

J Sainsbury plc
Q1 Trading Statement 2025/26
Tuesday, 01 July 2025 - 9:00 am

Presentation

[Video playing]

Operator

Hello and welcome to the Sainsbury's 2025/26 Q1 Trading Statement Analyst Q&A call. On the call this morning is Simon Roberts, Chief Executive and Bláthnaid Bergin, Chief Financial Officer. I will now hand over to Simon Roberts for the presentation.

Simon Roberts
Chief Executive Officer

Thank you. A very good morning, everybody, and welcome to our first quarter trading statement covering the 16 weeks to 21st June. I'm going to talk briefly about our trading performance. Then, of course, Bláthnaid and I will be very happy to take all the questions.

So, I want to start here with a slide that you may remember we shared at our prelims results back at the end of April. Now, these are the priorities that we set out with the clear intention to focus and energise all of our team across the business to accelerate into the year ahead and deliver the next phase of our growth.

So now 16 weeks into the new financial year, the results we've issued this morning demonstrate the strong trading momentum we are driving across all of our brands. We're doing exactly what we committed to do, sustaining the strength of our competitive position in grocery and growing market share. In fact, we've built further on our strong competitive position during the quarter, improving our prices against all competitors and consistently delivering our winning combination of value, quality, availability and service.

As a result, our food business continues to go from strength to strength. We're growing volumes faster than the market for our third consecutive year, and we've achieved our highest market share since 2016. We're making good progress with our plan to bring the best of our food offer to more customers, with seven new convenience stores and two new supermarkets opened during the quarter.

Now, if you've been into our stores or shopped online recently, you'll have seen that we're going further and faster with our plan to deliver leading product innovation, particularly through Taste the Difference. Our customers are really buying into this. At the same time, we're scaling our personalised loyalty program to fully optimise how we deliver even more great value through Nectar Prices.

All of this is underpinned by the investments we're making in technology to drive efficiency, enhance our platform for growth and support the delivery of our £1 billion cost-saving target. This is a vital point of difference for us as we continue to strengthen the competitive advantage we've built. Now today, we've reiterated our full year guidance of around £1 billion of retail operating profit and at least £500 million of retail free cash flow.

As we discussed at the prelims in April, this guidance allows us to continue to make balanced choices and provides the capacity to navigate the environment around us as we travel through the year ahead and deliver on our next level Sainsbury's commitments.

So, turning now to our sales performance for the quarter. We continue to drive strong momentum in grocery, growing sales by 5% against a particularly tough comparative. On a two year basis, grocery sales were up 10%. We delivered good volume growth with a slightly higher rate of inflation coming through across the industry as we solve for increased cost pressure and our cost bases and those of our suppliers.

Argos grew sales by 4.4% ahead of a subdued general merchandise market, helped by warm and dry spring weather and against a weak comparative. Now you can see here the strength of our grocery business, outperforming the market again this quarter and ahead of our key competitors. If you look at the chart on the right hand side of this slide, you can see clearly that we're delivering this sustained volume growth against a tough comparative with a very strong two year outperformance.

We're consistently delivering on our winning combination of value, quality, availability and service and this drives our confidence in maintaining this momentum and we expect to continue to grow grocery volumes ahead of the market this year. Now we all know there's been a lot of noise in the market in recent months and there are a number of moving parts in the mix. Across the market everyone has raised their game when it comes to delivering value for customers and marketing activity has been ramping up to amplify key value messaging.

But at the same time operating cost inflation is working its way through the system and so it's a very dynamic market at the moment. Within all the noise we're very pleased with where we are and the momentum we have. Our value proposition is stronger than ever, and we have improved our price position against all competitors this quarter as you can see.

We're now offering customers even more opportunity to save on the items they buy most often through the biggest Aldi Price Match commitment in the market on around 800 products and through Nectar Prices on over 9,000 products. It's clear that customers are really noticing. Our value for money customer satisfaction measures are now at the highest level they've ever been.

Taste the Difference has been at the centre of our strategy to put good food back at the heart of Sainsbury's and our reinvigorated passion for innovation. It's a real point of difference for us with a significantly higher proportion of our sales coming through premium private label than competitors and we're continuing to make bigger market share gains than any other retailer in this space.

We're delivering another strong performance in Taste the Difference this summer from really high quality essentials like our Taste the Difference strawberries perfect to enjoy as we come into the Wimbledon season and exciting new innovations in our deli and picnic ranges which have already been very popular with customers.

We grew sales by 18% this quarter which was on the back of two years of very strong growth and in fresh food we've grown Taste the Difference by almost 50% over the last three years. Now however customers want to shop with us whether it's in our supermarkets, convenience stores or online our colleagues are totally focused and are doing a brilliant job in delivering the very best experience we can.

Across all our channels this quarter we've seen strong improvements in customer satisfaction with standout scores for the availability of products, appealing promotions and value for money. We're really proud of the service and experience we're now consistently delivering. Our customer satisfaction metrics are testament to the commitment and dedication of all of our colleagues and team and at the same time our suppliers and farmers have also been doing the best job in ensuring we maintain the highest levels of supply service and availability.

So you've heard me say before that to win in this industry we have to show up across all these key components of value, quality, availability and service day in day out consistently delivering on the things that matter most for customers. You can see on this slide that when we do that we become the first choice of food for many more customers who then choose Sainsbury's for their big trolley shops, as you can see on the right hand side of this slide. This is the measure that is really key here. We have nearly a million more loyal primary customers than we had four years ago, a huge step on versus our key competitors over the same period of time.

Now our Nectar loyalty program has been truly transformational for our grocery business and Nectar Prices has been a key driver of the increase in customer perceptions of our value and of our primary customer growth. The strength of our loyalty platform powers Nectar360, our market leading loyalty customer insight and retail media business.

Now we recently announced that we're taking another big step forward with this with the launch of Nectar360 Pollen, the most advanced retail media platform of its kind in the UK. Pollen will be a game changer in terms of how easily brands and agencies can access the full potential of our retail media network to run omni-channel campaigns and importantly be able to measure their effectiveness. Built in-house, Pollen seamlessly brings together all of our existing capabilities in one place, a single platform for audience insights, media planning and activation and measurement.

It will set us apart in the client service that we can provide, delivering an enhanced experience that is quick and simple to use and with market leading measurement of performance available throughout. Now we're really proud of what we're doing here with Pollen, and we're excited about its launch later this year. It will be a huge un-locker of our potential to go much further in this space and we're extremely encouraged by the phenomenal response we've had from brands, agencies and partners so far.

Now building on early progress in quarter 4, we're pleased to have driven further improvements at Argos this quarter, delivering sales growth, traffic growth and volume growth as we showed up well for customers, particularly when the weather was warmer and drier in comparison to a poor start to the summer last year.

We're making good progress too with our More Argos, more often strategy. We're well underway with the strategic choices we laid out in April which are all about improving the digital journey, strengthening our value proposition, increasing our desirability and awareness of the ranges that we have at Argos and further expanding our stock loss ranges.

However, of course, it is a challenging backdrop. The general merchandise market is highly competitive and remains subdued as customers continue to spend carefully on discretionary items. There's also been a big increase in activity from some of the global online retailers refocusing their efforts and investment on the UK so it's a very competitive market.

We're now facing into tougher sales comparatives in the second quarter as we're up against a period when we ran a lot of clearance activity last year. We know there's a lot more to do here when this team now leading Argos are very firmly focused on strengthening our fundamentals and delivering a stronger sustained performance over time.

So, in summary we're really pleased with where we are at this point in the year as we deliver against the priorities that we set out for the year in April. We're also encouraged by the level of strategic and operational progress being achieved right across the business and with our strong and sustained momentum relative to the market. We are ready to continue building on this with a particularly strong plan this summer across value, quality, innovation and service at both Sainsbury's and Argos.

Our team is more joined up than ever, focused and connected. We are ready to see the opportunities ahead as we prepare for the second half. So, thank you for listening and we'll now hand over to Q&A.

Question and Answer Session

Operator

We will now go to Q&A. If you would like to ask a question, please use the raise hand feature at the bottom of your screen. Alternatively, if you have dialled in, please press star nine on your handset now. To keep things as fair as possible we ask that you only ask one question. If we get additional time, please rejoin the queue by re-raising your hand or pressing star nine and we will try to get back to you. We will pause for a moment to allow questioners to enter the queue.

The first question is from Manjari Dhar at RBC. Please unmute yourself and begin with your question.

Simon Roberts

Morning Manjari.

Manjari Dhar, RBC Capital Markets

Morning Simon, morning Bláthnaid. Morning. Thank you for taking my question. I just had a question on Taste the Difference if I may. I see that the growth has accelerated, obviously a strong performance. I just wondered if you could give some colour on how much you think that that acceleration is your own initiatives and how much is other factors in the market, consumer trends of other players and how sustainable you think that high level of growth could be. Thank you.

Simon Roberts

Manjari, thank you. Look, I think a couple of things to say here. The first thing is when we launched Food First back in 2020, we made a very clear commitment at that time we were going to really power innovation at Sainsbury's, and we were going to really build our capabilities back then to make sure that we have the leading innovation in the market.

What you can see now is four years on, five years on, just the year on year-on-year progress we're able to deliver and we've got a fantastic team working on product innovation and constantly scanning the world for the best products that we think our customers will love and what we can see this summer is another big step on in the innovation.

Now the products that we've launched 250 products for this summer in Taste the Difference, particularly in all the food for outdoor eating at summer, picnics, family gatherings, customers are loving them and what we're seeing is therefore we've grown Taste the Difference sales in fresh food in the quarter by 20%, 18% overall for Taste the Difference and fresh food sales are up 50% over the last few years.

So, a real step on in performance and we think there's a lot more to come here. We're really seeing customers are buying into this innovation but at affordable prices, and that's one of the things that really stands Taste the Difference out from much of the competition that's out there.

So great momentum, more definitely to come in this space. I was looking at the plans for the rest of this year in terms of innovation as we go into autumn and Christmas and there's really, really strong new thinking, new products coming our way.

In terms of more broadly in the market, look, I think a lot of the market have come on board to really focus on premium. It's an area where customers spend more time at home, eat out less. That's clearly something that most retailers are focused on, but we really are seeing market leading growth in this space and it's something we intend to stay very focused on.

Manjari Dhar, RBC Capital Markets

Great, thank you.

Simon Roberts

Thank you.

Operator

The next question is from Izabel Dobрева at Morgan Stanley. Please unmute yourself and begin with your question.

Simon Roberts

Hello Izabel, good morning.

Izabel Dobрева, Morgan Stanley

Good morning, thank you for taking my questions. I had a question on Argos. Could you give us some colour on what the like-for-like for the sales growth would have been excluding seasonal outdoor gardening sales for the quarter so that we can understand what the weather impact was? Then as we go through the year, I guess given that the weather happened earlier this year than it did last year, this could mean that there is less discounting on the market but then on the flip side you mentioned the market is very competitive. We have various data sources telling us that the consumer is slowing.

So, would your expectation be that all of these tailwinds from the weather, from the dollar, what have you, may essentially get passed on to the consumer and the environment stays very competitive and deflationary for Argos?

Simon Roberts

Izabel, thank you. Well, shall I maybe try to give you some sense of how we're feeling about what's driving the performance in the first quarter and then maybe Bláthnaid in terms of how we look out over the rest of the year. So, look, I think a couple of things to say here.

As you've already said, the general merchandise market is intensely competitive and highly promotional, and we definitely expect that to continue. That being said, we're encouraged with the performance in the first quarter, sales up 4.4% at Argos. Now and specifically, to your point, when we think about the composition of those sales, clearly Argos is a very seasonal business. We've always said that, and we were up against a particularly weak comparative last year when the weather just didn't go our way at all in the first quarter of the last financial year.

So, when we look at the overall performance, what I would say is categories like outdoor, garden furniture have performed particularly strongly, but big ticket items haven't been so strong. There was a Euros last year, which meant we sold a lot of TVs last year. That obviously hasn't repeated this year.

So, when you look at it in the round, we'd estimate around a third of the total sales growth in quarter 1 is attributable to both the seasonality that came forward earlier, and also, I should mention the Nintendo Switch as well, which was an important launch in the period. So, that's how we think about the breakdown of seasonal performance.

Just within the categories, Izabel, to your question, obviously garden furniture, as I say, strong, but some other elements, garden hardware, as I say, big TVs had a tougher period year on year. Then when we think about, as we look ahead, Bláthnaid, do you want to [come in on that one]?

Bláthnaid Bergin

Yes. Look, we've held the guidance flat year on year, but there's a few things to note here. Look, if the summer continues as it is, sales will continue, and we continue to be competitive on that. So, it's a very competitive market. It's subdued at the moment and we're feeling that as well. But let's see how the summer progresses to see how Argos progresses.

The one thing I would say, and Simon talked about it earlier, we're really working through the strategy at the moment, working through the foundations on that, improving the range, improving the digital journey, improving the customer experience, and that'll take time. So, we're starting to see early signs of that, but it will take time. So, big ticket spend is still under pressure in Argos.

Simon Roberts

Yes, great. I thought maybe just the last point to make, Izabel, to your question is obviously if the weather continues good, then it will continue to drive the seasonal performance. The reality is that last year, summer didn't really kick off until July. We're only, in reality, halfway through the summer. So, better weather in the period ahead will obviously help drive further seasonal sales.

Should we go to the next...

Operator

The next question is from Sreedhar Mahamkali at UBS. Please unmute yourself and begin with your question.

Simon Roberts

Sreedhar, good morning.

Sreedhar Mahamkali, UBS

Hi, good morning. Thanks for taking my questions. Maybe just to go to recalculate guidance, Simon. You're reiterating £1 billion, and you've talked about capacity to invest. Maybe just two elements of the question here. One, how do you characterise the market and your investments in the period? Was there anything noticeable in the way the market was competing versus what you had planned out?

Clearly, there is an element of phasing here. You've talked about it. Can you help us understand the moving parts so that we can have a better first half, second half numbers in the models? Thank you.

Simon Roberts

OK, Shall I talk a bit to guidance and how the market's behaving to your question? Then maybe, Bláthnaid, we can talk about how we think about first half, second half. So, look, I think, clearly, this is a trading statement. We're 16 weeks into our financial year. So, it's early in the year, isn't it? Still much of the summer still to come. I think, look, in terms of how we'd characterise where we are, we would say that pretty much we're exactly where we expected to be on both our value and market position at this point in time. I think it's really clear. We said this in April. There's clearly a lot going on out there and everyone is raising their game.

I think there's clearly the combination of an intensified focus on value. A lot of brands are increasing their marketing investment at the moment to make sure that value cuts through. But there's also a lot of cost pressure out there still that needs to be passed on. Inflation is moving through the system. Quite a bit's happened. There's still more to happen. That's the reason why, as you've said, we said at the start of the year that we were committed to staying the strength of our value position. We spent four years building it.

You can see here the benefits of that as we've come through the first quarter, biggest market share gain since – biggest market share performance since 2016, the most competitive we've been, the best customer satisfaction metrics on value, and we are very focused on making sure we maintain that over the rest of the year. Hence the reason for ensuring we have the capacity, as we said in April, to be able to navigate whatever happens over the period ahead.

I think, just in terms of how we think about where we are, the market is behaving rationally. You can see our relative strength on value this morning, but there's no doubt there's more focus on value and there's more focus on making sure customers get to see the value in the offer. Bláthnaid?

Bláthnaid Bergin

Yes, great. So great question, Sreedhar, you wouldn't expect us to update guidance 16 weeks into the year on that, but we are pleased with what we're seeing in Q1 and the performance and how it's playing out for us on value and on market is exactly how we expected it to play out.

What I would say on profits, we talked at year-end that we'd expect them to be more H2 weighted. There's a few reasons for that. The first one is, as space comes online, the rebalance of the stake in the new stores, and you've got some disruption happening in H1.

The second thing is that EPR tax that we talked about, that needs to be booked in H1. That's the accounting rules that have become clearer in the last few weeks and you'll see that all being booked in H1, so that's about an incremental £30 million or so booked in H1. But it's a timing, and so we're still holding our guidance for the year.

Sreedhar Mahamkali, UBS

That's very helpful. Thank you.

Simon Roberts

Thanks, Sreedhar.

Operator

The next question is from William Woods at Bernstein. Please unmute yourself and begin with your question.

Simon Roberts

Hello, William. Good morning.

William Woods, Bernstein

Hi, good morning. Hi, Simon, hi, Bláthnaid. I just wanted to build on Sreedhar's question really. Obviously, we're six months into the price investment cycle now. How much do you think these price investments are noise and promotions or marketing versus a real structural change in the pricing landscape? I suppose, just is there any change to anything that you've seen since we maybe spoke at your full year results? Thanks

Simon Roberts

Thanks a lot. So let me just try to build on what we've said. So, look, you saw in the slides I shared at the top of the call that we've actually strengthened our relative price position against competitors through the first quarter of the year. I think, that's a function of two things really. One, the strength of our offer, the combination of now the biggest Aldi Price Match in the market, 9,000 products on Nectar Prices and everyday low prices.

So, what we're seeing is as the combination of this focus on value continues to play out, but of course inflation gets passed through in the market as well, that we're able to make sure that we continue to sustain the strength of the value position that we have.

I think, in terms of what's been happening, as you say, there's a lot of noise out there. One of the things that we have stayed very focused on, and we said this right from the beginning, our value investment has always been focused in the centre of the plate, the key categories, the key products that customers buy most often.

That has been single biggest determinant of the shift for us in customer value perception and the single biggest driver of the reason why a million more primary customers are now shopping at Sainsbury's, which is the confidence in those products at the centre of the plate that customers are now feeling really sure about, and they're then shopping across the rest of the store.

Obviously, every brand is following their own relative strategy on value, but for us, that has been absolutely game changer because when you're in fruit and veg or when you're in dairy, when you're in meat, fish and poultry, the key areas at the centre of the basket, that's where customers have got real value now and we've been absolutely determined to stick to and continue to drive that plan forward.

In terms of, as the year plays out, I think we're very early in the year as Bláthnaid and I have both said. There are certain moments in the year, aren't there? The back-to-school period in September, the run into peak and there's still a lot of this year to happen, which is why it's very important we maintain the capacity we need to ensure we can sustain the strength of our value position. You can see the momentum we have in the business. We're encouraged by it, but we're not at all complacent with it, and there's a lot more to do.

We've got a very focused plan this year and above all else, we're going to make sure that customers see more and more reasons to be confident and trust our value position, which is what we're seeing really underpinning our position. The marketing effort I think is to be expected. As value focus increases, there was always going to be more above the line.

You saw at the top of this call, we shared our latest activity. We're out on both value and innovation and it's really working at the moment. Thanks, Will.

Operator

Just a reminder, if you would like to ask the question, please use the raise hand feature at the bottom of your screen. Alternatively, if you've dialled in, please press star nine on your handset now. The next question is from François Digard at Kepler Cheuvreux. Please unmute yourself and begin with your question.

Simon Roberts

François, good morning.

François Digard, Kepler Cheuvreux

Good morning. Thank you for taking my question.

Simon Roberts

How are you?

François Digard, Kepler Cheuvreux

Very well. Yourself?

Simon Roberts

Yes, good to see you.

François Digard, Kepler Cheuvreux

Within Argos - thank you. Within Argos, what proportion of sales do stockless branches represent? For the rest of the business, how do your stocks level compare to your historical benchmarks? Thank you.

Simon Roberts

Okay, so just I guess to try and get behind your question, the key point here really is that we've had an encouraging start in Argos delivering sales of 4.4%. So, if the question behind your question is, how are we feeling about our stock levels at the moment, particularly on seasonal products, we're comfortable about where we are. We've obviously bought a quantity of stock to make sure we could satisfy the season.

To the point I made before, we've had May and June, there's still July and August to come and we are well set to make sure that we can continue to give good availability, but also manage our stock levels in the place that we need to be on, particularly, the seasonal areas. So overall, I think we would say encouraging start at Argos. Weak comparative last year, obviously, the comp gets significantly more as we cleared a lot of clearance out last year.

So, we're going to keep very focused on making sure we deliver our Argos plans through the coming weeks. Look, if the sun continues to shine, then that will present opportunities to make sure we can take advantage of that. More broadly, to your question, stockless is playing a really important part as part of our more Argos more often plan. We know that customers love Argos, but they want to find a wider assortment of products on the Argos platform.

That's why we're bringing more brands, more product ranges, in the thousands as we add more content to the Argos platform. We made quite a big move forward with this last year and we're continuing that momentum this year, adding more brands, adding more products, and making sure that when customers shop at Argos, they can get the full range of both categories, assortment and brands that they want to find.

We're finding more and more that brands want to come on to the Argos platform, which is also really encouraging too, so a building picture here, François and one that will be a really important part of delivering the More Argos, more often plan. Thank you.

Operator

Our final question is from Izabel Dobрева at Morgan Stanley. Please unmute yourself and begin with your question.

Simon Roberts

Izabel. Good morning again.

Izabel Dobрева, Morgan Stanley

I've re-entered the queue because it was only one question.

Simon Roberts

No problem.

Izabel Dobрева, Morgan Stanley

I'm actually very interested in the Nectar360 Pollen. Could you give us some examples of how you're going to incorporate AI in the platform, and then also could you give us some examples of what features this platform has which make it differentiated versus what else is on the market to make it the most advanced unified retail media platform so that we can understand how it compares to the peer group as well?

Simon Roberts

Yes, no problem at all. Thanks for the question. It's a really important area for us to focus on the call actually, because I would say that we've had a phenomenal response from brands and partners and agencies to Nectar360. The team took this to the recent Cannes event and the response was way beyond actually what we expected. So why is that? Maybe if I can just try and unlock a bit, if you are a brand or an agency, how this is going to work for you.

So, if we just take an example, I'm a big brand or an agency working for a big brand and I want to build an omnichannel marketing campaign. I'm going to be able to log onto Pollen and I'm going to be able to feed into Pollen the marketing brief and then support it as you say with AI. Pollen will then support the decision making on which channels to use, where the campaign will be run, and that could be media within the media network. It could be outside Sainsbury's or Argos.

Then we'll help build towards the targeted audience. It will then, with AI, help set up operationally the campaign as well. So effectively, fast access into a platform, navigating how the campaign wants to launch and then operationally building the campaign. All of that powered by AI.

By the way, I should add, we've developed this in-house. It's been a really strong example of us working across boundaries, Nectar360 digital technology, D&I. all working together – D&A, our data analytics capability, to build this in a really focused way. Then once activated, it will measure attribution and reporting and also take care of invoicing and billing as well. So we're really bringing an unrivalled platform for brands to be able to move with real agility, but also speed to execute their marketing campaigns.

We go live with this in the autumn. So, lots of excitement and lots of opportunity for brands and partners and clients to be able to access that capability. Thank you, and just a real shout out to our team actually on this, who have worked in a really determined way, led by, as I say, the huge focus in Nectar360 and our technology teams to build this in-house and something we really want to make sure really drives a real difference for us. Great. Just to check, is there any more question?

Operator

We have one further question.

Simon Roberts

Oh, great. Yes.

Operator

One further question from Sreedhar Mahamkali at UBS. Please unmute yourself and begin with your question.

Simon Roberts

Hi again, Sreedhar?

Sreedhar Mahamkali, UBS

Hi Simon. Sorry to come back in the queue. Just one follow up please on Argos. Simon, you referred to tougher comps in Q2 to come. Would you just help us understand the shape a little bit? I think comps are tough, admittedly, relative, Q1 to Q2, but they were last year driven by markdown sales because of poor Q1.

So would we be right in thinking margin comps are easier and hence if sales remain healthy, back to your point about summer weather, July/August trading still to come, we shouldn't see the level of markdown activity relative to Q2 last year? Is that a reasonable presumption?

Simon Roberts

Yes. No, thanks Sreedhar. Let's just go through quarter 1, quarter 2 last year. So, as you say, quarter 1 last year we had a very poor weather period, which meant we didn't see the seasonal sales that we've been able to capture this year. It also meant that there was a building level of stock coming through quarter 1 into quarter 2 that we then, as you say, needed to clear in the second quarter last year.

What effect did that have? Well, it definitely drove volume. You can see when you look at the comps last year, we had a relatively stronger sales quarter in quarter 2 as we cleared all that seasonal product. It was the right thing to do, to clear through on the seasonal product and get a clean edge into quarter 3. So that gave a volume upside in the second quarter last year, but a margin impact.

So, as we come into the second quarter of this year, what we're signalling is that we're encouraged with the sales performance at 4.4%. As I said earlier, we've had some benefit from the weather, but also, I should stress the underlying strength of Argos is improving. The work the team are doing to make sure we get availability, to make sure that we get an improved digital experience, that's really starting to come through.

We expect that to continue, but we also know that the market is incredibly competitive and that's the point I would just add, particularly, the global digital players have seen, some of the recent events, particularly around tariffs for example, as an opportunity to really step up their digital PPC investment into the UK market.

So as we come into quarter 2, we're going to have to be very focused on making sure our offer is strong in the context of the market. That's why we should know that the comparatives on sales are tougher as we come into this quarter, and while we need to make sure that the offer shows up really well to take advantage of the - both the weather and the customer mindset out there so that we can navigate what is still a highly competitive market.

Sreedhar Mahamkali, UBS

Okay. Thank you.

Simon Roberts

Thanks, Sreedhar.

Operator

Okay. That was our final question. I'll now hand back to Simon Roberts for closing remarks.

Simon Roberts

Well, I know we've got a few people on holiday this week, so thank you to everyone for joining the call that's been able to join. I hope that's been a useful call. We really appreciate your questions. Look, as I said earlier, we're really pleased about the strong start to the year we've had, the momentum that we've got, and as you can see, we're exactly where we set out to be back in April, both on value and on our market position.

So, a strong performance coming through the first quarter, well, set for the summer, and we very much look forward to obviously continuing to deliver our plan and to catching up with you through the summer, and of course at our interim results in November. So, thanks everybody, and I hope you have a great summer.

End