Wm. Morrison Supermarkets plc<br>Interim UK Gaap results and trading update 25 weeks to 24 July 2005

Operational Summary

- Store conversion process will complete by end of 2005
- Optimisation of the new business now the priority, full details of optimisation plan to be presented in March 2006
- Good progress on corporate governance

Financial Summary

- Total turnover $£ 5,853.7 \mathrm{~m}$, up $4.7 \%$
- Operating profit, pre exceptionals £50.7m (2004: £168.9m)
- Exceptional items £118.8m (2004: £21.8m)
- Loss before tax £73.7m (2004: profit of £121.6m)
- Net debt at 24 July 2005 £1,120.1m (2004: £1,609.7m)
- Operating cash flow $£ 326.6 \mathrm{~m}$, down $2 \%$
- Interim dividend maintained at 0.625 p per share
- Like-for-like sales up 5.4\% (1.7\% excluding fuel) in last 12 weeks

Commenting on the results, Sir Ken Morrison, Chairman, said:
'The conversion of Safeway stores to Morrisons, and disposal of those that do
not fit our operating model, has continued at pace. Converted stores saw a $23 \%$ increase in customers, emphasising the strength of Morrisons service and value. Optimising our performance in the newly converted stores and throughout the business will provide real opportunities for material improvement.'

Enquiries

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Interim statement

This statement covers trading in the 25 weeks to 24 July 2005 , with results presented under UK GAAP in accordance with the accounting policies as disclosed in our statutory accounts for the 52 weeks ended 30 January 2005. A further report, converting the results to international financial reporting standards, will be issued on 17 November 2005.

25 Weeks to 24 July 2005
The Group continues to move towards its chosen business model of operating large supermarkets under the Morrisons brand name. The process of converting Safeway stores to Morrisons, and disposing of those that do not fit the model, has continued at pace.

The Group began the period with 498 stores, 190 of which traded as Morrisons. Two new stores were opened, at Hamilton and Auchinlea, and 88 were converted from Safeway to Morrisons. A further 67 Safeway stores were divested, to leave the Group at the end of the period with 433 stores, of which 280 traded as Morrisons.

Total turnover, excluding VAT, was $£ 5,854 \mathrm{~m}$, a year on year increase of $4.7 \%$. The result included a full 25 weeks trading from Safeway, whereas the previous year's result contained only the 20 weeks post acquisition. As a result of divestments 442 stores on average were traded in the period compared with an average estate of 602 in the prior year (both figures excluding the BP joint venture). Additionally, approximately 50 store weeks were lost as a result of closures whilst conversion activity took place.

Inevitably, in a period of great change, the underlying trading picture has been difficult to read. The business has been impacted by the forced divestment of 52 stores required by the OFT as part of its clearance for the acquisition of Safeway, the further divestment of 129 stores that did not fit the Morrisons model and the unavoidable disruption to trading caused by the stores conversion programme. In addition, the market backdrop has been exceptionally competitive. Despite these factors, total like for like sales were up $5 \%$ year on year, or 2.6\% excluding fuel. Morrison's success over many years has been driven by high footfall in the stores, and it is pleasing to report that stores converted to Morrisons saw a $23 \%$ increase in customer numbers post conversion.

Operating profit before exceptional items was $£ 50.7 \mathrm{~m}$, compared to $£ 168.9 \mathrm{~m}$ in the prior year. Margins were $24.4 \%$, down by $0.4 \%$, reflecting both the full effect of moving premium priced Safeway stores to Morrisons value and the impact of strong, lower margin, fuel sales. Staff costs rose by 0.5\% of sales and overheads by $1.2 \%$ as the costs of integrating the two businesses were felt.

Exceptional costs were $£ 118.8 \mathrm{~m}$, compared with $£ 21.8 \mathrm{~m}$ in the prior year. The largest component was the conversion costs of stores - rebranding, and refurbishing Safeway stores and retraining staff to apply Morrisons service
standards.
Cash flow was strong, with the result that the Group operated with much reduced net debt in the period, with closing debt of $£ 1,120 \mathrm{~m}$ compared with $£ 1,610 \mathrm{~m}$ a year previously. The reduction reflects proceeds from the store disposal programme, which more than offset the investment requirements associated with the conversion of stores to Morrisons. As a result, net interest payable was $£ 17.9 \mathrm{~m}$ compared with $£ 29.1 \mathrm{~m}$ in the previous year.

The Board has maintained the interim dividend at 0.625 p per share, and this will be paid on 5 December 2005 to shareholders on the register on 28 October 2005.

Conversion process
Progress towards conversion in the first half confirmed that our ambitious goal of presenting a single face of Morrisons to the customer by the end of calendar 2005 would be attained. The store conversion process, running at four stores per week, is an exacting task for our teams - it is much more fundamental than ' rebadging'. Store conversion entails training all store staff in Morrisons standards and processes, refurbishing and catching up on deferred routine maintenance, implementing the Morrisons electronic point of sale and back office systems, changing all point of sale signage and promotional literature, rebranding the store fascia and switching distribution and replenishment into the Morrisons network.

The conversion teams have been performing sterling work, and it is clear from the uplift in customer numbers immediately after conversion that the Morrisons format is being well received. It is equally clear that the process of perfecting our game in these stores is only now beginning. The Morrisons culture, developed successfully over many years prior to the acquisition, has now to be rooted in the new, bigger business. As the conversion phase ends, this optimisation phase will begin, and this represents the challenge for all areas of the business in 2006/07 and 2007/08.

The process of store disposals has been equally intense - with 67 stores disposed of in the period realising $£ 154 \mathrm{~m}$, bringing to 181 the number of disposals made since the acquisition in March 2004. In each case, in order to maximise proceeds, a full competitive process has been undertaken. Approximately $£ 2.1$ bn of annual turnover has been divested, and we remain on track to realise over £1.3bn from this process and to make associated savings on rents.

As the business settles towards the new model, with approximately 360 large stores all branded Morrisons, the process of optimising the supply chain and support functions can begin. We are in consultation with the distribution workforce about the necessary network rationalisation to support the new business model, and this may lead to the closure of a number of depots. The new regional distribution facility at Kettering opens this month. Safeway's previous head office in Hayes, will close by the financial year end. We are also consulting with 230 staff in the Safeway shared service centre in South Shields, which we anticipate will be much reduced in size. Our new head office in Bradford remains on track to open in the Spring of 2006 , and will bring together approximately 1,500 staff currently sited in three separate locations.

The period since the acquisition of Safeway in March 2004 has been one of intense operational activity, and has put colleagues across the business under significant pressure. They have risen to the challenge, and we are most grateful to them. They can be proud to have won the Grocer Gold Awards for Best Customer Service and Product Availability at a time when there was great scope for distraction.

For the 37 week period to 16 October 2005, sales per square foot are cumulative £18.20. This breaks down as follows: for those 35 stores in the second year of conversion, cumulative sales per square foot are $£ 19.53$ and for those 161 stores converted for less than a year, cumulative sales per square foot are £18.11.

At the time of the AGM statement on 26 May 2005 we confirmed the appointment of Richard Pennycook as Group Finance Director, and he took up his post on 1 October. We also undertook to appoint a further four independent non Executive directors to support David Jones, the Deputy Chairman, and to provide balance and strength to the Board. The appointments of Brian Flanagan, Paul Manduca, Susan Murray and Nigel Robertson have previously been announced. Their induction into the business is proceeding well, and they have all begun to contribute positively to the workings of the Board.

Looking further ahead to the next three to five years, and in order for us to have sufficient time to make an appropriate appointment, the search for a new Chief Executive Officer is commencing. Bob Stott will remain in post until the succession issue is determined and handover can be smoothly and efficiently dealt with. Due consideration will be given to both internal and external candidates.

During the period the Board agreed terms of reference for its operation, and for the Audit, Remuneration and Nominations Committees. The Chairmanships and memberships of these Committees were also agreed, and we can confirm that Paul Manduca will chair the Audit Committee and Susan Murray the Remuneration Committee.

The immediate task for the Board will be to oversee and approve a medium term ' optimisation plan' for the business, as the conversion process completes, in order to provide clear goals for extracting maximum value from the Safeway acquisition. Richard Pennycook will lead this process, and the plan will be approved by the Board ahead of the preliminary results in March 2006, when further details will be provided.

Trading update for 12 weeks to 16 October 2005
Since 24 July 2005 a further 48 stores have converted from Safeway to Morrisons and 31 stores have been divested.

Like for like sales for the continuing business increased by 5.4\%, or 1.7\% excluding fuel.

Stores now converted to Morrisons (from Safeway) saw like for like sales for the period post conversion increase by 13.7\%, or $11.0 \%$ excluding fuel. The commensurate increase in customer numbers was $14.2 \%$.

Continuing Safeway stores awaiting conversion saw like for like sales increase by 4.7\%, or 2.8\% excluding fuel.

Like for like sales in the core Morrisons estate decreased by 0.6\% and excluding fuel were down 5.2\%. This continues to be driven by the one-time impact of divesting large stores to competitors as required by the OFT, creating some cannibalisation of core stores', turnover as neighbouring Safeways convert to Morrisons.

Outlook
As previously reported, the Board commissioned KPMG to assist in the review of the Group's financial forecasting procedures. Based on the completion of this work the Board confirms that its previous profit guidance for $2005 / 06$ remains appropriate, albeit with an expectation that profit before tax, exceptional items and goodwill will be towards the lower end of the range.

We remain confident that the optimisation process will deliver significant financial benefit. It is clear that perfecting our game in the newly converted stores, being able to focus again on our core business, rationalising the supply chain and bringing head office together in one place will provide real opportunities for material improvement.

20 October 2005

Wm. MORRISON SUPERMARKETS PLC
ANNOUNCEMENT
RELEASED THURSDAY 20 OCTOBER 2005

CONSOLIDATED UK GAAP PROFIT AND LOSS ACCOUNT FOR THE
25 WEEKS ENDED 24 JULY 2005

|  | Note | $\begin{array}{r} 25 \text { weeks } \\ \text { ended } \\ 24 \begin{array}{l} \text { July } \\ 2005 \\ \text { £m } \end{array} \end{array}$ | 25 week <br> ende <br> 25 Jul <br> 200 <br> £ |
| :---: | :---: | :---: | :---: |
| Turnover including BP joint venture Less share of $B P$ joint venture turnover | 2 | $\begin{array}{r} 5,920.1 \\ (66.4) \end{array}$ | $\begin{array}{r} 5,669 . \\ \quad(78.9 \end{array}$ |
| Group turnover |  | 5,853.7 | 5,590. |
| Group operating profit pre exceptional costs Exceptional operating costs | 3 4 | $\begin{array}{r} 50.7 \\ (118.8) \end{array}$ | $\begin{array}{r} 168 . \\ (21.8 \end{array}$ |
| Group operating profit/(loss) <br> BP - share of joint venture operating profit |  | $\begin{array}{r} (68.1) \\ 2.9 \end{array}$ | 147. |
| Total operating profit/(loss) <br> Profit on divestment of assets <br> Amortisation of negative goodwill <br> Net interest payable | 5 | $\begin{array}{r} (65.2) \\ 2.5 \\ 8.3 \\ (17.9) \end{array}$ | 148. 4. $(29.1$ |


| Other finance costs | 7 | (1.4) | (2.1 |
| :---: | :---: | :---: | :---: |
| Profit/(loss) before taxation |  | (73.7) | 121. |
| Taxation | 8 | 14.1 | (56.5 |
| Profit/(loss) for the financial period |  | (59.6) | 65. |
| Dividends |  | (15.8) | (16.2 |
| Profit/(loss) retained |  | (75.4) | 48. |
| Dividend per ordinary share | 9 | $0.625 p$ | 0.625 |
| Basic earnings per share | 10 | (2.26p) | 2.68 |
| Diluted earnings per share | 10 | (2.25p) | 2.66 |
| CONSOLIDATED UK GAAP BALANCE SHEET |  |  |  |
|  | Note | $\begin{aligned} & \text { At } \\ & 24 \text { July } \\ & 2005 \end{aligned}$ | $\begin{array}{r} \text { A } \\ 25 \\ \\ \\ \\ \hline \end{array}$ |
|  |  | £m | £ |
| Tangible fixed assets <br> - at cost <br> - accumulated depreciation |  | $\begin{array}{r} 8,048.4 \\ (1,081.7) \end{array}$ | $\begin{aligned} & 8,246 . \\ & (784.1 \end{aligned}$ |
| - at written down value | 11 | 6,966.7 | $7,461$. |
| Negative goodwill | 12 | (294.2) | (287.2 |
| Share of net assets in BP joint venture | 13 | - | 65. |
| Current assets | 14 | 796.5 | 1,005. |
| Current liabilities | 15 | (2,027.2) | $(2,692.1$ |


| Total assets less current liabilities |  | 5,441.8 | 5,553. |
| :---: | :---: | :---: | :---: |
| Creditors - amounts falling due after more than one year | 16 | (986.7) | (994.9 |
| Provisions for liabilities and charges | 17 | (258.4) | (338.1 |
| Net assets - excluding pension liability Pension liability | 18 | $\begin{aligned} & 4,196.7 \\ & (207.0) \end{aligned}$ | $\begin{aligned} & 4,220 . \\ & (166.2 \end{aligned}$ |
| Net assets - including pension liability |  | 3,989.7 | 4,054. |
| Called up share capital |  |  |  |
| Equity \& non equity | 19 | 266.3 | 266. |
| Share premium account | 19 | 20.6 | 16. |
| Merger reserve | 19 | 2,578.3 | 2,578. |
| Investment in own shares | 19 | (40.7) | (40.8 |
| Profit and loss account | 20 | 1,165.2 | 1,233. |
| Shareholders' funds | 21 | 3,989.7 | 4,054. |
| NB |  |  |  |
| Net current liabilities (current assets less current liabilities) |  | $(1,230.7)$ | (1,686.6 |
| CONSOLIDATED UK GAAP CASH FLOW STATEMENT |  |  |  |
|  |  | 25 weeks ended | 25 weeks ended |
|  |  | 24 July | 25 July |
|  |  | 2005 | 2004 |


|  | £m £m |  |  |
| :---: | :---: | :---: | :---: |
| ```Cash inflow from operating activities``` | 22 | 326.6 | 332.4 |
| Net cash outflow for returns on investments and servicing of finance | 23 | (11.3) | (15.5) |
| Taxation paid | 24 | (4.3) | (90.2) |
| Capital expenditure | 25 | (338.2) | (212.8) |
| Divestment proceeds |  | 109.8 | 209.9 |
| Safeway acquisition |  | - | (820.4) |
| Sale of subsidiary undertakings |  | 49.1 |  |
| Dividends paid | 26 | (81.2) | (71.2) |
| Cash inflow/(outflow) before use of liquid resources and financing |  | 50.5 | (667.8) |
| Management of liquid resources | 27 | (38.6) | (134.3) |
| Financing - issue of shares | 28 | 0.5 | 0.4 |
| Disposal of own shares |  | - | 0.9 |
| Increase/(decrease) in debt | 29 | 96.5 | 848.3 |
| Movement in cash in the period | 30 | 108.9 | 47.5 |
| Reconciliation of net cash flow to movement in net debt in the period |  |  |  |
| Increase/(decrease) in cash (Decrease)/increase in debt |  | $\begin{aligned} & 108.9 \\ & (96.5) \end{aligned}$ | $\begin{array}{r} 47.5 \\ (848.3) \end{array}$ |
| Increase/(decrease) in liquid resources |  | 38.6 | 134.3 |
| Change in net cash/(debt) resulting from |  |  |  |
| On acquisition |  | - | (1,149.8) |
| Opening net(debt) / cash |  | ,171.1) | 206.6 |
| Closing net debt |  | ,120.1) | $(1,609.7)$ |



| CONSOLIDATED STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES | 25 weeks <br> ended <br> $24 \begin{array}{r}\text { July } \\ 2005\end{array}$ <br> £m |
| :---: | :---: |
| Profit/(loss) for the financial period | (59.6) |
| Actuarial gain/(loss) recognised in the pension scheme | 66.2 |
| Current tax thereon | 4.4 |
| Deferred tax thereon | (24.2) |
| Total recognised gains and (losses) since last annual report | (13.2) |

Notes

1. Results

These results for the 25 weeks ended 24 July 2005 are unaudited and presented under UK GAA accounting policies as disclosed in our statutory accounts for the 52 weeks ended 30 Janua for 2005 have been delivered to the registrar of companies. The auditors have reported o was unqualified and did not contain a statement under section 237(2) or (3) of the Compani results will be issued under International Financial Reporting Standards (IFRS) on 17 Nove
2. Turnover including BP joint venture

The analysis of group turnover is as follows:-

| 25 weeks ended | 25 |
| :---: | :---: |
| 24 July | 25 |
| 2005 |  |
| £m |  |


| Till transaction values <br> - Stores | 5,559.5 |
| :---: | :---: |
| - Fuel | 1,191.1 |
| Multisave deductions | $\begin{aligned} & 6,750.6 \\ & (411.6) \end{aligned}$ |
| Supermarket takings | 6,339.0 |
| VAT | (488.9) |
| Share of BP joint venture turnover | 66.4 |


| Other turnover and adjustments | 3.6 |
| :--- | ---: |
| Turnover | $5,920.1$ |

The departmental analysis of the like for like increase/(decrease) in supermarket takings

3. Group operating profit pre exceptional costs

Less share of BP joint venture turnover
Group turnover

| $\begin{array}{r} 5,920.1 \\ (66.4) \end{array}$ | $\begin{array}{r} 5,66 \\ (78 \end{array}$ |
| :---: | :---: |
| 5,853.7 | 5,59 |
| 15.4 | (2 |
| 3.8 |  |
| 5,872.9 | 5,58 |
| (4,441.7) | $(4,205$ |
| 1,431.2 | 1,38 |
| (781.2) | (718 |
| (144.2) | (140 |
| (455.1) | (357 |
| 50.7 | 16 |

[^0]Staff costs comprise of
Wages and National Insurance ..... 737.7
Profit related pay ..... 12.0
Pension costs ..... 25.1
Share option costs ..... 5.3
Other staff costs ..... 1.1
Margins\%
Gross operating profit ..... 24.4
Staff costs ..... (13.3)
Depreciation ..... (2.5)
Other operating charges ..... (7.7)
Group operating profit pre exceptional costs ..... 0.9
4. Exceptional costs

25 weeks ended 24 July 2005

## £m

Acquisition costs
Redundancy costs 9.9

Divestment costs 0.5
Store conversion costs 90.7
Fixtures written off on 17.7
conversion
conversion
5. Profit on divestment of assets

7. Other finance costs

| 25 weeks | 25 w |
| ---: | :---: |
| ended | e |
| 24July  <br> 2005 25 <br> £m $\quad$ |  |

Expected return on pension scheme assets
39.1

Interest on pension scheme liabilities
8. Taxation

| 25 weeks ended |  | 25 weeks ended |  |
| :---: | :---: | :---: | :---: |
| 24 July 2005 |  |  | $y 2004$ |
|  | Effective |  | fective |
| £m | rate \% | £m | rate \% |
| - | - | 66.8 | 54.9 |
| 4.5) | 33.2 | (11.1) | (9.1) |
| 4.4 | (6.0) | - | - |
| 2.6 | (3.5) | 0.8 | 0.7 |


| - corporation tax | - | - | - |
| :---: | :---: | :---: | :---: |
| - deferred tax 3.4 | (4.6) | - | - |
| (14.1) | 19.1 | 56.5 | 46.5 |
|  | \% |  | \% |
| UK standard rate of corporation tax | 30.0 |  | 30.0 |
| Expenses disallowed | (4.8) |  | 2.2 |
| Non qualifying depreciation/fair value/ <br> profit on disposal | (19.8) |  | 14.9 |
| Capitalised interest deducted for tax |  |  |  |
| purposes | 2.7 |  | (0.6) |
| Other movements | 15.6 |  | - |
| Current year | 23.7 |  | 46.5 |
| Prior year adjustments | (4.6) |  | - |
|  | 19.1 |  | 46.5 |

## 9. Dividends

The directors propose to pay an interim dividend of $0.625 p$ per ordinary share. Dividend wa December 2005 to those members registered in the books of the company on 28 October 2005.

Participants in the dividend reinvestment plan will receive their statements and, if appli 13 December 2005.

Basic
The earnings per share are based on the profit for the financial period.
In the case of basic earnings per share this is reduced by the preference dividend. The average number of ordinary shares in issue during the period was 2,640,928,000 (2004 2 for own shares held.

Diluted
The earnings per share are based on profit for the financial period.
In the case of diluted earnings per share a presumption is made that share options have be value.
The average number of ordinary shares in issue (as adjusted during the period) was $2,650,2$
$(20042,446,558,000)$
11. Tangible fixed assets at written down value

| 24July 25 <br> 2005 Ju <br>  £m$\quad 20$ |  |  |
| ---: | ---: | ---: |
|  |  |  |

Opening balance
$6,824.0$
1,738
Acquired from Safeway at fair value
365.3

Additions at cost
46.4

Assets acquired as a result of BP
dissolution

| Sale of subsidiaries - Jersey/Guernsey | (23.9) |
| :---: | :---: |
| Interest capitalised | 6.6 |
| Proceeds from divestments of assets | (109.8) |
| Profit on divestments of assets | 2.3 |
| Depreciation charged in the period | (144.2) |
|  | 6,966.7 |
| 12. Negative goodwill |  |
|  | $\begin{array}{r} \text { At } \\ 24 \text { July } \\ 2005 \end{array}$ |
|  | £m |
| Balance brought forward | 262.9 |
| Hindsight adjustments: |  |
| Dissolution of BP joint venture | 11.0 |
| Provision movement | 2.5 |
| Other movements | 26.1 |
| Amortisation | (8.3) |
|  | 294.2 |

13. Share of net assets in BP joint venture

Bank overdrafts
Uncleared banking items
Trade creditors
Provision for debit balances
Loans due within one year
Interest creditor
Fixed asset creditors
Deposits on divestment stores
Lease finance
Corporation tax

Dividends | 16. Creditors - amounts falling due after more than one year |
| :--- |

|  | At |
| :--- | ---: |
|  | 24 July |
|  | 2005 |
|  | £m |
| Bonds | 976.2 |
| Lease finance | 6.9 |
| Loan notes | 3.6 |

Lease finance
Loan notes

25 Ju
20

982
6.9
3.6
17. Provisions for liabilities and charges





22. Cash inflow from operating activities

23. Returns on investments and servicing of finance

25. Capital expenditure

|  | £m | £m | £m |
| :---: | :---: | :---: | :---: |
| Creditor | (15.9) | 43.0 | 27.1 |
| Additions |  |  | (365.3) |
|  |  |  | (338.2) |

26. Dividends paid

Creditor
Charged in period

25 week ende
25 Jul
200
2.

25 weeks ended 24 July 2005
Opening Closing Movement
£m £m £m
$\begin{array}{ccl}25 \text { weeks ended } 24 \text { July } 2005 \\ \text { Opening } & \text { Closing } & \text { Movement }\end{array}$
£m £m £m
27.1
365.3)
338.2)

## 25 week

 ende25 Jul
200
(55.0



[^1]|  | £m | £m | £m |
| :---: | :---: | :---: | :---: |
| Bonds | (978.2) | 976.2 | (2.0) |
| Lease finance | (10.7) | 9.2 | (1.5) |
| Loan notes | (3.6) | 3.6 | - |
| Short term loans | (150.0) | 250.0 | 100.0 |
|  | $(1,142.5)$ | 1,239.0 | 96.5 |

30. Movement in cash

25 weeks ended 24 July 2005
Opening Closing Movement

| £m | £m | £m |
| :---: | :---: | :---: |
| 9.4 | (0.1) | 9.3 |
| 112.7 | (15.6) | 97.1 |
| (20.4) | 22.3 | 1.9 |
| (73.1) | 73.7 | 0.6 |
| 28.6 | 80.3 | 108.9 |

Bank overdrafts
Uncleared banking items
Cash
Deposits - overnight

31 Dissolution of BP Joint Venture

| At |  |
| ---: | ---: |
| Investment brought forward | 24 July |
| Profit in the period | 2005 |
| Release of fair value provision | 67.4 |
|  | 2.9 |
| Cash drawings |  |
| Assets acquired as part of dissolution | 11.0 |

Investment brought forward 67.4
Release of fair value provision

Assets acquired as part of dissolution


[^0]:    Other operating income comprises
    Profit on sale of tangible fixed assets
    Sundry income

[^1]:    29. Increase/(decrease) in debt
