

ONWARDS UPWARDS ALL TOGETHER

In the first six months of 2025, we grew our member numbers, planned for the future and navigated external challenges.



co
op

OWNED BY YOU.
RIGHT BY YOU.



OUR VISION

To co-operate to build more value for our members every day.



OUR DIFFERENCE

We're owned by and run for our member owners. The more our member owners choose us, the more value we create for them and their communities.

A portrait of Debbie White, Chair of The Co-op Group. She is a middle-aged woman with shoulder-length wavy brown hair, smiling at the camera. She is wearing a dark blue blazer with white piping on the lapels over a black top, and a multi-strand pearl necklace. The background is blurred, showing a red and white pattern on the left and a large yellow circle on the right.

A NOTE FROM THE CHAIR

To our member owners,

We entered the first half of 2025 from a position of strength, having made significant improvements to our finances over the past two years, and with greater clarity in terms of how we could deliver more value to you – our member owners.

At the same time, we were mindful that this year was going to be challenging, given the rising costs that organisations of our size are facing.

What we didn't know, of course, was that our Co-op was to become the victim of a malicious and criminal cyber attack. I'm pleased to report that the underlying strength of our Co-op shaped the way we were able to respond to both known and unforeseen challenges.

As you'll read, we acted with purpose and in line with our values through the period, while still increasing member numbers and maintaining our longer-term vision and growth plans. This summary report highlights why it is so important for our Co-op to be financially strong, so that we can deliver value for you on a sustainable basis, regardless of the challenges that present themselves through the years ahead.

A handwritten signature in brown ink, appearing to read 'Debbie'.

Debbie White,
Chair, The Co-op Group

AS A MEMBER.



**MORE
OF YOU
JOINED US**

800,000

active member owners joined our Co-op, taking our total to 6.7 million. Co-operation continues to resonate in a changing world.



**MORE OF
YOU HAD
YOUR SAY**

22% INCREASE

in member voting¹ at our annual general meeting (AGM), as we extended voting rights to an additional 1.5 million members.



**MORE YOUNG
MEMBERS JOINED**

Our average member age decreased by

2 YEARS²

With a 27% increase in young members joining³. Our continued sponsorship of Co-op Live and presence at UK festivals like Glastonbury is all part of a strategy created with our Young Members' Group.

¹ 2024: 43,061. 2025: 52,646. 2.3m members eligible to vote in 2024; 3.7m eligible in 2025.

² Average member age year-on-year: HY2024: 52.7, HY2025: 50.8

³ Members 25 and under joining: HY2024: 123k. HY2025: 157k

AS A BUSINESS:



**WE EXPERIENCED
RISING
EXTERNAL COST**



headwinds, including National Insurance increases.

**WE KEPT TRADING
THROUGH A SOPHISTICATED
CYBER
ATTACK**



and restricted some systems to protect our Co-op.

WE INVESTED



£131M

in the future of our Co-op during H1 2025.

Read more in our [full results announcement](#), which includes our financial statements for the period.



A CO-OPERATIVE RESPONSE TO CYBER CRIME

We kept trading and responded as a member-owned organisation when we faced into a cyber attack in April:

- Remaining 'open for business' at all times
- Proactively restricting systems to contain the risk
- Communicating regularly with members, colleagues and partners
- Working in partnership with the relevant authorities and regulators
- Maintaining essential services, like funerals
- Prioritising stock for rural 'lifeline' stores
- Sharing our experience on the BBC and at a parliamentary hearing
- Partnering with The Hacking Games to tackle the root cause of cyber crime and create new opportunities for young people



WHAT DID THE FIRST HALF OF 2025 HOLD FOR OUR CO-OP?



WE NAVIGATED A CHANGING WORLD FROM A STRONGER POSITION

We entered the year with a solid set of 2024 results, including a 35% increase in underlying operating profit and net debt⁴ reduced to £55 million, versus £920 million in 2021. This strength meant we were able to respond to the cyber attack by prioritising people – members, colleagues, customers, partners – not just profit.

As predicted, and like other businesses, we also managed external pressures that caused our operating costs to rise. These included National Insurance increases and new Extended Producer Responsibility charges – fees relating to waste management. With these factors and the adverse impact of the cyber attack, our underlying operating loss for the period was £32m, versus a profit of £47m in HY 2024.

With cost mitigations underway, we're optimistic for what's ahead. We also maintained strong cash balances through the period, negotiated a new £350 million lending agreement with six major banks, and continued to invest in our future.



OUR BUSINESS AREAS FOCUSED ON THE FUTURE

FOOD

Convenience without compromise,
online and in stores.

Here, we've launched our new 'microstore'
concept, while continuing to focus on online
convenience shopping and price.

LIFE SERVICES

Helping members when it matters most, with
Funeralcare, Legal Services and Insurance.

We grew this area by focusing on value - from travel
insurance to funeral plans - while innovating with
new travel cover for those with undiagnosed
medical conditions.

BUSINESS-TO-BUSINESS

Supplying independent stores (including
Nisa stores) and other co-operatives,
and running a franchise operation.

Our performance continues to be impacted by
the wider market here⁵. As we continue to expand
our partnership offer, we're building a base for
future growth.



	Revenue excluding cyber attack impact ⁶	Revenue including cyber attack impact
Food	+2.9%	-1.6%
Life Services	+6.5%	+2.4%
Business-to-Business	-1.9%	-3.9%

Food: H1 2024 actual: £3.68bn, H1 2025 actual: £3.62bn, H1 2025 excluding cyber: £3.78bn

Life Services: H1 2024: £205m, H1 2025 actual: £210m, H1 2025 excluding cyber: £218m

Business-to-Business: H1 2024: £1.72bn, H1 2025 actual: £1.65bn, H1 2025 excluding cyber: £1.69bn

⁵ Market data as per Circana, showing volume decline for the Symbols & Independents sector up to 5 July 2025.

⁶ Estimated. See our full financial announcement for more.

WE HELPED MEMBERS TO SHAPE OUR CO-OP

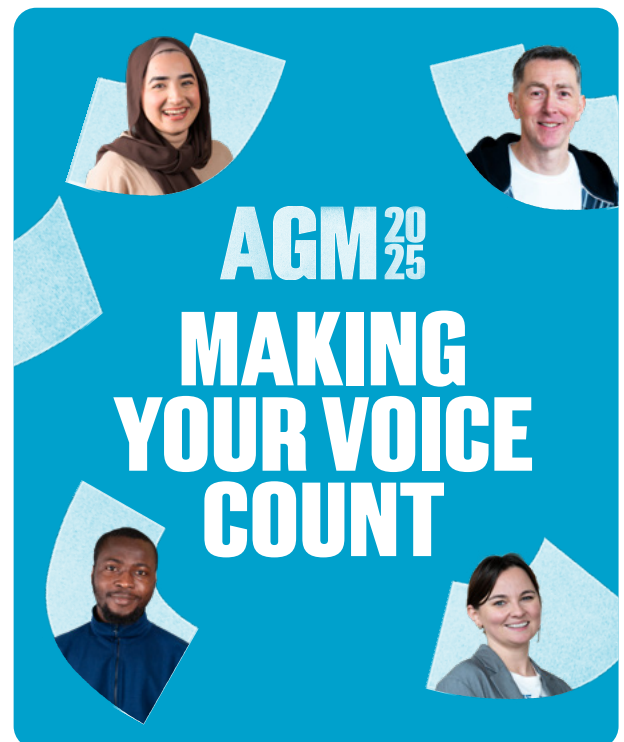
We've worked hard to put member ownership back at the heart of everything we do, and we're seeing real change because of it.

In the period, we saw continued 22% year-on-year growth in active member owner numbers (HY2024: 5.5m. HY2025: 6.7m). We also saw more people participating at our AGM as we brought democracy to local communities with six local events.

WE LISTENED, AND WE ALSO ACTED.

Based on members' feedback, we announced our decision to stop trading with 17 countries where there are human rights abuses and violations of international law.

And to mark the United Nations' International Year of Co-operatives, we welcomed hundreds of co-operators from across the world to our Manchester support centre for the International Festival of Co-operation: a celebration of shared values.



WE SHARED WITH MEMBERS AND COMMUNITIES

In a changing world, we reaffirmed our commitment to act on the issues that matter to our member owners. For example...



2,364

causes supported
through our Local
Community Fund



38

Co-op Academies
with over
20,000 students



6,744

solar panels
installed in our largest
regional depot



£7m

fundraising target agreed
with Barnardo's, building on
£5 million already raised

WE FOCUSED ON VALUE

We heard from 37,600 members in our annual Big Survey; they told us the rising cost of living was their top concern.

With this in mind, we price-matched 130 most-shopped items to Aldi, including on Deliveroo, UberEats and shop.coop. But our focus on value goes beyond groceries.

We doubled travel insurance discounts for a period, and ran funeral plan deals to help members save up to £250.



WE CONTINUED TO INNOVATE

As inflation continues, shopping habits change. People are buying less, more often⁷ - and we're evolving to meet these changes.

We've continued to focus on online convenience shopping, or 'quick commerce', now reaching 86% of the UK population. We also launched **Peckish** - an app for our partners, sharing everything we've learned about rapid grocery deliveries with them.

At the same time, we're continuing to focus on physical stores. Our new 'On The Go' concept combines convenience with hot food and deli options, with stores opening across 2025.

Elsewhere in our Co-op, our Life Services business is leading the way with new travel insurance policies for people with undiagnosed health conditions, and investment in AI to more efficiently process legal cases.



WE CREATED GROWTH OPPORTUNITIES THROUGH PARTNERSHIPS

Partnerships help us reach new audiences, and give members more ways to engage with the business they own.

- We're expanding into motorway services with a multi-year Roadchef partnership.
- We're continuing to open Franchise stores in new markets - including petrol forecourts and hospitals.
- We introduced our '& Co-op' look and feel for selected partners, with our first '& Co-op' stores showing how our own-brand can shine in partner stores.
- Today, partners can work with us in more ways than ever: as a Nisa store, a franchise, an independent or through a brand partnership.



WE SUPPORTED OUR PEOPLE

The majority of our 53,000 colleagues are members too, and we've remained focused on building the kind of business they're proud to own.

We continued our commitment to paying the Real Living Wage and launched our 'Women in Leadership' apprenticeship programme in Logistics.

We also launched our Rewarding Growth incentive plan. This is designed to allow all colleagues - in stores, funeral homes, depots and beyond - to share in our success.



A woman with shoulder-length brown hair, wearing a white leather jacket, stands in a supermarket aisle with her arms crossed. She is smiling at the camera. Behind her are shelves stocked with various grocery items, including bananas and packaged goods.

LOOKING AHEAD

“The first half of 2025 tested our resilience, and proved our strength.”

In January, our Co-op vision and difference turned one (see page two). Even through a sometimes trying period, we’ve stayed true to those fundamentals; reaching more members, in more ways, and giving more people a voice.

When the cyber attack came, we responded as a co-operative. It’s easy to write values on whiteboards in good times – much harder to live them in tough ones. Through our response and recovery, I’ve been amazed by the hard work and dedication of our colleagues as they worked long hours and changed processes to keep serving members to the best of their ability. In difficult situations, you also learn who your friends are – and I am so grateful to our partners and suppliers for the patience and support they gave us.

Looking ahead, we continue to operate in a world of uncertainty, political flux and global conflict.

As a business, we’ll keep balancing financial discipline with our long term growth ambitions – building a stronger Co-op that’s fit for this future. As a Co-op, we must continue to act for members. In the first

half of 2025, we changed policies, lobbied Government and reaffirmed our commitments to the environment, diversity and equality, even as others stepped back.

Now, we’re taking our Owned By You, Right By You message to the nation once again – having seen huge success with this campaign last year – and I’m confident we’ll keep building momentum. Co-operation has never been more relevant. In a world where it’s easy to feel voiceless, your voice as a member is echoed by millions of others, and by a business built to act on what matters to you.

We may have been knocked, but not knocked back. The rest of 2025 – and the years ahead – are ours to shape, together.

A handwritten signature in black ink that reads "Shirine".

Shirine

Shirine Khoury-Haq
Chief Executive Officer, The Co-op Group

TO KEEP TAKING PART IN OUR CO-OP

Discuss the future of our Co-op

with us online on 27 September 2025

Join one of our members' events

through October

Find a 'Join In' opportunity for you



OWNED BY YOU.
RIGHT BY YOU.