

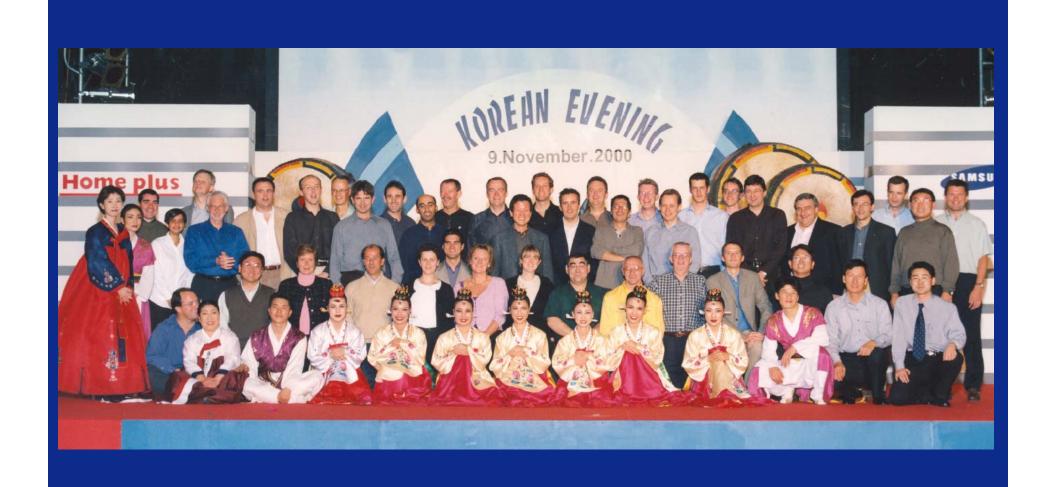
TESCO

Andrew Higginson Tesco in Asia 2004





Tesco in Asia 2000





Outline

- Korea and Thailand
- China
- Andrew Higginson progress since
 2000
- Philip Clarke growth & capability
- Richard Brasher non-food
- Country presentations



Tesco in Korea 2000

- Two Homeplus stores
- 81% stake in JV
- Big ambitions

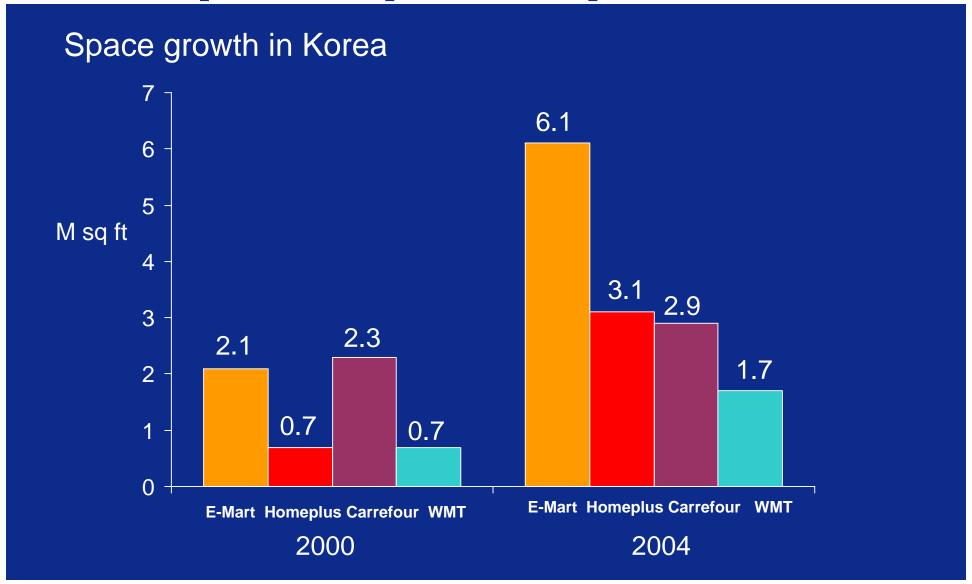


Tesco in Korea 2004

- Number 2 in market
- Third largest profit centre in group
- 32 stores with 3.1 million sq ft of space



Homeplus space up 343%









Tesco in Thailand 2000

- JV established in 1998
- 24 stores
- 2.8 million sq ft of space
- Potential for market leadership

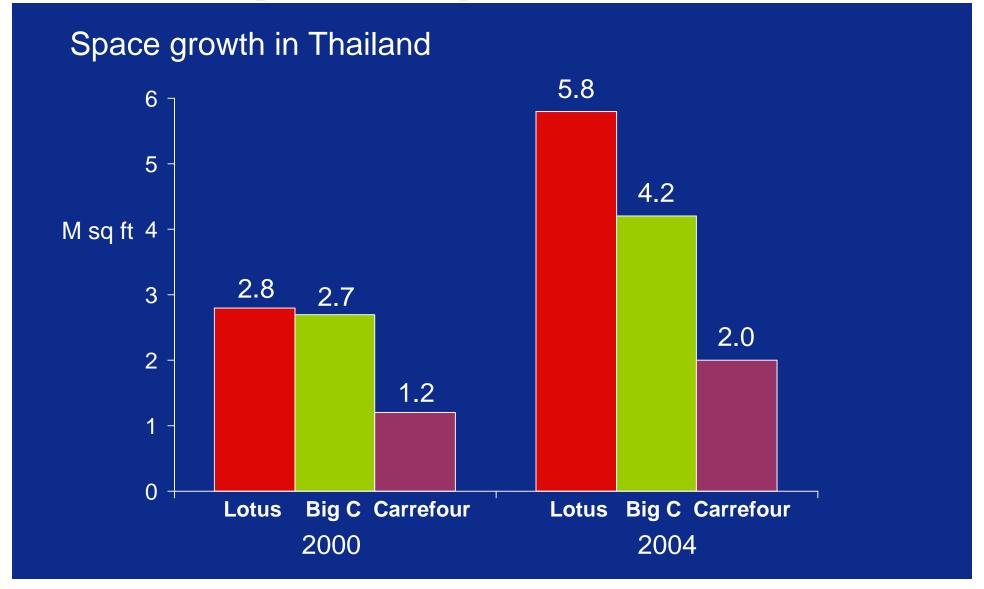


Tesco in Thailand 2004

- Clear market leader
- 95 stores across all formats
- 5.8 million sq ft of space



Lotus space up 107%







Tesco in Thailand 2004







Samsung Tesco and Tesco Lotus

- Serious, highly profitable businesses
- Excellent local management teams
- Formats, infrastructure and increasingly the other aspects of the Tesco model
- Developing good returns with scope for further improvement



Key messages

- Established serious businesses in key Asian markets
- Made great progress since 2000
- Focused on delivering profitable growth and good returns



