head of the Portfolio Support Group, Apax Partners
- Chief Financial Officer, Invensys plc
- Group Finance Director, Spectris plc
- Chief Financial Officer, Marconi plc

Tenure:
1-3 years

Plc Board

Jo Harlow
Non-Executive Director

Date of Appointment:
September 2017

Committee members:
- Corporate Responsibility and Sustainability Committee
- Nomination and Governance Committee
- Remuneration Committee (Chair)

Key competencies:
Jo brings a wealth of experience in consumer-facing businesses and the telecoms and technology industries, both in the UK and internationally. Jo has broad experience from executive and nonexecutive roles. Jo was previously Chair of the Corporate Responsibility and Sustainability Committee and has helped the business deliver and evolve its sustainability strategy. She also brings current external remuneration committee experience.

External appointment:
- Senior Independent Director and Chair of the Remuneration Committee of Halma plc
- Senior Independent Director and member of the Remuneration and Nominations Committees at Centrica plc
- Director of Chapter Zero

Previous roles:
- Non-Executive Director and Chair of the Remuneration Committee, InterContinental Hotels Group plc
- Corporate Vice President, Phones Business Unit, Microsoft Corporation
- Executive Vice President, Smart Devices, Nokia
- Senior management roles, Nokia
- Marketing, sales and management roles, Reebok International Limited and Procter & Gamble

Tenure:
7-9 years

Adrian Hennah
Senior Independent Director

Date of Appointment:
April 2021 (Senior Independent Director from July 2025)

Committee members:
- Audit Committee (Chair)
- Nomination and Governance Committee
- Remuneration Committee

Key competencies:
Adrian has significant financial and strategic expertise from leading the performance and strategy of many large companies. Adrian brings extensive financial and leadership experience to Sainsbury's gained from Chief Financial Officer positions held in some of the UK's largest companies.

External appointment:
- Non-Executive Director of Oxford Nanopore Technologies plc
- Non-Executive Director of Unilever plc
- Trustee of Our Future Health

Previous roles:
- Non-Executive Director and Chair of the Audit Committee, RELX plc
- Chief Financial Officer, Reckitt Benckiser plc
- Chief Financial Officer, Smith & Nephew plc
- Chief Financial Officer, Invensys plc
- Finance and operations roles, GlaxoSmithKline
- Audit and consultancy roles, PwC and Stadtsparkasse Köln

Tenure:
4-6 years

Sainsbury's

Plc Board

Tanuj Kapilashrami
Non-Executive Director

Date of Appointment:
July 2020

Committee members:
- Nomination and Governance Committee
- Remuneration Committee

Key competencies:
Tanuj is an international banker with significant experience in strategy, transformation, talent and change management, both in the UK and globally. Tanuj is a recognised thought-leader on the future of work and a valuable member of the Board as the business continues to adapt and support its colleagues in a rapidly changing marketplace.

External appointment:
- Chief Strategy and Talent Officer of Standard Chartered Bank
- Member of Standard Chartered Foundation Board of Trustees
- Member of the Asia House Board of Trustees
- Director of Mindbeat Global Limited.

Previous roles:
- Director, Financial Services Skills Commission Limited
- Chief Human Resources Officer, Standard Chartered
- Senior HR leadership roles across global and regional markets, HSBC
- Board member of Vault22
- Associate Non-Executive Director of the Board of NHS England

Tenure:
4-6 years

Keith Weed CBE
Non-Executive Director

Date of Appointment:
July 2020

Committee members:
- Audit Committee
- Corporate Responsibility and Sustainability Committee (Chair)
- Nomination and Governance Committee

Key competencies:
Keith is an exceptionally capable marketing and digital leader. He has championed new ways of integrating sustainability into business and building brands with purpose. Keith plays an important role in Sainsbury's plan to become First choice for food and delivering on our Plan for Better. He has an excellent understanding of both sustainability and digital, and the ways that technology is transforming businesses.

External appointment:
- Non-Executive Director of WPP plc
- Independent Non-Executive Director of i-Genie
- Trustee Director of Business in the Community
- Trustee Director of The Leverhulme Trust
- President of the Royal Horticultural Society
- Trustee of Grange Park Opera

Previous roles:
- Chief Marketing and Communications Officer, Unilever plc
- Senior leadership roles across multiple businesses, Unilever plc
- Leadership of global sustainability programme, Unilever plc

Tenure:
4-6 years

Nick Grant
General Counsel and Company Secretary

Date of Appointment:
July 2024

Key competencies:
Nick provides legal and corporate governance advice and support to the Board and Committees and oversees secretarial support for all legal entities within the Group. Prior to this appointment Nick was Director of Legal Services at Sainsbury's for eight years, leading a full-service in-house team of 40 legal advisors and advising senior management on corporate transactions, material litigation and reputation management.

Sainsbury's

Operating Board



Simon Roberts
Chief Executive



Bláthnaid Bergin
Chief Financial Officer



Rhian Bartlett
Chief Commercial
and Sustainability Officer



Graham Biggart
Managing Director Argos



Tracey Clements
Chief Retail, Logistics
and Supply Chain Officer



Patrick Dunne
Chief Property and Procurement Officer,
and MD Smart Charge



Mark Given
Chief Technology, Marketing
and Data Officer

Operating Board

Simon Roberts
Chief Executive

See Appendix 13

Bláthnaid Bergin
Chief Financial Officer

See Appendix 13

Rhian Bartlett
Chief Commercial and Sustainability Officer

Date of Appointment:
November 2020

Key competencies:
Rhian joined the Operating Board in November 2020, having returned to Sainsbury's in 2019 as Director of Fresh Food. In a newly formed role, embedding sustainability at the heart of commercial decision making, Rhian is responsible for delivering the commercial and sustainability performance of Sainsbury's business and brands. Rhian is also the Operating Board Sponsor for Gender.

External appointment:
- Senior Independent Director, Speedy Hire PLC

Previous roles:
- Over 20 years' retail sector experience
- Customer and Digital Director, Screwfix
- Director of UK Trading, eBay

Graham Biggart
Managing Director Argos

Date of Appointment:
March 2022

Key competencies:
Graham is the Managing Director for our Argos business, ensuring its continued success as one of the largest General Merchandise retailers in the UK, and a digital leader with iconic consumer brands such as Habitat, Chad Valley and Bush. He also leads our Strategy for the whole of the Sainsbury's Group, and is the Operating Board Sponsor for Ethnicity.

Graham joined Sainsbury's in 2015 and has led a number of different areas of the business in that time, across commercial, change, operations and channels, including as Chief Strategy Officer, Chief Supply Chain & Logistics Officer, Chief Transformation Officer, Chief Commercial Officer, GM & Clothing, Commercial Director for Fresh Food & Foodservice, and Commercial Operations Director, which included the Sainsbury's Local and Argos Republic of Ireland businesses.

External appointment:
- Non-Executive Director and Chair of the Risk & Audit Committee, GS1 UK

Previous roles:
- McKinsey & Company
- Brunswick Group

Sainsbury's

Operating Board

Tracey Clements
Chief Retail, Logistics and Supply Chain Officer

Date of Appointment:
March 2022

Key competencies:
Tracey joined the Operating Board as Chief Retail, Logistics and Supply Officer in September 2025. In her role, Tracey oversees Sainsbury's Retail, Digital, Customer Experience, Supply Chain and Logistics. Tracey is also the Operating Board Sponsor for Wellbeing at Sainsbury's.

Tracey has a broad and deep understanding of the grocery sector with experience across retail operations, convenience retail, strategy, loyalty & marketing and customer service.

External appointment:
- Trustee, the Retail Trust

Previous roles:
- Managing Director of Convenience, Tesco
- CEO, One Stop Stores Ltd
- Chief Operating Officer, Boots UK & Ireland
- Senior Vice President of Mobility and Convenience Europe, bp

Patrick Dunne
Chief Property and Procurement Officer, and MD Smart Charge

Date of Appointment:
January 2025

Key competencies:
Patrick joined the Operating Board in January 2025. He joined Sainsbury's in 2017 as Director of Procurement and Cost Transformation responsible for improving governance and driving greater value for money across our extensive cost base and goods not for resale spend.

In 2018 Patrick was asked to lead the group's extensive property portfolio as group property and procurement director. Patrick also leads our carbon activities to achieve net zero by 2035 and recently initiated and set-up our new electrical vehicle charging venture Smart Charge.

In 2019 Patrick was celebrated as global procurement leader of the year for the Chartered Institute of Procurement (CIPS).

Previous roles:
- Over 30 years' experience in global industries, automotive, manufacturing and retail
- Chief Operating Officer, Howdens Manufacturing,
- MD, MFI Asia Limited
- Chief Property and Procurement Officer, Walgreens Boots Alliance
- Trustee, the University of London

Mark Given
Chief Technology, Marketing and Data Officer

Date of Appointment:
June 2020

Key competencies:
Mark joined the Operating Board in June 2020 and oversees Technology, Data and Analytics alongside Marketing and Nectar 360. Under his leadership, the Group is accelerating investment and driving maximum value by bringing together critical expertise in Technology, AI, loyalty and customer engagement. Mark first joined Sainsbury's in 2012, becoming Marketing Director in 2017.

He was appointed Chief Marketing Officer in August 2019 and has responsibility for Marketing & Loyalty across Sainsbury's and Tu clothing. Mark has also been responsible for the Nectar Loyalty coalition and the Nectar360 media business since 2018.

In 2021, Mark assumed responsibility for all sustainability activity, including delivery of our Plan for Better targets. Since 2024 Mark has been the Operating Board Sponsor for the LGBT+ inclusion lane.

External appointment:
- Council Member, the Incorporated Society of British Advertisers (ISBA)
- Fellow, the Marketing Society

Previous roles:
- Head of Sponsorship, O2
- Brand Director, Heineken UK
- Procter & Gamble UK

Sainsbury's

Supplementary financial details

1. Weighted average number of shares

	H1 2026/27	H1 2025/26
Weighted average number of shares (m)	**2,220.1**	2,291.9
Diluted weighted average number of shares (m)	**2,265.7**	2,329.7

2. Share count

H1 2026/27 Closing shares	**2,214,999,443**
2025/26 Closing shares	2,263,689,189

3. Dividend

	2026/27	2025/26
Interim	**4.1p**	4.1p
Final		9.6p
Total		13.7p
Special		11.0p

4. Financial calendar

Q3 Trading Statement (16 weeks to 2 January 2027)	8 January 2027
Preliminary Results (52 weeks to 27 February 2027)	22 April 2027

The interim dividend dates:

	Ordinary shares
Ex-dividend	12 November 2026
Record	13 November 2026
Payment	18 December 2026