

## Strategy overview

# Consistently delivering for customers, colleagues, suppliers and shareholders

Reflecting on our progress two years into the plan, our balanced choices helped us make good progress against these commitments.

We've invested to support our customers, our colleagues, our farmers and our suppliers and we have sustained our strong competitive position in an intensely competitive market<sup>(a)</sup>. More customers are trusting us to deliver our winning combination of value, quality, availability and service. As a result, we have delivered food volume growth ahead of the

market for the sixth consecutive year, reaching our highest volume market share in ten years<sup>(b)</sup>.

The underlying profit leverage from this volume outperformance was offset by investment in our competitive position and by unusually high levels of operating cost inflation, only partially mitigated through the delivery of a further £330 million of

structural cost savings. We delivered Retail free cash flow of £574 million, ahead of our expectations and we remain on track to exceed £1.6 billion over the three-year plan. Whilst maintaining that cash flow commitment, we're investing for future growth and to further strengthen our competitive advantage. We have also delivered enhanced cash returns to

shareholders, with more than £800 million returned this year through dividends and share buybacks.









Our progress against the commitments is driven by four strategic outcomes: First choice for food, Loyalty everyone loves, More Argos, more often and Save and invest to win.

Across the business, we are focused on delivering the eight commitments that we made at the launch of Next Level Sainsbury's:

1 Food volume growth ahead of the market <span style="float: right;">●</span>	5 Deliver profit leverage from sales growth <span style="float: right;">●</span>
2 Customer satisfaction higher 2026/27 than 2023/24 <span style="float: right;">●</span>	6 £1 billion cost savings over three years to 2026/27 <span style="float: right;">●</span>
3 Colleague engagement higher 2026/27 than 2023/24 <span style="float: right;">●</span>	7 1.6 billion+ retail free cash flow over the three years to 2026/27 <span style="float: right;">●</span>
4 Deliver our Plan for Better commitments <span style="float: right;">●</span>	8 Higher return on capital employed <span style="float: right;">●</span>

### Progress key

● No progress ● Ongoing ● On track

Outcomes	What this means
 <b>First choice for food</b>  <a href="#">Read more page 13</a>	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
 <b>Loyalty everyone loves</b>  <a href="#">Read more page 15</a>	Build a world-leading loyalty platform that's more personalised, joyful, rewarding and transparent – for everyone
 <b>More Argos, more often</b>  <a href="#">Read more page 16</a>	Unleash and transform Argos around the three things that have always made it brilliant: its curated range, famously convenient experience and great value – so more customers buy more complete baskets more often
 <b>Save and invest to win</b>  <a href="#">Read more page 17</a>	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

## Delivering on our outcomes



### First choice for food

In a year where we faced an unusually high level of external cost pressures and a more competitive market, we were clear that our key objective was to sustain our strong competitive position and continue to outperform the market. We delivered on this, making balanced choices throughout the year to maintain our strong value position against all key competitors<sup>9)</sup> and deliver volume outperformance in every quarter<sup>9)</sup>.

Customers trust us to deliver good food and they rely on our winning combination of value, quality, availability and service with more and more shoppers choosing us for their big weekly shop<sup>4)</sup>. We now have around 1.2 million more big trolley primary customers than five years ago<sup>9)</sup> and we continue to benefit from switching gains from competitors across the whole market<sup>4)</sup>.

Customers want to access more of our food range in more locations, and we are investing to grow our food footprint by rebalancing space towards fresh food in existing stores and opening new stores in key target locations. At the same time, we are going further to amplify the points of difference in our customer proposition, with a clear focus on delivering greater personalisation, improving the shopping experience both in-store and online and championing fresh food and innovation.

Our brand and heritage in fresh food set us apart. As customers increasingly look for healthy and sustainable options, our reputation for fresh, nutritious, high quality and well sourced food means we are well placed to be first choice for more customers. Our consistent delivery of great value at the centre of the plate continues to drive outperformance versus the market in key fresh food categories<sup>9)</sup>, supported by our continued focus on innovation and quality.

We are using our scale, reach and capabilities to drive positive change across the food system and are

working closely with farmers and suppliers to strengthen the supply of good food, help tackle climate, nature and labour challenges and raise animal welfare standards. We are expanding our long-term partnership model so that by 2027 we will be supporting more than 2,500 British and Irish farms with long-term contracts. We have committed to invest more than £5 billion in British and Irish farming over the coming years.

### c.£1.3 billion invested over the last five years to deliver consistently great value

Throughout the year, we maintained our strong value position against all key competitors<sup>9)</sup>, supported by the biggest Aldi Price Match in the market, more than 10,000 Nectar Price offers every week, personalised Your Nectar Prices and Nectar Points offers.

Our value investment continues to focus on centre of the plate items customers buy most often, including produce, dairy, meat, fish and poultry, with 17 per cent more centre of the plate Aldi Price Match products year on year. This consistent approach to value is resonating strongly with customers and continues to drive outperformance in fresh food categories<sup>9)</sup>, where fresh food sales were up eight per cent.

### Championing quality, innovation and fresh food

Our brand heritage and leadership in fresh food set us apart. Taste the Difference is now the fastest growing Premium Own Label in the market<sup>4)</sup>, with sales ahead of our £2 billion target and Fresh food sales up 16 per cent. More customers are shopping bigger Taste the Difference baskets more frequently<sup>4)</sup> and 69 per cent of customers shopped both Aldi Price Match and Taste the Difference in the same trolley during the year<sup>4)</sup>.

We launched more than 1,200 new Own Brand products during the year, around half of which were Taste the Difference, including our new restaurant quality Discovery range. We are increasingly helping customers make healthier choices, with a growing focus on fibre rich and higher protein diets. Aldi Price



Match now contains at least 75 per cent healthy and better for you products.

### Investing in colleagues and customer service

Our commitment to customers is underpinned by our commitment to colleagues. We continue to lead the market on overall customer satisfaction in supermarkets<sup>4)</sup>, with improvements across key metrics including value for money, product range, quality and availability<sup>4)</sup>.

We have invested further in colleague wellbeing, development, pay and benefits, increasing colleague pay by more than 40 per cent over the last five years and continue to achieve high colleague engagement scores.

### Expanding our food footprint

Customers want to access more of our food range in more locations. We are investing to grow our food footprint by rebalancing space towards food in existing stores and opening new stores in key target locations.

During the year we opened ten new supermarkets, including two Co-op conversions and three Homebase conversions. Sales to date are ahead of

forecast and we continue to expect strong returns. We also opened 33 new convenience stores, with some standout stores delivering sales more than 50 per cent ahead of expectations. In the year ahead, we expect to open around ten new supermarkets and at least 20 new convenience stores, adding around 0.5 per cent to sales growth in 2026/27.

Alongside this, our three year 'More for More' plan continues to deliver good progress. Over the last two years we have invested selectively in 70 supermarkets, reallocating space towards food and enabling customers to shop more of our range both in-store and online. Invested stores are performing ahead of the rest of the estate, delivering two per cent food volume growth outperformance in the second half and improving total trading intensity by more than five per cent. We will invest in a further 30 stores in the year ahead.

### Delivering for customers however they want to shop with us

Groceries Online sales increased by almost 13 per cent<sup>1)</sup>, supported by rapid growth in OnDemand, where sales rose 69 per cent to more than £700 million and we now cover 70 per cent of the UK population. We are improving the digital journey for our customers by bringing Groceries Online, Chop Chop and SmartShop into a single coherent app, creating the foundation for future personalisation and AI led experiences.

Convenience store sales grew three per cent, supported by outperformance of new space and invested stores and improved customer satisfaction across key metrics, including value for money and product range<sup>1)</sup>.

## Delivering on our outcomes continued

### In focus



### Taste the Difference celebrates £2bn milestone

For 25 years, *Taste the Difference* has redefined supermarket food, focusing on products grown and made with extra care, trusted ingredients and fuller flavour. That promise still stands today, inspiring customers to discover new favourites and enjoy restaurant-quality meals at home.

This year, *Taste the Difference* passed a major milestone, exceeding £2 billion in annual sales for the first time – proof that customers want outstanding quality at prices that still feel affordable prices.

The shift towards dining out at home continues to gather momentum as going out becomes more expensive. Worldpanel by Numerator suggests that over half of all grocery spend is on own label and *Taste the Difference* is leading the way as the fastest growing premium range in the market<sup>9)</sup>. In October 2025, we launched *Discovery*, a new premium collection from *Taste the Difference* to help customers enjoy more special occasions at home, with even more choice.



Use the QR code to read more about this **major milestone**



“ For more than 25 years, Taste the Difference has brought quality and flavour to households, earning its place as a trusted favourite in British homes.

**Rhian Bartlett**  
Chief Commercial and Sustainability Officer



“ All of our recipes are rooted back to authentic flavours, provenance and quality ingredients. I am so proud of how Taste the Difference has evolved over the decades.

**Viresh Singh**  
Pilgrim's Food Masters,  
Our supplier partner on the development of our new modern Indian ready meals, part of the new *Taste the Difference Discovery* range

### Playing a leading role in a sustainable food system

We are using our scale and influence to strengthen the supply of good food and drive positive change across the food system. By early 2027 we will support more than 2,500 British and Irish farms through long term partnerships, with more than £5 billion of committed investment. By the end of 2026, 60 per cent<sup>10)</sup> of our own brand produce, meat, fish, dairy and poultry will be sourced through long term agreements.

Since 2022, our partnership with Comic Relief has raised more than £26 million, funding over 60 million meals and supporting more than two million people. We have also almost doubled the tonnage of edible surplus food being donated to local communities, preventing 11,030 tonnes of surplus food going to waste, a 49 per cent increase year-on-year.

We have refreshed our Plan for Better commitments for packaging and human rights. Our new packaging targets reflect rapid regulatory and structural change in the UK packaging sector, with a focus on improving recyclability and circularity. We refreshed our Human Rights Policy and Saliency Assessment and delivered training to over 100 colleagues and more than 700 supplier representatives. We also launched a new international programme with Comic Relief to help strengthen climate adaptation, food security and resilience in sourcing regions most vulnerable to climate impacts.



### Improving performance in the products and services that sit alongside our food offer

Elevated style credentials<sup>11)</sup> and stronger availability delivered six per cent Tu Clothing volume growth, with clothing sales up 4.8 per cent and online sales growth of more than 20 per cent. Tu has outperformed the Clothing market for seven consecutive quarters<sup>12)</sup>.

Sainsbury's General Merchandise sales were down 3.2 per cent, primarily reflecting expected volume decline driven by our strategic choice to allocate more space to food. We now have an easier-to-shop customers offer with better everyday value and product availability, alongside higher trading intensity at a lower cost to serve.

Our Smart Charge proposition also continued to grow strongly. We now have 661 ultra rapid electric vehicle charging bays across 80 stores, with five new locations added during the year. Sales growth of 136 per cent was driven primarily by very strong like for like growth, with more customers shopping with Sainsbury's while they charge, shopping more often and benefiting from using Nectar with Smart Charge.

## Delivering on our outcomes continued



### Loyalty everyone loves

Customers can save more than £450 a year with Nectar, as well as collecting over £170 of Nectar Points through our well established value proposition of Nectar Prices, personalised Your Nectar Prices, Nectar Offers and Nectar Points earned across a coalition of partners. Nectar participation reached its highest ever level during the year, with digital engagement strengthening in particular, as customers recognise the benefits of personalised, rewarding and integrated loyalty and value when they shop at Sainsbury's.

The resulting growth of our loyal, primary customer base is central to the success of the Nectar360 Retail Media business, which now supports over 900 clients and media agencies. We are increasingly well placed to capitalise on the strong forecast growth of Retail Media in the UK through the high-returning investments we are making in our capabilities, and we remain ahead of plan to deliver at least £100 million of incremental profit over the three years to March 2027.

Since the launch of Nectar Prices in April 2023, customers have saved more than £5.5 billion. During the year, customers saved an average of £15.50 on an £80+ big weekly shop. Your Nectar Prices is now available across all supermarket checkouts, having previously been available only through Online and SmartShop. This expansion has been a key driver of record Nectar digital engagement, with a 35 per cent increase in digitally active users<sup>9)</sup>.

### Setting the standard in retail media and loyalty services

Brands want to work with fewer, high-quality networks. We are a partner of choice with reputation for scaled first-party data, omnichannel reach, sophisticated closed-loop measurement capabilities and leading client service.

During the year we launched Nectar360 Pollen, the UK's most advanced unified Retail Media platform, connecting audience insight, planning, activation, optimisation and measurement in a single, easy-to-use platform that facilitates omnichannel advertising in-store, onsite and offsite. Client onboarding is well underway, particularly among our largest grocery suppliers, with excellent early feedback on the intuitive and forward-thinking nature of the platform. Clients are benefiting from real-time audience building AI tools, efficiency gains from a more streamlined creative compliance process and market-leading measurement tools that enable clearer ROI tracking and smarter decision making.

Our connected digital screen network now consists of almost 3,000 screens in supermarkets and convenience stores, with plans to install a further 3,000 screens during the next year. We are continuing to develop our Retail Media capabilities, including exploring further opportunities within SmartShop.

We are also growing the Nectar Coalition, launching partnerships with Marriott Bonvoy, FareShare and Deliveroo, alongside reward partnerships with Uber and Uber Eats, broadening the range of rewards available to customers and strengthening the everyday relevance of Nectar.

### In focus

#### Personalised value at every Sainsbury's checkout

Around 8.5 million more customers can now access personalised savings when they shop in our supermarkets. In July 2025, we rolled out Your Nectar Prices across all Sainsbury's supermarket tills nationwide, taking tailored offers beyond digital channels so customers can benefit wherever and however they choose to shop.



#### How do Your Nectar Prices work?

Your Nectar Prices give customers personalised discounts on the things they love to buy each week, chosen just for them based on how they shop at Sainsbury's. The more you shop with us, the more relevant these offers are.

Customers are increasingly trusting us for great value on the products that matter most to them, which is creating greater loyalty and even more big trolley shops – contributing to our ambition to become First choice for food.

**£450**

annual customer savings with Nectar

**35%**

increase in digital active Nectar users following this roll-out



“What really sets us apart is our investment in making loyalty personal. Shoppers want to feel recognised and rewarded and while Nectar Prices are for everyone, we know our customers love an offer that is made just for them. That's exactly what Your Nectar Prices delivers – it's about giving customers those extra savings on the products they love and buy most.”

**Mark Given**

Chief Technology, Marketing and Data Officer

#### What are customers saying?

“I'm really impressed by how tailored it is to me.”

“I know it's a cliché, but it makes me feel special.”

## Delivering on our outcomes continued

### In focus

#### Introducing Nectar360 Pollen: a simpler, smarter way for brands to connect with customers

Retail media is changing the way brands connect with shoppers, bringing together digital and in-store experiences and reaching customers when they are most likely to act.

In the Autumn, we launched Nectar360 Pollen (Pollen): a game-changing retail media platform designed to make it simpler for brands to reach customers in more meaningful, relevant ways.

Pollen brings campaign planning, activation, and measurement into one place. From real-time creative optimisation to intelligent audience building, it uses generative AI to accelerate campaign activation and effectiveness.

Using Sainsbury's first-party Nectar insight, it helps brands understand what's working and optimises campaigns while they are live. It connects media across stores and online, giving a transparent view of performance and impact.



“Nectar360 has delivered a genuinely user-experience-first platform, seamlessly bringing together its suite of media capabilities with generative AI and sophisticated real-time multi-touch attribution. Having all of this in one platform is transformative for marketers.

#### Charlotte Murphy

Head of Retail Media at Unilever and one of our first clients to test and feed into the user experience of Nectar360 Pollen



#### More Argos, more often

We have taken determined action to accelerate the transformation of Argos, balancing our objective to improve the customer proposition with structural cost reduction and greater efficiency in our supply chain.

We continue to invest in strategic initiatives to strengthen choice, availability and service for customers and to build a stronger digital proposition, alongside the launch of Argos Pay, our new flexible financial services offer. Customer satisfaction regarding value and range<sup>9</sup> and brand consideration both improved<sup>9</sup> during the year, helping to deliver growth in customer numbers and volumes. In a highly competitive and subdued general merchandise market, this volume growth was largely offset by pricing pressure and a higher participation of lower ticket items.

We have also established a dedicated Argos management team to help accelerate the pace of change and drive cost reduction, supporting investments in infrastructure and technology platforms for Argos.

#### Encouraging volume performance offset by lower average selling price

Argos sales increased by 0.7 per cent in the year. A strong summer performance was offset by more subdued consumer spending over the peak Black Friday and Christmas period. Sales volumes increased by 3.7 per cent, driven by higher customer numbers and bigger baskets but this was largely offset by a three per cent decline in average selling price, reflecting competitive pricing pressure and higher participation of lower ticket items.

Profits were broadly in line with last year, with the benefit from higher volumes and operating cost savings offset by lower Average Selling Price (ASP), higher cost of driving online traffic and higher wage inflation. Profits increased year on year in the first half, reflecting strong Summer seasonal

volume growth but declined in the peak third quarter, impacted by lower ASP.

#### Expanding breadth and depth of ranges

We continued to expand the breadth and depth of our ranges to improve customer choice and relevance. During the year, we added 13,000 new Supplier Direct Fulfilled products, with a particular focus on Beauty, Toys and Electricals, driving strong sales growth. The planned launch of a marketplace in the year ahead will further expand choice for customers.

At the same time, we are simplifying and strengthening our own brand offer by rationalising Argos owned private label brands from 27 to seven core brands. The relaunch of Chad Valley and our design led collaborations within Habitat delivered positive market share performances across toys and homewares<sup>5</sup>, with a 21 per cent improvement in sales growth in Chad Valley following relaunch.

#### Investing in efficiency, digital capabilities and services

We continued to invest in digital capabilities and added value services to support growth in a highly competitive digital market. Improvements to the Argos app are delivering personalised recommendations, app-only offers and a smoother account set up and purchasing journey. These changes supported higher conversion and increased visits, with app visits up 24 per cent year on year.

During the year we launched Argos Pay, a flexible credit solution in partnership with NewDay.

We also delivered significant cost savings across stores, depots and warehouses, supported by investments in AI and automation to improve vehicle routing, stock management and customer targeting.

We are streamlining and modernising our store estate by right sizing standalone stores, improving signage and technology in Argos stores within Sainsbury's, and opening new collection points, helping to improve efficiency while maintaining Argos' market leading convenience for customers.

## Delivering on our outcomes continued



### Save and invest to win

As we enter the final year of our Next Level plan, we remain on track to deliver £1 billion of cost savings, having delivered around £680 million since February 2024 and nearly £2 billion over the past five years.

Our savings programme helped us sustain the strength of our competitive position in a year in which we navigated high levels of operating cost inflation, including significantly higher National Insurance costs and the introduction of the Extended Producer Responsibility scheme. We continue to invest to improve colleague safety, enhance loss prevention measures and accelerate the use of technology to drive efficiency, resilience and sustainable long-term value creation.

Technology and automation investments are improving availability, reducing waste and driving efficiency. SmartShop is now available in the majority of supermarkets, machine learning forecasting is embedded across all food products and we have launched an AI Centre of Excellence to drive responsible, scalable and value led adoption of AI. These tools are improving colleague productivity, customer service and supply chain optimisation, enabling colleagues to focus more time on customer-facing and value-adding work.

We are taking a targeted, data-led approach to strengthening colleague and customer safety and improving loss prevention. Trials of facial recognition technology with Facewatch in two stores showed an almost 50 per cent reduction in logged incidents and more than 90 per cent of identified offenders not returning, with the technology extended to additional London stores and plans to introduce the technology in more stores nationwide. We continue to additionally invest in targeted shrink measures, including self-checkout video analytics and enhanced shelf-edge protection in convenience stores.

We are also simplifying the business to deliver sustainable cost savings. Changes to in store operations have reallocated 170,000 square feet of space to improved food ranges, delivering nearly £50 million of savings. We are continuing to automate our logistics operations, including at Argos' Daventry warehouse, and have introduced automated mobile robots at our Northampton site, driving greater efficiency and capacity and supporting long term value creation.

### Financial Services

We are creating a simpler, more focused Financial Services model, fully integrated into our retail business. As a result, following completion of the exit from core banking, Financial Services will no longer be reported as a separate operating segment. The ongoing Financial Services contribution will be generated from Argos Care, commission income from Insurance, Travel Money, ATMs and white label banking products, alongside income from the NewDay Argos Pay partnership.

We continue to make good progress with our plan to exit core banking services and streamline the Financial Services proposition. In June 2024, we announced the sale of Sainsbury's Bank personal loan, credit card and retail deposit portfolios to NatWest Group, with the successful migration of customers completed across October and November 2025.

In September 2024, we announced the sale of the ATM business to NoteMachine, which completed in May 2025.

In October 2024, we announced the sale of the Argos store card portfolio to NewDay and the launch of a new partnership to create an Argos-branded digital credit proposition. Argos Pay went live in February 2026, with the migration of existing customers expected to complete during 2026/27.

In July 2025, we agreed an arrangement with Allianz UK for car and home insurance, which completed in August 2025 and agreed the sale of the Travel Money business to Fexco Group, which completed in January 2026.



In April 2026, we announced a new partnership with NatWest to provide loans, savings products and a new NatWest Nectar credit card, with products expected to be available in the second half of 2026.

We expect to complete the final stage of the bank exit and surrender the banking licence by July 2026.

Net proceeds from the bank exit enabled the return of £300 million to shareholders, with a further £100 million to be returned through incremental share buybacks in 2026/27.

The operating profit outcome was breakeven, representing a £22 million improvement versus the prior year, supported by cost reduction measures and effective treasury management.

- a) Value Reality, February 2026 vs February 2025; Acuity, internal modelling
- b) Worldpanel by Numerator Panel (Kantar), Universe: City read Grocery, Volume market share, 2016/17 to 2025/26, 52 weeks to 1 March 2026
- c) Worldpanel by Numerator Panel (Kantar), Total FMCG exc. Kiosk & Tobacco, Volume growth YoY, Total Market and Sainsbury's, 2025/26 quarters
- d) Worldpanel by Numerator Panel (Kantar), Total Fresh & Grocery exc. Kiosk & Tobacco, Main Shop Buyers, 52 weeks to 1 March 2026
- e) Worldpanel by Numerator Panel (Kantar), Total Fresh & Grocery exc. Kiosk & Tobacco, Primary shopper number growth (actual) 2020/21 to 2025/26, 52 weeks to 22 February 2026. Primary shopper is defined as any shopper who bought 40% or more of their groceries at particular retailer within the time period indicated
- f) Worldpanel by Numerator Panel (Kantar), Total Fresh & Grocery exc. Kiosk & Tobacco, Retailer to/from Volume net switching gains/losses, 52 weeks to 22 February 2026
- g) NielsenIQ EPOS, Total FMCG excl. Kiosk & Tobacco, Fresh categories (Sainsbury's defined category hierarchy) volume growth YoY, 52 weeks to 28 February 2026
- h) Worldpanel by Numerator Panel (Kantar), Total Fresh & Grocery exc. Kiosk & Tobacco, Premium Own Label tier (excl. Premium Plus tier), Volume growth YoY, 52 weeks to 1 March 2026
- i) Worldpanel by Numerator Panel (Kantar), Total Fresh & Grocery exc. Kiosk, Premium Own Label tier (excl. Premium Plus tier), Basket size – number of Taste the Difference items per basket, Frequency and Buyers YoY growth, 52 weeks to 1st March 2026
- j) Nectar / Groceries Online customers shopping both Aldi Price Match and Taste the Difference at least once during 2025/26
- k) CSAT Supermarket Competitor Benchmarking data – Overall Supermarket Satisfaction 2025/26 vs full-choice grocers and 2025/26 vs 2024/25 year-on-year improvement in key metrics: value for money, product range, quality and availability. Note: March 2025 data unavailable
- l) Groceries Online includes sales through Sainsbury's.co.uk and sales through OnDemand channels serviced by supermarket and convenience locations
- m) CSAT Convenience Competitor Benchmarking data – 2025/26 vs 2024/25 year-on-year improvement in key metrics: value for money and product range. Note: March 2025 data unavailable
- n) Based on Cost Of Goods Sold (COGS) from suppliers (Dairy, Meat, Fish, Poultry, Produce) with minimum five year long-term agreements in place or planned, divided by total COGS of these categories
- o) Brand Tracking – Style (H2 2025/26 vs H2 2024/25)
- p) Worldpanel by Numerator Panel (Kantar), Total Clothing, Footwear and Accessories. YoY retailer spend growth vs the market – from 12 weeks to 23 June 2024 to 12 weeks to 1 March 2026
- q) Increase in digitally active Nectar users February 2026 vs February 2025
- r) Argos CSAT Survey – value for money and product range – February 2025/26 vs February 2024/25
- s) YouGov Brand Tracking – Consideration – YoY improvement, 2025/26 vs 2024/25
- t) GFK (Home) & Circana (Toys) market share data, 12 months to the end of February 2026