

KPIs

The Big 6

We aim to serve shoppers a little better every day and have six simple, key business performance measures.

On every KPI, we have made good progress. As a team, we are doing a better job for our customers and improving our relationships with our suppliers, whilst creating long-term sustainable value for shareholders.

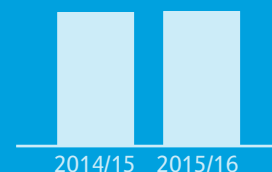
£48.4bn

Group sales (exc. VAT, exc. fuel)¹

Increasing volume is key to the success of our business model and both volumes and transactions are increasing as customers are buying more products, more often at Tesco.

Grow
sales

+0.1%



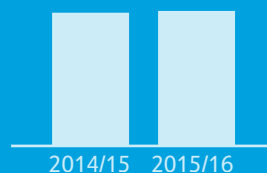
£944m

Group operating profit before exceptional items¹

If we continue to deliver a better shopping trip for customers, building more value into our offer, we will achieve a stronger financial position.

Deliver
profit

+1.1%



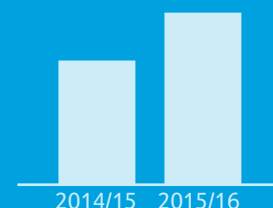
£2,581m

Retail cash generated from operations²

Strong operating cash flow is needed to keep the business running and allows us to reinvest. These positive figures show our financial position is improving.

Improve operating
cash flow

+39%



Customers

recommend us and come back time and again

**+1.2%
loyalty**

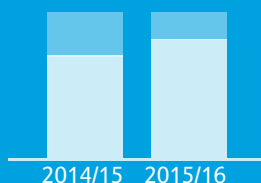
Group customer loyalty³

By putting customers first and making them our main focus, more shoppers are choosing to shop at Tesco. There is more progress to be made but the improvements are positive so far.

Colleagues

recommend us as a great place to work and shop

+11%



81%

Great place to work⁴

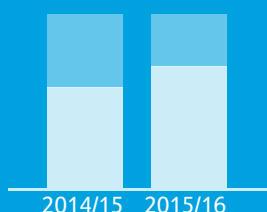
41 NPS

Great place to shop⁵

It's been a year of substantial change for colleagues, but their commitment, passion and energy has remained focused on serving shoppers a little better every day.

We build trusted partnerships

+12%



70%

Group supplier satisfaction⁶

We have simplified our relationships with suppliers and seen a sharp improvement in supplier satisfaction since last year.

¹ Reported on a continuing operations basis. Growth is at a constant exchange rate, on a comparable 52-week basis.

² Includes Korea to the point of disposal. Growth is at a constant exchange rate, on a comparable 52-week basis.

³ We define loyal customers based on their frequency of shopping with us and average weekly spend.

⁴ Based on our internal 'What Matters To You?' survey. Percentage increase relates to the 'Great place to work' measure.

⁵ Net Promoter Score ('NPS') equals 'fans' (those scoring 9-10 out of 10) minus 'critics' (those scoring 0-6) on an 11 point scale question of 0-10.

⁶ Based on the question "Overall, how satisfied are you with your experience of working with Tesco?" in our Supplier Viewpoint Survey.