Annual Return (AR30) form

Society Name:	Co-operative Group Food Limited
Society Num:	26715 R

An Annual Return must be completed by all societies registered under the Co-operative and Community Benefit Societies Act 2014 ('the Act') (including any societies previously registered under the Industrial and Provident Societies Act 1965)or the Co-operative and Community Benefit Societies Act (Northern Ireland) 1969 ('the Act') (including any societies previously registered under the Industrial and Provident Societies Act 1969). The Annual Return must include:

• this form;
• a set of the society's accounts; and
• where required, an audit report or report on the accounts.

A society must submit the Annual Return within 7 months of the end of the society's financial year. Failure to submit on time is a prosecutable offence.

Please note that this form, including any details provided on the form, will be made available to the public through the Mutuals Public Register: https://mutuals.fca.org.uk. Our privacy notice explains how and why we use personal data: https://www.fca.org.uk/privacy.

For guidance on our registration function for societies, which includes guidance on the requirement to submit an Annual Return, please see here:
https://www.handbook.fca.org.uk/handbook/RFCCBS

2.1 What date did the financial year covered by these accounts end?

03/01/2026

3.1 Please provide the names of the people who were directors of the society during the financial year this return covers.

Some societies use the term ‘committee member’ or ‘trustee’ instead of ‘director’. For ease of reference, we use ‘director’ throughout this form.

Name of Director	Month of Birth	Year of Birth
Matthew Hood	Sep	1979

Andrea Harwood	Feb	1973

3.2 All directors must be 16 or older. Please confirm this is this case:

- [x] All directors are aged 16 or over

3.3 Societies are within the scope of the Company Director Disqualification Act 1986 (CDDA). Please confirm that no director is disqualified under that Act:

- [x] No director is disqualified

3.4 Please state any close links which any of the directors has with any society, company or authority.

'Close links' includes any directorships or senior positions held by directors of the society in other organisations.

Please see Appendix A

3.5 Please provide the name of the person who was secretary at the end of the financial year this return covers.

Societies must have a secretary

Name of Secretary	Month of Birth	Year of Birth
Beth Maguire	Sep	1990

4.1 Please confirm that:

- [x] accounts are being submitted with this form
- [x] the accounts comply with relevant statutory and accounting requirements
- [x] the accounts are signed by two members and the secretary (3 signatures in total)

4.2 Based on the accounts, please provide the information requested below for the financial year covered by this return.

Number of members	2
Turnover	8,362,000,000
Assets	3,809,200,000
Number of Employees	0
Share Capital	14
Highest rate of interest paid on shares	0

4.3 What Standard Industrial Classification code best describes the society's main business?

Where more than one code applies, please select the code that you feel best describes the society's main business activity. You will find a full list of codes here

SIC Code **Retail sale in non-specialised stores with food, beverages or tobacco predominating (47110)** *

Societies are required to appoint an auditor to audited unless they are small or have disapplied this requirement. For further guidance see chapter 7 of our guidance: https://www.fca.org.uk/publication/finalised-guidance/fg15-12.pdf

5.1 Please select the audit option the society has complied with:

- (●) Full Professional Audit
- ( ) Auditor's report on the accounts
- ( ) Lay Audit
- ( ) No audit

5.2 Please confirm the audit option used by the society is compliant with the society's own rules and the Act

☑ We have complied with the audit requirements

5.3 Please confirm any audit report (where required) is being submitted with this Annual Return

- (selected) Yes
- Not applicable

5.4 Is this society accepted by HM Revenue and Customs (HMRC) as a charity for tax purposes?

- Yes
- (selected) No

5.5 If the society is registered with the Office of the Scottish Charity Regulator (OSCR) please provide your OSCR registration number.

- Registered
- (selected) Not applicable

5.6 Is the society a housing association?

- (selected) No
- Yes

6.1 Is the society a subsidiary of another society?

- (selected) Yes
- No

6.2 Does the society have one or more subsidiaries?

(As defined in sections 100 and 101 of the Act)

- (selected) Yes
- No

6.3 If the society has subsidiaries, please provide the names of them below

(or attach an additional sheet)

Reg Number	Name
32443R	Co-operative Foodstores Limited
NI672810	Angel Square Food Northern Ireland Limited

6.4 Please provide below (or on a separate sheet) the names of subsidiaries not dealt with in group accounts (if any) and reasons for exclusions:

(the society must have written authority from us to exclude a subsidiary from group accounts)

Reg Number	Name	Reason for Exclusion
NA	NA	NA

All societies are registered meeting one of two conditions for registration. These are that the society is either:

• a bona fide co-operative society ('co-operative society'); or
• are conducting business for the benefit of the community ('community benefit society').

You must answer the questions set out in in the next section of this form, depending on which condition for registration you meet.
If you are not sure which condition for registration applies to the society please see chapters 4 and 5 of our guidance here.

7.1 Condition for Registration

- (selected) Co-operative society
- Community Benefits society

Co-operative societies must answer the following questions in relation to the financial year covered by this return.

7A.1 What is the business of the society?

For example, did you provide housing, manufacture goods, develop IT systems etc.

Food retail, operating convenience stores and supermarkets across the United Kingdom.

7A.2 Please describe the members’ common economic, social and cultural needs and aspirations.

In answering this question, please make sure it is clear what needs and aspirations members had in common.

The Society’s ultimate parent is Co-operative Group Limited (‘the Co-op’), which is owned and democratically controlled by its individual members and Independent Society Members. Its purpose is to serve its Members by carrying on business as a co-operative for the benefit of its Members in accordance with Co-operative Values and Principles.

Members’ common economic, social and cultural needs and aspirations include the ability to share in the profits of the Co-op, adherence to co-operative values and high ethical standards, support for local community causes, the promotion of Fair Trade, and campaigning to change society for the better.

7A.3 How did the society’s business meet those needs and aspirations?

You have described the society’s business answer to question 7A.1, and in question 7A.2 you have described the common needs and aspirations of members. Please now describe how during the year that business met those common needs and aspirations.

The Co-op’s vision is to Co-operate to build value for our members every day remained unchanged in 2025. The focus continued to be ownership value, social value and economic value.

In 2025, the Co-op increased value to members by price-matching a number of everyday essentials to Aldi – an initiative that reached 40% of baskets. C-op also ran promotions on categories that matter most like meals, shared personalised offers and launched Member Prizes, where members could exclusively enter monthly prize draws.

Over 52,000 people voted at the Co-op’s Annual General Meeting (AGM), a substantial increase on 2024 numbers (over 43,000) as the eligibility criteria was changed to extend voting rights to more members.

The Co-op raised over £6.5m for Barnardo’s since 2023, with a huge £3m raised in 2025 alone. The Co-op’s Foundation, supported 135 causes and individuals in 2025. Based on members’ priorities, it was announced the decision to stop sourcing from countries where the international community had identified serious risks of community-wide human rights abuses and violations of international law. The Co-op continued to support 38 Co-op Academies, who provide an education based on Co-operative Values and Principles to over 20,000 students. Additionally, the Co-op’s Local Community Fund has now shared £120m since 2016 with causes across the nation, from sports clubs to local gardens.

Further information on how we meet the needs and aspirations of members is set out in detail in our 2025 annual report and accounts.

7A.4 How did members democratically control the society?

For example, did the members elect a board at an annual general meeting; did all members collectively run the society.

The Society's ultimate parent is Co-operative Group Limited ('the Co-op'), which is owned and democratically controlled by its individual and independent Society members. Members of the Co-op exercise democratic control by voting on motions at its General Meetings and by electing Member Nominated Directors to the Board and representatives to the National Members' Council.

7A.5 What did the society do with any surplus or profit?

For instance, did you pay a dividend to members (and if so, on what basis); did money get reinvested in the business; put into reserves; used for some other purpose?

The Society did not pay a dividend to members this year. Surplus was transferred to reserves and re-invested in the business.

Co-operative Group Food Limited

Financial statements

Registered number 26715R

Period ended 3 January 2026

Corporate Information

Directors
M Hood
A Harwood

Secretary
C J Sellers (resigned 31 March 2025)
B Maguire (appointed 31 March 2025)

Auditors
Ernst & Young LLP
2 St. Peter's Square
Manchester
M2 3EY

Registered Office
1 Angel Square
Manchester
M60 0AG

Contents

Statement of Directors' Responsibilities in respect of the Financial Statements

The Directors are responsible for preparing the financial statements in accordance with applicable United Kingdom law and regulations.

Co-operative and Community Benefit Society Law requires the Directors to prepare financial statements for each financial period. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 101 Reduced Disclosure Framework (“FRS 101”).

Under that law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Society and of the income and expenditure of the Society for that period.

In preparing these financial statements, the Directors are required to:

- select suitable accounting policies in accordance with IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- present information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information;
- provide additional disclosures when compliance with the specific requirements in FRS 101 is insufficient to enable users to understand the impact of particular transactions, other events and conditions on the Society financial position and financial performance;
- in respect of the financial statements, state whether applicable UK Accounting Standards, including FRS 101 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Society will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Society’s transactions and disclose with reasonable accuracy at any time the financial position of the Society and enable them to ensure that the Society's financial statements comply with the Co-operative and Community Benefit Societies Act 2014. They are also responsible for safeguarding the assets of the Society and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Society’s website.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CO-OPERATIVE GROUP FOOD LIMITED

Opinion

We have audited the financial statements of Co-operative Group Food Limited for the 52 week period ended 3 January 2026 which comprise the Income Statement, the Balance Sheet, the Statement of Changes in Equity and the related notes 1 to 26, including material accounting policy information. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 101 “Reduced Disclosure Framework” (United Kingdom Generally Accepted Accounting Practice) (‘FRS101’).

In our opinion the financial statements:

• give a true and fair view of the Society’s affairs as at 3 January 2026 and of its loss for the year then ended;

• have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

• have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (‘ISAs (UK)’) and applicable law. Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the financial statements section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Directors’ use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Society’s ability to continue as a going concern for a period to 31 December 2027.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Society’s ability to continue as a going concern.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor’s report thereon. The Directors are responsible for the other information contained within the annual report.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained; or
- the Society has not kept proper accounting records; or
- the financial statements are not in agreement with the books of accounts; or
- we have not received all the information and explanations we required for our audit.

Responsibilities of the Board

As explained more fully in the Directors' responsibilities statement set out on page 4, the Board are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board are responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Society or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CO-OPERATIVE GROUP FOOD LIMITED (continued)

• We obtained an understanding of the legal and regulatory frameworks that are applicable to the Society and determined that the most significant are the direct laws and regulations relating to elements of society law and tax legislation, and the financial reporting framework i.e. Co-operative and Community Benefit Societies Act 2014 and FRS 101.

• We understood how Co-operative Group Food Limited is complying with those frameworks by making enquiries with management, internal audit, and those responsible for legal and compliance matters. We reviewed the minutes of board meetings and made enquiries of management and those charged with governance to identify any matters which could have a material impact on the Society.

• We assessed the susceptibility of the Society’s financial statements to material misstatement, including how fraud might occur by considering areas of significant judgement including complex transactions, performance targets, economic or external pressures and the impact that these have on the control environment. We also performed enquiries of management and those charged with governance to obtain an understanding of the Society's business and accounting practices. We also performed risk assessment analytical procedures and identified sources and types of journal entries in the Society's financial processes. Any fraud risk factors identified were evaluated to identify risk of material misstatement due to fraud as well as the presumptive risk of material misstatement due to fraud in respect of revenue recognition and management override. We determined that the most susceptible accounts to any such override are supplier income and revenue.

• Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations, including in respect of fraud. In relation to revenue recognition, we tested a sample of journals relating to instances where stores recognise revenue outside the normal automated store EPOS process. For store revenue, we performed journal analysis to identify sales journals that did not follow the expected critical path from revenue to cash and tested a sample to supporting evidence to ensure revenue had been recognised correctly. All material outliers in this period have been vouched to supporting evidence. For Federal revenue, we vouched a sample of revenue to external third-party confirmations from independent society members. We also performed audit procedures around supplier income which included testing management’s controls in this area, issuing direct requests to third party vendors to confirm the terms of arrangements and sales volumes used, as well as focusing procedures on areas where management apply judgement, where the processing is either manual or more complex and where the value of agreements is high. Our procedures also involved making enquiries with those charged with governance and senior management for their awareness of non-compliance with laws and regulations, inquiring about policies that have been established to prevent non-compliance with laws and regulations by officers and employees and by inquiring about the Society’s methods of enforcing and monitoring compliance with such policies.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council’s website at https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor’s report.

Use of our report

This report is made solely to the Society’s members, as a body, in accordance with Section 87 of the Co-operative and Community Benefit Societies Act 2014 and our engagement letter dated 20 February 2024. Our audit work has been undertaken so that we might state to the Society’s members those matters we are required to state to them in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and the Society’s members as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:
Ernst & Young LLP
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Ernst & Young LLP
Statutory Auditor
Manchester

30 June 2026

Income Statement
for the period ended 3 January 2026

	Notes	**For period ended 3 January 2026 £m**	For period ended 4 January 2025 £m
Revenue	3	**8,362.0**	8,534.1
Cost of sales		**(5,899.5)**	(5,908.6)
Gross profit		**2,462.5**	2,625.5
Operating expenses		**(2,507.9)**	(2,474.2)
Operating (loss) / profit	4	**(45.4)**	151.3
Investment income	8	**-**	159.0
Finance costs	9	**(68.3)**	(52.9)
(Loss) / profit before taxation		**(113.7)**	257.4
Taxation	10	**29.4**	84.2
(Loss) / profit for the period		**(84.3)**	341.6

Statement of Comprehensive Income
for the period ended 3 January 2026

	For period ended 3 January 2026 £m	For period ended 4 January 2025 £m
(Loss) / profit for the period	**(84.3)**	341.6
Other comprehensive income: Items that will not be reclassified to profit or loss		
Revaluation upon transfer from PPE to investment property	**-**	2.4
Tax on prior year revaluation upon transfer from PPE to investment property	**(0.5)**	-
Total comprehensive (loss) / income for the period	**(84.8)**	344.0

The notes on pages 11 to 28 form an integral part of these financial statements.

Balance Sheet
as at 3 January 2026

	Notes	**As at 3 January 2026 £m**	As at 4 January 2025 £m
Non-current assets			
Property, plant and equipment	12	**1,174.9**	1,145.2
Right-of-use assets	13	**614.6**	615.1
Goodwill and Intangible assets	15	**394.4**	373.1
Investment properties	14	**6.3**	6.3
Investments	16	**493.8**	493.8
Finance lease receivables	13	**9.0**	8.2
Trade and other receivables	18	**0.9**	-
Deferred tax asset	22	**79.6**	96.2
Total non-current assets		**2,773.5**	2,737.9
Current assets			
Inventories	17	**388.7**	370.2
Trade and other receivables	18	**559.9**	536.2
Finance lease receivables	13	**1.8**	1.3
Cash and cash equivalents	19	**85.3**	116.2
Total current assets		**1,035.7**	1,023.9
Total assets		**3,809.2**	3,761.8
Non-current liabilities			
Lease liabilities	13	**(684.9)**	(704.0)
Trade and other payables	20	**(1.1)**	(1.1)
Provisions	21	**(2.1)**	(2.1)
Total non-current liabilities		**(688.1)**	(707.2)
Current liabilities			
Lease liabilities	13	**(137.8)**	(121.3)
Trade and other payables	20	**(1,484.2)**	(1,349.4)
Total current liabilities		**(1,622.0)**	(1,470.7)
Total liabilities		**(2,310.1)**	(2,177.9)
Net assets		**1,499.1**	1,583.9
Equity			
Called up share capital	23	**-**	-
Retained earnings		**1,496.8**	1,581.1
Revaluation reserve		**2.3**	2.8
Total equity		**1,499.1**	1,583.9

The notes on pages 11 to 28 form an integral part of these financial statements.

These financial statements were approved and authorised by the Board of Directors on 30 June 2026 and were signed on its behalf by:

A Harwood
Director

M Hood
Director

B Maguire
Secretary

Statement of Changes in Equity
for the period ended 3 January 2026

	Called up share capital £m	Revaluation Reserve £m	Retained earnings £m	Total equity £m
Balance at 6 January 2024	-	0.4	1,873.5	**1,873.9**
Profit for the period	-	-	341.6	**341.6**
Other comprehensive income for the period	-	2.4	-	**2.4**
Dividends paid in the period	-	-	(634.0)	**(634.0)**
Balance at 4 January 2025	**-**	**2.8**	**1,581.1**	**1,583.9**
Loss for the period	-	-	(84.3)	**(84.3)**
Other comprehensive income for the period	-	(0.5)	-	**(0.5)**
Balance at 3 January 2026	**-**	**2.3**	**1,496.8**	**1,499.1**

The notes on pages 11 to 28 form an integral part of these financial statements.

Notes to the financial statements
(forming part of the financial statements)

1 General information

Co-operative Group Food Limited ('the Society') is a Registered Society and is registered and domiciled in England and Wales.

The address of the Society's registered office is 1 Angel Square, Manchester, M60 0AG.

The principal activity of the Society is food retail, operating convenience stores across the United Kingdom.

2 Accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated.

Basis of preparation

The Society meets the definition of a qualifying entity under Financial Reporting Standard 101 ('FRS 101') issued by the Financial Reporting Council. The financial statements have therefore been prepared in accordance with FRS 101 'Reduced Disclosure Framework' and the Co-operative and Community Benefit Societies Act 2014 for the 52 week period ended 3 January 2026. The comparative period was for the 52 week period ended 4 January 2025.

The financial statements have been principally prepared on the basis of historical cost. Areas where other bases are applied are explained in the relevant accounting policy.

The Society is a wholly owned subsidiary of Co-operative Group Limited ('the Group'), a Registered Society under the Co-operative and Community Benefit Societies Act 2014 registered in England and Wales. The Society faces the same risks and challenges in relation to climate change as its ultimate parent undertaking (the Group) and manages these risks in-line with the Group's approach to climate change.

The Group's overall approach to climate change is outlined in the Climate-Related Financial Disclosures (CRFD) section of the Group's 2025 Annual Report and Accounts (page 106). Climate related risks are also explained within the Principal Risks and Uncertainties (Sustainability) section of the ARA on page 51. The Group's assessment of the potential impact on the long term viability of the Group is also set out on page 102 of the Group's 2025 ARA.

Where applicable, the following exemptions from the requirements of IFRS have been applied in the preparation of these financial statements, in accordance with FRS 101. The specific exemptions that the Society has taken advantage of are :

- IFRS 7 Financial instruments : Disclosures
- Para 91-99 of IFRS 13 Fair Value Measurements
- Para 38 of IAS 1 Presentation of Financial Statements in respect of comparative information
- Para 10(d), 10(f), 16, 38A, 38B, 38C, 38D, 40A, 40C, 40D, 111 and 134 to 136 of IAS 1 Presentation of Financial Statements
- IAS 7 Statement of Cash flows
- Para 30-31 of IAS 8 Accounting policies, changes in accounting estimates and errors
- Para 17 and 18A of IAS 24 Related party disclosures
- IAS 24 Intra-group transactions
- The second sentence of para 110 and paras 113(a), 114, 115, 118, 119(a) - (c), 120-127 and 129 of IFRS 15 Revenue from Contracts with Customers
- The requirements of paragraphs 130(f)(ii), 130(f)(iii), 134(d) to 134 (f) and 135(c) to 135(e) of IAS 36, Impairment of Assets
- The requirements of paragraph 52, 58, the second sentence of paragraph 89, and paragraphs 90, 91 and 93 of IFRS 16 Leases.

New and amended standards adopted by the Society

The Society has considered the following standards and amendments that are effective for the Society for the period commencing 5 January 2025 and concluded that they are either not relevant to the Society or do not have a significant impact on the financial statements:

• Amendments to IAS 21 - Lack of Exchangeability

Due to the exemption applied under FRS 101 there is no disclosure for standards, amendments and interpretations issued but not yet effective.

Notes to the financial statements (continued)

Critical accounting estimates and judgements

The preparation of financial statements in conformity with FRS 101 requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and underlying assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Key judgements:

In the process of applying the Society's accounting policies, management has made the following key judgements which have the most material impact on the financial statements:

- **Cyber attack (note 4)**
During the reporting period, the Group, including the Society, was the victim of a cyber attack in April 2025. Actual costs that the Society incurred in relation to the Cyber attack that are assessed as being directly incremental costs of the incident have been split out in note 4 due to scale of the financial impact and nature of the costs incurred (being directly incremental costs of the incident). Such costs mainly relate to incremental stock losses and stock wastage. No adjustments have been made for lost opportunity items (such as sales or margin) due to the Cyber attack. This assessment has been applied consistently and is in-line with the Group's and the Society's accounting policies.

- **Leases (note 13)** - The Society determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. The Society has the option, under some of its leases to lease the assets for additional terms of 5 to 10 years. The Society applies judgement in evaluating whether it is reasonably certain to exercise the option to renew. That is, it considers all relevant factors that create an economic incentive for it to exercise the renewal. After the commencement date, the Society reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise (or not to exercise) the option to renew.

Key estimates and assumptions:

In the process of applying the Group's accounting policies, management has made the following key accounting estimates and assumptions which have the most material impact on the consolidated financial statements.

The Society based its assumptions and estimates on information available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Society. Such changes are reflected in the assumptions when they occur.

- **Impairment of non-financial assets (notes 12, 13 & 15) -** the carrying amount of non-financial assets (such as property, plant and equipment, right-of-use assets, goodwill and intangibles) are reviewed at each balance sheet date and if there is any indication of impairment, the asset's recoverable amount is estimated.

The recoverable amount is the greater of the fair value of the asset (less costs to sell) and the value in use of the asset. An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit ('CGU') exceeds its estimated recoverable amount. For property assets the fair value less costs to sell are measured using internal valuations based on the rental yield of the property.

The Society estimates the value in use of an asset by projecting future cash flows into perpetuity and discounting the cash flows ('DCF') associated with that asset at a pre-tax rate of 11.4% (2024: 10.3%).

The key assumptions used to determine the recoverable amount for the CGUs, and the sensitivity analysis that is undertaken, are disclosed and further explained in note 12.

Going concern

The Society generated a loss of £84.3m in the period (2024: profit of £341.6m) and at the balance sheet dates holds net assets of £1,499.1m (2024: £1,583.9m).

The Society is reliant on the support of Co-operative Group Limited ("the Group") in order to meet its day to day working capital requirements because the Group operates a central treasury function. The Society meets these requirements through cash generated from its operations and participation in facility arrangements provided by external lenders to the Group and certain of its subsidiaries, including the Society ("the Group facilities").

A letter of support has been obtained from the Group as evidence of its intention to give continued financial support. The Group has confirmed that it has the ability to provide such financial support and has committed to providing such support until at least 31 December 2027.

In assessing the ability of the Group to provide financial support to the Society, the Directors of the Society have considered the going concern disclosure included in the Annual Report and Accounts of the Group issued on 27th March 2026 and included below, updated for the impact of any significant events occurring between the 27th March 2026 and the date of signing these financial statements. Following the approval of the Group's Annual Report and Accounts, the Group has secured a new £350m sustainable bond facility in June 2026 which will replace the existing bond debt of £350m maturing in July 2026. In addition, on the 24 April 2026, the Co-operative Group amended its existing Term Loan and RCF resulting in a transfer of £200m limit between the facilities. This reduced the Term Loan facility from £350m to £150m and increased the RCF from £400m to £600m. The term loan will be drawn in June 2026. This will provide additional liquidity and protect the Group from known and unknown business risks that may arise in the future.

Based on this consideration, the Directors of the Society have a reasonable expectation that the Society and the Group have access to adequate resources to enable them to continue in operational existence for the foreseeable future, being the period to 31 December 2027. For this reason they continue to adopt the going concern basis in preparing the Society's financial statements.

Notes to the financial statements (continued)

2 Accounting policies (continued)

Going concern (continued)

Going Concern assessment for the Co-operative Group Limited ("the Group")

In assessing the Group's ability to continue as a going concern, the Group Directors have considered the Group's most recent forecasting process and specifically the Group's profitability, cashflows, covenant compliance and the Group's liquidity positions for the going concern assessment period, up to 31 December 2027. The Group operates with net current liabilities as its working capital cycle means cash receipts from revenues arise in advance of the payments to suppliers for the cost of goods sold. The Group also borrows money from banks and other funding sources, structuring its borrowings with phased maturities to manage its refinancing risk as well as maintaining sufficient levels of liquidity for the Group. As part of the going concern review, the Group has ensured that its forecasts demonstrate compliance with the terms of these agreements, for example related banking covenants and facility levels.

As part of strategic planning, the Group Directors make key assumptions about business performance and stress-test financial scenarios to ensure compliance with facility terms, even under principal risk events. Although the Group has a robust planning process, which reflects the continuing economic uncertainty and headwinds impacting the group, the Group Directors have performed additional stress testing of the going concern basis under severe but plausible downside scenarios and reflect the Group's principal risks. The results of the stress testing of severe but plausible downside scenarios provided a reasonable basis to support the Group Directors' conclusion over going concern. Although the cyber attack has had a material impact on its full year results, the Group continues to have sufficient liquidity throughout the going concern assessment period.

In arriving at the conclusion of the appropriateness of the going concern assumption, the Group Directors have considered the following:

i. Review and challenge management's base case forecast

The Group Directors have considered the Group's cash flow forecasts and profitability projections for the period to December 2027 ("Base Case"). The Group's base case forecast takes into consideration the continued uncertainty in the convenience market. The Group's Board has reviewed and approved these plans.

The key assumptions in the plan are:

a. Growth in volume and margin rate.

b. This growth is tempered with impact of continued cost headwinds on payroll, and goods not for resale inflation, being offset by operating cost efficiencies.

c. Rebuilding the balance sheet through working capital improvement, reducing net debt.

d. The new £350m loan facility secured in June 2025 will be drawn down for the purpose of repaying the £350m bond debt maturing in July 2026. The plan assumes the raising of additional funding in 2026 of £300m from the bond market, to boost our liquidity position and to keep the Group protected from known and unknown business risks that may arise in the future.

ii***. Ensure compliance with the terms of our bank facility agreements and covenant compliance***

The potential scenarios which could lead to the Group not being a going concern are:

a. Not having enough liquidity to meet our debt liabilities as they fall due; and/or
b. A breach of the financial covenants implicit in our bank revolving credit facility.

As at 3 January 2026, the Group had gross liquidity headroom of £441m, being cash of £93m, and headroom of £348m on the Group's Revolving credit facility ("RCF"). The Base case has sufficient liquidity and bank covenants headroom over the going concern period, with the tightest point for liquidity headroom at period 6 2027, and tightest point for EBITDA at period 6 2026 to breach covenants. The Group has been in compliance with all covenants applicable to its facilities through the period and is forecast to continue to be in compliance for going concern assessment period up to December 2027.

A definition of the Group's banking covenants is provided in Note 18 of the Group's Annual Report and Accounts for 2025. Further details on capital management, financial instruments, and risk exposures are provided in Note 26 to those financial statements.

iii***. Assess downside scenarios against the base case***

The Group Directors have also considered the impact on forecasted performance of severe but plausible downside scenarios ("Downside Case"), including (but not limited to) the following:
a. reduction in trade volumes, margin rate and market share in our Food business;
b. market share, product mix and death rate sensitivities in our Funeralcare business;
c. reduction in the growth and cost efficiency assumptions in our Wholesale business;
d. operating cost-out programme non-delivery;
e. exclusion of the additional funding of £300m assumed in the base plan.

The downside sensitivities identified do not risk the validity of the Group as a going concern even before applying the mitigating actions considered below. The Group Directors have also considered a severe but plausible combination of the sensitivities happening concurrently and the Group still has liquidity and covenant headroom over the going concern assessment period.

Whilst out of line with the Group's strategic ambition, there are several options and management mitigating actions within the business' control the Group Directors could exercise, if the above risks materialised, or in the unlikely scenario of a cash outflow arising from an adverse legal matter outcome or an unpredictable event occurring similar to the cyber attack in 2025. Options include (but not limited to) the Group's ability to control the level and timing of its capital expenditure programme, apply cost control measures across both variable and overhead budgets and sale and lease back opportunities.

iv*. Conduct reverse stress testing*

A reverse stress test identifies the point where the model fails. Following the modelling, the Group Directors consider this scenario to be remote.

Notes to the financial statements (continued)

2 Accounting policies (continued)

Cash and cash equivalents

Cash and cash equivalents comprise cash in hand, cash at bank and short-term deposits with banks with a maturity of three months or less, which are subject to an insignificant risk of changes in value. Cash and cash equivalents includes debit and credit card payments made by customers which are receivable from the payment provider and clear the bank within three days of the transaction date.

Investment Properties

Properties held for long term rental yields that are not occupied by the Society or properties held for capital growth are classified as investment property. Investment properties are freehold land and buildings and Right-of-use assets. These are carried at fair value which is determined by either independent valuers or internally each year on a three-year cyclical basis in accordance with the RICS Appraisal and Valuation Manual. Fair value is based on current prices in an active market for similar properties in the same location and condition. Any gain or loss arising from a change in fair value is recognised in the income statement.

If we start to occupy or trade from one of our investment properties, it is reclassified as property, plant and equipment, and its fair value at the date of reclassification becomes its cost for subsequent accounting purposes. Other disclosures required by IAS 40 (Investment Properties) are not considered to be material.

Where rental income is received for a part occupied property, if the separate portions can be sold or leased out separately, or if the owner-occupied portion is insignificant (an annual rent of less than £30,000 and/or a occupancy of less than 20%), the value of this portion of the asset will be reclassified to investment property.

Property, plant and equipment and depreciation

Where parts of an item of property, plant and equipment have materially different useful economic lives, they are accounted for as separate items of property, plant and equipment. Cost includes purchase price plus any costs directly attributable to bringing the assets to the location and condition necessary for it to be capable of operating in the manner intended by management. Depreciation is provided on the cost or valuation less estimated residual value (excluding freehold land) on a straight-line basis over the anticipated working lives of the assets. The estimated useful lives are as follows:

Freehold buildings	50 years
Long leasehold buildings	Shorter of period of lease or 50 years
Plant and equipment	3 - 12 years

IFRS 16 Leases

i) Right-of-use assets

The Society recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Unless the Society is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognised right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term. Right-of-use assets are subject to impairment.

ii) Lease liabilities

At the commencement date of the lease, the Society recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Society and payments of penalties for terminating a lease, if the lease term reflects the Society exercising the option to terminate. The variable lease payments that do not depend on an index or a rate are recognised as expense in the period on which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Society uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to purchase the underlying asset.

iii) Short-term leases and leases of low-value assets

The Society applies the short-term lease recognition exemption to its short-term leases of plant and machinery (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered of low value (i.e. below £5,000). Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

Notes to the financial statements (continued)

2 Accounting policies (continued)

Goodwill

Goodwill represents the difference between the cost of the acquisition and the fair value of the identifiable assets, liabilities and contingent liabilities acquired.

Assets and liabilities accepted under a transfer of engagements are restated at fair value, including any adjustments necessary to comply with the accounting policies of the Society.

Goodwill is stated at cost less any accumulated impairment losses. Goodwill is allocated to cash-generating units and is not amortised but is tested annually for impairment. In respect of associates, the carrying value of goodwill is included in the carrying amount of the investment in the associate. Where impairment is required the amount is recognised in the income statement and cannot be written back.

Negative goodwill arising on an acquisition is recognised directly in the income statement. Acquisition costs are expensed to the income statement when incurred.

Intangible assets

(i) Computer software

Computer software is stated at cost less accumulated amortisation and impairment. All costs directly attributable to the development of computer software for internal use are capitalised and classified as intangible assets where they are not an integral part of the related hardware and amortised over their useful life up to a maximum of seven years.

(ii) Assets in the course of construction

Assets in the course of construction includes directly attributable software development costs and purchased software that are not an integral part of the related hardware, as part of strategic projects that meet the capitalisation requirements under IAS 38 (Intangible Assets) but which have not yet been brought into use. The costs are held within assets in the course of construction until the project has gone live or the related asset is brought into use. At that point the costs will be transferred out of this classification and will be amortised based on the useful economic life as defined by the intangible asset accounting policy noted below.

(iii) Subsequent expenditure

Subsequent expenditure on capitalised intangible assets is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is charged to the income statement as incurred.

(iv) Amortisation

Amortisation is charged to the income statement on a straight-line basis over the estimated useful lives of intangible assets. Goodwill with an indefinite useful life is tested for impairment at each balance sheet date. Other intangible assets are amortised from the date they are available for use. The estimated useful lives are as follows:

Software development costs	3-15 years
Other intangible assets	1-10 years

Impairment

At each reporting date, the Society reviews the carrying amounts of its property, plant and equipment, goodwill, intangibles and right-of-use assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset, being the higher of its fair value less costs to dispose and its value in use, is estimated in order to determine the extent of the impairment loss. Impairment losses are recognised in the income statement.

Where the asset does not generate cash flows that are independent from other assets, the Society estimates the recoverable amount of the cash-generating unit ('CGU') to which the asset belongs. The CGU is deemed to be each trading store.

An impairment loss is reversed if there has been a change in the estimate used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount is returned to what it would have been, net of depreciation or amortisation, if no impairment loss had been recognised.

Goodwill is tested for impairment at least annually by assessing the recoverable amount of each cash-generating unit, or group of cash-generating units, to which the goodwill relates.

The CGUs to which goodwill has been allocated and the level at which it is monitored is deemed to be the Food segment as a whole as goodwill arising on acquisitions reflects synergies (principally buying benefits) that benefit the whole business. Accordingly, impairment testing for all store goodwill balances is carried out using all the food stores as the Group of CGUs.

Pensions and other post-retirement benefits

The Society's employees were members of a Group wide pensions scheme, the Co-operative Group Pension (Average Career Earnings) Scheme (the PACE Scheme), the United Norwest Co-operative Employees' Pension Fund, and the Somerfield Pension Scheme. This PACE Complete Scheme is a defined benefit scheme. The Society contributed to these schemes in respect of its employees who were members of the schemes up until the end of October 2015 when it was closed to future accrual. However, the Society is unable to identify its share of the underlying assets and liabilities of the scheme and therefore contributions to the schemes up until the end of October 2015 were accounted for as if they were a defined contribution scheme. There is no contracted agreement or stated Group policy for charging the net defined benefit cost for the plan as a whole measured in accordance with IAS 19 to individual Group entities, therefore Co-operative Group Food Limited, in its individual financial statements, cannot recognise the net defined cost so charged. Refer to disclosure of information relevant to the scheme in note 8.

A defined contribution scheme is a pension plan under which the Society pays contributions into a separate entity and has no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets. Obligations for contributions to defined contribution plans are expensed as the related service is provided. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in future payments is available.

Notes to the financial statements (continued)

2 Accounting policies (continued)

Inventories

Inventory which comprises goods for resale is stated at the lower of cost, including attributable overheads, and net realisable value. The inventory balance is stated net of any supplier income value on goods not sold at year-end.

Interest-bearing borrowings

Interest-bearing borrowings are recognised initially at fair value less attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost with any difference between cost and redemption value being recognised in the income statement over the period of the borrowings on an effective interest basis. All borrowing costs are expensed when incurred except when they are directly attributable to the acquisition, construction or production of a qualifying asset. If this is the case, they are included in the cost of the asset.

Taxation

(i) Income tax

Income tax on the profit or loss for the period comprises current and deferred tax.

Current tax is the expected tax payable on the taxable income for the period, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous periods.

(ii) Deferred taxation

Deferred tax is provided, with no discounting, using the balance sheet liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The following temporary differences are not provided for: the initial recognition of assets or liabilities that affect neither accounting nor taxable profits; and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the balance sheet date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised. In the case of investment properties it is assumed that uplifts on valuation principally reflect future rentals.

Revenue

Revenue is recognised in line with IFRS 15 (Revenue from Contracts with Customers). IFRS 15 defines performance obligations as a 'promise to provide a distinct good or service or a series of distinct goods or services'. Revenue is recognised when a performance obligation has been delivered which reflects the point when control over a product or service transfers to a customer. Revenue is measured based on the consideration set out in the contract with the customer and excludes amounts collected on behalf of third parties.

The Society recognises revenue when it transfers control over a product to a customer. For the sale of goods, revenue is recognised at the point of sale. Any rebates, VAT and other sales tax or duty items are deducted from revenue. Retail payment terms are net cash due at point of sale. Payment terms for FRTS Societies differ by temperature regime so actual consolidated terms flex depending on the mix of products sourced. If a customer is dissatisfied with any of our products and returns it, we would offer a single refund or a replacement product when accompanied by a proof of purchase that verifies the purchase of the product from one of our stores.

All revenue is derived from the Society's principal activity of operating convenience stores in the United Kingdom.

Member rewards

In the comparative period Member and Community rewards were earned at 2% (4% in total) of member spend. Following a change to our membership proposition (including the introduction of exclusive member pricing deals) these rewards were no longer earned from 24 January 2024. Members have been able to redeem their rewards throughout 2024 with any unused member reward being recognised within revenue in the income statement based on an assessment of future redemption rates.

Trade receivables

Included within trade receivables is the current amounts owed by the Independent Society Members to the Society for goods for resale purchased through the buying group.

The Society has applied a simplified approach as allowed under IFRS 9 to use a provision matrix for calculating expected losses for trade receivables. The main impact of this relates to trade and intercompany receivable balances where an expected credit loss model has been applied which focuses on the risk that a trade receivable will default rather than whether a loss has been incurred. The impact of the calculated expected credit loss is not material.

Notes to the financial statements (continued)

2 Accounting policies (continued)

Supplier income

Supplier income is recognised as a deduction from cost of sales on an accruals basis, based on the expected entitlement that has been earned up to the balance sheet date for each relevant supplier contract. Where amounts received are in the expectation of future business, these are recognised in the income statement in line with that future business.

The Group has a mixture of contractual terms with its suppliers. Where our trading terms state that the supplier income is netted against amounts owing to that supplier and it is our intention to settle the balances on a net basis then any outstanding invoiced supplier income at the reporting date is included within trade payables. Any amounts received in advance of income being recognised are included in accruals and deferred income. When we do not have the right of offset (or we do not intend to settle on a net basis) then the Group classifies outstanding supplier income within trade receivables. Where the supplier income is earned but not yet invoiced to the supplier at the reporting date, this is classified within accrued income.

There are three main types of income:

1. Long term agreements: These refer to supplier income rebates based on the value of purchases Co-op places with its suppliers. Typically, these are annual % rebate agreements applied to the purchases Co-op makes from its suppliers. Income is only recognised once the rebate agreement is in place with the supplier.

2. Bonus income: These are typically unique payments made by the supplier and are not based on volume. They include payments for marketing support, range promotion and product development. These amounts are recognised when the income is earned and confirmed by suppliers. An element of the income is deferred if it relates to a future period.

3. Promotional income: Rebates based on sales volumes relating to agreed promotional activity. These are retrospective rebates based on sales volumes.

Share capital

Where the Society Board has an unconditional right to refuse redemption of co-operative share capital, such shares are treated as equity.

Provisions

A provision is recognised in the balance sheet when the Society has a legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a discount rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

Notes to the financial statements (continued)

3 Revenue

	For period ended 3 January 2026 £m	For period ended 4 January 2025 £m
Revenue by type		
Sale of goods	**6,304.7**	6,378.6
Federal sales	**1,964.4**	2,076.4
Franchise sales	**92.9**	73.8
Member reward on sale of products and services	**-**	5.3
	8,362.0	8,534.1

All revenue is generated in the United Kingdom.

4 Operating (loss) / profit

	For period ended 3 January 2026 £m	For period ended 4 January 2025 £m
Operating (loss) / profit is stated after charging / (crediting):		
Depreciation of property, plant and equipment	**132.0**	169.7
Depreciation of right-of-use assets	**85.1**	71.5
Amortisation of intangibles	**22.5**	26.1
Profit on property, business disposals and closures before impairments	**(3.0)**	(4.7)
Impairment of property, plant and equipment	**15.2**	3.5
Impairment of right-of-use assets	**17.9**	9.8
Reversal of impairment of finance lease receivable	**(3.1)**	-
Cost of inventories recognised as an expense	**6,348.7**	6,387.2
Supplier income (note 5)	**(449.2)**	(478.6)
Employee benefits expense (note 7)	**1,015.6**	965.4
Costs related to cyber incident	**10.1**	-
One-off items**	**4.0**	(31.5)
Community reward earned***	**-**	0.8

The auditor's remuneration of £107,510 (2024: £107,510) is borne by the ultimate parent undertaking. Non-audit fees (audit related assurance services) were £nil (2024: £nil).

* During the reporting period, The Group, including the Society, was the victim of a cyber attack in April 2025. Actual costs that the Society incurred in relation to the Cyber attack that are assessed as being directly incremental costs of the incident mainly relate to incremental stock losses and stock wastage. No adjustments have been made for lost opportunity items (such as sales or margin) due to the Cyber attack. This assessment has been applied consistently and is in-line with the Group's and the Society's accounting policies.

** One-off items in the current year represent costs related to a multi-year restructuring programme. One-off items in the prior year represent £13m of settlement received from a legal claim, and a £17.7m gain relating to a one off adjustment to eliminate a historic fair value adjustment to certain Property, plant and equipment assets.

*** Following a change to the Group's membership proposition (including the introduction of exclusive member pricing deals) these rewards were no longer earned from 24 January 2024.

5 Supplier income

This note shows the different types of supplier income received. The income is deducted from cost of sales.

	For period ended 3 January 2026 £m	For period ended 4 January 2025 £m
Long term agreements	**138.4**	143.4
Bonus income	**100.1**	112.3
Promotional income	**210.7**	222.9
	449.2	478.6
Percentage of cost of sales before deducting supplier income		
Long term agreements	**2.2%**	2.2%
Bonus income	**1.6%**	1.8%
Promotional income	**3.3%**	3.5%
	7.1%	7.5%

Notes to the financial statements (continued)

6 Staff costs

Staff were employed by the ultimate parent undertaking and associated costs incurred and recharged amounted to £1,015.6m (2024: £965.4m). Staff are included within the average number of people employed by the Group which can be found on page 142 of the Co-operative Group Limited Annual Report 2025.

	For period ended 3 January 2026 £m	For period ended 4 January 2025 £m
Wages and salaries	**861.7**	835.7
Social security costs	**87.7**	62.3
Pension costs	**66.2**	67.4
	1,015.6	965.4

Directors' remuneration in respect of services provided to the Society were borne by the ultimate parent undertaking in both the period ended 3 January 2026 and the period ended 4 January 2025.

7 Pension Scheme

The Society is a wholly owned subsidiary of Co-operative Group Limited which operated a defined benefit pension scheme (the Pace Complete scheme) up until the end of October 2015 when it was closed to future accrual. The assets are held in a separately administered trust. Until December 2013, the Pace scheme was defined as a Group plan, as all participating entities were under the common control of Co-operative Group Limited (the sponsoring employer). Following the recapitalisation of The Co-operative Bank plc in December 2013, the various entities participating in the Pace plan are no longer under the common control of the Co-operative Group Limited and as a result, the Pace scheme became a multi employer scheme. Full details of the Pace plan for the period ending 3 January 2026 are disclosed in the Co-operative Group Limited's consolidated financial statements for that period.

8 Investment income

	For period ended 3 January 2026 £m	For period ended 4 January 2025 £m
Dividend received from Co-operative Foodstores Limited	**-**	159.0
	-	**159.0**

9 Finance costs

	For period ended 3 January 2026 £m	For period ended 4 January 2025 £m
Intra-group loan interest	**(22.6)**	(6.1)
Interest expense on lease liabilities	**(45.5)**	(45.1)
Other finance costs	**(0.2)**	(1.7)
	(68.3)	(52.9)

Notes to the financial statements (continued)

10 Taxation

	For period ended 3 January 2026 £m	For period ended 4 January 2025 £m
Group relief receivable	**45.5**	151.5
Current tax charge - adjustments in respect of prior years	**-**	(17.7)
Net current tax credit	**45.5**	133.8
Deferred tax charge - adjustments in respect of current year	**(0.1)**	(63.2)
Deferred tax (charge) / credit - adjustments in respect of prior years	**(16.0)**	13.6
Net deferred tax charge	**(16.1)**	(49.6)
Total tax credit	**29.4**	84.2

Factors affecting the tax charge for the current period

The tax on the net profit before tax differs from the theoretical amount that would arise using the standard applicable blended rate of corporation tax of 25% (2024: 25%) as follows:

	For period ended 3 January 2026 £m	For period ended 4 January 2025 £m
Profit before tax	**(113.7)**	257.4
Current tax credit / (charge) at 25% (2024: 25%)	**28.4**	(64.4)
Effects of:		
Expenses not deductible for tax (including significant items)	**(0.2)**	(0.1)
Deductible dividend paid	**-**	158.5
Transfer pricing adjustment	**29.0**	27.6
Non-qualifying depreciation	**(7.3)**	(28.2)
Loss on disposal of fixed assets	**(4.5)**	(5.0)
Adjustments in respect of previous periods	**(16.0)**	(4.1)
Total income tax credit (see above)	**29.4**	84.2

Based on previously enacted legislation, the rate of corporation tax increased to 25% with effect from 1 April 2023. The rate of tax applicable to the whole year is therefore 25%.

The rate of tax applied to deferred tax movements in the year is also 25% on the basis that this was the enacted rate at the balance sheet date. This applies to deferred tax movements in the year and post balance sheet values.

The Group has the flexibility to claim capital allowances across a number of its subsidiaries which effect the amount of current tax and deferred tax charges booked to these companies. For the period ended 4 January 2025, on final submission of the tax computations for these subsidiaries, a change in the split of which company claims capital allowances was made. This has resulted in the bulk of the prior year adjustment noted within current tax and deferred tax for the period ended 4 January 2025.

11 Dividends paid

	For period ended 3 January 2026		For period ended 4 January 2025	
	£m	**£m per share**	£m	£m per share
Co-operative Group Holdings (2011) Limited	**-**	**-**	588.7	45.3
Co-operative Group Limited	**-**	**-**	45.3	45.3
	-	**-**	634.0	45.3

The prior year dividend was approved by the Board on 29 November 2024 and paid on 10 December 2024 in order to redistribute the Society's reserves up to the shareholding entities.

Notes to the financial statements (continued)

12 Property, plant and equipment

For the period ended 3 January 2026	**Land and buildings £m**	**Plant and equipment £m**	**Total £m**
Cost			
At 4 January 2025	781.0	2,168.9	2,949.9
Additions	48.4	128.5	176.9
Transfers to other group undertakings	(0.3)	-	(0.3)
Disclosure adjustment	(2.2)	39.3	37.1
Disposals	(7.8)	(17.9)	(25.7)
At 3 January 2026	**819.1**	**2,318.8**	**3,137.9**
Depreciation			
At 4 January 2025	280.0	1,524.7	1,804.7
Charge for the period	21.3	110.7	132.0
Impairment	4.7	10.5	15.2
Transfers to other group undertakings	(0.1)	-	(0.1)
Disclosure adjustment	(1.5)	35.4	33.9
Disposals	(4.6)	(18.1)	(22.7)
At 3 January 2026	**299.8**	**1,663.2**	**1,963.0**
Net book value			
At 3 January 2026	**519.3**	**655.6**	**1,174.9**
At 4 January 2025	501.0	644.2	1,145.2
Capital work in progress included within net book values at 3 January 2026	-	45.7	45.7

For the period ended 4 January 2025	**Land and buildings £m**	**Plant and equipment £m**	**Total £m**
Cost			
At 6 January 2024	1,018.5	1,994.3	3,012.8
Additions	38.9	129.6	168.5
Transfers to Investment properties	(1.7)	-	(1.7)
Transfers from / (to) other group undertakings	3.0	(5.0)	(2.0)
Disposals	(8.6)	(47.5)	(56.1)
Historic fair value adjustment	(269.1)	97.5	(171.6)
At 4 January 2025	**781.0**	**2,168.9**	**2,949.9**
Depreciation			
At 6 January 2024	425.2	1,461.0	1,886.2
Charge for the period	18.9	150.8	169.7
Impairment	2.3	1.2	3.5
Transfers from / (to) other group undertakings	1.4	(16.6)	(15.2)
Disposals	(3.4)	(46.8)	(50.2)
Historic fair value adjustment	(164.4)	(24.9)	(189.3)
At 4 January 2025	**280.0**	**1,524.7**	**1,804.7**
Net book value			
At 4 January 2025	**501.0**	**644.2**	**1,145.2**
At 6 January 2024	593.3	533.3	1,126.6
Capital work in progress included within net book values at 4 January 2025	-	4.3	4.3

The Historic fair value adjustment in the prior year was to re-instate £17.7m of net asset value which had previously been over depreciated.

Notes to the financial statements (continued)

12 Property, plant and equipment (continued)

Impairment

The recoverable amount for cash generating units (CGUs) is the greater of the fair value of the CGU (less costs to sell) and the value in use (VIU) of the CGU. The value in use for CGUs has been determined using discounted cash flow calculations.

The key assumptions in the value in use calculations are as follows:

Assumption	Detail
Structure of a CGU	Each individual food store is deemed to be an individual cash generating unit (CGU). In general, new stores in their early months of operations are considered to be on a maturity curve and therefore excluded from our impairment assessment. Where appropriate, due to site-specific trading circumstances, individual such stores are included in the assessment by exception. Similarly, impairment reversals are considered after a store has completed a two year recovery period.
Cash flow years / assumptions	Future cash flows for FY26 and FY27 are derived from Board approved plan cash flow assumptions. The plan reflects updated growth assumptions following the impact of the recent cyber attack on underlying trading performance and ongoing cost headwinds. For leasehold stores the forecasts are then subject to a growth rate of 0% for the remainder of the lease period. After the lease period, a long-term growth rate of 1.9% (2024: 1.9%) is applied into perpetuity (adjusted for rent expense given the impact of IFRS 16 leases) reflecting the UK's long-term growth rate. Where we have known lease exit dates then the remaining lease terms have been used. For freehold stores, the assumed time frame for the growth rate of 0% aligns with the average store refit cycle of 10 years, with cash flows taken to perpetuity at 1.9% long-term growth (2024: 1.9%) where stores are expected to be operated beyond the average store refit cycle. Cash flows include estimated periodic store capital maintenance costs based on the square footage of the store. The Group is working through the potential impact of the climate related risks and opportunities as identified and disclosed in our Climate-Related Financial Disclosures (CRFD) report. Our risk assessment and scenario analysis identified that the most material climate related risks are on technology and consumer sentiment. We have considered these risks in our assessment of whether any indicators of impairment existed at the balance sheet date, however it was concluded that the expected climate related risks did not have a material impact on the Group's impairment considerations at the reporting date. The board approved plan underpinning our impairment assessment, takes into consideration any incremental costs of climate related actions to mitigate these risks where these are expected to crystallise within the timeframe of the plan. This represents a developing area with inherent uncertainty which is constantly evolving.
Discount rate	A post tax discount rate has been calculated for impairment purposes, with the Food segment's weighted average cost of capital (WACC) deemed to be an appropriate rate, subsequently grossed up to a pre-tax rate of 11.4% (2024: 10.3%). The post tax discount rate has been calculated using the capital asset pricing model. Certain inputs into the capital asset pricing model are not readily available for non-listed entities. As such, certain inputs have been obtained from industry benchmarks which carries a measure of estimation uncertainty. Sensitivity analysis has been performed against the key assumptions used in our store impairment testing as follows: a) a 1% increase or decrease in the long term growth and b) no growth assumed in the first two years of forecasts. The sensitivities have not resulted in a material movement in the impairment calculated. The sensitivity analysis performed considers reasonably possible changes in these key assumptions and was modelled using cashflows that included and excluded the impact of the cyber attack.

Notes to the financial statements (continued)

13 Leases

Right-of-use assets

	Property £m	**Plant and equipment £m**	**Total £m**
Balance at 4 January 2025	560.7	54.4	615.1
Depreciation charge for the period	(69.4)	(15.7)	(85.1)
Additions	84.3	23.4	107.7
Disposals	(5.9)	(0.2)	(6.1)
Impairment	(17.9)	-	(17.9)
Transfers from other group undertakings	0.9	-	0.9
Balance at 3 January 2026	**552.7**	**61.9**	**614.6**
Balance at 6 January 2024	583.8	41.9	625.7
Depreciation charge for the period	(67.3)	(4.2)	(71.5)
Additions	68.1	30.4	98.5
Disposals	(15.5)	(0.1)	(15.6)
Impairment	(9.8)	-	(9.8)
Transfers from / (to) other group undertakings	1.4	(13.6)	(12.2)
Balance at 4 January 2025	**560.7**	**54.4**	**615.1**

The Society leases many assets, principally it leases properties for its food retail stores as well as some vehicles and other equipment. The leases of retail stores are typically between 1 and 30 years in length. Vehicle and equipment leases are typically between 1- 4 years in length and in some cases the Society has options to purchase the assets at the end of the contract term.

Lease liabilities

	As at 3 January 2026 £m	As at 4 January 2025 £m
Current	(137.8)	(121.3)
Non-Current	(684.9)	(704.0)
Lease liabilities included in the balance sheet	**(822.7)**	(825.3)

	As at 3 January 2026 £m	As at 4 January 2025 £m
Lease liabilities - maturity analysis (undiscounted)		
Less than 6 months	(77.4)	(69.5)
6 - 12 months	(76.3)	(68.9)
1 - 2 years	(145.4)	(129.9)
2 - 5 years	(305.8)	(303.5)
5 - 10 years	(294.0)	(293.6)
10 - 15 years	(102.0)	(99.5)
More than 15 years	(94.0)	(51.0)
Total lease liabilities	**(1,094.9)**	(1,015.9)

	As at 3 January 2026 £m	As at 4 January 2025 £m
Opening lease liabilities	(825.3)	(833.0)
Additions	(107.7)	(99.0)
Disposals	9.8	17.9
Interest expense	(45.5)	(45.1)
Payments	146.0	133.9
Closing lease liabilities	**(822.7)**	(825.3)

Notes to the financial statements (continued)

13 Leases (continued)

Extension options

Some leases of retail stores contain extension or termination options exercisable by the Society up to one year before the end of the non-cancellable contract period. Where practicable, the Society seeks to include extension and termination options in new leases to provide operational flexibility. The extension and termination options held are typically exercisable only by the Society and not by the lessors.

The Society assesses at lease commencement whether it is reasonably certain to exercise the extension or termination options. The Society reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant change in circumstances within its control.

As at 3 January 2026, potential future cash outflows of £35.4m (2024: £45.5m) (discounted) have not been included in the lease liability because it is not reasonably certain that the Society will exercise the extension option. Included within the lease liability are future cash outflows of £64.5m (2023:£74.8m) (discounted) where the Society holds termination options but it is not reasonably certain to execute those termination options.

Finance lease

The Society also sub-leases out unoccupied non trading properties and some automated delivery robots, which are owned by the Society. The Society classifies the sub-lease as a finance lease, where the period of the sub-lease is for substantially the remaining term of the head lease.

The following table sets out a maturity analysis of lease receivables, showing the undiscounted lease payments to be received after the reporting date.

	As at 3 January 2026 £m	As at 4 January 2025 £m
Less than one year	**1.8**	1.3
One to two years	**1.8**	1.3
Two to three years	**1.7**	1.3
Three to four years	**1.7**	1.1
Four to five years	**1.6**	1.1
More than five years	**7.3**	5.2
Total undiscounted lease payments receivable	**15.9**	11.3
Less: Unearned finance income	**(2.8)**	0.6
Present value of minimum lease payments receivable	**13.1**	11.9
Impairment loss allowance	**(2.3)**	(2.4)
Finance lease receivable (net of impairment allowance)	**10.8**	9.5

The finance lease receivable is split between current and non-current receivables as shown below:

	As at 3 January 2026 £m	As at 4 January 2025 £m
Current	**1.8**	1.3
Non-Current	**9.0**	8.2
	10.8	9.5

Impairment of finance lease receivable

The Society estimates the loss allowance on finance lease receivables at an amount equal to lifetime expected credit losses. The lifetime expected credit losses are estimated based upon historical defaults on sub-leases, the credit quality of current tenants and forward looking factors.

14 Investment properties

	For period ended 3 January 2026 £m	For period ended 4 January 2025 £m
Valuation at beginning of period	6.3	1.9
Transfers from PPE	-	1.7
Revaluation surplus upon transfer from PPE (recognised through OCI)	-	2.4
Transfers from other group undertakings	-	1.5
Disposals	-	(1.2)
Valuation at end of period	**6.3**	6.3

Notes to the financial statements (continued)

15 Goodwill and intangible assets

For the period ended 3 January 2026	**Goodwill**	**Computer software**	**Licences**	**Total**
	£m	**£m**	**£m**	**£m**
Cost				
At 4 January 2025	265.0	235.8	51.4	552.2
Additions	0.3	5.7	41.4	47.4
Disclosure adjustment	-	(3.9)	0.4	(3.5)
At 3 January 2026	**265.3**	**237.6**	**93.2**	**596.1**
Amortisation				
At 4 January 2025	13.5	121.3	44.3	179.1
Charge for the period	-	19.9	2.6	22.5
Disclosure adjustment	-	-	0.1	0.1
At 3 January 2026	**13.5**	**141.2**	**47.0**	**201.7**
Net book value				
At 3 January 2026	**251.8**	**96.4**	**46.2**	**394.4**
At 4 January 2025	251.5	114.5	7.1	373.1
Capital work in progress included within net book values at 3 January 2026	-	-	-	-

For the period ended 4 January 2025	**Goodwill**	**Computer software**	**Licences**	**Total**
	£m	**£m**	**£m**	**£m**
Cost				
At 6 January 2024	265.2	234.3	46.6	546.1
Additions	-	1.5	2.7	4.2
Transfers from other group undertakings	-	-	2.1	2.1
Disposals	(0.2)	-	-	(0.2)
At 4 January 2025	**265.0**	**235.8**	**51.4**	**552.2**
Amortisation				
At 6 January 2024	13.5	97.6	41.7	152.8
Charge for the period	-	23.7	2.4	26.1
Transfers from other group undertakings	-	-	0.2	0.2
At 4 January 2025	**13.5**	**121.3**	**44.3**	**179.1**
Net book value				
At 4 January 2025	**251.5**	**114.5**	**7.1**	**373.1**
At 6 January 2024	251.7	136.7	4.9	393.3
Capital work in progress included within net book values at 4 January 2025	-	-	-	-

Goodwill impairment and sensitivity testing

For the goodwill impairment review, the future cash flow projections have been taken from the board approved four-year plan, taken into perpetuity and discounted to present value at a pre-tax rate of 11.4% (2024: 10.3%). A long term growth rate of 1.9% has been applied beyond the four-year plan period (2024: 1.9%). In each of the current and comparative years, sensitivity analysis has been performed with the discount rate increased by 1% and a 1% decrease in long term growth rate, with resulting value in use remaining well in excess of the carrying value of the CGU to which goodwill is allocated.

For further detail in relation to the critical accounting policies and estimates used in the Society's impairment assessment of goodwill, please refer to note 2.

Notes to the financial statements (continued)

16 Investments

	£m
Net book value	
At 4 January 2025	493.8
At 3 January 2026	**493.8**

The Society holds investments of £493.8m (2024: £493.8m) in the following subsidiary undertakings:

		£m	Nature of share capital	Principal activity	% Ownership
Co-operative Foodstores Limited	1 Angel Square, Manchester M60 0AG	493.0	Ordinary	Food Retail	100%
Angel Square Food (Northern Ireland) Limited	Unit 27/1 Carrickfergus Industrial Centre, BT38 8PH	-	Ordinary	Dormant Company	100%
Altruist Brands Ltd	2nd Floor, 101 Portman Street Glasgow G41 1EJ	0.8	Ordinary	Beverage Wholesale	24.07%
		493.8			

During the year, the Society received no dividends (2024: £159.0m) from Co-operative Foodstores Limited.

17 Inventories

	As at 3 January 2026 £m	As at 4 January 2025 £m
Goods for resale	**388.7**	370.2

18 Trade and other receivables

	As at 3 January 2026 £m	As at 4 January 2025 £m
Non-current assets:		
Other receivables	**0.9**	-
	0.9	-
Current assets:		
Trade receivables	**299.1**	235.6
Prepayments and accrued income	**168.8**	122.9
Other receivables	**44.6**	24.2
Income tax - group relief	**47.4**	153.5
	559.9	536.2

Within current trade receivables is £85m (2024: £48m) of supplier income that is due from suppliers. Accrued income includes £125m (2024: £131m) in relation to supplier income that has been recognised but not yet billed. As at 2 March 2026 (reflecting close of Period 2 for the Group), £44m (2024: £44m) of the trade receivables balance had been settled and £102m (2024:£108m) of the accrued income balance has been invoiced and settled.

Notes to the financial statements (continued)

19 Cash and cash equivalents

	As at 3 January 2026 £m	As at 4 January 2025 £m
Cash at bank	**44.7**	75.3
Cash in hand	**40.6**	40.9
Cash and cash equivalents	**85.3**	116.2

Through its primary banking provider, the Co-operative Group operates a joint account arrangement for its subsidiary entities. Under this arrangement, the Group manages all funds through a joint MASS (Memorandum account statement system) account on behalf of all participating entities, whilst the individual entities have Memorandum accounts which are reflected in the header MASS account. All memorandum balances are grouped together in the MASS account for the purposes of applying interest from a Group perspective, but each entity records its own memorandum balance in its individual financial statements.

Each subsidiary presents the net aggregate balance of their Memorandum accounts as cash and cash equivalents as each participant is able to access their accounts as if it was a real individual bank account and is responsible for its own indebtedness as per the MASS agreement.

20 Trade and other payables

	As at 3 January 2026 £m	As at 4 January 2025 £m
Non-current liabilities:		
Other payables	**(1.1)**	(1.1)
	(1.1)	(1.1)
Current liabilities:		
Trade payables	**(946.7)**	(900.7)
Amounts owed to other group undertakings	**(226.2)**	(125.9)
Other creditors	**(189.8)**	(184.0)
Other tax and social security	**(1.9)**	(17.2)
Accruals and deferred income	**(119.6)**	(121.6)
	(1,484.2)	(1,349.4)

Amounts due to group undertakings are unsecured, interest free, have no fixed date of repayment and are repayable on demand.

21 Provisions

	Property provisions £m	**Total £m**
At 4 January 2025	(2.1)	**(2.1)**
Charge to income statement	(0.2)	**(0.2)**
Credit to income statement	0.2	**0.2**
At 3 January 2026	(2.1)	**(2.1)**
At 6 January 2024	(1.7)	**(1.7)**
Charge to income statement	(0.4)	**(0.4)**
At 4 January 2025	(2.1)	**(2.1)**

Property provisions are held for unavoidable running costs and dilapidations. The running costs exclude rates and rental costs of leasehold properties that are vacant or not planned to be used for ongoing operations. Property provisions are expected to be utilised over the remaining periods of the leases.

Notes to the financial statements (continued)

22 Deferred Taxation

Deferred income taxes are calculated on all temporary differences under the liability method using a blended effective tax rate of 25% (2024: 25%).

	As at 3 January 2026 £m	As at 4 January 2025 £m
Deferred taxation asset		
At start of the period	95.8	145.8
Income statement credit / (charge) in the period	(16.1)	(49.6)
Other comprehensive income charge in the period	(0.1)	(0.4)
At end of the period	79.6	95.8
Comprising:		
Tangible Fixed Assets	**156.6**	170.4
Intangible Fixed Assets	**(7.3)**	(7.7)
Provisions	**3.5**	2.7
Rollover Relief / Gains	**(110.0)**	(110.4)
IFRS 16 Leases	**18.3**	21.1
Losses	**18.5**	19.7
At end of the period	79.6	95.8

23 Called up share capital

	As at 3 January 2026 £	As at 4 January 2025 £
Authorised		
18 ordinary shares of £1 each	**18**	18
Allotted, called up and fully paid		
14 ordinary shares of £1 each	**14**	14

There is a single class of share capital.

All shares rank pari passu in all respects.

24 Ultimate parent undertaking

The Society is a wholly owned subsidiary of Co-operative Group Limited, a Registered Society in England and Wales. This is the smallest and largest group of which the Society is a member and for which consolidated accounts are prepared. A copy of the Group accounts can be obtained from the Secretary, Co-operative Group Limited, 1 Angel Square, Manchester, M60 0AG.

25 Commitments and contingencies

The Society participates in the Group's single joint MASS (Memorandum Account Statement System) account arrangement and as such provides a guarantee for all members in relation to any liability on the Group's joint account arrangement. At 3 January 2026, the net overdraft position on the MASS account was £2m.

The Group has a £400m revolving credit facility (RCF) maturing in November 2029. The Society is a guarantor under the RCF. As at 3 January 2026, the Society continued to be a guarantor of the facilities agreement. As at 3 January 2026, £50m of the facility had been drawn.

The Society is also a guarantor of Sterling bond notes issued by Co-operative Group Limited and Co-operative Group Holdings (2011) Limited, comprising £350m bond notes due in July 2026.

Furthermore, on the 18th June 2025 the Group agreed a five-year £350m Term Loan facility and the Society is also a guarantor to that facility. The facility remains undrawn at the balance sheet date.

26 Post balance sheet events

Revolving credit facilities (RCF) & Term loan

On the 24 April 2026, the Co-operative Group amended its existing Term Loan and RCF resulting in a transfer of £200m limit between the facilities. This reduced the Term Loan facility from £350m to £150m and increased the RCF from £400m to £600m.

New Bond

On the 11 June 2026, the Co-operative Group Limited issued a new £350m sustainability note due in December 2031. The bond is listed on The International Stock Exchange (Guernsey) and the Society is a guarantor. The net proceeds of the note are earmarked to redeem the Group's existing £350m bond at maturity in July 2026.

Appendix A

Directorships		Co-operative Group Food Limited		26715R

Name	**Company/Society**	**Position**
Matthew Hood	Angel Square Food (Northern Ireland) Limited	Director
Matthew Hood	Co-operative Foodstores Limited	Director
Matthew Hood	Federal Retail and Trading Services Limited	Director
Andrea Harwood	Angel Square Food (Northern Ireland) Limited	Director
Andrea Harwood	Co-operative Foodstores Limited	Director
Andrea Harwood	The Latch (Learning And Teaching Cooking Hub) Cic (16526457)	Director