

# Highlights<sup>1</sup>



## Operating highlights — Driving growth

### Customers

- › Product range now exceeding 28,000 SKUs
- › Launch of new price initiatives, including Low Price Promise
- › Stable basket size
- › Enhanced usability and service, including growing mobile significantly with 28% of checkouts across apps and mobile checkouts across website growing rapidly
- › Service on-time and in-full delivery metrics 92.7% and 98.3%
- › Active customer base<sup>2</sup> grown to 355,000

### Efficiency

- › CFC efficiency improved to 120 UPH
- › Service delivery efficiency improved to 151 DPV

### Capacity

- › CFC1 capacity now running consistently at over 140,000 orders per week
- › CFC2 open with first orders delivered in February 2013
- › Dedicated non-food warehouse operations commenced January 2013



## Financial highlights — Delivering profitability

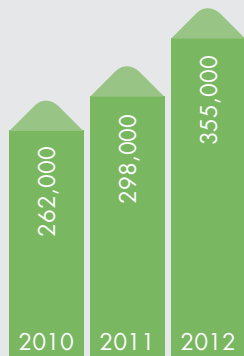
- › Gross sales up 11.4% to £716.2 million
- › EBITDA<sup>3</sup> up 20.4% to £33.5 million
- › Operating profit of £2.6 million
- › Adjusted profit before tax<sup>3</sup> of £1.3 million
- › Refinancing of credit facility to July 2015 completed
- › Balance sheet strengthened with equity capital raising in November 2012

<sup>1</sup> References to performance in these highlights pages are stated on a 52 week basis to 25 November 2012, unless otherwise specified.

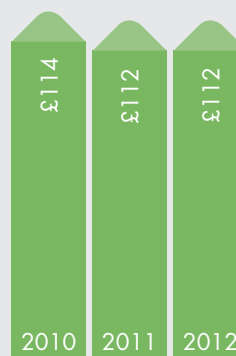
<sup>2</sup> For the 53 weeks ended 2 December 2012.

<sup>3</sup> Adjusted to exclude exceptional items.

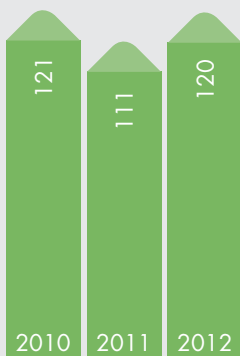
ACTIVE CUSTOMERS<sup>2</sup>  
355,000



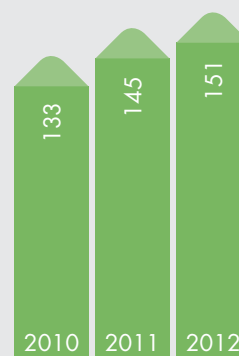
AVERAGE BASKET SIZE  
£112.13



CFC EFFICIENCY  
120 UPH



SERVICE DELIVERY  
151 DPV



GROSS SALES  
£716m



EBITDA  
£33.5m

