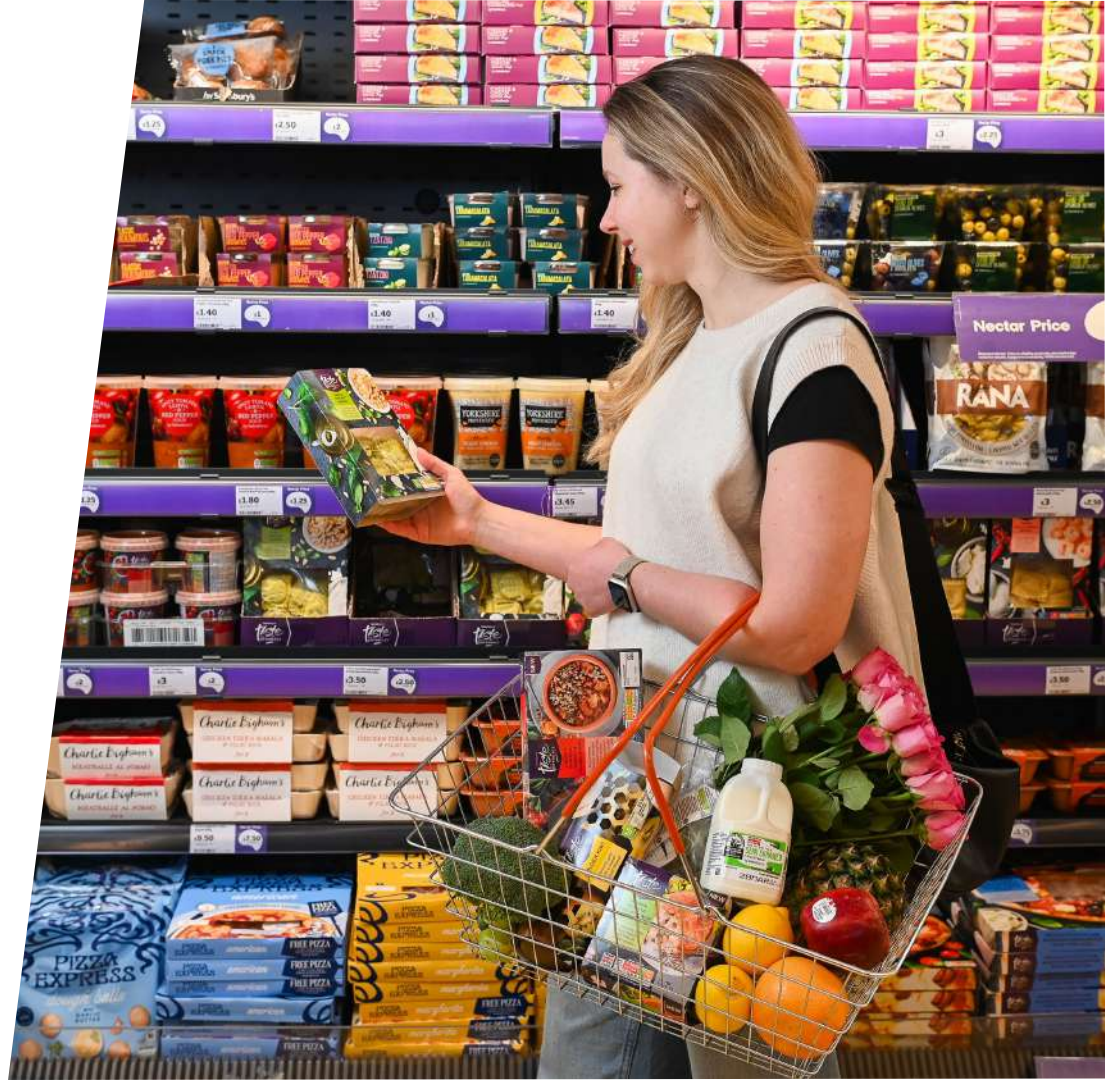


Preliminary Results 2024/25

Sainsbury's



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

Building on strong foundations



At our most competitive:
£1 billion price investment



Re-invigorated passion for food innovation



Growing long-term supplier partnerships



Record availability, extending leading customer satisfaction



Enhanced Nectar capabilities building competitive advantage

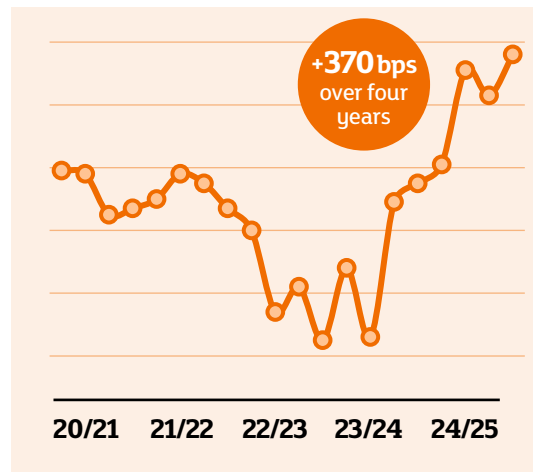


Investing in data, technology and automation capabilities

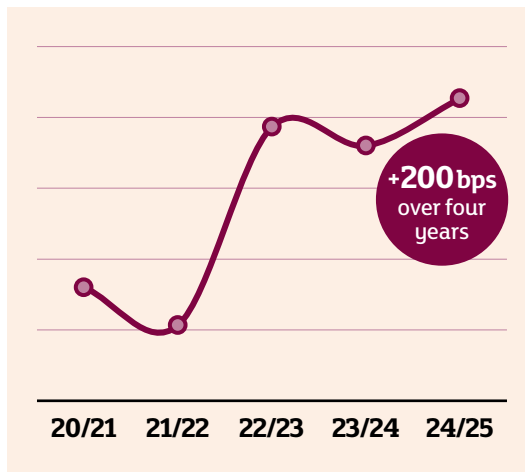
Working together with our suppliers
to deliver for our customers, colleagues, shareholders
and the communities we serve

We have fundamentally strengthened our business over the last four years

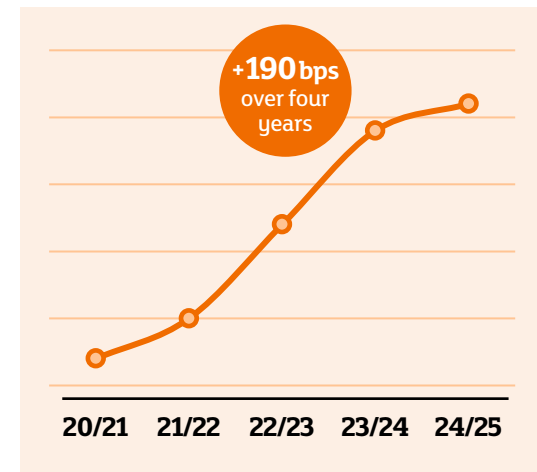
Value perception¹



Quality perception²



Food availability³



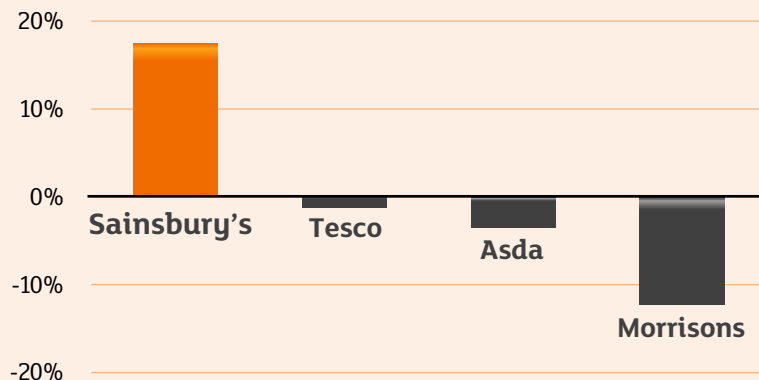
Winning combination

- 1. YouGov Brand Index – Supermarket Value for Money perception metric net %
- 2. YouGov Brand Index – Supermarket Quality perception metric net %
- 3. Total Food, Systemic Availability. Internal data

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

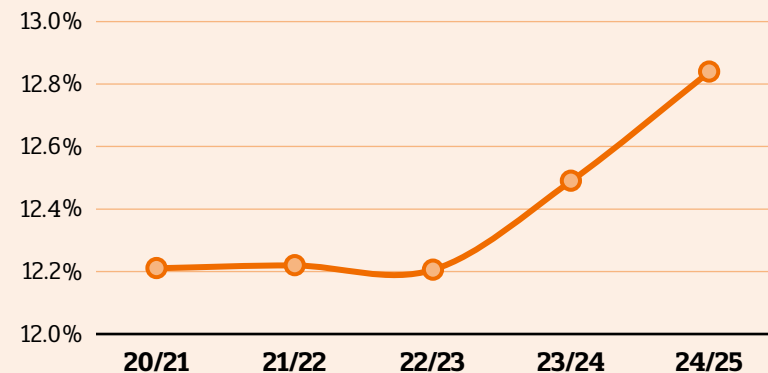
Significant growth in primary customers¹

Growth in primary customers – 24/25 vs 20/21



Biggest market share gains in over a decade²

Volume market share³



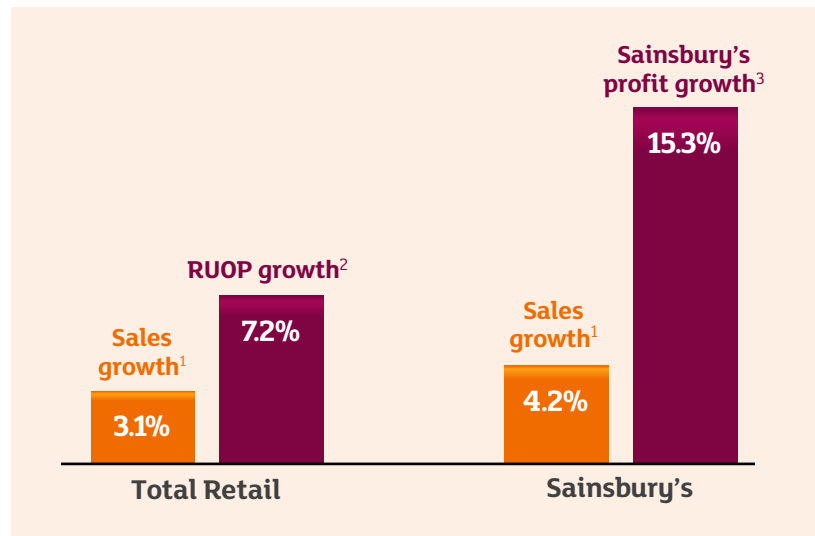
1. Kantar Panel, Total FMCG (excl. Kiosk and Tobacco), Primary shopper number growth FY24/25 vs FY20/21, 52 weeks to 23 February 2025 vs 52 weeks to 28 February 2021

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

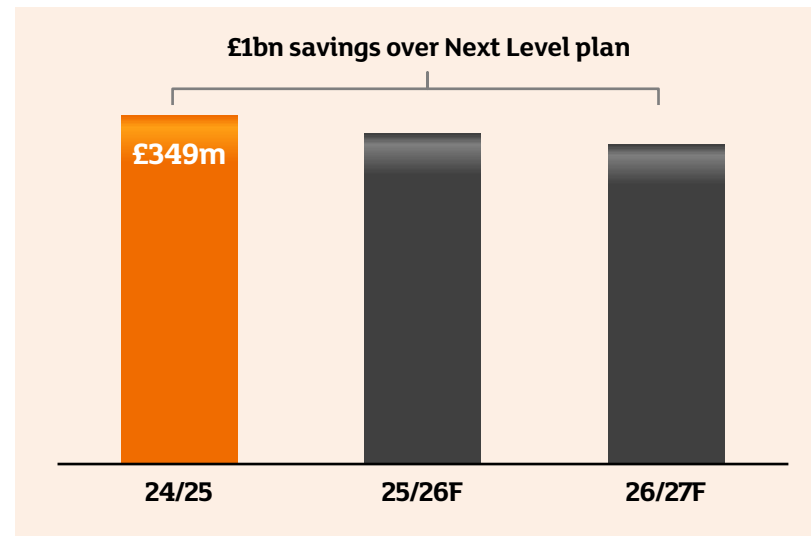
3. Kantar Panel, Total FMCG (excl. Kiosk and Tobacco), Grocery volume market share gains YoY – 52 weeks to 2 March 2025

Strong performance in year one of our Next Level strategy

Delivering Profit leverage



On track with cost savings ambitions



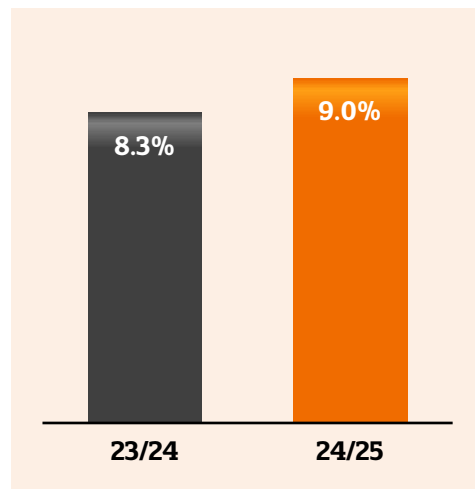
1. Exc. Fuel sales

2. RUOP: Retail underlying operating profit

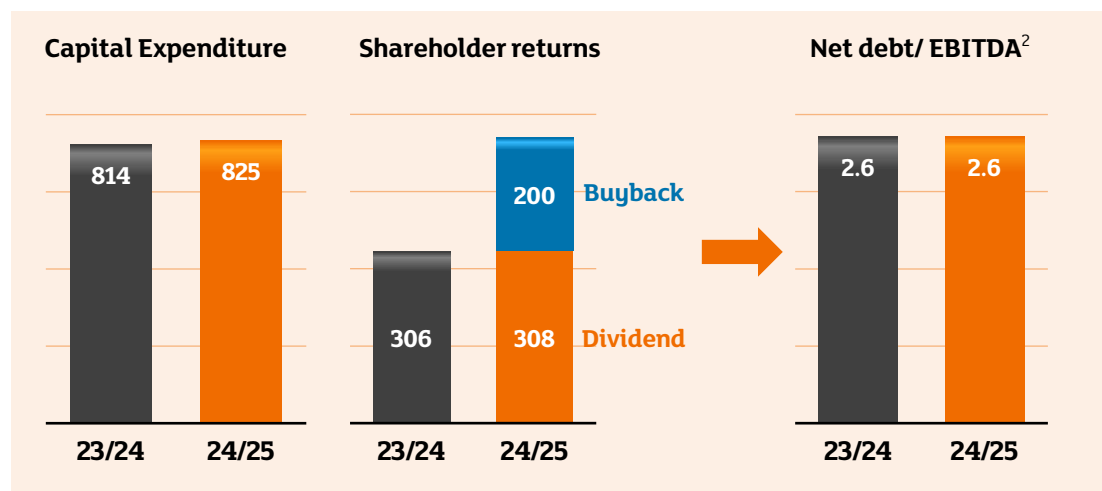
3. Sainsbury's underlying operating profit

Strong performance in year one of our Next Level strategy

ROCE improvement¹




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




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

2. Net debt including leases of £5,758 million divided by Group underlying EBITDA of £2,222 million based on a 52 week rolling basis

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 employed¹ 

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 less Retail net debt. The average is calculated on a 14 point basis

Accelerating into the year ahead



Committed to sustaining our strong competitive position



Delivering biggest space growth in over a decade



Celebrating 25 years of Taste the Difference



Scaling our personalisation capabilities and store digitisation



Investing in technology and automation



Structural cost reduction and productivity improvement

Financial Highlights

Bláthnaid Bergin
Chief Financial Officer



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

+

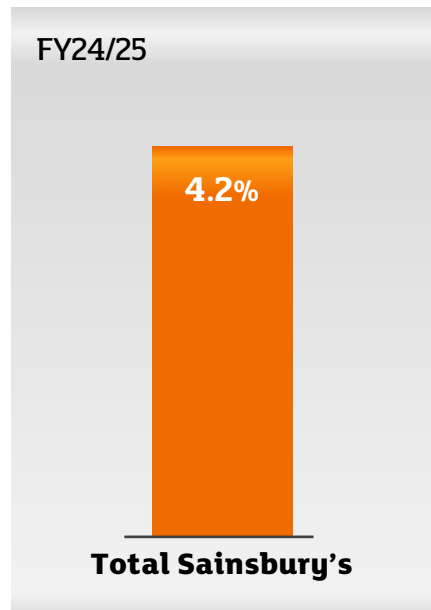
Focused capital allocation

=

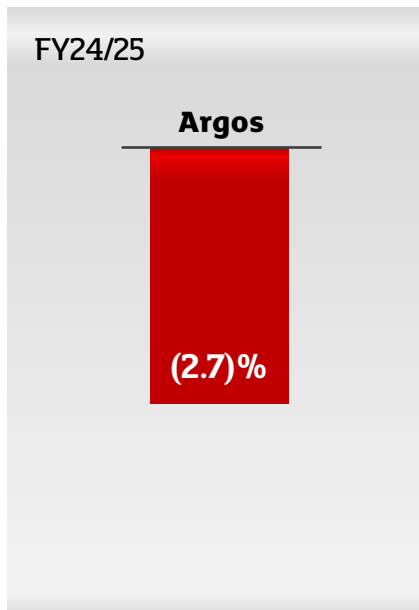
**Enhanced
shareholder returns**

Retail sales growth by category

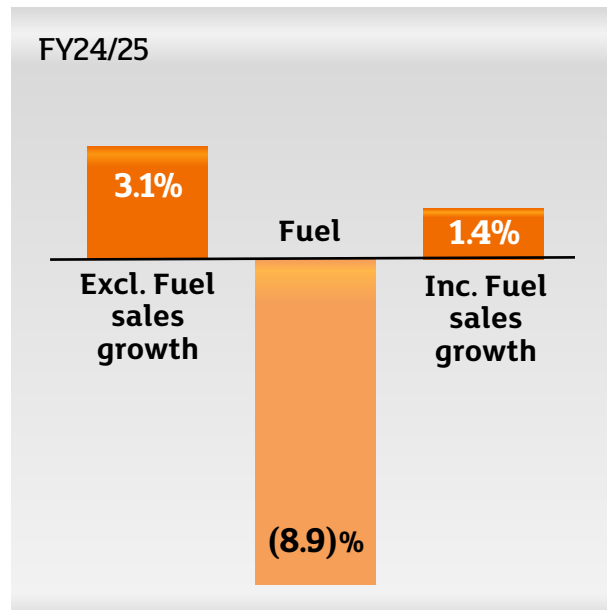
Sainsbury's sales growth¹



Argos sales growth²



Total Retail sales growth

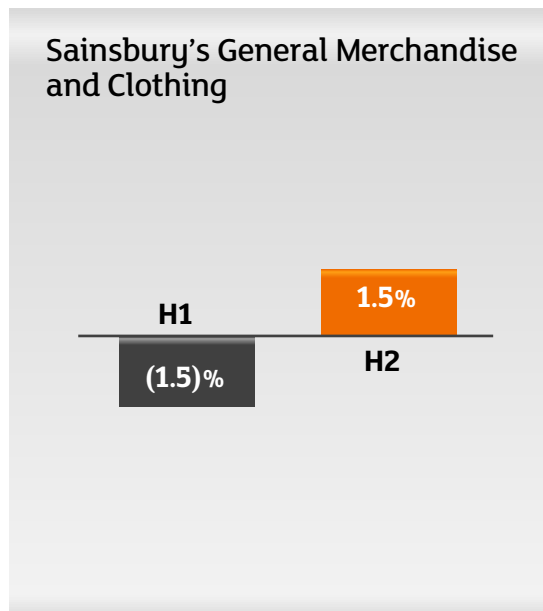
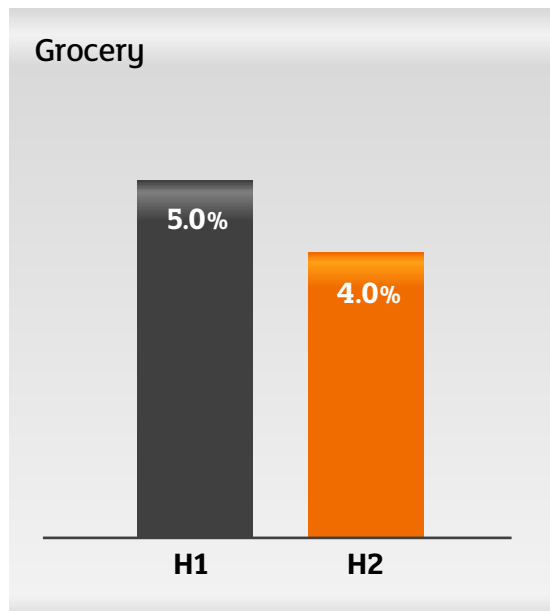


1. Excl. Fuel, inc. VAT

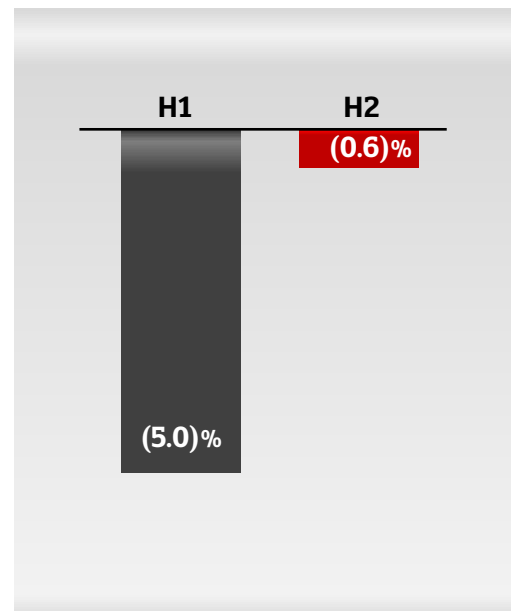
2. Including Republic of Ireland (ROI)

Retail sales growth by category

Sainsbury's sales growth¹



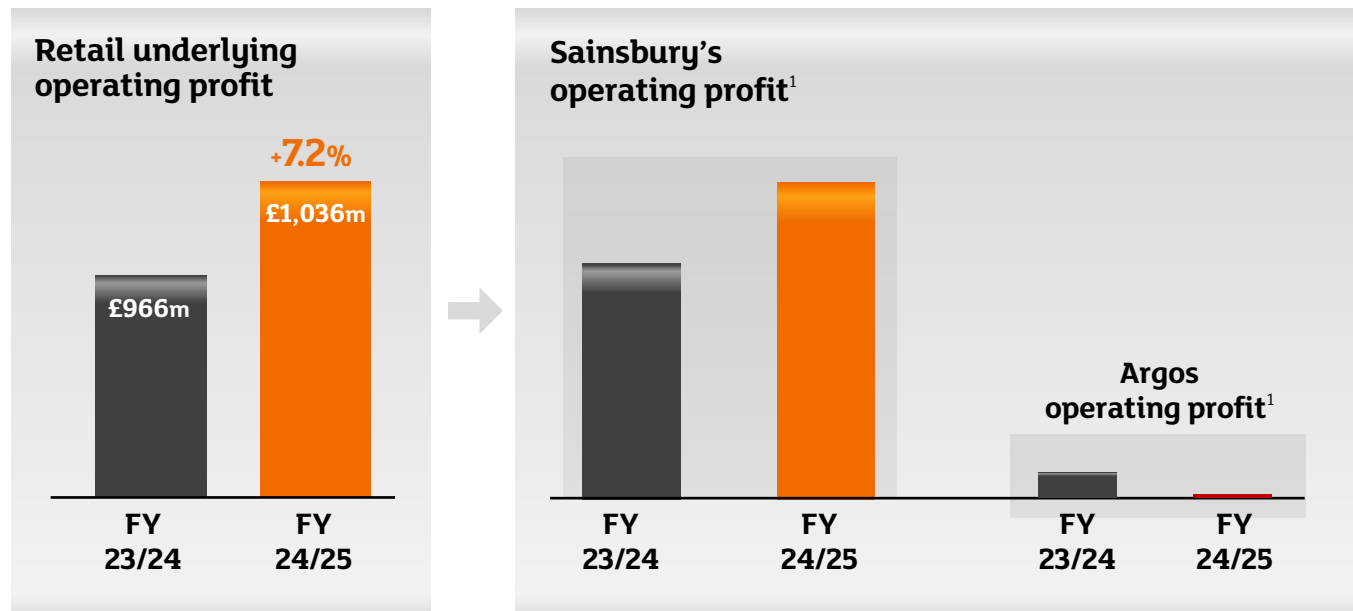
Argos sales growth²



1. Excl. Fuel, inc. VAT

2. Including Republic of Ireland (ROI)

Retail underlying operating profit



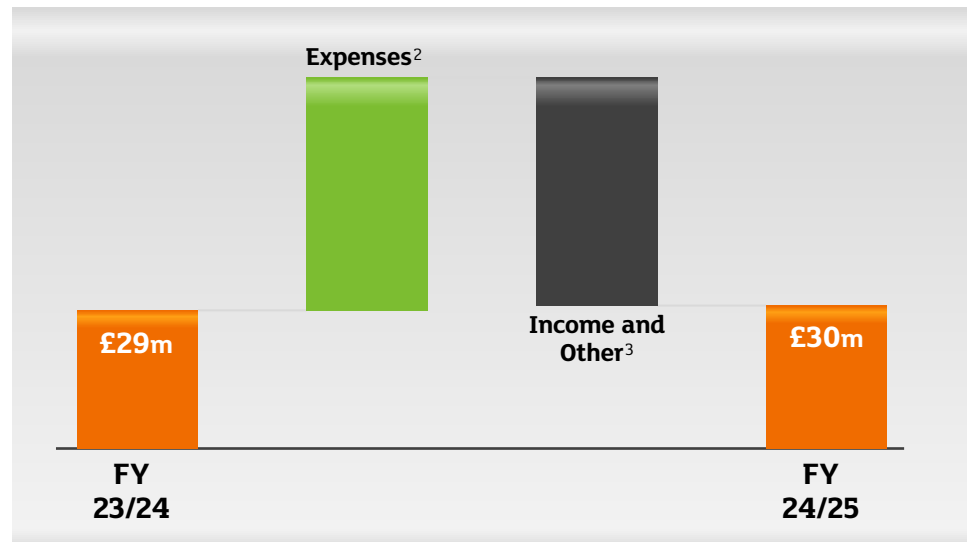
2025/26 Guidance

We expect to deliver Retail underlying operating profit of around £1 billion

1. Operating profit post-allocation of group costs, pre-allocation of store-in-store concession rent costs to Argos

Financial Services

Total underlying operating profit¹



2025/26 Guidance

We expect Financial Services underlying operating profit on a continuing basis of around £10 million

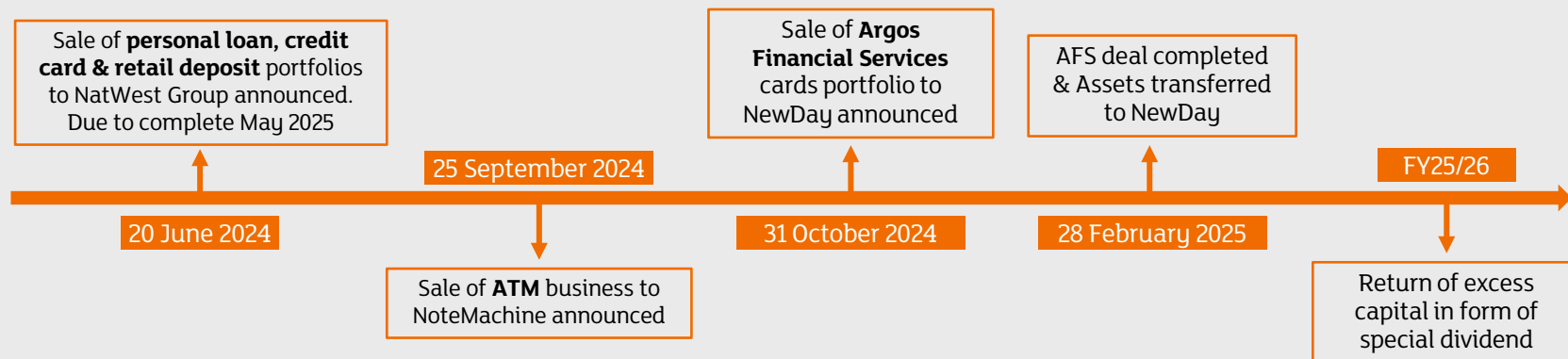
1. Inclusive of discontinued operations

2. Includes Total Costs and Bad Debt

3. Includes Other gains/ losses and AFS fees and royalties

Financial Services

Financial Services phased withdrawal

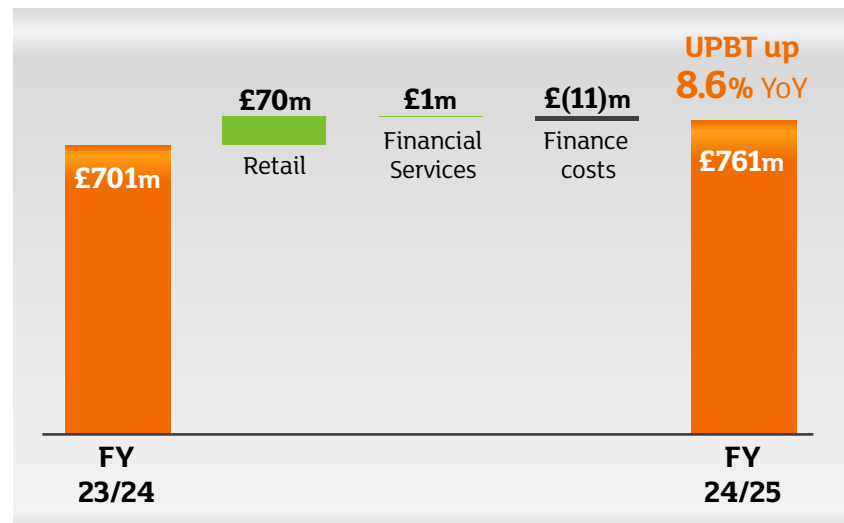


Guidance

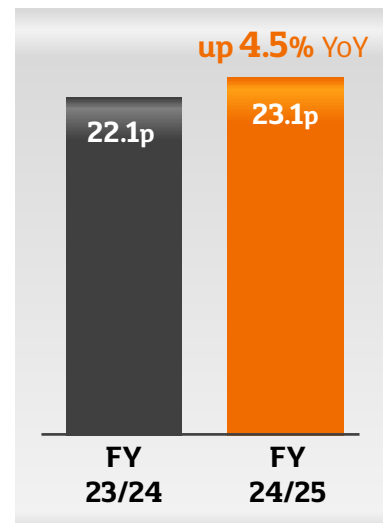
- We expect Argos Financial Services income, together with commission income from insurance, travel money and ATMs to deliver **sustainable annual profit of at least £40 million by February 2028**
- We expect to return Sainsbury's Bank disposal proceeds of **£250 million** via special dividend in the second half of FY2025/26. The special dividend will be accompanied by a proposed associated share consolidation. Any distributable bank disposal proceeds in excess of £250m will be used to enhance the share buyback above a core £200m base

Underlying profit before tax

UPBT YoY movement¹



Earnings per Share²



2025/26 Guidance

We expect an underlying tax rate of **around 30 per cent**.

We expect underlying net finance costs of **between £300m and £310m**, including **around £255m** lease interest

1. On a total basis including discontinued operations

2. Underlying basic eps - calculated on a total basis, including discontinued operations

Items excluded from underlying results

£m	FY 2024/25	FY 2023/24
Retail restructuring programme	(128)	(95)
Impairment of non-financial assets	(16)	-
IAS 19 pension income	28	44
Other	30	(86)
Items excluded from underlying results before Financial Services	(86)	(137)
Financial Services phased withdrawal – continuing operations	(17)	(28)
Items excluded from underlying – continuing operations	(103)	(165)
Financial Services loss on disposal – discontinued operations ¹	(141)	(14)
Financial Services phased withdrawal – discontinued operations ²	(133)	(245)
Items excluded from underlying – discontinued operations	(274)	(259)
Total items excluded from underlying results	(377)	(424)

2025/26 Guidance

We expect to incur non-underlying cash costs relating to Retail restructuring programmes of **around £100m** in 2025/26.

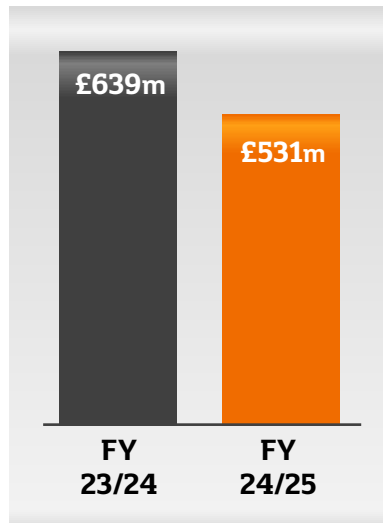
We expect to incur total non-underlying cash costs relating to our Next Level Sainsbury's strategy implementation of **around £150 million** over the three-year programme.

1. Post-tax loss on disposal of £106 million post-recognition of £35 million income tax credit (2023/24: £11 million post-recognition of £3 million income tax credit)

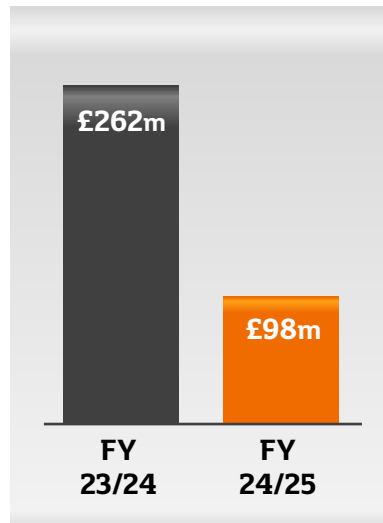
2. Post-tax phased withdrawal costs directly attributable to the disposal group of £103 million post-recognition of £30 million income tax credit (2023/24: £196 million post-recognition of £49 million income tax credit)

Cash flow metrics

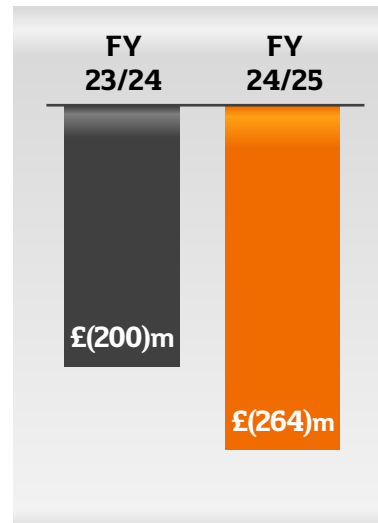
Retail Free Cash Flow



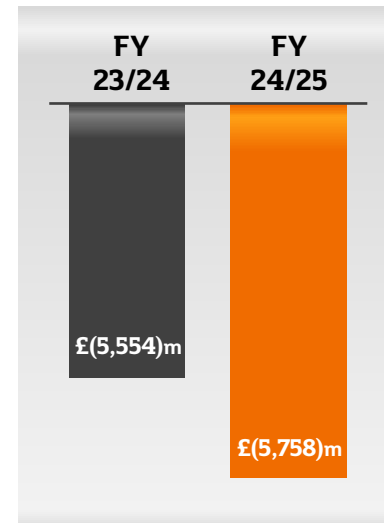
Working Capital movement



Net debt excluding leases



Net debt including leases



Net debt and Retail free cash flow

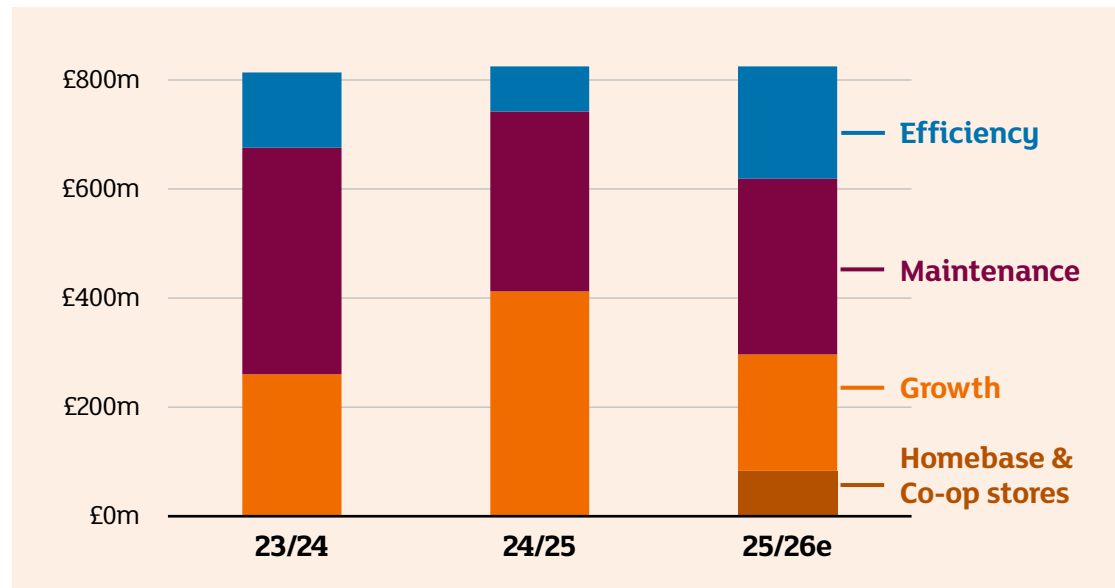
£m	FY 2024/25	FY 2023/24
Net cash from operating activities	1,805	1,921
<i>of which underlying working capital movements</i>	<i>98</i>	<i>262</i>
<i>of which pension cash contributions</i>	<i>(45)</i>	<i>(44)</i>
Capital expenditure	(825)	(814)
Disposal proceeds, Interest income	72	43
Lease repayments ¹	(521)	(511)
Retail free cash flow	531	639
Dividends paid on ordinary shares	(308)	(306)
Share buyback	(200)	-
Highbury & Dragon Store Portfolio acquisition	-	372
Financial Services strategic review	(52)	-
Non-cash lease additions: Homebase, Co-Op, new Head Office	(82)	-
Other ²	(93)	85
Movement in net debt	(204)	790
Opening net debt³	(5,554)	(6,344)
Closing net debt³	(5,758)	(5,554)
<i>of which Lease liabilities</i>	<i>(5,494)</i>	<i>(5,354)</i>
<i>of which Net debt exc. lease liabilities³</i>	<i>(264)</i>	<i>(200)</i>

2025/26 Guidance

We expect to generate more than £500 million of retail free cash flow in 2025/26, in line with our commitment of generating at least £1.6 billion of retail free cash flow over the three years to 2026/27

1. Includes initial direct costs on right-of-use assets
2. Includes the remaining net movement to lease liabilities, reflecting non-cash additions and modifications in the period offset by payments made. Also includes cash impact of share purchases (excluding share buyback) and proceeds from issuance of shares
3. Net debt definition excludes derivatives not linked to borrowings

Capital expenditure

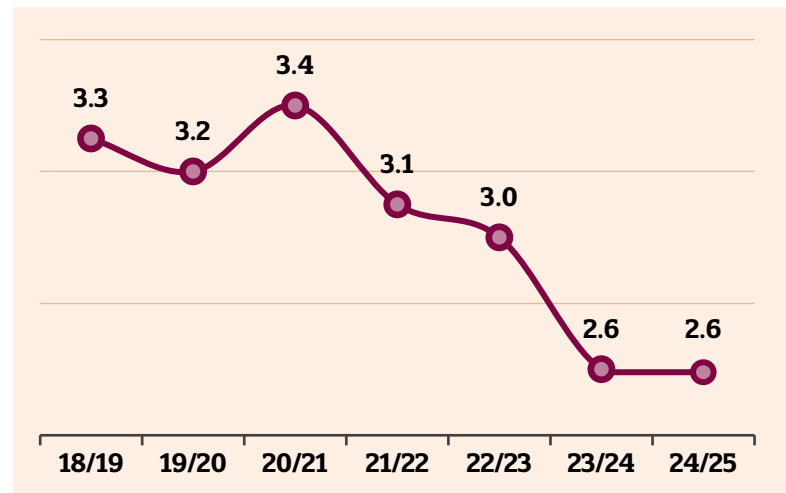


2025/26 Guidance

We expect core retail cash capital expenditure (excluding Financial Services) in 2025/26 of **£800m to £850m**.

Balance sheet metrics

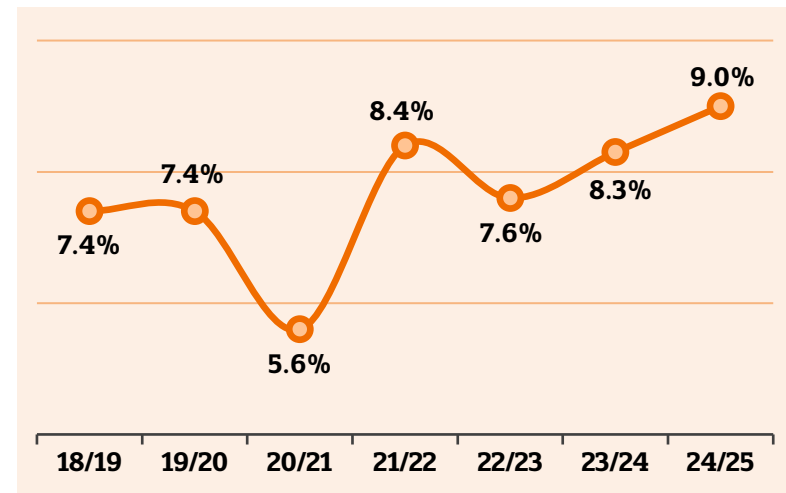
Net debt / EBITDA¹



Guidance

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

Return on capital employed²



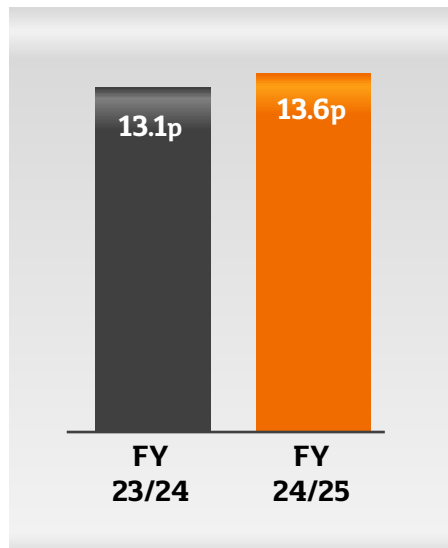
FY 25-27 commitment:
Higher return on capital employed

1. Net debt including leases of £5,758 million divided by Group underlying EBITDA of £2,222 million based on a 52 week rolling basis

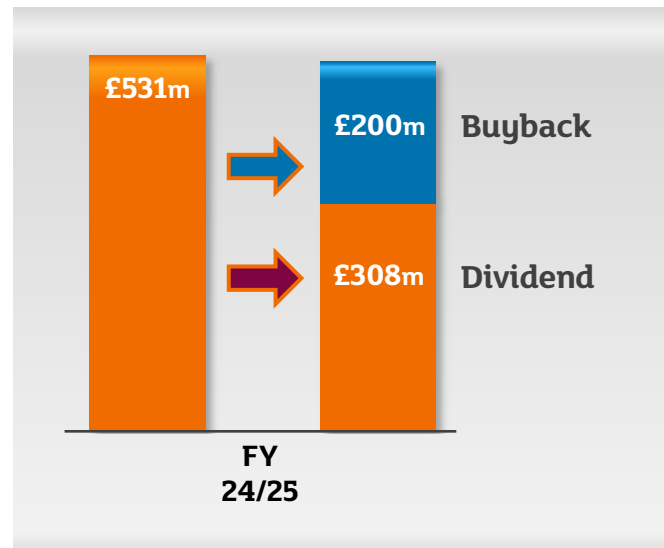
2. Return is defined as a 52 week rolling underlying profit before interest and tax. Capital employed is defined as group net assets excluding the pension surplus and net debt. The average is calculated on a 14 point basis, on an inclusive of discontinued operations basis

Shareholder returns

Dividend per Share



Free Cash Flow



2025/26 Guidance

- Share Buyback programme of at least **£200m** in 2025/26
- We expect to return bank disposal proceeds of **£250m** via special dividend in H2. The special dividend will be accompanied by a proposed associated share consolidation
- Any distributable bank disposal proceeds in excess of £250m will be used to enhance the share buyback above a core £200m base

Summary

What we've delivered in FY 24/25

- Grocery volume growth and operating leverage
- Continued investment into growth and efficiency
- Enhanced cash returns to shareholders

Looking ahead

- Sustaining our strong competitive position
- Continued market outperformance
- Strong cash generation and shareholder returns

Building on strong foundations

Simon Roberts
Chief Executive



First choice for food

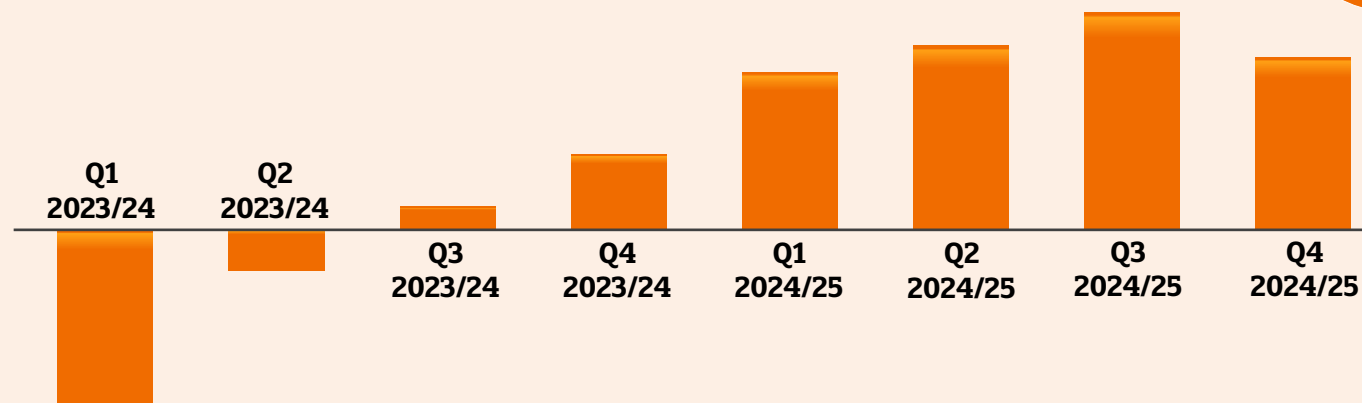
Attract many more people to choose Sainsbury's as the place they come to for good food – and play a leading role in creating a sustainable food system in the UK

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**

Strong volume performance

Two-year Grocery volume growth

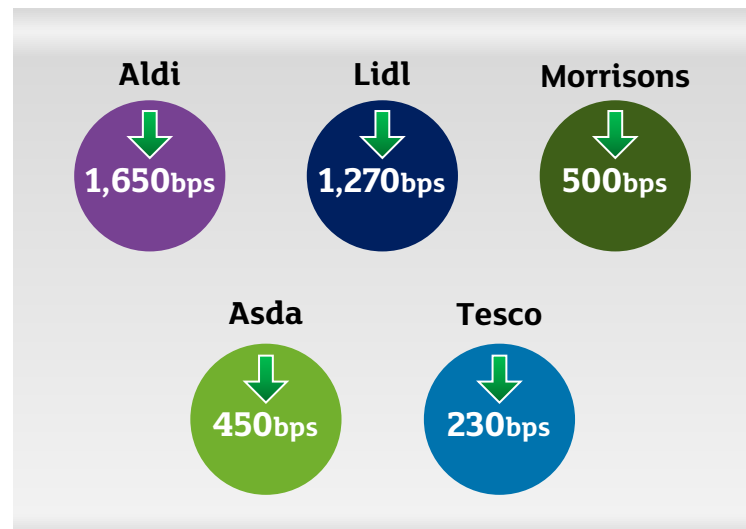


FY24/25
Two-year
volume growth
c.5%

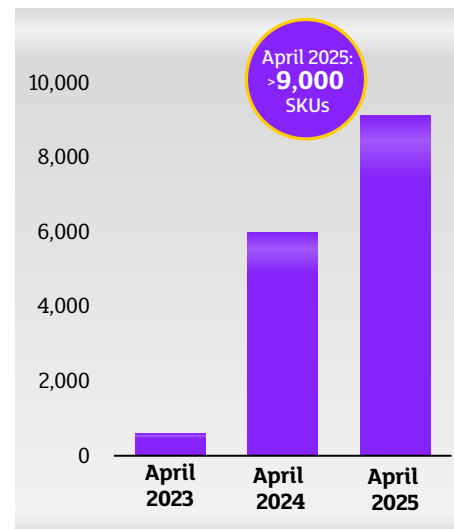
Sustaining our competitive value position

First choice
for food

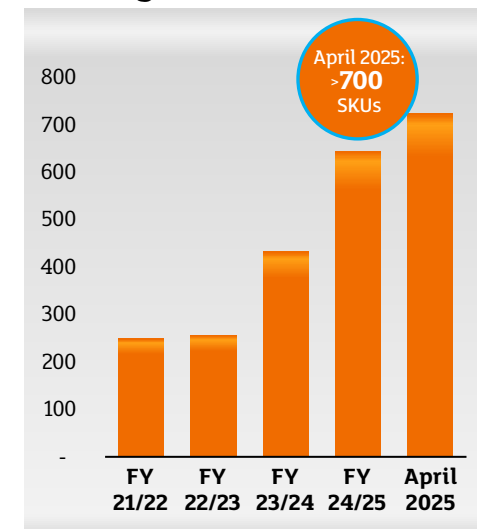
Significant improvement in value index
versus all competitors since start of Food First¹



Expansion of Nectar Prices



Growing Aldi Price Match



1. Value Reality, April 2025 vs November 2020; Acuity, internal modelling (Aldi: 26 March 2025 vs November 2020 – most recent available data)

Strongest Premium Own Label growth in the market

First choice
for food



Source: Kantar Panel, Total FMCG (excl. Kiosk and Tobacco), Premium Own Label tier, YoY % value growth, 52 weeks to 2 March 2025

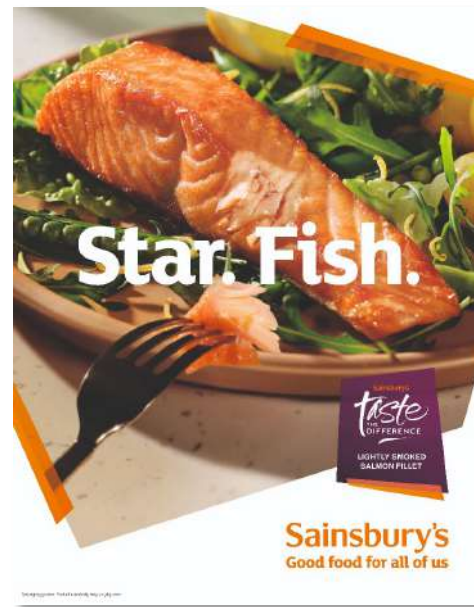
Taste the Difference sales to reach £2bn+ in FY25/26

First choice
for food

c.1 in 3 baskets
contain Taste the Difference
products¹



**>50% of our product
innovation**
is in Taste the Difference



Celebrating 25 years
of Taste the Difference
in 2025



1. Kantar Panel, Total FMCG (excl. Kiosk and Tobacco), % of baskets containing Premium Own Label tier, 52 weeks to 2 March 2025

Playing a leading role in creating a more sustainable food system

Creating a culture of collaboration and long-term partnerships with suppliers



Announced 10-year partnership with Cranswick

- Joint investment of c.£60m to elevate welfare standards
- Providing more stability for 170 farmers in Sainsbury's Pork Producer Group
- Targeting Net Zero pork by 2030
- Building resilience for the future while protecting value for customers

Supporting and inspiring customers to make healthy and sustainable choices

Packaged with
65% less
plastic

Good to
know



Good to
know

Relationships grown
with British farmers
for decades

Delivering
a dose of
sunshine

Good to
know

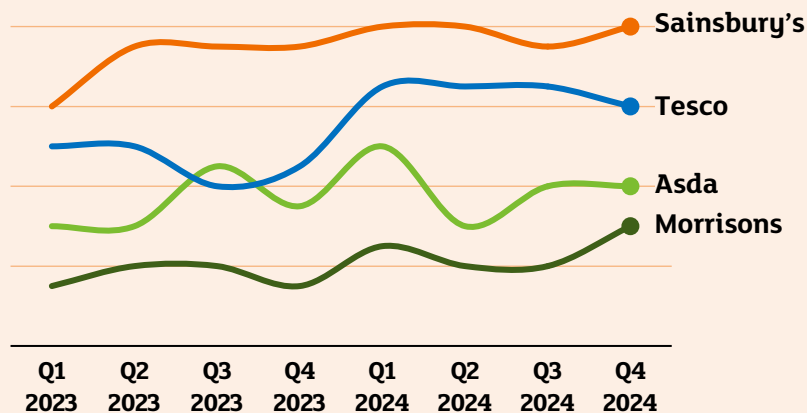


Continued outperformance on customer satisfaction

First choice
for food

Leading customer service

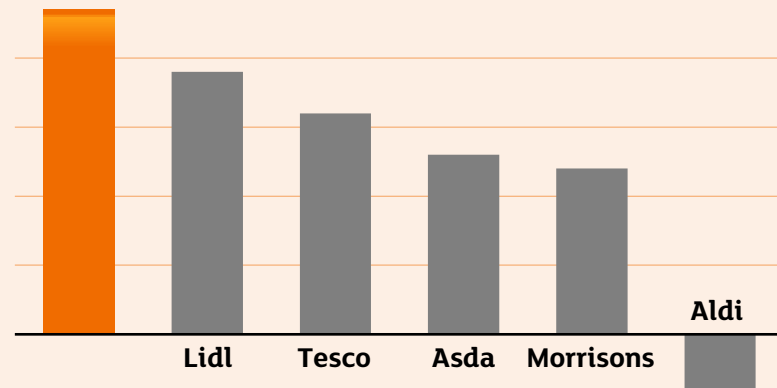
Customer satisfaction, supermarkets¹



Biggest long-term improvement in availability

4-year change in availability of products customer satisfaction measure²

Sainsbury's

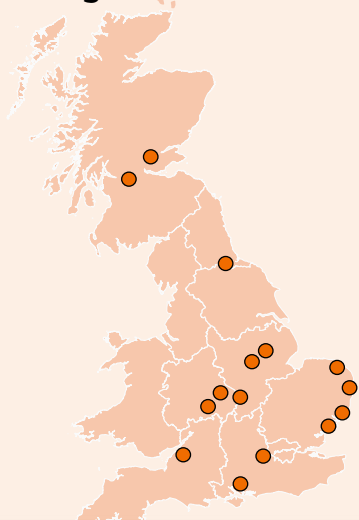


1. CSAT Supermarket Competitor Benchmarking data – Overall Supermarket Satisfaction

2. CSAT Supermarket Competitor Benchmarking data – Availability of Products– FY24/25 vs FY20/21

Our biggest investment in space in over a decade

New store openings in target locations



+15 Supermarkets
+25 Convenience Stores



'More for more' space rebalances



Customer
experience

Trading
Intensity

ROCE



Propositional changes



Quality



Value



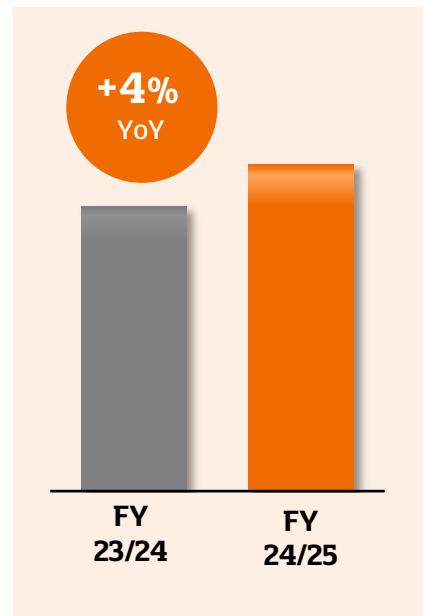
Cost to
serve



+c.3%
Food
space in
25/26

Transforming our Convenience stores

Delivering sales growth



Reconfiguring space, optimising range and improving value

Market share¹

+20 bps
YoY

Value²

+2 ppt
YoY



Availability²

+4 ppts
YoY

Service²

+3.5 ppts
YoY

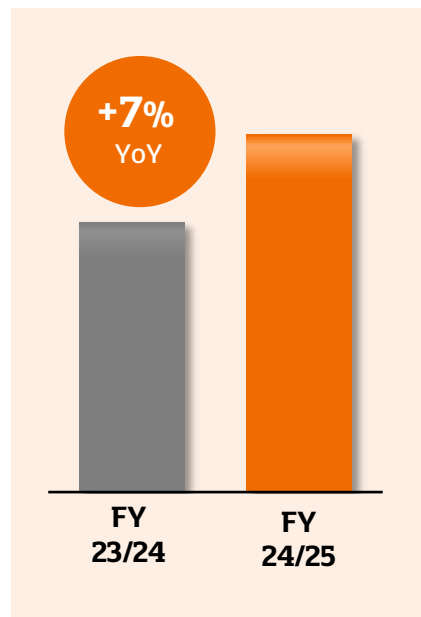


1. Nielsen EPOS, Convenience value market share change YoY (% pts). 52 weeks to 1 March 2025

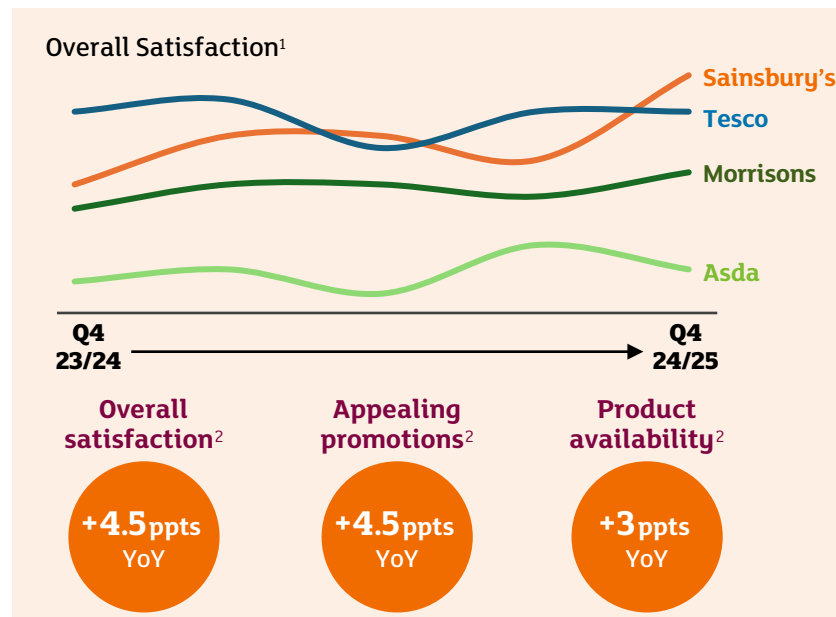
2. CSAT Convenience Competitor Benchmarking Data – FY24/25 vs FY23/24. Value for Money Spent, Availability of Products and Availability of Staff metrics

Continuing to strengthen Online and OnDemand

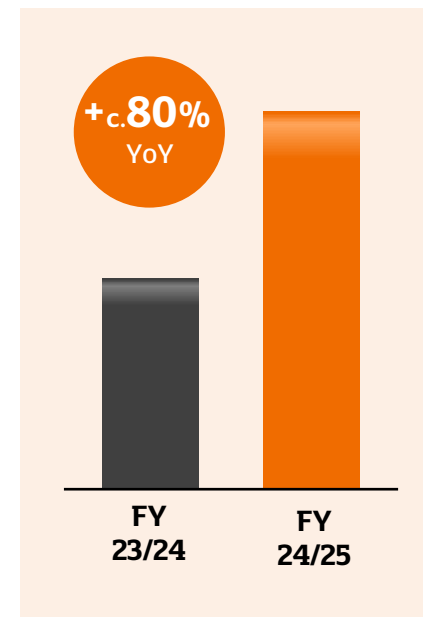
Online sales growth



Positive customer response to improvements in Groceries Online



OnDemand sales growth

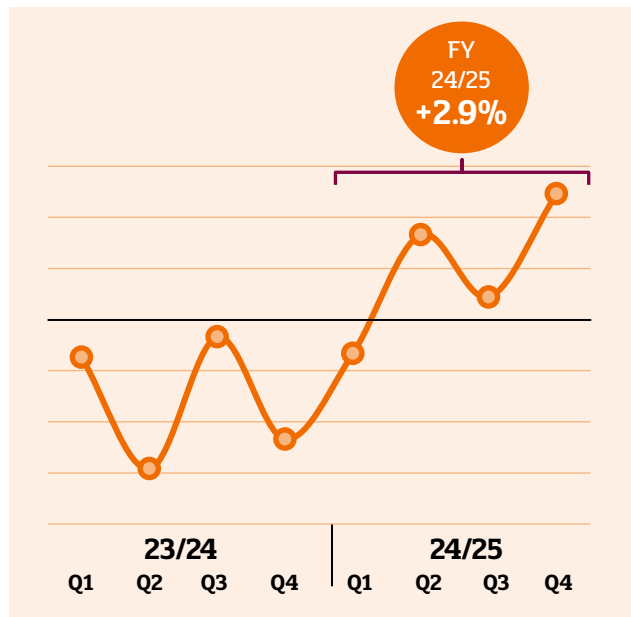


1. CSAT Groceries Online Competitor Benchmarking Data – Overall Satisfaction

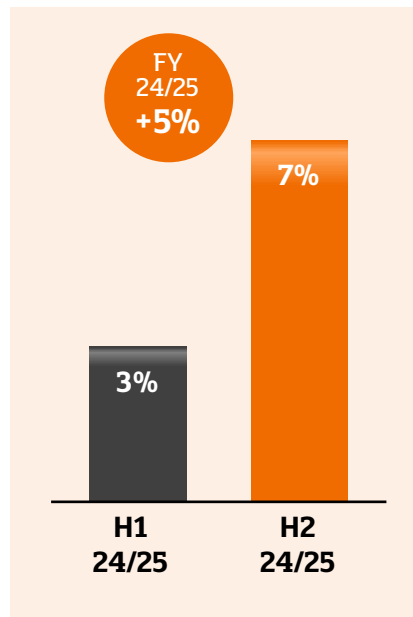
2. CSAT Groceries Online Competitor Benchmarking Data – FY24/25 Overall Satisfaction, Appealing Promotions, Product Availability

Driving an improved performance in Clothing

Improving sales performance



Womenswear: focus on design and availability



Growing Smart Charge participation

Ultra-rapid electric vehicle charging network, powered by Sainsbury's



>75
Locations

>600
Charging
bays



- Delivering **double-digit** revenue growth **month-on-month**
- **25% of all electric vehicles** entering Smart Charge car parks now charge with us
- Focus on building revenue in top supermarkets

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

We're taking Nectar to the Next Level



N E C
T A R
3 6 0



**Reward customers
with points
and £**



**Algorithms
and AI
improving
customer
proposition**



**A winning
coalition**



**Insight that
enables deeper
customer
understanding**



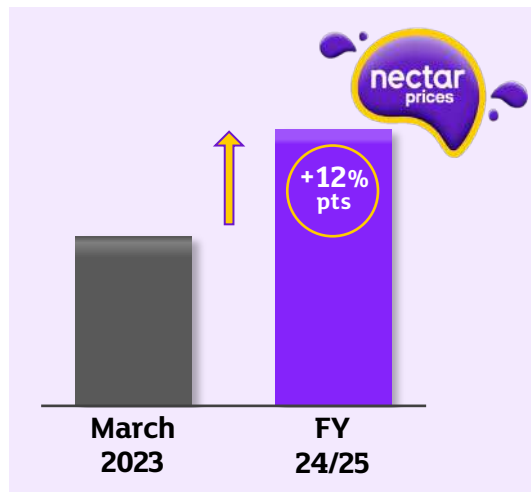
**Targeting
capabilities
to enhance
customer
relevance**



**Retail media
to connect
customers with
their favourite
brands**

The “Power of Purple” is resonating with customers

Nectar Prices key driver of
improved value perception¹



>9,000

Nectar prices
offers now
available

£13

Average saving
on an £80+
weekly shop

£2bn

Customer savings
during
FY24/25

>85%

Nectar
participation²

1. Brand Tracker data, Nectar Value Perception, Sainsbury's shoppers only, 'Helps save everyday' measure

2. Across Supermarkets and Groceries Online

Market leading capabilities delivering personalised, rewarding, integrated loyalty

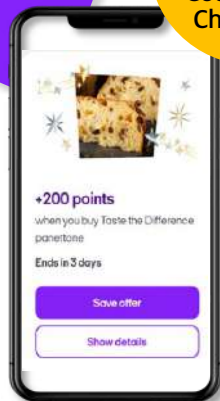
Loyalty
everyone
loves



Advanced
targeting

>1m

Customers
participated in
Count up to
Christmas



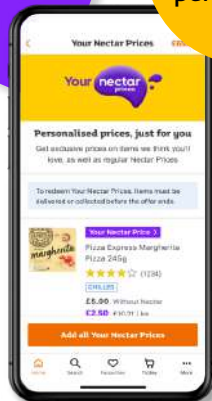
Tailored and targeted propositions:
balancing instant benefits with gamified challenges



Market leading
personalisation

2021

First to
market with
personalised prices



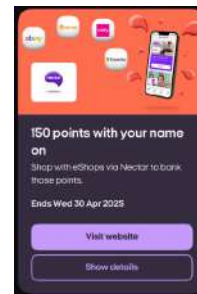
Refined personalisation: using
machine learning to work towards
500 million personalised offers a week



Digital
acceleration

>60%

increase in app
users over last
2 years¹



Integrated digital experience:
unified retail offer expanding
capabilities across the coalition

1. Definition: 8 Week Digitally Active Users

Strong start to Next Level Nectar360 plan

Growing the Nectar coalition



MARRIOTT
BONVOY

SEVERN
TRENT
WATER


BRITISH
AIRWAYS

Smart
Charge

nectar
eShops

97%
Partner
satisfaction

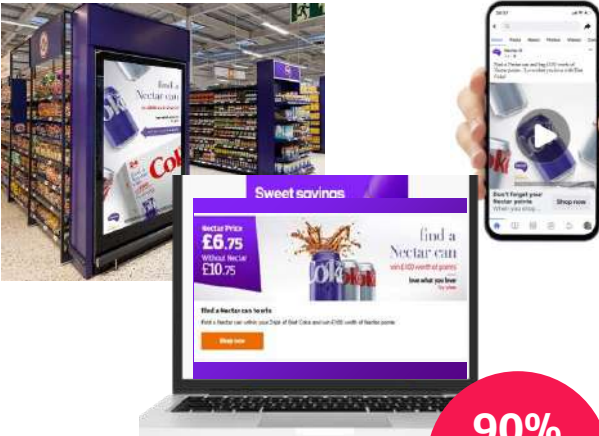
Leading on Data and Insights



Sainsbury's
Insights Platform
powered by nectar

95%
Client
satisfaction

Strong growth from Digital Retail Media offering



Sweet savinos

Nectar Price
£6.75
Without Nectar
£10.75

find a
Nectar can
valid 120 months of points
how what you love
try now

find a Nectar can benefit
find a Nectar can within your Shop at that price and 120 months of Nectar points
Shop now

90%
Client
satisfaction

Innovating to deliver the next stage of growth

Building high quality Retail Media inventory



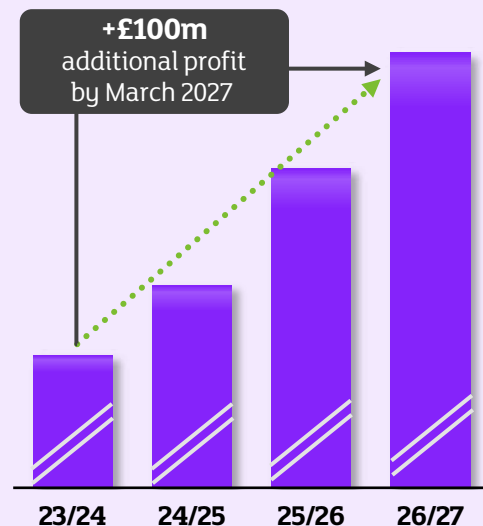
- Accelerating connected digital screen network rollout to reach **2,500+ screens by 26/27** – cash payback <2 years
- Introducing new **fully branded retail media formats**
- Further **Digital partner integrations** to enhance offsite scale

Unifying our retail media capabilities



- Innovative **proprietary technology**
- Connecting our **audiences, media and measurement services**
- Continued investment in **people capabilities** to enhance client service

Ahead of plan to deliver at least £100m incremental profit



This chart is not to scale

More Argos, more often

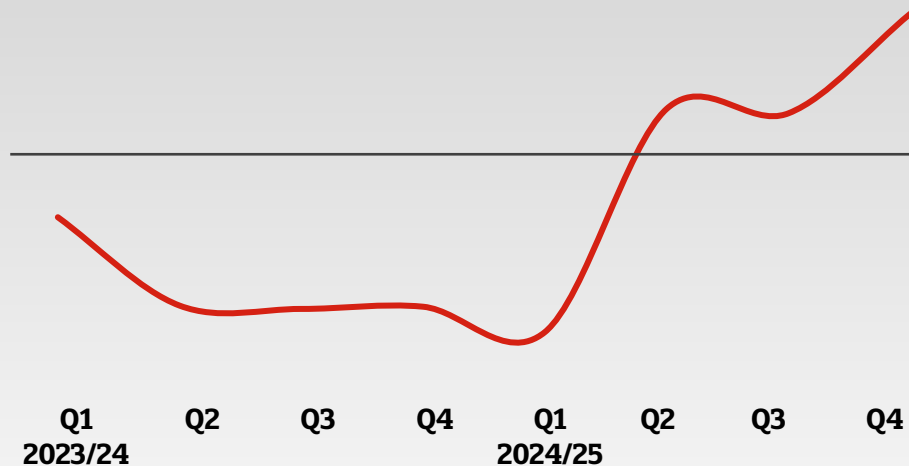
Unleash and transform Argos around the three things that have always made it brilliant – curated range, famously convenient experience and great value – so more customers buy more complete baskets more often

More Argos,
more often

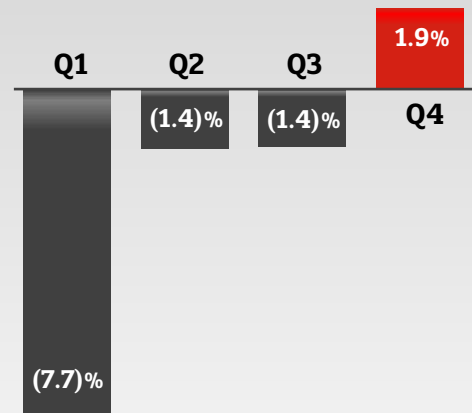
- Famous for **convenience**
- Inspiring **choice**, always great **value**
- **Supercharged digital** capabilities
- **Accessible and relevant credit**, care and services
- **Smarter, simpler** service and stock flow

Challenging year: H2 improvement reflects strategic action

Argos Online Traffic, YoY growth %



Argos Sales growth



Taking action to improve performance

Moving the dial on desirability



Inspiring Customers

- Trade up
- Attachment

Bigger brand partnerships

Extending our range breadth and quality

- c.13,500 SDF products
- +43% increase YoY
- Ambition:
+10,000 new products
in FY25/26

Stockless range expansion

Refocusing our Own Brands

Major supplier reset and consolidation

Driving customer consideration

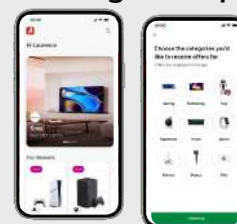


Strengthening value proposition

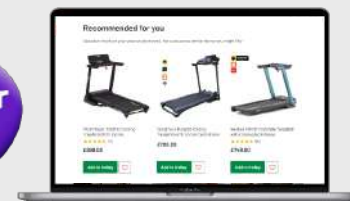


Refocused marketing

Enhancing our digital capabilities



Improved app experience



Scaling personalisation

Delivering operational efficiency and customer experience

More Argos,
more often

Rightsizing standalone stores



Digital Collection Points across Convenience



Efficient stockholding



- 12% reduction in net stock YoY
- Implementing data driven insights to improve buying and ranging

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

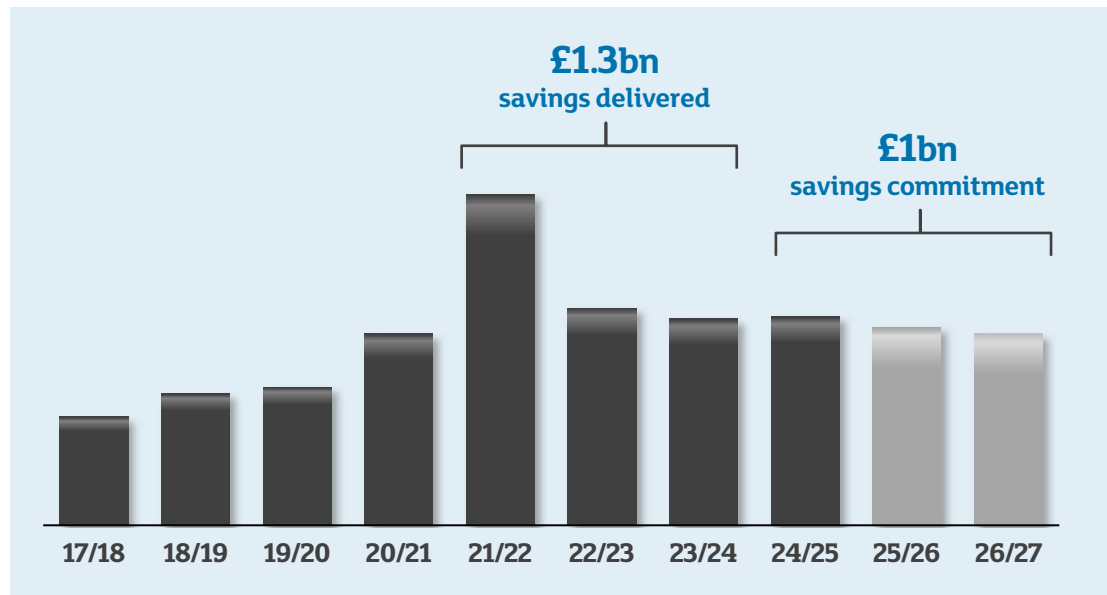
- **£1 billion** of structural **cost reduction**
- **Well-invested technology platform** protecting, competing and **unlocking the next level**
- **Simplified, automated**, more process-led business
- **Right-sized organisation**, set up to win

Operating cost savings

On track to deliver

£1bn
cost savings:

c.£350m
delivered in 24/25



High returning investments in technology driving efficiencies

Integration of general merchandise network

Invest for
**Next
Level**

- Long-term investment in technology and automation
- Centralisation of stock at single stocking locations
- Driving improvements in availability and efficiency

c.£70m

Mature annual savings benefits

Shrink protection technology

Invest to
Protect

- Shrink video analytics technology in **150 stores, with further 250 over next financial year**
- Positive early results in identifying mis-scanned items



Next phase of front-end strategy

Invest to
Compete

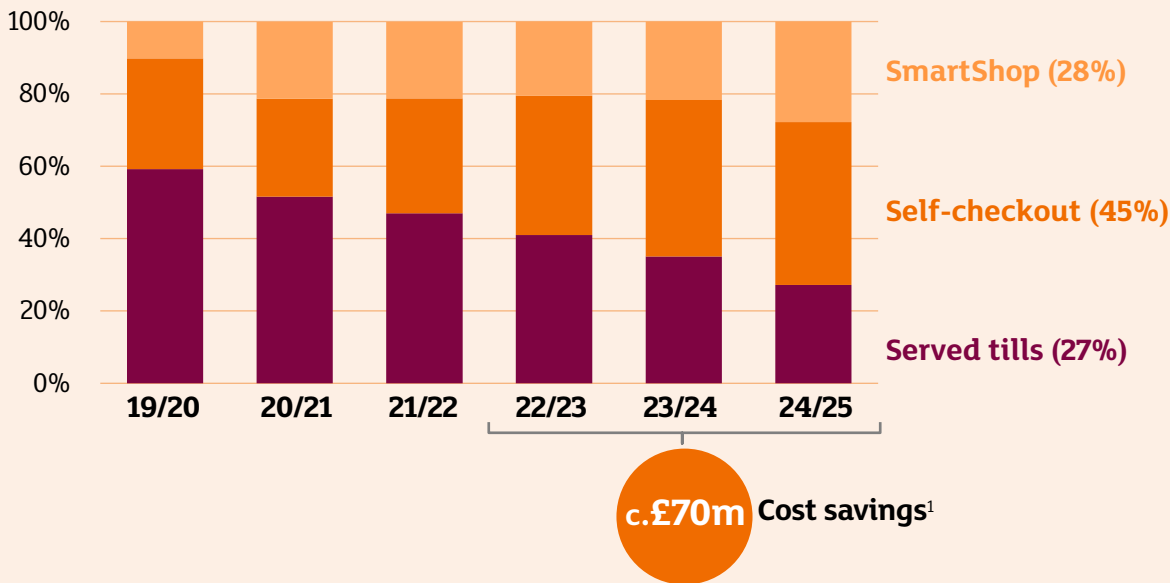
- Driving SmartShop participation
- Pay on Handset trials
- Digitisation of in-store journey



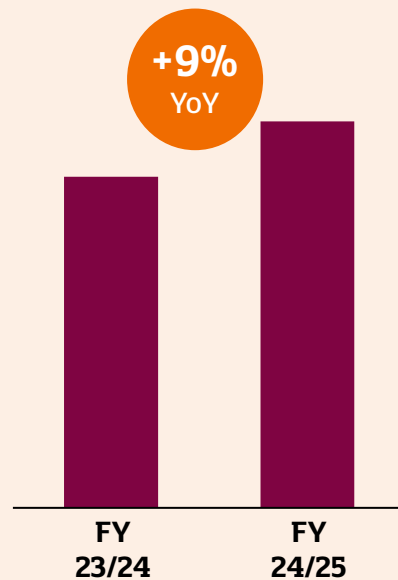
Strengthening business resilience

Checkout optimisation delivering productivity and customer benefits

Significant improvement in self-serve participation: nearly three quarters of transactions self-served



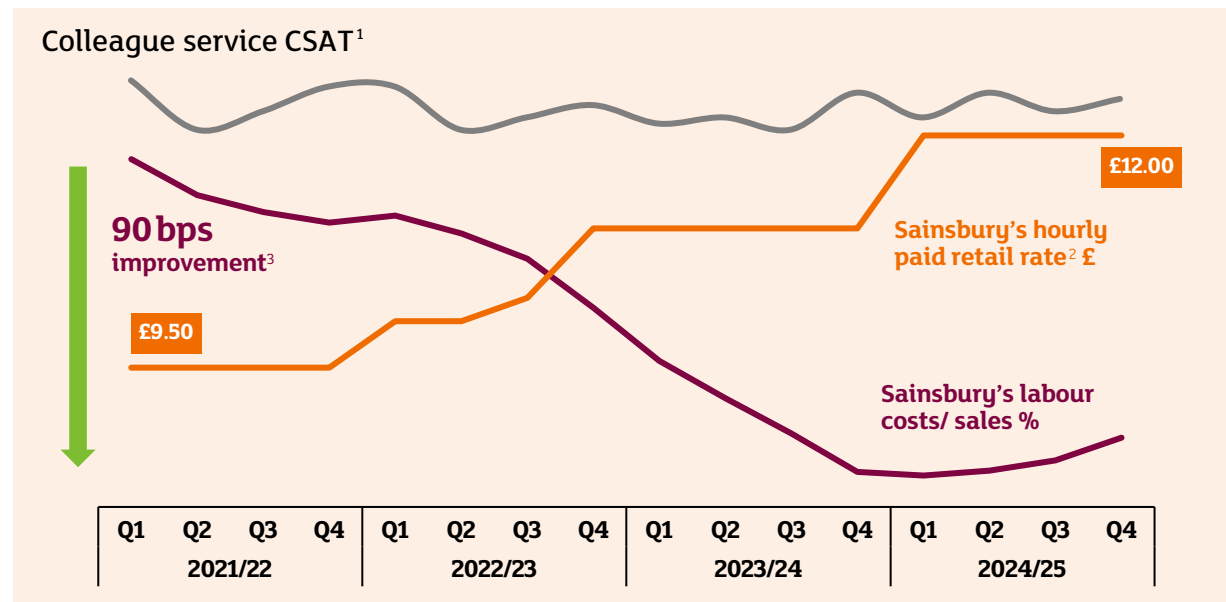
Productivity growth: volume/ labour hours



1. Since the start of the programme in 2022/23

Delivering on cost and efficiency

Productivity improved and service maintained



Colleague pay increases

- March 2025: **£12.45**
- August 2025: **£12.60**

1. CSAT Supermarket Competitor Benchmarking data – Friendliness of staff
 2. Rates of pay relate to the National rate (excluding London)
 3. Reduction in labour costs / sales (excl. fuel) % Q4 24/25 vs Q1 21/22

Committed to continued outperformance

- Stronger and more competitive
- Consistently delivering for customers
- Investing to drive efficiency and support growth



- Committed to sustaining our strong competitive position
- Expect to continue to outperform the market

Appendices



Guidance for 2025/26

Profit

- We expect to deliver Retail underlying operating profit of around £1 billion
- We expect to deliver Financial Services underlying operating profit of around £10 million on a continuing basis

Finance costs

- We expect underlying net finance costs of between £300 million and £310 million, including around £255 million lease interest

Space

- We expect to open 15 supermarkets and 25 new convenience stores, with a modest number of supermarket and convenience store closures
- We expect a net space impact on Retail sales growth of around 0.5 per cent in 2025/26

Depreciation and amortisation

- We expect retail underlying depreciation and amortisation of around £1.2 billion, including around £0.5 billion right of use asset depreciation

Items excluded from underlying results

- We expect to incur non-underlying cash costs relating to Retail restructuring programmes of around £100 million in 2025/26
- We expect to incur total non-underlying cash costs relating to our Next Level Sainsbury's strategy implementation of around £150 million over the three-year programme

Tax rate

- We expect an underlying tax rate of around 30 per cent

Capital allocation

- We will continue our share buyback programme, with at least £200 million of share capital to be bought back over the course of 2025/26
- We expect to return Sainsbury's Bank disposal proceeds of £250 million in the second half of 2025/26 via special dividend. The special dividend will be accompanied by a proposed associated share consolidation. Any distributable bank disposal proceeds in excess of £250 million will be used to enhance the share buyback above a core £200 million base

Capital expenditure

- We expect core retail cash capital expenditure (excluding Financial Services) in 2025/26 of £800 million to £850 million

Retail free cash flow

- We expect to generate more than £500 million of retail free cash flow in 2025/26, in line with our commitment of generating 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 net debt to EBITDA of 3.0x to 2.4x

Pension

- We expect total pension scheme cash contributions to be around £26 million

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 commencing in FY24/25
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 at least £200m FY25/26, to be reviewed annually

Sales growth by quarter

	2023/24			
Like-for-like sales growth	Q1	Q2	Q3	Q4
Like-for-like sales (exc. fuel)	9.8%	6.6%	7.4%	4.8%
Like-for-like sales (inc. fuel)	3.9%	2.2%	5.3%	2.9%

	2023/24			
Total sales performance	Q1	Q2	Q3	Q4
Sainsbury's	9.9%	7.5%	8.4%	6.5%
<i>Grocery</i>	11.0%	8.9%	9.3%	7.3%
<i>GM (Sainsbury's) + Clothing</i>	(2.5)%	(8.7)%	(0.3)%	(5.5)%
Argos (inc. Republic of Ireland)	5.1%	(2.6)%	(0.9)%	(6.6)%
Total Retail (exc. fuel)	9.2%	5.8%	6.5%	4.3%
Fuel	(21.4)%	(17.1)%	(7.2)%	(7.8)%
Total Retail (inc. fuel)	3.3%	1.5%	4.4%	2.4%

	2023/24			
Total sales performance – previously reported detail	Q1	Q2	Q3	Q4
Total General Merchandise	4.0%	(2.6)%	(0.6)%	(5.6)%
<i>GM (Sainsbury's)</i>	(1.2)%	(2.7)%	0.9%	0.4%
<i>GM (Argos) (inc. ROI)</i>	5.1%	(2.6)%	(0.9)%	(6.6)%
Clothing	(3.7)%	(14.6)%	(1.7)%	(11.7)%

	2024/25				
	Q1	Q2	Q3	Q4	FY
	2.7%	4.2%	2.8%	3.7%	3.2%
	2.4%	1.9%	0.0%	2.2%	1.5%

	2024/25				
	Q1	Q2	Q3	Q4	FY
	4.2%	5.1%	3.7%	4.1%	4.2%
	4.8%	5.3%	4.1%	3.9%	4.5%
	(4.3)%	2.2%	(0.1)%	6.5%	0.0%
	(7.7)%	(1.4)%	(1.4)%	1.9%	(2.7)%
	2.3%	4.1%	2.7%	3.8%	3.1%
	0.4%	(10.6)%	(17.4)%	(6.8)%	(8.9)%
	2.1%	1.9%	0.0%	2.2%	1.4%

	2024/25				
	Q1	Q2	Q3	Q4	FY
	(7.3)%	(1.7)%	(1.5)%	1.9%	(2.7)%
	(5.3)%	(3.3)%	(2.3)%	1.7%	(2.8)%
	(7.7)%	(1.4)%	(1.4)%	1.9%	(2.7)%
	(3.3)%	8.3%	2.2%	12.3%	2.9%

Total sales performance

Total sales performance (£m)	2023/24				2024/25				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	FY
Sainsbury's	7,707	5,650	8,395	3,809	8,029	5,940	8,706	3,964	26,639
<i>Grocery</i>	7,177	5,263	7,676	3,583	7,521	5,544	7,988	3,724	24,777
<i>GM (Sainsbury's) + Clothing</i>	530	387	719	226	508	396	718	240	1,862
Argos (inc. Republic of Ireland)	1,400	1,047	1,960	647	1,292	1,033	1,933	658	4,916
Total Retail (exc. fuel)	9,107	6,697	10,355	4,456	9,321	6,973	10,639	4,622	31,555
Fuel	1,543	1,200	1,624	739	1,549	1,073	1,341	690	4,653
Total Retail (inc. fuel)	10,650	7,897	11,979	5,195	10,870	8,046	11,980	5,312	36,208

Sales performance by category and channel

Total sales¹ performance by category	FY 2024/25 £m	FY 2023/24 £m	Change %	FY 2024/25 Proportion %
Sainsbury's	26,639	25,561	4.2	74
<i>Grocery</i>	24,777	23,699	4.5	68
<i>GM (Sainsbury's) + Clothing</i>	1,862	1,862	0.0	5
Argos	4,916	5,054	(2.7)	14
Total Retail sales (excl. fuel)	31,555	30,615	3.1	87
Fuel sales	4,653	5,106	(8.9)	13
Retail (incl. fuel)	36,208	35,721	1.4	100

Total sales¹ performance by channel	FY 2024/25 %	FY 2023/24 %
Total sales fulfilled by supermarket stores	4.0	10.3
<i>Supermarkets (inc Argos stores in Sainsbury's)</i>	3.5	11.0
<i>Groceries Online</i>	7.0	5.5
Convenience	3.7	10.3

1. Including VAT

Retail margin

As of 1 March 2025

	FY 2024/25	FY 2023/24	Change
Retail sales (exc. VAT, inc fuel) £m	32,630	32,084	1.7%
Retail underlying EBITDA ¹ £m	2,192	2,078	5.5%
Retail underlying EBITDA margin ² %	6.72	6.48	24bps
Retail underlying operating profit ³ £m	1,036	966	7.2%
Retail underlying operating margin ⁴ %	3.17	3.01	16bps

1. Retail underlying operating profit before underlying depreciation and amortisation of £1,156 million

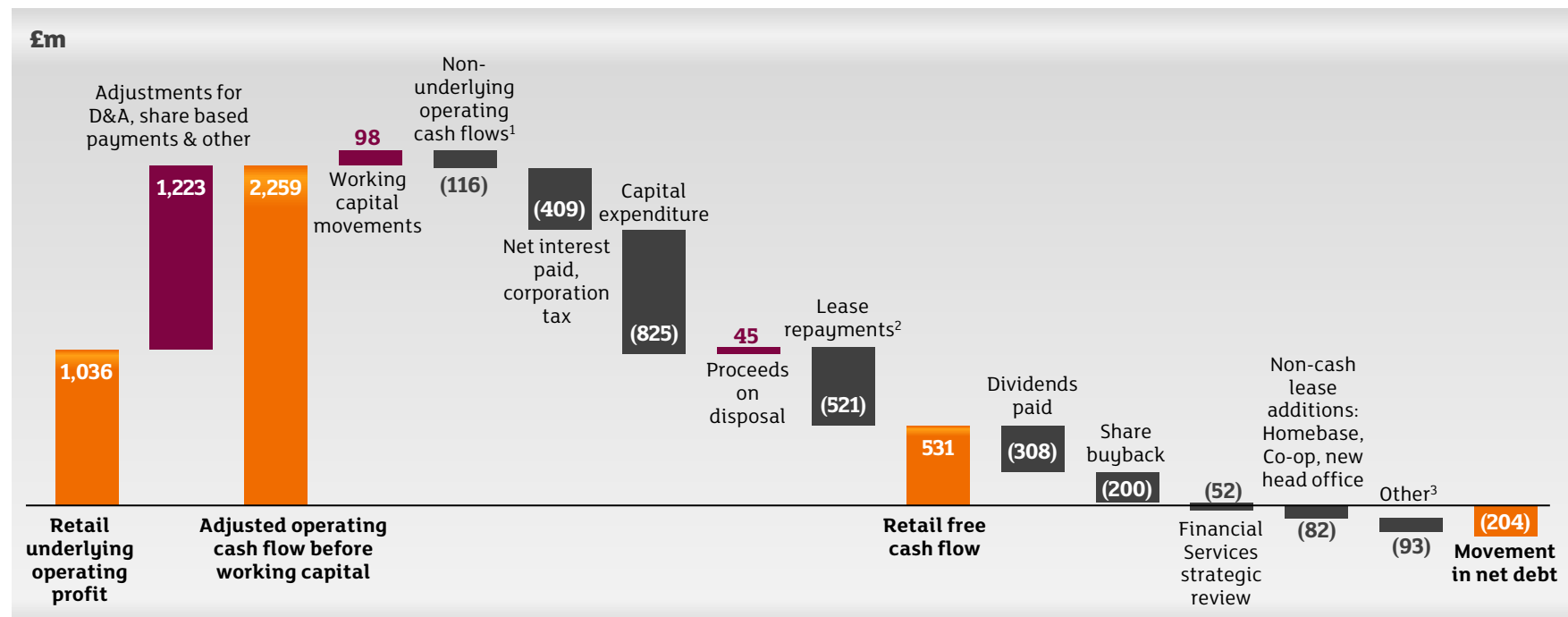
2. Retail underlying EBITDA divided by retail sales excluding VAT

3. Profit before interest and tax for the retail segment excluding non-underlying items

4. Retail underlying operating profit divided by retail sales excluding VAT

Cash flow and net debt

FY 24/25 Cash Flow



1. Includes pension cash contributions

2. Includes initial direct costs on right-of-use assets. Lease interest paid included in "net interest paid, corporation tax" bar

3. Includes the remaining net movement to lease liabilities, reflecting non-cash additions and modifications in the period offset by payments made. Also includes cash impact of share purchases (excluding share buyback) and proceeds from issuance of shares

Financial metrics

As of 1 March 2025

	FY 2024/25	FY 2023/24
Return on capital employed ¹	9.0%	8.3%
Net debt to EBITDA ²	2.6x	2.6x
Fixed charge cover ³	2.8x	2.7x
Underlying tax rate	29.8%	26.7%

1. Return is defined as a 52 week rolling underlying operating profit. Capital employed is defined as Group net assets excluding pension surplus, less net debt. The average is calculated on a 14-point basis which uses the average of 14 data points

2. Retail net debt of £5,758 million divided by Group underlying EBITDA of £2,222 million, based on a 52 week rolling basis

3. Group underlying EBITDA divided by rent (both capital and interest repayments on leases) and underlying net finance costs. All items are calculated on a 52 week rolling basis

Sainsbury's sales area and store numbers

As at 1 March 2025

Supermarkets

	Area (‘000 sq ft)	Number
Opening figures 23/24 ¹	20,904	597
New stores	93	4
Closures	(77)	(3)
Reclassifications	10	1
Closing figures 24/25	20,930	599

Convenience

	Area (‘000 sq ft)	Number
Opening figures 23/24 ¹	2,017	834
New stores	61	25
Closures	(14)	(3)
Reclassifications	(10)	(1)
Closing figures 24/25	2,054	855

Total

	Area (‘000 sq ft)	Number
Opening figures 23/24 ¹	22,921	1,431
New stores	155	29
Closures	(91)	(6)
Reclassifications	-	-
Closing figures 24/25	22,984	1,454

1. Space (sq ft) adjusted at 2 March 2024 to include the net change of all store re-measures throughout the year including those made post-investment

Sainsbury's store estate

As at 1 March 2025

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	855	0	0	0	0	855
Supermarkets	44	116	190	186	63	599
Total stores	899	116	190	186	63	1,454

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	2,054	0	0	0	0	2,054
Supermarkets	349	1,743	5,522	9,031	4,285	20,930
Total stores	2,403	1,743	5,522	9,031	4,285	22,984

Argos store numbers

	As at 2 March 2024	New stores	Disposals/closures	As at 1 March 2025
Argos stores	213	-	(10)	203
Argos stores in Sainsbury's	446	16	(1)	461
Argos total store numbers	659	16	(11)	664
Argos Collection Points	456	25	(38)	443
Argos points of presence	1,115	41	(49)	1,107

Sainsbury's store openings and closures

FY 2024/25

H1

Supermarket

New store

Winchburgh

Convenience

New stores

Liverpool – Princes Dock

Bradwell – Bluebell Meadow

Clapham – Northcote Road

Lewisham – Lee High Road

Tower Hamlets – Norton Folgate

Bury St Edmunds Lark Grange

Closure

Hendon

Closure

Chester Watergate Street

H2

Supermarket

New stores

Bishopton Dargavel Village

Alsager

Hendon (Replacement)

Closures

Stamford Hill

York

Convenience

New stores

Wavendon - Eagles Rest

Wandsworth Springfield Place

Mile End Station

Corby - Weldon Park

Manchester - Oldham Street

Hove - Church Road

Edinburgh Airport

Maida Vale - Shirland Road

Burnt Oak Broadway

High Lane - Buxton Road

Closures

Bishopton - Dargavel Village

St Andrew Square

Lenzie - Millersneuk Road

Reading - Station Road

Peterlee Passfield Way

Hammersmith Broadway Shopping Centre

Bridge of Weir Main Street

Westminster Paddington Square

New Malden Coombe Road

Hampton Wick High Street

Castle Donington Welsted Road

Plc Board



Martin Scicluna
Chair



Simon Roberts
Chief Executive



Bláthnaid Bergin
Chief Financial Officer



Jo Bertram
Non-Executive Director



Brian Cassin
Senior Independent Director



Jo Harlow
Non-Executive Director



Adrian Hennah
Non-Executive Director



Tanuj Kapilashrami
Non-Executive Director



Keith Weed CBE
Non-Executive Director



Nick Grant
General Counsel
and Company Secretary

Plc Board

Martin Scicluna Chair

Date of Appointment:

March 2019 (joined the Board November 2018)

Skills and experience

Martin joined the Board as Chair Designate and Non-Executive Director on 1 November 2018. He was appointed **Chair of the Board** on 10 March 2019, and is also **Chair of the Nomination and Governance Committee** and a **member of the Corporate Responsibility and Sustainability Committee**.

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. Previous roles include Chairman of RSA Insurance Group plc, Chairman of Great Portland Estates plc, Senior Independent Director and Chair of the Audit Committee of Worldpay Inc., and Non-Executive Director and Chair of the Audit Committee of Lloyds Banking Group plc. He was a partner at Deloitte LLP for 26 years, serving as Chairman from 1995 to 2007, where his clients included Dixons, WH Smith, Alliance Unichem and Cadbury.

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.

Simon Roberts Chief Executive

Date of Appointment:

June 2020 (joined the Operating Board July 2017)

Skills and experience

Simon was appointed as Chief Executive on 1 June 2020, having joined Sainsbury's and the Operating Board in July 2017 as Retail & Operations Director, with responsibility for Stores, Central Operations and Logistics. He is a **member of the Corporate Responsibility and Sustainability Committee**.

Simon has worked in retail for over 35 years, having started at Marks and Spencer and joined Sainsbury's from Boots where he was Executive Vice President of Walgreens Boots Alliance and President of Boots UK and Ireland.

Simon is President of IGD, a Member of the Government's Food Strategy Advisory Board, a Member of the Government's Retail Sector Council and an Advisory Board Member of Diversity in Retail.

Simon is leading Sainsbury's Next Level Strategy, driven by our purpose to make good food joyful, accessible and affordable for everyone, everyday. Under Simon's stewardship, Sainsbury's has launched its Plan for Better, which is integrated into our strategy and includes a bold commitment to become net zero across our own operations by 2035. Simon has led significant investments into colleague pay, most recently leading the industry in paying the Living Wage across the whole country. Simon is the Operating Board Sponsor for Inclusion and is a dedicated, determined and enthusiastic champion for our customers and colleagues and for inclusion and diversity across our company.

Bláthnaid Bergin Chief Financial Officer

Date of Appointment:

March 2023

Skills and experience

Bláthnaid was appointed as Chief Financial Officer on 5 March 2023, having joined Sainsbury's in 2019 as Group Director of Finance before becoming Commercial and Retail Finance Director in 2021.

Prior to joining Sainsbury's, Bláthnaid held senior finance leadership roles at Aviva and RSA. She is a qualified Chartered Accountant and spent most of her career at GE in various finance roles working across Europe, Asia and Australia. Bláthnaid was previously Non-Executive Director, Chair of the Audit Committee and Senior Independent Director for Artemis Alpha Investment Trust. Bláthnaid currently serves as a Non-Executive Director of Haleon plc.

Bláthnaid is a highly respected leader with a strong record of financial leadership. Over the last six 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.

Plc Board

Jo Bertram

Non-Executive Director

Date of Appointment:

July 2022

Skills and experience

Jo joined the Board on 7 July 2022 and is a **member of the Nomination and Governance Committee and the Corporate Responsibility and Sustainability Committee.**

Jo is a highly talented strategic business leader with significant experience leading transformation and change. Prior to becoming Managing Director, Business & Wholesale at Virgin Media O2, Jo held senior Director and Strategy roles at O2. Between 2013 and 2017, she held the position of Regional General Manager, Northern Europe at Uber. Jo has previously worked at McKinsey and Accenture and holds an MBA from INSEAD.

Jo has worked in growing hi-tech sectors which benefits our customers as we explore new ways to use digital solutions to make shopping easy and convenient.

Brian Cassin

Senior Independent Director

Date of Appointment:

July 2022 (joined the Board April 2016)

Skills and experience

Brian joined the Board on 1 April 2016 and became the Senior Independent Director on 7 July 2022. He is a **member of the Audit Committee and the Nomination and Governance Committee.**

Brian brings relevant experience of running a FTSE 100 group with knowledge of big data and analytics, both areas of key importance to Sainsbury's. As Chief Executive Officer of Experian plc, Brian brings strong leadership experience and a substantial background in operating within a regulated environment. He joined Experian plc as Chief Financial Officer in April 2012, a post he held until his appointment as Chief Executive Officer in July 2014. Prior to this, Brian spent his career in investment banking at Greenhill & Co, where he was Managing Director and Partner. Brian has also held various roles at Baring Brothers International and at the London Stock Exchange.

Brian's current experience as a chief executive and his work in the financial and technology sectors provide valuable industry insight.

Jo Harlow

Non-Executive Director

Date of Appointment:

September 2017

Skills and experience

Jo joined the Board on 11 September 2017 and became **Chair of the Remuneration Committee** in July 2022. She is a **member of the Nomination and Governance Committee and the Corporate Responsibility and Sustainability Committee.**

Jo brings a wealth of experience in consumer-facing businesses and the telecoms and technology industries, both in the UK and internationally. She was Corporate Vice President of the Phones Business Unit at Microsoft Corporation and, before that, was Executive Vice President of Smart Devices at Nokia, following a number of senior management roles at Nokia from 2003. Prior to that, Jo held marketing, sales and management roles at Reebok International Limited from 1992 to 2003 and at Procter & Gamble from 1984 to 1992. Jo was previously a Non-Executive Director and Chair of the Remuneration Committee of InterContinental Hotels Group plc. Jo is Senior Independent Director and Chair of the Remuneration Committee of Halma plc, Senior Independent Director and member of the Remuneration Committee and Nominations Committee at Centrica plc, and Director of Chapter Zero.

Jo has broad experience from executive and non-executive 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.

Plc Board

Adrian Hennah

Non-Executive Director

Date of Appointment:

April 2021

Skills and experience

Adrian joined the Board on 1 April 2021. He is **Chair of the Audit Committee** and a **member of the Remuneration Committee and the Nomination and Governance Committee**. Adrian will become Senior Independent Director on 3 July 2025.

Adrian has significant financial and strategic expertise from leading the performance and strategy of many large companies. He started his career working in audit and consultancy with PwC and Stadtsparkasse Köln, the German regional bank. Adrian spent 18 years in Chief Financial Officer roles at three FTSE 100 companies. He was Chief Financial Officer at Reckitt Benckiser (RB) for seven years and held the same position at Smith & Nephew and Invensys. Prior to this, he spent 18 years at GlaxoSmithKline working in both finance and operations. He was also previously Non-Executive Director and Chair of the Audit Committee at RELX. Adrian currently serves as a Non-Executive Director of Oxford Nanopore Technologies plc, a Non-Executive Director of Unilever plc and a Trustee of Our Future Health.

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, notably at RB, which produces leading hygiene, health and nutritional brands.

Tanuj Kapilashrami

Non-Executive Director

Date of Appointment:

July 2020

Skills and experience

Tanuj joined the Board on 1 July 2020 and is a **member of the Nomination and Governance Committee and the Remuneration Committee**.

Tanuj is an international banker with significant experience in strategy, transformation, talent and change management, both in the UK and globally. She is the Chief Strategy and Talent Officer of Standard Chartered Bank, where she leads Corporate Strategy, Bank-wide Transformation and Corporate functions (HR, Brand and Marketing, Corporate Affairs, Supply Chain Management and Corporate Real Estate), and in turn is responsible for how the Standard Chartered Bank develops, executes and communicates its strategy. She joined Standard Chartered in 2017 and was the Bank's Chief Human Resources Officer from 2018 to 2024. Prior to this, Tanuj built her career in banking over 17 years in key global and regional HR leadership roles across multiple markets within HSBC. She has also previously served as a Director of Financial Services Skills Commission Limited. Tanuj is a recognised thought-leader on the future of work and has been featured by leading global media on a range of topics, including culture, leadership, inclusion and skills. Tanuj is also an Associate Non-Executive Director of the Board of NHS England, a member of the Asia House Board of Trustees, and on the Board of Vault22, an integrated digital wealth, health and lifestyle solutions start-up.

Tanuj is a valuable member of the Board as the business continues to adapt and support its colleagues in a rapidly changing marketplace.

Plc Board

Keith Weed CBE

Non-Executive Director

Date of Appointment:

July 2020

Skills and experience

Keith joined the Board on 1 July 2020 and became **Chair of the Corporate Responsibility and Sustainability Committee** on 7 July 2022. He is also a **member of the Audit Committee and the Nomination and Governance Committee**.

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 was awarded a CBE for services to the advertising and marketing industry in the 2021 New Years Honours List. He has a strong business background, having spent 36 years at Unilever plc, most recently as Chief Marketing and Communications Officer, which included leading the company's ground-breaking sustainability programme globally. Whilst at Unilever, Keith led different parts of the business, during which time he worked closely with Sainsbury's and other retailers. He has strong international experience and knowledge, having run international businesses both in the UK and overseas. He is currently a Non-Executive Director of WPP plc, Trustee Director of Business in the Community, Trustee Director of The Leverhulme Trust and President of the Royal Horticultural Society. He is also a trustee of Grange Park Opera.

Keith plays an important role in Sainsbury's strategic focus 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.

Nick Grant

General Counsel and Company Secretary

Date of Appointment:

July 2024

Skills and experience

Nick was appointed to the newly created role of General Counsel & Company Secretary in July 2024. 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.

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.

Plc Board changes

Katie Bickerstaffe and **Steve Hare** will join the Board as Non-Executive Directors following the Annual General Meeting (AGM) on 3 July 2025. Katie will be a member of the Corporate Responsibility and Sustainability Committee and the Nomination and Governance Committee and Steve will join the Audit and Nomination and Governance Committees.

Brian Cassin has notified the Board that he will not seek re-election after nine years' service. The Board has appointed **Adrian Hennah**, who has been a member of the J Sainsbury plc Board since April 2021, to succeed Brian as Senior Independent Director with effect from 3 July.

Operating Board



Simon Roberts
Chief Executive



Bláthnaid Bergin
Chief Financial Officer



Rhian Bartlett
Chief Commercial Officer
- Sainsbury's



Graham Biggart
Managing Director Argos,
and Chief Strategy and Supply Officer



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



Mark Given
Chief Marketing, Data and
Sustainability Officer



Prerana Issar
Chief People Officer



Clodagh Moriarty
Chief Retail and Technology Officer

Operating Board

Simon Roberts
Chief Executive

See Appendix 13

Bláthnaid Bergin
Chief Financial Officer

See Appendix 13

Rhian Bartlett
Chief Commercial Officer
- Sainsbury's

Date of Appointment:
November 2020

Skills and experience

Rhian joined the Operating Board in November 2020, having returned to Sainsbury's in 2019 as Director of Fresh Food. She is responsible for delivering the commercial performance of Sainsbury's food business and brands. Rhian is also the Operating Board Sponsor for Gender. She has over 20 years' experience in the retail industry and has held a variety of senior commercial roles, including Customer and Digital Director at Screwfix and Director of UK Trading at eBay. Rhian's previous roles at Sainsbury's include Business Unit Director Non-Food Grocery and Head of Online Merchandising.

Rhian is a Non-Executive Director at Speedy Hire Plc.

Graham Biggart
Managing Director Argos,
and Chief Strategy and Supply Officer

Date of Appointment:
March 2022

Skills and experience

Graham is accountable for our Argos business, ensuring its continued success as the second-largest General Merchandise retailer in the UK, and a digital leader with iconic consumer brands such as Habitat, Chad Valley and Bush. Graham also leads our Strategy across Sainsbury's, as well as our global Supply Chain, Logistics & Fulfilment teams. He 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 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. Prior to Sainsbury's, Graham worked at McKinsey & Company, and before that at Brunswick Group.

Graham is a Non-Executive Director and Chair of the Risk & Audit Committee of GS1 UK.

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

Date of Appointment:
January 2025

Skills and experience

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 has over 30 years' experience in global industries, automotive, manufacturing and retail and has held a variety of UK and international senior leadership roles, including Chief Operating Officer, Howdens Manufacturing, MD MFI Asia Limited and Chief Property and Procurement Officer, Walgreens Boots Alliance.

Patrick also leads our carbon activities to achieve net zero by 2030 and recently initiated and set-up our new electrical vehicle charging venture Smart Charge. He most recently was a Trustee for the University of London and in 2019 was celebrated as global procurement leader of the year for the Chartered Institute of Procurement (CIPS).

Operating Board

Mark Given

Chief Marketing, Data and Sustainability Officer

Date of Appointment:

June 2020

Skills and experience

Mark joined the Operating Board in June 2020. He has significant experience in customer insight, brand communication and digital marketing. Mark 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 the Sainsbury's, Argos, Tu clothing and Habitat brands. 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. In 2025 Mark will also be responsible for our business wide Data & Analytics capability. Since 2024 Mark has been the Operating Board Sponsor for the LGBT+ inclusion lane.

Prior to joining Sainsbury's, Mark built his digital skills leading the Priority programme at O2, where he was Head of Sponsorship. Before this, Mark worked with key brands at Heineken UK where he was Brand Director. He began his career at Procter & Gamble UK before working across Europe on a variety of brands.

Mark is currently a Council Member of the Incorporated Society of British Advertisers (ISBA) and a Fellow of the Marketing Society.

Prerana Issar

Chief People Officer

Date of Appointment:

May 2023

Skills and experience

Prerana joined the Operating Board in May 2023. Prior to joining Sainsbury's, Prerana was the NHS's first Chief People Officer and supported the 1.2 million people who work for the NHS to deliver critical care for patients, including through the COVID-19 pandemic, the most challenging period of the NHS's history. Before that, Prerana worked at the United Nations World Food Programme as Director of Public-Private Partnerships and Chief HR Officer. She is focused on HR delivering commercial impact, having started her career at Unilever plc, where she spent 15 years and finishing her time there as Vice President of HR for Global Food.

Prerana is a trustee on the Marie Curie Board of Trustees.

Clodagh Moriarty

Chief Retail and Technology Officer

Date of Appointment:

June 2018

Skills and experience

Clodagh joined the Operating Board in 2018 and was appointed as Chief Retail and Technology Officer in March 2023, combining the leadership of Technology with the Group's Digital and Retail teams. She is responsible for all stores and their operations, as well as Sainsbury's digital offer and strategy, customer experience and end to end technology platforms. Clodagh's previous roles in Sainsbury's include Retail and Digital Director and Chief Digital Officer. Clodagh is the Operating Board Sponsor for Wellbeing. Clodagh joined Sainsbury's as Head of Strategy, following nine years at Bain & Company and, during her time with us, has had numerous leadership roles across commercial and channels.

Clodagh is a Non-Executive Director of Taylor Wimpey plc and sits on their Nomination and Governance and Remuneration Committees.

Supplementary financial details

1. Weighted average number of shares

	FY 2024/25	FY 2023/24
Weighted average number of shares (m)	2,330.6	2,334.8
Diluted weighted average number of shares (m)	2,374.1	2,394.0

2. Share count

2023/24 Closing shares	2,370,612,927
2024/25 Closing shares	2,339,424,088

3. Dividend

	2024/25	2023/24
Interim	3.9p	3.9p
Final	9.7p	9.2p
Total	13.6p	13.1p

The Final dividend dates:

Ordinary shares	
Ex-dividend	5 June 2025
Record	6 June 2025
Payment	11 July 2025

4. Financial calendar

Q1 Trading Statement (16 weeks to 21 June 2025)	1 July 2025
Interim Results (28 weeks to 13 September 2025)	6 November 2025