

# WHY PEOPLE INVEST IN US

**1.**  
LARGEST DEDICATED  
ONLINE GROCERY  
SUPERMARKET  
IN THE WORLD

 View more information about our wider market opportunities on pages 16 & 17


**2.**  
SIGNIFICANT  
MARKET  
OPPORTUNITY  
IN GROCERY, THE  
LARGEST RETAIL  
SEGMENT

 View more information about our marketplace on pages 14 & 15

**3.**  
IDEALLY  
POSITIONED TO  
BENEFIT FROM  
CONTINUING  
CHANNEL SHIFT  
TO ONLINE

 View more information about disrupting the UK grocery marketplace on pages 12 & 13


**4.**  
PROPRIETARY  
INTELLECTUAL  
PROPERTY CREATING  
SIGNIFICANT BARRIERS  
TO ENTRY

 View more information about utilising proprietary knowledge on pages 26 & 27


**5.**  
SUPERIOR  
CUSTOMER OFFER  
WITH LEADING  
SERVICE, RANGE AND  
PRICE PROPOSITION

 View more information about driving growth on pages 20 & 21


**6.**  
OPERATING MODEL  
GIVES STRUCTURAL  
ADVANTAGES AND  
SUPPORTS A VIRTUOUS  
CYCLE OF GROWTH  
AND INVESTMENT

 View more information about how we generate and preserve value on pages 10 & 11


**7.**  
CONSIDERABLE  
OPERATIONAL  
LEVERAGE  
EXPANDING  
MARGINS

 View more information about our KPIs on pages 30 & 31

**8.**  
COMMERCIALISING  
INTELLECTUAL  
PROPERTY OFFERING  
SIGNIFICANT VALUE  
CREATION FROM  
PLATFORM  
BUSINESS

 View more information about Ocado Smart Platform on pages 28 & 29

**9.**  
PROVEN  
MANAGEMENT  
TEAM DRIVING  
STRATEGY  
AND  
EXECUTION

 View more information about our management on pages 62 & 63

