

ProCook[®]
Let's get cooking.

FY26 ANNUAL RESULTS
PRESENTATION

24 JUNE 2026



AGENDA



HIGHLIGHTS

Lee Tappenden
CEO



STRATEGY UPDATE

Lee Tappenden
CEO



FINANCIAL REVIEW

Dan Walden
CFO



CURRENT TRADING & OUTLOOK

Dan Walden
CFO



SUMMARY

Lee Tappenden
CEO



Q&A

FY26 HIGHLIGHTS

- Record sales performance, strong trading momentum
- Outperformed the kitchenware market by 20%pts
- 13 new stores, eight in new format, taking total to 78
- Operating profit margin increased by 110bps to 5.7%
- Disciplined and self-funded investment for growth
- Continuing to deliver on our strategic objectives

100

UK retail stores

£100m

Revenue

10%

Operating profit margin

New customers

918k

+24.6% YoY

L12M active customers

1.4m

+24.0% YoY

Revenue

£85.5m

+23.0% YoY

LFL Revenue

+11.8%

+17.3% 2YLFL

Gross margin %

67.5%

+170bps YoY

EBITDA

£12.5m

+39.6% YoY

ENHANCING VALUE THROUGH OWN BRAND, DIRECT TO CONSUMER MODEL

Unbeatable value

Direct-sourced own-brand product range through well established supplier base

- Offers better value for customers
- Enables 65%+ gross margins

79 stores and own website enable excellent service

- 150,000+ 5-star reviews received on Trustpilot
- Award winning CS team

5-star service

Award-winning quality

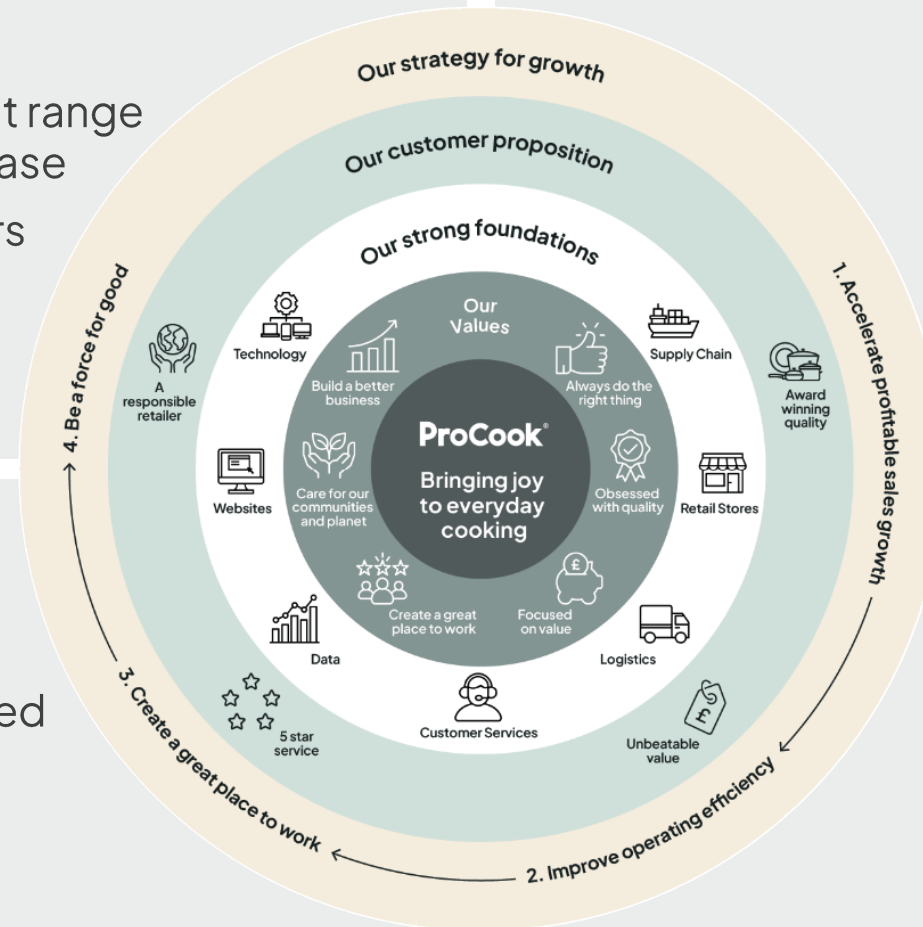
At every price point, we offer high quality, thoughtfully designed products that are built to last

- Which? recommended

We're committed to being a responsible business for the benefit of all stakeholders

- B Corp, Real Living Wage and Great Place to Work™

A responsible retailer



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STRATEGY
UPDATE

Lee Tappenden
CEO



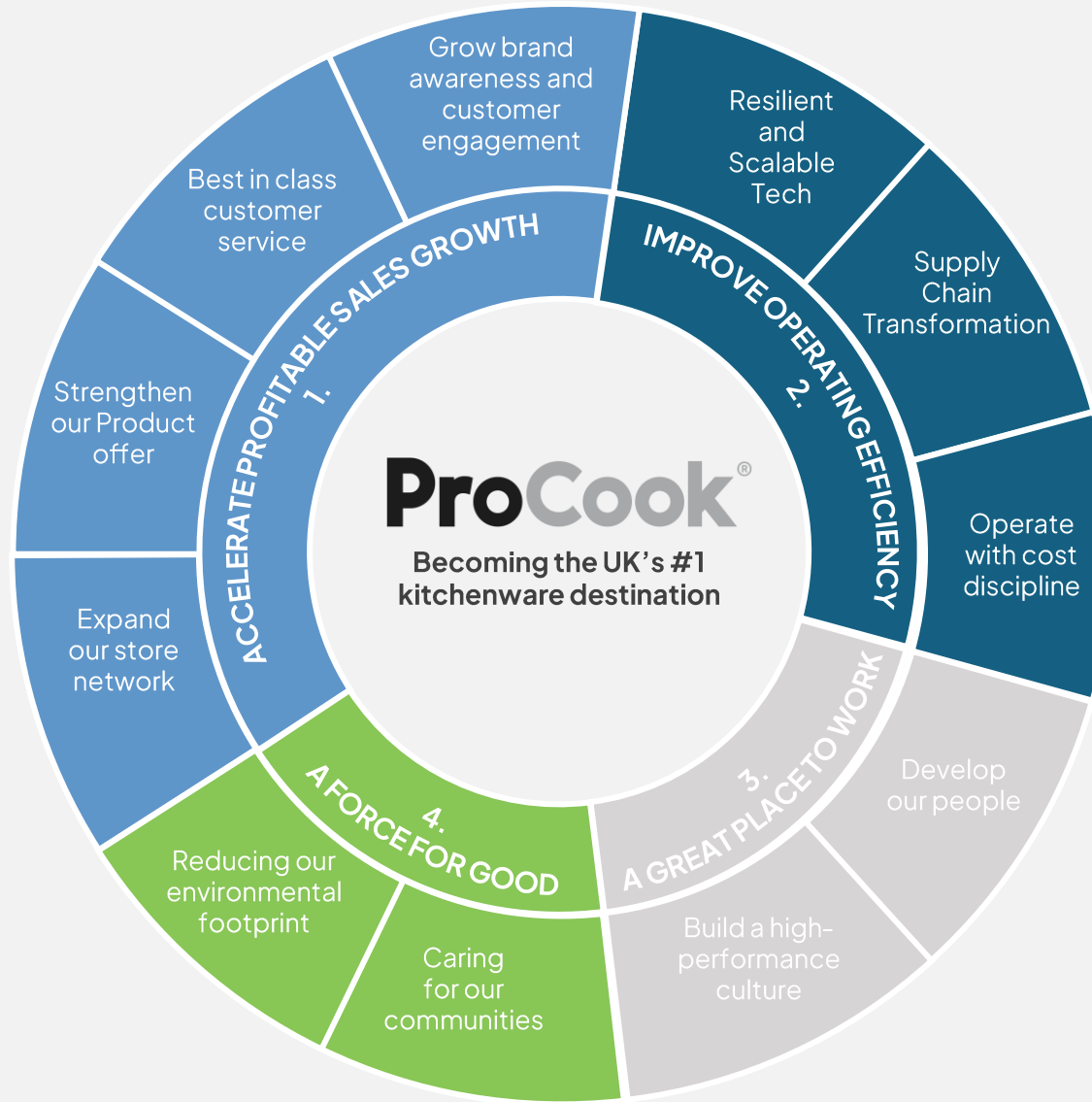
DELIVERING ON OUR STRATEGIC PLAN

1. Accelerate profitable sales growth

23% revenue growth, record customer numbers, improved profitability and cash generation

4. A force for good

B Corp recertified with 16% improved B Impact score. Increased charity fundraising to new record level



2. Improve operating efficiency

Improved gross margins, marketing efficiency and cost leverage driving a 180bps increase in EBITDA margin

3. A great place to work

Highly engaged team, ranked in top 100 UK Best Places to Work™

EXPANDING OUR STORE ESTATE

13

New stores opened

8

In new format

Key element of our 100:100:10 ambition

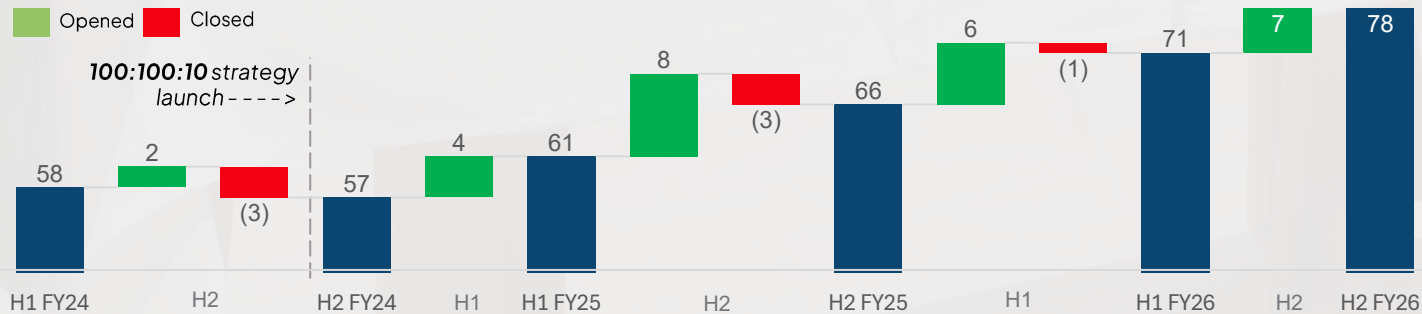
- 13 new stores in FY26
- £10m+ mature sales expectation
- >200m centre visitors
- 2Y payback target
- £250–300k investment per store
- Financial discipline: 1x closure in H1
- FY27 new store pipeline developing



25x new stores opened since strategy launch

Opened Closed

100:100:10 strategy launch ----->



FY25 opened
FY26 opened

NEW STORE FORMAT: A SIGNIFICANT STEP FORWARD IN CUSTOMER AND BRAND EXPERIENCE



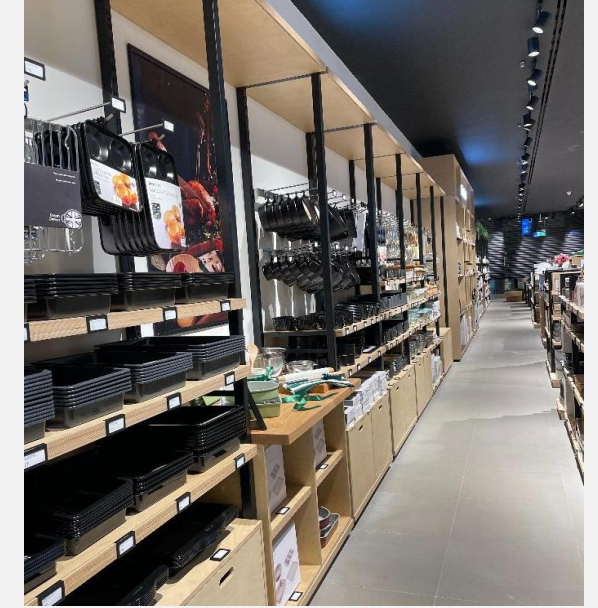
New "kitchen" checkout and backwall providing inspiration and digital media



New knives fixtures provide experiential test zone and improved sales per sq ft intensity



New electricals fixtures showcase range and enable product demo's



Increased shelf fill, improves availability and efficiency and enables self-service

STRENGTHENING OUR PRODUCT OFFER

- New product launches accelerating
 - Tableware range refresh bringing newness in largest category
 - Kitchen tools resourced and relaunched
 - Baking and storage ranges extended
- Adding seasonal relevance and stronger promotional campaigns
 - Expanded Black Friday campaign (>21% LFL)
 - Improved Autumn, Christmas and Spring seasonal ranges
 - Strong Summer Sale event (>28% LFL)
- Strengthened commercial discipline and improved terms
 - Intake and freight management
 - Trading planning, pricing and markdown management



TABLEWARE RANGE REFRESH



3 new ranges of core dinnerware

Additional seasonal launches



Extended and refreshed textiles

Design-led with more colour



New designs launched in cutlery

Expanded range options



Expanded accessories range

Increased seasonal relevance



Real wood serveware launch

Ash & Acacia options



Little Kitchen kids range launch

Silicon child-safe range



BEST IN CLASS CUSTOMER SERVICE: RETAIL

Renewed focus to further strengthen retail service as a key point of difference

- New service and selling model rolled out
- New incentive programme driving performance
- Focused top 5 KPIs
- Detailed work on resource scheduling and contracted hours to improve service
- Field-based retail trainers supporting new store openings and wider training programme
- Leadership training for all managers



Retail LFL ATV

1.9%

Increase YoY

Retail LFL conversion

1.5%

Increase YoY

BEST IN CLASS CUSTOMER SERVICE: ECOMMERCE & CS

CX improvements delivered both online and through our customer service operations

- Improving customer experience online
 - Personalised product recommendations
 - AI-based age verification
- Continued improvements in CS response times
 - Increased answer rates
 - Reduced wait times
- CS Team of the Year 2025 Award



Customer Service Team of the Year 2025

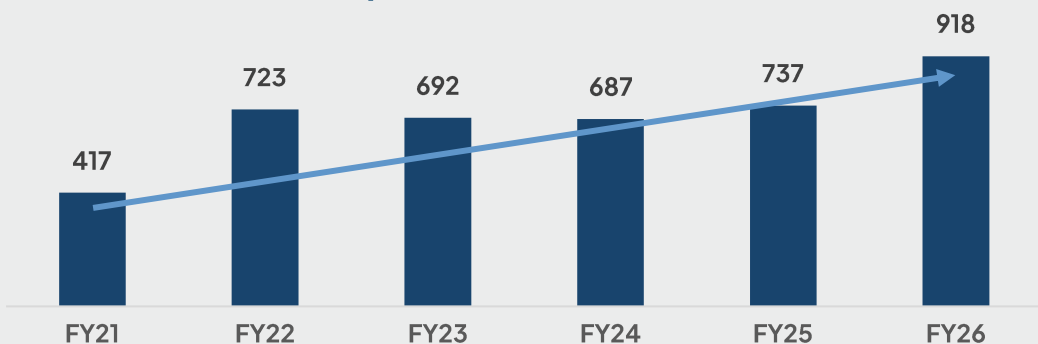


EcommAOV
6.9%
increase YoY

CS wait time
42.0%
decrease YoY

GROWING BRAND AWARENESS AND CUSTOMER ENGAGEMENT

New customers acquired



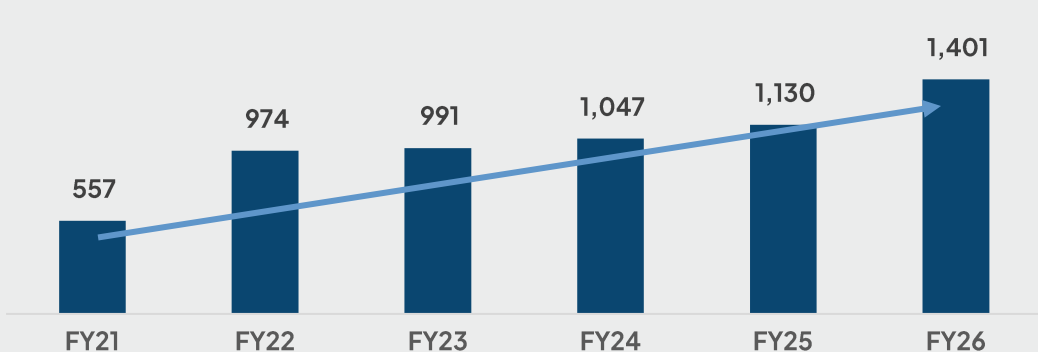
+24.6%

YoY

+17.1%

5Y CAGR

L12M active customers



+24.0%

YoY

+20.3%

5Y CAGR



GROWING BRAND AWARENESS AND CUSTOMER ENGAGEMENT



Expanding our retail estate, >300m centre visitors from 12 new stores LY and 13 new TY, halo effect online



Increasing reach through social media; website traffic from social channels +127% YoY



Focus on email collection rates in store whilst improving CRM activities to inspire customers to increase frequency and repeat

208k new customers
In L12M from new store openings

57k new customers
In L12M from social channel growth

+20.3% YoY
Total contactable email database

SOCIAL MEDIA ACCELERATION

Investment in paid social marketing delivering strong results

- Attributed revenue +93% YoY
- 7.4% reduction in underlying Cost Per Acquisition YoY*
- Extending to test in more channels

Organic social driving improved engagement

- Followers +46% YoY
- Engagement rate +160% YoY

Content strategy moving forward with pace

- New content team recruited in H2
- Expanding use of User Generated Content

* Underlying CPA measured Q1, Q2, Q4 before significant reinvestment during Q3



DOING BUSINESS THE RIGHT WAY FOR OUR COLLEAGUES, COMMUNITIES AND CUSTOMERS

A GREAT PLACE TO WORK

- Maintained excellent engagement score 77%
- Rank 70 by UK Best Places to Work™
- Enhanced bonus schemes for all colleagues
- Disability Confident Leader
- Maintained RLW commitment, starting wage bracket increased by 50% since 2020



BEING A FORCE FOR GOOD

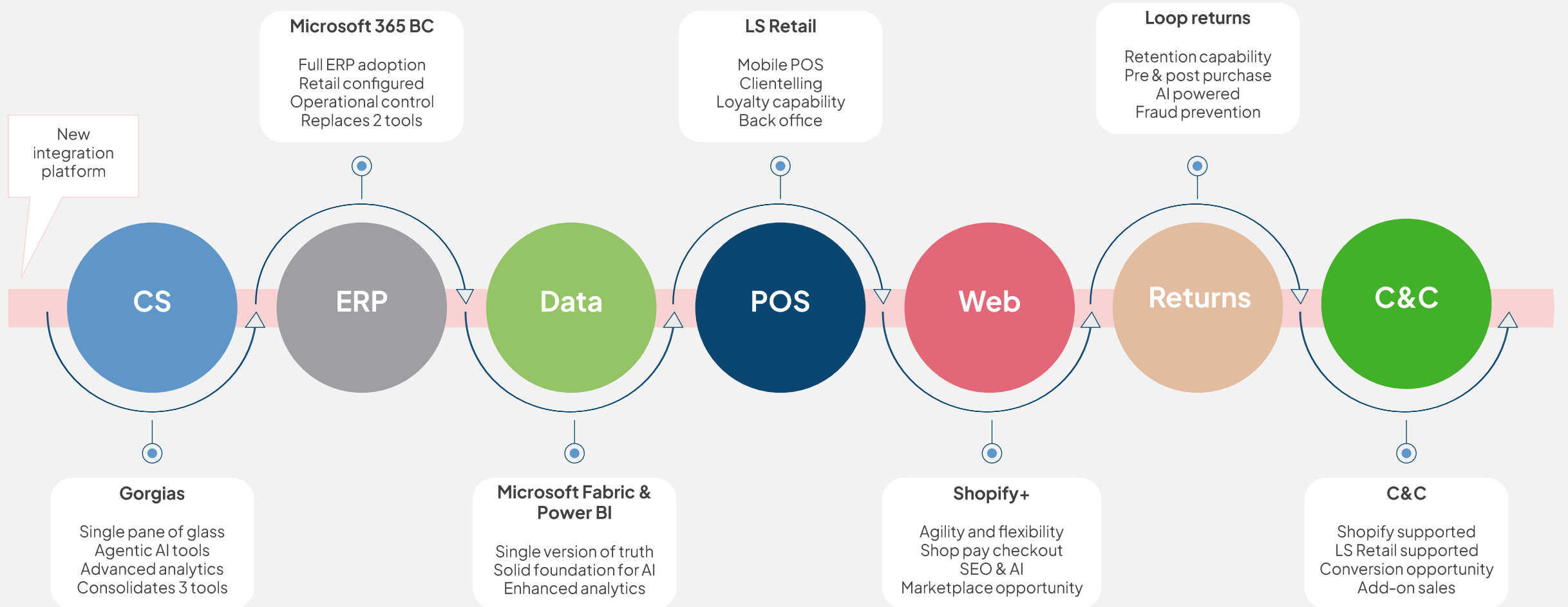
- B Corp re-certification with 16% increase in B Impact score
- £60k raised for Magic breakfast
- £49k raised for Life's a Beach
- Reduced CO₂ emissions per £1m revenue by 22% YoY



INVESTING TO SUPPORT OUR MEDIUM TERM AMBITION AND BEYOND

| Investment area | Revenue growth | Operating efficiency | Key points | Status |
|--|----------------|----------------------|---|---------------|
| Content creation | ✓ | | <ul style="list-style-type: none"> • Influencer and creator network • Acquired content library | Launched FY26 |
| Technology change programme | ✓ | ✓ | <ul style="list-style-type: none"> • £1m investment over 3Y • Customer and colleague benefits | Launched FY26 |
| Reinvestment for customer acquisition | ✓ | | <ul style="list-style-type: none"> • Capturing demand in Q3 • Profitable on 1st purchase | Launched FY26 |
| Warehouse operations transition | | ✓ | <ul style="list-style-type: none"> • Transition to DHL-operated DC • Capability, flexibility and efficiency | Assessed FY26 |
| Refit trial planning | ✓ | ✓ | <ul style="list-style-type: none"> • £80–150k capex per refit • Trial to determine results | Planning FY26 |

COMPELLING TECHNOLOGY PROGRAMME WILL DELIVER SIGNIFICANT CUSTOMER, AI AND OPERATIONAL BENEFITS



3Y JOURNEY: FY26 THROUGH FY28

SUPPLY CHAIN TRANSFORMATION: OUR NEXT PHASE WITH DHL SUPPLY CHAIN

• Areas we are addressing:

- Flexibility and scalability for growth
- Managing peak demand spike
- Driving operational efficiency
- WMS transition
- Automation benefits at the right time
- Capacity management in DC

• DHL Supply Chain:

- Strong cultural alignment
- Long term partnership approach
- Proven multichannel expertise
- Ethos of Continuous Improvement
- World class technology

July 26: Operational take over

March 27: Target go-live for new WMS



ANTICIPATED NET NEUTRAL COST IMPACT OVER 3 YEARS. OPPORTUNITY FOR EFFICIENCY CAPTURE

REFIT TRIALS TO COMMENCE IN FY27, ALL NEW STORE LOCATIONS WILL BE IN NEW FORMAT

- Initial results from new format encouraging
- Improved densities creating space for range expansion
- Eight new format stores ahead of business case targets
- Learnings captured and optimised

Potential to create a consistent and compelling format across retail estate, supporting efficiency and LFL growth

- Refit trials to commence in FY27:



Full refit

- £120k – 150k fit out cost
- 3–4 week close
- Target 12% LFL



Hybrid refit

- £80k – 120k fit out cost
- 3 week close
- Target 7% LFL

PLAN TO TEST AND MONITOR TRIAL RESULTS CAREFULLY BEFORE CONSIDERING ANY ROLL-OUT

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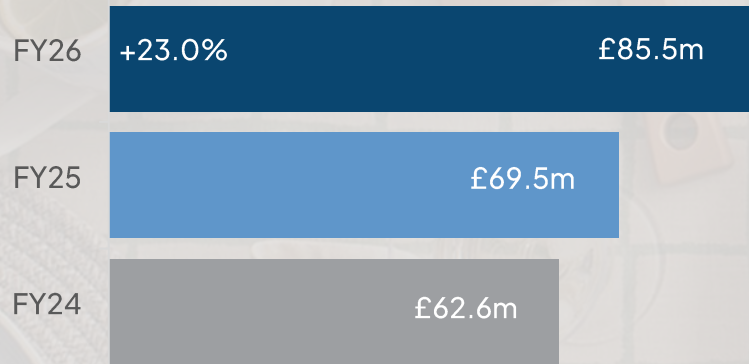
FINANCIAL
REVIEW

Dan Walden
CFO

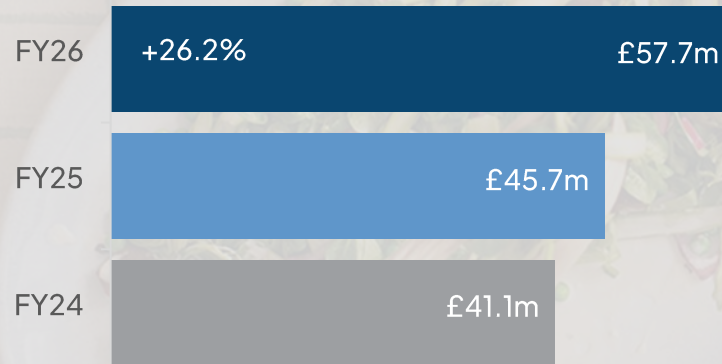


STRONG FINANCIAL PROGRESS ACROSS ALL KEY MEASURES

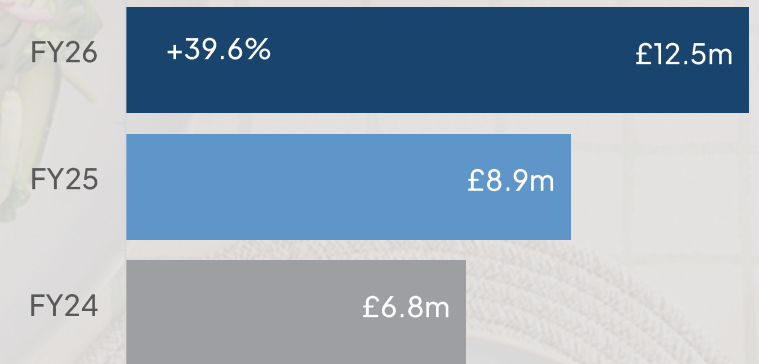
REVENUE



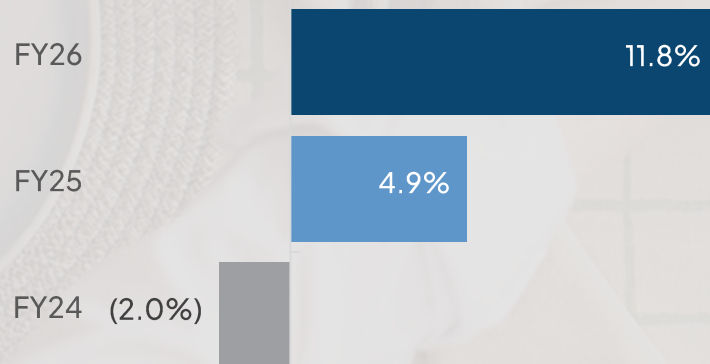
GROSS PROFIT



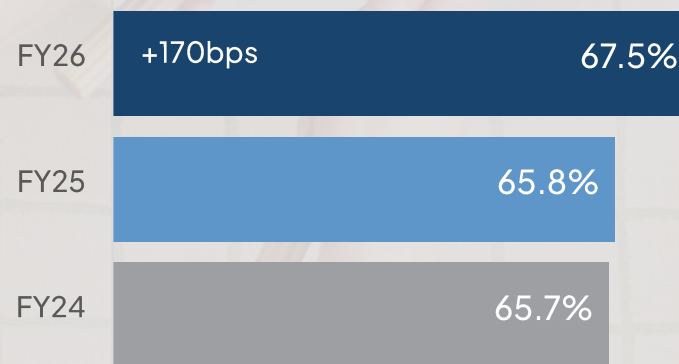
EBITDA



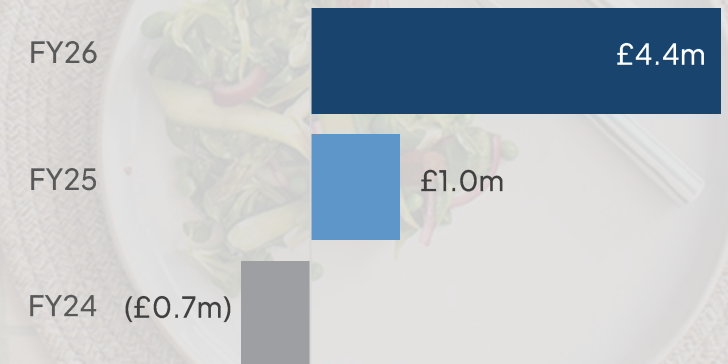
LFL REVENUE %



GROSS MARGIN

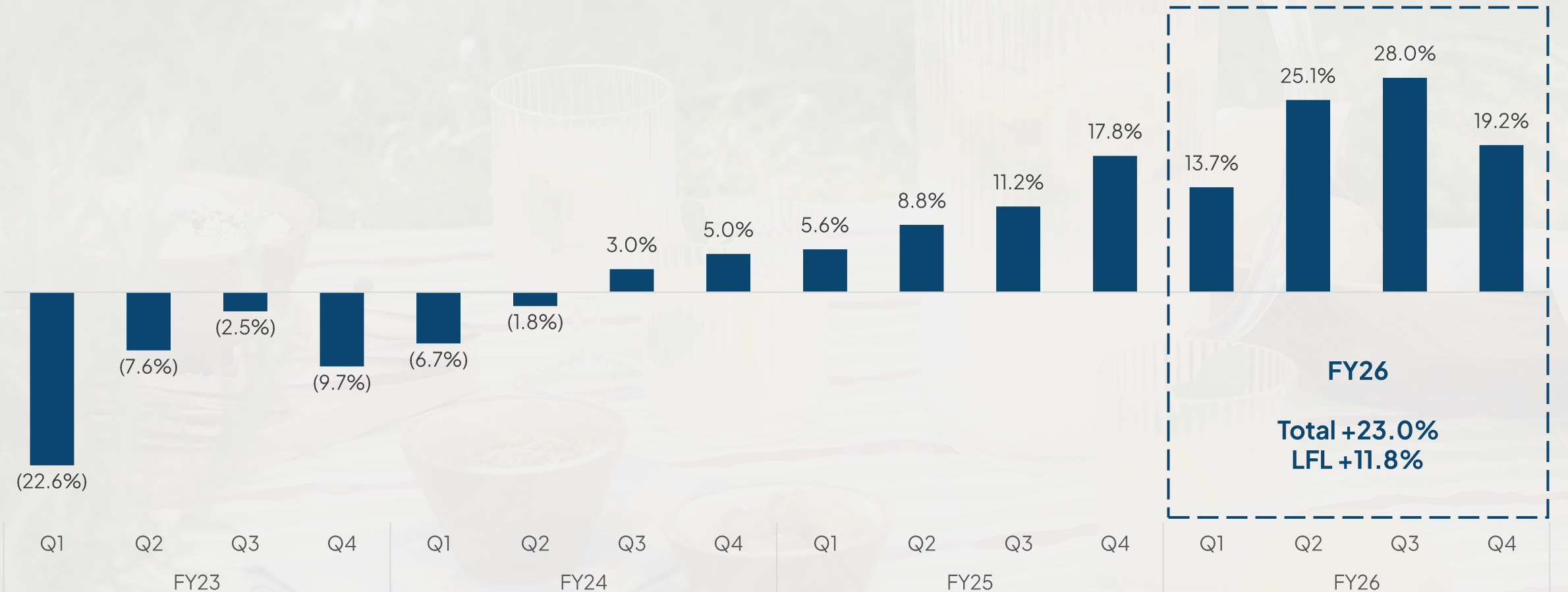


NET CASH/ DEBT



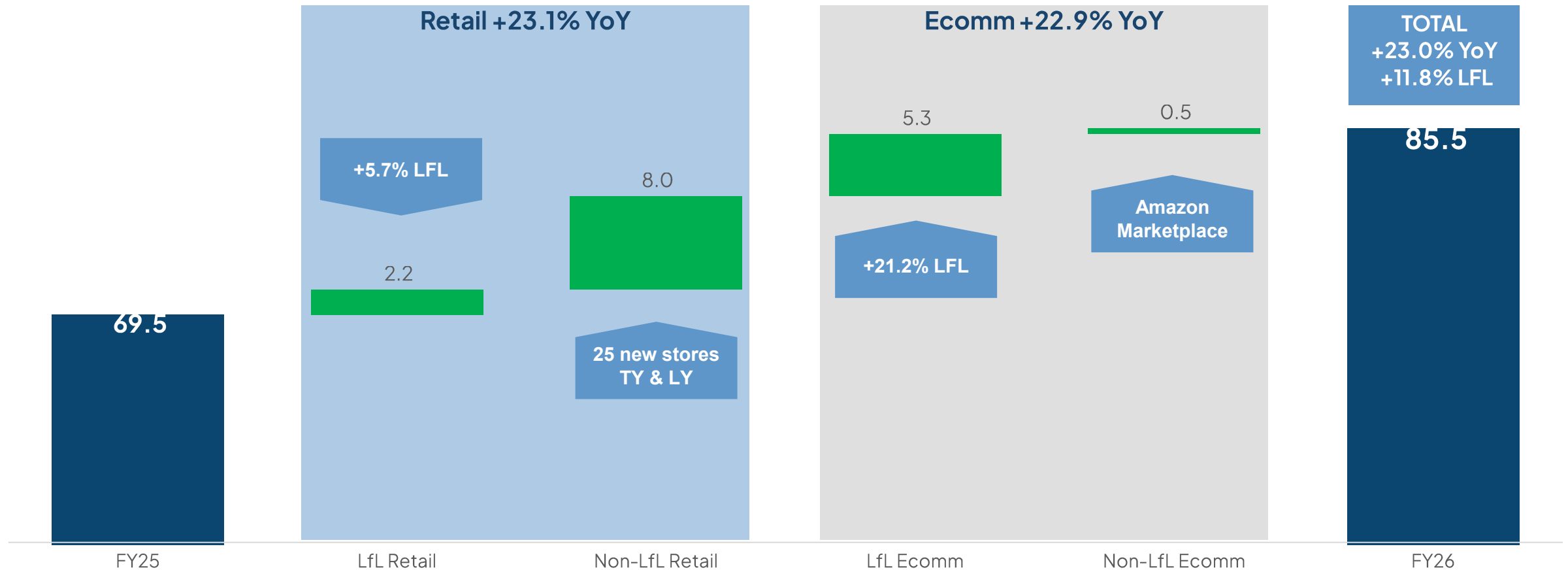
CONTINUED MOMENTUM IN REVENUE GROWTH

Total revenue growth of +23.0% to £85.5m in FY26, with LFL sales growth of +11.8%



REVENUE GROWTH UNDERPINNED BY STRONG LFL GROWTH

Revenue growth by channel (£m)

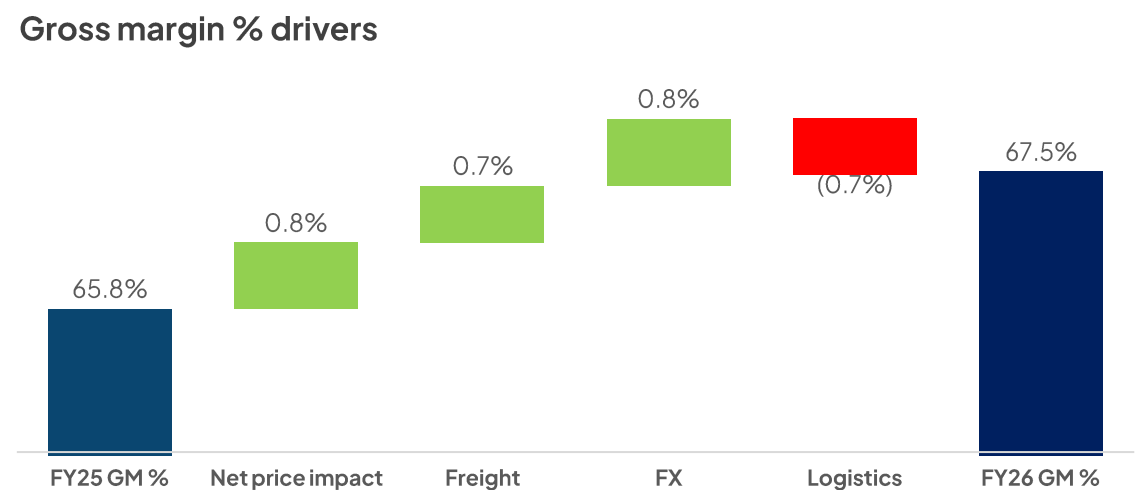
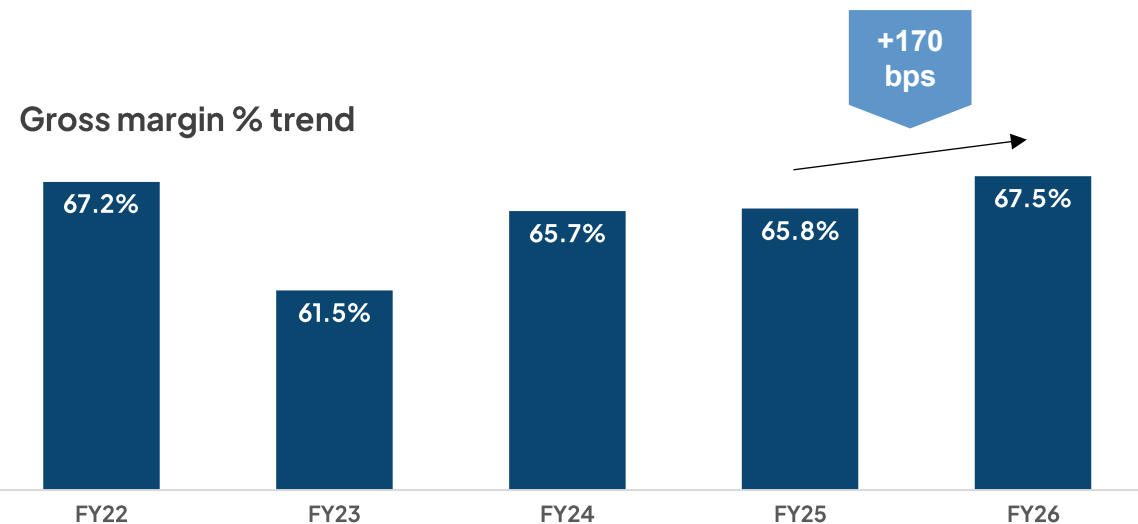


LFL (Like For Like) revenue reflects:

- Ecommerce : ProCook direct website channel only.
- Retail : Continuing Retail stores which were trading for at least one full financial year prior to the 30 March 2025, inclusive of any stores which may have moved location or increased/decreased footprint within a given retail centre.

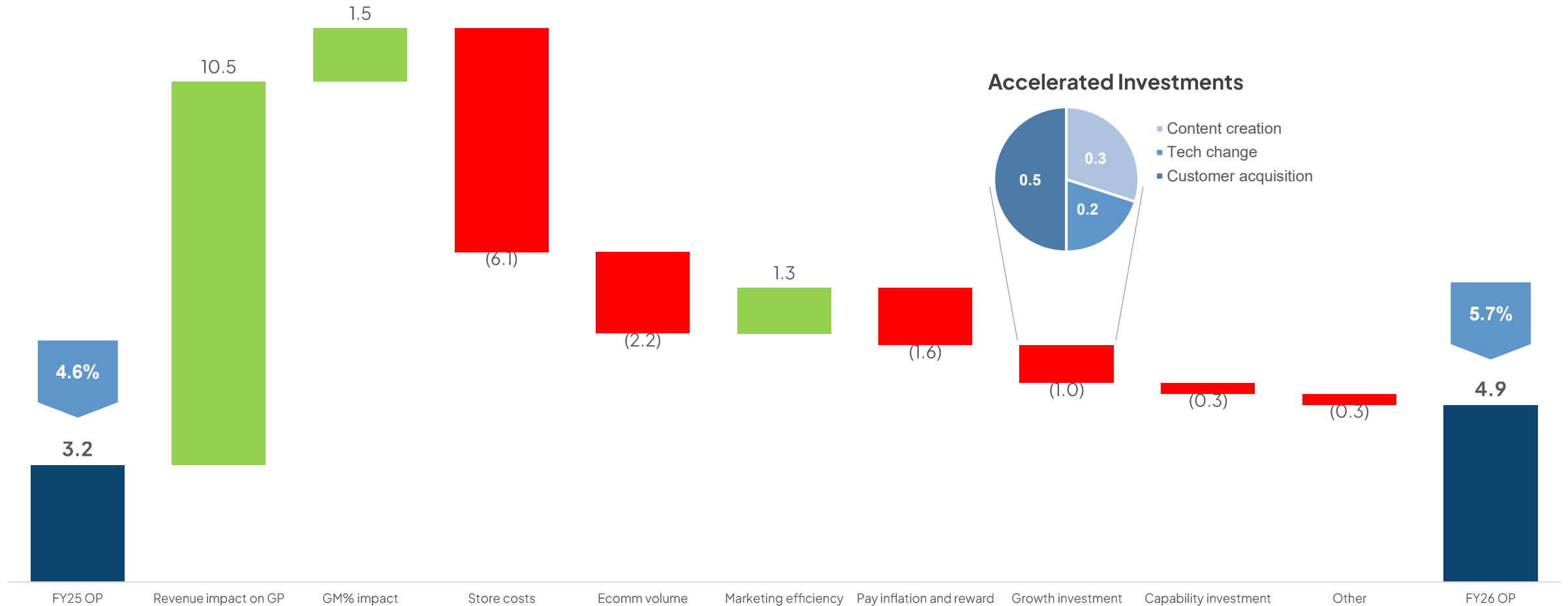
STRONG IMPROVEMENT IN GROSS MARGIN ABOVE TOP END OF GUIDANCE RANGE

| £m | FY26 | FY25 | YoY% |
|--------------------------|-------------|-------------|--------------|
| Gross profit | 57.7 | 45.7 | 26.2% |
| Gross margin % | 67.5% | 65.8% | +170 bps |
| Ecommerce gross margin % | 69.6% | 66.9% | +270 bps |
| Retail gross margin % | 66.3% | 65.1% | +110 bps |



IMPROVED OPERATING MARGIN YOY DESPITE DILUTIVE IMPACT OF NEW STORES PRE MATURITY AND GROWTH INVESTMENTS

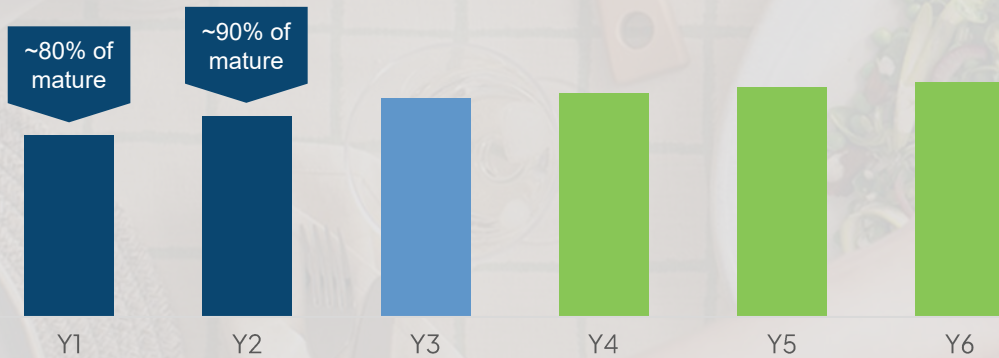
Operating profit YoY (£m)



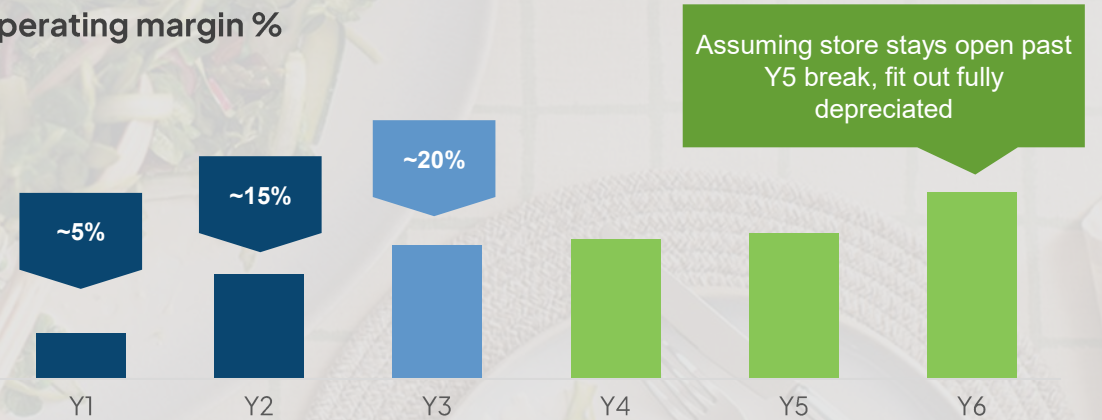
NEW AND MATURING STORES WILL SUPPORT OPERATING PROFIT AND EBITDA GROWTH IN FY27 AND BEYOND

Store maturity and accounting impacts

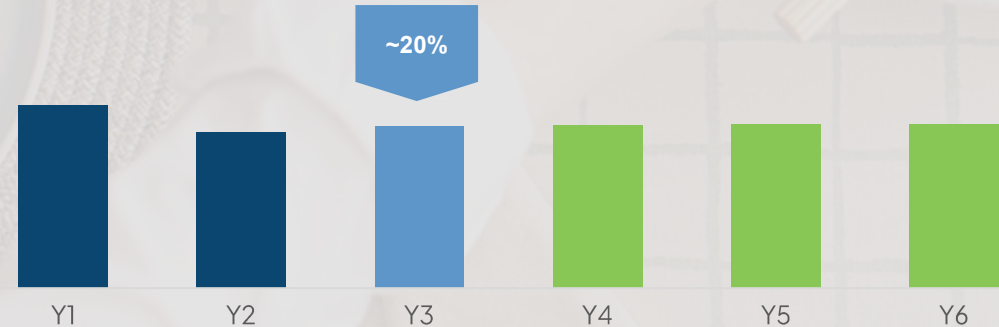
Revenue profile



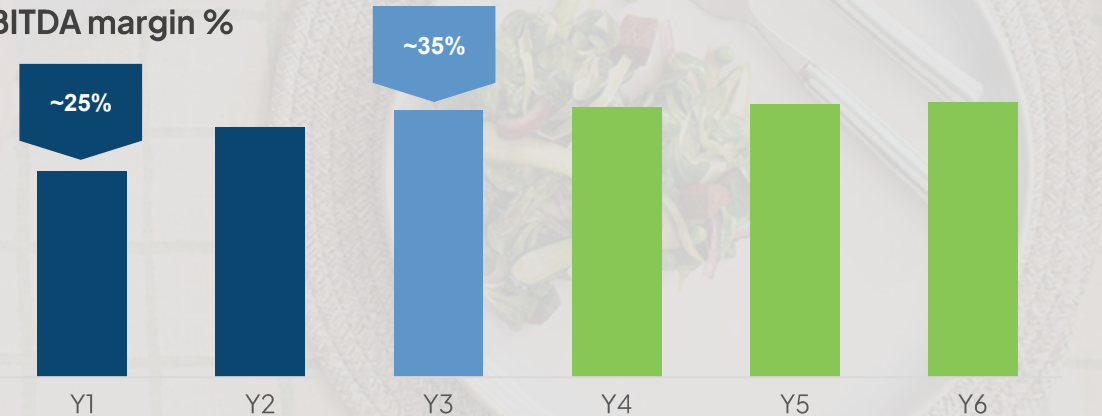
Operating margin %



Cash contribution %



EBITDA margin %



Note: Analysis reflects typical / average maturity profile

Key: ■ Maturing ■ Mature ■ LFL growth

UNDERLYING OPERATING MARGIN IMPROVES BEFORE NEW STORE DILUTION. U/L PBT +64.5% YOY AFTER £0.8M FX IMPACT

| £m | FY26 | FY25 | YoY |
|------------------------------------|-------------|-------------|---------------|
| Revenue | 85.5 | 69.5 | 23.0% |
| Gross profit | 57.7 | 45.7 | 26.2% |
| GP% | 67.5% | 65.8% | 170bps |
| Net operating expenses | (52.8) | (42.5) | |
| Underlying operating profit | 4.9 | 3.2 | 51.4% |
| Underlying OP% | 5.7% | 4.6% | 110bps |
| Non-underlying items | - | (0.3) | |
| Operating profit | 4.9 | 2.9 | 69.5% |
| OP % | 5.7% | 4.2% | 150bps |
| Finance expense | (1.5) | (1.4) | |
| FX (losses)/ gains | (0.8) | (0.3) | |
| Profit before tax | 2.5 | 1.2 | 112.7% |
| PBT % | 2.9% | 1.8% | 110bps |
| EBITDA | 12.5 | 8.9 | 39.8% |
| EBITDA % | | | |

| £m | FY26 | FY25 | YoY |
|-------------------------|------------|------------|--------------|
| Operating profit | 4.9 | 3.2 | 51.4% |
| OP % | 5.7% | 4.6% | 1.1% pts |
| Ecomm % | 31.5% | 26.2% | 5.3% pts |
| Retail % | 17.3% | 20.0% | (2.7% pts) |
| Central costs % | (16.9%) | (17.7%) | 0.8% pts |
| Memo: Retail LFL % | 23.6% | 22.9% | 0.7% pts |

- Operating expenses include £1.0m of growth investment including £0.2m tech change programme costs
- Retail OP% diluted by new store openings, however LFL Retail OP% strengthens YOY
- PBT shown after £0.8m adverse FX impacts

FREE CASH FLOW ACCELERATES YOY, EVEN AFTER £5.1M CAPITAL INVESTMENT

| £m | FY26 | FY25 |
|--|-------------|-------------|
| Reported profit before tax | 2.5 | 1.2 |
| D&A, impairment and loss on disposal | 7.6 | 5.7 |
| Share based payments | 0.3 | 0.3 |
| Finance expense | 1.5 | 1.4 |
| FX losses / (gains) | - | 0.2 |
| Operating cash flows before NWC | 12.0 | 8.8 |
| Net working capital | 2.3 | 2.2 |
| PY Tax credit | 0.1 | - |
| Net operating cash flow | 14.4 | 11.0 |
| Net capital expenditure | (5.1) | (4.1) |
| Interest | (1.5) | (1.4) |
| Payment of lease liabilities | (4.3) | (3.8) |
| Free cash flow | 3.5 | 1.7 |
| Net cash position | 4.4 | 1.0 |

- D&A increases by £1.9m YoY as a result of new store expansion
- £2.3m working capital inflow ahead of guidance:
 - Inventory increased as anticipated to £14m (+£2m YoY) reflecting the higher store count and increased revenue
 - Trade and other payables increased by £4.1m
- £5.1m net capex reflects accelerated store opening plan
- Lease interest expenses at their highest early in the lease term, and will reduce
- Committed **RCF amended to £15m and extended to April 2029** (was £10m), with two +1 extension options

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CURRENT TRADING
AND OUTLOOK



CONTINUED STRONG MOMENTUM IN Q1 DESPITE CURRENT SOFT MARKET BACKDROP

| £m | Q1FY27 | Q1FY26 | YoY% |
|--------------------------------|-------------|-------------|---------------|
| Revenue | 15.6 | 12.8 | +21.5% |
| Ecommerce | 5.6 | 4.4 | +27.9% |
| Retail | 10.0 | 8.4 | +18.2% |
| LFL Revenue¹ | 13.8 | 12.3 | +11.5% |
| Ecommerce | 5.6 | 4.4 | +27.9% |
| Retail | 8.2 | 7.9 | +2.5% |

¹LFL (Like For Like) revenue reflects:

- Ecommerce YoY: ProCook direct website and Amazon marketplace channel only
- Retail YoY: Continuing Retail stores which were trading for at least one full financial year prior to the 29 March 2026, inclusive of any stores which may have moved location or increased/decreased footprint within a given retail centre

Significant market outperformance

- Total revenue +21.5% , LFL revenue +11.5%
- Retail LFL + 2.5%, with new stores increasing total channel revenue to +18.2%
 - 2 new stores opened during Q1, one closed
 - 1 refit trial store opened, one under fit out
 - 2 relocation stores under fit out
- Ecommerce LFL +27.9% YoY driven by traffic and AOV
- Outperformed our market by 31% pts

FY27 OUTLOOK: MAKING STRONG PROGRESS TOWARDS OUT MEDIUM TERM AMBITION

P&L

- 5 to 8 net new stores, plus annualisation and maturity of the new stores opened in last couple of years
- Mid single-digit LFL revenue growth, weighted towards Ecommerce
- GM% broadly flat YoY
- Tech change programme £0.6m in FY27, absorbed in existing opex guidance
- H1 typically ~40% of FY sales, and loss-making
- 53rd week – 1 week extra revenue, immaterial profit impact

Cash flow

- Working capital to increase by ~£1m (investment in inventory)
- Capex: ~£0.3m per new store, £0.5m DC racking extension
- Deferred Tax Asset: nil CT cash payments



OPERATING MARGINS IMPROVE WITH LEVERAGE OF FIXED COST BASE AND AS NEW STORES REACH MATURITY

100
UK retail stores

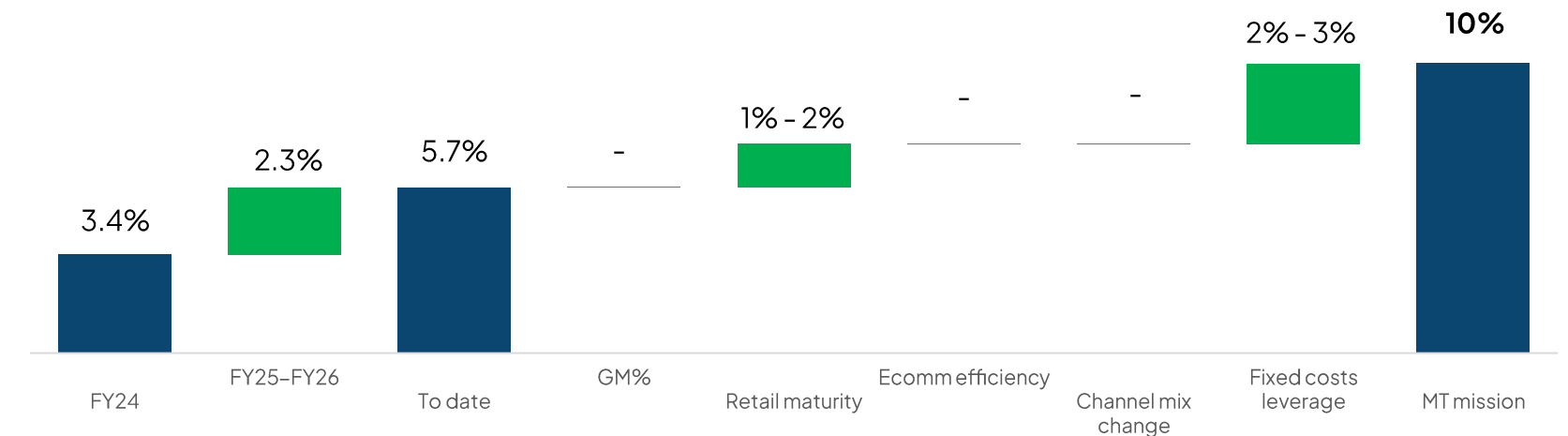
£100m
Revenue

10%
Operating profit margin

Revenue ambition £m



Operating profit margin % ambition



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SUMMARY

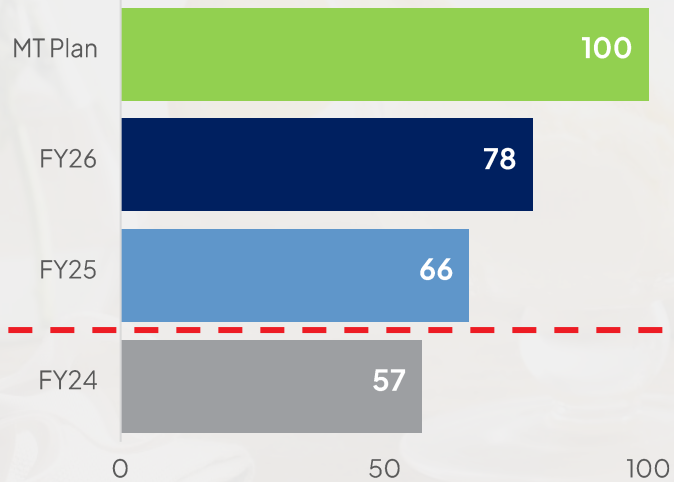
Lee Tappenden
CEO



CONFIDENT OF DELIVERING MEDIUM TERM PLAN

100

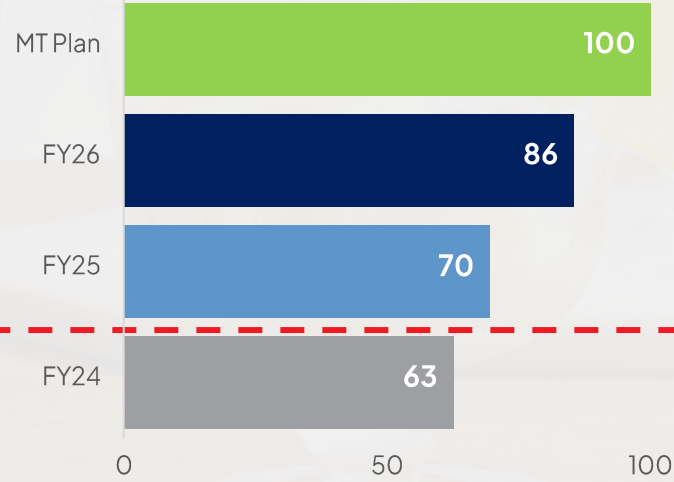
UK STORE ESTATE



ON TRACK

£100m

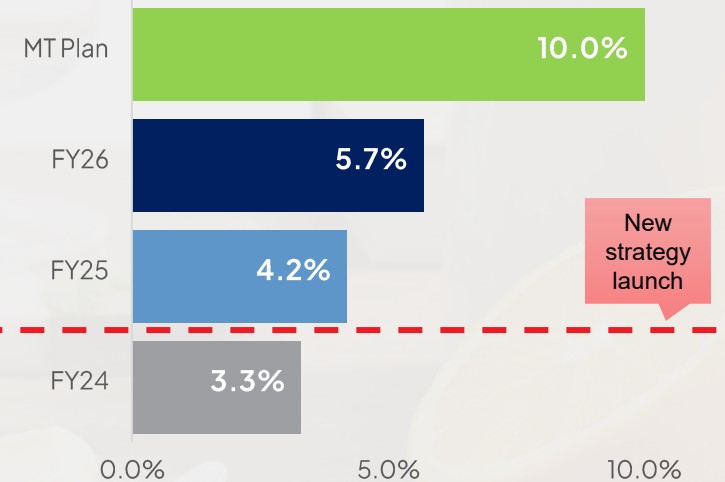
REVENUE



ON TRACK

10%

OPERATING PROFIT MARGIN



ON TRACK

ON TRACK TO DELIVER MEDIUM TERM AMBITION, OPPORTUNITY TO ACCELERATE BEYOND

SUMMARY



Unique business model and proposition clearly resonating with customers



Excellent trading momentum. Substantial growth in our customer base



Significant improvement in financial performance and position



Our plan is accelerating profitable growth – benefits are starting to be realised



Taking early steps to accelerate beyond our medium plan

WELL ON TRACK TO DELIVER MEDIUM TERM AMBITION; OPPORTUNITY TO ACCELERATE BEYOND

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APPENDICES



AN EXPERIENCED RETAIL LEADERSHIP TEAM TO DRIVE STRATEGY EXECUTION



Lee Tappenden
CEO

- Lee joined ProCook in September 2023 and has extensive retail leadership experience
- Previously spent 25 years with Walmart and Asda including CEO of Walmart Canada



Dan Walden
CFO

- Dan joined ProCook in May 2021
- Previously CFO of Booking.com Transport, Group FD and Commercial FD of Dunelm, and held various finance and commercial roles at Sainsburys and Halfords
- Dan is a Chartered Accountant, having begun his career at KPMG



Laurie Houghton
Commercial Director

- Laurie Houghton joined ProCook as Commercial Director in June 2024
- Laurie has a wealth of commercial retail experience in the homewares sector having held positions at Sainsbury's, Garden Trading, and Homebase



Sarah Wheatley
People & ESG Director

- Sarah was appointed People and ESG Director in May 2021, after joining ProCook as Head of HR in March 2018.
- Prior to ProCook, Sarah worked for Tesco for 20 years having begun her career in retail as a graduate with Asda



Claire Tait
Marketing Director

- Claire joined ProCook in April 2024 with a strong marketing background in retail and consumer sectors
- Her previous experience includes working for Joules where she held leadership roles in ecommerce and marketing before her most recent position as Customer Director



Marta Navas
Ecommerce Director

- Marta joined ProCook in October 2023 bringing expertise across all areas of digital customer experience
- Previous experience includes roles at Amyris as eCommerce and Digital experience Director, Unilever as Global B2B Ecommerce Lead and at a number of digital agencies

FINANCIAL POSITION

| £m | 29 March 2026 | 30 March 2025 |
|--------------------------------------|---------------|---------------|
| Non-current assets | 13.5 | 11.3 |
| Right of use assets | 27.0 | 21.0 |
| Inventories | 14.0 | 12.1 |
| Trade and other receivables | 2.3 | 2.5 |
| Corporation tax | 0.0 | 0.1 |
| Cash and cash equivalents | 4.4 | 2.8 |
| Total current assets | 20.7 | 17.4 |
| Trade and other payables | (18.0) | (13.9) |
| Lease liabilities | (5.5) | (3.7) |
| Borrowings | (0.0) | (1.8) |
| Other current liabilities | (0.6) | (0.3) |
| Total current liabilities | (24.1) | (19.7) |
| Lease liabilities | (24.7) | (19.6) |
| Other non-current liabilities | (0.8) | (0.7) |
| Total non-current liabilities | (25.6) | (20.3) |
| Net assets | 11.6 | 9.7 |

CASH FLOW STATEMENT

| £m | FY26 | FY25 |
|--|-------------|-------------|
| Reported profit before tax | 2.5 | 1.2 |
| D&A, impairment and loss on disposal | 7.6 | 5.7 |
| Share based payments | 0.3 | 0.3 |
| Finance expense | 1.5 | 1.4 |
| FX losses / (gains) | - | 0.2 |
| Operating cash flows before change in NWC | 12.0 | 8.8 |
| Net working capital | 2.3 | 2.2 |
| PY Tax credit | 0.1 | - |
| Net operating cash flow | 14.4 | 11.0 |
| Net capital expenditure | (5.1) | (4.1) |
| Interest | (1.5) | (1.4) |
| Payment of lease liabilities | (4.3) | (3.8) |
| Free Cash Flow | 3.5 | 1.7 |
| Change in borrowings | (1.8) | (0.9) |
| Net Cash Flow | 1.6 | 0.8 |
| Cash | 4.4 | 2.8 |
| Borrowings | - | (1.8) |
| Net cash position at year end | 4.4 | 1.0 |

| Revolving credit facility | | |
|---|-------------------------------------|--------|
| Facility | | £15.0m |
| Expiry | April 2029, with two +1 extensions | |
| Committed | | Yes |
| Covenants | | |
| Leverage: (net debt : EBITDA) | <2.0x at Q1, Q3 and Q4; <3.0x at Q2 | |
| Fixed charge cover: (EBITDAR : Fixed charges) | >1.4x | |
| Trade finance facility | | |
| Facility | | £1.0m |
| Expiry | February 2027 | |
| Committed | | No |
| KPI tests | | |
| KPI: Stock ratio (Inventory : facility) | >1.5x | |

IFRS 16 IMPACT

| £m | FY26 Reported | | | FY25 Underlying | | |
|---------------------------------|---------------|----------------|---------------|-----------------|----------------|---------------|
| | Reported | IFRS 16 | Pre-IFRS 16 | Reported | IFRS 16 | Pre-IFRS 16 |
| Revenue | 85,487 | | 85,487 | 69,493 | | 69,493 |
| Cost of sales | (27,793) | | (27,793) | (23,778) | | (23,778) |
| Gross profit | 57,694 | | 57,694 | 45,715 | | 45,715 |
| Operating expenses | (45,243) | (5,378) | (50,621) | (36,795) | (4,722) | (41,517) |
| EBITDA | 12,450 | (5,378) | 7,072 | 8,920 | (4,722) | 4,198 |
| Depreciation | (2,066) | (162) | (2,228) | (1,234) | (100) | (1,334) |
| ROU Depreciation | (5,447) | 5,447 | - | (4,356) | 4,356 | - |
| Amortisation | (36) | | (36) | (78) | | (78) |
| (Loss)/gain on disposal | (47) | | (47) | (45) | | (45) |
| Operating profit/(loss) | 4,854 | (93) | 4,761 | 3,207 | (466) | 2,741 |
| Finance expense | (1,535) | 1,254 | (281) | (1,415) | 975 | (440) |
| Other (losses)/gains | (818) | | (818) | (272) | | (272) |
| Profit/(loss) before tax | 2,501 | 1,161 | 3,662 | 1,520 | 509 | 2,092 |

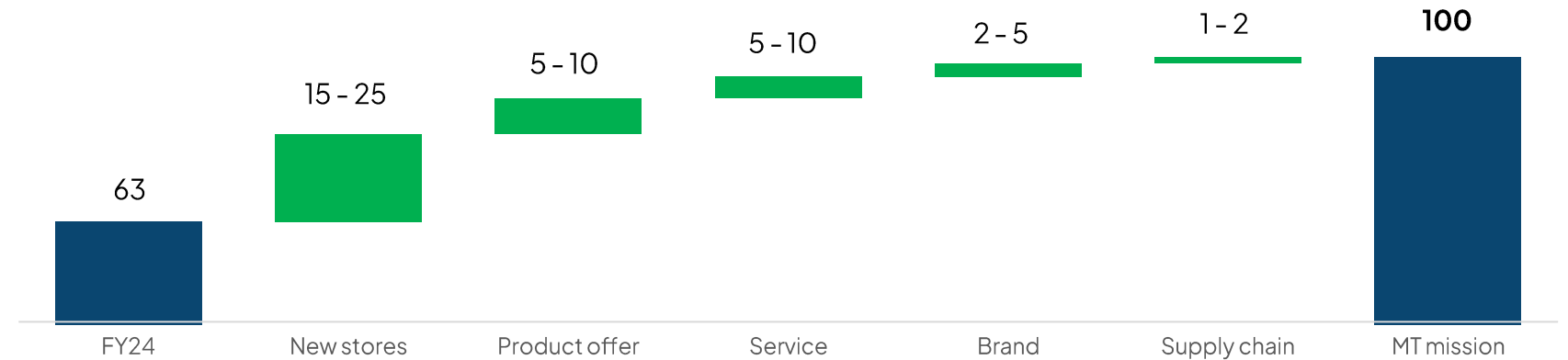
MEDIUM TERM AMBITION AND KEY DRIVERS LAUNCHED IN JUNE 2024

100
UK retail stores

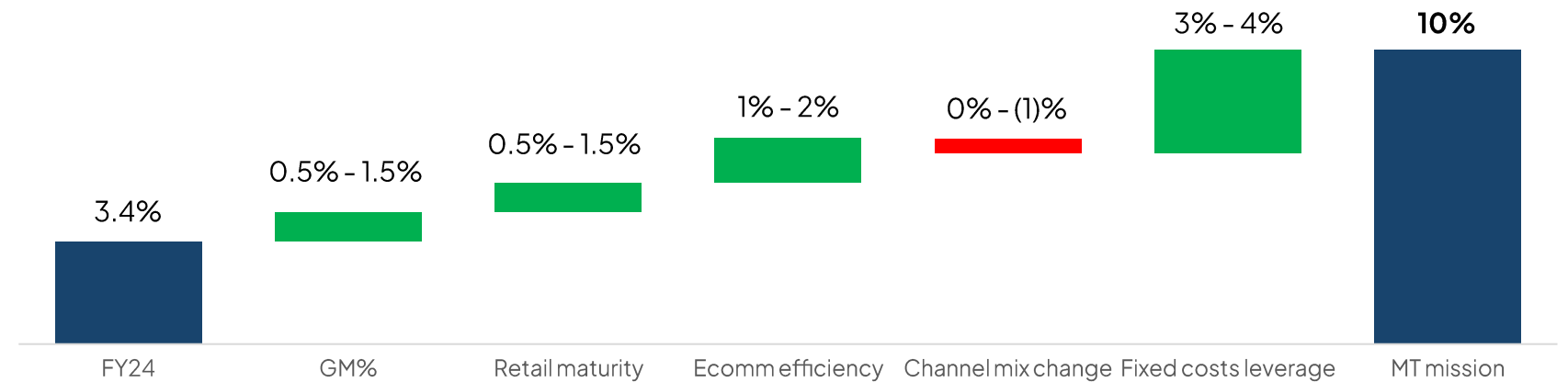
£100m
Revenue

10%
Operating profit margin

Revenue ambition £m



Operating profit margin % ambition



GLOSSARY

| | | | |
|---------|--|------|--|
| 12m | 12 month period | GP | Gross profit |
| ATV | Average Transaction Value | H1 | First half of the financial year (28 weeks) |
| bps | Basis points | H2 | Second half of the financial year (24 weeks) |
| CS | Customer Services | KPI | Key Performance Indicator |
| CX | Customer Experience | L12M | Last 12 Months |
| CRM | Customer Relationship Management | LFL | Like for Like |
| D&A | Depreciation and Amortisation | OP | Operating profit |
| EBITDA | Earnings before interest, tax, depreciation and amortisation | PPD | Pick, Pack and Despatch |
| EBITDAR | Earnings before interest, tax, depreciation, amortisation and rent | PBT | Profit before tax |
| FX | Foreign Exchange | UX | User Experience |
| FY | Financial Year | YoY | Year on Year (same financial weeks) |
| GM | Gross margin | YTD | Year to date |