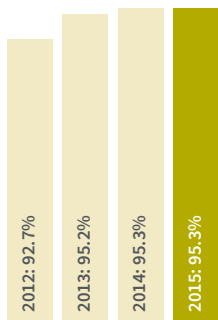


# Our Progress in 2015

On Time or Early (%)



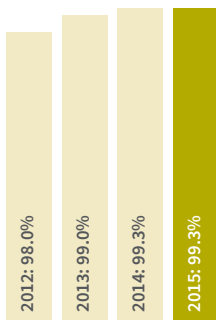
95.3%



Order Accuracy (%)



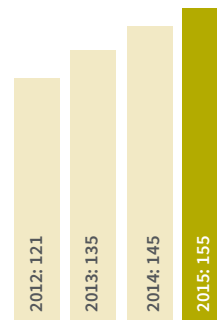
99.3%



CFC Efficiency (UPH)



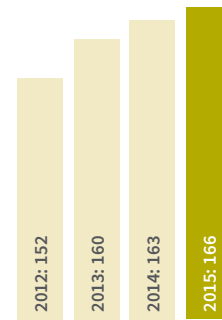
155



Service Delivery (DPV/Week)



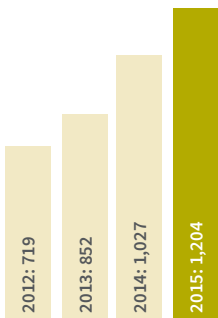
166



Group Sales (£m)



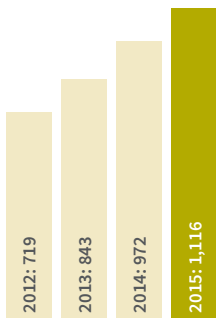
1,204



Retail Sales (£m)



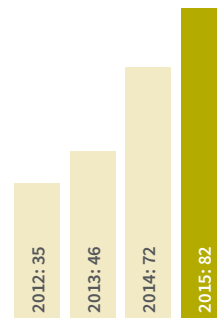
1,116



EBITDA (£m)



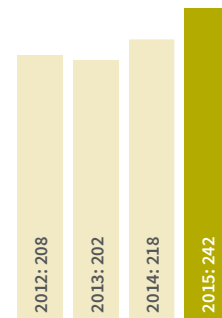
81.5



Net Assets (£m)



242



## Operational & Strategic Highlights

- Industry leading service levels maintained with 95.3% on time deliveries and 99.3% order accuracy
- Range at Ocado.com broadened to 47,000 SKUs
- Active customers increased to over 500,000
- Average order size on Ocado.com declined by 1.3% to £111.15
- Mature CFC efficiency improved to 155 units per hour
- Delivery performance increased to 166 deliveries per van per week
- Our first commercial customer, Morrisons.com, progressing well
- Advanced discussions to use Ocado Smart Platform for international retailers
- Developed new IP, with multiple patent applications filed



## Financial Highlights

- Gross sales (Group) up 17.2% to £1,202.9m
- Gross sales (Retail) up 14.7% to £1,115.7m
- Revenue up 16.7% to £1,107.6m
- EBITDA up 13.8% to £81.5m
- Profit before tax of £11.9m (2014: £7.2m)



Read the Chairman's Statement on pages 4 and 5