

First choice for food

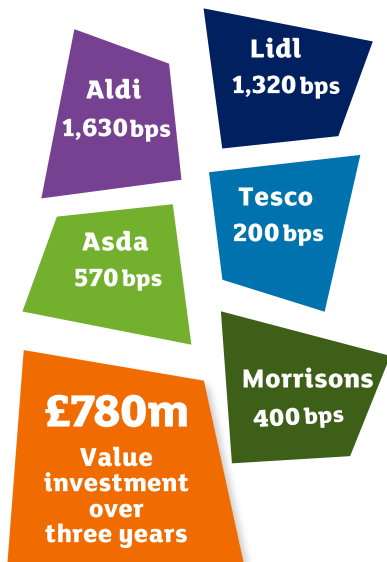
Attract many more people to choose Sainsbury's as the place they come to for good food – and play a leading role in creating a sustainable food system in the UK

- **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 food system**

Food is firmly back at the heart of Sainsbury's

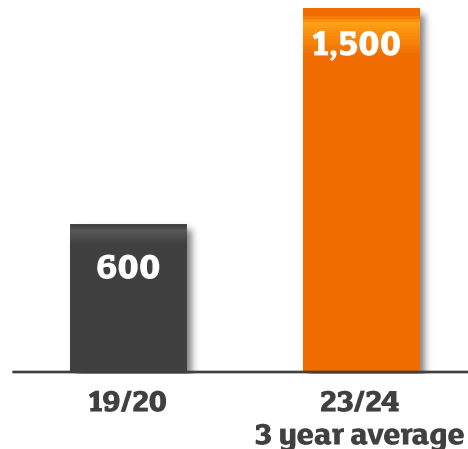
Reset our competitiveness

Improvement in value index¹



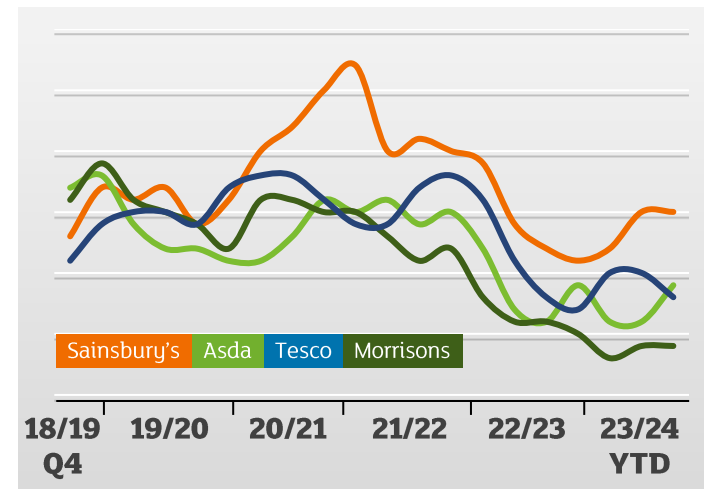
More than doubled our rate of innovation

New products launched



Delivering leading customer satisfaction

Overall supermarket satisfaction score²

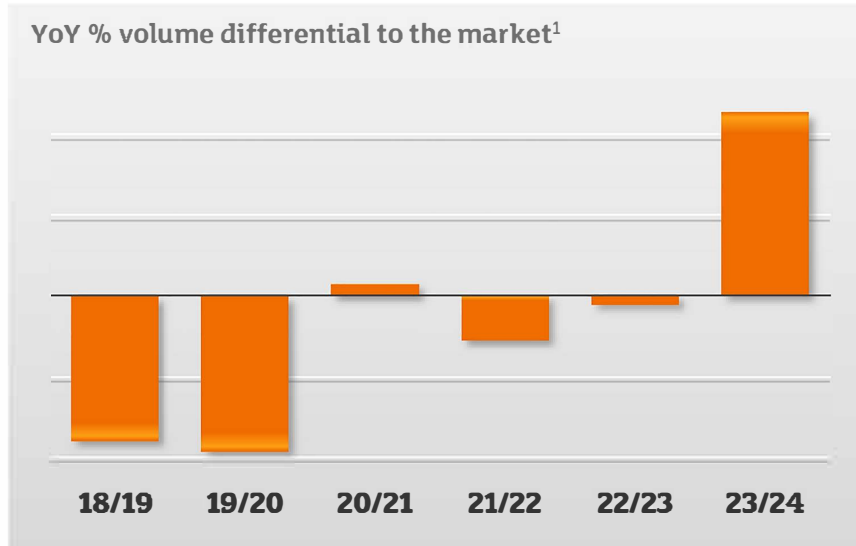


1. Value Reality. February 2024 vs November 2020; Acuity, internal modelling

2. CSAT Supermarket Competitor Benchmark - Overall Supermarket satisfaction score %

Market share gains with further opportunity

We're winning market share...



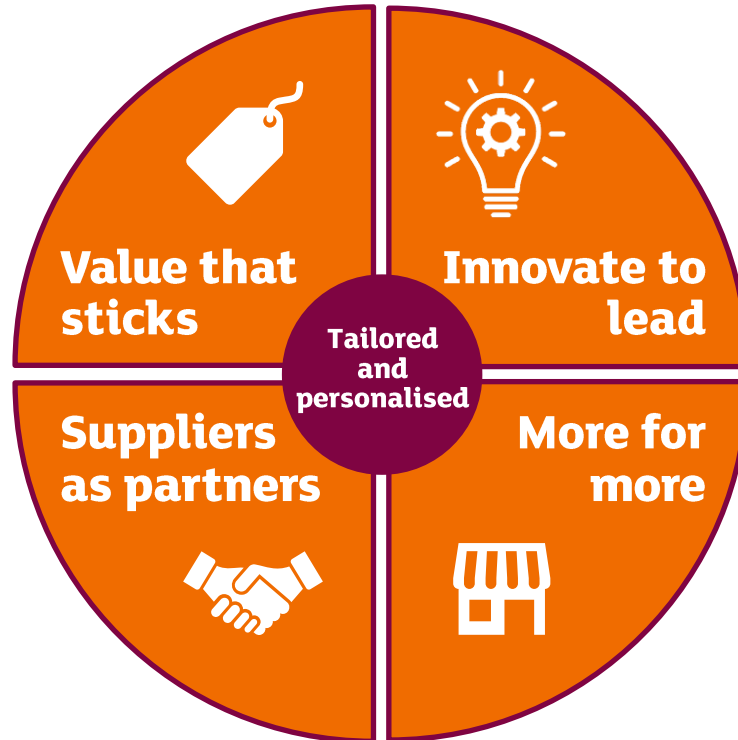
But there is further opportunity to increase our primary shopper numbers



1. Nielsen panel data, Total FMCG excl. Kiosk and Tobacco. Volume growth differential to the market. 23/24 - 44 weeks to 6 January 2024

2. Nielsen panel data, Total FMCG excl. Kiosk & Tobacco. Proportion of primary shoppers. 44 weeks to 6 January 2024

First choice for food, building on Food First momentum





Value that sticks: improve real and perceived value for money

**Building on our
consistent
value proposition...**



**...and highly engaged
customers...**

>95%

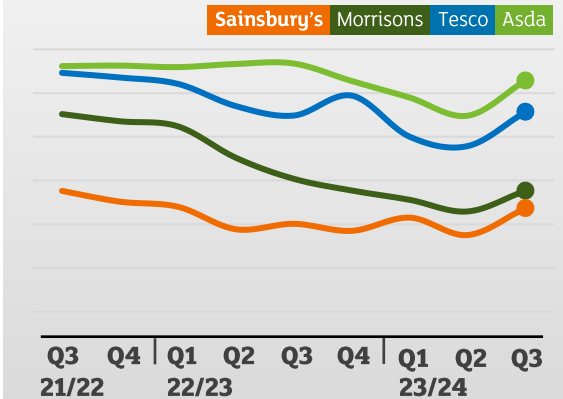
of big baskets include Nectar
Prices and Aldi Price Match

>85%

of Nectar collectors are using
Your Nectar Prices when
shopping Groceries Online

**...we will continue to make
progress on value perception**

YouGov value perception¹



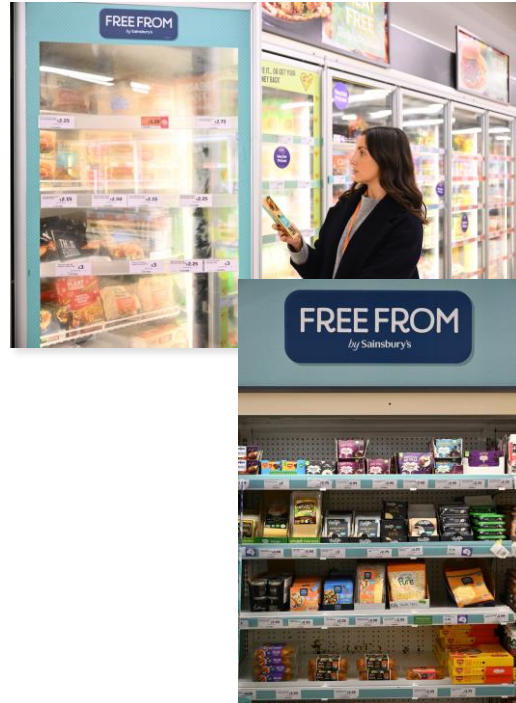
1. YouGov Brand Index – Supermarket Value for Money Perception metric %

Innovate to lead: build lead in quality and inspiration

Product



Proposition



Activation





Our strong store estate enables us to serve customers however they want to shop

Grocery volume share¹



596

Supermarkets

821

Convenience stores

99%

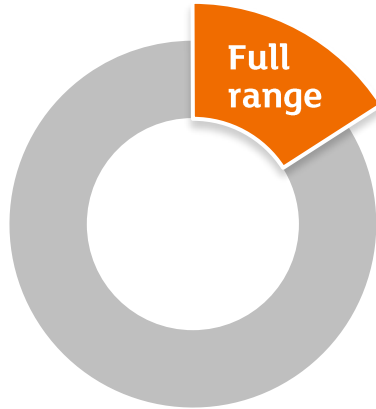
Groceries Online coverage

1. Nielsen panel data, Total FMCG excl. Kiosk and Tobacco. Regional market share. |
23/24 - 44 weeks to 6 January 2024



More for more: more food range available for more of our customers

Only **15%** of our
supermarkets
offer our full food range



We've identified clear opportunities to improve
our customer offer by clustering our store estate

	Number of supermarkets	Customer satisfaction ¹	% stores with full food range
Pop in and out	90		-
Market Town	56		-
Food and More	101		-
All About Food	124		5%
Destination Sainsbury's	154		14%
Destination +	64		92%

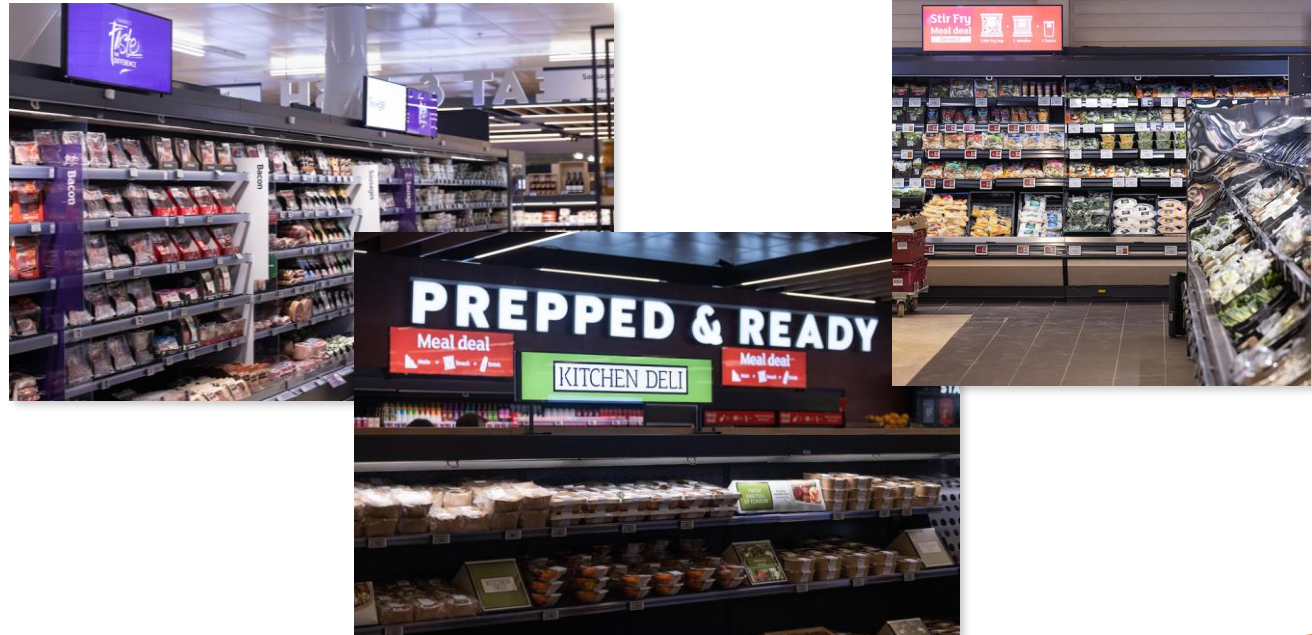
1. Sainsbury's Lettuce Know programme – Supermarket – Overall Satisfaction

More for more:

Optimising space in one third of stores over 3 years



**Solution tailored by store
with a focus on fresh food**



More for more: Optimising space and range in our Convenience stores



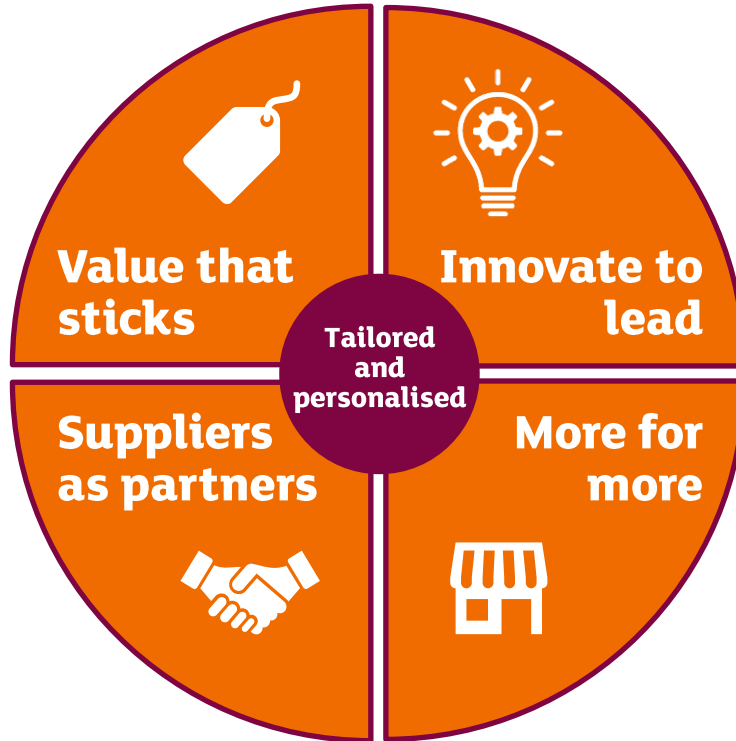
- Rebalancing space towards fresh food
- Optimising range and proposition
- Delivering relevant value
- Resetting the operating model

Suppliers as partners is key for delivering our plan



First choice for food

Be our most competitive, grow volume and gain share



- **Building on strong momentum with customers**
- **Strong track record of delivery**
- **Plan backed by investment**

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