

Profiting Through Partnership

Working together in partnership - a retail perspective



Duncan Sinclair
Agriculture Manager
Meat, Poultry, Fish, Frozen, Dairy

Waitrose

Outline

- John Lewis Partnership/Waitrose
- Supplier strategy
- Livestock schemes
- Case Study
- Future Challenges

John Lewis Partnership

- Founded on co-operative principles
- £7 Billion turnover
- Long-term approach to business-not publicly listed
- Culture built on trust, honesty, service and value
- Partnership principals, sharing knowledge, profit and power
- Waitrose – Food Shops of John Lewis Partnership

Waitrose in the marketplace

- Quality, Service and Choice
- Represents 4% of multiple retail market
- National chain - 226 branches & 2 JL Foodhalls
- Over trade in some key categories
 - Lamb
 - Fish
 - Beef
 - Organic

We are farmers ourselves - Leckford



Waitrose

Broadening Appeal



Range of Formats



Convenience Store



Welcome Break



Hospitality



Food & Home



Core Branch



John Lewis
foodhall
from Waitrose



Small Town Format

Waitrose

Convenience Format



Our stores will contain the food you want for now and the next 48 hours, including:

- Coffee & hot food to go
- Bakery counter
- Made in branch sandwiches
- Meat & fish counters
- Wide ranges of fresh foods
- Full grocery selection
- Top up ranges of frozen & non food

Welcome Break



Focus on hand held snacks, sandwiches, ready meals.

- Oxford Services (M40)
- South Mimms (M25)
- Warwick Services (M40)
- Corley Services (M6)
- Membury Services (M4)

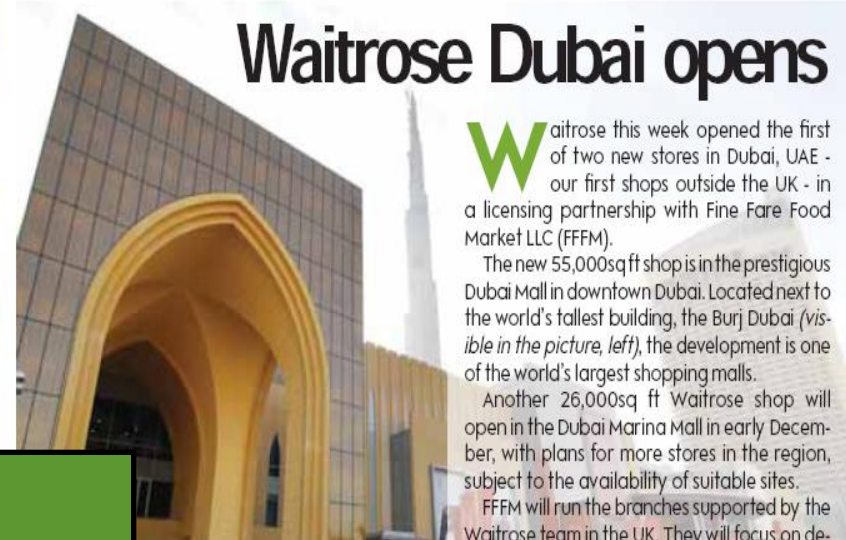
Waitrose Dubai

Waitrose

DUBAI MALL

PORK SHOP

For non-Muslims
لغير المسلمين



Waitrose Dubai opens

Waitrose this week opened the first of two new stores in Dubai, UAE - our first shops outside the UK - in a licensing partnership with Fine Fare Food Market LLC (FFFM).

The new 55,000sq ft shop is in the prestigious Dubai Mall in downtown Dubai. Located next to the world's tallest building, the Burj Dubai (visible in the picture, left), the development is one of the world's largest shopping malls.

Another 26,000sq ft Waitrose shop will open in the Dubai Marina Mall in early December, with plans for more stores in the region, subject to the availability of suitable sites.

FFFM will run the branches supported by the Waitrose team in the UK. They will focus on delivering the Waitrose shopping experience as well as maintaining its high standards throughout the supply chain. **Full story next week.**

Waitrose

DUBAI MALL

Shopping hours

Monday	8.30am - 8pm
Tuesday	8.30am - 8pm
Wednesday	8.30am - 8pm
Thursday	8.30am - 8pm
Friday	9.30am - 7pm
Saturday	10.00am - 4pm
Sunday	8.30am - 4pm

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Waitrose



New Branches 2009



Product successes 2009

essential Waitrose, the largest brand launch in UK retail



essential Waitrose –1,400 lines launched by October '09

16% of Waitrose sales

Volume increases on lines +16% YOY

Waitrose

Supplier Strategy

- Long-term sustainable supplier strategy
- High Operating Standards
- Strong investment plans
- Research and development
- Dedication
- Focus on **quality, consistency and taste**
- Innovation/Carcase balance

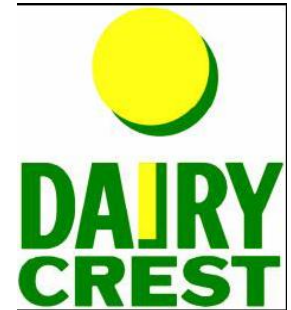
Supply Chain Developments

- Livestock production schemes
- Established over 20 years
- Based on farm assurance standards
- Enhanced to meet customer needs
- Based on quality and continuous improvement
- Communication and feedback
- Commitment and **TRUST**

Key suppliers



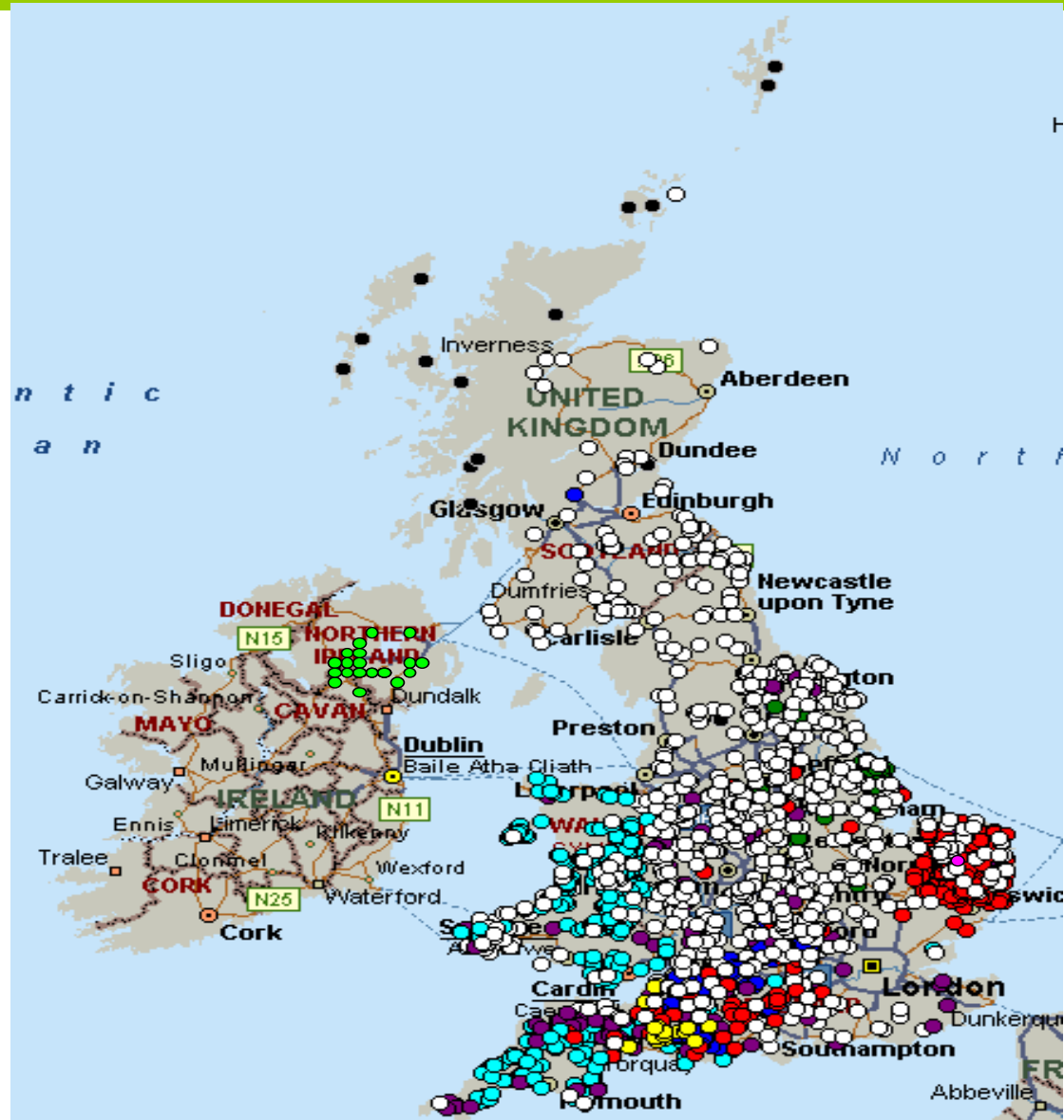
DOVECOTE PARK



Waitrose

Where are Waitrose Farmers?

- BQP
- Coombe
- Dairycrest
- Dovecote
- Gressingham
- Lamb
- Lincs Turkeys
- Stonegate
- Aquascot
- Moy Park



The power of collaboration



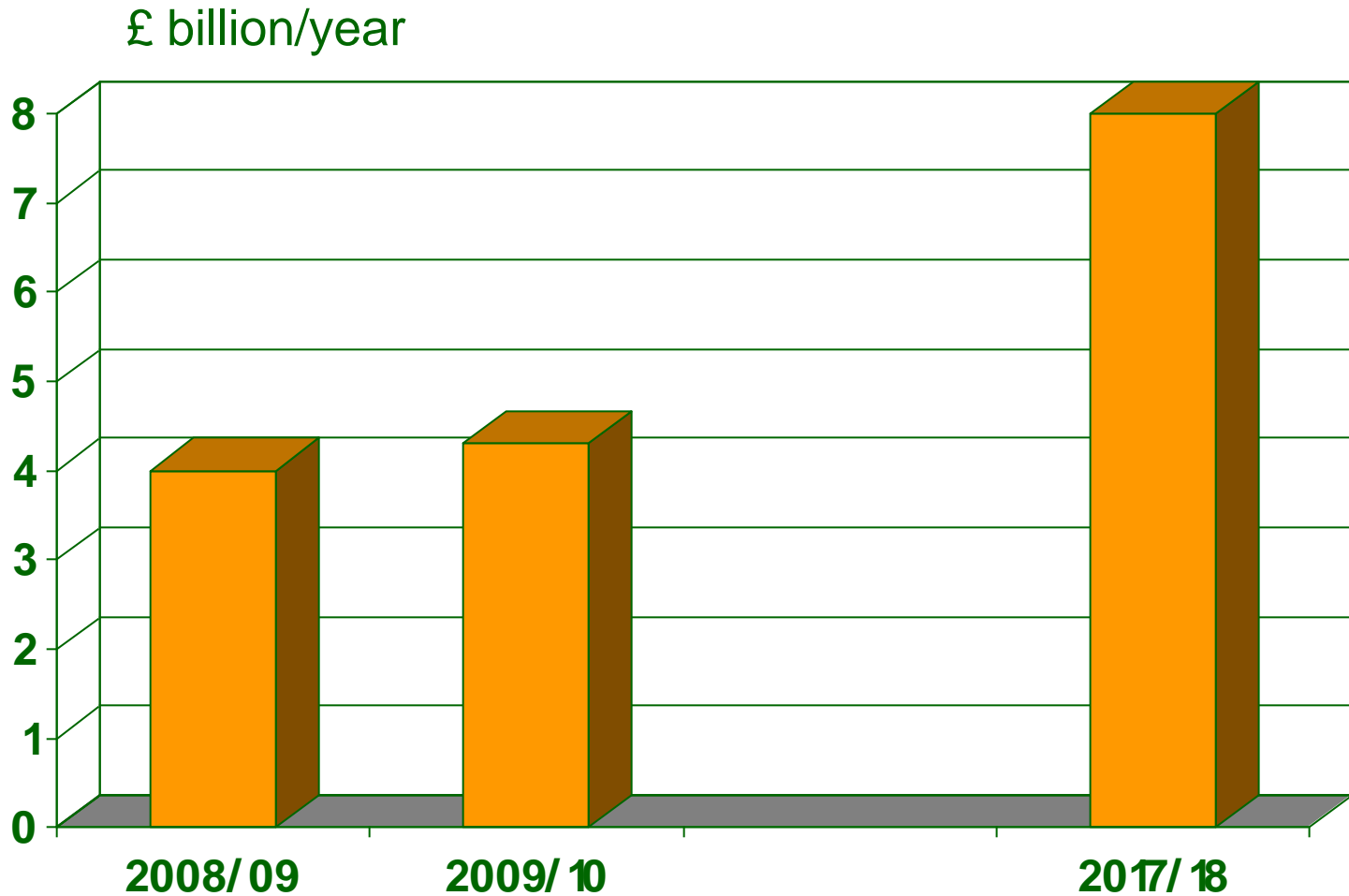
Waitrose

The power of collaboration

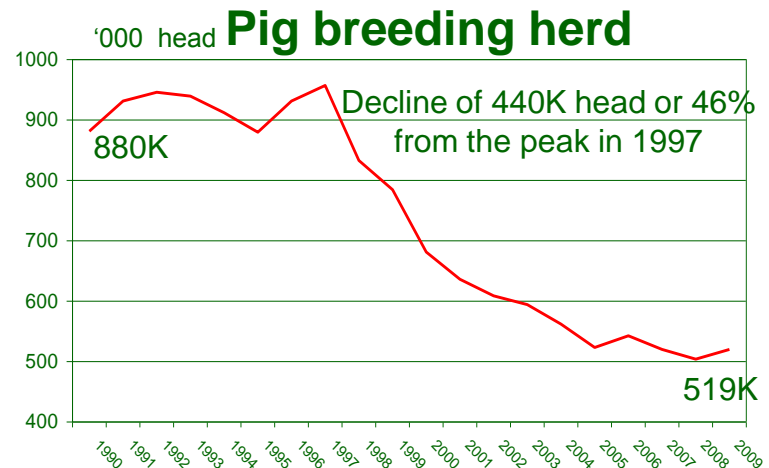
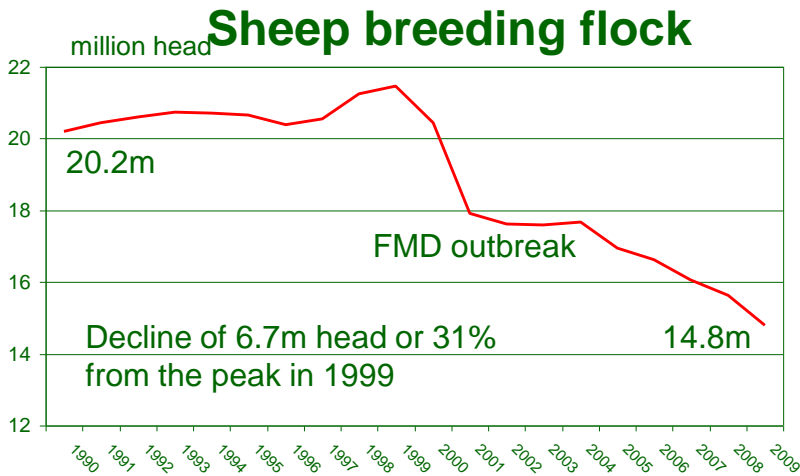
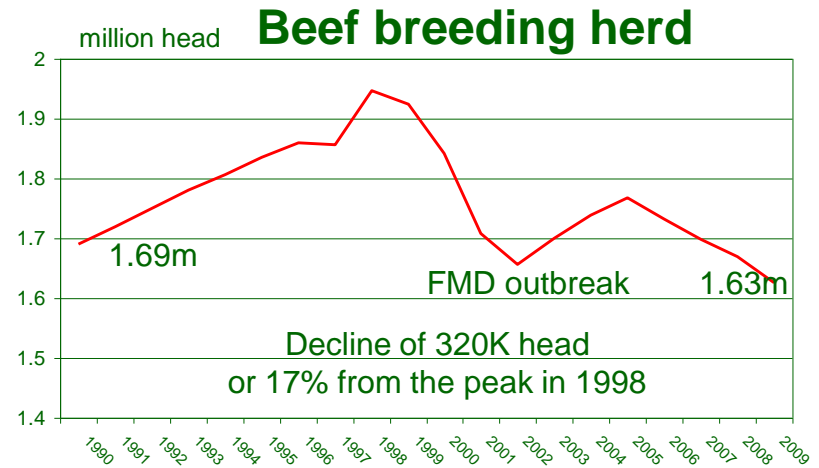
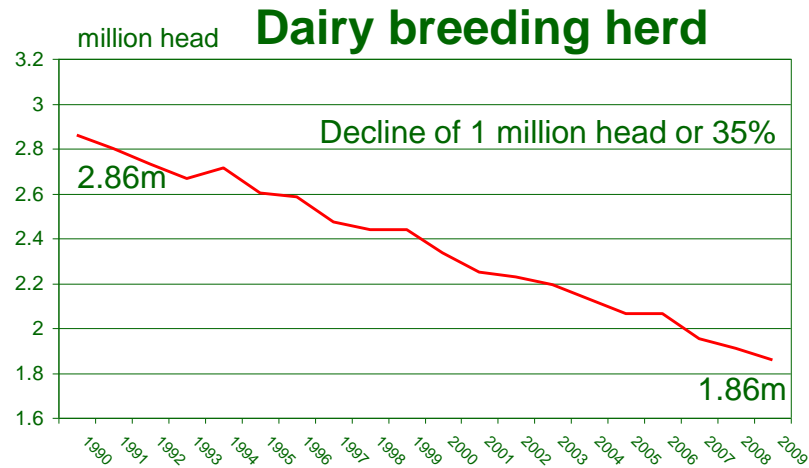
CASE STUDY Film

Waitrose

Waitrose Growth Aspirations



Trends in UK livestock numbers



Future Challenges

- Economic recovery
- Security & continuity of supply
- 'Best in class' livestock schemes
- Sustainability – economically, socially & environmentally
- Additional legislation on livestock
 - Environmental
 - Defra Responsibility & Cost Sharing Agenda
 - Electronic Identification for sheep
- Threat of new diseases
- Future Common Agriculture Policy reform